FY 2014-15

ADOPTED BUDGET

CITY OF CHULA VISTA

California

CITY OF
CHULA VISTA

ADOPTED BUDGET
FISCAL YEAR 2014-2015

CHERYL COX
MAYOR

PATRICIA AGUILAR
COUNCILMEMBER

PAMELA BENSOUSSAN
COUNCILMEMBER

RUDY RAMIREZ
COUNCILMEMBER

MARY SALAS
COUNCILMEMBER

GARY HALBERT
City Manager

DONNA NORRIS
City Clerk

GLEN R. GOOGINS
City Attorney

CITY OF
CHULA VISTA

ADMINISTRATION

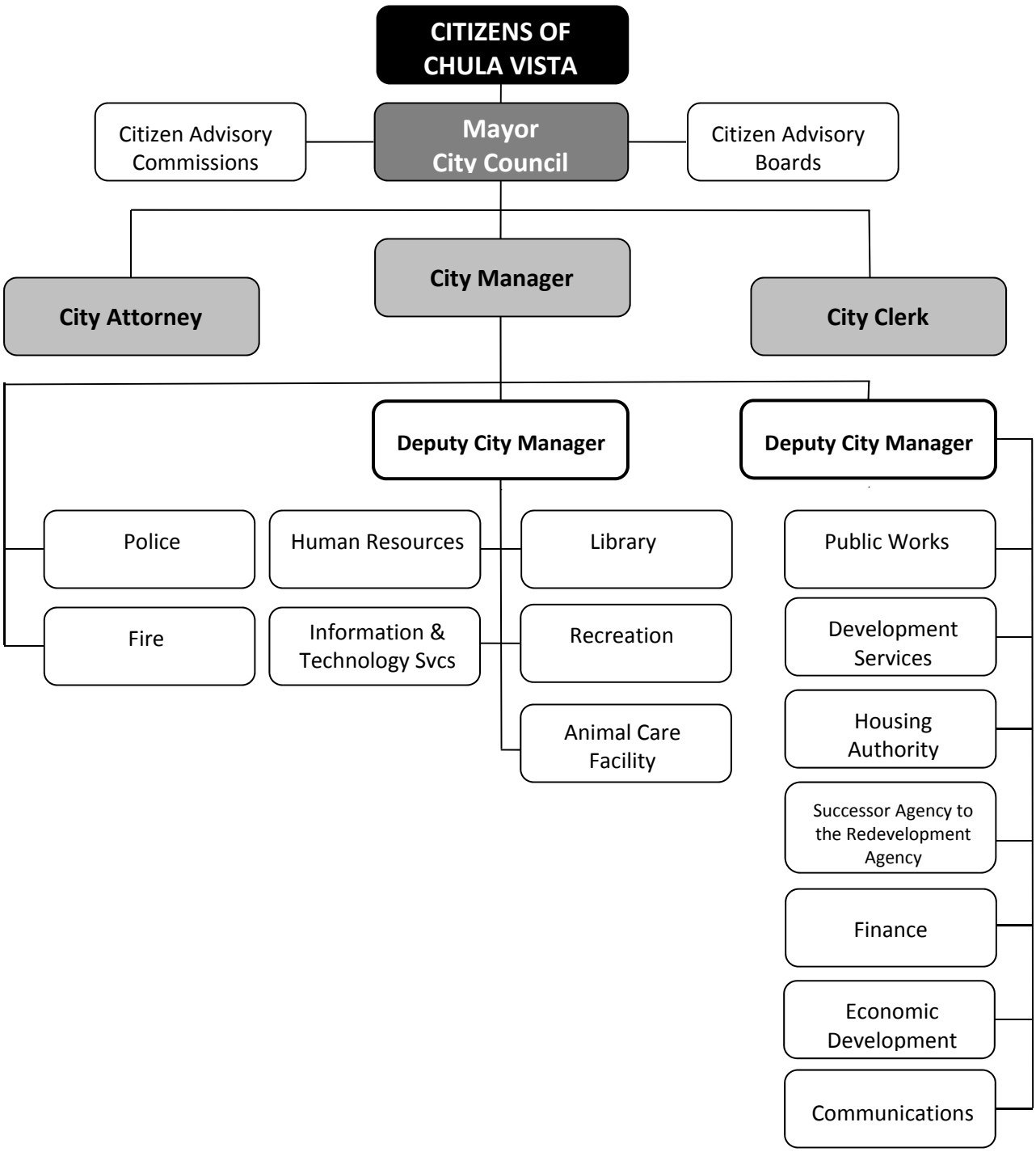
Gary Halbert	City Manager
Kelley Bacon	Deputy City Manager/Director of Human Resources
Maria Kachadoorian	Deputy City Manager/Chief Financial Officer

DIRECTORS

Michael Meacham	Director of Economic Development
Dave Hanneman	Fire Chief
Edward Chew	Director of Information Technology Services
Betty Waznis	Director of Library
David Bejarano	Chief of Police
Richard Hopkins	Director of Public Works
Kristi McClure	Director of Recreation

CITY OF CHULA VISTA

ORGANIZATION CHART



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Document Guide

The budget document is organized in a manner to facilitate a 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 Summary, Other Funds, Program Summary, Capital Improvement Program, Summary Tables, and Appendix.

BUDGET MESSAGE

This section provides an executive summary of the City's all funds budget, outlines major fiscal issues confronting the City, summarizes the region's economic outlook, and highlights significant budgetary changes for fiscal year 2014-15. It also highlights the sources and uses of funds and provides information on the General Fund reserves. A summary of staffing changes is provided at the end of this section.

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 Department Summary reports that include departmental mission statements and operating budgets for each General Fund department.

OTHER FUNDS

In order to facilitate understanding of the different funding sources, this portion of the document has been organized into the following categories: Development Services Fund, Redevelopment, Successor Agency to the Redevelopment Agency, and Housing funds, Sewer Funds, Transit Funds, Fleet Fund, Capital Project Funds, Debt Service 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.

PROGRAM SUMMARY REPORT

This report is intended to identify key functions in each department and provide a management assessment of the current level of service, using Continuous Improvement Visual Controls for ease of reference. The visual categories assist the reader in determining the status of the current level of service for each function of the department.

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. 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 an overview of the budget development process along with relevant timelines and milestones, fiscal and investment policies, debt administration, and a glossary of finance and budget terms.

GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

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City of Chula Vista

California

For the Fiscal Year Beginning

July 1, 2013

Executive Director

BUDGET MESSAGE

Letter from the City Manager

Budget Process

Strategic Plan

Economic Overview

All Funds Summary

Summary of Staffing Changes

CITY OF CHULA VISTA

OFFICE OF THE CITY MANAGER

July 1, 2014

HONORABLE MAYOR AND MEMBERS OF THE CITY COUNCIL

It is my pleasure to present the operating and capital improvement program budget for fiscal year 2014-15 for the City of Chula Vista. While not fully recovered from the effects of the national recession – the City is beginning to see modest economic growth in major revenue categories. The City's financial condition, while improving, remains fragile as there are many competing priorities with limited resources. The good news is that the General Fund presented in this document is balanced and includes funding for programs supported by the City Council in prior fiscal years.

Over the last few years the City has been challenged to find new ways to continue to deliver quality services with limited resources. Two programs that have helped the City in this endeavor are the Strategic Plan and Continuous Improvement program. In the coming year the City will continue to focus on the implementation of these programs.

Strategic Planning

During fiscal year 2012-13, the City developed a Strategic Plan that took previous long-term planning efforts and synthesized them into five Citywide Goals that aimed at improving service delivery. The plan will be reviewed throughout the year so that it encourages focused, meaningful service delivery to benefit all of Chula Vista. Simply put, the Strategic Plan is a road map that identifies where we want to go and includes steps of how the City will get there.

The Strategic Plan focuses on the following City Goals and Initiatives:

- Operational Excellence
  - Fiscal Health
  - Continuously Improve
  - Positive Experience
- Economic Vitality
  - Strong Vibrant City
  - Prosperous Residents and Businesses
- Health Community
  - Environment Fosters Health and Wellness
  - Restore and Protect Natural Resources
  - Assets and Facilities
- Strong and Secure Neighborhoods
  - Public Infrastructure Maintenance
  - Crime Prevention and Emergency Preparedness
  - Response and Recovery
- Connected Community
  - Civic Engagement
  - Enrichment Programming

Continuous Improvement

The Continuous Improvement Program at the City of Chula Vista has significantly affected the City's strategic direction and increased the quality of services to residents and businesses. We made a lot of great strides with our Continuous Improvement program in fiscal year 2013-14. We designed an in-house Lean Enterprise Certificate program which offers training and coaching aimed at driving process improvement within the City. We had seventeen staff members go through the inaugural training. They worked on four project teams implementing positive improvements throughout the City organization. Below is a brief summary of these projects:

- Within the Custodial Division a number of process improvements were put in place that have reduced travel time and increased service hours available using existing staff;
- Simple process changes increased the efficiency and accuracy of the Police Department payroll function freeing up staff capacity to work on other important functions;
- New employee onboarding procedures will increase employee engagement; and
- Countermeasures implemented within the

Development Services Department will improve workloads for staff and responsiveness for citizen public records requests.

These accomplishments only demonstrate a sample of the improvements we made in the last year. Looking ahead, we will continue to advance the program and build upon our successes. Our in-house training program will expand to include an introductory class to provide a primer for many employees. We will again offer the Lean Enterprise Certificate program to train City employees to become process improvement leaders.

ACKNOWLEDGEMENT

The City of Chula Vista has a bright future. We continue to make positive strides towards the development of the Bayfront, the University Project, and Millenia. These key projects will help strengthen Chula Vista's economic base.

In a recent survey of Chula Vista residents, 87% of respondents shared favorable opinions of the quality of life in Chula Vista. More than four-in-five respondents, or (83%), indicated that they are satisfied with the City's efforts to provide municipal services and facilities. 78% of respondents agree that the City is responsive to resident's needs. Chula Vista residents surveyed rated City staff high, 94%, on customer service rating.

The General Fund operating budget presented in this document continues to provide the core services most important to our community. I am proud that staff continues to finds way to provide good customer service despite the significant reductions we have made to address the impact the recession had on our revenues. I would like to extend my sincere gratitude to City staff for their steadfast dedication to serving our community.

I would also like to thank the City Council and Executive Team for their continued leadership and support. Finally, I would like to recognize the Finance Department for their outstanding work in preparing the budget.

Respectfully,

Gary Halbert
City Manager

Budget Process

Budget Calendar

March 11th: Presentation to City Council of the preliminary Five-Year Financial Forecast and Fiscal Year 2014-15 preliminary budget

April 10th: Infrastructure Workshop

April 29-30th: Fiscal Year 2014-15 City Manager's Proposed Budget public workshops

May 6th: Public hearing to adopt TransNet Local Street Improvement Program

May 16th: Budget Document submitted to City Council as required by the City Charter

May 20th: Presentation to City Council of the Fiscal Year 2014-15 City Manager's Proposed Budget

May 27th: City Council review and consideration of the City Manager's Proposed Budget

June 3rd: City Council accepted the operating and capital improvement budgets for Fiscal Year 2014-15 as their proposed budget

June 5th: The City Council Proposed Budget was made available for public review

June 17th: Public hearing and adoption of budget

The fiscal year 2014-15 budget cycle began in January 2014 with the development of a preliminary base budget by the Finance Department's Budget and Analysis staff. Finance worked closely with departments through April to refine the base budget and incorporate departmental changes. The process of establishing the base budget accounts for normal operating costs of the City.

As part of the development of the proposed budget, Departments updated the City's Critical Needs List and the Citywide Program Summary. The Critical Needs List reflects crucial one-time expenditure requests that are separate from normal operating costs – these requests generally represent equipment replacement, City infrastructure assessment/restoration needs, and non-routine building repair. The citywide Program Summary, reflects key functions in each department and provides an assessment of the current level of service using Continuous Improvement Visual Controls.

Through the budget process, Departments were given an opportunity to recommended budget adjustments. Budget adjustments were submitted based on department operational requests and/or one-time funding requests. These requests were based on the items on the Critical Needs List, functions within the Program Summary that were experiencing issues with core service delivery, or items related to the implementation of the goals identified in the Strategic Plan. In future years, these processes will be integrated further with the development of the budget.

During this same time frame, Public Works staff worked to develop and finalize the Capital Improvement Program (CIP) budget. On April 10th, Public Works staff held a Council Workshop on Infrastructure. On May 6th, a public hearing was held for City Council to consider and adopt the TransNet Local Street Improvement Program of projects for fiscal years 2014-15 through 2018-19.

On May 20, 2014, Finance presented the City Council with the City Manager proposed General Fund budget that was balanced and continued to provide core services to the community. Council further considered the City Manager's Proposed Budget at a May 27th Council Meeting. On June 3rd City Council accepted the City Manager's Proposed Budget as their City Council proposed budget and set the date for the public hearing and adoption of the budget for June 17. Copies of the proposed budget were made available for public review in the Office of the City Clerk, City libraries, and the City's website in advance of the June 17 public hearing. At the June 17 public hearing, the City Council unanimously voted to adopt the 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 the City

Council with quarterly financial status reports comparing expenditure and revenue projections to budgeted amounts, highlighting any variances and recommending corrective actions as necessary.

BUDGET DEVELOPMENT MILESTONES

- March 11, 2014
  Presentation to City Council of the preliminary Five-Year Financial Forecast, including an overview of the Fiscal Year 2014-15 preliminary budget

- April 10, 2014
  Infrastructure Workshop

- April 29-30, 2014
  Public workshops provided overview of the City Manager's Proposed Budget

- May 6, 2014
  Public hearing to adopt TransNet Local Street Improvement Program

- May 16, 2014
  Budget Document submitted to City Council

  As required by City Charter, the City Manager's proposed budget was submitted to the City Council at least thirty-five days prior to the beginning of the fiscal year. Copies of the proposed budget are available for public review in the Office of the City Clerk, City libraries, as well as on the City's website.

- May 20, 2014
  Presentation to City Council of the Fiscal Year 2014-2015 City Manager's Proposed Budget and Council Consideration of City Budget

- May 27, 2014
  City Council review and consideration of the City Manager's Proposed Budget

- June 3, 2014
  The City Council accepted the operating and capital improvement budgets for fiscal year 2014-15 as their proposed budget and set the date for the public hearing.

- June 5, 2014
  The City Council's Proposed Budget was made available for public review.

- June 17, 2014
  A public hearing was held before the City Council considered 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 this meeting was published in the local newspaper at least ten days prior to the public hearing. The City Council voted unanimously to adopt the budget for Fiscal Year 2014-15.

Strategic Plan

The City of Chula Vista is implementing a Citywide Strategic Plan. This plan is an annual cycle that encourages focused, meaningful service delivery to benefit all of Chula Vista. It is a comprehensive framework that ensures: priorities set by the City Council are clear to all employees, goals are laid out that respond to priorities, objectives are achieved that meet the goals, and that the City government is accountable to meeting community needs.

General Process

Strategic Plan-Begins with a long-range Strategic Plan that identifies where we want to get to. This ensures we are all working in same direction toward clearly defined goals

Annual Plan-Development of a short-term annual plan that identifies Initiatives for the next year in support of achieving the strategic goals. Resources are aligned with annual Initiatives through service levels identified in the budget process. This step is where we align and link the city's Initiatives and resources in pursuit of goals.

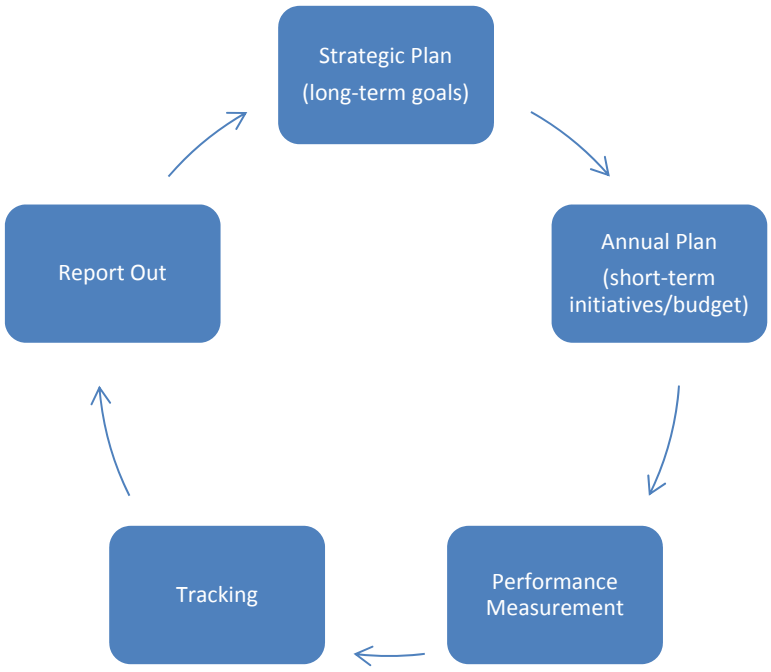
Performance Measurement-Based on the annual plan, performance measurements are created to track achievement toward service levels/Initiatives identified through the annual plan. When implemented at the departmental and individual performance goal levels, everyone understands how they are contributing to City goals.

Tracking- Verify progress towards goals. Constant monitoring allows us to evaluate progress and make any necessary corrections.

Report Out-Reporting out on our progress against identified goals is an essential component of accountability. Evaluation of past performance also helps identify necessary changes in initiatives/resource allocation/measurements.

The following chart reflects the annual Strategic Planning Update Process.

Strategic Plan Process



HOW DID WE GET HERE

A Steering Committee was formed to create the Plan. The Committee was comprised of one person per department that represented ideas and thoughts from their respective departments and various commissions. The Steering Committee met regularly between November and March to refine a draft Plan that includes long-term strategies and annual initiatives. On an annual basis the committee meets quarterly to go over performance measurements and check in on initiatives. The feedback loop is continuous, not a start and stop process.

The Strategic Plan is an operational tool for the City Manager and departments to use. The goals encompass visions the City Council and public have already expressed. Feedback on any potential changes would be solicited when we annually report out on past performance.

Strategic Goals and Initiatives

OPERATIONAL EXCELLENCE

Collaborate with Residents and businesses to provide responsive and responsible public service by implementing effective and efficient operations.

- *Uphold a commitment to Fiscal Health*
  Establishing a financially resilient City is a long-term goal that can be reached by first stabilizing the City's financial condition, then working towards financially sustainability, and finally establishing an organization that is financially resilient. Financial resiliency better positions the City to withstand future economic downturns with minimal impacts to service levels.
  - Implement the Fiscal Recovery and Progress Plan
- *Excel in service delivery by continuously improving*
  Cities by their very definition are service delivery organizations. Many of these services are critical to the well-being of the citizens, but all city services enhance residents' "quality of life". The City of Chula Vista is committed to maximizing its service delivery through continually looking to eliminate waste in the processes of service delivery and maximizing the value of those services to our customers.
  - Implement Continuous Improvement efforts throughout the organization
  - Leverage new and emerging technology to provide efficient, effective and secure Information Technology solutions
  - Retain and attract quality employees
- *Ensure interaction with the City is a positive experience*
  The City of Chula Vista provides services to a diverse customer base. They rely on the City to perform those services in a cost effective and quality manner. The City of Chula Vista strives to make the interaction of service delivery a positive experience in which our customers can have confidence that they are valued.
  - Foster public trust through an open and ethical government
  - Provide quality customer service

ECONOMIC VITALITY

Strengthen and diversify the City's economy by: supporting and advancing existing businesses; targeting and attracting new businesses; promoting balanced land use decisions; and engaging the community to reinvest in the city.

- *Provide policies, planning, infrastructure, and services that are fundamental to an economically strong, vibrant city*
  A strong, vibrant city relies on a foundation of forward looking decisions and quality infrastructure that support education, high quality jobs, and well-balanced livable communities. The City has made great progress in several long-term major development projects. These significant projects are vital to revitalizing the City.
  - Implement the Bayfront Master Plan
  - Foster opportunities for investment in Western Chula Vista
  - Promote and support development of quality master-planned communities
  - Plan and implement the University Park

and Research Center

- *Promote an environment for residents and businesses to prosper*
  The City wants to strengthen and diversify the City's economy by supporting existing local businesses as well as identifying and recruiting new industries and businesses. We want to encourage opportunities for businesses and residents through quality job creation.
    - Implement strategies that build prosperity and quality employment opportunities for existing businesses
    - Identify and recruit complementary businesses that provide quality employment and expand the goods and services available to residents

HEALTHY COMMUNITY

Protect resources and environmental health for both current residents and future generations. Foster the health of our physical environment through balanced, connected and sustainable land uses.

- *Support an environment that fosters health & wellness*
  The City will encourage residents to choose healthy lifestyles by promoting and facilitating healthy options in our community and make it easier for residents to lead healthy lives. The City will promote policies and programs that enhance the well-being of residents. We are also committed to connecting residents in need with critical services that increase their potential for wellness and self-sufficiency.
    - Implement policies and programs that support a healthy community
- *Develop and implement strategies and programs that restore and protect natural resources and promote sustainability*
  Promote responsible development and land use decisions that benefit current and future residents. The City is committed to protecting and promoting the sustainability of natural resources through innovative programs and policies. We will continue to show leadership in the area of climate change.
    - Design and implement innovative environmental & conservation programs
    - Update and implement the Climate Action Plan
- *Provide parks, open spaces, outdoor experiences, libraries and recreational opportunities that residents can enjoy*
  The City is supporting residents in choosing healthy lifestyles. Essential to a healthy community is the community infrastructure the City implements through libraries, parks, trails, and other recreational areas where residents can be active.
    - Plan, construct, maintain, and operate community and neighborhood facilities
    - Preserve and restore City Infrastructure through the Asset Management Program (AMP).

STRONG AND SECURE NEIGHBORHOODS

Create and maintain safe and appealing neighborhoods where people choose to shop, work, play and stay.

- *Ensure a sustainable and well maintained infrastructure to provide safe and appealing communities to live, work, and play*
  One of the key functions of city government is to provide citizens and businesses a safe environment to live, work, play and conduct business on a daily basis. As such, the provision and maintenance of public infrastructure is vital to the quality of life for the residents. Ensuring that the homes we live in, the businesses we frequent and the roads we drive on are safe, is key to attracting home buyers, businesses and visitors to our community.
    - Preserve and restore City Infrastructure through the Asset Management Program (AMP).
    - Provide comprehensive plan review and inspection services to ensure safety and code compliance
- *Enhance prevention efforts and prepare*

communities for natural disasters and other emergencies

Cities provide public safety programs which include various prevention and emergency preparedness efforts. Prevention efforts are designed to help mitigate issues before they become a problem through thorough analysis of problems, enforcement of various codes and laws, and educational efforts to help residents improve their safety. Preparedness efforts are designed to ensure that the City and its residents are ready to respond to, survive and recover from a multitude of emergencies.

- Maintain a responsive Emergency Management Program
- Continue and enhance analysis led policing.
- Increase the public's perception of safety.
- Promote safety and readiness through community education and engagement.

- *Ensure adequate emergency response and post emergency recovery services to our community*

The citizens of Chula Vista expect that the City's public safety providers will respond to emergency calls for service quickly, with adequately staffed, equipped and trained personnel to carry out the duties for which they are assigned. Additionally, the City wants to provide adequate follow-up services to help recover from emergencies.

- Provide and support an efficient and effective Advanced Life Support Program.
- Restore and enhance public safety service capacity.

CONNECTED COMMUNITY

Promote diverse opportunities that connect community and foster civic pride through comprehensive communication strategies, and cultural, educational & recreational programming.

- *Encourage residents to engage in civic activities*

  A key component to a connected community is to have citizens engaged with their government and each other. The City will create a communication strategic plan to better inform the public and staff. Additionally, the City wants to create opportunities for residents to be engaged within their community through such mechanisms as volunteer opportunities or serving on a Board or Commission.

  - Implement Marketing and Communications Program
  - Foster an environment of community engagement

- *Provide opportunities that enrich the community's quality of life*

  The City can contribute to a connected community by having ample opportunities to have citizens to interact with each other. The level of civic pride is also increased when the City can enrich lives with quality programming. Toward that end the City will promote culture, art, and community connections. As much as possible the City will cultivate and promote partnerships that expand and improve services.

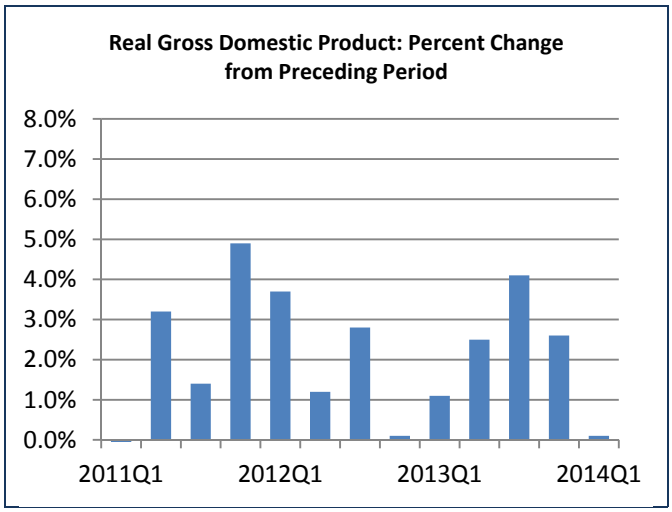
  - Provide services/programs responsive to residents' priorities

Economic Overview

This section of the budget document identifies and outlines economic indicators that impact revenue forecasts at the local level. Several sources are used to forecast City revenues using national, state and local area economic trends. Sources include: the UCLA Anderson Forecast (National and State), U.S. Department of Commerce (National), California Employment Development Department (National, State, and Local), California Department of Finance (State and Local), and the University of San Diego Index of Leading Economic Indicators (San Diego region).

NATIONAL

The outlook for the nation's economy continues to improve as economic activity is expected to rise as the nation works its way past the harsh weather conditions that slowed the nation's economy during the first quarter of 2014. Increases in automobile sales, factory production and construction that were hampered by harsher than normal weather conditions in the first quarter are projected to provide a boost to the nation's economy beginning in the spring. In the April 2014 report, Senior Economist David Shulman of the UCLA Anderson Forecast predicts that the national economy as measured by Gross Domestic Product (GDP) will grow at 3% signaling increases in job opportunities. In his report, he writes, "We can visualize the economy creating between 200,000-250,000 jobs a month with the unemployment rate dropping to 5.4 percent by late 2016 and total payroll employment surpassing the prior 2007 peak, however the economy will remain well below its pre-Great Recession growth path." Shulman also expects an uptick in inflation, expecting the core consumer price index to increase from 1.8 percent in 2013 to 2.5 percent in 2016. As inflation rises, Shulman anticipates that wages will rise as well. "To be sure, for most Americans, the increase in wages will be most welcome," Shulman says. "But for those wary of inflation, it will be signaling a cautionary yellow light. Specifically, total compensation per hour is forecast to increase by 2.4 percent, 3.5 percent and 4 percent in 2014, 2015 and 2016, respectively, compared to a very low increase of 1.6 percent in 2013." Shulman also says that the Federal Reserve's long experiments with zero interest rates and quantitative easing are slowly coming to an end. He expects that the monthly $85 billion bond buying program, now at $55 billion, will be all but wound down by September. The Federal Funds rate is forecast to increase to 3.0% by the end of 2016.



Source: Bureau of Economic Analysis, U.S. Department of Commerce

CALIFORNIA

In the California report of the UCLA Anderson Forecast report, Senior Economist Jerry Nickelsburg examines the impacts that the ongoing drought and dry weather are having on the California economy. Nickelsburg examines the key economic components of a drought - demand, supply and a forecast of future drought conditions. He notes that in California there are four sources of demand: agriculture, fisheries and the environment, households and industry. Agriculture, by far the largest segment of demand, consumes about 80 percent of all delivered water. On the surface, rainfall and the transpiration of ground water appear to be the major components of 'supply,' but here water authorities may choose to pump more or less reservoir water to meet specific demands. According to Nickelsburg, while the drought has negatively affected California's economy, particularly in some agricultural areas, "Overall the state is not likely to be greatly impacted. But given our fragile recovery from the Great Recession, and the potential for this drought to drive industrial and agricultural structural change towards an adaptation to a more arid environment, a prudent incorporation of the drought impact would be to lower the forecast

employment growth rates for the next few years by about 0.2 percent. This is more a recognition that disruptions are not without cost than a significant change in our economic forecast for the Golden State." The latest forecast for California calls for total employment growth (payroll, farm and self-employed) of 1.8 percent in 2014, 2.2 percent in 2015 and 2.1 percent in 2016. Nonfarm payroll employment is expected to grow at 2.2 percent, 2.3 percent and 2.0 percent for the three forecast years. Real personal income growth is forecast to be 3.1 percent in 2014 followed by 3.8 percent and 3.7 percent in 2015 and 2016. The unemployment rate for the three forecast years are expected to be 7.8 percent, 6.9 percent and 6.0 percent respectively, with the rate going as low as 5.7 percent by fourth quarter 2016.

COUNTY

The University of San Diego's Index of Leading Economic Indicators for San Diego County decreased -0.2% in December. This decrease occurred despite previous sharp increases in building permits and the outlook for the national economy that had outweighed big drops in initial claims for unemployment insurance and help wanted advertising pushing the USD Index to a gain in November. Weaker results in the former two components led to a decline in December, the second in three months. Despite the USD Index falling for two of the last three months in 2013, the outlook for the local economy remains positive. Economists usually look for three consecutive changes in a leading index in the opposite direction as a signal of a turning point in the economy, and that has not happened yet. The local economy ended 2013 with a gain of more than 23,000 jobs, which was down from 2012 but still the second best year for job growth since 2012. The forecast for 2014 is for another 25,000 jobs to be added in San Diego County, which would be enough to push the local unemployment rate down to under six percent. Continued solid growth is expected in construction, leisure and hospitality, and heath care. The December report also contained following findings:

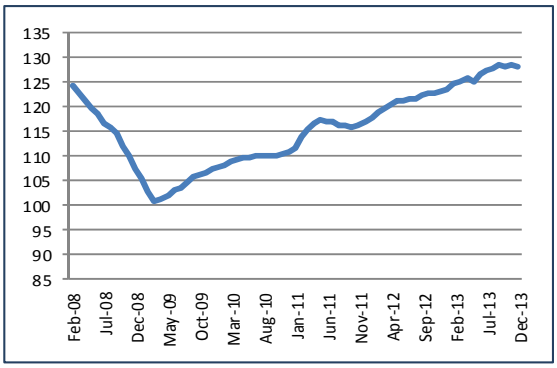
- Residential units authorized by building permits ended the year with two very strong months. For 2013, total residential units authorized increased by 46 percent to end at the highest level since 2006. The gain was largely due to permits for multi-family units, which were up almost 64 percent, compared to a 17.6 percent increase in single-family units. This left single-family units authorized at 2,565, down from more than 9,000 a year each year from 1998 to 2004.

- Both of the labor market variables continue to be under downward pressure. Both initial claims for unemployment insurance and help wanted advertising have been down sharply for three straight months. Despite these negative results, the local unemployment rate ended the year at 6.4 percent, down from the 6.9 percent rate of November and the 8.2 percent rate at the end of 2012. After seasonal adjustment taking into account hiring during the holiday season. The unemployment rate is 6.8 percent, the first time it has fallen below 7 percent since October 2008.

- Local stock prices were up during the year, advancing more than 36 percent. That lagged the NASDAQ Composite (up 38.3 percent) but topped the Dow Jones Industrial Average (up 26.5 percent) and the S&P 500 Index (up 29.6 percent).

- The national Index of Leading Economic Indicators was up for the sixth consecutive month, which signals continued growth in the national economy.

San Diego Index of Leading Economic Indicators



CITY

The City of Chula Vista continues to recover from the impacts of the economic recession as the City's finances continue to slowly stabilize with mixed results. In the Third Quarter Financial Report, the City projected a $2.2 million surplus. The surplus however was largely due to the recognition of $3.3 million of Telephone Users' Tax (TUT) revenues. The City is now recognizing these revenues going forward as a result of the settlement of the class action lawsuit challenging the City's collection of TUT from wireless customers. Other major City revenue categories including Sales Taxes, Transfers In and Revenues from Other Agencies were projected lower in the Third Quarter Financial Report thus partially offsetting the increase in TUT revenue.

These same revenue trends are reflected in fiscal year 2014-15. The largest revenue increase reflected in the budget is the recognition of TUT revenues. Sales tax revenues, which represent the General Fund's largest revenue source, are projected to increase by 4% when compared to fiscal year 2013-14 projections, as reported in the Third Quarter Financial Report.

A bright spot in the City's finances is the continuing improvement in the housing market as the year over year median home price within the City increased by 15.4% in 2014. The median home price is projected to further rise by 4.6% in 2015 thus improving City property tax revenue opportunities. This improvement is reflected in fiscal year 2014-15 budgeted property tax revenues that are increasing by 8% over the fiscal year 2013-14 budget. This increase is based on a projected 4% overall increase in the City's assessment roll. A 2% growth rate in assessed valuation of taxable property as legally permitted under Proposition 13 law assuming that there is a commensurate increase in the State's consumer price index (CPI) of 2% or greater. However due to a small increase in the State's CPI, a 0.45% growth rate increase was applied to the base assessed valuations within the City. The projected increase in property tax growth is mainly attributed to upward re-assessments of properties that have been re-sold at increased price levels or re-assessments of properties that have taken place under Proposition 8 law. Under Proposition 8, property owners may apply for an assessment appeal and be granted a lower assessed valuation on their property for property tax purposes when their property values decrease. The lower assessed valuations are granted under the stipulation that their property assessments will be re-assessed in the future when property values recover. The table below provides a year over year summary of home price sale improvements that have taken place within the City's zip codes. The improvement in home sales prices will also help to improve the City's property tax base.

Examination of other key demographic factors indicates that the City's unemployment situation remained unchanged as the unemployment rate held steady at 8.1% since June 2013 according to the California Employment Development Department. Additionally, Chula Vista's population remains stable as it continues to maintain its place as the 14th largest incorporated city in the state according to the California Department of Finance. The City's population experienced a 1.7% increase from 2013 to 2014.

Chula Vista Home Sales

February 2013 Compared to February 2014

Zip Code	Locale	Median Price 2013	Median Price 2014	Percent Change
91910	North	$ 310,100	$ 356,500	15.0%
91911	South	$ 303,050	$ 329,025	8.6%
91913	Eastlake	$ 344,150	$ 417,750	21.4%
91914	NE	$ 444,231	$ 496,385	11.7%
91915	SE	$ 355,750	$ 408,000	14.7%

Source Zillow.com/research

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All Funds Summary

The following section provides an overview of the combined all funds budget. Detailed descriptions, funding, and staffing levels are provided for each fund under the corresponding fund section in this document. This section is intended to provide a citywide overview of the adopted budget for fiscal year 2014-15.

ALL FUNDS REVENUE SUMMARY

The combined revenue budget for all City funds totals $269.2 million; $33.5 million represents inter-fund transfers. Projected revenues for all funds are anticipated to increase by $8.1 million when compared to the fiscal year 2013-14 adopted budget of $261.1 million.

The largest change in revenue is occurring in the Other Local Taxes revenue category, which reflects a net increase of $5.1 million when compared to the prior fiscal year. The majority of this increase is occurring in the General Fund which reflects a net increase of $4.9 million. $3.6 million of this increase reflects the recognition of the Telephone Users' Tax that the City is recognizing since the settlement of the class action lawsuit. Other increases in this include Sales Tax ($0.5 million), Franchise Fees ($0.4 million), and Transient Occupancy Taxes ($0.2 million).

The next largest change is reflected in the Property Tax revenue category. This category reflects an increase of $2.3 million when compared to the fiscal year 2013-14 adopted budget. This increase reflects the following changes:

- General Fund – this fund reflects a net increase of $2.1 million based on anticipated increases in assessed value and re-assessments of properties that have taken place under Proposition 8 law.
- Redevelopment Obligation Retirement Fund – this fund reflects a net increase of $0.3 million. This change is due to an increase in the Successor Agency's enforceable obligations related to repayment of the Low and Mod loan to the former Redevelopment Agency for payment to the State for the SERAF.

The Development Impact Fees revenue category reflects a decrease of $2.3 million when compared to the fiscal year 2013-14 budget. The decrease in this revenue category is reflected in the Public Facilities Development Impact Fees (PFDIF) Fund. This fund reflects a decrease of $2.3 million when compared to the prior year. This adjustment is based on fiscal year 2013-14 development trends, which reflected a slowdown.

The Revenue from Other Agencies category reflects a net increase of $1.7 million when compared to the prior fiscal year. The largest change in this category is in the Other Transportation Program Fund, which reflects a Federal grant of $3.3 million. These grant funds will be used to fund the following capital improvement projects – Willow Street Bridge Widening Project ($1.6 million) and Willow Street Bridge relocation ($.5 million), Traffic Signal modifications ($0.7 million), and expansion of the adaptive traffic signal system ($0.5 million). This category also reflects the elimination of $1.8 million in Federal Grant funds in the Home Program that were included in the fiscal year 2013-14 budget for the Landis project.

The Transfers In category reflects a net increase of $1.0 million when compared to the fiscal year 2013-14 budget. Changes in this category reflect the elimination of transfers to the 2002 COP Police Facility Project from the General Fund ($2.2 million) and the PFDIF ($1.7 million) and the addition of transfers to the 2014 Refunding COP from the General Fund ($2.0 million) and the PFDIF ($1.6 million). These changes reflect the refunding of the Police Facility Project that occurred during fiscal year 2013-14. Other changes in this category include:

- The addition of a $0.7 million transfer from the PFDIF fund to the Long-Term Advances DSF-City fund to account for a loan repayment to the TDIF.
- The addition of a one-time transfer of $0.6 million from the TUT Common Fund to the General Fund to reimburse the General Fund for eligible costs under the terms of the settlement agreement.

The Schedule of Revenues report, included in the Summary Tables section, reflects the projected revenues for fiscal year 2014-15 at the fund and revenue type level. The following table reflects a summary of all City revenues by category.

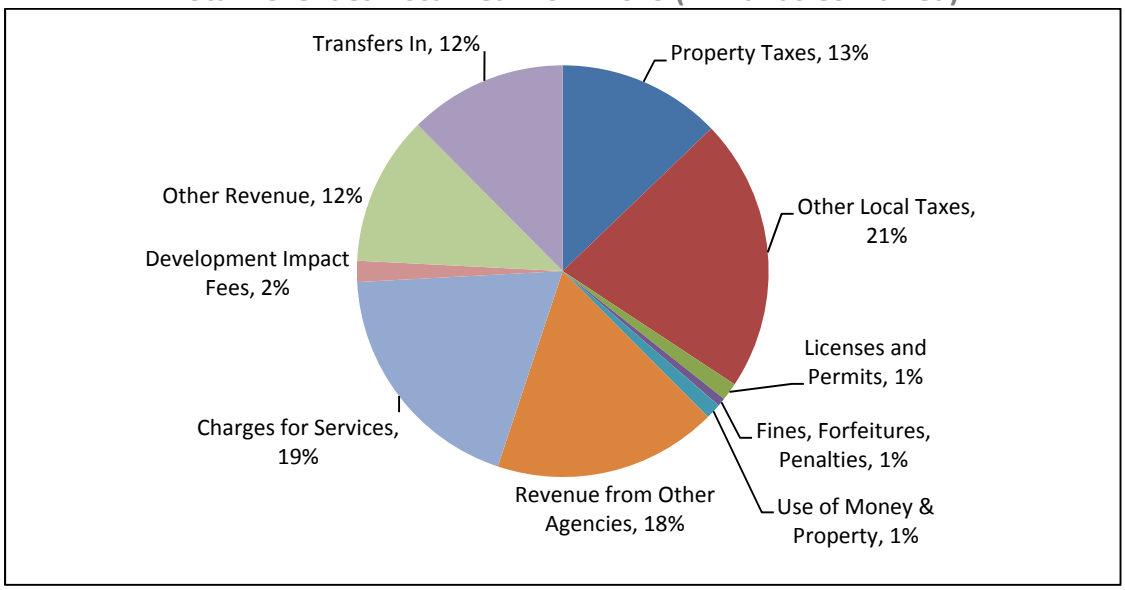
Sources of Funds (All Funds Combined)

Fiscal Year 2012 to Fiscal Year 2015 Revenues

In Thousands (000)

Revenue Category	FY11-12 Actual	FY12-13 Actual	FY 13-14 Adopted	FY 14-15 Adopted	Change (FY14-FY15)
Other Local Taxes	$ 47,132	$ 54,425	$ 52,654	$ 57,734	$ 5,080
Property Taxes	$ 35,706	$ 32,333	$ 32,195	$ 34,538	$ 2,342
Revenue from Other Agencies	$ 44,243	$ 44,834	$ 45,636	$ 47,319	$ 1,683
Transfers In	$ 82,248	$ 32,027	$ 32,437	$ 33,470	$ 1,034
Licenses and Permits	$ 2,973	$ 3,877	$ 3,151	$ 3,743	$ 593
Use of Money & Property	$ 6,526	$ 3,261	$ 3,117	$ 3,248	$ 132
Fines, Forfeitures, Penalties	$ 2,065	$ 1,640	$ 1,753	$ 1,753	$ -
Other Revenue	$ 37,652	$ 36,660	$ 31,887	$ 31,655	$ (232)
Charges for Services	$ 56,549	$ 59,144	$ 51,552	$ 51,282	$ (270)
Development Impact Fees	$ 5,619	$ 14,667	$ 6,717	$ 4,457	$ (2,260)
Total Revenues	**$ 320,713**	**$ 282,868**	**$ 261,099**	**$ 269,201**	**$ 8,102**

Total Revenues Fiscal Year 2014-2015 (All Funds Combined)



ALL FUNDS EXPENDITURE SUMMARY

The combined expenditure budget for all City funds totals $283.6 million; $33.5 million represents inter-fund transfers. This amount includes a General Fund operating budget of $132.8 million and a Capital Improvement Program (CIP) budget of $19.8 million. The fiscal year 2014-15 budget includes $97.5 million in operating budgets for the non-General Fund funds including Sewer, Successor Agency to the Redevelopment Agency, Development Services, Transit, and Fleet. When compared to the prior year budget, the fiscal year 2014-15 adopted budget reflects an increase of $14.8 million.

The largest change in expenditures is reflected in the Personnel Services category. This category is projected to grow by $5.1 million when compared to the fiscal year 2013-14 adopted budget. This increase reflects the following changes:

- A net increase of approximately 11 positions citywide that were approved during fiscal year 2013-14 or are recommended as part of the development of the fiscal year 2014-15 budget. These position changes are reflected in the General Fund, Federal Grants fund, Fleet Management fund, Police Grants fund, Development Services fund, and the Successor Agency to Redevelopment Agency fund.
- Increased costs related to retirement and medical (flex) benefits
- The annualized cost of the salary increases approved for miscellaneous (non-safety) employees during fiscal year 2013-14
- An increase in workers comp charges based on higher expenditure trends in the Workers Comp fund

The next largest change in expenditures is reflected in the Capital Improvement Projects (CIP) expenditure category. This category reflects a net increase of $4.4 million. This expenditure category varies from year to year based on the availability of funds and scheduled capital improvement projects. More information on capital improvement projects included in the fiscal year 2014-15 budget can be found in the Capital Improvement Project Summary section of this document or in the Fiscal Year 2014-15 Capital Improvement Project Proposed Budget document.

The Supplies and Services category reflects a net increase of $1.8 million and reflects changes in various funds. This increase includes the following changes:

- TUT Common Fund – this fund reflects an increase of $1.3 million. This budget accounts for the one-time monies from the settlement of the class action lawsuit related to the application of telephone user's tax for wireless customers. The $1.3 million includes funding for eligible public safety equipment including fire helmets, ballistic helmets, breathing apparatus, and equipment costs to outfit a new fire engine.
- General Fund – this fund reflects a net increase of $1.0 million in this category. The largest increases are related to a $0.3 million increase in fleet maintenance costs followed by a $0.2 million in increase in City liability insurance costs. The remaining increase of $0.4 million reflect net changes in various objects and account for increases in contractual services, software maintenance fees, and program supplies.
- Fleet Maintenance Fund – this fund reflects a net decrease of $0.4 million. This decrease largely reflects the transfer of the budget for CNG fuel from Supplies and Services to Utilities.

The Capital expenses category reflects a net increase of $1.8 million. This increase is largely reflected in the TUT Common Fund, which is growing by $1.5 million. The Capital expenses budget in the TUT Common fund will be used for the purchase of eligible public safety vehicles and communications equipment.

The total number of recommended permanent positions for fiscal year 2014-15 is 960.75, of which 806.25 are included in the General Fund and 154.50 are included in various other funds. The adopted staffing represents a net increase of 10.75 positions when compared to the fiscal year 2013-14 adopted budget. The Authorized Positions by Department report is included in the Summary Tables section of this document; it provides the new staffing by classification and department. A summary of the new staffing changes is also included in the Staffing Changes section.

The following table reflects the expenditures for all funds by expense category.

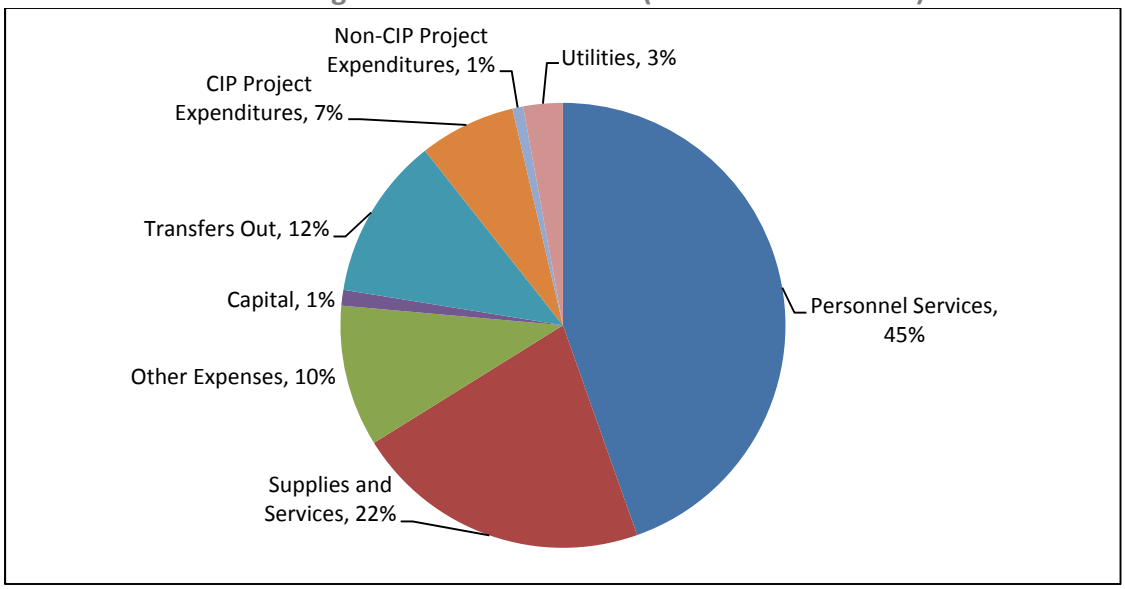
Uses of Funds (All Funds Combined)

Fiscal Year 2012 to Fiscal Year 2015 Expenditures

In Thousands (000)

Expenditure Category	FY11-12 Actual	FY12-13 Actual	FY 13-14 Adopted	FY 14-15 Adopted	Change (FY14-FY15)
Personnel Services	$ 113,576	$ 115,792	$ 121,333	$ 126,464	$ 5,131
CIP Project Expenditures	$ 17,486	$ 23,253	$ 15,376	$ 19,803	$ 4,427
Supplies and Services	$ 52,256	$ 54,214	$ 59,289	$ 61,121	$ 1,832
Capital	$ 2,549	$ 1,724	$ 1,476	$ 3,259	$ 1,783
Transfers Out	$ 82,248	$ 32,027	$ 32,437	$ 33,470	$ 1,034
Utilities	$ 6,325	$ 7,001	$ 7,201	$ 8,152	$ 950
Other Expenses	$ 49,047	$ 41,739	$ 28,824	$ 29,113	$ 289
Non-CIP Project Expenditures	$ 2,036	$ 5,319	$ 2,903	$ 2,214	$ (689)
Total Expenditures	**$ 325,522**	**$ 281,068**	**$ 268,838**	**$ 283,595**	**$ 14,757**

Total Budget Fiscal Year 2014-15 (All Funds Combined)



PROJECTED CHANGES IN UNDESIGNATED FUND BALANCES

The following table provides a summary by fund type of the projected revenues and expenditures for fiscal year 2014-15 and the projected impact to their respective undesignated fund balance. Undesignated fund balance represents available, expendable financial resources in a governmental fund. Undesignated fund balance is sometimes referred to as available reserves.

As noted in the table below, most funds are anticipated to draw down reserve levels in the coming year.

Summary of Net Impact to Reserves by Fund

In Thousands (000)

Fund	Proj Reserve Bal 6/30/14	Revenues	Expenditures	Net Impact	Proj Reserve Bal 6/30/15
TUT Common Fund	$ 4,228	$ -	$ 4,228	$ (4,228)	$ -
Capital Projects Funds	$ 62,411	$ 8,413	$ 12,434	$ (4,021)	$ 58,390
Other Funds	$ 5,732	$ 9,763	$ 12,741	$ (2,978)	$ 2,754
Successor Agency and CV Housing Authority	$ (30,029)	$ 12,982	$ 14,606	$ (1,624)	$ (31,653)
Sewer Funds	$ 73,424	$ 33,818	$ 35,372	$ (1,554)	$ 71,870
Public Liability Trust Fund	$ 1,319	$ 729	$ 1,653	$ (924)	$ 395
Workers Comp Fund	$ 978	$ 2,653	$ 3,381	$ (728)	$ 250
Gas Tax Fund	$ 3,676	$ 6,159	$ 6,839	$ (680)	$ 2,996
Environmental Services Fund	$ 912	$ 1,464	$ 1,690	$ (225)	$ 687
Fleet Management	$ 701	$ 3,654	$ 3,783	$ (129)	$ 572
General Fund	13,076	$ 134,537	$ 134,537	$ -	$ 13,076
Transit Funds	$ 838	$ 6,793	$ 6,793	$ -	$ 838
Development Services Fund	$ (495)	$ 7,161	$ 7,161	$ -	$ (495)
Maint Districts & Open Space	$ 16,432	$ 12,062	$ 11,862	$ 200	$ 16,632
Debt Service Funds	$ (25,719)	$ 13,561	$ 12,452	$ 1,110	$ (24,609)
Grant Funds	$ 3,522	$ 15,451	$ 14,063	$ 1,388	$ 4,910
Total All Funds	**$ 131,006**	**$ 269,201**	**$ 283,595**	**$ (14,395)**	**$ 116,611**

Note: The Debt Service Funds and Successor Agency and CV Housing Authority carry a deficit that reflects long-term advances/outstanding debt obligations in Fund 451 and Fund 692.

Analysis of Significant Changes in Anticipated Fund Balances

The net impact to reserves for all funds is a net decrease of $14.4 million; this change includes the following:

TUT Common Fund (Thousands)

Anticipated FY 15 Beginning Balance	Anticipated FY 15 Ending Balance	Increase (Decrease)	Percent Change
$ 4,228	$ -	$ (4,228)	-100.0%

With the settlement of the class action lawsuit related to the telephone user's tax for wireless customers, the fiscal year 2014-15 budget includes $4.2 million in one-time expenditures which will exhaust the fund balance in this fund. The $4.2 million will be used for eligible Public Safety, Communications, Recreation, Library and expenditures based on the settlement agreement.

Capital Projects Fund (Thousands)

Anticipated FY 15 Beginning Balance	Anticipated FY 15 Ending Balance	Increase (Decrease)	Percent Change
$ 62,411	$ 58,390	$ (4,021)	-6.4%

Capital Project funds reflect a net decrease of $4.0 million in reserves in fiscal year 2014-15. This decrease largely reflects the use of $4.4 million in reserves in the Public Facility DIF funds. These funds will be used to pay debt service related to the construction of various City facilities and begin repayment of a loan from the TDIF to the PFDIF.

Other Funds (Thousands)

Anticipated FY 15 Beginning Balance	Anticipated FY 15 Ending Balance	Increase (Decrease)	Percent Change
$ 5,773	$ 2,795	$ (2,978)	-51.6%

The Other Funds category reflects the use of $3.0 million in reserves in fiscal year 2014-15. Included in this category are the following funds:

- Transportation Sales Tax Fund reflects the use of $1.9 million in reserves. These funds will be used to partially fund various capital improvement projects in fiscal year 2014-15, including:
  - $2.5 million for major pavement rehabilitation
  - $1.3 million for South Broadway Improvements Main Street to Southern Limits Phase II
- The Traffic Signal Fund reflects the use of $0.8 million in reserves. These funds will be used to fund various capital improvement projects in fiscal year 2014-15 including:
  - $270,000 for Traffic Signal modifications at four intersections - Fourth Avenue/"J" Street; Hilltop Drive/"L" Street; and Third Avenue/"H" Street & Third Avenue/"I" Street
  - $250,000 for the Modification of Traffic Signal and Pedestrian Facilities along Palomar Street between Broadway and Murrell Drive

Successor Agency (Thousands)

Anticipated FY 15 Beginning Balance	Anticipated FY 15 Ending Balance	Increase (Decrease)	Percent Change
$ (30,029)	$ (31,653)	$ (1,624)	5.4%

Successor Agency to the Redevelopment Agency and CV Housing Funds reflect a net decrease of $1.6 million. This decrease is largely reflected in the RDA 2008 TARBS Project Funds–SA fund, which reflects the use of $1.3 million in reserves. These funds will be used to reimburse the General Fund for costs incurred for the Third Avenue Streetscape Phase II project.

Sewer Funds (Thousands)

Anticipated FY 15 Beginning Balance	Anticipated FY 15 Ending Balance	Increase (Decrease)	Percent Change
$ 73,424	$ 71,870	$ (1,554)	-2.1%

The Sewer Funds reflect a net decrease of $1.6 million in reserves in fiscal year 2014-15. Included in these funds is the Sewer Service Revenue Fund, which reflects the use of $0.4 million in reserves. The fiscal year 2014-15 budget includes capital expenses for vehicle replacement expenditures. The Sewer Facility Replacement also reflects the use of $0.8 million in reserves. The fiscal year 2014-15 budget for this fund includes several capital improvement projects including:

- $500,000 for sewer rehabilitation
- $500,000 for manhole rehabilitation

Public Liability Trust (Thousands)

Anticipated FY 15 Beginning Balance	Anticipated FY 15 Ending Balance	Increase (Decrease)	Percent Change
$ 1,319	$ 395	$ (924)	-70.1%

Public Liability Trust Fund reflects a budgeted net impact of $0.9 million. In order to balance the General Fund, the transfer to the Public Liability Trust Fund was reduced by $0.5 million in fiscal year 2014-15. The actual use of Public Liability Trust Fund reserves will depend on actual expenditures, which can be difficult to predict.

Workers Compensation (Thousands)

Anticipated FY 15 Beginning Balance	Anticipated FY 15 Ending Balance	Increase (Decrease)	Percent Change
$ 978	$ 250	$ (728)	-74.4%

The Workers Compensation Fund reflects a budgeted net impact of $0.7 million. The actual impact to reserves will be determined by actual claims paid, that can be difficult to predict.

GENERAL FUND RESERVES

In November 2009, the City Council approved a resolution updating the City's General Fund Reserve Policy. The new reserve policy:

- Provides updated guidelines for the use of reserves
- Sets a new long-term goal for higher General Fund Reserve level, from 8% to 15%
- Includes the establishment of two new reserve funds
  - The Economic Contingency Reserve, and
  - The Catastrophic Event Reserve

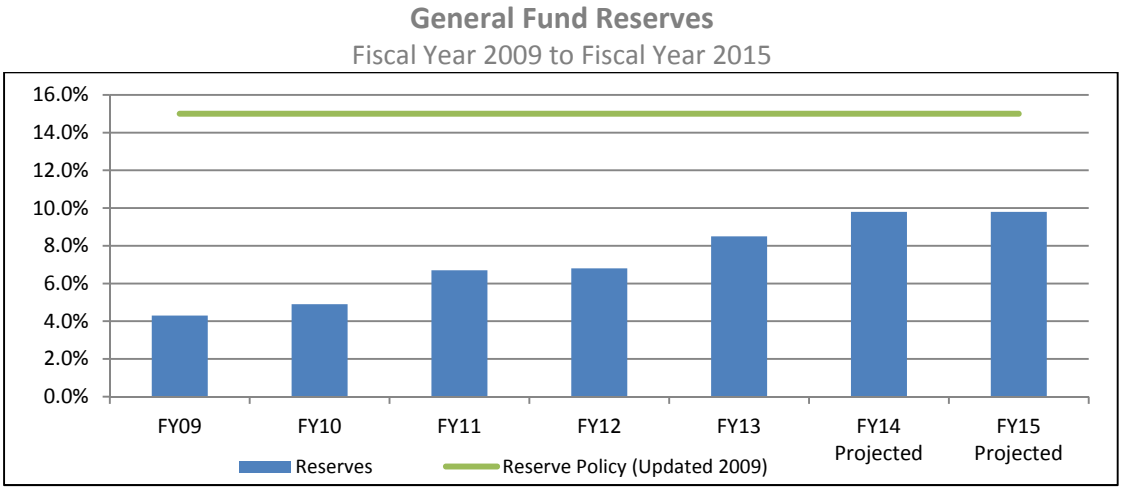
Achieving these reserve levels is a multiyear goal but once fully implemented the new General Fund Reserve policy will require higher reserve levels, which will help mitigate the negative impact on revenues from economic fluctuations, position the City to withstand potential State revenue takeaways, debt service coverage, and provide a resource to fund unforeseen expenditure requirements.

The Third Quarter Financial Report for fiscal year 2013-14 projected that the General Fund would end the fiscal year with a surplus of $2.2 million. This increase largely reflects the recognition of telephone user's tax revenues related to wireless customers. As mentioned previously, with the settlement of the class action lawsuit, the City has now recognized these revenues.

As reflected on the following table, General Fund reserve levels have not only stabilized but have increased slightly since fiscal year 2009. It is important that the City maintain reserves in order to address the following potential issues:

- Dramatic economic fluctuations
- Debt service coverage
- Development impacts – gaps in timing when services will need to be provided to new developments but the development area has not yet generated the revenues needed to fully offset the cost of those services
- Unfunded liabilities – deferred building and equipment repairs, equipment replacement, deteriorating infrastructure.

The following chart depicts the General Fund reserves since fiscal year 2008-09. The fiscal year 2014-15 General Fund Adopted Budget is balanced and there is no budgeted impact to the General Fund reserves.



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Summary of Staffing Changes

The fiscal year 2014-15 adopted budget includes 960.75 positions for all funds. This is a net increase of 10.75 positions when compared to the fiscal year 2013-14 adopted budget that included 950.0 authorized positions. The summary of staffing changes is divided into two sections – the staffing changes that were approved by Council during fiscal year 2013-14 and changes made as part of the development of the fiscal year 2014-15 budget.

POSITION CHANGES AUTHORIZED DURING FISCAL YEAR 2013-14

During fiscal year 2013-14, Council approved the addition of 7.0 FTE citywide as well as several reclassifications to reflect changes in duties. Changes in the General Fund resulted in a net increase of 1.0 FTE and changes to other funds resulted in a net increase of 6.0 FTE. These changes included the following:

- Police – 2.0 Community Service Officers were approved in an effort to move forward with implementation of the recommendations included in the Matrix Study. These positions were added to the Patrol Division. 1.0 frozen Peace Officer was eliminated from Patrol; this reduction was offset by the addition of 1.0 Peace Officer in the Police Grants Fund. The Police Department also requested to eliminate a vacant Senior Fiscal Office Specialist position and add two part time positions – a Fiscal Office Specialist and a Facility and Supply Specialist.

- Fire – the department requested to reclassify 4.0 vacant Firefighter positions to Firefighter/Paramedic as part of the implementation of the Advanced Life Support program.

- Public Works – the department requested to reclassify two vacant positions in order to address operational needs. A Land Surveyor was reclassified to a Senior Civil Engineer and a Senior Park Ranger was reclassified to Park Ranger Supervisor.

- Recreation – the department requested to reclassify a vacant Recreation Supervisor II to Recreation Supervisor III to address operational needs.

- Police Grants Fund – The City serves as the fiscal agent for CBAG and SD LECC. Changes approved for these programs include the addition of a 2.0 FA (Fiscal Agent) Program Assistants, the reclassification of 3.0 FA Public Safety Analyst positions to FA Senior Public Safety Analyst, the reclassification of a FA Network Manager to FA Information Security Program Manager, and the addition of 1.0 FA Senior Secretary. The addition of a grant funded Peace Officer was also approved in this fund.

- Central Garage Fund – During fiscal year 2014, the department conducted an extensive Continuous Improvement project. As part of the recommended changes, two positions (Equipment Mechanic and Fleet Inventory Control Specialist) were added to the Central Garage in order to improve efficiency.

The following table summarizes the position changes Council authorized during fiscal year 2013-14.

Summary of Fiscal Year 2013-14 Staffing Changes

Approved by City Council

Department/Fund	Program	Position	FTE
Police (1.0)	Patrol	Community Service Officer	2.0
		Peace Officer	-1.0
	Fiscal Operations	Senior Fiscal Office Specialist	-1.0
		Facility and Supplies Specialist	0.5
		Fiscal Office Specialist	0.5
Fire (0.0)	Fire Suppression	Firefighter	-4.0
		Firefighter/Paramedic	4.0
Public Works (0.0)	Survey	Land Surveyor	-1.0
		Senior Civil Engineer	1.0
	Park Ranger	Senior Park Ranger	-1.0
		Park Ranger Supervisor	1.0
Recreation (0.0)	Adult Athletics	Recreation Supervisor III	1.0
		Recreation Supervisor II	-1.0
Police Grants Fund (3.0)	Fiscal Agent (FA) positions - CBAG and SD LECC	FA Program Assistant	2.0
		FA Public Safety Analyst	-3.0
		FA Senior Public Safety Analyst	3.0
		FA Network Manager	-1.0
		FA Information Security Program Manager	1.0
		FA Senior Secretary	1.0
	OTS DUI Enforcement	Peace Officer	1.0
Central Garage Fund (2.0)	Central Garage Operations	Equipment Mechanic	1.0
		Fleet Inventory Control Specialist	1.0
Total Citywide			**7.0**

FISCAL YEAR 2014-15 CHANGES

The fiscal year 2014-15 budget largely reflects a carryover of the services and programs funded in the current fiscal year. In total, the changes result in a net increase of 3.75 FTE when compared to the fiscal year 2013-14 amended budget. These changes include the following changes summarized by department:

- Administration/Economic Development – During fiscal year 2013-14 City Council approved additional funding for Economic Development. As part of that effort, the fiscal year 2014-15 budget reflects the addition of a Senior Economic Development Specialist. Under supervision of the Principal Economic Development Specialist, the position will respond to daily direct requests to existing and potential new businesses and assist with the timely, accurate and relevant collection, analysis and presentation of data that help businesses make informed Chula Vista investment decisions.

- Information Technology – In order to address operational needs and improve efficiency in the Information Technology Department a reorganization of the ITS Department is recommended. The reorganization of the department will allow for enhanced leadership of the department with a focus on implementing Continuous Improvement in the department and in support of other department's projects. Critical projects such as implementing a disaster recovery plan for business continuity during a natural or manmade disaster with a focus on more cloud computing to increase the use of computing and storage power to free up financial resources and maintenance tasks so staff can focus on developing new applications. The reorganization results in the addition of a Director of Information Technology Services, the elimination of the Assistant Director of Information Technology Services position, the addition of an Information Technology Manager, and the elimination of an Information Technology Support Specialist. The reorganization will not require the net addition of any FTEs.

- Finance – During fiscal year 2013-14, the department experienced turnover in the Comptroller Division. During the recruitment process it was determined that the Fiscal Operations Manager should be retitled to Finance Manager. This change resulted in a title change only.

- Animal Care Facility – During fiscal year 2014, the Animal Care Facility worked with Human Resources on a number of classification reviews. As a result, Human Resources is recommending the reclassification of several positions, including an Animal Control Officer to Animal Control Officer Supervisor, an Animal Care Assistant to Senior Office Specialist, an Office Specialist to Fiscal Office Specialist, and a Veterinary Assistant to Registered Veterinary Technician. In addition, the department is also recommending the elimination of a vacant Animal Adoption Counselor and the addition of an Animal Care Supervisor. This change will help improve first line supervision. Finally, the fiscal year 2014-15 budget also includes the addition of a part-time Registered Veterinary Technician. This is a no net cost change as this position was previously filled on an hourly basis.

- Development Services (General Fund) – The fiscal year 2014-15 budget includes the transfer of the Development Services Director from the Development Services Fund to the General Fund. This change does not result in an additional impact to the General Fund as the funding for this position will continue to be split between the General Fund, Development Services Fund and the CV Housing Authority. The budget also reflects the retitle of the Advanced Planning Manager to Planning Manager. This position is also being reduced from a full-time position to a part-time position. Finally, a part-time Associate Planner position is being increased to three-quarter time. In total, these changes result in a net increase of 0.75 FTE.

- Police/Police Grants Fund – During fiscal year 2013-14, City Council approved the addition of 2.0 Community Service Officers in an effort to move forward with implementation of the recommendations included in the Matrix Study. The fiscal year 2014-15 includes an additional 0.5 Community Service Officer to the Police Department – this change will increase a position that is currently budgeted as part-time to a full-time position. The budget also reflects the transfer of 1.0 Peace Officer from the Police Grants Fund to

the General Fund.

- Fire – During fiscal year 2014, the Fire Department worked with Human Resources on a classification review of an Office Specialist position. As a result of the review, Human Resources is recommending the reclassification of the Office Specialist to Senior Office Specialist.

- Public Works – During fiscal year 2014, the Public Works Department requested a review of the Public Works Specialist classification series. While the classification series review is still in progress, Human Resources is recommending the reclassification of one Public Works Specialist to Management Analyst at this time. In addition, the department requested to reclassify a vacant Associate Engineer to Assistant Engineer.

- Library – With the adoption of the fiscal year 2013-14 budget, City Council approved the addition of the classification of Director of Library and the elimination of the classification Director of Library and Recreation. This change was not reflected in the authorized position count for the Library Department. The recommended change corrects this oversight.

- Federal Grants Fund – The Fire Department is recommending the addition of a grant funded Emergency Services Coordinator. The primary focus of this position is to prepare the City for disasters and emergencies. The Emergency Services Coordinator will develop disaster response plans, train other employees to staff the Emergency Operations Center, and coordinate hands-on experience and training to increase local community preparedness. This position was previously filled on a part-time hourly basis.

- Redevelopment Obligation Retirement Fund – Staff is recommending the elimination of a vacant Senior Project Coordinator position. Work previously assigned to this position will be reassigned to existing staff and contractual services as needed.

- Development Services Fund – As discussed above, the Director of Development Services is being transferred from the Development Services Fund. In addition to this change, the Development Services Fund also reflects the addition of a Development Services Technician (DST) II and Development Services Technician I. The DST II is a no net cost change as the Department has reduced the contract services budget to offset this change. The DST I is being offset by salary savings in fiscal year 2015. These changes result in a net increase of 1.0 FTE in the Development Services Fund. The budget also reflects a title change for the Development Planning Manager to Planning Manager. Finally, after conducting a classification review, the Human Resources Department is recommending the reclassification of 2.0 Landscape Planner II positions to Landscape Architect.

Reclassifications - During the development of the fiscal year 2014-15 budget, departments worked with the Human Resources Department to review positions that are working out of class due to changing job duties resulting from the various budget reductions and reorganizations that have occurred over the last several years. Departments worked with Human Resources to determine the appropriate classification and compensation for these reclassification requests. The recommended staffing changes are based on changes to scope of responsibility.

The following table summarizes the changes reflected in the fiscal year 2014-15 budget.

Summary of Fiscal Year 2014-15 Staffing Changes

Department/Fund	Program	Position	FTE
Administration (1.0)	Economic Development	Senior Economic Development Specialist	1.0
Information Technology (0.0)	ITS Administration	Director of Information Technology Services	1.0
		Assistant Director of Information Technology Services	-1.0

Department/Fund	Program	Position	FTE
		Information Technology Manager	1.0
	Microcomputer Support	Information Tech Support Specialist	-1.0
Finance (0.0)	Comptroller Division – Retitle Only	Fiscal Operations Manager	-1.0
		Finance Manager	1.0
Animal Care Facility (0.5)	Reclassifications	Animal Control Officer	-1.0
		Animal Control Officer Supervisor	1.0
		Animal Care Assistant	-1.0
		Senior Office Specialist	1.0
		Office Specialist	-1.0
		Fiscal Office Specialist	1.0
		Veterinary Assistant	-1.0
		Registered Veterinarian Technician	1.0
	Animal Care Services	Registered Veterinarian Technician	0.5
		Animal Adoption Counselor	-1.0
		Animal Care Supervisor	1.0
Development Services General Fund (0.75)	DSD Administration – Transfer from Development Services Fund to General Fund	Director of Development Services	1.0
	Advance Planning	Advanced Planning Manager	-1.0
		Planning Manager	0.5
		Associate Planner	0.25
Police (1.5)	Transfer from Police Grants Fund to Police Department	Peace Officer	1.0
	Reclassification	Police Data Specialist	-1.0
		Police Records Specialist	1.0
	Patrol	Community Service Officer	0.5
Fire (0.0)	Reclassification	Office Specialist	-1.0
		Senior Office Specialist	1.0
Public Works (0.0)	Reclassification	Public Works Specialist	-1.0
		Management Analyst	1.0
	Infrastructure Projects	Associate Engineer	-1.0
		Assistant Engineer	1.0
Library (0.0)	Library Administration – Retitle Only	Director of Library and Recreation	-1.0
		Director of Library	1.0
Police Grants Fund (-1.0)	Transfer from Police Grants Fund to Police Department	Peace Officer	-1.0
Federal Grants Fund (1.0)	Emergency Management Performance Grant (EMPG)	Emergency Services Coordinator	1.0

Department/Fund	Program	Position	FTE
Successor Agency to the Redevelopment Agency (-1.0)	Successor Agency	Senior Project Coordinator	-1.0
Development Services Fund (1.0)	DSD Administration – transfer from Development Services Fund to General Fund	Director of Development Services	-1.0
	Reclassification	Landscape Planner II	-2.0
		Landscape Architect	2.0
	Development Services Counter	Development Services Tech II	1.0
	Building Division	Development Services Tech I	1.0
	Development Planning – Retitle Only	Development Planning Manager	-1.0
		Planning Manager	1.0
Total Citywide			**3.75**

SUMMARY OF FROZEN POSITIONS

In a prior fiscal year there were a number of positions that were frozen in order to help balance the budget. Due to the continued fiscal constraints, the majority of these positions remain frozen in fiscal year 2014-15. As funding becomes available the status of these positions will be reevaluated; recommended funding changes will be brought to Council for consideration. During fiscal year 2013-14, the following positions were "unfrozen" - Police Captain and Law Office Manager.

The Chief Service Office was frozen during fiscal year 2013-14 due to eliminated funding for the position.

During fiscal year 2013-14, the Police Department received authorization for a grant funded officer in the Traffic Unit. This position was added to the Police Grants Fund and a frozen position was simultaneously eliminated from the General Fund. Due to ongoing officer vacancies and staffing shortages in Patrol, the grant funded position was not filled. The fiscal year 2014-15 budget reflects the elimination of the grant funded position and the addition of the frozen position in the General Fund.

The fiscal year 2014-15 budget reflects 19.0 frozen positions; this is a reduction of 1.0 frozen positions when compared to the prior fiscal year. The frozen positions are summarized by department on the following table.

Summary of Fiscal Year 2014-15 Frozen Positions

Department/Fund	Program	Position	FTE
City Council	Service Grants	Chief Service Officer	1.00
Fire	Fire Training	Fire Division Chief	1.00
		Fire Engineer	1.00
Police	Community Patrol	Peace Officer	11.00
	Street Crime/Gang Suppression	Peace Officer	1.00
	City Jail	Detention Facility Manager	1.00
	Police Dispatch	Police Dispatch	2.00
		Police Communications Systems Manager	1.00

SUMMARY OF STAFFING CHANGES BY DEPARTMENT AND BARGAINING UNIT

The following tables summarize the staffing changes occurring between the fiscal year 2013-14 adopted budget and the fiscal year 2014-15 adopted budget, by bargaining unit and by department.

Summary of Staffing Changes by Bargaining Unit

Bargaining Unit	FY 13-14 Adopted Staffing	FY 13-14 Mid Year Changes	FY 14-15 Proposed Changes	FY 14-15 Adopted Staffing	% Change
Unrepresented Professionals and Mid Managers	31.00	3.00	-	34.00	9.7%
Executives	15.00	-	1.00	16.00	6.7%
Chula Vista Mid Managers and Professionals Association	64.50	-	2.00	66.50	3.1%
Chula Vista Employee's Association	380.50	4.00	1.25	385.75	1.4%
City Council	5.00	-	-	5.00	0.0%
International Association of Firefighters	125.00	-	-	125.00	0.0%
Peace Officer's Association	233.00	-	-	233.00	0.0%
Western Council of Engineers	27.00	-	-	27.00	0.0%
Senior Managers	37.00	-	(0.50)	36.50	-1.4%
Confidential	32.00	-	-	32.00	0.0%
Total	**950.00**	**7.00**	**3.75**	**960.75**	**1.1%**

Summary of Staffing Changes by Department

Department/ Fund	FY 13-14 Adopted Staffing	FY 13-14 Mid Year Changes	FY 14-15 Proposed Changes	FY 14-15 Adopted Staffing	% Change
Administration	13.00	-	1.00	14.00	7.7%
Development Services-GF	19.50	-	0.75	20.25	3.8%
Animal Care Facility	20.50	-	0.50	21.00	2.4%
Police	319.00	1.00	1.50	321.50	0.8%
City Attorney	13.00	-	-	13.00	0.0%
City Clerk	5.00	-	-	5.00	0.0%
City Council	14.00	-	-	14.00	0.0%
Finance	28.00	-	-	28.00	0.0%
Fire	136.00	-	-	136.00	0.0%
Human Resources	15.00	-	-	15.00	0.0%
Information Technology Svcs	17.00	-	-	17.00	0.0%
Library	21.50	-	-	21.50	0.0%
Public Works	163.00	-	-	163.00	0.0%
Recreation	17.00	-	-	17.00	0.0%
General Fund Total	**801.50**	**1.00**	**3.75**	**806.25**	**0.6%**
Other Funds					
Federal Grants Fund	1.00	-	1.00	2.00	100.0%
Fleet Management	8.00	2.00	-	10.00	0.25
Police Grants Fund	37.00	4.00	(1.00)	40.00	8.1%
Development Services	44.50	-	1.00	45.50	2.2%
Advanced Life Support	1.00	-	-	1.00	0.0%
CV Housing	4.00	-	-	4.00	0.0%
Environmental Services	5.00	-	-	5.00	0.0%
Sewer	46.00	-	-	46.00	0.0%
Transit	1.00	-	-	1.00	0.0%
Successor Agency to RDA	1.00	-	(1.00)	-	-100.0%
Other Funds Total	**148.50**	**6.00**	**-**	**154.50**	**4.0%**
CITYWIDE TOTAL	**950.00**	**7.00**	**3.75**	**960.75**	**1.1%**

CITY STAFF EMPLOYEES

5-Year Position Summary

DEPARTMENT	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15
LEGISLATIVE/ADMINISTRATIVE					
City Council	13.00	14.00	14.00	14.00	14.00
City Clerk/Elections	6.50	5.00	5.00	5.00	5.00
City Attorney	11.00	12.00	13.00	13.00	13.00
Administration	10.00	9.00	10.00	13.00	14.00
Information Technology Services	19.00	18.00	18.00	17.00	17.00
Human Resources	16.75	15.00	15.00	15.00	15.00
Finance	27.00	26.00	26.00	28.00	28.00
TOTAL	**103.25**	**99.00**	**101.00**	**105.00**	**106.00**
DEVELOPMENT/MAINTENANCE					
Animal Care Facility	19.25	17.75	19.25	20.50	21.00
Development Services	27.00	21.50	20.50	19.50	20.25
Engineering	0.00	0.00	0.00	0.00	0.00
Public Works Operations	192.50	160.50	162.00	163.00	163.00
TOTAL	**238.75**	**199.75**	**201.75**	**203.00**	**204.25**
PUBLIC SAFETY					
Police	321.50	306.50	313.00	319.00	321.50
Fire	135.00	134.00	135.00	136.00	136.00
TOTAL	**456.50**	**440.50**	**448.00**	**455.00**	**457.50**
COMMUNITY SERVICES					
Recreation	26.00	17.00	17.00	17.00	17.00
Library	39.75	21.00	21.10	21.50	21.50
Nature Center	0.00	0.00	0.00	0.00	0.00
TOTAL	**65.75**	**38.00**	**38.10**	**38.50**	**38.50**
GENERAL FUND SUBTOTAL	**864.25**	**777.25**	**788.85**	**801.50**	**806.25**

CITY STAFF EMPLOYEES

5-Year Position Summary

DEPARTMENT	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15
OTHER FUNDS					
Advanced Life Support	0.00	0.00	0.00	1.00	1.00
Development Services	39.00	39.00	41.50	44.50	45.50
Parking Meters	0.00	0.00	0.00	0.00	0.00
Police Grant Funds/California Border Alliance Group (CBAG)	21.00	34.00	34.00	37.00	40.00
UASI	0.00	0.00	0.00	1.00	2.00
American Renewal & Reinvestment Act	6.50	4.50	0.00	0.00	0.00
Environmental Services	4.00	4.00	5.00	5.00	5.00
Housing Authority	7.00	7.00	7.00	4.00	4.00
Successor Agency	0.00	0.00	1.00	1.00	0.00
Fleet Management	10.00	8.00	8.00	8.00	10.00
Transit	3.00	1.00	1.00	1.00	1.00
Sewer	46.00	46.00	46.00	46.00	46.00
Redevelopment Agency	4.00	4.00	0.00	0.00	0.00
TOTAL	**140.50**	**147.50**	**143.50**	**148.50**	**154.50**
GRAND TOTAL (does not include hourly staffing)	**1,004.75**	**924.75**	**932.35**	**950.00**	**960.75**

GENERAL FUND SUMMARY

General Fund Expenditure Summary

General Fund Revenue Summary

General Fund Net Cost

General Fund Five-Year Financial Forecast

Department Summary Reports

General Fund Expenditure Summary

CHULA VISTA GENERAL OPERATING BUDGET in thousands (000)	
FY 12-13 Actual Expenditures	126,354
FY 13-14 Council Adopted	127,493
FY 14-15 Adopted Budget	**132,813**
% Change FY 13-14 to FY 14-15	**4.2%**

The General Fund Adopted Operating Budget for fiscal year 2013-14 totals $132.8 million, which reflects an increase of $5.3 million (4.2%) when compared to the Council Adopted Budget for fiscal year 2013-14 and $6.5 million (5.1%) increase when compared to the fiscal year 2012-13 actual expenditures. The General Fund Adopted CIP Budget for fiscal year 2014-15 is $1.7 million, bringing the total General Fund Adopted Budget to $134.5 million.

The General Fund Adopted Budget is balanced. The City continues to experience positive signs in the local economy as it strives to keep expenditures in line with anticipated revenues. To this end, the fiscal year 2014-15 adopted budget reflects a number of adjustments needed to balance the budget however, no significant reductions in service levels are anticipated from these changes.

A comparison of the fiscal year 2014-15 adopted budget, the fiscal year 2013-14 adopted budget, and the fiscal year 2012-13 actual expenditures are summarized in the following table.

General Fund Expenditure Summary
In Thousands (000)

Description	FY 2012-13 Actual	FY 2013-14 Adopted	FY 2014-15 Adopted	Change
Personnel Services	$ 99,234	$ 102,815	$ 107,154	$ 4,339
Supplies and Services	$ 14,309	$ 13,193	$ 14,176	$ 982
Other Expenses	$ 451	$ 464	$ 517	$ 53
Capital	$ 1,569	$ 137	$ 196	$ 59
Transfers Out	$ 6,011	$ 6,263	$ 5,740	$ (523)
Non-CIP Project Expenditures	$ 100	$ 19	$ 19	$ -
Utilities	$ 4,681	$ 4,601	$ 5,011	$ 410
Total Operating Budget	**$ 126,354**	**$ 127,493**	**$ 132,813**	**$ 5,320**
CIP Project Expenditures	$ 1,173	$ 258	$ 1,724	$ 1,466
Total General Fund Budget	**$ 127,527**	**$ 127,751**	**$ 134,537**	**$ 6,785**

MAJOR EXPENDITURE CHANGES BY CATEGORY

- Personnel Services – This category reflects the largest change when compared to the prior year, an increase of $4.3 million. Reflected in this increase is the following:

  - $2.0 million in salary costs that includes the annualized costs of salary increases approved in fiscal year 2013-14, the addition of 4.75 positions and scheduled step increases.

  - A $1.3 million increase for retirement costs based on the October 2013 Annual Valuations report from CalPERS.

  - $0.7 million for increased flex/insurance costs to account for anticipate increases in health premiums based on the trend for these costs.

  - $0.5 million in Worker's Comp charges, based on increased costs in the Workers Compensation Fund.

  - $0.4 million in combined increases to other various personnel costs including hourly personnel, differential pay, overtime, vacation-in-lieu expenses, and various employee benefit expenses.

  These increases were partially offset by the following:

  - A $0.5 million increase in salary savings. Budgeted salary savings in fiscal year 2014-15 total $1.4 million. In order to realize this level of salary savings, requests to fill positions will be closely evaluated and may result in a slowdown in hiring.

- Transfers-Out – This category reflects a decrease of $0.5 million over the 2013-14 adopted budget. This decrease is reflects a reduction in the transfer to the Public Liability Trust Fund. This reduction was undertaken in order to balance the budget and may need to be restored in future budgets.

- CIP Project Expenditures – This category reflects an increase of $1.5 million when compared to the fiscal year 2013-14 adopted budget. The fiscal year 2014-15 adopted budget totals $1.7 million and includes funding for the following projects:

  - Third Avenue Streetscape Improvement Phase II ($1,274,067) (revenue offset).

  - Asset Management Studies ($450,000)

- Supplies and Services - The fiscal year 2014-15 adopted budget for the supplies and services expenditure category is increasing by $1.0 million. This increase is attributed to the following major changes:

  - A $0.3 million increase in fleet maintenance costs.

  - A $0.3 million increase in other agencies' permits & fees. This is primarily due to various budget changes within the Police Department's supplies and services budget. This increase was offset by a decrease in contractual services.

  - A $0.2 million increase in city liability insurance costs.

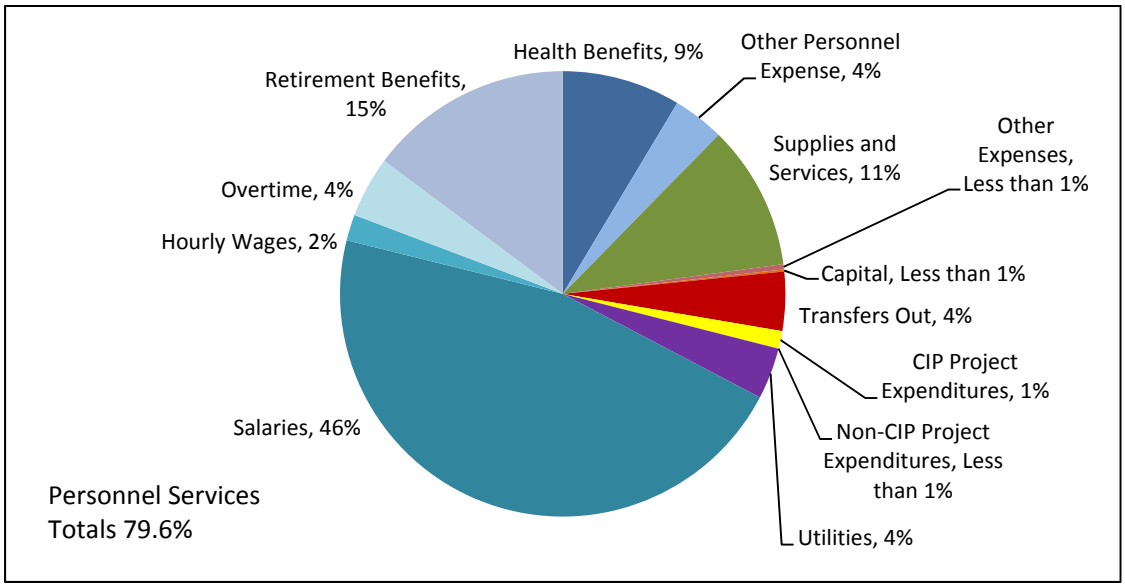
  - $0.2 million in combined increases to various other supplies and services costs including software maintenance fees, wireless & data access charges, advertising costs, and program supplies.

  - A $0.2 million increase in membership dues as result of a transfer from within the Fire Department from the contracted services object account.

- Utilities - The fiscal year 2014-15 adopted budget for this category has been increased by $0.4 million. Utility budgets have been adjusted to reflect projected expenditures for fiscal year 2014-15. The water budget is increasing by $0.4 million based on usage and anticipated rate increases. The other City utility expenditure budgets for gas and electric and trash collection services experienced minor expenditure adjustments that offset each other.

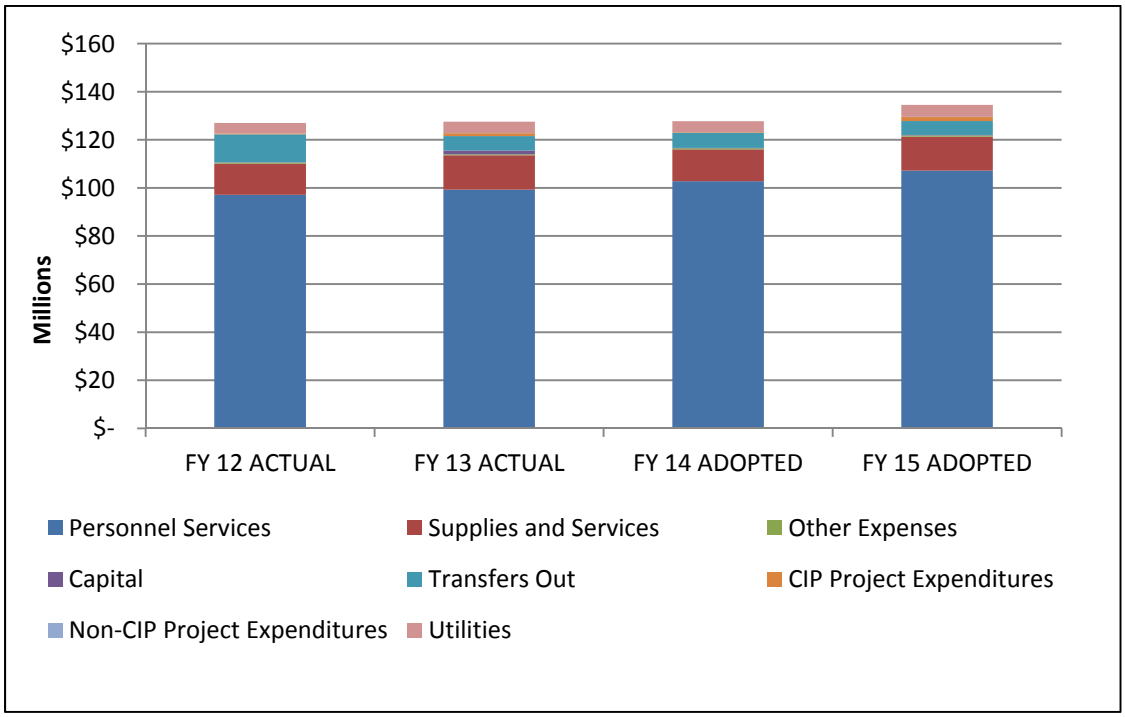
General Fund Expenditures by Category

Fiscal Year 2014-2015



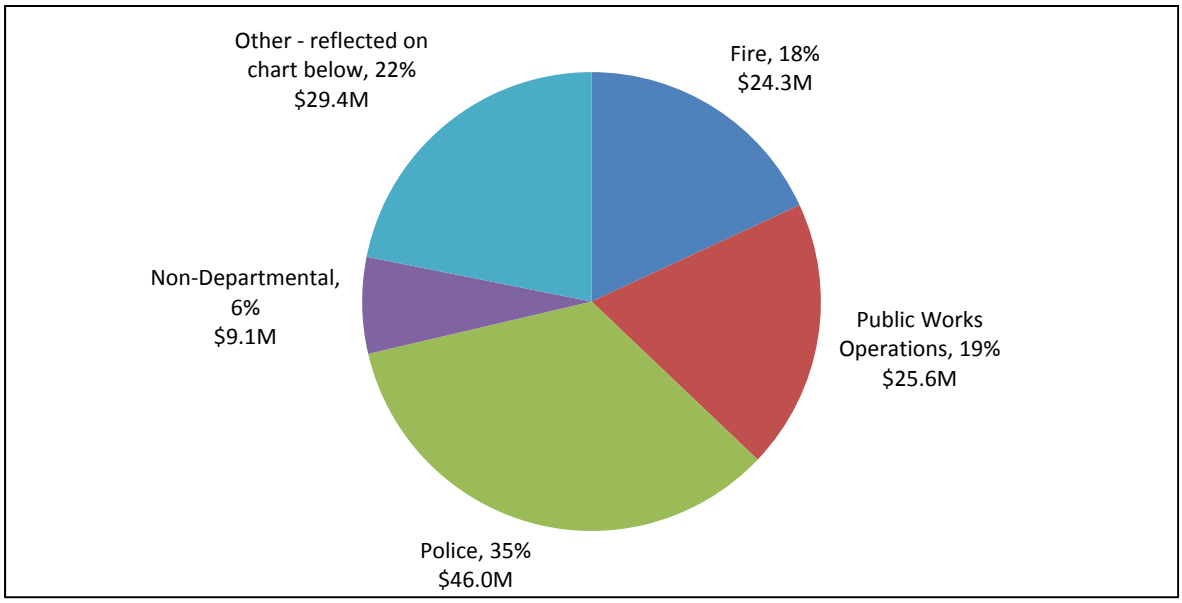
General Fund Expenditures History by Category

Fiscal Year 2014-2015



General Fund Expenditure by Department

Fiscal Year 2014-2015

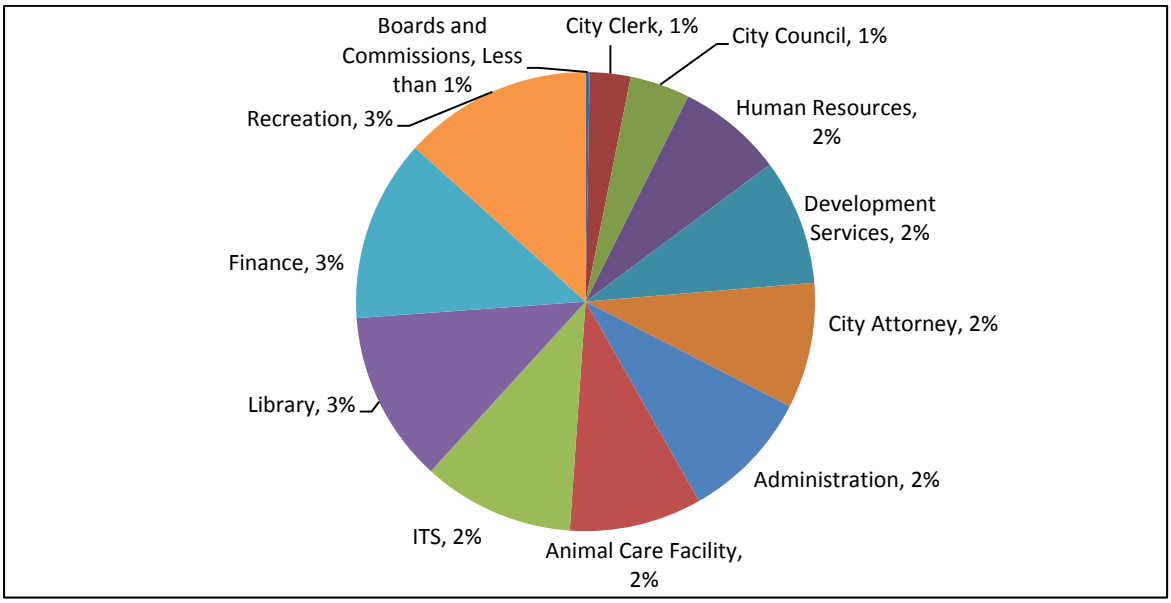


Note: The chart above does not reflect net cost of each department, only their expenditure allocations.

The following chart reflects the "Other" department costs included in the previous chart that includes the $29.4 million of the General Fund department budget expenditures.

General Fund Expenditure by Department (Other Department Detail – totals $29.4 million)

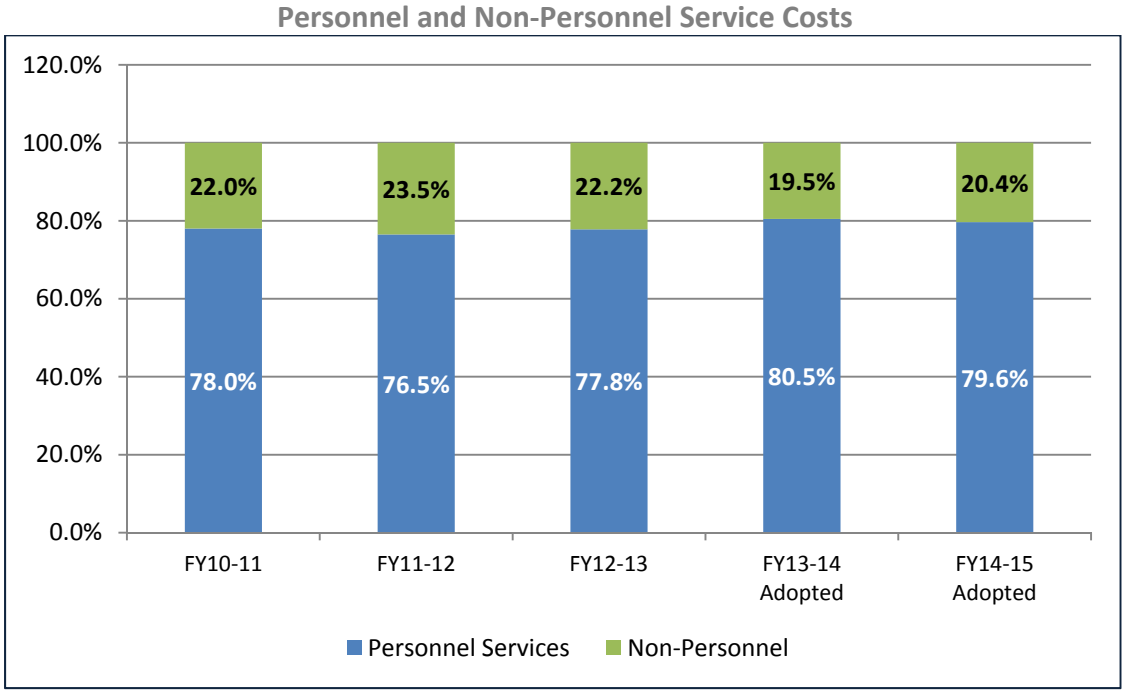
Fiscal Year 2014-2015



Note: The chart above does not reflect net cost of each department, only their expenditure allocations.

PERSONNEL SERVICES EXPENDITURES AS A PERCENT OF BUDGET

Personnel Services expenditures (employee salaries and benefits) are the largest component of General Fund expenditures. At the beginning of fiscal year 2010-11, personnel services represented 78.0% of the overall general fund budget, compared to the adopted fiscal year 2014-15 level of 79.6%. The reductions in fiscal year 2012 reflect the major staffing reductions the City was required to make in order to keep expenditures in line with declining revenues. The reduction in the percentage for fiscal year 2014-15 (79.6%) is attributed to a relatively larger Capital Improvement Program (CIP) budget than in the preceding fiscal years.



STAFFING LEVELS

Despite the City's population growing at an average rate of over 1.0% since fiscal year 2010-11 the number of permanent, benefited employees is 4.5% lower than it was during fiscal year 2010-11. The following table summarizes the staffing changes by service category from fiscal year 2010-11 to the fiscal year 2014-15 adopted budget.

Staffing for Community Services and the Development and Maintenance Services categories are down 41.4% and 10.2% respectively from 2010-11. Staffing for the Legislative and Administrative service category has increased slightly (1.2%) primarily due to reorganizations/consolidations that have shifted staff from other service categories. Public Safety staffing levels have increased (3.7%) – this increase includes the addition of various grant funded positions.

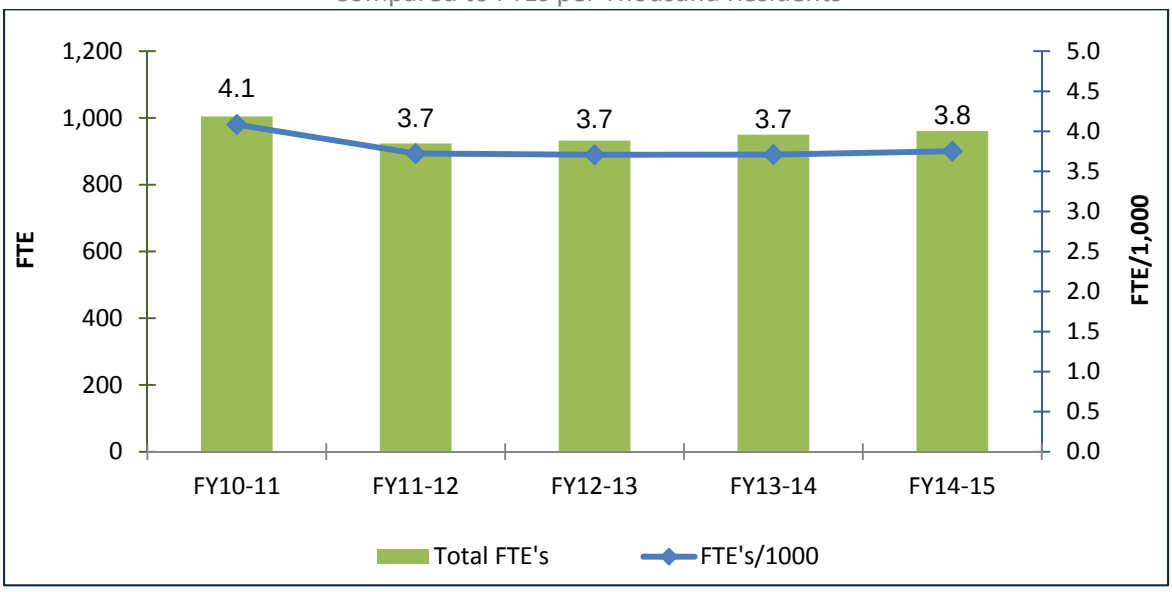
Budget constraints necessitated the net elimination of 331.4 full time equivalent (FTE) positions from the City's peak employment of 1,263.75 FTEs during fiscal year 2006-07. The last major reduction occurred in 2011 and is reflected in the fiscal year 2011-12 budget. As shown in the following graph, the number of FTEs per thousand population has decreased from 4.1 in 2010-11 to 3.7 in fiscal year 2011-12 through 2013-14. The number of estimated employees per thousand residents in fiscal year 2014-15 is 3.8.

Staffing Level Fiscal Year 2010-2011 to Fiscal Year 2014-2015

Council Adopted Budget	FY 10-11	FY 11-12	FY 12-13	FY 13-14	FY 14-15	% Chg.
Legislative and Administrative	104.75	100.50	101.00	105.00	106.00	1.2%
Development and Maintenance	351.75	308.75	311.25	312.50	315.75	-10.2%
Public Safety	482.50	477.50	482.00	494.00	500.50	3.7%
Community Services	65.75	38.00	38.10	38.50	38.50	-41.4%
Total City Staff	1,004.75	924.75	932.35	950.00	960.75	-4.4%

City of Chula Vista Staffing (FTEs)

Compared to FTEs per Thousand Residents



SALARY ADJUSTMENTS

Over the last several years, the City's bargaining groups worked with City management to reach new agreements that reduced personnel costs in an effort to balance the budget. The adjustments to employee compensation included wage concessions and pension reform. Subsequently, the City finances have stabilized and improved to the point where the City has been able to grant salary increases to its employee bargaining groups. The fiscal year 2014-15 budget reflects the continuance of the full annualized costs resulting from the previous agreements reached with the City's bargaining units as well as raises that have been recently granted in the previous fiscal year. The City is currently in negotiations with five of the City's bargaining groups. The City Manager has set aside $1,000,000 for anticipated salary adjustments. The actual impact of salary adjustments will depend on the final agreements with the bargaining groups. As these agreements are reached, staff will bring forward for Council approval the memorandums of understanding and include the fiscal impact.

RISING RETIREMENT COSTS

The increase in retirement costs driven by rising CalPERS costs is a significant budgetary challenge facing the City. The payments made to the retirement system equal 15.0% of the City's General Fund in the fiscal year 2014-15 adopted budget.

