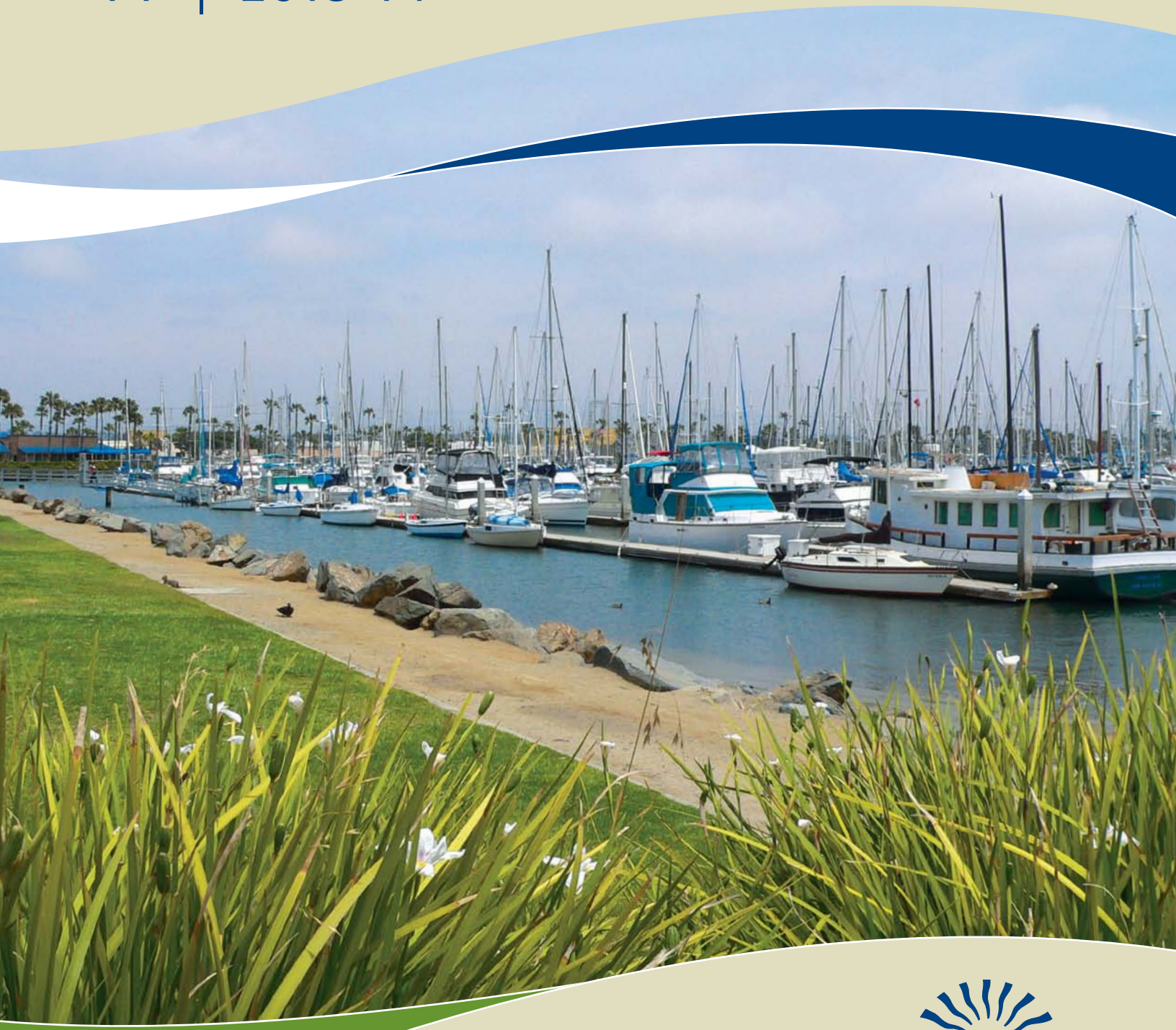
PROPOSED BUDGET

FY | 2013-14



CITY OF CHULA VISTA

California

CITY OF
CHULA VISTA

PROPOSED BUDGET
FISCAL YEAR 2013-2014

CHERYL COX
MAYOR

PATRICIA AGUILAR
COUNCILMEMBER

PAMELA BENSOUSSAN
COUNCILMEMBER

RUDY RAMIREZ
COUNCILMEMBER

MARY SALAS
COUNCILMEMBER

JAMES D. SANDOVAL
City Manager

DONNA NORRIS
City Clerk

GLEN R. GOOGINS
City Attorney

CITY OF
CHULA VISTA

ADMINISTRATION

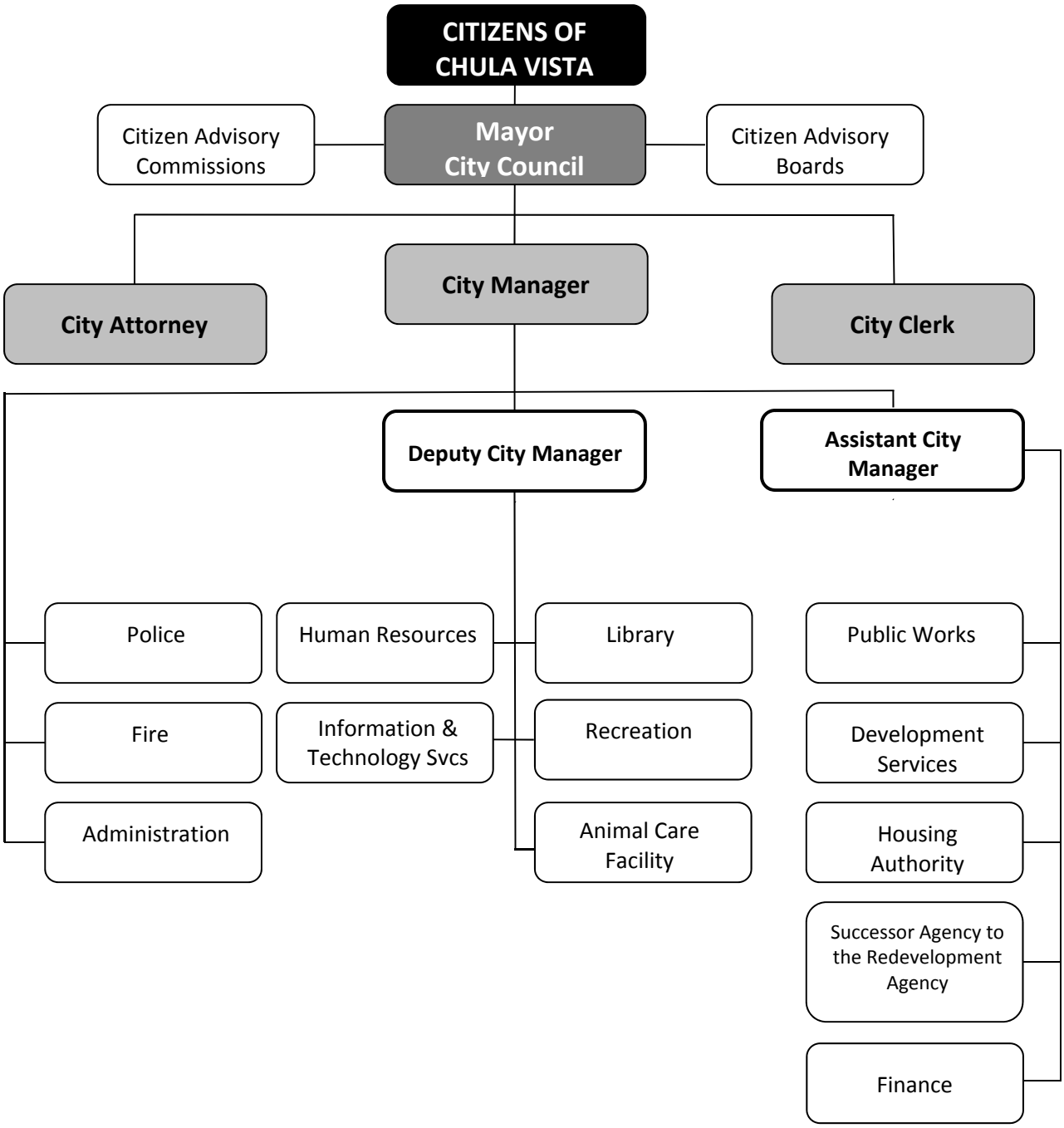
James D. Sandoval	City Manager
Gary Halbert	Assistant City Manager
Kelley Bacon	Deputy City Manager

DIRECTORS

Michael Meacham	Director of Economic Development
Maria Kachadoorian	Director of Finance/Treasurer
Dave Hanneman	Fire Chief
Betty Waznis	Director of Library/Recreation
David Bejarano	Chief of Police
Richard Hopkins	Director of Public Works

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, 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 2013-14. 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.

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.

CITY OF
CHULA VISTA

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

May 23, 2013

HONORABLE MAYOR AND MEMBERS OF THE CITY COUNCIL

It is my pleasure to present the operating and capital improvement program budget for fiscal year 2013-14 for the City of Chula Vista. While the City is beginning to see some levels of economic recovery, the impacts of the recession continue to challenge the City to find new and creative ways to deliver high quality services and maintain a balanced operating budget.

The General Fund for fiscal year 2013-14 is balanced with the use of contingency reserves, which will allow the City continue to provide the current service levels and to better evaluate the City's financial picture over the next few years.

Despite the financial challenges the City has faced, we continue to take steps to strengthen the City's economic base and to operate in a cost effective manner. In the coming year, staff will focus on the following citywide programs:

Continuous Improvement – The City has remained a strong advocate for Continuous Improvement. In 2008, the City partnered with UTC Aerospace Systems (formerly Goodrich Aerostructures) to train employees on Continuous Improvement. Since that time, the City has worked diligently to implement Continuous Improvement principles in the City with the goal of providing public services in the most efficient and cost effective manner.

Quality Workforce Program – Over the past year the staff has also worked on two major initiatives that will help the City move towards long-term financial sustainability – the Quality Workforce Program and the development of a strategic plan. The Quality Workforce Program seeks to comprehensively address employee compensation, training, performance evaluations with a continued focus on customer service. This program will continue to be developed and implemented in the coming fiscal year.

Strategic Plan – 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 concrete steps of how the City will get there.

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

BUDGET DEVELOPMENT

The City continues to make progress towards implementing a priority based budget process. In the development of the fiscal year 2013-14 budget staff not only considered normal operating costs but also evaluated funding needs in relation to the Program Summary, Critical Needs List, and Strategic Plan. In

future budgets, the use of these planning tools will be integrated to a greater degree with the budget process.

Despite improvements in discretionary revenue, the City continues to be challenged to balance the General Fund budget as growth in expenditures continues to outpace growth in revenues. The main goal for this budget was to maintain the service levels established in Council's 2011-12 budget that were continued in the fiscal year 2012-13 budget. With the use of the contingency reserves, the City was able to balance the General Fund and to address some critical issues.

BUDGET HIGHLIGHTS

In developing the fiscal year 2013-14 proposed budget staff identified a number of high priority issues that were funded

- Employee Compensation – The City is currently in negotiations with four of the City's bargaining groups. Many City employees have not received cost of living adjustments over the last five years due to the economic recession. I have allocated $525,000 in the budget for modest salary increases and/or stipends. While this will not result in significant pay increases it does take a small step towards recognizing the sacrifices our employees have made over the last several years.

- Police Department – During fiscal year 2012-13 the City Council approved the addition of 6.0 new grant funded positions to the Police Department. Four of these positions have been assigned to Patrol and will focus on community policing efforts aimed at reducing incidents of domestic violence. The City also partnered with South Bay Community Services to obtain a Promise Safe Neighborhoods grant, the Peace Officer added through this grant was assigned to the School Resource Officer program and will focus on the Castle Park area.

- Fire Department – In July, the Fire Department will launch the implementation of the Advanced Life Support program. The Fire Department has been working on the development of this program for several years and received Council approval to move forward with the implementation stage during fiscal year 2012-13. This program will be funded through pass-through fees to offset impacts to the General Fund.

- Increased Analytical Support – As part of the proposed budget, the City Manager authorized the addition of three new positions to the General Fund. A Principal Management Analyst to the Fire Department, a Human Resources Analyst in the Human Resources Department and an Accountant in the Finance Department. The addition of these positions will help address operational needs that these departments have faced as a result of the reductions made in prior fiscal years combined with increased workload and reporting requirements. The need for these positions is discussed further in the Staffing Summary Section.

ACKNOWLEDGEMENT

I am confident that Chula Vista's future is bright – the development of key projects like the Bayfront, the University Project, and Millenia will help strengthen Chula Vista's economic base. I am proud to say that the General Fund operating budget presented in this document continues to provide the core services most important to our community. I would like to thank City staff for their unrelenting hard work and dedication in serving our community. It is only through the efforts of our employees that we have been able to provide quality services to our community through these difficult times.

I would 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 hard work in preparing the budget.

Respectfully,

James D. Sandoval
City Manager

Budget Process

The fiscal year 2013-14 budget cycle began in January 2013 with the development of a preliminary base budget by 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.

While finalizing the base budget, the Finance and Administration Departments worked with other City Departments to update the City's Critical Needs List and the citywide Program Summary. The Critical Needs List reflects crucial one-time expenditure requests that were identified by the departments that are separate from normal operating costs. The citywide Program Summary on the other hand, reflects key functions in each department and provides an assessment of the current level of service using Continuous Improvement Visual Controls. The Program Summary report can be found later in this budget document.

Once the base budget was finalized, the departments recommended budget adjustments 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 March 7th, Public Works staff held a Council Workshop on Infrastructure, and on May 7th, a public hearing was held for City Council to consider and adopt the TransNet Local Street Improvement Program of projects for fiscal years 2013-14 through 2017-18.

On May 28, 2013, Finance will present the City Council with a proposed General Fund budget that is balanced and continues to provide core services to the community. The City Council will consider the budget for adoption on June 18, and a public hearing will be held prior to Council taking action on this item. Copies of the proposed budget will be made available for public review in the Office of the City Clerk and City libraries at least 10 days prior to the June public hearing.

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

- February 14, 2013
  Presentation to City Council on the Strategic Plan and Budget Update

- March 7, 2013
  Infrastructure Workshop

- April 23, 2013
  Presentation to City Council on Budget Process Summary

- May 7, 2013
  Public hearing to adopt TransNet Local Street Improvement Program

- May 24, 2013
  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 and City libraries.

- May 28, 2013
  Presentation to City Council of the Fiscal Year 2013-2014 General Fund Proposed Budget.

- June 4, 2013
  City Council review and accept the City Manager Proposed Budget

- June 18, 2013
  A public hearing will be held before the City Council considers 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 will be published in the local newspaper at least ten days prior to the public hearing. Adoption of the budget requires the affirmative votes of at least three members of the Council.

Strategic Plan

The City of Chula Vista is implementing a new Strategic Plan system. This system 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.

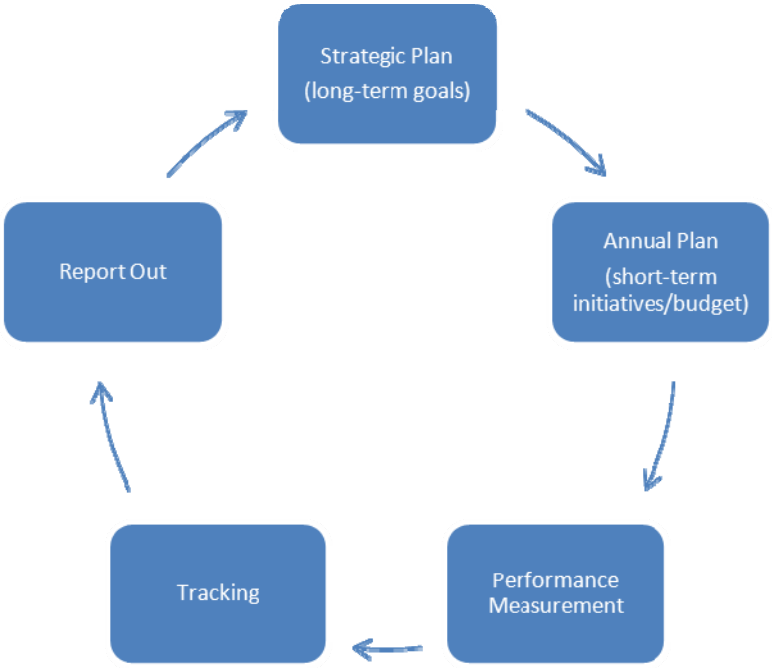
Performance Measurement-Based on the annual plan, performance measurements are created to track achievement toward service levels/Initiatives identified through the annual plan. When implemented at the departmental and individual performance goal levels, everyone understands how they are contributing 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 we anticipate the committee will meet 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 string, 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 and 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.*
  City's 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.

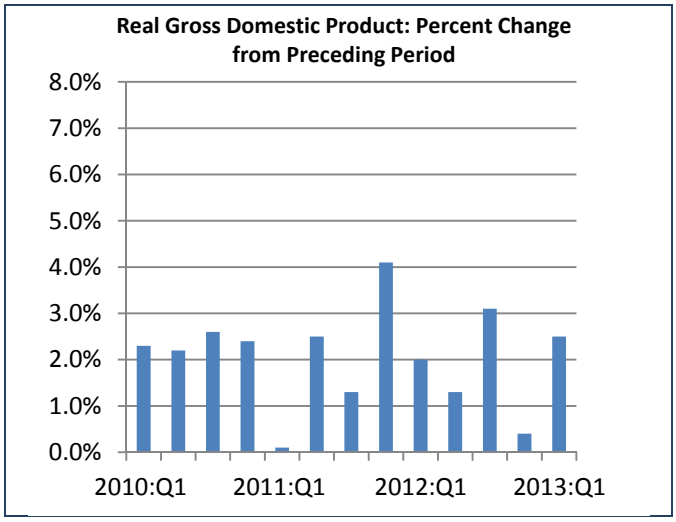
- *Encourage residents to engage in civic activities.*
  A key component to a connected community is to have citizens engaged with their government and each other. The City will create a communication strategic plan to better inform the public and staff. Additionally, the City wants to create opportunities 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

In December 2007, the national economy officially entered a recession, now projected to be the worst since 1929. During the past years, the country has been enduring the slowest postwar recovery on record despite that the recession was officially declared to be over in June 2009. In the March 2013 report, Senior Economist David Shulman of the UCLA Anderson Forecast predicts that the national economy will accelerate it performance in the next two years. Shulman forecasts: that Gross Domestic Product (GDP) will grow at an estimated 1.9% annual rate through 2013. According to Shulman the national economy is beginning to "ramp up." While the forecast says that the economy will grow at 1.9% in 2013, 2.8% in 2014 and 3.1% in 2015, Shulman points out that it's important to keep in mind that these rates of growth are still well below the typical 4%-6% rates of growth associated with prior recoveries. Along with higher rates of growth, the forecast calls for inflation in excess of 2% in 2014 and 2015, "as the Fed's extraordinary monetary policies catch up to a slow productivity growth economy." This may signal an end to the zero interest rate policy that has been in place since late 2008. Shulman further indicates that growth will be buoyed by a rapidly recovering housing market and continued strength in light vehicle sales. Housing led the downturn; it is now leading the upturn. Housing starts totaled 781,000 units in 2012 up from 612,000 units in 2011. Because housing remains extremely affordable (low prices and low mortgage rates) for those who can obtain credit coupled with substantial pent-up demand, housing starts are forecasted to exceed one million units this year and foresee further advances to 1.35 million units and 1.56 million units in 2014 and 2015, respectively.



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

CALIFORNIA

In the California report, UCLA Anderson Forecast report, authored by Senior Economist Jerry Nickelsburg and titled "Is California at an Inflection Report?" the author examines whether or not the state has "lost its competitive edge" as a result of changes since the beginning of the most recent recession. Nickelsburg's conclusion: not likely. "What we find is that the recent data on non-farm employment shows no indication of a widening gap between California and other states. Moreover, over the last ten years exports through California's air and sea ports have held their own in the world marketplace." The implication: the Forecast's outlook calls for slow, steady but unexceptional economic growth in the current year with gradually accelerating growth in the following two years. Nickelsburg attributes the forecasted pace of growth to a bifurcated state economy. Nickelsburg points out a disparity in the economic performance between coastal cities/counties and inland cities/counties where the coastal cities/ counties that have remained relatively steady in terms of economic performance throughout the recession, will lead the way and continue to outperform the inland cities/counties that continue to remain stagnant. These

inland cities/counties are projected to economically improve at a slower pace.

Nickelsburg writes that the factors that have driven California employment and income growth to higher rates than the U.S. remain in play. He says that as the world economy improves, and as investment in the U.S. improves, California will once again have a disproportionate share of the improvement. With that in mind, real personal income growth is forecast to be 1.4% in 2013, followed by 3.6% in 2014 and 3.3% in 2015. Unemployment will fall through 2013 and will average about 9.6% this year. In 2014, the unemployment rate is expected to fall to 8.4% and then to 7.2% in 2015.

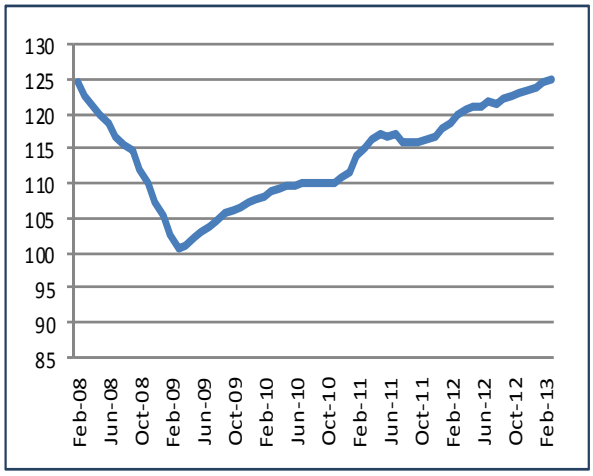
COUNTY

The University of San Diego's Index of Leading Economic Indicators for San Diego County rose 0.3 percent in March. The increase was led by a sharp decline in initial claims for unemployment insurance, which is a positive for the Index. There were also smaller gains in building permits, local stock prices, and help wanted advertising. On the downside, consumer confidence and the outlook for the national economy were moderately negative. The positives outweighed the negatives to push the USD Index to its seventh straight increase. With March's increase, the outlook remains for good growth in the local economy through the end of 2013. For the first quarter of 2013, nonfarm wage and salary employment was up more than 31,000 jobs compared to the same period in 2012, the strongest pace of job growth since 2000. Sectors showing the strongest gains were administrative and waste services (+6,100), leisure and hospitality (+5,500), professional, scientific, and technical services (+4,300), health care (+3,600), and construction (+1,800). The latter reflects strength in the housing market, where prices are up over 10 percent in the last year according to the Case-Shiller Home Price Index. Construction employment still has a long way to go to recover the 40,000 jobs lost in that sector from the peak in employment in June 2006. The March report offers the following highlights to support its findings:

- Residential units authorized were up a strong 45% compared to the same quarter in 2012. There was strength in both single-family and multi-family permits, with the former up 54% and the latter 41%.
- Both labor market variables advanced for the fifth consecutive month. On a seasonally adjusted basis, initial claims for unemployment insurance fell to their lowest level since June 2008. Hiring continues to be strong, with help wanted advertising increasing for the 26th time in 27 months. The net result was that the local unemployment rate decreased to 7.7% in March
- Local stock prices matched the broader stock market in reaching new all-time highs. Local stocks were up 14.5% in the first quarter, which compares to gains of 11.3%, 10.0%, and 8.2% percent for the Dow Jones Industrial Average, the S&P 500, and the NASDAQ Composite respectively

The report did offer one caveat as a potential area of concern indicating that a third consecutive monthly drop in consumer confidence could possibly affect future economic performance as consumer spending usually accounts for two thirds or more of economic activity in the economy[1].

San Diego Index of Leading Economic Indicators



[1] University of San Diego School of Business Administration, USD Index of Leading Economic Indicators for March, 2013

CITY

The City of Chula Vista continues to experience the impacts of the economic recession, however, there are some positive signs indicating a modest recovery is underway. Chula Vista saw a 12.8% increase in Sales Tax revenue in 2011-12, after three years of significant reductions. A 3.3% increase in sales tax revenue is projected for 2012-13 indicating a continuation of this trend. Sales Tax is the City's largest single revenue source and the proposed Sales Tax budget is $29.9 million for fiscal year 2013-14. The fiscal year 2013-14 budget exceeds the pre-recession level high of $28.8 million actual revenue earned in fiscal year 2006-07. This indicates that it has taken seven years for the City to recover sale tax revenue losses incurred as result of the previous recession. The City's unemployment situation continued to improve as well. According to the California Employment Development Department, the unemployment rate dropped from 10.8% in June 2012 to 8.1% in April 2013. In terms of population, Chula Vista remains stable as it continues to maintain its place as the 14th largest incorporated city in the state acccording to the California Department of Finance. The City's housing market also continues shows positive signs of recovery. This is reflected in City property tax levels that have also experienced a modest recovery from the recession. General fund property tax revenues are increasing by 5.2% in the fiscal year 2013-14 proposed budget based on an assumed 2% growth rate in assessed valuation of taxable property as legally permitted under the Proposition 13 law. The increase also includes revenues received as result of the dissolution of the City's redevlopment agency. The return of stable property tax growth provides another possible indication that the housing market may be stabilizing paving the way for City to benefit from steady revenue growth. The following chart compares the April median home price changes by Chula Vista ZIP code and shows the recovery in housing prices from a housing market perspective.

Chula Vista Home Sales

April 2012 Compared to April 2013

Zip Code	Locale	Median Price 2012	Median Price 2013	Percent Change
91910	North	$305,000	$319,000	4.6%
91911	South	$230,000	$300,750	30.8%
91913	Eastlake	$345,000	$338,250	-2.1%
91914	NE	$489,000	$562,500	15.0%
91915	SE	$335,000	$352,500	5.2%

Source: Source: DataQuick; DQNews.com Dissolution

Note: Home price increases driven by market fluctuations affect changes in individual property valuations and do not necessarily translate to increases in valuations to the entire assessment roll. Increases to the assessment roll are limited to a 2% yearly increase and are applied only if there is a 2% or greater increase in the California CPI as stipulated under Proposition 13.

CITY OF
CHULA VISTA

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 proposed budget for fiscal year 2013-14.

ALL FUNDS REVENUE SUMMARY

The combined revenue budget for all City funds totals $261.0 million; $32.4 million represents inter-fund transfers. This is represents an increase of $0.8 million when compared to the fiscal year 2012-13 adopted revenues of $260.1 million.

The largest change in revenue is occurring in the Other Local Taxes revenue category, which reflects a net increase of $3.6 million when compared to the prior fiscal year. Of this increase, $2.9 million is reflected in the General Fund. It includes increases in the following major revenues - Sales Tax ($2.0 million), Franchise Fees ($0.5 million), and Transient Occupancy Tax ($0.2 million). During fiscal year 2012-13 the Traffic Congestion Relief Fund was combined with the Gas Tax Fund. With this change revenue associated with the Traffic Congestion Fund will no longer be posted to the Revenue from Other Agencies category and will now be reflected in the Other Local Taxes revenue category. This change accounts for approximately $0.4 million of the increase in this category. Finally, this category reflects the addition of revenues associated with the Public Education and Government (PEG) fee fund – revenues for this fund are projected at $0.3 million for the coming fiscal year.

The next largest change is reflected in the Development Impact Fees revenue category. This category reflects an increase of $2.4 million when compared to the fiscal year 2012-13 budget. The increase in this revenue category is largely reflected in the Public Facilities Development Impact Fees (PFDIF) Fund. This fund reflects an increase of $2.3 million when compared to the prior year. This adjustment is based on improved development activity over the last couple of years. These revenues will be used to meet the PFDIF's existing debt service obligations and are not available for project expenditures.

The Property Tax revenue category reflects a decrease of $2.0 million when compared to the fiscal year 2012-13 adopted budget. This decrease reflects the following changes:

- Redevelopment Obligation Retirement Fund – this fund reflects a net decrease of $3.3 million. This change is due to the dissolution of the Redevelopment Agency (RDA) and the associated changes to the distribution of property tax revenues.
- General Fund – this fund reflects a net increase of $1.3 million based on anticipated increases in assessed value and increased revenue related to the dissolution of the RDA.

The Transfers In category reflects a decrease of $1.5 million when compared to the fiscal year 2012-13 budget. The largest change is occurring in the General Fund. This fund reflects a net decrease of $1.8 million related to the elimination of the loan repayment of $2.0 million from the Redevelopment Agency to General Fund due to State Legislature actions. This cut was taken in the current fiscal year (FY 2012-13).

The Revenue from Other Agencies category reflects a decrease of $1.2 million when compared to the prior fiscal year. The General Fund reflects a net increase of $0.9 million. This increase largely reflects the annualized cost of the grant funded Police positions added during fiscal year 2012-13 ($0.5 million) and anticipated increases in Motor Vehicle License Fees ($0.3 million). In total, other funds changes net to a reduction of $2.0 million. These changes are related to grant revenues. The biggest single change in other funds reflects the elimination of one-time grant revenue related to the Orange Avenue Park project.

The Schedule of Revenues report, included in the Summary Tables section, reflects the projected revenues for fiscal year 2013-14 at the fund and revenue type level.

The following table reflects a summary of all City revenues by category.

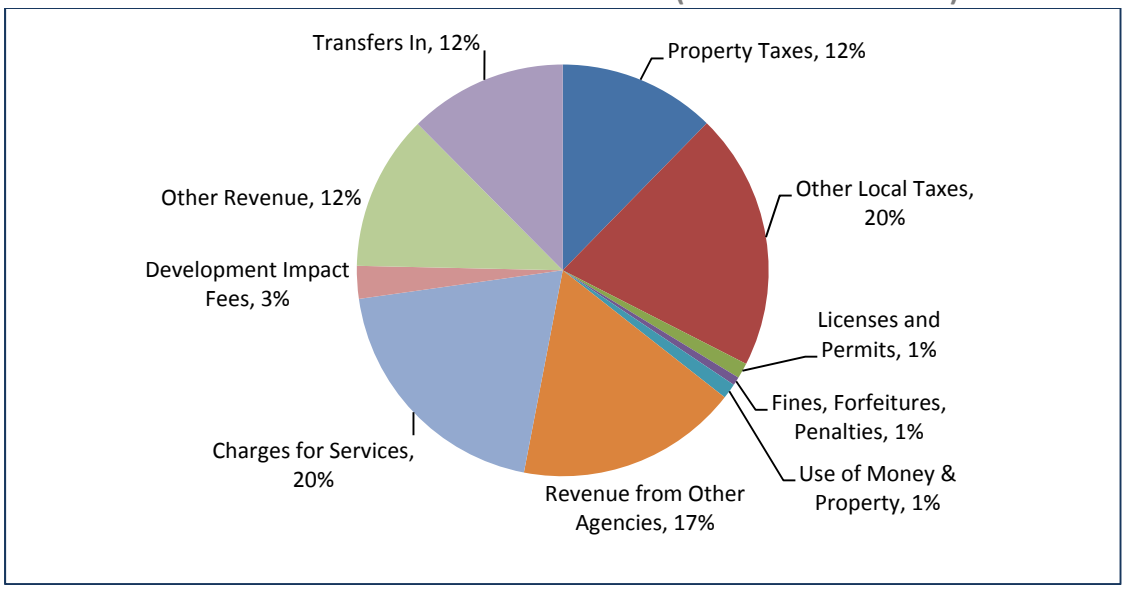
Sources of Funds (All Funds Combined)

Fiscal Year 2011 to Fiscal Year 2014 Revenues

In Thousands (000)

Revenue Category	FY10-11 Actual	FY11-12 Actual	FY 12-13 Adopted	FY 13-14 Estimated	Change (FY14-FY13)
Property Taxes	$ 38,535	$ 35,706	$ 34,179	$ 32,195	$ (1,984)
Other Local Taxes	$ 49,442	$ 47,132	$ 49,011	$ 52,654	$ 3,643
Licenses and Permits	$ 2,909	$ 2,973	$ 2,490	$ 3,151	$ 661
Fines, Forfeitures, Penalties	$ 2,349	$ 2,065	$ 2,548	$ 1,753	$ (795)
Use of Money & Property	$ 10,189	$ 6,526	$ 3,240	$ 3,117	$ (123)
Revenue from Other Agencies	$ 52,771	$ 44,243	$ 46,678	$ 45,499	$ (1,179)
Charges for Services	$ 54,527	$ 56,549	$ 50,965	$ 51,552	$ 587
Development Impact Fees	$ 8,686	$ 5,619	$ 4,277	$ 6,717	$ 2,440
Other Revenue	$ 42,721	$ 37,652	$ 32,781	$ 31,887	$ (894)
Transfers In	$ 70,525	$ 82,248	$ 33,969	$ 32,437	$ (1,532)
Total Revenues	**$ 332,654**	**$ 320,713**	**$ 260,138**	**$ 260,961**	**$ 823**

Total Revenues Fiscal Year 2013-2014 (All Funds Combined)



ALL FUNDS EXPENDITURE SUMMARY

The combined expenditure budget for all City funds totals $268.7 million; $32.4 million represents inter-fund transfers. This amount includes a General Fund operating budget of $127.4 million and a Capital Improvement Program (CIP) budget of $15.4 million; the remaining $93.5 million reflects the operating budget 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 2013-14 proposed budget reflects a decrease of $5.8 million.

The largest change in expenditures is reflected in the Non-CIP Project Expenditures category, which reflects a net reduction of $5.2 million when compared to the fiscal year 2012-13 budget. The largest change in this category is the elimination of $4.0 million in the Redevelopment Obligation Retirement Fund budgeted in fiscal year 2012-13 for the Landings II project. Other major changes in this category include a reduction in Neighborhood Stabilization Program projects ($0.9 million) and the elimination of a one-time grant in the State Grants Fund ($0.5 million).

The Capital Improvement Projects (CIP) Expenditures category reflects a net decrease of $4.8 million. This expenditure category varies from year to year based on the availability of funds.

The Personnel Services Category reflects a net increase of $3.8 million when compared to the prior fiscal year. This increase reflects the following changes:

- A net increase of approximately 16 positions citywide that were approved during fiscal year 2012-13 or are recommended as part of the fiscal year 2013-14 budget development process. These positions changes are reflected in various funds including the General Fund, Development Services Fund, and Police Grants Fund
- Increased costs related to medical (flex) and retirement benefits
- The addition of the Advanced Life Support Program
- The annualized cost of the January 2013 salary increases for public safety
- A reduction in workers comp charges based on the fund balance of the Workers Comp fund.

The Supplies and Services category reflects a net increase of $2.4 million and reflects changes in various funds. This increase includes the following changes:

- Wastewater Fund – this fund reflects a net increase of $1.3. This increase largely reflects increased wastewater treatment costs.
- Advanced Life Support Fund – In July 2013, the Fire Department will begin the implementation of the Advanced Life Support program. The fiscal year 2013-14 budget includes $0.6 million in Supplies and Services related to the implementation of this program.
- General Fund – this fund reflects a net increase of $0.5 million. The largest single increase is related to a $0.2 million increase in fleet maintenance costs followed by $0.1 million in increased software licensing fees.
- PEG Fund – $0.5 million was included in this new fund for various technology projects planned for fiscal year 2013-14 through PEG funding. This includes the purchase and installation of presentation and broadcasting equipment for the Council Chambers and the Police Department Community Room.
- Asset Seizure Fund – this fund reflects a decrease of $0.3 million. This reduction largely reflects the elimination of fleet maintenance charges in this fund.
- Central Garage – this fund reflects a reduction of $0.2 million. This decrease largely reflects a decrease in fuel costs based on fiscal year 2012-13 trends.

The total number of recommended permanent positions for fiscal year 2013-14 is 948.0, of which 800.5 are included in the General Fund and 147.5 are included in various other funds. The adopted staffing represents a net increase of 15.65 positions when compared to the fiscal year 2012-13 adopted budget. The Authorized Positions by Department report is included in the Summary Tables section of this document; it provides the proposed staffing by classification and department. A summary of the proposed staffing changes is included in the Staffing Changes section.

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

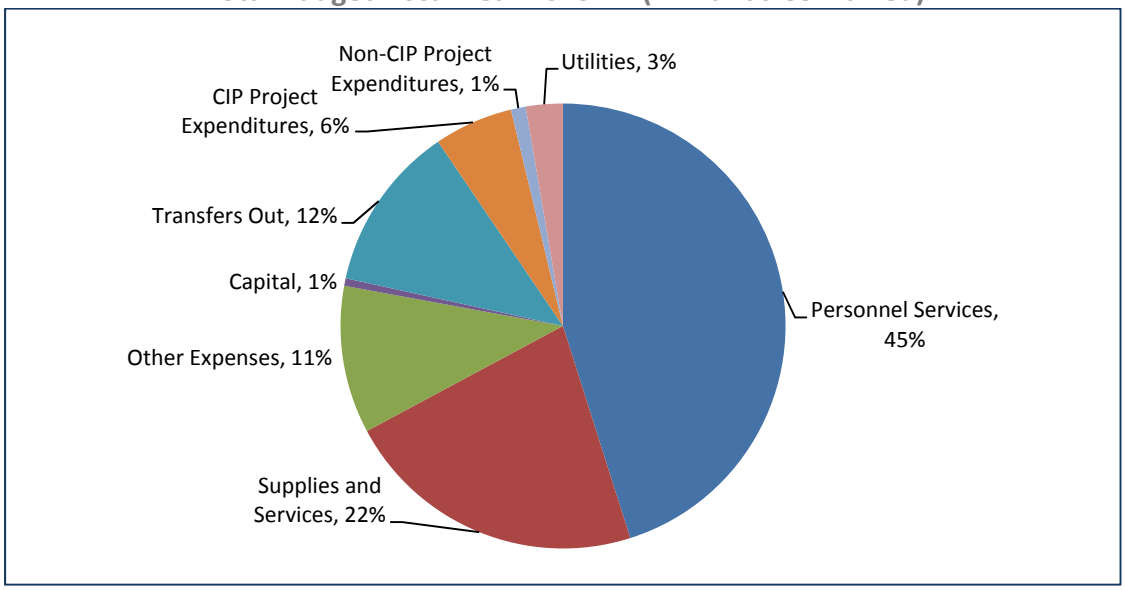
Uses of Funds (All Funds Combined)

Fiscal Year 2011 to Fiscal Year 2014 Expenditures

In Thousands (000)

Expenditure Category	FY10-11 Actual	FY11-12 Actual	FY 12-13 Adopted	FY 13-14 Proposed	Change (FY14-FY13)
Personnel Services	$ 116,347	$ 113,576	$ 117,382	$ 121,200	$ 3,819
Supplies and Services	$ 50,950	$ 52,256	$ 56,913	$ 59,283	$ 2,370
Other Expenses	$ 45,786	$ 49,047	$ 27,539	$ 28,824	$ 1,285
Capital	$ 10,965	$ 2,549	$ 3,087	$ 1,476	$ (1,611)
Transfers Out	$ 70,525	$ 82,248	$ 33,969	$ 32,437	$ (1,532)
CIP Project Expenditures	$ 23,788	$ 17,486	$ 20,144	$ 15,376	$ (4,768)
Non-CIP Project Expenditures	$ 7,167	$ 2,036	$ 8,120	$ 2,903	$ (5,216)
Utilities	$ 6,241	$ 6,325	$ 7,318	$ 7,201	$ (117)
Total Expenditures	**$ 331,769**	**$ 325,522**	**$ 274,471**	**$ 268,701**	**$ (5,770)**

Total Budget Fiscal Year 2013-14 (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 2013-14 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

Fund	Proj Reserve Bal 6/30/12	Revenues	Expenditures	Net Impact	Proj Reserve Bal 6/30/13
General Fund	$ 11,177	$ 127,746	$ 127,746	$ -	$ 11,177
Development Services Fund	$ 313	$ 7,097	$ 7,097	$ -	$ 313
Successor Agency and CV Housing Authority	$ (7,968)	$ 12,247	$ 12,642	$ (395)	$ (8,363)
Sewer Funds	$ 87,150	$ 33,778	$ 34,545	$ (768)	$ 86,382
Transit Funds	$ 408	$ 6,795	$ 6,771	$ 24	$ 432
Other Funds	$ 33,469	$ 49,319	$ 52,292	$ (2,973)	$ 30,496
Capital Projects Funds	$ 69,702	$ 7,657	$ 10,227	$ (2,570)	$ 67,132
Debt Service Funds	$ (26,677)	$ 12,872	$ 13,211	$ (339)	$ (27,016)
Fleet Management	$ 610	$ 3,450	$ 4,169	$ (719)	$ (108)
	$ 168,184	**$ 260,961**	**$ 268,701**	**$ (7,739)**	**$ 160,444**

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

The net impact to reserves for all funds is a net decrease of $7.7 million; this change includes the following:

- Other Funds – the largest use of reserves is occurring in this category. In total these funds reflect a net decrease of approximately $3.0 million in reserves. Included in this category are the following funds:
    - The Workers Compensation Fund reflects a budgeted net impact of $1.5 million. The budget for this fund includes a contingency expense for unexpected claims. The actual impact to reserves will be determined by actual claims paid.
- Transportation Sales Tax Fund reflects the use of $1.4 million in reserves. These funds will be used to fund various capital improvement projects. The FY2013- 14 budget includes funding for the following capital improvement projects:
    - Major pavement rehabilitation
    - South Broadway Improvements for the construction of curb, gutter, sidewalk and bike lanes on Broadway south of Main Street
    - Traffic Signal Upgrades - Third Avenue and Naples Street, Third Ave and I Street, Industrial Blvd and Moss Street, Industrial Blvd and Naples Street
    - Traffic Signal Modifications - Anita and Industrial, Second and E Street
    - Sidewalk Construction on Oxford Street and on Moss Street between 3rd and 4th
    - Emergency Storm Drain Repair Program for the replacement of storm drains that carry street drainage and need to be repaired in order to maintain safe driving conditions.
    - The Public Liability Trust Fund reflects a budgeted net impact of $0.5 million. The actual use of Public Liability Trust Fund reserves will depend on actual expenditures in this fund.
    - The Community Development Block Grant Fund reflects the use of $0.4 million in reserves. The use of these funds is reflected in the Neighborhood Stabilization Program (NSP) and will be used for expenditures related to the production of affordable housing.
    - The Environmental Services Fund reflects the use of $0.4 million in reserves. The use of these reserves will be used to help meet the new requirements in AB 341, to achieve 75% recycling rate by 2020, through waste reduction, recycling and organics management/composting.
    - The Gas Tax Fund reflects the use of $0.4 million in reserves. The use of these reserve funds help offset the costs of eligible expenses in the General Fund including street maintenance, tree trimming, street sweeping, and utility costs for traffic signals.
    - The Housing-Successor Agency fund reflects a budgeted increase in fund balance of approximately $1.9 million. This increase relates to a budgeted loan repayment for a loan made by the Low and Moderate Fund to the former Redevelopment Agency.
- Capital Project funds will use approximately $2.6 million in reserves for various capital improvement projects. Included in this category is the Public Facility Development Impact Fee funds – these funds will use reserves to pay debt service related to the construction of various City facilities. The Transportation DIF also reflects the use of reserves for various capital improvement projects (CIP). The fiscal year 2013-14 budget includes funding for the Willow Street Bridge Widening and the Otay Lakes Road, East H Street to Telegraph Canyon Roads projects.

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

The new policy will take several years to implement 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

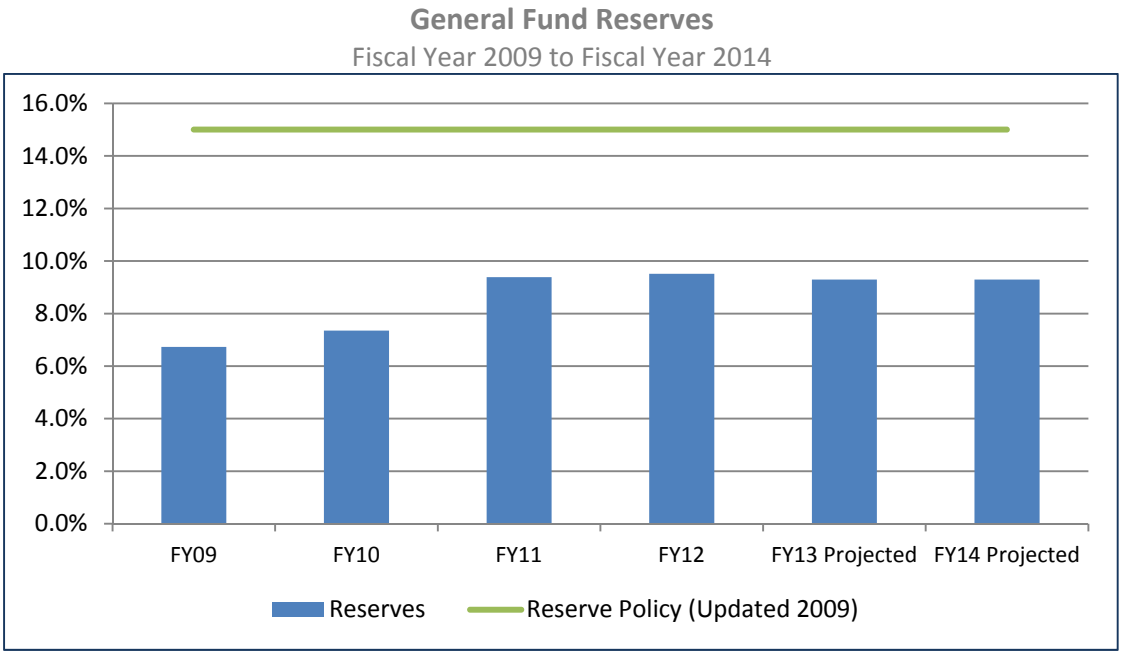
State revenue takeaways, debt service coverage, and provide a resource to fund unforeseen expenditure requirements.

The Third Quarter Financial Report for fiscal year 2012-13 indicated that the General Fund reserves would decrease slightly to $11.2 million. This decrease reflects the mid-year appropriation of funds needed for startup costs for the Advanced Life Support program. These funds will be reimbursed to the General Fund by the end of fiscal year 2014-15.

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.



CITY OF
CHULA VISTA

Summary of Staffing Changes

The fiscal year 2013-14 budget includes 948.00 positions for all funds. This is a net increase of 15.65 positions when compared to the fiscal year 2012-13 adopted budget that included 932.35 authorized positions. The summary of staffing changes is divided into two sections – the staffing changes that were approved by Council during fiscal year 2012-13 and changes made as part of the development of the fiscal year 2013-14 budget.

POSITION CHANGES AUTHORIZED DURING FISCAL YEAR 2012-13

During fiscal year 2012-13, Council approved the addition of 14.0 FTE citywide as well as several title changes/reclassifications to reflect new management and supervisory duties. Changes in the General Fund included the following:

- Organizational structure changes – these changes are reflected in the Administration, Information Technology, Human Resources, Development Services, and CV Housing Authority departments.
- Four Peace Officers grant funded positions were added to Community Patrol. These positions will focus on will focus on community policing efforts aimed at reducing incidents of domestic violence.
- Two grant funded positions were added to the Police Grants Fund – one Peace Officer and one Sergeant. The City also partnered with South Bay Community Services to obtain a Promise Safe Neighborhoods grant, the Peace Officer added through this grant was assigned to the School Resource Officer program and will focus on the Castle Park area. The Sergeant position is funded through the Southwest Border Anti-Money Laundering Alliance.
- An Animal Care Assistant was added based on unanticipated revenues in order to meet growing service needs at the Animal Care Facility.
- An EMS Nurse Coordinator was added to the Fire Department for the implementation of the Advanced Life Support program – this position is being transferred to the Advanced Life Support Program Fund as part of the proposed fiscal year 2013-14 budget.
- A GIS Specialist was approved in the Federal Grants Fund.
- Fire positions were added to the CBAG & RCFL group. The City services as the fiscal agent for these two groups.

The following table summarizes the position changes Council authorized during fiscal year 2012-13.

Summary of Fiscal Year 2012-13 Staffing Changes
Approved by City Council

Department/Fund	Program	Position	FTE
Administration (2.0)	Transfer from Human Resources to Administration	Deputy City Manager	1.0
	Retitle and transfer from CV Housing Authority to Administration	Assistant to City Manager/ CI Manager	1.0
Information Technology (0.0)	Reclassification	Information Technology Manager	-1.0
		Assistant Director of Information Technology	1.0

Department/Fund	Program	Position	FTE
Human Resources (-1.0)	Transfer from Human Resources to Administration	Director of HR and ITS	-1.0
	Reclassification	Assistant Director of HR	1.0
		HR Operations Manager	-1.0
Animal Care Facility (1.0)	Animal Care Services	Animal Care Assistant	1.0
Development Services - General Fund (-1.0)	Development Services Administration	Assistant City Manager	-1.0
Police (4.0)	Community Patrol	Peace Officer	4.0
	Jail Operations	Police Services Officer	-2.0
		Police Services Officer Supervisor	2.0
Fire (1.0)	ALS Program	EMS Nurse Coordinator	1.0
Police Grants Fund (7.0)	Fiscal Agent and CBAG positions	FA Analyst	2.0
		FA RCFL Network Engineer	1.0
		FA LECC IT Manager	1.0
		FA Director of SDLECC	1.0
	SLESF Grant	Police Sergeant	1.0
	Promise Safe Neighborhoods	Peace Officer	1.0
Federal Grant Fund (1.0)	UASI Grant	GIS Specialist	1.0
CV Housing Authority (-1.0)	Retitle and transfer from CV Housing Authority to Administration	Redevelopment and Housing Manager	-1.0
Development Services Fund (1.0)	Development Services Administration	Development Services Department Director	1.0
Total Citywide			**14.0**

Note: During fiscal year 2012-13, the City Council also approved title changes for various CBAG positions. Positions that included CBAG in their title were updated to reflect the more agency neutral FA (Fiscal Agent) acronym. These title changes are not reflected on the table above but are reflected in the Authorized Positions by Department and Fund report included in the Summary Tables section.

FISCAL YEAR 2013-14 CHANGES

The fiscal year 2013-14 budget largely reflects a carryover of the services and programs funded in the prior fiscal year. In total, the proposed changes result in a net increase of 1.65 FTE. These changes include the following positions changes:

- Human Resources Analyst – Due to prior reductions the department's key functions have been assessed as yellow in the areas of recruitment & selection, classification/compensation, and training. Due to staffing shortfalls and the increase in the number of vacant positions due to retirements, terminations and resignations the number of days to complete recruitment will slowly shift to red in the coming months. In order to shift this category to green, additional staff at the analyst level is needed to meet the demands in this area. The addition of this position will help expedite hiring citywide.

- Principal Management Analyst –Analytical support for the Fire Department was eliminated due to a prior budget balancing process. Restoring analytical support will help improve departmental fiscal and administrative oversight. This position will be responsible for grant and contract administration as well as assist in the department's cost recovery program. This function will be key as the department will implement the Advanced Life Support program in the coming fiscal year. The addition of this position will help mitigate the increased administrative workload associated with this program.

- Associate Accountant - The addition of this position is needed in order to address issues in the Financial Compliance Reporting and Fixed Asset Management functions. The Financial Compliance Reporting function is currently yellow; the addition of this position will move this program to green. This position will be responsible for assisting the City in complying with a greater number and more complex financial reporting requirements. This position will also manage the citywide ECivis grant system and assist in Fixed Asset Management function, as well as provide assistance for the payroll function which lacks support. In order to mitigate the costs of this position, this position will be hired after January 2014.

- Plans Examiner Supervisor – Since 2008, the Plan Review section of the Building Division has been operating without a first-line supervisor which has negatively impacted customer service, workload management, the quality and consistency of plan review. The addition of this position will help address workload issues to ensure completion within established time standards, coordinate and provide staff training, establish performance standards, develop and implement continuous improvements, develop and update policies, procedures and public forms and handouts, and provide day-to-day interpretation of building regulations.

- Staffing Changes in the Library and Animal Care Facility that result in a net increase of 0.65 FTE

- The elimination of 3.0 FA Network Administrator II position – this is a CBAG position.

Reclassifications - During the development of the fiscal year 2013-14 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. Since 2007, citywide staffing has been reduced by 315.75 FTE, a decrease of approximately 25%. As positions have been eliminated there has been some amount of shifts in duties as critical tasks have been reassigned to lower level staff.

Finally, the budget reflects the transfer of various positions between funds. These transfers are recommended to better align the positions with their respective funding sources.

The following table summarizes the changes reflected in the fiscal year 2013-14 budget.

Summary of Fiscal Year 2013-14 Staffing Changes

Department/Fund	Program	Position	FTE
City Clerk (0.0)	Reclassification	Senior Deputy City Clerk	-1.0
		Assistant City Clerk	1.0
Administration (1.0)	Transfer from ITS to Communications	Webmaster	1.0
Information Technology (-1.0)	Transfer from ITS to Communications	Webmaster	-1.0
Human Resources (1.0)	Reclassification	Benefits Technician	-1.0
		Human Resources Tech	1.0
	HR Operations	Human Resources Analyst	1.0
Finance (2.0)	Transfer from CV Housing Authority to Finance	Accountant	1.0
	Comptroller Division	Associate Accountant	1.0
Animal Care Facility (0.25)	Reclassification	ACF Administrator	1.0
		ACF Manager	-1.0
	Animal Care Services	Senior Animal Care Assistant	1.0
		Senior Office Specialist	-.75
Development Services General Fund (0.0)	Reclassification	Office Specialist	1.0
		Senior Office Specialist	-1.0
		Principal Planner	-1.0
		Senior Planner	1.0
Police (2.0)	Transfer from Police Grants Fund to Police Department	Peace Officer	1.0
		Police Agent	1.0
Fire (0.0)	Transfer from Fire to ALS Fund	EMS Nurse Coordinator	-1.0
	Reclassification	Administrative Secretary	-1.0
		Senior Admin Secretary	1.0
	Fire Administration	Principal Management Analyst	1.0
Recreation (0.0)	Reclassification	Assistant Director of Recreation	-1.0
		Director of Recreation	1.0
		Recreation Supervisor III	-1.0
		Senior Recreation Manager	1.0
Library (0.4)	Branch Operations	Librarian I	1.0
		Librarian II	0.15
		Librarian III	-1.0
		Library Associate	0.75

Department/Fund	Program	Position	FTE
		Senior Office Specialist	-0.5
ALS Fund (1.0)	Transfer from Fire to ALS Fund	EMS Nurse Coordinator	1.0
Police Grants Fund (-5.0)	Fiscal Agent and CBAG positions	FA Executive Assistant	-2.0
		FA Microcomputer Spec	-1.0
	Transfer from Police Grants Fund to Police Department	Police Agent	-1.0
		Peace Officer	-1.0
CV Housing Authority (-2.0)	Transfer from CV Housing Authority to Finance	Accountant	-1.0
	Reclassification	Housing Manager	1.0
		Principal Project Coordinator	-1.0
	Reclassification and Transfer from CV Housing Authority to Development Services Fund	Senior Fiscal Office Specialist	-1.0
Development Services Fund (2.0)	Development Planning	Associate Planner	-1.0
	Development Services Counter	Development Services Tech II	1.0
	Building Division	Plan Check Supervisor	1.0
	Reclassification and Transfer from CV Housing Authority to Development Services Fund	Senior Office Specialist	1.0
Total Citywide			**1.65**

SUMMARY OF FROZEN POSITIONS

In fiscal year 2011-12 there were a number of positions that were frozen in order to help balance the budget. Due to the continued fiscal constraints, these positions were again not funded in fiscal year 2013-14. As funding becomes available the status of these positions will be reevaluated; recommended funding changes will be brought to Council for consideration. In total 20.0 FTE positions are frozen, these positions are summarized on the following table - no changes were made from the prior year.

Summary of Fiscal Year 2012-13 Frozen Positions

Department/Fund	Program	Position	FTE
City Attorney	City Attorney Administration	Law Office Manager	1.00
Fire	Fire Training	Fire Division Chief	1.00
		Fire Engineer	1.00
Police	Police Administration	Police Captain	1.00
	Community Patrol	Peace Officer	9.00
	Police Service Dogs	Peace Officer	1.00
	Street Crime/Gang Suppression	Peace Officer	2.00
	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 2012-13 adopted budget and the fiscal year 2013-14 proposed budget, by bargaining unit and by department.

Summary of Staffing Changes by Bargaining Unit

Bargaining Unit	FY 12-13 Adopted Staffing	FY 12-13 Mid Year Changes	FY 13-14 Proposed Changes	FY 13-14 Proposed Staffing	% Change
Senior Managers	33.00	2.00	2.00	37.00	12.1%
Executives	14.00		1.00	15.00	7.1%
Confidential	30.00	3.00	-1.00	32.00	6.7%
Peace Officer's Association	227.00	6.00		233.00	2.6%
Professionals	52.50	1.00	0.00	53.50	1.9%
Chula Vista Employee's Association	377.85	2.00	-0.35	379.50	0.4%
Western Council of Engineers	27.00			27.00	0.0%
International Association of Firefighters	125.00			125.00	0.0%
City Council	5.00			5.00	0.0%
Mid Managers	41.00			41.00	0.0%
Total	**932.35**	**14.00**	**1.65**	**948.00**	**1.7%**

Note: The total for Mid Managers and Professionals reflects both represented and non-represented employees in these groups. Chula Vista Mid Managers/Professionals Association represents most mid managers and professionals.

Summary of Staffing Changes by Department

Department/Fund	FY 12-13 Adopted Staffing	FY 12-13 Mid Year Changes	FY 13-14 Proposed Changes	FY 13-14 Proposed Staffing	% Change
Administration	10.00	2.00	1.00	13.00	30.0%
Finance	26.00	-	2.00	28.00	7.7%
Animal Care Facility	19.25	1.00	0.25	20.50	6.5%
Police	313.00	4.00	2.00	319.00	1.9%
Library	21.10		0.40	21.50	1.9%
Fire	135.00	1.00	-	136.00	0.7%
City Council	14.00	-	-	14.00	-
City Clerk	5.00	-	-	5.00	-
City Attorney	13.00	-	-	13.00	-
Human Resources	15.00	(1.00)	1.00	15.00	-
Recreation	17.00	-	-	17.00	-
Public Works	162.00	-	-	162.00	-
Development Services-GF	20.50	(1.00)	-	19.50	-4.9%
Information Technology Svcs	18.00	-	(1.00)	17.00	-5.6%
General Fund					
General Fund Total	**788.85**	**6.00**	**5.65**	**800.50**	**1.5%**
Other Funds					
Advanced Life Support	-	-	1.00	1.00	
Federal Grants Fund	-	1.00	-	1.00	
Development Services	41.50	1.00	2.00	44.50	7.2%
Police Grants Fund	34.00	7.00	(5.00)	36.00	5.9%
Transit	1.00	-	-	1.00	-
Successor Agency to RDA	1.00	-	-	1.00	-
Fleet Management	8.00	-	-	8.00	-
Sewer	46.00	-	-	46.00	0.0%
Environmental Services	5.00	-	-	5.00	0.0%
CV Housing	7.00	(1.00)	(2.00)	4.00	-42.9%
Other Funds Total	**143.50**	**8.00**	**(4.00)**	**147.50**	**2.8%**
CITYWIDE TOTAL	**932.35**	**14.00**	**1.65**	**948.00**	**1.7%**

CITY STAFF EMPLOYEES

5-Year Position Summary

DEPARTMENT	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14
LEGISLATIVE/ADMINISTRATIVE					
City Council	13.00	13.00	14.00	14.00	14.00
City Clerk/Elections	6.50	6.50	5.00	5.00	5.00
City Attorney	10.00	11.00	12.00	13.00	13.00
Administration	10.00	10.00	9.00	10.00	13.00
Information Technology Services	19.00	19.00	18.00	18.00	17.00
Human Resources	16.00	16.75	15.00	15.00	15.00
Finance	26.00	27.00	26.00	26.00	28.00
TOTAL	**100.50**	**103.25**	**99.00**	**101.00**	**105.00**
DEVELOPMENT/MAINTENANCE					
Animal Care Facility	22.25	19.25	17.75	19.25	20.50
Development Services	28.00	27.00	21.50	20.50	19.50
Engineering	0.00	0.00	0.00	0.00	0.00
Public Works Operations	194.50	192.50	160.50	162.00	162.00
TOTAL	**244.75**	**238.75**	**199.75**	**201.75**	**202.00**
PUBLIC SAFETY					
Police	322.00	321.50	306.50	313.00	319.00
Fire	136.00	135.00	134.00	135.00	136.00
TOTAL	**458.00**	**456.50**	**440.50**	**448.00**	**455.00**
COMMUNITY SERVICES					
Recreation	26.00	26.00	17.00	17.00	17.00
Library	40.25	39.75	21.00	21.10	21.50
Nature Center	0.00	0.00	0.00	0.00	0.00
TOTAL	**66.25**	**65.75**	**38.00**	**38.10**	**38.50**
GENERAL FUND SUBTOTAL	**869.50**	**864.25**	**777.25**	**788.85**	**800.50**

CITY STAFF EMPLOYEES

5-Year Position Summary

DEPARTMENT	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14
OTHER FUNDS					
Advanced Life Support	0.00	0.00	0.00	0.00	1.00
Development Services	39.00	39.00	39.00	41.50	44.50
Parking Meters	0.00	0.00	0.00	0.00	0.00
Police Grant Funds/California Border Alliance Group (CBAG)	22.50	21.00	32.00	34.00	36.00
UASI	0.00	0.00	0.00	0.00	1.00
American Renewal & Reinvestment Act	0.00	6.50	4.50	0.00	0.00
Environmental Services	4.00	4.00	4.00	5.00	5.00
Housing Authority	7.00	7.00	7.00	7.00	4.00
Successor Agency	0.00	0.00	0.00	1.00	1.00
Fleet Management	10.00	10.00	8.00	8.00	8.00
Transit	3.00	3.00	1.00	1.00	1.00
Sewer	46.00	46.00	46.00	46.00	46.00
Redevelopment Agency	4.00	4.00	4.00	0.00	0.00
TOTAL	**135.50**	**140.50**	**145.50**	**143.50**	**147.50**
GRAND TOTAL (does not include hourly staffing)	**1,005.00**	**1,004.75**	**922.75**	**932.35**	**948.00**

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 11-12 Actual Expenditures	126,747
FY 12-13 Council Adopted	123,774
FY 13-14 Proposed Budget	**127,487**
% Change FY 12-13 to FY 13-14	**3.0%**

The General Fund Proposed Operating Budget for fiscal year 2013-14 totals $127.5 million, which reflects an increase of $3.7 million (3.0%) when compared to the Council Adopted Budget for fiscal year 2012-13 and $0.7 million (0.6%) increase when compared to the fiscal year 2011-12 actual expenditures. The General Fund Proposed CIP Budget for fiscal year 2013-14 is $0.3 million, bringing the total General Fund Proposed Budget to $127.7 million.

The General Fund Proposed Budget is balanced at $127.7 million, with the use of $2.3 million of one-time contingency reserves.

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 2013-14 proposed budget reflects a number of adjustments however, no reductions in service levels are anticipated from these changes.

A comparison of the fiscal year 2013-14 proposed budget, the fiscal year 2012-13 adopted budget, and the fiscal year 2011-12 actual expenditures are summarized in the following table.

General Fund Expenditure Summary
In Thousands (000)

Description	FY 2011-12 Actual	FY 2012-13 Adopted	FY 2013-14 Adopted	Change
Personnel Services	$ 97,155	$ 100,406	$ 102,815	$ 2,410
Supplies and Services	$ 12,905	$ 12,681	$ 13,188	$ 507
Other Expenses	$ 430	$ 466	$ 464	$ (1)
Capital	$ 129	$ 142	$ 137	$ (5)
Transfers Out	$ 11,700	$ 5,316	$ 6,263	$ 947
Non-CIP Project Expenditures	$ -	$ 17	$ 19	$ 2
Utilities	$ 4,430	$ 4,747	$ 4,601	$ (146)
Total Operating Budget	**$ 126,747**	**$ 123,774**	**$ 127,487**	**$ 3,713**
CIP Project Expenditures	$ 281	$ 1,065	$ 258	$ (807)
Total General Fund Budget	**$ 127,028**	**$ 124,840**	**$ 127,746**	**$ 2,906**

MAJOR EXPENDITURE CHANGES BY CATEGORY

- Personnel Services – This category reflects the largest change when compared to the prior year, an increase of $2.4 million. Reflected in this increase is the following:

  - $1.3 million in salary costs that includes the addition of 11.6 positions and the annualized costs of IAFF and POA MOU negotiated salary increases and scheduled step increases.

  - A $1.0 million increase for retirement costs.

  - $0.5 million for the Fire Department for differential pay for Paramedic and Emergency Medical Technician personnel for the implementation of the Fire Department Advance Life Support (ALS) program and increased constant minimum overtime costs. These costs are revenue offset through additional revenues generated from increased ambulance transport rates.

  - $0.3 million for increased flex/insurance costs.

