PROPOSED BUDGET
FY 2008-09

CITY OF
CHULA VISTA

Chula Vista, California

PROPOSED BUDGET
FISCAL YEAR 2008-09

CHERYL COX
MAYOR

JERRY R. RINDONE
DEPUTY MAYOR

STEVE CASTANEDA
COUNCILMEMBER

JOHN MCCANN
COUNCILMEMBER

RUDY RAMIREZ
COUNCILMEMBER

DAVID R. GARCIA
City Manager

DONNA NORRIS
Interim City Clerk

ANN MOORE
City Attorney

CITY OF
CHULA VISTA

ADMINISTRATION

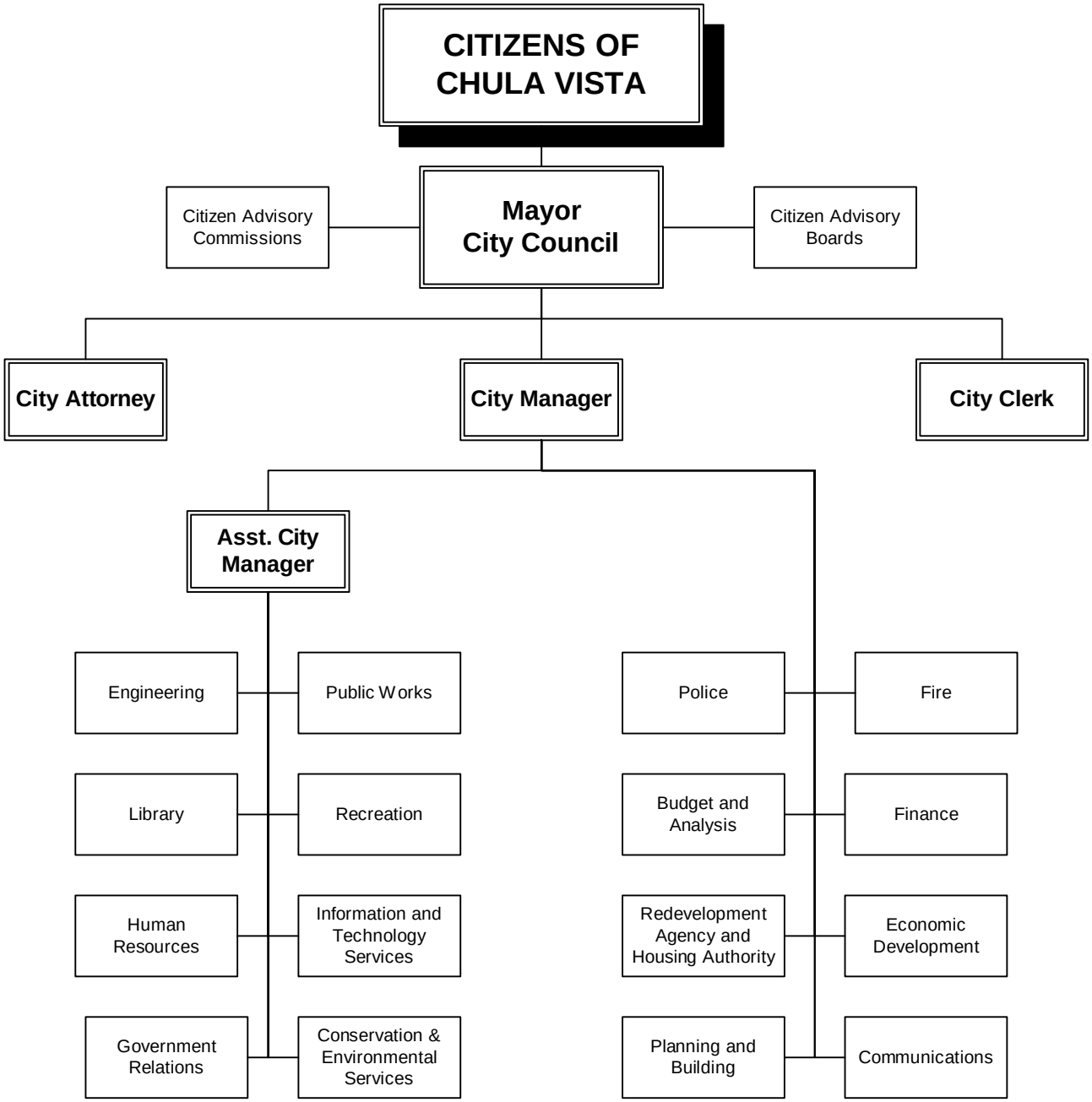
David R. Garcia	City Manager
Scott Tulloch	Assistant City Manager

DIRECTORS

Edward Van Eenoo	Director of Budget and Analysis
Liz Pursell	Director of Communications
Michael Meacham	Director of Conservation and Environmental Services
Maria Kachadoorian	Director of Finance
Jim Geering	Interim Fire Chief
Jack Griffin	Director of General Services & Engineering
Marcia Raskin	Director of Human Resources
Louie Vignapiano	Director of Information Technology Services
Leah Browder	Library Director
Jim Sandoval	Director of Planning & Building
Richard P. Emerson	Chief of Police
Dave Byers	Director of Public Works
Buck Martin	Director of Recreation

CITY OF
CHULA VISTA

ORGANIZATION CHART



respect

integrity

professionalism

teamwork

accountability

PRIDE AT WORK

Our Mission

We are committed to making our community a better place to live, work, and play through services that promote PRIDE

Public Partnerships & Involvement

Reliable Infrastructure & Well-Maintained Facilities

Inviting, Healthy, & Safe Environment

Diverse Cultural, Educational & Recreational Opportunities

Economic Growth

Our Values

Professionalism	*Holding oneself to the highest standards of excellence.*
Accountability	*Taking ownership for one's decisions and actions.*
Respect	*Treating others and yourself with the utmost regard, and appreciating the differences in others.*
Teamwork	*People working together to provide the best available service.*
Integrity	*Strong moral and ethical character.*

The City of Chula Vista is committed to building and nurturing a progressive and cohesive community which values our diversity, respects our citizens, honors our legacy and embraces the opportunities of the future.

CITY OF CHULA VISTA

GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

City of Chula Vista

California

For the Fiscal Year Beginning

July 1, 2007

President

Executive Director

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DOCUMENT GUIDE

The budget document is organized in a manner to facilitate your general understanding of the City's fiscal status, to present management's assessment of major issues and, finally, to present the plan for allocating resources to address those issues during the coming fiscal year. The budget document is organized as follows: Budget Message, General Fund, Other Funds, Capital Improvement Program, Summary Tables, and Appendix.

BUDGET MESSAGE

This section provides an overview of the region's economic outlook, an executive summary of the City's all funds budget, outlines major fiscal issues confronting the City, and highlights significant budgetary changes for fiscal year 2008-09. It also summarizes the sources and uses of funds. An overview of the budget development process is provided along with relevant timelines and milestones, as well as the results from the 2006 National Citizen Survey and descriptive statistics about Chula Vista and its residents.

GENERAL FUND

The General Fund budget funds the day-to-day operations of most city services. This section of the document provides an overview of General Fund revenues and expenditures, staffing changes, and budgetary trends. This section is followed by more detailed descriptions of each department organized by functional groups: Legislative and Administrative Services, Development and Maintenance Services, Public Safety Services, and Community Services. Mission statements, organizational charts, strategic goals, operating budgets, core services, purpose statements, major accomplishments, and key performance metrics are then further delineated for each departmental line of business.

OTHER FUNDS

In order to facilitate the reader's understanding of the different funding sources, this portion of the document has been organized into the following categories: Redevelopment Agency and Housing Authority funds, development services funds, sewer funds, transit funds, debt service funds, internal service funds, capital project funds, and other funds. Detailed descriptions, funding and staffing levels are provided for each fund. Due to various legal restrictions these funds are limited in their uses and generally cannot be applied to fund day-to-day operations such as Police and Fire services.

CAPITAL IMPROVEMENT PROGRAM

This section provides an overview of the City's Capital Improvement Program for the coming fiscal year. The Capital Improvement Program accounts for the acquisition, rehabilitation, or construction of major capital facilities, infrastructure, or equipment. Information regarding recommended funding for new or existing capital improvement projects is organized by project type. More detailed information about each capital project, including project area maps, project status, expenditures to date, current year appropriations, and future funding, can be found in the Capital Improvement Program budget document.

SUMMARY TABLES AND APPENDIX

The summary tables provide a quick way to view budget allocations by department (or fund) and expenditure category, revenues by fund and type, projected fund balances by fund, and Council authorized positions by department. The appendix contains supplementary information on a variety of topics including fiscal and investment policies, debt administration, and a glossary of finance and budget terms.

CITY OF CHULA VISTA

PROPOSED BUDGET

FISCAL YEAR 2009

BUDGET MESSAGE

Transmittal Memo

All Funds Summary

Summary of Significant Budget Reductions

Economic Overview

Citizen Survey

About Chula Vista

Chula Vista at a Glance

MAY 22, 2008

HONORABLE MAYOR AND MEMBERS OF THE CITY COUNCIL:

I am pleased to submit for your consideration the operating budget and capital improvement program for fiscal year 2008-09. The City of Chula Vista, like most jurisdictions throughout the San Diego County region and the State, has experienced a significant decline in revenue growth during the past 18 months as a result of the burgeoning sub-prime mortgage crisis and a national recession. As a result, significant reductions in the City's General Fund, development services fund, and Redevelopment Agency have been necessary in order to balance ongoing expenditures with current revenue projections.

On December 4, 2007, the City Council approved, on a 4-1 vote, the elimination of over one hundred positions and net cost reductions totaling $15.5 million annually. These reductions were taken out of the base budget for fiscal year 2008-09. As the economic situation continued to deteriorate it became apparent that the base budget was still not in balance and that further budget cuts were needed. Pursuant to direction given by the City Council at two budget workshops held in April, the budget I am now proposing for fiscal year 2008-09 includes an additional $10.6 million of annual net cost reductions and the elimination of an additional 34.0 positions. Combined, these reductions mark a 16% reduction in the General Fund budget and a 12% reduction in authorized staffing levels relative to the fiscal year 2007-08 adopted budget.

In determining how to close the budget gap I established the following criteria:

- Protect core public safety and infrastructure maintenance service.
- Minimize service impacts to the community.
- Cut development services costs commensurate to reduced development activity.
- Reduce or eliminate non-essential hourly, overtime, and service and supply budgets.
- Flatten the organization and reduce the ratio of managers to non-managers.
- Avoid layoffs of permanent staff to the greatest extent possible.
- Rely as little as possible on one-time solutions.

Within these general guidelines, departments were asked to submit budget reduction proposals equal to 10% of their respective base budgets. All proposals were reviewed by the City's Budget Review Team and a budget balancing plan was presented to City Council at two publicly held budget workshops in April.

True to the stated criteria, the smallest percentage reductions are proposed in the Police, Fire, and Public Works Departments. The largest percentage reductions are proposed in the City's administrative support departments (e.g. Information and Technology Services, Human Resources, and Finance) and in the Planning and Building Department as a result of the significant slowdown in development processing activities. The largest percentage staffing reductions are proposed for the management group at 16.7%. The smallest percentage staffing reductions are proposed for sworn Police and Fire personnel at 4.4% and 0.9% respectively. As a result of a hiring freeze that has been in place since June 2007, the majority of the 145 positions recommended for elimination are vacant. The early retirement programs approved by Council earlier in the year also played a significant role in increasing the number of vacant positions and thereby reducing the number of layoffs. It is currently anticipated that less than 10 of the recommended position cuts will result in layoffs.

The budget plan presented herein results in a balanced budget for fiscal year 2008-09. However, updated 5-year revenue and expenditure forecasts demonstrate that expenditure increases are likely to continue outpacing revenue growth through the end of fiscal year 2010-11, indicating that in-lieu of new or improved revenues further cost cutting measures will likely be required prior to the beginning of next fiscal year. In anticipation of this, and in an effort to minimize the potential for further layoffs, I am recommending the continuation of the hiring freeze that has been in place since the beginning of fiscal year 2007-08 (sworn public safety positions have been and will continue to be exempt from the hiring freeze.) The hiring freeze will further impact service levels as fewer staff struggle to keep up with the service demands and expectations of a growing community. Nonetheless, I feel this is a prudent and necessary course of action in light of the City's diminished revenue outlook. A summary of the budget cuts that are anticipated to have the most significant impact on service levels is provided later in this report.

In closing, I want to reiterate my firm belief that despite our current budgetary issues, the future is bright for the City of Chula Vista. The economic stimulus package recently approved by congress, continued declines in the federal interest rate, continued high spending by the U.S. military, and positive regional job growth all bode well for a strong economic rebound. According to the most recent sales receipts, Chula Vista led the county in annual sales tax growth with a 5.5% increase as of the 2nd quarter of fiscal

year 2007-08. Most other cities in the County experienced a decline in sales tax revenues during the same period. Chula Vista also has several major economic development projects in the works that will significantly expand the City's economic base. These projects include the Eastern Urban Center, the University Park, expansion of the Auto Park, and the Gaylord Hotel and Convention Center.

The cuts I am proposing to the budget are very difficult and will undoubtedly have a negative impact on service delivery. However, the cuts will result in a leaner and more efficient organization; one that is financially sound, fundamentally strong, and ready to respond to the opportunities the future holds.

ACKNOWLEDGEMENT

This document is the result of many months of effort on the part of all the members of this organization. Department Heads and their staff worked collaboratively with the Office of Budget and Analysis and the Finance Department in preparing the recommendations contained within this document. Developing a fiscally sound budget that remains responsive to community needs and service expectations would not have been possible without their combined professionalism, teamwork, and creativity.

I would like to specifically recognize Director of Budget and Analysis, Ed Van Eenoo and Finance Director, Maria Kachadoorian. Together, with their respective staff members, they are ensuring that the City's expenditure requirements remain in-line with long-term revenue projections. Office of Budget and Analysis staff - Angelica Aguilar, Paul Valadez, Michael Arthur, Tiffany Allen, and Aaron Moreno, spent many hours organizing and producing this document and for that I am very grateful.

Finally, I would like to recognize the Director of Engineering and General Services, Jack Griffin, and his staff for their excellent service and guidance in the development and implementation of the City's Capital Improvement Program. Through their efforts the City continues to plan for and deliver the infrastructure and facilities necessary to ensure that the capital needs of our growing community are met now and in the future.

Respectfully submitted,

David R. Garcia
City Manager

CITY OF
CHULA VISTA

ALL FUNDS SUMMARY

The combined revenue budget for all City funds totals $284.3 million, including $31.8 million represents inter fund transfers. Revenues have been conservatively projected grow at a moderate rate. The largest revenue category is Other Local Taxes, which represents 19% of the all funds budget. This category includes sales tax, franchise, utility, and business licenses taxes, as well transient occupancy tax. Charges for Services (18%) represents the next largest revenue category, followed by Revenue from Other Agencies (18%), Property Taxes (16%), and Other Revenue (12%), Transfers In (11%), Development Impact Fees (3%), Use of Money (1%), Licenses and Permits (1%), and Fines, Forfeitures, and Penalties (1%).

The combined expenditure budget for all City funds totals $273.4 million; $31.8 million represents inter fund transfers. This amount includes a General Fund budget of $142.3 million and a Capital Improvement Program (CIP) budget of $13.7 million. The General Fund budget funds the day-to-day operations of most city services and represents 51% of the all funds budget. The General Fund budget for fiscal year 2008-09 marks a $23.6 million (or 14.2%) reduction from the current year's amended budget. Sewer funds represent the next largest expenditure category (12%), followed by Other Funds (12%), Redevelopment Agency funds (7%), Capital Projects Funds (6%), Debt Service Funds (5%), Development Services Fund (4%), Fleet Management Fund (2%), and Transit Fund (1%). Detailed descriptions, funding and staffing levels are provided for each fund under the corresponding fund sections.

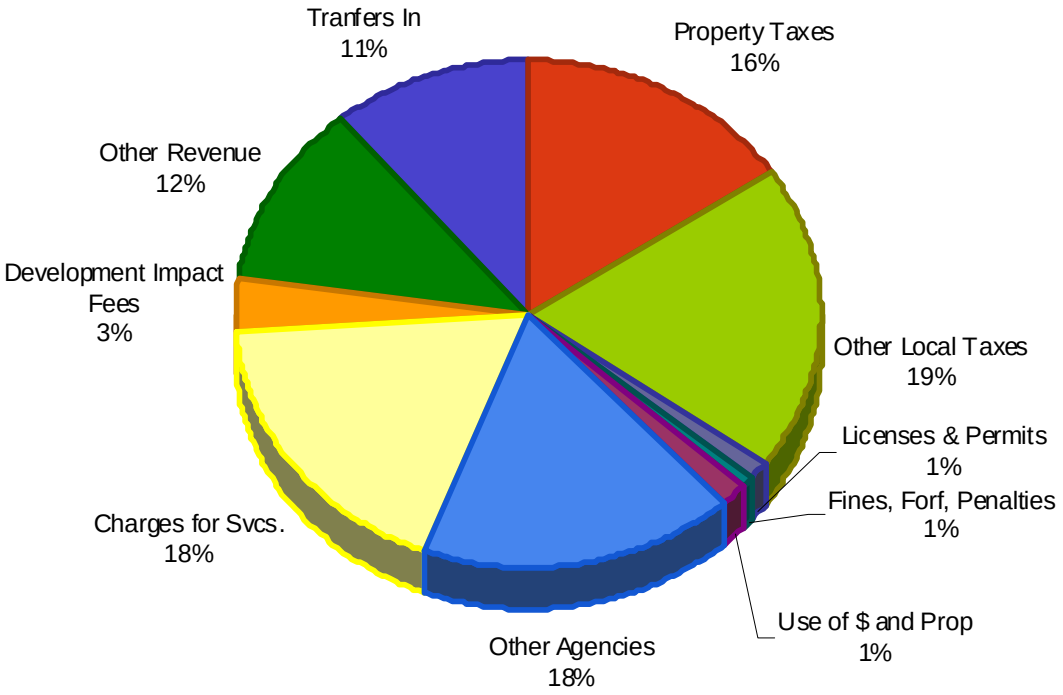
Total sources and uses of all City funds are summarized on the following two pages.

Sources of Funds

Projected Revenues (In Thousands)
Fiscal Year 2008-09

	FY05-06	FY06-07	FY07-08	FY 2008-09	
	Actual	Actual	Estimated	Proposed	Change
Property Taxes	$ 32,598	$ 38,603	$ 42,829	$ 44,381	$ 1,552
Other Local Taxes	$ 53,134	$ 53,438	$ 58,961	$ 55,226	$ (3,735)
Licenses and Permits	$ 3,442	$ 2,870	$ 3,208	$ 3,360	$ 152
Fines,Forfeitures&Penalties	$ 1,725	$ 2,227	$ 2,229	$ 1,970	$ (259)
Use of Money	$ 8,260	$ 13,924	$ 10,872	$ 4,054	$ (6,818)
Rev. from Other Agencies	$ 43,664	$ 40,527	$ 52,025	$ 49,952	$ (2,073)
Charges for Services	$ 46,406	$ 48,112	$ 46,016	$ 50,982	$ 4,966
Development Impact Fees	$ 37,884	$ 11,650	$ 7,809	$ 9,246	$ 1,437
Other Revenue	$ 59,772	$ 62,221	$ 30,601	$ 33,302	$ 2,701
Net All Funds Revenue	**$ 286,885**	**$ 273,572**	**$ 254,550**	**$ 252,473**	**$ (2,077)**
Plus Transfers In	$ 55,722	$ 53,901	$ 24,308	$ 31,845	$ 31,845
Total All Funds Revenue	**$ 342,607**	**$ 327,473**	**$ 278,858**	**$ 284,318**	**$ 29,768**

Total Revenues Fiscal Year 2008-09

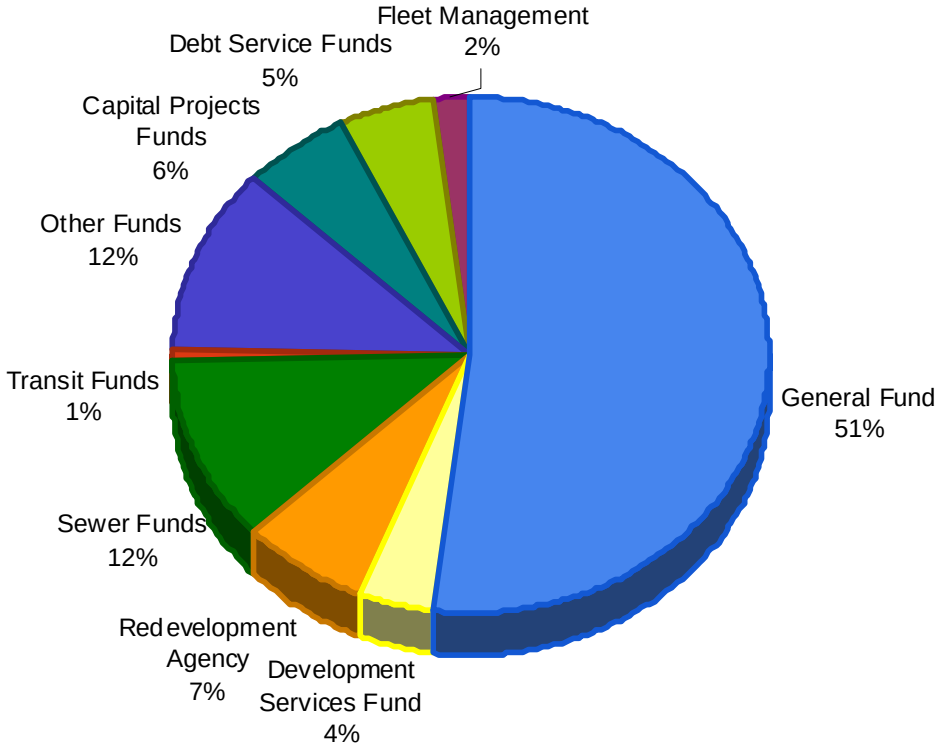


Uses of Funds

Operating Budget by Fund Type (In Thousands)
Fiscal Year 2008-09

	FY05-06	FY06-07	FY07-08	FY 2008-09	
	Actual	Actual	Amended	Proposed	Change
General Fund	$ 160,827	$ 166,056	$ 165,897	$ 142,313	$ (23,584)
Development Svcs Fund	$ -	$ -	$ -	$ 10,738	$ 10,738
Redevelopment Agency	$ 22,903	$ 61,949	$ 24,983	$ 19,510	$ (5,473)
Sewer Funds	$ 32,820	$ 27,811	$ 34,359	$ 31,676	$ (2,683)
Transit Funds	$ 7,782	$ 7,457	$ 2,082	$ 1,632	$ (449)
Other Funds	$ 29,700	$ 24,987	$ 43,831	$ 31,576	$ (12,256)
Capital Project Funds	$ 66,973	$ 41,280	$ 18,015	$ 16,005	$ (2,009)
Debt Service Funds	$ 30,264	$ 13,918	$ 16,695	$ 14,553	$ (2,142)
Fleet Management Fund	$ 8,755	$ 5,979	$ 5,864	$ 5,423	$ (441)
Total Budget	**$ 360,024**	**$ 349,437**	**$ 311,727**	**$ 273,427**	**$ (38,300)**
Less Transfers Out	$ 55,722	$ 53,901	$ 30,902	$ 31,845	$ 943
Net Budget	**$ 304,303**	**$ 295,537**	**$ 280,825**	**$ 241,582**	**$ (39,243)**

Total Budget Fiscal Year 2008-09



CITY OF
CHULA VISTA

SUMMARY OF SIGNIFICANT BUDGET REDUCTIONS

The City has gone through two major budget reduction processes in order to keep expenditures in line with projected revenues. On December 4, 2007 the City Council approved on a 4-1 vote, a mid-year budget reduction plan that reduced the City's annual net cost by $15.5 million and resulted in the elimination of over one hundred positions. These reductions were taken out of the fiscal year 2008-09 base budget. As the fiscal year 2008-09 base budget was being developed, the City's economic condition worsened and revenue projections were adjusted downward. Included as part of the fiscal year 2008-09 proposed budget is an additional $10.6 million in net cost reductions and the elimination of 34.0 positions. The City Council considered the City Manager's proposed budget reduction plan in a series of workshops in April, 2008.

The December and April budget reduction processes will result in a net cost reduction of $26.1 million and the elimination of 145.0 permanent benefited positions. These reductions are reflected in the General Fund, Fleet Management fund, Redevelopment Agency and Housing Authority funds, and the newly established Development Services fund.

The following table summarizes the $26.1 million in net cost reductions by fund and department resulting from both the December and April processes.

DEPARTMENT/FUND		TOTAL REDUCTIONS	PERCENT REDUCTION	TOTAL FTE REDUCTION
General Fund				
Planning & Building (includes DSF)	$	(2,377,757)	-30%	(16.50)
Finance	$	(795,582)	-22%	(6.00)
Administration	$	(1,135,394)	-22%	(1.00)
City Clerk	$	(249,429)	-20%	(1.00)
City Attorney	$	(558,712)	-20%	(2.00)
Human Resources	$	(1,085,652)	-19%	(4.50)
ITS	$	(868,401)	-18%	(5.00)
Library	$	(1,810,367)	-18%	(12.50)
Recreation	$	(1,051,800)	-16%	(4.00)
Eng & Gen Svcs (includes DSF and Fleet)	$	(3,165,481)	-16%	(22.00)
Nature Center	$	(192,454)	-15%	(1.00)
City Council	$	(216,861)	-14%	-
Fire	$	(3,392,917)	-14%	(18.00)
Public Works (includes DSF)	$	(2,340,699)	-11%	(20.50)
Police	$	(4,508,903)	-9%	(30.00)
Redevelopment Agency (Fund 651)	$	(394,311)	-8%	(1.00)
Other Reductions	$	(1,944,348)		-
TOTAL REDUCTIONS CITYWIDE	**$**	**(26,089,068)**		**(145.00)**

Note: The fiscal year 2008-09 proposed budget reflects the establishment of the Development Services Fund (DSF), which includes sections from Engineering, Public Works, and Planning and Building departments. The table above reflects the budget for the different sections of the Development Services Fund within their respective department budgets.

The table above shows that the largest percentage reduction was made in the Planning and Building Department (30%) – this reduction largely reflects the slowdown in development activity. The next largest reductions were made in the administrative and legislative departments - Finance (22%), Administration (22%), City Clerk (20%), City Attorney (20%), Human Resources (19%) and ITS (18%). The smallest budget reductions were made in Fire (14%), Public Works (11%), Police (9%), and in the Redevelopment Agency's Merged Project Area fund (8%).

The table below summarizes the staffing reductions by bargaining unit or employee group. The largest percentage staffing reduction is being proposed for the three management groups at 16.7%; the next highest percentage reduction of 14.9% is in Chula Vista Employees' Association (CVEA). CVEA, the largest of the City's four collective bargaining units, will experience the largest reduction in the number of positions at 89.5. The smallest percent reductions are in public safety. The Chula Vista Police Officers' Association (POA) is being reduced by 11 positions or 4.4% and the International Association of Firefighters Local 2180 (IAFF) is being reduced by one position or 0.9%.

BARGAINING UNIT	FTE AUTH	REDUCTIONS APPROVED 12/07	PROPOSED REDUCTIONS	TOTAL FTE REDUCTION	PERCENT REDUCTION
MANAGEMENT	219.00	-26.00	-10.50	-36.50	-16.7%
CVEA	601.50	-69.00	-20.50	-89.50	-14.9%
WCE	32.00	-3.00	-1.00	-4.00	-12.5%
CONF	31.00	-2.00	-1.00	-3.00	-9.7%
POA	248.00	-10.00	-1.00	-11.00	-4.4%
IAFF	112.00	-1.00	0.00	-1.00	-0.9%
OTHER	5.00	0.00	0.00	0.00	0.0%
CITYWIDE TOTAL	**1248.50**	**-111.00**	**-34.00**	**-145.00**	**-11.6%**

The development and implementation of the budget reduction plan was a major undertaking that will have many impacts on services to the community and City operations. To follow is a summary of some of the more significant budget reductions reflected in the fiscal year 2008-09 proposed budget. This list is not all inclusive but is meant to highlight some of the reductions that were necessary in order to balance the budget. These reductions are presented in two sections – the reductions Council approved in December 2007 on a 4-1 vote and the additional reductions needed to balance the fiscal year 2008-09 budget.

BUDGET REDUCTIONS APPROVED DECEMBER 2007

As mentioned previously, a budget reduction plan was developed and implemented mid-year to address revenue shortfalls that the City experienced during fiscal year 2007-08. All departments were asked to propose budget reductions equal to 10% of their fiscal year 2007-2008 budgets and replace any one-time savings in their current budget allocations with permanent savings. During budget workshops held in November and December 2007, the City Council deliberated over the proposed budget reductions and approved a plan that reduced the City's net cost by $15.5 million. To follow is a summary of some of the more significant budget reductions, with a focus on those budget reductions that will have the most noticeable impacts on service delivery.

- **Reduce hours of operation at Recreation Centers -** The hours of operation were reduced for various recreation facilities in order to achieve cost savings. In adjusting the hours of operation the department attempted to close facilities when the recreation facilities had the lowest attendance. These reductions include modified hours of operation for the fitness center at Norman Park, Otay and Salt Creek, Salt Creek gymnasium, the Life Options and Information and Referral programs at Norman Park Center, and Norman Park Center. The annual savings from these reductions total $89,000.
- **Contract Fire Communications Services –** Contracting fire communication services from the City of San Diego reduced expenditures by $740,000 on an annual basis. The City of San Diego employs a true fire based computer aided dispatch (CAD) systems with capabilities that the City's CAD was not capable of delivering. The enhanced capabilities include - CAD integrated mapping, CAD driven mobile data computer mapping, multi-fire agency operability, end user flexibility, resource move-up, and software enhancement capability. These enhanced capabilities will allow the fire department to better manage existing resources. The department continues to work with the City of San Diego to mitigate any potential loss in dispatch performance resulting from the transition.
- **Eliminate four Police Dispatchers –** The elimination of these vacant positions will result in an annual savings of approximately $363,000. Elimination of four police dispatch positions will negatively impact efficiency at the Communications Center, increase wait times for citizens calling for emergencies or business reasons, and may potentially result in increased overtime usage to cover busy periods.
- **Eliminate Fourth of July fireworks on the Bayfront –** The elimination of the funding for this event reduced expenditures in the Recreation department by $41,000. The elimination of this event will also save staff costs in the Police Department and Public Works Department.
- **Eliminate Graffiti Removal Contract –** The elimination of this contract will reduce expenditures in the Public Works Department by $51,500 on annual basis but will eliminate an important aspect of the City's overall graffiti abatement efforts.
- **Reduce Park Maintenance staffing –** the elimination of three Gardener positions from Park Maintenance will save approximately $217,000 on annual basis. Service impacts include reducing sport field renovations from 20% to 10% annually, turf mowed frequency reduced from weekly to biweekly, turf weeded, edged and sprayed reduced from weekly to biweekly, and litter and trash pickup reduced from 7 to 6 days a week.

- **Eliminate Deputy Fire Chief –** The Deputy Fire Chief position is a senior management position responsible for providing direction and leadership of the Fire Department's support activities. This position can act as a first responder in the event of a major emergency event to perform command and control functions. The elimination of this position will leave the department with one Deputy Fire Chief and will result in the loss of oversight and span of control over the following key departmental support functions: Fire Communications, fire apparatus equipment readiness, equipment and supply, emergency services/disaster preparedness, and public information services. The annual savings from the elimination of this position is $230,000.
- **Eliminate the Police Agent from the Financial Crimes Task Force** – This task force is comprised of Federal, State, and local agencies and is coordinated by Immigration Customs Enforcement (ICE). This task force investigates various financial crimes and narcotics based money-laundering investigations. Removal from this task force may severely impact the department's ability to address significant financial crimes in Chula Vista. The annual savings from the elimination of this position is $135,000.
- **Reduce Street Maintenance staffing –** the elimination of a Public Works Supervisor and a Senior Maintenance Worker saves $198,000 on an annual basis. The elimination of one supervisor does not affect the production level of any maintenance tasks. The elimination of a Senior Maintenance Worker will result in the loss of one position on a work crew; sidewalk work assigned to this crew will be reduced.
- **Eliminate the Community Relations Police Sergeant** – This position has direct supervision of the Community Relations Unit. This unit is responsible for a number of tasks that enhance the relationship with the community, including oversight of the Senior Volunteer Patrol, coordination of various community volunteer activities, interacting with citizens at neighborhood meetings. The annual savings from the elimination of this position is $155,000.
- **Eliminate four Community Service Officers** – The elimination of these four vacant positions will result in an annual savings of approximately $269,000. Community Service Officers (CSO's) are the civilian auxiliary of Community Patrol. CSO's take low level crime reports, handle vehicle abatement, traffic control and other duties that would otherwise be directed to Peace Officers. Reducing the number of CSO's will adversely impact the department's ability to meet GMOC thresholds and delay routine reports to the public.
- **Reduce staffing assigned to K-9 unit –** The K-9 unit is an essential component of the Community Patrol function. This unit provides a less lethal option for officers and is essential to officer safety in

a variety of situations. The staffing in this unit was reduced from 6 officers to 5 officers. Reducing the number of officers in this unit will reduce the number of hours K-9 officers are available for Community Patrol. The annual savings from this reduction is approximately $122,000.

- **Eliminate One Storm Drain Crew –** The elimination of a storm drain crew (Senior Maintenance Worker and Maintenance Worker I/II) saves $138,000 on annual basis. Staff will continue to place an emphasis on complying with the new NPDES permit by providing regular maintenance and cleaning of trash and debris from the City's storm drainage systems however given staffing levels work will be prioritized.
- **Eliminate Hourly Custodial Budget** – The elimination of the hourly budget results in annual savings of $226,000. This reduction significantly lowers the level of custodial and general maintenance services in facilities citywide and impairs the department's ability to assist in the setup and takedown of special events.
- **Eliminate one Police Agent from Property Crimes Unit** – A reduction in staffing in the Property Crimes Unit will have a negative service impact to the community and solvability of property crimes. At full staff, there are 10 detectives in this unit who handled 5,177 cases in fiscal year 2006-2007. The annual savings from the elimination of this position is $135,000.
- **Reduce Fleet Maintenance Staffing –** the elimination of the Fleet Manager and two Equipment Mechanics from Fleet Maintenance will result in annual savings of $276,000. The elimination of these positions will result in slower turnaround times for maintenance and repair of City vehicles.
- **Eliminate one Peace Officer and one Police Agent from Professional Standards Unit** – The Peace Officer assigned to the regional police academy provides oversight of Chula Vista police recruits and ensures that organizational standards are maintained by recruits. The Police Agent is primarily responsible for recruiting qualified candidates for all positions within the police department. The department does not anticipate placing a large number of recruits in the academy in the near future. The annual savings from the elimination of these positions is $257,000.
- **Reduce Fire Prevention Unit staffing** – Two vacant positions were eliminated from the Fire Prevention Unit, a Public Education Specialist and a Fire Prevention Engineer. The savings from the elimination of these positions totals approximately $193,000.
- **Reduce Building Services staffing** – Due to the slowdown in development, three Building Inspectors and two Plans Examiners were eliminated. The elimination of these positions will save approximately $613,000 on annual basis. The remaining staff in this unit is sufficient to address the current workload.

- **Eliminate the Police Agent from the Joint Terrorism Task Force** – The Joint Terrorism Task Force is comprised of a variety of Federal, State, and local law enforcement agencies that share and investigate information regarding terrorism activity in the San Diego region. With the elimination of this position, the department will no longer have a representative on this task force. The annual savings from the elimination of this position is $130,000.
- **Reduce Swim Program –** In order to reduce expenditures the Rec Swim program will be offered on a limited basis. The program will no longer operate in Fall, Winter, and Spring and on Saturdays. Morning and weekend lap programs will also be scaled back to reflect reduced hours of operation at both pools. As part of these reductions the 8:00 am weekday swim lessons were eliminated due to low attendance. The annual savings from this reduction total $31,000.
- **Eliminate Mail Distribution of Spotlight –** The City has transitioned to an on-line news source, CV Connect, which provides residents with the latest City news, feature stories, information on upcoming events, conservation tips, and important links. Eliminating the mail distribution of Spotlight will result in $80,000 in annual savings.
- **Reduce Inspection Services staffing –** As a result in the slow down of development a Public Works Inspector, an Associate Engineer, and an hourly intern were eliminated from Inspections Services. The elimination of these positions and their associated equipment saves $249,000 on annual basis.
- **Eliminate Disaster Preparedness Manager –** The duties assigned to this position included Emergency Operations Center (EOC) planning and activities necessary for the management of major emergency events, citywide and inter-agency disaster response plans, emergency interagency coordination and planning, community emergency response teams (CERT) recruitment and training. The duties assigned to this position will be absorbed by existing City staff. The annual savings from the elimination of this position is $127,000.
- **Eliminate a Sign Crew –** the elimination of a two-person sign crew will save $182,000 on annual basis. Regulatory signs will continue to be ranked highest in priority for installation and maintenance. STOP and speed limit signs or regulatory signs mounted in or on a center median rank number one on the sign replacement list when knock-downs occur. Given the remaining staffing in this group, sign repairs and maintenance will be prioritized.
- **Reduce Development Services Counter staffing** – Due to the reduced application workload 1.5 Development Services Technician positions were eliminated from the development services counter. An additional Development Services Technician was also eliminated as a result of closing

the Eastern Permit Center. The elimination of these positions saves approximately $193,000 annually.

- **Reduce Animal Care Facility staffing** – This reduction includes the elimination of one Animal Control Officer and hourly staffing. These reductions will significantly reduce animal control patrols, citations, investigation of animal cruelty and disturbances of peace complaints, increase response times for urgent animal control calls for service and cause non-urgent calls for service to be deferred or not responded to within the City of Chula Vista. Annual savings total $82,000.
- **Reduce Economic Development Support Services -** The elimination of funding for outside agencies including Chula Vista Convention Visitor Center, South County Economic Development Council, and the San Diego Regional Economic Development Corporation will result in savings of approximately $109,000

FISCAL YEAR 2008-09 PROPOSED BUDGET REDUCTIONS

In developing the fiscal year 2008-09 proposed budget, budgetary gaps were identified in the General Fund, development services fund, and Redevelopment Agency. In order to address the projected gaps and develop a balanced budget, a second budget reduction process was implemented. All departments were again asked to propose budget reductions equal to 10% of their fiscal year 2008-09 base budgets. The City Council considered the City Manager's recommendation to address the budget gap during budget workshops held in March and April 2008. The City Council provided feedback and accepted the City Manager's budget reduction plan on April 15th; the budget reduction plan resulted in the elimination of 34.0 positions and reduced the budget on an ongoing basis by $10.6 million.

- **Eliminate Cultural Arts Coordinator** - The elimination of this position along with a reduction in the services and supplies budget will result in annual savings of $172,000. The reduction in funding for this program will result in the cancellation of the annual Taste of the Arts festival and a reduction in the 2009 Music in the Parks series to six concerts offered every other week rather than 12 weekly events. Council approved the reduction of this position to part-time as part of the December budget reduction; this proposal reflects the complete elimination of the position.
- **Eliminate the January 1, 2009 salary increase for all management employees** –Management employees were scheduled to receive 4% cost of living adjustments in January 2008 and an additional 4% in January 2009. Due to budgetary constraints both cost of living adjustments were eliminated. The combined savings realized in fiscal year 2008-09 from eliminating these two increases is approximately $1.4 million. This savings is equivalent to approximately 14 full-time

benefited employees and has significantly helped the City avoid employee layoffs. The City Council has authorized the City Manager to restore all or part of the January 2009 cost of living adjustment should funding become available.

- **Eliminate salary increases for unclassified hourly employees** – The preliminary fiscal year 2008-09 budget included a 4% salary increase in July (delayed from January 2008) and a 4% salary increase in January 2009, scheduled to coincide with the CVEA salary increases. The elimination of these salary increases will result in approximately $99,000 in savings that will help avoid employee layoffs.
- **Eliminate operation of Chula Vista Community Youth Center** – Eliminating the operation of the Chula Vista Community Youth Center will generate approximately $84,422 on an annual basis. The programs displaced by the implementation of this reduction may be accommodated at Parkway Center, Loma Verde Center, or Otay Center all of which are located within a 2.5-mile radius of the Youth Center.
- **Reduce Materials and Book Budget** – The reduction of the books and materials budget in the Library department will save $93,000 on an annual basis. Collection acquisition will be based on a prioritized reduction plan for the ordering of materials and online databases.
- **Reduce Landscape and Construction Inspection staffing –** Due to the slowdown in development, the elimination of two Landscape Inspectors from Landscape Inspection and the elimination of a Public Works Inspector from Construction Inspection will have little or no service level reductions. The elimination of the Senior Civil Engineer from Construction Inspection will require work to be reassigned to other staff in this unit. The elimination of these positions will save approximately $490,000 on an annual basis.
- **Eliminate one Associate Planner from Advanced Planning –** The elimination of this position will result in $99,000 in annual savings. Service impacts from the elimination of this position may include delays in the preparation and adoption of interim zoning provisions in those areas where zoning inconsistencies were created when the General Plan Update was adopted and delays in the completion of the comprehensive General Plan Update Implementation program.
- **Reduce staffing assigned to K-9 unit –** The proposed reduction is to freeze a vacant peace officer assigned to this unit. This will further impact the number of hours K-9 officers are available for Community Patrol. The savings from this reduction total $132,000 for fiscal year 2008-09.
- **Reduce Fire Prevention Unit staffing** – The elimination of a Fire Inspector II from this unit will result in annual savings of $42,000. The Fire Inspector II has been vacant since late October 2007

but the permanent elimination of this position may result in negative impacts to customer service, technical quality, and timeliness of service delivery.

- **Eliminate financial support for CONVIS** – The City's contribution of $74,000 to CONVIS largely funds the operation of the visitor's center at the E Street Trolley Station.
- **Reorganizations** – As part of the development of the budget reduction proposals departments were asked to focus on areas of the organization that could be reorganized to create efficiencies and eliminate management positions. There are a number of reductions that fall into this category.
    - **Downgrade one Assistant City Manager (ACM) to Executive Assistant to the City Manager –** This reduction together with the elimination of an Assistant City Manager approved as part of the December process will reduce the number of Assistant City Managers positions in the City from four in fiscal year 2006-2007 to one in fiscal year 2008-09. The City has operated with only 1 Assistant City Manager since January 2008. This level of executive oversight seems to be working given the numerous reorganizations that have been implemented to date. One area that has suffered is the agenda process, in which the Assistant City Managers play a key role. For this reason, the vacant Assistant City Manager position is being downgraded to an Executive Assistant to the City Manager. This newly created position will be responsible for coordinating the agenda process for both the City Council and Chula Vista Redevelopment Corporation. This proposal will save the City approximately $148,000 annually.
    - **Police Traffic Enforcement Unit Reorganization –** The implementation of this proposal will eliminate a Traffic Safety Officer, reclassify the Special Events Agent to a Police Sergeant, and add an hourly Special Events Specialist. The duties of the Traffic Safety Officer will be reassigned to other traffic officers. This proposal will save $80,000 annually.
    - **Consolidate Budget/Grant Analysts –** The fiscal year 2007-08 budget included 11 budget analyst and 2 grants management positions spread throughout the City's various departments. This proposal reduces the number of positions from 13 to 10 and consolidates these positions into two areas: 7 positions in the Office of Budget and Analysis and 3 positions in Engineering. The analyst positions in Engineering will continue to coordinate and administer the City's Capital Improvement Budget as well as administration of the City's various community facility districts and infrastructure related development impact fees. The analysts moved to the Office of Budget and Analysis will provide budget development, monitoring, and reporting services to departments on the City's operating budget. In addition, special studies including fee analysis, cost recovery, revenue

projections, fiscal impact modeling, staffing models, and management reviews will be coordinated out of the Budget Office. In addition to improving the quality and consistency of analysis across departments, this proposal will result in an annual savings of approximately $330,000.

- **Reorganization of Library Branch Operations -** This proposal increases efficiency and eliminates a layer of management from branch operations. The new organizational structure will restore public hours at the Civic Center Branch from 52 to 64 hours per week, expand Saturday hours at the Eastlake Branch by 2 hours, and restore the formal Literacy Program. Combining service points and implementing centralized scheduling will generate additional personnel services savings. Implementation of this proposal will result in annual savings of approximately $370,000.
- **Reorganization of the Finance Department –** The reorganization of the Finance department will result in $162,000 in savings in fiscal year 2008-09. The reorganization of the department eliminates one position from the department and reclassifies various positions to lower level positions. In addition to these reductions, the department eliminated three positions as part of the December budget reductions. The elimination of staff in Finance may result in some service impacts including - increased waiting times at the Finance Counter and vendors experiencing longer delays in receiving payments.

- **Eliminate funding for the Third Avenue Property Based Business Improvement District (PBID)** – The City contributes $80,000 on an annual basis to the PBID, which encompasses an 8-block area. Major property owners in this area include the City and the County of San Diego. The Third Avenue Village Association, through the PBID, produces community events such as the Cinco de Mayo festival and the Starlight Parade. These events may be impacted by a reduction in the PBID's funding.
- **Increase workers compensation deductible from $500,000 to $1,000,000** – By increasing the City's Workers' Compensation insurance deductible from $500,000 to $1M, the City will save $140,000 in premium costs in fiscal year 2008-09. The likelihood that a claim will exceed our current $500k deductible is slim (there have only been three claims in 30 years that have exceeded our current $500k deductible, with only one of those exceeding the $1M). It would only take 3 years of premium savings to fund the additional deductible cost of a single workers compensation claim in excess of $500,000
- **Reduce Storm Drain Staffing –** The elimination of a Maintenance Worker I/II saves $70,000 on

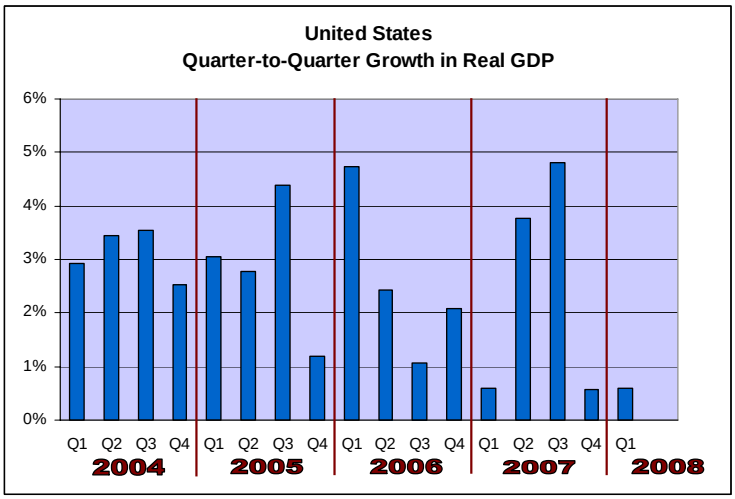
annual basis. This position assisted in removing trash, debris, and other pollutants from lined and unlined storm channels and inlets and outlets that cannot be reached by equipment.

- **Reduce Fleet Maintenance Staffing –** the elimination of a Senior Equipment Mechanic will result in annual savings of $99,000 in annual savings. The elimination of this position will result in slower turnaround times for maintenance and repair of City vehicles.
- **Delay the hiring of the City Clerk until January 2009 –** The Assistant City Clerk is currently serving in the capacity of Interim City Clerk and the Assistant City Clerk position has not been backfilled. Implementation of this proposal will result in one-time salary savings of $105,800 in fiscal year 2008-09.

ECONOMIC OVERVIEW

This section of the budget document identifies and outlines economic indicators that impact major City projections. Several sources are used to forecast city revenues using national, state and local area trends. Sources include: the UCLA Anderson Forecast (National and State), U.S. Bureau of Labor Statistics (National and San Diego region), California Department of Finance (State), and the University of San Diego Index of Leading Economic Indicators (San Diego region).

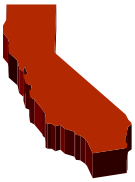
The **US economy** has experienced moderate to slow growth over the past two years, slowing significantly during the past two quarters. According to preliminary estimates released by the Bureau of Economic Analysis, real gross domestic product (GDP) increased at a rate of just 0.6 percent during the first quarter of 2008. This marks the second consecutive quarter and three of the last five quarters where GDP growth was less than 1 percent. While not meeting the formal definition of an economic recession (i.e. two consecutive quarters of negative GDP growth), it is clear that growth in the national economy has all but stopped.



UCLA Anderson Forecast Director Edward Leamer stated in his March 2008 report that he holds to the belief that a recession is not likely in the immediate future. Yet he admits that there is a tenuous aspect to the

forecast. Leamer goes on to say that, “Our no-recession forecast remains nervously intact. We see a lot of problems in the first half of 2008, as housing remains a drag on GDP growth and weakness in personal consumption contributes as well. We expect one quarter of negative GDP growth. The Fed continues to dish out good news for Wall Street with ever-lower interest rates. The labor market is sluggish and unemployment elevates to 5.5 percent by the end of 2008. But the housing drag on GDP dissipates in the second half of the year and a normal economy returns in 2009."

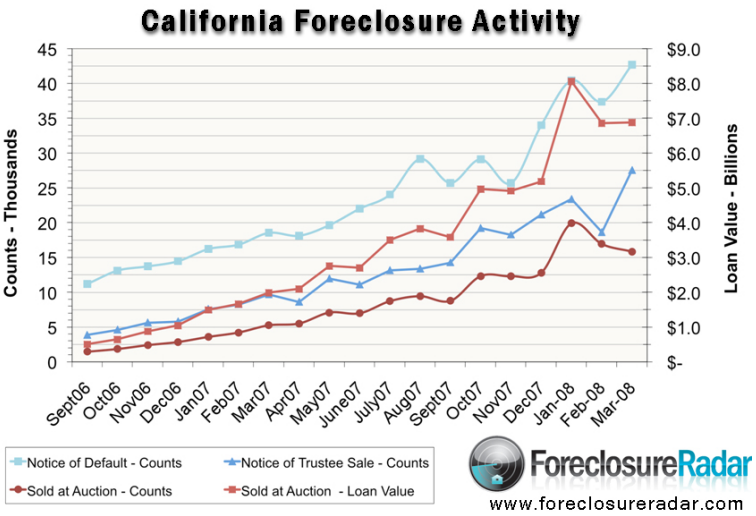
There is a potential for some good news to the national and local economies is the effect of the Government’s “Economic Stimulus Package.” Starting in May 2008, the United States Treasury will begin sending economic stimulus payments to more than 130 million households. The package can be as much as $600 per individual ($1,200 for married couples) and parents can receive an additional $300 for each eligible child. The hope is the many Americans will view the stimulus payment as a windfall and spend this money on taxable, discretionary products. With many households facing tough economic choices, the potential exists that this money will be used either to pay down existing debt or to pay for basic necessities as opposed to taxable, discretionary products.



As stated by the UCLA Anderson Forecast, the **California economy** typically mirrors that of the national economy. Historically the U.S. and the California economy move together and there has never been a recession in California without a national recession. UCLA economists forecast that California will continue to experience very slow growth as the economy continues to adjust from the real estate fallout.

According to Dataquick Information Systems, a provider of real estate information, the median home price in California in March 2008 was $358,000, down from $484,000 just one year ago, a 26 percent decrease. The decrease in home prices has prompted many homeowners who purchased homes at or near the peak of the housing market to file an appeal with their local county assessor’s office to reassess their properties to current market values. The decrease in home value has also spawned a new trend among homeowners, simply walking away from their mortgage if their home is worth less than what they owe. According to a recent article in the USA Today, a growing number of consumers are choosing to pay their credit card and car loans first, a sign that many cash-strapped homeowners have given up trying to stay current with their mortgages.

Both of these trends have created a negative impact on property taxes for state and local governments as well as other municipalities and school districts. According to RealtyTrac, and online source of foreclosure listings, foreclosure filings in California for March 2008 were the highest of any state in the nation for the 15th consecutive month and foreclosure activity increased approximately 106 percent from March 2007.

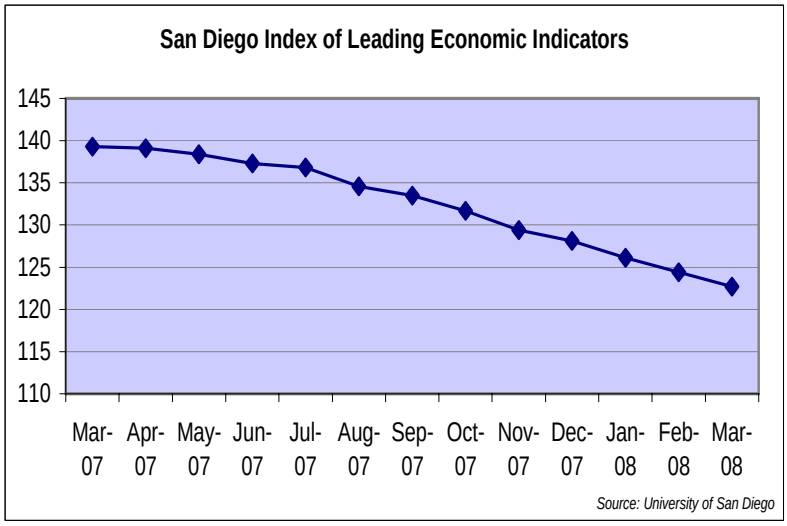


Largely as a result of the stagnating economy and growing crisis in the housing market, the State of California is facing significant budget problems in the coming year. Governor Arnold Schwarzenegger has indicated that the state is currently facing a twenty billion dollar budget deficit for the fiscal year 2008-09. This deficit has prompted the Governor to impose a 10% across the board cut to every department. These cuts will impact everything from social services to public safety. Impacts from these cuts will ripple throughout the state and may further exacerbate the already suffering economy.

The recent approval of Proposition 1A provides protection to local municipalities from the State diverting local revenues but this protection can be overridden during periods of financial hardship. The State is currently projecting a $20 billion deficit for the upcoming budget year. The impact the State may have on local municipalities remains a concern to the City.

According the to UCLA Anderson Forecast released May 8, 2008 the downturn in the **Chula Vista and regional** economy is likely to continue at least through the end of the year. Job losses, rising gas prices and the continuing weakness of the real estate sector were all contributing factors in their forecast. The University of San Diego's (USD) Index of Leading Economic indicators for San Diego County dropped 16.6 points or 11.9% from this same time last year. The USD Index is a monthly report on the outlook of the local San Diego economy and is comprised of six indicators: Building permits, initial unemployment claims, stock

prices, local consumer confidence, help wanted advertising, and the national economy. The index has now fallen in 23 of the last 24 months and all six components of the index are down year to date with the biggest decline in local consumer confidence. Confidence suffered its largest single month decline as gas prices set record highs. Combined with bad news on the housing and employment fronts, consumer confidence is at an all time low, dropping more than 40% from a year ago.



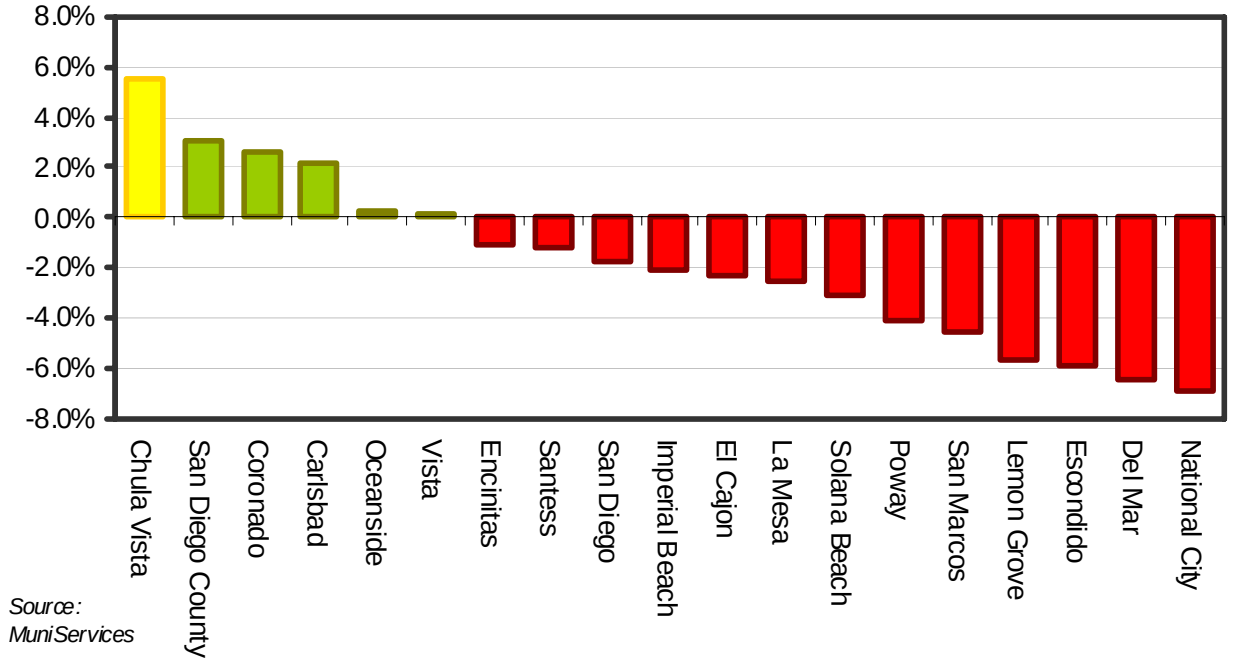
The USD Index forecasts continued weakness for the employment sector. Expectations for job growth are either flat or negative. Employment in the region is down 1,700 jobs compared to the same time period as last year. This is the first negative year-to-year job growth since July 1993. As the State of California struggles with a potential budget shortfall of up to twenty billion dollars, schools are facing huge budget cuts in light of this shortfall. The Chula Vista Elementary School District has already notified 488 employees of possible layoffs. With many of these school district employees living within and around the Chula Vista city limits, layoffs of this magnitude will surely have a ripple effect on our local economy.

Another red flag for the Chula Vista economy is the large number of home foreclosures occurring within the City and rapidly declining property values. According to a recent article in the San Diego Union/Tribune, the 91915 zip code area had the highest home foreclosure rate in the County. According to Dataquick, the median home sale price in Chula Vista dropped from $491,500 to $370,000 in the past year, representing a 24.7% drop in home values. The UCLA Anderson forecast predicts that the large number of home foreclosures will continue to drag the real estate sector down for another 9 to 12 months. Some economists are predicting that the economic condition will worsen in the months ahead as a result of increasing energy prices and significant government job losses.

Foreclosures have a significant impact on the City's property tax revenues. Since foreclosures are caused by the homeowner's inability to pay their mortgage, it goes to say that they are not paying their property taxes as well. Although the City will see most of those back taxes once the property is eventually resold, there is a significant timing delay in the revenue stream. Foreclosures also have an additional negative impact of further depressing housing values. As housing values decline, homeowners who purchased their property at or near the peak of the real estate market are appealing the assessed value of their homes, which would lead to a reduction of property taxes based on the lower assessment value.

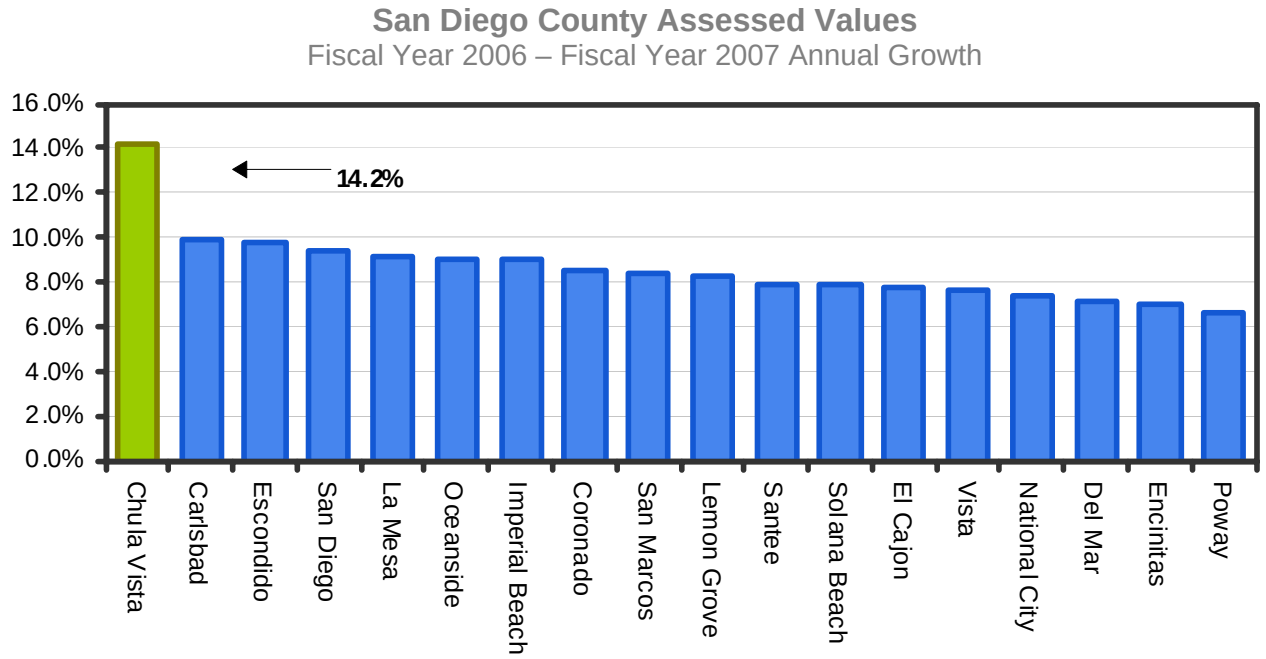
Despite the overall bad economic news, there are several reasons to be cautiously optimistic about Chula Vista's economy. First, the City of Chula Vista saw its most recent fourth quarter sales tax receipts increase by 5.5% over the previous four quarters. This was the highest increase of the nineteen agencies that make up the San Diego region. The region as a whole actually saw a 1.5% decrease in sales tax receipts for the same time period. Chula Vista's success can largely be attributed to increased population, the opening of several new commercial centers in the eastern section of the City, and an aggressive marketing campaign encouraging local residents to "Shop Chula Vista."

San Diego County Sales Tax Growth
Calendar Year 2007



Source: MuniServices

As with sales taxes, the City of Chula Vista led the San Diego region in percentage increase in assessed property values. Based on the June 2007 County Assessor's annual report, the assessed values in Chula Vista grew by 14.2%, compared to a 9.4% increase for the San Diego region as a whole. Realizing that the effects of foreclosures and reassessments mentioned above will have a dampening result on the ultimate growth in property tax receipts, the City is taking a conservative approach and lowering the projections from 14.2% to 10% for fiscal year 2007-2008. Property tax projections will continue to be conservative in fiscal year 2008-09.



CITIZEN SURVEY

The City of Chula Vista participated in the National Citizen Survey for the first time in calendar year 2006. The comparative survey instrument was independently designed and administered by the National Research Center and sponsored by the International City/County Management Association (ICMA). Currently over 100 jurisdictions representing 35 states participate in the National Citizen Survey. Standardizing the survey instrument across these jurisdictions results in one of the primary benefits of the survey; the ability to compare Chula Vista services with similar jurisdictions across the United States.

Staff from the National Research Center administered the survey to 809 randomly selected residents using phone data collection. The survey was available in either English or Spanish and the results were weighted to reflect the demographic profile of all residents in the City of Chula Vista. The survey asked residents to rate the quality of City services and issues relating to the quality of life in Chula Vista. The results provided a valuable tool for assessing resident satisfaction with community characteristics, evaluating Chula Vista's local government, and determining resident participation in local activities. The information provided from the survey has proven highly valuable in guiding the City's annual budget process by highlighting potential problem areas and resident concerns.

The results of the initial survey enabled the City to establish a baseline for performance in order to measure the effectiveness of City services, examine trends in resident use of City services, and identify potential issues with service delivery and quality. Conducting the survey on an annual basis will allow the City to use survey results as a measure of performance. The City's intent is to eventually administer the survey biennially and have the results become a routine part of the budgeting cycle, helping to better incorporate resident priorities into the planning and budgeting process. However, due to budget constraints, the 2008 survey could not be completed.

To follow is a brief summary of the 2006 survey results. A more detailed report on the survey results was presented to Council on September 19, 2006.

PROFILE OF CHULA VISTA

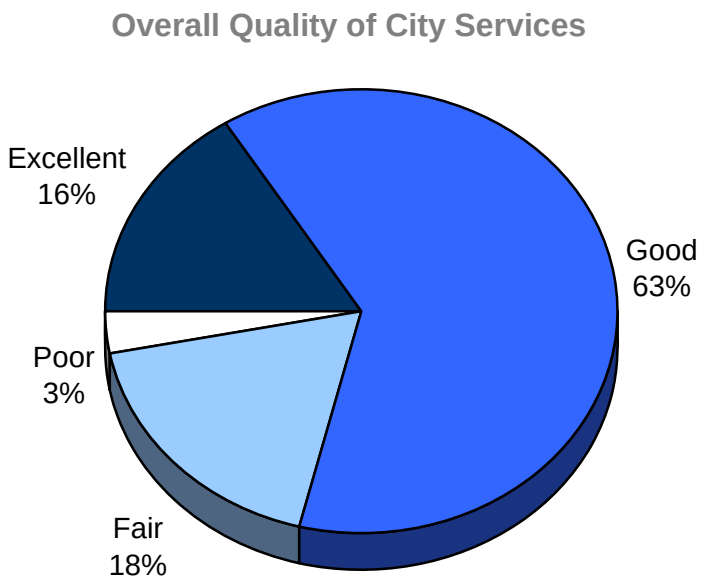
As assessed by the survey:

- 26% of residents have lived in the community for more than 20 years
- 40% of residents have lived in the community 5 years or less
- 67% are over age 34
- 72% of Chula Vista residents have at least some college
- 60% have annual household incomes above $50,000
- 58% of residents reported that they are Spanish, Hispanic or Latino
- 23% had attended a public meeting in the last year

The National Citizen Survey contained many questions related to the life of residents in the community. Survey participants were asked to rate their overall quality of life, as well as other aspects of quality of life in Chula Vista. They also evaluated characteristics of the community, and gave their perceptions of safety in the City of Chula Vista. The survey assessed use of the amenities of the community and involvement by respondents in the civic and economic life of Chula Vista.

OVERALL QUALITY OF CITY SERVICES

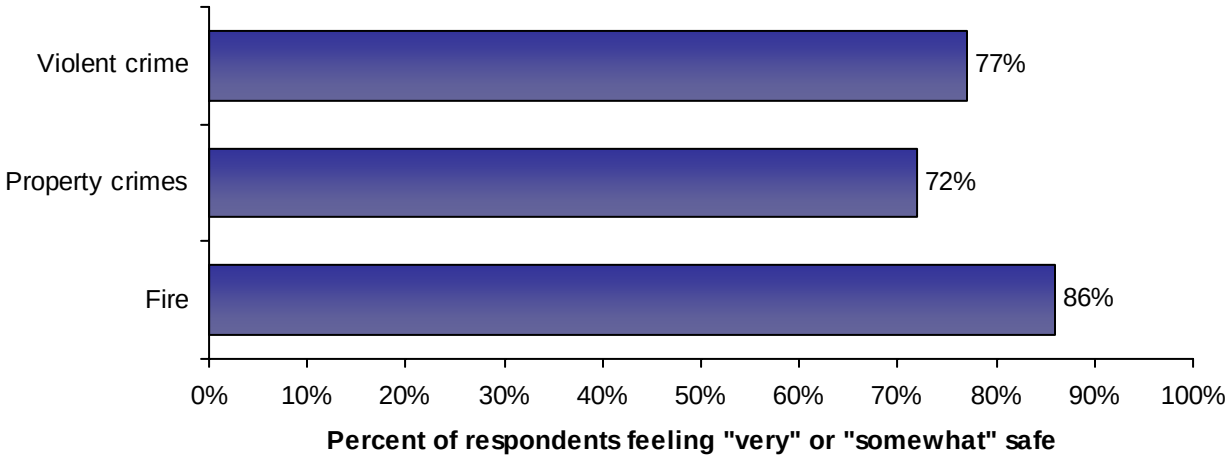
As demonstrated by the chart below, Chula Vista did very well in regards to overall quality of city services – 81% of respondents rated city services as good or excellent. Only 3% of respondents said the quality of city services was poor.



RATINGS OF SAFETY

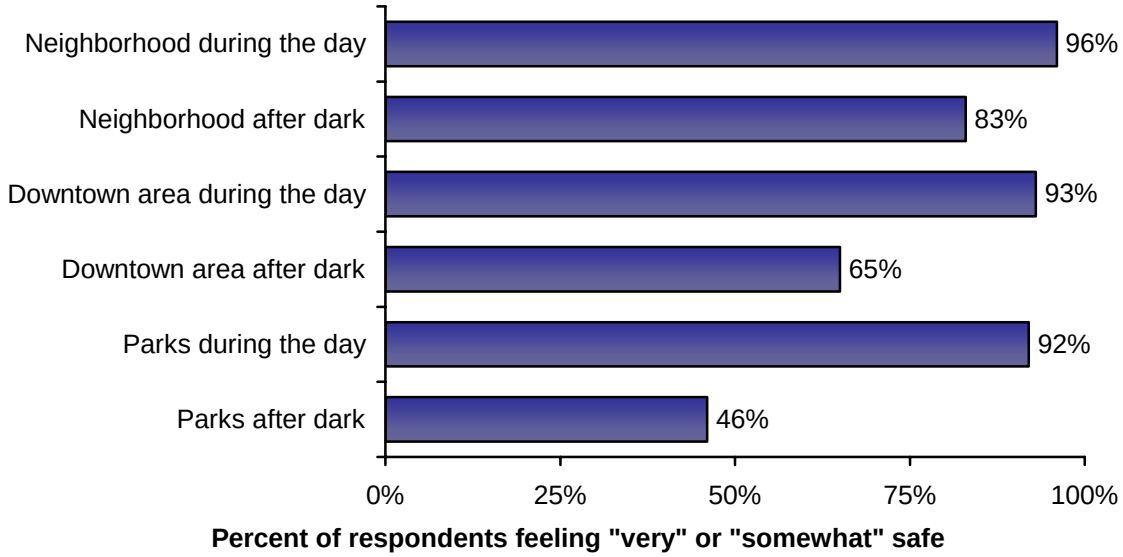
When evaluating safety in the community, 77% of respondents felt “somewhat” or “very safe” from violent crimes in Chula Vista. In their own neighborhood after dark, 83% of survey participants felt “somewhat” or “very safe.” As assessed by the survey, 16% of households reported that at least one member had been the victim of one or more crimes in the past year. Of those who had been the victim of a crime, 72% had reported it to police.

When asked to rate how safe they feel from the following occurring to them in Chula Vista residents



responded as follows:

When asked to rate how safe they feel in various areas of the City during the day and after dark, residents responded as follows:



SUMMARY OF SERVICES

Chula Vista residents were asked how they felt about the services they receive from the City of Chula Vista. Respondents were asked to judge a series of city services using a scale of Excellent, Good, Fair, and Poor. City services were then compared to other jurisdictions with populations of 150,000 residents or more – the following tables indicate whether a particular City of Chula Vista service when compared to like jurisdictions was above the norm, similar to the norm or below the norm.

Quality of Public Safety Services

Description of Services:	Above	Similar	Below
Police services		✓	
Fire services		✓	
Ambulance/emergency medical services		✓	
Fire prevention and education			✓
Traffic enforcement		✓	

Quality of Planning and Code Enforcement Services

Description of Services:	Above	Similar	Below
Land use, planning and zoning	✓		
Code enforcement (abandoned buildings, etc.)	✓		
Animal control	✓		
Economic development	✓		

Quality of Leisure Services

Description of Services:	Above	Similar	Below
City parks		✓	
Recreation programs or classes		✓	
Range/variety of programs and classes		✓	
Recreation centers/facilities		✓	
Accessibility of parks		✓	
Accessibility of recreation centers/facilities		✓	
Appearance/maintenance of parks	✓		
Appearance of recreation centers/facilities	✓		
Public library services		✓	
Variety of library materials		✓	

Quality of Transportation Services

Description of Services:	Above	Similar	Below
Street repair		✓	
Street cleaning	✓		
Street lighting		✓	
Sidewalk maintenance	✓		
Traffic signal timing	✓		
Amount of public parking		✓	
Bus/transit services	✓		

Quality of Utility Services

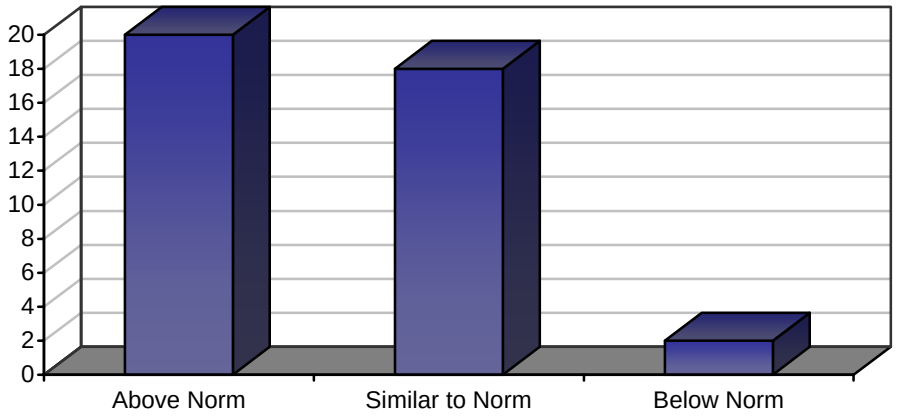
Description of Services:	Above	Similar	Below
Garbage Collection		✓	
Recycling	✓		
Yard waste pick-up	✓		
Storm drainage	✓		
Drinking water			✓
Sewer services	✓		

Quality of Services to Special Populations and Other Services

Description of Services:	Above	Similar	Below
Health services	✓		
Services to seniors	✓		
Services to youth	✓		
Services to low income people	✓		
Public information services		✓	
Public schools	✓		
Cable television	✓		

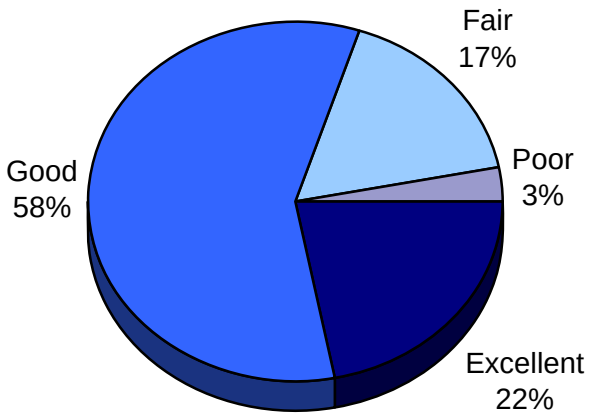
SUMMARY OF QUALITY OF SERVICE DELIVERY

Overall, Chula Vista compares very favorably with other jurisdictions on the quality of service delivery. Of the 40 service areas where comparative information was available, residents rated Chula Vista above the norm in 20 services, similar to the norm in 18 services and below the norm in only two services.



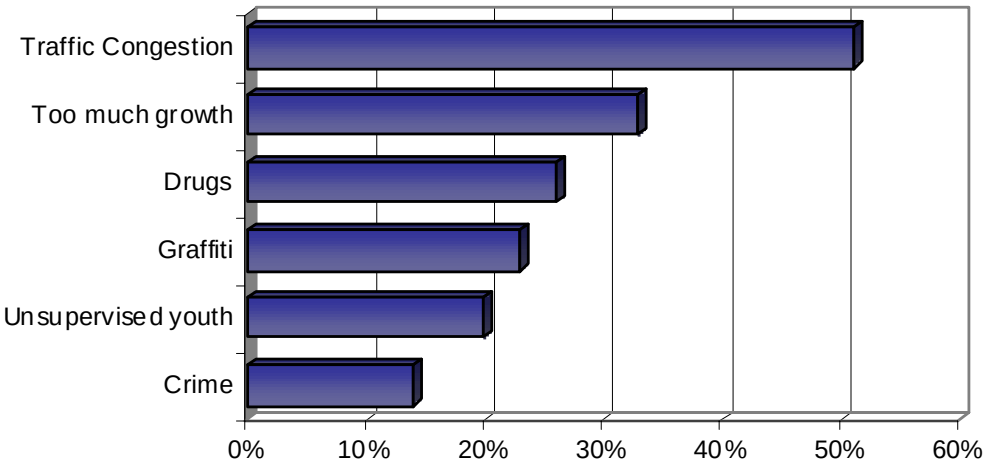
QUALITY OF LIFE

When asked to rate the overall quality of life in Chula Vista, 80% of respondents thought it was good or excellent. Only 3% rated overall quality of life as poor.



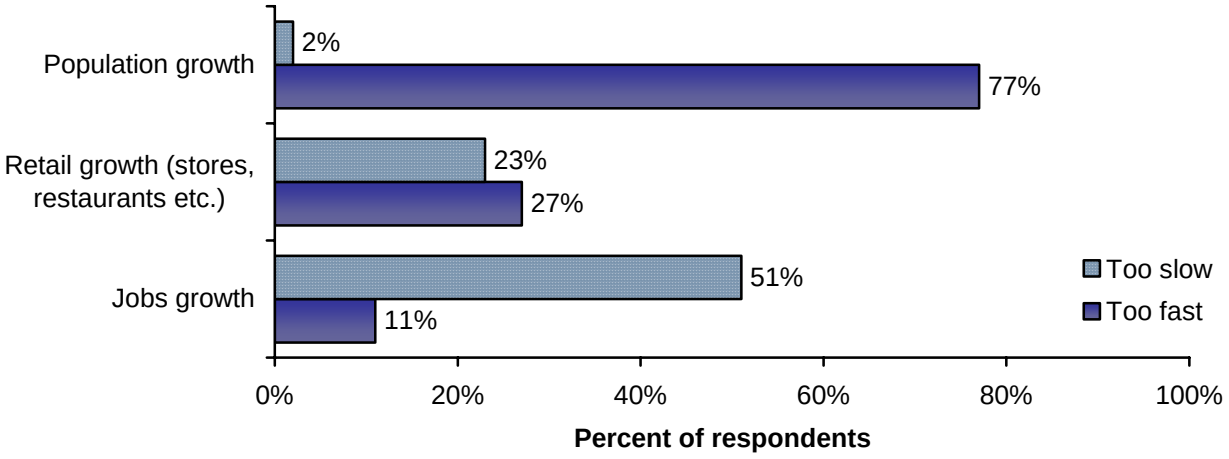
POTENTIAL PROBLEM AREAS

When asked about potential problems in Chula Vista, the top areas of concern identified by respondents as "major problems" were the following:



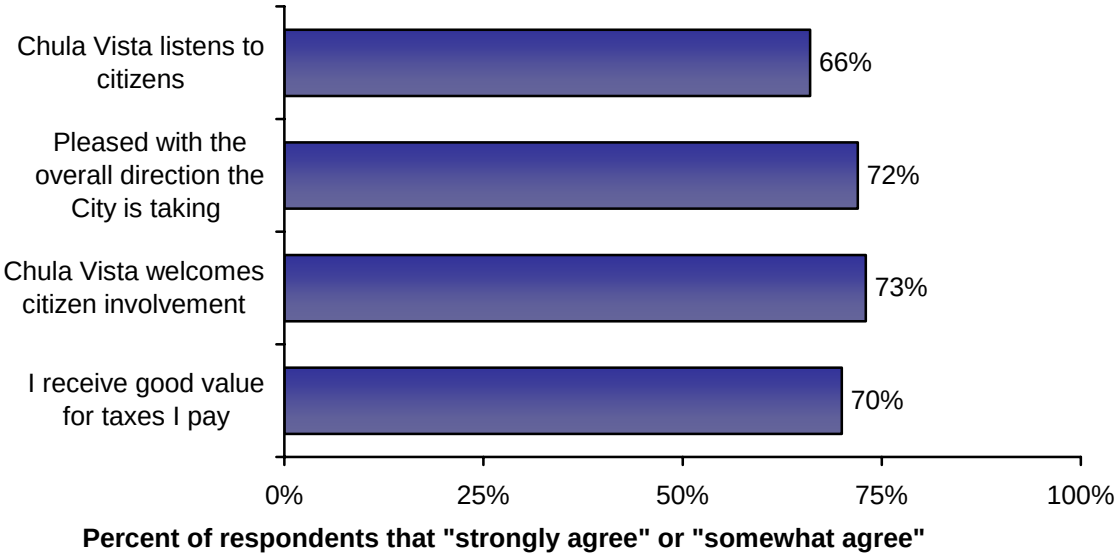
RATINGS OF GROWTH

In regards to the pace of growth, survey respondents had the following opinions:



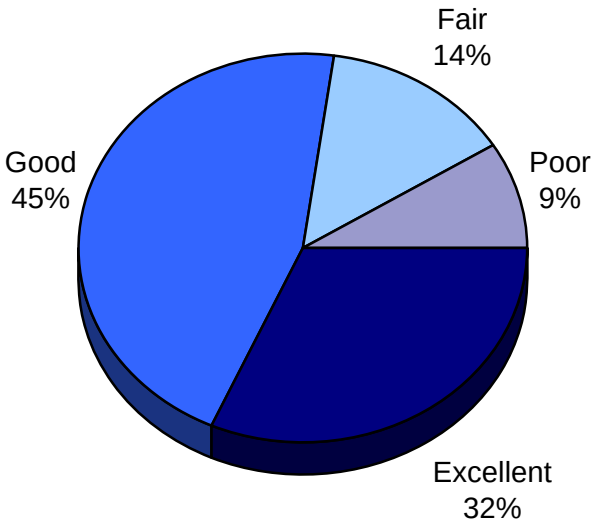
PUBLIC TRUST

Residents were asked to provide ratings of public trust based upon the following criteria:



RATING OF CITY OF CHULA VISTA EMPLOYEES

Forty-five percent of survey respondents reported having at least one contact with a City of Chula Vista employee during the past year. Of those having contact with an employee, 78% rated their overall impression as good or excellent.



CITY OF
CHULA VISTA

ABOUT CHULA VISTA

The City of Chula Vista is a charter city operating under the council-manager form of government. The City Council, comprised of four Council Members and the Mayor, serves as the governing body of the City; all members are elected from the city at-large for staggered four-year terms. The City Council appoints a City Manager, City Attorney and City Clerk. The City Manager serves as the chief administrator and is responsible for carrying out the City Council's general policies. The City Council also appoints members of the community to the City's 22 active boards and commissions. These valuable groups provide public input and facilitate quality decision-making.

The City offers a full range of municipal services including police, fire, infrastructure design and maintenance, wastewater conveyance, bus transit, parks and recreation, library, economic development, planning and zoning, building permitting, and code enforcement. Water delivery services within the City are provided by two independent agencies: the Sweetwater Authority and the Otay Water District. The City has a Redevelopment Agency with five distinct project areas: Bayfront, Otay Valley, Southwest, Town Centre I and Town Centre II. The goal of the Agency is to reduce blight and to encourage new development, reconstruction, and rehabilitation of residential, commercial, industrial, and retail uses.

Covering more than 33,000 acres, from San Diego Bay to the San Miguel Mountains, Chula Vista is located 7 miles North of the busiest international border crossing in the world and 7 miles South of downtown San Diego.

CITY OF
CHULA VISTA

CHULA VISTA AT A GLANCE

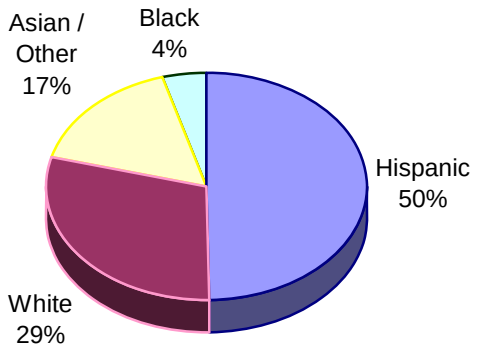
GENERAL INFORMATION

Incorporated 1911
Government..... Council/Manager
Bond Rating..... A

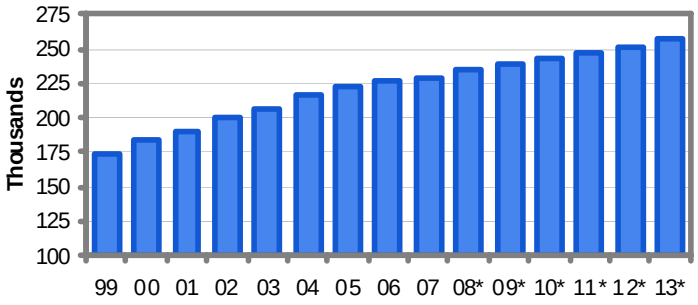
POPULATION

Population..... 231,305
Median Age..... 33.8

POPULATION BY ETHNIC GROUP



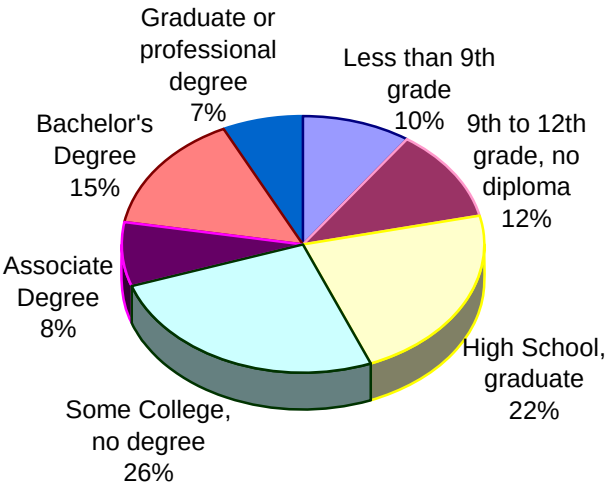
CHULA VISTA POPULATION GROWTH



Note: The 1999 – 2007 population figures are for January 1st of the fiscal year. The 2008 to 2013 population estimate assumes a growth rate of approximately 1.9%.

Source: California Department of Finance

EDUCATIONAL ATTAINMENT[1]



ELEMENTARY SCHOOLS

Chula Vista Elementary School District
www.cvesd.org
(619) 425-9600

Number of Schools 44
Projected Enrollment 27,400
Average Class Size
Kindergarten – 3rd grade 20
Grades 4 - 6 29

SECONDARY SCHOOLS

Sweetwater Union High School District
www.suhsd.k12.ca.us
(619) 691-5500

Number of Schools: 29
Projected Enrollment 42,083
Average Class Size 26

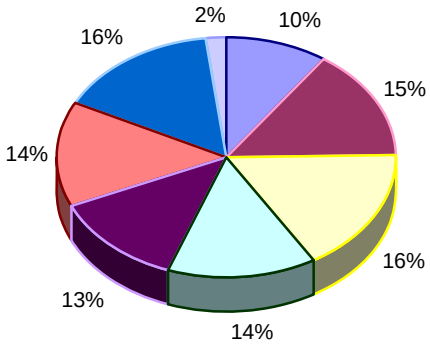
[1] Educational Attainment is based on population 25 years and over

HOUSING

Housing Units	76,738
Persons Per Household	3.04
Vacancy Rate	3.00%

HOUSEHOLD INCOME

Median Income	$54,013



- < $15,000
- $15,000 - $29,999
- $30,000 - $44,999
- $45,000 - $59,999
- $60,000 - $74,999
- $75,000 - $99,999
- $100,000 - $199,999
- >= $200,000

HOUSING TYPE

Single Family	39,454
Multiple Family	33,558
Mobile Homes	3,726

PUBLIC SAFETY

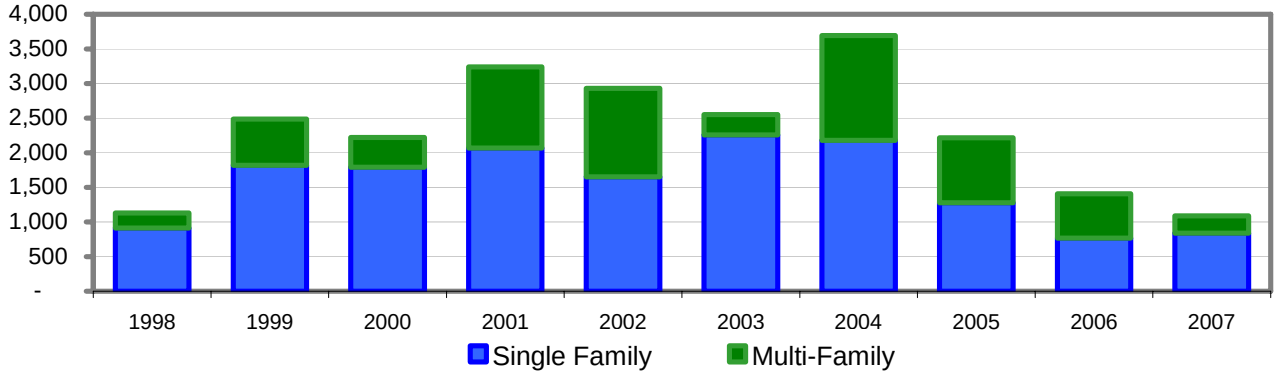
Fire Uniform Strength	121
Fire Stations	9
Priority Fire Calls For Service[2]	10,390
Police Uniform Strength	242
Priority Police Calls for Service[3]	74,277

COMMUNITY FACILITIES

Acres of Developed Parks	528.2
Total Number of Parks	56
Libraries	3
Recreation Facilities	14

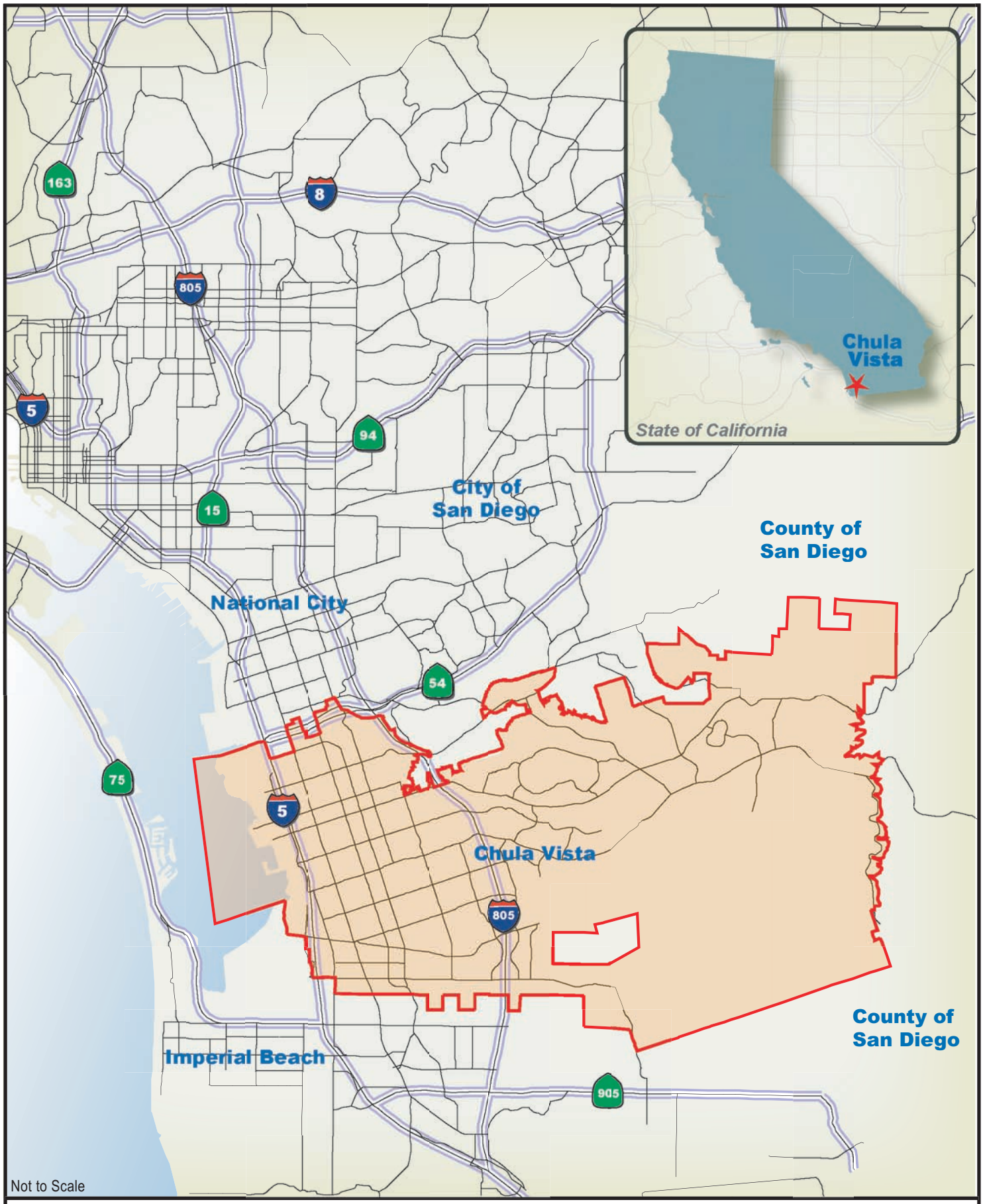
Sources:
San Diego Association of Governments; California Department of Finance; City of Chula Vista staff

CONSTRUCTION PERMITS



[2] Calls for service data is for calendar year 2006, as reported to the City's Growth Management Oversight Commission (GMOC)

[3] Call for service data is for fiscal year 2007



NORTH

City of Chula Vista

VICINITY MAP

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CITY OF
CHULA VISTA

CITY OF CHULA VISTA

PROPOSED BUDGET

FISCAL YEAR 2009

GENERAL FUND SUMMARY

General Fund Revenue Summary

General Fund Expenditure Summary

5 Year Forecast

Summary of Staffing Changes

GENERAL FUND REVENUE SUMMARY

CHULA VISTA GENERAL FUND REVENUES	
in thousands (000)	
FY 05-06 Actual Revenues	157,810
FY 06-07 Actual	161,565
FY 07-08 Estimated	150,394
FY 08-09 Projected	**142,313**
% change FY 07-08 to FY 08-09	**-5.4%**

The fiscal year 2008-09 projected revenues are $142.3 million, which are sufficient to support the operating budget with no impact on existing reserves. As seen in the table on the following page, General Fund revenues are projected to decrease from fiscal year 2007-08 projected levels by $8.1 million (-5%). This amount is not directly comparable to previous years due a change in accounting/budgeting procedures whereby non-General funded positions (e.g. 3 positions from environmental services, 7 positions from redevelopment and housing, and 78.5 development service positions) are now budgeted directly in their respective funding sources. In prior years, these positions were budgeted in the General Fund, which was then reimbursed through a series of inter-fund transfers and staff time reimbursements from the respective funding sources. The transfer of these expenditure budgets to the appropriate funds (along with the elimination of the reimbursed revenues to the General Fund) provides a clearer picture of the General Fund's true expenditure obligations.