Increases in CalPERS contributions can be attributed to several factors. In the early 2000's the City approved enhanced formula benefits for all City employees. During the recent economic downturn, the City also approved an early retirement incentive to encourage employees to retire thereby reducing the number of layoffs, but increasing the City's payment to CalPERS. During this same time period, CalPERS experienced significant investment losses.

Over the last several years, CalPERS has made a series of changes that have resulted in higher contribution rates. Prior to fiscal year 2005-06, the CalPERS investment pool assumed a rate of return of 8.25% and any market gains (or losses) less than that amount could significantly affect the City's overall contribution rate. In fiscal year 2005-06, CalPERS adjusted their investment return assumption to 7.75%. In 2012, the CalPERS Board of Administration approved a recommendation to lower the rate investment return assumption from 7.75% to 7.50%.

Additional changes that have been implemented by CalPERS include a change the CalPERS amortization and smoothing policies. With this change, CalPERS has employed an amortization and smoothing policy that will pay for all gains and losses over a fixed 30-year period with the increases or decreases in the rate spread directly over a 5-year period.

More recently, as discussed in the February 2014 circular, CalPERS has focused in on current asset allocations in an effort to stem the volatility of investment returns as it implements its investment strategies to achieve the long-term assumed rate of 7.5% for the retirement fund. In addition the CalPERS board also adopted significant changes to actuarial assumptions with respect to mortality rates after evaluation of a demographic study that covered the years 1997-2011. This study yielded the following conclusions that will impact employer contribution rates:

- Men are living two years longer on average
- Women are living one and half years longer on average
- There are higher rates of service retirement for certain groups including firefighters and police officers
- Lower rates of disability retirements for all groups
- Members with longer service received higher salary increases

CalPERS is sensitive to the impact mortality improvements are likely to have on employer retirement contribution rates and has subsequently sought input from employer organizations. Most supported the new assumption with respect to mortality improvements but expressed concern with respect to the potential costs impacts. As such, CalPERS adopted the recommendation for local public agencies to first reflect the change in assumptions in fiscal year 2016-17 with the cost spread over twenty years with the increases phased in over the first five years and ramped down over the last five years of the twenty year amortization period. CalPERS is now looking at ways to provide options in the valuation reports for

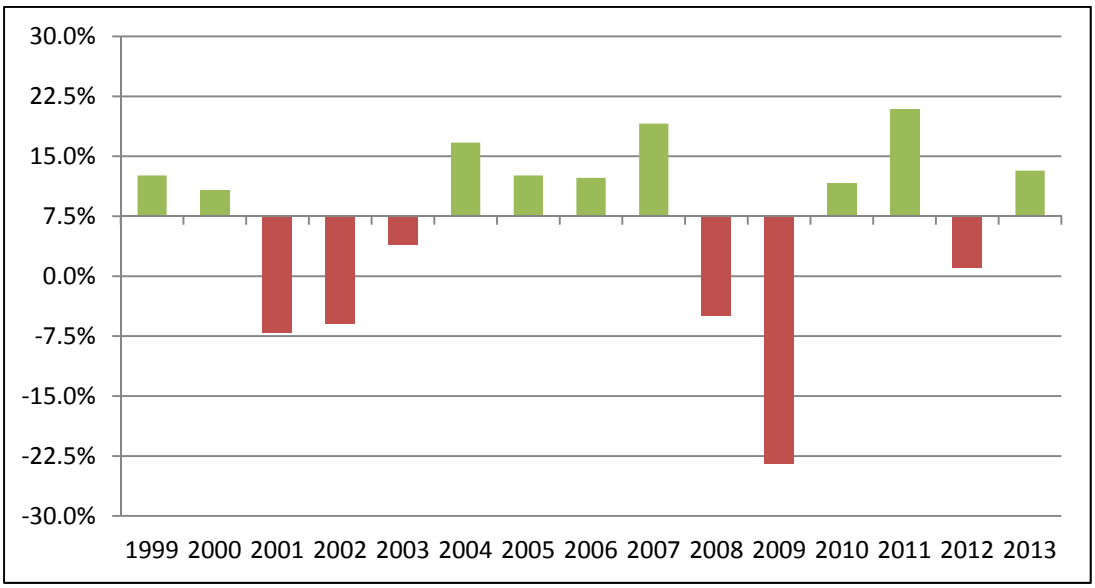
employers that would like to accelerate funding of their pension benefits.

The budgetary impacts caused by the increased employer contribution rates for retirement costs have been significant and will continue to challenge the City in future years. The impact of these cost increases have been partially offset through negotiations with City's bargaining groups that have resulted in the implementation of pension reform. Under the negotiated pension reform, employees have agreed to pay their share of pension costs thereby reducing the impact of pension cost increases to the City's budget. Miscellaneous employees contribute 8% of their salary and public safety employees contribute 9% of their salary towards pension costs.

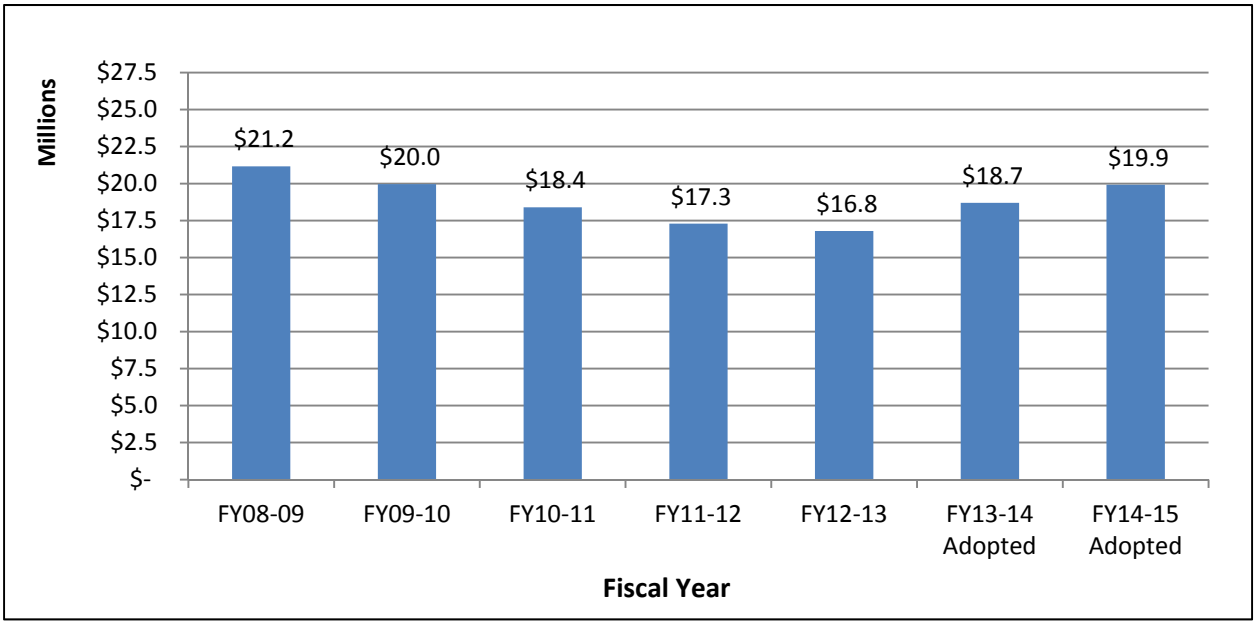
To follow is a series of charts related to pension costs. The first chart depicts the actual market rates of return for the CalPERS investment portfolio relative to the assumed rate of return. The second chart reflects actual CalPERS costs in the General Fund for fiscal years 2008 to 2012 and budgeted costs for fiscal years 2013 and 2014. The final chart reflects historical CalPERS contributions illustrating the employer (City) contribution rates from fiscal years 2003-04 to 2014-15 and projected rates for fiscal years 2015-16 through 2019-20.

CalPERS Historical Market Value Rates of Return

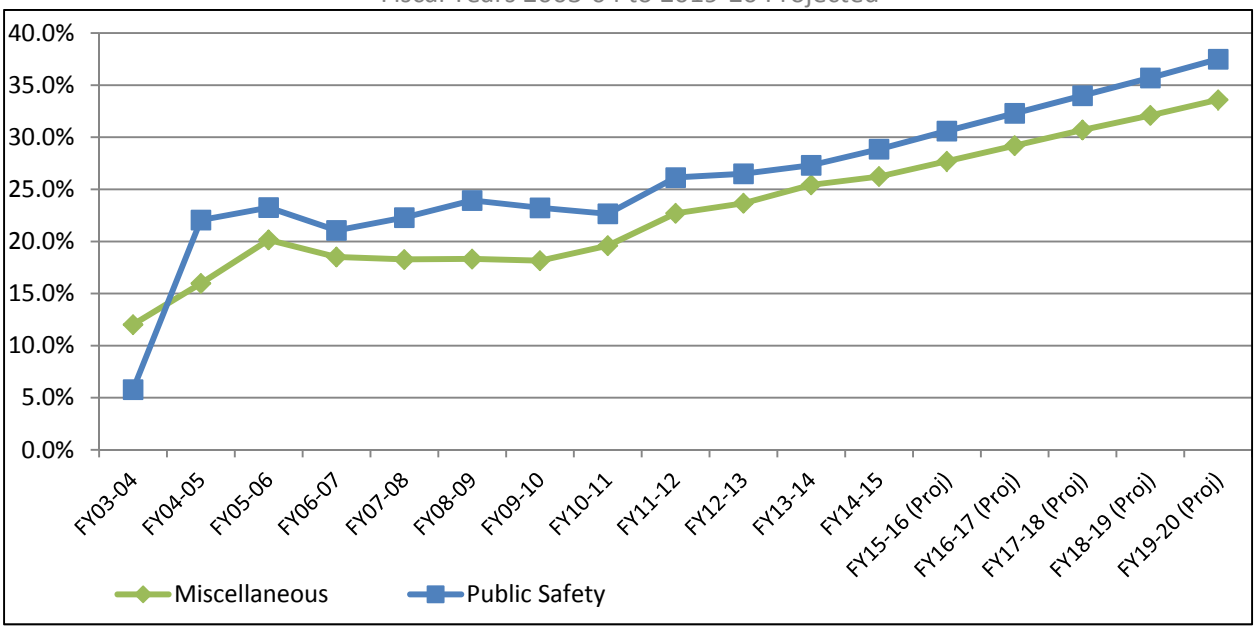
Relative to Assumed Investment Return of 7.5%



Retirement Costs
(General Fund)
Fiscal Years 2008-09 to 2014-15



CalPERS Employer Contribution Rates
Fiscal Years 2003-04 to 2019-20 Projected



Notes:

1. Includes Employer Contribution. The actual employer contribution is higher due to Employer Paid Member Contributions (EPMC) ranging from 1.3% to 4.2%, and for applicable years 8% and 9% Employer Paid Member Contribution (Employee Contribution).
2. Contribution rates applicable to Tier 1 "Classic" Members.
3. Projected rates (FY 2016 through FY 2020), based on CalPERS Actuarial Valuation Report as of June 30, 2012, reflects assumed ROI of 7.5%.

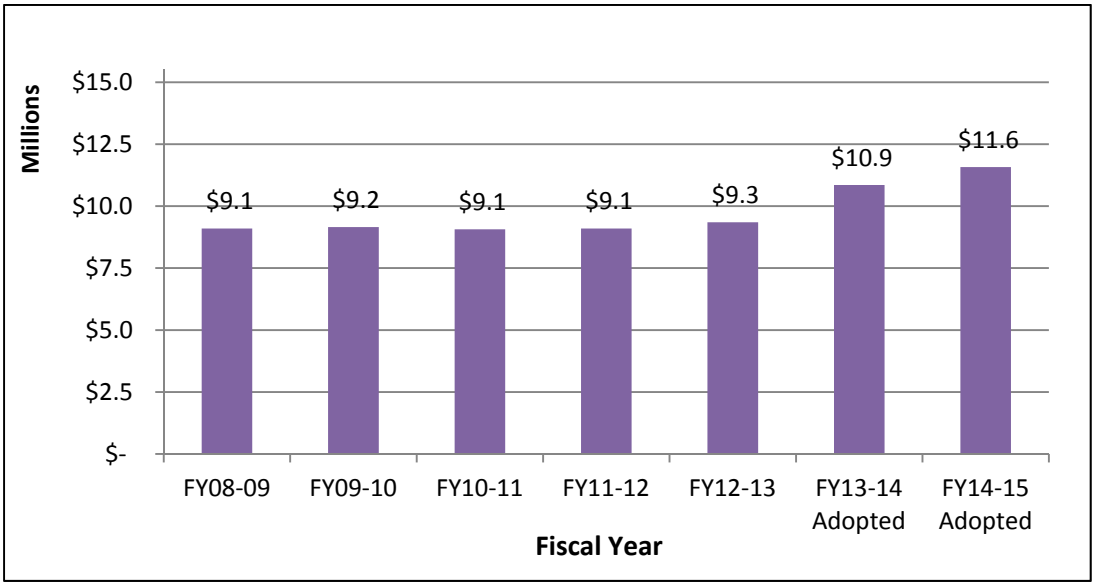
HEALTH CARE COSTS

Flex/Health insurance represents 9.0% of the total fiscal year 2014-15 General Fund expenditure budget and account for the health care costs for permanent employees.

To follow are charts and tables reflecting the increased expenditures related to flex/health insurance. The first chart illustrates the actual Flex/Health insurance costs in the General Fund for fiscal years 2009 to 2013 and budgeted costs for fiscal years 2014 and 2015. It is important to note that the decrease in actuals in fiscal year 2010-11 and fiscal year 2011-12 was due to the reduction in staffing levels over the same period of time and not caused by a decrease in flex/health insurance costs. In actuality, Flex/Health insurance costs have increased annually. The annually increasing flex/health insurance cost is a challenge that the City will continue to address in future budgets.

The subsequent table displays Flex Allotments by bargaining group from calendar year 2009 to calendar year 2014. Flex Allotments are the amounts provided by the City for employees to use towards the purchase of their health benefits. This allotment is negotiated between the City and each bargaining group. As illustrated by the table, costs to the City in the area of flex/health insurance have gone up significantly since calendar year 2009.

Flex/Health Insurance Costs
(General Fund)
Fiscal Years 2008-09 to 2014-15



Flex Allotment Increases by Bargaining Group

Calendar Year 2009 to Calendar Year 2014

FLEX Allotment Increases by Bargaining Unit							
Bargaining Group	2009	2010	2011	2012	2013	2014[1]	2006-2014 % Change
Confidential	$ 10,176	$ 10,882	$ 11,348	$ 11,936	$ 12,386	$ 13,074	28.5%
Chula Vista Employees Association	$ 9,676	$ 10,382	$ 10,848	$ 11,436	$ 11,886	$ 12,574	30.0%
Executive	$ 13,076	$ 13,782	$ 14,248	$ 14,836	$ 15,162	$ 15,850	21.2%
Mid Managers and Professionals	$ 10,676	$ 11,382	$ 11,848	$ 12,436	$ 12,762	$ 13,450	26.0%
Senior Managers	$ 11,676	$ 12,382	$ 12,848	$ 13,436	$ 13,762	$ 14,450	23.8%
Western Council of Engineers	$ 10,676	$ 11,382	$ 11,848	$ 12,436	$ 12,762	$ 13,450	26.0%
Mayor & Council	$ 13,076	$ 13,782	$ 14,248	$ 14,836	$ 15,162	$ 15,850	21.2%

[1] Flex allotments remain at the 2013 amounts for all Employee Only members within the following bargaining groups: Confidential, Executive, Mid Managers and Professionals, Senior Managers, Western Council of Engineers, and Mayor & Council.

The public safety bargaining group is not included in the preceding table as their negotiated benefits differ from the other bargaining groups.

For the public safety bargaining group the City pays the full premium for Kaiser HMO Health Plan and Cigna DHMO pre-paid dental plan for the employee and any eligible dependents. Employees who choose a non-Kaiser HMO coverage pay a flat annual amount regardless of the number of dependents covered. Employees choosing the Cigna DPPO preferred provider plan are responsible for any additional costs over and above the Cigna DHMO pre-paid plan.

Due to the annual increase of flex/health insurance costs the amount the City has paid in insurance premiums have risen since calendar year 2009. As illustrated in the table below, medical premiums the City pays on behalf of public safety employees have increased an average of 52% since calendar year 2009. Due to a switch in dental care providers, the City has seen dental premiums decrease by an average of 28%.

The following table presents the range of benefits the City provides in medical and dental insurance to public safety employees and their dependents.

City Provided Public Safety Flex Benefit Ranges

Calendar Year 2009 to Calendar Year 2014

Public Safety FLEX Benefit Ranges							
Benefit	2009	2010	2011	2012	2013	2014	2009-2014 % Change
Medical	$4,308 - $11,736	$4,548 - $13,632	$4,776 - $14,772	$5,352 - $15,852	$5,436 - $16,752	$5,988 - $18,180	39% - 55%
Dental[1]	$228 - $552	$180 - $444	$180 - $444	$204 - $492	$168 - $396	$168 - $396	(26%) - (28%)

[1] Dental insurance for public safety employees is fully compensated for at the DHMO level. Employees may choose PPO and pay the variance between DHMO and PPO.

Insurance Premiums

Kaiser and PacifiCare/AETNA[1] insurance premiums have increased an average of 7.7% per year since the beginning of fiscal year 2008-09. As noted in the table below, Kaiser premiums have increased a total of 39.2% during this time while PacifiCare/AETNA premiums have increased 52.2% over the same period. The annual budget for flexible spending accounts/medical premiums has increased from $9.1 million in fiscal year 2008-09 to $11.6 million in fiscal year 2014-15. This marks a notable increase as the City's workforce has been significantly reduced over the same period of time. Recent discussions with health care professionals indicate these high trends in health care costs are likely to continue for the foreseeable future. For fiscal year 2014-15, the adopted budget reflects an anticipated premium increase of 10% based on the preliminary information provided by the health care providers.

The following table reflects the changes in health care rate premiums the City has experienced from January 2009 to January 2014. The final rate premium that will be in effect for January 2015 will not be known until late summer or early fall.

Premium Increases by Health Care Provider

(FY 2008-09 to FY 2013-14)

Date of Increase	Kaiser	PacifiCare/ AETNA[1]	Average
January 2009	8.9%	4.0%	6.5%
January 2010	5.6%	15.3%	10.5%
January 2011	5.3%	8.0%	6.7%
January 2012	12.1%	7.0%	9.6%
January 2013	1.6%	5.5%	3.6%
January 2014	10.2%	8.2%	9.2%
Annual Average Premium Increase	**7.3%**	**8.0%**	**7.7%**
Total Increase	**39.2%**	**52.2%**	**45.7%**

[1] Effective January 2009, the City switched from PacifiCare to AETNA

General Fund Revenue Summary

CHULA VISTA GENERAL FUND OPERATING REVENUES in thousands (000)	
FY 12-13 Actual	130,351
FY 13-14 Adopted	127,493
FY 14-15 Adopted	**133,263**
% Change FY 13-14 to FY 14-15	**4.5%**

***Excludes CIP Revenues**

The estimated General Fund revenues for fiscal year 2014-15 General Fund total $133.3 million excluding CIP related revenues. This reflects an increase of $5.8 million (4.5%) when compared to the adopted revenues for FY 2013-14. The increase is largely due to the recognition of wireless TUT funds.

Current economic reports indicate that the nation is showing signs of recovery with positive but slow growth. The estimated revenues for Chula Vista reflect matching indicators - sales tax revenues are projected to increase modestly in the coming fiscal year as are property tax revenues.

The following table compares the fiscal year 2014-15 estimated revenues to the Council Adopted Budget for fiscal year 2013-14. CIP related revenues can vary significantly from year and are reported separately on the table below.

General Fund Revenues

In Thousands (000)

Category	FY 2012-13 Actual	FY 2013-14 Adopted	FY 2014-15 Adopted	Change
Sales Tax	$ 28,628	$ 29,855	$ 30,456	$ 601
Property Taxes	$ 27,877	$ 25,953	$ 28,032	$ 2,080
Motor Vehicle License Fees	$ 16,254	$ 16,488	$ 17,450	$ 962
Transfers From Other Funds	$ 9,661	$ 10,103	$ 10,709	$ 606
Interfund Reimbursements	$ 10,285	$ 9,305	$ 9,023	$ (281)
Franchise Fees	$ 9,267	$ 8,473	$ 8,903	$ 430
Utility Users Tax	$ 4,429	$ 3,512	$ 7,175	$ 3,663
Charges for Services	$ 7,266	$ 6,529	$ 6,556	$ 27
Transient Occupancy Taxes	$ 2,471	$ 2,365	$ 2,518	$ 153
Use of Money and Property	$ 2,188	$ 2,282	$ 2,439	$ 158
Other Local Taxes	$ 2,386	$ 2,136	$ 2,178	$ 42
Other Agency Revenue	$ 2,772	$ 1,988	$ 2,011	$ 23
Police Grants	$ 1,086	$ 1,763	$ 1,430	$ (333)
Development Revenue	$ 1,290	$ 1,258	$ 1,268	$ 10
Licenses and Permits	$ 1,197	$ 1,135	$ 1,135	$ -
Fines, Forfeitures & Penalties	$ 1,003	$ 1,111	$ 1,111	$ -
Other Revenues	$ 2,291	$ 3,238	$ 868	$ (2,370)
Total Operating Budget	**$ 130,351**	**$ 127,493**	**$ 133,263**	**$ 5,769**
Capital Projects	$ 461	$ 258	$ 1,274	$ 1,016
Total General Fund	**$ 130,812**	**$ 127,751**	**$ 134,537**	**$ 6,785**

MAJOR REVENUE INCREASES BY CATEGORY

- Sales Tax – This category reflects an increase of $0.6 million when compared to the fiscal year 2013-14 adopted budget. This increase is based on an anticipated growth in sales tax revenues in fiscal year 2014-15.

  Based on the most recent fiscal year 2013-14 quarterly projections, sales taxes are improving. Due to this trend, sales taxes are estimated to grow 4% from the recent 2013-14 projections.

- Property Taxes – This category reflects an increase of $2.1 million. This increase is based on an estimated improvement in secured, unsecured, unitary, and delinquent property tax revenues from fiscal year 2013-14 adopted budget.

  Based on the most recent fiscal year 2013-14 quarterly projections, property taxes are trending slightly higher than anticipated. This trend is anticipated to be continued into fiscal year 2014-15 and projected growth is estimated at a 4% growth in assessed valuation.

- Franchise Fees – Franchise fee revenues are estimated to increase by $0.4 million based City projected growth and the continued administration of City franchise agreements.

- Motor Vehicle License Fees – This category reflects an increase of $1.0 million. This increase is based on an anticipated increase in Motor Vehicle License In-Lieu revenue in fiscal year 2014-15.

- Utility Users Taxes – This category reflects an increase of $3.7 million when compared to fiscal year 2013-14 adopted budget. The increase can be largely attributed to the wireless telephone users' tax revenue projected for fiscal year 2014-15.

- Transient Occupancy Taxes – Transient occupancy tax revenues are projected to increase by $0.2 million from the fiscal year 2013-14 adopted budget. This increase reflects the continued and upward trend for this revenue source. Transient occupancy tax revenues have been increasing since fiscal year 2009-10 but have not yet recovered to pre-recession levels.

- Use of Money and Property – Revenues are projected to increase by $0.2 million based on fees derived from the rental of City facilities.

- Transfers from Other Funds – this category reflects an increase of $0.6 million. This increase can be attributed to a one-time transfer to the General Fund to offset fleet maintenance in the Fire Department from the TUT Common Fund in accordance with a 2014 settlement agreement.

These revenue increases are partially offset by the decreases in the following revenue categories:

- Other Revenues – This category reflects a decrease of $2.3 million reflecting the elimination of the Economic Contingency Reserves that was budgeted as a one-time use in fiscal year 2013-14. The use of these funds were needed to balance the General Fund and helped avoid service level impacts.

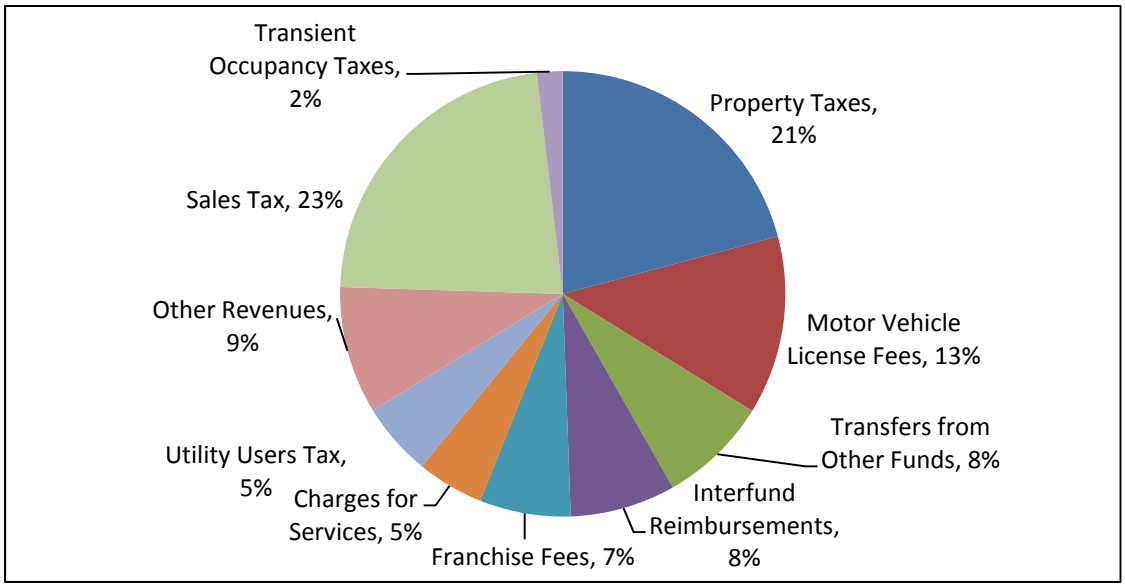
- Police Grants – Police Grants are decreasing by $0.3 million from fiscal year 2013-14 adopted budget as result of decreased federal grant revenue.

- Inter-fund Reimbursements – This category reflects a decrease of $0.3 million when compared to fiscal year 2013-14 adopted budget. This decrease can be attributed to lower reimbursements from the Development Impact Fee and Other reimbursement revenue.

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

General Fund Revenues by Category

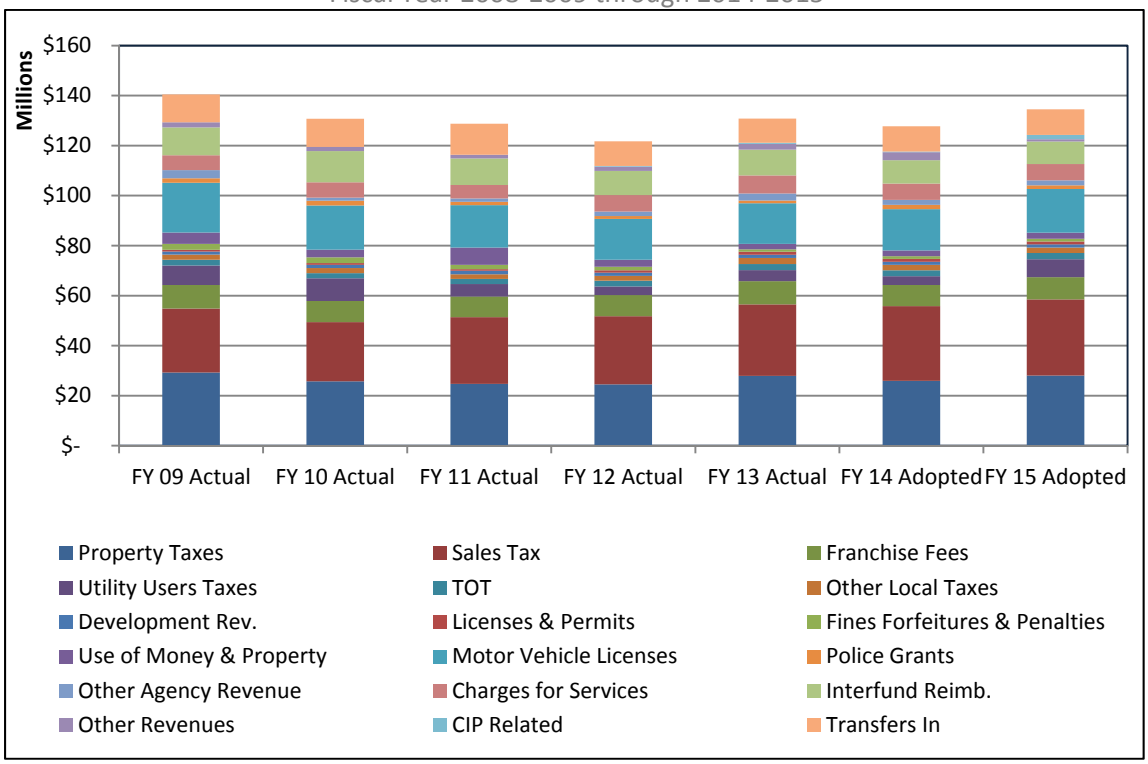
Fiscal Year 2014-2015



Note: Other Revenues include the following categories: Development Revenue, Other Agency Revenue, Other Local Taxes, Other Revenues, Use of Money & Property, Licenses and Permits, Police Grants, and Fines, Forfeitures & Penalties, and Other Revenue.

Historical and Estimated General Fund Revenue Sources

Fiscal Year 2008-2009 through 2014-2015



MAJOR REVENUE SOURCES

The following is a description of the City's major revenue sources along with a brief discussion of the trends impacting these revenues for the fiscal year 2014-15.

Sales Tax

Prior to fiscal year 2004-05, the City received 1% of sales tax revenue applied to 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 taxes from the County Educational Revenue Augmentation Fund (ERAF). For forecasting and comparison purposes, sales tax revenues are projected at the full 1% rate.

Sales tax revenues are collected by the State at a rate of 8.00% for the City of Chula Vista. The sales tax revenues are then allocated based on the following rates:

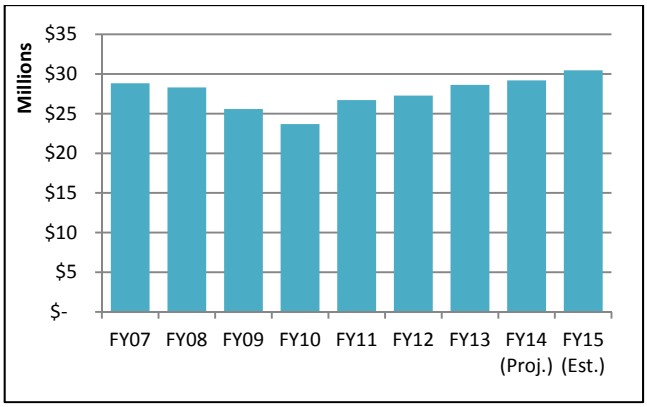
State General Fund (includes K-12/Community Colleges)	4.1875%
State Fiscal Recovery Fund (Triple Flip) *(City Share)*	0.2500%
Local Jurisdiction (City or County of place sale/use) *(City Share)*	0.7500%
Public Safety (Prop 172)	0.5000%
County Realignment (Mental Health/Welfare/Public Safety)	1.5625%
Countywide Transportation Fund	0.2500%
San Diego County Regional Transportation Commission (SDTC)	0.5000%
Total Sales Tax Rate – Chula Vista [1]	8.0000%

[1] Total sales tax rates will vary by City due to local sales tax initiatives. For example, National City's sales tax rate is 9.00% due to voter approved increase of 1% funding public services.

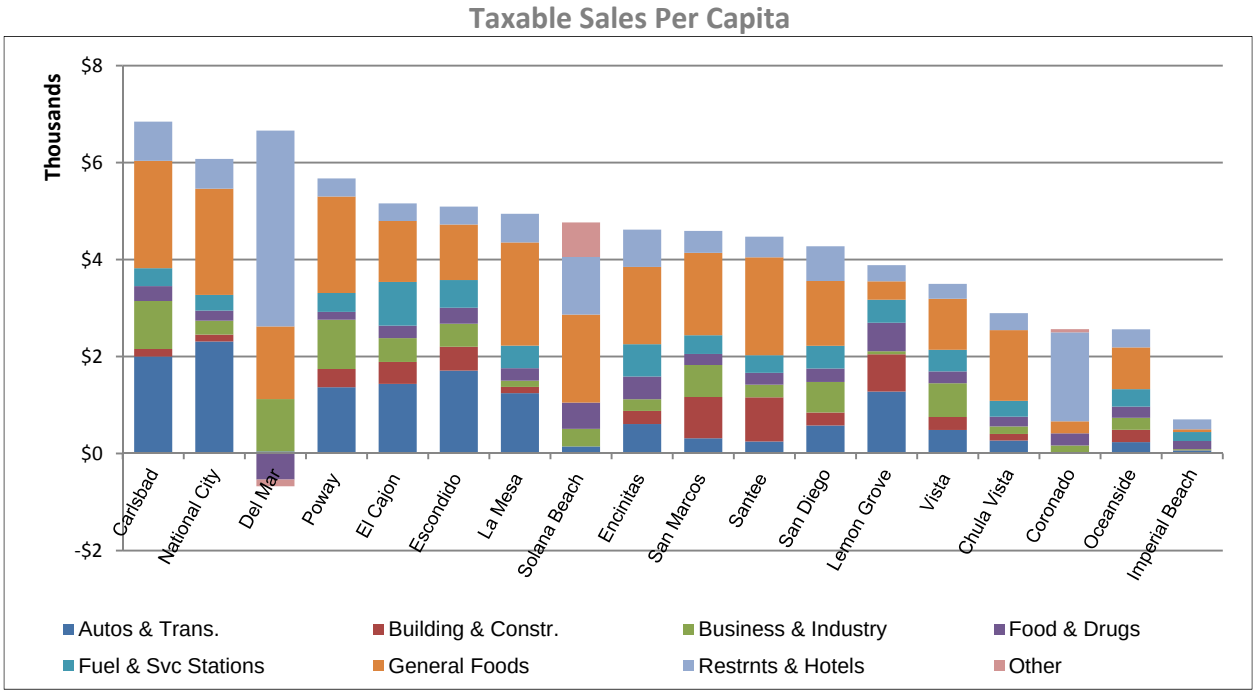
Sales tax revenue is highly sensitive to economic conditions, and reflects the factors that drive taxable sales, including the levels of unemployment, consumer confidence, per-capita income, and business investment. Sales tax revenue is the City's largest discretionary revenue source, accounting for 22.6% of total revenue for the General Fund in the fiscal year 2014-15 adopted budget. Consumer spending decreased significantly nationwide due to the economic recession. However, recent trends show that sales tax revenues are beginning to increase due to improvement in local economic indicators. The positive trend is expected to continue in fiscal year 2014-15 and is reflected in the projections with an increase of 2.0% or approximately $0.6 million from the fiscal year 2013-14 adopted budget. The graph below illustrates the decrease in Sales tax revenue, due to the economic recession, and the slow ascent to pre-recession levels.

City of Chula Vista Sales Tax Revenues

Fiscal Year 2007 – Fiscal Year 2015



Chula Vista continues to be challenged in the generation of taxable sales per capita when compared to other County cities. As noted on the following chart, taxable sales per capita for the City is only $2,896 while Carlsbad has the highest taxable sales per capita at a rate of $6,847. This comparison indicates that the City's residents spend a high percentage of their retail dollars elsewhere. The City is continuing its efforts on developing the retail business base by focusing on projects such as the expansion of the auto park, the Millenia project and development of its bayfront in order to improve the City's long-term fiscal health.



Notes:
1. Based on 4th Quarter 2013 Taxable Sales
2. Chula Vista Ranks 15th out of 18 cities in San Diego County.
3. Prior budget documents reflected Sales Tax Per Capita information, which changes the scale of the presentation presented above but does not change the City's standing when compared to other cities.

In an effort to boost sales tax receipts, the City of Chula Vista launched the "Shop Chula Vista Now" campaign. The Shop Chula Vista Now campaign promotes purchases by Chula Vista residents, visitors, and employees at Chula Vista businesses. The program seeks to educate residents, public officials, businesses and community leaders about how buying goods and services locally translates into more money for Chula Vista services, improves the success of local businesses, creates employment, and benefits the local economy and future of the City.

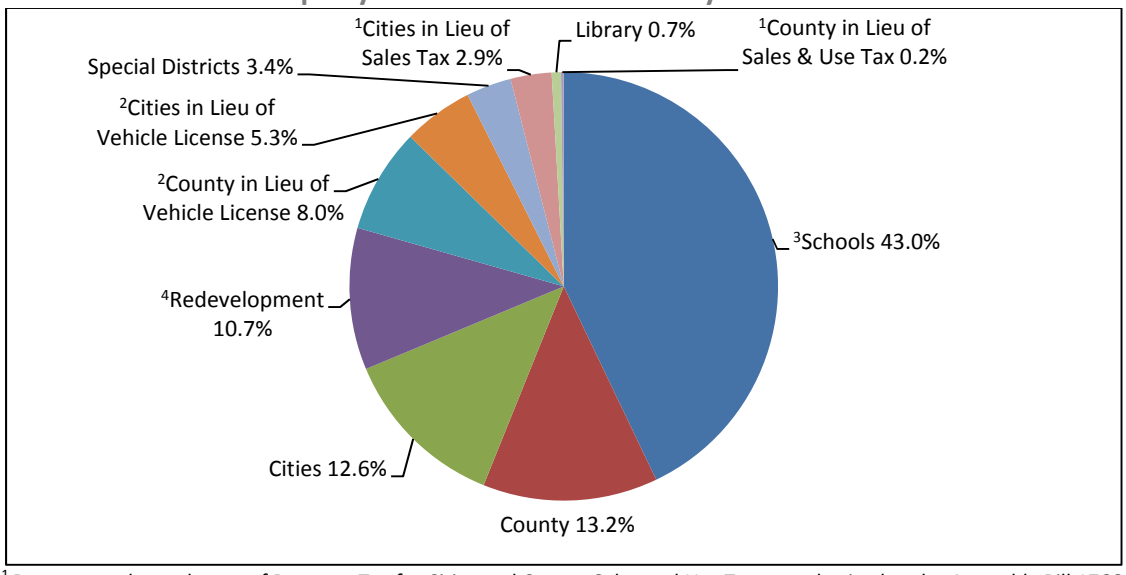
The "Shop Chula Vista Now" program is continually expanding. To-date, more than 200,000 Shop Chula Vista Now incentive cards have been distributed to those who live, work, shop, and visit in Chula Vista. More than 150 Chula Vista stores, restaurants, hotels, beauty salons, gas stations, attractions, and other businesses are offering special "Shop Chula Vista Now" discounts to incentive card holders. The City is actively promoting the program at member businesses, on ShopChulaVistaNow.com, Facebook and Twitter, as well as other communications vehicles.

In fiscal year 2014-15, expanded efforts will include updating the website, adding a mobile/smart phone feature, advertising in targeted media, more partnerships and additional cross-promotional efforts with local businesses as well as with Third Avenue Village Association and the Chula Vista Chamber of Commerce.

Property Tax

Property tax revenues represent a major funding source for the City of Chula Vista as well as other local jurisdictions. The distribution of property tax funding has changed over time as the State legislature and voter approved initiatives have altered property tax allocations among local jurisdictions. As a result, the City currently receives property tax in-lieu revenues and property tax in-lieu of vehicle license fee revenues. These revenues were meant to replace the state-wide reallocation of sales tax and vehicle license fee revenues but do not increase the City's revenue base. Currently, the City of Chula Vista and other cities receive approximately 12.6% of each property tax dollar. The distribution of the property tax dollar among the other local jurisdictions is depicted in the following graph:

Property Tax Dollar Distribution by Jurisdiction

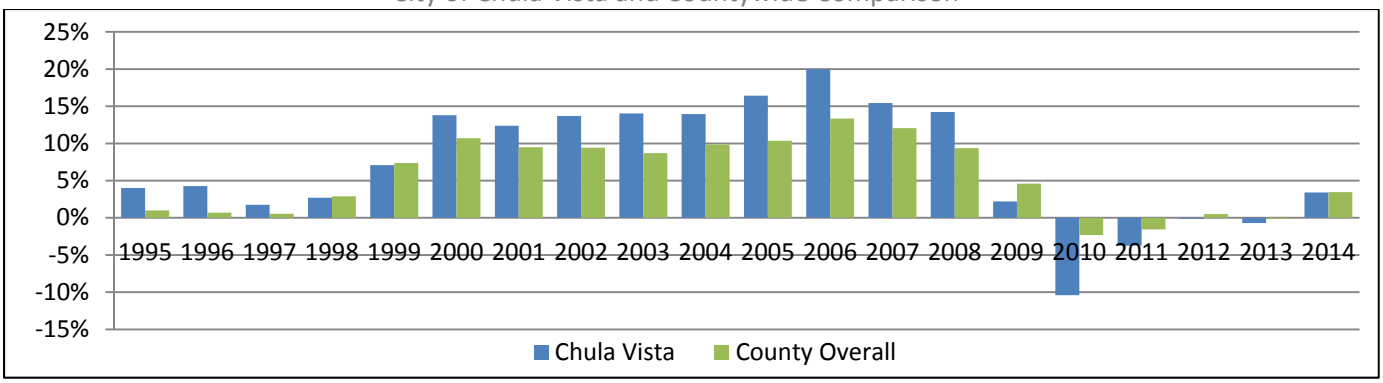


[1] Represents the exchange of Property Tax for Cities and County Sales and Use Tax as authorized under Assembly Bill 1766, chaptered August 2, 2003.
[2] Represents the exchange of Property Tax for Cities and County Vehicle License Fees as authorized under Senate Bill 1096, chaptered August 5, 2004.
[3] Revenue for Schools has been reduced by the ERAF deficit as authorized under Senate Bill 1096, chaptered August 5, 2004.
[4] Effective February 1, 2012 Redevelopment Agencies were dissolved and related revenue is allocated as provided by Health & Safety Code, Division 24, Part 1.85.

Property tax revenues fell throughout the economic recession with Chula Vista being one of the hardest hit areas. The large number of foreclosures depressed housing values, and the significant drop in home resale prices dramatically reduced supplemental property tax revenues. Supplemental property taxes are calculated based on the difference between the current value of a property and the resale value of the property. Typically, property values increase as a property is resold. Since 1995 Chula Vista kept pace or exceeded the County average assessed valuation growth as result of new development and increasing property values. Over the last few years, the current housing crisis has caused most home resale values to drop resulting in a large reduction in supplemental property tax revenue. This history is depicted in the following graph.

Historical Change in Assessed Value

City of Chula Vista and Countywide Comparison



Source: County of San Diego Assessors Office.

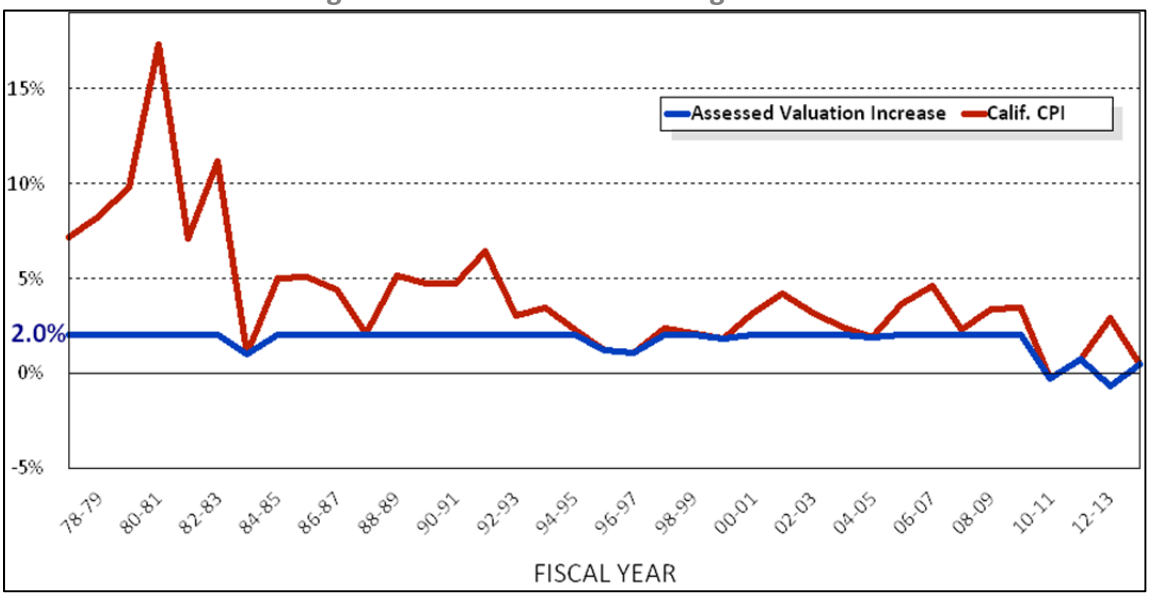
Property tax revenues comprise the City's second largest discretionary revenue source and accounts for 20.8% of the total revenue for the General Fund. This revenue source is estimated at $28.0 million in the fiscal year 2014-15 adopted budget and represents a $2.1 million increase from the fiscal year 2013-14 adopted budget. When compared to the most recent fiscal year 2013-14 projections, Property Tax revenues are projected to grow by 4%.

Property Tax revenues are based on a 1.0% levy on the assessed value of all real property. Under the terms of Proposition 13, which was approved in California in 1978, annual increases in the assessed value are capped at a maximum of 2% per year unless there is a change in ownership or new construction. Annual increases in assessed value are limited by either the California Consumer Price Index (CPI) or the 2% cap, whichever is less.

The recent recession resulted in decreases in assessed valuations due to lower prices from home re-sales. Also, some years experienced little inflation or negative inflation (deflation) that precluded the County Assessor from applying the normal increase of up to 2% to the assessment roll as permitted under the terms of Proposition 13. As recently as fiscal year 2012-13, assessed values decreased by 0.7% based on data from the County of San Diego Assessor's Office. The reductions in assessed valuations and the less than full application of the 2% growth factor to the assessment roll resulted in little or no growth in property tax revenues for the City during the recession.

The City depends on property tax as a stable revenue source that consistently increases on a yearly basis in order to compensate for other revenue fluctuations. A recently improved housing market and a modest increase in the CPI may signal the beginning of a recovery for the City's property tax base. As such, the estimated property tax revenues in the fiscal year 2014-15 adopted budget have been increased to reflect a projected 0.454% growth factor to the assessment roll.

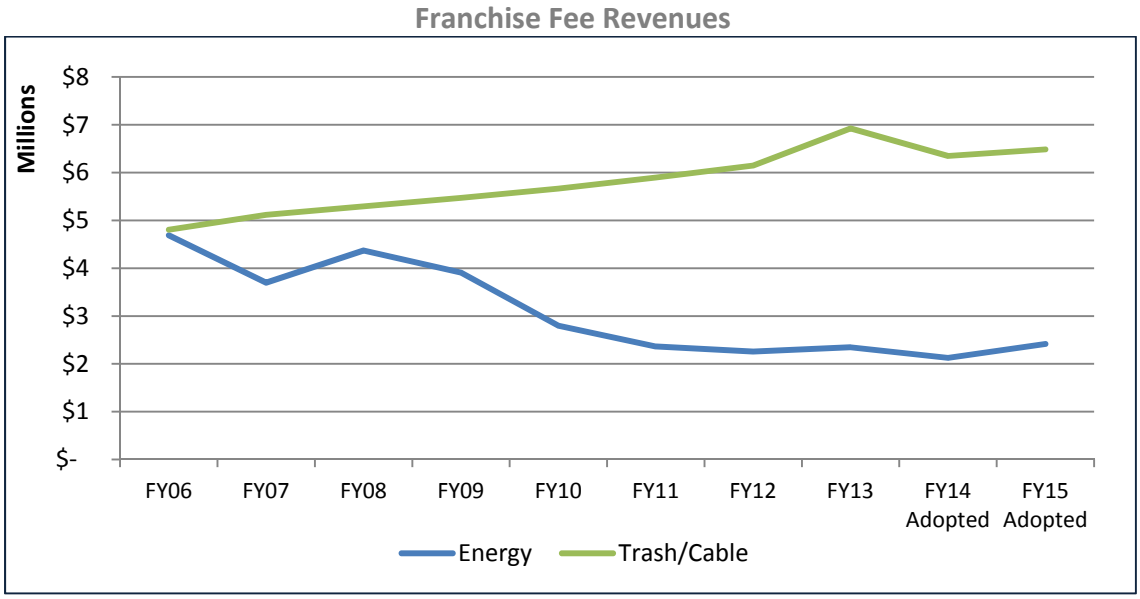
Historical Change in Assessed Value vs Changes in the California CPI



Franchise Fees

Franchise fee revenues are generated from public utility sources such as San Diego Gas & Electric (SDG&E) (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. SDG&E collects the franchise fee from Chula Vista customers which can vary due to usage trends. 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. Revenue growth is projected based on population and inflation factors.

The following chart illustrates the historic and projected revenue trends for the City's Franchise Fee revenue. Overall, fiscal year 2014-15 adopted budget franchise fee revenues are increasing by $0.4 million or 5.1% over the 2013-14 adopted budget.



Motor Vehicle License Fees
With the State Budget Act of 2004, the allocation of VLF revenues to cities and counties was substantially changed. Since 2005-06 the majority of VLF revenues for each city grew essentially in proportion to the growth in the change in gross assessed valuation. Due to the new formula by the State, 96% of the City's VLF revenues fluctuated with changes in assessed values within the City.

The other 4% of VLF revenues received by the City were based on a per capita formula but has since been shifted per SB89. Provisions in SB89 shifted hundreds of millions of Vehicle License Fee revenues to fund the state law enforcement grants. Statewide, SB89 took $130 million of city general revenue and shifted it to save state law enforcement grant programs. This change applied to the 4% of VLF revenues that were based on a per capita formula. The City of Chula Vista lost approximately $700,000 annually due to the State take away. Only $100,000 is reflected in the City's fiscal year 2014-15 adopted budget of VLF revenues.

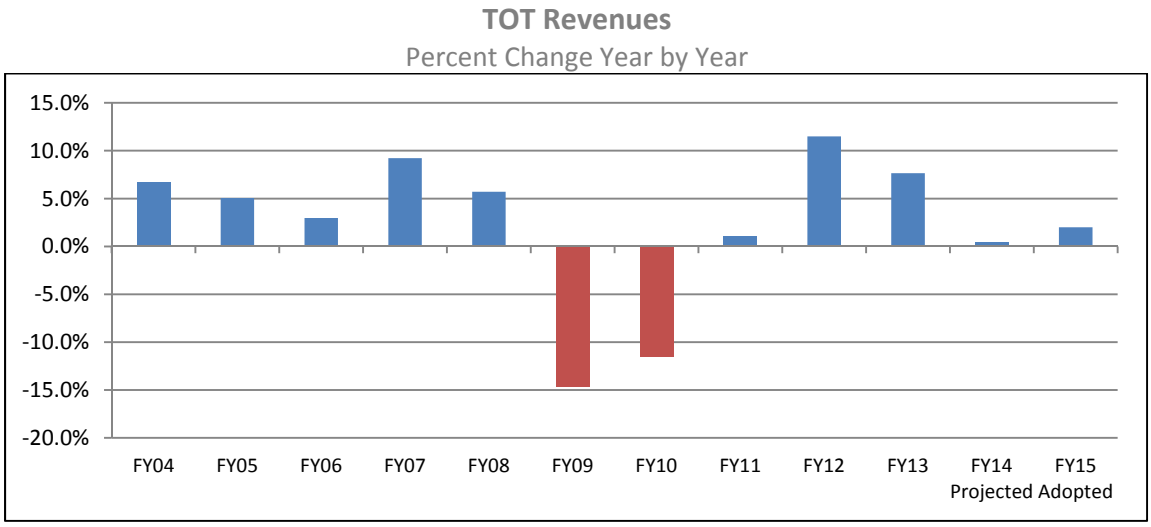
In total the adopted fiscal year 2014-15 VLF revenues are projected to increase by 5.8% when compared to the fiscal year 2013-14 adopted budget. This revenue is estimated to increase in accordance with projected increases in assessed values at 4%.

Utility Users Tax
The City adopted its Utility Users Tax (UUT) in 1970. The City of Chula Vista imposes a UUT on the use of telecom at a rate of 4.75% of gross receipts. For natural gas services UUT is applied at a rate of $0.00919 per therm and $0.00250 per kilowatt on electricity services, which equates to approximately a 1% tax. Fiscal year 2014-15 energy related UUT is budgeted at $3.5 million.

On April 12, 2013 the City approved a settlement agreement that resolved a class action lawsuit challenging the City's collection of the wireless telecom portion of the UUT from customers. The settlement received final approval of the court and became fully effective as of February 11, 2014. Wireless telephone users' tax funds are budgeted at $3.6 million in the fiscal year 2014-15 adopted budget.

Transient Occupancy Tax (TOT)
The City of Chula Vista imposes a Transient Occupancy Tax (TOT) upon all hotel stays within the City boundaries. The TOT tax rate in the City is 10%. The potential for significant revenue growth is feasible provided additional hotels are built capturing the market created by the growth in the eastern section of the City. Several potential new hotel developments are being proposed in the City primarily in the Millenia project and the Bayfront.

During the economic recession, TOT revenue dropped due to the lack of discretionary spending by consumers. However, the trend for city TOT revenues has been improving since 2010 as actual TOT revenue has increased on a yearly basis. Fiscal year 2013-14 TOT revenues are projected to exceed the budget by 4.4%. Reflecting the improving trend, fiscal year 2014-15 TOT revenues have been increased by 2.0% over the estimated TOT revenues for fiscal year 2013-14.



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, transient occupancy tax and motor vehicle license fees, are projected by the Finance Department based on prior history, growth and inflation projections, and economic climate. Additional assistance in the projection of revenues is provided by subject-matter experts such as the City's sales and property tax consultants, the County Assessor and by reviewing regional and local economic forecasts provided by the UCLA Anderson Forecast and the University of San Diego's Index of Leading Economic Indicators for San Diego County, respectively.

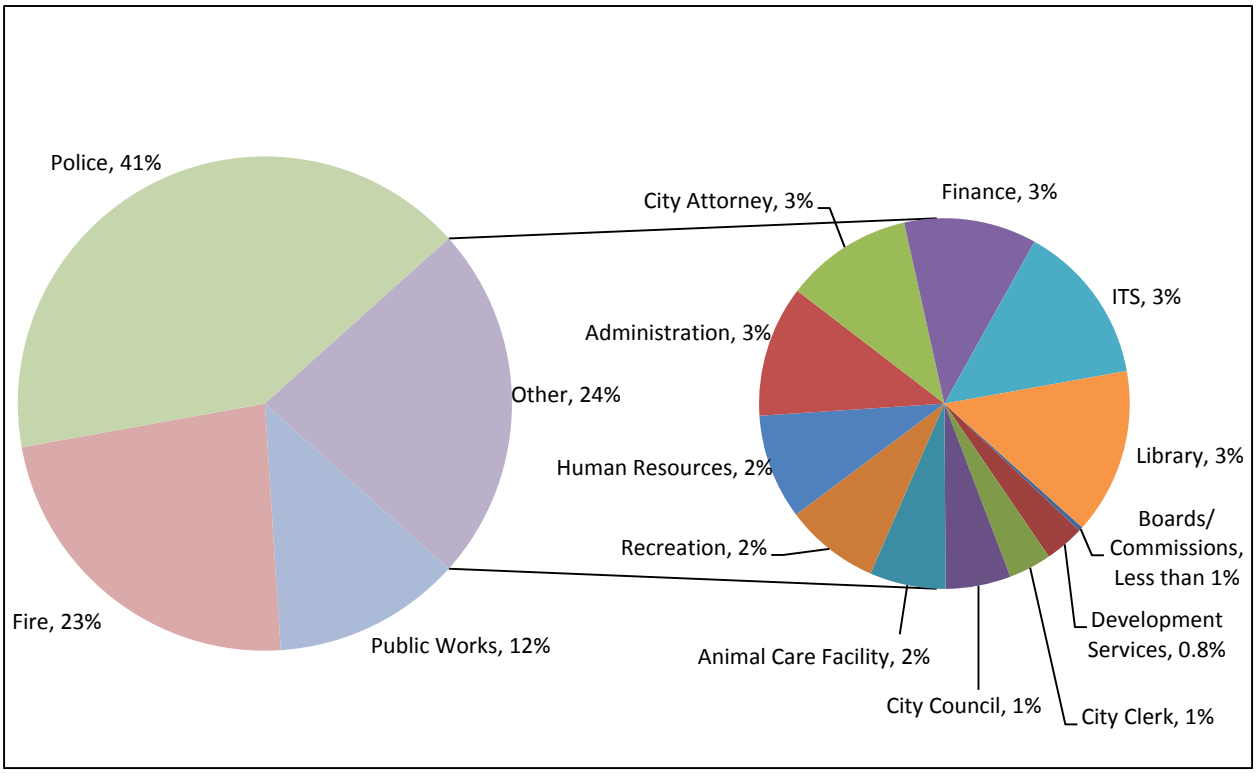
General Fund Net Cost

The fiscal year 2014-15 General Fund budget of $134.5 million is based on funding from estimated program revenues totaling $31.2 million and discretionary revenues totaling $103.4 million. Program revenues are broadly defined as those revenues generated by a given activity (e.g. grant revenues, charges for services, licenses, permits). General revenues, or "discretionary revenues," are broadly defined as those revenues that are generated not by any given activity, but by general or specific taxing authority such as property taxes and sales tax.

Departments that generate small amounts of revenue relative to their size generally have higher net costs. Departments that generate large amounts of revenue relative to their size generally have lower net costs. The majority of discretionary revenue is allocated to public safety services, with Police at 41% followed by Fire at 23%. The next highest portion was allocated to Public Works at 12%.

The following chart depicts the net costs of each department, excluding Non-Departmental, based on the Fiscal Year 2014-15 Adopted Budget.

General Fund Net Cost by Department
Fiscal Year 2014-2015



CITY OF
CHULA VISTA

General Fund Five-Year Forecast

As part of the development of the fiscal year 2014-15 budget, the Finance Department updated the Five-Year Financial Forecast. The forecast serves as a tool to identify financial trends, shortfalls, and issues so that the City can proactively address them.

The goal of the Five-Year Financial Forecast is to assess the City's ability over the next five years to continue current service levels based on projected growth, preserve the City's long-term fiscal health by aligning operating revenues and costs, and to slowly rebuild the operating reserves.

It is important to stress that this forecast is not a budget. It does not make expenditure decisions but rather highlights the need to prioritize the allocation of City resources. The purpose of the forecast is to provide an overview of the City's fiscal health based on various assumptions over the next five years and provide the City Council, management and the citizens of Chula Vista with a "heads up" on the financial outlook beyond the annual budget cycle. The five-year forecast is intended to serve as a planning tool to bring a long-term perspective to the budget process.

The following assumptions were used in the preparation of the Fiscal Years 2015 to 2019 Five-Year Financial Forecast.

Economic & Population Growth

- Inflation is a measure of the increase for the cost of goods and services. Inflation impacts many revenues, such as rents and leases, and most expenditure categories throughout the five-year forecast. Inflation is projected to average 2% per year.

- The regional economies will begin to recover at very moderate levels.

- City population will continue to reflect modest increases.

- Millenia Project (formerly Eastern Urban Center) and Bayfront Development – No additional revenues or operating expenses are assumed related to the Millenia Project or the Bayfront project area. As timing of development becomes more certain the revenues and operating expenses related to additional service demands will be added to the forecast.

Major Revenues

- Sales tax revenues will increase throughout the forecast period.

- Base assessed property values will increase by 4% in fiscal 2015-16 due to anticipated improvements in the housing market and are assumed to increase by 4% each year throughout the forecast period.

- UUT wireless telecommunications revenues in the amount of $3.6 million are assumed in the forecast beginning in fiscal year 2014-15.

Expenditures

- Personnel Services for fiscal year 2014-15 reflect the annualized cost of the salary increases approved for miscellaneous employees during fiscal year 2013-14. The City is currently in negotiations with all bargaining groups. The estimated cost for Personnel Services reflects current staffing levels, adjusted to reflect the City's wage proposals as of May 16, 2014. Future forecasts will be updated to reflect the final agreements with the bargaining groups.

- Flex Plan increases are based on projected 10% health care premium increases per fiscal year based on historical trends.

- Retirement costs are based on the October 2013 Annual Valuation Report provided by CalPERS and reflects the estimated increases based on CalPERS meeting the 7.5% return on investment. CalPERS has also provided an estimate for the impact of the mortality rate changes that will be incorporated into the contribution rates beginning in fiscal year 2016-17. The impact to the contribution rate as a result of the mortality rate change is listed separately on the forecast as the impact is still uncertain.

- Fiscal year 2014-15 reflects a higher than normal

salary savings (vacancies) in order to balance the General Fund. Starting in fiscal year 2015-16 salary savings is based on 1% of projected Salary/PERS/Medicare.

- No additional personnel are assumed in the forecast with the exception of Police grant funded positions which will be absorbed by the General Fund as grant funding phases out.

- Beginning in fiscal year 2015-16 it is anticipated that the Workers Compensation Fund will have depleted its fund balance and that the General Funds' share of the increased costs will be approximately $500,000 per year.

- Other expenditures include anticipated costs for utilities, supplies and services, equipment, the anticipated cost for maintenance of Orange Park, and other expenses.

- Other items to be considered (New):
  The fiscal years 2015 to 2019 financial forecast has been expanded to include major expenditures that are anticipated to occur during the forecast period. During the recession period, the City deferred equipment replacement and building maintenance costs.

  The following expenditures have been included in the five-year forecast due to their significance and potential impacts to the General Fund. As resources become available it is important to highlight the need to fund these high priority items:
  - Regional Communication System (RCS) financing and equipment costs.
  - The cost of replacing breathing apparatus in the Fire department.
  - Equipment and Technology replacement costs including vehicles and information technology needs.
  - Building maintenance costs for City facilities.

The Five-Year Forecast was updated in May 2014 to reflect the Adopted Budget for fiscal year 2014-15.

The following table represents the updated Five-Year Financial Forecast for fiscal years 2014-15 to 2018-19. As noted on the table below, expenditure increases continue to outpace projected revenue growth. The deficit is larger, when taking into account other items to be considered such as anticipated maintenance, and equipment and technology replacement costs. Staff will continue to monitor economic trends and refine estimates as needed.

Preliminary 5-Year Financial Forecast

In Millions

Description	Adopted FY 2015	Forecast FY 2016	Forecast FY 2017	Forecast FY 2018	Forecast FY 2019
Revenues:					
Property Taxes	$ 28,032,214	$ 29,125,470	$ 30,248,774	$ 31,416,176	$ 32,650,865
Sales Tax	$ 30,455,693	$ 31,064,807	$ 31,996,751	$ 32,956,654	$ 33,945,353
Franchise Fees	$ 8,903,174	$ 9,091,031	$ 9,282,852	$ 9,478,720	$ 9,763,082
Utility Users Taxes	$ 7,175,000	$ 7,246,750	$ 7,319,218	$ 7,392,410	$ 7,466,334
Transient Occupancy Taxes	$ 2,518,329	$ 2,593,879	$ 2,671,695	$ 2,751,846	$ 2,834,401
Motor Vehicle License Fees	$ 17,450,125	$ 18,147,041	$ 18,871,801	$ 19,625,518	$ 20,409,349
Other Revenues	$ 40,002,209	$ 39,561,733	$ 39,767,182	$ 40,033,864	$ 40,481,263
Total Revenues	**$ 134,536,744**	**$ 136,830,711**	**$ 140,158,272**	**$ 143,655,188**	**$ 147,550,647**
Expenditures:					
Personnel Services	$ 77,534,667	$ 77,649,832	$ 77,855,872	$ 77,855,872	$ 77,855,872
Flex/Insurance	$ 11,577,264	$ 12,423,952	$ 13,336,883	$ 14,324,646	$ 15,393,901
PERS	$ 19,849,844	$ 21,326,333	$ 22,519,129	$ 23,643,408	$ 24,731,946
Salary Savings	$ (1,807,636)	$ (840,946)	$ (840,946)	$ (840,946)	$ (840,946)
Est. Pension Impact Due to Mortality Change	$ -	$ -	$ 1,087,219	$ 2,174,326	$ 3,262,036
Workers Compensation GF Liability	$ -	$ 500,000	$ 500,000	$ 500,000	$ 500,000
Other Expenditures	$ 27,382,605	$ 26,986,947	$ 27,564,414	$ 28,141,754	$ 28,886,877
Total Expenditures	**$ 134,536,744**	**$ 138,046,118**	**$ 142,022,571**	**$ 145,799,060**	**$ 149,789,686**
Subtotal Surplus/(Deficit)	**$ -**	**$ (1,215,407)**	**$ (1,864,299)**	**$ (2,143,873)**	**$ (2,239,039)**

Description	Adopted FY 2015	Forecast FY 2016	Forecast FY 2017	Forecast FY 2018	Forecast FY 2019
Other Items to Be Considered:					
Regional Communication System (RCS Financing)	$ -	$ -	$ 400,000	$ 400,000	$ 400,000
RCS Radios	$ -	$ -	$ 1,500,000	$ -	$ -
Fire Breathing Apparatus	$ -	$ 600,000	$ -	$ -	$ -
Technology Replacement	$ -	$ 239,884	$ 89,884	$ 89,884	$ 89,884
Vehicle Replacement	$ -	$ 1,268,500	$ 1,134,500	$ 1,069,000	$ 1,009,000
Building Maintenance	$ -	$ 200,000	$ 200,000	$ 200,000	$ 200,000
Total Other Items	**$ -**	**$ 2,308,384**	**$ 3,324,384**	**$ 1,758,884**	**$ 1,698,884**
SURPLUS/(DEFICIT) WITH ADDITIONAL IMPACTS	**$ -**	**$ (3,523,791)**	**$ (5,188,683)**	**$ (3,902,757)**	**$ (3,937,923)**

CITY OF
CHULA VISTA

General Fund Department Summary

The General Fund budget funds the day-to-day operations of most City services. For fiscal year 2014-2015 the General Fund operating budget (excluding capital improvement projects) totals $132.8 million. This funds the following departments:

- Mayor and City Council
- Boards and Commissions
- City Clerk
- City Attorney
- Administration
- Information and Technology Services
- Human Resources
- Finance
- Non-Departmental
- Animal Care Facility
- Development Services
- Police
- Fire
- Public Works
- Recreation
- Library

To follow is a series of summary reports that reflect the anticipated revenues, expenditures, and staffing information for each of the General Fund departments.

CITY OF
CHULA VISTA

City Council

Title 2, Chapter 2.03 of the Chula Vista Municipal Code, (Ord. 2619 Sec. 1, 1994) consistent with Section 501 of the City Charter, established the Department of Mayor and Council. 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 for 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 full-time Mayor and four part-time Council members. 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 and City Clerk, the primary executive 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 the primary responsibility for interpreting to the community the policies, programs, needs of the City government and 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, and

the U.S. Conference of Mayors.

RESPONDING TO THE COMMUNITY

The Mayor and Council members respond to requests from the public. They support resident input and participation in policy-setting and review of city operations. City Boards and Commissions, and active civic, interest and community groups offer valued and diverse feedback. The flow of information between residents and City Hall is welcomed and encouraged. In addition to phone calls, letters and email, the public can learn more about Council actions by visiting the City's website at www.chulavistaca.gov.

Regular City Council meetings can be viewed live on cable channel 24 and at www.chulavistaca.gov. They can be retrieved later from the City's website.

The Constituent Services Manager facilitates 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 Council member can respond to community inquiries, the Mayor is vested with this responsibility. The Constituent Services Manager facilitates coordinating incoming concerns and efficiently handles timely responses. This process means that responsive City departments get one referral not five, and constituents receive factual and consistent responses. Problems are addressed either directly or by referral to the responsible department. Responses to requests for assistance are made within as short a time frame as possible.

CITY COUNCIL

MISSION STATEMENT

The City Council is comprised of a fulltime Mayor and four part-time Councilmembers. The Mayor and City Council are elected at-large, and each holds office for a four-year term. The City Council reviews and approves the budget, enacts ordinances, authorizes public improvements, adopts traffic regulations, approves contracts and sits as the Housing Authority and the Successor Agency to the Redevelopment Agency.

SUMMARY OF DEPARTMENT RESOURCES

BUDGET CATEGORY	FY 2011-12 ACTUAL	FY 2012-13 ACTUAL	FY 2013-14 ADOPTED	FY 2014-15 ADOPTED
EXPENDITURES				
Personnel Expenses				
Salaries	612,544	600,298	741,978	707,426
Hourly Wages	128,854	157,428	7,448	5,904
Health Benefits	135,614	141,499	194,536	191,522
Retirement Benefits	181,589	191,621	220,180	216,048
Other Personnel Expense	54,925	59,290	(57,130)	46,255
Personnel Expenses Subtotal	**1,113,526**	**1,150,136**	**1,107,012**	**1,167,155**
Non-Personnel Expenses				
Supplies and Services	105,884	46,641	76,943	76,577
Capital	0	0	0	1,190
Utilities	1,382	1,614	1,520	1,520
Non-Personnel Expenses Subtotal	**107,266**	**48,255**	**78,463**	**79,287**
TOTAL EXPENDITURES	**$1,220,792**	**$1,198,391**	**$1,185,475**	**$1,246,442**
REVENUES				
Revenue from Other Agencies	107,908	39,144	0	0
Charges for Services	0	39,118	0	0
Other Revenue	4,088	4,525	0	0
TOTAL REVENUES	**$111,996**	**$82,787**	**$0**	**$0**
REVENUE RECOVERY %	**9%**	**7%**	**N/A**	**N/A**
AUTHORIZED FULL TIME POSITIONS	**14.00**	**14.00**	**14.00**	**14.00**

Boards and Commissions

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 determinations 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
- Parks & Recreation Commission

All other boards and commissions have been established through an ordinance or resolution since that time in order to meet 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.

If you are interested in serving on a City board or commission, please complete an application on the City's website located at the following link: www.chulavistaca.gov/BCApp

SUMMARY OF DEPARTMENT RESOURCES

BUDGET CATEGORY	FY 2011-12 ACTUAL	FY 2012-13 ACTUAL	FY 2013-14 ADOPTED	FY 2014-15 ADOPTED
EXPENDITURES				
Non-Personnel Expenses				
Supplies and Services	4,314	7,210	10,076	85,076
Non-Personnel Expenses Subtotal	**4,314**	**7,210**	**10,076**	**85,076**
TOTAL EXPENDITURES	**$4,314**	**$7,210**	**$10,076**	**$85,076**
REVENUES				
Other Revenue	0	260	0	0
TOTAL REVENUES	**$0**	**$260**	**$0**	**$0**
REVENUE RECOVERY %	**N/A**	**4%**	**N/A**	**N/A**
AUTHORIZED FULL TIME POSITIONS	**0.00**	**0.00**	**0.00**	**0.00**

City Clerk

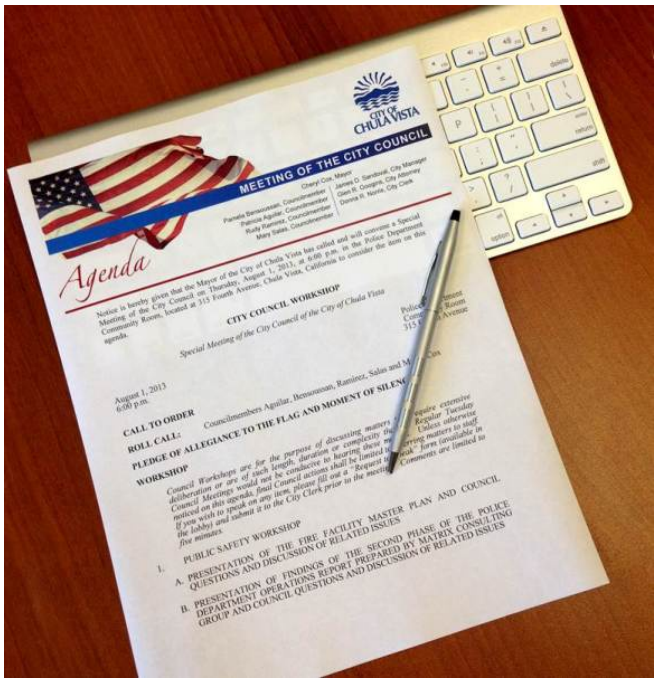
The City Clerk is the Municipal Elections Official, Political Reform Filing Officer, and is responsible for legislative services, and records management. The Office of the City Clerk also manages public inquiries and Public Records Act requests, and provides support and information to the City Council, City boards & commissions, City staff, and the public.

As the Elections Official, it is the responsibility of the City Clerk to plan and conduct the City's elections in accordance with all applicable local, state, and federal laws. The City Clerk issues, reviews, and accepts nomination petitions; coordinates with the County Registrar of Voters to conduct the elections; processes initiative, referendum, and Charter amendment petitions for placement on the ballot; and accepts voter registration applications. Chula Vista's municipal elections are conducted biennially to elect members of the City Council, and every four years to elect the Mayor and the City Attorney.

As the Political Reform Act Filing Officer, the City Clerk is responsible for receiving, reviewing, and maintaining campaign finance disclosure statements submitted by candidates and committees that receive and spend campaign-related funds, as well as Statements of Economic Interests from approximately 300 designated filers.

As part of the legislative services program, the City Clerk handles a variety of tasks from updating and maintaining the Municipal Code to recording, certifying, and preserving the actions of the City Council.

Records management includes preserving the City's vital and permanent records, including minutes, resolutions, and ordinances. City of Chula Vista records date back to 1911, the year of the City's incorporation. Many of these records have been digitized and are available on the Internet.



MORE INFORMATION

Please see the following for more information about the Office of the City Clerk:

Website –
www.chulavistaca.gov/CityClerk

Key Contacts -
Office of the City Clerk
Donna Norris, CMC
City Clerk
276 Fourth Avenue
Chula Vista, CA 91910
(619) 691-5041
Email: cityclerk@ci.chula-vista.ca.us

CITY CLERK/ELECTIONS

MISSION STATEMENT

The City Clerk's Office is committed to accurately recording and preserving the actions of the City Council; safeguarding all vital, historic, and permanent records of the City; providing information and support to the City Council, City staff, and the public in a timely, courteous, and fiscally responsible manner; and administering open and free elections in accordance with statutory requirements.

STRATEGIC GOALS

OPERATIONAL EXCELLENCE

- Bring records management policies and procedures up to date, update the Citywide records retention schedule, and provide related training to departments.

Status: In progress

- Manage City elections, from pre-planning to certification of election results

Status: In progress

KEY PERFORMANCE MEASURES

	FY 2011-2012 ACTUAL	FY 2012-2013 ACTUAL	FY 2013-2014 ACTUAL	FY 2014-2015 PROJECTED
Number of state-mandated statements (campaign and conflict of interest) reviewed, logged, scanned, filed	551	600	592	600
Total number of pages of documents imaged	78,550	73,343	77,495	75,000
Percentage of Public Records Act Requests completed within ten days	73%	84%	81%	84%
Number of Public Records Act Requests	612	531	499	500

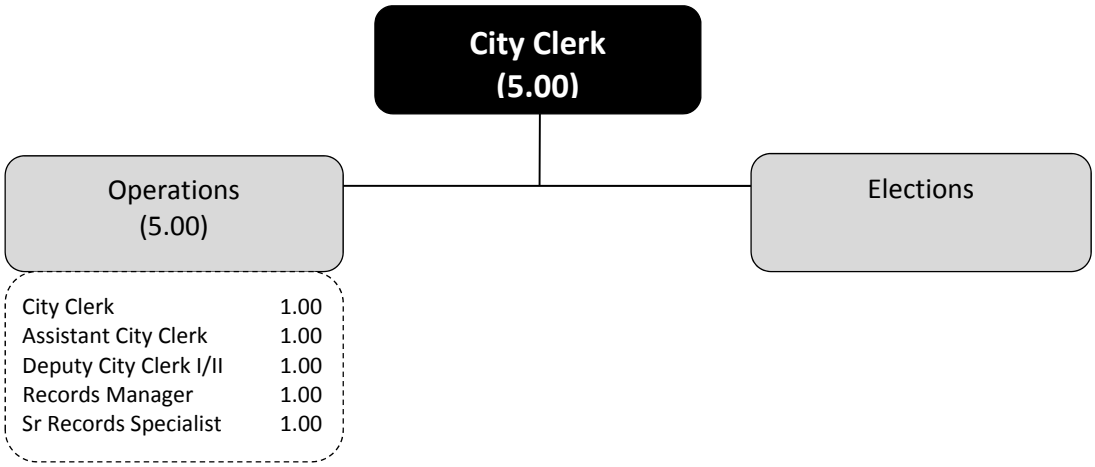
CITY CLERK/ELECTIONS

SUMMARY OF DEPARTMENT RESOURCES

BUDGET CATEGORY	FY 2011-12 ACTUAL	FY 2012-13 ACTUAL	FY 2013-14 ADOPTED	FY 2014-15 ADOPTED
EXPENDITURES				
Personnel Expenses				
Salaries	416,799	381,069	402,048	414,839
Overtime	0	133	0	0
Health Benefits	64,431	66,087	71,990	75,628
Retirement Benefits	114,448	111,005	125,474	132,831
Other Personnel Expense	19,793	23,642	16,864	23,388
Personnel Expenses Subtotal	**615,471**	**581,936**	**616,376**	**646,686**
Non-Personnel Expenses				
Supplies and Services	267,346	192,759	264,821	189,171
Capital	0	0	0	8,950
Utilities	467	454	514	750
Non-Personnel Expenses Subtotal	**267,813**	**193,213**	**265,335**	**198,871**
TOTAL EXPENDITURES	**$883,284**	**$775,149**	**$881,711**	**$845,557**
REVENUES				
Charges for Services	23,455	21,122	21,600	21,600
Other Revenue	6,600	18,231	0	0
TOTAL REVENUES	**$30,055**	**$39,353**	**$21,600**	**$21,600**
REVENUE RECOVERY %	**3%**	**5%**	**2%**	**3%**
AUTHORIZED FULL TIME POSITIONS	**5.00**	**5.00**	**5.00**	**5.00**

CITY CLERK/ELECTIONS

ORGANIZATIONAL CHART



Total GF FTE	5.00
Total Non GF FTE	0.00
Total Dept FTE	5.00

City Attorney

The City of Chula Vista City Attorney's Office serves as legal counsel to the City Council, all City Boards and Commissions, the City Manager, City Clerk, and all City Departments. The Office's primary responsibility is to provide our clients with the legal services they need to develop and implement City policy and to deliver City services in a lawful and efficient manner.

STAFFING

The City Attorney's Office is staffed with nine full-time attorneys, three administrative assistants and one office administrator. From time to time the City Attorney also engages outside counsel to assist with litigation and/or specialty law issues. Volunteer legal interns also provide valuable support.

ELECTED CITY ATTORNEY

In accordance with a June 2008 voter approved City Charter amendment, the City Attorney position was changed from a City Council appointed position to an elected position. The City's first elected City Attorney was sworn in on December 2010. Notwithstanding this change, the City Attorney's primary function remains the same: to act as the City's general counsel on all legal matters.

CITY ATTORNEY'S PRACTICE AREAS

The City Attorney's Office delivers legal services in the following primary practice areas:

Contracts

The City enters into a wide variety of contracts involving public works, consulting services and public/private partnerships. The City Attorney's Office provides legal services at all stages of contract development, implementation and enforcement, including negotiation, drafting, administration and dispute resolution. The City Attorney develops and maintains standardized City contracts, and actively participates in negotiations and structuring of complex transactions such as the finance and implementation of major capital projects, design/build agreements and energy, telecommunications and solid waste disposal franchises.

Land Use

The City Attorney's Office provides legal counsel to the City Council, Development Services Department and Planning Commission on a wide range of "land use" issues including general plans, zoning, subdivisions, growth management, special use permits, environmental impacts, hazardous materials, low-income housing, preservation of historic properties, and impact fees, exactions and assessment districts for open space, parks, and other public facilities.

Redevelopment and Real Estate

The City Attorney advises the City Council, City Manager, Successor Agency and various City departments in connection with a wide range of redevelopment and real estate issues. Typical matters include property acquisition and disposition, leasing, development agreements, affordable housing transactions, and the winding down of redevelopment activities.

Employment/Labor

With nearly 1,000 full-time City employees, and five established bargaining units, the personnel and labor issues facing the City are complex and diverse. In collaboration with the City's Human Resources Department, the City Attorney's Office is responsible for advising on labor negotiations, employee policy development, federal and state labor laws, disciplinary matters, and dispute resolution, including civil service and arbitration proceedings.

General Municipal Law

The City Attorney's Office provides legal advice in diverse areas of local government law such as municipal finance, budgeting, and taxation. The City Attorney's Office assists with the enactment of local laws by preparing City Council resolutions and ordinances and also advises regarding conflicts of interest, open meeting and public records requirements and inter/intra-governmental relations. The City Attorney's Office is frequently called upon to interpret and apply the rules contained in the City Charter and Municipal Code.

Litigation and Risk Management

The City Attorney's Office is responsible for defending the City in personal injury, property damage and civil rights cases. These can range from minor matters to multi-million dollar lawsuits. The City Attorney's Office works closely with the City's Risk Management staff, who handles administrative claims against the City, and with all City Departments to develop and improve policies and procedures that mitigate risk.

Code Enforcement

The City Attorney's Office assists with the enforcement of City Code provisions related to building standards, zoning requirements, neighborhood preservation, and other conditions or conduct affecting public health, safety or welfare. Violations are addressed by employing the various legal enforcement tools available to the City: administrative actions, civil actions and/or criminal prosecution. The City Attorney's Office provides further assistance by obtaining legal orders for the abatement, and/or demolition of substandard properties.

LEGAL MATTERS TYPICALLY NOT HANDLED BY THE CITY ATTORNEY

Criminal Prosecution

Currently the City Attorney's Office does not prosecute violations of the California Penal Code, California Vehicle Code, or other violations of State law. These matters are handled by the San Diego County District Attorney.

Legal Advice to Citizens

The City Attorney's client is the City itself, not any one citizen. As a result, the City Attorney's Office cannot provide direct legal advice to citizens.

MORE INFORMATION

Please visit the City of Chula Vista website for additional information about the Office of the City Attorney:

Website –
www.chulavistaca.gov/CityAttorney

Key Contacts -
Office of the City Attorney
Glen R. Googins, City Attorney
276 Fourth Avenue
Chula Vista, CA 91910
(619) 691-5037
Email: ggoogins@chulavistaca.gov

CITY ATTORNEY

MISSION STATEMENT

The mission of the City Attorney's Office is to provide high quality legal services to the City in order for the City to operate in a lawful and effective manner, safeguard taxpayer resources, and to improve quality of life for City residents.

STRATEGIC GOALS

OPERATIONAL EXCELLENCE

- Improve Risk Management Practices
  - *Improve efficiency and case management to handle more cases in-house*
  - *Develop and implement training programs in high-risk areas, including police advisory matters and conflicts of interest*
  - *Engage in critical analysis regarding appropriate funding levels and protocols for managing public liability trust accounts and reserves*

Status:	Over the past few years, the Attorney's Office has been able to decrease outside counsel contracts and handle more cases in house by hiring in-house staff and improving efficiencies in case management. Several trainings have also been conducted on a variety of issues including the Brown Act, Progressive Discipline and Ethics. The Office has also been engaged in looking at different models for more efficient risk management of pooled insurance, self-insurance and reserve fund balance protocols.

- Enhance Office Efficiency and Accountability
  - *Improve and develop project tracking and management systems*
  - *Standardize legal analysis, process, and forms*
  - *Create legal opinion bank*
  - *Develop and implement performance measures*
  - *Better integrate the legal intern program into day-to-day service delivery*
  - *Improve overall City efficiency with "Charter Project" Home Rule Defense and Amendments*

Status:	In FY 2013-14, the Attorney's Office implemented a paper Legal Assistance Request Form (LARQ) that was later converted to a paperless online format to more ably track and manage requests from City departments. Creating standard work is a key objective. To date, the Office has developed standard processes and/or documents for the following: performance bond review, conflict of interest, resolutions, ordinances, resolutions for agreements, and disclosure statements, and we continue to regularly review other standard processes and documents such as the two-party agreement and the agenda. The Attorney's Office continues to maintain a robust legal intern program that includes post-bar interns and current law school students. Staff has also been engaged in drafting public works' policies related to the City's Charter that will be considered by the City Council in early FY 14-15. The Office also continues to staff the Charter Review Commission.

CONNECTED COMMUNITY

- Improve the Flow of Information to the Public
  - *Add information and legal resources of community interest to the City Attorney Website*

- *Develop and obtain City Council approval of policies regarding ethics, lobbyist, registration, and ex parte communications*
- *In partnership with the City Clerk's Office, increase the efficiency and community access to public records and inquiries*
- *Conduct or provide legal support for Public Forums throughout the City regarding areas and issues of interest*
- *Develop the "Transparency Project" to develop and implement policies and programs that provide more information and public access to city decision-making*
- *Develop the "Civil Society Project" to provide the community with information and resources that facilitate amicable dispute resolution*

Status: The Attorney's Office now has staff dedicated to updating and maintaining its webpages. Drafts of the lobbyist and ex parte communications policies have been prepared. Staff has also been engaged in researching and participating in programs that are being considered for dispute resolution for City residents.

STRONG AND SECURE NEIGHBORHOODS

- Develop programs that assist in the creation and maintenance of safe neighborhoods
  - *Develop and Implement the "Public Safety/Consumer Protection Project" to provide proactive and responsible support for community policing programs*

Status: The Attorney's Office was instrumental in the development of the Responsible Retailer Program which requires mandatory training for businesses who desire to serve alcohol at their establishments. The Office is continuing to assess and develop additional programs in coordination with the City's Police Department.

KEY PERFORMANCE MEASURES

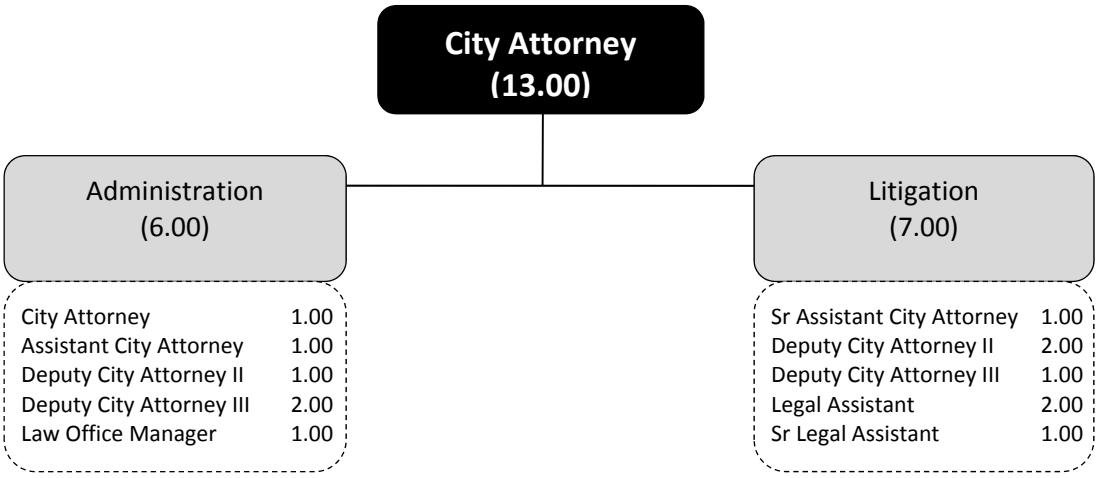
	FY 2011-2012 ACTUAL	FY 2012-2013 ACTUAL	FY 2013-2014 ESTIMATED	FY 2014-2015 PROJECTED
Acknowledgement to Constituent Requests for Information within One Business Day from Receipt of Request	N/A	N/A	N/A	90%
Response or Referral to Constituent Requests for Information Three Business Days from Receipt of Request	N/A	N/A	N/A	75%
Develop and Implement Electronic Project Management System	N/A	N/A	N/A	Yes
Assess and Review Various Analysis Models for More Efficient Risk Management of Pooled Insurance, Self-Insurance and Reserve Fund Balance Protocols	N/A	N/A	N/A	Yes

SUMMARY OF DEPARTMENT RESOURCES

BUDGET CATEGORY	FY 2011-12 ACTUAL	FY 2012-13 ACTUAL	FY 2013-14 ADOPTED	FY 2014-15 ADOPTED
EXPENDITURES				
Personnel Expenses				
Salaries	1,231,687	1,389,582	1,443,446	1,547,002
Hourly Wages	0	0	1,780	1,780
Health Benefits	138,988	162,199	178,253	199,082
Retirement Benefits	327,775	381,220	427,092	471,061
Other Personnel Expense	45,187	47,983	39,916	13,826
Personnel Expenses Subtotal	**1,743,637**	**1,980,984**	**2,090,487**	**2,232,751**
Non-Personnel Expenses				
Supplies and Services	276,862	492,282	352,658	365,457
Capital	0	0	0	3,348
Utilities	1,800	1,974	1,980	1,850
Non-Personnel Expenses Subtotal	**278,662**	**494,256**	**354,638**	**370,655**
TOTAL EXPENDITURES	**$2,022,299**	**$2,475,240**	**$2,445,125**	**$2,603,406**
REVENUES				
Charges for Services	22,231	45,599	73,694	73,694
Other Revenue	116,441	110,110	43,270	95,126
Transfers In	8,163	8,163	8,163	0
TOTAL REVENUES	**$146,835**	**$163,872**	**$125,127**	**$168,820**
REVENUE RECOVERY %	**7%**	**7%**	**5%**	**6%**
AUTHORIZED FULL TIME POSITIONS	**12.00**	**13.00**	**13.00**	**13.00**

CITY ATTORNEY

ORGANIZATIONAL CHART



Total GF FTE	13.00
Total Non GF FTE	0.00
Total Dept FTE	13.00

Administration

The Administration Department implements City Council policies, administers the organization and delivery of services to the community, and oversees the City's daily operations. Administration includes the City Manager's Office, Economic Development, Continuous Improvement, and Communications.

The City Manager's Office is responsible for the day-to-day operations of the City's government services. The City Manager, appointed by the City Council, serves as the City's chief executive officer and manages the day-to-day operations of all City departments. The City Manager supports the City Council's goals and objectives through execution of policies and procedures designed to efficiently and effectively carry out the City Council's directives, and to ensure the preparation and monitoring of a fiscally sound operating budget.

Economic Development focuses on facilitating retail, commercial and industrial prosperity for today's businesses. Elements include business attraction, retention, and small business concierge services. Economic Development efforts strive to create quality work options for our residents and increase revenues for vital public infrastructure and services.

Administration also leads the City's Continuous Improvement program. Continuous Improvement is a systematic way to examine processes within the organization to eliminate waste. The CITY (Continuously Improving Through You) Now Program is an organization-wide program designed to provide employees with a collection of principles, tools and methods to help improve the effectiveness, efficiency, and transparency of programs and services.

CITY Now
CHULA VISTA
Continuously Improving Through You

Administration also includes Communications with staff dedicated to implementing a comprehensive marketing and communications program that supports the wide-range of initiatives and activities in the City of Chula Vista. The marketing and communications program is designed to help the City of Chula Vista enhance revenues, improve business development, and attract people to live and work here. The Communications team identifies major communications initiatives; develops marketing and advertising campaigns; coordinates special events; supports programs and projects managers; distributes a variety of communications messages via web, social media, newsletters, press releases, and other channels; and provide professional graphic design and media and public information services. Communications coordinates with other departments to implement proactive community engagement, outreach, and participation activities. Communications staff also manages the City's website. Visit www.chulavistaca.gov for more information.

Communications and Economic Development co-lead the Shop Chula Vista Now campaign aimed at promoting local businesses and encouraging residents to shop locally to help support City services. FY14 saw a significant increase in the number of businesses and residents participating.

MORE INFORMATION

Please see the following for more information about the Administration Department:

Website –
www.chulavistaca.gov/Administration

Key Contacts -

Office of the City Manager
Gary Halbert
City Manager
276 Fourth Avenue
Chula Vista, CA 91910
(619) 691-5002

Office of Communications
Anne Steinberger
Marketing &
Communications Manager
276 Fourth Avenue
Chula Vista, CA 91910
(619) 691-5296

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.

STRATEGIC GOALS

ECONOMIC VITALITY

- Promote an environment for residents and businesses to prosper
  - *Implement strategies that build prosperity and quality employment opportunities for existing businesses.*

Status:
- Increased vendor and customer participation in the Shop Chula Vista Now campaign.

CONNECTED COMMUNITY

- Implement City of Chula Vista Marketing and Communications Program
  - *Implement a robust marketing and communications program to help the city of Chula Vista enhance revenues, improve business development, and attract people to live and work here.*

Status:
- Completed surveys to guide messaging and marketing tools.
- New website being implemented utilizing new branding.

OPERATIONAL EXCELLENCE

- Uphold a commitment to Fiscal Health
  - *Continue to support components identified in the Fiscal Recovery and Progress Plan*

Status:
- Presented a balanced budget.
- Studies underway to update some components of the Master Fee Schedule

- Advance Continuous Improvement
  - *Increase foundation and awareness of Continuous Improvement program*

Status:
- Created in-house advanced Continuous Improvement training program, trained 17 employees
- Awarded ICMA Award of Excellence for Continuous Improvement Program

- Retain and attract quality employees
  - *Create culture of employee engagement*

Status:
- Formed a new Employee Engagement Committee

KEY PERFORMANCE MEASURES

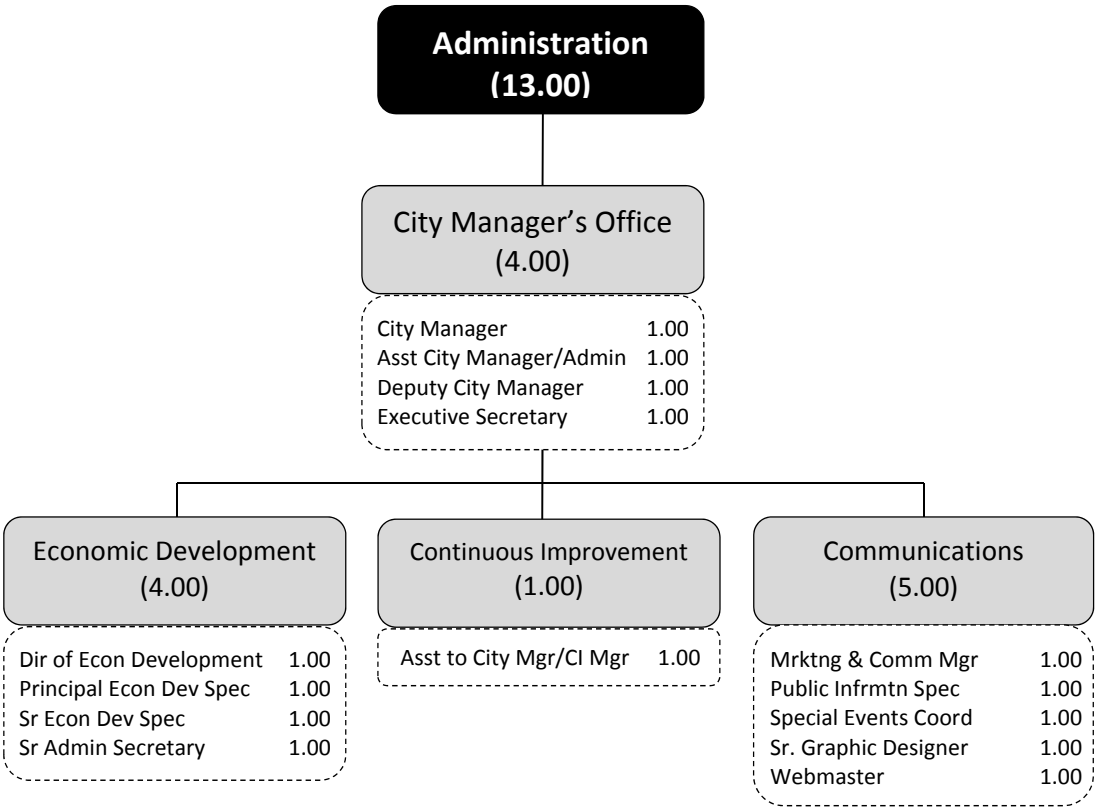
	FY 2011-2012 ACTUAL	FY 2012-2013 ACTUAL	FY 2013-2014 ESTIMATED	FY 2014-2015 PROJECTED
Communications–Increase the number of unique visitors to the City's new website.	N/A	N/A	-8%	+10%
Administration–Increase CI knowledge in training participants based on before and after survey.	N/A	N/A	50%	50%
Economic Development-Conduct detailed meetings regarding locating in Chula Vista with 30 of qualified businesses.	N/A	N/A	N/A	30

SUMMARY OF DEPARTMENT RESOURCES

BUDGET CATEGORY	FY 2011-12 ACTUAL	FY 2012-13 ACTUAL	FY 2013-14 ADOPTED	FY 2014-15 ADOPTED
EXPENDITURES				
Personnel Expenses				
Salaries	1,009,283	1,176,180	1,512,949	1,633,998
Hourly Wages	112,790	122,006	39,420	17,398
Health Benefits	113,895	133,607	193,496	217,873
Retirement Benefits	286,485	355,523	483,327	532,866
Other Personnel Expense	51,010	53,380	57,345	76,376
Personnel Expenses Subtotal	**1,573,463**	**1,840,696**	**2,286,537**	**2,478,511**
Non-Personnel Expenses				
Supplies and Services	120,488	131,249	185,402	230,486
Other Expenses	1,000	0	0	0
Capital	0	0	0	3,416
Utilities	1,205	1,205	1,326	1,320
Non-Personnel Expenses Subtotal	**122,693**	**132,454**	**186,728**	**235,222**
TOTAL EXPENDITURES	**$1,696,156**	**$1,973,150**	**$2,473,265**	**$2,713,733**
REVENUES				
Charges for Services	57,470	5,411	50,000	5,000
Other Revenue	93,797	136,260	71,000	116,000
Transfers In	0	0	77,210	77,210
TOTAL REVENUES	**$151,267**	**$141,671**	**$198,210**	**$198,210**
REVENUE RECOVERY %	**9%**	**7%**	**8%**	**7%**
AUTHORIZED FULL TIME POSITIONS	**9.00**	**10.00**	**13.00**	**14.00**

ADMINISTRATION

ORGANIZATIONAL CHART



Total GF FTE	14.00
Total Non GF FTE	0.00
Total Dept FTE	14.00

CITY OF
CHULA VISTA

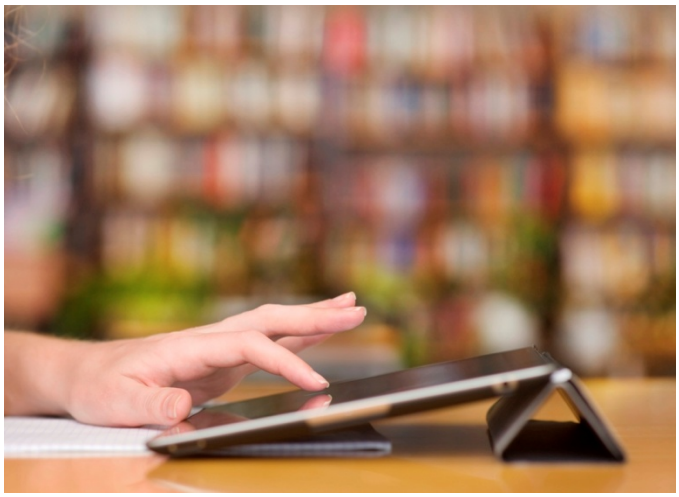
Information and Technology Services

The Information and Technology Services (ITS) Department provides citywide technology services, solutions, and support to all departments within the City. These services include administration, finance, public safety, and resident online services. ITS also develops, implements, operates, and maintains computer systems in order to improve the operational efficiency and effectiveness of all departments. In addition, ITS provides support to departments which provide direct services to members of the public, such as the Library, Recreation, and Public Safety and Public Works departments. ITS also partners with regional municipalities and other governmental agencies including the Living Coast Discovery Center to provide support and planning services.

The Technology and Support division provides technical planning and implementation, guidance, training and assistance to employees who work on more than 1,000 microcomputers, dozens of standard office productivity and specialized applications and over 100 servers throughout the City. The Technology and Support staff also maintains the city's Local Area Networks (LANs) and Wireless (WLANs) networks for both city guests and staff at City Hall and remote facilities. They partner with the Telecommunications staff to maintain the City's Wide Area Networks (WANs) and telecommunications lines which connects remote facilities to the primary City Hall networks. Technology and Support staff also provides planning and support services for an increasingly wide range of non-desktop computer technologies, including mobile devices such as smart phones or tablet computers, digital displays, wireless devices for public safety, and videoconferencing equipment.

The Geographic Information System (GIS) division provides mapping, data modeling and analysis, and development of custom applications used by staff on a daily basis. ITS also provides GIS services to the general public through map and data sales and web-enabled mapping applications. With over 100 unique data layers, ITS staff manages one of the most extensive, fully integrated GIS databases in San Diego County. As a multi - departmental resource, the city's GIS has developed into a critical decision making tool used by City staff and the general public on a daily basis.

