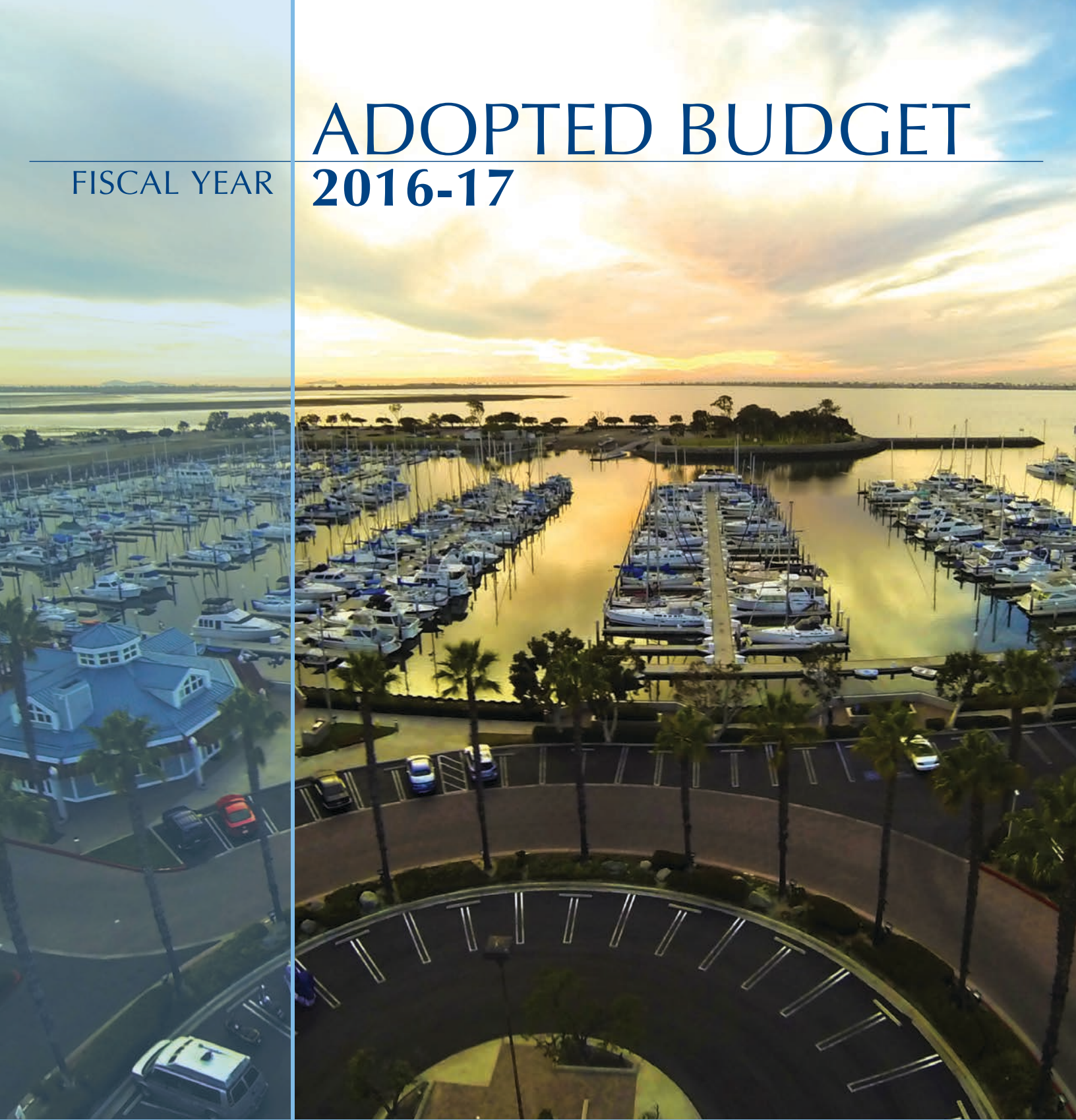


# ADOPTED BUDGET

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## 2016-17

FISCAL YEAR



California





# ADOPTED BUDGET FISCAL YEAR 2016-2017

MARY CASILLAS SALAS  
MAYOR

PATRICIA AGUILAR  
COUNCILMEMBER

PAMELA BENSOUSSAN  
COUNCILMEMBER

JOHN MCCANN  
COUNCILMEMBER

STEVE MIESEN  
COUNCILMEMBER

GARY HALBERT  
City Manager

DONNA NORRIS  
City Clerk

GLEN R. GOOGINS  
City Attorney





**ADMINISTRATION**

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Gary Halbert	City Manager
Kelley Bacon	Deputy City Manager
Maria Kachadoorian	Deputy City Manager

**DIRECTORS**

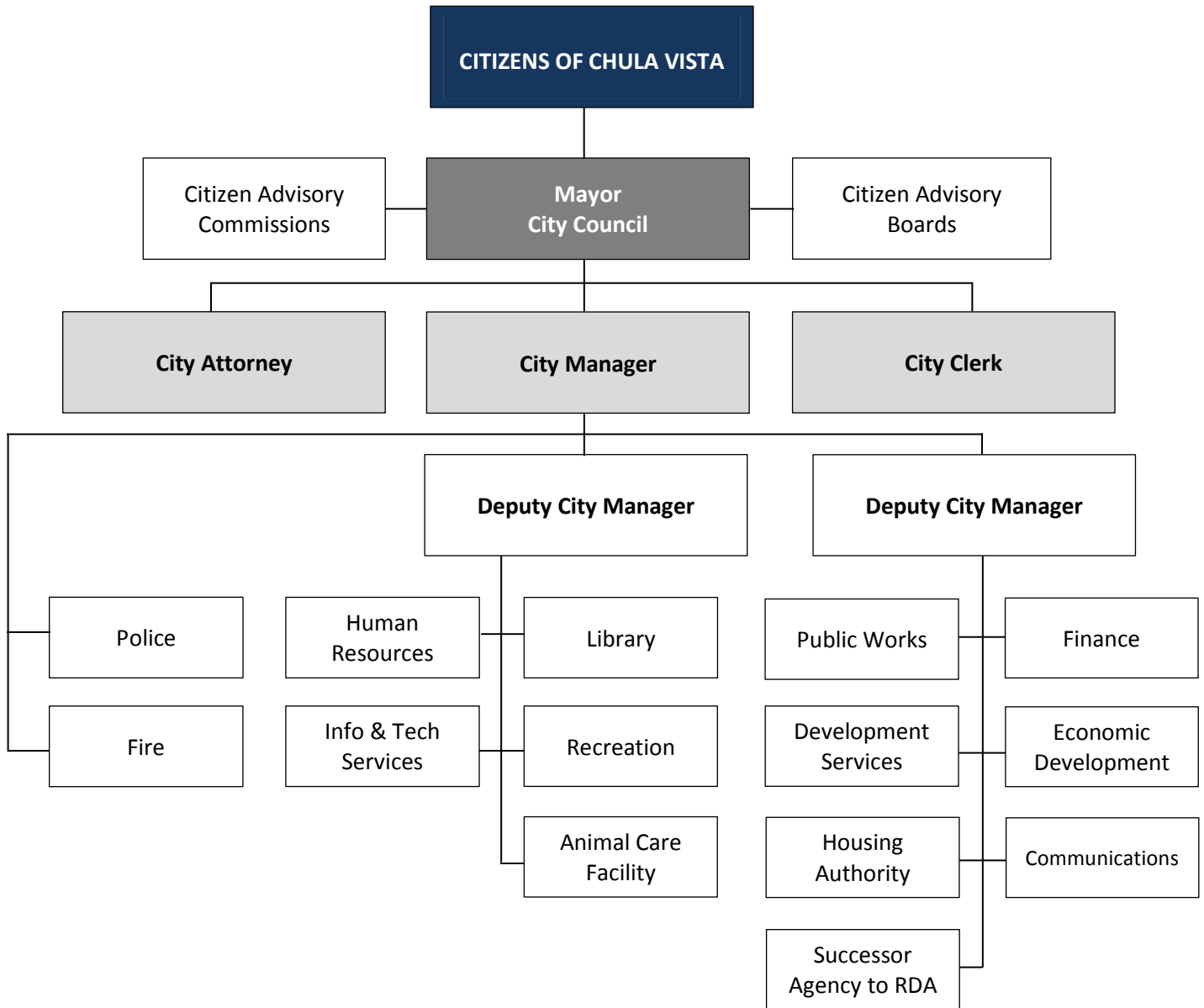
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Kelly Broughton	Director of Development Services
Eric Crockett	Director of Economic Development
Jim Geering	Fire Chief
David Bilby	Director of Finance
Courtney Chase	Director of Human Resources
Edward Chew	Director of Information Technology Services
Betty Waznis	Director of Library
David Bejarano	Chief of Police
Richard Hopkins	Director of Public Works
Kristi McClure Huckaby	Director of Recreation





### Organizational Chart







## Chula Vista at a Glance



### About Chula Vista

The history of the area known as Chula Vista, can be traced back millions of years through prehistoric fossils of both land and sea types. Around 3000 B.C., Yuman-speaking people began moving into the area. Many of the Native American Indians in San Diego today are descendants of the Kumeyaay tribe that roamed here for hundreds of years.

Today's City of Chula Vista is located at the center of one of the richest cultural, economic and environmentally diverse zones in the United States. It is the second-largest City in San Diego County with a population of approximately 265,000. Chula Vista boasts more than 50 square miles of coastal landscape, canyons, rolling hills, mountains, quality parks, and miles of trails. Chula Vista is a leader in conservation and renewable energy, has outstanding public schools, and has been named one of the top safest cities in the country.

Chula Vista means "beautiful view" and there is more to see and do here than you can imagine! Great year-round weather, miles of trails, coastline, mountains and open space beckon runners, hikers, cyclists, birders, and outdoors enthusiasts from the bay to lakes. The bayfront with the Sweetwater Marsh National Wildlife Refuge and the Living Coast Discovery Center showcase the unique animals and plants of Southern California. The Chula Vista Marina & Yacht Club awaits kayakers and boaters. The Bayshore Bikeway provides a two-wheeled tour of more wonders on San Diego Bay.

Shopping, dining, and entertainment abound with two major malls and a historic downtown district. Otay Ranch Town Center is an exciting outdoor shopping, dining and entertainment destination.

Chula Vista Center in the downtown area boasts major retailers, dining, movie theaters, and more than 100 fine specialty shops. And, Third Avenue Village, billed as the cultural center of the city, features historic buildings, unique shops, a weekly farmers market, landmark restaurants, and seasonal outdoor music concerts. It's also home to a brewery and tasting rooms.

Established neighborhoods, contemporary communities, start-up firms, corporations, nationally recognized entertainment venues, the nation's only warm weather Olympic Training Center, 60 parks, an award winning nature center and a historic downtown all contribute to Chula Vista's attraction for both families and businesses.

For more information regarding the City of Chula Vista, please visit our website at [www.chulavistaca.gov](http://www.chulavistaca.gov).

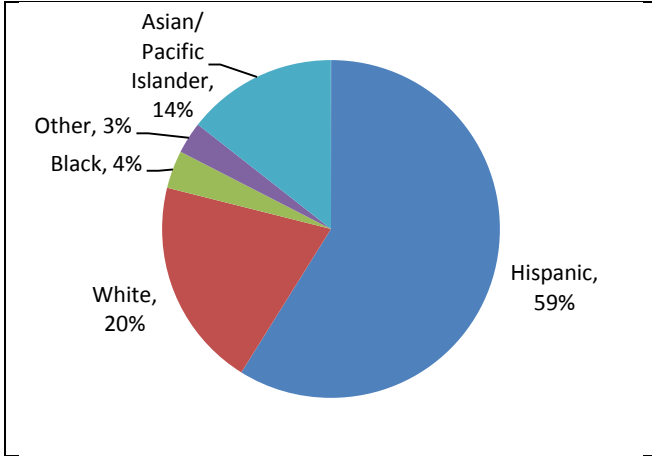
**General Information**

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

**Population**

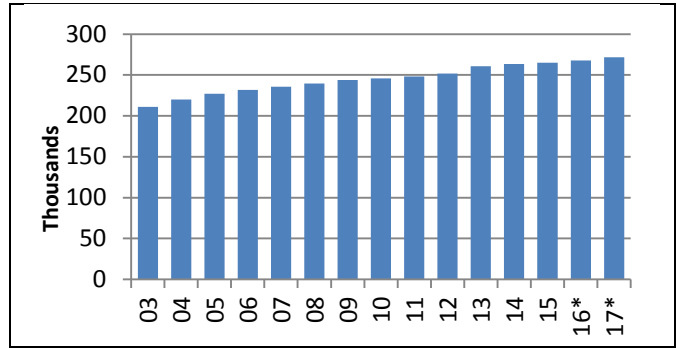
Population.....265,070  
 Median Age..... 34.2  
 Source: Population data, California Department of Finance.  
 Median Age, San Diego Association of Governments estimates.

**Population by Ethnic Group**



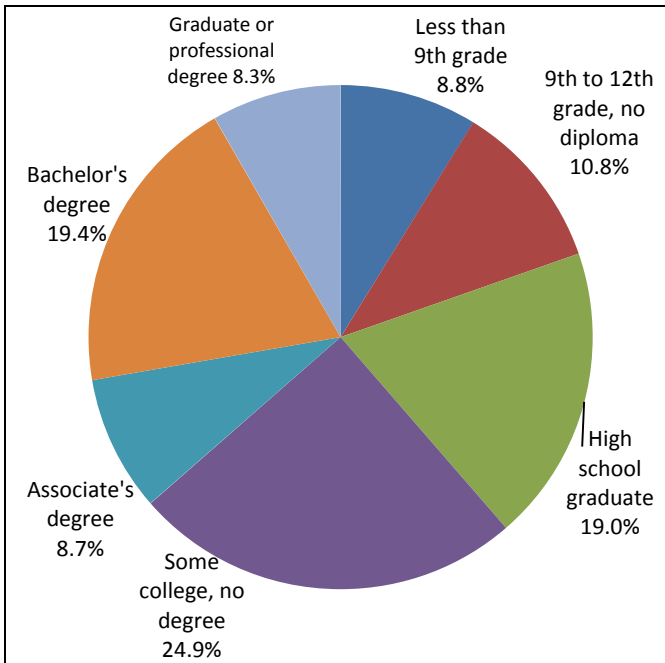
Source: San Diego Association of Governments, Current Estimates

**Chula Vista Population Growth**



Note: This data represents calendar year population numbers.  
 \*2016 and 2017 population numbers are projections.  
 Source: California Department of Finance and City of Chula Vista staff

**Educational Attainment <sup>1</sup>**



<sup>1</sup>Based on population 25 years and over.  
 Source: U.S. Census Bureau, 2014 American Community Survey

**Elementary Schools**

Chula Vista Elementary School District  
 FY2013-14 Data  
[www.cvesd.org](http://www.cvesd.org)  
 (619) 425-9600  
 Number of Schools <sup>1</sup>.....47  
 Projected Enrollment.....29,472  
<sup>1</sup>Includes 5 dependent and 2 independent charter schools.

**Secondary Schools**

Sweetwater Union High School District  
 FY2013-14 Data  
[www.sweetwaterschools.org](http://www.sweetwaterschools.org)  
 (619) 691-5500  
 Number of Schools <sup>1</sup>.....33  
 Projected Enrollment.....40,901  
<sup>1</sup>Includes middle schools, high schools, adult schools, and alternative education sites.

**Housing**

Housing Units.....	82,711
Persons per Household.....	3.29
Vacancy Rate.....	3.2%

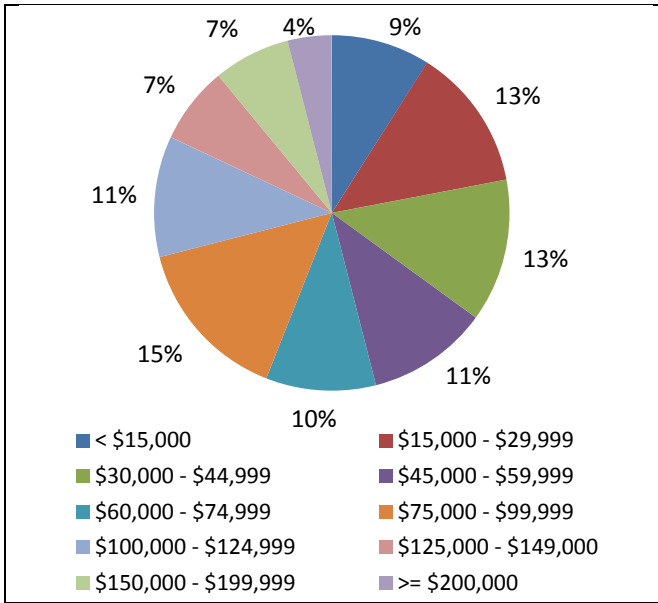
Source: California Department of Finance

**Housing Type**

Single Family.....	53,499
Multiple Family.....	25,197
Mobile Homes.....	4,065

Source: California Department of Finance

**Household Income**



Source: San Diego Association of Governments, Current Estimates

**Public Safety**

Fire Uniform Strength.....	108
Fire Stations.....	9
Emergency Calls to Fire Department <sup>1</sup> .....	18,988
Police Uniform Strength <sup>2</sup> .....	225
Citizen Initiated Calls for Service <sup>1</sup> .....	64,462

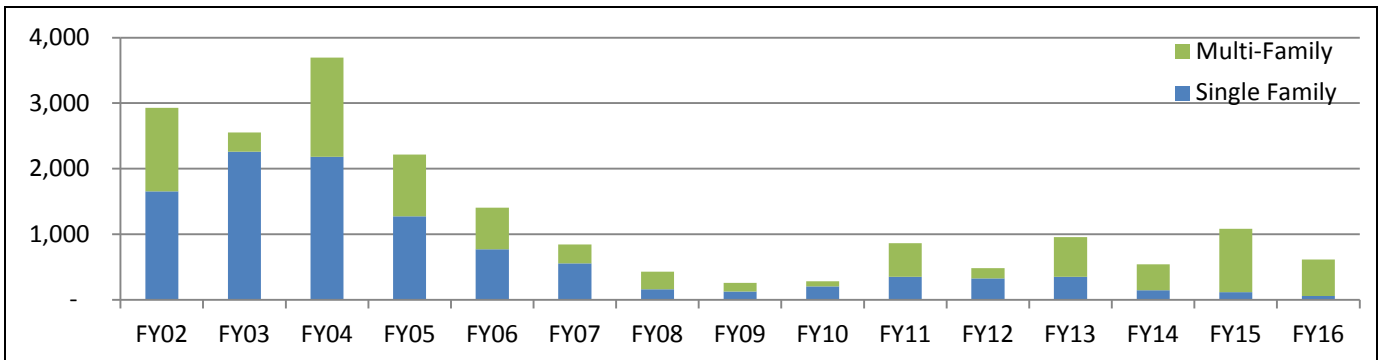
<sup>1</sup>Calls for service data is for calendar year 2015.  
<sup>2</sup>Police uniform strength does not include 12 frozen positions.  
 Source: City of Chula Vista Staff

**Community Facilities**

Acres of Developed Parks <sup>1</sup> .....	532.69
Total Number of Parks.....	60
Libraries.....	3
Recreation Facilities.....	11

<sup>1</sup> Actual City Ownership Park Acreage  
 Source: City of Chula Vista staff

**Construction Permits**



Source: City of Chula Vista staff



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## Document Guide

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

### **BUDGET MESSAGE**

This section provides an executive summary of the City's all funds budget, summarizes the region's economic outlook, and highlights significant budgetary changes for fiscal year 2016-17. 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, 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.







GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Chula Vista  
California**

For the Fiscal Year Beginning

**July 1, 2015**

*Jeffrey R. Eno*

Executive Director



## **BUDGET MESSAGE**

Letter from the City Manager

Budget Process

Strategic Plan

Economic Overview

All Funds Summary

Summary of Staffing Changes





## OFFICE OF THE CITY MANAGER

July 1, 2016

### HONORABLE MAYOR AND MEMBERS OF THE CITY COUNCIL

I am pleased to present the Adopted Operating Budget and Capital Improvement Program for Fiscal Year 2016-17. The combined budget for all City funds totals \$292.2 million. This amount includes a General Fund operating budget of \$146.4 million and a Capital Improvement Program (CIP) budget of \$20.8 million. The General Fund presented in this document is balanced and includes funding for programs supported by the City Council in prior fiscal years.

The City's financial outlook is more strained than it has been in recent years. Positive revenue growth in the major discretionary revenues is being outpaced by pension and health care cost increases. Implementation of efficiency measures will be utilized to mitigate the impacts of the cost increases. The City continues to seek new ways to maximize limited resources to deliver high quality services to our community. In preparing the General Fund budget for fiscal year 2016-17, staff focused on the following budget development goals:

- Develop a balanced budget using fiscally responsible financial practices
- Maintain service levels adopted in the Council's 2015-16 budget
- Fund the highest level of municipal services possible based on available resources
- Make significant progress on key programs and projects in support of the City's Strategic Plan
- Continue growing Chula Vista's financial base
- Continue to improve efficiency and effectiveness of government services through the implementation of Continuous Improvement principles

The City's General Fund reflects positive growth in most major revenue sources. This modest growth in projected revenues allowed for a limited number of

funding enhancements. It is important to note that departments identified millions of dollars in funding requests in order to improve service demands and only a small portion of those requests were approved for inclusion in the fiscal year 2017 adopted budget.

### Budget Highlights

The following budget enhancements that support the City's Strategic Goals are included in the fiscal year 2017 budget:

- Connected Community
  - All City Libraries – Replaced desktop computers with more modern, efficient systems including an updated Windows platform.
- Economic Vitality
  - Economic Development – Added a new Conservation Specialist and two Recycling Specialist positions to support Economic Development's efforts to assist our local business community and to attract investment and jobs.
- Healthy Community
  - Senior Center – Restructured the Recreation department to add a full time staff member at Norman Park Senior Center.
- Strong and Secure Neighborhoods
  - Equipment Replacement – Added \$150,000 for the outfitting of two new fire engines. Utilizing existing grant fund balance for the purchase of several new police vehicles.
  - Police – Added two new police officers and one new park ranger which will form the City's new Homeless Outreach Team.

- Operational Excellence
  - Computer Replacement - The budget includes a \$60,000 increase for the lease of an additional 200 computers in year 3 of a 4 year plan to modernize and standardize the City's aging computers.
  - Fleet – The City is working with SDG&E to add over 60 new electric vehicle charging stations at City facilities in anticipation of the City converting a significant portion of its fleet to electric vehicles over the next five years.

#### **ACKNOWLEDGEMENT**

Staff developed a budget for fiscal year 2016-17 that is both responsive to community needs and continues to fund core services most important to our community. City staff is the key component in delivering high quality municipal services to our residents. I am proud of the

men and women who work for the City of Chula. They work tirelessly to deliver the best services we can to our community with the resources we have.

I would like to thank the City Council and Executive Team for their leadership and support. Finally, I would like to recognize the Finance Department for their exceptional work in once again preparing a balanced budget using good financial management practices.

Respectfully,



Gary Halbert  
City Manager

## Budget Process

### Budget Calendar

**March 8<sup>th</sup>:** Public hearing to adopt TransNet Local Street Improvement Program

**April 7<sup>th</sup>:** Infrastructure Workshop

**May 9<sup>th</sup> and 18<sup>th</sup>:** Fiscal Year 2016-17 City Manager’s Proposed Budget public workshops

**May 19<sup>th</sup>:** Budget Document submitted to the City Council as required by the City Charter

**May 24<sup>th</sup>:** Presentation to the City Council of the Fiscal Year 2016-17 City Manger’s Proposed Budget

**May 26<sup>th</sup>:** The City Council Proposed Budget was made available for public review

**June 7<sup>th</sup>:** Public hearing and adoption of the budget

The City of Chula Vista’s budget is created in conjunction with City Council, City staff, and City residents. The budget process begins each year with development of the preliminary base budget and is completed with the City Council adoption of the budget in June.

The fiscal year 2016-17 budget cycle began in January 2016 with the development of a preliminary base budget by the Finance Department’s Budget and Analysis staff. The base budget accounts for the normal operating costs of the City. Through April, Finance worked with departments to refine the base budgets and incorporate departmental changes to align the budgets with current department operations.

The budget process provided Departments the opportunity to recommended budget adjustments based on department operational requests and/or one-time funding requests. Requests are reviewed by City

Administration and are included in the City Manager’s Proposed Budget.

While Finance staff was developing the operating budget, Public Works staff worked to develop and finalize the Capital Improvement Program (CIP) budget during this same time frame. On March 8th, a public hearing was held for City Council to consider and adopt the TransNet Local Street Improvement Program of projects for fiscal years 2016-17 through 2020-21. And on April 7th, staff held a Council Workshop on Infrastructure.

The fiscal year 2016-17 City Manager’s Proposed Budget was submitted to City Council on May 19, 2016 with amendments that were submitted on May 20, 2016. Finance presented the City Council with a balanced General Fund budget on May 24, 2016. At this meeting, the City Council took action to accept the City Manager’s Proposed Budget as the City Council’s Proposed Budget and set the public hearing prior to the adoption of the budget for June 7<sup>th</sup>. Copies of the proposed budget were made available for public review in the Office of the City Clerk, City libraries, and the City’s website at least ten (10) days prior to the public hearing. At the June 7 public hearing, the City Council unanimously voted to adopt the budget.

As set forth in the City Charter, at any meeting after the adoption of the budget, the City Council may amend or supplement the budget by motion adopted by affirmative votes of at least four members. Throughout the year, the Finance Department provides the City Council with quarterly financial status reports comparing expenditure and revenue projections to budgeted amounts, highlighting any variances and recommending corrective actions as necessary.

### BUDGET DEVELOPMENT MILESTONES

- March 8, 2016  
Public hearing to adopt TransNet Local Street Improvement Program
- April 7, 2016  
Infrastructure Workshop

- May 9 and May 18, 2016  
Public workshops to provide overview of the City Manager's Proposed Budget
- May 19, 2016  
Budget Document submitted to City Council

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

- May 24, 2016  
Presentation to City Council of the Fiscal Year 2016-2017 City Manager's Proposed Budget and Council consideration of the budget.

At this meeting, the City Council accepted the operating and capital improvement budgets for fiscal year 2016-17 as their proposed budget and set the date for the public hearing.

- May 26, 2016  
The City Council's Proposed Budget was made available for public review.
- June 7, 2016  
A public hearing was held before the City Council considered the adoption of the budget in order to give residents an additional opportunity to participate in the budget process. In compliance with the City Charter, a notice of this meeting was published in the local newspaper at least ten (10) days prior to the public hearing. The City Council voted unanimously to adopt the budget for Fiscal Year 2016-17.



# Strategic Plan

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

### General Process

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

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

link the city’s initiatives and resources in pursuit of goals.

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

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

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

The following chart reflects the annual Strategic Planning Update Process.

Strategic Plan Process



**HOW DID WE GET HERE**

A staff committee, which included representatives from every department, was formed to assist in the creation and oversight of the Plan. They met regularly between November, 2012 and March, 2013 to create the Plan; their work included developing the long-term strategies and annual initiatives. The Strategic Plan was presented to nearly all City Boards and Commissions. The final Plan was presented to the City Council with the fiscal year budget in May, 2013.

The committee now meets periodically to review performance on the objectives, recommend any needed adjustments and check in on initiatives. The feedback loop is continuous, not a start and stop process. The “Plan, Do, Check, Act” philosophy is a foundation of Continuous Improvement. Reporting out to City Council and staff on our progress against identified goals is an essential component of accountability. Evaluation of past performance also helps identify necessary changes in initiatives and recommendations for resource allocations. The most recent report-out to City Council was October 2015.

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

**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 financial 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.
  - Develop a Long Term Financial 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



**ECONOMIC VITALITY**

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

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

and Research Center

- *Promote an environment for residents and businesses to prosper*

The City wants to strengthen and diversify the City's economy by supporting existing local businesses as well as identifying and recruiting new industries and businesses. We want to encourage opportunities for businesses and residents through quality job creation.

- Implement strategies that build prosperity and quality employment opportunities for existing businesses
- Identify and recruit complementary businesses that provide quality employment and expand the goods and services available to residents



**HEALTHY COMMUNITY**

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

- *Support an environment that fosters health & wellness*

The City will encourage residents to choose healthy lifestyles by promoting and facilitating healthy options in our community and make it easier for residents to lead healthy lives. The City will promote policies and programs that enhance the well-being of residents. We are also committed to connecting residents in need with critical services that increase their potential for wellness and self-sufficiency.

- Implement policies and programs that support a healthy community

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

Promote responsible development and land use decisions that benefit current and future residents. The City is committed to protecting and promoting the sustainability of natural resources through innovative programs and policies. We will continue to show leadership in the area of climate change.

- Design and implement innovative

environmental & conservation programs

- Update and implement the Climate Action Plan

- *Provide parks, open spaces, outdoor experiences, libraries and recreational opportunities that residents can enjoy*

The City is supporting residents in choosing healthy lifestyles. Essential to a healthy community is the community infrastructure the City implements through libraries, parks, trails, and other recreational areas where residents can be active.

- Plan, construct, maintain, and operate community and neighborhood facilities
- Preserve and restore City Infrastructure through the Asset Management Program (AMP).



**STRONG AND SECURE**

**NEIGHBORHOODS**

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

- *Ensure a sustainable and well maintained infrastructure to provide safe and appealing communities to live, work, and play*

One of the key functions of city government is to provide citizens and businesses a safe environment to live, work, play and conduct business on a daily basis. As such, the provision and maintenance of public infrastructure is vital to the quality of life for the residents. Ensuring that the homes we live in, the businesses we frequent and the roads we drive on are safe, is key to attracting home buyers, businesses and visitors to our community.

- Preserve and restore City Infrastructure through the Asset Management Program (AMP).
- Provide comprehensive plan review and inspection services to ensure safety and code compliance

- *Enhance prevention efforts and prepare communities for natural disasters and other emergencies*

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

- Maintain a responsive Emergency Management Program
- Continue and enhance analysis led policing.
- Increase the public’s perception of safety.
- Promote safety and readiness through community education and engagement.
- *Ensure adequate emergency response and post emergency recovery services to our community*  
The citizens of Chula Vista expect that the City’s public safety providers will respond to emergency calls for service quickly, with adequately staffed, equipped and trained personnel to carry out the duties for which they are assigned. Additionally, the City wants to provide adequate follow-up services to help recover from emergencies.
  - Provide and support an efficient and effective Advanced Life Support Program.
  - Restore and enhance public safety service capacity.

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



**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

## 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).

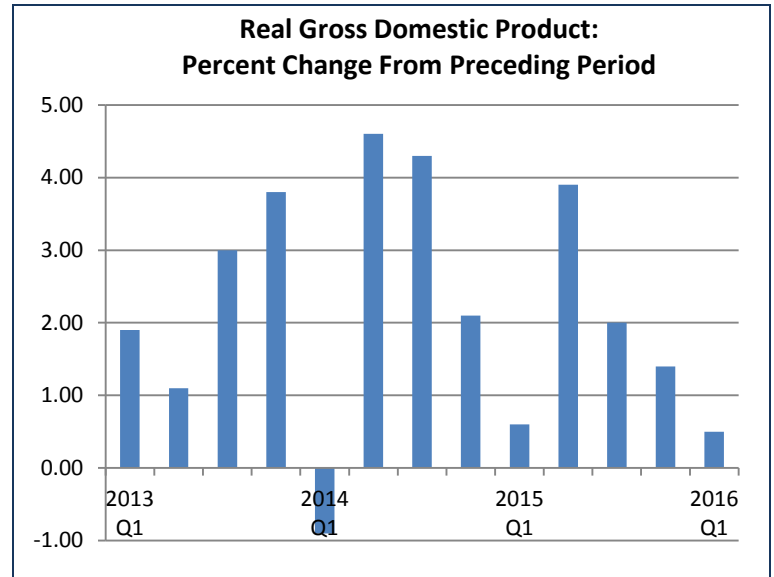
### NATIONAL

In the April 2016 report Senior Economist David Shulman writes that the recent fears of a national recession, fueled by the January-to-February drop in stock prices, have subsided. The markets, he writes, were disturbed by fears of a significant slowdown in China, continued stagnation in Europe and Japan, a break in oil prices to below the levels of the 2009 financial crisis and concerns regarding the European banking system.

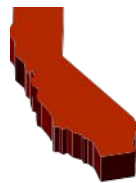
However, Shulman further indicates that there are more disturbances on the horizon, including the United Kingdom’s upcoming decision on whether to remain in the European Union and a pair of major presidential candidates who want to “blow up” the global trading system.

He further states that while the forecast continues to be on track for moderate growth, enthusiasm has dampened and expectations have been revised slightly downward. Instead of looking for 3.3 percent growth in real GDP for 2016 on a fourth quarter basis, the Anderson Forecast now calls for a more modest 2.7 percent growth rate. Despite the lower GDP growth rate, the economy remains on track to create 2.4 million jobs this year and 1.5 million jobs next year, as the economy operates at full employment.

Overall, Shulman summarizes that the risks to the forecast come from outside the U.S., where disturbances in Europe and Asia along with domestic politics have the potential to cast a pall over the U.S. economy.



### CALIFORNIA



In the April 2016 California report of the UCLA Anderson Forecast report, Senior Economist Jerry Nickelsburg looks at the ways in which innovation affects growth in California.

“While innovation is not the entire story of the economic recovery, it certainly is an important part of it,” Nickelsburg writes. “The very rapid growth in Silicon Valley and San Francisco attests to this fact.”

Nickelsburg writes that, in the near term, the critical mass developed with California’s research institutions will continue to provide the state with a disproportionate amount of innovation and, therefore, a faster rate of growth in GDP than the average for the U.S.

“The fly in the ointment stems from the fact that innovation in productivity improvements is not like assembling aircraft,” Nickelsburg said. “It comes in fits and starts and is inherently unpredictable. Nevertheless, we expect California’s GDP growth rate to exceed that of the U.S. through our forecast period.”

The current outlook is for continued steady gains in employment through 2018 and a related decrease in the unemployment rate in the state over the next two

years. Nickelsburg expects California’s unemployment rate to be roughly the same as the U.S. rate, 5.0 percent by the end of the forecast period.

The forecast calls for total employment growth of 1.9 percent in 2016, 1.6 percent in 2017, and 1.0 percent in 2018. Payrolls will grow at about the same rate. Real personal income growth is estimated to be 3.6 percent in 2016 and forecast to be 3.2 percent in 2017 and 3.0 percent in 2018.

**COUNTY**



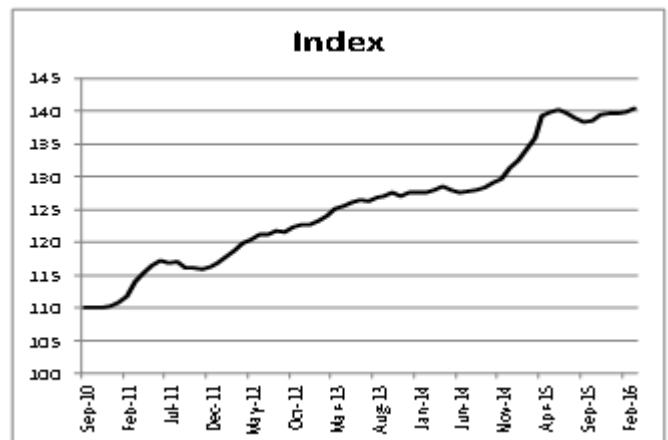
The County’s economic performance appears to be holding steady as the University of San Diego’s Index of Leading Economic Indicators for San Diego County rose 0.4 percent in March 2016. It was the fifth increase in six months in the index in what could be

classified as choppy performance for the County’s economy as the components of the index have been all over the map. For March strong positive moves in initial claims for unemployment insurance and local stock prices led the move to the upside. There were also moderate gains in help wanted advertising and the outlook for the national economy. These advances overwhelmed a big dip in building permits and a small decline in consumer confidence. March’s gain was characterized as solid but not spectacular. The local economy remains on track to have good year. The main worries are external forces, specifically, the health of the national and international economies. Specifically, the turmoil in Europe with financial problems, concerns over immigration, and the possible exit of Britain from the European Union pose uncertainty. In the United States, employment growth remains strong but Gross Domestic Product (GDP) growth is weak. Overall the performance of the main components of the index can be summarized as follows:

- Residential units authorized by building permits turned negative in March, breaking a string of six consecutive monthly increases. For the first quarter of 2016, residential units authorized were down 11.8 percent compared to the same period in 2015. Single-family units authorized were again the culprit affecting this indicator, falling 38.2 percent in the quarter as compared to a gain of 3.3 percent in multi-family units authorized.

- Initial claims for unemployment insurance and help wanted advertising each advanced for the fifth month in a row. The net result was that the seasonally adjusted local unemployment rate was 4.7 percent in March, which was unchanged from the same level in February but down from 5.4 percent in March 2015.
- Consumer confidence continues to slump, falling for the fifth consecutive month. The cause of this downturn is uncertain, as the news on unemployment, employment growth, and gas prices has been positive.
- Local stock prices rebounded strongly in March after two months of bad performance to start the year. However, local stocks still finished the first quarter down 7.91 percent. This severely underperformed the broader market averages, with the Dow Jones Industrial Average, the S&P 500 Index, and the NASDAQ Composite Index showing returns of +1.49 percent, +0.77 percent, and -0.75 percent respectively.
- A revision in the national Index of Leading Economic Indicators for February resulted in a negative turning point signal, with the national index falling for three straight months from December to February. The national index has been weak, with five negative readings and an unchanged one in the last nine months. This is reflected in the weak growth of GDP.

San Diego Index of Leading Economic Indicators  
San Diego County, 2010 - 2015



**CITY**



The City of Chula Vista continues on its year over year upward trend in revenue growth as its major sources of revenues are projected to again increase in the fiscal year 2016-17

adopted budget. Sales Tax, Property Tax, Other Local Taxes and Motor Vehicle License fees are increasing by a combined \$4.9 million over the fiscal year 2015-16 adopted budget. The modest revenue growth has helped to stabilize the City’s finances and may indicate that the City’s revenue base is also returning to more predictable growth that the City can rely upon to meet its growing needs.

The City continues to benefit from a stable housing market that continues to recover in terms of value as the median home value within the City increased by 6.7% from April of 2015 to April of 2016. The median home price is projected to further rise by 2.1% in 2017 (based on Zillow estimate), further improving City property tax revenue opportunities.

A further indication of improved revenue stability in the City’s revenue base is the overall 4% projected increase in the City’s assessment roll assumed in the property tax projection for the upcoming fiscal year.

A 2% growth rate in assessed valuation of taxable property is legally permitted under Proposition 13 law assuming that there is a commensurate increase in the State’s consumer price index (CPI) of 2% or greater. The City is projecting to receive a 1.525% increase for fiscal year 2016-17 as the state CPI was under the 2% level. This valuation increase in the City’s assessment role provides an important yearly boost to property tax

revenues as the increase is applied to the entire assessment roll. It is important to note that during the economic downturn the City did not benefit from the increase as the CPI had also failed to reach the 2% threshold due to the recession. In those years, where the City did not receive the 2% base increase in assessment roll valuation, the City relied on re-assessments of properties that were re-sold at increased price levels or re-assessments of properties that increased values under Proposition 8 law for property revenue growth. Under Proposition 8, property owners may apply for an assessment appeal and be granted a lower assessed valuation on their property for property tax purposes when their property values decrease. The lower assessed valuations are granted under the stipulation that their property assessments will be re-assessed in the future when property values recover.

The table below provides a year over year summary of median home value changes that have taken place within the City’s zip codes. The improvement in home values will also help to improve the City’s property tax base.

Examination of other key demographic factors indicates that the City’s unemployment situation improved to 5.9% in March 2016 down from 6.4% for the same month of the prior year. Although the unemployment rate improved, the City’s unemployment rate was still higher than the state and national unemployment rates. Additionally, Chula Vista’s population remains stable as it continues to maintain its place as the 14th largest incorporated city in the state according to the California Department of Finance.

**Chula Vista Median Home Prices**

April 2015 Compared to April 2016

Zip Code	Locale	Median Price		Percent Change
		2015	2016	
91910	North	416,000	456,000	9.6%
91911	South	392,000	414,000	5.6%
91913	Eastlake	475,000	507,000	6.7%
91914	NE	620,000	630,000	1.6%
91915	SE	468,000	499,000	6.6%

Source Zillow.com/research





## All Funds Summary

The following section provides an overview of the combined all funds budget. Detailed descriptions, funding, and staffing levels are provided for each fund under the corresponding fund section in this document. This section is intended to provide a citywide overview of the adopted budget for fiscal year 2016-17.

### ALL FUNDS REVENUE SUMMARY

The combined revenue budget for all City funds totals \$282.5 million; \$35.5 million represents inter-fund transfers. Projected revenues for all funds are anticipated to increase by \$4.8 million when compared to the fiscal year 2015-16 adopted budget of \$277.7 million.

Other Local Taxes is the category with the largest revenue change when compared to fiscal year 2015-16 adopted budget with a net increase of \$4.9 million. This revenue category includes grants from other agencies and can vary significantly from year to year. The largest change in this category is reflected in the Transportation Sales Tax (TransNet) Fund, which reflects a \$2.4 million increase when compared to the prior year. The next largest increase is in the General Fund due to anticipated increases in Sales Tax (\$1.3 million), Transient Occupancy Taxes (\$0.8 million), and Franchise Fees (\$0.4 million).

The next largest increase is reflected in the Other Revenue category, which reflects a net increase of \$1.8 million when compared to the prior fiscal year. The most significant of the changes occurs in the General Fund of \$1.2 million, mainly due to the acquisition of the capital leases for the two fire engines approved by City Council in November of 2015. This increase is followed by an increase in the Development Services Fund of \$0.8 million due to an anticipated increase in staff time reimbursements, The Worker's Compensation fund for a rise of \$0.3 million in worker's compensation charges, \$0.2 million in the Central Garage for increased fleet maintenance charges, and a \$0.1 million increase in the CV Housing Authority Fund for staff time reimbursements. These increases were offset by a reduction of \$0.8 million in the Open Space

District Funds district assessments based upon the estimated tax rate to be collected in each district.

The Charges for Services revenue category reflects a net increase of \$1.1 million. This category reflects an increase in the Development Services Fund of \$1.4 million in higher anticipated plan checking and staff time reimbursements related to the workload for major projects and the Sewer Fund of \$0.3 million for an estimated increase in sewer service charges. This increase is partially offset with a net decrease of \$0.6 million in the General Fund mainly due to lower estimated jail and staff time reimbursements.

The above increases were partially offset by the changes in the following categories:

A net decrease of \$2.7 million in the Revenue from Other Agencies category is estimated in fiscal year 2016-17 when compared to prior year. This decrease is mainly due to a lower amount estimated for the Willow Street Bridge Capital Improvement Project (CIP) in comparison to the fiscal year 2015-16 adopted budget.

The Property Taxes revenue category reflects a net decrease of \$0.2 million when compared to fiscal year 2015-16. The decrease is due to an anticipated decrease of \$1.5 million in property tax revenues received as a result of the dissolution of the Redevelopment Agency. This reduction is partially offset by the General Fund as it anticipates a net increase in property tax revenues of \$1.3 million.

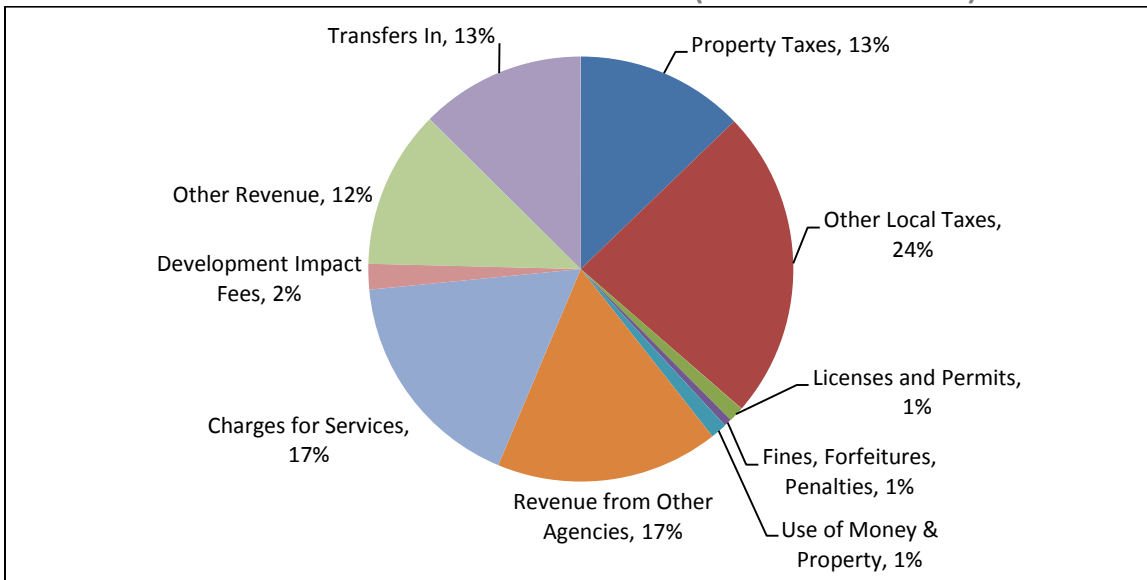
A decrease of \$0.1 million in the Fines, Forfeitures, Penalties category is anticipated in fiscal year 2016-17 when compared to prior year. This decrease is due to a projected reduction in ordinance violation and library fines in the General Fund.

The Schedule of Revenues report, included in the Summary Tables section, reflects the projected revenues for fiscal year 2016-17 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 2014 to Fiscal Year 2017 Revenues  
 In Thousands (000)

Revenue Category	FY13-14 Actual	FY14-15 Actual	FY 15-16 Adopted	FY16-17 Adopted	Change (FY16-FY17)
Other Local Taxes	\$ 63,036	\$ 66,554	\$ 61,729	\$ 66,633	\$ 4,904
Other Revenue	\$ 88,782	\$ 37,170	\$ 32,163	\$ 33,986	\$ 1,823
Charges for Services	\$ 58,400	\$ 59,456	\$ 47,270	\$ 48,355	\$ 1,085
Use of Money & Property	\$ 6,330	\$ 5,842	\$ 3,443	\$ 3,497	\$ 54
Development Impact Fees	\$ 9,784	\$ 7,651	\$ 5,467	\$ 5,472	\$ 5
Transfers In	\$ 40,487	\$ 30,033	\$ 35,549	\$ 35,522	\$ (27)
Licenses and Permits	\$ 3,102	\$ 3,300	\$ 3,381	\$ 3,325	\$ (56)
Fines, Forfeitures, Penalties	\$ 1,666	\$ 2,278	\$ 1,776	\$ 1,663	\$ (113)
Property Taxes	\$ 33,595	\$ 34,796	\$ 36,305	\$ 36,142	\$ (163)
Revenue from Other Agencies	\$ 50,764	\$ 48,585	\$ 50,594	\$ 47,927	\$ (2,667)
<b>Total Revenues</b>	<b>\$ 355,947</b>	<b>\$ 295,666</b>	<b>\$ 277,677</b>	<b>\$ 282,522</b>	<b>\$ 4,845</b>

**Total Revenues Fiscal Year 2016-2017 (All Funds Combined)**



### ALL FUNDS EXPENDITURE SUMMARY

The combined expenditure budget for all City funds for fiscal year 2016-17 totals \$292.2 million of which \$35.5 million represents inter-fund transfers. This amount includes a General Fund operating budget of \$146.4 million and a Capital Improvement Program (CIP) budget of \$20.8 million. The fiscal year 2016-17 budget includes \$89.5 million in operating budgets for the non-General Fund funds including Sewer, Successor Agency to the Redevelopment Agency, Development Services, CV Housing, and Fleet. When compared to the prior year budget, the fiscal year 2016-17 adopted budget reflects a net decrease of \$1.2 million.

The largest change in expenditures is reflected in the Personnel Services expense category. This category is projected to grow by \$8.2 million when compared to the fiscal year 2015-16 adopted budget. This increase reflects the following changes:

- The fiscal year 2016-17 budget reflects a net increase of approximately 19.00 positions when compared to the fiscal year 2015-16 adopted budget, this includes positions that were approved during fiscal year 2015-16 or were recommended as part of the development of the fiscal year 2016-17 budget. These position changes are reflected in the General Fund, Federal Grants, Police Grants, Development Services, and Environmental Services funds.
- The annualized cost of the salary increases approved for all employee groups during fiscal year 2015-16 and negotiated wage increases for all employee groups in fiscal year 2016-17.
- Increased costs related to retirement and medical (flex) benefits.
- An increase in workers comp charges based on higher expenditure trends in the Workers Comp fund.

The CIP Project Expenditure category reflects a net decrease of \$6.7 million compared to prior fiscal year adopted budget. The largest decrease within the Capital

Projects category is reflected in the Gas Tax (\$2.9 million), Other Transportation Programs (\$2.4 million), Sewer Facility Replacement (\$1.8 million), Transportation DIF (\$0.9 million). These decreases were partially offset by an increase in Capital Projects funding in the Trunk Sewer Capital Reserve Fund of \$1.2 million.

A net decrease of \$1.5 million is reflected in the Supplies and Services category. The decreases within this category are reflected in the Waste Management and Recycling Funds (\$0.5 million), Open Space District Funds (\$0.4 million), Police Department Grants Fund (\$0.4 million), Public Liability Trust Fund (\$0.3 million) and Asset Seizure Fund (\$0.2 million). These decreases were partially offset with an increase within the Supplies and Services category of the Development Services Fund (\$0.3 million).

The Non-CIP Project Expenditures category reflects a net decrease of \$1.1 million compared to fiscal year 2015-16 adopted budget. This is mainly due to the one-time funding for Preserve Maintenance Enhancement in the Salt Creek Sewer Basin DIF in the prior fiscal year.

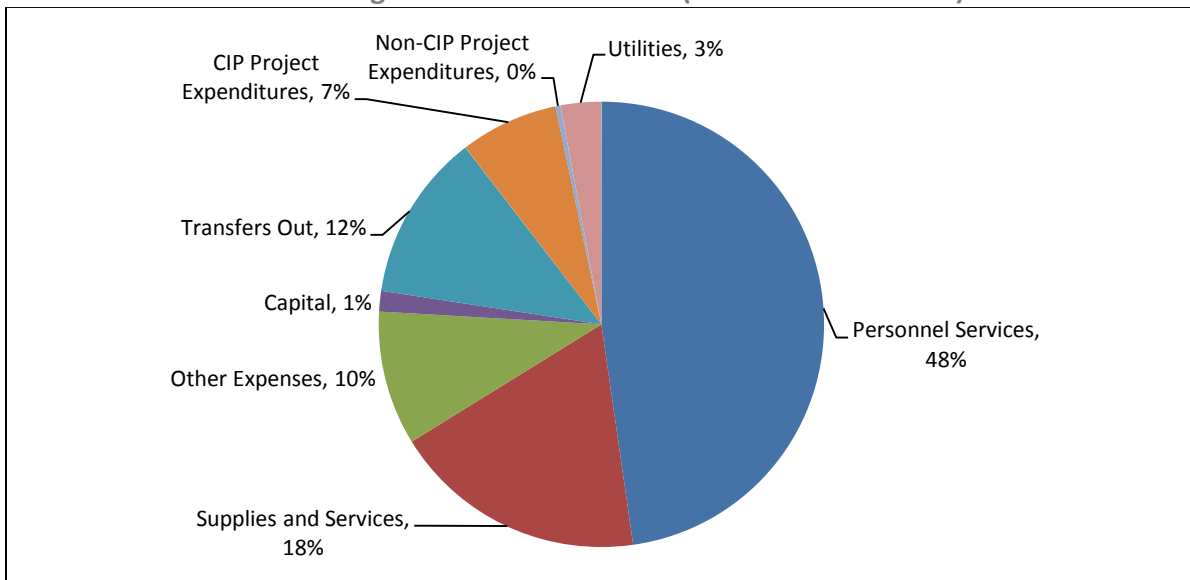
The total number of recommended permanent positions for fiscal year 2016-17 is 984.25, of which 825.25 are included in the General Fund and 159.00 are included in various other funds. The adopted staffing represents a net increase of 19.00 positions when compared to the fiscal year 2015-16 adopted budget. The Authorized Positions by Department report is included in the Summary Tables section of this document; it provides the new staffing by classification and department. A summary of the new staffing changes is also included in the Staffing Changes section.

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

**Uses of Funds (All Funds Combined)**  
 Fiscal Year 2014 to Fiscal Year 2017 Expenditures  
 In Thousands (000)

Expenditure Category	FY13-14 Actual	FY14-15 Actual	FY 15-16 Adopted	FY 16-17 Adopted	Change (FY16-FY17)
Personnel Services	\$ 119,238	\$ 125,606	\$ 131,249	\$ 139,441	\$ 8,193
Supplies and Services	\$ 55,286	\$ 54,628	\$ 55,428	\$ 53,913	\$ (1,515)
Other Expenses	\$ 92,545	\$ 39,666	\$ 28,900	\$ 28,457	\$ (443)
Capital	\$ 1,773	\$ 3,038	\$ 3,402	\$ 4,379	\$ 977
Transfers Out	\$ 40,487	\$ 30,033	\$ 35,549	\$ 35,522	\$ (27)
CIP Project Expenditures	\$ 17,648	\$ 21,073	\$ 27,519	\$ 20,789	\$ (6,729)
Non-CIP Project Expenditures	\$ 3,195	\$ 1,026	\$ 2,221	\$ 1,071	\$ (1,149)
Utilities	\$ 7,977	\$ 7,709	\$ 9,149	\$ 8,619	\$ (529)
<b>Total Expenditures</b>	<b>\$ 338,149</b>	<b>\$ 282,781</b>	<b>\$ 293,415</b>	<b>\$ 292,193</b>	<b>\$ (1,223)</b>

**Total Budget Fiscal Year 2016-17 (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 2016-17 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. The General Fund is balanced; there is no projected change in operating reserves for the General Fund

**Summary of Net Impact to Reserves by Fund**

In Thousands (000)

Fund	Proj Reserve Bal 06/30/16	Revenues	Expenditures	Net Impact	Proj Reserve Bal 06/30/17
Capital Projects Funds	\$ 63,431	\$ 14,203	\$ 18,533	\$ (4,329)	\$ 59,101
Successor Agency and CV Housing Authority	\$ (36,974)	\$ 11,426	\$ 14,740	\$ (3,314)	\$ (40,287)
Environmental Services Fund	\$ 1,176	\$ 1,402	\$ 1,916	\$ (514)	\$ 661
Other Funds	\$ 4,108	\$ 12,702	\$ 13,215	\$ (513)	\$ 3,594
TUT Common Fund	\$ 527	\$ -	\$ 474	\$ (474)	\$ 53
Public Liability Trust	\$ 1,313	\$ 520	\$ 940	\$ (420)	\$ 893
Grant Funds	\$ 1,052	\$ 12,709	\$ 13,119	\$ (409)	\$ 643
Gas Tax	\$ 647	\$ 5,259	\$ 5,559	\$ (301)	\$ 346
Debt Service Funds	\$ (9,150)	\$ 14,408	\$ 14,445	\$ (37)	\$ (9,187)
Maint Districts & Open Space	\$ 14,125	\$ 11,994	\$ 12,000	\$ (6)	\$ 14,119
Fleet Management	\$ 246	\$ 3,639	\$ 3,639	\$ -	\$ 246
General Fund	\$ 17,300	\$ 146,461	\$ 146,461	\$ -	\$ 17,300
Transit Funds	\$ 138	\$ -	\$ -	\$ -	\$ 138
Workers Comp Fund	\$ 927	\$ 3,520	\$ 3,479	\$ 41	\$ 968
Development Services Fund	\$ (485)	\$ 9,655	\$ 9,505	\$ 150	\$ (334)
Sewer Funds	\$ 90,545	\$ 34,623	\$ 34,167	\$ 456	\$ 91,001
<b>TOTAL ALL FUNDS</b>	<b>\$ 148,926</b>	<b>\$ 282,522</b>	<b>\$ 292,193</b>	<b>\$ (9,671)</b>	<b>\$ 139,256</b>

Notes:

1. The Debt Service Funds and Successor Agency and CV Housing Authority carry a deficit that reflects long-term advances/outstanding debt obligations in Fund 451 and Fund 692.
2. The Development Services Fund reflects a deficit fund balance due to the inclusion of current liabilities, mainly Compensated Absences, which were formerly reported in a different manner.

**Analysis of Significant Changes in Anticipated Fund Balances**

The net impact to reserves for all funds is a net decrease of \$9.7 million; this change includes the following:

**Capital Projects Fund (Thousands)**

Anticipated FY 17 Beginning Balance	Anticipated FY 17 Ending Balance	Increase (Decrease)	Percent Change
\$ 63,431	\$ 59,101	\$ (4,329)	-6.8%

Capital Project funds reflect a net decrease of \$4.3 million in reserves in fiscal year 2016-17. This decrease largely reflects the use of \$5.2 million in reserves in the Public Facility DIF funds. These funds will be used to pay debt service related to the construction of various City facilities, the annual payment to the TDIF for a prior year loan, and a one-time repayment of a loan to the General Fund.

**Successor Agency (Thousands)**

Anticipated FY 17 Beginning Balance	Anticipated FY 17 Ending Balance	Increase (Decrease)	Percent Change
\$ (36,974)	\$ (40,287)	\$ (3,314)	-9.0%

Successor Agency to the Redevelopment Agency and CV Housing Funds reflect a net decrease of \$3.3 million as a result of reduced revenues. These reductions are as follows:

- A \$1.4 million reduction in Property Tax increment revenues complying with the level set by the California Department of Finance (DOF) for the Redevelopment Property Tax Trust Fund. Additional expenditure requirements to come from the balance of the fund.
- A \$2.0 million reduction in Transfers In revenues from various funds for loan proceeds and debt service payments.

**Environmental Services Fund (Thousands)**

Anticipated FY 17 Beginning Balance	Anticipated FY 17 Ending Balance	Increase (Decrease)	Percent Change
\$ 1,176	\$ 661	\$ (514)	-43.7%

The Environmental Services Fund will be using \$0.5 million in reserves to fund planned expenditures including an increase of staff time reimbursements and

one-time purchases of vehicles in the fiscal year 2016-17 budget.

**Other Funds (Thousands)**

Anticipated FY 17 Beginning Balance	Anticipated FY 17 Ending Balance	Increase (Decrease)	Percent Change
\$ 4,108	\$ 3,594	\$ (513)	-12.5%

Other Funds – this category reflects the use of \$0.5 million in reserves in fiscal year 2016-17. Included in this category are the following funds:

- The Asset Seizure Fund will use of \$0.4 million in reserves to fund the purchase of capital equipment.
- The Traffic Signal Fund reflects the use of \$0.3 million in reserves. These funds will be used to fund various capital improvement projects in fiscal year 2016-17. Revenues for these projects were collected in prior years.
- The Technology Replacement Fund will use \$0.1 million of reserves for the purchase of Police Department Radios.

These decreases in reserves are projected to be offset by a combined \$0.3 million increase in reserves in the Parking Meter and Transportation Sales Tax Funds where budgeted revenues are projected to exceed budgeted expenses.

**TUT Common Fund (Thousands)**

Anticipated FY 17 Beginning Balance	Anticipated FY 17 Ending Balance	Increase (Decrease)	Percent Change
\$ 527	\$ 53	\$ (474)	-90.0%

The TUT Common Fund reflects the use of \$0.5 million in reserves. Planned expenditures in fiscal year 2016-17 are in accordance with a 2014 settlement agreement for which this fund was established.

**Public Liability Trust (Thousands)**

Anticipated FY 17 Beginning Balance	Anticipated FY 17 Ending Balance	Increase (Decrease)	Percent Change
\$ 1,313	\$ 893	\$ (420)	-32.0%

Public Liability Trust Fund reflects a budgeted net impact of \$0.4 million. In order to balance the General Fund, the transfer to the Public Liability Trust Fund was reduced in fiscal year 2015-16 and not restored in fiscal year 2016-17. The use of Public Liability Trust Fund

reserves will depend on actual expenditures, which can be difficult to predict.

**Grant Funds (Thousands)**

Anticipated FY 17 Beginning Balance	Anticipated FY 17 Ending Balance	Increase (Decrease)	Percent Change
\$ 1,052	\$ 643	\$ (409)	-38.9%

The Grant Funds reflects a decrease of approximately \$0.4 million to reserves. The majority of the decrease is related to the Police Grant Funds which reflect a \$360,619 decrease in fund balance primarily for the outfitting of vehicles.

**Gas Tax Fund (Thousands)**

Anticipated FY 17 Beginning Balance	Anticipated FY 17 Ending Balance	Increase (Decrease)	Percent Change
\$ 647	\$ 346	\$ (301)	-46.5%

The Gas Tax fund reflects the use of \$0.3 million in reserves, which is largely due to a pavement rehabilitation capital improvement project, included in the fiscal year 2016-17 budget.

**Development Services Fund (Thousands)**

Anticipated FY 17 Beginning Balance	Anticipated FY 17 Ending Balance	Increase (Decrease)	Percent Change
\$ (485)	\$ (334)	\$ 150	31.0%

The Development Services Fund is anticipated to increase its reserve by \$0.2 million in fiscal year 2016-17. This is due to an increase in anticipated staff time reimbursements due to better align staffing and resources to remain responsive to the type of work being received.

**GENERAL FUND RESERVES**

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

- Provides 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 - Economic Contingency Reserve and Catastrophic Event Reserve

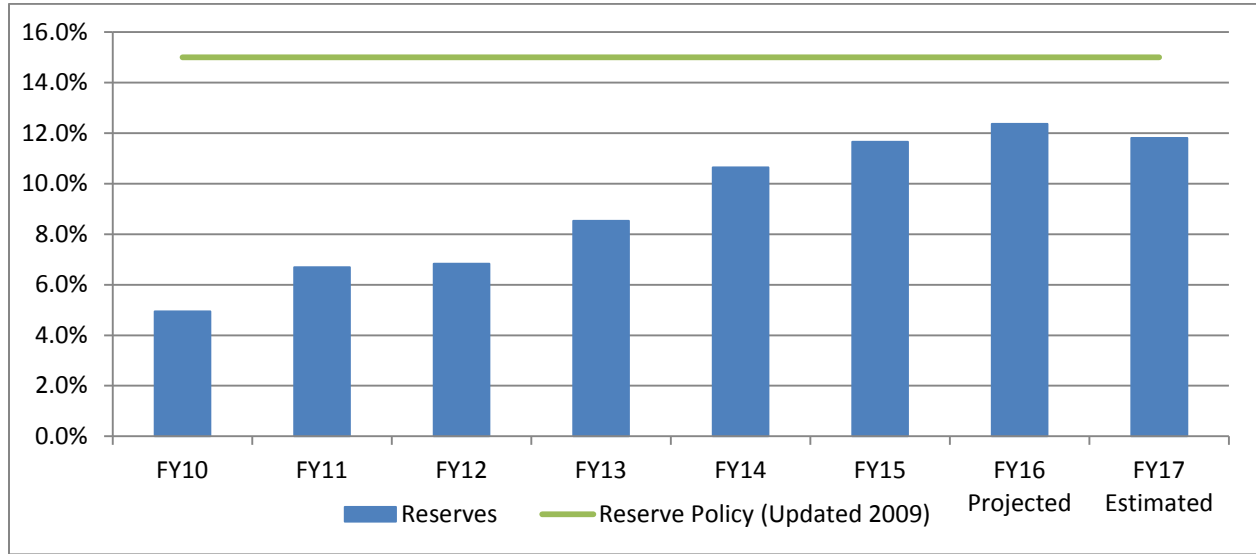
Achieving these reserve levels is a long-term goal; once fully implemented, the new General Fund Reserve policy will require higher reserve levels. This will help mitigate the negative impact on revenues from economic fluctuations, position the City to withstand potential State revenue takeaways, provide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

The most recent projections for the General Fund anticipate that the reserve level will increase slightly in fiscal year 2015-16. 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 – there may be 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 operating reserves since fiscal year 2009-10 as a percentage of the adopted budget. The fiscal year 2016-17 General Fund Adopted Budget is balanced and there is no budgeted impact to the General Fund Reserves. It is important to note that while it may appear that the General Fund Reserves look to be decreasing on a percentage base, the actual dollar value of the General Fund Reserves remain unchanged.

**General Fund Operating Reserves**  
Fiscal Year 2010 to Fiscal Year 2017



Note: The preceding chart reflects only the General Fund Operating Reserves. It does not include the Economic Contingency Reserve, which has a balance of approximately \$3.6 million. Combined with the operating reserve, these two reserve funds total approximately 14.3% of the fiscal year 2016-17 General Fund budget.



## Summary of Staffing Changes

The fiscal year 2016-17 adopted budget includes 984.25 positions for all funds. This is a net increase of 19.00 positions when compared to the fiscal year 2015-16 adopted budget that included 965.25 authorized positions. The summary of staffing changes is divided into two sections – the staffing changes that were approved by Council during fiscal year 2015-16 and changes made as part of the development of the fiscal year 2016-17 budget.

### POSITION CHANGES AUTHORIZED DURING FISCAL YEAR 2015-16

During fiscal year 2015-16, Council approved the addition of 1.00 FTE citywide as well as several reclassifications to reflect changes in duties. Changes in the General Fund resulted in no net FTE increase and changes to other funds resulted in a net increase of 1.00 FTE. These changes included the following:

- City Clerk – The Office of the City Clerk requested to reclassify 1.00 Deputy City Clerk I to a Deputy City Clerk to better reflect assigned duties of the position.
- Human Resources – The Human Resources department updated the classification of Principal HR Analyst from Professional/Confidential to Middle Manager/Confidential to better represent the assignment of duties of the classification.
- Finance – The Finance Department requested to reclassify two positions in order to better reflect the duties assigned to each position. As a result 2.0 Accounting Technicians were reclassified to 1.0 Accounts Payable Supervisor and 1.0 Accountant.
- Police – The Police Department requested to reclassify 2.0 Public Safety Analysts to 1.0 Senior Management Analyst and 1.0 Senior Public Safety

Analyst to better emulate the responsibilities of the positions.

- Fire – 25.00 Firefighter positions were reclassified to Firefighter/Paramedic as part of the implementation of the Advanced Life Support Program.
- Public Works – the department received approval for the reclassification of 1.0 Electronics Technician to a Senior Electronics Technician. This reclassification was approved to better reflect the position responsibilities.
- Police Grants Fund – The City serves as the fiscal agent for CBAG and SD LECC. Changes approved for these programs include the addition of a 1.00 FA (Fiscal Agent) Supervising Intelligence Analyst and the following reclassifications: (a) a FA Administrative Analyst II position to a FA Senior Financial Analyst; (b) a FA Program Analyst to a FA Financial Manager; and (c) a CBAG Director IV-LECC to FA IVDC-LECC Executive Director.
- Environmental Services Fund – A reclassification of a Recycling Specialist II position to a Senior Recycling Specialist was approved to better represent the assignment of responsibilities of the position.
- Chula Vista Housing Authority – 2.00 Project Coordinator II positions were reclassified to 2.00 Senior Management Analysts to better reflect the responsibilities of these positions.

The following table summarizes the position changes Council authorized during fiscal year 2015-16.

Summary of Fiscal Year 2015-16 Staffing Changes  
 Approved by City Council

Department/Fund	Program	Position	FTE
City Clerk (0.00)	Reclassification	Deputy City Clerk I	(1.00)
		Deputy City Clerk II	1.00
Human Resources (0.00)	Reclassification	Principal HR Analyst (PRCF)	(1.00)
		Principal HR Analyst (MMCF)	1.00
Finance (0.00)	Reclassifications	Accounting Technician	(2.00)
		Accounts Payable Supervisor	1.00
		Accountant	1.00
Police (0.00)	Reclassifications	Public Safety Analyst	(2.00)
		Senior Management Analyst	1.00
		Senior Public Safety Analyst	1.00
Fire (0.00)	Reclassifications	Firefighter (112 HR)	(25.00)
		Firefighter/Paramedic (112 HR)	25.00
Public Works (0.00)	Reclassifications	Electronics Technician	(1.00)
		Senior Electronics Technician	1.00
Police Grants Fund (1.00)	Reclassification	FA Administrative Analyst II	(1.00)
		FA Senior Financial Analyst	1.00
		FA Program Analyst	(1.00)
		FA Financial Analyst	1.00
		CBAG Director IV-LECC	(1.00)
		FA IVDC-LECC Executive Director	1.00
	Fiscal Agent (FA) positions - CBAG and SD LECC	FA Supervising Intelligence Analyst	1.00
Environmental Services Fund (0.00)	Reclassification	Recycling Specialist II	(1.00)
		Senior Recycling Specialist	1.00
CV Housing Authority	Reclassifications	Project Coordinator II	(2.00)
		Senior Management Analyst	2.00
<b>TOTAL CITYWIDE</b>			<b>1.00</b>

**FISCAL YEAR 2016-17 CHANGES**

The fiscal year 2016-17 budget reflects specific program expansions based on the resources available. In total, the changes result in a net increase of 18.00 FTE when compared to the fiscal year 2015-16 amended budget. To follow are the changes summarized by department:

- Administration – In an effort to streamline processes and better reflect department responsibilities, the Economic Development Division of the Administration Department was restructured into a standalone department. This resulted in the transfer of a Director of Economic Development, Environmental Sustainability

Manager, Principal Economic Development Specialist, Real Property Manager, Cultural Arts Program Manager, Senior Economic Development Specialist, and Project Coordinator I to the Economic Development Department. These changes results in a net reduction of 7.00 FTEs to the Administration Department.

- Human Resources – To better structure the department in a manner that will meet the current needs of the organization, the Human Resources Department has requested the following reclassifications: (a) a Risk Manager to a Senior HR

Analyst; (b) a Senior HR Technician to a HR Technician; (c) a HR Analyst to a Senior HR Analyst; and (d) a Principal HR Analyst to a HR Operations Manager.

- Finance – The Finance department recommended changes in its management structure which resulted in the elimination of the Treasury and Business Manager and the addition of an Assistant Director of Finance position. The department is also reorganizing the debt functions in an effort to improve processes. The adopted budget includes the elimination of an Accountant position and the addition of a Principal Management Analyst and an Accounting Technician for this purpose.
- Animal Care Facility – In order to operate an animal shelter facility, the City is required to have a California Licensed Veterinarian on staff to treat injured animals that enter our shelter and any animals that are adopted must be spayed and neutered before leaving the facility. In order to keep up with the high volume of treatments the fiscal year 2016-17 adopted budget reflects the addition of 0.75 FTE Veterinarian (Permitted) position.
- Economic Development – In addition to the transfer of 7.00 FTEs from the Administration Department into Economic Development, other changes are included in the adopted budget. In order to better address the responsibilities and workload, the following changes are recommended: (a) the reclassification of the Environmental Sustainability Manager to a Chief Sustainability Officer; (b) addition of a Project Coordinator I, Senior Conservation Specialist, and Conservation Specialist; (c) the transfer of a Senior Secretary and 3.00 Conservation Specialists from Public Works; (d) the elimination of a Principal Economic Development Specialist; and (e) the transfer of an Environmental Services Manager from the Environmental Services Fund.
- Development Services Department (General Fund) – As a result of a review of the Development Services Department's operations, the adopted budget includes the following recommendations: (a) the transfer of a Senior Planner and Associate Planner to the Development Services Fund; (b) a

transfer of a Senior Office Specialist and Development Services Technician II (DST II) from the Development Services Fund; (c) the elimination of 0.50 FTE Planning Manager and 1.00 Planning Technician; and (d) the addition of 1.25 Associate Planner.

- Police – As part of the City's strategy to address homeless issues facing the City, the fiscal year 2016-17 budget reflects the addition of 2.00 Peace Officers to form a Homeless Outreach Team to focus on chronic homeless concerns.

The adopted budget also includes the transfer of one Police Lieutenant and one Police Agent from the Police Grants Fund to the Police Department due to the conclusion of the Southwest Border Anti-Money Laundering Alliance (SWBAMLA) grant funding.

In addition a reclassification of a Latent Print Examiner to a Senior Latent Print Examiner position is recommended in order to better reflect responsibilities of the position.

- Public Works – The adopted budget reflects the following changes: (a) the addition of a Principal Civil Engineer who will be assigned to Traffic Engineering; (b) the addition of a Senior Park Ranger as part of the Homeless Outreach Team; (c) the transfer of a Senior Secretary and 3.00 Conservation Specialists to the Economic Development Department; and (d) the reclassification of a Wastewater Collections Manager to a Wastewater/Stormwater Ops Manager.
- Recreation – The adopted budget includes a reclassification of an Aquatics Supervisor I position to a Recreation Supervisor III position in order to provide a full-time supervisor for the Norman Park Senior Center.
- Police Grants Fund – Changes in the CBAG and SD LECC programs include the addition of a FA Supervisory Intelligence Analyst, 2.00 FA Senior Intelligence Analyst positions, and a FA Public Private Partnership and Exercise Program Manager. The adopted budget also includes the reclassification of the following positions: (a) a

Police Sergeant to a Police Lieutenant; (b) CBAG Deputy Director SD LECC to a FA Deputy Director SD LECC; (c) CBAG Deputy Executive Director to a FA Deputy Executive Director; (d) A CBAG Executive Director to a FA Executive Director; and (e) a FA Senior Financial Analyst to a FA Financial Manager. The City serves as the Fiscal Agent to CBAG and SD LECC.

Additionally, the adopted budget reflects the transfer of a Police Lieutenant and Police Agent to the Police Department due to the conclusion of the SWBAMLA grant funding. The changes in the Police Grants fund results in a net change of 2.00 FTE.

- Federal Grants Fund – The elimination of 1.00 GIS Specialist is included in the adopted budget due to the loss of the Urban Areas Security Initiative (UASI) grant funding.
- Environmental Services Fund – In order to better address workload, the Environmental Services Fund includes the transfer of an Environmental Services Manager to the Economic Development Department and the addition of 2.00 Recycling Specialist I positions.
- Development Services Fund – In order to better segregate Development related activities to the Development Services Fund, as well as to reflect

appropriate staffing levels between the General Fund and Development Services Fund, staff is recommending the following transfers: (a) a Senior Planner and Associate Planner from the Development Services Department - General Fund (DSD-GF); and (b) a Senior Office Specialist and DSTII to the DSD-GF. Furthermore due to an anticipated significant workload increase and in order to provide the required development related services, the adopted budget includes the addition of the following positions: (a) 1.0 Building Inspector III, (b) 1.0 Senior Civil Engineer, (c) 1.50 Landscape Architect; (d) 1.0 Associate Engineer; and (e) 1.0 Management Analyst. This results in a net change to the fund of 5.50 FTE.

Reclassifications - During the development of the fiscal year 2016-17 budget, departments worked with the Human Resources Department to review positions that are working out of class due to changing job duties. Departments worked with Human Resources to determine the appropriate classification and compensation for these reclassification requests. The recommended staffing changes are based on changes to scope of responsibility.

The following table summarizes the changes reflected in the fiscal year 2016-17 budget.

Summary of Adopted Fiscal Year 2016-17 Staffing Changes

Department/Fund	Program	Position	FTE
Administration (-7.00)	Transfer to Economic Development	Director of Economic Development	(1.00)
		Environmental Sustainability Manager	(1.00)
		Principal Economic Development Specialist	(1.00)
		Real Property Manager	(1.00)
		Cultural Arts Program Manager	(1.00)
		Senior Economic Development Specialist	(1.00)
		Project Coordinator I	(1.00)

Department/Fund	Program	Position	FTE
Human Resources (0.00)	Reclassifications	Risk Manager	(1.00)
		Senior HR Analyst	1.00
		Senior HR Technician	(1.00)
		HR Technician	1.00
		HR Analyst	(1.00)
		Senior HR Analyst	1.00
		Principal HR Analyst	(1.00)
		HR Operations Manager	1.00
Finance (1.00)	Revenue and Recovery	Treasury and Business Manager	(1.00)
		Assistant Director of Finance	1.00
	Comptroller	Accountant	(1.00)
		Principal Management Analyst	1.00
		Accounting Technician	1.00
Animal Care Facility (0.75)	Animal Care Services	Veterinarian (Permitted)	0.75
Economic Development (14.00)	Transfer from Administration	Director of Economic Development	1.00
		Environmental Sustainability Manager	1.00
		Principal Economic Development Specialist	1.00
		Real Property Manager	1.00
		Cultural Arts Program Manager	1.00
		Senior Economic Development Specialist	1.00
		Project Coordinator I	1.00
		Reclassification	Environmental Sustainability Manager
	Chief Sustainability Officer		1.00
	Economic Development Reorganization	Project Coordinator I	1.00
		Principal Economic Development Specialist	(1.00)
	Office of Sustainability	Senior Conservation Specialist	1.00
		Conservation Specialist	1.00
	Transfer from Environmental Services Fund	Environmental Services Manager	1.00
	Transfer from Public Works	Senior Secretary	1.00
Conservation Specialist		3.00	

Department/Fund	Program	Position	FTE
Development Services - General Fund (-0.25)	Transfer to the Development Services Fund	Senior Planner	(1.00)
		Associate Planner	(1.00)
	Transfer from the Development Services Fund	Senior Office Specialist	1.00
		Development Services Technician II	1.00
	Long Range Planning	Planning Manager	(0.50)
		Planning Technician	(1.00)
Associate Planner		1.25	
Police (4.00)	Homeless Outreach Team	Peace Officer	2.00
	Reclassifications	Latent Print Examiner	(1.00)
		Senior Latent Print Examiner	1.00
	Transfer from Police Grants	Police Lieutenant	1.00
		Police Agent	1.00
Public Works (-2.00)	Traffic Signal/Street Light Maintenance	Principal Civil Engineer	1.00
	Homeless Outreach Team	Senior Park Ranger	1.00
	Transfer to Economic Development	Senior Secretary	(1.00)
		Conservation Specialist	(3.00)
	Reclassification	Wastewater Collections Manager	(1.00)
		Wastewater/Stormwater Ops Mgr	1.00
Recreation (0.00)	Reclassification	Acquatics Supervisor I	(1.00)
		Recreation Supervisor III	1.00
Police Grants Fund (2.00)	Fiscal Agent (FA) positions - CBAG and SD LECC	FA Supervisory Intelligence Analyst	1.00
		FA Senior Intelligence Analyst	2.00
		FA Public Private Partnership and Exercise Program Manager	1.00
	Reclassifications	Police Sergeant	(1.00)
		Police Lieutenant	1.00
		CBAG Deputy Director SD LECC	(1.00)
		CBAG Deputy Exec Dir	(1.00)
		CBAG Executive Director	(1.00)
		FA Deputy Director SD LECC	1.00
		FA Deputy Exec Dir	1.00
		FA Executive Director	1.00
		FA Senior Financial Analyst	(1.00)
	FA Financial Manager	1.00	
	Transfer to Police (GF)	Police Lieutenant	(1.00)
Police Agent		(1.00)	
Federal Grants Fund	UASI Hazard Preplans	GIS Specialist	(1.00)

Department/Fund	Program	Position	FTE
Environmental Services Fund (1.00)	Transfer to Economic Development	Environmental Services Manager	(1.00)
	Environmental Services	Recycling Specialist II	2.00
Development Services Fund (5.50)	Transfer from Development Services - GF	Senior Planner	1.00
		Associate Planner	1.00
	Transfer to Development Services - GF	Senior Office Specialist	(1.00)
		Development Services Technician II	(1.00)
	Building Services	Building Inspector III	1.00
	Land Development	Senior Civil Engineer	2.00
		Landscape Architect	1.50
Management Analyst		1.00	
<b>TOTAL CITYWIDE</b>			<b>18.00</b>

**SUMMARY OF FROZEN POSITIONS**

In a prior fiscal year there were a number of positions that were frozen (not funded) in order to help balance the budget. Due to the continued fiscal constraints, the majority of these positions remain frozen in fiscal year 2016-17. As funding becomes available the status of these positions will be reevaluated; recommended funding changes will be brought to Council for consideration. The adopted budget includes funding for the previously frozen Development Services Technician

II position within the Development Services Fund.

The fiscal year 2016-17 budget reflects 16.0 frozen positions; this is a net increase of 1.0 frozen position when compared to the prior fiscal year. The frozen positions are summarized by department and fund on the following table.

**Summary of Fiscal Year 2016-17 Frozen Positions**

Department/Fund	Program	Position	FTE
Administration	Administration	Assistant City Manager	1.00
Finance	Budget and Analysis	Budget and Analysis Manager	1.00
Police	Community Patrol	Peace Officer	11.00
	Street Crime/Gang Suppression	Peace Officer	1.00
	City Jail	Detention Facility Manager	1.00
	Police Dispatch	Police Communications Systems Manager	1.00
<b>TOTAL CITYWIDE</b>			<b>16.00</b>

**SUMMARY OF STAFFING CHANGES BY DEPARTMENT AND BARGAINING UNIT**

The following tables summarize the staffing changes occurring between the fiscal year 2015-16 adopted budget and the fiscal year 2016-17 adopted budget, by bargaining unit and by department.