The largest revenue increases between fiscal years 2007-08 and 2008-09 are projected as follows:

- Increased Transfers From Other Funds revenue from $10.5 million to $12.3 million ($1.8 million or 16.6%) due to the restructuring of the General Fund budget. Beginning in FY 2008-09, the development services lines of business are being restructured as a separate Development Services Fund. This will result in a transfer of budgeted positions from the General Fund to the newly created Development Services Fund. In response to this change, the General Fund will realize citywide overhead in this revenue category.

- Increased Property Tax revenue from $29.1 million to $30.2 million ($1.1 million or 3.9%). Property taxes continue to grow countywide but at much slower rates than in previous years. The pace of new and existing home sales slowed dramatically and is anticipated to continue the trend of slow growth into fiscal year 2008-09. Property tax revenue projections will continue to be conservative pending the continued cooling down in the housing market.
- Increased Sales Tax revenue from $29.1 million to $29.7 million ($0.6 million or 2.0%) due to the expanding of the Otay Ranch Town Center and opening of the Eastlake Village Walk.
- Increased Vehicle License Fee revenue from $19.7 million to $20.2 million ($0.6 million or 2.9%). After fiscal year 2005-06, the property tax in-lieu portion of the VLF revenues received by municipalities are increased by the jurisdiction's annual growth in assessed valuation. This is reflected in the projected increase in VLF revenues from the prior year.

Offsetting these estimated revenue increases are projected decreases due to the following:

- An $8.1 million reduction in development processing revenues in the General Fund. Beginning with fiscal year 2008-09, the major development related revenues (i.e. building permits, zoning fees, plan checking fees, plumbing permits, electrical permits, and utility permits) were moved out of the General Fund to a Development Services Fund to make the nexus between the costs of development services and development related revenues more transparent. Creating a stand alone Development Services Fund also will help to insulate the General Fund from the cyclical nature of the construction industry. There has also been a general decline in development related revenues as a result of the significant slowdown in development activity.
- A $2.4 million reduction in Interfund Reimbursements revenues (and respective expenditures) due to restructuring of several departments. As a way to insulate the General Fund from the cyclical nature of the housing construction industry, the development services lines of business were extracted from the General Fund and restructured as a separate Development Services Fund. As a result, a significant portion of CIP staff time reimbursement revenue will now be realized in the newly created Development Services Fund rather than the General Fund. In addition, Community Development Department staff, which were previously part of the General Fund, are now budgeted as part of the City's stand-alone Redevelopment Agency and Housing Authority. This restructuring will result in an additional loss of reimbursement revenue as well as a reduction in offsetting expenditures.
- A $0.5 million reduction in Other Agency revenues due to an anticipated decrease in grant

revenue.

- A $0.5 million reduction in Other Revenues due to the realization in FY2007-08 of several one-time miscellaneous revenues.
- A $0.3 million reduction in Licenses & Permits revenues due to the transferring of several revenue sources over to the Development Services Fund (e.g. plumbing permits, electrical permits, utility permits).

The following table and charts provide a summary view of the major General Fund revenue sources.

General Fund Revenues (Projected vs. Estimated)

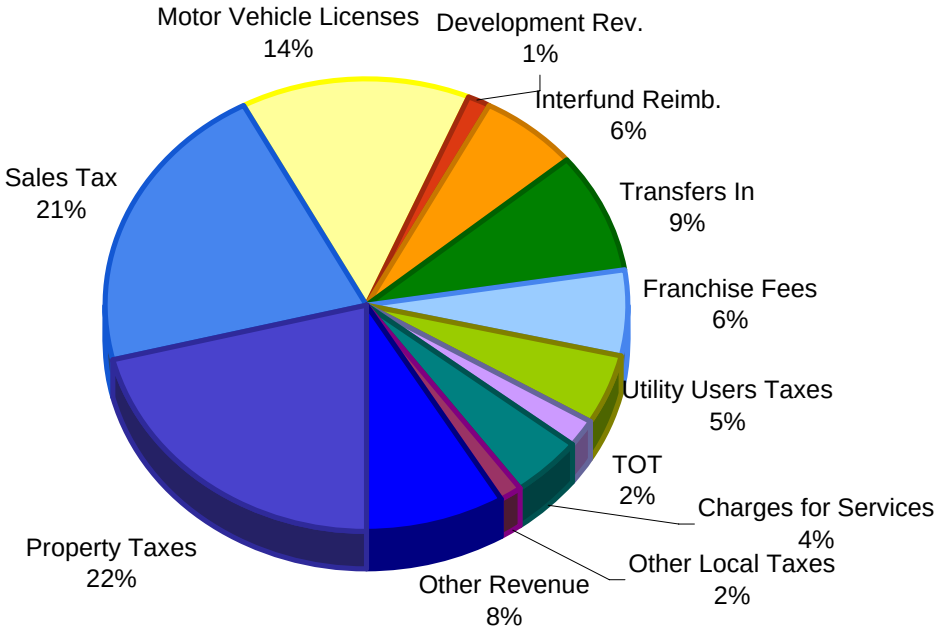
In Thousands (000)

	FY06 Actual	FY07 Actual	FY08 Projected	FY09 Proposed	INC/DEC
Sales Tax	$ 26,716	$ 28,827	$ 29,096	$ 29,678	2.0%
Property Taxes	$ 22,193	$ 26,668	$ 29,085	$ 30,232	3.9%
Motor Vehicle Licenses	$ 18,355	$ 17,676	$ 19,651	$ 20,216	2.9%
Development Revenue [1]	$ 12,675	$ 12,390	$ 10,063	$ 1,966	-80.5%
Interfund Reimbursements	$ 16,866	$ 16,318	$ 11,326	$ 8,886	-21.5%
Transfers from Other Funds	$ 21,274	$ 18,680	$ 10,529	$ 12,272	16.6%
Franchise Fees	$ 9,493	$ 8,813	$ 8,813	$ 8,732	-0.9%
Charges for Services	$ 5,107	$ 5,931	$ 6,750	$ 6,207	-8.1%
Utility Users Taxes	$ 6,363	$ 6,982	$ 7,052	$ 7,122	1.0%
Other Agency Revenue	$ 4,127	$ 3,734	$ 4,069	$ 3,520	-13.5%
Other Local Taxes	$ 3,358	$ 2,661	$ 2,004	$ 2,164	8.0%
Other Revenues	$ 2,701	$ 2,472	$ 3,204	$ 2,700	-15.7%
Transient Occupancy Taxes	$ 2,336	$ 2,552	$ 2,672	$ 2,753	3.0%
Use of Money & Property	$ 1,498	$ 2,355	$ 2,273	$ 2,421	6.5%
Fines, Forfeitures & Penalties	$ 1,144	$ 1,315	$ 1,347	$ 1,361	1.0%
Police Grants	$ 2,934	$ 3,522	$ 1,638	$ 1,565	-4.5%
Licenses & Permits	$ 670	$ 668	$ 822	$ 518	-37.0%
Total General Fund Revenues	**$ 157,810**	**$ 161,565**	**$ 150,394**	**$ 142,313**	**-5.4%**

[1] Beginning with fiscal year 2008-09, the major development related revenues (i.e. building permits, zoning fees, plan checking fees, plumbing permits, electrical permits, and utility permits) were moved out of the General Fund to a Development Services Fund (Fund 236) to insulate the General Fund from the business cycles of the construction industry.

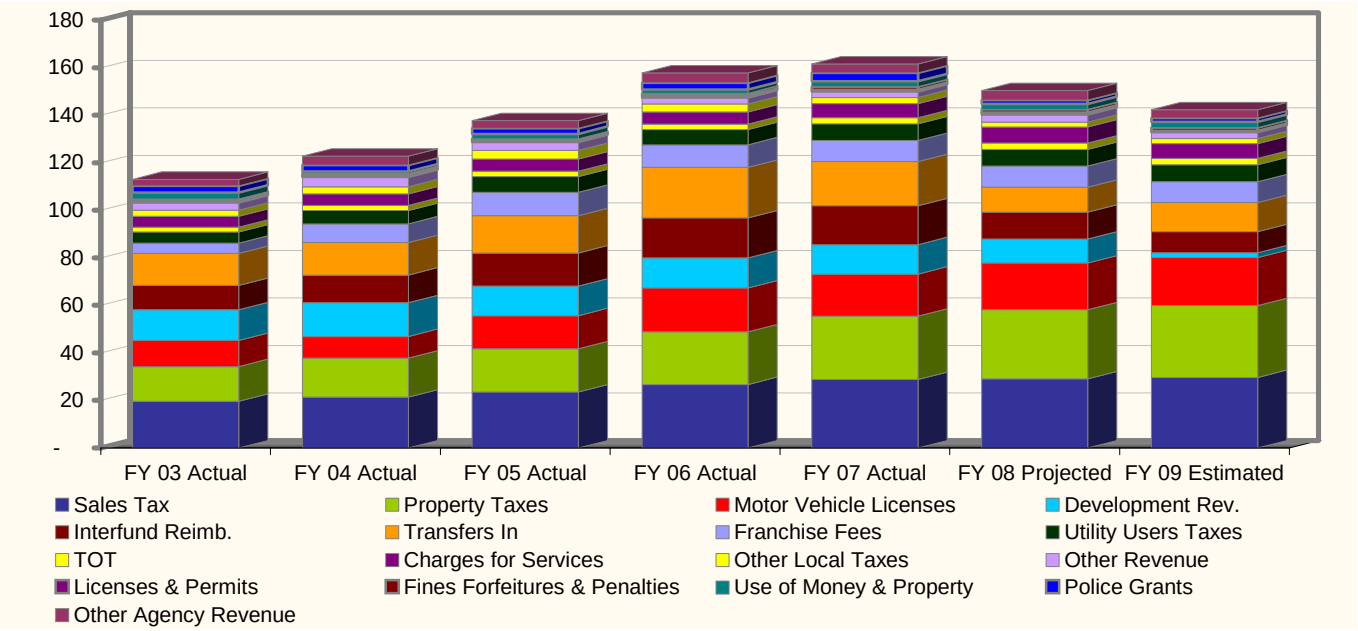
General Fund Revenues by Category

Fiscal Year 2008-09



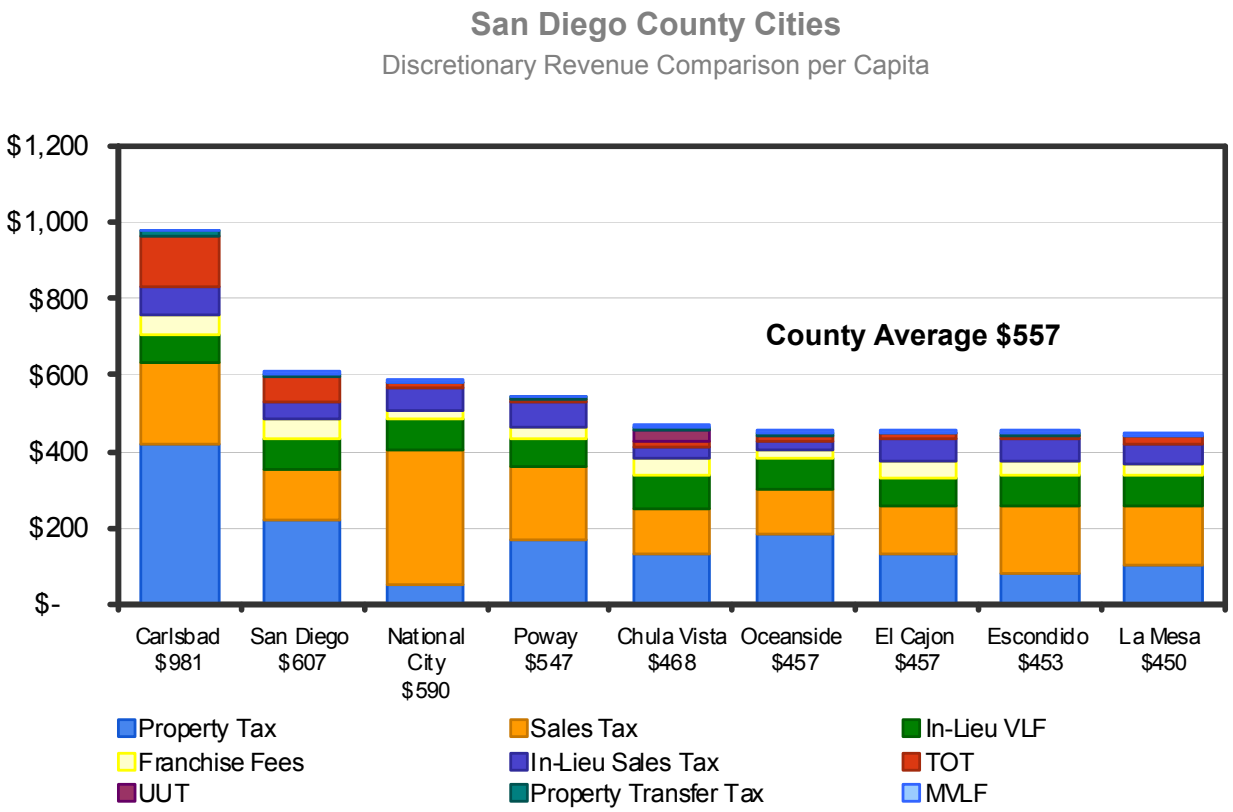
Historical and Estimated General Fund Revenue Sources

Fiscal Years 2002-03 through 2008-09



DIVERSIFIED REVENUE BASE

One of the City's strengths has been its diversified revenue base. A diversified revenue base lessens the impact fluctuations in specific economic sectors have on the City's ability to provide services. Although we maintain a diversified revenue base, it will be imperative to the continued fiscal sustainability of the City to focus on increasing its discretionary revenue base. As detailed below, Chula Vista is substantially behind other jurisdictions on a per capita basis and approximately 19% below the county average.



PROPERTY TAX REVENUE

Under Proposition 13, which was enacted in 1979, property taxes for general government purposes are limited to 1% of the market value of the property assessed. Assessment of qualifying property, as well as collection and apportionment of tax revenues are all functions performed by the County. Increases to assessed values to reflect current market values are only allowed when property changes hands or when the property is improved. Otherwise, annual assessment value increases are limited to 2% or the increase in the consumer price index, whichever is lower.

Property tax revenues, projected at $30.2 million for fiscal year 2008-09, is the City's single largest discretionary revenue source and accounts for 21% of the total revenue for the General Fund. Based on recent projections provided by the County Assessors Office, assessed values in Chula Vista increased by 15% in fiscal year 2006-07 and 14% in fiscal year 2007-08. Property taxes continue to grow countywide but at much slower rates than in previous years. The pace of new and existing home sales slowed dramatically and the trend of slow growth is anticipated to continue into fiscal year 2008-09, therefore the projected increase for property taxes is 3.9% going from fiscal year 2007-08 to fiscal year 2008-09. Property tax revenue projections will continue to be conservative pending the continued cooling down in the housing market.

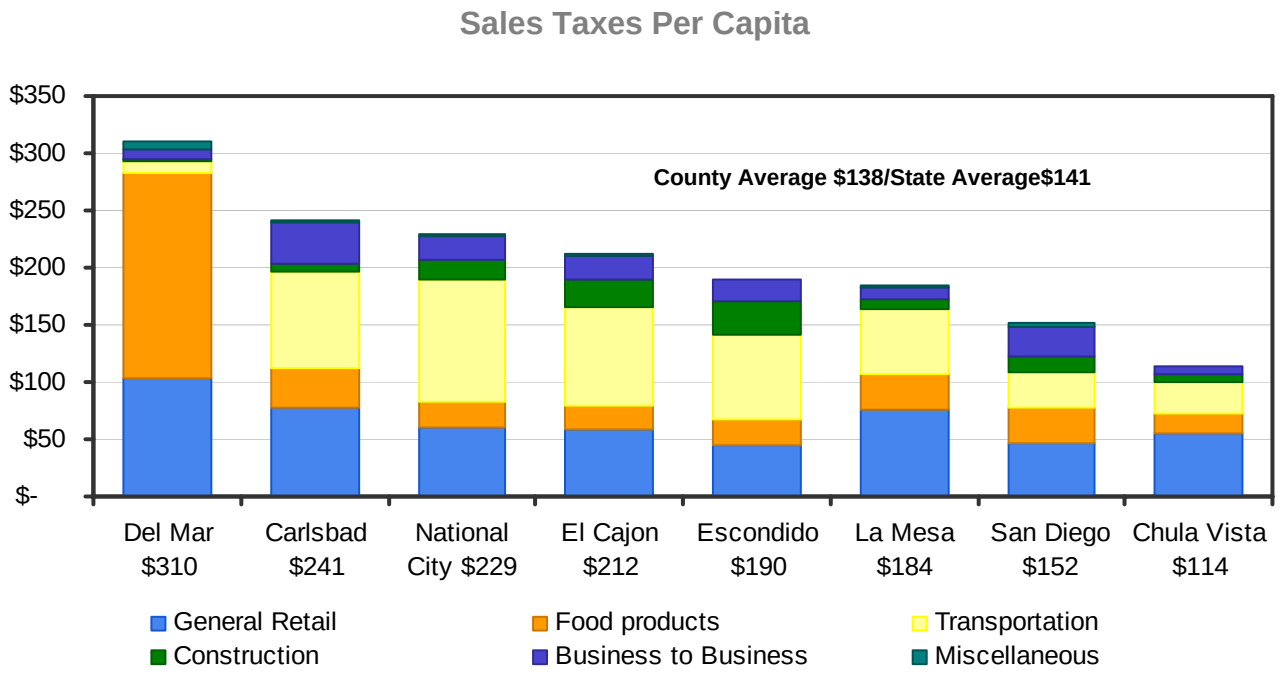
SALES AND USE TAX REVENUE

Prior to fiscal year 2004-05, the City received 1% in sales and use tax revenue from all taxable retail sales occurring within the City limits. Beginning in fiscal year 2004-05, the State reduced the local allocation by 0.25% and applied these funds as security for the State's Economic Recovery Bonds. The State committed to replacing the 0.25% sales tax revenues dollar–for–dollar in local property tax from the County Educational Revenue Augmentation Fund (ERAF). For forecasting and comparison purposes, sales tax revenues are projected at the full 1% rate.

For fiscal year 2008-09 the estimated sales tax revenue is $29.7 million. These funds are collected by the State at a rate of 7.75% for the San Diego County region. The Sales Tax rate is divided as follows:

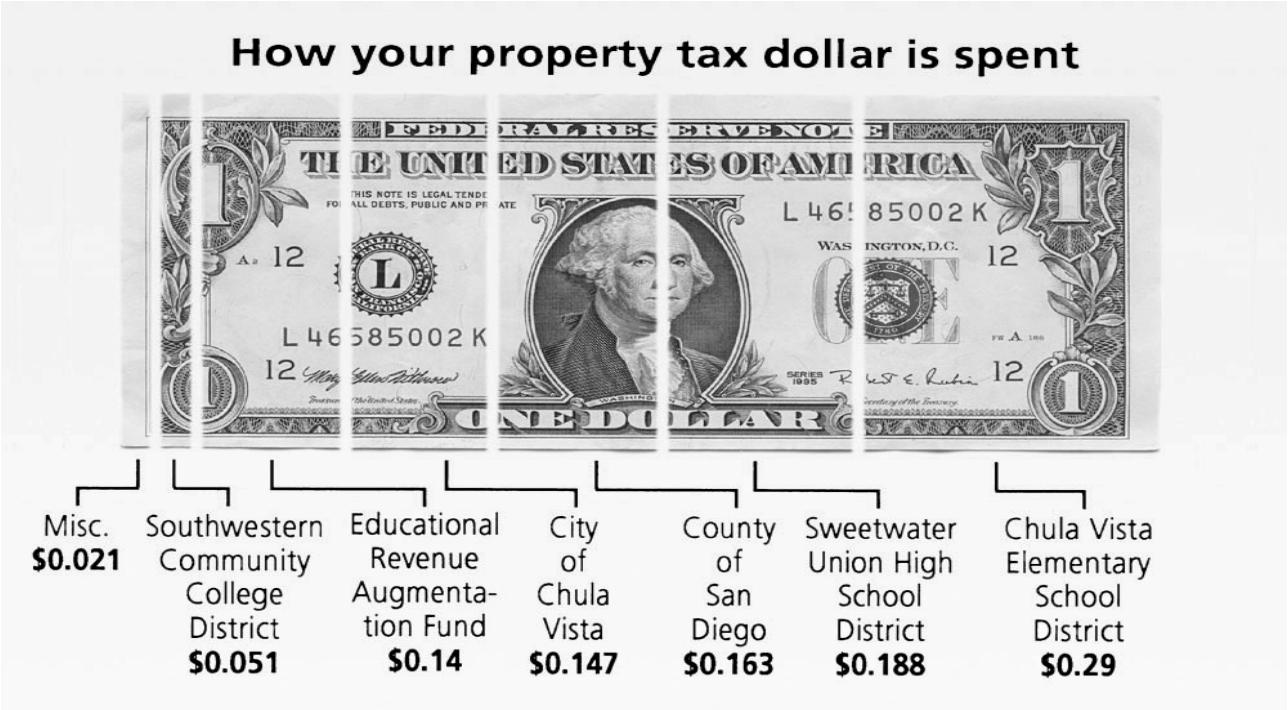
State	6.00%
State Fiscal Recovery Fund (Economic Recovery Bonds)	0.25%
Local Jurisdiction (City or County of place of sale or use)	0.75%
Local Transportation Fund (County of place of sale or use)	0.25%
Local San Diego County Transnet Funding	0.50%

Sales and use tax revenue is the City's second largest discretionary revenue source, accounting for 21% of total revenue for the General Fund in fiscal year 2008-09. Due to the current economic climate consumer spending has decreased nationwide therefore, only a slight increase of 2% in sales tax revenue is estimated for fiscal year 2008-09. During fiscal years 2005-06 and 2006-07 sales tax revenues increased by 13% and 8% respectively primarily due to increased population and the opening of several new commercial centers in the eastern section of the City.



As noted on the above chart, sales tax on a per capita basis for the City is only $114 compared to the County average of $138 and the State average of $141. This comparison indicates that the City's residents spend a high percentage of their retail dollars elsewhere, especially considering that a healthy share of our sales and use tax revenues are generated by cross-border shoppers. It seems clear that the City must continue to place a high priority on developing the retail business base by focusing on projects such as the expansion of the auto park and the eastern urban center in order to ensure the City's long-term fiscal health.

Many residents believe that property tax fully funds local government costs. The reality is that the City of Chula Vista only receives an average of 14.7 cents out of every property tax dollar paid by City residents. This is less than the amount received by the school districts and the County. In fact, the amount the City receives is about equal to the amount that the City and the County lose each year to the Educational Revenue Augmentation Fund (ERAF). The ERAF is the amount the State takes from both cities and counties to provide additional funding for schools. The City's ERAF loss projected for fiscal year 2006-07 is $6.2 million, for a $53.9 million cumulative reduction since ERAF began in fiscal year 1992-93.



MOTOR VEHICLE LICENSE FEES

The Vehicle License Fee (VLF) revenue has gone through many changes in the past few years. The fee was initially established back in 1948 and directed to local government. The State had previously assessed a 2% of value VLF on car registrants on behalf of local governments. In May 2004, in an attempt to assist with the State's fiscal crisis, the State dropped the VLF fee from 2% to 0.65%. Except for the first three months of the year, the State back-filled this fee reduction with other State funds, keeping local government revenue whole.

Beginning in fiscal year 2004-05, the local government share of VLF has narrowed. Cities continue to receive 0.65% portion of the fee directly from the State, but this amount is now net of County realignment and administrative reductions. The State backfills the gap created by the fee reduction from 2% to 0.65% with an additional allocation of local property tax from County ERAF funds, referred to as the VLF swap. After 2006, the VLF swap was valued at the original 2005 amount, and increased by the jurisdiction's annual growth in assessed valuation. This revenue source is projected to increase 2.9% in fiscal year 2008-09 to $20.2 million representing 14% of total General Fund revenues.

FRANCHISE FEES

Franchise fee revenues are generated from public utility sources such as San Diego Gas & Electric (2% on gas and 1.25% on electricity), trash collection franchises (9.05% fee), and cable franchises (5% fee) conducting business within City limits. SDG&E is the single largest generator of Franchise Fees and accounts for approximately 50% of the total franchise revenues, which are received semi-annually, in March and August. SDG&E collects the franchise fee from Chula Vista customers and through a municipal surcharge imposed on the South Bay Power Plant based on their usage of natural gas. Due to the volatility of the price of natural gas and fluctuation in usage this component is difficult to project. Trash franchise fees and cable fees are more predictable due to the fixed rates charged and the monthly and quarterly receipt of the revenues respectively. Franchise Fees are projected at $8.7 million in fiscal year 2008-09, which represents approximately 6% of total General Fund revenues.

UTILITY USERS TAX

The City adopted its Utility Users Tax (UUT) in 1978. The City of Chula Vista imposes a UUT on the use of telecom at the rate of 5% of gross receipts, which represents 66% of the total UUT revenues received. The UUT on natural gas services is $0.00919 per therm and $0.00250 per kilowatt on electricity services, which equates to approximately a 1% tax.

UUT revenues are projected to grow slightly using population factors and are adjusted downward to account for market saturation in the wireless telecom sector due to the shift in usage of landline telephones to cellular telephones and to internet and other private-network communications. SDG&E is the predominant energy provider with dozens of telecommunications providers. UUT is received on a monthly basis from the various providers. Total UUT revenues projected for fiscal year 2008-09 is $7.1 million, which represents approximately 5% of total General Fund revenues.

OTHER REVENUE

Revenue projections are continually reviewed and updated by City staff. As described above, major general revenues, such as property taxes, sales taxes, franchise fees, utility users tax and motor vehicle license fees, are projected by the Finance Department based on prior history, growth and inflation projections, and economic climate. Other general revenues and program revenues are typically projected based on broad categories. These revenues are placed in “projection categories” based on their individual growth characteristics, and preliminary projections are made based on the category.

Major projection categories include:

- Population based revenues, such as alarm permits, dog licenses, recreation fees, and library fines, are estimated based on projected prior year actual revenues increased by population growth.

- Salary based revenues, such as reimbursements from other City funds, were estimated based on projected prior year actual revenues adjusted for anticipated changes in activity levels and salary increases adopted in memorandums of understanding or other compensation-related actions.

- Inflationary based revenues, including transient occupancy taxes, were estimated based on projected prior year actual revenues increased by anticipated increases in the San Diego All Urban Consumer Price Index, which was estimated by the City's Finance Department at 3% for fiscal year 2008-09.

- Flat revenues are those that generally do not fluctuate from year to year, unless specific adjustments are needed; these include revenues from other agencies.

- Cyclical revenues, including one-time revenues that are budgeted based on anticipated events, grant revenues, sporadic, and cyclical revenues are adjusted based on information supplied by departments.

GENERAL FUND EXPENDITURE SUMMARY

The General Fund budget for fiscal year 2008-09 totals $142.3 million. As discussed previously in the revenue summary, this amount is not directly comparable to previous years due a change in accounting/budgeting procedures whereby non-General funded positions are now budgeted directly in their respective funding sources. It is important to emphasize that this is only a procedural change and no cost savings were realized as a result of this change.

CHULA VISTA GENERAL FUND BUDGET	
in thousands (000)	
FY 05-06 Actual Expenditures	160,827
FY 06-07 Actual Expenditures	166,056
FY 07-08 Amended Budget (AB)	165,897
FY 08-09 Budget	**142,313**
% change FY 07-08 (AB) to FY 08-09	**-14.2%**

The fiscal year 2008-09 budget reflects a net decrease of $23.6 million (-14.2%) when compared to the fiscal year 2007-08 amended budget. This net reduction is primarily due to the following:

- The transfer of 88.5 positions from the General fund to other funds; 78.5 positions were transferred to the newly established Development Services fund, 7 positions to the Redevelopment Agency and Housing Authority, and 3 positions to the Environmental Services fund. The transfer of these positions to other funds also accounts for part of the decrease in the services and supplies and utilities categories.
- The implementation of the budget reduction plan approved by Council in December 2007 and the proposed budget reduction plan needed to balance the budget for fiscal year 2008-2009. Together the implementation of these plans eliminated 105 positions from the General fund and reduced services and supplies costs by over $2.0 million.

As seen in the table on the following page, two of the largest percentage reductions relative to the fiscal year 2007-08 budget occur in the supplies and services category at -17.1% and the personnel services category at -15.9%. The reduction in the capital projects category reflects the fact that no General

Funds are allocated to the Capital Improvement Program in fiscal year 2008-09. The 46.3% increase in the other expenses category is related to net increases in public liability and insurance expense based on claims history. The 286% increase in the operating capital budget is primarily the result of an increase of $300,000 to reflect the elimination of the technology replacement fund – the budget for the replacement of computers and servers is now reflected directly in the General fund.

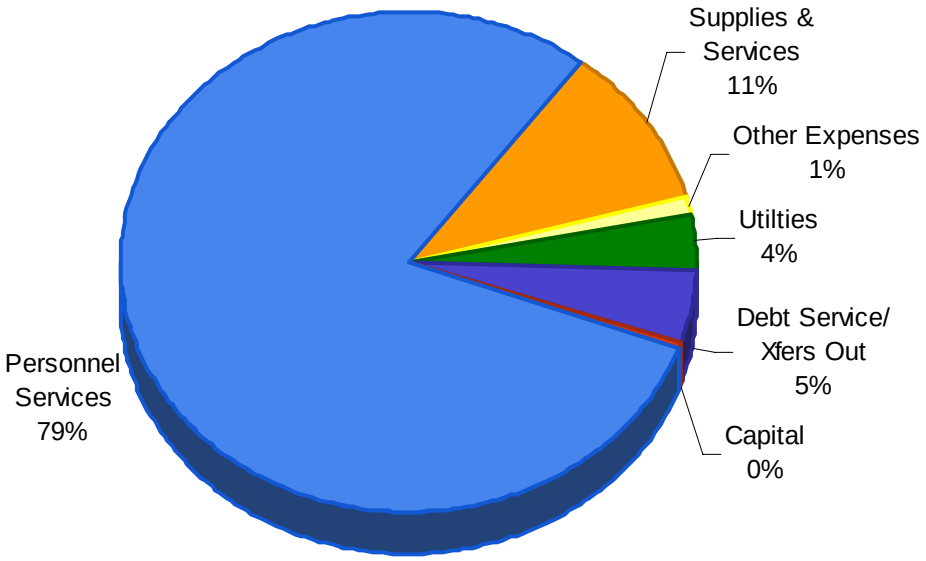
General Fund Expenditure Summary by Category

In Thousands (000)

Category	FY 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Amended	FY 2008-09 Budget	FY07-08 - FY08-09 Δ
Personnel Services	$127,635	$135,104	$134,735	$113,282	-15.9%
Supplies & Services	$19,008	$17,947	$18,551	$15,383	-17.1%
Other Expenses	$2,003	$1,615	$1,041	$1,522	46.3%
Operating Capital	$852	$729	$101	$388	285.9%
Utilties	$4,510	$4,900	$5,173	$5,084	-1.7%
Debt Service/Transfers Out	$5,238	$5,358	$6,123	$6,654	8.7%
Total Operating Budget	**$159,246**	**$165,653**	**$165,724**	**$142,313**	**-14.1%**
Capital Projects	$1,581	$403	$174	$0	-100.0%
Total General Fund Budget	**$160,827**	**$166,056**	**$165,897**	**$142,313**	**-14.2%**

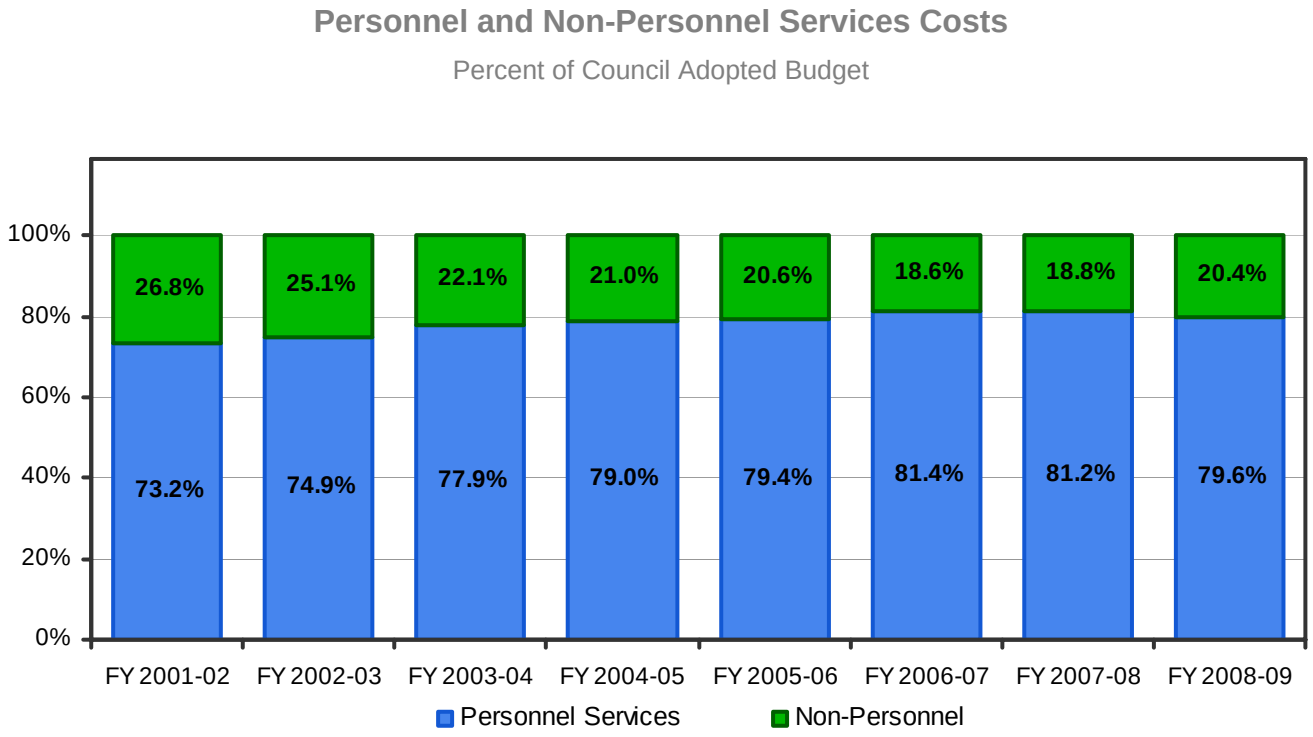
1. Beginning with FY 07-08, various non-general funded positions (e.g. sewer maintenance crews, redevelopment and housing staff, transit staff, development service staff and CBAG staff) were moved out of the general fund and into their respective funding sources.

General Fund Expenditure Percentage by Category



PERSONNEL SERVICES EXPENDITURES AS A PERCENT OF BUDGET

Personnel services expenditures (employee salaries and benefits) are by far the largest component of General Fund expenditures. At the beginning of fiscal year 2001-02, personnel services represented 73.2% of the overall general fund budget. This percentage has increased over the years to its current level of 79.6% (which is down from a high of 81.4% in FY 2006-07 mainly due to the elimination of approximately 145 positions).



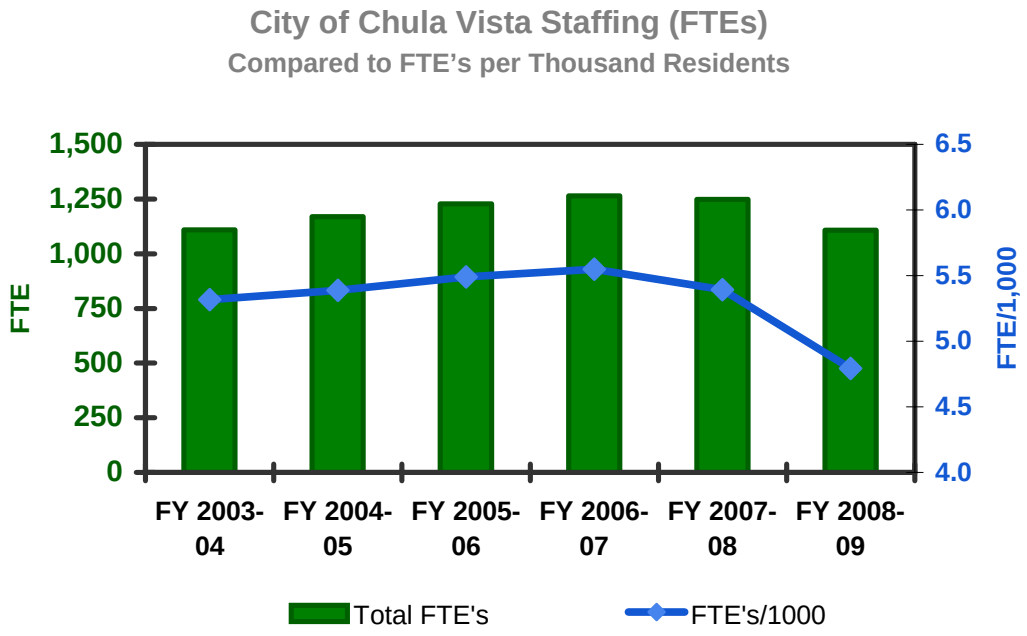
STAFFING LEVELS

Despite the City's population growing at an average rate of 3% over the past 5 years, the City's permanent, full time, benefited employees is virtually at the same level today as it was during the 2003-04 fiscal year. Approximately 42 new positions have been added in the area of public safety; 1.77 positions in Police (a 0.5% increase) and 38.25 positions in Fire (a 39.5% increase), while positions have been eliminated in the Legislative and Administrative departments (-5.75 positions; a 4.3% decrease), Development and Maintenance service (-23.25 positions; a 5.5% decrease) and Community Services (-12.37 positions; a 12.2% decrease).

Staffing Level FY 2003-04 to FY 2008-09

Council Adopted Budget	FY 03-04	FY 04-05	FY 05-06	FY 06-07	FY 07-08	FY 08-09	FY 04 – FY 09 Δ
Legislative and Administrative	134.25	135.25	139.50	144.50	140.00	128.50	-5.75
Development and Maintenance	421.50	424.50	472.23	472.75	458.25	398.25	-23.25
Public Safety	452.48	502.48	501.50	532.50	540.50	492.50	40.02
Community Services	101.62	106.87	114.00	114.00	109.75	89.25	-12.37
Total City Staff	**1109.85**	**1169.10**	**1227.23**	**1263.75**	**1248.50**	**1108.50**	**-1.35**

Budget constraints necessitated the net elimination of 155.25 positions from the budget over the past two years. Due to these cuts, the full time equivalent (FTE) per thousand residents has decreased from 5.3 employees per thousand residents in fiscal year 2003-04 to an estimated 4.8 employees per thousand residents in fiscal year 2008-09. During this time, the city has seen an increase of 14,238 housing units (22.7% increase), 31,600 residents (15.8% increase), 112 acres of parks (30% increase), 4,000 Police calls for service (5.6% increase), and 45 miles of streets (13% increase).



SALARY INCREASES

As demonstrated by the table on the next page, per employee costs have increased significantly during the past several years as the city has sought to maintain a competitive position in the local labor market. Existing Memorandums of Understanding (MOU) agreements with the City's various employee bargaining groups call for pay increases of 4% per year for the next two years for most employees. From fiscal year 2001-02 through fiscal year 2009-10, compounded salary increases per the negotiated MOU agreements total 52% for members of the Chula Vista Police Officers' Association (POA), 46.4% for members of International Association of Firefighters (IAFF), and 34.3% for miscellaneous employees including members of the Chula Vista Employee Association (CVEA).

Summary of MOU salary increase by bargaining group

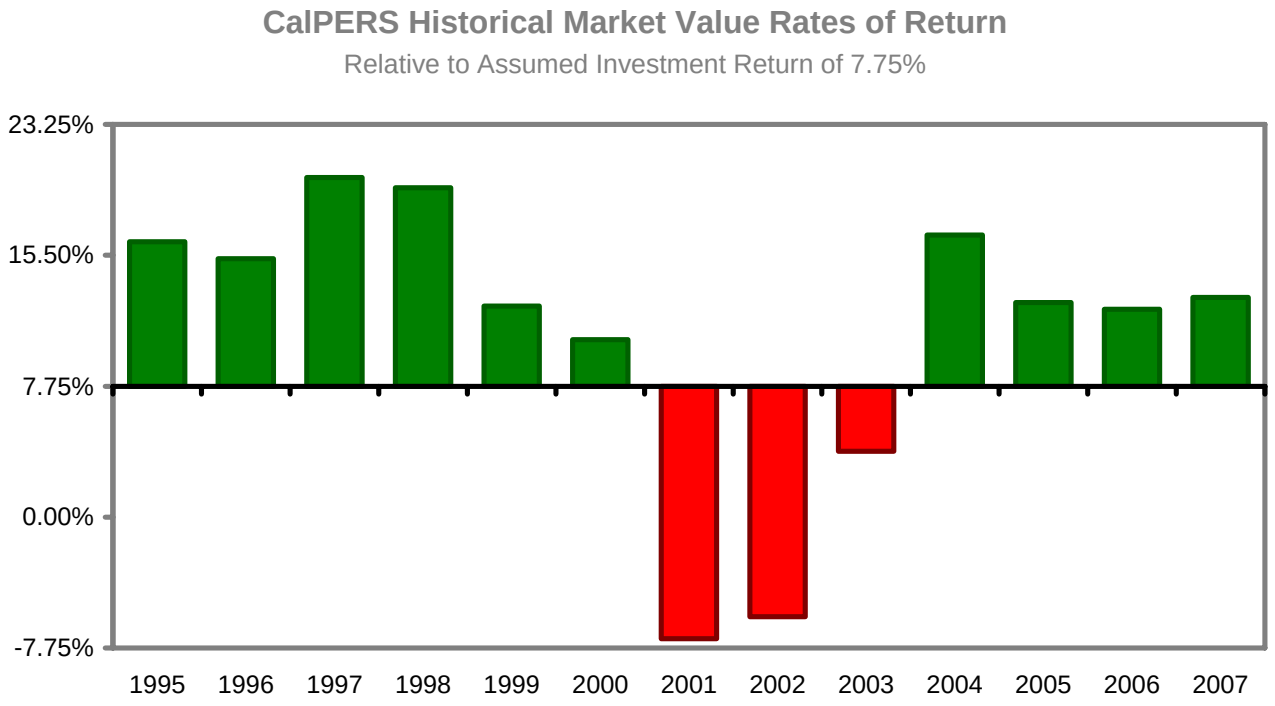
Date of Salary Increase	POA	IAFF	MISC
January 2002	5%	3%	3%
January 2003	5%	4%	2%
January 2004	4%	4%	3%
January 2005	4%	4%	4%
January 2006	10%	8%	3%
January 2007	4%	2%	3%
July 2007	-	2%	-
July 2008	3%	4%	4%
January 2009	4%	4%	4%
January 2010	4%	4%	4%
Annual Average Salary Increase	**4.8%**	**4.3%**	**3.3%**

RISING RETIREMENT COSTS

The increase in CalPERS costs was a significant budgetary challenge the City has faced during the past five years. The two key factors driving the increased costs were the significant investment losses experienced by CalPERs and enhanced benefits during the same time period. Currently, the payments made to the retirement system equal 15.9% of the City's General Fund.

The CalPERS pooled investment returns of -7.2% for fiscal year 2000-01, -6.0% for fiscal year 2001-02 and 4.0% for fiscal year 2002-03 have each produced actuarial losses compared to the investment return assumptions of 8.25% for those years. Because of the asset smoothing method, only a portion of the total loss for these years has been reflected in our employer contribution rates through 2008-09.

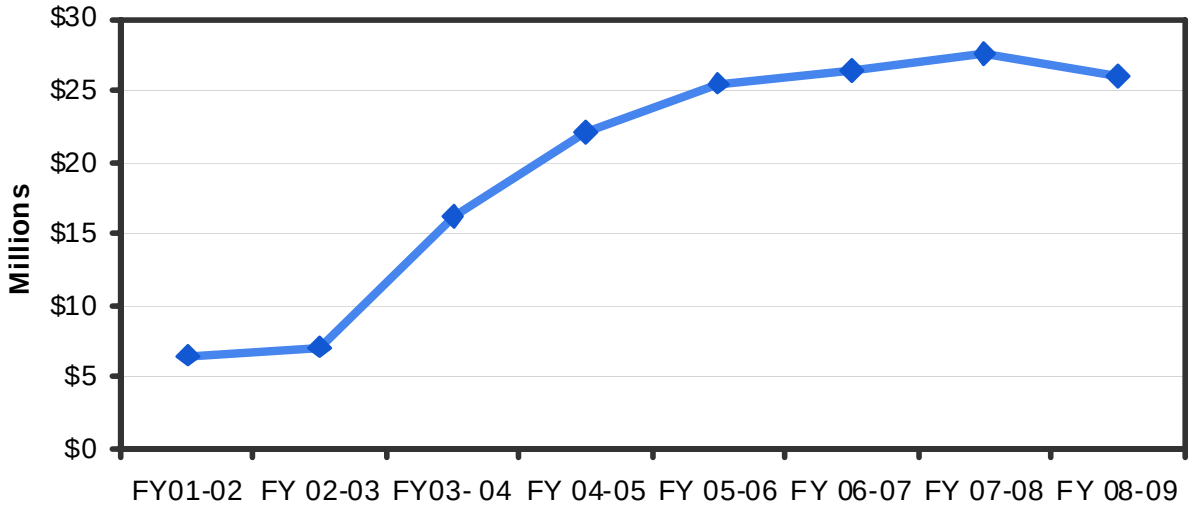
In fiscal year 2005-06, CalPERS adjusted their investment return assumption to 7.75%. The following graph shows the actual market rates of return for the CalPERS investment portfolio relative to the current 7.75% assumed rate of return.



` Prior to fiscal year 2005-06, the estimated rate of return used by CalPERS in calculating employer contribution rates was 8.25%.

The budgetary impacts caused by the increased employer contribution rates have been significant. The City's PERS contribution rates have increased from roughly 17.4% for safety employees and 8.7% for miscellaneous employees in fiscal year 2001-02 to approximately 42.4% and 29.0% respectively in fiscal year 2008-09 (these rates reflect employer contributions, city paid employee contributions, and pension obligation bond costs). This translates into an increase of $19.6 million in budgeted PERS contributions – from $6.5 million in fiscal year 2001-02 to $26.1 million in fiscal year 2008-09. The vast majority of this increase is related directly to the CalPERS investment losses previously discussed. These trends are displayed on the chart on the following page.

Increase in Citywide budgeted PERS costs since fiscal year 2001-02



HEALTH CARE COSTS

Kaiser and PacifiCare insurance premiums have increased on average of 9.5% per year since the beginning of fiscal year 2001-02. Taking into account the compounding effect of these increases over time, Kaiser premiums have increased 79% during the past 7 years while PacifiCare premiums have increased 92% over the same period. The annual budget for flexible spending accounts has increased from $6.3 million in fiscal year 2001-02 to $11.6 million in fiscal year 2008-09. Recent discussions with health care professionals indicate these high trends in health care costs are likely to continue for the foreseeable future, with an anticipated increase of 10% effective January 2009. For fiscal year 2008-09, the City was able to keep health care increases to a minimum through plan design changes.

Premium increases by health care provider (FY 2001-02 to FY 2008-09)

Date of Premium Increase	Kaiser	PacifiCare	AVG
January 2002	6.4%	15.9%	11.2%
January 2003	15.4%	11.0%	13.2%
January 2004	0.1%	10.9%	5.5%
January 2005	19.9%	8.4%	14.2%
January 2006	6.9%	10.0%	8.5%
January 2007	8.5%	16.4%	12.5%
January 2008	5.0%	-2.8%	1.1%
Annual Avg Premium Increase	**8.9%**	**10.0%**	**9.5%**

CITY OF
CHULA VISTA

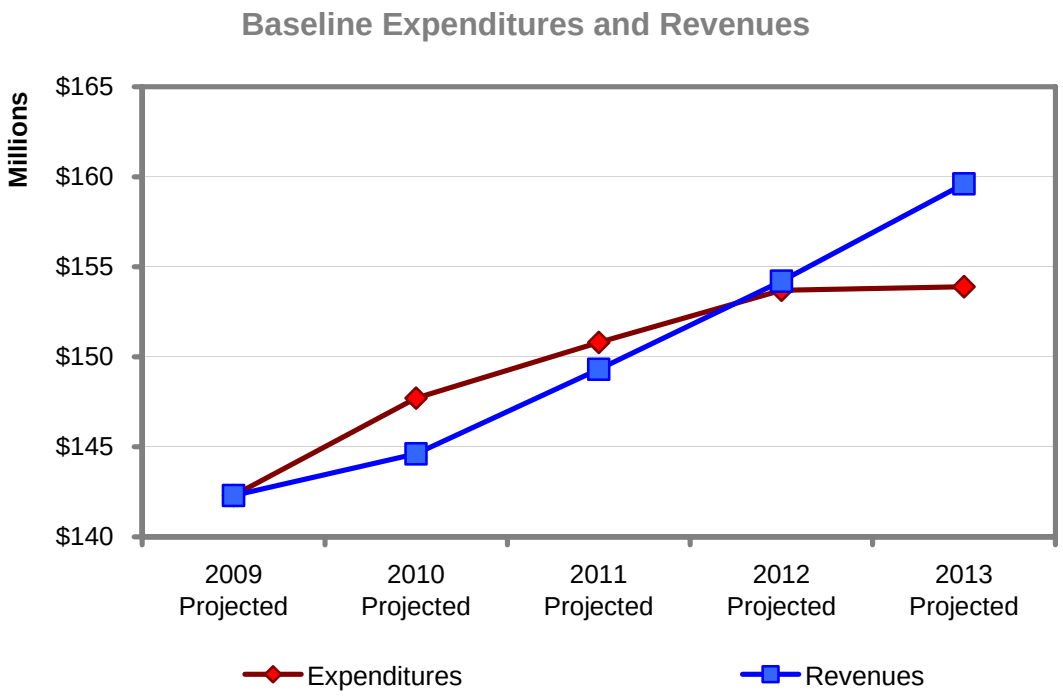
GENERAL FUND 5-YEAR FORECAST

The General Fund major discretionary revenues are conservatively projected to grow at an annual average rate of 3.4% during the next five-year period (2009-2013). This compares to a historical annual average growth of 11.4%, over the past five years (2004-2008). Expenditures are projected to grow at an annual average rate of 2.0% during the next five years. The changes in anticipated growth take into account the significant downturn in the economy experienced over the past year and the assumption that a turnaround will not likely occur in the near term.

The long-term financial outlook identifies structural challenges to the City's General Fund through the end of fiscal year 2010-11. The fiscal condition begins to improve in fiscal year 2011-12 after the final salary increases approved through the current MOUs. The final payment for the Pension Obligation Bonds occur in fiscal year 2012-13 which improves the financial outlook significantly.

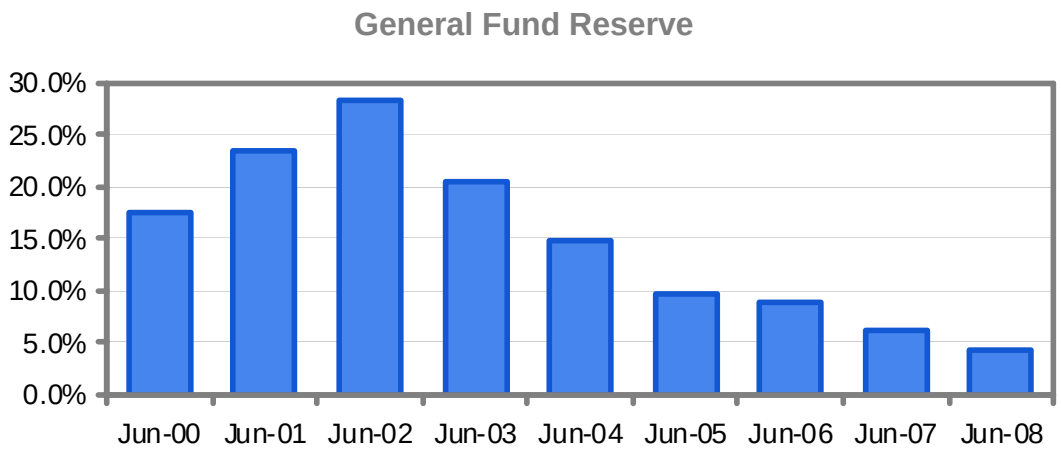
Projected Deficit Summary (in millions) - After FY09 Budget Balancing

	2008-09	**2009-10**	**2010-11**	**2011-2012**	**2012-2013**
Revenues	$142.3	$144.6	$149.3	$154.2	$159.6
Expenditures	$142.3	$147.7	$150.8	$153.7	$153.9
(Deficit)/Surplus	**$0.0**	**($3.1)**	**($1.5)**	**$0.5**	**$5.7**



The Council's General Fund minimum reserve level policy of 8%, which became effective in 1996, was established to prudently protect the fiscal solvency of the City. Reserves are important in order to mitigate the negative impact on revenues from economic fluctuations, to withstand State budget grabs and to fund unforeseen expenditure requirements.

As evidenced by the chart below, the General Fund reserves were at an all time high of $31.2 million or 28.5% of the operating budget at the end of fiscal year 2002. The City's General Fund reserves placed the City in the enviable position to withstand the State's revenue cuts during fiscal years 2005 and 2006 and provided the City with the opportunity to reinvest back into the community. Due to the significant slowdown in the housing market and the overall economy, the reserves dropped to 6.3% at the end of fiscal year 2007. Based on the most current projections we anticipate the available fund balance to be 4.8% at the end of the 2008 fiscal year. The drop in reserves is anticipated due to the continued deterioration of the economy and housing market, both of which are impacting sales tax and property tax revenues. A citywide administrative freeze has been placed on all non-essential expenditures with the goal of maintaining the reserve levels at 6.3% by the end of fiscal year 2008.



KEY FORECAST ASSUMPTIONS

The forecast report is based on assumptions regarding what will happen in the regional and State economy over the next five years. It is built upon a set of assumptions about the future economic environment impacting ongoing revenues and expenditures. Following are some of the key assumptions used to prepare the forecast:

- The regional economies will continue at a moderate rate of growth, with slightly higher inflation, slightly higher interest rates and low unemployment.
- City population will continue to increase but at significantly lower rates than in the past five years.
- City sales tax revenues will continue to grow but at very low rates per most of the forecast period.
- Adjustments to the base assessed value will occur due to the fall out of the sub prime mortgage and credit issues. This will result in lower property tax revenues than previously assumed and are reflected in the forecasted property tax revenues.
- No State takeaways are assumed in the projections although cash flows are being impacted due to the delayed payments in sales tax, vehicle license fees and now gas tax funds.
- Expenditures related to negotiated salary increases are reflected in the forecast through fiscal year 2010, when the term of the current Memorandum of Understandings expire. No additional raises, other than the regularly scheduled step increases, are assumed beyond the current MOU.
- No salary savings are assumed for vacant positions creating a more conservative forecast.

- No additional personnel are assumed for new facilities (i.e. parks).
- No new additional General Fund programs or new revenue sources are assumed in this forecast.
- Franchise Fee revenue projections assumes that the South Bay Power Plant will continue to operate but at a significantly lower rate than in previous years.

SUMMARY OF STAFFING CHANGES

The proposed fiscal year 2008-09 budget includes 1,108.5 positions for all funds. This is a net decrease of 140.0 from the fiscal year 2007-08 Council adopted budget authorized position count of 1248.5. The section that follows is divided into two sections – the staffing changes that have already been approved by Council during fiscal year 2007-08 and changes being proposed as part of the fiscal year 2008-09 budget.

POSITION CHANGES AUTHORIZED DURING FISCAL YEAR 2007-08

On December 4, 2007 Council approved the implementation of the budget reduction plan, which resulted in the elimination of 111 positions. As part of these efforts, the City Council also approved a number of reorganizations – most notably the dissolution of the Community Development Department. Because of these changes, title changes were recommended to more accurately reflect the current duties and responsibilities of various positions. During fiscal year 2007-08, Council also approved the addition of five new positions. The position added to Police and both positions added to Conservation and Environmental Services were grant funded. The two positions added to Wastewater Maintenance were incorporated in the new sewer rates.

The table on the following pages summarizes the position changes Council authorized during fiscal year 2007-08, including the positions eliminated as part of the budget reduction plan approved on December 4, 2007.

Department	Program	Position	FTE
City Clerk (-1)	City Clerk Operations	Senior Deputy City Clerk	-1.0
City Attorney (-2)	Litigation	Deputy City Attorney II	-1.0
		Legal Assistant	-1.0
Administration (0)	City Manager's Office	Assistant City Manager	-1.0
	Economic Development	Senior Fiscal Office Specialist	-1.0
	Conservation and Environmental Services	Environmental Resource Manager	1.0
		Senior Secretary	1.0
Information Technology Services (-2)	Geographic Information System	Applications Support Manager	-1.0
	Microcomputer Support	Information Technology Support Specialist	-1.0
Human Resources (-4.5)	Employee Benefits	Senior Fiscal Office Specialist	-1.0
	Employee Development	Chief Learning Officer	-1.0
	Human Resources Operations	Fiscal Office Specialist	0.5
		Office Specialist	-1.0
		Principal Human Resources Analyst	-1.0
	Risk Management	Senior Secretary	-1.0
Finance (-4)	Finance Administration	Administrative Secretary	-1.0
	Finance Operations	Accountant	-1.0
	Finance Operations	Storekeeper	-1.0
		Accounting Assistant	-1.0
General Services (-4.5)	Animal Care Facility	Animal Control Officer	-1.0
		Office Specialist	-0.5
	Building & Park Construction	Building Projects Manager	-1.0
	Custodial Services	Custodian	-0.5
		Storekeeper	1.0
	Electronic Support Services	Electrician/Equipment Installer	-1.0
	Landscape Architecture	Landscape Architect	-0.5
		Landscape Planner II	-1.0
Engineering (-8.0)	Engineering Administration	Administrative Secretary	-1.0
		Director of Engineering	-1.0
		Fiscal Office Specialist	-1.0
	Engineering Fiscal Services	Principal Management Analyst	-1.0
	Infrastructure Permits	Development Services Technician	-1.0
	Infrastructure Services	Principal Civil Engineer	-1.0
	Traffic Engineering	Engineering Technician II	-1.0
	Subdivision Services	Associate Engineer	-1.0
Planning and Building (-12)	Building Field Inspection	Building Inspector II	-3.0
		Development Services Technician II	-1.0
	Building Plan Review	Plans Examiner	-2.0
	Community Development Reorganization	Planning and Housing Manager	-1.0
		Senior Planner	-1.0
	Long Range Planning	Associate Planner	-0.5
		Principal Planner	-1.0
	Planning Administration	Development Planning Improvement Manager	-1.0
	PSB Front Counter	Development Services Technician II	-1.5
Police (-23.5)	Traffic Operations	Peace Officer	1.0
	City Jail	Police Services Officer	-2.0
	Community Patrol	Community Service Officer	-4.0
		Police Agent	-1.0
	Community Relations	Police Sergeant	-1.0
	Crime Lab	Evidence Control Assistant	-1.0

Department	Program	Position	FTE
Police (cont)	Financial Crimes Task Force	Police Agent	-1.0
	Narcotics Enforcement Team	Secretary	-0.5
	Police Administration	Secretary	-1.0
	Police Dispatch	Police Dispatcher	-4.0
	Police Financial and Resource Management	Fiscal Office Specialist	-1.0
	Police Research and Analysis	Office Specialist	-1.0
	Police Service Dogs Program	Peace Officer	-1.0
	Police Support Services	Police Records Specialist	-1.0
		Police Records Transcriptionist	-1.0
	Police Training	Peace Officer	-1.0
	Professional Standards	Police Agent	-1.0
	Property Crimes	Police Agent	-1.0
	Special Investigations Unit	Senior Office Specialist	-1.0
	Reclassification	Detention Facility Manager	1.0
		Police Lieutenant	-1.0
	Reclassification	Facility & Supply Specialist	1.0
		Police Agent	-1.0
	Reclassification	Police Comm. Systems Manager	1.0
		Police Lieutenant	-1.0
Fire (-17)	Emergency Management	Emergency Services Coordinator	-1.0
	Fire Administration	Deputy Fire Chief	-1.0
		Secretary	-1.0
	Fire Dispatch	Fire Communications Manager	-1.0
		Fire Dispatcher	-8.0
		Fire Dispatcher Supervisor	-2.0
	Fire Prevention	Fire Prevention Engineer	-1.0
		Public Education Specialist	-1.0
	Fire Training	Fire Captain (80 Hr)	-1.0
Public Works (-13.5)	Construction Inspection	Associate Engineer	-1.0
		Public Works Inspector II	-1.0
	Parks Maintenance	Gardener I	-3.0
		Parks Manager	-1.0
	Public Works Administration	Senior Public Works Specialist	-0.5
	Storm Drain Maintenance	Maintenance Worker I	-1.0
		Senior Maintenance Worker	-1.0
	Street Maintenance	Public Works Supervisor	-1.0
		Senior Maintenance Worker	-1.0
	Striping and Signing	Maintenance Worker I	-1.0
		Senior Maintenance Worker	-1.0
	Urban Forestry Maintenance	Urban Forestry Manager	-1.0
Recreation (-3)	Recreation Administration	Senior Recreation Manager	-1.0
	Recreation Facilities	Recreation Supervisor I	-1.0
	Senior and Youth Services	Recreation Supervisor II	-1.0
Library (-11)	Community Outreach	Community Relations Manager	-1.0
	Cultural Arts	Cultural Arts & Funds Development Manager	-1.0
		Cultural Arts Coordinator	-0.5
	Library Resources and Services	Librarian I	-4.0
		Librarian III	-0.5

Department	Program	Position	FTE
Library (cont)	Library Resources and Services	Library Associate	-1.0
		Library Operations Manager	-1.0
		Library Technician	-2.0
	Reclassification	Principal Librarian	-1.0
		Senior Librarian	1.0
Fleet (-3)	Central Garage Operations	Equipment Mechanic	-2.0
		Fleet Manager	-1.0
Redevelopment Agency and Housing Authority (0)	RDA and Housing Authority Administration	Redevelopment Projects Coordinator	-1.0
	RDA and Housing Authority Administration	Accountant	1.0
Wastewater (3)	Wastewater Engineering	Associate Engineer	1.0
	Wastewater Maintenance	Maintenance Worker I	1.0
		Senior Maintenance Worker	1.0
		Total mid year personnel changes	**-106**

Reorganizations

Council also approved several mid-year department and program reorganizations. These reorganizations included:

- The dissolution of the Community Development Department and the transfer of Community Development's Administration, Economic Development, and Planning functions to the Redevelopment Agency, Administration Department, and Planning and Building Department respectively.

- Reorganization of the Engineering, General Services, and Public Works departments. Included as part of this reorganization was the transfer of the Environmental Management program from General Services to Public Works. Operationally, the budget for this program was then transferred out of the General Fund to the Conservation Fund. The Traffic Operations and Landscape Inspection programs were transferred from Engineering and General Services to Public Works.

As a result of these changes 10.0 positions were transferred out of the General Fund - 7.0 positions to the Redevelopment Agency and Housing Authority and 3.0 to the Environmental Services Fund. This is a continuation of the transition that began with the fiscal year 2007-08 budget, to reflect a change in accounting/budgeting procedures whereby non-General funded positions are now budgeted directly in their funding sources.

Department	New Fund/Dept	Position	FTE
General Services (-6.0)	Environmental Services Fund (3.0)	Environmental Services Program Manager	1.0
		Recycling Specialist II	2.0
	Public Works (3.0)	Senior Landscape Inspection	1.0
		Landscape Inspector	2.0
Engineering (-5.0)	Public Works (5.0)	Traffic Devices Technician	4.0
		Traffic Devices Supervisor	1.0
Community Development (-13)	Administration - Economic Development (3.0)	Principal Community Development Specialist	1.0
		Senior Community Development Specialist	1.0
		Senior Fiscal Office Specialist	1.0
	Planning and Building (3.0)	Planning and Housing Manager	1.0
		Senior Community Development Specialist	2.0
	Redevelopment Agency & Housing Authority (7.0)	Director of Community Development	1.0
		Senior Administrative Secretary	1.0
		Senior Management Analyst	1.0
		Senior Secretary	2.0
		Assistant Director of Community Development	1.0
		Community Development Spec II	1.0

As a result of the reorganizations, title changes were recommended and approved by Council, these new titles more accurately reflect the current duties and responsibilities of various positions. The following changes reflect changes in title only – there was no impact to the salary or bargaining group for these changes.

Department	Current Title	New Title	FTE
Redevelopment and Housing	Director of Community Development	Director of Redevelopment and Housing	1.0
	Assistant Director of Community Development	Assistant Director of Redevelopment and Housing	1.0
	Housing Manager	Redevelopment and Housing Manager	1.0
	Principal Community Development Specialist	Principal Project Coordinator	2.0
	Senior Community Development Specialist	Senior Project Coordinator	4.0
	Community Development Specialist II	Project Coordinator II	1.0
Administration – Economic Development	Principal Community Development Specialist	Principal Economic Development Specialist	1.0
	Senior Community Development Specialist	Senior Economic Development Specialist	1.0
Planning and Building	Senior Community Development Specialist	Senior Planner	2.0
Public Works	Director of Public Works Operations	Director of Public Works	1.0
	Assistant Director of Public Works Operations	Assistant Director of Public Works	1.0

PROPOSED FISCAL YEAR 2008-09 CHANGES

In developing the fiscal year 2008-09 proposed budget, the City went through a second budget reduction process in order to address projected budgetary gaps resulting from a continued slowdown in the economy and a deteriorating housing market. Council reviewed the proposed budget reductions in a series of workshops in March and April 2008. In addition, the fiscal year 2008-09 proposed budget reflects the establishment of the Development Services Fund; a total of 78.5 positions are being transferred from Planning and Building, General Services and Engineering, and Public Works to this newly established fund. Finally, staff is recommending a number of reorganizations in order to reduce costs and/or to improve operational efficiency.

Establishment of the Development Services Fund

As part of the fiscal year 2008-2009 proposed budget, staff is recommending the establishment of the Development Services Fund. The establishment of this fund has several positive attributes including: improving transparency, clearly separating development revenues from general revenues, demonstrating that development is paying for itself and that development fees are not supporting General Fund functions. There are 78.5 positions being transferred from the General Fund to the Development Services Fund.

Fund/Dept	New Fund/Dept	Position	FTE
General Fund – Public Works (-15)	Development Services Fund – Public Works (15.0)	Public Works Inspector II	6.0
		Senior Civil Engineer	2.0
		Senior Public Works Inspector	3.0
		Senior Secretary	1.0
		Landscape Inspector	2.0
		Senior Landscape Inspector	1.0
General Fund –General Services (-3.0)	Development Services Fund –General Services (3.0)	Landscape Architect	1.0
		Landscape Planner II	2.0
General Fund – Engineering (-9.0)	Development Services Fund – Engineering (9.0)	Associate Engineer	3.0
		Senior Civil Engineer	2.0
		Development Services Tech II	1.0
		Engineering Technician II	1.0
		Senior Engineering Technician	1.0
		Transportation Engineer with certificate	1.0

Department	New Fund/Dept	Position	FTE
General Fund - Planning and Building (-51.5)	Development Services Fund - Planning & Building (51.5)	Administrative Technician	1.0
		Associate Planner	5.0
		Assistant Director Building & Housing	1.0
		Assistant Director Planning	1.0
		Assistant Planner	1.0
		Building Inspector II	6.0
		Building Inspector III	2.0
		Deputy Building Official	1.0
		Development Planning Manager	1.0
		Development Automation Specialist	1.0
		Development Services Tech II	6.0
		Development Services Tech III	1.0
		Director of Planning & Building	1.0
		Landscape Planner II	1.0
		Office Specialist	0.5
		Plan Check Supervisor	1.0
		Plans Examiner	2.0
		Principal Management Analyst	1.0
		Principal Planner	4.0
		Secretary	1.0
		Senior Administrative Secretary	1.0
		Senior Building Inspector	2.0
		Senior Office Specialist	2.0
		Senior Planner	6.0
		Senior Plans Examiner	1.0
		Senior Secretary	1.0

Budget Reductions

As mentioned above, in developing the fiscal year 2008-2009 proposed budget, additional reductions were needed in the General Fund, Redevelopment Agency and Housing Authority, and the newly established Development Services Fund in order to bring expenditures in line with revenues. The table below summarizes the proposed changes reflected in the fiscal year 2008-2009 proposed budget.

Department	Program	Position	FTE
Administration (3)	Reclassification - City Manager's Office	Assistant City Manager	-1.0
		Executive Assistant to the City Manager	1.0
	Economic Development	Sr Economic Development Specialist	-1.0
	Budget and Analysis – Analyst Consolidation	Grants Development Manager	1.0
		Fiscal & Management Analyst	1.0
		Principal Management Analyst	1.0
		Senior Management Analyst	1.0
	Reclassification – Conservation and Environmental Services	Environmental Resource Manager	-1.0
		Environmental Resource Specialist	1.0
Information Technology Services (-3)	GIS and Application Support	GIS Specialist	-1.0
	Technology Support and Administration	Info Tech Support Specialist	-1.0
		Systems/Database Administrator	-1.0

Department	Program	Position	FTE
Finance (-2)	Finance Operations	Accountant	-1.0
	Finance Administration – Analyst Consolidation	Fiscal Services Analyst	-1.0
	Reclassification	Accounting Technician	-1.0
		Accounting Assistant	1.0
	Reclassification	Collections Supervisor	-1.0
		Accounting Technician	1.0
	Reclassification	Senior Accounting Assistant	-1.0
		Accounting Assistant	1.0
	Reclassification	Sr Business License Representative	-1.0
		Business License Representative	1.0
General Services (-3.5)	Building & Park Construction	Building Services Manager	-1.0
		Landscape Planner II	-1.0
	General Services Administration	Deputy Director of General Services	-1.0
	Animal Care Facility	Office Specialist	-0.5
	Reclassification	Principal Management Analyst	1.0
		Senior Management Analyst	-1.0
	Reclassification	Lead Custodian	1.0
		Storekeeper	-1.0
Planning and Building (-2)	Long Range Planning	Associate Planner	-1.0
	Code Enforcement	Code Enforcement Technician	-1.0
Engineering (-2)	Engineering Administration	Deputy Director of Engineering	-1.0
	Real Property	Land Surveyor	-1.0
		Senior Civil Engineer	1.0
	Traffic Engineering	Associate Engineer	-1.0
Police (-5.5)	Police Financial and Resource Management	Facility & Supply Specialist	-0.5
	Traffic Enforcement Reorganization	Peace Officer	-1.0
		Police Agent	-1.0
		Police Sergeant	1.0
	Police Support Services	Police Records Transcriptionist	-1.0
	Crimes of Violence	Secretary	-1.0
	Police Professional Standards	Secretary	-1.0
	Police Financial and Resource Management – Analyst Consolidation	Senior Management Analyst	-1.0
Fire (-1)	Fire Prevention	Fire Inspector II	-1.0
	Reclassification	Assistant Fire Chief	1.0
		Deputy Fire Chief	-1.0
Public Works (-3)	NPDES	Engineering Technician	-1.0
	Storm drain Maintenance	Maintenance Worker I/II	-1.0
	Park Rangers	Senior Park Ranger	-1.0
Recreation (-1)	Recreation Facilities	Recreation Supervisor II	-1.0
Nature Center (-1)	Nature Center Administration	Director of the Nature Center	-1.0
Library (-3.5)	Library Administration	Library Director	1.0
	Cultural Arts	Cultural Arts Coordinator	-0.5
	Library Administration	Secretary	-1.0
	Resources & Services	Senior Librarian	-1.0
	Grants Program – Analyst Consolidation	Grants Development Manager	-1.0
		Administrative Analyst II	-1.0

Department	Program	Position	FTE
Library (cont)	Reclassification	After School Program Manager	-1.0
		Literacy & Programming Coordinator	1.0
	Reclassification	Senior Management Analyst	-1.0
		Library Administrative Coordinator	1.0
	Reclassification	Educational Services Supervisor	-1.0
		Senior Educational Services Supervisor	1.0
	Reclassification	Library Assistant	-3.5
		Library Associate	3.5
	Reclassification	Librarian II	-1.0
		Librarian III	1.0
Fleet (-1)	Central Garage Operations	Senior Equipment Mechanic	-1.0
Redevelopment Agency & Housing Authority (-1)	RDA Administration – Analyst Consolidation	Senior Management Analyst	-1.0
	Reclassification	Senior Secretary	-1.0
		Senior Fiscal Office Specialist	1.0
Development Services Fund - Public Works (-4)	Landscape Inspection	Landscape Inspectors	-2.0
	Construction Inspection	Public Works Inspector I/II	-1.0
		Senior Civil Engineer	-1.0
Development Services Fund - Planning & Building (-2.5)	PSB Front Counter	Development Services Technician	-0.5
	Building Field Inspection	Building Inspector II	-1.0
	DSF- P&B Administration – Analyst Consolidation	Principal Management Analyst	-1.0
	PSB Front Counter	Development Services Counter Manager	1.0
	Reclassification	Building Inspector III	-2.0
		Building Inspector II	2.0
	Reclassification	Senior Building Inspector	-1.0
		Building Inspector III	1.0
	Reclassification	Development Services Technician II	-2.0
		Development Services Technician III	2.0
	Reclassification	Plan Check Supervisor	-1.0
		Plans Examiner	1.0
	PSB Front Counter	Senior Office Specialist	-1.0
Police Grants Fund (-1)	California Border Alliance Group	CBAG Meth Strike Force Coordinator	-1.0
		Total proposed staffing changes	**-34.0**

Reorganizations

Engineering, General Services, and Public Works - The fiscal year 2008-2009 proposed budget also reflects a second reorganization of the Engineering, General Services, and Public Works departments. In December 2007, the City Council approved the reorganization of these departments, which resulted in the transfer of the Environmental Services, Traffic Operations, and Landscape Inspection programs from Engineering and General Services to Public Works. Although the fiscal year 2007-2008 budget was not adjusted mid-year to reflect this new model, these departments operated in this reorganized manner for most of fiscal year 2007-2008.

Due to pending retirements, combined with a continued effort to reduce expenditures, a second reorganization of these departments is now proposed. This includes merging the General Services department into the Public Works and Engineering departments.

Department	New Fund/Dept	Position	FTE
General Services (-85.25)	Engineering (16.5)	Director of General Services	1
		Deputy Director of General Services	1
		Senior Administrative Secretary	1
		Principal Management Analyst	1
		Assistant Surveyor II	1
		Land Surveyor	1
		Survey Technician II	1
		Building Project Manager	2
		Landscape Architect	0.5
		Associate Engineer	4
		Senior Civil Engineer	2
		Senior Engineering Technician	1
	Public Works (68.75)	Senior Fiscal Office Specialist	1
		Carpenter	1
		Electrician	3
		HVAC Technician	3
		Locksmith	2
		Painter	2
		Plumber	2
		Senior Electrician	1
		Senior HVAC Technician	1
		Construction & Repair Mgr	1
		Custodial Supervisor	4
		Custodian	14.5
		Lead Custodian	7
		Custodial & Facilities Manager	1
		Electrician/Equipment Installer	1
		Electronics Tech Supervisor	1
		Electronics Technician	2
		Animal Adoption Counselor	1.25
		Animal Care Assistant	6.5
		Animal Control Manager	1
		Animal Control Officer	4
		Animal Control Officer Supervisor	1
		Office Specialist	3.5
		Registered Veterinary Technician	1
		Senior Animal Care Assistant	1
		Senior Office Specialist	2

The following title changes are recommended in order to reflect the new organization of Engineering and Public Works.

Department	Current Title	New Title	FTE
General Services and Engineering	Director of General Services	Director of Engineering / City Engineer	1.0
	Deputy Director of General Services	Assistant Director of Engineering	1.0

Recreation and the Nature Center – As part of the budget reductions presented for Council consideration during the March and April budget workshops, the City Manager proposed merging the Nature Center department into the Recreation Department. Merging these departments allowed for the elimination of one executive management position. The elimination of this position is included with the proposed budget reductions summarized above. The table below represents the positions that are being transferred from the Nature Center to the Recreation Department.

Department	New Fund/Dept	Position	FTE
Nature Center (-8.5)	Recreation (8.5)	Administrative Secretary	1.0
		Aquarist	0.75
		Nature Center Grounds Maintenance Specialist	1.0
		Nature Center Grounds Maintenance Worker	1.0
		Nature Center Program Manager	3.0
		Registered Veterinary Technician	0.75
		Senior Office Specialist	1.0

CITY STAFF EMPLOYEES

5-Year Position Summary

DEPARTMENT	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2008-09
LEGISLATIVE/ADMINISTRATIVE					
City Council	9.00	14.00	15.00	14.00	14.00
City Attorney	12.00	14.00	14.00	14.00	12.00
City Clerk/Elections	7.50	8.50	8.50	8.50	7.50
Administration	26.75	20.00	21.00	19.00	26.00
Information Technology Services	28.00	29.00	29.00	28.00	23.00
Human Resources	23.50	25.50	25.50	25.00	20.50
Finance	28.00	28.00	31.00	31.00	25.00
Total	***134.75***	***139.00***	***144.00***	***139.50***	***128.00***
DEVELOPMENT/MAINTENANCE					
Community Development	25.00	25.00	25.00	13.00	0.00
General Services	114.50	105.23	104.75	102.25	0.00
Planning and Building	92.00	91.00	90.50	80.50	18.00
Engineering	0.00	51.00	51.00	41.00	33.50
Public Works	179.00	186.00	186.50	150.50	195.75
Total	***410.50***	***458.23***	***457.75***	***387.25***	***247.25***
PUBLIC SAFETY					
Police	370.73	360.50	381.50	366.50	337.50
Fire	131.75	141.00	151.00	153.00	135.00
Total	***502.48***	***501.50***	***532.50***	***519.50***	***472.50***
COMMUNITY SERVICES					
Recreation	30.50	34.00	34.00	34.00	38.50
Library	67.12	70.75	70.75	66.25	50.75
Nature Center	9.25	9.25	9.25	9.50	0.00
Total	***106.87***	***114.00***	***114.00***	***109.75***	***89.25***
General Funds Subtotal					***937.00***
OTHER FUNDS					
Redevelopment & Housing	0.00	0.00	1.00	11.00	17.00
Sewer	0.00	0.00	0.00	43.00	46.00
Transit	0.00	0.00	0.00	3.00	3.00
Fleet Management	14.00	14.00	14.00	14.00	10.00
Parking Meter	0.50	0.50	0.50	0.50	0.50
California Border Alliance Group (CBAG)	0.00	0.00	0.00	21.00	20.00
Development Services	0.00	0.00	0.00	0.00	72.00
Environmental Services	0.00	0.00	0.00	0.00	3.00
Total	***14.50***	***14.50***	***15.50***	***92.50***	***171.50***
Other Funds Subtotal					***171.50***
Grand Total (does not include hourly staffing)	***1169.10***	***1227.23***	***1263.75***	***1248.50***	***1108.50***

CITY OF CHULA VISTA

PROPOSED BUDGET

FISCAL YEAR 2009

LEGISLATIVE AND ADMINISTRATIVE DEPARTMENTS

Mayor and Council

Boards and Commissions

City Clerk

City Attorney

Administration

Information Technology Services

Human Resources

Finance

Non-Departmental

MAYOR AND COUNCIL

DEPARTMENT DESCRIPTION AND PURPOSE

The Department of Mayor and Council was established in Title 2, Chapter 2.03 of the Chula Vista Municipal Code, (Ord. 2619 Sec. 1, 1994) consistent with Section 501 of the City Charter. The Department is responsible for policy setting, constituent relations, inter-agency relations, and intra-agency policy implementation. It is the professional support office of city government to the Mayor and City Council in the legislative branch and apart from the administrative functions of the City.

The City Council is comprised of a fulltime Mayor and four part-time Councilmembers. They are the governing and legislative body of the City. All powers of the City reside in the council (the Mayor is considered a member of the Council) unless expressly delegated, assigned or excluded by the City Charter or controlling state or federal law. (Article II, Sec. 201 City Charter). The City Council sets policy for the City through its legislative, budget and expressly granted executive functions.

The Mayor and City Council are elected at-large, and each holds office for a four-year term. The City Manager, City Attorney and City Clerk, the primary executive, legal and document support officials are appointed by and serve at the pleasure of the Council. The City Council reviews and approves the budget, enacts ordinances, authorizes public improvements, adopts traffic regulations, approves contracts, and sits as the Redevelopment Agency and Housing Authority. The City Council is also granted some expressly defined executive functions such as confirmation authority over all executive management and department head appointments.

In addition, the Mayor has eight specific responsibilities defined in the City Charter, these are:

(1) to report to the City Council annually and from time to time on the affairs of the City and to recommend for its consideration such matters as deemed expedient, and,

(2) to be the official head of the City for all political and ceremonial purposes and to be recognized by the courts for the purpose of serving civil process, for the signing of all legal instruments and documents, and by the Governor for emergency purposes, and

(3) in the time of public danger or emergency, the Mayor, with the consent of the council, and for such period as the council may fix, to take command of the police, maintain order and enforce the law, and

(4) to assume the primary, but not the exclusive responsibility, for interpreting to the people the policies, programs and needs of the City government and for informing the people of any major change in policy or program. The Mayor may represent the City in any and all matters involving other governmental agencies, provided that no act, promise, commitment or agreement entered into or committed by the Mayor shall be binding upon the City of Chula Vista unless duly authorized or ratified by the City Council, and

(5) to represent the City in all regional public agencies which require an elected City official, unless otherwise determined by the City Council, and

(6) to supervise the operation of the Mayor/Council office and personnel assigned thereto,

(7) to perform such other duties consistent with the office as may be prescribed by this Charter or delegated to the Mayor or imposed on the Mayor by the City Council if not inconsistent with the provisions of this Charter, and

(8) to exercise the full-time function as Mayor of the City during the usual business hours that the offices of the City are open, and such other hours and times as shall be necessary to discharge in full the duties imposed upon the Mayor.

Under Section 304 (4) of the City Charter, The Mayor is assigned as the primary responsibility for interpreting to the community the policies, programs, and needs of the City government as well as communicating any change in these policies and programs. By Charter, the Mayor is designated as the City's representative to serve on committees that review policies, programs and practices at regional, state, national and international levels. This is accomplished through work on bodies such as SANDAG, the League of California Cities, the U.S. Conference of Mayors, and the International Council for Local Environmental Initiatives.

MAYOR AND COUNCIL

For FY08-09, the Office of Mayor and Council has reduced their budget by 14% overall. A 10% cut was taken in Department Administration, a 20% cut was taken in the Office of the Mayor and each Council Seat budget was reduced by at least 10%. This restores over $212,000 to the City's General Fund.

MAJOR GOALS AND CHALLENGES

As San Diego County's second largest municipality, Chula Vista is evolving into a dynamic and vibrant city. The Mayor and City Council are moving forward with revitalization efforts. The first of these is the implementation of the Urban Core Specific Plan intended to revitalize northwestern Chula Vista. Future amendments to this plan will continue and strengthen the process. The next major redevelopment effort is the creation of a Southwest Specific Plan.

Among a myriad of activities, the Mayor and City Council are involved in:

- Efforts to develop a world-class bayfront.
- The establishment of a major university and regional technology park.
- Evaluating locations in the City of Chula Vista as potential sites for a new Charger stadium.
- Removal of the bayfront power plant.
- Strengthening of southwestern Chula Vista's community involvement activities prior to development of a Specific Plan.

After a sharp fiscal decline the City is in an improving financial condition. At the same time, there is the ongoing challenge to live within our means. The first step is to craft a balanced budget that follows accepted financial principles. Over the last fiscal year (2007/08) the Mayor and Council worked together to bridge short-term budget shortfalls and began to build a solid foundation for the future. It is important that the Mayor and Council define a path that aligns expenditures with revenues and strategically meets core City responsibilities. The FY 08/09 budget is intended to provide this financial foundation.

RESPONDING TO THE COMMUNITY

As the population of the City grows and issues become more complex, the Mayor and Councilmembers respond to increasing numbers of requests from the public. The Mayor and City Council strongly support resident input and participation in policy-setting and review of city operations. City Boards and Commissions, active civic, interest, and community groups offer valued and diverse feedback on any number of issues. The flow of information between residents and City Hall is welcomed and encouraged. In addition to phone calls letters, and e-mail, the public can learn more about Council actions by visiting the City's web site at www.ci.chula-vista.ca.us. The City enjoys the availability of streaming video on the City's website. This allows our Internet visitors to watch city council meetings either live or retrieved later. In addition, regular Council meetings are now shown live on cable channel 24.

The position of Constituent Services Manager has been established to facilitate the Mayor's role established by City Charter as having the primary responsibility for communicating with the community regarding City policies and programs. While each Councilmember can respond to community inquiries, the Mayor is vested with the responsibility to do so. The Constituent Services Manager facilitates coordinating incoming concerns and efficiently handles a timely response. This process means that responsive City departments get one referral not five, and that constituents receive a factual and consistent response. Problems are addressed either directly or by referral, through the City Manager, to the responsible department. Every request for assistance should receive an appropriate response within as short a time frame as possible.

Constituent contacts regarding specific assistance with a problem or expressing an opinion are entered into a shared database in the Department. This database assists in monitoring unresolved problems that have existed over time, recurring issues, and keeping abreast of local sentiments. The Constituent Services Manager takes the lead in the maintenance of this database.

STAFFING

The department is staffed by the Mayor, Chief of Staff, Constituent Services Manager, Executive Secretary, and Office Specialist (receptionist). There are four part-time Councilmembers and funding for four Council aides, which, at the discretion of each Councilmember, may be staffed with one full-time aide each or divided among one or more part-time aides. All staff positions are in the unclassified service.

SUMMARY OF DEPARTMENT RESOURCES

	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 AMENDED	2008-09 PROPOSED
Personnel Services	$1,252,640	$1,222,850	$1,318,179	$1,207,907
Supplies and Services	$259,710	$285,806	$225,989	$102,272
Other Expenses	$100	$0	$0	$0
Utilities	$1,273	$1,456	$1,444	$1,444
Expenditure Totals	**$1,513,723**	**$1,510,112**	**$1,545,612**	**$1,311,623**
Revenue Totals	**$62,824**	**$3,000**	**$0**	**$0**
Authorized Full Time Positions	**14.00**	**15.00**	**14.00**	**14.00**
Authorized Hourly Positions	**3.75**	**4.75**	**5.75**	**0.25**

CITY OF
CHULA VISTA

BOARDS AND COMMISSIONS

DESCRIPTION

The process of establishing boards and commissions is one that began with the City Charter as a method to give citizens a greater voice in the determination of policies at all levels of government. Four commissions were established by the Charter- the Planning Commission, the Board of Library Trustees, Civil Service Commission, and the Parks & Recreation Commission. All other boards and commissions have been established through an ordinance or resolution since that time in order to meet a specific need of the City Council. The members for Chartered commissions are appointed by a majority vote of the City Council, with applications for these appointments accepted throughout the year from all interested residents.

This budget covers only the cost of those boards and commissions not assigned to a specific department. For example, the budgets for the Planning Commission and Design Review Committee are presented as part of the Planning & Building Department in order to more clearly show the full overall cost of that function.

SUMMARY OF DEPARTMENT RESOURCES

	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 AMENDED	2008-09 PROPOSED
Supplies and Services	$5,995	$11,447	$14,736	$14,736
Expenditure Totals	**$5,995**	**$11,447**	**$14,736**	**$14,736**
Revenue Totals	**$0**	**$0**	**$0**	**$0**
Authorized Full Time Positions	**0.00**	**0.00**	**0.00**	**0.00**
Authorized Hourly Positions	**0.00**	**0.00**	**0.00**	**0.00**

CITY OF
CHULA VISTA

CITY CLERK

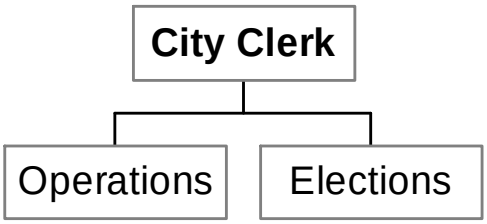
MISSION STATEMENT

The mission of the City Clerk's Office is to work diligently to enhance the public and organizational trust and knowledge by managing and providing accurate and timely information; safeguarding and improving access to public records; ensuring compliance with regulations and policies; and administering open and free elections.

SUMMARY OF DEPARTMENT RESOURCES

	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 AMENDED	2008-09 PROPOSED
Personnel Services	$921,386	$961,893	$985,198	$758,106
Supplies and Services	$218,378	$199,933	$305,601	$212,985
Operating Capital	$11,928	$0	$2,193	$0
Utilities	$1,994	$1,803	$656	$844
Expenditure Totals	**$1,153,686**	**$1,163,628**	**$1,293,648**	**$971,935**
Revenue Totals	**$124,107**	**$90,874**	**$91,120**	**$76,100**
Authorized Full Time Positions	**8.50**	**8.50**	**8.50**	**7.50**
Authorized Hourly Positions	**0.00**	**0.00**	**0.00**	**0.00**

ORGANIZATIONAL CHART



STRATEGIC GOALS

CITY CLERK

- By FY 2011-12, complete a review of the Council Policy Manual to ensure that policies are relevant and consistent with the Municipal Code, Charter requirements, and current practice.

> ***Status:*** *This long-term project will involve reviewing each Council policy for current relevance, working with all departments to craft new or updated policies as needed, and preparing final documents for Council's consideration. This project will begin when time allows.*

- By FY 2009-10, complete a review and update of the citywide filing system and records retention schedules.

> ***Status:*** *Staff has been working with various departments to update the citywide filing system. The next step will be to form a committee representing all departments to discuss current records series and retention requirements. Future steps include legal research on retention requirements for various types of records and the preparation of new retention schedules for Council approval. This is an on-going project that receives attention as time allows.*

STRATEGIC GOALS

- By FY 2009-10, implement new technology to manage campaign statements and statements of economic interests.

> ***Status:*** *The City Clerk's Office monitors the filing of 300 economic interest statements annually; and, in 2006, received 1,650 pages of campaign disclosure statements. The process for both types of filings includes multiple contacts with the filers (initial correspondence with filing date, a minimum of two reminders – required by FPPC -- if statements are not received, specific written notice of penalties to be assessed, and referrals to the FPPC for enforcement. With assistance from Information an Technology Services, an automated system has been developed to streamline annual notices for statements of economic interest. The new technology has components to manage these filings and correspondence and will be fully implemented immediately when funding is identified to purchase the software. It also has a component to manage lobbyist registration documents, should the lobbying ordinance be adopted.*

- By FY 2008-09, complete a Municipal Code update project to address 58 obsolete or conflicting sections identified by the codifier when performing a "legal review" of the code.

> ***Status:*** *When the Municipal Code was updated and reformatted, the codifier identified 58 issues that needed to be addressed to correct inconsistencies, redundancies, outdated legislative references, references to non-existent code sections and incomplete sentences. In 2005, the City Clerk and Senior Assistant City Attorney began work with a legislative consultant to research the sections, which required collaboration with and research by several departments. The project has reached 30% completion but has been delayed since the June 2007 due to budget constraints.*

STRATEGIC GOALS

- By FY 2008-09, complete a review of the Municipal Code, Charter and Council Policies to provide consolidated and uniform regulations for the City's 22 boards and commissions, eliminating redundancies and inconsistencies found in the existing documents.

> ***Status:*** *The general rules pertaining to the City's boards and commissions have been completed and adopted by City Council. Ordinances for each of the 22 individual boards and commissions are scheduled to be brought before City Council for approval during the last quarter of fiscal year 2007-08. The final update to the Municipal Code is on schedule to be completed by fiscal year 2008-09.*

- By FY 2007-08, implement passport application services.

> ***Status:*** *The City Clerk's Office began processing passport applications in November 2007. In the first 6 months of the program nearly 1,300 applications were processed (approximately 217 per month).*

CITY CLERK

CORE SERVICES

- Administer oaths of office
- Assist voters with registration and polling locations
- Attest and acknowledge official signatures
- Coordinate board / commission member application process
- Maintain and update the Municipal Code and Council Policies
- Manage citywide records storage and destruction
- Monitor Statements of Economic Interest
- Post and publish legal notices
- Preserve permanent, vital and historic documents
- Provide public information and customer service
- Respond to public records requests
- Assemble and distribute Council agenda packets
- Attend and prepare minutes of Council meetings
- Conduct elections and advise candidates
- Finalize and process agreements, resolutions, and ordinances
- Manage and provide training for citywide records and document imaging programs
- Monitor and review campaign finance disclosure reports
- Passport applications
- Prepare and post Council agendas
- Provide historical data research
- Record legal documents

MAJOR ACCOMPLISHMENTS

- Successfully processed two citizen initiated ballot measures.
- Automated and streamlined annual notification process for conflict of interest statements.
- Completed update to the general rules for Boards and Commissions.
- Successfully implemented new passport services to the community and processed 1,300 applications in the first six months of the program.