  - $0.2 million combined increases other various personnel costs including hourly personnel retirement costs, differential pay, overtime and vacation-in-lieu expenses.

  These increases were partially offset by the following:

  - A $0.5 million decrease in Worker's Comp charges.

  - A $102,000 decrease in various employee benefit expenses.

  - A $100,000 decrease in reimbursed overtime expenses.

- Transfers-Out – This category reflects an increase of $1.0 million over the 2012-13 adopted budget. This increase is largely attributable to increases in the transfer amounts to various city debt service funds as follows:

  - $0.5 million for debt service related to the Civic Center and Corporation Yard projects.

  - $0.3 million for debt service costs related to California Energy Commission (CEC) energy projects. Fiscal year 2012-13 debt service costs were paid with fund balance reserves from the CEC fund. Debt service costs for fiscal year 2013-14 resume as a General Fund expense.

  - $0.2 million for debt service payments related to the financing of City energy projects with Qualified Energy Conservation Bonds (QECB). This cost is offset from savings realized through energy savings and are reflected as commensurate deceases in in the Utilities budget.

- CIP Project Expenditures – This category reflects a decrease of $0.8 million when compared to the fiscal year 2012-13 adopted budget. The fiscal year 2013-14 proposed budget totals $258,000 and includes funding for the following revenue offset projects:

  - Kitten/Rabbit Lobby for the Animal Care Facility ($161,000)

  - Otay Lakes Road Widening ($97,000)

- Supplies and Services - The fiscal year 2013-14 proposed budget for the supplies and services expenditure category is increasing by $0.5 million. This increase contains the following major changes:

  - A $208,000 increase in fleet maintenance cost in the Police Department resulting from a transfer from the Asset Seizure Fund. This change was prompted by the exhaustion of available asset seizure funds.

  - A $107,000 increase for software licenses and maintenance expenses based increases incurred in the fiscal year 2012-13. This increase also includes funding for offsite data back-up and recovery services.

  - A $59,200 increase as result of the elimination of supplies and services cost savings. These savings were absorbed and re-distributed within departments.

- The balance of the increases in the supplies and services category are attributed to revenue offset department requested items and expenditures that have been reallocated by departments from within existing budget categories.

These increases were partially offset by the following:

- A $95,700 decrease for various city-wide insurance costs including unemployment and public liability.

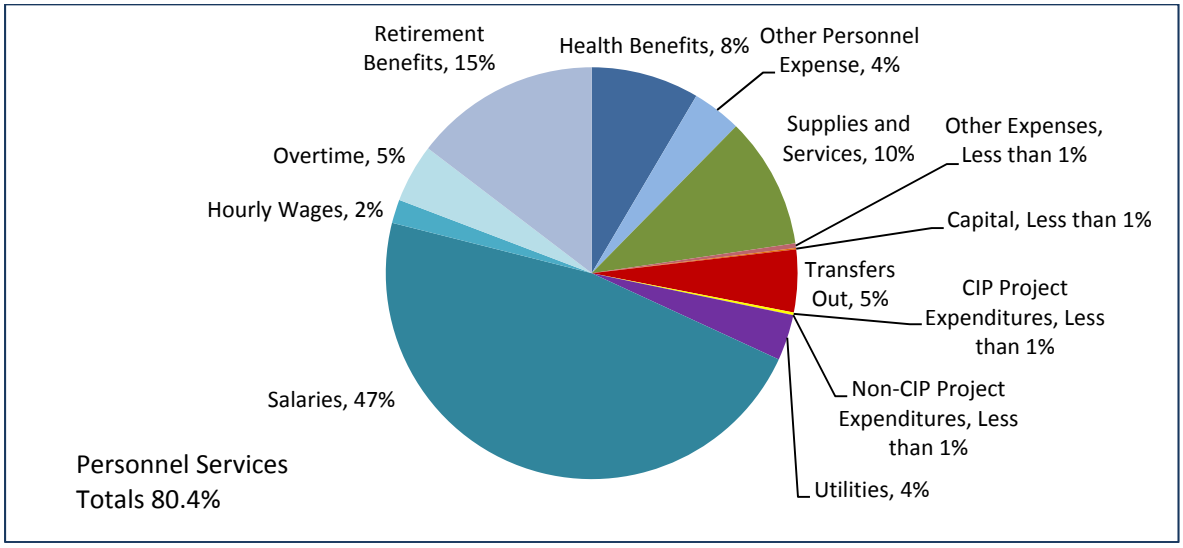
- Utilities - The fiscal year 2013-14 proposed budget for this category has been decreased by a net $146,000. Utility budgets have been adjusted to reflect projected expenditures for fiscal year 2013-14 and contain the following major changes:

  - Water – The water budget is increasing by $81,800 based on increased use and anticipated rate increases.

  - Gas and Electric – The Gas and Electric budget is decreasing by $226,800 due to savings generated by City energy efficiency projects and actual usage.

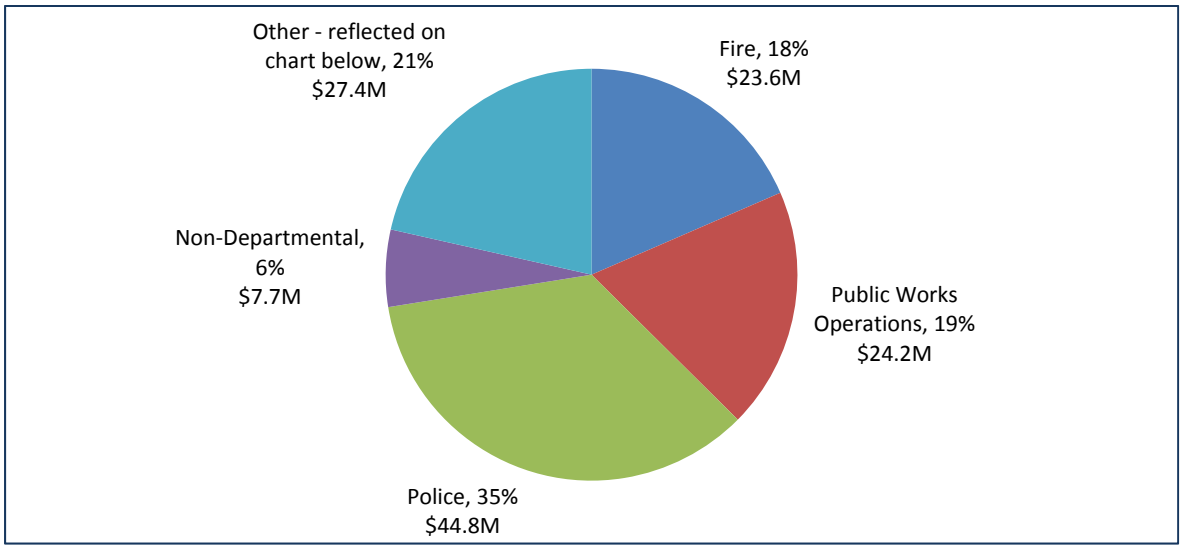
General Fund Expenditure by Category

Fiscal Year 2013-2014



General Fund Expenditure by Department

Fiscal Year 2013-2014

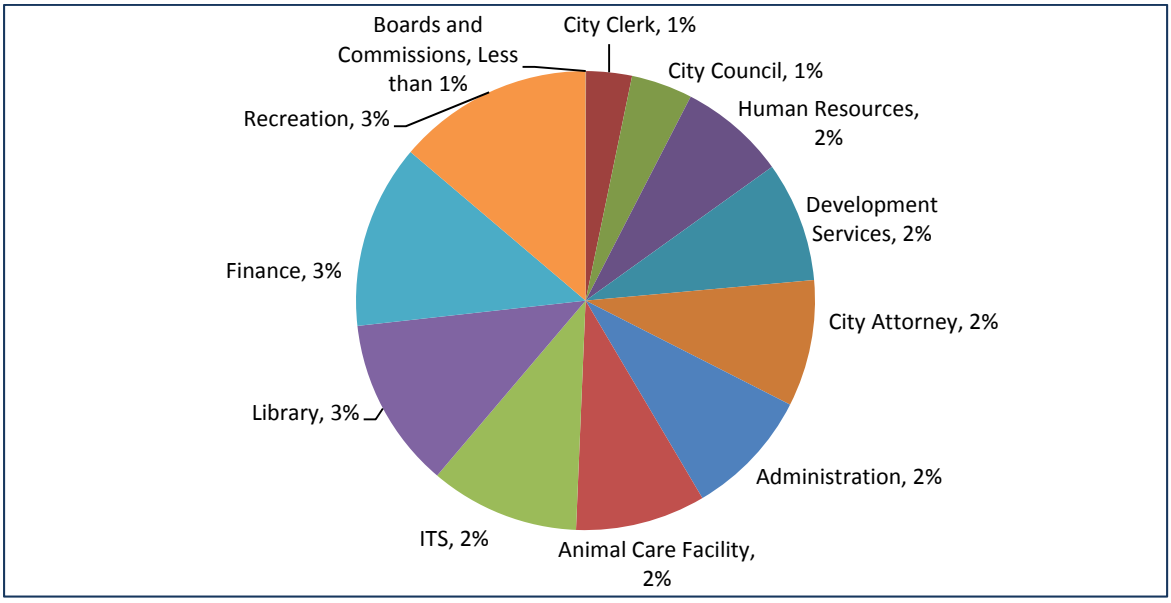


Note: The chart above does not reflect net cost of each department, only their expenditure allocations.

The following chart reflects the "Other" department costs included in the previous chart. The following chart reflects $27.4 million of the General Fund Expenditure Budget.

General Fund Expenditure by Department (Other Department Detail – totals $27.4 million)

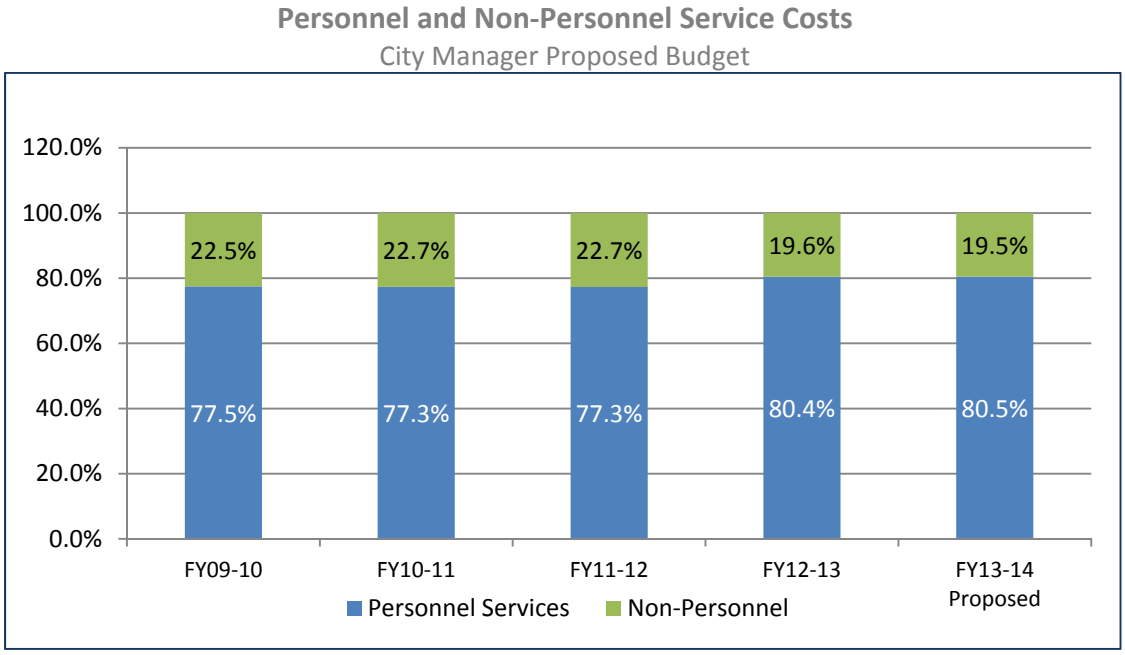
Fiscal Year 2013-2014



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 2009-10, personnel services represented 77.5% of the overall general fund budget, compared to the proposed fiscal year 2013-14 level of 80.5%. The reductions in fiscal years 2010 to 2013 are reflective of the major staffing reductions the City has implemented since fiscal year 2009-10 in an effort to keep expenditures in line with declining revenues. During this period, the City eliminated over 300 permanent positions and reduced hourly staffing significantly.



STAFFING LEVELS

Despite the City's population growing at an average rate of 1.0% over since fiscal year 2009-10 the number of permanent, benefited employees is 5.7% lower than it was during the fiscal year 2009-10. The following table summarizes the staffing changes by service category from fiscal year 2009-10 to the fiscal year 2013-14 proposed budget.

The staffing for Community Services and the Development and Maintenance Services categories are down 41.9% and 19.9% respectively from 2009-10. Staffing for the Legislative and Administrative service category has increased slightly (4.5%) primarily due to reorganizations/consolidations that have shifted staff from other service categories. Public Safety staffing levels have increased (2.6%) – this increase includes the addition of various grant funded positions.

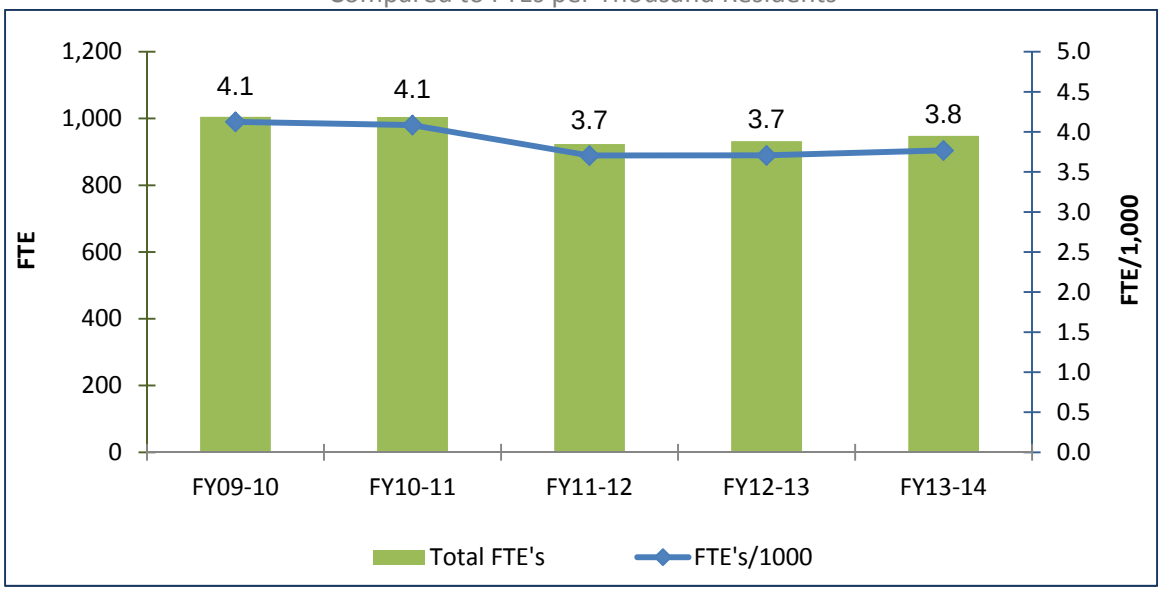
Budget constraints necessitated the net elimination of 331.4 full time equivalent (FTE) positions from the City's peak employment of 1,263.75 FTEs during fiscal year 2006-07. As shown in the following graph, the number of FTEs per thousand population decreased from 4.1 in 2009-10 to 3.7 in fiscal year 2011-12 and 2012-13. The number of estimated employees per thousand residents in fiscal year 2013-14 is 3.8. From January 2007 to January 2012, the city has seen an increase of 3,570 housing units and 17,785 residents. The City has also added 28 parkland acres, 42 center lane miles of streets and 34 miles of sewer capacity during the same period of time.

Staffing Level Fiscal Year 2009-2010 to Fiscal Year 2013-2014

Council Adopted Budget	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 13-14
Legislative and Administrative	100.50	104.75	100.50	101.00	105.00
Development and Maintenance	357.75	351.75	308.75	311.25	311.50
Public Safety	480.50	482.50	477.50	482.00	493.00
Community Services	66.25	65.75	38.00	38.10	38.50
Total City Staff	1,005.00	1,004.75	924.75	932.35	948.00

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 by making adjustments to employee compensation that included wage concessions and pension reform. Full implementation of these agreements including pension reform was attained in the fiscal year 2012-13 budget. The fiscal year 2013-14 budget reflects the full annualized costs resulting from such agreements reached with the City's bargaining units by including the full cost of mid-year salary adjustments received by the City's POA and IAFF bargaining groups.

RISING RETIREMENT COSTS

The increase in retirement costs driven by increased 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 for fiscal year 2013-14.

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. Also, during the recent economic downturn, the City approved an early retirement incentive to encourage employees to retire thereby reducing the number of layoffs. During this same time period, CalPERS experienced significant investment losses.

CalPERS has also 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 were discussed in an April 2013 letter from CalPERS. In it they describe the actions taken by the CalPERS Board of Administration at their April 17, 2013 meeting where they approved a recommendation to change the CalPERS amortization and smoothing policies. Prior to this change, CalPERS employed an amortization and smoothing policy which spread investment returns over a 15-year period with experience gains and losses paid for over a rolling 30-year period. After this change, CalPERS will employ 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. The new amortization and smoothing policy will be used for the first time in the June 30, 2013 actuarial valuations. These valuations will be performed in the fall of 2014 and will set employer contribution rates for the fiscal year 2015-16. The changes are intended to improve funding levels – the new methods put plans on a path to be fully funded in 30 years. These changes will increase future employer contribution – as noted above the City will see the impact of these changes in fiscal year 2015-16. Further, these changes may create more rate volatility in normal years but a much reduced chance of very large rate increases in years when there are large investment losses.

CalPERS is considering two other changes that would result in additional rate increases. Later this year, CalPERS will review their asset allocation and discount rate policy which could result in change to the assumed rate of return. If approved by the CalPERS Board, this change would impact rates as early as fiscal year 2015-16. CalPERS is also conducting an experience study to review demographic assumptions. This study is expected to result in higher contribution rates based on mortality improvements.

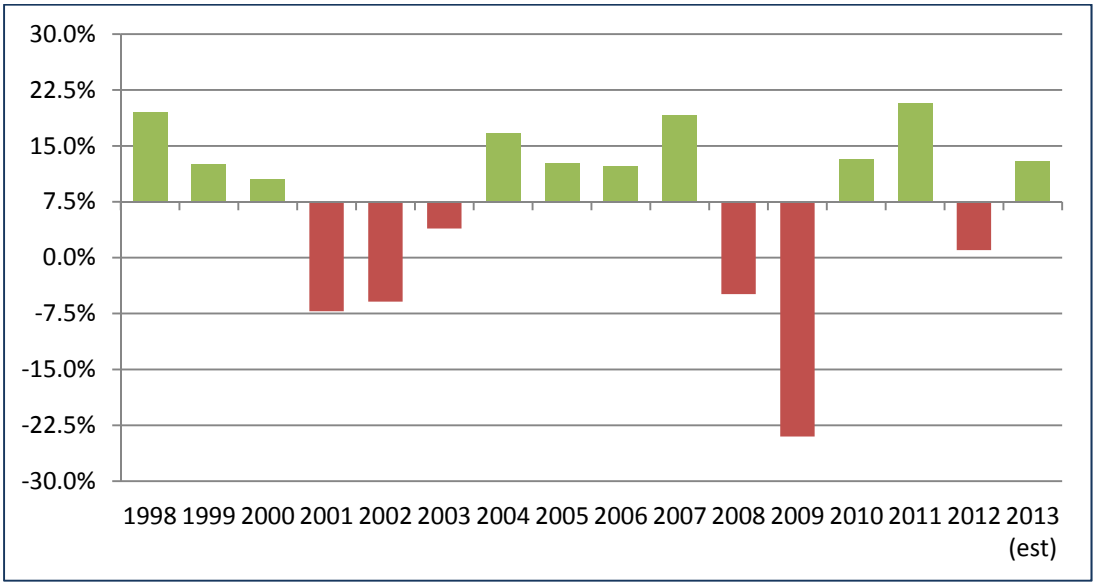
The budgetary impacts caused by the increased employer contribution rates for retirement costs have been significant and will continue to challenge the City in future years. The impact of these cost increases have been partially offset as a result of negotiations with city bargaining groups that have 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 both the employer (City) contribution and the employee contribution rate.

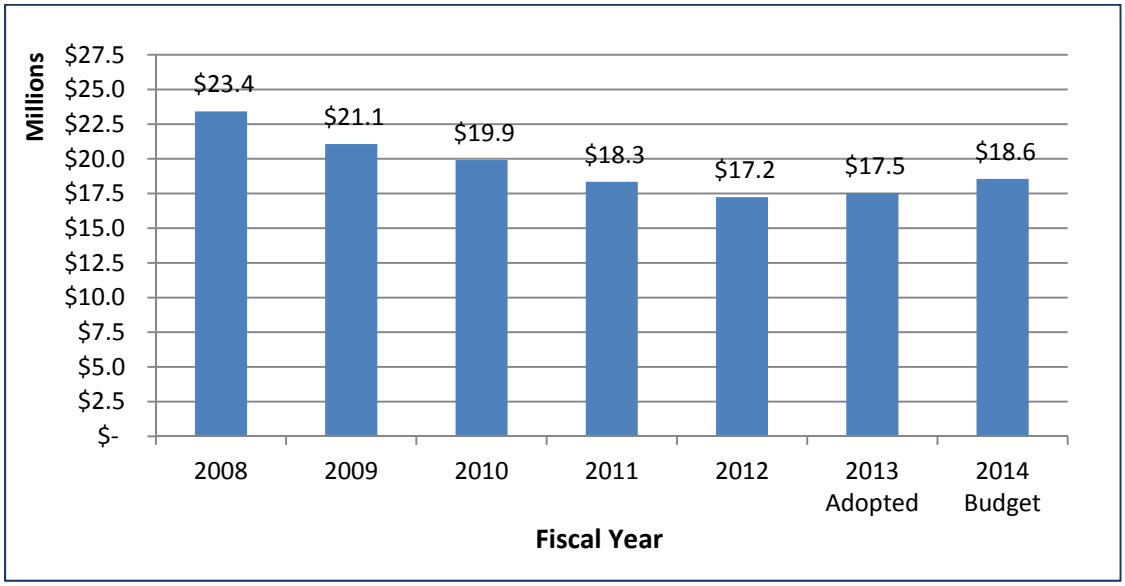
CalPERS Historical Market Value Rates of Return

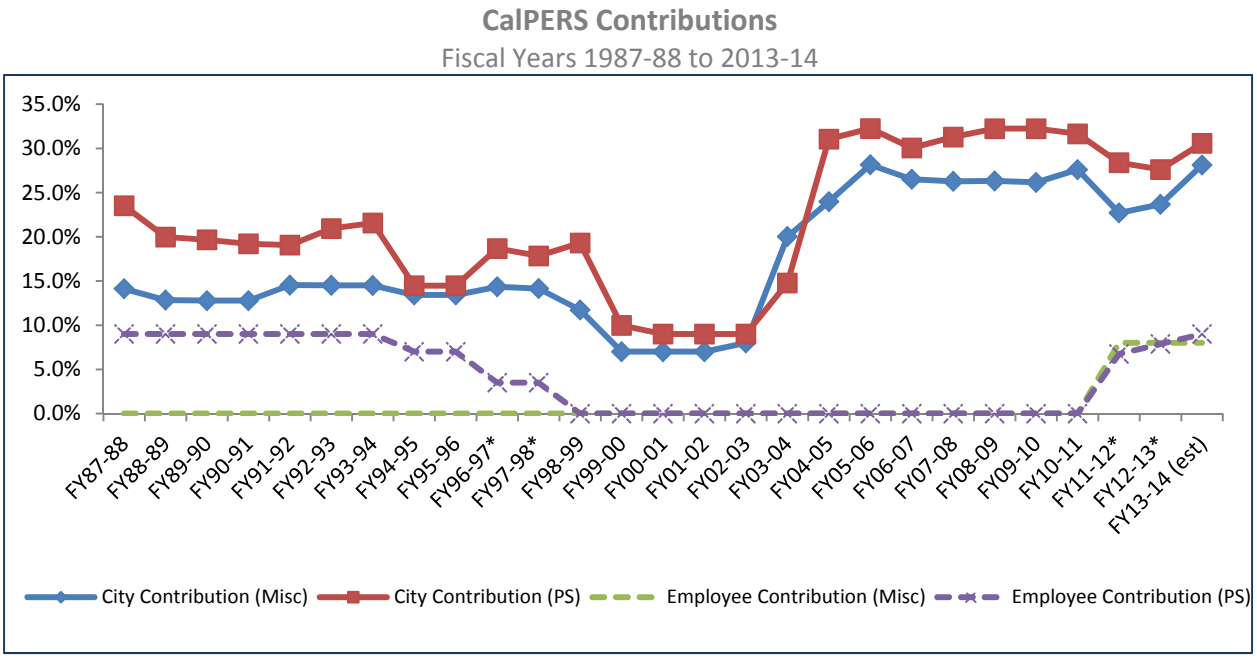
Relative to Assumed Investment Return of 7.5%



Retirement Costs
(General Fund)

Fiscal Years 2007-08 to 2013-14





Notes:

1. City contribution for Public Safety and Miscellaneous reflects the contribution amount the City paid for that fiscal year – for the years when the City paid the employee contribution it is included in the City contribution amount.
2. Employee contribution for Public Safety and Miscellaneous reflects the contribution amounts the employee paid for that fiscal year – when the employee paid the employee contribution it is included in the employee contribution amount.
3. Misc. Employee – the 8% employee share is paid by the City as negotiated with individual employee bargaining group. As of January 2011, all miscellaneous employee groups agreed to pay their portion of the employee retirement contribution.
4. Safety Employee – the 9% employee share was paid by the employee from 87/88 through 93/94. In 94/95 both police and fire paid 7% and the City paid 2%. In 95/96 police and fire paid 7% and 4% respectively with the City picking up 2% and 5% respectively as negotiated. For 96/97 and 97/98 police paid 7% and the City paid 2% and the City paid the entire 9% for fire. From 98/99 to 09/10 the City has paid the entire 9% as negotiated with Police and Fire. As of January 2011, all safety employee groups agreed to pay their portion (9%) of the employee retirement contribution.
5. The City's employer contribution rates rose from 0% for public safety and 0% for miscellaneous in fiscal year 2001-02, during a time the City was "super funded", to 20.02% to 14.78% respectively in fiscal year 2003-04

* FY1997, FY1998, FY2012, and FY2013 use average of Employer Paid and Employee Paid Contributions for Police and Fire. FY1997 Actual Rates: Police - Employer Paid = 15.2%, Employee Paid = 7% Fire - Employer Paid = 22.2%, Employee Paid = 0%. FY1998 Actual Rates: Police - Employer Paid = 14.3%, Employee Paid = 7% Fire - Employer Paid = 21.3%, Employee Paid = 0%. FY2012 Actual Rates: Police - Employer Paid = 30.6%, Employee Paid = 4.5% Fire - Employer Paid = 26.1% Employee Paid = 9%. FY2013 Actual Rates: Police - Employer Paid = 28.7%, Employee Paid = 6.75% Fire - Employer Paid = 26.5% Employee Paid = 9%. CVEA and WCE employee contributions were phased in starting in FY2011, however for presentation purposes the full 8% contribution is shown in FY2011.

HEALTH CARE COSTS

Kaiser and PacifiCare/AETNA[1] insurance premiums have increased an average of 7.8% per year since the beginning of fiscal year 2006-07. Taking into account the compounding effect of these increases over time, Kaiser premiums have increased 42.0% during this time while PacifiCare/AETNA premiums have increased 40.1% over the same period. The annual budget for flexible spending accounts has increased from $11.5 million in fiscal year 2006-07 to $12.8 million in fiscal year 2013-14. 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, with an estimated averaged increase of 3.6% effective January 2013. For fiscal year 2013-14, the 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 2007 to January 2013. The final rate premium that will be in effect for January 2014 will not be known until late summer or early fall.

Premium Increases by Health Care Provider
(FY 2006-07 to FY 2011-12)

Date of Premium Increase	Kaiser	PacifiCare/ AETNA [1]	Average
January 2007	8.5%	16.4%	12.5%
January 2008	5.0%	-2.8%	1.1%
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%
Annual Average Premium Increase	**6.7%**	**7.6%**	**7.2%**

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

General Fund Revenue Summary

CHULA VISTA GENERAL FUND REVENUES in thousands (000)	
FY 11-12 Actual	121,480
FY 12-13 Adopted	123,713
FY 13-14 Proposed	**127,488**
% Change FY 12-13 to FY 13-14	**3.1%**

***Excludes CIP Revenues**

The estimated General Fund revenues for fiscal year 2013-14 General Fund total $127.5 million excluding CIP related revenues. This reflects an increase of $3.8 million (3.1%) when compared to the adopted revenues for FY 2012-13.

Current economic reports indicate that the nation is slowly showing signs of recovery with positive but weak 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 fiscal year 2013-14 budget includes the one-time use of $2.3 million from the Economic Contingency Fund in order to avoid service level impacts.

The following table compares the fiscal year 2013-14 estimated revenues to projected revenues for fiscal year 2012-13. CIP related revenues can vary significantly from year and are reported separately for this reason on the table below.

General Fund Revenues

In Thousands (000)

Category	FY 2011-12 Actual	FY 2012-13 Adopted	FY 2013-14 Proposed	Change
Property Taxes	$ 24,518	$ 24,665	$ 25,953	$ 1,288
Sales Tax	$ 27,276	$ 27,834	$ 29,855	$ 2,021
Motor Vehicle License Fees	$ 16,288	$ 16,125	$ 16,488	$ 363
Development Revenue	$ 1,279	$ 985	$ 1,258	$ 273
Interfund Reimbursements	$ 9,701	$ 10,596	$ 9,305	$ (1,291)
Transfers From Other Funds	$ 9,850	$ 11,859	$ 10,103	$ (1,756)
Franchise Fees	$ 8,400	$ 7,939	$ 8,473	$ 534
Charges for Services	$ 6,535	$ 6,526	$ 6,529	$ 3
Utility Users Tax	$ 3,465	$ 3,477	$ 3,512	$ 35
Other Agency Revenue	$ 1,804	$ 2,113	$ 1,988	$ (125)
Other Local Taxes	$ 1,949	$ 2,046	$ 2,136	$ 90
Other Revenues	$ 1,737	$ 953	$ 3,238	$ 2,285
Transient Occupancy Taxes	$ 2,296	$ 2,128	$ 2,365	$ 237
Use of Money and Property	$ 2,850	$ 2,475	$ 2,282	$ (193)
Licenses and Permits	$ 990	$ 852	$ 1,135	$ 283
Police Grants	$ 1,186	$ 1,285	$ 1,757	$ 472
Fines, Forfeitures & Penalties	$ 1,356	$ 1,855	$ 1,111	$ (744)
Total Operating Budget	**$ 121,480**	**$ 123,713**	**$ 127,488**	**$ 3,775**
Capital Projects	$ 217	$ 551	$ 258	$ (293)
Total General Fund	**$ 121,697**	**$ 124,264**	**$ 127,746**	**$ 3,482**

MAJOR REVENUE INCREASES BY CATEGORY

- Sales Tax – This category reflects an increase of $2.0 million based on the most recent information provided by the City's sales tax consultants and the trend for the current fiscal year. Staff will continue to evaluate the projected revenues for the coming fiscal year based on the most recent sales tax trends.

- Property Taxes – This category reflects a net increase of $1.3 million. This increase consists of $1.5 million improvement in secured, unsecured and unitary property tax revenues. The increase is offset by a decrease in revenues from delinquent taxes.

- Other Revenues – This category reflects an increase of $2.3 million consisting of the use of Economic Contingency Reserves generated by savings from the prior fiscal year.

- Franchise Fees – Franchise fee revenues by $0.5 million based City projected growth and the continued administration of City franchise agreements.

- Police Grants – Police Grants are increasing by $0.5 million as result of increased federal grant revenue and CBAG program revenues.

- Development Revenue – This category reflects an increase of $0.3 million. This increase is based on a projected increase in development activity for the next fiscal year.

- Licenses and Permits Revenue – This category reflects an increase of $0.2 million. This increase is based on a projected increased fire permit revenues.

- Transient Occupancy Taxes – Transient occupancy tax revenues are increasing by $237,000 reflecting the continued upward trend for this revenue source based on fiscal year 2012-13 projected actual revenues. Transient occupancy tax revenues have been increasing since fiscal year 2009-10 but have not yet recovered to pre-recession levels.

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

- Transfers From Other Funds – This category reflects a decrease of $1.8 million. The decrease consists of a ($2.0) million reduction due to the elimination of the loan repayment from the Redevelopment Agency to the General Fund and a net $0.2 million reduction in Gas tax funds and a net increase of $0.6 million from the Advance Life Support (ALS) Fund that will offset the costs of the ALS program.

- Inter-fund Reimbursements – This category reflects a decrease of $1.3 million. This decrease is attributed to a decrease in CIP reimbursements revenues $0.6 million that were not carried forward in the budget from the previous fiscal year as a result of project completion and a $0.5 million reduction from Non-Departmental CIP reimbursement revenues. The balance of the decrease consists of lower reimbursements from the Development Impact Fee, Redevelopment Agency and Other City funds.

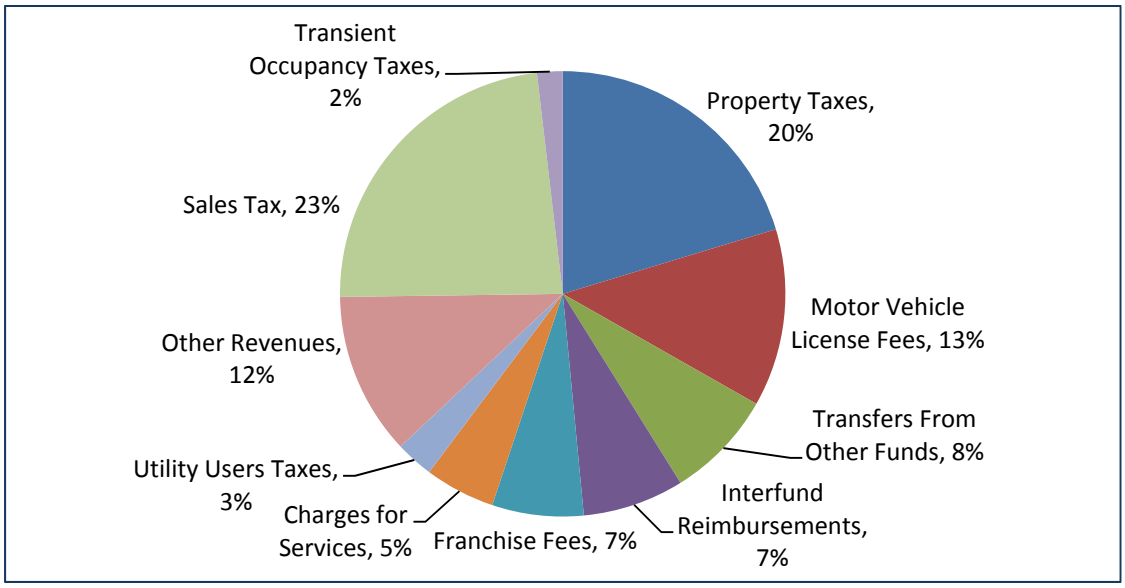
- Fines, Forfeitures & Penalties – This category reflects a decrease of $0.7 million. This change reflects decreases in Negligent Vehicle Impound Processing Fees $0.2 million, Code Enforcement Violations and Library Fines $0.5 million.

- Use of Money and Property - This category reflects a decrease of $0.2 million resulting from lower revenues from real property sales, investment earnings and revenues derived from the rental of City facilities.

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

General Fund Revenues by Category

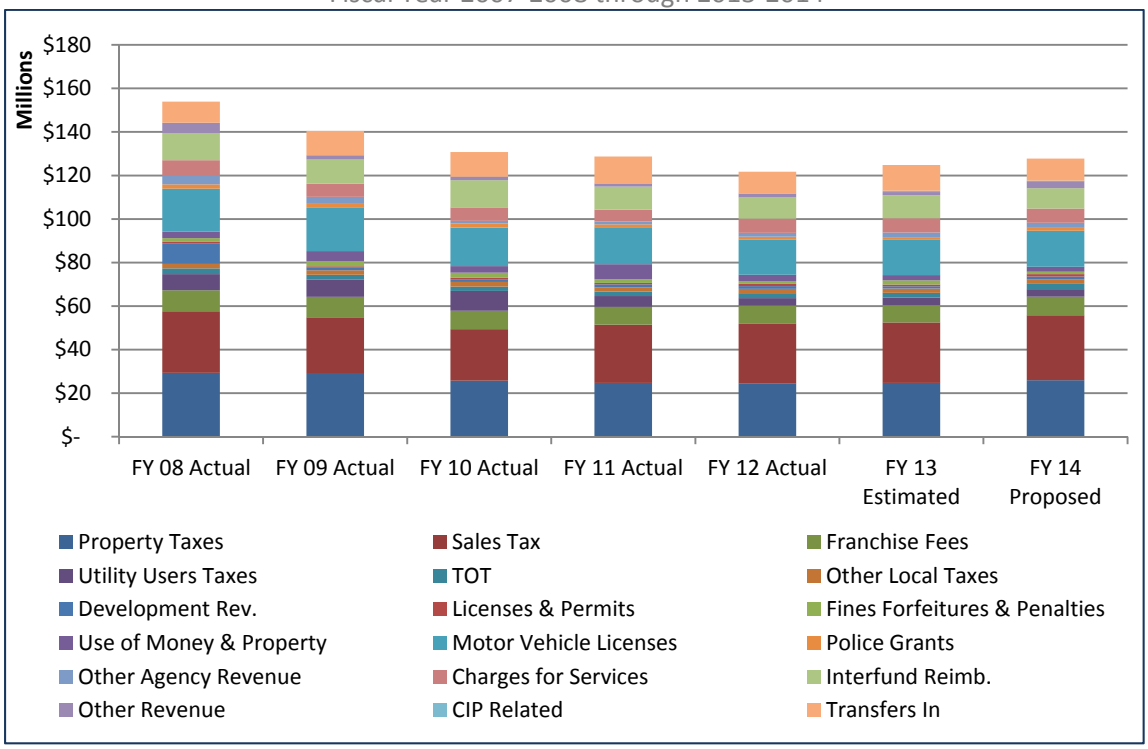
Fiscal Year 2013-2014



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

Historical and Estimated General Fund Revenue Sources

Fiscal Year 2007-2008 through 2013-2014



MAJOR REVENUE SOURCES

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 2013-14.

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.

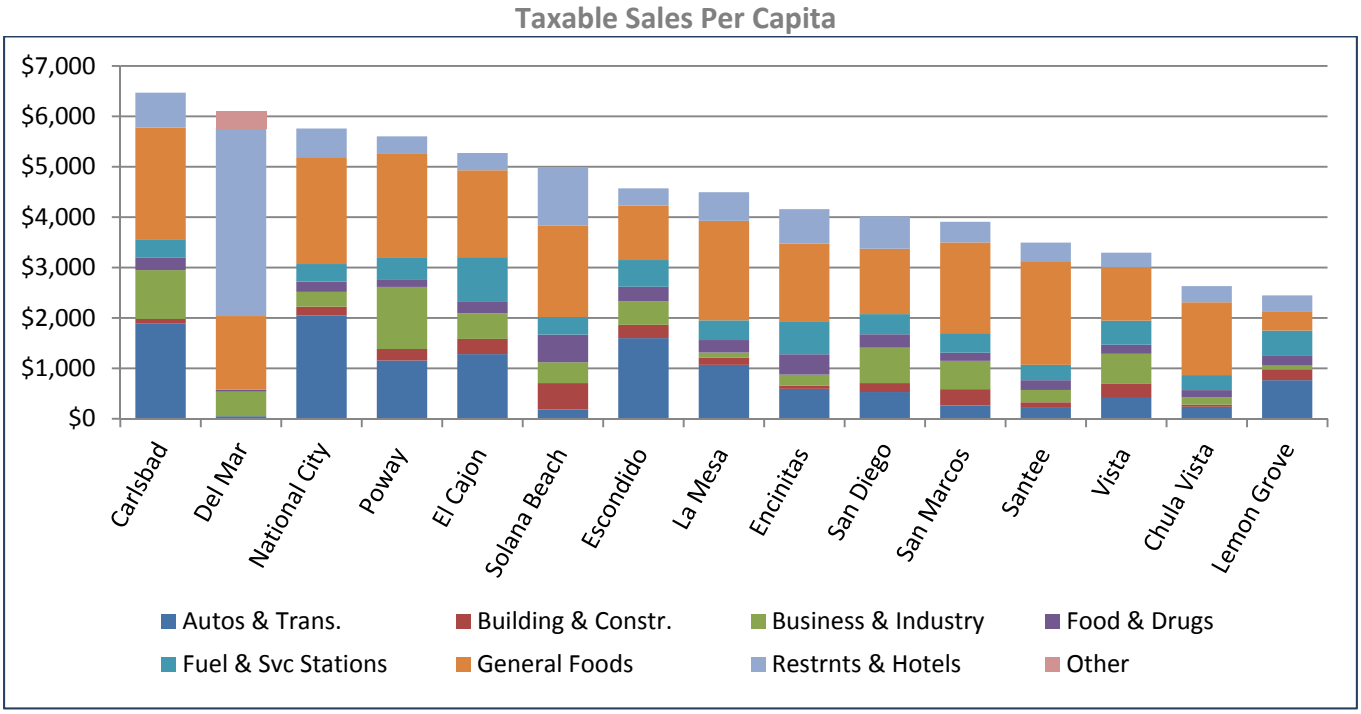
Sales tax revenues are collected by the State at a rate of 8.75% for the San Diego County region. The sales tax revenues are then allocated based on the following rates:

State	7.00%
State Fiscal Recovery Fund (Economic Recovery Bonds)	0.25%
Local Jurisdiction (City or County of place sale/use)	0.75%
Local Transportation Fund (county of place of sale/use)	0.25%
Local San Diego County Transnet Funding	0.50%
*Total Sales Tax Rate – Chula Vista	8.75%

*Total sales tax rates will vary by City due to local sales tax initiatives. For example, National City's sales tax rate is 9.75% due to voter approves 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 23.4% of total revenue for the General Fund in the fiscal year 2013-14 proposed budget. Due to the economic recession, consumer spending has decreased significantly nationwide. 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 2013-14 and is reflected in the projections with an increase of 7.3% or approximately $2.0 million from the fiscal year 2012-13 adopted budget.

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 $2,631 while Carlsbad has the highest taxable sales per capita at a rate of $6,469. 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.



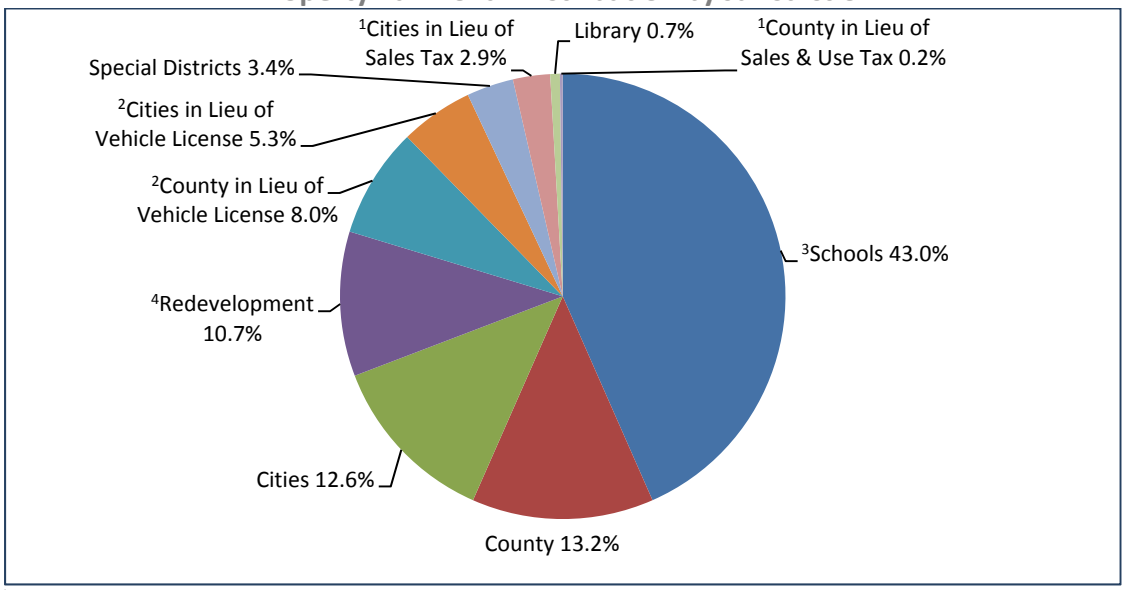
Notes:
1. Based on 4th Quarter 2012 Taxable Sales
2. Chula Vista Ranks 14th out of 18 cities in San Diego County. The chart above does not represent all 18 cities.
3. Prior budget documents reflected Sales Tax Per Capita information, which changes the scale of the presentation presented above but does 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. Since inception, more than 70,000 "Shop Chula Vista Now" incentive cards have been distributed to those who live, work, shop, and visit in Chula Vista. More than 120 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 program is being promoted on the ShopChulaVistaNow.com Web site, on Facebook and Twitter, and other communications vehicles. In fiscal year 2013-14, expanded efforts will include more business outreach, additional advertising (if funding is secured), more partnerships, additional cross-promotional efforts with local businesses as well as with Third Avenue Village Association and 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

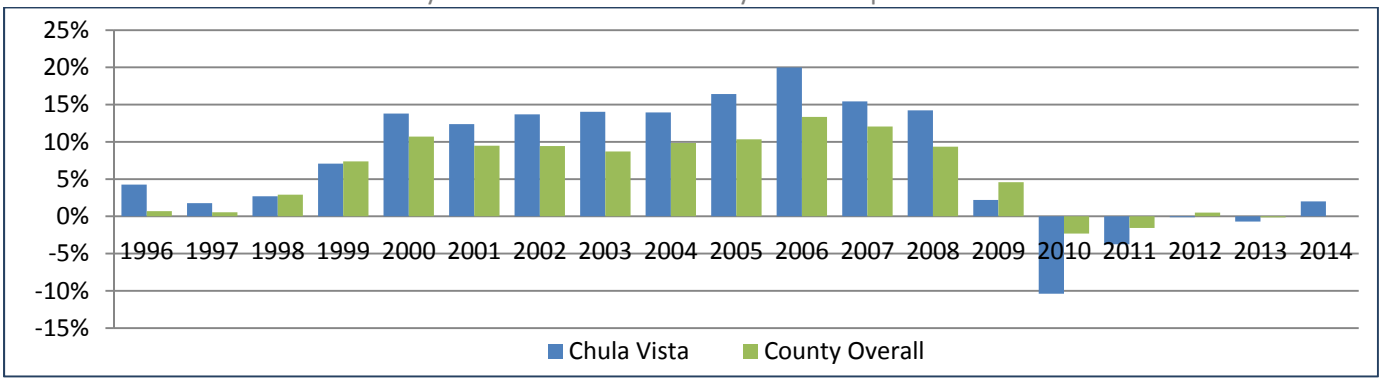


[1] Represents the exchange of Property Tax for Cities and County Sales and Use Tax as authorized under Assembly Bill 1766, chaptered August 2, 2003.
[2] Represents the exchange of Property Tax for Cities and County Vehicle License Fees as authorized under Senate Bill 1096, chaptered August 5, 2004.
[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. Historically, 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

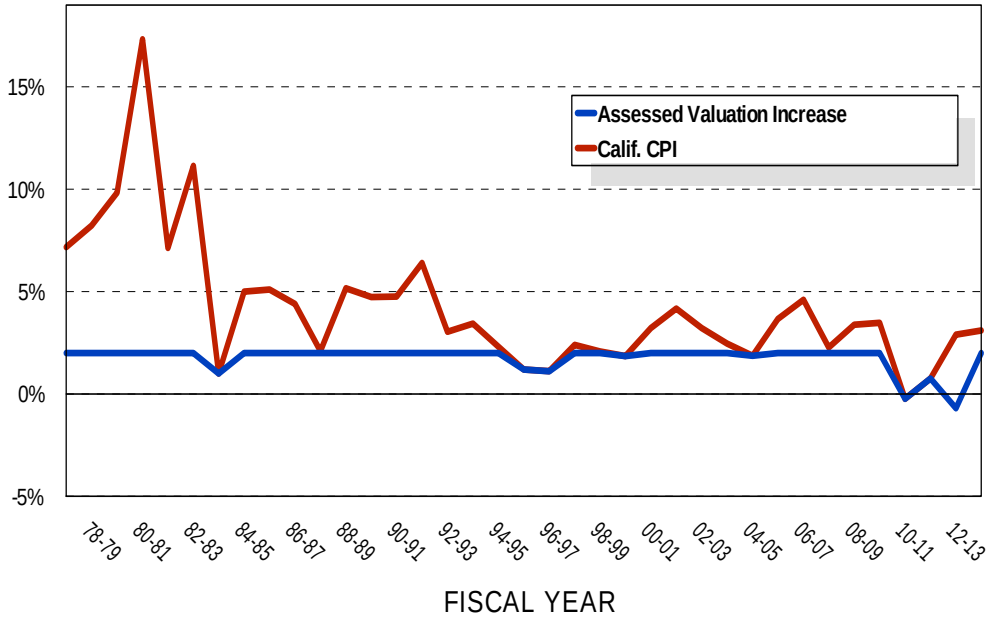


Source: County of San Diego Assessors Office. The 2014 assessed value change is a preliminary estimate.

Property tax revenues comprise the City's second largest discretionary revenue source and accounts for 20.3% of the total revenue for the General Fund. This revenue source is estimated at $26.0 million in the fiscal year 2013-14 proposed budget and represents a 5.2% increase from the fiscal year 2012-13 adopted budget. 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 Assessors 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, he estimated property tax revenues in the fiscal year 2013-14 proposed budget have been increased to reflect a projected 2.0% increase in assessed valuation.

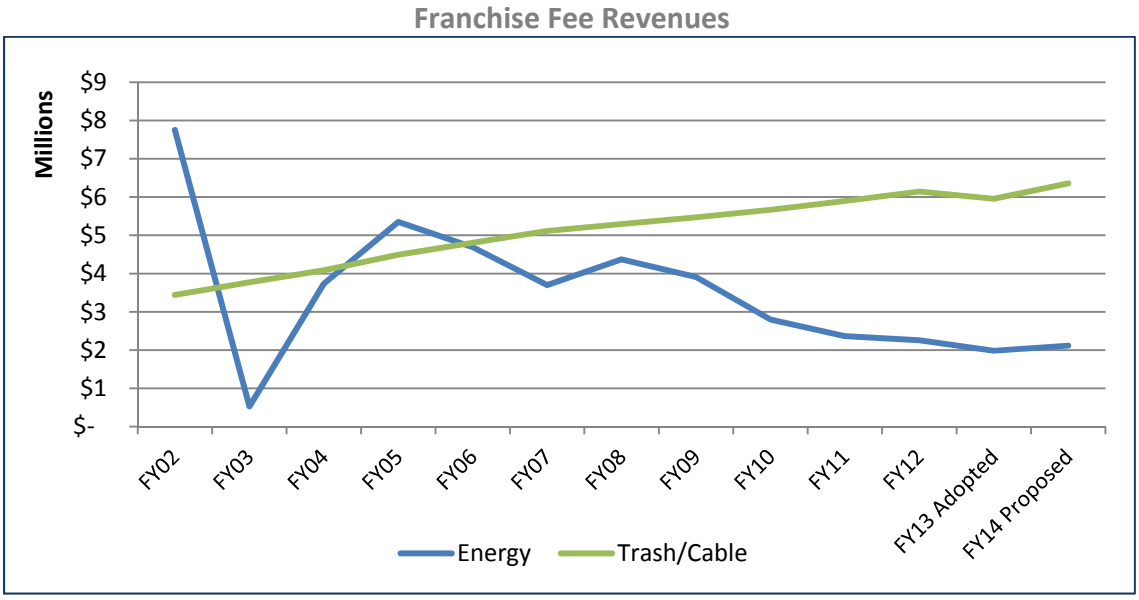
Historical Change in Assessed Value vs Changes in the California CPI



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 and accounts for approximately 33% of the total franchise revenues. 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 2013-14 proposed budget franchise fee revenues are increasing by $0.5 million or 6.7% over the 2012-13 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. Proposed fiscal year 2013-14 VLF revenues are projected to increase by 2.2% in accordance with projected increases in assessed values

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 and are no longer reflected in the City's budget.

Utility Users Tax

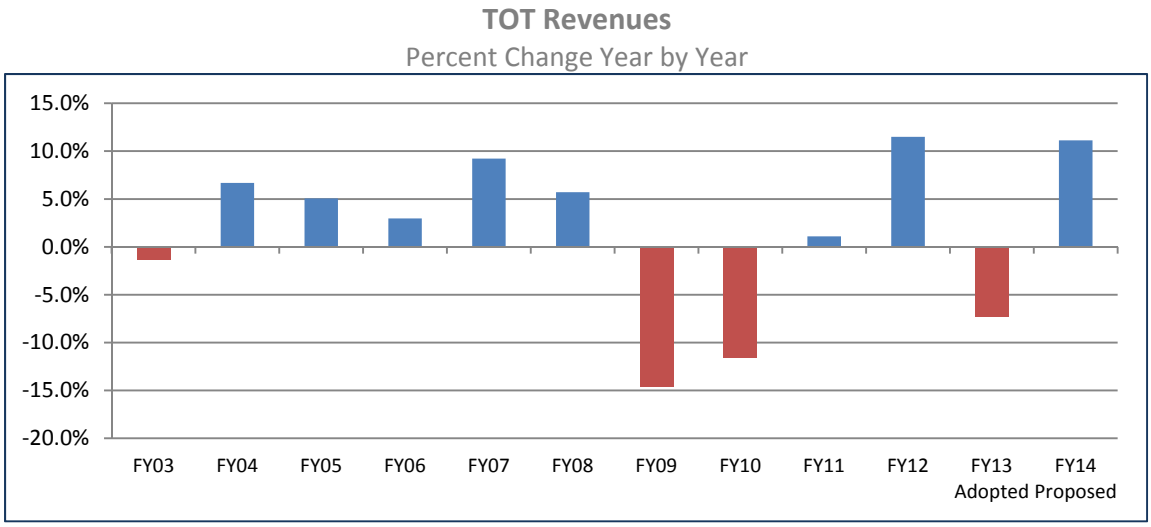
The City adopted its Utility Users Tax (UUT) in 1970. The City of Chula Vista imposes a UUT on the use of telecom at a rate of 5% of gross receipts. For natural gas services UUT is applied at a rate of $0.00919 per therm and $0.00250 per kilowatt on electricity services, which equates to approximately a 1% tax. Fiscal year 2013-14 energy related UUT is budgeted at $3.5 million.

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 yearly basis. The fiscal year 2013-14 proposed budget for TOT revenue is increasing by 11.1%, compared to the fiscal year 2012-13 adopted budget as fiscal year 2012-13 TOT revenues are projected to exceed the budget by 8.8%. Reflecting the improving trend, fiscal year 2013-14 TOT revenues have been increased by 2.1% over the estimated actual TOT revenues for fiscal year 2012-13.

As part of the City's economic development strategy,



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

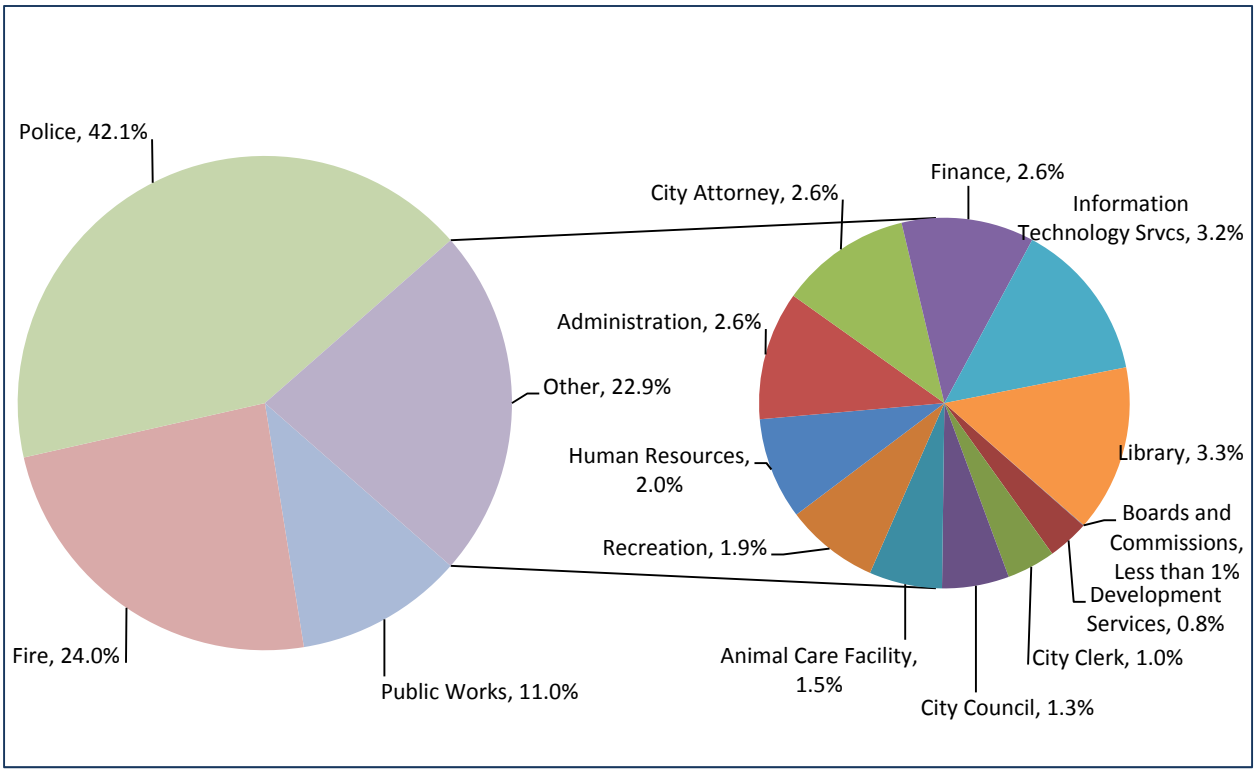
The fiscal year 2013-14 General Fund budget of $127.7 million is based on funding from estimated program revenues totaling $31.6 million. The remaining funds are discretionary revenues totaling $96.2 million. Program revenues are broadly defined as those revenues generated by a given activity (e.g. grant 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 42.1% followed by Fire at 24.0%. The next highest portion was allocated to Public Works at 11.0.

The following chart depicts the net costs of each department, excluding Non-Departmental, based on the fiscal year 2013-14 proposed budget.

General Fund Net Cost by Department

Fiscal Year 2013-2014



CITY OF
CHULA VISTA

General Fund Five-Year Forecast

As part of the development of the fiscal year 2013-14 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 slowly rebuild the operating reserves.

It is important to stress that this forecast is not a budget. It does not make expenditure decisions but does assess 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 2014 to 2018 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 and 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 (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 value will increase by 2% in fiscal 2014-15 due to anticipated improvements in the housing market. Beginning in fiscal year 2015-16 and 2016-17 assessed values are assumed to increase by 4% each year.

- No UUT wireless telecommunications revenues are assumed in the forecast.

Expenditures

- Expenditures related to salary increases are reflected in the forecast based on currently negotiated Memorandums of Understanding.

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

- CalPERS retirement contribution rates will continue to increase due to recent market losses and recent program changes approved by CalPERS.

- 1% salary savings (vacancies) are assumed in the forecast.

- 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 the grant funding phases out.

The Five Year Forecast was updated in May 2013 to reflect the City Manager's proposed budget for fiscal year 2013-14. The proposed budget reflected the use of $2.3 million of general fund contingency reserves in order to avoid additional service level impacts. Updated economic changes or changes made as part of the final Council adopted budget will be incorporated into future forecasts.

The following table represents the updated Five-Year Financial Forecast for fiscal years 2013-14 to 2017-18 as presented to the City Council in May 2013. It reflects the continuing fiscal challenges that are projected for the City as shown in the forecast period. As noted on the table below, the forecast indicates that there is a deficit for the outgoing years primarily due to the recent changes imposed by CalPERS. Staff will continue to monitor economic trends and refine estimates as needed.

Preliminary 5-Year Financial Forecast

In Millions

Description	FY 2013-14 Proposed	FY 2014-15 Forecast	FY 2015-16 Forecast	FY 2016-17 Forecast	FY 2017-18 Forecast
Major Discretionary Revenues	$ 86,646,000	$ 89,354,000	$ 92,570,000	$ 95,909,000	$ 99,377,000
Other Revenues	$ 38,803,000	$ 38,206,000	$ 38,326,000	$ 38,562,000	$ 38,814,000
Total Revenues	*$ 125,449,000*	*$ 127,560,000*	*$ 130,896,000*	*$ 134,471,000*	*$ 138,191,000*
Personnel Services	$ 73,416,000	$ 74,159,000	$ 74,155,000	$ 74,152,000	$ 74,275,000
Flex/Insurance	$ 10,843,000	$ 11,635,000	$ 12,491,000	$ 13,417,000	$ 14,420,000
PERS	$ 18,557,000	$ 19,567,000	$ 19,877,000	$ 20,187,000	$ 20,428,000
PERS Amortization	$ -	$ -	$ 1,361,900	$ 2,724,000	$ 4,086,000
Other Expenditures	$ 24,931,000	$ 25,405,000	$ 25,926,000	$ 26,462,000	$ 27,070,000
Total Expenditures	*$ 127,747,000*	*$ 130,766,000*	*$ 133,810,900*	*$ 136,942,000*	*$ 140,279,000*
Economic Contingency Reserve	$ 2,298,000	$ -	$ -	$ -	$ -
Surplus/(Deficit)	$ -	$ (3,206,000)	$ (2,914,900)	$ (2,471,000)	$ (2,088,000)

General Fund Department Summary

The General Fund budget funds the day-to-day operations of most City services. For fiscal year 2013-2014 the General Fund operating budget (excludes capital improvement projects) totals $127.5 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

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, sits as the Housing Authority, and oversees the Successor Agency to the Redevelopment Agency.

SUMMARY OF DEPARTMENT RESOURCES

BUDGET CATEGORY	FY 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 ADOPTED	FY 2013-14 PROPOSED
EXPENDITURES				
Personnel Expenses				
Salaries	602,104	612,544	751,383	741,978
Hourly Wages	131,935	128,854	5,904	7,448
Health Benefits	137,277	135,614	198,916	194,536
Retirement Benefits	178,330	181,589	208,579	220,180
Other Personnel Expense	47,679	54,925	56,305	(57,130)
Personnel Expenses Subtotal	**1,097,325**	**1,113,526**	**1,221,087**	**1,107,012**
Non-Personnel Expenses				
Supplies and Services	42,132	105,884	78,487	76,943
Utilities	1,546	1,382	1,890	1,520
Non-Personnel Expenses Subtotal	**43,678**	**107,266**	**80,377**	**78,463**
TOTAL EXPENDITURES	**$1,141,003**	**$1,220,792**	**$1,301,464**	**$1,185,475**
REVENUES				
Revenue from Other Agencies	72,948	107,908	114,727	0
Other Revenue	0	4,088	0	0
TOTAL REVENUES	**$72,948**	**$111,996**	**$114,727**	**$0**
REVENUE RECOVERY %	**6%**	**9%**	**9%**	**N/A**
AUTHORIZED FULL TIME POSITIONS	**13.00**	**14.00**	**14.00**	**14.00**

BOARDS & COMMISSIONS

MISSION STATEMENT

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

SUMMARY OF DEPARTMENT RESOURCES

BUDGET CATEGORY	FY 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 ADOPTED	FY 2013-14 PROPOSED
EXPENDITURES				
Non-Personnel Expenses				
Supplies and Services	8,723	4,314	10,076	10,076
Non-Personnel Expenses Subtotal	**8,723**	**4,314**	**10,076**	**10,076**
TOTAL EXPENDITURES	**$8,723**	**$4,314**	**$10,076**	**$10,076**
REVENUE RECOVERY %	**N/A**	**N/A**	**N/A**	**N/A**
AUTHORIZED FULL TIME POSITIONS	**0.00**	**0.00**	**0.00**	**0.00**

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.

