

# CITY OF GARDENA



## ADOPTED BUDGET FISCAL YEAR 2023-2024

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GARDENA



**CITY OF GARDENA**  
**ADOPTED BUDGET FISCAL YEAR 2023/2024**  
**TABLE OF CONTENTS**

**SECTION 1 BUDGET MESSAGE AND GENERAL INFORMATION**

City Manager's Budget Message .....	i
City Organization Chart .....	2
City Officials.....	3
City Directory .....	4
Budget Goal .....	5
Budget Process .....	6
Budget Calendar .....	9
Budget Document Guide .....	10
Fund Structure.....	11
Fund Descriptions .....	12
Accounting Principles and Policies .....	15
Community Profile .....	19
City Map .....	20
City Facilities and Properties.....	21
City History Timeline .....	24
City Appointed Commissions, Corporations, etc.....	25

**SECTION 2 ADOPTED BUDGET SUMMARIES FISCAL YEAR 2023/2024**

General Fund Revenue and Expenditures FY23/24 .....	29
General Fund Historical Revenue and Expenditure Summary.....	30
General Fund – Fund Balances .....	31
General Fund Top Five Revenue Sources .....	32
General Fund Revenues By Account.....	33
Summary of Fund Activity FY23/24 .....	35
Summary of Revenues and Expenditures FY23/24.....	38

**CITY OF GARDENA  
ADOPTED BUDGET FISCAL YEAR 2023/2024  
TABLE OF CONTENTS**

**SECTION 3 DEPARTMENT ADOPTED BUDGETS FISCAL YEAR 2023/2024**

Operational Organization Chart .....	41
Elected & City Manager's Offices.....	42
Staffing Plan.....	44
Administrative Services .....	46
Staffing Plan – All Funds.....	48
Community Development.....	52
Staffing Plan – All Funds .....	54
GTrans .....	58
Staffing Plan – All Funds .....	60
Police .....	65
Staffing Plan – All Funds.....	67
Public Works .....	71
Staffing Plan – All Funds.....	73
Recreation & Human Services.....	78
Staffing Plan – All Funds.....	80
Non-Departmental .....	85

**SECTION 4 CAPITAL IMPROVEMENT PROJECTS, DEBT SERVICE, INTERNAL SERVICE**

Capital Improvement Projects (CIP).....	91
Debt Service Funds.....	108
Internal Service Funds .....	116

**SECTION 5 APPENDIX**

Glossary of Terms .....	121
Abbreviations and Acronyms .....	126



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**CITY MANAGER'S  
BUDGET MESSAGE  
ADOPTED BUDGET  
FY 2023/2024**

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TASHA CERDA, *Mayor*  
PAULETTE FRANCIS, *Mayor Pro Tem*  
MARK E. HENDERSON, *Councilmember*  
RODNEY G. TANAKA, *Councilmember*  
WANDA LOVE, *Councilmember*



MINA SEMENZA, *City Clerk*  
GUY MATO, *City Treasurer*  
CLINT D. OSORIO, *City Manager*  
CARMEN VASQUEZ, *City Attorney*

## **CITY MANAGER'S BUDGET MESSAGE**

### **ADOPTED BUDGET – FISCAL YEAR 2023/2024**

#### **HONORABLE MAYOR AND CITY COUNCIL:**

Presented for City Council is the adopted budget for Fiscal Year 2023/2024. This adopted budget details the City's plan to continue fiscal prudence and transparency while expanding valuable programs and services for our community.

We have the largest adopted all funds expenditure budget in the City's history with a total of \$291 million which includes; \$81.8 million budgeted General Fund, \$50.1 million budgeted for the City's GTrans Fund, \$70.4 million budget for the City's Special Revenue funds, \$16.5 million in Internal Service Funds, \$19.4 million in Debt Service Funds, \$2.1 million in Sewer Fund, and \$50.9 million in Capital Improvement Project budget.

This will be the City's largest Capital Improvement Project (CIP) budget in the history of the City with the amount of \$50.9 million. The City continues to make significant capital investments with \$16 million budgeted for the Gardena Community Aquatic & Senior Center, \$1 million for the new Rosecrans Community Center and \$7.6 million for the Mas Fukai Park Rehabilitation. The remaining \$26.3 million will be utilized to maintain City streets, sewers, storm drains, sidewalks, curbs, crosswalks, signs, various park & facility projects, and traffic signals.

#### **FISCAL YEAR 2023/2024 ADOPTED BUDGET:**

As background, staff developed the original two-year budget for the fiscal years 2022/2023 & 2023/2024, which was approved by City Council on June 28, 2022. At the time the original budget was developed, the outlook for the economy was bleak with a forecasted recession looming, increasing inflation and rising costs throughout the economy.



As we go through fiscal year 2022/2023, we did not see the previously predicted recession materialize and it was the opposite as the City's financial position improved during that time compared to the budgeted amounts. We are currently projecting an increase in General Fund revenues for Fiscal Year 2022/2023 with total of \$76.6 million and projected revenue of \$79.6 million or an increase of an estimated \$3 million compared to the budget. General Fund expenditures for Fiscal Year 2022/2023 were originally adopted at \$76.6 million and is currently projected to be \$79.3 million for an increase of \$2.6 million. As a result of these projections, the City's original adopted surplus of \$37,008 has been estimated to increase to \$327,458. Based on the positive projected economic conditions in Fiscal Year 2022/2023, staff completed a comprehensive review of the revenues and expenditures originally budgeted for and worked in conjunction with the various City departments to amend the Fiscal Year 2023/2024 Budget to be more in line with the current economic environment and meet the updated needs of all the departments.

The total adopted City budget consists of General Fund revenues, Special Revenue Funds such as grant funds, Internal Service Funds, Capital Improvement Program Fund, Debt Service Funds, and Enterprise Funds for the Transportation Department and City Sewer Maintenance Program. Only General Fund revenue is at the full discretion of the City Council for spending appropriations. All other revenue is otherwise restricted because of the funding sources. Adopted expenditures are based upon meetings and discussions with departments to determine their needs for their present and future department expectations. Adopted revenue forecasts are based on historical revenue trends, discussion with the various departments to see current and upcoming trends, consultant based professional forecasted projections, and current economic conditions. The adopted budget for the General Fund will be structurally balanced with a revised projected surplus of \$170,857. Special Revenue Funds are budgeted based on *all available funds* which includes the total of projected new revenue for the fiscal year and any carry-over funds which have already been received but not yet spent. Special Revenue Funds are structurally balanced including carry-over funds from the prior fiscal years. The adopted budget shows a surplus with General Fund revenue budgeted for Fiscal Year 2023/2024 at \$82,002,199 an increase of \$4.4 million or 5.7% from the originally adopted budget and adopted expenditures of \$81,831,342 an increase of \$4.2 million or 5.5% from the originally adopted budget for a net surplus of \$170,857 an increase of \$133,849. Adopted Fiscal Year 2023/2024 total revenues for all funds, including transfers, are \$281,993,104 with expenditures, including transfer out, at \$291,181,312. The delta for total revenues and total expenditures for all funds is due to the timing of the Special Revenue Funds.



**GENERAL FUND PROPOSED AMENDED REVENUE AND EXPENDITURES**

<b>Revenue Sources</b>	<b>Adopted Fiscal Year 2023-2024</b>
Sales and Use Tax	\$ 27,151,875
Card Club Gross Revenue Fees	9,193,600
Property Tax	9,945,583
Vehicle License Fees	7,962,464
Utility Users Tax	5,962,277
Business License Tax	2,811,375
Franchise and Other Taxes	4,879,429
License and Permits	1,968,790
Fines and Forfeitures	1,220,929
Investment Income	355,000
Intergovernmental	537,500
Current Service Charge	2,556,467
Other Revenue	512,036
Transfer In	4,242,486
Charges to Other Funds	2,702,388
<b>TOTAL REVENUES</b>	<b>\$ 82,002,199</b>
<b>Department Expenditures</b>	<b>Adopted Fiscal Year 2023-2024</b>
Police	\$ 34,809,188
Public Works	6,979,413
Non-Departmental including Fire and RCC	14,640,514
Recreation & Human Services	5,066,301
Community Development	3,041,130
Elected and Executive Offices	2,859,708
Administrative Services	2,867,417
Transfers Out	11,567,671
<b>TOTAL EXPENDITURES</b>	<b>\$ 81,831,342</b>
<b>REVENUES OVER EXPENDITURES</b>	<b>\$ 170,857</b>



## COUNCIL POLICY DIRECTION

The City Councils focus and commitment to our community, in conjunction with the efforts of management and staff, resulted in the following:

- Measure G Revenue is now \$11.4 Million or 14% of the General Fund Revenue Budget
- CIP Adopted Budget for FY 2023/2024 is \$50.9 Million, the largest one-year CIP budget in the City's history
  - \$16 Million for the Community Aquatic & Senior Center Project
  - \$7.6 Million for Mas Fukai Park Improvement Project
- The City added several grants to the adopted budget for FY 2023/2024
  - \$4 Million for the Digital Divide
  - \$2 Million for the Gardena Blvd Revitalization
  - \$1 Million for Rosecrans Community Building Project
  - \$250K for Façade Improvement Program
- The City continues in its efforts of transparency. See QR codes below to access the Financial Transparency Dashboard and the adopted budget document.

**ACCESS THE PROPOSED AMENDED BUDGET HERE:**



**ACCESS THE FINANCIAL DASHBOARD HERE:**



## IN CONCLUSION:

The Fiscal Year 2023/2024 adopted budget has been developed to strike a thoughtful balance between the short-term and long-term. What I hope to accomplish with this budget is to provide the Council with a comprehensive framework with which to make decisions. Even in challenging times, hope and opportunities abound. Decisions that are being made now will help maintain sustainability that will serve Gardena well in the future.

I would like to acknowledge Department Heads, Budget Coordinators, and the Administrative Services Budget Team, under the direction of Ray Beeman, Director of Administrative Services, who worked as a cohesive team to amend our annual budget. I also want to thank the leaders of the Gardena Police Officers Association (GPOA), the Gardena Management Employees Organization (GMEO), and the Gardena Municipal Employees Association (GMEA), who are an important part of the team, as they faithfully represent the interests of their membership and work with City management for the benefit of this community.

Respectfully submitted,



CLINT D. OSORIO, MPA  
City Manager





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Gardena  
California**

For the Biennium Beginning

**July 01, 2022**

*Christopher P. Morrill*

**Executive Director**

# HIGHER QUALITY OF LIFE

*...ACHIEVED BY CONSISTENT & CONTINUOUS IMPROVEMENT*

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## OUR MISSION

The elected leadership and employees of the City of Gardena individually and collectively are committed to maintaining an efficient and effective government that ensures the highest quality of life, a safe and attractive environment, and a sound economic future for the community.

## OUR VISION

We envision Gardena as one of the most desired communities in which to live, do business, work, and play in the South Bay.

## OUR DUTY

As public servants it is our duty and our desire to provide reliable service guided by our commitment to these Core Values.

### ORGANIZATIONAL VALUES

- Fiscal Accountability & Sustainability
- Workforce Excellence
- Community Involvement

### COMMUNITY VALUES

- Safe Community Environment
- Sustainable Economic Development
- Attractive & Livable Neighborhoods





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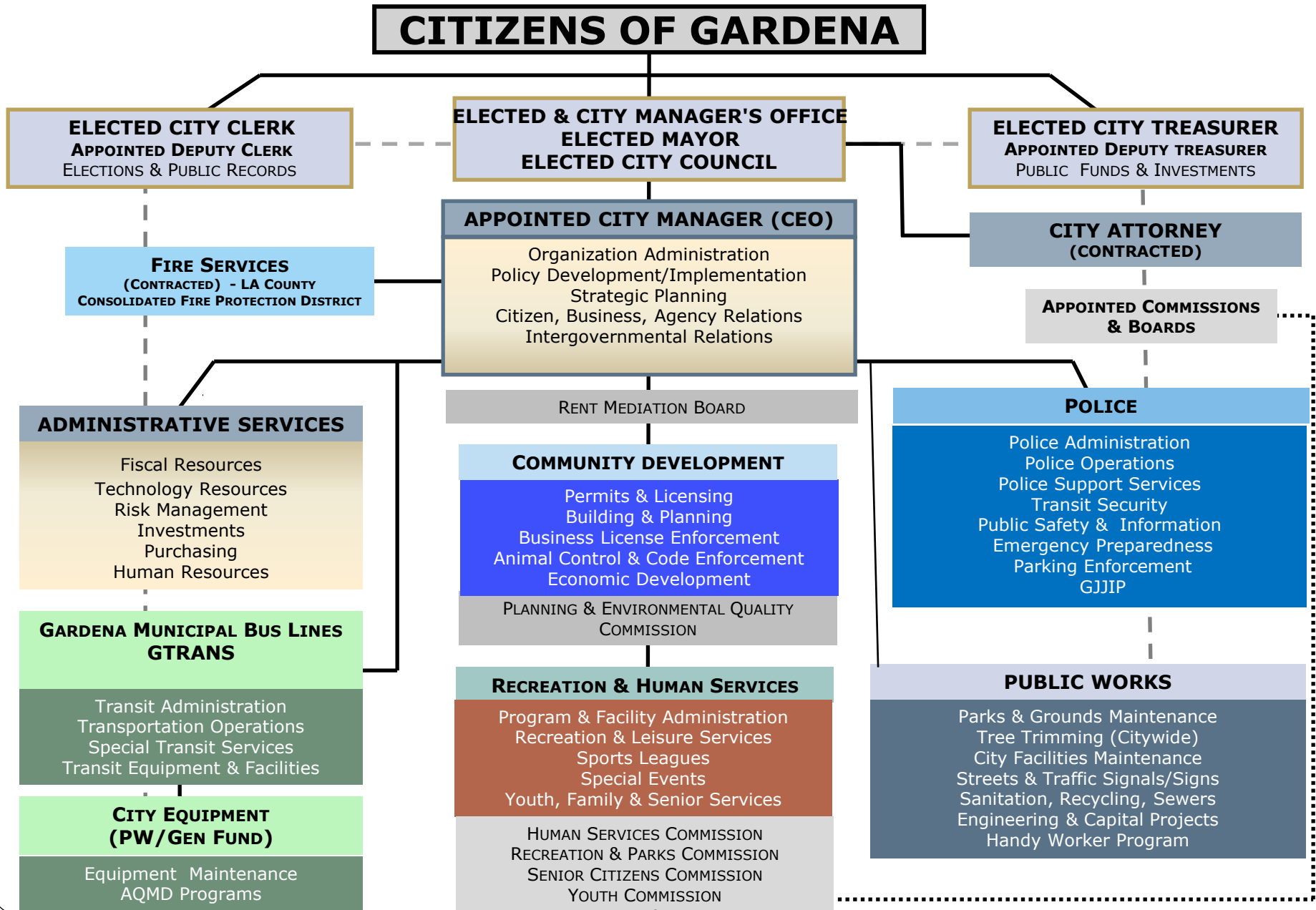