**Summary of Staffing Changes by Bargaining Unit**

<b>Bargaining Unit</b>	<b>FY 15-16 Adopted Staffing</b>	<b>FY 15-16 Mid Year Changes</b>	<b>FY 16-17 Changes</b>	<b>FY 16-17 Adopted Staffing</b>	<b>% Change</b>
Unrepresented Professionals and Mid Managers	36.00	2.00	4.00	42.00	16.7%
Executives	18.00	-	-	18.00	0.0%
Chula Vista Mid Managers and Professionals Association	68.50	4.00	3.25	75.75	10.6%
Chula Vista Employee's Association	393.25	(4.00)	7.25	396.50	0.8%
City Council	5.00	-	-	5.00	0.0%
International Association of Firefighters	126.00	-	-	126.00	0.0%
Peace Officer's Association	233.00	-	2.00	235.00	0.9%
Western Council of Engineers	27.00	-	2.00	29.00	7.4%
Senior Managers	31.50	-	(0.50)	31.00	-1.6%
Confidential	27.00	(1.00)	-	26.00	-3.7%
<b>TOTAL</b>	<b>965.25</b>	<b>1.00</b>	<b>18.00</b>	<b>984.25</b>	<b>2.0%</b>



## Summary of Staffing Changes by Department

Department/Fund	FY 15-16 Adopted Staffing	FY 15-16 Mid Year Changes	FY 16-17 Changes	FY 16-17 Adopted Staffing	% Change
Administration	17.00	-	(7.00)	10.00	-41.2%
Development Services - GF	20.25	-	(0.25)	20.00	-1.2%
Animal Care Facility	21.00	-	0.75	21.75	3.6%
Economic Development	-	-	14.00	14.00	100.0%
Police	322.50	-	4.00	326.50	1.2%
City Attorney	14.00	-	-	14.00	0.0%
City Clerk	6.00	-	-	6.00	0.0%
City Council	14.00	-	-	14.00	0.0%
Finance	27.00	-	1.00	28.00	3.7%
Fire	136.00	-	-	136.00	0.0%
Human Resources	16.00	-	-	16.00	0.0%
Information Technology Services	17.00	-	-	17.00	0.0%
Library	22.50	-	-	22.50	0.0%
Public Works	164.50	-	(2.00)	162.50	-1.2%
Recreation	17.00	-	-	17.00	0.0%
<b>General Fund Total</b>	<b>814.75</b>	<b>-</b>	<b>10.50</b>	<b>825.25</b>	<b>1.3%</b>
<b>Other Funds</b>					
Federal Grants Fund	3.00	-	(1.00)	2.00	-33.3%
Fleet Management	10.00	-	-	10.00	0.0%
Police Grants Fund	36.00	1.00	2.00	39.00	8.3%
Development Services Fund	44.50	-	5.50	50.00	12.4%
Advanced Life Support	1.00	-	-	1.00	0.0%
CV Housing	4.00	-	-	4.00	0.0%
Environmental Services Fund	6.00	-	1.00	7.00	16.7%
Sewer Fund	46.00	-	-	46.00	0.0%
Successor Agency to RDA	-	-	-	-	0.0%
<b>Other Funds Total</b>	<b>150.50</b>	<b>1.00</b>	<b>7.50</b>	<b>159.00</b>	<b>5.6%</b>
<b>CITYWIDE TOTAL</b>	<b>965.25</b>	<b>1.00</b>	<b>18.00</b>	<b>984.25</b>	<b>2.0%</b>



# CITY STAFF EMPLOYEES

## 5-Year Position Summary

DEPARTMENT	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17
<b>LEGISLATIVE/ADMINISTRATIVE</b>					
City Council	14.00	14.00	14.00	14.00	14.00
City Clerk/Elections	5.00	5.00	5.00	6.00	6.00
City Attorney	13.00	13.00	13.00	14.00	14.00
Administration	10.00	13.00	14.00	17.00	10.00
Information Technology Services	18.00	17.00	17.00	17.00	17.00
Human Resources	15.00	15.00	15.00	16.00	16.00
Finance	26.00	28.00	28.00	27.00	28.00
<b>TOTAL</b>	<b>101.00</b>	<b>105.00</b>	<b>106.00</b>	<b>111.00</b>	<b>105.00</b>
<b>DEVELOPMENT/MAINTENANCE</b>					
Animal Care Facility	19.25	20.50	21.00	21.00	21.75
Economic Development	0.00	0.00	0.00	0.00	14.00
Development Services	20.50	19.50	20.25	20.25	20.00
Public Works Operations	162.00	163.00	163.00	164.50	162.50
<b>TOTAL</b>	<b>201.75</b>	<b>203.00</b>	<b>204.25</b>	<b>205.75</b>	<b>218.25</b>
<b>PUBLIC SAFETY</b>					
Police	313.00	319.00	321.50	322.50	326.50
Fire	135.00	136.00	136.00	136.00	136.00
<b>TOTAL</b>	<b>448.00</b>	<b>455.00</b>	<b>457.50</b>	<b>458.50</b>	<b>462.50</b>
<b>COMMUNITY SERVICES</b>					
Recreation	17.00	17.00	17.00	17.00	17.00
Library	21.10	21.50	21.50	22.50	22.50
<b>TOTAL</b>	<b>38.10</b>	<b>38.50</b>	<b>38.50</b>	<b>39.50</b>	<b>39.50</b>
<b>GENERAL FUND SUBTOTAL</b>	<b>788.85</b>	<b>801.50</b>	<b>806.25</b>	<b>814.75</b>	<b>825.25</b>

# CITY STAFF EMPLOYEES

## 5-Year Position Summary

DEPARTMENT	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17
<b>OTHER FUNDS</b>					
Advanced Life Support	0.00	1.00	1.00	1.00	1.00
Development Services	41.50	44.50	45.50	44.50	50.00
Police Grant Funds/California Border Alliance Group (CBAG)	34.00	37.00	40.00	36.00	39.00
Federal Grants Fund	0.00	1.00	2.00	3.00	2.00
American Renewal & Reinvestment Act	0.00	0.00	0.00	0.00	0.00
Environmental Services	5.00	5.00	5.00	6.00	7.00
Housing Authority	7.00	4.00	4.00	4.00	4.00
Successor Agency	1.00	1.00	0.00	0.00	0.00
Fleet Management	8.00	8.00	10.00	10.00	10.00
Transit	1.00	1.00	1.00	0.00	0.00
Sewer	46.00	46.00	46.00	46.00	46.00
Redevelopment Agency	0.00	0.00	0.00	0.00	0.00
<b>TOTAL</b>	<b>143.50</b>	<b>148.50</b>	<b>154.50</b>	<b>150.50</b>	<b>159.00</b>
<b>GRAND TOTAL (does not include hourly staffing)</b>	<b>932.35</b>	<b>950.00</b>	<b>960.75</b>	<b>965.25</b>	<b>984.25</b>

## **GENERAL FUND**

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 14-15 Actual Expenditures	\$136,198
FY 15-16 Adopted Budget	\$139,296
<b>FY 16-17 Adopted Budget</b>	<b>\$146,421</b>
<b>% Change FY 15-16 to FY16-17</b>	<b>5.1%</b>

The General Fund Adopted Operating Budget for fiscal year 2016-17 totals \$146.4 million, which reflects an increase of \$7.1 million (5.1%) when compared to the Fiscal Year 2015-16 adopted operating budget. The General Fund adopted CIP Budget for fiscal year 2016-17 is \$0.04 million.

The General Fund Adopted Budget is balanced. The City defines a budget as balanced when the amount of budgeted expenditures is equal to or less than the amount of budgeted revenues plus other available sources. The General Fund includes funding for programs and services supported by the City Council in previous fiscal years. The fiscal year 2016-17 adopted budget sustains current service levels and provides funding for select new Council initiatives that were directed for inclusion in the budget.

The City’s General Fund reflects positive growth in most major revenue sources. This modest growth in projected revenues allowed for a limited number of funding enhancements including:

- Police/Public Works – Created the Homeless Outreach Team by adding two Police Officers and one Sr. Park Ranger position in order to help address the current homeless situation in the City.
- Fire Department – Added \$53,000 to fund scheduled fire academy costs.
- Public Works – Addition of a Principal Civil Engineer position to act as the City’s Traffic Engineer.
- Olympic Training Center – \$175,000 for the

purchase of property insurance for the Olympic Training Center (OTC) acquired by the City.

- Animal Care Facility – Addition of a 0.75 Veterinarian position to address the increased demand for spay/neuter services and overall animal care at the City’s Animal Care Facility.
- Economic Development – Restructured department by adding a Chief Sustainability Officer position. Integrated Cultural Arts, Real Property and Conservation/Environmental divisions into department. Converted hourly staffing to in Conservation/Environmental division to permanent staffing in order to stabilize workforce by reducing turnover associated with hourly staff. The department restructuring will enable Economic Development’s efforts to assist our local business community and to attract investment and jobs.
- Equipment Replacement - Added \$1.3 million to capitalize the costs for the acquisition of two fire engines approved by City Council on November 17, 2015 via Resolution 2015-270. An additional \$150,000 was added to the Fire Department for outfitting costs for a fire engine due to be put into service in fiscal year 2016-17.
- Computer Software - \$350,000 was added for Microsoft licensing expenses that will be incurred in fiscal year 2016-17.
- Computer Replacement - The budget includes a \$60,000 increase for the lease of an additional 200 computers in year 3 of a 4 year plan to modernize and standardize the City’s aging computers.

A comparison of the fiscal year 2016-17 adopted budget, the fiscal year 2015-16 adopted expenditures, and the fiscal year 2014-15 actual expenditures are summarized in the following table.

## General Fund Expenditure Summary

In Thousands (000)

Description	FY 2014-15 Actual	FY 2015-16 Adopted	FY 2016-17 Adopted	Change
Personnel Services	\$ 107,372	\$ 111,712	\$ 118,623	\$ 6,912
Supplies and Services	\$ 15,528	\$ 14,263	\$ 14,114	\$ (149)
Other Expenses	\$ 840	\$ 551	\$ 559	\$ 8
Capital	\$ 962	\$ 266	\$ 1,595	\$ 1,329
Transfers Out	\$ 6,432	\$ 6,107	\$ 5,999	\$ (107)
Non-CIP Project Expenditures	\$ 63	\$ 509	\$ 19	\$ (490)
Utilities	\$ 5,001	\$ 5,889	\$ 5,512	\$ (378)
<b>Total Operating Budget</b>	<b>\$ 136,198</b>	<b>\$ 139,296</b>	<b>\$ 146,421</b>	<b>\$ 7,125</b>
CIP Project Expenditures	\$ 503	\$ 510	\$ 40	\$ (470)
<b>Total General Fund Budget</b>	<b>\$ 136,701</b>	<b>\$ 139,806</b>	<b>\$ 146,461</b>	<b>\$ 6,655</b>

## MAJOR EXPENDITURE CHANGES BY CATEGORY

- When compared to the prior fiscal year, the largest change occurring is in the Personnel Services category. This category reflects an increase of \$6.9 million and includes the following major changes:
  - \$3.1 million increase in budgeted Salaries - this increase reflects the annualized cost of wage increases approved by the City Council for all employee groups step increases, and the addition of 10.50 FTE.
  - A \$2.4 million increase for retirement costs which reflects the increased contribution rates based on the report from CalPERS.
  - \$0.6 million for increased flex/insurance costs to account for anticipated increases in health insurance premiums.
  - \$0.6 million net increase to hourly, overtime, and Medicare costs. These other personnel costs were partially offset by a reduction in budgeted differential pay (\$0.2 million).
  - \$0.2 million in Worker's Comp charges, based on increased costs in the Workers Compensation Fund.
  - The fiscal year 2016-17 budget reflects \$1.8 million in budgeted salary savings.
- The next largest change is within the Capital expenditures category which reflects an increase of \$1.3 million due to the capitalization of the lease costs for the acquisition of two fire engines approved by City Council and additional \$150,000 for outfitting costs for a fire engine due to be put into service in fiscal year 2016-17.
- The Non-CIP Projects Expenditure category reflects a reduction of \$0.5 million as result of the zeroing out of previous fiscal year projects that have been completed and carried forward into the fiscal year 2016-17 budget.
- The Utilities expense category has been decreased by \$0.4 million when compared to the fiscal year 2016-17 adopted budget. Departmental Utility budgets have been adjusted to reflect projected expenditures for fiscal year 2016-17 based on previous fiscal year actual usage and expected rate increases.
- The Supplies and Services expense category reflects a decrease of \$0.15 million when compared to the fiscal year 2015-16 budget. The majority of this decrease is due to a \$1.3 million city-wide reduction of supplies and services that were made



across all City Departments in an effort to balance the fiscal year 2016-17 budget. The reductions to supplies and services object accounts were formulated based on actual expenditures and discretionary activities such as travel, publication purchases, contractual services and other unused funds in an effort to not unduly impact departmental operations.

These reductions facilitated annual increases in other supplies and services object accounts to be more easily absorbed within the budget. Accordingly, the reductions made were partially offset by required increases to various objects in the supplies and services category including software maintenance, fleet maintenance, minor equipment purchases, and insurance costs.

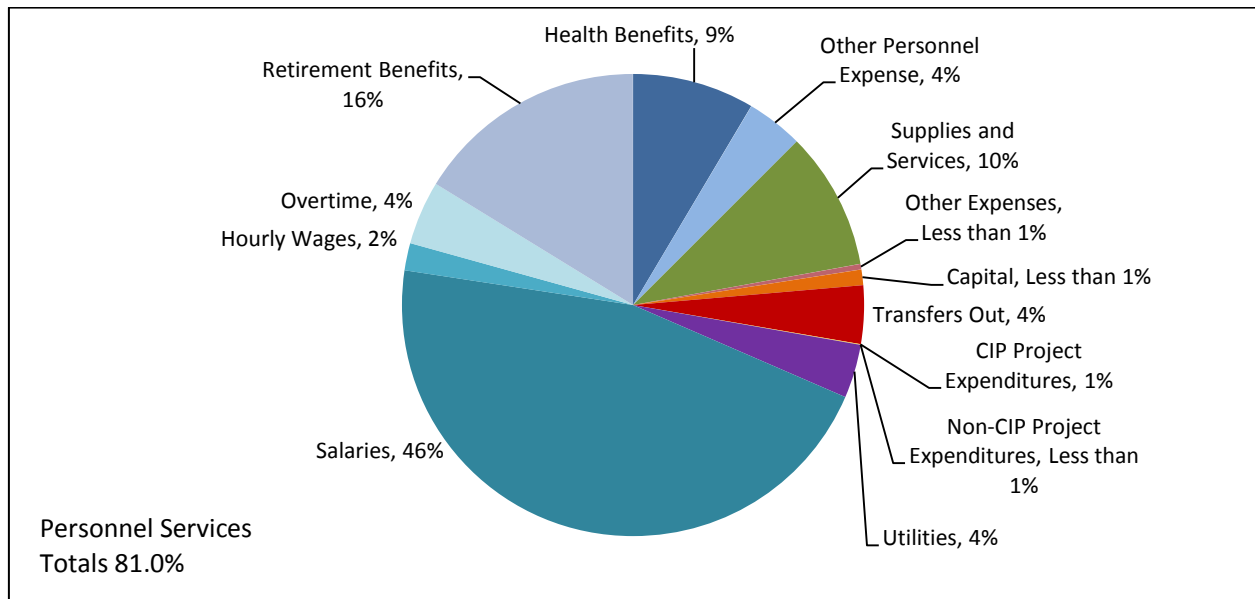
- A net decrease of \$0.1 million in the Transfers Out category is reflected in the fiscal year 2016-17 adopted budget when compared to prior year adopted budget. This consists of various budgeted changes from the General Fund to other funds that include:
  - A reduction of \$0.3 million to the Equipment

Replacement Fund that was included in fiscal year 2015-16 for vehicle replacement.

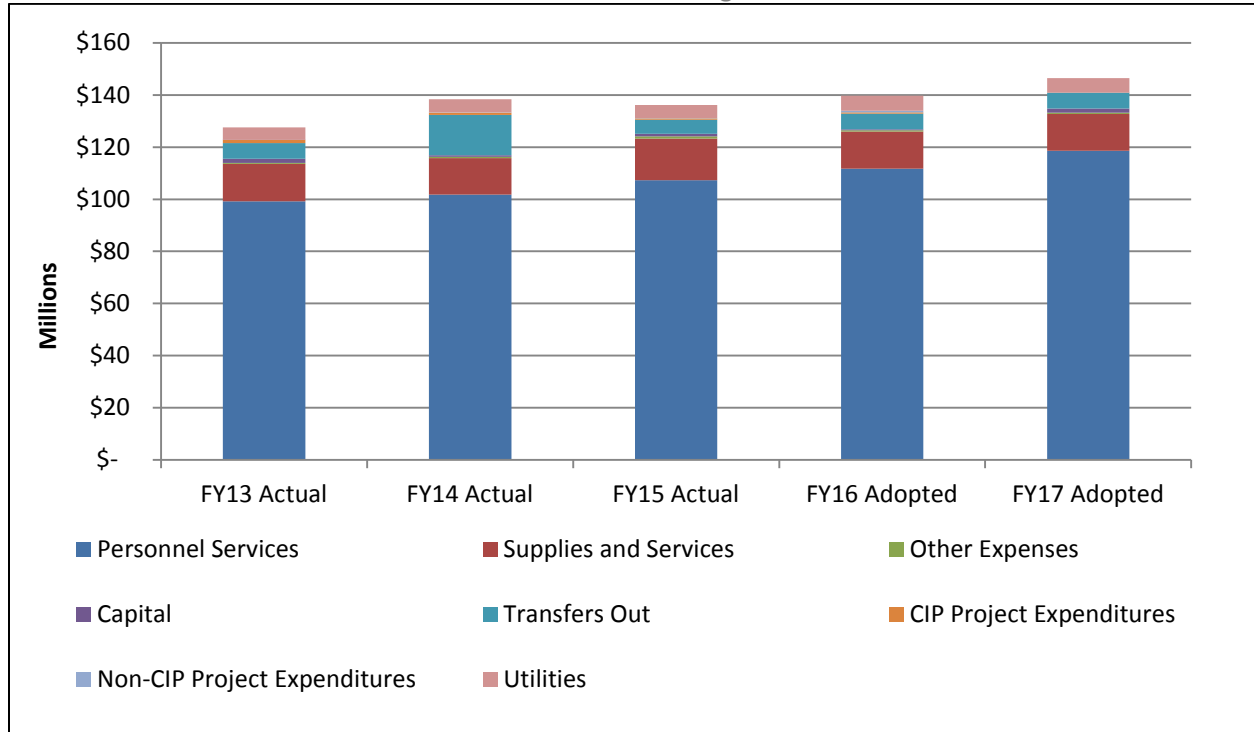
- A reduction of \$0.2 million to the Police Grants Fund due to the conclusion of the Southwest Border Anti-Money Laundering Alliance grant.
- A net reduction of \$0.2 million to various funds for General Fund debt service payments.
- An increase of \$0.3 million to the Capital Lease Fund for lease payments for two fire engines, a brush engine, and mobile data computers.
- An increase of \$0.2 million to the Development Services Fund for overhead reimbursements due to resource realignment within the Development Services Department.
- The addition of \$0.05 million to the Other Grants Fund for matching funds for the Age-Friendly Communities initiative.

The following charts provide a summary view of the fiscal year 2016-17 General Fund expenditures.

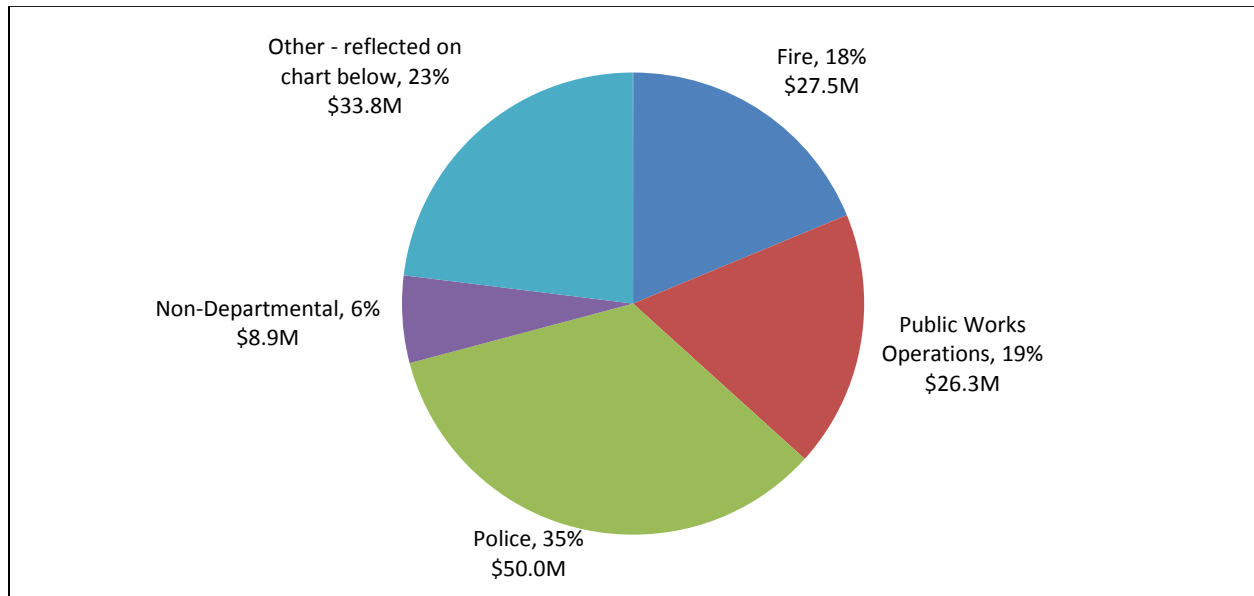
**General Fund Expenditures by Category**  
Fiscal Year 2016-2017



**General Fund Expenditures History by Category**  
Fiscal Year 2013 through 2017



**General Fund Expenditure by Department**  
Fiscal Year 2016-2017



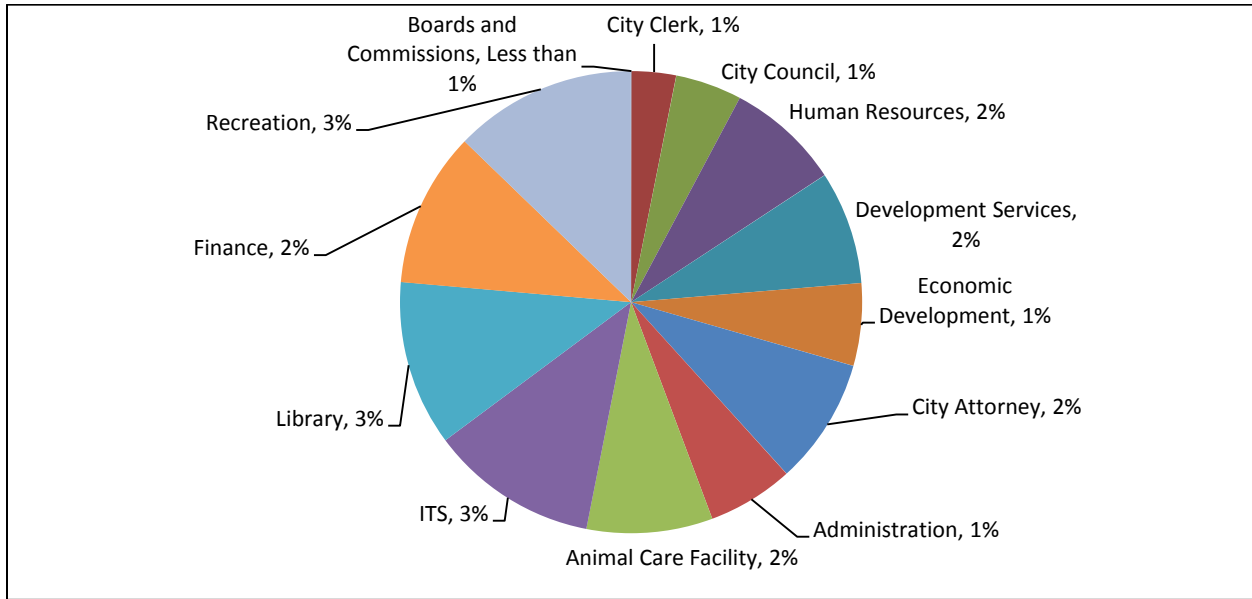
Note: The chart above does not reflect net cost of each department, only their expenditure allocations.

The following chart reflects the "Other" department expenditures included in the above pie chart that

includes the \$33.8 million of the General Fund department budget expenditures.

**General Fund Expenditure by Department (Other Department Detail – totals \$33.8 million)**

Fiscal Year 2016-2017



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

**STAFFING LEVELS**

As revenue levels have improved, the City has continued the trend of slowly recovering its staffing levels previously reduced as a result of the Great Recession. Since fiscal year 2012-13 the City has been able to achieve a 5.6% increase in staffing, managing to keep pace with a 5.3% population increase over the same period of time.

Staffing for Community Services and the Development and Maintenance Services categories have grown modestly 3.7% and 3.2% respectively from 2012-13. Staffing for the Legislative and Administrative service category has increased by 17.8% primarily due to

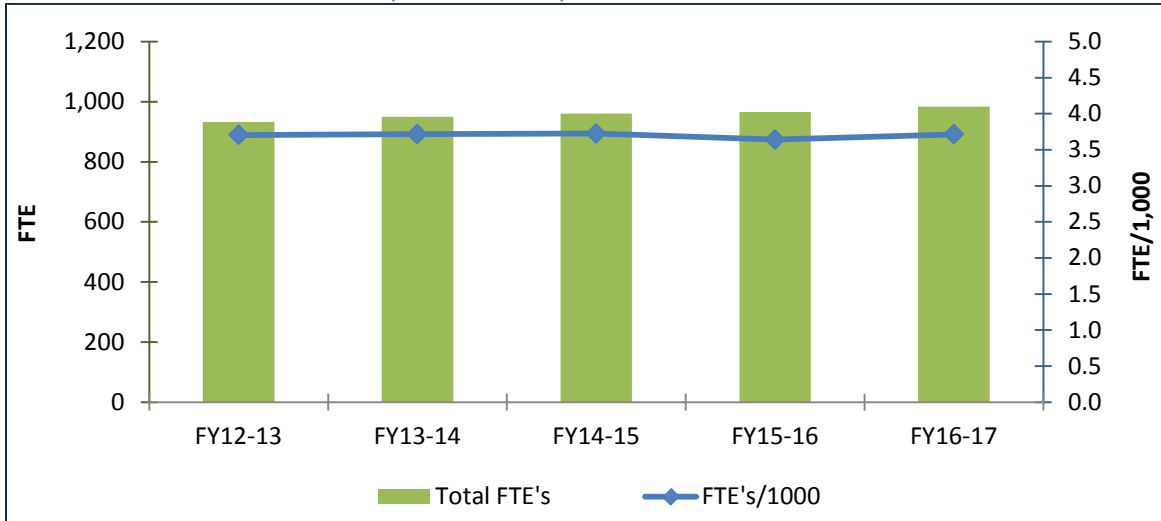
reorganizations/consolidations that have shifted staff from other service categories. Public Safety staffing levels have increased 4.7% – this increase includes the addition of various grant funded positions.

Budget constraints necessitated the net elimination of 331.4 full time equivalent (FTE) positions from the City’s peak employment of 1,263.75 FTEs during fiscal year 2006-07. The last major reduction occurred in 2011 and was carried forward into the fiscal year 2012-13 budget. As shown in the following graph, the number of FTEs per thousand has remained relatively flat since fiscal year 2012-13.

**Staffing Level Fiscal Year 2012-2013 to Fiscal Year 2016-2017**

Council Adopted Budget	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	% Chg.
Legislative and Administrative	101.00	105.00	106.00	111.00	105.00	4.0%
Development and Maintenance	311.25	312.50	315.75	316.25	335.25	7.7%
Public Safety	482.00	494.00	500.50	498.50	504.50	4.7%
Community Services	38.10	38.50	38.50	39.50	39.50	3.7%
<b>Total City Staff</b>	<b>932.35</b>	<b>950.00</b>	<b>960.75</b>	<b>965.25</b>	<b>984.25</b>	<b>5.6%</b>

City of Chula Vista Staffing (FTEs)  
Compared to FTEs per Thousand Residents



**SALARY ADJUSTMENTS**

During the economic recession the City’s bargaining groups worked with City management to reach new agreements that reduced personnel costs in an effort to balance the budget. The adjustments to employee compensation included wage concessions and pension reform. The City has granted salary increases to its employee bargaining groups as the City began to see revenue improvements, however due to the rising retirement and health premium costs (discussed in the following sections), overall employee compensation has outpaced economic recovery.

The fiscal year 2016-17 adopted budget includes funding for the annualized costs of negotiated salary increases that are due to the labor agreements that are in effect for the City’s labor groups. The City is currently in negotiations with members of the International Firefighters Association (IAFF) who exercised a re-opener option contained in their current labor agreement with respect to salaries. The actual impact of salary adjustments will depend on the final agreement with this bargaining group. As agreement is reached, staff will bring forward for Council approval the memorandum of understanding and include the fiscal impact.

**RISING RETIREMENT COSTS**

The increase in retirement costs driven by rising CalPERS costs is a significant budgetary challenge facing the City. The payments made to the retirement system

equal 16.2% of the City’s General Fund in the fiscal year 2016-17 adopted budget.

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

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

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

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

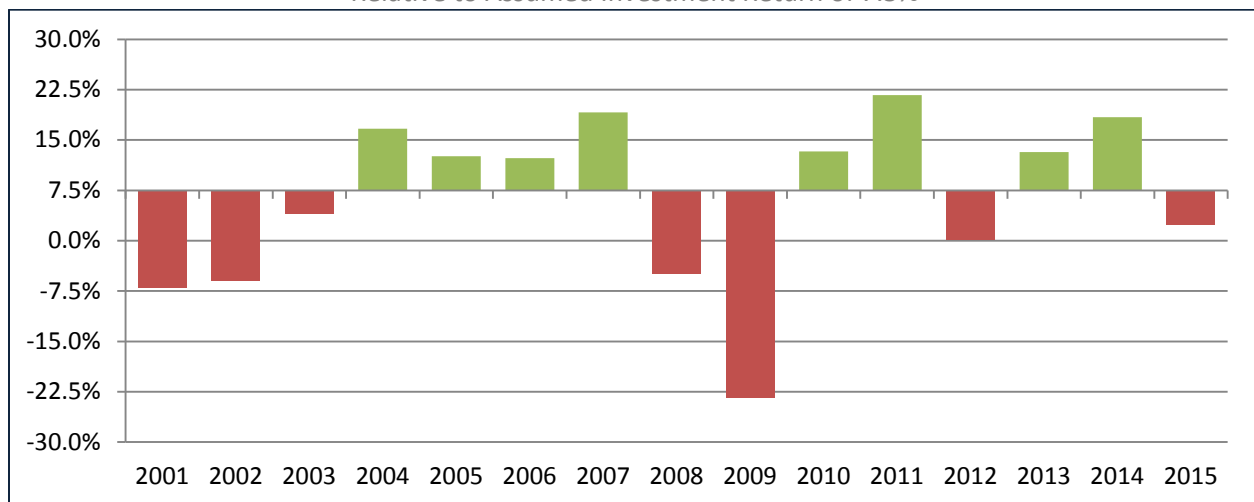
- Men are living two years longer on average
- Women are living one and half years longer on average
- There are higher rates of service retirement for certain groups including firefighters and police officers
- Lower rates of disability retirements for all groups
- Members with longer service received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

CalPERS is sensitive to the impact mortality improvements are likely to have on employer retirement contribution rates and has subsequently sought input from employer organizations. As such, CalPERS adopted the recommendation for local public agencies to first reflect the change in assumptions in fiscal year 2016-17 with the cost spread over twenty years with the increases phased in over the first five years and ramped down over the last five years of the twenty year amortization period. The estimated impact of these changes on the City’s fiscal year 2016-17

retirement contribution rates is outlined in the CalPERS October 2014 Annual Valuation Report.

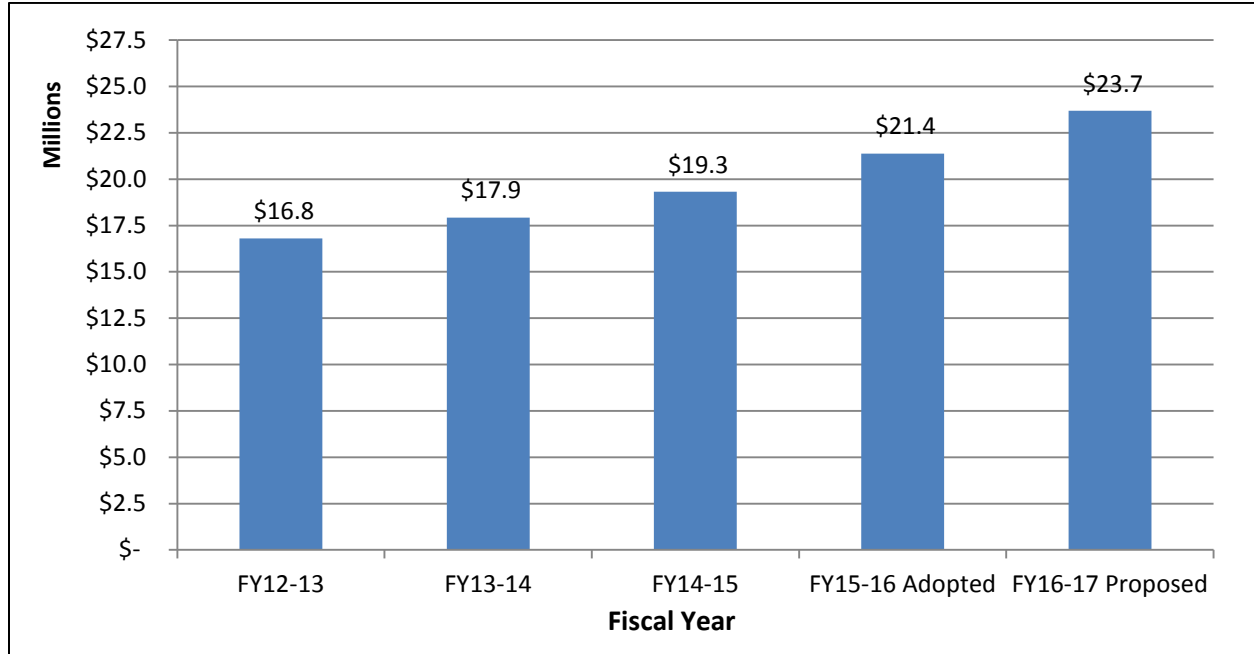
The budgetary impacts caused by the increased employer contribution rates for retirement costs have been significant and will continue to challenge the City in future years. The impact of these cost increases have been partially offset through negotiations with City’s bargaining groups that have resulted in the implementation of pension reform. Under the negotiated pension reform, employees have agreed to pay their share of pension costs thereby reducing the impact of pension cost increases to the City’s budget. For fiscal year 2016-17, Tier 1 Miscellaneous employees contribute 8% of their salary, Tier 2 employees contribute 7% and Tier 3 employees contribute 6.75%. Tier 1 and Tier 2 public safety employees contribute 9% of their salary towards pension costs; Tier 3 public safety employees contribute 12.25% of their salary. 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 7.5% rate of return. The second chart reflects actual CalPERS costs in the General Fund for fiscal years 2013 to the 2015-16 Adopted budget and the 2016-17 adopted budget cost. The final chart reflects historical CalPERS contributions illustrating the employer (City) contribution rates from fiscal years 2003-04 to 2016-17 and projected rates for fiscal years 2017-18 through 2021-22.

**CalPERS Historical Market Value Rates of Return**  
Relative to Assumed Investment Return of 7.5%



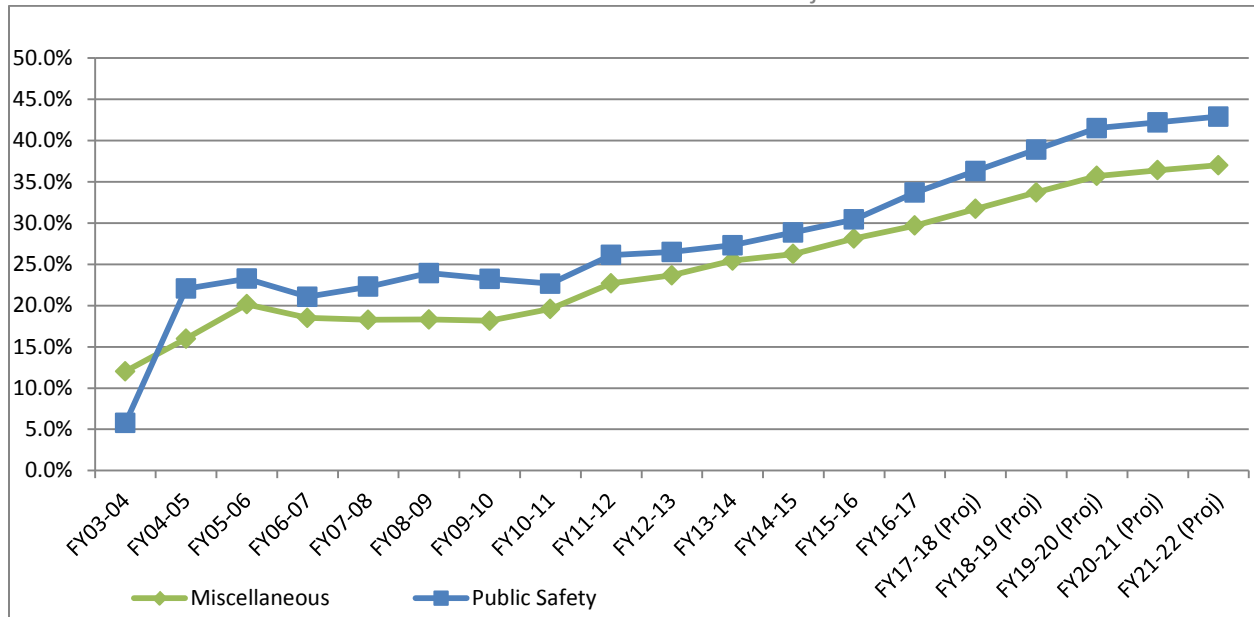
**Retirement Costs  
(General Fund)**

Fiscal Years 2012-13 to 2016-17



**CalPERS Employer Contribution Rates**

Fiscal Years 2003-04 to 2021-22 Projected



Notes:

1. Reflects Employer Contribution. The actual employer contribution is higher due to Employer Paid Member Contributions (EPMC) ranging from 1.3% to 4.2%, and for applicable years an additional 8% and 9% for the Employer Paid Member Contribution (Employee Contribution).
2. Projected rates (FY 2018 through FY 2022), based on Bartel Associates, LLC report dated 05/05/2016.

**HEALTH CARE COSTS**

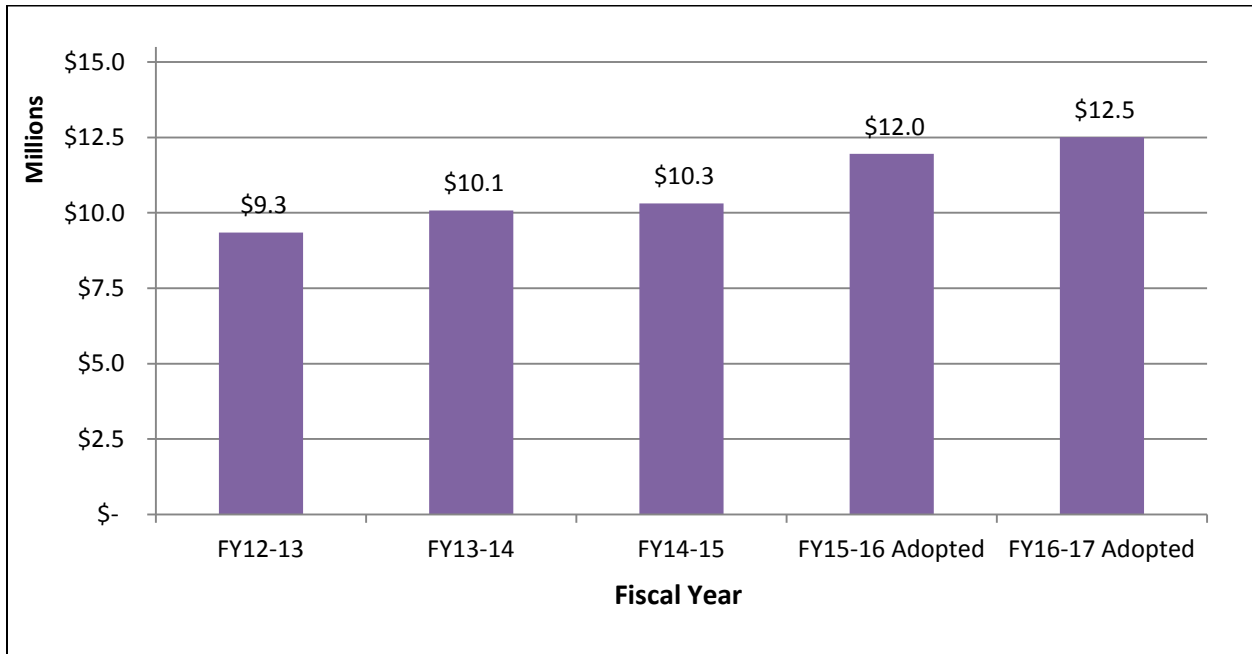
Flex/Health insurance represents 8.5% of the total fiscal year 2016-17 General Fund expenditure budget and accounts for the health care costs for permanent employees.

To follow are charts and tables reflecting the increased expenditures related to flex/health insurance. The first chart illustrates the actual Flex/Health insurance costs in the General Fund for fiscal years 2013 to 2015, the adopted budgets for fiscal years 2016 and 2017. Actual Flex/Health insurance costs have increased annually and represent an ongoing challenge that the City will continue to address in future budgets.

The subsequent table displays Flex Allotments by bargaining group from calendar year 2012 to calendar year 2016. Flex Allotments are the amounts provided by the City for employees to use towards the purchase of their health benefits. This allotment is negotiated between the City and each bargaining group. As illustrated by the table, costs to the City in the area of flex/health insurance have increased significantly since calendar year 2012. Flex allotment costs for 2017 were not available at the time the adopted budget was written.

**Flex/Health Insurance Costs  
(General Fund)**

Fiscal Years 2012-13 to 2016-17



**Flex Allotment Increases by Bargaining Group**  
Calendar Year 2012 to Calendar Year 2016

<b>FLEX Allotment Increases by Bargaining Unit</b>						
<b>Bargaining Group</b>	<b>2012</b>	<b>2013</b>	<b>2014<sup>(1)</sup></b>	<b>2015</b>	<b>2016</b>	<b>2012-2016 % Change</b>
Confidential	\$ 11,936	\$ 12,386	\$ 13,074	\$ 13,524	\$ 13,682	14.6%
Chula Vista Employees Association	\$ 11,436	\$ 11,886	\$ 12,574	\$ 13,024	\$ 13,182	15.3%
Executive	\$ 14,836	\$ 15,162	\$ 15,850	\$ 16,300	\$ 16,458	10.9%
Mid Managers and Professionals	\$ 12,436	\$ 12,762	\$ 13,450	\$ 13,900	\$ 14,058	13.0%
Senior Managers	\$ 13,436	\$ 13,762	\$ 14,450	\$ 14,900	\$ 15,058	12.1%
Western Council of Engineers	\$ 12,436	\$ 12,762	\$ 13,450	\$ 13,900	\$ 14,058	13.0%
Mayor & Council	\$ 14,836	\$ 15,162	\$ 15,850	\$ 16,300	\$ 16,458	10.9%

<sup>(1)</sup> Flex allotments remain at the 2013 amounts for all Employee Only members within the following employee groups: Confidential, Executive, Mid Managers and Professionals, Senior Managers, Western Council of Engineers, and Mayor & Council.

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

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

Due to the annual increase of flex/health insurance costs the amount the City has paid in insurance premiums have risen. As illustrated in the table below, medical premiums the City pays on behalf of public safety employees have increased by between 4% and 32% (depending on medical group elections) since calendar year 2012. Due to a switch in dental care providers, the City has seen a decrease of 12% to 14% in dental premiums over the same period of time.

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

**City Provided Public Safety Flex Benefit Ranges**  
Calendar Year 2012 to Calendar Year 2016

<b>Public Safety FLEX Benefit Ranges</b>						
<b>Benefit</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2012-2016 % Change</b>
Medical	\$5,352 - \$15,852	\$5,436 - \$16,752	\$5,988 - \$18,180	\$5,784 - \$19,848	\$5,568 - \$20,628	4% - 32%
Dental <sup>(1)</sup>	\$204 - \$492	\$168 - \$396	\$168 - \$396	\$180 - \$432	\$180 - \$432	(12%) - (14%)

<sup>(1)</sup>Dental insurance for public safety employees is fully compensated for at the DHMO level. Employees may choose PPO and pay the variance between DHMO and PPO.



**Insurance Premiums**

Kaiser and AETNA insurance premiums have increased an average of 5.0% per year since the beginning of calendar year 2012. As noted in the table below, Kaiser premiums have increased a total of 3.9% during this time while AETNA premiums have increased 29.0% over the same period. The annual budget for flexible spending accounts/medical premiums has increased from \$9.3 million in fiscal year 2012-13 to \$12.5 million in the fiscal year 2016-17 adopted budget. Recent discussions with health care professionals indicate these high trends in health care costs are likely to

continue for the foreseeable future. For fiscal year 2016-17, the adopted budget reflects an anticipated premium increase of 15% 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 2012 to January 2016. The final rate premium that will be in effect for January 2017 will not be known until late summer or early fall.

**Premium Increases by Health Care Provider**  
Calendar Year 2012 to 2016

<b>Date of Increase</b>	<b>Kaiser</b>	<b>AETNA</b>
January 2012	12.2%	7.0%
January 2013	1.5%	5.5%
January 2014	10.2%	8.2%
January 2015	-3.4%	8.9%
January 2016	-3.8%	3.8%
<b>Annual Average Premium Increase</b>	<b>3.5%</b>	<b>6.7%</b>
<b>Total Increase (January 2012 – January 2016)</b>	<b>3.9%</b>	<b>29.0%</b>



## General Fund Revenue Summary

### Chula Vista General Operating Budget in thousands(000)

FY 14-15 Actual Revenues	\$138,986
FY 15-16 Adopted Budget	\$139,406
<b>FY 16-17 Adopted Budget</b>	<b>\$146,421</b>

**% Change FY 15-16 to FY16-17** **5.0%**

\*Excludes CIP Revenues

The estimated General Fund revenues for fiscal year 2016-17 total \$146.4 million excluding CIP related revenues. This reflects an increase of \$7.0 million (5.0%) when compared to the FY 2015-16 adopted budget revenues. The increase is largely due to increases in Transfers in from Other Funds, Sales Tax, Property Tax, and Motor Vehicle License estimates.

The following table compares the fiscal year 2016-17 estimated revenues to the fiscal year 2015-16 adopted budget revenues. CIP related revenues can vary significantly from year and are reported separately on the table below.

### General Fund Revenues

In Thousands (000)

Category	FY 2014-15 Actual	FY 2015-16 Adopted	FY 2016-17 Adopted	Change
Transfers From Other Funds	\$ 10,551	\$ 10,022	\$ 11,937	\$ 1,915
Sales Tax	\$ 30,394	\$ 31,015	\$ 32,350	\$ 1,335
Property Taxes	\$ 28,617	\$ 29,897	\$ 31,175	\$ 1,278
Other Revenues	\$ 1,877	\$ 941	\$ 2,194	\$ 1,253
Motor Vehicle License Fees	\$ 17,884	\$ 18,597	\$ 19,692	\$ 1,095
Transient Occupancy Taxes	\$ 3,137	\$ 2,891	\$ 3,655	\$ 764
Franchise Fees	\$ 10,832	\$ 11,426	\$ 11,796	\$ 370
Interfund Reimbursements	\$ 10,239	\$ 9,428	\$ 9,752	\$ 324
Other Local Taxes	\$ 2,421	\$ 2,262	\$ 2,448	\$ 186
Use of Money and Property	\$ 2,832	\$ 2,677	\$ 2,732	\$ 55
Licenses and Permits	\$ 1,136	\$ 1,135	\$ 1,161	\$ 25
Fines, Forfeitures & Penalties	\$ 1,638	\$ 1,134	\$ 1,021	\$ (113)
Utility Users Tax	\$ 6,365	\$ 6,500	\$ 6,380	\$ (120)
Charges for Services	\$ 6,678	\$ 6,476	\$ 6,204	\$ (272)
Other Agency Revenue	\$ 2,226	\$ 2,327	\$ 2,035	\$ (292)
Development Revenue	\$ 1,363	\$ 1,399	\$ 1,036	\$ (363)
Police Grants	\$ 796	\$ 1,279	\$ 854	\$ (424)
<b>Total Operating Budget</b>	<b>\$ 138,986</b>	<b>\$ 139,406</b>	<b>\$ 146,421</b>	<b>\$ 7,015</b>
Capital Projects	\$ 1,274	\$ 400	\$ 40	\$ (360)
<b>Total General Fund</b>	<b>\$ 140,260</b>	<b>\$ 139,806</b>	<b>\$ 146,461</b>	<b>\$ 6,655</b>

**MAJOR REVENUE CHANGES BY CATEGORY**

- **Transfers from Other Funds** – This category reflects an increase of \$1.9 million when compared to the fiscal year 2015-16 adopted budget estimates. This increase can be attributed to a \$1.1 million one-time transfer to the General Fund from the Public Facilities Development Impact Fee (PFDIF) fund for a loan repayment. The remaining increase is largely due to an increase in the transfer to the General Fund from the Development Services Fund (DSF) to more accurately reflect the General Fund support to the fund for development related activity.
- **Sales Tax** – Sales tax revenues have increased \$1.3 million when compared to the fiscal year 2015-16 adopted budget. Current year trends show sales tax revenues improving, and continuing with this trend, sales taxes are estimated to grow 3% from the current projections (excluding one-time Triple Flip projected revenues).
- **Property Taxes** – This category reflects an increase of \$1.3 million (4.3%) in comparison to prior year adopted budget. When compared to the most recent fiscal year 2015-16 quarterly projections, property taxes are trending slightly higher than budgeted, this is due to higher than estimated Redevelopment Property Tax Trust Fund (RPTTF) allocations and greater than anticipated secured taxes. The trend is anticipated to continue and a 4% increase in assessed valuation is projected in fiscal year 2016-17.
- **Other Revenues** – This category reflects an increase of \$1.3 million. This increase is attributed to acquisition of the capital leases for the two fire engines approved by City Council on November 17, 2015 via Resolution 2015-270.
- **Motor Vehicle License Fees** – This category reflects an increase of \$1.1 million, primarily in Motor Vehicle License In-Lieu revenue. These revenues also reflect a 4% increase in assessed valuation.
- **Transient Occupancy Taxes** – Transient occupancy tax revenues are projected to increase by \$0.8 million from the fiscal year 2015-16 adopted budget. This increase reflects the continued upward trend for this revenue source.
- **Franchise Fees** – Franchise fee revenues are estimated to increase by \$0.4 million in comparison to prior year adopted budget as a result of anticipated increased revenues from trash, cable, and public utility franchises.
- **Inter-fund Reimbursements** – This category reflects an increase of \$0.3 million when compared to the fiscal year 2015-16 adopted budget. This increase can be attributed to an anticipated increase in reimbursements for staff time related to capital improvement project activities.
- **Other Local Taxes** – When compared to prior year adopted budget, this category is anticipated to increase \$0.2 million. This is due to higher than expected revenues from Real Property Transfer Taxes.

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

- **Police Grants** – Police Grants revenue are anticipated to be \$0.4 million less than fiscal year 2015-16 adopted budget due to an anticipated drop in federal grant revenue.
- **Development Revenue** – This category reflects a decrease of \$0.4 million when compared to the most prior year adopted budget. This can be attributed to an anticipated decrease in workload for reimbursable projects.
- **Other Agency Revenue** – This category is anticipated to decrease from the fiscal year 2015-16 adopted budget by \$0.3 million due to the elimination of one-time State reimbursements.
- **Charges for Services** – Revenues within this category are anticipated to decrease by \$0.3 million when compared to fiscal year 2015-16 adopted budget. This is a result of anticipated reimbursements associated with the Jail facility.
- **Utility Users Tax (UUT)** – UUT revenues are estimated at \$0.1 million lower than prior year adopted budget due to a decrease in wireless telecom activity. It is anticipated that with the start of prepaid card revenue collections, which began in

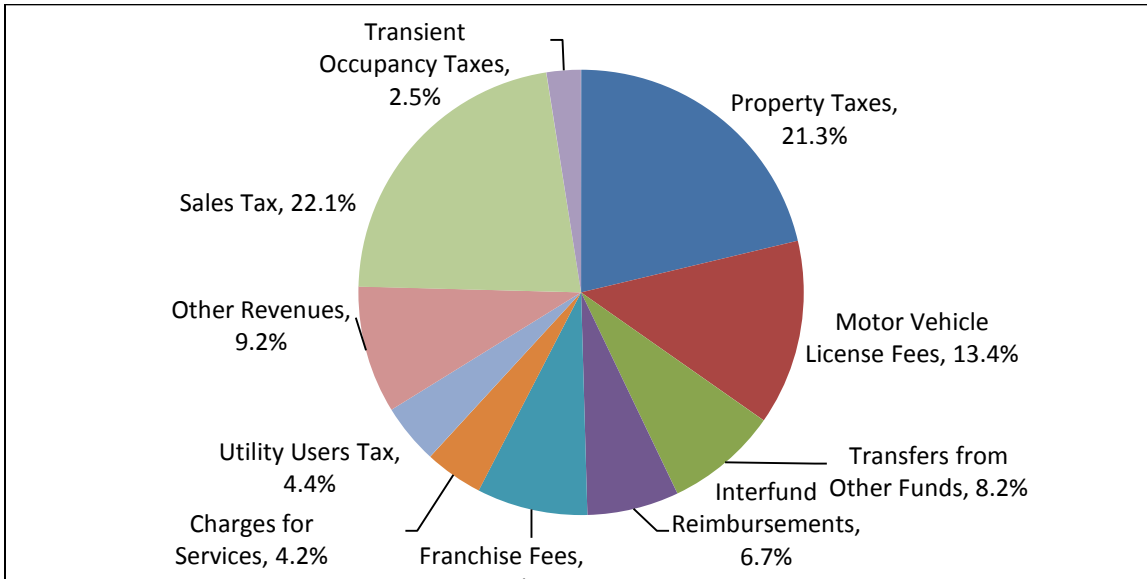
January 2016, UUT revenues will begin to stabilize.

- Fines, Forfeitures and Penalties – Revenue in this category reflects a decrease of \$0.1 million from the fiscal year 2015-16 adopted budget. This is due to lower than anticipated Code Enforcement Violations and Library Fine revenues.

- Capital Projects – This category reflects a decrease of \$0.4 million when compared to fiscal year 2015-16 adopted budget. This is due to a decrease in General Fund prior year revenue supported CIP projects.

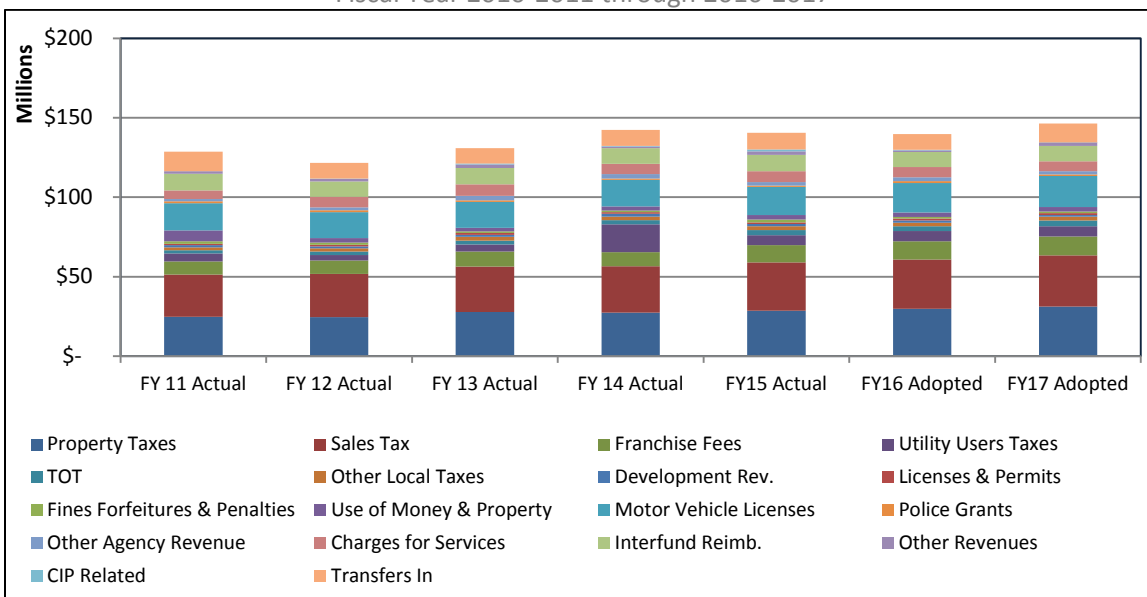
The following charts provide a summary view of the major General Fund revenue sources.

**General Fund Revenues by Category**  
Fiscal Year 2016-2017



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

**Historical and Estimated General Fund Revenue Sources**  
Fiscal Year 2010-2011 through 2016-2017



**MAJOR REVENUE SOURCES**

The following is a description of the City’s major revenue sources along with a brief discussion of the trends impacting these revenues for the fiscal year 2015-16.

**Sales Tax**

The City receives 1% of sales tax revenue applied to all taxable retail sales occurring within the City limits. Sales tax revenues are collected at the point of sale and remitted to the State Board of Equalization. It is collected at a rate of 8.00% for the City of Chula Vista. The sales tax revenues are then allocated based on the following rates:

State General Fund (includes K-12/Community Colleges)	4.1875%
Local Jurisdiction (City or County of place sale/use) (City Share)	1.0000%
Public Safety (Prop 172)	0.5000%
County Realignment (Mental Health/Welfare/Public Safety)	1.5625%
Countywide Transportation Fund	0.2500%
San Diego County Regional Transportation Commission (TransNet)	0.5000%
<b>Total Sales Tax Rate – Chula Vista <sup>1</sup></b>	<b>8.0000%</b>

<sup>1</sup> Total sales tax rates will vary by City due to local sales tax initiatives. For example, National City’s sales tax rate is 9.00% due to voter approved increase of 1% funding public services.

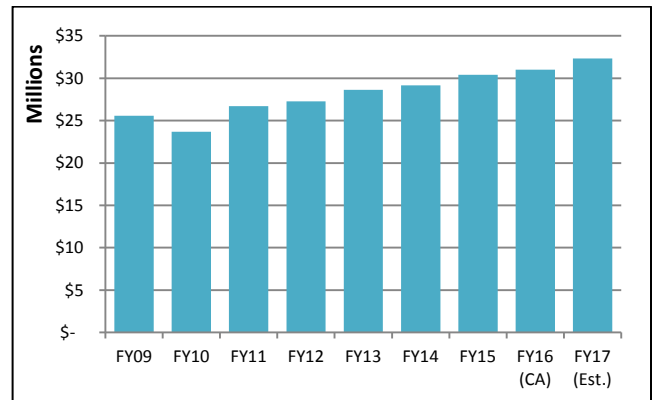
Sales tax revenue is highly sensitive to economic conditions, and reflects the factors that drive taxable sales, including the levels of unemployment, consumer confidence, per-capita income, and business investment.

Sales tax revenue is the City’s largest discretionary revenue source, accounting for 22.1% of total revenue for the General Fund in the fiscal year 2016-17 adopted budget. Consumer spending has slowly increased since the economic recession. The positive trend is expected to continue in fiscal year 2016-17 and Sale Tax revenue is estimated at \$32.4 million in the adopted budget. This is a change of 4.3% or \$1.3 million when compared to the fiscal year 2015-16 adopted budget. However, compared to the fiscal year 2015-16 third quarter projections, growth is only an estimated at 1.0% or approximately \$0.3 million. It is important to note that the fiscal year 2015-16 third quarter projections include a one-time payment related to the wind down of the

Triple Flip allocation. The Triple Flip allocation began in fiscal year 2004-05 when the State reduced the local allocation by 0.25% and applied these funds as security for the State’s Economic Recovery Bonds, and committed replacing the 0.25% sales tax revenues from the County Educational Revenue Augmentation Fund (ERAF). Fiscal year 2015-16 was the final year that the City received the Triple Flip allocation. Excluding the anticipated one-time Triple Flip revenues, the anticipated growth is estimated at 3.0% or approximately \$1.0 million from the most current projections.

The graph below illustrates the decrease in Sales tax revenue, due to the economic recession, and the slow ascent to pre-recession levels.

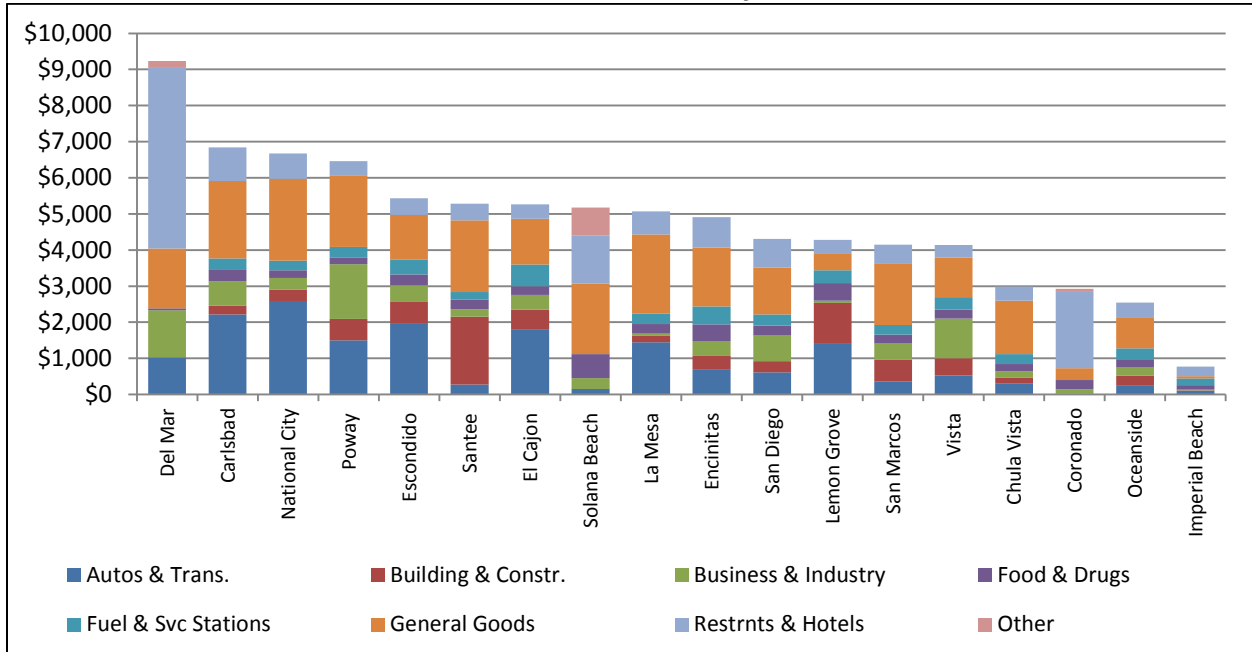
**City of Chula Vista Sales Tax Revenues**  
Fiscal Year 2009 – Fiscal Year 2017



A matter that is greatly influencing Sales Tax revenues is Online Retail sales versus traditional Brick & Mortar Store sales. With the rise in social networking and growth in the use of mobile devices, the general public has become more comfortable with online purchasing. E-Commerce has substantially altered the Sales Tax base, repositioning revenues from point of sale (dedicated City revenues) to County and State Pools, which is allocated amongst jurisdictions.

The escalation of online retail shopping was apparent during the first three quarters of 2015. The City’s Sales Tax analysis consultant, Hinderliter, de Llamas & Associates’ (HdL), statewide database for the first three quarters of 2015 shows that online orders for general consumer goods rose 17.6% while the overall sales gains at brick and mortar stores grew a modest 2.2%.

Taxable Sales Per Capita



Notes:

1. Based on 4th Quarter 2015 Taxable Sales
2. Chula Vista Ranks 15<sup>th</sup> out of 18 cities in San Diego County.
3. Prior budget documents reflected Sales Tax Per Capita information, which changes the scale of the presentation presented above but does not change the City's standing when compared to other cities.

Chula Vista also continues to be challenged in the generation of taxable sales per capita when compared to other County cities. As noted on the above chart, taxable sales per capita for the City is only \$2,989 while Del Mar has the highest taxable sales per capita at a rate of \$9,238. This comparison indicates that the City's residents spend a high percentage of their retail dollars elsewhere.

The City of Chula Vista continues to pursue development opportunities that have the potential to positively impact revenue for the City. The City has adopted a program that would increase the viability of obtaining financing for commercial, industrial and high density residential development projects located in the Western area of the City.

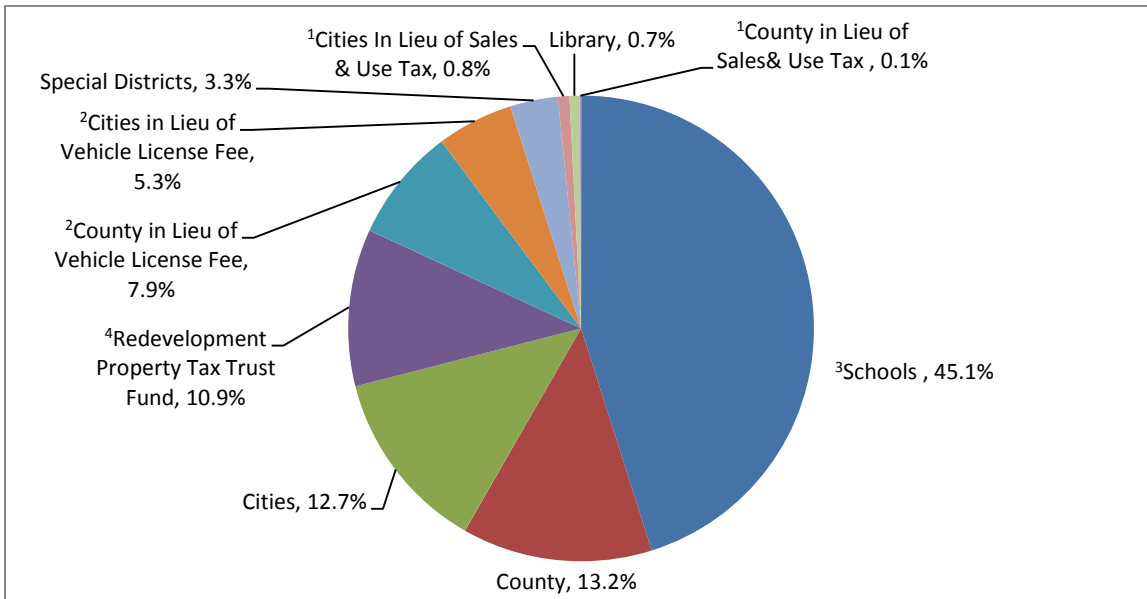
The City approved an agreement for the development of a new BMW dealership within the Chula Vista AutoPark and recently a new Nissan dealership opened. In Eastern Chula Vista the development of the Eastern Urban Center (Millenia) is moving forward and a developer purchased and is processing the design review for the development of 350,000 square feet of new office space which would increase

employment opportunities in the City. While all of these opportunities could provide more employees and residents to the City that would shop and dine in these areas, the projects are several years away from actually being built and occupied. In the short term, the City continues to focus on providing a single point of contact and process their applications on-time for new businesses looking to open in Chula Vista as well as assist existing businesses with whatever needs they might have to sustain and grow their establishments.

**Property Tax**

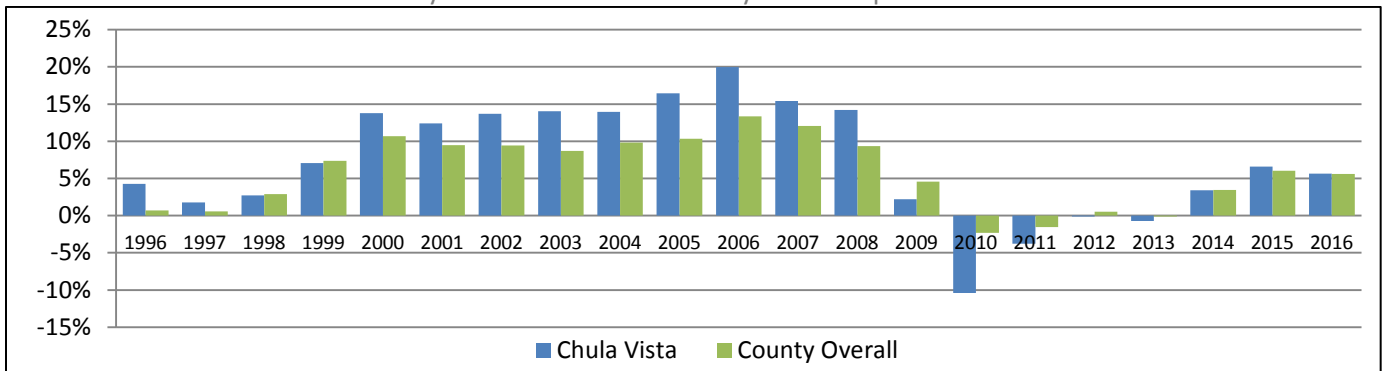
Property tax revenues represent a major funding source for the City of Chula Vista as well as other local jurisdictions. The distribution of property tax funding has changed over time as the State legislature and voter approved initiatives have altered property tax allocations among local jurisdictions. 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.

**Property Tax Dollar Distribution by Jurisdiction  
Fiscal Year 2015-16 Receivable**



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

**Historical Change in Assessed Value  
City of Chula Vista and Countywide Comparison**



Source: County of San Diego Assessors Office.

Currently, the City of Chula Vista receives approximately 12.7% of each property tax dollar. The distribution of the property tax dollar among the other local jurisdictions is depicted above.

Property tax revenues fell throughout the economic recession with Chula Vista being one of the hardest hit areas. During the economic recession the City’s assessed valuation dropped significantly, and up until recently the change was negative. This history is

depicted in the preceding graph. Over the last three fiscal years, the City’s assessed value has increased and this positive trend is anticipated to continue into fiscal year 2016-17 and is reflected in the estimated property tax revenues.

Property tax revenues comprise the City’s second largest discretionary revenue source and accounts for 21.3% of the total revenue for the General Fund. This revenue source is estimated at \$31.2 million in the



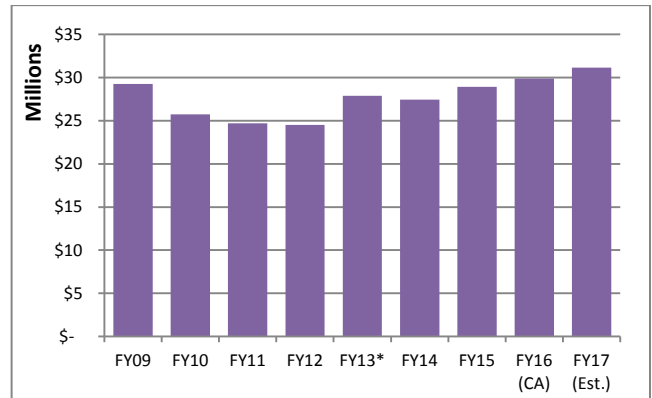
fiscal year 2016-17 adopted budget and represents 4.3% or \$1.3 million increase from the fiscal year 2015-16 Council Adopted Budget and a \$0.9 million (3.0%) increase from the fiscal year 2015-16 third quarter projections.

While assessed valuation is estimated to grow at 4.0%, in fiscal year 2016-17, included in Property tax revenues are pass-through and residual payments from the Redevelopment Property Tax Trust Fund (RPTTF), pursuant to Health and Safety Code Sections 34183 and 34188. These pass-through and residual payments are estimated to remain flat when compared to fiscal year 2015-16.

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 or negative inflation (deflation) that precluded the County Assessor from applying the normal increase of up to 2% to the assessment roll as permitted under the terms of Proposition 13. As recently as fiscal year 2012-13, assessed values decreased by 0.7% based on data from

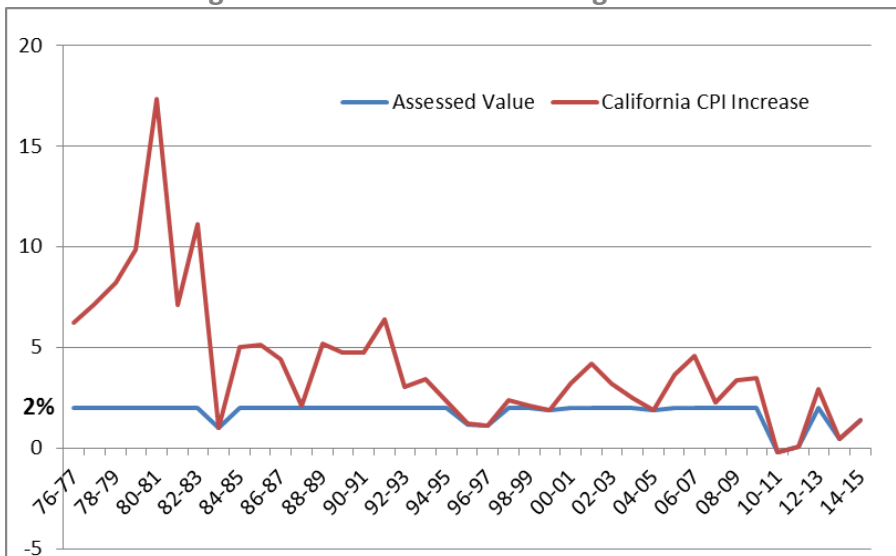
the County of San Diego Assessor’s Office. The reductions in assessed valuations and the less than full application of the 2% growth factor to the assessment roll resulted in several years of negative or no growth in property tax revenues for the City during the recession, as illustrated in the chart below.



\*FY13 Property Tax includes a one-time payment related to the elimination of the City's Redevelopment Agency.

The most recent change in the October to October CPI was 1.53%, which will not allow for the full 2% growth rate to be applied to the assessment roll. The fiscal year 2016-17 adopted budget has been increased to reflect this projected rate, as well as another estimated 2.5% as a result of new development, reassessed properties from resale homes, and increases in assessed value from home improvements to existing homes, for a total increase of 4.0% in assessed valuation.

Historical Change in Assessed Value vs Changes in the California CPI

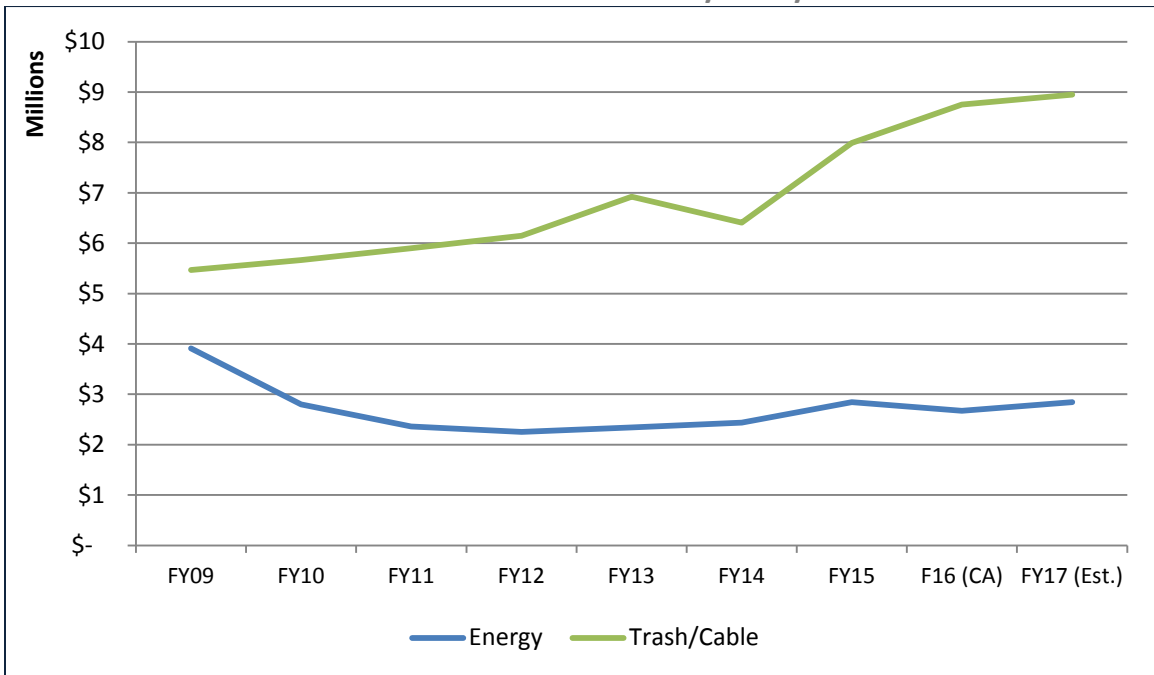


**Franchise Fees**

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 (20% fee), and cable franchises (5% fee) conducting business within City limits. 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 2016-17 adopted budget franchise fee revenues are projected to increase by \$0.4 million or 3.2% over the fiscal year 2015-16 Council Adopted Budget. This increase is based on an increase in franchise fee revenues from SDG&E and cable providers and also due to the increase in the waste management annual fee per the franchise agreement.

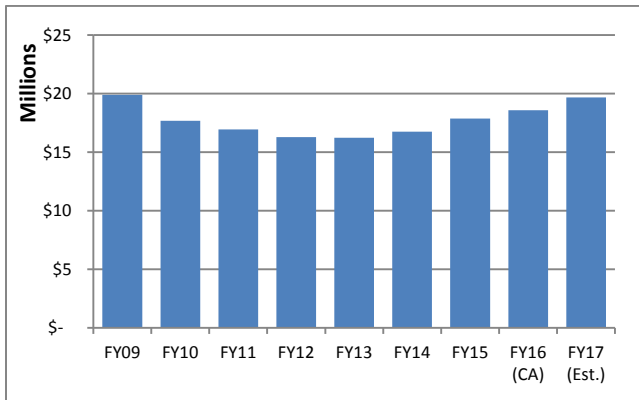
**Franchise Fee Revenues by Utility**



**Motor Vehicle License Fees**

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

The other 4% of VLF revenues received by the City were based on a per capita formula but has since been shifted per SB89. Provisions in SB89 shifted hundreds of millions of Vehicle License Fee revenues to fund the state law enforcement grants. Statewide, SB89 took \$130 million of city general revenue and shifted it to save state law enforcement grant programs. This change applied to the 4% of VLF revenues that were based on a per capita formula. The City of Chula Vista lost approximately \$700,000 annually due to the State take away. Only \$100,000 is reflected in the City’s fiscal year 2016-17 estimated VLF revenues.



The chart above represents actual VLF revenues since fiscal year 2008-09, the fiscal year 2015-16 adopted budget, and the fiscal year 2016-17 estimates. In total the adopted fiscal year 2016-17 VLF revenues are projected to increase by \$1.1 million or 5.89% when compared to the fiscal year 2015-16 Council Adopted Budget. However, when contrasted to the fiscal year 2015-16 third quarter projections, the growth is anticipated at \$0.8 million or 4.0%. This revenue is estimated to increase in accordance with projected increases in assessed values at 4.0%. VLF revenues are estimated to total \$19.7 million in fiscal year 2016-17.

**Utility Users Tax**

The City adopted its Utility Users Tax (UUT) in 1970. The City of Chula Vista imposes a UUT on the use of

telecom at a rate of 4.75% of gross receipts. For natural gas services UUT is applied at a rate of \$0.00919 per therm and \$0.00250 per kilowatt on electricity services, which equates to a tax of approximately 1% of utility charges. Fiscal year 2016-17 energy related UUT is budgeted at \$2.5 million.

On April 12, 2013 the City approved a settlement agreement that resolved a class action lawsuit challenging the City’s collection of the wireless telecom portion of the UUT from customers. The settlement received final approval of the court and became fully effective as of February 11, 2014. Pursuant to the terms of the Settlement Agreement, the City brought forward an action and approved Ordinance No. 3318, reducing the Telephone Users’ Tax rate from 5% to 4.75%. The reduction of the rate continued to impact the City in fiscal year 2015-16 and third quarter projections reflected a \$0.4 million or 5.7% lower than the fiscal year 2015-16 budgeted amount.

Telephone users’ tax funds are budgeted at \$3.9 million in the fiscal year 2016-17 adopted budget, which includes wireless, landline, and prepaid card revenues. Prepaid card revenue collection began in January of 2016 and is estimated to be 20% of wireless collections.

**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%. Major economic drivers for TOT revenue include room rates, average occupancy rates, and seasonal and non-seasonal tourism.

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.

As illustrated in the following graph, during the economic recession, TOT revenue dropped due to the lack of discretionary spending by consumers. However, the trend for city TOT revenues has been improving since 2010 as actual TOT revenue has increased on a yearly basis. Although fiscal year 2015-16 TOT revenues were budget lower than the fiscal year 2014-15 actuals, Fiscal year 2015-16 projected TOT revenues are projected to exceed budget by \$0.9 million.

**TOT Revenues**  
Percent Change Year by Year



The fiscal year 2015-16 estimated TOT revenues are projected at \$3.8 million, which is a \$0.7 million increase when compared to fiscal year 2014-15 actuals. It is important to note that fiscal year 2015-16 projected revenues includes \$0.3 million in payments for prior year collections. Taking this into account, and removing these prior year payments in the comparison, TOT revenues are estimated to increase by 3.0% in fiscal year 2016-17.

**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.

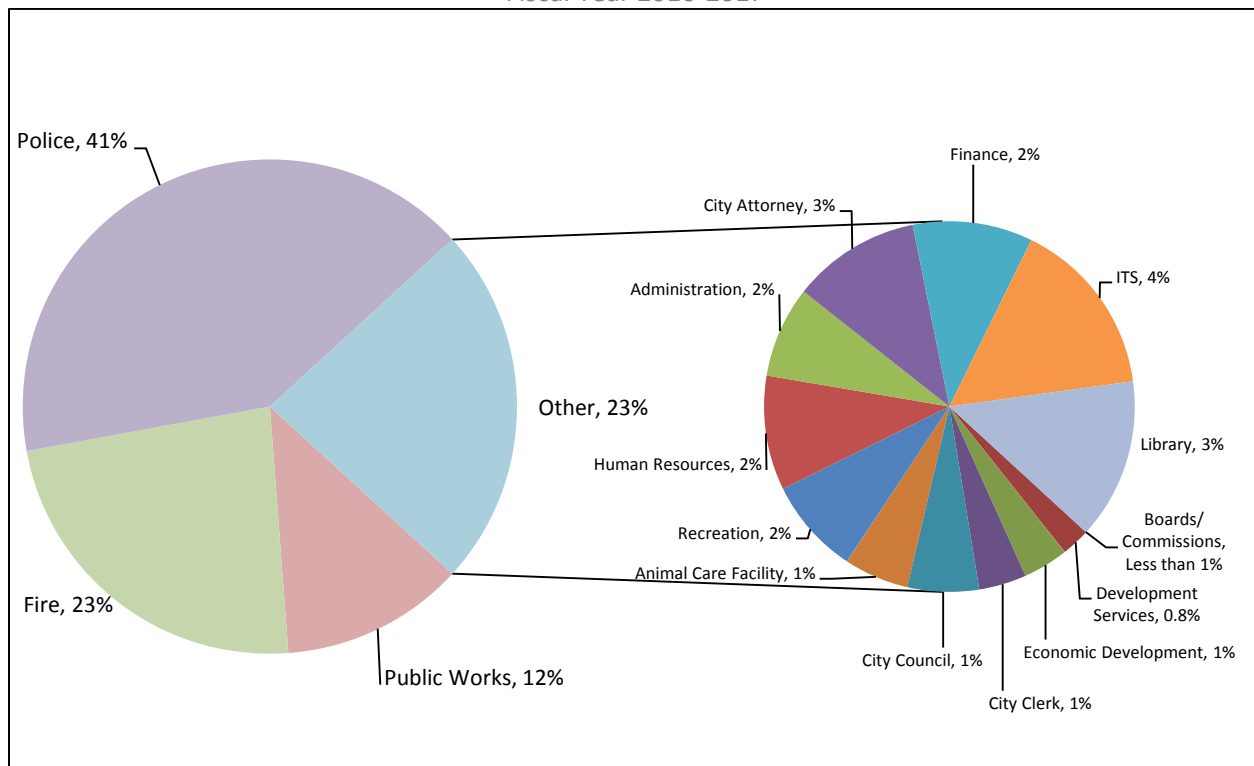
## General Fund Net Cost

The fiscal year 2016-17 General Fund budget of \$146.5 million is based on funding from estimated program revenues totaling \$30.83 million and discretionary revenues totaling \$115.63 million. Program revenues are broadly defined as those revenues generated by a given activity (e.g. grant revenues, charges for services, licenses, permits). General revenues, or “discretionary revenues,” are broadly defined as those revenues that are generated not by any given activity, but by general or specific taxing authority such as property taxes and sales tax.

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

The following chart depicts the net cost of each department, excluding Non-Departmental, based on the Fiscal Year 2016-17 Adopted Budget.

**General Fund Net Cost by Department**  
Fiscal Year 2016-2017





## General Fund Five-Year Forecast

Each year the City has prepared a General Fund Five-Year Financial Forecast which serves as a tool to identify financial trends, shortfalls, and issues so that the City can proactively address them. The Finance Department has updated its Five-Year Financial Forecast in preparation of developing the City's first Long-Term Financial Plan. Once finalized, the Long-Term Financial Plan will provide a more in depth analysis of the City's fiscal condition to aide in proactive financial decision making and assess the City's ability to continue current service levels based on projected growth, preserve the City's long-term fiscal health, and to slowly rebuild the operating reserves.

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

The following assumptions were used in the preparation of the Fiscal Years 2016-2017 to 2020-2021 Five-Year Financial Forecast.

### Economic & Population Growth

- Inflation is a measure of the increase for the cost of goods and services. With the recent announcement by California Governor Jerry Brown that the State minimum wage will be increasing to \$15 per hour by the year 2022, expenditure inflation is anticipated to be much higher than normal over this period of time. The five-year forecast includes expenditure inflation on supplies and services category ranging from 5% to 9% during the forecast period.
- The regional economies will continue to recover at a modest pace from the recession of 2007-2009.
- City population will continue to reflect modest increases.
- Development Impacts – The five-year forecast includes anticipated revenues from development projects within the City beginning in fiscal year 2017-2018. It is important to note that the forecast excludes additional operating expenses related to the development projects, with the exception of the following:
  - Assumes the addition of fire staffing and supplies and services for the Millenia fire station in fiscal year 2018-19. The Bayfront fire station is not estimated to come online within the five-year forecast period.
  - Assumes funding of 1.0 Peace Officer per year beginning in fiscal year 2018, for a total of 4.0 Peace Officers during the forecast period. (It is important to note that these Peace Officers are not new positions, but positions that were frozen during the recession period.)

### Major Revenues

- Sales tax revenues will increase throughout the forecast period at a base rate of approximately 2.5% a year.
- A housing recession is not assumed during the forecast period. Base assessed property values are projected to increase by 3% per year beginning in fiscal year 2017-2018. Also included in Property Tax revenues is a projected Redevelopment Property Tax Trust Fund (RPTTF) loan repayment of approximately \$1.0 million per year beginning in fiscal year 2017-2018.
- Modest base increases of between 1% to 2% for Transient Occupancy Taxes (TOT), Utility Users Tax (UUT), and Franchise Fees.
- Anticipated development revenues are based on fiscal impact analysis prepared by Pro Forma Advisors LLC, dated December 15, 2015.