SUMMARY OF DEPARTMENT RESOURCES

BUDGET CATEGORY	FY 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 ADOPTED	FY 2013-14 PROPOSED
EXPENDITURES				
Personnel Expenses				
Salaries	441,857	416,799	394,816	402,048
Health Benefits	66,752	64,431	72,284	71,990
Retirement Benefits	132,339	114,448	115,792	125,474
Other Personnel Expense	20,719	19,793	17,581	16,864
Personnel Expenses Subtotal	**661,667**	**615,471**	**600,473**	**616,376**
Non-Personnel Expenses				
Supplies and Services	134,031	267,346	237,621	264,821
Utilities	517	467	628	514
Non-Personnel Expenses Subtotal	**134,548**	**267,813**	**238,249**	**265,335**
TOTAL EXPENDITURES	**$796,215**	**$883,284**	**$838,722**	**$881,711**
REVENUES				
Charges for Services	55,614	23,455	21,600	21,600
Other Revenue	8,521	6,600	0	0
TOTAL REVENUES	**$64,135**	**$30,055**	**$21,600**	**$21,600**
REVENUE RECOVERY %	**8%**	**3%**	**3%**	**2%**
AUTHORIZED FULL TIME POSITIONS	**6.50**	**5.00**	**5.00**	**5.00**

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.

SUMMARY OF DEPARTMENT RESOURCES

BUDGET CATEGORY	FY 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 ADOPTED	FY 2013-14 PROPOSED
EXPENDITURES				
Personnel Expenses				
Salaries	1,102,580	1,231,687	1,460,287	1,443,446
Hourly Wages	0	0	1,780	1,780
Health Benefits	122,902	138,988	182,219	178,253
Retirement Benefits	306,962	327,775	404,163	427,092
Other Personnel Expense	43,452	45,187	49,636	39,916
Personnel Expenses Subtotal	**1,575,896**	**1,743,637**	**2,098,085**	**2,090,487**
Non-Personnel Expenses				
Supplies and Services	381,733	276,862	352,658	352,658
Utilities	1,335	1,800	1,647	1,980
Non-Personnel Expenses Subtotal	**383,068**	**278,662**	**354,305**	**354,638**
TOTAL EXPENDITURES	**$1,958,964**	**$2,022,299**	**$2,452,390**	**$2,445,125**
REVENUES				
Charges for Services	20,995	22,231	109,762	73,694
Other Revenue	89,728	116,441	68,270	43,270
Transfers In	8,163	8,163	8,163	8,163
TOTAL REVENUES	**$118,886**	**$146,835**	**$186,195**	**$125,127**
REVENUE RECOVERY %	**6%**	**7%**	**8%**	**5%**
AUTHORIZED FULL TIME POSITIONS	**11.00**	**12.00**	**13.00**	**13.00**

ADMINISTRATION

MISSION STATEMENT

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

SUMMARY OF DEPARTMENT RESOURCES

BUDGET CATEGORY	FY 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 ADOPTED	FY 2013-14 PROPOSED
EXPENDITURES				
Personnel Expenses				
Salaries	1,078,075	1,009,283	1,146,740	1,512,949
Hourly Wages	5,312	112,790	39,420	39,420
Health Benefits	126,641	113,895	150,210	193,496
Retirement Benefits	333,263	286,485	353,897	483,327
Other Personnel Expense	59,507	51,010	36,546	57,345
Personnel Expenses Subtotal	**1,602,798**	**1,573,463**	**1,726,813**	**2,286,537**
Non-Personnel Expenses				
Supplies and Services	88,088	120,488	120,402	185,402
Other Expenses	13,180	1,000	0	0
Utilities	2,901	1,205	1,797	1,326
Non-Personnel Expenses Subtotal	**104,169**	**122,693**	**122,199**	**186,728**
TOTAL EXPENDITURES	**$1,706,967**	**$1,696,156**	**$1,849,012**	**$2,473,265**
REVENUES				
Use of Money & Property	129	0	0	0
Charges for Services	59,669	57,470	50,000	50,000
Other Revenue	368,386	93,797	71,000	71,000
Transfers In	0	0	0	77,210
TOTAL REVENUES	**$428,184**	**$151,267**	**$121,000**	**$198,210**
REVENUE RECOVERY %	**25%**	**9%**	**7%**	**8%**
AUTHORIZED FULL TIME POSITIONS	**10.00**	**9.00**	**10.00**	**13.00**

INFORMATION TECHNOLOGY SERVICES

MISSION STATEMENT

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

SUMMARY OF DEPARTMENT RESOURCES

BUDGET CATEGORY	FY 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 ADOPTED	FY 2013-14 PROPOSED
EXPENDITURES				
Personnel Expenses				
Salaries	1,515,006	1,452,536	1,476,162	1,427,893
Hourly Wages	27,079	3,110	0	0
Health Benefits	212,706	220,388	250,781	233,833
Retirement Benefits	432,028	398,772	408,933	422,520
Other Personnel Expense	92,610	77,911	64,474	63,248
Personnel Expenses Subtotal	**2,279,429**	**2,152,717**	**2,200,350**	**2,147,494**
Non-Personnel Expenses				
Supplies and Services	627,023	582,453	570,592	606,637
Capital	88,004	86,710	88,500	88,500
Utilities	43,085	43,488	53,403	47,837
Non-Personnel Expenses Subtotal	**758,112**	**712,651**	**712,495**	**742,974**
TOTAL EXPENDITURES	**$3,037,541**	**$2,865,368**	**$2,912,845**	**$2,890,468**
REVENUES				
Use of Money & Property	162	1,001	2,000	2,000
Charges for Services	10,146	11,193	15,000	15,000
Other Revenue	12,189	8,749	20,000	20,000
Transfers In	8,868	2,212	8,900	8,900
TOTAL REVENUES	**$31,365**	**$23,155**	**$45,900**	**$45,900**
REVENUE RECOVERY %	**1%**	**1%**	**2%**	**2%**
AUTHORIZED FULL TIME POSITIONS	**19.00**	**18.00**	**18.00**	**17.00**

HUMAN RESOURCES

MISSION STATEMENT

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

SUMMARY OF DEPARTMENT RESOURCES

BUDGET CATEGORY	FY 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 ADOPTED	FY 2013-14 PROPOSED
EXPENDITURES				
Personnel Expenses				
Salaries	1,204,463	1,230,806	1,237,623	1,162,192
Hourly Wages	27,120	12,885	15,264	15,264
Overtime	0	210	200	200
Health Benefits	172,596	180,778	214,798	207,389
Retirement Benefits	332,173	331,240	343,011	344,408
Other Personnel Expense	71,783	62,484	55,149	52,846
Personnel Expenses Subtotal	**1,808,135**	**1,818,403**	**1,866,045**	**1,782,299**
Non-Personnel Expenses				
Supplies and Services	1,725,358	256,712	270,423	279,343
Other Expenses	0	647	0	0
Utilities	1,636	1,524	1,978	1,676
Non-Personnel Expenses Subtotal	**1,726,994**	**258,883**	**272,401**	**281,019**
TOTAL EXPENDITURES	**$3,535,129**	**$2,077,286**	**$2,138,446**	**$2,063,318**
REVENUES				
Charges for Services	64,639	37,404	65,000	65,000
Other Revenue	221,885	88,820	73,675	73,675
Transfers In	279,154	325,609	124,450	124,450
TOTAL REVENUES	**$565,678**	**$451,833**	**$263,125**	**$263,125**
REVENUE RECOVERY %	**16%**	**22%**	**12%**	**13%**
AUTHORIZED FULL TIME POSITIONS	**16.75**	**15.00**	**15.00**	**15.00**

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.

SUMMARY OF DEPARTMENT RESOURCES

BUDGET CATEGORY	FY 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 ADOPTED	FY 2013-14 PROPOSED
EXPENDITURES				
Personnel Expenses				
Salaries	1,827,280	1,898,486	2,038,223	2,160,428
Hourly Wages	71,748	101,848	38,169	76,192
Health Benefits	287,411	315,710	360,464	374,094
Retirement Benefits	522,771	539,038	567,859	645,609
Other Personnel Expense	116,560	119,872	95,694	100,460
Personnel Expenses Subtotal	**2,825,770**	**2,974,954**	**3,100,409**	**3,356,783**
Non-Personnel Expenses				
Supplies and Services	155,430	175,356	162,368	197,429
Other Expenses	0	400	0	0
Utilities	2,540	2,295	2,600	2,525
Non-Personnel Expenses Subtotal	**157,970**	**178,051**	**164,968**	**199,954**
TOTAL EXPENDITURES	**$2,983,740**	**$3,153,005**	**$3,265,377**	**$3,556,737**
REVENUES				
Other Local Taxes	25,682	36,674	40,000	40,000
Fines, Forfeitures, Penalties	52,416	37,536	50,000	50,000
Use of Money & Property	106,786	106,714	108,364	108,364
Revenue from Other Agencies	18,541	0	0	0
Charges for Services	39,610	57,541	72,750	72,750
Other Revenue	658,972	651,091	594,543	594,543
Transfers In	299,725	320,283	359,122	348,500
TOTAL REVENUES	**$1,201,732**	**$1,209,839**	**$1,224,779**	**$1,214,157**
REVENUE RECOVERY %	**40%**	**38%**	**38%**	**34%**
AUTHORIZED FULL TIME POSITIONS	**27.00**	**26.00**	**26.00**	**28.00**

NON-DEPARTMENTAL

MISSION STATEMENT

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

SUMMARY OF DEPARTMENT RESOURCES

BUDGET CATEGORY	FY 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 ADOPTED	FY 2013-14 PROPOSED
EXPENDITURES				
Personnel Expenses				
Salaries	163,015	143,532	0	415,778
Hourly Wages	0	30,136	0	0
Health Benefits	99,681	18,981	7,000	9,104
Retirement Benefits	(15,228)	2,523	0	130,391
Professional Enrichment	84,806	71,604	215,740	180,420
Other Personnel Expense	2,496	(2,462)	(867,800)	(869,560)
Personnel Expenses Subtotal	**334,770**	**264,314**	**(645,060)**	**(133,867)**
Non-Personnel Expenses				
Supplies and Services	456,261	1,722,266	1,631,737	1,591,344
Other Expenses	213,176	207,937	182,300	187,000
Capital	83,519	(57,439)	0	0
Transfers Out	8,972,362	11,647,308	5,079,038	5,825,899
CIP Project Expenditures	428,936	280,627	1,065,486	258,350
Non-Personnel Expenses Subtotal	**10,154,254**	**13,800,699**	**7,958,561**	**7,862,593**
TOTAL EXPENDITURES	**$10,489,024**	**$14,065,013**	**$7,313,501**	**$7,728,726**
REVENUES				
Property Taxes	24,711,851	24,518,260	24,665,351	25,952,576
Other Local Taxes	43,801,992	43,349,356	43,384,658	46,300,937
Use of Money & Property	6,029,014	1,878,147	1,414,580	1,178,663
Revenue from Other Agencies	17,845,082	17,248,916	17,108,074	17,632,236
Charges for Services	39,618	27,180	134,000	0
Other Revenue	1,256,485	2,111,715	1,988,167	3,202,094
Transfers In	4,422,042	2,102,813	3,901,130	1,903,845
TOTAL REVENUES	**$98,106,084**	**$91,236,387**	**$92,595,960**	**$96,170,351**
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

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.

SUMMARY OF DEPARTMENT RESOURCES

BUDGET CATEGORY	FY 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 ADOPTED	FY 2013-14 PROPOSED
EXPENDITURES				
Personnel Expenses				
Salaries	881,744	862,081	1,015,819	1,065,253
Hourly Wages	181,144	183,960	144,973	146,973
Overtime	42,044	46,331	39,125	39,125
Health Benefits	207,343	202,775	248,164	262,427
Retirement Benefits	287,130	301,165	291,390	326,839
Other Personnel Expense	82,159	86,584	76,240	76,385
Personnel Expenses Subtotal	**1,681,564**	**1,682,896**	**1,815,711**	**1,917,002**
Non-Personnel Expenses				
Supplies and Services	535,444	524,724	492,992	546,170
Other Expenses	2,580	2,474	2,500	2,500
Utilities	50,909	40,520	55,392	45,538
Non-Personnel Expenses Subtotal	**588,933**	**567,718**	**550,884**	**594,208**
TOTAL EXPENDITURES	**$2,270,497**	**$2,250,614**	**$2,366,595**	**$2,511,210**
REVENUES				
Licenses and Permits	123,574	138,016	132,600	132,600
Use of Money & Property	90	70	0	0
Charges for Services	177,231	193,401	186,600	252,600
Other Revenue	657,543	766,184	795,785	837,785
TOTAL REVENUES	**$958,438**	**$1,097,671**	**$1,114,985**	**$1,222,985**
REVENUE RECOVERY %	**42%**	**49%**	**47%**	**49%**
AUTHORIZED FULL TIME POSITIONS	**19.25**	**17.75**	**19.25**	**20.50**

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.

SUMMARY OF DEPARTMENT RESOURCES

BUDGET CATEGORY	FY 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 ADOPTED	FY 2013-14 PROPOSED
EXPENDITURES				
Personnel Expenses				
Salaries	1,876,023	1,554,883	1,621,887	1,421,243
Hourly Wages	229,725	183,089	170,925	925
Overtime	50	253	2,400	2,400
Health Benefits	276,368	254,946	276,932	256,127
Retirement Benefits	589,807	485,019	458,854	423,455
Other Personnel Expense	86,478	82,489	79,015	58,752
Personnel Expenses Subtotal	**3,058,451**	**2,560,679**	**2,610,012**	**2,162,902**
Non-Personnel Expenses				
Supplies and Services	289,181	153,790	147,808	147,808
Other Expenses	0	0	10,730	10,915
Utilities	1,839	1,732	1,694	1,905
Non-Personnel Expenses Subtotal	**291,020**	**155,522**	**160,232**	**160,628**
TOTAL EXPENDITURES	**$3,349,471**	**$2,716,201**	**$2,770,244**	**$2,323,530**
REVENUES				
Licenses and Permits	299,347	396,546	325,500	339,328
Fines, Forfeitures, Penalties	805,194	618,106	890,271	387,100
Charges for Services	558,334	322,942	305,018	294,636
Other Revenue	361,223	293,589	366,815	366,815
Transfers In	303,565	429,308	332,061	204,408
TOTAL REVENUES	**$2,327,663**	**$2,060,491**	**$2,219,665**	**$1,592,287**
REVENUE RECOVERY %	**69%**	**76%**	**80%**	**69%**
AUTHORIZED FULL TIME POSITIONS	**27.00**	**21.50**	**20.50**	**19.50**

POLICE

MISSION STATEMENT

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

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

SUMMARY OF DEPARTMENT RESOURCES

BUDGET CATEGORY	FY 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 ADOPTED	FY 2013-14 PROPOSED
EXPENDITURES				
Personnel Expenses				
Salaries	23,072,689	22,129,380	23,697,570	24,216,064
Hourly Wages	389,336	414,644	297,672	217,777
Overtime	2,318,348	2,437,003	2,452,286	2,442,947
Health Benefits	3,356,623	3,484,741	4,053,465	4,229,439
Retirement Benefits	8,366,207	7,908,106	7,831,761	8,090,049
Other Personnel Expense	2,458,810	2,504,310	2,344,011	2,043,843
Personnel Expenses Subtotal	**39,962,013**	**38,878,184**	**40,676,765**	**41,240,119**
Non-Personnel Expenses				
Supplies and Services	2,691,014	2,680,975	2,775,995	3,043,073
Other Expenses	101,892	94,490	129,000	122,800
Utilities	345,052	339,239	381,507	372,458
Non-Personnel Expenses Subtotal	**3,137,958**	**3,114,704**	**3,286,502**	**3,538,331**
TOTAL EXPENDITURES	**$43,099,971**	**$41,992,888**	**$43,963,267**	**$44,778,450**
REVENUES				
Licenses and Permits	255,633	248,875	250,000	250,000
Fines, Forfeitures, Penalties	675,671	571,593	689,374	473,700
Use of Money & Property	14,328	12,960	8,000	8,000
Revenue from Other Agencies	1,645,583	1,403,814	1,599,490	2,088,630
Charges for Services	3,119,813	4,200,932	3,968,391	4,178,751
Other Revenue	69,133	194,776	19,000	30,398
Transfers In	659,445	659,445	659,445	524,445
TOTAL REVENUES	**$6,439,606**	**$7,292,395**	**$7,193,700**	**$7,553,924**
REVENUE RECOVERY %	**15%**	**17%**	**16%**	**17%**
AUTHORIZED FULL TIME POSITIONS	**321.50**	**306.50**	**313.00**	**319.00**

FIRE

MISSION STATEMENT

Our mission is to integrate quality individuals with training, equipment, and technology in a responsive, effective team environment; enabling us to provide superior services to our community.

SUMMARY OF DEPARTMENT RESOURCES

BUDGET CATEGORY	FY 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 ADOPTED	FY 2013-14 PROPOSED
EXPENDITURES				
Personnel Expenses				
	0	0	0	361,706
Salaries	10,475,069	10,367,583	10,899,655	11,020,023
Hourly Wages	12,968	23,233	9,208	25,396
Overtime	3,285,155	3,741,244	3,120,750	3,166,323
Health Benefits	1,503,608	1,632,333	1,890,887	2,021,024
Retirement Benefits	3,628,314	3,519,497	3,890,797	4,013,406
Other Personnel Expense	932,322	1,015,748	1,061,371	1,005,373
Personnel Expenses Subtotal	**19,837,436**	**20,299,638**	**20,872,668**	**21,613,251**
Non-Personnel Expenses				
Supplies and Services	1,785,112	1,923,191	1,755,669	1,781,269
Utilities	149,706	156,861	167,277	172,056
Transfers Out	39,262	52,226	52,226	52,226
Non-Personnel Expenses Subtotal	**1,974,080**	**2,132,278**	**1,975,172**	**2,005,551**
TOTAL EXPENDITURES	**$21,811,516**	**$22,431,916**	**$22,847,840**	**$23,618,802**
REVENUES				
Licenses and Permits	281,081	403,903	213,987	552,519
Use of Money & Property	0	0	0	15,600
Revenue from Other Agencies	(5,847)	498,305	664,000	664,000
Charges for Services	608,866	600,708	718,002	438,889
Other Revenue	345,124	234,800	133,956	112,157
Transfers In	0	0	0	617,557
TOTAL REVENUES	**$1,229,224**	**$1,737,716**	**$1,729,945**	**$2,400,722**
REVENUE RECOVERY %	**6%**	**8%**	**8%**	**10%**
AUTHORIZED FULL TIME POSITIONS	**135.00**	**134.00**	**135.00**	**136.00**

PUBLIC WORKS OPERATIONS

MISSION STATEMENT

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

SUMMARY OF DEPARTMENT RESOURCES

BUDGET CATEGORY	FY 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 ADOPTED	FY 2013-14 PROPOSED
EXPENDITURES				
Personnel Expenses				
Salaries	10,753,053	10,236,274	10,607,579	10,594,644
Hourly Wages	209,403	275,646	314,230	297,725
Overtime	148,769	165,445	203,075	203,075
Health Benefits	1,914,524	1,873,409	2,129,802	2,105,427
Retirement Benefits	3,271,076	2,996,576	2,964,284	3,168,987
Other Personnel Expense	840,816	763,896	738,959	643,003
Personnel Expenses Subtotal	**17,137,641**	**16,311,246**	**16,957,929**	**17,012,861**
Non-Personnel Expenses				
Supplies and Services	3,474,466	3,339,977	3,381,236	3,375,966
Other Expenses	138,796	111,824	128,000	128,000
Capital	0	64,579	53,000	48,300
Utilities	3,050,216	3,141,377	3,304,094	3,224,218
Transfers Out	0	0	184,986	385,321
Non-CIP Project Expenditures	0	0	17,000	18,700
Non-Personnel Expenses Subtotal	**6,663,478**	**6,657,757**	**7,068,316**	**7,180,505**
TOTAL EXPENDITURES	**$23,801,119**	**$22,969,003**	**$24,026,245**	**$24,193,366**
REVENUES				
Licenses and Permits	41,625	35,429	67,950	35,000
Use of Money & Property	229,385	251,093	229,100	247,700
Revenue from Other Agencies	0	3,989	29,833	0
Charges for Services	516,438	824,286	316,374	661,374
Other Revenue	7,992,055	6,838,259	7,905,653	7,218,653
Transfers In	6,355,861	5,977,510	6,465,487	6,285,487
TOTAL REVENUES	**$15,135,364**	**$13,930,566**	**$15,014,397**	**$14,448,214**
REVENUE RECOVERY %	**64%**	**61%**	**62%**	**60%**
AUTHORIZED FULL TIME POSITIONS	**192.50**	**160.50**	**162.00**	**162.00**

RECREATION

MISSION STATEMENT

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

SUMMARY OF DEPARTMENT RESOURCES

BUDGET CATEGORY	FY 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 ADOPTED	FY 2013-14 PROPOSED
EXPENDITURES				
Personnel Expenses				
Salaries	1,498,922	1,174,638	1,158,523	1,152,452
Hourly Wages	744,432	634,867	856,946	979,870
Overtime	4,542	8,338	3,500	5,000
Health Benefits	267,476	204,891	223,794	223,735
Retirement Benefits	486,466	384,939	365,860	433,542
Other Personnel Expense	104,272	87,732	55,688	77,551
Personnel Expenses Subtotal	**3,106,110**	**2,495,405**	**2,664,311**	**2,872,150**
Non-Personnel Expenses				
Supplies and Services	528,116	395,517	489,151	525,268
Other Expenses	11,096	10,513	12,670	12,670
Utilities	385,445	342,850	415,019	373,125
Non-Personnel Expenses Subtotal	**924,657**	**748,880**	**916,840**	**911,063**
TOTAL EXPENDITURES	**$4,030,767**	**$3,244,285**	**$3,581,151**	**$3,783,213**
REVENUES				
Use of Money & Property	500,643	622,574	655,096	663,763
Revenue from Other Agencies	1,809	13,512	7,755	7,755
Charges for Services	1,172,563	1,116,393	1,325,741	1,403,572
Other Revenue	45,219	90,794	63,393	58,673
TOTAL REVENUES	**$1,720,234**	**$1,843,273**	**$2,051,985**	**$2,133,763**
REVENUE RECOVERY %	**43%**	**57%**	**57%**	**56%**
AUTHORIZED FULL TIME POSITIONS	**26.00**	**17.00**	**17.00**	**17.00**

LIBRARY

MISSION STATEMENT

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

SUMMARY OF DEPARTMENT RESOURCES

BUDGET CATEGORY	FY 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 ADOPTED	FY 2013-14 PROPOSED
EXPENDITURES				
Personnel Expenses				
Salaries	1,693,029	1,336,767	1,379,360	1,374,980
Hourly Wages	155,714	518,448	555,428	561,228
Health Benefits	313,279	254,236	280,218	281,718
Retirement Benefits	509,657	457,169	410,404	436,052
Other Personnel Expense	140,924	103,380	14,561	89,912
Personnel Expenses Subtotal	**2,812,603**	**2,670,000**	**2,639,971**	**2,743,890**
Non-Personnel Expenses				
Supplies and Services	725,142	375,100	203,792	203,792
Other Expenses	360	360	400	400
Capital	0	34,779	0	0
Utilities	332,541	355,085	358,489	354,279
Non-Personnel Expenses Subtotal	**1,058,043**	**765,324**	**562,681**	**558,471**
TOTAL EXPENDITURES	**$3,870,646**	**$3,435,324**	**$3,202,652**	**$3,302,361**
REVENUES				
Fines, Forfeitures, Penalties	175,565	128,534	225,050	200,000
Use of Money & Property	43,426	44,075	57,550	57,550
Revenue from Other Agencies	72,600	2,000	0	2,000
Charges for Services	4,500	85,846	85,013	85,013
Other Revenue	23,620	87,767	250	10,904
Transfers In	25,000	25,000	0	0
TOTAL REVENUES	**$344,711**	**$373,222**	**$367,863**	**$355,467**
REVENUE RECOVERY %	**9%**	**11%**	**11%**	**11%**
AUTHORIZED FULL TIME POSITIONS	**39.75**	**21.00**	**21.10**	**21.50**

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 proposed fiscal year 2013-14 budget reflects the continued effort of balancing development related resources with development related services demand. The fiscal year 2013-14 Development Services budget reflects an overall increase of 11% in projected revenues. These projected revenues are sufficient to support projected expenditures and this fund is balanced in fiscal year 2013-14.

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 2012-13 compared to the proposed fiscal year 2013-14 revenues. The City is anticipating that the following major projects will continue to move forward in fiscal year 2013-14:

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

Development Services Fund Revenues

Fiscal Years 2012 to 2014

Category	FY 2011-12 Actual	FY 2012-13 Adopted	FY 2013-14 Proposed	Change	%Change
Licenses and Permits	$ 1,710,314	$ 1,404,143	$ 1,753,433	$ 349,290	25%
Charges for Services	$ 3,367,163	$ 3,820,655	$ 3,892,280	$ 71,625	2%
Other Revenue	$ 838,423	$ 855,977	$ 1,153,343	$ 297,366	35%
Transfers In	$ 485,989	$ 298,137	$ 298,137	$ -	0%
Total Revenues	**$ 6,401,889**	**$ 6,378,912**	**$ 7,097,193**	**$ 718,281**	**11%**

Projections for fiscal year 2013-14 revenues were based on a trend analysis of fiscal year 2011-12 actual revenues and fiscal year 2012-13 projections. Fiscal Year 2012-13 revenues are projected to exceed the Adopted Budget. When compared to fiscal year 2012-13 Third Quarter projections the increase for fiscal year 2013-14 is 9.1%. A summary of the notable changes by category are listed below:

- Licenses and Permits – The increase in this category of $349,290 reflects the increase in development activity. This revenue category includes revenue from building, plumbing, electrical, and utility permits.

- Charges for Service – The increase in this category of $71,625 reflects the growth in development activity. This category includes staff time reimbursements from deposit accounts and revenue from plan checking fees.

- Other Revenue – The proposed fiscal year 2013-14 budget reflects a net increase of $297,366 from the fiscal year 2012-13 adopted budget. This net increase is due to staffing adjustments that were made, which will cause an update of development related fees.

- Transfers In – The fiscal year 2013-14 proposed budget reflects no change in projected transfers from the General Fund and Sewer Service Reserve 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.

EXPENDITURES

The fiscal year 2013-14 proposed budget includes funding for 44.5 positions in the Development Services Fund. This reflects a net increase of 3.0 positions when compared to the fiscal year 2012-13 Council adopted budget. These changes are a result of the following personnel changes:

- The mid-year addition of 1.00 Development Services Director during fiscal year 2012-13.
- The addition of 1.00 Senior Office Specialist position.
- The addition of 1.0 Development Services Technician II
- The addition 1.0 Plan Check Supervisor
- The elimination of 1.0 Associate Planner position.

As illustrated in the following table, expenditures in the Development Services fund are weighted toward staffing, 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 2011 to 2013

Category	FY 2011-12 Actual	FY 2012-13 Adopted	FY 2013-14 Proposed	Change	%Change
Personnel Services	$ 4,570,172	$ 5,023,308	$ 5,498,965	$ 475,657	9%
Supplies and Services	$ 126,230	$ 230,441	$ 369,665	$ 139,224	60%
Other Expenses	$ 28,725	$ 23,500	$ 78,812	$ 55,312	235%
Transfers Out	$ 1,268,393	$ 1,175,724	$ 1,143,811	$ (31,913)	-3%
Utilities	$ 5,469	$ 16,080	$ 5,940	$ (10,140)	-63%
Total Expenditures	**$ 5,998,989**	**$ 6,469,053**	**$ 7,097,193**	**$ 470,064**	**7%**

A summary of the notable changes between the fiscal year 2012-13 Council Adopted budget to the fiscal year 2013-14 proposed budget by category are listed as follows:

- Personnel Services – This category reflects an increase of $475,657. This increase is largely related to the personnel changes discussed previously that resulted in a net increase of 3.0 positions. In addition, PERS and flex costs were increased based upon increased costs related to retirement benefits and medical insurance.

- Supplies and Services – The proposed budget reflects an increase of $139,224 in this category. This increase is largely due to the upgraded Accela software system maintenance, which is being funded out of the Development Services Fund.

- Other Expenses – The Other Expenses category reflects a net increase of $55,312. This increase is due to a larger volume of credit card transaction fees charged to the City for customers who choose to pay fees using a credit card.

- Transfers Out – The transfers out expenditure category reflects a net decrease of $31,913 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 decrease is due to the amount of overhead allocated to Development Services Fund for the Assistant City Manager that oversees this department.

- Utilities – The utilities category reflects the projected amounts necessary for fiscal year 2013-14 projected utility expenses and is $10,140 less than the fiscal year 2012-13 Adopted Budget. This is due to the transfer of Wireless & Data Access Charges from the Utilities category to the Supplies and Services category.

CITY OF
CHULA VISTA

DEVELOPMENT SERVICES FUND 236

FUND SUMMARY

BUDGET CATEGORY	FY 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 ADOPTED	FY 2013-14 PROPOSED
EXPENDITURES				
Personnel Services	4,615,735	0	0	0
Supplies and Services	87,118	0	0	0
Other Expenses	25,749	0	0	0
Utilities	4,574	0	0	0
Transfers Out	1,073,702	182,119	0	0
TOTAL EXPENDITURES	**$5,806,878**	**$182,119**	**$0**	**$0**
REVENUES				
Licenses and Permits	1,776,686	0	0	0
Charges for Services	3,041,877	0	0	0
Other Revenue	1,034,058	0	0	0
Transfers In	484,669	0	0	0
TOTAL REVENUES	**$6,337,290**	**$0**	**$0**	**$0**
NET FUND ACTIVITY	**$530,412**	**($182,119)**	**$0**	**$0**

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

DEVELOPMENT SERVICES FUND 408

FUND SUMMARY

BUDGET CATEGORY	FY 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 ADOPTED	FY 2013-14 PROPOSED
EXPENDITURES				
Personnel Services	0	4,570,172	5,023,308	5,498,965
Supplies and Services	0	126,230	240,441	369,665
Other Expenses	0	28,725	23,500	78,812
Utilities	0	5,469	6,080	5,940
Transfers Out	0	1,268,393	1,175,724	1,143,811
TOTAL EXPENDITURES	**$0**	**$5,998,989**	**$6,469,053**	**$7,097,193**
REVENUES				
Licenses and Permits	0	1,710,314	1,404,143	1,753,433
Charges for Services	0	3,367,163	3,820,655	3,892,280
Other Revenue	0	838,423	855,977	1,153,343
Transfers In	0	485,989	298,137	298,137
TOTAL REVENUES	**$0**	**$6,401,889**	**$6,378,912**	**$7,097,193**
NET FUND ACTIVITY	**$0**	**$402,900**	**($90,141)**	**$0**

STAFFING SUMMARY - 408

BUDGET CATEGORY	FY 2012-13 ADOPTED	FY 2012-13 MIDYEAR	FY 2013-14 CHANGES	FY 2013-14 PROPOSED
Associate Engineer	3.00	-	-	3.00
Associate Planner	5.00	-	(1.00)	4.00
Building Inspector II	4.00	-	-	4.00
Building Inspector III	1.00	-	-	1.00
Building Official/Code Enforcement Manager	1.00	-	-	1.00
Development Planning Manager	1.00	-	-	1.00
Development Services Counter Manager	1.00	-	-	1.00
Development Services Department Director	-	1.00	-	1.00
Development Services Technician II	2.00	-	1.00	3.00
Development Services Technician III	2.00	-	-	2.00
Engineering Technician II	1.00	-	-	1.00
Landscape Architect	0.50	-	-	0.50
Landscape Planner II	3.00	-	-	3.00
Plan Check Supervisor	-	-	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
Senior Building Inspector	1.00	-	-	1.00
Senior Engineering Technician	1.00	-	-	1.00
Senior Office Specialist	1.00	-	1.00	2.00
Senior Planner	4.00	-	-	4.00
Senior Project Coordinator	1.00	-	-	1.00
Senior Secretary	1.00	-	-	1.00
Transportation Engineer with Certficate	1.00	-	-	1.00
TOTAL AUTHORIZED POSITIONS	**41.50**	**1.00**	**2.00**	**44.50**

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 decrease 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.
- Use of Money & Property – The decrease

represents a reduction in interest earnings due to the loss of property tax increment revenues.

- 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 2012-13 to the estimated fiscal year 2013-14 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 2012 to 2014

Category	Funds 317/611/641/651 FY 2011-12 Actual	Funds 318/319 FY 2012-13 Adopted	Funds 318/319 FY 2013-14 Proposed	Change
Property Taxes	$ 7,954,428	$ 9,513,953	$ 6,242,818	$ (3,271,135)
Use of Money & Property	$ 542,653	$ 17,885	$ 17,885	$ -
Charges for Services	$ 50	$ -	$ -	$ -
Revenue from Other Agencies	$ -	$ -	$ -	$ -
Other Revenue	$ 53,383	$ -	$ -	$ -
Transfers In	$ 8,862,933	$ 1,857,673	$ 2,070,291	$ 212,618
Total Revenues	**$ 17,413,447**	**$ 11,389,511**	**$ 8,330,994**	**$ (3,058,517)**

EXPENDITURES

Expenditures for fiscal year 2013-14 are for winding down the former Redevelopment Agency and Low and Moderate Income Housing activities and documented enforceable obligations.

- Personnel Services – The increase in the fiscal year 2013-14 proposed budget is due to the funding for the Senior Project Coordinator position. In the fiscal year 2012-13 Adopted Budget this position was partially funded for activities related to the Parking Meter Fund. In fiscal year 2013-14 this position is fully funded through the Successor Agency Funds.

- Services and Supplies – The budget has been reduced due to the staffing cutbacks and elimination of project related consultant services.

- Other Expenses – The budget in this category are for payments to Goodrich Aerostructures as required by the Cooperation and Remediation Agreement and staff time reimbursements for the development of the City's Bayfront.

- Capital – The budget reduction of $1.5 million is due to the elimination of prior year funding for the acquisition and rehabilitation of affordable housing as part of the requirements of the Neighborhood Stabilization Program.

- Transfers Out – The transfers out expenditure category is reduced due to the reduction in loan repayments to the General Fund, reduced transfer to the Chula Vista Housing Authority and no loan payment on the 2003 Certificates of Participation because the final payment will be covered by the bond's reserve fund held by the trustee.

- Non-CIP Expenditures – The budget decreased by $4.0 million due to the planned acquisition of a motel which did not move forward due to the demise of the redevelopment agency.

- Utilities – The utilities category reflects the projected amounts necessary for fiscal year 2013-14 projected utility expenses.

The table below provides a comparison of the projected budgeted expenditures for fiscal year 2012-13 to the proposed fiscal year 2013-14 expenditures. The table does not reflect the debt service expenditure budget which is discussed in the debt service section of this document. All decreases to expenditures are due to the dissolution of the Redevelopment Agency and the Low and Moderate Income Housing Program.

Redevelopment/Successor Agency Operating Fund Expenditures

Fiscal Year 2012 to 2014

Category	Funds 317/611/641/651 FY 2011-12 Actual	Funds 318/319 FY 2012-13 Adopted	Funds 318/319 FY 2013-14 Proposed	Change
Personnel Services	$ 342,968	$ 91,806	$ 134,203	$ 42,397
Supplies and Services	$ 188,117	$ 209,653	$ 121,580	$ (88,073)
Other Expenses	$ 617,527	$ 1,247,085	$ 894,972	$ (352,113)
Capital	$ 2,277	$ 1,506,000	$ 6,000	$ (1,500,000)
Transfers Out	$ 20,165,508	$ 8,149,236	$ 5,276,493	$ (2,872,743)
CIP Project Expenditures	$ 297,109	$ -	$ -	$ -
Non-CIP Project Expenditures	$ 23,040	$ 4,000,000	$ -	$ (4,000,000)
Utilities	$ 1,025	$ 2,150	$ 1,570	$ (580)
Total Expenditures	**$ 21,637,571**	**$ 15,205,930**	**$ 6,434,818**	**$ (8,771,112)**

REDV OBLIGATION RETIREMENT FUND 318

FUND SUMMARY

BUDGET CATEGORY	FY 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 ADOPTED	FY 2013-14 PROPOSED
EXPENDITURES				
Personnel Services	0	221,258	91,806	134,203
Supplies and Services	0	39,440	173,553	85,480
Other Expenses	0	5,878,509	1,126,210	745,072
Utilities	0	346	2,150	1,570
Transfers Out	0	1,051,440	8,120,236	5,276,493
CIP Project Expenditures	0	235,529	0	0
Non-CIP Project Expenditures	0	0	4,000,000	0
TOTAL EXPENDITURES	**$0**	**$7,426,522**	**$13,513,955**	**$6,242,818**
REVENUES				
Property Taxes	0	3,233,347	9,513,953	6,242,818
Use of Money & Property	0	80,514	0	0
Other Revenue	0	2,608,350	0	0
Transfers In	0	11,030,351	0	0
TOTAL REVENUES	**$0**	**$16,952,562**	**$9,513,953**	**$6,242,818**
NET FUND ACTIVITY	**$0**	**$9,526,040**	**($4,000,002)**	**$0**

STAFFING SUMMARY - 318

BUDGET CATEGORY	FY 2012-13 ADOPTED	FY 2012-13 MIDYEAR	FY 2013-14 CHANGES	FY 2013-14 PROPOSED
Senior Project Coordinator	1.00	-	-	1.00
TOTAL AUTHORIZED POSITIONS	**1.00**	**-**	**-**	**1.00**

HOUSING - SA FUND 319

FUND SUMMARY

BUDGET CATEGORY	FY 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 ADOPTED	FY 2013-14 PROPOSED
EXPENDITURES				
Supplies and Services	0	0	36,100	36,100
Other Expenses	0	35	120,875	149,900
Capital	0	1,607	1,506,000	6,000
Transfers Out	0	0	29,000	0
TOTAL EXPENDITURES	**$0**	**$1,642**	**$1,691,975**	**$192,000**
REVENUES				
Use of Money & Property	0	5,033	17,885	17,885
Charges for Services	0	25	0	0
Transfers In	0	0	1,857,673	2,070,291
TOTAL REVENUES	**$0**	**$5,058**	**$1,875,558**	**$2,088,176**
NET FUND ACTIVITY	**$0**	**$3,416**	**$183,583**	**$1,896,176**

REDEVELOPMENT AGENCY FUND 600

FUND SUMMARY

BUDGET CATEGORY	FY 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 ADOPTED	FY 2013-14 PROPOSED
EXPENDITURES				
Personnel Services	576,425	342,968	0	0
Supplies and Services	411,135	188,117	0	0
Other Expenses	2,669,223	558,469	0	0
Other Expenses	0	59,058	0	0
Capital	4,520	2,277	0	0
Utilities	1,625	1,025	0	0
Transfers Out	27,974,712	20,165,508	0	0
CIP Project Expenditures	320,287	297,109	0	0
Non-CIP Project Expenditures	0	23,040	0	0
TOTAL EXPENDITURES	**$31,957,927**	**$21,637,571**	**$0**	**$0**
REVENUES				
Property Taxes	13,822,938	7,954,428	0	0
Use of Money & Property	355,210	542,338	0	0
Use of Money & Property	0	201	0	0
Use of Money & Property	338	315	0	0
Revenue from Other Agencies	40,000	0	0	0
Charges for Services	0	50	0	0
Other Revenue	9,578,769	53,383	0	0
Transfers In	0	2,129,352	0	0
Transfers In	4,621,200	8,862,933	0	0
TOTAL REVENUES	**$28,418,455**	**$19,543,000**	**$0**	**$0**
NET FUND ACTIVITY	**($3,539,472)**	**($2,094,571)**	**$0**	**$0**

FUND DETAIL

FUND #	FUND DESCRIPTION	FY 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 ADOPTED	FY 2013-14 PROPOSED
EXPENDITURES					
317	RDA Low & Mod Income Housing	4,951,594	10,882,060	0	0
611	Redev Bayfront/Town Centre I	6,753,493	3,165,932	0	0
641	Redev Fine Arts	0	59,058	0	0
651	So West/Twn Ctr II/Oty Vly	20,252,840	7,530,521	0	0
TOTAL EXPENDITURES		**$31,957,927**	**$21,637,571**	**$0**	**$0**
REVENUES					
317	RDA Low & Mod Income Housing	2,853,977	5,852,668	0	0
611	Redev Bayfront/Town Centre I	4,862,707	5,518,776	0	0
641	Redev Fine Arts	338	315	0	0
651	So West/Twn Ctr II/Oty Vly	20,701,433	6,041,688	0	0

REDEVELOPMENT AGENCY FUND 600

654 RDA 2008 TARBS ProjFund - SA	0	2,129,553	0	0
TOTAL REVENUES	**$28,418,455**	**$19,543,000**	**$0**	**$0**
NET FUND ACTIVITY	**($3,539,472)**	**($2,094,571)**	**$0**	**$0**

DEBT SERVICE - SUCCESSOR AGENCY FUND 660

FUND SUMMARY

BUDGET CATEGORY	FY 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 ADOPTED	FY 2013-14 PROPOSED
EXPENDITURES				
Supplies and Services	0	3,543	9,450	9,450
Other Expenses	0	1,316,191	3,245,367	3,595,606
Transfers Out	0	18,622,925	0	2,070,291
TOTAL EXPENDITURES	**$0**	**$19,942,659**	**$3,254,817**	**$5,675,347**
REVENUES				
Use of Money & Property	0	51,801	0	0
Transfers In	0	4,630,791	3,203,625	5,271,993
TOTAL REVENUES	**$0**	**$4,682,592**	**$3,203,625**	**$5,271,993**
NET FUND ACTIVITY	**$0**	**($15,260,067)**	**($51,192)**	**($403,354)**

FUND DETAIL

FUND #	FUND DESCRIPTION	FY 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 ADOPTED	FY 2013-14 PROPOSED
EXPENDITURES					
661	05 ERAF - SA	0	49,178	99,526	100,358
662	06 ERAF - SA	0	63,026	125,784	125,191
663	06 TABs Series A - SA	0	244,754	1,043,491	1,043,491
664	06 TABs Series B - SA	0	261,698	1,018,730	1,018,730
665	08 TABs - SA	0	482,999	967,286	967,286
692	Successor Agency Long-term Deb	0	18,841,004	0	2,420,291
TOTAL EXPENDITURES		**$0**	**$19,942,659**	**$3,254,817**	**$5,675,347**
REVENUES					
661	05 ERAF - SA	0	50,307	99,526	100,358
662	06 ERAF - SA	0	64,436	125,784	125,191
663	06 TABs Series A - SA	0	1,272,699	1,017,895	1,018,033
664	06 TABs Series B - SA	0	1,266,547	993,134	990,834
665	08 TABs - SA	0	2,028,603	967,286	967,286
692	Successor Agency Long-term Deb	0	0	0	2,070,291
TOTAL REVENUES		**$0**	**$4,682,592**	**$3,203,625**	**$5,271,993**
NET FUND ACTIVITY		**$0**	**($15,260,067)**	**($51,192)**	**($403,354)**

SW TAX AGREEMENT FUND 670

FUND SUMMARY

BUDGET CATEGORY	FY 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 ADOPTED	FY 2013-14 PROPOSED
EXPENDITURES				
Other Expenses	1,217,787	645,603	0	0
Transfers Out	0	460,063	0	0
TOTAL EXPENDITURES	**$1,217,787**	**$1,105,666**	**$0**	**$0**
REVENUES				
Use of Money & Property	16,310	9,234	0	0
Transfers In	1,442,943	744,919	0	0
TOTAL REVENUES	**$1,459,253**	**$754,153**	**$0**	**$0**
NET FUND ACTIVITY	**$241,466**	**($351,513)**	**$0**	**$0**

FUND DETAIL

FUND #	FUND DESCRIPTION	FY 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 ADOPTED	FY 2013-14 PROPOSED
EXPENDITURES					
671	SW Area Tax Agmt-SUHSD	271,112	175,895	0	0
672	SW Area Tax Agmt-C.O.E.	38,022	19,773	0	0
673	SW Area Tax Agmt-CV Elem SD	412,311	213,512	0	0
674	SW Area Tax Agmt-SW CC Dist	72,546	37,618	0	0
675	SW Area Tax Agmt-County SD	423,796	658,868	0	0
TOTAL EXPENDITURES		**$1,217,787**	**$1,105,666**	**$0**	**$0**
REVENUES					
671	SW Area Tax Agmt-SUHSD	271,144	140,462	0	0
672	SW Area Tax Agmt-C.O.E.	38,045	19,625	0	0
673	SW Area Tax Agmt-CV Elem SD	412,533	212,841	0	0
674	SW Area Tax Agmt-SW CC Dist	72,588	37,450	0	0
675	SW Area Tax Agmt-County SD	664,943	343,775	0	0
TOTAL REVENUES		**$1,459,253**	**$754,153**	**$0**	**$0**
NET FUND ACTIVITY		**$241,466**	**($351,513)**	**$0**	**$0**

DEBT SERV - REDEVELOPMENT AGENCY FUND 680

FUND SUMMARY

BUDGET CATEGORY	FY 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 ADOPTED	FY 2013-14 PROPOSED
EXPENDITURES				
Supplies and Services	10,495	4,742	0	0
Other Expenses	678,137	338,307	600,000	0
Other Expenses	3,204,005	2,098,861	0	0
Transfers Out	856,613	0	3,620,223	0
Transfers Out	1,000,000	6,280,732	0	0
TOTAL EXPENDITURES	**$5,749,250**	**$8,722,642**	**$4,220,223**	**$0**
REVENUES				
Use of Money & Property	97,428	47,471	0	0
Other Revenue	42	20	0	0
Transfers In	12,598,971	22,694,954	3,620,223	0
Transfers In	3,118,493	2,056,569	0	0
TOTAL REVENUES	**$15,814,934**	**$24,799,014**	**$3,620,223**	**$0**
NET FUND ACTIVITY	**$10,065,684**	**$16,076,372**	**($600,000)**	**$0**

FUND DETAIL

FUND #	FUND DESCRIPTION	FY 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 ADOPTED	FY 2013-14 PROPOSED
EXPENDITURES					
653	RDA 2008 TARBS Project Fund	1,000,000	2,701,381	0	0
691	Long-term Advances DSF - RDA	1,534,750	338,307	4,220,223	0
693	05 Tax Rev (ERAF)	102,118	50,276	0	0
694	06 Tax Rev Bnd A (CRA/ERAF Ln	125,995	64,408	0	0
695	06 Sr TABS Ser A	1,022,797	1,802,353	0	0
696	06 Sr TABS Ser B	997,458	1,736,775	0	0
697	08 Tax Allocation Refunding Bond	966,132	2,029,142	0	0
TOTAL EXPENDITURES		**$5,749,250**	**$8,722,642**	**$4,220,223**	**$0**
REVENUES					
653	RDA 2008 TARBS Project Fund	754	401	0	0
691	Long-term Advances DSF - RDA	12,598,971	22,694,954	3,620,223	0
693	05 Tax Rev (ERAF)	102,228	49,199	0	0
694	06 Tax Rev Bnd A (CRA/ERAF Ln	125,953	63,029	0	0
695	06 Sr TABS Ser A	1,022,304	774,004	0	0
696	06 Sr TABS Ser B	997,364	731,604	0	0
697	08 Tax Allocation Refunding Bond	967,360	485,823	0	0
TOTAL REVENUES		**$15,814,934**	**$24,799,014**	**$3,620,223**	**$0**
NET FUND ACTIVITY		**$10,065,684**	**$16,076,372**	**($600,000)**	**$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 $0.6 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.

HOUSING PROGRAM FUND 310

FUND SUMMARY

BUDGET CATEGORY	FY 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 ADOPTED	FY 2013-14 PROPOSED
EXPENDITURES				
Personnel Services	830,429	834,651	872,486	537,661
Supplies and Services	22,042	22,039	38,300	38,300
Utilities	0	0	55	500
Transfers Out	192,899	4,460,227	166,085	147,555
Non-CIP Project Expenditures	2,000,000	0	0	0
TOTAL EXPENDITURES	**$3,045,370**	**$5,316,917**	**$1,076,926**	**$724,016**
REVENUES				
Use of Money & Property	13,094	30,003	0	0
Charges for Services	113,267	71,092	71,000	71,000
Other Revenue	854,307	622,058	507,101	661,240
Transfers In	4,442,899	143,882	97,000	0
TOTAL REVENUES	**$5,423,567**	**$867,035**	**$675,101**	**$732,240**
NET FUND ACTIVITY	**$2,378,197**	**($4,449,882)**	**($401,825)**	**$8,224**

STAFFING SUMMARY - 313

BUDGET CATEGORY	FY 2012-13 ADOPTED	FY 2012-13 MIDYEAR	FY 2013-14 CHANGES	FY 2013-14 PROPOSED
Accountant	1.00	-	(1.00)	-
Housing Manager	-	-	1.00	1.00
Principal Project Coordinator	1.00	-	(1.00)	-
Project Coordinator II	2.00	-	-	2.00
Redevelopment and Housing Manager	1.00	(1.00)	-	-
Senior Fiscal Office Specialist	1.00	-	(1.00)	-
Senior Project Coordinator	1.00	-	-	1.00
TOTAL AUTHORIZED POSITIONS	**7.00**	**(1.00)**	**(2.00)**	**4.00**

CITY OF
CHULA VISTA

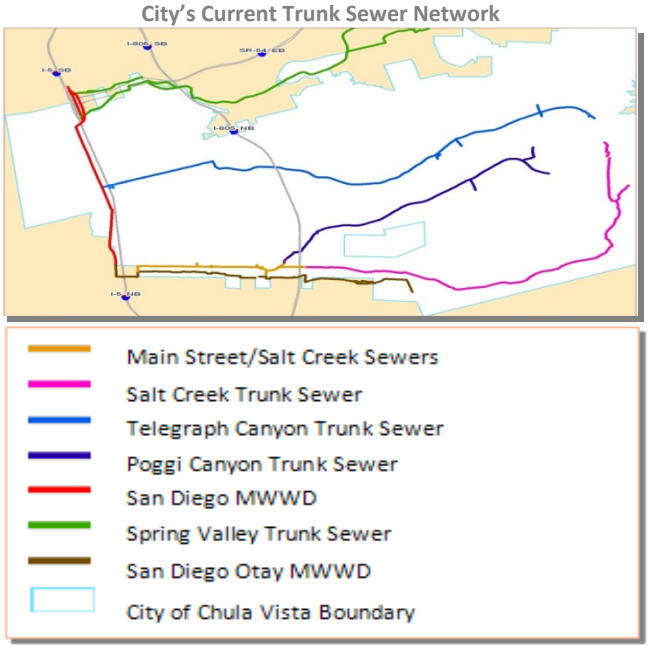
SEWER FUNDS

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. There are no budgeted changes between fiscal year 2012-13 adopted budget and the fiscal year 2013-14 proposed budget Sewer Fund revenues.

Sewer Fund Revenues

Category	FY 11-12 Actual	FY 12-13 Adopted	FY 13-14 Proposed	Inc/Dec	% Inc/Dec
Licenses and Permits	$ 9,160	$ 40,000	$ 40,000	$ -	0.0%
Use of Money & Property	$ 1,182,093	$ 301,726	$ 301,726	$ -	0.0%
Charges for Services	$ 32,582,871	$ 32,881,200	$ 32,881,200	$ -	0.0%
Other Revenue	$ 450,653	$ 285,000	$ 285,000	$ -	0.0%
Transfers In	$ 122,824	$ 150,000	$ 150,000	$ -	0.0%
Total	**$ 34,347,601**	**$ 33,657,926**	**$ 33,657,926**	**$ -**	**0.0%**

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 2013-14 proposed budget.

- Personnel Services – Personnel services for fiscal year 2013-14 are remaining flat compared to the prior fiscal year. This category is reflects an increase of $1,086.
- Supplies and Services – Supplies and services costs are increasing by $1,273,442. This change is primarily due to projected increase in wastewater flow requiring treatment and additional safety equipment expenses.
- Capital – Capital expenses are increasing by $541,900 due vehicle replacement scheduled expenditures.
- CIP Project Expenditures – CIP Projected Expenditures are decreasing by $2,013,350. This decrease 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 remained the same and reflect actual expenditures incurred across utility expenses categories.

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, 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, the City has completed and will be presenting to Council in the fall of 2013 a sewer rate case study that will propose the sewer rates for the next five years. One of the issues that could significantly impact 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. If San Diego is not successful in obtaining another waiver in 2015, the sewer rates for the City of Chula Vista will increase substantially. This increase will help pay for the upgrade to the PLTP to a secondary level of sewer treatment.

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 ($4.2 million in fiscal year 2013-14). 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 2013-14). 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 2013-14.

PROPOSED PROJECTS

The second highest commitment of CIP funding is for the Wastewater Management System (WMS). The appropriation for Wastewater projects is $2,804,300, which represents 18% 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.

Pictured above: Point Loma Treatment Facility

Sewer Rehabilitation and Specific Sewer Improvements

The annual Sewer Rehabilitation project for fiscal year 2013-14 commits $1.4 million for citywide work. The inspection of sewer manholes commits $400,000 in fiscal year 13-14. It is estimated that the total inspection effort will cost $800,000. The balance of this amount will be proposed for funding in fiscal year 14-15. In addition, $100,000 is being commited for actual sewer manhole rehabilitation for the known problem locations city wide. One specific sewer improvement that requires additional funding due to special permit requirements is the upsizing of the sewer pipe on Moss Street. 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 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

Additional funding for the rehabilitation of the pump stations at Hilltop Drive, and Max Field is required due to more refined cost estimates. The required additional funding is $600,000. Sewer access roads at various locations will be rehabilitated, at a cost of $200,000.

Sewer Fund Expenditures

Category	FY 11-12 Actual	FY 12-13 Adopted	FY 12-13 Proposed	Inc/Dec	% Inc/Dec
Personnel Services	$ 4,045,121	$ 4,191,451	$ 4,192,537	$ 1,086	0.0%
Supplies and Services	$ 19,669,407	$ 21,383,996	$ 22,657,438	$ 1,273,442	6.0%
Other Expenses	$ 5,712,635	$ 242,100	$ 242,100	$ -	0.0%
Capital	$ 29,583	$ 196,500	$ 738,400	$ 541,900	275.8%
Transfers Out	$ 3,280,159	$ 3,196,098	$ 3,196,098	$ -	0.0%
CIP Project Expenditures	$ 1,067,800	$ 4,817,650	$ 2,804,300	$ (2,013,350)	-41.8%
Utilities	$ 310	$ 520	$ 515	$ (5)	-1.0%
Total	**$ 33,805,015**	**$ 34,028,315**	**$ 33,831,388**	**$ (196,927)**	**-0.6%**

FUND DESCRIPTIONS

- Fund 411: Sewer Income Fund
  This fund is used to account for all revenues collected to recover the City's costs incurred constructing the public wastewater system. The funds are collected from new properties receiving a permit to connect to the City's wastewater collection system. The owner or person making the application for connection pays fees to the City as designated in the master fee schedule. All funds received may be used only for the acquisition, construction, reconstruction, maintenance and operation of sanitation or sewerage facilities, or to reimburse a subdivider or any person who has constructed sewer facilities benefiting other properties. The fund may also be used to reimburse the City for any expense incurred in connection with the construction and installation of any sewer facility including engineering work and acquisition of rights-of-way.

- Fund 412: Special Sewer Fund
  The Special Sewer Fund is used to account for the sale of the City's excess Metropolitan Sewerage capacity.

- Fund 413: Trunk Sewer Capital Reserve Fund
  The Trunk Sewer Capital Reserve Fund is used to account for sewerage facility participation fees received from the owner or person applying for a permit to develop or modify the use of any residential, commercial, industrial or other property, which is projected to increase the volume of flow in the City's sewer system, as determined by the City Engineer. All revenue derived from the sewerage facility participation fee shall be used solely for:
  1. Paying the cost and expense to repair, replace or enlarge trunk sewer facilities of the City so as to enhance efficiency of utilization and/or adequacy of capacity to serve the needs of the City, or;
  2. Paying the cost and expense to plan and/or evaluate any future proposals for area-wide sewage treatment and/or water reclamation systems or facilities.

  The City Council can appropriate the funds for another purpose, provided such purpose shall be for the planning, design, construction, maintenance or operations of sewage collection or treatment or water reclamation purposes.

- 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 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 ADOPTED	FY 2013-14 PROPOSED
EXPENDITURES				
Personnel Services	4,021,993	4,045,121	4,191,451	4,192,537
Supplies and Services	19,297,068	19,669,407	21,383,996	22,657,438
Other Expenses	5,682,474	5,712,635	242,100	242,100
Capital	13,028	29,583	196,500	738,400
Utilities	465	310	520	515
Transfers Out	3,160,245	3,280,159	3,196,098	3,196,098
CIP Project Expenditures	1,237,361	1,067,800	4,817,650	2,804,300
TOTAL EXPENDITURES	**$33,412,634**	**$33,805,015**	**$34,028,315**	**$33,831,388**
REVENUES				
Licenses and Permits	21,837	9,160	40,000	40,000
Use of Money & Property	1,192,043	1,182,093	301,726	301,726
Charges for Services	32,224,696	32,582,871	32,881,200	32,881,199
Other Revenue	395,243	450,653	285,000	285,000
Transfers In	54,524	122,824	150,000	150,000
TOTAL REVENUES	**$33,888,343**	**$34,347,601**	**$33,657,926**	**$33,657,925**
NET FUND ACTIVITY	**$475,709**	**$542,586**	**($370,389)**	**($173,463)**

FUND DETAIL

FUND #	FUND DESCRIPTION	FY 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 ADOPTED	FY 2013-14 PROPOSED
EXPENDITURES					
413	Trunk Sewer Capital Reserve	5,495,178	5,346,533	2,360,000	300,000
414	Sewer Service Revenue	26,946,069	27,391,196	28,868,315	30,681,388
428	Sewer Facility Replacement	971,387	1,067,286	2,800,000	2,850,000
TOTAL EXPENDITURES		**$33,412,634**	**$33,805,015**	**$34,028,315**	**$33,831,388**
REVENUES					
411	Sewer Income	20,223	18,885	0	0
412	Special Sewer	4,587	4,287	0	0
413	Trunk Sewer Capital Reserve	3,282,858	2,904,037	1,250,000	1,250,000
414	Sewer Service Revenue	28,740,666	29,579,676	30,951,200	30,951,199
428	Sewer Facility Replacement	1,840,009	1,840,716	1,456,726	1,456,726
TOTAL REVENUES		**$33,888,343**	**$34,347,601**	**$33,657,926**	**$33,657,925**
NET FUND ACTIVITY		**$475,709**	**$542,586**	**($370,389)**	**($173,463)**

STAFFING SUMMARY - 414

BUDGET CATEGORY	FY 2012-13 ADOPTED	FY 2012-13 MIDYEAR	FY 2013-14 CHANGES	FY 2013-14 PROPOSED
Associate Engineer	2.00	-	-	2.00
Engineering Technician II	2.00	-	-	2.00
Equipment Operator	3.00	-	-	3.00
Maintenance Worker II	18.00	-	-	18.00
Public Works Specialist	1.00	-	-	1.00
Public Works Supervisor	4.00	-	-	4.00
Senior Civil Engineer	1.00	-	-	1.00
Senior Fiscal Office Specialist	1.00	-	-	1.00
Senior Maintenance Worker	14.00	-	-	14.00
TOTAL AUTHORIZED POSITIONS	**46.00**	**-**	**-**	**46.00**

SEWER DIF FUND 430

FUND SUMMARY

BUDGET CATEGORY	FY 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 ADOPTED	FY 2013-14 PROPOSED
EXPENDITURES				
Other Expenses	123,629	129,352	164,091	164,091
Transfers Out	250,000	250,000	250,000	250,000
CIP Project Expenditures	0	0	0	300,000
TOTAL EXPENDITURES	**$373,629**	**$379,352**	**$414,091**	**$714,091**
REVENUES				
Use of Money & Property	91,250	85,053	0	0
Development Impact Fees	443,600	174,667	120,000	120,000
TOTAL REVENUES	**$534,850**	**$259,720**	**$120,000**	**$120,000**
NET FUND ACTIVITY	**$161,221**	**($119,632)**	**($294,091)**	**($594,091)**

FUND DETAIL

FUND #	FUND DESCRIPTION	FY 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 ADOPTED	FY 2013-14 PROPOSED
EXPENDITURES					
431	Tel Cyn Sewer Basin Plan DIF	60,000	60,000	35,000	35,000
432	Poggi Cyn Sewer Basin DIF	552	0	10,000	310,000
433	Salt Creek Sewer Basin DIF	313,077	319,352	369,091	369,091
TOTAL EXPENDITURES		**$373,629**	**$379,352**	**$414,091**	**$714,091**
REVENUES					
431	Tel Cyn Sewer Basin Plan DIF	12,661	10,517	0	0
432	Poggi Cyn Sewer Basin DIF	96,628	76,710	20,000	20,000
433	Salt Creek Sewer Basin DIF	425,561	172,493	100,000	100,000
TOTAL REVENUES		**$534,850**	**$259,720**	**$120,000**	**$120,000**
NET FUND ACTIVITY		**$161,221**	**($119,632)**	**($294,091)**	**($594,091)**

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 2013-14 transit revenues reflect a net increase of ($340,394) based on approved state grant TDA revenue.

Chula Vista Transit Revenues

Category	FY 11-12 Actual	FY 12-13 Adopted	FY 13-14 Proposed	Inc/Dec	%Inc/Dec
Use of Money & Property	$ 6,543	$ -	$ -	$ -	0.0%
Revenue From Other Agencies	$ 3,524,426	$ 1,596,857	$ 1,937,251	$ 340,394	21.3%
Charges for Services	$ 2,671,538	$ 4,834,175	$ 4,834,175	$ -	0.0%
Other Revenue	$ 124,554	$ -	$ -	$ -	0.0%
Transfers In	$ 57,147	$ -	$ -	$ -	0.0%
Total	**$ 6,384,208**	**$ 6,431,032**	**$ 6,771,426**	**$ 340,394**	**5.3%**

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 2013-14 proposed 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 2013-14. Overall, there is a net expenditure increase of ($343,000) in the budget. The major expenditure changes include a net increase in supplies and services of ($148,300). This consists of increases of ($238,000) and ($69,500) for contractual costs and equipment maintenance costs respectively. These increases are offset by a decrease of $159,200 in other supplies and services that mainly consist of a $154,000 decrease in fleet maintenance charges. The other expenses category is increasing by $191,000 due increased city staff services costs, including reimbursement of services provided by the signing & striping and street maintenance crews. Utility costs have been increased to account for projected costs in fiscal year 2013-14.