The Telecommunications division handles voice communication installations, consultation, planning, maintenance, and support services citywide. Telecommunications lines are used to connect the nine remote fire stations, eight recreation and community centers, three library branches, the Public Works facility and other smaller remote facilities to the City Hall network. Technologies used include fiber optic lines, WiFi WLANS, 3-G and 4-G networks, microwave and T-1 and T-3 lines. Voice communications technologies now include Voice over IP (VoIP), integrated communications, as well as traditional PBX methods. This function serves over 1,000 users daily and plays a critical part in providing communication citywide. As in the case of Public Safety, telecommunications provides the vital link between first responders, (law enforcement, fire fighters, medical, ambulance or other emergency services) ensuring they have access to reliable, interoperable communications to assist those in need during and after emergencies by disseminating critical information to subsequent responders and the public. It is one of the most critical resources in public safety.



The Application Support and Programming division provide support of 3rd party software used by City staff including financial systems, business licensing, and building permitting. In addition, the programming staff develops custom desktop and web applications used by City staff and the public on daily basis. This includes electronic government applications such as park reservations, recreation facility reservations, sports league registration, library features and others. These applications are the City's first point of contact and are vital in linking the City with the online world. They also allow residents and visitors alike to experience and appreciate valuable and accurate information online, all the time. The City's continued expansion of online services results not only in improved customer services but also furthers the City's green paperless initiative to reduce environmental impacts associated with printing materials.

MORE INFORMATION

Please see the following for more information about the Information and Technology Services Department:

Website –
www.chulavistaca.gov/ITS

Key Contacts -
Information and Technology Services
Edward Chew
Director
276 Fourth Avenue
Chula Vista, CA 91910
Email: ITSINFO@chulavistaca.gov

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.

STRATEGIC GOALS

TECHNOLOGY AND SUPPORT SERVICES

- Implement computer/software replacement program
- Identify IT services to possibly migrate to the cloud
- Enhance the City's technology infrastructure
- Continue to work on non-desktop computer support services (mobile devices, etc.)

Status: Staff is currently engaged in several projects which will enhance the City's technology infrastructure:

- Purchased over 50 computers for desktop computer replacement throughout the City
- Actively researching office productivity application alternatives in order to lift all users to the same productivity application
- Researching enterprise internet services, including upgrades to City phone system
- Implemented new WebHD on-line help desk application to provide better tracking of help desk requests and improve communications with City staff.

TELECOMMUNICATIONS

- Continue to expand wireless networks

Status: Implementation of wireless access to all city facilities is nearing completion

ELECTRONIC SERVICES

Status: Recent editions to the electronic services include:

- Re-launch of ACT (formerly See Click Fix)
- Variety of upgrades to current software applications throughout City
- IFAS migration to the cloud (ASP) – Near launch
- Coordinate with Google for facility floor plan uploads to Google Maps – Enhances publics access to City facilities
- Begun implementation of 64-bit computers in Police Dispatch to address performance issues
- Assist with Public Works Asset Inventory project (GIS)
- Installed new Virtual Private Network (VPN) to allow employees remote access to computers

INFORMATION TECHNOLOGY SERVICES

NETWORK PROTECTION

- Develop and implement the City's Technology Disaster Recovery Plan

Status:

- Staff has begun work on a Disaster Recovery Plan which will include data co-location in order to rapidly restore computer services to the City in the event of a disaster
- Staff completed installation of new security firewall for City to improve security and increase network speed
- Offered free home

TECHNOLOGY PROJECTS

- By 2014, 90% of new technology/GIS projects within departments are planned and developed in conjunction with Information Technology Services.

Status: ITS is working with all departments to ensure that ITS staff is included at the inception phase of any new technology projects, or when significant involvement by ITS staff will be required with current projects. Involving ITS at an early stage in these projects will ensure staff is utilizing the latest technology/software and allow ITS/GIS to coordinate the transfer and storage of data associated with these projects.

KEY PERFORMANCE MEASURES

Since the recent restructuring of the Information Technology Services Department in July, staff is re-evaluating the key performance metrics for the Department. Several of the old metrics are no longer viable due to lack of reliable data. Therefor the Department is taking steps to create updated metrics and implementing processes to accurately collect the data required.

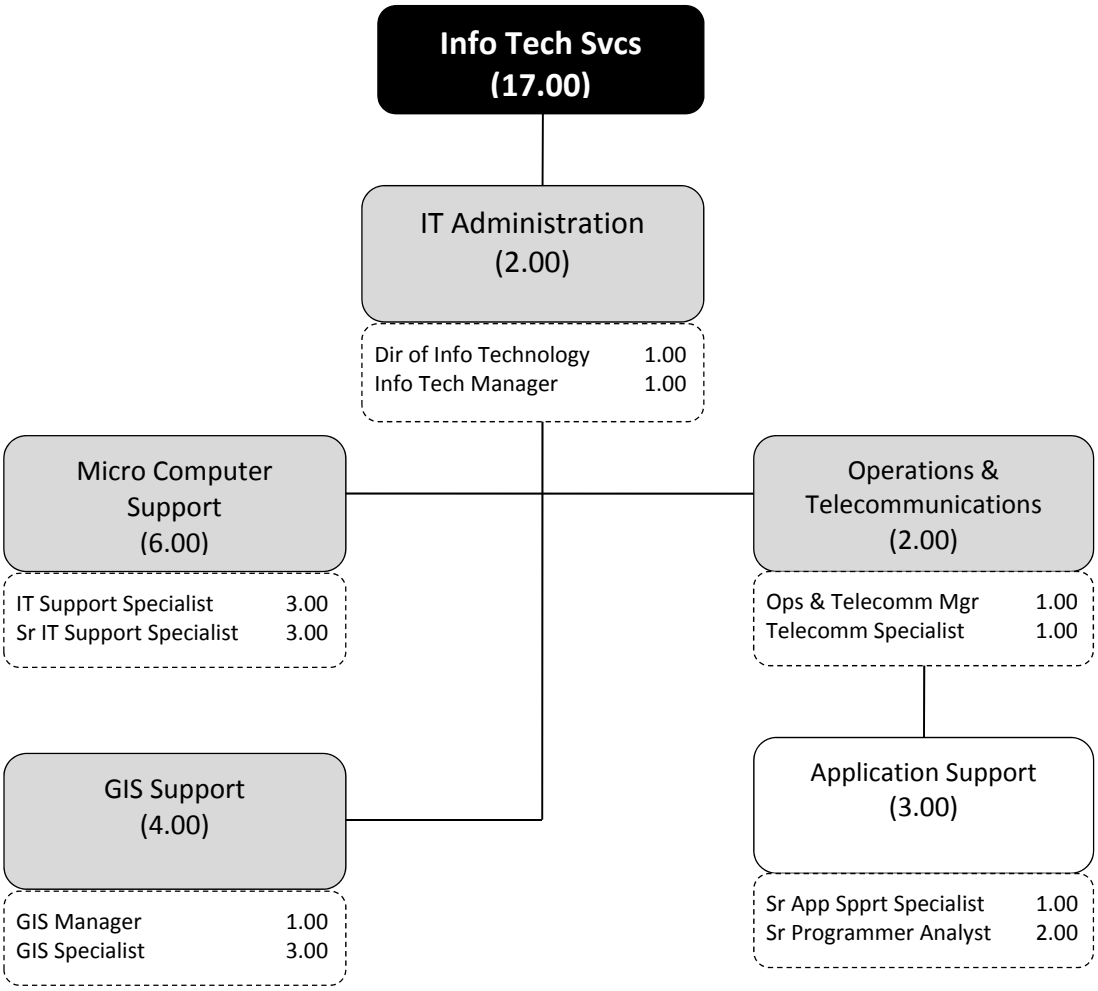
INFORMATION TECHNOLOGY SERVICES

SUMMARY OF DEPARTMENT RESOURCES

BUDGET CATEGORY	FY 2011-12 ACTUAL	FY 2012-13 ACTUAL	FY 2013-14 ADOPTED	FY 2014-15 ADOPTED
EXPENDITURES				
Personnel Expenses				
Salaries	1,452,536	1,482,928	1,427,893	1,519,923
Hourly Wages	3,110	0	0	0
Health Benefits	220,388	230,732	233,833	249,083
Retirement Benefits	398,772	408,137	422,520	462,828
Other Personnel Expense	77,911	84,317	63,248	75,732
Personnel Expenses Subtotal	**2,152,717**	**2,206,114**	**2,147,494**	**2,307,566**
Non-Personnel Expenses				
Supplies and Services	582,453	583,841	606,637	696,934
Capital	86,710	63,901	88,500	88,500
Utilities	43,488	43,649	47,837	47,045
Non-Personnel Expenses Subtotal	**712,651**	**691,391**	**742,974**	**832,479**
TOTAL EXPENDITURES	**$2,865,368**	**$2,897,505**	**$2,890,468**	**$3,140,045**
REVENUES				
Use of Money & Property	1,001	13	2,000	2,000
Charges for Services	11,193	4,742	15,000	15,000
Other Revenue	8,749	5,488	20,000	20,000
Transfers In	2,212	11,680	8,900	8,900
TOTAL REVENUES	**$23,155**	**$21,923**	**$45,900**	**$45,900**
REVENUE RECOVERY %	**1%**	**1%**	**2%**	**1%**
AUTHORIZED FULL TIME POSITIONS	**18.00**	**18.00**	**17.00**	**17.00**

INFORMATION TECHNOLOGY SERVICES

ORGANIZATIONAL CHART



Total GF FTE	17.00
Total Non GF FTE	0.00
Total Dept FTE	17.00

Human Resources Department

The Human Resources Department is committed to providing 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.

The Human Resources Department (HR) develops and manages four major divisions including Administration, Employment Services, Risk Management, and Benefits.

Human Resources Administration provides the day-to-day oversight of 15.00 HR staff, serving approximately 1,256 full-time and part-time City of Chula Vista employees and a monthly average of 600 volunteers. Human Resources Administration advises departments on the interpretation and application of City policies and procedures that pertain to Human Resources as well as the Civil Service Rules. Additionally, this division is responsible for training and guiding departments and individuals through the teambuilding, performance management, investigation and the discipline process as well as providing staff assistance to the Civil Service Commission. HR Administration coordinates citywide labor management cooperation, interprets and maintains compliance with each bargaining unit's memorandum of understanding. HR Administration provides City employees with organizational and personal development resources available electronically on a weekly or biweekly basis along with individual career counseling as requested.

One of the goals of the Human Resources Department is to attract the best and brightest to the City of Chula Vista and help to create an environment in which employees can flourish. Employment Services staff meets this goal through daily commitment to integrity, customer service delivery, results, responsiveness, change, growth, teamwork, and quality customer information and education. The Employment Services Division is the "first stop" potential employees make to identify employment and career opportunities with the city. Applicants experience first-hand seamless customer service as they peruse the City's job board. Applicants may also apply for jobs via the Internet through the electronic application system. On-line service provides access to job descriptions, salary schedule, bargaining unit's memorandum of understanding (MOU) and City policies. Staff assists with recruitment questions and provides career guidance and information about the City's hiring and selection methods.

Through recruiting and testing, analysts strive to identify qualified applicants to fill job vacancies at all levels. Applicants are given the opportunity to demonstrate their employment strengths through each phase of the recruitment process. The end result is an eligible list of qualified, diverse candidates. Getting new employees into vacancies in a timely manner helps departments maintain a high level of cost-effective and efficient service to city residents, which is a shared goal at the City of Chula Vista.

Career information sessions are held periodically to provide applicants not currently employed with the City with an overview of the recruitment and selection process. Applicants are encouraged to attend these sessions to obtain general information to assist them in their career decisions.

The City of Chula Vista employs individuals in a multitude of areas and functions. Each job is included in a classification that defines its job description and level in the organization. The classification system partners with the compensation structure to determine pay levels and ensure that the employees are working and being paid at the appropriate levels. Employment Services is responsible for conducting studies of

positions and making recommendations on proper job classification, compensation, and writing and revising job descriptions based on these studies.

The Employment Services division is also responsible for updating and maintaining the City's Salary Schedule Plan, Pay Ordinance, and administrative regulations that relate to classification and compensation. In addition, staff conducts and responds to pay and benefit surveys, provides advice on Fair Labor Standards Act (FLSA) issues, provides management and supervisory training and support labor negotiations with the City's unions and employee associations.

The Risk Management Division is responsible for the development of a safe and healthy environment for City employees and the public through training, education and careful monitoring, and for controlling and reducing liability exposures in order to preserve the City's assets and service capabilities. This is accomplished via the Division's programs that include: employee health and safety, loss control, liability management, insurance, and disability management.

The Disability Management program provides comprehensive services to employees and departments. The goal of this program is to return injured or ill employees to the work force as soon as they are able. This is accomplished via the City's hands on Return to Work Transitional Duty program where we partner with the treating doctors to focus on what the recovering employee can rather than what they can't do. In the interim, Disability Management works to ensure that employees are receiving any income and job protection to which they are entitled.

The City is committed to establishing and maintaining a safe and healthy environment for employees and the public with effective safety programs. Risk Management's Safety program has been tasked with oversight of all City safety efforts. The Safety program works to provide a systematic way to minimize incident frequency and severity, contribute to positive morale, effectively maintain the City's resources and increase operational efficiency.

We continue to expand our utilization of the Target Solutions internet based training platform. Via this program we are able to make a number of safety and human resource trainings, both mandatory and elective, available to employees from the comfort of their workstation. The improved access at the employee's convenience allows employees to receive critical information without interruption to their workflow. The amount of time spent by Human Resources staff in coordinating and scheduling courses has been greatly reduced. We are able to offer training that we otherwise would not be able to offer within the resources available.

Through the Loss Control Program, claims against the City are received and investigated and settled as appropriate. Staff provides consultative services to all City departments on insurance matters. Risk Management is responsible for procuring insurance for the City's liability, property, workers' compensation, pollution liability, bond crime, and boiler and machinery exposures and for making claims for coverage under these policies. When City property is damaged by outside parties, staff aggressively seeks reimbursement from insurance companies or the uninsured party. Staff averages $200k per year in revenue from these endeavors.

The Benefits Division administers a variety of programs and is committed to implementing comprehensive employee benefits by providing support and personal assistance to valued employees, retirees, dependents, and service providers.

The following comprehensive, affordable benefit options are available to eligible employees: health, dental and vision coverage; Group Life (and Accidental Death & Dismemberment) insurance; voluntary supplemental life insurance; §125 Flexible Benefits Plan; Employee Assistance Program and CalPERS retirement benefits.

The City's wellness program, Wellness Works, is coordinated by the department. The mission of this initiative is to promote and foster wellness of mind and body by providing education, opportunities and support in choosing a healthy lifestyle. By keeping our workforce healthy we increase productivity and reduce health care costs.

All of our benefit forms and related documents are available to employees on-line. Employees also have access to their personal payroll information via the Inter/Intranet using our Employee Online platform.

MORE INFORMATION

Please see the following for more information about the Human Resources Department:

Website –
www.chulavistaca.gov/HumanResources

Key Contacts -
Human Resources
276 Fourth Avenue
Chula Vista, CA 91910
(619) 691-5096
Job Hotline: (619) 691-5095
Email: humanresources@chulavistaca.gov

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.

STRATEGIC GOALS

OPERATIONAL EXCELLENCE

- Refine the employee on-boarding process
  - *Create tools to ensure new hires receive all of the information needed to be an effective member of the workforce and ensure retention of quality employees.*

Status: Checklists for use by supervisors and new employees to ensure that they are receiving all of the components of an effective on-boarding within the employee's first 90 days are being developed. Once developed all supervisors will receive training as to how to use the tool and a system of tracking to ensure it has been completed will be in place.

- Control Workers' Compensation Costs
  - *Reduce lost productivity and costs due to work related injuries.*

Status: Staff continues to work closely with departments to investigate and mitigate lost work time due to injuries and illnesses through root cause analysis and identifying best practices. Our focus has been on working with our injured workers and their medical providers in carrying out our Return to Work program

KEY PERFORMANCE MEASURES

	FY 2011-2012 ACTUAL	FY 2012-2013 ACTUAL	FY 2013-2014 ESTIMATED	FY 2014-2015 PROJECTED
% of assigned mandatory trainings completed	99	99	100	100
Employee Turnover Rate				
Police	4%	5%	11%	4%
Fire	7%	4%	4%	4%
Miscellaneous	4%	4%	4%	4%
$ Value of volunteer services provided to the City	$474,000	$737,000	$808,000	$808,000
Average Number of lost work days per work related injury	10.21	7.8	10.11	8.1

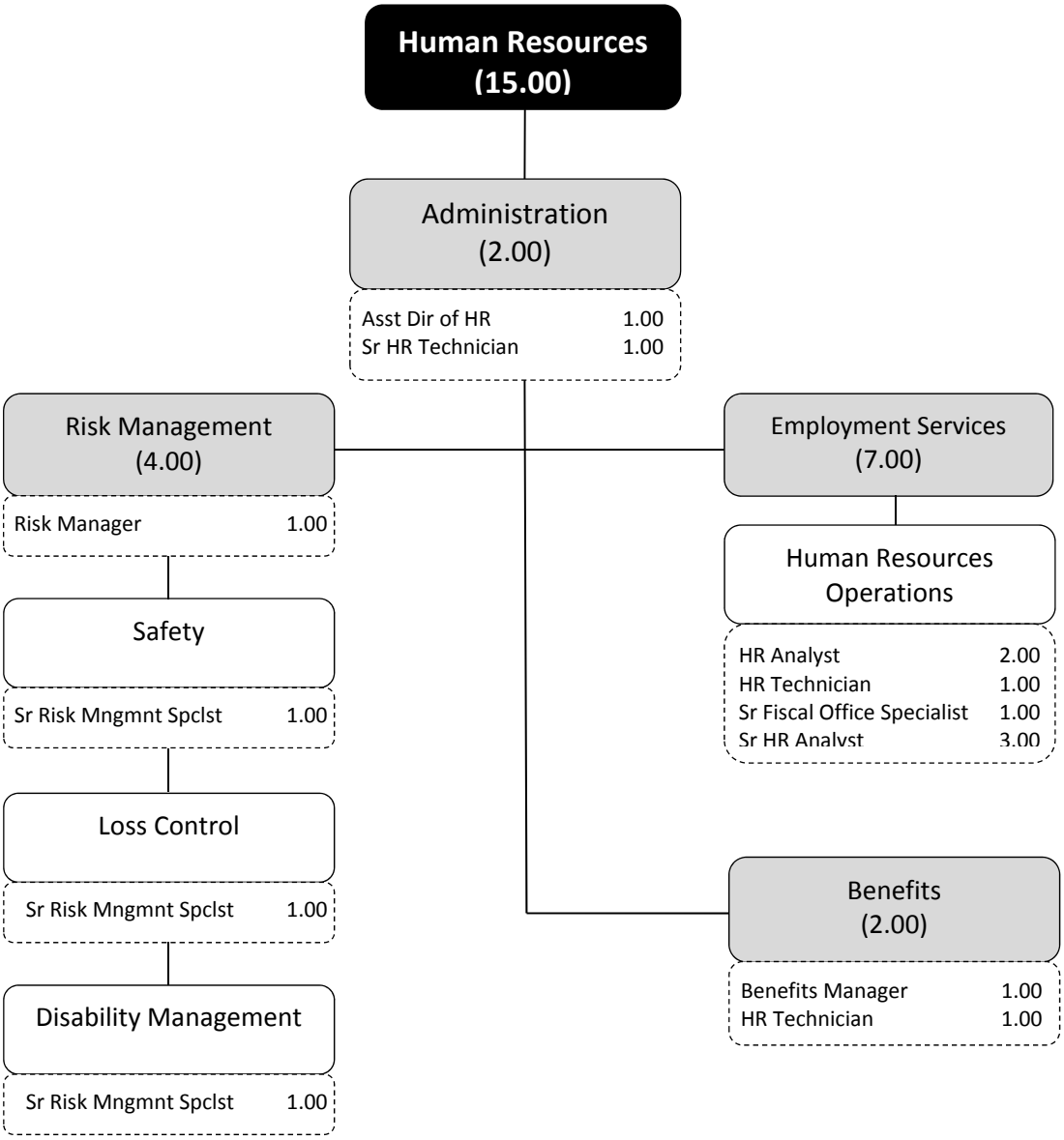
HUMAN RESOURCES

SUMMARY OF DEPARTMENT RESOURCES

BUDGET CATEGORY	FY 2011-12 ACTUAL	FY 2012-13 ACTUAL	FY 2013-14 ADOPTED	FY 2014-15 ADOPTED
EXPENDITURES				
Personnel Expenses				
Salaries	1,230,806	1,202,205	1,162,192	1,216,994
Hourly Wages	12,885	25,138	15,264	16,380
Overtime	210	0	200	200
Health Benefits	180,778	172,884	207,389	218,826
Retirement Benefits	331,240	331,863	344,408	371,141
Other Personnel Expense	62,484	68,607	52,846	64,734
Personnel Expenses Subtotal	**1,818,403**	**1,800,697**	**1,782,299**	**1,888,275**
Non-Personnel Expenses				
Supplies and Services	256,712	250,617	279,343	289,023
Other Expenses	647	7,609	0	0
Capital	0	0	0	8,920
Utilities	1,524	1,613	1,676	1,530
Non-Personnel Expenses Subtotal	**258,883**	**259,839**	**281,019**	**299,473**
TOTAL EXPENDITURES	**$2,077,286**	**$2,060,536**	**$2,063,318**	**$2,187,748**
REVENUES				
Charges for Services	37,404	82,285	65,000	65,000
Other Revenue	88,820	156,735	73,675	73,675
Transfers In	325,609	40,653	124,450	35,000
TOTAL REVENUES	**$451,833**	**$279,673**	**$263,125**	**$173,675**
REVENUE RECOVERY %	**22%**	**14%**	**13%**	**8%**
AUTHORIZED FULL TIME POSITIONS	**15.00**	**15.00**	**15.00**	**15.00**

HUMAN RESOURCES

ORGANIZATIONAL CHART



Total GF FTE	15.00
Total Non GF FTE	0.00
Total Dept FTE	15.00

Finance Department

The Chula Vista Finance Department is dedicated to supporting the long-term financial stability of the City and enhancing public and organizational trust through integrity of financial reporting and sound financial practices. The Finance Department is responsible for the overall financial management of the City. The department consists of five divisions: Administration, Comptroller, Revenue & Recovery, Purchasing, and Budget & Analysis. These divisions provide support services to other City departments, including payroll, accounts payable, accounts receivable, cashiering, purchasing, and general accounting. Responsibilities include the oversight of revenues, expenditures, investments, debt, and financial reporting. The Finance Department is also responsible for the City's annual audit that includes publication of the Comprehensive Annual Financial Report and the Single Audit of Federal Expenditures. The Finance Director also serves as the City Treasurer and is responsible for managing approximately $243.3 million in investments.

The Administration Division is responsible for the overall management and supervision of the Finance Department. The Division works closely with the City Manager and City Council providing guidance and financial advice as well as long-range financial planning and forecasting. Policy implementation, debt service management, cash flow management, and investment of City funds are functions performed by this division

The Comptroller Division includes general accounting, accounts payable, and payroll. The general accounting functions involve accounting for expenditures, revenues, and other transactions in accordance with Generally Accepted Accounting Principles (GAAP). The accounts payable function processes all payments and invoices in a timely manner. Staff processed 27,289 accounts payable transactions in fiscal year 2013-2014. The payroll function is responsible for the payment of salaries and other benefits to City employees in addition to filing all State and Federal payroll tax returns and reports. Payroll staff issued 1,317 W-2's to current and former City employees in fiscal year 2013-2014.

The Revenue & Recovery Division is responsible for the receipt and accounting of all monies received by the City. Other functions performed by this division include utility billing, oversight of parking meter operations, issuance of business licenses and coordinating the business license renewal process, special districts administration, and the documentation and accounting of staff time reimbursements through the City's Project Accounting system. Division staff issued 10,335 business licenses in fiscal year 2013-2014. The Revenue & Recovery Division works closely with other City departments as well as outside agencies in the collection of past due amounts. Unpaid sewer and trash bills that have gone unsuccessfully through the collection process are eventually placed as liens on the County's property tax roll by Division staff.

The Purchasing Division provides acquisition and contract management services to City staff in accordance with the Standards of Purchasing Practice as defined by the California Association of Public Purchasing Officers (CAPPO). The Division ensures compliance with formal bid requirements, processes all City purchase orders, and develops and maintains purchasing policies and procedures. Additional responsibilities include administration of the City's credit card program and disposition of surplus City property. In fiscal year 2013-2014, the Purchasing Division processed 2,686 purchase requisitions for City staff.

The Budget & Analysis Division is responsible for coordinating, preparing, and monitoring the City's operating budget. The Budget & Analysis Division performs and reviews numerous fiscal, policy, and programmatic analyses to accurately identify potential fiscal impacts. Budget & Analysis is also responsible for updating the City's indirect cost allocation plan that is used to determine the total cost of providing various city programs and services. Budget & Analysis provides ongoing analytical support on various operational and staffing issues throughout the City and participates in a number of special projects and studies, which may include updating fees and contracts.

The Finance Department has received awards for its excellence in financial reporting as well as recognition for its sound investment policy. For its financial reporting, the department has received the "Certificate of Achievement for Excellence in Financial Reporting" award from the Government Finance Officers Association (GFOA) every year, beginning with the fiscal year 2000 financial report. The department has also received GFOA's Distinguished Budget Presentation Award annually since fiscal year 2003, with the exception of fiscal year 2010 when the City did not pursue the award due to staffing reductions and budget constraints. The Association of Public Treasurers of the U.S. and Canada certified the City's Investment Policy as a model investment policy in fiscal year 2006-2007.

MORE INFORMATION

Please see the following for more information about the Finance Department:

Website –
www.chulavistaca.gov/Finance

Key Contacts -
Finance Department
276 Fourth Avenue
Chula Vista, CA 91910
Main Line: (619) 691-5250
Business Licenses: (619) 585-5624
Sewer Payments: (619) 691-5117
Purchasing: (619) 691-5141
Email: Finance@chulavistaca.gov

FINANCE

MISSION STATEMENT

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

STRATEGIC GOALS

OPERATIONAL EXCELLENCE

- Update the Fiscal Recovery and Progress Plan (Long-Term Financial Plan)
  - *Establish a financially resilient City. This long-term goal can be reached by stabilizing the City's financial condition, then working towards financial sustainability, and finally establishing an organization that is financially resilient. This better positions the City to withstand future economic downturns with minimal impacts to service levels.*

Status:	The Fiscal Recovery and Progress Plan identified the major challenges that the City faces in moving from financial stability to financial sustainability and eventually financial resiliency. Improving the long-term financial standing of the City will require a multi-faceted approach over several years. The Fiscal Recovery and Progress Plan will be updated in fiscal year 2014-2015 and will be further developed to become the City's first Long-Term Financial Plan.

- Develop and implement new budget development guidelines to follow priority based budgeting principles.

Status:	In progress. Staff will research and develop a plan to more fully integrate priority based budgeting principles into the fiscal year 2015-2016 budget development process. Priority based budgeting involves establishing important community values and then budgeting according to those values that have been established. Using these principles assists in decision making, resource allocation, and helps align programs and services with the goals and objectives identified as priorities.

- Create and Implement policies to help protect/generate revenues.

Status:	Seeking alternative funding options is particularly critical to Chula Vista. Staff is currently working on an update of the Master Fee Schedule for Recreation programming and facility rentals. This will be the final step in a multi-year comprehensive review of the City's Master Fee Schedule. Staff is also in the process of reviewing and updating the fees associated with processing development projects and permits. In addition to updating the fees, a Citywide Cost Recovery Policy was also adopted during the fee update, which assists the City in meeting desired goals for future cost recovery while supporting the values and mission of the organization. Staff has also pursued other funding mechanisms available to local municipalities such as bonded and non-bonded Community Facilities Districts, Open Space Districts, and Property Related Fees in order to provide capital facilities and some maintenance within those districts. Without these funding tools additional strain would have been placed on the General Fund for capital facilities and maintenance services.

FINANCE

KEY PERFORMANCE MEASURES

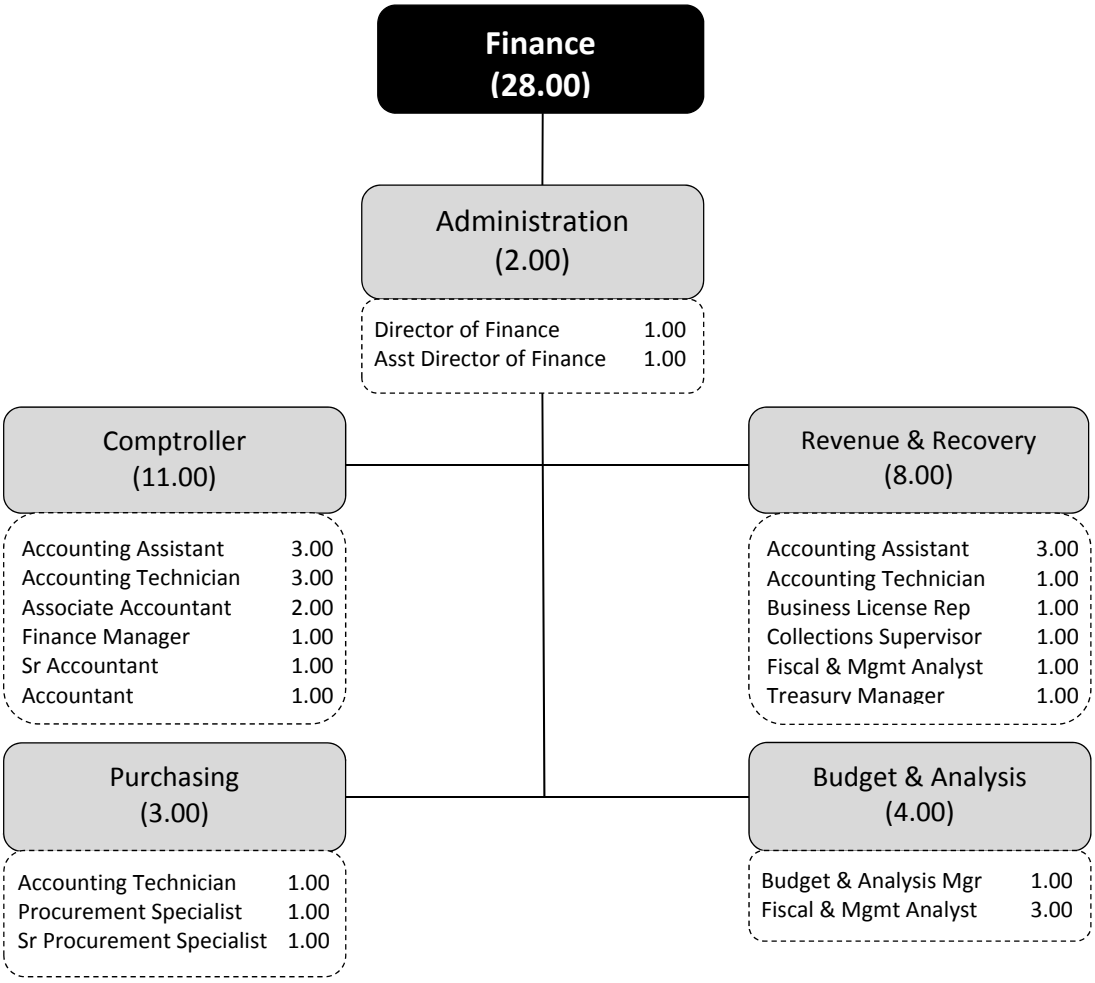
	FY 2011-2012 ACTUAL	FY 2012-2013 ACTUAL	FY 2013-2014 ESTIMATED	FY 2014-2015 PROJECTED
% of General Fund Reserve Level	6.8%	8.5%	9.5%	9.5%
City of Chula Vista Bond Rating	N/A	N/A	N/A	AA-
% Actual to Budget (GF Operating)				
Revenues	N/A	N/A	N/A	98%
Expenditures	N/A	N/A	N/A	98%

SUMMARY OF DEPARTMENT RESOURCES

BUDGET CATEGORY	FY 2011-12 ACTUAL	FY 2012-13 ACTUAL	FY 2013-14 ADOPTED	FY 2014-15 ADOPTED
EXPENDITURES				
Personnel Expenses				
Salaries	1,898,486	1,994,549	2,160,428	2,270,598
Hourly Wages	101,848	101,994	76,192	80,536
Health Benefits	315,710	314,933	374,094	402,271
Retirement Benefits	539,038	559,652	645,609	697,490
Other Personnel Expense	119,872	118,569	100,460	122,465
Personnel Expenses Subtotal	**2,974,954**	**3,089,697**	**3,356,783**	**3,573,360**
Non-Personnel Expenses				
Supplies and Services	175,356	160,623	197,429	190,030
Other Expenses	400	34	0	0
Capital	0	0	0	10,999
Utilities	2,295	2,334	2,525	2,500
Non-Personnel Expenses Subtotal	**178,051**	**162,991**	**199,954**	**203,529**
TOTAL EXPENDITURES	**$3,153,005**	**$3,252,688**	**$3,556,737**	**$3,776,889**
REVENUES				
Other Local Taxes	36,674	61,038	40,000	40,000
Fines, Forfeitures, Penalties	37,536	25,054	50,000	50,000
Use of Money & Property	106,714	106,284	108,364	108,364
Charges for Services	57,541	66,798	72,750	57,750
Other Revenue	651,091	688,288	594,543	631,400
Transfers In	320,283	326,744	348,500	348,500
TOTAL REVENUES	**$1,209,839**	**$1,274,206**	**$1,214,157**	**$1,236,014**
REVENUE RECOVERY %	**38%**	**39%**	**34%**	**33%**
AUTHORIZED FULL TIME POSITIONS	**26.00**	**26.00**	**28.00**	**28.00**

FINANCE

ORGANIZATIONAL CHART



Total GF FTE	28.00
Total Non GF FTE	0.00
Total Dept FTE	28.00

Non-Departmental

The Non-Departmental budget reflects expenditures and budgeted expenditure savings that are not directly related to any single department. The expenditure budget includes such items as insurance, interest expense, salary savings due to attrition, transfers out to liability reserves, and transfers out to various Debt Service Funds for the General Fund's debt service obligations. The Non-Departmental budget also includes all General Fund discretionary revenues including property tax, sales tax, vehicle license fees, transient occupancy tax, franchise fees, and utility users tax. Non-Departmental revenues also reflect transfers in from various other funds.

SUMMARY OF DEPARTMENT RESOURCES

BUDGET CATEGORY	FY 2011-12 ACTUAL	FY 2012-13 ACTUAL	FY 2013-14 ADOPTED	FY 2014-15 ADOPTED
EXPENDITURES				
Personnel Expenses				
Salaries	143,532	0	415,778	1,000,000
Hourly Wages	30,136	6,850	0	0
Health Benefits	18,981	(6,014)	9,104	0
Retirement Benefits	2,523	143	130,391	0
Professional Enrichment	71,604	85,624	180,420	209,800
Other Personnel Expense	(2,462)	0	(869,560)	(1,376,409)
Personnel Expenses Subtotal	**264,314**	**86,603**	**(133,867)**	**(166,609)**
Non-Personnel Expenses				
Supplies and Services	1,722,266	2,530,471	1,591,344	2,054,008
Other Expenses	207,937	211,459	187,000	224,500
Capital	(57,439)	1,430,222	0	0
Utilities	0	778	0	12,000
Transfers Out	11,647,308	5,499,121	5,825,899	5,288,970
CIP Project Expenditures	280,627	1,172,734	258,350	1,724,067
Non-Personnel Expenses Subtotal	**13,800,699**	**10,844,785**	**7,862,593**	**9,303,545**
TOTAL EXPENDITURES	**$14,065,013**	**$10,931,388**	**$7,728,726**	**$9,136,936**
REVENUES				
Property Taxes	24,518,260	27,876,534	25,952,576	28,032,214
Other Local Taxes	43,349,356	47,119,435	46,300,937	51,190,495
Use of Money & Property	1,878,147	1,107,626	1,178,663	1,367,978
Revenue from Other Agencies	17,248,916	18,009,284	17,632,236	18,488,461
Charges for Services	27,180	24,379	0	0
Other Revenue	2,111,715	2,465,916	3,202,094	1,786,003
Transfers In	2,102,813	1,901,130	1,903,845	2,511,130
TOTAL REVENUES	**$91,236,387**	**$98,504,304**	**$96,170,351**	**$103,376,281**
REVENUE RECOVERY %	**N/A**	**N/A**	**N/A**	**N/A**
AUTHORIZED FULL TIME POSITIONS	**0.00**	**0.00**	**0.00**	**0.00**

Animal Care Facility

The Chula Vista Animal Care Facility (CVACF) has provided animal control services since 1923. The Animal Care Facility is comprised of five divisions: Customer Service, Field Operations and Dispatch, Shelter Operations, Adoption/Volunteer Services, and Veterinary/Medical Services. Over 7,000 homeless animals come to the facility each calendar year.

Over the years, CVACF services have expanded to include community outreach and education programs, and comprehensive medical care including in-house spay and neuter services for adopted animals.

The Chula Vista Animal Care Facility provides sheltering services for the cities of Lemon Grove, National City, and Imperial Beach. The facility also provides animal control services for the City of Lemon Grove and Imperial Beach.

Adopting a pet is easy, however a person wishing to adopt a pet must:

1. Complete and file an approved Chula Vista Animal Care Facility Animal Adoption application, which can be found on the City's website at www.chulavistaca.gov.
2. Be at least 18 years of age.
3. Have current and verifiable identification.
4. Live where pets are allowed.
5. All members of the household must be present for the animal adoption.
6. If you are a current dog owner, you must bring your dog for an on-site introduction.

Adoptable pets can be viewed online at http://www.petharbor.com/ or they can visit the Animal Care Facility in person at: 130 Beyer Way, Chula Vista CA, 91911.

MORE INFORMATION

Please see the following for more information about the Animal Care Facility:

Website –
http://www.cvacf.org

Key Contacts -
CV Animal Care Facility
Mariya Anton, MPA
Animal Care Facility Administrator
130 Beyer Way
Chula Vista, CA 91911
(619) 691-5123
Email: animalcare@ci.chula-vista.ca.us

ANIMAL CARE FACILITY

MISSION STATEMENT

The mission of the Chula Vista Animal Care Facility is to ensure the health and safety of animals and citizens in Chula Vista, Imperial Beach, National City, and Lemon Grove.

STRATEGIC GOALS

STRONG AND SECURE NEIGHBORHOODS

- Improve the cat save rate
  - *Increase cat spaying/neutering, improve healthcare for cats and expand the number of catteries.*

Status: The City has acquired its own spay/neuter vehicle and is conducting weekly free public clinics for low income residents and the cattery expansion is completed. This expansion allows for an additional 60-70 cats to be housed at the facility.

KEY PERFORMANCE MEASURES

	FY 2011-2012 ACTUAL	FY 2012-2013 ACTUAL	FY 2013-2014 ACTUAL	FY 2014-2015 PROJECTED
% Cat Save rate	45%	51%	53%	53%
% Dog Save rate	83%	81%	85%	85%
Total Animal Intake	7,854	6,697	7,040	7,400

ANIMAL CARE FACILITY

SUMMARY OF DEPARTMENT RESOURCES

BUDGET CATEGORY	FY 2011-12 ACTUAL	FY 2012-13 ACTUAL	FY 2013-14 ADOPTED	FY 2014-15 ADOPTED
EXPENDITURES				
Personnel Expenses				
Salaries	862,081	968,728	1,065,253	1,159,711
Hourly Wages	183,960	183,534	146,973	170,292
Overtime	46,331	54,154	39,125	52,125
Health Benefits	202,775	227,328	262,427	284,085
Retirement Benefits	301,165	295,664	326,839	379,148
Other Personnel Expense	86,584	85,461	76,385	89,700
Personnel Expenses Subtotal	**1,682,896**	**1,814,869**	**1,917,002**	**2,135,061**
Non-Personnel Expenses				
Supplies and Services	524,724	519,357	546,170	561,555
Other Expenses	2,474	2,962	2,500	4,500
Capital	0	0	0	6,282
Utilities	40,520	42,548	45,538	41,046
Non-Personnel Expenses Subtotal	**567,718**	**564,867**	**594,208**	**613,383**
TOTAL EXPENDITURES	**$2,250,614**	**$2,379,736**	**$2,511,210**	**$2,748,444**
REVENUES				
Licenses and Permits	138,016	143,871	132,600	132,600
Fines, Forfeitures, Penalties	0	300	0	0
Use of Money & Property	70	112	0	0
Charges for Services	193,401	305,916	252,600	252,600
Other Revenue	766,184	763,949	837,785	905,785
TOTAL REVENUES	**$1,097,671**	**$1,214,148**	**$1,222,985**	**$1,290,985**
REVENUE RECOVERY %	**49%**	**51%**	**49%**	**47%**
AUTHORIZED FULL TIME POSITIONS	**17.75**	**19.25**	**20.50**	**21.00**

ANIMAL CARE FACILITY

ORGANIZATIONAL CHART

Animal Care Facility (21.00)

Operations

Animal Adopt Counselor	1.00
Animal Care Assistant	5.00
ACF Administrator	1.00
Animal Care Supvsr	1.00
Animal Control Officer	3.00
Animal Cntrl Ofcr Supvsr	1.00
Fiscal Office Specialist	1.00
Office Specialist	0.50
Registered Vet Tech	3.50
Sr Animal Care Assistant	2.00
Sr Office Specialist	1.00
Veterinarian (Permitted)	1.00

Total GF FTE	21.00
Total Non GF FTE	0.00
Total Dept FTE	21.00

Development Services Department

With the adoption of the fiscal year 2013-2014 budget, the City Council approved the budget for the General Fund divisions found under the Development Services Department. The Development Services Department's General Fund Divisions include Code Enforcement, Advance Planning, and an Administration division.

CODE ENFORCEMENT

The primary function of Code Enforcement is to educate the public in code issues and to work with citizens to achieve code compliance. Code Enforcement responds to complaints from the community and proactively enforces regulations regarding inoperable vehicles on private property, graffiti on businesses, and garage sale permits. Staff also works one Saturday a month ensuring that residents holding garage sales have the proper Garage Sale Licenses. The following are issues routinely investigated by Code Enforcement:

- Home Occupations
- Auto Repair
- Garage Conversions
- Trash, junk and debris
- Excessive or unpermitted signage
- Construction without a permit
- Abandoned vehicles
- Abandoned foreclosed homes
- Illegal signage

Violations can be reported by calling the Code Enforcement Hotline at (619) 691-5280 or online at www.chulavistaca.gov in the Code Enforcement section under Development Services.

ADVANCE PLANNING

The primary purpose of Advance Planning is to manage the City's vision for growth and development. The Advance Planning section consists of three major areas of emphasis: Long-range planning and special projects (such as the Otay Valley Regional Park), Growth Management, and Sustainability. Advanced Planning is primarily responsible for the following:

- Maintaining and implementing the City's General Plan
- Regional planning programs and coordination (such as SANDAG)
- Administering the City's Growth Management Program
- Administering environmental programs including the MSCP, historic preservation, and mitigation monitoring
- Maintaining the citywide land use database and maps
- Providing technical services including land use and demographic information and forecasts
- Reviewing proposed development projects for compliance with the City's general Plan, Zoning regulations and development standards
- Administering the City's Zoning Ordinance and Design Review Process
- Processing tentative subdivision maps
- Conducting public hearings on issues of community concern
- Coordinating with elected representatives, citizen groups, individuals, and other City departments and agencies on issues of local and regional significance
- Updating and implementing the City's General Plan

MORE INFORMATION

Please see the following for more information about the Development Services Department:

Website –
www.chulavistaca.gov/DevelopmentServices

Key Contacts -
Planning
Ed Batchelder
Planning Manager
276 Fourth Avenue
Chula Vista, CA 91910
(619) 691-5005
Email: ebatchelder@chulavistaca.gov

Building
Lou El-Khazen
Building Official
276 Fourth Avenue
Chula Vista, CA 91910
(619) 409-1960
Email: lelkhazen@chulavistaca.gov

Land Development
Tom Adler
Principal Engineer
276 Fourth Avenue
Chula Vista, CA 91910
(619) 409-5483
Email: Tadler@chulavistaca.gov

Code Enforcement
Emily Novak
Senior Code Enforcement Officer
276 Fourth Avenue
Chula Vista, CA 91910
(619-407-3594
Email: enovak@chulavistaca.gov

Housing Authority
Leilani Hines
Housing Manager
276 Fourth Avenue
Chula Vista, CA 91910
(619) 691-5263
Email: lhines@chulavistaca.gov

DEVELOPMENT SERVICES

MISSION STATEMENT

The mission of the Development Services 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.

STRATEGIC GOALS

HEALTHY COMMUNITY

- Develop and implement strategies and programs that restore and protect natural resources and promote sustainability.

Status: The Advance Planning Division has undertaken the task of developing policies and programs that will promote responsible development and land use decisions that benefit current and future residents. The final three remaining villages (JPB Development – Villages 3, 8E, 10) are anticipated for hearings in Fall 2014.

ECONOMIC VITALITY

- Strengthen and diversify the City's economy by supporting and advancing existing businesses targeting and attracting new businesses, promoting balanced land use decisions, and engaging the community to reinvest in the City.

Status: The Development Services Department has made great progress on moving forward the Bayfront Master Plan, the Request for Developer Interest in the Bayfront is due in September 2014.

KEY PERFORMANCE MEASURES

	FY 2011-2012 ACTUAL	FY 2012-2013 ACTUAL	FY 2013-2014 ACTUAL	FY 2014-2015 PROJECTED
Respond to 85% of Code Enforcement Complaint with 48 hours of report	N/A	N/A	N/A	85%

SUMMARY OF DEPARTMENT RESOURCES

BUDGET CATEGORY	FY 2011-12 ACTUAL	FY 2012-13 ACTUAL	FY 2013-14 ADOPTED	FY 2014-15 ADOPTED
EXPENDITURES				
Personnel Expenses				
Salaries	1,554,883	1,515,396	1,421,243	1,608,473
Hourly Wages	183,089	96,491	925	0
Overtime	253	0	2,400	1,900
Health Benefits	254,946	247,156	256,127	283,558
Retirement Benefits	485,019	435,017	423,455	492,069
Other Personnel Expense	82,489	79,187	58,752	72,073
Personnel Expenses Subtotal	**2,560,679**	**2,373,247**	**2,162,902**	**2,458,073**
Non-Personnel Expenses				
Supplies and Services	153,790	138,831	147,808	137,851
Other Expenses	0	10,915	10,915	10,915
Utilities	1,732	1,840	1,905	2,200
Non-Personnel Expenses Subtotal	**155,522**	**151,586**	**160,628**	**150,966**
TOTAL EXPENDITURES	**$2,716,201**	**$2,524,833**	**$2,323,530**	**$2,609,039**
REVENUES				
Licenses and Permits	396,546	388,123	339,328	339,328
Fines, Forfeitures, Penalties	618,106	322,563	387,100	387,100
Charges for Services	322,942	400,466	294,636	319,285
Other Revenue	293,589	443,801	366,815	392,661
Transfers In	429,308	332,061	204,408	418,486
TOTAL REVENUES	**$2,060,491**	**$1,887,014**	**$1,592,287**	**$1,856,860**
REVENUE RECOVERY %	**76%**	**75%**	**69%**	**71%**
AUTHORIZED FULL TIME POSITIONS	**21.50**	**20.50**	**19.50**	**20.25**

DEVELOPMENT SERVICES

ORGANIZATIONAL CHART

Development Services (69.00)

Dev Svcs Dept Director	1.00

Administration (3.00)

Asst Director of Dev Svcs	1.00
Admin Technician	1.00
Sr Admin Secretary	1.00

Development Planning (13.00)

Associate Planner	4.00
Planning Manager	1.00
Principal Planner	2.00
Secretary	1.00
Sr Planner	4.00
Sr Project Coordinator	1.00

Building Services (14.00)

Building Inspector II	4.00
Building Inspector III	1.00
Bldg Off/Code Enf Mgr	1.00
Dev Svcs Tech I	1.00
Plan Check Supervisor	1.00
Plans Examiner	3.00
Sr Building Inspector	1.00
Sr Office Specialist	1.00
Sr Secretary	1.00

Successor Agency to the Redev Agency

Debt Service Funds

Chula Vista Housing Authority (4.00)

Housing Manager	1.00
Project Coordinator II	2.00
Sr Project Coordinator	1.00

Advanced Planning (7.25)

Associate Planner	1.75
Planning Manager	0.50
Planning Technician	2.00
Principal Planner	1.00
Sr Planning Tech	1.00
Sr Planner	1.00

Code Enforcement (9.00)

Code Enforce Officer II	6.00
Sr Code Enforce Officer	2.00
Office Specialist	1.00

Engineering Services (10.50)

Associate Engineer	3.00
Landscape Architect	2.50
Landscape Planner II	1.00
Principal Civil Engineer	1.00
Trans Engineer w/Cert	1.00
Sr Eng Tech	1.00
Eng Tech II	1.00

Development Svcs Counter (8.00)

Sr Office Specialists	1.00
Dev Svcs Tech II	4.00
Dev Svcs Tech III	2.00
Dev Svcs Counter Mgr	1.00

Total GF FTE	20.25
Total Non GF FTE	49.50
Total Dept FTE	69.75

CITY OF
CHULA VISTA

Police Department

The Chula Vista Police Department's (CVPD) primary focus is community policing. Community policing focuses on crime and social disorder through the delivery of police services that includes aspects of traditional law enforcement, as well as prevention, problem solving, community engagement, and partnerships. The community policing philosophy balances reactive responses to calls for service with proactive problem solving centered on the root causes of crime and disorder. In addition to community policing, the Police Department focuses on traffic safety, criminal investigations, juvenile services, regional task forces, community partnerships, and many other services to support these operations.

The Chula Vista Police Department is led by a Command Staff, consisting of the Police Chief, three Police Captains and an Administrative Services Manager. The department is authorized 225 sworn officers and 89 civilian employees. The department consists of four divisions: Patrol Operations, Investigations, Support Operations and Administrative Services.

PATROL OPERATIONS

The Patrol Operations Division includes Community Patrol, K-9 Unit, Traffic Operations, Street Team/Gang Suppression, School Resource Officer Unit and Community Relations. Community Patrol represents the largest section in Patrol Operations and is responsible for providing quality law enforcement to the residents, businesses and visitors 24 hours a day, 7 days a week. In 2013, the Patrol Division of the Chula Vista Police Department responded to 65,779 citizen-initiated calls for service, made 32,313 officer-initiated contacts, and affected 3,628 arrests.

INVESTIGATIONS

The Investigations Division consists of numerous units whose officers, detectives and civilians work predominantly plain-clothes assignments and conduct follow-up investigations to crimes as well as provide support to the Patrol Operations division. This Division includes Crimes of Violence, Family Protection, Property Crimes and Special Operations (including associated task forces). In 2013, 18,118 cases were investigated by the Police Department.

SUPPORT OPERATIONS

The Support Operations Division consists of Professional Standards, City Jail, Police Communications Center (Dispatch), Police Technology, Crime Lab and Property & Evidence. The Professional Standards Unit (PSU) ensures the department supports, promotes, and adheres to the highest standards in training, ethics, and professionalism. The Police Department's Type I Jail is an 8850 square foot, state-of-the-art 48-bed facility. The Dispatch Center handles various levels of calls for police assistance, and dispatchers are trained to take emergency and routine telephone calls from community members and visitors and to communicate effectively with police officers in the field. The Crime Lab provides forensic services such as documentation, evidence collection, crime scene reconstruction, processing and latent print examinations for the department. The Property & Evidence unit stores, disposes, auctions and maintains chain of custody of all the items brought into the department.

ADMINISTRATIVE SERVICES

The Administrative Services Division is comprised of Fiscal Operations, Research & Analysis and Police Support Services (Records). The Fiscal Operations Unit manages the department's operational budget, monitors restricted funds, administers grants and handles payroll, purchasing and inventory for the department. Working in unison with other Police Department staff, the Research & Analysis Unit studies crime and disorder problems in the community. Police Support Services provides support services to the public, Police Department staff and other law enforcement agencies through transcription, processing, proper dissemination and maintenance of

police documents.

The Police Department operates out of a nationally recognized 148,000 square foot facility that supports upgraded police operations and enhanced services for the community. A regional law enforcement memorial is located at the Police Facility, providing a place to honor peace officers in San Diego County who lost their lives in the line of duty. The department operates a full service jail facility, giving the department the ability to take its law enforcement capabilities and service to a new level for the community and region.

The Department prides itself in being a fiscally responsible organization. In order to minimize impacts to the General Fund, the department constantly seeks funding opportunities to enhance resources. The fiscal year 2015 budget includes approximately $6.8 million in grant funding. Since 1995, the Police Department has secured over $83 million in grants, which has allowed the department to expand to meet the growing demands of the community, while also remaining fiscally responsible.

MORE INFORMATION

Please see the following for more information about the Police Department:

Website –
www.chulavistapd.org

Key Contacts -
To report an emergency or a crime in-progress call: 9-1-1

For non-emergency crimes or incidents: (619) 691-5151

For general inquiries: (619) 691-5137

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

STRATEGIC GOALS

STRONG AND SECURE NEIGHBORHOODS

- Develop strategies and implement solutions to reduce calls for service for the Police Department's top calls for service with the objective of increasing proactive time for officers in Patrol.
  - *Since over 98% of all alarms received by the Police Department ultimately turn out to be false, the City implemented a new alarm ordinance that will consequently increase proactive patrol time (freeing up officers from having to respond to false alarms).*

Status:	The City Council of the City of Chula Vista approved a new Security Alarm Ordinance, along with new security alarm permit and fee schedules. Additionally, the City Council approved a contract with PMAM Corporation to administer the Security Alarm Program for the Chula Vista Police Department. These important changes will allow the Police Department to manage its limited resources and better serve the needs and expectations of our citizens and business community. The goal of the new Security Alarm Ordinance is to significantly reduce the number of false security alarms that impact the Department's proactive patrol time.

- Implement an Enhanced Domestic Violence Response Protocol in Community Patrol.
  - *The Domestic Violence Project seeks to significantly reduce recidivism of offenders and revictimization of victims in the City of Chula Vista through effective, innovative, evidence-based repeat Domestic Violence reduction practices. Domestic Violence continues to be one of the top calls-for-service to the Police Department.*

Status:	The analytical phase of the Domestic Violence Project has already begun. The Enhanced Domestic Violence Response Protocol in Community Patrol is scheduled to be tested in mid-2015. A COPS hiring grant awarded to the Department in 2012 will provide the Department with additional staffing that will assist with the implementation of the Enhanced Response Protocol.

- Restructure the information analysis and sharing processes to enhance timely and qualitative information to Police employees in order to more accurately address crime and disorder issues.
  - *Deploy appropriate technology throughout the department in order to maintain high levels of efficiency, improve customer service, and provide employees with the most accurate and timely information.*

Status:	The Department was able to secure funds to move forward with four important Information Technology projects:

1. Replace Mobile Data Computers (MDC) in the patrol cars: the current fleet of MDC's are nearly nine years old and require replacement in order to keep up with the increasing technology demands;
2. Implement two-factor authentication for FBI/CJIS compliance: Network security requirements are increasing in order to enhance log-on security for mobile devices like MDC's;
3. Implement Automated Vehicle Location (AVL) software which will enable real-time tracking of police vehicles for more efficient management of personnel, dispatching of patrol units, and enhanced officer safety; and
4. Install Microsoft Office 2010 throughout the Department.

- Increase proactive patrol time by implementing operational recommendations based on Matrix Consulting Group study
  - *The City hired Matrix Consulting Group in February 2012 to conduct a comprehensive staffing, workload, and best practices study of the entire Police Department.*

Status: A majority of the recommendations from Phase 1 of the Matrix study have been implemented and the Department received the Phase 2 recommendations which focused on the remaining divisions in the Police Department (Investigations, Support Operations and Administrative Services Divisions). The Department is currently developing a Strategic Plan to determine an implementation strategy since a majority of the Phase 2 recommendations require additional staff. Phase 3 of the Matrix study examined the changes made to patrol deployment and staffing based on Phase 1 implementations. Results demonstrated that overall proactive patrol time increased by 52% from 22.3% in Phase 1 to 33.8% in Phase 3.

- Establish most appropriate measurements of public safety standards for the City
  - *Examine appropriate response thresholds for Growth Management Oversight Commission (GMOC), as well as develop performance metrics to measure the success of Community Policing.*

Status: The Department presented recommendations for changes to both Priority One and Priority Two response time thresholds based upon industry standards. Changes will be presented to the City Council during the "Top to Bottom" review of the GMOC. The Department will also recommend adding a new threshold that measure the amount of proactive time available to address more serious crime and disorder issues throughout the City.

KEY PERFORMANCE MEASURES

	FY 2011-2012 ACTUAL	FY 2012-2013 ACTUAL	FY 2013-2014 ACTUAL	FY 2014-2015 PROJECTED
Percent of Priority 2 Calls met GMOC Threshold (Standard = 57%)	42%	43%	43%	43%
Percent of Priority 1 Calls met GMOC Threshold (Standard = 81%)	78%	81%	79%	76%

SUMMARY OF DEPARTMENT RESOURCES

BUDGET CATEGORY	FY 2011-12 ACTUAL	FY 2012-13 ACTUAL	FY 2013-14 ADOPTED	FY 2014-15 ADOPTED
EXPENDITURES				
Personnel Expenses				
Salaries	22,129,380	22,593,757	24,216,064	24,444,699
Hourly Wages	414,644	404,362	217,777	225,422
Overtime	2,437,003	2,606,094	2,442,947	2,457,195
Health Benefits	3,484,741	3,595,903	4,229,439	4,535,877
Retirement Benefits	7,908,106	7,439,191	8,090,049	8,567,293
Other Personnel Expense	2,504,310	2,586,528	2,043,843	2,123,804
Personnel Expenses Subtotal	**38,878,184**	**39,225,835**	**41,240,119**	**42,354,290**
Non-Personnel Expenses				
Supplies and Services	2,680,975	2,798,583	3,043,073	3,161,375
Other Expenses	94,490	83,300	122,800	122,800
Utilities	339,239	373,144	372,458	405,877
Transfers Out	0	175,000	0	0
Non-Personnel Expenses Subtotal	**3,114,704**	**3,430,027**	**3,538,331**	**3,690,052**
TOTAL EXPENDITURES	**$41,992,888**	**$42,655,862**	**$44,778,450**	**$46,044,342**
REVENUES				
Licenses and Permits	248,875	256,465	250,000	250,000
Fines, Forfeitures, Penalties	571,593	479,410	473,700	473,700
Use of Money & Property	12,960	0	8,000	8,000
Revenue from Other Agencies	1,403,814	1,360,671	2,093,930	1,730,824
Charges for Services	4,200,932	4,413,008	4,178,751	4,205,168
Other Revenue	194,776	32,065	30,398	36,253
Transfers In	659,445	617,974	524,445	524,445
TOTAL REVENUES	**$7,292,395**	**$7,159,593**	**$7,559,224**	**$7,228,390**
REVENUE RECOVERY %	**17%**	**17%**	**17%**	**16%**
AUTHORIZED FULL TIME POSITIONS	**306.50**	**313.00**	**319.00**	**321.50**

POLICE

ORGANIZATIONAL CHART

Police (328.50)

Administration (2.00)

Chief of Police	1.00
Sr Admin Secretary	1.00

Patrol Operations (182.00)

Police Captain	1.00

Community Patrol

Community Svc Officer	5.00
Peace Officer	100.00
Police Agent	12.00
Police Lieutenant	6.00
Police Sergeant	12.00
Public Safety Analyst	1.00

COPS

Peace Officer	6.00

Police Service Dogs

Peace Officer	5.00

Police Department Grant Fund

Peace Officer	3.00
Police Agent	1.00
Police Comm Rltns Spec	1.00
Police Sergeant	2.00

Traffic Operations

Community Svc Officer	1.00
Parking Enforce Officer	2.00
Peace Officer	8.00
Police Agent	2.00
Police Sergeant	2.00
Sr Office Specialist	1.00

Street Crime/ Gang Suppression

Peace Officer	8.00
Police Agent	2.00
Police Sergeant	1.00

Investigations (66.00)

Police Captain	1.00
Police Lieutenant	1.00

Crimes of Violence

Peace Officer	1.00
Police Agent	6.00
Police Sergeant	1.00

Property Crimes

Community Svcs Officer	2.00
Peace Agent	5.00
Police Sergeant	1.00
Secretary	1.00

Juvenile/SRO

Peace Officer	7.00
Police Agent	1.00
Secretary	1.00

Task Forces

Peace Officer	1.00
Police Agent	9.00

Judge

Peace Officer	4.00
Police Agent	1.00
Police Sergeant	1.00

Family Protection Unit

Peace Agent	7.00
Police Sergeant	1.00
Secretary	1.00

Regional Auto Theft Task Force (RATT)

Peace Officer	2.00
Police Agent	1.00
Police Sergeant	1.00

Special Investigations

Peace Officer	1.00
Peace Agent	1.00
Police Sergeant	1.00
Public Safety Analyst	1.00

Narcotics Enforcement Team

Peace Officer	3.00
Police Agent	1.00
Police Sergeant	1.00

Admin Services (78.50)

Police Captain	1.00

Resource Management

Admin Srvcs Mgr	1.00
Facility & Supply Spec	1.00
Fiscal Office Specialist	0.50
Police Tech Specialist	1.00
Principal Mgmnt Analyst	1.00
Public Safety Analyst	1.00
Sr Fiscal Office Spec	1.00
Sr Public Safety Analyst	1.00

Forensic Services

Automtd Fngrprnt Tech	1.00
Crime Laboratory Mgr	1.00
Evidence Control Asst	2.00
Forensics Specialist	2.00
Latent Print Examiner	2.00
Sr Office Specialist	1.00

Police Support Services

Police Data Specialist	2.00
Police Records Spec	6.50
Police Records Trans	2.00
Police Support Svcs Mgr	1.00
Sr Office Specialist	1.00
Sr Police Data Spec	1.00

Professional Standards

Civilian Bckgrnd Invest	1.00
Police Agent	1.00
Police Lieutenant	1.00
Police Sergeant	1.00
Range Master	0.50

Jail Operations

Detention Facility Mgr	1.00
Police Lieutenant	1.00
Police Services Officer	10.00
Police Svcs Off Supvsr	2.00
Sr Office Specialist	1.00

Police Dispatch

Police Comm Sys Mgr	1.00
Police Dispatcher	20.00
Police Dispatcher Supv	6.00

Professional Training

Training Programs Spec	1.00

Total GF FTE	321.50
Total Non GF FTE	7.00
Total Dept FTE*	328.50

*Excludes CBAG and Fiscal Agent positions. (33.00 FTE)

Fire Department

From our beginning as a group of 17 volunteers with a hand-drawn soda and acid cart pulled to a fire by anyone available, the Chula Vista Fire Department has grown into a highly professional, trained force of over 130 men and women. In 1921, a "Model T" fire engine was purchased and the first fire station was opened at 316 Third Avenue.

Just two years later, the station moved to City Hall, then located at 292 Third Avenue, and the first full-time paid firefighter was hired. The following year, the "Model T" was traded for a 1916 Seagraves pumper, the "Old Goose". This pumper is still owned by the Fire Department as is frequently used in parades and at special events.

Eventually, the volunteers were disbanded and became a social club, and eleven full-time firefighters were hired to provide fire protection for the City. In 1948, the Department purchased a new fire engine and moved into a new station at 447 F Street. This is the current site of fire station one.

In 1986, the City of Chula Vista annexed the Montgomery Fire Protection District located in the southwestern region of the City. This agency provided fire protection for the 22,000 residents living in the 4.5 square mile portion of San Diego County. This fifth fire station stands at 391 Oxford Street.

In 2005, Station 6 opened for service and replaced the temporary fire station located at 975 Lane in Eastlake. Station 6 serves the communities of Rolling Hills Ranch, San Miguel Ranch, Bonita Long Canyon, Eastlake Shores, and Bella Lago. The fire station houses a brush rig and has the capacity to house a paramedic ambulance company if needed in the future.

Station 7, located next to Otay Ranch High School, was built in 2003 and provides service for the Otay Ranch area. This station houses the equipment and staff for another engine company and a truck company. Station 7 is the battalion headquarters for the eastern part of the City.

Fire Station 9 was reopened in the spring of 2006 at 266 East Oneida Street. Station 9 provides the communities of the western part of the City an additional key engine company to supplement the service provided by the busiest Fire Stations, which are Station 1 and Station 5.

Station 8 (The Woods Station) open for service in December 2006, and is the newest station in the system, serving the Eastlake communities for The Woods, Eastlake Vistas, Eastlake Greens, and Eastlake Trails. This station is located in The Woods at the intersection of Woods Drive and Hawthorn Creek, and houses one engine company.

In March of 2008, the Fire Department contracted fire and emergency medical dispatch services with the City of San Diego Fire Rescue Department. With this contract came upgraded response capabilities including Automatic Vehicle Location and enhanced mutual aid capabilities

Currently the Chula Vista Fire Department's nine stations respond to over 15,000 calls for service annually, while serving a population of 252,000, covering an area over 52 square miles. These stations are staffed 24 hours per day with 36 personnel plus two battalion chiefs for each 24-hour shift. The Fire Department strives to meet the Growth Management Oversight Committee (GMOC) performance standard each fiscal year. This performance standard requires that 80% of emergency calls for service be responded to within 7.0 minutes.

In addition to providing emergency medical response and firefighting services to the citizens of the community, the Fire Department also operates training and fire prevention divisions. The training division provides training to department and personnel from other parts of the region in firefighting and rescue skills. These training services ensure that department personnel meet the necessary training requirements in order to deliver quality service to the community within the proper safety standards. The Fire prevention division provides comprehensive fire safety inspection services so that new development and existing businesses are in compliance with the latest fire regulations ensuring the safety of the community.

The Fire Department continues to transition to a new level of Emergency Medical Services (EMS) which provides a Paramedic or Advanced Life Support (ALS) on all responses from the department. In July of 2013, we began providing this level of care in five of the fire districts to include stations 5,6,7,8, and 9. In the other four districts our private partner American Medical Response (AMR) will be responding 30 Seconds quicker to increase the level of care. The remaining four districts will transition to Fire Department ALS over the next two years.

In January of 2014 City Council adopted a new Fire Facility Master Plan This plan provides for optimal fire station placement throughout the City to not only meet Growth Management Oversight Commission response time thresholds, but to meet National Fire Protection Association response time thresholds (NFPA 1710). NFPA 1710 standards are more aggressive in order to ensure a higher level of safety for fire department personnel, and a higher survivability rate of citizens requiring medical care.

MORE INFORMATION

Please see the following for more information about the Fire Department:

Website –
www.chulavistaca.gov/Fire

Key Contacts -
Fire Administration
Dave Hanneman
Fire Chief
276 Fourth Avenue
Chula Vista, CA 91910
(619) 409-5854
Email: DHanneman@chulavistaca.gov

James Garcia
Deputy Fire Chief
Logistics & Planning
276 Fourth Avenue
Chula Vista, CA 91910
(619) 409-5839
Email: Jgarcia@chulavistaca.gov

Justin Gipson
Deputy Fire Chief
Fire Marshall
276 Fourth Avenue
Chula Vista, CA 91910
(619) 409-5841
Email: Jgipson@chulavistaca.gov

John Davidson
Deputy Fire Chief
Operations
276 Fourth Avenue
Chula Vista, CA 91910
(619) 409-5836
Email: Jdavidson@chulavistaca.gov

Madeline Smith
Principal Management Analyst
Budget & Grants
276 Fourth Avenue
Chula Vista, CA 91910
(619) 409-5858
Email: Msmith@chulavistaca.gov

FIRE

MISSION STATEMENT

Our mission is to provide quality of service to our community through highly trained, well equipped individuals working as a response, fully integrated team.

STRATEGIC GOALS

STRONG AND SECURE NEIGHBORHOODS

- Implement Wildfire Mitigation Program
  - *Utilized Grant funds to perform Brush Management in Bonita Long Canyon (Red Cross Grant $133K)*
  - *Obtained funding for Rice Canyon*

Status:
- Brush Management in Bonita Long Canyon was completed in 2013/2014
- Received the grant from the Federal Government in 2013. At this time there is a Request for Quote (RFQ) for a contractor to start work on this project. Estimated completion for this project is FY2014/15

- Create False Alarm Penalties and Cost Recovery for Hazardous Mat Spills
  - *Create a Fire Department False Alarm Assessment as part of the Citywide Master Fee Schedule Phase Three Update*

Status: The assessment was created and sent to Council for review. The staff report was pulled from City Council agenda and is being reviewed by the Finance Department and on holding waiting further input.

- Pool Safety Program
  - *Establish a pool safety awareness and training program*
  - *Conduct swim classes*
  - *Secured donation and public funding for public awareness campaign*

Status:
- Purchased and installed drowning prevention announcements on Fire Apparatus
- Continue public outreach with drowning prevention programs
- Providing ongoing program services

- Implement Advance Life Support (ALS) Plan
  - *Phase I in FY2013-2014*
    - *Started ALS service delivery at five of nine Fire Stations*
  - *Phase II in FY2014-2015*
    - *Sent seven employees to paramedic school*
    - *Will hire four additional firefighter/paramedic*
  - *Phase III in FY2056-2016*
    - *Full Implementation of ALS at all Fire Stations*
  - *Phase IV in FY2017-2018*

- *Implementation planned to be completed in FY2015-2016*

Status:	Phase I was completed in July 2013. Our Seven current employees medic school will graduate in December 2014 and will be placed into service as Firefighter/Paramedics. The department is currently working on Phase II, four new employees are estimated to be hired in January of 2015.

- Implementation of the Fire Facility Master Plan

Status:	The Fire Facility Master Plan was adopted by City Council in January 2014. The implementation will be on going based on projected city growth.

- Enhance the existing wellness program to reduce overtime and time lost while improving safety and quality of life.
  - *Acquire the appropriate equipment for each station.*
  - *Provide training on the equipment in each station.*
  - *Establish a tracking system to measure the effectiveness of the wellness program.*
  - *Provide annual employee wellness evaluation and training.*

Status:	The Wellness program is ongoing. The department purchased fitness equipment in FY2013-14.

- Improve the Emergency Management System
  - *Hire a dedicated Emergency Services Coordinator*
  - *Review and/or update annually, the Emergency Operations Plan*
  - *Identify, develop, train, and exercise the Emergency Operations Center (EOC) staff*
  - *Identify, train, develop, and exercise CERT member*
  - *Develop mutual aide agreement with the County of San Diego*

Status:	In the process of hiring a department Emergency Service Coordinator. Emergency Operation Center (EOC) is ongoing. The Department is working on updating the Hazard Mitigation Plan and will be submitted to the County of San Diego and FEMA for review by the end of December 2014.

KEY PERFORMANCE MEASURES

SERVICE FUNCTION	STANDARD	FY 2011-2012 ACTUAL	FY 2012-2013 ACTUAL	FY 2013-2014 ACTUAL	FY 2014-2015 PROJECTED
Emergency Response – Dispatch	Time @ 90%	1:27	1:35	2:09	1:44
	60 sec 90% of time	60%	57%	57%	58%
Emergency Response – Turnout: Non-Fire	Time @ 90%	2:08	2:01	2:06	2:05
	60 sec 90% of time	42%	44%	30%	39%
Emergency Response – Turnout: Fire	Time @ 90%	2:28	2:14	2:39	2:27
	80 sec 90% of time	61%	66%	51%	59%
Emergency Response – Travel	Time @ 90%	5:48	6:38	6:19	6:15
	4 min 90% of time	64%	57%	64%	62%
	5 min 90% of time	82%	75%	80%	79%

FIRE

SERVICE FUNCTION	STANDARD	FY 2011-2012 ACTUAL	FY 2012-2013 ACTUAL	FY 2013-2014 ACTUAL	FY 2014-2015 PROJECTED
Initial Full Alarm – 10 minutes for 14 FF	Time @ 90%	14:07	15:16	12:31	13:58
	10 min 90% of time	57%	54%	27%	46%
Property Saved	% Saved	86%	84%	91%	87%
Mandatory Training	100% annually	60%	100%	100%	100%
Inspections – GUC	w/in 1 month of application	20%	20%	20%	20%
Inspections – FCIP	100% annually	100%	100%	100%	100%
Plan Reviews – FSE	w/in 90% of time frame	92%	94%	95%	95%
Investigations – Origin & Cause	100% of all fires investigated by a trained Investigator	100%	100%	100%	100%

SUMMARY OF DEPARTMENT RESOURCES

BUDGET CATEGORY	FY 2011-12 ACTUAL	FY 2012-13 ACTUAL	FY 2013-14 ADOPTED	FY 2014-15 ADOPTED
EXPENDITURES				
Personnel Expenses				
Salaries	10,367,583	10,390,812	11,020,023	11,046,891
Hourly Wages	23,233	47,529	25,396	26,498
Overtime	3,741,244	4,701,459	3,166,323	3,239,277
Health Benefits	1,632,333	1,708,694	2,021,024	2,150,770
Retirement Benefits	3,519,497	3,559,767	4,013,406	4,250,312
Other Personnel Expense	1,015,748	1,007,694	1,367,079	1,497,545
Personnel Expenses Subtotal	**20,299,638**	**21,415,955**	**21,613,251**	**22,211,293**
Non-Personnel Expenses				
Supplies and Services	1,923,191	2,259,085	1,781,269	1,859,057
Other Expenses	0	450	0	0
Capital	0	33,215	0	0
Utilities	156,861	169,843	172,056	210,513
Transfers Out	52,226	152,226	52,226	60,230
Non-Personnel Expenses Subtotal	**2,132,278**	**2,614,819**	**2,005,551**	**2,129,800**
TOTAL EXPENDITURES	**$22,431,916**	**$24,030,774**	**$23,618,802**	**$24,341,093**
REVENUES				
Licenses and Permits	403,903	530,069	552,519	552,519
Use of Money & Property	0	7,800	15,600	15,600
Revenue from Other Agencies	498,305	664,407	664,000	664,000
Charges for Services	600,708	584,631	438,889	442,906
Other Revenue	234,800	514,475	112,157	92,157
Transfers In	0	50,000	617,557	722,471
TOTAL REVENUES	**$1,737,716**	**$2,351,382**	**$2,400,722**	**$2,489,653**
REVENUE RECOVERY %	**8%**	**10%**	**10%**	**10%**
AUTHORIZED FULL TIME POSITIONS	**134.00**	**135.00**	**136.00**	**136.00**

FIRE

ORGANIZATIONAL CHART

Fire (139.00)

Administration (10.00)

Fire Chief	1.00
Sr Admin Secretary	1.00
Deputy Fire Chief	2.00
Fire Captain	2.00
Fire Division Chief	1.00
Fire Engineer	1.00
Secretary	1.00
Principal Mngmt Analyst	1.00

Operations (116.00)

Facility & Supply Spec	1.00
Fire Battalion Chief	6.00
Fire Captain	33.00
Fire Engineer	33.00
Firefighter	38.00
Firefighter/Paramedics	4.00
Public Safety Analyst	1.00

Prevention Operations (10.00)

Deputy Fire Chief	1.00
Fire Insp/Invest I	1.00
Fire Insp/Invest II	5.00
Fire Prev Eng/Invest	1.00
Sr Office Specialist	1.00
Sr Fire Insp/Invest	1.00

Emergency Management

ALS Fund (1.00)

EMS Nurse Coordinator	1.00

Federal Grants Fund (2.00)

Emrgncy Svcs Coordinator	1.00
GIS Specialist	1.00

Total GF FTE	136.00
Total Non GF FTE	3.00
Total Dept FTE	139.00

CITY OF
CHULA VISTA

Public Works Department

In January 2009, the Public Works, General Services, and Engineering Departments merged to create the Public Works Department. In 2010, the Conservation Section was joined with Public Works as part of further consolidation towards efficient government. The Public Works Department provides and manages the City's infrastructure, parks, and open space through high quality operations, maintenance, rehabilitation, and construction in order to optimize mobility, public and environmental health, and safety. The Public Works Department consists of the following Divisions: Engineering, Operations, and Internal Services.

ENGINEERING DIVISION

Located in the Public Services Building B, across from the Council Chambers at 276 Fourth Avenue, the Engineering Division consists of the following programs:

- Advanced Planning
  Manages asset inventories, master plans, and special studies to identify current and future deficiencies in the City's sewer, pavement, storm drain, wastewater disposal, and street systems to ensure that the City's infrastructure will adequately serve the community now and in the future.

- Project Delivery (Design/Survey)
  Manages the delivery of Capital Improvement Projects (CIPs) through the entire life cycle to meet or exceed quality, scope, schedule, and cost commitments to ensure that the City's infrastructure will adequately serve the community now and in the future. Provides technical support services to various divisions and other departments.

- Real Property
  Provides full real estate support for all City Departments so they can successfully complete their mission.

- Traffic Engineering
  Provides traffic management, operations and planning services to the traveling public so they can enjoy a safe and efficient transportation system by responding to inquiries regarding public safety and other related issues, monitoring the function and operation of the roadway system on a daily basis, initiating remedial measures for high accident locations and provide for timely transportation infrastructure.

- Wastewater Engineering
  Manages the City's sewer system so that Chula Vista residents receive dependable and affordable wastewater treatment and disposal services.

- Inspection Services
  Provides inspection, enforcement, education, contract, and permit administration services to the developers and City departments so they can comply with City construction standards and storm water regulations, so that the public receives the benefits of cleaner water and durable and safe public infrastructure.

OPERATIONS DIVISION

Located at the John Lippitt Public Works Center at 1800 Maxwell Road, just north of Auto Park Drive and east of I-805, the Operations Division consists of the following lines of business:

- Building Management
  Provides maintenance, communication, and custodial services to the public so they can receive the benefits of safe, clean, and dependable City buildings, libraries, and recreational facilities.

- Drainage Management
  Provides cleaning and maintenance services to residents and the public so they can have flood protection and improved water quality and makes sure the City is in compliance with environmental standards.

- Fleet Management
  Provides vehicles and equipment to City departments so they will have properly functioning vehicles that are up to date and specific to their missions.

- Open Space Management
  Provides landscape management, contract administration, and inspection services to residents and businesses so they can enjoy a safe, attractive, and maintained landscape.
- Parks Management
  Provide maintenance, security, and management services to the public, sports leagues, schools, and Recreation programs so they can enjoy a safe, clean, accessible, and playable environment through the City parks.

- Roadway management
  Provides maintenance services to the public so they can receive the benefits of safe, clean, and dependable public streets, sidewalks, curbs & gutters, traffic signals, street lights, fences, and railings.

- Wastewater Management
  Provides wastewater infrastructure maintenance services to residents, businesses, and other City departments so they can benefit from a reliable and environmentally safe wastewater system.

- Transit
  Provides safe, convenient, cost effective, and dependable public transportation in the City of Chula Vista.

ENVIRONMENTAL & FISCAL SUSTAINABILITY DIVISION

Located in the Public Services Building, across from Council Chambers at 276 Fourth Avenue, the Environmental & Fiscal Sustainability Division consists of the following sections.

- Fiscal Services
  Provides financial support services to City staff, the development community, and the public so that they can successfully complete their business.

- Environmental Services
  Provides comprehensive solid waste management services to citizens, businesses, City departments, and outside agencies so they can enjoy a cleaner, healthier environment through dependable and economical solid waste services.

- Conservation
  Serves the community's environmental needs and assists in its pursuit of a healthy, prosperous, just, and secure environment for all citizens. 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.

This is all accomplished through the Department's commitment to provide a safe and sustainable environment for the City's residents and to keep the City beautiful. We provide the means for residents to live in the City and get safely to work, schools, shops, businesses, offices, and other communities.

MORE INFORMATION

Please see the following for more information about the Public Works Department:

Website –
www.chulavistaca.gov/PublicWorks

Key Contacts -
PW Operations
John Lippitt Public Works Center
1800 Maxwell Road
Chula Vista, CA 91911
(619) 397-6000

Household Hazardous Waste Disposal
John Lippitt Public Works Center
1800 Maxwell Road
Chula Vista, CA 91911
(619) 691-5122

PW Engineering
Public Services Building
276 Fourth Ave
Chula Vista, CA 91911
(619) 691-5021

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.

STRATEGIC GOALS

CONNECTED COMMUNITY

- Construct Third Avenue Streetscape Improvements
  - *Construction of the first phase of the project was completed in July 2013 for the segment of the project between "H" Street and Madrona Street.*

    Staff applied for a $2 million SANDAG Smart Growth Incentive Grant that would have completed the streetscape improvement to a point north of "F" Street. In June 2013, staff was informed that the SAN DAG Board had awarded a grant of about $1.4 million. This grant, along with a City staff match for minor redesign and construction management, will allow for completion of the improvements between Madrona Street and "F" Street by the Summer of 2015.

Status:	On track.

STRONG AND SECURE NEIGHBORHOODS

- Determine adequate funding for maintenance and replacement
  - *Initiate study to recommend systems and methods to implement Asset Management leading to near and long-term financial planning*

Status:	The Public Works Department has identified the significant infrastructure (i.e. roads, drainage, parks, buildings, etc.) needs in Chula Vista. It is believed that the City's existing Infrastructure need may be as great as $400 million. As a result, City Council has directed staff provide a report on the best opportunity for a successful Infrastructure ballot measure. This report will present alternative funding mechanisms, key factors from successful ballot measures, and short-term, as well as long-term steps that could be considered to achieve similar success in the City of Chula Vista.

- Compete the Asset Inventory and Condition Assessment
  - *Public Works Management developed an Asset Management Plan (AMP) strategy in July 2010. Implementation will take place over several years.*

Status:	The City has nine Asset Management Systems that consists of Wastewater, Roadway, Drainage, Building, Parks, Open Space, Urban Forestry, Fleet, and General Government. An RFP has been issued to further advance the City's efforts towards fully developing its AMP. The City needs an accurate inventory, location via GIS, and condition assessment of the various elements within each system along with development of risk assessment and potential failure modes. With this data, each system will need estimates and recommended schedules for implementation of preservation

and rehabilitation strategies for one or more of the AMP's.

KEY PERFORMANCE MEASURES

	FY 2011-2012 ACTUAL	FY 2012-2013 ACTUAL	FY 2013-2014 ACTUAL	FY 2014-2015 PROJECTED
Annual energy savings (MMBtu) from completed upgrades	2,849	5,999	3,527	1,000
Pavement condition index	76	74	73	73
Percent sewer system evaluated for condition	17%	13%	11%	15%

SUMMARY OF DEPARTMENT RESOURCES

BUDGET CATEGORY	FY 2011-12 ACTUAL	FY 2012-13 ACTUAL	FY 2013-14 ADOPTED	FY 2014-15 ADOPTED
EXPENDITURES				
Personnel Expenses				
Salaries	10,236,274	10,393,670	10,641,126	10,955,529
Hourly Wages	275,646	336,803	297,725	360,714
Overtime	165,445	166,741	203,075	203,075
Health Benefits	1,873,409	1,916,863	2,118,027	2,235,543
Retirement Benefits	2,996,576	2,915,293	3,182,752	3,393,781
Other Personnel Expense	763,896	791,324	569,956	765,090
Personnel Expenses Subtotal	**16,311,246**	**16,520,694**	**17,012,661**	**17,913,732**
Non-Personnel Expenses				
Supplies and Services	3,339,977	3,391,045	3,381,466	3,519,203
Other Expenses	111,824	118,063	128,000	128,000
Capital	64,579	41,784	48,300	61,921
Utilities	3,141,377	3,463,601	3,224,218	3,549,619
Transfers Out	0	184,936	385,321	390,802
Non-CIP Project Expenditures	0	99,525	18,700	18,700
Non-Personnel Expenses Subtotal	**6,657,757**	**7,298,954**	**7,186,005**	**7,668,245**
TOTAL EXPENDITURES	**$22,969,003**	**$23,819,648**	**$24,198,666**	**$25,581,977**
REVENUES				
Licenses and Permits	35,429	76,991	35,000	35,000
Use of Money & Property	251,093	241,084	247,700	247,700
Revenue from Other Agencies	3,989	32,344	0	0
Charges for Services	824,286	911,050	661,374	661,374
Other Revenue	6,838,259	7,530,368	7,218,653	6,949,933
Transfers In	5,977,510	6,373,042	6,285,487	6,062,637
TOTAL REVENUES	**$13,930,566**	**$15,164,879**	**$14,448,214**	**$13,956,644**
REVENUE RECOVERY %	**61%**	**64%**	**60%**	**55%**
AUTHORIZED FULL TIME POSITIONS	**160.50**	**162.00**	**163.00**	**163.00**

PUBLIC WORKS DEPARTMENT

ORGANIZATIONAL CHART

Public Works (225.00)

Administration (2.00)

Director of Public Works	1.00
Sr Admin Secretary	1.00

Bldng & Park Constr (1.00)

Building Project Mgr	1.00

PW Operations (164.50)

Asst Dir of Public Works 1.00

Open Space

Fiscal Office Specialist	1.00
Open Space Inspector	5.00
Open Space Manager	1.00
Sr Landscape Inspector	1.00
Sr Open Space Inspector	1.00

Urban Forestry

Tree Trimmer Supv	1.00

Construction & Repair

Const & Repair Mgr	1.00
Electrician	2.00
HVAC Technician	2.00
Locksmith	2.00
Plumber	1.00
Sr HVAC Technician	1.00

Bldng Svcs Comm

Electronics Technician	1.00

Custodial Services

Custodial & Facilities Mgr	1.00
Custodial Supervisor	3.00
Custodian	9.50
Lead Custodian	5.00

Transit

Transit Manager	1.00

Parks (Admin/Mnt)

Gardener II	22.00
Parks Operation Mgr	1.00
Parks Supervisor	4.00
Park Ranger Supervisor	1.00
Sr Gardener	9.00

Street Maintenance

Equipment Operator	2.00
Maintenance Worker II	5.00
Public Works Manager	1.00
Public Works Supervisor	1.00
Sr Maintenance Worker	2.00

Striping & Signing

Maintenance Worker II	2.00
Sr Maintenance Worker	3.00
Signing & Striping Supv	1.00

Graffiti Removal

Sr Public Works Spec	1.00

Traffic Ops/Street Lghts

Traffic Devices Tech	3.00
Trffc Devices Tech Supv	1.00

Fleet Management

Fleet Manager	1.00
Equipment Mechanic	4.00
Fire Apparatus Mechanic	2.00
Fiscal Office Specialist	1.00
Fleet Invt Cntrl Spec	1.00
Sr Equipment Mechanic	1.00

Operations Admin

Administrative Secretary	1.00
Management Analyst	1.00
Sr Fiscal Office Specialist	1.00
Sr Management Analyst	1.00

Wastewater

WW Collections Mgr	1.00

Wastewater Maint

Equipment Operator	3.00
Maintenance Worker II	18.00
Public Works Specialist	1.00
Public Works Supervisor	4.00
Sr Maintenance Worker	14.00

Storm Drains

Maintenance Worker II	2.00
Public Works Specialist	1.00
Public Works Supervisor	1.00
Sr Maintenance Worker	3.00

Pumps & Pools

Pump Maint Supervisor	1.00
Pump Maint Technician	4.00

Environmental & Fiscal Sustainability (13.00)

Admin Services Manager 1.00

Conservation

Conservation Spec I	1.00
Environ Resource Mgr	1.00
Environ Resource Spec	1.00
Sr Secretary	1.00

Environmental Services

Rec Splst I	1.00
Rec Splst II	3.00
Env Svcs Prog Mgr	1.00

Fiscal Svcs/Citywide CIP

Administrative Analyst II	2.00
Engineering Tech II	1.00

Engineering (42.50)

Asst Dir of Engineering 1.00

Project Delivery

Principal Civil Engineer	1.00

Survey

Assistant Surveyor II	1.00
Associate Engineer	2.00
Sr Civil Engineer	1.00
Survey Technician II	1.00

Design

Assistant Engineer	1.00
Associate Engineer	5.00
Sr Civil Engineer	1.00
Sr Engineering Tech	1.00

Construction Inspection

Public Works Inspector II	6.00
Principal Civil Engineer	1.00
Sr Public Works Insp	2.00
Secretary	1.00

NPDES

Env Health Specialist	2.00
Sr Civil Engineer	1.00

Infrastructure Planning

Principal Civil Engineer	1.00

Advanced Planning

Associate Engineer	1.00
Sr Civil Engineer	1.00

Wastewater Engineering

Associate Engineer	2.00
Engineering Tech II	2.00
Sr Civil Engineer	1.00
Sr Fiscal Office Specialist	1.00

Traffic Engineering

Associate Engineer	2.00
Engineering Tech II	0.50
Sr Civil Engineer	1.00
Sr Engineering Tech	1.00

Real Property

Real Property Manager	1.00

Total GF FTE	163.00
Total Non GF FTE	62.00
Total Dept FTE	225.00

Recreation

The Recreation Department offers a variety of recreational opportunities and services to the community. The Department's vision is a community that achieves learning, self-discovery, balance, and essential life skills through recreation. Community involvement is an important component of this process as the Department values assessment information and evaluative input from the community on new and existing programs and services. Community volunteers are an important and valuable resource to the City, and the Department's 614 volunteers contributed 18,211 hours of service for an annual net value of $415,147 in the last fiscal year.

A multitude of programs and classes are currently offered to the community, which include the following:

- Adult and youth aquatics
- Programs for senior citizens
- Day camps for children during school intersessions
- Public rental of recreation facilities
- Fee based classes such as dance, performing arts, martial arts, physical fitness, preschool, and courses that promote physical fitness enrichment, and creativity
- Free after school programs during critical hours for children and youth focusing on fitness, fun, and healthy lifestyles

The Recreation Department operates 11 recreational facilities throughout the City, which includes two outdoor swimming complexes. The Department also offers additional programs that are conducted at local parks.

The Recreation Department, in collaboration with the Public Works Parks Maintenance Division, coordinates the use of outdoor facilities and fields for 22 youth-serving sports organizations that comprise the Chula Vista Youth Sports Council.

MORE INFORMATION

Please see the following for more information about the Recreation Department:

Website –
www.chulavistaca.gov/Recreation

Key Contact -
Recreation Department
276 Fourth Avenue, Building C
Chula Vista, CA 91910
619-409-5979
Email: RecAdmin@ci.chula-vista.ca.us

RECREATION

MISSION STATEMENT

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

STRATEGIC GOALS

ECONOMIC VITALITY

- Explore opportunities for public/private partnerships for park and recreation facilities

Status: Successful partnerships have been established with over 20 partners including with Kaiser Permanente, Friends of Chula Vista Parks and Recreation, Live Well San Diego, Alliance Health Care, and Las Primeras and additional sponsors are being solicited.

We continue to work internally with the aid of a consultant to evaluate what we are currently charging for our recreational program fees.

Discussions with developers regarding land swaps and alternate sites for a sports park in Otay Ranch are ongoing at this time and an economic feasibility study and marketing analysis is pending.

Department staff continues to maximize and efficiently utilize all areas of their facilities during available operating hours. Long term facility rentals and new or increased program offerings such as recreational classes and camp offerings have been established.

CONNECTED COMMUNITY & HEALTHY COMMUNITY

- Provide appropriate recreational programs, services, and facilities

Status: Provide services and programs that enrich the community's quality of life. To be responsive to the residents' priorities, program evaluations, including customer surveys and cost-effectiveness reviews are ongoing.

After School "Critical Hours" programming is now offered five days per week at all recreation centers. The program is designed to be a safe haven for youth ages 5-16 for two to three hours after school.

One week of Winter Camp intersession programming has been added at five recreation centers.

Public access to facilities has been expanded to a minimum of five days per week with the majority of facilities now open six days per week and Otay and Salt Creek open seven days.

The Mobile Recreation "Empower Hour" continues to be funded through a grant provided by an SDG&E Conservation.

RECREATION

- Develop a Parks Master Plan that will result in a balanced and sustainable parks system

Status: The Parks & Recreation Master Plan has been updated since the last City Council Workshop in December 2011. The updated plan will be brought to for review with Parks & Recreation Commission and then forwarded to the City Council for approval.

The Recreation Department is currently working on aligning its strategic goals with the Citywide Strategic Plan and will be implementing a Recreation Department goal for each of the five Strategic Planning components.

KEY PERFORMANCE MEASURES

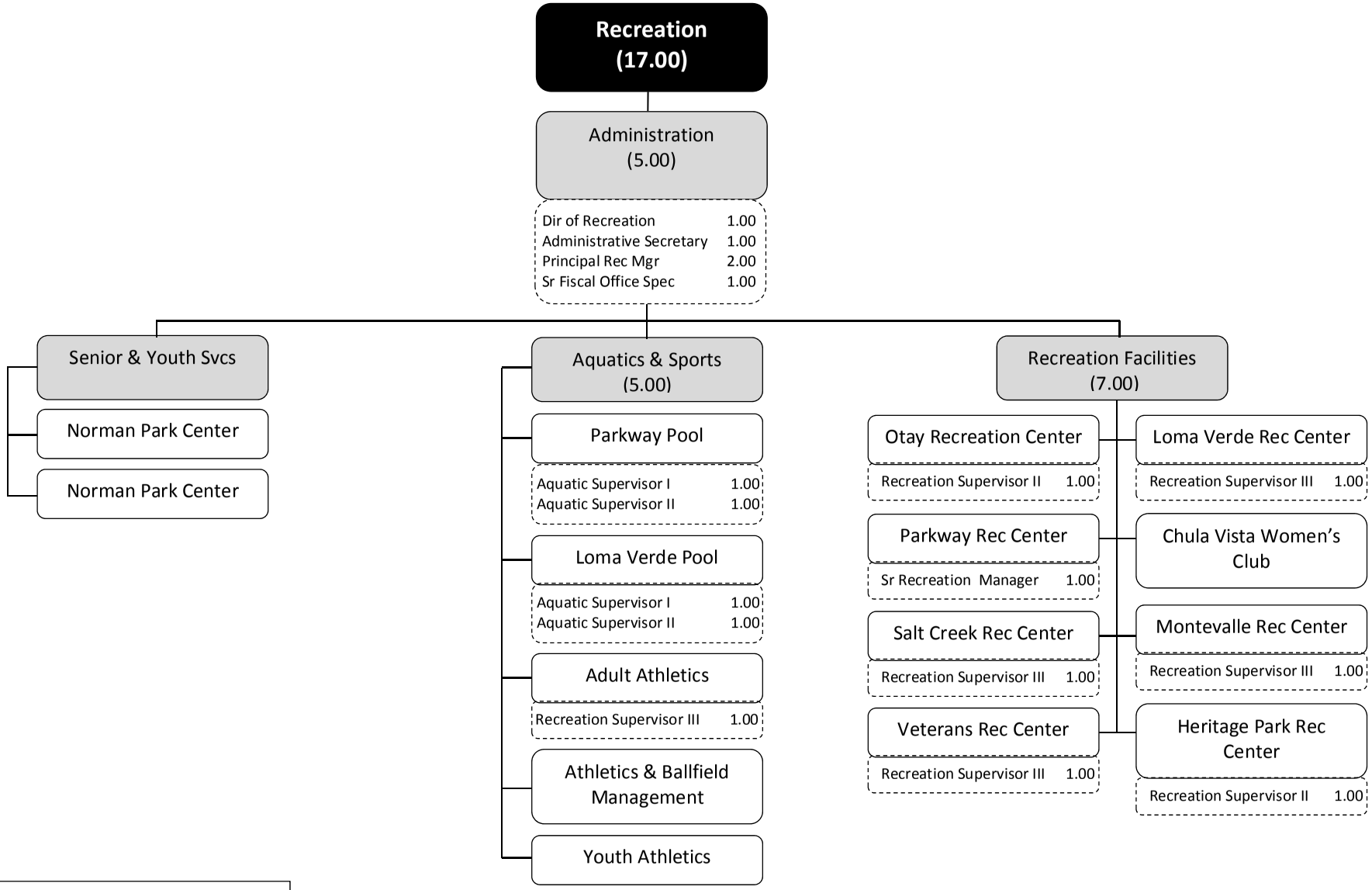
	FY 2011-2012 ACTUAL	FY 2012-2013 ACTUAL	FY 2013-2014 ACTUAL	FY 2014-2015 PROJECTED
% of sports field usage (used/available)	81%	80%	79%	82%
% of customer satisfaction rating "good" or "excellent"	88%	89%	90%	91%
Total attendance at programs for seniors	80,281	80,645	80,985	81,310
Total attendance at recreation centers	477,804	615,333	734,173	759,135
Total enrollment in adult leagues	10,605	9,795	8,420	9,060

SUMMARY OF DEPARTMENT RESOURCES

BUDGET CATEGORY	FY 2011-12 ACTUAL	FY 2012-13 ACTUAL	FY 2013-14 ADOPTED	FY 2014-15 ADOPTED
EXPENDITURES				
Personnel Expenses				
Salaries	1,174,638	1,038,618	1,152,452	1,169,823
Hourly Wages	634,867	825,536	979,870	999,950
Overtime	8,338	4,253	5,000	5,000
Health Benefits	204,891	183,892	223,735	235,862
Retirement Benefits	384,939	349,075	433,542	466,213
Other Personnel Expense	87,732	81,770	77,551	81,205
Personnel Expenses Subtotal	**2,495,405**	**2,483,144**	**2,872,150**	**2,958,053**
Non-Personnel Expenses				
Supplies and Services	395,517	549,502	525,268	555,969
Other Expenses	10,513	16,055	12,670	26,000
Capital	0	0	0	2,523
Utilities	342,850	313,857	373,125	375,903
Non-Personnel Expenses Subtotal	**748,880**	**879,414**	**911,063**	**960,395**
TOTAL EXPENDITURES	**$3,244,285**	**$3,362,558**	**$3,783,213**	**$3,918,448**
REVENUES				
Use of Money & Property	622,574	698,906	663,763	632,054
Revenue from Other Agencies	13,512	4,331	7,755	5,330
Charges for Services	1,116,393	1,372,499	1,403,572	1,415,142
Other Revenue	90,794	72,457	58,673	57,773
TOTAL REVENUES	**$1,843,273**	**$2,148,193**	**$2,133,763**	**$2,110,299**
REVENUE RECOVERY %	**57%**	**64%**	**56%**	**54%**
AUTHORIZED FULL TIME POSITIONS	**17.00**	**17.00**	**17.00**	**17.00**

RECREATION

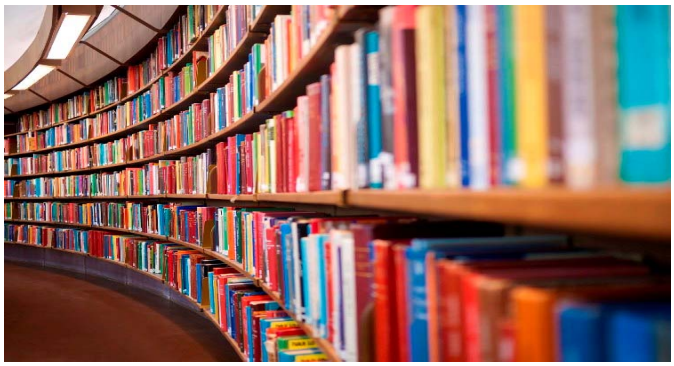
ORGANIZATIONAL CHART



Total GF FTE	17.00
Total Non GF FTE	0.00
Total Dept FTE	17.00

CITY OF
CHULA VISTA

Library



The mission of the Chula Vista Public Library is to increase knowledge and enrich lives within the community. This is accomplished by connecting people equitably to responsive programs, services and resources that reflect the ideals of a democratic society. The Department's vision is that the Chula Vista Public Library be the community's family room, a welcoming and inviting place to learn, connect, explore, experience and reflect.

The Chula Vista Public Library is comprised of three dynamic state-of-the-art libraries delivering books, magazines, newspapers, information services, DVD's, CD's, free public access computers, free Wi-Fi, and community programming to the City's residents nearly every day of the year. The South Chula Vista Branch Library and the Civic Center Branch Library offer full library service in English and Spanish. The Otay Ranch storefront branch, located in the Otay Ranch Town Center Mall is an exciting community-based partnership providing a location especially suited for young families and students. From the library's interactive and user-friendly homepage, residents can request or renew books, pay fines, browse digitized photos from Chula Vista's past, use premium subscription databases and research materials, download e-books, check out the calendar of library events, and register for programs via remote access 24 hours a day, from home, work or school. In fiscal year 2013-14, 822,895 visitors borrowed 954,071 books and other materials, and made over 126,152 reservations for library computers.

The Chula Vista Public Library offers numerous programs, activities, and events to the community's children, teens and adults. These include summer reading programs for all ages, after school activities, free film festivals, art exhibits, and concerts. The library provides a variety of public spaces available for use by community groups, as well as coordinating grants to support local arts organizations and school art programs. As part of the library's thriving volunteer program, residents may read to children and help with youth activities, tutor students, staff the Adult Literacy and ESL center, help in the library's bookstores, work on library projects, and assist with special events.

The Chula Vista Heritage Museum is also a part of the Chula Vista Public Library System and is now supported by community donations of time and funds. The museum was founded in 1993 and focuses on exhibits about Chula Vista's past. Artifacts and photos chronicle the settlement and development of Chula Vista, including historic homes and buildings, daily life, community events, noted individuals, and the City's citrus and aircraft industry.