KEY PERFORMANCE MEASURES

	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 ESTIMATED	2008-09 PROJECTED
# of pages of campaign disclosure statements received and monitored for compliance	N/A	1,650	873	600
% of positive ratings on customer satisfaction cards	N/A	N/A	100%	100%
# of pages of permanent documents imaged	N/A	114,000	97,435	100,000
# of public records requests filled within statutory timeframe	N/A	550	699	600
# of passport applications processed	N/A	N/A	1,500	1,700

CITY ATTORNEY

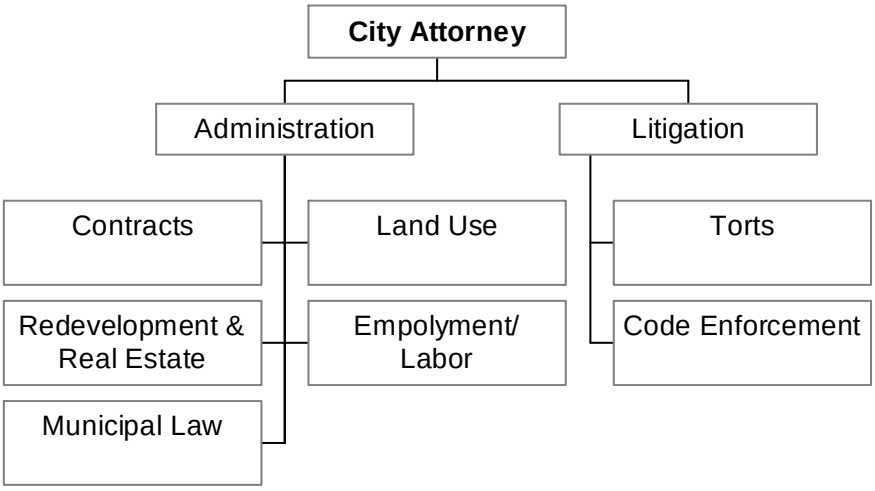
MISSION STATEMENT

The mission of the Chula Vista City Attorney's Office is to provide legal advice and support to the Mayor and Council, City departments, and boards and commissions in the conduct of City business, represent the City before judicial and administrative agencies in civil litigation proceedings and prosecute misdemeanor violations of the Chula Vista Municipal Code.

SUMMARY OF DEPARTMENT RESOURCES

	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 AMENDED	2008-09 PROPOSED
Personnel Services	$2,049,863	$2,245,712	$2,377,909	$2,144,906
Supplies and Services	$384,665	$464,585	$288,172	$285,168
Utilities	$9,768	$11,480	$4,246	$1,560
Expenditure Totals	**$2,444,296**	**$2,721,777**	**$2,670,327**	**$2,431,634**
Revenue Totals	**$626,265**	**$534,400**	**$659,687**	**$409,165**
Authorized Full Time Positions	**14.00**	**14.00**	**14.00**	**12.00**
Authorized Hourly Positions	**0.00**	**0.00**	**0.00**	**0.00**

ORGANIZATIONAL CHART



STRATEGIC GOALS

CITY ATTORNEY

- On an ongoing basis, provide litigation support before judicial and administrative bodies.

> ***Status:*** *In fiscal year 2008-09, the department will continue to work towards establishing enforcement procedures for code violations that will include a civil abatement component in addition to the existing criminal sanctions*

- By fiscal year 2008-09, complete updates to the Municipal Code sections related to the City's boards and commissions, including repeal of redundant policies and code sections.

> ***Status:*** *The general rules pertaining to the City's boards and commissions have been completed and adopted by City Council. Ordinances for each of the 22 individual boards and commissions are scheduled to be brought before City Council for approval during the last quarter of fiscal year 2007-08. The final update to the Municipal Code is on schedule to be completed by fiscal year 2008-09.*

- Provide ongoing support to the negotiation and plan development processes for the Chula Visa Bayfront and University Park projects.

> ***Status:*** *During fiscal year 2008-09, the City Attorney's Office in conjunction with other City Departments and the San Diego Port District, completed the draft environmental impact report (EIR) for the Chula Vista Bayfront development. The draft document is being circulated for public review and comment and a final EIR for the project is anticipated to be completed by the end of fiscal year 2008-09.*
>
> *The City Attorney's Office, in conjunction with the Planning and Building department, also successfully negotiated a land deal with the Otay Land Company to acquire 50 developable acres fort the University Park.*

STRATEGIC GOALS

- By fiscal year 2008-09, revise outdated Civil Service Rules and Employer/Employee Relations Policy.

  Status: *The City's Civil Service rules have been completely updated and the draft document has been forwarded to the Civil Service Commission for review and comment. Staff anticipates bringing the revised Civil Service rules to City Council for adoption by the end of fiscal year 2008-09.*

- By fiscal year 2009-10, draft a new campaign finance ordinance, ethics ordinance, and lobbying ordinance.

  Status: *The update to the campaign finance ordinance was completed and adopted by City Council in fiscal year 2007-08. Work will continue on updating the ethics ordinance and lobbying ordinances as staff resources permit.*

CITY ATTORNEY

CORE SERVICES

- Administer contracts with outside counsel
- Prosecute Municipal Code violations
- Provide legal advice to City Council
- Litigate cases
- Provide legal advice on labor and employment issues

PREPARE AND REVIEW LEGAL DOCUMENTS

- Agreements
- Legislation
- Other legal instruments
- Contracts
- Ordinances
- Resolutions

MAJOR ACCOMPLISHMENTS

- Successfully negotiated side letters with the City's four bargaining groups to defer pay increases from January 2008 to July 2008.
- In conjunction with Planning and Building, successfully resolved code enforcement violations at Brentwood Mobile Home Park.
- Successfully defended all disciplinary actions presented to the Civil Service Commission.
- In conjunction with the Planning and Building department, successfully negotiated land deal with Otay Land Company to acquire 50 developable acres for the University Park.
- Completed review of draft Environmental Impact Report for the Chula Vista Bayfront development.
- In conjunction with Planning and Building, drafted successful abandoned property abatement ordinance.

KEY PERFORMANCE MEASURES

	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 ESTIMATED	2008-09 PROJECTED
# of litigation cases	N/A	34	30	30
# of City Council resolutions	N/A	342	337	340
# of City Council ordinances	N/A	38	42	40

ADMINISTRATION

MISSION STATEMENT

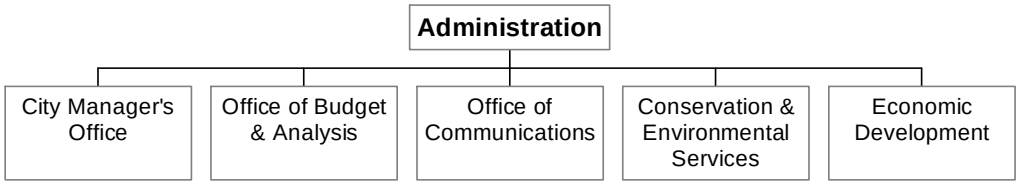
The mission of the Administration Department is to provide the leadership necessary for the implementation of City Council policies, administration of the organization and delivery of services to our community.

SUMMARY OF DEPARTMENT RESOURCES

	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 AMENDED	2008-09 PROPOSED
Personnel Services	$2,880,219	$3,125,603	$2,986,918	$3,906,214
Supplies and Services	$1,028,757	$358,077	$463,362	$344,402
Other Expenses	$349	$0	$9,760	$0
Utilities	$12,612	$9,235	$2,347	$2,274
Expenditure Totals	**$3,921,937**	**$3,492,915**	**$3,462,387**	**$4,252,890**
Revenue Totals	**$533,784**	**$569,784**	**$855,004**	**$957,873**
Authorized Full Time Positions	**20.00**	**21.00**	**19.00**	**26.00**
Authorized Hourly Positions	**0.25**	**0.75**	**0.25**	**0.25**

Note 1: Staffing and budget figures above reflect department totals. Staffing and budget figures for current lines of business are presented on the following pages. Since some lines of business may no longer exist, the sum of the staffing and budget figures at the line of business level may not equal the above totals.

ORGANIZATIONAL CHART



STRATEGIC GOALS

BUDGET AND ANALYSIS

- Budget and Analysis will produce a performance-based budget such that by the beginning of fiscal year 2008-09:
  - 100% of departments will have strategic business plans in place and integrated with the budget document;
  - 100% of key results measures identified in the departmental strategic business plans will be tracked in a centralized database and reported in the City's budget document.

> ***Status:*** *All departments under the City Manager's direction have strategic business plan's in place. Beginning in fiscal year 2008-2009, OBA will begin tracking and reporting on all key metrics at the line of business level.*

- On an annual basis, Budget and Analysis will conduct fee and cost recovery studies that achieve at a minimum the following results:
  - Update the City's Cost Allocation Plan within 3 month of Council's adoption of the operating budget;
  - Update and administer the Public Facilities Development Impact Fee (PFDIF) such that the fee will cover 100% of related infrastructure expenditures.

> ***Status:*** *The City's Cost Allocation Plan (CAP) and staff time reimbursement rates were comprehensively updated during fiscal year 2007-2008. The CAP will be updated again following the adoption of the fiscal year 2008-2009 budget.*
>
> *An update of the PFDIF will occur in fiscal year 2008-2009 following completion of facility master plans by the Recreation and Fire departments. The City's PAD fee is also being updated with completion anticipated for the first quarter of fiscal year 2008-2009.*

STRATEGIC GOALS

COMMUNICATIONS

- By FY 2006-07, in order to facilitate public communication, the Office of Communications will enhance printed publications and materials, including: adding a sixth edition of Spotlight with 85,000 recipients and developing issue-specific materials to educate targeted audiences.

> ***Status:*** *Due to budget constraints, all issues of the Spotlight publication have been eliminated. CV Connect, an online newsletter written and produced by the Office of Communications, has replaced Spotlight. CV Connect provides the latest city news, feature stories, a preview of upcoming events, conservation tips, and important links and telephone numbers. There will be six issues of CV Connect per year.*

- By FY 2007-08, traffic on the City's web sites will increase by at least 30% over FY 2005 levels.

> ***Status:*** *Internet traffic continues to climb. Webmasters counted 168,661 visitors to the City's Website in January 2008, an 11% increase compared to January 2007. Web statistics reflect a 54% increase in visitors since May 2005.*

STRATEGIC GOALS

- By FY 2006-07, in order to better inform a growing community, the Office of Communications will implement new and alternative modes of public communication, including streaming video on the City web site, an e-mailed newsletter, an expanded Speakers Bureau, a campaign to drive traffic to the City's web site, and a redesigned intranet.

> ***Status:*** *By April 2007, all of the above goals had been realized. Streaming video continues to be extraordinarily popular with the public. All regular meetings of the City Council and Chula Vista Redevelopment Corporation are streamed. In addition, Council meetings are now aired live on Cox Channel 24. Both Spotlight and e-Brief, the City's first online newsletter, have been replaced by an interactive subscriber-based online publication, CV Connect. The Office of Communications and ITS webmasters are currently engaged in another redesign of the City's Internet site. This re-design will improve navigation and heighten the site's appeal to a growing number of online visitors. An in-house redesign represents a significant savings to the City. Use of the Intranet site, another in-house design, has soared since its inception in the spring of 2007. Due to budget constraints and a reallocation of personnel, the Speakers Bureau remains suspended.*

CONSERVATION AND ENVIRONMENTAL SERVICES

- By fiscal year 2009-10, Conservation & Environmental Services (CES) will provide telecommunications and energy service providers with an incentive to deploy state of the art service infrastructure that provides residents and business with a competitive business and education advantage and responsive to their quality of service needs.

> ***Status:*** *Staff has established four new Wireless Telecommunications Master License Agreements, prepared a new cable franchise assignment, initiated new programs with a new video service provider and provided direct energy conservation services to more than 4,0000 business and 2,000 residents in the past year.*

STRATEGIC GOALS

- By fiscal year 2009-10, Conservation & Environmental Services (CES) will coordinate the process for developing and implementing an environmentally and economically sustainable Climate Change Plan to reduce the City's Green House Gas generation by 20% as compared to 1990 levels.

> ***Status:*** *Council has adopted seven Climate Change objectives and directed staff to development implementation plans and identify the resources needed by this summer. Staff has also conducted more than 20 public presentations to expand stakeholder input before returning to council with recommendations for implementation.*
>
> *Staff has met with members of the current Resource Conservation Commission members and the Planning Department to discuss a new role for the RCC that would focus their expertise on providing an open, transparent and inclusive public process for environmental programs and other activities that impellent environmental policy direction. The Council has also accepted the recommendation of the Climate Change Working Group that the RCC include their function as Climate Change implementation plans are developed and executed.*

- By fiscal year 2009-10, Conservation & Environmental Services (CES) will establish a timeline and coordinate the interagency process to remove the South Bay Power Plant from the Bayfront, relocate the bayfront substation and, remove the transmission line lattice towers from the Bayfront north of J Street.

> ***Status:*** *The City is working with the Port of San Diego and SDG&E to remove constraints from approximately 125 acres of bayfront property by relocating the bayfront substation and removing the existing power plant. SDG&E has committed to the City that the transmission line towers north of J Street will be removed by December 2009 and that their application to move the substation will be submitted sometime this year.*

STRATEGIC GOALS

ECONOMIC DEVELOPMENT

- By fiscal year 2008-09, increase University Park and Research related research funding grants from state, federal and foundation funding sources by 50%.

> ***Status:*** *City staff has partnered with San Diego Gas & Electric and their Chula Vista Energy Efficiency and Conservation Outreach Program, to promote the work of the Chula Vista Research Project. The outreach initiative will produce a set of reference guides on sustainable community development practices in Chula Vista. The guides are intended for public and private development professionals, financial institutions and State and local government agencies. The outreach initiative resulted in a grant of $168,000.*

- By fiscal year 2009-10, increase Auto Park jobs by 400.

> ***Status:*** *Since fiscal year 2005-2006, two new dealerships were added to the Chula Vista Auto Park - Toyota and McCune Chrysler, Jeep, and Dodge. The addition of these new dealerships resulted in approximately 220 new auto park jobs. One new dealership is currently going through the entitlement process and is anticipated to result in approximately 75 to 100 new jobs.*

IMPLEMENTATION OF CITY COUNCIL POLICY

- By FY 2007-08, implement the new agenda management technology and provide citywide training on the software and new agenda process.

> ***Status:*** *The City has acquired the software and hardware necessary to automate the agenda process. A pilot implementation of the system was conducted by the Engineering Department during the first half of fiscal year 2007-08. Staff responsible for submitting or reviewing agenda statements were trained on using the system during the third quarter of fiscal year 2007-08. Full implementation of the system is expected to occur by July 2008.*

STRATEGIC GOALS

- To provide ongoing analysis and response to legislative proposals that could affect city operations.

> ***Status:*** *Due to budget constraints, Council accepted a recommendation to terminate payment to the City's lobbyist as part of the City's budget reduction measures. The firm with which we have contracted for lobbying services has agreed to continue representing the City with no further compensation for the balance of their contract, which expires December 31, 2008. It has not yet been decided whether to contract for services after the expiration of the current contract. The absence of representation in Sacramento will substantially diminish the City's ability to affect legislative outcomes in Sacramento in 2009.*

ADMINISTRATION

LINE OF BUSINESS: CITY MANAGER'S OFFICE

The purpose of the City Manager's Office is to implement City Council policies, administer the organization and delivery of services to the community, and provide oversight of the City's daily operations.

CORE SERVICES

- Citywide coordination
- Council Agenda report calendar
- Council information items
- Council/RDA agendas
- Department head meetings
- Legislation monitoring
- Management meetings
- Policy implementation
- Community relations
- Council briefings
- Council referral tracking
- Council/RDA meetings
- Interagency relations
- Legislative analysis
- Media briefings/relations

RESOURCE SUMMARY

	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 AMENDED	2008-09 PROPOSED
Personnel Services	$1,087,298	$1,227,071	$1,207,447	$1,109,148
Supplies and Services	$168,011	$91,174	$190,291	$83,798
Utilities	$3,775	$3,746	$847	$953
Expenditure Totals	**$1,259,084**	**$1,321,991**	**$1,398,585**	**$1,193,899**
Revenue Totals	**$34,460**	**$21,899**	**$151,400**	**$1,000**
Authorized Full Time Positions	**5.00**	**7.00**	**7.00**	**6.00**
Authorized Hourly Positions	**0.25**	**0.00**	**0.00**	**0.00**

MAJOR ACCOMPLISHMENTS

- Directed $26.1 million of cost cutting measures required to keep expenditures inline with projected revenues.

KEY PERFORMANCE MEASURES

	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 ESTIMATED	2008-09 PROJECTED
# Legislative proposals analyzed	N/A	125	150	125
# of Council referrals tracked	N/A	N/A	N/A	32
# of Council agenda items reviewed	N/A	342	317	300

LINE OF BUSINESS: BUDGET & ANALYSIS

The purpose of Budget and Analysis is to provide budget development and analysis services to the City Council, City Manager, and departments so they can make sound decisions that: improve operational efficiency; contribute to the overall financial health of the City; and better align resources with citizen needs.

CORE SERVICES

- Budget amendments
- Budget documents
- Cost allocation plans
- Fee studies
- IFAS system reports
- Performance measure database
- Position costing sheets
- Strategic planning services
- Budget analyses
- Budget reports
- Council agenda reviews
- Full cost recovery rates
- Master fee schedule & updates
- Position control adjustments
- Special studies and reviews

RESOURCE SUMMARY

	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 AMENDED	2008-09 PROPOSED
Personnel Services	$686,455	$877,742	$825,190	$1,323,101
Supplies and Services	$134,256	$74,303	$54,430	$10,500
Other Expenses	$349	$0	$9,760	$0
Utilities	$2,116	$1,134	$125	$141
Expenditure Totals	**$823,176**	**$953,178**	**$889,505**	**$1,333,742**
Revenue Totals	**$255,143**	**$351,730**	**$427,551**	**$396,134**
Authorized Full Time Positions	**6.00**	**6.00**	**5.00**	**9.00**
Authorized Hourly Positions	**0.00**	**0.00**	**0.00**	**0.00**

MAJOR ACCOMPLISHMENTS

- Developed budget reduction system to facilitate Council budget workshops.
- 75% completion of the Park Acquisition and Development (PAD) fee update.

ADMINISTRATION

- Coordinated fiscal year 2008-2009 budget process and budget reduction efforts resulting in $26.1 million of ongoing budget reductions.
- Coordinated mid-year budget reduction efforts resulting in approximately $7.5 million of savings in fiscal year 2007-2008.
- Completed update of City's cost allocation plan.
- Transitioned budget to program level, performance based model.
- Successfully negotiated side letters with the City's four bargaining groups to defer pay increases from January 2008 to July 2008.
- Successfully administered citywide hiring freeze in response to significant revenue shortfalls.
- Completed specific planning area (SPA) level fiscal impact model.
- Received GFOA award for excellence in budget preparation.

KEY PERFORMANCE MEASURES

	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 ESTIMATED	2008-09 PROJECTED
% of departments that stay within budgeted net cost (new measure)	N/A	N/A	N/A	95%
% of budgeted Development Services revenues realized (new measure)	N/A	N/A	N/A	100%
% of budgeted General Fund program revenues realized (new measure)	N/A	N/A	N/A	100%
# of departmental performance measures tracked	N/A	N/A	226	215
% of Council approved budget adjustments made within 7 days	N/A	50%	65%	70%
# of Council agenda items reviewed	N/A	342	317	300

LINE OF BUSINESS: COMMUNICATIONS

The purpose of Communications is to provide public relations and communication services to the community, City departments, and elected officials so they can be knowledgeable and informed about City services, programs, and issues.

CORE SERVICES

- Block party and filming permits
- Council broadcasts
- Editing services
- Emergency information services
- Internet design & updates
- Intranet design & updates
- News clips
- Photography services
- Special event program designs
- Brochure designs
- CV Connect
- Electronic calendars
- Informational responses
- Internet video production
- Media contacts
- News releases
- Special event coordination
- Video copies

RESOURCE SUMMARY

	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 AMENDED	2008-09 PROPOSED
Personnel Services	$655,041	$717,929	$589,068	$605,000
Supplies and Services	$295,104	$168,833	$172,698	$66,600
Utilities	$4,700	$3,222	$650	$537
Expenditure Totals	**$954,845**	**$889,984**	**$762,416**	**$672,137**
Revenue Totals	**$244,181**	**$192,523**	**$122,551**	**$87,870**
Authorized Full Time Positions	**5.00**	**6.00**	**5.00**	**5.00**
Authorized Hourly Positions	**0.00**	**0.75**	**0.00**	**0.00**

MAJOR ACCOMPLISHMENTS

- Led the redesign of the City's Internet and Intranet.
- Introduced photo galleries and virtual tours of parks and recreation centers to the Internet and Intranet.

- Introduced streaming video of all Council and Redevelopment Agency meetings to the City's Internet site.
- Developed limited in-house video production capabilities, adding a new dimension to the City's website.
- Introduced live broadcasts of City Council meetings on Cox cable.
- Developed a sophisticated, interactive online City publication that includes video features and important links to departments and services.

KEY PERFORMANCE MEASURES

	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 ESTIMATED	2008-09 PROJECTED
# of multimedia projects	N/A	N/A	300	310
# of Designs Completed	N/A	1,800	1,800	1,200
Television Coverage (stories covered)	N/A	82	85	95
# of Special Events Coordinated	N/A	49	54	55

LINE OF BUSINESS: CONSERVATION & ENVIRONMENTAL SERVICES

The purpose of Conservation and Environmental Services (CES) is to serve the community's environmental needs and to assist in its pursuit of a healthy, prosperous, just and secure environment for all citizens. Department staff works with and on behalf of the community to preserve and restore land, air, water, and other natural resources in ways that advance the welfare of present and future generations. CES also advocates on behalf of utility ratepayers.

CORE SERVICES

- Administer utility franchise agreements
- Annual emissions inventory
- Energy conservation
- Greenhouse gas reductions
- Technical assistance
- Urban heat island/shade tree program
- Water conservation
- Wifi-Wimax service requests for qualifications
- Alternative energy & transportation
- Community education & outreach
- Grant development and administration
- Representation before environmental resource agencies
- Teleco technology development
- Utility ratepayer advocacy
- Watershed protection

RESOURCE SUMMARY

	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 AMENDED	2008-09 PROPOSED
Personnel Services	$253,563	$304,550	$365,213	$490,739
Supplies and Services	$431,386	$23,767	$45,943	$24,615
Utilities	$2,021	$1,133	$725	$280
Expenditure Totals	**$686,970**	**$329,450**	**$411,881**	**$515,634**
Revenue Totals	**$0**	**$2,066**	**$153,502**	**$322,869**
Authorized Full Time Positions	**3.00**	**2.00**	**2.00**	**4.00**
Authorized Hourly Positions	**0.00**	**0.00**	**0.25**	**0.25**

MAJOR ACCOMPLISHMENTS

- Worked with over 3,000 businesses and residents to identify energy-efficiency opportunities

and to retrofit incandescent lighting with compact fluorescent bulbs producing over 2 million kWh in annual energy savings

- Promoted water-conserving, nature-friendly landscaping by organizing multiple public education workshops, participating in over 25 community outreach events and “certifying” over 50 gardens and backyards through the City’s NatureScape program
- Convened and supported a community-led Climate Change Working Group to produce policy and program recommendations to reduce Chula Vista’s greenhouse gas emissions or “carbon footprint.”
- Secured over $1 million in low interest California Energy Commission loans to fund energy-efficiency and renewable energy capital improvements projects at six municipal facilities which will generate approximately $200,000 in cost savings annually
- Continued to coordinate the City’s SDG&E Partnership program which provides over $700,000 annually in personnel and materials funding to further energy efficiency and conservation in the community and within municipal facilities
- Managed a $212,000 grant to plant 1,300 trees along residential streets, canyon parkways and within parks
- Renewed or established Wireless Telecommunications agreements that provided approximately $400,000 in annual general fund revenue
- Represented the City before the California Public Utilities Commission, California Energy Commission and the California Independent System Operator on various issues including the Bayfront energy infrastructure
- Served on the San Diego Climate Change Foundation Task Force

KEY PERFORMANCE MEASURES

	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 ESTIMATED	2008-09 PROJECTED
# of shade trees planted with grant funding	N/A	124	1,000	250
$ amount of new grants received for watershed, water conservation, energy, alternative transportation and climate change issues	N/A	$900,000	$1,200,000	$1,500,000
# of residential, business and school properties certified as “backyard wildlife habitats” through the National Wildlife Federation	N/A	20	200	200
# of Ratepayer Utility inquiries for natural gas, electricity, video, Internet and telecommunications	N/A	220	300	350

LINE OF BUSINESS: ECONOMIC DEVELOPMENT

The purpose of the Economic Development is to pursue a variety of aggressive and proactive programs to assist existing business grow and expand, recruit new targeted business and industries to the area, and to retain those business that are within the City while also managing development projects.

CORE SERVICES

- Business assistance programs
- Business community outreach
- Business expansion
- Business retention
- Business attraction
- Business education and training
- Business organizations liaison
- Cross border collaboration

RESOURCE SUMMARY

	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 AMENDED	2008-09 PROPOSED
Personnel Services	$0	$0	$0	$378,226
Supplies and Services	$0	$0	$0	$158,889
Utilities	$0	$0	$0	$363
Expenditure Totals	**$0**	**$0**	**$0**	**$537,478**
Revenue Totals	**$0**	**$0**	**$0**	**$150,000**
Authorized Full Time Positions	**0.00**	**0.00**	**0.00**	**2.00**
Authorized Hourly Positions	**0.00**	**0.00**	**0.00**	**0.00**

MAJOR ACCOMPLISHMENTS

- Distributed over 1,000 informational packets promoting the City of Chula Vista, which exceeds the previous number of packet distributed by over 50%.
- Conducted three small business development training programs seminars in collaboration with the Small Business Development Center at Southwestern College.
- Coordinated with City staff and the San Diego Unified Port District the completion of the Financial and Development models for infrastructure and shared facilities for the Bayfront Master Plan.

- Groundbreaking for High Tech High Chula Vista.

KEY PERFORMANCE MEASURES

	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 ESTIMATED	2008-09 PROJECTED
# of small business development training programs delivered	N/A	5	3	3
Increased Sales Tax (Year over Year*)	0.13	0.08	0.01	0.02
Increased Transient Occupancy Taxes (TOT)	N/A	N/A	N/A	N/A
# of new jobs	N/A	N/A	1,642	N/A
# of new business license	N/A	N/A	1,061	N/A

INFORMATION TECHNOLOGY SERVICES

MISSION STATEMENT

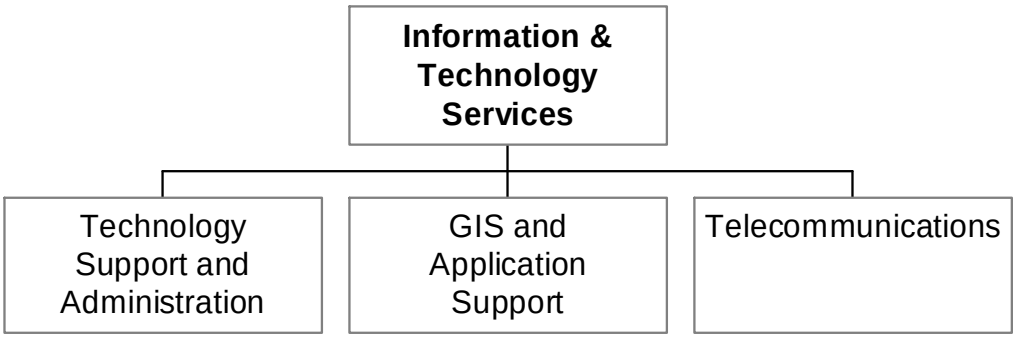
The mission of the Information Technology Services Department is to provide technology, planning, development support and management to city employees and departments so they can perform their jobs effectively and meet their strategic goals for the City.

SUMMARY OF DEPARTMENT RESOURCES

	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 AMENDED	2008-09 PROPOSED
Personnel Services	$3,183,740	$3,249,007	$3,140,027	$2,746,843
Supplies and Services	$750,428	$801,477	$916,028	$669,875
Operating Capital	$9,899	$84,853	$50,000	$350,000
Utilities	$70,440	$62,711	$67,932	$57,479
Expenditure Totals	**$4,014,507**	**$4,198,048**	**$4,173,987**	**$3,824,197**
Revenue Totals	**$501,521**	**$424,604**	**$157,343**	**$102,843**
Authorized Full Time Positions	**29.00**	**29.00**	**28.00**	**23.00**
Authorized Hourly Positions	**0.00**	**0.00**	**0.25**	**0.00**

Note 1: Staffing and budget figures above reflect department totals. Staffing and budget figures for current lines of business are presented on the following pages. Since some lines of business may no longer exist, the sum of the staffing and budget figures at the line of business level may not equal the above totals.

ORGANIZATIONAL CHART



STRATEGIC GOALS

ELECTRONIC SERVICES

- In FY 2007-08 ITS will have worked with all City departments to identify electronic services for deployment and by FY 2010-11, 75% of these services will be available to customers on-line.

> ***Status:*** *ITS has identified a list of electronic government applications that are needed by the departments and we have begun implementation of several of them. Online park reservations and online reporting of Public Works task have been completed.*

NETWORK PROTECTION

- By FY 2007-08, there will be no viruses or Trojans attacking the City's internal network.

> ***Status:*** *To date there have been no virus attacks on City computers.*

- By FY 2008-09, there will be no unauthorized accesses to the City's data from inside the network and/or outside the City.

> ***Status:*** *There have been no known unauthorized accesses of City data from either inside or outside of the network.*

TECHNOLOGY PROJECTS

- By FY 2007-08 90% of new technology projects within departments will be planned and developed with Information Technology Services.

> ***Status:*** *ITS is working with all departments so that they are aware of this goal so that the departments will contact ITS when they embark on a new project. Two of the projects recently completed are the roll-out of the new Police Mobile Data Computers, and the conversion of Fire Dispatch to San Diego Fire Department.*

LINE OF BUSINESS: TECHNOLOGY SUPPORT & ADMINISTRATION

The purpose of the Technology Support and Administration line of business is to provide technology planning and design consultation, installation, configuration, security and maintenance services to City Departments and their employees so they can perform their jobs in a safe and reliable computing environment.

CORE SERVICES

- Computer repairs and upgrades
- Help line responses
- Computer replacements
- Network maintenance and administration

RESOURCE SUMMARY

	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 AMENDED	2008-09 PROPOSED
Personnel Services	$2,150,844	$2,341,347	$2,310,734	$2,093,470
Supplies and Services	$708,074	$604,079	$898,122	$652,941
Operating Capital	$0	$0	$50,000	$350,000
Utilities	$57,971	$49,832	$59,820	$55,511
Expenditure Totals	**$2,916,889**	**$2,995,258**	**$3,318,676**	**$3,151,922**
Revenue Totals	**$296,260**	**$66,630**	**$94,338**	**$57,000**
Authorized Full Time Positions	**19.00**	**19.00**	**20.00**	**17.00**
Authorized Hourly Positions	**0.00**	**0.00**	**0.00**	**0.00**

MAJOR ACCOMPLISHMENTS

- Kept the computer systems up and running throughout the entire construction of building 300.
- Remaining half of the Police Mobile Data Computers converted to the new hardware and software.
- Assisted with the conversion of the Fire Department's Computer Aided Dispatch system to San Diego Fire.
- Updated the Permits Plus application to the latest release.

KEY PERFORMANCE MEASURES

	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 ESTIMATED	2008-09 PROJECTED
% of “priority 1” mission critical calls resolved within four hours.	N/A	86%	85%	85%
% of “priority 1” mission critical calls responded to within one-half hour.	N/A	88%	85%	85%
% of scheduled network uptime achieved.	N/A	98%	96%	98%

LINE OF BUSINESS: GIS AND APPLICATION SUPPORT

The purpose of the GIS and Application Support line of business is to provide application design, analysis, management and support services to GIS and other computer application users so they can get current and accurate information to perform their jobs.

CORE SERVICES

- Computer applications
- GIS maps
- Reports and presentations
- GIS data extractions and conversions
- GIS server upgrades and configurations

RESOURCE SUMMARY

	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 AMENDED	2008-09 PROPOSED
Personnel Services	$661,401	$600,135	$625,095	$434,373
Supplies and Services	$4,474	$1,533	$4,307	$4,307
Utilities	$806	$879	$921	$874
Expenditure Totals	**$666,681**	**$602,546**	**$630,323**	**$439,554**
Revenue Totals	**$52,305**	**$60,261**	**$37,225**	**$41,843**
Authorized Full Time Positions	**7.00**	**7.00**	**6.00**	**4.00**
Authorized Hourly Positions	**0.00**	**0.00**	**0.00**	**0.00**

MAJOR ACCOMPLISHMENTS

- Implemented several e-Government applications including online park reservations and online submittal of work projects for Public Works such as pot holes, street light outages etc.
- Created an on-line catalog to replace the Parks & Recreation brochure.
- Several GIS online mapping applications have been added, such as an online map to show City parks with the location of their shelters as well as enhancements to the existing CVMAPPER application on the City's website.

KEY PERFORMANCE MEASURES

	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 ESTIMATED	2008-09 PROJECTED
% GIS and other computer application users who report that they get the information they need all or most of the time.	N/A	97%	97%	97%

LINE OF BUSINESS: TELECOMMUNICATIONS

The purpose of the Telecommunications line of business is to provide voice communication installations, consultation planning & support services to City telecommunication users so they can have the tools they need to communicate anytime.

CORE SERVICES

- Phone installations
- Voice processing system maintenance & support
- Telephone maintenance & support

RESOURCE SUMMARY

	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 AMENDED	2008-09 PROPOSED
Personnel Services	$163,214	$204,252	$204,198	$219,000
Supplies and Services	$7,493	$6,518	$13,599	$12,627
Utilities	$11,663	$12,000	$7,191	$1,094
Expenditure Totals	**$182,370**	**$222,770**	**$224,988**	**$232,721**
Revenue Totals	**$12,114**	**$3,362**	**$25,780**	**$4,000**
Authorized Full Time Positions	**2.00**	**2.00**	**2.00**	**2.00**
Authorized Hourly Positions	**0.00**	**0.00**	**0.00**	**0.00**

MAJOR ACCOMPLISHMENTS

- Coordinated many Uninterruptible Power Supply changes and other issues related to building 300.
- Upgraded the City's voice processing system to the newest release of the software.
- Completed communications requirements (inside wiring) and implemented them for the new building 300, while keeping existing staff up and running until the new cabling was installed.

KEY PERFORMANCE MEASURES

	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 ESTIMATED	2008-09 PROJECTED
% of telecommunication users who report that they have the tools they need to communicate most or all of the time	N/A	96%	96%	95%

HUMAN RESOURCES

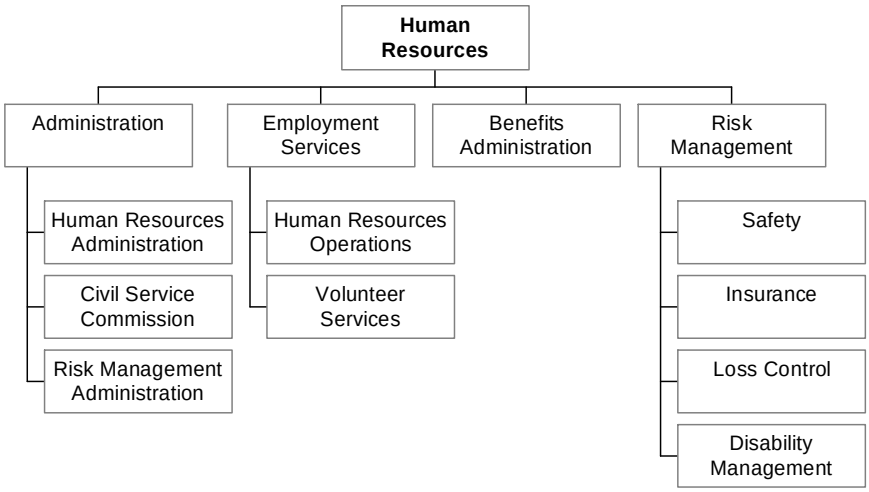
MISSION STATEMENT

The mission of the Human Resources Department is to provide superior services to employees, departments, and the public to ensure an informed, quality work force and community, while treating everyone with fairness, dignity, and respect.

SUMMARY OF DEPARTMENT RESOURCES

	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 AMENDED	2008-09 PROPOSED
Personnel Services	$2,768,536	$2,915,457	$2,957,457	$2,665,628
Supplies and Services	$1,547,387	$1,515,111	$1,701,133	$1,331,089
Other Expenses	$788,395	$691,762	$335,000	$776,000
Utilities	$6,305	$7,081	$4,791	$3,367
Expenditure Totals	**$5,110,623**	**$5,129,411**	**$4,998,381**	**$4,776,084**
Revenue Totals	**$497,480**	**$322,480**	**$299,377**	**$293,093**
Authorized Full Time Positions	**25.50**	**25.50**	**25.00**	**20.50**
Authorized Hourly Positions	**0.00**	**0.75**	**0.00**	**0.50**

ORGANIZATIONAL CHART



STRATEGIC GOALS

HUMAN RESOURCES

- By FY 2009-10, complete Phase II of the City's Public Access Defibrillation (PAD) Program by outfitting police patrol cars with Automated External Defibrillators (AEDs) and training officers in their use and the program.

> ***Status:*** *The department is currently seeking funding sources for the purchase of this equipment. Human Resources is working with the Police Department's Training Division to update the department's training program to include the newest CPR standards and ensuring their instructors are properly and currently certified.*

- By the end of FY 2007-08, present the City's Violence Awareness and Prevention Policy to all employees.

> ***Status:*** *This goal is 100% complete. Formal mandatory training was provided to all full-time employees over a three-month period during fiscal year 2007-2008. An informal awareness training is being included in new hire orientation for part-time/seasonal employees.*

- By FY 2008-09, have all Risk Management policies, procedures and forms available to employees via the City's Intranet site.

> ***Status:*** *This goal is 100% complete. All documents have been identified and centralized for employee access. The next step is convert applicable forms to a fillable PDF format by fiscal year 2009-2010.*

- By FY 2009-10 develop/revise emergency evacuation plans for all City facilities and conduct drills twice annually.

> ***Status:*** *60% of plans have been developed/revised with at least one evacuation drill conducted at each of the facilities with completed plans.*

STRATEGIC GOALS

- By FY 2008-09, revise the City's Injury Illness Prevention Plan and provide refresher training to all employees.

  Status: *The City's Injury Illness Prevention Plan has been revised to incorporate a Safety Statement by the new City Manager and has been posted on the intranet. Initial training is being conducted during new hire orientation. The target date to begin refresher training is set for May 2008.*

- By FY 2008-09, organize and scan all departmental documents into the citywide digital records management system.

  Status: *The Department continues to make progress on this project and anticipates completing this project within the goal timeframe. To date 70% of all departmental documents have been organized and scanned into the citywide digital records management system.*

STRATEGIC GOALS

- By FY 2008-09, the Human Resources Department will increase the use of internet and intranet accessibility by:
  - Providing employees online access to W-2 forms
  - Converting to an online personnel requisition process
  - Enhancing online access to Human Resource policies, procedures, and personnel information via the City's intranet.

Status: *The original target implementation date of January 2008 was deferred to January 2009 due to the identification of a cost free means of providing access via Employee Online. It is anticipated that employees will be able to access their calendar year 2008 W-2 forms in January 2009 via Employee Online.*

Converting to an online personnel requisition process is currently on hold due to budget constraints.

A number of Human Resource policies and procedures are currently accessible on the citywide shared drive. Employees are able to access approximately 33% of policies and procedures online. The department continues to make progress on this project and anticipates completion within the goal timeframe.

HUMAN RESOURCES

LINE OF BUSINESS: ADMINISTRATION

The purpose of the Administration line of business is to ensure that City services are provided to the community by a quality and diverse workforce through comprehensive human resources and risk management services within a values-based learning culture.

CORE SERVICES

- Advise and consult on employment law issues
- Community events
- Department consultations
- Labor relations
- Performance management training
- Respond to Civil Service complaints
- Citywide human resources policies and procedures
- Coordinate and advise at Civil Service hearings
- Labor negotiations
- Outreach programs
- Personnel records

RESOURCE SUMMARY

	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 AMENDED	2008-09 PROPOSED
Personnel Services	$530,559	$535,273	$538,548	$480,780
Supplies and Services	$186,939	$101,639	$158,832	$88,160
Utilities	$1,119	$1,017	$641	$461
Expenditure Totals	**$718,617**	**$637,929**	**$698,021**	**$569,401**
Revenue Totals	**$14,685**	**$6,428**	**$21,141**	**$9,450**
Authorized Full Time Positions	**4.00**	**4.00**	**4.00**	**3.00**
Authorized Hourly Positions	**0.00**	**0.00**	**0.00**	**0.00**

MAJOR ACCOMPLISHMENTS

- Worked with several department on staffing models as a result of restructuring.
- Developed training course for conducting internal fact-finding investigations.
- Continued with the implementation of the Performance Management System and training.
- Successfully implemented and received Council approval for two “Golden Handshake” window to offset budget impacts and minimize layoffs.

- Successfully negotiated side letters with the City's four bargaining groups to defer pay increases from January 2008 to July 2008.
- Successfully defended all disciplinary actions presented to the Civil Service Commission.

KEY PERFORMANCE MEASURES

	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 ESTIMATED	2008-09 PROJECTED
% of Civil Service Rules completed	N/A	80%	100%	100%
# of Policies & Procedures completed and delivered to Departments	N/A	24	13	15
# of Labor-Management meetings held	N/A	20	24	30
# of Performance Management System trainings conducted	N/A	3	4	6

HUMAN RESOURCES

LINE OF BUSINESS: EMPLOYMENT SERVICES

The purpose of the Employment Services line of business is to provide comprehensive employment services to the public and departments of the City and to assist the City in attracting and retaining a quality workforce.

CORE SERVICES

- Classification studies
- Employee recruitments
- Job descriptions
- Professional enrichment funds
- Compensation studies
- Individual classification reviews
- Position classification system
- Volunteer programs

RESOURCE SUMMARY

	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 AMENDED	2008-09 PROPOSED
Personnel Services	$1,157,331	$1,186,192	$1,139,165	$1,100,783
Supplies and Services	$289,325	$207,638	$226,000	$132,348
Utilities	$2,867	$3,341	$2,535	$1,666
Expenditure Totals	**$1,449,523**	**$1,397,172**	**$1,367,700**	**$1,234,797**
Revenue Totals	**$0**	**$0**	**$0**	**$0**
Authorized Full Time Positions	**11.50**	**11.50**	**11.00**	**9.50**
Authorized Hourly Positions	**0.00**	**0.25**	**0.00**	**0.50**

MAJOR ACCOMPLISHMENTS

- Made all Employment Services forms available on the intranet.
- Audited all mid-manager positions to determine FLSA compliance and bargaining unit.
- Audited and restructured the benefits processes for greater efficiency and error control.
- Calculated seniority point charts for all city positions in anticipation of layoffs.
- Reviewed and scanned approximately 6,600 personnel files to the City-wide digital imaging system.

KEY PERFORMANCE MEASURES

	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 ESTIMATED	2008-09 PROJECTED
# of recruitments conducted	N/A	43	65	50
# of salary surveys conducted	N/A	154	75	75
# of classification studies conducted	N/A	147	75	65
# of job descriptions created and updated	N/A	75	75	65
# of job fairs and community events attended	N/A	13	18	10
# of applications received	N/A	3,834	4,500	3,000
# of volunteer applications received	N/A	766	850	850

LINE OF BUSINESS: BENEFITS ADMINISTRATION

The purpose of the Benefits Administration line of business is to provide benefits, compensation and consultation services to current and former employees and their dependents so they will have the information they need to make a fully informed decision about their benefits package.

CORE SERVICES

- Benefit information
- Employee benefit orientations
- Payroll changes
- Wellness screenings
- Educational materials
- Flexible Spending Accounts
- Reconcile and pay health insurance providers
- Wellness workshops

RESOURCE SUMMARY

	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 AMENDED	2008-09 PROPOSED
Personnel Services	$643,914	$662,659	$722,856	$508,683
Supplies and Services	$187,835	$157,895	$137,951	$44,404
Utilities	$985	$976	$463	$323
Expenditure Totals	**$832,734**	**$821,530**	**$861,270**	**$553,410**
Revenue Totals	**$2,924**	**$440**	**$0**	**$500**
Authorized Full Time Positions	**5.00**	**5.00**	**5.00**	**3.00**
Authorized Hourly Positions	**0.00**	**0.00**	**0.00**	**0.00**

MAJOR ACCOMPLISHMENTS

- Implemented paperless paystubs via employee on-line saving significant resources.
- Kept health insurance premium increases to a minimum through plan design changes (Kaiser 5% increase; PacifiCare High 6% decrease; and PacifiCare Low less than 1% increase).
- Benefit forms made available through Employee Online.
- Conducted 24 city-wide wellness workshops to promote a healthy workforce.

KEY PERFORMANCE MEASURES

	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 ESTIMATED	2008-09 PROJECTED
# of Wellness workshops conducted	N/A	17	24	17
# of payroll transactions processed	N/A	3,172	1,904	1,900
# of Flexible Spending Account reimbursements & Professional Enrichment reimbursements processed	N/A	2,862	2,480	2,500
# of benefits transactions completed	N/A	4,190	1,760	1,700

HUMAN RESOURCES

LINE OF BUSINESS: RISK MANAGEMENT

The purpose of the Risk Management line of business is to provide comprehensive and proactive risk management services to employees and the public in order to avoid and mitigate losses due to workers' compensation and liability claims and to ensure that the City's property and activities are adequately insured to protect the City's capital and human assets.

CORE SERVICES

- City property damage restitutions
- Disability management
- Insurance procurement
- Loss control / risk transfer
- Claim resolutions
- Employee health monitoring
- Internal training sessions
- Safety inspections

RESOURCE SUMMARY

	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 AMENDED	2008-09 PROPOSED
Personnel Services	$436,732	$531,333	$556,888	$575,382
Supplies and Services	$883,288	$1,047,938	$1,178,350	$1,066,177
Other Expenses	$788,395	$691,762	$335,000	$776,000
Utilities	$1,334	$1,746	$1,152	$917
Expenditure Totals	**$2,109,749**	**$2,272,780**	**$2,071,390**	**$2,418,476**
Revenue Totals	**$479,871**	**$315,612**	**$278,236**	**$283,143**
Authorized Full Time Positions	**5.00**	**5.00**	**5.00**	**5.00**
Authorized Hourly Positions	**0.00**	**0.50**	**0.00**	**0.00**

MAJOR ACCOMPLISHMENTS

- Reduced the number of lost workdays per injury by 10% in part due to proactive education of employees and managers and an aggressive return to work program.
- Collected $360,000 from insurers and private parties for damages to City property.
- Provided Workplace Violence Awareness and Prevention training to all full-time City employees.

- Implemented a claims management software program that provides improved identification of loss exposures, more timely responses to public and department information requests, and significantly reduces the staff time required process information requests.

KEY PERFORMANCE MEASURES

	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 ESTIMATED	2008-09 PROJECTED
$ Cost of safety per employee	$170	$238	$296	$303
# of formal safety trainings / inspections / ergonomic evaluations conducted	125	151	140	142
% of liability claims closed without litigation	80%	97%	90%	100%
# of work related injuries per employee	0.14	0.10	0.11	0.00

FINANCE

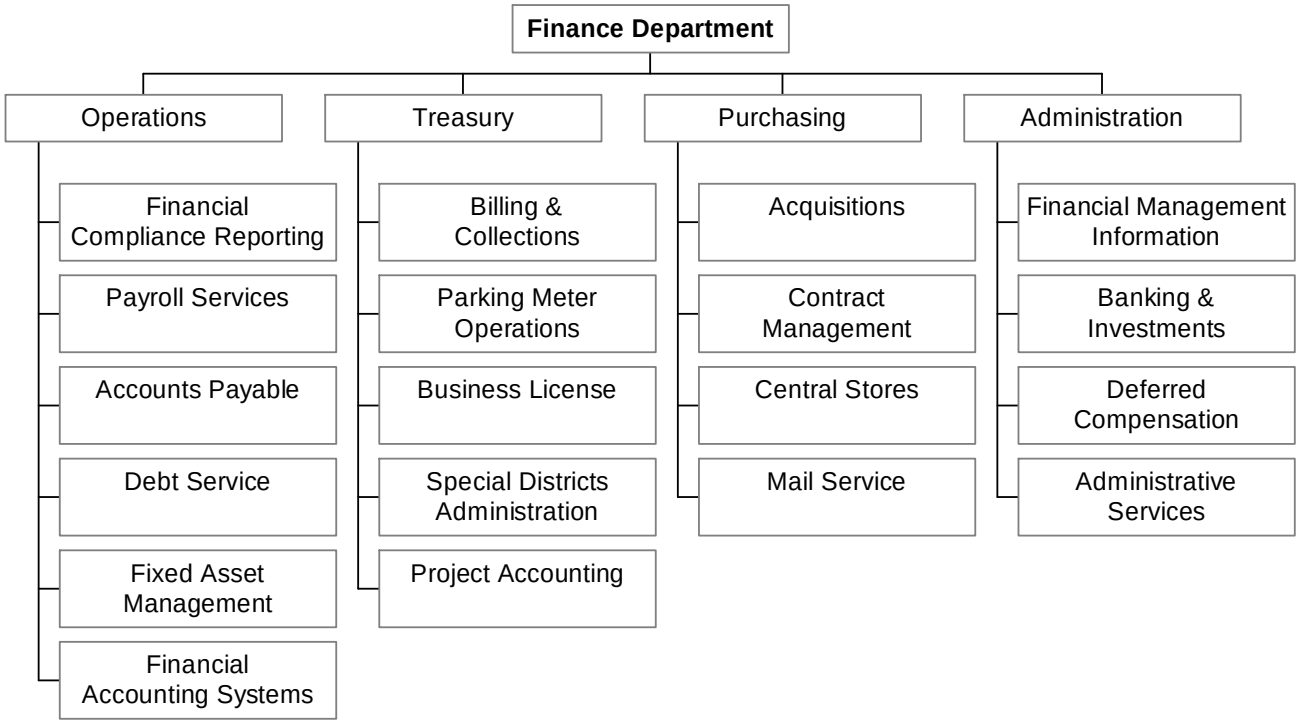
MISSION STATEMENT

The Chula Vista Finance Department is dedicated to ensuring the long-term financial stability of the City and enhancing public and organizational trust through integrity of financial reporting and sound financial practices.

SUMMARY OF DEPARTMENT RESOURCES

	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 AMENDED	2008-09 PROPOSED
Personnel Services	$2,810,785	$2,819,512	$3,004,055	$2,551,379
Supplies and Services	$155,215	$153,711	$176,097	$182,340
Utilities	$8,595	$4,804	$3,838	$4,224
Expenditure Totals	**$2,974,595**	**$2,978,027**	**$3,183,990**	**$2,737,943**
Revenue Totals	**$1,569,987**	**$1,671,552**	**$1,469,115**	**$1,440,395**
Authorized Full Time Positions	**28.00**	**31.00**	**31.00**	**25.00**
Authorized Hourly Positions	**0.75**	**0.75**	**0.25**	**0.75**

ORGANIZATIONAL CHART



STRATEGIC GOALS

MAXIMIZE TECHNOLOGY

- By fiscal year 2006-07, the Finance Department will utilize the Internet and other technology to improve the convenience of conducting business with the City.

> ***Status:*** *All city services are now payable with a major credit card. Business license renewal payments are now accepted over the Internet. Finance will continue to work with ITS to accept online payments for other city services.*

- By fiscal year 2006-07, the Finance Department (in conjunction with ITS) will deploy all accounting software upgrades within 6 months of release.

> ***Status:*** *The accounting software is currently up to date.*

PROVIDE ACCURATE, CONSISTENT, AND TIMELY INFORMATION

- By fiscal year 2006-07, 95% of Finance Department customers will report that they received accurate, consistent, and timely information.

> ***Status:*** *A survey would be required in order to determine the outcome of this goal. The survey has not been conducted to date.*

STRATEGIC GOALS

SOUND FINANCIAL MANAGEMENT

- By fiscal year 2006-07, in order to ensure that payroll is being processed in an accurate and efficient manner the Finance Department, in conjunction with Human Resources, will conduct a payroll operational review.

> ***Status:*** *A payroll operational review was conducted in fiscal year 2005-06. The review yielded recommendations of which several have been implemented. To date the following recommendations have been implemented:*
> *- Roles and responsibilities of Finance and Human Resources are defined for the Payroll Module.*
> *- Payroll training was provided to Finance and Human Resources staff by Bitech in March 2006.*
> *- Payroll reports have been created that enable Finance and Human Resources staff to be more efficient.*
> *- Employee On-Line resolved the issue of having sensitive employee data on the Direct Deposit payroll advice.*

- By fiscal year 2007-08, in order to safeguard the City's financial reputation, the Finance Department will implement an internal audit function.

> ***Status:*** *The goal of implementing an internal audit function is on hold until further city resources are available.*

STRATEGIC GOALS

- By fiscal year 2008-09, the Finance Department will be recognized by professional associations as a model financial management organization.

> ***Status:*** *The City's fiscal year 2005-06 financial statements received the "Certificate of Achievement for Excellence in Financial Reporting" award from the Government Finance Officer's Association. We expect to receive the same award for the fiscal year 2006-07 financial statements.*
>
> *The Association of Public Treasurers of the U.S. and Canada certified the City's Investment policy as a model investment policy. The Finance Department expects to receive the same certification as the policy is updated and resubmitted for certification.*

- The Finance Department will continue to maintain an unqualified audit opinion on annual financial reports.

> ***Status:*** *The City's most recent audit for fiscal year 2006-07 received an unqualified ("clean") opinion.*

STRATEGIC GOALS

- The Finance Department will strive to maintain or improve the City's credit rating with the various rating agencies.

> ***Status:*** *A September 17, 2007 rating report from Standard and Poor's lowered the City's underlying "A" rating to an "A-" for the City's 2002, 2004, and 2006 outstanding Certificates of Participation debt. An "A-" rating indicates a strong general creditworthiness as lessee and obligor, and a lease structure that includes a covenant to budget and appropriate lease payments. The reason for the downgrade is "based on a prolonged trend of drawing down reserves" that was initially due to the approval of mid-year appropriations and recently due to the downturn in the economy. The City has made significant cuts in the fiscal year 2008-09 budget to correct the structural issues and is positioning itself for a credit upgrade by making this correction.*

STRATEGIC GOALS

- By fiscal year 2008-09, the Finance Department will complete a long-range financial plan document which will evaluate the implications of current and projected service levels needs, programs and policies; developing strategies to achieve the City's goals and address potential gaps between expenditures and revenues on a long-term basis.

> ***Status:*** *In fiscal year 2005-06, the Finance Department issued the City's first Five Year Financial Forecast Report. The report has been expanded and updated to include the City's Redevelopment Agency and was included as part of the fiscal year 2008-09 budget workshop.*
>
> *The five-year financial forecast, along with an analysis of financial trends, is the foundation for the City's financial strategic plan. The financial forecast will provide the City Council with a view as to how current spending plans may impact future budgets.*
>
> *In preparation to expand the Five Year Forecast out to a Ten Year Long Term Financial Plan, the Finance Department has implemented the Muni-Cast Financial Model which has improved the ability of staff to forecast future budgets, conduct sensitivity analysis, and assist in the priority setting actions of the City Council.*

SUCCESSION PLANNING

- By FY 2006, all key Finance Department positions will have appropriate coverage that is not compromised by vacancies.

> ***Status:*** *This goal is on hold until further city resources are available.*

STRATEGIC GOALS

- By fiscal year 2006-07, the Finance Department will design and implement succession plans for key Department positions.

> ***Status:*** *The goal of implementing succession planning has been successfully completed. There were several retirements that occurred in key positions such as the Fiscal Operations Manager, Senior Accountant and Accounting Technician.*

LINE OF BUSINESS: ADMINISTRATION

The purpose of the Administration line of business is to provide financial management, banking services, deferred compensation, and management support services to City staff so they can make sound financial decisions and productively perform their duties.

CORE SERVICES

- Annual fiscal and investment reports
- Debt service management
- Fiscal quarterly reports
- Fund balance reports
- Quarterly investment reports
- Cash flow management
- Deferred compensation administration
- Five-Year Forecast reports & long term financial planning
- Investment of City funds

RESOURCE SUMMARY

	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 AMENDED	2008-09 PROPOSED
Personnel Services	$646,676	$754,173	$755,902	$454,984
Supplies and Services	$40,634	$14,522	$176,097	$182,340
Utilities	$2,289	$1,301	$3,838	$4,224
Expenditure Totals	**$689,599**	**$769,997**	**$935,837**	**$641,548**
Revenue Totals	**$192,077**	**$159,912**	**$95,755**	**$158,755**
Authorized Full Time Positions	**3.00**	**5.00**	**5.00**	**2.00**
Authorized Hourly Positions	**0.00**	**0.00**	**0.00**	**0.00**

MAJOR ACCOMPLISHMENTS

- Developed new citywide cell phone policy, which created criteria for issuance.
- Simplified quarterly financial report and issued the report in a more timely manner.
- Implemented Municast forecast model, which provided departments with a tool for forecasting and allowed for a more efficient preparation of the quarterly report.
- The Association of Public Treasurers of the U.S. and Canada certified the City's Investment policy as a model investment policy.

- The five-year forecast report was expanded and improved to include the Redevelopment Agency funds.

KEY PERFORMANCE MEASURES

	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 ESTIMATED	2008-09 PROJECTED
% of 5 year fiscal forecast reports completed semiannually or as necessary	N/A	100%	100%	100%
% of quarterly reports issued within 3 weeks of the end of the quarter	N/A	33%	33%	100%
% of funds with appropriate reserve levels (method of measuring performance to be determined)	N/A	N/A	N/A	N/A
% of cash on hand to monthly payroll and accounts payable obligations (liquidity ratio)	N/A	100%	100%	100%

LINE OF BUSINESS: OPERATIONS

The purpose of the Operations line of business is to provide financial accounting, payroll services and reporting services to the public, other agencies and City staff so they can be assured of the City's financial integrity.

CORE SERVICES

- Accounts payable services
- Financial accounting system
- Fixed asset management
- Debt service
- Financial compliance reporting
- Payroll services

RESOURCE SUMMARY

	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 AMENDED	2008-09 PROPOSED
Personnel Services	$1,036,100	$968,715	$979,631	$796,982
Supplies and Services	$65,181	$85,873	$0	$0
Utilities	$1,534	$1,437	$0	$0
Expenditure Totals	**$1,102,815**	**$1,056,024**	**$979,631**	**$796,982**
Revenue Totals	**$568,269**	**$529,298**	**$401,507**	**$307,000**
Authorized Full Time Positions	**11.00**	**12.00**	**11.00**	**8.00**
Authorized Hourly Positions	**0.50**	**0.00**	**0.00**	**0.00**

MAJOR ACCOMPLISHMENTS

- Received unqualified "clean" opinion on City's financial statements.
- Competed Other Post Employment Benefits (OPEB) actuarial study to comply with Government Accounting Standards Board (GASB) number 45.
- Received the "Certificate of Achievement for Excellence in Financial Reporting" award from the Government Finance Officer's Association for fiscal year 2005-06. This same award is expected for the FY 2006-07 financial statements.

KEY PERFORMANCE MEASURES

	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 ESTIMATED	2008-09 PROJECTED
% of reports filed within statutory deadlines	N/A	100%	100%	100%
% of bond issues in compliance with continuing disclosure requirements	N/A	100%	100%	100%
% of IFAS users satisfied with the financial accounting system	N/A	N/A	N/A	N/A
% of accounts payable checks issued within one week of receiving properly completed payment request	N/A	N/A	9,000%	9,000%

LINE OF BUSINESS: TREASURY

The purpose of the Treasury line of business is to provide billing, collection, business license, and parking meter services to the public and other entities so they can pay for services rendered in a timely manner

CORE SERVICES

- Accounts receivable and collections
- Parking meter operations
- Special districts administration
- Utility billing
- Business licenses
- Project accounting
- State mandated costs

RESOURCE SUMMARY

	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 AMENDED	2008-09 PROPOSED
Personnel Services	$549,184	$633,832	$799,750	$905,416
Supplies and Services	$30,867	$23,759	$0	$0
Utilities	$1,564	$993	$0	$0
Expenditure Totals	**$581,615**	**$658,584**	**$799,750**	**$905,416**
Revenue Totals	**$785,672**	**$961,842**	**$925,200**	**$956,640**
Authorized Full Time Positions	**8.00**	**8.00**	**9.00**	**10.00**
Authorized Hourly Positions	**0.25**	**0.75**	**0.25**	**0.75**

MAJOR ACCOMPLISHMENTS

- All city services are now payable with a major credit card.
- Began the acceptance of online payments for business license renewals.

KEY PERFORMANCE MEASURES

	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 ESTIMATED	2008-09 PROJECTED
% of delinquent business license renewal notices sent within 45 days of renewal date (newly transitioned function)	N/A	N/A	N/A	100%
% of payments received in full within 90 days of invoice (e.g. sewer and contract billings)	N/A	90%	90%	100%

LINE OF BUSINESS: PURCHASING

The purpose of the Purchasing line of business is to provide acquisitions and contract management services to City staff so they can obtain products and services at best value.

CORE SERVICES

- Acquisitions
- Credit card administration
- Contract management
- Surplus property administration

RESOURCE SUMMARY

	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 AMENDED	2008-09 PROPOSED
Personnel Services	$578,825	$462,792	$468,772	$393,997
Supplies and Services	$18,533	$29,557	$0	$0
Utilities	$3,208	$1,074	$0	$0
Expenditure Totals	**$600,566**	**$493,423**	**$468,772**	**$393,997**
Revenue Totals	**$23,969**	**$20,499**	**$46,653**	**$18,000**
Authorized Full Time Positions	**6.00**	**6.00**	**6.00**	**5.00**
Authorized Hourly Positions	**0.00**	**0.00**	**0.00**	**0.00**

MAJOR ACCOMPLISHMENTS

- Purchasing implemented spending controls to assist in addressing the fiscal year 2007-2008 budgetary gap.
- The Purchasing line of business was successfully reorganized allowing for the closing of Central Stores in fiscal year 2007-08.

KEY PERFORMANCE MEASURES

	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 ESTIMATED	2008-09 PROJECTED
% of customers satisfied with acquisitions services	N/A	95%	95%	100%
% of City purchases (in dollars) made using high volume City-wide contracts	N/A	65%	70%	100%

NON-DEPARTMENTAL

DESCRIPTION

The Non-Departmental budget reflects expenditures and expenditure savings that are not directly related to any single department. The budget includes such items as interest expense, salary savings due to the furlough, transfers out to liability reserves, and transfers out to various Debt Service Funds for the General Fund's debt service obligations. This budget also includes all General Fund discretionary revenues.

SUMMARY OF DEPARTMENT RESOURCES

	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 AMENDED	2008-09 PROPOSED
Personnel Services	($2,289,634)	($2,700,756)	($3,233,648)	($1,923,930)
Supplies and Services	$64,944	$29,914	$316,302	$277,101
Other Expenses	$871,018	$511,249	$73,137	$340,000
Operating Capital	$6,111	$0	$0	$0
Utilities	$0	$0	$0	$18,200
Transfers Out	$5,238,426	$5,357,770	$6,122,839	$6,653,596
CIP Project Expenditures	$1,466,149	$400,584	$173,645	$0
Non-CIP Project Expenditures	$115,102	$2,238	$0	$0
Expenditure Totals	**$5,472,116**	**$3,600,999**	**$3,452,275**	**$5,364,967**
Revenue Totals	**$100,268,015**	**$102,783,446**	**$113,398,294**	**$109,345,450**
Authorized Full Time Positions	**0.00**	**0.00**	**0.00**	**0.00**
Authorized Hourly Positions	**0.00**	**0.00**	**0.00**	**0.00**

CITY OF
CHULA VISTA

CITY OF CHULA VISTA

PROPOSED BUDGET

DEVELOPMENT AND MAINTENANCE DEPARTMENTS

Planning & Building

Engineering

Public Works

FISCAL YEAR 2009

PLANNING AND BUILDING

MISSION STATEMENT

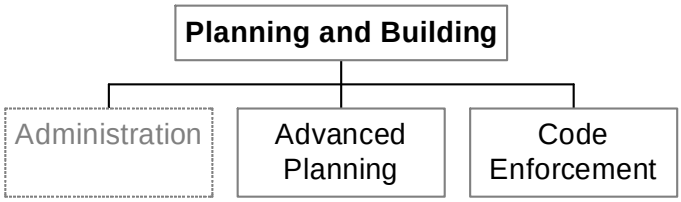
The mission of the Planning & Building Department is to guide the physical development of the City through the implementation of the General Plan and building Codes. We are committed to enhancing the quality of life in our community by planning for sound infrastructure and public services, protection of the environment, and promotion of high quality social and economic growth.

SUMMARY OF DEPARTMENT RESOURCES

	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 AMENDED	2008-09 PROPOSED
Personnel Services	$9,380,953	$9,244,959	$8,725,784	$2,114,060
Supplies and Services	$1,203,679	$621,103	$670,722	$94,202
Other Expenses	$67,430	$157,256	$315,300	$136,300
Utilities	$41,669	$51,922	$40,079	$1,676
Expenditure Totals	**$10,693,731**	**$10,075,240**	**$9,751,885**	**$2,346,238**
Revenue Totals	**$8,543,835**	**$7,425,603**	**$9,492,398**	**$1,526,718**
Authorized Full Time Positions	**91.00**	**90.50**	**80.50**	**18.00**
Authorized Hourly Positions	**7.25**	**9.00**	**5.50**	**2.00**

Note 1: The decrease in fiscal year 2008-09 largely reflects the establishement of the development services fund.

ORGANIZATIONAL CHART



STRATEGIC GOALS

SAFE AND SUSTAINABLE COMMUNITY

- By 2010, complete Council-directed implementation plan of the Climate Change Working Group recommendations on sustainable development.

  Status: *The plan is 50% complete and will be presented to Council in the first quarter of FY09.*

- By 2008, complete revision of the Growth Management Ordinance, including creation of new Growth Management Guidelines and updates to the threshold standards.

  Status: *Completed drafts of Growth Management Ordinance, Growth Management Guidelines and Threshold Standards though workshop meetings with the Growth Management Oversight Commission (GMOC) and City Council. Due to budget and staffing reductions, finalization of the document for formal presentation and consideration by the Planning Commission and City Council is pending.*

- By 2010, complete the comprehensive General Plan Implementation Program.

  Status: *Draft guidelines for general plan amendments and draft guidelines for zoning consistency are complete. Staff is currently preparing a General Plan Implementation guidebook to assist other City departments. The first stages of rezoning and specific planning are poised to begin, dependent upon Council budget and funding priorities.*

- By 2010, 1,100 living units per year will be raised from substandard to safe condition.

  Status: *In FY 2007-08, 554 units were elevated from substandard to safe condition. Currently the program is on hold while the City Attorney reviews the new notice of violation form.*

STRATEGIC GOALS

- Through 2010, acquire an average of 1,000 acres per year of protected habitat.

> ***Status:*** *No additional acreage was added in FY 2007-08 because no new Specific Planning Area (SPA) Plans were approved, which serves as a precursor to such conveyances.*

LINE OF BUSINESS: ADVANCE PLANNING

The purpose of the Advance Planning, Sustainability, and Technical Services line of business is to manage the City's vision for growth and development; plan for the preservation of the City's natural resources; track and report Citywide statistical data; and provide technical support to the Department.

CORE SERVICES

LONG RANGE PLANNING / GROWTH MANAGEMENT

- Annexations
- General Plan implementation, maintenance, and special studies
- Regional planning programs (SANDAG)
- General Plan consistency project reviews
- Growth Management program administration
- Review of external agency plans and projects

SUSTAINABILITY

- Administration of environmental programs and regulations
- MSCP & other open space maintenance and monitoring
- Mitigation monitoring

TECHNICAL SERVICES

- Citywide database and mapping maintenance
- Statistics, demographics, forecasting and monitoring
- Special projects and programs
- Technical support to development caseload

PLANNING AND BUILDING

RESOURCE SUMMARY

	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 AMENDED	2008-09 PROPOSED
Personnel Services	$1,826,422	$1,380,682	$984,272	$861,890
Supplies and Services	$231,046	$93,013	$41,409	$39,381
Other Expenses	$25,712	$146,526	$299,000	$120,000
Utilities	$1,422	$1,151	$759	$834
Expenditure Totals	**$2,084,602**	**$1,621,372**	**$1,325,440**	**$1,022,105**
Revenue Totals	**$1,155,793**	**$824,945**	**$633,201**	**$791,632**
Authorized Full Time Positions	**15.00**	**17.00**	**9.50**	**8.00**
Authorized Hourly Positions	**2.25**	**4.50**	**2.75**	**0.00**

MAJOR ACCOMPLISHMENTS

- Through participation in Otay Valley Regional Park Joint Exercise of Powers Agreement, supported the completion and opening of the first park improvements, including a ranger station (Sept 2007), two staging areas, and over five miles of hiking trails (Mar 2008).
- Completed draft guidelines for processing and consideration of General Plan Amendments.
- Completed the 2007 Growth Management Oversight Commission (GMOC) Annual Review and Report.
- Completed MSCP 2007 Annual Review.
- Provided technical support to the launch of “E-Zoning”, a web-based tool for research of zoning information and municipal code regulations by address or parcel number.
- Completed master multi-family housing database.
- Participated in SANDAG Smart Growth Incentives working group to develop guidelines for funding local projects.
- Provided substantial support to completion of re-circulated documents for the Bayfront Master Plan associated General Plan amendment, and the completion of the Draft Environmental Impact Report (EIR).

KEY PERFORMANCE MEASURES

	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 ESTIMATED	2008-09 PROJECTED
% of new homes participating in energy conservation programs	N/A	N/A	N/A	20%
# of public outreach meetings held	9	62	81	24
# of Public Hearing Items (CC, PC, DRC, RCC)	12	20	17	17
# of GMOC meetings / workshops held	11	17	15	15

LINE OF BUSINESS: CODE ENFORCEMENT

The purpose of the Code Enforcement line of business is to eliminate hazardous conditions and reduce blight on private property by identifying and addressing violations of the Chula Vista Municipal Code.

CORE SERVICES

- Abandoned vehicle abatements
- Conditional Use Permit inspections
- Illegal sign abatements
- Multi-family housing inspections
- Residential Abandoned Property Registration program
- Complaint-based inspections
- Hotel/Motel inspections
- Mobile Home park inspections
- Proactive code enforcement inspections

RESOURCE SUMMARY

	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 AMENDED	2008-09 PROPOSED
Personnel Services	$962,128	$1,081,711	$1,013,825	$1,252,171
Supplies and Services	$39,760	$35,247	$52,455	$54,821
Other Expenses	$10,805	$10,730	$16,300	$16,300
Utilities	$4,266	$4,452	$697	$842
Expenditure Totals	**$1,016,959**	**$1,132,140**	**$1,083,277**	**$1,324,134**
Revenue Totals	**$867,549**	**$548,614**	**$1,131,201**	**$735,086**
Authorized Full Time Positions	**10.00**	**11.00**	**11.00**	**10.00**
Authorized Hourly Positions	**0.75**	**0.75**	**0.50**	**0.00**

MAJOR ACCOMPLISHMENTS

- Implementation of the Residential Abandoned Property Program, which has become a model for over 100 cities in the State, and is under review by State legislature to potentially become state law.
- Passage and implementation of the Temporary Signs in the Public Right of Way ordinance to assist the citizens and the business community with additional opportunities to advertise goods and services.

KEY PERFORMANCE MEASURES

	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 ESTIMATED	2008-09 PROJECTED
# of businesses brought into compliance within 180 days (building without permit)	N/A	N/A	173	190
# of code enforcement inspections performed	13,914	14,589	15,645	16,000
# of code enforcement cases	2,452	2,329	2,600	3,000
% of mobile home park violations abated within 6 months	90%	80%	80%	80%
% of apartment inspection violations abated within 60 days	64%	60%	80%	80%
% of annual hotel / motel inspection violations abated within 90 days	86%	80%	80%	80%
% of legitimate complaints resulting in compliance within 30 days	79%	80%	80%	80%
# of vehicles abated from private property annually	1,027	824	880	900
# of illegal signs removed annually	5,000	4,000	2,500	2,000
# of properly permitted yard sales annually	1,741	1,617	1,300	1,650

ENGINEERING

MISSION STATEMENT

The mission of the Engineering Department is to advance the public health and safety of our diverse community by ensuring reliable and well-managed infrastructure through the efficient and ethical delivery of innovative and professional engineering services.

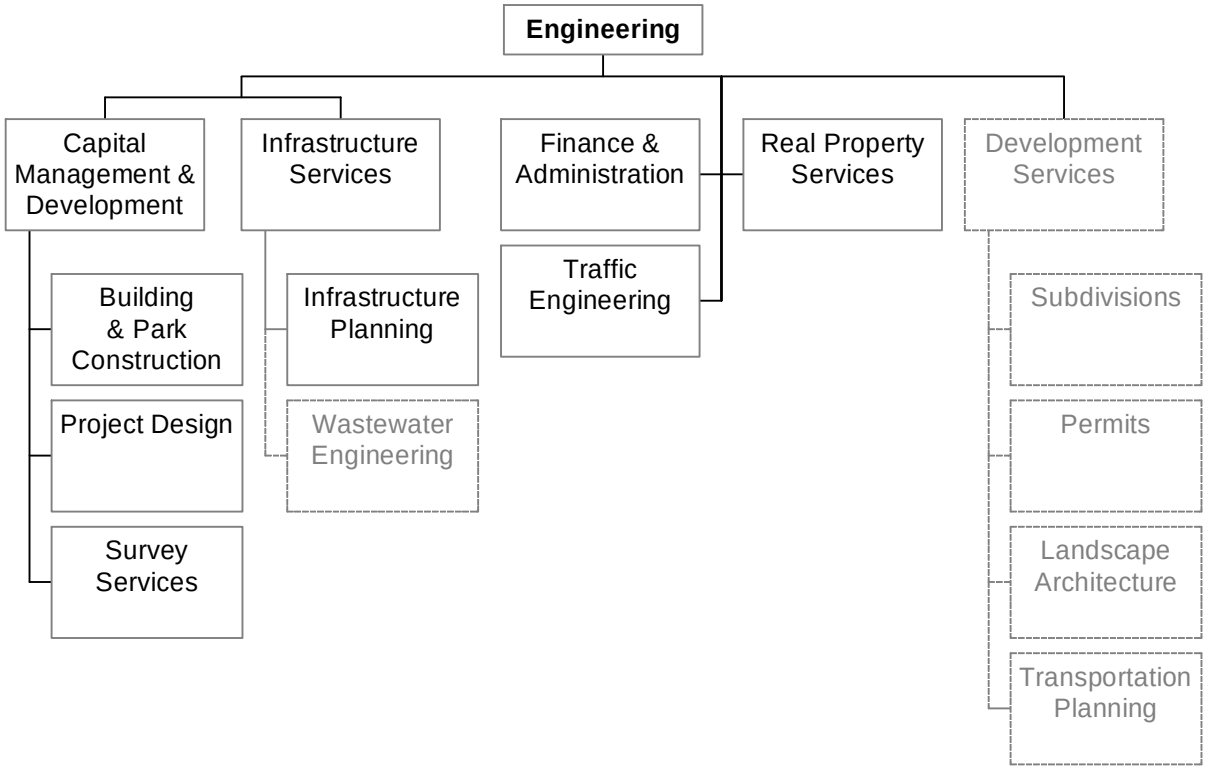
SUMMARY OF DEPARTMENT RESOURCES

	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 AMENDED	2008-09 PROPOSED
Personnel Services	$5,494,352	$5,065,857	$4,871,276	$4,468,416
Supplies and Services	$342,748	$260,373	$394,874	$164,281
Other Expenses	$121,340	$79,276	$130,000	$0
Utilities	$1,137,805	$1,168,077	$1,288,894	$2,976
Expenditure Totals	**$7,096,245**	**$6,573,583**	**$6,685,044**	**$4,635,673**
Revenue Totals	**$6,581,582**	**$6,967,966**	**$6,101,801**	**$5,878,140**
Authorized Full Time Positions	**51.00**	**51.00**	**41.00**	**33.50**
Authorized Hourly Positions	**0.00**	**1.75**	**0.50**	**1.00**

Note 1: The fiscal year 2008-09 budget reflects the implementation of the budget reduction plan, the transfer of positions to Public Works as a result of the reorganization of the maintenance and development services departments, and the transfer of positions to the development services fund. These reductions are offset by the transfer of 16.5 positions from the General Services Department.

ENGINEERING

ORGANIZATIONAL CHART



STRATEGIC GOALS

DELIVER TIMELY & QUALITY PROJECTS

- By fiscal year 2008-09, 85% of departmental managed capital improvement projects will be completed on time and within budget.

> ***Status:*** *A majority of the department's managed capital improvement projects for prior years have been completed on time and within budget, however, an actual system to determine the percentage is not in place.*

- By fiscal year 2007-08, the Engineering Department will develop a comprehensive budget reporting system for capital improvement projects.

> ***Status:*** *It was planned that an RFP will be issued in FY07-08 for a comprehensive budget reporting system for capital improvement projects. However, due to budgetary constraints, the funding was unavailable to proceed. It is anticipated that staff will potentially modify an existing system or create a new system with the assistance of IT in FY 2008-09.*

INCREASE CUSTOMER SATISFACTION AND IMPROVE COMMUNICATION

- By fiscal year 2007-08, we will obtain staff feedback on management communication during evaluation time to better assess internal communication.

> ***Status:*** *We hope to develop the internal reporting systems during fiscal year 2008-09. Budget constraints may necessitate pushing this back one year.*

- By fiscal year 2007-2008, we will conduct surveys of our customers at the end of major projects in order to improve communication.

> ***Status:*** *General Services plans to conduct surveys of our customers at the end of major projects. Actual survey is not yet complete.*

STRATEGIC GOALS

INCREASE EMPLOYEE TRAINING & CAREER DEVELOPMENT

- By fiscal year 2007-08, the Engineering Department will establish training programs by position.

> ***Status:*** *Training has been limited due to implementation of budget contingency plans in fiscal year 2007-08.*

INFRASTRUCTURE MAINTENANCE

- By 2007, 90% of customer requests for services will receive an initial response within 24 hours.

> ***Status:*** *In FY 2007-08, initial responses were provided within 48 hours to approximately 90% of customer requests*

INFRASTRUCTURE PLANNING

- By 2008, 100% of the City's infrastructure assets will be inventoried.

> ***Status:*** *In FY 2006-07, the first City Council Workshop on Infrastructure Asset Management was held covering two of the City's most significant assets: pavement and drainage. A second workshop for utility wire undergrounding and missing (pedestrian) infrastructure (sidewalks, curbs, gutters, pedestrian ramps) was conducted in February 2008.. A third workshop on Infrastructure Financing is projected for FY 2008-09.*
>
> *Approximately 90% of the City's infrastructure assets have been inventoried. The remaining assets will be more expensive to inventory because they would require field verification or work by the City's Operations staff (for storm drains that could not be accessed, for example).*

STRATEGIC GOALS

TRAFFIC ENGINEERING

- By 2007, injury producing traffic accidents occurring each calendar year will account for less than 4.0 accidents per 1,000 population.

  Status: *Final accident data for calendar year 2006 indicates an injury accident rate of 3.29 per 1,000 residents. As a result, Traffic Engineering has set a new goal of less than 3.29 injury accidents per 1,000 residents by the end of calendar year 2009, when several traffic safety oriented grant funded projects should be complete. Although City staff has not yet received all of the 2007 accident data from the State of California, the most current data available indicates an injury accident rate of 2.12 per 1,000 residents through the month of September 2007.*

- 75% of Chula Vista residents surveyed will indicate awareness of any traffic safety education campaigns implemented during FY 08-09.

  Status: *Staff currently plans to repeat the "Stop on Red" campaign implemented in FY 07-08. Random surveys completed by the Police Department have resulted in a high of 72% awareness for the programs implemented thus far. Engineering staff will be working with the Police Department to create new campaigns for bicyclists and pedestrians.*

- All roadways and intersections will consistently be maintained at acceptable levels of service as described by the Growth Management Oversight Commission (GMOC).

  Status: *Currently, 3 segments have reached unacceptable levels by GMOC standards. It is our goal to return these segments to acceptable levels by the end of FY 08-09. Post SR-125 opening studies are currently being prepared.*

LINE OF BUSINESS: FINANCE & ADMINISTRATION

The purpose of the Finance and Administration line of business is to provide financial and administrative support services to city staff, the development community, and the public to ensure fiscal responsibility and integrity.

CORE SERVICES

- Accounts payable and receivable
- Agreements and contracts
- CIP budget and report
- Departmental administrative support
- Development impact fee formations
- Invoices, bills, and payables
- Personnel and clerical services
- Special district administration
- Special district formations
- Agenda statement review
- Capital budget management
- Department administration
- Development impact fee audits
- Development impact fee updates
- Operating budget management
- Records management
- Special district audits
- Tax levies

RESOURCE SUMMARY

	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 AMENDED	2008-09 PROPOSED
Personnel Services	$1,050,496	$801,405	$988,264	$897,686
Supplies and Services	$120,052	$59,431	$144,015	$61,609
Utilities	$2,379	$1,537	$338	$1,588
Expenditure Totals	**$1,172,927**	**$862,373**	**$1,132,617**	**$960,883**
Revenue Totals	**$1,817,268**	**$1,690,963**	**$1,695,589**	**$4,550,393**
Authorized Full Time Positions	**9.00**	**9.00**	**8.00**	**7.00**
Authorized Hourly Positions	**0.00**	**0.25**	**0.00**	**0.00**

MAJOR ACCOMPLISHMENTS

- Special District audits resulting in infrastructure purchases of $23M.
- Community Facilities District, Open Space District, and Assessment District levy of $30,400,822.

KEY PERFORMANCE MEASURES

	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 ESTIMATED	2008-09 PROJECTED
$ value of Special District audits completed	$17,888,238	$21,445,403	$23,606,988	$18,885,550
# of developer deposit accounts managed	343	396	408	420
$ value of Special Districts administered	$31,859,826	$31,476,170	$31,610,498	$31,312,847
# of Special District audits completed	16	23	25	20
$ value of deposit accounts managed	N/A	$3,064,500	$3,113,579	$3,205,158

LINE OF BUSINESS: CAPITAL MANAGEMENT & DEVELOPMENT

The purpose of the Capital Management and Development Line of Business is to provide project development and management services to City departments, the public, and the development community so they can realize safe, efficient, quality capital facilities.

CORE SERVICES

- Architectural/landscape concepts
- Boundary surveys
- CAD drawings
- Public relation services
- Topographic surveys
- Assessment district formations
- Boundary/easement determinations
- Project management
- Standards and procedures

CIVIL DESIGN SERVICES

- Curbs
- Facilities
- Gutters
- Sidewalks
- Drainage
- Grading
- Roadways

RESOURCE SUMMARY

	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 AMENDED	2008-09 PROPOSED
Personnel Services	$140,441	$150,071	$161,548	$2,245,445
Supplies and Services	$1,197	$790	$2,672	$45,048
Utilities	$355	$316	$3	$703
Expenditure Totals	**$141,993**	**$151,178**	**$164,223**	**$2,291,196**
Revenue Totals	**$145,262**	**$180,033**	**$132,150**	**$452,299**
Authorized Full Time Positions	**0.00**	**1.00**	**1.00**	**16.50**
Authorized Hourly Positions	**0.00**	**0.00**	**0.00**	**0.00**

MAJOR ACCOMPLISHMENTS

- Continued Energy Efficiency Projects; Police Department Retro commissioning program is complete. The report is favorable making recommendations for small modifications to the building costing us $6,005 which will reflect in an energy savings of 5.1% of electricity use (123,447 kWh savings or $12,108 per year) and 20.2% of gas use for the facility (9,738

therms, saving $9,568 per year). Plans are completed for the South Library for the replacement of old compressors to the new Turbo Compressors. Plans completed for the Civic Center Library for a new energy efficient chiller using the new Turbo Compressors. Contracts for re lamping using energy efficient lights in various locations within the City is in progress.

- Completion of the following projects: Orange Avenue missing improvements, Civic Center Phase 3, REAS Slurry seal project ($2M), Chip Seal with Dig-outs ($3.5M), Emerson Drainage ($2.9M), Moss Street Sewer Improvements ($1.5M), Second Avenue Drainage Improvements ($1.5M), Otay Park Improvements ($1.6M), Civic Center Library re-carpeting, North Pony League Improvements at Eucalyptus Park.
- Projects in construction and/or design are: First Avenue Assessment District, missing improvements on L Street, Otay Recreation Center Expansion.
- On-going infrastructure rehabilitation projects include streets, sidewalks, sewers and storm drains.

KEY PERFORMANCE MEASURES

	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 ESTIMATED	2008-09 PROJECTED
% projects completed on time	N/A	N/A	85%	85%
% projects completed on budget	N/A	N/A	85%	85%
% survey requests completed on time	N/A	N/A	90%	90%
% survey requests completed on budget	N/A	N/A	90%	90%

ENGINEERING

LINE OF BUSINESS: INFRASTRUCTURE SERVICES

The purpose of the Infrastructure Services line of business is to ensure that the City's infrastructure will adequately serve the community now and in the future by creating asset inventories, completing condition assessments, developing prioritization strategies, and identifying funding sources for programs to maintain and upgrade our municipal infrastructure.

CORE SERVICES

- Council/Constituent Referrals
- FEMA determinations and floodplain management
- Infrastructure funding acquisition and management
- Infrastructure Reports
- Pavement inventory, condition assessment and database management
- Pedestrian ramp inventory and database management
- Technical Study reviews
- Drainage deficiency prioritization
- Infrastructure financing plans
- Infrastructure inventories
- Legislative Review
- Pedestrian and bikeway plans
- Regional issue participation/ responses
- Utility Undergrounding Program

RESOURCE SUMMARY

	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 AMENDED	2008-09 PROPOSED
Personnel Services	$851,597	$803,938	$408,627	$410,468
Supplies and Services	$18,122	$19,670	$3,059	$3,710
Utilities	$3,161	$1,557	$236	$113
Expenditure Totals	**$872,880**	**$825,165**	**$411,922**	**$414,291**
Revenue Totals	**$1,387,377**	**$1,240,330**	**$882,350**	**$324,726**
Authorized Full Time Positions	**8.00**	**7.00**	**3.00**	**3.00**
Authorized Hourly Positions	**0.00**	**0.25**	**0.00**	**0.00**

MAJOR ACCOMPLISHMENTS

- Council Workshop #1 on Infrastructure Asset Management focusing on pavement and drainage was held on April 5, 2007. Council approved the Drainage Project Priority List and Endorsed the Pavement Management System.

- Council Workshop #2 on the Infrastructure Management Program focusing on missing and deficient infrastructure and utility undergrounding was held on February 7, 2008. Council.
- Council Workshop #3 on Infrastructure Financing will be scheduled at some point during FY08/09.
- A new floodplain ordinance was adopted by Council on December 4, 2007 and approved by FEMA in January 2008.
- On December 4, 2007, Council set the date by which properties along L Street between Monserate Ave. to Nacion Ave. Council also approved of a proposed change to the Municipal Code allowing for a the inclusion of utility laterals in the undergrounding contract, thereby decreasing the amount of time needed for the undergrounding process.
- The State approved the City's plan for the use of $3.67 million of Proposition 1B pavement funds.

KEY PERFORMANCE MEASURES

	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 ESTIMATED	2008-09 PROJECTED
# of Council / Constituent referrals completed	38	65	50	50
Linear feet of pavement included in pavement rehabilitation contract	142,400	0	253,700	300,000
$ value of competitive infrastructure funding grants received	$0	$789,660	$1,400,000	$2,170,000

LINE OF BUSINESS: REAL PROPERTY

The purpose of the Real Property line of business is to provide professional real property, surveying, and engineering services for the public including management of the entitlement process and the creation of financing systems for the construction and long-term maintenance of public infrastructure.

CORE SERVICES

- Legal descriptions and exhibit plats
- Real property services
- Right-of-way engineering services
- Vacations/excess land management
- Monument inspections
- Right-of-way acquisition/relocations
- Title research/documentation

RESOURCE SUMMARY

	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 AMENDED	2008-09 PROPOSED
Personnel Services	$288,331	$296,833	$273,282	$299,074
Supplies and Services	$1,916	$1,555	$4,377	$3,280
Utilities	$446	$569	$283	$0
Expenditure Totals	**$290,693**	**$298,957**	**$277,942**	**$302,354**
Revenue Totals	**$188,685**	**$228,789**	**$172,661**	**$112,659**
Authorized Full Time Positions	**3.00**	**3.00**	**2.00**	**2.00**
Authorized Hourly Positions	**0.00**	**0.25**	**0.25**	**0.00**

KEY PERFORMANCE MEASURES

	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 ESTIMATED	2008-09 PROJECTED
# Real property acquisition activities (e.g.) row, easments, right of entry)	70	42	60	55

LINE OF BUSINESS: TRAFFIC & TRANSPORTATION

The purpose of the Traffic and Transportation line of business is to promote public safety, health and mobility on the City's transportation system.

CORE SERVICES

- Accident data management
- Regional issue responses
- Technical study review
- Traffic inventory data management
- Traffic signal modifications
- Council/Constituent Referrals
- Streetlight design
- Traffic control equipment and software systems maintenance
- Traffic signal design
- Traffic signal timing

RESOURCE SUMMARY

	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 AMENDED	2008-09 PROPOSED
Personnel Services	$1,544,591	$1,391,327	$1,330,284	$615,744
Supplies and Services	$157,183	$164,391	$211,347	$50,634
Other Expenses	$121,340	$79,276	$130,000	$0
Utilities	$1,129,764	$1,162,543	$1,286,478	$572
Expenditure Totals	**$2,952,878**	**$2,797,536**	**$2,958,109**	**$666,949**
Revenue Totals	**$444,572**	**$1,355,409**	**$675,790**	**$438,063**
Authorized Full Time Positions	**15.00**	**16.00**	**13.00**	**5.00**
Authorized Hourly Positions	**0.00**	**0.50**	**0.25**	**1.00**

MAJOR ACCOMPLISHMENTS

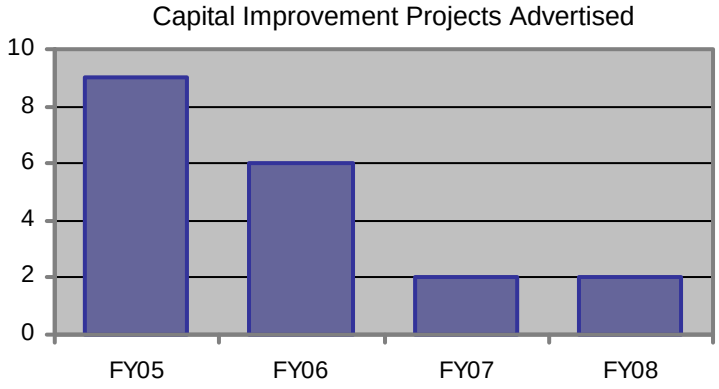
- Activation of 19 new traffic signals and 350 roadway streetlights.
- Completion of the multi-agency South Bay fiber optic interconnect project along Fourth Avenue allowing better traffic signal communications along this corridor.
- 27% decrease in injury accidents in the first quarter of 2007 compared to the first quarter of 2006. .

- Implementation of Traffic Safety Education Campaign ("Stop on Red" and "Slow Down, Chula Vista!").
- I-805 traffic enhancement construction projects from East H Street to Main Street recognized for Excellence in Large Transportation Projects (American Public Works Association) and as Outstanding Civil Engineering Project (American Society of Civil Engineers).

KEY PERFORMANCE MEASURES

	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 ESTIMATED	2008-09 PROJECTED
# of items taken to Safety Commission	25	14	18	20
# of streetlights maintained	8,156	8,720	9,000	9,157
# of traffic signals maintained	220	237	273	285

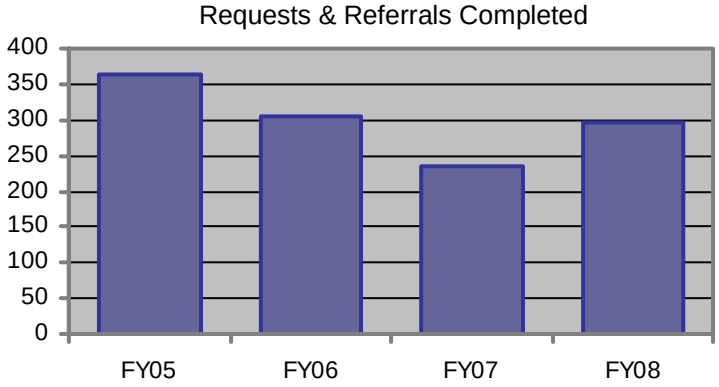
Description: Number of capital improvement projects advertised.



Notes:

In fiscal year 2006-07, a significant number of planned capital improvement projects were deferred to fiscal year 2007-08 as a result of a recent change to the American's with Disabilities Act (ADA) guidelines. These guidelines require additional public

Description: Number of constituent requests and council referrals completed.



Notes:

A proactive approach to traffic engineering has resulted in a marked decrease in constituent requests and council referrals since fiscal year 2005-06. This trend of decreased demand is expected to continue in the future.

CITY OF
CHULA VISTA

PUBLIC WORKS

MISSION STATEMENT

The mission of the Public Works Department is to provide and manage the City's infrastructure, parks and open space through high quality operations, maintenance and construction in order to optimize mobility, public and environmental health and safety.