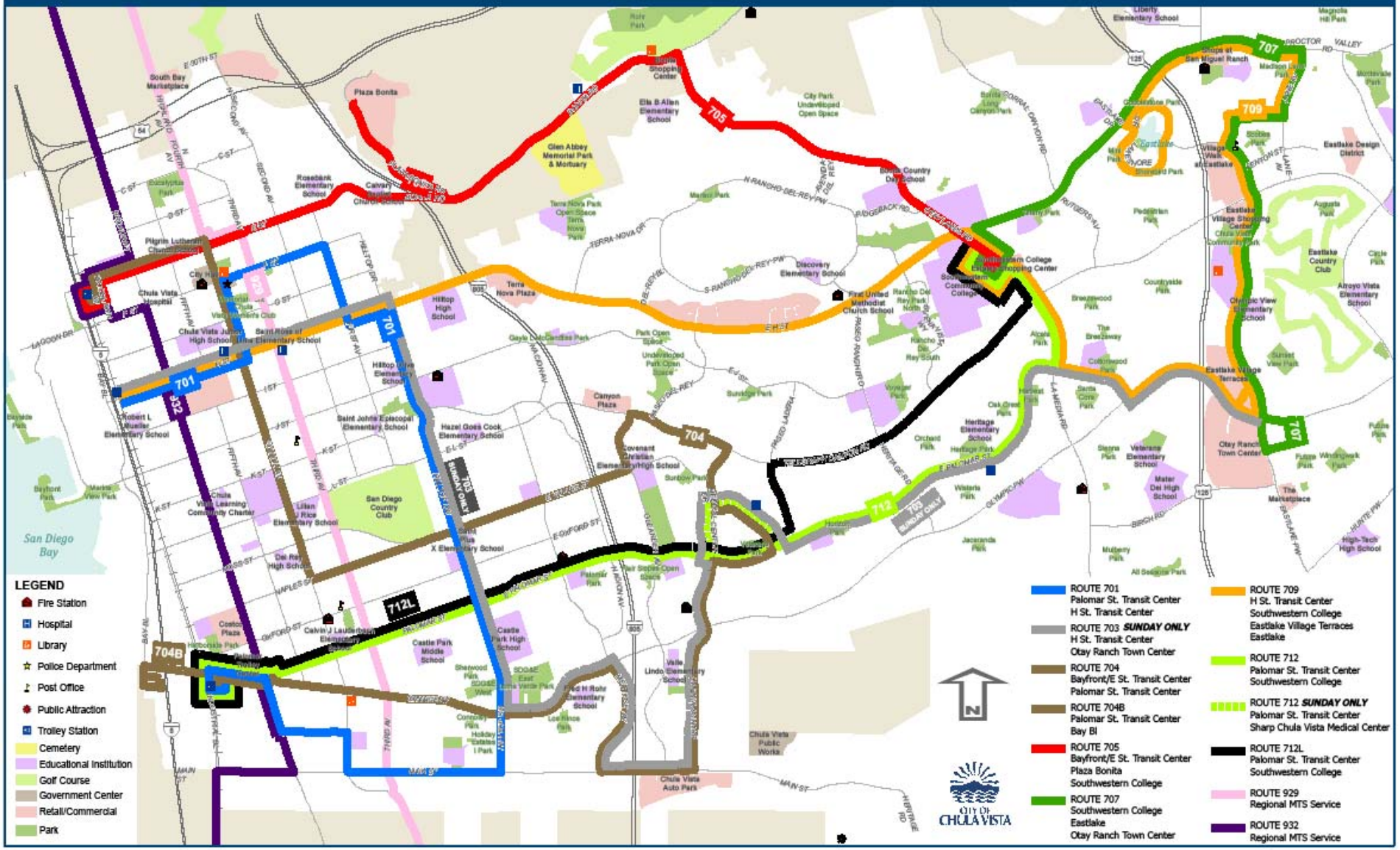
Chula Vista Transit Expenditures

Category	FY 11-12 Actual	FY 12-13 Adopted	FY 13-14 Proposed	Inc/Dec	% Inc/Dec
Personnel Services	$ 151,616	$ 154,988	$ 157,498	$ 2,510	1.6%
Supplies and Services	$ 5,681,016	$ 5,805,688	$ 5,954,031	$ 148,343	2.6%
Other Expenses	$ 1,174,723	$ 272,437	$ 463,496	$ 191,059	70.1%
Transfers Out	$ 62,599	$ 34,750	$ 34,750	$ -	0.0%
CIP Project Expenditures	$ -	$ -	$ -	$ -	0.0%
Utilities	$ 135,259	$ 160,676	$ 161,651	$ 975	0.6%
Total	**$ 7,205,213**	**$ 6,428,539**	**$ 6,771,426**	**$ 342,887**	**5.3%**

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 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 ADOPTED	FY 2013-14 PROPOSED
EXPENDITURES				
Personnel Services	224,712	151,616	154,988	157,498
Supplies and Services	5,581,352	5,681,016	5,805,688	5,954,031
Other Expenses	1,123,070	1,174,723	272,437	463,496
Utilities	147,612	135,259	160,676	161,651
Transfers Out	81,997	62,599	34,750	34,750
CIP Project Expenditures	48,938	0	0	0
TOTAL EXPENDITURES	**$7,207,681**	**$7,205,213**	**$6,428,539**	**$6,771,426**
REVENUES				
Use of Money & Property	5,186	6,543	0	0
Revenue from Other Agencies	3,419,141	3,524,426	1,596,857	1,937,251
Charges for Services	2,534,382	2,671,538	4,834,175	4,834,175
Other Revenue	593,916	124,554	0	0
Transfers In	0	57,147	0	23,701
TOTAL REVENUES	**$6,552,625**	**$6,384,208**	**$6,431,032**	**$6,795,127**
NET FUND ACTIVITY	**($655,056)**	**($821,005)**	**$2,493**	**$23,701**

FUND DETAIL

FUND #	FUND DESCRIPTION	FY 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 ADOPTED	FY 2013-14 PROPOSED
EXPENDITURES					
401	Bayfront Trolley Station TDA	91,788	91,942	99,943	107,988
402	Transit CVT	7,066,955	7,071,170	6,328,596	6,663,438
403	Transit Capital Projects	48,938	42,101	0	0
TOTAL EXPENDITURES		**$7,207,681**	**$7,205,213**	**$6,428,539**	**$6,771,426**
REVENUES					
401	Bayfront Trolley Station TDA	91,788	91,942	102,436	107,988
402	Transit CVT	6,223,162	6,228,856	6,328,596	6,663,438
403	Transit Capital Projects	237,675	63,410	0	23,701
TOTAL REVENUES		**$6,552,625**	**$6,384,208**	**$6,431,032**	**$6,795,127**
NET FUND ACTIVITY		**($655,056)**	**($821,005)**	**$2,493**	**$23,701**

STAFFING SUMMARY - 402

BUDGET CATEGORY	FY 2012-13 ADOPTED	FY 2012-13 MIDYEAR	FY 2013-14 CHANGES	FY 2013-14 PROPOSED
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 decided to purchase replacement vehicles on a pay as you go depending on the availability of funding.

For fiscal year 2013-14, the proposed revenue budget for the Fleet Fund is $3.4 million. This represents a net decrease of $203,868 over the fiscal year 2012-13 year-end adopted budget. The major revenue changes are as follows:

- A $50,000 decrease in Use of Money and Property revenue due to the elimination of sale of personal property revenues that were not carried forward in the proposed fiscal year 2013-14 budget.

- The $153,868 decrease in the Other Revenue category is due to a decrease in reimbursements from the Transit Fund to the Fleet Fund for maintenance and fuel of transit vehicles. This is a result of lower transit fuel and lubricant costs. In addition to the removal of transit administrative vehicles no longer maintained by the City Garage.

Fleet Fund Revenues

Category	FY 11-12 Actual	FY 12-13 Adopted	FY 13-14 Proposed	Inc/Dec
Use of Money & Property	$ 41,461	$ 50,000	$ -	$ (50,000)
Charges for Services	$ 17,810	$ 20,000	$ 20,000	$ -
Other Revenue	$ 3,492,335	$ 3,379,929	$ 3,226,061	$ (153,868)
Transfers In	$ -	$ 204,000	$ 204,000	$ -
Total	**$ 3,551,606**	**$ 3,653,929**	**$ 3,450,061**	**$ (203,868)**

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 proposed budget for fiscal year 2013-14 for Fleet Management is $4.2 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 2013-14.

- The Personnel Services category is increasing by $10,623 over the fiscal year 2012-13 budgeted personnel services costs. This change largely due to anticipated increases in retirement costs and vacation-in-lieu expenses.
- The Supplies and Services category is decreasing by net $183,138 over the adopted fiscal year 2012-13 year supplies and services costs. Changes to supplies and services costs for fiscal year 2013-14 include a decrease in fuel and lubricant expenditures of $164,338 and a decrease in materials to maintain automotive equipment costs of $18,800 as a result of the discontinuance of maintaining the Transit Department vehicles.
- Capital expenditures are decreasing by $211,200. The appropriation of $490,900 for vehicles will fully exhaust the remaining balance of this fund. The City will transition to a pay as you go model for vehicle replacement and will need to evaluate future funding needs as part of the annual budget allocation process.

Fleet Fund Expenditures

Category	FY 11-12 Actual	FY 12-13 Adopted	FY 13-14 Proposed	Inc/Dec
Personnel Services	$ 768,604	$ 792,788	$ 803,411	$ 10,623
Supplies and Services	$ 2,770,313	$ 2,828,741	$ 2,645,603	$ (183,138)
Other Expenses	$ 565,981	$ 400	$ 400	$ -
Capital	$ 78,166	$ 702,100	$ 490,900	$ (211,200)
Utilities	$ 588	$ 800	$ 647	$ (153)
Transfers out	$ 57,147	$ 204,000	$ 227,701	$ 23,701
Total	**$ 4,240,799**	**$ 4,528,829**	**$ 4,168,662**	**$ (360,167)**

FLEET MANAGEMENT 390

FUND SUMMARY

BUDGET CATEGORY	FY 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 ADOPTED	FY 2013-14 PROPOSED
EXPENDITURES				
Personnel Services	844,014	768,604	792,788	803,411
Supplies and Services	2,818,176	2,770,313	2,828,741	2,645,603
Other Expenses	474,277	565,981	400	400
Capital	30,000	78,166	702,100	490,900
Utilities	597	588	800	647
Transfers Out	895,079	57,147	204,000	227,701
TOTAL EXPENDITURES	**$5,062,143**	**$4,240,799**	**$4,528,829**	**$4,168,662**
REVENUES				
Use of Money & Property	18,185	41,461	50,000	0
Charges for Services	0	17,810	20,000	20,000
Other Revenue	4,101,923	3,492,335	3,379,929	3,226,061
Transfers In	895,079	0	204,000	204,000
TOTAL REVENUES	**$5,015,187**	**$3,551,606**	**$3,653,929**	**$3,450,061**
NET FUND ACTIVITY	**($46,956)**	**($689,193)**	**($874,900)**	**($718,601)**

FUND DETAIL

FUND #	FUND DESCRIPTION	FY 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 ADOPTED	FY 2013-14 PROPOSED
EXPENDITURES					
391	Central Garage	3,662,787	3,617,671	3,603,929	3,450,061
392	Equipment Replacement	1,399,356	623,128	924,900	718,601
TOTAL EXPENDITURES		**$5,062,143**	**$4,240,799**	**$4,528,829**	**$4,168,662**
REVENUES					
391	Central Garage	4,928,891	3,507,007	3,603,929	3,450,061
392	Equipment Replacement	86,296	44,599	50,000	0
TOTAL REVENUES		**$5,015,187**	**$3,551,606**	**$3,653,929**	**$3,450,061**
NET FUND ACTIVITY		**($46,956)**	**($689,193)**	**($874,900)**	**($718,601)**

STAFFING SUMMARY - 391

BUDGET CATEGORY	FY 2012-13 ADOPTED	FY 2012-13 MIDYEAR	FY 2013-14 CHANGES	FY 2013-14 PROPOSED
Equipment Mechanic	3.00	-	-	3.00
Fire Apparatus Mech	2.00	-	-	2.00
Fiscal Office Specialist	1.00	-	-	1.00
Fleet Manager	1.00	-	-	1.00
Senior Equipment Mechanic	1.00	-	-	1.00
TOTAL AUTHORIZED POSITIONS	**8.00**	**-**	**-**	**8.00**

CAPITAL EQUIPMENT BUDGET

Funding Summary by Purchase Type

REPLACEMENT

DEPARTMENT	EQUIPMENT DESCRIPTION	PROJECTED MILEAGE*	FY 2013-14 PROPOSED
Public Works	2002 International Patch Truck	8,512 hrs	$143,900
Public Works	2003 Ford F250	147,450	$47,000
Public Works	2003 Ford F250 Crew Cab	107,000	$47,750
Public Works	2004 Ford F250	156,542	$47,000
Public Works	2004 Ford F550 Aerial Truck	9,068 hrs	$105,000
Public Works	2005 Chevrolet C2500 Crew Cab	163,000	$47,750
Public Works	2005 Ford Ranger	118,850	$24,000
Public Works	2007 Ford Ranger 4X4	127,000	$28,500
Public Works	Forklift		$32,000
Public Works	Replacement Vehicle		$58,000
Sewer	1999 Wells Cargo TRA CW142	N/A	$20,000
Sewer	1999 Wells Cargo TRA CW142	N/A	$20,000
Sewer	2002 Ford F450 w/Service Body	81,742	$62,500
Sewer	2003 Chevrolet C2500	80,069	$47,000
Sewer	2006 Ford F350 w/ Service Body	103,975	$56,400
Sewer	2008 International Sewer Vactor	5,960 hrs	$310,000
Sewer	JCB Loader w/min 2.25 Yard Bucket	3,107 hrs	$80,000
Sewer	Outfitting new equipment		$40,000
	REPLACEMENT TOTAL		**$1,216,800**
	GRAND TOTAL - ALL EQUIPMENT		**$1,216,800**

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 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 ADOPTED	FY 2013-14 PROPOSED
EXPENDITURES				
Supplies and Services	0	2,914	0	0
Other Expenses	0	520	0	0
Transfers Out	125,826	0	87,316	89,000
CIP Project Expenditures	0	0	563,263	0
TOTAL EXPENDITURES	**$125,826**	**$3,434**	**$650,579**	**$89,000**
REVENUES				
Use of Money & Property	24,201	21,290	0	0
Other Revenue	22,603	19,646	582,308	19,045
TOTAL REVENUES	**$46,804**	**$40,936**	**$582,308**	**$19,045**
NET FUND ACTIVITY	**($79,022)**	**$37,502**	**($68,271)**	**($69,955)**

FUND DETAIL

FUND #	FUND DESCRIPTION	FY 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 ADOPTED	FY 2013-14 PROPOSED
EXPENDITURES					
507	Otay Valley Rd AD 90-2 Improv	0	2,914	0	0
508	AD97-2	0	0	563,263	0
515	Twin Oaks Ave AD 96-1 Improv	0	520	0	0
516	Oxford St AD 97-1 Improv	3,826	0	0	0
517	AD2004-1 Dixon Drive	105,000	0	27,316	0
518	AD2005-1 Tobias Drive	17,000	0	60,000	89,000
TOTAL EXPENDITURES		**$125,826**	**$3,434**	**$650,579**	**$89,000**
REVENUES					
507	Otay Valley Rd AD 90-2 Improv	961	901	0	0
508	AD97-2	0	0	563,263	0
511	Otay Vly Rd Fee Recovery Dist	9,298	8,685	0	0
512	EL Greens II AD 94-1 Improv	11,490	10,731	0	0
515	Twin Oaks Ave AD 96-1 Improv	1,455	208	0	0
516	Oxford St AD 97-1 Improv	83	58	0	0
517	AD2004-1 Dixon Drive	12,928	9,943	9,358	9,358
518	AD2005-1 Tobias Drive	10,589	10,410	9,687	9,687
TOTAL REVENUES		**$46,804**	**$40,936**	**$582,308**	**$19,045**
NET FUND ACTIVITY		**($79,022)**	**$37,502**	**($68,271)**	**($69,955)**

TELEGRAPH CANYON DRAINAGE DIF FUND 542

FUND SUMMARY

BUDGET CATEGORY	FY 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 ADOPTED	FY 2013-14 PROPOSED
EXPENDITURES				
CIP Project Expenditures	2,194	10,507	0	0
TOTAL EXPENDITURES	**$2,194**	**$10,507**	**$0**	**$0**
REVENUES				
Use of Money & Property	62,105	57,952	0	0
TOTAL REVENUES	**$62,105**	**$57,952**	**$0**	**$0**
NET FUND ACTIVITY	**$59,911**	**$47,445**	**$0**	**$0**

PUBLIC FACILITIES DIF 560

FUND SUMMARY

BUDGET CATEGORY	FY 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 ADOPTED	FY 2013-14 PROPOSED
EXPENDITURES				
Supplies and Services	0	600	600	55,300
Other Expenses	0	0	232,517	300,000
Capital	83,447	0	0	0
Transfers Out	69,192	51,041	4,183,641	6,387,280
TOTAL EXPENDITURES	**$152,639**	**$51,641**	**$4,416,758**	**$6,742,580**
REVENUES				
Use of Money & Property	(8,849)	130,523	0	0
Development Impact Fees	4,208,202	3,122,331	2,795,000	5,110,000
Other Revenue	0	238,238	0	0
TOTAL REVENUES	**$4,199,353**	**$3,491,092**	**$2,795,000**	**$5,110,000**
NET FUND ACTIVITY	**$4,046,714**	**$3,439,451**	**($1,621,758)**	**($1,632,580)**

FUND DETAIL

DEPT #	DEPT DESCRIPTION	FY 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 ADOPTED	FY 2013-14 PROPOSED
EXPENDITURES					
567	DIF-Adamo Property Acquisition	49,556	51,041	52,575	35,744
571	General Administration	0	600	233,117	358,015
572	Civic Center Expansion	19,636	0	2,392,038	3,333,414
573	Police Facilities Remodel	0	0	1,739,028	1,739,206
574	Corporation Yard Relocation	83,447	0	0	845,273
576	Fire Suppression Sys Expansion	0	0	0	430,928
TOTAL EXPENDITURES		**$152,639**	**$51,641**	**$4,416,758**	**$6,742,580**
REVENUES					
567	DIF-Adamo Property Acquisition	3,440	2,745	0	0
571	General Administration	414,663	650,456	275,000	410,000
572	Civic Center Expansion	972,272	676,713	530,000	1,000,000
573	Police Facilities Remodel	626,863	357,592	340,000	900,000
574	Corporation Yard Relocation	161,824	134,650	90,000	250,000
575	Library for Eastern Territory	838,840	675,736	520,000	1,000,000
576	Fire Suppression Sys Expansion	518,495	497,124	550,000	750,000
582	Recreation Facilities	662,956	496,076	490,000	800,000
TOTAL REVENUES		**$4,199,353**	**$3,491,092**	**$2,795,000**	**$5,110,000**
NET FUND ACTIVITY		**$4,046,714**	**$3,439,451**	**($1,621,758)**	**($1,632,580)**

PEDESTRIAN BRIDGE DIF FUND 580

FUND SUMMARY

BUDGET CATEGORY	FY 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 ADOPTED	FY 2013-14 PROPOSED
EXPENDITURES				
Other Expenses	1,153	37,256	43,200	43,200
TOTAL EXPENDITURES	**$1,153**	**$37,256**	**$43,200**	**$43,200**
REVENUES				
Use of Money & Property	30,265	31,790	0	0
Development Impact Fees	650,855	267,302	90,000	90,000
TOTAL REVENUES	**$681,120**	**$299,092**	**$90,000**	**$90,000**
NET FUND ACTIVITY	**$679,967**	**$261,836**	**$46,800**	**$46,800**

FUND DETAIL

FUND #	FUND DESCRIPTION	FY 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 ADOPTED	FY 2013-14 PROPOSED
EXPENDITURES					
587	DIF-OR Village Pedestrian Ramp	100	37,256	40,000	40,000
588	OR Vlg11 Pedestrian Bridge DIF	1,053	0	3,200	3,200
TOTAL EXPENDITURES		**$1,153**	**$37,256**	**$43,200**	**$43,200**
REVENUES					
587	DIF-OR Village Pedestrian Ramp	258,740	141,751	40,000	40,000
588	OR Vlg11 Pedestrian Bridge DIF	422,380	157,341	50,000	50,000
TOTAL REVENUES		**$681,120**	**$299,092**	**$90,000**	**$90,000**
NET FUND ACTIVITY		**$679,967**	**$261,836**	**$46,800**	**$46,800**

TRANSPORTATION DIF FUND 590

FUND SUMMARY

BUDGET CATEGORY	FY 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 ADOPTED	FY 2013-14 PROPOSED
EXPENDITURES				
Supplies and Services	7,935	11,468	211,000	211,000
Other Expenses	168,370	152,984	580,916	580,916
Transfers Out	0	152,894	52,894	36,851
CIP Project Expenditures	2,237,022	2,403,352	1,148,952	1,398,245
TOTAL EXPENDITURES	**$2,413,327**	**$2,720,698**	**$1,993,762**	**$2,227,012**
REVENUES				
Use of Money & Property	147,258	143,385	0	119,290
Development Impact Fees	2,244,746	1,348,766	772,477	772,477
Other Revenue	0	3,286	0	0
Transfers In	0	241,006	293,900	36,851
TOTAL REVENUES	**$2,392,004**	**$1,736,443**	**$1,066,377**	**$928,618**
NET FUND ACTIVITY	**($21,323)**	**($984,255)**	**($927,385)**	**($1,298,394)**

FUND DETAIL

FUND #	FUND DESCRIPTION	FY 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 ADOPTED	FY 2013-14 PROPOSED
EXPENDITURES					
591	Transportation DIF	2,396,839	2,561,101	1,940,868	2,190,161
593	Western Transportation DIF Fund	16,488	159,597	52,894	36,851
TOTAL EXPENDITURES		**$2,413,327**	**$2,720,698**	**$1,993,762**	**$2,227,012**
REVENUES					
591	Transportation DIF	2,384,576	1,694,559	1,043,900	906,141
593	Western Transportation DIF Fund	7,428	41,884	22,477	22,477
TOTAL REVENUES		**$2,392,004**	**$1,736,443**	**$1,066,377**	**$928,618**
NET FUND ACTIVITY		**($21,323)**	**($984,255)**	**($927,385)**	**($1,298,394)**

MISC CAPITAL PROJECTS FUND 700

FUND SUMMARY

BUDGET CATEGORY	FY 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 ADOPTED	FY 2013-14 PROPOSED
EXPENDITURES				
Supplies and Services	0	0	20,000	50,000
Other Expenses	0	(3,510)	50,000	50,000
Capital	9,630,000	943,338	512,682	0
Transfers Out	659,710	1,258,158	689,941	679,513
CIP Project Expenditures	1,231,533	56,620	0	0
TOTAL EXPENDITURES	**$11,521,243**	**$2,254,606**	**$1,272,623**	**$779,513**
REVENUES				
Other Local Taxes	360,156	261,252	275,000	275,000
Use of Money & Property	197,794	219,787	0	0
Development Impact Fees	1,138,381	705,759	500,000	625,000
Other Revenue	0	60,000	0	0
Transfers In	9,647,000	1,125,985	100,001	264,000
TOTAL REVENUES	**$11,343,331**	**$2,372,783**	**$875,001**	**$1,164,000**
NET FUND ACTIVITY	**($177,912)**	**$118,177**	**($397,622)**	**$384,487**

FUND DETAIL

FUND #	FUND DESCRIPTION	FY 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 ADOPTED	FY 2013-14 PROPOSED
EXPENDITURES					
715	PAD Fund - Eastern	1,231,533	669,095	45,000	75,000
716	PAD Fund - Western	9,630,000	943,338	537,682	25,000
717	Resid. Construction/Conversion	659,710	642,173	679,319	679,513
725	Indust. Development Authority	0	0	10,622	0
TOTAL EXPENDITURES		**$11,521,243**	**$2,254,606**	**$1,272,623**	**$779,513**
REVENUES					
715	PAD Fund - Eastern	1,330,614	636,078	475,000	600,000
716	PAD Fund - Western	9,630,000	1,208,562	25,000	25,000
717	Resid. Construction/Conversion	382,606	528,039	375,001	539,000
725	Indust. Development Authority	111	104	0	0
TOTAL REVENUES		**$11,343,331**	**$2,372,783**	**$875,001**	**$1,164,000**
NET FUND ACTIVITY		**($177,912)**	**$118,177**	**($397,622)**	**$384,487**

OTHER TRANSPORTATION PROGRAMS FUND 730

FUND SUMMARY

BUDGET CATEGORY	FY 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 ADOPTED	FY 2013-14 PROPOSED
EXPENDITURES				
Other Expenses	0	69,633	0	0
Transfers Out	462,652	836,619	741,006	0
CIP Project Expenditures	4,344,822	3,608,181	3,720,312	345,267
TOTAL EXPENDITURES	**$4,807,474**	**$4,514,433**	**$4,461,318**	**$345,267**
REVENUES				
Use of Money & Property	32,108	37,415	0	0
Revenue from Other Agencies	4,741,651	4,075,054	5,037,900	345,267
Transfers In	24,672	69,639	0	0
TOTAL REVENUES	**$4,798,431**	**$4,182,108**	**$5,037,900**	**$345,267**
NET FUND ACTIVITY	**($9,043)**	**($332,325)**	**$576,582**	**$0**

FUND DETAIL

FUND #	FUND DESCRIPTION	FY 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 ADOPTED	FY 2013-14 PROPOSED
EXPENDITURES					
723	Bicycle Facilities	270,267	30,506	0	0
735	Transportation Partnership	9,324	0	0	0
736	Other Transportation Program	1,927,545	1,847,456	1,961,318	345,267
737	Trans Equity Act - 21	0	43,977	0	0
739	Traffic Congestion Relief Fund	858,569	1,084,425	2,500,000	0
741	Prop 1B Hwy Safety	1,741,769	1,508,069	0	0
TOTAL EXPENDITURES		**$4,807,474**	**$4,514,433**	**$4,461,318**	**$345,267**
REVENUES					
723	Bicycle Facilities	270,267	30,506	0	0
735	Transportation Partnership	280	270	0	0
736	Other Transportation Program	1,927,545	1,514,861	2,458,892	345,267
737	Trans Equity Act - 21	0	43,977	0	0
739	Traffic Congestion Relief Fund	858,570	1,084,425	2,579,008	0
741	Prop 1B Hwy Safety	1,741,769	1,508,069	0	0
TOTAL REVENUES		**$4,798,431**	**$4,182,108**	**$5,037,900**	**$345,267**
NET FUND ACTIVITY		**($9,043)**	**($332,325)**	**$576,582**	**$0**

CITY OF
CHULA VISTA

DEBT SERVICE FUNDS

Debt Service Funds

The debt service requirement for the City and the Successor Agency to the Redevelopment Agency is $14.1 million for fiscal year 2013-14. This represents a $1.0 million increase in the amount of debt service when compared to the fiscal year 2012-13 obligation of $13.1 million. The $14.1 million is the required payments for the debt per the amortization schedules however, the amounts budgeted 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 Agency Funds in accordance with the legal documents governing each borrowing. Present debt is in the form of Certificates of Participation, Long Term Notes, Lease-Purchase Obligations, Tax Allocation Refunding Bonds, and Tax Allocation Bonds. Debt has been issued by the City to finance a wide variety of projects, including the construction of the new Public Works Center and the new Police Facility, parking facilities, refurbishment of the Chula Vista Shopping Mall, property acquisitions, building remodeling, and equipment and software acquisition.

Annual debt service costs are funded by the General Fund, Public Facilities Development Impact Fee Fund, and property tax increment revenues from the Successor Agency to the Redevelopment Agency.

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 $6.8 million offset by revenues of $6.7 million, a net difference of -$0.1 million. This difference is due to a larger amount of expenditures budgeted in funds 451 than revenues. Fund 451 has $100,000 more in expenditures due to the accrual of interest expense on the City's inter-fund loans. 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.

- Fund 449: San Diego County Regional Communication Systems
  On March 7, 2000, the Chula Vista City Council authorized the City to join the San Diego County Regional Communications Systems (RCS). The City's portion of the infrastructure is $2,809,405 plus financing costs. This is payable over a period of 14 years commencing on January 1, 2001 through January 1, 2014.

- Fund 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 $6.4 million offset by revenues of $6.2 million a net difference of -$0.2 million. This difference is due to a larger amount of expenditures budgeted in fund 471 than revenues. The difference in revenues will be offset by fund balance that is available to augment budgeted revenues. 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. The term of the certificates is through the year 2032.

- Fund 471: 2003 Refunding Certificates of Participation
  In August 2004, the Public Financing Authority issued the 2003 COP in the amount of $11,320,000 to prepay the outstanding $7,215,000 principal balance of the 1993 Refunding Certificates of Participation and the outstanding $2,140,000 principal balance of the 1993 Certifications of Participation. The source of repayment of the certificates is the lease payments to be made by the City to the Public Financing Authority 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.

- 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.

DEBT SERVICE - CITY FUND 440

FUND SUMMARY

BUDGET CATEGORY	FY 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 ADOPTED	FY 2013-14 PROPOSED
EXPENDITURES				
Supplies and Services	2,475	0	0	0
Other Expenses	4,975,413	5,116,507	2,722,835	2,859,715
Transfers Out	9,630,000	310,000	0	36,851
TOTAL EXPENDITURES	**$14,607,888**	**$5,426,507**	**$2,722,835**	**$2,896,566**
REVENUES				
Use of Money & Property	942	80	0	0
Revenue from Other Agencies	46,474	0	0	0
Other Revenue	0	0	0	98,308
Transfers In	4,360,437	4,928,153	1,889,114	2,679,186
TOTAL REVENUES	**$4,407,853**	**$4,928,233**	**$1,889,114**	**$2,777,494**
NET FUND ACTIVITY	**($10,200,035)**	**($498,274)**	**($833,721)**	**($119,072)**

FUND DETAIL

FUND #	FUND DESCRIPTION	FY 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 ADOPTED	FY 2013-14 PROPOSED
EXPENDITURES					
441	1994 Pension Obligation Bond	2,637,647	2,762,859	0	0
442	CDBG Section 108 Loan	741,015	745,866	749,073	752,752
446	Notes Payable Adamo Property	49,556	51,043	52,575	35,744
449	SD Co Regional Comm Systems	295,734	295,734	295,734	295,729
451	Long-term Advances DSF - City	10,532,567	1,208,867	900,000	936,851
452	KS Fire Equipment Capital Lease	172,216	172,216	143,513	298,743
453	CES Loan Repayment	179,153	189,922	581,940	576,747
TOTAL EXPENDITURES		**$14,607,888**	**$5,426,507**	**$2,722,835**	**$2,896,566**
REVENUES					
441	1994 Pension Obligation Bond	2,637,672	2,762,834	0	0
442	CDBG Section 108 Loan	741,015	745,866	749,073	752,752
446	Notes Payable Adamo Property	49,556	51,041	52,575	35,744
449	SD Co Regional Comm Systems	295,867	295,819	295,734	295,729
451	Long-term Advances DSF - City	353,826	502,894	350,000	817,779
452	KS Fire Equipment Capital Lease	172,215	172,215	143,513	298,743
453	CES Loan Repayment	157,702	397,564	298,219	576,747
TOTAL REVENUES		**$4,407,853**	**$4,928,233**	**$1,889,114**	**$2,777,494**
NET FUND ACTIVITY		**($10,200,035)**	**($498,274)**	**($833,721)**	**($119,072)**

DS - CV PUBLIC FINANCING AUTHORITY FUND 470

FUND SUMMARY

BUDGET CATEGORY	FY 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 ADOPTED	FY 2013-14 PROPOSED
EXPENDITURES				
Supplies and Services	17,928	17,288	21,500	19,500
Other Expenses	10,148,546	10,099,255	10,107,416	10,295,065
Transfers Out	9,083,210	3,150,106	0	0
TOTAL EXPENDITURES	**$19,249,684**	**$13,266,649**	**$10,128,916**	**$10,314,565**
REVENUES				
Use of Money & Property	345,155	286,417	0	0
Other Revenue	39,581	0	0	0
Transfers In	14,224,748	8,244,395	8,871,713	10,094,215
TOTAL REVENUES	**$14,609,484**	**$8,530,812**	**$8,871,713**	**$10,094,215**
NET FUND ACTIVITY	**($4,640,200)**	**($4,735,837)**	**($1,257,203)**	**($220,350)**

FUND DETAIL

FUND #	FUND DESCRIPTION	FY 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 ADOPTED	FY 2013-14 PROPOSED
EXPENDITURES					
448	2000 COP Ser A-Fin Project	579,134	0	0	0
450	2002 COP Police Facility Proj	3,911,146	3,918,969	3,921,146	3,921,546
471	2003 Refunding Cert of Part	1,052,550	1,049,066	1,058,938	224,850
472	2004 COP Civ Ctr Proj Phase I	2,392,017	2,395,458	2,395,387	2,397,074
473	2006 COP Civ Ctr Proj Phase 2	1,297,330	1,273,775	1,274,239	1,276,389
474	2010 Refunding COP	10,017,507	4,629,381	1,479,206	2,494,706
TOTAL EXPENDITURES		**$19,249,684**	**$13,266,649**	**$10,128,916**	**$10,314,565**
REVENUES					
448	2000 COP Ser A-Fin Project	39,586	0	0	0
450	2002 COP Police Facility Proj	5,718,512	3,213,423	3,921,146	3,921,546
471	2003 Refunding Cert of Part	1,053,693	1,047,354	1,058,938	4,500
472	2004 COP Civ Ctr Proj Phase I	2,509,179	2,359,190	2,395,387	2,397,074
473	2006 COP Civ Ctr Proj Phase 2	1,365,798	1,211,629	1,274,239	1,276,389
474	2010 Refunding COP	3,922,716	699,216	222,003	2,494,706
TOTAL REVENUES		**$14,609,484**	**$8,530,812**	**$8,871,713**	**$10,094,215**
NET FUND ACTIVITY		**($4,640,200)**	**($4,735,837)**	**($1,257,203)**	**($220,350)**

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 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

- 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 the General Fund to pay for annual costs related to workers' compensation liabilities including the provision of an appropriate reserve to pay uninsured claims costs. The City is self-insured for amounts up to $1.0 million per claim. The amount of the reserve and the required annual transfer is determined by the Director of Finance, based on experience and consultation with the Risk Manager. 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.

TRANSPORTATION FUNDS 220

FUND SUMMARY

BUDGET CATEGORY	FY 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 ADOPTED	FY 2013-14 PROPOSED
EXPENDITURES				
Other Expenses	4,696	2,117	15,000	15,000
Transfers Out	3,869,200	3,561,418	3,939,428	4,259,428
CIP Project Expenditures	6,197,691	5,328,926	5,523,155	9,794,973
TOTAL EXPENDITURES	**$10,071,587**	**$8,892,461**	**$9,477,583**	**$14,069,401**
REVENUES				
Other Local Taxes	5,253,810	3,485,185	5,310,873	5,738,000
Use of Money & Property	12,568	34,166	0	0
Revenue from Other Agencies	4,290,809	4,557,759	3,761,713	6,458,412
Charges for Services	325,097	145,470	175,000	175,000
Other Revenue	5,665	118,614	0	0
Transfers In	63,324	27,543	0	0
TOTAL REVENUES	**$9,951,273**	**$8,368,737**	**$9,247,586**	**$12,371,412**
NET FUND ACTIVITY	**($120,314)**	**($523,724)**	**($229,997)**	**($1,697,989)**

FUND DETAIL

FUND #	FUND DESCRIPTION	FY 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 ADOPTED	FY 2013-14 PROPOSED
EXPENDITURES					
221	Gas Tax	3,869,200	3,561,418	3,939,428	6,518,428
225	Traffic Signal	752,641	864,868	45,000	115,000
227	Transportation Sales Tax	5,449,746	4,466,175	5,493,155	7,435,973
TOTAL EXPENDITURES		**$10,071,587**	**$8,892,461**	**$9,477,583**	**$14,069,401**
REVENUES					
221	Gas Tax	3,711,602	3,570,361	3,579,431	6,158,431
225	Traffic Signal	364,604	201,272	175,000	175,000
227	Transportation Sales Tax	5,875,067	4,597,104	5,493,155	6,037,981
TOTAL REVENUES		**$9,951,273**	**$8,368,737**	**$9,247,586**	**$12,371,412**
NET FUND ACTIVITY		**($120,314)**	**($523,724)**	**($229,997)**	**($1,697,989)**

PARKING FUND 240

FUND SUMMARY

BUDGET CATEGORY	FY 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 ADOPTED	FY 2013-14 PROPOSED
EXPENDITURES				
Personnel Services	0	0	40,000	0
Supplies and Services	148,773	175,048	215,300	215,300
Other Expenses	157,733	178,853	162,400	162,400
Utilities	16,762	10,161	18,075	11,069
CIP Project Expenditures	0	650	130,000	100,000
TOTAL EXPENDITURES	**$323,268**	**$364,712**	**$565,775**	**$488,769**
REVENUES				
Licenses and Permits	26,053	21,582	24,000	24,000
Fines, Forfeitures, Penalties	111,661	238,925	200,000	200,000
Use of Money & Property	387,697	322,980	376,000	376,000
TOTAL REVENUES	**$525,411**	**$583,487**	**$600,000**	**$600,000**
NET FUND ACTIVITY	**$202,143**	**$218,775**	**$34,225**	**$111,231**

FUND DETAIL

FUND #	FUND DESCRIPTION	FY 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 ADOPTED	FY 2013-14 PROPOSED
EXPENDITURES					
241	Parking Meter	323,268	364,712	565,775	488,769
TOTAL EXPENDITURES		**$323,268**	**$364,712**	**$565,775**	**$488,769**
REVENUES					
241	Parking Meter	524,892	583,004	600,000	600,000
243	Town Centre I-Parking District	519	483	0	0
TOTAL REVENUES		**$525,411**	**$583,487**	**$600,000**	**$600,000**
NET FUND ACTIVITY		**$202,143**	**$218,775**	**$34,225**	**$111,231**

PUBLIC SAFETY FUND 250

FUND SUMMARY

BUDGET CATEGORY	FY 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 ADOPTED	FY 2013-14 PROPOSED
EXPENDITURES				
Personnel Services	3,319,581	4,069,161	4,632,760	5,093,859
Supplies and Services	908,048	958,475	755,459	1,110,304
Other Expenses	9,733	4,291	0	0
Capital	747,174	1,251,560	0	0
Transfers Out	687,739	654,140	690,794	519,140
TOTAL EXPENDITURES	**$5,672,275**	**$6,937,627**	**$6,079,013**	**$6,723,303**
REVENUES				
Fines, Forfeitures, Penalties	524,520	423,487	488,640	437,640
Use of Money & Property	36,102	32,482	20,000	20,000
Revenue from Other Agencies	4,740,721	5,724,201	4,678,413	5,818,804
Charges for Services	0	0	0	115,216
Other Revenue	4,250	223,430	70,000	60,000
Transfers In	33,599	105,104	140,970	25,000
TOTAL REVENUES	**$5,339,192**	**$6,508,704**	**$5,398,023**	**$6,476,660**
NET FUND ACTIVITY	**($333,083)**	**($428,923)**	**($680,990)**	**($246,643)**

FUND DETAIL

FUND #	FUND DESCRIPTION	FY 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 ADOPTED	FY 2013-14 PROPOSED
EXPENDITURES					
245	Traffic Safety	750,282	568,614	572,640	437,640
251	Suppl Law Enforcement Services	243,928	406,275	467,768	427,261
252	Police Department Grants	4,023,480	5,259,776	4,208,083	5,434,064
253	Inmate Welfare Fund	3,728	39,090	56,500	70,500
254	Local Law Enf Block Grant	47,899	101,824	225,874	83,838
256	Asset Seizure	602,958	562,048	548,148	270,000
TOTAL EXPENDITURES		**$5,672,275**	**$6,937,627**	**$6,079,013**	**$6,723,303**
REVENUES					
245	Traffic Safety	527,587	425,062	488,640	437,640
251	Suppl Law Enforcement Services	242,474	478,734	467,768	401,014
252	Police Department Grants	4,021,234	5,256,152	4,108,083	5,344,168
253	Inmate Welfare Fund	26,428	20,804	40,000	30,000
254	Local Law Enf Block Grant	99,248	19,198	143,532	83,838
256	Asset Seizure	422,221	308,754	150,000	180,000
TOTAL REVENUES		**$5,339,192**	**$6,508,704**	**$5,398,023**	**$6,476,660**
NET FUND ACTIVITY		**($333,083)**	**($428,923)**	**($680,990)**	**($246,643)**

STAFFING SUMMARY - 252

BUDGET CATEGORY	FY 2012-13 ADOPTED	FY 2012-13 MIDYEAR	FY 2013-14 CHANGES	FY 2013-14 PROPOSED
CBAG Administrative Analyst II	2.00	(2.00)	-	-
CBAG Analyst	2.00	(2.00)	-	-
CBAG Deputy Director SD LECC	1.00	-	-	1.00
CBAG Deputy Executive Director	1.00	-	-	1.00
CBAG Director of IV-LECC	1.00	-	-	1.00
CBAG Executive Assistant	2.00	-	(2.00)	-
CBAG Executive Director	1.00	-	-	1.00
CBAG Graphic Designer/Webmaster	1.00	(1.00)	-	-
CBAG Microcomputer Specialist	1.00	-	(1.00)	-
CBAG Network Administrator II	4.00	(4.00)	-	-
CBAG Network Manager	1.00	(1.00)	-	-
CBAG Program Analyst	1.00	(1.00)	-	-
CBAG Program Manager	2.00	(2.00)	-	-
CBAG Public Safety Analyst	5.00	(5.00)	-	-
CBAG RCFL Network Engineer	1.00	(1.00)	-	-
CBAG Senior Public Safety Analyst	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 Graphic Designer/Webmaster	-	1.00	-	1.00
FA LECC IT Manager	-	1.00	-	1.00
FA Microcomputer Specialist	-	-	-	-
FA Network Manager	-	1.00	-	1.00
FA Ntwrk Administrator II	-	4.00	-	4.00
FA Program Analyst	-	1.00	-	1.00
FA Program Manager	-	2.00	-	2.00
FA Public Safety Analyst	-	5.00	-	5.00
FA RCFL Network Engineer	-	2.00	-	2.00
FA Senior Public Safety Analyst	-	1.00	-	1.00
Peace Officer	3.00	1.00	(1.00)	3.00
Police Agent	2.00	-	(1.00)	1.00
Police Community Relations Specialist	1.00	-	-	1.00
Police Sergeant	1.00	1.00	-	2.00
TOTAL AUTHORIZED POSITIONS	**34.00**	**7.00**	**(5.00)**	**36.00**

LIBRARY/CULTURAL ARTS FUND 260

FUND SUMMARY

BUDGET CATEGORY	FY 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 ADOPTED	FY 2013-14 PROPOSED
EXPENDITURES				
Supplies and Services	0	176,042	43,191	8,889
Other Expenses	0	600	1,200	1,200
Capital	0	61,294	0	0
Transfers Out	25,000	25,000	0	0
CIP Project Expenditures	74,115	1,100	0	0
TOTAL EXPENDITURES	**$99,115**	**$264,036**	**$44,391**	**$10,089**
REVENUES				
Use of Money & Property	4,518	3,431	0	0
Revenue from Other Agencies	82,653	938	0	0
TOTAL REVENUES	**$87,171**	**$4,369**	**$0**	**$0**
NET FUND ACTIVITY	**($11,944)**	**($259,667)**	**($44,391)**	**($10,089)**

FUND DETAIL

FUND #	FUND DESCRIPTION	FY 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 ADOPTED	FY 2013-14 PROPOSED
EXPENDITURES					
261	California Library Service Act	99,115	224,957	0	0
262	Public Library Act	0	38,479	42,791	8,489
267	McCandliss Cultural Arts	0	600	1,600	1,600
TOTAL EXPENDITURES		**$99,115**	**$264,036**	**$44,391**	**$10,089**
REVENUES					
261	California Library Service Act	5,372	3,608	0	0
262	Public Library Act	81,636	613	0	0
267	McCandliss Cultural Arts	163	148	0	0
TOTAL REVENUES		**$87,171**	**$4,369**	**$0**	**$0**
NET FUND ACTIVITY		**($11,944)**	**($259,667)**	**($44,391)**	**($10,089)**

SUNDRY GRANTS & MISC FUND 270

FUND SUMMARY

BUDGET CATEGORY	FY 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 ADOPTED	FY 2013-14 PROPOSED
EXPENDITURES				
Personnel Services	967,310	743,723	366,419	800,678
Supplies and Services	1,521,063	988,897	732,157	843,759
Other Expenses	151,007	362,857	305,314	258,582
Capital	62,158	57,110	28,571	0
Transfers Out	0	0	62,736	30,000
CIP Project Expenditures	1,055,757	2,160,665	2,800,000	0
Non-CIP Project Expenditures	457,095	301,467	465,000	0
TOTAL EXPENDITURES	**$4,214,390**	**$4,614,719**	**$4,760,197**	**$1,933,019**
REVENUES				
Revenue from Other Agencies	3,796,470	3,065,521	4,645,235	1,692,148
Charges for Services	0	0	0	130,000
Other Revenue	0	1,681,075	0	18,420
Transfers In	245,761	52,226	52,226	52,226
TOTAL REVENUES	**$4,042,231**	**$4,798,822**	**$4,697,461**	**$1,892,794**
NET FUND ACTIVITY	**($172,159)**	**$184,103**	**($62,736)**	**($40,225)**

FUND DETAIL

FUND #	FUND DESCRIPTION	FY 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 ADOPTED	FY 2013-14 PROPOSED
EXPENDITURES					
268	State Recreation Grants	365	27,496	62,736	0
269	Other Grant Fund	0	0	0	10,225
270	Mobile Home Rent Review Progra	0	0	0	130,000
272	Federal Grants Fund	509,470	821,217	1,110,385	1,774,374
273	State Grants Fund	0	0	3,265,000	0
274	ARRA Fund	3,704,555	3,766,006	322,076	18,420
TOTAL EXPENDITURES		**$4,214,390**	**$4,614,719**	**$4,760,197**	**$1,933,019**
REVENUES					
268	State Recreation Grants	206,864	0	0	0
270	Mobile Home Rent Review Progra	0	0	0	130,000
272	Federal Grants Fund	521,748	900,621	1,110,385	1,744,374
273	State Grants Fund	0	0	3,265,000	0
274	ARRA Fund	3,313,619	3,898,201	322,076	18,420
TOTAL REVENUES		**$4,042,231**	**$4,798,822**	**$4,697,461**	**$1,892,794**
NET FUND ACTIVITY		**($172,159)**	**$184,103**	**($62,736)**	**($40,225)**

STAFFING SUMMARY - 272

BUDGET CATEGORY	FY 2012-13 ADOPTED	FY 2012-13 MIDYEAR	FY 2013-14 CHANGES	FY 2013-14 PROPOSED
GIS Specialist	-	1.00	-	1.00
TOTAL AUTHORIZED POSITIONS	**-**	**1.00**	**-**	**1.00**

CONSERVATION FUND 280

FUND SUMMARY

BUDGET CATEGORY	FY 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 ADOPTED	FY 2013-14 PROPOSED
EXPENDITURES				
Personnel Services	616,998	673,770	810,097	911,522
Supplies and Services	604,432	964,829	2,102,989	2,274,706
Other Expenses	787,379	783,489	641,743	1,449,537
Capital	221,782	(9,941)	0	90,000
Utilities	0	0	627	627
Transfers Out	113,652	107,781	107,585	107,585
CIP Project Expenditures	2,341,184	316,277	0	0
TOTAL EXPENDITURES	**$4,685,427**	**$2,836,205**	**$3,663,041**	**$4,833,977**
REVENUES				
Use of Money & Property	11,601	13,929	0	0
Revenue from Other Agencies	3,687,299	633,615	1,802,179	2,958,221
Charges for Services	1,029,040	1,033,279	1,264,279	1,264,279
Other Revenue	243,160	1,230,795	200,000	200,000
TOTAL REVENUES	**$4,971,100**	**$2,911,618**	**$3,266,458**	**$4,422,500**
NET FUND ACTIVITY	**$285,673**	**$75,413**	**($396,583)**	**($411,477)**

FUND DETAIL

FUND #	FUND DESCRIPTION	FY 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 ADOPTED	FY 2013-14 PROPOSED
EXPENDITURES					
281	Waste Management & Recycling	96,786	242,231	373,594	319,945
282	Environmental Services Fund	1,014,662	1,262,290	1,860,862	1,875,756
285	Energy Conservation	3,573,979	1,331,684	1,428,585	2,638,276
TOTAL EXPENDITURES		**$4,685,427**	**$2,836,205**	**$3,663,041**	**$4,833,977**
REVENUES					
281	Waste Management & Recycling	97,285	244,702	373,594	319,945
282	Environmental Services Fund	1,241,016	1,325,586	1,464,279	1,464,279
285	Energy Conservation	3,632,799	1,341,330	1,428,585	2,638,276
TOTAL REVENUES		**$4,971,100**	**$2,911,618**	**$3,266,458**	**$4,422,500**
NET FUND ACTIVITY		**$285,673**	**$75,413**	**($396,583)**	**($411,477)**

STAFFING SUMMARY - 282

BUDGET CATEGORY	FY 2012-13 ADOPTED	FY 2012-13 MIDYEAR	FY 2013-14 CHANGES	FY 2013-14 PROPOSED
Environmental Services Program Manager	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 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 ADOPTED	FY 2013-14 PROPOSED
EXPENDITURES				
Supplies and Services	221,451	206,433	268,850	301,100
Utilities	736	740	769	814
Transfers Out	340,463	340,463	340,463	340,463
TOTAL EXPENDITURES	**$562,650**	**$547,636**	**$610,082**	**$642,377**
REVENUES				
Licenses and Permits	83,151	9,455	32,000	23,750
Fines, Forfeitures, Penalties	3,540	47,065	5,000	5,000
Use of Money & Property	784	1,428	0	0
Charges for Services	554,355	555,497	525,000	555,500
TOTAL REVENUES	**$641,830**	**$613,445**	**$562,000**	**$584,250**
NET FUND ACTIVITY	**$79,180**	**$65,809**	**($48,082)**	**($58,127)**

COMM DEV BLOCK GRANTS FUND 320

FUND SUMMARY

BUDGET CATEGORY	FY 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 ADOPTED	FY 2013-14 PROPOSED
EXPENDITURES				
Supplies and Services	47,006	22,490	68,850	39,650
Other Expenses	618,075	435,771	673,089	951,807
Transfers Out	789,414	796,866	817,073	752,752
CIP Project Expenditures	4,268,033	1,718,875	375,000	375,000
Non-CIP Project Expenditures	4,709,830	1,711,878	3,637,756	2,884,746
TOTAL EXPENDITURES	**$10,432,358**	**$4,685,880**	**$5,571,768**	**$5,003,955**
REVENUES				
Use of Money & Property	7,138	10,200	0	0
Revenue from Other Agencies	8,043,164	3,168,968	5,459,230	4,560,350
Charges for Services	0	250	0	0
Other Revenue	43,836	117,332	0	0
Transfers In	105,000	0	87,316	0
TOTAL REVENUES	**$8,199,138**	**$3,296,750**	**$5,546,546**	**$4,560,350**
NET FUND ACTIVITY	**($2,233,220)**	**($1,389,130)**	**($25,222)**	**($443,605)**

FUND DETAIL

FUND #	FUND DESCRIPTION	FY 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 ADOPTED	FY 2013-14 PROPOSED
EXPENDITURES					
311	CDBG Housing Program	235,652	41,855	0	243,145
314	Emergency Shelter Grant Prog	88,020	88,491	172,272	149,215
321	Home Program	2,662,160	809,159	1,890,893	2,117,269
333	FY2000 Comm Dev Block Grant	7,446,526	3,746,375	3,508,603	2,494,326
TOTAL EXPENDITURES		**$10,432,358**	**$4,685,880**	**$5,571,768**	**$5,003,955**
REVENUES					
311	CDBG Housing Program	237,657	36,979	0	233,145
314	Emergency Shelter Grant Prog	88,020	88,491	172,272	149,215
321	Home Program	2,660,162	814,841	1,865,893	2,117,269
325	CDBG Program - Income Projects	646	600	0	0
333	FY2000 Comm Dev Block Grant	5,212,653	2,355,839	3,508,381	2,060,721
TOTAL REVENUES		**$8,199,138**	**$3,296,750**	**$5,546,546**	**$4,560,350**
NET FUND ACTIVITY		**($2,233,220)**	**($1,389,130)**	**($25,222)**	**($443,605)**

OPEN SPACE DISTRICT FUND 350

FUND SUMMARY

BUDGET CATEGORY	FY 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 ADOPTED	FY 2013-14 PROPOSED
EXPENDITURES				
Supplies and Services	5,141,838	6,105,338	7,878,415	7,000,854
Other Expenses	1,650,551	1,784,330	1,883,441	2,043,541
Utilities	1,595,610	1,741,294	2,380,663	2,416,820
TOTAL EXPENDITURES	**$8,387,999**	**$9,630,962**	**$12,142,519**	**$11,461,215**
REVENUES				
Use of Money & Property	130,443	139,889	0	0
Other Revenue	10,148,106	11,306,684	12,142,519	11,461,215
TOTAL REVENUES	**$10,278,549**	**$11,446,573**	**$12,142,519**	**$11,461,215**
NET FUND ACTIVITY	**$1,890,550**	**$1,815,611**	**$0**	**$0**

FUND DETAIL

FUND #	FUND DESCRIPTION	FY 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 ADOPTED	FY 2013-14 PROPOSED
EXPENDITURES					
342	CFD 11-M RHR McMillin	38,122	48,519	127,550	121,569
343	CFD 12-M Vlg7	329,897	320,934	492,016	470,205
344	CFD 13-M Vlg2	88,722	98,540	161,268	170,860
345	CFD 12M - OR Village 7	315,570	392,167	526,993	454,343
352	Bay Blvd Landscaping Dist	5,537	8,982	10,709	11,727
353	Eastlake Maintenance Dist #1	217,578	270,756	308,569	313,616
354	Open Space District #1	68,825	67,297	87,903	79,909
355	Open Space District #2	16,999	16,505	21,510	22,440
356	Open Space District #3	31,355	39,718	51,590	52,227
357	Open Space District #4	77,311	78,207	106,456	96,282
358	Open Space District #5	36,820	55,714	57,727	53,002
359	Open Space District #6	25,251	23,547	35,154	34,200
361	Open Space District #7	12,037	13,400	19,188	13,414
362	Open Space District #8	50,110	64,306	86,279	81,359
363	Open Space District #9	48,241	69,095	87,979	79,798
364	Open Space District #10	78,597	68,818	88,644	81,012
365	Open Space District #11	131,048	140,027	181,935	160,843
367	Open Space District #14	333,244	379,527	454,075	439,517
368	Open Space District #15	14,563	25,019	30,633	27,236
369	Open Space District #17	4,468	5,146	9,972	10,012
371	Open Space District #18	107,669	124,094	165,064	160,715
372	Open Space District #20	1,036,491	1,170,702	1,445,672	1,465,375
373	Open Space District #23	45,134	31,385	51,417	45,756

374	Open Space District #24	20,773	28,974	38,476	36,984
375	Open Space District #26	7,730	12,580	16,965	16,454
376	Open Space District #31	87,929	109,916	158,463	145,657
378	CFD 07M-Eastlk II Woods, Vista	398,439	482,457	658,591	572,169
379	CFD 08M-Vlg 6 McM & Oty Ranch	660,913	794,379	984,863	911,217
380	CFD 09M OR Vlg II	750,030	847,939	1,038,886	948,052
382	CFD 99-2 Otay Ranch Vlg 1 We	581,930	623,952	818,670	762,482
386	Otay Ranch Acquisition Dist	288,329	534,734	500,100	468,500
387	CFD 98-3 Sunbow 2	766,499	850,418	1,016,434	888,841
388	Comm Facility 97-1 (Otay Rnch)	1,699,653	1,830,276	2,288,962	2,251,481
389	Otay Ranch Village 1,2,6,7,12	12,185	2,932	13,804	13,963
TOTAL EXPENDITURES		**$8,387,999**	**$9,630,962**	**$12,142,519**	**$11,461,215**
REVENUES					
342	CFD 11-M RHR McMillin	120,110	162,882	127,550	121,569
343	CFD 12-M Vlg7	386,411	387,285	492,016	470,205
344	CFD 13-M Vlg2	58,540	288,878	161,268	170,860
345	CFD 12M - OR Village 7	421,169	430,042	526,993	454,343
351	Town Centre Landscaping Dist I	257	237	0	0
352	Bay Blvd Landscaping Dist	12,557	12,633	10,709	11,727
353	Eastlake Maintenance Dist #1	227,572	257,787	308,569	313,616
354	Open Space District #1	77,241	75,733	87,903	79,909
355	Open Space District #2	13,341	14,475	21,510	22,440
356	Open Space District #3	49,179	47,712	51,590	52,227
357	Open Space District #4	83,729	82,617	106,456	96,282
358	Open Space District #5	39,761	40,441	57,727	53,002
359	Open Space District #6	24,112	24,839	35,154	34,200
361	Open Space District #7	14,790	13,777	19,188	13,414
362	Open Space District #8	68,746	67,505	86,279	81,359
363	Open Space District #9	61,268	62,689	87,979	79,798
364	Open Space District #10	77,016	77,940	88,644	81,012
365	Open Space District #11	145,361	145,122	181,935	160,843
366	Open Space District #13	7	5	0	0
367	Open Space District #14	335,828	330,918	454,075	439,517
368	Open Space District #15	19,599	20,316	30,633	27,236
369	Open Space District #17	5,919	5,847	9,972	10,012
371	Open Space District #18	119,196	126,892	165,064	160,715
372	Open Space District #20	1,202,337	1,294,133	1,445,672	1,465,375
373	Open Space District #23	53,994	43,122	51,417	45,756
374	Open Space District #24	23,448	25,559	38,476	36,984
375	Open Space District #26	9,501	9,622	16,965	16,454
376	Open Space District #31	107,031	103,604	158,463	145,657
378	CFD 07M-Eastlk II Woods, Vista	587,056	582,294	658,591	572,169
379	CFD 08M-Vlg 6 McM & Oty Ranch	1,007,883	1,064,308	984,863	911,217
380	CFD 09M OR Vlg II	837,463	956,705	1,038,886	948,052
382	CFD 99-2 Otay Ranch Vlg 1 We	728,382	804,494	818,670	762,482

OPEN SPACE DISTRICT FUND 350

383	Town Ctr Business Imprv Distr	(346)	3,330	0	0
386	Otay Ranch Acquisition Dist	484,242	570,081	500,100	468,500
387	CFD 98-3 Sunbow 2	919,377	1,075,869	1,016,434	888,841
388	Comm Facility 97-1 (Otay Rnch)	1,904,405	2,155,510	2,288,962	2,251,481
389	Otay Ranch Village 1,2,6,7,12	52,067	81,370	13,804	13,963
TOTAL REVENUES		**$10,278,549**	**$11,446,573**	**$12,142,519**	**$11,461,215**
NET FUND ACTIVITY		**$1,890,550**	**$1,815,611**	**$0**	**$0**

PUBLIC EDUCATIONAL & GOVT. FEE FUND 316

FUND SUMMARY

BUDGET CATEGORY	FY 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 ADOPTED	FY 2013-14 PROPOSED
EXPENDITURES				
Supplies and Services	0	0	0	492,000
Other Expenses	0	0	0	50,000
TOTAL EXPENDITURES	**$0**	**$0**	**$0**	**$542,000**
REVENUES				
Other Local Taxes	0	0	0	300,000
TOTAL REVENUES	**$0**	**$0**	**$0**	**$300,000**
NET FUND ACTIVITY	**$0**	**$0**	**$0**	**($242,000)**

FLEXIBLE SPENDING ACCOUNT FUND 232

FUND SUMMARY

BUDGET CATEGORY	FY 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 ADOPTED	FY 2013-14 PROPOSED
EXPENDITURES				
Personnel Services	548,561	0	0	0
Supplies and Services	36,788	0	0	0
TOTAL EXPENDITURES	**$585,349**	**$0**	**$0**	**$0**
REVENUES				
Other Revenue	571,336	14,015	0	0
TOTAL REVENUES	**$571,336**	**$14,015**	**$0**	**$0**
NET FUND ACTIVITY	**($14,013)**	**$14,015**	**$0**	**$0**

ADVANCED LIFE SUPPORT FUND 234

FUND SUMMARY

BUDGET CATEGORY	FY 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 ADOPTED	FY 2013-14 PROPOSED
EXPENDITURES				
Personnel Services	0	0	0	254,790
Supplies and Services	0	15,431	0	265,219
Capital	0	0	0	13,940
Transfers Out	172,215	172,215	143,513	587,557
TOTAL EXPENDITURES	**$172,215**	**$187,646**	**$143,513**	**$1,121,506**
REVENUES				
Revenue from Other Agencies	231,833	214,000	172,216	1,333,460
TOTAL REVENUES	**$231,833**	**$214,000**	**$172,216**	**$1,333,460**
NET FUND ACTIVITY	**$59,618**	**$26,354**	**$28,703**	**$211,954**

STAFFING SUMMARY - 234

BUDGET CATEGORY	FY 2012-13 ADOPTED	FY 2012-13 MIDYEAR	FY 2013-14 CHANGES	FY 2013-14 PROPOSED
EMS Nurse Coordinator	-	-	1.00	1.00
TOTAL AUTHORIZED POSITIONS	**-**	**-**	**1.00**	**1.00**

LEGISLATIVE COUNCIL FUND 235

FUND SUMMARY

BUDGET CATEGORY	FY 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 ADOPTED	FY 2013-14 PROPOSED
EXPENDITURES				
Supplies and Services	0	0	80,000	80,000
TOTAL EXPENDITURES	**$0**	**$0**	**$80,000**	**$80,000**
REVENUES				
Transfers In	0	0	80,000	0
TOTAL REVENUES	**$0**	**$0**	**$80,000**	**$0**
NET FUND ACTIVITY	**$0**	**$0**	**$0**	**($80,000)**

PUBLIC LIABILITY TRUST FUND 341

FUND SUMMARY

BUDGET CATEGORY	FY 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 ADOPTED	FY 2013-14 PROPOSED
EXPENDITURES				
Supplies and Services	63	650,680	713,439	713,439
Other Expenses	922,981	241,133	940,000	940,000
TOTAL EXPENDITURES	**$923,044**	**$891,813**	**$1,653,439**	**$1,653,439**
REVENUES				
Other Revenue	44,358	0	0	0
Transfers In	1,800,000	1,653,439	1,164,000	1,164,000
TOTAL REVENUES	**$1,844,358**	**$1,653,439**	**$1,164,000**	**$1,164,000**
NET FUND ACTIVITY	**$921,314**	**$761,626**	**($489,439)**	**($489,439)**

TECHNOLOGY REPLACEMENT FUND 393

FUND SUMMARY

BUDGET CATEGORY	FY 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 ADOPTED	FY 2013-14 PROPOSED
EXPENDITURES				
Capital	1,344	5,722	0	0
TOTAL EXPENDITURES	**$1,344**	**$5,722**	**$0**	**$0**
REVENUES				
Other Revenue	495	0	0	0
TOTAL REVENUES	**$495**	**$0**	**$0**	**$0**
NET FUND ACTIVITY	**($849)**	**($5,722)**	**$0**	**$0**

WORKERS COMPENSATION FUND 231

FUND SUMMARY

BUDGET CATEGORY	FY 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 ADOPTED	FY 2013-14 PROPOSED
EXPENDITURES				
Supplies and Services	521,372	0	0	0
Other Expenses	2,199,644	0	0	0
Transfers Out	0	2,990,161	0	0
TOTAL EXPENDITURES	**$2,721,016**	**$2,990,161**	**$0**	**$0**
REVENUES				
Other Revenue	2,929,338	0	0	0
TOTAL REVENUES	**$2,929,338**	**$0**	**$0**	**$0**
NET FUND ACTIVITY	**$208,322**	**($2,990,161)**	**$0**	**$0**

WORKERS COMPENSATION FUND 398

FUND SUMMARY

BUDGET CATEGORY	FY 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 ADOPTED	FY 2013-14 PROPOSED
EXPENDITURES				
Supplies and Services	0	549,797	604,000	618,000
Other Expenses	0	2,281,949	2,919,000	2,919,000
TOTAL EXPENDITURES	**$0**	**$2,831,746**	**$3,523,000**	**$3,537,000**
REVENUES				
Other Revenue	0	2,862,121	2,657,858	2,064,393
Transfers In	0	2,990,161	0	0
TOTAL REVENUES	**$0**	**$5,852,282**	**$2,657,858**	**$2,064,393**
NET FUND ACTIVITY	**$0**	**$3,020,536**	**($865,142)**	**($1,472,607)**

NON-CAPITAL IMPROVEMENT PROJECT BUDGET

Funding Summary by Project Type

CDBG

	FY 2013-14 PROPOSED
Production of Affordable Housing-Landis	$500,000
Community Housing Improvement Program (CHIP)	$198,145
Acquisition/Rehab/Rental	$133,605
Housing Services	$54,705
Chula Vista Community Collaborative Assessment/Referral	$39,312
Fair Housing Services	$35,000
Services for At-Risk and Homeless Youth	$34,550
Family Violence Treatment Program	$34,000
Norman Park Center Afternoon and Friday Services	$30,000
Rice Family Health Center Fire Sprinkler	$20,855
Recreation Therapeutics Program	$20,100
Grid Alternatives Solar Panel Program	$15,000
Employment Reentry for At-Risk Young Adults	$14,000
KidCare Express	$13,600
Sharp Health Care Foundation Project H.E.L.P.	$12,500
Meals-on-Wheels Chula Vista	$12,000
Interfaith Shelter Network	$10,350
South Bay Food Program (formerly Thursdays Meal)	$10,000
Regional Task Force on Homeless HMIS	$3,000
CDBG TOTAL	**$1,190,722**

GENERAL FUND

	FY 2013-14 PROPOSED
Minor CIP - Eucalyptus Park Improvements	$18,700
GENERAL FUND TOTAL	**$18,700**

HOME

	FY 2013-14 PROPOSED
Production of Affordable Housing - Landis	$1,000,000
First Time Homebuyer Program	$556,000
HOME TOTAL	**$1,556,000**

NON-CAPITAL IMPROVEMENT PROJECT BUDGET

Funding Summary by Project Type

HOUSING

	FY 2013-14 PROPOSED
Casa Nueva Vida	$83,621
Housing Prevention and Rapid Rehousing	$54,403
HOUSING TOTAL	**$138,024**
GRAND TOTAL - ALL PROJECTS	**$2,903,446**

CITY OF
CHULA VISTA

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. Despite City efforts to improve efficiencies through the Continuous Improvement Program, consolidate departments and reduce overhead, the level of service in many key City functions have been impacted.

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 year to year.