### Expenditures

- Personnel Services expenditures reflects fiscal year 2016-2017 approved staffing levels and agreed to negotiated increases with all bargaining groups. No additional personnel are assumed in the forecast with the exception of the funding of 1.0 Peace

Officer per year beginning in fiscal year 2017-2018 and the addition of fire staffing for the Millenia fire station in fiscal years 2018-2019 as previously mentioned.

- Flexible Benefit Plan expenses assume increases of 5% for Miscellaneous and 10% for Safety each year throughout the forecast period.
- Retirement (PERS) costs are based on the estimated contribution rates as provided by Bartell and Associates, LLC as of the June 30, 2014 Annual Valuation Report and assumes the 75<sup>th</sup> Percentile on a 7.5% Return on Investment (ROI). This report was prepared by Bartell and Associates, LLC on May 2, 2016. Retirement costs were projected conservatively based on the recent ROI earnings of 2.4% in fiscal year 2014-15 and 0.6% in fiscal year 2015-16, both of which are well below CalPERS assumed ROI of 7.5%.
- Fiscal year 2016-2017 reflects a higher than normal salary savings (vacancies) in order to balance the General Fund. Starting in fiscal year 2017-2018 salary savings is based on 1% of projected Salary/PERS/Medicare.
- In fiscal year 2017-2018 it is anticipated that the Workers Compensation Fund will have depleted its fund balance. It is assumed in the forecast that the General Funds' share of the increased costs will be approximately \$570,000 in fiscal year 2017-2018 and then increased by 2% per fiscal year thereafter.
- Other expenditures include the following:
  - Anticipated costs for utilities, equipment, debt service, and other expenses;
  - As mentioned earlier, the supplies and services category includes expenditure inflation ranging from 5% to 9% during the forecast period due to the anticipated cost increases related to the increase in State minimum wage;
  - The estimated cost for the operation of the Millenia station beginning in fiscal year 2018-2019;
  - The anticipated financing cost for the Regional Communications System (RCS); and

- The cost for the Police Department's Computer Aided Dispatch System.
- Capital and maintenance needs are not included in the below forecast. The City has developed a separate Intended Infrastructure, Facilities and Equipment Expenditure Plan report. The report describes the City's infrastructure needs and recommended funding based on criteria established through the Asset Management Program (AMP).

The Intended Infrastructure, Facilities and Equipment Expenditure Plan and other related presentations and publications related to the AMP can be found on the City's website at: <http://www.chulavistaca.gov/infrastructure>.

The Five-Year Forecast was updated in August 2016 to reflect the Adopted Budget for fiscal year 2016-2017.

The following tables represent the updated Five-Year Financial Forecast for fiscal years 2016-2017 to 2020-2021. It includes major revenue and expenditure categories for the City's General Fund. As illustrated on the table below, expenditure increases continue to outpace projected revenue growth.

The deficit is larger, when taking into account the following items that are not included in the forecast:

- Additional expenditures related to new development that will be required; and
- Capital and maintenance requirements.

Staff will continue to monitor economic trends and refine estimates as needed. It is important to understand that this is only a forecast and no way indicative of future year budgets.

As mentioned above, the City is currently working to expand the below forecast into a ten year analysis. Staff anticipates the completion of the Long-Term Financial Plan in Fall fiscal year 2016-17.



General Fund 5-Year Financial Forecast

Description	Council Adopted FY 2017	Forecast FY 2018	Forecast FY 2019	Forecast FY 2020	Forecast FY 2021
<b>Revenues:</b>					
Property Taxes	\$ 31,174,827	\$ 33,262,710	\$ 34,169,395	\$ 35,102,933	\$ 36,064,127
Sales Tax	\$ 32,350,442	\$ 33,159,203	\$ 33,988,183	\$ 34,837,888	\$ 35,708,835
Franchise Fees	\$ 11,795,951	\$ 11,989,120	\$ 12,185,754	\$ 12,385,920	\$ 12,589,688
Utility Users Taxes	\$ 6,379,964	\$ 6,443,764	\$ 6,508,201	\$ 6,573,283	\$ 6,639,016
Transient Occupancy Taxes	\$ 3,654,779	\$ 3,727,875	\$ 3,765,153	\$ 3,821,631	\$ 3,898,063
Motor Vehicle License Fees	\$ 19,692,436	\$ 20,511,230	\$ 21,021,408	\$ 21,544,341	\$ 22,080,347
<b>NEW DEVELOPMENT MAJOR REVENUE</b>					
<i>Property Taxes</i>	\$ -	\$ 449,073	\$ 716,780	\$ 1,017,226	\$ 1,405,229
<i>Sales Tax</i>	\$ -	\$ 150,356	\$ 317,618	\$ 452,595	\$ 593,568
<i>Franchise Fees</i>	\$ -	\$ 130,317	\$ 207,079	\$ 291,487	\$ 382,774
<i>Utility Users Taxes</i>	\$ -	\$ 53,757	\$ 85,422	\$ 120,241	\$ 157,897
<i>Transient Occupancy Taxes</i>	\$ -	\$ 529,779	\$ 529,779	\$ 529,779	\$ 1,548,586
<i>Motor Vehicle License Fees</i>	\$ -	\$ 313,628	\$ 500,732	\$ 710,983	\$ 985,205
<b>SUBTOTAL MAJOR DISCRETIONARY REVENUES</b>	<b>\$ 105,048,399</b>	<b>\$ 110,720,811</b>	<b>\$ 113,995,504</b>	<b>\$ 117,388,307</b>	<b>\$ 122,053,336</b>
Development Revenue	\$ 1,036,053	\$ 1,041,233	\$ 1,046,439	\$ 1,051,672	\$ 1,056,930
Licenses and Permits	\$ 1,160,596	\$ 1,183,808	\$ 1,207,484	\$ 1,231,634	\$ 1,256,266
Fines, Forfeitures & Penalties	\$ 1,020,700	\$ 1,041,114	\$ 1,061,936	\$ 1,083,175	\$ 1,104,839
Use of Money and Property	\$ 2,731,601	\$ 2,758,917	\$ 2,786,506	\$ 2,814,371	\$ 2,842,515
Other Local Taxes	\$ 2,448,304	\$ 2,472,787	\$ 2,497,515	\$ 2,522,490	\$ 2,547,715
Police Grants	\$ 854,229	\$ 655,450	\$ 655,450	\$ 655,450	\$ 655,450
Other Agency Revenue	\$ 2,034,789	\$ 2,055,137	\$ 2,075,688	\$ 2,096,445	\$ 2,117,410
Charges for Services	\$ 6,203,718	\$ 6,234,737	\$ 6,265,910	\$ 6,297,240	\$ 6,328,726
Interfund Reimbursements	\$ 9,791,546	\$ 9,844,691	\$ 9,938,718	\$ 10,033,685	\$ 10,129,602
Other Revenues - Miscellaneous	\$ 2,194,224	\$ 909,171	\$ 913,717	\$ 918,285	\$ 922,877
Transfers From Other Funds	\$ 11,937,171	\$ 10,803,009	\$ 12,289,021	\$ 10,803,009	\$ 10,803,009
<b>NEW DEVELOPMENT OTHER REVENUE</b>					
<i>Other Revenues - Miscellaneous</i>	\$ -	\$ 168,749	\$ 268,276	\$ 377,353	\$ 495,043
<i>Other Local Taxes</i>	\$ -	\$ 154,439	\$ 148,326	\$ 184,516	\$ 255,672
<b>SUBTOTAL OTHER REVENUES</b>	<b>\$ 41,412,931</b>	<b>\$ 39,323,241</b>	<b>\$ 41,154,987</b>	<b>\$ 40,069,325</b>	<b>\$ 40,516,053</b>
<b>TOTAL REVENUES</b>	<b>\$ 146,461,330</b>	<b>\$ 150,044,053</b>	<b>\$ 155,150,492</b>	<b>\$ 157,457,632</b>	<b>\$ 162,569,390</b>
<b>Expenditures:</b>					
Personnel Services	\$ 84,240,278	\$ 85,593,535	\$ 85,685,101	\$ 85,764,263	\$ 85,840,979
Flex/Insurance	\$ 12,509,147	\$ 13,629,615	\$ 14,627,017	\$ 15,705,880	\$ 16,873,438
PERS	\$ 23,685,152	\$ 24,580,868	\$ 28,063,783	\$ 30,595,473	\$ 32,729,519
Salary Savings (On Going)	\$ (1,811,130)	\$ (936,366)	\$ (987,991)	\$ (1,015,216)	\$ (1,038,434)
PERS Prepayment Savings	\$ -	\$ (1,588,013)	\$ (1,845,291)	\$ (2,015,515)	\$ (2,159,614)
<b>NEW DEVELOPMENT PERSONNEL</b>					
<i>4.0 Staffing for Millenia Fire Station</i>	\$ -	\$ -	\$ 1,748,335	\$ 1,820,935	\$ 1,880,913
<i>Peace Officer Funding</i>	\$ -	\$ 122,085	\$ 260,153	\$ 417,095	\$ 589,696
<b>SUBTOTAL PERSONNEL SERVICES EXPENDITURES</b>	<b>\$ 118,623,447</b>	<b>\$ 121,401,724</b>	<b>\$ 127,551,107</b>	<b>\$ 131,272,915</b>	<b>\$ 134,716,497</b>
Supplies and Services	\$ 14,113,962	\$ 15,484,033	\$ 16,877,596	\$ 18,227,804	\$ 19,686,028
Utilities	\$ 5,511,582	\$ 5,787,161	\$ 6,076,519	\$ 6,380,345	\$ 6,699,362
Other Expenses	\$ 559,300	\$ 570,486	\$ 581,896	\$ 593,534	\$ 605,404
Equipment (Capital not CIP)	\$ 1,595,081	\$ 160,028	\$ 161,628	\$ 163,245	\$ 164,877
Transfers/Debt Service	\$ 5,999,307	\$ 6,121,920	\$ 6,145,682	\$ 6,216,887	\$ 6,083,420
Regional Communication System (RCS Financing)	\$ -	\$ 350,000	\$ 350,000	\$ 350,000	\$ 350,000
Computer Aided Dispatch System (CAD) - PD	\$ -	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000
Capital Improvement Projects	\$ 39,951	\$ -	\$ -	\$ -	\$ -
Non-CIP Project Expenditures	\$ 18,700	\$ 18,700	\$ 18,700	\$ 18,700	\$ 18,700
<b>NEW DEVELOPMENT OTHER EXPENDITURES</b>					
<i>Fire Station Supplies and Services - Millenia</i>	\$ -	\$ -	\$ 160,000	\$ 160,000	\$ 160,000
<b>SUBTOTAL OTHER EXPENDITURES</b>	<b>\$ 27,837,883</b>	<b>\$ 28,642,328</b>	<b>\$ 30,522,021</b>	<b>\$ 32,260,514</b>	<b>\$ 33,917,792</b>
<b>TOTAL EXPENDITURES</b>	<b>\$ 146,461,330</b>	<b>\$ 150,044,052</b>	<b>\$ 158,073,128</b>	<b>\$ 163,533,429</b>	<b>\$ 168,634,289</b>
<b>TOTAL GENERAL FUND SURPLUS/(DEFICIT)</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ (2,922,637)</b>	<b>\$ (6,075,797)</b>	<b>\$ (6,064,899)</b>
<b>SURPLUS/(DEFICIT) AS % OF BUDGET</b>	<b>0%</b>	<b>0%</b>	<b>-2%</b>	<b>-4%</b>	<b>-4%</b>



## General Fund Department Summary



The General Fund budget funds the day-to-day operations of most City services. For fiscal year 2016-2017 the proposed General Fund operating budget totals \$146.5 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 Council

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

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

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

1. To report to the City Council annually and from time to time on the affairs of the City and to recommend for its consideration such matters as deemed expedient, and
2. To be the official head of the City for all political and ceremonial purposes and to be recognized by the courts for the purpose of serving civil process, for the signing of all legal instruments and documents, and by the Governor for emergency purposes, and
3. In the time of public danger or emergency, the Mayor, with the consent of the council, and for such period as the council may fix, to take command of the police, maintain order and enforce the law, and
4. To assume the primary, but not the exclusive responsibility, for interpreting to the people the policies, programs and needs of the City government and for informing the people of any major change in policy or program. The Mayor may represent the City in any and all matters involving other governmental agencies, provided that no act, promise, commitment or agreement entered into or committed by the Mayor shall be binding upon the City of Chula Vista unless duly authorized or ratified by the City Council, and
5. To represent the City in all regional public agencies which require an elected City official, unless otherwise determined by the City Council, and
6. To supervise the operation of the Mayor/Council office and personnel assigned thereto,
7. To perform such other duties consistent with the office as may be prescribed by this Charter or delegated to the Mayor or imposed on the Mayor by the City Council if not inconsistent with the provisions of this Charter, and
8. To exercise the full-time function as Mayor of the City during the usual business hours that the offices of the City are open, and such other hours and times as shall be necessary to discharge in full the duties imposed upon the Mayor.

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

**RESPONDING TO THE COMMUNITY**

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

Regular City Council meetings can be viewed live on cable channel 24 and at [www.chulavistaca.gov](http://www.chulavistaca.gov). They can be retrieved later from the City's website.

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

# CITY COUNCIL

## MISSION STATEMENT

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



# CITY COUNCIL

## SUMMARY OF DEPARTMENT RESOURCES

BUDGET CATEGORY	FY 2013-14 ACTUAL	FY 2014-15 ACTUAL	FY 2015-16 ADOPTED	FY 2016-17 ADOPTED
<b>EXPENDITURES</b>				
<b>Personnel Expenses</b>				
Salaries	554,996	587,826	818,908	862,097
Hourly Wages	147,795	185,059	6,022	6,142
Health Benefits	133,609	142,222	212,447	220,163
Retirement Benefits	196,816	200,477	263,168	284,388
Other Personnel Expense	44,886	55,014	74,908	80,204
<b>Personnel Expenses Subtotal</b>	<b>1,078,102</b>	<b>1,170,598</b>	<b>1,375,453</b>	<b>1,452,994</b>
<b>Non-Personnel Expenses</b>				
Supplies and Services	53,276	73,800	108,479	108,479
Capital	2,789	2,995	3,190	3,190
Utilities	1,114	969	1,520	1,245
<b>Non-Personnel Expenses Subtotal</b>	<b>57,179</b>	<b>77,764</b>	<b>113,189</b>	<b>112,914</b>
<b>TOTAL EXPENDITURES</b>	<b>\$1,135,281</b>	<b>\$1,248,362</b>	<b>\$1,488,642</b>	<b>\$1,565,908</b>
<b>REVENUES</b>				
Charges for Services	4,254	0	0	0
<b>TOTAL REVENUES</b>	<b>\$4,254</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>REVENUE RECOVERY %</b>	<b>0%</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>
<b>AUTHORIZED FULL TIME POSITIONS</b>	<b>14.00</b>	<b>14.00</b>	<b>14.00</b>	<b>14.00</b>



## Boards and Commissions

The process of establishing boards and commissions is one that began with the City Charter as a method to give citizens a greater voice in the determinations of policies at all levels of government. Four commissions were established by the Charter:

- The Planning Commission
- The Board of Library Trustees
- Civil Service Commission
- Parks & Recreation Commission

All other boards and commissions have been established through an ordinance or resolution since that time in order to meet specific needs of the City Council. The members for Chartered commissions are appointed by a majority vote of the City Council, with applications for these appointments accepted throughout the year from all interested residents.

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



# BOARDS & COMMISSIONS

## SUMMARY OF DEPARTMENT RESOURCES

BUDGET CATEGORY	FY 2013-14 ACTUAL	FY 2014-15 ACTUAL	FY 2015-16 ADOPTED	FY 2016-17 ADOPTED
<b>EXPENDITURES</b>				
<b>Personnel Expenses</b>				
Overtime	0	1,813	0	102
Retirement Benefits	0	26	0	1
<b>Personnel Expenses Subtotal</b>	<b>0</b>	<b>1,839</b>	<b>0</b>	<b>103</b>
<b>Non-Personnel Expenses</b>				
Supplies and Services	5,443	70,154	11,476	10,076
<b>Non-Personnel Expenses Subtotal</b>	<b>5,443</b>	<b>70,154</b>	<b>11,476</b>	<b>10,076</b>
<b>TOTAL EXPENDITURES</b>	<b>\$5,443</b>	<b>\$71,993</b>	<b>\$11,476</b>	<b>\$10,179</b>
<b>REVENUE RECOVERY %</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>
<b>AUTHORIZED FULL TIME POSITIONS</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

# City Clerk

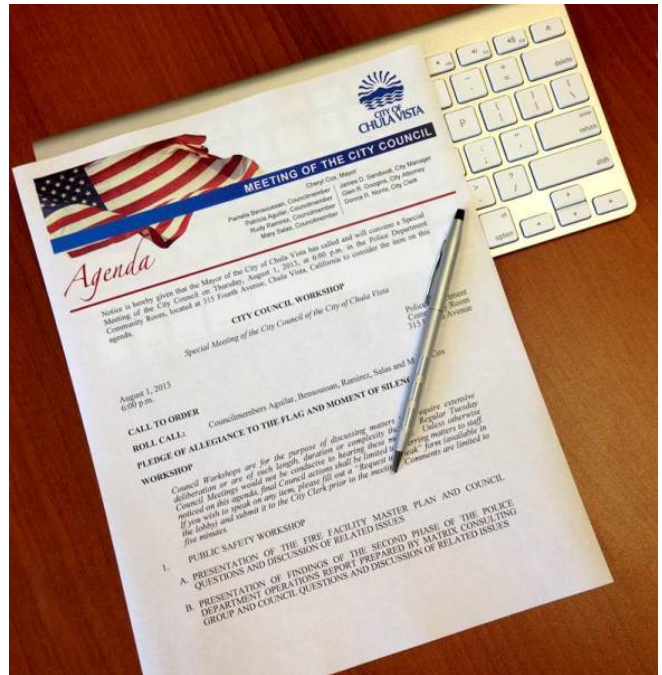
The City Clerk is the Municipal Elections Official, Political Reform Filing Officer, and is responsible for legislative services, and records management. The Office of the City Clerk also manages public inquiries and Public Records Act requests, and provides support and information to the City Council,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

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

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

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

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



### MORE INFORMATION

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

**Website –**

<http://www.chulavistaca.gov/departments/city-clerk>

**Key Contacts -**

Office of the City Clerk  
 Donna Norris, CMC  
 City Clerk  
 276 Fourth Avenue  
 Chula Vista, CA 91910  
 (619) 691-5041  
 Email: [cityclerk@chulavistaca.gov](mailto:cityclerk@chulavistaca.gov)

# CITY CLERK/ELECTIONS

## MISSION STATEMENT

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

## STRATEGIC GOALS

### OPERATIONAL EXCELLENCE

- Implement online filing of Campaign Disclosure Statements for elected officials, candidates, and committees, including an online public portal to provide immediate access to filed statements.

**Status:** Completed; online filings can be viewed at:  
[www.chulavistaca.gov/departments/city-clerk/campaign-statements](http://www.chulavistaca.gov/departments/city-clerk/campaign-statements)

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

**Status:** In progress

- Manage City elections, from pre-planning to certification of election results, including the implementation of elections by district, beginning with the June 2016 election.

**Status:** In progress; at the time of publication, the June election was awaiting result certification and preparations for the November 2016 run-off election were underway

## KEY PERFORMANCE MEASURES

	FY 2013-2014 ACTUAL	FY 2014-2015 ACTUAL	FY 2015-2016 ESTIMATED	FY 2016-2017 PROJECTED
Number of state-mandated statements (campaign and conflict of interest) reviewed, logged, scanned, filed	600	584	529	530
Total number of pages of documents imaged	73,343	83,854	71,146	80,000
Percentage of Public Records Act Requests completed within ten days	84%	80%	76%	80%
Number of Public Records Act Requests	531	615	618	600

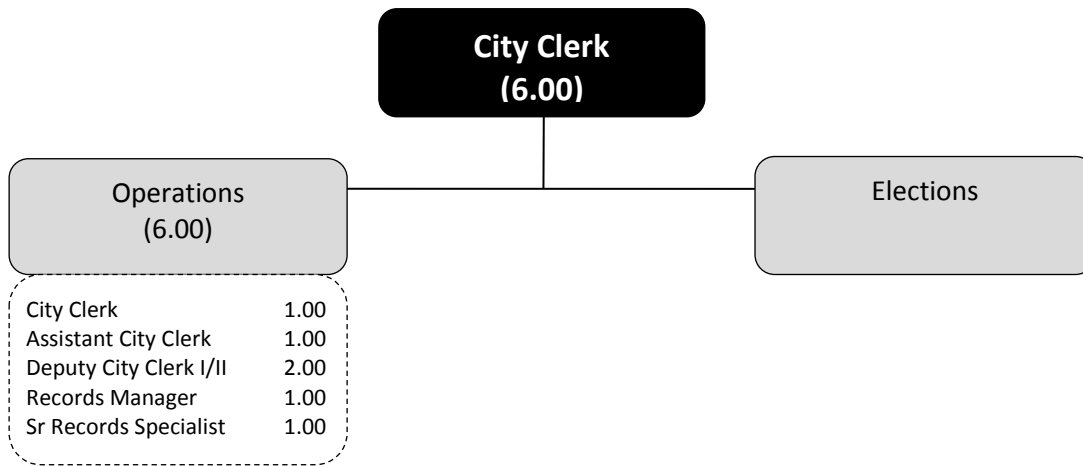
# CITY CLERK/ELECTIONS

## SUMMARY OF DEPARTMENT RESOURCES

BUDGET CATEGORY	FY 2013-14 ACTUAL	FY 2014-15 ACTUAL	FY 2015-16 ADOPTED	FY 2016-17 ADOPTED
<b>EXPENDITURES</b>				
<b>Personnel Expenses</b>				
Salaries	403,209	429,403	486,084	514,605
Hourly Wages	0	14,234	19,000	19,380
Health Benefits	68,736	76,435	91,849	95,222
Retirement Benefits	125,383	137,405	163,787	177,259
Other Personnel Expense	21,624	17,674	30,599	31,333
<b>Personnel Expenses Subtotal</b>	<b>618,952</b>	<b>675,151</b>	<b>791,319</b>	<b>837,799</b>
<b>Non-Personnel Expenses</b>				
Supplies and Services	166,029	300,889	140,766	212,116
Other Expenses	1,200	0	0	0
Capital	6,954	2,254	8,950	0
Utilities	678	560	750	655
<b>Non-Personnel Expenses Subtotal</b>	<b>174,861</b>	<b>303,703</b>	<b>150,466</b>	<b>212,771</b>
<b>TOTAL EXPENDITURES</b>	<b>\$793,813</b>	<b>\$978,854</b>	<b>\$941,785</b>	<b>\$1,050,570</b>
<b>REVENUES</b>				
Revenue from Other Agencies	2,345	0	0	0
Charges for Services	10,477	8,137	11,600	5,500
Other Revenue	16,730	88,359	0	0
<b>TOTAL REVENUES</b>	<b>\$29,552</b>	<b>\$96,496</b>	<b>\$11,600</b>	<b>\$5,500</b>
<b>REVENUE RECOVERY %</b>	<b>4%</b>	<b>10%</b>	<b>1%</b>	<b>1%</b>
<b>AUTHORIZED FULL TIME POSITIONS</b>	<b>5.00</b>	<b>5.00</b>	<b>6.00</b>	<b>6.00</b>

# CITY CLERK/ELECTIONS

## ORGANIZATIONAL CHART



Total GF FTE	6.00
Total Non GF FTE	0.00
<b>Total Dept FTE</b>	<b>6.00</b>

## City Attorney

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

### STAFFING

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

### ELECTED CITY ATTORNEY

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

### CITY ATTORNEY'S PRACTICE AREAS

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

#### Contracts

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

#### Land Use

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

#### Redevelopment and Real Estate

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

#### Employment/Labor

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

#### General Municipal Law

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

**Litigation and Risk Management**

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

**Code Enforcement**

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

**LEGAL MATTERS TYPICALLY NOT HANDLED BY THE CITY ATTORNEY****Criminal Prosecution**

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

**Legal Advice to Citizens**

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

**MORE INFORMATION**

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

**Website –**

<http://www.chulavistaca.gov/departments/city-attorney>

**Key Contact -**

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



# CITY ATTORNEY

## MISSION STATEMENT

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

## STRATEGIC GOALS

### OPERATIONAL EXCELLENCE

- Improve Risk Management Practices
  - *Continue to integrate claims risk management and insurance functions within the Department*
  - *Engage in critical analysis regarding appropriate funding levels and protocols for managing public liability trust accounts and reserves*
  - *Develop and implement training programs in high-risk areas, including police advisory matters and conflicts of interest*

**Status:** The Attorney's Office was involved in the implementation of a new and more efficient pooled insurance program and is continuing to look at reserve fund balance protocols. In June 2016, the Office again reviewed the City's Self-Insured Retention (SIR) levels and determined that significant savings were realized by maintaining the existing SIR. The Office also provided trainings for staff on human resources issues, the Brown Act, and How to Conduct Quasi-Judicial Hearings for several boards and commissions.

- Enhance Office Efficiency and Accountability
  - *Develop and implement project tracking and management systems*
  - *Standardize legal analysis, process, and forms*
  - *Create legal opinion bank*

**Status:** In December 2015, the Attorney's Office implemented a new web-based program that replaced the paper Legal Assistance Request Form (LARQ) and which serves as a paperless project management tool. This year, the Office also released a substantially re-worked two-party agreement process and document, which included creating standard work, decreasing the overall processing time, decreasing the length of the document by 50% and the creation of a standard agreement amendment document. The Charter Review Commission has undertaken a comprehensive review of the City's Charter to identify any potential amendments and to update the Charter and address issues raised by City staff. The Office was also instrumental in working with the Board of Ethics to revise the Complaint Form and process that was implemented this year. A legal opinion/forms bank was also created utilizing the department's document management service, NetDocuments.

### CONNECTED COMMUNITY

- Improve the Flow of Information to the Public
  - *Serve as key staff for the City's Districting Commission, including a substantial public outreach and education program on Districting Law and Policy*
  - *Provide legal support to City commissions*
  - *Develop the "Transparency Project" to develop and implement policies and programs that provide more information and public access to city decision-making*

# CITY ATTORNEY

- *Develop the “Civil Society Project” to provide the community with information and resources that facilitate amicable dispute resolution*

**Status:** Staff continues to be engaged in researching and participating in programs that are being considered for dispute resolution for City residents. Our Office also provided significant legal analysis and support to successfully navigate the first district elections held in the City. Website updates and citizen handouts were also created to explain the City’s role in the rental property conditions and issues and refer tenants to available resources.

## STRONG AND SECURE NEIGHBORHOODS

- Develop programs that assist in the creation and maintenance of safe neighborhoods
  - *Provide support to the Chula Vista Police Department and Code Enforcement permitting and enforcement efforts*
  - *Provide legal review and assistance to Departments in the development of City policies and programs*

**Status:** The Attorney’s Office was instrumental in several significant actions including; establishing the Healthy Chula Vista Commission, updating the Inclusionary Housing Policy, Developing the Olympic Training Center Dorm Agreement, selling Successor Agency parcels as required by the Long Range Property Management Plan, approving the Otay River Valley Restoration , facilitating the Bayfront Sweetwater Land Exchange, filing lawsuits against nine unlawful medical marijuana dispensaries and securing the closure of two of those dispensaries, bringing forward an ordinance banning medical marijuana cultivation, partnering with the Development Services Department to create a brochure for landlords providing information on the laws against retaliatory eviction when being cited for housing code violations, working with three new PACE providers to establish new programs in the City to provide financing for clean energy improvements to residential properties, providing legal analysis and requisite ballot summaries, titles and language for the medical marijuana initiative petitions and sales tax measure, and assisting in the creation of the Recreational Vehicle ordinance and the Residential Permit Parking ordinance.

## KEY PERFORMANCE MEASURES

	FY 2013-2014 ACTUAL	FY 2014-2015 ACTUAL	FY 2015-2016 ESTIMATED	FY 2016-2017 PROJECTED
Acknowledgement to Constituent Requests for Information within One Business Day from Receipt of Request	N/A	95%	95%	95%
Response or Referral to Constituent Requests for Information Three Business Days from Receipt of Request	N/A	95%	95%	95%
Develop and Implement Electronic Project Management System	N/A	20%	100%	100%
Assess and Review Various Analysis Models for More Efficient Risk Management of Pooled Insurance, Self-Insurance and Reserve Fund Balance Protocols	N/A	50%	90%	100%

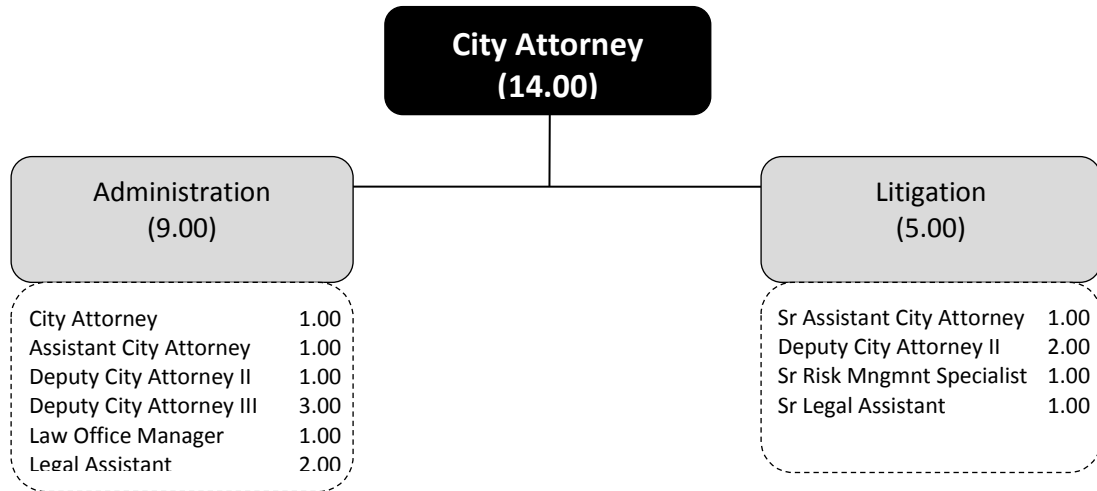
# CITY ATTORNEY

## SUMMARY OF DEPARTMENT RESOURCES

BUDGET CATEGORY	FY 2013-14 ACTUAL	FY 2014-15 ACTUAL	FY 2015-16 ADOPTED	FY 2016-17 ADOPTED
<b>EXPENDITURES</b>				
<b>Personnel Expenses</b>				
Salaries	1,446,103	1,514,462	1,662,578	1,750,405
Hourly Wages	0	0	1,816	1,852
Health Benefits	173,109	180,113	220,755	228,878
Retirement Benefits	425,709	459,502	531,572	577,303
Other Personnel Expense	36,342	62,398	53,569	14,999
<b>Personnel Expenses Subtotal</b>	<b>2,081,263</b>	<b>2,216,475</b>	<b>2,470,290</b>	<b>2,573,437</b>
<b>Non-Personnel Expenses</b>				
Supplies and Services	415,724	292,284	431,857	400,557
Capital	2,891	2,850	4,948	4,948
Utilities	1,732	1,579	1,850	1,768
<b>Non-Personnel Expenses Subtotal</b>	<b>420,347</b>	<b>296,713</b>	<b>438,655</b>	<b>407,273</b>
<b>TOTAL EXPENDITURES</b>	<b>\$2,501,610</b>	<b>\$2,513,188</b>	<b>\$2,908,945</b>	<b>\$2,980,710</b>
<b>REVENUES</b>				
Charges for Services	65,916	65,681	73,694	73,694
Other Revenue	66,668	83,274	95,126	95,126
Transfers In	9,453	0	0	0
<b>TOTAL REVENUES</b>	<b>\$142,037</b>	<b>\$148,955</b>	<b>\$168,820</b>	<b>\$168,820</b>
<b>REVENUE RECOVERY %</b>	<b>6%</b>	<b>6%</b>	<b>6%</b>	<b>6%</b>
<b>AUTHORIZED FULL TIME POSITIONS</b>	<b>13.00</b>	<b>13.00</b>	<b>14.00</b>	<b>14.00</b>

# CITY ATTORNEY

## ORGANIZATIONAL CHART



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

## Administration

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

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

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

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

### MORE INFORMATION

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

#### Website –

[www.chulavistaca.gov/Administration](http://www.chulavistaca.gov/Administration)

#### Key Contacts -

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

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

# ADMINISTRATION

## MISSION STATEMENT

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

## STRATEGIC GOALS

### CONNECTED COMMUNITY

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

#### Status:

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

### OPERATIONAL EXCELLENCE

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

#### Status:

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

## KEY PERFORMANCE MEASURES

	FY 2013-2014 ACTUAL	FY 2014-2015 ACTUAL	FY 2015-2016 ESTIMATED	FY 2016-2017 PROJECTED
Communications—Increase the number of visits to the City’s new website.	1,136,596	1,043,743 <sup>1</sup>	1,077,909	1,099,467

<sup>1</sup> Decrease in number of visits due to a loss of tracking when website switched to new version in February 2015.

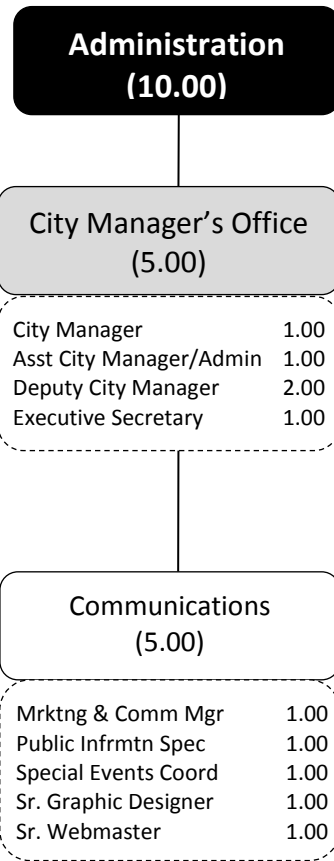
# ADMINISTRATION

## SUMMARY OF DEPARTMENT RESOURCES

BUDGET CATEGORY	FY 2013-14 ACTUAL	FY 2014-15 ACTUAL	FY 2015-16 ADOPTED	FY 2016-17 ADOPTED
<b>EXPENDITURES</b>				
<b>Personnel Expenses</b>				
Salaries	1,529,195	1,731,321	2,082,191	1,216,773
Hourly Wages	41,690	16,305	0	0
Overtime	0	216	0	0
Health Benefits	179,955	205,706	262,429	150,852
Retirement Benefits	486,292	541,507	697,879	437,970
Other Personnel Expense	71,397	102,145	(28,895)	107,420
<b>Personnel Expenses Subtotal</b>	<b>2,308,529</b>	<b>2,597,200</b>	<b>3,013,604</b>	<b>1,913,015</b>
<b>Non-Personnel Expenses</b>				
Supplies and Services	212,732	233,552	248,159	109,688
Capital	3,423	2,142	4,936	3,416
Utilities	1,193	1,228	1,520	792
<b>Non-Personnel Expenses Subtotal</b>	<b>217,348</b>	<b>236,922</b>	<b>254,615</b>	<b>113,896</b>
<b>TOTAL EXPENDITURES</b>	<b>\$2,525,877</b>	<b>\$2,834,122</b>	<b>\$3,268,219</b>	<b>\$2,026,911</b>
<b>REVENUES</b>				
Charges for Services	7,545	6,492	57,050	5,000
Other Revenue	103,454	45,661	260,405	15,000
Transfers In	77,210	77,210	0	0
<b>TOTAL REVENUES</b>	<b>\$188,209</b>	<b>\$129,363</b>	<b>\$317,455</b>	<b>\$20,000</b>
<b>REVENUE RECOVERY %</b>	<b>7%</b>	<b>5%</b>	<b>10%</b>	<b>1%</b>
<b>AUTHORIZED FULL TIME POSITIONS</b>	<b>13.00</b>	<b>14.00</b>	<b>17.00</b>	<b>10.00</b>

# ADMINISTRATION

## ORGANIZATIONAL CHART



Total GF FTE	10.00
Total Non GF FTE	0.00
<b>Total Dept FTE</b>	<b>10.00</b>



## Information and Technology Services



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

The Technology and Support division provides technical planning and implementation, guidance, training and assistance to employees who work on more than 1,000 microcomputers, dozens of standard office productivity and specialized applications and over 150 servers throughout the City. The Technology and Support staff also maintains the city's Local Area Networks (LANs) and Wireless (WLANs) networks for both city guests and staff at City Hall and remote facilities. They partner with the Telecommunications staff to maintain the City's Wide Area Networks (WANs) and

telecommunications lines which connects remote facilities to the primary City Hall networks. Technology and Support staff also provides planning and support services for an increasingly wide range of non-desktop computer technologies, including mobile devices such as smart phones or tablet computers, digital displays, wireless devices for public safety, and videoconferencing equipment.

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

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



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

#### **MORE INFORMATION**

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

#### **Website –**

[www.chulavistaca.gov/ITS](http://www.chulavistaca.gov/ITS)

#### **Key Contacts -**

Information and Technology Services

Edward Chew

Director

276 Fourth Avenue

Chula Vista, CA 91910

Email: [ITSINFO@chulavistaca.gov](mailto:ITSINFO@chulavistaca.gov)

# INFORMATION TECHNOLOGY SERVICES

## MISSION STATEMENT

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

## STRATEGIC GOALS

### TECHNOLOGY AND SUPPORT SERVICES

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

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

- In FY2016, staff replaced 200 desktop PC's to eliminate Windows XP operating systems and replace with Windows 7 operating system. Staff has begun the next cycle of PC replacement and will replace 250 PC's throughout the City to modernize the PC fleet.
- In FY2016, the ITS department entered into an agreement with Microsoft for Office 365 and desktop/server licensing. Staff has begun work on implementing Office365 city-wide and will also begin a server operating system upgrade to eliminate Windows Server 2003 systems.
- Researching upgrades to the enterprise internet services, including upgrades to City phone system
- Staff is nearing completion of several critical upgrades to enterprise level software for the Public Works Department including FASTER (PW – Garage – Fleet Management software) and LUCITY (PW – Operations – Work Management software). Staff is also working with Public Works staff on integrating Asset Management data into Lucity for asset tracking.
- Staff is beginning work to migrate personal and shared file shares to Microsoft cloud (OneDrive) as well as implementing new hybrid cloud storage device (StorSimple).

### TELECOMMUNICATIONS

- Continue to expand wireless networks and replace telephone system.

**Status:**

- Implementation of wireless access to all city facilities is nearing completion. Major upgrade to City Hall facilities expected to be complete in Summer 2016.
- Begun preliminary research for replacement of the City's phone system.

# INFORMATION TECHNOLOGY SERVICES

## ELECTRONIC SERVICES

- Status:** Recent editions to the electronic services include:
- Upgrade to Laserfiche document management system is currently underway.
  - Begun work on new ERP system to replace Sungard IFAS Finance/HR/Payroll software.
  - Upgrade to Telestaff for the Fire Department (staffing software).
  - Begun implementation of 64-bit computers in Police Dispatch to address performance issues.
  - Installation underway for new Virtual Desktop system for the Fire Department to allow employees to access their private desktops from any Fire Department computer.

## NETWORK PROTECTION

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

- Status:**
- Staff will begin comprehensive network testing for vulnerabilities to the network.
  - Staff completed a complete overhaul of City network with new routers, network switches and changed from a Static IP routing scheme to DHCP routing scheme. Project resulted in more stability in network, faster network speeds and easier deployment of desktop PC's.
  - Staff is undergoing research for new WORM (Write Once Read Many) device to protect critical permanent electronic documents from change/deletion in accordance to State law and the City Clerks upcoming Records Retention Policy

## TECHNOLOGY PROJECTS

- By 2017, 90% of new technology/GIS projects within departments are planned and developed in conjunction with Information Technology Services.

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

## KEY PERFORMANCE MEASURES

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

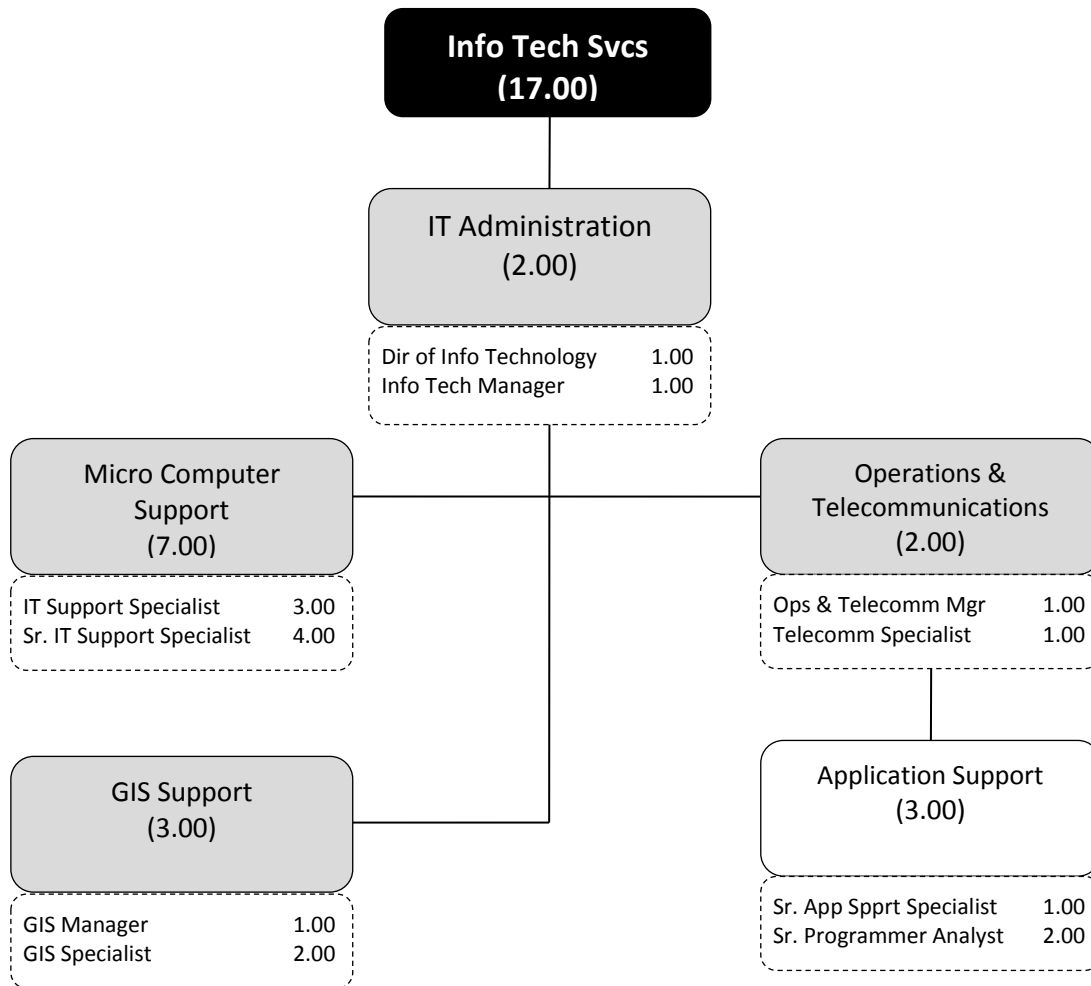
# INFORMATION TECHNOLOGY SERVICES

## SUMMARY OF DEPARTMENT RESOURCES

BUDGET CATEGORY	FY 2013-14 ACTUAL	FY 2014-15 ACTUAL	FY 2015-16 ADOPTED	FY 2016-17 ADOPTED
<b>EXPENDITURES</b>				
<b>Personnel Expenses</b>				
Salaries	1,407,617	1,501,098	1,561,141	1,658,147
Hourly Wages	18,780	9,973	0	0
Health Benefits	223,496	228,367	255,352	264,905
Retirement Benefits	413,476	457,724	504,718	533,693
Other Personnel Expense	66,476	81,323	95,485	42,885
<b>Personnel Expenses Subtotal</b>	<b>2,129,845</b>	<b>2,278,485</b>	<b>2,416,696</b>	<b>2,499,630</b>
<b>Non-Personnel Expenses</b>				
Supplies and Services	533,144	735,614	865,157	1,323,821
Capital	81,018	15,581	148,500	87,890
Utilities	34,303	34,577	47,045	40,902
<b>Non-Personnel Expenses Subtotal</b>	<b>648,465</b>	<b>785,772</b>	<b>1,060,702</b>	<b>1,452,613</b>
<b>TOTAL EXPENDITURES</b>	<b>\$2,778,310</b>	<b>\$3,064,257</b>	<b>\$3,477,398</b>	<b>\$3,952,243</b>
<b>REVENUES</b>				
Use of Money & Property	70	0	0	0
Charges for Services	7,128	9,104	10,000	10,000
Other Revenue	837	8,286	20,000	20,000
Transfers In	35,348	7,096	8,900	8,900
<b>TOTAL REVENUES</b>	<b>\$43,383</b>	<b>\$24,486</b>	<b>\$38,900</b>	<b>\$38,900</b>
<b>REVENUE RECOVERY %</b>	<b>2%</b>	<b>1%</b>	<b>1%</b>	<b>1%</b>
<b>AUTHORIZED FULL TIME POSITIONS</b>	<b>17.00</b>	<b>17.00</b>	<b>17.00</b>	<b>17.00</b>

# INFORMATION TECHNOLOGY SERVICES

## ORGANIZATIONAL CHART



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

## Human Resources Department



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

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

Human Resources Administration provides the day-to-day oversight of 16.00 HR staff, serving approximately 1,346 full-time and part-time City of Chula Vista employees and a monthly average of 400 volunteers. Human Resources Administration advises departments on the interpretation and application of City policies and procedures that pertain to Human Resources as well as the Civil Service Rules. Additionally, this division is responsible for training and guiding departments and individuals through the teambuilding, performance management, investigation and the discipline process as well as providing staff assistance to the Civil Service Commission. The Department works with the Employee Engagement Committee to increase engagement levels throughout the City. HR Administration coordinates citywide labor management cooperation, interprets and maintains compliance with each bargaining unit's memorandum of understanding. HR Administration provides City employees with organizational and personal development resources. HR staff works with

employees and departments to improve efficiency and effectiveness through the City's Continuous Improvement program. This includes the implementation of the City's Strategic Plan which is an important tool to guide municipal operations and to help maintain the high quality public services provided in our community.

One of the goals of the Human Resources Department is to attract the best and brightest to the City of Chula Vista and help to create an environment in which employees can flourish. Human Resources Operations staff meets this goal through daily commitment to integrity, customer service delivery, results, responsiveness, change, growth, teamwork, and quality customer information and education. The HR Operations Division is the "first stop" potential employees make to identify employment and career opportunities with the city by viewing and applying for jobs through the online application system. On-line service also provides access to job descriptions, salary schedules, bargaining units' memorandum of understanding (MOU) and other documents and information. Staff assists with recruitment questions and information about the City's hiring and selection methods.

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

The City of Chula Vista employs individuals in a multitude of areas and functions. Each job is included in a classification that defines its job description and level in the organization. The classification system partners with the compensation structure to determine pay levels and ensure that the employees are working and being paid at the appropriate levels. HR Operations is responsible for conducting studies of positions and making recommendations on proper job classification, compensation, and writing and revising job descriptions

based on these studies.

The HR Operations Division is also responsible for updating and maintaining the City's Classification Plan, Compensation Plan, and administrative regulations that relate to classification and compensation. In addition, staff conducts and responds to salary and benefit surveys, provides advice on Fair Labor Standards Act (FLSA) issues, provides management and supervisory training and supports labor negotiations with the City's unions and employee associations.

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

From a high in 2011 to a low in 2015 the City experienced a 27% improvement in our overall injury rate and a 25% improvement in our number of lost work days per injury; 10.21 days as compared to 7.69 days respectively. Three departments, Police, Fire and Public Works account for 85% of the injuries. The City acknowledges the inherent risks associated with tasks performed by Police, Fire and Public Works, but will not allow this to excuse injuries and exposures as acceptable conditions. Instead we challenge ourselves to prevent their occurrence through assessments, inspections, investigations, hazard controls, safe work practices, best available technology, communication, education and training. We are committed to providing a safe and healthful working environment for employees, volunteers and the public while strengthening the safety culture of our organization. The Occupational Health and Safety Program is tasked with minimizing incident frequency and severity, contributing to positive morale, effectively maintaining the City's resources and increase operational efficiency.

The Disability Management program provides comprehensive services to employees and departments. The goal of this program is to return injured or ill employees to the work force as soon as

they are able. This is accomplished via the City's hands on Return to Work Transitional Duty program where we partner with the treating doctors to focus on what the recovering employee can rather than what they can't do. In the interim, Disability Management works to ensure that employees are receiving any income and job protection to which they are entitled.

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

Risk Management is responsible for procuring insurance for the City's liability, property, workers' compensation, pollution liability, bond crime, and boiler and machinery exposures. When City property is damaged by outside parties, staff aggressively seeks reimbursement from insurance companies or the uninsured party. Staff averages between \$200k and \$300k per year in revenue from these endeavors.

We are increasing the availability of training in the City. One method is to continue to expand our utilization of the Target Solutions internet based training platform. Via this program we are able to make a number of safety and human resource trainings, both mandatory and elective, available to employees from the comfort of their workstation. We also invite external training sessions at our location to slightly reduce the cost or travel time for employees.

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

The following comprehensive, affordable benefit options are available to eligible employees: health, dental and vision coverage; group life (including accidental death & dismemberment) insurance;



voluntary supplemental life insurance; §125 Flexible Benefits Plan; Employee Assistance Program and CalPERS retirement benefits.

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

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

The Department works with the Employee Engagement Committee to make a solid impact on increasing employee satisfaction and helping to foster an environment for sustained engagement in our City. The Employee Engagement Committee implements events and programs that will increase engagement levels.

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

## MORE INFORMATION

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

### Website –

<http://www.chulavistaca.gov/departments/human-resources>

### Key Contacts -

Courtney Chase  
Human Resources Director  
276 Fourth Avenue  
Chula Vista, CA 91910  
(619) 691-5096  
Job Hotline: (619) 691-5095  
Email: [humanresources@chulavistaca.gov](mailto:humanresources@chulavistaca.gov)

# HUMAN RESOURCES

## MISSION STATEMENT

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

## STRATEGIC GOALS

### OPERATIONAL EXCELLENCE

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

**Status:** New Hire Orientation information provided in advance so that employees can take time to evaluate benefit options before first day. And machine to print badge labels at HR allows new hires to receive their ID cards quickly. Creating a page for new employees on the new Intranet being rolled out.

- Reduce Lost Time for Workplace Injuries and Illnesses
  - *Reduce lost productivity and costs associated with filed Workers' Compensation Claims.*

**Status:** HR collaborates with injured workers, medical providers, and departments to return employees to work as soon as they are physically capable to perform modified or transitional work within their restrictions.

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

**Status:**

- Continued in-house advanced Continuous Improvement training program, trained 16 employees
- Increased awareness of Continuous Improvement tools through the implementation of 4 projects

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

**Status:**

- 19 employees attended Public Management Academy
- New service recognition program implemented, 66 nominations received in the first 2 quarters
- 80 employees attended Strength Finder training

# HUMAN RESOURCES

## KEY PERFORMANCE MEASURES

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	FY 2013-2014 ACTUAL	FY 2014-2015 ACTUAL	FY 2015-2016 ESTIMATED	FY 2016-2017 PROJECTED
% of assigned mandatory trainings completed	99	81	67%	75%
Employee Turnover Rate				
Police	11%	11%	7%	9%
Fire	3%	3%	4%	3%
Miscellaneous	5%	7%	5%	7%
Average Number of lost work days per work related injury	10.11	6.92	7.59	7

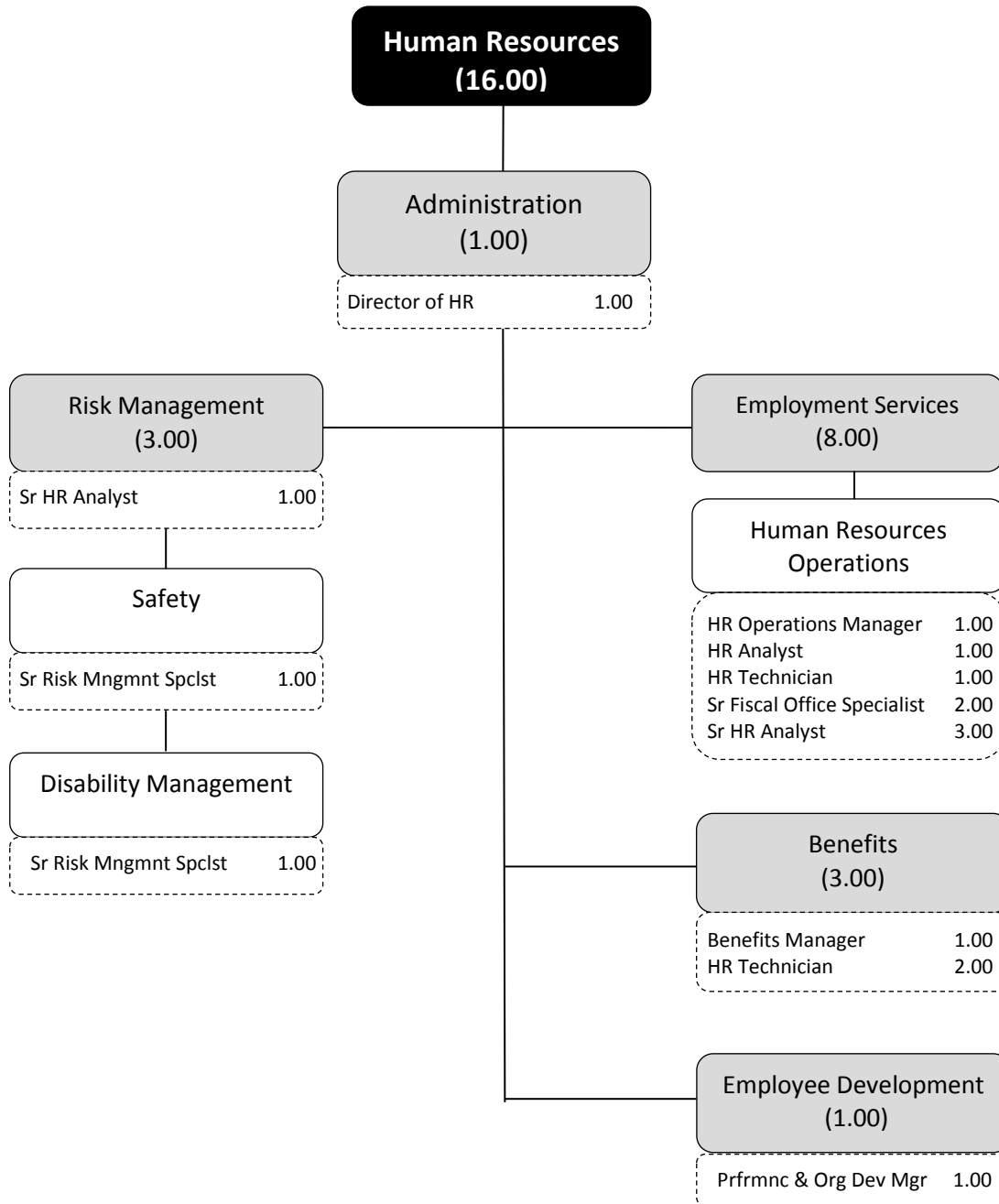
# HUMAN RESOURCES

## SUMMARY OF DEPARTMENT RESOURCES

BUDGET CATEGORY	FY 2013-14 ACTUAL	FY 2014-15 ACTUAL	FY 2015-16 ADOPTED	FY 2016-17 ADOPTED
<b>EXPENDITURES</b>				
<b>Personnel Expenses</b>				
Salaries	1,160,951	1,263,777	1,355,354	1,478,780
Hourly Wages	23,572	29,472	16,708	28,560
Overtime	40	0	204	208
Health Benefits	197,041	210,923	239,982	249,291
Retirement Benefits	341,690	370,113	428,242	479,473
Professional Enrichment	(1,025)	0	0	0
Other Personnel Expense	56,648	59,215	77,419	27,791
<b>Personnel Expenses Subtotal</b>	<b>1,778,917</b>	<b>1,933,500</b>	<b>2,117,909</b>	<b>2,264,103</b>
<b>Non-Personnel Expenses</b>				
Supplies and Services	299,310	297,800	422,305	417,570
Other Expenses	234	2,298	0	0
Capital	9,307	9,263	8,920	8,920
Utilities	1,364	1,243	1,530	1,388
<b>Non-Personnel Expenses Subtotal</b>	<b>310,215</b>	<b>310,604</b>	<b>432,755</b>	<b>427,878</b>
<b>TOTAL EXPENDITURES</b>	<b>\$2,089,132</b>	<b>\$2,244,104</b>	<b>\$2,550,664</b>	<b>\$2,691,981</b>
<b>REVENUES</b>				
Charges for Services	90,196	64,431	67,000	67,000
Other Revenue	97,823	159,847	70,000	70,000
Transfers In	42,221	32,771	35,000	35,000
<b>TOTAL REVENUES</b>	<b>\$230,240</b>	<b>\$257,049</b>	<b>\$172,000</b>	<b>\$172,000</b>
<b>REVENUE RECOVERY %</b>	<b>11%</b>	<b>11%</b>	<b>7%</b>	<b>6%</b>
<b>AUTHORIZED FULL TIME POSITIONS</b>	<b>15.00</b>	<b>15.00</b>	<b>16.00</b>	<b>16.00</b>

# HUMAN RESOURCES

## ORGANIZATIONAL CHART



Total GF FTE	16.00
Total Non GF FTE	0.00
<b>Total Dept FTE</b>	<b>16.00</b>



## Finance Department

The Chula Vista Finance Department is dedicated to supporting the long-term financial stability of the City and enhancing public and organizational trust through integrity of financial reporting and sound financial practices. The Finance Department is responsible for the overall financial management of the City. The department consists of five divisions: Administration, Comptroller, Revenue & Recovery, Purchasing, and Budget & Analysis. These divisions provide support services to other City departments, including payroll, accounts payable, accounts receivable, cashing, purchasing, and general accounting. Responsibilities include the oversight of revenues, expenditures, investments, debt, and financial reporting. The Finance Department is also responsible for the City's annual audit that includes publication of the Comprehensive Annual Financial Report and the Single Audit of Federal Expenditures. The Finance Director also serves as the City Treasurer and is responsible for managing approximately \$192 million in investments.

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

The Comptroller Division includes general accounting, accounts payable, and payroll. The general accounting functions involve accounting for expenditures, revenues, and other transactions in accordance with Generally Accepted Accounting Principles (GAAP). The accounts payable function processes all payments and invoices in a timely manner. Staff processed 28,323 accounts payable transactions in fiscal year 2015-2016. The payroll function is responsible for the payment of salaries and other benefits to City employees in addition to filing all State and Federal payroll tax returns and reports. Payroll staff issued 1,389 W-2's to current and former City employees in fiscal year 2015-2016.



The Revenue & Recovery Division is responsible for the receipt and accounting of all monies received by the City. Other functions performed by this division include utility billing, oversight of parking meter operations, issuance of business licenses and coordinating the business license renewal process, special districts administration, and the documentation and accounting of staff time reimbursements through the City's Project Accounting system. Division staff issued 10,036 business licenses in fiscal year 2015-2016. The Revenue & Recovery Division works closely with other City departments as well as outside agencies in the collection of past due amounts. Unpaid sewer and trash bills that have gone unsuccessfully through the collection process are eventually placed as liens on the County's property tax roll by Division staff.

The Purchasing Division provides acquisition and contract management services to City staff in accordance with the Standards of Purchasing Practice as defined by the California Association of Public Purchasing Officers (CAPPO). The Division ensures compliance with formal bid requirements, processes all City purchase orders, and develops and maintains purchasing policies and procedures. Additional responsibilities include administration of the City's credit card program and disposition of surplus City property. In fiscal year 2015-2016, the Purchasing Division processed 3,064 purchase requisitions for City staff.

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

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

## **MORE INFORMATION**

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

### **Website –**

<http://www.chulavistaca.gov/departments/finance>

### **Key Contacts -**

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



# FINANCE

## MISSION STATEMENT

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

## STRATEGIC GOALS

### OPERATIONAL EXCELLENCE

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

**Status:** In progress: The Fiscal Recovery and Progress Plan identified the major challenges that the City faces in moving from financial stability to financial sustainability and eventually financial resiliency. Improving the long-term financial standing of the City will require a multi-faceted approach over several years. Staff is currently developing the City's first Long-Term Financial Plan, which will serve as a replacement for the Fiscal Recovery and Progress Plan, and expects completion in fiscal year 2016-17.

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

**Status:** In progress. Staff will research and develop a plan to more fully integrate priority based budgeting principles into the fiscal year 2017-2018 budget development process. The City is currently moving to a new Enterprise Resource Planning software that would improve the budget process. The transition to priority based budgeting principles is anticipated to be facilitated along by implementation of this new technology.

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

**Status:** Maximizing funding options is particularly critical to Chula Vista. Staff is currently working on an update of the Master Fee Schedule for Recreation programming and facility rentals – the update is expected to go to Council later this year. This will be the final step in a multi-year comprehensive review of the City's Master Fee Schedule. In addition to updating the Master Fee Schedule, a Citywide Cost Recovery Policy was adopted during the fee update. The policy assists the City in meeting desired goals for future cost recovery while supporting the values and mission of the organization. Staff has also pursued other funding mechanisms available to local municipalities such as bonded and non-bonded Community Facilities Districts, Open Space Districts, and Property Related Fees in order to provide capital facilities and some maintenance within those districts. Without these funding tools additional strain would have been placed on the General Fund for capital facilities and maintenance services. Another revenue-generating effort has been established by utilizing purchasing cards within the Accounts Payable function within the department. When these cards are used to purchase the goods and services that the City uses to provide services to constituents, rebates are earned that augment the funding for additional services. In addition,

# FINANCE

Chula Vista takes capital asset protection seriously, as exemplified by recent City Council approval of a Fixed Asset/Capitalization Policy. Lastly, in an effort to protect the City's credit rating and maximize accessibility to financial markets, a Debt Disclosure Policy was also adopted by City Council.

## KEY PERFORMANCE MEASURES

	FY 2013-2014 ACTUAL	FY 2014-2015 ACTUAL	FY 2015-2016 ESTIMATED	FY 2016-2017 PROJECTED
% of General Fund Reserve Level	10.6%	10.4%	11.7%	11.7%
City of Chula Vista Bond Rating	AA-	AA-	AA-	AA-
% Actual to Budget (GF Operating )				
Revenues	100%	99%	100%	98%
Expenditures	97%	99%	100%	98%

Note: Fiscal Year 2015-2016 percentage of Actual to Budget is based on the Third Quarter Financial Report.

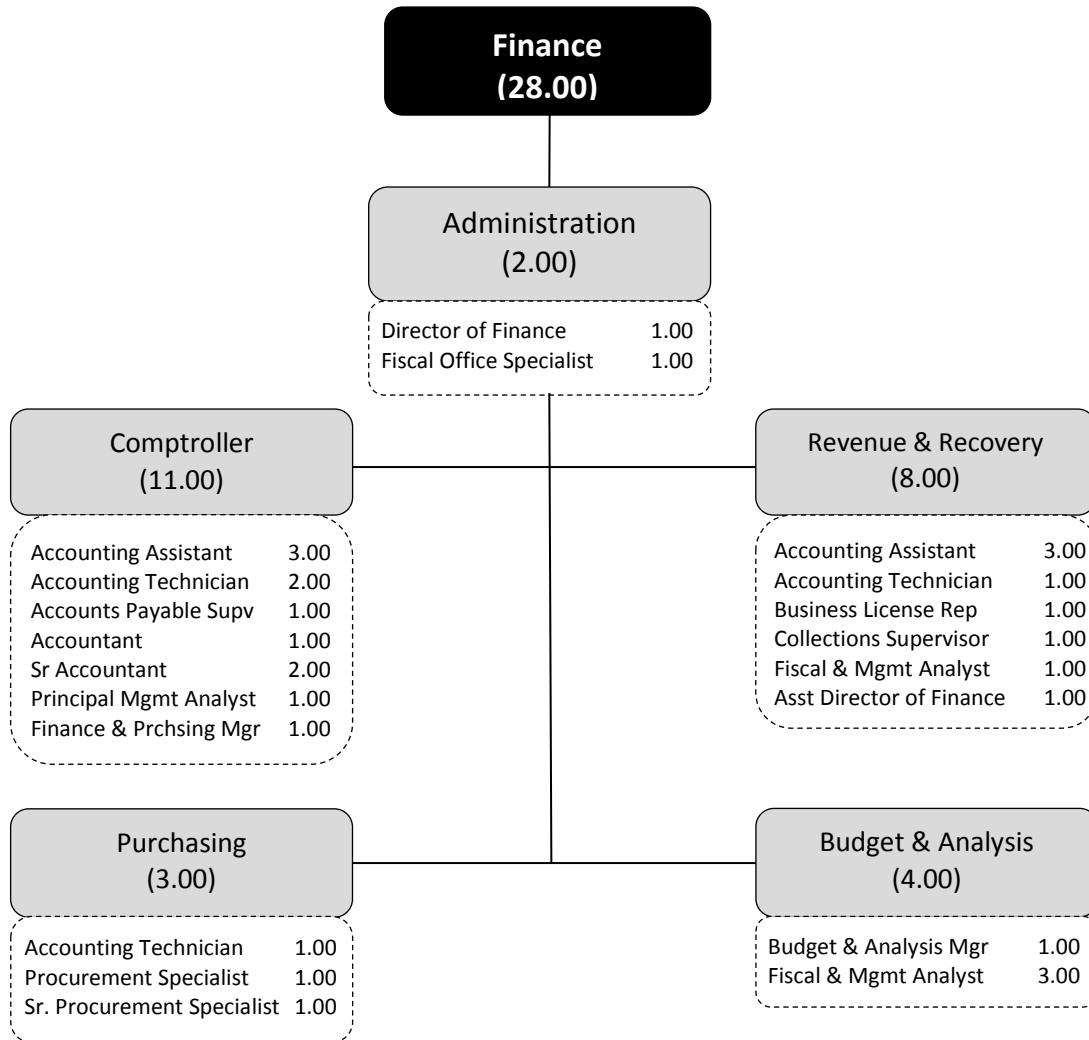
# FINANCE

## SUMMARY OF DEPARTMENT RESOURCES

BUDGET CATEGORY	FY 2013-14 ACTUAL	FY 2014-15 ACTUAL	FY 2015-16 ADOPTED	FY 2016-17 ADOPTED
<b>EXPENDITURES</b>				
<b>Personnel Expenses</b>				
Salaries	2,130,946	1,995,425	2,170,903	2,220,862
Hourly Wages	108,037	38,395	55,325	64,380
Health Benefits	351,061	348,967	394,253	407,564
Retirement Benefits	626,263	599,228	701,825	711,177
Other Personnel Expense	110,679	117,513	135,968	66,657
<b>Personnel Expenses Subtotal</b>	<b>3,326,986</b>	<b>3,099,528</b>	<b>3,458,274</b>	<b>3,470,640</b>
<b>Non-Personnel Expenses</b>				
Supplies and Services	150,177	170,358	185,530	172,001
Capital	12,408	10,713	15,499	15,499
Utilities	2,164	1,714	2,500	2,107
<b>Non-Personnel Expenses Subtotal</b>	<b>164,749</b>	<b>182,785</b>	<b>203,529</b>	<b>189,607</b>
<b>TOTAL EXPENDITURES</b>	<b>\$3,491,735</b>	<b>\$3,282,313</b>	<b>\$3,661,803</b>	<b>\$3,660,247</b>
<b>REVENUES</b>				
Other Local Taxes	66,445	47,033	60,000	55,000
Fines, Forfeitures, Penalties	30,844	30,788	30,000	30,000
Use of Money & Property	109,722	106,275	108,364	0
Charges for Services	47,972	32,616	57,750	36,500
Other Revenue	321,122	412,061	466,400	551,484
Transfers In	317,274	312,645	348,500	348,500
<b>TOTAL REVENUES</b>	<b>\$893,379</b>	<b>\$941,418</b>	<b>\$1,071,014</b>	<b>\$1,021,484</b>
<b>REVENUE RECOVERY %</b>	<b>26%</b>	<b>29%</b>	<b>29%</b>	<b>28%</b>
<b>AUTHORIZED FULL TIME POSITIONS</b>	<b>28.00</b>	<b>28.00</b>	<b>27.00</b>	<b>28.00</b>

# FINANCE

## ORGANIZATIONAL CHART



Total GF FTE	28.00
Total Non GF FTE	0.00
<b>Total Dept FTE</b>	<b>28.00</b>

## Non-Departmental

The Non-Departmental budget reflects expenses that are not directly related to any single department. The expenditure budget consists of items such as:

- Insurance
- Interest expense
- Transfers Out expenditures to liability reserves and to various Debt Service Funds for the General Fund's debt service obligations.

The Non-Departmental budget also includes all General Fund discretionary revenues including the following:

- Property taxes
- Sales and Use taxes
- Motor Vehicle license fees
- Transient occupancy tax (TOT)
- Franchise fees
- Utility users tax (UUT).
- Transfers In from various other funds.



# NON-DEPARTMENTAL

## SUMMARY OF DEPARTMENT RESOURCES

BUDGET CATEGORY	FY 2013-14 ACTUAL	FY 2014-15 ACTUAL	FY 2015-16 ADOPTED	FY 2016-17 ADOPTED
<b>EXPENDITURES</b>				
<b>Personnel Expenses</b>				
Salaries	0	307,542	331,387	0
Health Benefits	448	15,164	8,427	0
Retirement Benefits	44,309	109,960	(232,064)	0
Professional Enrichment	105,263	108,062	209,800	209,800
Other Personnel Expense	2,046	2,635	(1,818,574)	0
<b>Personnel Expenses Subtotal</b>	<b>152,066</b>	<b>543,363</b>	<b>(1,501,024)</b>	<b>209,800</b>
<b>Non-Personnel Expenses</b>				
Supplies and Services	1,935,027	2,539,843	1,597,047	1,678,828
Other Expenses	223,477	472,403	167,500	167,500
Capital	0	842,008	0	1,285,053
Utilities	18,887	20,264	61,327	9,167
Transfers Out	14,493,456	5,912,769	5,490,942	5,545,081
CIP Project Expenditures	849,234	502,881	510,000	39,951
Non-CIP Project Expenditures	19,500	0	490,316	0
<b>Non-Personnel Expenses Subtotal</b>	<b>17,539,581</b>	<b>10,290,168</b>	<b>8,317,132</b>	<b>8,725,580</b>
<b>TOTAL EXPENDITURES</b>	<b>\$17,691,647</b>	<b>\$10,833,531</b>	<b>\$6,816,108</b>	<b>\$8,935,380</b>
<b>REVENUES</b>				
Property Taxes	27,451,232	28,616,729	29,896,924	31,174,827
Other Local Taxes	61,200,066	53,964,362	54,850,192	57,406,550
Use of Money & Property	1,412,411	1,600,192	1,586,709	1,708,715
Revenue from Other Agencies	17,631,740	18,253,018	19,135,591	19,920,682
Charges for Services	0	105	0	0
Other Revenue	1,456,167	3,036,653	1,794,339	2,373,274
Transfers In	2,292,658	2,519,130	1,903,667	3,044,929
<b>TOTAL REVENUES</b>	<b>\$111,444,274</b>	<b>\$107,990,189</b>	<b>\$109,167,423</b>	<b>\$115,628,977</b>
<b>REVENUE RECOVERY %</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>
<b>AUTHORIZED FULL TIME POSITIONS</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

## Animal Care Facility

The Chula Vista Animal Care Facility (CVACF) has provided animal control services since 1923. Over the years, CVACF services have expanded to include community outreach and education programming, and comprehensive medical care. The Animal Care Facility is comprised of four divisions: Field Operations and Dispatch, Shelter Operations, Adoption/Volunteer Services, and Veterinary/Medical Services. Over 7,000 homeless animals come to the facility each calendar year.

### Field Operations and Dispatch

Animal Control responds to a number of complaint types and investigates possible violations. Our department responds to animal disturbances, noise complaints, sanitation problems, mistreatment or abuse to animals, neglect or any other animal related problems. Appropriate action ranges from voluntary compliance through education to administrative action and/or prosecution in some instances. Additionally, our officers rescue animals from a variety of situations. The facility also provides animal control services for the City of Lemon Grove and Imperial Beach.

### Shelter Operations

The Chula Vista Animal Care Facility provides sheltering services for the cities of Chula Vista, Lemon Grove, National City, and Imperial Beach. Every day a variety of animals are sheltered at the CVACF either because they are found, rescued, surrendered, or impounded.

### Adoption/Volunteer Services

The CVACF assists interested persons adopting a pet through the application and matching process. The staff works with a number of partnering agencies/businesses to find suitable homes for animals every day. Adoptable pets can be viewed online at <http://www.petharbor.com/>.



### Veterinary/Medical Services

The Chula Vista Animal Care Facility provides veterinary care to all shelter animals. Animals being adopted out are altered, vaccinated and microchipped. The CVACF offers Spay/Neuter Clinics for Low Income Chula Vista, National City, Imperial Beach, Lemon Grove and qualifying City of San Diego Residents. Rabies & Microchipping services are also available weekly.

### MORE INFORMATION

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

#### Website –

<http://www.cvacf.org>

#### Key Contacts -

CV Animal Care Facility  
Amanda Mills  
Interim Animal Care Facility Administrator  
130 Beyer Way  
Chula Vista, CA 91911  
(619) 691-5123  
Email: [animalcare@ci.chula-vista.ca.us](mailto:animalcare@ci.chula-vista.ca.us)

# ANIMAL CARE FACILITY

## MISSION STATEMENT

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

## STRATEGIC GOALS

### STRONG AND SECURE NEIGHBORHOODS

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

**Status:** The City has acquired its own spay/neuter vehicle and is conducting weekly free public clinics for low income residents and the cattery expansion is completed. This expansion allows for an additional 60-70 cats to be housed at the facility. The Animal Care Facility still strives to continue to improve this goal each year.

## KEY PERFORMANCE MEASURES

	FY 2013-2014 ACTUAL	FY 2014-2015 ACTUAL	FY 2015-2016 ESTIMATED	FY 2016-2017 PROJECTED
% Cat Save rate	53%	53%	66%	53%
% Dog Save rate	85%	85%	90%	85%
Total Animal Intake	7,040	7,306	6,500	7,400



# ANIMAL CARE FACILITY

## SUMMARY OF DEPARTMENT RESOURCES

BUDGET CATEGORY	FY 2013-14 ACTUAL	FY 2014-15 ACTUAL	FY 2015-16 ADOPTED	FY 2016-17 ADOPTED
<b>EXPENDITURES</b>				
<b>Personnel Expenses</b>				
Salaries	1,033,350	1,072,998	1,168,141	1,324,294
Hourly Wages	199,798	203,720	205,930	210,049
Overtime	54,914	63,530	53,168	54,232
Health Benefits	244,571	259,299	290,404	313,133
Retirement Benefits	324,638	336,263	384,156	441,925
Other Personnel Expense	75,979	94,116	104,002	70,631
<b>Personnel Expenses Subtotal</b>	<b>1,933,250</b>	<b>2,029,926</b>	<b>2,205,801</b>	<b>2,414,264</b>
<b>Non-Personnel Expenses</b>				
Supplies and Services	555,060	581,664	569,555	499,215
Other Expenses	3,503	4,147	4,500	4,500
Capital	16,948	6,489	6,282	6,282
Utilities	43,224	47,540	41,495	53,131
Transfers Out	0	82,000	0	0
<b>Non-Personnel Expenses Subtotal</b>	<b>618,735</b>	<b>721,840</b>	<b>621,832</b>	<b>563,128</b>
<b>TOTAL EXPENDITURES</b>	<b>\$2,551,985</b>	<b>\$2,751,766</b>	<b>\$2,827,633</b>	<b>\$2,977,392</b>
<b>REVENUES</b>				
Licenses and Permits	150,879	134,042	132,600	132,600
Fines, Forfeitures, Penalties	21,533	37,574	20,000	20,000
Use of Money & Property	83	80	0	0
Charges for Services	260,337	254,550	252,600	252,600
Other Revenue	953,207	1,214,786	947,785	1,146,511
<b>TOTAL REVENUES</b>	<b>\$1,386,039</b>	<b>\$1,641,032</b>	<b>\$1,352,985</b>	<b>\$1,551,711</b>
<b>REVENUE RECOVERY %</b>	<b>54%</b>	<b>60%</b>	<b>48%</b>	<b>52%</b>
<b>AUTHORIZED FULL TIME POSITIONS</b>	<b>20.50</b>	<b>21.00</b>	<b>21.00</b>	<b>21.75</b>

# ANIMAL CARE FACILITY

## ORGANIZATIONAL CHART



Total GF FTE	21.75
Total Non GF FTE	0.00
<b>Total Dept FTE</b>	<b>21.75</b>

## Economic Development

The Economic Development Department focuses on facilitating retail, commercial and industrial prosperity for today's businesses. Elements include business attraction, retention, and small business concierge services. The Department is organized into four divisions: Economic Development, Real Property Management, Cultural Arts and the Office of Sustainability. Together these divisions make up the economic development department that strives to create quality work options for our residents and increase revenues for vital public infrastructure and services.

### ECONOMIC DEVELOPMENT

Staff works directly with businesses, trade and business organizations, stakeholders, and City departments to facilitate new investment opportunities to create a business-friendly environment and a stable economy.

### REAL PROPERTY MANAGEMENT

Maintains and manages the City's portfolio of un-programmed real estate assets and raw land. This includes the licensing and leasing of assets to be held by the City and the disposal of those that have no future City use. Through these activities Real Property Management provides the City with a return on investment of assets that offsets their cost and provides revenue to the general fund.

### CULTURAL ARTS

The City recognizes that innovation, exploration, and expression are all important ingredients of an attractive, vibrant, and prosperous community. The strategies and initiatives of the City's Cultural Arts Master Plan are intended to improve Chula Vista's competitive edge, promote a connected community, and attract new and visiting populations.

### OFFICE OF SUSTAINABILITY

At an organizational level, "Sustainability" is defined as the City's ability to provide high quality infrastructure, services, and programs in a manner which balances the social, economic and environmental needs of current and future generations – also referred to as the 3Ps - People, Planet and Prosperity.



- **Smart Cities**  
Develop scalable solutions to reduce greenhouse gas emissions, improve quality of life for citizens while using technology to improve the efficiency of services that meet resident's needs.
- **Environmental Services**  
Provides comprehensive solid waste management services by building partnerships and implementing best management practices; increasing public awareness through educational and informational programming; pursuing cutting edge and emerging waste management technologies.
- **Conservation**  
The City's lead for energy and water conservation, climate action planning, actively collaborating with civic groups, business organizations, environmental and health advocates, academic institutions, and other public agencies.

### MORE INFORMATION

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

#### Website –

<http://www.chulavistaca.gov/businesses>  
<http://www.chulavistaca.gov/clean>

#### Key Contacts -

Eric Crockett, Director  
(619) 476-5341  
Dennis Gakunga, Chief Sustainability Officer  
(619) 476-5355  
Lynn France, Environmental Services Manager  
(619) 585-5790  
Lynnette Tessitore-Lopez, Cultural Arts Manager  
(619) 409-5465  
Rick Ryals, Real Property Manager  
(619) 691-5118

# ECONOMIC DEVELOPMENT

## MISSION STATEMENT

The mission of the City of Chula Vista's Economic Development Department is to create a sustainable economy by providing the essential resources to businesses and the development community to promote, attract, retain and expand; employment opportunities, stimulate the local economy, expand the local sales and property tax base, while maintaining a positive balance between the economy, the environment and the community.

## STRATEGIC GOALS

### Business Support

- Promote an environment for residents and businesses to prosper.
  - *Provide exceptional customer service to all businesses by tracking all commercial, industrial and office projects to ensure on-time delivery of service.*

#### Status:

- Implementation on new economic development work program that focuses on engaging and supporting the business community through personalized service, incentive programs and training.

### Innovation and Sustainability

- Provide high quality infrastructure, services, and programs that balance social, economic and environmental needs of current and future generations.
  - *Implement strategies that provide an environment that supports people, prosperity and the planet.*

#### Status:

- The climate change working group has provided twelve new recommendations that will be incorporated into the City's 2016 Climate Action Plan.
- The development of a integrated waste management plan will assist the city to meet a 90% waste reduction goal that engages users of materials and energy both in operations and services.
- The City has completed its initial comprehensive assessment of the Smart Waterfront and will move forward on developing a Smart City Strategic Action Plan.

### Economic Vitality

- Foster the economic development efforts of existing assets and key development projects.
  - *These development projects will contribute to economic vitality as they expand job growth, expand workforce development, strengthen public revenues and improve the quality of life for residents and businesses.*

#### Status:

Continued implementation of Millenia, Chula Vista Bayfront, University and Innovation District and a public art program.

# ECONOMIC DEVELOPMENT

## Collaboration and Outreach

- Collaboration with regional and bi-national partners is essential to strengthen the region and provide sustainable economic development.
  - *Create a culture of stewardship, innovation and regional action that can lead to prosperity and future economic gains.*

**Status:**

- Continue to participate and present to various boards, commissions, community groups and other interested organizations.

## KEY PERFORMANCE MEASURES

	FY 2013-2014 ACTUAL	FY 2014-2015 ACTUAL	FY 2015-2016 ESTIMATED	FY 2016-2017 PROJECTED
Complete actions identified in annual economic development work program	N/A	N/A	N/A	N/A
Number of businesses assisted through the expedite program	N/A	N/A	N/A	N/A
Number of tenant improvements completed on-time	N/A		N/A	N/A
Number of existing small businesses assisted (walk-in, phone call, email, appointment)	N/A	N/A	N/A	N/A
Number of Jobs retained or created from projects assisted via Economic Development staff	N/A	N/A	N/A	N/A
Conduct 30 FREBE evaluations per week	N/A	N/A	N/A	N/A
Adopt updated Climate Action Plan	N/A	N/A	N/A	N/A
Bring all property agreements into compliance	N/A	N/A	N/A	N/A
Adopt of Public Art Program and City Exhibit Policy	N/A	N/A	N/A	N/A
Develop the Smart City Strategic Plan	N/A	N/A	N/A	N/A

Note: The above Key Performance Measures have been newly established since the recent restructure of the Economic Development Department in Fiscal Year 2016-2017. Therefore no data is available at this time.