SUMMARY OF DEPARTMENT RESOURCES

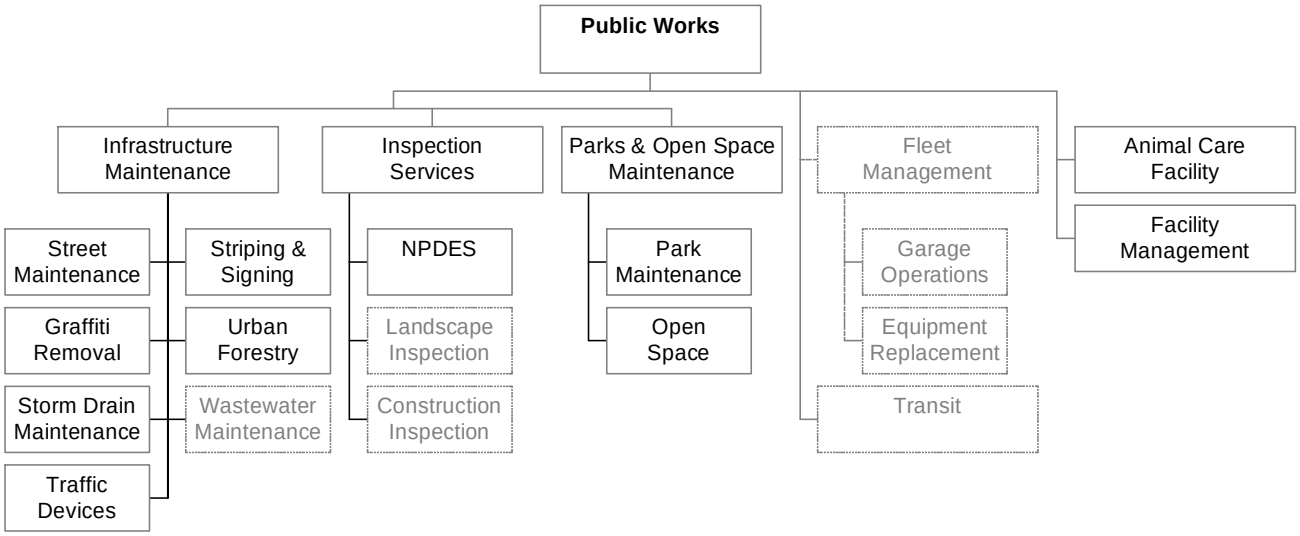
	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 AMENDED	2008-09 PROPOSED
Personnel Services	$14,865,314	$15,716,385	$13,216,690	$17,263,189
Supplies and Services	$3,242,849	$3,357,310	$3,268,988	$4,071,950
Other Expenses	$17,240	$18,189	$20,600	$130,600
Operating Capital	$127,578	$156,336	$0	$0
Utilities	$1,382,302	$1,652,164	$1,595,920	$3,319,910
Expenditure Totals	**$19,635,283**	**$20,900,384**	**$18,102,198**	**$24,785,649**
Revenue Totals	**$16,219,533**	**$15,525,509**	**$11,759,131**	**$9,064,733**
Authorized Full Time Positions	**186.00**	**186.50**	**150.50**	**195.75**
Authorized Hourly Positions	**15.25**	**12.25**	**11.00**	**9.00**

Note 1: Staffing and budget figures above reflect department totals. Staffing and budget figures for current lines of business are presented on the following pages. Since some lines of business may no longer exist, the sum of the staffing and budget figures at the line of business level may not equal the above totals.

Note 2: The fiscal year 2008-09 budget reflects the implementation of the budget reduction plan and the transfer of 15.0 positions to the development services fund, these reductions are offset by the transfer of 68.75 positions from the General Services Department as a result of the reorganization of the maintenance and development services departments.

PUBLIC WORKS

ORGANIZATIONAL CHART



STRATEGIC GOALS

ADVANCE RESPONSIBLE PET OWNERSHIP

- By FY 2009-10, there will be a reduction in the number of animals that come into the ACF, and every adoptable animal will be placed.

> ***Status:*** *The number of adoptions and intakes has remained relatively the same as last fiscal year. Current live animal release rates are 82% for dogs, 47% for cats and 79% for other species. We anticipate at the end of FY07-08 that the number of impounds will be 7,127 and the number of adoptions will be 2,992.*

ENCOURAGE INNOVATIVE SERVICES & CAREER DEVELOPMENT

- By fiscal year 2007-08, we will obtain staff feedback on management communication during evaluation time to better assess internal communication.

> ***Status:*** *We hope to develop the internal reporting systems during fiscal year 2008-09. Budget constraints may necessitate pushing this back one year.*

- By fiscal year 2006-07, the Public Works Department will initiate an employee recognition program for implemented innovative ideas.

> ***Status:*** *The Custodial group has an annual award within their group, the 'Mark Allen Spirit Award'. Due to reorganization in FY 2007-08, the department wide recognition program will be re-evaluated in FY 2008-09. We will continue to look at other ideas and opportunities to increase our employee recognition.*

- By fiscal year 2007-08, Public Works will establish training programs by position.

> ***Status:*** *Training has been limited due to implementation of budget contingency plans in fiscal year 2007-08.*

STRATEGIC GOALS

ENVIRONMENTAL REGULATIONS

- By FY 2011-12, the Department will report to Council the long term cost of providing flood control maintenance within environmentally sensitive and other regulated areas.

> ***Status:*** *The completion of environmental studies for various environmentally sensitive and other regulated areas citywide (Phase 2) has been postponed until the availability of funding for Phases 1 & 2.*

- By FY 2010-11, the Department will obtain the necessary permits to maintain 8 priority detention basins and one critical channel segment in order to reduce flooding potential.

> ***Status:*** *Due to funding constraints, this study (Phase 1) has been delayed. Staff will continue to request funding through the CIP process until funds become available.*

GRAFFITI

- By FY 2006-07, the Department will use routing software to ensure that all graffiti is removed within 48 hours of notification.

> ***Status:*** *This Strategic Goal has been met. Public Works has utilized routing software since July of 2007. Implementation of the ArcLogistics Route software has allowed the department to:*
> *- Improve graffiti removal services throughout the community through efficient routing;*
> *- Promptly respond to work orders, as 88% of graffiti is abated within 48 hours of notification;*
> *- Increase the number of graffiti removal stops daily; and*
> *- Create more efficient route territories or areas with balanced workloads for crews.*

STRATEGIC GOALS

INFRASTRUCTURE MAINTENANCE

- By FY 2009-10, 90% of litter in the right of ways will be removed within 3 days of service requests through the use of a dedicated departmental crew. Large items (sofas, chairs, appliances, etc.) will be picked up the same day.

> ***Status:*** *The Strategic Plan originally identified that this objective be implemented in FY 2006-07. However, due to funding constraints, implementation has been delayed until FY 2009-10. Currently, 47% of litter is picked up within 3 days of request.*

- By 2007, 90% of customer requests for services will receive an initial response within 24 hours.

> ***Status:*** *In FY 2006-07, initial responses were provided within 24 hours to approximately 90% of customer requests.*

- By FY 2007-08, to improve public safety, 100 % of higher volume and higher speed roads will be re-striped semi-annually.

> ***Status:*** *This Strategic Goal is currently being met with existing crews.*

- By FY 2009-10, 90 % of potholes on high speed roads (four lanes and larger) will be repaired within two days of notification and the department will maintain the current backlog for the pothole repair of all other streets at four weeks.

> ***Status:*** *The Strategic Plan originally identified that this objective be implemented in FY 2006- 07. However, due to funding constraints, implementation has been delayed until FY 2009-10. Currently, only 4% of potholes on high-speed roads are repaired within two days of notification. The current backlog for pothole repair is six weeks.*

STRATEGIC GOALS

MAINTAIN SAFE, CLEAN, CONVENIENT AND EFFICIENT FACILITIES

- By fiscal year 2007-08, the Public Works Department will inventory 100% of facilities.

> ***Status:*** *Due to budgetary constraints, the Department was unable to move forward with developing a comprehensive building preventive maintenance plan. However, it is anticipated that we will evaluate options in FY2008-09 with existing Construction and Repair staff.*

- The Public Works Department will endeavor to reduce the utility usage rate (kilowatts, therms, and cubic feet).

> ***Status:*** *Public Works is utilizing a grant from the San Diego Regional Energy Office to identify energy saving projects. Projects have been identified and will continue to be implemented through fiscal year 2008-09.*

- The Public Works Department will strive to reduce injury rate for both the public and employees (methodology to be determined).

> ***Status:*** *A citywide safety committee has been formed and is supervised by Human Resources. That committee identifies potential safety issues and reports back to departments. We handle requests for service as best we can, however, given budget contingency cutbacks, hiring freezes and under-funding of construction and repair efforts, those problem areas that do not have a funding source tend not to be addressed.*

STRATEGIC GOALS

TECHNOLOGY

- By FY 2010-11, Automatic Vehicle Locator equipment will be installed in 60% of identified departmental vehicles and an additional 40% by FY 2012-13.

  Status: *Due to funding constraints, implementation has been delayed until FY 2011-12.*

- By FY 2007-08, the Department will seek CIP funding to augment existing funding arrangements for the purchase and installation of additional central irrigation control systems and associated weather stations.

  Status: *Through the CIP process, staff received funding in FY 2007-08 to add weather stations at Rohr and All Seasons Parks. The weather station at Rohr Park will be installed by May of 2008. All Seasons Park is currently in the design phase and is anticipated to be constructed in FY2009/10; the weather station for this park will be installed at that time.*

LINE OF BUSINESS: ADMINISTRATION

The purpose of the Administration line of business is to provide personnel and infrastructure management support services to employees and the public so that employees can successfully complete their work and the public can benefit from Department managed amenities and services.

CORE SERVICES

- Administration of Adopt-A-Park Program
- Contract administration services
- Personnel and clerical support services
- Service request responses
- Administration of Graffiti Abatement Program
- Park reservations
- Plan/document reviews
- Work Management System administration

RESOURCE SUMMARY

	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 AMENDED	2008-09 PROPOSED
Personnel Services	$1,282,827	$1,323,491	$1,381,952	$1,474,703
Supplies and Services	$87,224	$70,812	$52,135	$49,980
Operating Capital	$3,345	$0	$0	$0
Utilities	$416,746	$425,443	$453,662	$457,304
Expenditure Totals	**$1,790,142**	**$1,819,747**	**$1,887,749**	**$1,981,987**
Revenue Totals	**$949,045**	**$186,613**	**$210,017**	**$360,099**
Authorized Full Time Positions	**12.00**	**11.50**	**11.50**	**13.00**
Authorized Hourly Positions	**0.50**	**1.00**	**1.50**	**1.50**

MAJOR ACCOMPLISHMENTS

- Launched a new web-based application for submitting citizen initiated work requests throughout the city. All requests will be automatically integrated into our Work Management System for review.
- With the assistance from the Information and Technology Services Department, implemented an online park reservation system.
- Provided business management services to all Public Works' divisions.

KEY PERFORMANCE MEASURES

	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 ESTIMATED	2008-09 PROJECTED
% of park reservation customers "satisfied with services"	N/A	N/A	N/A	N/A

LINE OF BUSINESS: INFRASTRUCTURE MAINTENANCE

The purpose of the Infrastructure Maintenance line of business is to provide maintenance services to the public so they can receive the benefits of safe, clean and dependable public streets, sidewalks, City trees, wastewater and stormwater systems.

CORE SERVICES

- Lateral Repairs
- Sewer repairs
- Street light maintenance
- Traffic signal maintenance
- Pump maintenance services (e.g. water features, public pools & sewer lift stations)
- Pothole repairs
- Sidewalk Repairs
- Street striping, legends & crosswalks
- Cleaning of storm drain inlets, catch basins & channels
- Urban forestry services; tree trimming, planting and removal

RESOURCE SUMMARY

	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 AMENDED	2008-09 PROPOSED
Personnel Services	$6,677,662	$7,093,844	$4,525,708	$5,228,750
Supplies and Services	$2,163,437	$2,294,578	$2,045,634	$2,071,704
Other Expenses	$17,240	$18,189	$20,600	$130,600
Operating Capital	$124,233	$156,336	$0	$0
Utilities	$67,745	$62,093	$65,062	$1,341,124
Expenditure Totals	**$9,050,317**	**$9,625,040**	**$6,657,004**	**$8,772,178**
Revenue Totals	**$11,360,411**	**$11,440,831**	**$8,024,880**	**$6,154,141**
Authorized Full Time Positions	**90.00**	**90.00**	**62.00**	**59.00**
Authorized Hourly Positions	**3.50**	**2.50**	**1.75**	**0.00**

MAJOR ACCOMPLISHMENTS

- Installed emergency vehicle preemption, video detection systems, and upgraded pedestrian facilities at approximately 50 traffic signals citywide.
- 21 new traffic signals (10 related to SR125 interchanges) and 214 new streetlights were activated citywide.

KEY PERFORMANCE MEASURES

	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 ESTIMATED	2008-09 PROJECTED
% of linear feet of sewers cleaned	126%	100%	100%	100%
% of streets re-striped per schedule	100%	100%	100%	100%
% of woody trees trimmed (under program jurisdiction)	18%	16%	25%	25%
% of critical inlets inspected and cleared prior to and during rain events	100%	100%	100%	100%
% of all potholes repaired within 20 working days of service request	38%	10%	20%	20%

LINE OF BUSINESS: STORMWATER COMPLIANCE

The purpose of the Stormwater Compliance line of business is to provide inspection, enforcement, education, contract and permit administratio services to the developers and City departments so they can comply with stormwater regulations, so the public receives the benefits of cleaner water.

CORE SERVICES

- Construction, industrial, commercial, and municipal facility inspections
- Regional compliance coordination activities
- Investigations and follow-ups
- Violation notices

RESOURCE SUMMARY

	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 AMENDED	2008-09 PROPOSED
Personnel Services	$581,776	$596,537	$724,370	$819,978
Supplies and Services	$12,320	$13,298	$180,669	$181,173
Utilities	$0	$671	$265	$0
Expenditure Totals	**$594,096**	**$610,506**	**$905,304**	**$1,001,151**
Revenue Totals	**$698,433**	**$99,986**	**$13,360**	**$40,996**
Authorized Full Time Positions	**5.00**	**5.00**	**7.00**	**7.00**
Authorized Hourly Positions	**0.25**	**0.00**	**0.00**	**0.00**

MAJOR ACCOMPLISHMENTS

- Development of new programs for the reduction of pollution in storm water discharges to the San Diego Bay and the City's creeks and rivers.

LINE OF BUSINESS: PARKS & OPEN SPACE

The purpose of the Parks and Open Space line of business is to provide inspection, maintenance and management services to the public so they can enjoy clean and safe open space and recreational environments.

CORE SERVICES

- Contract administration
- Field inspections
- Landscape maintenance
- Park furnishings repairs
- Water monitoring and conservation
- Park shelter reservations & security services
- Fences and wall maintenance
- Golf course contract administration
- Open space maintenance
- Park maintenance
- Baseball and soccer field renovations & repairs
- Plant and tree removals for fire/safety protection

RESOURCE SUMMARY

	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 AMENDED	2008-09 PROPOSED
Personnel Services	$4,294,758	$4,659,659	$4,885,494	$4,400,705
Supplies and Services	$872,557	$867,103	$871,336	$788,354
Utilities	$886,601	$1,153,447	$1,076,931	$1,160,358
Expenditure Totals	**$6,053,916**	**$6,680,209**	**$6,833,761**	**$6,349,417**
Revenue Totals	**$1,358,691**	**$1,384,932**	**$1,597,595**	**$1,649,723**
Authorized Full Time Positions	**59.00**	**59.00**	**55.00**	**50.00**
Authorized Hourly Positions	**8.75**	**7.00**	**6.50**	**7.00**

MAJOR ACCOMPLISHMENTS

- Complete renovation of Otay Park in conjunction with Engineering & General Services, which included: new tot lot, swings, softball field, soccer field, irrigation system, improved drainage, and new planters and trees.
- Awarded a $100,000 grant for installing rubberized mulch in planters at the Civic Center, Downtown area, and Cottonwood, Breezewood, & Loma Verde Parks.

- Approximately 68 acres of new Open Space landscaped areas were turned over to the City for maintenance. Through part of a $213,000 grant, 396 (out of a projected 700) trees were planted in park and open space areas citywide.

KEY PERFORMANCE MEASURES

	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 ESTIMATED	2008-09 PROJECTED
% of parks restrooms cleaned daily (7 days a week)	100%	100%	100%	100%
% of sports field turf renovated annually	22%	19%	20%	10%

LINE OF BUSINESS: FACILITY MANAGEMENT & MAINTENANCE

The purpose of the Facility Management and Maintenance Line of Business is to provide custodial, maintenance, construction and repair services to city staff, the public and outside entities so they can enjoy safe, clean, efficient and well-maintained facilities and special events.

CORE SERVICES

- Back flow inspections
- Emergency responses
- Facility cleaning services
- Maintenance and repair of facility equipment
- New facility plan reviews
- Safety inspections
- Special events setups and takedowns
- Essential services - light, power, heat, cooling, water
- System remodels - HVAC, electrical, plumbing
- Construction support services
- Energy retrofits
- Graffiti eradication
- Materials storage (warehousing)
- Project management
- Security systems – locks, electronic access
- Termite and pest control treatments
- Installations - new equipment, structural changes, HVAC systems
- Major maintenance projects - floor refinishing, window washing, pressure washing

RESOURCE SUMMARY

	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 AMENDED	2008-09 PROPOSED
Personnel Services	($41)	$0	$0	$3,885,305
Supplies and Services	$0	$0	$0	$602,775
Utilities	$0	$0	$0	$292,172
Expenditure Totals	**($41)**	**$0**	**$0**	**$4,780,252**
Revenue Totals	**$0**	**$0**	**$0**	**$76,274**
Authorized Full Time Positions	**0.00**	**0.00**	**0.00**	**46.50**
Authorized Hourly Positions	**0.00**	**0.00**	**0.00**	**0.00**

Note 1: This section was transferred from General Services to Public Works as part of the reorganization of the maintenance and development services departments.

MAJOR ACCOMPLISHMENTS

- Extensive Facilities clean up after 2007 Firestorm.

- Management of contract services at the Chula Vista Community Youth Center from Recreation.
- Implemented infection control measures through proper sanitization and Personal Protective Equipment, most recently with the staph infection virus.
- Remodel of Fire Station # 5 interior spaces, kitchen, restrooms, dormitories and television room.
- Remodel of Fire Station # 1 kitchen.
- Re-installation of numerous park electrical systems, which had been destroyed after approximately $40,000 worth of copper wire theft.
- Installation of all downtown holiday lighting by department staff at a savings of $50,000 relative to the cost previously charged by outside vendor.
- Installation of new electrical systems at Park Way and Loma Verde Pools resulting in significant energy savings.

KEY PERFORMANCE MEASURES

	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 ESTIMATED	2008-09 PROJECTED
% facilities that are clean prior to (daily) opening	N/A	N/A	85%	85%
% priority 1 projects completed within the fiscal year	N/A	N/A	85%	85%

LINE OF BUSINESS: ANIMAL CARE FACILITY

The purpose of the Animal Care Facility Line of Business is to provide educational, animal care and regulatory services to future and current pet owners and the general public so they can enjoy safe, compatible and healthy animals and a safe community.

CORE SERVICES

- Adoption events
- Animal behavior assessments
- Animal medical services (vaccinations, etc.)
- Dog licensing
- Euthanasia's
- Impounds
- Animal adoption services
- Animal control services (retrieval, quarantine, etc.)
- Customer responses
- Educational outreach and facility tours
- Grief counseling

RESOURCE SUMMARY

	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 AMENDED	2008-09 PROPOSED
Personnel Services	$0	$0	$0	$1,453,749
Supplies and Services	$0	$0	$0	$377,964
Utilities	$0	$0	$0	$68,952
Expenditure Totals	**$0**	**$0**	**$0**	**$1,900,665**
Revenue Totals	**$0**	**$0**	**$0**	**$783,500**
Authorized Full Time Positions	**0.00**	**0.00**	**0.00**	**20.25**
Authorized Hourly Positions	**0.00**	**0.00**	**0.00**	**0.00**

Note 1: This section was transferred from General Services to Public Works as part of the reorganization of the maintenance and development services departments.

MAJOR ACCOMPLISHMENTS

- Completed the remodel of the critical care unit of the Animal Care Facility.
- Established medical protocols pursuant to State Licensing requirements.
- Completed comprehensive review of Animal Care Facility operations.
- South Bay animals spayed/neutered by the Neuter Scooter Spay Neuter Bus.
- Approximately 50% increase in donation revenues as compared to FY 2006-07.

- 75 % decrease in pet adoption returns.

KEY PERFORMANCE MEASURES

	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 ESTIMATED	2008-09 PROJECTED
# of adoptable animals placed	N/A	3,132	2,992	3,000
# of animals impounded	N/A	6,827	7,127	7,000

CITY OF CHULA VISTA

PROPOSED BUDGET

FISCAL YEAR 2009

PUBLIC SAFETY DEPARTMENTS

Police

Fire

POLICE

MISSION STATEMENT

The mission of the Chula Vista Police Department is to enhance the quality of life in the City of Chula Vista by:

- Providing a proactive and professional level of police service ensuring safety through commitment, integrity and trust
- Managing resources effectively
- Treating all persons with fairness, respect and dignity
- Maintaining a partnership with the community to meet contemporary and future challenges

SUMMARY OF DEPARTMENT RESOURCES

	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 AMENDED	2008-09 PROPOSED
Personnel Services	$41,057,453	$44,976,184	$46,677,468	$43,710,485
Supplies and Services	$3,614,508	$3,781,795	$3,507,818	$3,372,822
Other Expenses	$70,771	$66,421	$90,945	$75,000
Operating Capital	$198,225	$374,301	$0	$0
Utilities	$399,437	$426,876	$517,426	$492,211
Expenditure Totals	**$45,340,394**	**$49,625,578**	**$50,793,657**	**$47,650,518**
Revenue Totals	**$7,525,276**	**$8,967,144**	**$7,499,579**	**$7,132,942**
Authorized Full Time Positions	**360.50**	**381.50**	**366.50**	**337.50**
Authorized Hourly Positions	**24.25**	**15.25**	**16.25**	**9.00**

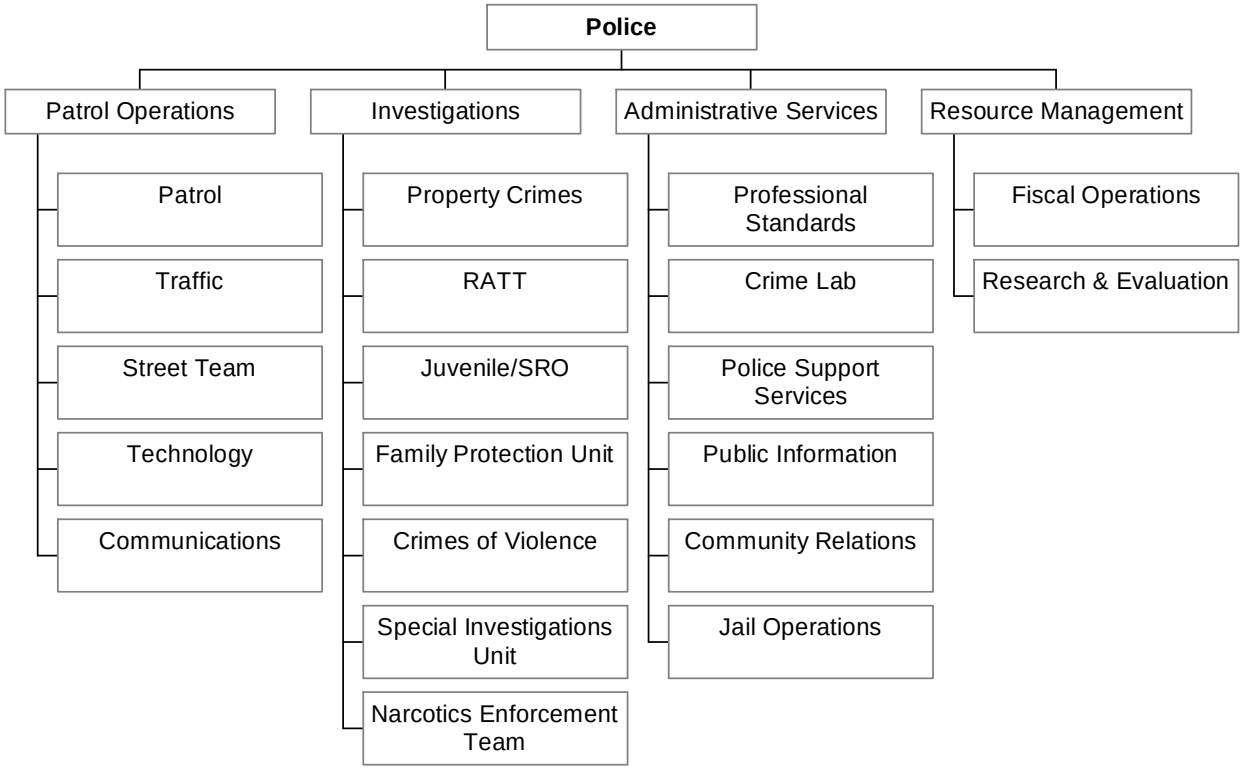
Note 1: The fiscal year 2008-09 budget reflects the implementation of the budget reduction plan.

Note 2: The fiscal year 2007-08 budget reflects the transfer of the California Border Aliiance Group (CBAG) out of the General Fund.

Note 3: The decrease in the fiscal year 2005-06 position count compared to fiscal year 2004-05 reflects the transfer of the Animal Care Facility to the General Services Department.

POLICE

ORGANIZATIONAL CHART



STRATEGIC GOALS

CITIZEN SATISFACTION

- By 2007, overall citizen satisfaction with the Department will be 95%.

> ***Status:*** *The Department reported to the City Council that the overall citizen satisfaction rate for the 2007 Resident Opinion Survey was 94%. For historical perspective, the 2005 Resident Opinion Survey results indicated an 89% overall satisfaction rate from the citizens of Chula Vista. In fiscal year 2009, funding for the Resident Opinion Survey was eliminated. The Department will resume the Resident Opinion Survey once additional funding for the program can be secured.*

DEPARTMENT STAFFING

- CVPD will achieve a 100% fill rate in authorized sworn and civilian actual staff positions by 2007.

> ***Status:*** *The Police Department has achieved 100% fill rate in authorized sworn positions. However, due to several positions being frozen as part of the fiscal year 2008-09 budget, the Department will not be able to achieve 100% fill rate in civilian staff positions.*

STRATEGIC GOALS

ENHANCED COMMUNITY POLICING AND PROBLEM SOLVING

- Through the CVPD community policing and problem solving strategies, the crime index rate of Chula Vista will be lower than the average for all cities within the San Diego region each year through 2007, specifically:
  - Auto theft rate will be reduced by 20% to 7.8 annually;
  - Part 1 violent crime rate will be reduced by 20% to 3.2 annually

> ***Status:*** *The Auto theft rate for fiscal year 2006-07 was 9.6 auto thefts per thousand population, which represents a 0.5 increase over fiscal year 2005-06. The Part 1 violent crime rate for 2006-07 was 4.0 violent crimes per thousand population, which represents a 0.2 decrease from fiscal year 2005-06. The Department is currently seeking alternative funding such as donations or corporate sponsorship to fund a citywide auto theft program. Without sponsors, the Department will not be able to implement a City-wide auto theft reduction program. In order to meet these aggressive goals, additional staffing will be necessary to implement the various projects required to reduce the Part 1 violent crime rate and to reduce the auto theft rate throughout the City. Because of funding constraints, these programs have not been initiated.*

IMPROVED CUSTOMER SERVICE

- By July 2007, customers and partners will experience improved service as evidenced by:
  - 100% of reports for Part 1 crimes being completed, entered and filed within 24 hours
  - 100% of reports for Part 2 crimes being completed, entered, and filed within 72 hours

> ***Status:*** *The Police Support Services unit which processes the reports for the department had three positions eliminated due to budgetary reductions (total for fiscal year 2008 and fiscal year 2009). As such, these goals will not be obtainable as staffing levels in the Police Support Services unit are inadequate to attain these goals.*

STRATEGIC GOALS

IMPROVING RESIDENTS' FEELINGS OF SAFETY

- Through the CVPD community policing and problem solving strategies, residents' overall feelings of safety will be:
  - 90% for transit locations by 2007
  - 95% for public parks by 2007
  - 95% for commercial areas by 2007

Status: *The 2007 Resident Opinion Survey revealed the following information*

-Residents overall feeling of safety at transit locations – 67% (65% in 2005)

-Residents overall feeling of safety at parks – 86% (81% in 2005)

-Residents overall feeling of safety at commercial locations –

Daytime – 88% (87% in 2005)

Night – 57% (54% in 2005)

Although there have been small increases in the publics feeling of safety at these locations, the departments ability to adequately address these issues has been reduced. Decreases in available grants and budget reductions throughout the department, including the elimination of 17.5 civilian and 10 sworn positions from the department will have a direct impact on the department's ability to significantly improve these survey findings.

STRATEGIC GOALS

RESPONSE TIMES

- CVPD will meet GMOC requirements for Priority 1 & 2 response times while maintaining a quality level of service.

Status: *The Department has achieved GMOC Priority One response time thresholds in fiscal year 2005-06 as reported to the GMOC during their annual GMOC Annual Report to the City Council. The Department did not meet Priority Two response times in fiscal year 2005-06 as was detailed in the same report. The Department is currently examining ways to improve Priority Two response times to meet GMOC thresholds. Increasing staffing at the patrol level is the primary way to improve response times. The department has not been able to implement any staffing increases as recommended by the Patrol Staffing Model since 2005 due to fiscal restraints.*

The Police Department developed additional priority call thresholds in the Department's Strategic Business Plan for 2005 – 2009. These were developed in order to improve customer satisfaction with lower level priority 3 and 4 calls. Due to fiscal constraints, the Department is unable to adequately address these goals at this time.

LINE OF BUSINESS: ADMINISTRATIVE SERVICES

The purpose of the Administrative Services line of business is to provide professional and technical management involving community outreach, administrative, personnel, and police support services to the community, city partners, the police department, and allied agencies so they can make well-informed decisions, operate more efficiently and effectively, and have their needs met in a prompt and courteous manner.

CORE SERVICES

- City Jail
- Crime prevention
- Evidence control
- In Custody Drug Treatment Program
- Professional training
- Recruitment and nackgrounds
- Community relations
- Employee recognition
- Forensic services
- Legal services
- Public information
- Truth verification

FORCE OPTIONS

- Defensive tactics
- Non-lethal weapons

POLICE SUPPORT SERVICES

- Front counter operations
- Records
- LiveScan

POLICE VOLUNTEERS

- Mounted reserves
- Police reserves
- Police explorers
- Senior volunteer patrol

PROFESSIONAL STANDARDS

- Internal affairs
- Policies and procedures

POLICE

RESOURCE SUMMARY

	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 AMENDED	2008-09 PROPOSED
Personnel Services	$4,667,891	$5,141,947	$5,461,657	$4,868,546
Supplies and Services	$1,533,798	$1,585,279	$1,423,203	$1,316,490
Other Expenses	$70,771	$66,421	$90,945	$75,000
Operating Capital	$0	$70,929	$0	$0
Utilities	$399,437	$426,288	$517,426	$492,211
Expenditure Totals	**$6,671,897**	**$7,290,864**	**$7,493,231**	**$6,752,247**
Revenue Totals	**$778,722**	**$895,873**	**$1,598,493**	**$1,312,322**
Authorized Full Time Positions	**53.00**	**57.00**	**58.00**	**48.00**
Authorized Hourly Positions	**20.00**	**11.75**	**12.25**	**5.75**

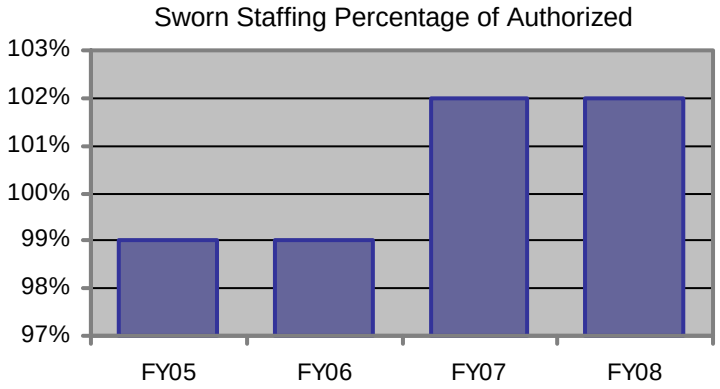
MAJOR ACCOMPLISHMENTS

- Completed a major revision of the departments Policy and Procedures manual, including updating policies and procedures to reflect current legal requirements. The manual will be converted to an electronic format allowing all Police Department staff to have access to via computer.
- The 100th apartment community attended the Crime Free Multi-Housing Program's management training class. This program is designed to reduce police Calls for Service, reduce criminal activity, and to increase the quality of life for the residents. In addition, two apartment community re-certification events and one new property certification were completed.
- Implemented the Automated Fingerprint Identification System and added hundreds of finger and palm prints of local individuals with criminal backgrounds to the database, resulting in better quality control of finger and palm print input and more rapid and accurate database searches.
- Achieved 100% staffing in the sworn ranks.

KEY PERFORMANCE MEASURES

	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 ESTIMATED	2008-09 PROJECTED
% Average jail occupancy for regular inmates (Based upon 24 available beds)	N/A	82%	70%	100%
% Average jail occupancy for ICDTP program (Since program inception in December of 2006)	N/A	56%	85%	100%
# of Community Events Attended	N/A	473	550	500
# of career fairs attended	N/A	23	5	5
% staff fill-rate for civilian	N/A	89%	90%	100%
# of background investigations	N/A	197	100	100
Ratio Citizen complaints per 1000 Police Contacts	N/A	0.22	0.23	0.00

Description: 100% staff fill-rate for sworn



Notes:

The Department has achieved full-staffing in the sworn ranks and has also implemented the Over Hire Program in order to significantly reduce the time between a sworn vacancy occurring and a fully trained Officer assuming those duties. In the past, it was common for a total of up to 18 months to pass before a fully trained Officer would fill the vacancy. For fiscal year 2008-09 the staff fill rate for sworn is estimated at 101%.

LINE OF BUSINESS: OPERATIONS

The purpose of the Operations line of business is to provide initial response, professional assessment, and emergency resolution services to the community, visitors, and partners of the City of Chula Vista so they can receive a prompt, timely, and fair response and feel safe in a low crime environment.

CORE SERVICES

- Community Patrol
- Mobile Field Force - crowd control
- Special Weapons & Tactics (SWAT)
- Technology program
- Community patrol training
- Police service dogs
- Street crime/gang suppression

POLICE DISPATCH

- 911 emergency operators
- General phone inquiries

SPECIAL EVENTS

- Event coordination
- Traffic control

TRAFFIC OPERATIONS

- DUI enforcement
- Traffic safety/speed enforcement
- Towing/impound services

RESOURCE SUMMARY

	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 AMENDED	2008-09 PROPOSED
Personnel Services	$23,511,049	$26,598,452	$28,940,339	$27,050,179
Supplies and Services	$1,262,420	$1,547,537	$1,454,602	$1,526,888
Operating Capital	$2,319	$38,608	$0	$0
Expenditure Totals	**$24,775,788**	**$28,184,596**	**$30,394,941**	**$28,577,067**
Revenue Totals	**$3,234,785**	**$3,918,300**	**$4,038,250**	**$3,423,250**
Authorized Full Time Positions	**199.00**	**211.00**	**212.00**	**204.00**
Authorized Hourly Positions	**0.75**	**0.25**	**0.25**	**0.00**

MAJOR ACCOMPLISHMENTS

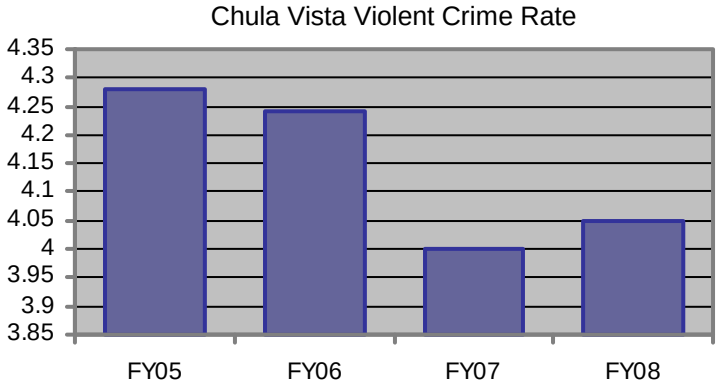
- Successfully and safely evacuated various areas in eastern Chula Vista during the Harris Fires.

- Completed transition to Panasonic Toughbook Mobile Data Computers in all patrol vehicles giving Patrol officers unparalled computer access to maps, up-to-the-minute crime information, email, reports and other web based information which assists officers while on patrol.
- The Street Team/Gang Suppression Unit obtained 250 felony arrests and 36 dangerous weapons being taken off the streets.
- Received approximately $900,000 in grants from the Office of Traffic Safety (OTS) allowing the Chula Vista Traffic Bureau to conduct 26 DUI checkpoints and numerous other drivers' license, seat belt, and other traffic check points. Along with the successful "Slow Down Chula Vista" anti-speeding campaign, these efforts resulted in a 43.74% increase in total traffic citations, 66.48% increase in hazardous traffic citations, and a 37% decrease in traffic fatalities.

KEY PERFORMANCE MEASURES

	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 ESTIMATED	2008-09 PROJECTED
# of hazardous citations written	N/A	10,859	13,573	14,252
% of residents who feel safe in business areas at night	N/A	57%	N/A	N/A
% of residents who feel safe in their neighborhood at night	N/A	63%	N/A	N/A
% of residents who feel safe at home at night	N/A	85%	85%	100%
% of Residents satisfied/very satisfied with services provided	N/A	94%	N/A	N/A
% of calls where P-2 response time standards are met	N/A	43%	48%	0%
% of calls where P-1 response time standards are met	N/A	86%	N/A	N/A

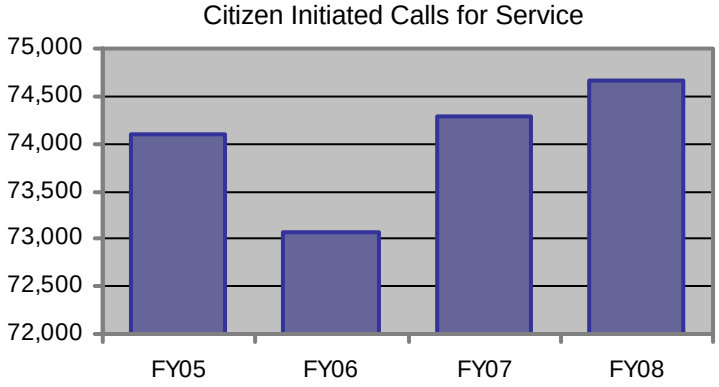
Description: FBI Part 1 Violent Crime Index - Crime Rate per 1,000 population



Notes:

The FBI Part 1 Violent Crime Rate has fallen 22% over the last six years (2001 – 2007). The FBI Part 1 Violent Crime Rate for fiscal year 2006-07 was 4.0. For fiscal year 2007-08 the FBI Part 1 Violent Index – Crime rate per 1,000 population is estimated at 4.05. The projection for fiscal year 2008-09 is 4.03.

Description: Citizen Initiated Calls for Service



Notes:

Priority 2 calls-for-service have increased by 18% since FY2003. Does not include officer initiated calls.

LINE OF BUSINESS: INVESTIGATIONS

The purpose of the Investigations line of business is to provide prevention, intervention, and apprehension services to citizens, community, and law enforcement partners so they can receive prompt and professional resolution to criminal cases and fulfill specific requests and other public safety needs to ensure a safe community.

CORE SERVICES

- Domestic violence consultations
- Search/arrest warrant executions
- Juvenile Services - School Resource Officers
- Parolee-at-large sweeps
- Sexual predator registrant tracking

CRIMINAL INVESTIGATIONS

- Crimes of violence
- Property crimes
- Family protection

SPECIAL OPERATIONS

- Alcohol Beverage Control compliance
- Police regulated business licensing/ permitting
- Task Force operations
- Narcotics enforcement
- Special Operations Unit

RESOURCE SUMMARY

	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 AMENDED	2008-09 PROPOSED
Personnel Services	$9,191,469	$9,836,653	$10,609,094	$10,605,070
Supplies and Services	$566,059	$517,738	$558,060	$493,377
Operating Capital	$0	$53,036	$0	$0
Utilities	$0	$588	$0	$0
Expenditure Totals	**$9,757,528**	**$10,408,015**	**$11,167,154**	**$11,098,447**
Revenue Totals	**$1,505,146**	**$2,204,168**	**$1,760,750**	**$2,317,008**
Authorized Full Time Positions	**74.50**	**81.50**	**81.50**	**76.00**
Authorized Hourly Positions	**1.75**	**2.25**	**1.75**	**2.75**

MAJOR ACCOMPLISHMENTS

- Detectives closed a large residential burglary ring which was responsible for over 40 home

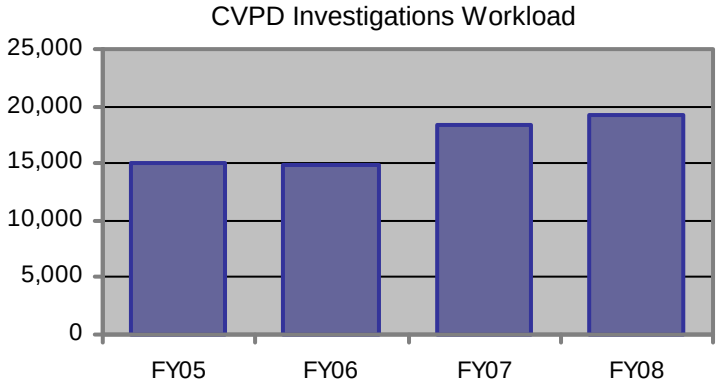
robberies.

- Detectives from the Special Investigations Unit, in conjunction with investigators from other Federal, State and Local law enforcement agencies, were able to make nearly $3,000,000 in seizures related to drug smuggling/sales.

KEY PERFORMANCE MEASURES

	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 ESTIMATED	2008-09 PROJECTED
# of SRO Activities for FY 2007	N/A	20,788	21,827	22,918
Ratio of SRO Officers to Schools (does not include 2 Sergeants)	N/A	0.34	0.33	0.00
% of stolen property recovered	N/A	50%	42%	0%
% Crime clearance rate/solvability – FBI Index	N/A	16%	17%	0%

Description: Number of cases assigned including Child Protective Services referrals



Notes:

The caseload for 2008 has grown significantly. For fiscal year 2006-07, the Investigations caseload was 18,343. The projection for fiscal year 2007-08 is 19,260, and the estimate for fiscal year 2008-09 is 20,223

LINE OF BUSINESS: RESOURCE MANAGEMENT

The purpose of the Resource Management line of business is to provide financial, analytical, and technological services to the police department so they can have the information and resources they need to make strategic and operational decisions and achieve program goals.

CORE SERVICES

- Inventory management
- Police technology
- Quality review audits
- Survey development and administration
- New technology evaluation
- Program analyses
- Research and analysis

FINANCIAL AND RESOURCE MANAGEMENT

- Budget administration
- Grant administration

RESOURCE SUMMARY

	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 AMENDED	2008-09 PROPOSED
Personnel Services	$2,195,201	$1,657,762	$1,666,378	$1,186,690
Supplies and Services	$241,040	$120,141	$71,953	$36,067
Operating Capital	$195,906	$0	$0	$0
Expenditure Totals	**$2,632,147**	**$1,777,904**	**$1,738,331**	**$1,222,757**
Revenue Totals	**$611,683**	**$101,413**	**$102,086**	**$80,362**
Authorized Full Time Positions	**18.00**	**15.00**	**15.00**	**9.50**
Authorized Hourly Positions	**1.75**	**1.00**	**2.00**	**0.50**

MAJOR ACCOMPLISHMENTS

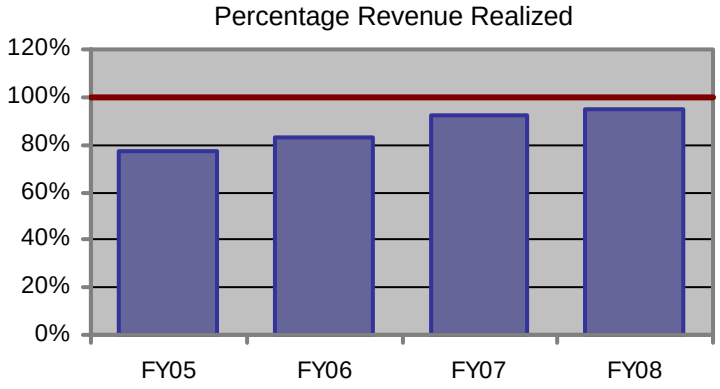
- Secured over $1.3M in grant funds for the Department.
- In order to improve customer service and reduce wait times for reports, the department implemented on-line reporting. During the first four months that on-line reporting was available, the public filed 172 reports on-line.
- In coordination with Traffic Unit and the Engineering Department, implemented “Slow Down Chula Vista” comprehensive anti-speeding campaign.

- Negotiated agreements with two hotels to ensure compliance with public safety standards specified in the Motel/Hotel Ordinance.

KEY PERFORMANCE MEASURES

	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 ESTIMATED	2008-09 PROJECTED
% of programs within budget expenditure targets	N/A	93%	95%	100%
% of Department Personnel funded by non-general fund sources	N/A	10%	16%	0%

Description: % of revenue realized



Notes:

For fiscal year 2006-07 the percentage of department revenue realized compared to budget was at 93%. The projection for fiscal year 2007-08 is 95%; the estimate for fiscal year 2008-09 is also 95%.

FIRE

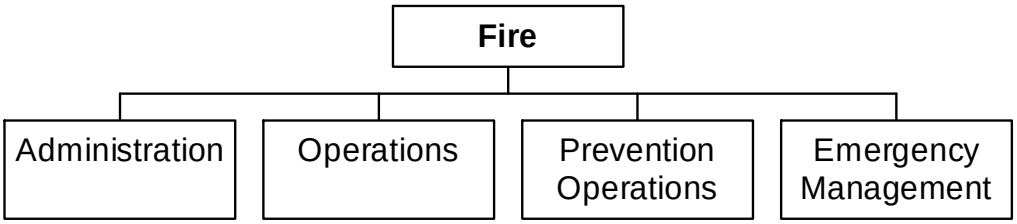
MISSION STATEMENT

The mission of the Chula Vista Fire Department is to protect life, environment, and property.

SUMMARY OF DEPARTMENT RESOURCES

	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 AMENDED	2008-09 PROPOSED
Personnel Services	$19,091,759	$20,935,077	$22,417,615	$20,384,213
Supplies and Services	$1,606,207	$1,514,066	$2,198,986	$2,189,566
Other Expenses	$0	$27,000	$0	$0
Operating Capital	$412,268	$24,626	$0	$0
Utilities	$195,145	$217,471	$202,684	$193,640
Expenditure Totals	**$21,305,379**	**$22,718,240**	**$24,819,285**	**$22,767,419**
Revenue Totals	**$1,711,222**	**$1,618,481**	**$1,460,413**	**$1,275,253**
Authorized Full Time Positions	**141.00**	**151.00**	**153.00**	**135.00**
Authorized Hourly Positions	**1.25**	**1.75**	**1.50**	**3.25**

ORGANIZATIONAL CHART



STRATEGIC GOALS

CLASS ONE FIRE DEPARTMENT

- By fiscal year 2007-08, Chula Vista residents, visitors, and businesses will be served by a Class 1 Fire Department as defined by the Insurance Service Organization (ISO). Components of a Class One Fire Department include a state of art:
  - Fire Communications Center
  - Management Structure
  - Fire and Rescue Services
  - Deployment Structure
  - Training Program
  - Apparatus and Equipment
  - Prevention and Code Enforcement Programs
  - Emergency Medical Services

Status: *The feasibility of attaining Class 1 status is studied in the Fire Facility Master Plan. Specific recommendations regarding the necessary resources needs to pursue Class 1 status will be brought forward by the Fire Department when the Fire Facility Master Plan is presented. The Fire Facility Master Plan has been completed and will be presented for City Council review and approval in the first quarter of FY 2008-09.*

STRATEGIC GOALS

COMMUNITY RISK REDUCTION

- By fiscal year 2006, through community risk reduction education and engagement with the public the Chula Vista Fire Department will reduce property loss, increase survivability, reduce accidents, reduce injuries, reduce false 911 calls for service, and increase public awareness of fire department services.

> ***Status:*** *The Fire Department's Public Education Specialist position was reduced as part of the City's FY 2007-08 mid-year budget reduction process. This position had been previously frozen due to budget constraints. As a result, the Fire Department did not have the opportunity to implement any proactive community risk reduction and educational programs that engage the public.*

FIRE BASED EMERGENCY MEDICAL SERVICES

- Chula Vista residents and visitors will have a full level of fire based Emergency Medical Services available. By fiscal year 2006-07, every person calling 911 with a medical emergency will receive appropriate Emergency Medical Services (EMS), including Advanced Life Support (ALS), from the Chula Vista Fire Department.

> ***Status:*** *The specific recommendations with respect to the delivery of future Advanced Life Support (ALS) services are studied in the in the Department's ALS Study. This study has been completed and discusses the preferred delivery system for the provision of ALS services to the community. The Fire Department will present this study and the resulting recommendations with respect to ALS service delivery implementation in the first quarter of FY 2008-09.*

STRATEGIC GOALS

RESPONSE TIMES

- By fiscal year 2008-09, customers calling 911 will have: a fire engine, on the scene within 6.5 minutes of 911 call-time , 90% of the time, when required.
  - A first alarm assignment (3 engines, 1 truck, 1 battalion chief) on the scene for a fire or other major incident within 10.5 minutes, 90% of the time.
  - Advanced Life Support (ALS) transport, on the scene when needed, within 8.5 minutes, 90% of the time.
  -Basic Life Support (BLS) transport, on the scene when needed, within 15 minutes, 90% of the time.

Status: *The specific recommendations with respect to the resources required for meeting these performance standards are discussed in the Fire Department's Facility Master Plan Study. The Fire Facility Master Plan has been completed. This Plan addresses and recommends the specific resources required to meet response time targets. This plan will be presented in the first quarter of FY 2008-09 for council adoption.*

STRATEGIC GOALS

TRAINING

- By fiscal year 2007-08 Chula Vista Fire Department will have established training priorities and have the facilities, equipment and technology for Fire Department training that:
  - Is delivered with minimal interruption to fire resource and personnel availability
  - Decrease % of time fire resources are out of state
  - Meets/exceeds local, state, and federal established standards
  - % of all staff who meet and exceed standards
  - Increase safety while decreasing injury rate

Status: *The Fire Department Training Division has ensured that 100% of all fire department employees meet established mandatory local, state, and federal training requirements in the following areas: Emergency Medical Technician, Hazardous Materials First Responder Operations, Incident Command Systems, and National Incident Management System. The department has also been able to train personnel to levels that exceed these requirements with other California State Fire Marshal certified training. The Fire Department will be conducting a firefighter recruit academy in the first quarter of FY 2008-09 in order to fill current vacant positions.*

LINE OF BUSINESS: ADMINISTRATION

The purpose of the Administration Line of Business is to provide facilities, apparatus, equipment, training, and other organizational support services to Chula Vista Fire Department personnel so they can achieve operational results for customers.

CORE SERVICES

- Administrative reports
- Computer maintenance services
- Facility administration
- Hardware and software training services
- Staffing coordination
- Background checks
- Driver certification services
- Grants management
- Operational and financial audits
- System management services

RESOURCE SUMMARY

	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 AMENDED	2008-09 PROPOSED
Personnel Services	$1,919,819	$1,924,323	$1,973,748	$1,423,552
Supplies and Services	$414,177	$295,794	$334,770	$271,979
Other Expenses	$0	$27,000	$0	$0
Operating Capital	$0	$7,402	$0	$0
Expenditure Totals	**$2,333,996**	**$2,254,519**	**$2,308,518**	**$1,695,531**
Revenue Totals	**$263,701**	**$137,554**	**$35,542**	**$168,160**
Authorized Full Time Positions	**13.00**	**13.00**	**13.00**	**9.00**
Authorized Hourly Positions	**0.00**	**0.25**	**0.00**	**0.25**

MAJOR ACCOMPLISHMENTS

- Achieved full staffing of fire suppression staff.
- Successfully reimbursed for funds in excess of $600k in order to offset personnel and equipment costs that resulted from the Firestorm 2007 emergency.
- Successfully administered Homeland Security and other Federal and State grants totaling $1.0 million; enabling the department to offset staffing costs, acquire specialized training, and purchase equipment with no General Fund costs.

- Successfully transferred fire communication dispatching services to the City of San Diego allowing the City of Chula Vista to generate ongoing budgetary savings in excess of $700k.
- Negotiated a three-year contract extension with AMR for the provision of emergency medical and ambulance transport services. This contract extension will enable Chula Vista residents to continue to receive quality medical response and ambulance transport services at competitive rates.

KEY PERFORMANCE MEASURES

	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 ESTIMATED	2008-09 PROJECTED
% of times alerting systems function properly (all devices operate)	N/A	93%	96%	100%

LINE OF BUSINESS: OPERATIONS

The purpose of the Operations Line of Business is to provide fire, rescue, and emergency medical services to the community so they can be assured protection of life, environment, and property.

CORE SERVICES

- Basic life support medical responses
- Fire responses
- Medical supply distributions
- Medical training reports
- Suppression technical consultations
- Emergency medical reports national fire incident reporting services
- Infectious disease control services
- Medical system maintenance services
- Operations and performance analysis
- Urban search and rescue coordination services

RESOURCE SUMMARY

	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 AMENDED	2008-09 PROPOSED
Personnel Services	$16,112,790	$17,887,776	$19,085,680	$17,834,592
Supplies and Services	$909,089	$977,935	$1,568,508	$1,643,019
Operating Capital	$41,970	$17,224	$0	$0
Utilities	$195,145	$217,471	$202,684	$193,640
Expenditure Totals	**$17,258,994**	**$19,100,406**	**$20,856,872**	**$19,671,251**
Revenue Totals	**$547,040**	**$874,569**	**$500,542**	**$496,950**
Authorized Full Time Positions	**118.00**	**127.00**	**127.00**	**117.00**
Authorized Hourly Positions	**1.25**	**1.50**	**1.50**	**2.00**

MAJOR ACCOMPLISHMENTS

- Achieved 24 hour per day staffing of Urban Search and Rescue vehicle (USAR 53) with certified and qualified personnel.
- Successfully met the GMOC standard of responding to 80% of the priority 1 emergency calls within 7.0 minutes. The Fire Department responded to 88% of the priority 1 emergency calls within 7.0 minutes.

- Achieved performance improvements in turnout times as a result of the department's continued effort to implement its performance measurement program as outlined in the department's strategic plan.
- Successfully managed the Firestorm 2007 emergency that resulted in minimal property damage and no loss of life to the community.

KEY PERFORMANCE MEASURES

	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 ESTIMATED	2008-09 PROJECTED
% of Emergency Medical Responses within 6.5 minutes	N/A	70%	72%	100%
% of 'other response' NO CODE calls responded to within 12 minutes	N/A	87%	89%	100%
% of 'other response' CODE calls responded to within 6.5 minutes	N/A	48%	50%	0%
% of property saved	N/A	88%	88%	100%
% of emergency medical patients whose condition stabilizes and/or improves during our care (from initial contact to transfer of patient to higher medical authority)	N/A	98%	N/A	N/A
% of Fire and Medical call processed within 72 seconds of receipt of call	N/A	71%	73%	100%
% of structure fires that are responded to within 10.5 minutes with a full first alarm assignment	N/A	73%	75%	100%

LINE OF BUSINESS: PREVENTION

The purpose of the Prevention Line of Business is to provide investigation, community development, code enforcement and education services to the residential and business community so they can live and operate safely.

CORE SERVICES

- Code and performance base consultations
- Customer information responses
- Expert testimonies
- Origin and cause determinations (fire investigations)
- Public education classes
- Complaint and hazard inspections
- Employee and public training classes
- Failure analysis
- Permit inspections

RESOURCE SUMMARY

	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 AMENDED	2008-09 PROPOSED
Personnel Services	$933,529	$1,080,404	$1,235,682	$1,126,068
Supplies and Services	$72,737	$67,572	$67,777	$50,843
Operating Capital	$48,995	$0	$0	$0
Expenditure Totals	**$1,055,261**	**$1,147,976**	**$1,303,459**	**$1,176,911**
Revenue Totals	**$426,720**	**$579,269**	**$924,329**	**$610,143**
Authorized Full Time Positions	**10.00**	**11.00**	**12.00**	**9.00**
Authorized Hourly Positions	**0.00**	**0.00**	**0.00**	**1.00**

MAJOR ACCOMPLISHMENTS

- Completion of Urban Wildland Interface Code [UWIC] & Implementation Plan – a comprehensive plan proactively mitigate potential wildland fire hazards.
- Commenced work on the Fire Protection Plan for the development of the Bayfront Project that will ensure that bayfront development is achieved within fire protection standards.

- Provided services that allowed developers the ability to plan, construct, and open their doors to the public for the following major projects:
  - Otay Ranch Town Center and Winding Walk commercial development projects
  - Mater Dei High School
  - Various large multi-family and senior residential housing units on both the west and eastern sections of the City.
- Achieved City Council approval for an updated master fee schedule that will ensure adequate reimbursement of costs for services rendered.

KEY PERFORMANCE MEASURES

	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 ESTIMATED	2008-09 PROJECTED
% of total property value lost in fire incidents	N/A	12%	12%	0%
% of plan reviews conducted within established timeframes	N/A	50%	52%	100%

LINE OF BUSINESS: EMERGENCY MANAGEMENT

The purpose of the Emergency Management Line of Business is to provide planning, training, coordination, and consultation services to the community, businesses, and City employees so they can plan, mitigate, respond to and recover from natural and human-caused disasters.

CORE SERVICES

- Citywide and inter-agency disaster response plans
- Community emergency response ream
- Emergency management training
- Grant management
- Community education presentations
- Disaster Preparedness Plans
- Emergency operation center
- Hazard mitigation plans

RESOURCE SUMMARY

	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 AMENDED	2008-09 PROPOSED
Personnel Services	$125,621	$42,575	$122,505	$0
Supplies and Services	$210,204	$172,765	$227,931	$223,725
Operating Capital	$321,303	$0	$0	$0
Expenditure Totals	**$657,128**	**$215,340**	**$350,436**	**$223,725**
Revenue Totals	**$473,761**	**$27,089**	**$0**	**$0**
Authorized Full Time Positions	**0.00**	**0.00**	**1.00**	**0.00**
Authorized Hourly Positions	**0.00**	**0.00**	**0.00**	**0.00**

MAJOR ACCOMPLISHMENTS

- The Fire Department's budget was reduced by one Disaster Preparedness Manager position as a result of FY 2007-08 mid-year budget reductions that were approved. This position was responsible for coordinating citywide emergency management services as well as the Citizen Emergency Response Team (CERT). The Fire Department will be coordinating the delivery of emergency management related services with other City departments within existing resources.

KEY PERFORMANCE MEASURES

	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 ESTIMATED	2008-09 PROJECTED
% of activations in which Emergency Operations Center staffing and operational standards are attained	N/A	N/A	N/A	N/A

CITY OF
CHULA VISTA

CITY OF CHULA VISTA

PROPOSED BUDGET

FISCAL YEAR 2009

COMMUNITY SERVICES DEPARTMENTS

Recreation

Library

RECREATION

MISSION STATEMENT

The mission of the Recreation Department is to enrich our community through recreational opportunities and services.

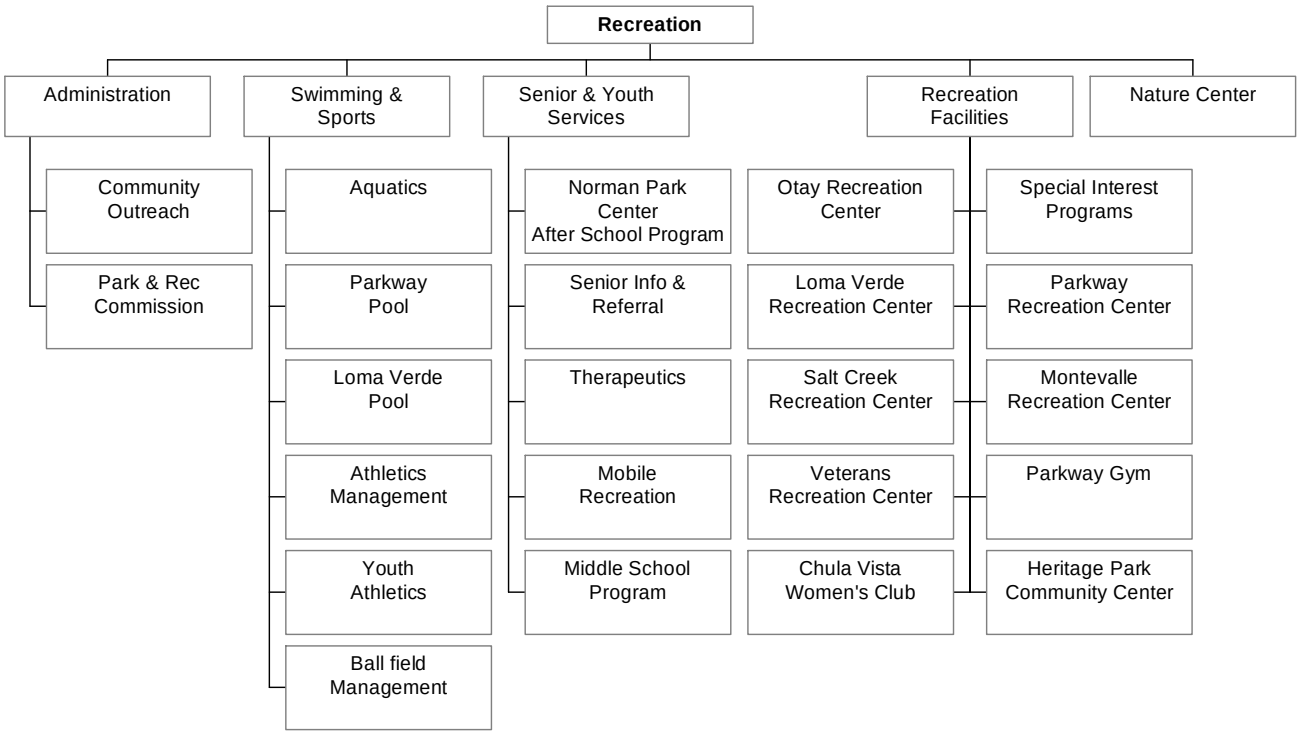
SUMMARY OF DEPARTMENT RESOURCES

	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 AMENDED	2008-09 PROPOSED
Personnel Services	$4,017,035	$4,727,998	$5,044,077	$4,858,588
Supplies and Services	$665,890	$932,261	$1,071,709	$809,512
Other Expenses	$0	$0	$0	$64,500
Operating Capital	$40,049	$0	$0	$38,480
Utilities	$455,976	$507,861	$559,554	$586,645
Expenditure Totals	**$5,178,950**	**$6,168,119**	**$6,675,340**	**$6,357,725**
Revenue Totals	**$1,746,613**	**$2,292,661**	**$2,813,913**	**$2,695,511**
Authorized Full Time Positions	**34.00**	**34.00**	**34.00**	**38.50**
Authorized Hourly Positions	**36.00**	**37.75**	**58.25**	**60.50**

Note 1: The fiscal year 2008-09 budget reflects the implementation of the budget reduction plan, these reductions are offset by the addition of the Nature Center to Recreation.

RECREATION

ORGANIZATIONAL CHART



STRATEGIC GOALS

FISCAL STABILITY

- By FY 2011-12, increase departmental revenue recovery from 36% to 40% by implementing new programs, maximizing class and program sizes, optimizing facility use and reviewing fees.

> ***Status:*** *Programs and fees are estimated to recover 39 % of Department costs in FY 07-08, up from an average recovery of 36% in prior years.*

- By 2010, increase the Nature Center's revenue by 15%

> ***Status:*** *The Nature Center continues to implement and offer a greater variety of exhibits and programs, as well as facility rental opportunities to maximize revenue potential. Examples include: outreach and marketing, special events and private tours*

RECREATIONAL OPPORTUNITIES

- To provide a wide range of recreational opportunities for the community by maintaining the policy of three acres of parkland per 1,000 residents.

> ***Status:*** *Planning of new parks continues for the Eastern Urban Center, Otay Ranch, Otay Valley Regional Park, Urban Core and Bayfront. Two parks which should begin construction soon are All Seasons and Mt. San Miguel.*

STRONG AND SAFE NEIGHBORHOODS

- To promote strong and safe neighborhoods by providing safe, open and inviting recreational facilities and comprehensive programs to the community.

> ***Status:*** *Over 2,700 programs, classes and events were offered in FY 2007 and 2008. Over 3,000 children enrolled in Learn to Swim classes in FY 2007 and were given skills that could save their lives.*

LINE OF BUSINESS: ADMINISTRATION

The purpose of the Administration line of business is to provide direction, facilities, equipment, training and other organizational support services to the Recreation Department. Administration also provides input and recommendations regarding park and recreation facility planning and development.

CORE SERVICES

- Budget administration
- Contract administration
- Friends of Nature Center support
- New parks and recreation facility planning/design/construction
- Parks and Recreation Commission support
- Purchasing/Vendor Payment
- Staff training
- Community outreach
- Emergency operations center support
- Friends of Parks and Recreation support
- Otay Valley Regional Park (OVRP) staff support
- Parks and Recreation Master Plan implementation and administration
- Recreation administration

RESOURCE SUMMARY

	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 AMENDED	2008-09 PROPOSED
Personnel Services	$982,672	$1,027,357	$1,032,262	$935,872
Supplies and Services	$123,195	$179,510	$189,509	$70,354
Operating Capital	$12,987	$0	$0	$0
Utilities	$3,521	$2,719	$512	$620
Expenditure Totals	**$1,122,375**	**$1,209,586**	**$1,222,283**	**$1,006,846**
Revenue Totals	**$49,119**	**$48,167**	**$35,470**	**$35,813**
Authorized Full Time Positions	**8.00**	**8.00**	**8.00**	**7.00**
Authorized Hourly Positions	**0.25**	**0.00**	**0.00**	**0.75**

MAJOR ACCOMPLISHMENTS

- More than $400,000 in volunteer hours augmented service provision.
- Total attendance at Recreation facilities and programs increased to 1.8 million.

KEY PERFORMANCE MEASURES

	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 ESTIMATED	2008-09 PROJECTED
% revenue recovery	36%	36%	39%	39%
Total recreation attendance	1,053,452	1,781,833	1,800,000	1,850,000

LINE OF BUSINESS: AQUATICS AND SPORTS

The purpose of the Aquatics and Sports Line of Business is to provide adult and youth recreation programming including youth and adult team sports and swimming lessons. Inherent in this, is the opportunity for everyone to participate, learn and gain social, as well as physical, skills.

CORE SERVICES

- Aquatic safety outreach
- Learn to swim lessons
- Parkway Family Aquatic Center
- Pool rentals
- Youth and adult sports
- Field allocations and rentals
- Loma Verde Aquatic Center
- Parkway Gym management
- Private swim lessons
- Youth Sports Council

RESOURCE SUMMARY

	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 AMENDED	2008-09 PROPOSED
Personnel Services	$963,938	$1,019,977	$1,057,394	$838,592
Supplies and Services	$139,293	$167,118	$169,051	$143,990
Operating Capital	$114	$0	$0	$0
Utilities	$193,089	$177,514	$203,528	$204,633
Expenditure Totals	**$1,296,434**	**$1,364,609**	**$1,429,973**	**$1,187,215**
Revenue Totals	**$652,889**	**$654,145**	**$871,815**	**$722,400**
Authorized Full Time Positions	**6.00**	**7.00**	**6.00**	**5.00**
Authorized Hourly Positions	**17.25**	**16.75**	**19.00**	**18.75**

MAJOR ACCOMPLISHMENTS

- Provided more diversified programming schedules at both pools, resulting in increased attendance in certain programs by as much as 20%.
- Utilized grant funding to provide formal swimming lessons for 350 low income youth through the Elementary Learn-to-Swim program.
- Coordinated the use of City fields by Youth Sports Council organizations for more than 36,000 hours.

- Expanded Youth and Adult Athletic Leagues and programs, offering programming on both the East and West side of town, and utilizing the indoor soccer facility at Salt Creek.

KEY PERFORMANCE MEASURES

	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 ESTIMATED	2008-09 PROJECTED
% Sports Leagues customer satisfaction(good or excellent)	N/A	95%	95%	100%
Total enrollment Sports Leagues(Adult, Youth, Middle School)	10,365	122,077	123,000	123,000
% Aquatics customer satisfaction (good or excellent)	95%	95%	96%	90%
Total attendance Aquatics	173,863	142,581	160,000	170,000

RECREATION

LINE OF BUSINESS: SENIOR AND YOUTH SERVICES

The purpose of the Senior and Youth Services Line of Business is to provide recreation programming to these target populations by providing after school programs and older adult activities.

CORE SERVICES

- After School programs
- Club Teen Connect
- Middle School sports
- Norman Park Center
- Satellite programs for seniors
- Classes for older adults
- Information and referral
- Mobile Recreation
- Outreach programs

RESOURCE SUMMARY

	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 AMENDED	2008-09 PROPOSED
Personnel Services	$546,036	$612,701	$663,783	$461,065
Supplies and Services	$89,996	$101,060	$134,287	$57,615
Operating Capital	$26,878	$0	$0	$0
Utilities	$43,682	$47,767	$42,324	$42,530
Expenditure Totals	**$706,592**	**$761,528**	**$840,394**	**$561,210**
Revenue Totals	**$228,122**	**$316,865**	**$263,424**	**$211,140**
Authorized Full Time Positions	**4.00**	**4.00**	**4.00**	**3.00**
Authorized Hourly Positions	**6.50**	**6.50**	**9.25**	**9.50**

MAJOR ACCOMPLISHMENTS

- Served more than 2,000 individuals through Mobile Recreation Program.
- Added One-on-One Therapeutic Basketball program serving 20 + participants.
- Developed Community Resource Volunteer Program. The volunteers speak at senior residences, mobile home parks and to senior social groups and provide information on health related issues and available programs and services through Norman Park Center

- Information & Referral services assisted 9,708 seniors by answering questions, providing referrals, scheduling appointments and assisting in the completion of necessary forms.
- 100 active monthly volunteers with 12,000+ hours of annual service at Norman Park Center.
- Expanded Fitness programming at Norman Park Center (NPC) with Pilates Classes and Joint Mobility Workshops.

KEY PERFORMANCE MEASURES

	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 ESTIMATED	2008-09 PROJECTED
% customer/student satisfaction(good or excellent)	92%	95%	95%	90%
Total attendance days of Middle School after school	125,098	114,796	115,000	115,000
% Senior customer satisfaction (good or excellent)	93%	95%	95%	90%
Total attendance days of Senior Programs	111,619	105,757	105,000	110,000

RECREATION

LINE OF BUSINESS: RECREATION FACILITIES

The purpose of the Recreation Facilities Line of Business is the operation of community centers and other facilities for the provision of recreation programming and rentals for the community.

CORE SERVICES

- Chula Vista Community Youth Center
- Heritage Community Center
- Montevalle Community Center
- Otay Recreation Center
- Parkway Gymnasium
- Veterans Park Center
- Chula Vista Woman's Club
- Loma Verde Recreation Center
- Norman Park Center
- Parkway Community Center
- Salt Creek Community Center

RESOURCE SUMMARY

	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 AMENDED	2008-09 PROPOSED
Personnel Services	$1,524,389	$2,067,963	$2,290,638	$1,892,213
Supplies and Services	$313,406	$484,573	$578,862	$444,153
Operating Capital	$70	$0	$0	$0
Utilities	$215,684	$279,861	$313,190	$278,411
Expenditure Totals	**$2,053,549**	**$2,832,396**	**$3,182,690**	**$2,614,777**
Revenue Totals	**$816,483**	**$1,273,485**	**$1,643,204**	**$1,408,058**
Authorized Full Time Positions	**16.00**	**15.00**	**16.00**	**15.00**
Authorized Hourly Positions	**12.00**	**14.50**	**30.00**	**31.50**

MAJOR ACCOMPLISHMENTS

- Rental revenues at Salt Creek Recreation Center are up by 248% over the previous year and the Fitness Center continues to have a steady flow of participants with 1,758 members, 743 of which are renewals. The Fitness Center has generated $65,308 in revenue since it opened in 2006.

- The Community Youth Center was designated an evacuation site due to the October 2007 wildfires throughout the county. Over 500 evacuees took refuge in the Youth Center and CVHS gymnasiums. 250 volunteers assisted with the shelter efforts over three days and hundreds of donations were made by citizens & local businesses to the site, which was superbly managed by Recreation Department staff.
- Parkway Community Center continued to host the highly successful, and free, "Fun to Be Fit" classes, which encourage youth to be physically active, have an understanding of healthy food alternatives, and to help fight childhood obesity. Over 600 Chula Vista youth have participated in the classes since January 2007.

KEY PERFORMANCE MEASURES

	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 ESTIMATED	2008-09 PROJECTED
Total recreation facility attendance	611,374	1,173,002	1,200,000	1,250,000
% customer satisfaction (good or excellent)	92%	95%	95%	90%

LINE OF BUSINESS: NATURE CENTER

The purpose of the Chula Vista Nature Center is to serve the public by providing a quality nature center/living museum in order to promote coastal resource conservation and environmental stewardship through education.

CORE SERVICES

- Captive breeding program for Clapper Rail
- Environmental conservation education
- Nature trails
- Energy demonstration site
- Guided bird walks and tours

RESOURCE SUMMARY

	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 AMENDED	2008-09 PROPOSED
Personnel Services	$0	$0	$0	$730,845
Supplies and Services	$0	$0	$0	$93,400
Other Expenses	$0	$0	$0	$64,500
Operating Capital	$0	$0	$0	$38,480
Utilities	$0	$0	$0	$60,451
Expenditure Totals	**$0**	**$0**	**$0**	**$987,676**
Revenue Totals	**$0**	**$0**	**$0**	**$318,100**
Authorized Full Time Positions	**0.00**	**0.00**	**0.00**	**8.50**
Authorized Hourly Positions	**0.00**	**0.00**	**0.00**	**0.00**

KEY PERFORMANCE MEASURES

	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 ESTIMATED	2008-09 PROJECTED
Number of Volunteer hours	N/A	8,550	8,975	9,000
Total attendance	55,589	63,433	64,000	70,000
% Nature Center customer satisfaction (good or excellent)	96%	93%	95%	100%

LIBRARY

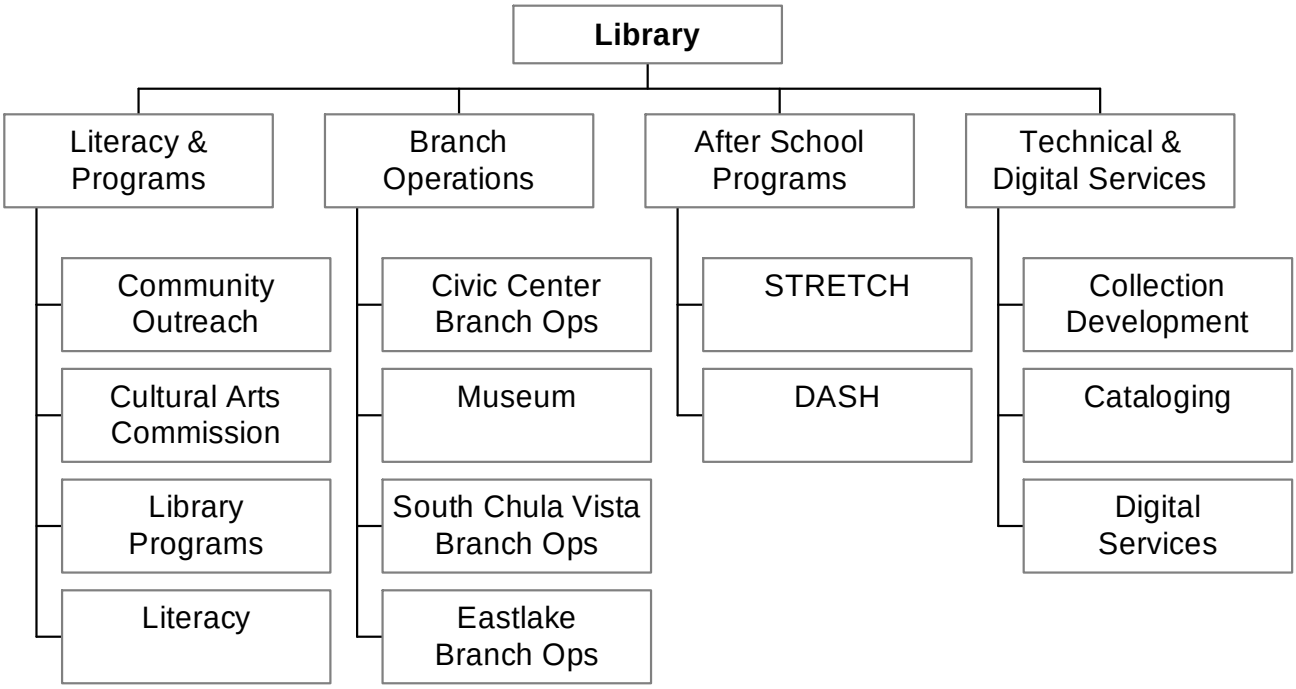
MISSION STATEMENT

The mission of the Chula Vista Public Library is to increase knowledge and enrich lives within the community. We accomplish this by connecting people equitably to responsive programs, services and resources in a manner that reflect the ideals of a democratic society.

SUMMARY OF DEPARTMENT RESOURCES

	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 AMENDED	2008-09 PROPOSED
Personnel Services	$7,426,318	$7,599,376	$7,996,350	$6,425,542
Supplies and Services	$1,924,641	$1,667,143	$1,535,225	$1,261,165
Other Expenses	$8,738	$750	$0	$0
Utilities	$320,681	$374,787	$395,814	$397,219
Expenditure Totals	**$9,680,378**	**$9,642,056**	**$9,927,389**	**$8,083,926**
Revenue Totals	**$2,035,463**	**$2,437,078**	**$2,255,624**	**$2,114,943**
Authorized Full Time Positions	**70.75**	**70.75**	**66.25**	**50.75**
Authorized Hourly Positions	**51.00**	**49.75**	**54.00**	**58.00**

ORGANIZATIONAL CHART



STRATEGIC GOALS

LIBRARY

- By FY 2008-09, increase the number of Literacy Program and General Program participants by 5% to 24,500.

> ***Status:*** *The Library is undertaking a full audit of literacy and general programming, including benchmarking against international best-in-class models, national trends, customer and employee input, and evaluation of on-site professional expertise to develop and launch both new programs and improved programs.*

- Continually provide optimal Library programs and services to the community.

> ***Status:*** *The Civic Center and Eastlake branch libraries will expand hours of operation (eight additional hours and two additional hours respectively) to better serve the public.*
>
> *The Library has also instituted priority, selection, cataloging and processing of "Marketplace" materials within two working days.*
>
> *A system-wide library programming unit has been formed to coordinate adult, teen, children's and arts and culture programs at all branches and within the community. The Literacy program will be re-established and, in addition to developing and delivering literacy programming, literacy components will be incorporated into all programs.*
>
> *The Library monitors its quality of service through a mystery shopper survey conducted annually and will be introducing an enhanced customer survey function.*

STRATEGIC GOALS

- By FY 2008-09, increase the number of active Library card users by 5% to 165,000.

> ***Status:*** *The Library is developing measurement tools that will allow us to capture this indicator of customer use. The data will be analyzed to develop additional survey tools to better understand frequency of use, reasons for return visits, and customer input for more responsive services and programs.*
>
> *An enhanced outreach plan will target specific populations with customized services and programs with the goal of increasing utilization of all that the public library system has to offer.*

LIBRARY

LINE OF BUSINESS: ADMINISTRATION

The purpose of the Administration line of business is to support the successful operation of the Library Department through effective planning, analyses, sponsorship/grant development, a vibrant volunteer program, employee and customer survey, business management, and promotion/public relations.

CORE SERVICES

- Attractive, structurally sound, safe, and environmentally friendly library facilities
- Fundraising, sponsorship and grant Development
- Internal fiscal monitoring
- Operations surveys and analysis
- Volunteer recruitment, training and coordination
- Facilities planning services
- General administrative services
- Operational and financial planning
- Resource/personnel management

RESOURCE SUMMARY

	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 AMENDED	2008-09 PROPOSED
Personnel Services	$655,018	$742,457	$712,242	$660,126
Supplies and Services	$238,069	$153,505	$77,803	$64,017
Other Expenses	$0	$750	$0	$0
Utilities	$537	$432	$400	$0
Expenditure Totals	**$893,624**	**$897,144**	**$790,445**	**$724,143**
Revenue Totals	**$98,989**	**$375,977**	**$146,624**	**$35,000**
Authorized Full Time Positions	**4.50**	**5.50**	**6.50**	**4.50**
Authorized Hourly Positions	**0.00**	**0.00**	**0.00**	**0.00**

MAJOR ACCOMPLISHMENTS

- Raised over $88,000 in donations to support Library services and infrastructure.
- The Library's materials recovery service recovered $178,000 in returned materials and cash.
- 396 Volunteers provided more than 31,700 hours of service to enhance library services.

- Implemented a major restructuring of Library staffing and service delivery, resulting in the restoration of library hours, re-establishment of a formal Literacy Program, creation of a centralized program development unit, establishment of a standardized shift bidding process, and centralized scheduling.

KEY PERFORMANCE MEASURES

	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 ESTIMATED	2008-09 PROJECTED
Volunteer hours	23,209	23,545	31,000	32,000

LIBRARY

LINE OF BUSINESS: TECHNICAL AND DIGITAL SERVICES

The purpose of the Technical and Digital Services line of business is to build and maintain a quality materials collection, facilitate the Library's successful use of innovative digital technology and to create and manage an efficient and effective technological infrastructure that supports the delivery of excellent customer service.

CORE SERVICES

- Automated checkout systems
- Library material collection: Books, CDs, DVDs
- Materials handling systems
- Provide information to the community
- Materials catalog database
- Materials inventory control
- Public computer stations

RESOURCE SUMMARY

	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 AMENDED	2008-09 PROPOSED
Personnel Services	$850,406	$951,069	$822,482	$867,445
Supplies and Services	$949,683	$988,190	$905,338	$767,723
Utilities	$5,636	$10,423	$9,196	$9,090
Expenditure Totals	**$1,805,725**	**$1,949,683**	**$1,737,016**	**$1,644,258**
Revenue Totals	**$58,339**	**$155,238**	**$58,338**	**$5,000**
Authorized Full Time Positions	**10.00**	**13.00**	**9.00**	**9.00**
Authorized Hourly Positions	**3.50**	**2.75**	**3.75**	**4.25**

MAJOR ACCOMPLISHMENTS

- Cataloged and added over 11,900 Spanish language items to the collection.
- Cataloged and added over 89,000 new and donated items to the collection.
- Implemented e-commerce, enabling the public to pay library fees and fines online by credit card.
- Launched a new catalog interface, incorporating new technologies such as tag clouds and advanced searching mechanisms similar to those used by Amazon.com.

- Redesigned the library's website to be more intuitive for the public and easily updated by library staff.
- Supported the development of the library's 426,000 items collection.

KEY PERFORMANCE MEASURES

	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 ESTIMATED	2008-09 PROJECTED
# of items added to the Library collection	102,431	85,763	55,135	65,000

LINE OF BUSINESS: LITERACY AND PROGRAMS

The purpose of the Literacy and Programs line of business is to provide programs that respond to the Community's literacy, information and cultural needs, encourage healthy lifestyles, and to expand interest in reading and learning through the use of compelling materials, current technologies, and effective programming.

CORE SERVICES

- Art and cultural programs
- Community outreach and participation
- Internal communication and training
- Support for departmental efficiency studies
- Children's, teen and adult programs
- Curriculum support databases
- Literacy programs

RESOURCE SUMMARY

	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 AMENDED	2008-09 PROPOSED
Personnel Services	$673,618	$673,803	$398,276	$531,757
Supplies and Services	$472,368	$296,197	$136,885	$37,822
Other Expenses	$8,738	$0	$0	$0
Utilities	$1,182	$715	$604	$797
Expenditure Totals	**$1,155,906**	**$970,715**	**$535,765**	**$570,376**
Revenue Totals	**$239,456**	**$277,355**	**$15,250**	**$12,500**
Authorized Full Time Positions	**8.00**	**6.00**	**3.00**	**5.00**
Authorized Hourly Positions	**1.50**	**1.00**	**1.00**	**0.50**

MAJOR ACCOMPLISHMENTS

- In partnership with the School District, hosted a weekly nutritional class for 22 adults and 30 children.
- Received the 2007 California Library Association 2007 PR Excellence Award for Programming for the "Book Bug" public relations efforts.
- Provided online after school tutoring and homework help to a total of over 2,000 children and teens.

- The Youth Action Committee was revamped and has become a teen voice in Chula Vista and organized the first Teen Theatre Slam in partnership with South Bay YMCA.
- The sixth annual Battle of the Books drew the participation of over 100 4th graders from 11 elementary schools.
- Almost 4,700 children participated in the library's Summer Reading Program.
- Hosted 30 adults each weekday for the Adult Continuing Education classes for English language learning and citizenship preparation.
- Formed a partnership with the South Bay Children's Museum to provide additional free programming to the public.
- Enacted the Fit for Life Grant ($7,500 award), which emphasized healthy lifestyle objectives for youth and their family members.

KEY PERFORMANCE MEASURES

	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 ESTIMATED	2008-09 PROJECTED
# of preschoolers attending programs in the Library	10,629	13,639	13,000	13,500

LINE OF BUSINESS: AFTER SCHOOL PROGRAMS

The purpose of the After School Programming line of business is to provide free programs and services, in partnership with the Chula Vista Elementary School District (CVESD), that foster individual academic success.

CORE SERVICES

- Mentoring
- Character-building curriculum
- Physical fitness instruction
- Tutoring
- Curriculum development
- Structured dance activities

RESOURCE SUMMARY

	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 AMENDED	2008-09 PROPOSED
Personnel Services	$1,794,965	$1,745,033	$2,159,158	$1,852,745
Supplies and Services	$199,133	$172,164	$329,503	$316,659
Utilities	$12,409	$9,472	$1,200	$698
Expenditure Totals	**$2,006,507**	**$1,926,669**	**$2,489,861**	**$2,170,102**
Revenue Totals	**$1,301,818**	**$1,308,781**	**$1,704,993**	**$1,773,193**
Authorized Full Time Positions	**6.00**	**6.00**	**6.00**	**5.00**
Authorized Hourly Positions	**30.50**	**31.50**	**35.25**	**41.50**

MAJOR ACCOMPLISHMENTS

- Introduced new character-building curriculum for 5th & 6th graders in the STRETCH program.
- Expanded the Healthy Lifestyles curriculum from an 8-week program to a year-round program at DASH Plus sites.
- Added a 33rd site to our After School programming services: DASH opened at Wolf Canyon Elementary School in September 2007.
- Two new activities/components (Volleyball and dance-based activities) incorporated into the DASH/DASH+ Curriculum and STRETCH Curriculum.

KEY PERFORMANCE MEASURES

	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 ESTIMATED	2008-09 PROJECTED
Rating on annual Satisfaction Survey (% good or excellent)	90	92	90	90

LIBRARY

LINE OF BUSINESS: BRANCH OPERATIONS

The purpose of the Branch Operations line of business is to connect people equitably to free, responsive, and innovative programs, collections, and technologies that increase knowledge and enrich lives.

CORE SERVICES

- Answer wide array of customer questions
- Chula Vista Heritage Museum
- Foster community partnerships
- Operate the City's three branch libraries (Civic, South and Eastlake)
- CDs & DVDs
- Books
- Computer Stations
- Internet access
- Research materials

RESOURCE SUMMARY

	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 AMENDED	2008-09 PROPOSED
Personnel Services	$3,283,604	$3,268,418	$3,663,895	$2,513,469
Supplies and Services	$63,319	$55,097	$83,394	$74,944
Utilities	$300,917	$353,744	$384,164	$386,634
Expenditure Totals	**$3,647,840**	**$3,677,259**	**$4,131,453**	**$2,975,047**
Revenue Totals	**$336,861**	**$319,727**	**$330,419**	**$289,250**
Authorized Full Time Positions	**41.25**	**38.25**	**39.75**	**27.25**
Authorized Hourly Positions	**15.50**	**14.50**	**14.00**	**11.75**

MAJOR ACCOMPLISHMENTS

- Opened the historic Rohr exhibit at the Chula Vista Heritage Museum and participated in the successful installation of the Drop Hammer Artifact on Third Avenue.
- Added over 200 digital audiobooks to the material collection. This collection of titles has a 100% circulation rate.
- Increased EastLake Library's Japanese Language book collection by 43%.
- Added the first ever Filipiniana collection to the EastLake Branch, which includes books, CDs, and DVDs.

- Re-engineered the materials check-in process at the Civic Center Branch Library to reduce materials return-to-shelf times from 4 days to 1 day.
- Added 19 new Internet computers at the South Chula Vista Branch Library for adults and children using grant funds from the Bill and Melinda Gates Foundation.

KEY PERFORMANCE MEASURES

	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 ESTIMATED	2008-09 PROJECTED
# of patrons (door count)	1,170,168	1,148,024	1,200,000	1,250,000

CITY OF CHULA VISTA

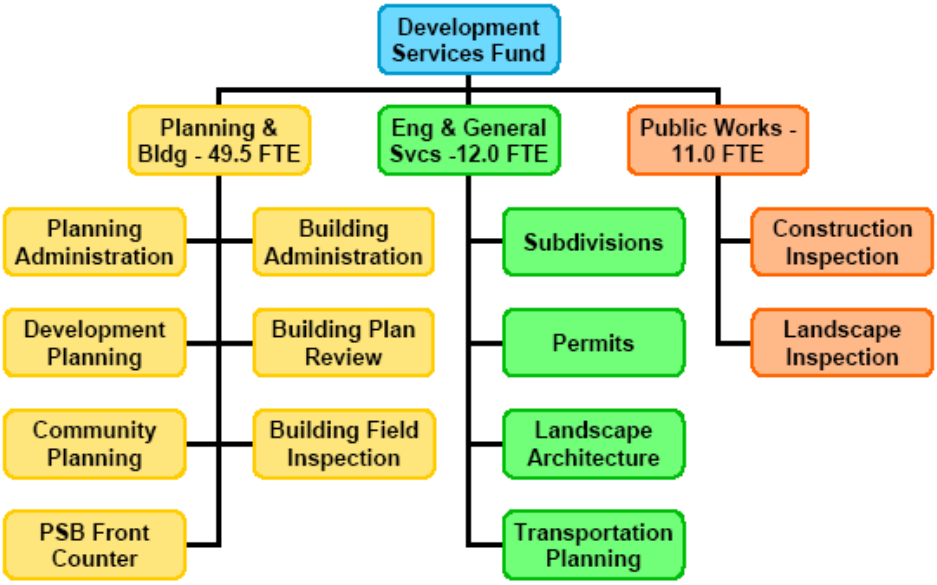
PROPOSED BUDGET

DEVELOPMENT SERVICES FUND

FISCAL YEAR 2009

DEVELOPMENT SERVICES FUND

The Development Services fund accounts for revenues and expenditures related to the processing of development plans and permits. The fund is comprised of seven lines of business providing direct services to property owners, developers, and the City as required for the entitlement and/or improvement of property. The services provided encompass all development activities, including land use entitlements; public infrastructure, open space, and landscape planning; public infrastructure construction and grading permits; building permits; and inspection of all permitted projects. The fund consists of four divisions: Planning, Building, Engineering, and Public Works. The fund structure by division (including authorized staffing) is illustrated below.

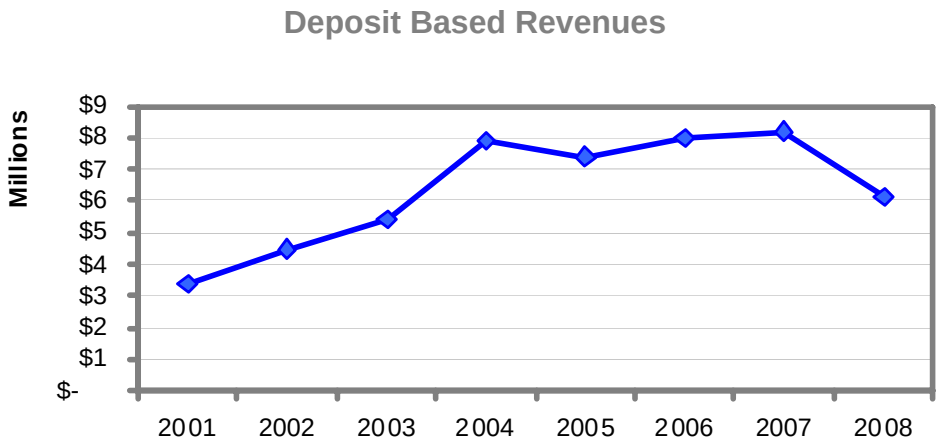


The lines of business in the Development Services fund often work collaboratively, particularly in the completion of large projects. The Otay Ranch Town Center, which opened in October 2006, is an example of one such project. All transactions for the applicant were processed by the Development Services Counter, Development Planning completed the land-use entitlements for the applicant, Development Engineering reviewed and permitted the public infrastructure for the project (streets, curbs, sewers, etc.) and the project's grading plans, Public Works Inspection inspected the public infrastructure improvements and grading, and Building Services approved construction plans and completed structural inspections and private infrastructure inspections. Landscape Architecture ensured the public landscaping and streetscape surrounding the Town Center was consistent with the character of the community.