Animal Care Facility

Function	Jan 2013
Animal Control	
Animal Care Services	
Animal Placement	

City Attorney

Function	Jan 2013
Department Support Services	
City Council, Boards and Commissions	
Public Outreach	
Risk Management	
"Offensive" Litigation	
Defense of the City – Standard Litigation	
Defense of the City – Specialty Litigation	
Code Enforcement	

City Clerk

Function	Jan 2013
Manage Records of Legislative Actions (City Council, Housing Authority, and Public Finance Authority	
Prepare and Distribute Agenda Packets	
Customer Service	
Boards & Commissions	
Elections	
Carry Out Legally Required Duties as Filing Officer	
Post/Publish Legally Required Notices	
Maintain/Update Municipal Code and Council Policy Manual	
Public Records Act Requests	
Citywide Records Management Program	

Development Services Department

Function	Jan 2013
Project Reviews	
Process Improvement	
Zoning Administrator Permits	
Land Development	
Planning and Building Support	
Building Permit Processing	

Building Plan Review	
Building Inspection	
Sustainable Communities Program	
General Code Enforcement	
Residential Abandoned Properties Program	
Housing Inspection Program	
Hotel/Motel Inspection Program	
Mobile Home Park Inspection Program	
Proactive Sign Enforcement	
Abandoned Vehicle Abatement Program	
General Plan Implementation & Maintenance	
Growth Management/Special Projects	
Environmental Programs/Multiple Species Conservation Program (MSCP)	
Regional Planning	
Historic Preservation	
Otay Ranch Planning	
Technical Services	
Housing Programs	
Housing Projects	
Housing Policies	
Grant Administration	

Economic Development Department

Function	Jan 2013
Business Retention	
Business Attraction	
Quality Job Creation	
Tax Generation	

Finance Department

Function	Jan 2013
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
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
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	
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
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	

Library

Function	Jan 2013
Open Hours	
Civic Center Branch	
South Chula Vista Branch	
Otay Ranch Branch	
Space	
Staff Assistance	
Collection	
Information Technology	

Marketing and Communications

Function	Jan 2013
Marketing and Communications Program	
Community Engagement	
City of Chula Vista Programs and Services	
Big Picture Projects	

Police Department

Function	Jan 2013
Community Patrol	
Criminal Investigations	
Administrative Services	
Community Engagement	
Employee Services	

Public Works

Function	Jan 2013
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 (B&PC)	
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 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
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	
Therapeutics Programming	
Aquatic Facilities for Revenue Producing	

Community Use	
Provision of Instructional Swimming Programs	
Provision of Adult Lap Swim	
Provision of Elementary Learn-to-Swim Programs	
Fiscal Management	
Policies and Procedures	
Information/Technology	
Marketing and Communications	
Provision of Safe, Adequate, and Appropriate Recreational Equipment	
Community Access to Ball Fields	
Mt. San Miguel Park Tournaments	
Support and Promotion of Sports Alliance Tournaments	
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.

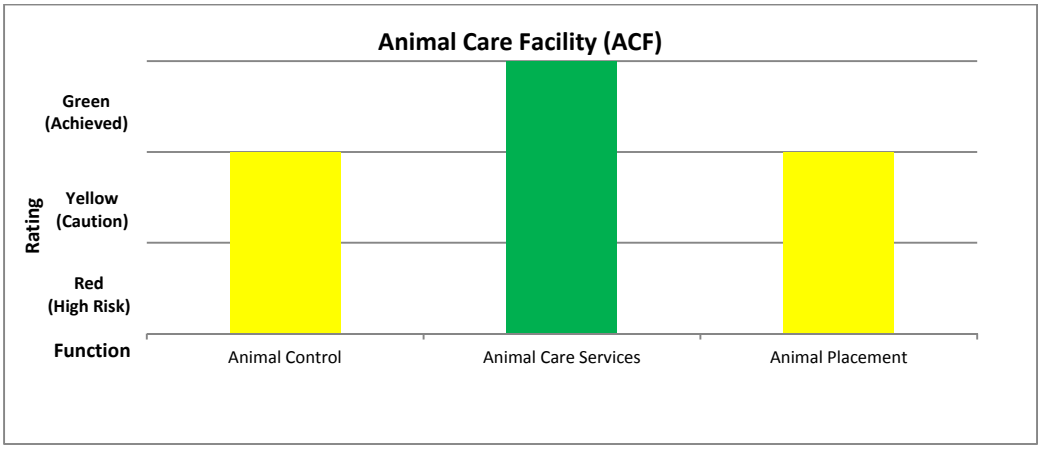
ANIMAL CARE SERVICES *(Green)*

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 and has received excellent inspection results from two outside veterinary agencies.

ANIMAL PLACEMENT *(Yellow)*

The ACF currently places 79% of dogs (goal area is 85%) 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. In December of 2011, staff acquired a spay/neuter surgical vehicle and to date has provided over 690 surgeries at no cost to low income families in Chula Vista. 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. First, the City Council has approved changes to City Ordinances regarding animals that should reduce the number of strays coming into the facility. Secondly, the expanded cattery has significantly reduced overcrowding during kitten season which improves the health and behavior of cats. Since implementing these initiatives there has been a 15% reduction in intakes of cats; however, the intake of dogs has increased by 10%, 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 and three administrative assistants[1]. 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 amount of types of Advisory Groups 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 novelty and complexity of many work assignments. Staff reductions 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. Since available/projected resources are limited, and since increased Office efficiency is necessary and worthwhile regardless, the Advisory Group's focus has been on identifying and implementing low/no cost ways to improve efficiency as the best path to improved service levels.

- 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,

[1] An office administrator position was created in 2010 but has never been funded.

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.

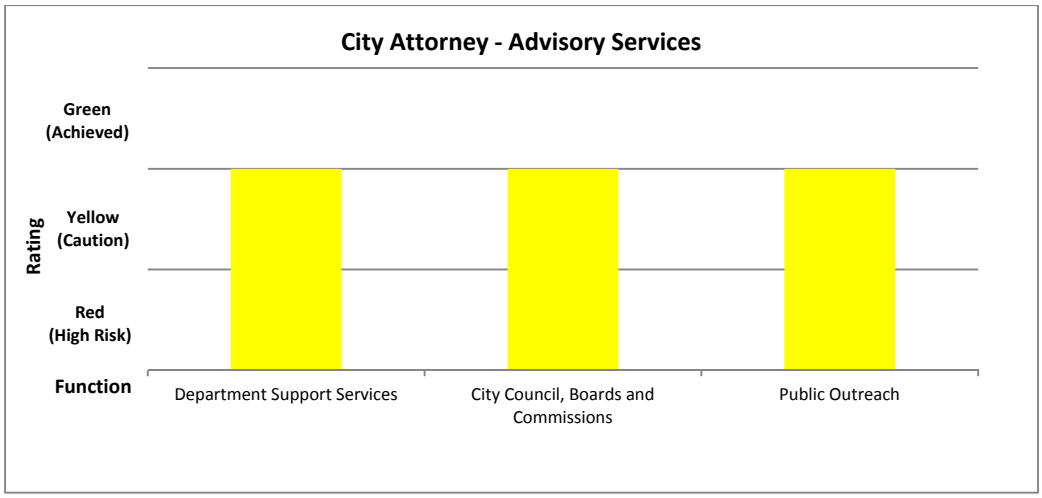
Risk Management and Public Safety: Advise on personnel and disciplinary matters; coordinate with risk management staff to manage claims and assure adequate insurance coverage. Provide on-going counsel regarding police response and enforcement activities and protocols including constitutional law updates 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 each and every agenda item for legal compliance, including conflicts of interest and CEQA; prepare ordinances, resolutions and agreements, and approval 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 high 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, and Charter Review 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 so that 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. Much more work is required 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 (i.e., via 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.

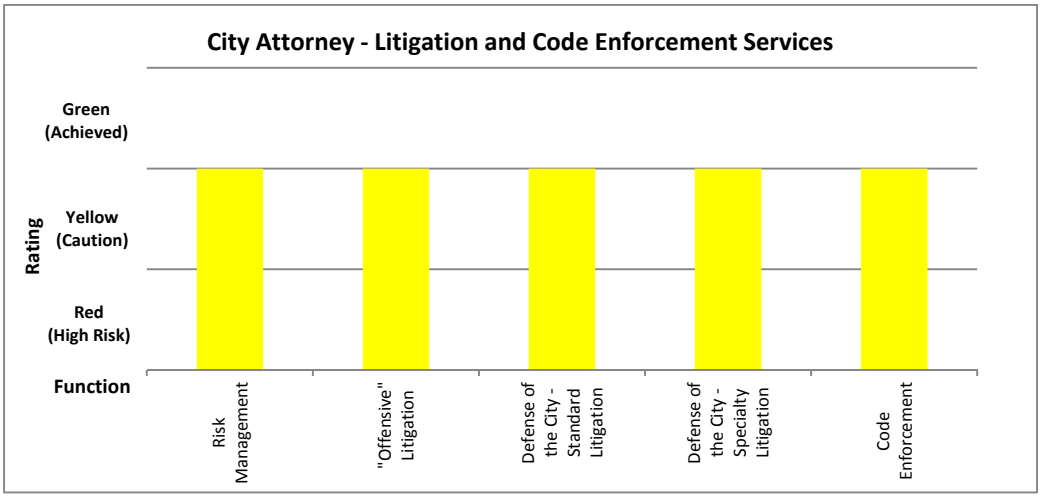
- Defense of the City – Standard Litigation *(Yellow)*

  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 City through streamlined discovery, preparing and file 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 City in litigation involving specialized legal issues. Recent reductions in funding for outside counsel puts this 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. Currently, the delay is one month. Improvements have been made to the preparation process, reducing the lag time from five months to one. This function would further improve with the implementation of upgraded software that would allow the City Clerk to prepare the minutes during the meeting (eliminating redundancy) and have them 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 *(Yellow)*
  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. However, staff regularly repeats much of the compiling, posting, and notification process on Friday for items not received on Thursday. Additionally, significant staff time is spent locating final agenda items and their associated attachments for the Thursday packet. This function would be considered (Green) with the implementation of workflow software that would enable electronic routing of draft agenda statements along with the creation of a streamlined process. There is software available that would not only accomplish streamlining the process, but would also allow posting the agenda packet alongside the meeting video with hyperlinks to the relevant sections of the recorded meeting, making public access more user-friendly.

- Customer Service *(Yellow)*
  The Clerk's public office hours for counter and phone assistance are Monday through Wednesday from 9-5 and Thursday from 9-12. Public office hours are reduced in order to allow staff to meet its legally mandated duties, such as preparing agendas and minutes, responding to the flow of requests for public records, preparing and archiving resolutions and ordinances, collecting, reviewing and making available campaign-related financial reports and materials, etc. Current staffing levels prevent the office from being open additional hours. The function would be considered (Green) if phone and counter services were offered full time. This would require additional staff to carry out customer service and administrative duties, or increased efficiencies to make existing staff more available for this function.

- Boards & Commissions *(Yellow)*
  The Clerk's office provides support to board and commission secretaries and staff, maintains original resolutions and minutes for meetings, assists with the appointment and onboarding of board and commission members, and oversees mandated ethics training. This function is considered (Yellow) because standard processes and training have not been in place to assist the departments and ensure legal requirements are properly carried out. The function will be considered (Green) once procedures are developed, staff trained and adequate oversight mandated training is in place. A training manual is being developed. Once other functions of the office are improved, staff resources will become available to dedicate to this project.

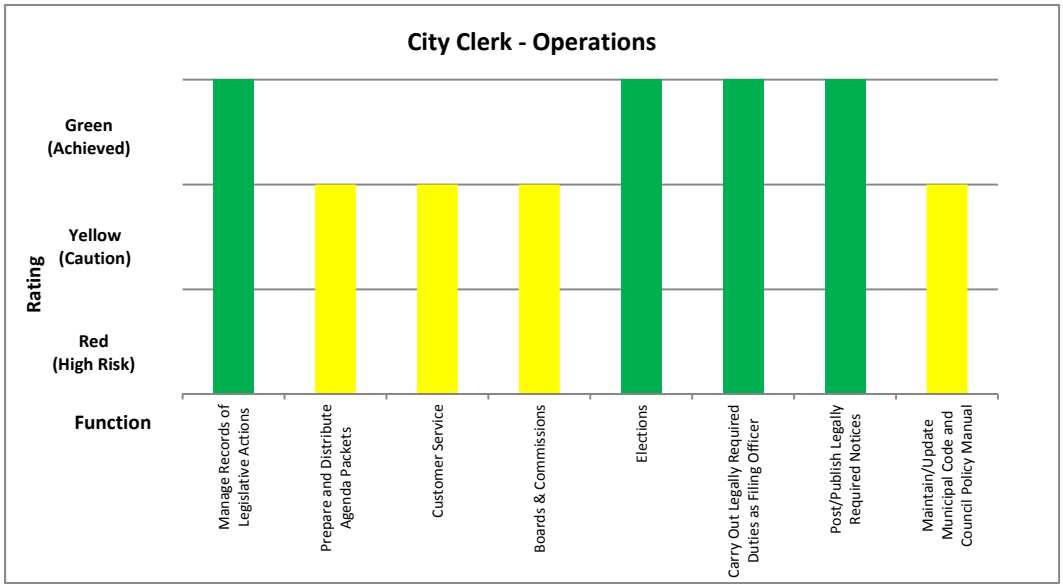
- Elections *(Green)*
  The City Clerk serves as the local Elections Official. The City Clerk plans and conducts local elections, and works with the Registrar of Voters to ensure compliance with local, state, and federal laws. Additionally, the City Clerk provides relative information and assistance 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.

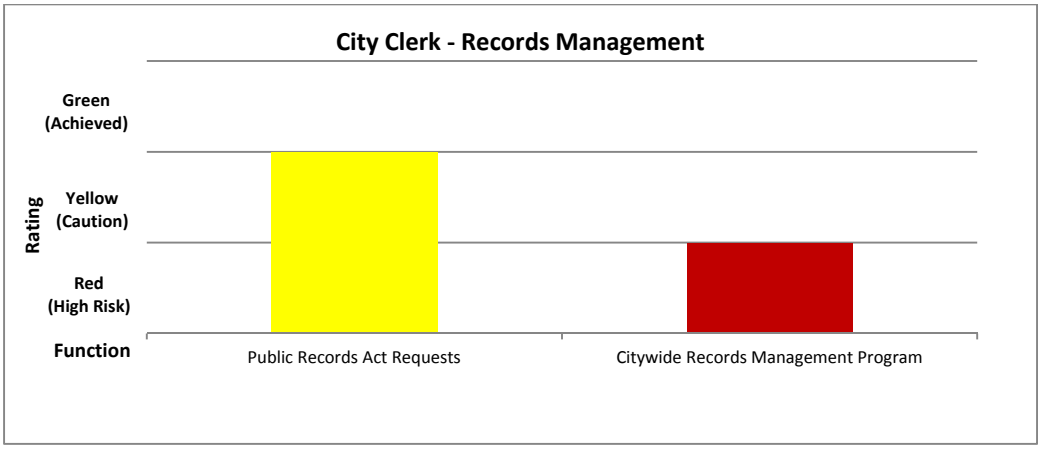
- Maintain and update Municipal Code and Council Policy Manual ***(Yellow)***
  As changes are made to the Municipal Code or Council Policies, the City Clerk's office makes the required changes. Most Municipal Code updates are available online within 2 weeks of the effective date of ordinances. This 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 Clerk's Office processes, tracks, and coordinates requests made under the California Public Records Act (CPRA). In 2011, a Kaizen event was held to improve the process used to gather records and respond to these requests. Documentation shows an improvement from 73% to 85% in providing responsive records within the mandated 10-day period. An update of the Electronic Document Management System (Laserfiche) is already in progress, which will provide a more user-friendly interface for the public to access its records on the internet. This has been classified as (Yellow) because training needs to be provided to staff liaisons and there is still room for improvement in the process. The classification would be (Green) with the completion of citywide training; reduction of unneeded paper copies and manual processes, perhaps through the use of workflow software; as well as an update of standard work for liaisons and the City Clerk's office.

- Citywide Records Management Program *(Red)*
  The Citywide Records Management program consists of managing City records in accordance with state and federal laws, as well as best practices. This includes establishing and managing 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, include all types of documents including electronic documents, and provide training 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.



DEVELOPMENT SERVICES DEPARTMENT

DEVELOPMENT PLANNING (ENTITLEMENT PROCESSING)

The Development Planning Division is responsible for administering the City's Zoning Ordinance and processing all applications for planning entitlements, including but not limited to conditional use permits, design review permits, specific plans, tentative maps and variances. In addition, this section is responsible for implementing the City's Design Review, overseeing the Development Services Department's Project Management and Process Improvement Programs, coordinating project related public outreach and community meetings, and providing information to the public regarding all City planning and zoning matters. 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. Most projects require multiple re-submittals by the project applicant and associated review cycles by staff prior to scheduling for consideration or hearing. 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 67% 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. *(Yellow)*

- Develop Process Improvement measures within the completion timeframes established by the Process Improvement Committee. Timeframes vary by the complexity of the Process Improvement measure and can result in Municipal Code revisions, new City Council or Department policies and/or Department procedures. The performance metric for Process Improvement measures is to complete 75% of the desired improvements within the timeframes established by Committee. Currently 86% of the process improvement items are completed by Committee established due dates. *(Green)*

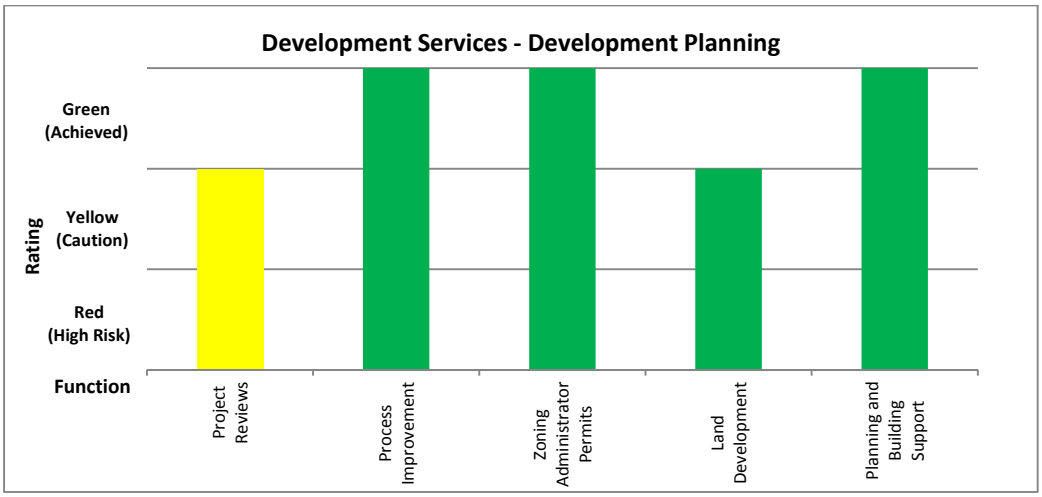
- Complete Zoning Administrator Permits within established processing timeframe. The performance metric for the Zoning Administrator is to complete 85% of permits within a 3 - 4 month processing timeframe. Currently 88% of all Zoning Administrator permits are completed within the processing timeframe. *(Green)*

- Land Development
  Land Development is generally responsible for all Engineering / Land Development Permits within the City. The Division is the lead on grading plans and permits, public and private improvement plans and permits, Final Maps, Landscape and Irrigation Plans, Tentative Parcel Maps, Parcel Maps, Lot Line Adjustments, Encroachment Permits, Master Planning for parks, Engineering fees and engineering review of building permits, Development Impact Fee Updates and Audits. The Land Development Section is falling behind on landscape related reviews given the recent staff retirement of one landscape planner. In addition, the University Villages are moving toward final engineering in April so efforts are underway to utilize an associate engineer from public works to maintain customer services levels. There is currently an open recruitment for a landscape planner. Filling this vacancy should bring this function back to Green. *(Yellow)*

- Planning and Building Support
  The Division is also the reviewer of General Plan Amendments, Specific Plans, Tentative Maps, Environmental Technical Studies, Design Review Applications, Conditional Use Permits, and Planning Commissions Applications for compliance with water quality requirements, municipal code requirements and State law. The Division is also the reviewer of precise plans and assesses development impact fees for all City building permits.

- The performance metric is to complete 85% of all project plans within the established due dates *(Green)*

The Land Development Section processes 85% of all "reviewer" projects within two weeks, and processes 85% of all grading plans, improvement plans and final maps within 80 "in house" calendar days.



BUILDING DIVISION

- Building Permit Processing *(Green)*
  This Section is the primary interface with the public and development industry for the Building Division and provides information related to the processing and issuing of building permits. The Section processes plan check submittals, issues building permits, approves city standard plans and researches the history and status of permits. During FY2012, the building permit processing section issued around 3200 building permits, and for FY2013, as of February 12, 2013 has issued 2,088 building permits.

- 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.

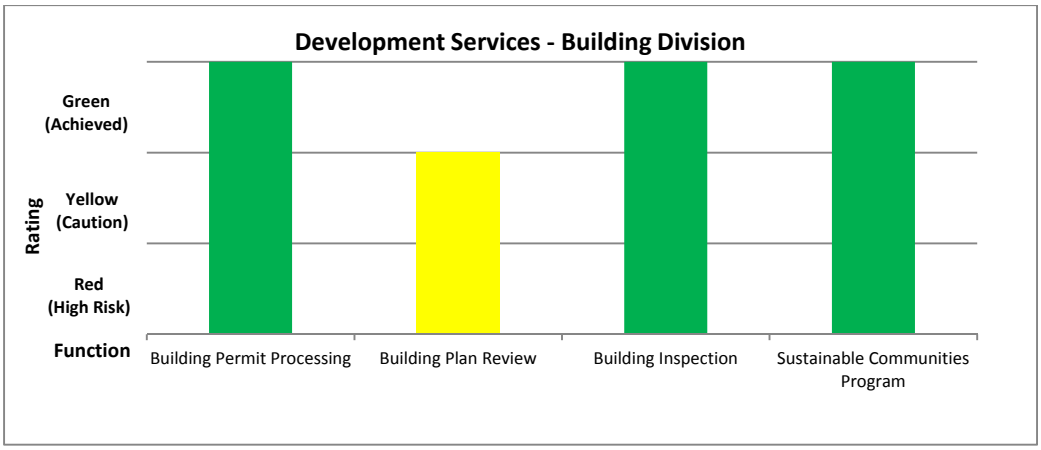
  - The performance metric is to complete 85 % of project reviews within established review cycles. On average, 82% of building plan reviews are completed within established timelines which is slightly lower than the target of 85%. During FY2012, the section performed 2,026 initial reviews and rechecks of building permit plans, and in FY2013, as of February 12, 2013 has performed 1,405 reviews.

    Since 2008, the Plan Review Section has been operating without a first line supervisor which has negatively impacted customer service, workload management, the quality and consistency of plan review, and the needed ongoing staff training and coaching. The hiring of a first line supervisor to manage the day to day plan review operations would improve service levels.

- 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, 99% of the building inspections are performed the next day which exceeds the target of 90%. During FY2012, the section performed close to 28,500 building inspections, and in FY2013, as of February 12, 2013 has performed close to 18,713 inspections.

- Sustainable Communities Program *(Green)*
  The Sustainable Communities Program (SCP) expands City staff's expertise in energy conservation and green building principles, with the goal of infusing sustainable practices into every level of the planning and building process. Staff promotes these principles to customers engaged in the municipal permit and construction approval process through the City's Internet, on the phone, or in person at the Public Services Building. Under the SCP, the Development Services Department investigates and updates existing programs, guidelines, and regulations to reflect the advances that have been made in both the green building and energy conservation aspects of community and project-level site planning and coordinates these activities with new energy-related programs. Program goals are being met.



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. In September 2012, the Code Enforcement Division reactivated proactive sign enforcement to address the proliferation of illegal signs.

- 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 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 FY2012, around 793 cases were opened, and in FY2013, as of February 12, 2013, 362 cases were opened.

- Residential Abandoned Properties Program *(Green)*
  The program holds lenders responsible for abandoned properties upon recording their Notice of Default. Lenders responsible for abandoned financially distressed properties have to register their properties with the City, and hire local property maintenance staff to monitor their properties and maintain them to the neighborhood standard. Code enforcement officers respond to specific complaints and periodically inspect registered properties for compliance.

  - The performance metric is to perform 85% of residential abandon property inspections within 10 days of report. Ninety three percent (93%) of initial residential abandoned property inspections were performed within 10 days of receiving complaint which is higher than the target of 85%. During FY2012, 704 cases were opened, and in FY2013, as of February 12, 2013, 253 cases were opened.

- Housing Inspection Program *(Green)*
  All apartment complexes (three rental units or more) are inspected for conformance with State and local minimum housing standards. The program preserves the City's supply of affordable housing and reduces the number of units in substandard condition, providing safe, decent and sanitary housing for residents. There are 722 apartment buildings in Chula Vista with a total of

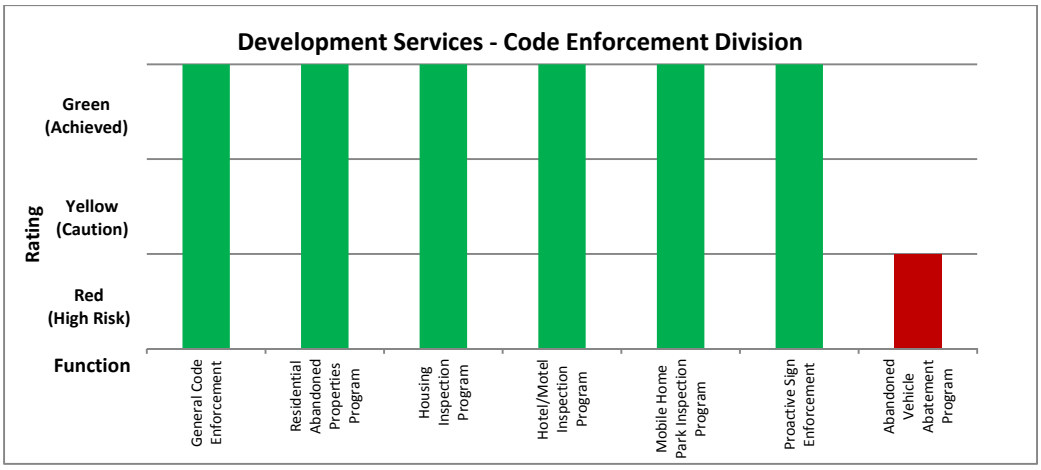
18,516 rental units. It took about seven years to complete the first cycle of inspections, and the program is currently on its second cycle and is anticipated to be complete within five years. Inspections are performed at a rate of 20% per year. This proactive inspection program is funded through inspection fees assessed on apartment complexes and collected with business licenses. Program goals are being met.

- Hotel/Motel Inspection Program *(Green)*
  Hotels and motels in Chula Vista are inspected for conformance with State and local minimum standards for housing. There are 24 hotels/motels with a total of 1583 rooms. All 24 hotels/motels are inspected once every year. This proactive inspection program is funded through inspection fees assessed on hotels/motels and collected with business licenses. Program goals are being met.

- Mobile Home Park Inspection Program *(Green)*
  Mobile home parks including RV Parks are inspected for conformance with Title 25 and Health and Safety codes per State Housing and Community Development requirements. The purpose of this program is to preserve affordable housing stock in the City of Chula Vista and to ensure the health and safety of mobile home and RV park residents. The program requires that substandard units and park infrastructure be brought up to minimum standards. Chula Vista has 30 mobile home parks and 3 RV Parks with a total of 4,084 spaces. Inspections are performed at a minimum rate of 5% per year which is in conformance with Title 25. This proactive inspection program is funded through inspection fees set by the State and collected with business licenses. Program goals, as established by the State of California, are being met.

- Proactive Sign Enforcement *(Green)*
  The purpose of the program is to preserve and enhance the aesthetics and traffic safety of our communities by reducing the use of illegal signs in the City. The program was reactivated in September 2012 to address the proliferation of illegal signs throughout the City. The proactive enforcement efforts are performed by the General Code Enforcement team consisting of three Code Enforcement Officers that cover the entire City. Officers proactively enforce signs within their beat area so that they can still respond to critical code enforcement efforts. As of February 15, 2013, 74 cases had been abated out of 126 cases opened.

- Abandoned Vehicle Abatement Program *(Red)*
  Due to the elimination of State Funding for this program it has become a complaint based program versus proactive. The Abandoned Vehicle Abatement Program removes unwanted or discarded inoperable vehicles. The abatement program was partially funded through funds received from the State, a $1 levy on vehicle registrations, and administered by the County. The authorization to levy the $1 expired April 30, 2012 and because of Proposition 26, to continue to collect the money, it had to be put on the ballot for a public vote. The County Board of Supervisors decided not to put it on the ballot and State funding ended for this program on April 30, 2012. This function will be handled as a regular function within General Code Enforcement as the elimination of the dedicated funding source does not support this activity. This will significantly impact the elimination of abandoned vehicles. When there was dedicated staff for this function, the proactive program resulted in about 860 vehicles abated per year. In comparison, the reactive program within General Code Enforcement has resulted in 14 vehicles abated in the last year.


Development Services - Code Enforcement Division
Rating
Green (Achieved)
Yellow (Caution)
Red (High Risk)
Function
General Code Enforcement
Residential Abandoned Properties Program
Housing Inspection Program
Hotel/Motel Inspection Program
Mobile Home Park Inspection Program
Proactive Sign Enforcement
Abandoned Vehicle Abatement Program

LONG RANGE PLANNING

The Advance Planning Section is responsible for the City's long-range planning activities involving the following seven major areas of emphasis as further described below:

- 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 two large–scale General Plan Amendments (GPAs) for the Otay Land Co. and JPB development land holdings in Otay Ranch pursuant to Council-approved university Land Offer Agreements. We are also participating in the review of GPAs involving Otay Ranch Village Two, the Freeway Commercial area, and the Sweetwater Union High School District (SUHSD) properties. 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, and have applied to SANDAG for a grant to support that work. We are also near to completing our assistance with the state required update of the GP Housing Element which should be adopted by April 2013, and will be bringing regulations for Energy Generating Facilities to Council in 2013.

  - 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)*

- Growth Management/Special Projects *(Yellow)*

  The Advance Planning section's services in this area span a number of subjects and include implementing and updating the City's Growth Management Program (GMP) and Ordinance (GMO), administering the Growth Management Oversight Commission (GMOC), coordinating with other agencies on regional growth management issues, providing demographic and land use information and forecasts, assisting in the update and implementation of public facility master plans, processing annexations, sustainability programs, and providing the primary staffing for the City's participation in the Otay Valley Regional Park program.

  The focus for current services is facilitating the GMOC's 2012 annual review and report on Thresholds Standards compliance. Although currently intermittent, we are providing as-needed support/input to updates of the Parks Master Plan, Fire Master Plan, and Library Master Plan. We continue to produce annual growth forecasts and monitor the implementation progress of development projects through a monthly tracking spreadsheet, as well as providing ongoing coordination with the local school and water districts in review of their facility master plans and phasing proposals, and the school districts' forecast/capacity studies required for state funding.

  Due to staffing limitations, work on the GMP and GMO to complete the review and update of those documents has been on a time-available basis and frequently back-burnered. While much work has been accomplished on GMP and GMO drafts, rekindling and completing final review and public discussions and hearings on those documents will entail several months of focused effort that we are currently unable to allocate resources to. Our work on sustainability programs and initiatives, including our SDG&E Partnership are being given minimum attention due to lack of staff availability. We are also in minimum participation mode in the Otay Valley Regional Park (OVRP), and City funding to the maintenance and operation of the OVRP was cut two years ago and has yet to be restored. The

latter is becoming an issue as OVRP has unmet operating and maintenance needs.

- Environmental Programs/Multiple Species Conservation Program (MSCP) *(Yellow)*
  Primary responsibilities include implementation of the City's Multiple Species Conservation Program Subarea Plan; the Otay Ranch Resource Management Plan (RMP) and Preserve, as well as other related plans, programs and projects of a similar nature. This includes providing staff support to the Preserve Owner-Manager (POM) entity with the County. We are responsible for preparing an annual MSCP implementation report to the Wildlife Agencies, and the 2012 report was completed in February 2012. The report provides the basis for the Agencies determination of whether or not we are in compliance with our MSCP permit. Under the MSCP we also issue Habitat Loss and Interim Take (HLIT) permits to various projects on an as-needed basis, and regularly review biology reports for development projects/EIRs for MSCP compliance for both private development, and internally for other City departments such as Engineering and Public Works. Due to other section workload, staff has not been able to prepare needed implementation guidelines for the HLIT ordinance, establish MSCP committees, advance work on the RMP/POM, or to respond to issues and review requests on other than an urgency-only basis.

  With the December 2012 exit of our Principal Planner who supported these efforts, coupled with the loss of a half-time position through prior budget cuts, we now have one FTE to cover the above work, and are beginning to see strains especially as development activity picks up.

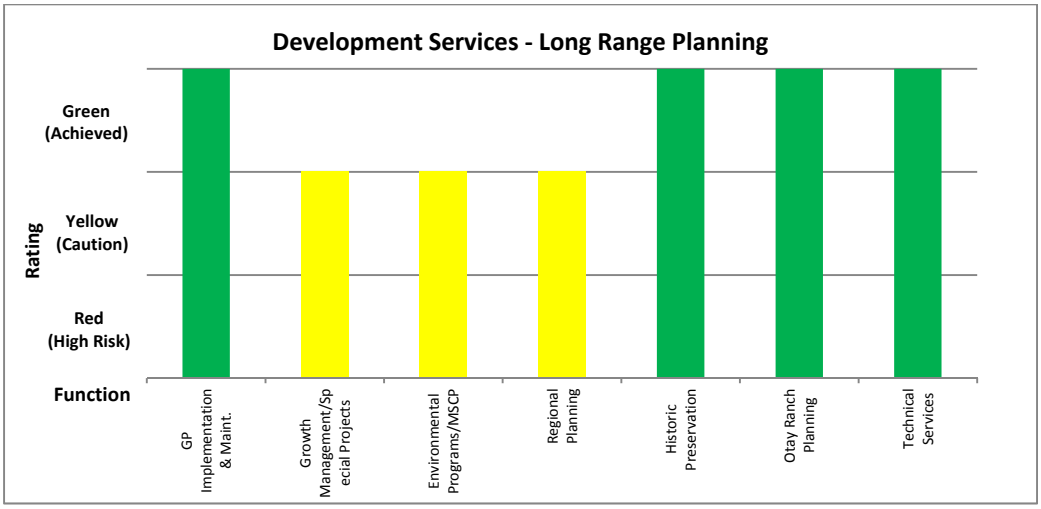
- Regional Planning *(Yellow)*
  Advance Planning provides liaison with SANDAG, and serves on the Regional Planning Technical Working Group with the regions' planning directors, as well as the Environmental Mitigation Program Working Group. In addition we provide regular review of SANDAG Board of Directors agenda materials to support briefings for our elected officials. Primary programs include the Regional Comprehensive Plan (RCP), Regional Transportation Plan (RTP), smart growth, various housing plans and programs, regional growth forecasting, and the South Bay Bus Rapid Transit (SBBRT) project. Regional work needs are ramping up with SANDAG's launch of the RCP/RTP/SCS updates, and related preparation of the Series 13 Growth Forecast and updates of the region's land use inventory. The Environmental Impact Report (EIR) for the SBBRT is out for public review and work on this important effort will continue through the summer, and then hopefully move to implementation of Bus Rapid transit (BRT) service. The Yellow rating reflects limited time availability for attention to issues and programs outside of attending meetings, and responding on an urgency-only basis.

- Historic Preservation *(Green)*
  Advance Planning is responsible for implementation and maintenance of the City's Historic Preservation Program and Ordinance, and also provides the primary staff support for the Historic Preservation Commission (HPC) who oversees implementation and reviews projects related to historical resources. We recently completed a Historic Resources Survey within western Chula Vista, and are bringing forward a number of sites for historic designation consideration based on survey outcomes. We also provide historic resources expertise and input to projects on a case-by-case basis, which has been increasing now that the Program and Ordinance are in place and the survey is complete.

- Otay Ranch Planning *(Green)*
  Advance Planning oversees forward planning activities in the Otay Ranch including General Development Plan (GDP) amendments and new Sectional Planning Area (SPA) Plans. We are currently working on two major GP/GDP amendments with Otay Land Company and JPB development, along with associated new SPA plans and Tentative Maps for Villages 3, 4, 8, 9 and 10. We are also providing input on large scale proposed amendments for Village 2, and the Freeway Commercial area plan amendments, and are preparing a review and update of the City's Community Purpose Facilities (CPF) ordinance. We have now kicked off planning activities for the University site and will be preparing an associated

framework SPA Plan and Environmental Impact Report over the next year or so.

- Technical Services *(Green)*
  Advance Planning provides technical support services for the Development Services Department, as well as to other City departments on a periodic basis. This includes maintenance of the City's land parcel information data base and assessor's records, Department website, production of statistics and demographics, development tracking, GIS, support to development application processing, presentations, and preparation of maps, graphics and other information in support of projects and programs within and outside our section Given the work noted in other Advanced Planning areas of emphasis above, demands for services are increasing, and resources are becoming stretched, and border on a (Yellow) rating. This stretch has also been influenced by the Technical team now providing daily support to DSD front counter operations that consume about a third of our available time. This is an area that needs further evaluation going forward.



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.

- Housing Programs *(Green)*
  The City's Housing Division administers a number of programs that increase or preserve the supply of affordable housing opportunities to individuals and families of all income levels. These programs include:

  - Community Housing Improvement Program (CHIP) that provides funds to income-qualified homeowners to address health and safety-related issues.

  - Homebuyer programs include down payment assistance and education programs for homeowners/homebuyers.

  - Short-Term Rental Assistance provides people with funds to temporarily help with rent to prevent homelessness.

- Housing Projects *(Green)*
  The City partners with affordable housing developers to ensure a diverse housing supply to meet the needs in the City. The Housing Division has financed the development of approximately 1,500 units of affordable housing. The ability to finance units is now significantly hindered by the elimination of redevelopment agencies and associated funds previously set-aside for low and moderate income housing.

Housing Policies *(Green)*

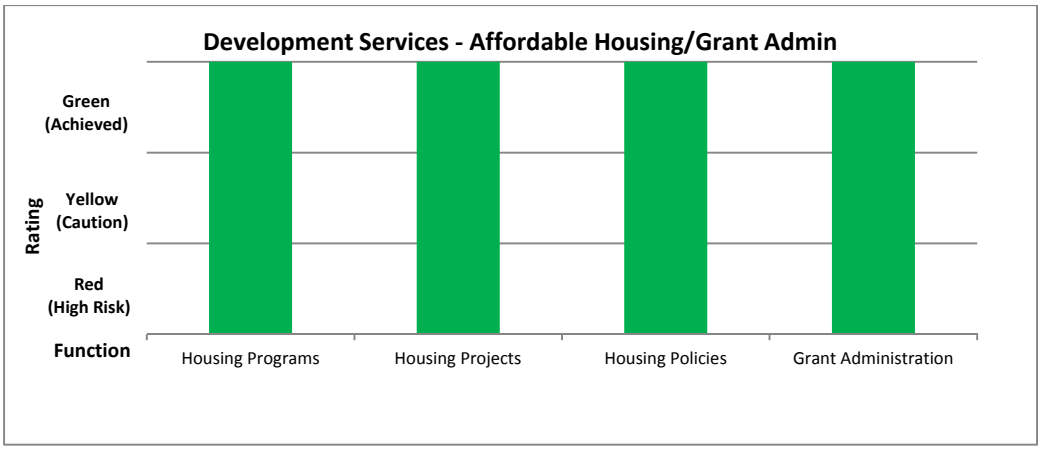
Housing Division staff is responsible for the oversight of several ordinances or General Plan elements, including:

- The City's Mobile Home Rent Review and Closure ordinances. The Rent Review Ordinance requires regular mailings to mobilehome parks and communication with residents. Housing staff provides the analysis and staff support when a rent review case is heard before the Commission. The Closure ordinance is used less frequently, only in the instance of a park closure.

- The Housing Element is a required element of the General Plan. The Housing Division manages the development of the periodic updates as well as compiles the annual reports. Staff is completing work on schedule on the required update this fiscal year.

- Inclusionary housing has been a significant component of the City's affordable housing stock within the last 20 years with the development of eastern Chula Vista. Housing staff works with private developers to help identify and create the opportunities in the master-planned communities.

- Grant Administration *(Green)*
  The Housing Division administers three grants from the U.S. Department of Housing and Urban Development (HUD) totaling nearly $3 million: Community Development Block Grant (CDBG) to primarily serve low income persons and areas, HOME for affordable housing, and Emergency Solutions Grant (ESG) for homeless services. The Housing Division also received three grants through the recent Recovery Act which totaled over $4 million. The primary objective of the grant programs is to develop viable communities and decent housing and expand economic opportunities for low and moderate income persons living within the City. The grants require strict adherence to Federal regulations and are subject to regular audits.


Development Services - Affordable Housing/Grant Admin
Green (Achieved)
Yellow (Caution)
Red (High Risk)
Rating
Function
Housing Programs
Housing Projects
Housing Policies
Grant Administration

ECONOMIC DEVELOPMENT DEPARTMENT

Achieving the objectives that move these functions to (Green) would provide the tools needed to maximize the creation of additional quality jobs, achieve an economically sustainable jobs/housing balance, place the City in the top one-third of median household income jurisdictions in the County, establish the variety and quality of 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 maintained most of its major private sector employers with quality jobs over the past two-years, however more analysis needs to be done to verify the actual net conditions. In 2012 Chula Vista had approximately 8,000 licensed businesses with approximately 35,300 employees located within the City. That represents a five year (2008 – 2012) net decline of 11.8% in the number (-1,080) of licensed businesses but an 8% increase in the number (+2,300) of employees. The Chula Vista retail business sector also generated enough additional sales to increase their tax base by 4% for the twelve months period ending in September 2012 when the Consumer Price Index by contrast was approximately 1.7%.

- San Diego Association of Governments (SANDAG) estimates the region's median household annual income at ……..$67,148, and
- Chula Vista's median household annual income at……..$67,264

According to SANDAG data, the City of Chula Vista ranked 9th out of 19 county jurisdictions in median household income in 2012. If any one of Chula Vista's 3 highest median household income zip codes was a city, they would have ranked in the top four cities in the county for median household income. The top 4 Chula Vista zip codes had a combined median household income and population approximately equal to that of the top 4 median household income cities combined. However, Chula Vista was the lowest in eighteen cities in per capita municipal revenue and third from last in sales tax per capita. An estimated 70% of Chula Vista resident's commute outside the City for work. If where you work is connected to where you invest your retail dollars, and a correlating impact on the City's Sales Tax Gap, the City needs to create the policies and incentives to establish quality local jobs that increase local business-to-consumer and business-to-business transactions.

A quality local job has the added value of financing households that can afford to fill vacant Chula Vista residences and invest in those residences to ultimately increase property values. In 2012, sales tax overtook property tax as the City's largest source of revenue to fund public services. The County Assessor's Office reduced real property values in the City by approximately $3.5 billion or $13.9% from 2007 to 2011, which virtually eliminated the 2007/08 gains, a third consecutive year of double digit gains that had raised assessed property values by almost 50%. It will take longer for home values to appreciate one at a time through resale, the supplemental tax bill assessment process, and to the point that they would trigger a property tax increase, than it did for the County Assessor to reduce property tax payments by $3.5 billion for thousands of properties at a time.

In the last twelve months at least one manufacturing business in the Eastlake Business Park was forced to lay-off approximately 25 blue-collar jobs as their production work decreased. However, in the same period, the City did experience the addition of a steel fabrication company and 30 jobs. The City's municipal work force reduction of more than 300 jobs over the past few years may represent one of the largest reductions in local quality jobs. More analysis needs to be done to determine if similar impacts to the local economy have occurred in the water and school districts or hospitals and other public and quasi-public sectors in the City.

Staff believes that this key function will move to the (Green) category when enough additional quality jobs are established to provide at least 50% of Chula Vista households that are above the county median household income the option to work in Chula Vista, and median household income for the City reaches $75,000 per year in 2010 (per capita income reaches $35,000). Approximately 9,000 current household wage earners would need to attain employment adequate to move up to the median household income to reach that goal. Staff estimates that will be achieved by the

upward mobility of the approximately 50,000 households that are $7,000 and less below the county median household income and their "adult children" as well as the upward mobility of the more than 30,000 households (and their "adult children") whose income was above $75,000 in 2010, and the new families that fill the unoccupied housing (800-1,000) in the 4 zip codes that averaged above $75,000 per year in median household income in 2012. Staff also suggests that for this category to be (Green) the local economy needs to establish at least 3,000 additional employment opportunities that help to propel local median household incomes to at least $75,000 per year (per capita income to $35,000). Another key business retention indicator would include reducing and/or maintaining the retail space vacancy factor to no more than 110% of the county average.

BUSINESS ATTRACTION *(Yellow)*

More analysis needs to be done to factually determine current status; however, Chula Vista appears to be comparable with the nation, but lags behind regional leaders in business attraction. As quality space has become available in the more successful retail centers, it has been quickly filled by tenants like BevMo, Buffalo Wild Wings, Parmida Home, and Chipotle's. 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. The trend for using industrial buildings for retail or industrial land for residential uses is a significant challenge because it reduces the available inventory for locating high quality jobs. The City is also limited in the number of existing buildings and "shovel ready" building sites that have the ability to host large-scale (50,000+ square feet) industrial and light industrial manufacturing businesses that can host quality jobs.

Staff suggests that one focus of Chula Vista's business should be to facilitate the creation of on average at least one job at the $35,000 per year range for every two jobs generated. Staff suggests that this key function will be (Green) when City policies, and incentives and the market have helped to establish the number and variety of businesses that: 1.) Establish the policies, practices and building or land resources necessary to add employers for at least 3,000 additional quality jobs opportunities within the City, 2.) Implement those and complementary policies and practices to employ at least 50% of Chula Vista households that are above the county median household income within Chula Vista, and 3.) Raise the Median Household income in Chula Vista to $75,000 per year or $35,000 per capita. Another key business attraction indicator would include tracking the stability of the average retail space lease with a goal of at least 90% of the regional market rate.

To properly assess progress on Business Retention and Attraction, 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 jobs at each business, and the number of employees in a range of employment salaries or pay. Recent City Council authority authorizing steps taken by the Finance Department should provide better tools, as well as getting some or all of this data from the State Employment Development Department and Franchise Tax Board going forward. Staff is also working with other local agencies to identify and compile reliable, local sources of this data. Additionally, the City also needs to locate or work sub-regionally to establish a reliable and consistent source of local real estate vacancy and cost data that can be compared to the region.

QUALITY JOB CREATION *(Red)*

Out of the 8,000 licensed businesses within Chula Vista, if a business has more than 20 employees, it is one of the largest 325 employers. Many service and retail jobs have been reduced or eliminated. Business License applications are down 17% over five years and employees reported by business licensees are up 8%. 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 employment. Another key indicator is the ratio of jobs to households. For this key function to be (Green) the City needs to work collaboratively with the private sector to facilitate the development of 5,000 to 7,000 jobs of which at least 3,000 need to be quality jobs. The addition of 5,000 jobs would establish approximately one job (39,500) for every two households (79,000) currently in the City. More analysis needs to be done in both the private and public sectors to analyze the

critical needs and barriers to expanding opportunities for existing and future employers, and to target the effort to optimize the potential for success.

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, and clusters of complementary businesses that collectively create and attract quality employment. Later this fiscal year, the consultant's analysis will provide the research and data that will establish a framework for economic and environmental sustainability by identifying practical, specific business sector targets and the missing resources, if any, needed to facilitate the development of a variety and quantity of quality jobs to secure that economic base. Staff will identify the resources needed and provide City Council with options to execute or phase in the plan as part of the budget cycle.

TAX GENERATION *(Red)*

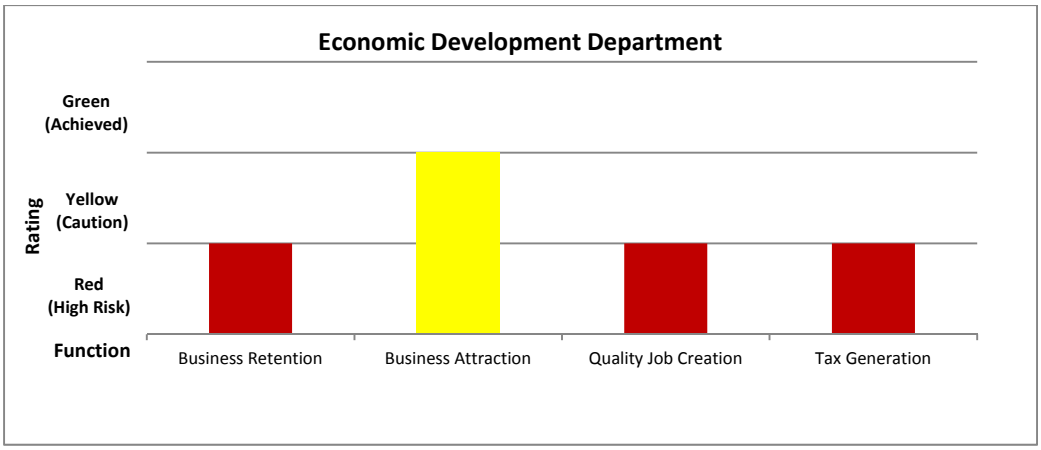
Chula Vista has been last in overall tax generation per capita among San Diego cities and is currently third from last in per capita sales tax capture. In 2012, sales tax overtook property tax as the City's largest source of revenue. However, Chula Vista's sales tax generation is below the county per capita average in 90% or 27 out of 30 retail business sectors used in an index to compare cities to their respective regions throughout California. Those 27 categories below the county average represent an annual loss of approximately $4.6 million dollars in revenues. The net loss when balanced against the 3 categories that are substantially higher than the county average (Discount Department Stores, Electronic Appliances, and Department Stores) is $1.5 million. It should be noted that at 1% of the value of each taxable transaction, sales tax leakage is critical as an identifier of business-to-consumer and business-to-business transactions that create employment demand and drive prosperity for local brick and mortar businesses. Also, these 30 "indicators," are not intended to be a comprehensive view of the total business/consumer transaction or revenue picture. The tax consultant and staff estimate the sales tax leakage from all categories to be significantly higher.

Home ownership in Chula Vista (59.5%) is above the county (55.2%) and State (56.7%) average; however, as stated previously property taxes are down significantly due largely to a regionally applied reduction in assessed property values conducted by the County Assessor. Additionally, Chula Vista is last out of the top five Transient Occupancy Tax generating cities in the county and approximately 35% 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 right quality of goods and services in the right locations to capture at least 65% of the local business-to-consumer 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) 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.) establishing a culture and understanding among local government, local business 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," support our local businesses and employment with the local purchase of goods and services, and to identify and provide the quality and variety of services consumers and businesses purchase.

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% occupancy, B) when single family home vacancies drop below 4% and rental properties drop below 3%, C) when the median household income is $75,000 or when per capita income meets or exceeds $35,000, 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. More analysis needs to be done to identify the optimum ratio 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 *(Yellow)*: provides financial reports to the public, City Departments, and other agencies so they can be in compliance with Federal, State, and Local legal requirements. The function is (Yellow) due to increased payroll reporting and State reporting requirements. In addition, the division has experienced significant workload impacts related to new tight and unforgiving deadlines surrounding the dissolution of the Redevelopment Agency. In order to shift this category into (Green), an accountant position has been requested as part of the annual budget process. This accountant position will be responsible for assisting the City in complying with the greater number and more complex financial reporting requirements. Additionally, this position will manage the Citywide ECivis grant system in order to make the Federal reporting compliance more efficient, accurate, and processed in a timely manner.

- 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), the accountant position previously identified would supervise this section and provide coverage and additional system support. In addition, 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.

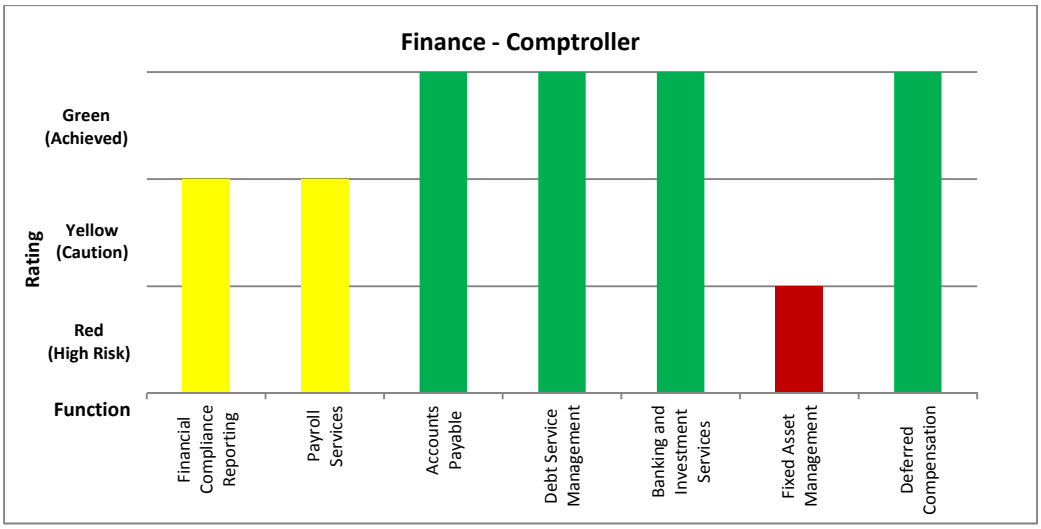
- Accounts Payable Function *(Green)*: processes approximately 14,000 payment requests for all City Departments. The division is responsible for reviewing each payment request for proper authorization, documentation and available budget in accordance with City Charter Section 504. While there is room 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 reports and information to creditors and the public on the status of City bonded indebtedness We are meeting all deadlines without risk.

- 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 *(Red)*: 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 (Red) because we are out of compliance with the City Charter due to an outdated fixed asset inventory. This is as a result of staffing cutbacks which have occurred over the past few years. In order to get back on track, the Finance Department utilized salary savings and hired an hourly employee who is in the process of conducting a citywide inventory of fixed assets. In order to comply with the City Charter and sustain it the long run, the new accountant position previously identified would also take on these duties 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

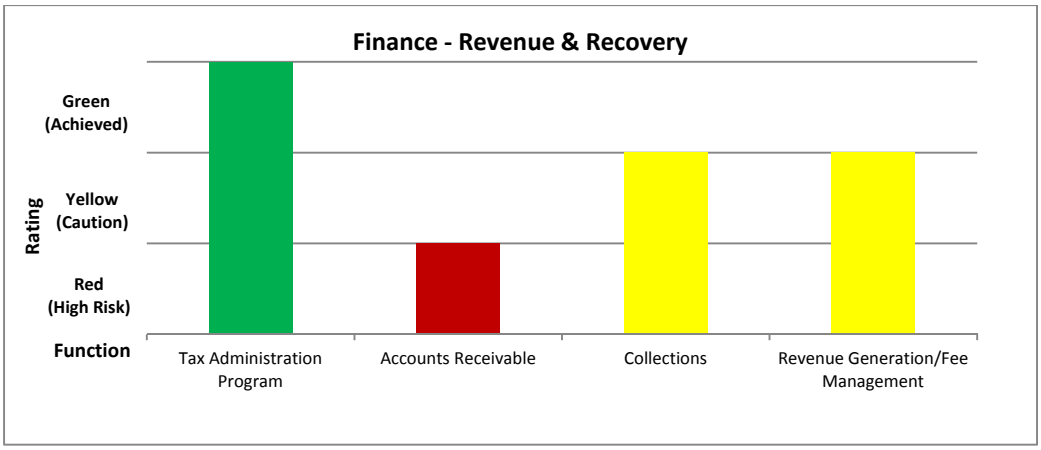
The Revenue & Recovery Division administers the City's revenue programs including utility taxes, sales taxes, transient occupancy taxes and business licenses taxes; directs and controls the accounting or revenue functions of the City that include bank to book reconciliations and assists in the preparation 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 *(Yellow):* Due to recent cuts in staffing levels, other than a few collections pursued through small claims court, the Revenue & Recovery Division has not been able to actively pursue city wide collections. In order to move this function into the (Green) category, the Department recently contracted with a full service collection agency to pursue delinquent accounts that are over 60 days delinquent. We anticipate that once the collection agency has completed a full year of collection activity and once improvements to the City's A/R system are completed this function will shift to (Green).

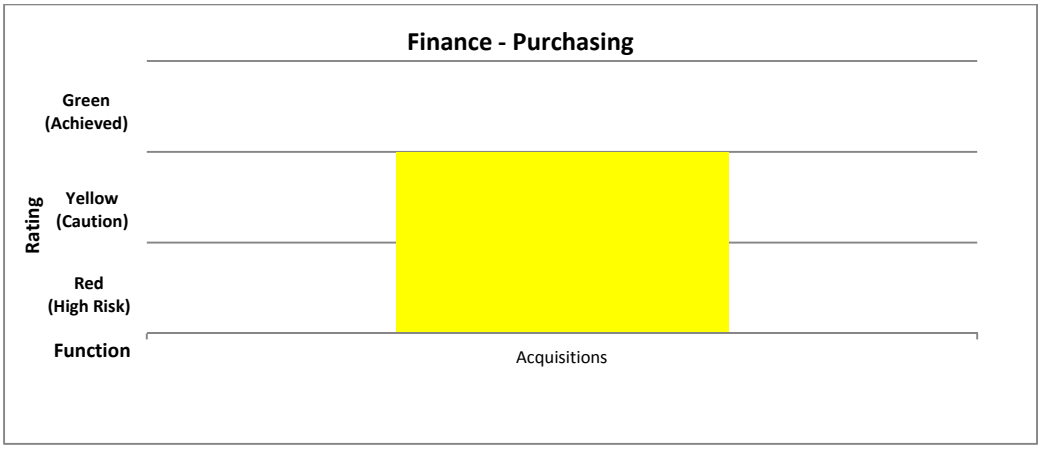
- Revenue Generation/Fee Management Function *(Yellow):* is the lead in updating the City's Master Fee Schedule. The Master Fee Schedule provides details for the various fees charged by the City for services provided to residents and customers. The function is (Yellow) due to the lack of backup for the individual responsible for performing the analysis supporting and updating the various fees. In addition, the timeliness of updating the fees is being impacted due to competing work. In order to move this function into the (Green) category the division recently shifted an analyst position from the Budget & Analysis Division to Revenue & Recovery who will take on the coordination and analysis required to update City fees in a timely manner. We anticipate that this function will be (Green) by the end of calendar year 2013.



PURCHASING

The purpose of the Purchasing Division is to provide acquisitions 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 four 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 that involves participation from the City Attorney's Office.



BUDGET AND ANALYSIS

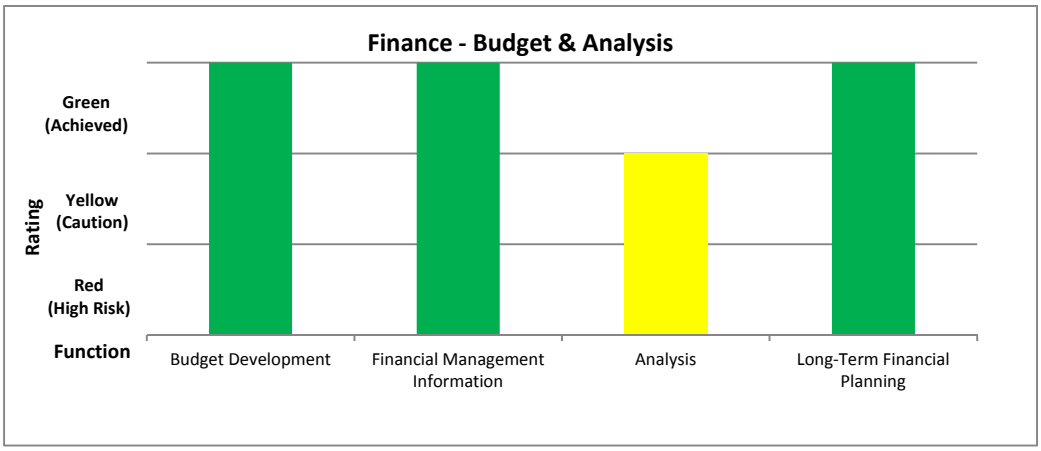
The purpose of the Budget and Analysis Division is to provide budget development, strategic planning, and analysis services to the City Council, City Manager, and departments so they can make informed decisions that: better align resources with citizen needs, improve operational efficiency and contribute 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 will be embarking on the development of the City's Long-Term Financial Plan in July 2013.



FIRE DEPARTMENT

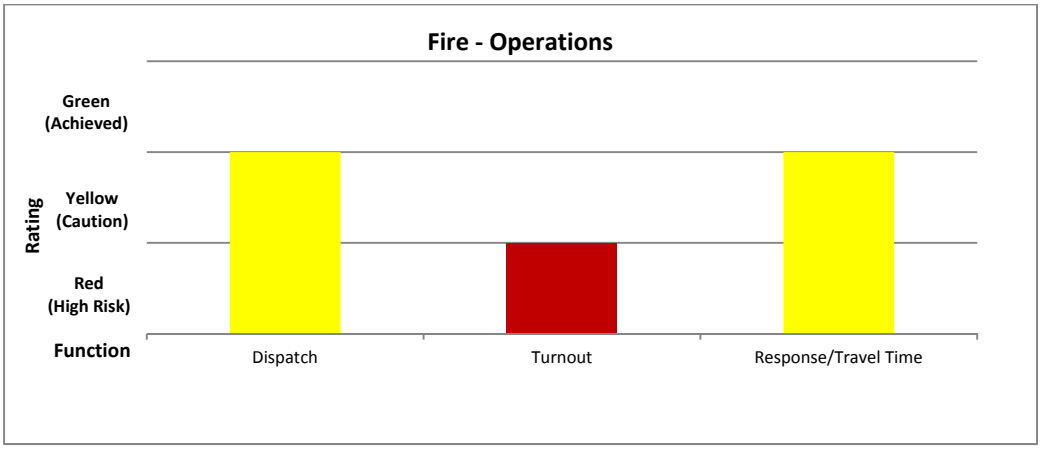
OPERATIONS DIVISION

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 30-45 seconds. This will be improved with a change in the performance of the contract during the next negotiations with San Diego in the next two years.

- 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. Currently there are not any indicators in the station to notify them of their progress. The current response is over 2 minutes and as a result we are not meeting our GMOC response standards. 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)*
  We meet the current response time about 73% instead of the 90% required by national standards. Implementation of the new Fire Facility Master Plan will enhance these levels to the 90th percentile.



TRAINING DIVISION

- 100% of mandatory training completed annually *(Yellow)*
  The required training has been identified although currently only 60% is being done within the year. Restoration of the vacant Training Engineer and Training Division Chief will enhance the division's capabilities to meet the standard.

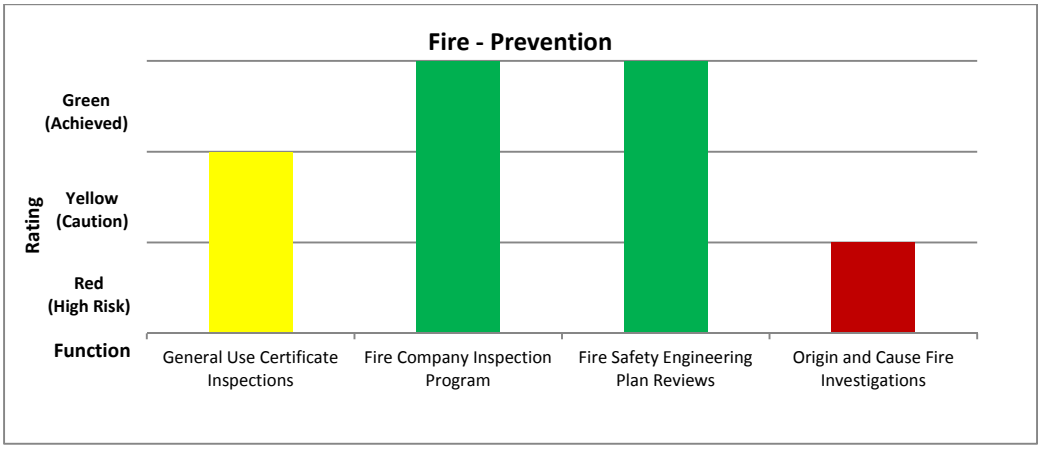
PREVENTION DIVISION

- 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 the GUC inspections – closing the performance gap on late inspections and keeping up with the new demand. This function should move to green next fiscal year.

- 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.

- 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 94th percentile.

- Prevention to perform origin and cause fire investigations for 100% of all fires *(Red)*
  At this time, Prevention Fire Investigators perform 20% of all origin and cause fire investigations. 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. Under the current policy, if an Investigator is not called out to perform the origin and cause fire investigation, the company officer will complete this task. Under the proposed policy, it requires all fires to be investigated by a trained Investigator.