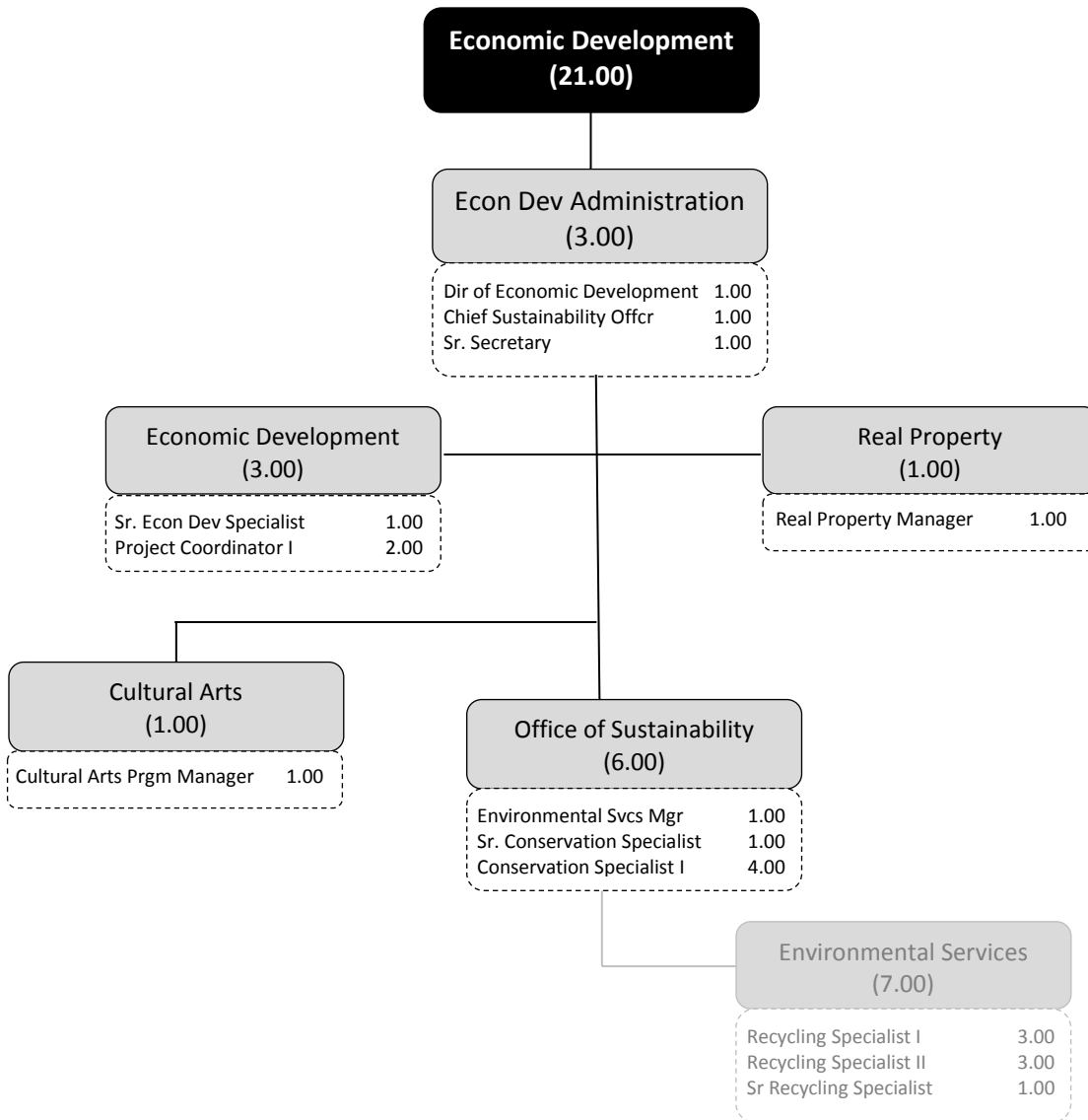
# ECONOMIC DEVELOPMENT

## SUMMARY OF DEPARTMENT RESOURCES

BUDGET CATEGORY	FY 2013-14 ACTUAL	FY 2014-15 ACTUAL	FY 2015-16 ADOPTED	FY 2016-17 ADOPTED
<b>EXPENDITURES</b>				
<b>Personnel Expenses</b>				
Salaries	0	0	0	1,148,955
Hourly Wages	0	0	0	6,151
Overtime	0	0	0	416
Health Benefits	0	0	0	211,239
Retirement Benefits	0	0	0	368,728
Other Personnel Expense	0	0	0	59,121
<b>Personnel Expenses Subtotal</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,794,610</b>
<b>Non-Personnel Expenses</b>				
Supplies and Services	0	0	0	152,310
Capital	0	0	0	1,520
Utilities	0	0	0	2,378
<b>Non-Personnel Expenses Subtotal</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>156,208</b>
<b>TOTAL EXPENDITURES</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,950,818</b>
<b>REVENUES</b>				
Charges for Services	0	0	0	45,000
Other Revenue	0	0	0	900,124
Transfers In	0	0	0	10,334
<b>TOTAL REVENUES</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$955,458</b>
<b>REVENUE RECOVERY %</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>49%</b>
<b>AUTHORIZED FULL TIME POSITIONS</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>14.00</b>

# ECONOMIC DEVELOPMENT

## ORGANIZATIONAL CHART



Total GF FTE	14.00
Total Non GF FTE	7.00
<b>Total Dept FTE</b>	<b>21.00</b>





## Development Services Department



With the adoption of the fiscal year 2015-2016 budget, the City Council approved the budget for the General Fund divisions found under the Development Services Department. The Development Services Department's General Fund Divisions include Code Enforcement, Advance Planning, and an Administration division.

### CODE ENFORCEMENT

The primary function of Code Enforcement is to educate the public in code issues and to work with citizens to achieve code compliance. Code Enforcement responds to complaints from the community and proactively enforces regulations regarding inoperable vehicles on private property, graffiti on businesses, and garage sale permits. The following are issues routinely investigated by Code Enforcement:

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

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

### ADVANCE PLANNING

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

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

**MORE INFORMATION**

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

**Website –**

<http://www.chulavistaca.gov/departments/development-services>

**Key Contacts -**

Planning

Kelly Broughton

Development Services Director

276 Fourth Avenue

Chula Vista, CA 91910

(619) 691-5233

Email: [kbroughton@chulavistaca.gov](mailto:kbroughton@chulavistaca.gov)

Building and Code Enforcement

Lou El-Khazen

Building Official/ Code Enforcement Manager

276 Fourth Avenue

Chula Vista, CA 91910

(619) 409-1960

Email: [lelkhazen@chulavistaca.gov](mailto:lelkhazen@chulavistaca.gov)

Land Development

Tom Adler

Principal Engineer

276 Fourth Avenue

Chula Vista, CA 91910

(619) 409-5483

Email: [Tadler@chulavistaca.gov](mailto:Tadler@chulavistaca.gov)

Housing Authority

Leilani Hines

Housing Manager

276 Fourth Avenue

Chula Vista, CA 91910

(619) 691-5263

Email: [lhines@chulavistaca.gov](mailto:lhines@chulavistaca.gov)

# DEVELOPMENT SERVICES

## MISSION STATEMENT

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

## STRATEGIC GOALS

### HEALTHY COMMUNITY

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

**Status:** The Advance Planning Division has undertaken the task of developing policies and programs that will promote responsible development and land use decisions that benefit current and future residents. Staff is currently processing and implementing various developments in the Otay Ranch planning area.

### ECONOMIC VITALITY

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

**Status:** The Development Services Department has made great progress on moving forward the Bayfront Master Plan. The City and Port staff are negotiating the hotel and convention center plan of finance with the developer RIDA. Staff is also reviewing plans for the first phase of the residential project being proposed by Pacifica.

## KEY PERFORMANCE MEASURES

	FY 2013-2014 ACTUAL	FY 2014-2015 ACTUAL	FY 2015-2016 ACTUAL	FY 2016-2017 PROJECTED
Respond to 85% of Code Enforcement Complaint with 48 hours of report	N/A	N/A <sup>1</sup>	51%	85%

<sup>1</sup>Tracking of performance measure was anticipated to begin fiscal year 2014-2015, however due to a transition in software, tracking data is not available.

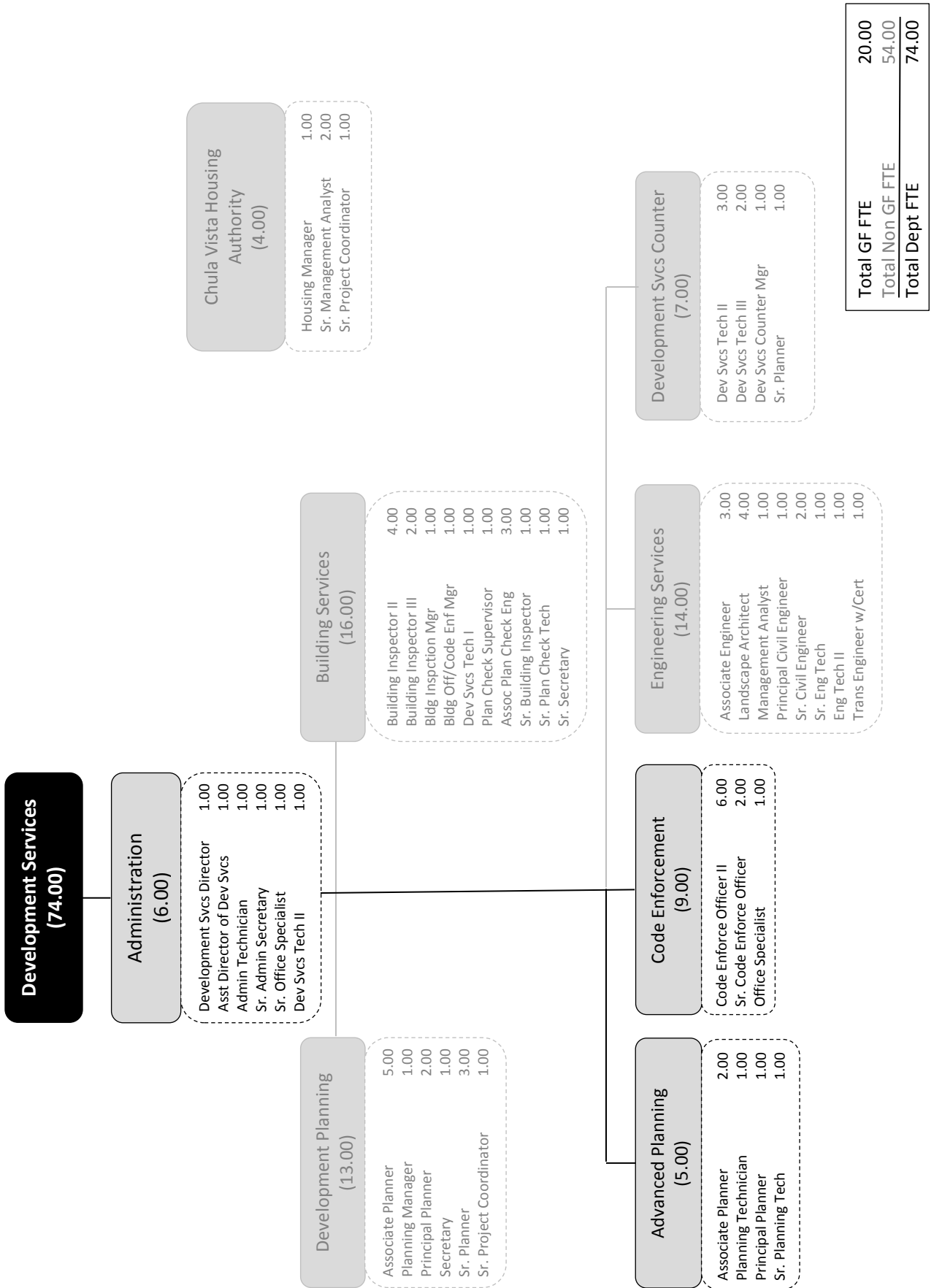
# DEVELOPMENT SERVICES

## SUMMARY OF DEPARTMENT RESOURCES

BUDGET CATEGORY	FY 2013-14 ACTUAL	FY 2014-15 ACTUAL	FY 2015-16 ADOPTED	FY 2016-17 ADOPTED
<b>EXPENDITURES</b>				
<b>Personnel Expenses</b>				
Salaries	1,363,715	1,499,400	1,476,258	1,583,950
Hourly Wages	41,124	27,087	0	28,517
Overtime	0	1,366	1,530	1,561
Health Benefits	241,475	268,252	273,244	293,956
Retirement Benefits	416,462	455,338	479,368	512,195
Other Personnel Expense	59,767	74,016	85,478	45,058
<b>Personnel Expenses Subtotal</b>	<b>2,122,543</b>	<b>2,325,459</b>	<b>2,315,878</b>	<b>2,465,237</b>
<b>Non-Personnel Expenses</b>				
Supplies and Services	133,863	125,714	146,322	191,959
Other Expenses	10,950	10,950	12,000	12,000
Capital	0	0	0	500
Utilities	2,033	2,182	2,200	2,263
<b>Non-Personnel Expenses Subtotal</b>	<b>146,846</b>	<b>138,846</b>	<b>160,522</b>	<b>206,722</b>
<b>TOTAL EXPENDITURES</b>	<b>\$2,269,389</b>	<b>\$2,464,305</b>	<b>\$2,476,400</b>	<b>\$2,671,959</b>
<b>REVENUES</b>				
Licenses and Permits	438,010	399,802	339,328	395,000
Fines, Forfeitures, Penalties	345,541	628,134	387,100	319,000
Charges for Services	401,479	255,123	275,370	195,170
Other Revenue	427,561	443,885	326,661	168,977
Transfers In	204,408	418,486	333,777	968,472
<b>TOTAL REVENUES</b>	<b>\$1,816,999</b>	<b>\$2,145,430</b>	<b>\$1,662,236</b>	<b>\$2,046,619</b>
<b>REVENUE RECOVERY %</b>	<b>80%</b>	<b>87%</b>	<b>67%</b>	<b>77%</b>
<b>AUTHORIZED FULL TIME POSITIONS</b>	<b>19.50</b>	<b>20.25</b>	<b>20.25</b>	<b>20.00</b>

# DEVELOPMENT SERVICES

## ORGANIZATIONAL CHART





## Police Department



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

The Chula Vista Police Department is led by a Command Staff, consisting of the Police Chief, three Police Captains and an Administrative Services Manager. The department is authorized 239 sworn officers (which includes 12 frozen officer positions) and 92.5 civilian employees (includes 2 frozen civilian positions). The department consists of four divisions: Patrol Operations, Investigations, Support Operations and Administrative Services.

### PATROL OPERATIONS

The Patrol Operations Division includes Community Patrol, K-9 Unit, Traffic Operations, Street Team/Gang Suppression, and Community Relations. Community Patrol represents the largest section in Patrol Operations and is responsible for providing quality law enforcement to the residents, businesses and visitors 24 hours a day, 7 days a week. In 2015, the Patrol Division of the Chula Vista Police Department responded to 64,685 citizen-initiated calls for service,

made 32,974 officer-initiated contacts, and affected 3,556 arrests.

### INVESTIGATIONS

The Investigations Division is comprised of units whose officers, detectives, and civilians work predominantly plain-clothes assignments and conduct follow-up investigations to crimes. This Division consists of traditional general crimes units including Crimes of Violence, Family Protection, and Property Crimes. The Division is also staffed with members in special operations who primarily work undercover assignments including intelligence, narcotics, and participating in regional task forces including fugitive, auto theft, and organized crime. In 2015, 18,143 cases were investigated by the Police Department.

### SUPPORT OPERATIONS

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

### ADMINISTRATIVE SERVICES

The Administrative Services Division is comprised of Fiscal Operations, Research & Analysis and Police Support Services (Records). The Fiscal Operations Unit manages the department's operational budget, monitors restricted funds, administers grants and handles payroll, purchasing and inventory for the department. Working in unison with other Police Department staff, the Research & Analysis Unit studies crime and disorder problems in the community. Police

Support Services provides support services to the public, Police Department staff and other law enforcement agencies through proper dissemination and maintenance of police documents and providing front counter assistance.

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

The Department prides itself in being a fiscally responsible organization. In order to minimize impacts to the General Fund, the department constantly seeks funding opportunities to enhance resources. The fiscal year 2017 budget includes approximately \$6.5 million in grant funding. Since 1995, the Police Department has secured over \$96 million in grants, which has allowed the department to expand to meet the growing demands of the community, while also remaining fiscally responsible.

## **MORE INFORMATION**

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

### **Website –**

[www.chulavistapd.org](http://www.chulavistapd.org)

### **Key Contacts -**

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

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

For general inquiries: (619) 691-5137



# POLICE

## MISSION STATEMENT

The Chula Vista Police Department, in partnership with the Community, is dedicated to providing community policing, with the highest level of professionalism and transparency. Chula Vista Police Department Employees will provide fair, courteous, and compassionate service to enhance the quality of life in Chula Vista.

### *Values*

Leadership - Respect - Integrity - Accountability

## STRATEGIC GOALS

### STRONG AND SECURE NEIGHBORHOODS

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

**Status:** The City Council of the City of Chula Vista approved a Security Alarm Ordinance, along with new security alarm permit and fee schedules that became effective July 1, 2014. This important change allowed the Police Department to manage its limited resources and better serve the needs and expectations of our citizens and business community. The goal of the Security Alarm Ordinance is to significantly reduce the number of false security alarms that impact the Department's proactive patrol time. In fiscal year 2015, the Department responded to 5,164 false alarm calls for service. In fiscal year 2016, the Department responded to 3,479 false alarm calls. As a result of the new ordinance, false alarm calls for service have decreased 33%.

- Implement the Repeat Domestic Violence Project to reduce the number of repeat domestic violence incidents.
  - *Domestic violence/domestic disturbances continue to be one of the top calls-for-service to the Police Department. To address this, the Police Department is implementing an enhanced domestic violence response protocol/focused deterrence initiative aimed at reducing the recidivism of offenders, revictimization of victims, and the prevalence of repeat domestic disturbances (no crime) in the City of Chula Vista. This project will be implemented using innovative, evidence-based repeat domestic violence and disturbance reduction practices.*

**Status:** Full implementation of the enhanced domestic violence response protocol/focused deterrence initiative in Community Patrol and Investigations began in October 2015 and will continue through December 2016. A comprehensive evaluation of the project will be conducted in 2017. A COPS hiring grant awarded to the Department in 2012 will continue to provide the Department with additional staffing that will assist with the implementation of the Enhanced Response Protocol.

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

# POLICE

*improve customer service, and provide employees with the most accurate and timely information.*

**Status:** Recent technology successes for the Police Department include the replacement of outdated Mobile Data Computers (MDCs) and the implementation of the Body Worn Camera program.

The next major technology project is the replacement of an obsolete Computer Aided Dispatch (CAD), which was installed over 19 years ago. The CAD upgrade will streamline and enhance operations through greater automation and integration.

- Achieve current authorized staffing levels in order to increase proactive time for officers in Patrol.
  - *Bolster recruitment efforts to achieve authorized staffing levels*

**Status:** The Police Department had 6 vacant sworn positions when FY 2016 ended, with the goal to achieve full staffing levels by the end of 2016. As part of the Department's strategic plan, one of the goals is to create a consistent branding and recruiting campaign to hire excellent sworn and professional staff members.

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

**Status:** The Police Department presented recommendations for changes to both Priority 1 and Priority 2 response time thresholds based upon industry standards. The City Council adopted the proposed thresholds in February 2015. The new threshold for Priority 1 emergency calls is to respond to at least 81% of Priority 1 calls within 7 minutes and 30 seconds and maintain an average response time of 6 minutes or less. The new threshold for Priority 2 urgent calls is to respond to all Priority 2 calls within 12 minutes or less. The Police Department will present updated response times to the Growth Management Oversight Commission in Fall 2016.

## KEY PERFORMANCE MEASURES

	FY 2013-2014 ACTUAL	FY 2014-2015 ACTUAL	FY 2015-2016 ACTUAL
Average Response Time for Priority 1 Calls	6:45	6:49	6:31
Average Response Time for Priority 2 Calls	13:36	13:50	13:50

	CY 2013 ACTUAL	CY 2014 ACTUAL	CY 2015 ACTUAL
FBI Part I Overall Crime Rate	23.33	20.10	20.64

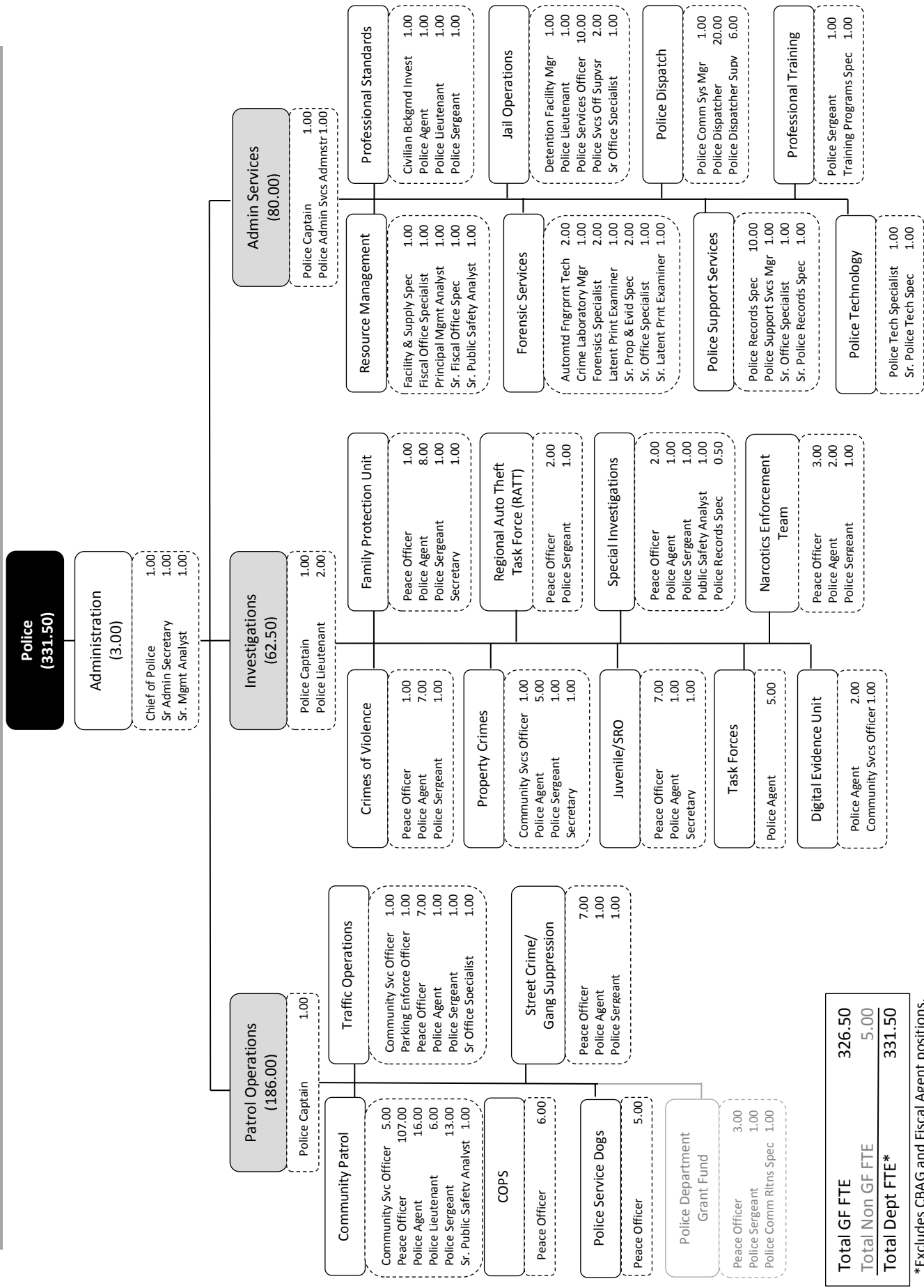
# POLICE

## SUMMARY OF DEPARTMENT RESOURCES

BUDGET CATEGORY	FY 2013-14 ACTUAL	FY 2014-15 ACTUAL	FY 2015-16 ADOPTED	FY 2016-17 ADOPTED
<b>EXPENDITURES</b>				
<b>Personnel Expenses</b>				
Salaries	22,463,339	23,371,320	25,480,762	26,720,177
Hourly Wages	408,678	439,537	229,931	323,799
Overtime	3,011,310	3,568,286	2,494,418	2,531,836
Health Benefits	3,801,570	4,131,526	4,599,403	4,775,213
Retirement Benefits	7,562,935	8,189,791	9,191,352	10,285,578
Other Personnel Expense	2,484,890	2,557,676	2,777,850	1,890,237
<b>Personnel Expenses Subtotal</b>	<b>39,732,722</b>	<b>42,258,136</b>	<b>44,773,716</b>	<b>46,526,840</b>
<b>Non-Personnel Expenses</b>				
Supplies and Services	3,251,758	3,615,654	3,133,763	2,818,864
Other Expenses	105,003	101,971	123,243	123,243
Capital	188,934	10,019	0	0
Utilities	404,786	499,140	570,942	535,042
Transfers Out	600,000	0	162,989	0
<b>Non-Personnel Expenses Subtotal</b>	<b>4,550,481</b>	<b>4,226,784</b>	<b>3,990,937</b>	<b>3,477,149</b>
<b>TOTAL EXPENDITURES</b>	<b>\$44,283,203</b>	<b>\$46,484,920</b>	<b>\$48,764,653</b>	<b>\$50,003,989</b>
<b>REVENUES</b>				
Licenses and Permits	151,341	183,580	250,000	250,000
Fines, Forfeitures, Penalties	473,750	815,055	533,700	533,700
Use of Money & Property	9,666	5,675	8,000	8,000
Revenue from Other Agencies	1,127,508	1,092,880	1,579,824	1,155,429
Charges for Services	4,247,798	4,253,423	4,129,158	3,774,016
Other Revenue	36,214	75,844	37,453	59,910
Transfers In	491,630	556,927	404,445	404,445
<b>TOTAL REVENUES</b>	<b>\$6,537,907</b>	<b>\$6,983,384</b>	<b>\$6,942,580</b>	<b>\$6,185,500</b>
<b>REVENUE RECOVERY %</b>	<b>15%</b>	<b>15%</b>	<b>14%</b>	<b>12%</b>
<b>AUTHORIZED FULL TIME POSITIONS</b>	<b>319.00</b>	<b>321.50</b>	<b>322.50</b>	<b>326.50</b>

# POLICE

## ORGANIZATIONAL CHART



\*Excludes CBAG and Fiscal Agent positions. (34.00 FTE)

## Fire Department



From our beginning as a group of 17 volunteers with a hand-drawn soda and acid cart pulled to a fire by anyone available, the Chula Vista Fire Department has grown into a highly professional, trained force of over 140 men and women. In 1919, a “Model T” fire engine was purchased and the first fire station was opened at 316 Third Avenue.

Just two years later, the station moved to City Hall, then located at 292 Third Avenue, and the first full-time paid firefighter was hired; thus establishing the Chula Vista Fire Department on May 21, 1921. The “Model T” served for a few years and was traded for a 1923 Seagraves pumper, the “Old Goose”. This pumper is still owned by the Fire Department and is awaiting a much needed updated restoration.

Eventually, the volunteers were disbanded and became a social club, and eleven full-time firefighters were hired to provide fire protection for the City. In 1948, the Department purchased a new fire engine and moved into a new station at 447 F Street. This is the current site of fire station 1 and serves as a Battalion Headquarters. Since that time, the Chula Vista Fire Department expanded its services and grew its network of fire stations to four.

In 1986, the City of Chula Vista annexed the Montgomery Fire Protection District located in the southwestern region of the City. This agency provided fire protection for the 22,000 residents living in the 5 square mile portion of San Diego County. This fifth fire station stands at 391 Oxford Street.

In 1991, temporary Fire Station 6 opened for service at 975 Lane Avenue in Eastlake, and in 2005, was replaced by the current fire station located at 605 Mount Miguel Road. Station 6 now serves the communities of Rolling Hills Ranch, San Miguel Ranch, Bonita Long Canyon, Eastlake Shores, and Bella Lago. The fire station houses a brush engine and has the capacity to house a paramedic ambulance company if needed in the future.

Station 7, located near Otay Ranch High School, was opened on September 11, 2003, with a statue and special memorial to the 343 firefighters who perished at 9/11. Station 7 provides service for the Otay Ranch community and is housed with a truck and engine company. Station 7 is the Battalion Headquarters for the eastern part of the City.

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

Fire Station 9 was opened in the spring of 2006, at 266 East Oneida Street. Station 9 provides service to the communities of Castle Park and Otay, located in the southwest part of the City. It is important to note that this station was the former Fire Station 3 and had been closed after a new Fire Station 3 was built and located at 1410 Brandywine Avenue. The former fire station building was shuttered for years until its’ reopening and re-labeling to Station 9. This station provides an additional key engine company to supplement the service provided by the busiest Fire Stations, which are Station 1 and Station 5.

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

Currently, the Chula Vista Fire Department’s nine stations respond to nearly 18,900 calls for service

annually, while serving a population of 262,000, covering an area over 52 square miles. These stations are staffed 24 hours per day with 36 personnel plus two battalion chiefs for each 24-hour shift.

In addition to providing emergency medical response and firefighting services to the citizens of the community, the Fire Department also operates training and fire prevention divisions. The Training Division provides training in firefighting and rescue skills to the Department as well as personnel from other parts of the region. These training services ensure that Fire Department personnel meet the necessary training requirements in order to deliver core capabilities to the community within the proper safety standards.

The Fire Prevention Division provides comprehensive fire safety engineering plan review and inspection services so that new development and existing businesses are in compliance with the latest fire regulations ensuring the safety of the community. Fire Prevention also provides 24-hour coverage for origin and cause fire investigation services.

The Fire Department has completed its transition to a new level of Emergency Medical Services (EMS) which provides a Paramedic or Advanced Life Support (ALS) on all responses from the department. In July of 2013, the Fire Department began providing this level of care via five engines located at stations 5, 6, 7, 8, and 9. By June of 2015, the Fire Department began providing ALS level of care via the remaining engines located at stations 1, 2, 3, and 4. Recently, Truck 51 and 57 have been added as ALS providers making the Fire Department fully ALS capable – years ahead of schedule.

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

The Chula Vista Fire Department holds a rich tradition of service since its establishment on May 21, 1921. The Department has undergone major changes over the years from the implementation of breathing apparatus and other safety equipment, to the establishment of

Emergency Medical Services, to land annexations requiring Department expansion. Under each circumstance, adaptability and innovation were a key component provided by Department members with the utmost of success each and every time.

While many of the traditions that were in place in days past such as, wearing Class B uniform at morning “line-up,” are no longer practiced; the spirit of hard work, dedication, and care, still resound through the actions of the members of the Chula Vista Fire Department.

## **MORE INFORMATION**

### **Website –**

[www.chulavistaca.gov/Fire](http://www.chulavistaca.gov/Fire)

### **Key Contacts -**

Jim Geering, Fire Chief  
276 Fourth Avenue  
Chula Vista, CA 91910  
(619) 409-5854  
Email: [JGeering@chulavistaca.gov](mailto:JGeering@chulavistaca.gov)

Harry Muns, Deputy Fire Chief/Director of Operations  
276 Fourth Avenue  
Chula Vista, CA 91910  
(619) 409-5836  
Email: [Hmuns@chulavistaca.gov](mailto:Hmuns@chulavistaca.gov)

Justin Gipson  
Division Chief, Fire Marshal/Director of Support Services  
276 Fourth Avenue  
Chula Vista, CA 91910  
(619) 409-5841  
Email: [Jgipson@chulavistaca.gov](mailto:Jgipson@chulavistaca.gov)

Chris Scott, Nurse Coordinator – EMS Division  
850 Paseo Ranchero  
Chula Vista, CA 91910  
(619) 409-5850  
Email: [mailto:CScott@chulavistaca.gov](mailto:mailto:CScott@chulavistaca.gov)

Mike Reeves, Battalion Chief - Training Division  
850 Paseo Ranchero  
Chula Vista, CA 91910  
(619) 409-5969  
Email: [MReeves@chulavistaca.gov](mailto:MReeves@chulavistaca.gov)

Brendan Barahura, Fire Captain - Administration  
276 Fourth Avenue  
Chula Vista, CA 91910  
(619) 409-5839  
Email: [BBarahura@chulavistaca.gov](mailto:BBarahura@chulavistaca.gov)

Madeline Smith, Principal Management Analyst  
276 Fourth Avenue  
Chula Vista, CA 91910  
(619) 409-5858  
Email: [MSmith@chulavistaca.gov](mailto:MSmith@chulavistaca.gov)

# FIRE

## MISSION STATEMENT

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Protect life, environment, and property.

## VISION STATEMENT

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The vision statement answers *who we are* as an organization and who we will continue to be in the future. At the Chula Vista Fire Department, we are:

“People who care about people.”

## VALUES STATEMENT

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Service and protection, with pride, respect, teamwork and safety.

## PURPOSE STATEMENT

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The purpose statement answers *why we are here* as an organization. At the Chula Vista Fire Department, we are here to:

Put others first, make positive contacts, and build relationships.

## STRATEGIC GOALS

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### STRONG AND SECURE NEIGHBORHOODS

- Wildfire Mitigation Program
  - Utilize existing funds to maintain the “Ready, Set, GO” website
  - Distribute program information at the 2016 Annual Fire Department Open House
  - Use remaining grant funds for brush management in high priority canyons

#### Status:

- Brush Management in Bonita Long Canyon was completed in FY2013/2014
- Brush Management in Rice Canyon was completed in FY2014/2015
- Seeking federal approval to use remaining grant funding from the Rice Canyon project for additional vegetation management work. The re-purposed funds will go to increasing the vegetation management by another 40 feet.

### Public Outreach

- Distribute information for public education

#### Status:

- Planning the 2016 Annual Fire Department Open House taking place in October 2016

# FIRE

- Hired a volunteer Public Education person to identify public education needs, and distribute information at schools and other public communities
- In the process of updating educational materials on the Department's web page.

## ■ Pool Safety Program

- *Maintain and enhance the Pool Safety Program Conduct swim classes*
- *Secured donation and public funding for public awareness campaign*

### Status:

- Providing ongoing program services
- Continuing partnership with Recreation Department in providing drowning prevention awareness.

## ■ Implement Advance Life Support (ALS) Plan

- *Phase I in FY2013-2014*
  - *Started ALS service delivery at five of nine Fire Stations*
- *Phase II & IIIA in FY2014-2015*
  - *Sent seven employees to paramedic school*
  - *Hired four additional firefighter/paramedic*
  - *Implemented ALS on US&R53 and Engine 52 in June 2015*
- *Phase IIIB in FY2015-2016*
  - *Implementation of ALS on Truck 51*
- *Final Phase*
  - *Implementation of ALS on Truck 57*

**Status:** The Department hired eight Firefighter/Paramedics in FY2015-2016 and implemented the final phase of the ALS program. Two (2) years ahead of schedule.

## ■ Initiate Plans for water conservation through water recycling at the Fire Training Facility

- *Conserve and recycle water used during fire training*
- *Comply with the National Pollution Discharge Elimination System (NPDES)*

**Status:** Continued meetings with stakeholders and development of site plan. Seeking grant and other funding.

## ■ Enhance the existing wellness program to improve safety and quality of life.

- *Maintain existing fitness equipment for each station.*
- *Provide annual employee wellness evaluation and training.*

**Status:** The Wellness program is ongoing. In FY15-16 the Department purchased fitness equipment to replace old and worn equipment and will continue to update and add new equipment as necessary and as budget permits.

## ■ Develop a Regional Academy

- *Build a partnership with community college and neighboring fire departments*
- *Establish a Self-funded academy program*
- *Provide accredited academy certification opportunities for Southbay community members*



# FIRE

**Status:** Continued and ongoing meetings with stakeholders to develop the regional academy program

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

**Status:**

- Emergency Operation Center (EOC) is ongoing
- Hazard Mitigation Plan was completed in FY2014/15 and submitted to the County of San Diego and FEMA for review. Once approved, the plan will be presented to City Council for consideration of approval.
- As of June 2016, the City now has an approved Disaster Recovery Plan.
- Completed an audit of all Emergency Operation Center staff credentials.
- The City of Chula Vista participated in the 2016 California Capstone—Emergency Management Exercise.
- Additional plans in the works include the Continuity of Operations Plan.

# FIRE

## KEY PERFORMANCE MEASURES

SERVICE FUNCTION	STANDARD	FY 2013-2014 ACTUAL	FY 2014-2015 ACTUAL	FY 2015-2016 ESTIMATED	FY 2016-2017 PROJECTED
Emergency Response – Dispatch	Time @ 90%	2:09	1:44	1:42	1:38
	60 sec 90% of time	57%	68%	75%	70%
Emergency Response – Turnout: Non-Fire	Time @ 90%	2:06	1:54	1:48	1:40
	60 sec 90% of time	30%	43%	51%	55%
Emergency Response – Turnout: Fire	Time @ 90%	2:39	2:15	1:56	1:50
	80 sec 90% of time	51%	56%	65%	65%
Emergency Response – Travel	Time @ 90%	6:19	5:51	6:28	6:30
	5 min 90% of time	80%	77%	77%	78%
Emergency Response – Total Response: Non-Fire (dispatch to arrival)	Time @ 90%	N/A	9:18	8:55	9:07
	7 min 90% of time	N/A	73%	75%	74%
Emergency Response – Total Response: Fire (dispatch to arrival)	Time @ 90%	N/A	14:01	9:45	11:53
	7m 20s 90% of time	N/A	50%	66%	58%
Initial Full Alarm – 10 minutes for 14 FF	Time @ 90%	12:31	19:48	14:13	15:30
	10 min 90% of time	27%	41%	37%	35%
Property Saved	% Saved	91%	84%	51%	75%
Mandatory Training	100% annually	100%	100%	100%	100%
Inspections – GUC	w/in 1 month of application	20%	20%	40%	40%
Inspections – FCIP	100% annually	100%	100%	100%	100%
Plan Reviews – FSE	w/in 90% of time frame	95%	95%	95%	95%
Investigations – Origin & Cause	100% of all fires investigated by a trained Investigator	100%	100%	100%	100%

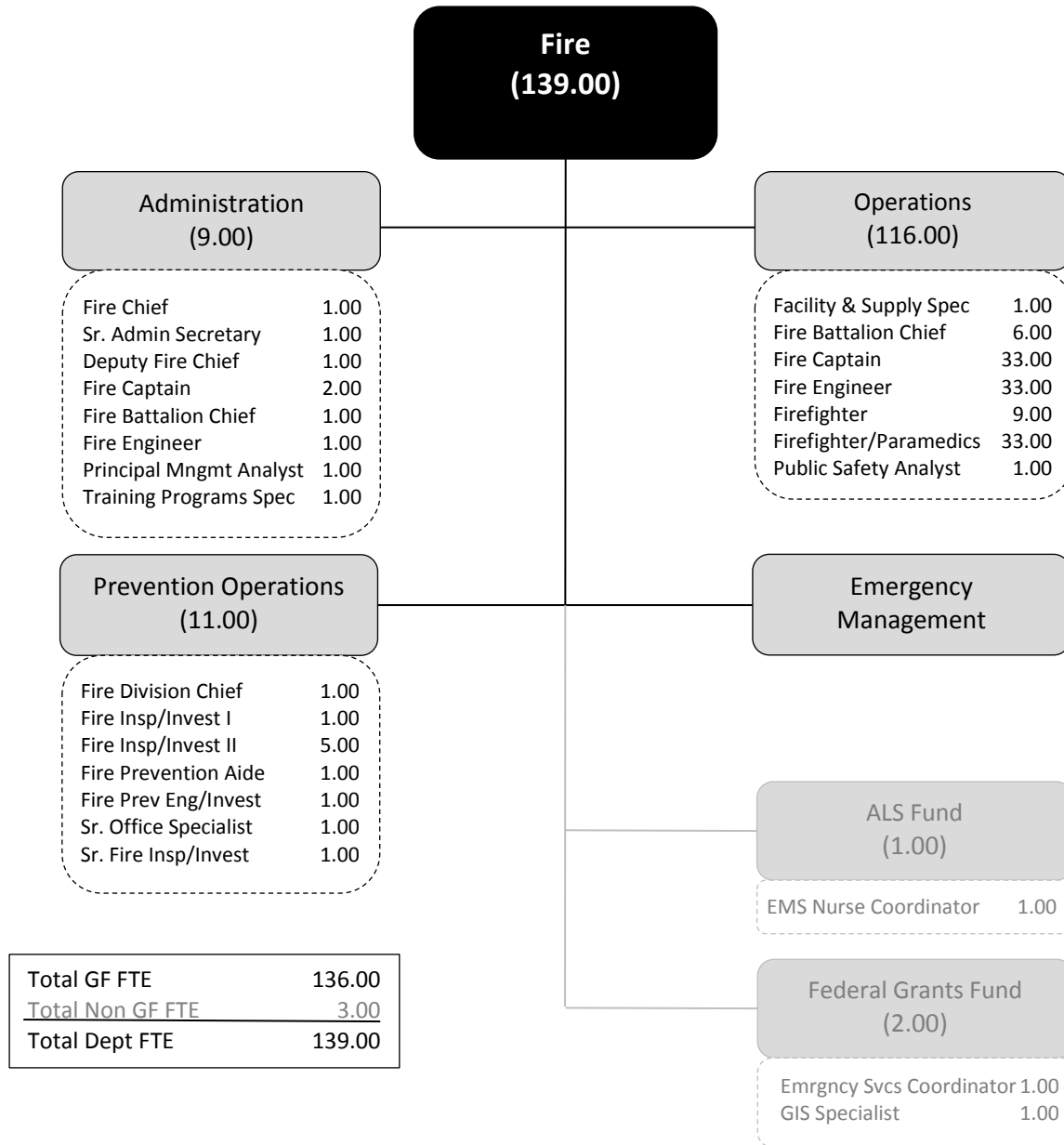
# FIRE

## SUMMARY OF DEPARTMENT RESOURCES

BUDGET CATEGORY	FY 2013-14 ACTUAL	FY 2014-15 ACTUAL	FY 2015-16 ADOPTED	FY 2016-17 ADOPTED
<b>EXPENDITURES</b>				
<b>Personnel Expenses</b>				
Salaries	10,818,654	10,888,273	11,614,479	12,124,788
Hourly Wages	69,217	106,910	1,336	4,940
Overtime	4,057,858	4,334,502	3,417,445	3,711,031
Health Benefits	1,909,031	2,014,714	2,246,002	2,356,303
Retirement Benefits	3,916,950	4,130,000	4,650,816	5,162,570
Other Personnel Expense	1,273,822	1,398,643	1,513,584	1,421,045
<b>Personnel Expenses Subtotal</b>	<b>22,045,532</b>	<b>22,873,042</b>	<b>23,443,662</b>	<b>24,780,677</b>
<b>Non-Personnel Expenses</b>				
Supplies and Services	2,029,541	1,988,270	1,911,336	2,257,550
Capital	103,242	0	0	150,000
Utilities	183,389	204,781	226,715	228,188
Transfers Out	43,060	47,330	62,326	62,326
<b>Non-Personnel Expenses Subtotal</b>	<b>2,359,232</b>	<b>2,240,381</b>	<b>2,200,377</b>	<b>2,698,064</b>
<b>TOTAL EXPENDITURES</b>	<b>\$24,404,764</b>	<b>\$25,113,423</b>	<b>\$25,644,039</b>	<b>\$27,478,741</b>
<b>REVENUES</b>				
Licenses and Permits	460,319	458,497	552,519	437,519
Use of Money & Property	14,300	15,600	15,600	15,600
Revenue from Other Agencies	719,695	666,907	664,000	664,000
Charges for Services	563,717	549,571	469,157	472,282
Other Revenue	450,574	597,907	160,017	30,702
Transfers In	559,846	649,923	833,510	972,453
<b>TOTAL REVENUES</b>	<b>\$2,768,451</b>	<b>\$2,938,405</b>	<b>\$2,694,803</b>	<b>\$2,592,556</b>
<b>REVENUE RECOVERY %</b>	<b>11%</b>	<b>12%</b>	<b>11%</b>	<b>9%</b>
<b>AUTHORIZED FULL TIME POSITIONS</b>	<b>136.00</b>	<b>136.00</b>	<b>136.00</b>	<b>136.00</b>

# FIRE

## ORGANIZATIONAL CHART



## Public Works Department



In January 2009, the Public Works, General Services, and Engineering Departments merged to create the Public Works Department. The Public Works Department provides and manages the City's infrastructure, parks, and open space through high quality operations, maintenance, rehabilitation, and construction in order to optimize mobility, public and environmental health, and safety. The Public Works Department consists of the following Divisions: Engineering, Fiscal Sustainability, and Operations.

### ENGINEERING DIVISION

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

- **Advanced Planning**  
Manages asset inventories, master plans, and special studies to identify current and future deficiencies in the City's sewer, pavement, storm drain, wastewater disposal, and street systems to ensure that the City's infrastructure will adequately serve the community now and in the future.
- **Project Delivery (Design/Survey)**  
Manages the delivery of Capital Improvement Projects (CIPs) through the entire life cycle to meet or exceed quality, scope, schedule, and cost commitments to ensure that the City's infrastructure will adequately serve the community now and in the future. Provides technical support services to various divisions and other departments.
- **Traffic Engineering**  
Provides traffic management, operations and planning services to the traveling public so they can

enjoy a safe and efficient transportation system by responding to inquiries regarding public safety and other related issues, monitoring the function and operation of the roadway system on a daily basis, initiating remedial measures for high accident locations and provide for timely transportation infrastructure.

- **Transportation Services**  
Implements transportation related "Smart City" strategies and technologies and provides the focus and expertise needed to ensure proper development and deployment.
- **Wastewater Engineering**  
Manages the City's sewer system so that Chula Vista residents receive dependable and affordable wastewater treatment and disposal services.
- **Inspection Services**  
Provides inspection, enforcement, education, contract, and permit administration services to contractor's, developers and City departments so they can comply with City construction standards and storm water regulations related to construction activities, so that the public receives the benefits of cleaner water and durable and safe public infrastructure.
- **Stormwater Management**  
Develops and implements comprehensive programs and activities in compliance with State and Federal Clean Water Act (CWA) standards applied locally through Municipal National Pollutant Discharge Elimination System (NPDES) permitting requirements. Local NPDES permits are issued and regulated by the San Diego Regional Water Quality Control Board (RWQCB). Core stormwater management services include: enforcement of the City's stormwater ordinance, review and implementation of development standards, inspection of commercial, industrial, municipal and construction sites, facilities and activities, water quality monitoring, reporting and documentation, complaint response, community outreach and education, interdepartmental coordination, and interjurisdictional watershed management.

## OPERATIONS DIVISION

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

- **Building Management**  
Provides maintenance and custodial services to Police facility, Fire stations, Civic Center, Public Works Center, libraries and recreational facilities and maintain public safety radio equipment and the City's audio visual equipment.
- **Drainage Management**  
Provides cleaning and maintenance services to residents for flood prevention and improved water quality and to ensure the City is in compliance with environmental standards.
- **Fleet Management**  
Provides and maintains vehicles and equipment to City departments used to perform City services such as Police and Fire response calls, sewer system maintenance, street signage and striping, open space inspections and park maintenance.
- **Open Space Management**  
Provides various landscape management services and inspection services to preserve natural open space areas within neighborhoods and to enhance City parkways and medians.
- **Parks Management**  
Provide maintenance of parks, sports courts and fields used by the public, sports leagues, schools, and for Recreation programs. The Park Rangers oversee the City's 56 parks to secure a safe environment throughout City parks.
- **Roadway Management**  
Provides maintenance services to the City's roadway system to ensure the benefits of safe, clean, and dependable public streets, sidewalks, curbs & gutters, traffic signals, street lights, traffic striping and signage, fences, and railings.
- **Wastewater Management**  
Provides wastewater infrastructure maintenance services to residents, businesses, and other City departments to sustain a reliable and environmentally safe wastewater system.

## FISCAL SUSTAINABILITY DIVISION

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

- **Fiscal Services**  
Provides financial support services to City staff, the development community, and the public so that they can successfully complete their business.
- **Strategic Planning & Performance Management**  
Provides managerial support to accommodate continued growth without diminishing services for existing development.

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

## MORE INFORMATION

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

### Website –

<http://www.chulavistaca.gov/departments/public-works>

### Key Contacts -

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

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

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

# PUBLIC WORKS

## MISSION STATEMENT

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

## STRATEGIC GOALS

### CONNECTED COMMUNITY

- Construct Third Avenue Streetscape Improvements
  - *Construction of the first phase of the project was completed in July 2013 for the segment of the project between "H" Street and Madrona Street.*
  - *Construction of the second phase of the project was awarded in April of 2015 for the segment between north of Madrona Street and "F" Street and is anticipated to be completed at the end of June 2016.*
  - *City staff will apply for a Smart Growth Grant from SANDAG to complete the third and final phase of the project between north of F Street to "E" Street. Design of the third phase will be completed in FY2016/17.*

**Status:** On track.

### STRONG AND SECURE NEIGHBORHOODS

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

**Status:** The Public Works Department has identified the significant infrastructure (i.e. roads, drainage, parks, buildings, etc.) needs in Chula Vista. It is believed that the City's existing Infrastructure need may be as great as \$600 million. As a result, City Council directed staff provide a report on the best opportunity for a successful Infrastructure ballot measure. This report presented alternative funding mechanisms, key factors from successful ballot measures, and short-term, as well as long-term steps that could be considered to achieve similar success in the City of Chula Vista. A ballot measure will be placed on the ballot in November of 2016.

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

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

## PUBLIC WORKS

each system will need estimates and recommended schedules for implementation of preservation and rehabilitation strategies for one or more of the AMP's. An assessment of the Wastewater system has been completed with preservation and rehabilitation strategies implemented. The remaining AMP's are in various stages of completion based on available funding.

### KEY PERFORMANCE MEASURES

	FY 2013-2014 ACTUAL	FY 2014-2015 ACTUAL	FY 2015-2016 ACTUAL	FY 2016-2017 PROJECTED
Pavement condition index	74	72	76	75
Percent sewer system evaluated for condition	13%	19%	13%	15%



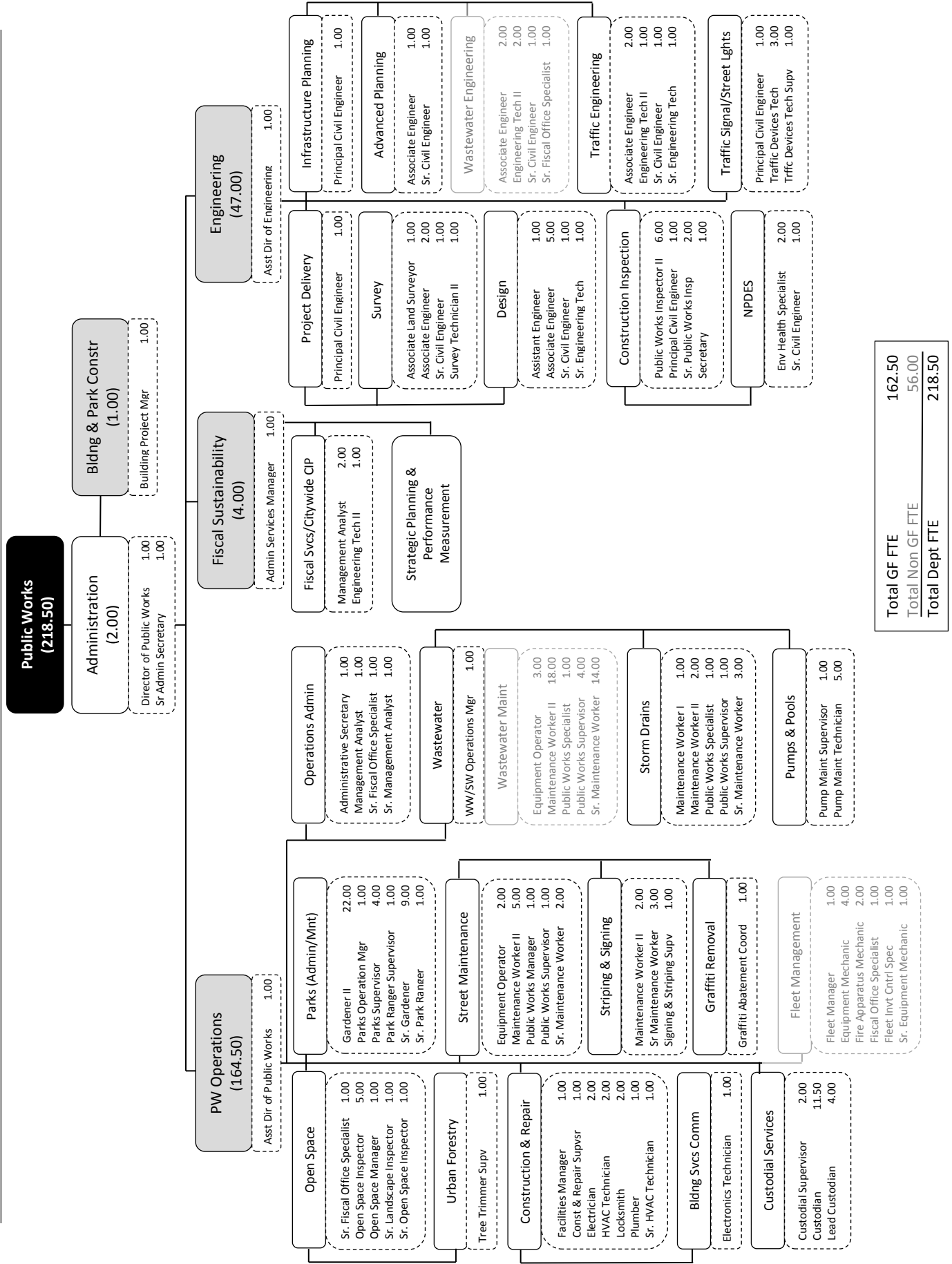
# PUBLIC WORKS

## SUMMARY OF DEPARTMENT RESOURCES

BUDGET CATEGORY	FY 2013-14 ACTUAL	FY 2014-15 ACTUAL	FY 2015-16 ADOPTED	FY 2016-17 ADOPTED
<b>EXPENDITURES</b>				
<b>Personnel Expenses</b>				
Salaries	10,579,045	10,817,201	11,169,396	11,645,537
Hourly Wages	304,046	358,860	367,927	369,135
Overtime	201,817	217,747	207,545	226,581
Health Benefits	2,061,900	2,124,331	2,302,340	2,361,189
Retirement Benefits	3,173,538	3,338,390	3,643,005	3,795,189
Other Personnel Expense	681,145	790,921	874,237	500,361
<b>Personnel Expenses Subtotal</b>	<b>17,001,491</b>	<b>17,647,450</b>	<b>18,564,450</b>	<b>18,897,992</b>
<b>Non-Personnel Expenses</b>				
Supplies and Services	3,559,967	3,707,479	3,665,992	2,948,488
Other Expenses	117,387	169,810	128,000	128,000
Capital	115,635	46,618	61,921	15,171
Utilities	3,632,468	3,518,628	4,156,884	3,885,161
Transfers Out	385,321	389,681	390,290	391,900
Non-CIP Project Expenditures	113,674	62,893	18,700	18,700
<b>Non-Personnel Expenses Subtotal</b>	<b>7,924,452</b>	<b>7,895,109</b>	<b>8,421,787</b>	<b>7,387,420</b>
<b>TOTAL EXPENDITURES</b>	<b>\$24,925,943</b>	<b>\$25,542,559</b>	<b>\$26,986,237</b>	<b>\$26,285,412</b>
<b>REVENUES</b>				
Licenses and Permits	114,896	105,735	35,000	105,966
Fines, Forfeitures, Penalties	900	200	0	0
Use of Money & Property	264,252	269,695	247,700	247,700
Revenue from Other Agencies	(10,597)	21,208	0	0
Charges for Services	878,137	961,469	828,440	548,440
Other Revenue	7,177,535	7,031,543	6,530,998	6,446,453
Transfers In	6,065,093	5,976,614	6,154,472	6,144,138
<b>TOTAL REVENUES</b>	<b>\$14,490,216</b>	<b>\$14,366,464</b>	<b>\$13,796,610</b>	<b>\$13,492,697</b>
<b>REVENUE RECOVERY %</b>	<b>58%</b>	<b>56%</b>	<b>51%</b>	<b>51%</b>
<b>AUTHORIZED FULL TIME POSITIONS</b>	<b>163.00</b>	<b>163.00</b>	<b>164.50</b>	<b>162.50</b>

# PUBLIC WORKS DEPARTMENT

## ORGANIZATIONAL CHART



## Recreation

The Recreation Department offers a variety of recreational opportunities and services to the community. The Department's vision is a community that achieves learning, self-discovery, balance, and essential life skills through recreation. Community involvement is an important component of this process as the Department values assessment information and evaluative input from the community on new and existing programs and services. Community volunteers are an important and valuable resource to the City, and the Recreation Department's offerings and support additional offerings of activities to the community.

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

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

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

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



### MORE INFORMATION

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

#### Website –

<http://www.chulavistaca.gov/departments/recreation>

#### Key Contact –

Kristi McClure Huckaby, Director of Recreation  
 276 Fourth Avenue, Building C  
 Chula Vista, CA 91910  
 619-409-5979  
 Email: [RecAdmin@ci.chula-vista.ca.us](mailto:RecAdmin@ci.chula-vista.ca.us)

# RECREATION

## MISSION STATEMENT

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

## STRATEGIC GOALS

### ECONOMIC VITALITY

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

**Status:** Partnership with Chula Vista Learning Community Charter, a charter school of the Chula Vista Elementary School District, consisting of 7th through 8th graders, for school use at Parkway Community Center.

Created a swimming program for Chula Vista Learning Community Charter, for youth to participate at Parkway Pool on Mondays throughout the school year, taking the place of "traditional" physical education.

Norman Park Senior Center and the Loma Verde Recreation Center were selected to host the University of California, San Diego Peer Empowerment 4 Physical Activity Research Study funded by the National Institutes of Health, National Heart, Lung and Blood Institute. The goal of the study is to test the effectiveness and feasibility of a peer led physical activity program aimed at improved health in older adults.

The City of Chula Vista Recreation Department, in conjunction with the American Red Cross San Diego/Imperial Counties Chapter offered an emergency shelter operations training to prepare community volunteers to assist with running emergency shelters during disasters.

We continue to work internally (Finance, Public Works and Recreation Departments) with the aid of a consultant to evaluate what we are currently charging for our recreational program fees through the Cost Recovery Study.

### CONNECTED COMMUNITY & HEALTHY COMMUNITY

- Provide appropriate recreational programs, services, and facilities

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

Rebranding of our free after school program, to ASPIRE (After School Program In Recreation Enrichment) offered five days per week at seven recreation centers. The program is designed to be a safe haven for youth ages 5-16.

Chula Vista's Elementary Learn to Swim Program, fourth graders are provided swim lessons, water safety, sun safety, continues to be funded through a grant provided by Kaiser Foundation Hospitals, Southern California Region.

# RECREATION

The City of Chula Vista was awarded an Active Transportation Grant program funds through the San Diego Association of Governments SANDAG for the Walk + Bike Chula Vista Education, Encouragement and Awareness Campaign. Program partners are Recreation Department, Circulate San Diego (CSD), and the San Diego County Bicycle Coalition (SDCBC).

Successful camp program offerings are located at recreation centers during the fall, winter, spring and summer school breaks.

Public access to facilities has continued to see a growth in participation of additional program offerings and hours of operation for recreation center sites. Recreation center’s rental space availability is viewable online for the public.

The Mobile Recreation “Empower Hour” continues to be funded through a grant provided by an SDG&E Conservation. Expansion to the program includes the free Movies in the Park series.

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

**Status:** An updated plan will be brought to the Parks & Recreation Commission and then forwarded to the City Council for approval in Fall 2016.

Received grant assistance from Community Health Improvement Partners (CHIP) and Scripps Mercy Chula Vista through a REACH grant, for completion of a Recreation Needs Assessment (a component of the Parks and Recreation Master Plan).

The Recreation Department continues to align its strategic goals with the Citywide Strategic Plan and implementing a Recreation Department goal for each of the five Strategic Planning components.

## KEY PERFORMANCE MEASURES

	FY 2013-2014 ACTUAL	FY 2014-2015 ACTUAL	FY 2015-2016 ESTIMATED	FY 2016-2017 PROJECTED
Attendance of participants being served at the Norman Park Senior Center	59,422	52,261	58,525	58,525
Classes & Activities Total Number and Enrollment	N/A	N/A	3,859/30,596	3,859/30,596
Facility Attendance at Recreation Facilities	730,812	953,990	1,094,894	1,094,894
Percentage of customers who report an improved Quality of Life as a result of participation in recreation programs (participant survey)	N/A	N/A	99%	99%
Number of Enrolled Teams in Adult Sports Leagues	N/A	N/A	453	453
Volunteers for the Recreation Department (Number of volunteers hours logged)	N/A	N/A	193 Active/ 1,939.25 hrs.	193 Active/ 1,939.25 hrs.

\*N/A – Tracking of additional performance measurements began FY15-16.

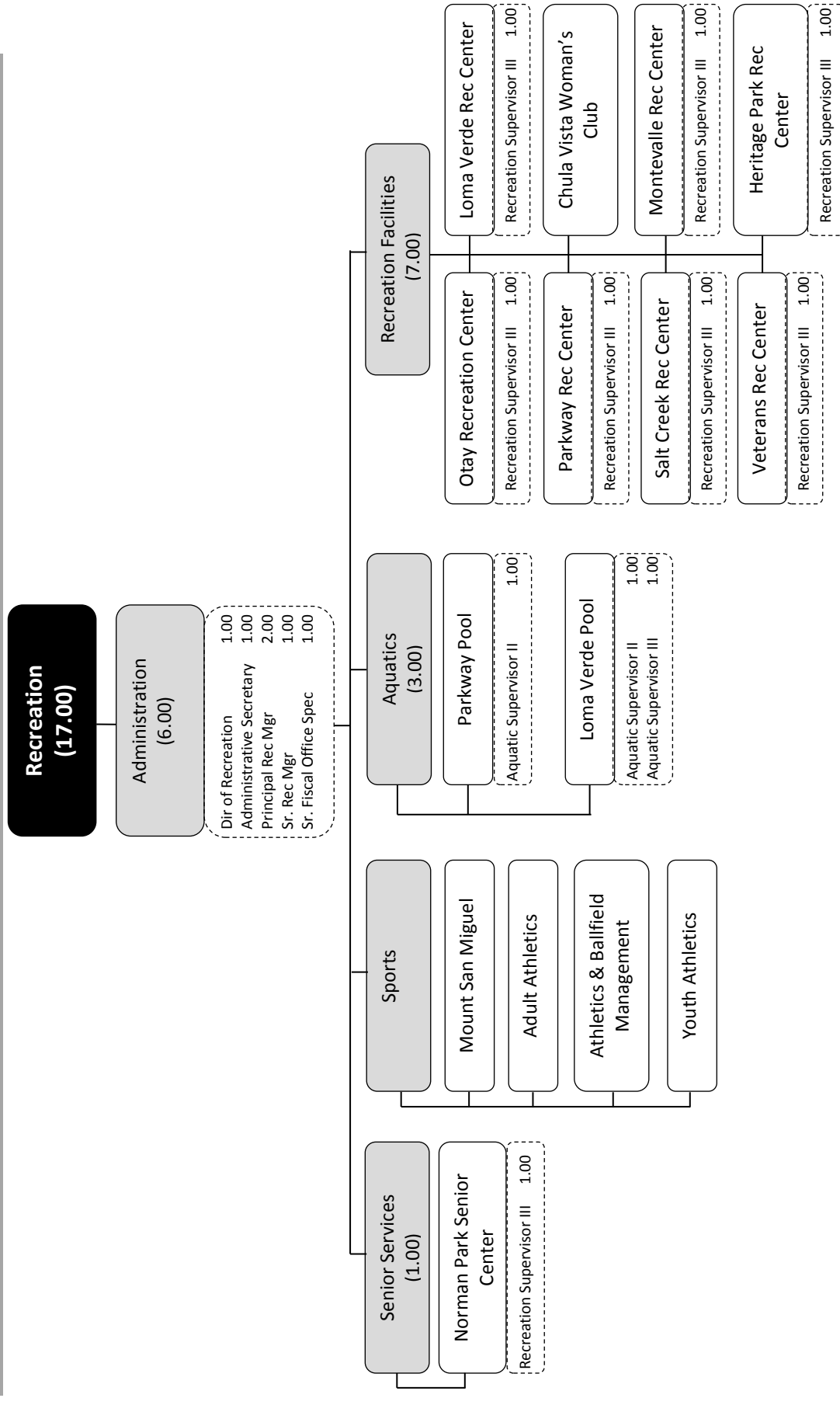
# RECREATION

## SUMMARY OF DEPARTMENT RESOURCES

BUDGET CATEGORY	FY 2013-14 ACTUAL	FY 2014-15 ACTUAL	FY 2015-16 ADOPTED	FY 2016-17 ADOPTED
<b>EXPENDITURES</b>				
<b>Personnel Expenses</b>				
Salaries	1,122,152	1,152,885	1,226,239	1,316,520
Hourly Wages	907,257	940,793	1,014,577	1,054,480
Overtime	1,487	2,698	5,100	5,201
Health Benefits	213,558	220,429	241,333	250,535
Retirement Benefits	395,755	415,956	475,696	509,273
Other Personnel Expense	61,605	68,974	80,583	37,045
<b>Personnel Expenses Subtotal</b>	<b>2,701,814</b>	<b>2,801,735</b>	<b>3,043,528</b>	<b>3,173,054</b>
<b>Non-Personnel Expenses</b>				
Supplies and Services	474,854	505,161	621,146	605,457
Other Expenses	43,603	78,299	115,657	123,657
Capital	22,414	11,432	2,523	12,692
Utilities	346,008	349,722	420,057	396,345
<b>Non-Personnel Expenses Subtotal</b>	<b>886,879</b>	<b>944,614</b>	<b>1,159,383</b>	<b>1,138,151</b>
<b>TOTAL EXPENDITURES</b>	<b>\$3,588,693</b>	<b>\$3,746,349</b>	<b>\$4,202,911</b>	<b>\$4,311,205</b>
<b>REVENUES</b>				
Use of Money & Property	674,453	796,190	652,883	694,036
Revenue from Other Agencies	5,418	6,408	5,330	7,233
Charges for Services	1,280,852	1,308,527	1,354,344	1,399,067
Other Revenue	115,745	103,010	50,773	99,359
<b>TOTAL REVENUES</b>	<b>\$2,076,468</b>	<b>\$2,214,135</b>	<b>\$2,063,330</b>	<b>\$2,199,695</b>
<b>REVENUE RECOVERY %</b>	<b>58%</b>	<b>59%</b>	<b>49%</b>	<b>51%</b>
<b>AUTHORIZED FULL TIME POSITIONS</b>	<b>17.00</b>	<b>17.00</b>	<b>17.00</b>	<b>17.00</b>

# RECREATION

## ORGANIZATIONAL CHART



Total GF FTE	17.00
Total Non GF FTE	0.00
<b>Total Dept FTE</b>	<b>17.00</b>





# Library



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

The Chula Vista Public Library is comprised of three dynamic state-of-the-art libraries delivering books, magazines, newspapers, information services, DVD’s, CD’s, free public access computers, free Wi-Fi, and community programming to the City’s residents nearly every day of the year. The South Chula Vista Branch Library and the Civic Center Branch Library offer full library service in English and Spanish. The Otay Ranch storefront branch, located in the Otay Ranch Town Center Mall is an exciting community-based partnership providing a location especially suited for young families and students. From the library’s interactive and user-friendly homepage, residents can request or renew books, pay fines, browse digitized photos from Chula Vista’s past, use premium subscription databases and research materials, learn a language, practice civil service and academic tests, download e-books, music, and digital audiobooks, check out the calendar of library events, and register for programs via remote access 24 hours a day, from home, work or school. In fiscal year 2015-16, 837,475 visitors borrowed 721,696 books and other materials, and made over 111,352 reservations for library computers.

The Chula Vista Public Library offers numerous programs, activities, and events to the community’s

children, teens and adults. These include summer reading programs for all ages, after school activities, homework help, free film festivals, art exhibits, and concerts. The library provides a variety of public spaces available for use by community groups, as well as bridging the digital divide by providing laptops and wi-fi hotspots for home use. As part of the library’s thriving volunteer program, residents may read to children and help with early literacy and youth activities, tutor students, staff the Adult Literacy and ESL center, help in the library’s bookstores, work on library projects, and assist with special events.

The Chula Vista Heritage Museum was relocated from a standalone building to a beautiful renovated space inside the Chula Vista Civic Center Branch. The 154-seat Civic Center auditorium was remodeled and upgraded, offering a welcome venue for community performances, meetings, lectures and programs of all kinds. The library is collaborating with the local school district and Qualcomm to open and operate a unique STEM maker space by repurposing underutilized staff space.

## MORE INFORMATION

For more information about the Library Department:

**Website –**  
[www.chulavistalibrary.org](http://www.chulavistalibrary.org)

### Key Contacts -

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

Civic Center Branch  
 Erni Barros  
 Branch Manager  
 365 F Street  
 Chula Vista, CA 91910  
 Phone: 619-585-5160  
 Email:  
[ebarros@chulavistaca.gov](mailto:ebarros@chulavistaca.gov)

South Chula Vista Branch  
 Debbie Taylor  
 Branch Manager  
 389 Orange Avenue  
 Chula Vista, CA 91910  
 Phone: 619-585-5772  
 Email:  
[dtaylor@chulavistaca.gov](mailto:dtaylor@chulavistaca.gov)

Otay Ranch Branch  
 Joy Whatley  
 Branch Manager  
 2015 Birch Road, Suite 409  
 Chula Vista, CA 91915  
 Phone: 619-397-5740  
 Email:  
[jwhatley@chulavistaca.gov](mailto:jwhatley@chulavistaca.gov)

# LIBRARY

## MISSION STATEMENT

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

## STRATEGIC GOALS

### CONNECTED COMMUNITY

- Explore New Library facility
  - *Identify opportunities to open a community services hub on east side of the City. Continue planning process for library at Millenia site.*

**Status:** Planning for full-service Millenia Branch continues. Enhanced Library profile in the community with good publicity via television interviews and newspaper articles. Received major gifts from the Friends of the Chula Vista Library and the Chula Vista Public Library Foundation. Mall branch has received local and national awards.

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

**Status:** Sunday hours and expanded Friday and Saturday hours added at the Otay Ranch Branch effective October 2015, for a system wide total of 170 open hours per week. Library loans laptops and wi-fi hotspots for home use to bridge the digital divide. Expanded collection of ebooks; digital magazines and streaming and downloadable music added. Celebrated Civic Center 40<sup>th</sup> anniversary in a high-profile community event July 2015.

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

**Status:** Partnership with Chula Vista Elementary School District and Qualcomm to create and operate a "Thinkabit" science lab/maker space in underutilized area of Civic Center Branch. Scheduled to open August 2016. State Library features local lunch program as exemplary; library staff serve as mentors for other beginning lunch programs. Successful "Veterans Connect @ Your Library" grant funded project launches with private counseling, art exhibits, special collections and dedicated computer lab for veterans and their families. Continued collaborative programs with Southwestern College, US Immigration and Naturalization Services, Altrusa International, Chula Vista Genealogical Society, South Bay Historical Society, and Chula Vista Adult School, among others. Popular passport service hours expanded. Developing relationship with new Visual and Performing Arts unit of Chula Vista Elementary School District to incorporate regular performances and exhibits in library space. Popular monthly "Film Forum" series begins March 2016.

# LIBRARY

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

**Status:** Civic Center auditorium renovation completed February 2016, using a combination of grant, donation and city funds. Chula Vista Heritage Museum moved into remodeled space at Civic Center Library Grand opening January 2016. Positive publicity via television and newspaper stories of Library activities and events. Partnership with Southwestern College to offer courses at the Library in the “Go To College At the Library” program. Received fourth round SDG&E grant to create energy awareness space and activities for children at Civic Center Branch and South Chula Vista Branch. Kindergarten Boot Camp expands to “Book Boot Camp”, reading club for older children. “Parking Lot to Parklet” facilities improvement grant award from Chula Vista Charitable Foundation successfully implemented.

## KEY PERFORMANCE MEASURES

	FY 2013-2014 ACTUAL	FY 2014-2015 ACTUAL	FY 2015-2016 ACTUAL	FY 2016-2017 PROJECTED
Internet sessions per capita	0.50	0.44	0.39	0.39
Program attendance per capita	0.11	0.15	0.15	0.15
Visitor count per capita	3.27	3.08	3.06	3.06
Circulation per capita	3.79	3.21	3.15	3.15

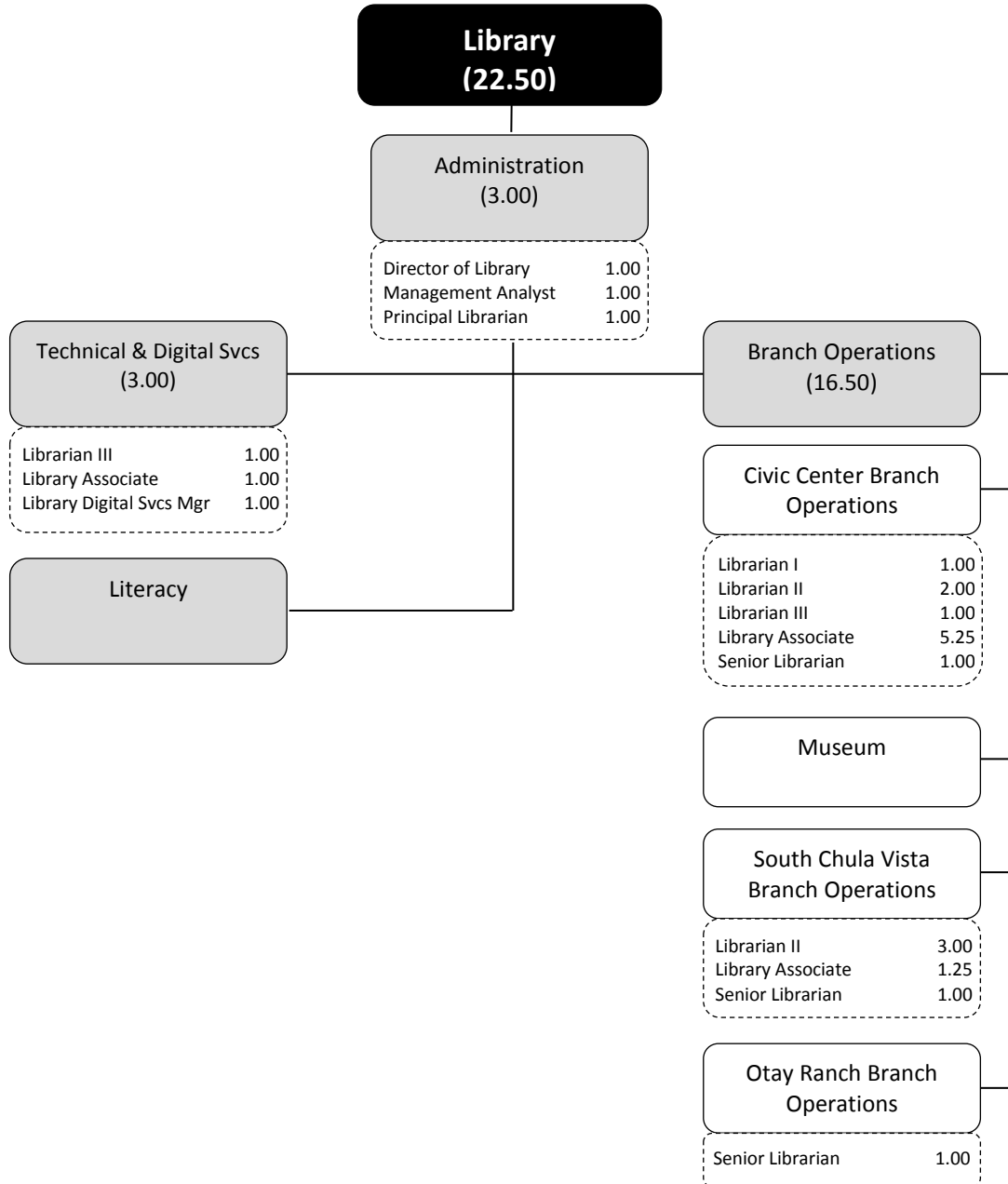
# LIBRARY

## SUMMARY OF DEPARTMENT RESOURCES

BUDGET CATEGORY	FY 2013-14 ACTUAL	FY 2014-15 ACTUAL	FY 2015-16 ADOPTED	FY 2016-17 ADOPTED
<b>EXPENDITURES</b>				
<b>Personnel Expenses</b>				
Salaries	1,400,375	1,432,958	1,529,015	1,625,205
Hourly Wages	498,601	605,812	665,707	679,021
Overtime	49	0	0	0
Health Benefits	277,300	270,920	318,698	330,704
Retirement Benefits	481,552	503,687	587,364	646,462
Other Personnel Expense	90,203	107,204	121,296	67,861
<b>Personnel Expenses Subtotal</b>	<b>2,748,080</b>	<b>2,920,581</b>	<b>3,222,080</b>	<b>3,349,253</b>
<b>Non-Personnel Expenses</b>				
Supplies and Services	266,062	289,384	203,852	206,983
Other Expenses	360	360	400	400
Capital	38,257	0	0	0
Utilities	283,617	316,713	352,925	351,050
<b>Non-Personnel Expenses Subtotal</b>	<b>588,296</b>	<b>606,457</b>	<b>557,177</b>	<b>558,433</b>
<b>TOTAL EXPENDITURES</b>	<b>\$3,336,376</b>	<b>\$3,527,038</b>	<b>\$3,779,257</b>	<b>\$3,907,686</b>
<b>REVENUES</b>				
Fines, Forfeitures, Penalties	137,168	126,500	163,000	118,000
Use of Money & Property	37,958	38,332	57,550	57,550
Revenue from Other Agencies	2,000	3,000	2,000	2,000
Charges for Services	75,956	126,438	115,013	195,013
Other Revenue	52,097	88,965	8,850	8,850
Transfers In	2,352	0	0	0
<b>TOTAL REVENUES</b>	<b>\$307,531</b>	<b>\$383,235</b>	<b>\$346,413</b>	<b>\$381,413</b>
<b>REVENUE RECOVERY %</b>	<b>9%</b>	<b>11%</b>	<b>9%</b>	<b>10%</b>
<b>AUTHORIZED FULL TIME POSITIONS</b>	<b>21.50</b>	<b>21.50</b>	<b>22.50</b>	<b>22.50</b>

# LIBRARY

## ORGANIZATIONAL CHART



Total GF FTE	22.50
Total Non GF FTE	0.00
<b>Total Dept FTE</b>	<b>22.50</b>



**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

In fiscal year 2016-17 revenues are projected to be sufficient to support projected expenditures. It is important to indicate that the most current fiscal year 2015-16 projections estimate that revenues will be short of budget. It is anticipated that this fund will end the current fiscal year (FY2016) with a \$0.5 million deficit.

Staff has taken into consideration the change in workload, and has recommended changes included the fiscal year 2016-17 adopted budget in order to better align staffing and resources to remain responsive to the type of work being received.

The adopted fiscal year 2016-17 budget reflects the continued effort of balancing development related resources with the demand for development related services.

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 projected revenue for fiscal year 2015-16 compared to the estimated fiscal year 2016-17 revenues. The City is anticipating that the following major projects will continue to move forward in fiscal year 2016-17:

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

**Development Services Fund Revenues**  
Fiscal Years 2015 to 2017

Category	FY 2014-15 Actual	FY 2015-16 Adopted	FY2016-17 Adopted	Change	%Change
Other Local Taxes	\$ 7,226	\$ 7,000	\$ 7,000	\$ -	0%
Licenses and Permits	\$ 1,949,675	\$ 1,973,215	\$ 1,905,312	\$ (67,903)	-3%
Charges for Services	\$ 3,269,983	\$ 4,337,865	\$ 5,691,872	\$ 1,354,007	31%
Other Revenue	\$ 903,584	\$ 459,000	\$ 1,209,147	\$ 750,147	163%
Transfers In	\$ 448,687	\$ 526,614	\$ 841,959	\$ 315,345	60%
<b>Total Revenues</b>	<b>\$ 6,579,155</b>	<b>\$ 7,303,694</b>	<b>\$ 9,655,290</b>	<b>\$ 2,351,596</b>	<b>32%</b>

Projections for fiscal year 2016-17 revenues were based on a trend analysis of fiscal year 2014-15 actual revenues and current fiscal year 2015-16 projections. Additionally, as previously mentioned, staff has taken into account the revenue changes needed as part of resource realignment and cost recovery model. A summary of the notable changes by category are listed below:

- Licenses and Permits – The decrease in this category of \$67,903 reflects the projected decrease in development activity, mainly in building permit activity.
- Charges for Service – The increase in this category of \$1.4 million reflects increases in plan checking fees and staff time reimbursements related to the workload anticipated for major projects.
- Other Revenue – The adopted fiscal year 2016-17 budget reflects an increase of \$0.8 million from the fiscal year 2015-16 adopted budget. This increase is related to the anticipated increase in Development Impact Fee, CIP, and Community Facilities District related staff time reimbursements. The increase was partially offset by a decrease in reimbursements from projects reimbursed by other funds.
- Transfers In – The fiscal year 2016-17 adopted budget reflects a change of \$315,345 in projected transfers in. The increase is due to an increase in the transfers in from the General Fund and Chula Vista Housing Authority for Development related activity. The second of five (5) reimbursements for

the General Fund’s portion of the Accela software upgrade \$78,477 is included in this category.

**EXPENDITURES**

The fiscal year 2016-17 adopted budget includes funding for 50.0 positions in the Development Services Fund. This reflects a net increase of 5.50 positions when compared to the fiscal year 2015-16 Council adopted budget. These changes are a result of the following personnel changes:

- The Transfer of 1.0 Senior Planner and 1.0 Associate Planner from the Development Services – General Fund;
- The Transfer of 1.0 Senior Office Specialist and 1.0 Development Services Technician II to the Development Services – General Fund;
- The addition of 1.0 Building Inspector III, 2.0 Senior Civil Engineers, 1.50 Landscape Architect, and 1.0 Management Analyst.

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

**Development Services Fund Expenditures**  
Fiscal Year 2015 to 2017

Category	FY 2014-15 Actual	FY 2015-16 Adopted	FY 2016-17 Adopted	Change	%Change
Personnel Services	\$ 5,459,307	\$ 5,734,293	\$ 6,861,010	\$ 1,126,717	20%
Supplies and Services	\$ 262,395	\$ 268,532	\$ 561,985	\$ 293,453	109%
Other Expenses	\$ 156,703	\$ 98,812	\$ 195,000	\$ 96,188	97%
Capital	\$ 9,072	\$ 9,500	\$ 85,500	\$ 76,000	800%
Transfers Out	\$ 1,328,299	\$ 1,187,557	\$ 1,796,648	\$ 609,091	51%
Utilities	\$ 4,723	\$ 5,000	\$ 5,000	\$ -	0%
<b>Total Expenditures</b>	<b>\$ 7,220,499</b>	<b>\$ 7,303,694</b>	<b>\$ 9,505,143</b>	<b>\$ 2,201,449</b>	<b>30%</b>

A summary of the notable changes between the fiscal year 2015-16 adopted budget to the fiscal year 2016-17 adopted budget by category are listed as follows:

- Personnel Services – This category reflects a net increase of \$1.1 million when compared to the fiscal year 2015-16 adopted budget. The increase can be attributed to the annualized costs of salary increases approved by Council in fiscal year 2015-16, the addition of 5.50 positions, and increases to various personnel costs including any approved MOU negotiated salary increases and scheduled step increases, hourly, overtime, PERS, flex/insurance, Worker’s Comp charges, and vacation in-lieu expenses.

These increases were partially offset by a transfer of 1.0 Senior Office Specialist and 1.0 Development Services Technician II to the General Fund.

- Supplies and Services – The adopted budget reflects an increase of \$293,453 in this category. This increase is due to adjustments based on prior year actuals and to provide sufficient resources to process pending development projects.
- Other Expenses – The Other Expenses category reflects a change of \$96,188 in comparison to the fiscal year 2015-16 adopted budget. Staff has estimated the amount necessary for the volume of credit card transaction fees charged to the City for customers who choose to pay fees using a credit card.
- Capital – The Capital category reflects an increase of \$76,000 when compared to the fiscal year 2015-

16 adopted budget. This increase is due to the anticipated purchase of a new vehicle for the additional Building Inspector III.

- Transfers Out – The transfers out expenditure category reflects a change of \$609,091 when compared to the fiscal year 2015-16 adopted budget. This transfer reflects the reimbursement amount from the Development Services Fund to the General Fund for department and citywide overhead costs.
- Utilities – The utilities category reflects the projected amounts necessary for fiscal year 2016-17 projected utility expenses.