MORE INFORMATION

Please see the following for more information about the Library Department:

Website –
www.chulavistalibrary.org

Key Contacts -

Administration
Betty Waznis
Library Director
365 F Street
Chula Vista, CA 91910
Phone: 619-691-5170
Email:
bwaznis@chulavistaca.gov

Civic Center Branch
Debbie Taylor
Branch Manager
365 F Street
Chula Vista, CA 91910
Phone: 619-585-5772
Email:
dtaylor@chulavistaca.gov

South Chula Vista Branch
Joy Whatley
Branch Manager
389 Orange Avenue
Chula Vista, CA 91910
Phone: 619-585-5786
Email:
jwhatley@chulavistaca.gov

Otay Ranch Branch
Joy Whatley or Debbie Taylor
Co-Branch Managers
2015 Birch Road, Suite 409
Chula Vista, CA 91915
Phone: 619-397-5740

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.

STRATEGIC GOALS

CONNECTED COMMUNITY

- Explore New Library facility
  - *Identify opportunities to open a community services hub on east side of the City.*

Status:	Following successful opening of new Library branch at Otay Ranch Town Center with expected opening of additional 2,000 sq. ft. space, "The Hub" to serve as community meeting and program space. Enhanced Library profile in the community with good publicity via television interviews and newspaper articles. Received major gifts from the Friends of the Chula Vista Library and the Chula Vista Public Library Foundation. Mall branch has received local and national awards.

- Implement new library services strategy
  - *Expand library hours. Restore literacy services to South Chula Vista Branch. Open new library branch on east side of City. Create high interest events designed to spark positive media attention.*

Status:	Effective July 6, 2010 – 5,650 hours of service. Effective January 1, 2011 – reduced to 4,600 hours of service. Effective July 29, 2011 – 5,800 hours of service. Added 36 hours per week at Otay Ranch Library as of April 14, 2012 and an additional 8 hours per week in Fall 2013. The Library is now open 160 hours per week, at three branches for a system high of 8,000 hours of service.

- Cultivate and promote cultural and educational partnerships with the community, Cultural Arts Commission and institutions
  - *Create and use effective partnerships to leverage the Library's reach into community*

Status:	Partnership with Chula Vista Elementary School District to offer free inter-session lunches. Continued collaborative programs with Southwestern College, Laubach Literacy Council, Altrusa International, Chula Vista Genealogical Society, Chula Vista Heritage Museum, and South County Career Center among others. Expanded passport services to include five days a week and early evening hours. Partnered with San Diego Padres for celebrity reading hour and additional funding.

- Provide successful library programming, services, and facilities
  - *Evaluate current programs, facilities, and services. Identify optimum candidates for affordable, effective improvement and expansion.*

LIBRARY

Status: Successful partnership with Otay Ranch Town Center on numerous community activities and events leading to expansion scheduled for Fall 2014. Positive publicity via television and newspaper stories of Library activities and events. Partnership with Southwestern College to offer courses at the Library. Received second SDG&E grant to create energy lounge at Civic Center Branch and South Chula Vista Branch. Expansion of Kindergarten Boot Camp using community grants funds from Altrusa Organization. Successfully complete 3-phase citizen engagement project, "Paths to Civic Engagement" funded by a competitive grant from Chula Vista Charitable Foundation. Successful outreach with health organizations to provide information on Affordable Care Act and support other wellness programming.

- Update Library Facility Master Plan
  - *Library Facility Master Plan completed and presented to City Council in July 2011. Strategic Visioning Workshop scheduled for September 2013. Completed and integrated plan to return to City Council in third quarter of FY2013-2014.*

Status: Successful Strategic Visioning process completed Fall 2013. Updated Library Facilities Master Plan and companion piece Library Strategic Vision Plan adopted by City Council on April 8, 2014.

KEY PERFORMANCE MEASURES

	FY 2011-2012 ACTUAL	FY 2012-2013 ACTUAL	FY 2013-2014 ACTUAL	FY 2014-2015 PROJECTED
Internet sessions per capita	0.68	0.66	0.50	0.47
Program attendance per capita	0.70	0.11	0.11	0.12
Visitor count per capita	2.98	3.36	3.27	3.34
Circulation per capita	3.97	3.72	3.79	3.80

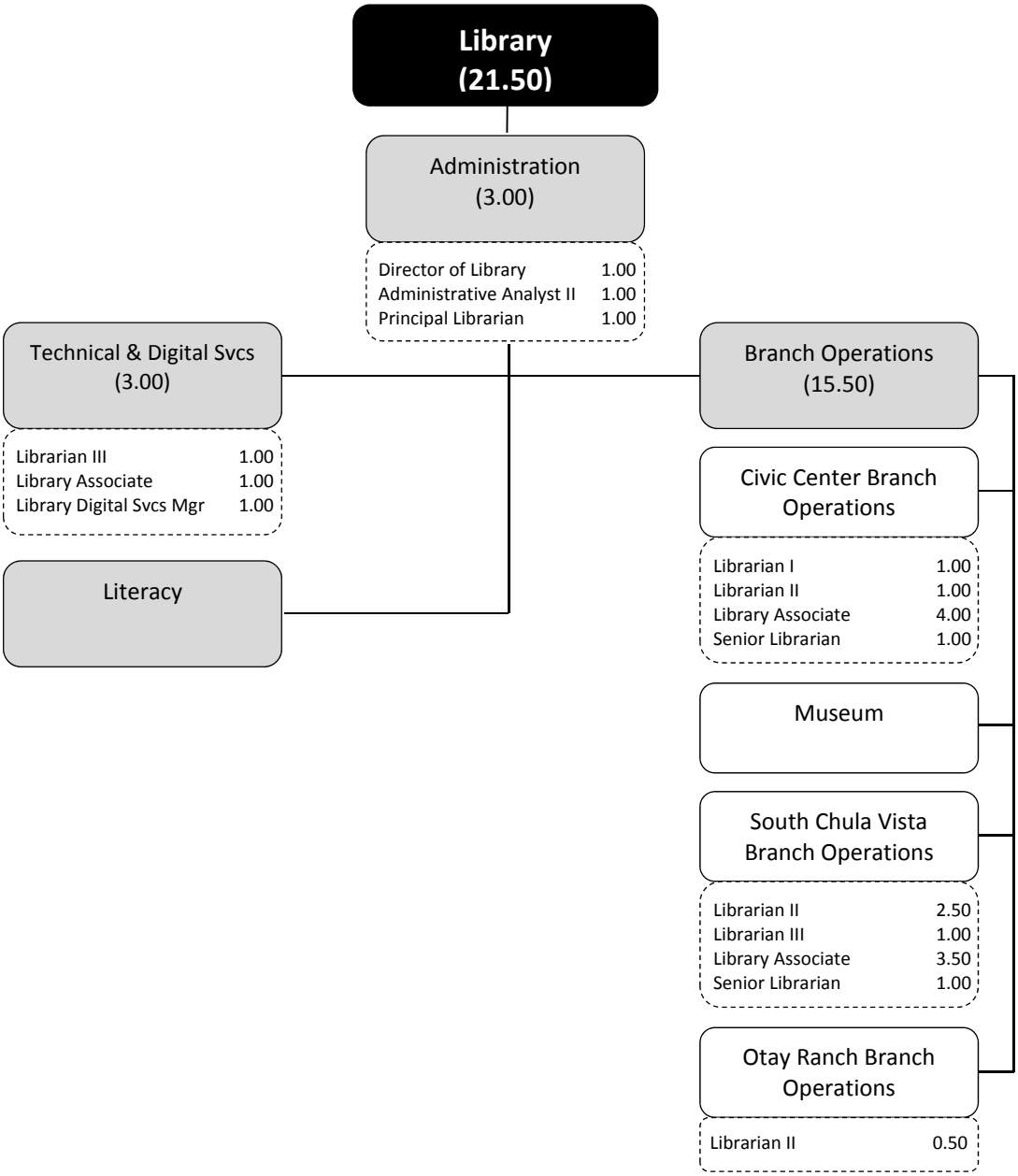
LIBRARY

SUMMARY OF DEPARTMENT RESOURCES

BUDGET CATEGORY	FY 2011-12 ACTUAL	FY 2012-13 ACTUAL	FY 2013-14 ADOPTED	FY 2014-15 ADOPTED
EXPENDITURES				
Personnel Expenses				
Salaries	1,336,767	1,336,308	1,374,980	1,420,394
Hourly Wages	518,448	533,010	561,228	651,761
Health Benefits	254,236	250,375	281,718	297,284
Retirement Benefits	457,169	440,987	436,052	528,528
Other Personnel Expense	103,380	102,460	89,912	97,975
Personnel Expenses Subtotal	**2,670,000**	**2,663,140**	**2,743,890**	**2,995,942**
Non-Personnel Expenses				
Supplies and Services	375,100	256,597	203,792	203,852
Other Expenses	360	360	400	400
Capital	34,779	0	0	0
Utilities	355,085	262,386	354,279	357,375
Non-Personnel Expenses Subtotal	**765,324**	**519,343**	**558,471**	**561,627**
TOTAL EXPENDITURES	**$3,435,324**	**$3,182,483**	**$3,302,361**	**$3,557,569**
REVENUES				
Fines, Forfeitures, Penalties	128,534	175,620	200,000	200,000
Use of Money & Property	44,075	39,665	57,550	57,550
Revenue from Other Agencies	2,000	2,000	2,000	2,000
Charges for Services	85,846	80,484	85,013	115,013
Other Revenue	87,767	80,751	10,904	8,850
Transfers In	25,000	0	0	0
TOTAL REVENUES	**$373,222**	**$378,520**	**$355,467**	**$383,413**
REVENUE RECOVERY %	**11%**	**12%**	**11%**	**11%**
AUTHORIZED FULL TIME POSITIONS	**21.00**	**21.10**	**21.50**	**21.50**

LIBRARY

ORGANIZATIONAL CHART



Total GF FTE	21.50
Total Non GF FTE	0.00
Total Dept FTE	21.50

CITY OF
CHULA VISTA

DEVELOPMENT SERVICES FUND

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 three divisions, Planning, Building, and Engineering, which provide direct services to property owners, developers, and the City as required for the entitlement and/or improvement of property. The services provided encompass most development activities, including land use entitlements; public infrastructure, open space, and landscape planning; public infrastructure construction, grading and building permits.

Historically, the staff involved in the processing of development plans and permits were reflected in the City's General Fund. Beginning in fiscal year 2008-09, all the staff involved in the processing of development plans and permits were budgeted directly in the Development Services Fund. Consolidating all development service cost centers in a single fund clearly delineates 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 also allows operating expenses to be adjusted to coincide with changes in demand for development services. This adjustment of operating expenses aids in avoiding impacts to the General Fund when revenue fluctuations occur as result of changes in development activity.

Beginning in fiscal year 2011-12, the Development Services fund was accounted for as an enterprise fund.

REVENUES

The adopted fiscal year 2014-15 budget reflects the continued effort of balancing development related resources with development related services demand. The fiscal year 2014-15 Development Services budget reflects an overall increase of 1% in projected revenues. Revenues are projected to be sufficient to support projected expenditures and this fund is balanced in fiscal year 2014-15. However, based on the most recent fiscal year 2013-14 quarterly projections, revenues are projected to be short of budget. It is anticipated that this fund will end the current fiscal year with a $500,000 deficit. Staff will continue to monitor revenue trends and may need to make adjustments accordingly. Staff recognizes it may require modification to its existing composition of staff to remain responsive to work being received.

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. The table below provides a comparison of the adopted revenues for fiscal year 2013-14 compared to the estimated fiscal year 2014-15 revenues. The City is anticipating that the following major projects will continue to move forward in fiscal year 2014-15:

- Bayfront Redevelopment Project
- Millenia Project
- Otay Ranch Villages
- University Land Entitlement Projects

Development Services Fund Revenues

Fiscal Years 2013 to 2015

Category	FY 2012-13 Actual	FY 2013-14 Adopted	FY 2014-15 Adopted	Change	%Change
Other Local Taxes	$ 6,796	$ -	$ 7,000	$ 7,000	-
Licenses and Permits	$ 2,399,259	$ 1,753,433	$ 2,335,000	$ 581,567	33%
Charges for Services	$ 3,502,059	$ 3,892,280	$ 3,746,169	$ (146,111)	-4%
Other Revenue	$ 746,222	$ 1,153,343	$ 624,530	$ (528,813)	-46%
Transfers In	$ 439,238	$ 298,137	$ 448,137	$ 150,000	50%
Total Revenues	**$ 7,093,574**	**$ 7,097,193**	**$ 7,160,836**	**$ 63,643**	**1%**

Projections for fiscal year 2014-15 revenues were based on a trend analysis of fiscal year 2012-13 actual revenues and fiscal year 2013-14 projections. A summary of the notable changes by category are listed below:

- Licenses and Permits – The increase in this category of $581,567 reflects the projected increase in development activity and the adjustment in development work composition moving from processing of large master planned communities to processing of improvement and development plans.

- Charges for Service – The decrease in this category of $146,111 reflects the change in nature or composition of development activity. The largest decrease in this category is in staff time reimbursements from deposit accounts, but is partially offset by an estimated increase in plan checking fees.

- Other Revenue – The adopted fiscal year 2014-15 budget reflects a net decrease of $528,813 from the fiscal year 2013-14 adopted budget. This net decrease is due to the transfer of the Development Services Director to the General Fund and decreases in anticipated staff time reimbursement revenue from other funds.

- Transfers In – The fiscal year 2014-15 adopted budget reflects a change of $150,000 in projected transfers from the General Fund. The Transfers-In from the General Fund is intended to compensate for plumbing, mechanical, electrical and photovoltaic permits that are subsidized by the General Fund and for staff work that is completed on behalf of projects benefiting the City's General Fund.

- Other Local Taxes – The increase in this category of $7,000 reflects the budgeting of SB1186 revenues collected on business licenses. A state fee of $1 on any applicant for a local business license or renewal thereof, for purposes of increasing disability access and compliance with construction-related accessibility requirements and developing educational resources for businesses to facilitate compliance with federal and state disability laws. Local jurisdictions retain 70% and transfer the remaining 30% to the Division of the State Architect. Of the 70% retained by the local jurisdiction, up to 5 percent may be used for related administrative costs and the remaining moneys shall be used to fund increased certified access specialist services in the jurisdiction for the public and to facilitate compliance with construction-related accessibility requirements.

EXPENDITURES

The fiscal year 2014-15 adopted budget includes funding for 45.5 positions in the Development Services Fund. This reflects a net increase of 1.0 position when compared to the fiscal year 2013-14 Council adopted budget. These changes are a result of the following personnel changes:

- The addition of 1.0 Development Services Technician I (DST I)
- The addition of 1.0 Development Services Technician II (DST II)
- The transfer of 1.0 Development Services Director from the Development Services Fund to the General Fund.
- The reclassification of 2.0 Landscape Planner II positions to Landscape Architect

As illustrated in the following table, Personnel Services expenditures in the Development Services fund are the largest component of the Fund's expenditures, much the same as the City's General Fund budget. The transfers out expenditure category reimburses the General Fund for citywide and departmental overhead. Reimbursed citywide overhead includes support costs associated with Finance, Human Resources, Information Technology Services, Custodial Services, and City Attorney.

Development Services Fund Expenditures

Fiscal Year 2013 to 2015

Category	FY 2012-13 Actual	FY 2013-14 Adopted	FY 2014-15 Adopted	Change	%Change
Personnel Services	$ 5,214,558	$ 5,498,965	$ 5,544,500	$ 45,535	1%
Supplies and Services	$ 405,599	$ 369,665	$ 216,925	$ (152,740)	-41%
Other Expenses	$ 92,205	$ 78,812	$ 58,812	$ (20,000)	-25%
Capital	$ -	$ -	$ 7,300	$ 7,300	-
Transfers Out	$ 1,175,724	$ 1,143,811	$ 1,328,299	$ 184,488	16%
Utilities	$ 4,951	$ 5,940	$ 5,000	$ (940)	-16%
Total Expenditures	**$ 6,893,037**	**$ 7,097,193**	**$ 7,160,836**	**$ 204,156**	**3%**

A summary of the notable changes between the fiscal year 2013-14 Council Adopted budget to the fiscal year 2014-15 adopted budget by category are listed as follows:

- Personnel Services – This category reflects a net increase of $45,535. The increase can be attributed to the annualized costs of salary increases approved by Council in fiscal year 2013-14, the reclassification of 2.0 Landscape Planner II positions to Landscape Architect, the addition of 1.0 DST I and 1.0 DST II, and increases to various personnel costs including PERS, flex/insurance, Worker's Comp charges, and vacation in-lieu expenses.

  These increases were partially offset by a reduction of hourly wages, the transfer of the Development Services Director from the Development Services Fund to the General Fund, and an increase in salary savings to offset the addition of the DST I.

- Supplies and Services – The adopted budget reflects a decrease of $152,740 in this category. This decrease is largely due to the decrease in contractual services that will be used to offset the addition of the new DST II.

- Other Expenses – The Other Expenses category reflects a net decrease of $20,000. This decrease is due to a reduced volume of credit card transaction fees charged to the City for customers who choose to pay fees using a credit card.

- Capital – The Capital category reflects a net increase of $7,300 when compared to the fiscal year 2013-14 adopted budget. This increase is due to the transfer of copier leases from Supplies and Services to the Capital category.

- Transfers Out – The transfers out expenditure category reflects a net increase of $184,488 when compared to the prior year adopted budget. This transfer reflects the reimbursement amount from the Development Services Fund to the General Fund for department and citywide overhead costs. This increase is due to the transfer of the Development Services Director from the Development Services Fund to the General Fund. The $184,488 reflects the amount allocated to the Development Services Fund for this position.

- Utilities – The utilities category reflects the projected amounts necessary for fiscal year 2014-15 projected utility expenses and is $940 less than the fiscal year 2013-14 Adopted Budget. This change is consistent with the projected costs for fiscal year 2013-14.

CITY OF
CHULA VISTA

DEVELOPMENT SERVICES FUND 236

FUND SUMMARY

BUDGET CATEGORY	FY 2011-12 ACTUAL	FY 2012-13 ACTUAL	FY 2013-14 ADOPTED	FY 2014-15 ADOPTED
EXPENDITURES				
Transfers Out	182,119	0	0	0
TOTAL EXPENDITURES	**$182,119**	**$0**	**$0**	**$0**
NET FUND ACTIVITY	**($182,119)**	**$0**	**$0**	**$0**

Note: This fund was closed and reestablished as an Enterprise Fund (Fund 408).

DEVELOPMENT SERVICES FUND 408

FUND SUMMARY

BUDGET CATEGORY	FY 2011-12 ACTUAL	FY 2012-13 ACTUAL	FY 2013-14 ADOPTED	FY 2014-15 ADOPTED
EXPENDITURES				
Personnel Services	4,570,172	5,214,558	5,498,965	5,544,500
Supplies and Services	126,230	405,599	369,665	216,925
Other Expenses	28,725	92,205	78,812	58,812
Capital	0	0	0	7,300
Utilities	5,469	4,951	5,940	5,000
Transfers Out	1,268,393	1,175,724	1,143,811	1,328,299
TOTAL EXPENDITURES	**$5,998,989**	**$6,893,037**	**$7,097,193**	**$7,160,836**
REVENUES				
Other Local Taxes	0	6,796	0	7,000
Licenses and Permits	1,710,314	2,399,259	1,753,433	2,335,000
Charges for Services	3,367,163	3,502,059	3,892,280	3,746,169
Other Revenue	838,423	746,222	1,153,343	624,530
Transfers In	485,989	439,238	298,137	448,137
TOTAL REVENUES	**$6,401,889**	**$7,093,574**	**$7,097,193**	**$7,160,836**
NET FUND ACTIVITY	**$402,900**	**$200,537**	**$0**	**$0**

STAFFING SUMMARY - 408

BUDGET CATEGORY	FY 2013-14 ADOPTED	FY 2013-14 MIDYEAR	FY 2014-15 CHANGES	FY 2014-15 ADOPTED
ASSOC ENGINEER	3.00	-	-	3.00
ASSOCIATE PLANNER	4.00	-	-	4.00
BUILDING INSPECTOR II	4.00	-	-	4.00
BUILDING INSPECTOR III	1.00	-	-	1.00
BUILDING OFF/CODE ENF MGR	1.00	-	-	1.00
DEV PLANNING MGR	1.00	-	(1.00)	-
DEVELOPMENT SERVICES TECH I	-	-	1.00	1.00
DEVELOPMENT SERVICES TECH II	-	-	1.00	1.00
DEVELOPMENT SVCS DEPT DIRECTOR	1.00	-	(1.00)	-
DEVELOPMENT SVCS TECH II	3.00	-	-	3.00
DEVELOPMENT SVCS TECH III	2.00	-	-	2.00
DEVLPMT SVCS COUNTER MGR	1.00	-	-	1.00
ENGINEERING TECH II	1.00	-	-	1.00
LANDSCAPE ARCHITECT	0.50	-	2.00	2.50
LANDSCAPE PLANNER II	3.00	-	(2.00)	1.00
PLAN CHECK SUPERVISOR	1.00	-	-	1.00
PLANNING MANAGER	-	-	1.00	1.00
PLANS EXAMINER	3.00	-	-	3.00
PRINCIPAL CIVIL ENGINEER	1.00	-	-	1.00
PRINCIPAL PLANNER	2.00	-	-	2.00
SECRETARY	1.00	-	-	1.00
SR BUILDING INSPECTOR	1.00	-	-	1.00
SR ENGINEERING TECHNICIAN	1.00	-	-	1.00
SR OFFICE SPECIALIST	2.00	-	-	2.00
SR PLANNER	4.00	-	-	4.00
SR PROJECT COORDINATOR	1.00	-	-	1.00
SR SECRETARY	1.00	-	-	1.00
TRANSPORTATION ENGINEER W/CERT	1.00	-	-	1.00
TOTAL AUTHORIZED POSITIONS	**44.50**	**-**	**1.00**	**45.50**

CITY OF
CHULA VISTA

SUCCESSOR AGENCY AND HOUSING FUNDS

Successor Agency Funds

Housing Authority Funds

Successor Agency Funds

On December 29, 2011, the California Supreme Court upheld AB x1 26 dissolving California redevelopment agencies. Effective February 1, 2012, all redevelopment agencies were dissolved and the City of Chula Vista assumed the role of Successor Agency (resolution 2011-164).

The Successor Agency is responsible for the wind down of the former Redevelopment Agency activities and obligations. The act of winding down the former Redevelopment Agency is significant. The Successor Agency will continue to oversee and implement all legally obligated contracted work, projects and programs as well as dispose of the former Redevelopment Agency assets. Since approximately 68% of the former Redevelopment Agency-owned land (24 acres of 35.24 acres) is contaminated there are clean up requirements as well as remediation that will be necessary to dispose of these properties. Significant administrative obligations will continue to exist in the preparation of budgets and documentation to be submitted to and reviewed by the Successor Agency, Oversight Board, County of San Diego and the State Department of Finance.

As required by AB x1 26, an Oversight Board, composed of affected taxing entities within the City, was created. The primary responsibility of the Oversight Board is reviewing and approving the Recognized Obligation Payment Schedule and serving in a fiduciary role to the taxing entities that the Oversight Board represents. Some historical information follows regarding the former Redevelopment Agency.

The Chula Vista Redevelopment Agency was created on October 24, 1972 by City Council Ordinance. The goals of the former Redevelopment Agency were 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 adopted and amended six project areas to encompass a total of approximately 3,563 acres of City territory. Land uses within these areas are mostly commercial and industrial, but also includes some residential and public uses (e.g., governmental administrative centers, corporation yards, streets, etc.).

FUND DESCRIPTIONS

The Successor Agency budget is organized into Redevelopment Obligation Retirement Fund (RORF) and debt service funds. The RORF accounts for the staffing and other expenditures required in winding down activities of the former Redevelopment Agency. The Debt Service funds are used to pay for the former Redevelopment Agency's debt service on its outstanding Tax Allocation Bonds, loans and other debt of the former Redevelopment Agency.

Several funds were eliminated as a result of the dissolution of the Redevelopment Agency. The eliminated funds are former operating funds 317, 611, 651 and pass-through funds 671-675. In addition the debt service funds listed below replace funds 691 and 693-697.

Operating Funds

- Fund 318: Redevelopment Obligation Retirement Fund (RORF)
  The RORF will serve as the primary operating funds in the winding down of the former Redevelopment Agency. This fund will be used to pay the documented enforceable obligations of the former redevelopment agency that have been approved by the Successor Agency Oversight Board and the State Department of Finance.
- Fund 319: Successor Agency Housing Fund
  The City's Housing Authority became the Successor Housing Agency. This fund accounts for all assets (everything but fund balance) originally held by the Low and Moderate Income Housing fund and will account for activities similar to the Low and Moderate Income Housing program. The fund revenues are not discretionary and must be used for the production of affordable housing.

Debt Service Funds

The Debt Service funds are used to pay for former Redevelopment Agency debt service on its outstanding Tax Allocation Bonds, loans and other debt of the former Redevelopment Agency.

- Fund 692: Long Term Advances Debt Service Fund – Redevelopment Agency
  This fund was established to account for Redevelopment Agency interfund loans.

- Fund 661: 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 662: 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.

- Fund 663: 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 664: 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 665: RDA 2008 Tax Allocation Refunding Bonds (TARBs)
  This fund was established to account for the debt service payments for the refunding of the Redevelopment Agency 2000 Tax Allocation Bonds (Merged Redevelopment Project) in the amount of $21,625,000. The Merged Redevelopment Project was created on August 22, 2000, pursuant to an amendment to the redevelopment plans for 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 Merged Project Area was amended in 2004 adding 494 acres. 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 2036.

REVENUES

A summary of the notable changes by category are listed below:

- Property Taxes – The increase in this category is due to the dissolution of the Redevelopment Agency. Property tax increment revenues are now received by the County of San Diego and will be distributed to the Successor Agency based on documented enforceable obligations that have been approved by both the Successor Agency Oversight Board and the State Department of Finance.

- Transfers In – The decrease is due to the Low and Moderate Income Housing Program no longer receiving property tax increment revenues due to the dissolution of the redevelopment agency.

The table below provides a comparison of the projected revenues for fiscal year 2013-14 to the estimated fiscal year 2014-15 revenues. The table does not reflect the revenue budget of the debt service funds which are reflected in the debt service section of the budget document.

Redevelopment/Successor Agency Operating Fund Revenues

Fiscal Years 2013 to 2015

Category	Funds 318/319 FY 2012-13 Actual	Funds 318/319 FY 2013-14 Adopted	Funds 318/319 FY 2014-15 Adopted	Change
Property Taxes	$ 4,456,770	$ 6,242,818	$ 6,505,446	$ 262,628
Use of Money & Property	$ 647,063	$ 17,885	$ 17,885	$ -
Charges for Services	$ -	$ -	$ -	$ -
Revenue from Other Agencies	$ -	$ -	$ -	$ -
Other Revenue	$ 90,774	$ -	$ -	$ -
Transfers In	$ 879,285	$ 2,070,291	$ 1,927,748	$ (142,543)
Total Revenues	**$ 6,073,892**	**$ 8,330,994**	**$ 8,451,079**	**$ 120,085**

EXPENDITURES

Expenditures for fiscal year 2014-15 are for winding down the former Redevelopment Agency and Low and Moderate Income Housing activities and documented enforceable obligations.

- Personnel Services – The decrease in the fiscal year 2014-15 adopted budget is due to the elimination of the Senior Project Coordinator position.

- Services and Supplies – The budget has been increased due to project related consultant services.

- Other Expenses – The slight increase in this category reflects an increase in the amount of reimbursable staff time for the Low and Moderate Income Housing related activities.

- Capital – The increase of $6,040 is due to the transfer of copier leases from Supplies and Services to the Capital category.

- Transfers Out – The transfers out expenditure category has increased due to the first payment towards the SERAF loan. The former Low and Moderate Income Housing fund loaned the former Redevelopment Agency $5.0 million so that the Agency could pay the State its SERAF obligation for fiscal years 2010 and 2011. The loan payment is in the amount of $1.9 million from the Successor Agency (fund 318) to the Successor Agency Housing fund (fund 319).

- Utilities – The utilities category reflects the projected amounts necessary for fiscal year 2014-15 projected utility expenses.

The table below provides a comparison of the projected budgeted expenditures for fiscal year 2014-15 to the adopted fiscal year 2014-15 expenditures. The table does not reflect the debt service expenditure budget which is discussed in the debt service section of this document.

Redevelopment/Successor Agency Operating Fund Expenditures

Fiscal Year 2013 to 2014

Category	Funds 318/319 FY 2012-13 Actual	Funds 318/319 FY 2013-14 Adopted	Funds 318/319 FY 2014-15 Adopted	Change
Personnel Services	$ 92,044	$ 134,203	$ -	$ (134,203)
Supplies and Services	$ 110,753	$ 121,580	$ 143,770	$ 22,190
Other Expenses	$ 2,373,029	$ 894,972	$ 897,972	$ 3,000
Capital	$ 4,241	$ 6,000	$ 12,040	$ 6,040
Transfers Out	$ 9,185,742	$ 5,276,493	$ 5,698,895	$ 422,402
CIP Project Expenditures	$ 641,835	$ -	$ -	$ -
Non-CIP Project Expenditures	$ 4,000,000	$ -	$ -	$ -
Utilities	$ 382	$ 1,570	$ 1,700	$ 130
Total Expenditures	**$ 16,408,026**	**$ 6,434,818**	**$ 6,754,377**	**$ 319,559**

REDV OBLIGATION RETIREMENT FUND 318

FUND SUMMARY

BUDGET CATEGORY	FY 2011-12 ACTUAL	FY 2012-13 ACTUAL	FY 2013-14 ADOPTED	FY 2014-15 ADOPTED
EXPENDITURES				
Personnel Services	221,258	92,044	134,203	0
Supplies and Services	39,440	79,810	85,480	80,270
Other Expenses	5,878,509	2,296,468	745,072	718,540
Capital	0	0	0	6,040
Utilities	346	382	1,570	1,700
Transfers Out	1,051,440	9,156,742	5,276,493	5,698,895
CIP Project Expenditures	235,529	641,835	0	0
Non-CIP Project Expenditures	0	4,000,000	0	0
TOTAL EXPENDITURES	**$7,426,522**	**$16,267,281**	**$6,242,818**	**$6,505,445**
REVENUES				
Property Taxes	3,233,347	4,456,770	6,242,818	6,505,446
Use of Money & Property	80,514	(23,899)	0	0
Other Revenue	2,608,350	322	0	0
Transfers In	11,030,351	641,835	0	0
TOTAL REVENUES	**$16,952,562**	**$5,075,028**	**$6,242,818**	**$6,505,446**
NET FUND ACTIVITY	**$9,526,040**	**($11,192,253)**	**$0**	**$1**

STAFFING SUMMARY - 318

BUDGET CATEGORY	FY 2013-14 ADOPTED	FY 2013-14 MIDYEAR	FY 2014-15 CHANGES	FY 2014-15 ADOPTED
SR PROJECT COORDINATOR	1.00	-	(1.00)	-
TOTAL AUTHORIZED POSITIONS	**1.00**	**-**	**(1.00)**	**-**

FUND SUMMARY

BUDGET CATEGORY	FY 2011-12 ACTUAL	FY 2012-13 ACTUAL	FY 2013-14 ADOPTED	FY 2014-15 ADOPTED
EXPENDITURES				
Supplies and Services	0	30,943	36,100	63,500
Other Expenses	35	76,561	149,900	179,432
Capital	1,607	4,241	6,000	6,000
Transfers Out	0	29,000	0	0
TOTAL EXPENDITURES	**$1,642**	**$140,745**	**$192,000**	**$248,932**
REVENUES				
Use of Money & Property	5,033	670,962	17,885	17,885
Charges for Services	25	0	0	0
Other Revenue	0	90,452	0	0
Transfers In	0	237,450	2,070,291	1,927,748
TOTAL REVENUES	**$5,058**	**$998,864**	**$2,088,176**	**$1,945,633**
NET FUND ACTIVITY	**$3,416**	**$858,119**	**$1,896,176**	**$1,696,701**

REDEVELOPMENT AGENCY FUND 600

FUND SUMMARY

BUDGET CATEGORY	FY 2011-12 ACTUAL	FY 2012-13 ACTUAL	FY 2013-14 ADOPTED	FY 2014-15 ADOPTED
EXPENDITURES				
Personnel Services	342,968	0	0	0
Supplies and Services	188,117	0	0	0
Other Expenses	59,058	0	0	0
Other Expenses	558,469	0	0	0
Other Expenses	0	0	0	1,274,067
Capital	2,277	0	0	0
Utilities	1,025	0	0	0
Transfers Out	0	641,835	0	0
Transfers Out	20,165,508	0	0	0
CIP Project Expenditures	297,109	0	0	0
Non-CIP Project Expenditures	23,040	0	0	0
TOTAL EXPENDITURES	**$21,637,571**	**$641,835**	**$0**	**$1,274,067**
REVENUES				
Property Taxes	7,954,428	0	0	0
Use of Money & Property	315	0	0	0
Use of Money & Property	201	(147)	0	0
Use of Money & Property	542,338	0	0	0
Charges for Services	50	0	0	0
Other Revenue	53,383	0	0	0
Transfers In	8,862,933	0	0	0
Transfers In	2,129,352	0	0	0
TOTAL REVENUES	**$19,543,000**	**($147)**	**$0**	**$0**
NET FUND ACTIVITY	**($2,094,571)**	**($641,982)**	**$0**	**($1,274,067)**

FUND DETAIL

FUND #	FUND DESCRIPTION	FY 2011-12 ACTUAL	FY 2012-13 ACTUAL	FY 2013-14 ADOPTED	FY 2014-15 ADOPTED
EXPENDITURES					
317	RDA Low & Mod Income Housing	10,882,060	0	0	0
611	Redev Bayfront/Town Centre I	3,165,932	0	0	0
641	Redev Fine Arts	59,058	0	0	0
651	So West/Twn Ctr II/Oty Vly	7,530,521	0	0	0
654	RDA 2008 TARBS ProjFund - SA	0	641,835	0	1,274,067
TOTAL EXPENDITURES		**$21,637,571**	**$641,835**	**$0**	**$1,274,067**
REVENUES					
317	RDA Low & Mod Income Housing	5,852,668	0	0	0
611	Redev Bayfront/Town Centre I	5,518,776	0	0	0

REDEVELOPMENT AGENCY FUND 600

641	Redev Fine Arts	315	0	0	0
651	So West/Twn Ctr II/Oty Vly	6,041,688	0	0	0
654	RDA 2008 TARBS ProjFund - SA	2,129,553	(147)	0	0
TOTAL REVENUES		**$19,543,000**	**($147)**	**$0**	**$0**
NET FUND ACTIVITY		**($2,094,571)**	**($641,982)**	**$0**	**($1,274,067)**

DEBT SERVICE - SUCCESSOR AGENCY FUND 660

FUND SUMMARY

BUDGET CATEGORY	FY 2011-12 ACTUAL	FY 2012-13 ACTUAL	FY 2013-14 ADOPTED	FY 2014-15 ADOPTED
EXPENDITURES				
Supplies and Services	3,543	8,192	9,450	10,600
Other Expenses	1,316,191	3,515,315	3,595,606	4,110,547
Transfers Out	18,622,925	0	2,070,291	1,927,748
TOTAL EXPENDITURES	**$19,942,659**	**$3,523,507**	**$5,675,347**	**$6,048,895**
REVENUES				
Use of Money & Property	51,801	101,938	0	0
Other Revenue	0	22	0	0
Transfers In	4,630,791	8,917,421	5,271,993	5,698,895
TOTAL REVENUES	**$4,682,592**	**$9,019,381**	**$5,271,993**	**$5,698,895**
NET FUND ACTIVITY	**($15,260,067)**	**$5,495,874**	**($403,354)**	**($350,000)**

FUND DETAIL

FUND #	FUND DESCRIPTION	FY 2011-12 ACTUAL	FY 2012-13 ACTUAL	FY 2013-14 ADOPTED	FY 2014-15 ADOPTED
EXPENDITURES					
661	05 ERAF - SA	49,178	99,528	100,358	100,883
662	06 ERAF - SA	63,026	125,784	125,191	129,285
663	06 TABs Series A - SA	244,754	1,017,893	1,043,491	1,017,345
664	06 TABs Series B - SA	261,698	993,006	1,018,730	992,297
665	08 TABs - SA	482,999	966,158	967,286	1,531,337
692	Successor Agency Long-term Deb	18,841,004	321,138	2,420,291	2,277,748
TOTAL EXPENDITURES		**$19,942,659**	**$3,523,507**	**$5,675,347**	**$6,048,895**
REVENUES					
661	05 ERAF - SA	50,307	99,463	100,358	100,883
662	06 ERAF - SA	64,436	125,696	125,191	129,285
663	06 TABs Series A - SA	1,272,699	1,017,861	1,018,033	1,017,345
664	06 TABs Series B - SA	1,266,547	992,637	990,834	992,297
665	08 TABs - SA	2,028,603	966,122	967,286	1,531,337
692	Successor Agency Long-term Deb	0	5,817,602	2,070,291	1,927,748
TOTAL REVENUES		**$4,682,592**	**$9,019,381**	**$5,271,993**	**$5,698,895**
NET FUND ACTIVITY		**($15,260,067)**	**$5,495,874**	**($403,354)**	**($350,000)**

SW TAX AGREEMENT FUND 670

FUND SUMMARY

BUDGET CATEGORY	FY 2011-12 ACTUAL	FY 2012-13 ACTUAL	FY 2013-14 ADOPTED	FY 2014-15 ADOPTED
EXPENDITURES				
Other Expenses	645,603	0	0	0
Transfers Out	460,063	0	0	0
TOTAL EXPENDITURES	**$1,105,666**	**$0**	**$0**	**$0**
REVENUES				
Use of Money & Property	9,234	0	0	0
Transfers In	744,919	0	0	0
TOTAL REVENUES	**$754,153**	**$0**	**$0**	**$0**
NET FUND ACTIVITY	**($351,513)**	**$0**	**$0**	**$0**

FUND DETAIL

FUND #	FUND DESCRIPTION	FY 2011-12 ACTUAL	FY 2012-13 ACTUAL	FY 2013-14 ADOPTED	FY 2014-15 ADOPTED
EXPENDITURES					
671	SW Area Tax Agmt-SUHSD	175,895	0	0	0
672	SW Area Tax Agmt-C.O.E.	19,773	0	0	0
673	SW Area Tax Agmt-CV Elem SD	213,512	0	0	0
674	SW Area Tax Agmt-SW CC Dist	37,618	0	0	0
675	SW Area Tax Agmt-County SD	658,868	0	0	0
TOTAL EXPENDITURES		**$1,105,666**	**$0**	**$0**	**$0**
REVENUES					
671	SW Area Tax Agmt-SUHSD	140,462	0	0	0
672	SW Area Tax Agmt-C.O.E.	19,625	0	0	0
673	SW Area Tax Agmt-CV Elem SD	212,841	0	0	0
674	SW Area Tax Agmt-SW CC Dist	37,450	0	0	0
675	SW Area Tax Agmt-County SD	343,775	0	0	0
TOTAL REVENUES		**$754,153**	**$0**	**$0**	**$0**
NET FUND ACTIVITY		**($351,513)**	**$0**	**$0**	**$0**

DEBT SERV - REDEVELOPMENT AGENCY FUND 680

FUND SUMMARY

BUDGET CATEGORY	FY 2011-12 ACTUAL	FY 2012-13 ACTUAL	FY 2013-14 ADOPTED	FY 2014-15 ADOPTED
EXPENDITURES				
Supplies and Services	4,742	0	0	0
Other Expenses	2,098,861	0	0	0
Other Expenses	338,307	0	0	0
Transfers Out	6,280,732	0	0	0
TOTAL EXPENDITURES	**$8,722,642**	**$0**	**$0**	**$0**
REVENUES				
Use of Money & Property	47,471	0	0	0
Other Revenue	20	0	0	0
Transfers In	2,056,569	0	0	0
Transfers In	22,694,954	0	0	0
TOTAL REVENUES	**$24,799,014**	**$0**	**$0**	**$0**
NET FUND ACTIVITY	**$16,076,372**	**$0**	**$0**	**$0**

FUND DETAIL

FUND #	FUND DESCRIPTION	FY 2011-12 ACTUAL	FY 2012-13 ACTUAL	FY 2013-14 ADOPTED	FY 2014-15 ADOPTED
EXPENDITURES					
653	RDA 2008 TARBS Project Fund	2,701,381	0	0	0
691	Long-term Advances DSF - RDA	338,307	0	0	0
693	05 Tax Rev (ERAF)	50,276	0	0	0
694	06 Tax Rev Bnd A (CRA/ERAF Ln	64,408	0	0	0
695	06 Sr TABS Ser A	1,802,353	0	0	0
696	06 Sr TABS Ser B	1,736,775	0	0	0
697	08 Tax Allocation Refunding Bond	2,029,142	0	0	0
TOTAL EXPENDITURES		**$8,722,642**	**$0**	**$0**	**$0**
REVENUES					
653	RDA 2008 TARBS Project Fund	401	0	0	0
691	Long-term Advances DSF - RDA	22,694,954	0	0	0
693	05 Tax Rev (ERAF)	49,199	0	0	0
694	06 Tax Rev Bnd A (CRA/ERAF Ln	63,029	0	0	0
695	06 Sr TABS Ser A	774,004	0	0	0
696	06 Sr TABS Ser B	731,604	0	0	0
697	08 Tax Allocation Refunding Bond	485,823	0	0	0
TOTAL REVENUES		**$24,799,014**	**$0**	**$0**	**$0**
NET FUND ACTIVITY		**$16,076,372**	**$0**	**$0**	**$0**

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. In addition, with the elimination of the City's redevelopment agency, the Housing Authority will assume the housing functions of the former Redevelopment Agency, becoming a "Successor Housing Agency".

The Chula Vista Housing Authority fund is the clearinghouse for all housing related staff activity. Included in this fund are personnel expenses which are reimbursed by various funding sources such as Federal Housing and Urban Development Grant Funds. The Housing Fund will receive $0.7 million in staff time reimbursements for administering the City's Housing, CDBG, HOME and other 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
- Expand home ownership
- Oversee social service contracts for low income households
- Oversee policies and programs related to affordable housing

FUND DESCRIPTIONS

- Fund 313: Chula Vista Housing Authority
  The Chula Vista Housing Authority Fund accounts for all housing related activities not considered eligible for reimbursement by other sources.

The Landings Project, pictured above, is an example of the type of project developed with Housing Funds. The Landings consists of 92 three-bedroom townhome units. Each unit includes an enclosed 2-car garage, in-unit washer and dryer, balcony, and full sized appliances. Project amenities include a pool, spa, clubhouse, and a tot lot.

CITY OF
CHULA VISTA

HOUSING PROGRAM FUND 310

FUND SUMMARY

BUDGET CATEGORY	FY 2011-12 ACTUAL	FY 2012-13 ACTUAL	FY 2013-14 ADOPTED	FY 2014-15 ADOPTED
EXPENDITURES				
Personnel Services	834,651	767,659	537,661	561,926
Supplies and Services	22,039	5,649	38,300	38,300
Utilities	0	184	500	500
Transfers Out	4,460,227	166,085	147,555	177,145
TOTAL EXPENDITURES	**$5,316,917**	**$939,577**	**$724,016**	**$777,871**
REVENUES				
Use of Money & Property	30,003	(5,868)	0	0
Charges for Services	71,092	230,513	71,000	71,000
Other Revenue	622,058	456,505	661,240	706,871
Transfers In	143,882	97,000	0	0
TOTAL REVENUES	**$867,035**	**$778,150**	**$732,240**	**$777,871**
NET FUND ACTIVITY	**($4,449,882)**	**($161,427)**	**$8,224**	**$0**

STAFFING SUMMARY - 313

BUDGET CATEGORY	FY 2013-14 ADOPTED	FY 2013-14 MIDYEAR	FY 2014-15 CHANGES	FY 2014-15 ADOPTED
HOUSING MANAGER	1.00	-	-	1.00
PROJECT COORDINATOR II	2.00	-	-	2.00
SR PROJECT COORDINATOR	1.00	-	-	1.00
TOTAL AUTHORIZED POSITIONS	**4.00**	**-**	**-**	**4.00**

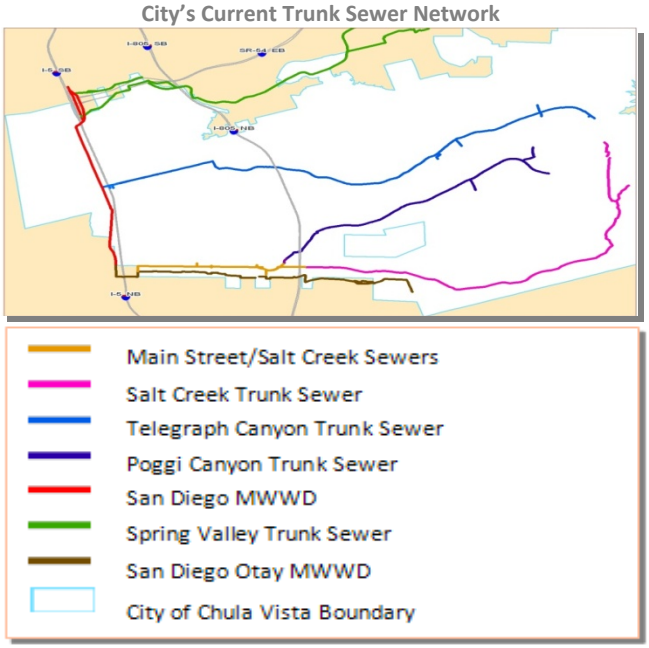
SEWER FUNDS

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.

The City of Chula Vista provides wastewater conveyance and treatment services to approximately 46,969 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 11 pump stations and over 500 miles of sewer pipe. The San Diego Metropolitan Wastewater System provides wastewater treatment services to the City of Chula Vista on a contract basis ($19.4 million in fiscal year 2013-14). The City is currently analyzing options to secure sufficient treatment capacity to see the City through build out. Per the 2005 Wastewater Master Plan, the City will need approximately 26.2 MGD at 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 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).

City's Current Trunk Sewer Network



REVENUES

The Sewer Fund derives the majority of its revenue from various service charges that are collected from system users. This fund also derives revenues from other sources such as permit fees for new connections to the sewer system, interest earnings from investments, development impact fees, transfers from other funds designated to support Sewer fund operations and other revenues that include revenue reimbursements from other city funds and various service charges. Sewer revenues are projected to increase by $40,000 in the fiscal year 2014-15 adopted budget due to increased revenues from service and past due service charges.

Sewer Fund Revenues

Category	FY 2012-13 Actual	FY 13-14 Adopted	FY 14-15 Adopted	Change	% Change
Licenses and Permits	40,500	40,000	40,000	$ -	0.0%
Use of Money & Property	314,191	301,726	301,726	$ -	0.0%
Charges for Services	34,382,920	32,881,199	32,881,199	$ -	0.0%
Other Revenue	592,175	285,000	325,000	$ 40,000	14.0%
Transfers In	3,578	150,000	150,000	$ -	0.0%
Total	**$ 35,333,364**	**$ 33,657,925**	**$ 33,697,925**	**$ 40,000**	**0.1%**

Note: Revenue amounts include Sewer Operating Funds: 411, 412, 413, 414, and 428.

EXPENDITURES

Sewer fund operations and capital programming contains no General Fund contribution. Sewer fund operations and capital programming costs are offset by fees paid by residential and non-residential users. In addition, other revenue sources generated within the Sewer fund through normal operations that fund 46 permanent positions that are contained in the fiscal year 2014-15 adopted budget. Changes to the Sewer Fund budget for fiscal year 2014-15 are as follows:

- Personnel Services – Personnel services in the fiscal year 2014-15 are increasing by $205,540. This increase represents the annualized salary and benefit increases, including salary increases approved by the City Council during fiscal year 2013-14.

- Supplies and Services – Supplies and services costs are increasing by $163,383. This change is primarily due to increased fleet maintenance charges of $93,500. The balance of the increase is for other agency permit fees, computer and meter equipment, and necessary travel expenses for the certification of personnel assigned to this fund.

- Other Expenses- Other expenses are increasing by $2,900 for credit card processing fees.

- Capital – Capital expenses are increasing by $309,100 due vehicle replacement expenditures.

- CIP Project Expenditures – CIP Projected Expenditures are increasing by $345,700. This increase reflects normal funding levels for the rehabilitation effort on pipes, manholes, access roads and pump stations. Several studies are under way to define the scope of future CIP projects that will be funded by the Trunk Sewer Capital Reserve Fund to upsize sewer pipe capacity within the City.

- Utilities – Utility expenses have been reduced by $200 to align with previous fiscal year actual expenses.

The City continues to focus on its Annual Sewer Rehabilitation Program, which expends approximately $1.0 million to $2.0 million annually for the replacement and rehabilitation of sewer pipes,

Pictured above: Point Loma Treatment Facility

connections between sewer mains and laterals, access roads, and access covers. The City also utilizes standardized evaluation and ranking criteria in televising and evaluating the condition of sewers in order to ensure that the most critically impacted sewer infrastructure is replaced or rehabilitated first. To date, the funds collected from City's rate payers have been sufficient to maintain and operate the City's wastewater collection system as well as to pay for the treatment of the wastewater. In order to ensure the future adequacy of the sewer funds, City Council has adopted an updated sewer rate case study that set the sewer rates for the next five years effective July 2014. One of the issues considered of significantly impact to the sewer rates for the City is the Point Loma Treatment Plant (PLTP) Secondary Treatment Waiver. In 2010, the City of San Diego was successful in obtaining a five-year waiver that allowed the continued operation of the PLTP at an advance primary level of sewer treatment before discharging into the ocean. A regional effort, led by the City of San Diego is in progress to prepare the application for the next waiver. The application for the next waiver will be submitted in 2015. Expensive infrastructure investments are expected as a condition of the next waiver. The 2014 City of Chula Vista sewer rate adjustment will help pay for said infrastructure investments or the upgrade of the PLTP to secondary.

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.

City staff expenditures incurred supporting wastewater system maintenance and operations are funded by the Sewer Service fund through a combination of direct expenditures and inter-fund transfers. Positions 100% funded by Sewer funds (wastewater maintenance and wastewater engineering) are budgeted directly in the Sewer fund ($4.4 million in fiscal year 2014-15). The remaining support staff is budgeted in either the General or Development Services funds. These positions are partially offset via inter-fund transfers ($3.2 million in fiscal year 2014-15). All supplies and services, capital, and utilities budgets associated with supporting the wastewater system is also budgeted in the Sewer Service fund in fiscal year 2014-15.

ADOPTED CAPITAL IMPROVEMENT PROJECTS

The second highest commitment of CIP funding is for the Wastewater Management System (WMS). The appropriation for Wastewater projects is $3,150,000, which represents 15% of the adopted CIP budget. The single project type within the WMS is Sewer. However, the discussion below is divided into the following two categories: Sewer Rehabilitation and Specific Sewer Improvements, and Sewer Pump Stations and Access Roads.

Sewer Rehabilitation and Specific Sewer Improvements

The following projects are included in fiscal year 2014-15 budget:

- $1.0 million for the annual Sewer Rehabilitation project for citywide work
- $950,000 for improvements required to mitigate capacity constraints in the Telegraph Canyon Basin located between Fifth Avenue and the I-5 Freeway
- $450,000 for the inspection of sewer manholes
- $100,000 for a sewer study to identify capacity constraints in the vicinity of J Street and Bay Boulevard junction box
- $100,000 for the upsizing of the sewer pipe on Moss Street due to special permit requirements. This project will commit $100,000 so that Growth Management Oversight Commission (GMOC) threshold standards are not exceeded. The GMOC threshold on East "H" Street between I-805 and Del Rey Boulevard is currently being analyzed. The study of the area is necessary to determine the actual depth of flow and the limits of the impacted pipes, before committing to a major $1.5 million project.

Sewer Pump Stations and Access Roads

The pump station at Agua Vista will be rehabilitated, at an estimated cost of $450,000. Sewer access roads at various locations will be rehabilitated, at a cost of $200,000.

Sewer Fund Expenditures

Category	FY 2012-13 Actual	FY 13-14 Adopted	FY 14-15 Adopted	Change	% Change
Personnel Services	$ 4,058,923	$ 4,192,537	$ 4,398,077	$ 205,540	4.9%
Supplies and Services	$ 19,689,382	$ 22,657,438	$ 22,821,121	$ 163,683	0.7%
Other Expenses	$ 5,515,363	$ 242,100	$ 245,000	$ 2,900	1.2%
Capital	$ 42,926	$ 738,400	$ 1,047,500	$ 309,100	41.9%
Transfers Out	$ 2,843,760	$ 3,196,098	$ 3,196,098	$ -	0.0%
CIP Project Expenditures	$ 1,466,947	$ 2,804,300	$ 3,150,000	$ 345,700	12.3%
Utilities	$ 172	$ 515	$ 315	$ (200)	-38.8%
Total	**$ 33,617,473**	**$ 33,831,388**	**$ 34,858,111**	**$ 1,026,723**	**3.0%**

Note: Expenditure amounts include Sewer Operating Funds: 411, 412, 413, 414, and 428.

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. On December 17, 2013 Council approved closing this fund and transferring the available fund balance to the Trunk Sewer Capital Reserve Fund (Fund 413).

- 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.

- 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.

SEWER FUND 410

FUND SUMMARY

BUDGET CATEGORY	FY 2011-12 ACTUAL	FY 2012-13 ACTUAL	FY 2013-14 ADOPTED	FY 2014-15 ADOPTED
EXPENDITURES				
Personnel Services	4,045,121	4,058,923	4,192,537	4,398,077
Supplies and Services	19,669,407	19,689,382	22,657,438	22,821,121
Other Expenses	5,712,635	5,515,363	242,100	245,000
Capital	29,583	42,926	738,400	1,047,500
Utilities	310	172	515	315
Transfers Out	3,280,159	2,843,760	3,196,098	3,196,098
CIP Project Expenditures	1,067,800	1,466,947	2,804,300	3,150,000
TOTAL EXPENDITURES	**$33,805,015**	**$33,617,473**	**$33,831,388**	**$34,858,111**
REVENUES				
Licenses and Permits	9,160	40,500	40,000	40,000
Use of Money & Property	1,182,093	314,191	301,726	301,726
Charges for Services	32,582,871	34,382,920	32,881,199	32,881,199
Other Revenue	450,653	592,175	285,000	325,000
Transfers In	122,824	3,578	150,000	150,000
TOTAL REVENUES	**$34,347,601**	**$35,333,364**	**$33,657,925**	**$33,697,925**
NET FUND ACTIVITY	**$542,586**	**$1,715,891**	**($173,463)**	**($1,160,186)**

FUND DETAIL

FUND #	FUND DESCRIPTION	FY 2011-12 ACTUAL	FY 2012-13 ACTUAL	FY 2013-14 ADOPTED	FY 2014-15 ADOPTED
EXPENDITURES					
413	Trunk Sewer Capital Reserve	5,346,533	5,398,948	300,000	1,250,000
414	Sewer Service Revenue	27,391,196	27,036,771	30,681,388	31,358,111
428	Sewer Facility Replacement	1,067,286	1,181,754	2,850,000	2,250,000
TOTAL EXPENDITURES		**$33,805,015**	**$33,617,473**	**$33,831,388**	**$34,858,111**
REVENUES					
411	Sewer Income	18,885	(10,033)	0	0
412	Special Sewer	4,287	(2,431)	0	0
413	Trunk Sewer Capital Reserve	2,904,037	3,879,455	1,250,000	1,250,000
414	Sewer Service Revenue	29,579,676	29,653,340	30,951,199	30,991,199
428	Sewer Facility Replacement	1,840,716	1,813,033	1,456,726	1,456,726
TOTAL REVENUES		**$34,347,601**	**$35,333,364**	**$33,657,925**	**$33,697,925**
NET FUND ACTIVITY		**$542,586**	**$1,715,891**	**($173,463)**	**($1,160,186)**

STAFFING SUMMARY - 414

BUDGET CATEGORY	FY 2013-14 ADOPTED	FY 2013-14 MIDYEAR	FY 2014-15 CHANGES	FY 2014-15 ADOPTED
ASSOC ENGINEER	2.00	-	-	2.00
ENGINEERING TECH II	2.00	-	-	2.00
EQUIPMENT OPERATOR	3.00	-	-	3.00
MAINTENANCE WORKER II	18.00	-	-	18.00
PUB WORKS SPECIALIST	1.00	-	-	1.00
PUBLIC WORKS SUPERVISOR	4.00	-	-	4.00
SR CIVIL ENGINEER	1.00	-	-	1.00
SR FISCAL OFFICE SPECIALIST	1.00	-	-	1.00
SR MAINTENANCE WORKER	14.00	-	-	14.00
TOTAL AUTHORIZED POSITIONS	**46.00**	**-**	**-**	**46.00**

SEWER DIF FUND 430

FUND SUMMARY

BUDGET CATEGORY	FY 2011-12 ACTUAL	FY 2012-13 ACTUAL	FY 2013-14 ADOPTED	FY 2014-15 ADOPTED
EXPENDITURES				
Other Expenses	129,352	122,927	164,091	164,091
Transfers Out	250,000	250,000	250,000	250,000
CIP Project Expenditures	0	0	300,000	0
Non-CIP Project Expenditures	0	0	0	100,000
TOTAL EXPENDITURES	**$379,352**	**$372,927**	**$714,091**	**$514,091**
REVENUES				
Use of Money & Property	85,053	(48,615)	0	0
Development Impact Fees	174,667	645,015	120,000	120,000
TOTAL REVENUES	**$259,720**	**$596,400**	**$120,000**	**$120,000**
NET FUND ACTIVITY	**($119,632)**	**$223,473**	**($594,091)**	**($394,091)**

FUND DETAIL

FUND #	FUND DESCRIPTION	FY 2011-12 ACTUAL	FY 2012-13 ACTUAL	FY 2013-14 ADOPTED	FY 2014-15 ADOPTED
EXPENDITURES					
431	Tel Cyn Sewer Basin Plan DIF	60,000	60,000	35,000	35,000
432	Poggi Cyn Sewer Basin DIF	0	0	310,000	10,000
433	Salt Creek Sewer Basin DIF	319,352	312,927	369,091	469,091
TOTAL EXPENDITURES		**$379,352**	**$372,927**	**$714,091**	**$514,091**
REVENUES					
431	Tel Cyn Sewer Basin Plan DIF	10,517	(5,932)	0	0
432	Poggi Cyn Sewer Basin DIF	76,710	45,755	20,000	20,000
433	Salt Creek Sewer Basin DIF	172,493	556,577	100,000	100,000
TOTAL REVENUES		**$259,720**	**$596,400**	**$120,000**	**$120,000**
NET FUND ACTIVITY		**($119,632)**	**$223,473**	**($594,091)**	**($394,091)**

CITY OF
CHULA VISTA

TRANSIT FUNDS

Transit Fund

The MTS - 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.

REVENUES

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, that

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 internal and external customers happy.

Transit'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/MTS Board funding policies. Fiscal year 2014-15 adopted budget transit revenues reflect a net decrease of $2,495 based on approved state grant, TDA revenue, anticipated bus fare revenues and transfers from other city funds.

Chula Vista Transit Revenues

Category	FY 12-13 Actual	FY 13-14 Adopted	FY 14-15 Adopted	Inc/Dec	%Inc/Dec
Use of Money & Property	$ (4,223)	$ -	$ -	$ -	0.0%
Revenue From Other Agencies	$ 3,095,626	$ 1,937,251	$ 1,938,816	$ 1,565	0.1%
Charges for Services	$ 2,841,619	$ 4,834,175	$ 4,853,816	$ 19,641	0.4%
Other Revenue	$ 303,698	$ -	$ -	$ -	0.0%
Transfers In	$ -	$ 23,701	$ -	$ (23,701)	0.0%
Total	**$ 6,236,720**	**$ 6,795,127**	**$ 6,792,632**	**$ (2,495)**	**0.0%**

EXPENDITURES

CVT operations and capital programming contains no General Fund contribution. The CVT's operating and capital programming costs are funded by SANDAG/MTS Consolidated TDA Article 4.0 funds and Federal Transit Administration 5307 funds. All City Staff costs are reimbursed by the SANDAG/MTS funds. Other than personnel and staff time reimbursements, the majority of CVT's expenses are fleet maintenance costs, which includes fuel costs.

The fiscal year 2014-15 adopted budget includes funding for 1.0 position. The personnel services expenditure category has been amended to reflect the necessary changes in staffing costs for fiscal year 2014-15. Overall, the adopted budget is relatively unchanged from the fiscal year 2013-14 adopted budget. The adopted budget for fiscal year 2014-15 is increasing in total by $21,192. This increase includes anticipated increases for employee salaries and utility costs.

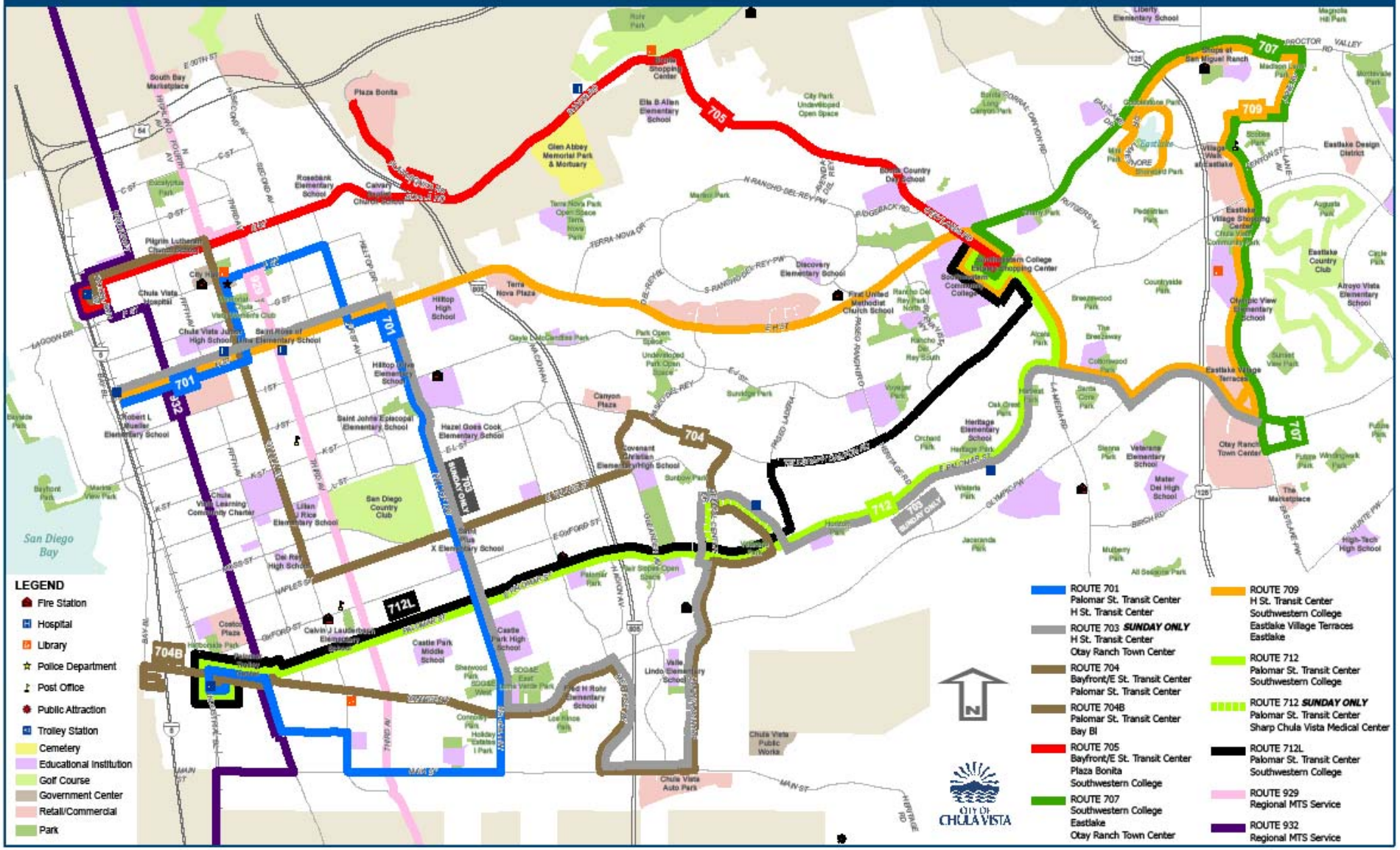
Chula Vista Transit Expenditures

Category	FY 12-13 Actual	FY 13-14 Adopted	FY 14-15 Proposed	Inc/Dec	% Inc/Dec
Personnel Services	$ 154,480	$ 157,498	$ 166,164	$ 8,666	5.5%
Supplies and Services	$ 5,632,377	$ 5,954,031	$ 5,954,031	$ -	0.0%
Other Expenses	$ 1,159,823	$ 463,496	$ 463,496	$ -	0.0%
Transfers Out	$ 34,750	$ 34,750	$ 34,750	$ -	0.0%
CIP Project Expenditures	$ -	$ -	$ -	$ -	0.0%
Utilities	$ 143,652	$ 161,651	$ 174,177	$ 12,526	7.7%
Total	**$ 7,125,082**	**$ 6,771,426**	**$ 6,792,618**	**$ 21,192**	**0.3%**

STATISTICS

Operated by	City of Chula Vista via MTS contract with private bus contractor
Routes	8
Service	Six local routes most within Chula Vista city limits, with some service in unincorporated areas of the County (Bonita). One Sunday route operated by MTS from their South Bay Division
Square Miles Served	48
Fiscal Year 2012 Total Passengers	3,532,034
Fleet Size	38 Buses (32) 40-foot, CNG New Flyers (6) 30-foot CNG El Dorado Nationals

CHULA VISTA TRANSIT SYSTEM MAP



CITY OF
CHULA VISTA

TRANSIT FUND 400

FUND SUMMARY

BUDGET CATEGORY	FY 2011-12 ACTUAL	FY 2012-13 ACTUAL	FY 2013-14 ADOPTED	FY 2014-15 ADOPTED
EXPENDITURES				
Personnel Services	151,616	154,480	157,498	166,164
Supplies and Services	5,681,016	5,632,377	5,954,031	5,954,031
Other Expenses	1,174,723	1,159,823	463,496	463,496
Utilities	135,259	143,652	161,651	174,177
Transfers Out	62,599	34,750	34,750	34,750
TOTAL EXPENDITURES	**$7,205,213**	**$7,125,082**	**$6,771,426**	**$6,792,618**
REVENUES				
Use of Money & Property	6,543	(4,223)	0	0
Revenue from Other Agencies	3,524,426	3,095,626	1,937,251	1,938,816
Charges for Services	2,671,538	2,841,619	4,834,175	4,853,816
Other Revenue	124,554	303,968	0	0
Transfers In	57,147	0	23,701	0
TOTAL REVENUES	**$6,384,208**	**$6,236,990**	**$6,795,127**	**$6,792,632**
NET FUND ACTIVITY	**($821,005)**	**($888,092)**	**$23,701**	**$14**

FUND DETAIL

FUND #	FUND DESCRIPTION	FY 2011-12 ACTUAL	FY 2012-13 ACTUAL	FY 2013-14 ADOPTED	FY 2014-15 ADOPTED
EXPENDITURES					
401	Bayfront Trolley Station TDA	91,942	92,843	107,988	109,553
402	Transit CVT	7,071,170	6,775,587	6,663,438	6,683,065
403	Transit Capital Projects	42,101	256,652	0	0
TOTAL EXPENDITURES		**$7,205,213**	**$7,125,082**	**$6,771,426**	**$6,792,618**
REVENUES					
401	Bayfront Trolley Station TDA	91,942	92,843	107,988	109,553
402	Transit CVT	6,228,856	6,143,717	6,663,438	6,683,079
403	Transit Capital Projects	63,410	430	23,701	0
TOTAL REVENUES		**$6,384,208**	**$6,236,990**	**$6,795,127**	**$6,792,632**
NET FUND ACTIVITY		**($821,005)**	**($888,092)**	**$23,701**	**$14**

STAFFING SUMMARY - 402

BUDGET CATEGORY	FY 2013-14 ADOPTED	FY 2013-14 MIDYEAR	FY 2014-15 CHANGES	FY 2014-15 ADOPTED
TRANSIT MANAGER	1.00	-	-	1.00
TOTAL AUTHORIZED POSITIONS	**1.00**	**-**	**-**	**1.00**

FLEET FUND

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, these vehicles include those associated with safety services, streets and sewers, parks and open space, building and housing and the library. Services provided include maintenance of the vehicles, vehicle fuel, and other specialized services not directly related to any single vehicle.

REVENUES

Revenues in the Fleet Fund come directly from affected departments within the City through vehicle maintenance charges. These charges are based on the actual vehicles that reside within a department and include costs ranging from routine (oil changes, preventive maintenance) to major (transmission repair) as well as fuel costs. Vehicle replacement costs also used to be charged in a similar manner. However, due to continuing economic constraints, the City has discontinued this practice and has transitioned to pay as you go for the replacement of vehicles depending on the availability of funds.

For fiscal year 2014-15, the adopted revenue budget for the Fleet Fund is $3.7 million. This represents a net increase of $203,604 over the fiscal year 2013-14 year-adopted budget. The major revenue changes are as follows:

- The $407,604 increase in the Other Revenue category is due to an updated fleet maintenance charges schedule that has been applied to all city maintained vehicles and reflects the revenue that will be earned as a result of maintaining the City's fleet in fiscal year 2014-15.

- A $204,000 decrease in the Transfers In revenue category due to a one-time transfer from the Equipment Replacement Fund that was budgeted in the prior fiscal year but not carried forward in the fiscal year 2014-15 budget.

Fleet Fund Revenues

Category	FY 12-13 Actual	FY 13-14 Adopted	FY 14-15 Adopted	Inc/Dec
Use of Money & Property	$ (7,250)	$ -	$ -	$ -
Charges for Services	$ 26,203	$ 20,000	$ 20,000	$ -
Other Revenue	$ 3,508,232	$ 3,226,061	$ 3,633,665	$ 407,604
Transfers In	$ 404,000	$ 204,000	$ -	$ (204,000)
Total	**$ 3,931,185**	**$ 3,450,061**	**$ 3,653,665**	**$ 203,604**

EXPENDITURES

The Fleet fund's expenditures include costs to repair and replace equipment (motor vehicles, mowers, generators, equipment trailers, etc.) throughout the City. As discussed in the revenue summary above, these costs are then allocated back to the affected departments based on several factors such as the number of vehicles/equipment, repair history, and fuel usage.

The adopted budget for fiscal year 2014-15 for Fleet Management is $3.8 million. This amount includes funding for the necessary resources that will be required to sustain operations for service, repairs, and to fuel the City's fleet in fiscal year 2014-15.

- The Personnel Services category is increasing by $202,706 over the fiscal year 2013-14 budgeted personnel services costs. This change is largely due to the addition of an equipment mechanic and a fleet inventory specialist. These two positions were added to improve efficiency as result of an extensive Continuous Improvement project conducted by the department.

- The Supplies and Services category is decreasing by $384,348 over the adopted fiscal year 2013-14 supplies and services costs. This decrease due to the transfer of the CNG Fuel budget costs from the Supplies and Services expenditure category to the Utilities expense category.

- Capital expenditures are decreasing by $360,900 due to one-time vehicle replacement costs that were budgeted in fiscal year 2013-14 but are not being carried forward in the fiscal year 2014-15 budget.

- The Utilities expense category is increasing by $384,101 as result of the transfer of $384,348 of CNG fuel appropriations from the supplies and services category. The Utilities budget also includes a $227 decrease due to telephone costs that were updated to reflect actual expenditures.

- The Transfers Out expenditure category reflects a decrease $227,701. This is due to a $204,000 decrease in the transfer out from the Vehicle Equipment Replacement Fund to the Central Garage Fund and a $23,701 decrease in the transfer out from the Vehicle Equipment Replacement Fund to the Transit Capital Fund.

Fleet Fund Expenditures

Category	FY 12-13 Actual	FY 13-14 Adopted	FY 14-15 Adopted	Inc/Dec
Personnel Services	$ 797,796	$ 803,411	$ 1,006,117	$ 202,706
Supplies and Services	$ 2,775,188	$ 2,645,603	$ 2,261,255	$ (384,348)
Other Expenses	$ 384,629	$ 400	$ 400	$ -
Capital	$ 85,358	$ 490,900	$ 130,000	$ (360,900)
Utilities	$ 598	$ 647	$ 384,748	$ 384,101
Transfers out	$ 104,000	$ 227,701	$ -	$ (227,701)
Total	**$ 4,147,569**	**$ 4,168,662**	**$ 3,782,520**	**$ (386,142)**

FLEET MANAGEMENT 390

FUND SUMMARY

BUDGET CATEGORY	FY 2011-12 ACTUAL	FY 2012-13 ACTUAL	FY 2013-14 ADOPTED	FY 2014-15 ADOPTED
EXPENDITURES				
Personnel Services	768,604	797,796	803,411	1,006,117
Supplies and Services	2,770,313	2,775,188	2,645,603	2,261,255
Other Expenses	565,981	384,629	400	400
Capital	78,166	85,358	490,900	130,000
Utilities	588	598	647	384,748
Transfers Out	57,147	104,000	227,701	0
TOTAL EXPENDITURES	**$4,240,799**	**$4,147,569**	**$4,168,662**	**$3,782,520**
REVENUES				
Use of Money & Property	41,461	(7,250)	0	0
Charges for Services	17,810	26,203	20,000	20,000
Other Revenue	3,492,335	3,508,232	3,226,061	3,633,665
Transfers In	0	404,000	204,000	0
TOTAL REVENUES	**$3,551,606**	**$3,931,185**	**$3,450,061**	**$3,653,665**
NET FUND ACTIVITY	**($689,193)**	**($216,384)**	**($718,601)**	**($128,855)**

FUND DETAIL

FUND #	FUND DESCRIPTION	FY 2011-12 ACTUAL	FY 2012-13 ACTUAL	FY 2013-14 ADOPTED	FY 2014-15 ADOPTED
EXPENDITURES					
391	Central Garage	3,617,671	3,573,582	3,450,061	3,652,520
392	Equipment Replacement	623,128	573,987	718,601	130,000
TOTAL EXPENDITURES		**$4,240,799**	**$4,147,569**	**$4,168,662**	**$3,782,520**
REVENUES					
391	Central Garage	3,507,007	3,873,425	3,450,061	3,653,665
392	Equipment Replacement	44,599	57,760	0	0
TOTAL REVENUES		**$3,551,606**	**$3,931,185**	**$3,450,061**	**$3,653,665**
NET FUND ACTIVITY		**($689,193)**	**($216,384)**	**($718,601)**	**($128,855)**

STAFFING SUMMARY - 391

BUDGET CATEGORY	FY 2013-14 ADOPTED	FY 2013-14 MIDYEAR	FY 2014-15 CHANGES	FY 2014-15 ADOPTED
EQUIPMENT MECHANIC	3.00	1.00	-	4.00
FIRE APPARATUS MECH	2.00	-	-	2.00
FISCAL OFFICE SPECIALIST	1.00	-	-	1.00
FLEET INVENTORY CONTROL SPEC	-	1.00	-	1.00
FLEET MANAGER	1.00	-	-	1.00
SR EQUIPMENT MECHANIC	1.00	-	-	1.00
TOTAL AUTHORIZED POSITIONS	**8.00**	**2.00**	**-**	**10.00**

CAPITAL EQUIPMENT BUDGET

Funding Summary by Purchase Type

	DEPT	EQUIPMENT DESCRIPTION	PROJECTED MILEAGE*	FY 2014-15 ADOPTED
TUT Common Fund	Fire	Fire Pumpuer		$470,000
TUT Common Fund	Police	2005 Ford Crown Victoria	137,000	$30,000
TUT Common Fund	Police	2008 Ford Crown Victoria	126,814	$60,000
TUT Common Fund	Police	2009 Ford Crown Victoria	129,414	$60,000
TUT Common Fund	Police	2009 Ford Crown Victoria	115,178	$60,000
TUT Common Fund	Police	2010 Ford Crown Victoria	124,636	$60,000
TUT Common Fund	Police	2010 Ford Crown Victoria	127,534	$60,000
TUT Common Fund	Police	2010 Ford Crown Victoria	130,495	$60,000
TUT Common Fund	Police	2010 Ford Crown Victoria	126,536	$60,000
TUT Common Fund	Police	2010 Ford Crown Victoria	125,299	$60,000
TUT Common Fund	Police	2010 Ford Crown Victoria	118,739	$60,000
TUT Common Fund	Police	2010 Ford Crown Victoria	117,970	$60,000
TUT Common Fund	Police	2010 Ford Crown Victoria	109,101	$60,000
TUT Common Fund	Police	2011 Ford Crown Victoria	108,396	$60,000
TUT Common Fund	Police	2011 Ford Crown Victoria	108,097	$60,000
Sewer	Sewer	2003 Ford F450 w/Service Body	72,244	$80,000
Sewer	Sewer	2008 International Sewer Vactor		$425,000
Sewer	Sewer	2008 International Sewer Vactor		$350,000
Sewer	Sewer	Crew Cab Truck w/Tool box		$50,000
Sewer	Sewer	Outfitting new sewer vehicles		$45,000
Vehicle Replacement Fund	Vehicle Replacement Fund	Funds to cover remaining cost of Fire Pumper		$130,000
TOTAL				**$2,360,000**
GRAND TOTAL - ALL EQUIPMENT				**$2,360,000**

*Projected Mileage for June 2015.

CITY OF
CHULA VISTA

CAPITAL PROJECT FUNDS

Capital Project Funds

Capital Projects Funds 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 (DIF)

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:

- Fund 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.

- 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 736: Other Transportation Programs
  This fund accounts for other miscellaneous Federal and State transportation grants received by the City.

- 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:

- Fund 715: Park Acquisition and Development (East)
  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 east of the 805. 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 716: Park Acquisition and Development (West)
  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 west of the 805. 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
  The Industrial Development Authority (IDA) is a conduit-issuer of bonds, formed in February 1982 (Ordinance 1970) by the City of Chula Vista City Council. The IDA enables bonds to be issued with a tax-exempt status, but does not pledge City funds to repay the bond issues. The City is able to issue and sell bonds to provide financial assistance that has a public benefit for the acquisition, construction and installation of facilities for industrial, commercial, business or public utility purposes.

ASSESS DIST IMPROVEMENTS FUND 500

FUND SUMMARY

BUDGET CATEGORY	FY 2011-12 ACTUAL	FY 2012-13 ACTUAL	FY 2013-14 ADOPTED	FY 2014-15 ADOPTED
EXPENDITURES				
Supplies and Services	2,914	7,765	0	0
Other Expenses	520	0	0	0
Transfers Out	0	27,538	89,000	54,760
TOTAL EXPENDITURES	**$3,434**	**$35,303**	**$89,000**	**$54,760**
REVENUES				
Use of Money & Property	21,290	(12,228)	0	0
Other Revenue	19,646	18,836	19,045	19,045
TOTAL REVENUES	**$40,936**	**$6,608**	**$19,045**	**$19,045**
NET FUND ACTIVITY	**$37,502**	**($28,695)**	**($69,955)**	**($35,715)**

FUND DETAIL

FUND #	FUND DESCRIPTION	FY 2011-12 ACTUAL	FY 2012-13 ACTUAL	FY 2013-14 ADOPTED	FY 2014-15 ADOPTED
EXPENDITURES					
507	Otay Valley Rd AD 90-2 Improv	2,914	7,765	0	0
515	Twin Oaks Ave AD 96-1 Improv	520	0	0	0
517	AD2004-1 Dixon Drive	0	27,538	0	30,981
518	AD2005-1 Tobias Drive	0	0	89,000	23,779
TOTAL EXPENDITURES		**$3,434**	**$35,303**	**$89,000**	**$54,760**
REVENUES					
507	Otay Valley Rd AD 90-2 Improv	901	(498)	0	0
511	Otay Vly Rd Fee Recovery Dist	8,685	(4,916)	0	0
512	EL Greens II AD 94-1 Improv	10,731	(6,062)	0	0
515	Twin Oaks Ave AD 96-1 Improv	208	(117)	0	0
516	Oxford St AD 97-1 Improv	58	(24)	0	0
517	AD2004-1 Dixon Drive	9,943	9,253	9,358	9,358
518	AD2005-1 Tobias Drive	10,410	8,972	9,687	9,687
TOTAL REVENUES		**$40,936**	**$6,608**	**$19,045**	**$19,045**
NET FUND ACTIVITY		**$37,502**	**($28,695)**	**($69,955)**	**($35,715)**

TELEGRAPH CANYON DRAINAGE DIF FUND 542

FUND SUMMARY

BUDGET CATEGORY	FY 2011-12 ACTUAL	FY 2012-13 ACTUAL	FY 2013-14 ADOPTED	FY 2014-15 ADOPTED
EXPENDITURES				
CIP Project Expenditures	10,507	14,045	0	0
TOTAL EXPENDITURES	**$10,507**	**$14,045**	**$0**	**$0**
REVENUES				
Use of Money & Property	57,952	(32,730)	0	0
TOTAL REVENUES	**$57,952**	**($32,730)**	**$0**	**$0**
NET FUND ACTIVITY	**$47,445**	**($46,775)**	**$0**	**$0**

PUBLIC FACILITIES DIF 560

FUND SUMMARY

BUDGET CATEGORY	FY 2011-12 ACTUAL	FY 2012-13 ACTUAL	FY 2013-14 ADOPTED	FY 2014-15 ADOPTED
EXPENDITURES				
Supplies and Services	600	490	55,300	55,300
Other Expenses	0	232,517	300,000	300,000
Transfers Out	51,041	4,221,342	6,387,280	6,910,316
TOTAL EXPENDITURES	**$51,641**	**$4,454,349**	**$6,742,580**	**$7,265,616**
REVENUES				
Use of Money & Property	130,523	(220,306)	0	0
Development Impact Fees	3,122,331	6,808,865	5,110,000	2,850,000
Other Revenue	238,238	0	0	0
TOTAL REVENUES	**$3,491,092**	**$6,588,559**	**$5,110,000**	**$2,850,000**
NET FUND ACTIVITY	**$3,439,451**	**$2,134,210**	**($1,632,580)**	**($4,415,616)**

FUND DETAIL

DEPT #	DEPT DESCRIPTION	FY 2011-12 ACTUAL	FY 2012-13 ACTUAL	FY 2013-14 ADOPTED	FY 2014-15 ADOPTED
EXPENDITURES					
567	DIF-Adamo Property Acquisition	51,041	52,575	35,744	0
571	General Administration	600	233,007	358,015	1,065,196
572	Civic Center Expansion	0	2,385,939	3,333,414	3,323,662
573	Police Facilities Remodel	0	1,723,283	1,739,206	1,601,035
574	Corporation Yard Relocation	0	0	845,273	844,795
575	Library for Eastern Territory	0	59,545	0	0
576	Fire Suppression Sys Expansion	0	0	430,928	430,928
TOTAL EXPENDITURES		**$51,641**	**$4,454,349**	**$6,742,580**	**$7,265,616**
REVENUES					
567	DIF-Adamo Property Acquisition	2,745	(1,420)	0	0
571	General Administration	650,456	548,557	410,000	300,000
572	Civic Center Expansion	676,713	1,137,555	1,000,000	600,000
573	Police Facilities Remodel	357,592	1,242,685	900,000	400,000
574	Corporation Yard Relocation	134,650	317,502	250,000	100,000
575	Library for Eastern Territory	675,736	1,294,730	1,000,000	500,000
576	Fire Suppression Sys Expansion	497,124	1,006,193	750,000	500,000
582	Recreation Facilities	496,076	1,042,757	800,000	450,000
TOTAL REVENUES		**$3,491,092**	**$6,588,559**	**$5,110,000**	**$2,850,000**
NET FUND ACTIVITY		**$3,439,451**	**$2,134,210**	**($1,632,580)**	**($4,415,616)**

PEDESTRIAN BRIDGE DIF FUND 580

FUND SUMMARY

BUDGET CATEGORY	FY 2011-12 ACTUAL	FY 2012-13 ACTUAL	FY 2013-14 ADOPTED	FY 2014-15 ADOPTED
EXPENDITURES				
Other Expenses	37,256	0	43,200	6,200
TOTAL EXPENDITURES	**$37,256**	**$0**	**$43,200**	**$6,200**
REVENUES				
Use of Money & Property	31,790	(18,213)	0	0
Development Impact Fees	267,302	251,872	90,000	90,000
TOTAL REVENUES	**$299,092**	**$233,659**	**$90,000**	**$90,000**
NET FUND ACTIVITY	**$261,836**	**$233,659**	**$46,800**	**$83,800**

FUND DETAIL

FUND #	FUND DESCRIPTION	FY 2011-12 ACTUAL	FY 2012-13 ACTUAL	FY 2013-14 ADOPTED	FY 2014-15 ADOPTED
EXPENDITURES					
587	DIF-OR Village Pedestrian Ramp	37,256	0	40,000	3,000
588	OR Vlg11 Pedestrian Bridge DIF	0	0	3,200	3,200
TOTAL EXPENDITURES		**$37,256**	**$0**	**$43,200**	**$6,200**
REVENUES					
587	DIF-OR Village Pedestrian Ramp	141,751	194,064	40,000	40,000
588	OR Vlg11 Pedestrian Bridge DIF	157,341	39,595	50,000	50,000
TOTAL REVENUES		**$299,092**	**$233,659**	**$90,000**	**$90,000**
NET FUND ACTIVITY		**$261,836**	**$233,659**	**$46,800**	**$83,800**

TRANSPORTATION DIF FUND 590

FUND SUMMARY

BUDGET CATEGORY	FY 2011-12 ACTUAL	FY 2012-13 ACTUAL	FY 2013-14 ADOPTED	FY 2014-15 ADOPTED
EXPENDITURES				
Supplies and Services	11,468	0	211,000	211,000
Other Expenses	152,984	182,819	580,916	580,916
Transfers Out	152,894	0	36,851	0
CIP Project Expenditures	2,403,352	2,635,057	1,398,245	278,341
TOTAL EXPENDITURES	**$2,720,698**	**$2,817,876**	**$2,227,012**	**$1,070,257**
REVENUES				
Use of Money & Property	143,385	(79,286)	119,290	119,290
Development Impact Fees	1,348,766	2,527,830	772,477	772,477
Other Revenue	3,286	71,902	0	0
Transfers In	241,006	0	36,851	0
TOTAL REVENUES	**$1,736,443**	**$2,520,446**	**$928,618**	**$891,767**
NET FUND ACTIVITY	**($984,255)**	**($297,430)**	**($1,298,394)**	**($178,490)**

FUND DETAIL

FUND #	FUND DESCRIPTION	FY 2011-12 ACTUAL	FY 2012-13 ACTUAL	FY 2013-14 ADOPTED	FY 2014-15 ADOPTED
EXPENDITURES					
591	Transportation DIF	2,561,101	2,817,876	2,190,161	1,070,257
593	Western Transportation DIF Fund	159,597	0	36,851	0
TOTAL EXPENDITURES		**$2,720,698**	**$2,817,876**	**$2,227,012**	**$1,070,257**
REVENUES					
591	Transportation DIF	1,694,559	2,453,265	906,141	869,290
593	Western Transportation DIF Fund	41,884	67,181	22,477	22,477
TOTAL REVENUES		**$1,736,443**	**$2,520,446**	**$928,618**	**$891,767**
NET FUND ACTIVITY		**($984,255)**	**($297,430)**	**($1,298,394)**	**($178,490)**

MISC CAPITAL PROJECTS FUND 700

FUND SUMMARY

BUDGET CATEGORY	FY 2011-12 ACTUAL	FY 2012-13 ACTUAL	FY 2013-14 ADOPTED	FY 2014-15 ADOPTED
EXPENDITURES				
Supplies and Services	0	0	50,000	50,000
Other Expenses	(3,510)	0	50,000	50,000
Capital	943,338	0	0	0
Transfers Out	1,258,158	687,941	679,513	677,336
CIP Project Expenditures	56,620	3,616	0	0
TOTAL EXPENDITURES	**$2,254,606**	**$691,557**	**$779,513**	**$777,336**
REVENUES				
Other Local Taxes	261,252	413,552	275,000	374,557
Use of Money & Property	219,787	(130,310)	0	0
Development Impact Fees	705,759	4,433,468	625,000	625,000
Other Revenue	60,000	0	0	0
Transfers In	1,125,985	100,001	264,000	302,779
TOTAL REVENUES	**$2,372,783**	**$4,816,711**	**$1,164,000**	**$1,302,336**
NET FUND ACTIVITY	**$118,177**	**$4,125,154**	**$384,487**	**$525,000**

FUND DETAIL

FUND #	FUND DESCRIPTION	FY 2011-12 ACTUAL	FY 2012-13 ACTUAL	FY 2013-14 ADOPTED	FY 2014-15 ADOPTED
EXPENDITURES					
715	PAD Fund - Eastern	669,095	3,616	75,000	75,000
716	PAD Fund - Western	943,338	0	25,000	25,000
717	Resid. Construction/Conversion	642,173	677,319	679,513	677,336
725	Indust. Development Authority	0	10,622	0	0
TOTAL EXPENDITURES		**$2,254,606**	**$691,557**	**$779,513**	**$777,336**
REVENUES					
715	PAD Fund - Eastern	636,078	4,217,838	600,000	600,000
716	PAD Fund - Western	1,208,562	87,645	25,000	25,000
717	Resid. Construction/Conversion	528,039	511,274	539,000	677,336
725	Indust. Development Authority	104	(46)	0	0
TOTAL REVENUES		**$2,372,783**	**$4,816,711**	**$1,164,000**	**$1,302,336**
NET FUND ACTIVITY		**$118,177**	**$4,125,154**	**$384,487**	**$525,000**

OTHER TRANSPORTATION PROGRAMS FUND 730

FUND SUMMARY

BUDGET CATEGORY	FY 2011-12 ACTUAL	FY 2012-13 ACTUAL	FY 2013-14 ADOPTED	FY 2014-15 ADOPTED
EXPENDITURES				
Other Expenses	69,633	7,607	0	0
Transfers Out	836,619	0	0	0
CIP Project Expenditures	3,608,181	2,292,368	345,267	3,260,037
TOTAL EXPENDITURES	**$4,514,433**	**$2,299,975**	**$345,267**	**$3,260,037**
REVENUES				
Use of Money & Property	37,415	(4,664)	0	0
Revenue from Other Agencies	4,075,054	2,224,650	345,267	3,260,037
Transfers In	69,639	79,838	0	0
TOTAL REVENUES	**$4,182,108**	**$2,299,824**	**$345,267**	**$3,260,037**
NET FUND ACTIVITY	**($332,325)**	**($151)**	**$0**	**$0**

FUND DETAIL

FUND #	FUND DESCRIPTION	FY 2011-12 ACTUAL	FY 2012-13 ACTUAL	FY 2013-14 ADOPTED	FY 2014-15 ADOPTED
EXPENDITURES					
723	Bicycle Facilities	30,506	7,607	0	0
736	Other Transportation Program	1,847,456	2,166,128	345,267	3,260,037
737	Trans Equity Act - 21	43,977	0	0	0
739	Traffic Congestion Relief Fund	1,084,425	0	0	0
741	Prop 1B Hwy Safety	1,508,069	126,240	0	0
TOTAL EXPENDITURES		**$4,514,433**	**$2,299,975**	**$345,267**	**$3,260,037**
REVENUES					
723	Bicycle Facilities	30,506	7,607	0	0
735	Transportation Partnership	270	(151)	0	0
736	Other Transportation Program	1,514,861	2,166,128	345,267	3,260,037
737	Trans Equity Act - 21	43,977	0	0	0
739	Traffic Congestion Relief Fund	1,084,425	0	0	0
741	Prop 1B Hwy Safety	1,508,069	126,240	0	0
TOTAL REVENUES		**$4,182,108**	**$2,299,824**	**$345,267**	**$3,260,037**
NET FUND ACTIVITY		**($332,325)**	**($151)**	**$0**	**$0**

CITY OF
CHULA VISTA

DEBT SERVICE FUNDS

Debt Service Funds

The debt service requirement for the City and Public Financing Authority is $13.4 million for fiscal year 2014-15. Successor Agency to the Redevelopment Agency debt is reported in the "Successor Agency & Housing Authority Funds" section of the budget. The $13.4 million are the required payments for the debt per the amortization schedules however, the amounts budgeted or actually paid are usually less due to funds available with the trustee as a result of interest earnings or excess cash in the various debt service funds that reduce the required cash outlay budgeted for the annual payment of the debt.

Debt service payments are made from various City and Funds in accordance with the legal documents governing each borrowing. Present debt is in the form of Certificates of Participation, Long Term Notes and Lease-Purchase Obligations. 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 funded by the General Fund and Public Facilities Development Impact Fee Fund.

DEBT SERVICE – CITY FUND

Debt Service for City Fund accounts for the activities of the City's bonds (not issued by the CV Public Financing Authority), notes and capital leases. Debt service expenditures for the City Fund are approximately $2.6 million offset by revenues of $3.8 million. To follow is a brief description of the City Fund - debt service funds.

- Fund 442: CDBG Section 108 Loan
  In June of 2008, 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. The final payment on this note was made in fiscal year 2013-14.

- 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 amount is payable over a period of 14 years commencing on January 1, 2001 through January 1, 2014. The final payment was made in fiscal year 2013-14.

- Fund 451: Long Term Advances DSF – City
  This fund was established to account for inter-fund loans.

- Fund 452: Capital Leases
  This fund was established to account for the lease/purchase of the Fire Department's defibrillator equipment and Energy Conservation equipment.

- Fund 453: CEC Loan Repayment
  This fund accumulates payment of principal and interest on a loan obtained through the California Energy Commission to fund various energy conservation capital projects.

DEBT SERVICE – CHULA VISTA PUBLIC FINANCING AUTHORITY

The Chula Vista Public Financing Authority (PFA) formed in April 1995 to provide for financing of acquisition, construction and improvement of public capital improvements. The PFA has been used to issue Certificates of Participation on behalf of the City.

Debt service expenditures for the PFA are approximately $9.8 million with offsetting revenues of $9.8 million. To follow is a brief description of the Chula Vista PFA - debt service funds.

- 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 In March 2014, the 2002 COP was refunded and final payment for the 2002 COP was made in fiscal year 2013-14.

- 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 and reimbursed by the Redevelopment Agency based on existing repayment agreements approved at the time of bond issuance. The term of the certificates is through the year 2013. The final payment was made in fiscal year 2013-14.

- Fund 472: 2004 Certificates of Participation – Civic Center Project – Phase I
  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 II
  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.

- Fund 474: 2010 COP Refinance – Corporation Yard and Civic Center Phase III)
  In February 2010, the Public Financing Authority issued the 2010 COP in the amount of $29,355,000 to prepay the outstanding $15,640,000 principal balance of the 2000 Certificate of Participation and to finance certain capital improvement projects. 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 2033.

- Fund 475: 2014 Refunding Certificates of Participation
  In March 2014, the Public Financing Authority issued the 2014 COP in the amount of $45,920,000 to prepay the outstanding principal balance of the 2002 Certificates of Participation. 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 calendar year 2032.

DEBT SERVICE - CITY FUND 440

FUND SUMMARY

BUDGET CATEGORY	FY 2011-12 ACTUAL	FY 2012-13 ACTUAL	FY 2013-14 ADOPTED	FY 2014-15 ADOPTED
EXPENDITURES				
Other Expenses	5,116,507	1,817,640	2,859,715	2,668,817
Transfers Out	310,000	0	36,851	0
TOTAL EXPENDITURES	**$5,426,507**	**$1,817,640**	**$2,896,566**	**$2,668,817**
REVENUES				
Use of Money & Property	80	(679)	0	0
Revenue from Other Agencies	0	1,149	0	0
Other Revenue	0	0	98,308	183,262
Transfers In	4,928,153	2,164,114	2,679,186	3,613,757
TOTAL REVENUES	**$4,928,233**	**$2,164,584**	**$2,777,494**	**$3,797,019**
NET FUND ACTIVITY	**($498,274)**	**$346,944**	**($119,072)**	**$1,128,202**

FUND DETAIL

FUND #	FUND DESCRIPTION	FY 2011-12 ACTUAL	FY 2012-13 ACTUAL	FY 2013-14 ADOPTED	FY 2014-15 ADOPTED
EXPENDITURES					
441	1994 Pension Obligation Bond	2,762,859	0	0	0
442	CDBG Section 108 Loan	745,866	749,073	752,752	756,715
446	Notes Payable Adamo Property	51,043	52,575	35,744	0
449	SD Co Regional Comm Systems	295,734	295,734	295,729	0
451	Long-term Advances DSF - City	1,208,867	0	936,851	750,000
452	Equipment Lease Fund	172,216	143,513	298,743	352,177
453	Energy Loan Repayments	189,922	576,745	576,747	809,925
TOTAL EXPENDITURES		**$5,426,507**	**$1,817,640**	**$2,896,566**	**$2,668,817**
REVENUES					
441	1994 Pension Obligation Bond	2,762,834	0	0	0
442	CDBG Section 108 Loan	745,866	749,073	752,752	756,715
446	Notes Payable Adamo Property	51,041	52,575	35,744	0
449	SD Co Regional Comm Systems	295,819	295,643	295,729	0
451	Long-term Advances DSF - City	502,894	350,000	817,779	1,878,202
452	Equipment Lease Fund	172,215	418,516	298,743	352,177
453	Energy Loan Repayments	397,564	298,777	576,747	809,925
TOTAL REVENUES		**$4,928,233**	**$2,164,584**	**$2,777,494**	**$3,797,019**
NET FUND ACTIVITY		**($498,274)**	**$346,944**	**($119,072)**	**$1,128,202**

DS - CV PUBLIC FINANCING AUTHORITY FUND 470

FUND SUMMARY

BUDGET CATEGORY	FY 2011-12 ACTUAL	FY 2012-13 ACTUAL	FY 2013-14 ADOPTED	FY 2014-15 ADOPTED
EXPENDITURES				
Supplies and Services	17,288	15,056	19,500	18,500
Other Expenses	10,099,255	10,114,463	10,295,065	9,764,365
Transfers Out	3,150,106	0	0	0
TOTAL EXPENDITURES	**$13,266,649**	**$10,129,519**	**$10,314,565**	**$9,782,865**
REVENUES				
Use of Money & Property	286,417	276,668	0	0
Transfers In	8,244,395	7,769,142	10,094,215	9,764,400
TOTAL REVENUES	**$8,530,812**	**$8,045,810**	**$10,094,215**	**$9,764,400**
NET FUND ACTIVITY	**($4,735,837)**	**($2,083,709)**	**($220,350)**	**($18,465)**

FUND DETAIL

FUND #	FUND DESCRIPTION	FY 2011-12 ACTUAL	FY 2012-13 ACTUAL	FY 2013-14 ADOPTED	FY 2014-15 ADOPTED
EXPENDITURES					
450	2002 COP Police Facility Proj	3,918,969	3,919,532	3,921,546	0
471	2003 Refunding Cert of Part	1,049,066	1,065,416	224,850	0
472	2004 COP Civ Ctr Proj Phase I	2,395,458	2,394,846	2,397,074	2,396,449
473	2006 COP Civ Ctr Proj Phase 2	1,273,775	1,271,308	1,276,389	1,277,309
474	2010 Refunding COP	4,629,381	1,478,417	2,494,706	2,494,107
475	2014 Refunding COP	0	0	0	3,615,000
TOTAL EXPENDITURES		**$13,266,649**	**$10,129,519**	**$10,314,565**	**$9,782,865**
REVENUES					
450	2002 COP Police Facility Proj	3,213,423	3,953,149	3,921,546	0
471	2003 Refunding Cert of Part	1,047,354	29,311	4,500	0
472	2004 COP Civ Ctr Proj Phase I	2,359,190	2,516,041	2,397,074	2,391,449
473	2006 COP Civ Ctr Proj Phase 2	1,211,629	1,331,717	1,276,389	1,271,309
474	2010 Refunding COP	699,216	215,592	2,494,706	2,491,607
475	2014 Refunding COP	0	0	0	3,610,035
TOTAL REVENUES		**$8,530,812**	**$8,045,810**	**$10,094,215**	**$9,764,400**
NET FUND ACTIVITY		**($4,735,837)**	**($2,083,709)**	**($220,350)**	**($18,465)**

OTHER FUNDS

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 worker's compensation, insurance, and technology replacement.

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.

- 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 Center 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 253: Inmate Welfare Fund
  This fund is a depository for monies collected from pay phones commissions and operation of a commissary, in accordance with the Sheriff's Penal Code section 4025. Monies in this fund shall be expended for the benefit, education, and welfare of the inmates.

- 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 269: Other Grant Fund
  The Other Grants Fund was established to account for all grants other than Federal and State grants such as: San Diego Neighborhood Reinvestment Program and Be the Change grants.

- 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).

- Fund 274: ARRA Fund
  This fund was established to account for the receipt and disbursement of federal grant funds received by the City, authorized by the American Recovery and Reinvestment Act of 2009.

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. 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.

STORM DRAIN FUND

Storm Drain Revenue (Fund 301) – In accordance with Chapter 14.16 of the Chula Vista Municipal Code all proceeds of the storm drain fee are deposited into the Storm Drain Revenue Fund. Monies in this fund may only be used for storm drain purposes. The monthly storm drain service charge is included on the sewer bill.

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, 314, 321, 325, and 333. 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. In recent years the indexed increases were not effectively keeping pace with the actual costs of providing these services to the property owners. In fiscal year 2007-08 staff went through the Proposition 218 process on seven districts/zones, in order to bring revenues in line with actual maintenance costs. Only one of the seven districts was approved for an increase in assessment. As a result a concentrated effort has been made to reduce expenditures to within available resources.