ADMINISTRATIVE DIVISION

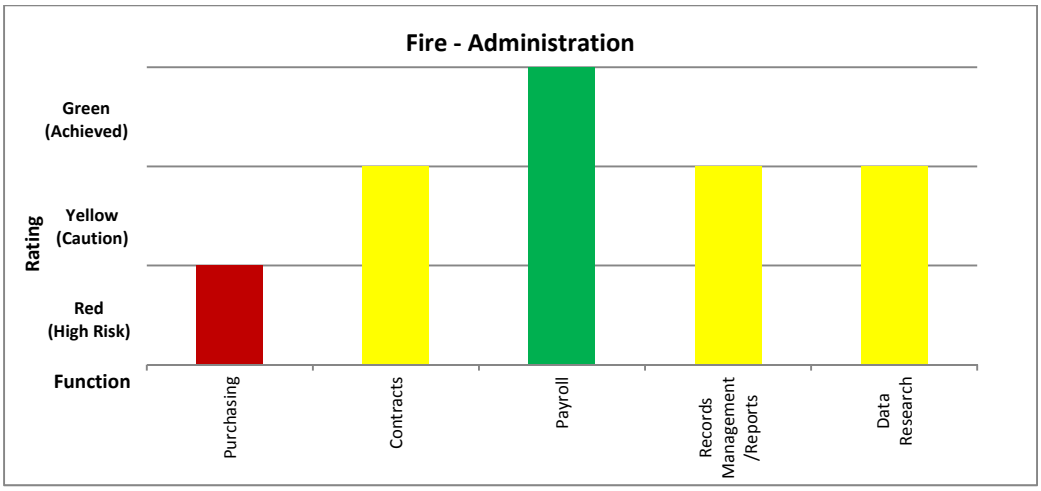
- Purchasing *(Red)*
  Provides procurement and related services to all Divisions of the Department. Processes payments and obtains required insurance documents for all vendors as specified by the Department of Finance's insurance requirements. Works with Department of Finance to ensure lowest cost while meeting all safety requirements. Due to the loss of our Senior Office Specialist in Jan. 2011, the purchasing functions have been distributed to other personnel as ancillary duties. This redistribution has caused delays in the purchasing process and declined production in other functions.

- 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. Currently this function has been decentralized and different managers are responsible for different contracts. As a result, some of the contracts have been late or expired. With the addition of the Principal Management Analyst this function will be centralized under that position and this function should become green.

- 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.

- 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.



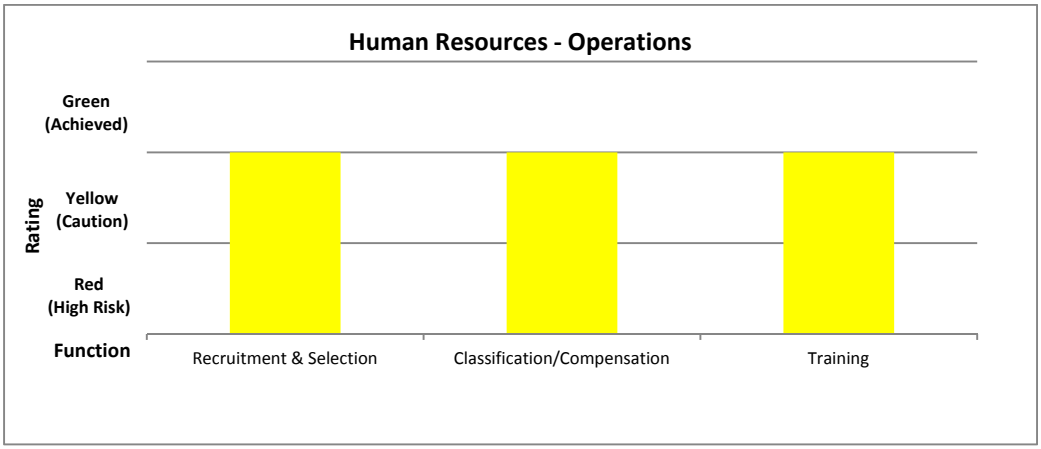
HUMAN RESOURCES DEPARTMENT

HUMAN RESOURCES OPERATIONS

- Recruitment & Selection *(Yellow)*
  Recruitments are monitored from when the recruitment is assigned to the establishment of the eligibility list. The goal is 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. This function is (Yellow) because we have been unable to respond in the 60 day goal due to staff reductions. Due to inadequate staffing and the increase in the number of vacant positions due to retirements, terminations and resignations the number of days to complete recruitment will slowly shift to red in the coming months. In order to shift this category to (Green), additional Human Resource Analyst would be needed to meet the demands in this area.

- Classification /Compensation *(Yellow)*
  Classification reviews from departments are analyzed and a recommendation is completed within 60 days of receipt. Due to reduction in analyst staff in the last five years, we have not been able to keep this service function in (Green). 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 7 pending reclassification requests that we have had to put on the backburner because we don't have the staff to complete them. 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. The additional Human Resource Analyst would also take on training responsibilities.



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).

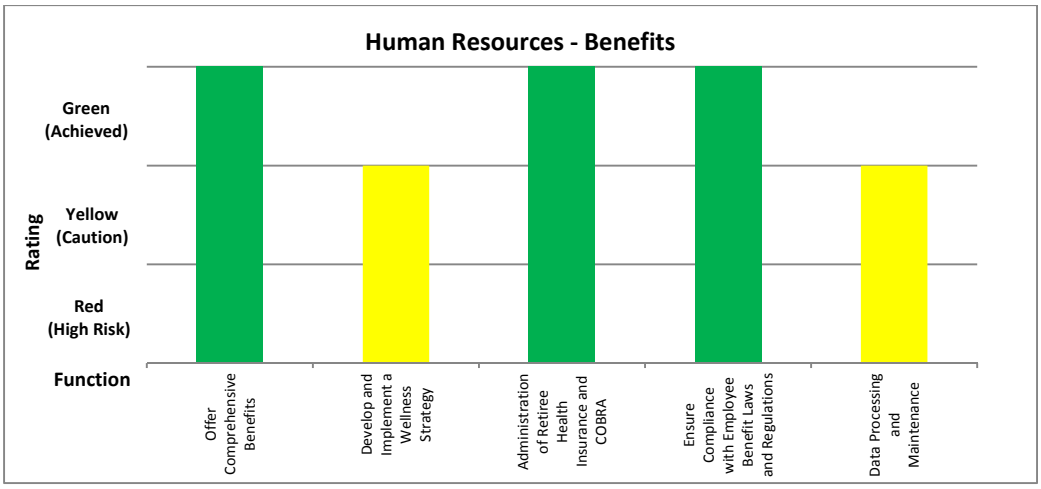
- Develop and Implement a Wellness Strategy *(Yellow)*
  Studies have shown that a strong and healthy workforce results in greater productivity, lower health costs and increased employee satisfaction. Our employees play a role in the health of our community. By supporting wellness and healthy outcomes for our City employees we can set an example and support a healthy community. Historically our wellness initiatives have been voluntary (i.e. our lunch and learn wellness sessions, periodic employee health screenings for skin cancer, cholesterol, and blood pressure and annual health fair and our Biggest Loser competition). In order to change these efforts from Yellow to Green we are working with County of San Diego staff, who has implemented a very successful wellness initiative over the past year, identifying ideas and guidance to increase employee involvement. To date we are bringing a Weight Watchers at Work program, exploring the installation of fitness equipment for our Civic Center Fitness Room, and are looking forward to discovering and implementing other 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.

  We need to utilize technology systems to better manage employee benefits. To streamline the benefit process, it will be beneficial to implement the IFAS assessment report prepared by Leckey Consulting. Service level would be (Green) if we can fund IFAS programming modifications and devote staff to implement recommendations from the assessment report.



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.

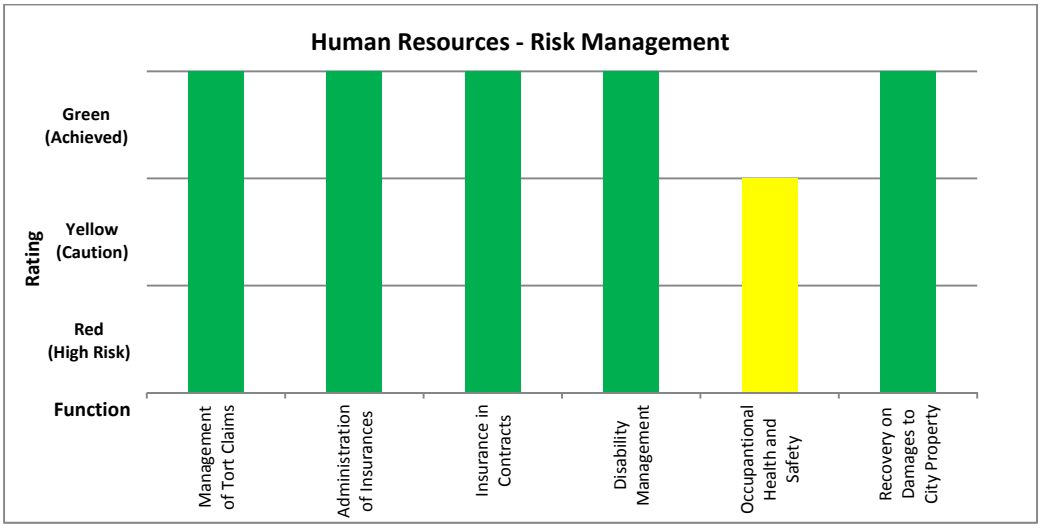
  Outside departments are reporting losses and supporting documentation immediately to Risk Management in order to maintain property inventories so that all assets are covered by insurance.

- 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 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 250 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, some of it was caused by the fact that our systems have been getting older since we have not been able to replace them on a regular basis. Response times will improve once we have replaced the older computers with new ones. There is an issue with replacement of computers since it takes staff to configure the software to work with the new operating system and install the new computers. We are currently using interns for that purpose as well. Recent inventory shows 150 computers city wide remains to be replaced, those will be replaced during calendar year 2013.

NETWORK UPTIME *(Green)*

We operate over 80 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 2012. The average for calendar year 2012 was been 99.97%, which means that most systems have been available for 2,079 out of 2,080 hours and the full time servers were up 8,756 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.

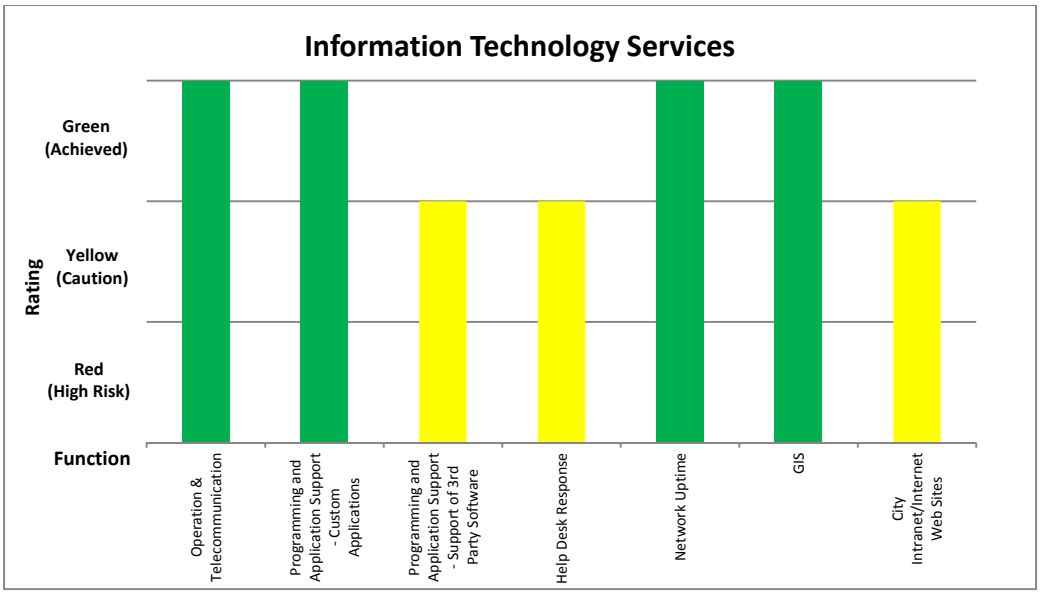
GEOGRAPHIC INFORMATION SYSTEMS (GIS) *(Green)*

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.

CITY INTRANET / INTERNET WEB SITES *(Yellow)*

The webmaster is responsible for overall design and maintenance of the City's websites. We currently have one full time webmaster and one part time volunteer. The webmaster currently receives approximately 10 requests per day to update existing web pages. These requests vary in complexity and time to complete. Although we are currently able to respond to day-to-day changes to the City's websites, we have a back log of requests from various departments to update or completely redesign websites.

We have also noticed an increase in the volume of web related work during the past few years and expect this trend to continue. A number of departments have requested Smartphone maps and apps to supplement our City website. With only one full time webmaster, we will continue to struggle to meet the city's current and long term web related needs. To achieve a (Green) level will require hiring a consultant to assist in updating the City's website and/or hiring another full-time webmaster.



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 *(Red)*

- 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

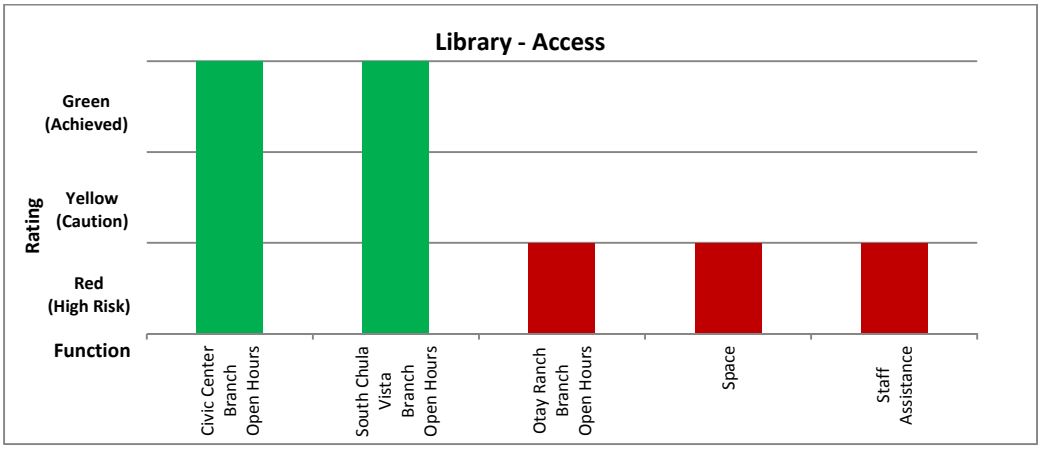
  Chula Vista Public Library System = 0.386 (Red)

- 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



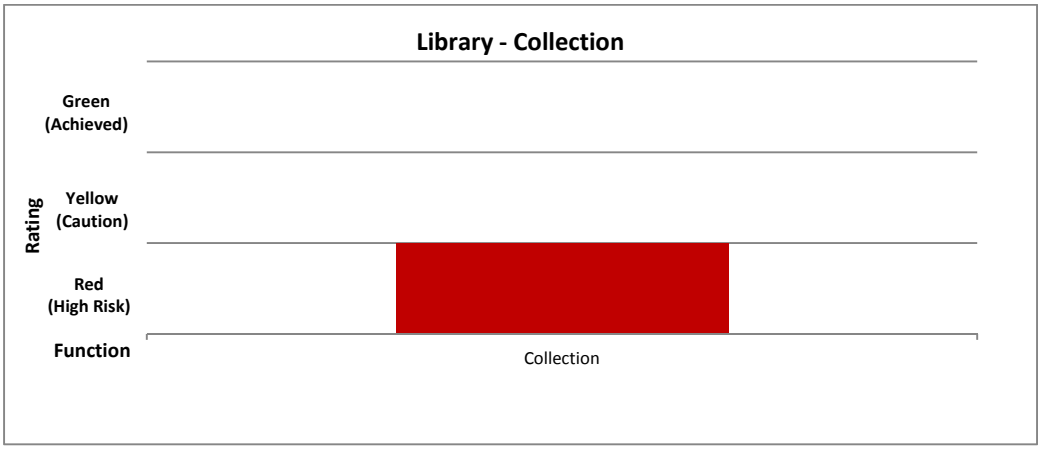
COLLECTION *(Red)*

The Library's goal is to provide a comprehensive, responsive and current collection of physical and virtual resources.

- Materials budget 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= $0.78 *(Red)*



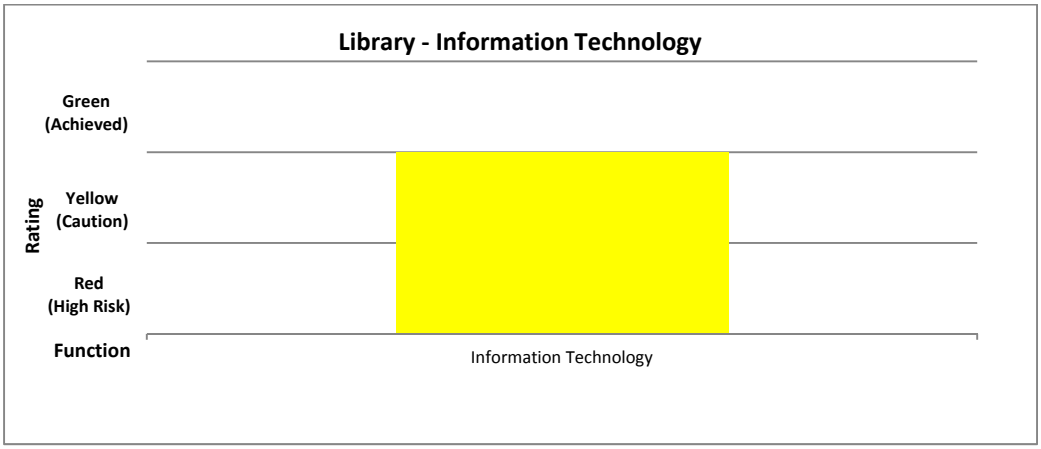
INFORMATION TECHNOLOGY *(Yellow)*

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= 0.45 *(Yellow)*



MARKETING AND COMMUNICATIONS

MARKETING AND COMMUNICATIONS PROGRAM *(Yellow)*

The City of Chula Vista is committed to a proactive, informative, creative, and innovative marketing and communications program. The Office of Communications coordinates a comprehensive marketing and communications program that supports the wide-ranging initiatives and activities for the City of Chula Vista. A Marketing and Communications Plan has been developed to guide these efforts. Key elements of this plan include implementation of a branding/marketing program incorporating strategies proposed in the High Beam Marketing plan, 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 year, so this is now at (Yellow) status. As more elements are implemented, this will move to (Green) status.

COMMUNITY ENGAGEMENT *(Yellow)*

The City of Chula Vista is committed to proactive community engagement, outreach, and participation. 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 year, but remains (Yellow) as elements continue to be developed.

CITY OF CHULA VISTA PROGRAMS AND SERVICES *(Yellow)*

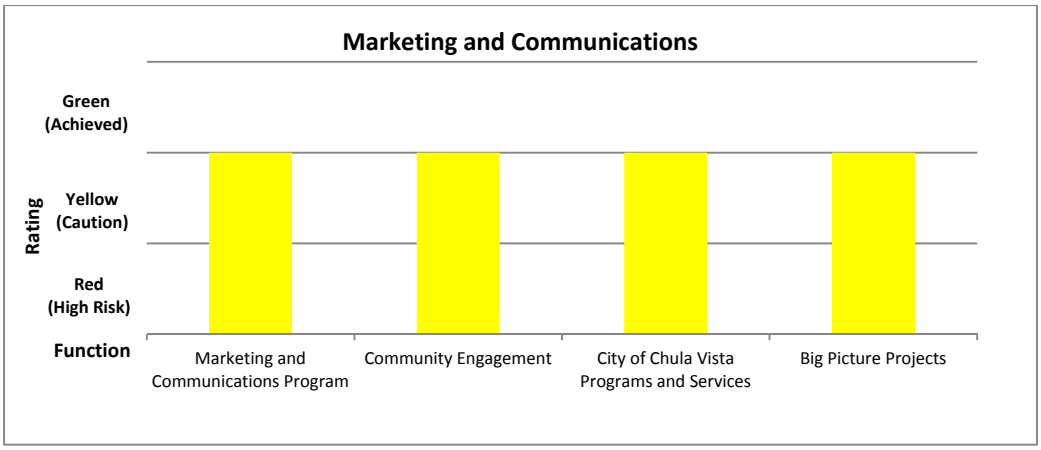
The Office of Communications provides strategic and creative communications, marketing, and graphic design services for numerous programs and services. The team assists staff in their efforts to promote City services, provide public education, engage communities, build media awareness, and enhance economic development in Chula Vista. Marketing, communications, and graphics support will be provided to:

- Expand Economic Development activities through the launch of the “Shop Chula Vista Now” campaign and social media program
- 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
- 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)
- Enhance and expand Web site and social media efforts to benefit all City programs

There have been a number of successes to report this year. 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 *(Yellow)*

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 Research 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. As similar efforts are developed to support the other projects, this should move into (Green) status.


Marketing and Communications
Green (Achieved)
Yellow (Caution)
Red (High Risk)
Rating
Function
Marketing and Communications Program
Community Engagement
City of Chula Vista Programs and Services
Big Picture Projects

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 fallen below Growth Management Oversight Commission (GMOC) response threshold standards, and 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. A recent staffing study recommended that the department should maintain approximately 40% average proactive patrol time.The Community Patrol Division has not been able to achieve measurable levels of proactive patrol during the peak patrol hours (8AM – 8 PM), although they maintain an approximate 22% average proactive patrol time during a 24 hour period. In an effort to increase proactive time during the peak calls for service times the department has: 1) implemented a new 3/12.5 hybrid patrol schedule 2) made adjustments to the call prioritization policy, and 3) has hired two full time and one part-time Community Service Officers (CSO) to respond to low level crime reports. Additional operational changes such as a modernized security alarm response ordinance are currently being considered. With 14 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 in July of 2013, with additional retirements expected by late December 2013. This could further exacerbate the staffing issues in Patrol if the Department can not 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 filling current vacancies and the high volume of expected service retirements is challenging, Chula Vista remains one of the safest cities in the County. The total overall crime in Chula Vista decreased by 8% in 2012.

CRIMINAL INVESTIGATIONS *(Yellow)*

The Criminal Investigations Division is charged with investigating various misdemeanor and felony crime cases and provides 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 and cuts to detective staffing over the last six years which has also negatively impacted the division's ability to investigate both low level felony and misdemeanor cases. The department is currently conducting a detailed organizational/management review which will examine case loads, staffing, and best practices regarding case management.

The second phase of the Matrix report is expected by summer of 2013, with implementation of the recommendations during fiscal year 2014.

ADMINISTRATIVE SERVICES *(Yellow)*

The Administrative Services Division provides critical workload support to both the Community Patrol and Criminal Investigations divisions. This includes Records, Crime Laboratory, Technology, and Research and Analysis. The overall function is (Yellow) due to minimal staffing levels in each section of this division. The department is currently conducting a detailed organizational/management review study that will determine best practices and appropriate staffing levels to provide appropriate support levels to the Community Patrol and Criminal Investigations divisions. The Department also studied the need for 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, and replacement of the department building security access card system, as well as future replacements of the Computer Aided Dispatch system and County-wide radio system. These projects will all require a dedicated management level professional to handle the highly technical issues that will be present.

COMMUNITY ENGAGEMENT *(Green)*

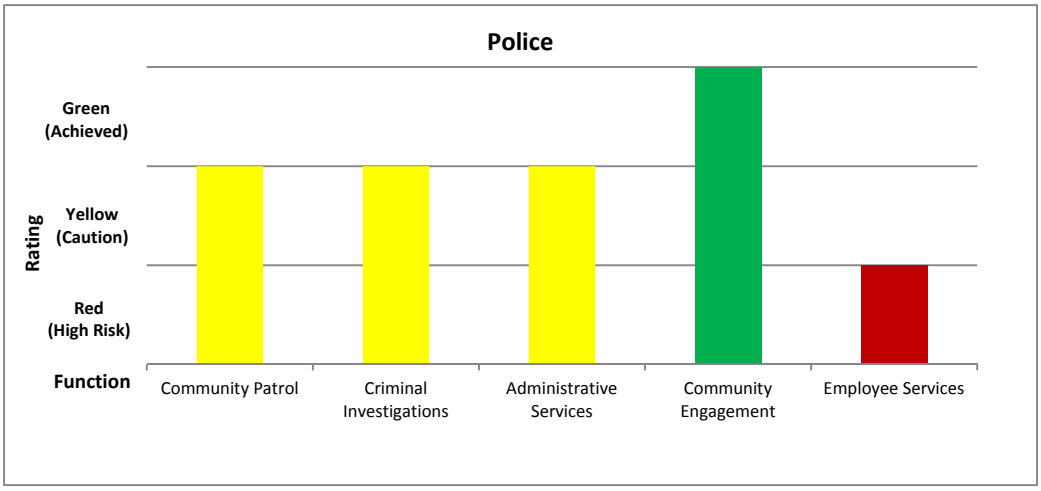
The Police Department conducts a variety of community outreach functions in order to ensure that the Police Department is responsive to the needs of our diverse community, and that important information is relayed to residents regarding crime and disorder issues

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 *(Red)*

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 (Red). Currently there are 14 vacancies 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. As part of an effort to identify ways to increase the number of backgrounds processed, staff has identified that Background Investigators are spending an inordinate amount of time with clerical duties rather than actually processing backgrounds.

Additionally, the Professional Standards Unit is responsible for coordinating mandatory qualifications and training for the Department. The Department eliminated the Police Training Manager position during recent budget cuts and currently has a part-time employee processing critical training requests that had been the responsibility of a full-time Training Coordinator. This has put a significant burden on the Professional Standards Lieutenant and Sergeant to perform functions that were normally done by two full-time civilian employees. The Department also lost the Firearms Range Master due to changes in state law related to retired annuitants. All of these staff reductions have impacted the Department's ability to provide mandated Continuing Professional Training (CPT). In addition to meeting State mandates for training, CPT is critical to ensure officers are fully prepared for emergency operations and to significantly mitigate liability on a daily basis. In order to attain a level of (Yellow) for this function, additional funding for recruiting efforts is necessary. This function will directly impact Community Patrol in a positive manner if addressed with adequate resources.



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.

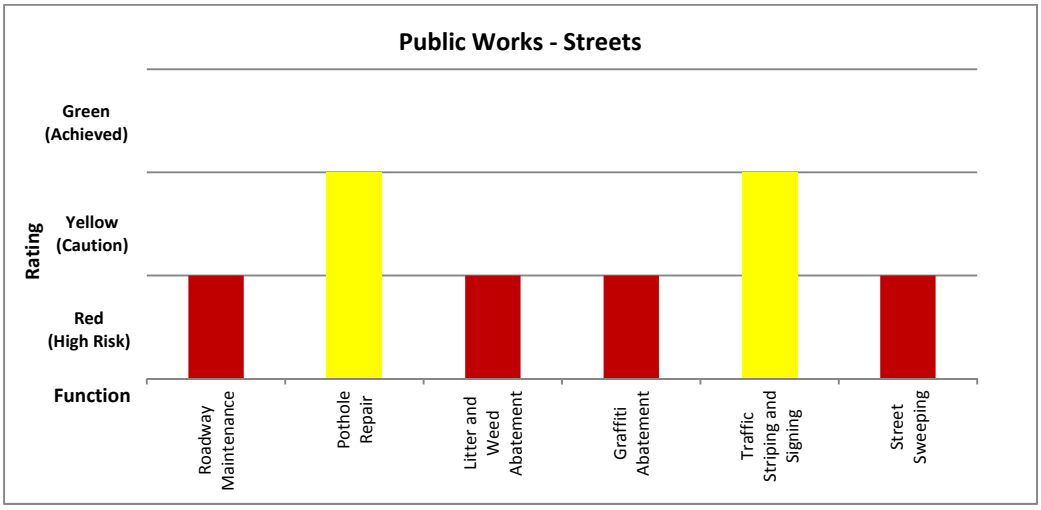
- Traffic Striping and Signing *(Yellow)*
  City crews maintain street markings and traffic control signs for motorists, pedestrians, and residents so they can travel on clearly marked streets. Crews are assigned to assist with repainting stop legends, limit lines, school crosswalks, curbs, etc. but 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.

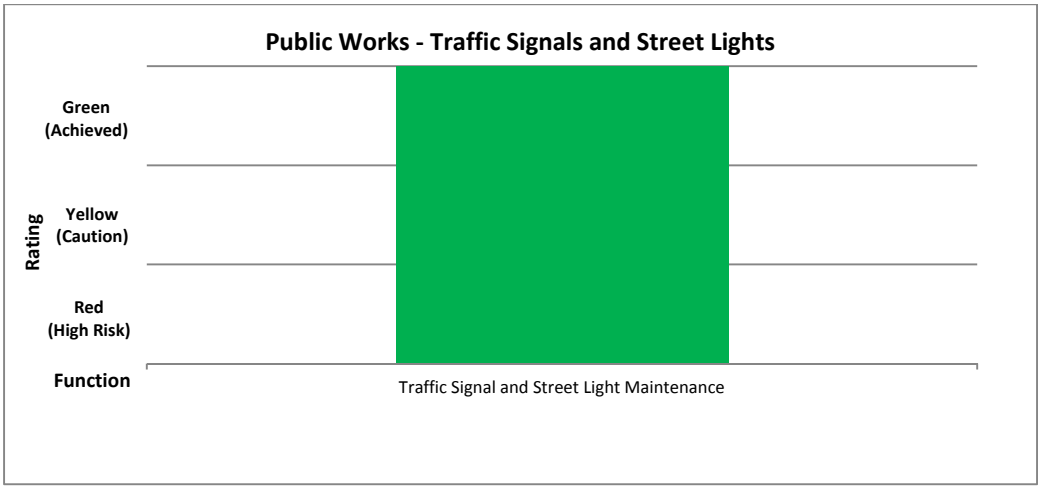
  Adding a 2 person crew to this Section, with an annual cost of $145,000, would bring this area to a (Green) Service Level.

- 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.

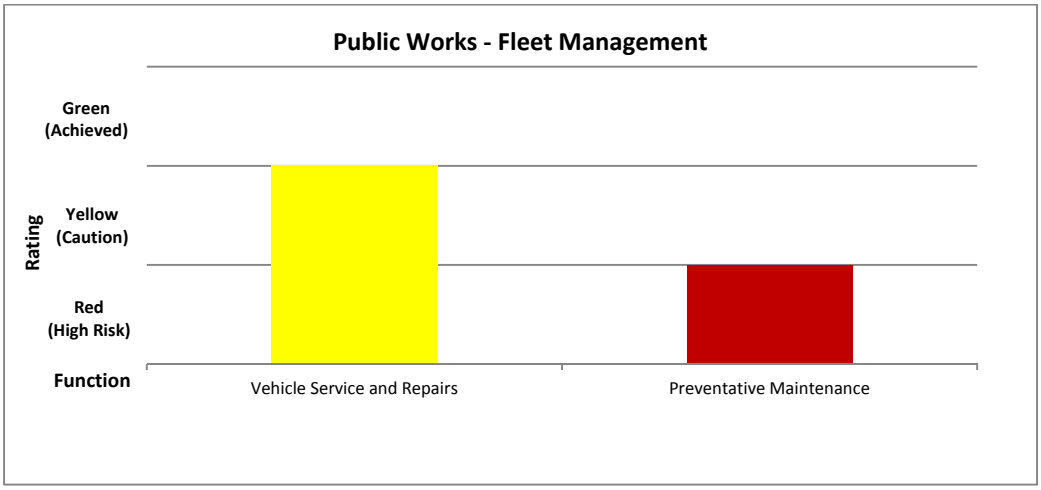


FLEET MANAGEMENT SECTION *(Yellow)*

- 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. Adding two Equipment Mechanics would bring this service to a (Green) level.

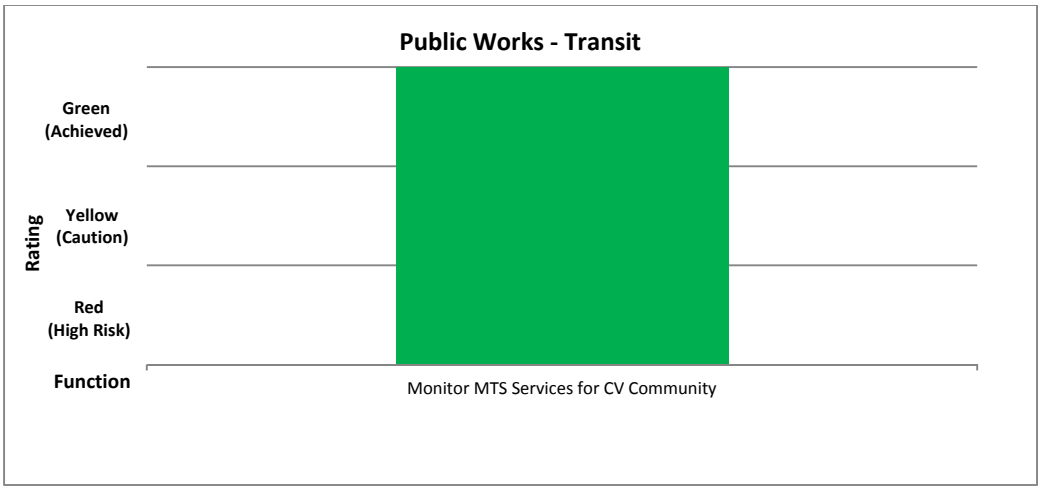
- Preventative Maintenance *(Red)*
  Preventative Maintenance (PM) Programs utilize a systematic approach of scheduling fleet maintenance to ensure that manufacturers' recommended service intervals are met and repairs are made before "major" mechanical failures occur. Prior to staff reductions, PM's 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. Vehicle and equipment failures result in lower productivity and disruption to field services to the community.

  Goal: 85% of PM's would be completed on schedule with the addition of staff.



TRANSIT SECTION *(Green)*

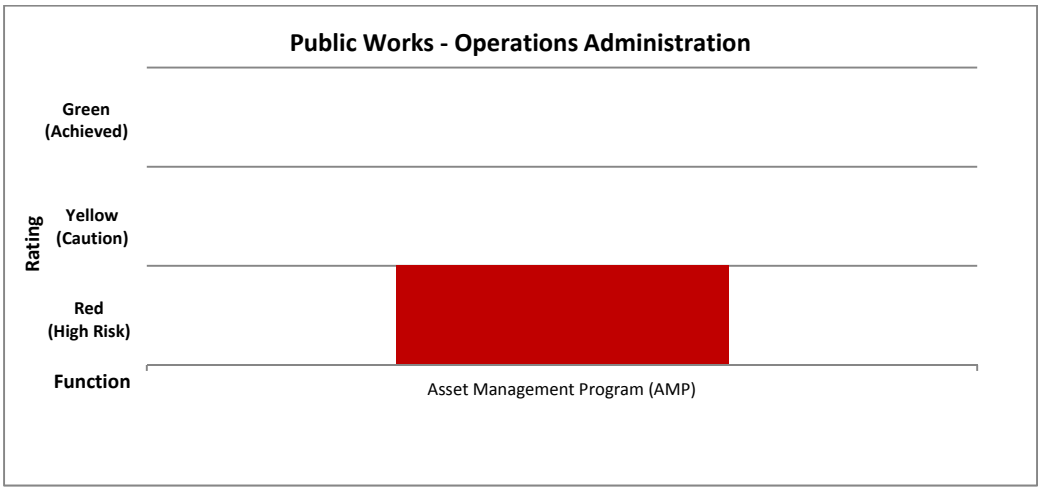
- Monitor MTS services for the CV community *(Green)*
  Transit provides convenient, cost effective and dependable public transportation services to residents and visitors. This section is adequately staffed to monitor these services at the appropriate level.



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. In order to prepare for a potential ballot measure for sustainable infrastructure funding, additional resources are critical. These resources would be used to inventory the assets, evaluate their condition, and prioritize and determine the investment needs required to sustain their use. The funds could be used to hire hourly staff and/or use consultants to perform the work.

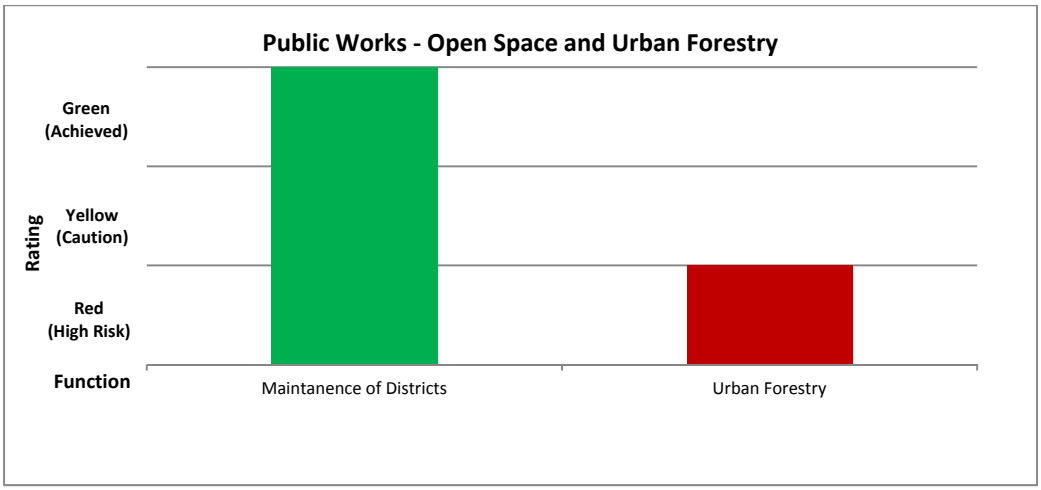
Asset Management Program	**$1,100,000**
Wastewater Management System (Sewer Funds)	$0
Roadway Management Systems	$250,000
Parks Management System	$150,000
Drainage Management System	$450,000
Fleet Management System	$0
Buildings Management System	$150,000
General Government Management System	$0
Open Space 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.

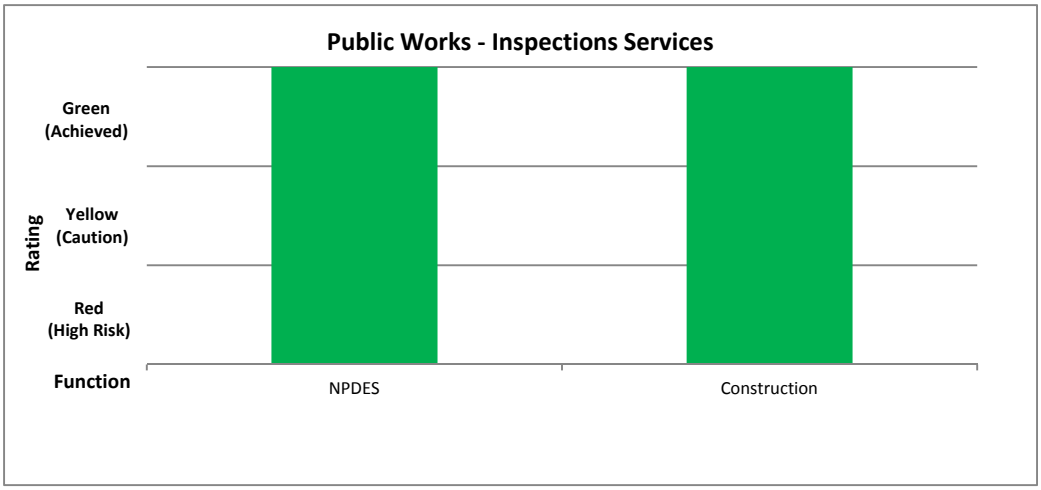
- Urban Forestry *(Red)*
  This section is responsible for monitoring the overall health of street trees. Industry standard sets the ideal schedule for periodic tree trimming as follows: Palms need to be trimmed every 1 or 2 years. Non-palms are recommended to be trimmed every 3-5 years (eucalyptus and 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 FY13 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.

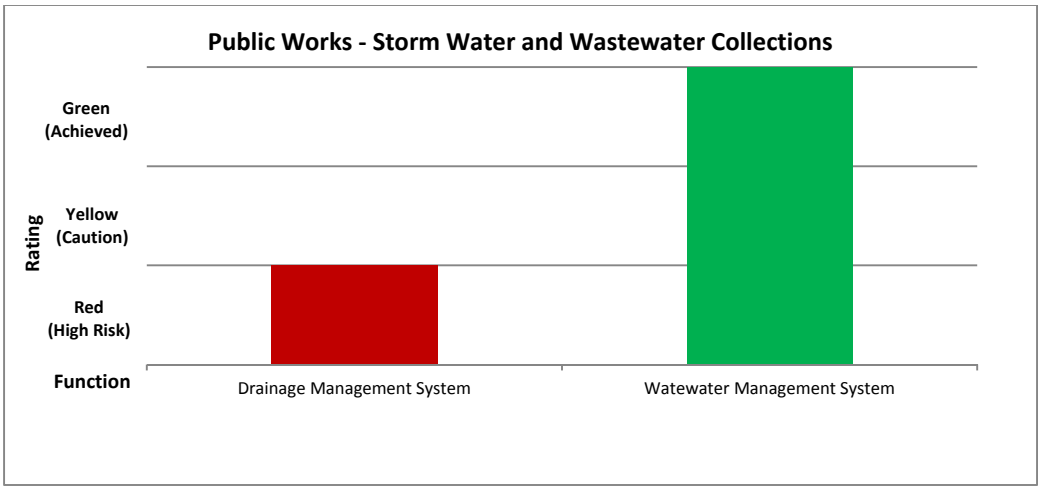
- Construction *(Green)*
  This section provides inspection, contract and permit administration services to private developments as well as City projects to enforce compliance with City standards and requirements. This sections activities are vital to insure public infrastructure is constructed as designed 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.

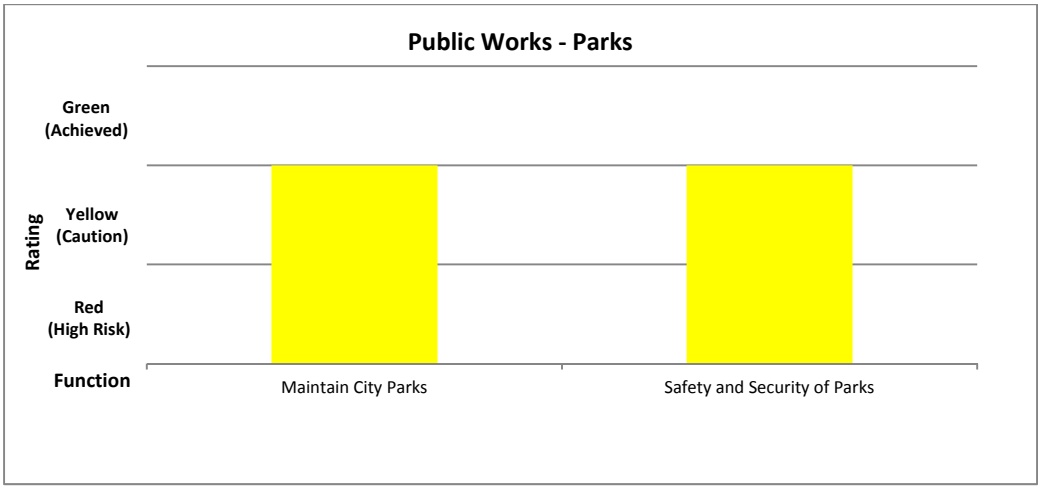


PARKS SECTION *(Yellow)*

- 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 Ranger-Light program was approved by council. The services provided by this scaled down version of 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.

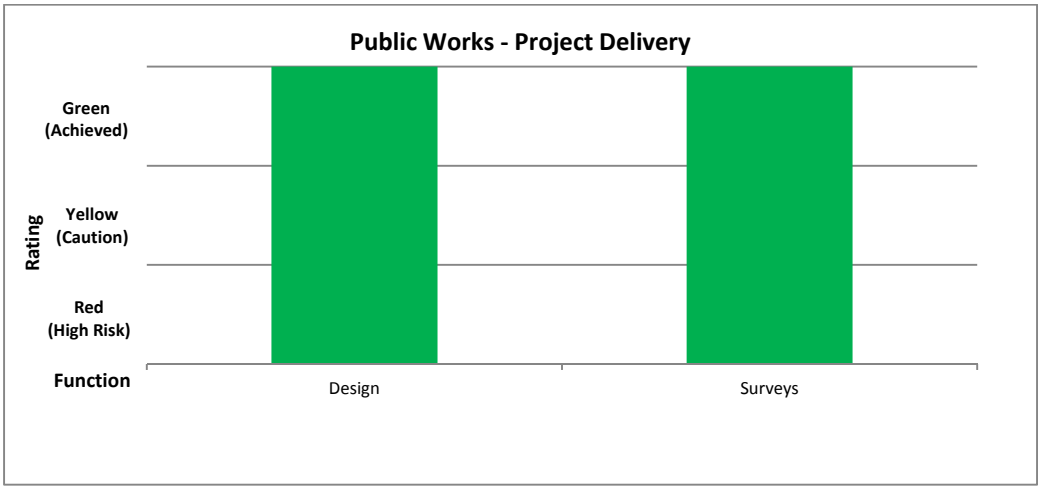
  A new approach is envisioned to bring this area to a (Green) service level. The Public Works department is working with the Police Department to develop a Park Volunteer Program to assist with park monitoring services, picnic shelter and reservation systems, and park security duties. A full time Park Ranger Supervisor position, at the cost of $105,000, is needed to oversee this volunteer program and to provide enforcement. In addition, this position would oversee the weekend hourly Ranger staff and provide enforcement in the parks for 3 weekdays. Currently weekday enforcement of Park Rules (including use of sports fields) has fallen to the Police Department and it is difficult for them to respond due to other priority calls.



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.

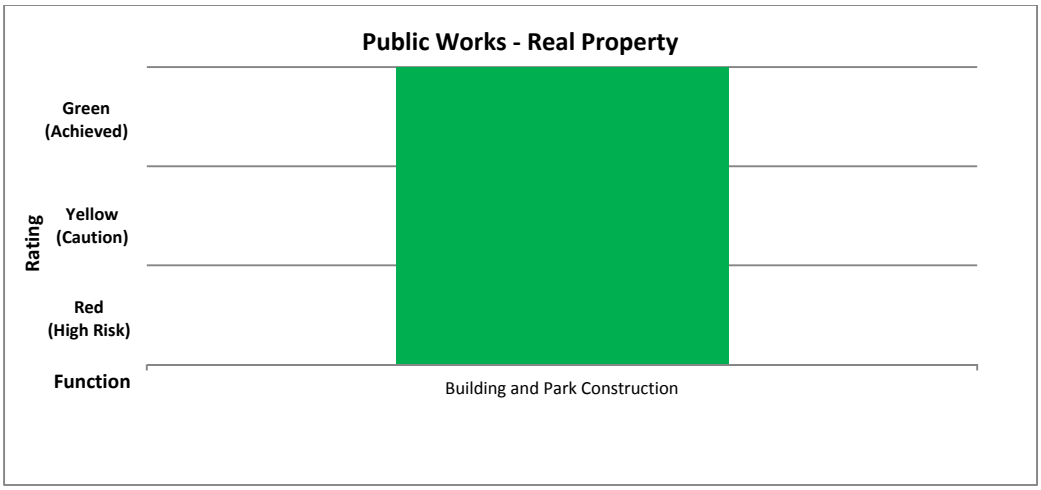
- Surveys *(Green)*
  The Survey Section is responsible for providing professional in-house expertise in construction staking, engineering design surveys for Capital Improvement Projects, and design related survey information for roadways, sewer lines or other public improvements. The section also provides 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.



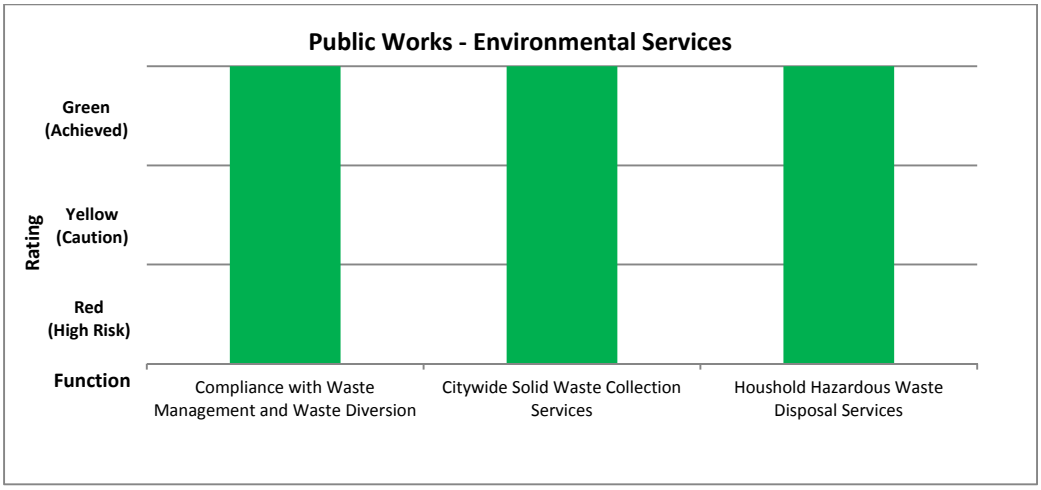
ENVIRONMENTAL SERVICES SECTION *(Green)*

- 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 – we are at 3.5 lbs per person, per day).

  Additionally, we are in the process of program planning, development and implementation for compliance with AB 341 (passed in October 2011). As the new regulations are developed by CalRecycle (due by 2014) our status may move to (Yellow) while we work to meet the new requirements.

- 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 five years and the current provider has met all the performance indicators. In the spring of 2012, this contract was put out to bid. Clean Harbors was the successful bidder and was awarded a two-year contract with three one-year extensions effective July1, 2012. Current staffing levels are adequate to provide sufficient service in this function.

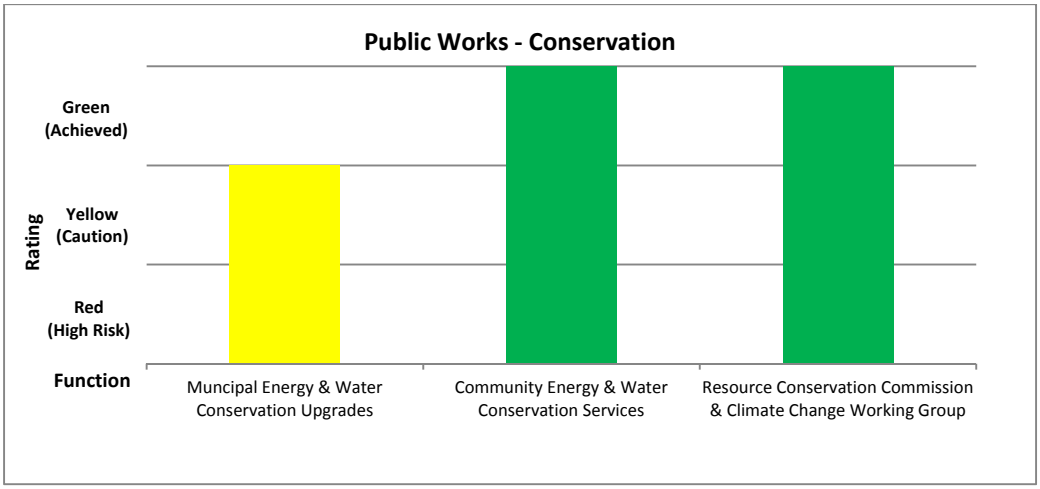


CONSERVATION SECTION *(Green)*

- 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. The Conservation Section has been successful in accessing the myriad of incentives, grants, and low-interest loans to facilitate implementing energy efficiency and renewable energy projects at approximately 60 facilities over the last 2 years. However, water use efficiency capital projects have been greatly limited due to the lack of financing mechanisms available from local water districts and other third-party agencies.

- 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 2 years, over 4,000 community members have benefited from these services and received incentives, rebates, loans, or audits to help lower their monthly utility costs. In collaboration with Environmental Services and Storm Water, Conservation staff also administers the Chula Vista CLEAN Business Program and its yearlong Green Business Challenge. Finally, the Conservation Section manages 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 *(Green)*
  The Conservation Section administers the Resource Conservation Commission and its Climate Change Working Group subcommittee 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 at least monthly meetings for the Resource Conservation Commission. Finally, the Conservation Section has been coordinating the citywide implementation of the recently-revised Chula Vista Climate Action Plan, which was developed with assistance from the Climate Change Working Group, to help reduce greenhouse gas emissions 20% below 1990 levels. Current staffing levels are adequate to provide sufficient service in this function.

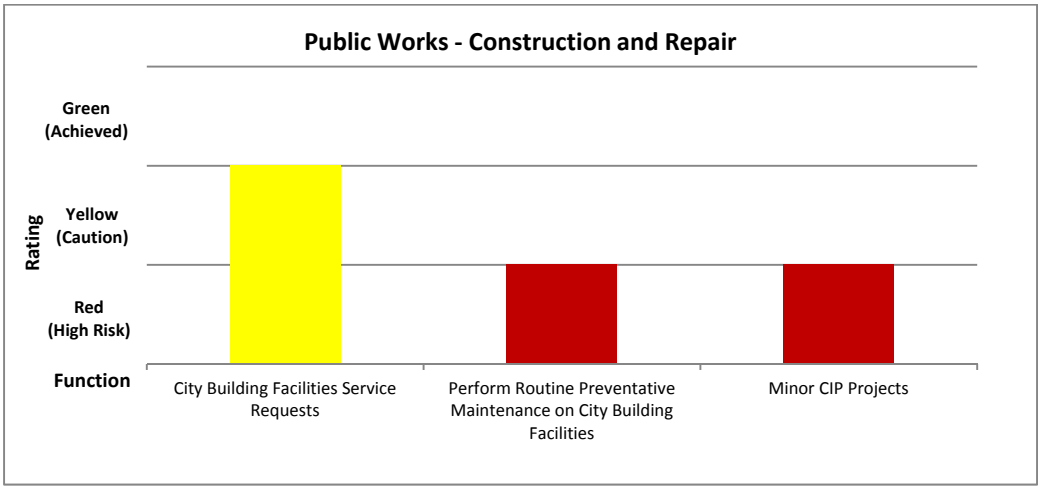


CONSTRUCTION AND REPAIR SECTION *(Red)*

- 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.



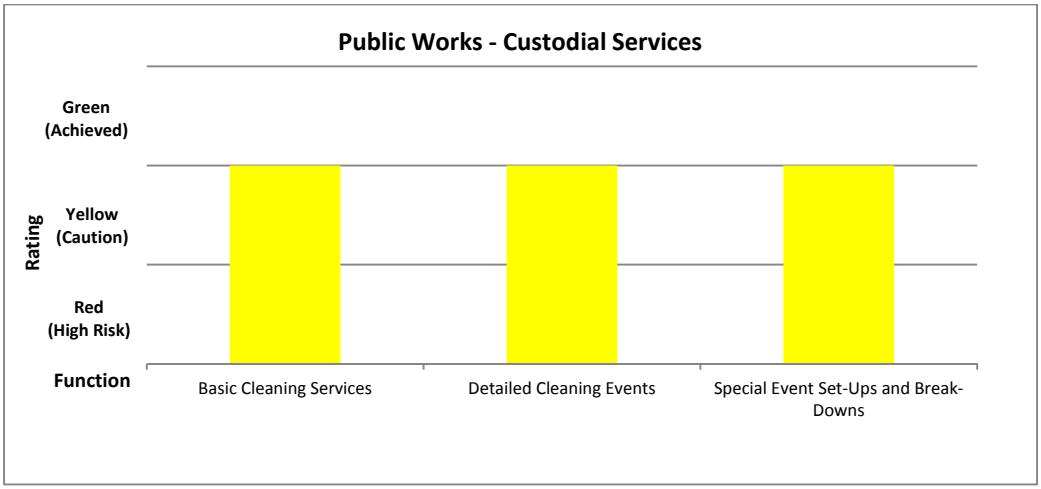
CUSTODIAL SERVICES SECTION *(Yellow)*

- 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.

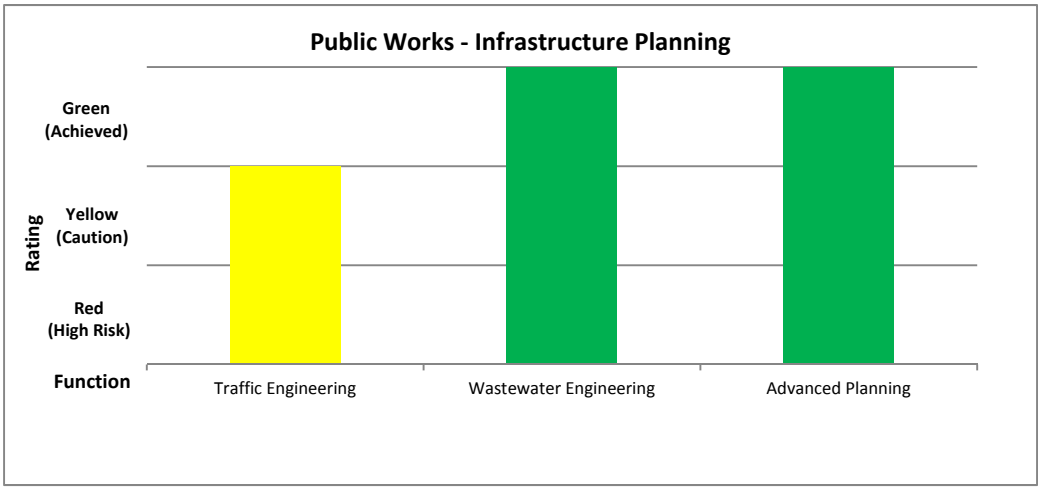


INFRASTRUCTURE PLANNING *(Yellow)*

- 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 programs, fee-based and cooperative programming.

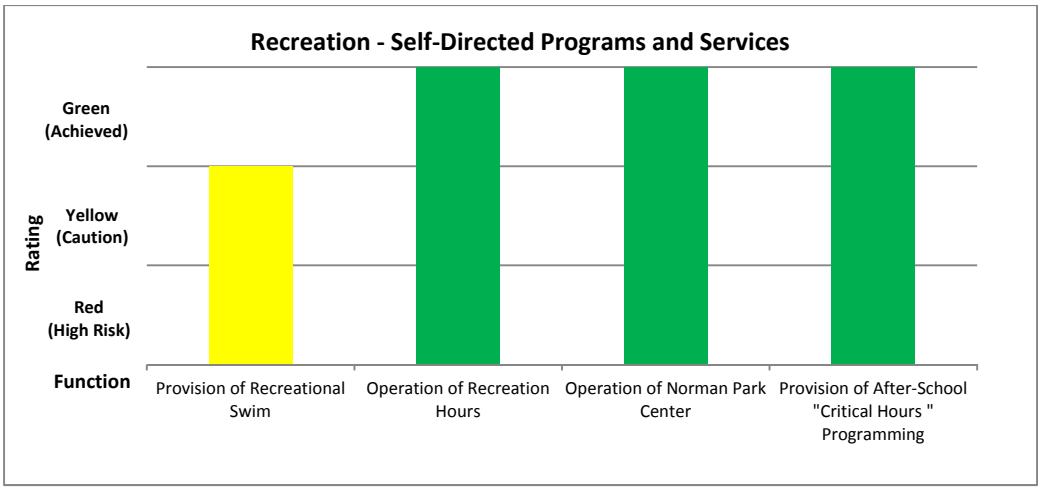
SELF-DIRECTED PROGRAMS AND SERVICES provide for recreation opportunities where there is only general supervision, including outdoor basketball courts, trails, tennis courts, and open multipurpose ballfields and playgrounds. These self-directed areas, facilities, and equipment should be provided to give an opportunity for individuals and groups to participate without leadership, under only general supervision.

- Provision of Recreational Swim *(Yellow)*
  Recreational swimming is 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 now (Yellow) as a result of outside funding received and additional funding allocations for the budget this FY 2012-13 to provide part-time Lifeguards. Recreational swimming is offered during the summer for 2 hours/day, 6 days/week, at both City pools, and during fall and spring breaks. The status could move to (Green) with increasing total hours of operation and securing outside funding.

- 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 custodial and building maintenance services and utilities funding. The increase in hours has moved this function to (Green).

- Operation of Norman Park Center *(Green)*
  Facility operations at Norman Park Center encompass a variety of services from the provision of meeting rooms to organized and structured programs and activities to a place for leisurely socializing, a fitness care, for 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, HICAP (Health Insurance Counseling and Advocacy), the Parkinson's Foundation, Senior Citizens Legal Services, and a notary public. The Center provides services such as income tax assistance, Project CARE (includes the RUOK program), and bereavement support groups. The Community Development Block Grant and a donation from the Norman Park Educational Foundation fund the center's hours Monday-Thursday, 12-5pm and Friday 8am-5pm for FY14. The status could change to red without grant funds.

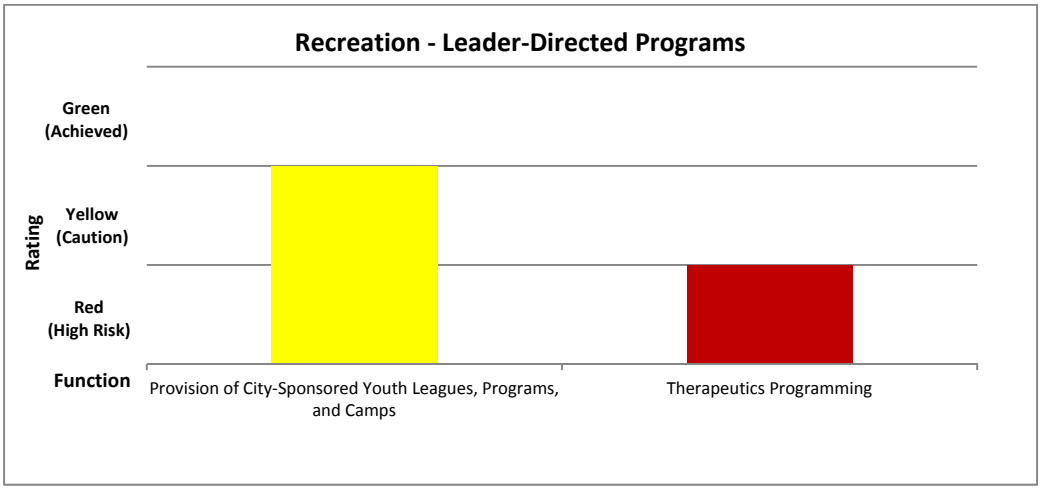
- Provision of After-School "Critical Hours" Programming *(Green)*
  The goal is, fee-free, after school programming at all recreation centers, or through the mobile recreation program in an adjacent park or park in underserved areas. The program is designed to provide a "safe haven" for youth ages 5-16 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, primarily fitness and health related in nature, may be formal (organized) or informal (drop-in) and hours vary by center and school schedules. Critical hours for an older age group (16-25) typically take place later in the evening and on weekends at Parkway Gymnasium. Centers are now open five-seven days per week.



LEADER-DIRECTED PROGRAMS AND SERVICES provide recreation opportunities where participant involvement is directed by a leader, including skills instruction classes, such as tennis, crafts, dance, and creative arts dramatics for children.

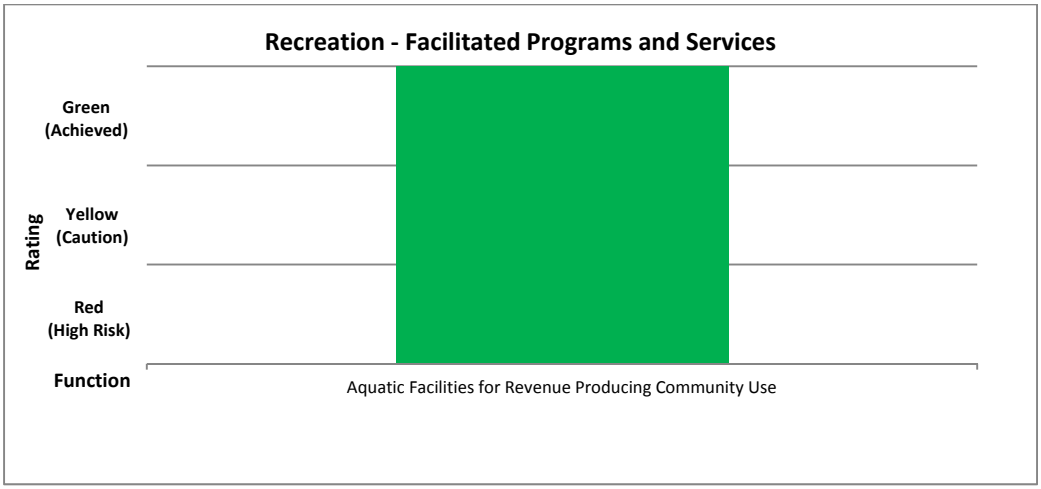
- Provision of City-Sponsored Youth Leagues, Programs, and Camps *(Yellow)*
  Organized, fee-based, coed recreational leagues for all skill levels for ages 7-14. Basketball and soccer sports leagues are coached by volunteers from the community. Practices are generally held during the week with games scheduled on Saturdays according to geographic considerations at two City facilities, Parkway Gym (West) and Salt Creek (East). 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 have not been run in recent years due to lack of funding. The status could change to (Green) with the provision of one camp (day or sports) at each center/gym site location.