**FUND SUMMARY**

<b>BUDGET CATEGORY</b>	<b>FY 2013-14 ACTUAL</b>	<b>FY 2014-15 ACTUAL</b>	<b>FY 2015-16 ADOPTED</b>	<b>FY 2016-17 ADOPTED</b>
<b>EXPENDITURES</b>				
Personnel Services	5,367,696	5,459,307	5,734,293	6,861,010
Supplies and Services	664,015	262,395	268,532	561,985
Other Expenses	68,663	156,703	98,812	195,000
Capital	8,316	9,072	9,500	85,500
Utilities	4,441	4,723	5,000	5,000
Transfers Out	1,143,810	1,328,299	1,187,557	1,796,648
<b>TOTAL EXPENDITURES</b>	<b>\$7,256,941</b>	<b>\$7,220,499</b>	<b>\$7,303,694</b>	<b>\$9,505,143</b>
<b>REVENUES</b>				
Other Local Taxes	7,845	7,226	7,000	7,000
Licenses and Permits	1,735,402	1,949,675	1,973,215	1,905,312
Charges for Services	3,776,359	3,269,983	4,337,865	5,691,872
Other Revenue	819,006	903,584	459,000	1,209,147
Transfers In	628,181	448,687	526,614	841,959
<b>TOTAL REVENUES</b>	<b>\$6,966,793</b>	<b>\$6,579,155</b>	<b>\$7,303,694</b>	<b>\$9,655,290</b>
<b>NET FUND ACTIVITY</b>	<b>(\$290,148)</b>	<b>(\$641,344)</b>	<b>\$0</b>	<b>\$150,147</b>

**STAFFING SUMMARY - 408**

<b>BUDGET CATEGORY</b>	<b>FY 2015-16 ADOPTED</b>	<b>FY 2015-16 MIDYEAR</b>	<b>FY 2016-17 CHANGES</b>	<b>FY 2016-17 ADOPTED</b>
Assoc Engineer	3.00	-	-	3.00
Assoc Plan Check Engineer	3.00	-	-	3.00
Associate Planner	4.00	-	1.00	5.00
Building Inspection Mgr	1.00	-	-	1.00
Building Inspector II	4.00	-	-	4.00
Building Inspector III	1.00	-	1.00	2.00
Building Off/Code Enf Mgr	1.00	-	-	1.00
Development Services Tech I	1.00	-	-	1.00
Development Svcs Tech II	4.00	-	(1.00)	3.00
Development Svcs Tech III	2.00	-	-	2.00
Devlpmt Svcs Counter Mgr	1.00	-	-	1.00
Engineering Tech II	1.00	-	-	1.00
Landscape Architect	2.50	-	1.50	4.00
Management Analyst	-	-	1.00	1.00
Plan Check Supervisor	1.00	-	-	1.00
Planning Manager	1.00	-	-	1.00
Principal Civil Engineer	1.00	-	-	1.00
Principal Planner	2.00	-	-	2.00
Secretary	1.00	-	-	1.00
Sr Building Inspector	1.00	-	-	1.00
Sr Civil Engineer	-	-	2.00	2.00
Sr Engineering Technician	1.00	-	-	1.00
Sr Office Specialist	1.00	-	(1.00)	-
Sr Plan Check Technician	1.00	-	-	1.00
Sr Planner	3.00	-	1.00	4.00
Sr Project Coordinator	1.00	-	-	1.00
Sr Secretary	1.00	-	-	1.00
Transportation Engineer W/Cert	1.00	-	-	1.00
<b>TOTAL AUTHORIZED POSITIONS</b>	<b>44.50</b>	<b>-</b>	<b>5.50</b>	<b>50.00</b>

## **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 inter-fund 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. This loan was paid off in fiscal year 2014-15.

- 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 revenues in this category is received 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. The decrease of \$1.4 million in Property Tax revenues is based on the approved Redevelopment Property Tax Trust Fund (RPTTF) allocation amounts approved by the State Department of Finance.

The table below provides a comparison of the adopted revenues for fiscal year 2015-16 to the estimated fiscal year 2016-17 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.

- Transfers In – Transfer-In amount has decreased compared to prior year by \$963,817. The Successor Agency has received permission to repay the Successor Agency Housing Fund for a loan previously received to pay the State of California required SERAF payment in 2010 and 2011. The fiscal year 2016-17 adopted budget amount of \$963,931 is based on the last required SERAF payment.

**Redevelopment/Successor Agency Operating Fund Revenues**  
Fiscal Years 2015 to 2017

Category	Funds 318/319 FY 2014-15 Actual	Funds 318/319 FY 2015-16 Adopted	Funds 318/319 FY 2016-17 Adopted	Change
Property Taxes	\$ 6,179,288	\$ 6,407,939	\$ 4,967,149	\$ (1,440,790)
Use of Money & Property	\$ 779,133	\$ 15,000	\$ 15,000	\$ -
Charges for Services	\$ 3,358	\$ -	\$ -	\$ -
Revenue from Other Agencies	\$ -	\$ -	\$ -	\$ -
Other Revenue	\$ 199,741	\$ -	\$ -	\$ -
Transfers In	\$ -	\$ 1,927,748	\$ 963,931	\$ (963,817)
<b>Total Revenues</b>	<b>\$ 7,161,520</b>	<b>\$ 8,350,687</b>	<b>\$ 5,946,080</b>	<b>\$ (2,404,607)</b>

**EXPENDITURES**

Expenditures for fiscal year 2016-17 are for winding down the former Redevelopment Agency and Low and Moderate Income Housing activities and documented enforceable obligations.

- **Services and Supplies** – The budget has decreased by \$26,552 from fiscal year 2015-16 adopted budget. This is due to lower anticipated project related consultant services.
- **Other Expenses** – The Other Expenses category reflects an increase of \$1.4 million. This increase is due to an anticipated affordable housing development project and rental assistance program and an increase for anticipated staff time reimbursements for Low Mod Housing activities.
- **Capital** – The capital category reflects the projected amounts necessary for fiscal year 2016-17.

- **Transfers Out** – The transfers out expenditure category accounts for the required debt service for the Successor Agency. Bonded debt service for the 2006 and 2008 TABS approximately \$3.5 million. The Agency is also repaying a loan from the Successor Agency Housing Fund of \$1.0 million. The Transfers Out category has decreased due to lower amount of the last required SERAF payment and to the payoff of the 2006 ERAF loan in fiscal year 2015-16.
- **Utilities** – The utilities category reflects the projected amounts necessary for fiscal year 2016-17 projected utility expenses.

The table below provides a comparison of the adopted budgeted expenditures for fiscal year 2016-17 to fiscal year 2015-16 adopted budget expenditures. The table does not reflect the debt service expenditure budget which is discussed in the debt service section of this document.

**Redevelopment/Successor Agency Operating Fund Expenditures**

Fiscal Year 2014 to 2016

Category	Funds 318/319 FY 2014-15 Actuals	Funds 318/319 FY 2015-16 Adopted	Funds 318/319 FY 2016-17 Adopted	Change
Personnel Services	\$ -	\$ -	\$ -	\$ -
Supplies and Services	\$ 85,271	\$ 143,770	\$ 117,218	\$ (26,552)
Other Expenses	\$ 694,641	\$ 2,846,109	\$ 4,274,026	\$ 1,427,917
Capital	\$ 5,357	\$ 12,040	\$ 12,040	\$ -
Transfers Out	\$ 5,561,845	\$ 5,601,309	\$ 4,504,931	\$ (1,096,378)
CIP Project Expenditures	\$ -	\$ -	\$ -	\$ -
Non-CIP Project Expenditures	\$ -	\$ -	\$ -	\$ -
Utilities	\$ 1,538	\$ 1,780	\$ 1,700	\$ (80)
<b>Total Expenditures</b>	<b>\$ 6,348,652</b>	<b>\$ 8,605,008</b>	<b>\$ 8,909,915</b>	<b>\$ 304,907</b>

**FUND SUMMARY**

<b>BUDGET CATEGORY</b>	<b>FY 2013-14 ACTUAL</b>	<b>FY 2014-15 ACTUAL</b>	<b>FY 2015-16 ADOPTED</b>	<b>FY 2016-17 ADOPTED</b>
<b>EXPENDITURES</b>				
Personnel Services	84,065	0	0	0
Supplies and Services	59,965	60,180	80,270	54,218
Other Expenses	759,626	516,109	718,540	712,962
Capital	4,940	1,672	6,040	6,040
Utilities	1,594	1,538	1,780	1,700
Transfers Out	3,122,997	5,561,845	5,601,309	4,504,931
<b>TOTAL EXPENDITURES</b>	<b>\$4,033,187</b>	<b>\$6,141,344</b>	<b>\$6,407,939</b>	<b>\$5,279,851</b>
<b>REVENUES</b>				
Property Taxes	6,144,146	6,179,288	6,407,939	4,967,149
Use of Money & Property	10,640	15,778	0	0
<b>TOTAL REVENUES</b>	<b>\$6,154,786</b>	<b>\$6,195,066</b>	<b>\$6,407,939</b>	<b>\$4,967,149</b>
<b>NET FUND ACTIVITY</b>	<b>\$2,121,599</b>	<b>\$53,722</b>	<b>\$0</b>	<b>(\$312,702)</b>

## FUND SUMMARY

BUDGET CATEGORY	FY 2013-14 ACTUAL	FY 2014-15 ACTUAL	FY 2015-16 ADOPTED	FY 2016-17 ADOPTED
<b>EXPENDITURES</b>				
Supplies and Services	2,894	25,091	63,500	63,000
Other Expenses	152,236	178,532	2,127,569	3,561,064
Capital	3,038	3,685	6,000	6,000
<b>TOTAL EXPENDITURES</b>	<b>\$158,168</b>	<b>\$207,308</b>	<b>\$2,197,069</b>	<b>\$3,630,064</b>
<b>REVENUES</b>				
Use of Money & Property	495,183	763,355	15,000	15,000
Charges for Services	20,979	3,358	0	0
Other Revenue	106,064	199,741	0	0
Transfers In	0	0	1,927,748	963,931
<b>TOTAL REVENUES</b>	<b>\$622,226</b>	<b>\$966,454</b>	<b>\$1,942,748</b>	<b>\$978,931</b>
<b>NET FUND ACTIVITY</b>	<b>\$464,058</b>	<b>\$759,146</b>	<b>(\$254,321)</b>	<b>(\$2,651,133)</b>

**FUND SUMMARY**

<b>BUDGET CATEGORY</b>	<b>FY 2013-14 ACTUAL</b>	<b>FY 2014-15 ACTUAL</b>	<b>FY 2015-16 ADOPTED</b>	<b>FY 2016-17 ADOPTED</b>
<b>EXPENDITURES</b>				
Other Expenses	158,165	1,274,067	0	0
<b>TOTAL EXPENDITURES</b>	<b>\$158,165</b>	<b>\$1,274,067</b>	<b>\$0</b>	<b>\$0</b>
<b>REVENUES</b>				
Use of Money & Property	578	371	0	0
<b>TOTAL REVENUES</b>	<b>\$578</b>	<b>\$371</b>	<b>\$0</b>	<b>\$0</b>
<b>NET FUND ACTIVITY</b>	<b>(\$157,587)</b>	<b>(\$1,273,696)</b>	<b>\$0</b>	<b>\$0</b>

# DEBT SERVICE - SUCCESSORY AGENCY FUND 660

## FUND SUMMARY

BUDGET CATEGORY	FY 2013-14 ACTUAL	FY 2014-15 ACTUAL	FY 2015-16 ADOPTED	FY 2016-17 ADOPTED
<b>EXPENDITURES</b>				
Supplies and Services	8,502	8,223	15,000	15,000
Other Expenses	3,513,384	2,739,071	4,008,561	3,876,000
Transfers Out	0	0	1,927,748	963,931
<b>TOTAL EXPENDITURES</b>	<b>\$3,521,886</b>	<b>\$2,747,294</b>	<b>\$5,951,309</b>	<b>\$4,854,931</b>
<b>REVENUES</b>				
Use of Money & Property	102,377	88,504	0	0
Other Revenue	541	0	0	0
Transfers In	3,122,996	5,561,843	5,601,309	4,504,931
<b>TOTAL REVENUES</b>	<b>\$3,225,914</b>	<b>\$5,650,347</b>	<b>\$5,601,309</b>	<b>\$4,504,931</b>
<b>NET FUND ACTIVITY</b>	<b>(\$295,972)</b>	<b>\$2,903,053</b>	<b>(\$350,000)</b>	<b>(\$350,000)</b>

## FUND DETAIL

FUND # FUND DESCRIPTION	FY 2013-14 ACTUAL	FY 2014-15 ACTUAL	FY 2015-16 ADOPTED	FY 2016-17 ADOPTED
<b>EXPENDITURES</b>				
661 05 ERAF - SA	100,356	5,880	0	0
662 06 ERAF - SA	125,187	16,206	127,795	0
663 06 TABs Series A - SA	1,018,180	562,142	1,018,570	1,019,000
664 06 TABs Series B - SA	990,981	578,085	993,559	992,000
665 08 TABs - SA	966,044	1,263,843	1,533,637	1,530,000
692 Successor Agency Long-term Deb	321,138	321,138	2,277,748	1,313,931
<b>TOTAL EXPENDITURES</b>	<b>\$3,521,886</b>	<b>\$2,747,294</b>	<b>\$5,951,309</b>	<b>\$4,854,931</b>
<b>REVENUES</b>				
661 05 ERAF - SA	100,305	100,876	0	0
662 06 ERAF - SA	125,110	129,277	127,795	0
663 06 TABs Series A - SA	1,018,221	1,000,177	1,018,570	1,019,000
664 06 TABs Series B - SA	1,016,121	989,027	993,559	992,000
665 08 TABs - SA	966,157	1,503,241	1,533,637	1,530,000
692 Successor Agency Long-term Deb	0	1,927,749	1,927,748	963,931
<b>TOTAL REVENUES</b>	<b>\$3,225,914</b>	<b>\$5,650,347</b>	<b>\$5,601,309</b>	<b>\$4,504,931</b>
<b>NET FUND ACTIVITY</b>	<b>(\$295,972)</b>	<b>\$2,903,053</b>	<b>(\$350,000)</b>	<b>(\$350,000)</b>



## 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 \$0.9 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.*



## FUND SUMMARY

BUDGET CATEGORY	FY 2013-14 ACTUAL	FY 2014-15 ACTUAL	FY 2015-16 ADOPTED	FY 2016-17 ADOPTED
<b>EXPENDITURES</b>				
Personnel Services	537,460	557,357	583,385	630,074
Supplies and Services	16,942	26,218	87,800	88,800
Other Expenses	0	0	372,660	0
Utilities	406	962	1,100	1,100
Transfers Out	147,555	177,145	155,968	254,697
<b>TOTAL EXPENDITURES</b>	<b>\$702,363</b>	<b>\$761,682</b>	<b>\$1,200,913</b>	<b>\$974,671</b>
<b>REVENUES</b>				
Use of Money & Property	5,355	15,940	0	0
Charges for Services	622,790	121,793	100,000	100,000
Other Revenue	721,727	715,937	749,889	874,671
<b>TOTAL REVENUES</b>	<b>\$1,349,872</b>	<b>\$853,670</b>	<b>\$849,889</b>	<b>\$974,671</b>
<b>NET FUND ACTIVITY</b>	<b>\$647,509</b>	<b>\$91,988</b>	<b>(\$351,024)</b>	<b>\$0</b>

**STAFFING SUMMARY - 313**

<b>BUDGET CATEGORY</b>	<b>FY 2015-16 ADOPTED</b>	<b>FY 2015-16 MIDYEAR</b>	<b>FY 2016-17 CHANGES</b>	<b>FY 2016-17 ADOPTED</b>
Housing Manager	1.00	-	-	1.00
Project Coordinator II	2.00	(2.00)	-	-
Sr Management Analyst	-	2.00	-	2.00
Sr Project Coordinator	1.00	-	-	1.00
<b>TOTAL AUTHORIZED POSITIONS</b>	<b>4.00</b>	<b>-</b>	<b>-</b>	<b>4.00</b>

**SEWER FUNDS**

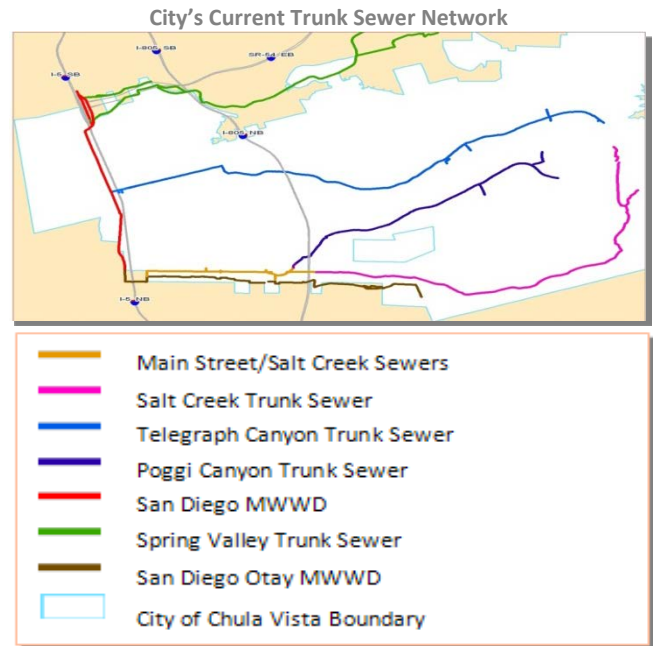


## Sewer Funds

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 49,500 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 14 pump stations and over 500 miles of sewer pipe. The San Diego Metropolitan Wastewater System (SDMWS) provides wastewater treatment services to the City of Chula Vista and most of the region on a contract basis (the City’s budget was \$20.5 million in fiscal year 2015-16 for treatment services). The latest Point Loma Treatment Plant Advanced Primary waiver application was submitted in 2015 to the Environmental Protection Agency. The response and the costs associated with the special conditions on the waiver are expected in early 2017. The City is currently analyzing options to secure sufficient treatment capacity to see the City through build out. Per the 2014 Wastewater Master Plan, the City will need approximately 29.89 MGD at build out. However, the drought state mandated water usage cuts and the public conservation trends will substantially lower the City’s required sewer treatment capacity. 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). For efficiency, some sewer lines are shared by the County of San Diego (County) and the City through transportation agreements. The City has an existing transportation agreement with the County to use the Spring Valley Trunk sewer (shown in green). An additional transportation agreement is currently being processed that would allow County sewer to flow through the Salt Creek trunk (Shown in cyan) from the County’s Villages



located to the east of the City.

### 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. Other revenues include revenue reimbursements from other city funds and various service charges. Sewer revenues are projected to decrease by \$0.4 million in the fiscal year 2016-17 adopted budget. This is largely due to a \$1.0 million reduction in the Transfer In from the Salt Creek Sewer Basin DIF Fund to the Trunk Sewer Capital Reserve fund based on the available fund balance to pay the inter-fund loan between the funds. This reduction is partially offset by an increase of \$0.2 million in the Transfer in for the Storm Drain Fund inter-fund loan to the Sewer Facility Replacement Fund, and an increase of \$0.3 million in Sewer Service Charges.

Sewer Fund revenues are summarized in the table on the following page.

Sewer Fund Revenues

Category	FY 14-15 Actual	FY 15-16 Adopted	FY 16-17 Adopted	Inc/Dec	% Inc/Dec
Licenses and Permits	\$ 28,520	\$ 40,000	\$ 40,000	\$ -	0%
Use of Money & Property	\$ 628,219	\$ 301,726	\$ 301,726	\$ -	0%
Charges for Services	\$ 35,978,055	\$ 32,881,199	\$ 33,231,199	\$ 350,000	1%
Other Revenue	\$ 5,406,099	\$ 325,000	\$ 345,000	\$ 20,000	6.2%
Transfers In	\$ 118,250	\$ 1,279,047	\$ 485,000	\$ (794,047)	-62%
<b>Total</b>	<b>\$ 42,159,143</b>	<b>\$ 34,826,972</b>	<b>\$ 34,402,925</b>	<b>\$ (424,047)</b>	<b>-1.2%</b>

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 46.0 permanent positions that are contained in the fiscal year 2016-17 adopted budget. Changes to the Sewer Fund budget for fiscal year 2016-17 are as follows:

- Personnel Services – Personnel services in the fiscal year 2016-17 are increasing by \$113,920. This increase represents the annualized wage increases approved by the City Council during fiscal year 2015-16. Personnel Services also reflects cost increases in Workers Compensation Charges, Flex (medical insurance), and PERS (retirement benefits).
- Supplies and Services – Supplies and services costs are decreasing by \$146,783. This change is primarily due to decreased contracted services for wastewater treatment (\$193,400), which is partially offset by increases in Fleet Maintenance charges (\$22,537), Other Agency Permits & Fees (\$11,780), Postage (\$6,500), and Program Supplies (\$3,500).
- Other Expenses – This category reflects an increase of \$40,000. This reflects an increase of \$25,000 for reimbursement of City staff time and \$15,000 for an anticipated growth in Credit Card Transaction Fees.
- Capital – Capital expenses are decreasing by \$473,480 in comparison to fiscal year 2015-16

adopted budget. The fiscal year 2016-17 adopted budget includes funding for vehicle replacement within the Sewer Service Revenue fund.

- CIP Project Expenditures – CIP Projected Expenditures are decreasing by \$544,000. The fiscal year 2016-17 adopted budget reflects \$25,000 for Capital Improvement Advanced Planning and funding for the replacement of pipe from Marina Parkway to G Street.

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.





*Pictured above: Point Loma Treatment Facility*

In order to ensure the future adequacy of the sewer funds, City Council has adopted an updated sewer rate case study that set the sewer rates for the next five years that went into effect July 2014. One of the issues considered of significant impact to the sewer rates for the City is the Point Loma Treatment Plant (PLTP) Secondary Treatment Waiver. In 2010, the City of San Diego was successful in obtaining a five-year waiver that allowed the continued operation of the PLTP at an advance primary level of sewer treatment before discharging into the ocean. A regional effort, led by the City of San Diego is in progress to prepare the application for the next waiver. The application for the next waiver will be submitted in 2015. Expensive infrastructure investments are expected as a condition of the next waiver. The 2014 City of Chula Vista sewer rate adjustment will help pay for said infrastructure investments or the upgrade of the PLTP to secondary.

In fiscal year 2007-08 the City transitioned its Sewer funds from 'special revenue' funds to 'enterprise' funds. Enterprise funds may be used to report any activity for which a fee is charged to external users for goods or services, and are appropriate in situations wherein there is either a legal requirement or policy decision to recover costs of providing services for an activity. This change complies with the GFOA

recommended accounting structure, should the City decide to issue bonds for capital improvements solely guaranteed by sewer fees and charges in the future.

City staff expenditures incurred supporting wastewater system maintenance and operations are funded by the Sewer Service fund through a combination of direct expenditures and inter-fund transfers. Positions 100% funded by Sewer funds (wastewater maintenance and wastewater engineering) are budgeted directly in the Sewer fund (\$4.7 million in fiscal year 2016-17). The remaining support staff is budgeted in either the General or Development Services funds. These positions are partially offset via inter-fund transfers (\$3.3 million in fiscal year 2016-17). All supplies and services, capital, and utilities budgets associated with supporting the wastewater system are also budgeted in the Sewer Service fund in fiscal year 2016-17.

#### **CAPITAL IMPROVEMENT PROJECTS**

The second highest commitment of CIP funding is for the Wastewater Management System (WMS). The appropriation for Wastewater projects is \$1.7 million which represents 8% of the adopted CIP budget. The single project type within the WMS is Sewer.

The following projects are included in fiscal year 2016-17 proposed budget:

- \$1.65 million to install dual 12" force mains for the G Street Pump Station (the City's largest pump station) serving the Bayfront area.
- \$25,000 is included for advanced planning associated with the sewer system.

Sewer Fund expenditures are summarized in the table on the following page.

Sewer Fund Expenditures

Category	FY 14-15 Actual	FY 15-16 Adopted	FY 16-17 Adopted	Inc/Dec	% Inc/Dec
Personnel Services	\$ 4,283,250	\$ 4,537,477	\$ 4,651,397	\$ 113,920	3%
Supplies and Services	\$ 20,863,370	\$ 22,860,471	\$ 22,713,688	\$ (146,783)	-1%
Other Expenses	\$ 5,515,598	\$ 245,000	\$ 285,000	\$ 40,000	16%
Capital	\$ 2,875	\$ 1,813,680	\$ 1,340,200	\$ (473,480)	-26.1%
Utilities	\$ 183	\$ 315	\$ 315	\$ -	0%
CIP Project Expenditures	\$ 839,303	\$ 2,219,000	\$ 1,675,000	\$ (544,000)	0%
Transfers out	\$ 3,052,634	\$ 3,291,270	\$ 3,291,270	\$ -	0%
<b>Total</b>	<b>\$ 34,557,213</b>	<b>\$ 34,967,213</b>	<b>\$ 33,956,870</b>	<b>\$ (1,010,343)</b>	<b>-2.9%</b>

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

**FUND DESCRIPTIONS**

• Fund 411: Sewer Income Fund

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

• Fund 412: Special Sewer Fund

The Special Sewer Fund is used to account for the sale of the City’s excess Metropolitan Sewerage capacity. On December 17, 2013 Council approved closing this fund and transferring the available fund balance to the Trunk Sewer Capital Reserve Fund (Fund 413).

• Fund 413: Trunk Sewer Capital Reserve Fund

The Trunk Sewer Capital Reserve Fund is used to account for sewerage facility participation fees received from the owner or person applying for a permit to develop or modify the use of any residential, commercial, industrial or other

property, which is projected to increase the volume of flow in the City’s sewer system, as determined by the City Engineer. All revenue derived from the sewerage facility participation fee shall be used solely for:

1. Paying the cost and expense to repair, replace or enlarge trunk sewer facilities of the City so as to enhance efficiency of utilization and/or adequacy of capacity to serve the needs of the City, or;
2. Paying the cost and expense to plan and/or evaluate any future proposals for area-wide sewage treatment and/or water reclamation systems or facilities.

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

• Fund 414: Sewer Service Revenue Fund

The Sewer Service Revenue Fund is used to account for all monies collected from the monthly sewer service charge. Monies in this fund may be used for any and all sewer related activities. The primary use of these funds is the payment of the City’s annual San Diego Metropolitan Sewer Capacity and Maintenance fees and to pay the operational costs of the ‘in-city’ sewer collection system.

• Fund 428: Sewer Facility Replacement Fund

A portion of the revenues derived from the monthly sewer service charge is deposited into the Sewerage Facilities Replacement Fund.

Monies in this fund are used solely for the purpose of paying the cost of refurbishment and/or replacement of structurally deficient sewerage facilities including related evaluation, engineering, and utility modification costs.

The City Council can appropriate the funds for another purpose provided such purpose is for the construction, maintenance, or operation of sewers or incidental thereto, including any charge for its collection.

- Funds 431, 432, 433: Sewer Development Impact Fee Funds

These fees are levied against new development in specific areas of the City, based upon the sewer facility their project will impact. The monies collected are used to fund construction of public improvements designed to increase the capacity of the subject facilities, allowing the City to maintain service levels with increased demand. Included DIF programs are the Telegraph Canyon Sewer Basin DIF, the Poggi Canyon Sewer Basin DIF, and the Salt Creek Sewer Basin DIF.



## FUND SUMMARY

BUDGET CATEGORY	FY 2013-14 ACTUAL	FY 2014-15 ACTUAL	FY 2015-16 ADOPTED	FY 2016-17 ADOPTED
<b>EXPENDITURES</b>				
Personnel Services	4,253,032	4,283,250	4,537,477	4,651,397
Supplies and Services	20,852,964	20,863,370	22,860,471	22,713,688
Other Expenses	5,384,245	5,515,598	245,000	285,000
Capital	30,152	2,875	1,813,680	1,340,200
Utilities	172	183	315	315
Transfers Out	3,339,821	3,052,634	3,291,270	3,291,270
CIP Project Expenditures	2,300,203	839,303	2,219,000	1,675,000
<b>TOTAL EXPENDITURES</b>	<b>\$36,160,589</b>	<b>\$34,557,213</b>	<b>\$34,967,213</b>	<b>\$33,956,870</b>
<b>REVENUES</b>				
Licenses and Permits	11,120	28,520	40,000	40,000
Use of Money & Property	1,373,068	628,219	301,726	301,726
Charges for Services	33,114,340	35,978,055	32,881,199	33,231,199
Other Revenue	7,536,933	5,406,099	325,000	345,000
Transfers In	565,495	118,250	1,279,047	485,000
<b>TOTAL REVENUES</b>	<b>\$42,600,956</b>	<b>\$42,159,143</b>	<b>\$34,826,972</b>	<b>\$34,402,925</b>
<b>NET FUND ACTIVITY</b>	<b>\$6,440,367</b>	<b>\$7,601,930</b>	<b>(\$140,241)</b>	<b>\$446,055</b>

## FUND DETAIL

FUND # FUND DESCRIPTION	FY 2013-14 ACTUAL	FY 2014-15 ACTUAL	FY 2015-16 ADOPTED	FY 2016-17 ADOPTED
<b>EXPENDITURES</b>				
412 Special Sewer	449,972	0	0	0
413 Trunk Sewer Capital Reserve	5,161,443	5,259,952	606,000	1,875,000
414 Sewer Service Revenue	28,185,121	28,395,567	32,411,213	31,931,870
428 Sewer Facility Replacement	2,364,053	901,694	1,950,000	150,000
<b>TOTAL EXPENDITURES</b>	<b>\$36,160,589</b>	<b>\$34,557,213</b>	<b>\$34,967,213</b>	<b>\$33,956,870</b>
<b>REVENUES</b>				
411 Sewer Income	22,561	14,589	0	0
412 Special Sewer	3,157	418	0	0
413 Trunk Sewer Capital Reserve	10,643,913	5,198,324	2,379,047	1,375,000
414 Sewer Service Revenue	29,874,434	35,082,271	30,991,199	31,361,199
428 Sewer Facility Replacement	2,056,891	1,863,541	1,456,726	1,666,726
<b>TOTAL REVENUES</b>	<b>\$42,600,956</b>	<b>\$42,159,143</b>	<b>\$34,826,972</b>	<b>\$34,402,925</b>
<b>NET FUND ACTIVITY</b>	<b>\$6,440,367</b>	<b>\$7,601,930</b>	<b>(\$140,241)</b>	<b>\$446,055</b>

## STAFFING SUMMARY - 414

BUDGET CATEGORY	FY 2015-16 ADOPTED	FY 2015-16 MIDYEAR	FY 2016-17 CHANGES	FY 2016-17 ADOPTED
Assoc Engineer	2.00	-	-	2.00
Engineering Tech II	2.00	-	-	2.00
Equipment Operator	3.00	-	-	3.00
Maintenance Worker II	18.00	-	-	18.00
Pub Works Specialist	1.00	-	-	1.00
Public Works Supervisor	4.00	-	-	4.00
Sr Civil Engineer	1.00	-	-	1.00
Sr Fiscal Office Specialist	1.00	-	-	1.00
Sr Maintenance Worker	14.00	-	-	14.00
<b>TOTAL AUTHORIZED POSITIONS</b>	<b>46.00</b>	<b>-</b>	<b>-</b>	<b>46.00</b>

## FUND SUMMARY

BUDGET CATEGORY	FY 2013-14 ACTUAL	FY 2014-15 ACTUAL	FY 2015-16 ADOPTED	FY 2016-17 ADOPTED
<b>EXPENDITURES</b>				
Supplies and Services	3,724	46,276	0	0
Other Expenses	125,555	73,920	37,500	35,000
Transfers Out	250,000	0	2,249,047	125,000
CIP Project Expenditures	0	0	0	50,000
Non-CIP Project Expenditures	0	0	1,091,264	0
<b>TOTAL EXPENDITURES</b>	<b>\$379,279</b>	<b>\$120,196</b>	<b>\$3,377,811</b>	<b>\$210,000</b>
<b>REVENUES</b>				
Use of Money & Property	102,104	12,522	0	0
Development Impact Fees	268,092	166,333	70,000	220,000
<b>TOTAL REVENUES</b>	<b>\$370,196</b>	<b>\$178,855</b>	<b>\$70,000</b>	<b>\$220,000</b>
<b>NET FUND ACTIVITY</b>	<b>(\$9,083)</b>	<b>\$58,659</b>	<b>(\$3,307,811)</b>	<b>\$10,000</b>

## FUND DETAIL

FUND # FUND DESCRIPTION	FY 2013-14 ACTUAL	FY 2014-15 ACTUAL	FY 2015-16 ADOPTED	FY 2016-17 ADOPTED
<b>EXPENDITURES</b>				
431 Tel Cyn Sewer Basin Plan DIF	60,000	60,000	1,129,047	0
432 Poggi Cyn Sewer Basin DIF	0	0	10,000	10,000
433 Salt Creek Sewer Basin DIF	319,279	60,196	2,238,764	200,000
<b>TOTAL EXPENDITURES</b>	<b>\$379,279</b>	<b>\$120,196</b>	<b>\$3,377,811</b>	<b>\$210,000</b>
<b>REVENUES</b>				
431 Tel Cyn Sewer Basin Plan DIF	12,118	7,214	0	0
432 Poggi Cyn Sewer Basin DIF	141,452	118,608	20,000	20,000
433 Salt Creek Sewer Basin DIF	216,626	53,033	50,000	200,000
<b>TOTAL REVENUES</b>	<b>\$370,196</b>	<b>\$178,855</b>	<b>\$70,000</b>	<b>\$220,000</b>
<b>NET FUND ACTIVITY</b>	<b>(\$9,083)</b>	<b>\$58,659</b>	<b>(\$3,307,811)</b>	<b>\$10,000</b>





**FLEET FUND**



## Fleet Fund

The Fleet Fund is an internal service fund which like other internal service funds is used to finance and account for goods, special activities, and services performed by one City department for other City departments on a cost reimbursement basis. The Fleet Management fund consists of two functions, Central Garage Operations and Equipment Replacement. Funds are collected on an annual basis through each affected department’s operating budget and deposited in the Fleet Management Fund.

The Central Garage Operations function maintains the City’s fleet of vehicles, both through City equipment mechanics and through contracts with local vendors for more specialized maintenance work, such as major transmission and air conditioning repairs. All City vehicles are maintained by the Central Garage, these vehicles include those associated with safety services, streets and sewers, parks and open space, building and housing and the library. Services provided include maintenance of the vehicles, vehicle fuel, and other specialized services not directly related to any single vehicle.

### REVENUES

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

For fiscal year 2016-17, the adopted revenue budget for the Fleet Fund is \$3.6 million. This represents a net decrease of \$182,131 over the fiscal year 2015-16 adopted budget. The major revenue changes are as follows:

- The \$147,869 increase in Other Revenue category is due to the increase in fleet maintenance charges.
- The decrease of \$330,000 decrease in the Transfers In category due to a one-time transfer from the General Fund for vehicle replacement.

### Fleet Fund Revenues

Category	FY 14-15 Actual	FY 15-16 Adopted	FY 16-17 Adopted	Inc/Dec
Use of Money & Property	\$ 7,418	\$ -	\$ -	\$ -
Charges for Services	\$ 91,950	\$ 35,000	\$ 35,000	\$ -
Other Revenue	\$ 3,712,480	\$ 3,456,585	\$ 3,604,454	\$ 147,869
Transfers In	\$ 87,572	\$ 330,000	\$ -	\$ (330,000)
<b>Total</b>	<b>\$ 3,899,420</b>	<b>\$ 3,821,585</b>	<b>\$ 3,639,454</b>	<b>\$ (182,131)</b>

**EXPENDITURES**

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

The adopted budget for fiscal year 2016-17 for Fleet Management is \$3.6 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 2016-17.

- The Personnel Services category is increasing by \$47,370 over the fiscal year 2015-16 budgeted personnel services costs. This change is reflects the anticipated personnel cost increases due salary increases approved in fiscal year 2015-16,

scheduled step increases, and associated benefit costs (retirement and health).

- The Supplies and Services category is increasing by \$39,808 over the adopted fiscal year 2015-16 supplies and services costs. This change is due to increased costs for maintenance and equipment repair and automotive maintenance costs.
- Capital expenditures have decreased by \$330,000 as the previous fiscal year 2015-16 budget included \$330,000 for the purchase of vehicles from the Equipment Vehicle Replacement Fund. The fiscal year 2016-17 adopted budget does not include a budget to purchase vehicles through this fund.
- The Utilities expense category reflects the projected amounts necessary for fiscal year 2016-17 projected utility expenses.

**Fleet Fund Expenditures**

Category	FY 14-15 Actual	FY 15-16 Adopted	FY 16-17 Adopted	Inc/Dec
Personnel Services	\$ 1,016,749	\$ 1,045,349	\$ 1,092,719	\$ 47,370
Supplies and Services	\$ 2,107,969	\$ 2,333,955	\$ 2,373,763	\$ 39,808
Other Expenses	\$ 264,431	\$ 400	\$ 400	
Capital	\$ 129,722	\$ 330,000	\$ -	
Utilities	\$ 274,434	\$ 172,572	\$ 172,572	\$ -
Transfers Out	\$ -	\$ -	\$ -	\$ -
<b>Total</b>	<b>\$ 3,793,305</b>	<b>\$ 3,882,276</b>	<b>\$ 3,639,454</b>	<b>\$ 87,178</b>

**FUND SUMMARY**

BUDGET CATEGORY	FY 2013-14 ACTUAL	FY 2014-15 ACTUAL	FY 2015-16 ADOPTED	FY 2016-17 ADOPTED
<b>EXPENDITURES</b>				
Personnel Services	848,459	1,016,749	1,045,349	1,092,719
Supplies and Services	2,308,518	2,107,969	2,333,955	2,373,763
Other Expenses	254,424	264,431	400	400
Capital	23,757	129,722	330,000	0
Utilities	438,864	274,434	172,572	172,572
Transfers Out	23,701	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>\$3,897,723</b>	<b>\$3,793,305</b>	<b>\$3,882,276</b>	<b>\$3,639,454</b>
<b>REVENUES</b>				
Use of Money & Property	15,189	7,418	0	0
Charges for Services	55,542	91,950	35,000	35,000
Other Revenue	3,593,021	3,712,480	3,456,585	3,604,454
Transfers In	0	87,572	330,000	0
<b>TOTAL REVENUES</b>	<b>\$3,663,752</b>	<b>\$3,899,420</b>	<b>\$3,821,585</b>	<b>\$3,639,454</b>
<b>NET FUND ACTIVITY</b>	<b>(\$233,971)</b>	<b>\$106,115</b>	<b>(\$60,691)</b>	<b>\$0</b>

**FUND DETAIL**

FUND # FUND DESCRIPTION	FY 2013-14 ACTUAL	FY 2014-15 ACTUAL	FY 2015-16 ADOPTED	FY 2016-17 ADOPTED
<b>EXPENDITURES</b>				
391 Central Garage	3,595,841	3,399,152	3,552,276	3,639,454
392 Equipment Replacement	301,882	394,153	330,000	0
<b>TOTAL EXPENDITURES</b>	<b>\$3,897,723</b>	<b>\$3,793,305</b>	<b>\$3,882,276</b>	<b>\$3,639,454</b>
<b>REVENUES</b>				
391 Central Garage	3,592,186	3,710,956	3,491,585	3,639,454
392 Equipment Replacement	71,566	188,464	330,000	0
<b>TOTAL REVENUES</b>	<b>\$3,663,752</b>	<b>\$3,899,420</b>	<b>\$3,821,585</b>	<b>\$3,639,454</b>
<b>NET FUND ACTIVITY</b>	<b>(\$233,971)</b>	<b>\$106,115</b>	<b>(\$60,691)</b>	<b>\$0</b>

**STAFFING SUMMARY - 391**

<b>BUDGET CATEGORY</b>	<b>FY 2015-16 ADOPTED</b>	<b>FY 2015-16 MIDYEAR</b>	<b>FY 2016-17 CHANGES</b>	<b>FY 2016-17 ADOPTED</b>
Equipment Mechanic	4.00	-	-	4.00
Fire Apparatus Mech	2.00	-	-	2.00
Fiscal Office Specialist	1.00	-	-	1.00
Fleet Inventory Control Spec	1.00	-	-	1.00
Fleet Manager	1.00	-	-	1.00
Sr Equipment Mechanic	1.00	-	-	1.00
<b>TOTAL AUTHORIZED POSITIONS</b>	<b>10.00</b>	<b>-</b>	<b>-</b>	<b>10.00</b>

# CAPITAL EQUIPMENT BUDGET

## *Funding Summary by Purchase Type*

FUND	DEPT	EQUIPMENT DESCRIPTION	FY 2016-17 ADOPTED
Development Svcs Fund	Development Svcs	Inspection Vehicles	\$75,000
Environ Services Fund	Econ Development	Electric Vehicles	\$60,000
General Fund	Fire	Acquistion of capital lease for 2 engines	\$1,285,053
General Fund	Fire	Outfitting new vehicles	\$150,000
Sewer	Sewer	1997 Solarguide Arroboard	\$5,200
Sewer	Sewer	1999 GMC Sonoma	\$42,000
Sewer	Sewer	2001 Ford Ranger	\$42,000
Sewer	Sewer	2001 International 5-yd Dump Truck	\$105,000
Sewer	Sewer	2001 Volvo 10-yd Dump Truck	\$172,000
Sewer	Sewer	2001 Zieman 2325 Equipment Trailer	\$21,000
Sewer	Sewer	2001 Zieman 2325 Equipment Trailer	\$21,000
Sewer	Sewer	2005 Case 590 Super M Backhoe	\$130,000
Sewer	Sewer	2005 Case 590 Super M Backhoe	\$130,000
Sewer	Sewer	2008 International Sewer Cleaning Truck	\$522,000
Sewer	Sewer	Vehicle Outfitting	\$55,000
<b>TOTAL</b>			<b>\$2,815,253</b>
<b>GRAND TOTAL - ALL EQUIPMENT</b>			<b>\$2,815,253</b>





**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 between Interstate 5 and Interstate 805, to fund the construction of transportation improvements, as necessitated by growth in the western portion of the City.
- Fund 594: Bayfront Development Impact Fee  
The Bayfront Development Impact Fee (BFDIF) is levied against all new development within the Bayfront Area of the City, to fund construction of transportation improvements, as necessitated by growth in the Bayfront Area of the City.
- Fund 718: EUC Millenia Pedestrian Bridge DIF  
The Eastern Urban Center (EUC) Millenia Pedestrian Bridge DIF is levied against all new development in the EUC Millenia project to fund the construction of pedestrian bridge improvements, as necessitated by growth in this project area.

### 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.
- 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.

#### **MISCELLANEOUS CAPITAL IMPROVEMENT PROGRAM FUNDS**

Included as part of this group are the following:

- Fund 713: Capital Improvement Fund  
The Capital Improvement Fund is used to account for general purpose capital projects funded primarily from General Fund. Funds are utilized to account for resources used for the acquisition and construction of capital facilities by the City.
- 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

# ASSESS DIST IMPROVEMENT FUNDS

500

## FUND SUMMARY

BUDGET CATEGORY	FY 2013-14 ACTUAL	FY 2014-15 ACTUAL	FY 2015-16 ADOPTED	FY 2016-17 ADOPTED
<b>EXPENDITURES</b>				
Supplies and Services	1,248	0	0	2,500
Transfers Out	8,900	33,376	100,195	0
CIP Project Expenditures	161	42,832	0	0
<b>TOTAL EXPENDITURES</b>	<b>\$10,309</b>	<b>\$76,208</b>	<b>\$100,195</b>	<b>\$2,500</b>
<b>REVENUES</b>				
Use of Money & Property	24,792	14,745	0	0
Other Revenue	18,784	18,865	19,285	0
<b>TOTAL REVENUES</b>	<b>\$43,576</b>	<b>\$33,610</b>	<b>\$19,285</b>	<b>\$0</b>
<b>NET FUND ACTIVITY</b>	<b>\$33,267</b>	<b>(\$42,598)</b>	<b>(\$80,910)</b>	<b>(\$2,500)</b>

## FUND DETAIL

FUND # FUND DESCRIPTION	FY 2013-14 ACTUAL	FY 2014-15 ACTUAL	FY 2015-16 ADOPTED	FY 2016-17 ADOPTED
<b>EXPENDITURES</b>				
507 Otay Valley Rd AD 90-2 Improv	1,248	0	0	2,500
508 AD97-2	161	42,832	0	0
517 AD2004-1 Dixon Drive	0	9,597	9,598	0
518 AD2005-1 Tobias Drive	8,900	23,779	90,597	0
<b>TOTAL EXPENDITURES</b>	<b>\$10,309</b>	<b>\$76,208</b>	<b>\$100,195</b>	<b>\$2,500</b>
<b>REVENUES</b>				
507 Otay Valley Rd AD 90-2 Improv	903	537	0	0
508 AD97-2	0	(48)	0	0
511 Otay Vly Rd Fee Recovery Dist	10,013	5,963	0	0
512 EL Greens II AD 94-1 Improv	12,371	7,366	0	0
515 Twin Oaks Ave AD 96-1 Improv	233	142	0	0
516 Oxford St AD 97-1 Improv	49	29	0	0
517 AD2004-1 Dixon Drive	9,509	9,598	9,598	0
518 AD2005-1 Tobias Drive	10,498	10,023	9,687	0
<b>TOTAL REVENUES</b>	<b>\$43,576</b>	<b>\$33,610</b>	<b>\$19,285</b>	<b>\$0</b>
<b>NET FUND ACTIVITY</b>	<b>\$33,267</b>	<b>(\$42,598)</b>	<b>(\$80,910)</b>	<b>(\$2,500)</b>

## FUND SUMMARY

BUDGET CATEGORY	FY 2013-14 ACTUAL	FY 2014-15 ACTUAL	FY 2015-16 ADOPTED	FY 2016-17 ADOPTED
<b>EXPENDITURES</b>				
Other Expenses	0	0	0	10,000
CIP Project Expenditures	4,252	1,294,219	200,000	0
<b>TOTAL EXPENDITURES</b>	<b>\$4,252</b>	<b>\$1,294,219</b>	<b>\$200,000</b>	<b>\$10,000</b>
<b>REVENUES</b>				
Use of Money & Property	66,577	39,520	0	0
<b>TOTAL REVENUES</b>	<b>\$66,577</b>	<b>\$39,520</b>	<b>\$0</b>	<b>\$0</b>
<b>NET FUND ACTIVITY</b>	<b>\$62,325</b>	<b>(\$1,254,699)</b>	<b>(\$200,000)</b>	<b>(\$10,000)</b>

## FUND SUMMARY

BUDGET CATEGORY	FY 2013-14 ACTUAL	FY 2014-15 ACTUAL	FY 2015-16 ADOPTED	FY 2016-17 ADOPTED
<b>EXPENDITURES</b>				
Supplies and Services	2,521	1,958	55,300	55,300
Other Expenses	289,212	99,349	300,000	300,000
Transfers Out	6,111,579	5,774,098	7,114,789	7,719,591
<b>TOTAL EXPENDITURES</b>	<b>\$6,403,312</b>	<b>\$5,875,405</b>	<b>\$7,470,089</b>	<b>\$8,074,891</b>
<b>REVENUES</b>				
Use of Money & Property	260,009	86,036	0	0
Development Impact Fees	4,554,723	5,371,592	2,850,000	2,850,000
Other Revenue	146,608	0	0	0
Transfers In	0	140,338	0	0
<b>TOTAL REVENUES</b>	<b>\$4,961,340</b>	<b>\$5,597,966</b>	<b>\$2,850,000</b>	<b>\$2,850,000</b>
<b>NET FUND ACTIVITY</b>	<b>(\$1,441,972)</b>	<b>(\$277,439)</b>	<b>(\$4,620,089)</b>	<b>(\$5,224,891)</b>

## FUND DETAIL

DEPT # DEPT DESCRIPTION	FY 2013-14 ACTUAL	FY 2014-15 ACTUAL	FY 2015-16 ADOPTED	FY 2016-17 ADOPTED
<b>EXPENDITURES</b>				
567 DIF-Adamo Property Acquisition	35,743	0	0	0
571 General Administration	294,448	241,645	355,300	355,300
572 Civic Center Expansion	3,076,482	3,200,523	3,625,369	4,221,480
573 Police Facilities Remodel	1,720,438	1,588,503	1,600,000	1,605,470
574 Corporation Yard Relocation	845,273	844,734	844,420	847,641
576 Fire Suppression Sys Expansion	430,928	0	1,045,000	1,045,000
<b>TOTAL EXPENDITURES</b>	<b>\$6,403,312</b>	<b>\$5,875,405</b>	<b>\$7,470,089</b>	<b>\$8,074,891</b>
<b>REVENUES</b>				
567 DIF-Adamo Property Acquisition	2,113	1,214	0	0
571 General Administration	576,962	365,793	300,000	300,000
572 Civic Center Expansion	1,216,883	1,571,459	600,000	600,000
573 Police Facilities Remodel	766,447	1,026,419	400,000	400,000
574 Corporation Yard Relocation	215,957	233,254	100,000	100,000
575 Library for Eastern Territory	956,237	1,005,819	500,000	500,000
576 Fire Suppression Sys Expansion	591,461	709,303	500,000	500,000
582 Recreation Facilities	635,280	684,705	450,000	450,000
<b>TOTAL REVENUES</b>	<b>\$4,961,340</b>	<b>\$5,597,966</b>	<b>\$2,850,000</b>	<b>\$2,850,000</b>
<b>NET FUND ACTIVITY</b>	<b>(\$1,441,972)</b>	<b>(\$277,439)</b>	<b>(\$4,620,089)</b>	<b>(\$5,224,891)</b>

**FUND SUMMARY**

BUDGET CATEGORY	FY 2013-14 ACTUAL	FY 2014-15 ACTUAL	FY 2015-16 ADOPTED	FY 2016-17 ADOPTED
<b>EXPENDITURES</b>				
Other Expenses	0	342	6,200	90,000
<b>TOTAL EXPENDITURES</b>	<b>\$0</b>	<b>\$342</b>	<b>\$6,200</b>	<b>\$90,000</b>
<b>REVENUES</b>				
Use of Money & Property	40,741	26,860	0	0
Development Impact Fees	345,770	313,945	90,000	110,000
<b>TOTAL REVENUES</b>	<b>\$386,511</b>	<b>\$340,805</b>	<b>\$90,000</b>	<b>\$110,000</b>
<b>NET FUND ACTIVITY</b>	<b>\$386,511</b>	<b>\$340,463</b>	<b>\$83,800</b>	<b>\$20,000</b>

**FUND DETAIL**

FUND # FUND DESCRIPTION	FY 2013-14 ACTUAL	FY 2014-15 ACTUAL	FY 2015-16 ADOPTED	FY 2016-17 ADOPTED
<b>EXPENDITURES</b>				
<b>587</b> DIF-OR Village Pedestrian Ramp	0	0	3,000	30,000
<b>588</b> OR Vlg11 Pedestrian Bridge DIF	0	342	3,200	30,000
<b>718</b> EUC Millenia Ped Bridge DIF	0	0	0	30,000
<b>TOTAL EXPENDITURES</b>	<b>\$0</b>	<b>\$342</b>	<b>\$6,200</b>	<b>\$90,000</b>
<b>REVENUES</b>				
<b>587</b> DIF-OR Village Pedestrian Ramp	303,130	195,754	40,000	100,000
<b>588</b> OR Vlg11 Pedestrian Bridge DIF	83,381	19,906	50,000	10,000
<b>718</b> EUC Millenia Ped Bridge DIF	0	125,145	0	0
<b>TOTAL REVENUES</b>	<b>\$386,511</b>	<b>\$340,805</b>	<b>\$90,000</b>	<b>\$110,000</b>
<b>NET FUND ACTIVITY</b>	<b>\$386,511</b>	<b>\$340,463</b>	<b>\$83,800</b>	<b>\$20,000</b>



**FUND SUMMARY**

BUDGET CATEGORY	FY 2013-14 ACTUAL	FY 2014-15 ACTUAL	FY 2015-16 ADOPTED	FY 2016-17 ADOPTED
<b>EXPENDITURES</b>				
Other Expenses	172,098	88,077	265,000	400,000
Transfers Out	36,851	6,444	0	0
CIP Project Expenditures	3,337,454	730,638	2,955,845	2,036,102
<b>TOTAL EXPENDITURES</b>	<b>\$3,546,403</b>	<b>\$825,159</b>	<b>\$3,220,845</b>	<b>\$2,436,102</b>
<b>REVENUES</b>				
Use of Money & Property	138,990	159,300	0	0
Development Impact Fees	2,001,362	726,812	1,831,600	1,591,600
Transfers In	36,851	6,444	0	1,045,000
<b>TOTAL REVENUES</b>	<b>\$2,177,203</b>	<b>\$892,556</b>	<b>\$1,831,600</b>	<b>\$2,636,600</b>
<b>NET FUND ACTIVITY</b>	<b>(\$1,369,200)</b>	<b>\$67,397</b>	<b>(\$1,389,245)</b>	<b>\$200,498</b>

**FUND DETAIL**

FUND # FUND DESCRIPTION	FY 2013-14 ACTUAL	FY 2014-15 ACTUAL	FY 2015-16 ADOPTED	FY 2016-17 ADOPTED
<b>EXPENDITURES</b>				
591 Transportation DIF	3,509,552	817,759	3,220,845	2,386,102
593 Western Transportation DIF Fund	36,851	7,400	0	50,000
<b>TOTAL EXPENDITURES</b>	<b>\$3,546,403</b>	<b>\$825,159</b>	<b>\$3,220,845</b>	<b>\$2,436,102</b>
<b>REVENUES</b>				
591 Transportation DIF	2,123,447	793,719	1,750,000	2,545,000
593 Western Transportation DIF Fund	53,756	98,837	81,600	91,600
<b>TOTAL REVENUES</b>	<b>\$2,177,203</b>	<b>\$892,556</b>	<b>\$1,831,600</b>	<b>\$2,636,600</b>
<b>NET FUND ACTIVITY</b>	<b>(\$1,369,200)</b>	<b>\$67,397</b>	<b>(\$1,389,245)</b>	<b>\$200,498</b>

# OTHER TRANSPORTATION PROGRAMS FUND 730

## FUND SUMMARY

BUDGET CATEGORY	FY 2013-14 ACTUAL	FY 2014-15 ACTUAL	FY 2015-16 ADOPTED	FY 2016-17 ADOPTED
<b>EXPENDITURES</b>				
Supplies and Services	50,406	0	0	65,000
Transfers Out	19,999	29,814	0	0
CIP Project Expenditures	2,153,803	2,897,253	9,048,589	6,637,647
<b>TOTAL EXPENDITURES</b>	<b>\$2,224,208</b>	<b>\$2,927,067</b>	<b>\$9,048,589</b>	<b>\$6,702,647</b>
<b>REVENUES</b>				
Use of Money & Property	5,085	503	0	0
Revenue from Other Agencies	1,594,834	2,926,211	9,048,589	6,702,647
Other Revenue	300,000	858	0	0
<b>TOTAL REVENUES</b>	<b>\$1,899,919</b>	<b>\$2,927,572</b>	<b>\$9,048,589</b>	<b>\$6,702,647</b>
<b>NET FUND ACTIVITY</b>	<b>(\$324,289)</b>	<b>\$505</b>	<b>\$0</b>	<b>\$0</b>

## FUND DETAIL

FUND # FUND DESCRIPTION	FY 2013-14 ACTUAL	FY 2014-15 ACTUAL	FY 2015-16 ADOPTED	FY 2016-17 ADOPTED
<b>EXPENDITURES</b>				
723 Bicycle Facilities	0	0	0	65,000
736 Other Transportation Program	1,552,057	2,927,067	9,048,589	6,637,647
741 Prop 1B Hwy Safety	672,151	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>\$2,224,208</b>	<b>\$2,927,067</b>	<b>\$9,048,589</b>	<b>\$6,702,647</b>
<b>REVENUES</b>				
723 Bicycle Facilities	0	0	0	65,000
735 Transportation Partnership	309	188	0	0
736 Other Transportation Program	1,552,058	2,927,069	9,048,589	6,637,647
741 Prop 1B Hwy Safety	347,552	315	0	0
<b>TOTAL REVENUES</b>	<b>\$1,899,919</b>	<b>\$2,927,572</b>	<b>\$9,048,589</b>	<b>\$6,702,647</b>
<b>NET FUND ACTIVITY</b>	<b>(\$324,289)</b>	<b>\$505</b>	<b>\$0</b>	<b>\$0</b>

FUND SUMMARY

BUDGET CATEGORY	FY 2013-14 ACTUAL	FY 2014-15 ACTUAL	FY 2015-16 ADOPTED	FY 2016-17 ADOPTED
<b>EXPENDITURES</b>				
Supplies and Services	0	0	50,000	50,000
Other Expenses	0	0	50,000	50,000
Transfers Out	606,675	642,015	1,193,205	1,116,415
CIP Project Expenditures	29,522	37,972	0	0
<b>TOTAL EXPENDITURES</b>	<b>\$636,197</b>	<b>\$679,987</b>	<b>\$1,293,205</b>	<b>\$1,216,415</b>
<b>REVENUES</b>				
Other Local Taxes	209,075	366,650	325,505	325,505
Use of Money & Property	310,082	265,347	0	0
Development Impact Fees	2,614,066	1,072,237	625,000	700,000
Other Revenue	0	150,000	0	87,609
Transfers In	383,900	302,779	352,700	790,910
<b>TOTAL REVENUES</b>	<b>\$3,517,123</b>	<b>\$2,157,013</b>	<b>\$1,303,205</b>	<b>\$1,904,024</b>
<b>NET FUND ACTIVITY</b>	<b>\$2,880,926</b>	<b>\$1,477,026</b>	<b>\$10,000</b>	<b>\$687,609</b>

FUND DETAIL

FUND # FUND DESCRIPTION	FY 2013-14 ACTUAL	FY 2014-15 ACTUAL	FY 2015-16 ADOPTED	FY 2016-17 ADOPTED
<b>EXPENDITURES</b>				
713 Capital Improvement Projects	0	22,190	0	0
715 PAD Fund - Eastern	29,522	15,782	75,000	75,000
716 PAD Fund - Western	0	0	540,000	475,000
717 Resid. Construction/Conversion	606,675	642,015	678,205	666,415
<b>TOTAL EXPENDITURES</b>	<b>\$636,197</b>	<b>\$679,987</b>	<b>\$1,293,205</b>	<b>\$1,216,415</b>
<b>REVENUES</b>				
713 Capital Improvement Projects	0	150,002	0	87,609
715 PAD Fund - Eastern	2,630,550	1,167,306	600,000	1,050,000
716 PAD Fund - Western	292,895	169,263	25,000	100,000
717 Resid. Construction/Conversion	593,686	670,442	678,205	666,415
725 Indust. Development Authority	(8)	0	0	0
<b>TOTAL REVENUES</b>	<b>\$3,517,123</b>	<b>\$2,157,013</b>	<b>\$1,303,205</b>	<b>\$1,904,024</b>
<b>NET FUND ACTIVITY</b>	<b>\$2,880,926</b>	<b>\$1,477,026</b>	<b>\$10,000</b>	<b>\$687,609</b>



**DEBT SERVICE FUNDS**



## Debt Service Funds

The debt service requirement for the City and Public Financing Authority is \$14.4 million for fiscal year 2016-17. Successor Agency to the Redevelopment Agency debt is reported in the "Debt Administration" section of the budget. The \$14.4 million are the required payments for the debt per the amortization schedules however, the amounts budgeted or actually paid are usually less due to funds available with the trustee as a result of interest earnings or excess cash in the various debt service funds that reduce the required cash outlay budgeted for the annual payment of the debt.

Debt service payments are made from various City and Funds in accordance with the legal documents governing each borrowing. Present debt is in the form of Certificates of Participation, Long Term Notes and Lease-Purchase Obligations. Debt has been issued by the City to finance a wide variety of projects, including the construction of the new Public Works Center and the new Police Facility, parking facilities, refurbishment of the Chula Vista Shopping Mall, property acquisitions, building remodeling, and equipment and software acquisition.

Annual debt service costs are funded by the General Fund and Public Facilities Development Impact Fee Fund.

### DEBT SERVICE – CITY FUND

Debt Service for City Fund accounts for the activities of the City's bonds (not issued by the CV Public Financing Authority), notes and capital leases. Debt service expenditures for the City Fund are approximately \$6.1 million offset by revenues of \$6.1 million. To follow is a brief description of the City Fund - debt service funds.

- Fund 442: CDBG Section 108 Loan  
In June of 2008, the City received a loan of \$9.5 million from the U.S. Department of Housing and Urban Development (HUD), under the Section 108 program. These funds will be repaid with a portion of the City's annual CDBG allocation, over the next 20 years. The funds will be used for the 'Castle Park Infrastructure Project'. The Section 108 loan is an 'advance' of future CDBG entitlement funds, and, as such, is repaid with a portion of the City's annual entitlement.

- Fund 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, the Police Department's Mobile Data Computers, and Energy Conservation equipment.

In December 2012, the City entered into a lease purchase agreement with Bank of America to purchase certain energy conservation equipment. The agreement would bridge the financial gap between the Municipal Streetlight Retrofit Project capital costs and the available rebates for energy conservation equipment.

In September 2013, the City entered into a lease purchase agreement with Osh Kosh Capital for the acquisition of a Pierce Arrow XT Triple Combination Pumper Fire Engine.

In March 2015, the City entered into a lease purchase agreement with Marlin Leasing Corporation to purchase mobile data computers and associated software.

In November 2015, the City entered into a lease purchase agreement with PNC Equipment Finance, LLC for the acquisition of two Pierce Arrow XT Triple Combination Pumper Fire Engines.

In November 2015, the City entered into a lease purchase agreement with Leasing 2, Inc for the acquisition of an HME Ahrens Fox Model 34d/500 Type III Fire Engine Stock Truck.

- Fund 453: Energy 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.

On July 23, 2013, the City Council authorized a 16

year lease purchase agreement with Banc of America to fund various solar energy projects for City facilities. The original amount of the loan was \$2,121,500 and will be repaid through future energy savings.

### **DEBT SERVICE – CHULA VISTA PUBLIC FINANCING AUTHORITY**

The Chula Vista Public Financing Authority (PFA) formed in April 1995 to provide for financing of acquisition, construction and improvement of public capital improvements. The PFA has been used to issue Certificates of Participation on behalf of the City.

Debt service expenditures for the PFA are approximately \$9.4 million with offsetting revenues of \$9.4 million. To follow is a brief description of the Chula Vista PFA - debt service funds.

- 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 2004 COPs were refunded in September 2015.
- 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. The 2006 COPs were partially refunded in September 2015.
- 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 refinance the outstanding \$15,640,000 principal balance of the 2000 Certificate of Participation and to finance certain capital improvement projects. The source of repayment of the certificates is the

lease payments to be made by the General Fund and PFDIF to the Public Financing Authority. The term of the certificates is through the year 2033.

- Fund 475: 2014 Refunding Certificates of Participation  
In March 2014, the Public Financing Authority issued the 2014 COP in the amount of \$45,920,000 to refinance the outstanding principal balance of the 2002 Certificates of Participation. The source of repayment of the certificates is the lease payments to be made by the General Fund and PFDIF to the Public Financing Authority. The term of the certificates is through calendar year 2032.
- Fund 476: 2015 Refunding Certificates of Participation  
In September 2015, the Public Financing Authority issued the 2015 COP in the amount of \$34,330,000 to refinance the outstanding principal balance of the 2004 Certificates of Participation and to refinance part of the outstanding principal balance of the 2006 Certificates of Participation. The source of repayment of the certificates is the lease payments to be made by General Fund and PFDIF to the Public Financing Authority. The term of the certificates is through calendar year 2034.



**FUND SUMMARY**

BUDGET CATEGORY	FY 2013-14 ACTUAL	FY 2014-15 ACTUAL	FY 2015-16 ADOPTED	FY 2016-17 ADOPTED
<b>EXPENDITURES</b>				
Other Expenses	2,735,944	2,254,507	2,173,048	2,043,400
Transfers Out	36,851	40,482	0	2,964,162
<b>TOTAL EXPENDITURES</b>	<b>\$2,772,795</b>	<b>\$2,294,989</b>	<b>\$2,173,048</b>	<b>\$5,007,562</b>
<b>REVENUES</b>				
Use of Money & Property	1,055	684	0	0
Other Revenue	145,494	153,684	183,262	173,001
Transfers In	2,741,033	1,733,873	4,928,498	4,797,769
<b>TOTAL REVENUES</b>	<b>\$2,887,582</b>	<b>\$1,888,241</b>	<b>\$5,111,760</b>	<b>\$4,970,770</b>
<b>NET FUND ACTIVITY</b>	<b>\$114,787</b>	<b>(\$406,748)</b>	<b>\$2,938,712</b>	<b>(\$36,792)</b>

**FUND DETAIL**

FUND # FUND DESCRIPTION	FY 2013-14 ACTUAL	FY 2014-15 ACTUAL	FY 2015-16 ADOPTED	FY 2016-17 ADOPTED
<b>EXPENDITURES</b>				
442 CDBG Section 108 Loan	752,752	756,175	758,243	759,900
446 Notes Payable Adamo Property	35,744	0	0	0
449 SD Co Regional Comm Systems	295,729	0	0	0
451 Long-term Advances DSF - City	696,971	336,255	150,000	2,964,162
452 KS Fire Equipment Capital Lease	298,741	392,640	452,952	641,500
453 CES Loan Repayment	692,858	809,919	811,853	642,000
<b>TOTAL EXPENDITURES</b>	<b>\$2,772,795</b>	<b>\$2,294,989</b>	<b>\$2,173,048</b>	<b>\$5,007,562</b>
<b>REVENUES</b>				
442 CDBG Section 108 Loan	752,752	756,175	758,243	759,900
446 Notes Payable Adamo Property	35,743	0	0	0
449 SD Co Regional Comm Systems	295,706	2	0	0
451 Long-term Advances DSF - City	817,779	0	3,190,000	2,964,162
452 KS Fire Equipment Capital Lease	294,301	353,854	351,664	604,708
453 CES Loan Repayment	691,301	778,210	811,853	642,000
<b>TOTAL REVENUES</b>	<b>\$2,887,582</b>	<b>\$1,888,241</b>	<b>\$5,111,760</b>	<b>\$4,970,770</b>
<b>NET FUND ACTIVITY</b>	<b>\$114,787</b>	<b>(\$406,748)</b>	<b>\$2,938,712</b>	<b>(\$36,792)</b>

# DEBT SVC-CV PUBLIC FINANCING AUTH FUND 470

## FUND SUMMARY

BUDGET CATEGORY	FY 2013-14 ACTUAL	FY 2014-15 ACTUAL	FY 2015-16 ADOPTED	FY 2016-17 ADOPTED
<b>EXPENDITURES</b>				
Supplies and Services	12,885	17,284	21,000	20,005
Other Expenses	59,883,784	9,763,838	9,760,349	9,417,130
Transfers Out	3,455,008	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>\$63,351,677</b>	<b>\$9,781,122</b>	<b>\$9,781,349</b>	<b>\$9,437,135</b>
<b>REVENUES</b>				
Use of Money & Property	111,629	188,921	0	0
Other Revenue	49,457,111	0	0	0
Transfers In	12,842,973	9,547,649	9,760,794	9,437,135
<b>TOTAL REVENUES</b>	<b>\$62,411,713</b>	<b>\$9,736,570</b>	<b>\$9,760,794</b>	<b>\$9,437,135</b>
<b>NET FUND ACTIVITY</b>	<b>(\$939,964)</b>	<b>(\$44,552)</b>	<b>(\$20,555)</b>	<b>\$0</b>

## FUND DETAIL

FUND # FUND DESCRIPTION	FY 2013-14 ACTUAL	FY 2014-15 ACTUAL	FY 2015-16 ADOPTED	FY 2016-17 ADOPTED
<b>EXPENDITURES</b>				
450 2002 COP Police Facility Proj	7,832,270	0	0	0
471 2003 Refunding Cert of Part	495,852	0	0	0
472 2004 COP Civ Ctr Proj Phase I	2,395,317	2,397,395	2,399,514	0
473 2006 COP Civ Ctr Proj Phase 2	1,273,239	1,276,240	1,276,960	394,105
474 2010 Refunding COP	2,494,705	2,495,738	2,492,319	2,500,000
475 2014 Refunding COP	48,860,294	3,611,749	3,612,556	3,620,000
476 2015 Refunding COP	0	0	0	2,923,030
<b>TOTAL EXPENDITURES</b>	<b>\$63,351,677</b>	<b>\$9,781,122</b>	<b>\$9,781,349</b>	<b>\$9,437,135</b>
<b>REVENUES</b>				
450 2002 COP Police Facility Proj	3,792,276	0	0	0
471 2003 Refunding Cert of Part	11,687	(4)	0	0
472 2004 COP Civ Ctr Proj Phase I	2,266,820	2,391,228	2,394,514	0
473 2006 COP Civ Ctr Proj Phase 2	1,207,036	1,271,448	1,270,960	394,105
474 2010 Refunding COP	2,492,651	2,491,636	2,487,320	2,500,000
475 2014 Refunding COP	52,641,243	3,582,263	3,608,000	3,620,000
476 2015 Refunding COP	0	(1)	0	2,923,030
<b>TOTAL REVENUES</b>	<b>\$62,411,713</b>	<b>\$9,736,570</b>	<b>\$9,760,794</b>	<b>\$9,437,135</b>
<b>NET FUND ACTIVITY</b>	<b>(\$939,964)</b>	<b>(\$44,552)</b>	<b>(\$20,555)</b>	<b>\$0</b>

**OTHER FUNDS**



## Other Funds

The funds included in this section include miscellaneous Special Revenue and Internal Service funds. Special Revenue Funds are used to account for proceeds derived from specific revenue sources, which are legally restricted to expenditures for special purposes. Internal Service Funds are used to finance and account for goods, special activities, and services performed by one City department for other City departments on a cost reimbursement basis. Internal Service Funds account for the activities of worker's compensation, insurance, and technology replacement.

To follow is a brief description of special revenue funds.

### TRANSPORTATION FUNDS

Included in this group are the following funds:

- Fund 221: Gas Tax  
This fund accounts for the receipt and expenditure of all monies received from the State under Street and Highway Code Sections 2106, 2107, 2107.5. The allocations must be spent for street maintenance or construction and a limited amount for engineering. Historically, these monies were deemed highly restrictive insofar as expenditure, but with adoption of AB1502 effective January 1, 1978 most of the money can be used for any street purpose.
- Fund 225: Traffic Signal Fee  
This fund accounts for the receipt and expenditure of fees collected from private developers for financing and / or installation of new traffic signals, as required by City of Chula Vista Council Policy 478-01.
- Fund 227: Transportation Sales Tax  
This fund was established to account for the receipt and disbursement of all transportation sales tax (TransNet) revenues for the City. In November 1987, San Diego County voters first approved the Transportation Program (TransNet). In November of 2004, voters approved a 40-year extension of the program, which funds transportation improvements throughout the region via a half-cent local sales tax. The City's allocation of regional funds is based upon population and the number of local street and road miles maintained by the City.

### PARKING FUNDS

Included as part of this group are the following funds:

- Fund 241: Parking Meter  
Parking Meter Fund revenues are generated through two sources: coin deposits from parking meters located in the downtown area, and parking citation payments for expired meter violations. These funds pay for the coin collection and maintenance of the meters, the parking enforcement staff that monitors the downtown area, and general upkeep and signage of the downtown parking lots.
- Fund 243: Town Center I Parking  
This fund is used to account for revenues from an in-lieu parking fee. This in-lieu parking fee applies to any developer of a new commercial building or addition to an existing commercial building within the Downtown Parking District. Use of monies in this fund is restricted to the purchase or development of parking sites.

### PUBLIC SAFETY FUNDS

Included in this group are the following funds:

- Fund 245: Traffic Safety  
This fund is a depository for all monies derived from vehicle code fines, excluding parking violations. The fines are collected through the County court system and remitted to the City monthly. These monies may be expended only for traffic control devices and equipment and maintenance thereof or for the maintenance, improvement or construction of public streets.
- Fund 251: Supplemental Law Enforcement Services  
This fund accounts for the Supplemental Law Enforcement grant funds awarded to the Police Department; these funds can be used to supplement general fund appropriations for Police related personnel, overtime, and equipment expenditures.

- Fund 252: Police Department Grants  
This fund includes the California Border Alliance Group (CBAG) and miscellaneous police grants. CBAG is funded with federal funds. While CBAG employees are technically City of Chula Vista employees they do not work in the City of Chula Vista nor do they provide direct services for the City of Chula Vista; the City serves only as a fiscal agent for CBAG.
- Fund 253: Inmate Welfare Fund  
This fund is a depository for monies collected from pay phones commissions and operation of a commissary, in accordance with the Sheriff's Penal Code section 4025. Monies in this fund shall be expended for the benefit, education, and welfare of the inmates.
- Fund 254: Local Law Enforcement Block Grant Funds  
This fund accounts for federal Justice Assistance Grant funds awarded to the Police Department; these funds can be used to supplement general fund appropriations for Police related personnel, overtime, and equipment expenditures.
- Fund 256: Asset Seizure  
This fund is a depository for assets seized under Federal statutes through the process of "equitable sharing" of drug money and real property. By law these funds may only be used for law enforcement purposes and are intended to supplement, not supplant, existing funds.

#### **LIBRARY/CULTURAL ARTS FUNDS**

Included in this group are the following funds:

- Fund 261: California Library Service Act  
The California Library Services Act (CLSA) helps public libraries provide coordinated reference services and provides reimbursement for interlibrary loans of materials and loans to nonresident borrowers through the Transaction Based Reimbursement program, also known as the Direct Loan program. The Chula Vista Public Library participates in the Universal Borrowing provision of CLSA that reimburses the City for any over-the-counter loan service to the residents of all other California public library jurisdictions (Direct Loan). The Interlibrary Loan program reimburses the City for handling costs when books are lent to other

California libraries.

- Fund 262: Public Library Foundation Fund  
The Public Library Foundation Act (PLF) is a funding formula under which the State contributes funding for basic local library services, under specified conditions, to assure the availability to every resident of the state an adequate level of public library service regardless of the taxable wealth of the local jurisdiction providing the service. The legislation provides that to every library jurisdiction which allocates to its public library at least as much local funding as it had the previous year, the state will award a dollar amount equal to the proportional share of the total amount allocated for the Public Library Foundation program based on the population of the library's service area as certified by the State Librarian for that fiscal year. The annual funding is dependent upon appropriations made by the legislature and the Governor.
- Fund 267: McCandliss Awards  
The Gayle McCandliss Fund was established in 1991 shortly after she passed away. Consistent with her wishes, it was established as a perpetual fund to recognize and provide monetary support or recognition to individuals or groups who make substantial contribution to the arts in the City of Chula Vista.

#### **SUNDRY GRANT FUNDS**

Included as part of this group are the following funds:

- Fund 268: State Recreation Grants  
This fund was established to account for the receipt and disbursement of all State Recreation Grants received by the City.
- Fund 269: Other Grant Fund  
The Other Grants Fund was established to account for all grants other than Federal and State grants such as: San Diego Neighborhood Reinvestment Program and Be the Change grants.
- Fund 272: Federal Grants Fund  
This fund was established to account for the receipt and disbursement of all Federal Grants received by the City.

- Fund 273: State Grants Fund  
This fund was established to account for the receipt and disbursement of all State Grants received by the City (excluding Recreation related grants).
- Fund 274: ARRA Fund  
This fund was established to account for the receipt and disbursement of federal grant funds received by the City, authorized by the American Recovery and Reinvestment Act of 2009.

**ENVIRONMENTAL SERVICES AND CONSERVATION FUNDS**

Included as part of this group are the following funds:

- Fund 281: Waste Management and Recycling  
Revenue for the Waste Management fund is generated by a variety of grants which are used to implement, operate and educate the public on waste diversion, recycling, environmental actions and impacts. Current grant programs include litter reduction and bottle and can recycling programs; a regional used motor oil and oil filter recycling program; regional household hazardous waste program, regional universal waste program, and a regional needles and sharps disposal program.
- Fund 282: Environmental Services  
The Environmental Services fund is a depository for revenue that is generated primarily by a 5% surcharge (AB 939 fees) applied to the refuse rates for residential and commercial customers. The surcharge is authorized by the State to recover the costs of developing and implementing source reduction, recycling, and composting programs that are implemented to meet the State mandate to divert 50% of all waste generated annually in the City from landfills. The fund also includes two annual flat fees paid by the franchise hauler under the franchise agreement to cover litter container costs and to support the programs public education and enforcement service costs.
- Fund 285: Energy Conservation Fund  
Revenue for the Energy Conservation fund is generated by grants and inter-agency agreements for specific energy conservation projects. The energy conservation fund reflects the budget for the SDG&E energy conservation grant. This grant funds energy conservation programs for local residents, businesses, and City operations that

reduce the amount of natural gas and electricity consumed.

**STORM DRAIN FUND**

Storm Drain Revenue (Fund 301) – In accordance with Chapter 14.16 of the Chula Vista Municipal Code all proceeds of the storm drain fee are deposited into the Storm Drain Revenue Fund. Monies in this fund may only be used for storm drain purposes. The monthly storm drain service charge is included on the sewer bill.

**COMMUNITY DEVELOPMENT BLOCK GRANT FUNDS**

These funds are depositories of grant entitlement monies received from the Department of Housing and Urban Development including funds 311, 314, 321, 325, and 333. The purpose of these monies is for community development projects; eligible activities include those that:

- Benefit low and moderate income people.
- Eliminate slums and blight.
- Alleviate conditions posing a serious health and/or safety hazard.

**OPEN SPACE DISTRICT FUNDS**

These funds are a depository for all monies received for all flat rate property tax assessments levied against benefiting property owners for all maintenance of open space areas. Included in this group are funds 342 through 389.

The total assessment amount for each Open Space District is calculated each year based upon the cost of providing services within the district. This assessment rate is limited to the prior year’s amount, increased by the lesser of two local indexes. In recent years the indexed increases were not effectively keeping pace with the actual costs of providing these services to the property owners. In fiscal year 2007-08 staff went through the Proposition 218 process on seven districts/zones, in order to bring revenues in line with actual maintenance costs. Only one of the seven districts was approved for an increase in assessment. As a result a concentrated effort has been made to reduce expenditures to within available resources.

**MISCELLANEOUS SPECIAL REVENUE FUNDS**

Included in this grouping are the following funds:

- Fund 223: Telephone Users Tax (TUT) Common Fund  
This fund is used to account for funds in accordance with a 2014 settlement agreement that resolved a class action lawsuit challenging the City's collection of Telephone Users' Taxes from wireless customers.
- Fund 270: Mobile Home Rent Review Program Fund  
This fund is a depository for monies collected for the Mobile Home Administrative Fee. This fee was established in July 2011 to ensure a consistent funding source for administration and implementation of Chula Vista Municipal Code 9.50 – Mobile Home Park Space Rent Review.
- Fund 316: Public Educational & Government Fee Fund  
This fund accounts for funds received through State Video Franchise Fees to support Public, Education, and Governmental (PEG) access channel facilities. These funds are restricted. In fiscal year 2013-14 they will be used to replace presentation and broadcasting equipment for Council Chambers and the Police Department Community Room.

**INTERNAL SERVICE FUNDS**

Included as part of this group are the following funds:

- Fund 232: Flexible Spending Account  
This fund is used to account for employee health, medical and dependent care benefits. In fiscal year 2011-12 this fund was transitioned to a trust and agency type fund.
- Fund 234: Advanced Life Support (ALS) Fund  
This fund accounts for the receipt of pass-through revenue from ambulance services to fund First Responder Advanced Life Support program.
- Fund 235: Legislative Counsel Fund  
This fund accounts for the expenditures and revenues used to fund outside legal counsel services as necessary to implement Proposition C.

- Fund 341: Public Liability Trust Fund  
This fund is a depository for contributions made from the General Fund to provide an appropriate reserve level to pay for uninsured and deductibles for public liability losses. The City is self-insured for amounts up to \$250,000 per claim.
- Fund 393: Technology Replacement Fund  
The Technology Replacement Fund is an internal service function that provides for the replacement of computers and related technology equipment. Funds from departments' operating budgets are transferred to the Technology Replacement Fund for future replacement of equipment included in the program. Due to economic reasons, the program has not been funded for several years. Computer replacement has been included in various funds based on available resources.
- Fund 398: Workers Compensation  
This fund is a depository for contributions made from all funds, which have personnel allocated to them, to pay for annual costs related to workers' compensation liabilities including the provision of an appropriate reserve to pay uninsured claims costs. The City is self-insured for amounts up to \$1.0 million per claim. The amount of the reserve and the required annual transfer is determined by the Director of Finance, based on experience and consultation with the Risk Manager. In fiscal year 2010-11 the Workers Compensation Fund was moved from Fund 231 to Fund 398, this change is necessary to change the fund type from General Fund to internal service.