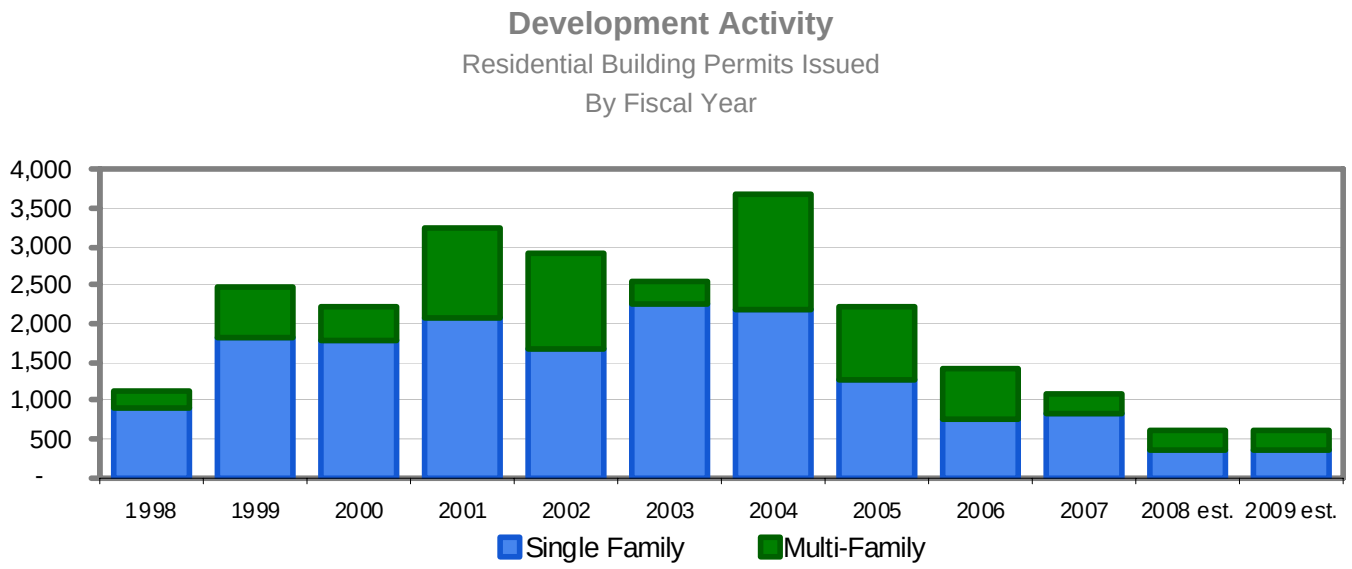
Historically, all development processing revenues posted to the City's General fund, which also accounted for all development services staffing and associated expenditures. Beginning in fiscal year 2008-09, all development funded staff will be budgeted directly in the Development Services fund, with all processing revenues posting to the new fund as well. Consolidating all development service cost centers in a single fund more clearly isolates development related costs and revenues from General fund supported services; thereby making the nexus between development related activities, costs, fees, and revenues more transparent. This will also assist in identifying any structural imbalances as development fluctuates, with the goal of avoiding impacts to the General fund reserves.

REVENUES

Development revenues have been a significant revenue source for the City during the last 10 years. In fiscal year 2007-08, development revenues represented 7.1% of total General fund revenues. Development related revenues consist of two categories: development processing fee revenues and deposit based revenues. Development processing fee revenues include building permits, planning fees, other building department fees, and engineering fees. Deposit based revenues are generated through staff time reimbursements related to specific projects. As seen on the chart below, development activity has dropped significantly in recent years from a high of 3,600 in 2004 to an estimated 600 in 2008. For budgeting purposes during fiscal year 2008-09, a total of 600 residential units per year are assumed in projecting development related revenues.

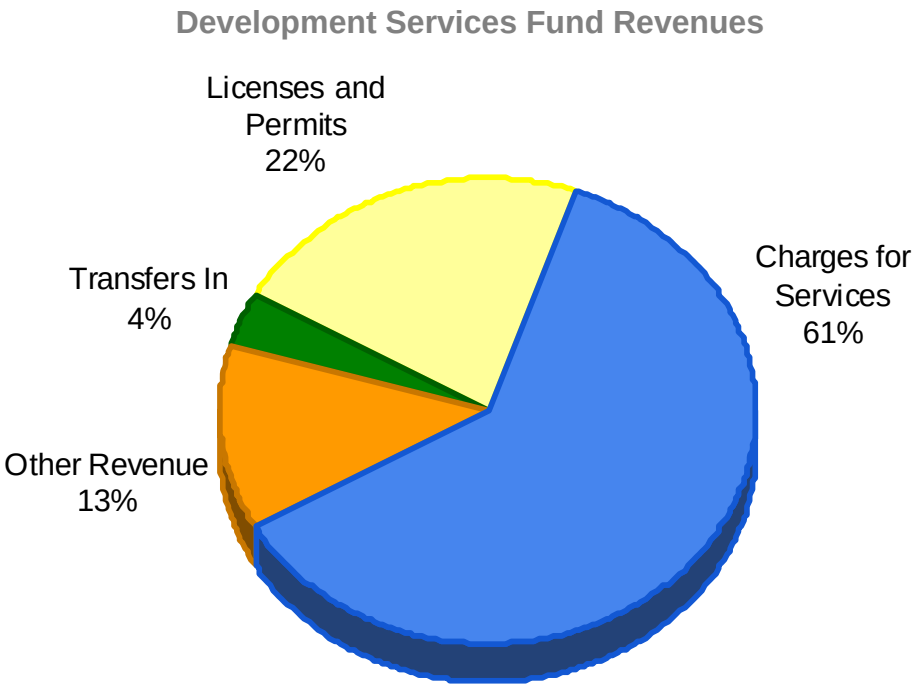


*Actual revenues from 2001 through 2007. 2008 revenues are per current departmental projections.



Actual Building Permits issued from fiscal year 1997-98 to 2006-07. Forecasted Building Permits issued for fiscal year 2007-08 and 2008-09.

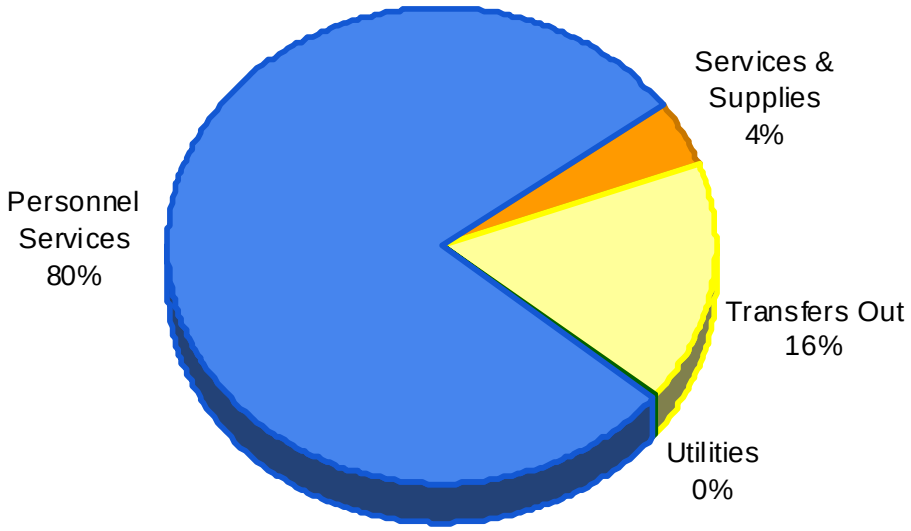
In March 2007, the City Council adopted a new Planning and Building fee schedule. The new fees, prepared by an expert consultant and supported by the Building Industry Association, were calculated to recover the full cost of the services provided by these lines of business, thereby ensuring that new development pays for itself. As such, resources dedicated to development can be adjusted to meet demand, as reflected by the revenue flow. There are multiple revenue sources to the Development Services fund, but it is primarily dependent on fees and charges, as shown in the chart below. Transfers-in reflect Council approved General fund subsidies for water heater and gas line replacement and photovoltaic permits.



EXPENDITURES

As illustrated in the following chart, expenditures in the Development Services fund are weighted toward staffing, much the same as the City's overall budget. Capital expenditures for infrastructure improvements are included in the Capital Improvement Budget, although staff in the Development Services fund generate revenue through charges to capital improvement projects. Transfers-out reimburse the General fund for citywide overhead for all four divisions, and departmental overhead for the Engineering and Public Works divisions. Citywide overhead includes support costs associated with Finance, Human Resources, Information Technology Services, Budget and Analysis, Custodial Services, and City Attorney. Department overhead includes the costs associated with the Director, Assistant Director, and clerical staff for Engineering and Public Works.

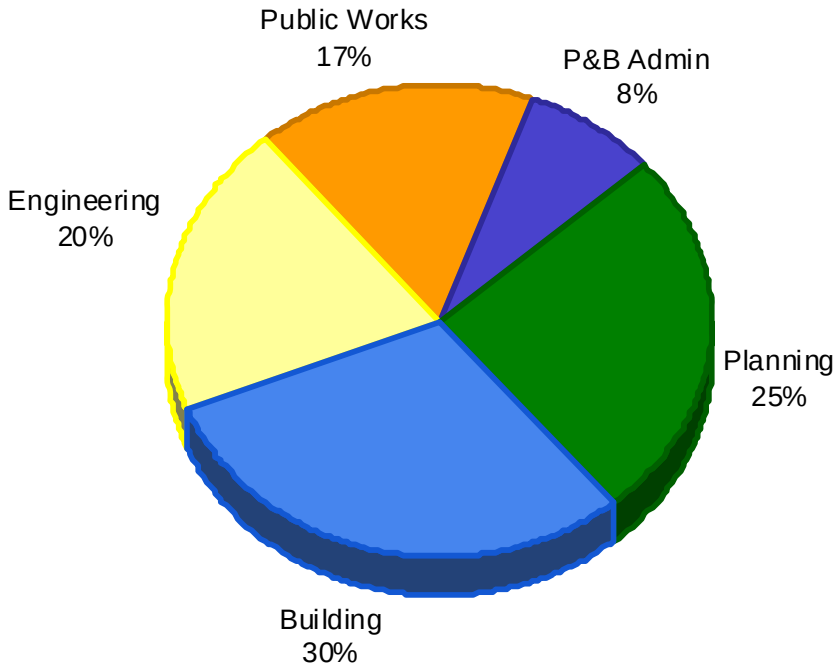
Development Services Fund Expenditures



The following chart shows the expenditure budget distribution by division within the Development Services fund. Planning and Building services represent 63% of fund expenditures, Engineering services represent 20%, and Public Works inspection services represent 17%.

Development Services Fund Expenditures

By Department



CITY OF
CHULA VISTA

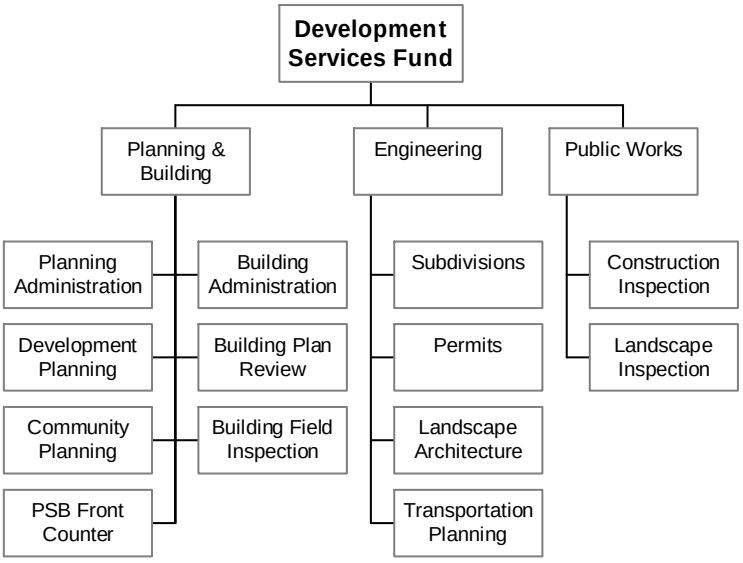
DEVELOPMENT SERVICES

SUMMARY OF DEPARTMENT RESOURCES

	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 AMENDED	2008-09 PROPOSED
Personnel Services	$0	$0	$0	$8,478,579
Supplies and Services	$0	$0	$0	$468,533
Utilities	$0	$0	$0	$21,923
Transfers Out	$0	$0	$0	$1,768,865
Expenditure Totals	**$0**	**$0**	**$0**	**$10,737,900**
Revenue Totals	**$0**	**$0**	**$0**	**$10,877,685**
Authorized Full Time Positions	**0.00**	**0.00**	**0.00**	**72.00**
Authorized Hourly Positions	**0.00**	**0.00**	**0.00**	**0.00**

Note 1: The fiscal year 2008-09 budget reflects the establishment of the Development Services Fund, these positions were previously budgeted in Planning & Building, Public Works, Engineering, and General Services.

ORGANIZATIONAL CHART



STRATEGIC GOALS

CUSTOMER RELATIONS

- By 2010, serve 25% of customers via Internet, versus the public counter at the Public Services Building.

> ***Status:*** *In FY 2007-08, approximately 19% of our zoning queries were handled on the E-Zoning link on the City's website. This was a 10% increase over the prior year.*

DEVELOPMENT ENGINEERING

- By 2007, 90% of development plan reviews will be completed within established turnaround timeframes.

> ***Status:*** *In FY 2006-07 year-to-date, 63% of 49 development plan reviews completed were completed within the established turnaround goal of 100 total days in-house. However, the average time required to complete development plan reviews met the turnaround timeframe of 100 days.*

GENERAL PLAN VISION AND GOALS

- By 2010, add 28,600 jobs to the local economy.

> ***Status:*** *In FY 2007-08, development in Chula Vista created or maintained an estimated 700 jobs in the local economy. This was a decrease from the FY 2006-07 level of 1,500 due to economic market downturns, and the drop in building activity.*

- By 2010, create 7,200 additional homes, of which 10% will be Affordable Housing.

> ***Status:*** *In FY 2005-06 and FY 2006-07, 2,252 new homes were completed. In FY 2007-08, 463 units are estimated to be completed, 10% of which were affordable housing.*

STRATEGIC GOALS

- By 2010, add $15.5 Million in annual retail sales tax to the General Fund.

  Status: *In FY 2007-08, added $6.2 Million in estimated retail sales tax.*

- By 2010, add $3 Million to the City's annual share of revenue from property tax.

  Status: *In FY 2005-06 and FY 2006-07, the City has increased the City's annual share of revenue from property tax by $1,044,689 through building construction. In FY 2007-08, $233,109 was added in estimated property tax.*

LINE OF BUSINESS: ADMINISTRATION & SPECIAL PROJECTS

The purpose of the Administration and Special Projects line of business is to provide administration and support to the Planning and Building Department and maintain department-wide systems.

CORE SERVICES

- Department management and operations
- Emergency preparedness program
- Grants administration
- Public notices and translations
- Special projects
- Work programs
- Departmental strategic planning
- Financial management
- Implementation of automation strategies
- Records management and automation
- Staff support for Boards and Commissions
- Zoning code update

RESOURCE SUMMARY

	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 AMENDED	2008-09 PROPOSED
Personnel Services	$0	$0	$0	$1,346,731
Supplies and Services	$0	$0	$0	$206,882
Utilities	$0	$0	$0	$1,829
Transfers Out	$0	$0	$0	$214,743
Expenditure Totals	**$0**	**$0**	**$0**	**$1,770,185**
Revenue Totals	**$0**	**$0**	**$0**	**$1,759,367**
Authorized Full Time Positions	**0.00**	**0.00**	**0.00**	**10.50**
Authorized Hourly Positions	**0.00**	**0.00**	**0.00**	**0.00**

MAJOR ACCOMPLISHMENTS

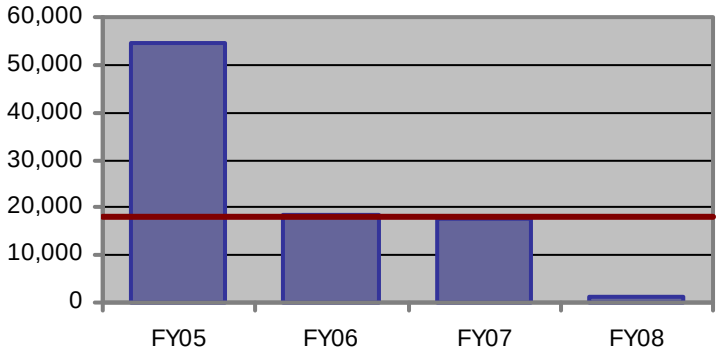
- 188 FEMA training courses completed in FY06-07 by 66 staff, for an average of 2.8 Federal Disaster Preparedness certificates per employee, representing 73% of department staff.
- Advertised 67 project specific public notices, all of which were also translated into Spanish.
- Accela GIS went live in April 2008 at the counter, a tool giving staff direct access to view geographic representations of all land-use, zoning, and infrastructure information associated with a parcel, permit, inspection, or plan, thereby enhancing customer service.

KEY PERFORMANCE MEASURES

	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 ESTIMATED	2008-09 PROJECTED
# of planning case files digitized	757.00	1,845.00	9.00	0.00
# of images digitized annually	220,869	301,270	12,210	182,000
% of permanent record digitizing goal attained (200,000 records)	110%	151%	1%	91%
% of department staff trained in Federal emergency preparedness	N/A	46%	48%	50%

Description: Planning & Building Records Digitized

Planning & Building Records Digitized



Notes:

DEVELOPMENT SERVICES

LINE OF BUSINESS: DEVELOPMENT PLANNING

The purpose of the Development Planning line of business is to act as the primary interface with the public for all required land use and design review permits outside of Otay Ranch; and to guide implementation of the Otay Ranch community plans to ensure projects when constructed follow the principles of smart growth set forth in the planning stages.

CORE SERVICES

- Design Manual updates
- EIR reviews and preparation
- Landscape Manual updates
- Specific Planning Area (SPA) plans
- Zoning Map updates
- Development plan reviews
- General Development Plan (GDP)
- Local Coastal Program updates
- Zoning Code updates

RESOURCE SUMMARY

	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 AMENDED	2008-09 PROPOSED
Personnel Services	$0	$0	$0	$2,068,660
Supplies and Services	$0	$0	$0	$44,051
Utilities	$0	$0	$0	$2,866
Transfers Out	$0	$0	$0	$338,476
Expenditure Totals	**$0**	**$0**	**$0**	**$2,454,053**
Revenue Totals	**$0**	**$0**	**$0**	**$3,013,538**
Authorized Full Time Positions	**0.00**	**0.00**	**0.00**	**18.00**
Authorized Hourly Positions	**0.00**	**0.00**	**0.00**	**0.00**

MAJOR ACCOMPLISHMENTS

- Completed the planning for High Tech High.
- Completed 25 administrative and 30 public hearing entitlements.
- Ongoing administrative entitlement processing of the Towncenter at Otay Ranch.
- Ongoing implementation of Otay Ranch Village 2 through design review of neighborhood plans.

- Eastern Urban Center SPA Plan and EIR are under review and preparation.

KEY PERFORMANCE MEASURES

	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 ESTIMATED	2008-09 PROJECTED
% of major and minor permit reviews completed on time	N/A	N/A	N/A	80%
# other planning entitlement applications	191	194	148	149
# large family daycares	14	20	12	10
# of initial environmental reviews	28	39	19	47
# of conditional use permits	102	97	47	43

LINE OF BUSINESS: BUILDING SERVICES

The purpose of the Building Services line of business is to provide plan review and project inspection services related to building permits.

CORE SERVICES

- Archiving building permits
- Building inspection training sessions
- Building permits
- Plan review audits from consultants and staff
- Plan reviews
- Building inspection audits
- Building inspections
- Emergency preparedness training sessions
- Plan review training sessions
- Special inspections

RESOURCE SUMMARY

	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 AMENDED	2008-09 PROPOSED
Personnel Services	$0	$0	$0	$1,482,348
Supplies and Services	$0	$0	$0	$82,929
Utilities	$0	$0	$0	$14,736
Transfers Out	$0	$0	$0	$242,256
Expenditure Totals	**$0**	**$0**	**$0**	**$1,822,269**
Revenue Totals	**$0**	**$0**	**$0**	**$1,909,700**
Authorized Full Time Positions	**0.00**	**0.00**	**0.00**	**14.00**
Authorized Hourly Positions	**0.00**	**0.00**	**0.00**	**0.00**

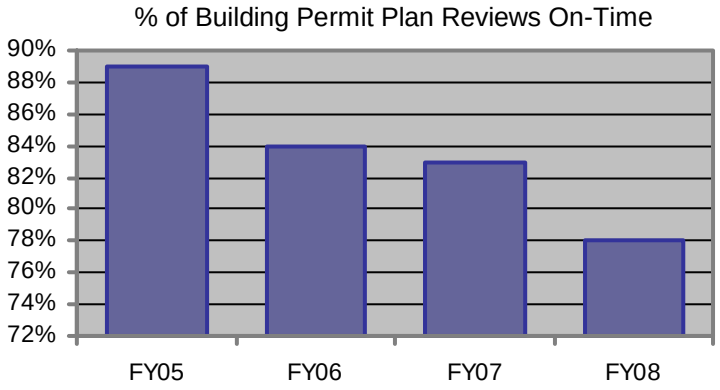
MAJOR ACCOMPLISHMENTS

- All staff in the Emergency Operations Center obtained Incident Command System (ICS) 300 certifications.

KEY PERFORMANCE MEASURES

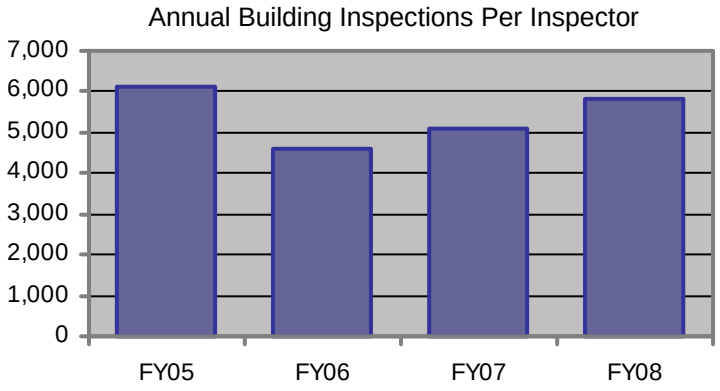
	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 ESTIMATED	2008-09 PROJECTED
# of building inspections performed	60,128	53,483	38,000	38,000
% of construction inspection requests responded to on next workday	98%	98%	95%	98%
# of hours of training per week for building inspection and plan review staff	1	2	1	1

Description: % of Building Permit Plan Reviews On-Time



Notes:

Description: Annual Building Inspections Per Inspector



Notes:

LINE OF BUSINESS: COUNTER OPERATIONS

The purpose of the Counter Operations line of business is to act as the primary Development Services interface with the public and development industry for the Planning and Building Department and provide information related to the processing and issuing of building and planning permits.

CORE SERVICES

- Applicant assistance
- Building permits
- Over-the-counter permits
- Permit/property research services
- Building code interpretation
- Customer contacts
- Permit and entitlement fee collection
- Plan check

RESOURCE SUMMARY

	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 AMENDED	2008-09 PROPOSED
Personnel Services	$0	$0	$0	$699,234
Supplies and Services	$0	$0	$0	$9,080
Transfers Out	$0	$0	$0	$109,908
Expenditure Totals	**$0**	**$0**	**$0**	**$818,222**
Revenue Totals	**$0**	**$0**	**$0**	**$278,000**
Authorized Full Time Positions	**0.00**	**0.00**	**0.00**	**6.50**
Authorized Hourly Positions	**0.00**	**0.00**	**0.00**	**0.00**

MAJOR ACCOMPLISHMENTS

- Implemented cross training for all counter staff.
- Implemented new fee schedule.
- Implemented a recorded surveillance system for staff security.
- Implemented Q-Matic, an automated system for tracking customer wait times, transaction times, and managing counter staff performance.
- Implemented a Customer Service Plan for the Development Services Counter.

- Launched E-Zoning, an automated tool for researching property without needing to wait in line at the counter.
- Opened newly remodeled Development Services Counter, which combines the functions of Building, Planning, Code Enforcement, Business License and Engineering into one convenient location.

KEY PERFORMANCE MEASURES

	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 ESTIMATED	2008-09 PROJECTED
Average waiting time for counter customers (minutes)	N/A	9	10	10
% of customer surveys reporting satisfied or better	N/A	90%	90%	90%
% of customer phone calls returned within 24 hours	N/A	60%	90%	90%

LINE OF BUSINESS: DEVELOPMENT ENGINEERING

The purpose of the Development Engineering line of business is to provide professional engineering services for the public including management of the entitlement process and the creation of financing systems for the construction and long-term maintenance of public infrastructure.

CORE SERVICES

- Construction and grading permit approvals
- Counter services
- Grading and improvement plan reviews
- Planning & Building Dept project reviews
- Traffic related permit approvals
- Council/Constituent referrals
- Development and maintenance agreements
- Parcel and subdivision map reviews
- Special district creation
- Utility permit approvals

TRANSPORTATION PLANNING

- Circulation Plan
- General Plan transportation element updates, amendments, re-zonings

RESOURCE SUMMARY

	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 AMENDED	2008-09 PROPOSED
Personnel Services	$0	$0	$0	$1,207,269
Supplies and Services	$0	$0	$0	$24,850
Utilities	$0	$0	$0	$1,446
Transfers Out	$0	$0	$0	$373,860
Expenditure Totals	**$0**	**$0**	**$0**	**$1,607,425**
Revenue Totals	**$0**	**$0**	**$0**	**$1,747,365**
Authorized Full Time Positions	**0.00**	**0.00**	**0.00**	**9.00**
Authorized Hourly Positions	**0.00**	**0.00**	**0.00**	**0.00**

MAJOR ACCOMPLISHMENTS

- Preparation of post SR-125 Report.
- Opening of the SR-125.
- Establishment of Western Transportation Development Impact Fee (WTDIF).

- Bayfront Environmental Impact Report.
- Implementation of revised Bond tracking system.
- First Final A Map for Otay Ranch Village Two recorded.
- Annexed Otay Ranch Village Two to existing Pedestrian Bridge Development Impact Fee area for Otay Ranch.

KEY PERFORMANCE MEASURES

	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 ESTIMATED	2008-09 PROJECTED
% of plan reviews completed within established turnaround time (100 days)	57%	63%	50%	50%
% of counter customer surveyed reporting satisfied or better	N/A	N/A	80%	80%

LINE OF BUSINESS: LANDSCAPE ARCHITECTURE

The purpose of the Landscape Architecture line of business is to provide development review and project management services to City staff, the development community and the public so they can enjoy quality developments that are constructed expeditiously and responsibly.

CORE SERVICES

- Inspections
- Plan reviews/checks
- Standards and Procedures
- Park Master Plans
- Project management

RESOURCE SUMMARY

	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 AMENDED	2008-09 PROPOSED
Personnel Services	$0	$0	$0	$350,621
Supplies and Services	$0	$0	$0	$3,200
Utilities	$0	$0	$0	$378
Transfers Out	$0	$0	$0	$112,989
Expenditure Totals	**$0**	**$0**	**$0**	**$467,188**
Revenue Totals	**$0**	**$0**	**$0**	**$412,925**
Authorized Full Time Positions	**0.00**	**0.00**	**0.00**	**3.00**
Authorized Hourly Positions	**0.00**	**0.00**	**0.00**	**0.00**

MAJOR ACCOMPLISHMENTS

- The preliminary stages of park & landscape planning review of the Eastern Urban Center.
- In construction, McCandliss Park (PR-179) - Upgrading ADA accessibility to the park with a new play area and improved lighting.
- Completion of Lauderbach Park (PR295) Phase 1 Improvements (Enclosure of the part of the park for use by the boys and girls club is complete) and in construction, Phase 2 (New restroom, new play area lighting upgrades and misc. small improvements around the park). The project is a joint effort between the Community, Engineering & General Services and Police Crime Prevention Officers to increase use of the park.

- The completion and opening of the Otay Park Improvements (PR284) - new softball/soccer field, new play areas, new grading & drainage, new walkway network, new planting & irrigation, new performance/gathering area and new lighting.

KEY PERFORMANCE MEASURES

	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 ESTIMATED	2008-09 PROJECTED
% landscape plan reviews completed within established turnaround time	N/A	N/A	90%	90%

LINE OF BUSINESS: PW INSPECTION SERVICES

The purpose of the Inspection Services line of business is to provide inspection, enforcement, education, contract and permit administration services to the developers and City departments so they can comply with City construction standards, so the public receives the benefits of durable and safe public infrastructure.

CORE SERVICES

- Code violation investigations
- Contract administration
- Plan reviews
- Construction site traffic control safety inspections
- Inspections

RESOURCE SUMMARY

	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 AMENDED	2008-09 PROPOSED
Personnel Services	$0	$0	$0	$1,323,716
Supplies and Services	$0	$0	$0	$97,541
Utilities	$0	$0	$0	$668
Transfers Out	$0	$0	$0	$376,633
Expenditure Totals	**$0**	**$0**	**$0**	**$1,798,558**
Revenue Totals	**$0**	**$0**	**$0**	**$1,756,789**
Authorized Full Time Positions	**0.00**	**0.00**	**0.00**	**11.00**
Authorized Hourly Positions	**0.00**	**0.00**	**0.00**	**0.00**

MAJOR ACCOMPLISHMENTS

- Completion of drainage improvements in Emerson Street from First Avenue to Fifth Avenue in conjunction with Engineering & General Services.
- Completion of sidewalk and street reconstruction and pavement preservation work on Otay Lakes Road between Bonita Road and Ridgeback Road in conjunction with Engineering & General Services.
- Completion of approximately $5 million in pavement preservation projects in conjunction with Engineering & General Services.

- Coordination with Southbay Expressway for the December 2007 opening of SR-125 in conjunction with Engineering & General Services.

KEY PERFORMANCE MEASURES

	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 ESTIMATED	2008-09 PROJECTED
% of traffic controls on major and arterial roads inspected once a day. Actual = 1384, Required = 1431	N/A	97%	100%	100%

CITY OF
CHULA VISTA

CITY OF CHULA VISTA

PROPOSED BUDGET

REDEVELOPMENT AND HOUSING FUNDS

Redevelopment Agency Funds

Housing Authority Funds

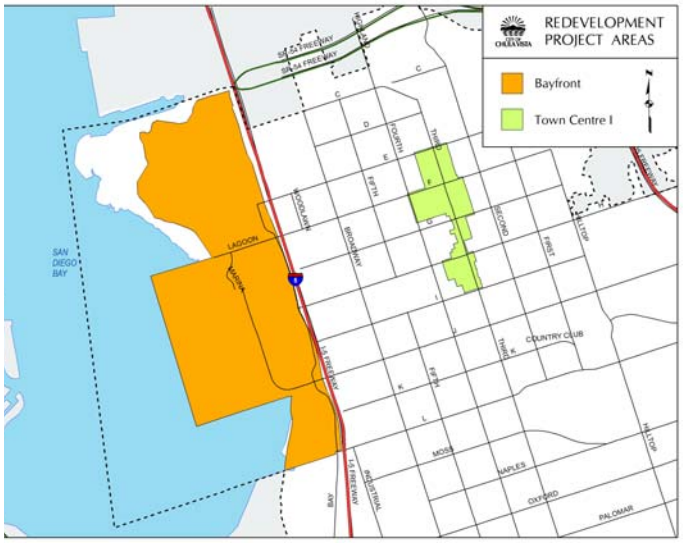
FISCAL YEAR 2009

REDEVELOPMENT AGENCY FUNDS

The Chula Vista Redevelopment Agency was created on October 24, 1972 by City Council Ordinance. The goals of the Redevelopment Agency are to reduce blight and to encourage new development, reconstruction, and rehabilitation of residential, commercial, industrial, and retail uses. Since the Agency's creation, the City has adopted and amended six project areas to encompass a total of approximately 3,563 acres of City territory. Current land uses within these areas are mostly commercial and industrial, but also include residential (primarily high and medium-high density) and public uses (e.g., governmental administrative centers, corporation yards, streets, etc.).

In 1979 and 2000, the City financially merged the various project areas into two primary configurations: (1) the Merged Bayfront/Town Centre I Redevelopment Project Area (1979) and (2) the Merged Chula Vista Redevelopment Project Area (2000). The merger of project areas allows the Agency to pool tax increment revenues generated in different project areas and leverage them appropriately to create benefit for the entire merged project area. The following provides a brief historical summary of the Agency's two merged project areas.

MERGED BAYFRONT/TOWN CENTRE I PROJECT AREA

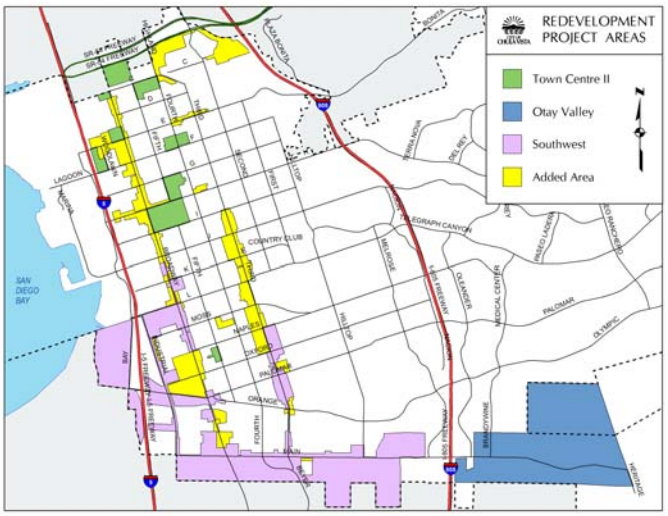


Following its creation in 1972, the Agency's initial focus and resources were dedicated to the City's waterfront and the historic downtown Third Avenue business corridor. On July 16, 1974, the City adopted the Bayfront Original Project Area, which encompassed approximately 637 acres of territory east of the mean high tide line.

Two years later, the City adopted the Town Centre I Project Area, encompassing approximately 138 acres of territory located along and around the downtown Third Avenue business corridor. In July 1979, the two project areas were consolidated into a single Merged Bayfront/Town Centre I Redevelopment Project Area to "pool" resources and issue bonds for financing redevelopment activities.

To help facilitate planning efforts along the waterfront, the City adopted the Bayfront Amended Project Area in 1998, adding approximately 398 acres of territory west of the mean high tide line to the Merged Bayfront/Town Centre I Project Area

MERGED CHULA VISTA PROJECT AREA



As the City's population and economic growth expanded to the south and east during the next thirty years, the City incorporated additional urbanized territories to project areas to leverage expanding development trends to address growing housing and infrastructure needs.

The Town Centre II Original Project Area was adopted in 1978 and included the Chula Vista Shopping Center along with a number of commercial properties along the Broadway business corridor. In 1988, additional territory was added through adoption of the Town Centre II Amended Project Area.

In 1983, the City adopted the Otay Valley Project Area to capture and leverage revenues generated in the City's Auto Park Specific Plan areas. It encompasses 771-acres and contains light industrial, entertainment and large retail uses, including the Cricket Wireless Amphitheater, Knott's Soak City water park, the Chula Vista Auto Park and a 25-acre Chula Vista Public Works Center.

In 1985, the City annexed approximately 2,500 acres known as the Montgomery Area. The Southwest Project Area was established in 1990 to help address the area's historical infrastructure issues as an unincorporated County community. Additional territory was added to that area in 1991 through the adoption of the Southwest Amended Project Area. It is the largest project area at 1,050 acres, primarily featuring small family-run industrial and commercial uses, along with residential development.

In 2004, the City approved a new Project Area called the Added Area that includes approximately 494 acres of property that is generally contiguous to the other existing Project Areas and provides opportunities for increased collection of tax increment revenues. Expansion of the Project Area also enables the Agency to more consistently implement redevelopment projects in the majority of the commercially zoned areas in the western part of Chula Vista, particularly Broadway and Third Avenue where (in many areas) the Agency previously did not have redevelopment authority.

The RDA focuses on the development of sustainable neighborhoods through a variety of investments such as:

- Crime reduction through elimination of blight,
- Improve infrastructure and public facilities,
- Provide funds for valuable public services,
- Support small business and enhance job opportunities,
- Revive business districts and downtowns

HOUSING SET ASIDE

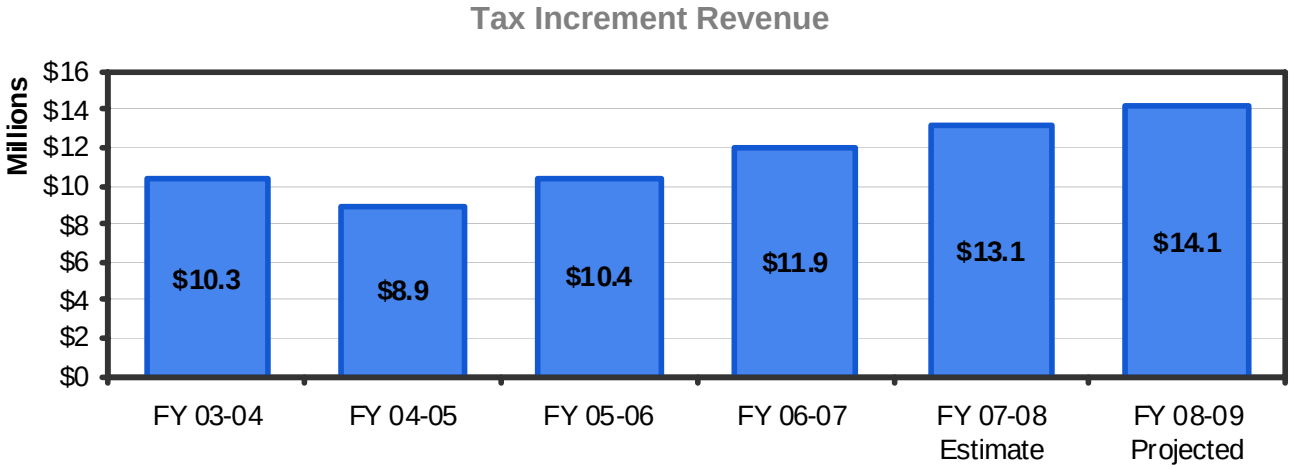
In addition to the plans, activities, and projects just described in the redevelopment work programs, the facilitation and financing of affordable housing in the project areas is an important and mandatory function of redevelopment. As tax increment revenues are generated in redevelopment project areas, 20 percent of the gross revenue stream is immediately set aside and placed in the Low and Moderate Income Housing Fund. Those funds, pooled with other federal and state resources and tax credits, provide an important financing tool to assist in the development of income-restricted, affordable housing projects. Low and Moderate Income Housing Funds also provide important financing for:

- Housing programs, including First Time Homebuyer
- Land purchases for affordable housing
- Rehabilitation of existing multifamily housing

Annual deposits into the Low and Moderate Housing Fund for the next five years are currently estimated to range from $2.7 million in fiscal year 2008-09 to $2.9 million in fiscal year 2012-13. Low and Moderate Housing Fund monies may be spent anywhere in the City of Chula Vista. To promote safe and sanitary affordable housing in western Chula Vista, however, the Agency should focus and prioritize these important resources within redevelopment project areas in neighborhoods of greatest need. The construction of new affordable housing within project areas is also required by statute. State redevelopment law contains an inclusionary housing requirement that provides that at least 15 percent of all new and substantially rehabilitated dwelling units developed within a redevelopment project area be available at affordable housing costs to, and occupied by, persons and families of low and moderate income (Health and Safety Code §33413(b)). Of this 15 percent, at least 60 percent must be available to low and moderate income persons or families. At least 40 percent must be available to very low income persons or families.

RDA BUDGET SUMMARY

The Agency receives tax increment revenues resulting from increases in the assessed valuation within the redevelopment project areas over the base year assessed valuation. Tax increment revenues (prior to pass throughs) for fiscal year 2008-09 are projected at $14.1 million, an increase of $1 million over fiscal year 2007-08 estimates.



Note 1: Tax Increment Revenues are reflected prior to pass throughs to other agencies.
Note 2: Fiscal year 2003-04 tax increment contained a one-time adjustment of Unitary Tax revenue of $1.3 million related to the South Bay power plant.

The Agency budget is organized into two distinct groupings of funds. The groupings are Redevelopment Agency Project Area Funds and Tax Agreement and Debt Service Funds. The Project Area Funds are the primary operating funds for the Redevelopment Agency. The Tax Agreement and Debt Service funds are used to pay for Agency debt service on its outstanding Tax Allocation Bonds, Certificates of Participation and the Advances and other debt of the Agency. Also included in this group are funds to make payments for the negotiated tax agreements with the County of San Diego, County Office of Education, Sweetwater Unified High School District, Chula Vista Elementary School District and Southwestern Community College District.

FUND DESCRIPTIONS

The Agency budget is organized into two distinct groupings of funds. The groupings are the Redevelopment Agency Project Area Funds and Tax Agreement /Debt Service Funds.

Fund 611 and 651 Redevelopment Project Area Funds

The Project Area Funds are the primary operating funds for the Redevelopment Agency. This fund accounts for revenue received from tax increment within the redevelopment project areas and is used to fund operating expenditures, debt service, and Agency capital projects.

Tax Agreement and Debt Service Funds

The Tax Agreement and Debt Service funds are used to pay for Agency debt service on its outstanding Tax Allocation Bonds, Certificates of Participation and the Advances and other debt of the Agency. Also included in this group are funds to make payments for the negotiated tax agreements with the County of San Diego, County Office of Education, Sweetwater Unified High School District, Chula Vista Elementary School District and Southwestern Community College District.

Fund 689 – RDA 2000 Tax Allocation Bonds

This is the Redevelopment Agency 2000 Tax Allocation Bonds (Merged Redevelopment Project) in the amount of $17,000,000. The Merged Redevelopment Project was created on August 22, 2000, pursuant to an amendment to the redevelopment plans for the three of the Agency's four existing redevelopment projects, the Town Centre II Project Area, the Otay Valley Project Area and the Southwest Project Area. The Bonds were issued to provide funds for the repayment of certain obligations of the Merged Redevelopment Project and other interfund loans, and for general redevelopment purposes. The term of the Bonds is through the year 2030.

Fund 695 – 2006 Senior Tax Allocation Refunding Bonds, Series A

In July 2006, the Redevelopment Agency issued the 2006 Senior Tax Allocation Bonds, Series A in the amount of $13,435,000 to refinance the Agency's outstanding Bayfront/Town Centre Redevelopment Project 1994 Senior Tax Allocation Refunding Bonds Series A (the "1994 A Bonds). The original bonds were issued to finance improvements in the Bayfront/Town Centre Project Areas. The Annual Debt Service is paid from property tax increment generated in the project areas. The term of the bonds runs through 2027.

Fund 696 – 2006 Subordinate Tax Allocation Refunding Bonds, Series B

In July 2006, the Redevelopment Agency issued the 2006 Subordinate Tax Allocation Bonds, Series B in the amount of $12,325,000 to refinance the Agency's outstanding Bayfront/Town Centre Redevelopment Project 1994 Senior Tax Allocation Refunding Bonds Series D (the "1994 D Bonds) and the 1994 Subordinate Tax Allocation Refunding Bonds, Series C (the 1994 C Bonds) The original bonds were issued to finance improvements in the Bayfront/Town Centre Project Areas. The Annual Debt Service is paid from property tax increment generated in the project areas. The term of the bonds runs through 2021.

Fund 693 – 2005 Taxable Revenue Bonds Series A – CRA/ERAF Loan Program

In April 2005, the Agency entered into a Loan Agreement with the California Statewide Communities Development Authority to borrow the amount of $765,000. This amount was used to pay the Agency's portion of the 2005 Educational Revenue Augmentation Fund (ERAF) to the County of San Diego pursuant to Section 33681.12 of the California Health and Safety Code.

Fund 694 – 2006 Taxable Revenue Bonds Series A – CRA/ERAF Loan Program

In April 2006, the Agency entered into a Loan Agreement with the California Statewide Communities Development Authority to borrow the amount of $930,000. This amount was used to pay the Agency's portion of the 2006 Educational Revenue Augmentation Fund (ERAF) to the County of San Diego pursuant to Section 33681.12 of the California Health and Safety Code.

CITY OF
CHULA VISTA

REDEVELOPMENT AGENCY

MISSION STATEMENT

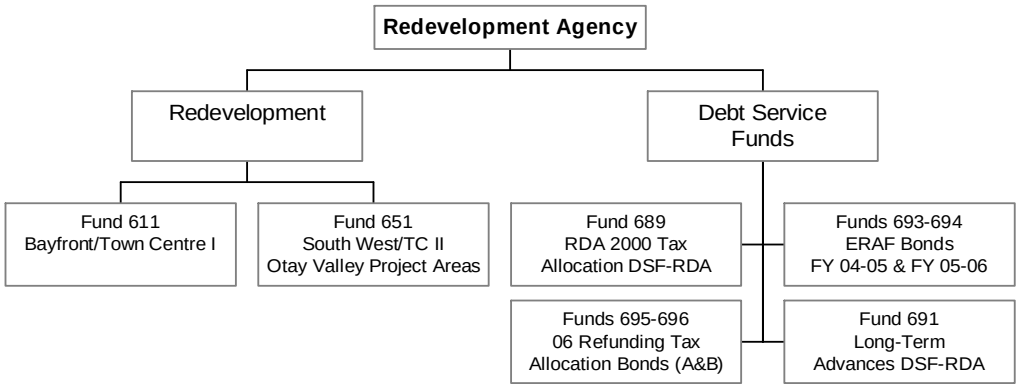
The mission of the Redevelopment Agency is to orchestrate the revitalization of declining neighborhoods, to attract new businesses to the area, and provide residents with open space, walkable neighborhoods, and affordable housing.

SUMMARY OF DEPARTMENT RESOURCES

	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 AMENDED	2008-09 PROPOSED
Personnel Services	$244	$61	$792,609	$989,894
Supplies and Services	$577,611	$521,206	$507,987	$519,103
Other Expenses	$17,689,356	$37,834,072	$11,082,488	$9,708,852
Utilities	$5,495	$3,335	$1,413	$1,300
Transfers Out	$2,498,539	$22,410,824	$2,831,142	$5,458,884
CIP Project Expenditures	$904,519	$172,419	$2,000,000	$221,364
Expenditure Totals	**$21,675,764**	**$60,941,917**	**$17,215,639**	**$16,899,397**
Revenue Totals	**$11,856,834**	**$54,087,954**	**$15,404,208**	**$15,506,533**
Authorized Full Time Positions	**0.00**	**1.00**	**6.00**	**10.00**
Authorized Hourly Positions	**0.00**	**0.00**	**0.00**	**0.00**

Note 1: Prior to fiscal year 2007-08, Redevelopment and Housing staff were included as part of the Community Development Department budget.

ORGANIZATIONAL CHART



STRATEGIC GOALS

REVITALIZE WESTERN CHULA VISTA

- By fiscal year 2008-09, enter into five development agreements for the construction of new housing and retail space on property located along the Third Avenue corridor and the E Street Trolley Station adding 100 new units and 100,000 square footage of additional commercial and industrial space.

> ***Status:*** *Over the past three years, the Agency has entered into a number of Exclusive Negotiating Agreements (ENAs) with qualified developers. The timelines for the ENAs were aligned with the proposed dates of adoption of the General Plan Update and the Urban Core Specific Plan. The Urban Core Specific Plan unfortunately took much longer than originally anticipated. The delay coupled with a nationwide recession has proven problematic for many of the developers working with the Agency. As a result, of the thirteen ENAs executed, only the ENA with Wakeland Housing & Development Corporation was completed with the Los Vecinos project now under construction, and two ENAs remain active, Voyage LLC and Galaxy Commercial Holding Corporation.*

REDEVELOPMENT AGENCY

LINE OF BUSINESS: REDEVELOPMENT

The purpose of the Redevelopment line of business is to provide leadership and support to the City's Redevelopment Agency in revitalizing adopted redevelopment project areas, with a special focus on reversing deteriorating economic and physical conditions; redeveloping blighted, underutilized, and vacant properties; improving infrastructure and public facilities; and producing revenues through the development of job generating properties.

CORE SERVICES

- Acquire real property
- Build or improve roads, utilities, & public facilities
- Eliminate blight
- Preserve open spaces
- Revitalize waterfronts
- Stimulate private reinvestment
- Attract new jobs & business
- Create affordable housing
- New legislation/policy review
- Rehabilitate homes & businesses
- Specific plans
- Transform hazardous waste sites (brownfields) into productive uses

RESOURCE SUMMARY

	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 AMENDED	2008-09 PROPOSED
Personnel Services	$244	$61	$792,609	$989,894
Supplies and Services	$569,045	$518,606	$493,987	$504,103
Other Expenses	$14,480,901	$7,537,299	$6,391,378	$4,696,906
Utilities	$5,495	$3,335	$1,413	$1,300
Transfers Out	$1,361,141	$8,786,523	$1,946,767	$5,158,884
CIP Project Expenditures	$904,519	$172,419	$2,000,000	$221,364
Expenditure Totals	**$17,321,345**	**$17,018,243**	**$11,626,154**	**$11,572,451**
Revenue Totals	**$8,929,562**	**$8,154,583**	**$11,219,723**	**$11,584,587**
Authorized Full Time Positions	**0.00**	**1.00**	**6.00**	**10.00**
Authorized Hourly Positions	**0.00**	**0.00**	**0.00**	**0.00**

MAJOR ACCOMPLISHMENTS

- Completed Gateway Phase II – creating more than 100,000 square feet of new commercial office space.

- Completion of Parking Management Study.
- Submitted application for EPA Brownfield Assessment Grant.
- Awarded EPA Brownfield Assessment Grant ($400,000).
- Extended the Letter of Intent with Gaylord Enterprises for a resort conference center on the Bayfront.
- Initiated Southwest Community Strengthening Strategies effort.
- Significant progress on completion of Parking Implementation Plan.
- Completed the transfer of the Rados property to BF Goodrich for expansion of their facility.
- Completed Gateway Phase II – creating more than 100,000 square feet of new commercial office space.

KEY PERFORMANCE MEASURES

	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 ESTIMATED	2008-09 PROJECTED
# of new housing units produced	N/A	N/A	0.00	0.00
# of public outreach and education meetings	N/A	N/A	175	150
$ Tax Increment Revenue	N/A	N/A	$13,100,000	$13,500,000

LINE OF BUSINESS: DEBT SERVICE FUNDS

The purpose of the Debt Service Fund line of business is to account for debt related to the Redevelopment Agency used to finance a wide variety of projects; property tax increment revenues fund the tax allocation bonds.

RESOURCE SUMMARY

	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 AMENDED	2008-09 PROPOSED
Supplies and Services	$8,566	$2,600	$14,000	$15,000
Other Expenses	$3,208,455	$30,296,773	$4,691,110	$5,011,946
Transfers Out	$1,137,398	$13,624,302	$884,375	$300,000
Expenditure Totals	**$4,354,419**	**$43,923,674**	**$5,589,485**	**$5,326,946**
Revenue Totals	**$2,927,272**	**$45,933,371**	**$4,184,485**	**$3,921,946**
Authorized Full Time Positions	**0.00**	**0.00**	**0.00**	**0.00**
Authorized Hourly Positions	**0.00**	**0.00**	**0.00**	**0.00**

MAJOR ACCOMPLISHMENTS

- Refunded 1994 Senior Tax Allocation Refunding Bonds, Series A, C, and D saving the Agency approximately $550,000 annually or approximately $4.8 million over the remaining 20 years of the bonds.

CITY OF
CHULA VISTA

HOUSING AUTHORITY FUNDS

The Housing Authority was formed in 1993. A Housing Authority can provide tax-exempt bond financing, own and operate housing, and operate various housing programs. The Chula Vista Housing Authority does not own or operate housing, and the Section 8 rental assistance programs including Public Housing are operated in Chula Vista by the County of San Diego Housing Authority. The staff of the Housing Authority provides comprehensive housing services for the City.

The Housing Funds are comprised of the Chula Vista Housing Authority, Community Development Block Grant (CDBG) Housing Program Fund and Low and Moderate Housing Fund. The Chula Vista Housing Authority fund is the clearinghouse for all housing related staff activity. Personnel expenses are budgeted here, and are reimbursed by various other funds such as the Low and Moderate Income Housing Fund, and CDBG Fund. The City's CDBG Housing Program Fund includes costs for loans to low-income families for housing rehabilitation. The Low and Moderate Income Housing Fund accounts for a statutorily required 20 percent set-aside of tax increment revenue earned by the Agency for development of affordable housing. As tax increment revenues are generated in redevelopment project areas, 20 percent of the gross revenue stream is immediately set aside and placed in the Low and Moderate Income Housing Fund. Those funds, pooled with other federal and state resources and tax credits, provide an important financing tool to assist in the development of income-restricted, affordable housing projects.

The Housing Funds will receive $900,000 in staff time reimbursements for administering the City's CDBG and HOME grants and for monitoring of bond covenants for affordable housing bonds issued by the City's Housing Authority.

The Housing Authority focuses on the development of sustainable neighborhoods through a variety of investments such as:

- Production of affordable housing and home ownership opportunities
- Revive business districts and downtowns
- Clean-up of contaminated properties
- Neighborhood beautification such as upgrading facades and sidewalks

FUND DESCRIPTIONS

The Housing Authority budget is a clearinghouse for several Housing Funds.

Housing Funds

The Housing Funds are comprised of the Chula Vista Housing Authority, CDBG Housing Program Fund and Low and Moderate Housing Fund.

Fund 313 Chula Vista Housing Authority

The Chula Vista Housing Authority accounts for all housing related activities not considered eligible for reimbursement by the Low and Moderate Income Housing Fund.

Fund 311 CDBG Housing Program Fund

The CDBG Housing Program Fund accounts for the revolving loan program (Community Housing Improvement Program) that lends money to low-income families for housing rehabilitation.

Fund 317 Low and Moderate Income Housing Fund

The Low and Moderate Income Housing Fund accounts for the statutorily required 20% set-aside of tax increment revenue earned by the Agency for development of affordable housing.

HOUSING AUTHORITY

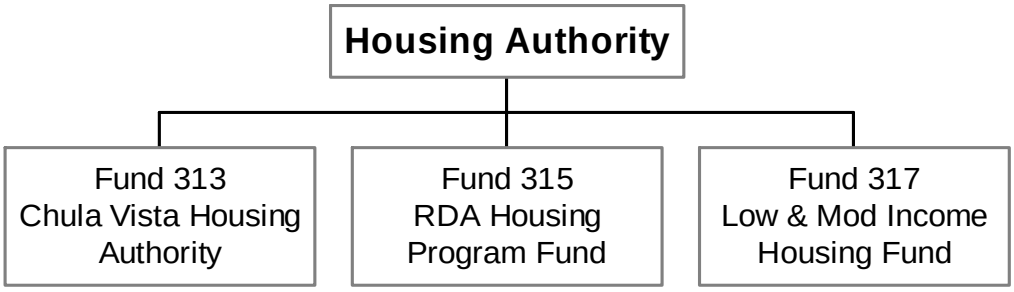
MISSION STATEMENT

The mission of the Housing Authority is to implement affordable housing programs pursuant to the City's General Plan and Housing Element while also managing the CDBG and HOME programs.

SUMMARY OF DEPARTMENT RESOURCES

	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 AMENDED	2008-09 PROPOSED
Personnel Services	$0	$0	$653,604	$823,324
Supplies and Services	$149,445	$88,598	$248,887	$270,080
Other Expenses	$444,305	$475,863	$1,071,529	$1,234,254
Operating Capital	$481,041	$100,362	$221,000	$6,000
Utilities	$1,589	$0	$720	$800
Transfers Out	$150,404	$299,079	$1,733	$275,842
Non-CIP Project Expenditures	$0	$0	$5,570,000	$0
Expenditure Totals	**$1,226,784**	**$963,902**	**$7,767,473**	**$2,610,300**
Revenue Totals	**$2,212,008**	**$2,753,686**	**$3,395,684**	**$3,900,931**
Authorized Full Time Positions	**0.00**	**0.00**	**5.00**	**7.00**
Authorized Hourly Positions	**0.00**	**0.00**	**0.00**	**0.00**

ORGANIZATIONAL CHART



STRATEGIC GOALS

IMPROVING QUALITY OF LIFE

- Ensure a policy framework that addresses the revitalization of western Chula Vista and assists in the creation of housing opportunities for very low, low, and moderate-income families.

> ***Status:*** *The Housing Element was approved by the City Council and State of California in fiscal year 2006-07. The first policy work the Department initiated was the Mobile Home Closure Ordinance. Work on the proposed ordinance paused in the Fall of 2007.*
>
> *In 2007-08 Housing and Redevelopment staff initiated the next phase of policy work to address Inclusionary Housing and Density Bonus. Conclusion of this work will occur in 2008-09.*

- By 2010, create 100 new affordable units, an 8% increase over the existing supply.

> ***Status:*** *Two projects were approved and initiated construction in the 2007-08 fiscal year. One project in the southwest, Los Vecinos, consists of 42 affordable units has removed a blighted motel and will include many sustainable "green" features. Another project in Otay Ranch, The Landings, consists of 92 3 bedroom units. Both projects should be completed in the 2008-09 fiscal year.*
>
> *The City Council approved a condominium conversion in early fiscal year 2007-08. The project will consist of 41 units for moderate-income buyers.*
>
> *And in 2007-08 a contractor was selected to operate the City's Down payment Assistance Program. The program provides proactive home loan counseling and down payment assistance for low-income buyers. A workshop for foreclosure prevention was held in Chula Vista in 2007-08 attended by over 200 people.*

HOUSING AUTHORITY

CORE SERVICES

- Affordable housing projects
- Contract administration & monitoring
- Financial reconciliation
- Grant Administration
- Inclusionary housing compliance
- Mobilehome rent review
- Reporting
- Community outreach (bilingual)
- Down payment program
- Funding compliance
- Home rehabilitation program
- Long-range planning for Housing
- New legislation/policy review

MAJOR ACCOMPLISHMENTS

- Funding for public services that helped over 5,500 Chula Vista residents.
- Rental Assistance provided to 13 households.
- Housing rehabilitation assistance completed for 14 households.
- Affordable housing project (92 units) approved and construction started in Otay Ranch.
- Section 108 loan of $9.5m secured through the U.S. Dept. of Housing & Urban Development, work on Castle Park Sidewalks started.
- Approved approximately $5.5 million of Low and Moderate financial assistance to the energy-efficient affordable housing (42 units) project (Los Vecinos) and construction started in SW Chula Vista.

KEY PERFORMANCE MEASURES

	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 ESTIMATED	2008-09 PROJECTED
Public Services number of people served	N/A	N/A	550,000%	550,000%
CHIP Loans Processed	N/A	N/A	40	50
# Affordable housing units monitored/in compliance	N/A	N/A	535	800
# of Affordable housing units built	N/A	N/A	41	134
$ Low and Moderate Income Housing Fund Revenues	N/A	N/A	$2,300,000	$2,700,000
Increase in supply of new affordable housing units	N/A	N/A	42	N/A

CITY OF CHULA VISTA

PROPOSED BUDGET

SEWER FUNDS

FISCAL YEAR 2009

SEWER FUNDS

The sewer enterprise funds account for revenues and expenditures related to the City's sewer programs, including maintenance and expansion of the City's conveyance system and payment of San Diego Metro wastewater treatment costs.

SEWER FUNDS AT A GLANCE

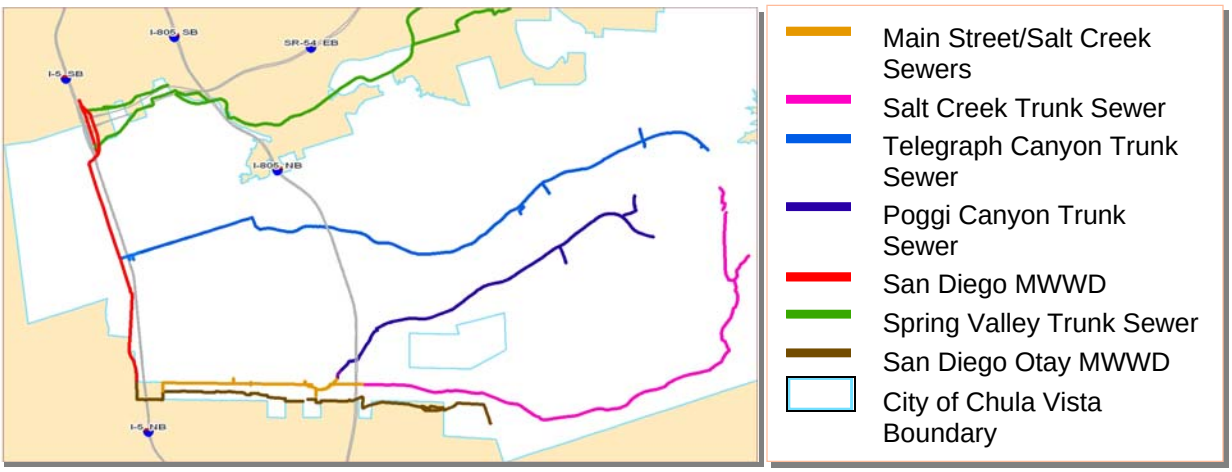
Number of Billing Accounts:	47,545
Miles of Pipe Managed:	486
Daily Treatment Rights (MGDs*):	21
Average Daily Treatment (MGDs*):	17
Annual Treatment Cost:	$18.4 million

**Million gallons per day*

The City of Chula Vista provides wastewater conveyance and treatment services to approximately 47,545 billing accounts, including residential and non-residential uses. The wastewater generated by Chula Vista customers is collected and sent to treatment facilities in the South Bay and Point Loma through the City's extensive sewer collection system, which consists of 13 pump stations and over 486 miles of sewer pipe. The San Diego Metropolitan Wastewater System provides wastewater treatment services to the City of Chula Vista on a contract basis ($18.4 million in fiscal year 2008-09). The City is currently analyzing options to secure sufficient treatment capacity to see the City through build out. This treatment capacity may be provided by either purchasing additional treatment capacity in the San Diego Metro Wastewater System or construction of a wastewater

Pictured above: Point Loma Treatment Facility

reclamation plant in Chula Vista. The following figure illustrates the City's current trunk sewer network, which conveys flows to the San Diego Metro trunk sewer (shown in red).



The City of Chula Vista offers exceptional wastewater services to the community. For example, in 2006, the City experienced only 4 sewer spills, or 1.0 spill per 100 miles of pipe. This is less than 50% of the regional average of 2.1 spills per 100 miles of pipe, as reported in the San Diego Regional Water Quality Board Executive Officer's Report, dated May 2007. The quality of services provided is also reflected in community opinion, as evidenced in the 2006 Citizen Survey. In this study, respondents were asked how they felt about the services they receive from the City of Chula Vista. Responses were then compared to other jurisdictions with populations of 150,000 residents or more. According to the survey results, an above average number of respondents reported satisfaction with the wastewater services provided by the City.

Continuing to provide this exceptional level of service in the future will create significant challenges, including:

1. Securing sufficient treatment capacity in the Metro System or building a wastewater treatment plant to meet the demands of additional growth; and
2. Maintaining a growing and aging infrastructure system.

The City's sewer service charges offset the cost of the operations and maintenance of the City's wastewater conveyance system, as well as San Diego Metro wastewater treatment charges. With an expanding and aging wastewater conveyance system, it is necessary to add additional maintenance crews in the near future. The costs of these new crews; additional capital purchases to increase the efficiency of existing crews; anticipated increases in Metro sewer charges; and the

slowdown in development activity[1] are all elements considered in the new sewer rate schedule adopted by Council in February 2008. Authorization of additional maintenance crews and related capital equipment were brought to Council for consideration in conjunction with approval of the sewer rate study. Enhancements incorporated in the rate analysis are as follows:

Enhancement	Implementation Date	Description	Initial Costs	Ongoing
Additional utility vehicles	October 2007	Two (2) Pump Crew utility vehicles	$137,551	$22,402
Replace sewer lateral cameras	July 2007	Replace two (2) push cameras	$ 15,100	$ 0
	July 2008	Replace two (2) push cameras	$ 15,100	$ 0
Pipe locators & transmitters	July 2007	Replace two (2) pipe locators & transmitters	$ 4,260	$ 0
		Purchase three (3) additional pipe locators and transmitters	$ 6,390	$ 0
Impact attenuator with arrow board	July 2007	Dump truck mounted attenuator	$ 38,627	$ 0
Two-person sewer main cleaning crew	April 2008	1 Senior Maintenance Worker	$ 17,621	$ 70,484
		Maintenance Worker I/II	$ 14,298	$ 57,193
		Services & Supplies	$ 14,375	$ 57,500
		Capital	$332,500	$ 0
		Total Budget Enhancements	$595,822	$207,579

All of the above budget enhancements were approved by Council and implemented in fiscal year 2007-08.

In fiscal year 2007-08 the City transitioned its sewer funds from 'special revenue' funds to 'enterprise' funds. Enterprise funds may be used to report any activity for which a fee is charged to external users for goods or services, and are appropriate in situations wherein there is either a legal requirement or policy decision to recover costs of providing services for an activity. This change complies with the GFOA recommended accounting structure, should the City decide to issue bonds for capital improvements solely guaranteed by sewer fees and charges in the future.

Fiscal year 2007-08 was also the first year in which non-General funded positions (wastewater maintenance crews and wastewater engineering) were budgeted directly in the Sewer Service Revenue fund. Previously, these positions were budgeted in the General fund, which was then

[1] Sewer rates calculations assume annual increases in wastewater demand, resulting from development activity. Recent slowdowns in development activity have resulted in fewer customers than assumed in the most recent sewer rate study. The sewer service rates must be revised to reflect the slower rate of development now occurring in the City.

reimbursed through a series of inter-fund transfers. Only those positions 100% funded by sewer funds were transferred out of the General fund and budgeted directly in the Sewer Service Revenue fund ($3.9 million in fiscal year 2008-09). In addition to personnel costs, all supplies and services, capital, and utilities budgets associated with these positions were also transferred from the General fund to the Sewer Service Revenue fund ($0.5 million in fiscal year 2008-09). The remaining wastewater-related General fund positions continue to be offset via inter-fund transfers ($4.4 million budgeted in fiscal year 2008-09). As a result of these accounting/ budgeting changes, the fiscal year 2008-09 budget for the sewer enterprise funds is not directly comparable to budgets prior to fiscal year 2007-08.

FUND DESCRIPTIONS

Fund 411 – Sewer Income Fund

This fund is used to account for all revenues collected to recover the City's costs incurred constructing the public wastewater system. The funds are collected from new properties receiving a permit to connect to the City's wastewater collection system. The owner or person making the application for connection pays fees to the City as designated in the master fee schedule. All funds received may be used only for the acquisition, construction, reconstruction, maintenance and operation of sanitation or sewerage facilities, or to reimburse a subdivider or any person who has constructed sewer facilities benefiting other properties. The fund may also be used to reimburse the City for any expense incurred in connection with the construction and installation of any sewer facility including engineering work and acquisition of rights-of-way.

Fund 412 – Special Sewer Fund

The Special Sewer Fund is used to account for the sale of the City's excess Metropolitan Sewerage capacity.

Fund 413 – Trunk Sewer Capital Reserve Fund

The Trunk Sewer Capital Reserve Fund is used to account for sewerage facility participation fees received from the owner or person applying for a permit to develop or modify the use of any residential, commercial, industrial or other property, which is projected to increase the volume of flow in the City's sewer system, as determined by the City Engineer. All revenue derived from the sewerage facility participation fee shall be used solely for:

1. Paying the cost and expense to repair, replace or enlarge trunk sewer facilities of the City so as to enhance efficiency of utilization and/or adequacy of capacity to serve the needs of the City, or;
2. Paying the cost and expense to plan and/or evaluate any future proposals for area-wide sewage treatment and/or water reclamation systems or facilities.

The City Council can appropriate the funds for another purpose, provided such purpose shall be for the planning, design, construction, maintenance or operations of sewage collection or treatment or water reclamation purposes or incidental there

Fund 414 – Sewer Service Revenue Fund

The Sewer Service Revenue Fund is used to account for all monies collected from the monthly sewer service charge. Monies in this fund may be used for any and all sewer related activities. The primary use of these funds is the payment of the City's annual San Diego Metropolitan Sewer Capacity and Maintenance fees and to pay the operational costs of the 'in-city' sewer collection system.

Fund 428 – Sewer Facility Replacement Fund

A portion of the revenues derived from the monthly sewer service charge is deposited into the Sewerage Facilities Replacement Fund. Monies in this fund are used solely for the purpose of paying the cost of refurbishment and/or replacement of structurally deficient sewerage facilities including related evaluation, engineering, and utility modification costs.

The City Council can appropriate the funds for another purpose provided such purpose is for the construction, maintenance, or operation of sewers or incidental thereto, including any charge for its collection.

Funds 431, 432, 433 – Sewer Development Impact Fee Funds

These fees are levied against new development in specific areas of the City, based upon the sewer facility their project will impact. The monies collected are used to fund construction of public improvements designed to increase the capacity of the subject facilities, allowing the City to maintain service levels with increased demand. Included DIF programs are the Telegraph Canyon Sewer Basin DIF, the Poggi Canyon Sewer Basin DIF, and the Salt Creek Sewer Basin DIF.

CITY OF
CHULA VISTA

SEWER FUNDS

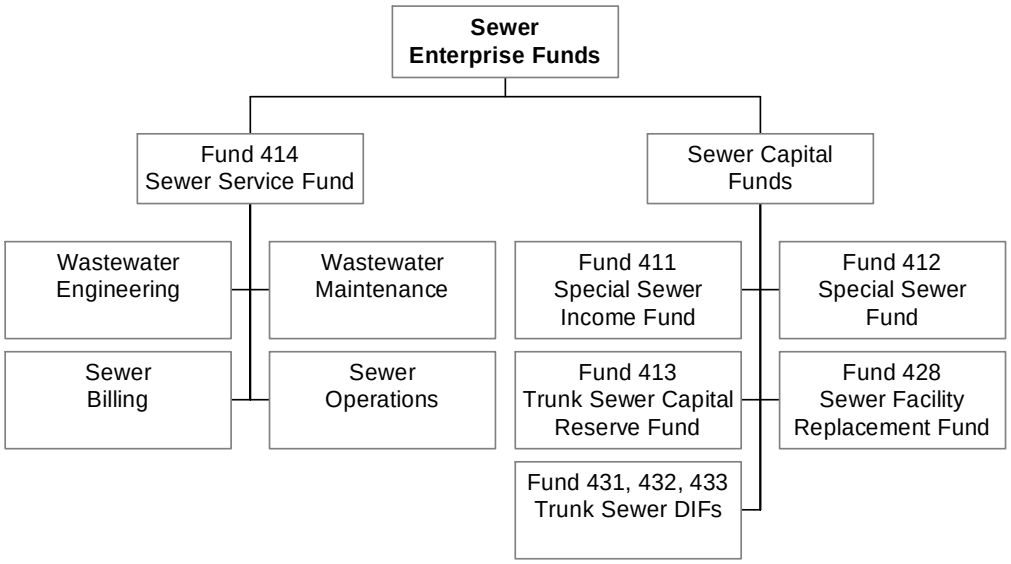
SUMMARY OF DEPARTMENT RESOURCES

	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 AMENDED	2008-09 PROPOSED
Personnel Services	$0	$0	$3,604,332	$3,932,384
Supplies and Services	$15,551,861	$16,082,820	$19,818,662	$19,609,513
Other Expenses	$103,787	$117,880	$119,091	$119,091
Operating Capital	$0	$14,992	$735,388	$735,388
Utilities	$179	$171	$10,057	$10,057
Transfers Out	$13,204,165	$10,069,111	$6,570,610	$5,341,221
CIP Project Expenditures	$3,602,626	$1,481,249	$3,501,300	$1,928,501
Expenditure Totals	**$32,462,618**	**$27,766,223**	**$34,359,440**	**$31,676,155**
Revenue Totals	**$33,694,153**	**$31,565,038**	**$37,723,722**	**$35,495,075**
Authorized Full Time Positions	**0.00**	**0.00**	**43.00**	**46.00**
Authorized Hourly Positions	**0.00**	**0.00**	**0.00**	**0.00**

Note 1: The fiscal year 2008-09 proposed budget reflects the transfer of 1 Associate Engineer from the Engineering Department to the Sewer Service Revenue Fund (Fund 294) and the addition of a Maintenance Worker and a Senior Maintenance Worker approved by Council mid-year.

Note 2: The fiscal year 2007-08 amended budget reflects the direct budgeting of 43 Wastewater Engineering and Wastewater Maintenance positions in the Sewer Service Revenue Fund (Fund 294).

ORGANIZATIONAL CHART



STRATEGIC GOALS

INFRASTRUCTURE MAINTENANCE

- By 2015, wastewater maintenance staff will complete video inspections of the City's entire wastewater collection system.

> ***Status:*** *The Video Sewer Inspection project was established in fiscal year 2004-05 to evaluate the condition of the pipes and structures that make up the wastewater collection system, to determine if the system is structurally adequate. To determine the true condition of the sewer system, approximately 200,000 linear feet of video inspections are conducted annually. The specific facilities to be inspected each year are based upon a schedule prepared by the Wastewater Engineering group. Additional inspections are also performed in accordance with a systemic maintenance approach. Wastewater Maintenance crews have televised approximately 884K linear feet (167 miles) of sewer lines through fiscal year 2006-07. This represents approximately 35% of the entire sewer collection system; leaving 1.6 million linear feet (311 miles or 65% of the collection system) yet to be televised.*

STRATEGIC GOALS

TREATMENT CAPACITY ACQUISITION

- By 2010, acquire an additional 5 MGD (Million Gallons per Day) of treatment capacity rights in the Metro Sewer System or begin the design build process for the construction of a wastewater reclamation plant.

Status: *As the City continues to grow to its full General Plan potential; acquisition of additional sewer capacity rights in the Metro Sewer System will be necessary. The City's rights in the Metro system presently total 21 MGDs. At currently projected development rates, staff anticipates this capacity seeing the City through approximately 2015. In order for the City to meet the needs associated with the City's full build-out potential, acquisition of an additional 5 MGD of capacity will be necessary, for a total capacity of 26 MGDs.*

To date, staff has examined a number of possible solutions, including acquisition of additional capacity rights within the Metro Sewer System, installation of an independent sewer treatment facility in Chula Vista, and temporary capacity leasing arrangement with other participating agencies pending the completion of planned Metro facilities. Staff is in the process of determining the most viable and cost-effective solution for the provision of additional treatment capacity.

Current indications are that acquiring additional treatment capacity rights may cost the City up to $75 Million, in 2007 dollars. During fiscal year 2008-09, City staff will work with Council and management to determine the best course of action, based upon the findings of the recently completed studies. Staff will work to implement the chosen option (capacity acquisition from Metro or new treatment facility) and ensure that it is implemented in the most cost effective manner, both maximizing the financial benefits to the City and minimizing future risks.

STRATEGIC GOALS

WASTEWATER ENGINEERING

- By 2009, a Sewer System Management Plan (SSMP) will be adopted.

> ***Status:*** *Based on the current pace of work, the SSMP will be completed ahead of the 2009 State Water Resources Control Board mandated completion date. The City is currently using the California Integrated Water Quality System, an on-line system used for reporting sewer system overflows. The Wastewater Engineering Section is working closely with Public Works Operations staff to draft the section of the plan that deals with operations and maintenance procedures as well as the emergency response procedures.*

- By FY 2008-09, a functional Fats, Oils and Grease (FOG) Monitoring Program will be in place.

> ***Status:*** *The implementation of a FOG Program is one of the elements of the Wastewater Discharge Requirements mandated by the State Water Resource Control Board and is on track for a 2009 implementation. The goal of this program is to limit the discharge of grease from food establishments into the City's wastewater collection system. This program is being implemented in three phases – verification, education and enforcement. The program is currently in the initial phase of implementation - the verification phase. Utilizing information from the City's Geographic Information System (GIS), a database of all the restaurants within the wastewater collection system has been created and initial target areas have been defined. Questionnaires were sent to restaurants to determine the level of pre-treatment currently occurring. Staff has compiled the data collected from questionnaire responses. Upon conclusion of this exercise staff will work with those establishments without pre-treatment devices to educate them and to help bring them into compliance with the City's Municipal Code. Concurrent with this effort, staff has drafted an implementation plan and is coordinating other City staff with vested interests in this effort.*

LINE OF BUSINESS: SEWER CAPITAL PROJECT FUNDS

The purpose of the Capital Project Funds line of business is capital construction and acquisition, as financed by the Special Sewer Income fund, the Special Sewer Fund, the Trunk Sewer Capital Reserve Fund, the Sewer Facility Replacement Fund, and three Trunk Sewer Development Impact Fee funds.

CORE SERVICES

- Construction of new conveyance systems
- Infrastructure capacity enhancing capital improvements
- Facility repair / replacement capital improvements
- Provision of treatment capacity

RESOURCE SUMMARY

	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 AMENDED	2008-09 PROPOSED
Other Expenses	$103,787	$117,880	$119,091	$119,091
Transfers Out	$4,581,079	$977,461	$1,149,295	$869,768
CIP Project Expenditures	$3,529,028	$1,166,396	$3,501,300	$1,913,501
Expenditure Totals	**$8,213,894**	**$2,261,737**	**$4,769,686**	**$2,902,360**
Revenue Totals	**$9,175,946**	**$7,987,012**	**$9,336,707**	**$7,108,060**
Authorized Full Time Positions	**0.00**	**0.00**	**0.00**	**0.00**
Authorized Hourly Positions	**0.00**	**0.00**	**0.00**	**0.00**

LINE OF BUSINESS: SEWER SERVICE

The purpose of the Sewer Service line of business is to ensure that the City's wastewater collection system will adequately serve the community now and in the future by providing infrastructure maintenance services; monitoring the flow in the system; completing condition assessments; developing prioritization strategies for needed infrastructure improvements; managing the supporting fee mechanisms which provide the funding for the various programs and projects needed to maintain our wastewater collection system; and paying for wastewater treatment services.

CORE SERVICES

WASTEWATER ENGINEERING

- Capacity studies
- Development impact / technical study reviews
- Groundwater batch discharge monitoring
- Infrastructure flow monitoring
- Sewer fund management
- Sewer System Management Plan management service
- Wastewater treatment flow compliance monitoring
- Capital wastewater improvement projects
- Fats, Oils and Grease Trap (FOG) program management
- Industrial waste discharge monitoring
- Sewer billing / customer support
- Sewer rehabilitation program management
- Wastewater treatment (annual cost of approximately $19M)

WASTEWATER MAINTENANCE

- 24/7 emergency responses
- Concrete repairs
- Lateral installations
- Rain patrols
- Spill containment and clean-ups
- Cleaning of hydraulic and mechanical systems
- Inspections
- Plan reviews
- Repairs (laterals and mains replaced / serviced)
- Utility mark outs

RESOURCE SUMMARY

	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 AMENDED	2008-09 PROPOSED
Personnel Services	$0	$0	$3,604,332	$3,932,384
Supplies and Services	$15,551,861	$16,082,820	$19,818,662	$19,609,513
Operating Capital	$0	$14,992	$735,388	$735,388
Utilities	$179	$171	$10,057	$10,057
Transfers Out	$8,623,086	$9,091,650	$5,421,315	$4,471,453
CIP Project Expenditures	$73,598	$314,853	$0	$15,000
Expenditure Totals	**$24,248,724**	**$25,504,486**	**$29,589,754**	**$28,773,795**
Revenue Totals	**$24,518,207**	**$23,578,026**	**$28,387,015**	**$28,387,015**
Authorized Full Time Positions	**0.00**	**0.00**	**43.00**	**46.00**
Authorized Hourly Positions	**0.00**	**0.00**	**0.00**	**0.00**

Note 1: The fiscal year 2007-08 proposed budget reflects the direct budgeting of 43 Wastewater Engineering and Wastewater Maintenance positions in the Sewer Service Revenue Fund (Fund 294).

MAJOR ACCOMPLISHMENTS

- Adopted a new Sewer Rate Schedule to ensure that sufficient revenues are collected to offset planned expenditures.
- Updated pipe condition assessment process and databases associated with the on-going Sewer Rehabilitation Program.
- Partnered with Sweetwater Authority and Otay Water Authority in a Joint Feasibility Study for the construction of a Wastewater Reclamation Plant for the City of Chula Vista.
- On-going development of a Fats, Oils and Grease Trap Monitoring Program.
- Preparation of the Sewer System Management Plan.

KEY PERFORMANCE MEASURES

	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 ESTIMATED	2008-09 PROJECTED
% of emergency service requests responded to within 45 minutes during working hours	N/A	100%	100%	100%
% of spill volume recovered	N/A	76%	90%	90%
% of linear feet of sewers cleaned	N/A	100%	100%	100%
% of customer calls responded to within one business day	100%	100%	100%	100%
# of miles of sewer lines evaluated	69	46	38	44
# of flow meter installations	33	48	48	51
# of customer inquiries	480	480	960	480
# of sewer service billing accounts managed	46,542	47,000	47,545	48,080
# of miles of pipe managed	459	476	486	494

CITY OF CHULA VISTA

PROPOSED BUDGET

TRANSIT FUNDS

FISCAL YEAR 2009

TRANSIT FUNDS

The Chula Vista Transit (CVT) is an independent municipal transit system with the Chula Vista City Council as its governing board. CVT forms part of the Metropolitan Transit System (MTS), which is a network of local and regional transit operators. The MTS provides a seamless transit system composed of local, regional and ADA paratransit services. MTS coordinates fares, transfers, routes and information services to the region. Transit staff also works closely with the San Diego Association of Governments (SANDAG) – the region's transit funding, planning and policy setting agency.

Since the latest system restructuring, via the MTS Comprehensive Analysis (September 2006 and January 2007), the efficiency of the transit system has improved. Though there are fewer bus routes and less coverage throughout the City, the routes that are in operation are in very productive corridors and have improved frequency of service (every 15 minutes on most routes). There were 2,532,110 total passengers in the first three quarters of fiscal year 2007-08, an increase of 1.9% compared to same period in fiscal year 2006-07. More importantly, transit saw an 8.0% increase in passengers per revenue mile for the same period. Revenue passengers increased by 17.5%.

FUNDING

Chula Vista Transit operating funds come from a combination of State Transportation Development Act (TDA) funds (a ¼ of 1 percent of the State Sales Taxes) and passenger fares, which are used for operations and for capital programming. Prior to July 2001, the City received a direct allocation

of its TDA funds, but in 2001 regional transit funds were consolidated under the Metropolitan Transit Development Board (MTDB), now the MTS.

The funding consolidation allows the City to participate in available Federal Transit Administration (FTA) capital funds programs. The City has received significant capital project funding from MTS over the last few years, which has allowed Transit to purchase equipment, vehicles, and parts to keep the transit system operational. These funds have also been used to make improvements to transit centers and bus stops in order to keep both our internal and external customers happy.

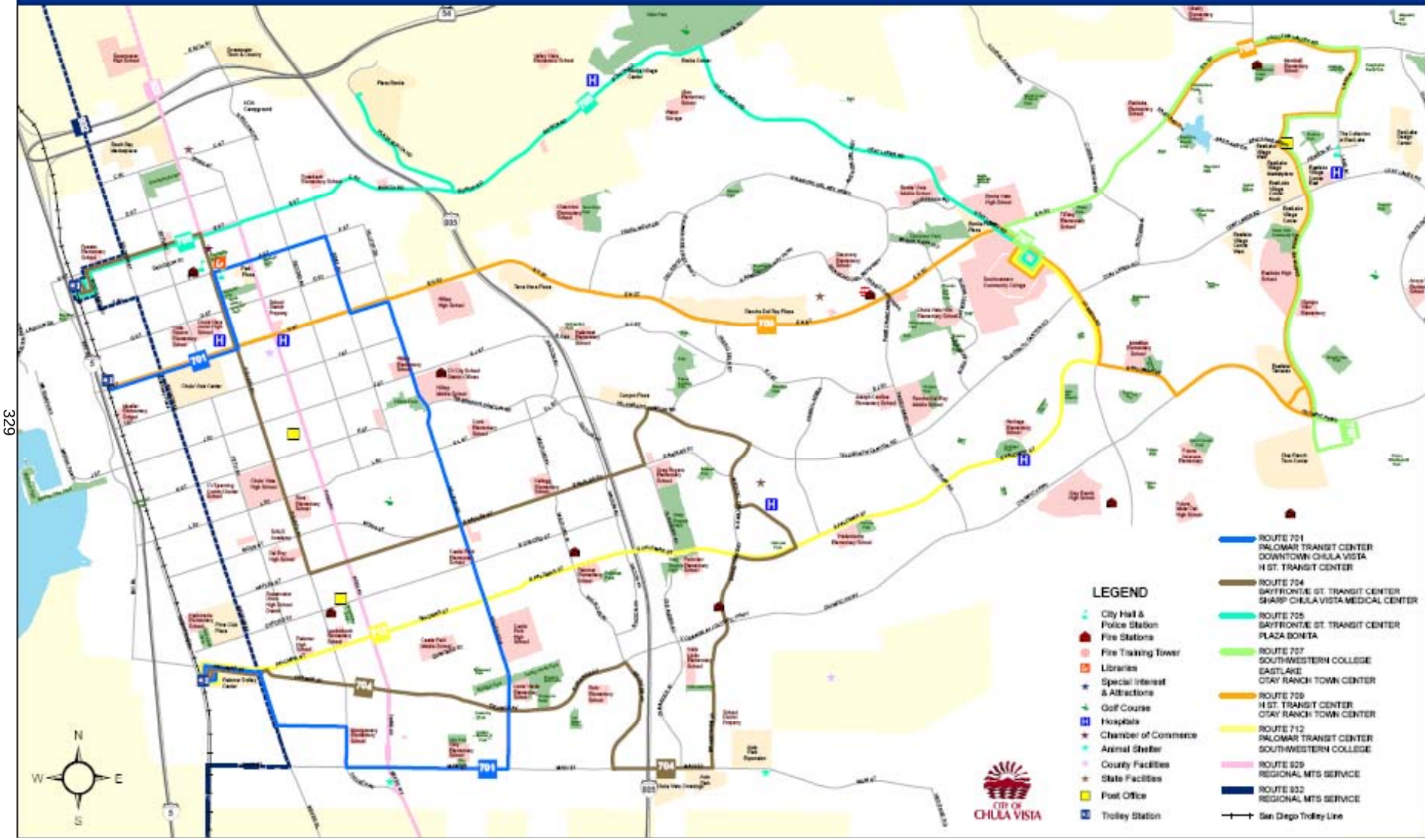
CVT operations and capital programming contains no General Fund contribution. The CVT's operating and capital programming costs are funded by SANDAG Consolidated TDA Article 4.0 funds and Federal Transit Administration 5307 funds. All City Staff costs are reimbursed by the SANDAG funds.

Transit staff's goal is to maximize the effectiveness of transit funds while recognizing the revenue constraints facing the region. Since the funding consolidation, Transit staff actively participates in the SANDAG/MTS budget process. Along with the region's other Transit agencies, City Transit staff presents its proposed operating budgets. Various budget meetings are held and budgets are adjusted according to the available funds and SANDAG Board funding policies.

STATISTICS

Operated by	City of Chula Vista by contract with private bus contractor
Routes	6
Service	Six local routes most within Chula Vista city limits, with some service in unincorporated areas of the County (Bonita).
Square Miles Served	48
FY 2006-07 Total Passengers	3,357,668
Fleet Size	(37) buses (25) 40-foot, CNG New Flyers (1) 35-foot, Diesel Orion (3) 35-foot, Diesel Gillig (6) 30-foot CNG El Dorado Nationals (2) 40-foot Diesel New Flyers

CHULA VISTA TRANSIT SYSTEM MAP (JANUARY 2007)



CITY OF
CHULA VISTA

TRANSIT

MISSION STATEMENT

The mission of Chula Vista Transit is to provide safe, convenient, cost effective and dependable public transportation in the City of Chula Vista.

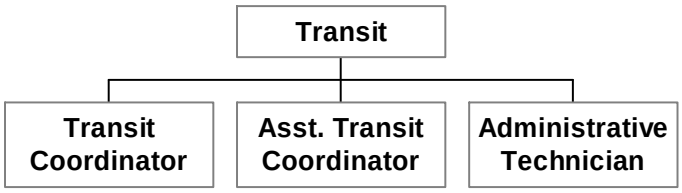
SUMMARY OF DEPARTMENT RESOURCES

	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 AMENDED	2008-09 PROPOSED
Personnel Services	$0	$0	$355,251	$362,424
Supplies and Services	$5,883,981	$5,549,321	$1,101,878	$858,075
Other Expenses	$1,471,051	$1,544,852	$401,590	$144,841
Operating Capital	$0	$0	$3,600	$0
Utilities	$182,498	$192,938	$205,912	$171,621
Transfers Out	$146,111	$22,618	$13,410	$95,316
CIP Project Expenditures	$98,423	$147,140	$0	$0
Expenditure Totals	**$7,782,064**	**$7,456,869**	**$2,081,641**	**$1,632,277**
Revenue Totals	**$6,818,664**	**$6,410,311**	**$2,600,185**	**$1,829,847**
Authorized Full Time Positions	**0.00**	**0.00**	**3.00**	**3.00**
Authorized Hourly Positions	**0.00**	**0.00**	**0.00**	**0.00**

Note 1: The FY 2007-08 budget include the transfer of 3 positions that were previously budgeted in the General fund and reimbursed out of the Transit fund as other expenses.

Note 2: Beginning in FY 2007-08, MTS is contracting directly with Verolia Transportation as the transit provider, rather than using the City as a pass through agency. This eliminates approximately $4.8 million in revenue and $5.1 million in expenditures from the Transit budget.

ORGANIZATIONAL CHART



STRATEGIC GOALS

TRANSIT

- Efficient and effective use of transit funds

> ***Status:*** *Through March 2008, we have improved our Total Passengers per Revenue Miles by 7.5% compared to the same period last fiscal year. This is a key number in evaluating the efficiency of our service and the effective use of transit funds. Additionally, Revenue Passengers per Revenue Mile has increased by 24.0% compared to the same period last fiscal year.*

- Responding to the community's transit needs

> ***Status:*** *Minor schedule changes have been implemented to improve efficiency. Scheduled trips to Southwestern College have been added to meet passenger demand. We have shortened run time where needed and added trips where service had previously been missing.*

- Continuously improve our customer service.

> ***Status:*** *Customer service continues to be a top priority for the Transit Division as we push our contractor to monitor safety issues, on-time performance, and overall customer service from our front-line employees. Our buses are consistently very clean and we have not received any complaints from our riders. Transit staff has focused on bus stop amenities for our riders by adding bus shelters to our most utilized bus stops.*

TRANSIT

CORE SERVICES

- Bus routes
- Contract administration services: bus operations, transit centers and trolleys
- Passenger bus trips
- Bus stop facilities: bus stop signs, benches / shelters, trash receptacles
- MTS Regional Coordination Activities
- Passenger Buses

MAJOR ACCOMPLISHMENTS

- Implemented City/MTS joint procurement for transit services.
- Successfully implemented the Metropolitan Transit System's Comprehensive Operational Analysis (COA) with positive ridership and fare revenue results.
- Installed 103 bus benches since 2006.
- Constructed 37 bus shelters and ADA passenger landing areas since 2006.

KEY PERFORMANCE MEASURES

	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 ESTIMATED	2008-09 PROJECTED
Ridership numbers	3,274,431	3,357,669	3,509,341	3,600,755
% Fare recovery	38%	40%	37%	36%
% of bus stop departures from time points (specific bus stops along a route) are within 0 to 5 minutes	96%	95%	92%	95%

CITY OF
CHULA VISTA

CITY OF CHULA VISTA

PROPOSED BUDGET

FLEET FUND

FISCAL YEAR 2009

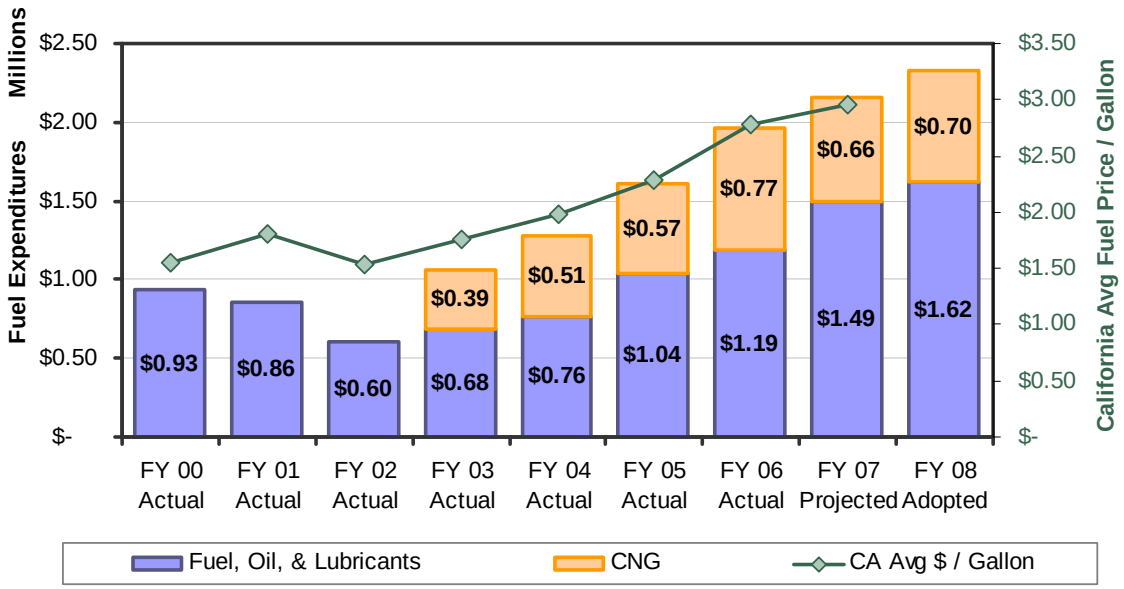
FLEET FUND

The Fleet Fund is an internal service fund which like other internal service funds is used to finance and account for goods, special activities, and services performed by one City department for other City departments on a cost reimbursement basis. The Fleet Management fund consists of two functions, Central Garage Operations, and Equipment Replacement. Funds are collected on an annual basis through each affected department's operating budget and deposited in the Fleet Management Fund.