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# GENERAL INFORMATION



# CITY OF GARDENA ORGANIZATION CHART



## CITY OFFICIALS

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### MAYOR AND CITY COUNCIL

#### **Tasha Cerda, Mayor**

Occupation: Insurance Agent  
Elected: City Clerk – March 2009  
Appointed: Councilmember – September 2009  
*To fill unexpired term due to resignation of Councilmember*  
Elected: Councilmember – March 2011  
Elected: Councilmember – March 2013  
Elected: Mayor – March 2017  
Elected: Mayor – June 2022  
Current Term Expires: June 2026

#### **Paulette C. Francis, Mayor Pro Tem**

Occupation: Teacher  
Elected: Councilmember – March 2020  
Current Term Expires: March 2024

#### **Wanda Love, Councilmember**

Occupation: Chamber Director/Business Owner  
Elected: Councilmember – June 2022  
Current Term Expires: June 2026

#### **Mark E. Henderson, Councilmember**

Occupation: College Professor  
Elected: Councilmember – March 2015  
Elected: Councilmember – March 2020  
Current Term Expires: March 2024

#### **Rodney G. Tanaka, Councilmember**

Occupation: Retired Police Lieutenant/Licensed Pastor  
Elected: Councilmember – March 2017  
Elected: Councilmember – June 2022  
Current Term Expires: June 2026

### CITY CLERK AND CITY TREASURER

#### **Mina Semenza, City Clerk**

Occupation: Real Estate  
Elected: City Clerk – March 2013  
Elected: City Clerk – March 2017  
Elected: City Clerk – June 2022  
Current Term Expires: June 2026

#### **Guy Mato, City Treasurer**

Occupation: Businessman  
Elected: City Treasurer – June 2022  
Current Term Expires: June 2026

### APPOINTED OFFICIALS

#### **Clint D. Osorio, City Manager**

Appointed Acting City Manager in June 2019  
Appointed City Manager in December 2019

#### **Carmen Vasquez, City Attorney**

Appointed as Contract City Attorney in January 2020

#### **Lisa Kranitz, Assistant City Attorney**

Appointed as Contract City Attorney in February 2009

### EXECUTIVE STAFF – (All Appointed)

**Michael Saffell**, Chief of Police

**Ray Beeman**, Director of Administrative Services

**Greg Tsujiuchi**, Community Development Director

**Ernie Crespo**, Transportation Director

**Stephany Santin**, Director of Recreation & Human Services

**Allan Rigg**, Director of Public Works

**Brian Bennett**, Los Angeles County Assistant Fire Chief



**DIRECTORY**  
**City of Gardena**  
**1700 West 162<sup>nd</sup> Street**  
**Gardena, CA 90247-3778**  
**Telephone: (310) 217-9500 Fax: (310) 217-6119 Website: [www.cityofgardena.org](http://www.cityofgardena.org)**

**ELECTED & CITY MANAGER'S OFFICES**

**Mayor**

Tasha Cerda (310) 217-9507

**Mayor Pro Tem**

Paulette C. Francis (310) 217-9507

**Councilmembers**

Mark E. Henderson (310) 217-9507

Rodney G. Tanaka (310) 217-9507

Wanda Love (310) 217-9507

**City Clerk's / City Treasurers Offices**

**City Clerk**

Mina Semenza (310) 217-9565

**Deputy City Clerk**

Becky Romero (310) 217-9566

**City Treasurer**

Guy Mato (310) 217-9664

**Deputy City Treasurer**

Danny Rodriguez (310) 217-9693

**City Manager's Office**

**City Manager**

Clint D. Osorio (310) 217-9503

**City Attorney**

Carmen Vasquez (310) 217-9544

**ADMINISTRATIVE SERVICES**

**Director**

Ray Beeman (310) 217-9502

**POLICE DEPARTMENT**

**Chief of Police**

Michael Saffell (310) 217-9601

**RECREATION & HUMAN SERVICES**

**Director**

Stephany Santin (310) 217-9537

**GTRANS**

**Director**

Ernie Crespo (310) 965-8888

**COMMUNITY DEVELOPMENT**

**Director**

Greg Tsujiuchi (310) 217-9526

**PUBLIC WORKS**

**Director**

Allan Rigg (310) 217-9570

**LA County Fire Department**

**Assistant Fire Chief**

Brian Bennett (310) 329-3315

Gardena Station 162<sup>nd</sup> Street

Gardena Station 135<sup>th</sup> Street

For comments or questions regarding this publication, please contact Mary Simonell, Administrative Services Manager at (310) 217-9516

## **BUDGET GOAL**

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To develop and maintain a structurally balanced budget that maximizes all City resources necessary to build, sustain, and enhance the City's future.

## **BUDGET TEAM**

**CITY MANAGER – CLINT D. OSORIO**

**DIRECTOR OF ADMINISTRATIVE SERVICES – RAY BEEMAN**

**Budget Managers – Khoi Quach, Yurina Kim, Danny Rodriguez, Mary Simonell**

## **BUDGET COORDINATORS**

**Elected and City Manager's Offices** - Alejandra Orozco, Becky Romero

**Police** - Captain Todd Fox, Captain Vince Osorio, Mayra Maciel

**Public Works** - Kevin Kwak, Kevin Thomas, Kim Nolan

**Community Development** - Greg Tsujiuchi, Amanda Acuna

**Recreation & Human Services** - Christina Weldin, Nikki Sweeney, Nicola Howard, Adrianna Renteria

**Capital Improvement Projects** - Kevin Kwak

**Transportation Department** - Ernie Crespo, Dana Pynn, Jennifer Abro



## BUDGET PROCESS

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**MISSION OF THE BUDGET PROCESS:** To help decision makers make informed choices about the provision of services and capital assets and to promote stakeholder participation in the process. - Government Finance Officers Association (GFOA)

**BUDGET GOAL:** To develop and maintain a structurally balanced budget that maximizes City resources necessary to build, sustain and enhance the City's future.

Preparation and adoption of the fiscal year budget is guided by the following five organizational principles set by the City Council:

1. Fiscal Integrity and Long-Term Financial Stability
2. Quality Economic Development
3. Workforce Excellence
4. Continually Improving Quality of Life for Residents
5. Maintaining an Attractive, Vital Livable Community

**BUDGET OBJECTIVES:** These organizational principles translate into the following budget objectives:

1. Establishing budgetary and fiscal policies that address current needs and set the foundation for future decisions.
2. Adopting a structurally balanced budget with realistic annual revenue projections and expenditures below revenue projections.
3. Pursuing grant and other special funds to augment City services in specific program areas.
4. Building adequate reserve funds to meet the City's current and future obligations.
5. Creating public-private partnerships with mutual economic and service benefit.
6. Setting charges and users fees to recover City costs for providing services as much as possible but without overburdening citizens, businesses, and property owners.

7. Replacing or upgrading vehicles and other capital equipment based on comparative cost of required maintenance for safety and performance efficiency.
8. Implementing efficiencies in service delivery and departmental operations that improve customer service and the quality of life in the community.
9. Enhancing employee skills and compensation to attract and maintain the best qualified staff and highest level of public service possible.
10. Providing superior public safety including community-based policing to reduce crime.
11. Providing community service programs that meet a variety of interests and needs.
12. Improving the public image and physical appearance of the City with proper maintenance of public rights-of-way and code enforcement of private properties.

### **BUDGET ROLES AND RESPONSIBILITIES**

**Citizens, property owners and businesses** are encouraged to share ideas and provide input concerning the community and budgetary programs. This can be accomplished by discussing issues with City's commissions and committees or directly with program managers. Citizen input received during public hearings or other correspondence is not only invited but needed to ensure that public needs are met.

**Finance Committee**, comprised of two councilmembers (appointed by the Mayor) and the City Treasurer, reviews the City's revenues and

# BUDGET PROCESS

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expenditures each quarter and the City Manager's proposed budget before submitting to the City Council for adoption.

**City Council** provides direction for the preparation of the budget through adoption of policies and ongoing input. Council is responsible for the review and adoption of the City budget.

**City Manager** is responsible for:

- ❖ providing staff direction for budget preparation
- ❖ considering departmental budget requests and requests for supplemental budget items
- ❖ reviewing projected revenues and expenditures with the Director of Administrative Services
- ❖ formulating a comprehensive budget proposal for submission to the City Council
- ❖ presentation of a proposed budget
- ❖ overseeing budget administration throughout the fiscal year

**Director of Administrative Services** is responsible for:

- ❖ evaluating and reporting the City's fiscal condition
- ❖ providing comprehensive revenue forecasts
- ❖ providing budget orientation and training to all departments
- ❖ monitoring budget throughout the year and providing updates to the City Manager and City Council

## OVERVIEW OF CITY BUDGET PROCESS

The City's annual budget process commences in February with the distribution of the updated Budget Manual that details the City's general budgetary policy and the specific goals and objectives for the upcoming fiscal year. Departments are given specific instructions and timelines, the City's chart of accounts, a rate schedule for apportioned costs such as liability and health insurance, and budget forms and formats.

Each department head is required to select a responsible individual in the department to be the Budget Coordinator. Following the budget kickoff by

the City Manager and Director of Administrative Services, all correspondence and meetings are conducted with the departments' Budget Coordinators and the Finance Budget Team.

In March, the Director of Administrative Services provides the City Manager with the tentative General Fund Revenue Projections. These set the parameters for the development of a budget. In turn, the preliminary departmental budget worksheets are returned to the Fiscal Resources Division with instructions for modified expenditure requests based upon the available monies projected.

**Target Budget Requests:** It is the responsibility of each department to submit, as part of the budget request to the City Manager, a complete Statement of Justification. The statement must provide a formal and comprehensive explanation and justification of the proposed departmental budget program. This is important because the initial budget request submitted by each department is based on maintaining the current level of service. The **"Target Budget"** provides a point of origin for the detailed study and evaluation of each budget request by the City Manager compared to available revenue. The Target Budget has four basic components:

1. **Proposed Work Plan:** Department and program narratives, major accomplishments for fiscal year ending, major goals and objectives for the new fiscal year, workload/performance indicators and projected revenues/cost recovery from department programs.
2. **Proposed Staffing Plan:** Departmental organization chart, personnel worksheets (benefits calculations), personnel schedules, staffing levels, and personnel by program activity.
3. **Proposed Spending Plan:** Department line-item worksheets, expenditure request worksheets, justification statements (if required), computer repair and replacement fund summary and capital expenditures one-year request and justification statement.
4. **Revenue Projections:** Department revenues based on the fees collected as part of the department's operation. Emphasis

## BUDGET PROCESS

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is placed on maximizing cost recovery as appropriate and justification for new or increase in existing fees.

**Supplemental Budget Requests:** Separate from the Target Budgets, departments submit a “wish list” of additional personnel, new or replacement equipment, or funding for new or expanded programs. All Supplemental Budget Requests are reviewed jointly with priority given to funding requests that best meet the objectives for the fiscal year and improve services across departmental lines. Unfunded requests are set aside until additional funding can be identified. This process will be expanded over the next fiscal year with a goal of developing a multi-year budgeting plan for rebuilding staffing levels, equipment replacement and program expansion.

**Capital Outlay Requests:** Capital requests are submitted separately with priority given to the replacement of aging and outdated equipment. With the Fiscal Year 2001-2002 Budget, a “Computer and Technology Maintenance and Replacement” fund was instituted to protect the City’s investment in technology by ensuring funds to properly maintain and replace equipment when needed. This is funded through departmental contributions based on a usage formula.

**City Managers Review:** At the end of April, the City Manager reviews a draft budget summary presented by the Director of Administrative Services. Following the review and approval, the Proposed Budget, or City Manager’s Budget as it is sometimes called, is finalized and printed for distribution. Much of the focus of the annual budget process is on General Fund programs since this is the only funding area that is fully discretionary. Grant funded programs follow a similar process but are more specifically directed by the regulations of the particular funding source. The City’s adopted budget incorporates all City programs and specifically identifies the funding source for each.

**Preliminary Budget:** In May, a preliminary budget document is created, and the City Manager meets independently with each department head to review the department’s goals, objectives, programs and funding needs for the upcoming fiscal year. It is also the department head’s opportunity to ensure that all the needs of his/her department are understood and carefully considered in the allocation of funds.

**Budget Hearing:** A public workshop hearing is held approximately one month before the adoption of the City’s budget for the upcoming fiscal year. The City Manager presents to the Council the overall goals and objectives for the fiscal year, along with a review of significant factors affecting proposed revenues and expenditures.

Public comment is heard throughout the month and revisions may be made to the budget as directed by the City Council.

**Adoption:** City Council shall adopt the budget by Resolution at the conclusion of the budget hearings. The adoption of the budget must occur prior to July 1, which is the beginning of the new fiscal year.

**Budget Control and Amendments:** Since the budget is a planning document, throughout the fiscal year there may be a need for adjustments in the spending plan. As new revenues are identified, or unexpected expenditures arise, departments may need to re-prioritize the expenditure plan for their operations. If the modification can be made within the department’s approved appropriation, then the Department Head may make a written request for a budget transfer to reallocate funds as needed. The budget transfer request is sent to Fiscal Resources for review and approval. Accounting staff verifies that funds are available as requested, and the Director of Administrative Services approves the transfer. However, if the department is unable to make the needed adjustments within their department appropriation, additional approval is needed. The City Manager is authorized to transfer funds between departments up to ten thousand dollars. Amounts exceeding ten thousand dollars must have the approval of the City Council.



## BUDGET CALENDAR - FISCAL YEAR 2023-2024 BUDGET

<b>February 13 – 24, 2023</b>	Meet with departments to review and evaluate the originally adopted budget and receive supplemental budget requests
<b>March 2, 2023</b>	Finalize updated revenue projections
<b>Week of March 6, 2023</b>	Finalize expenditures and integrate budget revisions based on projected revenue
<b>Week of March 13, 2023</b>	Budget requests reviewed – analysis prepared for City Manager's review and approval
<b>March 28, 2023</b>	Present the Proposed Revised Budget FY 2023-24 to the Finance Committee for review and recommendation
<b>Week of April 18, 2023</b>	GTrans & Family Child Care Program budget and adjustments are due to Finance
<b>Week of May 1, 2023</b>	Completed budget line items, worksheets, and CIP Budget carryover
<b>May 18, 2023</b>	Staff Reports and draft budget document due
<b>May 23, 2023</b>	Proposed Amended Budget presented to City Council for review; Public Hearing opens (First Draft Bound Budget, Budget PowerPoint and Budget in Brief will be provided)
<b>June 7, 2023</b>	Community Budget Forum, In-Person at Nakaoka Community Center 6:00 – 7:30PM
<b>June 14, 2023</b>	Community Budget Forum, Zoom Meeting 6:00 – 7:30PM
<b>June 27, 2023</b>	Fiscal Year 2023-2024 Budget Adoption at City Council Meeting (Final Bound Budget and Budget in Brief will be provided)

## BUDGET DOCUMENT GUIDE

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The “Adopted Budget” is the document that sets the expenditure policies for all monies received by the City. The budget is based on a “fiscal year” that begins each year on July 1 and ends twelve-months later on June 30. City staff develops a proposed budget under the direction of the City Manager. The “Proposed Budget” is presented at a Public Hearing with the City Council for consideration. The City Council makes whatever changes they deem appropriate and vote to adopt the budget for the next fiscal year.