MISCELLANEOUS SPECIAL REVENUE FUNDS

Included in this grouping are the following funds:

- Fund 223: Telephone Users Tax (TUT) Common Fund
  This fund is used to account for funds in accordance with a 2014 settlement agreement that resolved a class action lawsuit challenging the City's collection of Telephone Users' Taxes from wireless customers.

- Fund 270: Mobile Home Rent Review Program Fund
  This fund is a depository for monies collected for the Mobile Home Administrative Fee. This fee was established in July 2011 to ensure a consistent funding source for administration and implementation of Chula Vista Municipal Code 9.50 – Mobile Home Park Space Rent Review.

- Fund 316: Public Educational & Government Fee Fund
  This fund accounts for funds received through State Video Franchise Fees to support Public, Education, and Governmental (PEG) access channel facilities. These funds are restricted. In fiscal year 2013-14 they will be used to replace presentation and broadcasting equipment for Council Chambers and the Police Department Community Room.

INTERNAL SERVICE FUNDS

Included as part of this group are the following funds:

- Fund 232: Flexible Spending Account
  This fund is used to account for employee health, medical and dependent care benefits. In fiscal year 2011-12 this fund was transitioned to a trust and agency type fund.

- Fund 234: Advanced Life Support (ALS) Fund
  This fund accounts for the receipt of pass-through revenue from ambulance services to fund First Responder Advanced Life Support program.

- Fund 235: Legislative Counsel Fund
  This fund accounts for the expenditures and revenues used to fund outside legal counsel services as necessary to implement Proposition C.

- 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 393: Technology Replacement Fund
  The Technology Replacement Fund is an internal service function that provides for the replacement of computers and related technology equipment. Funds from departments' operating budgets are transferred to the Technology Replacement Fund for future replacement of equipment included in the program. Due to economic reasons, the program has not been funded for several years. Computer replacement has been included in various funds based on available resources.

- Fund 398: Workers Compensation
  This fund is a depository for contributions made from all funds, which have personnel allocated to them, 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. In fiscal year 2010-11 the Workers Compensation Fund was moved from Fund 231 to Fund 398, this change is necessary to change the fund type from General Fund to internal service.

FUND SUMMARY

BUDGET CATEGORY	FY 2011-12 ACTUAL	FY 2012-13 ACTUAL	FY 2013-14 ADOPTED	FY 2014-15 ADOPTED
EXPENDITURES				
Supplies and Services	0	0	0	15,000
Other Expenses	2,117	1,960	15,000	90,000
Transfers Out	3,561,418	4,518,652	4,259,428	4,259,428
CIP Project Expenditures	5,328,926	9,319,294	9,794,973	10,825,000
TOTAL EXPENDITURES	**$8,892,461**	**$13,839,906**	**$14,069,401**	**$15,189,428**
REVENUES				
Other Local Taxes	3,485,185	6,196,036	5,738,000	5,522,000
Use of Money & Property	34,166	(36,887)	0	0
Revenue from Other Agencies	4,557,759	7,249,106	6,458,412	6,249,431
Charges for Services	145,470	240,397	175,000	0
Other Revenue	118,614	30,692	0	0
Transfers In	27,543	0	0	0
TOTAL REVENUES	**$8,368,737**	**$13,679,344**	**$12,371,412**	**$11,771,431**
NET FUND ACTIVITY	**($523,724)**	**($160,562)**	**($1,697,989)**	**($3,417,997)**

FUND DETAIL

FUND #	FUND DESCRIPTION	FY 2011-12 ACTUAL	FY 2012-13 ACTUAL	FY 2013-14 ADOPTED	FY 2014-15 ADOPTED
EXPENDITURES					
221	Gas Tax	3,561,418	6,266,602	6,518,428	6,839,428
225	Traffic Signal	864,868	948,417	115,000	815,000
227	Transportation Sales Tax	4,466,175	6,624,887	7,435,973	7,535,000
TOTAL EXPENDITURES		**$8,892,461**	**$13,839,906**	**$14,069,401**	**$15,189,428**
REVENUES					
221	Gas Tax	3,570,361	5,651,471	6,158,431	6,159,431
225	Traffic Signal	201,272	251,405	175,000	0
227	Transportation Sales Tax	4,597,104	7,776,468	6,037,981	5,612,000
TOTAL REVENUES		**$8,368,737**	**$13,679,344**	**$12,371,412**	**$11,771,431**
NET FUND ACTIVITY		**($523,724)**	**($160,562)**	**($1,697,989)**	**($3,417,997)**

PARKING FUND 240

FUND SUMMARY

BUDGET CATEGORY	FY 2011-12 ACTUAL	FY 2012-13 ACTUAL	FY 2013-14 ADOPTED	FY 2014-15 ADOPTED
EXPENDITURES				
Personnel Services	0	40,000	0	0
Supplies and Services	175,048	175,157	215,300	220,300
Other Expenses	178,853	135,684	162,400	166,400
Utilities	10,161	10,715	11,069	11,855
CIP Project Expenditures	650	2,125	100,000	100,000
TOTAL EXPENDITURES	**$364,712**	**$363,681**	**$488,769**	**$498,555**
REVENUES				
Licenses and Permits	21,582	42,489	24,000	35,000
Fines, Forfeitures, Penalties	238,925	209,862	200,000	200,000
Use of Money & Property	322,980	349,463	376,000	350,000
TOTAL REVENUES	**$583,487**	**$601,814**	**$600,000**	**$585,000**
NET FUND ACTIVITY	**$218,775**	**$238,133**	**$111,231**	**$86,445**

FUND DETAIL

FUND #	FUND DESCRIPTION	FY 2011-12 ACTUAL	FY 2012-13 ACTUAL	FY 2013-14 ADOPTED	FY 2014-15 ADOPTED
EXPENDITURES					
241	Parking Meter	364,712	363,681	488,769	498,555
TOTAL EXPENDITURES		**$364,712**	**$363,681**	**$488,769**	**$498,555**
REVENUES					
241	Parking Meter	583,004	602,080	600,000	585,000
243	Town Centre I-Parking District	483	(266)	0	0
TOTAL REVENUES		**$583,487**	**$601,814**	**$600,000**	**$585,000**
NET FUND ACTIVITY		**$218,775**	**$238,133**	**$111,231**	**$86,445**

PUBLIC SAFETY FUND 250

FUND SUMMARY

BUDGET CATEGORY	FY 2011-12 ACTUAL	FY 2012-13 ACTUAL	FY 2013-14 ADOPTED	FY 2014-15 ADOPTED
EXPENDITURES				
Personnel Services	4,069,161	4,333,413	5,226,401	5,757,458
Supplies and Services	958,475	971,226	1,110,304	1,332,657
Other Expenses	4,291	0	0	0
Capital	1,251,560	16,839	0	100,000
Transfers Out	654,140	623,876	519,140	531,364
TOTAL EXPENDITURES	**$6,937,627**	**$5,945,354**	**$6,855,845**	**$7,721,479**
REVENUES				
Fines, Forfeitures, Penalties	423,487	426,373	437,640	437,640
Use of Money & Property	32,482	5,951	20,000	20,000
Revenue from Other Agencies	5,724,201	5,004,264	5,951,346	6,609,356
Charges for Services	0	52,975	115,216	120,373
Other Revenue	223,430	15,946	60,000	60,000
Transfers In	105,104	115,522	25,000	35,584
TOTAL REVENUES	**$6,508,704**	**$5,621,031**	**$6,609,202**	**$7,282,953**
NET FUND ACTIVITY	**($428,923)**	**($324,323)**	**($246,643)**	**($438,526)**

FUND DETAIL

FUND #	FUND DESCRIPTION	FY 2011-12 ACTUAL	FY 2012-13 ACTUAL	FY 2013-14 ADOPTED	FY 2014-15 ADOPTED
EXPENDITURES					
245	Traffic Safety	568,614	529,896	437,640	437,640
251	Suppl Law Enforcement Services	406,275	213,022	427,261	499,567
252	Police Department Grants	5,259,776	4,516,887	5,566,606	6,213,131
253	Inmate Welfare Fund	39,090	50,364	70,500	45,000
254	Local Law Enf Block Grant	101,824	188,497	83,838	76,141
256	Asset Seizure	562,048	446,688	270,000	450,000
TOTAL EXPENDITURES		**$6,937,627**	**$5,945,354**	**$6,855,845**	**$7,721,479**
REVENUES					
245	Traffic Safety	425,062	425,760	437,640	437,640
251	Suppl Law Enforcement Services	478,734	228,244	401,014	401,014
252	Police Department Grants	5,256,152	4,520,563	5,476,710	6,078,158
253	Inmate Welfare Fund	20,804	13,610	30,000	30,000
254	Local Law Enf Block Grant	19,198	174,966	83,838	76,141
256	Asset Seizure	308,754	257,888	180,000	260,000
TOTAL REVENUES		**$6,508,704**	**$5,621,031**	**$6,609,202**	**$7,282,953**
NET FUND ACTIVITY		**($428,923)**	**($324,323)**	**($246,643)**	**($438,526)**

STAFFING SUMMARY - 252

BUDGET CATEGORY	FY 2013-14 ADOPTED	FY 2013-14 MIDYEAR	FY 2014-15 CHANGES	FY 2014-15 ADOPTED
CBAG DEPUTY DIRECTOR SD LECC	1.00	-	-	1.00
CBAG DEPUTY EXEC DIR	1.00	-	-	1.00
CBAG DIRECTOR OF IV-LECC	1.00	-	-	1.00
CBAG EXECUTIVE DIRECTOR	1.00	-	-	1.00
FA ADMIN ANALYST II	2.00	-	-	2.00
FA ANALYST	4.00	-	-	4.00
FA DIRECTOR OF SD LECC	1.00	-	-	1.00
FA GEOSPATIAL INTEL ANALYST	1.00	-	-	1.00
FA GRAPHIC DESIGNER/WBMSTR	1.00	-	-	1.00
FA INFO SECURITY PROGRAM MGR	-	1.00	-	1.00
FA LECC IT MANAGER	1.00	-	-	1.00
FA NETWORK MANAGER	1.00	(1.00)	-	-
FA NTWRK ADMINISTRATOR II	4.00	-	-	4.00
FA PROGRAM ANALYST	1.00	-	-	1.00
FA PROGRAM ASSISTANT	-	2.00	-	2.00
FA PROGRAM MANAGER	2.00	-	-	2.00
FA PUBLIC SAFETY ANALYST	5.00	(3.00)	-	2.00
FA RCFL NETWORK ENGINEER	2.00	-	-	2.00
FA SR PUBLIC SAFETY ANALYST	1.00	3.00	-	4.00
FA SR SECRETARY	-	1.00	-	1.00
PEACE OFFICER	3.00	1.00	(1.00)	3.00
POLICE AGENT	1.00	-	-	1.00
POLICE COMM RELATIONS SPEC	1.00	-	-	1.00
POLICE SERGEANT	2.00	-	-	2.00
TOTAL AUTHORIZED POSITIONS	**37.00**	**4.00**	**(1.00)**	**40.00**

LIBRARY/CULTURAL ARTS FUND 260

FUND SUMMARY

BUDGET CATEGORY	FY 2011-12 ACTUAL	FY 2012-13 ACTUAL	FY 2013-14 ADOPTED	FY 2014-15 ADOPTED
EXPENDITURES				
Supplies and Services	176,042	59,175	8,889	2,281
Other Expenses	600	1,400	1,200	1,200
Capital	61,294	0	0	0
Transfers Out	25,000	0	0	0
CIP Project Expenditures	1,100	0	0	0
TOTAL EXPENDITURES	**$264,036**	**$60,575**	**$10,089**	**$3,481**
REVENUES				
Use of Money & Property	3,431	(1,254)	0	0
Revenue from Other Agencies	938	0	0	0
Transfers In	0	59,545	0	0
TOTAL REVENUES	**$4,369**	**$58,291**	**$0**	**$0**
NET FUND ACTIVITY	**($259,667)**	**($2,284)**	**($10,089)**	**($3,481)**

FUND DETAIL

FUND #	FUND DESCRIPTION	FY 2011-12 ACTUAL	FY 2012-13 ACTUAL	FY 2013-14 ADOPTED	FY 2014-15 ADOPTED
EXPENDITURES					
261	California Library Service Act	224,957	24,867	0	0
262	Public Library Act	38,479	34,308	8,489	1,881
267	McCandliss Cultural Arts	600	1,400	1,600	1,600
TOTAL EXPENDITURES		**$264,036**	**$60,575**	**$10,089**	**$3,481**
REVENUES					
261	California Library Service Act	3,608	58,540	0	0
262	Public Library Act	613	(168)	0	0
267	McCandliss Cultural Arts	148	(81)	0	0
TOTAL REVENUES		**$4,369**	**$58,291**	**$0**	**$0**
NET FUND ACTIVITY		**($259,667)**	**($2,284)**	**($10,089)**	**($3,481)**

SUNDRY GRANTS & MISC FUND 270

FUND SUMMARY

BUDGET CATEGORY	FY 2011-12 ACTUAL	FY 2012-13 ACTUAL	FY 2013-14 ADOPTED	FY 2014-15 ADOPTED
EXPENDITURES				
Personnel Services	743,723	412,662	800,678	736,711
Supplies and Services	988,897	682,825	843,759	1,719,850
Other Expenses	362,857	415,515	258,582	114,333
Capital	57,110	5,173	0	1,465,000
Transfers Out	0	112,736	30,000	610,000
CIP Project Expenditures	2,160,665	2,509,427	0	265,219
Non-CIP Project Expenditures	301,467	19,642	0	637,500
TOTAL EXPENDITURES	**$4,614,719**	**$4,157,980**	**$1,933,019**	**$5,548,613**
REVENUES				
Use of Money & Property	0	(187)	0	0
Revenue from Other Agencies	3,065,521	2,274,972	1,692,148	1,117,831
Charges for Services	0	129,650	130,000	120,000
Other Revenue	1,681,075	2,236,671	18,420	22,333
Transfers In	52,226	52,226	52,226	60,230
TOTAL REVENUES	**$4,798,822**	**$4,693,332**	**$1,892,794**	**$1,320,394**
NET FUND ACTIVITY	**$184,103**	**$535,352**	**($40,225)**	**($4,228,219)**

FUND DETAIL

FUND #	FUND DESCRIPTION	FY 2011-12 ACTUAL	FY 2012-13 ACTUAL	FY 2013-14 ADOPTED	FY 2014-15 ADOPTED
EXPENDITURES					
223	TUT Common Fund	0	0	0	4,228,219
268	State Recreation Grants	27,496	62,736	0	0
269	Other Grant Fund	0	67,562	10,225	0
270	Mobile Home Rent Review Progra	0	99,824	130,000	120,000
272	Federal Grants Fund	821,217	1,178,156	1,774,374	1,178,061
273	State Grants Fund	0	551,407	0	0
274	ARRA Fund	3,766,006	2,198,295	18,420	22,333
TOTAL EXPENDITURES		**$4,614,719**	**$4,157,980**	**$1,933,019**	**$5,548,613**
REVENUES					
269	Other Grant Fund	0	298,000	0	0
270	Mobile Home Rent Review Progra	0	129,459	130,000	120,000
272	Federal Grants Fund	900,621	1,085,599	1,744,374	1,178,061
273	State Grants Fund	0	529,930	0	0
274	ARRA Fund	3,898,201	2,650,344	18,420	22,333
TOTAL REVENUES		**$4,798,822**	**$4,693,332**	**$1,892,794**	**$1,320,394**
NET FUND ACTIVITY		**$184,103**	**$535,352**	**($40,225)**	**($4,228,219)**

STAFFING SUMMARY - 272

BUDGET CATEGORY	FY 2013-14 ADOPTED	FY 2013-14 MIDYEAR	FY 2014-15 CHANGES	FY 2014-15 ADOPTED
EMERGENCY SVCS COORDINATOR	-	-	1.00	1.00
GIS SPECIALIST	1.00	-	-	1.00
TOTAL AUTHORIZED POSITIONS	**1.00**	**-**	**1.00**	**2.00**

CONSERVATION FUND 280

FUND SUMMARY

BUDGET CATEGORY	FY 2011-12 ACTUAL	FY 2012-13 ACTUAL	FY 2013-14 ADOPTED	FY 2014-15 ADOPTED
EXPENDITURES				
Personnel Services	673,770	686,793	911,522	785,863
Supplies and Services	964,829	1,056,540	2,274,706	2,213,083
Other Expenses	783,489	913,224	1,449,537	912,152
Capital	(9,941)	0	90,000	0
Utilities	0	30	627	5,100
Transfers Out	107,781	120,959	107,585	107,585
CIP Project Expenditures	316,277	105,000	0	0
TOTAL EXPENDITURES	**$2,836,205**	**$2,882,546**	**$4,833,977**	**$4,023,783**
REVENUES				
Use of Money & Property	13,929	(7,528)	0	0
Revenue from Other Agencies	633,615	1,602,544	2,958,221	2,312,104
Charges for Services	1,033,279	1,071,724	1,264,279	1,264,279
Other Revenue	1,230,795	306,839	200,000	200,000
Transfers In	0	13,374	0	0
TOTAL REVENUES	**$2,911,618**	**$2,986,953**	**$4,422,500**	**$3,776,383**
NET FUND ACTIVITY	**$75,413**	**$104,407**	**($411,477)**	**($247,400)**

FUND DETAIL

FUND #	FUND DESCRIPTION	FY 2011-12 ACTUAL	FY 2012-13 ACTUAL	FY 2013-14 ADOPTED	FY 2014-15 ADOPTED
EXPENDITURES					
281	Waste Management & Recycling	242,231	249,306	319,945	394,897
282	Environmental Services Fund	1,262,290	1,252,440	1,875,756	1,689,726
285	Energy Conservation	1,331,684	1,380,800	2,638,276	1,939,160
TOTAL EXPENDITURES		**$2,836,205**	**$2,882,546**	**$4,833,977**	**$4,023,783**
REVENUES					
281	Waste Management & Recycling	244,702	248,119	319,945	372,944
282	Environmental Services Fund	1,325,586	1,377,252	1,464,279	1,464,279
285	Energy Conservation	1,341,330	1,361,582	2,638,276	1,939,160
TOTAL REVENUES		**$2,911,618**	**$2,986,953**	**$4,422,500**	**$3,776,383**
NET FUND ACTIVITY		**$75,413**	**$104,407**	**($411,477)**	**($247,400)**

STAFFING SUMMARY - 282

BUDGET CATEGORY	FY 2013-14 ADOPTED	FY 2013-14 MIDYEAR	FY 2014-15 CHANGES	FY 2014-15 ADOPTED
ENVIRON SVCS PROG MGR	1.00	-	-	1.00
RECYCLING SPECIALIST I	1.00	-	-	1.00
RECYCLING SPECIALIST II	3.00	-	-	3.00
TOTAL AUTHORIZED POSITIONS	**5.00**	**-**	**-**	**5.00**

STORM DRAIN REVENUE FUND 301

FUND SUMMARY

BUDGET CATEGORY	FY 2011-12 ACTUAL	FY 2012-13 ACTUAL	FY 2013-14 ADOPTED	FY 2014-15 ADOPTED
EXPENDITURES				
Supplies and Services	206,433	222,722	301,100	348,100
Other Expenses	0	24,361	0	0
Utilities	740	754	814	800
Transfers Out	340,463	340,463	340,463	487,378
TOTAL EXPENDITURES	**$547,636**	**$588,300**	**$642,377**	**$836,278**
REVENUES				
Licenses and Permits	9,455	(1,180)	23,750	23,750
Fines, Forfeitures, Penalties	47,065	600	5,000	5,000
Use of Money & Property	1,428	(961)	0	0
Charges for Services	555,497	587,887	555,500	555,500
TOTAL REVENUES	**$613,445**	**$586,346**	**$584,250**	**$584,250**
NET FUND ACTIVITY	**$65,809**	**($1,954)**	**($58,127)**	**($252,028)**

COMM DEV BLOCK GRANTS FUND 320

FUND SUMMARY

BUDGET CATEGORY	FY 2011-12 ACTUAL	FY 2012-13 ACTUAL	FY 2013-14 ADOPTED	FY 2014-15 ADOPTED
EXPENDITURES				
Supplies and Services	22,490	48,032	39,650	43,427
Other Expenses	435,771	332,381	951,807	1,231,066
Capital	0	0	0	1,419
Transfers Out	796,866	817,073	752,752	756,715
CIP Project Expenditures	1,718,875	3,090,468	375,000	0
Non-CIP Project Expenditures	1,711,878	1,199,362	2,884,746	1,458,112
TOTAL EXPENDITURES	**$4,685,880**	**$5,487,316**	**$5,003,955**	**$3,490,739**
REVENUES				
Use of Money & Property	10,200	40,950	0	0
Revenue from Other Agencies	3,168,968	3,055,233	4,560,350	3,406,739
Charges for Services	250	132	0	0
Other Revenue	117,332	205,184	0	0
Transfers In	0	27,538	0	30,981
TOTAL REVENUES	**$3,296,750**	**$3,329,037**	**$4,560,350**	**$3,437,720**
NET FUND ACTIVITY	**($1,389,130)**	**($2,158,279)**	**($443,605)**	**($53,019)**

FUND DETAIL

FUND #	FUND DESCRIPTION	FY 2011-12 ACTUAL	FY 2012-13 ACTUAL	FY 2013-14 ADOPTED	FY 2014-15 ADOPTED
EXPENDITURES					
311	CDBG Housing Program	41,855	25,432	243,145	220,000
314	Emergency Shelter Grant Prog	88,491	86,380	149,215	151,402
321	Home Program	809,159	520,697	2,117,269	884,902
333	FY2000 Comm Dev Block Grant	3,746,375	4,854,807	2,494,326	2,234,435
TOTAL EXPENDITURES		**$4,685,880**	**$5,487,316**	**$5,003,955**	**$3,490,739**
REVENUES					
311	CDBG Housing Program	36,979	51,346	233,145	220,000
314	Emergency Shelter Grant Prog	88,491	86,380	149,215	151,402
321	Home Program	814,841	488,847	2,117,269	884,902
325	CDBG Program - Income Projects	600	(340)	0	0
333	FY2000 Comm Dev Block Grant	2,355,839	2,702,804	2,060,721	2,181,416
TOTAL REVENUES		**$3,296,750**	**$3,329,037**	**$4,560,350**	**$3,437,720**
NET FUND ACTIVITY		**($1,389,130)**	**($2,158,279)**	**($443,605)**	**($53,019)**

OPEN SPACE DISTRICT FUND 350

FUND SUMMARY

BUDGET CATEGORY	FY 2011-12 ACTUAL	FY 2012-13 ACTUAL	FY 2013-14 ADOPTED	FY 2014-15 ADOPTED
EXPENDITURES				
Supplies and Services	6,105,338	7,326,683	7,000,854	7,219,200
Other Expenses	1,784,330	1,869,929	2,043,541	1,886,707
Utilities	1,741,294	2,158,934	2,416,820	2,556,327
CIP Project Expenditures	0	0	0	200,000
TOTAL EXPENDITURES	**$9,630,962**	**$11,355,546**	**$11,461,215**	**$11,862,234**
REVENUES				
Use of Money & Property	139,889	(82,226)	0	0
Other Revenue	11,306,684	12,142,259	11,461,215	12,062,234
TOTAL REVENUES	**$11,446,573**	**$12,060,033**	**$11,461,215**	**$12,062,234**
NET FUND ACTIVITY	**$1,815,611**	**$704,487**	**$0**	**$200,000**

FUND DETAIL

FUND #	FUND DESCRIPTION	FY 2011-12 ACTUAL	FY 2012-13 ACTUAL	FY 2013-14 ADOPTED	FY 2014-15 ADOPTED
EXPENDITURES					
342	CFD 11-M RHR McMillin	48,519	53,047	121,569	136,650
343	CFD 12-M Vlg7	320,934	465,789	470,205	462,569
344	CFD 13-M Vlg2	98,540	125,762	170,860	171,155
345	CFD 12M - OR Village 7	392,167	498,215	454,343	442,600
352	Bay Blvd Landscaping Dist	8,982	7,140	11,727	10,661
353	Eastlake Maintenance Dist #1	270,756	278,009	313,616	319,524
354	Open Space District #1	67,297	83,358	79,909	81,506
355	Open Space District #2	16,505	19,480	22,440	24,649
356	Open Space District #3	39,718	50,549	52,227	54,512
357	Open Space District #4	78,207	100,501	96,282	97,844
358	Open Space District #5	55,714	56,233	53,002	53,288
359	Open Space District #6	23,547	32,994	34,200	35,818
361	Open Space District #7	13,400	15,679	13,414	11,725
362	Open Space District #8	64,306	84,753	81,359	82,957
363	Open Space District #9	69,095	86,429	79,798	80,655
364	Open Space District #10	68,818	88,641	81,012	84,925
365	Open Space District #11	140,027	172,000	160,843	170,550
367	Open Space District #14	379,527	411,196	439,517	442,170
368	Open Space District #15	25,019	28,518	27,236	29,277
369	Open Space District #17	5,146	9,971	10,012	11,680
371	Open Space District #18	124,094	160,393	160,715	160,215
372	Open Space District #20	1,170,702	1,294,705	1,465,375	1,455,914

373	Open Space District #23	31,385	51,803	45,756	47,156
374	Open Space District #24	28,974	35,492	36,984	38,087
375	Open Space District #26	12,580	14,387	16,454	17,583
376	Open Space District #31	109,916	160,359	145,657	157,410
378	CFD 07M-Eastlk II Woods, Vista	482,457	621,887	572,169	571,945
379	CFD 08M-Vlg 6 McM & Oty Ranch	794,379	907,143	911,217	925,601
380	CFD 09M OR Vlg II	847,939	1,021,932	948,052	995,457
382	CFD 99-2 Otay Ranch Vlg 1 We	623,952	780,462	762,482	784,887
386	Otay Ranch Acquisition Dist	534,734	428,742	468,500	719,000
387	CFD 98-3 Sunbow 2	850,418	1,003,410	888,841	886,105
388	Comm Facility 97-1 (Otay Rnch)	1,830,276	2,203,641	2,251,481	2,286,639
389	Otay Ranch Village 1,2,6,7,12	2,932	2,926	13,963	11,520
TOTAL EXPENDITURES		**$9,630,962**	**$11,355,546**	**$11,461,215**	**$11,862,234**
REVENUES					
342	CFD 11-M RHR McMillin	162,882	94,557	121,569	136,650
343	CFD 12-M Vlg7	387,285	594,145	470,205	462,569
344	CFD 13-M Vlg2	288,878	213,130	170,860	171,155
345	CFD 12M - OR Village 7	430,042	389,060	454,343	442,600
351	Town Centre Landscaping Dist I	237	(125)	0	0
352	Bay Blvd Landscaping Dist	12,633	(306)	11,727	10,661
353	Eastlake Maintenance Dist #1	257,787	308,895	313,616	319,524
354	Open Space District #1	75,733	78,997	79,909	81,506
355	Open Space District #2	14,475	13,972	22,440	24,649
356	Open Space District #3	47,712	49,992	52,227	54,512
357	Open Space District #4	82,617	85,103	96,282	97,844
358	Open Space District #5	40,441	50,571	53,002	53,288
359	Open Space District #6	24,839	31,521	34,200	35,818
361	Open Space District #7	13,777	13,655	13,414	11,725
362	Open Space District #8	67,505	69,378	81,359	82,957
363	Open Space District #9	62,689	68,408	79,798	80,655
364	Open Space District #10	77,940	78,221	81,012	84,925
365	Open Space District #11	145,122	162,122	160,843	170,550
366	Open Space District #13	5	2	0	0
367	Open Space District #14	330,918	335,839	439,517	442,170
368	Open Space District #15	20,316	20,948	27,236	29,277
369	Open Space District #17	5,847	8,168	10,012	11,680
371	Open Space District #18	126,892	148,619	160,715	160,215
372	Open Space District #20	1,294,133	1,379,378	1,465,375	1,455,914
373	Open Space District #23	43,122	29,820	45,756	47,156
374	Open Space District #24	25,559	29,205	36,984	38,087
375	Open Space District #26	9,622	10,750	16,454	17,583
376	Open Space District #31	103,604	127,309	145,657	157,410
378	CFD 07M-Eastlk II Woods, Vista	582,294	895,048	572,169	571,945
379	CFD 08M-Vlg 6 McM & Oty Ranch	1,064,308	1,241,913	911,217	925,601
380	CFD 09M OR Vlg II	956,705	925,298	948,052	995,457

OPEN SPACE DISTRICT FUND 350

382	CFD 99-2 Otay Ranch Vlg 1 We	804,494	802,407	762,482	784,887
383	Town Ctr Business Imprv Distr	3,330	(3,210)	0	0
386	Otay Ranch Acquisition Dist	570,081	100,216	468,500	919,000
387	CFD 98-3 Sunbow 2	1,075,869	871,933	888,841	886,105
388	Comm Facility 97-1 (Otay Rnch)	2,155,510	2,825,849	2,251,481	2,286,639
389	Otay Ranch Village 1,2,6,7,12	81,370	9,245	13,963	11,520
TOTAL REVENUES		**$11,446,573**	**$12,060,033**	**$11,461,215**	**$12,062,234**
NET FUND ACTIVITY		**$1,815,611**	**$704,487**	**$0**	**$200,000**

PUBLIC EDUCATIONAL & GOVT. FEE FUND 316

FUND SUMMARY

BUDGET CATEGORY	FY 2011-12 ACTUAL	FY 2012-13 ACTUAL	FY 2013-14 ADOPTED	FY 2014-15 ADOPTED
EXPENDITURES				
Supplies and Services	0	0	492,000	300,000
Other Expenses	0	0	50,000	0
Capital	0	0	0	300,000
TOTAL EXPENDITURES	**$0**	**$0**	**$542,000**	**$600,000**
REVENUES				
Other Local Taxes	0	627,766	300,000	600,000
Use of Money & Property	0	(675)	0	0
TOTAL REVENUES	**$0**	**$627,091**	**$300,000**	**$600,000**
NET FUND ACTIVITY	**$0**	**$627,091**	**($242,000)**	**$0**

FLEXIBLE SPENDING ACCOUNT FUND 232

FUND SUMMARY

BUDGET CATEGORY	FY 2011-12 ACTUAL	FY 2012-13 ACTUAL	FY 2013-14 ADOPTED	FY 2014-15 ADOPTED
REVENUES				
Other Revenue	14,015	0	0	0
TOTAL REVENUES	**$14,015**	**$0**	**$0**	**$0**
NET FUND ACTIVITY	**$14,015**	**$0**	**$0**	**$0**

ADVANCED LIFE SUPPORT FUND 234

FUND SUMMARY

BUDGET CATEGORY	FY 2011-12 ACTUAL	FY 2012-13 ACTUAL	FY 2013-14 ADOPTED	FY 2014-15 ADOPTED
EXPENDITURES				
Personnel Services	0	0	254,790	352,669
Supplies and Services	15,431	0	265,219	245,289
Capital	0	0	13,940	0
Transfers Out	172,215	143,513	587,557	722,471
TOTAL EXPENDITURES	**$187,646**	**$143,513**	**$1,121,506**	**$1,320,429**
REVENUES				
Revenue from Other Agencies	214,000	214,000	1,333,460	1,534,429
TOTAL REVENUES	**$214,000**	**$214,000**	**$1,333,460**	**$1,534,429**
NET FUND ACTIVITY	**$26,354**	**$70,487**	**$211,954**	**$214,000**

STAFFING SUMMARY - 234

BUDGET CATEGORY	FY 2013-14 ADOPTED	FY 2013-14 MIDYEAR	FY 2014-15 CHANGES	FY 2014-15 ADOPTED
EMS NURSE COORDINATOR	1.00	-	-	1.00
TOTAL AUTHORIZED POSITIONS	**1.00**	**-**	**-**	**1.00**

LEGISLATIVE COUNCIL FUND 235

FUND SUMMARY

BUDGET CATEGORY	FY 2011-12 ACTUAL	FY 2012-13 ACTUAL	FY 2013-14 ADOPTED	FY 2014-15 ADOPTED
EXPENDITURES				
Supplies and Services	0	0	80,000	80,000
TOTAL EXPENDITURES	**$0**	**$0**	**$80,000**	**$80,000**
REVENUES				
Transfers In	0	80,000	0	0
TOTAL REVENUES	**$0**	**$80,000**	**$0**	**$0**
NET FUND ACTIVITY	**$0**	**$80,000**	**($80,000)**	**($80,000)**

PUBLIC LIABILITY TRUST FUND 341

FUND SUMMARY

BUDGET CATEGORY	FY 2011-12 ACTUAL	FY 2012-13 ACTUAL	FY 2013-14 ADOPTED	FY 2014-15 ADOPTED
EXPENDITURES				
Supplies and Services	650,680	117,131	713,439	713,439
Other Expenses	241,133	1,200,913	940,000	940,000
TOTAL EXPENDITURES	**$891,813**	**$1,318,044**	**$1,653,439**	**$1,653,439**
REVENUES				
Transfers In	1,653,439	1,164,000	1,164,000	729,000
TOTAL REVENUES	**$1,653,439**	**$1,164,000**	**$1,164,000**	**$729,000**
NET FUND ACTIVITY	**$761,626**	**($154,044)**	**($489,439)**	**($924,439)**

TECHNOLOGY REPLACEMENT FUND 393

FUND SUMMARY

BUDGET CATEGORY	FY 2011-12 ACTUAL	FY 2012-13 ACTUAL	FY 2013-14 ADOPTED	FY 2014-15 ADOPTED
EXPENDITURES				
Capital	5,722	362	0	0
TOTAL EXPENDITURES	**$5,722**	**$362**	**$0**	**$0**
NET FUND ACTIVITY	**($5,722)**	**($362)**	**$0**	**$0**

FUND SUMMARY

BUDGET CATEGORY	FY 2011-12 ACTUAL	FY 2012-13 ACTUAL	FY 2013-14 ADOPTED	FY 2014-15 ADOPTED
EXPENDITURES				
Transfers Out	2,990,161	0	0	0
TOTAL EXPENDITURES	**$2,990,161**	**$0**	**$0**	**$0**
NET FUND ACTIVITY	**($2,990,161)**	**$0**	**$0**	**$0**

WORKERS COMPENSATION FUND 398

FUND SUMMARY

BUDGET CATEGORY	FY 2011-12 ACTUAL	FY 2012-13 ACTUAL	FY 2013-14 ADOPTED	FY 2014-15 ADOPTED
EXPENDITURES				
Supplies and Services	549,797	594,867	618,000	711,610
Other Expenses	2,281,949	3,135,192	2,919,000	2,669,000
TOTAL EXPENDITURES	**$2,831,746**	**$3,730,059**	**$3,537,000**	**$3,380,610**
REVENUES				
Other Revenue	2,862,121	2,909,831	2,064,393	2,652,549
Transfers In	2,990,161	0	0	0
TOTAL REVENUES	**$5,852,282**	**$2,909,831**	**$2,064,393**	**$2,652,549**
NET FUND ACTIVITY	**$3,020,536**	**($820,228)**	**($1,472,607)**	**($728,061)**

CITY OF
CHULA VISTA

NON-CAPITAL IMPROVEMENT PROJECT BUDGET

Funding Summary by Project Type

COMMUNITY DEVELOPMENT BLOCK GRANT

	FY 2014-15 ADOPTED
Landis Studios	$450,000
Green Streets	$150,000
Production of Affordable Housing Projects	$139,093
Housing Services	$50,000
Services for High Risk and Homeless Youth	$39,550
Family Resource Center Emergency and Basic Services	$39,312
Family Violence Treatment Program	$39,000
Fair Housing Services	$32,000
Norman Park Center Senior & Disabled Services	$30,000
Therapeutic Recreation Programs	$20,100
Food 4 Kids Backpack Program	$15,000
Employment Reentry for At-Risk Young Adults (18-25)	$14,000
KidCare Mobile Medical Unit #3	$13,600
Project Hand	$12,200
Meals on Wheels	$12,000
Rotational Shelter Network	$11,000
South Bay Food Program	$10,000
COMMUNITY DEVELOPMENT BLOCK GRANT TOTAL	**$1,076,855**

EMERGENCY SHELTER GRANT

	FY 2014-15 ADOPTED
ESG - Casa Nueva Vida	$68,277
Homeless Prevention and Rapid ReHousing	$62,980
EMERGENCY SHELTER GRANT TOTAL	**$131,257**

GENERAL FUND

	FY 2014-15 ADOPTED
Minor CIP - Eucalyptus Park Improvements	$18,700
GENERAL FUND TOTAL	**$18,700**

NON-CAPITAL IMPROVEMENT PROJECT BUDGET

Funding Summary by Project Type

HOME PROGRAM FUND

	FY 2014-15 ADOPTED
Tenant Based Rental Assistance	$250,000
HOME PROGRAM FUND TOTAL	**$250,000**

SALT CREEK SEWER BASIN DIF

	FY 2014-15 ADOPTED
North City and Otay Ranch Preserve Management Program	$100,000
SALT CREEK SEWER BASIN DIF TOTAL	**$100,000**

TUT COMMON FUND

	FY 2014-15 ADOPTED
Fiber Communications	$200,000
Roofing (Library & Recreation)	$150,000
Salt Creek arena soccer	$145,000
Outdoor Sport Court & Features Renovation	$67,500
City Outreach Program/Marketing	$50,000
Rohr Park Jogging Trail	$25,000
TUT COMMON FUND TOTAL	**$637,500**

GRAND TOTAL - ALL PROJECTS	**$2,214,312**

PROGRAM SUMMARY

Program Summary

In January 2012, the City Manager presented to the City Council the Fiscal Recovery and Progress Plan (Fiscal Years 2013 to 2017). This plan is an expansion to the Fiscal Health Plan and is intended to identify major challenges the City faces in moving from financial stability to financial sustainability and eventually to financial resiliency. The Plan identifies the major components of City finances such as General Fund revenues, Pension Liability, Debt Service and Infrastructure, provides an assessment of the status or level of risk for each component and identifies next steps to address the issues identified. The Plan uses the Continuous Improvement Visual Controls (Green, Yellow and Red) to indicate the status of each particular component.

Over the past several years of a declining economy, City revenues have been reduced dramatically. As a result, the number of City staff as well as City supplies and services budgets has been decreased significantly. With the City's efforts to improve efficiencies through the Continuous Improvement Program, consolidate departments and reduce overhead, and moderately improving revenues the level of service in many key City functions have slightly improved.

This report is intended to identify key functions in each department and provide a management assessment of the current level of service, including the above Continuous Improvement Visual Controls for ease of reference. The following visual categories assist the reader in determining the status of the current level of service for each function:

Green – Objective achieved. Level of service standards are being met.

Yellow – Caution. Not fully achieving level of service goals.

Red – High risk area. Additional funding or operational efficiencies needed.

FUNCTION OVERVIEW

The following section summarizes each department's key functions and their changes from January 2013 to January 2014.

Animal Care Facility

Function	Jan 2013	Jan 2014
Animal Control	Yellow	Yellow
Animal Care Services	Green	Green
Animal Placement	Yellow	Yellow

City Attorney

Function	Jan 2013	Jan 2014
Department Support Services	Yellow	Yellow
City Council, Boards and Commissions	Yellow	Yellow
Public Outreach	Yellow	Yellow
Risk Management	Yellow	Yellow
"Offensive" Litigation	Yellow	Yellow
Defense of the City – Standard Litigation	Yellow	Yellow
Defense of the City – Specialty Litigation	Yellow	Yellow
Code Enforcement	Yellow	Yellow

City Clerk

Function	Jan 2013	Jan 2014
Manage Records of Legislative Actions (City Council, Housing Authority, and Public Finance Authority)	Green	Green
Prepare and Distribute Agenda Packets	Yellow	Green
Customer Service	Yellow	Yellow
Boards & Commissions	Yellow	Yellow
Elections	Green	Green
Carry Out Legally Required Duties as Filing Officer	Green	Green
Post/Publish Legally Required Notices	Green	Green
Maintain/Update Municipal Code and Council Policy Manual	Yellow	Yellow
Public Records Act Requests	Yellow	Yellow
Citywide Records Management Program	Red	Red

Development Services Department

Function	Jan 2013	Jan 2014
Project Reviews	🟨	🟩
Building Plan Review	🟨	🟨
Building Inspection	🟩	🟩
General Code Enforcement	🟩	🟩
Affordable Housing/Grant Administration	🟩	🟩
General Plan Implementation & Maintenance	🟩	🟩

Economic Development Department

Function	Jan 2013	Jan 2014
Business Retention	🟥	🟥
Business Attraction	🟨	🟨
Quality Job Creation	🟥	🟥
Tax Generation	🟥	🟥

Finance Department

Function	Jan 2013	Jan 2014
Financial Compliance Reporting	🟨	🟩
Payroll Services	🟨	🟨
Accounts Payable	🟩	🟩
Debt Service Management	🟩	🟩
Banking and Investment Services	🟩	🟩
Fixed Asset Management	🟥	🟨
Deferred Compensation	🟩	🟩
Tax Administration Program	🟩	🟩
Accounts Receivable	🟥	🟥
Collections	🟨	🟩
Revenue Generation/Fee Management	🟨	🟩
Acquisitions	🟨	🟨
Budget Development	🟩	🟩
Financial Management Information	🟩	🟩
Analysis	🟨	🟨
Long-Term Financial Planning	🟩	🟩

Fire Department

Function	Jan 2013	Jan 2014
Dispatch	🟨	🟨
Turnout	🟥	🟥
Response/Travel Time	🟨	🟨
100% of Mandatory Training Completed Annually	🟨	🟨
General Use Certificate Inspections	🟨	🟨
Fire Company Inspection Program	🟩	🟩
Fire Safety Engineering Plan Reviews	🟩	🟩
Origin and Cause of Fire Investigations	🟥	🟩
Purchasing	🟥	🟨
Contracts	🟨	🟨
Payroll	🟩	🟩
Records Management/Reports	🟨	🟨
Data Research	🟨	🟨

Human Resources Department

Function	Jan 2013	Jan 2014
Recruitment & Selection	🟨	🟩
Classification/Compensation	🟨	🟨
Training	🟨	🟨
Offer Comprehensive Benefits	🟩	🟩
Develop and Implement a Wellness Strategy	🟨	🟩
Administration of Retiree Health Insurance and COBRA	🟩	🟩
Ensure Compliance with Employee Benefit Laws and Regulations	🟩	🟩
Data Processing and Maintenance	🟨	🟨
Employee Online Enrollment	N/A	🟨
Management of Tort Claims	🟩	🟩
Administration of Insurances	🟩	🟩
Insurance in Contracts	🟩	🟩
Disability Management	🟩	🟩
Occupational Health and Safety	🟨	🟨
Recovery on Damages to City Property	🟩	🟩

Information Technology Services

Function	Jan 2013	Jan 2014
Operations & Telecommunications	🟩	🟩
Programming and Application Support – Custom Applications	🟩	🟩
Programming and Application Support – Support of 3rd Party Software	🟨	🟨
Help Desk Response	🟨	🟨
Network Uptime	🟩	🟩
Geographic Information Systems (GIS)	🟩	🟩
City Intranet/Internet Web Sites	🟨	N/A

Library

Function	Jan 2013	Jan 2014
Open Hours		
Civic Center Branch	🟩	🟩
South Chula Vista Branch	🟩	🟩
Otay Ranch Branch	🟥	🟨
Space	🟥	🟥
Staff Assistance	🟥	🟥
Collection	🟥	🟨
Information Technology	🟨	🟩

Marketing and Communications

Function	Jan 2013	Jan 2014
Marketing and Communications Program	🟨	🟨
Community Engagement	🟨	🟨
City of Chula Vista Programs and Services	🟨	🟨
Big Picture Projects	🟨	🟩
City Website	N/A	🟨

Police Department

Function	Jan 2013	Jan 2014
Community Patrol	🟨	🟨
Criminal Investigations	🟨	🟨
Support Operations	N/A	🟨
Community Engagement	🟩	🟩
Employee Services	🟥	🟨
Police Dispatch	N/A	🟥
Administrative Services	🟨	🟨

Public Works

Function	Jan 2013	Jan 2014
Roadway Maintenance	🟥	🟥
Pothole Repair	🟨	🟨
Litter and Weed Abatement	🟥	🟥
Graffiti Abatement	🟥	🟥
Traffic Striping and Signing	🟨	🟨
Street Sweeping	🟥	🟥
Traffic Signal and Street Light Maintenance	🟩	🟩
Vehicle Service and Repairs	🟨	🟨
Preventative Maintenance	🟥	🟨
Monitor MTS Services for Chula Vista Community	🟩	🟩
Asset Management Program (AMP)	🟥	🟥
Maintenance of Districts	🟩	🟩
Urban Forestry	🟥	🟥
National Pollutant Discharge Elimination System (NPDES)	🟩	🟩
Construction	🟩	🟩
Drainage Management System	🟥	🟥
Wastewater Management System	🟩	🟩
Maintain City Parks	🟨	🟨
Safety and Security of Parks	🟨	🟨
Design	🟩	🟩
Surveys	🟩	🟩
Building and Park Construction	🟩	🟩
Compliance with Waste Management Act (AB939) and Waste Diversion Act (AB341)	🟩	🟩
Citywide Solid Waste Collection Services	🟩	🟩
Household Hazardous Waste Disposal Services	🟩	🟩
Municipal Energy & Water Conservation Upgrades	🟨	🟨
Community Energy & Water Conservation Services	🟩	🟩
Resource Conservation Commission Climate Change Working Group & City Operations Green Team	🟩	🟩
City Building Facilities Service Requests	🟨	🟨
Perform Routine Preventative Maintenance on City Building Facilities	🟥	🟥
Minor CIP Projects	🟥	🟥
Basic Cleaning Services	🟨	🟨
Detailed Cleaning Events	🟨	🟨
Special Event Set-Ups and Break-Downs	🟨	🟨
Traffic Engineering	🟨	🟨
Wastewater Engineering	🟩	🟩
Advanced Planning	🟩	🟩

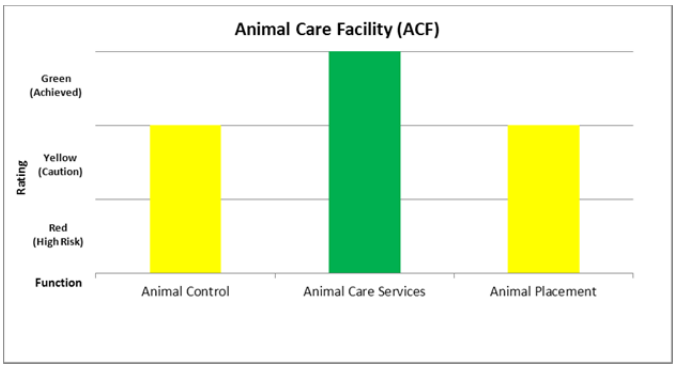
Recreation Department

Function	Jan 2013	Jan 2014
Provision of Recreational Swim	■	■
Operation of Recreation Hours	■	■
Operation of Norman Park Center	■	■
Provision of After-School "Critical Hours" Programming	■	■
Provision of City-Sponsored Youth Leagues, Programs, and Camps	■	■
Provision of City-Sponsored Adult Leagues and Programs	N/A	■
Therapeutics Programming	■	■
Aquatic Facilities Community Use	■	■
Arena Soccer Facilities for Community Use	N/A	■
Provision of Instructional Swimming Programs	■	■
Provision of Adult Lap Swim	■	■
Provision of Contractual Classes	N/A	■
Provision of Elementary Learn-to-Swim Programs	■	■
Facility Lease Agreements at Norman Park Center	■	■
Provision of Community Capacity-Building Programs	N/A	■
Fiscal Management	■	■
Policies and Procedures	■	■
Information/Technology	■	■
Marketing and Communications	■	■
Provision of Safe, Adequate, and Appropriate Recreational Equipment	■	■
Community Access to Ball Fields	■	■
Ball Field Rentals	N/A	■
Mt. San Miguel Park Tournaments	■	■
Support and Promotion of Sports Alliance Tournaments	■	N/A
Provision of Water Safety Programs	■	■

ANIMAL CARE FACILITY

ANIMAL CONTROL *(Yellow)*

The ACF currently provides Animal Control services for Chula Vista as well as Lemon Grove and Imperial Beach under contract. There are two Animal Control Officers (ACO) funded for Chula Vista. The Animal Control Officers are generally able to adequately respond to calls for service (reactive) from Chula Vista residents and can be backed up as need by the ACO's assigned to Lemon Grove and Imperial Beach. Priority calls address public safety issues. This function would be considered (Green) if the ACF was able to provide "proactive" Animal Control services. This would require one additional ACO.



ANIMAL CARE SERVICES *(Green)*

The ACF currently provides Animal Care kenneling services for Chula Vista as well as Lemon Grove, Imperial Beach, and National City under contract. This service level is considered (Green). The ACF consistently meets the standards for kenneling in municipal shelters. The expansion of the cattery has significantly reduced overcrowding and improved the health and behavior of cats.

ANIMAL PLACEMENT *(Yellow)*

The ACF currently places 80% of dogs (goal area is 89%) and 40% of cats (goal to reach 50%) through adoptions and rescue organizations and currently does not euthanize any cats or dogs which are healthy and without behavioral issues. In addition to trying to increase the percentage of placements, another significant goal of the ACF is to reduce the number of intakes of animals in Chula Vista. Since acquiring the spay/neuter vehicle back in December 2011, the ACF has performed over 1,692 surgeries at no cost to low income families in Chula Vista and its contract cities. This function would move to Green if we could decrease intakes into the shelter.

Staff has implemented new initiatives to try and reduce the number of animal intakes in Chula Vista. In 2013, City Council approved changes to City Ordinances regarding animals. Since implementing these initiatives there has been a reduction in intakes of cats; however, the intake of dogs continues to increase, which appears to be related to the depressed economy.

CITY ATTORNEY

The City Attorney's Office serves as legal counsel to the City Council, all City Boards and Commissions, the City Manager, City Clerk and all City Departments. The Office's primary responsibility is to provide these clients with the legal services they need to develop and implement City policy and to deliver City services in a lawful and efficient manner. The Office also defends the City against claims and lawsuits, files claims on behalf of the City when necessary, advocates for City's interests in administrative proceedings, and enforces the City's municipal code.

The City Attorney's Office is staffed with nine full-time attorneys, one manager/analyst and three administrative assistants. From time to time the City Attorney also engages outside counsel to assist with major litigation or specialty law issues. Volunteer legal interns also provide valuable support.

ADVISORY SERVICES *(Yellow)*

The City Attorney's Office "Advisory Group" provides legal advice and services to the Mayor and Council, City Boards and Commissions, the City Manager, the City Clerk, and all City departments. The work involves legal research, analysis, and/or document production across a broad spectrum of legal disciplines including federal, state and local government law, corporate law, elections law, public and private contracts, land use, regulations of businesses and personal conduct, finance, economic development, labor and employment, environmental, and real estate law.

The quantity and variety of Advisory Group work is driven largely by the legal needs and demands of its various departments. The City Council and Boards and Commissions present additional needs and demands. The overall service level for the Advisory Group in meeting these needs and demands is (Yellow).

The primary challenges to achieving optimum service levels for the Advisory Group are: (1) very-high work volumes, (2) work flow volatility, (3) competing demands for services within and across departments; and, (4) the complexity or uniqueness of many work assignments. Staff reductions and turnover in other departments have also created challenges. Combined, these challenges can result in below optimum service levels including: (a) slower than optimum response times, (b) oral versus written advice (when written advice is more desirable for clarity and consistency),and (c) inadequate time and opportunities for the delivery of proactive services (e.g., training, form standardization, opinion banks, code review and updates, and "standard work" capture).

Advisory Group service levels could be improved by adding resources and/or by improving office efficiencies. The recent key addition of the office manager/analyst is expected to help dramatically in this area, particularly with the implementation of Continuous Improvement projects and policies.

- Department Support Services *(Yellow)*

  The Advisory Group provides legal service to every City department. To provide this service effectively requires a broad spectrum of legal knowledge, training and experience, along with a working understanding of each "client" department's own workings and challenges. The type of legal work required by each department varies, of course, but typically falls within one of the following categories:

  Contracts: Negotiate, draft, review, interpret, and help enforce every conceivable type of contract or agreement, including: service and infrastructure agreements with other governmental agencies, franchises for the provision of utilities, solid waste disposal, telecommunications, and ambulance transport, development agreements, sales and acquisitions of real property, leases, licenses, subdivision improvement agreements, financings, public works contracts, consulting agreements, labor group MOUs and side letter agreements, waivers, indemnities and releases, affordable housing, and public private partnerships. Also draft and interpret procurement policies.

  State and Local Regulations: Provide on-going legal advice regarding City (1) fees, assessments and taxes; (2) land use regulations, including general and specific plans, zoning, special use permits, development impact fees, tentative and final maps, the California Environmental Quality Act (CEQA) and related environmental and resource requirements; and (3) code provisions regulating business and individual conduct. Advice includes assistance with the preparation of any proposed

revisions to the Municipal Code, and with interpretations of and responses to federal and state legislation.

Open and Ethical Government Compliance: Provide on-going counsel on numerous legal matters relating to elections law, the Brown Act, the Public Records Act, the Political Reform Act, conflicts of interest, the noticing and conduct of City Council meetings, budget approval, the City's Ethics Code, and related City ordinances and policies.

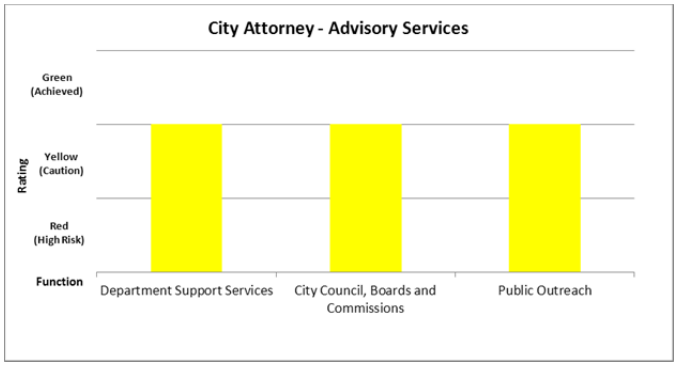
Risk Management and Public Safety: Advise on personnel and disciplinary matters; coordinate with risk management staff to manage claims and assure adequate insurance coverage. Provide on-going counsel regarding police response and enforcement activities and protocols including constitutional law updates and recommendations on policy/training modifications; assist with community outreach and proactive policing policies and programs designed to reduce crime and disorder; prepare, review, and revise ordinances and agreements for police, fire and public works regulations and services.

Agenda Review: Review and advise on every agenda item for legal compliance, including conflicts of interest and CEQA; prepare ordinances, resolutions and agreements, and approve all such items as to form and legality.

The current overall department support service level is (Yellow). It should be noted, however, that service levels to individual departments can—and do—vary, both throughout the year (depending largely on work volumes), and from department to department (depending both upon work volumes and the availability of in-house expertise). Achieving a high level of service with greater consistency, both in times of higher and lower volume work flows, and achieving this high level of service throughout the organization, is what the Department is striving to achieve. This greater consistency is also what will be necessary in order to warrant a service level rating of (Green) for departmental support services.

- City Council, Boards and Commissions *(Yellow)*
  The City Attorney attends all City Council meetings and workshops and advises the City Council on all legal matters. Staff attorneys also regularly attend the meetings of the Ethics Commission, Planning Commission, Rent Review Commission, Civil Service Commission, Charter Review Commission. In FY 2014/2015, duties will expand to include support for the recently created Districting Commission. Advisory Group attorneys review all agendas and documents for these meetings, and are the primary staff for the Ethics and, Charter Review commissions. The Advisory Group also provides legal counsel on an "as needed" basis to all other City Boards and Commissions. This service level is (Yellow). More frequent and tailored training of these groups on Brown Act and Ethics laws, along with more formal written advice, provided in advance, on key legal issues, is necessary in order to move this service level to (Green).

- Public Outreach *(Yellow)*
  The office frequently works with the Police Department, Housing division and other City departments to conduct community outreach programs to identify and respond to community issues and concerns. Direct public inquiries are also responded to by telephone and email. The City Attorney website has been updated to provide referrals to legal resources and information, with many more enhancements in the works. This service level is (Yellow). City Attorney website enhancements to add content and explanations of the legal parameters that regulate City and individual conduct, and additional open government practices and policies will be necessary to move this service level to (Green).



LITIGATION AND CODE ENFORCEMENT SERVICES *(Yellow)*

The City Attorney's Office responsibilities also include representation of the City in litigation at all levels of state and federal courts and administrative agencies, and enforcement of the City's Municipal Code. The overall service level for the Litigation Group in meeting litigation and code enforcement needs and demands is (Yellow). Administrative improvements in document and case management (including document management software), better or more strategic use of outside attorneys, and other resource management enhancements and/or additions that create more pro-active "risk management" time, will be necessary before this service level can be increased to (Green).

- Risk Management *(Yellow)*

  Tort Claims – On almost a daily basis the Litigation Group provides advice on "tort claims" (where City negligence or misconduct is alleged) filed against the City. This involves working with Risk Management to evaluate claims with potential for litigation, and determining the appropriate legal response based upon investigation and information provided by City staff. The City Attorney monitors the status of tort claims and exchanges information with Risk Management to facilitate defense of the City in litigation which may arise when a claim is denied.

  Training – The City Attorney provides periodic training to individual departments, and elected and appointed officials regarding municipal law to ensure the City's activities remain lawful and efficient, and respectful of individual rights. This also minimizes exposure to costly and time-consuming lawsuits. A more robust program in this area is under development to more proactively mitigate or eliminate City's liability exposure.

  Contract Standardization – The City Attorney works with staff from all departments to evaluate, update, revise and/or draft contracts to ensure that the contracts comply with current law and City policies, and that they contain adequate provisions to protect the interests of City and its residents in the event of any adverse incident or dispute. Standardizing certain contracts and creating more efficient internal review processes would greatly enhance our performance in this area.

- "Offensive" Litigation *(Yellow)*

  With City Council approval, the City Attorney initiates litigation against outside entities or individuals who cause harm to the City in some manner (e.g. through breach of contract or failing to provide indemnity owed to City on a matter). This typically occurs only when reasonable resolution attempts by staff and the City Attorney fail to yield a satisfactory remedy, and the City Attorney has determined it is entitled to a legal remedy. The City Attorney handles standard offensive litigation in-house in order to maximize cost recovery to the City. Although funding is limited, the City Attorney utilizes outside counsel for offensive litigation when the matter involves specialized legal issues.

- Defense of the City – Standard Litigation *(Yellow)*

  The City Attorney defends the City in personal injury, property damage, dangerous condition of public property, and civil rights cases using in-house "Litigation Group" staff whenever possible. The addition of a litigation Deputy in FY 2011/2012 has substantially increased the capacity of the office to handle matters in-house and to be more assertive with "terminating motions" at early stages of litigation. The City Attorney's goals in defensive litigation are to mitigate or eliminate risk to the City through streamlined discovery, preparing and filing terminating motions, and settling matters when it is in the City's best interest to do so.

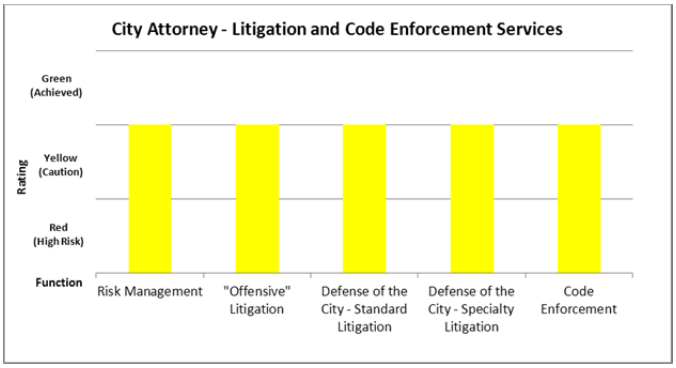
- Defense of the City– Specialty Litigation *(Yellow)*

  The City Attorney utilizes outside counsel to defend the City in litigation involving specialized legal issues. Recent reductions in funding for outside counsel results in service close to (Red). The office is working on systems to better manage these reduced resources.

- Code Enforcement *(Yellow)*

  The City Attorney assists with the enforcement of City Code provisions related to building standards, zoning requirements, neighborhood preservation, and other conditions or conduct affecting public health, safety or welfare. Violations are addressed by employing the various legal enforcement tools

available to the City: administrative actions, civil actions and/or criminal prosecution.



CITY CLERK

CITY CLERK OPERATIONS

- Manage records of legislative actions taken by the City Council, Housing Authority, and Public Financing Authority *(Green)*
  The City Clerk's office prepares minutes and finalizes agreements, resolutions and ordinances for the City Council, Housing Authority and Public Financing Authority. The City Clerk's goal is to provide minutes to the City Council for approval within two weeks of a meeting. Within the last two years, the delay in preparation has been reduced from five months to one month. An upgraded software program was implemented in January 2014 to further enhance minutes preparation, as well as other City Council agenda-related functions. As training and acclamation to the software continues, minutes preparation time is expected to be one to two weeks following Council meetings. The program also allows minutes to be posted alongside the meeting video with hyperlinks to the relevant sections of the recorded meeting, making public access more user-friendly.

- Prepare and Distribute Agenda Packets *(Green)*
  Agenda packets are compiled the week prior to Council Meetings. To meet State and local requirements, the City makes agenda packets available to the Mayor, Council, and public on Thursdays prior to Council Meetings. Upgraded software to process City Council agendas was implemented in January 2014. Although efforts continue to further enhance the process, significant progress has been made in preparing and distributing Council agenda packets. Further efficiencies are expected as staff training and acclamation to the improved process continues. The software implementation has also allowed for posting the agenda packet alongside the meeting video with hyperlinks to backup materials for the agenda, as well as relevant sections of the recorded meeting, making public access more user-friendly.

- Customer Service *(Yellow)*
  The City Clerk's office is the primary public counter for City Hall and is often the first stop for residents and other customers in need of assistance. As such, one of the primary goals of the department is to provide quality, accurate customer care. Most of the remaining duties of the department are mandated by State or local law, requiring strict deadlines to be met by specifically trained professional staff. Staff is often pulled away from state-mandated duties to answer phones and assist customers. Part-time volunteers and unpaid interns help; however, it requires staff to continuously train new individuals to perform those duties. As there is high turnover with volunteers, there is a gap in the institutional knowledge that is necessary in providing quality assistance. The function would be considered (Green) if phone, counter, and administrative services were provided by department staff trained, focused and responsible for the care of customers. .

- Boards & Commissions *(Yellow)*
  The Clerk's office provides support to board and commission secretaries and staff, maintains original resolutions and meeting minutes for every board and commission, assists with the appointment and onboarding of board and commission members, and oversees mandated ethics training. In fiscal year 2014, a handbook was developed and training provided by the City Clerk's office to staff who support boards and commissions. Additionally, templates were made available to staff in order to standardize agendas, minutes and commonly used documents. Great strides have been achieved in this area. Unfortunately, City Clerk staff remains unable to properly oversee the boards and commissions processes or provide the degree of support and oversight needed city-wide to assist board and commission staff with open meeting and record-keeping laws. The function would be considered (Green) if records were brought up to date and full adherence to applicable open meeting and record-keeping laws were met. This would require efficiencies in other areas that would free up subject-expert staff to oversee these processes.

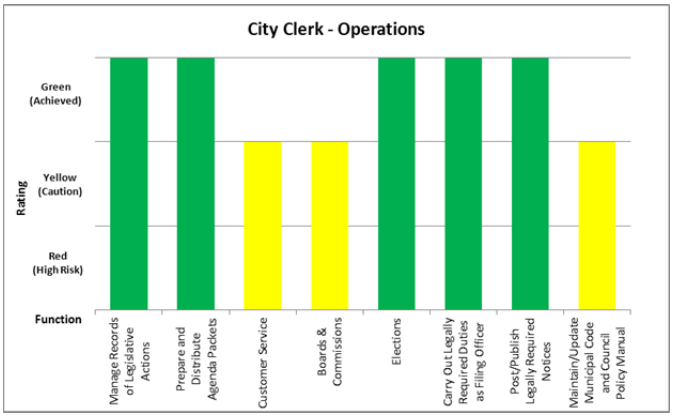
  Elections *(Green)*
  The City Clerk serves as the local Elections Official. The City Clerk plans and conducts local elections, and works with the Registrar of Voters to ensure compliance with local, state, and federal laws. Additionally, the City Clerk provides relative information and assistance to all candidates and to the public. Great strides have been made to make most election information available to the public on

the City's website.

- Carry out legally required duties as filing officer for FPPC-regulated documents *(Green)*
  The Fair Political Practices Commission (FPPC) requires the filing officer (City Clerk) to notify filers of their mandated duty to file, review filed campaign statements and Statements of Economic Interest (Form 700), as well as other duties, including updating the City's Conflict of Interest Code. The City Clerk has used existing resources to streamline this process as much as possible. The process of notifying designated filers of their filing requirements could be improved by implementing new technology, which requires the purchase of software designed for the management of campaign statements and Form 700s. This would reduce staff resources currently used to manage the process, as well as allow the potential for future e-filing, better facilitating the City's open and ethical governance.

- Post and/or publish legally required notices *(Green)*
  There are a variety of notices that are required to be posted and/or published, such as notices of hearings, ordinance adoption, meeting cancellations, and board and commission term expirations. All notices are published on time and in accordance with legal mandates.

- Maintain and update Municipal Code and Council Policy Manual *(Yellow)*
  As changes are made to the Municipal Code or Council Policies, the City Clerk's office makes the required changes. Most Municipal Code updates are available online within 2 weeks of the effective date of ordinances. This has been classified as (Yellow) due to the need to evaluate the policies contained in the Council Policy Manual as well as the need to provide a more user-friendly manual. In order to update the Council Policy Manual, a committee consisting of managers from each department would need to determine which policies are outdated. Once other functions are (Green), staff can focus on this project and develop a maintenance plan. Once complete this function will advance to (Green).

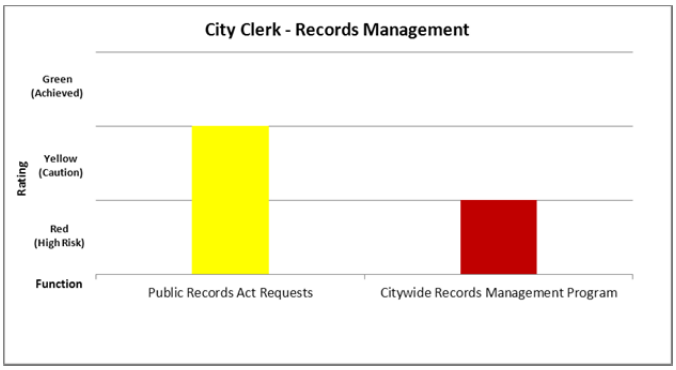


RECORDS MANAGEMENT

- Public Records Act Requests *(Yellow)*
  The City Clerk's Office processes, tracks, and coordinates requests made under the California Public Records Act (CPRA). In fiscal year 2015, 87% of requests for records were fulfilled within 10 days. An update of the Electronic Document Management System (Laserfiche) has been completed, and provides a more user-friendly interface for the public to access its records on the internet. This has been classified as (Yellow) because the records management program has not been updated, and city-wide records management training has not yet been provided. An updated records management program as well as training events are planned, which, if followed, will help City staff locate and provide records in a timely manner. The function would be (Green) if 95% of the records requested were provided within the 10-day period, unnecessary paper copies and manual processes reduced, perhaps through the use of workflow software, and city-wide records management standards used.

- Citywide Records Management Program *(Red)*
  The Citywide Records Management program requires managing City records in accordance with state and federal laws, as well as best practices. This includes establishing and managing standard procedures related to records, training staff, regularly updating and revising the retention schedule as regulations and needs change, and purging files. This function is considered (Red) because the existing program is extremely outdated. To be considered (Green), the entire program needs to be reviewed and updated to

include electronic records and newer document types, and city-wide training provided to ensure consistent application of the procedures. This would be accomplished with the assistance of a consultant to update the program and assist with training and policy development, as well as additional staff to assist with the continuous maintenance of active files and off-site records. An updated records management program and record-keeping training events are planned for this coming year.



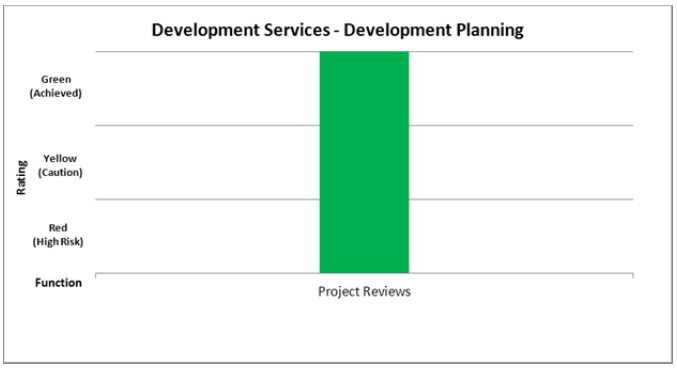
DEVELOPMENT SERVICES DEPARTMENT

The Development Services Department is comprised of five divisions, Planning, Building/Code Enforcement, Housing, Successor Agency and Engineering, which provide direct services to property owners, developers, and the City as required for the entitlement and/or improvement of property. The services provided encompass most development related activities, including but not limited to, land use entitlements, public infrastructure, production of affordable housing, code enforcement, historic preservation, growth management, grant administration, open space, landscape planning, grading and building permits.

DEVELOPMENT PLANNING, LAND DEVELOPMENT

Development Planning and Land Development Divisions are responsible for administering the City's Zoning Ordinance and processing all applications for planning entitlements and for all Engineering / Land Development Permits within the City. Performance metrics have been established to measure the level of service to the public in the following areas:

- Complete Project Reviews within established review cycles (typically 2-3 weeks) depending on the application type. The Development Services Department (DSD) is the central department to receive projects for review, but relies on multiple departments to review projects. The performance metric for project reviews is to complete 85% of all project plan reviews within the established due dates. Currently 87% of all project reviews are completed within the established due dates. While operational efficiencies have been implemented, required turn-around times are not being met by all members of the multi-disciplinary team. DSD staff considers their role within this function to be (Yellow), but recommends attention to this process as goals are not being achieved *(Green)*



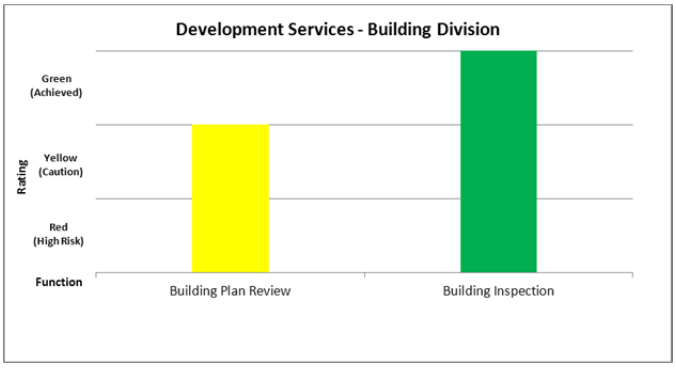
BUILDING DIVISION

- Building Plan Review *(Yellow)*
  This Section protects the health and safety of Chula Vista residents and visitors by ensuring all building plans conform to minimum requirements of adopted Federal, State and local building codes. The primary functions of the Building Plan Review Section are: 1) to conduct plan review of each building project to confirm design conforms to minimum requirements of adopted codes, and 2) to provide applicants with clear and comprehensive direction on modifying plans to meet code requirements, and do this in the most efficient and timely manner possible.

  - The performance metric is to complete 85 % of project reviews within established review cycles. On average74% of building plan reviews are completed within established timelines which is lower than the target of 85%. During FY2013, the section performed 2,241 initial reviews and rechecks of building permit plans, and in FY2014, as of April 4, 2014 has performed 2,184 reviews.

- Building Inspection *(Green)*
  This Section conducts several specific inspections of each permitted building project to confirm that construction is in accordance with permitted plans and construction documents. The primary functions of our Building Inspection Section include: 1) conducting periodic inspections of each building project to confirm that construction is in accordance with approved plans and 2) preparing accurate records of inspection activities and archiving permit records.

- The performance metric is to perform 90% of building inspections within 24 hours of request. On average, 95% of the building inspections are performed the next business day which exceeds the target of 90%. During FY2013, the section performed close to 25,300 building inspections, and in FY2014, as of March 31, 2014 has performed close to 16,200 inspections.



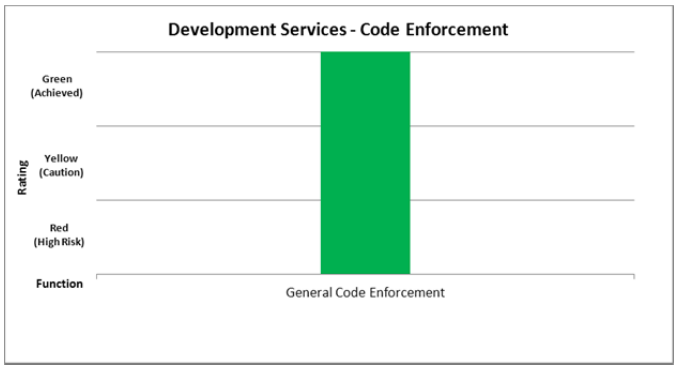
CODE ENFORCEMENT DIVISION

Code Enforcement serves to protect the health and safety of Chula Vista's citizens by identifying and addressing violations of the Chula Vista Municipal Code. Our Housing, Hotel/Motel and Mobile Home Inspection programs upgrade and make safe the City's inventory of affordable housing by requiring private reinvestment in properties that are unsafe and substandard. Our Abandoned Residential Properties program protects residential neighborhoods from becoming blighted though the lack of adequate maintenance and security of abandoned properties.

General Code Enforcement *(Green)*

Officers respond to and investigate code violation complaints. Complaints are made on a range of enforcement matters including building without a permit, illegal dwelling units, garage conversions, accumulation of refuse and garbage, substandard single-family housing conditions, abandoned construction, illegal businesses, abandon vehicle illegal signs and other code violations and blight. Notices are issued to property owners and follow-up enforcement commences if voluntary compliance is not achieved.

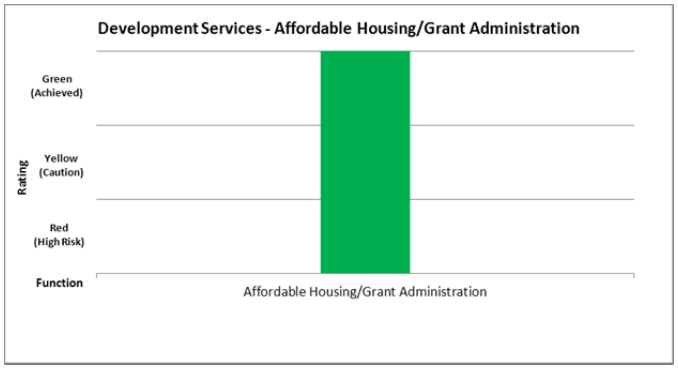
- The performance metric is to perform 85% of reported code enforcement inspections within 48 hours of complaint. In the current fiscal year ninety-one percent (91%) of initial code enforcement inspections were performed within 48 hours of receiving complaint which exceeds the target of 85%. During FY2013, around 670 cases were opened, and in FY2014, as of March 31, 2014, 499 cases were opened.



AFFORDABLE HOUSING/GRANT ADMINISTRATION *(Green)*

The Chula Vista Housing Authority coordinates and administers the City's programs for promoting balanced housing for families of all income levels. The Housing Division staff is responsible for management of Housing programs and policies as well as grant administration of several Federal grants.

The performance metrics for the Housing Division are set by State and Federal Law and are tracked through various reporting requirements on a quarterly and annual basis. Currently all grants, projects and programs are meeting or exceeding the metrics as required by either State or Federal law.



LONG RANGE PLANNING

The Advance Planning Section is responsible for the City's long-range planning activities involving the following major areas of emphasis: Growth

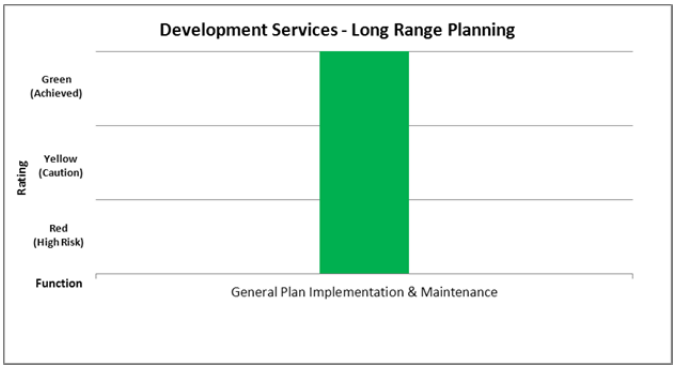
Management, Historic Preservation, Multiple species conservation program, regional planning and General Planning Maintenance and implementation.

- General Plan Implementation & Maintenance *(Green)*

  Advance Planning is responsible for the periodic update, and ongoing implementation/maintenance of the City's General Plan (GP), as well as the review of projects for GP conformance and any related General Plan amendments. The GP is a state-mandated document which serves as the land use and policy guide for City decision making across a broad set of subjects including land use, environmental protection, economic development, and public facilities and services among others. Comprehensive GP updates are conducted approximately every 15 years, with our last comprehensive update approved in December 2005.

  Current services in this area are focused on processing six large–scale General Plan Amendments (GPAs) for the Otay Land Co., Baldwin and Sons, JPB development land holdings in Otay Ranch We are gearing up for work with a multi-disciplinary team to a create Complete Streets program that will involve further edits to the GP as well as other documents.

  The performance metric for advance planning project reviews is to complete 85% of all project plan reviews within the established due dates. Currently 89% of all project reviews are completed within the established due dates. *(Green)*

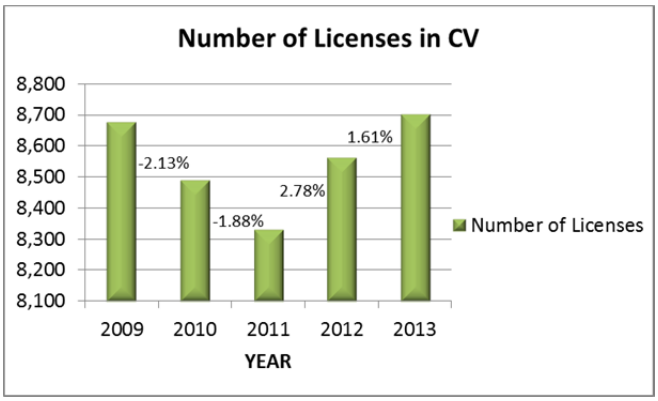


ECONOMIC DEVELOPMENT DEPARTMENT

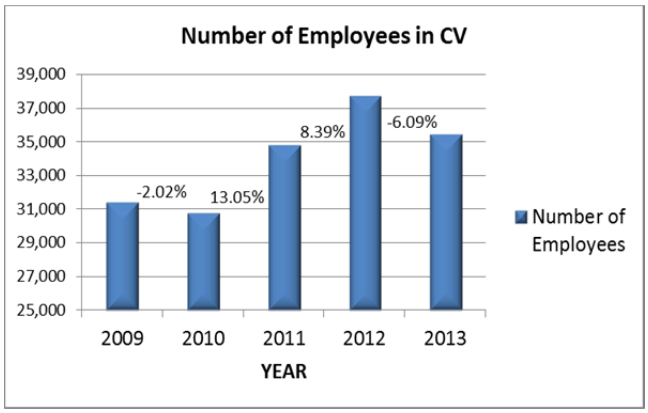
Achieving the objectives that move these functions to (Green) would maximize the creation of additional quality jobs, achieve an economically sustainable jobs/housing balance, place the City solidly in the top one-third of median household income jurisdictions in the County, establish the variety and quality of goods and services in the optimum locations to meet the community needs, and capture the City's proportional share of the regional retail and hospitality market.

BUSINESS RETENTION *(Red)*

Chula Vista has recently seen a reduction or elimination in some of the more recognizable private sector employers that provide quality jobs in the City. Leviton, DNP and Hitachi, businesses the City established incentives to attract in the last decade have down-sized or moved. Advanced Manufacturing continues to be among the City's largest private sector quality job providers, and the Government sector remains the City's largest employment sector. However, as described below in Business Attraction, more current analysis needs to be done to verify the actual "net conditions". As an overview, over the past five years, the number of licensed businesses has remained relatively stable, averaging 8,500 businesses per year. For this same time period, the number of reported employees has varied with a low of 31,000 in 2010 to a high in 2012 of 37,700. The number of employees reported by licensed businesses in 2013 was approximately 35,500.



* In 2013 an additional 2,300 businesses were licensed from entities outside the City and they reported an additional 5,400 employees.



* Total employee figures do not include public agency employees.

The City's current demographics represent more purchasing capacity and demand than captured.

SANDAG Estimated Median Household Income (MHI), County Cities and Chula Vista Zip Codes - 01/01/2013

Area Name	MHI	Population/ Household Size
Del Mar	131,509	2,639 / 2.03
Chula Vista 91915	108,177	7,825 / 3.49
Solana Beach	106,402	6,492 / 2.30
Poway	102,938	16,559 / 2.96
Chula Vista 91914	102,158	4,833 / 3.59
Coronado	99,889	9,582 / 2.31
Encinitas	96,330	2,5663 / 2.45
Carlsbad	94,915	45,422 / 2.54
Chula Vista 91913	94,384	13,563 / 3.33
Chula Vista 91902*	84,580	6,005 / 2.98
Unincorporated	78,173	172,124 / 2.89
Santee	76,261	20,185 / 2.73
Total Chula Vista	**71,355**	**80,219 / 3.21**
San Diego	70,340	519, 211 / 2.60
Oceanside	70,164	65,561 / 2.80
San Marcos	64,832	28,872 / 3.07
Vista	61,963	30,917 / 3.15
Chula Vista 91910	59,738	27,549 / 2.87
Escondido	59,309	48,462 3.12
La Mesa	59,054	25,844 / 2.31
Lemon Grove	57,077	8812 / 2.97
Chula Vista 91911	55,486	25,365 / 3.36
El Cajon	51,200	35,936 / 2.84
Imperial Beach	49,923	9,866 / 2.82
National City	44,077	16,729 3.41
San Diego County	70,926	1,169,095 / 2.76

*Zip Code District 91902 includes ~30% Chula Vista and 70% Unincorporated

Although overall, Chula Vista ranked in the middle of jurisdictions for Median Household Income (MHI), the City ranked second from last in both per capita total revenues and per capita *sales* tax.

One primary economic challenge to building prosperity for residents and local businesses, and growing a truly sustainable local economy is creating local quality jobs. The City needs to establish the policies, zoning and incentive programs to facilitate employment clusters in the optimal locations to host those quality local jobs. Chula Vista's portfolio of quality homes and amenities rival or surpass the best in the region; schools, parks, recreation, healthcare, public safety, and beautiful communities are what have sustained the demand for housing. However, Chula Vista lags behind in providing quality job options for those local residents. A quality local job can help build the kind of prosperity that increases home ownership, puts positive pressure on existing home values, and builds equity in the most significant investment most families make. A quality *local* job for residents also reduces the need for commuting and allows residents to potentially redirect those resources into family, civic engagement and innovation investments. It can also reduce traffic congestion for business services, visitors and those residents that continue to commute.

That impact from the lack of quality jobs and a jobs housing balance is demonstrated locally by a comparison to communities in the County that have; similar median household incomes, similar housing portfolios, similar infrastructure and the quality amenities Chula Vista offers. Communities that are otherwise similar to Chula Vista, that also have more high quality employers, more quality jobs per capita and more land or land per-capita dedicated to quality employment, also have other distinguishing economic indicators.

Their property values, business-to-business and business-to-consumer transaction levels are higher, and the range and rate of supporting businesses like hotels and product suppliers are more robust. Yet these jurisdictions do not all have all of what Chula Vista has; proximity to water, port and rail infrastructure, as internationally diverse a population, proximity to the volume of consumers or businesses found at the heart of the Mega-region, and substantial room to grow. Even with Chula Vista's advantages, the other jurisdictions still have higher property values and greater business activity. Local quality jobs are a significant part of the difference.

Improving the jobs housing balance and increasing quality jobs that raise these indicators creates economic value. Value that contributes to funding the services that sustain business infrastructure development and maintenance as well as the amenities that add to the community's quality of life in a more economically diverse and sustainable manner. These economic outcomes contribute those benefits at no additional cost to residents.

The Second challenge is providing the zoning and processing that facilitate private sector investment in delivering the variety and quality of *retail* goods and services, at the right value for residents and visitors. It's also critical that the optimal retail locations be established and preserved. The creation of more quality jobs provides retail and commercial business with the complimentary weekday and daytime customers, and additional business-to-business transactions that improve their economic model and potential for success.

What Chula Vista has in abundance are development opportunities (land) and housing. Quality jobs and their impacts on the consumer base, business-to-business transactions and the multiplier effect address two of the major challenges the City faces in building a sustainable economy that complements our strengths; a great housing portfolio, and land for projected growth.

Staff recommends that this key function be considered as (Yellow) when; A) the policies, practices and incentives are in place to facilitate establishing the quality job, goods and services the program outlines, and B) when quality jobs are established to provide employment *opportunity* for approximately 10% of 83,000 Chula Vista residents that leave the City each day, and C) reducing and/or maintaining the City retail/office space vacancy factors are no more than 110% of the regional average. These key functions would be considered (Green) when A) the quality jobs are established to provide employment *opportunity* for approximately 40% of the 83,000 daily commuters, and B) retail/office space is at or below the county average.

BUSINESS ATTRACTION *(Yellow)*

The 2013 Business Cluster Study documents the importance of protecting, developing and enhancing employment lands to create quality jobs and a better jobs housing balance in the City. Chula Vista's land in the developing areas zoned Light Industrial (IL) and Commercial for Office Space represent significant potential and are the primary difference between a (Yellow) and (Red) designation in this category. Maximizing the potential for all the City's IL and Commercial Office properties with proximity to multi-modal transportation corridors and quality communication, energy and water infrastructure, and particularly those with cluster potential along commercial corridors or in special zones like HUB zones are the critical locations to protect and improve. It's also important to provide pro-active support for the development of these areas as quality job clusters. Attraction to these areas would also be helped significantly by strengthening a business inclusive approach to managing sensitive traffic corridors between Light Industrial (IL) and residential uses and their shared access to highway corridors.

The trend for using industrial buildings for retail or community services, and, the conversion of industrial land to residential and/or commercial land designations continues to be a significant challenge because it reduces the available inventory for locating high quality jobs and further reduces the City's options for achieving a jobs housing balance. The City is also very limited in the number of existing buildings and "shovel ready" building sites that address the current market demand, have the ability to host "campus," office and light manufacturing environments, or large-scale (50,000+ square feet) industrial and light industrial manufacturing businesses that can host quality jobs.

The City has *a great opportunity to change that trend* in the near future with the development of shovel ready parcels in IL and Office Space Commercial properties within Villages 2, 3, 9, the University Park, Innovation District and Millenia. Policies and practices need to pro-actively support their development to a shovel ready stage before they can be appropriately marketed. Ensuring that the Main Street Streetscape and Palomar Gateway Specific Plan improve and compliment these important Light Industrial and HUB Zone designated areas between I-5 and I 805 is also important to existing and future quality employment. Combined, these areas represent the majority of potential and existing quality job cluster areas that the City needs to establish an economic engine for quality jobs. Chula Vista's IL employment lands represents a very significant portion of the developable industrial property in the region.

As quality retail space has become available in the more successful retail centers, it has been quickly filled by tenants like Venga Venga, Savoie, Buffalo Wild Wings, Project Pie, Luna Grill, Chipotle, BevMo, Manna Barbeque and others. This is a testament to the professional management, Commercial Brokerage Community of our best run centers, and the demand that Chula Vista's population represents. The jobs/housing balance, particularly for quality jobs affects the mid-week/daytime traffic needed to secure a strong retail business portfolio and build a better than regional average for attraction. Providing them in the right locations also produces the amenities that help create that sense of place that complements the attraction of quality jobs and building employment clusters.

The Cluster Study has provided critical information that focuses staff on the "best fit" Business Sectors for creating quality jobs and business clusters in Chula Vista as well as the best approaches to marketing the City and communicating with qualified prospects. The Study also identifies the cities "Strengths, Weaknesses and Neutrals" in readiness for attracting and expanding the best fit business sectors. Over the summer of 2014, staff will use the Go-to-Market packaging to conduct a series of local CEO roundtables for three primary purposes; determining their interest and potential for expansion, obtaining their recommendations and support for supply chain members that can help their productivity, and obtaining referrals and recommendations for best approaches to attract other businesses in their sector. Over the next twelve (12) months staff will use those leads to engage the top three (3) to five (5) prospects in each of the six (6) targeted "best fit," Business Sectors. Staff will also begin to engage the top fifty (50) to one hundred (100) businesses in two (2) of the six (6) best fit Business Sectors identified in the study. Additionally, Staff has begun and will continue to work on transitioning Weaknesses and Neutrals identified in the Study to Strengths.

This key function will be considered (Yellow) when;

1) The Business Cluster Study Strategy described

above is implemented,
2) Each of the top 3-5 businesses in each of the 6 "best fit," business sectors have been successfully engaged by the City,
3) At least half of the 50-100 businesses in the 2 best fit business clusters have been successfully engaged, and
4) Staff has made progress reports to the City Manager and Council for these Go to Market engagement targets.

This key function will be considered (Green) when;
1) The job/housing balance *trend* is positive, estimated to be; the addition of at least 2 business clusters, or equivalent employers that provide approximately 8,000 quality jobs (10% of current commuting daily workforce).

To properly assess progress on quality job creation through Business Retention and Attraction efforts, the City needs better employment data than the self-reported business license data currently provides. At a minimum, the additional data should include an actual number of the private sector jobs at each licensed business, and the number of employees in a range of employment salaries or pay. Better data will provide a more accurate picture of "net conditions," and better inform the next steps for policies, practices and pro-active support for attracting quality employers. Economic Development Staff have been working with Finance and the California Employment Development Department (EDD) to establish that data and a year over year data base to quantify changes. Staff is also working with other local agencies to identify and compile reliable, local sources of this data. Additionally, the City has been working more closely with local Real Estate and Site Selection consultants to establish a reliable and consistent source of national and local real estate vacancy, cost and potential employer data that can be used for analysis and attraction programs.

QUALITY JOB CREATION *(Red)*

Out of the 8,700 licensed private sector businesses within Chula Vista, if a business has more than 20 employees, it is one of the largest 320 employers. Many service and retail jobs have been reduced or eliminated. Business License applications increased for the second consecutive year (1.6%) and employees reported by business licensees were down over 6% from 2012. Over the past few years, restaurant and other service-related business closures have occurred in almost every small and medium size shopping center and district, and that has had an effect on the supply chain such as restaurant equipment fabrication and supply, even as we strengthen the remaining business and add local businesses.

In December 2012, the City engaged a highly qualified consultant to analyze what the local economy needs to attract, expand, and maintain commercial and industrial businesses that consistently provide quality jobs. That Business Cluster Study also analyzed clusters of complementary businesses that collectively create and attract quality employment. The consultant's analysis provided the research and data that established the framework for economic sustainability by identifying practical, specific business sector targets and the missing resources needed to facilitate the development of the employers and quality jobs to secure that economic base. Staff has begun implementation of the program. Completions of this program's components are the key factors in moving this objective to (Green).

TAX GENERATION *(Red)*

Chula Vista (municipality) continues to be last or near last in *total* tax generation per capita among San Diego cities and is currently third from last in per capita *sales* tax capture. Chula Vista receives the statutory minimum 1% of taxable sales within the City. That 1% of *sales* tax is a valuable tool for making a regional comparison of taxable transactions that drive prosperity for local brick and mortar businesses.

In 2012, *sales* tax overtook *property* tax as the City's largest source of revenue. In addition Chula Vista's *sales* tax generation continues to be below the county per capita average in *90% or 27 out of 30* retail business sectors selected for an "*index"* that is used to compare cities to their respective regions throughout California and the United States. The 2013 annual loss or gap in revenues for just those 27 sectors where Chula Vista is below the county *average* is $4.3 million. After adjusting for the 3 sectors that Chula Vista is above the county average, the *net sales* tax revenue gap is reduced to $1.1 million below the *average*, still below what the other City demographic indicators suggest as the appropriate rank in sales tax capture for the City. These 30 sectors are "indicators," and not intended to

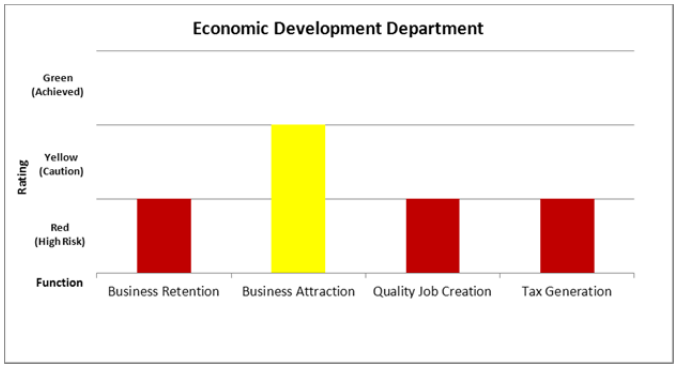
be a comprehensive view of the total business/consumer transaction or revenue picture. The final and complete data for a 2013 comparison is not available at this time, however, Economic Development staff estimates the revenue "gap" for all business sectors at a rate of capture commensurate with the City's demographics to be closer to $10 million, and that $10 million gap in revenue corresponds with a $1 billion gap in business-to-consumer and business-to-business transactions and prosperity for local businesses.

Matching the goods and services to consumers that close that *sales* tax gap would fund public services at no additional cost to taxpayers. The *sales* tax gap also provides additional evidence that a combination of the jobs housing imbalance (83,000 consumers leaving the City daily for work) and not having the right product, in the right location, at the right value continues to be a part of the City's challenge to building a sustainable economy.

Home ownership in Chula Vista in 2010 (59.5%) was above the County (55.2%) and State (56.7%) average, however, property taxes are down significantly due largely to a regionally-applied reduction in assessed property values conducted by the County Assessor. Property values have experienced a significant recovery without a corresponding correction in valuation by the County Assessor. Additionally, Chula Vista was the last out of the top five Transient Occupancy Tax generating cities in the County in 2013 and approximately 40% below the 4th ranked city.

Staff suggest that improving tax generation in an economically sustainable manner will require a combination of: 1.) creating quality jobs that increase the customer base and size of individual purchases for business-to-consumer transactions; 2.) establishing a sustainable number of retail businesses that provide the quality of goods and services in the right locations to capture at least 65% of the local business-to-consumer, business-to-business transactions, and at least an average share of the regional market; 3.) increasing the ratio of available consumers-to-retail options by increasing residential/consumer density and optimally clustering retail options; 4.) indirectly increasing property values through the increase in quality jobs, median household income and home investment; 5.) assisting the existing TOT generators (hotel/motels) to increase their occupancy and average daily rates, and adding at least 1,000 rooms with average daily rates commensurate with the top four cities in the County, and 6.) establish a culture and understanding among local governments, local businesses and residents that the least costly way to build a sustainable local economy and provide the funding for vital public services is to "Shop Chula Vista NOW."

Staff suggests that this key function will be (Green) when; 1.) the City is capturing at least 65% of the local market for goods and services generating sales and consumption-related taxes, and the City is making up at least 15% of the remaining *sales* tax gap by capturing regional and south of the border generated transactions. Other key Tax Generation indicators would include; A.) when retail space is at least at 95% market occupancy rate (currently 6.6% vacancy); B.) when single family home vacancies drop below 4% and rental properties drop below 3%, [currently 3.6% homeowner, 4.7% rental]; C.) when the median household income is 10% above the County Median Household Income, [currently $71,000]; D.) when home ownership exceeds 65%, and E.) when local hotels and motels meet or exceed the regional occupancy and average daily rate and/or an equivalent number of new hotels and motels meeting these objectives are added to the community's portfolio of hospitality options. Staff is working on more reliable data to analyze a range of optimum ratios between residential/consumer density, and number and variety of retailers for establishing a sustainable retail environment.



FINANCE DEPARTMENT

COMPTROLLER

The Comptroller Division is responsible for the day to day accounting transactions of the City, preparation of the annual financial statements, debt management, annual disclosure requirements, IRS payroll tax compliance, coordination of the annual independent audit, issuing accounts payable checks and processing bi-weekly payroll. The information provided by the Comptroller Division assists City Council, City Management, and the public and other agencies so they can be informed of the City's financial standing.

- Financial Compliance Reporting Function *(Green)*: provides financial reports to the public, City Departments, and other agencies so they can be in compliance with Federal, State, and Local legal requirements.

- Payroll Services Function *(Yellow)*: processes biweekly paychecks and prepares various compensation related reports for employees and governmental agencies as required by law. While we are currently meeting deadlines this function is (Yellow) because are at risk of not meeting deadlines due to inadequate staffing coverage and continuing technical problems with the financial system. In order to shift this category into (Green), funding for a business system analyst is needed in order to optimize the use of the City's existing financial system. This will lead to significant process improvements and reliability of our systems benefitting all departments.

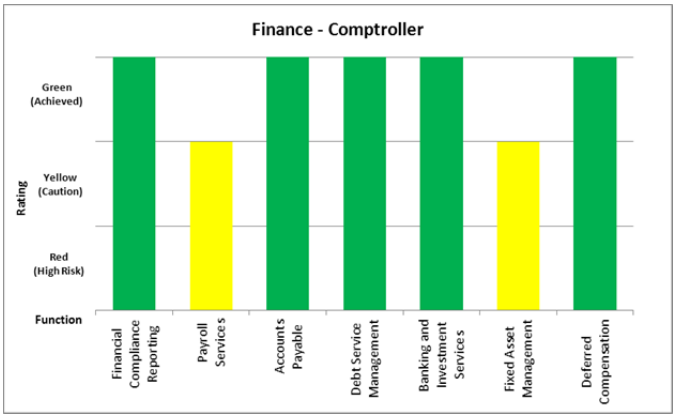
- Accounts Payable Function *(Green)*: processes approximately 14,000 payment requests for all City Departments. The division is responsible for reviewing each payment request for proper authorization, documentation and available budget in accordance with City Charter Section 504. While there is room for efficiency and improvement, we are meeting all deadlines without risk.

- Debt Service Management Function *(Green)*: provides debt management services for the City which involves processing debt payments, annual disclosure reporting and information to creditors and the public on the status of City bonded indebtedness.

- Banking and Investment Services Function *(Green)*: provides cash and portfolio management services to the City in order to meet daily cash obligations and optimize return on investments. We are meeting all deadlines without risk.

- Fixed Asset Management *(Yellow)* provide Capital Asset inventory and reporting services to City Departments so they can safeguard City property and to accurately reflect the asset value in the financial statements. This function is (Yellow) because the Finance Department utilized salary savings and hired an hourly employee who is in the process of finalizing a citywide inventory of fixed assets. These duties will be transitioned to full-time staff on a permanent basis.

- Deferred Compensation Function *(Green)*: provides administration and educational services to City employees informing them of tax-deferred savings programs.



REVENUE & RECOVERY

The Revenue & Recovery Division administers the City's revenue programs including utility taxes, sales taxes, transient occupancy taxes and business licenses taxes; directs and controls the accounting and revenue functions of the City that include bank to book reconciliations and assists in the preparation and monitoring of the City operating budget.

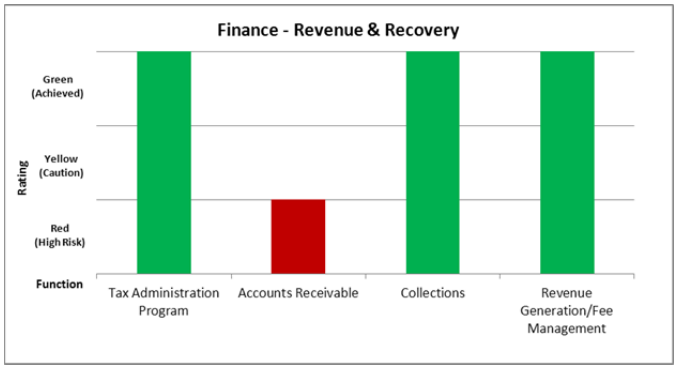
- Tax Administration Program *(Green)*: implements and enforces the tax provisions of the Chula Vista municipal code which includes Sales Tax, Business License Tax, Transient Occupancy Tax, Utility Users

Tax, Real Property Transfer Tax and Residential Construction Tax. We are meeting all deadlines without risk.

- Accounts Receivable Function *(Red)*: generates invoices, revenue reports and collection services for the City. The Accounts Receivable (A/R) function is (Red) due to continued financial system challenges. In order to move this function to (Green), the Finance Department recently hired a consultant to assess the overall financial system (accounting software) which includes A/R. An implementation plan for some of the consultant's recommendations is currently under development. As previously discussed, in order to implement all of the recommendations, the department will request funding for business system analyst services in the coming fiscal year.

- Collections Function *(Green)*: Previous reductions in staffing levels limited the Revenue & Recovery Division's ability to actively pursue city wide collections and led to a rating of (Yellow) in the past. In order to move this function into the (Green) category, the Department contracted with a full service collection agency to pursue delinquent accounts that are over 60 days delinquent. Delinquent accounts in several program areas are being regularly turned over to the collection agency, resulting in increased collection rates. Full implementation is projected by the end of calendar year 2014.