The Central Garage Operations function maintains the City's fleet of vehicles, both through City equipment mechanics and through contracts with local vendors for more specialized maintenance work, such as major transmission and air conditioning repairs. All City vehicles are maintained by the Central Garage, including those associated with safety services, streets and sewers, parks and open space, and the library. Services provided include maintenance of the vehicles, vehicle fuel, and other specialized services not directly related to any single vehicle.

The budget for the Fleet Management functions is $5.4 million. This represents a decrease of $300,000, or 5.5%, over last fiscal year's amended budget. This decrease is the result of reduction in personnel (4 positions have been eliminated) and supplies and services. These decreases may result in vehicle maintenance delays.

The following chart illustrates recent fuel cost incurred by the City, as compared with average fuel costs throughout the State of California. As shown below, the City has seen a doubling of fuel costs between fiscal year 2002-03 and fiscal year 2007-08.



In 1985, the City Council authorized establishment of a vehicle replacement policy and fund to provide for the planned replacement of the City's vehicular equipment (Resolution 1985-11984). Funds for replacement are collected annually from each affected department; with dollar amounts determined by the vehicle's estimated "life" and estimated replacement cost. In accordance with the City's vehicle replacement guidelines, staff is recommending the replacement of 33 vehicles, at a total cost of $1,010,214. A list of vehicles recommended for replacement in Fiscal Year 2008-09 follows this fund's activity summary report.

The City has a fleet of approximately 610 vehicles that are maintained by Central Garage staff with an estimated replacement value of $29 million. Of these vehicles, 77 are owned by the Sewer Enterprise Fund, with an estimated replacement value of $4.1 million. All equipment maintenance and replacement costs associated with these vehicles are budgeted directly in the Sewer Enterprise Fund.

FLEET MGMT INTERNAL SERVICE 390

FUND SUMMARY

BUDGET CATEGORY	FY 2005-06 ACTUAL	FY 2006-07 ACTUAL	FY 2007-08 PROJECTED	FY 2008-09 PROPOSED
AVAILABLE FUND BALANCE - JULY 1*	**$7,195,848**	**$3,215,920**	**$2,460,281**	**$2,628,475**
EXPENDITURES				
Personnel Services	1,190,296	1,234,822	1,083,974	918,335
Supplies and Services	2,928,964	3,042,400	3,071,637	3,226,523
Other Expenses	1,435,436	1,103,375	400	900
Capital	749,400	549,685	43,700	1,244,485
Utilities	8,054	6,574	1,100	549
Transfers Out	2,443,278	42,418	0	32,531
TOTAL EXPENDITURES	**$8,755,428**	**$5,979,275**	**$4,200,811**	**$5,423,324**
REVENUES				
Use of Money & Property	187,155	97,739	118,207	50,000
Other Revenue	4,588,345	5,125,896	4,250,798	5,161,168
ESTIMATED TOTAL REVENUES	**$4,775,500**	**$5,223,636**	**$4,369,005**	**$5,211,168**
NET FUND ACTIVITY	**($3,979,928)**	**($755,639)**	**$168,194**	**($212,156)**
ENDING AVAILABLE FUND BALANCE*	**$3,215,920**	**$2,460,281**	**$2,628,475**	**$2,416,319**

*Estimated Available Fund Balance

STAFFING SUMMARY - 391

BUDGET CATEGORY	FY 2007-08 ADOPTED	FY 2007-08 MIDYEAR	FY 2008-09 AMENDED	FY 2008-09 PROPOSED
Equipment Maintenance Manager	1.00	-	-	1.00
Equipment Mechanic	5.00	(2.00)	-	3.00
Fire Apparatus Mechanic	2.00	-	-	2.00
Fiscal Office Specialist	1.00	-	-	1.00
Fleet Manager	1.00	(1.00)	-	-
Mechanic Assistant	2.00	-	-	2.00
Senior Equipment Mechanic	2.00	-	(1.00)	1.00
TOTAL AUTHORIZED POSITIONS	**14.00**	**(3.00)**	**(1.00)**	**10.00**

LIST OF VEHICLES RECOMMENDED FOR REPLACEMENT

Fiscal Year 2008-09

DEPARTMENT	YEAR/MAKE/MODEL	CURRENT MILEAGE	FY09 COST
Development Services - C/I	2002 FORD TAURUS	81,554	$18,100
Development Services - C/I	2001 FORD RANGER EXT. CAB 4X4	90,307	$24,514
Fire	2002 CHEVROLET TAHOE	91,936	$36,300
General Services	2003 FORD F250 ANIMAL CONTROL	136,665	$37,100
General Services	2003 FORD F250 ANIMAL CONTROL	92,073	$37,100
Police	2000 TOYOTA CAMRY	129,442	$18,100
Police	2002 MITSUBISHI GALANT	91,408	$18,100
Police	2002 MAZDA PROTÉGÉ	89,209	$18,100
Police	2003 FORD CROWN VICTORIA	106,346	$25,000
Police	2003 FORD CROWN VICTORIA	111,146	$25,000
Police	2003 FORD CROWN VICTORIA	100,665	$25,000
Police	2004 FORD CROWN VICTORIA	96,453	$25,000
Police	2006 FORD CROWN VICTORIA	98,171	$25,000
Police	2005 FORD CROWN VICTORIA	106,115	$25,000
Police	2005 FORD CROWN VICTORIA	106,755	$25,000
Police	2006 FORD CROWN VICTORIA	82,760	$25,000
Police	2005 FORD CROWN VICTORIA	105,037	$25,000
Police	2005 FORD CROWN VICTORIA	101,255	$25,000
Police	2005 FORD CROWN VICTORIA	109,294	$25,000
Police	1998 FORD CROWN VICTORIA	102,688	$25,000
Police	2005 FORD CROWN VICTORIA	104,423	$25,000
Police	2006 FORD CROWN VICTORIA	82,817	$25,000
Police	2005 FORD CROWN VICTORIA	100,453	$25,000
Police	2006 FORD CROWN VICTORIA	84,197	$25,000
Police	2006 FORD CROWN VICTORIA	101,960	$25,000
Police	2005 FORD CROWN VICTORIA	99,514	$25,000
Police	2005 FORD CROWN VICTORIA	110,802	$25,000
Police	2005 FORD CROWN VICTORIA	82,884	$25,000
Police	2004 FORD EXPEDITION 4X4	115,441	$35,400
Police	OUTFITTING PATROL VEHICLES		$30,000
Public Works	2000 FORD F350	99,363	$29,800
Public Works	2005 FORD RANGER	97,218	$17,900
Public Works	2000 FORD F550 SIGN TRUCK	8098 hrs	$61,200
Public Works	1998 GMC PATCH TRUCK	5553H	$128,500
TOTAL FY 08-09 EQUIPMENT REPLACEMENT COST			**$1,010,214**

CITY OF
CHULA VISTA

CITY OF CHULA VISTA

PROPOSED BUDGET

CAPITAL PROJECT FUNDS

FISCAL YEAR 2009

CAPITAL PROJECT FUNDS

Capital Projects Funds are utilized to account for resources used for the acquisition and construction of capital facilities by the City, with the exception of those assets financed by proprietary funds.

ASSESSMENT DISTRICT IMPROVEMENT FUNDS

These funds were established as depositories for monies received from issuance of bonds for various assessment districts. The monies are used to finance the construction of public works improvements in the related districts. Included in this group are funds 501 through 518.

DEVELOPMENT IMPACT FEES

These funds were established as depositories for various development impact fees. The fees are levied against all new development in the City in order to pay for the construction or improvement of public facilities as a result of City growth. Included in this group are the following funds:

Funds 542 – Telegraph Canyon Drainage Development Impact Fee

This fee is levied against new development in specific areas of the City, based upon the drainage facility their project will generate an impact on. The monies collected are used to fund construction of public improvements designed to increase the capacity of the subject facilities, allowing the City to maintain service levels with increased demand.

Funds 567-582 – Public Facilities Development Impact Fees

The Public Facilities Development Impact Fee (PFDIF) is levied against new development throughout the City to mitigate the impacts of growth on the City's public services. The monies collected are used in the construction of new, and renovation of existing, public

facilities.

Fund 587 – Otay Ranch Pedestrian Bridge DIF

The Otay Ranch Pedestrian Bridge DIF is levied against all new development in Otay Ranch Villages 1, 2, 5, and 6 to fund the construction of pedestrian bridge improvements, as necessitated by growth in these villages.

Fund 588 – Otay Ranch Village 11 Pedestrian Bridge DIF

The Otay Ranch Village 11 Pedestrian Bridge DIF is levied against all new development in Otay Ranch Village 11 to fund the construction of pedestrian bridge improvements, as necessitated by growth in this village.

Fund 591 – Transportation Development Impact Fee

The Transportation Development Impact Fee (TDIF) is levied against all new development in the City east of I-805 to fund the construction of transportation improvements, as necessitated by growth in the eastern portion of the City.

Fund 593 – Western Transportation Development Impact Fee

The Western Transportation Development Impact Fee (W-TDIF) is levied against all new development in the City west of I-805 to fund the construction of transportation improvements, as necessitated by growth in the western portion of the City.

OTHER TRANSPORTATION FUNDS

Included as a part of this group are the following:

Fund 723 – Bicycle Facilities

This fund is a depository for local Transportation Development Act funds, Article 3.0, received from the County for the purpose of bicycle related programs; these funds must be applied for.

Fund 735 – Transportation Partnership

This fund is a depository for the revenues received from the State and Local Transportation Partnership Program. Funds must be spent on street purposes.

Fund 737 – Transportation Equity Act 21

This fund is a depository for revenues received from the federal government under the Transportation Equity Act of the 21st Century. Funds must be spent on street purposes.

Fund 739 – Traffic Congestion Relief

This fund is a depository for revenues allocated to the City under Streets and Highways Code Section 2182 and Revenue and Taxation Code Section 7104. Funds must be expended for maintenance or reconstruction of public streets and roads no later than the end of the fiscal year following the fiscal year in which the allocation is received. Any funds not expended within that period must be returned to the State Controller.

Fund 741 – Proposition 1B Highway Safety

This fund is a depository for revenues received from the State government under Proposition 1B (The Highway Safety, Traffic Reduction, Air Quality, and Port Security Act), as approved by voters in the November 2006 general election. Funds must be spent on street purposes.

MISCELLANEOUS CAPITAL IMPROVEMENT PROGRAM FUNDS

Included as part of this group are the following:

Funds 713 and 714 – Capital Improvement Project Funds

The Capital Improvement Funds were established to set aside monies for capital improvement projects. These funds do not generate revenues from any source except by transfer from other funds and interest earned on monies in the funds. Monies transferred to the funds are expended for budgeted capital improvement projects and monies remaining after completion of a project are transferred back to the fund from which the project was originally financed.

Fund 715 – Park Acquisition and Development

This fund is a depository for fees collected from subdividers for the purpose of providing park and recreational facilities directly benefiting and serving the residents of the regulated subdivision. These funds are collected pursuant to Chapter 17.10 of the Chula Vista Municipal Code, in accordance with authority granted by Section 66477 of the California Government Code.

Fund 717 – Residential Construction Tax

This fund is a depository for fees levied for the construction, replacement, or conversion of all dwelling units within the City including hotels and motels, collected pursuant to Chapter 3.32 of the Chula Vista Municipal Code.

Fund 725 – Industrial Development Authority

This fund was established to account for staff costs in assisting in the issuance of industrial development bonds. A fee of 1/8th of 1% is charged to reimburse costs incurred.

ASSESS DIST IMPROVEMENT FUNDS 500

FUND SUMMARY

BUDGET CATEGORY	FY 2005-06 ACTUAL	FY 2006-07 ACTUAL	FY 2007-08 PROJECTED	FY 2008-09 PROPOSED
AVAILABLE FUND BALANCE - JULY 1*	**$1,920,963**	**$2,131,467**	**$2,272,391**	**$2,392,066**
EXPENDITURES				
Supplies and Services	0	0	25,000	0
Transfers Out	41,000	8,937	0	16,000
TOTAL EXPENDITURES	**$41,000**	**$8,937**	**$25,000**	**$16,000**
REVENUES				
Use of Money & Property	54,158	95,694	116,026	0
Development Impact Fees	125,171	2	0	0
Other Revenue	72,175	54,165	28,649	28,472
ESTIMATED TOTAL REVENUES	**$251,504**	**$149,861**	**$144,675**	**$28,472**
NET FUND ACTIVITY	**$210,504**	**$140,924**	**$119,675**	**$12,472**
ENDING AVAILABLE FUND BALANCE*	**$2,131,467**	**$2,272,391**	**$2,392,066**	**$2,404,538**

FUND DETAIL

FUND #	FUND DESCRIPTION	FY 2005-06 ACTUAL	FY 2006-07 ACTUAL	FY 2007-08 PROJECTED	FY 2008-09 PROPOSED
EXPENDITURES					
501	Otay Lakes Rd AD 88-2 Improv	0	0	0	0
503	East H St AD 87-1 Improv	0	0	0	0
507	Otay Valley Rd AD 90-2 Improv	0	0	12,500	0
511	Otay Vly Rd Fee Recovery Dist	0	0	0	0
512	EL Greens II AD 94-1 Improv	0	0	12,500	0
515	Twin Oaks Ave AD 96-1 Improv	30,000	6,894	0	10,000
516	Oxford St AD 97-1 Improv	11,000	2,043	0	6,000
517	AD2004-1 Dixon Drive	0	0	0	0
518	AD2005-1 Tobias Drive	0	0	0	0
TOTAL EXPENDITURES		**$41,000**	**$8,937**	**$25,000**	**$16,000**
REVENUES					
501	Otay Lakes Rd AD 88-2 Improv	0	0	0	0
503	East H St AD 87-1 Improv	0	0	0	0
507	Otay Valley Rd AD 90-2 Improv	2,363	4,290	5,138	0
511	Otay Vly Rd Fee Recovery Dist	148,813	38,406	45,874	0
512	EL Greens II AD 94-1 Improv	26,412	47,373	57,166	0
515	Twin Oaks Ave AD 96-1 Improv	7,316	6,214	8,671	6,347
516	Oxford St AD 97-1 Improv	8,594	2,280	2,988	2,043
517	AD2004-1 Dixon Drive	58,006	12,489	14,448	10,070
518	AD2005-1 Tobias Drive	0	38,809	10,390	10,012

*Estimated Available Fund Balance

ASSESS DIST IMPROVEMENT FUNDS 500

TOTAL REVENUES	**$251,504**	**$149,861**	**$144,675**	**$28,472**
NET FUND ACTIVITY	**$210,504**	**$140,924**	**$119,675**	**$12,472**

*Estimated Available Fund Balance

TELEGRAPH CANYON DRAINAGE DIF FUND 542

FUND SUMMARY

BUDGET CATEGORY	FY 2005-06 ACTUAL	FY 2006-07 ACTUAL	FY 2007-08 PROJECTED	FY 2008-09 PROPOSED
AVAILABLE FUND BALANCE - JULY 1*	**$5,176,398**	**$5,294,609**	**$5,539,017**	**$4,304,960**
EXPENDITURES				
Transfers Out	2,116	1,731	1,027	69
CIP Project Expenditures	27,267	14,375	1,466,170	0
TOTAL EXPENDITURES	**$29,383**	**$16,107**	**$1,467,197**	**$69**
REVENUES				
Use of Money & Property	145,256	259,977	233,140	0
Development Impact Fees	537	537	0	0
Transfers In	1,801	0	0	0
ESTIMATED TOTAL REVENUES	**$147,594**	**$260,514**	**$233,140**	**$0**
NET FUND ACTIVITY	**$118,211**	**$244,408**	**($1,234,057)**	**($69)**
ENDING AVAILABLE FUND BALANCE*	**$5,294,609**	**$5,539,017**	**$4,304,960**	**$4,304,891**

*Estimated Available Fund Balance

PUBLIC FACILITIES DIF FUNDS 560

FUND SUMMARY

BUDGET CATEGORY	FY 2005-06 ACTUAL	FY 2006-07 ACTUAL	FY 2007-08 PROJECTED	FY 2008-09 PROPOSED
AVAILABLE FUND BALANCE - JULY 1*	**$23,514,230**	**$20,541,458**	**$4,843,825**	**-$6,748,240**
EXPENDITURES				
Personnel Services	48,322	0	0	0
Supplies and Services	310,096	294,784	42,987	206,500
Other Expenses	921,962	542,484	454,857	754,857
Capital	684,363	302,991	645,683	40,000
Utilities	11,682	0	0	0
Transfers Out	5,791,119	9,346,703	4,745,965	5,290,210
CIP Project Expenditures	16,802,747	9,741,309	8,632,640	(68,328)
TOTAL EXPENDITURES	**$24,570,291**	**$20,228,271**	**$14,522,132**	**$6,223,239**
REVENUES				
Use of Money & Property	492,375	990,858	(142,365)	0
Development Impact Fees	17,934,536	2,130,562	3,072,432	6,854,425
Other Revenue	3,163,319	848,315	0	0
Transfers In	7,289	560,904	0	48,201
ESTIMATED TOTAL REVENUES	**$21,597,519**	**$4,530,638**	**$2,930,067**	**$6,902,626**
NET FUND ACTIVITY	**($2,972,772)**	**($15,697,633)**	**($11,592,065)**	**$679,387**
ENDING AVAILABLE FUND BALANCE*	**$20,541,458**	**$4,843,825**	**($6,748,240)**	**($6,068,853)**

FUND DETAIL

DEPT #	DEPT DESCRIPTION	FY 2005-06 ACTUAL	FY 2006-07 ACTUAL	FY 2007-08 PROJECTED	FY 2008-09 PROPOSED
EXPENDITURES					
567	DIF-Adamo Property Acquisition	42,748	44,030	45,351	46,712
571	General Administration	962,781	580,611	470,076	841,634
572	Civic Center Expansion	4,581,910	3,915,496	10,383,261	2,442,618
573	Police Facilities Remodel	2,288,132	2,131,919	1,786,797	1,771,564
574	Corporation Yard Relocation	1,879,348	1,486,094	1,669,325	1,143,856
575	Library for Eastern Territory	3,064,560	5,543,042	50,000	25,000
576	Fire Suppression Sys Expansion	1,870,036	5,360,953	59,682	183
577	Geographic Information System	57,980	41,926	0	0
578	Mainframe Computer Expansion	8,263	0	0	0
579	Telephone Switch Expansion	18,064	245,811	0	0
581	Records Management System	863	0	0	0
582	Recreation Facilities	9,795,606	878,389	57,640	(48,328)
TOTAL EXPENDITURES		**$24,570,291**	**$20,228,271**	**$14,522,132**	**$6,223,239**
REVENUES					

*Estimated Available Fund Balance

PUBLIC FACILITIES DIF FUNDS 560

567	DIF-Adamo Property Acquisition	13,658	22,684	19,224	0
571	General Administration	506,746	228,525	106,673	489,150
572	Civic Center Expansion	6,829,046	1,514,438	1,936,925	1,936,700
573	Police Facilities Remodel	3,769,547	512,764	458,753	1,516,350
574	Corporation Yard Relocation	2,632,844	476,385	309,408	519,801
575	Library for Eastern Territory	2,655,438	605,734	629,625	960,950
576	Fire Suppression Sys Expansion	1,191,408	526,269	(531,385)	787,500
577	Geographic Information System	25,320	278,074	0	0
578	Mainframe Computer Expansion	24,404	74,028	0	0
579	Telephone Switch Expansion	23,457	5,158	0	0
581	Records Management System	22,283	177,803	0	0
582	Recreation Facilities	3,903,368	108,778	844	692,175
TOTAL REVENUES		**$21,597,519**	**$4,530,638**	**$2,930,067**	**$6,902,626**
NET FUND ACTIVITY		**($2,972,772)**	**($15,697,633)**	**($11,592,065)**	**$679,387**

*Estimated Available Fund Balance

PEDESTRIAN BRIDGE DIF FUNDS 580

FUND SUMMARY

BUDGET CATEGORY	FY 2005-06 ACTUAL	FY 2006-07 ACTUAL	FY 2007-08 PROJECTED	FY 2008-09 PROPOSED
AVAILABLE FUND BALANCE - JULY 1*	**$2,518,230**	**$3,153,621**	**$2,934,389**	**$3,144,092**
EXPENDITURES				
Other Expenses	4,794	639,089	172,074	1,079,566
TOTAL EXPENDITURES	**$4,794**	**$639,089**	**$172,074**	**$1,079,566**
REVENUES				
Use of Money & Property	77,754	157,161	142,011	0
Development Impact Fees	562,431	262,696	239,766	421,178
ESTIMATED TOTAL REVENUES	**$640,185**	**$419,857**	**$381,777**	**$421,178**
NET FUND ACTIVITY	**$635,391**	**($219,232)**	**$209,703**	**($658,388)**
ENDING AVAILABLE FUND BALANCE*	**$3,153,621**	**$2,934,389**	**$3,144,092**	**$2,485,704**

FUND DETAIL

FUND #	FUND DESCRIPTION	FY 2005-06 ACTUAL	FY 2006-07 ACTUAL	FY 2007-08 PROJECTED	FY 2008-09 PROPOSED
EXPENDITURES					
587	DIF-OR Village Pedestrian Ramp	595	638,763	172,074	1,076,366
588	OR Vlg11 Pedestrian Bridge DIF	4,199	326	0	3,200
TOTAL EXPENDITURES		**$4,794**	**$639,089**	**$172,074**	**$1,079,566**
REVENUES					
587	DIF-OR Village Pedestrian Ramp	47,466	78,207	71,748	171,178
588	OR Vlg11 Pedestrian Bridge DIF	592,719	341,650	310,029	250,000
TOTAL REVENUES		**$640,185**	**$419,857**	**$381,777**	**$421,178**
NET FUND ACTIVITY		**$635,391**	**($219,232)**	**$209,703**	**($658,388)**

*Estimated Available Fund Balance

TRANSPORTATION DIF FUNDS 590

FUND SUMMARY

BUDGET CATEGORY	FY 2005-06 ACTUAL	FY 2006-07 ACTUAL	FY 2007-08 PROJECTED	FY 2008-09 PROPOSED
AVAILABLE FUND BALANCE - JULY 1*	**$26,048,241**	**$25,344,282**	**$25,817,119**	**$19,005,827**
EXPENDITURES				
Supplies and Services	62,360	105,726	299,864	211,000
Other Expenses	500,280	842,479	2,580,917	580,916
Capital	0	60,542	0	0
Transfers Out	8,263	7,008	4,156	180,277
CIP Project Expenditures	5,407,361	456,252	5,376,355	191,411
TOTAL EXPENDITURES	**$5,978,264**	**$1,472,007**	**$8,261,292**	**$1,163,604**
REVENUES				
Use of Money & Property	768,336	1,224,924	1,000,000	0
Development Impact Fees	4,413,680	719,921	450,000	750,000
Other Revenue	85,000	0	0	0
Transfers In	7,289	0	0	180,000
ESTIMATED TOTAL REVENUES	**$5,274,305**	**$1,944,844**	**$1,450,000**	**$930,000**
NET FUND ACTIVITY	**($703,959)**	**$472,837**	**($6,811,292)**	**($233,604)**
ENDING AVAILABLE FUND BALANCE*	**$25,344,282**	**$25,817,119**	**$19,005,827**	**$18,772,223**

FUND DETAIL

FUND #	FUND DESCRIPTION	FY 2005-06 ACTUAL	FY 2006-07 ACTUAL	FY 2007-08 PROJECTED	FY 2008-09 PROPOSED
EXPENDITURES					
591	Transportation DIF	5,978,264	1,472,007	8,261,292	983,604
593	Western Transportation DIF Fund	0	0	0	180,000
TOTAL EXPENDITURES		**$5,978,264**	**$1,472,007**	**$8,261,292**	**$1,163,604**
REVENUES					
591	Transportation DIF	5,274,305	1,944,844	1,450,000	750,000
593	Western Transportation DIF Fund	0	0	0	180,000
TOTAL REVENUES		**$5,274,305**	**$1,944,844**	**$1,450,000**	**$930,000**
NET FUND ACTIVITY		**($703,959)**	**$472,837**	**($6,811,292)**	**($233,604)**

*Estimated Available Fund Balance

MISC CAPITAL PROJECT FUNDS 700

FUND SUMMARY

BUDGET CATEGORY	FY 2005-06 ACTUAL	FY 2006-07 ACTUAL	FY 2007-08 PROJECTED	FY 2008-09 PROPOSED
AVAILABLE FUND BALANCE - JULY 1*	**$51,905,969**	**$50,256,122**	**$45,267,584**	**$42,219,496**
EXPENDITURES				
Other Expenses	0	100,000	50,000	25,000
Transfers Out	1,020,201	721,392	756,365	681,358
CIP Project Expenditures	33,222,222	15,266,983	8,012,575	(95,413)
TOTAL EXPENDITURES	**$34,242,423**	**$16,088,374**	**$8,818,940**	**$610,945**
REVENUES				
Other Local Taxes	668,761	393,650	152,860	200,000
Use of Money & Property	1,356,184	2,688,192	2,118,396	0
Development Impact Fees	13,330,770	7,980,398	3,499,596	1,000,000
Other Revenue	12,977	37,596	0	0
Transfers In	17,223,884	0	0	0
ESTIMATED TOTAL REVENUES	**$32,592,576**	**$11,099,836**	**$5,770,852**	**$1,200,000**
NET FUND ACTIVITY	**($1,649,847)**	**($4,988,538)**	**($3,048,088)**	**$589,055**
ENDING AVAILABLE FUND BALANCE*	**$50,256,122**	**$45,267,584**	**$42,219,496**	**$42,808,551**

FUND DETAIL

FUND #	FUND DESCRIPTION	FY 2005-06 ACTUAL	FY 2006-07 ACTUAL	FY 2007-08 PROJECTED	FY 2008-09 PROPOSED
EXPENDITURES					
713	Capital Improvement Projects	0	0	0	0
714	CIP - Fiscal Agent	17,166,917	12,303,540	4,470,243	0
715	Park Acquisition & Development	15,888,388	1,961,649	1,328,790	(27,542)
717	Resid. Construction/Conversion	1,187,118	1,823,186	3,019,907	638,487
725	Indust. Development Authority	0	0	0	0
TOTAL EXPENDITURES		**$34,242,423**	**$16,088,374**	**$8,818,940**	**$610,945**
REVENUES					
713	Capital Improvement Projects	0	0	0	0
714	CIP - Fiscal Agent	17,466,715	860,937	200,000	0
715	Park Acquisition & Development	14,290,456	9,638,675	5,297,454	1,000,000
717	Resid. Construction/Conversion	835,159	599,788	272,860	200,000
725	Indust. Development Authority	246	436	538	0
TOTAL REVENUES		**$32,592,576**	**$11,099,836**	**$5,770,852**	**$1,200,000**
NET FUND ACTIVITY		**($1,649,847)**	**($4,988,538)**	**($3,048,088)**	**$589,055**

*Estimated Available Fund Balance

OTHER TRANSPORTATION PROGRAM FUNDS 730

FUND SUMMARY

BUDGET CATEGORY	FY 2005-06 ACTUAL	FY 2006-07 ACTUAL	FY 2007-08 PROJECTED	FY 2008-09 PROPOSED
AVAILABLE FUND BALANCE - JULY 1*	**$1,886,331**	**$1,703,415**	**$1,491,495**	**-$5,071,138**
EXPENDITURES				
Supplies and Services	0	134,619	0	0
Other Expenses	0	220,929	0	0
Transfers Out	33,850	1,731	1,027	69
CIP Project Expenditures	2,073,132	2,470,154	7,308,898	6,912,000
TOTAL EXPENDITURES	**$2,106,982**	**$2,827,433**	**$7,309,925**	**$6,912,069**
REVENUES				
Use of Money & Property	(45,920)	415,642	243,025	0
Revenue from Other Agencies	1,966,602	2,131,919	504,267	12,164,388
Other Revenue	0	67,952	0	0
Transfers In	3,384	0	0	0
ESTIMATED TOTAL REVENUES	**$1,924,066**	**$2,615,514**	**$747,292**	**$12,164,388**
NET FUND ACTIVITY	**($182,916)**	**($211,920)**	**($6,562,633)**	**$5,252,319**
ENDING AVAILABLE FUND BALANCE*	**$1,703,415**	**$1,491,495**	**($5,071,138)**	**$181,181**

FUND DETAIL

FUND #	FUND DESCRIPTION	FY 2005-06 ACTUAL	FY 2006-07 ACTUAL	FY 2007-08 PROJECTED	FY 2008-09 PROPOSED
EXPENDITURES					
723	Bicycle Facilities	298,991	289,499	451,832	150,000
735	Transportation Partnership	4,107	309,028	41,739	69
736	Other Transportation Program	1,767,005	120,824	3,121,852	5,568,000
737	Trans Equity Act - 21	24,672	0	17,139	215,000
738	Cal Trans STIP	12,207	0	0	0
739	Traffic Congestion Relief Fund	0	2,108,082	177,363	979,000
741	Prop 1B Hwy Safety	0	0	3,500,000	0
TOTAL EXPENDITURES		**$2,106,982**	**$2,827,433**	**$7,309,925**	**$6,912,069**
REVENUES					
723	Bicycle Facilities	96,714	68,570	310,513	291,319
735	Transportation Partnership	11,499	10,983	3,077	0
736	Other Transportation Program	1,767,219	244,458	393,079	6,995,300
737	Trans Equity Act - 21	(48,408)	52,739	17,139	215,000
738	Cal Trans STIP	85,548	9,295	0	0
739	Traffic Congestion Relief Fund	11,494	2,229,468	23,484	1,000,000
741	Prop 1B Hwy Safety	0	0	0	3,662,769
TOTAL REVENUES		**$1,924,066**	**$2,615,514**	**$747,292**	**$12,164,388**

*Estimated Available Fund Balance

OTHER TRANSPORTATION PROGRAM FUNDS 730

NET FUND ACTIVITY	**($182,916)**	**($211,920)**	**($6,562,633)**	**$5,252,319**

*Estimated Available Fund Balance

CITY OF CHULA VISTA

PROPOSED BUDGET

DEBT SERVICE FUNDS

FISCAL YEAR 2009

DEBT SERVICE FUNDS

The debt service requirement for the City and the Redevelopment Agency is $16.7 million for fiscal year 2008-09. This represents an increase of approximately $115,000 from the fiscal year 2007-08 amended budget of $16.6 million.

Debt service payments are made from various City and Agency Funds in accordance with the legal documents governing each borrowing. Present debt is in the form of Certificates of Participation, Pension Obligation Bonds, Long Term Notes, Lease-Purchase Obligations, Tax Allocation Refunding Bonds, and Tax Allocation Bonds. Debt has been issued by the City to finance a wide variety of projects, including the construction of the new Public Works Center and the new Police Facility, parking facilities, refurbishment of the Chula Vista Shopping Mall, property acquisitions, building remodeling, and equipment and software acquisition.

Annual debt service costs are borne primarily by the General Fund, with the exception of the Tax Allocation Refunding Bonds and the Tax Allocation Bonds, which are funded by property tax increment revenues in the Redevelopment Agency.

To follow is a brief description of the debt service funds.

Fund 441 – 1994 Pension Obligation Bonds

The 1994 Pension Obligation Bonds in the amount of $16,786,532 were issued to provide funds to pay the City's unfunded liability in the California Public Employees Retirement System. The bonds are a debt of the City General Fund and the City is obligated by Retirement Law to make the bond payments without specification of funds. The term of the bonds is through fiscal year 2011-12.

Fund 442 – CDBG Section 108 Loan

In June of 2007, the City received a loan of $9.5 million from the U.S. Department of Housing and Urban Development (HUD), under the Section 108 program. These funds will be repaid with a portion of the City's annual CDBG allocation, over the next 20 years. The funds will be used for the 'Castle Park Infrastructure Project'. The Section 108 loan is an 'advance' of future CDBG entitlement funds, and, as such, is repaid with a portion of the City's annual entitlement.

Fund 446 – Notes Payable Adamo

A January 1994 note payable for $370,000 to Mr. and Mrs. Adamo as part of the purchase price for property located adjacent to the Civic Center. The term of the note is twenty years.

Fund 448 – 2000 Certificates of Participation Series A

This Certificate of Participation Series A of 2000 in the amount of $25,255,000. Certificates were issued to provide funds to improve the City's 800 MHZ emergency communication system and to construct and improve the City's Corporation Yard. The term of the Certificates is through the year 2020.

Fund 449 - San Diego County Regional Communication Systems

On March 7, 2000, the Chula Vista City Council authorized the City to join the San Diego County Regional Communications Systems (RCS). The City's portion of the infrastructure is $2,809,405 plus financing costs. This is payable over a period of 14 years commencing on January 1, 2001 through January 1, 2014.

Fund 450 - 2002 Certificates of Participation – Police Facility Project

In June 2002, the Public Financing Authority issued the 2002 COP in the amount of $60,145,000 to finance the construction of the City's new Police Headquarters. The source of repayment of the certificates is the lease payments to be made by the General Fund and PFDIF to the Public Financing Authority. The term of the certificates is through the year 2032.

Fund 471 - 2003 Refunding Certificates of Participation

In August 2004, the Public Financing Authority issued the 2003 COP in the amount of $11,320,000 to prepay the outstanding $7,215,000 principal balance of the 1993 Refunding Certificates of Participation and the outstanding $2,140,000 principal balance of the 1993 Certifications of Participation. The source of repayment of the certificates is the lease payments to be made by the City to the Public Financing Authority. The term of the certificates is through the year 2013.

Fund 472 - 2004 Certificates of Participation – Civic Center Project – Phase 1

In August 2004, the Public Financing Authority issued the 2004 COP in the amount of $37,240,000 to finance the construction and equipping of certain improvements to the Civic Center complex and to provide funds for infrastructure improvements in western Chula Vista. The source of repayment of the certificates is the lease payments to be made by the General Fund and PFDIF to the Public Financing Authority. The term of the certificates is through the year 2034.

Fund 473 – 2006 Certificates of Participation-Civic Center project Phase 2

In March 2006, the Public Financing Authority issued the 2006 COP in the amount of $20,325,000 to finance the construction and equipping of additional improvements to the Civic Center complex and for the renovation of the City's Nature Center.

CITY OF
CHULA VISTA

DS - CITY FUNDS 440

FUND SUMMARY

BUDGET CATEGORY	FY 2005-06 ACTUAL	FY 2006-07 ACTUAL	FY 2007-08 PROJECTED	FY 2008-09 PROPOSED
AVAILABLE FUND BALANCE - JULY 1*	**-$13,853,602**	**-$14,193,384**	**-$14,674,461**	**-$14,650,361**
EXPENDITURES				
Supplies and Services	0	2,475	2,475	2,500
Other Expenses	3,132,044	3,203,341	2,710,365	3,961,234
Transfers Out	0	0	626,896	48,201
TOTAL EXPENDITURES	**$3,132,044**	**$3,205,816**	**$3,339,736**	**$4,011,935**
REVENUES				
Use of Money & Property	57	60	8	0
Transfers In	2,792,205	2,724,678	3,363,828	3,862,247
ESTIMATED TOTAL REVENUES	**$2,792,262**	**$2,724,739**	**$3,363,836**	**$3,862,247**
NET FUND ACTIVITY	**($339,782)**	**($481,077)**	**$24,100**	**($149,688)**
ENDING AVAILABLE FUND BALANCE*	**($14,193,384)**	**($14,674,461)**	**($14,650,361)**	**($14,800,049)**

FUND DETAIL

FUND #	FUND DESCRIPTION	FY 2005-06 ACTUAL	FY 2006-07 ACTUAL	FY 2007-08 PROJECTED	FY 2008-09 PROPOSED
EXPENDITURES					
441	1994 Pension Obligation Bond	2,148,435	2,272,435	2,371,755	2,462,913
442	CDBG Section 108 Loan	0	0	0	787,058
446	Notes Payable Adamo Property	42,747	44,030	45,351	46,712
449	SD Co Regional Comm Systems	295,734	295,734	295,734	295,734
451	Long-term Advances DSF - City	645,128	593,617	626,896	419,518
TOTAL EXPENDITURES		**$3,132,044**	**$3,205,816**	**$3,339,736**	**$4,011,935**
REVENUES					
441	1994 Pension Obligation Bond	2,150,987	2,272,515	2,369,225	2,462,913
442	CDBG Section 108 Loan	0	0	0	637,370
446	Notes Payable Adamo Property	42,748	44,030	45,351	46,712
449	SD Co Regional Comm Systems	295,739	295,739	295,742	295,734
451	Long-term Advances DSF - City	302,788	112,455	653,518	419,518
TOTAL REVENUES		**$2,792,262**	**$2,724,739**	**$3,363,836**	**$3,862,247**
NET FUND ACTIVITY		**($339,782)**	**($481,077)**	**$24,100**	**($149,688)**

*Estimated Available Fund Balance

DS - CV PUBLIC FINANCING AUTHORITY FUND 470

FUND SUMMARY

BUDGET CATEGORY	FY 2005-06 ACTUAL	FY 2006-07 ACTUAL	FY 2007-08 PROJECTED	FY 2008-09 PROPOSED
AVAILABLE FUND BALANCE - JULY 1*	**$11,784,225**	**$13,636,569**	**$13,038,806**	**$13,046,573**
EXPENDITURES				
Supplies and Services	3,000	17,679	13,650	28,800
Other Expenses	9,934,181	10,694,159	10,577,323	10,512,247
Transfers Out	17,195,138	0	0	0
TOTAL EXPENDITURES	**$27,132,319**	**$10,711,838**	**$10,590,973**	**$10,541,047**
REVENUES				
Use of Money & Property	479,242	613,855	335,439	0
Other Revenue	20,325,000	0	0	0
Transfers In	8,180,421	9,500,219	10,263,301	10,441,083
ESTIMATED TOTAL REVENUES	**$28,984,663**	**$10,114,075**	**$10,598,740**	**$10,441,083**
NET FUND ACTIVITY	**$1,852,344**	**($597,763)**	**$7,767**	**($99,964)**
ENDING AVAILABLE FUND BALANCE*	**$13,636,569**	**$13,038,806**	**$13,046,573**	**$12,946,609**

FUND DETAIL

FUND #	FUND DESCRIPTION	FY 2005-06 ACTUAL	FY 2006-07 ACTUAL	FY 2007-08 PROJECTED	FY 2008-09 PROPOSED
EXPENDITURES					
448	2000 COP Ser A-Fin Project	2,122,782	2,124,500	2,125,672	1,868,484
450	2002 COP Police Facility Proj	3,908,821	3,913,746	3,916,471	3,916,846
471	2003 Refunding Cert of Part	1,621,605	1,468,900	1,296,875	1,076,825
472	2004 COP Civ Ctr Proj Phase I	1,630,329	2,399,964	2,394,402	2,400,393
473	2006 COP Civ Ctr Proj Phase 2	17,848,782	804,728	857,553	1,278,499
TOTAL EXPENDITURES		**$27,132,319**	**$10,711,838**	**$10,590,973**	**$10,541,047**
REVENUES					
448	2000 COP Ser A-Fin Project	2,523,471	2,190,904	1,998,865	1,768,520
450	2002 COP Police Facility Proj	4,151,740	4,034,826	3,795,188	3,916,846
471	2003 Refunding Cert of Part	1,661,248	1,480,438	1,333,276	1,076,825
472	2004 COP Civ Ctr Proj Phase I	322,458	2,366,414	2,470,788	2,400,393
473	2006 COP Civ Ctr Proj Phase 2	20,325,746	41,492	1,000,623	1,278,499
TOTAL REVENUES		**$28,984,663**	**$10,114,075**	**$10,598,740**	**$10,441,083**
NET FUND ACTIVITY		**$1,852,344**	**($597,763)**	**$7,767**	**($99,964)**

*Estimated Available Fund Balance

CITY OF CHULA VISTA

PROPOSED BUDGET

OTHER FUNDS

FISCAL YEAR 2009

OTHER FUNDS

The funds included in this section include miscellaneous Special Revenue and Internal Service funds. Special Revenue Funds are used to account for proceeds derived from specific revenue sources, which are legally restricted to expenditures for special purposes. Internal Service Funds are used to finance and account for goods, special activities, and services performed by one City department for other City departments on a cost reimbursement basis. Internal Service Funds account for the activities of centralized vehicle and equipment maintenance, worker's compensation, and insurance.

To follow is a brief description of special revenue funds.

TRANSPORTATION FUNDS

Included in this group are the following funds:

Fund 221 – Gas Tax

This fund accounts for the receipt and expenditure of all monies received from the State under Street and Highway Code Sections 2106, 2107, 2107.5. The allocations must be spent for street maintenance or construction and a limited amount for engineering. Historically, these monies were deemed highly restrictive insofar as expenditure, but with adoption of AB1502 effective January 1, 1978 most of the money can be used for any street purpose. In the past the total revenue received has been expended on a 50-50 basis, i.e. about one-half of the money for road construction and the other half for maintenance. While such a policy is desirable, greater utilization of the fund for street maintenance and other street related operation costs is possible.

Fund 225 – Traffic Signal Fee

This fund accounts for the receipt and expenditure of fees collected from private developers for financing and / or installation of new traffic signals, as required by City of Chula Vista Council Policy 478-01

Fund 227 – Transportation Sales Tax

This fund was established to account for the receipt and disbursement of all transportation sales tax (TransNet) revenues for the City. In November 1987, San Diego County voters first approved the Transportation Program (TransNet). In November of 2004, voters approved a 40-year extension of the program, which funds transportation improvements throughout the region via a half-cent local sales tax. The City's allocation of regional funds is based upon population and the number of local street and road miles maintained by the City.

PARKING FUNDS

Included as part of this group are the following funds:

Fund 241 – Parking Meter

Parking Meter Fund revenues are generated through two sources: coin deposits from parking meters located in the downtown area, and parking citation payments for expired meter violations. These funds pay for the coin collection and maintenance of the meters, the parking enforcement staff that monitors the downtown area, and general upkeep and signage of the downtown parking lots.

Fund 243 - Town Centre I Parking

This fund is used to account for revenues from an in-lieu parking fee. This in-lieu parking fee applies to any developer of a new commercial building or addition to an existing commercial building within the Downtown Parking District. Use of monies in this fund is restricted to the purchase or development of parking sites.

PUBLIC SAFETY FUNDS

Included in this group are the following funds:

Fund 245 – Traffic Safety

This fund is a depository for all monies derived from vehicle code fines, excluding parking violations. The fines are collected through the County court system and remitted to the City monthly. These monies may be expended only for traffic control devices and equipment and maintenance thereof or for the maintenance, improvement or construction of public streets.

Fund 251 – Supplemental Law Enforcement Services

This fund accounts for the Supplemental Law Enforcement grant funds awarded to the Police Department; these funds can be used to supplement general fund appropriations for Police related personnel, overtime, and equipment expenditures.

Fund 252 – Police Department Grants

This fund includes the California Border Alliance Group (CBAG) and miscellaneous police grants. CBAG is funded with federal funds. While CBAG employees are technically City of Chula Vista employees they do not work in the City of Chula Vista nor do they provide direct services for the City of Chula Vista; the City serves only as a fiscal agent for CBAG.

Fund 254 – Local Law Enforcement Block Grant Funds

This fund accounts for federal Justice Assistance Grant funds awarded to the Police Department; these funds can be used to supplement general fund appropriations for Police related personnel, overtime, and equipment expenditures.

Fund 256 – Asset Seizure

This fund is a depository for assets seized under Federal statutes through the process of “equitable sharing” of drug money and real property. By law these funds may only be used for law enforcement purposes and are intended to supplement, not supplant, existing funds.

LIBRARY/CULTURAL ARTS FUNDS

Included in this group are the following funds:

Fund 261 – California Library Service Act

The California Library Services Act (CLSA) helps public libraries provide coordinated reference services and provides reimbursement for interlibrary loans of materials and loans to nonresident borrowers through the Transaction Based Reimbursement program, also known as the Direct Loan program. The Chula Vista Public Library participates in the Universal Borrowing provision of CLSA that reimburses the City for any over-the-counter loan service to the residents of all other California public library jurisdictions (Direct Loan). The Interlibrary Loan program reimburses the City for handling costs when books are lent to other California libraries.

Fund 262 – Public Library Foundation Fund

The Public Library Foundation Act (PLF) is a funding formula under which the State contributes funding for basic local library services, under specified conditions, to assure the availability to every resident of the state an adequate level of public library service regardless of the taxable wealth of the local jurisdiction providing the service. The legislation provides that to every library jurisdiction which allocates to its public library at least as much local funding as it had the previous year, the state will award a dollar amount equal to the proportional share of the total amount allocated for the Public Library Foundation program based on the population of the library's service area as certified by the State Librarian for that fiscal year. The annual funding is dependent upon appropriations made by the legislature and the Governor.

Fund 267 – McCandliss Awards

The Gayle McCandliss Fund was established in 1991 shortly after she passed away. Consistent with her wishes, it was established as a perpetual fund to recognize and provide monetary support or recognition to individuals or groups who make substantial contribution to the arts in the City of Chula Vista.

SUNDRY GRANT FUNDS

Included as part of this group are the following funds:

Fund 268 – State Recreation Grants

This fund was established to account for the receipt and disbursement of all State Recreation Grants received by the City.

Fund 272 – Federal Grants Fund

This fund was established to account for the receipt and disbursement of all Federal Grants received by the City.

Fund 273 – State Grants Fund

This fund was established to account for the receipt and disbursement of all State Grants received by the City (excluding Recreation related grants).

ENVIRONMENTAL SERVICES AND CONSERVATION FUNDS

Included as part of this group are the following funds:

Fund 281 - Waste Management and Recycling

Revenue for the Waste Management fund is generated by a variety of grants which are used to implement, operate and educate the public on waste diversion, recycling, environmental actions and impacts. Current grant programs include litter reduction and bottle and can recycling programs; a regional used motor oil and oil filter recycling program; regional household hazardous waste program, regional universal waste program, and a regional needles and sharps disposal program.

Fund 282 – Environmental Services

The Environmental Services fund is a depository for revenue that is generated primarily by a 5% surcharge (AB 939 fees) applied to the refuse rates for residential and commercial customers. The surcharge is authorized by the State to recover the costs of developing and implementing source reduction, recycling, and composting programs that are implemented to meet the State mandate to divert 50% of all waste generated annually in the City from landfills. The fund also includes two annual flat fees paid by the franchise hauler under the franchise agreement to cover litter container costs and to support the programs public education and enforcement service costs.

Fund 285 – Energy Conservation Fund

Revenue for the Energy Conservation fund is generated by grants and inter-agency agreements for specific energy conservation projects. For fiscal year 2008-2009, the energy

conservation fund reflects the budget for the SDG&E energy conservation grant. This grant funds energy conservation programs for local residents, businesses, and City operations that reduce the amount of natural gas and electricity consumed.

COMMUNITY DEVELOPMENT BLOCK GRANT FUNDS

These funds are depositories of grant entitlement monies received from the Department of Housing and Urban Development including funds 311, 312, 314, 321, 323, and 325. The purpose of these monies is for community development projects; eligible activities include those that:

- Benefit low and moderate income people.
- Eliminate slums and blight
- Alleviate conditions posing a serious health and/or safety hazard.

OPEN SPACE DISTRICT FUNDS

These funds are a depository for all monies received for all flat rate property tax assessments levied against benefiting property owners for all maintenance of open space areas. Included in this group are funds 342 through 389.

The total assessment amount for each Open Space District is calculated each year based upon the cost of providing services within the district. This assessment rate is limited to the prior year's amount, increased by the lesser of two local indexes. It has recently become evident that these indexed increases are not effectively keeping pace with the actual costs of providing these services to the property owners. In the next two years, staff will look at potential solutions, including both possible cost savings and increased assessment revenues. It is staff's intention to proactively address this concern while minimizing any impact on property owners.

STORM DRAIN FUND

Fund 301 – Storm Drain Revenue

Storm Drain Revenue Fund is a depository for all monies collected from the monthly storm drain service charge, in accordance with Chapter 14.16 of the Chula Vista Municipal Code. Monies in this fund may be used for storm drain purposes.

To follow is a brief description of the internal service funds.

Fund 231 – Workers Compensation

This fund is a depository for contributions made from the General Fund to pay for annual costs related to workers' compensation liabilities including the provision of an appropriate reserve to pay uninsured claims costs. The City is self-insured for amounts up to $1.0 million per claim. The amount of the reserve and the required annual transfer is determined by the Director of Finance, based on experience and consultation with the Risk Manager.

Fund 341 Public Liability Trust Fund

This fund is a depository for contributions made from the General Fund to provide an appropriate reserve level to pay for uninsured and deductibles for public liability losses. The City is self-insured for amounts up to $250,000 per claim.

Fund 232 Flexible Spending Account

This fund is used to account for employee health, medical, and dependent care benefits.

CITY OF
CHULA VISTA

TRANSPORTATION FUNDS 220

FUND SUMMARY

BUDGET CATEGORY	FY 2005-06 ACTUAL	FY 2006-07 ACTUAL	FY 2007-08 PROJECTED	FY 2008-09 PROPOSED
AVAILABLE FUND BALANCE - JULY 1*	**$17,974,979**	**$18,890,816**	**$19,389,239**	**$1,900,933**
EXPENDITURES				
Other Expenses	5,831	95,888	51,646	15,009
Transfers Out	3,869,748	4,176,440	4,274,136	4,269,538
CIP Project Expenditures	5,823,071	4,152,682	28,246,717	4,053,287
TOTAL EXPENDITURES	**$9,698,650**	**$8,425,010**	**$32,572,499**	**$8,337,834**
REVENUES				
Other Local Taxes	4,200,000	3,210,000	9,171,000	4,577,000
Use of Money & Property	526,006	875,066	1,037,182	0
Revenue from Other Agencies	3,971,169	4,143,109	4,109,022	4,142,716
Charges for Services	1,895,618	683,742	766,989	551,241
Other Revenue	0	11,517	0	0
Transfers In	21,694	0	0	0
ESTIMATED TOTAL REVENUES	**$10,614,487**	**$8,923,434**	**$15,084,193**	**$9,270,957**
NET FUND ACTIVITY	**$915,837**	**$498,423**	**($17,488,306)**	**$933,123**
ENDING AVAILABLE FUND BALANCE*	**$18,890,816**	**$19,389,239**	**$1,900,933**	**$2,834,056**

FUND DETAIL

FUND #	FUND DESCRIPTION	FY 2005-06 ACTUAL	FY 2006-07 ACTUAL	FY 2007-08 PROJECTED	FY 2008-09 PROPOSED
EXPENDITURES					
221	Gas Tax	4,909,162	4,972,162	4,538,784	4,093,590
222	Federal Aid to Urban	1,583	0	0	0
225	Traffic Signal	989,404	1,138,015	4,402,769	(352,751)
226	CMAQ/Traffic Signal	(2,006)	0	0	0
227	Transportation Sales Tax	3,800,507	2,314,833	23,630,946	4,596,995
TOTAL EXPENDITURES		**$9,698,650**	**$8,425,010**	**$32,572,499**	**$8,337,834**
REVENUES					
221	Gas Tax	4,046,906	4,115,295	4,119,522	4,142,716
222	Federal Aid to Urban	0	0	0	0
225	Traffic Signal	2,020,147	962,200	954,777	551,241
226	CMAQ/Traffic Signal	(13,201)	105	0	0
227	Transportation Sales Tax	4,560,635	3,845,834	10,009,894	4,577,000
TOTAL REVENUES		**$10,614,487**	**$8,923,434**	**$15,084,193**	**$9,270,957**
NET FUND ACTIVITY		**$915,837**	**$498,423**	**($17,488,306)**	**$933,123**

*Estimated Available Fund Balance

PARKING FUNDS 240

FUND SUMMARY

BUDGET CATEGORY	FY 2005-06 ACTUAL	FY 2006-07 ACTUAL	FY 2007-08 PROJECTED	FY 2008-09 PROPOSED
AVAILABLE FUND BALANCE - JULY 1*	**$126,249**	**$159,034**	**$169,017**	**$198,915**
EXPENDITURES				
Personnel Services	81,407	18,937	24,992	34,670
Supplies and Services	14,204	17,079	15,371	26,613
Other Expenses	213,044	266,725	281,620	277,365
Utilities	16,797	16,696	17,450	24,504
Transfers Out	2,630	2,264	1,358	127
CIP Project Expenditures	0	0	10,288	202,996
TOTAL EXPENDITURES	**$328,082**	**$321,702**	**$351,079**	**$566,276**
REVENUES				
Licenses and Permits	34,083	24,729	30,500	37,000
Fines, Forfeitures, Penalties	59,668	60,047	79,683	76,053
Use of Money & Property	265,208	246,909	255,794	248,719
Other Revenue	0	0	15,000	0
Transfers In	1,908	0	0	0
ESTIMATED TOTAL REVENUES	**$360,867**	**$331,684**	**$380,977**	**$361,772**
NET FUND ACTIVITY	**$32,785**	**$9,983**	**$29,898**	**($204,504)**
ENDING AVAILABLE FUND BALANCE*	**$159,034**	**$169,017**	**$198,915**	**($5,589)**

FUND DETAIL

FUND # FUND DESCRIPTION	FY 2005-06 ACTUAL	FY 2006-07 ACTUAL	FY 2007-08 PROJECTED	FY 2008-09 PROPOSED
EXPENDITURES				
241 Parking Meter	328,082	321,702	340,791	554,140
243 Town Centre I-Parking District	0	0	10,288	12,136
TOTAL EXPENDITURES	**$328,082**	**$321,702**	**$351,079**	**$566,276**
REVENUES				
241 Parking Meter	360,135	330,335	364,643	361,772
243 Town Centre I-Parking District	732	1,349	16,334	0
TOTAL REVENUES	**$360,867**	**$331,684**	**$380,977**	**$361,772**
NET FUND ACTIVITY	**$32,785**	**$9,983**	**$29,898**	**($204,504)**

*Estimated Available Fund Balance

STAFFING SUMMARY - 241

BUDGET CATEGORY	FY 2007-08 ADOPTED	FY 2007-08 MIDYEAR	FY 2008-09 AMENDED	FY 2008-09 PROPOSED
Parking Meter Technician	0.50	-	-	0.50
TOTAL AUTHORIZED POSITIONS	**0.50**	**-**	**-**	**0.50**

PUBLIC SAFETY FUNDS 250

FUND SUMMARY

BUDGET CATEGORY	FY 2005-06 ACTUAL	FY 2006-07 ACTUAL	FY 2007-08 PROJECTED	FY 2008-09 PROPOSED
AVAILABLE FUND BALANCE - JULY 1*	**$291,727**	**$279,197**	**$656,916**	**$1,165,356**
EXPENDITURES				
Personnel Services	0	3,407	2,490,359	2,534,498
Supplies and Services	0	102,725	124,220	82,967
Other Expenses	591,517	3,913	2,032	0
Capital	0	49,654	61,330	100,125
Transfers Out	748,844	866,885	673,134	654,140
TOTAL EXPENDITURES	**$1,340,361**	**$1,026,583**	**$3,351,075**	**$3,371,730**
REVENUES				
Fines, Forfeitures, Penalties	517,504	842,214	784,180	532,920
Use of Money & Property	14,654	36,080	47,266	0
Revenue from Other Agencies	795,673	426,009	3,028,069	2,868,952
Other Revenue	0	100,000	0	0
ESTIMATED TOTAL REVENUES	**$1,327,831**	**$1,404,302**	**$3,859,515**	**$3,401,872**
NET FUND ACTIVITY	**($12,530)**	**$377,719**	**$508,440**	**$30,142**
ENDING AVAILABLE FUND BALANCE*	**$279,197**	**$656,916**	**$1,165,356**	**$1,195,498**

FUND DETAIL

FUND #	FUND DESCRIPTION	FY 2005-06 ACTUAL	FY 2006-07 ACTUAL	FY 2007-08 PROJECTED	FY 2008-09 PROPOSED
EXPENDITURES					
245	Traffic Safety	527,984	513,600	534,144	534,140
251	Suppl Law Enforcement Services	465,923	0	0	0
252	Police Department Grants	0	93,724	2,550,940	2,606,404
254	Local Law Enf Block Grant	125,594	65,974	127,001	11,061
256	Asset Seizure	220,860	353,285	138,990	220,125
TOTAL EXPENDITURES		**$1,340,361**	**$1,026,583**	**$3,351,075**	**$3,371,730**
REVENUES					
245	Traffic Safety	518,759	850,149	801,240	532,920
251	Suppl Law Enforcement Services	493,610	22,840	29,646	0
252	Police Department Grants	749	192,975	2,550,940	2,640,766
254	Local Law Enf Block Grant	122,345	101,467	127,001	11,061
256	Asset Seizure	192,368	236,871	350,688	217,125
TOTAL REVENUES		**$1,327,831**	**$1,404,302**	**$3,859,515**	**$3,401,872**
NET FUND ACTIVITY		**($12,530)**	**$377,719**	**$508,440**	**$30,142**

*Estimated Available Fund Balance

STAFFING SUMMARY - 252

BUDGET CATEGORY	FY 2007-08 ADOPTED	FY 2007-08 MIDYEAR	FY 2008-09 AMENDED	FY 2008-09 PROPOSED
CBAG Administrative Analyst II	1.00	-	-	1.00
CBAG Analyst	3.00	-	-	3.00
CBAG Budget Manager	1.00	-	-	1.00
CBAG Deputy Executive Director	1.00	-	-	1.00
CBAG Director Of SD LECC	1.00	-	-	1.00
CBAG Executive Assistant	1.00	-	-	1.00
CBAG Executive Director	1.00	-	-	1.00
CBAG Graphic Designer/Webmaster	1.00	-	-	1.00
CBAG Lead Programmer Analyst	1.00	-	-	1.00
CBAG Management Assistant	1.00	-	-	1.00
CBAG Meth Strike Force Coordinator	1.00	-	(1.00)	-
CBAG Micro Computer Specialist	1.00	-	-	1.00
CBAG Network Administrator I	2.00	-	-	2.00
CBAG Network Manager	1.00	-	-	1.00
CBAG Program Analyst	1.00	-	-	1.00
CBAG Program Manager	2.00	-	-	2.00
CBAG RCFL Network Engineer	1.00	-	-	1.00
TOTAL AUTHORIZED POSITIONS	**21.00**	**-**	**(1.00)**	**20.00**

LIBRARY/CULTURAL ARTS FUNDS 260

FUND SUMMARY

BUDGET CATEGORY	FY 2005-06 ACTUAL	FY 2006-07 ACTUAL	FY 2007-08 PROJECTED	FY 2008-09 PROPOSED
AVAILABLE FUND BALANCE - JULY 1*	**$78,238**	**$203,391**	**$391,740**	**$198,091**
EXPENDITURES				
Personnel Services	5,652	9,252	0	0
Supplies and Services	30,894	8,294	0	400
Other Expenses	4,700	1,200	1,200	1,200
Transfers Out	145,259	199,124	31,110	25,000
CIP Project Expenditures	0	0	330,485	102,644
TOTAL EXPENDITURES	**$186,505**	**$217,870**	**$362,795**	**$129,244**
REVENUES				
Use of Money & Property	5,349	17,089	18,866	0
Revenue from Other Agencies	305,409	388,230	149,380	134,000
Other Revenue	900	900	900	900
ESTIMATED TOTAL REVENUES	**$311,658**	**$406,219**	**$169,146**	**$134,900**
NET FUND ACTIVITY	**$125,153**	**$188,349**	**($193,649)**	**$5,656**
ENDING AVAILABLE FUND BALANCE*	**$203,391**	**$391,740**	**$198,091**	**$203,747**

FUND DETAIL

FUND #	FUND DESCRIPTION	FY 2005-06 ACTUAL	FY 2006-07 ACTUAL	FY 2007-08 PROJECTED	FY 2008-09 PROPOSED
EXPENDITURES					
261	California Library Service Act	92,817	88,216	359,595	127,644
262	Public Library Act	84,988	128,454	2,000	0
265	CA Dept of Education Sect. 321	7,500	0	0	0
267	McCandliss Cultural Arts	1,200	1,200	1,200	1,600
TOTAL EXPENDITURES		**$186,505**	**$217,870**	**$362,795**	**$129,244**
REVENUES					
261	California Library Service Act	216,878	272,320	167,428	134,000
262	Public Library Act	85,930	130,302	50	0
265	CA Dept of Education Sect. 321	7,500	1,875	0	0
267	McCandliss Cultural Arts	1,350	1,722	1,668	900
TOTAL REVENUES		**$311,658**	**$406,219**	**$169,146**	**$134,900**
NET FUND ACTIVITY		**$125,153**	**$188,349**	**($193,649)**	**$5,656**

*Estimated Available Fund Balance

SUNDRY GRANT FUNDS 270

FUND SUMMARY

BUDGET CATEGORY	FY 2005-06 ACTUAL	FY 2006-07 ACTUAL	FY 2007-08 PROJECTED	FY 2008-09 PROPOSED
AVAILABLE FUND BALANCE - JULY 1*	**$53,432**	**$249,180**	**-$692,120**	**-$627,910**
EXPENDITURES				
Personnel Services	0	0	144,581	28,730
Supplies and Services	0	143,801	200,000	104,734
Other Expenses	0	230,664	0	0
Capital	0	45,346	24,085	0
CIP Project Expenditures	1,024,840	975,547	1,505,949	(110,000)
TOTAL EXPENDITURES	**$1,024,840**	**$1,395,358**	**$1,874,615**	**$23,464**
REVENUES				
Use of Money & Property	0	(37)	0	0
Revenue from Other Agencies	408,213	454,094	1,915,001	621,374
Other Revenue	668,906	0	23,824	0
Transfers In	143,469	0	0	0
ESTIMATED TOTAL REVENUES	**$1,220,588**	**$454,058**	**$1,938,825**	**$621,374**
NET FUND ACTIVITY	**$195,748**	**($941,300)**	**$64,210**	**$597,910**
ENDING AVAILABLE FUND BALANCE*	**$249,180**	**($692,120)**	**($627,910)**	**($30,000)**

FUND DETAIL

FUND #	FUND DESCRIPTION	FY 2005-06 ACTUAL	FY 2006-07 ACTUAL	FY 2007-08 PROJECTED	FY 2008-09 PROPOSED
EXPENDITURES					
268	State Recreation Grants	1,024,840	975,547	1,193,074	(140,000)
272	Federal Grants Fund	0	174,906	168,666	133,464
273	State Grants Fund	0	244,905	512,875	30,000
TOTAL EXPENDITURES		**$1,024,840**	**$1,395,358**	**$1,874,615**	**$23,464**
REVENUES					
268	State Recreation Grants	1,220,588	147,442	1,144,088	487,910
272	Federal Grants Fund	0	129,560	214,012	133,464
273	State Grants Fund	0	177,055	580,725	0
TOTAL REVENUES		**$1,220,588**	**$454,058**	**$1,938,825**	**$621,374**
NET FUND ACTIVITY		**$195,748**	**($941,300)**	**$64,210**	**$597,910**

*Estimated Available Fund Balance

CONSERVATION FUNDS 280

FUND SUMMARY

BUDGET CATEGORY	FY 2005-06 ACTUAL	FY 2006-07 ACTUAL	FY 2007-08 PROJECTED	FY 2008-09 PROPOSED
AVAILABLE FUND BALANCE - JULY 1*	**$15,184**	**$117,903**	**-$152,073**	**$0**
EXPENDITURES				
Personnel Services	27,489	93,985	232,822	517,300
Supplies and Services	235,234	277,446	398,198	1,494,392
Other Expenses	12,867	15,559	146,153	299,621
Utilities	0	0	771	627
Transfers Out	0	0	0	84,042
CIP Project Expenditures	0	51,909	872,179	0
TOTAL EXPENDITURES	**$275,590**	**$438,899**	**$1,650,123**	**$2,395,982**
REVENUES				
Use of Money & Property	(111)	1,388	0	0
Revenue from Other Agencies	365,553	167,535	1,728,837	1,333,212
Charges for Services	0	0	0	850,400
Other Revenue	12,867	0	73,359	217,400
ESTIMATED TOTAL REVENUES	**$378,309**	**$168,923**	**$1,802,196**	**$2,401,012**
NET FUND ACTIVITY	**$102,719**	**($269,976)**	**$152,073**	**$5,030**
ENDING AVAILABLE FUND BALANCE*	**$117,903**	**($152,073)**	**$0**	**$5,030**

FUND DETAIL

FUND #	FUND DESCRIPTION	FY 2005-06 ACTUAL	FY 2006-07 ACTUAL	FY 2007-08 PROJECTED	FY 2008-09 PROPOSED
EXPENDITURES					
281	Waste Management & Recycling	239,520	225,291	281,217	476,120
282	Environmental Services Fund	0	0	0	1,062,992
285	Energy Conservation	36,070	213,607	1,368,906	856,870
TOTAL EXPENDITURES		**$275,590**	**$438,899**	**$1,650,123**	**$2,395,982**
REVENUES					
281	Waste Management & Recycling	345,978	(42,696)	436,337	476,342
282	Environmental Services Fund	0	0	0	1,067,800
285	Energy Conservation	32,331	211,619	1,365,859	856,870
TOTAL REVENUES		**$378,309**	**$168,923**	**$1,802,196**	**$2,401,012**
NET FUND ACTIVITY		**$102,719**	**($269,976)**	**$152,073**	**$5,030**

*Estimated Available Fund Balance

STAFFING SUMMARY - 282

BUDGET CATEGORY	FY 2007-08 ADOPTED	FY 2007-08 MIDYEAR	FY 2008-09 AMENDED	FY 2008-09 PROPOSED
Environmental Services Program Manager	-	1.00	-	1.00
Recycling Specialist II	-	2.00	-	2.00
TOTAL AUTHORIZED POSITIONS	**-**	**3.00**	**-**	**3.00**

STORM DRAIN REVENUE FUND 301

FUND SUMMARY

BUDGET CATEGORY	FY 2005-06 ACTUAL	FY 2006-07 ACTUAL	FY 2007-08 PROJECTED	FY 2008-09 PROPOSED
AVAILABLE FUND BALANCE - JULY 1*	**$902,755**	**-$87,917**	**$84,354**	**-$94,719**
EXPENDITURES				
Supplies and Services	144,417	185,354	420,961	256,850
Other Expenses	31,000	0	0	0
Utilities	3,092	2,266	0	1,000
Transfers Out	1,518,225	311,837	440,098	290,548
CIP Project Expenditures	19,749	0	115,569	0
TOTAL EXPENDITURES	**$1,716,483**	**$499,457**	**$976,628**	**$548,398**
REVENUES				
Licenses and Permits	190,989	115,163	51,372	138,945
Fines, Forfeitures, Penalties	3,500	9,300	17,700	0
Use of Money & Property	9,734	(1,095)	2,088	0
Charges for Services	519,356	548,360	726,395	441,715
Transfers In	2,232	0	0	0
ESTIMATED TOTAL REVENUES	**$725,811**	**$671,728**	**$797,555**	**$580,660**
NET FUND ACTIVITY	**($990,672)**	**$172,271**	**($179,073)**	**$32,262**
ENDING AVAILABLE FUND BALANCE*	**($87,917)**	**$84,354**	**($94,719)**	**($62,457)**

*Estimated Available Fund Balance

COMM DEV BLOCK GRANT FUNDS 320

FUND SUMMARY

BUDGET CATEGORY	FY 2005-06 ACTUAL	FY 2006-07 ACTUAL	FY 2007-08 PROJECTED	FY 2008-09 PROPOSED
AVAILABLE FUND BALANCE - JULY 1*	**-$2,324,812**	**-$1,104,845**	**$865,499**	**$813,178**
EXPENDITURES				
Supplies and Services	54,712	14,243	9,300	65,349
Other Expenses	1,085,456	467,206	1,306,821	445,400
Capital	0	0	0	400,000
Transfers Out	233,234	9,501	2,500	679,124
CIP Project Expenditures	2,510,634	1,288,716	11,979,984	385,423
Non-CIP Project Expenditures	1,164,928	772,753	857,616	452,882
TOTAL EXPENDITURES	**$5,048,964**	**$2,552,418**	**$14,156,221**	**$2,428,178**
REVENUES				
Use of Money & Property	23,479	10,609	67,255	0
Revenue from Other Agencies	6,245,377	4,206,565	14,036,645	2,968,482
Other Revenue	75	1,053	0	0
Transfers In	0	304,534	0	0
ESTIMATED TOTAL REVENUES	**$6,268,931**	**$4,522,761**	**$14,103,900**	**$2,968,482**
NET FUND ACTIVITY	**$1,219,967**	**$1,970,344**	**($52,321)**	**$540,304**
ENDING AVAILABLE FUND BALANCE*	**($1,104,845)**	**$865,499**	**$813,178**	**$1,353,482**

FUND DETAIL

FUND #	FUND DESCRIPTION	FY 2005-06 ACTUAL	FY 2006-07 ACTUAL	FY 2007-08 PROJECTED	FY 2008-09 PROPOSED
EXPENDITURES					
311	CDBG Housing Program	999	1,124	2,500	499,400
312	Job Hsg Bal Incentive Grt Prog	1,660,178	1,053	0	0
314	Emergency Shelter Grant Prog	166,677	86,318	88,095	88,169
321	Home Program	96,909	204,696	1,188,000	96,997
323	CDBG Sec 108 Loan Fund	0	0	0	0
325	CDBG Program - Income Projects	733,645	8,377	10,150	0
333	FY2000 Comm Dev Block Grant	2,390,556	2,250,849	12,867,476	1,743,612
TOTAL EXPENDITURES		**$5,048,964**	**$2,552,418**	**$14,156,221**	**$2,428,178**
REVENUES					
311	CDBG Housing Program	1,413	30,142	0	225,582
312	Job Hsg Bal Incentive Grt Prog	1,652,061	9,190	0	0
314	Emergency Shelter Grant Prog	165,531	90,458	88,095	88,169
321	Home Program	1,951,008	2,289,126	1,136,221	906,542
323	CDBG Sec 108 Loan Fund	0	0	0	0
325	CDBG Program - Income Projects	20,658	(1,323)	2,242	0

*Estimated Available Fund Balance

COMM DEV BLOCK GRANT FUNDS 320

333 FY2000 Comm Dev Block Grant	2,478,260	2,105,169	12,877,342	1,748,189
TOTAL REVENUES	**$6,268,931**	**$4,522,761**	**$14,103,900**	**$2,968,482**
NET FUND ACTIVITY	**$1,219,967**	**$1,970,344**	**($52,321)**	**$540,304**

*Estimated Available Fund Balance

NON-CIP PROJECTS DETAIL

	HOUSING	CDBG	FY 2008-09 PROPOSED
ADDI - First Time Homebuyer Program	$7,048	$0	$7,048
Caring Neighbors - Home Repair	$0	$20,000	$20,000
Casa Neuva Vida	$83,769	$0	$83,769
Community Access Program	$0	$11,000	$11,000
CV Beacon Center - Youth Prevention and Diversion	$0	$7,783	$7,783
CV Boys and Girls Club - Youth Prevention and Diversion	$0	$14,413	$14,413
CV PAL - Youth Prevention and Diversion	$0	$5,000	$5,000
Fair Housing Services	$0	$35,000	$35,000
Family Resource Center	$0	$35,000	$35,000
Family Violence Treatment Program	$0	$34,000	$34,000
HVAC Project	$0	$30,000	$30,000
Interfaith Shelter Network	$0	$10,350	$10,350
KidCare Express III Mobile Medical Unit	$0	$27,000	$27,000
Project Hand	$0	$7,380	$7,380
Regional Task Force on the Homeless	$0	$1,000	$1,000
Rehabilitation Services	$0	$3,500	$3,500
SBCS - Youth Prevention and Diversion	$0	$39,550	$39,550
South Bay Adult Day Health Care Center Transportation	$0	$11,000	$11,000
South Bay Family YMCA - Youth Prevention and Diversio	$0	$29,854	$29,854
Therapeutic Recreation Services	$0	$17,936	$17,936
Thursday's Meal	$0	$10,000	$10,000
WizKidz Program	$0	$12,299	$12,299
NON-CIP PROJECTS TOTAL	**$90,817**	**$362,065**	**$452,882**

OPEN SPACE DISTRICT FUNDS 350

FUND SUMMARY

BUDGET CATEGORY	FY 2005-06 ACTUAL	FY 2006-07 ACTUAL	FY 2007-08 PROJECTED	FY 2008-09 PROPOSED
AVAILABLE FUND BALANCE - JULY 1*	**$8,544,306**	**$9,587,870**	**$10,922,948**	**$9,463,779**
EXPENDITURES				
Supplies and Services	2,949,658	3,464,640	5,211,117	6,346,920
Other Expenses	1,425,135	1,468,208	1,733,025	1,803,948
Utilities	987,078	1,238,310	1,941,177	2,209,035
Transfers Out	74,595	0	0	0
TOTAL EXPENDITURES	**$5,436,466**	**$6,171,159**	**$8,885,319**	**$10,359,903**
REVENUES				
Use of Money & Property	244,179	483,663	489,158	0
Other Revenue	6,235,851	7,022,574	6,936,992	10,359,903
ESTIMATED TOTAL REVENUES	**$6,480,030**	**$7,506,237**	**$7,426,150**	**$10,359,903**
NET FUND ACTIVITY	**$1,043,564**	**$1,335,078**	**($1,459,169)**	**$0**
ENDING AVAILABLE FUND BALANCE*	**$9,587,870**	**$10,922,948**	**$9,463,779**	**$9,463,779**

FUND DETAIL

FUND #	FUND DESCRIPTION	FY 2005-06 ACTUAL	FY 2006-07 ACTUAL	FY 2007-08 PROJECTED	FY 2008-09 PROPOSED
EXPENDITURES					
342	CFD 11-M RHR McMillin	3,009	28,739	76,155	56,174
343	CFD 12-M Vlg7	0	3,360	200,596	414,000
344	CFD 13-M Vlg2	0	0	6,000	4,050
345	CFD 12M - OR Village 7	0	3,360	4,200	477,836
351	Town Centre Landscaping Dist I	0	0	0	0
352	Bay Blvd Landscaping Dist	8,095	9,064	8,000	15,377
353	Eastlake Maintenance Dist #1	221,122	204,123	266,671	231,571
354	Open Space District #1	59,536	53,502	64,535	68,617
355	Open Space District #2	12,557	11,663	13,468	14,781
356	Open Space District #3	45,113	57,928	52,983	44,254
357	Open Space District #4	68,056	69,613	79,337	86,375
358	Open Space District #5	28,616	29,269	37,225	40,217
359	Open Space District #6	18,556	17,632	20,794	22,670
361	Open Space District #7	13,045	17,237	13,759	13,258
362	Open Space District #8	52,418	57,024	59,369	63,878
363	Open Space District #9	60,143	60,055	72,728	59,037
364	Open Space District #10	63,993	69,822	73,445	78,962
365	Open Space District #11	120,688	113,392	130,749	150,518
366	Open Space District #13	0	0	0	0

*Estimated Available Fund Balance

367	Open Space District #14	263,505	262,580	319,945	339,280
368	Open Space District #15	16,762	13,190	18,725	21,188
369	Open Space District #17	4,617	3,652	3,207	3,478
371	Open Space District #18	107,245	99,165	117,417	121,152
372	Open Space District #20	998,276	1,001,323	1,135,273	1,173,652
373	Open Space District #23	44,691	53,979	50,768	58,720
374	Open Space District #24	19,962	18,085	24,407	25,571
375	Open Space District #26	7,863	7,183	7,404	9,104
376	Open Space District #31	83,755	83,775	108,006	117,060
377	Open Space District #33	0	0	0	0
378	CFD 07M-Eastlk II Woods, Vista	188,992	355,193	462,692	591,781
379	CFD 08M-Vlg 6 McM & Oty Ranc	334,115	571,742	873,464	958,664
380	CFD 09M OR Vlg II	231,074	397,610	788,474	920,056
381	CFD 09M-OR Vlg II Brookfld She	0	0	0	0
382	CFD 99-2 Otay Ranch Vlg 1 We	444,396	462,664	732,472	737,002
383	Town Ctr Business Imprv Distr	0	0	0	0
386	Otay Ranch Acquisition Dist	44,406	139,852	135,679	450,000
387	CFD 98-3 Sunbow 2	662,496	737,067	878,891	991,464
388	Comm Facility 97-1 (Otay Rnch)	1,146,007	1,067,648	1,939,532	1,895,650
389	Otay Ranch Village 1,2,6,7,12	63,357	90,668	108,949	104,506
TOTAL EXPENDITURES		**$5,436,466**	**$6,171,159**	**$8,885,319**	**$10,359,903**
REVENUES					
342	CFD 11-M RHR McMillin	29,267	31,151	6,345	56,174
343	CFD 12-M Vlg7	0	386,852	295,492	414,000
344	CFD 13-M Vlg2	0	0	36,579	4,050
345	CFD 12M - OR Village 7	0	332,246	146,491	477,836
351	Town Centre Landscaping Dist I	557	1,051	1,042	0
352	Bay Blvd Landscaping Dist	15,613	20,295	17,773	15,377
353	Eastlake Maintenance Dist #1	261,077	258,618	252,981	231,571
354	Open Space District #1	66,391	58,585	72,887	68,617
355	Open Space District #2	12,457	12,958	13,512	14,781
356	Open Space District #3	43,090	45,816	48,440	44,254
357	Open Space District #4	76,606	77,311	81,288	86,375
358	Open Space District #5	36,820	29,552	44,689	40,217
359	Open Space District #6	18,736	19,182	27,502	22,670
361	Open Space District #7	12,586	13,368	13,281	13,258
362	Open Space District #8	56,801	63,924	65,154	63,878
363	Open Space District #9	60,857	63,301	62,927	59,037
364	Open Space District #10	69,665	74,889	73,396	78,962
365	Open Space District #11	104,520	99,022	147,125	150,518
366	Open Space District #13	14	14	22	0
367	Open Space District #14	304,613	316,733	314,391	339,280
368	Open Space District #15	15,289	14,966	20,527	21,188
369	Open Space District #17	4,752	3,864	5,074	3,478

*Estimated Available Fund Balance

OPEN SPACE DISTRICT FUNDS 350

371	Open Space District #18	114,960	88,165	91,972	121,152
372	Open Space District #20	1,107,180	934,667	916,090	1,173,652
373	Open Space District #23	45,631	49,592	44,897	58,720
374	Open Space District #24	22,707	19,203	21,138	25,571
375	Open Space District #26	5,625	7,952	9,064	9,104
376	Open Space District #31	95,989	79,151	87,805	117,060
377	Open Space District #33	0	0	0	0
378	CFD 07M-Eastlk II Woods, Vista	225,409	167,043	227,810	591,781
379	CFD 08M-Vlg 6 McM & Oty Ranc	362,540	295,971	409,116	958,664
380	CFD 09M OR Vlg II	829,902	500,122	423,767	920,056
381	CFD 09M-OR Vlg II Brookfld She	0	0	0	0
382	CFD 99-2 Otay Ranch Vlg 1 We	59,214	591,456	546,988	737,002
383	Town Ctr Business Imprv Distr	642	(1,334)	145,412	0
386	Otay Ranch Acquisition Dist	63,100	63,329	329,470	450,000
387	CFD 98-3 Sunbow 2	500,985	879,696	847,729	991,464
388	Comm Facility 97-1 (Otay Rnch)	1,757,418	1,822,890	1,503,200	1,895,650
389	Otay Ranch Village 1,2,6,7,12	99,017	84,635	74,774	104,506
TOTAL REVENUES		**$6,480,030**	**$7,506,237**	**$7,426,150**	**$10,359,903**
NET FUND ACTIVITY		**$1,043,564**	**$1,335,078**	**($1,459,169)**	**$0**

*Estimated Available Fund Balance

WORKERS COMPENSATION FUND 231

FUND SUMMARY

BUDGET CATEGORY	FY 2005-06 ACTUAL	FY 2006-07 ACTUAL	FY 2007-08 PROJECTED	FY 2008-09 PROPOSED
AVAILABLE FUND BALANCE - JULY 1*	**$1,610,476**	**$1,432,008**	**$1,584,024**	**$1,597,281**
EXPENDITURES				
Supplies and Services	580,239	683,414	664,072	539,840
Other Expenses	2,088,368	2,069,161	2,167,367	2,550,000
TOTAL EXPENDITURES	**$2,668,607**	**$2,752,575**	**$2,831,439**	**$3,089,840**
REVENUES				
Other Revenue	2,490,139	2,904,591	2,844,696	2,821,917
ESTIMATED TOTAL REVENUES	**$2,490,139**	**$2,904,591**	**$2,844,696**	**$2,821,917**
NET FUND ACTIVITY	**($178,468)**	**$152,016**	**$13,257**	**($267,923)**
ENDING AVAILABLE FUND BALANCE*	**$1,432,008**	**$1,584,024**	**$1,597,281**	**$1,329,358**

*Estimated Available Fund Balance

FLEXIBLE SPENDING ACCOUNT FUND 232

FUND SUMMARY

BUDGET CATEGORY	FY 2005-06 ACTUAL	FY 2006-07 ACTUAL	FY 2007-08 PROJECTED	FY 2008-09 PROPOSED
AVAILABLE FUND BALANCE - JULY 1*	**$78,106**	**$71,249**	**$27,199**	**$20,564**
EXPENDITURES				
Personnel Services	260,999	265,739	282,000	310,000
Supplies and Services	0	54,375	26,072	14,889
Capital	5,217	0	0	0
TOTAL EXPENDITURES	**$266,216**	**$320,114**	**$308,072**	**$324,889**
REVENUES				
Other Revenue	259,359	276,064	301,437	310,000
ESTIMATED TOTAL REVENUES	**$259,359**	**$276,064**	**$301,437**	**$310,000**
NET FUND ACTIVITY	**($6,857)**	**($44,050)**	**($6,635)**	**($14,889)**
ENDING AVAILABLE FUND BALANCE*	**$71,249**	**$27,199**	**$20,564**	**$5,675**

*Estimated Available Fund Balance

PUBLIC LIABILITY TRUST FUND 341

FUND SUMMARY

BUDGET CATEGORY	FY 2005-06 ACTUAL	FY 2006-07 ACTUAL	FY 2007-08 PROJECTED	FY 2008-09 PROPOSED
AVAILABLE FUND BALANCE - JULY 1*	**$755,304**	**$755,304**	**$755,304**	**$45,304**
EXPENDITURES				
Other Expenses	0	0	710,000	0
TOTAL EXPENDITURES	**$0**	**$0**	**$710,000**	**$0**
NET FUND ACTIVITY	**$0**	**$0**	**($710,000)**	**$0**
ENDING AVAILABLE FUND BALANCE*	**$755,304**	**$755,304**	**$45,304**	**$45,304**

*Estimated Available Fund Balance

TECHNOLOGY REPLACEMENT FUND 393

FUND SUMMARY

BUDGET CATEGORY	FY 2005-06 ACTUAL	FY 2006-07 ACTUAL	FY 2007-08 PROJECTED	FY 2008-09 PROPOSED
AVAILABLE FUND BALANCE - JULY 1*	**$1,613,107**	**$642,939**	**$176,088**	**$0**
EXPENDITURES				
Capital	556,418	734,677	179,307	0
Transfers Out	1,000,000	0	0	0
TOTAL EXPENDITURES	**$1,556,418**	**$734,677**	**$179,307**	**$0**
REVENUES				
Use of Money & Property	46,550	(2,025)	3,219	0
Other Revenue	539,700	269,851	0	0
ESTIMATED TOTAL REVENUES	**$586,250**	**$267,826**	**$3,219**	**$0**
NET FUND ACTIVITY	**($970,168)**	**($466,851)**	**($176,088)**	**$0**
ENDING AVAILABLE FUND BALANCE*	**$642,939**	**$176,088**	**$0**	**$0**

*Estimated Available Fund Balance

STORES INVENTORY FUND 395

FUND SUMMARY

BUDGET CATEGORY	FY 2005-06 ACTUAL	FY 2006-07 ACTUAL	FY 2007-08 PROJECTED	FY 2008-09 PROPOSED
AVAILABLE FUND BALANCE - JULY 1*	**$43,496**	**$51,610**	**$45,191**	**$9,346**
EXPENDITURES				
Other Expenses	153,147	130,713	110,000	0
Transfers Out	0	0	42,653	0
TOTAL EXPENDITURES	**$153,147**	**$130,713**	**$152,653**	**$0**
REVENUES				
Use of Money & Property	1,277	2,331	2,878	0
Other Revenue	159,984	121,963	113,930	0
ESTIMATED TOTAL REVENUES	**$161,261**	**$124,294**	**$116,808**	**$0**
NET FUND ACTIVITY	**$8,114**	**($6,419)**	**($35,845)**	**$0**
ENDING AVAILABLE FUND BALANCE*	**$51,610**	**$45,191**	**$9,346**	**$9,346**

*Estimated Available Fund Balance

CITY OF
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PROPOSED BUDGET

CAPITAL IMPROVEMENT PROGRAM

Capital Improvement Program Summary

Revenue Summary

Expenditure Summary

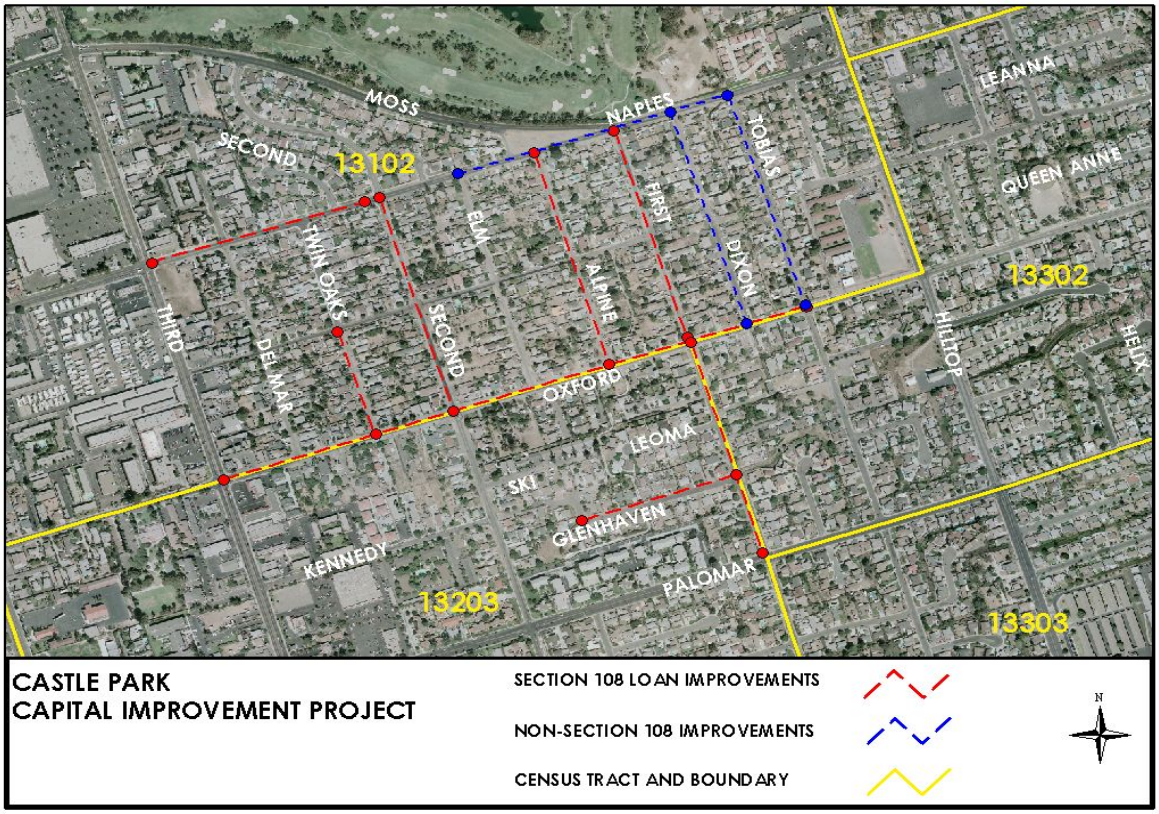
Capital Improvement Projects Summary

FISCAL YEAR 2009

CAPITAL IMPROVEMENT PROGRAM SUMMARY

To follow is the fiscal year 2008-09 Capital Improvement Program (CIP). The program outlined herein was developed with two main goals in mind. The first was to build upon the City's growing recognition of the need for additional commitment and funding for infrastructure preservation efforts. The second goal was to recognize the changing fiscal position of the City and downturn in development related capital revenues. While there are still several development related capital projects in the program, the overall CIP sought to balance both the types of projects and the geographical locations, particularly in eastern Chula Vista, where projects would occur to best meet the needs of the City and its residents, businesses and visitors.

Significant funding is dedicated to on-going infrastructure rehabilitation projects. These include streets, sidewalks and sewers. In particular, street related rehabilitation projects are predominant in this program. These projects occur on a citywide basis and are part of a comprehensive process that the City performs every year to assess the most cost efficient manner to preserve and rehabilitate the City's streets. Last year, the City completed the implementation of a comprehensive pavement management system. All of the City's streets were inspected and rated based on a number of criteria. This system will form the basis for the development of future pavement rehabilitation projects.



In addition to the street rehabilitation effort, the City continues to focus significant attention and resources on street improvements in western Chula Vista. A number of projects have been undertaken in the past four years including over $10 million of street rehabilitation projects as well as significant sidewalk improvements. That effort will continue and will also include the formation of assessment districts on a number of streets in the Castle Park neighborhood. During fiscal year 2006-07, the city successfully completed the process for obtaining a $9.5 million loan from the US Department of Housing and Urban Development for street improvements in the Castle Park neighborhood. Those loan proceeds became available to the City in June of 2008. A number of street improvement projects are moving forward including work on First Avenue between Naples Street and Palomar Street, Glenhaven Way west of First Avenue, Oxford Street between Third Avenue and First Avenue and Second Avenue between Naples Street and Palomar Street. Once these projects on the main streets in the neighborhood are completed, any remaining funds will be utilized on local streets in the neighborhood.

While this focus on infrastructure continues, the City has also engaged in a large facility construction program. Since 2002, the City has undertaken over $63 million of new park and recreation facility construction. In FY 2007-08 the reconstruction of Otay Park was completed. It is anticipated that construction activities will commence on Mt. San Miguel Community Park and All

Seasons Park in San Miguel Ranch and Otay Ranch, respectively. Over 151 acres of new parkland and 58,000 square feet of new recreation center space will have been added between 2002 and the end of fiscal year 2007-08.

The $50 million renovation of the Civic Center Complex is nearly complete. Phase 1, the new City Hall, opened on time in December of 2005 and Phase 2, the renovation of the Public Services Building opened in February of 2007. With respect to Phase 3, the renovation of the former Police Department, the facility was opened in May 2008. Not all staff scheduled to occupy the building have moved in as the lack of funding for furniture has delayed the full occupancy of the building. Efforts are underway to inventory and assess the condition and compatibility of the City'sexisting furniture stock to determine whether it can be relocated and configured to serve the other staff that is scheduled to move into the building within the parameters of the project budget. The Human Resources Department is operating within the building. Future relocations will be undertaken as funding within the project becomes available. Should that funding not materialize, a significant portion of the building may remain vacant.

The design of the Rancho Del Rey Library is complete and construction is planned to commence as soon as sufficient Public Facilities Development Impact Fees (PFDIF) are generated. Given the economic conditions within the construction/development industry, it is not possible at this point in time to estimate a construction schedule.

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CIP REVENUE SUMMARY

In the fiscal year 2008-09 Capital Improvement Program, there are a number of key funding sources; to follow is a brief description of some of the most programmed funding sources.

TRANSPORTATION SALES TAX

Transportation Sales Tax (TransNET) funds are derived from sales tax revenues that are collected by the State specifically for use on transportation related projects. The regional metropolitan planning agency, San Diego Association of Governments (SANDAG) programs these funds to municipalities within San Diego County. Revenues vary from year to year depending on the amount of sales tax available to the region and the number and costs of projects for which municipalities request funding. The revenue approved for municipalities is based on the specific cost estimates that are required to be submitted as part of the request for funding. In fiscal year 2008-09, Transportation Sales Tax capital expenditures are $4.6 million. Of that amount, $3.0 million is programmed for pavement rehabilitation. A number of smaller traffic congestion improvement projects and transportation planning efforts are also funded from TransNET. This is also the first year that the City is required to spend a minimum of 70% of its TransNET receipts on congestion reducing projects. This limits the City's use of these funds for minor pavement rehabilitation efforts. The City intends to explore the possibility of dedicating additional amounts to minor pavement efforts (projects with less than a one inch thick overlay) with SANDAG in the future.

TRANSPORTATION GRANTS

Transportation grant application periods are open annually to municipalities, to competitively apply for a limited amount of resources. These funds are intended to assist municipalities in funding needed infrastructure. In fiscal year 2008-09, grant award expenditures are proposed at $5.6 million.

SEWER FACILITY REPLACEMENT FUND

The Sewer Facility Replacement Fund is a fee based revenue source that all properties pay each month as part of their sewer bills. The funds can be utilized to replace, rehabilitate or upgrade existing sewer facilities. In fiscal year 2008-09, a total of $2.0 million is proposed to be funded. There are actually $2.4 million of projects receiving funding, while the funding for two projects, the Sewer Replacement at Freeway Crossings (-$.3 million) and Drainage Basin East of Second Avenue (-$.1 million) is being eliminated. Among the projects receiving funding are the annual rehabilitation program ($1.8 million) and North 5th Street Sewer Improvements ($.6 million).