The budget is designed to give the City Council a clear roadmap of the City’s expenditure needs and available resources so that the Council can make sound budgetary decisions. It is through the appropriation of funds that the Council sets the program and project priorities for the ensuing fiscal year. This one-year amended budget was presented to the City Council for consideration. This proposed amended budget will cover fiscal year 2023-2024.

The budget document begins with the City Manager’s budget message, which provides an overview of the Fiscal Year Operating Budget by highlighting programs and major projects. Economic factors, changes in revenue, expenditures, and staffing levels are also addressed in the budget message. The budget document is divided into the following sections:

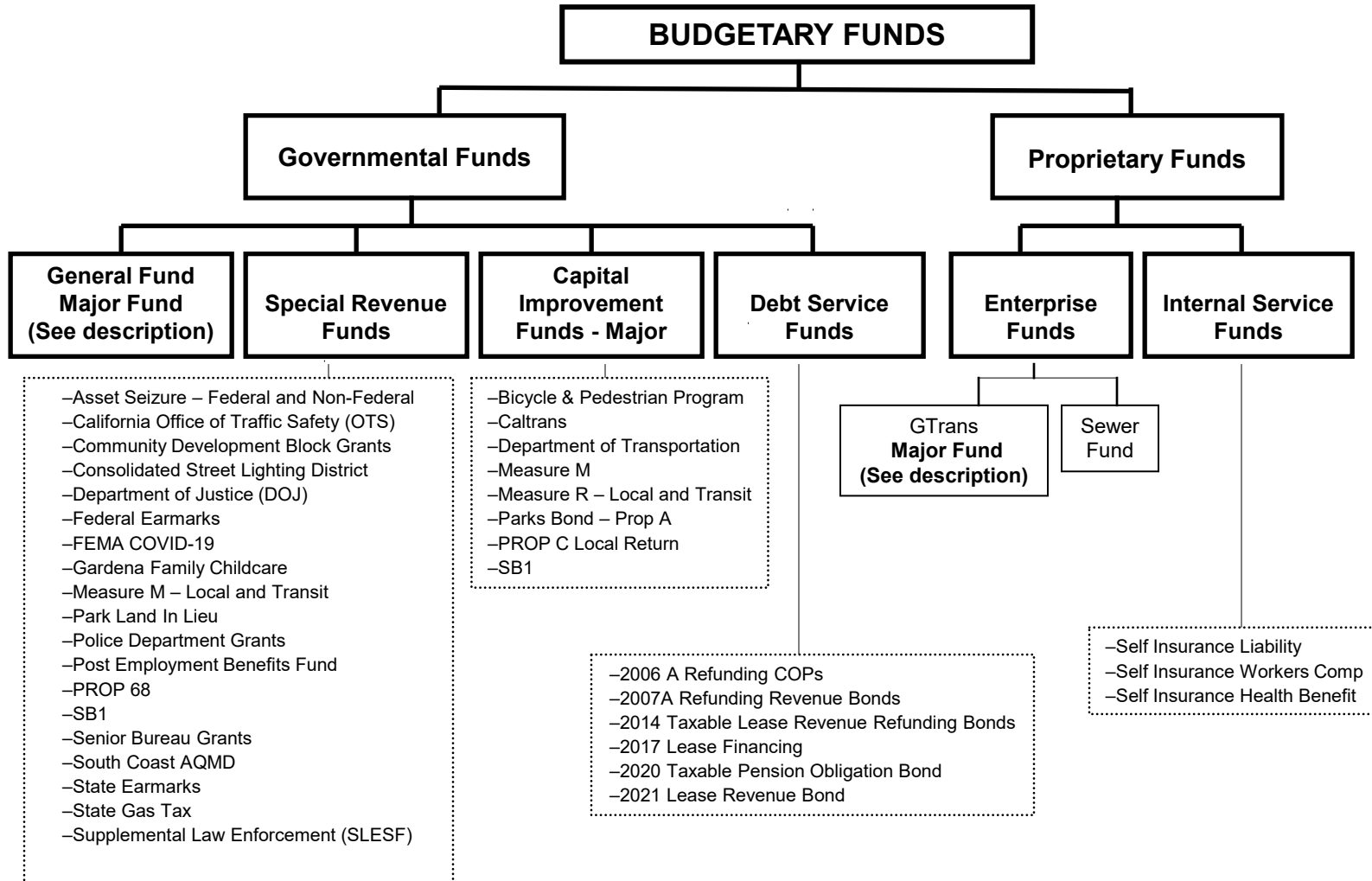
- Budget Message
- Introduction
- Budget Summaries
- Operating Budget – General Fund with corresponding Special Revenue Funds
- Operating Budget – Enterprise Funds
- Debt Service Funds
- Internal Service Funds
- Capital Improvement Program
- Appendix

The Budget Summaries section provides revenue and expenditure analysis. This section presents historical data for comparative purposes along with staffing levels.

The Operating Budgets section contains program description and public service goals. All Special Revenue Funds are grouped by operating department to provide a complete picture of department resources and functions.

The Appendix section contains the glossary of terms, abbreviations and acronyms, and index.

# CITY OF GARDENA FUND STRUCTURE



**A major fund is classified as any fund which is at least 10% of the total appropriation**



## FUND DESCRIPTIONS

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### GENERAL FUND (Major Fund)

The General Fund is the chief operating fund of the City and the only totally unrestricted fund that can be used for general operating expenses such as public safety, parks, recreation, engineering, planning and administration.

### SPECIAL REVENUE FUNDS (Grants)

Currently the City receives additional funding from various sources to provide many services which otherwise would be impossible for the City to support. Special revenue funds are restricted to a specific purpose and for a certain time frame. Continued or new funding is based on the federal, state or county which is providing the resources. The City is always seeking new grants for the betterment of the citizens and community. Following is a description of the major grant funding that the City receives.

**Artesia Landscaping District:** To account for monies received for the maintenance of medians on Artesia Boulevard.

**American Rescue Plan:** Funding to address the devastating economic and health effects of the COVID-19 pandemic.

**Asset Seizure:** Monies seized from criminal activities and used solely for law enforcement purposes.

**Community Development Block Grant (CDBG):** The CDBG program works to ensure decent affordable housing, to provide services to the most vulnerable citizens in our communities, and to create jobs through the expansion and retention of businesses. This federal funding is received through the Department of Housing and Urban Development (HUD) and is an important tool for assisting local government in tackling the serious economic challenges facing the community.

**Consolidated Street Lighting:** To account for monies received for the maintenance and improvement of streetlights.

**Federal and State Earmarks:** Funds provided by legislators for projects or programs that curtail the ability of the Executive Branch to manage critical aspects of the funds allocation process.

**FEMA COVID-19:** This Treasury Department allocation provides funding to local government to support the public health response and lay the foundation for a strong and equitable economic recovery.

**Gardena Family Childcare:** This grant provides low-cost childcare to low-moderate income families as well as offering early education and development classes. This program through Cal SAFE also helps pregnant and parenting students and their children. These programs are funded through the California Department of Education.

**Measure M:** To account for monies received for the improvement of freeway traffic flow; expand the rail and rapid transit system; repave local streets, repair potholes, and synchronize signals; and to make public transportation more accessible, convenient, and affordable.

## FUND DESCRIPTIONS

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**Measure R:** To account for monies received for the improvement of local street traffic flow; repave local streets, repair potholes, and synchronize signals; and to make public transportation more accessible, convenient, and affordable.

**Police Grants:** The Department of Justice, the California Office of Traffic Safety, and the Supplemental Law Enforcement Program provide funding to improve public safety. Grant funding pays for additional officers, improved technology, DUI checkpoints, gang enforcement programs, and pedestrian safety programs. Funding from these grants helps to promote public safety and awareness.

**Post-Employment Benefits Fund:** This fund was set up to account for the City's Other Post-Employment Benefits it pays to retired employees.

**Prop 68:** To account for grant monies received from the Statewide Park Development and Community Revitalization Program (SPP) administered by OGALS or Office of Grants and Local Services to create new parks and recreation opportunities in underserved communities across California.

**Prop C:** To account for monies received for the reduction of local street traffic congestion; improve air quality; repave local streets and repair potholes; and to make public transportation more accessible, convenient, and efficient.

**Senate Bill 1 (SB 1):** To account for monies received for the maintenance and rehabilitation and safety improvements on state highways, local streets and roads, and bridges and to improve the state's trade corridors, transit, and active transportation facilities.

**Senior Bureau Grants:** In 1965 the federal government passed the Older Americans Act to provide grant funding for programs which benefit seniors. This includes nutrition programs in the community and for those who are homebound; programs for low-income minority elders; health promotion and disease prevention activities; in-home services for frail elders, and those services which protect the rights of older persons such as the long-term care ombudsman program.

**South Coast AQMD Fund:** To account for monies received from motor vehicle tax and expended on programs to reduce air pollution which are necessary to implement the California Clean Air Act of 1988.

**State Gas Tax:** To account for monies received and expended from the state and county gas tax allocation.

**Traffic Safety:** To account for monies received under Section 1463 of the Penal Code and expended on traffic safety.

## CAPITAL IMPROVEMENT FUND

Are used to account for financial resources used for capital improvement projects.

## DEBT SERVICE FUNDS

Are used to account for the accumulation of resources and payment of all general long-term debt obligations of the City.

## FUND DESCRIPTIONS

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### PROPRIETARY FUNDS

A proprietary fund accounts for business type activities of the City that receive a significant portion of funding through user charges with the intent to fully recover the cost of service. The Enterprise and Internal Services Funds are proprietary type funds.

#### Enterprise Funds:

**GTrans (Major Fund)** accounts for user charges, fees, federal, state and county grants and all operating costs associated with the operation of the City's bus lines. Although the GTrans is a separately operating enterprise fund, it is still operationally a department of the City.

**Sewer Fund** accounts for fees charged to users of the City's sewer system. The fee is based upon the amount of domestic water used. The revenue is used to replace, rehabilitate, maintain, and improve the City's sewer system.

#### Internal Service Funds:

The Internal Service Funds account for financing of goods or services provided by one City department to other departments of the City on a cost-reimbursement basis and consist of the following funds:

**Self-Insurance Liability Fund**

**Self-Insurance Workers' Compensation Fund**

**Self-Insurance Health Benefit Fund**

### FIDUCIARY FUNDS

Account for assets held by the City in a trustee capacity. Fiduciary funds are normally **not budgeted** because typically the trust agreement or law already provides adequate control over the trust fund resources.



# ACCOUNTING PRINCIPLES AND POLICIES

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## FUND ACCOUNTING

The accounts of the City are organized on the basis of funds and account groups, each of which is considered a separate accounting entity. The operations of each fund are accounted for with a separate set of self-balancing accounts that comprise its assets, liabilities, fund equity, revenues, and expenditures as appropriate. Government resources are allocated to, and accounted for, in individual funds based upon the purposes for which they are to be spent and the means by which spending activities are controlled. The financial section in this budget is grouped by generic fund types and broad fund categories as follows:

### Governmental Funds

General Fund  
Special Revenue Funds  
Capital Improvement Funds  
Debt Service Funds

### Proprietary Funds

Enterprise Funds  
Internal Service Funds

## BASIS OF ACCOUNTING AND BUDGETING

The City's **Governmental Fund Types** (General, Special Revenue, Debt Service and Capital Projects Funds) are accounted for and budgeted using the modified accrual basis of accounting. Revenues are recognized when they become measurable and available as net current assets. Revenue considered susceptible to accrual includes property taxes, sales taxes, interest and motor vehicle license fees. Expenditures are generally recognized under the modified accrual basis of accounting when the related fund liability is incurred. An exception to the general rule is compensated absences not payable within one year, and interest and principal on long-term debt which are recorded when due.

**Proprietary Fund Types** are accounted for on an "income determination" or "cost of services" measurement focus. Accordingly, all assets and all liabilities are included on the balance sheets, and the reported fund equity (total reported assets less total reported liabilities) provides an indication of the economic net worth of the funds. The operating statements for the City's Proprietary Fund Types report increases (revenues) and decreases (expenses) in total economic net

worth. All Proprietary Fund Types are accounted for and budgeted using the accrual basis of accounting. Revenues are recognized when earned, and expenses are recognized when incurred.

## FINANCIAL POLICIES

The following financial policies represent the long-standing principles and traditions which guide the City in its fiscal decisions.

## FINANCE COMMITTEE

The City's Finance Committee is comprised of two councilmembers, (appointed by the Mayor) and the City Treasurer. The Committee meets quarterly with the City Manager to review and make recommendations on the City's budget, debt, and other financial actions.

## AUDITING AND FINANCIAL REPORTING

- California state statute requires an annual audit of the books of account, financial records and transactions of all administrative departments of the City by Independent Certified Public Accountants.
- The City will produce annual financial reports in accordance with Generally Accepted Accounting Principles (GAAP) as outlined in Governmental Accounting, Auditing and Financial Reporting (GAAFR).

## REVENUE POLICY

- The City will try to maintain a diversified and stable revenue system to shelter it from short run fluctuations in any one-revenue source.

## ACCOUNTING PRINCIPLES AND POLICIES

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- The City will follow an aggressive policy of collecting revenues, augmented in Fiscal Year 2002 by the implementation of the City's new cashing system.
- The City will establish all user charges and fees at a level closely related to the full cost (operating, direct, indirect and capital) of providing the service. The City will continue to review fees/charges periodically.

### **INVESTMENT OF IDLE FUNDS**

- The safeguarding of all public monies shall be of the highest priority. Public money shall not be invested or managed in any manner, which would jeopardize the safety of the principal pursuant to California Government Code Section 53635.
- The City's investment policy is reviewed and approved annually by the City Council.
- Direct responsibility for managing the City's investment portfolio rests with the City Treasurer.
- All investments are made in accordance with the following criteria, stated in order of priority: safety, liquidity and yield.

### **PURCHASING POLICY**

- The City's departments will purchase the best value obtainable, securing the maximum benefit for each tax dollar expended, while giving all qualified vendors an equal opportunity to do business with the City.
- All purchases \$30,000 - \$50,000 require written quotes and must be ratified by the City Council.
- All purchases with a total cost over \$50,000 must be procured by a formal bid and can only be authorized and awarded by the City Council.
- Whenever possible, local vendors shall be included as sources for all purchases.

### **RISK MANAGEMENT POLICY**

- The City is self-insured against each general liability claim for the first \$750,000 and each workers' compensation claim for the first \$500,000 and \$750,000 for each GTrans claim against the City. The City carries insurance in excess of these amounts.
- The City's role in managing its risk management program is to be proactive, in nature, which will be accomplished through careful monitoring of losses, working closely with the third-party administrator and designing and implementing programs to minimize risk and reduce losses.

### **FIXED ASSET POLICY**

- To safeguard the investment in fixed assets.
- To use the fixed asset system as a management tool for replacement of recurring items to avoid duplication and inefficient use of fixed assets.
- To comply with state laws and regulations.
- To provide information for preparation of financial statements in accordance with GAAP with emphasis placed on completion of GASB 34 requirements.
- When disposing of fixed assets, every effort should be made to recover some of the original cost by selling and or trading in the fixed asset.

### **CAPITAL IMPROVEMENT POLICY**

- The City will develop a multi-year plan for capital improvements, update it annually and make all capital improvements in accordance with this plan.
- Immediate capital replacement needs and smaller capital projects are funded on a pay-as-you-go basis through a budget transfer.