- Therapeutics Programming *(Yellow)*
  This program features programs, activities and services specifically designed for individuals with physical and/or developmental disabilities. The status has shifted to Yellow with the approval of Community Development Block Grant funding. Activities may include cooking and dance classes, fitness classes, bowling, wheelchair sports, hand-cycling, day camps, and social events. The Department continues to provide ADA mandated accommodations for requesting individuals via an assessment by a Certified Therapeutic Recreation Specialist (CTRS). Provision of one class per recreation center or at one "host" site could shift the status to (Green).



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.

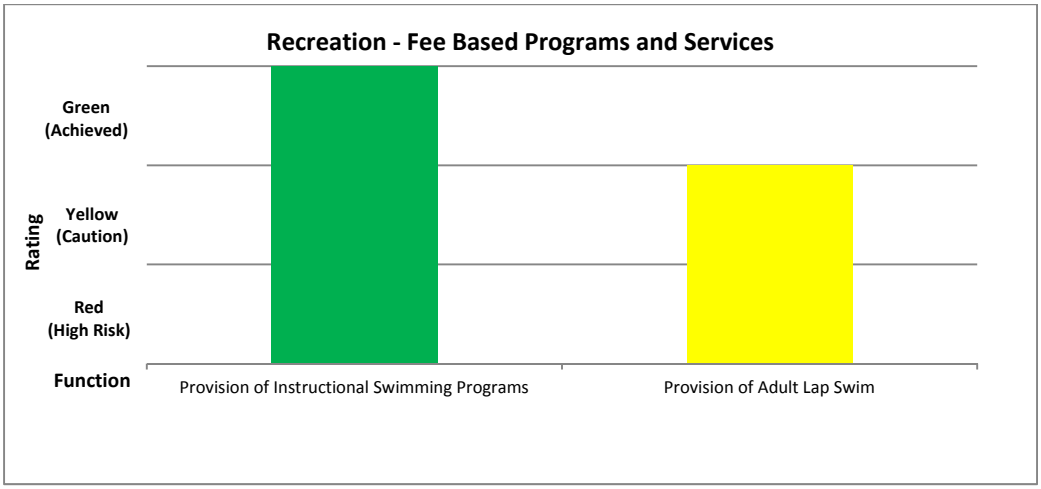
- **Aquatic Facilities for Community Use** ***(Green)***
  Both City pools are revenue-producing facilities used by private local swim clubs, Sweetwater Union High School District (SUHSD) for swimming and water polo teams, and individuals or groups for private functions. This was changed from a (Yellow) status to (Green) due to cost changes to make rentals more desirable to users and individuals. The demand for pool space outweighs availability.



FEE BASED PROGRAMS AND SERVICES Not all programs and services can be offered without charge. To offer some programs and services for a fee can greatly augment recreational opportunities. Services for a fee may include the rental of aquatic facilities, outdoor soccer arena, recreation centers, or safety equipment. Programs for a fee may include instruction, excursions, and lap swim.

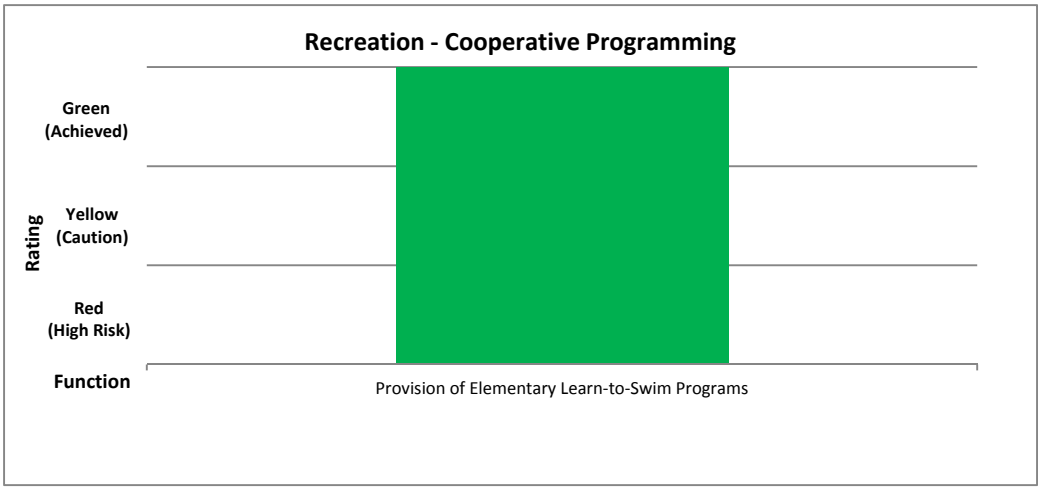
- Provision of Instructional Swimming Programs *(Green)*
  Instructional swimming programs currently include the following: Parent & Tot (parent and child age 6 months-3 years), Tiny Tot (children ages 4-5), Learn-to-Swim (children age 6-17), Adult Swimming Lessons (ages 18+), and Private Lessons (any age). Being able to provide instructional swimming programs to all ages on a fee based level keeps this at a (Green) status.

- Provision of Adult Lap Swim *(Yellow)*
  Adult Lap swimming provides periods of time when the pools are open to adults 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. Status could move to (Green) with the addition of outside funding plus fees for part-time resources (Lifeguards) to provide activities at both pools on a year-round basis.



COOPERATIVE PROGRAMMING is coordinated with other organizations in the community to provide maximum coverage with a minimum of duplication, as well as to reduce inter-agency competition. The desirability of total community programming is in order to avoid unnecessary waste of effort and finances. Cooperative programming includes use of Memoranda of Understanding (MOU), Memoranda of Agreement (MOA), partnering, or outsourcing.

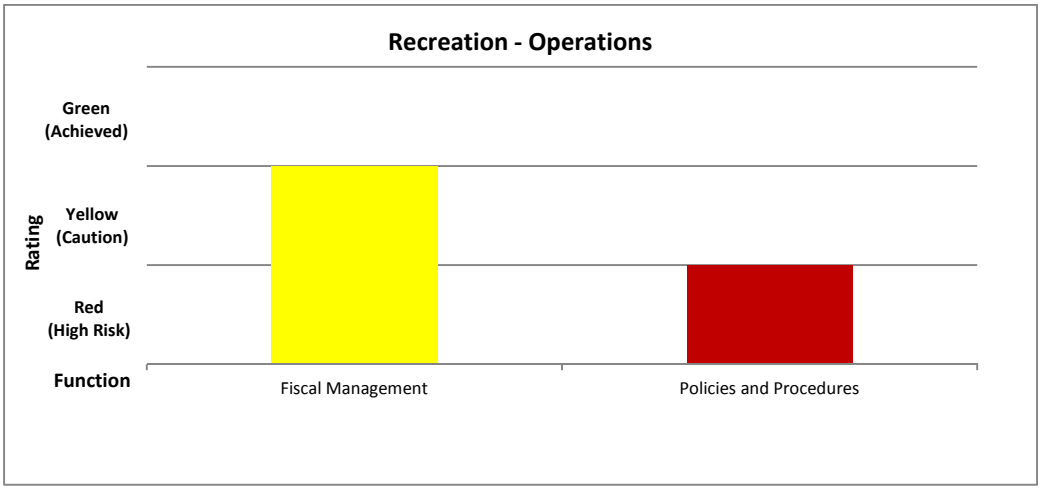
- Provision of Elementary Learn-to-Swim Programs *(Green)*
  These are group swimming lessons provided primarily to 4th and 5th grade classes from schools in the Chula Vista Elementary School District. They are currently funded primarily through a grant from the Kaiser Foundation, with additional support through private donations. The status of this program could switch to (Yellow) or (Red) if grant funding and/or donations are reduced or eliminated.



OPERATIONS

- Fiscal Management *(Yellow)*
  Recreation use fees and charges supplement general fund appropriations. The department does not currently have a specific mandated cost recovery target other than a recommendation of a 30% to 70% cost recovery range. Fees and charges involve updating the City's master fee schedule and policies in place. In order for this to become (Green), an analysis needs to be done to factually determine current 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. Goals include:
  1. Create a core service, resource allocation and pricing strategy 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 understands the philosophy behind it and how to communicate the price to the users.
  3. A full cost of accounting is created for each class or program that accurately calculates direct and indirect costs, and cost recovery goals are established once the pricing methodology is in place. Staff will be trained on this process to begin program budgets for Fiscal Year 2014.

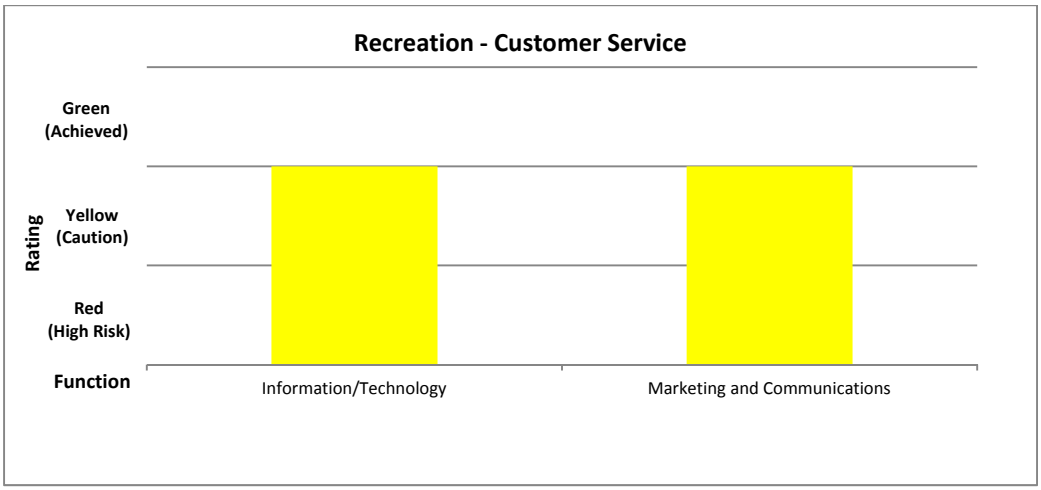
- Policies and Procedures *(Red)*
  Many department forms and applications are out dated or underutilized. There is a strong need to update operational procedures and guidelines to help facilitate the implementation of policies, how something is to be done, when, and by whom. The department needs to review: current cooperative programming Memoranda of Understanding (MOU), Memoranda of Agreement (MOA), the Parks and Facilities Chapter of the Municipal Code (Chapter 2.66), and partnering, or outsourcing processes. Another area for review is Develop a rationale for resident versus nonresident fees for consistent application across the department. For the department to be united and communicating the same message to the community, it needs to have policies and procedures in place that are consistent, ultimately moving this to a (Green) status.



CUSTOMER SERVICE

- Information/Technology *(Yellow)*
  Provide better communication tools for the department (computers, registration and facility rental booking software system). Currently the department is booking facility rentals in three different applications, outdated RecWare Safari, Field Rental application and for Aquatic facilities using Excel. The department is looking at implementing a software upgrade which will be a valuable tool for both internal and external customers. In addition, ITS is working with the department on computer software upgrades so that the department is all on the same version of Windows. The upgrade and department staff training should move this to a (Green) status by the end of 2013.

- Marketing and Communications *(Yellow)*
  Core programs, non-core programs and facility related services will be evaluated yearly for marketing position. A marketing plan will be created and updated yearly for promotion of services, pricing of services, communication and feedback from users, age segment management, partnerships and sponsorships, competition assessment, facility and program positioning and tracking the accessibility to gain access to the system. The plan would include staff training on strategies and plan targets to increase participant impact and cost recovery goals. Creating a marketing plan and staff training should move this to a (Green) status.



RESOURCE MANAGEMENT/COMMUNITY ENGAGEMENT/PARTNERSHIPS/SPONSORS

- Provision of Safe, Adequate, and Appropriate Recreational Equipment *(Yellow)*
  Recreational equipment and supplies are showing predictable signs of wear and tear. Some items have been replaced and some have been 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. A list of items that includes costs for replacement should be made for future long term planning. The department is working towards establishing an equipment replacement fund in the upcoming budget. Class fees will include replacement and repair costs. Some examples of durable equipment include tables and chairs, fitness center equipment, pool covers, and adjustable/retractable basketball goals.

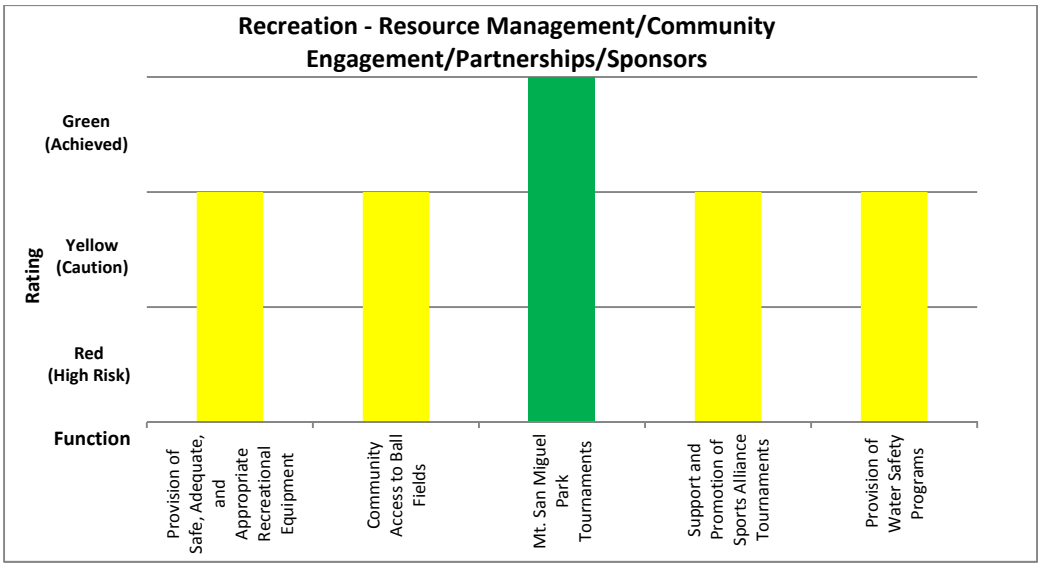
- Community Access to Ball Fields *(Yellow)*
  The Youth Sports Council (YSC), a group of 22 separate youth-serving non-profit organizations that provide organized sports activities in the community, provides coordination among, and support for, organized youth sports activities in the City. Currently, YSC organizations utilize 62 designated athletic fields in 33 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. In addition, there are parks available for community use on a drop in basis.

  The combination of 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. A regular field maintenance schedule needs to be developed for all sites to rest fields at some point. Closing more fields due to overuse and the lack of funding to maintain them ultimately shifts this to red. Our department needs to work in collaboration with the Public Works Department on an operational plan for routine and continuous maintenance needs and funding renovations to continue to sustain the City's facilities and amenities. Consider monitoring the Youth Sport Council's sweat equity and/or financial contribution toward increased maintenance.

- Mt. San Miguel Park Tournaments *(Green)*
  Mt. San Miguel Park is a tournament destination site for the City. In 2012, the department secured fourteen multi-day tournaments both softball and baseball requests. These multi-day sports tournaments have provided direct revenue to the department, enabling the department to increase other programming opportunities.

- Support and Promotion of Sports Alliance Tournaments *(Yellow)*
  Working in conjunction with Chula Vista Sports Alliance, the intent is to attract multi-day sports tournaments to the City to provide direct revenue for recreational operations, as well as indirect benefits in the city through TOT, sales tax, etc. The status could move to (Green) with available sites to book eight multi-night sports tournaments per year.

- 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, SAFE Kids Day, and National Water Safety Month. Staff has been partnering with the Fire Department to increase the awareness to the public. This function will move to (Green) in FY14 because of budget realignment to use part-time staff for this function freeing up full-time staff for other planning and programming.

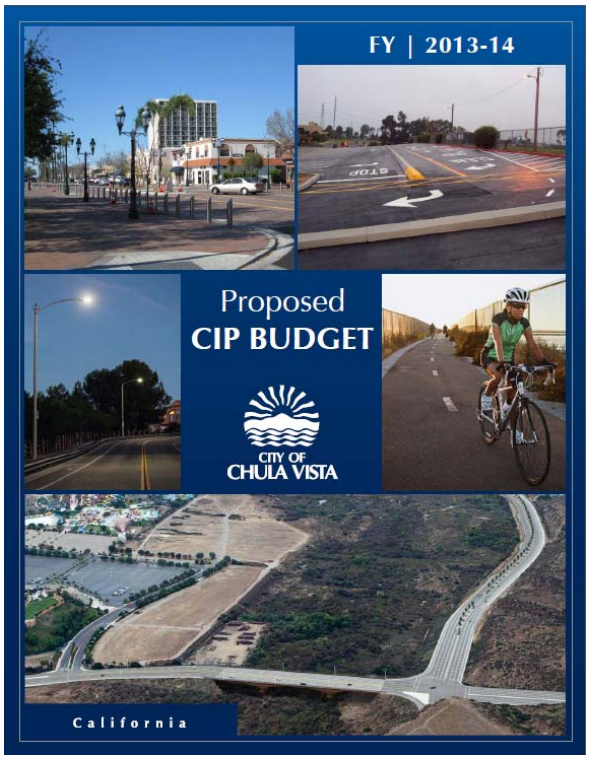

Recreation - Resource Management/Community Engagement/Partnerships/Sponsors
Rating
Green (Achieved)
Yellow (Caution)
Red (High Risk)
Function
Provision of Safe, Adequate, and Appropriate Recreational Equipment
Community Access to Ball Fields
Mt. San Miguel Park Tournaments
Support and Promotion of Sports Alliance Tournaments
Provision of Water Safety Programs

CAPITAL IMPROVEMENT PROGRAM

Capital Improvement Program Summary

Capital Improvement Program Summary

To follow is a summary of the fiscal year 2013-14 Capital Improvement Program (CIP). The goal of the Capital Improvement Program is to provide for the sustainable preservation of City-owned assets at the lowest cost and leverage financial strategies to address infrastructure needs. More detailed project information is available in the Capital Improvement Program Proposed Budget for Fiscal Years 2014 to 2018 document.



The 2014-2018 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 Proposed Fiscal Year 2013-14 capital expenditure budget is $15.4 million. The forecasted five-year program is estimated at $59.5 million. The 2014-2018 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.

CITY OF
CHULA VISTA

CAPITAL IMPROVEMENT BUDGET
Funding Summary by Project Type

DRAINAGE

		FY 2013-14 PROPOSED
DR196	Corrugated Metal Pipe (CMP) Rehabilitation Program - FY 2013/2014	$710,000
	DRAINAGE TOTAL	**$710,000**

GENERAL GOVERNMENT

		FY 2013-14 PROPOSED
GG221	Kitten /Rabbit / Lobby Expansion	$161,000
	GENERAL GOVERNMENT TOTAL	**$161,000**

LOCAL STREETS

		FY 2013-14 PROPOSED
STL261	Willow Street Bridge Widening	$588,245
STL359	East Naples Street & Oleander Avenue Cross Gutter & ADA Ped Ramps Construction	$25,000
STL362	Third Avenue Streetscape Improvements	$375,000
STL368	Oxford Street Sidewalk Installation Between Broadway and Fifth Avenue	$50,000
STL394	Moss Street Improvement Between Third Avenue & Fourth Avenue	$50,000
STL396	Jefferson Avenue Improvements 1000 to 1050 Block	$134,000
STL397	Pavement Minor Rehabilitation FY2013/2014	$1,975,000
STL398	Replacement and Repair of Curb & Gutter, Citywide	$150,000
	LOCAL STREETS TOTAL	**$3,347,245**

CAPITAL IMPROVEMENT BUDGET

Funding Summary by Project Type

MAJOR STREETS

		FY 2013-14 PROPOSED
STM355	Otay Lakes Road Widening, East "H" St. to Telegraph Canyon Rd.	$1,107,350
STM357	Construction of Main Street from Heritage Rd. to La Media Rd.	$0
STM364	Heritage Road Bridge Replacement	$345,267
STM367	South Broadway Improvements, Main Street to Southern City Limits	$750,000
STM369	Bikeway Facilities Gap Project	$50,000
STM378	Main Street Streetscape Master Plan	$351,101
STM379	Pavement Major Rehabilitation FY2013/2014	$3,100,000
STM380	Sidewalk Replacement on East H Street Study	$100,000
	MAJOR STREETS TOTAL	**$5,803,718**

OTHER PROJECTS

		FY 2013-14 PROPOSED
OP202	CIP Advanced Planning	$79,672
OP212	Downtown Parking District Improvements	$100,000
OP219	Pavement Management System	$150,000
	OTHER PROJECTS TOTAL	**$329,672**

SEWER

		FY 2013-14 PROPOSED
SW269	Hilltop Pump Station Rehabilitation	$500,000
SW272	Moss St. Sewer Improvements at Railroad Crossing	$100,000
SW278	Max Field Pump Station Reconstruction Project	$100,000
SW280	Sewer Rehabilitation Project for FY 2013/2014	$1,400,000
SW281	Manhole Inspections	$400,000
SW282	Sewer Access Road Rehabilitation Project for FY 2013/2014	$200,000
SW283	Manhole Rehabilitation Program	$100,000
SW284	Poggi Canyon Trunk Sewer Upgrade Reach, 253 - 305	$300,000
	SEWER TOTAL	**$3,100,000**

CAPITAL IMPROVEMENT BUDGET

Funding Summary by Project Type

TRAFFIC

		FY 2013-14 PROPOSED
TF274	Traffic Count Station Program	$65,000
TF319	Signal Modification - Anita Strret & Industrial Boulevard	$200,000
TF321	Citywide Traffic Count Program	$50,000
TF327	Neighborhood Traffic and Pedestrian Safety Program	$220,000
TF332	Signing and Striping Program	$50,000
TF345	Traffic Calming Program	$70,000
TF350	Traffic Signal System Optimization	$125,000
TF354	Traffic Congestion Relief Program	$75,000
TF356	Otay Mesa Transportation System	$40,000
TF366	Traffic Signal and Streetlight Systems Upgrade and Modification Program	$209,500
TF377	Roadway Improvements at Olympic Parkway/ Brandywine Avenue & Palomar Street/Walnut Avenue	$50,000
TF382	Traffic Signal Modifications at Third Avenue/ Naples Street & Third Avenue / "J" Street	$50,000
TF383	Traffic Signal Installation at Industrial Boulevard/Moss Street & Industrial Boulevard/Naples Street Intersections	$250,000
TF385	Signing/Striping Program for Elementary Schools	$370,000
TF386	Traffic Signal Modification at 4th Avenue & "J" Street	$50,000
TF387	Traffic Signal Modification at Hilltop Drive &"L" Street	$50,000
	TRAFFIC TOTAL	**$1,924,500**
	GRAND TOTAL - ALL PROJECTS	**$15,376,135**

CITY OF
CHULA VISTA

SUMMARY TABLES

Fund Appropriations by Department and Expenditure Category

Schedule of Revenues

Fund Balance Projections

Authorized Positions by Department

FUND APPROPRIATIONS BY DEPARTMENT AND EXPENDITURE CATEGORY

PROPOSED EXPENDITURES BY DEPARTMENT / CATEGORY

Fiscal Year 2013-14

	DEPT / FUND	PERSONNEL SERVICES	SUPPLIES &	UTILITIES	OTHER EXPENSES	OPERATING CAPITAL	TRANSFERS OUT	CIP PROJECTS	NON-CIP PROJECTS	TOTAL FY 2013-14
01100	City Council	1,107,012	76,943	1,520						1,185,475
02000	Boards and Commissions		10,076							10,076
03000	City Clerk	616,376	264,821	514						881,711
04000	City Attorney	2,090,487	352,658	1,980						2,445,125
05000	Administration	2,286,537	185,402	1,326						2,473,265
06000	ITS	2,147,494	606,637	47,837		88,500				2,890,468
07000	Human Resources	1,782,299	279,343	1,676						2,063,318
08000	Finance	3,356,783	197,429	2,525						3,556,737
09000	Non-Departmental	(133,867)	1,591,344		187,000		5,825,899	258,350		7,728,726
10000	General Svcs/Animal Care Facility	1,917,002	546,170	45,538	2,500					2,511,210
12000	Development Services	2,162,902	147,808	1,905	10,915					2,323,530
14000	Police	41,240,119	3,043,073	372,458	122,800					44,778,450
15000	Fire	21,613,251	1,781,269	172,056			52,226			23,618,802
16000	Public Works Operations	17,012,861	3,375,966	3,224,218	128,000	48,300	385,321		18,700	24,193,366
17000	Recreation	2,872,150	525,268	373,125	12,670					3,783,213
18000	Library	2,743,890	203,792	354,279	400					3,302,361
	100 GENERAL FUND TOTAL	**102,815,295**	**13,187,999**	**4,600,957**	**464,285**	**136,800**	**6,263,446**	**258,350**	**18,700**	**127,745,832**
221	Gas Tax						4,259,428	2,259,000		6,518,428
225	Traffic Signal				15,000			100,000		115,000
227	Transp Sales Tax Fund							7,435,973		7,435,973
234	Advanced Life Support Fund	254,790	265,219			13,940	587,557			1,121,506
235	Legislative Counsel Fund		80,000							80,000
241	Parking Meter		215,300	11,069	162,400			100,000		488,769
245	Traffic Safety		38,500				399,140			437,640
251	Supp Law Enforcement Serv Fund	427,261								427,261
252	Police Dept Grants Fund	4,582,760	851,304							5,434,064
253	Inmate Welfare Fund		70,500							70,500
254	Local Law Enf Block Grant Pro	83,838								83,838
256	Asset Seizure		150,000				120,000			270,000
262	Public Library Act		8,489							8,489
267	McCandliss Memorial Cult Arts		400		1,200					1,600
269	Other Grant Fund	6,837	3,388							10,225
270	Mobile Home Rent Review Progra		37,900		92,100					130,000

PROPOSED EXPENDITURES BY DEPARTMENT / CATEGORY

Fiscal Year 2013-14

	DEPT / FUND	PERSONNEL SERVICES	SUPPLIES &	UTILITIES	OTHER EXPENSES	OPERATING CAPITAL	TRANSFERS OUT	CIP PROJECTS	NON-CIP PROJECTS	TOTAL FY 2013-14
272	Federal Grants Fund	793,841	802,471		148,062		30,000			1,774,374
274	Amer. Recovery & Reinvest. Act				18,420					18,420
281	Waste Mgmt & Recycling	48,366	271,579							319,945
282	Environmental Services	566,020	1,021,524	627	90,000	90,000	107,585			1,875,756
285	Energy Conservation	297,136	981,603		1,359,537					2,638,276
301	Storm Drain Revenue		301,100	814			340,463			642,377
313	CV Housing Authority	537,661	38,300	500			147,555			724,016
316	Public Educational & Govt. Fee		492,000		50,000					542,000
318	Redv Obligation Retirement Fnd	134,203	85,480	1,570	745,072		5,276,493			6,242,818
319	Housing - SA		36,100		149,900	6,000				192,000
311	CDBG Housing Program		7,000		38,000				198,145	243,145
314	Emergency Shelter Grant Prog		2,000		9,191				138,024	149,215
321	HOME Program		8,950		552,319				1,556,000	2,117,269
333	CDBG FY00		21,700		352,297		752,752	375,000	992,577	2,494,326
341	Public Liability Trust		713,439		940,000					1,653,439
342	CFD 11-M RHR McMillin		84,655	15,540	21,374					121,569
343	CFD 12-M Otay Ranch Village 7		290,926	102,950	76,329					470,205
344	CFD 13M OR Village 2		76,716	63,920	30,224					170,860
345	CFD 12M OR Village 7		255,892	125,300	73,151					454,343
352	Bay Blvd Landscape Dist		2,637	6,967	2,123					11,727
353	Eastlake Maintenance Dist 1		160,259	95,045	58,312					313,616
354	Open Space District #1		38,042	26,616	15,251					79,909
355	Open Space District #2		10,235	6,045	6,159					22,440
356	Open Space District #3		22,270	21,159	8,799					52,227
357	Open Space District #4		56,041	22,400	17,841					96,282
358	Open Space District #5		26,787	15,288	10,927					53,002
359	Open Space District #6		15,968	10,413	7,819					34,200
361	Open Space District #7		6,911	2,240	4,263					13,414
362	Open Space District #8		46,066	20,080	15,212					81,359
363	Open Space District #9		45,371	19,795	14,631					79,798
364	Open Space District #10		44,927	21,395	14,690					81,012
365	Open Space District #11		91,716	41,291	27,836					160,843
367	Open Space District #14		216,470	151,438	71,608					439,517
368	Open Space District #15		12,750	8,170	6,316					27,236

PROPOSED EXPENDITURES BY DEPARTMENT / CATEGORY

Fiscal Year 2013-14

	DEPT / FUND	PERSONNEL SERVICES	SUPPLIES &	UTILITIES	OTHER EXPENSES	OPERATING CAPITAL	TRANSFERS OUT	CIP PROJECTS	NON-CIP PROJECTS	TOTAL FY 2013-14
369	Open Space District #17		6,354		3,658					10,012
371	Open Space District #18		79,019	54,196	27,500					160,715
372	Open Space District #20		902,037	320,063	243,274					1,465,375
373	Open Space District #23		29,883	8,500	7,373					45,756
374	Open Space District #24		17,202	13,195	6,587					36,984
375	Open Space District #26		9,296	3,551	3,607					16,454
376	Open Space District #31		79,191	42,351	24,115					145,657
378	CFD 07M-Eastlk II Woods, Vista		297,082	107,372	167,715					572,169
379	CFD 08M-Vlg 6 McM & Oty Ranch		465,715	236,945	208,558					911,217
380	CFD 09M-OR Vlg II Brookfld She		595,179	182,920	169,952					948,052
382	CFD 99-2 Otay Ranch Vlg 1 West		493,446	144,125	124,910					762,482
386	Otay Ranch Preserve		403,500		65,000					468,500
387	CFD 98-3 Sunbow 2		588,687	156,524	143,630					888,841
388	Community Facility Dst 97-1 OR		1,523,323	365,706	362,452					2,251,481
389	Otay Ranch Village 1,2,6,7,12		6,300	5,320	2,343					13,963
391	Central Garage Fund	803,411	2,645,603	647	400					3,450,061
392	Equipment Replacement					490,900	227,701			718,601
398	Workers Compensation		618,000		2,919,000					3,537,000
401	Bayfront Trolley Station TDA		56,500	21,488	30,000					107,988
402	Transit	157,498	5,897,531	140,163	433,496		34,750			6,663,438
408	Development Services Fund	5,498,965	369,665	5,940	78,812		1,143,811			7,097,193
413	Trunk Sewer Capital Reserve				200,000			100,000		300,000
414	Sewer Service Revenue	4,192,537	22,657,438	515	42,100	738,400	3,046,098	4,300		30,681,388
428	Sewer Facility Replacement						150,000	2,700,000		2,850,000
431	Tele Cyn Sewer Basin DIF				35,000					35,000
432	Poggi Cyn Sewer Basin DIF				10,000			300,000		310,000
433	Salt Creek Sewer Basin DIF				119,091		250,000			369,091
442	CDBG Section 108 Loan				752,752					752,752
446	Notes Payable Adamo Property				35,744					35,744
449	SD Co Regional Comm Systems				295,729					295,729
451	Long-term Advances DSF-City				900,000		36,851			936,851
452	KS Fire Equiptment Capl Lease				298,743					298,743
453	CEC Loan Repayment				576,747					576,747
450	2002 COP Police Facility Proj		5,000		3,916,546					3,921,546

PROPOSED EXPENDITURES BY DEPARTMENT / CATEGORY

Fiscal Year 2013-14

	DEPT / FUND	PERSONNEL SERVICES	SUPPLIES &	UTILITIES	OTHER EXPENSES	OPERATING CAPITAL	TRANSFERS OUT	CIP PROJECTS	NON-CIP PROJECTS	TOTAL FY 2013-14
471	2003 Refunding Cert of Part		1,000		223,850					224,850
472	2004 COP Civ Ctr Proj Phase I		5,000		2,392,074					2,397,074
473	2006 COP Civ Ctr Proj Phase 2		6,000		1,270,389					1,276,389
474	2010 Refunding COP		2,500		2,492,206					2,494,706
518	AD2005-1 Tobias Drive						89,000			89,000
567	PFDIF-Adamo Prop Acquisition						35,744			35,744
571	PFDIF General Admin		55,300		300,000		2,715			358,015
572	PFDIF - Civic Center Expansion						3,333,414			3,333,414
573	Police Facilities Remodel						1,739,206			1,739,206
574	Corporation Yard Relocation						845,273			845,273
576	Fire Suppression Sys Expansion						430,928			430,928
587	Otay Ranch VLG Ped Ramp DIF				40,000					40,000
588	OR Vlg11 Pedestrian Bridge DIF				3,200					3,200
591	Transportation DIF		211,000		580,916			1,398,245		2,190,161
593	Western TDIF						36,851			36,851
661	05 ERAF - SA				100,358					100,358
662	06 ERAF - SA				125,191					125,191
663	06 TABs Series A - SA		2,900		1,040,591					1,043,491
664	06 TABs Series B - SA		2,900		1,015,830					1,018,730
665	08 TABs - SA		3,650		963,636					967,286
692	Long-term Advances DSF-SA				350,000		2,070,291			2,420,291
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						679,513			679,513
736	Other Transportation Programs							345,267		345,267
	GRAND TOTAL ALL FUNDS	**121,200,419**	**59,283,086**	**7,201,110**	**28,823,725**	**1,476,040**	**32,436,565**	**15,376,135**	**2,903,446**	**268,700,526**

SCHEDULE OF REVENUES

SCHEDULE OF REVENUES

FUND/ACCOUNT		FY 2009-10 ACTUAL	FY 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 ADOPTED	FY 2013-14 ESTIMATED
100	**GENERAL FUND**					
	Property Taxes					
3000	Property Tax	25,734,370	24,711,851	24,518,260	24,665,351	25,952,576
	TOTAL	**$25,734,370**	**$24,711,851**	**$24,518,260**	**$24,665,351**	**$25,952,576**
	Other Local Taxes					
3010	Sales Tax	23,674,601	26,702,443	27,275,753	27,834,000	29,854,685
3020	Franchise Fees	8,465,199	8,260,411	8,400,178	7,939,054	8,472,850
3030	Utility Taxes	9,059,302	4,943,679	3,465,136	3,477,253	3,512,026
3040	Business License Tax	1,177,539	1,085,247	1,169,307	1,261,460	1,335,889
3050	Transient Occupancy Tax	2,036,377	2,058,878	2,295,675	2,128,105	2,365,005
3070	Real Property Transfer Tax	893,116	777,016	779,981	784,786	800,482
	TOTAL	**$45,306,134**	**$43,827,674**	**$43,386,030**	**$43,424,658**	**$46,340,937**
	Licenses and Permits					
3100	Licenses	132,490	123,642	138,036	132,600	132,600
3120	Dev / Improvement Permits	306,104	371,217	268,412	205,490	209,317
3140	Regulatory Permits	502,204	506,401	816,321	651,947	967,530
	TOTAL	**$940,798**	**$1,001,260**	**$1,222,769**	**$990,037**	**$1,309,447**
	Fines, Forfeitures, Penalties					
3200	Community Appearance Penalties	1,398,661	888,435	675,789	1,097,545	378,700
3210	Law Enforcement Penalties	406,017	341,013	288,439	232,100	232,100
3240	Parking Penalties	311,704	303,833	263,007	300,000	300,000
3250	Other Penalties	195,145	175,565	128,534	225,050	200,000
	TOTAL	**$2,311,527**	**$1,708,846**	**$1,355,769**	**$1,854,695**	**$1,110,800**
	Use of Money & Property					
3300	Investment Earnings	1,181,319	4,811,943	633,057	350,364	300,364
3310	Sale of Real Property	0	0	356,912	101,000	0
3320	Sale of Personal Property	97,830	137,220	33,486	38,900	38,800
3330	Rental/Lease of Equipment	63,713	53,665	46,728	63,442	63,187
3350	Rental/Lease of Land and Space	1,001,137	1,327,409	976,237	1,099,447	985,825
3370	Rental/Lease of Buildings	735,143	593,726	870,214	821,537	893,464
	TOTAL	**$3,079,142**	**$6,923,963**	**$2,916,634**	**$2,474,690**	**$2,281,640**

SCHEDULE OF REVENUES

FUND/ACCOUNT		FY 2009-10 ACTUAL	FY 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 ADOPTED	FY 2013-14 ESTIMATED
	Revenue from Other Agencies					
3010	Sales Tax	621,549	663,117	724,185	715,085	738,669
3400	State Grants	504,199	651,893	537,892	681,833	652,000
3440	State Tax Sharing	249,126	239,130	236,354	267,904	244,697
3460	Motor Vehicle License Fees	17,702,062	16,942,835	16,288,377	16,125,085	16,487,870
3480	State Reimbursements	7,754	20,350	2,765	7,755	7,755
3500	Federal Grants	1,640,258	1,005,266	844,496	905,490	1,394,630
3580	Federal Reimbursements	42,246	42,077	25,415	42,000	42,000
3600	Other Agency Grants	6,000	84,548	120,655	114,727	163,000
3690	Other Agency Revenue	11,758	1,500	498,305	664,000	664,000
	TOTAL	**$20,784,952**	**$19,650,716**	**$19,278,444**	**$19,523,879**	**$20,394,621**
	Charges for Services					
3700	Zoning Fees	892,645	953,104	995,614	759,509	1,071,954
3720	Document Fees	90,556	66,231	115,910	116,923	118,547
3730	Plan Checking Fees	119,996	117,028	46,311	88,000	12,000
3740	Inspection Fees	156,953	167,174	454,026	224,500	296,915
3770	Other Dev Fees	4,650	3,397	3,902	0	0
3800	Animal Shelter Contracts	881,315	827,163	1,578,374	1,546,950	1,686,600
3830	Services to the Port District	728,579	757,798	789,223	784,312	943,530
3900	Recreation Program Fees	997,312	836,873	791,257	929,106	953,618
3950	Class Admission Fees	529,485	315,667	304,773	370,230	399,465
3970	Referral Fees	348,026	294,345	278,588	295,000	295,000
4200	Staff Services Reimbursements	2,167,582	1,869,699	1,971,852	2,009,221	1,519,750
4300	Fees for Other Services	251,821	239,557	251,152	249,500	315,500
	TOTAL	**$7,168,920**	**$6,448,036**	**$7,580,982**	**$7,373,251**	**$7,612,879**
	Other Revenue					
4410	DIF Reimbursements	162,030	122,984	124,544	499,076	488,258
4420	Transit Reimbursements	298,591	288,639	272,739	288,857	288,857
4430	Redev Agency Reimbursements	566,844	353,541	239,209	25,000	0
4440	Open Space/Assess Dist Reimb	2,255,385	2,064,543	2,057,317	2,058,496	2,051,460
4450	CIP Reimbursements	5,459,199	4,580,476	3,337,138	4,847,264	4,200,842
4460	CDBG/Home Reimbursements	594,749	1,138,955	741,110	55,500	68,000

SCHEDULE OF REVENUES

FUND/ACCOUNT		FY 2009-10 ACTUAL	FY 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 ADOPTED	FY 2013-14 ESTIMATED
4480	Other City Funds Reimbursement	3,160,079	2,036,071	3,078,903	2,822,083	2,304,331
4600	Assessments	0	0	359	0	0
4700	Collection Charges	388,149	366,010	343,568	270,000	270,000
4800	Sale of Goods	40,841	0	0	250	250
4900	Other Revenue	1,206,248	1,158,864	1,392,583	1,233,981	2,967,969
	TOTAL	**$14,132,115**	**$12,110,083**	**$11,587,470**	**$12,100,507**	**$12,639,967**
	Transfers In					
5221	Tfr In from Gas Tax Fund	3,869,200	3,869,200	3,561,417	3,939,428	4,259,428
5234	Tfr In Fire Equip Lease Fund	0	0	0	0	587,557
5236	Tfr In from Dev Services Fund	945,169	1,073,702	0	0	0
5245	Tfr In from Traffic Safety	534,140	534,140	534,140	534,140	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	25,783	25,000	25,000	0	0
5272	Tfr In from Federal Grants	0	0	0	0	30,000
5282	Tfr In from Environmental Serv	94,410	94,410	107,781	107,585	107,585
5301	Tfr In from Storm Drain Rev	240,463	240,463	240,463	240,463	240,463
5313	Tfr in from CV Hsng Authority	192,899	192,899	210,227	166,085	147,555
5393	Tfr In from Tech Repl Fund	7,382	0	0	0	0
5402	Tfr In from Transit/CVT Fund	81,997	81,997	37,849	34,750	34,750
5408	Tfr In from Dev Svcs Fund	0	0	1,224,416	1,175,724	1,143,811
5414	Tfr In from Sewer Service Rsrv	3,111,531	3,089,583	3,142,406	3,029,961	3,029,961
5571	Tfr In from PFDIF-Gen Admin	0	0	0	0	2,715
5611	Tfr In from RDA BF/TC I	0	2,500,000	0	0	0
5651	Tfr In from SW/TCII/OV Proj	95,220	140,429	79,486	0	0
5691	Tfr In from LT Adv DSF-RDA	0	0	0	2,000,000	0
5725	Tfr In from IDA Fund	0	0	0	10,622	0
5736	Tfr in from Other Trans Progra	0	0	67,158	0	0
5739	Tfr In from Prop 42	2,000,000	400,000	500,000	500,000	0
	TOTAL	**$11,318,194**	**$12,361,823**	**$9,850,343**	**$11,858,758**	**$10,102,965**
	TOTAL - 100 GENERAL FUND	**$130,776,152**	**$128,744,252**	**$121,696,701**	**$124,265,826**	**$127,745,832**

SCHEDULE OF REVENUES

FUND/ACCOUNT		FY 2009-10 ACTUAL	FY 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 ADOPTED	FY 2013-14 ESTIMATED
220	**TRANSPORTATION FUNDS**					
3010	Sales Tax	0	5,253,810	3,485,185	5,310,873	5,738,000
3300	Investment Earnings	168,287	12,568	34,166	0	0
3400	State Grants	0	0	0	0	2,579,000
3440	State Tax Sharing	3,483,625	3,704,054	3,567,956	3,579,431	3,579,431
3600	Other Agency Grants	0	586,755	989,803	182,282	299,981
3770	Other Dev Fees	113,132	325,097	145,470	175,000	175,000
4440	Open Space/Assess Dist Reimb	2,310	2,731	1,781	0	0
4450	CIP Reimbursements	0	0	25,806	0	0
4480	Other City Funds Reimbursement	7,979	2,934	91,027	0	0
5000	Transfers In	0	63,324	27,543	0	0
	TOTAL - 220 TRANSPORTATION FUNDS	**$3,775,333**	**$9,951,273**	**$8,368,737**	**$9,247,586**	**$12,371,412**
230	**DEVELOPER DEPOSITS**					
3300	Investment Earnings	70,059	54,567	39,754	0	0
3760	Other Dev Fees	7,457,802	8,256,560	8,522,655	0	0
	TOTAL - 230 DEVELOPER DEPOSITS	**$7,527,861**	**$8,311,127**	**$8,562,409**	**$0**	**$0**
231	**WORKERS COMPENSATION**					
4480	Other City Funds Reimbursement	25,381	25,871	0	0	0
4900	Other Revenue	2,790,547	2,903,467	0	0	0
	TOTAL - 231 WORKERS COMPENSATION	**$2,815,928**	**$2,929,338**	**$0**	**$0**	**$0**
232	**FLEXIBLE SPENDING ACCOUNT**					
4900	Other Revenue	274,580	571,336	14,015	0	0
5000	Transfers In	33,998	0	0	0	0
	TOTAL - 232 FLEXIBLE SPENDING ACCOUNT	**$308,578**	**$571,336**	**$14,015**	**$0**	**$0**
234	**ADVANCED LIFE SUPPORT FUND**					
3690	Other Agency Revenue	178,333	231,833	214,000	172,216	1,333,460
	TOTAL - 234 ADVANCED LIFE SUPPORT FUND	**$178,333**	**$231,833**	**$214,000**	**$172,216**	**$1,333,460**

SCHEDULE OF REVENUES

FUND/ACCOUNT		FY 2009-10 ACTUAL	FY 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 ADOPTED	FY 2013-14 ESTIMATED
235	**LEGISLATIVE COUNCIL FUND**					
5000	Transfers In	0	0	0	80,000	0
	TOTAL - 235 LEGISLATIVE COUNCIL FUND	**$0**	**$0**	**$0**	**$80,000**	**$0**
236	**DEVELOPMENT SERVICES**					
3120	Dev / Improvement Permits	1,252,726	1,776,686	0	0	0
3700	Zoning Fees	1,991,456	2,074,137	0	0	0
3720	Document Fees	1,395	694	0	0	0
3730	Plan Checking Fees	718,542	681,759	0	0	0
3740	Inspection Fees	43,613	60,957	0	0	0
3770	Other Dev Fees	3,787	1,657	0	0	0
4200	Staff Services Reimbursements	500	222,673	0	0	0
4410	DIF Reimbursements	36,466	51,304	0	0	0
4430	Redev Agency Reimbursements	151,434	191,242	0	0	0
4440	Open Space/Assess Dist Reimb	17,904	17,817	0	0	0
4450	CIP Reimbursements	437,938	446,193	0	0	0
4460	CDBG/Home Reimbursements	37,899	81,910	0	0	0
4480	Other City Funds Reimbursement	248,708	245,592	0	0	0
5000	Transfers In	370,043	484,669	0	0	0
	TOTAL - 236 DEVELOPMENT SERVICES	**$5,312,411**	**$6,337,290**	**$0**	**$0**	**$0**
240	**PARKING**					
3160	Other Permits	32,533	26,053	21,582	24,000	24,000
3240	Parking Penalties	89,833	111,661	238,925	200,000	200,000
3300	Investment Earnings	7,094	4,797	6,711	0	0
3350	Rental/Lease of Land and Space	385,930	382,900	316,269	376,000	376,000
4900	Other Revenue	858	0	0	0	0
	TOTAL - 240 PARKING	**$516,248**	**$525,411**	**$583,487**	**$600,000**	**$600,000**
250	**PUBLIC SAFETY**					
3210	Law Enforcement Penalties	715,686	524,520	423,487	488,640	437,640
3300	Investment Earnings	39,220	15,338	17,429	0	0

SCHEDULE OF REVENUES

FUND/ACCOUNT		FY 2009-10 ACTUAL	FY 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 ADOPTED	FY 2013-14 ESTIMATED
3320	Sale of Personal Property	2,564	0	5,980	0	0
3350	Rental/Lease of Land and Space	25,913	20,764	9,073	20,000	20,000
3400	State Grants	394,259	466,282	709,365	559,423	401,014
3500	Federal Grants	3,048,590	3,860,656	5,009,067	4,018,990	5,387,790
3690	Other Agency Revenue	715,056	413,783	5,769	100,000	30,000
4200	Staff Services Reimbursements	0	0	0	0	115,216
4800	Sale of Goods	2,238	4,250	10,626	20,000	10,000
4900	Other Revenue	0	0	212,804	50,000	50,000
5000	Transfers In	63,944	33,599	105,104	140,970	25,000
	TOTAL - 250 PUBLIC SAFETY	**$5,007,470**	**$5,339,192**	**$6,508,704**	**$5,398,023**	**$6,476,660**
260	**LIBRARY/CULTURAL ARTS**					
3300	Investment Earnings	10,427	4,518	3,431	0	0
3400	State Grants	0	81,270	0	0	0
3440	State Tax Sharing	6,206	1,383	938	0	0
	TOTAL - 260 LIBRARY/CULTURAL ARTS	**$16,633**	**$87,171**	**$4,369**	**$0**	**$0**
270	**SUNDRY GRANTS & MISC**					
3400	State Grants	191,104	365	0	3,265,000	0
3500	Federal Grants	1,935,667	3,786,149	3,065,521	1,380,235	1,692,148
3600	Other Agency Grants	0	9,956	0	0	0
4200	Staff Services Reimbursements	0	0	0	0	130,000
4480	Other City Funds Reimbursement	0	0	15,854	0	0
4900	Other Revenue	0	0	1,665,221	0	18,420
5000	Transfers In	34,576	245,761	52,226	52,226	52,226
	TOTAL - 270 SUNDRY GRANTS & MISC	**$2,161,347**	**$4,042,231**	**$4,798,822**	**$4,697,461**	**$1,892,794**
280	**CONSERVATION**					
3300	Investment Earnings	11,060	11,601	13,929	0	0
3400	State Grants	397,281	1,066,770	(165,161)	373,594	319,945
3500	Federal Grants	0	0	1,669	19,609	19,609
3600	Other Agency Grants	1,174,357	2,620,529	797,107	1,408,976	2,618,667

SCHEDULE OF REVENUES

FUND/ACCOUNT		FY 2009-10 ACTUAL	FY 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 ADOPTED	FY 2013-14 ESTIMATED
3700	Zoning Fees	98	65	0	2,000	2,000
4200	Staff Services Reimbursements	940	995	1,645	0	0
4300	Fees for Other Services	1,025,107	1,027,980	1,031,634	1,262,279	1,262,279
4480	Other City Funds Reimbursement	279,266	200,874	331,243	200,000	200,000
4900	Other Revenue	214,241	42,286	899,552	0	0
5000	Transfers In	59,740	0	0	0	0
	TOTAL - 280 CONSERVATION	**$3,162,090**	**$4,971,100**	**$2,911,618**	**$3,266,458**	**$4,422,500**
301	**STORM DRAIN REVENUE**					
3120	Dev / Improvement Permits	48,907	83,151	9,455	32,000	23,750
3230	Environmental Fines Penalties	6,975	3,540	47,065	5,000	5,000
3300	Investment Earnings	1,647	784	1,428	0	0
4020	Storm Drain Fees	558,443	554,355	555,497	525,000	555,500
	TOTAL - 301 STORM DRAIN REVENUE	**$615,972**	**$641,830**	**$613,445**	**$562,000**	**$584,250**
310	**HOUSING PROGRAM**					
3300	Investment Earnings	34,872	13,094	30,003	0	0
3760	Other Dev Fees	2,000,000	0	0	0	0
4200	Staff Services Reimbursements	1,000	0	0	0	0
4300	Fees for Other Services	250,730	113,267	71,092	71,000	71,000
4430	Redev Agency Reimbursements	440,952	455,095	260,920	120,000	120,000
4460	CDBG/Home Reimbursements	371,619	395,038	361,138	307,101	458,465
4480	Other City Funds Reimbursement	0	0	0	80,000	82,775
4900	Other Revenue	11,628	4,174	0	0	0
5000	Transfers In	273,237	4,442,899	143,882	97,000	0
	TOTAL - 310 HOUSING PROGRAM	**$3,384,038**	**$5,423,567**	**$867,035**	**$675,101**	**$732,240**
316	**PUBLIC EDUCATIONAL & GOVT. FEE**					
3020	Franchise Fees	0	0	0	0	300,000
	TOTAL - 316 PUBLIC EDUCATIONAL & GOVT. FEE	**$0**	**$0**	**$0**	**$0**	**$300,000**

SCHEDULE OF REVENUES

FUND/ACCOUNT		FY 2009-10 ACTUAL	FY 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 ADOPTED	FY 2013-14 ESTIMATED
318	**REDV OBLIGATION RETIREMENT**					
3000	Property Tax	0	0	3,233,347	9,513,953	6,242,818
3300	Investment Earnings	0	0	80,514	0	0
4450	CIP Reimbursements	0	0	504	0	0
4480	Other City Funds Reimbursement	0	0	742,116	0	0
4900	Other Revenue	0	0	1,865,730	0	0
5000	Transfers In	0	0	11,030,351	0	0
	TOTAL - 318 REDV OBLIGATION RETIREMENT	**$0**	**$0**	**$16,952,562**	**$9,513,953**	**$6,242,818**
319	**HOUSING - SA**					
3300	Investment Earnings	0	0	(2,451)	0	0
3350	Rental/Lease of Land and Space	0	0	7,484	17,885	17,885
4200	Staff Services Reimbursements	0	0	25	0	0
5000	Transfers In	0	0	0	1,857,673	2,070,291
	TOTAL - 319 HOUSING - SA	**$0**	**$0**	**$5,058**	**$1,875,558**	**$2,088,176**
320	**COMM DEV BLOCK GRANTS**					
3300	Investment Earnings	59,619	7,138	10,200	0	0
3500	Federal Grants	3,991,482	8,043,164	3,168,968	5,459,230	4,560,350
4200	Staff Services Reimbursements	100	0	250	0	0
4480	Other City Funds Reimbursement	124,966	25	6,302	0	0
4900	Other Revenue	119,255	43,811	111,030	0	0
5000	Transfers In	0	105,000	0	87,316	0
	TOTAL - 320 COMM DEV BLOCK GRANTS	**$4,295,422**	**$8,199,138**	**$3,296,750**	**$5,546,546**	**$4,560,350**
341	**PUBLIC LIABILITY TRUST**					
4480	Other City Funds Reimbursement	1,750,671	44,358	0	0	0
5000	Transfers In	1,800,000	1,800,000	1,653,439	1,164,000	1,164,000
	TOTAL - 341 PUBLIC LIABILITY TRUST	**$3,550,671**	**$1,844,358**	**$1,653,439**	**$1,164,000**	**$1,164,000**

SCHEDULE OF REVENUES

FUND/ACCOUNT		FY 2009-10 ACTUAL	FY 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 ADOPTED	FY 2013-14 ESTIMATED
350	**OPEN SPACE DISTRICT**					
3300	Investment Earnings	224,205	130,443	139,889	0	0
4600	Assessments	9,651,585	10,148,106	11,306,684	12,142,519	11,461,215
	TOTAL - 350 OPEN SPACE DISTRICT	**$9,875,790**	**$10,278,549**	**$11,446,573**	**$12,142,519**	**$11,461,215**
390	**FLEET MANAGEMENT**					
3300	Investment Earnings	32,001	18,185	17,756	0	0
3320	Sale of Personal Property	4,157	0	23,705	50,000	0
4200	Staff Services Reimbursements	0	0	17,810	20,000	20,000
4420	Transit Reimbursements	397,022	305,606	259,563	369,348	215,480
4480	Other City Funds Reimbursement	38,736	3,793	0	0	0
4900	Other Revenue	3,409,344	3,792,524	3,232,772	3,010,581	3,010,581
5000	Transfers In	0	895,079	0	204,000	204,000
	TOTAL - 390 FLEET MANAGEMENT	**$3,881,260**	**$5,015,187**	**$3,551,606**	**$3,653,929**	**$3,450,061**
393	**TECHNOLOGY REPLACEMENT**					
3300	Investment Earnings	(221)	0	0	0	0
4900	Other Revenue	0	495	0	0	0
	TOTAL - 393 TECHNOLOGY REPLACEMENT	**$(221)**	**$495**	**$0**	**$0**	**$0**
398	**WORKERS COMPENSATION**					
4480	Other City Funds Reimbursement	0	0	6,968	25,000	25,000
4900	Other Revenue	0	0	2,855,153	2,632,858	2,039,393
5000	Transfers In	0	0	2,990,161	0	0
	TOTAL - 398 WORKERS COMPENSATION	**$0**	**$0**	**$5,852,282**	**$2,657,858**	**$2,064,393**
400	**TRANSIT**					
3300	Investment Earnings	37,664	4,256	6,543	0	0
3320	Sale of Personal Property	0	930	0	0	0
3400	State Grants	3,357,566	3,410,986	3,524,426	1,596,857	1,937,251
3690	Other Agency Revenue	0	8,155	0	0	0

SCHEDULE OF REVENUES

FUND/ACCOUNT		FY 2009-10 ACTUAL	FY 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 ADOPTED	FY 2013-14 ESTIMATED
4200	Staff Services Reimbursements	0	0	1,061	0	0
4300	Fees for Other Services	3,335,333	2,534,382	2,670,477	4,834,175	4,834,175
4900	Other Revenue	116,509	593,916	124,554	0	0
5000	Transfers In	0	0	57,147	0	23,701
	TOTAL - 400 TRANSIT	**$6,847,072**	**$6,552,625**	**$6,384,208**	**$6,431,032**	**$6,795,127**
408	**DEVELOPMENT SERVICES**					
3120	Dev / Improvement Permits	0	0	1,710,314	1,404,143	1,753,433
3700	Zoning Fees	0	0	2,440,674	3,099,625	3,097,346
3720	Document Fees	0	0	(500)	1,650	1,650
3730	Plan Checking Fees	0	0	846,298	650,256	731,110
3740	Inspection Fees	0	0	73,514	66,474	60,174
3770	Other Dev Fees	0	0	1,186	2,650	2,000
4200	Staff Services Reimbursements	0	0	5,991	0	0
4410	DIF Reimbursements	0	0	47,938	94,780	94,780
4430	Redev Agency Reimbursements	0	0	44,927	0	0
4440	Open Space/Assess Dist Reimb	0	0	20,210	15,000	15,000
4450	CIP Reimbursements	0	0	424,870	345,664	345,664
4460	CDBG/Home Reimbursements	0	0	19,235	0	0
4480	Other City Funds Reimbursement	0	0	250,313	369,603	369,603
4900	Other Revenue	0	0	30,930	30,930	328,296
5000	Transfers In	0	0	485,989	298,137	298,137
	TOTAL - 408 DEVELOPMENT SERVICES	**$0**	**$0**	**$6,401,889**	**$6,378,912**	**$7,097,193**
410	**SEWER**					
3120	Dev / Improvement Permits	30,946	21,837	9,160	40,000	40,000
3300	Investment Earnings	1,570,003	1,192,043	1,182,093	301,726	301,726
3700	Zoning Fees	25,847	17,376	8,197	18,500	18,500
4000	Sewer Fees	36,109,337	32,148,944	32,504,389	32,862,700	32,862,699
4040	Industrial Waste Fees	7,700	4,825	500	0	0
4100	Pump Station Fees	44,587	50,972	36,206	0	0
4200	Staff Services Reimbursements	5,083	2,579	33,579	0	0

SCHEDULE OF REVENUES

FUND/ACCOUNT		FY 2009-10 ACTUAL	FY 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 ADOPTED	FY 2013-14 ESTIMATED
4410	DIF Reimbursements	4,360	634	1,537	0	0
4430	Redev Agency Reimbursements	0	870	0	0	0
4440	Open Space/Assess Dist Reimb	0	0	1,878	0	0
4450	CIP Reimbursements	51,048	7,562	19,945	15,000	15,000
4460	CDBG/Home Reimbursements	3,262	818	0	0	0
4480	Other City Funds Reimbursement	0	2,332	0	0	0
4600	Assessments	1,907	1,708	1,610	0	0
4700	Collection Charges	384,879	374,514	414,778	270,000	270,000
4900	Other Revenue	8,766,632	6,805	10,905	0	0
5000	Transfers In	83,294	54,524	122,824	150,000	150,000
	TOTAL - 410 SEWER	**$47,088,885**	**$33,888,343**	**$34,347,601**	**$33,657,926**	**$33,657,925**
430	**SEWER DIF**					
3300	Investment Earnings	177,994	91,250	85,053	0	0
4350	Sewer / Drainage DIF	166,303	443,600	174,667	120,000	120,000
	TOTAL - 430 SEWER DIF	**$344,297**	**$534,850**	**$259,720**	**$120,000**	**$120,000**
440	**DEBT SERVICE - CITY**					
3300	Investment Earnings	1,098	942	80	0	0
3690	Other Agency Revenue	96,432	46,474	0	0	0
4480	Other City Funds Reimbursement	0	0	0	0	98,308
5000	Transfers In	4,157,258	4,360,437	4,928,153	1,889,114	2,679,186
	TOTAL - 440 DEBT SERVICE - CITY	**$4,254,788**	**$4,407,853**	**$4,928,233**	**$1,889,114**	**$2,777,494**
470	**DS - CV PUBLIC FINANCING AUTHORITY**					
3300	Investment Earnings	430,665	345,155	286,417	0	0
4900	Other Revenue	29,380,000	39,581	0	0	0
5000	Transfers In	28,130,002	14,224,748	8,244,395	8,871,713	10,094,215
	TOTAL - 470 DS - CV PUBLIC FINANCING AUTHORITY	**$57,940,667**	**$14,609,484**	**$8,530,812**	**$8,871,713**	**$10,094,215**
500	**ASSESS DIST IMPROVEMENTS**					
3300	Investment Earnings	48,237	24,201	21,290	0	0

SCHEDULE OF REVENUES

FUND/ACCOUNT		FY 2009-10 ACTUAL	FY 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 ADOPTED	FY 2013-14 ESTIMATED
4440	Open Space/Assess Dist Reimb	0	0	0	563,263	0
4600	Assessments	30,349	22,603	19,646	19,045	19,045
	TOTAL - 500 ASSESS DIST IMPROVEMENTS	**$78,586**	**$46,804**	**$40,936**	**$582,308**	**$19,045**
542	**TELEGRAPH CANYON DRAINAGE DIF**					
3300	Investment Earnings	125,423	62,105	57,952	0	0
	TOTAL - 542 TELEGRAPH CANYON DRAINAGE DIF	**$125,423**	**$62,105**	**$57,952**	**$0**	**$0**
560	**PUBLIC FACILITIES DIF**					
3300	Investment Earnings	50,705	(8,849)	130,523	0	0
4330	Public Facilities DIF	1,610,071	4,208,202	3,122,331	2,795,000	5,110,000
4480	Other City Funds Reimbursement	7,447	0	0	0	0
4900	Other Revenue	937	0	238,238	0	0
5000	Transfers In	5,300,000	0	0	0	0
	TOTAL - 560 PUBLIC FACILITIES DIF	**$6,969,160**	**$4,199,353**	**$3,491,092**	**$2,795,000**	**$5,110,000**
580	**PEDESTRIAN BRIDGE DIF**					
3300	Investment Earnings	48,112	30,265	31,790	0	0
4380	OR Pedestrian Bridge DIF	122,922	650,855	267,302	90,000	90,000
	TOTAL - 580 PEDESTRIAN BRIDGE DIF	**$171,034**	**$681,120**	**$299,092**	**$90,000**	**$90,000**
590	**TRANSPORTATION DIF**					
3300	Investment Earnings	358,140	147,258	143,385	0	119,290
4340	Transportation DIF	505,424	2,244,746	1,348,766	772,477	772,477
4900	Other Revenue	0	0	3,286	0	0
5000	Transfers In	1,402,000	0	241,006	293,900	36,851
	TOTAL - 590 TRANSPORTATION DIF	**$2,265,564**	**$2,392,004**	**$1,736,443**	**$1,066,377**	**$928,618**
600	**REDEVELOPMENT AGENCY**					
3000	Property Tax	13,884,637	13,822,938	7,954,428	0	0
3300	Investment Earnings	208,439	171,556	532,421	0	0

SCHEDULE OF REVENUES

FUND/ACCOUNT		FY 2009-10 ACTUAL	FY 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 ADOPTED	FY 2013-14 ESTIMATED
3310	Sale of Real Property	0	166,107	0	0	0
3350	Rental/Lease of Land and Space	17,885	17,885	10,433	0	0
3600	Other Agency Grants	0	40,000	0	0	0
4200	Staff Services Reimbursements	0	0	50	0	0
4450	CIP Reimbursements	30,000	30,195	30,000	0	0
4480	Other City Funds Reimbursement	40,025	79,968	23,383	0	0
4900	Other Revenue	688,644	9,468,606	0	0	0
5000	Transfers In	11,012,439	4,621,200	10,992,285	0	0
	TOTAL - 600 REDEVELOPMENT AGENCY	**$25,882,069**	**$28,418,455**	**$19,543,000**	**$0**	**$0**
660	**DEBT SERVICE - SUCCESSOR AGENCY**					
3300	Investment Earnings	0	0	51,801	0	0
5000	Transfers In	0	0	4,630,791	3,203,625	5,271,993
	TOTAL - 660 DEBT SERVICE - SUCCESSOR AGENCY	**$0**	**$0**	**$4,682,592**	**$3,203,625**	**$5,271,993**
670	**SW TAX AGREEMENT**					
3300	Investment Earnings	11,792	16,310	9,234	0	0
4480	Other City Funds Reimbursement	1,338,895	0	0	0	0
5000	Transfers In	0	1,442,943	744,919	0	0
	TOTAL - 670 SW TAX AGREEMENT	**$1,350,687**	**$1,459,253**	**$754,153**	**$0**	**$0**
680	**DEBT SERV - REDEVELOPMENT AGENCY**					
3300	Investment Earnings	102,636	97,428	47,471	0	0
4480	Other City Funds Reimbursement	698	42	0	0	0
4900	Other Revenue	0	0	20	0	0
5000	Transfers In	4,534,122	15,717,464	24,751,523	3,620,223	0
	TOTAL - 680 DEBT SERV - REDEVELOPMENT AGENCY	**$4,637,456**	**$15,814,934**	**$24,799,014**	**$3,620,223**	**$0**
700	**MISC CAPITAL PROJECTS**					
3060	Residential Construction Tax	159,220	360,156	261,252	275,000	275,000
3300	Investment Earnings	712,411	197,794	219,787	0	0
4370	Park Acquisition & Develop Fee	4,772	1,138,381	705,759	500,000	625,000