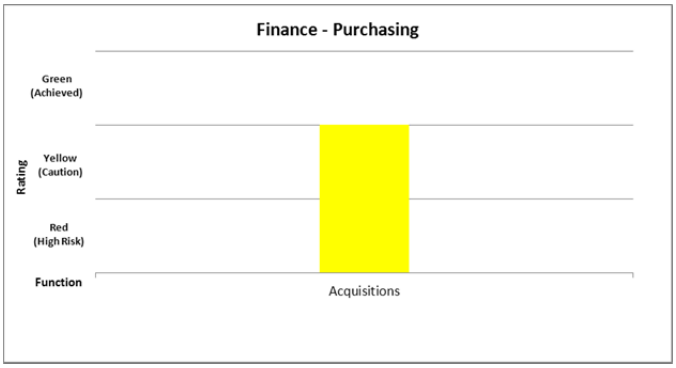
- Revenue Generation/Fee Management Function *(Green)*: is the lead in updating the City's Master Fee Schedule. The Master Fee Schedule provides details for the various fees charged by the City for services provided to residents and customers. The function recently improved from (Yellow) as a result of shifting an analyst position from the Budget & Analysis Division to Revenue & Recovery who supports the coordination and analysis required to update City fees in a timely manner.



PURCHASING

The purpose of the Purchasing Division is to provide acquisition services to City staff so they can obtain products and services at best value.

- Acquisitions Function *(Yellow)*: provides procurement and related services to City Departments so they can obtain required products and services for the best value in a timely manner. This function is (Yellow) because of lengthy processes to get products/services to departments as well as limitations in ensuring the best prices for the City due to limitations in the accounting software and 50% reductions in staff over the past five years. In order to move this function into (Green), the department is including this process in the systems review project and looking at implementing Workflow, another feature of the accounting software. In addition, the purchasing process is being reviewed through the continuous improvement program.



BUDGET AND ANALYSIS

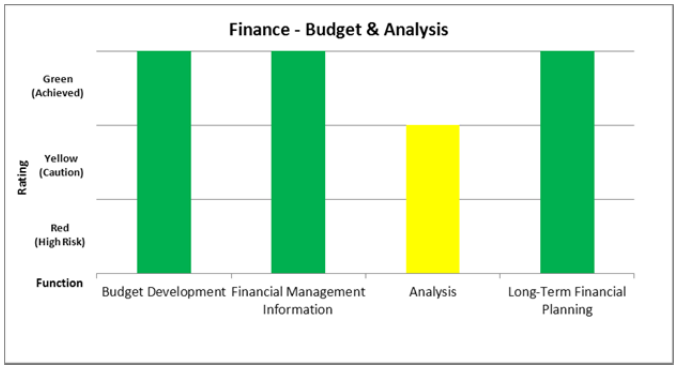
The purpose of the Budget and Analysis Division is to provide budget development, strategic planning, and analysis services to the City Council, City Manager, and departments so they can make informed decisions that: better align resources with citizen needs, improve operational efficiency and contribute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

- Budget Development Function *(Green)*: is to provide budget development, reporting, and support services to the City Council, City Manager, and departments so they can make timely and accurate performance-based budgetary decisions that are aligned with Council priorities, demonstrate sound financial planning, and strengthen public accountability and trust.

- Financial Management Information Function *(Green)*: provides financial reports to the City Council, the City Manager, and Department Heads so they can be informed as to the current and projected financial status of the City. (i.e. quarterly fiscal status reports and monthly fiscal status reports)

- Analysis Function *(Yellow)*: is to provide fiscal and operational analysis services to the City Council, City Manager and departments so they can make informed decisions that improve operational efficiency and contribute to the overall financial health of the City. This function is (Yellow) due to the operating departments limited ability to provide analytical support as a result of the elimination of analyst positions in those departments over the past few years. This has impacted the Budget & Analysis division due to the significant increase in analysis and departmental support required over the past few years. The division worked continuously through the fiscal crisis to identify budget balancing strategies in order to keep the City budget balanced and avoid impacting the City's reserves. In addition, the division was involved in costing analysis for ongoing labor negotiations and analysis of continued high profile projects. We anticipate that this function may move into (Green) as the City's financial condition improves and the need to provide ongoing budget balancing strategies is reduced.

- Long-Term Financial Planning Function *(Green)*: involves the development of the City's Five Year Financial Forecast as well as the City's Fiscal Recovery & Progress Plan. The Division has embarked on the development of the City's Long-Term Financial Plan. In 2014, the data collection and analysis is taking place in order to create the Long-Term Financial Plan.



FIRE DEPARTMENT

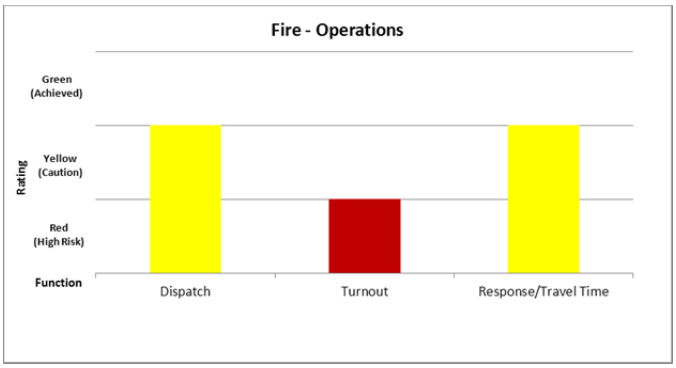
OPERATIONS DIVISION

Emergency response can be broken down into three areas: Dispatch, Turn-out, and Response Time. Each of these areas depends on different indicators and is budgeted for separately.

- Dispatch: Less than 1 minute *(Yellow)*
  This is done through a contract with San Diego Dispatch and should not include an increase in the budgeted contract. Service level now is over by about 30 seconds. The implementation of FirstWatch software in FY15 will give operations real time data to monitor, which should improve performance. This will be improved with a change in the performance of the contract during the next negotiations with San Diego in the coming year.

- Turnout: Less than 1 minute *(Red)*
  This is the time it takes for crews to don their protective gear and respond out of the station to a call. The current response is over 2 minutes and as a result we are not meeting our GMOC response standards. The implementation of FirstWatch software in FY15 will give operations real time data to monitor, which should improve performance. Currently there are not any indicators in the station to notify them of their progress. A new budget item will be requested to install Andon lights or timers in each station along with monthly status reports to each station.

- Response/Travel Time: Less than 4 minutes *(Yellow)*
  The 4 minute response time threshold was the standard for half of the year. We met the 4 minute response time standard about 70% instead of the 90% suggested by national standards. The new threshold adopted through the Fire Facility Master Plan changed to 5 minutes in January. Since then we met the 5 minute response time standard about 76%. Implementation of the new Fire Facility Master Plan will enhance these levels to the 90th percentile. The implementation of FirstWatch software in FY15 will give operations real time data to monitor, which should improve performance.



TRAINING DIVISION

- 100% of mandatory training completed annually *(Yellow)*
  The Department is currently reviewing compliance for mandatory training and will be evaluating the training requirements through the upcoming operational review.

PREVENTION DIVISION

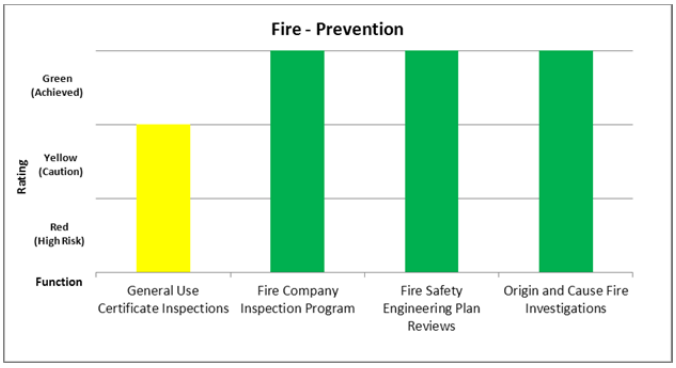
- General Use Certificate Inspections: Complete new business license inspections within one month of application receipt *(Yellow)*
  The Fire Department General Use Certificates (GUC) are provided to each new business applying for a business license. It was previously reported that a part-time position was approved to help perform said inspections. Subsequently, the position was placed in the budget as a full-time permanent position and was hired in May 2012. The new inspector has been performing other inspection types, such as, annual school and permits, reducing capacity for GUC inspections. GUC inspections are partly being performed by the FTE and hourly Interns (future Fire Prevention Aides). The Division also has two team members on

light-duty that have had a negative impact on productivity. Once the staff can dedicate more time to this function it should move to green.

- Fire Company Inspection Program: Percent of FCIP inspections completed annually *(Green)*
  The Fire Company Inspection Program (FCIP) inspection assignments are divided amongst geographical districts and shifts. Further, the assignments are provided on a quarterly basis. At this time, all FCIP inspections are tracking to be completed before the end of the calendar year. Additionally, inspections are now completed on Department iPad minis. This has helped improve efficiency, specifically data entry.

- Fire Safety Engineering Plan Reviews: Conduct plan reviews within established time frames 90% of the time *(Green)*
  The established time frames vary based upon the permit types (i.e. tenant improvement, residential, commercial, etc.). At this time, the reviews are being completed at the 95th percentile.

- Prevention to perform origin and cause fire investigations for 100% of fires as defined under the policy *(Green)*
  This performance measure includes all fires being investigated by a trained Fire Investigator from the Fire Prevention Division. At this time, Prevention Fire Investigators only investigate origin and cause fire investigations as defined under the policy. The current policy limits the fires that Investigators respond to. This policy was set in place to create a manageable workload and help limit overtime. The department's goal is to have all fires be investigated by a trained Investigator. This would require additional resources.



ADMINISTRATIVE DIVISION

- Purchasing *(Yellow)*
  Provides procurement and related services to all Divisions of the Department. Processes payments and obtains required insurance documents for all vendors as specified by the Department of Finance's insurance requirements. Works with Department of Finance to ensure lowest cost while meeting all safety requirements. The Department hired two hourly Office Specialists to process and manage all purchase order requisitions, and to serve as the liaison for the department with vendors and the Finance Department. Furthermore, this measure has improved from *Red* to *Yellow* this fiscal year through the department hiring a Principal Management Analyst. This position oversees the purchasing unit and ensures funds are spent according to budget, as well as, review and approve purchase requisitions and backup documentation.

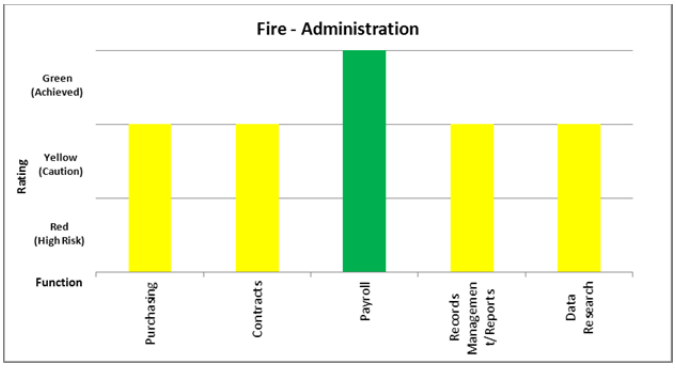
- Contracts *(Yellow)*
  The Department is responsible for several contracts with various vendors. These include purchasing, shared services, mutual aid, automatic aid, and fees for service contracts. Contracts are now managed by the Principal Management Analyst, which means all contracts are centralized. Oversight has improved during the last year and this function should move to green in the near future.

- Payroll *(Green)*
  This function processes biweekly payroll for all Divisions of the Department. A recent change which eliminated the paper system and moved us to using the fully automated "Telestaff" system has greatly improved the efficiency of the process. Additionally, the Principal Management Analyst reviews the biweekly payroll processed and any corrections are done prior to payroll being finalized. This add a layer of control to payroll processing to eliminate errors.

- Records Management/Reports *(Yellow)*
  Management of the RMS reports to both State and Federal authorities. This function manages our day to day incident reports. This function also facilitates our regulatory and legal compliance with HIPPA and other mandates. Monthly reports are

generated for compliance to GMOC and NFPA Standards relating to Operational Responses. This function also responds to public requests under the Public Information Act. Due to other responsibilities this function has been delayed in meeting goals and needs for the Department.

- Data Research*(Yellow)*
  This function collects and analyzes data related to emergency response and fire prevention activities. Software is used to determine the best suitable locations for future Fire Stations (Fire Facility Master Plan) and project unit placement. This function also develops best suitable locations for the phased in implementation of the new Advanced Life Support Program. Due to other responsibilities this function has been delayed in meeting goals and needs for the Department.



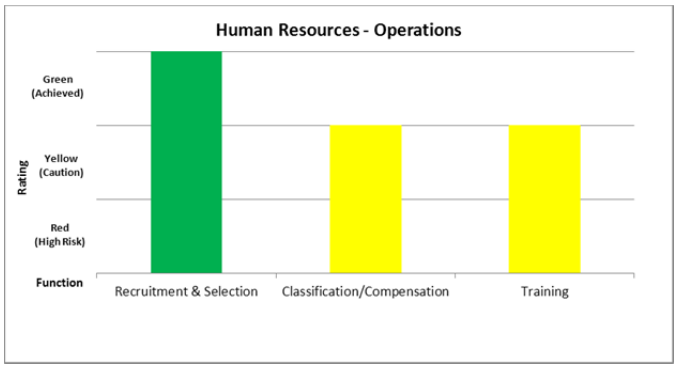
HUMAN RESOURCES DEPARTMENT

HUMAN RESOURCES OPERATIONS

- Recruitment & Selection *(Green)*
  Recruitments are monitored from when the recruitment is assigned to the establishment of the eligibility list. The department is meeting the goal to complete recruitments in less than 60 days from assignment to analyst to establishment of an eligibility list. The service level is considered (Green) if the recruitment is completed in less than 60 days, (Yellow) if the recruitment falls between 60 to 90 days to complete, (Red) if the recruitment is over 90 days.

- Classification /Compensation *(Yellow)*
  Classification reviews from departments are analyzed and a recommendation is completed within 60 days of receipt. This service level is considered (Yellow) because it is currently taking the department approximately close to 90 days to complete the assignment. The service level is considered (Green) if the classification review is completed in less than 60 days, (Yellow) if the review completion falls between 60 to 90 days to complete, and (Red) if the classification review is over 90 days. We have 27 pending reclassification requests. In January, we filled our vacant analyst position that was approved last year and backlog requests are being addressed. The previously mentioned Human Resource Analyst will also prepare compensation data for 110 benchmark positions required for the negotiations process.

- Training *(Yellow)*
  We currently provide the minimum requirement of mandatory training. Training is an area the City has fallen short due to the reduction in staff, with the analyst current workload in-house training will continue at service level (Yellow). This function would be considered (Green) if we were able to provide staff training in the areas of supervisory training, leadership development, individual development and advanced software training. In absence of being able to provide this proactive training directly, we pass on information on free trainings offered by partner agencies.



BENEFITS

- Offer Comprehensive Benefits *(Green)*
  Developing a comprehensive benefit program is essential to attract and retain well-qualified employees. The City has continually offered benefits that are at the same level, if not better, compared to other public sectors. The City's benefit program includes: Cafeteria Plan (medical, dental, vision, Flexible Spending Accounts), life insurance, disability insurance, Employee Assistance Program (EAP), Professional Enrichment Program, Wellness Program, CalPERS/PARS and Unemployment (EDD).

- Develop and Implement a Wellness Strategy *(Green)*
  Studies have shown that a strong and healthy workforce results in greater productivity, lower health costs and increased employee satisfaction. Our employees play a role in the health of our community. By supporting wellness and healthy outcomes for our City employees we can set an example and support a healthy community. Over the past year we have completed the first phase of equipping the Civic Center Employee Fitness Center. The center has been painted with energizing colors and a Grid Workout system, stability balls, mats, and an air circulating fan were installed. All of this was done with funds obtained from SANDPIPA. The Citywide wellness initiative is well on its way. The efforts are being led by a group of committed employees. The initiative has been named "City of Chula Vista-Wellness Works". To date lunch time walking groups have been encouraged and Friday horseshoes. Thanks to the Recreation Department Parkway Gym is open a couple of days a week at lunch time for volleyball,

basketball and swimming. The committee has created their mission statement and goals for the first year. Monthly wellness topics are being promoted. The committee will continue to develop innovative ways to get employees involved. Some of these may involve incentives that will most likely require additional resources to achieve.

- Administration of Retiree Health Plan for retirees and their dependents, and COBRA continuation plan (health, dental, vision, Flexible Spending Accounts (FSA) and Employee Assistance Program (EAP)) *(Green)*
  Retired employees are eligible to continue to participate in the City's medical insurance plans at their own cost. Retirees and other former employees and qualified dependents are also allowed to participate in certain benefit plans (health, dental, vision, flexible spending accounts and our Employee Assistance Program) again at their own cost for a period of time prescribed by law. The administration of the Retiree Health Plan was brought back in-house effective January 1, 2013. After reviewing the processes using the tools of continuous improvement it was determined that efficiencies and service levels improvements would be achieved by doing so. It was also determined that the administration of the COBRA plans is still better served by contracting with a third party administrator.

- Ensure compliance with employee benefit laws and regulations *(Green)*
  To date, the City's benefit program is in compliance with federal and state laws, including the health care reform act.
- Data processing and maintenance *(Yellow)*
  This includes employee payroll set-up, differential pay, benefit coverage updates, retirement set-up (PARS and CalPERS) and fiscal/calendar year-end updates. Although payroll transactions are processed in a timely manner, we do not have resources to carry out periodic audit functions.

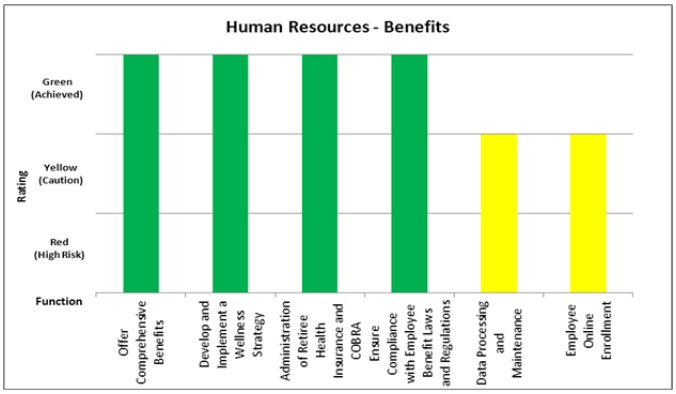
  Programs and applications are available to better manage employee benefits. To streamline benefit processes, we need to implement the recommendations from Leckey Consulting's assessment report. Service level would be (Green) if we can fund IFAS programming modifications and devote staff to implement changes.

- Employee Online Enrollment (Yellow)
  The City currently maintains a web-based system where employees are able to make their benefit elections, access and make changes to their personal information. The system currently used, "Employee Online (EO)" is a product of SunGard. In 2006 when the system was implemented EO was chosen because of its relation to IFAS, our payroll and accounting system, and initially it served our purposes.

  It has become increasingly more challenging to customize the system to accommodate the complexity of the unique and multiple benefit plan designs of each employee group. Every change, no matter how minor, requires hours of HR and IT staff time in addition to the amount charged by SunGard to make the changes. Additionally the time and resources spent have not always produced solutions.

  Automation of benefit enrollment and administrative functions has allowed us to continue to function within our budget and limited staffing. However, the current system has made it extremely difficult to keep up with the increasing complexity and ever changing federal and state requirements of benefits administration.

  Service level will be (Green) if we can replace or upgrade online employee benefit system in order to achieve full operational excellence and to be able to provide quality customer service to our employees and our partners in benefits administration, such as the Finance and IT Departments.



RISK MANAGEMENT

- Management of Tort Claims against the City *(Green)*
  This includes the initial intake and investigation of claims against the City; responding as statutorily required; settling within authorized limits; coordinating defense with in-house and outside counsel; and reporting to and working with excess insurers to comply with all requirements in order to preserve coverage.

  The investigation of claims is thorough and the defense of claims is aggressive and all reporting is compliant with requirements.

- Administration of the Insurances procured to protect the City's Assets *(Green)*
  This includes maintenance and provision of all information needed by insurers to underwrite coverage policies; coordinating with departments to ensure that Risk Management is advised of the losses so that they can be reported in a timely manner to insure recovery on losses.

  Outside departments are reporting losses and supporting documentation immediately to Risk Management in order to maintain property inventories so that all assets are covered by insurance.

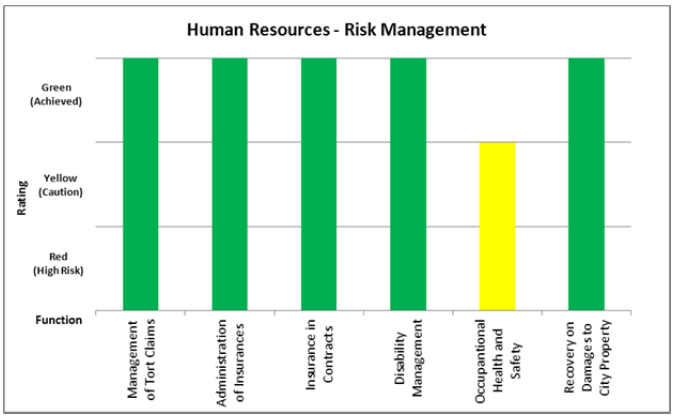
- Insurance in Contracts *(Green)*
  Risk Management reviews the insurance provisions in contracts the City generates or enters into to ensure that the requirements transfer risk in the way that most protects the City. Additionally, Risk Management obtains evidence of insurance required of the City in contracts.

- Disability Management *(Green)*
  This function serves as a liaison between injured employees, their departments, medical providers and our third party administrators for workers compensation (Tristar Risk Management), short- and long-term benefit providers (Unum and Cigna as of 1/1/13) to ensure that injuries are reported in compliance with applicable laws, that claims are investigated to determine whether they are work related, that communication between the department, the injured employee and the treating physician are maintained in order to identify ways of returning the employee to some type of work within their limitations so that they may remain a productive part of our workforce. In addition the Disability Management function ensures that the City follows all applicable leave laws: Family Medical Leave Act (FMLA), California Family Rights Act (CFRA), and Pregnancy Disability Leave which due to their nature are complex and convoluted. The department is meeting all requirements in this function. However, staff is aware that there are many manual processes in this area that should be reviewed for improvement. Greater efficiencies could free up staff time more aggressively carry out the recently promulgated Return to Work/Transitional Duty program.

- Occupational Health and Safety *(Yellow)*
  This program ensures that the City is compliant with all CalOSHA requirements and identifies and provides education, corrective measures, personal protective equipment to prevent injuries to employees and the public. For the most part Safety staff has been able to keep up with the requirements. The area of this program that brings it to a yellow status is that the City is behind in two of the major components of OSHA compliance: record keeping, and follow-up and documentation of corrective actions. Additionally, the City's Injury Illness and Prevention Plan (IIPP) that was drafted in the 1990's is in need of updating and dissemination amongst the workforce.

- Recovery on Damages to City Property *(Green)*
  This function pursues restitution either from the perpetrator or their insurance when the City has suffered damages to its property or staffing

resources impacts have resulted from the third party's action. Staff works with other City departments to obtain reports and estimates of the damages incurred. This program recovers approximately $200,000 per fiscal year. The funds collected reimburse DUI response staff costs and provide revenue to pay for repairs incurred. These recoveries benefit many City funds including the General Fund, the Central Garage Fund, and Open Space funds. It is anticipated that efforts working with an outside collection firm, in concert with the Finance Department will increase the dollars collected.



INFORMATION TECHNOLOGY SERVICES

OPERATIONS & TELECOMMUNICATIONS *(Green)*

Operations & Telecommunications provides planning, support and maintenance of the City's voice communication systems. This service level is considered (Green) based on survey results of telecommunication users that report they have the communications tools available to do their job most or all of the time.

PROGRAMMING AND APPLICATION SUPPORT – CUSTOM APPLICATIONS *(Green)*

Programming and Application Support provides design, management, and support for custom software applications.

The service level for programming and support of custom applications is considered (Green) based on survey results of custom application users that responded that ITS responded in a reasonable length of time, and the custom application developed by staff met their needs.

PROGRAMMING AND APPLICATION SUPPORT – SUPPORT OF 3RD PARTY SOFTWARE *(Yellow)*

Programming and Application Support provides design, management, and support for 3rd party software.

The service level for support of 3rd party software is considered (Yellow). It would be considered (Green) if we were able to be proactive and implement additional software features that allow users to take full advantage of the software being used. This would require additional dedication to application support staff.

HELP DESK RESPONSE *(Yellow)*

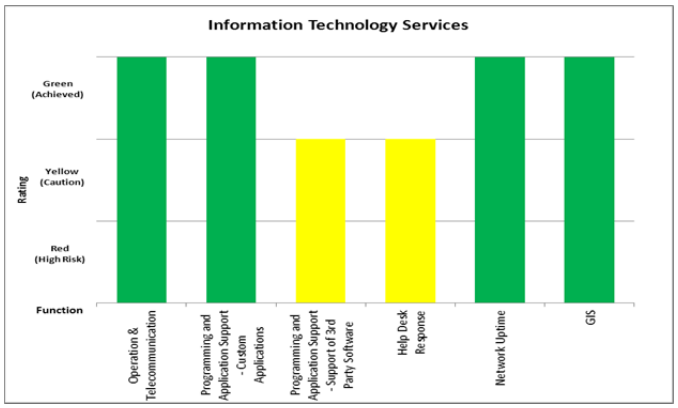
There are 4 different types of Priority calls and the overall response time for all calls. Staff strives to handle Priority 1 emergency calls within 4 hours, Priority 2 normal calls within 1 business day, and Priority 3 and 4 calls within 3 business days. Staff has been doing well for emergency calls and normal calls. We have also replaced about 650 computers and laptops and updated office production software. There is still a minor delay in priority 3, and 4 calls. While much of the delay is caused by the reduction in staff. Response times will improve once we have replaced the older computers with new ones. The City will enter into a lease agreement with Dell for 50 computer and refresh every four years to keep current on software and operating system. ITS will be replacing the oldest computers in the City. Recent inventory shows 75 computers city wide remain to be replaced, those will be replaced during calendar year 2014. The new WebHelpDesk will streamline the trouble ticket process

NETWORK UPTIME *(Green)*

We operate over 90 servers citywide and strive to have them up and running at least 99.9% of the time. This would mean that each server would need to be up and running 2,077 out of the approximately 2,080 working hours per year. For full time servers (Police Dispatch, Firewall, etc.) this would mean that they would need to be up 8,751 hours out of the 8,760 per year. Staff exceeded those threshold 12 months out of the 12 months in calendar year 2013. The average for calendar year 2012 was been 99.87%, which means that most systems have been available for 2,070 out of 2,080 hours and the full time servers were up 8,747 out of 8,760 hours per year. We have been able to maintain this level of service because we have upgraded many of the servers and configure virtual server for most applications.

GEOGRAPHIC INFORMATION SYSTEMS (GIS) *(Green)*

The GIS Section provides GIS data and mapping support to all Departments. We currently have 3 full time GIS Specialists who assist in maintaining our GIS databases. Although GIS meets or exceeds current staff expectations, we are collaborating with agencies in the South Bay to possibly provide GIS support and find more efficient ways to exchange and maintain our GIS database. Sharing GIS data and resources between agencies will result in a better product for staff and the general public.



LIBRARY

ACCESS

- Open Hours
  The Library needs to be open in order to provide books and materials, trained and friendly assistance, and a safe community gathering place for study, meeting and community outreach.

  Service level goals are based on national norms, patterns of local public use, and input from residents and elected officials.

  (Green) = 7 days a week, 4 evenings a week, with at least 52 hours of service per week per branch
  (Yellow) = 6 days, 2 or 3 evenings, with between 52 and 40 hours of service per week per branch
  (Red) = 5 days, 40 hours or less per outlet

  Civic Center Branch open hours *(Green)*
  South Chula Vista Branch open hours *(Green)*
  Otay Ranch Branch open hours *(Yellow)*

- Space *(Red)*
  Adequate space per person is needed to allow access to the basics of tables and chairs for study, shelving to house and manage an adequate collection of materials, space for necessary computers, opportunities for study, meetings and gathering places, community information display and distribution, children's story times, activities and early learning support.

  Square foot per person, based on Growth Management Oversight Commission (GMOC) standards and library best practices. However, there is also a County Library Branch (Bonita) on City owned land that services the residents in the area.

  (Green) = 0.5 to 0.7 square foot per capita
  (Yellow) = 0.4 to 0.5 per capita
  (Red) = below 0.4 per capita

  Chula Vista Public Library System = 0.386 (Red)

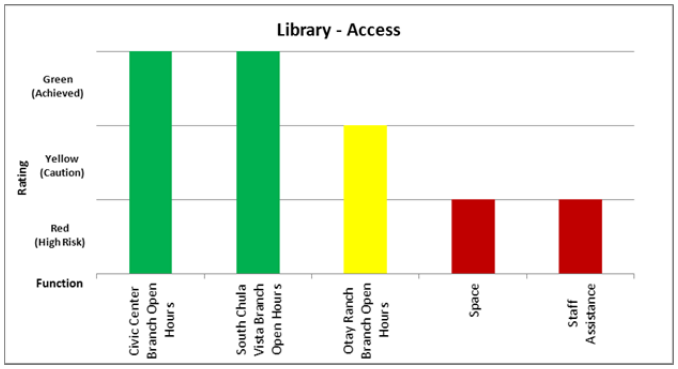
- Staff Assistance *(Red)*
  The Library is not a self-service institution. Trained staff are needed to assist, guide, direct, interface with computers, present literacy and early learning experiences, train and evaluate volunteers, provide class visits, and perform outreach and represent the City to community groups and organizations.

  Population served per FTE staff:
  Statewide mean = 3,492 population served per FTE staff
  (Source: California State Library, California Library Statistics 2012)

  (Green) = 3,492 (statewide mean)
  (Yellow) = 4,365 (exceeds statewide mean by 25%)
  (Red) = 5,238 (exceeds statewide mean by 50%)

  Chula Vista Public Library System= 12,165

  FTE @Chula Vista Public Library = 36.25



COLLECTION *(Yellow)*

The Library's goal is to provide a comprehensive, responsive and current collection of physical and virtual resources.

- Materials spending per capita
  Statewide mean = $2.68
  (Source: California State Library. California Library Statistics 2012)
  (Green) = $2.68 (statewide mean)
  (Yellow) = $2.01 (75% of statewide mean)
  (Red) = $1.34 (50% of statewide mean)

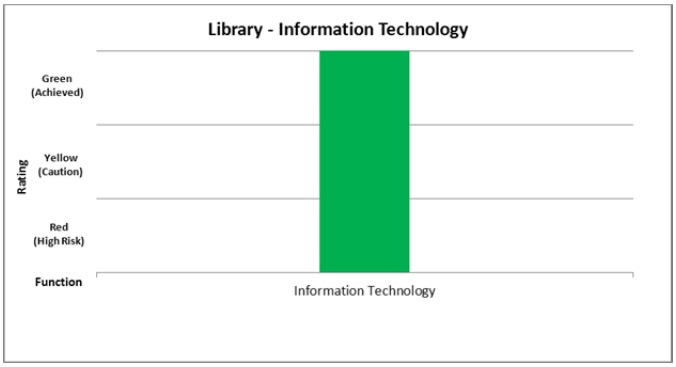
  Chula Vista Public Library System= $1.42 (Yellow)

INFORMATION TECHNOLOGY *(Green)*
The Library's goal is to provide up-to-date technology that responds to the needs of the residents.

- Computers per 1,000 population
  Statewide mean = 0.46
  (Source: California State Library. California Library Statistics 2012)

  (Green) = 0.46 (statewide mean)
  (Yellow) = 0.18 (40th percentile)
  (Red) = 0.14 (25th percentile)

  Chula Vista Public Library System= 0.53 *(Green)*



MARKETING AND COMMUNICATIONS

MARKETING AND COMMUNICATIONS PROGRAM *(Yellow)*

The City of Chula Vista implements a proactive, informative, creative, and innovative marketing and communications program. The Office of Communications coordinates this program which supports the wide-ranging initiatives and activities for the City of Chula Vista. A Marketing and Communications Plan guides these efforts, and elements of the plan also are included and tracked as part of the City's Strategic Plan. Key elements of this plan include implementation of a branding/marketing program, community engagement efforts, strategic alliances, Web and social media programs, media relations, and process improvements for internal and external customers. Progress has been made in the last two years, so this is at (Yellow) status. As more elements are implemented, this will move to (Green) status.

COMMUNITY ENGAGEMENT *(Yellow)*

The City of Chula Vista implements a proactive community engagement, outreach, and participation program. These efforts include involving residents in the decision-making process, providing information to the public, holding public meetings, updating and enhancing our Web site, expanding our social media program, and implementing innovative solutions to communicating with and getting information from residents and stakeholders. This effort involves developing strategic alliances with South Bay and regional community stakeholders, representatives of agencies and organizations, marketing, and communications, print and broadcast media representatives, and business leaders. Progress has been made in the last two years, but remains (Yellow) as elements continue to be developed.

CITY OF CHULA VISTA PROGRAMS AND SERVICES *(Yellow)*

The Office of Communications provides strategic and creative communications, marketing, graphic design, and web services for numerous programs and services. The team assists staff in their efforts to promote City services, provide public education, engage communities, build media awareness, and enhance economic development in Chula Vista. Marketing, communications, and graphics support will be provided to:

- Expand Economic Development activities through the implementation of the "Shop Chula Vista Now" campaign and social media program
- Develop branding and collateral for economic "Go to Market" program
- Develop and implement program to promote existing City assets and attractions
- Retain quality local special events and pursue larger-scale public events to attract local and regional audiences
- Collaborate with other stakeholders to enhance tourism in the City of Chula Vista
- Streamline and enhance special events and film production in the City
- Continue to promote the Library, Parks and Recreation, CLEAN program, Public Safety, and other City programs
- Expand involvement with communications professionals through the South County Alliance of Marketing Professionals (SCAMP)
- Redesign and introduce a new City Web site
- Enhance and expand social media efforts to benefit all City programs

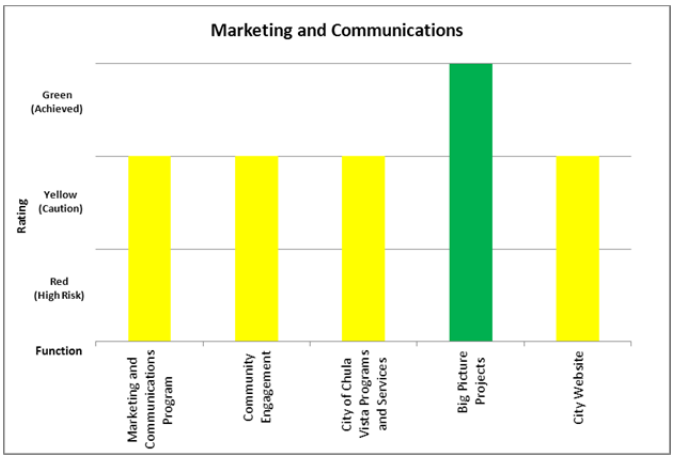
There have been a number of successes to report in the last two years. Programs have been developed, social media has greatly expanded and collaborations have increased. This will move from (Yellow) to (Green) as more elements are implemented.

BIG PICTURE PROJECTS *(Green)*

The City of Chula Vista is developing a number of projects that will transform the City. Each of these projects requires communications and marketing efforts to be implemented in collaboration with other agencies, business and community leaders, organizations, residents, and other stakeholders. The Office of Communications provides strategic and creative communications and graphic design support for the Chula Vista Bayfront Master Plan, University and Innovation Center, Millenia Project, Third Avenue revitalization, and other projects. A strong collaboration has been established with the Port of San Diego and other entities to advance the Bayfront Master Plan.

CITY WEBSITE *(Yellow)*

The City is in the final stages of developing the new City website. The website will help promote and market Chula Vista's assets and attractions. Next fiscal year we will train city staff on updating web pages, use new features to enhance social media, access to public broadcast of council meetings, community engagement, public participation, and two-way communication. The new website will serve as a tool to market the City.



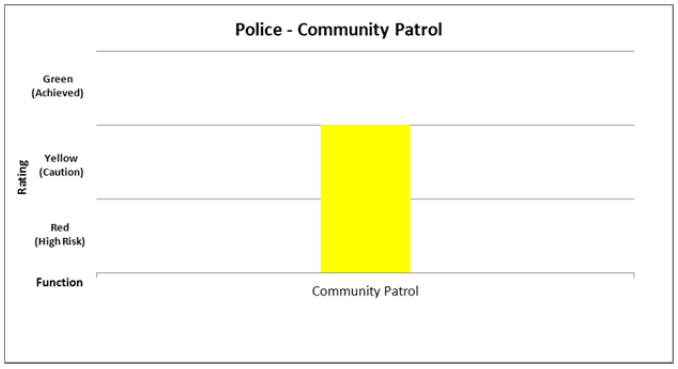
POLICE DEPARTMENT

COMMUNITY PATROL *(Yellow)*

Responding to citizen's calls for service in a timely manner and providing quality police service are primary functions of the Community Patrol Division. Response times to Priority One calls for service have returned to meeting the Growth Management Oversight Commission (GMOC) response threshold standards, however, the department has not been able to meet the GMOC response time thresholds for Priority Two calls for service. The department is currently working with the GMOC to adjust the priority response time thresholds to meet industry norms. These adjustments will be included in the GMOC's Top-to-Bottom threshold review which is hoped to be presented to the City Council in Fall 2014. As was reported last year, the Department commissioned a staffing study which recommended that the department should maintain approximately 40% average proactive patrol time. Through various changes to the Patrol Division via scheduling and various management changes, the Community Patrol Division has been able to increase the availability of proactive time from a low of 21%; to nearly 34%. Although this is an overall increase in proactive time, the availability of proactive time during the peak patrol hours (8AM – 8 PM), remains low. The Department has been able to secure funding to meet the recommendation of adding five Community Service Officer (CSO) positions which allows the department to redirect low priority calls for service to these civilian positions and free up officers to focus on high priority calls for service. At this point, the Department has hired three of the five CSO's, with two additional CSO's being currently recruited. Additionally, the Department has begun implementation of the new Security Alarm Ordinance which seeks to significantly reduce the number of false security alarms throughout the City, thereby freeing up officers to respond to higher priority calls for service. Staff estimates the new ordinance being fully implemented in May 2014.

With 22 total sworn vacancies, the department has placed a high priority on hiring new officers. Beyond the current vacancies, the Department is expecting a sizeable number of retirements throughout 2014. The Department also expects a number of vacancies in the sworn classifications due to employees accepting positions in various law enforcement agencies in San Diego County. This could further exacerbate the staffing issues if the Department is unable to recruit and hire officers in a timely manner (A discussion regarding hiring is below in "Employee Services"). The overall function is (Yellow) considering the operational changes that are being implemented and resources are already budgeted for this function.

While sworn officer vacancies and a high volume of service retirements continue as challenges, Chula Vista remains among the safest cities in the country with populations over 200,000. According to FBI the Uniform Crime Statistics for 2013, the total overall crime rate in Chula Vista increased by only 2.0% in 2013. However by comparison, the 2013 crime rate remained 2% lower than 2009 figures.

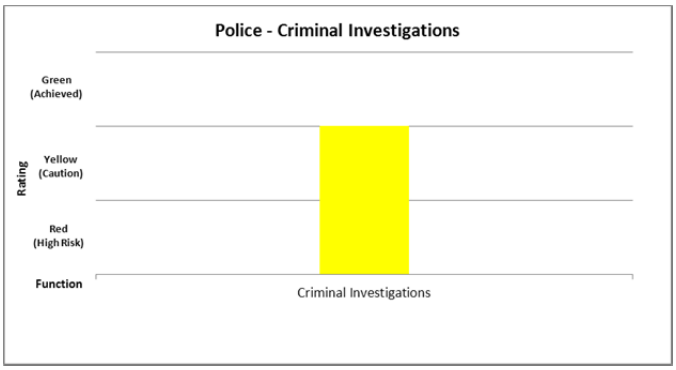


CRIMINAL INVESTIGATIONS *(Yellow)*

The Criminal Investigations Division is comprised of General and Special Operations detectives charged with investigating various felony and misdemeanor crime cases and providing detailed crime reports to the San Diego District Attorney's Office (or other judicial authority) for prosecution. The overall function is (Yellow) due to high caseloads, increased expectations from stakeholders (Community members and prosecutors), as well as position reductions in detective staffing over the last seven years. In 2007, five of the ten property crimes detectives were eliminated and one family protection unit detective was frozen. The reductions have negatively impacted the division's ability to investigate both lower level felony and misdemeanor cases. A majority of property crimes are only proactively investigated if they become series related and evidence of suspect identity is discovered. Reductions continued in 2010 with the elimination of a Special Operations Lieutenant, and two Narcotics Enforcement Team positions thus reducing the Departments effectiveness in dealing with narcotic

related complaints received by the community. In 2013, the Special Operations Division eliminated another five detectives in regional task forces thereby reducing our presence and influence to investigate organized and cross border related crimes.

The second phase of the Matrix report was completed last calendar year and there were various recommendations for staffing changes in the Criminal Investigations Division. The changes have not been implemented yet.



SUPPORT OPERATIONS *(Yellow)*

The Support Operations Division is a newly created division within the Police Department which was added when a third Police Captain position was filled in Fiscal Year 2014. This division provides operational support to both the Patrol Operations and Criminal Investigations divisions. The Support Operations Division houses the Professional Standards Unit, City Jail, Forensic and Evidence and Property Units, and Police Dispatch. These units all provide direct support to the field officers and detectives. The overall function is (Yellow) due to the critical staffing needs in Police Dispatch and the ongoing recruitment challenges in Employee Services; both of which are high priority functions in the Police Department.

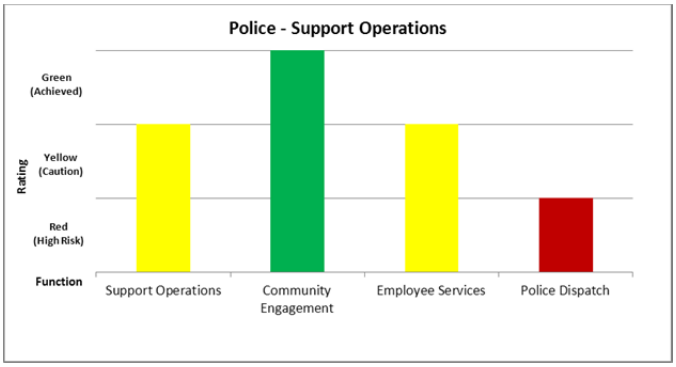
- Community Engagement *(Green)*
  The Police Department conducts a variety of community outreach functions in order to ensure that the Police Department is responsive to the needs of our diverse community, and that important information is relayed to residents regarding crime and disorder issues throughout the community. This function is (Green), although it should be noted that the department does not currently conduct any formalized community-wide survey to ascertain what the citizens feel are important issues in terms of crime and disorder in their neighborhoods. This type of survey would help the department set overarching goals to address these issues.

- Employee Services *(Yellow)*
  The Professional Standards Unit is responsible for personnel recruiting, background investigations and hiring for the Police Department. The Unit is also responsible for training and internal affairs investigations. This function is currently (Yellow). Currently there are 22 vacancies (as of April 16, 2014) in sworn staff which has a significant effect on the Department's ability to achieve proactive patrol time targets. Although the Department has taken steps to increase the number of staff in Professional Standards, the workload involved in successfully recruiting qualified candidates, and conduct thorough and detailed background investigations, impact the unit's ability to meet hiring goals. The unit recently implemented new applicant tracking software which significantly reduces the amount of staff time spent entering applicant information into a database, thereby freeing up background investigators to spend time actively working on the background rather than doing clerical functions.

  Additionally, the Professional Standards Unit is responsible for coordinating mandatory qualifications and training for the Department. The Professional Standards unit was successful in securing a full time Police Training Specialist to coordinate the variety of training issues throughout the Department. Funding for training remains an issue for the Department especially in light of reduced funding from the State of California. Since police work is a high liability function, training is a critical component to the overall risk reduction for the City. Further erosion of training funds will mean reduced training, and potentially more liability claims against the City. This function will directly impact Community Patrol in a positive manner if addressed with adequate resources.

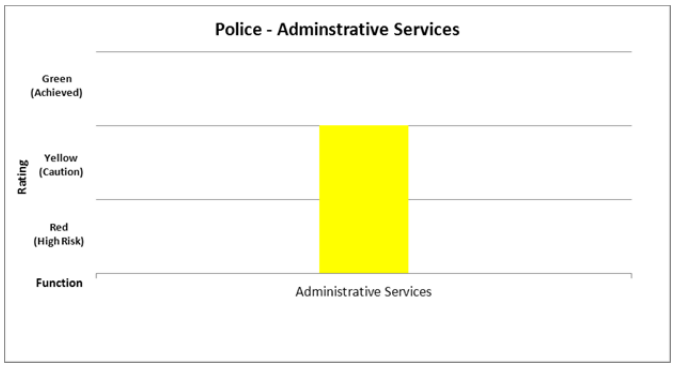
- Police Dispatch *(Red)*
  The Police Dispatch unit provides critical communication between officers in the field, and citizens reporting emergencies to the Department.

The unit currently has two frozen positions and is facing some of the same staffing issues that Community Patrol does. There are several retirements anticipated within the next year and the hiring process for Dispatchers is much like a Police Recruit, with long training cycles after hire. Therefore, when a vacancy occurs, it could take up to one year before a new hire is capable to work as a Dispatcher. Current staffing levels also offer no flexibility in terms of being able to absorb leave use by dispatchers. Each time leave is used, the vacancy must be filled by overtime. This is putting additional stress on dispatchers as they work longer hours, and have less down time from an already stressful job. There are also several information technology related issues related to the Computer Aided Dispatch (CAD) system that continues to cause operational issues for the dispatchers. The Department considers these IT issues as critical as they affect the ability of dispatchers to operate the CAD system which is used to track each incident that is called into the Police Department. Much of this information is critical to officer safety.



ADMINISTRATIVE SERVICES *(Yellow)*

The Administrative Services Division provides workload support to all three divisions in the Police Department. This includes Technology, Records, Research and Analysis. The overall function is (Yellow) due to minimal staffing levels in each section of this division as well as technology needs throughout the Department. The Department remains resolute for the need a manager level position to oversee the Departments Security and Technology needs. The Department is facing multiple high-level technology projects that will require the skill and experience of a manager who thoroughly understands law enforcement technology needs. These projects include replacement of the aging Mobile Data Computer fleet (over seven years old), implementation of the new federally mandated Advanced Authentication protocol, replacement and upgrades of various police related software programs, as well as future replacements of the Computer Aided Dispatch (CAD) system and new radio system.



PUBLIC WORKS

STREETS SECTION *(Red)*

City crews respond to service requests related to failures in the roadway including pavement, curbs & gutters, sidewalks, fences and railings. They also respond to requests for removal of graffiti, litter, and other debris in the Public Right of Way. These requests are prioritized by considering health, safety, and protection of property. Current staffing generally provides for adequate response to health and safety issues. Tasks are almost exclusively in reaction to complaints, as opposed to being proactive. Thereby leaving City crews with limited time to proactively perform preventative maintenance or preservation strategies. We currently utilize the Roadway Management System (RMS) to spread the limited funding in the most effective way so as to minimize overall deterioration of the roadway assets.

To determine the level of service of the various section responsibilities, staff is tracking the following performance measures:

Goal: 95% of priority 1 "work orders" are completed within two working days. Currently we are achieving that turn around target 88% of the time;

Goal: 95% of priority 2 "work orders" are completed 10 working days of notification.

- Roadway Maintenance *(Red)*
  In the February 2013 Council Workshop, City staff recommended a target Level of Service in terms of the Pavement Condition Index (PCI). Specifically, the recommendation embraced by Council, directs staff to target average PCI's of 80 for Arterials, 75 for collectors and 70 for residential streets. It is estimated that an annual investment of $11 to $12M dollars (not including inflation) would achieve and sustain these targets over the next 30 years. Considering the current annual investment, we see a $5 to $6 million dollar gap in order to bring this function to a Green level of service.

  In fiscal years prior to the economic slowdown of the 2000's, the City used General Fund dollars to support its in-house roadway maintenance crews. The City currently relies on Gas Tax Funds to pay for its' in-house crews. The Federal and State Gas tax rates have not kept pace with rising costs for roadway preservation and restoration needs. In fact, the rates have remained unchanged for over 20 years. In this same period, more vehicle miles are being travelled while revenues decrease due to alternate fuels and improved vehicle gas mileage. If the City were to invest the necessary funds, it would position itself to avoid more expensive street repairs in future years, minimizing the need to undertake costly reconstruction projects for streets that had not been properly maintained.

- Pothole Repair *(Yellow)*
  Routine pavement preservation and repairs made by our in-house Street Maintenance Crews include pothole repairs, asphalt crack filling and minor street reconstruction to help to prevent further damage to street surfaces. Currently, the City has met 79% of the pothole backlog.

- Litter and Weed Abatement *(Red)*
  City crews are no longer scheduled to perform these services. Constituent requests for litter and/or weed abatement are rarely completed as this activity is the lowest priority. We currently promote volunteerism through the Buff-a-Block program. Currently, volunteers assist with small portions of our street system and have minimal impact on the needs. Providing additional resources would bring this service level up.

- Graffiti Abatement *(Red)*
  The City currently employs one employee who responds to service requests. Increasing the graffiti budget by $60,000 will allow staff to utilize dedicated hourly staff to assist with graffiti removal efforts on public property and achieve a (Green) level within this function. This program currently promotes the Buff-a-Block program which uses volunteers to abate and reduce graffiti in the community. A total of eight individual community groups have entered the program. These groups have taken responsibility for approximately 10% of the City's neighborhoods.

  Goal: 95% of graffiti would be removed within 48 hours of notification on public property. Currently 67% of reported graffiti is removed, however only 24% is removed within 48 hours of notification (the

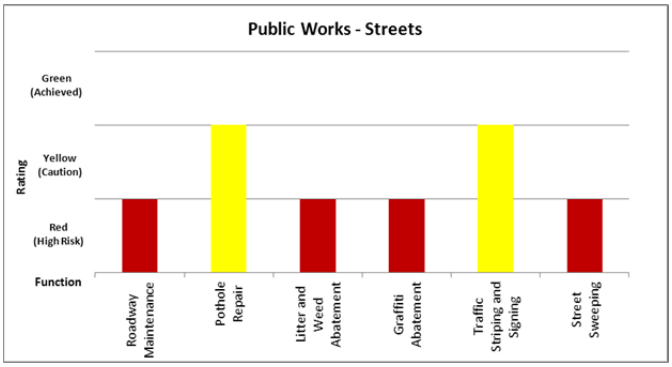
average is 11 days). Rapid removal of graffiti is one of the best deterrents to repeat offenses and not removing graffiti within 24 hours is inconsistent with the City's graffiti removal ordinance. Providing additional resources would bring this service level up.

- Traffic Striping and Signing *(Yellow)*
  City crews maintain street markings and traffic control signs for motorists, pedestrians, and residents so they can travel on clearly marked streets. Crews are assigned to assist with repainting stop legends, limit lines, school crosswalks, curbs, etc. but are only able to repaint 75% of the inventory on a bi-annual basis with on a goal of repainting 100% bi-annually.

  Street Sign work requests are prioritized by risk assessment. Regulatory and Warning signs are priority 1 and Informational signs are ranked as 2 or 3 as appropriate.
  Goal: 100% of legends would be repainted bi-annually.

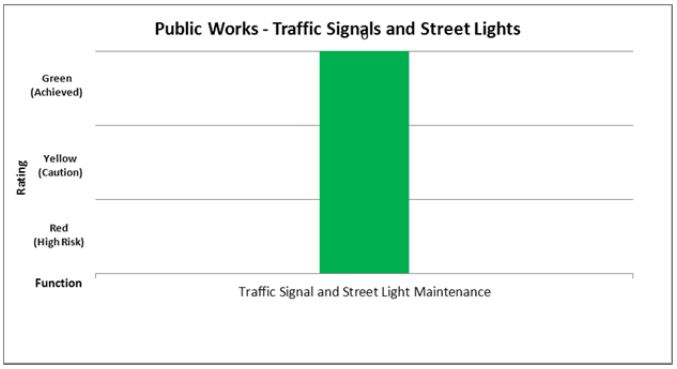
  Adding a 2 person crew to this Section, with an annual cost of $145,000, would bring this area to a (Green) Service Level.

- Street Sweeping *(Red)*
  The City is required by National Pollutant Discharge Elimination System (NPDES) regulations to implement a program to sweep improved (possessing a curb and gutter) municipal roads, streets, highways, and parking facilities. Increasing the street sweeping contract from $150,000 to $250,000 would allow the sweeping frequency to increase from once every two months to once a month for residential streets that generate moderate volumes of trash and/or debris, to achieve a (Yellow) level.



TRAFFIC SIGNALS AND STREET LIGHTS SECTION *(Green)*

- Traffic Signal and Street Light Maintenance *(Green)*
  City crews respond to service requests related to failures in the signals and lights. These requests are prioritized by considering health, safety, and protection of property. In addition, Condition Assessments are current and Preventative Maintenance Schedules on track. Current staffing levels are adequate to provide sufficient service in this function.



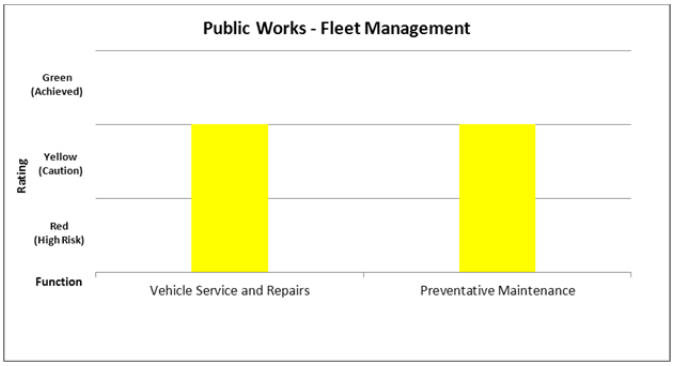
FLEET MANAGEMENT SECTION *(Yellow)*

- Vehicle Service and Repairs *(Yellow)*
  Current funding for service and repair of City vehicles and equipment is not keeping pace with the demand. Mechanic productivity is above industry standards and fleet availability is close to the goal of 95%. However, vehicles are not being replaced on the recommended schedule due to limited funds. As vehicles and equipment age beyond their recommended replacement date, the service and repair needs increase significantly in order to keep them in service. The service requests are prioritized considering health and safety first. Other City services are often impacted due to delays in completing needed service. The section reviewed its operation and determined that

discontinuing a contract with NAPA for parts procurement and bringing inventory control in house would be more efficient for mechanics and represent cost savings. An in-house fleet inventory control specialist position was approved by council In the current fiscal year. Recruitment is underway now, so improvement will be seen in FY15. Adding an Equipment Mechanic would bring this service to a (Green) level.

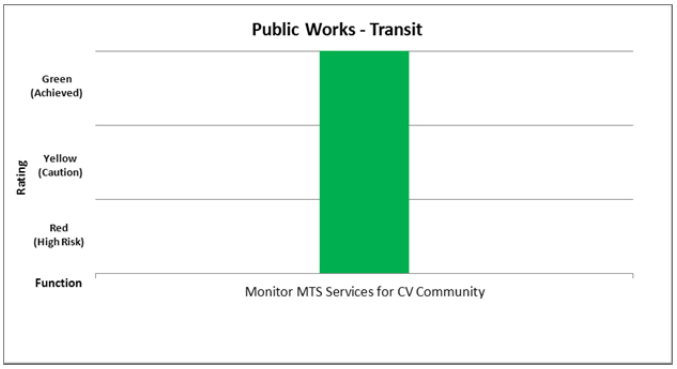
- Preventative Maintenance *(Yellow)*
  Preventative Maintenance (PM) Programs utilize a systematic approach of scheduling fleet maintenance to ensure that manufacturers' recommended service intervals are met and repairs are made before "major" mechanical failures occur. Prior to staff reductions, PM's were performed on sedans and light-duty trucks every 3,000 miles and 85% were performed on schedule, which is an Industry Standard. PM's are now completed every 5,000 miles and only 57% are completed on schedule. Proactive PM Programs result in a more dependable fleet with extended equipment life, lower repair costs (by avoiding costly repairs), less vehicle downtime, warranty tracking, and helps ensure operators' safety. The section implemented continuous improvement tools to increase the percentage of scheduled vehicle PM inspections that are completed each month. Staff identified a number of countermeasures to reduce or remove non-value added steps, reducing the PM process from 32 to 15 steps and saving an estimated 8.4 mechanic hours per day. Additionally, an equipment mechanic position was approved by council In the current fiscal year. Combined the improvements bring this service to a (Yellow) level.

  Goal: 85% of PM's is anticipated to be completed on schedule with the addition of staff.



TRANSIT SECTION *(Green)*

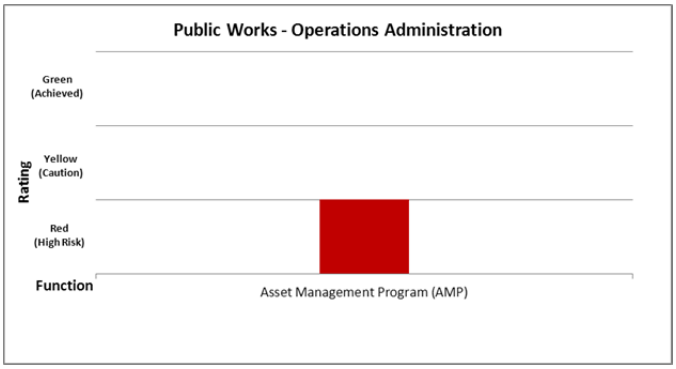
- Monitor MTS services for the CV community *(Green)*
  Transit provides convenient, cost effective and dependable public transportation services to residents and visitors. This section is adequately staffed to monitor these services at the appropriate level.

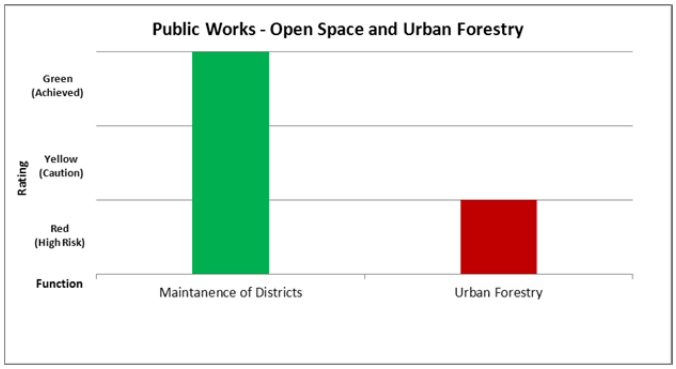


OPERATIONS ADMINISTRATION *(Red)*

- Asset Management Program (AMP) *(Red)*
  The Operations Administration Section is responsible for developing and administering the Citywide AMP. One Public Works Specialist is assigned part-time to this effort. Additional resources are being used through a consultant contract to inventory the assets, evaluate their condition, and prioritize and determine the investment needs required to sustain their use.

Asset Management Program		**$1,100,000**
Wastewater Management System (Sewer Funds)		$0
Roadway Management Systems		$250,000
Parks Management System		$150,000
Drainage Management System		$450,000
Fleet Management System		$0
Buildings Management System		$150,000
General Government Management System		$0
Open Space Management System (District Funds)/Urban Forestry Management System		$100,000





OPEN SPACE AND URBAN FORESTRY SECTION

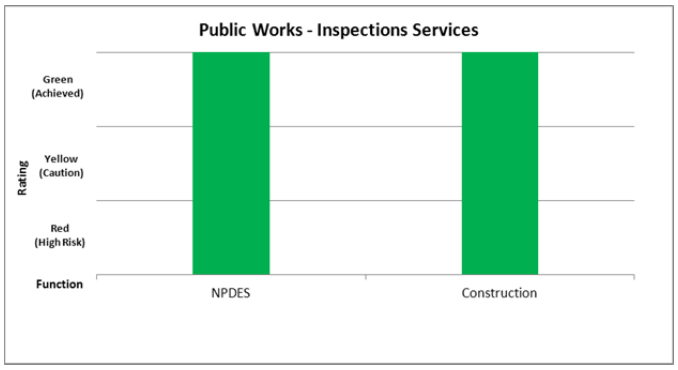
- Maintain the Open Space Districts (OSDs) and Community Facilities Districts(CFDs) *(Green)*
  This section provides stewardship over the OSDs and the CFDs. City staff administers contracts with private companies to perform this work. The City has also contracted with CEO, a non-profit organization to augment these services at well below market rates. This section is adequately staffed to perform these services at the appropriate level.

- Urban Forestry *(Red)*
  This section is responsible for monitoring the overall health of street trees. Industry standard sets the ideal schedule for periodic tree trimming as follows: Palms need to be trimmed every 1 or 2 years. Non-palms are recommended to be trimmed every 3-5 years (eucalyptus and pine every 2-3 and broadleaf every 5-6). Based on an inventory of about 27,500 trees and using 5 years as the trimming cycle, the annual goal is 5,500 trees. Due to multi-year budget constraints, we are currently backlogged by over 13,000 trees. A one-time expenditure of $900,000 would bring this area to a (Green) level. An additional $300,000 over the current budget allocation of $150,000 would stop the current backlog from increasing this year.

INSPECTIONS SERVICES *(Green)*

- National Pollutant Discharge Elimination System (NPDES) *(Green)*
  This section manages the City's participation in the NPDES, which includes program planning, enforcement, education, and compliance. This section is adequately staffed to perform these services at the appropriate level.

- Construction *(Green)*
  This section provides inspection, contract and permit administration services to private developments as well as City projects to enforce compliance with City standards and requirements. This section's activities are vital to insure public infrastructure is constructed as designed and to the expected level of quality. Current staffing levels are adequate to provide sufficient service in this section.

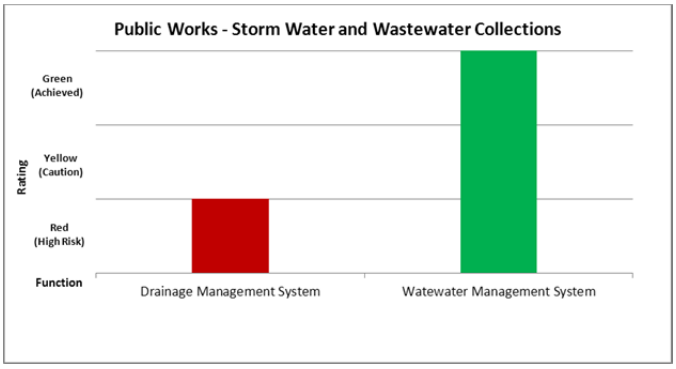


STORM WATER AND WASTEWATER COLLECTIONS

- Drainage Management System *(Red)*
  The current Drainage Management System (DMS) is currently unsustainable. Inventories and Condition Assessments are incomplete and outdated (Corrugated Metal Pipe Assessment-7 years old).

Preventative Maintenance is very limited as funding falls well short of the needs. Current activities have primarily been limited to a reactive approach when failure occurs. Corrugated Metal Pipe and Reinforced Concrete Pipe Replacement and Rehab efforts are unfunded and Drainage Basins are deteriorating due to excess vegetation and erosion of channels. Funds ($60,000) are also needed to increase contractual services for channel cleaning, NPDES inspections, etc. in non-CFD (funded) areas. The NPDES Permit requires regular inspection and cleaning of trash and debris from the City's storm drainage systems, including open channels, culverts, detention basins, etc.

- Wastewater Management System *(Green)*
  This function is appropriately staffed and funding is sustainable. The Inventory and Condition Assessments are current on all facilities. Preventative Maintenance is being completed as scheduled. A study for potential adjustment to Sewer Fees is underway. Current system capacity meets or exceeds demand.

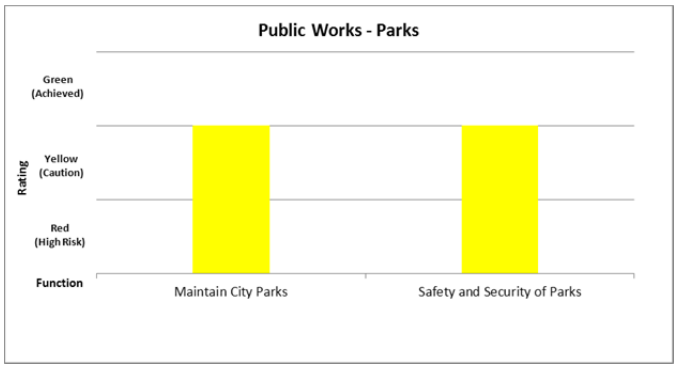


PARKS SECTION *(Yellow)*

- Maintain City Parks *(Yellow)*
  City crews provide grounds keeping and maintenance services for the 54 neighborhood and community parks Monday through Friday each week. A total of $69,655 is needed in park materials to purchase fertilizer (450 acres), plant material and also to complete repairs associated with playground equipment in order to maintain a (Yellow) level. As additional new park acreage is added such as the Orange Avenue park and parks in new development; additional staff, and supplies and services will need to be allocated to prevent park maintenance from deteriorating to a (Red) condition.

- Safety and Security of Parks *(Yellow)*
  The Park Ranger program was dismantled in the early days of the fiscal crisis, but in the current fiscal year, a Park Ranger Supervisor position was approved by council. The services provided by the Ranger Program are accomplished by part-time hourly employees focusing on very limited weekend services only. Services include: opening and closing of the parks, posting rented gazebos, cleaning and restocking restrooms, and trash receptacle management.

  A new approach is envisioned to bring this area to a (Green) service level. The Public Works department is working with the Police Department to develop a Park Volunteer Program to assist with park monitoring services, picnic shelter and reservation systems, and park security duties. A full time Park Ranger Supervisor has been hired to oversee this volunteer program and to provide enforcement. In addition, this position oversees the weekend hourly Ranger staff and provides enforcement in the parks for 3 weekdays.

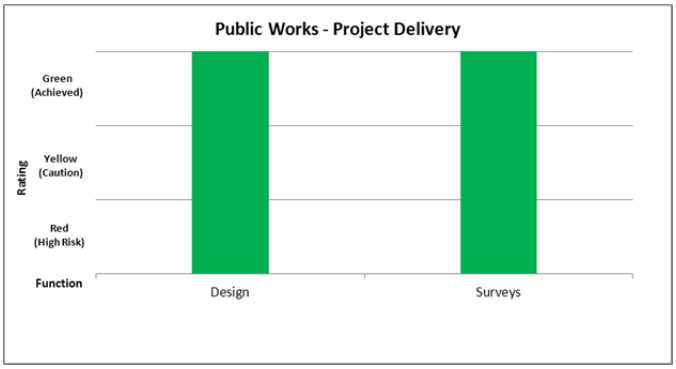


PROJECT DELIVERY *(Green)*

- Design *(Green)*
  The Design Section is responsible for the preparation and development of construction documents, specifications, and right-of-way acquisition necessary to successfully build the various infrastructure rehabilitation projects within the City of Chula Vista. The section provides the City with invaluable in-house expertise with respect to its ability to design and manage both large and small Capital Improvement Projects (CIP). This

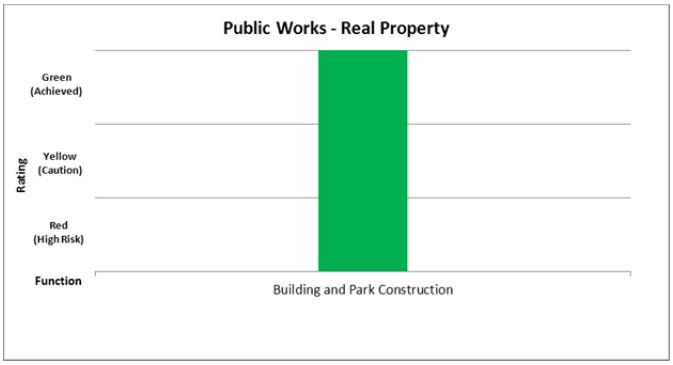
section is adequately staffed at the appropriate level to provide these services and would be adjusted to meet program needs if necessary.

- Surveys *(Green)*
  The Survey Section is responsible for providing professional in-house expertise in construction staking, engineering design surveys for Capital Improvement Projects, and design related survey information for roadways, sewer lines or other public improvements. The section also provides property surveys for City-related projects. This section is adequately staffed at the appropriate level to provide these services and would be adjusted to meet program needs if necessary.



REAL PROPERTY SECTION *(Green)*
Real Property provides comprehensive real property services to the City, development community, and general public. The Real Property Management program provides professional right-of-way and real property services including right-of-way acquisition and relocation; property management and disposition; and property document research, interpretation, and creation. Current staffing levels are adequate to provide sufficient service in this function.

- Building and Park Construction (B & PC) *(Green)*
  The Building and Park Construction Section manages, monitors, and completes all new facility and park construction projects for the City, and ensures that all programming issues are addressed during the design/development and construction drawing phases of these projects. In addition, the Inspectors of the B & PC section ensure quality control and contract compliance in the areas of facilities and landscape construction. Current staffing levels are adequate to provide sufficient service in this function.



ENVIRONMENTAL SERVICES SECTION *(Green)*

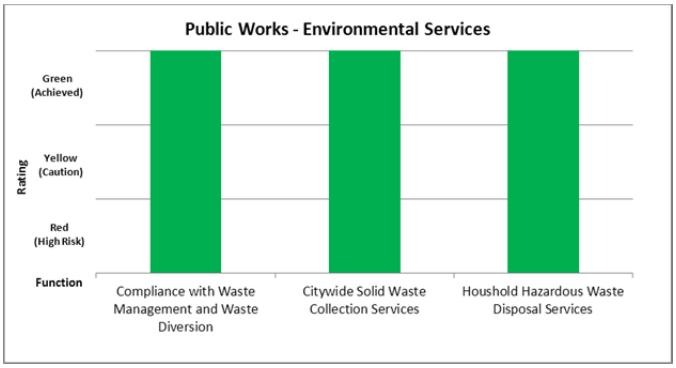
- Compliance with AB 939 Waste Management Act and AB 341 Waste Diversion *(Green)*
  Environmental Services currently provides solid waste management program planning, development, implementation and ongoing operations designed to meet the goal of keeping the City of Chula Vista in compliance with AB 939. (5.3 lbs per person, per day or less disposed – Chula Vista is at 3.5 lbs per person, per day).

  Chula Vista is also in compliance with AB 341. The Clean Business program is continuing to grow.

- Citywide Solid Waste Collection Services *(Green)*
  This section has oversight of the City's franchise agreement with Allied Waste Services/Republic, who provides some of the services and program enhancements that assist the City with compliance with AB 939. There are service standards and performance indicators built into the contract, which Allied Waste has met and continues to meet. Current staffing levels are adequate to provide sufficient service in this function.

- Household Hazardous Waste Disposal Services *(Green)*
  Environmental Services also has oversight of the residential South Bay Regional Household Hazardous Waste Drop-off Facility at the Public Works Facility and the contract for service including door-to-door pickup for select individuals. These services are provided for National City, Imperial Beach, the County of San Diego, and Chula Vista. The current contract has been in place for two years and Clean Harbors, Inc. has met all the

performance indicators. Current staffing levels are adequate to provide sufficient service in this function.

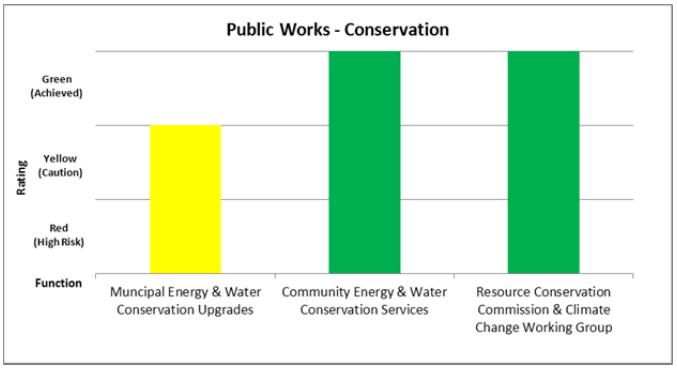


CONSERVATION SECTION *(Green)*

- Municipal Energy & Water Conservation Upgrades *(Yellow)*
  The Public Work's Conservation Section assists various departments in identifying, financing, and implementing capital projects to lower energy and water use and to reduce related municipal utility costs. Over the last year, the Conservation Section facilitated the successful conversion of street lights along arterial roadways to energy-saving LEDs, the installation of an additional 500 kW of solar photovoltaic panels, and the deployment of electric vehicle chargers at multiple municipal facilities. However, water use efficiency capital projects continue to be greatly limited due to the lack of external financing mechanisms available and water utility costs now account for a greater percentage of total municipal utility costs than electricity and natural gas combined.

- Community Energy & Water Conservation Services *(Green)*
  Through its two core community programs – *Free Resource & Energy Business Evaluations* (FREBE) and *Home Upgrade, Carbon Downgrade*, the Conservation Section provides no-cost energy and water conservation services to businesses and residents. Over the last year, over 800 community members have benefited from these services and received incentives, loans, or audits to help lower their monthly utility costs. In addition, the Conservation Section launched a local Property Assessed Clean Energy (PACE) program to provide a new financing tool for residents and businesses interested in energy and water upgrades. In collaboration with Environmental Services and Storm Water, Conservation staff continues to administer the Chula Vista CLEAN Business Program, which recruited 50 additional businesses into the program over the last year. Finally, the Conservation Section continued to manage the City's Local Government Partnership with San Diego Gas & Electric and the California Public Utilities Commission, which supports additional community energy efficiency programs via numerous City departments. Current staffing levels are adequate to provide sufficient service in this function.

- Resource Conservation Commission Climate Change Working Group & City Operations Green Team *(Green)*
  The Conservation Section administers the Resource Conservation Commission to help guide and to provide an additional public forum for the City's environmental programs and policies. Over the last year, staff has supported monthly meetings for the Resource Conservation Commission. In addition, the Conservation Section reconvened a Climate Change Working Group to help develop recommendations for updating the City's Climate Action Plan. Finally, the Conservation Section, in coordination with Environmental Services and Storm Water, led the establishment of a new internal Green Team, which is working to develop the first-ever City Operations Sustainability Plan. Current staffing levels are adequate to provide sufficient service in this function.



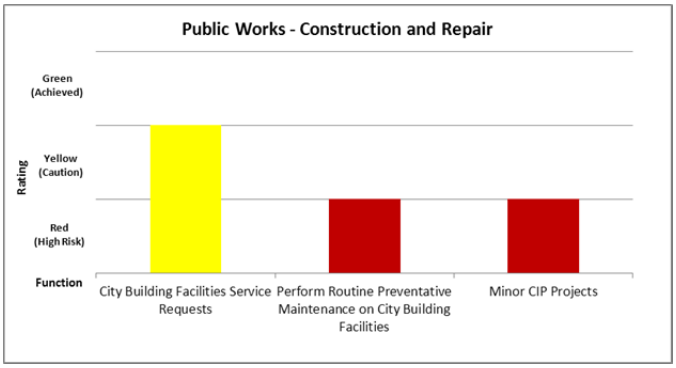
CONSTRUCTION AND REPAIR SECTION *(Red)*

- City Building Facilities Service Requests *(Yellow)*

City crews respond to service requests related to City facility repairs. These requests are prioritized by considering health, safety, and protection of property. Current staffing generally provides for adequate response to health and safety issues. Tasks are almost exclusively in reaction to complaints. An additional position, at a cost of $91,030 is needed to move this function towards (Green).

- Perform Routine Preventative Maintenance on City Building Facilities *(Red)*
  City crews have minimal available time to proactively perform preventative maintenance or preservation strategies. We are developing the Buildings Management System (BMS) to enable us to assess the condition of our building assets, establish preventative maintenance schedules and determine appropriate sinking fund investments for future repairs/replacement. Additional resources are needed to move towards (Yellow) in this function in order to maintain the reliability and viability of all electrical, HVAC, plumbing systems, etc.

- Minor CIP Projects *(Red)*
  This program has not been funded over the last few years, which continues to create a backlog associated with painting, stucco and drywall, electrical, plumbing, HVAC, and roofing repairs. A list of the Minor CIP Projects is developed each year by coordination with City departments. $200,000 annually is needed to address a $3.4 million citywide Priority 1 critical construction and repair needs. A project of a minor nature is generally approximately $7,000-$10,000 per improvement.



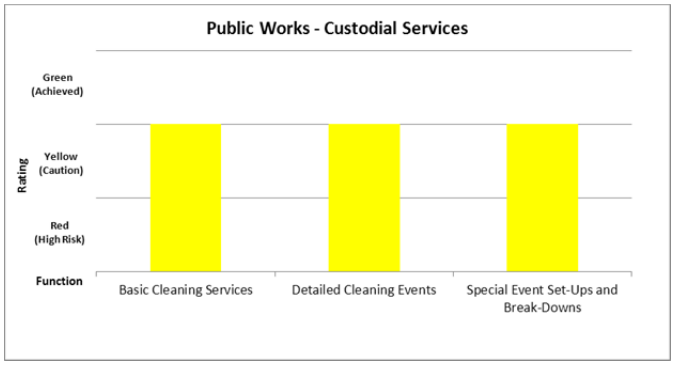
CUSTODIAL SERVICES SECTION *(Yellow)*

- Basic Cleaning Services *(Yellow)*
  The Custodial staff is responsible to ensure that the City facilities are clean and ready for public use each day. This generally includes the routine cleaning and sanitizing of restrooms, vacuuming and sweeping floors, and emptying trash receptacles. A checklist of basic cleaning tasks is logged daily at each facility.

  Goal: 95% of basic cleaning services would be completed daily. The Recreation Centers hours of operation were increased within the last fiscal year. The custodial forces are not able to provide the basic cleaning services for these additional hours without an additional $50,000 to augment the baseline budget. This increase would return the basic cleaning service level to (Green).

- Detailed Cleaning Events *(Yellow)*
  Buffing floors, washing windows, dusting blinds and fixtures, and washing walls are examples of this service. City staff is not resourced to provide adequate service levels for this function.

- Special Event set-ups and break-downs *(Yellow)*
  Custodial staff is often called upon to assist in setting up and breaking down for special events. This can involve transporting and setting up audio/visual equipment, chairs and tables, etc. The section is not staffed to provide this service and when called upon, must forgo performing basic cleaning in another facility in order to provide for the special event. An annual investment of $65,000 would be needed to move this service area to (Green) including the Basic Cleaning Services function.

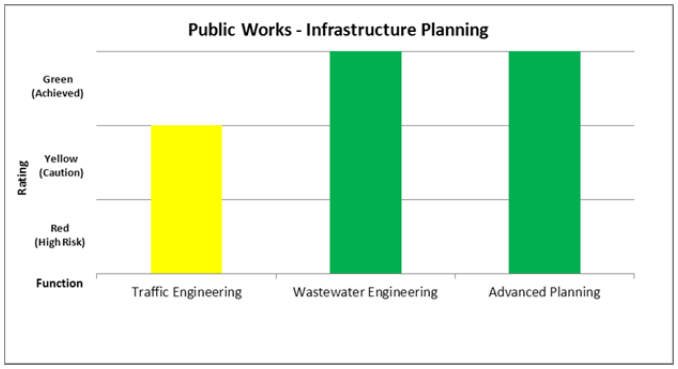


INFRASTRUCTURE PLANNING *(Yellow)*

- Traffic Engineering *(Yellow)*
  The Traffic Engineering Section endeavors to establish a public traffic safety service by providing a communication link between the citizens of Chula Vista and City staff, along with the City Council via the Safety Commission. Through this dialogue inquiries regarding traffic safety and other related issues are addressed. In addition, the section works to develop a safe and efficient transportation network, and for compliance to the Growth Management Oversight Commission (GMOC) threshold standards, and monitors the functioning of that network on a daily basis. Traffic Engineering also performs design services for the City with respect to transportation improvements such as traffic signals, improved signing, automatic monitoring services, and other important traffic related projects. The Traffic Engineering section performs field surveys of high accident locations and locations which experience congestion and initiates remedial traffic improvements, investigates all requests for traffic improvements, and takes any necessary corrective actions. Additionally, the Traffic Section is responsible for grant application preparation and submittals. To date, work related to the GMOC has been reduced to minimal levels. The traffic count program and speed limit traffic surveys have been reduced to less than half of the historic levels which has affected data collection tasks needed for collision reduction measures, design studies, GMOC reporting, grant applications and Safety Commission reports. This task has been minimized through funding cuts. The service level in this section would return to (Green) by restoring the Engineering Technician position from 0.5FTE to 1.0 FTE in order to meet program needs.

- Wastewater Engineering *(Green)*
  The Wastewater Engineering section manages the City's sewer system so that Chula Vista residents receive dependable and affordable wastewater treatment and disposal services. This section is adequately staffed at the appropriate level to provide these services and would be adjusted to meet program needs if necessary.

- Advanced Planning *(Green)*
  Advanced Planning manages asset inventories, flood plain inquiries, master plans, pavement management system and special studies to identify current and future deficiencies in the City's sewer, pavement, storm drain, wastewater disposal, and street systems to ensure that the City's infrastructure will adequately serve the community now and in the future. This section also prepares most of the Engineering grant submittal applications throughout the year and is adequately staffed at the appropriate level to provide these services and would be adjusted to meet program needs if necessary.



RECREATION DEPARTMENT

Four key functions in the Recreation Department that provide a management assessment of the current levels of service are Recreation Programs and Services, Operations, Customer Service, and Resource Management. These key functions establish what constitutes a quality experience, operational and cost recovery goals, marketing and communications standards for users to access programs and services.

RECREATION PROGRAMS AND SERVICES

Recreation programs and services provided by the City shall be based on the conceptual foundations of play, recreation, and leisure; essential interests and needs; community opportunities; City's mission and goals; and experiences desirable for participants. Recreation programs and services can be self-directed, leader-directed, facilitated, fee-based and cooperative.

SELF-DIRECTED PROGRAMS AND SERVICES provide for recreation opportunities where there is only general supervision, including outdoor basketball courts, trails, tennis courts, and open multipurpose ball fields and playgrounds as well as some pool and center based activities. These self-directed areas, facilities, and equipment should be provided to give an opportunity for individuals and groups to participate without leadership, under only general supervision.

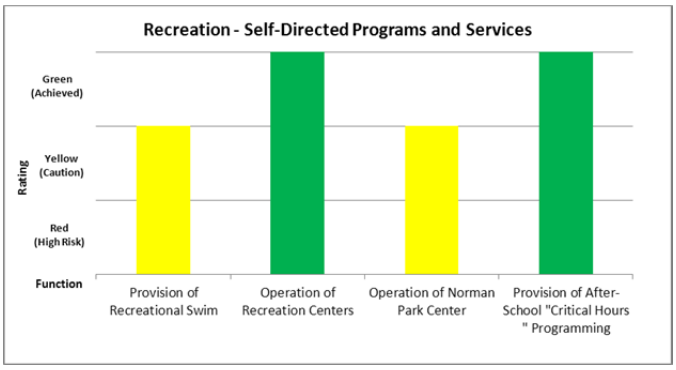
- Provision of Recreational Swim *(Yellow)*
  Recreational swimming provides time when the pools are open to the general public for fee-based and General Fund supported, unstructured, leisure swimming. Target participants are families, elementary school aged youth and teens. The status of Recreational Swim is (Yellow) as a result of outside funding received and additional funding allocations for the budget this FY 2013-2014 to provide part-time Lifeguards. Recreational swimming is offered during the six weeks of summer, two weeks of spring, and two weeks of fall for 2.5 hours/day, 3 days/week. The status could move to (Green) with increasing total hours of operation and secured outside funding. The status could move to (Red) if significant maintenance items listed on the Citywide Critical Needs List are not addressed and pool operational hours are affected.

- Operation of Recreation Centers ***(Green)***
  Facility operations at City Recreation Centers (Parkway Center/Gym, Loma Verde Center, Otay Center, Veterans Center, Heritage Center, Salt Creek Center, and Montevalle Center) include provision of structured and drop-in activities and programs, provision of meeting space for community groups and organizations, oversight of adjoining outdoor amenities, and fitness centers at several locations, including the provision of concomitant custodial and building maintenance services and utilities funding. Status is (Green), as center operations have expanded back to five to seven days per week. There is a concern that custodial and building maintenance services were not increased commensurate with the hours of operation. This is addressed in the Public Works section.

- Operation of Norman Park Center *(Yellow)*
  Facility operations at Norman Park Center (NPC) encompass a variety of services including: the provision of meeting rooms to clubs primarily serving seniors; organized and structured classes, programs, special events and activities; a place for leisurely socializing; and a membership based fitness center. Norman Park is open five days per week during hours desired by the senior community. More than 60 groups utilize the facility for their daily, weekly, or monthly activities and events. NPC houses several community service providers including Meals-on-Wheels, Home Start Inc., the Parkinson's Foundation, Southern Caregivers Resource Center, ElderLaw and AARP Drivers Safety Classes. The Center provides services such as information and referral, assistance completing low income housing paperwork, the Commission on Aging, bereavement support groups, income tax assistance, the RUOK program, volunteer opportunities, partnerships with a number of senior focused organizations such as Scripps, AIS and HHSA to provide health talks, fraud/scam awareness presentations and healthy living workshops. The Community Development Block Grant program funds the center's hours of 29 hours a week (Monday-Thursday, 12-5pm and Friday 8am-5pm). However CDBG funds continue to decrease but the demand of the center continues to be a high priority. This center site is staff intensive, yet there is no full time Recreation

Supervisor for this site, thus the status has moved from Green to Yellow. As the aging population grows, the need for GF and staff support of this site are a priority to the department and commissions. If CDBG or GF funding is not continued this could move back to (Red).

- Provision of After-School "Critical Hours" Programming *(Green)*
  Generally, fee-free, after- school programming at all recreation centers and through the mobile recreation program at park location sites in underserved areas without a recreation center. The program is designed to provide a "safe haven" for youth ages 5-16 during the two to three hours immediately following the close of the school day until parental supervision resumes later in the afternoon/early evening. Activities may be formal (organized) or informal (drop-in) and hours vary by center and school schedules. Currently serving over 300 youth per day at our various program sites. Critical hours for an older age group (16-25) typically take place later in the evening and on weekends at Parkway Gymnasium and Loma Verde Center and serve 30-40 teens and young adults daily. Status is (Green) based on recreation centers now being open at least five days per week with extended hours.



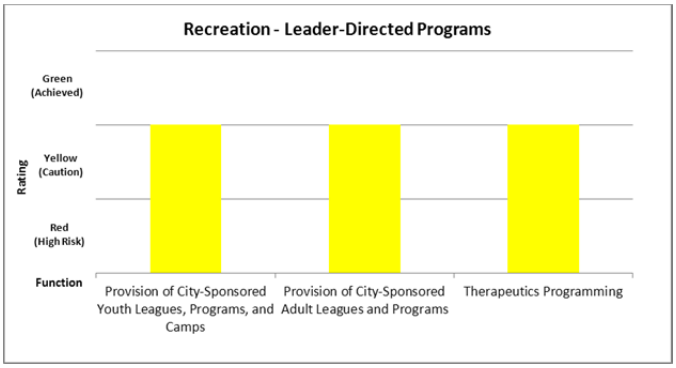
LEADER-DIRECTED PROGRAMS AND SERVICES provide recreation opportunities where participant involvement is directed by a leader, including instructional skills classes, such as tennis, crafts, dance, creative arts and dramatics for children.

- Provision of City-Sponsored Youth Leagues, Programs, and Camps *(Yellow)*
  Organized, fee-based, coed recreational leagues for all skill levels for ages 6-16. Basketball and soccer sports leagues are coached by volunteers from the community. Practices are generally held during the week with games scheduled on Saturdays according to geographic considerations at two City facilities, Parkway Gym (West) and Salt Creek (East). Currently, there is not a youth league being offered during the fall season. A variety of specialty sport camps are offered on a fee-basis at a variety of recreation centers throughout the year as well. Traditional youth camps at all facilities have not been run in recent years due to lack of funding. The status could change to (Green) through additional funding resources to provide at least one camp at each center/gym site location, and the provision of a youth league during the fall season.

- Provision of City Sponsored Adult Leagues and Programs *(Yellow)*
  Organized, fee-based, coed and men's recreational leagues for all skill levels for adults. Softball and basketball leagues are held four times per year, and are facilitated by part-time staff and officiated by contract officials. Softball leagues play at Mt San Miguel Park, Montevalle Park, and Veteran's Park. Basketball leagues play at Parkway Gym, Salt Creek Gym, and Montevalle Gym. The Golf league is held one time per year during the spring/summer and is held at Chula Vista Municipal Golf Course, Bonita Golf Club, Eastlake Country Club, and Salt Creek Golf Club. The status could change to (Green) through additional resources to provide support to the program supervisor and further increase and develop additional programs and services.

- Therapeutics Programming *(Yellow)*
  This status has shifted from Red to Yellow through Community Development Block Grant funding the entire Therapeutic Recreation Program in FY 2013-14. This program features classes, events, activities and services specifically designed for individuals with physical and/or developmental disabilities. Activities offered include parent's night out, dance, fitness enrichment and sport classes, as well as social events. This year's goal is to serve 100 individuals with disabilities. The department also continues to provide inclusion services, ADA mandated accommodations for requesting individuals, via an assessment and support provided through a Certified Therapeutic

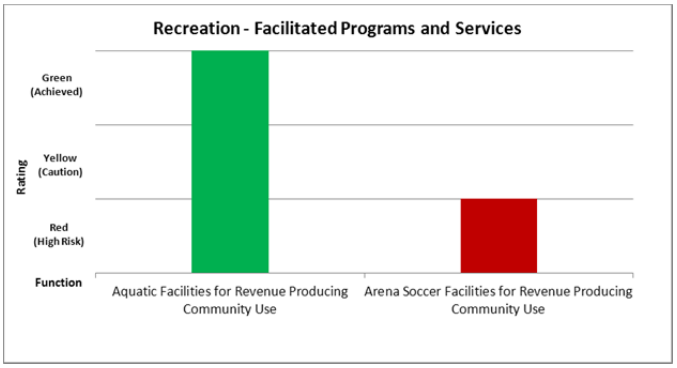
Recreation Specialist (CTRS). Expansion of Therapeutics Programming would move this to (Green). If neither CDBG funding nor GF funding is secured for FY15, this would move back to (Red).



FACILITATED PROGRAMS AND SERVICES provide recreation opportunities where individuals and groups of individuals are encouraged and assisted to operate independently of the agency, including rental opportunities.

- Aquatic Facilities for Community Use *(Green)*
  Both City pools are revenue-producing facilities through use by private local swim clubs, SUHSD for swimming and water polo teams, and individuals or groups for private functions. This was changed from a (Yellow) status to (Green) due to cost changes to make rentals more desirable to users and individuals. The demand for pool space, at least times and seasons, outweighs availability. The status could move to (Red) if significant maintenance items listed on the Citywide Critical Needs List are not addressed and pool operational hours are affected.

- Arena Soccer Facilities for Community Use *(Red)*
  The soccer arena is a high demand, high use sports facility by the community for rentals and parties. The soccer arena realizes more than 130 rentals per year, and is also utilized by the City-sponsored Youth Indoor Soccer League in the spring for practices and games for the Eastern Division. The condition of the Salt Creek arena soccer field artificial turf is in as to playability and may be closed due to safety. The site is in need of having the turf and scoreboard replaced to continue its future use. This project has been placed on the unfunded proposals Capital Improvement list (item 102150, Speed Soccer Arena $145,000). An Adult Arena Soccer league will once again be introduced and will generate an additional $30,000 in revenue annually with the turf and scoreboard replacement.



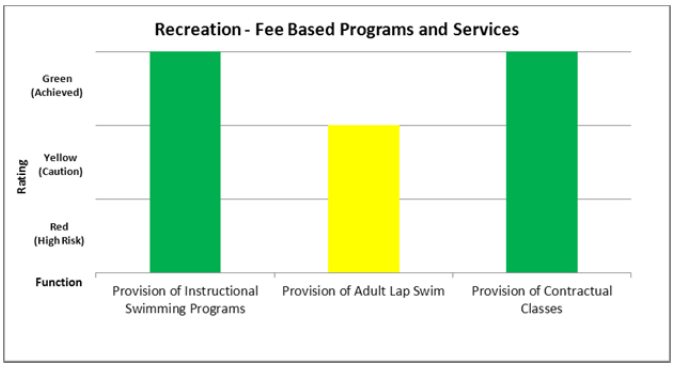
FEE BASED PROGRAMS AND SERVICES provide recreational opportunities for a fee, as not all programs and services can be offered without charge. To offer some programs and services for a fee can greatly augment the recreational opportunities. Services for a fee may include the rental of aquatic facilities, outdoor soccer arena, and recreation centers. Programs for a fee also include instruction, lap swim and contractual classes

- Provision of Instructional Swimming Programs *(Green)*
  Instructional swimming programs currently include the following: Parent & Tot (parent and child age 6 months-3 years), Tiny Tot (children ages 4-5), Learn-to-Swim (children age 6-17), Swim Clinic (children age 6-17), Adult Swimming Lessons (ages 18+), and Private Lessons (ages 4+). Being able to provide instructional swimming programs nine months per year to all ages on a fee basis keeps this at a (Green) status. The status could move to (Yellow or Red) if significant maintenance items listed on the Citywide Critical Needs List are not addressed and pool operational hours are affected.

- Provision of Adult Lap Swim *(Yellow)*
  Adult Lap Swimming provides time when the pools are open to adult's age 18+, primarily serving lap swimmers, water-walkers and other water-based aerobic activities, paid for by fees and the General Fund. The status of Adult Lap Swimming is (Yellow) as a result of budget reductions that reduced the program by 50%, to Monday through Friday hours during the morning and noon time at one pool, instead of both pools. Fees do not cover the full

cost. This year we were able to provide an additional two days/week at Parkway Pool from March-June as a result of a generous grant. As this was one-time grant funding, we cannot consider the status as Green. Status could move to (Green) with the addition of outside funding for part-time resources (Lifeguards) to provide activities at both pools on a year-round basis. The status could move to (Red) if significant maintenance items listed on the Citywide Critical Needs List are not addressed and pool operational hours are affected.

- Provision of Contractual Classes *(Green)*
  The Recreation Department utilizes 60-80 independent contractors yearly as contractual instructors of a wide variety of 1,200 recreational classes, including, but not limited to, pre-school activities, dance, creative and performing arts, martial arts, fitness, sports, personal enrichment and others. These contractual programs are offered at all recreation facilities as well as at various "satellite" parks and locations throughout the city and involve 10,000 participants annually. Although (Green), opportunities remain for further expansion of these programs, particularly in "satellite" locations.



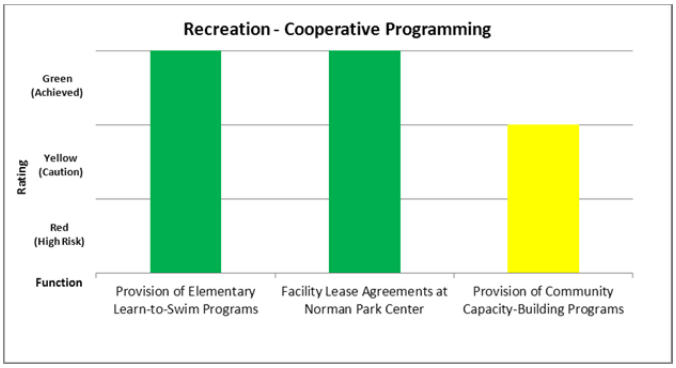
COOPERATIVE PROGRAMMING provides recreational opportunities through coordination with other organizations in the community to provide maximum coverage with a minimum of duplication, as well as to reduce inter-agency competition for the time of an individual. The desirability of total community programming is in order to avoid unnecessary waste of effort and finances and to match the type and level of programming to community needs. Cooperative programming includes use of Memoranda of Understanding (MOU), Memoranda of Agreement (MOA), partnering, or outsourcing.

- Provision of Elementary Learn-to-Swim Programs *(Green)*
  These are group swimming lessons provided primarily to 4th and 5th grade classes from schools in the Chula Vista Elementary School District. They are currently funded primarily through a grant from the Kaiser Foundation, with additional support through private donations. The status of this program could switch to (Yellow) or (Red) if grant funding and/or donations are reduced or eliminated. The status could also move to (Red) if significant maintenance items listed on the Citywide Critical Needs List and pool operational hours are affected.

- Facility Lease Agreements at Norman Park Center *(Green)*
  In an effort to assist seniors in accessing needed programs and services, Norman Park Center leases the offices located on its 2nd floor to several non-profit agencies that provide additional services to seniors such as Parkinson's Foundation, Southern Caregivers and Meals on Wheels.

- Provision of Community Capacity-Building Programs *(Yellow)*
  The department has been providing programming space at Loma Verde and Parkway Centers to Familias Sanas y Activas, a five-year, renewable project involving families in the southern San Diego County area. This program is administered by the San Diego Prevention Research Center (SDPRC) through funding by the Centers for Disease Control and Prevention (CDCP). The program involves researchers collaborating with community organizations to promote physical activity and reduce barriers to physical activity through the implementation of a train-the-trainer intervention to train volunteer Promotores, or Lay Health Advisors, to develop physical activity programs at community sites with a focus on the Latino population. This free program provides added visibility to our full scope of programming and helps to further promote our centers to the public. This program has recently moved to Yellow/Red as CDCP funding for this program ending in FY2013-2014, an alternate source of funding will need to be

found in order to continue this program. Identification of alternate funding would move the status back to Yellow or Green.

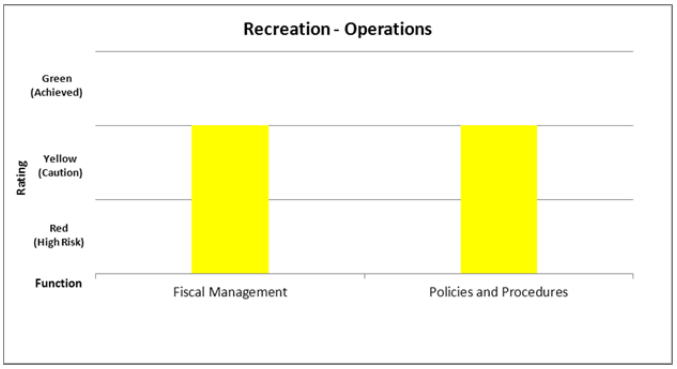


OPERATIONS

- Fiscal Management *(Yellow)*
  Recreation use fees and charges as a revenue source to supplement General Fund appropriations. The department does not currently have a specific mandated cost recovery or specific percentages per recreation programs and services, other than a guidance of a 30% to 70% cost recovery. Fees and charges involve updating the City's Master Fee Schedule as well as policies currently in place. In order for this to become (Green), an analysis needs to be conducted to factually determine current market status of cost recovery, core services and revenue sources. This has become a key trend in the recreation profession and municipal agencies in an effort to improve and enhance services and overall effectiveness for departments. The Recreation Department submitted a RFP in February 2014 for such an analysis with the following components:
  1. Create a cost recovery resource allocation, pricing strategy and revenue enhancement study In order for the department to maintain cost recovery/subsidy levels that are appropriate based on our community's characteristics, values, and available funding.
  2. Develop a pricing methodology policy so that staff is trained and understands the philosophy behind it and how to communicate the price to the users.

  This category could move to green depending on the actions following up on recommendations of the study.

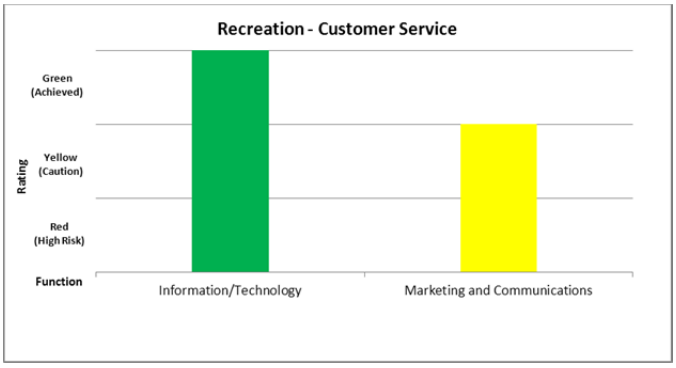
- Policies and Procedures *(Yellow)*
  The department has begun to update forms, applications and operational procedures to help facilitate the implementation of policies, how tasks are to be completed, when, and by whom. In coordination with the City Attorney's Office, the department has reviewed cooperative programming Memoranda of Understanding (MOU), Memoranda of Agreement (MOA), and partnership opportunities. For the department to be united and to communicate the same message to the community, it needs to have policies and procedures in place that are consistent, which will ultimately move this to a (Green) status.



CUSTOMER SERVICE

- Information/Technology *(Green)*
  In collaboration with ITS, computer software upgrades were provided to all full- time staff; and IFAS was installed for access to budget reports. Department staff training will take place on IFAS Dashboard information to help staff with use of system. The new user interface will allow full time staff to have report retrieval and access which will help them to better monitor their revenue and budget expenditures. The Recreation Department implemented a software upgrade to ActiveNet for program registration and facility booking. All full-time staff received two and half weeks of training on the new software system. This tool has helped provide consistent communication within the department. The status has changed to (Green) based on the improvements made. However, the status can revert to (yellow) without resources to continue staff training and upgrades to technology when needed to ensure good communication to both internal and external customers.