## ACCOUNTING PRINCIPLES AND POLICIES

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- Capital improvements involve the outlay of substantial funds; therefore, the City prioritizes the use of non-general fund monies to support these expenditures.

### **DEBT POLICY**

- To provide for proper planning of capital expenditures, financing requirements and guidelines for issuance of various debt instruments.
- To hold borrowing costs at a minimum and maintain ratios within established standards.
- To secure favorable ratings and competitive lower interest rates on all types of borrowing instruments, thereby providing a savings to all taxpayers.

### **BORROWING INSTRUMENTS**

- Tax and Revenue Anticipation Notes to be issued no more than once a year. Maximum maturity of notes will be twelve months from date of issue. Notes will be rated by Moody's Investor Service, Standard and Poor's Ratings Group or Fitch Investors Service, L.P.
- Certificates of Participation (COPS) can be used as a financial alternative for acquiring assets.
- Revenue Bonds – City Council will evaluate all requests.
- Mello-Roos financing – City Council will evaluate all requests.

### **BUDGET – GENERAL POLICY**

- City staff will present to the City Council a structurally balanced budget proposal that does not rely on “one-time” revenues. Annual recurring expenditures will be funded with annual recurring revenues.

- The City Council will, by June 30 of each year, adopt a structurally balanced operating and capital improvement spending plan for the ensuing fiscal year, where operating revenues are equal to, or exceed, operating expenditures.
- The City will align and amend as appropriate its operating and capital spending plan with its strategic action plan priorities and economic development plan.
- City staff will complete and present a quarterly Budget and Economic Condition Analysis to the Finance Committee. Recommended budget adjustments will be submitted to the City Council for consideration and approval.
- The City will establish and maintain a General Fund Reserve equal to at least twenty five percent (25%) of its annual General Fund operating budget. The amount will be revised annually and such funds will be expended only with the approval of the City Council.

### **BUDGET – REVENUE**

- Revenue projections will be based on multiple sources of information including, but not limited to, historical trends, federal, state and regional economic forecasts, service levels, changes in legislation and mandates and other statistical resources generally available.
- The City will develop and incorporate into each spending plan revenue and expenditure projections for five (5) additional years into the future and amend the projection annually as part of the budget review.
- When projecting revenues, the City will take into consideration the diversity, volatility and stability of its revenue stream and will as much as possible base its core operating cost on historically stable revenue sources.
- The City will stabilize its revenue base by forecasting its annual operating expenditures on diverse revenue sources and limiting revenue growth projections in each revenue category.

## ACCOUNTING PRINCIPLES AND POLICIES

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- Revenues received in excess of the budgeted projections will be used for one-time expenditures or set aside as reserve.

### ***BUDGET – EXPENDITURES***

- Expenditures will be budgeted realistically for each expenditure category and can be adjusted internally as may become necessary but will not exceed appropriation limits.
- Contingency funds will be included in the annual budget to provide funding for unanticipated operating cost increases, one-time purchasing opportunities and one-time emergency expenditures to repair equipment and facilities. Unexpended funds will carry-over to the next fiscal year.
- In considering reductions in service levels, program cuts, or staffing reductions, the city will first assess options to improve operational efficiencies and develop additional revenues to cover the cost to continue the existing level of public service with existing Budget Policies.

- Limiting Cost with Fees for Service: Certain services are used selectively by a limited number of participants and, therefore, are not mandated City services. These services are provided based on individual interest and are provided only as funding is available. To fund these programs without limiting basic services necessary for the general public, the City will perform a cost analysis to identify the city's fully burdened cost for providing those services and, to the extent reasonable, set the fee based on full cost recovery. Such fees shall be updated frequently to ensure that the fees are reflective of actual city costs for the delivery of services.
- Unexpended funds within a fiscal year will be held in reserve or appropriated for one-time expenditures.

### ***BUDGET – CAPITAL IMPROVEMENT***

- Capital improvements will be financed primarily through special revenue funds, user fees, service charges, and developer agreements when benefits can be specifically attributed to users of the facilities.
- The City will analyze the impact of capital improvements to ensure that operational and maintenance costs are balanced with on-going revenue to support facility operations.

## COMMUNITY PROFILE – 2023

Gardena, California is a full-service city located just 13 miles south of metropolitan Los Angeles in the South Bay area of Los Angeles County. Gardena is strategically located near the intersections of the Harbor (110), San Diego (405), and Gardena (91) Freeways and just south of the Anderson (105) Freeway.

Date of Incorporation	September 11, 1930
General Law City	1955
Form of Government	Council-Manager Form
County	Los Angeles, Second Supervisorial District
State Representatives	62 <sup>nd</sup> & 66 <sup>th</sup> Assembly Districts 35 <sup>th</sup> Senatorial District
U. S. Representative	43 <sup>rd</sup> U.S. Congressional District
Area	5.9 Square Miles
Population	59,702
Dwellings	21,828
Police Protection	87 sworn personnel and 27 marked units, including 2 canine units.
Fire Protection	City Fire Department services were transferred to the Consolidated Fire Protection District of Los Angeles County and became a contract service in October 2000.
Recreation and Parks	6 parks (37.36 acres) including 2 with skate parks, 1 community center, 1 municipal pool (in construction), 1 parkette, and 2 gymnasiums.
GTrans	66 coaches and 8 demand response vehicles for elderly and disabled passengers.







**CITY of GARDENA**



Not To Scale

### LEGEND:



① City Hall Administration Offices and Campus

② Police Headquarters

③ Fire Department Headquarters

④ Fire Station 2

⑤ Public Works Building and Maintenance Yard

⑥ Kiyoto "Ken" Nakaoka Community Center

⑦ Ernest J. Primm Memorial Pool and James Rush Gymnasium

⑧ National Guard

⑨ Gardena Transit Administration, Operations, & Maintenance Facility



Ⓐ Sister-City Parkette

Ⓑ Vincent Bell Memorial Park

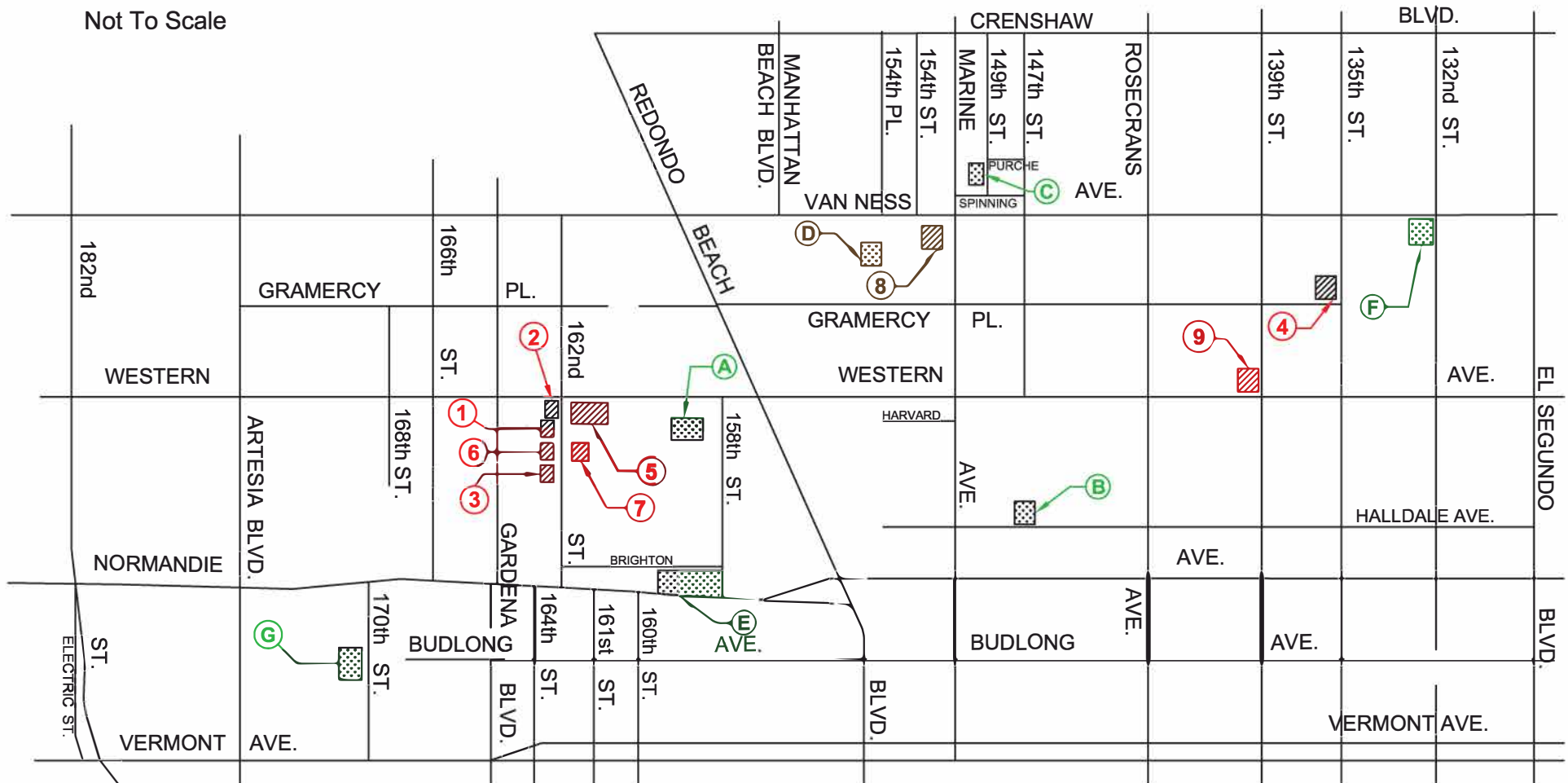
Ⓒ Edward L. Thornburg Park

Ⓓ George H. Freeman Memorial Park

Ⓔ Mas Fukai Park

Ⓕ Paul A. Rowley Memorial Park

Ⓖ Arthur Lee Johnson Memorial Park



## CITY FACILITIES AND PROPERTIES

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### ① City Hall Administrative Offices and Campus 1700 West 162nd Street

The Administrative Offices have approximately 25,975 square feet of building space, which includes City Council Chambers, a Council Chambers Conference Room, 32 administrative offices and 9 bathrooms. The buildings were built in 1962; and in fiscal year 2001-2002, the Administrative Office building was renovated with automatic sliding glass doors to comply with the Americans with Disabilities Act. The campus lawn in front of City Hall was dedicated on June 12, 1982, as the **Lucille Randolph Plaza**, in honor of the City Clerk who served the City for twenty-three years.

### ② Police Headquarters 1718 West 162nd Street

The Police Headquarters has approximately 63,475 square feet of site area and approximately 23,690 square feet of building space that includes a one-story brick masonry police headquarters structure (Class C construction). Built in 1963, the needs of the department have far outgrown the building's capacity. Separate modular units have been constructed in the parking lot, and on an adjacent property to serve as annex offices.

### ③ Fire Department Headquarters 1650 West 162nd Street

The Fire Department Headquarters has approximately 27,925 square feet of site area and approximately 17,975 square feet of building space, which includes a two-story brick masonry fire station building (Class C construction). The building was built in 1963 and is currently leased to the Los Angeles County Fire District. The City contracts with the Los Angeles County Fire District for the provision of fire services.

### ④ Fire Station 2 2030 West 135th Street

Fire Station 2 has approximately 26,140 square feet of site area and approximately 5,949 square feet of building space, which includes a pre-cast concrete fire station structure. The fire station structure was built in 1957 and includes an apparatus garage, offices, kitchen, dining area,

chief's quarters, dormitory and training tower. The fire station structure is currently leased to the Los Angeles County Fire District. The City contracts with the Los Angeles County Fire District for the provision of fire services.

### ⑤ Public Works Building and Maintenance Yard 1717 West 162nd Street

The Public Works Building has approximately 11,825 square feet of building space, which includes 10 administrative offices and 5 bathrooms. The buildings were built in 1968 and 1990; and in fiscal year 2003-2004, the building was renovated with automatic sliding glass doors to comply with the Americans with Disabilities Act. In addition, a City yard is adjacent to the Public Works Building to create a total land area of 1.850 acres.

### ⑥ Kiyoto "Ken" Nakaoka Community Center 1670 West 162nd Street

The Community Center has approximately 17,137 square feet of building space, which includes 6 classrooms, 4 offices, a kitchen and an auditorium that can accommodate up to 280 people. The building was built in 1975 and dedicated June 7, 1975. On December 13, 1989, an expansion was dedicated in honor of the first Japanese-American to be elected (1966) to a City Council position in the United States, and the first elected Mayor of the City. During fiscal year 2001-2002, the Community Center was renovated with automatic sliding glass doors to comply with the Americans with Disabilities Act.

Located in the Nakaoka Community Center, the **Lucien "Lou" Lauzon Memorial Auditorium** was dedicated August 22, 1981, in honor of his active community support, which included serving as a member of the Citizens Advisory Committee and the Beautification Committee.

### ⑦ Ernest J. Primm Memorial Pool and James Rush Gymnasium 1651 West 162nd Street

The pool and gymnasium have approximately 62,650 square feet of site area and approximately 19,623 square feet of building space, which includes a one-story masonry gymnasium (Class C construction). The building was built in 1979. The Human Services Division offices are

## CITY FACILITIES AND PROPERTIES

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located in this building. The roof of the gymnasium was renovated in fiscal year 2002-2003, and the administrative office of the gymnasium was renovated with automatic sliding glass doors in fiscal year 2004-2005 to comply with the Americans with Disabilities Act.

The pool was dedicated as the **Ernest J. Primm Memorial Pool** on April 22, 1962, in honor of the founder of the card clubs in Gardena. On June 30, 1979, the gymnasium was rededicated as the **James Rush Memorial Gymnasium** in honor of the former Councilmember and Mayor of Gardena (1942 – 1956). With the award of an \$8.5 million grant from Prop 68 and a Federal Earmark of \$1.4 million from Congresswoman Waters the site is being expanded into the Gardena Community Aquatic and Senior Center to provide a multigenerational hub for expanded recreational activity.

### **⑧ The Army National Guard 2100 West 154<sup>th</sup> Street**

A portion of the former Municipal Transportation Facility, 1.72 acres, was sold for development of residential units in 2015. The remaining portion of the property is leased to the State of California for use as a National Guard post.

### **⑨ GTrans Administration, Operations, and Maintenance Facility 13999 South Western Avenue**

The new transit facility opened in May 2009, on a 9.1-acre site that accommodates a fleet of 100 buses, plus paratransit and support vehicles. The facility is designed as a “Green Building,” emphasizing energy efficiency and environmental sensitivity and includes solar panels for power generation, bus simulators for operator training, and current technology in bus maintenance equipment.

The administration and operations building is approximately 24,000 square feet in area. The maintenance building is approximately 45,000 square feet with a 4,000 square foot bus-wash structure and 2,800 square foot fuel island. A photovoltaic panel shade structure provides covered parking.

### **(A) Sister-City Parkette - 160<sup>th</sup> Street/Harvard Boulevard**

Sister-City Parkette was renamed in August 2013 from Harvard Parkette. The Parkette was dedicated in November 1958 as a neighborhood play area, is 0.19 acre and includes a slide and jungle gym, swings, and lunch benches.