SCHEDULE OF REVENUES

FUND/ACCOUNT		FY 2009-10 ACTUAL	FY 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 ADOPTED	FY 2013-14 ESTIMATED
4480	Other City Funds Reimbursement	136,924	0	0	0	0
4900	Other Revenue	5,113	0	60,000	0	0
5000	Transfers In	0	9,647,000	1,125,985	100,001	264,000
	TOTAL - 700 MISC CAPITAL PROJECTS	**$1,018,440**	**$11,343,331**	**$2,372,783**	**$875,001**	**$1,164,000**
730	**OTHER TRANSPORTATION PROGRAMS**					
3300	Investment Earnings	64,014	32,108	37,415	0	0
3400	State Grants	3,066,447	3,072,290	2,939,684	3,317,588	0
3500	Federal Grants	2,834,928	1,394,284	1,105,162	1,720,312	345,267
3600	Other Agency Grants	189,638	275,077	30,208	0	0
5000	Transfers In	1,429	24,672	69,639	0	0
	TOTAL - 730 OTHER TRANSPORTATION PROGRAMS	**$6,156,456**	**$4,798,431**	**$4,182,108**	**$5,037,900**	**$345,267**
	GRAND TOTAL ALL FUNDS	**$352,291,900**	**$332,653,623**	**$320,713,240**	**$260,138,165**	**$260,961,038**

FUND BALANCE PROJECTIONS

FUND BALANCE PROJECTIONS

FUND	DESCRIPTION	EST AVAIL 06/30/2013 FUND BAL	ESTIMATED REVENUES/ TFRS IN	ESTIMATED TOTAL RESOURCES	ESTIMATED OP EXP/ TFRS OUT	ADOPTED CIP/NON-CIP	EST AVAIL 06/30/2014 FUND BAL
GENERAL FUND							
100	General Fund	11,176,996	127,745,832	138,922,828	(127,468,782)	(277,050)	11,176,996
TOTAL - GENERAL FUND		**11,176,996**	**127,745,832**	**138,922,828**	**(127,468,782)**	**(277,050)**	**11,176,996**
HOUSING							
	Housing Funds						
313	CV Housing Authority	106,282	732,240	838,522	(724,016)		114,506
	TOTAL	**106,282**	**732,240**	**838,522**	**(724,016)**		**114,506**
TOTAL - HOUSING		**106,282**	**732,240**	**838,522**	**(724,016)**		**114,506**
SUCCESSOR AGENCY							
	Successor Agency						
318	Redv Obligation Retirement Fnd	72,555	6,242,818	6,315,373	(6,242,818)		72,555
319	Housing - SA	847,989	2,088,176	2,936,165	(192,000)		2,744,165
654	RDA 2008 TARBS ProjFund - SA	279		279			279
661	05 ERAF - SA	1,126	100,358	101,484	(100,358)		1,126
662	06 ERAF - SA	1,411	125,191	126,602	(125,191)		1,411
663	06 TABs Series A - SA	1,002,284	1,018,033	2,020,317	(1,043,491)		976,826
664	06 TABs Series B - SA	729,236	990,834	1,720,070	(1,018,730)		701,340
665	08 TABs - SA	1,544,393	967,286	2,511,679	(967,286)		1,544,393
692	Successor Agency Long-term Debt	(11,425,863)	2,070,291	(9,355,572)	(2,420,291)		(11,775,863)
	TOTAL	**(7,226,590)**	**13,602,987**	**6,376,397**	**(12,110,165)**		**(5,733,768)**
TOTAL - SUCCESSOR AGENCY		**(7,226,590)**	**13,602,987**	**6,376,397**	**(12,110,165)**		**(5,733,768)**

FUND BALANCE PROJECTIONS

FUND	DESCRIPTION	EST AVAIL 06/30/2013 FUND BAL	ESTIMATED REVENUES/ TFRS IN	ESTIMATED TOTAL RESOURCES	ESTIMATED OP EXP/ TFRS OUT	ADOPTED CIP/NON-CIP	EST AVAIL 06/30/2014 FUND BAL
ENTERPRISE FUNDS							
	Transit Funds						
401	Bayfront Trolley Station TDA	2,493	107,988	110,481	(107,988)		2,493
402	Transit CVT	2,438	6,663,438	6,665,876	(6,663,438)		2,438
403	Transit Capital Projects	403,345	23,701	427,046			427,046
	TOTAL	**408,276**	**6,795,127**	**7,203,403**	**(6,771,426)**		**431,977**
	Sewer Funds						
411	Sewer Income	2,001,757		2,001,757			2,001,757
412	Special Sewer	454,339		454,339			454,339
413	Trunk Sewer Capital Reserve	46,012,883	1,250,000	47,262,883	(200,000)	(100,000)	46,962,883
414	Sewer Service Revenue	24,669,346	30,951,199	55,620,545	(30,677,088)	(4,300)	24,939,157
428	Sewer Facility Replacement	9,204,577	1,456,726	10,661,303	(150,000)	(2,700,000)	7,811,303
431	Tel Cyn Sewer Basin Plan DIF	1,078,947		1,078,947	(35,000)		1,043,947
432	Poggi Cyn Sewer Basin DIF	2,234,415	20,000	2,254,415	(10,000)	(300,000)	1,944,415
433	Salt Creek Sewer Basin DIF	1,493,575	100,000	1,593,575	(369,091)		1,224,484
	TOTAL	**87,149,839**	**33,777,925**	**120,927,764**	**(31,441,179)**	**(3,104,300)**	**86,382,285**
408	Development Services Fund	312,756	7,097,193	7,409,949	(7,097,193)		312,756
TOTAL - ENTERPRISE FUNDS		**87,870,871**	**47,670,245**	**135,541,116**	**(45,309,798)**	**(3,104,300)**	**87,127,018**
SPECIAL REVENUE FUNDS							
	Transportation Funds						
221	Gas Tax	518,084	6,158,431	6,676,515	(4,259,428)	(2,259,000)	158,087
225	Traffic Signal	2,851,231	175,000	3,026,231	(15,000)	(100,000)	2,911,231
227	Transportation Sales Tax	1,924,667	6,037,981	7,962,648		(7,435,973)	526,675
	TOTAL	**5,293,982**	**12,371,412**	**17,665,394**	**(4,274,428)**	**(9,794,973)**	**3,595,993**

FUND BALANCE PROJECTIONS

FUND	DESCRIPTION	EST AVAIL 06/30/2013 FUND BAL	ESTIMATED REVENUES/ TFRS IN	ESTIMATED TOTAL RESOURCES	ESTIMATED OP EXP/ TFRS OUT	ADOPTED CIP/NON-CIP	EST AVAIL 06/30/2014 FUND BAL
	Parking Funds						
241	Parking Meter	745,292	600,000	1,345,292	(388,769)	(100,000)	856,523
243	Town Centre I-Parking District	51,174		51,174			51,174
	TOTAL	**796,466**	**600,000**	**1,396,466**	**(388,769)**	**(100,000)**	**907,697**
	Public Safety Funds						
245	Traffic Safety	19,094	437,640	456,734	(437,640)		19,094
251	Suppl Law Enforcement Services	113,746	401,014	514,760	(427,261)		87,499
252	Police Department Grants	89,896	5,344,168	5,434,064	(5,434,064)		0
253	Inmate Welfare Fund	89,607	30,000	119,607	(70,500)		49,107
254	Local Law Enf Block Grant	0	83,838	83,838	(83,838)		0
256	Asset Seizure	159,768	180,000	339,768	(270,000)		69,768
	TOTAL	**472,111**	**6,476,660**	**6,948,771**	**(6,723,303)**		**225,468**
	Library and Cultural Arts Funds						
261	California Library Service Act	144,314		144,314			144,314
262	Public Library Act	10,640		10,640	(8,489)		2,151
265	CA Dept of Education Sect. 321	2,353		2,353			2,353
267	McCandliss Cultural Arts	13,969		13,969	(1,600)		12,369
	TOTAL	**171,276**		**171,276**	**(10,089)**		**161,187**
	Sundry Grant Funds						
269	Other Grant Fund	43,037		43,037	(10,225)		32,812
272	Federal Grants Fund	64,861	1,744,374	1,809,235	(1,774,374)		34,861
273	State Grants Fund	12,180		12,180			12,180
274	ARRA Fund	83,350	18,420	101,770	(18,420)		83,350
	TOTAL	**203,428**	**1,762,794**	**1,966,222**	**(1,803,019)**		**163,203**
	Conservation Funds						
281	Waste Management & Recycling	250,870	319,945	570,815	(319,945)		250,870
282	Environmental Services Fund	819,945	1,464,279	2,284,224	(1,875,756)		408,468
285	Energy Conservation	26,183	2,638,276	2,664,459	(2,638,276)		26,183
	TOTAL	**1,096,998**	**4,422,500**	**5,519,498**	**(4,833,977)**		**685,521**

FUND BALANCE PROJECTIONS

FUND	DESCRIPTION	EST AVAIL 06/30/2013 FUND BAL	ESTIMATED REVENUES/ TFRS IN	ESTIMATED TOTAL RESOURCES	ESTIMATED OP EXP/ TFRS OUT	ADOPTED CIP/NON-CIP	EST AVAIL 06/30/2014 FUND BAL
	Community Development Block Grant						
311	CDBG Housing Program	150,147	233,145	383,292	(45,000)	(198,145)	140,147
314	Emergency Shelter Grant Prog	2,994	149,215	152,209	(11,191)	(138,024)	2,994
321	Home Program	0	2,117,269	2,117,269	(561,269)	(1,556,000)	0
325	CDBG Program - Income Projects	63,750		63,750			63,750
333	FY2000 Comm Dev Block Grant	4,037,278	2,060,721	6,097,999	(1,126,749)	(1,367,577)	3,603,673
	TOTAL	**4,254,169**	**4,560,350**	**8,814,519**	**(1,744,209)**	**(3,259,746)**	**3,810,564**
	Open Space District Funds						
342	CFD 11-M RHR McMillin	281,270	121,569	402,839	(121,569)		281,270
343	CFD 12-M Vlg7	988,092	470,205	1,458,297	(470,205)		988,092
344	CFD 13-M Vlg2	234,630	170,860	405,490	(170,860)		234,630
345	CFD 12M - OR Village 7	714,107	454,343	1,168,450	(454,343)		714,107
351	Town Centre Landscaping Dist I	25,080		25,080			25,080
352	Bay Blvd Landscaping Dist	58,796	11,727	70,523	(11,727)		58,796
353	Eastlake Maintenance Dist #1	424,713	313,616	738,329	(313,616)		424,713
354-376	Open Space District #1 - #31	3,954,230	3,102,191	7,056,421	(3,102,191)		3,954,230
378	CFD 07M-Eastlk II Woods, Vista	853,542	572,169	1,425,711	(572,169)		853,542
379	CFD 08M-Vlg 6 McM & Oty Ranch	1,472,247	911,217	2,383,464	(911,217)		1,472,247
380	CFD 09M OR Vlg II	915,543	948,052	1,863,595	(948,052)		915,543
382	CFD 99-2 Otay Ranch Vlg 1 We	985,995	762,482	1,748,477	(762,482)		985,995
383	Town Ctr Business Imprv Distr	12,579		12,579			12,579
386	Otay Ranch Acquisition Dist	1,078,374	468,500	1,546,874	(468,500)		1,078,374
387	CFD 98-3 Sunbow 2	1,262,962	888,841	2,151,803	(888,841)		1,262,962
388	Comm Facility 97-1 (Otay Rnch)	2,382,886	2,251,481	4,634,367	(2,251,481)		2,382,886
389	Otay Ranch Village 1,2,6,7,12	103,067	13,963	117,030	(13,963)		103,067
	TOTAL	**15,748,113**	**11,461,215**	**27,209,329**	**(11,461,215)**		**15,748,113**
	Miscellaneous						
270	Mobile Home Rent Review Program	134,120	130,000	264,120	(130,000)		134,120
316	Public Educational & Govt. Fee	301,160	300,000	601,160	(542,000)		59,160
	TOTAL	**435,280**	**430,000**	**865,280**	**(672,000)**		**193,280**

FUND BALANCE PROJECTIONS

FUND	DESCRIPTION	EST AVAIL 06/30/2013 FUND BAL	ESTIMATED REVENUES/ TFRS IN	ESTIMATED TOTAL RESOURCES	ESTIMATED OP EXP/ TFRS OUT	ADOPTED CIP/NON-CIP	EST AVAIL 06/30/2014 FUND BAL
301	Storm Drain Revenue	205,913	584,250	790,163	(642,377)		147,786
TOTAL - SPECIAL REVENUE FUNDS		**28,677,736**	**42,669,181**	**71,346,918**	**(32,553,386)**	**(13,154,719)**	**25,638,812**
INTERNAL SERVICE FUNDS							
234	Advance Life Support Fund	70,487	1,333,460	1,403,947	(1,121,506)		282,441
235	Legislative Council Fund	80,000		80,000	(80,000)		0
341	Public Liability Trust	1,595,037	1,164,000	2,759,037	(1,653,439)		1,105,598
391	Central Garage	(108,134)	3,450,061	3,341,927	(3,450,061)		**(108,134)**
392	Equipment Replacement	718,601		718,601	(718,601)		0
393	Technology Replacement	2,650		2,650			2,650
398	Workers Compensation	2,155,395	2,064,393	4,219,788	(3,537,000)		682,788
TOTAL - INTERNAL SERVICE FUNDS		**4,514,036**	**8,011,914**	**12,525,950**	**(10,560,607)**		**1,965,343**
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	92,215		92,215			92,215
511	Otay Vly Rd Fee Recovery Dist	920,612		920,612			920,612
512	EL Greens II AD 94-1 Improv	1,137,128		1,137,128			1,137,128
515	Twin Oaks Ave AD 96-1 Improv	21,997		21,997			21,997
516	Oxford St AD 97-1 Improv	4,366		4,366			4,366
517	AD2004-1 Dixon Drive	9,557	9,358	18,915			18,915
518	AD2005-1 Tobias Drive	91,194	9,687	100,881	(89,000)		11,881
	TOTAL	**2,499,832**	**19,045**	**2,518,877**	**(89,000)**		**2,429,877**

FUND BALANCE PROJECTIONS

FUND	DESCRIPTION	EST AVAIL 06/30/2013 FUND BAL	ESTIMATED REVENUES/ TFRS IN	ESTIMATED TOTAL RESOURCES	ESTIMATED OP EXP/ TFRS OUT	ADOPTED CIP/NON-CIP	EST AVAIL 06/30/2014 FUND BAL
	Development Impact Fee Funds						
542	Tel Cyn Drainage Plan DIF	6,140,553		6,140,553			6,140,553
567-582	DIF - Public Facilities	11,071,256	5,110,000	16,181,256	(6,742,580)		9,438,676
587	DIF-OR Village Pedestrian Ramp	488,644	40,000	528,644	(40,000)		488,644
588	OR Vlg11 Pedestrian Bridge DIF	3,018,004	50,000	3,068,004	(3,200)		3,064,804
591	Transportation DIF	15,565,213	906,141	16,471,354	(791,916)	(1,398,245)	14,281,193
593	Western Transportation DIF Fund	78,654	22,477	101,131	(36,851)		64,280
	TOTAL	**36,362,324**	**6,128,618**	**42,490,942**	**(7,614,547)**	**(1,398,245)**	**33,478,150**
	Misc Capital Project Funds						
715	PAD Fund - Eastern	25,323,276	600,000	25,923,276	(75,000)		25,848,276
716	PAD Fund - Western	275,226	25,000	300,226	(25,000)		275,226
717	Resid. Construction/Conversion	140,513	539,000	679,513	(679,513)		0
725	Indust. Development Authority	138		138			138
	TOTAL	**25,739,153**	**1,164,000**	**26,903,153**	**(779,513)**		**26,123,640**
	Other Transportation Funds						
735	Transportation Partnership	29,038		29,038			29,038
736	Other Transportation Program	712,412	345,267	1,057,679		(345,267)	712,412
739	Traffic Congestion Relief Fund	4,398,409		4,398,409			4,398,409
	TOTAL	**5,139,859**	**345,267**	**5,485,126**		**(345,267)**	**5,139,859**
TOTAL - CAPITAL PROJECTS FUNDS		**69,741,168**	**7,656,930**	**77,398,098**	**(8,483,060)**	**(1,743,512)**	**67,171,526**

FUND BALANCE PROJECTIONS

FUND	DESCRIPTION	EST AVAIL 06/30/2013 FUND BAL	ESTIMATED REVENUES/ TFRS IN	ESTIMATED TOTAL RESOURCES	ESTIMATED OP EXP/ TFRS OUT	ADOPTED CIP/NON-CIP	EST AVAIL 06/30/2014 FUND BAL
DEBT SERVICE FUNDS							
	Debt Service - City Funds						
442	CDBG Section 108 Loan	0	752,752	752,752	(752,752)		0
446	Notes Payable Adamo Property	0	35,744	35,744	(35,744)		0
449	SD Co Regional Comm Systems	540	295,729	296,269	(295,729)		540
451	Long-term Advances DSF - City	(37,873,149)	817,779	(37,055,370)	(936,851)		(37,992,221)
452	KS Fire Equipment Capital Lease	0	298,743	298,743	(298,743)		0
453	CES Loan Repayment	870	576,747	577,617	(576,747)		870
	TOTAL	**(37,871,739)**	**2,777,494**	**(35,094,245)**	**(2,896,566)**		**(37,990,811)**
	Debt Service - CV Financing Authority						
450	2002 COP Police Facility Proj	3,309,955	3,921,546	7,231,501	(3,921,546)		3,309,955
471	2003 Refunding Cert of Part	1,519,463	4,500	1,523,963	(224,850)		1,299,113
472	2004 COP Civ Ctr Proj Phase I	2,476,962	2,397,074	4,874,036	(2,397,074)		2,476,962
473	2006 COP Civ Ctr Proj Phase 2	1,327,748	1,276,389	2,604,137	(1,276,389)		1,327,748
474	2010 Refunding COP	2,561,006	2,494,706	5,055,712	(2,494,706)		2,561,006
	TOTAL	**11,195,134**	**10,094,215**	**21,289,349**	**(10,314,565)**		**10,974,784**
TOTAL - DEBT SERVICE FUNDS		**(26,676,605)**	**12,871,709**	**(13,804,896)**	**(13,211,131)**		**(27,016,027)**
	GRAND TOTAL ALL FUNDS	**168,183,894**	**260,961,038**	**429,144,933**	**(250,420,945)**	**(18,279,581)**	**160,444,406**

CITY OF
CHULA VISTA

AUTHORIZED POSITIONS BY DEPARTMENT

AUTHORIZED POSITIONS BY DEPARTMENT

CLASSIFICATION	FY 2012-13 ADOPTED BUDGET	FY 2012-13 MIDYEAR CHANGES	FY 2013-14 PROPOSED CHANGES	FY 2013-14 PROPOSED 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 (Mayor @ will)	1.00	-	-	1.00
Senior Council Assistant	4.00	-	-	4.00
CITY COUNCIL TOTAL	**14.00**	**-**	**-**	**14.00**
CITY CLERK				
Assistant 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
Senior Deputy City Clerk	1.00	-	(1.00)	-
Senior Records Specialist	1.00	-	-	1.00
CITY CLERK TOTAL	**5.00**	**-**	**-**	**5.00**
CITY ATTORNEY				
Assistant 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
Senior Assistant City Attorney	1.00	-	-	1.00
Senior Legal Assistant	1.00	-	-	1.00
CITY ATTORNEY TOTAL	**13.00**	**-**	**-**	**13.00**
ADMINISTRATION				
Assistant to City Manager/CI Manager	-	1.00	-	1.00
Assitant City Manager/Administration	1.00	-	-	1.00
City Manager	1.00	-	-	1.00
Deputy City Manager	-	1.00	-	1.00
Director of Economic Development	1.00	-	-	1.00
Executive Secretary	1.00	-	-	1.00
Marketing and Communications Manager	1.00	-	-	1.00
Principal Economic Development Specialist	1.00	-	-	1.00
Public Information Specialist	1.00	-	-	1.00

AUTHORIZED POSITIONS BY DEPARTMENT

CLASSIFICATION	FY 2012-13 ADOPTED BUDGET	FY 2012-13 MIDYEAR CHANGES	FY 2013-14 PROPOSED CHANGES	FY 2013-14 PROPOSED BUDGET
Senior Administrative Secretary	1.00	-	-	1.00
Senior Graphic Designer	1.00	-	-	1.00
Special Events Coordinator	1.00	-	-	1.00
Webmaster	-	-	1.00	1.00
ADMINISTRATION TOTAL	**10.00**	**2.00**	**1.00**	**13.00**
ITS				
Assistant Director of Information Technology	-	1.00	-	1.00
GIS Manager	1.00	-	-	1.00
GIS Specialist	3.00	-	-	3.00
Information Technology Support Specialist	4.00	-	-	4.00
IT Manager	1.00	(1.00)	-	-
Operations and Telecommunications Manager	1.00	-	-	1.00
Senior Application Support Specialist	1.00	-	-	1.00
Senior Information Technology Support Specialist	3.00	-	-	3.00
Senior Programmer Analyst	2.00	-	-	2.00
Telecommunications Specialist	1.00	-	-	1.00
Webmaster	1.00	-	(1.00)	-
ITS TOTAL	**18.00**	**-**	**(1.00)**	**17.00**
HUMAN RESOURCES				
Assistant Director of Human Resources	-	1.00	-	1.00
Benefits Manager	1.00	-	-	1.00
Benefits Technician	1.00	-	(1.00)	-
Director of HR and ITS	1.00	(1.00)	-	-
Human Resources Analyst	1.00	-	1.00	2.00
Human Resources Operations Manager	1.00	(1.00)	-	-
Human Resources Technician	1.00	-	1.00	2.00
Risk Manager	1.00	-	-	1.00
Senior Fiscal Office Specialist	1.00	-	-	1.00
Senior Human Resources Analyst	3.00	-	-	3.00
Senior Human Resources Technician	1.00	-	-	1.00
Senior Risk Management Specialist	3.00	-	-	3.00
HUMAN RESOURCES TOTAL	**15.00**	**(1.00)**	**1.00**	**15.00**
FINANCE				
Accountant	-	-	1.00	1.00
Accounting Assistant	6.00	-	-	6.00
Accounting Technician	5.00	-	-	5.00
Assistant Director of Finance	1.00	-	-	1.00

AUTHORIZED POSITIONS BY DEPARTMENT

CLASSIFICATION	FY 2012-13 ADOPTED BUDGET	FY 2012-13 MIDYEAR CHANGES	FY 2013-14 PROPOSED CHANGES	FY 2013-14 PROPOSED BUDGET
Associate Accountant	1.00	-	1.00	2.00
Budget and Analysis Manager	1.00	-	-	1.00
Business License Representative	1.00	-	-	1.00
Collections Supervisor	1.00	-	-	1.00
Director Of Finance	1.00	-	-	1.00
Fiscal and Management Analyst	4.00	-	-	4.00
Fiscal Operations Manager	1.00	-	-	1.00
Procurement Specialist	1.00	-	-	1.00
Senior Accountant	1.00	-	-	1.00
Senior Procurement Specialist	1.00	-	-	1.00
Treasury Manager	1.00	-	-	1.00
FINANCE TOTAL	**26.00**	**-**	**2.00**	**28.00**
ANIMAL CARE FACILITY				
Animal Adoption Counselor	2.00	-	-	2.00
Animal Care Assistant	5.00	1.00	-	6.00
Animal Care Facility Administrator	-	-	1.00	1.00
Animal Care Facility Manager	1.00	-	(1.00)	-
Animal Control Officer	4.00	-	-	4.00
Office Specialist	1.50	-	-	1.50
Registered Veterinary Technician	2.00	-	-	2.00
Senior Animal Care Assistant	1.00	-	1.00	2.00
Senior Office Specialist	0.75	-	(0.75)	-
Veterinarian (Permitted)	1.00	-	-	1.00
Veterinary Assistant	1.00	-	-	1.00
ANIMAL CARE FACILITY TOTAL	**19.25**	**1.00**	**0.25**	**20.50**
DEVELOPMENT SERVICES				
Administrative Technician	1.00	-	-	1.00
Advanced Planning Manager	1.00	-	-	1.00
Assistant City Manager	1.00	(1.00)	-	-
Assistant Director Development Services	1.00	-	-	1.00
Associate Planner	1.50	-	-	1.50
Code Enf Offcer II	6.00	-	-	6.00
Office Specialist	-	-	1.00	1.00
Planning Technician	2.00	-	-	2.00
Principal Planner	2.00	-	(1.00)	1.00
Senior Administrative Secretary	1.00	-	-	1.00
Senior Code Enforcement Officer	2.00	-	-	2.00
Senior Office Specialist	1.00	-	(1.00)	-
Senior Planner	-	-	1.00	1.00

AUTHORIZED POSITIONS BY DEPARTMENT

CLASSIFICATION	FY 2012-13 ADOPTED BUDGET	FY 2012-13 MIDYEAR CHANGES	FY 2013-14 PROPOSED CHANGES	FY 2013-14 PROPOSED BUDGET
Senior Planning Technician	1.00	-	-	1.00
DEVELOPMENT SERVICES TOTAL	**20.50**	**(1.00)**	**-**	**19.50**
POLICE				
Administrative Services Manager	1.00	-	-	1.00
Automated Fingerprint Technician	1.00	-	-	1.00
Chief Of Police	1.00	-	-	1.00
Civilian Background Investigator	1.00	-	-	1.00
Community Service Officer	5.50	-	-	5.50
Crime Laboratory Manager	1.00	-	-	1.00
Detention Facility Manager	1.00	-	-	1.00
Evidence Control Assistant	2.00	-	-	2.00
Facility and Supply 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	141.00	4.00	1.00	146.00
Police Agent	48.00	-	1.00	49.00
Police Captain	3.00	-	-	3.00
Police Communications Systems Manager	1.00	-	-	1.00
Police Data Specialist	3.00	-	-	3.00
Police Dispatcher	20.00	-	-	20.00
Police Dispatcher Supervisor	6.00	-	-	6.00
Police Lieutenant	9.00	-	-	9.00
Police Records Specialist	5.50	-	-	5.50
Police Records Transcriptionist	2.00	-	-	2.00
Police Sergeant	23.00	-	-	23.00
Police Services Officer	12.00	(2.00)	-	10.00
Police Services Officer Supervisor	-	2.00	-	2.00
Police Support Services Manager	1.00	-	-	1.00
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
Senior Administrative Secretary	1.00	-	-	1.00
Senior Fiscal Office Specialist	2.00	-	-	2.00
Senior Office Specialist	4.00	-	-	4.00
Senior Police Data Specialist	1.00	-	-	1.00
Senior Public Safety Analyst	1.00	-	-	1.00
Training Programs Specialist	1.00	-	-	1.00

AUTHORIZED POSITIONS BY DEPARTMENT

CLASSIFICATION	FY 2012-13 ADOPTED BUDGET	FY 2012-13 MIDYEAR CHANGES	FY 2013-14 PROPOSED CHANGES	FY 2013-14 PROPOSED BUDGET
POLICE TOTAL	**313.00**	**4.00**	**2.00**	**319.00**
FIRE				
Administrative Secretary	1.00	-	(1.00)	-
Deputy Fire Chief	3.00	-	-	3.00
EMS Nurse Coordinator	-	1.00	(1.00)	-
Facility and 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 Engineer (112 Hr)	33.00	-	-	33.00
Fire Engineer (80 Hr)	1.00	-	-	1.00
Fire Inspector/Investigator I	1.00	-	-	1.00
Fire Inspector/Investigator II	5.00	-	-	5.00
Fire Prev Engineer/Investigator	1.00	-	-	1.00
Firefighter (112 Hr)	42.00	-	-	42.00
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
Senior Administrative Secretary	-	-	1.00	1.00
Senior Fire Inspector/Investigator	1.00	-	-	1.00
FIRE TOTAL	**135.00**	**1.00**	**-**	**136.00**
PUBLIC WORKS OPERATIONS				
Admin Analyst II	2.00	-	-	2.00
Administrative Secretary	1.00	-	-	1.00
Administrative Services Manager	1.00	-	-	1.00
Assistant Director Of Engineering	1.00	-	-	1.00
Assistant Director of Public Works	1.00	-	-	1.00
Assistant Surveyor II	1.00	-	-	1.00
Associate Engineer	11.00	-	-	11.00
Building Project Manager	1.00	-	-	1.00
Conservation Specialist I	1.00	-	-	1.00
Construction and Repair Manager	1.00	-	-	1.00
Custodial and Facilities Manager	1.00	-	-	1.00
Custodial Supervisor	3.00	-	-	3.00
Custodian	9.50	-	-	9.50
Director of Public Works	1.00	-	-	1.00

AUTHORIZED POSITIONS BY DEPARTMENT

CLASSIFICATION	FY 2012-13 ADOPTED BUDGET	FY 2012-13 MIDYEAR CHANGES	FY 2013-14 PROPOSED CHANGES	FY 2013-14 PROPOSED BUDGET
Electrician	2.00	-	-	2.00
Electronics Technician	1.00	-	-	1.00
Engineering Technician II	1.50	-	-	1.50
Environmental Health Specialist	2.00	-	-	2.00
Environmental Resource Manager	1.00	-	-	1.00
Environmental Resource Specialist	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
Open Space Inspector	5.00	-	-	5.00
Open Space Manager	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
Public Works Inspector II	6.00	-	-	6.00
Public Works Manager	1.00	-	-	1.00
Public Works Specialist	2.00	-	-	2.00
Public Works Supervisor	2.00	-	-	2.00
Pump Maintenance Supervisor	1.00	-	-	1.00
Pump Maintenance Technician	4.00	-	-	4.00
Real Property Manager	1.00	-	-	1.00
Secretary	1.00	-	-	1.00
Senior Administrative Secretary	1.00	-	-	1.00
Senior Civil Engineer	4.00	-	-	4.00
Senior Engineering Technician	2.00	-	-	2.00
Senior Fiscal Office Specialist	1.00	-	-	1.00
Senior Gardener	9.00	-	-	9.00
Senior HVAC Technician	1.00	-	-	1.00
Senior Landscape Inspector	1.00	-	-	1.00
Senior Maintenance Worker	8.00	-	-	8.00
Senior Management Analyst	1.00	-	-	1.00
Senior Open Space Inspector	1.00	-	-	1.00
Senior Public Works Inspector	2.00	-	-	2.00
Senior Public Works Specialist	1.00	-	-	1.00
Senior Secretary	1.00	-	-	1.00
Signing and Striping Supervisor	1.00	-	-	1.00

AUTHORIZED POSITIONS BY DEPARTMENT

CLASSIFICATION	FY 2012-13 ADOPTED BUDGET	FY 2012-13 MIDYEAR CHANGES	FY 2013-14 PROPOSED CHANGES	FY 2013-14 PROPOSED BUDGET
Survey Technician II	1.00	-	-	1.00
Traffic Devices Technician	3.00	-	-	3.00
Traffic Devices Technician Supervisor	1.00	-	-	1.00
Tree Trimmer Supervisor	1.00	-	-	1.00
Wastewater Collections Manager	1.00	-	-	1.00
PUBLIC WORKS OPERATIONS TOTAL	**162.00**	**-**	**-**	**162.00**
RECREATION				
Administrative Secretary	1.00	-	-	1.00
Aquatic Supervisor I	1.00	-	-	1.00
Aquatic Supervisor II	2.00	-	-	2.00
Aquatic Supervisor III	1.00	-	-	1.00
Assistant Director of Recreation	1.00	-	(1.00)	-
Director Of Recreation	-	-	1.00	1.00
Principal Recreation Manager	2.00	-	-	2.00
Recreation Supervisor II	3.00	-	-	3.00
Recreation Supervisor III	5.00	-	(1.00)	4.00
Senior Fiscal Office Specialist	1.00	-	-	1.00
Senior Recreation Manager	-	-	1.00	1.00
RECREATION TOTAL	**17.00**	**-**	**-**	**17.00**
LIBRARY				
Admin Analyst II	1.00	-	-	1.00
Director of Library and Recreation	1.00	-	-	1.00
Librarian I	-	-	1.00	1.00
Librarian II	3.85	-	0.15	4.00
Librarian III	3.00	-	(1.00)	2.00
Library Associate	7.75	-	0.75	8.50
Library Digital Services Manager	1.00	-	-	1.00
Principal Librarian	1.00	-	-	1.00
Senior Librarian	2.00	-	-	2.00
Senior Office Specialist	0.50	-	(0.50)	-
LIBRARY TOTAL	**21.10**	**-**	**0.40**	**21.50**
GENERAL FUND SUBTOTAL	**788.85**	**6.00**	**5.65**	**800.50**
ADVANCED LIFE SUPPORT FUND				
EMS Nurse Coordinator	-	-	1.00	1.00
ADVANCED LIFE SUPPORT FUND TOTAL	**-**	**-**	**1.00**	**1.00**

AUTHORIZED POSITIONS BY DEPARTMENT

CLASSIFICATION	FY 2012-13 ADOPTED BUDGET	FY 2012-13 MIDYEAR CHANGES	FY 2013-14 PROPOSED CHANGES	FY 2013-14 PROPOSED BUDGET
POLICE DEPT GRANTS FUND				
CBAG Administrative Analyst II	2.00	(2.00)	-	-
CBAG Analyst	2.00	(2.00)	-	-
CBAG Deputy Director SD LECC	1.00	-	-	1.00
CBAG Deputy Executive Director	1.00	-	-	1.00
CBAG Director of IV-LECC	1.00	-	-	1.00
CBAG Executive Assistant	2.00	-	(2.00)	-
CBAG Executive Director	1.00	-	-	1.00
CBAG Graphic Designer/Webmaster	1.00	(1.00)	-	-
CBAG Microcomputer Specialist	1.00	-	(1.00)	-
CBAG Network Administrator II	4.00	(4.00)	-	-
CBAG Network Manager	1.00	(1.00)	-	-
CBAG Program Analyst	1.00	(1.00)	-	-
CBAG Program Manager	2.00	(2.00)	-	-
CBAG Public Safety Analyst	5.00	(5.00)	-	-
CBAG RCFL Network Engineer	1.00	(1.00)	-	-
CBAG Senior Public Safety Analyst	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 Graphic Designer/Webmaster	-	1.00	-	1.00
FA LECC IT Manager	-	1.00	-	1.00
FA Microcomputer Specialist	-	-	-	-
FA Network Manager	-	1.00	-	1.00
FA Ntwrk Administrator II	-	4.00	-	4.00
FA Program Analyst	-	1.00	-	1.00
FA Program Manager	-	2.00	-	2.00
FA Public Safety Analyst	-	5.00	-	5.00
FA RCFL Network Engineer	-	2.00	-	2.00
FA Senior Public Safety Analyst	-	1.00	-	1.00
Peace Officer	3.00	1.00	(1.00)	3.00
Police Agent	2.00	-	(1.00)	1.00
Police Community Relations Specialist	1.00	-	-	1.00
Police Sergeant	1.00	1.00	-	2.00
POLICE DEPT GRANTS FUND TOTAL	**34.00**	**7.00**	**(5.00)**	**36.00**
FEDERAL GRANTS FUND				
GIS Specialist	-	1.00	-	1.00
FEDERAL GRANTS FUND TOTAL	**-**	**1.00**	**-**	**1.00**

AUTHORIZED POSITIONS BY DEPARTMENT

CLASSIFICATION	FY 2012-13 ADOPTED BUDGET	FY 2012-13 MIDYEAR CHANGES	FY 2013-14 PROPOSED CHANGES	FY 2013-14 PROPOSED BUDGET
ENVIRONMENTAL SERVICES				
Environmental Services Program Manager	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**
CV HOUSING AUTHORITY				
Accountant	1.00	-	(1.00)	-
Housing Manager	-	-	1.00	1.00
Principal Project Coordinator	1.00	-	(1.00)	-
Project Coordinator II	2.00	-	-	2.00
Redevelopment and Housing Manager	1.00	(1.00)	-	-
Senior Fiscal Office Specialist	1.00	-	(1.00)	-
Senior Project Coordinator	1.00	-	-	1.00
CV HOUSING AUTHORITY TOTAL	**7.00**	**(1.00)**	**(2.00)**	**4.00**
SUCCESSOR AGENCY				
Senior Project Coordinator	1.00	-	-	1.00
SUCCESSOR AGENCY TOTAL	**1.00**	**-**	**-**	**1.00**
FLEET MANAGEMENT				
Equipment Mechanic	3.00	-	-	3.00
Fire Apparatus Mech	2.00	-	-	2.00
Fiscal Office Specialist	1.00	-	-	1.00
Fleet Manager	1.00	-	-	1.00
Senior Equipment Mechanic	1.00	-	-	1.00
FLEET MANAGEMENT TOTAL	**8.00**	**-**	**-**	**8.00**
TRANSIT				
Transit Manager	1.00	-	-	1.00
TRANSIT TOTAL	**1.00**	**-**	**-**	**1.00**
DEVELOPMENT SERVICES FUND				
Associate Engineer	3.00	-	-	3.00
Associate Planner	5.00	-	(1.00)	4.00
Building Inspector II	4.00	-	-	4.00
Building Inspector III	1.00	-	-	1.00
Building Official/Code Enforcement Manager	1.00	-	-	1.00
Development Planning Manager	1.00	-	-	1.00

AUTHORIZED POSITIONS BY DEPARTMENT

CLASSIFICATION	FY 2012-13 ADOPTED BUDGET	FY 2012-13 MIDYEAR CHANGES	FY 2013-14 PROPOSED CHANGES	FY 2013-14 PROPOSED BUDGET
Development Services Counter Manager	1.00	-	-	1.00
Development Services Department Director	-	1.00	-	1.00
Development Services Technician II	2.00	-	1.00	3.00
Development Services Technician III	2.00	-	-	2.00
Engineering Technician II	1.00	-	-	1.00
Landscape Architect	0.50	-	-	0.50
Landscape Planner II	3.00	-	-	3.00
Plan Check Supervisor	-	-	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
Senior Building Inspector	1.00	-	-	1.00
Senior Engineering Technician	1.00	-	-	1.00
Senior Office Specialist	1.00	-	1.00	2.00
Senior Planner	4.00	-	-	4.00
Senior Project Coordinator	1.00	-	-	1.00
Senior Secretary	1.00	-	-	1.00
Transportation Engineer with Certficate	1.00	-	-	1.00
DEVELOPMENT SERVICES FUND TOTAL	**41.50**	**1.00**	**2.00**	**44.50**
SEWER				
Associate Engineer	2.00	-	-	2.00
Engineering Technician II	2.00	-	-	2.00
Equipment Operator	3.00	-	-	3.00
Maintenance Worker II	18.00	-	-	18.00
Public Works Specialist	1.00	-	-	1.00
Public Works Supervisor	4.00	-	-	4.00
Senior Civil Engineer	1.00	-	-	1.00
Senior Fiscal Office Specialist	1.00	-	-	1.00
Senior Maintenance Worker	14.00	-	-	14.00
SEWER TOTAL	**46.00**	**-**	**-**	**46.00**
NON-GENERAL FUND SUBTOTAL	**143.50**	**8.00**	**(4.00)**	**147.50**
TOTAL AUTHORIZED POSITIONS	**932.35**	**14.00**	**1.65**	**948.00**

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.

Capital Financing & Debt Management

1. The City will consider the use of debt financing only for one-time capital improvement projects when the project's useful life will exceed the term of the financing and when resources are identified sufficient to fund the debt service requirements. The only exception to this limitation is the issuance of short-term instruments such as tax and revenue anticipation notes, which will only be considered in order to meet legitimate cash flow needs occurring within a fiscal year.

2. The City will attempt to limit the total amount of annual debt service payments guaranteed by the General Fund to no more than ten percent of estimated General Fund revenues.

3. The City will consider requests from developers for the use of debt financing secured by property based assessments or special taxes in order to provide for necessary infrastructure for new development only under strict guidelines adopted by Council, which may include minimum

value-to-lien ratios and maximum tax burdens. *(Community Facility District Ordinance)*

4. The City will strive to minimize borrowing costs by:
   a. Seeking the highest credit rating possible.
   b. Procuring credit enhancement such as letters of credit or insurance, when cost effective.
   c. Maintaining good communications with credit rating agencies regarding the City's fiscal condition.

5. The City will diligently monitor its compliance with bond legal covenants, including adherence to continuing disclosure requirements and federal arbitrage regulations.

6. In addition to externally financed debt, the City utilizes inter-fund loans whenever possible to reduce borrowing costs or provide for shorter term loans. When interest is charged on internal loans, it is done at the same rate the City earns from its pooled investments.

CITY OF
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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), 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 $100,000 by the Federal Deposit Insurance Corporation. The right of collateral substitution is granted.

12.0 Safekeeping and Custody

All City investments shall identify the City of Chula Vista as the registered owner, and all interest and principal payments and withdrawals shall indicate the City of Chula Vista as the payee. All securities shall be safe kept with the City itself or with a qualified financial institution, contracted by the City as a third party. All agreements and statements will be subject to review annually by external auditors in conjunction with their audit. In the event that the City has a financial institution hold the securities, a separate custodial agreement shall be required. All securities shall be acquired by the safekeeping institution on a "Delivery-Vs-Payment" (DVP) basis. For Repurchase Agreements, the purchase may be delivered by book entry, physical delivery or by third-party custodial agreement consistent with the

Government Code. The transfer of securities to the counter party bank's customer book entry account may be used for book entry delivery.

13.0 Diversification

The City's investment portfolio will be diversified to avoid incurring unreasonable and avoidable risks associated with concentrating investments in specific security types, maturity segment, or in individual financial institutions. With the exception of U.S. Treasury securities and authorized pools, no more than 60% of the total investment portfolio will be invested in a single security type or with a single financial institution. In addition, no more than 10% of the investment portfolio shall be in securities of any one issuer except for U.S. Treasuries and U.S. Government Agency issues.

A. Credit risk, defined as the risk of loss due to failure of the insurer of a security, shall be mitigated by investing in those securities with an "A" or above rating and approved in the Investment Policy and by diversifying the investment portfolio so that the failure of 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, 2012, 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	$ 43,005,000	$ 23,821,799	$ 66,826,799
Certificates of Participation	$ 132,290,000	$ 81,559,251	$ 213,849,251
Bond Premium	$ 25,988	$ -	$ 25,988
Bond Discount	$ (831,944)	$ -	$ (831,944)
Capital Leases	$ 685,267	$ 49,706	$ 734,973
Notes/Loans Payable	$ 5,405,100	$ 787,832	$ 6,192,932
CDBG Section 108 Loan	$ 8,594,000	$ 4,278,249	$ 12,872,249
Miscellaneous Claims Payable	$ 22,189,864	$ -	$ 22,189,864
Compensated Absences (Employee Leave)	$ 6,652,700	$ -	$ 6,652,700
Subtotal	**$ 218,015,975**	**$ 110,496,837**	**$ 328,512,812**
Advances from Other Funds	$ 60,266,522	$ -	$ 60,266,522
TOTAL LONG TERM DEBT	**$ 278,282,497**	**$ 110,496,837**	**$ 388,779,334**

Overall, the Long-Term Debt total reflects a net decrease of $15.1 million when compared to the June 30, 2011 amount. This decrease is attributed to a combination of reductions in principal ($19.1 million) and new debt issuance ($4.0 million).

The annual debt service payments reduce the principal amounts of the City's bonded debt, notes/loans payable, capital leases, amortization of bond premiums/discounts and advances from other funds. Partially offsetting the overall decrease of $19.1 million was newly issued loans for energy conservation of $4.0 million.

Other highlights of note were the Pension Obligation Bonds getting paid off in fiscal year 2011-12. Additionally, in fiscal year 2012-13 the Medical Resuscitation Equipment Lease will be completed and in fiscal year 2013-14, the 2003 Refunding COPS and Adamo Parking Structure loan will have been paid off.

Tax Allocation Bonds ($43.0 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 ($132.3 million)

As of June 30, 2012, 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 ($25,988)

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 ($685,267)

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 ($4.7 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).

CDBG Section 108 Loan ($8.6 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 ($22.2 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, 2011.

Advances From Other Funds ($60.3 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, 2011, was $11,316,691.

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 of 3.80% 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.

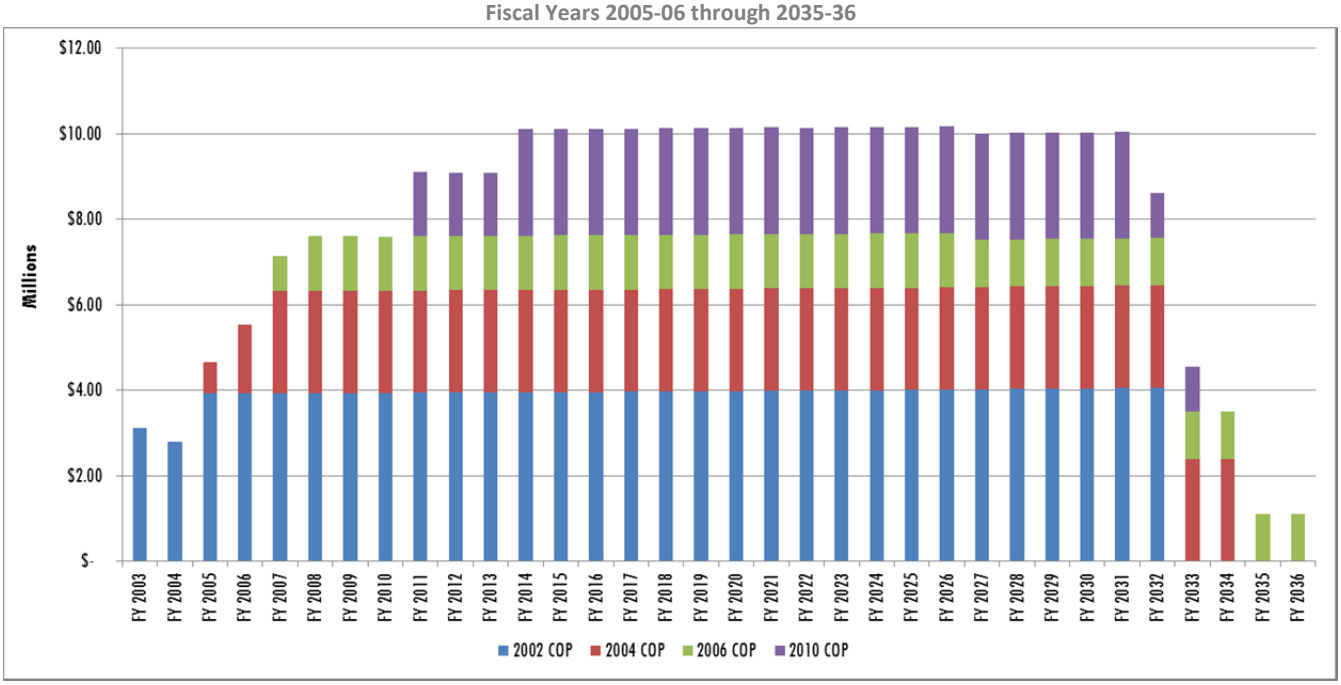
The Redevelopment Agency Capital Projects Fund advanced funds in the amount of $4,702,030 to Redevelopment Agency Debt Service Fund for capital improvement projects and operating expenses during its early years. The Redevelopment Agency Special Revenue Fund advanced $5,046,796 to pay the ERAF obligation. The terms of the advances are indefinite. The balance was $10,207,796 at June 30, 2012.

General Fund Long-Term Debt for Fiscal Year 2013-14

The General Fund's annual debt service "commitment" in fiscal year 2013-14 is approximately $10.1 million, or 8.0% of the General Fund operating budget. However, it must be noted that although this amount is truly a General Fund commitment, only $4.2 million will actually be paid from General Fund resources, with the remaining $5.9 million paid from available development impact fees and residential construction tax. The $4.2 million represents approximately 3.4% of the General Fund operating budget. The $10.1 million is an increase of $1.0 million from fiscal year 2012-13 due to the use of capitalized interest in the previous year. Capitalized interest helps to temporarily reduce the amount of debt service actually paid and all capitalized interest has now been spent.

Annual Debt Service Obligation of the General Fund

Fiscal Years 2005-06 through 2035-36



Note: Actual payments are funded by the General Fund and Development Impact Fee Funds, however all debt service obligations are backed by the General Fund.

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 2012-2013 calculation, the population increased 1.37% and new non-residential construction decreased by -2.74%. California per capita personal income increased by 3.77%; consequently, California per capita personal income was used in the formula to compute the limit since this increase is the greater of the two amounts.

Fiscal Year 2012-13 Appropriations Limit

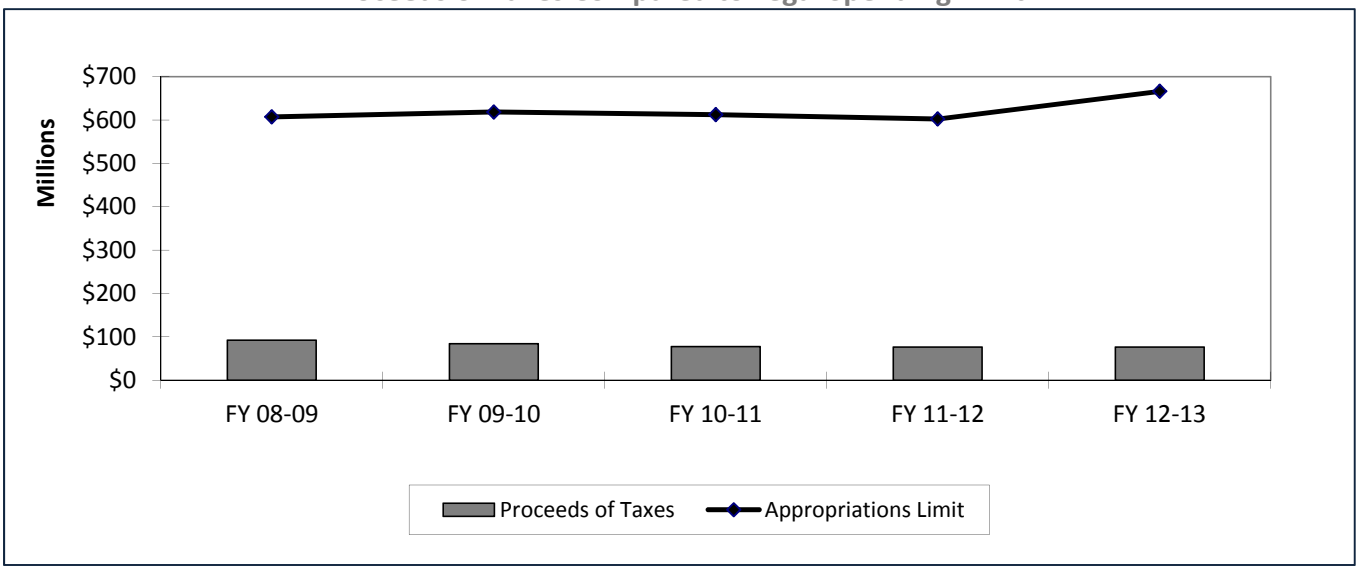
The fiscal year 2012-13 Appropriations Limit has been calculated as follows:

Fiscal Year 2012-13 Appropriation Limit		
Fiscal Year 2011-12 Appropriations Limit	$	633,448,576
Increased by an inflation factor composed of the increases in population and CA per capita personal income	x	1.0519
FISCAL YEAR 2012-13 APPROPRIATIONS LIMIT	**$**	**666,335,002**

Proceeds of Taxes

The "Proceeds of Taxes" as included in the fiscal year 2012-13 Proposed Budget that are subject to the appropriations limit are estimated to be $76,495,944. Therefore the City has what is referred to as an appropriation "gap" of $589,839,058 ($666,335,002 - $76,495,944). Simply stated, this means that the City could collect and spend up to $589,839,058 more in taxes during Fiscal Year 2012-2013 without exceeding the Constitutional limit.

Proceeds of Taxes Compared to Legal Spending 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, 2012 the City's legal debt limit is $793,273,629. 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 2010 through 2012

	June 30, 2010	June 30, 2011	June 30, 2012
Total Assessed Valuation	$ 22,096,990,003	$ 21,235,445,229	$ 21,153,963,435
Conversion Percentage	25%	25%	25%
Adjusted Assessed Valuation	$ 5,524,247,501	$ 5,308,861,307	$ 5,288,490,859
Debt Limitation Percentage	15%	15%	15%
Debt Limit	*$ 828,637,125*	*$ 796,329,196*	*$ 793,273,629*
Total Debt Applicable to Limit:			
Pension Obligation Bonds	$ 4,980,000	$ 2,655,000	$ -
Legal Debt Margin	**$ 823,657,125**	**$ 793,674,196**	**$ 793,273,629**

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

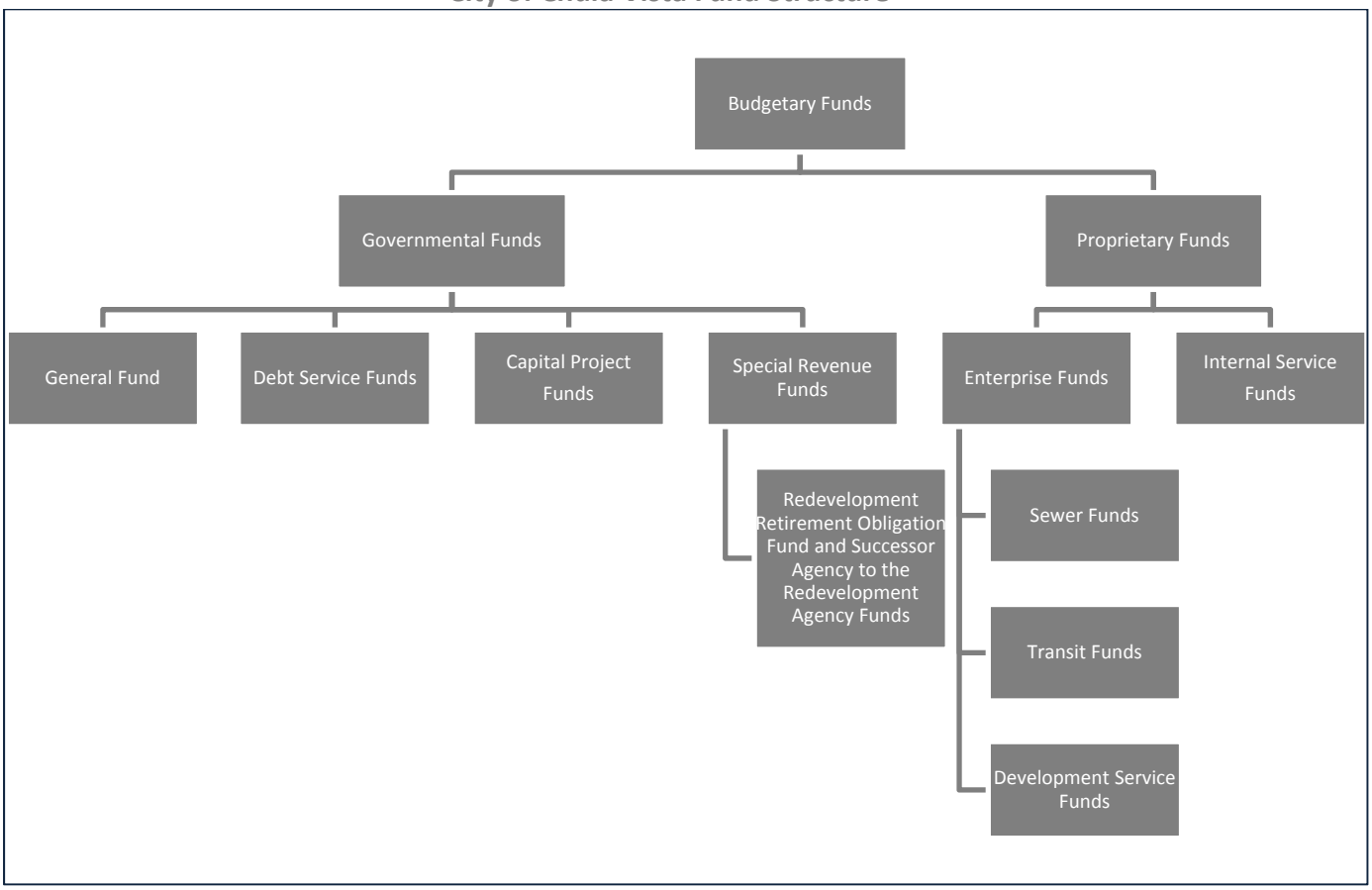
The City of Chula Vista's budget provides an overview of the fiscal and operational status of the City; highlighting policy issues, decisions and proposed changes in service levels. The budget is comprised of a series of funds used to account for revenues and expenditures. These funds are generally classified 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

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

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

FDIC: Federal Deposit Insurance Corporation

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

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

H

HBP: Highway Bridge Program

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

OMS: 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

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.

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.

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

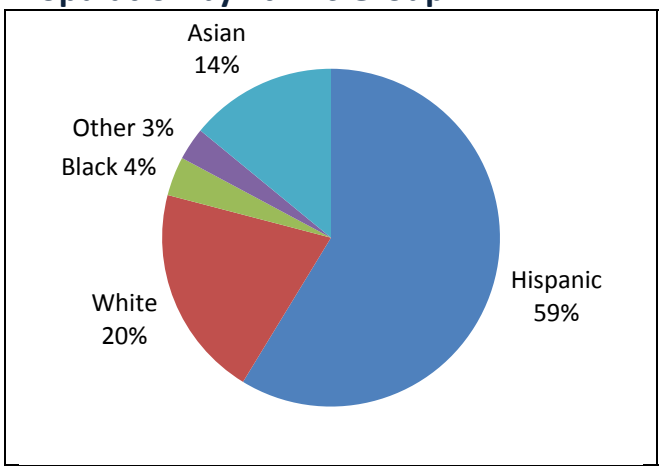
General Information

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

Population

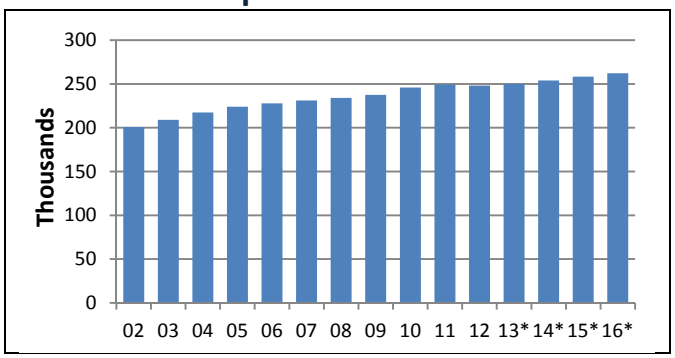
Population.....251,613
Median Age.....34
Source: Population data, California Department of Finance. Median Age, San Diego Association of Governments estimates.

Population by Ethnic Group



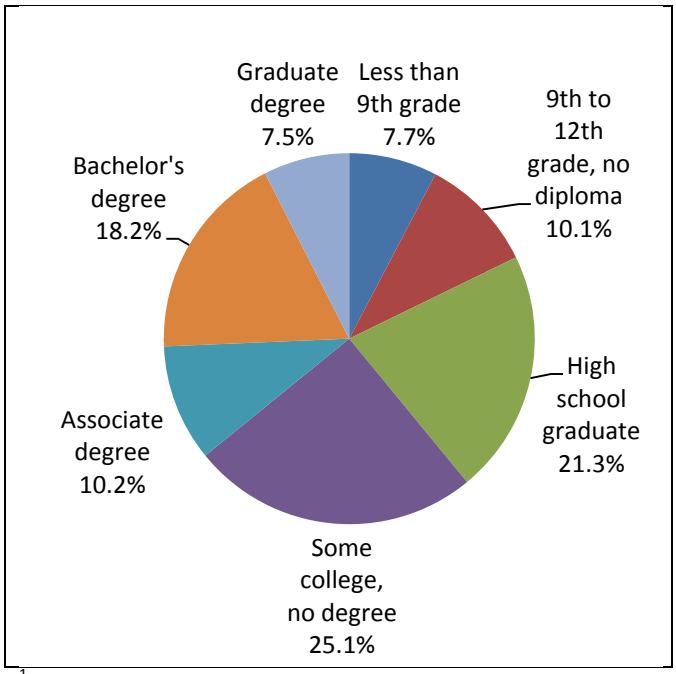
Source: San Diego Association of Governments, Current Estimates

Chula Vista Population Growth



Note: This data represents calendar year population numbers.
*2013 – 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, 2011 American Community Survey

Elementary Schools

Chula Vista Elementary School District
www.cvesd.org
(619) 425-9600
Number of Schools.....46
Projected Enrollment.....28,500
Average Class Size:

- Kindergarten – 6th Grade.....23.2

Secondary Schools

Sweetwater Union High School District
www.sweetwaterschools.org
(619) 691-5500
Number of Schools[1].....30
Projected Enrollment.....40,619
Pupil – Teacher Ratio.....24.7:1
[1]Includes middle schools, high schools, and alternative education sites.

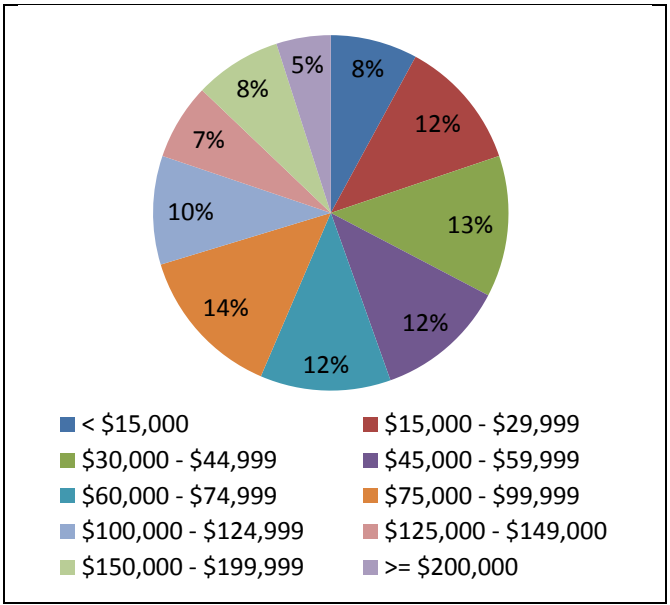
Housing

Housing Units.....81,251
Persons per Household.....3.24
Vacancy Rate.....4.9%
Source: California Department of Finance

Housing Type

Single Family.....52,912
Multiple Family.....24,274
Mobile Homes.....4,065
Source: California Department of Finance

Household Income



Source: San Diego Association of Governments, Current Estimates

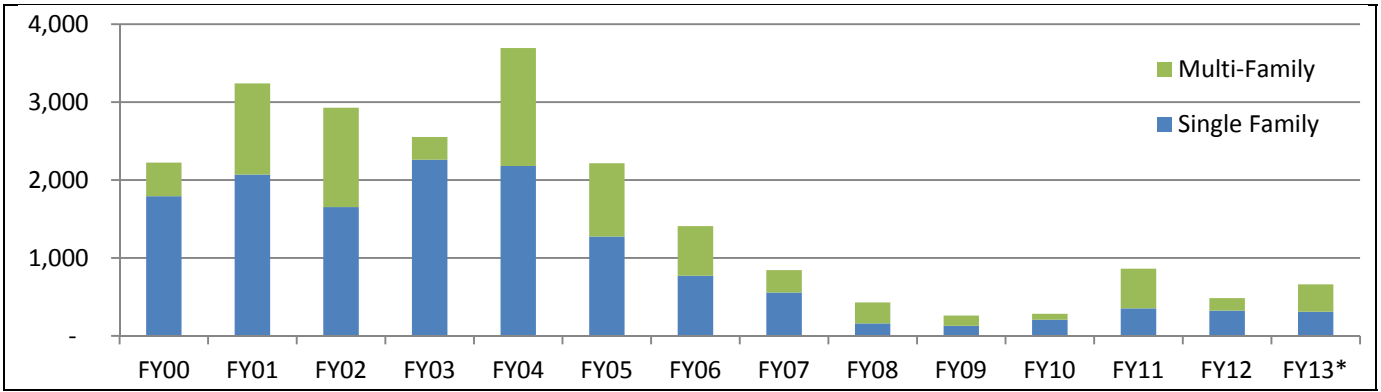
Public Safety

Fire Uniform Strength.....129
Fire Stations.....9
Emergency Calls to Fire Department[1].....15,726
Police Uniform Strength.....236
Citizen Initiated Calls for Service[1].....65,747
[1]Calls for service data is for calendar year 2012.
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



*Fiscal Year 2013 Data as of April 30, 2013.
Source: City of Chula Vista staff.