- Marketing and Communications *(Yellow)*
  Continue to work on developing a marketing plan to promote our services. The Recreation Department is working with the Office of Communications to develop a logo for the department to brand the programs and services. Peach Jar is a new (paperless) electronic marketing tool that the local elementary school system is utilizing. Twenty-six schools in the Chula Vista Elementary School District (CVESD) district are enrolled in this marketing program and 20 schools are not. The department is able to market programs and services to the public through press releases, Nixle, Website and Facebook. Next step is to utilize ActiveNet to help market programs and services. Creating a marketing plan within the department should help move this towards a (Green) status.



RESOURCE MANAGEMENT/COMMUNITY ENGAGEMENT/PARTNERSHIPS/SPONSORS

- Provision of Safe, Adequate, and Appropriate Recreational Equipment and Facilities *(Yellow)*
  Due to no replacement funds being budgeted, durable recreational equipment and supplies used by the public have not been replaced for a number of years. This equipment is showing predictable signs of wear and tear; some items are able to be repaired, rather than being replaced. Equipment that is failing and is non-repairable is being removed from service, having a negative impact on programs with an end result of less revenue. A list of items that includes costs for replacement should be made for future long term planning. Some examples of durable equipment include tables and chairs, fitness center equipment, pool covers, and adjustable/retractable basketball goals. The establishment of a regularly scheduled, preventative maintenance program as well as the addition of an equipment replacement fee component to current and future fees and charges will enable the status to remain (Green) once implemented. Although the status of this broad-scope category would not likely be downgraded to (Red) as a whole, if significant maintenance items listed on the Citywide Critical Needs List are not addressed, individual programs in specialty categories within this report certainly would be downgraded either from (Green) to (Yellow) or from (Yellow) to (Red).

- Community Access to Ball Fields *(Yellow)*
  The Youth Sports Council (YSC), a group of 22 separate, youth-serving, non-profit organizations that provide organized sports activities in the community, provides coordination among, and support for, organized youth sports activities in the City. YSC organizations utilize 62 designated athletic fields in 32 City parks for 750 teams serving 9,800 youngsters annually. Fields are also utilized to conduct City-sponsored programs and activities, and are rented by private individuals and organizations for athletic activities.

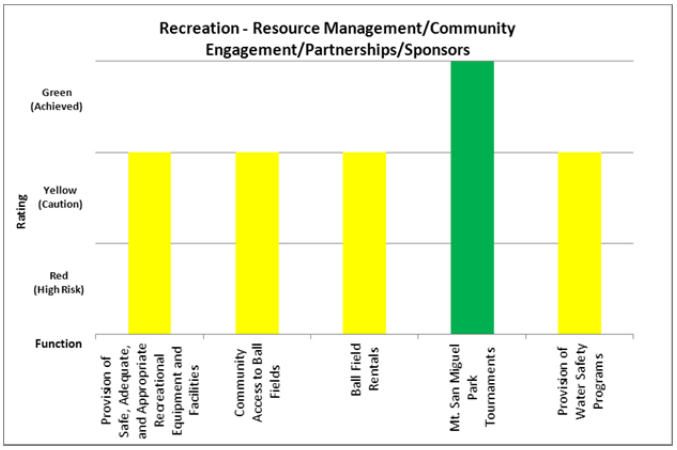
  The combination of total number of fields, reduced maintenance on fields, and high demand/use has resulted in a shortage of fields available for use; select fields are pulled from available inventory and are now closed to recover from overuse. A regular field maintenance schedule needs to be developed for all fields to rest at some point. Closing more fields due to overuse, the lack of funding to maintain them, ultimately could shift this to red. We need to continue to collaborate with the YSC and Public Works Department on an operational plan to put in place for routine and continuous maintenance needs and funding renovations to continue to sustain the City's facilities and amenities.

- Ball Field Rentals *(Yellow)*
  The YSC is currently allocated a majority of the City's fields for organized sport use. This does not leave a lot of options for additional ball fields access for rent. When available, fields are utilized to conduct City-sponsored programs and activities, and are rented by private individuals and

organizations for athletic activities. Veteran's Softball field, Veteran's Multi-purpose field, and Salt Creek North Multi-purpose field were removed from the Youth Sports Council inventory of allocated fields to provide fields for the community use and/or City programming to increase field rentals. The combination of total number of fields, reduced maintenance on fields, and high demand/use has resulted in a shortage of fields available for use; fields are pulled from available inventory and are now closed to recover from overuse. Closing more fields due to overuse, and lack of funding to maintain them, ultimately could shift this to (Red).

- Mt. San Miguel Park Tournaments *(Green)*
  Mt. San Miguel Park is a tournament destination site for the City. In 2013, the department secured fourteen multi-day tournaments for both softball and baseball requests. In addition, there were ten single-day tournaments held for both youth and adults. Lutheran High School and High Tech High Chula Vista rent Mt San Miguel softball fields each spring season for their CIF practices and games. These multi-day sports tournaments have provided direct revenue to department as well as indirect benefit through TOT, sales tax, etc.

- Provision of Water Safety Programs *(Yellow)*
  This encompasses a variety of programs and activities including Junior Lifeguard Programs, Safety Certification Classes (Lifeguarding, Water Safety Instructor, Instructor Training Classes), outreach efforts such as the Aquatic Safety Awareness Program (ASAP) and the Water Awareness in Residential Neighborhoods (WARN) program, and community-based water safety campaigns and events such as April Pools Day, Water Safety Festival, World's Largest Swim Lessons and National Water Safety Month. Staff has been partnering with the Fire Department to increase the awareness to the public. This continues to be (Yellow) as what is currently offered is delivered by full-time staff with no funding to train and implement using part-time staff hours. Due to budgetary constraints, full-time aquatic staff has been doing ASAP and WARN presentations as time has allowed. Status could change to (Green) if qualified volunteers are recruited and trained to become presenters. These volunteers could do the WARN outreach program to homeowner associations, mobile home parks, and community groups, and ASAP outreach program to schools. The status could move to (Red) if significant maintenance items listed on the Citywide Critical Needs List are not addressed and pool operational hours are affected.



CAPITAL IMPROVEMENT PROGRAM

Capital Improvement Program Summary

CIP Revenue Summary

CIP Expenditure Summary

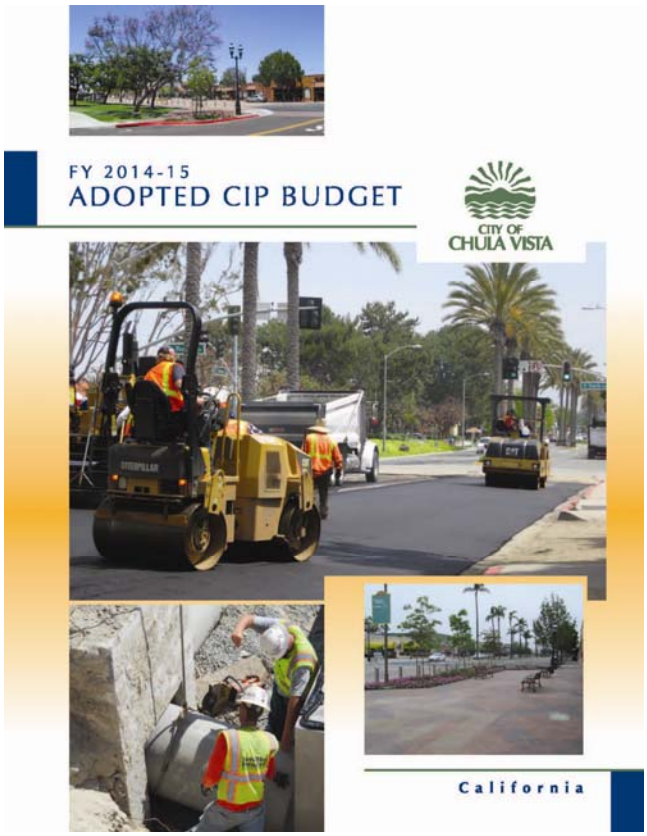
Capital Improvement Projects Summary

Capital Improvement Program Summary

The following is an overview of the Capital Improvement Budget Program. The goal of the Capital Improvement Program (CIP) is to provide for the sustainable preservation of City-owned assets at the lowest cost and to leverage financial strategies to address infrastructure needs within a prioritized framework, which includes an assessment of the asset's condition, capacity to meet service demands, probability of failure, maintenance and preservation strategies, and funding availability. The CIP is a living document used to identify current and future requirements and the basis for determining annual capital budget expenditures. In addition to new capital projects, the Capital Improvement Program includes continuing projects that have authorized budget amounts remaining, but do not need additional funding allocated in the adopted budget or during the CIP 5-year cycle. A list of active projects previously approved in prior year CIP budget is included in the budget.

Capital Improvement Projects are defined as multi-year capital investments with a value of $50,000 or more and a minimum useful life of 5 years at a fixed location. Equipment, operating and maintenance costs are budgeted in the City's operating budget. New maintenance costs are included in the CIP budget and appropriated in future operating budget cycles. For example, the development of the new multi-purpose park on the SDG&E easement at the southeast corner of Fourth Avenue and Orange Avenue, and adjacent to the South Chula Vista Library, includes an estimated ongoing maintenance cost. This cost will be included in the fiscal year 2015-16 operating budget.

The CIP document provides the capital project budget detail and reporting by asset management category, funding, and location. This format better aids the decision-making process as it allows the City Council to review projects recommended in each asset management system, gain an understanding of the condition of the asset in relation to the overall system and the basis for the recommendation, as well as the availability of funding sources. The proposed projects' detail sheets within each asset management system provides a description, location, project intent, type of project, link to the strategic goals, and funding requirements over the life of the project.



CIP PROCESS

The Department of Public Works annually prepares a Capital Improvement Budget for the City Council's approval. The CIP budget includes an estimated five-year Capital Improvement Program. The City is faced with the challenge of managing a range of aging infrastructure assets that are critical to maintaining an aging City and serving new development. Making sound decisions about asset maintenance and replacement requires information about the asset's probability of failure and capacity to meet the requirements of the system.

On a continuous basis, project proposals are added to the City's capital improvement budget and project management database (CIPACE) following recommendations from guiding documents (see list below) adopted by the City Council and condition assessments performed by Public Works staff. This year's CIP process includes the process of ranking projects and setting funding priorities. Funding recommendations are based on the evaluation of the

proposed asset's probability of failure, capacity, and level of service requirements including efficiency improvements gained.

Another tool used in ranking and formulating the CIP recommendations are Guiding Documents approved by the City Council. The City utilizes "guiding documents" to ensure proposed CIP projects are consistent with established program priorities. The following is a partial list of guiding documents, which have included public input from multiple stakeholders in the community. For example the Five-year Pedestrian Master Plan and Bike Master Plan were recently adopted by the City Council. They identify missing infrastructure needs within those program categories. Additionally, proposed CIP projects are reviewed for consistency with the City's General Plan and specific plan and City policies.

- General Plan
- Regional Transportation Program
- Bikeway Master Plan
- Street Saver Condition Index Database
- Drainage Master Plan
- Wastewater Master Plan
- Fire Master Plan
- Asset Management Plan
- Parks Master Plan
- Pedestrian Master Plan/Safe Routes to School
- Redevelopment Implementation Plan
- Southwest United in Action Survey Results
- Third Avenue Streetscape Master Plan
- Environmental Mitigation Program
- Western TDIF Program
- TDIF Program
- Redevelopment Implementation Plan
- Traffic Monitoring Program
- Growth Management Oversight Committee Annual Report
- Other Specific Plans (e.g. Urban Core Specific Plan, Palomar, Bayfront and Main Street Specific Plans

BUDGET DEVELOPMENT

Although a component of the City Manager's overall budget, the CIP budget is developed separately by Public Works staff on an annual basis. The CIP budget process runs parallel to the development process for the City's operating budget, and they are subsequently presented together for City Council approval.

On April 10, 2014 Public Works staff held a Council Workshop on Infrastructure and a public hearing was held on May 6th for City Council to consider and adopt the TransNet Local Street Improvement Program of projects for fiscal years 2014-15 through 2018-19.

Public comment is a vital component of the CIP process. The public had the opportunity to comment on the proposed CIP. The initial proposed capital improvement project detail sheets are posted annually in April of each year on the public works website for public comment and review.

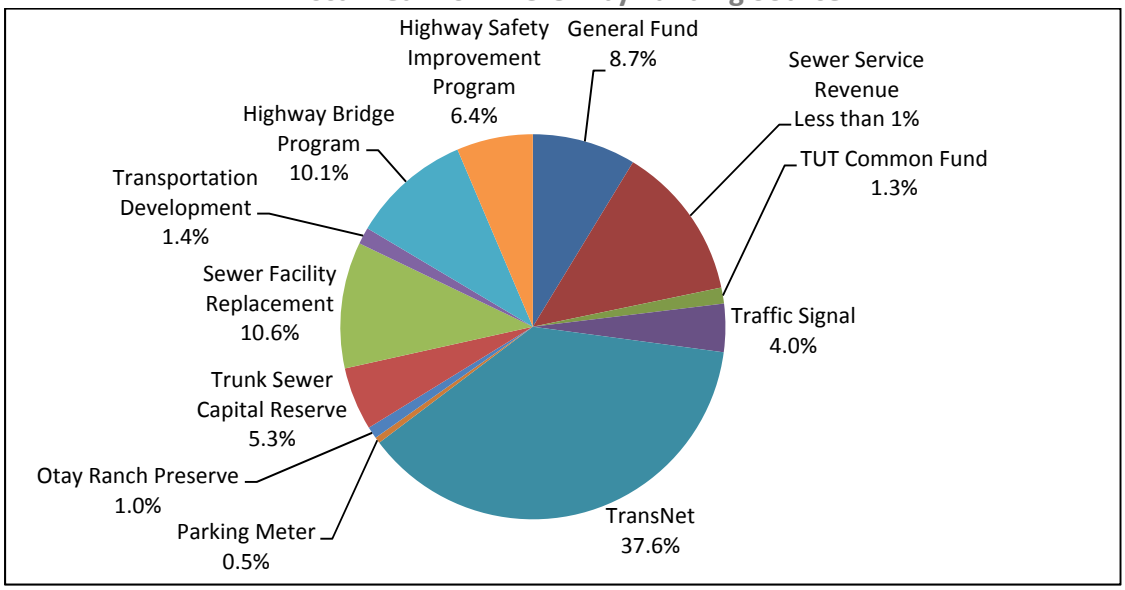
http://www.chulavistaca.gov/City_Services/Development_Services/Engineering/index.asp

Additionally, the Public Works Department publishes an annual proposed CIP budget. The document was made available at the City Clerk's office, the Civic Center Library, Otay Ranch Mall Library, and the South Chula Vista Library.

CIP Revenue Summary

The Capital Improvement Program is supported by a number of funding sources. City staff continuously explores opportunities to diversify revenue and leverage funding for infrastructure improvements. The following chart and table summarizes the funding sources for the FY 2014-2015 CIP budget.

Fiscal Year 2014-15 CIP by Funding Source



Funding Source	Amount
Parking Meter	$ 100,000
Otay Ranch Preserve	$ 200,000
Transportation Development	$ 278,341
TUT Common Fund	$ 265,219
Traffic Signal	$ 800,000
Trunk Sewer Capital Reserve	$ 1,050,000
Highway Safety Improvement Program	$ 1,268,400
General Fund	$ 1,724,067
Highway Bridge Program	$ 1,991,637
Sewer Facility Replacement	$ 2,100,000
Gas Tax	$ 2,580,000
TransNet	$ 7,445,000
Total FY15 Proposed Budget	**$ 19,802,664**

The Capital Improvement Budget is primarily supported by TransNet and Gas Tax. TransNet is the largest stable source of revenues for Capital Improvement projects. Along with TransNet, Gas Tax funds continue to provide a stable source of revenue for street related projects. Other major revenues in this year's budget include Sewer Facility Replacement funds for ongoing sewer rehabilitation projects. Competitive grant revenue sources remain steady with grant revenue growth opportunities in the imminent future. Transportation grants include the Active Transportation Program and Federal Highway Safety Improvement Program. Revenue decreases include the end funds available from Proposition 1B and a reduction in Community Block Grant funding traditionally used for ADA pedestrian improvements. In the near future are increased revenues from the Highway Bridge Program (HBP) for Willow Street Bridge and Heritage Bridge. The HBP is a safety program that provides federal-aid to local agencies to replace and rehabilitate deficient locally owned public highway bridges.

The following is a brief description of key funding sources which support the FY2014-15 Capital Improvement Budget:

DEVELOPMENT IMPACT FEES

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. $800,000 is programmed in fiscal year 2014-15 CIP for traffic signal modifications and expansion of the existing Adaptive Traffic Signal System.

GRANTS

Active Transportation Grant Program

On September 26, 2013, the Governor signed legislation creating the Active Transportation Program (Senate Bill 99 Chapter 359 and Assembly Bill 101, Chapter 354), a new statewide grant program to encourage increased use of active modes of transportation, such as biking and walking. The Active Transportation Program (ATP) consolidated the Bicycle Transportation Account (BTA) along with Safe Routes to School Program, the Environmental Enhancement and Mitigation Program and two other programs into one program. The California Transportation Commission (CTC) adopted the ATP guidelines on March 20, 2014. Caltrans announced a call for ATP projects and is accepting application from March 21 to 22, 2014. Staff will apply for grant funding under this program for the Industrial Blvd Pedestrian/Bike Improvements. Award notifications are expected in November 2014.

Bicycle Transportation Account

The Bicycle Transportation Account (BTA) is an annual program providing state funds for city and county projects that improve safety and convenience for bicycle commuters. Projects must be designed and developed to achieve the functional commuting needs and physical safety of all bicyclists. The BTA Program Call for Projects in fiscal year 2013-14 was postponed due to the Active Transportation Program (ATP) proposed by the Governor which consolidated the BTA program along with a number of other programs into one program. No BTA funds are programmed in the fiscal year 2014-15 CIP.

Community Development Block Grant Funds

Each year, the City receives approximately $1.7 million in Community Development Block Grant (CDBG) funds. Of this amount approximately $1.3 million is available for community development activities, which include capital improvement projects. In 2006, the City of Chula Vista received a CDBG Section 108 loan in the amount of $9.5 million for the completion of the Castle Park Infrastructure Projects. The debt service payment is paid back from the City's annual allotment of CDBG funds (approximately $750,000 annually). This reduces the amount of CDBG funds available for other capital projects to approximately $0.3-0.5 million annually for the next 14 years. No CDBG funds are programmed in the FY2014-15 CIP however staff will submit an application for CDBG funds in November 2014.

Highway Bridge Program

Included in the 2014-15 capital program are two major bridge projects – STL-261, "Willow Street Bridge Widening," at the Sweetwater River and STM-364, "Heritage Road Bridge Replacement," at the Otay River. Both will be built primarily using Federal Highway Bridge Program (HBP) funds totaling approximately $44.7 million, leveraged with a relatively small local TDIF contribution of about $5.6 million and a $2.5 million SAFETEA-LU grant for engineering design and environmental evaluation.

The Highway Bridge Program (HBP) provides funding to enable states to improve the condition of their highway bridges through replacement, rehabilitation, and systematic preventive maintenance of deficient bridges. The existing bridge at Willow Street was constructed in 1940 and, through a series of studies, was determined that it was not practical to rehabilitate the bridge and funding for full replacement was subsequently approved by the Federal Highway Administration (FHWA) and Caltrans, which administers the HBP Grant Program in California. The existing bridge at Heritage Road was built as an interim facility in 1993 when heavy flood waters destroyed the river crossing; this interim bridge was recently approved by FHWA and Caltrans for replacement because it is inadequate for peak traffic volumes, does not accommodate pedestrians, and is unable to convey the 50-year storm without being overtopped.

Highway Safety Improvement Program

The Highway Safety Improvement Program (HSIP) was established to attain a significant reduction in traffic fatalities and serious injuries on all public roads through the implementation of infrastructure-related highway safety improvements. The HSIP Cycle 6 call for projects announcement was made by Caltrans on March 29, 2013 and on November 14, 2013 Caltrans approved the list of Cycle 6 projects to receive HSIP funding. A total of 389 applications were received from local agencies throughout the State of which 231 projects have been funded totaling approximately $150 million in federal HSIP funds. The City received HSIP grants funds in the amount of $1.27 million for two projects related to signal improvements and both are programmed in the fiscal year 2014-15 CIP: (1) Traffic Signal Modifications at four intersection: Fourth Avenue/"J" Street; Hilltop Drive/"L" Street; Third Avenue/"H" Street; Third Avenue/"I" Street; and (2) Expansion of Adaptive Traffic Signal System at East "H" Street between Hidden Vista Drive and Tierra Del Rey and Telegraph Canyon Road between Canyon Plaza Driveway and Buena Vista Way.

Neighborhood Reinvestment Program

The Neighborhood Reinvestment Program provides grant funds to County departments, public agencies, and to non-profit community organizations for one-time community, social, environmental, educational, cultural or recreational needs. The City is submitting a grant application for $117,000 for the Palomar Bridge Fence Enhancement project. State Highway Interstate 805 is currently under construction for high occupancy vehicle (HOV) lanes. The Palomar Bridge has been demolished and is currently being constructed to accommodate the HOV lanes. The Department of Transportation (Caltrans) is administering the highway project and had included a direct access ramp for the Palomar Bridge. The City received support from Caltrans to include a bridge enhancement design on the bridge. The estimated total project cost is $238,800.

Safe Routes to School

The State Safe Routes to School (SR2s) program goal is to reduce injuries and fatalities to schoolchildren and to encourage increased walking and bicycling among students. Competitive grants are available to local government agencies for construction of facilities that enhance safety for pedestrians and bicyclists, primarily students in grades K-12 who walk or bicycle to school. No Safe Routes to School funds are programmed in the fiscal year 2014-15 CIP. The Active Transportation Program (ATP) consolidated the Safe Routes to School Program along with a number of other programs into one program.

Smart Growth Incentive Grant

The TransNet Smart Growth Initiative Program (SGIP) funds transportation related infrastructure improvements and planning efforts that support smart growth development. The SGIP will award two percent of the annual TransNet revenues for the next 40 years to local governments through a competitive grant program to support projects that will help better coordinate transportation and land use in the San Diego region. Active SGIP grants include $1.34 million for the Third Avenue Streetscape Improvement Project Phase II from Madrona Street to "F" Street.

MISCELLANEOUS FUNDS

General Fund

The General Fund is the City's main operating fund used to pay for City services. The fiscal year 2014-15 CIP includes $1,274,067 for the Third Avenue Streetscape Project Phase II, a revenue offset project from RDA bonds, and $450,000 for the City's Asset Management Program.

Parking Meter Fund

The Parking Meter Fund is a dedicated funding source for the Downtown Parking District. Parking Meter Fund revenues are generated through coin deposits from

parking meters located in the downtown area and parking citation payments for expired meter violations. $100,000 is programmed in the fiscal year 2014-15 CIP for upgrades to parking meters and associated technology.

Residential Construction Tax

The Residential Construction Tax (RCT) was established by the City Council in October 1971 to provide a more equitable distribution of the burden of financing parks, open spaces, public facilities, and other capital improvements, the need for which is created by the increasing population of the City. The RCT is applicable to all new residential units and paid by the person constructing the units. RCT funds are used to pay for debt service obligations resulting from the issuance of Certificates of Participation (COP's) for western Chula Vista failing CMP repairs.

TUT Common Fund

The TUT Common Fund is comprised one-time settlement monies from the settlement of the class action lawsuit related to the application of the telephone user's tax for wireless customers. A total of $265,219 is being used to complete pool improvements at the Loma Verde and Parkway Recreation Centers and replace playground equipment at various City parks.

VOTER APPROVED FUNDS

Gas Tax

Several years ago the voters approved Proposition 42, which provided funding for cities to improve streets from the sales tax on fuel. The funds can only be utilized for street improvements and the City has utilized these funds to augment its annual pavement rehabilitation efforts. In the fiscal year 2014-15 CIP the allocation is $2.5 million for minor pavement rehabilitation including street overlays and some street reconstruction based on the City's Pavement Management System.

Transportation Sales Tax

Transportation Sales Tax (TransNet) funds are derived from sales tax revenues levied in San Diego County that are collected by the State specifically for use on transportation related projects in San Diego County. 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, local transit, and Caltrans request funding. The revenue approved for municipalities is based on the specific cost estimates that are required to be submitted as part of the annual request for funding. The TransNet Extension Ordinance states that at least 70 percent of the funds allocated to local agencies for local road projects should be used to fund Congestion Relief (CR) projects. CR projects include the construction of new or expanded facilities, major rehabilitation and reconstruction of roadways, traffic signalization, transportation infrastructure to support smart growth, capital improvements for transit facilities, and operating support for local shuttle and circulator transit routes. No more than 30 percent of TransNet funds allocated to local agencies are expected to be used for local street and road maintenance. In the fiscal year 2014-15 CIP, the TransNet budget is nearly $7.5 million.

SEWER FUNDS

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 the fiscal year 2014-15 CIP, a total of $2.1 million is programmed for sewer rehabilitation projects. In addition, approximately $8.0 million of existing funds and projects will carry over into the fiscal year 2014-15 CIP.

CIP Expenditure Summary

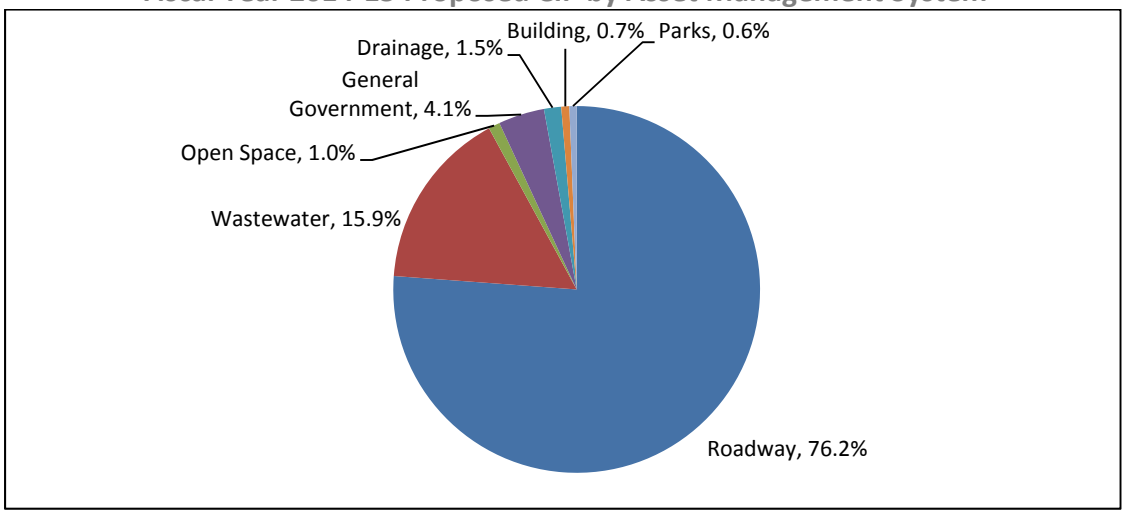
The 2015-2019 Capital Improvement Program (CIP) is a five-year expenditure plan that provides the City with a financial strategy for infrastructure improvements. The CIP includes funding for projects and programs in various geographic areas of the City. The Adopted Fiscal Year 2014-15 capital expenditure is $19.8 million. The forecasted five-year program is estimated at $53.5 million. The 2015-2019 CIP program reflects the actions taken by Council and developed in accordance with Council adopted policies and guiding documents (such as and not limited to the City's General Plan, Master Plans, Specific Plans and the Regional Transportation Plan) as well as generally accepted accounting principles. Overall, the 5-year program continues to trend favorably despite the economy and the fiscal constraints facing the City.

Projects in this year's Capital Improvement Budget have been sorted by the nine-asset management systems identified in the City's Recovery Plan and the Infrastructure Workshop with the City Council. This provides a mechanism to track CIP allocations by Asset Management System (AMS). The nine AMS's include the following:

- The Roadway Management System (RMS), which is comprised of all City-owned assets in the Public Right-of-Way. These assets include: Major and Local Streets, Sidewalks, Traffic Signals & Striping, Bicycle and Pedestrian paths, ADA Ramps and Curbs and Gutters. A majority of the CIP funding is focused on the RMS.
- The Wastewater Management System (WMS), which is comprised of Sewer Pump Stations, Rehabilitation and related projects.
- The Drainage Management System (DMS) is comprised of citywide storm drain facilities.
- The Building Management System (BMS) is comprised of City-owned facilities including the Civic Center, Fire Stations, Libraries, Police Station, Recreation Centers, and community facilities such as Rohr Manor and the Woman's Club.
- The Parks Management System (PMS) is comprised of the citywide park system.
- The Open Space Management System (OMS) is comprised of the Open Space Districts and Community Facility Districts (CFDs).
- The Fleet Management System (FMS) is comprised of City-owned vehicles.
- The General Government Management System (GGMS) includes general-purpose items such as Automation, Utility Undergrounding and Parking Meters.
- The Urban Forestry Management System (UMFS) is comprised of City-owned street trees, and trees within Public Right-of-Way and parks.

The following chart provides an expenditure breakdown, by Asset Management System, totaling $19.8 million of recommended appropriations:

Fiscal Year 2014-15 Proposed CIP by Asset Management System



ROADWAY MANAGEMENT SYSTEM (RMS)

A majority of the CIP funding is focused on the Roadway Management System (RMS). The appropriation for Roadway projects is $15.1 million, which represents 72% of the proposed CIP budget. Project types within the RMS are Major Streets, Local Streets, and Traffic. The following table summarizes the funding by these project types.

Project Type	Total Cost
Local Streets	$9,624,045
Major Streets	$2,775,000
Traffic	$2,683,400
Total Roadway Projects	**$15,082,445**

RMS Projects

- *Major Streets*
  The $2.7 million in funding includes the Pavement Major Rehabilitation Project (citywide), Heritage Road Bridge Replacement project, Bike Lane along East H Street, and studies for the Bikeway Facility Gap Project and construction of Main Street from Heritage Road to La Media Road. The Pavement Major Rehabilitation Project includes resurfacing and pavement overlays, which may extend street life by up to 15 years. Failure to complete proactive street maintenance will lead to the accelerated deterioration of City streets, thereby, costing more to repair in the long-term.

- *Local Streets*
  The $9.6 million in funding includes the Willow Street Bridge Road widening, South Broadway Improvements, Third Avenue Streetscape Improvements, sidewalk installation along portions of Moss, Naples and Palomar Streets and major and minor pavement rehabilitation (citywide).

  Funding of $150,000 is included for a Pavement Management Study which will further the development of the Roadway Management System, by addressing other roadway elements, besides pavement, on eligible roads. These elements include curbs, gutters, sidewalks, medians, parkways, traffic signals and street lighting.

- *Traffic*
  The $2.6 million in funding includes the Traffic Calming Program, Traffic Signal System Optimization, Traffic Signal and Streetlight Systems Upgrade and Modification Program, Neighborhood Traffic and Pedestrian Safety Program, and traffic signal modifications at various locations.

  Funding of $989,900 is included to complete Signal Modification Projects at four locations: Fourth Avenue & J Street; Hilltop Drive & L Street; Third Avenue & H Street; and Third Avenue & I Street.

  Funding of $648,500 is included for the expansion of an Adaptive Traffic Signal System at East H Street & Telegraph Canyon Road. In addition, $250,000 is included for modifications of the Traffic Signal & Pedestrian Facilities along Palomar Street between Broadway & Murrell Drive.

WASTEWATER MANAGEMENT SYSTEM (WMS)

The second highest commitment of CIP funding is for the Wastewater Management System (WMS). The appropriation for Wastewater projects is $3.2 million which represents 15% of the proposed CIP budget. The single project type within the WMS is Sewer. However, the discussion below is divided into the following two categories: Sewer Rehabilitation and Specific Sewer Improvements, and Sewer Pump Stations and Access Roads.

WMS Projects

- *Sewer Rehabilitation and Specific Sewer Improvements*
  The annual Sewer and Manhole Rehabilitation project for fiscal year 2014-15 commits $1 million for citywide work. In addition, improvements of $950,000 are required to mitigate capacity constraints in the Telegraph Canyon Basin located between Fifth Avenue and the I-5 Freeway. Furthermore, a sewer study to identify capacity constraints in the vicinity of J Street and Bay Boulevard junction box will be done at a cost of $100,000.

- *Sewer Pump Stations and Access Roads*
  The pump station at Agua Vista will be rehabilitated, at a cost of $450,000. Sewer access roads at various locations will be rehabilitated, at a

cost of $200,000. The condition assessments of manholes citywide will be conducted at a cost of $450,000.

DRAINAGE MANAGEMENT SYSTEM (DMS)

The appropriation for Drainage Management System (DMS) projects is $300,000, which represents 1.4% of the proposed CIP budget. The single project type within the DMS is Drainage.

DMS Projects

- *Drainage*
  A total of $300,000 in TransNet funds has been committed for CMP rehabilitation. This project is to address rehabilitation of CMP at specific locations, as well as for emergency repairs. A total of $500,000 in Sewer funds has been committed for manhole rehabilitation.

  The City has submitted Vector Habitat Remediation Program grant applications to the County of San Diego to eliminate mosquito nesting in three drainage channels. The channels are located: south of the intersection of Reed Court and Main Street; at the southwest corner of "C" Street and Fourth Avenue; and south of the intersection of Fresno Avenue and Main Street. The drainage studies will be aimed at redesigning the channels to stabilize them, minimizing environmental impacts and permitting requirements, and minimizing or eliminating standing and shallow water areas. If the County approves the grants, staff will bring forward a report to Council to amend the fiscal year 2014-15 budget to appropriate the funds. The City will then apply for construction grants in the next grant cycle.

BUILDING MANAGEMENT SYSTEM (BMS)

The appropriation for Building Management System (BMS) projects is $140,219 to complete improvements for the Loma Verde and Parkway Recreation Centers, which is funded by the TUT Common Fund.

BMS Projects

- *City Facilities*
  The total of $140,219 is for improvements associated with Loma Verde and Parkway Recreation Centers, which includes re-plastering the pool shells, replacing lighting, repairing expansion joints, and replacing flooring.

FLEET MANAGEMENT SYSTEM (FMS)

The City owns and operates over 540 vehicles, from police cars to fire trucks to dump trucks. Maintenance of these vehicles is funded via the individual City department's budgets that operate vehicles. Replacement of the vehicles is funded by the Equipment Replacement Fund, which the City Council established in 1985. However, due to budget constraints, staff has continued to extend the replacement of vehicles over the past several years. However, failure to replace vehicles when needed will result in higher maintenance costs to keep those vehicles running and impact productivity of crews.

PARKS MANAGEMENT SYSTEM (PMS)

The appropriation for park improvement projects associated with the Parks Management System is $125,000.

PMS Projects

- *Parks*
  The City has received $2.8 million in Proposition 84 State Parks Grant funds to design and construct Orange Park, south of the South Chula Vista Library, within an SDGE easement. The construction of Orange Park is scheduled to begin in the summer of 2014.

  Funding of $125,000 in TUT Common Funds will be utilized for the installation and/or replacement of playground equipment in City parks including Paseo del Rey, Valle Lindo, and Chula Vista Community Park.

OPEN SPACE MANAGEMENT SYSTEM (OSMS)

A total of $200,000 is being appropriated for Open Space Management System (OSMS).

OSMS Projects

- *Open Space*
  A total of $200,000 is being appropriated for the design and construction of an approximate 2,000 linear foot, 4" OD steel vehicle barrier along portions of the Minnewawa Truck Trail located within the Otay Ranch Preserve. The unauthorized off-road activities are resulting in the loss and degradation of sensitive plant and animal species and rare habitat types, including critical habitat for the federally-listed Quino Checkerspot Butterfly. Revenues generated from Community Facilities

District (CFD) 97-2 are intended to protect biological resources, maintain biological diversity, and promote the survival and recovery of native species and habitat within the Otay Ranch Preserve.

URBAN FORESTRY MANAGEMENT SYSTEM (UFMS)

The Urban Forestry Management System is responsible for monitoring the overall health of trees throughout the City, including street trees, park trees, and trees located on City property. The City continues to maintain City street trees in order to:

- Ensure ongoing traffic safety along City Streets;
- Enhance the appearance and image of the City;
- Improve the air quality and environment for City residents; and
- Clear right-of-way obstructions.

There are no CIP projects associated with trimming City trees in the fiscal year 2014-15 proposed CIP budget.

GENERAL GOVERNMENT MANAGEMENT SYSTEM (GGMS)

The appropriation for General Government System (GGS) projects is $805,000, which represents 3.9% of the proposed CIP budget. The single project type within the GGS is General Government.

GGMS Projects

- *General Government*
  Funding of $450,000 from the General Fund will be used for the Asset Management Program. Consultants will be hired to identify all city-owned assets, perform condition assessments, and prepare a Preservation & Rehabilitation Plan to assist the City in prioritizing limited resources.

  A total of $255,000 in TransNet funds will be used to perform various studies and projects by City staff, including the Bikeway Master Plan, Main Street Streetscape Master Plan, Bridge Maintenance Program and infrastructure planning and engineering work related to the application for funds.

  Funding of $100,000 from the Parking Meter Fund is included for upgrades to parking meters located within the Downtown Parking District.

REGIONAL PROJECTS

The City of Chula Vista CIP includes funding for several studies related to regional projects. It does not include total costs of regional projects funded or led by other agencies such as Caltrans or SANDAG. However, City staff often partners or gets involved in the delivery of these projects since they provide a direct benefit to the community and sustainable infrastructure. The following is a summary of various projects:

- *Interstate-5 Multi-modal Corridor Study*
  In an effort to identify all transportation related improvements needed along, across and within the four-mile long Interstate-5 and rail corridor in Chula Vista, the City has combined efforts with Caltrans, Metropolitan Transit System (MTS) and SANDAG to undertake this planning level study. Funding is provided by a combination of TransNet and two Federal grants. The study has several phases of work and the first two phases have been completed. Phase III commenced in fiscal year 2013-14 and is for the environmental work and preliminary engineering of grade-separating the Palomar Street light rail crossing near the intersection with Industrial Blvd.

  Phase I identified and prioritized needed transportation improvements to improve mobility and goods movement within the study area bounded by SR-54 and Main Street. The results of the first phase study completed in December 2010 have already been included in the 2050 Regional Transportation Plan adopted by SANDAG in October 2011. This report is used as a technical appendix to the SANDAG 2050 Regional Transportation Plan. Rail improvements were identified as the highest near term need.

  http://www.sandag.org/index.asp?projectid=387&fuseaction=projects.detail

  Phase II, the Chula Vista Light Rail Corridor Improvements Project Study Report, is a grade separation study for each of the three light rail trolley stations at E Street, H Street and Palomar Street. This document, completed in August 2012, has planning level work for the ultimate rail corridor improvements in Chula Vista. Final

recommendations from the Light Rail Trolley (LRT) Improvement study will be incorporated into the Phase III environmental work for the Palomar Street location as well as future regional plans and as individual projects into the Western Transportation Development Impact Fee (WTDIF) program and the CIP program.

http://www.chulavistaca.gov/City_Services/Development_Services/Engineering/documents/PSRCVLRT-Final-August2012.pdf

The completed Phase I and Phase II studies serve to identify an accurate project description for Phase III, a future LRT grade-separation Environmental Impact Report (EIR) that will commenced in fiscal year 2013-14 and will be completed in fiscal year 2014-15. This environmental and preliminary design work is the last phase of the I-5 Multi-modal Corridor Study. The Palomar Street crossing is the highest priority LRT grade-separation project within Chula Vista. The H Street and the E street locations rank second and third below the Palomar Street location, respectively.

In addition, the Blue Line Improvement Corridor has seen many upgrades and continues with several improvements regionally and is state funded. SANDAG has current freight rail improvements throughout the Blue Line corridor that are in various stages of design and/or construction. These improvements include making improvements to the rail siding south of Anita Street to provide a new freight rail over-crossing (bridge structure) at Main Street as well as new railroad signaling equipment and at-grade improvements for pedestrians and vehicles.

In addition to the roadway and freeway network, LRT maintenance upgrades at all Chula Vista at-grade rail crossings began by MTS/SANDAG in fiscal year 2012-13 and is still on-going.

- *Interstate-805/East Palomar Street Direct Access Ramp (DAR) Project*
  The Caltrans work on I-805 will provide a new access point to/from the East Palomar Street Bridge to and from the north freeway via Direct Access Ramps which are ramps that lead to/from the center median area of the freeway instead of from the right side of the freeway. The project started construction in April 2013 and construction will be completed by early 2015. When completed, the freeway DAR project will connect to the recently completed High Occupancy Vehicle (HOV) lanes that extend from East Naples Street to SR-94.

- *The South Bay Bus Rapid Transit (SBBRT) Project*
  The SBBRT project, coordinated by SANDAG, is expected to follow the Caltrans I-805 Direct Access Ramp project. SANDAG, as the project manager, will design and build a 21-mile BRT line between the Otay Mesa Port of Entry and downtown San Diego via eastern Chula Vista, I-805 and SR-94. The eastern Chula Vista section extends from the intersection of East Palomar Street and Oleander Avenue through Otay Ranch Town Center and the Millennia Project to SR-125. City staff is providing design and surveying for the portion of the project within the Otay Ranch Shopping Center and Birch Road.

  The project will include arterial "transit only" lanes, transit signal priority, special shoulder lanes for busses-only on the freeway, and enhanced customer amenities. The SBBRT project will be in operation in fiscal year 2015-16. The environmental phase is complete and the project is currently in the design phase.

- *State Route – 125 (SR-125)*
  In December 2011, SANDAG purchased the lease to operate the SR-125 toll road (South Bay Expressway). Soon thereafter, the SANDAG Board of Directors approved the lowering of tolls effective June 30, 2012. Traffic volumes since the new toll schedule went into effect show that traffic volumes have increased from approximately 25,000 vehicles per day to over 30,000 vehicles per day. More recent counts show that traffic volumes are still increasing on this facility.

As SANDAG completes its transition with South Bay Expressway, city staff will work with Caltrans and SANDAG to pursue construction of the northbound off-ramp and the southbound on-ramp at the San Miguel Ranch subdivision. City staff will be providing cost estimates for completing these ramps and work with Caltrans and SANDAG to agree on financing and expediting completion of this work. For more information, including a list of frequently asked questions, visit www.sandag.org/southbayexpressway.

At the south end of the toll road, City staff is also working with Caltrans and the development community to determine the ultimate on-ramp and off-ramp needs and geometric configurations where the future Main Street (Rock Mountain Road/Hunte Parkway) and Otay Valley Road local streets eventually will cross the SR-125 corridor.

- *Bayshore Bikeway Project*
  The City completed a preliminary engineering study for the segment between E and H Streets, working with SANDAG and a consultant. The study was presented to the SANDAG Bayshore Bikeway Working Group in fiscal year 2013-14 and was accepted. Staff is looking at grants to fund the preliminary engineering and environmental phase. The multi-purpose bike path segment between H Street and Palomar Street was completed by SANDAG in March 2012 and has high usage rates, especially on the weekends. The City of San Diego is responsible for working with SANDAG on the segment south of Palomar Street to Main Street, which is currently in the environmental and design phases.

  Future segments of the Bayshore Bikeway along the Chula Vista Bayfront waterfront will be part of the development of that area and a general alignment of that facility can be seen on the City's 2011 Bikeway Master Plan map.

The initial proposed capital improvement project detail sheets are posted annually in April of each year on the Public Works website for public comment and review.

http://www.chulavistaca.gov/City_Services/Development_Services/Engineering/index.asp

Additionally, the Public Works Department publishes an annual proposed CIP budget. The document is made available at the City Clerk's office, the Civic Center Library, Otay Ranch Mall Library, and the South Chula Vista Library. The proposed CIP is presented at a Council Budget Workshop in May and adopted in June of every year.

CAPITAL IMPROVEMENT BUDGET

Funding Summary by Project Type

DRAINAGE

		FY 2014-15 ADOPTED
DR198	Storm Drain Pipe Rehabilitation Project FY2014/2015	$300,000
	DRAINAGE TOTAL	**$300,000**

GENERAL GOVERNMENT

		FY 2014-15 ADOPTED
GG222	Asset Management	$450,000
GG223	Otay Ranch Preserve Access Control	$200,000
	GENERAL GOVERNMENT TOTAL	**$650,000**

LOCAL STREETS

		FY 2014-15 ADOPTED
STL261	Willow Street Bridge Widening	$1,579,928
STL366	Moss Street Sidewalk Installation	$700,000
STL367	Naples Street Sidewalk Installation	$400,000
STL369	Palomar Street Sidewalk Street Improvements along Northside from Orange Avenue to Third Avenue	$450,000
STL384	Willow Street Bridge (Utility Relocation)	$53,341
STL384	Willow Street Bridge Utility Relocation	$411,709
STL394	Moss Street Corridor Improvement between Third Avenue and Fourth Avenue	$60,000
STL396	Jefferson Avenue Improvements 1000 to 1050 Block	$130,000
STL400	Third Avenue Streetscape Improvement Phase II	$1,274,067
STL401	Pavement Minor Rehabilitation FY2014/2015	$2,050,000
STL402	Replacement of Curb & Gutter Citywide FY2014/2015	$150,000
STL403	Cross Gutter Rehabilitation Citywide FY2014/2015	$250,000
STL404	Bikeway Master Plan 2016 Update	$50,000
STL405	ADA Curb Ramps FY2014/15	$300,000
	LOCAL STREETS TOTAL	**$7,859,045**

CAPITAL IMPROVEMENT BUDGET

Funding Summary by Project Type

MAJOR STREETS

		FY 2014-15 ADOPTED
STM357	Construction of Main Street from Heritage Road to La Media Road (Study)	$25,000
STM367	South Broadway Improvements Main Street to Southern City Limits -Phase I Drainage Improvements	$350,000
STM369	Bikeway Facilities Gap Project (Study)	$50,000
STM378	Main Street Streetscape Master Plan	$50,000
STM381	South Broadway Improvments Main Street to Southern Limits Phase II	$1,250,000
STM382	Bike Lane along East H Street	$200,000
STM383	Pavement Major Rehabilitation FY2014/2015	$2,500,000
STM384	Bike Lanes on Broadway Feasibility Study	$65,000
STM385	Bridge Maintenance	$75,000
	MAJOR STREETS TOTAL	**$4,565,000**

OTHER PROJECTS

		FY 2014-15 ADOPTED
OP202	CIP Advanced Planning	$80,000
OP219	Pavement Management System	$150,000
OP223	Downtown Parking District Technology Upgrades	$100,000
	OTHER PROJECTS TOTAL	**$330,000**

PARKS AND RECREATION

		FY 2014-15 ADOPTED
PR320	Playground Equipment Installations	$125,000
PR321	Pool Repairs at Loma Verde and Parkway	$140,219
	PARKS AND RECREATION TOTAL	**$265,219**

CAPITAL IMPROVEMENT BUDGET

Funding Summary by Project Type

SEWER

		FY 2014-15 ADOPTED
SW285	Sewer Rehabilitation Project FY2014/2015	$500,000
SW286	Agua Vista Pump Station Upgrades	$450,000
SW287	Manhole Inspections FY2014/2015	$450,000
SW288	Sewer Access Road Rehabilitation FY2014/2015	$200,000
SW289	Manhole Rehabilitation Program FY2014/2015	$500,000
SW290	Telegraph Canyon Basin Sewer Improvements between 5th Avenue and I-5 Freeway	$950,000
SW291	"J" Street Junction Box Sewer Study	$100,000
	SEWER TOTAL	**$3,150,000**

TRAFFIC

		FY 2014-15 ADOPTED
TF274	Traffic Count Station Program	$40,000
TF319	Signal Modification - Anita Street & Industrial Boulevard	$50,000
TF321	Citywide Traffic Count Program	$25,000
TF327	Neighborhood Traffic and Pedestrian Safety Program	$120,000
TF332	Signing and Striping Program	$20,000
TF345	Traffic Calming Program	$70,000
TF350	Traffic Signal System Optimization Program	$125,000
TF354	Traffic Congestion Relief Program	$75,000
TF366	Traffic Signal and Streetlight Systems Upgrade and Modification Program	$200,000
TF382	Traffic Signal Modifications at Third Avenue/Naples Street & Third Avenue/"J" Street	$20,000
TF383	Traffic Signal Installation at Industrial Boulevard/Moss Street & Industrial Boulevard/Naples Street Intersections	$50,000
TF388	Traffic Signal Modifications at four intersections: Fourth Avenue/"J" Street; Hilltop Drive/"L" Street; Third Avenue/"H" Street & Third Avenue/"I" Street	$989,900
TF389	Expansion of Adaptive Traffic Signal System at: East "H" Street and Telegraph Canyon Road	$648,500
TF390	Modification of Traffic Signal and Pedestrian Facilities along Palomar Street between Broadway and Murrell Drive	$250,000
	TRAFFIC TOTAL	**$2,683,400**

	GRAND TOTAL - ALL PROJECTS	**$19,802,664**

CITY OF
CHULA VISTA

SUMMARY TABLES

Fund Appropriations by Department and Expenditure Category

Schedule of Revenues

Fund Balance Projections

Schedule of Interfund Transfers

Authorized Positions by Department

FUND APPROPRIATIONS BY DEPARTMENT AND EXPENDITURE CATEGORY

ADOPTED EXPENDITURES BY DEPARTMENT / CATEGORY

Fiscal Year 2014-15

	DEPT / FUND	PERSONNEL SERVICES	SUPPLIES & SERVICES	UTILITIES	OTHER EXPENSES	OPERATING CAPITAL	TRANSFERS OUT	CIP PROJECTS	NON-CIP PROJECTS	TOTAL FY 2014-15
01100	City Council	1,167,155	76,577	1,520		1,190				1,246,442
02000	Boards and Commissions		85,076							85,076
03000	City Clerk	646,686	189,171	750		8,950				845,557
04000	City Attorney	2,232,751	365,457	1,850		3,348				2,603,406
05000	Administration	2,478,511	230,486	1,320		3,416				2,713,733
06000	ITS	2,307,566	696,934	47,045		88,500				3,140,045
07000	Human Resources	1,888,275	289,023	1,530		8,920				2,187,748
08000	Finance	3,573,360	190,030	2,500		10,999				3,776,889
09000	Non-Departmental	(166,609)	2,054,008	12,000	224,500		5,288,970	1,724,067		9,136,936
10000	General Svcs/Animal Care Facility	2,135,061	561,555	41,046	4,500	6,282				2,748,444
12000	Development Services	2,458,073	137,851	2,200	10,915					2,609,039
14000	Police	42,354,290	3,161,375	405,877	122,800					46,044,342
15000	Fire	22,211,293	1,859,057	210,513			60,230			24,341,093
16000	Public Works Operations	17,913,732	3,519,203	3,549,619	128,000	61,921	390,802		18,700	25,581,977
17000	Recreation	2,958,053	555,969	375,903	26,000	2,523				3,918,448
18000	Library	2,995,942	203,852	357,375	400					3,557,569
	100 GENERAL FUND TOTAL	**107,154,139**	**14,175,624**	**5,011,048**	**517,115**	**196,049**	**5,740,002**	**1,724,067**	**18,700**	**134,536,744**
221	Gas Tax						4,259,428	2,580,000		6,839,428
225	Traffic Signal				15,000			800,000		815,000
227	Transp Sales Tax Fund		15,000		75,000			7,445,000		7,535,000
234	Advanced Life Support Fund	352,669	245,289				722,471			1,320,429
235	Legislative Counsel Fund		80,000							80,000
241	Parking Meter		220,300	11,855	166,400			100,000		498,555
245	Traffic Safety		38,500				399,140			437,640
251	Supp Law Enforcement Serv Fund	412,343	75,000				12,224			499,567
252	Police Dept Grants Fund	5,268,974	944,157							6,213,131
253	Inmate Welfare Fund		45,000							45,000
254	Local Law Enf Block Grant Pro	76,141								76,141
256	Asset Seizure		230,000			100,000	120,000			450,000
262	Public Library Act		1,881							1,881
267	McCandliss Memorial Cult Arts		400		1,200					1,600
223	TUT Commin Fund		1,250,500			1,465,000	610,000	265,219	637,500	4,228,219
270	Mobile Home Rent Review Progra		28,000		92,000					120,000

ADOPTED EXPENDITURES BY DEPARTMENT / CATEGORY

Fiscal Year 2014-15

DEPT / FUND		PERSONNEL SERVICES	SUPPLIES & SERVICES	UTILITIES	OTHER EXPENSES	OPERATING CAPITAL	TRANSFERS OUT	CIP PROJECTS	NON-CIP PROJECTS	TOTAL FY 2014-15
272	Federal Grants Fund	736,711	441,350							1,178,061
274	Amer. Recovery & Reinvest. Act				22,333					22,333
281	Waste Mgmt & Recycling	55,782	339,115							394,897
282	Environmental Services	590,006	897,035	5,100	90,000		107,585			1,689,726
285	Energy Conservation	140,075	976,933		822,152					1,939,160
301	Storm Drain Revenue		348,100	800			487,378			836,278
313	CV Housing Authority	561,926	38,300	500			177,145			777,871
316	Public Educational & Govt. Fee		300,000			300,000				600,000
318	Redv Obligation Retirement Fnd		80,270	1,700	718,540	6,040	5,698,895			6,505,445
319	Housing - SA		63,500		179,432	6,000				248,932
311	CDBG Housing Program		7,000		213,000					220,000
314	Emergency Shelter Grant Prog		5,000		15,145				131,257	151,402
321	HOME Program		20,000		614,429	473			250,000	884,902
333	CDBG FY00		11,427		388,492	946	756,715		1,076,855	2,234,435
341	Public Liability Trust		713,439		940,000					1,653,439
342	CFD 11-M RHR McMillin		99,045	16,070	21,535					136,650
343	CFD 12-M Otay Ranch Village 7		279,578	117,850	65,141					462,569
344	CFD 13M OR Village 2		78,940	66,500	25,715					171,155
345	CFD 12M OR Village 7		240,667	140,400	61,533					442,600
352	Bay Blvd Landscape Dist		3,337	7,324						10,661
353	Eastlake Maintenance Dist 1		161,151	98,233	60,140					319,524
354	Open Space District #1		38,251	27,400	15,855					81,506
355	Open Space District #2		10,246	6,260	8,143					24,649
356	Open Space District #3		22,439	21,679	10,394					54,512
357	Open Space District #4		56,423	23,150	18,271					97,844
358	Open Space District #5		26,940	15,820	10,528					53,288
359	Open Space District #6		16,014	10,946	8,858					35,818
361	Open Space District #7		5,495	2,240	3,990					11,725
362	Open Space District #8		46,461	20,744	15,752					82,957
363	Open Space District #9		45,733	20,282	14,640					80,655
364	Open Space District #10		45,261	24,445	15,219					84,925
365	Open Space District #11		92,417	51,000	27,133					170,550
367	Open Space District #14		218,695	155,100	68,375					442,170
368	Open Space District #15		12,814	8,492	7,971					29,277

ADOPTED EXPENDITURES BY DEPARTMENT / CATEGORY

Fiscal Year 2014-15

	DEPT / FUND	PERSONNEL SERVICES	SUPPLIES & SERVICES	UTILITIES	OTHER EXPENSES	OPERATING CAPITAL	TRANSFERS OUT	CIP PROJECTS	NON-CIP PROJECTS	TOTAL FY 2014-15
369	Open Space District #17		6,296		5,384					11,680
371	Open Space District #18		79,663	55,321	25,231					160,215
372	Open Space District #20		908,783	328,754	218,377					1,455,914
373	Open Space District #23		30,820	8,740	7,596					47,156
374	Open Space District #24		18,072	13,449	6,566					38,087
375	Open Space District #26		10,090	3,708	3,785					17,583
376	Open Space District #31		80,570	43,389	33,451					157,410
378	CFD 07M-Eastlk II Woods, Vista		298,891	112,140	160,914					571,945
379	CFD 08M-Vlg 6 McM & Oty Ranch		458,846	267,187	199,568					925,601
380	CFD 09M-OR Vlg II Brookfld She		639,717	198,000	157,740					995,457
382	CFD 99-2 Otay Ranch Vlg 1 West		531,627	144,200	109,060					784,887
386	Otay Ranch Preserve		458,500		60,500			200,000		719,000
387	CFD 98-3 Sunbow 2		600,232	162,684	123,189					886,105
388	Community Facility Dst 97-1 OR		1,590,886	379,600	316,153					2,286,639
389	Otay Ranch Village 1,2,6,7,12		6,300	5,220						11,520
391	Central Garage Fund	1,006,117	2,261,255	384,748	400					3,652,520
392	Equipment Replacement					130,000				130,000
398	Workers Compensation		711,610		2,669,000					3,380,610
401	Bayfront Trolley Station TDA		56,500	23,053	30,000					109,553
402	Transit	166,164	5,897,531	151,124	433,496		34,750			6,683,065
408	Development Services Fund	5,544,500	216,925	5,000	58,812	7,300	1,328,299			7,160,836
413	Trunk Sewer Capital Reserve				200,000			1,050,000		1,250,000
414	Sewer Service Revenue	4,398,077	22,821,121	315	45,000	1,047,500	3,046,098			31,358,111
428	Sewer Facility Replacement						150,000	2,100,000		2,250,000
431	Tele Cyn Sewer Basin DIF				35,000					35,000
432	Poggi Cyn Sewer Basin DIF				10,000					10,000
433	Salt Creek Sewer Basin DIF				119,091		250,000		100,000	469,091
442	CDBG Section 108 Loan				756,715					756,715
451	Long-term Advances DSF-City				750,000					750,000
452	KS Fire Equiptment Capl Lease				352,177					352,177
453	CEC Loan Repayment				809,925					809,925
472	2004 COP Civ Ctr Proj Phase I		5,000		2,391,449					2,396,449
473	2006 COP Civ Ctr Proj Phase 2		6,000		1,271,309					1,277,309
474	2010 Refunding COP		2,500		2,491,607					2,494,107

ADOPTED EXPENDITURES BY DEPARTMENT / CATEGORY

Fiscal Year 2014-15

	DEPT / FUND	PERSONNEL SERVICES	SUPPLIES & SERVICES	UTILITIES	OTHER EXPENSES	OPERATING CAPITAL	TRANSFERS OUT	CIP PROJECTS	NON-CIP PROJECTS	TOTAL FY 2014-15
475	2014 Refunding COP		5,000		3,610,000					3,615,000
517	AD2004-1 Dixon Drive						30,981			30,981
518	AD2005-1 Tobias Drive						23,779			23,779
571	PFDIF General Admin		55,300		300,000		709,896			1,065,196
572	PFDIF - Civic Center Expansion						3,323,662			3,323,662
573	Police Facilities Remodel						1,601,035			1,601,035
574	Corporation Yard Relocation						844,795			844,795
576	Fire Suppression Sys Expansion						430,928			430,928
587	Otay Ranch VLG Ped Ramp DIF				3,000					3,000
588	OR Vlg11 Pedestrian Bridge DIF				3,200					3,200
591	Transportation DIF		211,000		580,916			278,341		1,070,257
654	RDA 2008 TARBS ProjFund - SA				1,274,067					1,274,067
661	05 ERAF - SA				100,883					100,883
662	06 ERAF - SA				129,285					129,285
663	06 TABs Series A - SA		3,200		1,014,145					1,017,345
664	06 TABs Series B - SA		3,200		989,097					992,297
665	08 TABs - SA		4,200		1,527,137					1,531,337
692	Long-term Advances DSF-SA				350,000		1,927,748			2,277,748
715	Park Land Acquisition Fund		50,000		25,000					75,000
716	Western-Park Acquisition & Dev				25,000					25,000
717	Resident. Construct/Conver Fnd						677,336			677,336
736	Other Transportation Programs							3,260,037		3,260,037
	GRAND TOTAL ALL FUNDS	**126,463,624**	**61,120,662**	**8,151,570**	**29,112,656**	**3,259,308**	**33,470,290**	**19,802,664**	**2,214,312**	**283,595,086**

SCHEDULE OF REVENUES

SCHEDULE OF REVENUES

FUND/ACCOUNT		FY 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 ACTUAL	FY 2013-14 ADOPTED	FY 2014-15 ESTIMATED
100	**GENERAL FUND**					
	Property Taxes					
3000	Property Tax	24,711,851	24,518,260	27,876,534	25,952,576	28,032,214
	TOTAL	**$24,711,851**	**$24,518,260**	**$27,876,534**	**$25,952,576**	**$28,032,214**
	Other Local Taxes					
3010	Sales Tax	26,702,443	27,275,753	28,627,785	29,854,685	30,455,693
3020	Franchise Fees	8,260,411	8,400,178	9,266,768	8,472,850	8,903,174
3030	Utility Taxes	4,943,679	3,465,136	4,428,794	3,512,026	7,175,000
3040	Business License Tax	1,085,247	1,169,307	1,260,622	1,335,889	1,361,807
3050	Transient Occupancy Tax	2,058,878	2,295,675	2,471,252	2,365,005	2,518,329
3070	Real Property Transfer Tax	777,016	779,981	1,125,252	800,482	816,492
	TOTAL	**$43,827,674**	**$43,386,030**	**$47,180,473**	**$46,340,937**	**$51,230,495**
	Licenses and Permits					
3100	Licenses	123,642	138,036	143,871	132,600	132,600
3120	Dev / Improvement Permits	371,217	268,412	275,133	209,317	209,317
3140	Regulatory Permits	506,401	816,321	976,515	967,530	967,530
	TOTAL	**$1,001,260**	**$1,222,769**	**$1,395,519**	**$1,309,447**	**$1,309,447**
	Fines, Forfeitures, Penalties					
3200	Community Appearance Penalties	888,435	675,789	368,357	378,700	378,700
3210	Law Enforcement Penalties	341,013	288,439	245,808	232,100	232,100
3240	Parking Penalties	303,833	263,007	213,162	300,000	300,000
3250	Other Penalties	175,565	128,534	175,620	200,000	200,000
	TOTAL	**$1,708,846**	**$1,355,769**	**$1,002,947**	**$1,110,800**	**$1,110,800**
	Use of Money & Property					
3300	Investment Earnings	4,811,943	633,057	143,601	300,364	300,364
3310	Sale of Real Property	0	356,912	0	0	0
3320	Sale of Personal Property	137,220	33,486	26,866	38,800	17,420
3330	Rental/Lease of Equipment	53,665	46,728	49,262	63,187	63,187
3350	Rental/Lease of Land and Space	1,327,409	976,237	957,564	985,825	1,069,960
3370	Rental/Lease of Buildings	593,726	870,214	1,024,197	893,464	988,315
	TOTAL	**$6,923,963**	**$2,916,634**	**$2,201,490**	**$2,281,640**	**$2,439,246**

SCHEDULE OF REVENUES

FUND/ACCOUNT		FY 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 ACTUAL	FY 2013-14 ADOPTED	FY 2014-15 ESTIMATED
	Revenue from Other Agencies					
3010	Sales Tax	663,117	724,185	784,116	738,669	799,798
3400	State Grants	651,893	537,892	667,263	652,000	652,000
3440	State Tax Sharing	239,130	236,354	231,546	244,697	238,538
3460	Motor Vehicle License Fees	16,942,835	16,288,377	16,253,826	16,487,870	17,450,125
3480	State Reimbursements	20,350	2,765	4,331	7,755	5,330
3500	Federal Grants	1,005,266	844,496	641,161	1,399,930	1,036,824
3580	Federal Reimbursements	42,077	25,415	66,936	42,000	42,000
3600	Other Agency Grants	84,548	120,655	793,595	163,000	2,000
3690	Other Agency Revenue	1,500	498,305	669,407	664,000	664,000
	TOTAL	**$19,650,716**	**$19,278,444**	**$20,112,181**	**$20,399,921**	**$20,890,615**
	Charges for Services					
3700	Zoning Fees	953,104	995,614	1,080,516	1,071,954	1,081,603
3720	Document Fees	66,231	115,910	111,791	118,547	148,547
3730	Plan Checking Fees	117,028	46,311	10,973	12,000	12,000
3740	Inspection Fees	167,174	454,026	594,411	296,915	296,915
3770	Other Dev Fees	3,397	3,902	205	0	0
3800	Animal Shelter Contracts	827,163	1,578,374	1,716,857	1,686,600	1,686,600
3830	Services to the Port District	757,798	789,223	943,530	943,530	973,964
3900	Recreation Program Fees	836,873	791,257	922,828	953,618	940,503
3950	Class Admission Fees	315,667	304,773	424,640	399,465	424,150
3970	Referral Fees	294,345	278,588	311,153	295,000	295,000
4200	Staff Services Reimbursements	1,869,699	1,971,852	1,896,995	1,519,750	1,469,750
4300	Fees for Other Services	239,557	251,152	343,609	315,500	320,500
	TOTAL	**$6,448,036**	**$7,580,982**	**$8,357,508**	**$7,612,879**	**$7,649,532**
	Other Revenue					
4410	DIF Reimbursements	122,984	124,544	361,512	488,258	268,258
4420	Transit Reimbursements	288,639	272,739	283,196	288,857	288,857
4430	Redev Agency Reimbursements	353,541	239,209	630	0	0
4440	Open Space/Assess Dist Reimb	2,064,543	2,057,317	2,095,461	2,051,460	2,051,460
4450	CIP Reimbursements	4,580,476	3,337,138	3,921,563	4,200,842	4,200,842
4460	CDBG/Home Reimbursements	1,138,955	741,110	709,814	68,000	68,100

SCHEDULE OF REVENUES

FUND/ACCOUNT		FY 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 ACTUAL	FY 2013-14 ADOPTED	FY 2014-15 ESTIMATED
4480	Other City Funds Reimbursement	2,036,071	3,078,903	3,360,321	2,304,331	3,419,887
4600	Assessments	0	359	0	0	0
4700	Collection Charges	366,010	343,568	368,520	270,000	270,000
4800	Sale of Goods	0	0	1,718	250	250
4900	Other Revenue	1,158,864	1,392,583	1,920,944	2,967,969	597,962
	TOTAL	**$12,110,083**	**$11,587,470**	**$13,023,679**	**$12,639,967**	**$11,165,616**
	Transfers In					
5221	Tfr In from Gas Tax Fund	3,869,200	3,561,417	4,439,428	4,259,428	4,259,428
5223	Tfr In from TUT Common	0	0	0	0	610,000
5234	Tfr In Fire Equip Lease Fund	0	0	0	587,557	722,471
5236	Tfr In from Dev Services Fund	1,073,702	0	0	0	0
5245	Tfr In from Traffic Safety	534,140	534,140	492,669	399,140	399,140
5256	Tfr In from Asset Seizure Fund	120,000	120,000	120,000	120,000	120,000
5261	Tfr In from CA Library Service	25,000	25,000	0	0	0
5272	Tfr In from Federal Grants	0	0	50,000	30,000	0
5282	Tfr In from Environmental Serv	94,410	107,781	107,585	107,585	107,585
5301	Tfr In from Storm Drain Rev	240,463	240,463	240,463	240,463	0
5313	Tfr in from CV Hsng Authority	192,899	210,227	166,085	147,555	177,145
5402	Tfr In from Transit/CVT Fund	81,997	37,849	34,750	34,750	34,750
5408	Tfr In from Dev Svcs Fund	0	1,224,416	1,175,724	1,143,811	1,328,299
5414	Tfr In from Sewer Service Rsrv	3,089,583	3,142,406	2,824,121	3,029,961	2,949,961
5571	Tfr In from PFDIF-Gen Admin	0	0	0	2,715	0
5611	Tfr In from RDA BF/TC I	2,500,000	0	0	0	0
5651	Tfr In from SW/TCII/OV Proj	140,429	79,486	0	0	0
5725	Tfr In from IDA Fund	0	0	10,622	0	0
5736	Tfr in from Other Trans Progra	0	67,158	0	0	0
5739	Tfr In from Prop 42	400,000	500,000	0	0	0
	TOTAL	**$12,361,823**	**$9,850,343**	**$9,661,447**	**$10,102,965**	**$10,708,779**
	TOTAL - 100 GENERAL FUND	**$128,744,252**	**$121,696,701**	**$130,811,778**	**$127,751,132**	**$134,536,744**
220	**TRANSPORTATION FUNDS**					
3010	Sales Tax	5,253,810	3,485,185	6,196,036	5,738,000	5,522,000

SCHEDULE OF REVENUES

FUND/ACCOUNT		FY 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 ACTUAL	FY 2013-14 ADOPTED	FY 2014-15 ESTIMATED
3300	Investment Earnings	12,568	34,166	(36,887)	0	0
3400	State Grants	0	0	0	2,579,000	2,580,000
3440	State Tax Sharing	3,704,054	3,567,956	5,666,602	3,579,431	3,579,431
3600	Other Agency Grants	586,755	989,803	1,582,504	299,981	90,000
3770	Other Dev Fees	325,097	145,470	240,397	175,000	0
4440	Open Space/Assess Dist Reimb	2,731	1,781	3,679	0	0
4450	CIP Reimbursements	0	25,806	24,945	0	0
4480	Other City Funds Reimbursement	2,934	91,027	2,068	0	0
5000	Transfers In	63,324	27,543	0	0	0
	TOTAL - 220 TRANSPORTATION FUNDS	**$9,951,273**	**$8,368,737**	**$13,679,344**	**$12,371,412**	**$11,771,431**
230	**DEVELOPER DEPOSITS**					
3300	Investment Earnings	54,567	39,754	17,745	0	0
3760	Other Dev Fees	8,256,560	8,522,655	7,720,822	0	0
	TOTAL - 230 DEVELOPER DEPOSITS	**$8,311,127**	**$8,562,409**	**$7,738,567**	**$0**	**$0**
231	**WORKERS COMPENSATION**					
4480	Other City Funds Reimbursement	25,871	0	0	0	0
4900	Other Revenue	2,903,467	0	0	0	0
	TOTAL - 231 WORKERS COMPENSATION	**$2,929,338**	**$0**	**$0**	**$0**	**$0**
232	**FLEXIBLE SPENDING ACCOUNT**					
4900	Other Revenue	571,336	14,015	0	0	0
	TOTAL - 232 FLEXIBLE SPENDING ACCOUNT	**$571,336**	**$14,015**	**$0**	**$0**	**$0**
234	**ADVANCED LIFE SUPPORT FUND**					
3690	Other Agency Revenue	231,833	214,000	214,000	1,333,460	1,534,429
	TOTAL - 234 ADVANCED LIFE SUPPORT FUND	**$231,833**	**$214,000**	**$214,000**	**$1,333,460**	**$1,534,429**
235	**LEGISLATIVE COUNCIL FUND**					
5000	Transfers In	0	0	80,000	0	0

SCHEDULE OF REVENUES

FUND/ACCOUNT		FY 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 ACTUAL	FY 2013-14 ADOPTED	FY 2014-15 ESTIMATED
	TOTAL - 235 LEGISLATIVE COUNCIL FUND	**$0**	**$0**	**$80,000**	**$0**	**$0**
236	**DEVELOPMENT SERVICES**					
3120	Dev / Improvement Permits	1,776,686	0	0	0	0
3700	Zoning Fees	2,074,137	0	0	0	0
3720	Document Fees	694	0	0	0	0
3730	Plan Checking Fees	681,759	0	0	0	0
3740	Inspection Fees	60,957	0	0	0	0
3770	Other Dev Fees	1,657	0	0	0	0
4200	Staff Services Reimbursements	222,673	0	0	0	0
4410	DIF Reimbursements	51,304	0	0	0	0
4430	Redev Agency Reimbursements	191,242	0	0	0	0
4440	Open Space/Assess Dist Reimb	17,817	0	0	0	0
4450	CIP Reimbursements	446,193	0	0	0	0
4460	CDBG/Home Reimbursements	81,910	0	0	0	0
4480	Other City Funds Reimbursement	245,592	0	0	0	0
5000	Transfers In	484,669	0	0	0	0
	TOTAL - 236 DEVELOPMENT SERVICES	**$6,337,290**	**$0**	**$0**	**$0**	**$0**
240	**PARKING**					
3160	Other Permits	26,053	21,582	42,489	24,000	35,000
3240	Parking Penalties	111,661	238,925	209,862	200,000	200,000
3300	Investment Earnings	4,797	6,711	(4,433)	0	0
3350	Rental/Lease of Land and Space	382,900	316,269	353,896	376,000	350,000
	TOTAL - 240 PARKING	**$525,411**	**$583,487**	**$601,814**	**$600,000**	**$585,000**
250	**PUBLIC SAFETY**					
3210	Law Enforcement Penalties	524,520	423,487	426,373	437,640	437,640
3300	Investment Earnings	15,338	17,429	(5,281)	0	0
3320	Sale of Personal Property	0	5,980	0	0	0
3350	Rental/Lease of Land and Space	20,764	9,073	11,232	20,000	20,000
3400	State Grants	466,282	709,365	353,753	401,014	535,766
3500	Federal Grants	3,860,656	5,009,067	3,900,989	5,520,332	4,976,353

SCHEDULE OF REVENUES

FUND/ACCOUNT		FY 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 ACTUAL	FY 2013-14 ADOPTED	FY 2014-15 ESTIMATED
3600	Other Agency Grants	0	0	741,765	0	997,052
3690	Other Agency Revenue	413,783	5,769	7,757	30,000	100,185
4200	Staff Services Reimbursements	0	0	52,975	115,216	120,373
4800	Sale of Goods	4,250	10,626	2,920	10,000	10,000
4900	Other Revenue	0	212,804	13,026	50,000	50,000
5000	Transfers In	33,599	105,104	115,522	25,000	35,584
	TOTAL - 250 PUBLIC SAFETY	**$5,339,192**	**$6,508,704**	**$5,621,031**	**$6,609,202**	**$7,282,953**
260	**LIBRARY/CULTURAL ARTS**					
3300	Investment Earnings	4,518	3,431	(1,254)	0	0
3400	State Grants	81,270	0	0	0	0
3440	State Tax Sharing	1,383	938	0	0	0
5000	Transfers In	0	0	59,545	0	0
	TOTAL - 260 LIBRARY/CULTURAL ARTS	**$87,171**	**$4,369**	**$58,291**	**$0**	**$0**
270	**SUNDRY GRANTS & MISC FUND**					
3300	Investment Earnings	0	0	(187)	0	0
3400	State Grants	365	0	514,588	0	0
3500	Federal Grants	3,786,149	3,065,521	1,446,120	1,692,148	1,117,831
3600	Other Agency Grants	9,956	0	314,264	0	0
4200	Staff Services Reimbursements	0	0	129,650	130,000	120,000
4480	Other City Funds Reimbursement	0	15,854	17,200	0	0
4900	Other Revenue	0	1,665,221	2,219,471	18,420	22,333
5000	Transfers In	245,761	52,226	52,226	52,226	60,230
	TOTAL - 270 SUNDRY GRANTS & MISC FUND	**$4,042,231**	**$4,798,822**	**$4,693,332**	**$1,892,794**	**$1,320,394**
280	**CONSERVATION**					
3300	Investment Earnings	11,601	13,929	(7,528)	0	0
3400	State Grants	1,066,770	(165,161)	240,962	319,945	372,944
3500	Federal Grants	0	1,669	20,539	19,609	0
3600	Other Agency Grants	2,620,529	797,107	1,341,043	2,618,667	1,939,160
3700	Zoning Fees	65	0	0	2,000	2,000

SCHEDULE OF REVENUES

FUND/ACCOUNT		FY 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 ACTUAL	FY 2013-14 ADOPTED	FY 2014-15 ESTIMATED
4200	Staff Services Reimbursements	995	1,645	3,290	0	0
4300	Fees for Other Services	1,027,980	1,031,634	1,068,434	1,262,279	1,262,279
4480	Other City Funds Reimbursement	200,874	331,243	306,839	200,000	200,000
4900	Other Revenue	42,286	899,552	0	0	0
5000	Transfers In	0	0	13,374	0	0
	TOTAL - 280 CONSERVATION	**$4,971,100**	**$2,911,618**	**$2,986,953**	**$4,422,500**	**$3,776,383**
301	**STORM DRAIN REVENUE**					
3120	Dev / Improvement Permits	83,151	9,455	(1,180)	23,750	23,750
3230	Environmental Fines Penalties	3,540	47,065	600	5,000	5,000
3300	Investment Earnings	784	1,428	(961)	0	0
4020	Storm Drain Fees	554,355	555,497	587,887	555,500	555,500
	TOTAL - 301 STORM DRAIN REVENUE	**$641,830**	**$613,445**	**$586,346**	**$584,250**	**$584,250**
310	**HOUSING PROGRAM**					
3300	Investment Earnings	13,094	30,003	(5,868)	0	0
3700	Zoning Fees	0	0	25,215	0	0
4200	Staff Services Reimbursements	0	0	93,568	0	0
4300	Fees for Other Services	113,267	71,092	111,730	71,000	71,000
4430	Redev Agency Reimbursements	455,095	260,920	83,238	120,000	178,532
4460	CDBG/Home Reimbursements	395,038	361,138	281,346	458,465	441,339
4480	Other City Funds Reimbursement	0	0	46,365	82,775	87,000
4900	Other Revenue	4,174	0	45,556	0	0
5000	Transfers In	4,442,899	143,882	97,000	0	0
	TOTAL - 310 HOUSING PROGRAM	**$5,423,567**	**$867,035**	**$778,150**	**$732,240**	**$777,871**
316	**PUBLIC EDUCATIONAL & GOVT. FEE**					
3020	Franchise Fees	0	0	627,766	300,000	600,000
3300	Investment Earnings	0	0	(675)	0	0
	TOTAL - 316 PUBLIC EDUCATIONAL & GOVT. FEE	**$0**	**$0**	**$627,091**	**$300,000**	**$600,000**

SCHEDULE OF REVENUES

FUND/ACCOUNT		FY 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 ACTUAL	FY 2013-14 ADOPTED	FY 2014-15 ESTIMATED
318	**REDV OBLIGATION RETIREMENT**					
3000	Property Tax	0	3,233,347	4,456,770	6,242,818	6,505,446
3300	Investment Earnings	0	80,514	(23,899)	0	0
4450	CIP Reimbursements	0	504	0	0	0
4480	Other City Funds Reimbursement	0	742,116	322	0	0
4900	Other Revenue	0	1,865,730	0	0	0
5000	Transfers In	0	11,030,351	641,835	0	0
	TOTAL - 318 REDV OBLIGATION RETIREMENT	**$0**	**$16,952,562**	**$5,075,028**	**$6,242,818**	**$6,505,446**
319	**HOUSING - SA**					
3300	Investment Earnings	0	(2,451)	653,730	0	0
3350	Rental/Lease of Land and Space	0	7,484	17,232	17,885	17,885
4200	Staff Services Reimbursements	0	25	0	0	0
4480	Other City Funds Reimbursement	0	0	400	0	0
4900	Other Revenue	0	0	90,052	0	0
5000	Transfers In	0	0	237,450	2,070,291	1,927,748
	TOTAL - 319 HOUSING - SA	**$0**	**$5,058**	**$998,864**	**$2,088,176**	**$1,945,633**
320	**COMM DEV BLOCK GRANTS**					
3300	Investment Earnings	7,138	10,200	40,950	0	0
3500	Federal Grants	8,043,164	3,168,968	3,055,233	4,560,350	3,406,739
3720	Document Fees	0	0	30	0	0
4200	Staff Services Reimbursements	0	250	102	0	0
4460	CDBG/Home Reimbursements	0	0	14,114	0	0
4480	Other City Funds Reimbursement	25	6,302	7,227	0	0
4900	Other Revenue	43,811	111,030	183,843	0	0
5000	Transfers In	105,000	0	27,538	0	30,981
	TOTAL - 320 COMM DEV BLOCK GRANTS	**$8,199,138**	**$3,296,750**	**$3,329,037**	**$4,560,350**	**$3,437,720**
341	**PUBLIC LIABILITY TRUST**					
4480	Other City Funds Reimbursement	44,358	0	0	0	0
5000	Transfers In	1,800,000	1,653,439	1,164,000	1,164,000	729,000

SCHEDULE OF REVENUES

FUND/ACCOUNT		FY 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 ACTUAL	FY 2013-14 ADOPTED	FY 2014-15 ESTIMATED
	TOTAL - 341 PUBLIC LIABILITY TRUST	**$1,844,358**	**$1,653,439**	**$1,164,000**	**$1,164,000**	**$729,000**
350	**OPEN SPACE DISTRICT**					
3300	Investment Earnings	130,443	139,889	(82,226)	0	0
4600	Assessments	10,148,106	11,306,684	12,142,259	11,461,215	12,062,234
	TOTAL - 350 OPEN SPACE DISTRICT	**$10,278,549**	**$11,446,573**	**$12,060,033**	**$11,461,215**	**$12,062,234**
390	**FLEET MANAGEMENT**					
3300	Investment Earnings	18,185	17,756	(8,832)	0	0
3320	Sale of Personal Property	0	23,705	1,582	0	0
4200	Staff Services Reimbursements	0	17,810	26,203	20,000	20,000
4420	Transit Reimbursements	305,606	259,563	274,715	215,480	215,480
4480	Other City Funds Reimbursement	3,793	0	0	0	0
4900	Other Revenue	3,792,524	3,232,772	3,233,517	3,010,581	3,418,185
5000	Transfers In	895,079	0	404,000	204,000	0
	TOTAL - 390 FLEET MANAGEMENT	**$5,015,187**	**$3,551,606**	**$3,931,185**	**$3,450,061**	**$3,653,665**
393	**TECHNOLOGY REPLACEMENT**					
4900	Other Revenue	495	0	0	0	0
	TOTAL - 393 TECHNOLOGY REPLACEMENT	**$495**	**$0**	**$0**	**$0**	**$0**
398	**WORKERS COMPENSATION**					
4480	Other City Funds Reimbursement	0	6,968	6,757	25,000	25,000
4900	Other Revenue	0	2,855,153	2,903,074	2,039,393	2,627,549
5000	Transfers In	0	2,990,161	0	0	0
	TOTAL - 398 WORKERS COMPENSATION	**$0**	**$5,852,282**	**$2,909,831**	**$2,064,393**	**$2,652,549**
400	**TRANSIT**					
3300	Investment Earnings	4,256	6,543	(4,223)	0	0
3320	Sale of Personal Property	930	0	0	0	0
3400	State Grants	3,410,986	3,524,426	3,095,626	1,937,251	1,938,816
3690	Other Agency Revenue	8,155	0	0	0	0

SCHEDULE OF REVENUES

FUND/ACCOUNT		FY 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 ACTUAL	FY 2013-14 ADOPTED	FY 2014-15 ESTIMATED
4200	Staff Services Reimbursements	0	1,061	0	0	0
4300	Fees for Other Services	2,534,382	2,670,477	2,841,619	4,834,175	4,853,816
4900	Other Revenue	593,916	124,554	303,968	0	0
5000	Transfers In	0	57,147	0	23,701	0
	TOTAL - 400 TRANSIT	**$6,552,625**	**$6,384,208**	**$6,236,990**	**$6,795,127**	**$6,792,632**
408	**DEVELOPMENT SERVICES**					
3780	Other State Revenue	0	0	6,796	0	7,000
3120	Dev / Improvement Permits	0	1,710,314	2,399,259	1,753,433	2,335,000
3700	Zoning Fees	0	2,440,674	2,477,356	3,097,346	2,597,409
3720	Document Fees	0	(500)	208	1,650	1,000
3730	Plan Checking Fees	0	846,298	939,330	731,110	1,110,760
3740	Inspection Fees	0	73,514	71,213	60,174	35,000
3770	Other Dev Fees	0	1,186	890	2,000	2,000
4200	Staff Services Reimbursements	0	5,991	13,062	0	0
4410	DIF Reimbursements	0	47,938	53,360	94,780	43,000
4430	Redev Agency Reimbursements	0	44,927	0	0	0
4440	Open Space/Assess Dist Reimb	0	20,210	19,066	15,000	0
4450	CIP Reimbursements	0	424,870	229,741	345,664	256,530
4460	CDBG/Home Reimbursements	0	19,235	15,818	0	0
4480	Other City Funds Reimbursement	0	250,313	428,167	369,603	325,000
4900	Other Revenue	0	30,930	70	328,296	0
5000	Transfers In	0	485,989	439,238	298,137	448,137
	TOTAL - 408 DEVELOPMENT SERVICES	**$0**	**$6,401,889**	**$7,093,574**	**$7,097,193**	**$7,160,836**
410	**SEWER**					
3120	Dev / Improvement Permits	21,837	9,160	40,500	40,000	40,000
3300	Investment Earnings	1,192,043	1,182,093	314,191	301,726	301,726
3700	Zoning Fees	17,376	8,197	4,811	18,500	18,500
4000	Sewer Fees	32,148,944	32,504,389	34,319,945	32,862,699	32,862,699
4040	Industrial Waste Fees	4,825	500	6,100	0	0
4100	Pump Station Fees	50,972	36,206	48,616	0	0

SCHEDULE OF REVENUES

FUND/ACCOUNT		FY 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 ACTUAL	FY 2013-14 ADOPTED	FY 2014-15 ESTIMATED
4200	Staff Services Reimbursements	2,579	33,579	3,448	0	0
4410	DIF Reimbursements	634	1,537	2,425	0	0
4430	Redev Agency Reimbursements	870	0	0	0	0
4440	Open Space/Assess Dist Reimb	0	1,878	25,962	0	0
4450	CIP Reimbursements	7,562	19,945	51,602	15,000	15,000
4460	CDBG/Home Reimbursements	818	0	0	0	0
4480	Other City Funds Reimbursement	2,332	0	42,434	0	0
4600	Assessments	1,708	1,610	700	0	0
4700	Collection Charges	374,514	414,778	464,725	270,000	310,000
4900	Other Revenue	6,805	10,905	4,327	0	0
5000	Transfers In	54,524	122,824	3,578	150,000	150,000
	TOTAL - 410 SEWER	**$33,888,343**	**$34,347,601**	**$35,333,364**	**$33,657,925**	**$33,697,925**
430	**SEWER DIF**					
3300	Investment Earnings	91,250	85,053	(48,615)	0	0
4350	Sewer / Drainage DIF	443,600	174,667	645,015	120,000	120,000
	TOTAL - 430 SEWER DIF	**$534,850**	**$259,720**	**$596,400**	**$120,000**	**$120,000**
440	**DEBT SERVICE - CITY**					
3300	Investment Earnings	942	80	(679)	0	0
3600	Other Agency Grants	0	0	1,149	0	0
3690	Other Agency Revenue	46,474	0	0	0	0
4480	Other City Funds Reimbursement	0	0	0	98,308	183,262
5000	Transfers In	4,360,437	4,928,153	2,164,114	2,679,186	3,613,757
	TOTAL - 440 DEBT SERVICE - CITY	**$4,407,853**	**$4,928,233**	**$2,164,584**	**$2,777,494**	**$3,797,019**
470	**DS - CV PUBLIC FINANCING AUTHORITY**					
3300	Investment Earnings	345,155	286,417	276,668	0	0
4900	Other Revenue	39,581	0	0	0	0
5000	Transfers In	14,224,748	8,244,395	7,769,142	10,094,215	9,764,400
	TOTAL - 470 DS - CV PUBLIC FINANCING AUTHORITY	**$14,609,484**	**$8,530,812**	**$8,045,810**	**$10,094,215**	**$9,764,400**

SCHEDULE OF REVENUES

FUND/ACCOUNT		FY 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 ACTUAL	FY 2013-14 ADOPTED	FY 2014-15 ESTIMATED
500	**ASSESS DIST IMPROVEMENTS**					
3300	Investment Earnings	24,201	21,290	(12,228)	0	0
4600	Assessments	22,603	19,646	18,836	19,045	19,045
	TOTAL - 500 ASSESS DIST IMPROVEMENTS	**$46,804**	**$40,936**	**$6,608**	**$19,045**	**$19,045**
542	**TELEGRAPH CANYON DRAINAGE DIF**					
3300	Investment Earnings	62,105	57,952	(32,730)	0	0
	TOTAL - 542 TELEGRAPH CANYON DRAINAGE DIF	**$62,105**	**$57,952**	**$(32,730)**	**$0**	**$0**
560	**PUBLIC FACILITIES DIF**					
3300	Investment Earnings	(8,849)	130,523	(220,306)	0	0
4330	Public Facilities DIF	4,208,202	3,122,331	6,808,865	5,110,000	2,850,000
4900	Other Revenue	0	238,238	0	0	0
	TOTAL - 560 PUBLIC FACILITIES DIF	**$4,199,353**	**$3,491,092**	**$6,588,559**	**$5,110,000**	**$2,850,000**
580	**PEDESTRIAN BRIDGE DIF**					
3300	Investment Earnings	30,265	31,790	(18,213)	0	0
4380	OR Pedestrian Bridge DIF	650,855	267,302	251,872	90,000	90,000
	TOTAL - 580 PEDESTRIAN BRIDGE DIF	**$681,120**	**$299,092**	**$233,659**	**$90,000**	**$90,000**
590	**TRANSPORTATION DIF**					
3300	Investment Earnings	147,258	143,385	(79,286)	119,290	119,290
4340	Transportation DIF	2,244,746	1,348,766	2,527,830	772,477	772,477
4900	Other Revenue	0	3,286	71,902	0	0
5000	Transfers In	0	241,006	0	36,851	0
	TOTAL - 590 TRANSPORTATION DIF	**$2,392,004**	**$1,736,443**	**$2,520,446**	**$928,618**	**$891,767**
600	**REDEVELOPMENT AGENCY**					
3000	Property Tax	13,822,938	7,954,428	0	0	0
3300	Investment Earnings	171,556	532,421	(147)	0	0
3310	Sale of Real Property	166,107	0	0	0	0

SCHEDULE OF REVENUES

FUND/ACCOUNT		FY 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 ACTUAL	FY 2013-14 ADOPTED	FY 2014-15 ESTIMATED
3350	Rental/Lease of Land and Space	17,885	10,433	0	0	0
3600	Other Agency Grants	40,000	0	0	0	0
4200	Staff Services Reimbursements	0	50	0	0	0
4450	CIP Reimbursements	30,195	30,000	0	0	0
4480	Other City Funds Reimbursement	79,968	23,383	0	0	0
4900	Other Revenue	9,468,606	0	0	0	0
5000	Transfers In	4,621,200	10,992,285	0	0	0
	TOTAL - 600 REDEVELOPMENT AGENCY	**$28,418,455**	**$19,543,000**	**$(147)**	**$0**	**$0**
660	**DEBT SERVICE - SUCCESSOR AGENCY**					
3300	Investment Earnings	0	51,801	101,938	0	0
4480	Other City Funds Reimbursement	0	0	22	0	0
5000	Transfers In	0	4,630,791	8,917,421	5,271,993	5,698,895
	TOTAL - 660 DEBT SERVICE - SUCCESSOR AGENCY	**$0**	**$4,682,592**	**$9,019,381**	**$5,271,993**	**$5,698,895**
670	**SW TAX AGREEMENT**					
3300	Investment Earnings	16,310	9,234	0	0	0
5000	Transfers In	1,442,943	744,919	0	0	0
	TOTAL - 670 SW TAX AGREEMENT	**$1,459,253**	**$754,153**	**$0**	**$0**	**$0**
680	**DEBT SERV - REDEVELOPMENT AGENCY**					
3300	Investment Earnings	97,428	47,471	0	0	0
4480	Other City Funds Reimbursement	42	0	0	0	0
4900	Other Revenue	0	20	0	0	0
5000	Transfers In	15,717,464	24,751,523	0	0	0
	TOTAL - 680 DEBT SERV - REDEVELOPMENT AGENCY	**$15,814,934**	**$24,799,014**	**$0**	**$0**	**$0**
700	**MISC CAPITAL PROJECTS**					
3060	Residential Construction Tax	360,156	261,252	413,552	275,000	374,557
3300	Investment Earnings	197,794	219,787	(130,310)	0	0
4370	Park Acquisition & Develop Fee	1,138,381	705,759	4,433,468	625,000	625,000
4900	Other Revenue	0	60,000	0	0	0

SCHEDULE OF REVENUES

FUND/ACCOUNT		FY 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 ACTUAL	FY 2013-14 ADOPTED	FY 2014-15 ESTIMATED
5000	Transfers In	9,647,000	1,125,985	100,001	264,000	302,779
	TOTAL - 700 MISC CAPITAL PROJECTS	**$11,343,331**	**$2,372,783**	**$4,816,711**	**$1,164,000**	**$1,302,336**
730	**OTHER TRANSPORTATION PROGRAMS**					
3300	Investment Earnings	32,108	37,415	(4,664)	0	0
3400	State Grants	3,072,290	2,939,684	324,684	0	0
3500	Federal Grants	1,394,284	1,105,162	1,972,197	345,267	3,260,037
3600	Other Agency Grants	275,077	30,208	(72,231)	0	0
5000	Transfers In	24,672	69,639	79,838	0	0
	TOTAL - 730 OTHER TRANSPORTATION PROGRAMS	**$4,798,431**	**$4,182,108**	**$2,299,824**	**$345,267**	**$3,260,037**
	GRAND TOTAL ALL FUNDS	**$332,653,623**	**$320,713,240**	**$282,867,708**	**$261,098,880**	**$269,200,594**

FUND BALANCE PROJECTIONS

FUND BALANCE PROJECTIONS

FUND	DESCRIPTION	EST AVAIL 06/30/2014 FUND BAL	ESTIMATED REVENUES/ TFRS IN	ESTIMATED TOTAL RESOURCES	ESTIMATED OP EXP/ TFRS OUT	ADOPTED CIP/NON-CIP	EST AVAIL 06/30/2015 FUND BAL
GENERAL FUND							
100	General Fund	13,076,151	134,536,744	147,612,895	(132,793,977)	(1,742,767)	13,076,151
TOTAL - GENERAL FUND		**13,076,151**	**134,536,744**	**147,612,895**	**(132,793,977)**	**(1,742,767)**	**13,076,151**
HOUSING							
	Housing Funds						
313	CV Housing Authority	337,940	777,871	1,115,811	(777,871)		337,940
	TOTAL	**337,940**	**777,871**	**1,115,811**	**(777,871)**		**337,940**
TOTAL - HOUSING		**337,940**	**777,871**	**1,115,811**	**(777,871)**		**337,940**
SUCCESSOR AGENCY							
	Successor Agency						
318	Redv Obligation Retirement Fnd	2,070,000	6,505,446	8,575,446	(6,505,445)		2,070,001
319	Housing - SA	2,644,723	1,945,633	4,590,356	(248,932)		4,341,424
654	RDA 2008 TARBS ProjFund - SA	1,282,763		1,282,763	(1,274,067)		8,696
661	05 ERAF - SA	1,066	100,883	101,949	(100,883)		1,066
662	06 ERAF - SA	1,322	129,285	130,607	(129,285)		1,322
663	06 TABs Series A - SA	1,002,488	1,017,345	2,019,833	(1,017,345)		1,002,488
664	06 TABs Series B - SA	976,581	992,297	1,968,878	(992,297)		976,581
665	08 TABs - SA	1,540,800	1,531,337	3,072,137	(1,531,337)		1,540,800
692	Successor Agency Long-term Debt	(37,241,812)	1,927,748	(35,314,064)	(2,277,748)		(37,591,812)
	TOTAL	**(27,722,069)**	**14,149,974**	**(13,572,095)**	**(14,077,339)**		**(27,649,434)**
TOTAL - SUCCESSOR AGENCY		**(27,722,069)**	**14,149,974**	**(13,572,095)**	**(14,077,339)**		**(27,649,434)**

FUND BALANCE PROJECTIONS

FUND	DESCRIPTION	EST AVAIL 06/30/2014 FUND BAL	ESTIMATED REVENUES/ TFRS IN	ESTIMATED TOTAL RESOURCES	ESTIMATED OP EXP/ TFRS OUT	ADOPTED CIP/NON-CIP	EST AVAIL 06/30/2015 FUND BAL
ENTERPRISE FUNDS							
	Transit Funds						
401	Bayfront Trolley Station TDA	12,746	109,553	122,299	(109,553)		12,746
402	Transit CVT	748,573	6,683,079	7,431,652	(6,683,065)		748,587
403	Transit Capital Projects	77,160		77,160			77,160
	TOTAL	**838,479**	**6,792,632**	**7,631,111**	**(6,792,618)**		**838,493**
	Sewer Funds						
411	Sewer Income	1,983,949		1,983,949			1,983,949
413	Trunk Sewer Capital Reserve	32,938,960	1,250,000	34,188,960	(200,000)	(1,050,000)	32,938,960
414	Sewer Service Revenue	21,310,860	30,991,199	52,302,059	(31,358,111)		20,943,948
428	Sewer Facility Replacement	8,581,009	1,456,726	10,037,735	(150,000)	(2,100,000)	7,787,735
431	Tel Cyn Sewer Basin Plan DIF	1,069,044		1,069,044	(35,000)		1,034,044
432	Poggi Cyn Sewer Basin DIF	1,963,252	20,000	1,983,252	(10,000)		1,973,252
433	Salt Creek Sewer Basin DIF	5,576,851	100,000	5,676,851	(369,091)	(100,000)	5,207,760
	TOTAL	**73,423,925**	**33,817,925**	**107,241,850**	**(32,122,202)**	**(3,250,000)**	**71,869,648**
408	Development Services Fund	(495,083)	7,160,836	6,665,753	(7,160,836)		**(495,083)**
TOTAL - ENTERPRISE FUNDS		**73,767,321**	**47,771,393**	**121,538,714**	**(46,075,656)**	**(3,250,000)**	**72,213,058**
SPECIAL REVENUE FUNDS							
	Transportation Funds						
221	Gas Tax	3,675,620	6,159,431	9,835,051	(4,259,428)	(2,580,000)	2,995,623
225	Traffic Signal	1,998,854		1,998,854	(15,000)	(800,000)	1,183,854
227	Transportation Sales Tax	1,923,000	5,612,000	7,535,000	(90,000)	(7,445,000)	0
	TOTAL	**7,597,474**	**11,771,431**	**19,368,905**	**(4,364,428)**	**(10,825,000)**	**4,179,477**
	Parking Funds						
241	Parking Meter	1,047,801	585,000	1,632,801	(398,555)	(100,000)	1,134,246
243	Town Centre I-Parking District	50,840		50,840			50,840
	TOTAL	**1,098,641**	**585,000**	**1,683,641**	**(398,555)**	**(100,000)**	**1,185,086**

FUND BALANCE PROJECTIONS

FUND	DESCRIPTION	EST AVAIL 06/30/2014 FUND BAL	ESTIMATED REVENUES/ TFRS IN	ESTIMATED TOTAL RESOURCES	ESTIMATED OP EXP/ TFRS OUT	ADOPTED CIP/NON-CIP	EST AVAIL 06/30/2015 FUND BAL
	Public Safety Funds						
245	Traffic Safety	0	437,640	437,640	(437,640)		0
251	Suppl Law Enforcement Services	200,836	401,014	601,850	(499,567)		102,283
252	Police Department Grants	134,973	6,078,158	6,213,131	(6,213,131)		0
253	Inmate Welfare Fund	28,852	30,000	58,852	(45,000)		13,852
254	Local Law Enf Block Grant	0	76,141	76,141	(76,141)		0
256	Asset Seizure	200,596	260,000	460,596	(450,000)		10,596
	TOTAL	**565,257**	**7,282,953**	**7,848,210**	**(7,721,479)**		**126,731**
	Library and Cultural Arts Funds						
261	California Library Service Act	17,790		17,790			17,790
262	Public Library Act	1,881		1,881	(1,881)		0
265	CA Dept of Education Sect. 321	1		1			1
267	McCandliss Cultural Arts	12,451		12,451	(1,600)		10,851
	TOTAL	**32,123**		**32,123**	**(3,481)**		**28,642**
	Sundry Grant Funds						
272	Federal Grants Fund	0	1,178,061	1,178,061	(1,178,061)		0
274	ARRA Fund	329,110	22,333	351,443	(22,333)		329,110
	TOTAL	**329,110**	**1,200,394**	**1,529,504**	**(1,200,394)**		**329,110**
	Conservation Funds						
281	Waste Management & Recycling	22,265	372,944	395,209	(394,897)		312
282	Environmental Services Fund	912,122	1,464,279	2,376,401	(1,689,726)		686,675
285	Energy Conservation	4,464	1,939,160	1,943,624	(1,939,160)		4,464
	TOTAL	**938,851**	**3,776,383**	**4,715,234**	**(4,023,783)**		**691,451**