### **(B) Vincent Bell Memorial Park - 14708 South Halldale Avenue**

This 1.87-acre park was dedicated on May 26, 1972, in honor of a City Councilman who died in office shortly after his election in 1970. The facility is equipped with a recreation room, baseball diamond, outdoor basketball court, handball court, two tiny tot play areas, two picnic shelters, and a police office.

### **(C) Edward L. Thornburg Park - 2320 West 149<sup>th</sup> Street**

The Edward L. Thornburg 2.39-acre park was named for the developer who donated the land in 1953. The facility is equipped with a recreation room, baseball diamond, two outdoor basketball courts, handball court, tiny tot play area, picnic shelter, martial arts room, and horseshoe pit.

### **(D) George H. Freeman Memorial Park - 2100 West 154<sup>th</sup> Place**

This 2.71-acre park was dedicated on April 11, 1957, in honor of George Freeman, who served as the first City Recreation Director. The park is equipped with two recreation rooms, a baseball diamond, basketball court, handball court, tennis court, tiny tot play area, picnic shelter, and police office.

### **(E) Mas Fukai Park - 15800 South Brighton Avenue**

4.53 acres were purchased from the County and dedicated as a City park in 1960. In June 2000, the Gardena City Council rededicated Recreation Park as Mas Fukai Park. Masani “Mas” Fukai was elected to Council in 1974 and served until his retirement in 1998. Mas, as his friends and associates call him, also served for five years as the Chief Deputy to then Los Angeles County Supervisor Kenneth Hahn. The facility is equipped with three recreation rooms, three baseball diamonds, two basketball courts, a handball court, tiny tot play area, picnic shelter, and kitchen.

## CITY FACILITIES AND PROPERTIES

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### **(F) Paul A. Rowley Memorial Park - 13220 South Van Ness Avenue**






This 18.17-acre park was dedicated July 21, 1962, in honor of the first City Administrative Officer, 1959 – 1962. Mr. Rowley died of a heart attack in June 1962, while addressing a public affair at the park. The park was originally named Van Ness Park, when it opened in 1959. The expansion of the park facilities, which included the addition of a gymnasium, was dedicated February 12, 1990. The facility is equipped with two recreation rooms, a gymnasium, four baseball diamonds, three outdoor basketball courts (one full and two half), a skate park opened in March 2012, four tennis courts, two tiny tot play areas, three picnic shelters, a kitchen, auditorium, weight room, teen center, and police office.

### **(G) Arthur Lee Johnson Memorial Park - 1200 West 170<sup>th</sup> Street**

This 7.5-acre park, originally dedicated July 9, 1977, as South Park, was rededicated on January 13, 2007 as Arthur Lee Johnson Memorial Park. Arthur Johnson marched with Dr. Martin Luther King, Jr. in the civil rights movement, founded the Gardena Dr. Martin Luther King, Jr. Cultural Committee, and served as its president for twenty years. In 1973, his efforts made Gardena the first city west of the Mississippi to honor Dr. King's birthday with an annual commemorative celebration. Mr. Johnson served as a Planning and Environmental Quality Commissioner for twelve years. His many years of community service earned him the Gardena Black History Month Trailblazer Award and a place on the City's Wall of Fame.

The Arthur Lee Johnson Memorial Park is equipped with a recreation room, two basketball courts, a skate park opened in June 2012, four tennis courts, a tiny tot play area, picnic shelter, soccer field, police shooting range, and entrance to the Gardena Willows Wetland.

## CITY OF GARDENA HISTORIC TIMELINE

<p><b>1930</b> Incorporation of City of Gardena on September 11, 1930 with a population of approximately 3,000. Annexation of Western City on November 12, 1930.</p>	<p><b>2001</b> Eldorado Parking COP liquidated through agreement with Hustler for a net principal gain of \$980,000.</p>	<p><b>2013</b> February Standard &amp; Poor's raised the City's credit rating to A.</p>
<p><b>1936</b> First legal card club license in the State of California to Gardena.</p>	<p><b>2002</b> Eliminated the General Fund deficit a year ahead of schedule with a positive \$1,048,182 balance on June 30, 2002.</p> <p>Voters approved an increase in the Transient Occupancy Tax from 7% to 11% in November.</p>	<p>Sold parking structure located at 1041 Redondo Beach Blvd. Entered into sales agreement for 1.72 acres at 15350 Van Ness Avenue. September 2014, Standard &amp; Poor's raised the City's credit rating to A+</p>
<p><b>1940</b> City bus service began on January 15, 1940.</p>	<p><b>2005</b> Celebrated 75th anniversary.</p>	<p><b>2014</b> Closed escrow on 15350 Van Ness Ave (former GTrans facility). Adopted 2016-2021 Five Year Strategic Plan. Council approved updated comprehensive fee resolution.</p>
<p><b>1953</b> Gardena Municipal Bus Lines moved to new location on Van Ness Avenue in November.</p>	<p><b>2006</b> City Council approved settlement agreement with Sumitomo Trust and Union Bank that would restructure the \$26 million debt on the failed First Time Homebuyer Program and the December - City made a \$2.6 million payment to Sumitomo Trust and Union Bank on the long-term \$26 million debt thereby ending the debt service obligation on both failed programs.</p>	<p><b>2015</b> Adopted 2016-2021 Five Year Strategic Plan. Council approved updated comprehensive fee resolution. Civic Center</p>
<p><b>1954</b> City adopted its official seal and slogan "Freeway City" on October 26, 1954.</p> 	<p><b>2007</b> Received investment grade credit ratings: Standard &amp; Poor's BBB rating Moody's Baa3 rating</p> <p>Refinanced the South Bay Regional Communications Center debt at an improved interest rate.</p> <p>Adopted 5 Year Plan 2007 - 2012.</p> <p>November 20, 2007 City Manager Mitchell G. Lansdell was awarded the Municipal Leader of the Year for his 10-year effort to lead the City out of financial crisis.</p>	<p><b>2016</b> Mitchell Lansdell City Manager retires, Ed Medrano appointed Acting City Manager. Refinancing of the 2006 C Bond Debt. Reassessment of the Sewer Fees to ensure sewer upkeep.</p>
<p><b>1955</b> Gardena was designated as a General Law City by action of the State Legislature.</p>	<p><b>2009</b> May 2009 Gardena Municipal Bus Lines moved to new facility. Dec 2009 Standard &amp; Poor's raised the City's rating to A-.</p>	<p><b>2017</b> Ed Medrano appointed as City Manager.</p>
<p><b>1964</b> Adopted City flag.</p> 	<p><b>2010</b> June 30, 2010 General Fund reserves = \$8,649,750 or 20%. September 11, 2010, City will celebrate its 80th Anniversary with a population of approximately 61,927.</p>	<p><b>2019</b> Clint D. Osorio appointed as City Manager</p>
<p><b>1980</b> Received the All America City Award.</p> 	<p><b>2011</b> April 1, 2011 UUT rate collection at the maximum of 5%. Senior exemption eligibility reduced to age 60.</p> <p>May 10, 2011 Council adopted new fee resolution with an effective date of July 11, 2011.</p> <p>September 2011, the City purchased the Goodwill property as well as property adjacent to the Police Department.</p>	<p><b>2020</b> March 2020 Novel Coronavirus Pandemic - COVID 19, Stay-at-Home orders issued and City Hall closed to the public.</p> <p>December 2020 Pension Obligation Bond issued to refinance City's UAL effecting savings of \$50 million. City revises Strategic Plan to address effects of COVID</p>
<p><b>1982</b> Maintenance facility added at the Gardena Municipal Bus Lines.</p>	<p><b>2012</b> Created "Super-Departments" as a transitional phase for operational efficiency and cost containment during succession planning.</p>	<p><b>2021</b> Issuance and sale of Lease Revenue Bond to finance a portion of the cost of the Aquatic &amp; Senior Center, the renovation of the Chase Bank building to a community center, and various park improvements.</p> <p>City is awarded an \$8.5 million Prop 68 competitive grant as well as an \$1.4 million appropriation for the Aquatic &amp; Senior Center</p>
<p><b>1994</b> Council action limited the number of card clubs from six to two.</p>		<p><b>2023</b> Finalist for the All American City Award Winner of Los Angeles County "Most Business-Friendly City" Award</p>  
<p><b>1995</b> Annexation of El Camino Village.</p>		
<p><b>1996</b> Employee committees formed to review revenues, operational efficiencies, and customer service. A fourth committee compiled the information for council consideration.</p> <p>To reduce expenditures, Council implemented hiring freeze and a 2% decrease in appropriated expenditures for last six months of the fiscal year.</p>		
<p><b>1998</b> Council committed to a plan to eliminate the projected \$5 million General Fund deficit with a \$1 million set aside for the next five years.</p>		
<p><b>2000</b> The newest card club in the State, the Hustler, opened in June 2000.</p> <p>Ending General Fund balance June 30, 2000 = <b>(\$2,719,574)</b>.</p>		



# **CITY OF GARDENA COMMISSIONS, CORPORATIONS, AGENCIES, BOARDS, ADVISORY GROUPS, COMMITTEES AND ASSOCIATIONS**

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The Mayor and City Council appoint members to Commissions, Corporations, Agencies, Boards, etc. to advise the City on important programs and policy decisions. Public participation, therefore, is a vital component of the City's governing system. In addition, there are other important Committee and Association members who meet on a regular basis but are not appointed by the Mayor and City Council. All of the meetings are open to the public.

## **APPOINTED COMMISSIONS**

### **PLANNING AND ENVIRONMENTAL QUALITY COMMISSION**

Composed of five members, this Commission was created in compliance with the State Government Code as an advisory agency to the City Council on all matters of land use and the environment. Its responsibilities are to investigate and report on the design and improvement of adopted subdivisions, and to submit reports and recommendations to the City Council on matters relating to zoning, land use, environment, the City's General Plan, and other related matters.

### **RECREATION AND PARKS COMMISSION**

This Commission is composed of five members who advise the Council on matters relating to recreation and parks within the City. The Commission considers, advises, and/or recommends to the City Council the needs of the City pertaining to the acquisition, development, and use of facilities, buildings and structures for recreational and park purposes; promotes public interest in recreation and parks programs and regulations; and consults and confers with public officials and agencies, citizens, civic, educational, professional, and other organizations.

### **SENIOR CITIZENS COMMISSION**

This Commission is composed of five members, appointed by the City Council, who advise them on all matters relating to the needs and concerns of the City's older adult population. The Commission coordinates its activities with those of the Affiliated Committee on Aging.

### **HUMAN SERVICES COMMISSION**

The Human Services Commission is composed of five members who are responsible for the development and utilization of available resources to meet needs within the City. The Mayor and each Councilmember appoint one member. The Commission advises the Council on all matters relating

to social conditions within the City, assesses and reports to the Council the social needs of the citizenry, and advises the Human Services Division regarding policy and program direction for meeting such needs and making appropriate recommendations to the Council.

### **GARDENA YOUTH COMMISSION**

The Youth Commission is composed of five members appointed by the City Council and five "at-large" members approved by the Commission and ratified by the City Council. The Commission identifies and evaluates youth and community issues and projects and makes recommendations to the City Council to resolve such issues. Commission members also work as volunteers with community groups, organizations, and Recreation and Human Services programs

## **APPOINTED CORPORATIONS / AGENCIES / BOARDS**

### **CITY OF GARDENA FINANCING AGENCY**

The Agency was created in July 1991 as a Joint Powers Authority between the City of Gardena and the Gardena Parking Authority. The Agency provides for financing of the acquisition, construction and improvement of Public Capital Improvements, for working capital requirements, and for liability or other insurance programs of the City and the Parking Authority.

### **BOARD OF APPEALS**

This board is comprised of the members of the Planning and Environmental Quality Commission, with the building official as an ex-officio member. The Board is governed by the same procedures as the Planning and Environmental Quality Commission. The Board determines the suitability of alternate materials and methods of construction and provides reasonable interpretations of the provisions of the Uniform Building Code. The Board also determines whether a building constitutes a menace to public safety, and whether repairs, alterations, or demolition are necessary to abate the menace to public safety.

### **RENT MEDIATION BOARD**

This fifteen-member Board is composed of five landlords, five tenants, and five members-at-large, all of whom are appointed by the City Council to assist citizens in mediating rental increase-related disputes.

## **HOUSING APPEALS BOARD**

This Board, consisting of members of the Planning and Environmental Quality Commission, is authorized by the City Council to hear all appeals relating to violations of housing standards and is governed by the provisions of the Uniform Housing Code. The Community Development Director serves as secretary to the Housing Appeals Board.

## **APPOINTED ADVISORY GROUPS**

### **GARDENA ECONOMIC BUSINESS ADVISORY COUNCIL (GEBAC)**

Established in May 2016, its mission is to promote economic opportunities by establishing and preserving a business and job friendly environment to attract and retain businesses, industry and commerce, that will enhance Gardena's economic viability, financial stability, and improve the overall quality of life of its residents. GEBAC has the following goals:

- Promote new business development opportunities;
- Strengthen the relationship between the City and the business community;
- Support retention and attraction of diversified tax base for the long-term viability of the City;
- Provide support on issues affecting the economy and quality of life in the City
- Review City business practices and programs to ensure the City of Gardena remains business friendly

The Council consists of eleven members from the business community within the City of Gardena. GEBAC meets the 3<sup>rd</sup> Wednesday of odd months at 4:00 p.m.

### **GARDENA BEAUTIFICATION COMMITTEE**

This Committee has a maximum of nine voting members who study and make recommendations to the City Council relating to the beautification and livability of all areas of the City of Gardena. The Chairperson is a member of the City Council. Five of the members are appointed by the City Council, and the remaining three at-large members are nominated by the Committee Chair and ratified by City Council. Committee projects include elimination of graffiti, beautification of streets and parkways; tree planting, and other related activities.

## **NON-APPOINTED COMMITTEES / ASSOCIATIONS:**

### **GARDENA VALLEY AFFILIATED COMMITTEE ON AGING**

The Gardena Valley Affiliated Committee on Aging is composed of a five-member board of directors and members at large, who assist and coordinate the work of community organizations, government agencies, and private entities concerned with the betterment of living conditions for the aging. They coordinate events, activities and programs into a unified

approach that will meet the economic and social needs of the elderly, and those in need of assistance throughout the greater Gardena community. The committee advises the Gardena Senior's Bureau and the Gardena Senior Citizen's Commission on all matters relating to the needs and concerns of the City's older adult population.

### **GARDENA SISTER CITY ASSOCIATION**

The Gardena Sister City Association, comprised of community volunteers, has been active in promoting international friendship for over five decades. The program's goal is to learn more about the community, enjoy the hospitality, and build personal contacts with other cultures. This is done through adult and youth exchange programs that encourage person-to-person visitations in each city. **Ichikawa, Chiba, Japan** has been an official Sister City to Gardena since 1962 and **Huatabampo, Sonora, Mexico**, since 1973. Gardena has also maintained an unofficial mutual friendship with Rosarito, Baja, California, Mexico for many years.