**FUND SUMMARY**

BUDGET CATEGORY	FY 2013-14 ACTUAL	FY 2014-15 ACTUAL	FY 2015-16 ADOPTED	FY 2016-17 ADOPTED
<b>EXPENDITURES</b>				
Supplies and Services	0	6,300	0	0
Other Expenses	67,328	51,375	45,000	15,000
Transfers Out	4,259,428	4,259,428	4,259,428	4,259,428
CIP Project Expenditures	5,704,542	11,799,298	12,090,343	9,867,141
Non-CIP Project Expenditures	0	0	100,000	0
<b>TOTAL EXPENDITURES</b>	<b>\$10,031,298</b>	<b>\$16,116,401</b>	<b>\$16,494,771</b>	<b>\$14,141,569</b>
<b>REVENUES</b>				
Other Local Taxes	898,172	11,489,633	5,886,000	8,239,131
Use of Money & Property	76,338	59,901	0	0
Revenue from Other Agencies	12,504,188	6,842,508	5,642,500	5,306,551
Charges for Services	207,016	279,738	200,000	200,000
Other Revenue	355,944	512,327	0	0
Transfers In	19,999	29,814	0	0
<b>TOTAL REVENUES</b>	<b>\$14,061,657</b>	<b>\$19,213,921</b>	<b>\$11,728,500</b>	<b>\$13,745,682</b>
<b>NET FUND ACTIVITY</b>	<b>\$4,030,359</b>	<b>\$3,097,520</b>	<b>(\$4,766,271)</b>	<b>(\$395,887)</b>

**FUND DETAIL**

FUND # FUND DESCRIPTION	FY 2013-14 ACTUAL	FY 2014-15 ACTUAL	FY 2015-16 ADOPTED	FY 2016-17 ADOPTED
<b>EXPENDITURES</b>				
221 Gas Tax	5,358,418	7,356,677	8,590,428	5,559,428
225 Traffic Signal	352,060	160,826	659,000	510,010
227 Transportation Sales Tax	4,320,820	8,598,898	7,245,343	8,072,131
<b>TOTAL EXPENDITURES</b>	<b>\$10,031,298</b>	<b>\$16,116,401</b>	<b>\$16,494,771</b>	<b>\$14,141,569</b>
<b>REVENUES</b>				
221 Gas Tax	12,262,328	6,519,979	5,514,157	5,258,582
225 Traffic Signal	251,244	444,879	200,000	200,000
227 Transportation Sales Tax	1,548,085	12,249,063	6,014,343	8,287,100
<b>TOTAL REVENUES</b>	<b>\$14,061,657</b>	<b>\$19,213,921</b>	<b>\$11,728,500</b>	<b>\$13,745,682</b>
<b>NET FUND ACTIVITY</b>	<b>\$4,030,359</b>	<b>\$3,097,520</b>	<b>(\$4,766,271)</b>	<b>(\$395,887)</b>

**FUND SUMMARY**

<b>BUDGET CATEGORY</b>	<b>FY 2013-14 ACTUAL</b>	<b>FY 2014-15 ACTUAL</b>	<b>FY 2015-16 ADOPTED</b>	<b>FY 2016-17 ADOPTED</b>
<b>EXPENDITURES</b>				
Supplies and Services	210,705	228,679	220,300	260,300
Other Expenses	154,537	128,027	166,400	168,500
Utilities	11,323	10,643	12,448	12,448
CIP Project Expenditures	273,882	30,409	0	0
<b>TOTAL EXPENDITURES</b>	<b>\$650,447</b>	<b>\$397,758</b>	<b>\$399,148</b>	<b>\$441,248</b>
<b>REVENUES</b>				
Licenses and Permits	39,897	40,598	35,000	35,000
Fines, Forfeitures, Penalties	232,857	173,565	200,000	200,000
Use of Money & Property	392,208	382,777	350,000	350,000
Other Revenue	2,001	6	0	0
<b>TOTAL REVENUES</b>	<b>\$666,963</b>	<b>\$596,946</b>	<b>\$585,000</b>	<b>\$585,000</b>
<b>NET FUND ACTIVITY</b>	<b>\$16,516</b>	<b>\$199,188</b>	<b>\$185,852</b>	<b>\$143,752</b>

**FUND DETAIL**

<b>FUND # FUND DESCRIPTION</b>	<b>FY 2013-14 ACTUAL</b>	<b>FY 2014-15 ACTUAL</b>	<b>FY 2015-16 ADOPTED</b>	<b>FY 2016-17 ADOPTED</b>
<b>EXPENDITURES</b>				
241 Parking Meter	650,447	397,758	399,148	441,248
<b>TOTAL EXPENDITURES</b>	<b>\$650,447</b>	<b>\$397,758</b>	<b>\$399,148</b>	<b>\$441,248</b>
<b>REVENUES</b>				
241 Parking Meter	666,405	596,615	585,000	585,000
243 Town Centre I-Parking District	558	331	0	0
<b>TOTAL REVENUES</b>	<b>\$666,963</b>	<b>\$596,946</b>	<b>\$585,000</b>	<b>\$585,000</b>
<b>NET FUND ACTIVITY</b>	<b>\$16,516</b>	<b>\$199,188</b>	<b>\$185,852</b>	<b>\$143,752</b>

## FUND SUMMARY

BUDGET CATEGORY	FY 2013-14 ACTUAL	FY 2014-15 ACTUAL	FY 2015-16 ADOPTED	FY 2016-17 ADOPTED
<b>EXPENDITURES</b>				
Personnel Services	4,616,850	5,070,316	5,479,457	5,967,163
Supplies and Services	903,145	1,019,437	1,387,216	806,052
Other Expenses	0	4,452	8,999	192,626
Capital	224,681	218,066	269,519	589,719
Transfers Out	486,325	537,344	418,678	435,785
<b>TOTAL EXPENDITURES</b>	<b>\$6,231,001</b>	<b>\$6,849,615</b>	<b>\$7,563,869</b>	<b>\$7,991,345</b>
<b>REVENUES</b>				
Fines, Forfeitures, Penalties	427,460	441,515	437,640	437,640
Use of Money & Property	22,525	18,837	20,000	20,000
Revenue from Other Agencies	5,725,752	6,969,247	6,016,405	6,535,938
Charges for Services	144,800	134,120	123,046	134,710
Other Revenue	38,089	61,704	60,000	30,000
Transfers In	42,753	51,226	228,124	86,021
<b>TOTAL REVENUES</b>	<b>\$6,401,379</b>	<b>\$7,676,649</b>	<b>\$6,885,215</b>	<b>\$7,244,309</b>
<b>NET FUND ACTIVITY</b>	<b>\$170,378</b>	<b>\$827,034</b>	<b>(\$678,654)</b>	<b>(\$747,036)</b>

## FUND DETAIL

FUND # FUND DESCRIPTION	FY 2013-14 ACTUAL	FY 2014-15 ACTUAL	FY 2015-16 ADOPTED	FY 2016-17 ADOPTED
<b>EXPENDITURES</b>				
<b>245</b> Traffic Safety	394,316	420,098	437,640	437,640
<b>251</b> Suppl Law Enforcement Services	325,920	449,284	543,384	696,424
<b>252</b> Police Department Grants	5,122,623	5,459,267	5,726,767	6,086,052
<b>253</b> Inmate Welfare Fund	50,245	28,534	60,000	60,000
<b>254</b> Local Law Enf Block Grant	85,126	89,245	91,078	94,812
<b>256</b> Asset Seizure	252,771	403,187	705,000	616,417
<b>TOTAL EXPENDITURES</b>	<b>\$6,231,001</b>	<b>\$6,849,615</b>	<b>\$7,563,869</b>	<b>\$7,991,345</b>
<b>REVENUES</b>				
<b>245</b> Traffic Safety	427,702	441,749	437,640	437,640
<b>251</b> Suppl Law Enforcement Services	388,412	876,735	401,014	401,014
<b>252</b> Police Department Grants	5,125,949	5,457,772	5,665,483	6,020,843
<b>253</b> Inmate Welfare Fund	16,043	48,599	30,000	30,000
<b>254</b> Local Law Enf Block Grant	95,989	89,746	91,078	94,812
<b>256</b> Asset Seizure	347,284	762,048	260,000	260,000
<b>TOTAL REVENUES</b>	<b>\$6,401,379</b>	<b>\$7,676,649</b>	<b>\$6,885,215</b>	<b>\$7,244,309</b>
<b>NET FUND ACTIVITY</b>	<b>\$170,378</b>	<b>\$827,034</b>	<b>(\$678,654)</b>	<b>(\$747,036)</b>

**STAFFING SUMMARY - 252**

<b>BUDGET CATEGORY</b>	<b>FY 2015-16 ADOPTED</b>	<b>FY 2015-16 MIDYEAR</b>	<b>FY 2016-17 CHANGES</b>	<b>FY 2016-17 ADOPTED</b>
CBAG Deputy Director SD LECC	1.00	-	(1.00)	-
CBAG Deputy Exec Dir	1.00	-	(1.00)	-
CBAG Director Of IV-LECC	1.00	(1.00)	-	-
CBAG Executive Director	1.00	-	(1.00)	-
FA Admin Analyst II	2.00	(1.00)	-	1.00
FA Analyst	2.00	-	-	2.00
FA Deputy Director SD LECC	-	-	1.00	1.00
FA Deputy Exec Dir	-	-	1.00	1.00
FA Director Of SD LECC	1.00	-	-	1.00
FA Executive Director	-	-	1.00	1.00
FA Financial Manager	-	1.00	-	1.00
FA Geospatial Intel Analyst	1.00	-	-	1.00
FA Graphic Designer/Wbmstr	1.00	-	-	1.00
FA Info Security Program Mgr	1.00	-	-	1.00
FA LECC IT Manager	1.00	-	-	1.00
FA Ntwrk Administrator II	4.00	-	-	4.00
FA Program Analyst	1.00	(1.00)	-	-
FA Program Assistant	2.00	-	-	2.00
FA Program Manager	1.00	-	-	1.00
FA Pub/Prv & Exercise Prog Mgr	-	-	1.00	1.00
FA RCFL Network Engineer	2.00	-	-	2.00
FA Sr Financial Analyst	-	1.00	-	1.00
FA Sr Intelligence Analyst	5.00	-	2.00	7.00
FA Sr Secretary	1.00	-	-	1.00
FA Supv Intelligence Analyst	-	1.00	1.00	2.00
FAIVDC-LECC Exec Director	-	1.00	-	1.00
Peace Officer	3.00	-	-	3.00
Police Agent	1.00	-	(1.00)	-
Police Comm Relations Spec	1.00	-	-	1.00
Police Lieutenant	-	-	-	-
Police Sergeant	2.00	-	(1.00)	1.00
<b>TOTAL AUTHORIZED POSITIONS</b>	<b>36.00</b>	<b>1.00</b>	<b>2.00</b>	<b>39.00</b>

## FUND SUMMARY

BUDGET CATEGORY	FY 2013-14 ACTUAL	FY 2014-15 ACTUAL	FY 2015-16 ADOPTED	FY 2016-17 ADOPTED
<b>EXPENDITURES</b>				
Supplies and Services	97,409	66,000	400	400
Other Expenses	500	0	1,200	1,200
Transfers Out	2,352	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>\$100,261</b>	<b>\$66,000</b>	<b>\$1,600</b>	<b>\$1,600</b>
<b>REVENUES</b>				
Use of Money & Property	1,820	392	0	0
<b>TOTAL REVENUES</b>	<b>\$1,820</b>	<b>\$392</b>	<b>\$0</b>	<b>\$0</b>
<b>NET FUND ACTIVITY</b>	<b>(\$98,441)</b>	<b>(\$65,608)</b>	<b>(\$1,600)</b>	<b>(\$1,600)</b>

## FUND DETAIL

FUND # FUND DESCRIPTION	FY 2013-14 ACTUAL	FY 2014-15 ACTUAL	FY 2015-16 ADOPTED	FY 2016-17 ADOPTED
<b>EXPENDITURES</b>				
261 California Library Service Act	88,920	66,000	0	0
262 Public Library Act	8,489	0	0	0
265 CA Dept of Education Sect. 321	2,352	0	0	0
267 McCandliss Cultural Arts	500	0	1,600	1,600
<b>TOTAL EXPENDITURES</b>	<b>\$100,261</b>	<b>\$66,000</b>	<b>\$1,600</b>	<b>\$1,600</b>
<b>REVENUES</b>				
261 California Library Service Act	1,637	302	0	0
262 Public Library Act	32	1	0	0
267 McCandliss Cultural Arts	151	89	0	0
<b>TOTAL REVENUES</b>	<b>\$1,820</b>	<b>\$392</b>	<b>\$0</b>	<b>\$0</b>
<b>NET FUND ACTIVITY</b>	<b>(\$98,441)</b>	<b>(\$65,608)</b>	<b>(\$1,600)</b>	<b>(\$1,600)</b>

# SUNDRY GRANTS & MISC FUND

270

## FUND SUMMARY

BUDGET CATEGORY	FY 2013-14 ACTUAL	FY 2014-15 ACTUAL	FY 2015-16 ADOPTED	FY 2016-17 ADOPTED
<b>EXPENDITURES</b>				
Personnel Services	595,186	372,081	827,244	442,716
Supplies and Services	842,356	788,631	1,063,409	1,101,135
Other Expenses	3,986,122	280,922	107,333	155,333
Capital	413,519	1,427,514	125,902	125,876
Transfers Out	92,812	610,000	0	0
CIP Project Expenditures	514,060	2,865,477	26,858	0
Non-CIP Project Expenditures	306,267	70,043	0	0
<b>TOTAL EXPENDITURES</b>	<b>\$6,750,322</b>	<b>\$6,414,668</b>	<b>\$2,150,746</b>	<b>\$1,825,060</b>
<b>REVENUES</b>				
Use of Money & Property	21,077	21,685	0	0
Revenue from Other Agencies	1,703,950	4,171,189	1,341,342	1,106,821
Charges for Services	117,055	84,180	73,500	65,000
Other Revenue	25,067	46,817	22,333	22,333
Transfers In	8,060,513	51,615	62,326	112,326
<b>TOTAL REVENUES</b>	<b>\$9,927,662</b>	<b>\$4,375,486</b>	<b>\$1,499,501</b>	<b>\$1,306,480</b>
<b>NET FUND ACTIVITY</b>	<b>\$3,177,340</b>	<b>(\$2,039,182)</b>	<b>(\$651,245)</b>	<b>(\$518,580)</b>

## FUND DETAIL

FUND # FUND DESCRIPTION	FY 2013-14 ACTUAL	FY 2014-15 ACTUAL	FY 2015-16 ADOPTED	FY 2016-17 ADOPTED
<b>EXPENDITURES</b>				
223 TUT Common Fund	3,790,423	2,411,335	615,902	473,826
269 Other Grant Fund	243,315	3,486	26,858	100,000
270 Mobile Home Rent Review Progra	67,025	52,294	93,000	91,000
272 Federal Grants Fund	1,556,035	1,411,747	1,316,810	1,059,147
273 State Grants Fund	673,358	2,535,806	75,843	78,754
274 ARRA Fund	420,166	0	22,333	22,333
<b>TOTAL EXPENDITURES</b>	<b>\$6,750,322</b>	<b>\$6,414,668</b>	<b>\$2,150,746</b>	<b>\$1,825,060</b>
<b>REVENUES</b>				
223 TUT Common Fund	8,037,009	35,155	0	0
269 Other Grant Fund	16,737	26,858	26,858	100,000
270 Mobile Home Rent Review Progra	118,495	85,084	73,500	65,000
272 Federal Grants Fund	1,575,961	1,419,184	1,316,810	1,059,147
273 State Grants Fund	158,867	2,776,762	60,000	60,000
274 ARRA Fund	20,593	32,443	22,333	22,333
<b>TOTAL REVENUES</b>	<b>\$9,927,662</b>	<b>\$4,375,486</b>	<b>\$1,499,501</b>	<b>\$1,306,480</b>
<b>NET FUND ACTIVITY</b>	<b>\$3,177,340</b>	<b>(\$2,039,182)</b>	<b>(\$651,245)</b>	<b>(\$518,580)</b>

**STAFFING SUMMARY - 272**

<b>BUDGET CATEGORY</b>	<b>FY 2015-16 ADOPTED</b>	<b>FY 2015-16 MIDYEAR</b>	<b>FY 2016-17 CHANGES</b>	<b>FY 2016-17 ADOPTED</b>
Emergency Svcs Coordinator	1.00	-	-	1.00
GIS Specialist	2.00	-	(1.00)	1.00
<b>TOTAL AUTHORIZED POSITIONS</b>	<b>3.00</b>	<b>-</b>	<b>(1.00)</b>	<b>2.00</b>

## FUND SUMMARY

BUDGET CATEGORY	FY 2013-14 ACTUAL	FY 2014-15 ACTUAL	FY 2015-16 ADOPTED	FY 2016-17 ADOPTED
<b>EXPENDITURES</b>				
Supplies and Services	576,747	246,095	300,000	300,000
Capital	131,062	64,040	300,000	300,000
<b>TOTAL EXPENDITURES</b>	<b>\$707,809</b>	<b>\$310,135</b>	<b>\$600,000</b>	<b>\$600,000</b>
<b>REVENUES</b>				
Other Local Taxes	654,842	679,354	600,000	600,000
Use of Money & Property	4,924	4,141	0	0
<b>TOTAL REVENUES</b>	<b>\$659,766</b>	<b>\$683,495</b>	<b>\$600,000</b>	<b>\$600,000</b>
<b>NET FUND ACTIVITY</b>	<b>(\$48,043)</b>	<b>\$373,360</b>	<b>\$0</b>	<b>\$0</b>



**FUND SUMMARY**

BUDGET CATEGORY	FY 2013-14 ACTUAL	FY 2014-15 ACTUAL	FY 2015-16 ADOPTED	FY 2016-17 ADOPTED
<b>EXPENDITURES</b>				
Personnel Services	782,723	796,900	1,035,473	964,236
Supplies and Services	903,015	1,388,562	2,307,229	2,037,385
Other Expenses	689,476	439,989	1,014,079	854,170
Capital	52,659	4,003	4,600	67,193
Utilities	56	57	5,100	5,100
Transfers Out	132,585	107,585	107,585	107,585
CIP Project Expenditures	2,098,662	956	0	0
<b>TOTAL EXPENDITURES</b>	<b>\$4,659,176</b>	<b>\$2,738,052</b>	<b>\$4,474,066</b>	<b>\$4,035,669</b>
<b>REVENUES</b>				
Use of Money & Property	16,680	9,672	0	0
Revenue from Other Agencies	1,225,335	1,457,141	2,663,079	2,119,276
Charges for Services	1,104,573	1,088,446	1,262,279	1,262,279
Other Revenue	2,353,731	141,585	110,000	139,726
<b>TOTAL REVENUES</b>	<b>\$4,700,319</b>	<b>\$2,696,844</b>	<b>\$4,035,358</b>	<b>\$3,521,281</b>
<b>NET FUND ACTIVITY</b>	<b>\$41,143</b>	<b>(\$41,208)</b>	<b>(\$438,708)</b>	<b>(\$514,388)</b>

**FUND DETAIL**

FUND # FUND DESCRIPTION	FY 2013-14 ACTUAL	FY 2014-15 ACTUAL	FY 2015-16 ADOPTED	FY 2016-17 ADOPTED
<b>EXPENDITURES</b>				
<b>281</b> Waste Management & Recycling	174,825	659,352	987,385	555,691
<b>282</b> Environmental Services Fund	1,335,673	1,280,625	1,810,987	1,916,393
<b>285</b> Energy Conservation	3,148,678	798,075	1,675,694	1,563,585
<b>TOTAL EXPENDITURES</b>	<b>\$4,659,176</b>	<b>\$2,738,052</b>	<b>\$4,474,066</b>	<b>\$4,035,669</b>
<b>REVENUES</b>				
<b>281</b> Waste Management & Recycling	177,760	662,596	987,385	555,691
<b>282</b> Environmental Services Fund	1,350,567	1,237,492	1,372,279	1,402,005
<b>285</b> Energy Conservation	3,171,992	796,756	1,675,694	1,563,585
<b>TOTAL REVENUES</b>	<b>\$4,700,319</b>	<b>\$2,696,844</b>	<b>\$4,035,358</b>	<b>\$3,521,281</b>
<b>NET FUND ACTIVITY</b>	<b>\$41,143</b>	<b>(\$41,208)</b>	<b>(\$438,708)</b>	<b>(\$514,388)</b>

**STAFFING SUMMARY - 282**

<b>BUDGET CATEGORY</b>	<b>FY 2015-16 ADOPTED</b>	<b>FY 2015-16 MIDYEAR</b>	<b>FY 2016-17 CHANGES</b>	<b>FY 2016-17 ADOPTED</b>
Environmental Services Mgr	1.00	-	(1.00)	-
Recycling Specialist I	1.00	-	2.00	3.00
Recycling Specialist II	4.00	(1.00)	-	3.00
Sr Recycling Specialist	-	1.00	-	1.00
<b>TOTAL AUTHORIZED POSITIONS</b>	<b>6.00</b>	<b>-</b>	<b>1.00</b>	<b>7.00</b>

## FUND SUMMARY

BUDGET CATEGORY	FY 2013-14 ACTUAL	FY 2014-15 ACTUAL	FY 2015-16 ADOPTED	FY 2016-17 ADOPTED
<b>EXPENDITURES</b>				
Supplies and Services	296,107	324,124	348,100	348,100
Utilities	776	674	800	800
Transfers Out	340,463	0	210,000	210,000
<b>TOTAL EXPENDITURES</b>	<b>\$637,346</b>	<b>\$324,798</b>	<b>\$558,900</b>	<b>\$558,900</b>
<b>REVENUES</b>				
Licenses and Permits	0	0	23,750	23,750
Fines, Forfeitures, Penalties	(4,341)	24,431	5,000	5,000
Use of Money & Property	1,850	(833)	0	0
Charges for Services	600,025	624,232	555,500	555,500
Other Revenue	0	290	0	0
<b>TOTAL REVENUES</b>	<b>\$597,534</b>	<b>\$648,120</b>	<b>\$584,250</b>	<b>\$584,250</b>
<b>NET FUND ACTIVITY</b>	<b>(\$39,812)</b>	<b>\$323,322</b>	<b>\$25,350</b>	<b>\$25,350</b>

**FUND SUMMARY**

BUDGET CATEGORY	FY 2013-14 ACTUAL	FY 2014-15 ACTUAL	FY 2015-16 ADOPTED	FY 2016-17 ADOPTED
<b>EXPENDITURES</b>				
Supplies and Services	13,303	11,642	16,527	23,527
Other Expenses	381,381	544,093	1,289,420	571,813
Capital	1,161	3,672	75,419	70,419
Transfers Out	752,752	756,175	758,243	759,900
CIP Project Expenditures	381,766	0	468,292	483,640
Non-CIP Project Expenditures	2,755,132	893,511	520,592	1,052,756
<b>TOTAL EXPENDITURES</b>	<b>\$4,285,495</b>	<b>\$2,209,093</b>	<b>\$3,128,493</b>	<b>\$2,962,055</b>
<b>REVENUES</b>				
Use of Money & Property	12,067	66,683	79,000	79,000
Revenue from Other Agencies	3,415,216	2,109,028	3,019,493	2,853,055
Charges for Services	140	0	0	0
Other Revenue	55,710	103,714	0	0
Transfers In	0	9,597	9,598	0
<b>TOTAL REVENUES</b>	<b>\$3,483,133</b>	<b>\$2,289,022</b>	<b>\$3,108,091</b>	<b>\$2,932,055</b>
<b>NET FUND ACTIVITY</b>	<b>(\$802,362)</b>	<b>\$79,929</b>	<b>(\$20,402)</b>	<b>(\$30,000)</b>

**FUND DETAIL**

FUND # FUND DESCRIPTION	FY 2013-14 ACTUAL	FY 2014-15 ACTUAL	FY 2015-16 ADOPTED	FY 2016-17 ADOPTED
<b>EXPENDITURES</b>				
311 CDBG Housing Program	16,685	114,988	46,100	328,574
314 Emergency Shelter Grant Prog	162,060	188,146	153,270	159,265
321 Home Program	1,808,221	285,313	922,183	509,215
333 Comm Dev Block Grant	2,298,529	1,620,646	2,006,940	1,965,001
<b>TOTAL EXPENDITURES</b>	<b>\$4,285,495</b>	<b>\$2,209,093</b>	<b>\$3,128,493</b>	<b>\$2,962,055</b>
<b>REVENUES</b>				
311 CDBG Housing Program	21,643	151,614	46,100	328,574
314 Emergency Shelter Grant Prog	162,060	188,146	153,270	159,265
321 Home Program	1,756,996	316,804	922,183	509,215
325 CDBG Program - Income Projects	688	412	0	0
333 Comm Dev Block Grant	1,541,746	1,632,046	1,986,538	1,935,001
<b>TOTAL REVENUES</b>	<b>\$3,483,133</b>	<b>\$2,289,022</b>	<b>\$3,108,091</b>	<b>\$2,932,055</b>
<b>NET FUND ACTIVITY</b>	<b>(\$802,362)</b>	<b>\$79,929</b>	<b>(\$20,402)</b>	<b>(\$30,000)</b>

**FUND SUMMARY**

BUDGET CATEGORY	FY 2013-14 ACTUAL	FY 2014-15 ACTUAL	FY 2015-16 ADOPTED	FY 2016-17 ADOPTED
<b>EXPENDITURES</b>				
Supplies and Services	6,272,554	6,326,177	7,755,910	7,337,964
Other Expenses	1,777,609	1,894,778	1,943,358	1,753,766
Utilities	2,409,959	2,319,236	3,060,215	2,908,652
CIP Project Expenditures	0	7,303	0	0
<b>TOTAL EXPENDITURES</b>	<b>\$10,460,122</b>	<b>\$10,547,494</b>	<b>\$12,759,483</b>	<b>\$12,000,382</b>
<b>REVENUES</b>				
Use of Money & Property	169,146	91,222	0	0
Other Revenue	9,204,603	8,682,473	12,759,483	11,994,382
<b>TOTAL REVENUES</b>	<b>\$9,373,749</b>	<b>\$8,773,695</b>	<b>\$12,759,483</b>	<b>\$11,994,382</b>
<b>NET FUND ACTIVITY</b>	<b>(\$1,086,373)</b>	<b>(\$1,773,799)</b>	<b>\$0</b>	<b>(\$6,000)</b>

**FUND DETAIL**

FUND # FUND DESCRIPTION	FY 2013-14 ACTUAL	FY 2014-15 ACTUAL	FY 2015-16 ADOPTED	FY 2016-17 ADOPTED
<b>EXPENDITURES</b>				
342 CFD 11-M RHR McMillin	77,712	89,974	152,521	130,275
343 CFD 12-M Vlg7	372,688	339,345	469,962	466,868
344 CFD 13-M Vlg2	111,442	141,531	222,930	209,297
345 CFD 12M - OR Village 7	416,130	380,648	463,261	468,444
346 CFD 14M - A - EUC Millenia	0	0	138,405	148,402
347 CFD 14M - B - EUC Millenia Park	0	0	0	4,328
352 Bay Blvd Landscaping Dist	6,618	2,928	12,294	10,575
353 Eastlake Maintenance Dist #1	274,687	311,192	408,743	331,451
354 Open Space District #1	74,347	93,273	112,134	86,481
355 Open Space District #2	17,600	15,499	35,602	14,439
356 Open Space District #3	52,544	51,339	74,769	51,501
357 Open Space District #4	89,245	86,265	116,984	89,881
358 Open Space District #5	47,562	48,357	64,629	50,412
359 Open Space District #6	30,823	30,227	44,049	32,617
361 Open Space District #7	5,941	5,400	11,451	12,977
362 Open Space District #8	76,322	76,626	104,949	77,329
363 Open Space District #9	79,471	79,634	107,252	79,437
364 Open Space District #10	77,286	74,369	107,776	88,054
365 Open Space District #11	152,951	162,518	214,242	193,157
367 Open Space District #14	431,230	422,949	471,556	354,236
368 Open Space District #15	24,745	37,736	50,112	27,154
369 Open Space District #17	10,125	8,433	26,891	18,906

# OPEN SPACE DISTRICT FUNDS

350

371	Open Space District #18	138,268	141,408	171,516	168,492
372	Open Space District #20	1,310,310	1,367,797	1,664,218	1,453,756
373	Open Space District #23	42,706	35,449	51,430	49,966
374	Open Space District #24	34,290	42,817	66,643	39,916
375	Open Space District #26	14,443	14,526	20,654	12,762
376	Open Space District #31	128,413	177,032	160,172	160,614
378	CFD 07M-Eastlk II Woods, Vista	525,515	496,316	661,776	653,562
379	CFD 08M-Vlg 6 McM & Oty Ranc	807,745	822,345	994,455	956,488
380	CFD 09M OR Vlg II	891,083	894,010	1,025,267	961,157
382	CFD 99-2 Otay Ranch Vlg 1 We	710,433	705,504	825,691	752,336
386	Otay Ranch Acquisition Dist	445,890	487,221	505,000	654,500
387	CFD 98-3 Sunbow 2	870,360	851,331	884,381	872,069
388	Comm Facility 97-1 (Otay Rnch)	2,109,216	2,052,841	2,303,677	2,304,452
389	Otay Ranch Village 1,2,6,7,12	1,981	654	14,091	14,091
<b>TOTAL EXPENDITURES</b>		<b>\$10,460,122</b>	<b>\$10,547,494</b>	<b>\$12,759,483</b>	<b>\$12,000,382</b>
<b>REVENUES</b>					
342	CFD 11-M RHR McMillin	32,240	33,615	152,521	130,275
343	CFD 12-M Vlg7	12,873	73,009	469,962	466,868
344	CFD 13-M Vlg2	125,532	198,882	222,930	209,297
345	CFD 12M - OR Village 7	357,560	374,818	463,261	468,444
346	CFD 14M - A - EUC Millenia	0	0	138,405	148,402
347	CFD 14M - B - EUC Millenia Park	0	0	0	4,328
351	Town Centre Landscaping Dist I	278	161	0	0
352	Bay Blvd Landscaping Dist	527	285	12,294	10,575
353	Eastlake Maintenance Dist #1	229,564	292,059	408,743	331,451
354	Open Space District #1	65,422	81,315	112,134	86,481
355	Open Space District #2	14,659	14,227	35,602	14,439
356	Open Space District #3	49,183	49,475	74,769	51,501
357	Open Space District #4	85,940	90,771	116,984	89,881
358	Open Space District #5	49,007	49,412	64,629	50,412
359	Open Space District #6	32,038	32,585	44,049	32,617
361	Open Space District #7	11,293	10,593	11,451	12,977
362	Open Space District #8	70,109	71,001	104,949	77,329
363	Open Space District #9	69,707	69,813	107,252	79,437
364	Open Space District #10	80,304	80,753	107,776	88,054
365	Open Space District #11	133,224	164,848	214,242	193,157
366	Open Space District #13	3	3	0	0
367	Open Space District #14	345,081	344,410	471,556	354,236
368	Open Space District #15	21,806	21,811	50,112	27,154
369	Open Space District #17	8,327	8,426	26,891	18,906
371	Open Space District #18	151,737	172,810	171,516	168,492
372	Open Space District #20	548,803	1,304,760	1,664,218	1,453,756
373	Open Space District #23	21,314	54,831	51,430	49,966
374	Open Space District #24	29,866	30,115	66,643	39,916
375	Open Space District #26	11,049	11,025	20,654	12,762

**OPEN SPACE DISTRICT FUNDS****350**

<b>376</b>	Open Space District #31	131,024	186,239	160,172	160,614
<b>378</b>	CFD 07M-Eastlk II Woods, Vista	566,564	147,780	661,776	653,562
<b>379</b>	CFD 08M-Vlg 6 McM & Oty Ranc	1,218,945	38,574	994,455	956,488
<b>380</b>	CFD 09M OR Vlg II	931,909	942,755	1,025,267	961,157
<b>382</b>	CFD 99-2 Otay Ranch Vlg 1 We	692,729	681,447	825,691	752,336
<b>383</b>	Town Ctr Business Imprv Distr	194	3,599	0	0
<b>386</b>	Otay Ranch Acquisition Dist	122,817	436,863	505,000	648,500
<b>387</b>	CFD 98-3 Sunbow 2	679,592	712,856	884,381	872,069
<b>388</b>	Comm Facility 97-1 (Otay Rnch)	2,468,370	1,933,852	2,303,677	2,304,452
<b>389</b>	Otay Ranch Village 1,2,6,7,12	4,159	53,917	14,091	14,091
<b>TOTAL REVENUES</b>		<b>\$9,373,749</b>	<b>\$8,773,695</b>	<b>\$12,759,483</b>	<b>\$11,994,382</b>
<b>NET FUND ACTIVITY</b>		<b>(\$1,086,373)</b>	<b>(\$1,773,799)</b>	<b>\$0</b>	<b>(\$6,000)</b>

**FUND SUMMARY**

<b>BUDGET CATEGORY</b>	<b>FY 2013-14 ACTUAL</b>	<b>FY 2014-15 ACTUAL</b>	<b>FY 2015-16 ADOPTED</b>	<b>FY 2016-17 ADOPTED</b>
<b>EXPENDITURES</b>				
Personnel Services	235,080	497,499	294,242	208,634
Supplies and Services	220,673	300,466	152,327	178,317
Capital	275,764	160,702	195,712	193,469
Transfers Out	559,846	649,923	833,510	972,453
<b>TOTAL EXPENDITURES</b>	<b>\$1,291,363</b>	<b>\$1,608,590</b>	<b>\$1,475,791</b>	<b>\$1,552,873</b>
<b>REVENUES</b>				
Revenue from Other Agencies	1,316,182	1,534,430	1,475,907	1,552,873
<b>TOTAL REVENUES</b>	<b>\$1,316,182</b>	<b>\$1,534,430</b>	<b>\$1,475,907</b>	<b>\$1,552,873</b>
<b>NET FUND ACTIVITY</b>	<b>\$24,819</b>	<b>(\$74,160)</b>	<b>\$116</b>	<b>\$0</b>



**STAFFING SUMMARY - 234**

<b>BUDGET CATEGORY</b>	<b>FY 2015-16 ADOPTED</b>	<b>FY 2015-16 MIDYEAR</b>	<b>FY 2016-17 CHANGES</b>	<b>FY 2016-17 ADOPTED</b>
Ems Nurse Coordinator	1.00	-	-	1.00
<b>TOTAL AUTHORIZED POSITIONS</b>	<b>1.00</b>	<b>-</b>	<b>-</b>	<b>1.00</b>

**FUND SUMMARY**

<b>BUDGET CATEGORY</b>	<b>FY 2013-14 ACTUAL</b>	<b>FY 2014-15 ACTUAL</b>	<b>FY 2015-16 ADOPTED</b>	<b>FY 2016-17 ADOPTED</b>
<b>EXPENDITURES</b>				
Supplies and Services	0	0	46,050	5,000
Transfers Out	0	0	33,950	41,050
<b>TOTAL EXPENDITURES</b>	<b>\$0</b>	<b>\$0</b>	<b>\$80,000</b>	<b>\$46,050</b>
<b>NET FUND ACTIVITY</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$80,000)</b>	<b>(\$46,050)</b>

## FUND SUMMARY

BUDGET CATEGORY	FY 2013-14 ACTUAL	FY 2014-15 ACTUAL	FY 2015-16 ADOPTED	FY 2016-17 ADOPTED
<b>EXPENDITURES</b>				
Supplies and Services	261,530	300,850	713,439	400,000
Other Expenses	385,083	463,479	940,000	540,000
<b>TOTAL EXPENDITURES</b>	<b>\$646,613</b>	<b>\$764,329</b>	<b>\$1,653,439</b>	<b>\$940,000</b>
<b>REVENUES</b>				
Other Revenue	304,810	0	0	0
Transfers In	1,321,009	442,646	520,000	520,000
<b>TOTAL REVENUES</b>	<b>\$1,625,819</b>	<b>\$442,646</b>	<b>\$520,000</b>	<b>\$520,000</b>
<b>NET FUND ACTIVITY</b>	<b>\$979,206</b>	<b>(\$321,683)</b>	<b>(\$1,133,439)</b>	<b>(\$420,000)</b>

**FUND SUMMARY**

<b>BUDGET CATEGORY</b>	<b>FY 2013-14 ACTUAL</b>	<b>FY 2014-15 ACTUAL</b>	<b>FY 2015-16 ADOPTED</b>	<b>FY 2016-17 ADOPTED</b>
<b>EXPENDITURES</b>				
Supplies and Services	0	460,526	284,576	127,349
<b>TOTAL EXPENDITURES</b>	<b>\$0</b>	<b>\$460,526</b>	<b>\$284,576</b>	<b>\$127,349</b>
<b>REVENUES</b>				
Transfers In	600,000	0	0	0
<b>TOTAL REVENUES</b>	<b>\$600,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>NET FUND ACTIVITY</b>	<b>\$600,000</b>	<b>(\$460,526)</b>	<b>(\$284,576)</b>	<b>(\$127,349)</b>

**FUND SUMMARY**

<b>BUDGET CATEGORY</b>	<b>FY 2013-14 ACTUAL</b>	<b>FY 2014-15 ACTUAL</b>	<b>FY 2015-16 ADOPTED</b>	<b>FY 2016-17 ADOPTED</b>
<b>EXPENDITURES</b>				
Supplies and Services	622,965	613,727	733,610	810,197
Other Expenses	2,472,973	2,784,023	2,669,000	2,669,000
<b>TOTAL EXPENDITURES</b>	<b>\$3,095,938</b>	<b>\$3,397,750</b>	<b>\$3,402,610</b>	<b>\$3,479,197</b>
<b>REVENUES</b>				
Other Revenue	2,109,108	2,631,734	3,249,426	3,519,714
Transfers In	0	950,000	0	0
<b>TOTAL REVENUES</b>	<b>\$2,109,108</b>	<b>\$3,581,734</b>	<b>\$3,249,426</b>	<b>\$3,519,714</b>
<b>NET FUND ACTIVITY</b>	<b>(\$986,830)</b>	<b>\$183,984</b>	<b>(\$153,184)</b>	<b>\$40,517</b>

**FUND SUMMARY**

BUDGET CATEGORY	FY 2013-14 ACTUAL	FY 2014-15 ACTUAL	FY 2015-16 ADOPTED	FY 2016-17 ADOPTED
<b>EXPENDITURES</b>				
Personnel Services	156,895	180,524	0	0
Supplies and Services	6,039,420	3,600,665	0	0
Other Expenses	587,088	912,703	0	0
Capital	0	50,838	0	0
Utilities	152,196	96,189	0	0
Transfers Out	34,750	34,750	0	0
CIP Project Expenditures	0	24,184	0	0
<b>TOTAL EXPENDITURES</b>	<b>\$6,970,349</b>	<b>\$4,899,853</b>	<b>\$0</b>	<b>\$0</b>
<b>REVENUES</b>				
Use of Money & Property	7,903	25,613	0	0
Revenue from Other Agencies	3,800,358	2,531,799	0	0
Charges for Services	2,672,230	1,503,263	0	0
Other Revenue	212,196	338,107	0	0
Transfers In	23,701	0	0	0
<b>TOTAL REVENUES</b>	<b>\$6,716,388</b>	<b>\$4,398,782</b>	<b>\$0</b>	<b>\$0</b>
<b>NET FUND ACTIVITY</b>	<b>(\$253,961)</b>	<b>(\$501,071)</b>	<b>\$0</b>	<b>\$0</b>

**FUND DETAIL**

FUND # FUND DESCRIPTION	FY 2013-14 ACTUAL	FY 2014-15 ACTUAL	FY 2015-16 ADOPTED	FY 2016-17 ADOPTED
<b>EXPENDITURES</b>				
<b>401</b> Bayfront Trolley Station TDA	61,823	59,864	0	0
<b>402</b> Transit CVT	6,908,526	4,536,607	0	0
<b>403</b> Transit Capital Projects	0	303,382	0	0
<b>TOTAL EXPENDITURES</b>	<b>\$6,970,349</b>	<b>\$4,899,853</b>	<b>\$0</b>	<b>\$0</b>
<b>REVENUES</b>				
<b>401</b> Bayfront Trolley Station TDA	143,504	59,795	0	0
<b>402</b> Transit CVT	6,523,389	4,035,644	0	0
<b>403</b> Transit Capital Projects	49,495	303,343	0	0
<b>TOTAL REVENUES</b>	<b>\$6,716,388</b>	<b>\$4,398,782</b>	<b>\$0</b>	<b>\$0</b>
<b>NET FUND ACTIVITY</b>	<b>(\$253,961)</b>	<b>(\$501,071)</b>	<b>\$0</b>	<b>\$0</b>

# NON-CAPITAL IMPROVEMENT PROJECT BUDGET

## Funding Summary by Project Type

### COMMUNITY DEVELOPMENT BLOCK GRANT

	FY 2016-17 ADOPTED
CHIP Program	\$277,474
Housing Services	\$50,000
At-Risk and Homeless Youth Svcs.	\$39,550
F.R.C. Emergency and Basic Services	\$39,312
Family Violence Treatment Program	\$39,000
Fair Housing Services	\$35,000
Norman Park Senior Center Services	\$30,000
KidCare Express Mobile Medical Unit	\$27,000
Therapeutic Program	\$20,100
Food 4 Kids Backpack Program	\$15,000
Home Delivered Meals for Seniors	\$12,000
Rotational Shelter Network	\$11,000
South Bay Food Program	\$10,000
<b>COMMUNITY DEVELOPMENT BLOCK GRANT TOTAL</b>	<b>\$605,436</b>

### EMERGENCY SOLUTIONS GRANT

	FY 2016-17 ADOPTED
Rapid ReHousing Program	\$75,880
Casa Nueva Vida I	\$63,777
HMIS	\$7,663
<b>EMERGENCY SOLUTIONS GRANT TOTAL</b>	<b>\$147,320</b>

### GENERAL FUND

	FY 2016-17 ADOPTED
Eucalyptus Park Imp American Legion	\$18,700
<b>GENERAL FUND TOTAL</b>	<b>\$18,700</b>

### HOME

	FY 2016-17 ADOPTED
First Time Homebuyer Program	\$300,000
<b>HOME TOTAL</b>	<b>\$300,000</b>

**GRAND TOTAL - ALL PROJECTS** **\$1,071,456**





## **CAPITAL IMPROVEMENT PROGRAM**

Capital Improvement Program Summary

CIP Revenue Summary

CIP Expenditure Summary

Capital Improvement Projects Summary

Five-Year CIP Project Summary Schedule

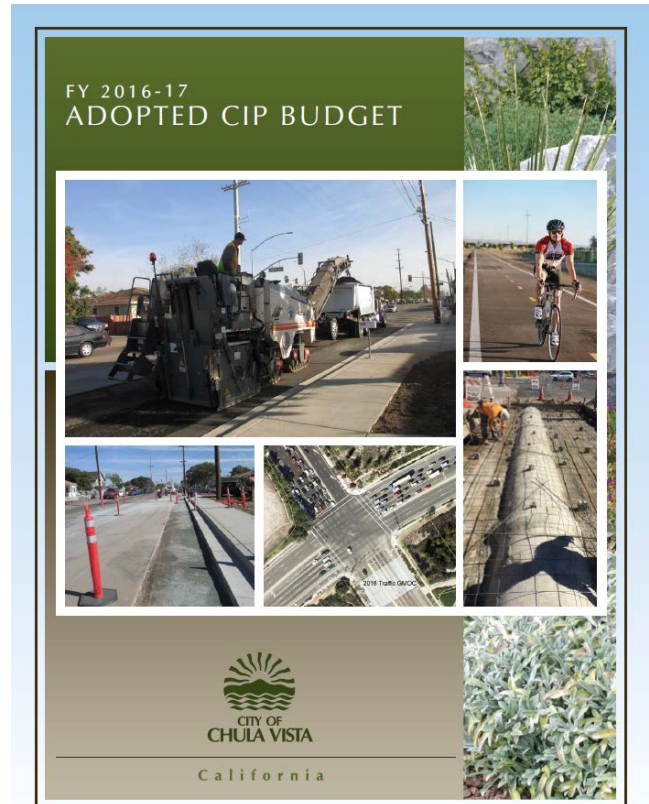


## Capital Improvement Program Summary

The following is an overview of the Capital Improvement Budget Program. The goal of the Capital Improvement Program (CIP) is to provide for the sustainable preservation of City-owned assets at the lowest cost and to leverage financial strategies to address infrastructure needs within a prioritized framework, which includes an assessment of the asset's condition, capacity to meet service demands, probability of failure, maintenance and preservation strategies, and funding availability. The CIP is a living document used to identify current and future requirements and the basis for determining annual capital budget expenditures. The CIP document can be found in its entirety on the City's website. To follow is a summary of the document.

Capital Improvement Projects are defined as capital investments with a value of \$50,000 or more and a minimum useful life of 5 years at a fixed location. Equipment, operating and maintenance costs are budgeted in the City's operating budget. New maintenance costs are included in the CIP budget and appropriated in future operating budget cycles.

The CIP document provides the capital project budget detail and reporting by asset management category, funding, and location. This format better aids the decision-making process as it allows the City Council to review projects recommended in each asset management system, gain an understanding of the condition of the asset in relation to the overall system and the basis for the recommendation, as well as the availability of funding sources. The proposed projects' detail sheets within each asset management system provides a description, location, project intent, type of project, link to the strategic goals, and funding requirements over the life of the project.



### CIP PROCESS

The Department of Public Works annually prepares a Capital Improvement Budget for the City Council's approval. The CIP budget includes an estimated five-year Capital Improvement Program. The City is faced with the challenge of managing a range of aging infrastructure assets that are critical to maintaining an aging City and serving new development. Making sound decisions about asset maintenance and replacement requires information about the asset's probability of failure and capacity to meet the requirements of the system.

On a continuous basis, project proposals are added to the City's capital improvement budget and project management database (CIPACE) following recommendations from guiding documents (see list below) adopted by the City Council and condition assessments performed by Public Works staff. This year's CIP process includes the process of ranking projects and setting funding priorities. Funding recommendations are based on the evaluation of the

proposed asset's probability of failure, capacity, and level of service requirements including efficiency improvements gained.

Another tool used in ranking and formulating the CIP recommendations are Guiding Documents approved by the City Council. The City utilizes "guiding documents" to ensure proposed CIP projects are consistent with established program priorities. The following is a partial list of guiding documents, which have included public input from multiple stakeholders in the community. For example the Five-year Pedestrian Master Plan and Bike Master Plan were recently adopted by the City Council. They identify missing infrastructure needs within those program categories. Additionally, proposed CIP projects are reviewed for consistency with the City's General Plan and specific plan and City policies.

- General Plan
- Regional Transportation Program
- Bikeway Master Plan
- Street Saver Condition Index Database
- Drainage Master Plan
- Wastewater Master Plan
- Fire Master Plan
- Asset Management Plan
- Parks Master Plan
- Pedestrian Master Plan/Safe Routes to School
- Redevelopment Implementation Plan
- Southwest United in Action Survey Results
- Third Avenue Streetscape Master Plan
- Environmental Mitigation Program
- Western TDIF Program
- TDIF Program
- Redevelopment Implementation Plan
- Traffic Monitoring Program
- Growth Management Oversight Committee Annual Report
- Other Specific Plans (e.g. Urban Core Specific Plan, Palomar, Bayfront and Main Street Specific Plans)

### **BUDGET DEVELOPMENT**

Although a component of the City Manager's overall budget, the CIP budget is developed separately by Public Works staff on an annual basis. The CIP budget process runs parallel to the development process for the City's operating budget, and they are subsequently presented together for City Council approval.

On March 8, 2016 a public hearing was held for City Council to consider and adopt the TransNet Local Street Improvement Program of projects for fiscal years 2016-17 through 2020-21. Then, on April 7, 2016 Public Works held their annual Infrastructure Workshop.

Public comment is a vital component of the CIP process. The public had the opportunity to comment on the proposed CIP. The initial proposed capital improvement project detail sheets are posted annually in April of each year on the Public Works website for public comment and review.

<http://www.chulavistaca.gov/departments/public-works/projects>

Additionally, the Public Works Department publishes an annual proposed CIP budget. The document will be made available at the City Clerk's Office, the Civic Center Library, Otay Ranch Mall Library, and the South Chula Vista Library.

The proposed program reaffirms the City's commitment to identify resources to move us toward long-term sustainability of our City's current assets as well as new improvements that accommodate growth.

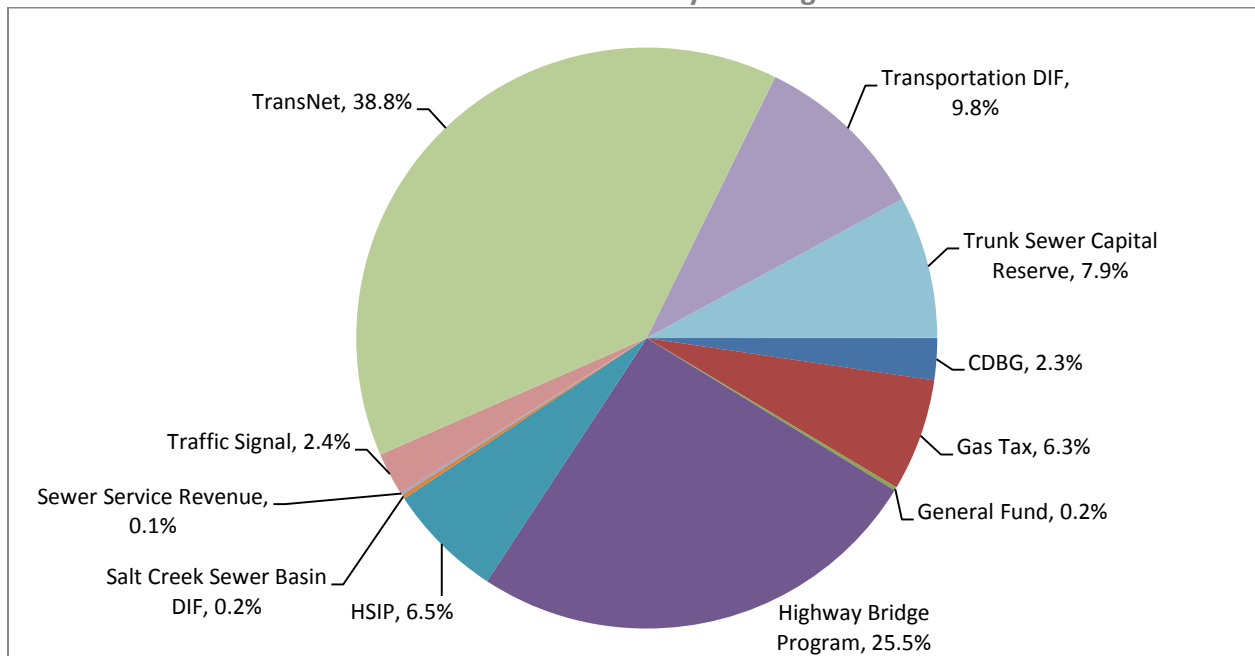
The City will continue to collaborate with regional agencies, such as the Port, SANDAG, and Caltrans, to ensure that the needs of our City residents are met, taking into account the unique characteristics of our City and recognizing our role as the County's second largest city and a leader in the South Bay.

## CIP Revenue Summary

The Capital Improvement Program is supported by a number of funding sources. City staff continuously explores opportunities to diversify revenue and leverage funding for infrastructure improvements. The

following chart and table summarizes the funding sources for the FY 2016-2017 CIP budget.

Fiscal Year 2016-17 CIP by Funding Source



Fund Source	Percentage	Amount
CDBG	1.9%	\$483,640
Gas Tax	6.3%	\$1,300,000
General Fund	0.2%	\$39,951
Highway Bridge Program	25.6%	\$5,296,257
HSIP	6.5%	\$1,341,390
Salt Creek Sewer Basin DIF	0.2%	\$50,000
Sewer Service Revenue	0.1%	\$25,000
Traffic Signal	2.4%	\$495,010
TransNet	39.0%	\$8,072,131
Transportation DIF	9.8%	\$2,036,102
Trunk Sewer Capital Reserve	8.0%	\$1,650,000
<b>Total:</b>	<b>100%</b>	<b>\$20,789,481</b>

The Capital Improvement Budget is primarily supported by Transportation Sales Tax (TransNet), Gas Tax, and revenues from the Highway Bridge Program (HBP) for Willow Street and Heritage Bridges. TransNet is the largest stable source of revenues for Capital Improvement projects. Along with TransNet, Gas Tax funds continue to provide a stable source of revenue for street related projects. The HBP is a safety program that provides federal-aid to local agencies to replace and rehabilitate deficient locally owned public highway bridges. Other major revenues in this year's budget include Transportation Development Impact Fees for street related projects and Trunk Sewer Capital Reserve funds for ongoing sewer rehabilitation projects. Competitive grant revenue sources remain steady with grant revenue growth opportunities in the imminent future. Transportation grants include the Active Transportation Program and Federal Highway Safety Improvement Program. Revenue decreases include the end of funds available from Proposition 1B and a reduction in Community Block Grant funding traditionally used for ADA pedestrian improvements.

The following is a brief description of key funding sources which support the FY 2016-17 Capital Improvement Budget:

### **DEVELOPMENT IMPACT FEES**

#### Traffic Signal Fee

The Traffic Signal Fee is a trip-based development impact fee that is charged with the issuance of building permits for new construction. The fee can be utilized for the installation and upgrade of traffic signals throughout the City. A total of \$495,010 is programmed in FY 2016-17 for traffic signal modifications and pedestrian improvements.

#### Transportation Development Impact Fee (TDIF)

The City's TDIF Program was established on January 12, 1988, by Ordinance 2251 for the collection of development impact fees to be used to construct transportation facilities to accommodate increased traffic generated by new development within the City's eastern territories. More than \$2 million is programmed as part of the FY 2016-17 CIP.

#### Telegraph Canyon Development Impact Fee

The City's Telegraph Canyon DIF was established on August 7, 1990, by Ordinance 2384 for collection of development impact fees to be used to construct

drainage and channel improvements for the Telegraph Canyon Basin. No Telegraph Canyon DIF funds are programmed in the FY 2016-17 CIP.

#### Salt Creek Sewer DIF

The City's Salt Creek Sewer DIF was established in 1994 by Ordinance 2617 to finance the sewer improvements within the Salt Creek Sewer Basin. A total of \$50,000 is programmed as part of the FY 2016-17 CIP.

### **GRANTS**

#### Active Transportation Grant Program

On September 26, 2013, the Governor signed legislation creating the Active Transportation Program (Senate Bill 99 Chapter 359 and Assembly Bill 101, Chapter 354), a new statewide grant program to encourage increased use of active modes of transportation, such as biking and walking. The Active Transportation Program (ATP) consolidated the Bicycle Transportation Account BTA along with Safe Routes to School Program, the Environmental Enhancement and Mitigation Program and two other programs into one program. The California Transportation Commission (CTC) adopted the ATP guidelines on March 26, 2015.

#### Bicycle Transportation Account

The Bicycle Transportation Account (BTA) is an annual program providing state funds for city and county projects that improve safety and convenience for bicycle commuters. Projects must be designed and developed to achieve the functional commuting needs and physical safety of all bicyclists. No BTA Program Call for Projects has been announced for FY 2016-17. Therefore, no BTA funds are programmed in the FY 2016-17 CIP.

#### Community Development Block Grant Funds

Each year, the City receives approximately \$1.7 million in Community Development Block Grant (CDBG) funds. Of this amount approximately \$1.3 million is available for community development activities, which include capital improvement projects. In 2006, the City of Chula Vista received a CDBG Section 108 loan in the amount of \$9.5 million for the completion of the Castle Park Infrastructure Projects. The debt service payment is paid back from the City's annual allotment of CDBG funds (approximately \$750,000 annually). This reduces the amount of CDBG funds available for other capital projects to approximately \$0.3-0.5 million annually for

the next 12 years. A total of \$483,640 in CDBG funds are programmed in the FY 2016-17 CIP Program.

#### Highway Bridge Program

Included in the FY 2016-17 Capital Improvement Program are two major bridge replacement projects: STL-261, "Willow Street Bridge Widening," at the Sweetwater River and STM-386, "Heritage Road Bridge Replacement," at the Otay River. Both projects will be designed and constructed primarily using Federal Highway Bridge Program (HBP) funds totaling approximately \$43.3 million, leveraged with a relatively small local TDIF contribution of about \$6.7 million. The environmental documentation and engineering design for STM-364 was partially funded by a \$2.5 million SAFETEA-LU grant.

The Highway Bridge Program (HBP) provides funding to enable states to improve the condition of their highway bridges through replacement, rehabilitation, and systematic preventive maintenance of deficient bridges. The existing bridge at Willow Street was constructed in 1940 and, through a series of studies, was determined that it was not practical to rehabilitate the bridge and funding for full replacement was subsequently approved by the Federal Highway Administration (FHWA) and Caltrans, which administers the HBP Grant Program in California. The existing bridge at Heritage Road was built as an interim facility in 1993 when heavy flood waters destroyed the river crossing; this interim bridge was recently approved by FHWA and Caltrans for replacement because it is inadequate for peak traffic volumes, does not accommodate pedestrians, and is unable to convey the 50-year storm without being overtopped.

#### Highway Safety Improvement Program

The Highway Safety Improvement Program (HSIP) was established to attain a significant reduction in traffic fatalities and serious injuries on all public roads through the implementation of infrastructure-related highway safety improvements. No HSIP funding has been programmed as part of the FY 2016-17 CIP.

#### Neighborhood Reinvestment Program

The Neighborhood Reinvestment Program (NEP) provides grant funds to County departments, public agencies, and to non-profit community organizations for one-time community, social, environmental, educational, cultural or recreational needs. No NEP funds are programmed in the FY 2016-17 CIP.

#### Safe Routes to School

The State Safe Routes to School (SR2s) program goal is to reduce injuries and fatalities to schoolchildren and to encourage increased walking and bicycling among students. Competitive grants are available to local government agencies for construction of facilities that enhance safety for pedestrians and bicyclists, primarily students in grades K-12 who walk or bicycle to school. No Safe Routes to School funds are programmed in the FY 2016-17 CIP. The Active Transportation Program (ATP) consolidated the Safe Routes to School Program along with a number of other programs into one program.

#### Smart Growth Incentive Grant

The TransNet Smart Growth Initiative Program (SGIP) funds transportation related infrastructure improvements and planning efforts that support smart growth development. The SGIP will award two percent of the annual TransNet revenues for the next 40 years to local governments through a competitive grant program to support projects that will help better coordinate transportation and land use in the San Diego region. It is anticipated that SANDAG will release a Notice of Funding Availability during FY 2016-17 for the SGIP. Staff will be submitting for an Active SGIP grant for the Third Avenue Streetscape Improvement Project Phase III from 200 feet north of "F" Street to "E" Street. No SGIP funds are programmed as part of the FY 2016-17 CIP.

### **MISCELLANEOUS FUNDS**

#### General Fund

The General Fund is the City's main operating fund used to pay for City services. The FY 2016-17 CIP includes \$39,951 for Sign Reflectivity Replacement citywide, a revenue offset project (funded by SAFE funds).

#### Residential Construction Tax (RCT)

The Residential Construction Tax (RCT) was established by the City Council in October 1971 to provide a more equitable distribution of the burden of financing parks,

open spaces, public facilities, and other capital improvements, the need for which is created by the increasing population of the City. The RCT is applicable to all new residential units and paid by the person constructing the units. RCT funds are used to pay for debt service obligations resulting from the issuance of Certificates of Participation (COP's) for western Chula Vista failing CMP repairs. No RCT funds are programmed as part of the FY 2016-17 CIP.

### **VOTER APPROVED FUNDS**

#### Proposition 1B Highway Funds

In 2006-07, the voters of the State of California approved Proposition 1B. This proposition included funds to be provided to cities within the State for local roadway improvements. The initial allocation of \$3.6 million was spent on pavement rehabilitation projects in FY 2010-11. The second allocation of \$3.3 million was frozen by the State of California due to the State's financial crisis and released in late April 2010 in monthly installments. As a result, the State provided an additional year of expenditure for Prop 1B funds received in 2009-10. The City spent the second allocation of Prop 1B funds prior to June 2014.

#### Gas Tax

Several years ago the voters approved Proposition 42, which provided funding for cities to improve streets from the sales tax on fuel. The funds can only be utilized for street improvements and the City has utilized these funds to augment its annual pavement rehabilitation efforts. In FY 2016-17 the proposed CIP budget is \$2.6 million for minor pavement rehabilitation including street overlays and some street reconstruction based on the City's Pavement Management System, and CMP rehabilitation.

#### Transportation Sales Tax

Transportation Sales Tax (TransNet) funds are derived from sales tax revenues levied in San Diego County that are collected by the State specifically for use on transportation related projects in San Diego County. The regional metropolitan planning agency, San Diego Association of Governments (SANDAG), programs these funds to municipalities within San Diego County. Revenues vary from year-to-year, depending on the amount of sales tax available to the region and the number and costs of projects for which municipalities, local transit, and Caltrans request funding. The revenue approved for municipalities is based on the specific cost

estimates that are required to be submitted as part of the annual request for funding. The TransNet Extension Ordinance states that at least 70 percent of the funds allocated to local agencies for local road projects should be used to fund Congestion Relief (CR) projects. CR projects include the construction of new or expanded facilities, major rehabilitation and reconstruction of roadways, traffic signalization, transportation infrastructure to support smart growth, capital improvements for transit facilities, and operating support for local shuttle and circulator transit routes. No more than 30 percent of TransNet funds allocated to local agencies are expected to be used for local street and road maintenance. In the FY 2016-17 CIP, the TransNet budget is nearly \$8.1 million.

### **SEWER FUNDS**

#### Sewer Service Revenue

The Special Sewer fund is used to account for the sale of the City's excess Metropolitan Sewerage Capacity. A total of \$25,000 in Special Service funds are programmed in the FY 2016-17 CIP.

#### Trunk Sewer Capital Reserve

The Trunk Sewer Capital Reserve Fund is a permit fee based revenue source received from the owner or person applying for a permit to develop or modify the use of any residential, commercial, industrial or other property, that may increase the volume of flow in the City's sewer system. The funds may be used for: (1) to repair, replace or enlarge trunk sewer facilities to enhance efficiency of utilization and/or adequacy of capacity to serve the needs of the City, or (2) to plan and/or evaluate any future proposals for area-wide sewage treatment and/or water reclamations systems and facilities. In the FY 2016-17 CIP, \$1.65 million is programmed to install dual 12" force mains for the G Strep Pump Station (the City's largest pump station) serving the Bayfront area.

#### Sewer Facility Replacement Fund

The Sewer Facility Replacement Fund is a fee based revenue source that all properties pay each month as part of their sewer bills. The funds can be utilized to replace, rehabilitate or upgrade existing sewer facilities. No Sewer Facility Replacement Funds are programmed in the FY 2016-17 CIP.



## CIP Expenditure Summary

The 2017-2021 Capital Improvement Program (CIP) is a five-year expenditure plan that provides the City with a financial strategy for infrastructure improvements. The estimated five-year project summary report is included at the end of this Capital Improvement Program (CIP) section. The CIP includes funding for projects and programs in various geographic areas of the City. The Adopted Fiscal Year 2016-17 capital expenditure budget is approximately \$20.8 million. The forecasted five-year program is estimated at \$83.8 million. The 2017-2021 CIP program reflects the actions taken by Council and developed in accordance with Council adopted policies and guiding documents (such as and not limited to the City's General Plan, Master Plans, Specific Plans and the Regional Transportation Plan) as well as generally accepted accounting principles. Overall, the 5-year program continues to trend favorably despite the economy and the fiscal constraints facing the City.

Projects in this year's Capital Improvement Budget have been sorted by the nine-asset management systems identified in the City's Fiscal Recovery Plan and the Infrastructure Workshop with the City Council. This provides a mechanism to track CIP allocations by Asset Management System (AMS). The nine AMS's include the following:

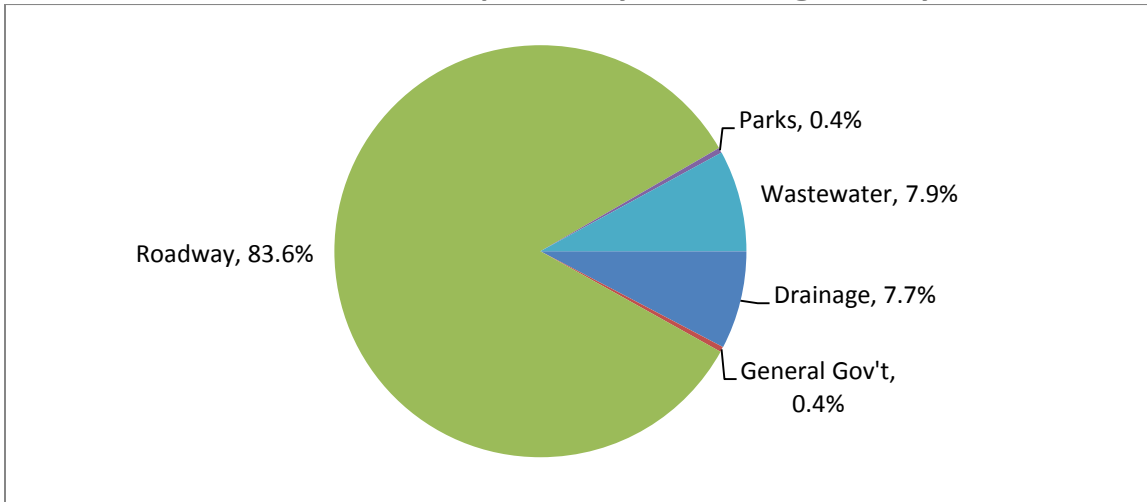
- The Roadway Management System (RMS) is comprised of all City-owned assets in the Public Right-of-Way. These assets include: Major and Local Streets, Sidewalks, Traffic Signals & Striping, Bicycle and Pedestrian paths, ADA Ramps and Curbs and Gutters. A majority of the CIP funding is focused on the RMS.
- The Wastewater Management System (WMS) is

comprised of Sewer Pump Stations, Rehabilitation and related projects.

- The Drainage Management System (DMS) is comprised of citywide storm drain facilities.
- The Building Management System (BMS) is comprised of City-owned facilities including the Civic Center, Fire Stations, Libraries, Police Station, Recreation Centers, and community facilities such as Rohr Manor and the Woman's Club.
- The Parks Management System (PMS) is comprised of the citywide park system.
- The Open Space Management System (OMS) is comprised of the Open Space Districts and Community Facility Districts (CFDs).
- The Fleet Management System (FMS) is comprised of City-owned vehicles.
- The General Government Management System (GGMS) includes general-purpose items such as Automation, Utility Undergrounding and Parking Meters.
- The Urban Forestry Management System (UMFS) is comprised of City-owned street trees, and trees within Public Right-of-Way and parks.

The following chart provides an expenditure breakdown, by Asset Management System, totaling \$20.8 million of recommended appropriations:

Fiscal Year 2016-17 Adopted CIP by Asset Management System



**ROADWAY MANAGEMENT SYSTEM (RMS)**

A majority of the CIP funding is focused on the Roadway Management System (RMS). The total amount programmed for Roadway projects is \$17.4 million, which represents 83.6% of the adopted CIP budget. Project types within the RMS are Major Streets, Local Streets, and Traffic. The following chart and table summarizes the funding by these project types.

Project Type	Percentage	Amount
Local Streets	51.03%	\$8,863,759
Major Streets	30.30%	\$5,263,182
Traffic	18.67%	\$3,243,900
<b>Total:</b>	<b>100%</b>	<b>\$17,370,841</b>

RMS Projects

• *Major Streets*

The \$5.2 million in funding includes the Pavement Major Rehabilitation Project (citywide), Heritage Road Bridge Replacement project, Bike Lane along East H Street, and a study for the Bikeway Facility Gap Project. The Pavement Major Rehabilitation Project includes resurfacing and pavement overlays, which may extend street life by up to 15 years. Failure to complete proactive street maintenance will lead to the accelerated deterioration of City streets, thereby, costing more to repair in the long-term.

Funding of \$550,000 is included for an initial environmental document and preliminary level bridge design for the Main Street extension from

Heritage Road to La Media Road, including the Wolf Canyon Bridge.

• *Local Streets*

The \$8.8 million in funding includes the Pavement Minor Rehabilitation Project, replacement of sidewalks (citywide) and ADA curb ramps (citywide), and installation of sidewalk improvements along portions of Palomar Street and Orange Avenue.

Funding of more than \$6 million is included for the Willow Street Bridge Widening Project.

• *Traffic*

The \$3.2 million in funding includes the Traffic Calming Program, Traffic Signal System Optimization, Traffic Signal and Streetlight Systems Upgrade and Modification Program, Neighborhood Traffic and Pedestrian Safety Program, and traffic signal modifications at various locations.

Funding of \$517,000 is included to complete traffic signal modifications at two intersections: Broadway & F Street and Broadway & G Street.

A total of \$437,000 is programmed to complete pedestrian crosswalk and traffic signal enhancements at various uncontrolled intersections throughout the City.

Funding of \$430,100 is included to modify traffic

signal and pedestrian facilities along Palomar Street between Broadway and Industrial Boulevard.

Funding of \$390,000 is programmed to update timing for signals regrading yellow, pedestrian change intervals, and bicycle intervals, and bicycles at various traffic signals throughout the city.

### **WASTEWATER MANAGEMENT SYSTEM (WMS)**

The second highest commitment of CIP funding is for the Wastewater Management System (WMS). The appropriation for Wastewater Management System (WMS) is \$1.7 million, which represents 8% of the adopted CIP budget. The single project type within the WMS is Sewer.

#### WMS Projects

- Funding of \$1.7 million is programmed to install dual 12" force mains for the G Street Pump Station (the City's largest pump station) serving the Bayfront area.

This year, staff is completing the current phase of the rehabilitation program in key locations. The City's Closed Circuit TV's efforts will continue in order to further evaluate the wastewater assets. Said evaluation efforts will continue to guide the focus of the next phase of work in the coming year.

### **DRAINAGE MANAGEMENT SYSTEM (DMS)**

The appropriation for Drainage Management System (DMS) projects is \$1.6 million which represents 7.7% of the adopted CIP budget. The single project type within the DMS is Drainage.

#### DMS Projects

- *Drainage*  
A total of \$1.5 million in Gas Tax funds has been committed for CMP rehabilitation. This project is to address rehabilitation of CMP at specific locations, as well as for emergency repairs.

Funding of \$100,000 is included to complete drainage infrastructure assessments within the right-of-way.

### **BUILDING MANAGEMENT SYSTEM (BMS)**

Due to budget constrictions, staff has had to identify alternatives to fund building maintenance. Although funding is needed for maintenance on City facilities, the

fiscal year 2016-17 adopted CIP budget does not include appropriations for Building Management System (BMS) projects. The goal is to better manage City assets with dedicated funding for replacement of components or entire facilities when they reach the end of their useful life.

### **FLEET MANAGEMENT SYSTEM (FMS)**

The City owns and operates over 540 vehicles, from police cars to fire trucks to dump trucks. Maintenance of these vehicles is funded via the individual City department's budgets that operate vehicles. Replacement of the vehicles is funded by the Equipment Replacement Fund, which the City Council established in 1985. However, due to budget constraints, staff has continued to extend the replacement of vehicles over the past several years. However, failure to replace vehicles when needed will result in higher maintenance costs to keep those vehicles running and impact productivity of crews.

### **PARKS MANAGEMENT SYSTEM (PMS)**

The City owns and operates 54 Parks covering more than 500 acres of land including amenities such as sports fields, lighting, play equipment, basketball and tennis courts, skate features, restrooms, parking lots landscaping, picnic areas and shelters. The preservation and rehabilitation funding for these assets predominantly is from the General Fund. Over the years, the City has also successfully competed for State Grants used for park improvements and received philanthropic donations. Unfortunately, all of these funding sources have been stressed with the economy and the actual maintenance investment has decreased in each of the last four budget cycles. As a result, the condition of the parks and amenities, throughout the system, is suffering visible deterioration.

A study was presented to the City Council in 2000, which recommended appropriate staffing levels for adequately maintaining the parks system. Current staffing levels are down by 16 positions from the recommended levels. Additionally, critical needs are estimated to cost \$405,000 and include tot lot replacements at Valle Lindo and Los Ninos Parks, tot lot soft fall replacements at various parks, repairs to steps that join Loma Verde Recreation Center to Rienstra fields, sidewalk repairs at Rohr and Tiffany Parks, jogging trail, restroom and a pump replacement at Rohr Park.

PMS Projects

- *Parks*

The City has received \$2.8 million in Proposition 84 State Parks Grant funds to design and construct Orange Park, south of the South Chula Vista Library, within an SDGE easement. The construction of Orange Park has been completed and is scheduled to be turned over to the City for maintenance in the summer of 2016.

In fiscal year 2016-17 the appropriation for park improvements projects associated with the Park Management System is \$83,640. This represents 0.4% of the adopted CIP budget.

**OPEN SPACE MANAGEMENT SYSTEM (OSMS)**

The Open Space Districts and Community Facility Districts (CFD’s) were established with new subdivisions beginning in the 1980s. These funding mechanisms were established to ensure sustainable improvements in the natural and landscaped areas in and around the new developments. These fees were structured to allow incremental adjustment with inflation and have generally kept pace with the maintenance needs of the districts.

**URBAN FORESTRY MANAGEMENT SYSTEM (UFMS)**

The Urban Forestry Management System is responsible for monitoring the overall health of trees throughout the City, including street trees, park trees, and trees located on City property. The City continues to maintain City street trees in order to:

- Ensure ongoing traffic safety along City streets;
- Enhance the appearance and image of the City;
- Improve the air quality and the environment for City residents; and
- Clear right-of-way obstructions.

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, the annual goal is 5,500 trees. Due to multi-year budget constraints, we are currently backlogged by over 13,000 trees.

Maintenance of City trees is primarily funded via Gas Tax Funds.

**GENERAL GOVERNMENT MANAGEMENT SYSTEM (GGMS)**

The appropriation for General Government System (GGS) projects is \$85,000, which represents 0.4% of the adopted CIP budget. The single project type within the GGS is General Government.

GGMS Projects

- *General Government*

Funding of \$85,000 will be used for advance planning associated with the citywide CIP Program.

There is no CIP funding for Utility Undergrounding Districts in the coming year. The City has approximately 164 Miles of aboveground electric distribution wires with an estimated cost to underground of \$275 million. The Franchise Agreement with SDGE Allocation is \$2 million per year from 20A Funds. Almost \$40 million has been expended in undergrounding projects since the 1990’s. The most recent completed projects are the Phase I Bayfront project at \$20 million, and Fourth Avenue from L Street to Orange Avenue and L Street from Monserate Avenue to Nacion Avenue, at \$9.3 million. The City’s 20A fund allocation has a negative balance of (\$9,629,977). According to Rule 20A, municipalities are allowed to incur debt up to five times the annual allocation. Since the City’s annual allocation is \$2.0 million, this is within the five- year limit (\$10.0 million) allowed by the Public Utilities Commission (PUC). However, it means that, until at least next year, the City cannot currently borrow ahead any additional funds to construct additional undergrounding facilities unless allowed by a revised agreement with SDG&E.

In an effort to contain undergrounding construction costs, the City of Chula Vista as well as several other local agencies formed a Utility Undergrounding District subcommittee to meet and discuss policies and various other methods for controlling underground utility district costs so that additional conversion districts can be funded in the future. Future conversion districts may be established and constructed differently than how we have done previous districts. A letter to the

California Public Utilities Commission (CPUC) was sent on May 17, 2011, for CPUC clarification of additional local agency eligible reimbursable expenses.

## REGIONAL PROJECTS

The City of Chula Vista CIP includes funding for several studies related to regional projects. It does not include total costs of regional projects funded or led by other agencies such as Caltrans or SANDAG. However, City staff often partners or gets involved in the delivery of these projects since they provide a direct benefit to the community and sustainable infrastructure. The following is a summary of various projects:

- *Interstate-5 Multi-modal Corridor Study*  
In an effort to identify all transportation related improvements needed along, across and within the four-mile long Interstate-5 and rail corridor in Chula Vista, the City has combined efforts with Caltrans, Metropolitan Transit System (MTS) and SANDAG to undertake this planning level study. Funding is provided by a combination of TransNet and two Federal grants. The study has several phases of work and the first two phases have been completed. Phase III commenced in FY13/14 and is for the environmental work and preliminary engineering of grade-separating the Palomar Street light rail crossing near the intersection with Industrial Blvd.

Phase I identified and prioritized needed transportation improvements to improve mobility and goods movement within the study area bounded by SR-54 and Main Street. The results of the first phase study completed in December 2010 have already been included in the 2050 Regional Transportation Plan adopted by SANDAG in October 2011. This report is used as a technical appendix to the SANDAG 2050 Regional Transportation Plan. Rail improvements were identified as the highest near term need.

<http://www.sandag.org/index.asp?projectid=387&fuseaction=projects.detail>

Phase II, the Chula Vista Light Rail Corridor Improvements Project Study Report, is a grade separation study for each of the three light rail trolley stations at E Street, H Street and Palomar

Street. This document, completed in August 2012, has planning level work for the ultimate rail corridor improvements in Chula Vista. Final recommendations from the LRT Improvement study are being incorporated into the Phase III environmental work for the Palomar Street location as well as future regional plans and as individual projects into the Bayfront Development Impact Fee Program, the Western Transportation Development Impact Fee (WTDIF) Program and the CIP program.

<http://www.chulavistaca.gov/departments/public-works/engineering/chula-vista-light-rail-corridor-improvements-project-study-report>

The completed Phase I and Phase II studies serve to identify an accurate project description for Phase III, a future LRT grade-separation Environmental Impact Report (EIR) that commenced in FY 2013-14 and completed in FY 2015-16. This environmental and preliminary design work is the last phase of the I-5 Multi-modal Corridor Study. The Palomar Street crossing is the highest priority LRT grade-separation project out of 27 study locations within San Diego County. The H Street and the E street locations rank fourth and sixth, respectively.

Furthermore, the Blue Line Improvement Corridor has seen many upgrades and continues with several improvements regionally and state funded. SANDAG has current freight rail improvements throughout the Blue Line corridor that are in various stages of design and/or construction.

- In addition to the roadway and freeway network, Light Rail Trolley (LRT) maintenance upgrades at all Chula Vista at-grade rail crossings began by MTS/SANDAG in FY 2012-13 and work on the Anita Street crossing and the Main Street Freight Rail bridge are wrapping up in calendar 2016.
- *Anita Street signal modifications and rail crossing improvements.* The city and SANDAG entered into a MOU so that the two projects could be combined into one construction contract. SANDAG was the lead agency due to the rail crossing work. Improvements included updated rail crossing equipment, tracks, new sidewalks, upgraded traffic signals and a widened intersection at Anita

Street/Industrial Blvd

- *Main Street Freight Rail Bridge.* These improvements include making improvements to the rail siding south of Anita Street to provide a new freight rail over-crossing (bridge structure) at Main Street as well as new railroad signaling equipment and at-grade improvements for pedestrians and vehicles. The freight rail bridge began construction in 2014.
- *Main Street Extension from Heritage Road to La Media Road Main Street Freight Rail Bridge.* The project is phased and includes a bridge over Wolf Canyon and associated utilities. The initial work will be to complete the environmental document and preliminary level bridge and utility design (see STM 357).
- *Interstate-805/East Palomar Street Direct Access Ramp (DAR) Project*  
The Caltrans work on Interstate-805 will provide a new access point to/from the East Palomar Street Bridge to and from the north freeway via Direct Access Ramps which are ramps that lead to/from the center median area of the freeway instead of from the right side of the freeway. The project started construction in April 2013 and construction will be completed by late summer 2015. When completed, the freeway DAR project will connect to the recently completed High Occupancy Vehicle (HOV) lanes that extend from East Naples Street to State Route-94.
- *The South Bay Bus Rapid Transit (SBBRT) Project*  
The SBBRT project, coordinated by SANDAG, is expected to follow the Caltrans I-805 Direct Access Ramp project. SANDAG, as the project manager, will design and build a 21-mile BRT line between the Otay Mesa Port of Entry and downtown San Diego via eastern Chula Vista, I-805 and SR-94. The eastern Chula Vista section extends from the intersection of East Palomar Street and Oleander Avenue through Otay Ranch Town Center and the Millennium Project to SR-125. The project will include arterial "transit only" lanes, transit signal priority, special shoulder lanes for busses-only on the freeway, and enhanced customer amenities.

City staff is providing design and surveying for the

portion of the project within the Otay Ranch Shopping Center and Birch Road. Design is complete and the project will be advertised for construction in mid-2015 by SANDAG. Construction is expected to begin in the fall of 2015 and be in operation by summer 2017.

- *State Route – 125 (SR-125)*  
In December 2011, SANDAG purchased the lease to operate the SR-125 toll road (South Bay Expressway). Soon thereafter, the SANDAG Board of Directors did approve the lowering of tolls effective June 30, 2012. Traffic volumes since the new toll schedule went into effect show that traffic volumes have increased from approximately 25,000 vehicles per day to over 40,000 vehicles per day. More recent counts show that traffic volumes are still increasing on this facility.

As SANDAG completes its transition with South Bay Expressway, city staff will work with Caltrans and SANDAG to pursue construction of the northbound off-ramp and the southbound on-ramp at the San Miguel Ranch subdivision. City staff will be providing cost estimates for completing these ramps and work with Caltrans and SANDAG to agree on financing and expediting completion of this work. For more information, including a list of frequently asked questions, visit:

[www.sandag.org/southbayexpressway](http://www.sandag.org/southbayexpressway)

At the south end of the toll road, City staff has continued to work with Caltrans and the development community to determine the ultimate on-ramp and off-ramp needs and geometric configurations where the future Main Street (Rock Mountain Road/Hunte Parkway) and Otay Valley Road local streets eventually will cross the SR-125 corridor. On November 18, 2014, these on-ramps and off-ramps were added into the Transportation Development Impact Fee (TDIF) Program.

- *Bayshore Bikeway Project*  
The City completed a preliminary engineering study for the segment between E and H Streets, working with SANDAG and a consultant. The study was presented to the SANDAG Bayshore Bikeway Working Group in FY13/14 and was accepted. Staff is looking at grants to fund the preliminary

engineering and environmental phase. The multi-purpose bike path segment between H Street and Palomar Street was completed by SANDAG in March 2012 and has high usage rates, especially on the weekends. The City of San Diego is responsible for working with SANDAG on the segment south of Palomar Street to Main Street, which is currently in the environmental and design phases.

In 2014, the San Diego Unified Port District completed the bike path on the H Street segment between Bay Blvd to the intersection of Marina Parkway. Future segments of the Bayshore Bikeway along the Chula Vista Bayfront waterfront will be part of the development of that area and a general alignment of that facility can be seen on the City's 2011 Bikeway Master Plan map.

**CIP DOCUMENT**

The initial proposed capital improvement project detail sheets are posted annually in April of each year on the Public Works website for public comment and review.

<http://www.chulavistaca.gov/departments/public-works/projects>

The proposed CIP is presented at a Council Budget Workshop in May and adopted in June of every year.

Additionally, the Public Works Department publishes an annual adopted CIP budget. The document is made available at the City Clerk's Office, the Civic Center Library, Otay Ranch Mall Library, the South Chula Vista Library, and the City's website.