TRAFFIC SIGNAL FEE

The Traffic Signal Fee is a trip based development impact fee that is charged with the issuance of building permits for new construction. The fee can be utilized for the installation and upgrade of traffic signals throughout the City. In fiscal year 2008-09, the budget contemplates lowering the total funding from the fund by $.4 million. Traffic Signal Fees are down, as are all development related revenues, and the projects list for the fund have been re-prioritized. The elimination of funding is recommended for a number of projects while funding is recommended for the Audible Pedestrian Signal Upgrades ($.2 million) and Traffic Signal and Streetlight Maintenance ($.2 million).

PROPOSITION 1B HIGHWAY FUNDS

In 2006-07, the voters of the state approved Proposition 1B. This proposition included funds to be provided to cities within the state for local roadway improvements. The City will receive a total of approximately $7 million directly, $3.6 million in fiscal year 2008-09 and the remaining half in fiscal year 2009-10. The entire amount of the fiscal year 2008-09 allocation has been programmed for pavement rehabilitation.

PROPOSITION 42 (TRAFFIC CONGESTION RELIEF FUND)

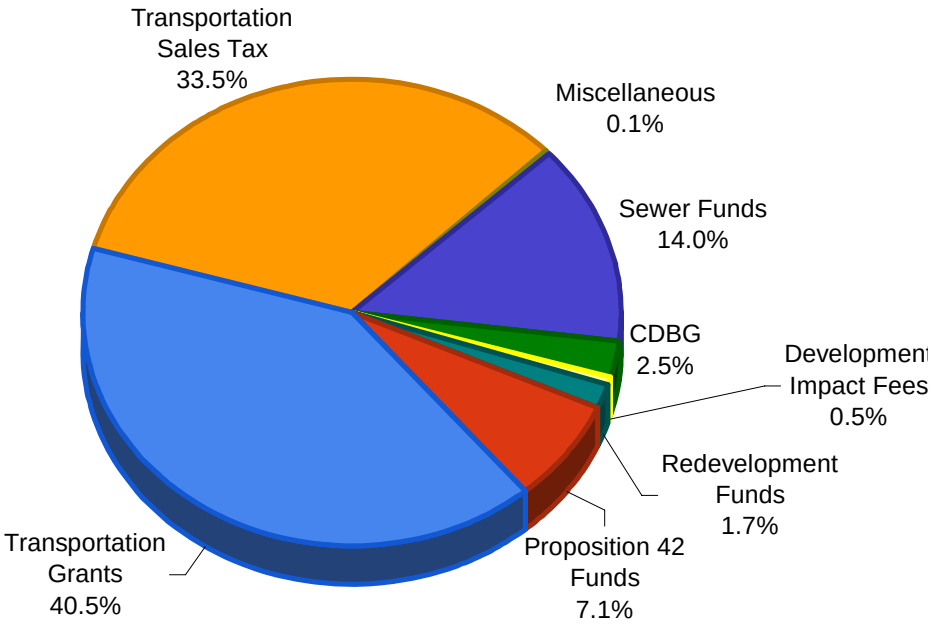
Several years ago, the voters approved Proposition 42, which provided funding for cities to improve streets. The funds can only be utilized for street improvements and the City has utilized these funds to augment its annual pavement rehabilitation efforts. In fiscal year 2008-09, the amount budgeted from this fund for this purpose is $1 million. It should be noted that there is the possibility that some of these funds may be withheld by the state which would affect the City's pavement rehabilitation efforts.

COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) FUNDS

Each year the City receives approximately $1.9 million in CDBG funds. Of this amount, approximately $1.1 million is available for capital improvement projects. The City will be receiving Section 108 loan funds in June of 2008 for the Castle Park street improvement projects; the debt service on that loan will be paid back from the City's annual allotment of CDBG funds. This will reduce the amount of CDBG funds available for other capital projects to $.4 million. All of these funds are programmed for ADA Curb Ramp efforts.

The following chart summarizes the funding sources for the Capital Improvement Program for fiscal year 2008-09.

Fiscal Year 2008-2009 Expenditures by Funding Source



CITY OF
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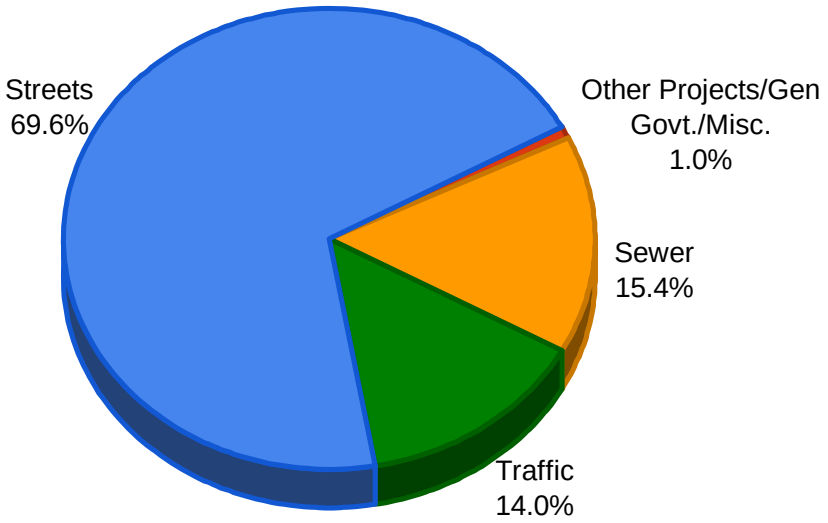
CIP EXPENDITURE SUMMARY

The capital budget complements the operating budget by providing funding for major capital projects. The fiscal year 2008-09 Capital Improvement Program (CIP) plan includes $13,723,885 in funding. It should be noted that there are significantly more expenditures expected in fiscal year 2008-09 as previously budgeted projects continue to move forward. The $13.7 million stated above represents new appropriations. The majority of the funding recommended with the adoption of the budget pertains to the rehabilitation/improvement of existing facilities.

The chart below provides a breakdown, by project type, of the total $13.7 million of appropriations proposed with this budget.

Fiscal Year 2008-09 CIP Budget by Project Type



BUILDING AND PARK PROJECTS

It is estimated that the total cost of building and park construction over the next 5 to 15 years will exceed $100 million, which includes the completion of the renovations to the Civic Center Complex, Rancho Del Rey Library, various recreational facilities, new and renovated parks, new and renovated fire stations and other projects.

The funding sources for these projects will include development impact fees (DIF), residential construction tax (RCT), redevelopment funds (RDA), grants and the General Fund.

With respect to the Civic Center, the project has been fully appropriated with the exception of the funding for the purchase of furniture. Due to cost escalations as a result of asbestos within the former police department and City generated changes to the floor plan of the buildings, all funds appropriated to the project are dedicated to completing construction activities. Any funds remaining at the conclusion of construction will be utilized to attempt to furnish the building to the extent that funding will allow. Efforts are underway to inventory and redesign the furniture plan with the furniture stock that is currently available to the City.

The Civic Center Renovations, a $50.1 million renovation of the entire Civic Center Complex will be complete from a construction standpoint in August of 2008. The first phase, the new City Hall, was completed on schedule and under budget in the fall of 2005. Upon the completion of the City Hall,

the second phase, the complete renovation of the Public Services Building commenced. That phase, which also included site improvements in Memorial Way was completed on budget and about a month behind schedule. Significant issues relating to the existing roof and the soil conditions below the area of the building that formerly housed the Council Chambers caused the brief delay in the project's completion. The PSB reopened in February 2007. The third phase of the project is the renovation of the former Police Department. The Human Resources Department moved into the building on May 5, 2008. The remaining occupants are awaiting the resolution of the furniture issues. The building is intended to house the Redevelopment Agency and Housing Authority, Human Resources Department, Recreation Department, Information Technology Services Department, portions of the Building and Planning Department, and the Credit Union. The final component to the Civic Center project will be the construction of a new Fire Station No. 1. The Civic Center Renovations master plan envisioned the Fire Station moving across F Street to the site of the current Ken Lee Building and employee parking lot. No funding source has been identified for this project.

Another major project is the construction of the Rancho del Rey Library, which will be one of four branch libraries serving the four corners of the City. The 31,129 square-foot facility will be a full-service library, with a capacity of up to 130,000 books, audio-visual materials and newspapers and magazines. Besides some 28,000 items in Spanish, there will also be unique cultural heritage collections focusing on Filipino, Pan-Asian and Hispanic cultures in reflection of the community's diversity. The estimated cost of the project is $19.1 million. The design of the library has been completed. Due to the slowdown in development activities, the fund balance of the PFDIF (which is responsible for 100% of the costs of the project) is not sufficient to move forward to construction. It is unknown when sufficient PFDIF revenues will be available to commence construction.

In addition to building construction, the City is in the midst of an unprecedented park development and construction program. In the past five years, numerous major neighborhood parks, including Cottonwood Park, Heritage Park, Breezewood Park, Harvest Park and Santa Venetia Park in Otay Ranch and Sunset View Park in Eastlake Greens were completed in fiscal year 2004-05. In fiscal year 2005-06, Harborside Park, the first new park in western Chula Vista in over 25 years and Mountain Hawk Park in Eastlake Vistas were completed. In addition to these neighborhood parks, three large community parks were also opened to the public. These parks were Veterans Park, Salt Creek Park and Montevalle Park. All three of these facilities included recreation centers. Several other neighborhood parks were completed in fiscal year 2006-07 including, Horizon Park and Winding Walk Park in Otay Ranch. The new neighborhood park in Village 7 of Otay Ranch, named All Seasons Park, ($2.5 million) has seen its master plan approved and design is nearing completion. The renovations of Otay Park ($1.9 million) were completed in the spring of 2008. Also, the design of Mt. San Miguel Park, a community park in San Miguel Ranch ($7.0 million), has been completed. Lastly, as development of the Otay Ranch continues, it is anticipated that design efforts on the large Otay Ranch Community Park (70+ acres) will get underway.

INFRASTRUCTURE PROJECTS

The infrastructure portion of the CIP budget contains significant funding for a variety of infrastructure improvements. As discussed above and elsewhere within the City's budget, a substantial amount of the funding is focused on infrastructure improvements in the western portion of the City and preservation of infrastructure citywide.

With the adoption of the fiscal year 2004-05 budget, the City Council approved a financing plan for infrastructure improvements in western Chula Vista. This financing plan revolved around a two-pronged financing program. One element of the program was a $9 million bond issue that would be

repaid from the City's Residential Construction Tax (RCT) revenues. That financing was completed in late summer of 2004. This portion of the financing was earmarked for drainage and park improvements. With the receipt of those funds, work has started on a number of drainage projects in western Chula Vista. A total of $4.7 million of the financing was dedicated to drainage improvements. Work on a number of projects has already been completed and efforts to rehabilitate the City's corrugated metal pipe (CMP) system are ongoing. The balance of these funds, utilized to construct Harborside Park ($2.1 million), Otay Park renovations ($1.9 million) and improvements to Lauderbach Park ($.6 million), have been completed.

The second portion of the financing is a $9.5 million loan through the US Department of Housing and Urban Development's (HUD) Section 108 loan program. The loan would be repaid through the City's annual Community Development Block Grant (CDBG) entitlement from HUD. This portion of the financing is earmarked for street improvements in the Castle Park area. The City formally submitted its application for the loan in May of 2006 and the loan was approved in fiscal year 2006-07. The loan funds became available to the City in June of 2008. With the approval of the loan, work has commenced on the projects. The City Council directed that the main streets in the neighborhood proceed first; therefore efforts on First Avenue, Oxford Street and Second Avenue are moving forward. Also moving forward is Glenhaven Way. This street is not a main street in the neighborhood; however, it intersects with First Avenue, has sufficient signatures on the assessment district formation petition and offers some economies of scale.

Other major efforts are the City's annual pavement management program that will be funded at a level of $3.0 million. This effort is augmented by funds previously appropriated (approximately $12 million are being carried over into the new fiscal year) and contracts continue to be issued. In the coming years the city will be seeking other revenue sources to try to maintain a similarly high level of reinvestment in our pavement citywide.

The City is also fortunate to be the recipient of four federal transportation grants totaling $5.6 million. Those funds will be utilized on North Broadway Reconstruction ($2.2 million grant, $3.0 million total), Palomar Gateway ($2.0 million grant, $2.2 million total), Harborside Elementary Pedestrian Improvements ($.5 million grant, $.6 million total) and Intersection Safety Improvements ($.9 million grant, $1.0 million total).

Also included in the budget is funding for new ADA accessible curb ramps ($390,000), Bicycle Master Plan ($150,000), Urban Core Bicycle and Pedestrian Access Plan ($270,000), I5/H Street Interchange Improvements ($540,000), Traffic Signal and Maintenance ($350,000), Sewer Rehabilitation ($1.8 million) North 5th Street Sewer Improvements ($580,000). The budget also includes funding for three major studies including the TDIF Update ($125,000), WTDIF Update ($125,000) and Sewer Capacity Analysis ($250,000).

CIP PROJECT GEOGRAPHICAL BALANCE

Council has indicated that one of its primary goals in the coming years is a continued focus on capital and infrastructure needs in the western portion of the City. For this discussion, the term western refers essentially to those areas of the City west of Interstate 805. As a sub-area in the western portion of the City, the projects that are specific to the Montgomery area are broken out separately. Also, a category of projects has been developed that is called Citywide. The types of projects that are typified by Citywide are the annual pavement rehabilitation program, sidewalk rehabilitation program, ADA Curb ramp program, CMP rehabilitation/replacement and sewer facility rehabilitation program.

As the eastern portion of the City continues to rapidly develop, there is a substantial need for infrastructure improvements. Developers, as part of their development approval obligations, construct many of the improvements that occur in the eastern portions of the City. For this reason, those projects which provide public benefit are not part of the City's CIP program. The actual amounts proposed for the four geographical areas are depicted below:

Location	Fiscal Year 2008-09	Percentage
Citywide	$6,872,278	50%
Eastern CV	($ 387,698)	(3%)
Western CV	$7,239,305	53%
Total	**$13,723,885**	**100%**

Western Chula Vista Breakdown		
Location	**Fiscal Year 2008-09**	**Percentage**
Western CV (non-Montgomery)	$4,547,293	63%
Montgomery	$2,692,012	37%
Total	**$7,239,305**	**100%**

Given the nature of the citywide projects, it is safe to say that 50 % to 60% of those expenditures typically occur in western Chula Vista though this can change from year to year. Assuming that 50% holds true, then nearly 80% of the capital expenditures programmed for fiscal year 2008-09 are earmarked for western Chula Vista and Montgomery. It must also be noted that the eastern Chula Vista projects that the City itself undertakes are overwhelmingly funded by development impact fees or other revenues directly related to development activities (Traffic Signal Fund/TDIF), thus leaving significant revenue streams available to fund projects in the western portion of the City.

It is also noteworthy that there are several projects currently being designed that have not been fully appropriated for construction. These would include the $9.5 million of Section 108 Loan funds that will be utilized on street improvements in the Castle Park neighborhood (Montgomery), the construction costs of the Rancho Del Rey Library, the construction costs of Mt. San Miguel Community Park and the construction costs of All Seasons Park (East Chula Vista).

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CAPITAL IMPROVEMENT BUDGET
Funding Summary by Project Type

DRAINAGE

		FY 2008-09 PROPOSED
DR120	Drainage Basin e/o Second	($102,692)
DR133	Drainage Improvements - Emerson Street	$216
DR160	F Street Drainage Facilities	$39,609
DR165	04/05 CMP Rehab/Replacement - Phase 2	($60)
	DRAINAGE TOTAL	**($62,927)**

LIBRARY

		FY 2008-09 PROPOSED
LB137	Radio Frequency Identification Inventory Control System	($97,356)
LB142 New	Library Master Planning and Implementation	$200,000
	LIBRARY TOTAL	**$102,644**

CAPITAL IMPROVEMENT BUDGET
Funding Summary by Project Type

LOCAL STREETS

		FY 2008-09 PROPOSED
STL201	Block Act-Planning	$0
STL238	Pavement Rehabilitation - Future Allocations	$341,231
STL280	Palomar Gateway	$2,200,000
STL286	Sidewalk Improvement - Otay Lakes Road	($84,582)
STL313	CDBG Street & Drainage Improvements	($4,577)
STL323	Pedestrian Master Plan	$61,000
STL324	Sidewalk Safety Program FY 07	($100,000)
STL326	Cross Gutter Replacement - Various Locations	($40,960)
STL336	Sidewalk Safety Program	($50,000)
STL340	Pavement Rehabilitation FY 06 - 07 (revised)	($341,231)
STL344 New	Bicycle Master Plan Update	$150,000
STL345 New	Minor Pavement Rehabilitation - FY 2008-09	$1,410,000
STL346 New	Sidewalk Installation - FY 2008-09	$1,630,000
STL347 New	ADA Curb Ramps - FY 2008-09	$200,000
STL348 New	Urban Core Bicycle and Pedestrian Access	$390,000
STL349 New	Urban Core Bicycle and Pedestrian Access	$270,000
STL350 New	Major Pavement Rehabilitation - Future Years	$0
STL351 New	ADA Curb Cuts Annual Allocation	$0
STL902	Sidewalk Safety Program-Future Allocation	$0
STL999	North Broadway Reconstruction	$0
	LOCAL STREETS TOTAL	**$6,030,881**

MAJOR STREETS

		FY 2008-09 PROPOSED
STM354	I-5 Multi-Modal Corridor Imp. Study	$3,073,995
STM361	I-5/H Street Interchange Improvements	$0
STM362	OLR & East H Street Ped Study	$540,000
STM363	Metro System Upgrade - Consultant Services	($38,907)
	MAJOR STREETS TOTAL	**$3,575,088**

CAPITAL IMPROVEMENT BUDGET
Funding Summary by Project Type

OTHER PROJECTS

		FY 2008-09 PROPOSED
OP202	CIP Advanced Planning	$60,000
OP206	General Services Automation -Auto Cad Upgrade	($15,928)
OP208	CIP Mgmt and Equip Purchase	($40,000)
OP212 New	Parking Meter Replacement Program	$190,360
OP214 New	Parking District Improvements	$134,000
	OTHER PROJECTS TOTAL	**$328,432**

PARKS AND RECREATION

		FY 2008-09 PROPOSED
PR212	Outdoor Sports Courts Renovation	$0
PR249	Harborside Park at Oxford	($5,081)
PR250	Montevalle (Rolling Hills) Community Park	($52,542)
PR270	Montevalle Recreation Center	($68,328)
PR284	Otay Park Improvements	($83,204)
PR297	Eucalyptus Basketball Court	$3,694
PR299	Greg Rogers Park Restroom	($180,874)
PR300	Replace Exercise @ Bonita Long Canyon	$0
	PARKS AND RECREATION TOTAL	**($386,335)**

PUBLIC SAFETY

		FY 2008-09 PROPOSED
PS149	Police Facility Master Plan/Expansion	($1,764)
	PUBLIC SAFETY TOTAL	**($1,764)**

REDEVELOPMENT

		FY 2008-09 PROPOSED
RD241	Storefront Improvements	$100,000
	REDEVELOPMENT TOTAL	**$100,000**

CAPITAL IMPROVEMENT BUDGET
Funding Summary by Project Type

SEWER

		FY 2008-09 PROPOSED
SW205	Telegraph Cyn Trunk Sewer Imp., Bay Blvd & J St.	($11,989)
SW243	Sewer Replacement @ Freeway Crossings	($304,231)
SW247	Sewer Rehabilitation - FY 2008-09	($299,927)
SW255 New	Robinhood Ranch II Pump Station Improvements	$1,845,000
SW256 New	North 5th Street Sewer Replacement	$50,000
SW257 New	Sewer Capacity Analysis	$580,000
SW258 New	Sewer Rehabilitation - Annual Allocation	$250,000
SW999	Traffic Signal Interconnect	$0
	SEWER TOTAL	**$2,108,853**

CAPITAL IMPROVEMENT BUDGET
Funding Summary by Project Type

TRAFFIC

		FY 2008-09 PROPOSED
TF263	Install Internally Illuminated Street Name Signs	($237,465)
TF279	Traffic Signal Detection Replacement Program	($59,960)
TF295	Emergency Preemption at Sixteen Intersections	($66,244)
TF310	Citywide Traffic Count Program	($68,419)
TF321	Transportation Planning Program	$0
TF325	Audible Pedestrian Signal Modifications	$100,000
TF328	Traffic Management Center	($187,249)
TF329	Signing and Striping Program	($180,182)
TF332	Uninterruptible Power Supply Replacement	$55,000
TF333	Replace City Street Signs (Non-Illuminated)	($49,760)
TF338	I 805 Direct Access Ramp, H and E. Palomar	$0
TF344	Accessible Ped Signal Fac/Upgrades	$50,000
TF348	Traffic Signal Optimization	$187,249
TF350	Traffic Signal Device Rplmct Program	$150,000
TF351	Traffic Congestion Relief Program	($26,678)
TF353	Major Intersection Safety Program	($100,000)
TF354	Otay Mesa Trans. System Improvements	$75,000
TF356	SR 54 Corridor and Arterial Ops	$30,000
TF359	Western TDIF Update	$30,000
TF360	Highway Safety Improvement Program - Major Intersections	$1,000,000
TF363 New	TDIF Update	$125,000
TF364 New	Traffic Signal & Streetlight Maintenance	$125,000
TF366 New	Urban Core Level of Service Study	$352,721
TF367 New	Harborside Elementary Pedestrian Imps.	$50,000
TF368 New	Harborside Elementary Pedestrian Imps.	$575,000
TF999	Street Light Installation - Various Streets	$0
	TRAFFIC TOTAL	**$1,929,013**

GRAND TOTAL - ALL PROJECTS	**$13,723,885**

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PROPOSED BUDGET

FISCAL YEAR 2009

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Schedule of Revenues

Fund Balance Projections

Schedule of Interfund Transfers

Authorized Positions by Department

CITY OF CHULA VISTA

PROPOSED BUDGET

FISCAL YEAR 2008-09

FUND APPROPRIATIONS BY DEPARTMENT AND EXPENDITURE CATEGORY

SUMMARY TABLES

PROPOSED EXPENDITURES BY DEPARTMENT / CATEGORY

Fiscal Year 2008 - 2009

DEPT / FUND		PERSONNEL SERVICES	SUPPLIES & SERVICES	UTILITIES	OTHER EXPENSES	OPERATING CAPITAL	TRANSFERS OUT	CIP PROJECTS	NON-CIP PROJECTS	TOTAL FY2008-09
01100	City Council	1,207,907	102,272	1,444						1,311,626
02000	Boards and Commissions		14,736							14,736
03000	City Clerk	758,106	212,985	844						971,935
04000	City Attorney	2,144,906	285,168	1,560						2,431,633
05000	Administration	3,906,214	344,402	2,274						4,252,889
06000	Information Technology Srvcs	2,746,843	669,875	57,479		350,000				3,824,196
07000	Human Resources	2,665,628	1,331,089	3,367	776,000					4,776,083
08000	Finance	2,551,379	182,340	4,224						2,737,943
09000	Non-Departmental	(1,923,930)	277,101	18,200	340,000		6,653,596			5,364,967
12000	Planning and Building Services	2,114,060	94,202	1,676	136,300					2,346,239
13000	Engineering	4,468,416	164,281	2,976						4,635,675
14000	Police	43,710,485	3,372,822	492,211	75,000					47,650,517
15000	Fire	20,384,213	2,189,566	193,640						22,767,419
16000	Public Works	17,263,189	4,071,950	3,319,910	130,600					24,785,651
17000	Recreation	4,858,588	809,512	586,645	64,500	38,480				6,357,723
18000	Library	6,425,542	1,261,165	397,219						8,083,926
	100 GENERAL FUND TOTAL	**113,281,546**	**15,383,466**	**5,083,669**	**1,522,400**	**388,480**	**6,653,596**			**142,313,158**
221	Gas Tax						4,269,200	(175,610)		4,093,590
225	Traffic Signal				15,009		338	(368,098)		(352,751)
227	Transp Sales Tax Fund							4,596,995		4,596,995
231	Workers Compensation		539,840		2,550,000					3,089,840
232	Flexible Spending Account	310,000	14,889							324,889
236	Development Services Fund	8,478,579	468,533	21,923			1,768,865			10,737,900
241	Parking Meter	34,670	26,613	24,504	277,365		127	190,860		554,139
243	TCI-Downtown Parking District							12,136		12,136
245	Traffic Safety						534,140			534,140
252	Police Dept Grants Fund	2,534,498	71,906							2,606,404
254	Local Law Enforc blk Grant Pro		11,061							11,061
256	Asset Seizure					100,125	120,000			220,125
261	California Library Services Ac						25,000	102,644		127,644
267	McCandliss memorial Cult Arts		400		1,200					1,600
268	State Recreation Grants							(140,000)		(140,000)
272	Federal Grants Fund	28,730	104,734							133,464

PROPOSED EXPENDITURES BY DEPARTMENT / CATEGORY

Fiscal Year 2008 - 2009

DEPT / FUND		PERSONNEL SERVICES	SUPPLIES & SERVICES	UTILITIES	OTHER EXPENSES	OPERATING CAPITAL	TRANSFERS OUT	CIP PROJECTS	NON-CIP PROJECTS	TOTAL FY2008-09
273	State Grants Fund							30,000		30,000
281	Waste Mgmt & Recycling	61,364	397,756		17,000					476,120
282	Environmental Services	333,148	645,175	627			84,042			1,062,992
285	Energy Conserv Fund	122,788	451,461		282,621					856,870
301	Storm Drain Revenue		256,850	1,000			290,548			548,398
311	CDBG Housing Program Fund		51,400		48,000	400,000				499,400
313	CV Housing Authority Fund	823,324	42,800				158,740			1,024,864
314	Emergency Shelter Grnt Prog				4,400				83,769	88,169
317	RDA Low & Mod Income Housing		227,280	800	1,234,254	6,000	117,102			1,585,436
321	Home Program Fund		10,949		72,000		7,000		7,048	96,997
333	Comm Dev Block Grant Fund		3,000		321,000		672,124	385,423	362,065	1,743,612
342	CFD 11-M RHR McMillin		30,780	13,020	12,374					56,174
343	CFD 12-M Village 7		238,121	109,000	66,879					414,000
344	CFD 13M - OR Village 2		150		3,900					4,050
345	CFD 12M Village 7 Otay Ranch		280,119	121,220	76,497					477,836
352	Bay Blvd Ldscpng Dist Fund		2,130	6,967	6,280					15,377
353	Eastlake Maintenance District		122,211	71,190	38,170					231,571
354	Open Space District #1		34,573	22,157	11,887					68,617
355	Open Space District #2		8,657	3,378	2,746					14,781
356	Open Space District #3		19,615	16,415	8,224					44,254
357	Open Space District #4		52,342	20,196	13,837					86,375
358	Open Space District #5		22,792	10,342	7,083					40,217
359	Open Space District #6		10,251	7,927	4,492					22,670
361	Open Space District #7		5,485	4,761	3,012					13,258
362	Open Space District #8		35,827	17,584	10,467					63,878
363	Open Space District #9		29,612	21,057	8,368					59,037
364	Open Space District #10		47,604	18,518	12,840					78,962
365	Open Space District #11		91,441	33,383	25,694					150,518
367	Open Space District #14		180,151	105,350	53,779					339,280
368	Open Space District #15		9,934	7,079	4,175					21,188
369	Open Space District #17 Fund		1,950	560	968					3,478
371	Open Space District #18 Fund		62,681	38,996	19,475					121,152
372	Open Space District #20 Fund		712,092	270,238	191,322					1,173,652
373	Open Space District #23 Fund		39,809	8,665	10,246					58,720

PROPOSED EXPENDITURES BY DEPARTMENT / CATEGORY

Fiscal Year 2008 - 2009

DEPT / FUND		PERSONNEL SERVICES	SUPPLIES & SERVICES	UTILITIES	OTHER EXPENSES	OPERATING CAPITAL	TRANSFERS OUT	CIP PROJECTS	NON-CIP PROJECTS	TOTAL FY2008-09
374	Open Space District #24 Fund		11,533	9,595	4,443					25,571
375	Open Space District #26		4,700	2,551	1,853					9,104
376	Open Space District #31 Fund		58,312	39,411	19,337					117,060
378	CFD 07M Improvement Areas		314,315	107,871	169,595					591,781
379	CFD 08M Village 6		537,256	208,213	213,195					958,664
380	CFD 09M OR Vlg II Brookfld She		582,968	171,746	165,342					920,056
382	CFD 99-2 Otay Ranch Vlg 1 Wes		489,129	130,028	117,845					737,002
386	Otay Ranch Preserve		407,462		42,538					450,000
387	CFD 98-3 Sunbow 2		628,243	206,764	156,457					991,464
388	Community Facility Dst 97-1 OR		1,217,935	375,292	302,423					1,895,650
389	Otay Ranch Village 1,2,6,7,12		56,740	29,561	18,205					104,506
391	Central Garage Fund	918,335	3,208,197	549	400	108,000				4,235,481
392	Equip Replacement Fund		18,326		500	1,136,485	32,531			1,187,842
401	Bayfront Trolley Station TDA		57,000	19,003	26,676					102,679
402	Transit CVT	362,424	801,075	152,618	118,165		94,423			1,528,705
403	Transit Capital Projects						893			893
412	Special Sewer							(50,304)		(50,304)
413	Trunk Sewer Capital Reserve							(66,220)		(66,220)
414	Sewer Service Revenue	3,932,384	19,609,513	10,057		735,388	4,471,453	15,000		28,773,796
428	Sewer Facility Replacement						149,212	2,030,025		2,179,237
431	Tele Cyn Sewer Basin Plan Dif				35,000					35,000
432	Poggi Cyn Sewer Basin DIF				10,000		470,556			480,556
433	Salt Creek Sewer Basin DIF				74,091		250,000			324,091
441	1994 Pension Obligation Bond		2,500		2,460,413					2,462,913
442	CDBG Section 108 Loan				787,058					787,058
446	Notes Payable Adamo Property				46,712					46,712
448	2000 COP Ser A-Fin Project		5,000		1,863,484					1,868,484
449	San Diego Co. Reg Comm Syste				295,734					295,734
450	2002 COP Police Facility Proj		5,500		3,911,346					3,916,846
451	Long-term Advances DSF - City				371,317		48,201			419,518
471	2003 Refunding Cert of Part		5,300		1,071,525					1,076,825
472	2004 COP Civ Ctr Proj Ph I		7,000		2,393,393					2,400,393
473	2006 COP Civ Ctr Proj Ph 2		6,000		1,272,499					1,278,499
515	Twin Oaks Ave AD 96-1 Imprvmn						10,000			10,000

PROPOSED EXPENDITURES BY DEPARTMENT / CATEGORY

Fiscal Year 2008 - 2009

DEPT / FUND		PERSONNEL SERVICES	SUPPLIES & SERVICES	UTILITIES	OTHER EXPENSES	OPERATING CAPITAL	TRANSFERS OUT	CIP PROJECTS	NON-CIP PROJECTS	TOTAL FY2008-09
516	Oxford St AD 97-1 Improvement						6,000			6,000
542	Tele Cyn Drainage Plan Dif Fun						69			69
567	Dev Impct Fee-Adamo Prop Acq						46,712			46,712
571	PFDIF General Administration		76,500		754,857	10,000	277			841,634
572	PFDIF - Civic Center Expansion		45,000				2,397,618			2,442,618
573	Police Facilities Remodel		25,000				1,746,564			1,771,564
574	Corporation Yard Relocation		25,000			20,000	1,098,856			1,143,856
575	Library for Eastern Territory		25,000							25,000
576	Fire Suppression Sys Expansion						183			183
582	Recreation Facilities		10,000			10,000		(68,328)		(48,328)
587	Otay Ranch VLG Ped Ramp DIF				1,076,366					1,076,366
588	OR Vlg11 Pedestrian Bridge DIF				3,200					3,200
591	Transportation DIF		211,000		580,916		180,277	11,411		983,604
593	Western TDIF							180,000		180,000
611	Redev Bayfrnt/Town Ctr I Fund		259,103	1,000	1,541,551		2,253,416	100,000		4,155,070
651	So West/Twn Ctr II/Oty Vly Prj	989,894	245,000	300	3,155,355		2,905,468	121,364		7,417,381
689	2000 TAB (Merged Project Area)		5,000		1,268,760					1,273,760
691	Long-term Advances DSF - RDA				1,405,000		300,000			1,705,000
693	05 Tax Rev Bnd A (CRA/ERAF L				98,704					98,704
694	06 Tax Rev Bnd A (CRA/ERAF L				124,972					124,972
695	06 Sr Tax Alloc Ref Bnds Ser A		5,000		1,067,345					1,072,345
696	06 Sub Tax Alloc Ref Bnds SerB		5,000		1,047,165					1,052,165
715	Park Land Acquisition Fund				25,000			(52,542)		(27,542)
717	Resident. Construct/Conver Fnd						681,358	(42,871)		638,487
723	Bicycle Facilities Fund							150,000		150,000
735	Transportation Partnership						69			69
736	Other Transportation Programs							5,568,000		5,568,000
737	Trans Equity Act - 21 Fund							215,000		215,000
739	Prop42 Traf Congestion Relief							979,000		979,000
	GRAND TOTAL ALL FUNDS	**132,211,686**	**49,717,048**	**7,525,085**	**35,036,701**	**2,914,478**	**31,844,958**	**13,723,885**	**452,882**	**273,426,722**

CITY OF CHULA VISTA

PROPOSED BUDGET
FISCAL YEAR 2008-09

SCHEDULE OF REVENUES

SUMMARY TABLES

SCHEDULE OF REVENUES

FUND/ACCOUNT		FY 2004-05 ACTUAL	FY 2005-06 ACTUAL	FY 2006-07 ACTUAL	FY 2007-08 PROJECTED	FY 2008-09 ESTIMATED
100	**GENERAL FUND**					
	Property Taxes					
3000	Property Tax	18,134,869	22,192,789	26,667,759	29,085,274	30,232,365
	TOTAL	**$18,134,869**	**$22,192,789**	**$26,667,759**	**$29,085,274**	**$30,232,365**
	Other Local Taxes					
3010	Sales Tax	23,600,000	26,715,515	28,827,393	29,096,056	29,677,977
3020	Franchise Fees	9,837,800	9,492,759	8,813,064	8,813,064	8,732,093
3030	Utility Taxes	6,579,578	6,363,446	6,981,762	7,051,580	7,122,095
3040	Business License Tax	1,185,187	1,234,912	1,237,316	1,254,220	1,322,847
3050	Transient Occupancy Tax	2,268,944	2,336,204	2,551,570	2,672,344	2,752,514
3070	Real Property Transfer Tax	2,439,190	2,122,860	1,423,599	750,000	841,402
	TOTAL	**$45,910,699**	**$48,265,696**	**$49,834,703**	**$49,637,264**	**$50,448,928**
	Licenses and Permits					
3100	Licenses	105,408	117,381	129,834	111,769	132,600
3120	Dev / Improvement Permits	3,210,092	2,697,584	2,198,701	2,529,766	282,993
3140	Regulatory Permits	334,210	401,576	402,001	484,719	385,100
	TOTAL	**$3,649,710**	**$3,216,541**	**$2,730,536**	**$3,126,254**	**$800,693**
	Fines, Forfeitures, Penalties					
3200	Community Appearance Penalties	197,942	458,749	536,687	541,925	527,800
3210	Law Enforcement Penalties	148,739	168,900	261,611	261,592	287,650
3240	Parking Penalties	273,171	307,647	302,480	322,725	326,400
3250	Other Penalties	205,049	208,893	214,483	221,030	219,400
	TOTAL	**$824,901**	**$1,144,189**	**$1,315,261**	**$1,347,272**	**$1,361,250**
	Use of Money & Property					
3300	Investment Earnings	1,044,926	279,277	769,851	548,902	627,936
3310	Sale of Real Property	123	361	0	0	0
3320	Sale of Personal Property	13,742	11,182	51,845	15,904	31,200
3330	Rental/Lease of Equipment	137,472	123,365	105,608	91,688	83,700

SCHEDULE OF REVENUES

FUND/ACCOUNT		FY 2004-05 ACTUAL	FY 2005-06 ACTUAL	FY 2006-07 ACTUAL	FY 2007-08 PROJECTED	FY 2008-09 ESTIMATED
3350	Rental/Lease of Land and Space	423,664	578,075	949,142	1,068,073	1,131,500
3370	Rental/Lease of Buildings	435,460	505,661	478,859	542,123	546,350
	TOTAL	**$2,055,387**	**$1,497,921**	**$2,355,304**	**$2,266,690**	**$2,420,686**
	Revenue from Other Agencies					
3010	Sales Tax	720,941	777,551	779,959	800,000	875,347
3400	State Grants	821,142	797,928	347,927	846,636	441,000
3440	State Tax Sharing	250,606	275,999	278,746	280,000	282,800
3460	Motor Vehicle License Fees	13,941,204	18,354,839	17,676,035	19,650,882	20,215,866
3470	State Subvention-Booking Fees	269,192	305,049	0	0	0
3480	State Reimbursements	4,485	773,879	139,730	4,475	130,725
3500	Federal Grants	2,215,218	2,656,964	4,112,263	1,584,663	1,431,931
3580	Federal Reimbursements	83,467	97,138	115,352	64,074	57,100
3600	Other Agency Grants	108,467	46,110	148,733	422,020	93,015
3690	Other Agency Revenue	1,145,566	1,330,798	1,333,531	1,704,993	1,773,193
	TOTAL	**$19,560,288**	**$25,416,255**	**$24,932,277**	**$25,357,743**	**$25,300,977**
	Charges for Services					
3700	Zoning Fees	7,539,149	8,162,093	8,391,777	6,190,100	1,249,737
3720	Document Fees	27,698	45,301	30,378	79,449	86,500
3730	Plan Checking Fees	1,760,972	1,951,512	1,907,116	1,568,644	433,418
3740	Inspection Fees	124,098	168,880	162,324	155,478	74,325
3750	Filing Fees	228	0	0	0	0
3770	Other Dev Fees	9,152	16,595	31,277	16,573	0
3800	Animal Shelter Contracts	6,655	8,930	257,120	661,584	583,600
3820	Information Systems Services	16,242	12,114	3,362	3,000	4,000
3830	Services to the Port District	953,058	544,810	690,963	658,191	706,000
3840	Youth Center Utilities Reimb	39,144	35,181	20,918	43,150	0
3900	Recreation Program Fees	757,219	836,950	1,157,311	1,039,059	1,293,550
3950	Class Admission Fees	309,698	360,164	558,680	565,492	598,650
3970	Referral Fees	41,589	68,902	359,849	347,875	303,000
4200	Staff Services Reimbursements	1,869,142	1,999,799	1,993,135	2,093,518	2,311,049

SCHEDULE OF REVENUES

FUND/ACCOUNT		FY 2004-05 ACTUAL	FY 2005-06 ACTUAL	FY 2006-07 ACTUAL	FY 2007-08 PROJECTED	FY 2008-09 ESTIMATED
4300	Fees for Other Services	1,028,870	1,023,739	694,876	1,087,022	245,900
	TOTAL	**$14,482,914**	**$15,234,970**	**$16,259,086**	**$14,509,135**	**$7,889,729**
	Other Revenue					
4410	DIF Reimbursements	1,620,897	1,359,035	1,334,227	1,334,438	1,046,592
4420	Transit Reimbursements	844,585	762,460	820,426	360,038	258,747
4430	Redev Agency Reimbursements	3,933,859	4,406,759	4,319,107	1,780,277	768,550
4440	Open Space/Assess Dist Reimb	1,660,065	1,822,198	1,783,466	1,907,884	1,984,493
4450	CIP Reimbursements	3,870,831	4,333,556	5,024,531	4,407,557	3,248,323
4460	CDBG/Home Reimbursements	1,044,783	1,567,320	1,275,441	750,607	355,410
4480	Other City Funds Reimbursement	995,498	2,614,407	1,760,685	785,441	1,223,962
4600	Assessments	3,689	3,693	3,695	3,685	3,650
4700	Collection Charges	183,391	150,673	220,912	176,322	155,000
4800	Sale of Goods	51,440	57,385	80,677	50,605	82,050
4900	Other Revenue	3,229,578	2,489,702	2,166,647	2,972,943	2,459,280
	TOTAL	**$17,438,616**	**$19,567,188**	**$18,789,814**	**$14,529,797**	**$11,586,058**
	Transfers In					
5221	Tfr In from Gas Tax Fund	3,096,211	3,858,092	4,167,878	4,269,058	4,269,200
5236	Tfr In from Dev Services Fund	0	0	0	0	1,768,865
5245	Tfr In from Traffic Safety	633,645	527,984	513,600	534,144	534,140
5256	Tfr In from Asset Seizure Fund	200,000	0	134,341	0	120,000
5261	Tfr In from CA Library Service	92,112	74,612	70,670	29,110	25,000
5262	Tfr In from Public Library	84,276	70,647	128,454	2,000	0
5282	Tfr In from Environmental Serv	0	0	0	0	84,042
5294	Tfr In from Sewer Service Rsrv	7,961,050	8,581,664	9,056,173	0	0
5301	Tfr In from Storm Drain Rev	996,694	1,357,355	309,690	227,469	240,463
5313	Tfr in from CV Hsng Authority	0	147,000	0	0	158,740
5333	Tfr In frm CDBG	0	232,235	0	0	0
5391	Tfr In from Central Garage	29,562	31,188	32,124	32,124	32,124
5392	Tfr In from Equip Replacement	0	2,400,000	0	0	0
5393	Tfr In from Tech Repl Fund	0	1,000,000	0	0	0

SCHEDULE OF REVENUES

FUND/ACCOUNT		FY 2004-05 ACTUAL	FY 2005-06 ACTUAL	FY 2006-07 ACTUAL	FY 2007-08 PROJECTED	FY 2008-09 ESTIMATED
5395	Tfr In from Central Stores	15,000	0	0	42,653	0
5402	Tfr In from Transit/CVT Fund	0	119,767	0	0	94,423
5414	Tfr In from Sewer Service Rsrv	0	0	0	5,392,295	4,395,553
5572	Tfr In from PFDIF-Civic Center	1,030,387	0	0	0	0
5574	Tfr In from Corp Yard Relocate	334,546	0	0	0	0
5575	Tfr In from Lib East Territory	288,262	2,154,748	4,000,000	0	0
5576	Tfr In from Fire Supr Sys Expn	475,224	0	0	0	0
5611	Tfr In from RDA BF/TC I	385,443	15,000	0	0	0
5651	Tfr In from SW/TCII/OV Proj	0	0	0	0	249,923
5691	Tfr In from LT Adv DSF-RDA	0	0	0	0	300,000
5713	Tfr In from CIP Fund	797	0	0	0	0
5714	Tfr In from CIP w/Fiscal Agent	0	391,311	0	0	0
5723	Tfr In from Bike Facilities Fd	0	31,734	0	0	0
5733	Tfr In from Swr Facility Repl	82,990	281,079	267,053	0	0
	TOTAL	**$15,706,199**	**$21,274,416**	**$18,679,983**	**$10,528,853**	**$12,272,473**
	TOTAL - 100 GENERAL FUND	**$137,763,583**	**$157,809,965**	**$161,564,724**	**$150,388,282**	**$142,313,158**
220	**TRANSPORTATION FUNDS**					
3010	Sales Tax	7,142,187	4,200,000	3,210,000	9,171,000	4,577,000
3300	Investment Earnings	459,656	526,006	875,066	1,037,182	0
3400	State Grants	11,665	0	0	0	0
3440	State Tax Sharing	3,919,208	3,984,265	4,075,451	4,109,022	4,142,716
3500	Federal Grants	79,528	(13,096)	67,657	0	0
3770	Other Dev Fees	1,266,882	1,895,618	683,742	766,989	551,241
4440	Open Space/Assess Dist Reimb	24,302	0	6,000	0	0
4450	CIP Reimbursements	0	0	5,517	0	0
5000	Transfers In	0	21,694	0	0	0
	TOTAL - 220 TRANSPORTATION FUNDS	**$12,903,428**	**$10,614,487**	**$8,923,434**	**$15,084,193**	**$9,270,957**

SCHEDULE OF REVENUES

FUND/ACCOUNT		FY 2004-05 ACTUAL	FY 2005-06 ACTUAL	FY 2006-07 ACTUAL	FY 2007-08 PROJECTED	FY 2008-09 ESTIMATED
231	**WORKERS COMPENSATION**					
4480	Other City Funds Reimbursement	0	0	5,168	50,000	50,000
4900	Other Revenue	3,785,506	2,490,139	2,899,423	2,794,696	2,771,917
	TOTAL - 231 WORKERS COMPENSATION	**$3,785,506**	**$2,490,139**	**$2,904,591**	**$2,844,696**	**$2,821,917**
232	**FLEXIBLE SPENDING ACCOUNT**					
4900	Other Revenue	215,979	259,359	276,064	301,437	310,000
	TOTAL - 232 FLEXIBLE SPENDING ACCOUNT	**$215,979**	**$259,359**	**$276,064**	**$301,437**	**$310,000**
233	**TAX REVENUE ANTICIPATION NOTES**					
3300	Investment Earnings	0	0	0	5,408	0
	TOTAL - 233 TAX REVENUE ANTICIPATION NOTES	**$0**	**$0**	**$0**	**$5,408**	**$0**
236	**DEVELOPMENT SERVICES FUND**					
3120	Dev / Improvement Permits	0	0	0	0	2,383,300
3700	Zoning Fees	0	0	0	0	5,082,252
3720	Document Fees	0	0	0	0	4,550
3730	Plan Checking Fees	0	0	0	0	1,493,650
3740	Inspection Fees	0	0	0	0	86,700
3770	Other Dev Fees	0	0	0	0	8,000
4410	DIF Reimbursements	0	0	0	0	221,100
4430	Redev Agency Reimbursements	0	0	0	0	225,850
4440	Open Space/Assess Dist Reimb	0	0	0	0	24,500
4450	CIP Reimbursements	0	0	0	0	710,552
4460	CDBG/Home Reimbursements	0	0	0	0	52,732
4480	Other City Funds Reimbursement	0	0	0	0	170,000
5000	Transfers In	0	0	0	0	414,500
	TOTAL - 236 DEVELOPMENT SERVICES FUND	**$0**	**$0**	**$0**	**$0**	**$10,877,685**

SCHEDULE OF REVENUES

FUND/ACCOUNT		FY 2004-05 ACTUAL	FY 2005-06 ACTUAL	FY 2006-07 ACTUAL	FY 2007-08 PROJECTED	FY 2008-09 ESTIMATED
240	**PARKING FUNDS**					
3160	Other Permits	35,996	34,083	24,729	30,500	37,000
3240	Parking Penalties	46,939	59,668	60,047	79,683	76,053
3300	Investment Earnings	4,146	4,982	9,575	7,075	0
3350	Rental/Lease of Land and Space	264,841	260,226	237,334	248,719	248,719
4390	In Lieu Parking - TC I	0	0	0	15,000	0
5000	Transfers In	0	1,908	0	0	0
	TOTAL - 240 PARKING FUNDS	**$351,922**	**$360,867**	**$331,684**	**$380,977**	**$361,772**
250	**PUBLIC SAFETY FUNDS**					
3210	Law Enforcement Penalties	512,006	517,504	842,214	784,180	532,920
3300	Investment Earnings	19,208	14,654	36,080	47,266	0
3400	State Grants	454,604	485,752	0	0	0
3500	Federal Grants	135,937	122,887	191,548	2,677,941	2,651,827
3690	Other Agency Revenue	565,709	187,034	234,461	350,128	217,125
4900	Other Revenue	0	0	100,000	0	0
	TOTAL - 250 PUBLIC SAFETY FUNDS	**$1,687,464**	**$1,327,831**	**$1,404,302**	**$3,859,515**	**$3,401,872**
260	**LIBRARY/CULTURAL ARTS FUNDS**					
3300	Investment Earnings	1,073	5,349	17,089	18,866	0
3400	State Grants	147,493	141,195	188,086	0	0
3440	State Tax Sharing	180,036	156,714	198,269	149,380	134,000
3500	Federal Grants	5,625	7,500	1,875	0	0
4900	Other Revenue	350	900	900	900	900
	TOTAL - 260 LIBRARY/CULTURAL ARTS FUNDS	**$334,577**	**$311,658**	**$406,219**	**$169,146**	**$134,900**

SCHEDULE OF REVENUES

FUND/ACCOUNT		FY 2004-05 ACTUAL	FY 2005-06 ACTUAL	FY 2006-07 ACTUAL	FY 2007-08 PROJECTED	FY 2008-09 ESTIMATED
270	**SUNDRY GRANT FUNDS**					
3300	Investment Earnings	0	0	(37)	0	0
3400	State Grants	255,255	408,213	324,534	1,700,989	487,910
3500	Federal Grants	0	0	129,560	214,012	133,464
4480	Other City Funds Reimbursement	0	668,906	0	0	0
4900	Other Revenue	0	0	0	23,824	0
5000	Transfers In	0	143,469	0	0	0
	TOTAL - 270 SUNDRY GRANT FUNDS	**$255,255**	**$1,220,588**	**$454,058**	**$1,938,825**	**$621,374**
280	**CONSERVATION FUNDS**					
3300	Investment Earnings	(2,245)	(111)	1,388	0	0
3400	State Grants	236,307	356,927	(44,084)	433,551	476,342
3500	Federal Grants	0	8,626	0	0	0
3600	Other Agency Grants	0	0	211,619	1,295,286	856,870
3700	Zoning Fees	0	0	0	0	2,000
4300	Fees for Other Services	0	0	0	0	848,400
4480	Other City Funds Reimbursement	0	12,867	0	70,573	217,400
4900	Other Revenue	93	0	0	2,786	0
	TOTAL - 280 CONSERVATION FUNDS	**$234,155**	**$378,309**	**$168,923**	**$1,802,196**	**$2,401,012**

SCHEDULE OF REVENUES

FUND/ACCOUNT		FY 2004-05 ACTUAL	FY 2005-06 ACTUAL	FY 2006-07 ACTUAL	FY 2007-08 PROJECTED	FY 2008-09 ESTIMATED
301	**STORM DRAIN REVENUE**					
3120	Dev / Improvement Permits	261,027	190,989	115,163	51,372	138,945
3230	Environmental Fines Penalties	14,300	3,500	9,300	17,700	0
3300	Investment Earnings	28,660	9,734	(1,095)	2,088	0
3720	Document Fees	15	0	0	0	0
4020	Storm Drain Fees	511,122	519,172	548,360	726,395	441,715
4200	Staff Services Reimbursements	0	184	0	0	0
5000	Transfers In	0	2,232	0	0	0
	TOTAL - 301 STORM DRAIN REVENUE	**$815,124**	**$725,811**	**$671,728**	**$797,555**	**$580,660**
310	**HOUSING PROGRAM FUNDS**					
3000	Property Tax	1,675,273	1,968,228	2,294,709	2,575,428	2,696,580
3300	Investment Earnings	197,240	156,381	278,938	271,804	14,533
3310	Sale of Real Property	0	0	88,088	0	0
3350	Rental/Lease of Land and Space	30,600	31,294	24,592	18,636	18,636
3700	Zoning Fees	0	0	0	31,194	0
4300	Fees for Other Services	0	42,047	58,897	66,746	63,442
4430	Redev Agency Reimbursements	0	0	0	457,765	572,000
4460	CDBG/Home Reimbursements	0	0	0	343,082	377,000
4480	Other City Funds Reimbursement	2,600	0	0	0	0
4900	Other Revenue	99,513	10,020	7,337	123,686	0
5000	Transfers In	4,259	4,038	1,124	2,500	158,740
	TOTAL - 310 HOUSING PROGRAM FUNDS	**$2,009,485**	**$2,212,008**	**$2,753,686**	**$3,890,841**	**$3,900,931**

SCHEDULE OF REVENUES

FUND/ACCOUNT		FY 2004-05 ACTUAL	FY 2005-06 ACTUAL	FY 2006-07 ACTUAL	FY 2007-08 PROJECTED	FY 2008-09 ESTIMATED
320	**COMM DEV BLOCK GRANT FUNDS**					
3300	Investment Earnings	22,419	23,479	10,609	67,255	0
3400	State Grants	1,600	1,660,178	0	0	0
3500	Federal Grants	3,555,819	4,585,199	4,206,565	14,036,645	2,968,482
4480	Other City Funds Reimbursement	0	0	1,053	0	0
4900	Other Revenue	93	75	0	0	0
5000	Transfers In	170,000	0	304,534	0	0
	TOTAL - 320 COMM DEV BLOCK GRANT FUNDS	**$3,749,931**	**$6,268,931**	**$4,522,761**	**$14,103,900**	**$2,968,482**
350	**OPEN SPACE DISTRICT FUNDS**					
3300	Investment Earnings	237,682	244,179	483,663	489,158	0
4440	Open Space/Assess Dist Reimb	(46)	0	0	0	0
4450	CIP Reimbursements	0	0	0	3,060	0
4600	Assessments	5,143,149	6,235,851	7,022,574	6,933,932	10,359,903
	TOTAL - 350 OPEN SPACE DISTRICT FUNDS	**$5,380,785**	**$6,480,030**	**$7,506,237**	**$7,426,150**	**$10,359,903**
390	**FLEET MGMT INTERNAL SERVICE**					
3300	Investment Earnings	124,436	157,631	97,739	118,207	0
3320	Sale of Personal Property	216	29,524	0	0	50,000
4420	Transit Reimbursements	755,399	784,103	724,983	722,052	640,956
4480	Other City Funds Reimbursement	48,378	41,465	36,177	23,112	0
4900	Other Revenue	5,099,267	3,762,777	4,364,736	3,505,634	4,520,212
	TOTAL - 390 FLEET MGMT INTERNAL SERVICE	**$6,027,696**	**$4,775,500**	**$5,223,636**	**$4,369,005**	**$5,211,168**

SCHEDULE OF REVENUES

FUND/ACCOUNT		FY 2004-05 ACTUAL	FY 2005-06 ACTUAL	FY 2006-07 ACTUAL	FY 2007-08 PROJECTED	FY 2008-09 ESTIMATED
393	**TECHNOLOGY REPLACEMENT**					
3300	Investment Earnings	48,717	46,550	(2,025)	3,219	0
4000	Sewer Fees	144	0	0	0	0
4900	Other Revenue	540,100	539,700	269,851	0	0
	TOTAL - 393 TECHNOLOGY REPLACEMENT	**$588,961**	**$586,250**	**$267,826**	**$3,219**	**$0**
395	**STORES INVENTORY**					
3300	Investment Earnings	1,102	1,277	2,331	2,878	0
4900	Other Revenue	147,816	159,984	121,963	113,930	0
	TOTAL - 395 STORES INVENTORY	**$148,918**	**$161,261**	**$124,294**	**$116,808**	**$0**
400	**TRANSIT FUNDS**					
3300	Investment Earnings	56,485	78,606	167,734	121,884	0
3400	State Grants	4,231,446	4,190,049	3,677,603	1,195,652	418,009
3690	Other Agency Revenue	1,971,311	0	0	0	0
3700	Zoning Fees	310,332	0	0	0	0
4300	Fees for Other Services	2,425,531	2,526,486	2,433,007	1,080,331	1,411,838
4900	Other Revenue	19,049	0	131,967	190,425	0
5000	Transfers In	0	23,523	0	0	0
	TOTAL - 400 TRANSIT FUNDS	**$9,014,154**	**$6,818,664**	**$6,410,311**	**$2,588,292**	**$1,829,847**

SCHEDULE OF REVENUES

FUND/ACCOUNT		FY 2004-05 ACTUAL	FY 2005-06 ACTUAL	FY 2006-07 ACTUAL	FY 2007-08 PROJECTED	FY 2008-09 ESTIMATED
410	**SEWER FUNDS**					
3000	Property Tax	0	150	0	108	0
3300	Investment Earnings	702,318	614,598	1,339,325	1,295,429	1,094,525
3700	Zoning Fees	0	0	0	14,017	30,880
4000	Sewer Fees	25,531,324	26,150,042	28,100,484	28,794,964	33,067,380
4040	Industrial Waste Fees	12,510	9,190	7,775	0	0
4100	Pump Station Fees	45,525	27,806	20,307	23,994	0
4410	DIF Reimbursements	0	0	0	24,723	45,000
4430	Redev Agency Reimbursements	0	0	0	4,000	0
4450	CIP Reimbursements	183,638	135,622	113,525	62,055	100,000
4460	CDBG/Home Reimbursements	0	0	0	116	0
4600	Assessments	974	6,076	1,938	5,650	0
4700	Collection Charges	149,948	303,802	257,947	251,900	317,232
4900	Other Revenue	0	0	0	2,000	0
5000	Transfers In	5,912,115	4,689,364	755,579	149,212	619,768
	TOTAL - 410 SEWER FUNDS	**$32,538,352**	**$31,936,650**	**$30,596,880**	**$30,628,168**	**$35,274,785**
430	**SEWER DIF FUNDS**					
3300	Investment Earnings	234,439	289,715	414,878	446,859	0
4350	Sewer / Drainage DIF	1,417,782	1,516,499	556,161	522,412	220,290
	TOTAL - 430 SEWER DIF FUNDS	**$1,652,221**	**$1,806,214**	**$971,038**	**$969,271**	**$220,290**
440	**DS - CITY FUNDS**					
3300	Investment Earnings	453	57	60	8	0
5000	Transfers In	2,607,914	2,792,205	2,724,678	3,363,828	3,862,247
	TOTAL - 440 DS - CITY FUNDS	**$2,608,367**	**$2,792,262**	**$2,724,739**	**$3,363,836**	**$3,862,247**

SCHEDULE OF REVENUES

FUND/ACCOUNT		FY 2004-05 ACTUAL	FY 2005-06 ACTUAL	FY 2006-07 ACTUAL	FY 2007-08 PROJECTED	FY 2008-09 ESTIMATED
470	**DS - CV PUBLIC FINANCING AUTHORITY**					
3300	Investment Earnings	446,986	479,242	613,855	335,439	0
4900	Other Revenue	37,275,254	20,325,000	0	0	0
5000	Transfers In	5,288,438	8,180,421	9,500,219	10,263,301	10,441,083
	TOTAL - 470 DS - CV PUBLIC FINANCING AUTHORITY	**$43,010,678**	**$28,984,663**	**$10,114,075**	**$10,598,740**	**$10,441,083**
500	**ASSESS DIST IMPROVEMENT FUNDS**					
3300	Investment Earnings	32,393	54,158	95,694	116,026	0
4340	Transportation DIF	618,422	125,171	2	0	0
4600	Assessments	11,947	72,175	54,165	28,649	28,472
	TOTAL - 500 ASSESS DIST IMPROVEMENT FUNDS	**$662,762**	**$251,504**	**$149,861**	**$144,675**	**$28,472**
542	**TELEGRAPH CANYON DRAINAGE DIF**					
3300	Investment Earnings	139,898	145,256	259,977	233,140	0
4350	Sewer / Drainage DIF	537	537	537	0	0
5000	Transfers In	0	1,801	0	0	0
	TOTAL - 542 TELEGRAPH CANYON DRAINAGE DIF	**$140,435**	**$147,594**	**$260,514**	**$233,140**	**$0**
560	**PUBLIC FACILITIES DIF FUNDS**					
3300	Investment Earnings	800,027	492,375	990,858	**(142,365)**	0
4330	Public Facilities DIF	13,019,244	17,934,536	2,130,562	3,072,432	6,854,425
4450	CIP Reimbursements	0	0	53,279	0	0
4480	Other City Funds Reimbursement	0	3,138,140	0	0	0
4900	Other Revenue	0	25,179	795,036	0	0
5000	Transfers In	6,820,450	7,289	560,904	0	48,201
	TOTAL - 560 PUBLIC FACILITIES DIF FUNDS	**$20,639,721**	**$21,597,519**	**$4,530,638**	**$2,930,067**	**$6,902,626**

SCHEDULE OF REVENUES

FUND/ACCOUNT		FY 2004-05 ACTUAL	FY 2005-06 ACTUAL	FY 2006-07 ACTUAL	FY 2007-08 PROJECTED	FY 2008-09 ESTIMATED
580	**PEDESTRIAN BRIDGE DIF FUNDS**					
3300	Investment Earnings	67,361	77,754	157,161	142,011	0
4380	OR Pedestrian Bridge DIF	404,112	562,431	262,696	239,766	421,178
	TOTAL - 580 PEDESTRIAN BRIDGE DIF FUNDS	**$471,473**	**$640,185**	**$419,857**	**$381,777**	**$421,178**
590	**TRANSPORTATION DIF FUNDS**					
3300	Investment Earnings	1,576,185	768,336	1,224,924	1,000,000	0
4340	Transportation DIF	1,510,244	4,413,680	719,921	450,000	750,000
4410	DIF Reimbursements	394,276	0	0	0	0
4900	Other Revenue	3,364,705	85,000	0	0	0
5000	Transfers In	12,470,570	7,289	0	0	180,000
	TOTAL - 590 TRANSPORTATION DIF FUNDS	**$19,315,980**	**$5,274,305**	**$1,944,844**	**$1,450,000**	**$930,000**
600	**REDEVELOPMENT AGENCY FUNDS**					
3000	Property Tax	2,753,695	3,876,643	6,076,772	6,636,606	11,451,978
3300	Investment Earnings	1,910,274	699,468	598,004	114,666	132,609
3310	Sale of Real Property	639,050	0	0	0	0
3700	Zoning Fees	0	0	0	2,542	0
3720	Document Fees	0	17	0	0	0
4360	Bayfront Fine Arts Fee	0	0	0	25,000	0
4430	Redev Agency Reimbursements	0	0	0	1,793	0
4480	Other City Funds Reimbursement	89,724	80,133	11,087	0	0
4900	Other Revenue	769,076	1,054,414	47,304	6,885	0
5000	Transfers In	675,000	263,708	4,000,347	0	0
	TOTAL - 600 REDEVELOPMENT AGENCY FUNDS	**$6,836,819**	**$5,974,383**	**$10,733,513**	**$6,787,492**	**$11,584,587**

SCHEDULE OF REVENUES

FUND/ACCOUNT		FY 2004-05 ACTUAL	FY 2005-06 ACTUAL	FY 2006-07 ACTUAL	FY 2007-08 PROJECTED	FY 2008-09 ESTIMATED
670	**SW TAX AGREEMENT FUNDS**					
3000	Property Tax	840,161	975,153	1,237,036	1,196,190	0
3300	Investment Earnings	20,406	31,689	56,788	63,194	0
	TOTAL - 670 SW TAX AGREEMENT FUNDS	**$860,567**	**$1,006,842**	**$1,293,824**	**$1,259,384**	**$0**
680	**DEBT SERV - REDEV AGENCY FUNDS**					
3000	Property Tax	3,670,208	3,584,859	2,327,101	3,335,841	0
3300	Investment Earnings	206,021	209,870	386,438	179,473	74,000
4480	Other City Funds Reimbursement	0	0	257,507	7,665	0
4900	Other Revenue	0	0	25,760,000	0	0
5000	Transfers In	2,594,685	1,081,010	17,373,177	0	3,847,946
	TOTAL - 680 DEBT SERV - REDEV AGENCY FUNDS	**$6,470,914**	**$4,875,739**	**$46,104,223**	**$3,522,979**	**$3,921,946**
700	**MISC CAPITAL PROJECT FUNDS**					
3060	Residential Construction Tax	1,063,050	668,761	393,650	152,860	200,000
3300	Investment Earnings	1,370,260	1,356,184	2,688,192	2,118,396	0
4370	Park Acquisition & Develop Fee	5,654,987	13,330,770	7,980,398	3,499,596	1,000,000
4900	Other Revenue	120,000	12,977	37,596	0	0
5000	Transfers In	32,524,318	17,223,884	0	0	0
	TOTAL - 700 MISC CAPITAL PROJECT FUNDS	**$40,732,615**	**$32,592,576**	**$11,099,836**	**$5,770,852**	**$1,200,000**

SCHEDULE OF REVENUES

FUND/ACCOUNT		FY 2004-05 ACTUAL	FY 2005-06 ACTUAL	FY 2006-07 ACTUAL	FY 2007-08 PROJECTED	FY 2008-09 ESTIMATED
730	**OTHER TRANSPORTATION PROGRAM FUNDS**					
3300	Investment Earnings	(56,981)	(45,920)	415,642	243,025	0
3400	State Grants	0	86,625	2,108,082	6,104	5,152,769
3500	Federal Grants	14,538,378	1,791,677	23,837	194,242	6,720,300
3600	Other Agency Grants	0	88,300	0	303,921	291,319
4480	Other City Funds Reimbursement	0	0	59,662	0	0
4900	Other Revenue	0	0	8,290	0	0
5000	Transfers In	0	3,384	0	0	0
	TOTAL - 730 OTHER TRANSPORTATION PROGRAM FUNDS	**$14,481,397**	**$1,924,066**	**$2,615,514**	**$747,292**	**$12,164,388**
	GRAND TOTAL ALL FUNDS	**$375,689,224**	**$342,606,160**	**$327,473,833**	**$278,858,118**	**$284,317,241**

CITY OF
CHULA VISTA

CITY OF CHULA VISTA

PROPOSED BUDGET
FISCAL YEAR 2008-09

FUND BALANCE PROJECTIONS

SUMMARY TABLES

FUND BALANCE PROJECTIONS

FUND	DESCRIPTION	EST AVAIL 06/30/2008 FUND BAL	ESTIMATED REVENUES/ TFRS IN	ESTIMATED TOTAL RESOURCES	ESTIMATED OP EXP/ TFRS OUT	ADOPTED CIP/NON-CIP BUDGET	EST AVAIL 06/30/2009 FUND BAL
GENERAL FUND							
100	General Fund	7,491,758	142,313,158	149,804,916	(142,313,158)		7,491,758
236	Development Services Fund	0	10,877,685	10,877,685	(10,737,900)		139,785
TOTAL - GENERAL FUND		**7,491,758**	**153,190,843**	**160,682,601**	**(153,051,058)**		**7,631,543**
REDEVELOPMENT AGENCY & HOUSING AUTHORITY							
	Tax Agreement and Debt Service Funds						
689	2000 Tax Alloc Bond (RDA Proj)	2,118,651	1,273,760	3,392,411	(1,273,760)		2,118,651
691	Long-term Advances DSF - RDA	(36,726,564)	300,000	(36,426,564)	(1,705,000)		**(38,131,564)**
693-694	ERAF Bonds FY05 and FY06	156,648	223,676	380,324	(223,676)		156,648
695-696	06 Refunding Tax Allocation Bonds (A & B)	3,533,476	2,124,510	5,657,986	(2,124,510)		3,533,476
	TOTAL	**(30,917,789)**	**3,921,946**	**(26,995,843)**	**(5,326,946)**		**(32,322,789)**
	Redevelopment Project Area Funds						
611	Redev Bayfront/Town Centre I	(3,454,644)	4,155,070	700,426	(4,055,070)	(100,000)	**(3,454,644)**
641	Redev Fine Arts	30,454		30,454			30,454
651	So West/Twn Ctr II/Oty Vly	0	7,429,517	7,429,517	(7,296,017)	(121,364)	12,136
652	RDA 2000 TABs Project Fund	3,915,178		3,915,178			3,915,178
671-675	SW Proj Acrea Taxing Agreement	147,419		147,419			147,419
	TOTAL	**638,407**	**11,584,587**	**12,222,994**	**(11,351,087)**	**(221,364)**	**650,543**
	Housing Funds						
313	CV Housing Authority	379,346	1,171,182	1,550,528	(1,024,864)		525,664
315	RDA Housing Program	3,730,072		3,730,072			3,730,072
317	RDA Low & Mod Income Housing	3,469,502	2,729,749	6,199,251	(1,585,436)		4,613,815
	TOTAL	**7,578,920**	**3,900,931**	**11,479,851**	**(2,610,300)**		**8,869,551**
TOTAL - REDEVELOPMENT AGENCY & HOUSING AUTHORITY		**(22,700,462)**	**19,407,464**	**(3,292,998)**	**(19,288,333)**	**(221,364)**	**(22,802,695)**
ENTERPRISE FUNDS							
	Transit Funds						
401	Bayfront Trolley Station TDA	0	102,679	102,679	(102,679)		0

FUND BALANCE PROJECTIONS

FUND	DESCRIPTION	EST AVAIL 06/30/2008 FUND BAL	ESTIMATED REVENUES/ TFRS IN	ESTIMATED TOTAL RESOURCES	ESTIMATED OP EXP/ TFRS OUT	ADOPTED CIP/NON-CIP BUDGET	EST AVAIL 06/30/2009 FUND BAL
402	Transit CVT	0	1,727,168	1,727,168	(1,528,705)		198,463
403	Transit Capital Projects	210,034		210,034	(893)		209,141
	TOTAL	**210,034**	**1,829,847**	**2,039,881**	**(1,632,277)**		**407,604**
	Sewer Funds						
411	Sewer Income	1,844,439		1,844,439			1,844,439
412	Special Sewer	371,465		371,465		50,304	421,769
413	Trunk Sewer Capital Reserve	16,844,420	5,359,462	22,203,882		66,220	22,270,102
414	Sewer Service Revenue	1,404,088	28,387,015	29,791,103	(28,758,795)	(15,000)	1,017,308
428	Sewer Facility Replacement	1,300,606	1,528,308	2,828,914	(149,212)	(2,030,025)	649,677
431	Tel Cyn Sewer Basin Plan DIF	1,029,870	51,500	1,081,370	(35,000)		1,046,370
432	Poggi Cyn Sewer Basin DIF	1,877,140	93,750	1,970,890	(480,556)		1,490,334
433	Salt Creek Sewer Basin DIF	656,813	75,040	731,853	(324,091)		407,762
543	Tel Cyn Sewer Pump Flows DIF	3,060		3,060			3,060
	TOTAL	**25,331,901**	**35,495,075**	**60,826,976**	**(29,747,654)**	**(1,928,501)**	**29,150,821**
TOTAL - ENTERPRISE FUNDS		**25,541,935**	**37,324,922**	**62,866,857**	**(31,379,932)**	**(1,928,501)**	**29,558,425**
SPECIAL REVENUE FUNDS							
	Transportation Funds						
221	Gas Tax	(48,000)	4,142,716	4,094,716	(4,269,200)	175,610	1,126
225	Traffic Signal	389,649	551,241	940,890	(15,347)	368,098	1,293,641
227	Transportation Sales Tax	1,559,284	4,577,000	6,136,284		(4,596,995)	1,539,289
	TOTAL	**1,900,933**	**9,270,957**	**11,171,890**	**(4,284,547)**	**(4,053,287)**	**2,834,056**
	Parking Funds						
241	Parking Meter	164,564	361,772	526,336	(363,280)	(190,860)	**(27,804)**
243	Town Centre I-Parking District	34,351		34,351		(12,136)	22,215
	TOTAL	**198,915**	**361,772**	**560,687**	**(363,280)**	**(202,996)**	**(5,589)**
	Public Safety Funds						
245	Traffic Safety	596,040	532,920	1,128,960	(534,140)		594,820
251	Suppl Law Enforcement Services	218,912		218,912			218,912
252	Police Department Grants	99,999	2,640,766	2,740,765	(2,606,404)		134,361

FUND BALANCE PROJECTIONS

FUND	DESCRIPTION	EST AVAIL 06/30/2008 FUND BAL	ESTIMATED REVENUES/ TFRS IN	ESTIMATED TOTAL RESOURCES	ESTIMATED OP EXP/ TFRS OUT	ADOPTED CIP/NON-CIP BUDGET	EST AVAIL 06/30/2009 FUND BAL
254	Local Law Enf Block Grant	37,230	11,061	48,291	(11,061)		37,230
256	Asset Seizure	213,175	217,125	430,300	(220,125)		210,175
	TOTAL	**1,165,356**	**3,401,872**	**4,567,228**	**(3,371,730)**		**1,195,498**
	Library and Cultural Arts Funds						
261	California Library Service Act	177,732	134,000	311,732	(25,000)	(102,644)	184,088
262	Public Library Act	1,249		1,249			1,249
265	CA Dept of Education Sect. 321	2,353		2,353			2,353
267	McCandliss Cultural Arts	16,757	900	17,657	(1,600)		16,057
	TOTAL	**198,091**	**134,900**	**332,991**	**(26,600)**	**(102,644)**	**203,747**
	Sundry Grant Funds						
268	State Recreation Grants	(627,910)	487,910	(140,000)		140,000	0
272	Federal Grants Fund	0	133,464	133,464	(133,464)		0
273	State Grants Fund	0				(30,000)	**(30,000)**
	TOTAL	**(627,910)**	**621,374**	**(6,536)**	**(133,464)**	**110,000**	**(30,000)**
	Conservation Funds						
281	Waste Management & Recycling	0	476,342	476,342	(476,120)		222
282	Environmental Services Fund	0	1,067,800	1,067,800	(1,062,992)		4,808
285	Energy Conservation	0	856,870	856,870	(856,870)		0
	TOTAL		**2,401,012**	**2,401,012**	**(2,395,982)**		**5,030**
	Community Development Block Grant						
311	CDBG Housing Program	366,320	225,582	591,902	(499,400)		92,502
314	Emergency Shelter Grant Prog	2,995	88,169	91,164	(4,400)	(83,769)	2,995
321	Home Program	408,732	906,542	1,315,274	(89,949)	(7,048)	1,218,277
325	CDBG Program - Income Projects	39,708		39,708			39,708
333	FY2000 Comm Dev Block Grant	(4,577)	1,748,189	1,743,612	(996,124)	(747,488)	0
	TOTAL	**813,178**	**2,968,482**	**3,781,660**	**(1,589,873)**	**(838,305)**	**1,353,482**
	Open Space District Funds						
342	CFD 11-M RHR McMillin	34,877	56,174	91,051	(56,174)		34,877
343	CFD 12-M Vlg7	478,388	414,000	892,388	(414,000)		478,388
344	CFD 13-M Vlg2	30,579	4,050	34,629	(4,050)		30,579

FUND BALANCE PROJECTIONS

FUND	DESCRIPTION	EST AVAIL 06/30/2008 FUND BAL	ESTIMATED REVENUES/ TFRS IN	ESTIMATED TOTAL RESOURCES	ESTIMATED OP EXP/ TFRS OUT	ADOPTED CIP/NON-CIP BUDGET	EST AVAIL 06/30/2009 FUND BAL
345	CFD 12M - OR Village 7	471,177	477,836	949,013	(477,836)		471,177
351	Town Centre Landscaping Dist I	23,139		23,139			23,139
352	Bay Blvd Landscaping Dist	30,172	15,377	45,549	(15,377)		30,172
353	Eastlake Maintenance Dist #1	303,891	231,571	535,462	(231,571)		303,891
354-376	Open Space District #1 - #31	2,669,518	2,511,772	5,181,290	(2,511,772)		2,669,518
378	CFD 07M-Eastlk II Woods, Vista	409,189	591,781	1,000,970	(591,781)		409,189
379	CFD 08M-Vlg 6 McM & Oty Ranch	371,937	958,664	1,330,601	(958,664)		371,937
380	CFD 09M OR Vlg II	749,471	920,056	1,669,527	(920,056)		749,471
382	CFD 99-2 Otay Ranch Vlg 1 We	354,988	737,002	1,091,990	(737,002)		354,988
383	Town Ctr Business Imprv Distr	150,771		150,771			150,771
386	Otay Ranch Acquisition Dist	477,835	450,000	927,835	(450,000)		477,835
387	CFD 98-3 Sunbow 2	512,364	991,464	1,503,828	(991,464)		512,364
388	Comm Facility 97-1 (Otay Rnch)	2,366,647	1,895,650	4,262,297	(1,895,650)		2,366,647
389	Otay Ranch Village 1,2,6,7,12	28,836	104,506	133,342	(104,506)		28,836
	TOTAL	**9,463,779**	**10,359,903**	**19,823,682**	**(10,359,903)**		**9,463,779**
301	Storm Drain Revenue	(94,719)	580,660	485,941	(548,398)		**(62,457)**
INTERNAL SERVICE FUNDS							
231	Workers Compensation	1,597,281	2,821,917	4,419,198	(3,089,840)		1,329,358
232	Flexible Spending Account	20,564	310,000	330,564	(324,889)		5,675
341	Public Liability Trust	45,304		45,304			45,304
391	Central Garage	2,628,475	5,211,168	7,839,643	(5,423,324)		2,416,319
393	Technology Replacement	0					0
395	Stores Inventory	9,346		9,346			9,346
TOTAL - INTERNAL SERVICE FUNDS		**4,300,970**	**8,343,085**	**12,644,055**	**(8,838,053)**		**3,806,002**
CAPITAL PROJECTS FUNDS							
	Assessment District Funds						
501	Otay Lakes Rd AD 88-2 Improv	95,924		95,924			95,924
503	East H St AD 87-1 Improv	126,839		126,839			126,839
507	Otay Valley Rd AD 90-2 Improv	83,471		83,471			83,471

FUND BALANCE PROJECTIONS

FUND	DESCRIPTION	EST AVAIL 06/30/2008 FUND BAL	ESTIMATED REVENUES/ TFRS IN	ESTIMATED TOTAL RESOURCES	ESTIMATED OP EXP/ TFRS OUT	ADOPTED CIP/NON-CIP BUDGET	EST AVAIL 06/30/2009 FUND BAL
511	Otay Vly Rd Fee Recovery Dist	856,754		856,754			856,754
512	EL Greens II AD 94-1 Improv	1,055,140		1,055,140			1,055,140
515	Twin Oaks Ave AD 96-1 Improv	24,964	6,347	31,311	(10,000)		21,311
516	Oxford St AD 97-1 Improv	14,832	2,043	16,875	(6,000)		10,875
517	AD2004-1 Dixon Drive	84,943	10,070	95,013			95,013
518	AD2005-1 Tobias Drive	49,199	10,012	59,211			59,211
	TOTAL	**2,392,066**	**28,472**	**2,420,538**	**(16,000)**		**2,404,538**
	Development Impact Fee Funds						
542	Tel Cyn Drainage Plan DIF	4,304,960		4,304,960	(69)		4,304,891
567-582	DIF - Public Facilities	(6,748,240)	6,902,626	154,386	(6,291,567)	68,328	**(6,068,853)**
587	DIF-OR Village Pedestrian Ramp	1,085,365	171,178	1,256,543	(1,076,366)		180,177
588	OR Vlg11 Pedestrian Bridge DIF	2,058,727	250,000	2,308,727	(3,200)		2,305,527
591	Transportation DIF	19,005,827	750,000	19,755,827	(972,193)	(11,411)	18,772,223
593	Western Transportation DIF Fund	0	180,000	180,000		(180,000)	0
	TOTAL	**19,706,639**	**8,253,804**	**27,960,443**	**(8,343,396)**	**(123,083)**	**19,493,965**
	Other Transportation Funds						
723	Bicycle Facilities	(141,319)	291,319	150,000		(150,000)	0
735	Transportation Partnership	18,481		18,481	(69)		18,412
736	Other Transportation Program	(1,427,300)	6,995,300	5,568,000		(5,568,000)	0
737	Trans Equity Act - 21	0	215,000	215,000		(215,000)	0
739	Traffic Congestion Relief Fund	(21,000)	1,000,000	979,000		(979,000)	0
741	Prop 1B Hwy Safety	(3,500,000)	3,662,769	162,769			162,769
	TOTAL	**(5,071,138)**	**12,164,388**	**7,093,250**	**(69)**	**(6,912,000)**	**181,181**
	Misc Capital Project Funds						
714	CIP - Fiscal Agent	1,118,650		1,118,650			1,118,650
715	Park Acquisition & Development	40,855,489	1,000,000	41,855,489	(25,000)	52,542	41,883,031
717	Resid. Construction/Conversion	235,335	200,000	435,335	(681,358)	42,871	**(203,152)**
725	Indust. Development Authority	10,022		10,022			10,022
	TOTAL	**42,219,496**	**1,200,000**	**43,419,496**	**(706,358)**	**95,413**	**42,808,551**
TOTAL - CAPITAL PROJECTS FUNDS		**59,247,063**	**21,646,664**	**80,893,727**	**(9,065,823)**	**(6,939,670)**	**64,888,235**

FUND BALANCE PROJECTIONS

FUND	DESCRIPTION	EST AVAIL 06/30/2008 FUND BAL	ESTIMATED REVENUES/ TFRS IN	ESTIMATED TOTAL RESOURCES	ESTIMATED OP EXP/ TFRS OUT	ADOPTED CIP/NON-CIP BUDGET	EST AVAIL 06/30/2009 FUND BAL
DEBT SERVICE FUNDS							
	Debt Service - City Funds						
441	1994 Pension Obligation Bond	568	2,462,913	2,463,481	(2,462,913)		568
442	CDBG Section 108 Loan	0	637,370	637,370	(787,058)		**(149,688)**
446	Notes Payable Adamo Property	2	46,712	46,714	(46,712)		2
449	SD Co Regional Comm Systems	174	295,734	295,908	(295,734)		174
451	Long-term Advances DSF - City	(14,651,105)	419,518	(14,231,587)	(419,518)		**(14,651,105)**
	TOTAL	**(14,650,361)**	**3,862,247**	**(10,788,114)**	**(4,011,935)**		**(14,800,049)**
	Debt Service - CV Financing Authority						
448	2000 COP Ser A-Fin Project	2,618,457	1,768,520	4,386,977	(1,868,484)		2,518,493
450	2002 COP Police Facility Proj	4,498,006	3,916,846	8,414,852	(3,916,846)		4,498,006
471	2003 Refunding Cert of Part	1,473,345	1,076,825	2,550,170	(1,076,825)		1,473,345
472	2004 COP Civ Ctr Proj Phase I	2,599,966	2,400,393	5,000,359	(2,400,393)		2,599,966
473	2006 COP Civ Ctr Proj Phase 2	1,856,799	1,278,499	3,135,298	(1,278,499)		1,856,799
	TOTAL	**13,046,573**	**10,441,083**	**23,487,656**	**(10,541,047)**		**12,946,609**
TOTAL - DEBT SERVICE FUNDS		**(1,603,788)**	**14,303,330**	**12,699,542**	**(14,552,982)**		**(1,853,440)**
	GRAND TOTAL ALL FUNDS	**85,295,099**	**284,317,241**	**369,612,339**	**(259,249,957)**	**(14,176,767)**	**96,185,616**

CITY OF CHULA VISTA

PROPOSED BUDGET
FISCAL YEAR 2008-09

SCHEDULE OF INTERFUND TRANSFERS

SUMMARY TABLES

SCHEDULE OF INTERFUND TRANSFERS

FUND/ACCOUNT	DESCRIPTION	FY 2008-09 PROPOSED
100 GENERAL FUND		
221 Gas Tax	Staff Time Reimbursement and Equipment	4,269,200
236 Development Services Fund	Overhead Reimbursement	1,768,865
245 Traffic Safety	Staff Time Reimbursement and Equipment	534,140
256 CA Library Service	Staff Time Reimbursement and Equipment	120,000
261 Public Library	Staff Time Reimbursement and Equipment	25,000
282 Environmental Services Fund	Staff Time Reimbursement and Equipment	84,042
301 Storm Drain Revenue	Staff Time Reimbursement	240,463
313 CV Housing Authority	Staff Time Reimbursement	158,740
391 Central Garage	Staff Time Reimbursement	32,124
402 Transit/CVT Fund	Staff Time Reimbursement	94,423
414 Sewer Service Revenue	Staff Time Reimbursement	4,395,553
651 SW/TCII/OV Proj	Overhead Reimbursement	249,923
691 LT Adv DSF RDA	TCII Loan Repayment to Bayfront	300,000
TOTAL TRANSFERS IN - 100 GENERAL FUND		**$12,272,473**
236 DEVELOPMENT SERVICES FUND		
100 General Fund	General Fund subsidy to Development Services Fund	340,000
414 Sewer Service Revenue	Staff Time Reimbursement	74,500
TOTAL TRANSFERS IN - 236 DEVELOPMENT SERVICES FUND		**$414,500**
313 CV HOUSING		
317 RDA Low & Mod Income	Staff Time Reimbursement	116,986
321 Home Program	Staff Time Reimbursement	7,000
333 CDBG	Staff Time Reimbursement	34,754
TOTAL TRANSFERS IN - 313 CV HOUSING		**$158,740**
413 TRUNK SEWER CAPITAL RESERVE		
432 Poggi Canyon Sewer Basin DIF	Interest payment on $1.7M transferred by Trunk Sewer (Reso 188	470,556
TOTAL TRANSFERS IN - 413 TRUNK SEWER CAPITAL RESERVE		**$470,556**

SCHEDULE OF INTERFUND TRANSFERS

FUND/ACCOUNT	DESCRIPTION	FY 2008-09 PROPOSED
414 SEWER SERVICE REVENUE		
428 Sewer Facility Replacement	Staff Time Reimbursement - Video Inspection	149,212
TOTAL TRANSFERS IN - 414 SEWER SERVICE REVENUE		**$149,212**
441 1994 PENSION OBLIGATION BOND		
100 General Fund	Debt Service Payment - Pension Obligation Bond	2,462,913
TOTAL TRANSFERS IN - 441 1994 PENSION OBLIGATION BOND		**$2,462,913**
442 CDBG SECTION 108 LOAN		
333 Community Dev Block Grant	Debt Service Payment - Section 108 Loan	637,370
TOTAL TRANSFERS IN - 442 CDBG SECTION 108 LOAN		**$637,370**
446 NOTES PAYABLE ADAMO PROPERTY		
567 DIF Adamo Property	Debt Service Payment - Parking Lot Acquisition Cost	46,712
TOTAL TRANSFERS IN - 446 NOTES PAYABLE ADAMO PROPERTY		**$46,712**
448 2000 COP SER A-FIN PROJECT		
100 General Fund	Debt Service Payment - Corporation Yard	669,664
574 Corporation Yard Relocation	Debt Service Payment - Corporation Yard	1,098,856
TOTAL TRANSFERS IN - 448 2000 COP SER A-FIN PROJECT		**$1,768,520**
449 SD CO REGIONAL COMM SYSTEMS		
100 General Fund	Debt Service Payment - 800Mhz Backbone Cost	295,734
TOTAL TRANSFERS IN - 449 SD CO REGIONAL COMM SYSTEMS		**$295,734**
450 2002 COP POLICE FACILITY PROJ		
100 General Fund	Debt Service Payment - Police Facility	2,179,725
573 Police Department Facility Remodel	Debt Service Payment - Police Facility	1,737,121
TOTAL TRANSFERS IN - 450 2002 COP POLICE FACILITY PROJ		**$3,916,846**

SCHEDULE OF INTERFUND TRANSFERS

FUND/ACCOUNT	DESCRIPTION	FY 2008-09 PROPOSED
451 LONG-TERM ADVANCES DSF - CITY		
100 General Fund	Debt Service Payment - Animal Shelter	103,518
301 Storm Drain Rev	Debt Serv Pymt - Trunk Sewer Capl Res-Reso 18996	50,000
433 Salt Creek Sewer Basin DIF	Debt Serv Pymt - Trunk Sewer Capl Res-FY00-01 Budget Reso	250,000
515 Twin Oaks Assessment District 96-1	Debt Serv Pymt - Trunk Sewer Capl Res-Reso 18873	10,000
516 Oxford St Assessment District 97-1	Debt Serv Pymt - Trunk Sewer Capl Res-Reso 18795	6,000
TOTAL TRANSFERS IN - 451 LONG-TERM ADVANCES DSF - CITY		**$419,518**
471 2003 REFUNDING CERT OF PART		
100 General Fund	Debt Service Payment - Financial System Lease	655
225 Traffic Signal	Debt Service Payment - Financial System Lease	338
241 Parking Meter Fund	Debt Service Payment - Financial System Lease	127
301 Storm Drain Revenue	Debt Service Payment - Financial System Lease	85
317 Low & Moderate Income Housing	Debt Service Payment - Financial System Lease	116
391 Central Garage	Debt Service Payment - Financial System Lease	407
403 SCOOT Capital Projects	Debt Service Payment - Financial System Lease	893
414 Sewer Service Reserve	Debt Service Payment - Financial System Lease	1,400
542 Telegraph Canyon Drainage DIF	Debt Service Payment - Financial System Lease	69
571 Public Facilities DIF	Debt Service Payment - Financial System Lease	277
573 Police Department Facility Remodel	Debt Service Payment - Financial System Lease	9,443
576 Fire Supression System Expansion	Debt Service Payment - Financial System Lease	183
591 Transportation Development	Debt Service Payment - Financial System Lease	277
611 Redevelopment Agency BF/TC I	Debt Service - 03 Refunding COP RDA 93 COP	104
651 Redev Agency SW/TCII/OV Proj	Debt Service - 03 Refunding COP RDA 93 COP	1,060,911
717 Residential Construction Tax	Debt Service Payment - Financial System Lease	1,471
735 Transportation Partnership	Debt Service Payment - Financial System Lease	69
TOTAL TRANSFERS IN - 471 2003 REFUNDING CERT OF PART		**$1,076,825**

SCHEDULE OF INTERFUND TRANSFERS

FUND/ACCOUNT	DESCRIPTION	FY 2008-09 PROPOSED
472 2004 COP CIV CTR PROJ PHASE I		
100 General Fund	Debt Service - Civic Center Phase 1	315,541
572 Public Facilities DIF - Civic Center	Debt Service - Civic Center Phase 1	1,404,965
717 Residential Construction Tax	Debt Service - Western Chula Vista Infrastructure	679,887
TOTAL TRANSFERS IN - 472 2004 COP CIV CTR PROJ PHASE I		**$2,400,393**
473 2006 COP CIV CTR PROJ PHASE 2		
100 General Fund	Debt Service - Civic Center Phase 2	285,846
572 Public Facilities DIF - Civic Center	Debt Service - Civic Center Phase 2	992,653
TOTAL TRANSFERS IN - 473 2006 COP CIV CTR PROJ PHASE 2		**$1,278,499**
574 CORPORATION YARD RELOCATION		
451 Long-term Advances DSF - City	Debt Service - Animal Shelter	48,201
TOTAL TRANSFERS IN - 574 CORPORATION YARD RELOCATION		**$48,201**
593 WESTERN TDIF		
591 Trasnportation DIF	FY09 CIP Adopted Budget	180,000
TOTAL TRANSFERS IN - 593 WESTERN TDIF		**$180,000**
689 2000 TAX ALLOC BOND (RDA PROJ)		
651 So West/Twn Ctr/Otay Valley	Debt Service - Merged Redevelopment Project	1,199,760
TOTAL TRANSFERS IN - 689 2000 TAX ALLOC BOND (RDA PROJ)		**$1,199,760**
691 LONG-TERM ADVANCES DSF - RDA		
651 Redev Agency SW/TCII/OV Proj	TCII Loan Repayment to Bayfront	300,000
TOTAL TRANSFERS IN - 691 LONG-TERM ADVANCES DSF - RDA		**$300,000**
693 05 TAX REV (ERAF)		
611 Redev Bayfront/Town Ctr	Debt Service payment	49,944
651 So West/Twn Ctrll/Otay Valley	Debt Service payment	48,760
TOTAL TRANSFERS IN - 693 05 TAX REV (ERAF)		**$98,704**

SCHEDULE OF INTERFUND TRANSFERS

FUND/ACCOUNT	DESCRIPTION	FY 2008-09 PROPOSED
694 06 TAX REV (ERAF)		
611 Redev Bayfront/Town Ctr	Debt Service payment	78,858
651 So West/Twn Ctrll/Otay Valley	Debt Service payment	46,114
TOTAL TRANSFERS IN - 694 06 TAX REV (ERAF)		**$124,972**
695 06 SR TABS SER A		
611 Redev Bayfront/Town Ctr	Debt Service payment	1,072,345
TOTAL TRANSFERS IN - 695 06 SR TABS SER A		**$1,072,345**
696 06 SR TABS SER B		
611 Redev Bayfront/Town Ctr	Debt Service payment	1,052,165
TOTAL TRANSFERS IN - 696 06 SR TABS SER B		**$1,052,165**
GRAND TOTAL ALL FUNDS		**$31,844,958**

CITY OF
CHULA VISTA

CITY OF CHULA VISTA

PROPOSED BUDGET

FISCAL YEAR 2008-09

AUTHORIZED POSITIONS BY DEPARTMENT

SUMMARY TABLES

AUTHORIZED POSITIONS BY DEPARTMENT

CLASSIFICATION	FY 2007-08 ADOPTED BUDGET	FY 2007-08 MIDYEAR CHANGES	FY 2007-08 PROPOSED CHANGES	FY 2008-09 PROPOSED BUDGET
MAYOR & COUNCIL				
Chief of Staff	1.00	-	-	1.00
Coastal/Environmental Policy Consultant	1.00	-	-	1.00
Constituent Services Manager	1.00	-	-	1.00
Councilperson	4.00	-	-	4.00
Executive Secretary	1.00	-	-	1.00
Mayor	1.00	-	-	1.00
Office Specialist (Mayor/ at will)	1.00	-	-	1.00
Senior Council Assistant	4.00	-	-	4.00
MAYOR & COUNCIL TOTAL	**14.00**	**-**	**-**	**14.00**
CITY CLERK				
Administrative Secretary	1.00	-	-	1.00
Assistant City Clerk	1.00	-	-	1.00
City Clerk	1.00	-	-	1.00
Deputy City Clerk	1.00	-	-	1.00
Records Manager	1.00	-	-	1.00
Records Specialist	1.00	-	-	1.00
Senior Deputy City Clerk	1.00	(1.00)	-	-
Senior Office Specialist	0.50	-	-	0.50
Senior Records Specialist	1.00	-	-	1.00
CITY CLERK TOTAL	**8.50**	**(1.00)**	**-**	**7.50**
CITY ATTORNEY				
City Attorney	1.00	-	-	1.00
Deputy City Attorney II	2.00	(1.00)	-	1.00
Deputy City Attorney III	4.00	-	-	4.00
Executive Secretary	1.00	-	-	1.00
Legal Assistant	3.00	(1.00)	-	2.00
Senior Assistant City Attorney	2.00	-	-	2.00
Senior Legal Assistant	1.00	-	-	1.00
CITY ATTORNEY TOTAL	**14.00**	**(2.00)**	**-**	**12.00**
ADMINISTRATION				
Administrative Secretary	1.00	-	-	1.00
Administrative Technician	1.00	-	-	1.00
Assistant City Manager	2.00	-	(1.00)	1.00
Assistant Director of Budget & Analysis	1.00	-	-	1.00
City Manager	1.00	-	-	1.00
Director of Budget And Analysis	1.00	-	-	1.00