FUND BALANCE PROJECTIONS

FUND	DESCRIPTION	EST AVAIL 06/30/2014 FUND BAL	ESTIMATED REVENUES/ TFRS IN	ESTIMATED TOTAL RESOURCES	ESTIMATED OP EXP/ TFRS OUT	ADOPTED CIP/NON-CIP	EST AVAIL 06/30/2015 FUND BAL
	Community Development Block Grant						
311	CDBG Housing Program	0	220,000	220,000	(220,000)		0
314	Emergency Shelter Grant Prog	2,995	151,402	154,397	(20,145)	(131,257)	2,995
321	Home Program	0	884,902	884,902	(634,902)	(250,000)	0
325	CDBG Program - Income Projects	63,263		63,263			63,263
333	FY2000 Comm Dev Block Grant	182,797	2,181,416	2,364,213	(1,157,580)	(1,076,855)	129,778
	TOTAL	**249,055**	**3,437,720**	**3,686,775**	**(2,032,627)**	**(1,458,112)**	**196,036**
	Open Space District Funds						
342	CFD 11-M RHR McMillin	322,779	136,650	459,429	(136,650)		322,779
343	CFD 12-M Vlg7	1,116,449	462,569	1,579,018	(462,569)		1,116,449
344	CFD 13-M Vlg2	321,999	171,155	493,154	(171,155)		321,999
345	CFD 12M - OR Village 7	604,952	442,600	1,047,552	(442,600)		604,952
351	Town Centre Landscaping Dist I	24,898		24,898			24,898
352	Bay Blvd Landscaping Dist	51,350	10,661	62,011	(10,661)		51,350
353	Eastlake Maintenance Dist #1	455,599	319,524	775,123	(319,524)		455,599
354-376	Open Space District #1 - #31	3,788,775	3,137,921	6,926,696	(3,137,921)		3,788,775
378	CFD 07M-Eastlk II Woods, Vista	1,126,697	571,945	1,698,642	(571,945)		1,126,697
379	CFD 08M-Vlg 6 McM & Oty Ranch	1,781,778	925,601	2,707,379	(925,601)		1,781,778
380	CFD 09M OR Vlg II	818,909	995,457	1,814,366	(995,457)		818,909
382	CFD 99-2 Otay Ranch Vlg 1 We	1,007,943	784,887	1,792,830	(784,887)		1,007,943
383	Town Ctr Business Imprv Distr	15,614		15,614			15,614
386	Otay Ranch Acquisition Dist	749,849	919,000	1,668,849	(519,000)	(200,000)	949,849
387	CFD 98-3 Sunbow 2	1,130,102	886,105	2,016,207	(886,105)		1,130,102
388	Comm Facility 97-1 (Otay Rnch)	3,005,093	2,286,639	5,291,732	(2,286,639)		3,005,093
389	Otay Ranch Village 1,2,6,7,12	109,386	11,520	120,906	(11,520)		109,386
	TOTAL	**16,432,172**	**12,062,234**	**28,494,406**	**(11,662,234)**	**(200,000)**	**16,632,172**

FUND BALANCE PROJECTIONS

FUND	DESCRIPTION	EST AVAIL 06/30/2014 FUND BAL	ESTIMATED REVENUES/ TFRS IN	ESTIMATED TOTAL RESOURCES	ESTIMATED OP EXP/ TFRS OUT	ADOPTED CIP/NON-CIP	EST AVAIL 06/30/2015 FUND BAL
	Miscellaneous						
223	TUT Common Fund	4,228,219		4,228,219	(3,325,500)	(902,719)	0
270	Mobile Home Rent Review Program	29,635	120,000	149,635	(120,000)		29,635
316	Public Educational & Govt. Fee	91	600,000	600,091	(600,000)		91
	TOTAL	**4,257,945**	**720,000**	**4,977,945**	**(4,045,500)**	**(902,719)**	**29,726**
301	Storm Drain Revenue	252,028	584,250	836,278	(836,278)		0
TOTAL - SPECIAL REVENUE FUNDS		**31,752,656**	**41,420,365**	**73,173,021**	**(36,288,759)**	**(13,485,831)**	**23,398,431**
INTERNAL SERVICE FUNDS							
234	Advance Life Support Fund	22,019	1,534,429	1,556,448	(1,320,429)		236,019
235	Legislative Council Fund	80,000		80,000	(80,000)		0
341	Public Liability Trust	1,319,252	729,000	2,048,252	(1,653,439)		394,813
391	Central Garage	568,395	3,653,665	4,222,060	(3,652,520)		569,540
392	Equipment Replacement	132,374		132,374	(130,000)		2,374
393	Technology Replacement	2,650		2,650			2,650
398	Workers Compensation	977,702	2,652,549	3,630,251	(3,380,610)		249,641
TOTAL - INTERNAL SERVICE FUNDS		**3,102,392**	**8,569,643**	**11,672,035**	**(10,216,998)**		**1,455,037**

FUND BALANCE PROJECTIONS

FUND	DESCRIPTION	EST AVAIL 06/30/2014 FUND BAL	ESTIMATED REVENUES/ TFRS IN	ESTIMATED TOTAL RESOURCES	ESTIMATED OP EXP/ TFRS OUT	ADOPTED CIP/NON-CIP	EST AVAIL 06/30/2015 FUND BAL
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	72,950		72,950			72,950
511	Otay Vly Rd Fee Recovery Dist	913,578		913,578			913,578
512	EL Greens II AD 94-1 Improv	1,128,450		1,128,450			1,128,450
515	Twin Oaks Ave AD 96-1 Improv	21,829		21,829			21,829
516	Oxford St AD 97-1 Improv	4,333		4,333			4,333
517	AD2004-1 Dixon Drive	21,623	9,358	30,981	(30,981)		0
518	AD2005-1 Tobias Drive	14,092	9,687	23,779	(23,779)		0
	TOTAL	**2,399,618**	**19,045**	**2,418,663**	**(54,760)**		**2,363,903**
	Development Impact Fee Funds						
542	Tel Cyn Drainage Plan DIF	6,079,626		6,079,626			6,079,626
567-582	DIF - Public Facilities	9,080,220	2,850,000	11,930,220	(7,265,616)		4,664,604
587	DIF-OR Village Pedestrian Ramp	647,138	40,000	687,138	(3,000)		684,138
588	OR Vlg11 Pedestrian Bridge DIF	3,047,004	50,000	3,097,004	(3,200)		3,093,804
591	Transportation DIF	12,653,957	869,290	13,523,247	(791,916)	(278,341)	12,452,990
593	Western Transportation DIF Fund	116,250	22,477	138,727			138,727
	TOTAL	**31,624,195**	**3,831,767**	**35,455,962**	**(8,063,732)**	**(278,341)**	**27,113,889**
	Misc Capital Project Funds						
715	PAD Fund - Eastern	27,604,310	600,000	28,204,310	(75,000)		28,129,310
716	PAD Fund - Western	593,130	25,000	618,130	(25,000)		593,130
717	Resid. Construction/Conversion	75,101	677,336	752,437	(677,336)		75,101
725	Indust. Development Authority	59		59			59
	TOTAL	**28,272,600**	**1,302,336**	**29,574,936**	**(777,336)**		**28,797,600**

FUND BALANCE PROJECTIONS

FUND	DESCRIPTION	EST AVAIL 06/30/2014 FUND BAL	ESTIMATED REVENUES/ TFRS IN	ESTIMATED TOTAL RESOURCES	ESTIMATED OP EXP/ TFRS OUT	ADOPTED CIP/NON-CIP	EST AVAIL 06/30/2015 FUND BAL
	Other Transportation Funds						
735	Transportation Partnership	28,822		28,822			28,822
736	Other Transportation Program	85,328	3,260,037	3,345,365		(3,260,037)	85,328
	TOTAL	**114,150**	**3,260,037**	**3,374,187**		**(3,260,037)**	**114,150**
TOTAL - CAPITAL PROJECTS FUNDS		**62,410,563**	**8,413,185**	**70,823,748**	**(8,895,828)**	**(3,538,378)**	**58,389,542**
DEBT SERVICE FUNDS							
	Debt Service - City Funds						
442	CDBG Section 108 Loan	0	756,715	756,715	(756,715)		0
449	SD Co Regional Comm Systems	313		313			313
451	Long-term Advances DSF - City	(36,973,149)	1,878,202	(35,094,947)	(750,000)		**(35,844,947)**
452	Equipment Lease Fund	275,003	352,177	627,180	(352,177)		275,003
453	Energy Loan Repayments	5,749	809,925	815,674	(809,925)		5,749
	TOTAL	**(36,692,084)**	**3,797,019**	**(32,895,065)**	**(2,668,817)**		**(35,563,882)**
	Debt Service - CV Financing Authority						
472	2004 COP Civ Ctr Proj Phase I	2,476,962	2,391,449	4,868,411	(2,396,449)		2,471,962
473	2006 COP Civ Ctr Proj Phase 2	1,327,748	1,271,309	2,599,057	(1,277,309)		1,321,748
474	2010 Refunding COP	3,818,209	2,491,607	6,309,816	(2,494,107)		3,815,709
475	2014 Refunding COP	3,350,000	3,610,035	6,960,035	(3,615,000)		3,345,035
	TOTAL	**10,972,919**	**9,764,400**	**20,737,319**	**(9,782,865)**		**10,954,454**
TOTAL - DEBT SERVICE FUNDS		**(25,719,165)**	**13,561,419**	**(12,157,746)**	**(12,451,682)**		**(24,609,428)**
	GRAND TOTAL ALL FUNDS	**131,005,789**	**269,200,594**	**400,206,383**	**(261,578,110)**	**(22,016,976)**	**116,611,297**

CITY OF
CHULA VISTA

SCHEDULE OF INTERFUND TRANSFERS

SCHEDULE OF INTERFUND TRANSFERS IN

FUND/ACCOUNT	DESCRIPTION	FY 2014-15 ADOPTED
100 GENERAL FUND		
221 Gas Tax Fund	Reimbursement for street related staff time, materials, and utilities	$ 4,259,428
223 TUT Common Fund	Reimbursement for Fire fleet maintenance costs	$ 610,000
234 ALS Fund	Staff time reimbursement	$ 722,471
245 Traffic Safety	Reimbursement for Police fleet maintenance costs	$ 399,140
256 Asset Seizure Fund	Reimbursement for South Bay Community Services contract	$ 120,000
282 Environmental Services	Reimbursement for allocated overhead costs	$ 107,585
313 CV Housing Authority	Reimbursement for allocated overhead costs	$ 177,145
402 Transit/CVT Fund	Reimbursement for allocated overhead costs	$ 34,750
408 Development Services	Reimbursement for allocated overhead costs	$ 1,328,299
414 Sewer Service Revenue	Reimbursement for Sewer related staff time and materials	$ 2,949,961
TOTAL TRANSFERS IN - 100 GENERAL FUND		**$ 10,708,779**
252 POLICE DEPARTMENT GRANTS		
251 Supplemental Law Enforcement Service Fund	Funding for personnel costs	$ 12,224
TOTAL TRANSFERS IN - 252		**$ 12,224**
254 LOCAL LAW ENFORCEMENT BLOCK GRANT		
100 General Fund	General Fund support of grant funded positions	$ 23,360
TOTAL TRANSFERS IN - 254		**$ 23,360**
272 FEDERAL GRANTS FUND		
100 General Fund	General Fund match for grant	$ 60,230
TOTAL TRANSFERS IN - 272		**$ 60,230**
319 LOW & MOD INCOME HOUSING		
692 Long-Term Advances DSF- RDA SA	Repayment of SERAF Loan from Low and Mod Income Housing fund to former Redevelopment Agency	$ 1,927,748
TOTAL TRANSFERS IN - 319		**$ 1,927,748**

SCHEDULE OF INTERFUND TRANSFERS IN

FUND/ACCOUNT	DESCRIPTION	FY 2014-15 ADOPTED
333 COMM DEV BLOCK GRANT FUND		
517 AD2004-1 Dixon Dr	Project cost reimbursement from AD	$ 30,981
TOTAL TRANSFERS IN - 333		**$ 30,981**
341 PUBLIC LIABILITY TRUST		
100 General Fund	General Fund transfer for public liability expenses	$ 649,000
414 Sewer Service Revenue	Sewer Fund transfer for public liability expenses	$ 80,000
TOTAL TRANSFERS IN - 341		**$ 729,000**
408 DEVELOPMENT SERVICES FUND		
100 General Fund	Staff time reimbursement	$ 32,000
100 GF - Permit Subsidy	Permit subsidy	$ 400,000
414 Sewer Service Revenue	Staff time reimbursement	$ 16,137
TOTAL TRANSFERS IN - 408		**$ 448,137**
414 SEWER SERVICE REVENUE		
428 Sewer Fac Replacement	Staff time reimbursement	$ 150,000
TOTAL TRANSFERS IN - 414		**$ 150,000**
442 CDBG SECTION 108 LOAN		
333 Community Development Block Grant	Debt service payment - Section 108 loan	$ 756,715
TOTAL TRANSFERS IN - 442		**$ 756,715**
451 LONG-TERM ADVANCES DSF - CITY		
301 Storm Drain Revenue	Interfund loan payment - Trunk Sewer Capl Res-Reso 18996	$ 487,378
433 Salt Creek Sewer Basin DIF	Interfund loan payment - Trunk Sewer Capl Res-FY00-01 Budget Reso	$ 250,000
571 PFDIF-Gen Admin	Interfund loan payment	$ 709,896
576 Fire Suppression Sytem Expansion	Interfund loan payment	$ 430,928
TOTAL TRANSFERS IN - 451		**$ 1,878,202**

SCHEDULE OF INTERFUND TRANSFERS IN

FUND/ACCOUNT	DESCRIPTION	FY 2014-15 ADOPTED
452 EQUIPMENT LEASE FUND		
100 General Fund	Debt service payment - Fire equipment & QECB	$ 297,916
TOTAL TRANSFERS IN - 452		**$ 297,916**
453 ENERGY LOAN REPAYMENTS		
100 General Fund	Debt service payment - California Energy Commission loan	$ 680,924
TOTAL TRANSFERS IN - 453		**$ 680,924**
472 2004 COP CIV CTR PROJ PHASE I		
100 General Fund	Debt service payment - Civic Center Phase 1	$ 314,368
572 PFDIF - Civic Center	Debt service payment - Civic Center Phase 1	$ 1,399,745
717 Residential Construction	Debt service payment - Western Chula Vista Infrastructure	$ 677,336
TOTAL TRANSFERS IN - 472		**$ 2,391,449**
473 2006 COP CIV CTR PROJECT PHASE 2		
100 General Fund	Debt service payment - Civic Center Phase 2	$ 285,082
572 PFDIF - Civic Center	Debt service payment - Civic Center Phase 2	$ 986,227
TOTAL TRANSFERS IN - 473		**$ 1,271,309**
474 2010 COP REFINANCE		
100 General Fund	Debt Service Payment - Civic Center Phase 3/2000 COP Refunding Corp Yard	$ 709,122
572 PFDIF - Civic Center	Debt Service Payment - Civic Center Phase 3/2000 COP Refunding Corp Yard	$ 937,690
574 Corp Yard Relocation	Debt Service Payment - Civic Center Phase 3/2000 COP Refunding Corp Yard	$ 844,795
TOTAL TRANSFERS IN - 474		**$ 2,491,607**
475 2014 REFUNDING COP		
100 General Fund	Debt Service Payment - 2002 COP Refunding - Police Facility	$ 2,009,000
573 PD Facility Remodel	Debt Service Payment - 2002 COP Refunding - Police Facility	$ 1,601,035
TOTAL TRANSFERS IN - 475		**$ 3,610,035**

SCHEDULE OF INTERFUND TRANSFERS IN

FUND/ACCOUNT	DESCRIPTION	FY 2014-15 ADOPTED
661 05 ERAF - SA		
318 Redevelopment Obligation Retirement Fund	Debt service payment	$ 100,883
TOTAL TRANSFERS IN - 661		**$ 100,883**
662 06 ERAF - SA		
318 Redevelopment Obligation Retirement Fund	Debt service payment	$ 129,285
TOTAL TRANSFERS IN - 662		**$ 129,285**
663 06 TABS SERIES A - SA		
318 Redevelopment Obligation Retirement Fund	Debt service payment	$ 1,017,345
TOTAL TRANSFERS IN - 663		**$ 1,017,345**
664 06 TABS SERIES B - SA		
318 Redevelopment Obligation Retirement Fund	Debt service payment	$ 992,297
TOTAL TRANSFERS IN - 664		**$ 992,297**
665 08 TABS - SA		
318 Redevelopment Obligation Retirement Fund	Debt service payment	$ 1,531,337
TOTAL TRANSFERS IN - 665		**$ 1,531,337**
692 LONG-TERM ADVANCES DSF-RDA SA		
318 Redevelopment Obligation Retirement Fund	Repayment of SERAF Loan from Low and Mod to former RDA	$ 1,927,748
TOTAL TRANSFERS IN - 692		**$ 1,927,748**
717 RESID. CONSTRUCTION/CONVERSION		
100 General Fund	General Fund transfer for debt service expense	$ 279,000
518 AD2005-1 Tobias Dr	Project cost reimbursement from the assessment district	$ 23,779
TOTAL TRANSFERS IN - 717		**$ 302,779**
GRAND TOTAL ALL FUNDS		**$ 33,470,290**

SCHEDULE OF INTERFUND TRANSFERS OUT

FUND/ACCOUNT	DESCRIPTION	FY 2014-15 ADOPTED
100 GENERAL FUND		
254 Local Law Enforcement Block Grant	General Fund support for grant funded positions	$ 23,360
272 Federal Grants Fund	General Fund match for grant	$ 60,230
341 Public Liability Trust	General Fund transfer for public liability expenses	$ 649,000
408 Development Services	Staff time reimbursement and Permit Subsidy	$ 432,000
452 Equipment Lease Fund	Debt service payment - Fire equipment & QECB	$ 297,916
453 Energy Loan Repayments	Debt service payment - California Energy Commission loan	$ 680,924
472 2004 COP Civ Ctr Prj Phase I	Debt service payment - Civic Center Phase 1	$ 314,368
473 2006 COP Civ Ctr Project Phase 2	Debt service payment - Civic Center Phase 2	$ 285,082
474 2010 COP Refinance	Debt Service Payment - Civic Center Phase 3/2000 COP Refunding Corp Yard	$ 709,122
475 2014 Refunding COP	Debt Service Payment - 2002 COP Refunding - Police Facility	$ 2,009,000
717 Resid. Construction/Conversion	General Fund transfer for debt service expense	$ 279,000
TOTAL TRANSFERS OUT - 100 GENERAL FUND		**$ 5,740,002**
221 GAS TAX FUND		
100 Genereal Fund	Reimbursement for street related staff time, materials, and utilities	$ 4,259,428
TOTAL TRANSFERS OUT - 221		**$ 4,259,428**
223 TUT COMMON FUND		
100 General Fund	Reimbursement for Fire fleet maintenance costs	$ 610,000
TOTAL TRANSFERS OUT - 223		**$ 610,000**
234 ALS FUND		
100 General Fund	Staff time reimbursement	$ 722,471
TOTAL TRANSFERS OUT - 234		**$ 722,471**

SCHEDULE OF INTERFUND TRANSFERS OUT

FUND/ACCOUNT	DESCRIPTION	FY 2014-15 ADOPTED
245 TRAFFIC SAFETY		
100 General Fund	Reimbursement for Police fleet maintenance costs	$ 399,140
TOTAL TRANSFERS OUT- 245		**$ 399,140**
251 SPPLEMNTL LAW ENFRCMNT SRVC FUND		
252 Police Department Grants	Funding for personnel costs	$ 12,224
TOTAL TRANSFERS OUT - 251		**$ 12,224**
256 ASSET SEIZURE FUND		
100 General Fund	Reimbursement for South Bay Community Services contract	$ 120,000
TOTAL TRANSFERS OUT - 256		**$ 120,000**
282 ENVIRONMENTAL SERVICES FUND		
100 General Fund	Reimbursement for allocated overhead costs	$ 107,585
TOTAL TRANSFERS OUT - 282		**$ 107,585**
301 STORM DRAIN REVENUE		
451 Long-Term Advances DSF - CITY	Interfund loan payment - Trunk Sewer Capl Res-Reso 18996	$ 487,378
TOTAL TRANSFERS OUT - 301		**$ 487,378**
313 CV HOUSING AUTHORITY		
100 General Fund	Reimbursement for allocated overhead costs	$ 177,145
TOTAL TRANSFERS OUT - 313		**$ 177,145**
318 REDEV OBLIGATION RETIREMENT FUND		
661 05 ERAF - SA	Debt service payment	$ 100,883
662 06 ERAF - SA	Debt service payment	$ 129,285
663 06 TABS SERIES A - SA	Debt service payment	$ 1,017,345
664 06 TABS SERIES B - SA	Debt service payment	$ 992,297

SCHEDULE OF INTERFUND TRANSFERS OUT

FUND/ACCOUNT	DESCRIPTION	FY 2014-15 ADOPTED
665 08 TABS - SA	Debt service payment	$ 1,531,337
692 Long-Term Advances DSF-RDA SA	Repayment of SERAF Loan from Low and Mod to former RDA	$ 1,927,748
TOTAL TRANSFERS OUT - 318		**$ 5,698,895**
333 COMM DEV BLOCK GRANT FUND		
442 CDBG Section 108 Loan	Debt service payment - Section 108 loan	$ 756,715
TOTAL TRANSFERS OUT - 333		**$ 756,715**
402 TRANSIT/CVT FUND		
100 General Fund	Reimbursement for allocated overhead costs	$ 34,750
TOTAL TRANSFERS OUT - 402		**$ 34,750**
408 DEVELOPMENT SERVICES FUND		
100 General Fund	Staff time reimbursement	$ 1,328,299
TOTAL TRANSFERS OUT - 408		**$ 1,328,299**
414 SEWER SERVICE REVENUE		
100 General Fund	Reimbursement for Sewer related staff time and materials	$ 2,949,961
341 Public Liability Trust	Sewer Fund transfer for public liability expenses	$ 80,000
408 Development Services Fund	Staff time reimbursement	$ 16,137
TOTAL TRANSFERS OUT - 414		**$ 3,046,098**
428 2010 COP REFINANCE		
414 Sewer Service Revenue	Staff time reimbursement	$ 150,000
TOTAL TRANSFERS OUT - 428		**$ 150,000**
433 SALT CREEK SEWER BASIN DIF		
451 Long-Term Advances DSF - CITY	Interfund loan payment - Trunk Sewer Capl Res-FY00-01 Budget Reso	$ 250,000
TOTAL TRANSFERS OUT - 433		**$ 250,000**

SCHEDULE OF INTERFUND TRANSFERS OUT

FUND/ACCOUNT	DESCRIPTION	FY 2014-15 ADOPTED
517 AD2004-1 DIXON DR		
333 Community Development Block Grant	Project cost reimbursement from AD	$ 30,981
TOTAL TRANSFERS OUT - 517		**$ 30,981**
518 AD2005-1 TOBIAS DR		
717 Resid. Construction/Conversion	Project cost reimbursement from the assessment district	$ 23,779
TOTAL TRANSFERS OUT - 518		**$ 23,779**
571 PFDIF-GEN ADMIN		
451 Long-Term Advances DSF - CITY	Interfund loan payment	$ 709,896
TOTAL TRANSFERS OUT - 571		**$ 709,896**
572 PFDIF - CIVIC CENTER		
472 2004 COP Civ Ctr Prj Phase I	Debt service payment - Civic Center Phase 1	$ 1,399,745
473 2006 COP Civ Ctr Project Phase 2	Debt service payment - Civic Center Phase 2	$ 986,227
474 2010 COP Refinance	Debt Service Payment - Civic Center Phase 3/2000 COP Refunding Corp Yard	$ 937,690
TOTAL TRANSFERS OUT - 572		**$ 3,323,662**
573 PD FACILITY REMODEL		
475 2014 Refunding COP	Debt Service Payment - 2002 COP Refunding - Police Facility	$ 1,601,035
TOTAL TRANSFERS OUT - 573		**$ 1,601,035**
574 CORP YARD RELOCATION		
474 2010 COP Refinance	Debt Service Payment - Civic Center Phase 3/2000 COP Refunding Corp Yard	$ 844,795
TOTAL TRANSFERS OUT - 574		**$ 844,795**

SCHEDULE OF INTERFUND TRANSFERS OUT

FUND/ACCOUNT	DESCRIPTION	FY 2014-15 ADOPTED
576 FIRE SUPPRESSION SYSTEM EXPANSION		
451 Long-Term Advances DSF - CITY	Interfund loan payment	$ 430,928
TOTAL TRANSFERS OUT - 576		**$ 430,928**
692 LONG-TERM ADVANCES DSF- RDA SA		
319 Low & Mod Income Housing	Repayment of SERAF Loan from Low and Mod Income Housing fund to former Redevelopment Agency	$ 1,927,748
TOTAL TRANSFERS OUT - 717		**$ 1,927,748**
717 RESID. CONSTRUCTION/CONVERSION		
472 2004 COP Civ Ctr Prj Phase I	Debt service payment - Western Chula Vista Infrastructure	$ 677,336
TOTAL TRANSFERS OUT - 717		**$ 677,336**
GRAND TOTAL ALL FUNDS		**$ 33,470,290**

CITY OF
CHULA VISTA

AUTHORIZED POSITIONS BY DEPARTMENT

AUTHORIZED POSITIONS BY DEPARTMENT

CLASSIFICATION	FY 2013-14 ADOPTED BUDGET	FY 2013-14 MIDYEAR CHANGES	FY 2014-15 PROPOSED CHANGES	FY 2014-15 ADOPTED BUDGET
CITY COUNCIL				
CHIEF SERVICE OFFICER	1.00	-	-	1.00
CONSTITUENT SERVICES MANAGER	2.00	-	-	2.00
COUNCILPERSON	4.00	-	-	4.00
EXECUTIVE SECRETARY	1.00	-	-	1.00
MAYOR	1.00	-	-	1.00
OFFICE SPECIALIST (MYR/@WILL)	1.00	-	-	1.00
SR COUNCIL ASST	4.00	-	-	4.00
CITY COUNCIL TOTAL	**14.00**	**-**	**-**	**14.00**
CITY CLERK				
ASST CITY CLERK	1.00	-	-	1.00
CITY CLERK	1.00	-	-	1.00
DEPUTY CITY CLERK I	1.00	-	-	1.00
RECORDS MANAGER	1.00	-	-	1.00
SR RECORDS SPECIALIST	1.00	-	-	1.00
CITY CLERK TOTAL	**5.00**	**-**	**-**	**5.00**
CITY ATTORNEY				
ASST CITY ATTORNEY	1.00	-	-	1.00
CITY ATTORNEY (ELECTED)	1.00	-	-	1.00
DEPUTY CITY ATTORNEY II	3.00	-	-	3.00
DEPUTY CITY ATTORNEY III	3.00	-	-	3.00
LAW OFFICE MANAGER	1.00	-	-	1.00
LEGAL ASSISTANT	2.00	-	-	2.00
SR ASST CITY ATTORNEY	1.00	-	-	1.00
SR LEGAL ASSISTANT	1.00	-	-	1.00
CITY ATTORNEY TOTAL	**13.00**	**-**	**-**	**13.00**
ADMINISTRATION				
ASST CITY MANAGER/ADMIN	1.00	-	-	1.00
ASST TO CITY MGR/CI MANAGER	1.00	-	-	1.00
CITY MANAGER	1.00	-	-	1.00
DEPUTY CITY MANAGER	1.00	-	-	1.00
DIR OF ECON DEVELOPMENT	1.00	-	-	1.00
EXECUTIVE SECRETARY	1.00	-	-	1.00
MARKTNG & COMMUNICATIONS MGR	1.00	-	-	1.00
PRINCIPAL ECONOMIC DEV SPEC	1.00	-	-	1.00
PUBLIC INFORMATION SPECIALIST	1.00	-	-	1.00
SPECIAL EVENTS COORDINATOR	1.00	-	-	1.00

AUTHORIZED POSITIONS BY DEPARTMENT

CLASSIFICATION	FY 2013-14 ADOPTED BUDGET	FY 2013-14 MIDYEAR CHANGES	FY 2014-15 PROPOSED CHANGES	FY 2014-15 ADOPTED BUDGET
SR ADMINISTRATIVE SECRETARY	1.00	-	-	1.00
SR ECONOMIC DEV SPECIALIST	-	-	1.00	1.00
SR GRAPHIC DESIGNER	1.00	-	-	1.00
WEBMASTER	1.00	-	-	1.00
ADMINISTRATION TOTAL	**13.00**	**-**	**1.00**	**14.00**
ITS				
ASST DIR OF INFO TECHNOLOGY	1.00	-	(1.00)	-
DIRECTOR OF INFO TECHNOLOGY	-	-	1.00	1.00
GIS MANAGER	1.00	-	-	1.00
GIS SPECIALIST	3.00	-	-	3.00
INFO TECH MANAGER	-	-	1.00	1.00
INFO TECH SUPPORT SPECIALIST	4.00	-	(1.00)	3.00
OPS&TELECOM MGR	1.00	-	-	1.00
SR APPLICATION SUPPORT SPEC	1.00	-	-	1.00
SR INFO TECH SUPPORT SPEC	3.00	-	-	3.00
SR PROGRAMMER ANALYST	2.00	-	-	2.00
TELECOMMUNICATIONS SPECIALIST	1.00	-	-	1.00
ITS TOTAL	**17.00**	**-**	**-**	**17.00**
HUMAN RESOURCES				
ASST DIR HUMAN RESOURCES	1.00	-	-	1.00
BENEFITS MANAGER	1.00	-	-	1.00
HR ANALYST	2.00	-	-	2.00
HR TECHNICIAN	2.00	-	-	2.00
RISK MANAGER	1.00	-	-	1.00
SENIOR HR TECHNICIAN	1.00	-	-	1.00
SR FISCAL OFFICE SPECIALIST	1.00	-	-	1.00
SR HR ANALYST	3.00	-	-	3.00
SR RISK MANAGEMENT SPECIALIST	3.00	-	-	3.00
HUMAN RESOURCES TOTAL	**15.00**	**-**	**-**	**15.00**
FINANCE				
ACCOUNTANT	1.00	-	-	1.00
ACCOUNTING ASSISTANT	6.00	-	-	6.00
ACCOUNTING TECHNICIAN	5.00	-	-	5.00
ASSOC ACCOUNTANT	2.00	-	-	2.00
ASST DIR OF FINANCE	1.00	-	-	1.00
BUDGET & ANALYSIS MANAGER	1.00	-	-	1.00
BUSINESS LICENSE REP	1.00	-	-	1.00
COLLECTIONS SUPERVISOR	1.00	-	-	1.00

AUTHORIZED POSITIONS BY DEPARTMENT

CLASSIFICATION	FY 2013-14 ADOPTED BUDGET	FY 2013-14 MIDYEAR CHANGES	FY 2014-15 PROPOSED CHANGES	FY 2014-15 ADOPTED BUDGET
DIRECTOR OF FINANCE	1.00	-	-	1.00
FINANCE MANAGER	-	-	1.00	1.00
FISCAL & MANAGEMENT ANALYST	4.00	-	-	4.00
FISCAL OPERATIONS MANAGER	1.00	-	(1.00)	-
PROCUREMENT SPECIALIST	1.00	-	-	1.00
SR ACCOUNTANT	1.00	-	-	1.00
SR PROCUREMENT SPECIALIST	1.00	-	-	1.00
TREASURY MANAGER	1.00	-	-	1.00
FINANCE TOTAL	**28.00**	**-**	**-**	**28.00**
GENERAL SVCS/ANIMAL CARE FACILIT				
ANIMAL ADOPTION COUNSELOR	2.00	-	(1.00)	1.00
ANIMAL CARE ASSISTANT	6.00	-	(1.00)	5.00
ANIMAL CARE FAC ADMINISTRATOR	1.00	-	-	1.00
ANIMAL CARE SUPERVISOR	-	-	1.00	1.00
ANIMAL CONTROL OFFICER	4.00	-	(1.00)	3.00
ANIMAL CTRL OFFCR SUPERVISOR	-	-	1.00	1.00
FISCAL OFFICE SPECIALIST	-	-	1.00	1.00
OFFICE SPECIALIST	1.50	-	(1.00)	0.50
REGISTERED VETERINARY TECH	2.00	-	1.50	3.50
SR ANIMAL CARE ASSISTANT	2.00	-	-	2.00
SR OFFICE SPECIALIST	-	-	1.00	1.00
VETERINARIAN (PERMITTED)	1.00	-	-	1.00
VETERINARY ASSISTANT	1.00	-	(1.00)	-
GENERAL SVCS/ANIMAL CARE FACILITY TO	**20.50**	**-**	**0.50**	**21.00**
DEVELOPMENT SERVICES				
ADMINISTRATIVE TECHNICIAN	1.00	-	-	1.00
ADVANCED PLNNG MGR	1.00	-	(1.00)	-
ASSISTANT DIR DEVELOPMENT SVCS	1.00	-	-	1.00
ASSOCIATE PLANNER	1.50	-	0.25	1.75
CODE ENF OFFCR II	6.00	-	-	6.00
DEVELOPMENT SVCS DEPT DIRECTOR	-	-	1.00	1.00
OFFICE SPECIALIST	1.00	-	-	1.00
PLANNING MANAGER	-	-	0.50	0.50
PLANNING TECHNICIAN	2.00	-	-	2.00
PRINCIPAL PLANNER	1.00	-	-	1.00
SR ADMINISTRATIVE SECRETARY	1.00	-	-	1.00
SR CODE ENFORCEMENT OFFICER	2.00	-	-	2.00
SR PLANNER	1.00	-	-	1.00
SR PLANNING TECHNICIAN	1.00	-	-	1.00

AUTHORIZED POSITIONS BY DEPARTMENT

CLASSIFICATION	FY 2013-14 ADOPTED BUDGET	FY 2013-14 MIDYEAR CHANGES	FY 2014-15 PROPOSED CHANGES	FY 2014-15 ADOPTED BUDGET
DEVELOPMENT SERVICES TOTAL	**19.50**	**-**	**0.75**	**20.25**
POLICE				
ADMINISTRATIVE SERVICES MANAGR	1.00	-	-	1.00
AUTOMATED FINGERPRINT TECH	1.00	-	-	1.00
CHIEF OF POLICE	1.00	-	-	1.00
CIVILIAN BACKGROUND INVESTIGTR	1.00	-	-	1.00
COMMUNITY SERVICE OFFICER	5.50	2.00	0.50	8.00
CRIME LABORATORY MANAGER	1.00	-	-	1.00
DETENTION FACILITY MANAGER	1.00	-	-	1.00
EVIDENCE CONTROL ASST	2.00	-	-	2.00
FACILITY & SUPPLY SPECIALIST	0.50	0.50	-	1.00
FISCAL OFFICE SPECIALIST	-	0.50	-	0.50
FORENSICS SPECIALIST	2.00	-	-	2.00
LATENT PRINT EXAMINER	2.00	-	-	2.00
PARKING ENFORCEMENT OFFICER	2.00	-	-	2.00
PEACE OFFICER	146.00	(1.00)	1.00	146.00
POLICE AGENT	49.00	-	-	49.00
POLICE CAPTAIN	3.00	-	-	3.00
POLICE COMM SYSTEMS MANAGER	1.00	-	-	1.00
POLICE DATA SPECIALIST	3.00	-	(1.00)	2.00
POLICE DISPATCHER	20.00	-	-	20.00
POLICE DISPATCHER SUPERVISOR	6.00	-	-	6.00
POLICE LIEUTENANT	9.00	-	-	9.00
POLICE RECORDS SPECIALIST	5.50	-	1.00	6.50
POLICE RECORDS TRANSCRIPTIONIS	2.00	-	-	2.00
POLICE SERGEANT	23.00	-	-	23.00
POLICE SERVICES OFFICER	10.00	-	-	10.00
POLICE SUPPORT SERVICES MGR	1.00	-	-	1.00
POLICE SVCS OFFICER SUPERVISOR	2.00	-	-	2.00
POLICE TECHNOLOGY SPECIALIST	1.00	-	-	1.00
PRINCIPAL MANAGEMENT ANALYST	1.00	-	-	1.00
PUBLIC SAFETY ANALYST	3.00	-	-	3.00
RANGE MASTER	0.50	-	-	0.50
SECRETARY	3.00	-	-	3.00
SR ADMINISTRATIVE SECRETARY	1.00	-	-	1.00
SR FISCAL OFFICE SPECIALIST	2.00	(1.00)	-	1.00
SR OFFICE SPECIALIST	4.00	-	-	4.00
SR POLICE DATA SPECIALIST	1.00	-	-	1.00
SR PUBLIC SAFETY ANALYST	1.00	-	-	1.00
TRAINING PROGRAMS SPEC	1.00	-	-	1.00

AUTHORIZED POSITIONS BY DEPARTMENT

CLASSIFICATION	FY 2013-14 ADOPTED BUDGET	FY 2013-14 MIDYEAR CHANGES	FY 2014-15 PROPOSED CHANGES	FY 2014-15 ADOPTED BUDGET
POLICE TOTAL	**319.00**	**1.00**	**1.50**	**321.50**
FIRE				
DEPUTY FIRE CHIEF	3.00	-	-	3.00
FACILITY & SUPPLY SPECIALIST	1.00	-	-	1.00
FIRE BATTALION CHIEF (112 HR)	6.00	-	-	6.00
FIRE CAPTAIN (112 HR)	33.00	-	-	33.00
FIRE CAPTAIN (80 HR)	2.00	-	-	2.00
FIRE CHIEF	1.00	-	-	1.00
FIRE DIVISION CHIEF	1.00	-	-	1.00
FIRE ENG (112 HR)	33.00	-	-	33.00
FIRE ENG (80 HR)	1.00	-	-	1.00
FIRE INSP/INVEST I	1.00	-	-	1.00
FIRE INSP/INVEST II	5.00	-	-	5.00
FIRE PREV ENG/INVEST	1.00	-	-	1.00
FIREFIGHTER (112 HR)	42.00	(4.00)	-	38.00
FIREFIGHTER/PARAMEDIC (112 HR)	-	4.00	-	4.00
OFFICE SPECIALIST	1.00	-	(1.00)	-
PRINCIPAL MANAGEMENT ANALYST	1.00	-	-	1.00
PUBLIC SAFETY ANALYST	1.00	-	-	1.00
SECRETARY	1.00	-	-	1.00
SR ADMINISTRATIVE SECRETARY	1.00	-	-	1.00
SR FIRE INSP/INVEST	1.00	-	-	1.00
SR OFFICE SPECIALIST	-	-	1.00	1.00
FIRE TOTAL	**136.00**	**-**	**-**	**136.00**
PUBLIC WORKS OPERATIONS				
ADMIN ANALYST II	2.00	-	-	2.00
ADMINISTRATIVE SECRETARY	1.00	-	-	1.00
ADMINISTRATIVE SERVICES MANAGR	1.00	-	-	1.00
ASSISTANT SURVEYOR II	1.00	-	-	1.00
ASSOC ENGINEER	11.00	-	(1.00)	10.00
ASST DIR OF PUBLIC WORKS	1.00	-	-	1.00
ASST DIRECTOR OF ENGINEERING	1.00	-	-	1.00
ASST ENGINEER	-	-	1.00	1.00
BLDG PROJECT MANAGER	1.00	-	-	1.00
CONSERVATION SPECIALIST I	1.00	-	-	1.00
CONSTRUCTION & REPAIR MGR	1.00	-	-	1.00
CUSTODIAL & FACILITIES MANAGER	1.00	-	-	1.00
CUSTODIAL SUPERVISOR	3.00	-	-	3.00
CUSTODIAN	9.50	-	-	9.50

AUTHORIZED POSITIONS BY DEPARTMENT

CLASSIFICATION	FY 2013-14 ADOPTED BUDGET	FY 2013-14 MIDYEAR CHANGES	FY 2014-15 PROPOSED CHANGES	FY 2014-15 ADOPTED BUDGET
DIR OF PUBLIC WORKS	1.00	-	-	1.00
ELECTRICIAN	2.00	-	-	2.00
ELECTRONICS TECHNICIAN	1.00	-	-	1.00
ENGINEERING TECH II	1.50	-	-	1.50
ENVIRONMENTAL HLTH SPEC	2.00	-	-	2.00
ENVIRONMENTAL RESOURCE MANAGER	1.00	-	-	1.00
ENVIRONMENTAL RESOURCE SPEC	1.00	-	-	1.00
EQUIPMENT OPERATOR	2.00	-	-	2.00
FISCAL OFFICE SPECIALIST	1.00	-	-	1.00
GARDENER II	22.00	-	-	22.00
HVAC TECHNCIAN	2.00	-	-	2.00
LAND SURVEYOR	1.00	(1.00)	-	-
LEAD CUSTODIAN	5.00	-	-	5.00
LOCKSMITH	2.00	-	-	2.00
MAINTENANCE WORKER II	9.00	-	-	9.00
MANAGEMENT ANALYST	-	-	1.00	1.00
OPEN SPACE INSPECTOR	5.00	-	-	5.00
OPEN SPACE MANAGER	1.00	-	-	1.00
PARK RANGER SUPERVISOR	-	1.00	-	1.00
PARKS OPERATIONS MANAGER	1.00	-	-	1.00
PARKS SUPERVISOR	4.00	-	-	4.00
PLUMBER	1.00	-	-	1.00
PRINCIPAL CIVIL ENGINEER	3.00	-	-	3.00
PUB WORKS SPECIALIST	2.00	-	(1.00)	1.00
PUBLIC WORKS INSP II	6.00	-	-	6.00
PUBLIC WORKS MANAGER	1.00	-	-	1.00
PUBLIC WORKS SUPERVISOR	2.00	-	-	2.00
PUMP MAINT TECHNICIAN	4.00	-	-	4.00
PUMP MAINTENANCE SUPERVISOR	1.00	-	-	1.00
REAL PROPERTY MANAGER	1.00	-	-	1.00
SECRETARY	1.00	-	-	1.00
SIGNING&STRIPING SUPERVISOR	1.00	-	-	1.00
SR ADMINISTRATIVE SECRETARY	1.00	-	-	1.00
SR CIVIL ENGINEER	4.00	1.00	-	5.00
SR ENGINEERING TECHNICIAN	2.00	-	-	2.00
SR FISCAL OFFICE SPECIALIST	1.00	-	-	1.00
SR GARDENER	9.00	-	-	9.00
SR HVAC TECHNICIAN	1.00	-	-	1.00
SR LANDSCAPE INSPECTOR	1.00	-	-	1.00
SR MAINTENANCE WORKER	8.00	-	-	8.00
SR MANAGEMENT ANALYST	1.00	-	-	1.00
SR OPEN SPACE INSPECTOR	1.00	-	-	1.00

AUTHORIZED POSITIONS BY DEPARTMENT

CLASSIFICATION	FY 2013-14 ADOPTED BUDGET	FY 2013-14 MIDYEAR CHANGES	FY 2014-15 PROPOSED CHANGES	FY 2014-15 ADOPTED BUDGET
SR PARK RANGER	1.00	(1.00)	-	-
SR PUB WORKS SPECIALIST	1.00	-	-	1.00
SR PUBLIC WORKS INSP	2.00	-	-	2.00
SR SECRETARY	1.00	-	-	1.00
SURVEY TECHNICIAN II	1.00	-	-	1.00
TRAFFIC DEVICES TECH	3.00	-	-	3.00
TRAFFIC DEVICES TECH SUPV	1.00	-	-	1.00
TREE TRIMMER SUPERVISOR	1.00	-	-	1.00
WASTEWATER COLLECTIONS MANAGER	1.00	-	-	1.00
PUBLIC WORKS OPERATIONS TOTAL	**163.00**	**-**	**-**	**163.00**
RECREATION				
ADMINISTRATIVE SECRETARY	1.00	-	-	1.00
AQUATIC SUPV I	1.00	-	-	1.00
AQUATIC SUPV II	2.00	-	-	2.00
AQUATIC SUPV III	1.00	-	-	1.00
DIRECTOR OF RECREATION	1.00	-	-	1.00
PRINCIPAL RECREATION MANAGER	2.00	-	-	2.00
RECREATION SUPERVISOR II	3.00	(1.00)	-	2.00
RECREATION SUPERVISOR III	4.00	1.00	-	5.00
SR FISCAL OFFICE SPECIALIST	1.00	-	-	1.00
SR RECREATION MGR	1.00	-	-	1.00
RECREATION TOTAL	**17.00**	**-**	**-**	**17.00**
LIBRARY				
ADMIN ANALYST II	1.00	-	-	1.00
DIR OF LIBRARY	-	-	1.00	1.00
DIR OF LIBRARY & RECREATION	1.00	-	(1.00)	-
LIBRARIAN I	1.00	-	-	1.00
LIBRARIAN II	4.00	-	-	4.00
LIBRARIAN III	2.00	-	-	2.00
LIBRARY ASSOCIATE	8.50	-	-	8.50
LIBRARY DIGITAL SERVICES MGR	1.00	-	-	1.00
PRINCIPAL LIBRARIAN	1.00	-	-	1.00
SR LIBRARIAN	2.00	-	-	2.00
LIBRARY TOTAL	**21.50**	**-**	**-**	**21.50**
GENERAL FUND SUBTOTAL	**801.50**	**1.00**	**3.75**	**806.25**
ADVANCED LIFE SUPPORT FUND				
EMS NURSE COORDINATOR	1.00	-	-	1.00

AUTHORIZED POSITIONS BY DEPARTMENT

CLASSIFICATION	FY 2013-14 ADOPTED BUDGET	FY 2013-14 MIDYEAR CHANGES	FY 2014-15 PROPOSED CHANGES	FY 2014-15 ADOPTED BUDGET
ADVANCED LIFE SUPPORT FUND TOTAL	**1.00**	**-**	**-**	**1.00**
POLICE DEPT GRANTS FUND				
CBAG DEPUTY DIRECTOR SD LECC	1.00	-	-	1.00
CBAG DEPUTY EXEC DIR	1.00	-	-	1.00
CBAG DIRECTOR OF IV-LECC	1.00	-	-	1.00
CBAG EXECUTIVE DIRECTOR	1.00	-	-	1.00
FA ADMIN ANALYST II	2.00	-	-	2.00
FA ANALYST	4.00	-	-	4.00
FA DIRECTOR OF SD LECC	1.00	-	-	1.00
FA GEOSPATIAL INTEL ANALYST	1.00	-	-	1.00
FA GRAPHIC DESIGNER/WBMSTR	1.00	-	-	1.00
FA INFO SECURITY PROGRAM MGR	-	1.00	-	1.00
FA LECC IT MANAGER	1.00	-	-	1.00
FA NETWORK MANAGER	1.00	(1.00)	-	-
FA NTWRK ADMINISTRATOR II	4.00	-	-	4.00
FA PROGRAM ANALYST	1.00	-	-	1.00
FA PROGRAM ASSISTANT	-	2.00	-	2.00
FA PROGRAM MANAGER	2.00	-	-	2.00
FA PUBLIC SAFETY ANALYST	5.00	(3.00)	-	2.00
FA RCFL NETWORK ENGINEER	2.00	-	-	2.00
FA SR PUBLIC SAFETY ANALYST	1.00	3.00	-	4.00
FA SR SECRETARY	-	1.00	-	1.00
PEACE OFFICER	3.00	1.00	(1.00)	3.00
POLICE AGENT	1.00	-	-	1.00
POLICE COMM RELATIONS SPEC	1.00	-	-	1.00
POLICE SERGEANT	2.00	-	-	2.00
POLICE DEPT GRANTS FUND TOTAL	**37.00**	**4.00**	**(1.00)**	**40.00**
FEDERAL GRANTS FUND				
EMERGENCY SVCS COORDINATOR	-	-	1.00	1.00
GIS SPECIALIST	1.00	-	-	1.00
FEDERAL GRANTS FUND TOTAL	**1.00**	**-**	**1.00**	**2.00**
ENVIRONMENTAL SERVICES				
ENVIRON SVCS PROG MGR	1.00	-	-	1.00
RECYCLING SPECIALIST I	1.00	-	-	1.00
RECYCLING SPECIALIST II	3.00	-	-	3.00
ENVIRONMENTAL SERVICES TOTAL	**5.00**	**-**	**-**	**5.00**

AUTHORIZED POSITIONS BY DEPARTMENT

CLASSIFICATION	FY 2013-14 ADOPTED BUDGET	FY 2013-14 MIDYEAR CHANGES	FY 2014-15 PROPOSED CHANGES	FY 2014-15 ADOPTED BUDGET
CV HOUSING AUTHORITY				
HOUSING MANAGER	1.00	-	-	1.00
PROJECT COORDINATOR II	2.00	-	-	2.00
SR PROJECT COORDINATOR	1.00	-	-	1.00
CV HOUSING AUTHORITY TOTAL	**4.00**	**-**	**-**	**4.00**
REDV OBLIGATION RETIREMENT FND				
SR PROJECT COORDINATOR	1.00	-	(1.00)	-
REDV OBLIGATION RETIREMENT FND TOTA	**1.00**	**-**	**(1.00)**	**-**
FLEET MANAGEMENT				
EQUIPMENT MECHANIC	3.00	1.00	-	4.00
FIRE APPARATUS MECH	2.00	-	-	2.00
FISCAL OFFICE SPECIALIST	1.00	-	-	1.00
FLEET INVENTORY CONTROL SPEC	-	1.00	-	1.00
FLEET MANAGER	1.00	-	-	1.00
SR EQUIPMENT MECHANIC	1.00	-	-	1.00
FLEET MANAGEMENT TOTAL	**8.00**	**2.00**	**-**	**10.00**
TRANSIT				
TRANSIT MANAGER	1.00	-	-	1.00
TRANSIT TOTAL	**1.00**	**-**	**-**	**1.00**
DEVELOPMENT SERVICES FUND				
ASSOC ENGINEER	3.00	-	-	3.00
ASSOCIATE PLANNER	4.00	-	-	4.00
BUILDING INSPECTOR II	4.00	-	-	4.00
BUILDING INSPECTOR III	1.00	-	-	1.00
BUILDING OFF/CODE ENF MGR	1.00	-	-	1.00
DEV PLANNING MGR	1.00	-	(1.00)	-
DEVELOPMENT SERVICES TECH I	-	-	1.00	1.00
DEVELOPMENT SERVICES TECH II	-	-	1.00	1.00
DEVELOPMENT SVCS DEPT DIRECTOR	1.00	-	(1.00)	-
DEVELOPMENT SVCS TECH II	3.00	-	-	3.00
DEVELOPMENT SVCS TECH III	2.00	-	-	2.00
DEVLPMT SVCS COUNTER MGR	1.00	-	-	1.00
ENGINEERING TECH II	1.00	-	-	1.00
LANDSCAPE ARCHITECT	0.50	-	2.00	2.50
LANDSCAPE PLANNER II	3.00	-	(2.00)	1.00
PLAN CHECK SUPERVISOR	1.00	-	-	1.00

AUTHORIZED POSITIONS BY DEPARTMENT

CLASSIFICATION	FY 2013-14 ADOPTED BUDGET	FY 2013-14 MIDYEAR CHANGES	FY 2014-15 PROPOSED CHANGES	FY 2014-15 ADOPTED BUDGET
PLANNING MANAGER	-	-	1.00	1.00
PLANS EXAMINER	3.00	-	-	3.00
PRINCIPAL CIVIL ENGINEER	1.00	-	-	1.00
PRINCIPAL PLANNER	2.00	-	-	2.00
SECRETARY	1.00	-	-	1.00
SR BUILDING INSPECTOR	1.00	-	-	1.00
SR ENGINEERING TECHNICIAN	1.00	-	-	1.00
SR OFFICE SPECIALIST	2.00	-	-	2.00
SR PLANNER	4.00	-	-	4.00
SR PROJECT COORDINATOR	1.00	-	-	1.00
SR SECRETARY	1.00	-	-	1.00
TRANSPORTATION ENGINEER W/CERT	1.00	-	-	1.00
DEVELOPMENT SERVICES FUND TOTAL	**44.50**	**-**	**1.00**	**45.50**
SEWER				
ASSOC ENGINEER	2.00	-	-	2.00
ENGINEERING TECH II	2.00	-	-	2.00
EQUIPMENT OPERATOR	3.00	-	-	3.00
MAINTENANCE WORKER II	18.00	-	-	18.00
PUB WORKS SPECIALIST	1.00	-	-	1.00
PUBLIC WORKS SUPERVISOR	4.00	-	-	4.00
SR CIVIL ENGINEER	1.00	-	-	1.00
SR FISCAL OFFICE SPECIALIST	1.00	-	-	1.00
SR MAINTENANCE WORKER	14.00	-	-	14.00
SEWER TOTAL	**46.00**	**-**	**-**	**46.00**
NON-GENERAL FUND SUBTOTAL	**148.50**	**6.00**	**-**	**154.50**
TOTAL AUTHORIZED POSITIONS	**950.00**	**7.00**	**3.75**	**960.75**

APPENDIX

Fiscal Policies

Investment Policies

Debt Administration

GANN Appropriations Limit

Legal Debt Margin

Accounting Systems and Budgetary Control

List of Acronyms

Glossary

Chula Vista at a Glance

Fiscal Policies

This section of the budget document reiterates the fiscal policies that were reviewed, acknowledged, or approved/adopted by the City Council. 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.

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 with 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 statues 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 fifteen 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 revenue and expenditures will be presented to the City Council on a quarterly basis. *(City Charter)*

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 flexibility, except as required by law or funding source, the City will avoid earmarking any restricted revenues for specific purpose or program.

4. The City has established user fees to best ensure that those who use a proprietary service pay for that service in proportion to the benefits received. With few exceptions, such as those services provided for low-income residents, fees have been set to enable the City to recover the full cost of providing those services. *(Citywide*

Cost Recovery Policy, Council Policy Number 159-03)

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. *(Master Fee Schedule)*

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 ensure 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 ensure that mechanisms are put in place to provide funding for any projected negative impacts on City operations. *(GMOC Ordinance)*

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, Utilities, 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)

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.

City Debt Policy & Debt Management

1. The City will consider the use of debt financing primarily for capital improvement projects (CIP) 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. Some exceptions to this CIP driven focus are the issuance of debt such as Pension Obligation Bonds, where the financial benefits are significantly greater than the costs and where the benefits are determined to be a financially prudent option; and short-term instruments such as tax and revenue anticipation notes, which are to be used for prudent cash management purposes. Bonded debt should not be issued for projects with minimal public benefit or support, or to finance normal operating expenses. *(Council Policy)*

   If a department has any project which is expected to use debt financing, the department director is responsible for expeditiously providing the Finance Department with reasonable cost estimates, including specific revenue accounts

that will provide payment for the debt service. This will allow the Finance Department to do an analysis of the project's potential impact on the City's debt capacity and limitations. *(Council Policy)*

2. Debt capacity and affordability will be determined by conducting various analyses prior to the issuance of bonds. The analysis of debt capacity should cover a broad range of factors including but limited to the following:
   - Statutory or constitutional limitations affecting the amount that can be issued, such as legally authorized debt limits and tax or expenditure ceilings
   - Other legal limitations, such as coverage requirements or additional bonds tests imposed by bond covenants
   - Evaluation of trends relating to the government's financial performance, such as revenues and expenditures, net revenues available after meeting operating requirements, reliability of revenues expected to pay debt service and unreserved fund balance levels
   - Debt service as a percentage of total General Fund Revenues

   The City will attempt to limit the total amount of annual debt service payments payable by the General Fund to no more than 10% of estimated total General Fund revenues. Under State Law, general obligation bonds shall not exceed 15% of total assessed valuation within the City.

   An analysis using current market rates and conservative projections showing compliance with the debt affordability limitations included in this Debt Policy shall be conducted before the issuance of any debt with a maturity longer than two years from date of issue.

   Data showing direct and overlapping debt levels for the City of Chula Vista and surrounding agencies that affect the residents of the City shall be compiled for inclusion in the Comprehensive Annual Financial Report (CAFR) of the City. *(Council Policy)*

3. In order to maximize the financial options available to benefit the public, it is the policy of the City of Chula Vista to allow for the consideration of issuing all generally accepted types of debt, including, but not exclusive to the following:
   - General Obligation (GO) Bonds: General Obligation Bonds are suitable for use in the construction or acquisition of improvements to real property that benefit the public at large. Examples of projects include libraries, parks, and public safety facilities. All GO bonds require a 2/3 vote in order to pass.
   - Revenue Bonds: Revenue Bonds are limited-liability obligations tied to a specific enterprise revenue stream where the projects financed clearly benefit or relate to the enterprise. An example of projects that would be financed by a Revenue Bond would be improvements to the sewer system, which would be paid back with money raised from the property owner's sewer bills. Generally, no voter approval is required to issue this type of obligation but must comply with proposition 218 regarding rate adjustments.
   - Lease-Backed Debt/Certificates of Participation (COP): Issuance of COP debt is a commonly used form of debt that allows a City to finance projects where the debt service is secured via a lease or installment agreement and where the payments are budgeted in the annual budget appropriation by the City from the general fund. Lease-Backed debt does not constitute indebtedness under the state or the City's constitutional debt limit and does not require voter approval.
   - Special Assessment/Special District Debt: 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 City Council, which may include minimum value-to-lien ratios and maximum tax burdens. Examples of this type of debt are Assessment

Districts (AD) and Community Facilities Districts (CFD) or more commonly known as Mello-Roos Districts. In order to protect bondholders as well as the City's credit rating, all Rate and Method of Apportionment (RMA) documents must include the provision that the maximum projected annual special tax revenues must equal 110% of the projected annual gross debt service on any bonds of the community facilities district. The City will also comply with all State guidelines regarding the issuance of special district or special assessment debt. For further information, refer to the City of Chula Vista Statement of Goals and Policies Regarding the Establishment of Community Facility Districts.

- Industrial Development Bonds – Industrial Development Bonds (IDBs) are tax-exempt securities which can fund manufacturing businesses or energy development projects which provides a public benefit. While the authorization to issue IDBs is provided by a state statute, the tax-exempt status of these bonds is derived from federal law (IRS Code Section 103(b) (2).
- Tax Allocation Bonds – Tax Allocation Bonds are special obligations that are secured by the allocation of tax increment revenues that were generated by increased property taxes in the designated redevelopment area. Tax Allocation Bonds are not debt of the City. Due to changes in the law affecting California Redevelopment agencies with the passage of ABX1 26 as codified in the California Health and Safety Code, the City of Chula Vista Redevelopment Agency (RDA) was dissolved as of February 1, 2012, and its operations substantially eliminated but for the continuation of certain enforceable RDA obligations to be administered by the City of Chula Vista Successor Agency. The terms of ABX 1 26 requires successor agencies perform all obligations with respect to enforceable debt obligations, which include Tax Allocation Bonds.
- Multi-Family Mortgage Revenue Bonds – The City Housing Authority is authorized to issue mortgage revenue bonds to finance the development, acquisition and rehabilitation of multi-family rental projects. The interest on the bonds can be exempt from Federal and State taxation. As a result, bonds provide below market financing for qualified rental projects. In addition, the bonds issued can qualify projects for allocations of Federal low-income housing tax credits, which can provide a significant portion of the funding necessary to develop affordable housing. For further information, refer to the Chula Vista Housing Authority – Multi-Family Administrative Bond Policies.
- HUD Section 108 Loan Guarantee Program – The U.S. Department of Housing and Urban Development (HUD) Section 108 Loan Guarantee Program allows cities to use their annual Community Development Block Grant (CDBG) entitlement grants to obtain federally guaranteed funds large enough to stimulate or pay for major community development and economic development projects. The program does not require a pledge of the City's General Fund, only of future CDBG entitlements. By pledging future CDBG entitlement grants as security, the City can borrow at favorable interest rates because of HUD's guarantee of repayment to investors. *(Council Policy)*

4. The City will strive to minimize borrowing costs by:
   - Seeking the highest credit rating possible;
   - Maintaining transparency and excellent communications with credit rating agencies regarding the City's fiscal condition;
   - Purchasing bond insurance or taking action to upgrade the City's current credit rating *(Council Policy)*

5. The City will comply with Rule 15(c) 2-12 of the Securities Exchange Commission (SEC) and provide timely disclosure of relevant information on an annual basis as well as any material event notices as required. *(Council Policy)*

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 pooled investments.

Sewer Service Revenue Fund Reserve Policy

1. Working Capital and Rate Stabilization Reserve

   Working Capital and Rate Stabilization reserves in the Sewer Service Revenue Fund will be restricted to maintaining operating the wastewater collection system and paying treatment charges to City of San Diego Metropolitan Wastewater ("Metro"). The reserve will be funded from revenues accumulated in the Sewer Service Revenue Fund. IT is intended to accommodate any natural variability in revenues and expenditures, including potential disruptions of cash flows due to varied billing methodology, short term fluctuations and annual cycles. The reserve will also assist in addressing shortfalls which may occur due to unanticipated cost increases in labor or energy and other consumption based goods and services, such as wastewater treatment services provided by Metro. The reserves represent unrestricted resources available for appropriation by the City Council addressing unforeseen needs for sewer services.

   The Working Capital and Rate Stabilization Reserves will assist the City in addressing the following items:

   - Rate Stabilization – the reserves will allow the City the flexibility to "smooth" rates and phase increases in over multiple years, which is prudent given the potential variability in the City's payments to Metro.
   - Revenue Collection Fluctuations – the reserves will be used to protect the City from natural fluctuations in revenue and expenditure cycles which is prudent given that the City bills customers at different points in time but incurs expenses continuously throughout the year.
   - Rates of delinquencies – delays in collection of outstanding revenues.
   - Payroll cycles – the timing of fixed cash requirement for payroll, as related to the timing of revenue cycles.
   - Unanticipated expenses – expenses whose characteristics make accurate estimation difficult, such as increases in wastewater treatment services provided by the City of San Diego, energy costs, labor benefits and other consumption based goods and services.

   The City shall maintain a Sewer Revenue reserve equivalent to 90 days of operating expenditures and a Rate Stabilization reserve equivalent to 90 days of operating expenditures for a minimum combined total of 180 days and a maximum reserve balance of 125% of the minimum balance.

   If funds are appropriated from the Sewer Revenue Working Capital and Rate Stabilization Reserves, the funds should be replenished in the budget process during subsequent fiscal years to the minimum reserve balance. If the magnitude of the event caused the Sewer Revenue Working Capital and a Stabilization Reserves to be less than 30 days of operating and maintenance budget, the Finance Director shall provide the City Council with a plan to incrementally replenish the reserves to the 180 days minimum reserve balance. *(Council Policy)*

2. Emergency Reserve

   The Sewer Service Revenue Fund Emergency Reserve is necessary to secure funding for insurance deductibles, unforeseen liabilities/litigation and settlement costs related to the City's wastewater system.

   The City shall maintain a minimum Sewer Service Revenue Fund Emergency Reserve target level of 5% of the operating and maintenance budget and a maximum reserve balance of 125% of the minimum balance. If the funds are appropriated from the Sewer Revenue Emergency Reserves due to unanticipated needs, the Finance Director shall provide the City Council with a plan to incrementally replenish the reserves to the

minimum reserve balance. *(Council Policy)*

3. Vehicle Replacement Reserve
The Sewer Service Revenue Fund Vehicle Replacement Reserves represents monies set aside to fund the replacement of aging vehicles. The allocation is funded from revenues accumulated in the Sewer Service Revenue Fund.

The City shall maintain a minimum Sewer Services Fund Vehicle Replacement Reserve target of 2% of the operating and maintenance budget. This reserve will ensure that vehicles utilized for sewer operations are replaced as scheduled and available to deploy as needed.

To achieve a minimum impact to cost of services and rates, funds will be included in the proposed budget on an annual basis as identified in the City's Vehicle Replacement schedule. The cost of replacing all vehicles will be averaged over the lifespan of the existing fleet. This will generate a more normalized cost of services by evenly distributing revenue requirements on a year-to year-basis offsetting temporary cash flow deficiencies and avoid significant increases in rate charges to customers in the years the replacement cost are incurred. *(Council Policy)*

4. USEPA Permit Renewal Liability Reserve
The Sewer Service Revenue Fund USEPA Permit Renewal Liability Reserve will account for monies set aside to fund the City of San Diego Metropolitan Wastewater costs related to the potential upgrade of the Point Loma Wastewater Treatment Plant (PLWTP) or other alternative for secondary treatment. The reserve will be funded from revenues accumulated in the Sewer Service Revenue Fund.

Metro's USEPA waiver expires in FY 2015 and may not be renewed. If denied, Metro would need to develop and implement improvements to achieve secondary treatment level at PLWTP. Current cost estimates to establish full secondary treatment at PLWTP as well as possible alternatives are all significant (>$1 Billion). As a contributing member to the regional treatment plant, the City of Chula Vista's share in the cost of any upgrade would be approximately 10 percent for the capital improvements and any increase in the overall treatment cost. It is expected that Metro will have 10 years after the expiration of the USEPA waiver to institute secondary treatment or alternative. This reserve establishes a dedicated fund that will offset a portion of the City's share of any obligation related to the PLWTP USEPA waiver. By actively planning for the PLWTP upgrade or alternative the City will be in a stronger financial position to afford such costs while mitigating impacts to ratepayers.

The Permit Renewal Liability Reserve will be funded through annual contributions with the intent to reach a target balance of 20% of Chula Vista's share of the upgrade cost by FY 2024/25 (10 years after the expiration of the waiver). If substantial increases in Metro-related costs occur sooner than expected, the City may draw down reserve levels prior to FY 2024/25 to manage impacts to ratepayers. To be consistent with the City's policy for managing balances for its other utility reserves, if funds are appropriated from the reserve before its intended use, the funds should be replenished in subsequent fiscal years. If the magnitude of withdrawal is material, the Finance Director shall provide the City Council with a plan to incrementally replenish the reserves.

If the actual costs for the PLWTP upgrade or alternative are less than anticipated, any unspent reserves will be rolled into the Working Capital and Rate Stabilization Reserve and utilized to fund City sewer programs, including maintenance and expansion of the City's conveyance system and payment of San Diego Metro wastewater treatment costs. *(Council Policy)*

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. To provide sufficient liquidity such that funds are available as needed to meet those immediate and/or future operating requirements of the City, including but not limited to payroll, accounts payable, capital projects, debt service and any other payments.

D. 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

The 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 (CAFR).

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, Treasury Manager and Associate Accountant 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 and written procedures to regulate the activities of subordinate officials. The responsibility for the day-to-day investment of City funds will be delegated to the Associate Accountant 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, These are issued by commercial banks and thrift institutions against funds deposited for specified periods of time and earn specified or variable rates of interest. Negotiable certificates of deposit (NCD) differ from other certificates of deposit by their liquidity. NCD's are traded actively in secondary markets. In compliance with California Code 53601.8, all FDIC insured CD's, whether directly placed or placed through a private sector entity, will be classified as a Negotiable Certificate of Deposit.
   a. Maximum Maturity
      i. The maximum maturity of a NCD issue shall be 5 years.
      ii. The maximum maturity of any FDIC insured CD's, whether directly placed or placed through a private sector entity, shall be 13 months.
   b. Maximum Exposure of Portfolio – The maximum exposure to the Portfolio for this category shall be 30%.
   c. Maximum Exposure Per Issue – The maximum exposure to a single issue shall be 2.5% of the Portfolio value.
   d. Maximum Exposure Per Issuer – The maximum exposure to a single issuer shall be 5% of the Portfolio value.
   e. Minimum Credit Requirement
      i. All NCD must have the following investment grade from one of these rating firms. If unrated by Standard & Poor's, security would need to be authorized by Standard & Poor's with a shadow rating prior to purchase.
         a. Standard & Poor's: A-1 or A (long-term when applicable)
         b. Moody's: P-1 or A (long-term when

applicable)

c. Fitch: F-1 or A (long-term when applicable) (For NCD's 1 year or less, use short-term rating) (For NCD's over 1 year, use long-term rating)

ii. There is no minimum credit requirement for FDIC insured CD's, whether directly placed or placed through a private sector entity.

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 STAE 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), Federal Farm Credit Bank (FFCB), Government National Mortgage Association (GNMA), Tennessee Valley Authorities (TVA), Student Loan Marketing Association (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 policy, "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 COPORATE 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. San Diego County Treasurer's Pooled Money Fund
Also known as the San Diego County Investment Pool, the pool is a local government money fund created to invest the assets of the County of San Diego and other public agencies located within the County. The three primary objectives of the County Pool are to safeguard principal; to meet liquidity needs of Pool participants; and to achieve an investment return on the funds within the guidelines of prudent risk management. Investment in the County Pool is highly liquid and the City may invest with no portfolio percentage limit.

N. 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 $50 million in this fund. Investments in LAIF are highly liquid and may be converted to cash within 24 hours.

O. 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 $250,000 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 any one 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 five designated City staff:

1. Director of Finance/Treasurer
2. Assistant Director of Finance
3. Treasury Manager
4. Fiscal Operations Manager
5. Associate Accountant

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
- Compare portfolio yield to the yield attained by the County of San Diego and the five largest cities in the county for the same period.

In addition, a commentary on capital markets and economic conditions may be included with the report.

18.0 Investment Policy Adoption

Each fiscal year, the Finance Director shall provide a copy of the City's current Investment Policy and Guidelines to the City Council. By virtue of a resolution of the City Council of the City of Chula Vista, the Council shall acknowledge the receipt of the Policy for the respective fiscal year.

Debt Administration

Based on the most recent audited financial statements, which were for the year ended June 30, 2013, the City and the former Redevelopment Agency (Agency) borrowed funds through several long-term debt issues and held other obligations which are to be funded over a period of time longer than one year, are categorized as follows:

Description	Principal Outstanding	Interest	Total Debt
Tax Allocation Bonds	$ 41,985,000	$ 21,872,934	$ 63,857,934
Certificates of Participation	$ 128,375,000	$ 76,654,546	$ 205,029,546
Bond Premium	$ 24,807	$ -	$ 24,807
Bond Discount	$ (791,689)	$ -	$ (791,689)
Capital Leases	$ 279,913	$ 15,815	$ 295,728
Notes/Loans Payable	$ 4,198,805	$ 787,832	$ 4,986,637
CDBG Section 108 Loan	$ 8,262,000	$ 3,861,176	$ 12,123,176
Miscellaneous Claims Payable	$ 21,021,459	$ -	$ 21,021,459
Compensated Absences (Employee Leave)	$ 6,739,216	$ -	$ 6,739,216
Subtotal	**$ 210,094,511**	**$ 103,192,303**	**$ 313,286,814**
Advances from Other Funds	$ 50,140,867	$ -	$ 50,140,867
TOTAL LONG TERM DEBT	**$ 260,235,378**	**$ 103,192,303**	**$ 363,427,681**

This section discusses the various types of long-term debt that the City has incurred. Bond financings, notes payable, capital leases and advances from other funds are the traditional forms of long-term debt that the City has incurred. However, also captured in this section are professional estimates derived from actuarial studies for workers compensation and general liability claims. In addition, the Finance Department provides an estimate of the City's liability for compensated absences as of the end of each fiscal year. The following sections discuss the details of the City's long-term debt.

Tax Allocation Bonds ($42 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. In July 2008 the Agency issued the 2008 Tax Allocation Refunding Bonds to refund the 2000 TABS that were issued by the Southwest, Otay Valley and Town Center 2 project areas to finance certain redevelopment activities in those areas.

Certificates of Participation ($128.4 million)

As of June 30, 2013, the City currently has five outstanding Certificates of Participation. The Chula Vista Public Financing Authority (Authority) issued the 2002 COP 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 Series A & B COPs. 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. In February 2010, the Authority issued the 2010 COP to refund the 2000 COP and to provide funds for the construction, reconstruction, modernization and equipping of Phase 3 of the Civic Center Complex, reimburse the PFDIF funds, fund capitalized interest, fund a reserve fund, and pay the costs incurred in connection with the execution and delivery of the Certificates.

Bond Premium ($24,807)

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 (-$0.8 million)

This is the discount on the issuance of the 2006 Refunding TABS and the 2008 Refunding TABS. The original amounts were $505,884 and $579,161 respectively. These amounts are amortized over 20 years.

Capital Leases ($295,728)

The Capital Leases represent two long-term lease-purchase obligations for the San Diego County Regionalized Communications System and the 5-year lease purchase agreement for medical resuscitation equipment for use by the fire Department.

Notes/Loans Payable ($5.0 million)

The Redevelopment 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.

In September 2007, the City Council authorized the City's participation in the California Energy Commission and San Diego Gas and Electric On-Bill Financing program. The loans were to bridge the financial gap between energy conservation project capital costs and available rebates for energy conservation equipment. The original loan amount was $665,884 for the On-Bill Financing program. In fiscal year 2011-12 additional loans were entered into with the California Energy Commission ($3.7 million) and San Diego Gas & Electric On-Bill Financing Program ($256,302).

In December 2012, the City entered into a lease purchase agreement with Bank of America to purchase certain energy conservation equipment. The agreement would bridge the financial gap between the Municipal Streetlight Retrofit Project capital costs and the available rebates for energy conservation equipment. As of June 30, 2013 the outstanding balance is $2,174,204.

CDBG Section 108 Loan ($8.3 million)

The City entered into a contract for Loan Guarantee Assistance with the U.S. Department of Housing and Urban Development (HUD) as part of the Section 108 Loan Program in the amount of $9,500,000 in June 2008. 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. Proceeds of the loan will be used to fund multiple capital improvement projects. Debt service payments will be made with future CDBG entitlements for the next 20 years.

Miscellaneous Claims Payable ($21.0 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 ($6.7 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 permanent employees were terminated as of June 30, 2012.

Advances From Other Funds ($50.1 million)

The Agency has entered into reimbursement agreements with the City to reimburse the City for certain lease payments made by the City under various lease agreements. The balance as of June 30, 2013, was $9.0 million

The City Council authorized loans to Public Facilities DIF for $12,950,160 and Western TDIF for $36,094. The Public Facilities DIF loan for $5,200,000 is due and payable in 13 years, at an interest rate based on the pooled investment rate. The Public Facilities DIF loan for $5,300,000 is due and payable in 13 years, at an interest rate of 0.56% based on the pooled investment rate.

The City Council authorized a loan from Eastern PAD to Western PAD in the amount of $9,630,000 to acquire a 14.41 acre site located in the lower Sweetwater Valley owned by the redevelopment agency and $310,000 to acquire the 1.89 acre site located at the Auto Park Place, Chula vista. The loan will be repaid as funds become available through the payment of PAD fees by developers in western Chula Vista. The balance was $10,095,262 at June 30, 2013.

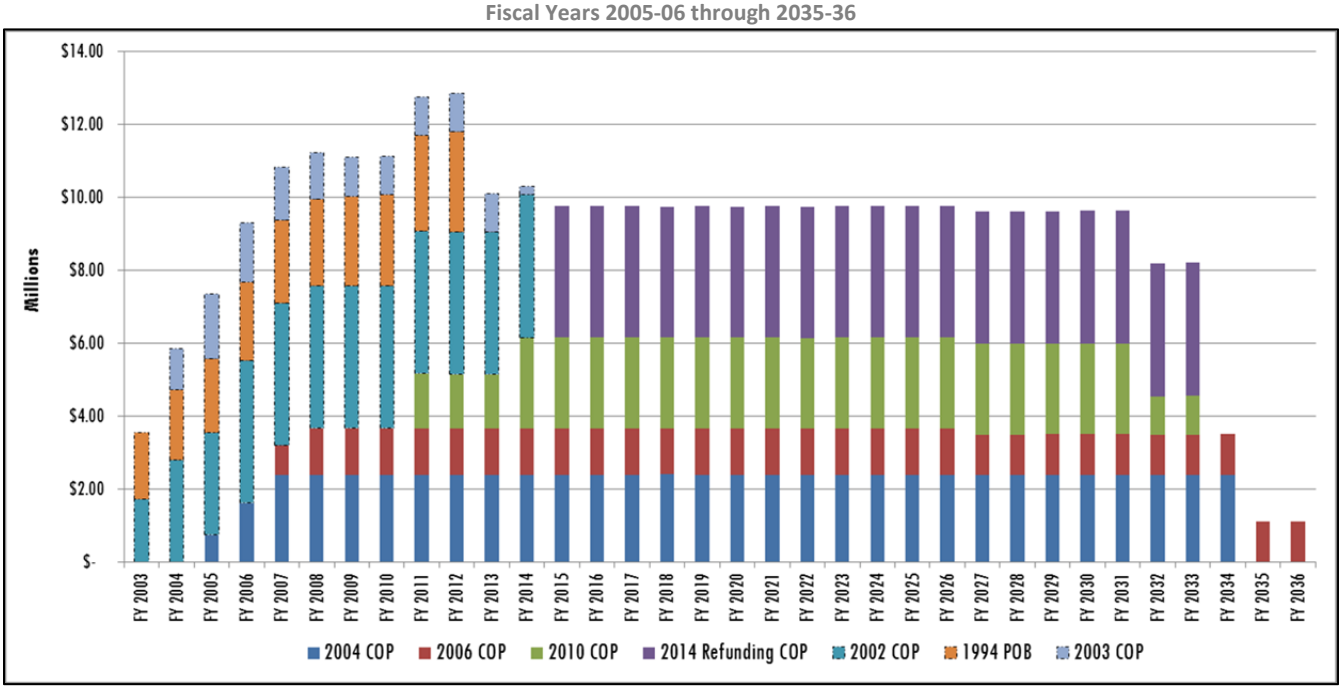
The City Council authorized long-term loans from the Trunk Sewer fund to Salt Creek DIF for $16,848,381, to the Storm Drain fund for $744,612 and $803,331 from the Sewer Facility fund for capital improvement projects.

General Fund Long-Term Debt for Fiscal Year 2014-15

The General Fund's annual debt service "commitment" for the Certificates of Participation in fiscal year 2014-15 is approximately $9.8 million, or 7.3% of the General Fund operating budget. However, it must be noted that although this amount is truly a General Fund commitment, only $3.3 million will actually be paid from General Fund resources, with the remaining amount paid from available development impact fees and residential construction tax. The $3.3 million represents approximately 2.4% of the General Fund operating budget. The $9.8 million represents ongoing level debt service payments as depicted in the chart on the next page.

Annual Debt Service Obligation of the General Fund

Fiscal Years 2005-06 through 2035-36



Note:

1) Actual payments are funded by the General Fund and Development Impact Fee Funds, however all debt service obligations are backed by the General Fund.
2) The 1994 Pension Obligation Bonds and 2003 COP were paid off in FY2012 and FY2014 respectively. The 2002 COP was refunded in FY2013 and became the 2014 Refunding COP.

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 appropriations 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 appropriations limit. According to these sources, for purposes of the fiscal year 2014-2015 calculation, the population increased 1.66% and new non-residential construction increased by 1.0103%. California per capita personal income decreased by 0.23%; consequently, new non-residential construction was used in the formula to compute the limit since this increase is the greater of the two amounts.

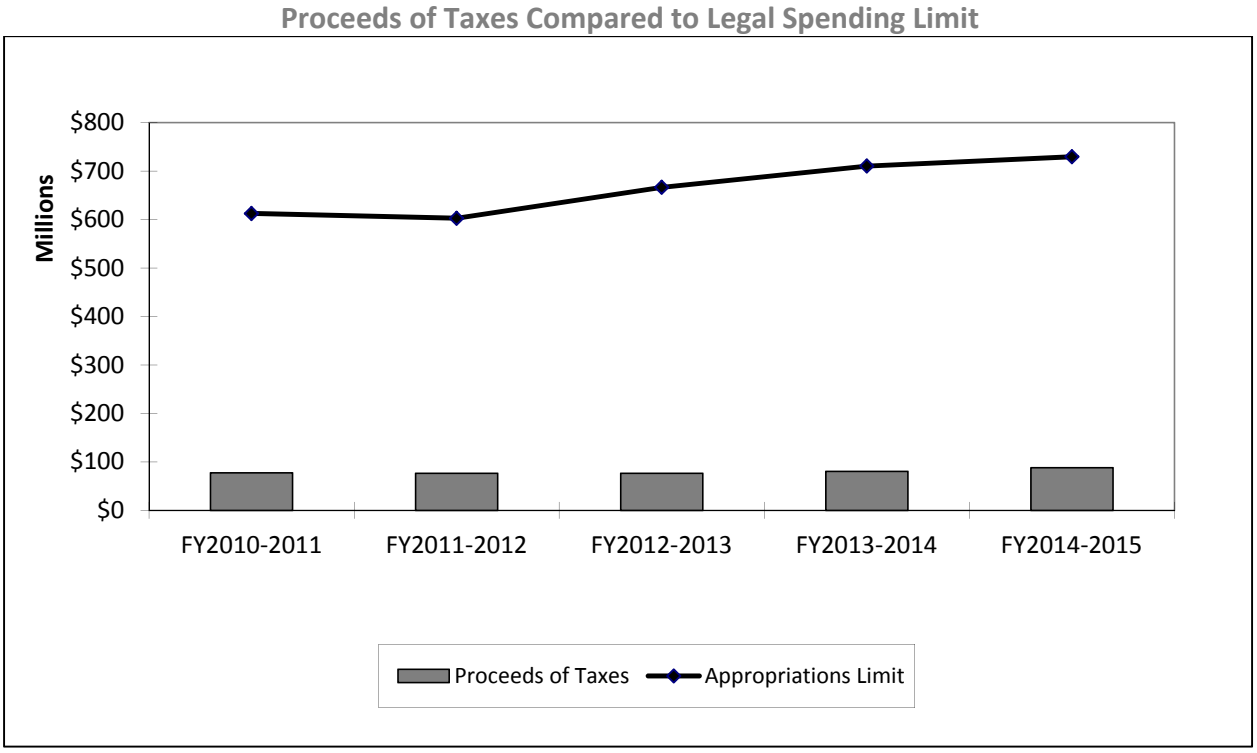
Fiscal Year 2014-15 Appropriations Limit

The fiscal year 2014-15 Appropriations Limit has been calculated as follows:

Fiscal Year 2014-15 Appropriation Limit		
Fiscal Year 2013-14 Appropriations Limit	$	710,187,628
Increased by an inflation factor composed of the increases in population and New non-residential construction	x	1.027199
FISCAL YEAR 2014-15 APPROPRIATIONS LIMIT	**$**	**729,447,134**

Proceeds of Taxes

The "Proceeds of Taxes" as included in the fiscal year 2014-15 Proposed Budget that are subject to the appropriations limit are estimated to be $88,000,256. Therefore the City has what is referred to as an appropriation "gap" of $641,446,878 ($729,447,134 - $88,000,256). Simply stated, this means that the City could collect and spend up to $641,446,878 more in taxes during Fiscal Year 2014-2015 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, 2014 the City's legal debt limit is $811,735,084. In accordance with California Government Code Section 43605, only the City's general obligation bonds are subject to this limit. The City of Chula Vista has no outstanding General Obligation Bonds. The table below summarizes the City's debt limit margin.

Computation of Debt Limit Margin

Fiscal Years Ended 2012 through 2014

	June 30, 2012	June 30, 2013	June 30, 2014
Total Assessed Valuation	$ 21,153,963,435	$ 20,942,796,908	$ 21,646,268,909
Conversion Percentage	25%	25%	25%
Adjusted Assessed Valuation	$ 5,288,490,859	$ 5,235,699,227	$ 5,411,567,227
Debt Limitation Percentage	15%	15%	15%
Debt Limit	*$ 793,273,629*	*$ 785,354,884*	*$ 811,735,084*
Total Debt Applicable to Limit:			
Pension Obligation Bonds	$ -	$ -	$ -
Legal Debt Margin	**$ 793,273,629**	**$ 785,354,884**	**$ 811,735,084**

The Government Code of the State of California provides for a legal debt limit of 15% of gross assessed valuation. However, this provision was enacted when assessed valuation was based upon 25% of market value. Effective with the 1981-82 fiscal year, each parcel is now assessed at 100% of market value (as of the most recent change in ownership for that parcel). The computations shown above reflect a conversion of assessed valuation data for each fiscal year from the current full valuation perspective to the 25% level that was in effect at the time that the legal debt margin was enacted by the State of California for local governments located within the State.

CITY OF
CHULA VISTA

Accounting Systems and Budgetary Control

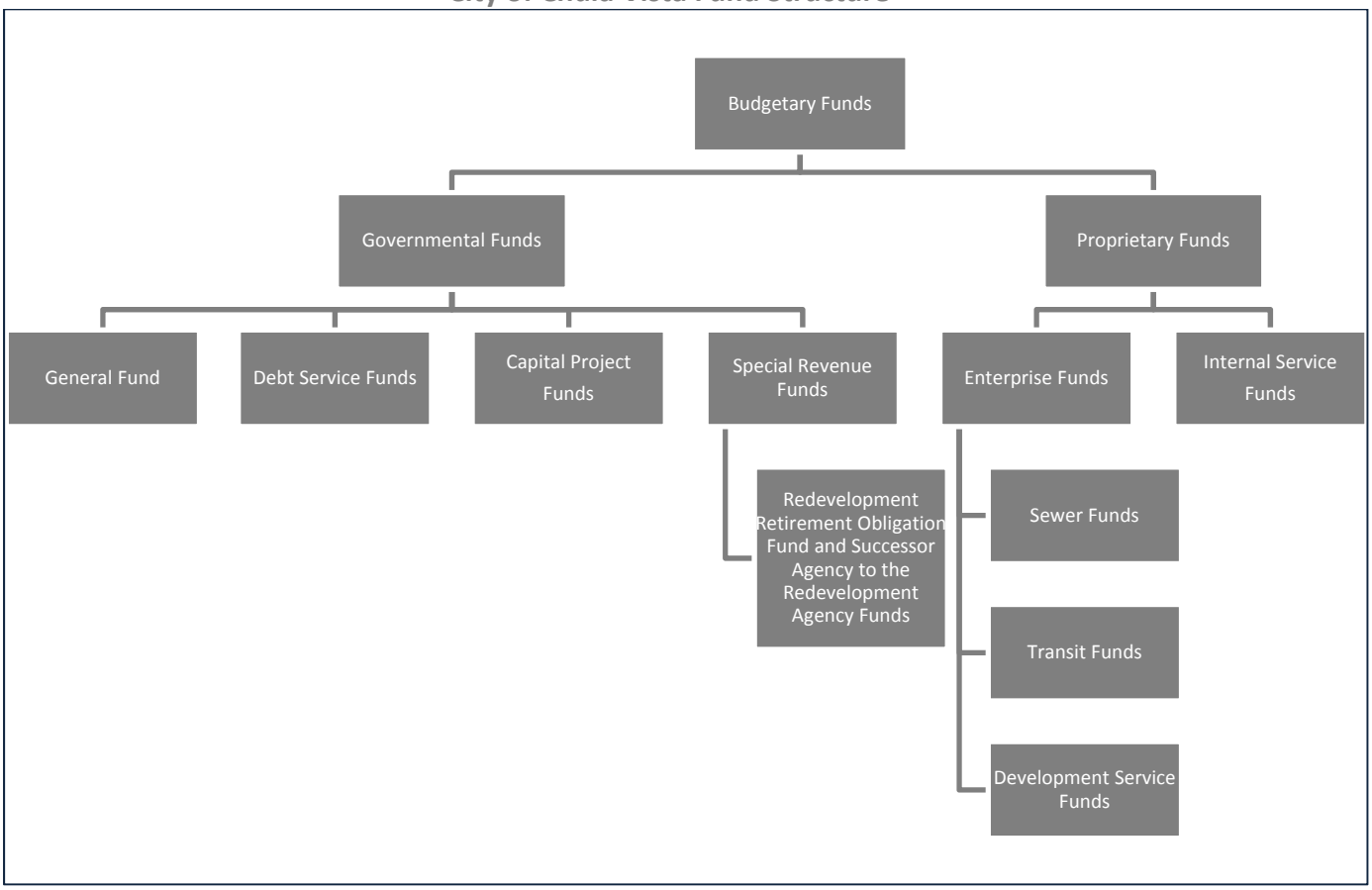
The City of Chula Vista's budget provides an overview of the fiscal and operational status of the City; highlighting policy issues, decisions and proposed changes in service levels. The budget is comprised of a series of funds used to account for revenues and expenditures. These funds are generally classified 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, development service 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, Redevelopment Retirement Obligation Fund and Successor Agency to the 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).

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.

List of Acronyms

A

ADA: Americans with Disabilities Act

ALS: Advanced Life Support

AMP: Asset Management Plan

AMS: Asset Management System

ARRA: American Recovery and Reinvestment Act

ATP: Active Transportation Program

B

BIG: Business Improvement Grant

BMS: Building Management System

BRT: Bus Rapid Transit

BTA: Bicycle Transportation Account

C

CAD: Computer Aided Dispatch

CalPERS: California Public Employees Retirement System

CALTRUST: Investment Trust of California

CAPPO: California Association of Public Purchasing Officers

CBAG: California Border Alliance Group

CDBG: Community Development Block Grant

CEC: California Energy Commission

CES: Conservation Environmental Services

CFD: Community Facility District

CIP: Capital Improvement Plan/Project/Program

CLSA: California Library Services Act

CMP: Corrugated Metal Pipe

CMT: Constant Maturity Treasury

CONF: Confidential

COP: Certificate of Participation

CPI: Consumer Price Index

CTC: California Transportation Commission

CVACF: Chula Vista Animal Care Facility

CVEA: Chula Vista Employee's Association

CVPD: Chula Vista Police Department

CVT: Chula Vista Transit

D

DASH: Dynamic After School Hours

DIF: Development Impact Fee

DMS: Drainage Management System

DVP: Delivery Versus Payment

E

EEBG: Energy Efficiency Block Grant

EOC: Emergency Operation Center

ERAF: Educational Revenue Augmentation Fund

EUC: Eastern Urban Center

F

FCIP: Fire Company Inspection Program

FDIC: Federal Deposit Insurance Corporation

FF: Firefighters

FHLB: Federal Home Loan Bank

FHLMC: Federal Home Loan Mortgage Corporation

FHWA: Federal Highway Administration

FICB: Federal Intermediate Credit Bank

FLB: Federal Land Bank

FLSA: Fair Labor Standards Act

FMS: Fleet Management System

FNMA: Federal National Mortgage Association

FPPC: Fair Political Practices Commission

FREBE: Free Resource Energy Business Evaluation

FSE: Fire Safety Engineering

FTA: Federal Transit Administration

FTE: Full-Time Equivalent

FY: Fiscal Year

G

GAAP: Generally Accepted Accounting Principles

GDP: Gross Domestic Product

GFOA: Government Finance Officers of America

GGMS: General Government Management System

GIS: Geographic Information System

GMOC: Growth Management Oversight Committee

GNMA: Government National Mortgage Association

GUC: General Use Certificates

H

HBP: Highway Bridge Program

HOV: High Occupancy Vehicle

HR: Human Resources

HSIP: Highway Safety Improvement Program

HUD: Housing and Urban Development

HVAC: Heating\Ventilation\Air Conditioning

I

IAFF: International Association of Firefighters

ITS: Information and Technology Services

L

LAIF: Local Agency Investment Fund

LAN: Local Area Network

LRT: Light Rail Trolley

M

MGD: Million Gallons per Day

MHZ: Megahertz

MIS: Management and Information Systems\Services

MLA: Master Lease Agreement

MOU: Memorandum of Understanding

MSCP: Multiple Species Conservation Plan

MTDB: Metropolitan Transit Development Board

MTS: Metropolitan Transit System

N

NCD: Negotiable Certificate of Deposit

NFPA: National Fire Protection Association

O

OSMS: Open Space Management System

P

PACE: Parcel Assessed Clean Energy

PAD: Park Acquisition and Development

PCI: Pavement Condition Index

PFDIF: Public Facilities Development Impact Fees

PLF: Public Library Foundation Act

PLTP: Point Loma Treatment Plant

PMS: Parks Management System

POA: Police Officer's Association

PUC: Public Utilities Commission

R

RCS: Regional Communications System

RCT: Residential Construction Tax

RDA: Redevelopment Agency

RFP: Request for Proposals

RMS: Roadway Management System

RTIP: Regional Transportation Improvement Program

S

SANDAG: San Diego Association of Governments

SANDPIPA: San Diego Pooled Insurance Policy Association

SBA: Small Business Association

SBBRT: South Bay Bus Rapid Transit

SGIP: Smart Growth Initiative Program

SHOPP: State Highway Operations and Protection Program

SLMA: Student Loan Marketing Association

SRO: School Resource Officer

STRETCH: Safe Time For Recreation, Enrichment And Tutoring

T

TABS: Tax Allocation Bonds

TARBS: Tax Allocation Refunding Bonds

TDA: Transportation Development Act

TDIF: Transportation Development Impact Fee

TOT: Transient Occupancy Tax

TUT: Telephone Users' Tax

TVA: Tennessee Valley Authorities

U

UUT: Utility Users Tax

V

VLF: Vehicle License Fee

W

WCE: Western Council of Engineers

WMS: Wastewater Management System

W-TDIF: Western Transportation Development Impact Fee

CITY OF
CHULA VISTA

Glossary

A

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.

B

Balanced Budget – The amount of budgeted expenditures is equal to or less than the amount of budgeted revenues plus other available sources. For budgeting purposes, the use of contingency reserves or use of fund balance will be considered revenue in defining a balanced budget.

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.

C

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.

D

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.

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.

E

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.

F

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.

Fund Balance – The excess of an entity's assets over its liabilities. A negative fund balance is sometimes referred to as a deficit.

G

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.

Governmental Funds – Funds that are typically used to account for tax-supported activities. These include the general fund, special revenue funds, debt service funds, and capital project funds.

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.

I

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.

I**nfrastructure** – 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.

L

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.

M

Memorandum of Understanding – A document detailing the outcomes of labor negotiations between the City and its various bargaining units.

Modified Accrual Basis of Accounting – A method of accounting in which revenues are recognized in the period they become available and measurable, and expenditures are recognized in the period the associated liability is incurred.

Municipal Code – A collection of ordinances approved by City Council.

O

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.

P

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.

Proprietary Funds – Funds used to account for a government's business-type activities, which are supported, at least in part, by fees or charges.

R

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.

S

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.

Y

Yield – The rate of return earned on an investment based on the price paid.

CITY OF
CHULA VISTA

Chula Vista at a Glance

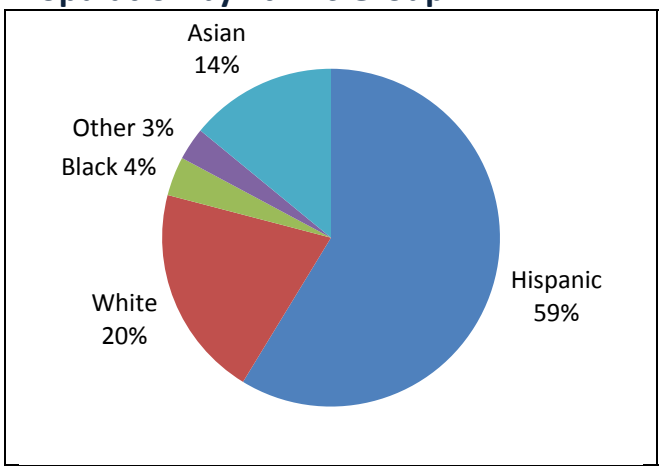
General Information

Incorporated.....1911
Government.....Council/Manager
Bond Rating.....AA-

Population

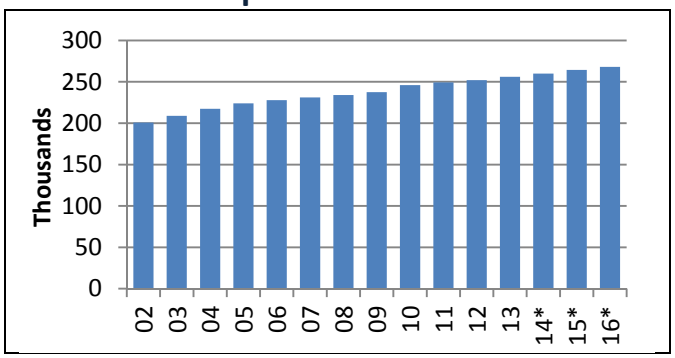
Population.....256,139
Median Age.....34
Source: Population data, California Department of Finance. Median Age, San Diego Association of Governments estimates.

Population by Ethnic Group



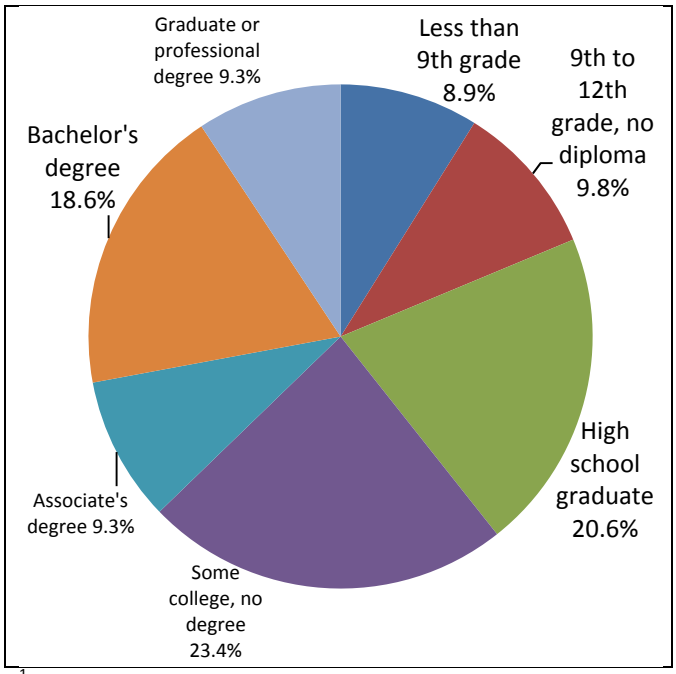
Source: San Diego Association of Governments, Current Estimates

Chula Vista Population Growth



Note: This data represents calendar year population numbers.
*2014 – 2016 population numbers are projections.
Source: California Department of Finance and City of Chula Vista staff

Educational Attainment [1]



[1]Based on population 25 years and over.
Source: U.S. Census Bureau, 2012 American Community Survey

Elementary Schools

Chula Vista Elementary School District
www.cvesd.org
(619) 425-9600
Number of Schools [1].....47
Projected Enrollment.....29,472
[1]Includes 5 dependent and 2 independent charter schools.

Secondary Schools

Sweetwater Union High School District
www.sweetwaterschools.org
(619) 691-5500
Number of Schools[1].....40
Projected Enrollment.....40,901
[1]Includes middle schools, high schools, adult schools, and alternative education sites.

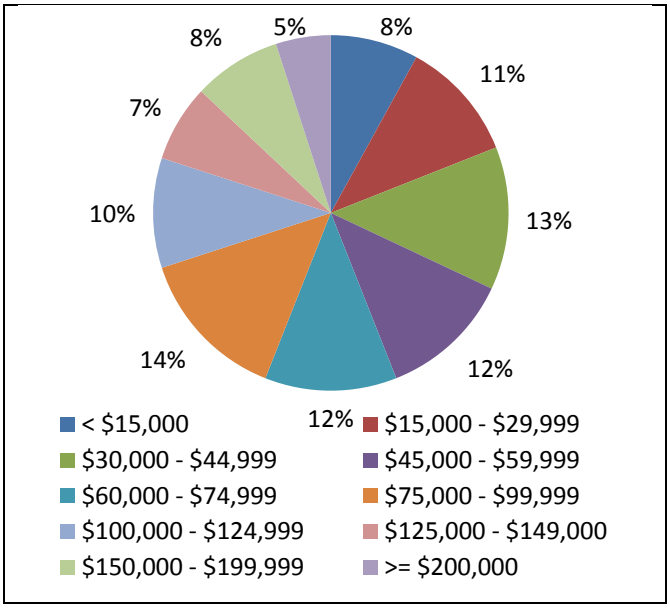
Housing

Housing Units.....82,026
Persons per Household.....3.26
Vacancy Rate.....4.9%
Source: California Department of Finance

Housing Type

Single Family.....53,251
Multiple Family.....24,710
Mobile Homes.....4,065
Source: California Department of Finance

Household Income



Source: San Diego Association of Governments, Current Estimates

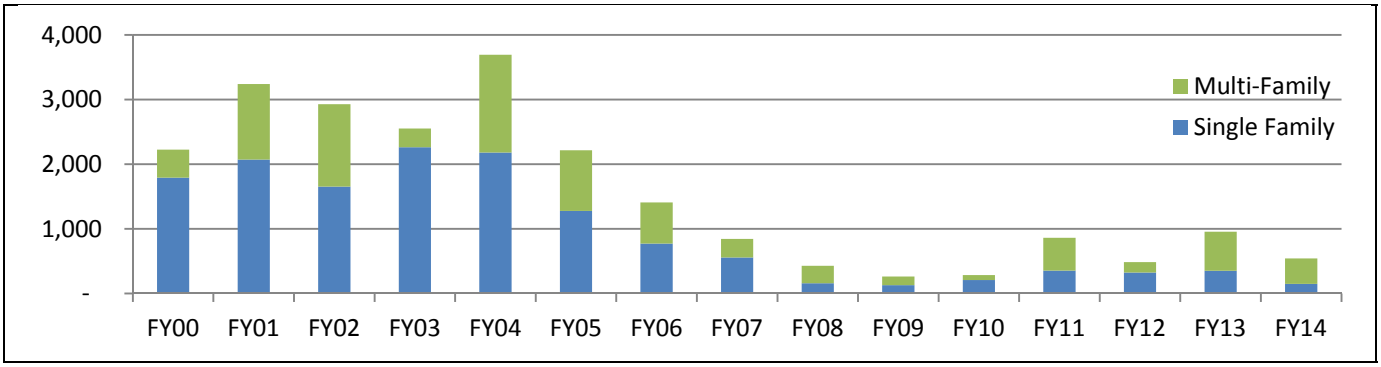
Public Safety

Fire Uniform Strength.....108
Fire Stations.....9
Emergency Calls to Fire Department[1].....16,300
Police Uniform Strength.....236
Citizen Initiated Calls for Service [1].....65,779
[1]Calls for service data is for calendar year 2013.
Source: City of Chula Vista Staff

Community Facilities

Acres of Developed Parks.....555.8
Total Number of Parks.....62
Libraries.....3
Recreation Facilities.....11
Source: City of Chula Vista staff

Construction Permits



Source: City of Chula Vista staff