# CAPITAL IMPROVEMENT BUDGET

## *Funding Summary by Project Type*

### DRAINAGE

		FY 2016-17 ADOPTED
<b>DR206</b>	CMP Rehabilitation in ROW FY2016/17	\$1,500,000
<b>DR207</b>	Drainage Infrastructure Assesment In ROW	\$100,000
<b>DRAINAGE TOTAL</b>		<b>\$1,600,000</b>

### GENERAL GOVERNMENT

		FY 2016-17 ADOPTED
<b>OP202</b>	CIP Advanced Planning	\$85,000
<b>GENERAL GOVERNMENT TOTAL</b>		<b>\$85,000</b>

### WASTEWATER

		FY 2016-17 ADOPTED
<b>SW275</b>	Reline Force Mn @G St Pump Stn	\$1,650,000
<b>WASTEWATER TOTAL</b>		<b>\$1,650,000</b>

# CAPITAL IMPROVEMENT BUDGET

## Funding Summary by Project Type

### ROADWAY

		FY 2016-17 ADOPTED
<b>STL261</b>	Willow St Bridge	\$6,187,759
<b>STL396</b>	Jefferson Avenue Improvements 1000 to 1050 Block	\$106,000
<b>STL409</b>	Pavement Minor Rehabilitation Program FY2015/16	\$1,300,000
<b>STL415</b>	ADA Curb Ramps Program FY2016/2017	\$300,000
<b>STL418</b>	Bonita Road and Allen School Lane Intersection Improvements	\$155,000
<b>STL420</b>	PalomarSt / Orange Ave Sidewalk Improvements	\$815,000
<b>STM357</b>	Rock Mtn Rd Heritage-La Media	\$550,000
<b>STM369</b>	Bikeway Facilities Gap Project	\$10,000
<b>STM384</b>	Bike Lanes on Broadway Feasibility Study	\$250,000
<b>STM386</b>	Heritage Bridge	\$644,600
<b>STM390</b>	Major Pavement Rehabilitation FY 2016/17	\$3,808,582
<b>TF321</b>	Citywide Traffic Count Program	\$50,000
<b>TF327</b>	Neighborhood Traffic and Pedestrian Safety Program	\$200,000
<b>TF332</b>	Signing and Striping Program	\$50,000
<b>TF345</b>	Traffic Calming Program	\$100,000
<b>TF350</b>	Traffic Signal System Optimization Program	\$184,500
<b>TF366</b>	Traffic Signal and Streetlight Systems Upgrade and Modification Program	\$250,000
<b>TF384</b>	Hazel G Cook Elementary School Pedestrian Improvements	\$133,000
<b>TF390</b>	Trfc Sgnl & Ped Fac Modf Palomr	\$430,100
<b>TF393</b>	Internally Illuminated SNS Conversion	\$100,000
<b>TF394</b>	Pedestrian Crosswalk and Traffic Signal Enhancement Various Locations	\$437,300
<b>TF399</b>	Signing/Striping Program for Schools	\$250,000
<b>TF400</b>	Signal Retiming of Yellow, Pedestrian Change Interval, and Bicycle Timing Citywide	\$390,000
<b>TF401</b>	Installation of Pedestrian Countdown Indications Citywide	\$152,000
<b>TF402</b>	Traffic Signal Modifications Broadway/F Street and Broadway/G Street	\$517,000
	<b>ROADWAY TOTAL</b>	<b>\$17,370,841</b>

### PARKS

		FY 2016-17 ADOPTED
<b>PR323</b>	Connoley - Holiday Estates	\$83,640
	<b>PARKS TOTAL</b>	<b>\$83,640</b>

**GRAND TOTAL - ALL PROJECTS**

**\$20,789,481**



**City of Chula Vista**  
**Cycle Years 2017-2021 Capital Improvement Program**  
**Five-Year CIP/ICAP Project Summary Schedule**

CIP #.	Project Name	Category	2016/17	2017/18	2018/19	2019/20	2020/21	Total
DR206	CMP Rehabilitation In Right of Way FY2016/17	Drainage	\$1,500,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$5,500,000
DR207	Drainage Infrastructure Assessment In ROW	Drainage	\$100,000	0	0	0	0	\$100,000
OP202	CIP Advanced Planning	General Government	\$85,000	\$65,000	\$65,000	\$65,000	\$65,000	\$345,000
PR323	Connoley/Holiday Estates Parks Improvements	Parks	\$83,640	0	0	0	0	\$83,640
STL261	Willow Street Bridge (Widening)- Phase II-----MPO ID: CHV08	Local Streets	\$6,187,759	\$6,187,760	0	0	0	\$12,375,519
STL396	Jefferson Avenue Improvements 1000 to 1050 Block	Local Streets	\$106,000	0	0	0	0	\$106,000
STL409	Pavement Minor Rehabilitation Program FY2015/16	Local Streets	\$1,300,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$9,300,000
STL415	ADA Curb Ramps Program FY2016/2017	Local Streets	\$300,000	\$150,000	\$150,000	\$150,000	\$150,000	\$900,000
STL418	Bonita Road and Allen School Lane Intersection Improvements	Local Streets	\$155,000	0	0	0	0	\$155,000
STL420	Palomar Street and Orange Avenue Sidewalk Improvements	Local Streets	\$815,000	0	0	0	0	\$815,000
STM357	Construction of Main Street from Heritage Road to La Media Road (Study)	Major	\$550,000	\$100,000	0	0	0	\$650,000
STM369	Bikeway Facilities Gap Project (Study)	Major	\$10,000	\$50,000	\$50,000	\$50,000	\$50,000	\$210,000
STM384	Bike Lanes on Broadway Feasibility Study	Major	\$250,000	\$460,000	\$475,000	0	0	\$1,185,000
STM386	Heritage Road Bridge Improvement (HBP)----- MPO ID: CHV69	Major	\$644,600	0	\$14,800,000	\$9,800,000	0	\$25,244,600
STM390	Major Pavement Rehabilitation FY 2016/17	Major	\$3,808,582	\$3,500,000	\$3,500,000	\$3,500,000	\$3,500,000	\$17,808,582
SW275	Reline Force Main @ "G" Street Pump Station	Sewer	\$1,650,000	0	0	0	0	\$1,650,000
TF321	Citywide Traffic Count Program	Traffic	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000
TF327	Neighborhood Traffic and Pedestrian Safety Program	Traffic	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,000,000
TF332	Signing and Striping Program	Traffic	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000
TF345	Traffic Calming Program	Traffic	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
TF350	Traffic Signal System Optimization Program	Traffic	\$184,500	\$200,000	\$200,000	\$200,000	\$200,000	\$984,500
TF366	Traffic Signal and Streetlight Systems Upgrade and Modification Program	Traffic	\$250,000	\$50,000	\$50,000	\$50,000	\$50,000	\$450,000
TF384	Hazel G Cook Elementary School Pedestrian Improvements	Traffic	\$133,000	0	0	0	0	\$133,000
TF390	Modification of Traffic Signal and Pedestrian Facilities along Palomar Street between Broadway and Murrell Drive.	Traffic	\$430,100	0	0	0	0	\$430,100
TF393	Internally Illuminated SNS Conversion Program FY 2015/16	Traffic	\$100,000	\$200,000	\$200,000	0	0	\$500,000
TF394	Pedestrian Crosswalk Enhancement at Uncontrolled Intersections	Traffic	\$437,300	0	0	0	0	\$437,300
TF399	Signing/Striping Program for Schools	Traffic	\$250,000	0	0	0	0	\$250,000
TF400	Signal Retiming of Yellow, Pedestrian Change Interval, and Bicycle Timing Citywide	Traffic	\$390,000	0	0	0	0	\$390,000

CIP #.	Project Name	Category	2016/17	2017/18	2018/19	2019/20	2020/21	Total
TF401	Installation of Pedestrian Countdown Indications Citywide	Traffic	\$152,000	\$152,000	\$152,000	\$152,000	\$152,000	\$760,000
TF402	Traffic Signal Modifications Broadway/F Street and Broadway/G Street	Traffic	\$517,000	0	0	0	0	\$517,000
<b>Total</b>			<b>\$20,789,481</b>	\$14,514,760	\$23,042,000	\$17,367,000	\$7,567,000	\$83,280,241

**SUMMARY TABLES**

Fund Appropriations by Department and  
Expenditure Category

Schedule of Revenues

Fund Balance Projections

Schedule of Interfund Transfers

Authorized Positions by Department



**FUND APPROPRIATIONS BY  
DEPARTMENT AND EXPENDITURE  
CATEGORY**





# ADOPTED EXPENDITURES BY DEPARTMENT / CATEGORY

## Fiscal Year 2016-17

DEPT / FUND	PERSONNEL SERVICES	SUPPLIES & SERVICES	UTILITIES	OTHER EXPENSES	OPERATING CAPITAL	TRANSFERS OUT	CIP PROJECTS	NON-CIP PROJECTS	TOTAL FY 2016-17
01100 City Council	1,452,994	108,479	1,245		3,190				1,565,908
02000 Boards and Commissions	103	10,076							10,179
03000 City Clerk	837,799	212,116	655		4,948				1,050,570
04000 City Attorney	2,573,437	400,557	1,768		3,416				2,980,710
05000 Administration	1,913,015	109,688	792		87,890				2,026,911
06000 Information Technology Svcs	2,499,630	1,323,821	40,902		8,920				3,952,243
07000 Human Resources	2,264,103	417,570	1,388		15,499				2,691,981
08000 Finance	3,470,640	172,001	2,107		167,500	5,545,081	39,951		3,660,247
09000 Non-Departmental	209,800	1,678,828	9,167		6,282				8,935,380
10000 Animal Care Facility	2,414,264	499,215	53,131	4,500	1,520				2,977,392
11000 Economic Development	1,794,610	152,310	2,378		500				1,950,818
12000 Planning and Building Services	2,465,237	191,959	2,263	12,000					2,671,959
14000 Police	46,526,840	2,818,864	535,042	123,243					50,003,989
15000 Fire	24,780,677	2,257,550	228,188		150,000	62,326			27,478,741
16000 Public Works	18,897,992	2,948,488	3,885,161	128,000	15,171	391,900		18,700	26,285,412
17000 Recreation	3,173,054	605,457	396,345	123,657	12,692				4,311,205
18000 Library	3,349,253	206,983	351,050	400					3,907,686
<b>100 GENERAL FUND TOTAL</b>	<b>118,623,447</b>	<b>14,113,962</b>	<b>5,511,582</b>	<b>559,300</b>	<b>1,595,081</b>	<b>5,999,307</b>	<b>39,951</b>	<b>18,700</b>	<b>146,461,330</b>
221 Gas Tax						4,259,428	1,300,000		5,559,428
225 Traffic Signal				15,000			495,010		510,010
227 Transp Sales Tax Fund							8,072,131		8,072,131
234 Advanced Life Support Program	208,634	178,317			193,469	972,453			1,552,873
235 Legislative Counsel Fund		5,000				41,050			46,050
241 Parking Meter		260,300	12,448						441,248
245 Traffic Safety		38,500		168,500		399,140			437,640
251 Supp Law Enforcement Serv Fund	472,379	75,000			112,400	36,645			696,424
252 Police Dept Grants Fund	5,399,972	358,535		192,626	134,919				6,086,052
253 Inmate Welfare Fund		60,000							60,000
254 Local Law Enforc blk Grant Pro	94,812								94,812
256 Asset Seizure		274,017			342,400				616,417
267 McCandliss memorial Cult Arts		400		1,200					1,600
223 TUT Common Fund		466,500			7,326				473,826
269 Other Grants Fund	45,000	5,000		50,000					100,000
270 Mobilehome Admin fee fund		28,000		63,000					91,000

# ADOPTED EXPENDITURES BY DEPARTMENT / CATEGORY

## Fiscal Year 2016-17

DEPT / FUND	PERSONNEL SERVICES	SUPPLIES & SERVICES	UTILITIES	OTHER EXPENSES	OPERATING CAPITAL	TRANSFERS OUT	CIP PROJECTS	NON-CIP PROJECTS	TOTAL FY 2016-17
272	Federal Grants Fund	378,962	561,635		118,550				1,059,147
273	State Grants Fund	18,754	40,000	20,000					78,754
274	Amer. Recovery & Reinvest. Act			22,333					22,333
281	Waste Mgmt & Recycling	24,196	469,220	62,275					555,691
282	Environmental Services	669,118	896,788	173,202	64,600	107,585			1,916,393
285	Energy Conserv Fund	270,922	671,377	618,693	2,593				1,563,585
301	Storm Drain Revenue		348,100	800		210,000			558,900
313	CV Housing Authority Fund	630,074	88,800	1,100		254,697			974,671
316	Public Educational & Govt. Fee		300,000		300,000				600,000
318	Redv Obligation Retirement Fnd		54,218	1,700	6,040	4,504,931			5,279,851
319	Housing - SA		63,000		6,000				3,630,064
311	CDBG Housing Program Fund		5,100					277,474	328,574
314	Emergency Shelter Grnt Prog							147,320	159,265
321	Home Program Fund		5,000					300,000	509,215
333	Comm Dev Block Grant Fund		13,427				483,640		1,965,001
341	Public Liability Trust		400,000						940,000
342	CFD 11-M RHR McMillin		91,000	16,101					130,275
343	CFD 12-M Village 7 MM		260,797	138,120					466,868
344	CFD 13-M Otay Ranch Village 2		111,712	69,800					209,297
345	CFD 12M Village 7 Otay Ranch		239,675	165,500					468,444
346	CFD 14M- A - EUC Millenia		136,902	10,500					148,402
347	CFD 14M- B- EUC Millenia Parks		4,328						4,328
352	Bay Blvd Ldscpg Dist Fund		5,842	2,953					10,575
353	Eastlake Maintenance District		196,301	92,646					331,451
354	Open Space District #1		47,956	29,370					86,481
355	Open Space District #2		10,514	3,925					14,439
356	Open Space District #3		29,491	19,591					51,501
357	Open Space District #4		57,060	21,550					89,881
358	Open Space District #5		26,979	17,905					50,412
359	Open Space District #6		14,759	11,000					32,617
361	Open Space District #7		6,500	2,240					12,977
362	Open Space District #8		50,917	20,660					77,329
363	Open Space District #9		47,335	24,002					79,437
364	Open Space District #10		48,847	30,034					88,054
365	Open Space District #11		96,439	67,675					193,157
367	Open Space District #14		156,200	162,660					354,236

# ADOPTED EXPENDITURES BY DEPARTMENT / CATEGORY

## Fiscal Year 2016-17

DEPT / FUND	PERSONNEL SERVICES	SUPPLIES & SERVICES	UTILITIES	OTHER EXPENSES	OPERATING CAPITAL	TRANSFERS OUT	CIP PROJECTS	NON-CIP PROJECTS	TOTAL FY 2016-17
368	Open Space District #15	20,779	6,375						27,154
369	Open Space District #17 Fund	18,906							18,906
371	Open Space District #18 Fund	75,404	65,985	27,103					168,492
372	Open Space District #20 Fund	887,866	371,664	194,226					1,453,756
373	Open Space District #23 Fund	31,632	9,815	8,519					49,966
374	Open Space District #24 Fund	25,801	14,115						39,916
375	Open Space District #26	9,487	3,275						12,762
376	Open Space District #31 Fund	73,840	51,708	35,066					160,614
378	CFD 07M Improvement Areas	367,714	128,216	157,632					653,562
379	CFD 08M Village 6	469,095	288,490	198,903					956,488
380	CFD 09M OR Vlg II Brookfld She	600,455	200,083	160,619					961,157
382	CFD 99-2 Otay Ranch Vlg 1 West	442,673	199,075	110,588					752,336
386	Otay Ranch Preserve	599,500		55,000					654,500
387	CFD 98-3 Sunbow 2	545,831	200,924	125,314					872,069
388	Community Facility Dst 97-1 OR	1,522,899	457,475	324,078					2,304,452
389	Otay Ranch Village 1,2,6,7,12	6,528	5,220	2,343					14,091
391	Central Garage Fund	1,092,719	2,373,763	172,572	400				3,639,454
393	Technology Replacement	127,349							127,349
398	Workers Compensation	810,197		2,669,000					3,479,197
408	Development Services Fund	6,861,010	5,000	195,000	85,500	1,796,648			9,505,143
413	Trunk Sewer Capital Reserve			225,000			1,650,000		1,875,000
414	Sewer Service Revenue	4,651,397	315	60,000	1,340,200	3,141,270	25,000		31,931,870
428	Sewer Facility Replacement					150,000			150,000
432	Poggi Cyn Sewer Basin DIF			10,000					10,000
433	Salt Creek Sewer Basin DIF			25,000		125,000	50,000		200,000
442	CDBG Section 108 Loan			759,900					759,900
451	Long-term Advances DSF - City					2,964,162			2,964,162
452	Equipment Lease			641,500					641,500
453	Energy Conservation Loans			642,000					642,000
473	2006 COP Civ Ctr Proj Ph 2	5,005		389,100					394,105
474	2010 COP Refinance	5,000		2,495,000					2,500,000
475	2014 Refunding COP	5,000		3,615,000					3,620,000
476	2015 Refunding COP	5,000		2,918,030					2,923,030
507	Otay Vly Rd AD 90-2 Impvnt Fund	2,500							2,500
542	Tele Cyn Drainage Plan Dif Fun			10,000					10,000
571	PFDFIF General Administration	55,300		300,000					355,300

# ADOPTED EXPENDITURES BY DEPARTMENT / CATEGORY

## Fiscal Year 2016-17

DEPT / FUND	PERSONNEL SERVICES	SUPPLIES & SERVICES	UTILITIES	OTHER EXPENSES	OPERATING CAPITAL	TRANSFERS OUT	CIP PROJECTS	NON-CIP PROJECTS	TOTAL FY 2016-17
572						4,221,480			4,221,480
573						1,605,470			1,605,470
574						847,641			847,641
576						1,045,000			1,045,000
587				30,000					30,000
588				30,000					30,000
718				30,000					30,000
591				350,000			2,036,102		2,386,102
593				50,000					50,000
663				1,014,000					1,019,000
664		5,000		987,000					992,000
665		5,000		1,525,000					1,530,000
692				350,000		963,931			1,313,931
715		50,000		25,000					75,000
716				25,000		450,000			475,000
717						666,415			666,415
723									65,000
736							6,637,647		6,637,647
<b>GRAND TOTAL ALL FUNDS</b>	<b>139,441,396</b>	<b>53,912,947</b>	<b>8,619,269</b>	<b>28,456,664</b>	<b>4,379,497</b>	<b>35,522,153</b>	<b>20,789,481</b>	<b>1,071,456</b>	<b>292,192,863</b>

**SCHEDULE OF REVENUES**



# SCHEDULE OF REVENUES

FUND/ACCOUNT	FY 2012-13 ACTUAL	FY 2013-14 ACTUAL	FY 2014-15 ACTUAL	FY 2015-16 ADOPTED	FY 2016-17 ESTIMATED
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## 100 GENERAL FUND

<b><u>Property Taxes</u></b>					
3000	27,876,534	27,451,232	28,616,729	29,896,924	31,174,827
	<b>\$27,876,534</b>	<b>\$27,451,232</b>	<b>\$28,616,729</b>	<b>\$29,896,924</b>	<b>\$31,174,827</b>
	<b>TOTAL</b>				
<b><u>Other Local Taxes</u></b>					
3010	29,411,901	29,985,219	31,257,515	31,830,591	33,182,552
3020	9,266,768	8,845,067	10,831,671	11,426,283	11,795,951
3030	4,428,794	17,525,294	6,364,691	6,500,000	6,379,964
3040	1,260,622	1,328,554	1,407,145	1,429,643	1,424,643
3050	2,471,252	2,632,774	3,136,847	2,890,853	3,654,779
3070	1,125,252	949,603	1,013,526	832,822	1,023,661
	<b>\$47,964,589</b>	<b>\$61,266,511</b>	<b>\$54,011,395</b>	<b>\$54,910,192</b>	<b>\$57,461,550</b>
	<b>TOTAL</b>				
<b><u>Licenses and Permits</u></b>					
3100	143,871	150,879	134,042	132,600	132,600
3120	275,133	267,938	251,375	209,317	266,455
3140	976,515	896,628	896,239	967,530	922,030
	<b>\$1,395,519</b>	<b>\$1,315,445</b>	<b>\$1,281,656</b>	<b>\$1,309,447</b>	<b>\$1,321,085</b>
	<b>TOTAL</b>				
<b><u>Fines, Forfeitures, Penalties</u></b>					
3200	368,357	494,211	781,454	420,700	420,700
3210	245,808	99,627	457,077	300,100	232,000
3240	213,162	279,084	273,220	250,000	250,000
3250	175,620	136,814	126,500	163,000	118,000
	<b>\$1,002,947</b>	<b>\$1,009,736</b>	<b>\$1,638,251</b>	<b>\$1,133,800</b>	<b>\$1,020,700</b>
	<b>TOTAL</b>				
<b><u>Use of Money &amp; Property</u></b>					
3300	143,601	356,840	317,745	300,364	200,000
3310	0	0	161,240	0	0
3320	26,866	58,043	78,501	17,509	8,000
3330	49,262	52,449	51,548	63,347	58,772
3350	957,564	963,843	1,044,271	1,071,291	1,091,397
3370	1,024,197	1,091,740	1,178,734	1,224,295	1,373,432
	<b>\$2,201,490</b>	<b>\$2,522,915</b>	<b>\$2,832,039</b>	<b>\$2,676,806</b>	<b>\$2,731,601</b>
	<b>TOTAL</b>				

# SCHEDULE OF REVENUES

FUND/ACCOUNT	FY 2012-13 ACTUAL	FY 2013-14 ACTUAL	FY 2014-15 ACTUAL	FY 2015-16 ADOPTED	FY 2016-17 ESTIMATED
<b>Revenue from Other Agencies</b>					
3400 State Grants	667,263	567,615	597,219	652,000	568,826
3440 State Tax Sharing	231,546	226,938	225,986	243,309	228,246
3460 Motor Vehicle License Fees	16,253,826	16,773,957	17,884,321	18,597,204	19,692,436
3480 State Reimbursements	4,331	51,284	6,408	300,408	7,233
3500 Federal Grants	641,161	486,626	458,484	885,824	544,603
3580 Federal Reimbursements	66,936	16,804	37,177	42,000	42,000
3600 Other Agency Grants	793,595	6,845	5,500	2,000	2,000
3690 Other Agency Revenue	669,407	1,348,040	828,326	664,000	664,000
<b>TOTAL</b>	<b>\$19,328,065</b>	<b>\$19,478,109</b>	<b>\$20,043,421</b>	<b>\$21,386,745</b>	<b>\$21,749,344</b>
<b>Charges for Services</b>					
3700 Zoning Fees	1,080,516	1,449,571	1,213,086	1,213,064	875,564
3720 Document Fees	111,791	87,522	136,164	133,337	207,237
3730 Plan Checking Fees	10,973	6,790	3,696	12,000	0
3740 Inspection Fees	594,411	366,158	454,851	322,580	334,580
3770 Other Dev Fees	205	9,886	600	0	0
3800 Animal Shelter Contracts	1,716,857	1,667,067	1,560,827	1,686,600	1,310,904
3830 Services to the Port District	943,530	957,682	973,964	986,625	1,010,304
3900 Recreation Program Fees	922,828	868,164	879,535	938,940	947,502
3950 Class Admission Fees	424,640	403,218	427,894	407,780	443,941
3970 Referral Fees	311,153	164,768	246,068	188,000	188,000
4200 Staff Services Reimbursements	1,896,995	1,684,748	1,739,327	1,491,750	1,494,250
4300 Fees for Other Services	343,609	276,190	259,655	320,500	267,000
<b>TOTAL</b>	<b>\$8,357,508</b>	<b>\$7,941,764</b>	<b>\$7,895,667</b>	<b>\$7,701,176</b>	<b>\$7,079,282</b>
<b>Other Revenue</b>					
4410 DIF Reimbursements	361,512	426,705	150,459	269,808	177,721
4420 Transit Reimbursements	283,196	292,419	189,951	0	0
4430 Redev Agency Reimbursements	630	4,468	5,397	0	1,800
4440 Open Space/Assess Dist Reimb	2,095,461	1,884,161	2,055,227	2,049,410	2,084,087
4450 CIP Reimbursements	3,921,563	4,273,692	4,758,399	4,097,905	4,544,009
4460 CDBG/Home Reimbursements	709,814	443,524	62,970	68,100	60,100
4480 Other City Funds Reimbursement	3,360,321	2,874,051	4,290,278	3,342,614	2,923,829
4600 Assessments	0	0	0	0	30,000
4700 Collection Charges	368,520	61,864	74,928	80,000	80,000



# SCHEDULE OF REVENUES

FUND/ACCOUNT	FY 2012-13 ACTUAL	FY 2013-14 ACTUAL	FY 2014-15 ACTUAL	FY 2015-16 ADOPTED	FY 2016-17 ESTIMATED
4800 Sale of Goods	1,718	4,643	3,781	250	2,650
4900 Other Revenue	1,920,944	1,010,207	2,176,178	860,720	2,081,574
<b>TOTAL</b>	<b>\$13,023,679</b>	<b>\$11,275,734</b>	<b>\$13,767,568</b>	<b>\$10,768,807</b>	<b>\$11,985,770</b>
<u>Transfers In</u>					
5000 Transfers In	9,661,447	10,097,493	10,550,802	10,022,271	11,937,171
<b>TOTAL</b>	<b>\$9,661,447</b>	<b>\$10,097,493</b>	<b>\$10,550,802</b>	<b>\$10,022,271</b>	<b>\$11,937,171</b>
<b>TOTAL - 100 GENERAL FUND</b>	<b>\$130,811,778</b>	<b>\$142,358,939</b>	<b>\$140,637,528</b>	<b>\$139,806,169</b>	<b>\$146,461,330</b>
<b>220 TRANSPORTATION FUNDS</b>					
3010 Sales Tax	6,196,036	898,172	11,489,633	5,886,000	8,239,131
3300 Investment Earnings	(36,887)	76,338	59,901	0	0
3400 State Grants	0	4,319,400	0	0	0
3440 State Tax Sharing	5,666,602	7,890,623	6,483,721	5,514,157	5,258,582
3600 Other Agency Grants	1,582,504	294,165	358,787	128,343	47,969
3770 Other Dev Fees	240,397	207,016	279,738	200,000	200,000
4440 Open Space/Assess Dist Reimb	3,679	1,778	1,455	0	0
4450 CIP Reimbursements	24,945	24,085	126,426	0	0
4480 Other City Funds Reimbursement	2,068	330,081	384,446	0	0
5000 Transfers In	0	19,999	29,814	0	0
<b>TOTAL - 220 TRANSPORTATION FUNDS</b>	<b>\$13,679,344</b>	<b>\$14,061,657</b>	<b>\$19,213,921</b>	<b>\$11,728,500</b>	<b>\$13,745,682</b>
<b>230 DEVELOPER DEPOSITS</b>					
3300 Investment Earnings	17,745	16,914	19,324	0	0
3760 Other Dev Fees	7,720,822	8,022,857	8,378,324	0	0
<b>TOTAL - 230 DEVELOPER DEPOSITS</b>	<b>\$7,738,567</b>	<b>\$8,039,771</b>	<b>\$8,397,648</b>	<b>\$0</b>	<b>\$0</b>
<b>234 ADVANCED LIFE SUPPORT</b>					
3690 Other Agency Revenue	214,000	1,316,182	1,534,430	1,475,907	1,552,873
<b>TOTAL - 234 ADVANCED LIFE SUPPORT</b>	<b>\$214,000</b>	<b>\$1,316,182</b>	<b>\$1,534,430</b>	<b>\$1,475,907</b>	<b>\$1,552,873</b>
<b>235 LEGISLATIVE COUNSEL FUND</b>					
5000 Transfers In	80,000	0	0	0	0

# SCHEDULE OF REVENUES

FUND/ACCOUNT	FY 2012-13 ACTUAL	FY 2013-14 ACTUAL	FY 2014-15 ACTUAL	FY 2015-16 ADOPTED	FY 2016-17 ESTIMATED
	\$80,000	\$0	\$0	\$0	\$0
<b>TOTAL - 235 LEGISLATIVE COUNSEL FUND</b>					
<b>240 PARKING</b>					
3160 Other Permits	42,489	39,897	40,598	35,000	35,000
3240 Parking Penalties	209,862	232,857	173,565	200,000	200,000
3300 Investment Earnings	(4,433)	12,518	7,372	0	0
3350 Rental/Lease of Land and Space	353,896	379,690	375,405	350,000	350,000
4900 Other Revenue	0	2,001	6	0	0
<b>TOTAL - 240 PARKING</b>	<b>\$601,814</b>	<b>\$666,963</b>	<b>\$596,946</b>	<b>\$585,000</b>	<b>\$585,000</b>
<b>250 PUBLIC SAFETY</b>					
3210 Law Enforcement Penalties	426,373	427,460	441,515	437,640	437,640
3300 Investment Earnings	(5,281)	10,352	8,428	0	0
3320 Sale of Personal Property	0	0	1,030	0	0
3350 Rental/Lease of Land and Space	11,232	12,173	9,379	20,000	20,000
3400 State Grants	353,753	383,103	923,169	401,014	401,014
3500 Federal Grants	3,900,989	4,302,468	4,952,526	4,996,087	5,972,324
3600 Other Agency Grants	741,765	869,705	832,729	425,032	0
3690 Other Agency Revenue	7,757	170,476	260,823	194,272	162,600
4200 Staff Services Reimbursements	52,975	144,800	134,120	123,046	134,710
4480 Other City Funds Reimbursement	0	0	1,023	0	0
4800 Sale of Goods	2,920	1,868	38,819	10,000	10,000
4900 Other Revenue	13,026	36,221	21,862	50,000	20,000
5000 Transfers In	115,522	42,753	51,226	228,124	86,021
<b>TOTAL - 250 PUBLIC SAFETY</b>	<b>\$5,621,031</b>	<b>\$6,401,379</b>	<b>\$7,676,649</b>	<b>\$6,885,215</b>	<b>\$7,244,309</b>
<b>260 LIBRARY/CULTURAL ARTS FUNDS</b>					
3300 Investment Earnings	(1,254)	1,820	392	0	0
5000 Transfers In	59,545	0	0	0	0
<b>TOTAL - 260 LIBRARY/CULTURAL ARTS FUNDS</b>	<b>\$58,291</b>	<b>\$1,820</b>	<b>\$392</b>	<b>\$0</b>	<b>\$0</b>
<b>270 SUNDRY GRANTS &amp; MISC</b>					
3300 Investment Earnings	(187)	21,077	21,685	0	0
3400 State Grants	514,588	157,945	2,776,762	60,000	60,000

# SCHEDULE OF REVENUES

FUND/ACCOUNT	FY 2012-13 ACTUAL	FY 2013-14 ACTUAL	FY 2014-15 ACTUAL	FY 2015-16 ADOPTED	FY 2016-17 ESTIMATED
3500 Federal Grants	1,446,120	1,531,268	1,367,569	1,254,484	996,821
3600 Other Agency Grants	314,264	14,737	26,858	26,858	50,000
4200 Staff Services Reimbursements	129,650	117,055	84,180	73,500	65,000
4480 Other City Funds Reimbursement	17,200	1,633	0	0	0
4900 Other Revenue	2,219,471	23,434	46,817	22,333	22,333
5000 Transfers In	52,226	8,060,513	51,615	62,326	112,326
<b>TOTAL - 270 SUNDRY GRANTS &amp; MISC</b>	<b>\$4,693,332</b>	<b>\$9,927,662</b>	<b>\$4,375,486</b>	<b>\$1,499,501</b>	<b>\$1,306,480</b>

## 280 CONSERVATION

3300 Investment Earnings	(7,528)	16,680	9,672	0	0
3400 State Grants	240,962	174,843	661,008	987,385	336,091
3500 Federal Grants	20,539	0	0	0	0
3600 Other Agency Grants	1,341,043	1,050,492	796,133	1,675,694	1,783,185
3700 Zoning Fees	0	128	0	0	0
4200 Staff Services Reimbursements	3,290	1,830	1,610	0	0
4300 Fees for Other Services	1,068,434	1,102,615	1,086,836	1,262,279	1,262,279
4480 Other City Funds Reimbursement	306,839	232,231	141,585	110,000	139,726
4900 Other Revenue	0	2,121,500	0	0	0
5000 Transfers In	13,374	0	0	0	0
<b>TOTAL - 280 CONSERVATION</b>	<b>\$2,986,953</b>	<b>\$4,700,319</b>	<b>\$2,696,844</b>	<b>\$4,035,358</b>	<b>\$3,521,281</b>

## 301 STORM DRAIN REVENUE FUND

3120 Dev / Improvement Permits	(1,180)	0	0	23,750	23,750
3230 Environmental Fines Penalties	600	(4,341)	24,431	5,000	5,000
3300 Investment Earnings	(961)	1,850	(833)	0	0
4020 Storm Drain Fees	587,887	600,025	624,232	555,500	555,500
4700 Collection Charges	0	0	290	0	0
<b>TOTAL - 301 STORM DRAIN REVENUE FUND</b>	<b>\$586,346</b>	<b>\$597,534</b>	<b>\$648,120</b>	<b>\$584,250</b>	<b>\$584,250</b>

## 310 HOUSING PROGRAM FUND

3300 Investment Earnings	(5,868)	5,355	15,940	0	0
3700 Zoning Fees	25,215	18,349	7,458	0	0
3760 Other Dev Fees	0	372,660	0	0	0
4200 Staff Services Reimbursements	93,568	1,000	1,000	0	0

# SCHEDULE OF REVENUES

FUND/ACCOUNT	FY 2012-13 ACTUAL	FY 2013-14 ACTUAL	FY 2014-15 ACTUAL	FY 2015-16 ADOPTED	FY 2016-17 ESTIMATED
4300 Fees for Other Services	111,730	230,781	113,335	100,000	100,000
4430 Redev Agency Reimbursements	83,238	160,044	201,438	161,669	326,058
4460 CDBG/Home Reimbursements	281,346	405,254	443,175	513,220	455,613
4480 Other City Funds Reimbursement	46,365	56,421	44,602	75,000	93,000
4900 Other Revenue	45,556	100,008	26,722	0	0
5000 Transfers In	97,000	0	0	0	0
<b>TOTAL - 310 HOUSING PROGRAM FUND</b>	<b>\$778,150</b>	<b>\$1,349,872</b>	<b>\$853,670</b>	<b>\$849,889</b>	<b>\$974,671</b>
<b>316 PUBLIC EDUCATIONAL &amp; GOVT. FEE</b>					
3020 Franchise Fees	627,766	654,842	679,354	600,000	600,000
3300 Investment Earnings	(675)	4,924	4,141	0	0
<b>TOTAL - 316 PUBLIC EDUCATIONAL &amp; GOVT. FEE</b>	<b>\$627,091</b>	<b>\$659,766</b>	<b>\$683,495</b>	<b>\$600,000</b>	<b>\$600,000</b>
<b>318 REDV OBLIGATION RETIREMENT</b>					
3000 Property Tax	4,456,770	6,144,146	6,179,288	6,407,939	4,967,149
3300 Investment Earnings	(23,899)	10,640	15,778	0	0
4480 Other City Funds Reimbursement	322	0	0	0	0
5000 Transfers In	641,835	0	0	0	0
<b>TOTAL - 318 REDV OBLIGATION RETIREMENT</b>	<b>\$5,075,028</b>	<b>\$6,154,786</b>	<b>\$6,195,066</b>	<b>\$6,407,939</b>	<b>\$4,967,149</b>
<b>319 HOUSING - SA</b>					
3300 Investment Earnings	653,730	423,627	749,380	0	0
3310 Sale of Real Property	0	56,612	0	0	0
3350 Rental/Lease of Land and Space	17,232	14,944	13,954	15,000	15,000
3370 Rental/Lease of Buildings	0	0	21	0	0
4200 Staff Services Reimbursements	0	20,979	3,358	0	0
4420 Transit Reimbursements	0	2,192	0	0	0
4480 Other City Funds Reimbursement	400	0	0	0	0
4900 Other Revenue	90,052	103,872	199,741	0	0
5000 Transfers In	237,450	0	0	1,927,748	963,931
<b>TOTAL - 319 HOUSING - SA</b>	<b>\$998,864</b>	<b>\$622,226</b>	<b>\$966,454</b>	<b>\$1,942,748</b>	<b>\$978,931</b>

# SCHEDULE OF REVENUES

FUND/ACCOUNT	FY 2012-13 ACTUAL	FY 2013-14 ACTUAL	FY 2014-15 ACTUAL	FY 2015-16 ADOPTED	FY 2016-17 ESTIMATED
<b>320 COMM DEV BLOCK GRANTS FUND</b>					
3300 Investment Earnings	40,950	12,067	31,114	0	0
3350 Rental/Lease of Land and Space	0	0	35,569	79,000	79,000
3500 Federal Grants	3,055,233	3,415,216	2,109,028	3,019,493	2,853,055
3720 Document Fees	30	0	0	0	0
4200 Staff Services Reimbursements	102	140	0	0	0
4460 CDBG/Home Reimbursements	14,114	0	0	0	0
4480 Other City Funds Reimbursement	7,227	441	0	0	0
4900 Other Revenue	183,843	55,269	103,714	0	0
5000 Transfers In	27,538	0	9,597	9,598	0
<b>TOTAL - 320 COMM DEV BLOCK GRANTS FUND</b>	<b>\$3,329,037</b>	<b>\$3,483,133</b>	<b>\$2,289,022</b>	<b>\$3,108,091</b>	<b>\$2,932,055</b>
<b>341 PUBLIC LIABILITY TRUST</b>					
4480 Other City Funds Reimbursement	0	304,810	0	0	0
5000 Transfers In	1,164,000	1,321,009	442,646	520,000	520,000
<b>TOTAL - 341 PUBLIC LIABILITY TRUST</b>	<b>\$1,164,000</b>	<b>\$1,625,819</b>	<b>\$442,646</b>	<b>\$520,000</b>	<b>\$520,000</b>
<b>350 OPEN SPACE DISTRICT FUNDS</b>					
3300 Investment Earnings	(82,226)	169,089	91,222	0	0
3350 Rental/Lease of Land and Space	0	57	0	0	0
4600 Assessments	12,142,259	9,203,769	8,682,473	12,759,483	11,994,382
4900 Other Revenue	0	834	0	0	0
<b>TOTAL - 350 OPEN SPACE DISTRICT FUNDS</b>	<b>\$12,060,033</b>	<b>\$9,373,749</b>	<b>\$8,773,695</b>	<b>\$12,759,483</b>	<b>\$11,994,382</b>
<b>390 FLEET MANAGEMENT</b>					
3300 Investment Earnings	(8,832)	13,613	6,106	0	0
3320 Sale of Personal Property	1,582	1,576	1,312	0	0
4200 Staff Services Reimbursements	26,203	55,542	91,950	35,000	35,000
4420 Transit Reimbursements	274,715	368,561	168,980	0	0
4480 Other City Funds Reimbursement	0	175	0	0	0
4900 Other Revenue	3,233,517	3,224,285	3,543,500	3,456,585	3,604,454
5000 Transfers In	404,000	0	87,572	330,000	0
<b>TOTAL - 390 FLEET MANAGEMENT</b>	<b>\$3,931,185</b>	<b>\$3,663,752</b>	<b>\$3,899,420</b>	<b>\$3,821,585</b>	<b>\$3,639,454</b>

# SCHEDULE OF REVENUES

FUND/ACCOUNT	FY 2012-13 ACTUAL	FY 2013-14 ACTUAL	FY 2014-15 ACTUAL	FY 2015-16 ADOPTED	FY 2016-17 ESTIMATED
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## 393 TECHNOLOGY REPLACEMENT

5000	Transfers In	0	600,000	0	0
<b>TOTAL - 393 TECHNOLOGY REPLACEMENT</b>		<b>\$0</b>	<b>\$600,000</b>	<b>\$0</b>	<b>\$0</b>

## 398 WORKERS COMPENSATION

4480	Other City Funds Reimbursement	6,757	2,318	0	25,000
4900	Other Revenue	2,903,074	2,106,790	2,631,734	3,494,714
5000	Transfers In	0	0	950,000	0
<b>TOTAL - 398 WORKERS COMPENSATION</b>		<b>\$2,909,831</b>	<b>\$2,109,108</b>	<b>\$3,581,734</b>	<b>\$3,249,426</b>

## 400 TRANSIT FUNDS

3300	Investment Earnings	(4,223)	7,903	1,236	0
3320	Sale of Personal Property	0	0	24,377	0
3400	State Grants	3,095,626	3,800,358	2,531,799	0
4200	Staff Services Reimbursements	0	4,654	3,956	0
4300	Fees for Other Services	2,841,619	2,667,576	1,499,307	0
4480	Other City Funds Reimbursement	0	0	81,885	0
4900	Other Revenue	303,968	212,196	256,222	0
5000	Transfers In	0	23,701	0	0
<b>TOTAL - 400 TRANSIT FUNDS</b>		<b>\$6,236,990</b>	<b>\$6,716,388</b>	<b>\$4,398,782</b>	<b>\$0</b>

## 408 DEVELOPMENT SERVICES FUND

3780	Other State Revenue	6,796	7,845	7,226	7,000
3120	Dev / Improvement Permits	2,399,259	1,735,402	1,949,675	1,905,312
3700	Zoning Fees	2,477,356	2,312,855	2,041,237	3,030,577
3720	Document Fees	208	154	90	500
3730	Plan Checking Fees	939,330	1,360,370	1,143,633	2,504,755
3740	Inspection Fees	71,213	69,449	84,726	154,040
3770	Other Dev Fees	890	1,038	297	2,000
4200	Staff Services Reimbursements	13,062	32,493	0	0
4410	DIF Reimbursements	53,360	50,065	52,160	489,407
4440	Open Space/Assess Dist Reimb	19,066	2,170	9,901	175,000
4450	CIP Reimbursements	229,741	271,980	233,200	510,255

# SCHEDULE OF REVENUES

FUND/ACCOUNT	FY 2012-13 ACTUAL	FY 2013-14 ACTUAL	FY 2014-15 ACTUAL	FY 2015-16 ADOPTED	FY 2016-17 ESTIMATED
4460 CDBG/Home Reimbursements	15,818	1,123	0	0	0
4480 Other City Funds Reimbursement	428,167	493,551	596,419	339,000	34,485
4900 Other Revenue	70	117	11,904	0	0
5000 Transfers In	439,238	628,181	448,687	526,614	841,959
<b>TOTAL - 408 DEVELOPMENT SERVICES FUND</b>	<b>\$7,093,574</b>	<b>\$6,966,793</b>	<b>\$6,579,155</b>	<b>\$7,303,694</b>	<b>\$9,655,290</b>

## 410 SEWER FUNDS

3120 Dev / Improvement Permits	40,500	11,120	28,520	40,000	40,000
3300 Investment Earnings	314,191	1,373,068	628,219	301,726	301,726
3700 Zoning Fees	4,811	21,976	15,365	18,500	18,500
4000 Sewer Fees	34,319,945	33,039,714	35,925,367	32,862,699	33,212,699
4040 Industrial Waste Fees	6,100	(2,525)	0	0	0
4100 Pump Station Fees	48,616	50,625	36,597	0	0
4200 Staff Services Reimbursements	3,448	4,550	726	0	0
4410 DIF Reimbursements	2,425	7,200	0	0	0
4440 Open Space/Assess Dist Reimb	25,962	58,818	33,475	0	0
4450 CIP Reimbursements	51,602	20,717	9,413	15,000	15,000
4480 Other City Funds Reimbursement	42,434	0	594	0	0
4600 Assessments	700	441	4,547	0	0
4700 Collection Charges	464,725	626,854	441,418	310,000	330,000
4900 Other Revenue	4,327	6,822,903	4,916,652	0	0
5000 Transfers In	3,578	565,495	118,250	1,279,047	485,000
<b>TOTAL - 410 SEWER FUNDS</b>	<b>\$35,333,364</b>	<b>\$42,600,956</b>	<b>\$42,159,143</b>	<b>\$34,826,972</b>	<b>\$34,402,925</b>

## 430 SEWER DIF FUNDS

3300 Investment Earnings	(48,615)	102,104	12,522	0	0
4350 Sewer / Drainage DIF	645,015	268,092	166,333	70,000	220,000
<b>TOTAL - 430 SEWER DIF FUNDS</b>	<b>\$596,400</b>	<b>\$370,196</b>	<b>\$178,855</b>	<b>\$70,000</b>	<b>\$220,000</b>

## 440 DEBT SERVICE - CITY FUNDS

3300 Investment Earnings	(679)	1,055	684	0	0
3600 Other Agency Grants	1,149	0	0	0	0
4480 Other City Funds Reimbursement	0	145,494	153,684	183,262	173,001
5000 Transfers In	2,164,114	2,741,033	1,733,873	4,928,498	4,797,769

# SCHEDULE OF REVENUES

FUND/ACCOUNT	FY 2012-13 ACTUAL	FY 2013-14 ACTUAL	FY 2014-15 ACTUAL	FY 2015-16 ADOPTED	FY 2016-17 ESTIMATED
<b>TOTAL - 440 DEBT SERVICE - CITY FUNDS</b>	<b>\$2,164,584</b>	<b>\$2,887,582</b>	<b>\$1,888,241</b>	<b>\$5,111,760</b>	<b>\$4,970,770</b>
<b>470 DEBT SVC-CV PUBLIC FINANCING AUTH</b>					
3300 Investment Earnings	276,668	111,629	188,921	0	0
4900 Other Revenue	0	49,457,111	0	0	0
5000 Transfers In	7,769,142	12,842,973	9,547,649	9,760,794	9,437,135
<b>TOTAL - 470 DEBT SVC-CV PUBLIC FINANCING AUTH</b>	<b>\$8,045,810</b>	<b>\$62,411,713</b>	<b>\$9,736,570</b>	<b>\$9,760,794</b>	<b>\$9,437,135</b>
<b>500 ASSESS DIST IMPROVEMENT FUNDS</b>					
3300 Investment Earnings	(12,228)	24,792	14,745	0	0
4600 Assessments	18,836	18,784	18,865	19,285	0
<b>TOTAL - 500 ASSESS DIST IMPROVEMENT FUNDS</b>	<b>\$6,608</b>	<b>\$43,576</b>	<b>\$33,610</b>	<b>\$19,285</b>	<b>\$0</b>
<b>542 TELEGRAPH CANYON DRAINAGE DIF</b>					
3300 Investment Earnings	(32,730)	66,577	39,520	0	0
<b>TOTAL - 542 TELEGRAPH CANYON DRAINAGE DIF</b>	<b>\$(32,730)</b>	<b>\$66,577</b>	<b>\$39,520</b>	<b>\$0</b>	<b>\$0</b>
<b>560 PUBLIC FACILITIES DIF</b>					
3300 Investment Earnings	(220,306)	256,279	86,036	0	0
3320 Sale of Personal Property	0	3,730	0	0	0
4330 Public Facilities DIF	6,808,865	4,554,723	5,371,592	2,850,000	2,850,000
4900 Other Revenue	0	146,608	0	0	0
5000 Transfers In	0	0	140,338	0	0
<b>TOTAL - 560 PUBLIC FACILITIES DIF</b>	<b>\$6,588,559</b>	<b>\$4,961,340</b>	<b>\$5,597,966</b>	<b>\$2,850,000</b>	<b>\$2,850,000</b>
<b>580 PEDESTRIAN BRIDGE DIF</b>					
3300 Investment Earnings	(18,213)	40,741	26,860	0	0
4380 OR Pedestrian Bridge DIF	251,872	345,770	313,945	90,000	110,000
<b>TOTAL - 580 PEDESTRIAN BRIDGE DIF</b>	<b>\$233,659</b>	<b>\$386,511</b>	<b>\$340,805</b>	<b>\$90,000</b>	<b>\$110,000</b>
<b>590 TRANSPORTATION DIF FUND</b>					
3300 Investment Earnings	(79,286)	138,990	159,300	0	0



# SCHEDULE OF REVENUES

FUND/ACCOUNT	FY 2012-13 ACTUAL	FY 2013-14 ACTUAL	FY 2014-15 ACTUAL	FY 2015-16 ADOPTED	FY 2016-17 ESTIMATED
4340 Transportation DIF	2,527,830	2,001,362	726,812	1,831,600	1,591,600
4900 Other Revenue	71,902	0	0	0	0
5000 Transfers In	0	36,851	6,444	0	1,045,000
<b>TOTAL - 590 TRANSPORTATION DIF FUND</b>	<b>\$2,520,446</b>	<b>\$2,177,203</b>	<b>\$892,556</b>	<b>\$1,831,600</b>	<b>\$2,636,600</b>
<b>600 REDEVELOPMENT AGENCY FUND</b>					
3300 Investment Earnings	(147)	578	371	0	0
<b>TOTAL - 600 REDEVELOPMENT AGENCY FUND</b>	<b>\$(147)</b>	<b>\$578</b>	<b>\$371</b>	<b>\$0</b>	<b>\$0</b>
<b>660 DEBT SERVICE - SUCCESSORY AGENCY</b>					
3300 Investment Earnings	101,938	102,377	88,504	0	0
4480 Other City Funds Reimbursement	22	541	0	0	0
5000 Transfers In	8,917,421	3,122,996	5,561,843	5,601,309	4,504,931
<b>TOTAL - 660 DEBT SERVICE - SUCCESSORY AGENCY</b>	<b>\$9,019,381</b>	<b>\$3,225,914</b>	<b>\$5,650,347</b>	<b>\$5,601,309</b>	<b>\$4,504,931</b>
<b>700 MISCELLANEOUS CIP FUNDS</b>					
3060 Residential Construction Tax	413,552	209,075	366,650	325,505	325,505
3300 Investment Earnings	(130,310)	310,082	265,347	0	0
4370 Park Acquisition & Develop Fee	4,433,468	2,614,066	1,072,237	625,000	700,000
4480 Other City Funds Reimbursement	0	0	150,000	0	87,609
5000 Transfers In	100,001	383,900	302,779	352,700	790,910
<b>TOTAL - 700 MISCELLANEOUS CIP FUNDS</b>	<b>\$4,816,711</b>	<b>\$3,517,123</b>	<b>\$2,157,013</b>	<b>\$1,303,205</b>	<b>\$1,904,024</b>
<b>730 OTHER TRANSPORTATION PROGRAMS</b>					
3300 Investment Earnings	(4,664)	5,085	503	0	0
3400 State Grants	324,684	362,284	1,178	0	0
3500 Federal Grants	1,972,197	1,232,550	2,925,033	9,048,589	6,637,647
3600 Other Agency Grants	(72,231)	0	0	0	65,000
4450 CIP Reimbursements	0	0	858	0	0
4900 Other Revenue	0	300,000	0	0	0
5000 Transfers In	79,838	0	0	0	0
<b>TOTAL - 730 OTHER TRANSPORTATION PROGRAMS</b>	<b>\$2,299,824</b>	<b>\$1,899,919</b>	<b>\$2,927,572</b>	<b>\$9,048,589</b>	<b>\$6,702,647</b>

# SCHEDULE OF REVENUES

FUND/ACCOUNT	FY 2012-13 ACTUAL	FY 2013-14 ACTUAL	FY 2014-15 ACTUAL	FY 2015-16 ADOPTED	FY 2016-17 ESTIMATED
<b>GRAND TOTAL ALL FUNDS</b>	<b>\$282,867,708</b>	<b>\$355,946,806</b>	<b>\$296,043,672</b>	<b>\$277,676,268</b>	<b>\$282,521,883</b>

## **FUND BALANCE PROJECTIONS**



# FUND BALANCE PROJECTIONS

FUND	DESCRIPTION	EST AVAIL 06/30/2016 FUND BAL	ESTIMATED REVENUES/ TRANS IN	ESTIMATED TOTAL RESOURCES	ESTIMATED OP EXP/ TRANS OUT	ADOPTED CIP/NON- CIP	EST AVAIL 06/30/2017 FUND BAL
<b>GENERAL FUND</b>							
100	General Fund	17,299,644	146,461,330	163,760,974	(146,402,679)	(58,651)	17,299,644
<b>TOTAL - GENERAL FUND</b>		<b>17,299,644</b>	<b>146,461,330</b>	<b>163,760,974</b>	<b>(146,402,679)</b>	<b>(58,651)</b>	<b>17,299,644</b>
<b>HOUSING</b>							
<u>Housing Funds</u>							
313	CV Housing Authority	545,843	974,671	1,520,514	(974,671)		545,843
<b>TOTAL</b>		<b>545,843</b>	<b>974,671</b>	<b>1,520,514</b>	<b>(974,671)</b>		<b>545,843</b>
<b>TOTAL - HOUSING</b>		<b>545,843</b>	<b>974,671</b>	<b>1,520,514</b>	<b>(974,671)</b>		<b>545,843</b>
<b>SUCCESSOR AGENCY</b>							
<u>Successor Agency</u>							
318	Redv Obligation Retirement Fnd	1,905,742	4,967,149	6,872,891	(5,279,851)		1,593,040
319	Housing - SA	5,039,046	978,931	6,017,977	(3,630,064)		2,387,913
654	RDA 2008 TARBS ProjFund - SA	57,067		57,067			57,067
661	05 ERAF - SA	1,825		1,825			1,825
663	06 TABs Series A - SA	(7,749,905)	1,019,000	(6,730,905)	(1,019,000)		(7,749,905)
664	06 TABs Series B - SA	(7,215,370)	992,000	(6,223,370)	(992,000)		(7,215,370)
665	08 TABs - SA	(18,921,413)	1,530,000	(17,391,413)	(1,530,000)		(18,921,413)
692	Successor Agency Long-term Debt	(10,636,391)	963,931	(9,672,460)	(1,313,931)		(10,986,391)
<b>TOTAL</b>		<b>(37,519,399)</b>	<b>10,451,011</b>	<b>(27,068,388)</b>	<b>(13,764,846)</b>		<b>(40,833,234)</b>
<b>TOTAL - SUCCESSOR AGENCY</b>		<b>(37,519,399)</b>	<b>10,451,011</b>	<b>(27,068,388)</b>	<b>(13,764,846)</b>		<b>(40,833,234)</b>

# FUND BALANCE PROJECTIONS

FUND	DESCRIPTION	EST AVAIL 06/30/2016 FUND BAL	ESTIMATED REVENUES/ TFRS IN	ESTIMATED TOTAL RESOURCES	ESTIMATED OP EXP/ TFRS OUT	ADOPTED CIP/NON- CIP	EST AVAIL 06/30/2017 FUND BAL
<b>ENTERPRISE FUNDS</b>							
<u>Transit Funds</u>							
401	Bayfront Trolley Station TDA	82,214		82,214			82,214
403	Transit Capital Projects	55,927		55,927			55,927
	<b>TOTAL</b>	<b>138,141</b>		<b>138,141</b>			<b>138,141</b>
<u>Sewer Funds</u>							
411	Sewer Income	2,035,785		2,035,785			2,035,785
413	Trunk Sewer Capital Reserve	57,853,697	1,375,000	59,228,697	(225,000)	(1,650,000)	57,353,697
414	Sewer Service Revenue	22,827,783	31,361,199	54,188,982	(31,906,870)	(25,000)	22,257,112
428	Sewer Facility Replacement	5,361,342	1,666,726	7,028,068	(150,000)		6,878,068
431	Tel Cyn Sewer Basin Plan DIF	0					0
432	Poggi Cyn Sewer Basin DIF	2,272,534	20,000	2,292,534	(10,000)		2,282,534
433	Salt Creek Sewer Basin DIF	193,643	200,000	393,643	(150,000)	(50,000)	193,643
	<b>TOTAL</b>	<b>90,544,784</b>	<b>34,622,925</b>	<b>125,167,709</b>	<b>(32,441,870)</b>	<b>(1,725,000)</b>	<b>91,000,839</b>
408	Development Services Fund	(484,508)	9,655,290	9,170,782	(9,505,143)		(334,361)
	<b>TOTAL - ENTERPRISE FUNDS</b>	<b>90,198,417</b>	<b>44,278,215</b>	<b>134,476,632</b>	<b>(41,947,013)</b>	<b>(1,725,000)</b>	<b>90,804,619</b>
<b>SPECIAL REVENUE FUNDS</b>							
<u>Transportation Funds</u>							
221	Gas Tax	647,202	5,258,582	5,905,784	(4,259,428)	(1,300,000)	346,356
223	TUT Common Fund	526,677		526,677	(473,826)		52,851
225	Traffic Signal	806,482	200,000	1,006,482	(15,000)	(495,010)	496,472
227	Transportation Sales Tax	0	8,287,100	8,287,100	(8,072,131)		214,969
	<b>TOTAL</b>	<b>1,980,361</b>	<b>13,745,682</b>	<b>15,726,043</b>	<b>(4,748,254)</b>	<b>(9,867,141)</b>	<b>1,110,648</b>
<u>Parking Funds</u>							
241	Parking Meter	835,799	585,000	1,420,799	(441,248)		979,551
243	Town Centre I-Parking District	41,526		41,526			41,526
	<b>TOTAL</b>	<b>877,325</b>	<b>585,000</b>	<b>1,462,325</b>	<b>(441,248)</b>		<b>1,021,077</b>

# FUND BALANCE PROJECTIONS

FUND	DESCRIPTION	EST AVAIL 06/30/2016 FUND BAL	ESTIMATED REVENUES/ TFERS IN	ESTIMATED TOTAL RESOURCES	ESTIMATED OP EXP/ TFERS OUT	ADOPTED CIP/NON- CIP	EST AVAIL 06/30/2017 FUND BAL
<b><u>Public Safety Funds</u></b>							
245	Traffic Safety	94,263	437,640	531,903	(437,640)		94,263
251	Suppl Law Enforcement Services	610,393	401,014	1,011,407	(696,424)		314,983
252	Police Department Grants	65,209	6,020,843	6,086,052	(6,086,052)		0
253	Inmate Welfare Fund	92,915	30,000	122,915	(60,000)		62,915
254	Local Law Enf Block Grant	11,641	94,812	106,453	(94,812)		11,641
256	Asset Seizure	535,658	260,000	795,658	(616,417)		179,241
	<b>TOTAL</b>	<b>1,410,079</b>	<b>7,244,309</b>	<b>8,654,388</b>	<b>(7,991,345)</b>		<b>663,043</b>
<b><u>Library and Cultural Arts Funds</u></b>							
262	Public Library Act	1,899		1,899			1,899
265	CA Dept of Education Sect. 321	1		1			1
267	McCandliss Cultural Arts	13,361		13,361	(1,600)		11,761
	<b>TOTAL</b>	<b>15,261</b>		<b>15,261</b>	<b>(1,600)</b>		<b>13,661</b>
<b><u>Sundry Grant Funds</u></b>							
269	Other Grant Fund	714	100,000	100,714	(100,000)		714
272	Federal Grants Fund	0	1,059,147	1,059,147	(1,059,147)		0
273	State Grants Fund	18,754	60,000	78,754	(78,754)		0
274	ARRA Fund	155,235	22,333	177,568	(22,333)		155,235
	<b>TOTAL</b>	<b>174,703</b>	<b>1,241,480</b>	<b>1,416,183</b>	<b>(1,260,234)</b>		<b>155,949</b>
<b><u>Conservation Funds</u></b>							
281	Waste Management & Recycling	53,647	555,691	609,338	(555,691)		53,647
282	Environmental Services Fund	1,175,792	1,402,005	2,577,797	(1,916,393)		661,404
285	Energy Conservation	28,956	1,563,585	1,592,541	(1,563,585)		28,956
	<b>TOTAL</b>	<b>1,258,395</b>	<b>3,521,281</b>	<b>4,779,676</b>	<b>(4,035,669)</b>		<b>744,007</b>

# FUND BALANCE PROJECTIONS

FUND	DESCRIPTION	EST AVAIL 06/30/2016 FUND BAL	ESTIMATED REVENUES/ TFERS IN	ESTIMATED TOTAL RESOURCES	ESTIMATED OP EXP/ TFERS OUT	ADOPTED CIP/NON- CIP	EST AVAIL 06/30/2017 FUND BAL
<b><u>Community Development Block Grant</u></b>							
311	CDBG Housing Program	40,909	328,574	369,483	(51,100)	(277,474)	40,909
314	Emergency Shelter Grant Prog	2,995	159,265	162,260	(11,945)	(147,320)	2,995
321	Home Program	0	509,215	509,215	(209,215)	(300,000)	0
325	CDBG Program - Income Projects	64,238		64,238			64,238
333	Comm Dev Block Grant	0	1,935,001	1,935,001	(1,153,399)	(811,602)	(30,000)
	<b>TOTAL</b>	<b>108,142</b>	<b>2,932,055</b>	<b>3,040,197</b>	<b>(1,425,659)</b>	<b>(1,536,396)</b>	<b>78,142</b>
<b><u>Open Space District Funds</u></b>							
342	CFD 11-M RHR McMillin	194,628	130,275	324,903	(130,275)		194,628
343	CFD 12-M Vlg7	382,519	466,868	849,387	(466,868)		382,520
344	CFD 13-M Vlg2	444,450	209,297	653,747	(209,297)		444,450
345	CFD 12M - OR Village 7	659,566	468,444	1,128,010	(468,444)		659,566
346	CFD 14M - A - EUC Millenia	281,058	148,402	429,460	(148,402)		281,058
347	CFD 14M - B - EUC Millenia Parks	0	4,328	4,328	(4,328)		0
351	Town Centre Landscaping Dist I	25,474		25,474			25,474
352	Bay Blvd Landscaping Dist	39,328	10,575	49,903	(10,575)		39,328
353	Eastlake Maintenance Dist #1	351,280	331,451	682,731	(331,451)		351,280
354-376	Open Space District #1 - #31	2,008,147	3,062,087	5,070,234	(3,062,088)		2,008,146
378	CFD 07M-Eastlk II Woods, Vista	540,492	653,562	1,194,054	(653,562)		540,492
379	CFD 08M-Vlg 6 McM & Oty Ranch	1,790,188	956,488	2,746,676	(956,488)		1,790,188
380	CFD 09M OR Vlg II	1,109,142	961,157	2,070,299	(961,157)		1,109,142
382	CFD 99-2 Otay Ranch Vlg 1 We	978,693	752,336	1,731,029	(752,336)		978,693
383	Town Ctr Business Imprv Distr	10,475		10,475			10,475
386	Otay Ranch Acquisition Dist	525,912	648,500	1,174,412	(654,500)		519,912
387	CFD 98-3 Sunbow 2	862,713	872,069	1,734,782	(872,069)		862,713
388	Comm Facility 97-1 (Otay Rnch)	3,756,921	2,304,452	6,061,373	(2,304,452)		3,756,921
389	Otay Ranch Village 1,2,6,7,12	163,878	14,091	177,969	(14,091)		163,878
	<b>TOTAL</b>	<b>14,124,864</b>	<b>11,994,382</b>	<b>26,119,246</b>	<b>(12,000,382)</b>		<b>14,118,864</b>



# FUND BALANCE PROJECTIONS

FUND	DESCRIPTION	EST AVAIL 06/30/2016 FUND BAL	ESTIMATED REVENUES/ TFERS IN	ESTIMATED TOTAL RESOURCES	ESTIMATED OP EXP/ TFERS OUT	ADOPTED CIP/NON- CIP	EST AVAIL 06/30/2017 FUND BAL
<b>Miscellaneous</b>							
270	Mobile Home Rent Review Program	178,295	65,000	243,295	(91,000)		152,295
316	Public Educational & Govt. Fee	966,683	600,000	1,566,683	(600,000)		966,683
	<b>TOTAL</b>	<b>1,144,978</b>	<b>665,000</b>	<b>1,809,978</b>	<b>(691,000)</b>		<b>1,118,978</b>
301	Storm Drain Revenue	114,389	584,250	698,639	(558,900)		139,739
	<b>TOTAL - SPECIAL REVENUE FUNDS</b>	<b>21,208,497</b>	<b>42,513,439</b>	<b>63,721,936</b>	<b>(33,154,291)</b>	<b>(11,403,537)</b>	<b>19,164,108</b>

## INTERNAL SERVICE FUNDS

234	Advance Life Support Fund	249,803	1,552,873	1,802,676	(1,552,873)		249,803
235	Legislative Council Fund	46,050		46,050	(46,050)		0
341	Public Liability Trust	1,313,396	520,000	1,833,396	(940,000)		893,396
391	Central Garage	0	3,639,454	3,639,454	(3,639,454)		0
392	Equipment Replacement	245,989		245,989			245,989
393	Technology Replacement	129,999		129,999	(127,349)		2,650
398	Workers Compensation	927,337	3,519,714	4,447,051	(3,479,197)		967,854
	<b>TOTAL - INTERNAL SERVICE FUNDS</b>	<b>2,912,574</b>	<b>9,232,041</b>	<b>12,144,615</b>	<b>(9,784,923)</b>		<b>2,359,692</b>

## CAPITAL PROJECTS FUNDS

FUND	DESCRIPTION	EST AVAIL 06/30/2016 FUND BAL	ESTIMATED REVENUES/ TFERS IN	ESTIMATED TOTAL RESOURCES	ESTIMATED OP EXP/ TFERS OUT	ADOPTED CIP/NON- CIP	EST AVAIL 06/30/2017 FUND BAL
<b>Assessment District Funds</b>							
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	84,366		84,366	(2,500)		81,866
511	Otay Vly Rd Fee Recovery Dist	938,453		938,453			938,453
512	EL Greens II AD 94-1 Improv	1,154,397		1,154,397			1,154,397
515	Twin Oaks Ave AD 96-1 Improv	22,324		22,324			22,324
516	Oxford St AD 97-1 Improv	4,434		4,434			4,434
517	AD2004-1 Dixon Drive	31,305		31,305			31,305
	<b>TOTAL</b>	<b>2,458,042</b>		<b>2,458,042</b>	<b>(2,500)</b>		<b>2,455,542</b>

# FUND BALANCE PROJECTIONS

FUND	DESCRIPTION	EST AVAIL 06/30/2016 FUND BAL	ESTIMATED REVENUES/ TFERS IN	ESTIMATED TOTAL RESOURCES	ESTIMATED OP EXP/ TFERS OUT	ADOPTED CIP/NON- CIP	EST AVAIL 06/30/2017 FUND BAL
<b><u>Development Impact Fee Funds</u></b>							
542	Tel Cyn Drainage Plan DIF	4,096,094		4,096,094	(10,000)		4,086,094
567-582	DIF - Public Facilities	7,736,215	2,850,000	10,586,215	(8,074,891)		2,511,324
587	DIF-OR Village Pedestrian Ramp	1,224,241	100,000	1,324,241	(30,000)		1,294,241
588	OR Vlg11 Pedestrian Bridge DIF	3,120,004	10,000	3,130,004	(30,000)		3,100,004
591	Transportation DIF	11,254,723	2,545,000	13,799,723	(350,000)	(2,036,102)	11,413,621
593	Western Transportation DIF Fund	216,014	91,600	307,614	(50,000)		257,614
718	EUC Millenia Ped Bridge DIF	221,848		221,848	(30,000)		191,848
	<b>TOTAL</b>	<b>27,869,139</b>	<b>5,596,600</b>	<b>33,465,739</b>	<b>(8,574,891)</b>	<b>(2,036,102)</b>	<b>22,854,746</b>
<b><u>Misc Capital Project Funds</u></b>							
713	Capital Improvement Projects	0	87,609	87,609			87,609
715	PAD Fund - Eastern	32,671,334	1,050,000	33,721,334	(75,000)		33,646,334
716	PAD Fund - Western	376,174	100,000	476,174	(475,000)		1,174
717	Resid. Construction/Conversion	22,119	666,415	688,534	(666,415)		22,119
725	Indust. Development Authority	51		51			51
	<b>TOTAL</b>	<b>33,069,678</b>	<b>1,904,024</b>	<b>34,973,702</b>	<b>(1,216,415)</b>		<b>33,757,287</b>
<b><u>Other Transportation Funds</u></b>							
723	Bicycle Facilities	0	65,000	65,000	(65,000)		0
735	Transportation Partnership	29,478		29,478			29,478
736	Other Transportation Program	4,024	6,637,647	6,641,671		(6,637,647)	4,024
741	Prop 1B Hwy Safety	339		339			339
	<b>TOTAL</b>	<b>33,841</b>	<b>6,702,647</b>	<b>6,736,488</b>	<b>(65,000)</b>	<b>(6,637,647)</b>	<b>33,841</b>
<b>TOTAL - CAPITAL PROJECTS FUNDS</b>		<b>63,430,700</b>	<b>14,203,271</b>	<b>77,633,971</b>	<b>(9,858,806)</b>	<b>(8,673,749)</b>	<b>59,101,416</b>

# FUND BALANCE PROJECTIONS

FUND	DESCRIPTION	EST AVAIL 06/30/2016 FUND BAL	ESTIMATED REVENUES/ TFERS IN	ESTIMATED TOTAL RESOURCES	ESTIMATED OP EXP/ TFERS OUT	ADOPTED CIP/NON- CIP	EST AVAIL 06/30/2017 FUND BAL
<b>DEBT SERVICE FUNDS</b>							
<u>Debt Service - City Funds</u>							
442	CDBG Section 108 Loan	0	759,900	759,900	(759,900)		0
451	Long-term Advances DSF - City	(19,228,324)	2,964,162	(16,264,162)	(2,964,162)		(19,228,324)
452	KS Fire Equipment Capital Lease	146,240	604,708	750,948	(641,500)		109,448
453	CES Loan Repayment	0	642,000	642,000	(642,000)		0
	<b>TOTAL</b>	<b>(19,082,084)</b>	<b>4,970,770</b>	<b>(14,111,314)</b>	<b>(5,007,562)</b>		<b>(19,118,876)</b>
<u>Debt Service - CV Financing Authority</u>							
473	2006 COP Civ Ctr Proj Phase 2	1,166,749	394,105	1,560,854	(394,105)		1,166,749
474	2010 Refunding COP	2,545,892	2,500,000	5,045,892	(2,500,000)		2,545,892
475	2014 Refunding COP	4,003,246	3,620,000	7,623,246	(3,620,000)		4,003,246
476	2015 Refunding COP	2,216,417	2,923,030	5,139,447	(2,923,030)		2,216,417
	<b>TOTAL</b>	<b>9,932,304</b>	<b>9,437,135</b>	<b>19,369,439</b>	<b>(9,437,135)</b>		<b>9,932,304</b>
<b>TOTAL - DEBT SERVICE FUNDS</b>		<b>(9,149,780)</b>	<b>14,407,905</b>	<b>5,258,125</b>	<b>(14,444,697)</b>		<b>(9,186,572)</b>
<b>GRAND TOTAL ALL FUNDS</b>		<b>148,926,496</b>	<b>282,521,883</b>	<b>431,448,379</b>	<b>(270,331,926)</b>	<b>(21,860,937)</b>	<b>139,255,516</b>



**SCHEDULE OF INTERFUND TRANSFERS**



# SCHEDULE OF INTERFUND TRANSFERS IN

<b>FUND/ACCOUNT</b>	<b>FY 2016-17 ADOPTED</b>
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<b>100 GENERAL FUND</b>		
221 Gas Tax	Reimbursement for street related staff time, materials, and utilities	\$ 4,259,428
234 Advanced Life Support Fund	Staff time reimbursement	\$ 972,453
235 Legislative Council Fund	Transfer to partially offset Cultural Arts Manager	\$ 41,050
245 Traffic Safety	Reimbursement for Police fleet maintenance costs	\$ 399,140
282 Environmental Services	Reimbursement for allocated overhead costs	\$ 107,585
313 CV Housing Authority Fund	Reimbursement for allocated overhead costs	\$ 181,572
408 Development Services	Reimbursement for allocated overhead costs	\$ 1,796,648
414 Sewer Service Revenue	Reimbursement for Sewer related staff time and materials	\$ 3,045,133
451 Long-term Advances DSF - City	Interfund loan payment	\$ 1,134,162
<b>TOTAL TRANSFERS IN - 100 GENERAL FUND</b>		

<b>252 POLICE DEPARTMENT GRANTS</b>		
251 Supp Law Enforcement Serv Fund	Funding for personnel costs	\$ 36,645
<b>TOTAL TRANSFERS IN - 252</b>		

<b>254 LOCAL LAW ENFORCEMENT BLOCK GRANT</b>		
100 General Fund	General Fund support of grant funded positions	\$ 49,376
<b>TOTAL TRANSFERS IN - 254</b>		

<b>269 Other Grant Funds</b>		
100 General Fund	General Fund match for grant	\$ 50,000
<b>TOTAL TRANSFERS IN - 269</b>		

<b>272 FEDERAL GRANTS FUND</b>		
100 General Fund	General Fund match for grant	\$ 62,326
<b>TOTAL TRANSFERS IN - 272</b>		

<b>319 LOW &amp; MOD INCOME HOUSING</b>		
692 Long-term Advances DSF-RDA SA	Repayment of SERAF Loan from Low and Mod Income Housing fund to former Redevelopment Agency	\$ 963,931

# SCHEDULE OF INTERFUND TRANSFERS IN

FUND/ACCOUNT	DESCRIPTION	FY 2016-17 ADOPTED
<b>TOTAL TRANSFERS IN - 319</b>		<b>\$ 963,931</b>
<b>341 PUBLIC LIABILITY TRUST</b>		
100 General Fund	General Fund transfer for public liability expenses	\$ 440,000
414 Sewer Service Revenue	Sewer Fund transfer for public liability expenses	\$ 80,000
<b>TOTAL TRANSFERS IN - 341</b>		<b>\$ 520,000</b>
<b>408 DEVELOPMENT SERVICES FUND</b>		
100 General Fund	Staff time reimbursement	\$ 352,697
100 General Fund	Permit subsidy	\$ 400,000
313 CV Housing Authority Fund	Reimbursement for allocated overhead costs	\$ 73,125
414 Sewer Service Revenue	Staff time reimbursement	\$ 16,137
<b>TOTAL TRANSFERS IN - 408</b>		<b>\$ 841,959</b>
<b>413 TRUNK SEWER CAPITAL RESERVE</b>		
451 Long-term Advances DSF - City	Interfund loan payment	\$ 125,000
<b>TOTAL TRANSFERS IN - 413</b>		<b>\$ 125,000</b>
<b>414 SEWER SERVICE REVENUE</b>		
428 Sewer Facility Replacement	Staff time reimbursement	\$ 150,000
<b>TOTAL TRANSFERS IN - 414</b>		<b>\$ 150,000</b>
<b>428 SEWER FACILITY REPLACEMENT</b>		
451 Long-term Advances DSF - City	Interfund loan payment	\$ 210,000
<b>TOTAL TRANSFERS IN - 428</b>		<b>\$ 210,000</b>
<b>442 CDBG SECTION 108 LOAN</b>		
333 Community Development Block Grant	Debt service payment - Section 108 loan	\$ 759,900
<b>TOTAL TRANSFERS IN - 442</b>		<b>\$ 759,900</b>
<b>451 LONG-TERM ADVANCES DSF - CITY</b>		



# SCHEDULE OF INTERFUND TRANSFERS IN

FUND/ACCOUNT	DESCRIPTION	FY 2016-17 ADOPTED
301 Storm Drain Revenue	Interfund loan payment - Trunk Sewer Capl Res-Reso 18996	\$ 210,000
433 Salt Creek Sewer Basin DIF	Interfund loan payment - Trunk Sewer Capl Res-FY00-01 Budget Reso	\$ 125,000
572 PFDIF - Civic Center Expansion	Interfund loan payment	\$ 1,134,162
576 Fire Suppression Sytem Expansion	Interfund loan payment	\$ 1,045,000
716 Western - Park Acquisition & Dev	Interfund loan payment	\$ 450,000
<b>TOTAL TRANSFERS IN - 451</b>		<b>\$ 2,964,162</b>
<b>452 EQUIPMENT LEASE FUND</b>		
100 General Fund	Debt service payment - Fire equipment & QECB	\$ 560,708
<b>TOTAL TRANSFERS IN - 452</b>		<b>\$ 560,708</b>
<b>453 ENERGY LOAN REPAYMENTS</b>		
100 General Fund	Debt service payment - California Energy Commission loan	\$ 512,999
<b>TOTAL TRANSFERS IN - 453</b>		<b>\$ 512,999</b>
<b>473 2006 COP CIV CTR PROJECT PHASE 2</b>		
100 General Fund	Debt service payment - Civic Center Phase 2	\$ 79,680
572 PFDIF - Civic Center Expansion	Debt service payment - Civic Center Phase 2	\$ 314,425
<b>TOTAL TRANSFERS IN - 473</b>		<b>\$ 394,105</b>
<b>474 2010 COP REFINANCE</b>		
100 General Fund	Debt Service Payment - Civic Center Phase 3/2000 COP Refunding Corp Yard	\$ 711,511
572 PFDIF - Civic Center Expansion	Debt Service Payment - Civic Center Phase 3/2000 COP Refunding Corp Yard	\$ 940,848
574 Corporation Yard Relocation	Debt Service Payment - Civic Center Phase 3/2000 COP Refunding Corp Yard	\$ 847,641
<b>TOTAL TRANSFERS IN - 474</b>		<b>\$ 2,500,000</b>
<b>475 2014 REFUNDING COP</b>		
100 General Fund	Debt Service Payment - 2002 COP Refunding - Police Facility	\$ 2,014,530
573 Police Facilities Remodel	Debt Service Payment - 2002 COP Refunding - Police Facility	\$ 1,605,470
<b>TOTAL TRANSFERS IN - 475</b>		<b>\$ 3,620,000</b>

# SCHEDULE OF INTERFUND TRANSFERS IN

FUND/ACCOUNT	DESCRIPTION	FY 2016-17 ADOPTED
<b>476 2015 REFUNDING COP</b>		
100 General Fund	Debt Service Payment - 2015 Refunding COP	\$ 424,570
572 PFDIF - Civic Center Expansion	Debt Service Payment - 2015 Refunding COP	\$ 1,832,045
717 Resid. Construction/Conversion	Debt Service Payment - 2015 Refunding COP	\$ 666,415
	<b>TOTAL TRANSFERS IN - 476</b>	<b>\$ 2,923,030</b>
<b>591 TRANSPORTATION DIF</b>		
451 Long-term Advances DSF - City	Interfund loan payment	\$ 1,045,000
	<b>TOTAL TRANSFERS IN - 475</b>	<b>\$ 1,045,000</b>
<b>663 06 TABS SERIES A - SA</b>		
318 Redevelopment Obligation Retirement Fund	Debt service payment	\$ 1,019,000
	<b>TOTAL TRANSFERS IN - 663</b>	<b>\$ 1,019,000</b>
<b>664 06 TABS SERIES B - SA</b>		
318 Redevelopment Obligation Retirement Fund	Debt service payment	\$ 992,000
	<b>TOTAL TRANSFERS IN - 664</b>	<b>\$ 992,000</b>
<b>665 08 TABS - SA</b>		
318 Redevelopment Obligation Retirement Fund	Debt service payment	\$ 1,530,000
	<b>TOTAL TRANSFERS IN - 665</b>	<b>\$ 1,530,000</b>
<b>692 LONG-TERM ADVANCES DSF-RDA SA</b>		
318 Redevelopment Obligation Retirement Fund	Repayment of SERAF Loan from Low and Mod to former RDA	\$ 963,931
	<b>TOTAL TRANSFERS IN - 692</b>	<b>\$ 963,931</b>
<b>715 PARK ACQUISITION &amp; DEVELOPMENT</b>		
451 Long-term Advances DSF - City	Interfund loan payment	\$ 450,000
	<b>TOTAL TRANSFERS IN - 717</b>	<b>\$ 450,000</b>
<b>717 RESID. CONSTRUCTION/CONVERSION</b>		

# SCHEDULE OF INTERFUND TRANSFERS IN

FUND/ACCOUNT	DESCRIPTION	FY 2016-17 ADOPTED
100 General Fund	General Fund transfer for debt service expense	\$ 340,910
<b>TOTAL TRANSFERS IN - 717</b>		<b>\$ 340,910</b>
<b>GRAND TOTAL ALL FUNDS</b>		<b>\$ 35,522,153</b>

# SCHEDULE OF INTERFUND TRANSFERS OUT

FY 2016-17  
ADOPTED

DESCRIPTION

FUND/ACCOUNT	DESCRIPTION	
<b>100 GENERAL FUND</b>		
254 Local Law Enforcement Block Grant	General Fund support of grant funded positions	\$ 49,376
269 Other Grant Fund	General Fund match for grant	\$ 50,000
272 Federal Grants Fund	General Fund match for grant	\$ 62,326
341 Public Liability Trust	General Fund transfer for public liability expenses	\$ 440,000
408 Development Services	Staff time reimbursement	\$ 752,697
452 Equipment Lease Fund	Debt Serv Pymt - Fire Equipment	\$ 560,708
453 Energy Loan Repayments	Debt service payment - California Energy Commission loan	\$ 512,999
473 2006 COP Civic Center Project Phase II	Debt service payment - Civic Center Phase 2	\$ 79,680
474 2010 COP Refinance	Debt Service Payment - Civic Center Phase 3/2000 COP Refunding Corp Yard	\$ 711,511
475 2014 Refunding COP	Debt Service Payment - 2002 COP Refunding - Police Facility	\$ 2,014,530
476 2015 Refunding COP	Debt Service Payment - 2015 Refunding COP	\$ 424,570
717 Resid. Construction/Conversion	General Fund transfer for debt service expense	\$ 340,910
	<b>TOTAL TRANSFERS OUT - 100</b>	<b>\$ 5,999,307</b>
<b>221 GAS TAX FUND</b>		
100 General Fund	Reimbursement for street related staff time, materials, and utilities	\$ 4,259,428
	<b>TOTAL TRANSFERS OUT - 221</b>	<b>\$ 4,259,428</b>
<b>234 ADVANCED LIFE SUPPORT FUND</b>		
100 General Fund	Staff time reimbursement	\$ 972,453
	<b>TOTAL TRANSFERS OUT - 234</b>	<b>\$ 972,453</b>
<b>235 LEGISLATIVE COUNCIL FUND</b>		
100 General Fund	Transfer to partially offset Cultural Arts Manager	\$ 41,050
	<b>TOTAL TRANSFERS OUT - 235</b>	<b>\$ 41,050</b>
<b>245 TRAFFIC SAFETY</b>		
100 General Fund	Reimbursement for Police fleet maintenance costs	\$ 399,140
	<b>TOTAL TRANSFERS OUT - 245</b>	<b>\$ 399,140</b>

# SCHEDULE OF INTERFUND TRANSFERS OUT

FUND/ACCOUNT	DESCRIPTION	FY 2016-17 ADOPTED
<b>251 SUPP LAW ENFORCEMENT SERV FUND</b>		
252 Police Department Grants	Funding for personnel costs	\$ 36,645
<b>TOTAL TRANSFERS OUT - 251</b>		<b>\$ 36,645</b>
<b>282 ENVIRONMENTAL SERVICES</b>		
100 General Fund	Reimbursement for allocated overhead costs	\$ 107,585
<b>TOTAL TRANSFERS OUT - 282</b>		<b>\$ 107,585</b>
<b>301 ENVIRONMENTAL SERVICES</b>		
451 Long-term Advances DSF - City	Interfund loan payment - Trunk Sewer Capl Res-Reso 18996	\$ 210,000
<b>TOTAL TRANSFERS OUT - 301</b>		<b>\$ 210,000</b>
<b>313 CV HOUSING AUTHORITY</b>		
100 General Fund	Reimbursement for allocated overhead costs	\$ 181,572
408 Development Services	Reimbursement for allocated overhead costs	\$ 73,125
<b>TOTAL TRANSFERS OUT - 313</b>		<b>\$ 254,697</b>
<b>318 REDV OBLIGATION RETIREMENT FUND</b>		
663 06 TABs Series A - SA	Debt service payment	\$ 1,019,000
664 06 TABs Series B - SA	Debt service payment	\$ 992,000
665 08 TABs - SA	Debt service payment	\$ 1,530,000
692 Long-term Advances DSF-RDA SA	Repayment of SERAF Loan from Low and Mod Income Housing fund to former Redevelopment Agency	\$ 963,931
<b>TOTAL TRANSFERS OUT - 318</b>		<b>\$ 4,504,931</b>
<b>333 COMM DEV BLOCK GRANT FUND</b>		
442 CDBG Section 108 Loan	Project cost reimbursement from AD	\$ 759,900
<b>TOTAL TRANSFERS OUT - 333</b>		<b>\$ 759,900</b>
<b>408 DEVELOPMENT SERVICES</b>		
100 General Fund	Reimbursement for allocated overhead costs	\$ 1,796,648

# SCHEDULE OF INTERFUND TRANSFERS OUT

FUND/ACCOUNT	DESCRIPTION	FY 2016-17 ADOPTED
<b>TOTAL TRANSFERS OUT - 408</b>		<b>\$ 1,796,648</b>
<b>414 SEWER SERVICE REVENUE</b>		
100 General Fund	Reimbursement for Sewer related staff time and materials	\$ 3,045,133
341 Public Liability Trust	Sewer Fund transfer for public liability expenses	\$ 80,000
408 Development Services	Staff time reimbursement	\$ 16,137
<b>TOTAL TRANSFERS OUT - 414</b>		<b>\$ 3,141,270</b>
<b>428 SEWER FACILITY REPLACEMENT</b>		
414 Sewer Service Revenue	Staff time reimbursement	\$ 150,000
<b>TOTAL TRANSFERS OUT - 428</b>		<b>\$ 150,000</b>
<b>433 SALT CREEK SEWER BASIN DIF</b>		
451 Long-term Advances DSF - City	Interfund loan payment - Trunk Sewer Capl Res-FY00-01 Budget Reso	\$ 125,000
<b>TOTAL TRANSFERS OUT - 433</b>		<b>\$ 125,000</b>
<b>451 LONG TERM ADVANCES DSF - CITY</b>		
100 General Fund	Interfund loan payment	\$ 1,134,162
413 Trunk Sewer Capital Reserve	Interfund loan payment	\$ 125,000
428 Sewer Facility Replacement	Interfund loan payment	\$ 210,000
591 Transportation DIF	Interfund loan payment	\$ 1,045,000
715 Park Acquisition & Development	Interfund loan payment	\$ 450,000
<b>TOTAL TRANSFERS OUT - 451</b>		<b>\$ 2,964,162</b>
<b>572 PFDIF - CIVIC CENTER EXPANSION</b>		
451 Long-term Advances DSF - City	Interfund loan payment	\$ 1,134,162
473 2006 COP Civic Center Project Phase II	Debt service payment - Civic Center Phase 2	\$ 314,425
474 2010 COP Refinance	Debt Service Payment - Civic Center Phase 3/2000 COP Refunding Corp Yard	\$ 940,848
476 2015 Refunding COP	Debt Service Payment - 2015 Refunding COP	\$ 1,832,045
<b>TOTAL TRANSFERS OUT - 572</b>		<b>\$ 4,221,480</b>

# SCHEDULE OF INTERFUND TRANSFERS OUT

FY 2016-17  
ADOPTED

FUND/ACCOUNT DESCRIPTION

FUND/ACCOUNT	DESCRIPTION	\$	\$
<b>573 POLICE FACILITIES REMODEL</b>			
475 2014 Refunding COP	Debt Service Payment - 2002 COP Refunding - Police Facility	\$ 1,605,470	
<b>TOTAL TRANSFERS OUT - 573</b>			<b>\$ 1,605,470</b>
<b>574 2014 REFUNDING COP</b>			
474 2010 COP Refinance	Debt Service Payment - Civic Center Phase 3/2000 COP Refunding Corp Yard	\$ 847,641	
<b>TOTAL TRANSFERS OUT - 574</b>			<b>\$ 847,641</b>
<b>576 FIRE SUPPRESSION SYS EXPANSION</b>			
451 Long-term Advances DSF - City	Interfund loan payment	\$ 1,045,000	
<b>TOTAL TRANSFERS OUT - 576</b>			<b>\$ 1,045,000</b>
<b>692 LONG-TERM ADVANCES DSF-RDA SA</b>			
319 Housing - SA	Repayment of SERAF Loan from Low and Mod Income Housing fund to former Redevelopment Agency	\$ 963,931	
<b>TOTAL TRANSFERS OUT - 692</b>			<b>\$ 963,931</b>
<b>716 06 TABS SERIES B - SA</b>			
451 Long-term Advances DSF - City	Interfund loan payment	\$ 450,000	
<b>TOTAL TRANSFERS OUT - 716</b>			<b>\$ 450,000</b>
<b>717 RESID. CONSTRUCTION/CONVERSION</b>			
476 2015 Refunding COP	Debt Service Payment - 2015 Refunding COP	\$ 666,415	
<b>TOTAL TRANSFERS OUT - 717</b>			<b>\$ 666,415</b>
<b>GRAND TOTAL ALL FUNDS</b>		<b>\$</b>	<b>\$ 35,522,153</b>