### **GARDENA POLICE FOUNDATION**

The Gardena Police Foundation is a partnership of citizens, businesses, and philanthropic organizations whose mission is to provide additional resources to improve public safety. Incorporated in September 2006 as an independent 501(c)3 non-profit organization, the Foundation relies solely on donations and fundraising efforts. The Board of Directors actively raises money from the community and awards grants directly to the police department in response to the department's request for program, training and equipment needs not included in the City's budget.

### **GARDENA TRAFFIC COMMITTEE**

The City Traffic Committee is composed of City staff persons, including the Chief of Police; Recreation, Human Services, Parks, & Facilities Director; and the Transportation Director. This Committee advises the City concerning traffic-related matters including, but not limited to, parking, stop signs, signals, and congestion, etc.

### **MLK & CINCO DE MAYO COMMITTEES**

Dr. Martin Luther King, Jr. Cultural Committee of Gardena was founded in 1972 by Arthur Johnson, a chemist and educator who originally wanted Gardena to honor Dr. King with a city holiday. The committee is made up of volunteers from the community. The annual event activities include a parade, a battle of the bands, an annual youth night, and the essay contest.

Cinco de Mayo Scholarship and Festival Committee of Gardena is made up of volunteers from the community. The annual Gardena's Cinco de Mayo celebration is one of the South Bay's longest running Cinco de Mayo events and its goal is to share some of the area's Latino heritage and culture.



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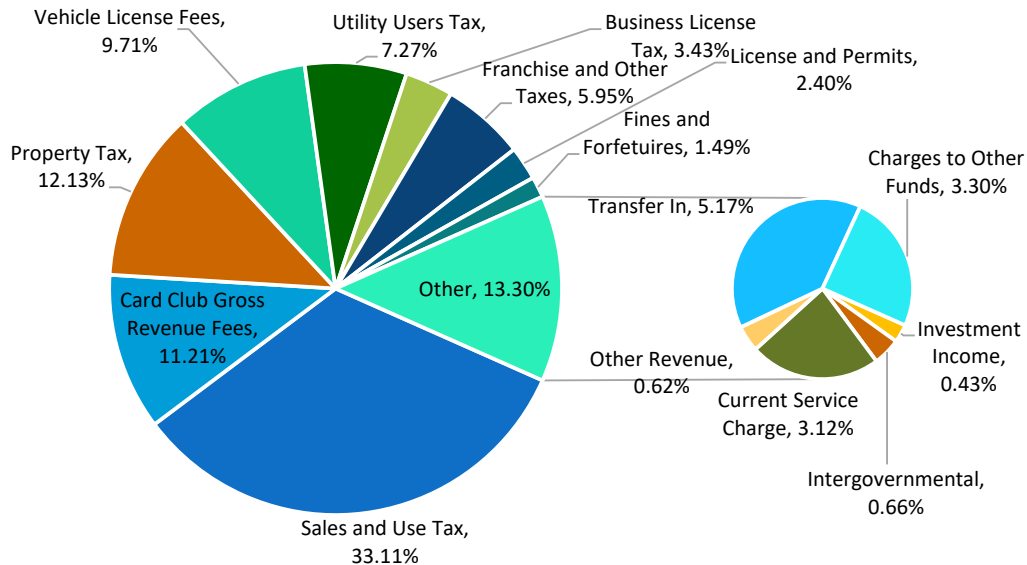
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# **ADOPTED BUDGET SUMMARIES FY 2023/2024**

## GENERAL FUND REVENUE and EXPENDITURES 2023/2024

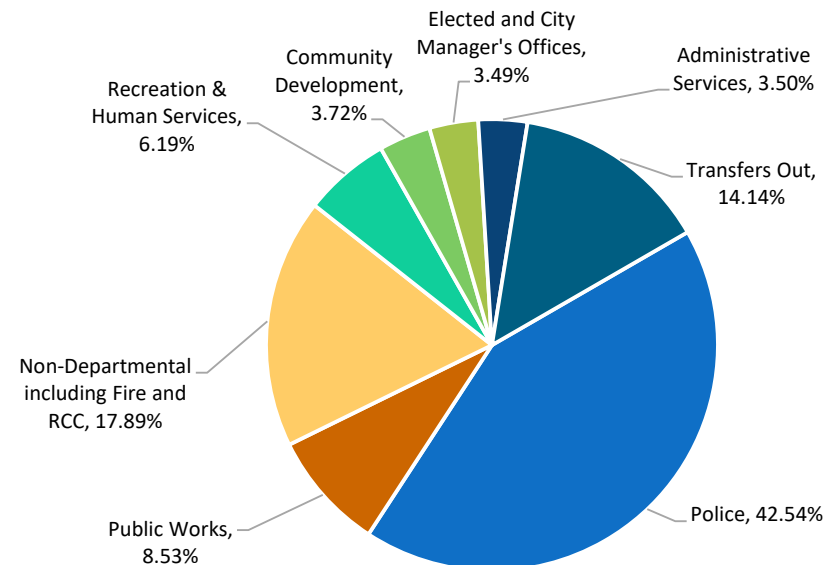
### WHERE THE MONEY COMES FROM...

Revenue Sources	General Fund	% of Total
Sales and Use Tax	\$ 27,151,875	33.11%
Card Club Gross Revenue Fees	\$ 9,193,600	11.21%
Property Tax	\$ 9,945,583	12.13%
Vehicle License Fees	\$ 7,962,464	9.71%
Utility Users Tax	\$ 5,962,277	7.27%
Business License Tax	\$ 2,811,375	3.43%
Franchise and Other Taxes	\$ 4,879,429	5.95%
License and Permits	\$ 1,968,790	2.40%
Fines and Forfeitures	\$ 1,220,929	1.49%
Investment Income	\$ 355,000	0.43%
Intergovernmental	\$ 537,500	0.66%
Current Service Charge	\$ 2,556,467	3.12%
Other Revenue	\$ 512,036	0.62%
Transfer In	\$ 4,242,486	5.17%
Charges to Other Funds	\$ 2,702,388	3.30%
<b>TOTAL REVENUES</b>	<b>\$ 82,002,199</b>	<b>100.00%</b>



### WHERE THE MONEY GOES...

Department Expenditures	General Fund	% of Total
Police	\$ 34,809,188	42.54%
Public Works	6,979,413	8.53%
Non-Departmental including Fire and RCC	14,640,514	17.89%
Recreation & Human Services	5,066,301	6.19%
Community Development	3,041,130	3.72%
Elected and City Manager's Offices	2,859,708	3.49%
Administrative Services	2,867,417	3.50%
Transfers Out	11,567,671	14.14%
<b>TOTAL EXPENDITURES</b>	<b>\$ 81,831,342</b>	<b>100.00%</b>



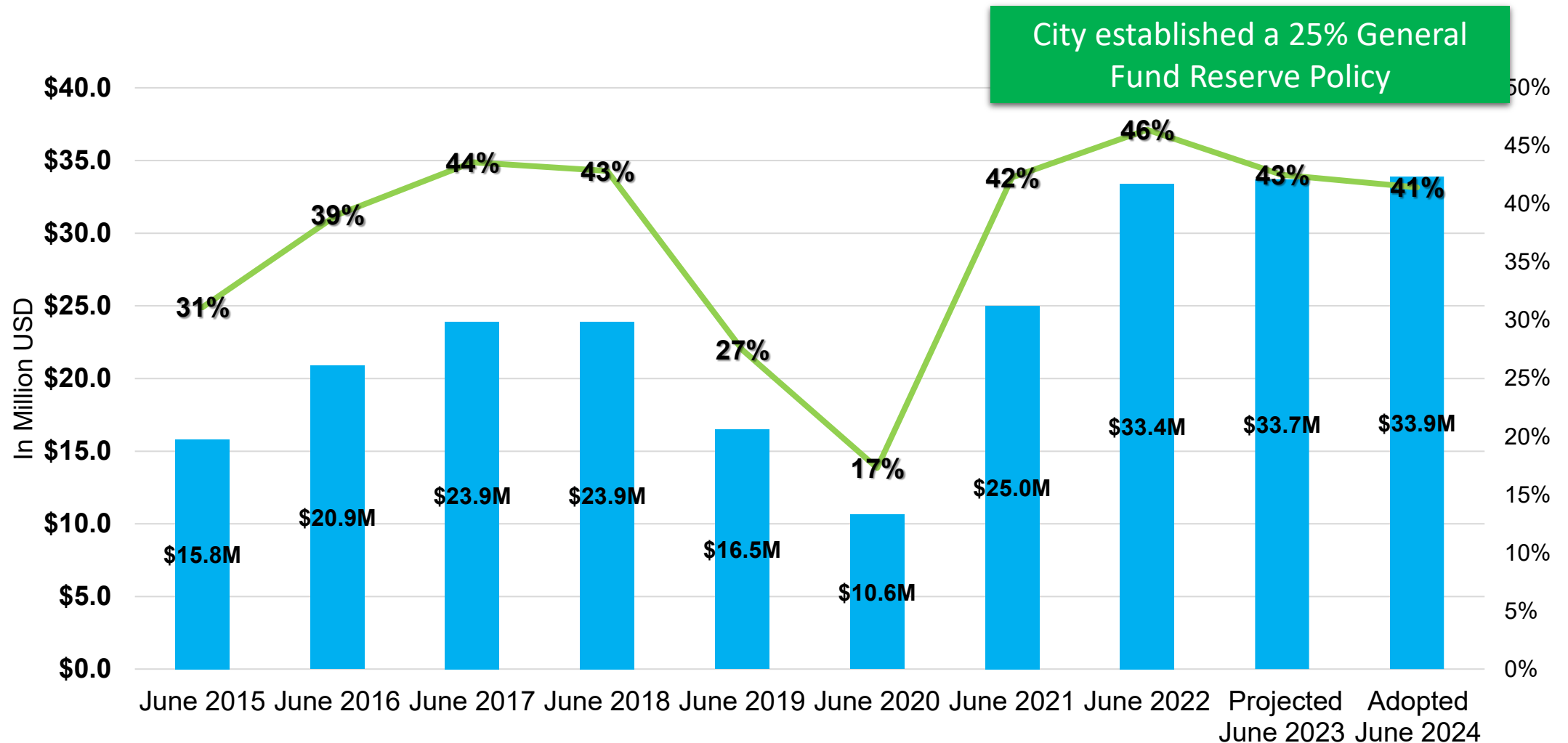


## GENERAL FUND HISTORICAL REVENUE AND EXPENDITURE SUMMARY

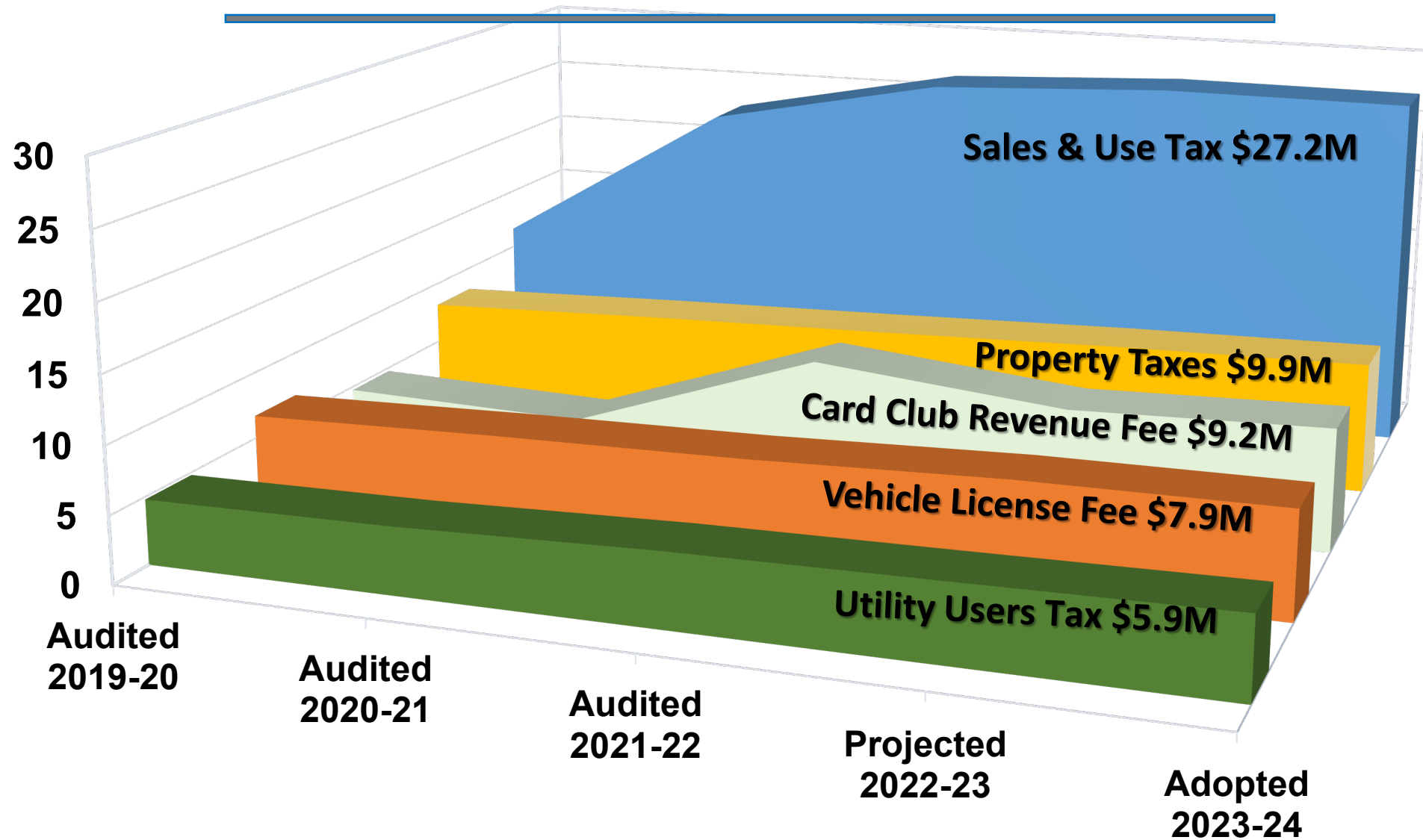
	Audited 2020-2021	Audited 2021-2022	Adopted 2022-2023	Adopted 2023-2024	Change in % Adopted 2023-24 vs Adopted 2022-23
<b><u>Revenues and Other Sources:</u></b>					
Taxes	54,483,563	66,503,135	62,775,245	67,906,603	8.17%
Licenses and Permits	2,397,538	2,900,062	1,875,038	1,968,790	5.00%
Fines and Forfeitures	1,038,080	923,049	1,185,368	1,220,929	3.00%
Investment Income	(185,053)	(1,607,573)	330,000	355,000	7.58%
Intergovernmental	547,901	522,015	532,500	537,500	0.94%
Current Service Charges	2,401,917	2,585,536	2,506,467	2,556,467	1.99%
Other Revenue	492,320	772,807	512,036	512,036	-
Charges to Other Funds	2,674,733	2,676,650	2,698,115	2,702,388	0.16%
Transfer In	9,505,011	5,442,716	4,239,000	4,242,486	0.08%
<b>Total Revenues</b>	<b>73,356,010</b>	<b>80,718,397</b>	<b>76,653,769</b>	<b>82,002,199</b>	<b>6.98%</b>
<b><u>Expenditures:</u></b>					
Salaries and Benefits	32,094,341	36,046,765	42,894,296	48,031,724	11.98%
Materials and Operations	16,816,978	19,145,251	21,902,370	22,081,693	0.82%
Capital Outlay	318,055	464,821	170,254	150,254	-11.75%
Fund Transfers	9,863,925	16,617,333	11,649,841	11,567,671	-0.71%
<b>Total Expenditures</b>	<b>59,093,299</b>	<b>72,274,170</b>	<b>76,616,761</b>	<b>81,831,342</b>	<b>6.81%</b>
<b>Net Change in General Fund Fund Balance</b>	<b>14,262,711</b>	<b>8,444,227</b>	<b>37,008</b>	<b>170,857</b>	
Fund Balances - Beginning	10,693,492	24,956,203	33,400,430	33,437,438	0.11%
<b>Fund Balances - Ending*</b>	<b>24,956,203</b>	<b>33,400,430</b>	<b>33,437,438</b>	<b>33,608,295</b>	<b>0.62%</b>