AUTHORIZED POSITIONS BY DEPARTMENT

CLASSIFICATION	FY 2007-08 ADOPTED BUDGET	FY 2007-08 MIDYEAR CHANGES	FY 2007-08 PROPOSED CHANGES	FY 2008-09 PROPOSED BUDGET
Director of Communications	1.00	-	-	1.00
Director of Conservation & Environmental Services	1.00	-	-	1.00
Economic Development Officer	1.00	-	-	1.00
Environmental Resource Manager	1.00	1.00	(1.00)	1.00
Environmental Resource Specialist	-	-	1.00	1.00
Executive Assistant to the City Manager	-	-	1.00	1.00
Executive Secretary	1.00	-	-	1.00
Fiscal Management Analyst	3.00	-	1.00	4.00
Government Relations Liaison	1.00	-	-	1.00
Grants Development Manager	-	-	1.00	1.00
Graphic Designer	1.00	-	-	1.00
Principal Economic Development Specialist	-	1.00	-	1.00
Principal Management Analyst	-	-	1.00	1.00
Senior Economic Development Specialist	-	1.00	(1.00)	-
Senior Graphic Designer	1.00	-	-	1.00
Senior Management Analyst	-	-	1.00	1.00
Senior Secretary	-	1.00	-	1.00
Special Events Planner	1.00	-	-	1.00
ADMINISTRATION TOTAL	**19.00**	**4.00**	**3.00**	**26.00**
INFORMATION TECHNOLOGY				
Administrative Secretary	1.00	-	-	1.00
Applications Support Manager	1.00	(1.00)	-	-
Director of Information Technology Services	1.00	-	-	1.00
GIS Specialist	4.00	-	(1.00)	3.00
GIS Supervisor	1.00	-	-	1.00
Information Technology Support Manager	1.00	-	-	1.00
Information Technology Support Specialist	8.00	(1.00)	(1.00)	6.00
Operations & Telecommunications Manager	1.00	-	-	1.00
Senior Applications Support Specialist	2.00	-	-	2.00
Senior Information Technology Support Specialist	2.00	-	-	2.00
Senior Programmer Analyst	2.00	-	-	2.00
Systems/Database Administrator	1.00	-	(1.00)	-
Telecommunications Specialist	1.00	-	-	1.00
Webmaster	2.00	-	-	2.00
INFORMATION TECHNOLOGY TOTAL	**28.00**	**(2.00)**	**(3.00)**	**23.00**
HUMAN RESOURCES				
Administrative Secretary	1.00	-	-	1.00
Assistant Director of Human Resources	1.00	-	-	1.00

AUTHORIZED POSITIONS BY DEPARTMENT

CLASSIFICATION	FY 2007-08 ADOPTED BUDGET	FY 2007-08 MIDYEAR CHANGES	FY 2007-08 PROPOSED CHANGES	FY 2008-09 PROPOSED BUDGET
Benefits Manager	1.00	-	-	1.00
Benefits Technician	2.00	-	-	2.00
Chief Learning Officer	1.00	(1.00)	-	-
Director of Human Resources	1.00	-	-	1.00
Fiscal Office Specialist	-	0.50	-	0.50
Human Resources Analyst	3.00	-	-	3.00
Human Resources Operations Manager	1.00	-	-	1.00
Human Resources Technician	1.00	-	-	1.00
Office Specialist	1.00	(1.00)	-	-
Principal Human Resources Analyst	2.00	(1.00)	-	1.00
Risk Manager	1.00	-	-	1.00
Senior Fiscal Office Specialist	2.00	(1.00)	-	1.00
Senior Human Resources Analyst	1.00	-	-	1.00
Senior Risk Management Specialist	5.00	-	-	5.00
Senior Secretary	1.00	(1.00)	-	-
HUMAN RESOURCES TOTAL	**25.00**	**(4.50)**	**-**	**20.50**
FINANCE				
Accountant	2.00	(1.00)	(1.00)	-
Accounting Assistant	8.00	(1.00)	2.00	9.00
Accounting Technician	3.00	-	-	3.00
Accounting Technician	1.00	-	-	1.00
Administrative Secretary	1.00	(1.00)	-	-
Assistant Director of Finance	1.00	-	-	1.00
Associate Accountant	2.00	-	-	2.00
Business License Representative	-	-	1.00	1.00
Collections Supervisor	1.00	-	(1.00)	-
Director of Finance	1.00	-	-	1.00
Fiscal Operations Manager	1.00	-	-	1.00
Fiscal Services Analyst	1.00	-	(1.00)	-
Procurement Specialist	2.00	-	-	2.00
Purchasing Agent	1.00	-	-	1.00
Senior Accountant	1.00	-	-	1.00
Senior Accounting Assistant	1.00	-	(1.00)	-
Senior Business License Representative	1.00	-	(1.00)	-
Senior Procurement Specialist	1.00	-	-	1.00
Storekeeper	1.00	(1.00)	-	-
Treasury Manager	1.00	-	-	1.00
FINANCE TOTAL	**31.00**	**(4.00)**	**(2.00)**	**25.00**

AUTHORIZED POSITIONS BY DEPARTMENT

CLASSIFICATION	FY 2007-08 ADOPTED BUDGET	FY 2007-08 MIDYEAR CHANGES	FY 2007-08 PROPOSED CHANGES	FY 2008-09 PROPOSED BUDGET
GENERAL SERVICES				
Animal Adoption Counselor	1.25	(1.25)	-	-
Animal Care Assistant	6.50	(6.50)	-	-
Animal Control Manager	1.00	(1.00)	-	-
Animal Control Officer	5.00	(5.00)	-	-
Animal Control Officer Supervisor	1.00	(1.00)	-	-
Assistant Surveyor II	1.00	(1.00)	-	-
Associate Engineer	4.00	(4.00)	-	-
Building Projects Manager	3.00	(3.00)	-	-
Building Services Manager	1.00	-	(1.00)	-
Carpenter	1.00	(1.00)	-	-
Construction & Repair Manager	1.00	(1.00)	-	-
Custodial & Facilities Manager	1.00	(1.00)	-	-
Custodial Supervisor	4.00	(4.00)	-	-
Custodian	15.00	(15.00)	-	-
Deputy Director of General Services	2.00	(2.00)	-	-
Director of General Services	1.00	(1.00)	-	-
Electrician	3.00	(3.00)	-	-
Electrician/Equipment Installer	2.00	(2.00)	-	-
Electronics Technician	2.00	(2.00)	-	-
Electronics Technician Supervisor	1.00	(1.00)	-	-
Environmental Services Program Manager	1.00	(1.00)	-	-
HVAC Technician	3.00	(3.00)	-	-
Land Surveyor	1.00	(1.00)	-	-
Landscape Architect	2.00	(2.00)	-	-
Landscape Inspector	2.00	(2.00)	-	-
Landscape Planner II	4.00	(3.00)	(1.00)	-
Lead Custodian	6.00	(7.00)	1.00	-
Locksmith	2.00	(2.00)	-	-
Office Specialist	4.50	(4.00)	(0.50)	-
Painter	2.00	(2.00)	-	-
Plumber	2.00	(2.00)	-	-
Principal Management Analyst	-	(1.00)	1.00	-
Recycling Specialist I	1.00	(1.00)	-	-
Recycling Specialist II	1.00	(1.00)	-	-
Registered Veterinary Technician	1.00	(1.00)	-	-
Senior Administrative Secretary	1.00	(1.00)	-	-
Senior Animal Care Assistant	1.00	(1.00)	-	-
Senior Civil Engineer	2.00	(2.00)	-	-
Senior Electrician	1.00	(1.00)	-	-
Senior Engineering Technician	1.00	(1.00)	-	-
Senior Fiscal Office Specialist	1.00	(1.00)	-	-

AUTHORIZED POSITIONS BY DEPARTMENT

CLASSIFICATION	FY 2007-08 ADOPTED BUDGET	FY 2007-08 MIDYEAR CHANGES	FY 2007-08 PROPOSED CHANGES	FY 2008-09 PROPOSED BUDGET
Senior HVAC Technician	1.00	(1.00)	-	-
Senior Landscape Inspector	1.00	(1.00)	-	-
Senior Management Analyst	1.00	-	(1.00)	-
Senior Office Specialist	2.00	(2.00)	-	-
Storekeeper	-	1.00	(1.00)	-
Survey Technician II	1.00	(1.00)	-	-
GENERAL SERVICES TOTAL	**102.25**	**(99.75)**	**(2.50)**	**-**
COMMUNITY DEVELOPMENT				
Assistant Director of Community Development	1.00	(1.00)	-	-
Community Development Specialist II	1.00	(1.00)	-	-
Director of Community Development	1.00	(1.00)	-	-
Planning & Housing Manager	1.00	(1.00)	-	-
Principal Community Development Specialist	1.00	(1.00)	-	-
Senior Administrative Secretary	1.00	(1.00)	-	-
Senior Community Development Specialist	3.00	(3.00)	-	-
Senior Fiscal Office Specialist	1.00	(1.00)	-	-
Senior Management Analyst	1.00	(1.00)	-	-
Senior Secretary	2.00	(2.00)	-	-
COMMUNITY DEVELOPMENT TOTAL	**13.00**	**(13.00)**	**-**	**-**
PLANNING & BUILDING				
Administrative Technician	1.00	(1.00)	-	-
Advanced Planning Manager	1.00	-	-	1.00
Assistant Director of Building & Housing	1.00	(1.00)	-	-
Assistant Director of Planning	1.00	(1.00)	-	-
Assistant Planner	1.00	(1.00)	-	-
Associate Planner	8.50	(5.50)	(1.00)	2.00
Building Inspector II	9.00	(9.00)	-	-
Building Inspector III	2.00	(2.00)	-	-
Code Enforcement Manager	1.00	-	-	1.00
Code Enforcement Officer I	1.00	(1.00)	-	-
Code Enforcement Officer II	5.00	1.00	-	6.00
Code Enforcement Technician	1.00	-	(1.00)	-
Deputy Building Official	1.00	(1.00)	-	-
Development Automation Specialist	1.00	(1.00)	-	-
Development Planning Improvement Manager	1.00	(1.00)	-	-
Development Planning Manager	1.00	(1.00)	-	-
Development Services Technician II	8.50	(8.50)	-	-
Development Services Technician III	1.00	(1.00)	-	-
Director of Planning & Building	1.00	(1.00)	-	-

AUTHORIZED POSITIONS BY DEPARTMENT

CLASSIFICATION	FY 2007-08 ADOPTED BUDGET	FY 2007-08 MIDYEAR CHANGES	FY 2007-08 PROPOSED CHANGES	FY 2008-09 PROPOSED BUDGET
Landscape Planner II	1.00	(1.00)	-	-
Office Specialist	0.50	(0.50)	-	-
Plan Check Supervisor	1.00	(1.00)	-	-
Planning Technician	2.00	-	-	2.00
Plans Examiner	4.00	(4.00)	-	-
Principal Management Analyst	1.00	(1.00)	-	-
Principal Planner	6.00	(5.00)	-	1.00
Secretary	2.00	(1.00)	-	1.00
Senior Administrative Secretary	1.00	(1.00)	-	-
Senior Building Inspector	2.00	(2.00)	-	-
Senior Code Enforcement Officer	2.00	-	-	2.00
Senior Office Specialist	3.00	(2.00)	-	1.00
Senior Planner	5.00	(5.00)	-	-
Senior Planning Technician	1.00	-	-	1.00
Senior Plans Examiner	1.00	(1.00)	-	-
Senior Secretary	1.00	(1.00)	-	-
PLANNING & BUILDING TOTAL	**80.50**	**(60.50)**	**(2.00)**	**18.00**
ENGINEERING				
Administrative Analyst II	2.00	-	-	2.00
Administrative Secretary	1.00	(1.00)	-	-
Assistant Director of Engineering	-	1.00	-	1.00
Assistant Surveyor II	-	1.00	-	1.00
Associate Engineer	10.00	-	(1.00)	9.00
Building Project Manager	-	2.00	-	2.00
Deputy Director of Engineering	1.00	-	(1.00)	-
Development Services Technician	2.00	(2.00)	-	-
Director of Engineering	1.00	(1.00)	-	-
Director of Engineering / City Engineer	-	1.00	-	1.00
Engineering Technician I	1.00	-	-	1.00
Engineering Technician II	2.00	(2.00)	-	-
Fiscal Office Specialist	1.00	(1.00)	-	-
Land Surveyor	1.00	1.00	(1.00)	1.00
Landscape Architect	-	0.50	-	0.50
Principal Civil Engineer	3.00	(1.00)	-	2.00
Principal Management Analyst	1.00	-	-	1.00
Real Property Manager	1.00	-	-	1.00
Secretary	1.00	-	-	1.00
Senior Administrative Secretary	-	1.00	-	1.00
Senior Civil Engineer	4.00	-	1.00	5.00
Senior Engineering Technician	2.00	-	-	2.00
Signal Systems Engineer II	1.00	-	-	1.00

AUTHORIZED POSITIONS BY DEPARTMENT

CLASSIFICATION	FY 2007-08 ADOPTED BUDGET	FY 2007-08 MIDYEAR CHANGES	FY 2007-08 PROPOSED CHANGES	FY 2008-09 PROPOSED BUDGET
Survey Technician II	-	1.00	-	1.00
Traffic Devices Technician	4.00	(4.00)	-	-
Traffic Devices Technician Supervisor	1.00	(1.00)	-	-
Transportation Engineer w/Certificate	1.00	(1.00)	-	-
ENGINEERING TOTAL	**41.00**	**(5.50)**	**(2.00)**	**33.50**
POLICE				
Administrative Services Manager	1.00	-	-	1.00
Chief of Police	1.00	-	-	1.00
Community Service Officer	11.00	(4.00)	-	7.00
Crime Laboratory Manager	1.00	-	-	1.00
Detention Facility Manager	-	1.00	-	1.00
Evidence Control Assistant	3.00	(1.00)	-	2.00
Facility & Supply Specialist	-	1.00	(0.50)	0.50
Fiscal Office Specialist	1.00	(1.00)	-	-
Forensics Specialist	2.00	-	-	2.00
Latent Print Examiner	3.00	-	-	3.00
Office Specialist	2.00	(1.00)	-	1.00
Parking Enforcement Officer	2.00	-	-	2.00
Peace Officer	153.00	(1.00)	(1.00)	151.00
Police Agent	59.00	(5.00)	(1.00)	53.00
Police Captain	3.00	-	-	3.00
Police Communications Systems Manager	-	1.00	-	1.00
Police Community Relations Specialist	2.00	-	-	2.00
Police Data Specialist	3.00	-	-	3.00
Police Dispatcher	24.00	(4.00)	-	20.00
Police Dispatcher Supervisor	6.00	-	-	6.00
Police Lieutenant	11.00	(2.00)	-	9.00
Police Records Specialist	6.50	(1.00)	-	5.50
Police Records Transcriptionist	4.00	(1.00)	(1.00)	2.00
Police Sergeant	25.00	(1.00)	1.00	25.00
Police Services Officer	14.00	(2.00)	-	12.00
Police Support Services Manager	1.00	-	-	1.00
Police Technology Specialist	1.00	-	-	1.00
Police Training and Development Supervisor	1.00	-	-	1.00
Public Information Officer (PD)	1.00	-	-	1.00
Public Safety Analyst	5.00	-	-	5.00
Range Master	0.50	-	-	0.50
Secretary	7.50	(1.50)	(2.00)	4.00
Senior Administrative Secretary	1.00	-	-	1.00
Senior Fiscal Office Specialist	2.00	-	-	2.00
Senior Management Analyst	1.00	-	(1.00)	-

AUTHORIZED POSITIONS BY DEPARTMENT

CLASSIFICATION	FY 2007-08 ADOPTED BUDGET	FY 2007-08 MIDYEAR CHANGES	FY 2007-08 PROPOSED CHANGES	FY 2008-09 PROPOSED BUDGET
Senior Office Specialist	5.00	(1.00)	-	4.00
Senior Police Data Specialist	1.00	-	-	1.00
Senior Public Safety Analyst	1.00	-	-	1.00
Training Programs Specialist	1.00	-	-	1.00
POLICE TOTAL	**366.50**	**(23.50)**	**(5.50)**	**337.50**
FIRE				
Administrative Secretary	1.00	-	-	1.00
Administrative Services Manager	1.00	-	-	1.00
Assistant Fire Chief	-	-	1.00	1.00
Deputy Fire Chief	2.00	(1.00)	(1.00)	-
Emergency Services Coordinator	1.00	(1.00)	-	-
Facility & Supply Specialist	1.00	-	-	1.00
Fire Battalion Chief (112 Hr)	6.00	-	-	6.00
Fire Battalion Chief (80 Hr)	1.00	-	-	1.00
Fire Captain (112 Hr)	33.00	-	-	33.00
Fire Captain (80 Hr)	2.00	(1.00)	-	1.00
Fire Chief	1.00	-	-	1.00
Fire Communications Manager	1.00	(1.00)	-	-
Fire Dispatcher	8.00	(8.00)	-	-
Fire Dispatcher Supervisor	2.00	(2.00)	-	-
Fire Engineer (112 Hr)	33.00	-	-	33.00
Fire Engineer (80 Hr)	2.00	-	-	2.00
Fire Inspector I	4.00	(1.00)	-	3.00
Fire Inspector II	2.00	1.00	(1.00)	2.00
Fire Marshal	1.00	-	-	1.00
Fire Prevention Engineer	2.00	(1.00)	-	1.00
Firefighter (112 Hr)	41.00	-	-	41.00
Firefighter (80 Hr)	1.00	-	-	1.00
Office Specialist	1.00	-	-	1.00
Public Education Specialist	1.00	(1.00)	-	-
Public Safety Analyst	1.00	-	-	1.00
Secretary	2.00	(1.00)	-	1.00
Senior Fire Inspector	1.00	-	-	1.00
Senior Office Specialist	1.00	-	-	1.00
FIRE TOTAL	**153.00**	**(17.00)**	**(1.00)**	**135.00**
PUBLIC WORKS				
Administrative Secretary	1.00	-	-	1.00
Administrative Services Manager	1.00	-	-	1.00
Animal Adoption Counselor	-	1.25	-	1.25

AUTHORIZED POSITIONS BY DEPARTMENT

CLASSIFICATION	FY 2007-08 ADOPTED BUDGET	FY 2007-08 MIDYEAR CHANGES	FY 2007-08 PROPOSED CHANGES	FY 2008-09 PROPOSED BUDGET
Animal Care Assistant	-	6.50	-	6.50
Animal Control Manager	-	1.00	-	1.00
Animal Control Officer	-	4.00	-	4.00
Animal Control Officer Supervisor	-	1.00	-	1.00
Assistant Director of Public Works	-	1.00	-	1.00
Assistant Director of Public Works Operations	1.00	(1.00)	-	-
Associate Engineer	1.00	(1.00)	-	-
Carpenter	-	1.00	-	1.00
Construction & Repair Manager	-	1.00	-	1.00
Custodial & Facilities Manager	-	1.00	-	1.00
Custodial Supervisor	-	4.00	-	4.00
Custodian	-	14.50	-	14.50
Director of Public Works	-	1.00	-	1.00
Director of Public Works Operations	1.00	(1.00)	-	-
Electrician	-	3.00	-	3.00
Electrician/Equipment Installer	-	1.00	-	1.00
Electronics Technician	-	2.00	-	2.00
Electronics Technician Supervisor	-	1.00	-	1.00
Engineering Technician	1.00	-	(1.00)	-
Engineering Technician II	1.00	-	-	1.00
Environmental Health Specialist	2.00	-	-	2.00
Equipment Operator	3.00	-	-	3.00
Fiscal Office Specialist	2.00	-	-	2.00
Gardener I	15.00	(6.00)	-	9.00
Gardener II	13.00	3.00	-	16.00
HVAC Technician	-	3.00	-	3.00
Lead Custodian	-	7.00	-	7.00
Locksmith	-	2.00	-	2.00
Maintenance Worker I	13.00	(5.00)	(1.00)	7.00
Maintenance Worker II	8.00	3.00	-	11.00
Office Specialist	-	3.50	-	3.50
Open Space Inspector	6.00	-	-	6.00
Open Space Manager	1.00	-	-	1.00
Painter	-	2.00	-	2.00
Parks & Open Space Manager	1.00	-	-	1.00
Parks Manager	2.00	(1.00)	-	1.00
Parks Supervisor	5.00	-	-	5.00
Plumber	-	2.00	-	2.00
Principal Civil Engineer	1.00	-	-	1.00
Public Works Inspector I	2.00	(2.00)	-	-
Public Works Inspector II	5.00	(5.00)	-	-
Public Works Manager	2.00	-	-	2.00
Public Works Specialist	3.00	-	-	3.00

AUTHORIZED POSITIONS BY DEPARTMENT

CLASSIFICATION	FY 2007-08 ADOPTED BUDGET	FY 2007-08 MIDYEAR CHANGES	FY 2007-08 PROPOSED CHANGES	FY 2008-09 PROPOSED BUDGET
Public Works Supervisor	4.00	(1.00)	-	3.00
Pump Maintenance Supervisor	1.00	-	-	1.00
Pump Maintenance Technician	4.00	-	-	4.00
Registered Veterinary Technician	-	1.00	-	1.00
Senior Animal Care Assistant	-	1.00	-	1.00
Senior Civil Engineer	3.00	(2.00)	-	1.00
Senior Electrician	-	1.00	-	1.00
Senior Fiscal Office Specialist	1.00	1.00	-	2.00
Senior Gardener	9.00	-	-	9.00
Senior HVAC Technician	-	1.00	-	1.00
Senior Maintenance Worker	17.00	(3.00)	-	14.00
Senior Office Specialist	1.00	2.00	-	3.00
Senior Open Space Inspector	1.00	-	-	1.00
Senior Park Ranger	2.00	-	(1.00)	1.00
Senior Public Works Inspector	3.00	(3.00)	-	-
Senior Public Works Specialist	1.50	(0.50)	-	1.00
Senior Secretary	1.00	(1.00)	-	-
Senior Tree Trimmer	2.00	-	-	2.00
Signing & Striping Supervisor	1.00	-	-	1.00
Stormwater Compliance Inspector II	2.00	-	-	2.00
Traffic Devices Technician	-	4.00	-	4.00
Traffic Devices Technician Supervisor	-	1.00	-	1.00
Tree Trimmer	3.00	-	-	3.00
Tree Trimmer Supervisor	1.00	-	-	1.00
Urban Forestry Manager	1.00	(1.00)	-	-
Wastewater Collections Manager	1.00	-	-	1.00
PUBLIC WORKS TOTAL	**150.50**	**48.25**	**(3.00)**	**195.75**
RECREATION				
Administrative Secretary	1.00	1.00	-	2.00
Aquarist	-	0.75	-	0.75
Aquatic Supervisor I	1.00	-	-	1.00
Aquatic Supervisor II	2.00	-	-	2.00
Aquatic Supervisor III	1.00	-	-	1.00
Assistant Director Of Recreation	1.00	-	-	1.00
Director of Recreation	1.00	-	-	1.00
Nature Center Grounds Maintenance Specialist	-	1.00	-	1.00
Nature Center Grounds Maintenance Worker	-	1.00	-	1.00
Nature Center Program Manager	-	3.00	-	3.00
Principal Recreation Manager	2.00	-	-	2.00
Recreation Supervisor I	7.00	(1.00)	-	6.00
Recreation Supervisor II	8.00	(1.00)	(1.00)	6.00

AUTHORIZED POSITIONS BY DEPARTMENT

CLASSIFICATION	FY 2007-08 ADOPTED BUDGET	FY 2007-08 MIDYEAR CHANGES	FY 2007-08 PROPOSED CHANGES	FY 2008-09 PROPOSED BUDGET
Recreation Supervisor III	7.00	-	-	7.00
Registered Veterinary Technician	-	0.75	-	0.75
Senior Fiscal Office Specialist	1.00	-	-	1.00
Senior Office Specialist	-	1.00	-	1.00
Senior Recreation Manager	2.00	(1.00)	-	1.00
RECREATION TOTAL	**34.00**	**5.50**	**(1.00)**	**38.50**
LIBRARY				
Administrative Analyst II	1.00	-	(1.00)	-
Administrative Secretary	1.00	-	-	1.00
After School Program Manager	1.00	-	(1.00)	-
Assistant City Manager	1.00	(1.00)	-	-
Assistant Library Director	1.00	-	-	1.00
Community Relations Manager	1.00	(1.00)	-	-
Cultural Arts & Funds Development Manager	1.00	(1.00)	-	-
Cultural Arts Coordinator	1.00	(0.50)	(0.50)	-
Delivery Driver	1.00	-	-	1.00
Director of Library	-	-	1.00	1.00
Educational Services Supervisor	4.00	-	(1.00)	3.00
Family and Youth Coordinator	1.00	-	-	1.00
Grants Development Manager	1.00	-	(1.00)	-
Librarian I	8.50	(4.00)	-	4.50
Librarian II	4.50	-	(1.00)	3.50
Librarian III	3.50	(0.50)	1.00	4.00
Library Administrative Coordinator	-	-	1.00	1.00
Library Assistant	4.00	-	(3.50)	0.50
Library Associate	13.25	(1.00)	3.50	15.75
Library Digital Services Manager	1.00	-	-	1.00
Library Operations Manager	1.00	(1.00)	-	-
Library Technician	4.00	(2.00)	-	2.00
Library Volunteer Coordinator	0.50	-	-	0.50
Literacy & Programming Coordinator	-	-	1.00	1.00
Principal Librarian	3.00	(1.00)	-	2.00
Secretary	2.00	-	(1.00)	1.00
Senior Educational Services Supervisor	-	-	1.00	1.00
Senior Librarian	3.00	1.00	(1.00)	3.00
Senior Management Analyst	1.00	-	(1.00)	-
Senior Office Specialist	2.00	-	-	2.00
LIBRARY TOTAL	**66.25**	**(12.00)**	**(3.50)**	**50.75**

AUTHORIZED POSITIONS BY DEPARTMENT

CLASSIFICATION	FY 2007-08 ADOPTED BUDGET	FY 2007-08 MIDYEAR CHANGES	FY 2007-08 PROPOSED CHANGES	FY 2008-09 PROPOSED BUDGET
NATURE CENTER				
Administrative Secretary	1.00	(1.00)	-	-
Aquarist	0.75	(0.75)	-	-
Director of The Nature Center	1.00	-	(1.00)	-
Nature Center Grounds Maintenance Specialist	1.00	(1.00)	-	-
Nature Center Grounds Maintenance Worker	1.00	(1.00)	-	-
Nature Center Program Manager	3.00	(3.00)	-	-
Registered Veterinary Technician	0.75	(0.75)	-	-
Senior Office Specialist	1.00	(1.00)	-	-
NATURE CENTER TOTAL	**9.50**	**(8.50)**	**(1.00)**	**-**
GENERAL FUND SUBTOTAL	**1,156.00**	**(195.50)**	**(23.50)**	**937.00**
DEVELOPMENT SERVICES				
Administrative Technician	-	1.00	-	1.00
Assistant Director of Building & Housing	-	1.00	-	1.00
Assistant Director of Planning	-	1.00	-	1.00
Assistant Planner	-	1.00	-	1.00
Associate Engineer	-	3.00	-	3.00
Associate Planner	-	5.00	-	5.00
Building Inspector II	-	6.00	1.00	7.00
Building Inspector III	-	2.00	(1.00)	1.00
Deputy Building Official	-	1.00	-	1.00
Development Automation Specialist	-	1.00	-	1.00
Development Planning Manager	-	1.00	-	1.00
Development Services Counter Manager	-	-	1.00	1.00
Development Services Technician II	-	7.00	(2.50)	4.50
Development Services Technician III	-	1.00	2.00	3.00
Director of Planning & Building	-	1.00	-	1.00
Engineering Technician II	-	1.00	-	1.00
Landscape Architect	-	1.00	-	1.00
Landscape Inspector (txfr'd from PW and eliminated)	-	2.00	(2.00)	-
Landscape Planner II	-	3.00	-	3.00
Office Specialist	-	0.50	-	0.50
Plan Check Supervisor	-	1.00	(1.00)	-
Plans Examiner	-	2.00	1.00	3.00
Principal Management Analyst	-	1.00	(1.00)	-
Principal Planner	-	4.00	-	4.00
Public Works Inspector II	-	6.00	(1.00)	5.00
Secretary	-	1.00	-	1.00
Senior Administrative Secretary	-	1.00	-	1.00

AUTHORIZED POSITIONS BY DEPARTMENT

CLASSIFICATION	FY 2007-08 ADOPTED BUDGET	FY 2007-08 MIDYEAR CHANGES	FY 2007-08 PROPOSED CHANGES	FY 2008-09 PROPOSED BUDGET
Senior Building Inspector	-	2.00	(1.00)	1.00
Senior Civil Engineer	-	4.00	(1.00)	3.00
Senior Engineering Technician	-	1.00	-	1.00
Senior Landscape Inspector	-	1.00	-	1.00
Senior Office Specialist	-	2.00	(1.00)	1.00
Senior Planner	-	6.00	-	6.00
Senior Plans Examiner	-	1.00	-	1.00
Senior Public Works Inspector	-	3.00	-	3.00
Senior Secretary	-	2.00	-	2.00
Transportation Engineer w/Certificate	-	1.00	-	1.00
DEVELOPMENT SERVICES TOTAL	**-**	**78.50**	**(6.50)**	**72.00**
PARKING METER				
Parking Meter Technician	0.50	-	-	0.50
PARKING METER TOTAL	**0.50**	**-**	**-**	**0.50**
CBAG				
CBAG Administrative Analyst II	1.00	-	-	1.00
CBAG Analyst	3.00	-	-	3.00
CBAG Budget Manager	1.00	-	-	1.00
CBAG Deputy Executive Director	1.00	-	-	1.00
CBAG Director Of SD LECC	1.00	-	-	1.00
CBAG Executive Assistant	1.00	-	-	1.00
CBAG Executive Director	1.00	-	-	1.00
CBAG Graphic Designer/Webmaster	1.00	-	-	1.00
CBAG Lead Programmer Analyst	1.00	-	-	1.00
CBAG Management Assistant	1.00	-	-	1.00
CBAG Meth Strike Force Coordinator	1.00	-	(1.00)	-
CBAG Micro Computer Specialist	1.00	-	-	1.00
CBAG Network Administrator I	2.00	-	-	2.00
CBAG Network Manager	1.00	-	-	1.00
CBAG Program Analyst	1.00	-	-	1.00
CBAG Program Manager	2.00	-	-	2.00
CBAG RCFL Network Engineer	1.00	-	-	1.00
CBAG TOTAL	**21.00**	**-**	**(1.00)**	**20.00**
ENVIRONMENTAL SERVICES				
Environmental Services Program Manager	-	1.00	-	1.00
Recycling Specialist II	-	2.00	-	2.00

AUTHORIZED POSITIONS BY DEPARTMENT

CLASSIFICATION	FY 2007-08 ADOPTED BUDGET	FY 2007-08 MIDYEAR CHANGES	FY 2007-08 PROPOSED CHANGES	FY 2008-09 PROPOSED BUDGET
ENVIRONMENTAL SERVICES TOTAL	**-**	**3.00**	**-**	**3.00**
REDEVELOPMENT & HOUSING				
Accountant	-	1.00	-	1.00
Assistant Director of Redevelopment and Housing	-	1.00	-	1.00
Community Development Specialist I	1.00	(1.00)	-	-
Community Development Specialist II	2.00	(2.00)	-	-
Director of Redevelopment and Housing (formerly Director of Community Development)	-	1.00	-	1.00
Housing Manager	1.00	(1.00)	-	-
Principal Community Development Specialist	2.00	(2.00)	-	-
Principal Project Coordinator	-	2.00	-	2.00
Project Coordinator II	-	4.00	-	4.00
Redevelopment and Housing Manager	-	1.00	-	1.00
Redevelopment Projects Manager	1.00	(1.00)	-	-
Senior Administrative Secretary	-	1.00	-	1.00
Senior Community Development Specialist	4.00	(4.00)	-	-
Senior Fiscal Office Specialist	-	-	1.00	1.00
Senior Management Analyst	-	1.00	(1.00)	-
Senior Project Coordinator	-	4.00	-	4.00
Senior Secretary	-	2.00	(1.00)	1.00
REDEVELOPMENT & HOUSING TOTAL	**11.00**	**7.00**	**(1.00)**	**17.00**
FLEET				
Equipment Maintenance Manager	1.00	-	-	1.00
Equipment Mechanic	5.00	(2.00)	-	3.00
Fire Apparatus Mechanic	2.00	-	-	2.00
Fiscal Office Specialist	1.00	-	-	1.00
Fleet Manager	1.00	(1.00)	-	-
Mechanic Assistant	2.00	-	-	2.00
Senior Equipment Mechanic	2.00	-	(1.00)	1.00
FLEET TOTAL	**14.00**	**(3.00)**	**(1.00)**	**10.00**
TRANSIT				
Administrative Technician	1.00	-	-	1.00
Transit Manager	1.00	-	-	1.00
Transit Operations Coordinator	1.00	-	-	1.00
TRANSIT TOTAL	**3.00**	**-**	**-**	**3.00**

AUTHORIZED POSITIONS BY DEPARTMENT

CLASSIFICATION	FY 2007-08 ADOPTED BUDGET	FY 2007-08 MIDYEAR CHANGES	FY 2007-08 PROPOSED CHANGES	FY 2008-09 PROPOSED BUDGET
SEWER				
Associate Engineer	1.00	1.00	-	2.00
Engineering Technician II	2.00	-	-	2.00
Equipment Operator	3.00	-	-	3.00
Maintenance Worker I	8.00	1.00	-	9.00
Maintenance Worker II	9.00	-	-	9.00
Public Works Specialist	1.00	-	-	1.00
Public Works Supervisor	4.00	-	-	4.00
Senior Civil Engineer	1.00	-	-	1.00
Senior Fiscal Office Specialist	1.00	-	-	1.00
Senior Maintenance Worker	13.00	1.00	-	14.00
SEWER TOTAL	**43.00**	**3.00**	**-**	**46.00**
NON-GENERAL FUND SUBTOTAL	**92.50**	**88.50**	**(9.50)**	**171.50**
TOTAL AUTHORIZED POSITIONS	**1,248.50**	**(107.00)**	**(33.00)**	**1,108.50**

CITY OF
CHULA VISTA

CITY OF CHULA VISTA

PROPOSED BUDGET

FISCAL YEAR 2009

APPENDIX

Budget Process

Fiscal Policies

Investment Policies

Accounting Systems and Budgetary Control

Debt Administration

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Legal Debt Margin

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BUDGET PROCESS

The fiscal year 2008-09 budget cycle began with the development of a preliminary base budget by the Office of Budget and Analysis (OBA). OBA worked closely with departments to refine the base budget and incorporate departmental changes. By early January, staff had identified a significant budgetary gap between department requested expenditures and projected revenues. Over the course of the next few months, staff prepared a balanced budget plan that sought to minimize service impacts to the community, avoid layoffs of permanent staff and rely as little as possible on one-time solutions. A detailed review of recommended budget reductions were the subject of a Council Budget Workshop in March and April 2008.

BUDGET CALENDAR

December & January: *Revenue and expenditure projections prepared by OBA in conjunction with Finance and departments, resulting in the preliminary baseline budget*

February & March: *Analysis of baseline budget to determine budgetary gap, development of budget balancing plan*

March & April: *Council review of budget balancing strategy*

April & May: *Development of City Manager's proposed budget*

May 22nd – *Budget submitted to Council*

June 10th *– Public budget hearings and adoption of final budget*

On May 22nd, the City Manager will transmit the proposed budget to the City Council for review. A final budget workshop will be held for the benefit of the public and City Council on June 10th at which time the City Manager will request that the Council formally adopt the budget. Copies of the proposed budget will be made available for public review in the Office of the City Clerk and City libraries approximately 2 weeks prior to the June 10th workshop. A public hearing was held prior to the adoption of the budget on June 10th in order to provide the public an additional opportunity to comment on the proposed budget.

As set forth in the City Charter, at any meeting after the adoption of the budget, the City Council may amend or supplement the budget by motion adopted by affirmative votes of at least four members. Throughout the year, the Finance Department provides Council with quarterly fiscal status reports comparing expenditure and revenue projections to budgeted amounts, highlighting any variances and recommending corrective actions as necessary. Five year revenue and expenditure projections are also updated quarterly to account for changes in economic conditions and budget amendments and to provide Council with a long-term perspective of the City's fiscal status.

GENERAL FUND BUDGET DEVELOPMENT MILESTONES

- **February 7, 2008**

  The preliminary baseline budget and budget instructions were made available to departments. Departments began the process of reviewing the preliminary budget and making recommendations to amend the base budget as necessary.

- **March 6, 2008**

  An overview of the base budget and updated 5-year forecast information was presented to the City Council at the first in a series of Council budget workshops.

- **April 3, 2008**

  At the second Council Budget Workshop, staff presented an update on fiscal year 2008-09 budget and 5-year forecast. The primary purpose of the workshop was to review departmental and citywide budget balancing proposals and to receive Council feedback. These discussions were continued to the council meeting of April 15, 2008.

- **May 22, 2008**

  As required by City Charter, the City Manager's proposed budget was submitted to the City Council at least thirty-five days before the beginning of the fiscal year. Copies of the proposed budget will be made available for public review in the Office of the City Clerk and City libraries at least ten days before the public hearings, as required by City Charter.

- **June 10, 2008**

  A public hearing will be held before the adoption of the budget in order to give residents an additional opportunity to participate in the budget process. In compliance with the City Charter, a notice of these meetings will be published in the local newspaper at least ten days prior to the public hearings. Adoption of the budget requires the affirmative votes of at least three members of the Council.

FISCAL POLICIES

This section of the budget document reiterates the fiscal policies that were reviewed and acknowledged by the City Council in January 2000. These policies form the overall framework within which the operating budget was formulated. The fiscal policies, most of which are already codified in one form or another, are not considered new or controversial, but are summarized here to assist you to better understand the basis for the resource allocation decisions that were made.

A. General

1. The City's financial assets will be managed in a sound and prudent manner in order to ensure the continued viability of the organization.

2. A comprehensive operating and capital budget for all City funds will be developed annually and presented to the City Council for approval. The purpose of the annual budget will be to:

    a. Identify community needs for essential services.
    b. Identify the programs and specific activities required to provide these essential services.
    c. Establish program policies and goals that define the nature and level of program services required.
    d. Identify alternatives for improving the delivery of program services.
    e. Identify the resources required to fund identified programs and activities, and enable accomplishment of program objectives.
    f. Set standards to facilitate the measurement and evaluation of program performance.

3. The City's annual operating budget will be balanced whereby planned expenditures do not exceed anticipated revenues.

4. Recurring revenues will fund recurring expenditures. One-time revenues will be used for capital, reserve augmentation, or other non-recurring expenditures.

5. Accounting systems will be maintained in accordance with Generally Accepted Accounting Principles.

6. Investment policy and practice will be in accordance with State statutes that emphasize safety and liquidity over yield, including quarterly status reports to the City Council. *(Council Policy)*

7. City operations will be managed and budgets prepared with the goal of maintaining an available fund balance in the General Fund of no less than eight percent of the General Fund operating budget. *(Council Policy)*

8. General Fund fiscal status reports reflecting comparisons of actual and projected performance with budget allocations for both revenues and expenditures will be presented to the City Council on a quarterly basis. *(City Charter)*

B. Revenue

1. The City will endeavor to maintain a diversified and stable revenue base in order to minimize the impact to programs from short-term economic fluctuations.

2. Revenue projections will be maintained for the current year and four future fiscal years, and estimates will be based on a conservative, analytical, and objective process.

3. In order to maintain maximum flexibility, except as required by law or the funding source, the City will avoid earmarking any unrestricted revenues for a specific purpose or program.

4. User fees will be imposed when appropriate and set at a level to recover the full cost of services provided which are of a special benefit to easily identified individuals or groups.

5. User fees will be reviewed and updated on an ongoing basis to ensure that program costs continue to be recovered and that the fees reflect changes in levels of service delivery.

6. The City will recover the cost of new facilities and infrastructure necessitated by new development consistent with State law and the City's Growth Management Program. Development Impact Fees will be closely monitored and updated to insure that they are maintained at a level adequate to recover costs. *(GMOC Ordinance)*

7. When considering new development alternatives, the City will attempt to determine the fiscal impact of proposed projects, annexations, etc. and insure that mechanisms are put in place to provide funding for any projected negative impacts on City operations. *(GMOC Ordinance)*

C. Expenditures

1. Budgetary control will be exercised at the Department/category level, meaning that each department is authorized to spend up to the total amount appropriated for that department within the expenditure categories of Personnel Costs, Supplies & Services, Other Charges, and Capital. Transfers of appropriations between expenditure categories of up to $15,000 may be approved by the City Manager. Transfers of appropriations between expenditure categories in excess of $15,000, or between departments require City Council approval. *(City Charter & Council Policy)*

2. Appropriations, other than for capital projects, remaining unspent at the end of any fiscal year will be cancelled and returned to Available Fund Balance with the exception of any appropriations encumbered as the result of a valid purchase order or as approved for a specific project or purpose by the City Council or the City Manager. Appropriations for capital projects will necessarily be carried over from year to year until the project is deemed to be complete. *(Council Policy)*

3. The City will establish and maintain equipment replacement and facility maintenance funds as deemed necessary to ensure that monies are set aside and available to fund ongoing replacement needs.

4. The City will attempt to compensate non-safety employees at rates above the middle of the labor market as measured by the median rate for similar jurisdictions. *(Council Policy)*

D. Capital Improvement Program (CIP)

1. Major capital projects will be included in a CIP Budget reflecting a five-year period. The CIP budget will be updated annually and presented to City Council for approval. Resources will be formally appropriated (budgeted) for the various projects on an annual basis in accordance with the five-year plan.

E. Capital Financing & Debt Management

1. The City will consider the use of debt financing only for one-time capital improvement projects when the project's useful life will exceed the term of the financing and when resources are identified sufficient to fund the debt service requirements. The only exception to this limitation is the issuance of short-term instruments such as tax and revenue anticipation notes, which will only be considered in order to meet legitimate cash flow needs occurring within a fiscal year.

2. The City will attempt to limit the total amount of annual debt service payments guaranteed by the General Fund to no more than ten percent of estimated General Fund revenues.

3. The City will consider requests from developers for the use of debt financing secured by property based assessments or special taxes in order to provide for necessary infrastructure for new development only under strict guidelines adopted by Council, which may include minimum value-to-lien ratios and maximum tax burdens. *(Community Facility District Ordinance)*

4. The City will strive to minimize borrowing costs by:
    a. Seeking the highest credit rating possible.
    b. Procuring credit enhancement such as letters of credit or insurance, when cost effective.
    c. Maintaining good communications with credit rating agencies regarding the City's fiscal condition.

5. The City will diligently monitor its compliance with bond legal covenants, including adherence to continuing disclosure requirements and federal arbitrage regulations.

6. In addition to externally financed debt, the City utilizes inter-fund loans whenever possible to reduce borrowing costs or provide for shorter term loans. When interest is charged on internal loans, it is done at the same rate the City earns from its investments.

INVESTMENT POLICIES

1.0 Purpose:

This “Investment Policy and Guidelines” (the “Investment Policy”) Policy is intended to provide guidelines for the prudent investment of the City of Chula Vista's (the “City”) cash balances, and outline policies to assist in maximizing the efficiency of the City's cash management system, while meeting the daily cash flow demands of the City.

2.0 Policy:

The investment practices and policies of the City of Chula Vista are based upon state law and prudent money management. The primary goals of these practices are:

A. To ensure compliance with all Federal, State, and local laws governing the investment of public funds under the control of the Director of Finance/Treasurer.

B. To protect the principal monies entrusted to the City’s Finance Department.

C. Achieve a reasonable rate of return within the parameters of prudent risk management while minimizing the potential for capital losses arising from market changes or issuer default.

3.0 Scope:

This Investment Policy applies to all financial assets of the City of Chula Vista, as indicated in 3.1 below. These funds are accounted for in the City's Comprehensive Annual Financial Report.

3.1 Funds:

The Director of Finance/Treasurer is responsible for investing the unexpended cash in the City Treasury for all funds, except for the employee's retirement funds, which are administered separately, and those funds which are managed separately by trustees appointed under indenture agreements. The Director of Finance/Treasurer will strive to maintain the level of investment of this cash as close as possible to 100%. These funds are described in the City's annual financial report and include:

- General Fund
- Special Revenue Funds
- Capital Project Funds
- Enterprise Funds
- Trust and Agency Funds
- Any new fund created by the legislative body, unless specifically exempted

This Investment Policy applies to all transactions involving the financial assets and related activity of the foregoing funds.

4.0 Prudence:

The standard of prudence to be used by the Director of Finance/Treasurer shall be the "**prudent investor standard**". This shall be applied in the context of managing an overall portfolio. The "**prudent investor standard**" is applied to local agencies, pursuant to California Government Code Section 53600.3 which provides, in pertinent part:

> " … all governing bodies of local agencies or persons authorized to make investment decisions on behalf of those local agencies investing public funds pursuant to this chapter are trustees and therefore fiduciaries subject to the prudent investor standard. When investing, reinvesting, purchasing, acquiring, exchanging, selling, or managing public funds, a trustee shall act with care, skill, prudence, and diligence under the circumstances then prevailing, including, but not limited to, the general economic conditions and the anticipated needs of the agency, that a prudent person acting in a like capacity and familiarity with those matters would use in the conduct of funds of a like character and with like aims, to safeguard the principal and maintain the liquidity needs of the agency. …"

4.1 Personal Responsibility:

The Director of Finance/Treasurer, Assistant Director of Finance and Treasury Manager as investment officers acting in accordance with written procedures and the Investment Policy and exercising due diligence, shall be relieved of personal responsibility for an individual security's credit risk or market price changes, provided deviations from expectations are reported to the City Council in a timely fashion and appropriate action is taken to control adverse developments.

5.0 Objective:

Consistent with this aim, investments are made under the terms and conditions of California Government Code Section 53600, et seq. Criteria for selecting investments and the absolute order of priority are:

5.1 Safety:

Safety of principal is the foremost objective of the investment program. Investments of the City of Chula Vista shall be undertaken in a manner that seeks to ensure the preservation of capital in the overall portfolio. To attain this objective, diversification is required in order that potential losses on individual securities do not exceed the income generated from the remainder of the portfolio.

5.2 Liquidity:

The City of Chula Vista's investment portfolio will remain sufficiently liquid to enable the City to meet all operating requirements which might be reasonably anticipated and to maintain compliance with any indenture agreement, as applicable. Liquidity is essential to the safety of principal.

5.3 Return on Investments:

The City of Chula Vista's investment portfolio shall be designed with the objective of attaining a market-average rate of return throughout budgetary and economic cycles (market interest rates), within the City's Investment Policy's risk parameters and the City's cash flow needs. See also Section 16.1.

6.0 Delegation of Authority:

The Director of Finance/Treasurer shall be responsible for all transactions undertaken and shall establish a system of controls to regulate the activities of subordinate officials. The responsibility for the day-to-day investment of City funds will be delegated to the Treasury Manager under the general direction of the Assistant Director of Finance.

7.0 Ethics and Conflicts of Interest:

In addition to state and local statutes relating to conflicts of interest, all persons involved in the investment process shall refrain from personal business activity that could conflict with proper execution of the investment program, or which could impair their ability to make impartial investment decisions. Employees and investment officers are required to file annual disclosure statements as required for "public officials who manage public investments" [as defined and required by the Political Reform Act and related regulations, including Government Code Sections 81000, et seq., and the rules, regulations and guidelines promulgated by California's Fair Political Practices Commission (FFPC)].

8.0 Authorized Financial Dealers and Institutions:

The City's Director of Finance/Treasurer will maintain a list of the financial institutions and brokers/dealers authorized to provide investment and depository services and will perform an annual review of the financial condition and registrations of qualified bidders and require annual audited financial statements to be on file for each company. The City will utilize Moody's Securities or other such services to determine financially sound institutions with which to do business. The City shall annually send a copy of the current Investment Policy to all financial institutions and brokers/dealers approved to do business with the City.

As far as possible, all money belonging to, or in the custody of, a local agency, including money paid to the City's Director of Finance/Treasurer or other official to pay the principal, interest, or penalties of bonds, shall be deposited for safekeeping in state or national banks, savings associations, federal associations, credit unions, or federally insured industrial loan companies in this state selected by the City's Director of Finance/Treasurer; or may be invested in the investments set forth in Section 9.0. To be eligible to receive local agency money, a bank, savings association, federal association, or federally insured industrial loan company shall have received an overall rating of not less than "satisfactory" in its most recent evaluation by the appropriate federal financial supervisory agency of its record of meeting the credit needs of California's communities, including low- and moderate-income neighborhoods.

To provide for the optimum yield in the investment of City funds, the City's investment procedures shall encourage competitive bidding on transactions from approved brokers/dealers. In order to be approved by the City, the dealer must meet the following criteria: (i) the dealer must be a "primary" dealer or regional dealer that qualifies under Securities and Exchange Commission Rule 15C3-1 (Uniform Net Capital Rule); (ii)the dealer's institution must have an office in California; (iii)the dealer

must be experienced in institutional trading practices and familiar with the California Government Code as related to investments appropriate for the City; and (iv) all other applicable criteria, as may be established in the investment procedures. All brokers/dealers and financial institutions who desire to become qualified bidders for investment transactions must submit a "Broker/Dealer Application" and related documents relative to eligibility including a current audited annual financial statement, U4 form for the broker, proof of state registration, proof of National Association of Securities Dealers certification and a certification of having read and understood the City's Investment Policy and agreeing to comply with the Investment Policy. The City's Director of Finance/Treasurer shall determine if they are adequately capitalized (i.e. minimum capital requirements of $10,000,000 and five years of operation).

9.0 Authorized & Suitable Investments:

The City is authorized by California Government Code Section 53600, *et. seq.*, to invest in specific types of securities. Investments not specifically listed below are deemed inappropriate and prohibited:

A. BANKERS' ACCEPTANCES, maximum 25% of portfolio (up to 40% with Council approval). Maximum term 180 days. Banks must have a short term rating of at least Al/Pl and a long-term rating of A or higher as provided by Moody's Investors Service or Standard and Poor's Corp. No more than 30% of the agency's money may be invested in the bankers' acceptances of any one commercial bank pursuant to this section.

B. NEGOTIABLE CERTIFICATES OF DEPOSIT, maximum 30% of portfolio. Maximum term 3 years, (Up to 5 years with Council approval). Banks must have a short term rating of Al/Pl and a long term rating of at least a single A from a nationally recognized authority on ratings.

C. COMMERCIAL PAPER, maximum 25% of portfolio. Maximum term 270 days. Commercial paper of prime quality of the highest ranking or of the highest letter and number rating as provided for by Moody's Investor Services, Standard & Poor's and Fitch Financial Services. The issuing corporation must be organized and operating within the United States, with total assets in excess of $500 million and shall issue debt, other than commercial paper, that is rated "A" or higher by Moody's, S&P and Fitch. Split ratings (i.e. A2/Pl) are not allowable. No more than 10% of the outstanding commercial paper of any single corporate issue may be purchased.

D. BONDS ISSUED BY THE CITY OR ANY LOCAL AGENCY WITHIN THE STATE OF CALIFORNIA.

Bonds must have an "A" rating or better from a nationally recognized authority on ratings.

E. OBLIGATIONS OF THE UNITED STATES TREASURY

United States Treasury Notes, bonds, bills or certificates of indebtedness, or those for which the faith and credit of the United States are pledged for the payment of principal and interest. There is no limit on the percentage of the portfolio that can be invested in this category.

F. FEDERAL AGENCIES

Debt instruments issued by agencies of the Federal government. Though not general obligations of the U.S. Treasury, such securities are sponsored by the government or related to the government and, therefore, have high safety ratings. The following are authorized Federal Intermediate Credit Bank (FICB). Federal Land Bank (FLB), Federal Home Loan Bank (FHLB), Federal National Mortgage Association (FNMA), Federal Home Loan Mortgage Corporation (FHLMC), Government National Mortgage Association (GNMA), Tennessee Valley Authorities (TVA). Student Loan Association Notes (SLMA) and Small Business Administration (SBA). There is no limit on the percentage of the portfolio that can be invested in this category.

G. REPURCHASE AGREEMENT, maximum term 3 months.

Investments in repurchase agreements may be made, on any investment authorized in this section, when the term of the agreement does not exceed 3 months. A Master Repurchase Agreement must be signed with the bank or broker/dealer who is selling the securities to the City.

H. REVERSE-REPURCHASE AGREEMENTS (Requires Council approval for each transaction)

Reverse repurchase agreements or securities lending agreements may be utilized only when all of the following conditions are met:

a) The security to be sold on reverse repurchase agreement or securities lending agreement has been owned and fully paid for by the local agency for a minimum of 30 days prior to sale.

b) The total of all reverse repurchase agreements and securities lending agreements on investments owned by the local agency does not exceed 20% of the base value of the portfolio.

c) The agreement does not exceed a term of 92 days, unless the agreement includes a written codicil guaranteeing a minimum earning or spread for the entire period between the sale of a security using a reverse repurchase agreement or securities lending agreement and the final maturity date of the same security.

d) Funds obtained or funds within the pool of an equivalent amount to that obtained from selling a security to a counter party by way of a reverse repurchase agreement or securities lending agreement, shall not be used to purchase another security with a maturity longer than 92 days from the initial settlement date of the reverse repurchase agreement or securities lending agreement, unless the reverse repurchase agreement or securities lending agreement includes a written codicil guaranteeing a minimum earning or spread for the entire period between the sale of a security using a reverse repurchase agreement or securities lending agreement and the final maturity date of the same security. Investments in reverse repurchase agreements, securities lending agreements, or similar investments in which the local agency sells securities prior to purchase with a simultaneous agreement to repurchase the security shall only be made with primary dealers of the Federal Reserve Bank of New York or with a nationally or state-chartered bank that has or has had a significant banking relationship with a local agency.

e) For purposes of this chapter, "significant banking relationship" means any of the following activities of a bank:

   i. Involvement in the creation, sale, purchase, or retirement of a local agency's bonds, warrants, notes, or other evidence of indebtedness.

   ii. Financing of a local agency's activities.

   iii. Acceptance of a local agency's securities or funds as deposits.

I. MEDIUM-TERM CORPORATE NOTES, maximum 20% of portfolio (30% with Council approval), with a maximum remaining maturity of five years or less. Notes eligible for investment shall be "A" rated or its equivalent or better as determined by a nationally recognized rating service.

J. TIME DEPOSITS-CERTIFICATES OF DEPOSIT (non-negotiable certificates of deposit.) Maximum of 3 years. Deposits must be made with banks or savings & loan that have a short term rating of Al/Pl or a long term rating of at least a single A from a generally recognized authority on ratings.

K. OBLIGATIONS OF THE STATE OF CALIFORNIA
Obligations must be "A" rated or better from a nationally recognized authority on ratings.

L. MONEY MARKET FUNDS, maximum 15% of portfolio. (Requires Council approval for each transaction)

No more than 10% of the agency's surplus funds may be invested in shares of beneficial interest of any one Money Market fund. Local agencies may invest in "shares of beneficial interest" issued by diversified management companies which invest only in direct obligations in U.S. Treasury bills, notes and bonds, and repurchase agreements with a weighted average of 60 days or less. They must have the highest rating from two national rating agencies, must maintain a daily principal per share value of $1.00 per share and distribute interest monthly, and must have a minimum of $500 million in assets under management. The purchase price of the shares may not include commission.

M. THE LOCAL AGENCY INVESTMENT FUND (LAIF)

LAIF is a special fund of the California State Treasury through which any local government may pool investments. The City may invest up to $40 million in this fund. Currently, the City has established two (2) agency funds through which the Director of Finance/Treasurer may invest the unexpended cash for all funds: The City of Chula Vista City Fund, and the Chula Vista Redevelopment Agency Fund. Investments in LAIF are highly liquid and may be converted to cash within 24 hours.

N. INVESTMENT TRUST OF CALIFORNIA (CALTRUST)

The City may invest in shares of beneficial interest issued by the Investment Trust of California (CalTRUST), a local government investment pool established by local entities as a joint powers authority pursuant to California Government Code Sections 6509.7 and 53601(p), provided:

- CalTRUST investments are limited to the securities and obligations authorized for local agency investment pursuant to Subdivisions (a) to (n), inclusive, of California Government Code Section 53601; and
- CalTRUST shall have retained an investment adviser that:
- Is registered or exempt from registration with the Securities and Exchange Commission;
- Has not less than five years experience investing in the securities and obligations authorized for local agency investment pursuant to subdivisions (a) to (n), inclusive, of California Government Code Section 53601; and
- Has assets under management in excess of five hundred million dollars ($500,000,000).

9.1 Investment Pools:

The City's Director of Finance/Treasurer or designee shall be required to investigate all local

government investment pools and money market mutual funds prior to investing and performing at least a quarterly review thereafter while the City is invested in the pool or the money market fund. LAIF is authorized under provisions in Section 16429.1 of the California Government Code as an allowable investment for local agencies even though some of the individual investments of the pool are not allowed as a direct investment by a local agency.

10.0 Portfolio Adjustments:

Should any investment listed in section 9.0 exceed a percentage-of-portfolio limitation due to an incident such as fluctuation in portfolio size, the affected securities may be held to maturity to avoid losses. When no loss is indicated, the Director of Finance/Treasurer shall consider reconstructing the portfolio basing his or her decision on the expected length of time the portfolio will be unbalanced. If this occurs, the City Council shall be notified.

11.0 Collateralization:

Under provisions of the California Government Code, California banks, and savings and loan associations are required to secure the City's deposits by pledging government securities with a value of 110 % of principal and accrued interest. California law also allows financial institutions to secure City deposits by pledging first trust deed mortgage notes having a value of 150% of the City's total deposits. Collateral will always be held by an independent third party. A clearly marked evidence of ownership (safekeeping receipt) must be supplied to the City and retained. The market value of securities that underlay a repurchase agreement shall be valued at 102% or greater of the funds borrowed against those securities and the value shall be adjusted no less than quarterly. Since the market value of the underlying securities is subject to daily market fluctuations, the investments in repurchase agreements shall be in compliance if the value of the underlying securities is brought back up to 102% no later than the next business day. The Director of Finance/Treasurer, at his or her discretion, may waive the collateral requirement for deposits that are fully insured up to $100,000 by the Federal Deposit Insurance Corporation. The right of collateral substitution is granted.

12.0 Safekeeping and Custody:

All City investments shall identify the City of Chula Vista as the registered owner, and all interest and principal payments and withdrawals shall indicate the City of Chula Vista as the payee. All securities shall be safe kept with the City itself or with a qualified financial institution, contracted by the City as a third party. All agreements and statements will be subject to review annually by external auditors in conjunction with their audit. In the event that the City has a financial institution

hold the securities, a separate custodial agreement shall be required. All securities shall be acquired by the safekeeping institution on a "Delivery-Vs-Payment" (DVP) basis. For Repurchase Agreements, the purchase may be delivered by book entry, physical delivery or by third-party custodial agreement consistent with the Government Code. The transfer of securities to the counter party bank's customer book entry account may be used for book entry delivery.

13.0 Diversification:

The City's investment portfolio will be diversified to avoid incurring unreasonable and avoidable risks associated with concentrating investments in specific security types, maturity segment, or in individual financial institutions. With the exception of U.S. Treasury securities and authorized pools, no more than 60% of the total investment portfolio will be invested in a single security type or with a single financial institution. In addition, no more than 10% of the investment portfolio shall be in securities of any one issuer except for U.S. Treasuries and U.S. Government Agency issues.

A. Credit risk, defined as the risk of loss due to failure of the insurer of a security, shall be mitigated by investing in those securities with an "A" or above rating and approved in the Investment Policy and by diversifying the investment portfolio so that the failure of anyone issuer would not unduly harm the City's cash flow.

B. Market risk, defined as the risk of market value fluctuations due to overall changes in the general level of interest rates, shall be mitigated by structuring the portfolio so that securities mature at the same time that major cash outflows occur, thus eliminating the need to sell securities prior to their maturity. It is explicitly recognized herein, however, that in a diversified portfolio, occasional measured losses are inevitable and must be considered within the context of overall investment return. The City's investment portfolio will remain sufficiently liquid to enable the City to meet all operating requirements which might be reasonably anticipated.

14.0 Maximum Maturities:

To the extent possible, the City will attempt to match its investments with anticipated cash flow requirements. Unless matched to a specific cash flow, the City will not directly invest in securities maturing more than five (5) years from the date of purchase, unless, the legislative body has granted express authority to make that investment either specifically, or as a part of an investment program approved by the City Council.

15.0 Internal Control:

The Director of Finance/Treasurer shall establish a system of internal controls designed to prevent loss of public funds due to fraud, employee error, misrepresentation by third parties, or unanticipated market changes. No investment personnel may engage in an investment transaction except as provided for under the terms of this Investment Policy and the procedure established by the Director of Finance/Treasurer.

The external auditors shall annually review the investments with respect to the Investment Policy. This review will provide internal control by assuring compliance with policies and procedures for the investments that are selected for testing. Additionally, account reconciliation and verification of general ledger balances relating to the purchasing or maturing of investments and allocation of investments to fund balances shall be performed by the Finance Department and approved by the Director of Finance/Treasurer. To provide further protection of City funds, written procedures prohibit the wiring of any City funds without the authorization of at least two of the following four designated City staff:

1. Director of Finance/Treasurer
2. Assistant Director of Finance
3. Treasury Manager
4. Fiscal Operations Manager

16.0 Performance Standards:

This Investment Policy shall be reviewed at least annually by the Director of Finance/Treasurer to ensure its consistency with the overall objective of preservation of principal, liquidity, and return, and its relevance to current law and financial and economic trends. All financial assets of all other funds shall be administered in accordance with the provisions of this Investment Policy.

The monies entrusted to the Director of Finance/Treasurer will be held in a passively managed (“hold to maturity”) portfolio. However, the Director of Finance/Treasurer will use best efforts to observe, review, and react to changing conditions that affect the portfolio, and to do so in a manner that is consistent with this Investment Policy.

16.1 Market Yield (Benchmark):

The investment portfolio shall be managed to attain a market-average rate of return throughout budgetary and economic cycles, taking into account the City's investment risk constraints and cash flow. Investment return becomes a consideration only after the basic requirements of investment

safety and liquidity have been met. Because the investment portfolio is designed to operate on a 'hold-to-maturity' premise (or passive investment style) and because of the safety, liquidity, and yield priorities, the performance benchmark that will be used to determine whether market yields are being achieved shall be the average of the monthly LAIF rate and the 12-month rolling average 2 - Year Constant Maturity Treasury (CMT) rate. While the City will not make investments for the purpose of trading or speculation as the dominant criterion, the Director of Finance/Treasurer shall seek to enhance total portfolio return by means of ongoing portfolio and cash management. The prohibition of highly speculative investments precludes pursuit of gain or profit through unusual risk and precludes investments primarily directed at gains or profits from conjectural fluctuations in market prices. The Director of Finance/Treasurer will not directly pursue any investments that are leveraged or deemed derivative in nature. However, as long as the original investments can be justified by their ordinary earning power, trading in response to changes in market value can be used as part of on-going portfolio management.

17.0 Reporting:

The Director of Finance/Treasurer shall submit a quarterly investment report to the City Council and City Manager following the end of each quarter. This report will include the following elements:

- Type of investment
- Institutional Issuer
- Purchase Date
- Date of maturity
- Amount of deposit or cost of the investment
- Face value of the investment
- Current market value of securities and source of valuation
- Rate of interest
- Interest earnings
- Statement relating the report to its compliance with the Statement of Investment Policy or the manner in which the portfolio is not in compliance
- Statement on availability of funds to meet the next six month's obligations
- Monthly and Year-to-date Budget Amounts for Interest Income
- Percentage of Portfolio by Investment Type
- Days to Maturity for all Investments
- Comparative report on Monthly Investment Balances & Interest Yields
- Monthly transactions

This quarterly investment report shall be an information item for the City Council and City Manager. In addition, a commentary on capital markets and economic conditions may be included with the report.

18.0 Investment Policy Adoption:

By virtue of a resolution of the City Council of the City of Chula Vista, the Council shall acknowledge the receipt and filing of this annual statement of Investment Policy for the respective fiscal year.

CITY OF
CHULA VISTA

ACCOUNTING SYSTEMS AND BUDGETARY CONTROL

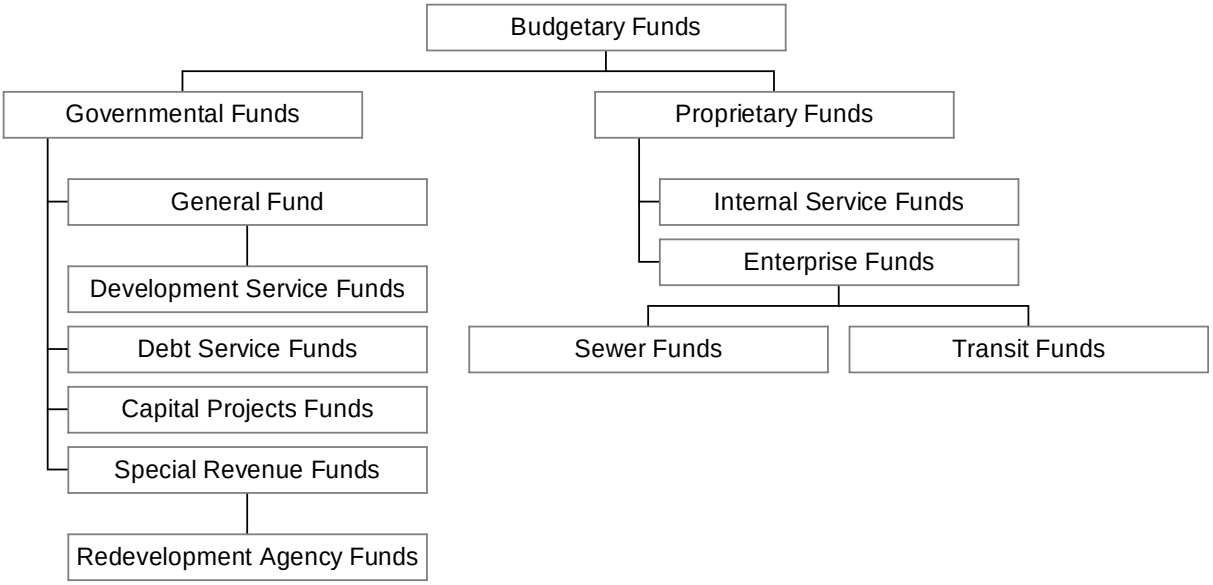
The City of Chula Vista's budget provides an overview of the fiscal and operational status of the City; highlighting policy issues, decisions and proposed changes in service levels. The budget is comprised of a series of funds used to account for revenues and expenditures. These funds are generally classified as governmental or proprietary funds.

Governmental funds include activities associated with the operations of the City such as the provision of library, recreation, development and public safety services. Special revenue funds, capital project funds, debt service funds and the City's general fund are different categories of governmental funds.

Proprietary funds are used to account for activities often found in the private sector including enterprise funds and internal service funds. Operation of the City's transit and sewer systems are accounted for as enterprise funds. Examples of functions accounted for by internal service funds include fleet management and worker's compensation.

The budget document is organized around the following major funds – General Fund, Development Services Funds, Redevelopment Agency Funds, Sewer Funds, Transit Funds, Fleet Service Funds, Capital Projects Funds, Debt Service Funds and Other Funds. Details about each of these funds can be found in the corresponding sections of the document.

City of Chula Vista Fund Structure



Each fund is considered an autonomous accounting entity. Funds are used to separate the various financial activities of the City and to demonstrate compliance with specific regulations, restrictions or limitations. This may include demonstrating that restricted revenues are spent only for allowed purposes.

The City's accounting records and budget are prepared and maintained using a modified accrual basis of accounting, which follows the accounting practices for governmental units as recommended by the Governmental Accounting Standards Board. Basic City operations are accounted for in the City's General Fund, with other activities accounted for in separate funds as required by law or determined by management discretion. Generally, revenues are recorded when measurable and available, and liabilities are recorded when incurred.

In administering the City's accounting systems, primary consideration is given to the adequacy of internal accounting controls, which include an array of administrative procedures. These controls are designed to provide reasonable, but not absolute, assurance regarding the safeguarding of assets against loss from unauthorized use or disposition, as well as the reliability of financial records for accurate and fair presentation of financial reports. The concept of reasonable assurance recognizes that the cost of specific controls should not exceed the benefits likely to be derived from exercising the controls, and that this evaluation necessarily involves estimates and

judgments by management. It is believed that the City's internal accounting controls adequately safeguard City assets and provide reasonable assurance of proper recording of financial transactions.

The City Charter charges the Director of Finance with the responsibility to supervise and be responsible for the disbursement of all monies and have control over all expenditures to insure that budget appropriations are not exceeded. The level of budgetary control, that is the level at which expenditures are not to exceed Council approved appropriations, is established at the department and expenditure category level (e.g., personnel services, supplies and services, capital). Within the personnel services expenditure category, the budgets for hourly personnel and overtime expenditures are also not to be exceeded.

Any budget modification that would result in an appropriation increase requires City Council approval. The City Manager and Finance Director are jointly authorized to transfer up to $15,000 of appropriations between expenditure categories within a departmental budget. Any appropriations transfers between departments require City Council approval.

An encumbrance (commitment) accounting system is utilized as a technique to enhance budgetary control during the year. Appropriations encumbered (committed) at year-end may be carried forward with City Manager approval and are available to be used for those commitments during the subsequent year. Unspent and unencumbered appropriations lapse at year-end and become generally available for re-appropriation the following year.

CITY OF
CHULA VISTA

DEBT ADMINISTRATION

Based on the audited financial statements for the year ended June 30, 2007, the City and the Redevelopment Agency (Agency) had borrowed funds through several long-term debt issues and had other obligations to be funded over a period of time longer than one year, which can be categorized as follows:

Description	Amount Outstanding
Tax Allocation Bonds	$41,275,000
Pension Obligation Bonds	10,415,000
Certificates of Participation	139,845,000
Bond Premium	31,893
Bond Discount	(481,794)
Capital Leases	1,671,632
Notes/Loans Payable	1,764,896
Miscellaneous Claims Payable	13,879,589
Compensated Absences (Employee Leave)	6,586,385
Subtotal	$214,987,601
Advances from other Funds	53,811,347
Total Long Term Debt	**$268,798,948**

The Long-Term Debt total reflects a decrease of $1.3 million when compared to the June 2006 amount. The decrease is due to combination of a reduction in long-term debt of $5.0 million and increases in Advances from other Funds of $2.4 million and Miscellaneous Claims Payable of $1.3 million.

Tax Allocation Bonds ($41.3 million)

Tax Allocation Bonds (TABS) are issued by the Agency and utilize tax increment revenue for debt service. The 2006 Senior TABS, Series A and 2006 Subordinate TABS, Series B were issued to refund the 1994 TABS Series A, C and D that were issued to refund prior obligations of the Bayfront and Town Center 1 project areas. The 2000 TABS were issued by the Southwest, Otay Valley and Town Center 2 project areas to finance certain redevelopment activities in those areas.

Pension Obligation Bonds ($10.4 million)

The Pension Obligation Bonds represent money borrowed in 1994 to allow the City to pay down the liability to the Public Employees' Retirement System that had accumulated over many years, and for which the City was being charged a higher interest rate than was obtained by this borrowing.

Certificates of Participation ($139.8 million)

As of June 30, 2006, the City currently has five outstanding Certificates of Participation. The Chula Vista Public Financing Authority (Authority) issued the 2000 COP to finance improvements to the City's 800-megahertz emergency communications system and the City's Corporation yard. The 2002 COP was issued to finance the cost of constructing the City's Police Facility. In May 2003, the Authority issued the 2003 Refunding COP to defease the 1993 Refunding COP and the 1993 COP and reimburse the City for amounts it has advanced to prepay the equipment lease. The 2004 COP was issued to finance the Phase 1 reconstruction, renovation and equipping of the City's Civic Center Complex. In March 2006, the Authority issued the 2006 COP to finance the Phase 2 construction and equipping of certain improvements to the Civic Center Complex of the City and other existing City Facilities.

Bond Premium ($31,893)

This is the premium on the issuance of the 2004 COP Civic Center Phase 1. Original amount was $35,324. This amount is amortized over 30 years.

Bond Discount (-$481,794)

This is the discount on the issuance of the 2006 Refunding TABS. Original amount was $505,884. This amount is amortized over 20 years.

Capital Leases ($1.67 million)

The Capital Leases represent two long-term lease-purchase obligations for the San Diego County Regionalized Communications System and for replacement of the library's computerized catalog and circulation system.

Notes/Loans Payable ($1.8 million)

The Agency participated in a Loan Agreement with the California Statewide Communities Development Authority to finance the 2005 and 2006 share of the Educational Revenue Augmentation Fund (ERAF) payments to the County Auditor ($765,000 and $930,000 respectively). In January 1994, the City entered into a note payable with a private party in order to purchase certain land for the ultimate purpose of constructing a three-level parking structure.

Miscellaneous Loans Payable ($13.9 million)

The Miscellaneous Claims Payable represents the probable amount of loss as estimated by legal counsel and risk management staff due to worker's compensation and general liability claims filed against the City.

Compensated Absences ($6.6 million)

The obligation for Compensated Absences represents the current dollar value of accumulated leave balances, primarily vacation leave, for employees that would have to be paid off if all employees terminated for whatever reason as of June 30, 2004.

Advances From Other Funds ($53.8 million)

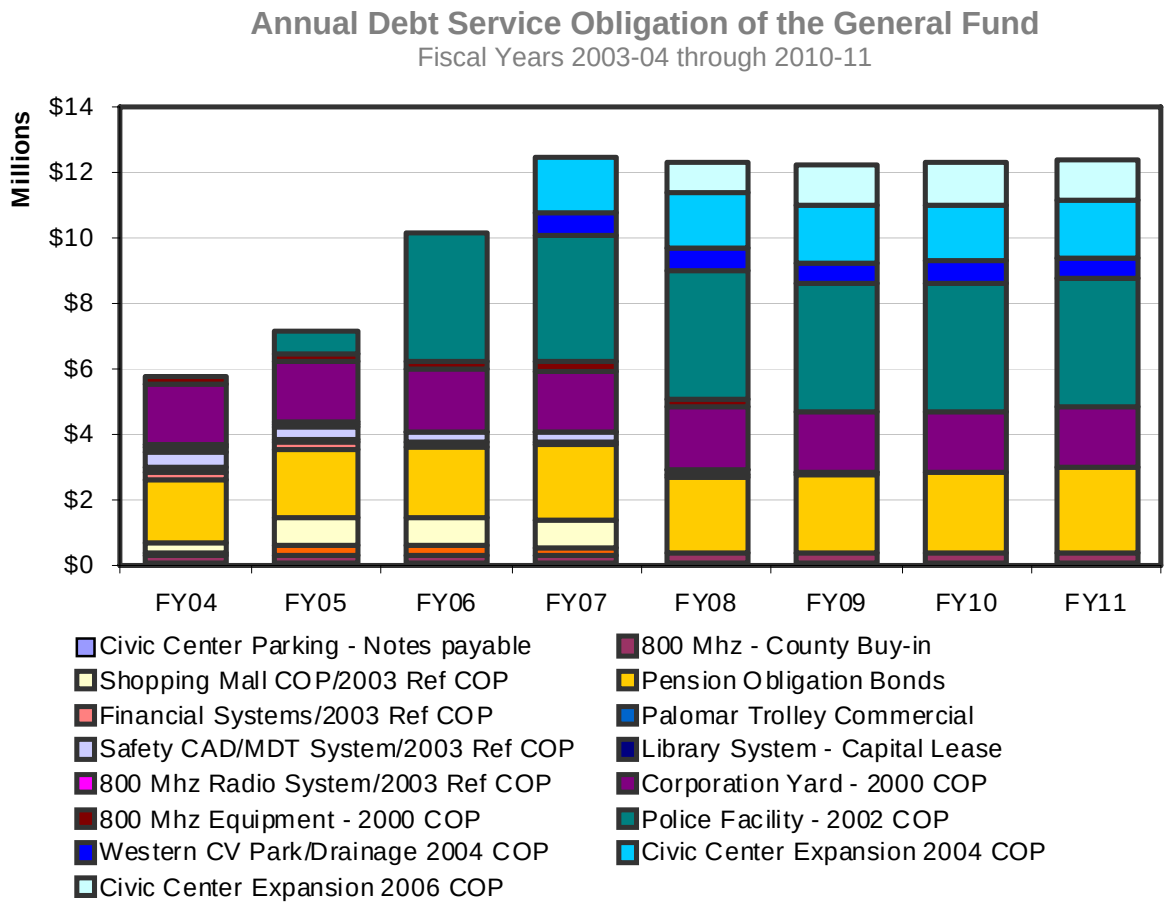
Advances from Other Funds include obligations related to the Agency. The balance includes $5.0 million of funds loaned from the Bayfront/Town Center 1 Project Area to various Capital Project Funds. In addition, the Agency has entered into various loans and obligations covered under reimbursement agreements with the City totaling $25.4 million for certain lease payments and $5.0 million for operating purposes. These obligations have been incurred to support various redevelopment activities throughout the City.

Other amounts included in Advances from Other Funds are loans from Trunk Sewer and Sewer Replacement Funds to the Storm Drain Fund ($1.6 million). The Trunk Sewer Fund has further advanced loans to the Special Assessment District Improvement Funds ($0.32 million) and to the

Salt Creek DIF ($16.0 million) for major sewer projects needed to support continued growth. And finally, the Corporation Yard Relocation fund advance $0.9 million to the General Fund for the Animal Shelter expansion.

General Fund Long-Term Debt for Fiscal Year 2008-09

The General Fund's annual debt service "commitment" in fiscal year 2008-09 is approximately $12.3 million, or approximately 8.6% of the General Fund operating budget. However, it must be noted that although this amount is truly a General Fund commitment, only $6.4 million will actually be paid from General Fund resources, with the remaining $5.9 million paid from development fees, residential construction taxes, and various other funding sources. This $6.4 million represents approximately 4.5% of the General Fund operating budget, which would be considered more of an average debt burden for a local governmental entity.



GANN APPROPRIATIONS LIMIT

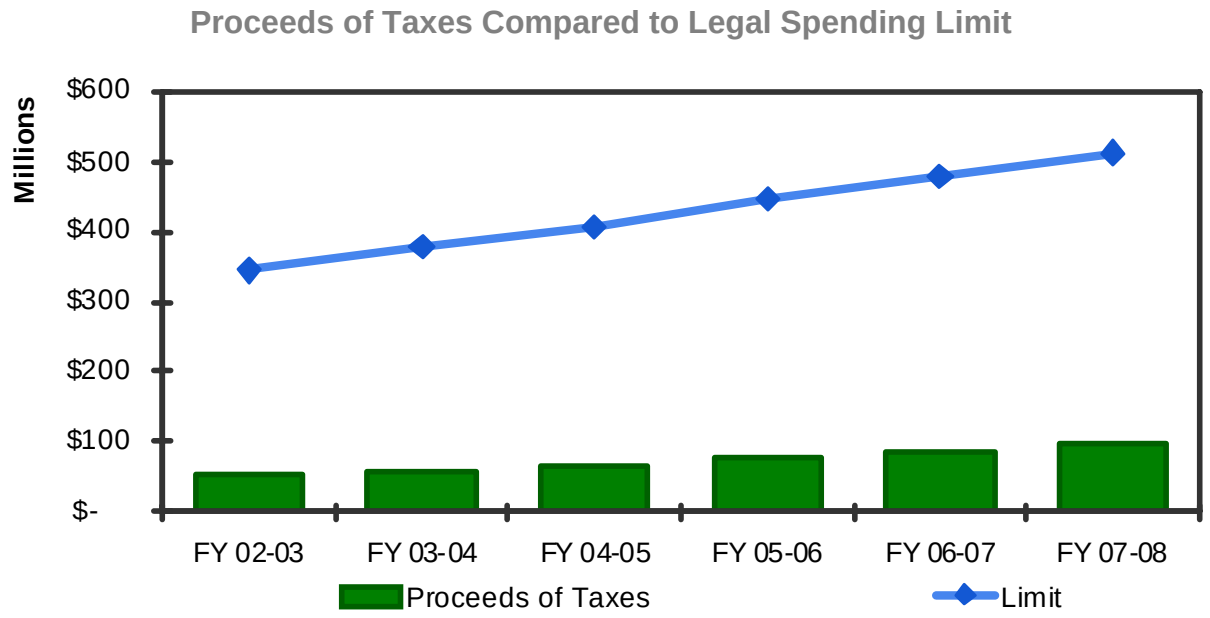
Article XIIIB of the California Constitution, approved by the voters in 1979, imposed the concept of spending limits on local governments. This Constitutional provision and related implementing legislation specifies that annual increases in appropriations financed from "Proceeds of Taxes" are limited to a base year (1978-79) amount increased annually by an inflation factor comprised of the change in population of the City combined with the greater of the change in new non-residential construction or the change in the California per capita personal income. By definition, "Proceeds of Taxes" includes such revenues as property taxes, sales and use taxes, utility users taxes, transient occupancy taxes, and state subventions. Revenues from other sources like fees/charges and federal grants are considered "Non-Proceeds of Taxes" and are not subject to the annual spending limit. This calculation has always been perfunctory for the City of Chula Vista, since the proceeds of taxes for the City are far less than the statutory appropriation limit.

The State Department of Finance and the San Diego County Assessor's Office are charged with providing the data necessary for local jurisdictions to establish their appropriation limit. According to these sources, for purposes of the fiscal year 2007-08 calculation, the population increased 1.9% and California per capita personal income increased by 4.4%. New non-residential construction increased 4.9% and was used in the formula to compute the limit since this increase was higher than the increase in California per capita personal income.

The fiscal year 2007-08 Appropriation Limit has been calculated as follows:

Fiscal Year 2006-07 Appropriation Limit	$479,053,749
Increased by an inflation factor composed of the increases in population and per capita income change	X 1.0687
Fiscal Year 2006-07 Appropriations Limit	**$511,957,324**

The "Proceeds of Taxes" as included in the fiscal year 2007-08 Proposed Budget that are subject to the appropriations limit are estimated to be $97,543,636 (see attachment). Therefore the City has what is referred to as an appropriation "gap" of $414,413,688 ($511,957,324 - $97,543,636). Simply stated, this means that the City could collect and spend up to $414,413,688 more in taxes during fiscal year 2007-08 without exceeding the Constitutional limit.



LEGAL DEBT MARGIN

Under State law, the City has a legal debt limitation not to exceed 15% of the total assessed valuation of taxable property within City boundaries. As of June 30, 2007 the City's legal debt limit is $3,201,088,940. In accordance with California Government Code Section 43605, only the City's general obligation bonds are subject to this limit. As the City of Chula Vista currently has no General Obligation Bonds outstanding it is not at risk of exceeding the legal limit. The table below summarizes the City's debt limit margin.

Computation of Debt Limit Margin

Fiscal Years Ended 2005 through 2007

	June 30, 2005	June 30, 2006	June 30, 2007
Total Assessed Valuation	$ 15,366,255,050	$ 18,472,433,685	$ 21,340,592,935
Debt Limitation-15% of Assessed Valuation	$ 2,304,938,258	$ 2,770,865,053	$ 3,201,088,940
Less: General Obligation Bonds Outstanding	$ -	$ -	$ -
Legal Debt Margin	$ 2,304,938,258	$ 2,770,865,053	$ 3,201,088,940

CITY OF
CHULA VISTA

LIST OF ACRONYMS

ADA – American with Disabilities Act

ALS – Advanced Life Support

ASSE – American Society of Safety Engineers

BLS – Basic Life Support

BPS – Building Project Supervisor

BCT – Bayfront Conservancy Trust

BPM – Building Project Manager

BRT – Business Response Team

CAD – Computer Aided Dispatch

CAFR – Comprehensive Annual Financial Report

CalPERS – California Public Employees Retirement System

CAST – Citizens Adversity Support Team

CBAG – California Border Alliance Group

CDBG – Community Development Block Grant

CDFG – California Department of Fish and Game

CD-ROM – Compact Disk Read Only Memory

CEO – Chief Executive Officer

CES – Conservation Environmental Services

CHIP – Community Housing Improvement Program

CIP – Capital Improvement Plan/Project/Program

CLSA – California Library Services Act

CMP – Corrugated Metal Pipe

COP – Community Oriented Policing

COPS MORE – Community Oriented Policing Services Making Officer Redeployment Effective

CPI – Consumer Price Index

CSO – Community Service Officer

CSR – Customer Service Representative

CVRC – Chula Vista Redevelopment Corporation

CVT – Chula Vista Transit

DASH – Dynamic After School Hours

DDA – Disposition and Development Agreement

DIF – Development Impact Fee

EDC – Economic Development Commission

EDS – Economic Development Strategy

EMS – Emergency Medical Services

ENA – Exclusive Negotiating Agreements

EOC – Emergency Operation Center

ERA – Economic Research Associates

ERAF – Educational Revenue Augmentation Fund

FPPC – Fair Political Practices

FOG – Fats, Oils and Grease

FTA – Federal Transit Administration

FTE – Full-Time Equivalent

FY – Fiscal Year

GAAP – Generally Accepted Accounting Principles

GASB – Governmental Accounting Standards Board

GFOA – Government Finance Officers of America

GIS – Geographic Information System

GMOC – Growth Management Oversight Committee

HAZCOM – Hazardous Communications

HOA – Home Owners Association

HR – Human Resources

HUD – Housing and Urban Development

HVAC – Heating\Ventilation\Air Conditioning

IFAS – Integrated Fund Accounting System

IIPP – Injury Illness Prevention Program

IMA – Infrastructure Modules Applications

ITS – Information Technology Services

JPA – Joint Powers Authority

LAD – Landscape Architecture Division

LAN – Local Area Network

LEAP (Community Development) – Local Employer Assistance Program

LEAP (Library) – Library Educational Afterschool Program

MBPS – Mega Bytes Per Second

MGD – Million Gallons per Day

MHZ – Megahertz

MIS – Management and Information Systems\Services

MOU – Memorandum of Understanding

MSCP – Multiple Species Conservation Plan

MTDB – Metropolitan Transit Development Board

MTS – Metropolitan Transit System

NCCP – Natural Community Conservation Plan

NPDES – National Pollution Discharge Elimination System

ODT – Organizational Development and Training

PSB – Public Services Building

PBID – Property-based Business Improvement District

PDM – Project Design and Management

PFDIF – Public Facilities Development Impact Fees

PLF – Public Library Foundation Act

POP – Projected Oriented Policing

RCS – Regional Communications System

RCT – Residential Construction Tax

RDA – Redevelopment Agency

RFP – Request for Proposals

RFQ – Request for Qualifications

RVT – Registered Veterinarian Technician

SANDAG – San Diego Association of Governments

SANDPIPA – San Diego Pooled Insurance Policy Association

SBEZ – South Bay Enterprise Zone

SCADA – Supervisory Control and Data Acquisition

SPA – Specific Planning Area

SRA – Community Development Block Grant

SRO – School Resource Officer

SSMP – Sewer System Management Plan

STRETCH – Safe Time For Recreation, Enrichment And Tutoring

TDA – Transportation Development Act

TDIF – Transportation Development Impact Fee

UCSP – Urban Core Specific Plan

USFWS – U.S. Fish and Wildlife Service

UUT – Utility Users Tax

VLF – Vehicle License Fee

WMS – Work Management System

CITY OF
CHULA VISTA

GLOSSARY

Accrual Basis of Accounting – The accounting basis used by the City by which transactions are recognized when they occur, regardless of the timing of cash receipts and disbursements.

Accounting System – The collective set of records and procedures used to record, classify, and report information on the financial status and operations of the City.

Accounts Payable – Amounts owed by the City to external entities for goods and services received.

Accounts Receivable – Amounts due to the City from external entities for goods and services furnished.

Adopted Budget – The title of the budget following its formal adoption by resolution of the City Council.

Ad Valorem – In proportion to value, a basis for levy of taxes on property.

Amended Budget – The title of the budget version that includes all amendments to the Adopted Budget approved by Council throughout the fiscal year.

Appropriation – A legislative act by the City Council authorizing the expenditure of a designated amount of public funds for a specific purpose.

Audit – An examination of City records and accounts by an external source to check their validity and accuracy.

Balanced Budget – The amount of budgeted expenditures is equal to or less than the amount of budgeted revenues plus other available sources.

Bond – A certificate of debt issued by a government or corporation guaranteeing payment of the original investment plus interest by a specified future date.

Budget – A spending plan and policy guide comprised of an itemized summary of the City's probable expenditures and revenues for a given fiscal year.

Calendar Year (CY) – The 12-month period from January through December.

Capital Expenditures – Expenditures related to the acquisition, replacement, or improvement of a section of Chula Vista's infrastructure.

Capital Improvement Program – The long-range construction plan designed to foresee and address the City's future need of physical improvements or additions of a fixed or permanent nature (e.g. a new fire station, replacement of a street signal)

Capital Project – Any major construction, acquisition, or renovation that increases the useful life of the City's physical assets or adds to their value.

Capital Project Funds – Funds that are utilized to account for resources used for the acquisition and construction of capital facilities by the City, with the exception of those assets financed by proprietary funds.

Community Development Block Grant (CDBG) Funds – Funds received from the federal government and expenditures as prescribed under the Community Development Grant Program.

Debt Service Funds– Funds used for payment of interest and principal to holders of the City's various debt instruments.

Deferred Maintenance – A backlog of needed repairs to City facilities including facility maintenance, painting and structural repairs.

Department – A basic organizational unit of government that may be sub-divided into divisions and programs.

Depreciation – The expense incurred with the expiration of a capital asset.

Direct Costs – Operational expenditures exclusive to a specific service or program.

Discretionary Revenue – Revenues that are generated by general or specific taxing authority such as Property or Sales Taxes.

Encumbrance – The designation or reserving of funds to buy an item or service.

Enterprise Funds – Funds established to account for specific services funded directly by fees and charges to users such as sewer services. These funds are intended to be self-supporting.

Expenditure – The actual outlay of monies set aside by appropriation for identified goods and services.

Fiscal Year (FY) – The twelve-month period beginning July 1st and ending June 30th of the subsequent calendar year.

Fixed Assets – An asset with a useful life greater than three years.

Fringe Benefits – This consists of the costs to provide employee benefits that include the flexible benefit program, insurance, and retirement.

Full-time Equivalent Positions (FTE) – The conversion of part-time, temporary, or volunteer positions to a decimal equivalent of a full-time position based on an annual amount of 2,080 hours worked.

Fund – A set of interrelated accounts to record revenues and expenditures.

Generally Accepted Accounting Principles – A uniform set of minimum standards for external financial accounting and reporting.

Gann Appropriation Limit – A State of California mandated appropriation limit imposed on local jurisdictions.

General Fund – The City's main operating fund that is used to pay for City services.

General Plan – The fundamental policy document that guides the City's future growth and development.

General Revenue – See Discretionary Revenues.

Grants – A contribution by a government or other organization to provide funding for a specific project. Grants can either be classified as capital projects or programmatic, depending on the grant.

Indirect Cost – Costs that are essential to the operation of the City but not exclusive to any specific service or program. Indirect costs are primarily associated with support departments such as City Clerk, City Attorney, Administration, Management Information Systems (MIS), Human Resources, and Finance.

Infrastructure – Basic physical assets such as buildings, streets, sewers, and parks.

Interest Expense – Interest costs paid by Chula Vista on loans and bonds.

Internal Service Funds– Funds that are used to finance and account for goods, special activities, and services performed by one City department for other City departments on a cost reimbursement basis.

Levy – To impose of collect a tax, special assessments, or charges for the support of City services.

Liability – Debt or other legal obligations arising out of past transactions that will be liquidated, renewed, or refunded at some future date.

Memorandum of Understanding – A document detailing the outcomes of labor negotiations between the City and its various bargaining units.

Municipal Code – A collection of ordinances approved by City Council.

Operating Budget – Costs associated with the on-going municipal services.

Ordinance – A formal legislative enactment by the City Council.

Other Expenditures – All budgeted expenditures that do not fall into one of the three primary expenditure categories: Personnel, Supplies and Services, and Capital.

Personnel Services Expenditures – Expenses related to employee compensation including salaries, wages, and benefits.

Program Revenue – Revenues generated by a given activity.

Proposed Budget – The title of the budget prior to its formal adoption by resolution of the City Council.

Reserves – The portion of the General Fund balance set aside for contingencies.

Resolution – A special order of the City Council that requires less legal formality than an Ordinance.

Revenue – Funds received from various sources to finance expenditures.

Sewer Funds– Funds that account for revenues and expenditures related to the City's sewer programs, including maintenance and expansion of the City's conveyance system and payment of Metro Sewer treatment costs.

Special Revenue Funds – Funds that are used to account for proceeds derived from specific revenues sources, which are legally restricted to expenditures for special purposes. (e.g. Transportation Funds, parking Funds, Public Safety Funds)

Spending Plan – A preliminary budget approved by Council contingent upon subsequent adoption of appropriations.

Supplies and Services Expenditures – Expenditures for supplies required for the daily operation of the City and for contractual and professional services.

Transient Occupancy Tax (TOT) – A tax that is charged on occupants of hotel and motel rooms in the City.

Yield – The rate of return earned on an investment based on the price paid.