**AUTHORIZED POSITIONS BY  
DEPARTMENT**



# AUTHORIZED POSITIONS BY DEPARTMENT

CLASSIFICATION	FY 2015-16 ADOPTED BUDGET	FY 2015-16 MIDYEAR CHANGES	FY 2016-17 PROPOSED CHANGES	FY 2016-17 ADOPTED BUDGET
<b>CITY COUNCIL</b>				
Admin Secretary (Mayor At Will)	1.00	-	-	1.00
Chief Of Staff	1.00	-	-	1.00
Councilperson	4.00	-	-	4.00
Executive Secretary	1.00	-	-	1.00
Mayor	1.00	-	-	1.00
Office Specialist (Myr/@Will)	1.00	-	-	1.00
Policy Aide	1.00	-	-	1.00
Sr Council Asst	4.00	-	-	4.00
<b>CITY COUNCIL</b>	<b>TOTAL</b>	<b>14.00</b>	<b>-</b>	<b>14.00</b>
<b>CITY CLERK</b>				
Assistant City Clerk	1.00	-	-	1.00
City Clerk	1.00	-	-	1.00
Deputy City Clerk I	2.00	(1.00)	-	1.00
Deputy City Clerk II	-	1.00	-	1.00
Records Manager	1.00	-	-	1.00
Sr Records Specialist	1.00	-	-	1.00
<b>CITY CLERK</b>	<b>TOTAL</b>	<b>6.00</b>	<b>-</b>	<b>6.00</b>
<b>CITY ATTORNEY</b>				
Asst City Attorney	1.00	-	-	1.00
City Attorney (Elected)	1.00	-	-	1.00
Deputy City Attorney II	3.00	-	-	3.00
Deputy City Attorney III	3.00	-	-	3.00
Law Office Manager	1.00	-	-	1.00
Legal Assistant	2.00	-	-	2.00
Sr Asst City Attorney	1.00	-	-	1.00
Sr Legal Assistant	1.00	-	-	1.00
Sr Risk Management Specialist	1.00	-	-	1.00
<b>CITY ATTORNEY</b>	<b>TOTAL</b>	<b>14.00</b>	<b>-</b>	<b>14.00</b>
<b>ADMINISTRATION</b>				
Asst City Manager/Admin	1.00	-	-	1.00
City Manager	1.00	-	-	1.00
Cultural Arts Program Mgr	1.00	-	(1.00)	-
Deputy City Manager	2.00	-	-	2.00
Dir Of Econ Development	1.00	-	(1.00)	-
Enviro Sustainability Mgr	1.00	-	(1.00)	-
Executive Secretary	1.00	-	-	1.00

# AUTHORIZED POSITIONS BY DEPARTMENT

CLASSIFICATION	FY 2015-16 ADOPTED BUDGET	FY 2015-16 MIDYEAR CHANGES	FY 2016-17 PROPOSED CHANGES	FY 2016-17 ADOPTED BUDGET
Marketing & Communications Mgr	1.00	-	-	1.00
Principal Economic Dev Spec	1.00	-	(1.00)	-
Project Coordinator I	1.00	-	(1.00)	-
Public Information Specialist	1.00	-	-	1.00
Real Property Manager	1.00	-	(1.00)	-
Special Events Coordinator	1.00	-	-	1.00
Sr Economic Dev Specialist	1.00	-	(1.00)	-
Sr Graphic Designer	1.00	-	-	1.00
Sr Webmaster	1.00	-	-	1.00
<b>ADMINISTRATION</b>				
<b>TOTAL</b>	<b>17.00</b>	<b>-</b>	<b>(7.00)</b>	<b>10.00</b>

## INFORMATION TECHNOLOGY SRVCS

Dir Of Info Tech Svcs	1.00	-	-	1.00
GIS Manager	1.00	-	-	1.00
GIS Specialist	2.00	-	-	2.00
Info Tech Support Specialist	3.00	-	-	3.00
Information Technology Manager	1.00	-	-	1.00
Ops&Telecom Mgr	1.00	-	-	1.00
Sr Application Support Spec	1.00	-	-	1.00
Sr Info Tech Support Spec	4.00	-	-	4.00
Sr Programmer Analyst	2.00	-	-	2.00
Telecommunications Specialist	1.00	-	-	1.00
<b>INFORMATION TECHNOLOGY SRVCS</b>				
<b>TOTAL</b>	<b>17.00</b>	<b>-</b>	<b>-</b>	<b>17.00</b>

## HUMAN RESOURCES

Benefits Manager	1.00	-	-	1.00
Dir Of Human Resources	1.00	-	-	1.00
HR Analyst	2.00	-	(1.00)	1.00
HR Technician	2.00	-	1.00	3.00
Human Resources Ops Manager	-	-	1.00	1.00
Performance & Org Dev Mgr	1.00	-	-	1.00
Principal Hr Analyst (MMCF)	-	1.00	(1.00)	-
Principal Hr Analyst (PRCF)	1.00	(1.00)	-	-
Risk Manager	1.00	-	(1.00)	-
Senior HR Technician	1.00	-	(1.00)	-
Sr Fiscal Office Specialist	2.00	-	-	2.00
Sr Hr Analyst	2.00	-	2.00	4.00
Sr Risk Management Specialist	2.00	-	-	2.00
<b>HUMAN RESOURCES</b>				
<b>TOTAL</b>	<b>16.00</b>	<b>-</b>	<b>-</b>	<b>16.00</b>

# AUTHORIZED POSITIONS BY DEPARTMENT

CLASSIFICATION	FY 2015-16 ADOPTED BUDGET	FY 2015-16 MIDYEAR CHANGES	FY 2016-17 PROPOSED CHANGES	FY 2016-17 ADOPTED BUDGET
<b>FINANCE</b>				
Accountant	1.00	1.00	(1.00)	1.00
Accounting Assistant	6.00	-	-	6.00
Accounting Technician	5.00	(2.00)	1.00	4.00
Accounts Payable Supervisor	-	1.00	-	1.00
Asst Dir Of Finance	-	-	1.00	1.00
Budget & Analysis Manager	1.00	-	-	1.00
Business License Rep	1.00	-	-	1.00
Collections Supervisor	1.00	-	-	1.00
Director Of Finance	1.00	-	-	1.00
Finance & Purchasing Mgr	1.00	-	-	1.00
Fiscal & Management Analyst	4.00	-	-	4.00
Fiscal Office Specialist	1.00	-	-	1.00
Principal Management Analyst	-	-	1.00	1.00
Procurement Specialist	1.00	-	-	1.00
Sr Accountant	2.00	-	-	2.00
Sr Procurement Specialist	1.00	-	-	1.00
Treasury And Business Manager	1.00	-	(1.00)	-
<b>FINANCE</b>	<b>27.00</b>	<b>-</b>	<b>1.00</b>	<b>28.00</b>
<b>ANIMAL CARE FACILITY</b>				
Animal Adoption Counselor	1.00	-	-	1.00
Animal Care Fac Administrator	1.00	-	-	1.00
Animal Care Specialist	5.00	-	-	5.00
Animal Care Supervisor	1.00	-	-	1.00
Animal Control Officer	3.00	-	-	3.00
Animal Ctrl Officer Supervisor	1.00	-	-	1.00
Fiscal Office Specialist	1.00	-	-	1.00
Office Specialist	0.50	-	-	0.50
Registered Veterinary Tech	3.50	-	-	3.50
Sr Animal Care Specialist	2.00	-	-	2.00
Sr Office Specialist	1.00	-	-	1.00
Veterinarian (Permitted)	1.00	-	0.75	1.75
<b>ANIMAL CARE FACILITY TOTAL</b>	<b>21.00</b>	<b>-</b>	<b>0.75</b>	<b>21.75</b>
<b>ECONOMIC DEVELOPMENT</b>				
Chief Sustainability Officer	-	-	1.00	1.00
Conservation Specialist I	-	-	4.00	4.00
Cultural Arts Program Mgr	-	-	1.00	1.00
Dir Of Econ Development	-	-	1.00	1.00
Enviro Sustainability Mgr	-	-	-	-

# AUTHORIZED POSITIONS BY DEPARTMENT

CLASSIFICATION	FY 2015-16 ADOPTED BUDGET	FY 2015-16 MIDYEAR CHANGES	FY 2016-17 PROPOSED CHANGES	FY 2016-17 ADOPTED BUDGET
Environmental Services Mgr	-	-	1.00	1.00
Principal Economic Dev Spec	-	-	-	-
Project Coordinator I	-	-	2.00	2.00
Real Property Manager	-	-	1.00	1.00
Sr Conservation Specialist	-	-	1.00	1.00
Sr Economic Dev Specialist	-	-	1.00	1.00
Sr Secretary	-	-	1.00	1.00
<b>ECONOMIC DEVELOPMENT TOTAL</b>	<b>-</b>	<b>-</b>	<b>14.00</b>	<b>14.00</b>

## PLANNING AND BUILDING SERVICES

Administrative Technician	1.00	-	-	1.00
Assistant Dir Development Svcs	1.00	-	-	1.00
Associate Planner	1.75	-	0.25	2.00
Code Enf Offcr II	6.00	-	-	6.00
Development Svcs Dept Director	1.00	-	-	1.00
Development Svcs Tech II	-	-	1.00	1.00
Office Specialist	1.00	-	-	1.00
Planning Manager	0.50	-	(0.50)	-
Planning Technician	2.00	-	(1.00)	1.00
Principal Planner	1.00	-	-	1.00
Sr Administrative Secretary	1.00	-	-	1.00
Sr Code Enforcement Officer	2.00	-	-	2.00
Sr Office Specialist	-	-	1.00	1.00
Sr Planner	1.00	-	(1.00)	-
Sr Planning Technician	1.00	-	-	1.00
<b>PLANNING AND BUILDING SERVICES TOTA</b>	<b>20.25</b>	<b>-</b>	<b>(0.25)</b>	<b>20.00</b>

## POLICE

Automated Fingerprint Tech	2.00	-	-	2.00
Chief Of Police	1.00	-	-	1.00
Civilian Background Investigtr	1.00	-	-	1.00
Community Service Officer	8.00	-	-	8.00
Crime Laboratory Manager	1.00	-	-	1.00
Detention Facility Manager	1.00	-	-	1.00
Facility & Supply Specialist	1.00	-	-	1.00
Fiscal Office Specialist	1.00	-	-	1.00
Forensics Specialist	2.00	-	-	2.00
Latent Print Examiner	2.00	-	(1.00)	1.00
Parking Enforcement Officer	1.00	-	-	1.00
Peace Officer	146.00	-	2.00	148.00
Police Admin Svcs Administrato	1.00	-	-	1.00

# AUTHORIZED POSITIONS BY DEPARTMENT

CLASSIFICATION	FY 2015-16 ADOPTED BUDGET	FY 2015-16 MIDYEAR CHANGES	FY 2016-17 PROPOSED CHANGES	FY 2016-17 ADOPTED BUDGET	
Police Agent	49.00	-	1.00	50.00	
Police Captain	3.00	-	-	3.00	
Police Comm Systems Manager	1.00	-	-	1.00	
Police Data Specialist	2.00	-	(2.00)	-	
Police Dispatcher	20.00	-	-	20.00	
Police Dispatcher Supervisor	6.00	-	-	6.00	
Police Lieutenant	9.00	-	1.00	10.00	
Police Records Specialist	8.50	-	2.00	10.50	
Police Sergeant	23.00	-	-	23.00	
Police Services Officer	10.00	-	-	10.00	
Police Support Services Mgr	1.00	-	-	1.00	
Police Svcs Officer Supervisor	2.00	-	-	2.00	
Police Technology Specialist	1.00	-	-	1.00	
Principal Management Analyst	1.00	-	-	1.00	
Public Safety Analyst	3.00	(2.00)	-	1.00	
Secretary	3.00	-	-	3.00	
Sr Administrative Secretary	1.00	-	-	1.00	
Sr Fiscal Office Specialist	1.00	-	-	1.00	
Sr Latent Print Examiner	-	-	1.00	1.00	
Sr Management Analyst	-	1.00	-	1.00	
Sr Office Specialist	4.00	-	-	4.00	
Sr Police Data Specialist	1.00	-	(1.00)	-	
Sr Police Records Spec	-	-	1.00	1.00	
Sr Police Technology Spec	1.00	-	-	1.00	
Sr Prop & Evidence Specialist	2.00	-	-	2.00	
Sr Public Safety Analyst	1.00	1.00	-	2.00	
Training Programs Spec	1.00	-	-	1.00	
<b>POLICE</b>	<b>TOTAL</b>	<b>322.50</b>	<b>-</b>	<b>4.00</b>	<b>326.50</b>
<b>FIRE</b>					
Deputy Fire Chief	1.00	-	-	1.00	
Facility & Supply Specialist	1.00	-	-	1.00	
Fire Battalion Chief (112 Hr)	6.00	-	-	6.00	
Fire Battalion Chief (80 Hr)	1.00	-	-	1.00	
Fire Captain (112 Hr)	33.00	-	-	33.00	
Fire Captain (80 Hr)	2.00	-	-	2.00	
Fire Chief	1.00	-	-	1.00	
Fire Division Chief	1.00	-	-	1.00	
Fire Eng (112 Hr)	33.00	-	-	33.00	
Fire Eng (80 Hr)	1.00	-	-	1.00	
Fire Insp/Invest I	1.00	-	-	1.00	
Fire Insp/Invest II	5.00	-	-	5.00	

# AUTHORIZED POSITIONS BY DEPARTMENT

CLASSIFICATION	FY 2015-16 ADOPTED BUDGET	FY 2015-16 MIDYEAR CHANGES	FY 2016-17 PROPOSED CHANGES	FY 2016-17 ADOPTED BUDGET
Fire Prev Eng/Invest	1.00	-	-	1.00
Fire Prevention Aide	1.00	-	-	1.00
Firefighter (112 Hr)	34.00	(25.00)	-	9.00
Firefighter/Paramedic (112 Hr)	8.00	25.00	-	33.00
Principal Management Analyst	1.00	-	-	1.00
Public Safety Analyst	1.00	-	-	1.00
Sr Administrative Secretary	1.00	-	-	1.00
Sr Fire Insp/Invest	1.00	-	-	1.00
Sr Office Specialist	1.00	-	-	1.00
Training Programs Spec	1.00	-	-	1.00
<b>FIRE</b>				
<b>TOTAL</b>	<b>136.00</b>	<b>-</b>	<b>-</b>	<b>136.00</b>

## PUBLIC WORKS

Administrative Secretary	1.00	-	-	1.00
Administrative Services Managr	1.00	-	-	1.00
Assoc Engineer	10.00	-	-	10.00
Assoc Land Surveyor	1.00	-	-	1.00
Asst Dir Of Public Works	1.00	-	-	1.00
Asst Director Of Engineering	1.00	-	-	1.00
Asst Engineer	1.00	-	-	1.00
Bldg Project Manager	1.00	-	-	1.00
Conservation Specialist I	3.00	-	(3.00)	-
Construction & Repair Supvsr	1.00	-	-	1.00
Custodial Supervisor	2.00	-	-	2.00
Custodian	11.50	-	-	11.50
Dir Of Public Works	1.00	-	-	1.00
Electrician	2.00	-	-	2.00
Electronics Technician	1.00	(1.00)	-	-
Engineering Tech II	2.00	-	-	2.00
Environmental Hlth Spec	2.00	-	-	2.00
Equipment Operator	2.00	-	-	2.00
Facilities Manager	1.00	-	-	1.00
Gardener II	22.00	-	-	22.00
Graffiti Abatement Coordinator	1.00	-	-	1.00
HVAC Technician	2.00	-	-	2.00
Lead Custodian	4.00	-	-	4.00
Locksmith	2.00	-	-	2.00
Maintenance Worker I	1.00	-	-	1.00
Maintenance Worker II	9.00	-	-	9.00
Management Analyst	3.00	-	-	3.00
Open Space Inspector	5.00	-	-	5.00
Open Space Manager	1.00	-	-	1.00



# AUTHORIZED POSITIONS BY DEPARTMENT

CLASSIFICATION	FY 2015-16 ADOPTED BUDGET	FY 2015-16 MIDYEAR CHANGES	FY 2016-17 PROPOSED CHANGES	FY 2016-17 ADOPTED BUDGET	
Park Ranger Supervisor	1.00	-	-	1.00	
Parks Operations Manager	1.00	-	-	1.00	
Parks Supervisor	4.00	-	-	4.00	
Plumber	1.00	-	-	1.00	
Principal Civil Engineer	3.00	-	1.00	4.00	
Pub Works Specialist	1.00	-	-	1.00	
Public Works Insp II	6.00	-	-	6.00	
Public Works Manager	1.00	-	-	1.00	
Public Works Supervisor	2.00	-	-	2.00	
Pump Maint Technician	5.00	-	-	5.00	
Pump Maintenance Supervisor	1.00	-	-	1.00	
Secretary	1.00	-	-	1.00	
Signing&Striping Supervisor	1.00	-	-	1.00	
Sr Administrative Secretary	1.00	-	-	1.00	
Sr Civil Engineer	5.00	-	-	5.00	
Sr Electronics Tech	-	1.00	-	1.00	
Sr Engineering Technician	2.00	-	-	2.00	
Sr Fiscal Office Specialist	2.00	-	-	2.00	
Sr Gardener	9.00	-	-	9.00	
Sr Hvac Technician	1.00	-	-	1.00	
Sr Landscape Inspector	1.00	-	-	1.00	
Sr Maintenance Worker	8.00	-	-	8.00	
Sr Management Analyst	1.00	-	-	1.00	
Sr Open Space Inspector	1.00	-	-	1.00	
Sr Park Ranger	-	-	1.00	1.00	
Sr Public Works Insp	2.00	-	-	2.00	
Sr Secretary	1.00	-	(1.00)	-	
Survey Technician II	1.00	-	-	1.00	
Traffic Devices Tech	3.00	-	-	3.00	
Traffic Devices Tech Supv	1.00	-	-	1.00	
Tree Trimmer Supervisor	1.00	-	-	1.00	
Wastewater Collections Manager	1.00	-	(1.00)	-	
Wastewater/Stormwater Ops Mgr	-	-	1.00	1.00	
<b>PUBLIC WORKS</b>	<b>TOTAL</b>	<b>164.50</b>	<b>-</b>	<b>(2.00)</b>	<b>162.50</b>
<b>RECREATION</b>					
Administrative Secretary	1.00	-	-	1.00	
Aquatic Supv I	1.00	-	(1.00)	-	
Aquatic Supv II	2.00	-	-	2.00	
Aquatic Supv III	1.00	-	-	1.00	
Director Of Recreation	1.00	-	-	1.00	
Principal Recreation Manager	2.00	-	-	2.00	

# AUTHORIZED POSITIONS BY DEPARTMENT

CLASSIFICATION	FY 2015-16 ADOPTED BUDGET	FY 2015-16 MIDYEAR CHANGES	FY 2016-17 PROPOSED CHANGES	FY 2016-17 ADOPTED BUDGET
Recreation Supervisor III	7.00	-	1.00	8.00
Sr Fiscal Office Specialist	1.00	-	-	1.00
Sr Recreation Mgr	1.00	-	-	1.00
<b>RECREATION</b>				
<b>TOTAL</b>	<b>17.00</b>	<b>-</b>	<b>-</b>	<b>17.00</b>
<b>LIBRARY</b>				
Dir Of Library	1.00	-	-	1.00
Librarian I	1.00	-	-	1.00
Librarian II	5.00	-	-	5.00
Librarian III	2.00	-	-	2.00
Library Associate	7.50	-	-	7.50
Library Digital Services Mgr	1.00	-	-	1.00
Management Analyst	1.00	-	-	1.00
Principal Librarian	1.00	-	-	1.00
Sr Librarian	3.00	-	-	3.00
<b>LIBRARY</b>				
<b>TOTAL</b>	<b>22.50</b>	<b>-</b>	<b>-</b>	<b>22.50</b>
<b>GENERAL FUND SUBTOTAL</b>				
	<b>814.75</b>	<b>-</b>	<b>10.50</b>	<b>825.25</b>
<b>ADVANCED LIFE SUPPORT PROGRAM</b>				
Ems Nurse Coordinator	1.00	-	-	1.00
<b>ADVANCED LIFE SUPPORT PROGRAM TOT</b>	<b>1.00</b>	<b>-</b>	<b>-</b>	<b>1.00</b>
<b>POLICE DEPT GRANTS FUND</b>				
CBAG Deputy Director SD LECC	1.00	-	(1.00)	-
CBAG Deputy Exec Dir	1.00	-	(1.00)	-
CBAG Director Of IV-LECC	1.00	(1.00)	-	-
CBAG Executive Director	1.00	-	(1.00)	-
FA Admin Analyst II	2.00	(1.00)	-	1.00
FA Analyst	2.00	-	-	2.00
FA Deputy Director SD LECC	-	-	1.00	1.00
FA Deputy Exec Dir	-	-	1.00	1.00
FA Director Of SD LECC	1.00	-	-	1.00
FA Executive Director	-	-	1.00	1.00
FA Financial Manager	-	1.00	-	1.00
FA Geospatial Intel Analyst	1.00	-	-	1.00
FA Graphic Designer/Wbmstr	1.00	-	-	1.00
FA Info Security Program Mgr	1.00	-	-	1.00
FA LECC IT Manager	1.00	-	-	1.00
FA Ntwrk Administrator II	4.00	-	-	4.00
FA Program Analyst	1.00	(1.00)	-	-

# AUTHORIZED POSITIONS BY DEPARTMENT

CLASSIFICATION	FY 2015-16 ADOPTED BUDGET	FY 2015-16 MIDYEAR CHANGES	FY 2016-17 PROPOSED CHANGES	FY 2016-17 ADOPTED BUDGET
FA Program Assistant	2.00	-	-	2.00
FA Program Manager	1.00	-	-	1.00
FA Pub/Prv & Exercise Prog Mgr	-	-	1.00	1.00
FA RCFL Network Engineer	2.00	-	-	2.00
FA Sr Financial Analyst	-	1.00	-	1.00
FA Sr Intelligence Analyst	5.00	-	2.00	7.00
FA Sr Secretary	1.00	-	-	1.00
FA Supv Intelligence Analyst	-	1.00	1.00	2.00
FAIVDC-LECC Exec Director	-	1.00	-	1.00
Peace Officer	3.00	-	-	3.00
Police Agent	1.00	-	(1.00)	-
Police Comm Relations Spec	1.00	-	-	1.00
Police Lieutenant	-	-	-	-
Police Sergeant	2.00	-	(1.00)	1.00
<b>POLICE DEPT GRANTS FUND TOTAL</b>	<b>36.00</b>	<b>1.00</b>	<b>2.00</b>	<b>39.00</b>
<b>FEDERAL GRANTS FUND</b>				
Emergency Svcs Coordinator	1.00	-	-	1.00
GIS Specialist	2.00	-	(1.00)	1.00
<b>FEDERAL GRANTS FUND TOTAL</b>	<b>3.00</b>	<b>-</b>	<b>(1.00)</b>	<b>2.00</b>
<b>ENVIRONMENTAL SERVICES</b>				
Environmental Services Mgr	1.00	-	(1.00)	-
Recycling Specialist I	1.00	-	2.00	3.00
Recycling Specialist II	4.00	(1.00)	-	3.00
Sr Recycling Specialist	-	1.00	-	1.00
<b>ENVIRONMENTAL SERVICES TOTAL</b>	<b>6.00</b>	<b>-</b>	<b>1.00</b>	<b>7.00</b>
<b>CV HOUSING AUTHORITY FUND</b>				
Housing Manager	1.00	-	-	1.00
Project Coordinator II	2.00	(2.00)	-	-
Sr Management Analyst	-	2.00	-	2.00
Sr Project Coordinator	1.00	-	-	1.00
<b>CV HOUSING AUTHORITY FUND TOTAL</b>	<b>4.00</b>	<b>-</b>	<b>-</b>	<b>4.00</b>
<b>FLEET MANAGEMENT</b>				
Equipment Mechanic	4.00	-	-	4.00
Fire Apparatus Mech	2.00	-	-	2.00
Fiscal Office Specialist	1.00	-	-	1.00
Fleet Inventory Control Spec	1.00	-	-	1.00

# AUTHORIZED POSITIONS BY DEPARTMENT

CLASSIFICATION	FY 2015-16 ADOPTED BUDGET	FY 2015-16 MIDYEAR CHANGES	FY 2016-17 PROPOSED CHANGES	FY 2016-17 ADOPTED BUDGET
Fleet Manager	1.00	-	-	1.00
Sr Equipment Mechanic	1.00	-	-	1.00
<b>FLEET MANAGEMENT TOTAL</b>	<b>10.00</b>	<b>-</b>	<b>-</b>	<b>10.00</b>

## DEVELOPMENT SERVICES FUND

Assoc Engineer	3.00	-	-	3.00
Assoc Plan Check Engineer	3.00	-	-	3.00
Associate Planner	4.00	-	1.00	5.00
Building Inspection Mgr	1.00	-	-	1.00
Building Inspector II	4.00	-	-	4.00
Building Inspector III	1.00	-	1.00	2.00
Building Off/Code Enf Mgr	1.00	-	-	1.00
Development Services Tech I	1.00	-	-	1.00
Development Svcs Tech II	4.00	-	(1.00)	3.00
Development Svcs Tech III	2.00	-	-	2.00
Devlpmt Svcs Counter Mgr	1.00	-	-	1.00
Engineering Tech II	1.00	-	-	1.00
Landscape Architect	2.50	-	1.50	4.00
Management Analyst	-	-	1.00	1.00
Plan Check Supervisor	1.00	-	-	1.00
Planning Manager	1.00	-	-	1.00
Principal Civil Engineer	1.00	-	-	1.00
Principal Planner	2.00	-	-	2.00
Secretary	1.00	-	-	1.00
Sr Building Inspector	1.00	-	-	1.00
Sr Civil Engineer	-	-	2.00	2.00
Sr Engineering Technician	1.00	-	-	1.00
Sr Office Specialist	1.00	-	(1.00)	-
Sr Plan Check Technician	1.00	-	-	1.00
Sr Planner	3.00	-	1.00	4.00
Sr Project Coordinator	1.00	-	-	1.00
Sr Secretary	1.00	-	-	1.00
Transportation Engineer W/Cert	1.00	-	-	1.00
<b>DEVELOPMENT SERVICES FUND    TOTAL</b>	<b>44.50</b>	<b>-</b>	<b>5.50</b>	<b>50.00</b>

## SEWER FUNDS

Assoc Engineer	2.00	-	-	2.00
Engineering Tech II	2.00	-	-	2.00
Equipment Operator	3.00	-	-	3.00
Maintenance Worker II	18.00	-	-	18.00
Pub Works Specialist	1.00	-	-	1.00

## AUTHORIZED POSITIONS BY DEPARTMENT

CLASSIFICATION	FY 2015-16 ADOPTED BUDGET	FY 2015-16 MIDYEAR CHANGES	FY 2016-17 PROPOSED CHANGES	FY 2016-17 ADOPTED BUDGET
Public Works Supervisor	4.00	-	-	4.00
Sr Civil Engineer	1.00	-	-	1.00
Sr Fiscal Office Specialist	1.00	-	-	1.00
Sr Maintenance Worker	14.00	-	-	14.00
<b>SEWER FUNDS TOTAL</b>	<b>46.00</b>	<b>-</b>	<b>-</b>	<b>46.00</b>
<b>NON-GENERAL FUND SUBTOTAL</b>	<b>150.50</b>	<b>1.00</b>	<b>7.50</b>	<b>159.00</b>
<b>TOTAL AUTHORIZED POSITIONS</b>	<b>965.25</b>	<b>1.00</b>	<b>18.00</b>	<b>984.25</b>



## **APPENDIX**

Fiscal Policies

Investment Policies

Debt Administration

GANN Appropriations Limit

Legal Debt Margin

Accounting Systems and Budgetary Control

List of Acronyms

Glossary





## 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 will be to:
  - a. Identify community needs for essential services.
  - b. Identify the programs and specific activities required to provide these essential services.
  - c. Establish program policies and goals that define the nature and level of program services required.
  - d. Identify alternatives for improving the delivery of program services.
  - e. Identify the resources required to fund identified programs and activities, and enable accomplishment of program objectives.
  - f. Set standards to facilitate the measurement and evaluation of program performance.
3. The City's annual operating budget will be balanced whereby planned expenditures do not exceed anticipated revenues.
4. Recurring revenues will fund recurring expenditures. One-time revenues will be used for capital, reserve augmentation, or other non-recurring expenditures.
5. Accounting systems will be maintained in accordance with Generally Accepted Accounting Principles.
6. Investment policy and practice will be in accordance with State statutes that emphasize safety and liquidity over yield, including quarterly status reports to the City Council. (*Council Policy*)
7. City operations will be managed and budgets prepared with the goal of maintaining an available fund balance in the General Fund of no less than 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, between departments, and transfers from CIP projects require City Council approval. *(City Charter & Council Policy)*
2. Appropriations, other than for capital projects, remaining unspent at the end of any fiscal year will be cancelled and returned to Available Fund Balance with the exception of any appropriations encumbered as the result of a valid purchase order or as approved for a specific project or purpose by the City Council or the City Manager.

Appropriations for capital projects will necessarily be carried over from year to year until the project is deemed to be complete. *(Council Policy)*

3. The City will establish and maintain equipment replacement and facility maintenance funds as deemed necessary to ensure that monies are set aside and available to fund ongoing replacement needs.
4. The City will attempt to compensate non-safety employees at rates above the middle of the labor market as measured by the median rate for similar jurisdictions. *(Council Policy)*

#### **Capital Improvement Program (CIP)**

1. Major capital projects will be included in a CIP Budget reflecting a five-year period. The CIP budget will be updated annually and presented to City Council for approval. Resources will be formally appropriated (budgeted) for the various projects on an annual basis in accordance with the five-year plan.

#### **City Debt Policy & Debt Management**

1. The City will consider the use of debt financing primarily for capital improvement projects (CIP) when the project's useful life will exceed the term of the financing and when resources are identified sufficient to fund the debt service requirements. Some exceptions to this CIP driven focus are the issuance of debt such as Pension Obligation Bonds, where the financial benefits are significantly greater than the costs and where the benefits are determined to be a financially prudent option; and short-term instruments such as tax and revenue anticipation notes, which are to be used for prudent cash management purposes. Bonded debt should not be issued for projects with minimal public benefit or support, or to finance normal operating expenses. *(Council Policy)*

If a department has any project which is expected to use debt financing, the department director is responsible for expeditiously providing the Finance Department with reasonable cost

estimates, including specific revenue accounts that will provide payment for the debt service. This will allow the Finance Department to do an analysis of the project's potential impact on the City's debt capacity and limitations. *(Council Policy)*

2. Debt capacity and affordability will be determined by conducting various analyses prior to the issuance of bonds. The analysis of debt capacity should cover a broad range of factors including but limited to the following:
  - Statutory or constitutional limitations affecting the amount that can be issued, such as legally authorized debt limits and tax or expenditure ceilings
  - Other legal limitations, such as coverage requirements or additional bonds tests imposed by bond covenants
  - Evaluation of trends relating to the government's financial performance, such as revenues and expenditures, net revenues available after meeting operating requirements, reliability of revenues expected to pay debt service and unreserved fund balance levels
  - Debt service as a percentage of total General Fund Revenues

The City will attempt to limit the total amount of annual debt service payments payable by the General Fund to no more than 10% of estimated total General Fund revenues. Under State Law, general obligation bonds shall not exceed 15% of total assessed valuation within the City.

An analysis using current market rates and conservative projections showing compliance with the debt affordability limitations included in this Debt Policy shall be conducted before the issuance of any debt with a maturity longer than two years from date of issue.

Data showing direct and overlapping debt levels for the City of Chula Vista and surrounding agencies that affect the residents of the City shall be compiled for inclusion in the Comprehensive

Annual Financial Report (CAFR) of the City. *(Council Policy)*

3. In order to maximize the financial options available to benefit the public, it is the policy of the City of Chula Vista to allow for the consideration of issuing all generally accepted types of debt, including, but not exclusive to the following:
  - General Obligation (GO) Bonds: General Obligation Bonds are suitable for use in the construction or acquisition of improvements to real property that benefit the public at large. Examples of projects include libraries, parks, and public safety facilities. All GO bonds require a 2/3 vote in order to pass.
  - Revenue Bonds: Revenue Bonds are limited-liability obligations tied to a specific enterprise revenue stream where the projects financed clearly benefit or relate to the enterprise. An example of projects that would be financed by a Revenue Bond would be improvements to the sewer system, which would be paid back with money raised from the property owner's sewer bills. Generally, no voter approval is required to issue this type of obligation but must comply with proposition 218 regarding rate adjustments.
  - Lease-Backed Debt/Certificates of Participation (COP): Issuance of COP debt is a commonly used form of debt that allows a City to finance projects where the debt service is secured via a lease or installment agreement and where the payments are budgeted in the annual budget appropriation by the City from the general fund. Lease-Backed debt does not constitute indebtedness under the state or the City's constitutional debt limit and does not require voter approval.
  - Special Assessment/Special District Debt: the City will consider requests from developers for the use of debt financing secured by property based assessments or special taxes in order to provide for necessary infrastructure for new development only under strict guidelines adopted by City

Council, which may include minimum value-to-lien ratios and maximum tax burdens. Examples of this type of debt are Assessment Districts (AD) and Community Facilities Districts (CFD) or more commonly known as Mello-Roos Districts. In order to protect bondholders as well as the City's credit rating, all Rate and Method of Apportionment (RMA) documents must include the provision that the maximum projected annual special tax revenues must equal 110% of the projected annual gross debt service on any bonds of the community facilities district. The City will also comply with all State guidelines regarding the issuance of special district or special assessment debt. For further information, refer to the City of Chula Vista Statement of Goals and Policies Regarding the Establishment of Community Facility Districts.

- Industrial Development Bonds – Industrial Development Bonds (IDBs) are tax-exempt securities which can fund manufacturing businesses or energy development projects which provides a public benefit. While the authorization to issue IDBs is provided by a state statute, the tax-exempt status of these bonds is derived from federal law (IRS Code Section 103(b) (2).
  - Tax Allocation Bonds – Tax Allocation Bonds are special obligations that are secured by the allocation of tax increment revenues that were generated by increased property taxes in the designated redevelopment area. Tax Allocation Bonds are not debt of the City. Due to changes in the law affecting California Redevelopment agencies with the passage of ABX1 26 as codified in the California Health and Safety Code, the City of Chula Vista Redevelopment Agency (RDA) was dissolved as of February 1, 2012, and its operations substantially eliminated but for the continuation of certain enforceable RDA obligations to be administered by the City of Chula Vista Successor Agency. The terms of ABX 1 26 requires successor agencies perform all obligations with respect to enforceable debt obligations, which include Tax Allocation Bonds.
  - Multi-Family Mortgage Revenue Bonds – The City Housing Authority is authorized to issue mortgage revenue bonds to finance the development, acquisition and rehabilitation of multi-family rental projects. The interest on the bonds can be exempt from Federal and State taxation. As a result, bonds provide below market financing for qualified rental projects. In addition, the bonds issued can qualify projects for allocations of Federal low-income housing tax credits, which can provide a significant portion of the funding necessary to develop affordable housing. For further information, refer to the Chula Vista Housing Authority – Multi-Family Administrative Bond Policies.
  - HUD Section 108 Loan Guarantee Program – The U.S. Department of Housing and Urban Development (HUD) Section 108 Loan Guarantee Program allows cities to use their annual Community Development Block Grant (CDBG) entitlement grants to obtain federally guaranteed funds large enough to stimulate or pay for major community development and economic development projects. The program does not require a pledge of the City's General Fund, only of future CDBG entitlements. By pledging future CDBG entitlement grants as security, the City can borrow at favorable interest rates because of HUD's guarantee of repayment to investors. *(Council Policy)*
4. The City will strive to minimize borrowing costs by:
    - Seeking the highest credit rating possible;
    - Maintaining transparency and excellent communications with credit rating agencies regarding the City's fiscal condition;
    - Purchasing bond insurance or taking action to upgrade the City's current credit rating *(Council Policy)*
  5. The City will comply with Rule 15(c) 2-12 of the Securities Exchange Commission (SEC) and provide timely disclosure of relevant information

on an annual basis as well as any material event notices as required. *(Council Policy)*

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

**Sewer Service Revenue Fund Reserve Policy**

1. Working Capital and Rate Stabilization Reserve  
Working Capital and Rate Stabilization reserves in the Sewer Service Revenue Fund will be restricted to maintaining operating the wastewater collection system and paying treatment charges to City of San Diego Metropolitan Wastewater (“Metro”). The reserve will be funded from revenues accumulated in the Sewer Service Revenue Fund. IT is intended to accommodate any natural variability in revenues and expenditures, including potential disruptions of cash flows due to varied billing methodology, short term fluctuations and annual cycles. The reserve will also assist in addressing shortfalls which may occur due to unanticipated cost increases in labor or energy and other consumption based goods and services, such as wastewater treatment services provided by Metro. The reserves represent unrestricted resources available for appropriation by the City Council addressing unforeseen needs for sewer services.

The Working Capital and Rate Stabilization Reserves will assist the City in addressing the following items:

- Rate Stabilization – the reserves will allow the City the flexibility to “smooth” rates and phase increases in over multiple years, which is prudent given the potential variability in the City’s payments to Metro.
- Revenue Collection Fluctuations – the reserves will be used to protect the City from natural fluctuations in revenue and expenditure cycles which is prudent given that the City bills customers at different points in time but incurs expenses

continuously throughout the year.

- Rates of delinquencies – delays in collection of outstanding revenues.
- Payroll cycles – the timing of fixed cash requirement for payroll, as related to the timing of revenue cycles.
- Unanticipated expenses – expenses whose characteristics make accurate estimation difficult, such as increases in wastewater treatment services provided by the City of San Diego, energy costs, labor benefits and other consumption based goods and services.

The City shall maintain a Sewer Revenue reserve equivalent to 90 days of operating expenditures and a Rate Stabilization reserve equivalent to 90 days of operating expenditures for a minimum combined total of 180 days and a maximum reserve balance of 125% of the minimum balance.

If funds are appropriated from the Sewer Revenue Working Capital and Rate Stabilization Reserves, the funds should be replenished in the budget process during subsequent fiscal years to the minimum reserve balance. If the magnitude of the event caused the Sewer Revenue Working Capital and a Stabilization Reserves to be less than 30 days of operating and maintenance budget, the Finance Director shall provide the City Council with a plan to incrementally replenish the reserves to the 180 days minimum reserve balance. *(Council Policy)*

2. Emergency Reserve  
The Sewer Service Revenue Fund Emergency Reserve is necessary to secure funding for insurance deductibles, unforeseen liabilities/litigation and settlement costs related to the City’s wastewater system.

The City shall maintain a minimum Sewer Service Revenue Fund Emergency Reserve target level of 5% of the operating and maintenance budget and a maximum reserve balance of 125% of the minimum balance. If the funds are appropriated from the Sewer Revenue Emergency Reserves

due to unanticipated needs, the Finance Director shall provide the City Council with a plan to incrementally replenish the reserves to the minimum reserve balance. *(Council Policy)*

### 3. Vehicle Replacement Reserve

The Sewer Service Revenue Fund Vehicle Replacement Reserves represents monies set aside to fund the replacement of aging vehicles. The allocation is funded from revenues accumulated in the Sewer Service Revenue Fund.

The City shall maintain a minimum Sewer Services Fund Vehicle Replacement Reserve target of 2% of the operating and maintenance budget. This reserve will ensure that vehicles utilized for sewer operations are replaced as scheduled and available to deploy as needed.

To achieve a minimum impact to cost of services and rates, funds will be included in the proposed budget on an annual basis as identified in the City's Vehicle Replacement schedule. The cost of replacing all vehicles will be averaged over the lifespan of the existing fleet. This will generate a more normalized cost of services by evenly distributing revenue requirements on a year-to-year-basis offsetting temporary cash flow deficiencies and avoid significant increases in rate charges to customers in the years the replacement cost are incurred. *(Council Policy)*

### 4. USEPA Permit Renewal Liability Reserve

The Sewer Service Revenue Fund USEPA Permit Renewal Liability Reserve will account for monies set aside to fund the City of San Diego Metropolitan Wastewater costs related to the potential upgrade of the Point Loma Wastewater Treatment Plant (PLWTP) or other alternative for secondary treatment. The reserve will be funded from revenues accumulated in the Sewer Service Revenue Fund.

Metro's USEPA waiver expires in FY 2015 and may not be renewed. If denied, Metro would need to develop and implement improvements to achieve secondary treatment level at PLWTP. Current cost estimates to establish full secondary

treatment at PLWTP as well as possible alternatives are all significant (>\$1 Billion). As a contributing member to the regional treatment plant, the City of Chula Vista's share in the cost of any upgrade would be approximately 10 percent for the capital improvements and any increase in the overall treatment cost. It is expected that Metro will have 10 years after the expiration of the USEPA waiver to institute secondary treatment or alternative. This reserve establishes a dedicated fund that will offset a portion of the City's share of any obligation related to the PLWTP USEPA waiver. By actively planning for the PLWTP upgrade or alternative the City will be in a stronger financial position to afford such costs while mitigating impacts to ratepayers.

The Permit Renewal Liability Reserve will be funded through annual contributions with the intent to reach a target balance of 20% of Chula Vista's share of the upgrade cost by FY 2024/25 (10 years after the expiration of the waiver). If substantial increases in Metro-related costs occur sooner than expected, the City may draw down reserve levels prior to FY 2024/25 to manage impacts to ratepayers. To be consistent with the City's policy for managing balances for its other utility reserves, if funds are appropriated from the reserve before its intended use, the funds should be replenished in subsequent fiscal years. If the magnitude of withdrawal is material, the Finance Director shall provide the City Council with a plan to incrementally replenish the reserves.

If the actual costs for the PLWTP upgrade or alternative are less than anticipated, any unspent reserves will be rolled into the Working Capital and Rate Stabilization Reserve and utilized to fund City sewer programs, including maintenance and expansion of the City's conveyance system and payment of San Diego Metro wastewater treatment costs. *(Council Policy)*

## Investment Policies

### 1.0 Purpose

This “Investment Policy and Guidelines” (the “Investment Policy”) Policy is intended to provide guidelines for the prudent investment of the City of Chula Vista’s (the “City”) cash balances, and outline policies to assist in maximizing the efficiency of the City’s cash management system, while meeting the daily cash flow demands of the City.

### 2.0 Policy

The investment practices and policies of the City of Chula Vista are based upon state law and prudent money management.

### 3.0 Scope

This Investment Policy applies to all financial assets of the City of Chula Vista, as indicated in 3.1 below. These funds are accounted for in the City’s Comprehensive Annual Financial Report.

### 3.1 Funds

The Director of Finance/Treasurer is responsible for investing the unexpended cash in the City Treasury for all funds, except for the employee’s retirement funds, which are administered separately, and those funds which are managed separately by trustees appointed under indenture agreements. The Director of Finance/Treasurer will strive to maintain the level of investment of this cash as close as possible to 100%. These funds are described in the City’s annual financial report and include:

- General Fund
- Special Revenue Funds
- Capital Project Funds
- Enterprise Funds
- Trust and Agency Funds
- Any new fund created by the legislative body, unless specifically exempted

This Investment Policy applies to all transactions involving the financial assets and related activity of the  
foregoing funds.

### 4.0 Prudence

The standard of prudence to be used by the Director of Finance/Treasurer shall be the “**prudent investor standard**”. This shall be applied in the context of managing an overall portfolio. The “**prudent investor standard**” is applied to local agencies, pursuant to California Government Code Section 53600.3 which provides, in pertinent part:

“ ... all governing bodies of local agencies or persons authorized to make investment decisions on behalf of those local agencies investing public funds pursuant to this chapter are trustees and therefore fiduciaries subject to the prudent investor standard. When investing, reinvesting, purchasing, acquiring, exchanging, selling, or managing public funds, a trustee shall act with care, skill, prudence, and diligence under the circumstances then prevailing, including, but not limited to, the general economic conditions and the anticipated needs of the agency, that a prudent person acting in a like capacity and familiarity with those matters would use in the conduct of funds of a like character and with like aims, to safeguard the principal and maintain the liquidity needs of the agency...”

### 4.1 Personal Responsibility

The Director of Finance/Treasurer, Assistant Director of Finance, Treasury Manager and Finance Manager as investment officers acting in accordance with written procedures and the Investment Policy and exercising due diligence, shall be relieved of personal responsibility for an individual security’s credit risk or market price changes, provided deviations from expectations are reported to the City Council in a timely fashion and appropriate action is taken to control adverse developments.

### 5.0 Objective

Consistent with this aim, investments are made under the terms and conditions of California Government Code Section 53600, et seq. Criteria for selecting investments and the absolute order of priority are:

### 5.1 Safety

Safety of principal is the foremost objective of the investment program. Investments of the City of Chula Vista shall be undertaken in a manner that seeks to ensure the preservation of capital in the overall portfolio. To attain this objective, diversification is required in order that potential losses on individual securities do not exceed the income generated from the remainder of the portfolio.

### 5.2 Liquidity

The City of Chula Vista's investment portfolio will remain sufficiently liquid to enable the City to meet all operating requirements which might be reasonably anticipated and to maintain compliance with any indenture agreement, as applicable. Liquidity is essential to the safety of principal.

### 5.3 Return on Investments

The City of Chula Vista's investment portfolio shall be designed with the objective of attaining a market-average rate of return throughout budgetary and economic cycles (market interest rates), within the City's Investment Policy's risk parameters and the City's cash flow needs. See also Section 16.0.

### 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 Assistant Director of Finance or their designee. The Director of Finance/Treasurer may delegate day-to-day investment decision making and execution authority to an investment advisor. The advisor shall follow the Investment Policy and such other written instructions as are provided.

### 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, including investment advisors, 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 (FPPC)].

### 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 Financial Industry Regulatory Authority (FINRA) 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).

If the City has an investment advisor, the investment advisor may use its own list of authorized broker/dealers to conduct transactions on behalf of the City.

### 9.0 Authorized & Suitable Investments

The City is authorized by California Government Code Section 53600, et. seq., to invest in specific types of securities. Where this section specifies a percentage limitation for a particular security type, that percentage is applicable only on the date of purchase. Credit criteria listed in this section refers to the credit rating at the time the security is purchased. If an investment’s credit rating falls below the minimum rating required at the time of purchase, the Director of Finance/Treasurer will perform a timely review and decide whether to sell or hold the investment.

Investments not specifically listed below are deemed inappropriate and prohibited:

- A. BANKERS’ ACCEPTANCES. A maximum of 40% of the portfolio may be invested in bankers’ acceptances. The maximum maturity is 180 days. Eligible bankers’ acceptances shall have the highest ranking or the highest letter and number rating as provided by a nationally recognized statistical rating organization (NRSRO).
- B. NEGOTIABLE CERTIFICATES OF DEPOSIT. A maximum of 30% of the portfolio may be invested in negotiable certificates of deposit (NCD’s). The maximum maturity of a NCD issue shall be 5 years. 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. NCD’s with maturities under one year must be rated at least “A-1,” its equivalent, or better by a NRSRO. NCD’s with maturities in excess of one year must be rated “A,” its equivalent or better by a NRSRO. In compliance with California Code 53601.8, all FDIC insured CD’s, when placed through a deposit placement service, will be measured for compliance with NCD’s.
- C. COMMERCIAL PAPER. A maximum of 25% of the portfolio may be invested in commercial paper. The maximum maturity is 270 days. Commercial paper of prime quality of the highest ranking or of the highest letter and number rating as provided for by a NRSRO. The entity that issues the commercial paper shall meet all of the following conditions in either paragraph (1) or paragraph (2):
  - 1) The entity meets the following criteria:
    - a. Is organized and operating in the United States as a general corporation.
    - b. Has total assets in excess of five hundred million dollars (\$500,000,000).
    - c. Has debt other than commercial paper, if any, that is rated “A” or higher, or the equivalent, by a NRSRO.

- 2) The entity meets the following criteria:
- a. Is organized within the United States as a special purpose corporation, trust, or limited liability company.
  - b. Has program wide credit enhancements including, but not limited to, over collateralization, letters of credit, or surety bond.
  - c. Has commercial paper that is rated "A-1" or higher, or equivalent, by a NRSRO.
- D. BONDS ISSUED BY THE CITY OR ANY LOCAL AGENCY WITHIN THE STATE OF CALIFORNIA. Bonds must have an "A" rating or better from a NRSRO. There is no limit on the percentage of the portfolio that can be invested in this category.
- 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. Federal agency or United States government-sponsored enterprise obligations, participations, or other instruments, including those issued by or fully guaranteed as to principal and interest by federal agencies or United States government-sponsored enterprises. 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. There is no limit on the percentage of the portfolio that can be invested in this category.
- 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 CORPORATE NOTES. A maximum of 30% of the portfolio may be invested in medium-term corporate notes, with a maximum remaining maturity of five years or less. Notes eligible for investment shall be rated “A,” its equivalent or better by a NRSRO
  
- J. TIME DEPOSITS-CERTIFICATES OF DEPOSIT (non-negotiable certificates of deposit). The maximum maturity is 3 years. Certificates of deposit are required to be collateralized as specified under Government Code Section 53630 et seq. The City, at its discretion, may waive the collateralization requirements for any portion that is covered by Federal Deposit Insurance Corporation (FDIC) insurance. The City shall have a signed agreement with any depository accepting City funds per Government Code Section 53649. No deposits shall be made at any time in certificates of deposit issued by a state or federal credit union if a member of the City Council or the Chief Financial Officer serves on the board of directors or any committee appointed by the board of directors of the credit union. In accordance with Government Code Section 53638, any deposit shall not exceed that total shareholder’s equity of any depository bank, nor shall the deposit exceed the total net worth of any institution. There is no limit on the percentage of the portfolio that can be invested in this category
  
- K. OBLIGATIONS OF THE STATE OF CALIFORNIA. Including bonds payable solely out of revenues from a revenue producing property owned, controlled or operated by the state, or by a department, board, agency or authority of the state. Obligations must be “A” rated or better by a NRSRO. There is no limit on the percentage of the portfolio that can be invested in this category.
  
- L. OBLIGATIONS OF THE OTHER 49 STATES Including bonds payable solely out of revenues from a revenue producing property owned, controlled or operated by any of these states, or by a department, board, agency or authority of the state. Obligations must be “A” rated or better by a NRSRO. There is no limit on the percentage of the portfolio that can be invested in this category.
  
- M. MONEY MARKET FUNDS. A maximum of 20% of the portfolio may be invested in money market funds. No more than 10% of the City’s portfolio 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 collateralized with U.S. Treasuries with a weighted average of 60 days or less. They must have the highest rating from two NRSRO’s or have retained an investment advisor registered or exempt from registration with the Securities and Exchange Commission with not less than five years of experience managing money market mutual funds and with assets under management in excess of \$500,000,000. The purchase price of the shares may not include commission.
  
- N. 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.

O. 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.

P. SHARES OF BENEFICIAL INTEREST ISSUED BY A JOINT POWERS AUTHORITY (Local Government Investment Pools [LGIP]). There is no limit on the percentage of the portfolio that can be invested in this category. LGIP's organized pursuant to Government Code Section 6509.7 that invests in the securities and obligations authorized in subdivisions (a) to (o) of California Government Code Section 53601, inclusive. Each share will represent an equal proportional interest in the underlying pool of securities owned by the joint powers authority. To be eligible under this section the joint powers authority issuing the shares will have retained an investment adviser that meets all of the following criteria:

- The adviser is registered or exempt from registration with the Securities and Exchange Commission.
- The adviser has not less than five years of experience investing in the securities and obligations authorized in subdivisions (a) to (o) Government Code Section 53601, inclusive.
- The adviser has assets under management in excess of five hundred million dollars (\$500,000,000).

Q. ASSET BACKED SECURITIES (ABS). A maximum of 20% of the portfolio may be invested in ABS. The maximum maturity is five years. Securities eligible for investment under this subdivision shall be issued by an issuer having an "A" or higher rating for the issuer's debt as provided by an NRSRO and rated in a rating category of "AA" or its equivalent or better by an NRSRO. ABS

constitutes a mortgage pass-through security, collateralized mortgage obligation, mortgage-backed or other pay-through bond, equipment lease-backed certificate, consumer receivable pass-through certificate, or consumer receivable-backed bond.

R. SUPRANATIONALS. A maximum of 30% of the portfolio may be invested in supranationals. The maximum maturity is five years. Securities eligible for purchase under this subdivision shall be United States dollar denominated senior unsecured unsubordinated obligations issued or unconditionally guaranteed by the International Bank for Reconstruction and Development, International Finance Corporation, or Inter-American Development Bank that are eligible for purchase and sale within the United States. Investments under this subdivision shall be rated "AA" or better by an NRSRO.

### 9.1 Investment Pools

The City's Director of Finance/Treasurer or designee shall be required to investigate all local government investment pools and money market mutual funds prior to investing and performing at least a quarterly review thereafter while the City is invested in the pool or the money market fund. LAIF is authorized under provisions in Section 16429.1 of the California Government Code as an allowable investment for local agencies even though some of the individual investments of the pool are not allowed as a direct investment by a local agency.

### 10.0 Portfolio Adjustments

Should any investment listed in section 9.0 exceed a percentage-of-portfolio limitation due to an incident such as fluctuation in portfolio size, the affected securities may be held to maturity to avoid losses. When no loss is indicated, the Director of Finance/Treasurer shall consider reconstructing the portfolio basing his or her decision on the expected length of time the portfolio will be unbalanced. If this occurs, the City Council shall be notified.

### 11.0 Collateralization

Under provisions of the California Government Code, California banks, and savings and loan associations

are required to secure the City's deposits by pledging government securities with a value of 110 % of principal and accrued interest. California law also allows financial institutions to secure City deposits by pledging first trust deed mortgage notes having a value of 150% of the City's total deposits. Collateral will always be held by an independent third party. A clearly marked evidence of ownership (safekeeping receipt) must be supplied to the City and retained. The market value of securities that underlay a repurchase agreement shall be valued at 102% or greater of the funds borrowed against those securities and the value shall be adjusted no less than quarterly. Since the market value of the underlying securities is subject to daily market fluctuations, the investments in repurchase agreements shall be in compliance if the value of the underlying securities is brought back up to 102% no later than the next business day. The Director of Finance/Treasurer, at his or her discretion, may waive the collateral requirement for deposits that are fully insured up to \$250,000 by the Federal Deposit Insurance Corporation. The right of collateral substitution is granted.

### **12.0 Safekeeping and Custody**

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

### **13.0 Diversification**

The City's investment portfolio will be diversified to avoid incurring unreasonable and avoidable risks associated with concentrating investments in specific security types, maturity segment, or in individual financial institutions. No more than 5% of the investment portfolio shall be in securities of any one issuer except for U.S. Treasuries, U.S. Government Agency issues, and investment pools such as LAIF, the San Diego County Pool, money market funds, and local government investment pools (LGIP's).

- 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 implementing a long-term investment strategy. 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 at least three (3) months prior to the investment.

### **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, or misrepresentation by third parties. No investment personnel, including an investment advisor, may engage in an investment transaction except as provided for under the terms of this Investment Policy and the procedure established by the Director of Finance/Treasurer.

The external auditors shall annually review the investments with respect to the Investment Policy. This review will provide internal control by assuring compliance with policies and procedures for the investments that are selected for testing. Additionally, account reconciliation and verification of general ledger balances relating to the purchasing or maturing of investments and allocation of investments to fund balances shall be performed by the Finance Department and approved by the Director of Finance/Treasurer. To provide further protection of City funds, written procedures prohibit the wiring of any City funds without the authorization of at least two of the following four designated City staff:

1. Director of Finance/Treasurer
2. Assistant Director of Finance
3. Treasury Manager
4. Finance Manager

### 16.0 Performance Standards

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. In evaluating the performance of the City's portfolio in complying with this policy, the City shall establish an appropriate performance benchmark and compare the return of its portfolio to the return of the benchmark.

### 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 total return to market benchmark total return

In addition, a commentary on capital markets and economic conditions may be included with the report.

### 18.0 Investment Policy Review and Adoption

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. 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.

Updated: March 15, 2016 via City Council Resolution No. 2016-046

## Debt Administration

Based on the most recent audited financial statements, which were for the year ended June 30, 2015, 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 Outstanding	Total Debt Outstanding
Tax Allocation Bonds	\$ 39,230,000	\$ 18,130,854	\$ 57,360,854
Certificates of Participation	\$ 117,590,000	\$ 59,999,104	\$ 177,589,104
Bond Premium	\$ 3,297,626	\$ -	\$ 3,297,626
Bond Discount	\$ (596,261)	\$ -	\$ (596,261)
Capital Leases	\$ 2,393,674	\$ 657,003	\$ 3,050,677
Notes/Loans Payable	\$ 5,153,569	\$ 725,480	\$ 5,879,049
CDBG Section 108 Loan	\$ 7,546,000	\$ 3,068,251	\$ 10,614,251
Miscellaneous Claims Payable	\$ 22,610,305	\$ -	\$ 22,610,305
Compensated Absences (Employee Leave)	\$ 6,810,556	\$ -	\$ 6,810,556
<b>Subtotal</b>	<b>\$ 204,035,469</b>	<b>\$ 82,580,692</b>	<b>\$ 286,616,161</b>
Advances from Other Funds	\$ 56,866,974	\$ -	\$ 56,866,974
<b>TOTAL LONG TERM DEBT</b>	<b>\$ 260,902,443</b>	<b>\$ 82,580,692</b>	<b>\$ 343,483,135</b>

This section discusses the various types of long-term debt that the City has incurred. Bond financings, notes payable, capital leases and advances from other funds are the traditional forms of long-term debt that the City has incurred. However, also captured in this section are professional estimates derived from actuarial studies for workers compensation and general liability claims. In addition, the Finance Department provides an estimate of the City's liability for compensated absences as of the end of each fiscal year. The following sections discuss the details of the City's long-term debt.

#### **Tax Allocation Bonds (\$39.2 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 (\$117.6 million)**

As of June 30, 2015, the City currently has four outstanding Certificates of Participation. The Chula Vista Public Financing Authority (Authority) issued the 2004 COP 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. In February 2014, the authority issued the 2014 COP to refund the 2002 COP (Police Facility Project), fund a reserve fund, and pay the costs incurred in connection with the execution and delivery of the Certificates.

#### **Bond Premium (\$3.3 million)**

The premium is composed of two bond issuances. One is for the premium on the issuance of the 2004 COP Civic Center Phase 1. Original amount was \$35,254. This amount is amortized over 30 years. The other premium is in connection with the 2014 COP refunding bonds. The original amount of the premium is \$3,537,111 and will be amortized over the life of the bonds.

#### **Bond Discount (-\$0.6 million)**

This is the discount on the issuance of the 2006 COP Civic Center Phase II and the 2010 COP Civic Center Phase III. The original amounts were \$77,820 and \$709,819 respectively. These amounts are amortized over the life of the bonds.

#### **Capital Leases (\$2.4 million)**

In July 2013, the City Council authorized a 16 year lease purchase agreement with Banc of America to fund various solar energy projects for City facilities. The original amount of the loan was \$2,121,500 and will be repaid through future energy savings.

In September 2013, the City entered into a lease purchase agreement with Osh Kosh Capital for the acquisition of a Pierce Arrow XT Triple Combination Pumper Fire Engine.

#### **Notes/Loans Payable (\$5.2 million)**

The Redevelopment Agency participated in a Loan Agreement with the California Statewide Communities Development Authority to finance the 2006 share of the Educational Revenue Augmentation Fund (ERAF) payments to the County Auditor (\$930,000).

In September 2007, the City Council authorized the City's participation in the California Energy Commission and San Diego Gas and Electric On-Bill Financing program. The loans were to bridge the financial gap between energy conservation project capital costs and available rebates for energy conservation equipment. The original loan amount was \$665,884 for the On-Bill Financing program. In fiscal year 2011-12 additional loans were entered into with the California Energy Commission (\$3.7 million) and San Diego Gas & Electric On-Bill Financing Program (\$256,302).

In December 2012, the City entered into a lease purchase agreement with Bank of America to purchase



certain energy conservation equipment. The agreement would bridge the financial gap between the Municipal Streetlight Retrofit Project capital costs and the available rebates for energy conservation equipment. As of June 30, 2015 the outstanding balance is \$1,820,357.

#### **CDBG Section 108 Loan (\$7.5 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 20 years.

#### **Miscellaneous Claims Payable (\$22.6 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 (\$6.8 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, 2015.

#### **Advances From Other Funds (\$56.9 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, 2015, was \$9.6 million

City Council authorized loans to the Public Facilities DIF in the amount of \$1,528,969 to help fund the Civic Center expansion. The loan will be repaid as funds become available, through the payment of DIF fees by developers. The balance was \$1,496,657 at June 30, 2015. In accordance with Council Policy No. 220-06, approved via Resolution 2015-028, the financing costs shall be calculated using the City’s pooled investment earning rate on a quarterly basis.

Per Resolution 2015-035 of the City Council, interfund loans from the Transportation Development Impact Fee to the Fire Suppression System expansion component of the Public Development Impact Fee were consolidated into one loan totaling \$10,500,000. The balance for the loan was \$10,385,959 at June 30, 2015. In accordance with Council Policy No. 220-06, approved via Resolution 2015-028, the financing costs shall be calculated using the City’s pooled investment earning rate on a quarterly basis.

City Council authorized a loan to Western PAD from Eastern PAD in the amount of \$9,630,000 to acquire the 14.41 acre site located in the lower Sweetwater Valley owned by the Redevelopment Agency and \$310,000 to acquire the 1.89 acre site located at Auto Park Place, Chula Vista. Per Resolution 2015-035 of the City Council, these loans were consolidated. The loan will be repaid as funds become available, either as a result of credit acquisitions by the Agency or the payment of PAD fees by developers in western Chula Vista; in conjunction with Council Policy No 200-06, approved via Resolution 2015-028, the financing costs shall be calculated using the City’s pooled investment earning rate on a quarterly basis. The balance was \$10,150,827 at June 30, 2015. The Agency will ensure that PAD funds are repaid to fully fund the development of the park for which they were originally collected.

The City Council authorized and set terms for loans from the Trunk Sewer fund to Salt Creek for \$16,848,381, to the Storm Drain fund for \$744,612, and \$803,331 from the Sewer Facility fund for capital improvement projects, via Resolution 2015-035. In accordance with Council Policy No. 220-06, approved via Resolution 2015-028, the financing costs shall be calculated using the City’s pooled investment earning rate on a quarterly basis. The balance was \$25,241,869 at June 30, 2015.

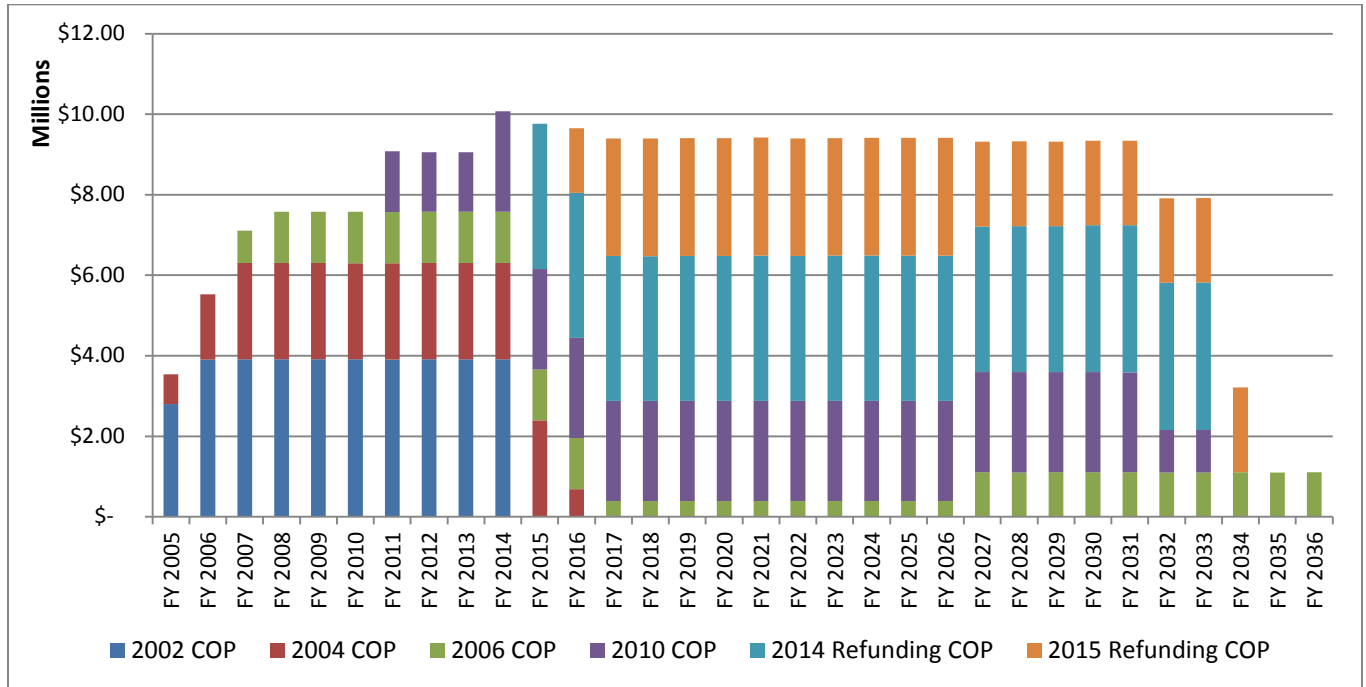
#### **General Fund Long-Term Debt for Fiscal Year 2016-17**

The General Fund’s annual debt service “commitment” for the Certificates of Participation in fiscal year 2016-17 is approximately \$9.4 million, or 6.4% of the General Fund operating budget. However, it must be noted that although this amount is truly a General Fund commitment, only \$3.2 million will actually be paid from General Fund resources, with the remaining amount paid from available development impact fees

and residential construction tax. The \$3.2 million represents approximately 2.2% of the General Fund operating budget. The \$9.4 million represents ongoing

level debt service payments as depicted in the following chart.

**Annual Debt Service Obligation of the General Fund**  
Fiscal Years 2004-05 through 2035-36



Note:

- 1) Actual payments are funded by the General Fund and Development Impact Fee Funds, however all debt service obligations are backed by the General Fund.
- 2) The 2002 COP was refunded in FY2013 and became the 2014 Refunding COP. The 2004 COP was refunded and the 2006 was partially refunded and became the 2015 Refunding COP.

## GANN Appropriations Limit

Article XIII B 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 2016-2017 calculation, the population increased 0.66%. California per capita personal income increased by 5.37% and new non-residential construction increased by 1.0066%. Consequently, the 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 2016-17 Appropriations Limit

The fiscal year 2016-17 Appropriations Limit has been calculated as follows:

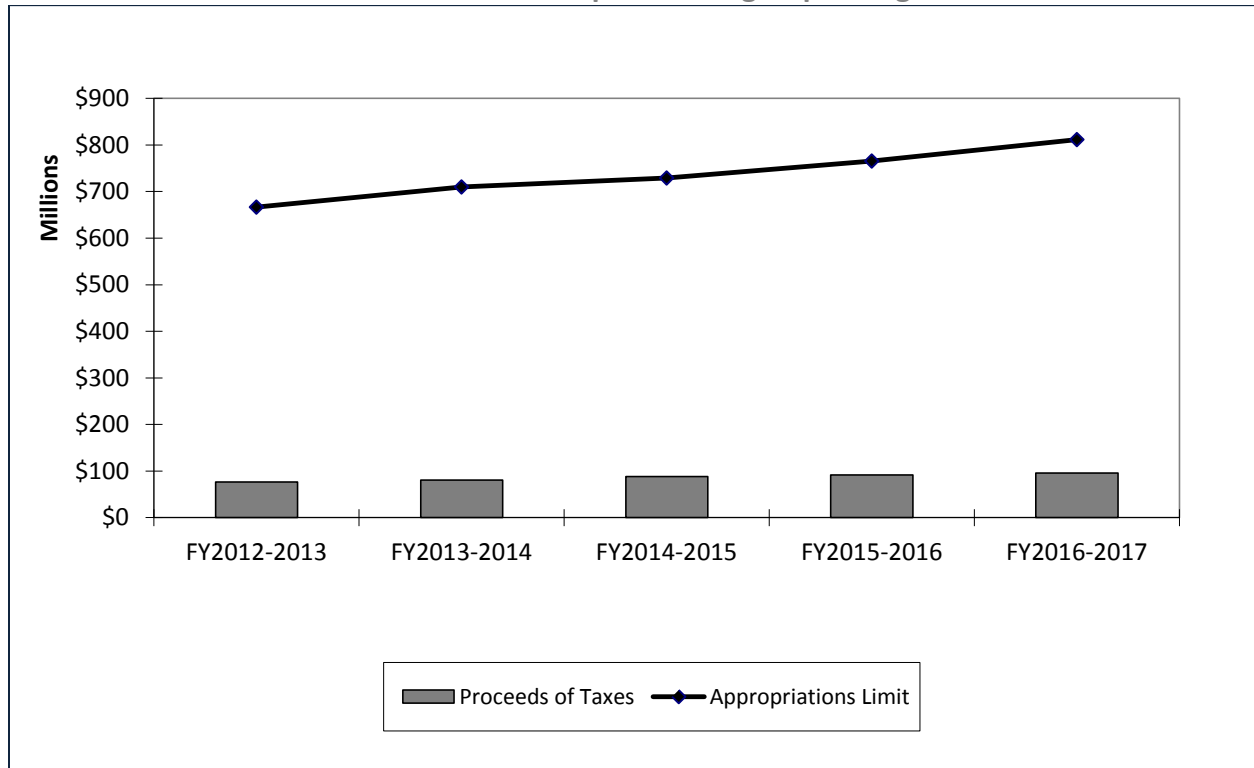
Fiscal Year 2016-17 Appropriation Limit		
Fiscal Year 2015-16 Appropriations Limit	\$	765,339,521
Increased by an inflation factor composed of the increases in population and New non-residential construction	x	1.06065442
<b>FISCAL YEAR 2016-17 APPROPRIATIONS LIMIT</b>	<b>\$</b>	<b>811,760,746</b>

**Proceeds of Taxes**

The "Proceeds of Taxes" as included in the fiscal year 2016-17 Adopted Budget that are subject to the appropriations limit are estimated to be \$95,873,998. Therefore the City has what is referred to as an appropriation "gap" of \$715,886,748

(\$811,760,746 - \$95,873,998). Simply stated, this means that the City could collect and spend up to \$715,886,748 more in taxes during Fiscal Year 2016-2017 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, 2016 the City's legal debt limit is \$917,099,949. 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 2014 through 2016

	June 30, 2014	June 30, 2015	June 30, 2016
Total Assessed Valuation	\$ 21,646,268,909	\$ 23,090,440,353	\$ 24,455,998,641
Conversion Percentage	25%	25%	25%
Adjusted Assessed Valuation	\$ 5,411,567,227	\$ 5,772,610,088	\$ 6,113,999,660
Debt Limitation Percentage	15%	15%	15%
<i>Debt Limit</i>	\$ 811,735,084	\$ 865,891,513	\$ 917,099,949
Total Debt Applicable to Limit:			
Pension Obligation Bonds	\$ -	\$ -	\$ -
<b>Legal Debt Margin</b>	<b>\$ 811,735,084</b>	<b>\$ 865,891,513</b>	<b>\$ 917,099,949</b>

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.



## 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.

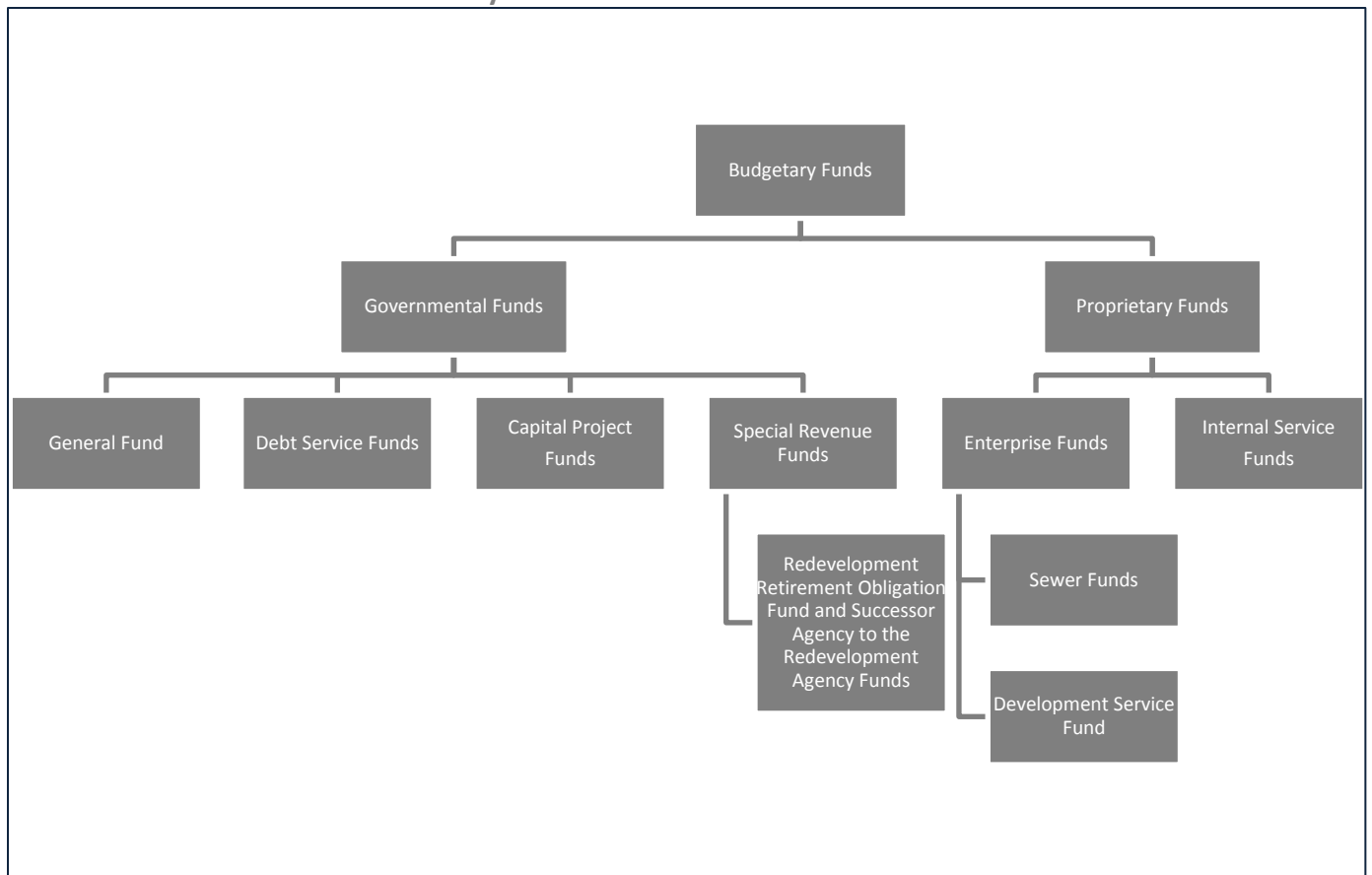
Governmental funds include activities associated with the operations of the City such as the provision of library, recreation, and public safety services. Special revenue funds, capital project funds, debt service funds, and the City’s general fund are different categories of governmental funds.

Proprietary funds are used to account for activities often found in the private sector including enterprise funds and internal service funds. Operations of the

development service and sewer systems are accounted for as enterprise funds. In prior years, the City’s transit system was also included as an enterprise fund; however the fund was closed during fiscal year 2014-2015. 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, 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 ensure 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, in excess of \$15,000, and transfers from CIP projects, require City Council approval.

An encumbrance (commitment) accounting system is utilized as a technique to enhance budgetary control during the year. Appropriations encumbered (committed) at year-end may be carried forward with City Manager approval and are available to be used for those commitments during the subsequent year. Unspent and unencumbered appropriations lapse at year-end and become generally available for re-appropriation the following year.



## List of Acronyms

### A

ADA: Americans with Disabilities Act  
 ALS: Advanced Life Support  
 AMP: Asset Management Plan  
 AMS: Asset Management System  
 ARRA: American Recovery and Reinvestment Act  
 ATP: Active Transportation Program

### B

BIG: Business Improvement Grant  
 BFDIF: Bayfront Development Impact Fee  
 BMS: Building Management System  
 BRT: Bus Rapid Transit  
 BTA: Bicycle Transportation Account

### C

CAD: Computer Aided Dispatch  
 CalPERS: California Public Employees Retirement System  
 CALTRUST: Investment Trust of California  
 CAPPO: California Association of Public Purchasing Officers  
 CBAG: California Border Alliance Group  
 CDBG: Community Development Block Grant  
 CEC: California Energy Commission  
 CES: Conservation Environmental Services  
 CFD: Community Facility District

CIP: Capital Improvement Plan/Project/Program  
 CLSA: California Library Services Act  
 CMP: Corrugated Metal Pipe  
 CMT: Constant Maturity Treasury  
 CONF: Confidential  
 COP: Certificate of Participation  
 CPI: Consumer Price Index  
 CTC: California Transportation Commission  
 CVBMP: Chula Vista Bayfront Master Plan  
 CVACF: Chula Vista Animal Care Facility  
 CVEA: Chula Vista Employee's Association  
 CVPD: Chula Vista Police Department  
 CVT: Chula Vista Transit

### D

DASH: Dynamic After School Hours  
 DIF: Development Impact Fee  
 DMS: Drainage Management System  
 DVP: Delivery Versus Payment

### E

EEBG: Energy Efficiency Block Grant  
 EOC: Emergency Operation Center  
 ERAF: Educational Revenue Augmentation Fund  
 EUC: Eastern Urban Center

**F**

FCIP: Fire Company Inspection Program  
 FDIC: Federal Deposit Insurance Corporation  
 FF: Firefighters  
 FHLB: Federal Home Loan Bank  
 FHLMC: Federal Home Loan Mortgage Corporation  
 FHWA: Federal Highway Administration  
 FICB: Federal Intermediate Credit Bank  
 FLB: Federal Land Bank  
 FLSA: Fair Labor Standards Act  
 FMS: Fleet Management System  
 FNMA: Federal National Mortgage Association  
 FPPC: Fair Political Practices Commission  
 FREBE: Free Resource Energy Business Evaluation  
 FSE: Fire Safety Engineering  
 FTA: Federal Transit Administration  
 FTE: Full-Time Equivalent  
 FY: Fiscal Year

**G**

GAAP: Generally Accepted Accounting Principles  
 GDP: Gross Domestic Product  
 GFOA: Government Finance Officers of America  
 GGMS: General Government Management System  
 GIS: Geographic Information System  
 GMOC: Growth Management Oversight Committee  
 GNMA: Government National Mortgage Association

GUC: General Use Certificates

**H**

HBP: Highway Bridge Program  
 HOV: High Occupancy Vehicle  
 HR: Human Resources  
 HSIP: Highway Safety Improvement Program  
 HUD: Housing and Urban Development  
 HVAC: Heating\Ventilation\Air Conditioning

**I**

IAFF: International Association of Firefighters  
 ITS: Information and Technology Services

**L**

LAIF: Local Agency Investment Fund  
 LAN: Local Area Network  
 LRT: Light Rail Trolley

**M**

MGD: Million Gallons per Day  
 MHZ: Megahertz  
 MIS: Management and Information Systems\Services  
 MLA: Master Lease Agreement  
 MOU: Memorandum of Understanding  
 MSCP: Multiple Species Conservation Plan  
 MTDB: Metropolitan Transit Development Board  
 MTS: Metropolitan Transit System

**N**

NCD: Negotiable Certificate of Deposit

NEP: Neighborhood Reinvestment Program

NFPA: National Fire Protection Association

**O**

OSMS: Open Space Management System

**P**

PACE: Parcel Assessed Clean Energy

PAD: Park Acquisition and Development

PCI: Pavement Condition Index

PFDIF: Public Facilities Development Impact Fees

PLF: Public Library Foundation Act

PLTP: Point Loma Treatment Plant

PMS: Parks Management System

POA: Police Officer's Association

PUC: Public Utilities Commission

**R**

RCS: Regional Communications System

RCT: Residential Construction Tax

RDA: Redevelopment Agency

RFP: Request for Proposals

RMS: Roadway Management System

RTIP: Regional Transportation Improvement Program

**S**

SANDAG: San Diego Association of Governments

SANDPIPA: San Diego Pooled Insurance Policy Association

SBA: Small Business Association

SBBRT: South Bay Bus Rapid Transit

SGIP: Smart Growth Initiative Program

SHOPP: State Highway Operations and Protection Program

SLMA: Student Loan Marketing Association

SR2s: Safe Routes to School

SRO: School Resource Officer

STRETCH: Safe Time For Recreation, Enrichment And Tutoring

SWBAMLA: Southwest Border Anti-Money Laundering Alliance

**T**

TABS: Tax Allocation Bonds

TARBS: Tax Allocation Refunding Bonds

TDA: Transportation Development Act

TDIF: Transportation Development Impact Fee

TOT: Transient Occupancy Tax

TUT: Telephone Users' Tax

TVA: Tennessee Valley Authorities

**U**

UUT: Utility Users Tax

**V**

VLF: Vehicle License Fee

**W**

WCE: Western Council of Engineers

WMS: Wastewater Management System

W-TDIF: Western Transportation Development Impact  
Fee

## Glossary

### A

**Accrual Basis of Accounting** – A method of accounting by which transactions are recognized when they occur, regardless of the timing of cash receipts and disbursements.

**Accounting System** – The collective set of records and procedures used to record, classify, and report information on the financial status and operations of the City.

**Accounts Payable** – Amounts owed by the City to external entities for goods and services received.

**Accounts Receivable** – Amounts due to the City from external entities for goods and services furnished.

**Adopted Budget** – The title of the budget following its formal adoption by resolution of the City Council.

**Ad Valorem** – In proportion to value, a basis for levy of taxes on property.

**Amended Budget** – The title of the budget version that includes all amendments to the Adopted Budget approved by Council throughout the fiscal year.

**Appropriation** – A legislative act by the City Council authorizing the expenditure of a designated amount of public funds for a specific purpose.

**Audit** – An examination of City records and accounts by an external source to check their validity and accuracy.

### B

**Balanced Budget** – The amount of budgeted expenditures is equal to or less than the amount of budgeted revenues plus other available sources. For budgeting purposes, the use of contingency reserves or use of fund balance will be considered revenue in defining a balanced budget.

**Bond** – A certificate of debt issued by a government or corporation guaranteeing payment of the original investment plus interest by a specified future date.

**Budget** – A spending plan and policy guide comprised of an itemized summary of the City's probable expenditures and revenues for a given fiscal year.

### C

**Calendar Year (CY)** – The 12-month period from January through December.

**Capital Expenditures** – A specific undertaking involving procurement, construction or installation of facilities or related equipment which improves, preserves, enhances or modernizes the City's provision of municipal services, has a useful life of at least five years, and costs in excess of \$10,000.

**Capital Improvement Program** – An ongoing five-year plan of single and multiple-year capital expenditures which is updated annually.

**Capital Improvement Project (CIP)** – Any major capital investment with a value of \$50,000 or more and a minimum useful life of five years at a fixed location. CIPs may include construction or major repair of City buildings and facilities such as streets, roads, storm drains, traffic signals, parks, community centers, etc.

**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.

**Infrastructure** – Basic physical assets such as buildings, streets, sewers, and parks.

**Interest Expense** – Interest costs paid by Chula Vista on loans and bonds.

**Internal Service Funds** – Funds that are used to finance and account for goods, special activities, and services performed by one City department for other City departments on a cost reimbursement basis.

**L**

**Levy** – To impose or collect a tax, special assessments, or charges for the support of City services.

**Liability** – Debt or other legal obligations arising out of past transactions that will be liquidated, renewed, or refunded at some future date.

**M**

**Memorandum of Understanding** – A document detailing the outcomes of labor negotiations between the City and its various bargaining units.

**Modified Accrual Basis of Accounting** – A method of accounting in which revenues are recognized in the period they become available and measurable, and expenditures are recognized in the period the associated liability is incurred.

**Municipal Code** – A collection of ordinances approved by City Council.

**N**

**Non-Capital Improvement Project Expenditures** – Expenditures in this category are for large maintenance costs, studies and various community outreach programs. By their nature these maintenance upkeeps and programs are expended beyond a one year period. Recording these types of expenditures in an operating type budget would skew the comparison of budgets from year to year, because of this, the City finds it more efficient to record these types of expenditures in the Non-Capital Improvement Project category.

**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 following primary expenditure categories: Personnel, Supplies and Services, Utilities, Transfers Out, CIP and Non-CIP Projects, 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.

**T**

**Transfers Out Expenditures** – Expenditures in this category are the authorized exchanges of cash, positions, or other resources between organizational units.

**U**

**Utilities Expenditures** – Expenses related to the consumption of services including electricity, natural gas, water, and telephone services.

**Y**

**Yield** – The rate of return earned on an investment based on the price paid.