\* Fund 010 only

# GENERAL FUND BALANCE



# GENERAL FUND TOP 5 REVENUES



**GENERAL FUND REVENUES BY ACCOUNT  
FOUR-YEAR COMPARISON  
FISCAL YEARS ENDING 2021-2024**

Revenue Sources		2020-2021 Audited	2021-2022 Audited	2022-2023 Adopted	2023-2024 Adopted
<b>TAXES (001)</b>					
3101-3105	Property Taxes	\$ 8,760,400	\$ 9,147,843	\$ 8,965,773	\$ 9,945,583
3106	Sales and Use Tax	\$ 22,825,090	\$ 26,532,686	\$ 25,165,183	\$ 27,151,875
3107-09, 3112-13	Franchise Taxes	\$ 2,025,517	\$ 2,129,492	\$ 2,164,425	\$ 2,297,382
3110	Documentary Stamp Tax	\$ 285,357	\$ 496,332	\$ 290,000	\$ 280,000
3115-3116	Business License Tax	\$ 2,508,287	\$ 2,647,094	\$ 2,677,500	\$ 2,811,375
3117	Card Club Gross Revenue Fees	\$ 4,154,913	\$ 10,544,948	\$ 8,840,000	\$ 9,193,600
3118	Utility Users Tax	\$ 4,970,799	\$ 5,481,395	\$ 4,902,643	\$ 5,962,277
3119	Franchise Utility	\$ 849,606	\$ 946,167	\$ 870,000	\$ 1,014,429
3121	Hotel/Motel Tax	\$ 940,637	\$ 1,110,343	\$ 1,350,000	\$ 1,203,618
3122, 3349	Property Tax - Homeowner Tax Relief	\$ 38,964	\$ 38,995	\$ 40,000	\$ 39,000
3345	Motor Vehicle License In-Lieu	\$ 44,693	\$ 69,712	\$ 40,000	\$ 45,000
3346-3348	Vehicle License/Licenses In-Lieu	\$ 7,079,299	\$ 7,358,128	\$ 7,469,721	\$ 7,962,464
<b>TOTAL TAXES</b>		<b>\$ 54,483,563</b>	<b>\$ 66,503,135</b>	<b>\$ 62,775,245</b>	<b>\$ 67,906,603</b>
<b>LICENSES &amp; PERMITS (002)</b>					
3218-3220	Special and Entertainment Permits	\$ 139,011	\$ 222,109	\$ 157,500	\$ 182,485
3222-3232	Building and Other Permits	\$ 2,189,274	\$ 2,518,567	\$ 1,654,511	\$ 1,711,305
3234-3235, 3237	Miscellaneous	\$ 61,253	\$ 152,986	\$ 63,028	\$ 75,000
3473	Fireworks and Regulatory Fees	\$ 8,000	\$ 6,400	\$ -	\$ -
<b>TOTAL LICENSES and PERMITS</b>		<b>\$ 2,397,538</b>	<b>\$ 2,900,062</b>	<b>\$ 1,875,038</b>	<b>\$ 1,968,790</b>
<b>FINES &amp; FORFEITURES (003)</b>					
3533-3535	Administrative Citation and Parking Fines	\$ 1,027,870	\$ 899,102	\$ 1,155,368	\$ 1,190,929
3536-3538	Court Fines	\$ 10,210	\$ 23,948	\$ 30,000	\$ 30,000
<b>TOTAL FINES and FORFEITURES</b>		<b>\$ 1,038,080</b>	<b>\$ 923,049</b>	<b>\$ 1,185,368</b>	<b>\$ 1,220,929</b>
<b>INVESTMENT INCOME (004)</b>					
3640	Interest on Investments	\$ 69,965	\$ 127,077	\$ 150,000	\$ 175,000
3641-3644	Rents and Concessions	\$ 33,997	\$ 77,045	\$ 80,000	\$ 80,000
3645	Fair Market Value on Investments	\$ (289,015)	\$ (1,811,695)	\$ 100,000	\$ 100,000
3646	Other Investment Income	\$ -	\$ -	\$ -	\$ -
<b>TOTAL INVESTMENT INCOME</b>		<b>\$ (185,053)</b>	<b>\$ (1,607,573)</b>	<b>\$ 330,000</b>	<b>\$ 355,000</b>
<b>FROM OTHER AGENCIES (005/006/007)</b>					
3311	Public Safety Augmentation	\$ 405,779	\$ 416,508	\$ 415,000	\$ 420,000
3375-3376	STC Reimbursement/POST Reimbursement	\$ 19,496	\$ 23,507	\$ 2,000	\$ 2,000
3378	Mandated Cost Reimbursement	\$ 32,494	\$ 41,223	\$ 30,000	\$ 30,000
3383-88,3772,3391	Other Reimbursements	\$ 90,132	\$ 40,776	\$ 85,500	\$ 85,500
<b>TOTAL FROM OTHER AGENCIES</b>		<b>\$ 547,901</b>	<b>\$ 522,015</b>	<b>\$ 532,500</b>	<b>\$ 537,500</b>

**GENERAL FUND REVENUES BY ACCOUNT  
FOUR-YEAR COMPARISON  
FISCAL YEARS ENDING 2021-2024**

Revenue Sources		2020-2021 Audited	2021-2022 Audited	2022-2023 Adopted	2023-2024 Adopted
<b>CURRENT SERVICE CHARGES (008)</b>					
3401-3402	Public Service Impact/Development Fees	\$ 156,000	\$ -	\$ 50,000	\$ -
3403	Business Registration Fee	\$ 1,846	\$ 1,976	\$ 2,000	\$ 2,000
3406	Trucking Impact Fee	\$ 2,026	\$ 12,698	\$ 15,000	\$ 15,000
3407	ATM Commission	\$ 20	\$ 52	\$ -	\$ -
3409	Passport Fees	\$ -	\$ 20,113	\$ 10,000	\$ 10,000
3411	Tipping Fees - CDS Refuse	\$ 187,210	\$ 188,230	\$ 190,000	\$ 190,000
3404, 3418-31, 3470	Recreation Fees	\$ 81,006	\$ 268,103	\$ 326,500	\$ 341,500
3433-3435	Industrial Waste/Strong Motion/Runoff Fees	\$ 287,626	\$ 262,949	\$ 220,000	\$ 220,000
3450-3452	Planning - Fees	\$ 529,572	\$ 773,880	\$ 680,167	\$ 748,867
3453-3459	Miscellaneous Fees (Public Works)	\$ 51,150	\$ 58,377	\$ 55,800	\$ 55,800
3466	Sewer Connection Fees	\$ 38,116	\$ 67,558	\$ 30,000	\$ 30,000
3475	Police Towing Admin Fees	\$ 109,983	\$ 180,700	\$ 126,000	\$ 132,300
3491	Police Services Bus Lines	\$ 388,113	\$ 301,295	\$ 350,000	\$ 350,000
3462, 3482	Miscellaneous Fees (Police Department)	\$ 52,297	\$ 75,227	\$ 70,000	\$ 70,000
3405, 3432-38, 3463-90	Other	\$ 284,216	\$ 129,310	\$ 141,000	\$ 141,000
3492	Franchise - Admin Fees (AB939)	\$ 232,736	\$ 245,068	\$ 240,000	\$ 250,000
<b>TOTAL CURRENT SERVICE CHARGES</b>		<b>\$ 2,401,917</b>	<b>\$ 2,585,536</b>	<b>\$ 2,506,467</b>	<b>\$ 2,556,467</b>
<b>OTHER REVENUE (009)</b>					
3701	Franchise - Community Support	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
3770	Sale of Real or Personal Property	\$ 3,492	\$ 78,005	\$ 10,000	\$ 10,000
3705,3771-	Miscellaneous	\$ 113,814	\$ 313,209	\$ 152,036	\$ 152,036
3760, 3791	CIP and Engineering Costs Reimbursed	\$ 325,014	\$ 331,593	\$ 300,000	\$ 300,000
3901-3902	Prior Year Adjustments/Stale Checks	\$ -	\$ -	\$ -	\$ -
<b>TOTAL OTHER REVENUE</b>		<b>\$ 492,320</b>	<b>\$ 772,807</b>	<b>\$ 512,036</b>	<b>\$ 512,036</b>
<b>TOTAL REVENUES</b>		<b>\$ 61,176,266</b>	<b>\$ 72,599,032</b>	<b>\$ 69,716,654</b>	<b>\$ 75,057,325</b>
<b>CHARGES TO OTHER FUNDS (084)</b>		<b>\$ 2,674,733</b>	<b>\$ 2,676,650</b>	<b>\$ 2,698,115</b>	<b>\$ 2,702,388</b>
<b>FUNDS TRANSFERRED IN (089)</b>		<b>\$ 9,505,011</b>	<b>\$ 5,442,716</b>	<b>\$ 4,239,000</b>	<b>\$ 4,242,486</b>
<b>TOTAL GENERAL FUND</b>		<b>\$ 73,356,011</b>	<b>\$ 80,718,398</b>	<b>\$ 76,653,769</b>	<b>\$ 82,002,199</b>



## SUMMARY OF FUND ACTIVITY FISCAL YEAR 2023-2024

FUND DESCRIPTION	ADOPTED REVENUES		TOTAL REVENUES	ADOPTED APPROPRIATIONS		TOTAL EXPENDITURES
	REVENUES	TRANSFERS IN		EXPENDITURES	TRANSFERS OUT	
General	\$ 77,759,713	\$ 4,242,486	\$ 82,002,199	\$ 70,263,671	\$ 11,567,671	\$ 81,831,342
<b>General Fund</b>	<b>77,759,713</b>	<b>4,242,486</b>	<b>82,002,199</b>	<b>70,263,671</b>	<b>11,567,671</b>	<b>81,831,342</b>
General Liability	1,359,585	1,686,852	3,046,437	3,094,625	-	3,094,625
Workers' Compensation	1,476,306	900,000	2,376,306	2,329,683	-	2,329,683
Health Benefits	11,005,643	-	11,005,643	9,287,373	1,786,852	11,074,225
<b>Combined Internal Services Fund</b>	<b>13,841,534</b>	<b>2,586,852</b>	<b>16,428,386</b>	<b>14,711,681</b>	<b>1,786,852</b>	<b>16,498,533</b>
Debt Service - 2006 Series A & B Refunding	-	1,025,189	1,025,189	1,025,189	-	1,025,189
Debt Service - 2014 Taxable Lease Rev Ref Bonds	-	508,444	508,444	508,444	-	508,444
Debt Service - 2007A Refunding Rev Bonds	-	187,545	187,545	187,545	-	187,545
Debt Service - 2017 Lease Financing	-	287,950	287,950	287,950	-	287,950
Debt Service - Taxable Pension Obligation Bonds 2020	5,541,063	2,500	5,543,563	5,543,563	-	5,543,563
Debt Service - Lease Revenue Bonds, 2021	10,944,000	943,500	11,887,500	943,500	10,944,000	11,887,500
<b>Combined Debt Service</b>	<b>16,485,063</b>	<b>2,955,128</b>	<b>19,440,191</b>	<b>8,496,191</b>	<b>10,944,000</b>	<b>19,440,191</b>
Capital Improvements	-	50,894,884	50,894,884	50,894,884	-	50,894,884
GTrans	43,634,439	6,434,096	50,068,535	49,938,864	129,671	50,068,535
Sewer Fund	2,686,450	-	2,686,450	1,656,153	426,019	2,082,172
<b>Combined Enterprise Funds</b>	<b>46,320,889</b>	<b>6,434,096</b>	<b>52,754,985</b>	<b>51,595,017</b>	<b>555,690</b>	<b>52,150,707</b>
Technology Replacement	203,141	250,000	453,141	200,607	-	200,607
Deferred Maintenance	-	850,000	850,000	-	1,005,000	1,005,000
Post Employment Benefits Fund	-	3,483,749	3,483,749	3,206,046	-	3,206,046
Vehicle Replacement Fund	-	650,000	650,000	775,000	-	775,000
Compensated Absences	-	1,000,000	1,000,000	-	-	-
Measure H Homeless Initiative	68,883	-	68,883	68,883	-	68,883
Asset Seizure Fund-Non Federal	-	-	-	150,000	-	150,000
Gardena Boulevard Revitalization	2,000,000	-	2,000,000	2,000,000	-	2,000,000
Digital Divide	4,000,000	-	4,000,000	4,000,000	-	4,000,000
Consolidated Street Lighting District	887,531	-	887,531	835,065	298,000	1,133,065
Artesia Blvd. Landscape District	21,662	-	21,662	21,662	-	21,662
State Gas Tax	1,730,150	-	1,730,150	590,597	1,390,000	1,980,597
Maxine Waters Federal Earmark	1,400,000	-	1,400,000	-	1,400,000	1,400,000

## SUMMARY OF FUND ACTIVITY FISCAL YEAR 2023-2024

FUND DESCRIPTION	ADOPTED REVENUES		TOTAL REVENUES	ADOPTED APPROPRIATIONS		TOTAL EXPENDITURES
	REVENUES	TRANSFERS IN		EXPENDITURES	TRANSFERS OUT	
Supplement Law Enforcement (SLESF)	150,000	-	150,000	150,000	-	150,000
Traffic Safety Fund	75,500	-	75,500	-	75,500	75,500
Asset Forfeiture Fund	-	-	-	-	-	-
Measure W Safe Clean Water Program	830,500	-	830,500	554,000	845,000	1,399,000
Surface Trans Program Local Hazard Grant	-	-	-	-	-	-
Bicycle and Pedestrian Program	90,000	-	90,000	-	90,000	90,000
CPF Rosecrans Community Center	1,000,000	-	1,000,000	-	1,000,000	1,000,000
Façade Improvement Program	-	250,000	250,000	250,000	-	250,000
Local Early Action Planning Grants	-	-	-	-	-	-
Measure M Transit	2,864,928	-	2,864,928	-	2,864,928	2,864,928
GTrans OPEB Trust	200,000	-	200,000	-	-	-
City OPEB Trust Fund	-	750,000	750,000	-	-	-
Measure R Transit	2,872,168	-	2,872,168	-	2,872,168	2,872,168
Prop A Local Return	2,011,560	-	2,011,560	2,011,560	-	2,011,560
Prop 1B Capital	697,000	-	697,000	-	697,000	697,000
Prop 1B Security	-	-	-	-	-	-
AQMD - MSRC	-	-	-	50,000	-	50,000
Parks and Recreation Urban Park Grant	-	-	-	-	-	-
Measure A	1,900,000	-	1,900,000	-	1,900,000	1,900,000
South Coast AQMD	80,500	-	80,500	77,000	3,500	80,500
Prop C Local Return	1,457,090	-	1,457,090	41,228	4,240,117	4,281,345
Prop 68 State Parks Grant	7,010,000	-	7,010,000	-	7,160,000	7,160,000
Measure R Highway	3,447,267	-	3,447,267	-	3,447,267	3,447,267
Measure R Local Return	1,079,818	-	1,079,818	41,228	1,190,000	1,231,228
In Lieu Funds	810,000	-	810,000	-	4,656,000	4,656,000
Measure M Local Return	1,241,527	-	1,241,527	28,329	1,462,000	1,490,329
SB 1- Gas Tax	1,526,031	-	1,526,031	-	5,749,000	5,749,000
SB 2 Planning Grants Program	-	-	-	-	-	-
American Rescue Plan (ARP)	2,453,486	-	2,453,486	-	2,453,486	2,453,486
Unfunded Accrued Liability (UAL) Fund	-	466,957	466,957	-	-	-
Measure M Highway	5,246,000	-	5,246,000	-	5,246,000	5,246,000

## SUMMARY OF FUND ACTIVITY FISCAL YEAR 2023-2024

FUND DESCRIPTION	ADOPTED REVENUES		TOTAL REVENUES	ADOPTED APPROPRIATIONS		TOTAL EXPENDITURES
	REVENUES	TRANSFERS IN		EXPENDITURES	TRANSFERS OUT	
UAL Fund - GTrans	-	129,671	129,671	-	-	-
UAL Fund - Sewer	-	6,019	6,019	-	-	-
Highway Safety Improvement Program	162,500	-	162,500	-	162,500	162,500
SCAMP	280,376	-	280,376	280,376	-	280,376
SCAMP - Home Delivery	219,000	-	219,000	219,000	-	219,000
Supportive Services Program	119,000	-	119,000	119,000	-	119,000
Social Center for Mentally Disabled	-	32,784	32,784	32,784	-	32,784
Senior Citizen Day Care - Trust	250	79,053	79,303	67,466	-	67,466
Family Child Care	3,669,933	-	3,669,933	3,669,933	-	3,669,933
Family Child Care CRRSA	-	-	-	-	-	-
Juvenile Justice & Intervention Program	-	-	-	-	-	-
Prop 56 - Tobacco Grant Program	-	-	-	-	-	-
BJA BYRNE Discretionary Grant	26,126	-	26,126	26,126	-	26,126
BJA Coronavirus Emergency Supp Funding	-	-	-	-	-	-
ABC Local Law Enforcement Agencies Prog.	-	-	-	-	-	-
State Homeland Security Grant Program	-	-	-	-	-	-
OTS DUI Enforcement Awareness Program	100,000	-	100,000	100,000	-	100,000
CDBG Admin	20,000	-	20,000	20,000	-	20,000
CDBG Handyman Fixup Program	-	-	-	-	-	-
CDBG Health and Safety Code Enforcement	-	-	-	-	-	-
CDBG Youth and Family Services Bureau	-	-	-	-	-	-
CDBG Senior Citizen Day Care Center	-	-	-	-	-	-
CDBG Block Grant	572,299	-	572,299	572,299	-	572,299
<b>Combined Special Revenue Funds</b>	<b>52,524,226</b>	<b>7,948,233</b>	<b>60,472,459</b>	<b>20,158,189</b>	<b>50,207,466</b>	<b>70,365,655</b>
<b>TOTAL ALL FUNDS</b>	<b>\$ 206,931,425</b>	<b>\$ 75,061,679</b>	<b>\$ 281,993,104</b>	<b>\$ 216,119,633</b>	<b>\$ 75,061,679</b>	<b>\$ 291,181,312</b>

**SUMMARY OF REVENUES AND EXPENDITURES  
FISCAL YEAR 2023-2024 ADOPTED BUDGET - ALL FUNDS**

<b>Fund Description</b>	<b>Revenues</b>	<b>Expenditures</b>	<b>Delta</b>
General Fund	\$82,002,199	\$81,831,342	\$170,857
Combined Internal Services	\$16,428,386	\$16,498,533	(\$70,147)
Combined Debt Service	\$19,440,191	\$19,440,191	\$0
Capital Improvement (CIP)	\$50,894,884	\$50,894,884	\$0
Combined Enterprise Funds - Transportation	\$50,068,535	\$50,068,535	\$0
Combined Enterprise Funds - Sewer	\$2,686,450	\$2,082,172	\$604,278
Special Revenue Funds	\$60,472,459	\$70,365,655	(\$9,893,196)
<b>Total All Funds - not including beginning fund balance</b>	<b>\$281,993,104</b>	<b>\$291,181,312</b>	<b>(\$9,188,208)</b>

A "structurally balanced budget" projects revenues to exceed expenditure appropriations within the term of the budget. The City's fiscal year (term) is from July 1 - June 30 so expenditure appropriations must be made within revenue projections. The variance between revenue and expenditures is referred to as the "delta" (^) and may be positive, reflecting a structurally balanced budget, or negative, indicating a structural imbalance. A structural imbalance is normally the result of the revenue being received in a prior fiscal year. When a positive delta exists at the end of a fiscal year, revenues may be appropriated to expend in the next fiscal year or may be set aside as a reserve to be used for an emergency or one-time opportunities. Fund balance reserves are not intended to offset normal operating cost or to balance an unstructured budget. The General Fund is the only fund that is totally discretionary and therefore must balance a negative delta in any fund; conversely other funds may not be used to balance a negative delta in the General Fund.



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# **DEPARTMENT ADOPTED BUDGETS FY 2023/2024**



# OPERATIONAL DEPARTMENTS

**CITIZENS OF GARDENA**

**ELECTED & CITY MANAGER'S OFFICES**

**Administrative  
Services**

**Police**

**Public Works**

**Recreation &  
Human Services**

**Community  
Development**

**GTrans**



**Guy Mato**  
City Treasurer



**Rodney G. Tanaka**  
Councilmember



**Paulette C. Francis**  
Mayor Pro Tem



**Tasha Cerda**  
Mayor



**Mark E. Henderson Ed. D**  
Councilmember



**Wanda Love**  
Councilmember



**Mina Semenza**  
City Clerk



**Clint Osorio**  
City Manager

## ELECTED & CITY MANAGER'S OFFICES

City of Gardena

### CITY COUNCIL

- Legislative body for the City of Gardena and serve on various committees, commissions, and boards
- Provides policy and operational direction to the City Manager
- Establishes City services and service levels; tax rates, fees, assessments, - and other revenue as set forth by the Gardena Municipal Code

### CITY MANAGER

- Appoint all department heads and supervise the operation of all City departments.
- Implementing Mayor and City Council's policy decisions and objectives.
- Prepare and observe the municipal budget and make recommendations to the City Council.

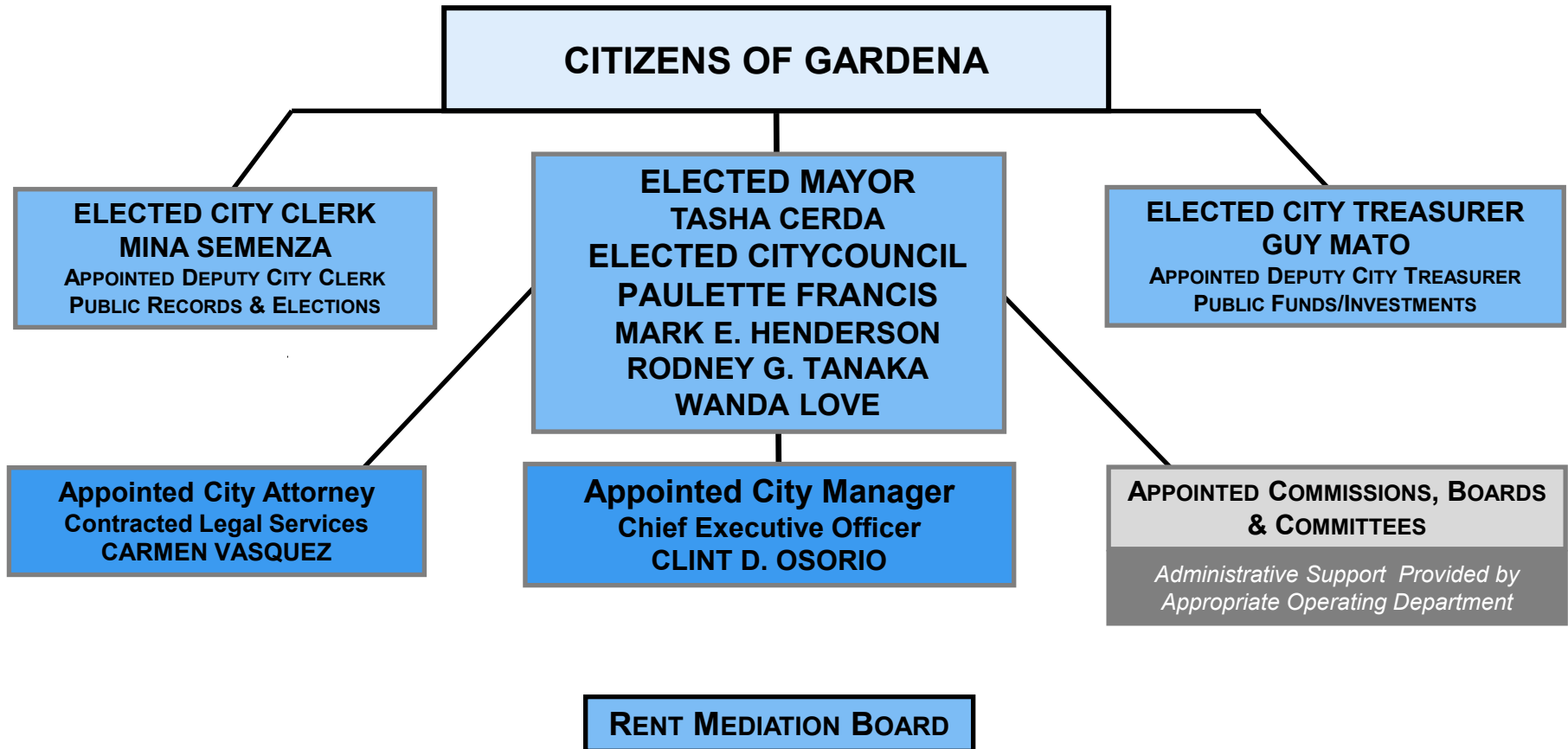
### CITY CLERK

- Maintaining records and updating Municipal Code
- Provides resources to the public and City staff
- Publication and posting of ordinances, meetings, and other legal notices

### CITY TREASURER

- Performs an oversight role of the investing of all public funds
- Advises the City Council with regard to investment policies and oversight
- Provides centralized cashing system services for all City departments

# ELECTED & CITY MANAGER'S OFFICES



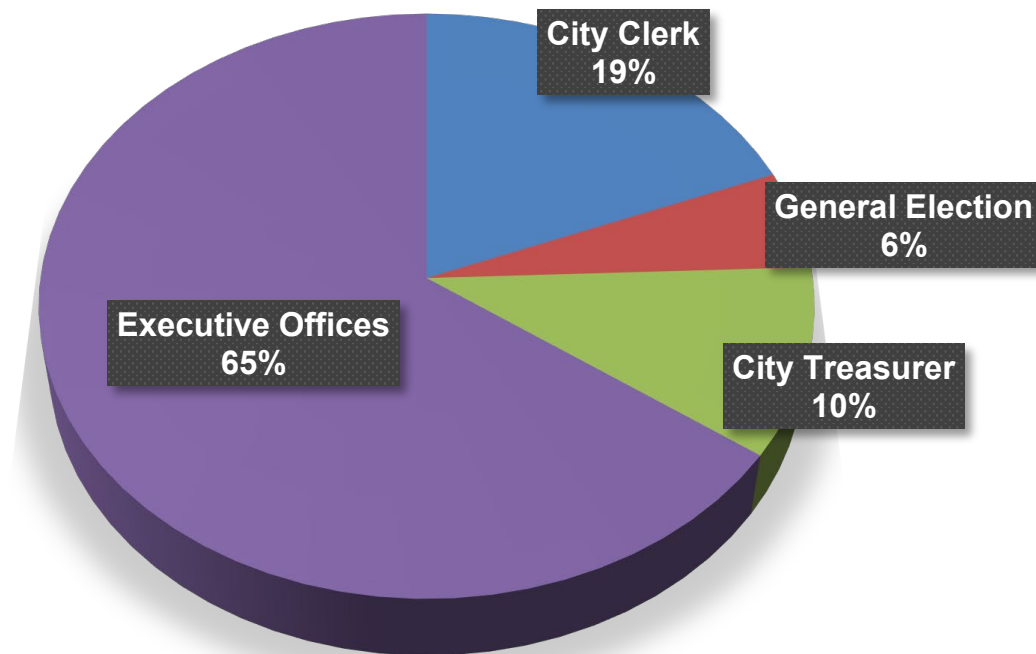


# ELECTED & CITY MANAGER'S OFFICES

## Staffing Plan - Full Time Equivalent Positions

	Budgeted FY 18/19	Budgeted FY 19/20	Budgeted FY 20/21	Budgeted FY 21/22	Budgeted FY 22/23	Adopted FY 23/24
<b>ELECTED &amp; CITY MANAGER'S OFFICES</b>						
<b>Mayor &amp; City Council Office</b>						
Elected Mayor (1)	-	-	-	-	-	-
Elected Councilperson (4)	-	-	-	-	-	-
Executive Office Assistant	1.00	1.00	1.00	1.00	1.00	1.00
<b>Total Mayor/Council Office</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>
<b>City Clerk's Office</b>						
Elected City Clerk (1)	-	-	-	-	-	-
Appointed Deputy City Clerk	1.00	1.00	1.00	1.00	1.00	1.00
Records Management Coordinator	-	-	1.00	1.00	1.00	1.00
Customer Service Clerk II	1.00	1.00	1.00	1.00	1.00	1.00
Customer Service Clerk I	1.00	1.00	1.00	1.00	1.00	1.00
<b>Total City Clerk's Office</b>	<b>3.00</b>	<b>3.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>
<b>City Treasurer's Office</b>						
Elected City Treasurer (1)	-	-	-	-	-	-
Appointed Deputy City Treasurer	1.00	1.00	1.00	1.00	1.00	-
Appointed Deputy City Treasurer / Financial Services Manager	-	-	-	-	-	1.00
Senior Account Clerk	-	-	-	-	0.50	1.00
Account Clerk	0.54	0.54	-	-	-	-
Intern	-	-	-	0.75	-	-
<b>Total City Treasurer's Office</b>	<b>1.54</b>	<b>1.54</b>	<b>1.00</b>	<b>1.75</b>	<b>1.50</b>	<b>2.00</b>
<b>City Manager's Office</b>						
City Manager (Appointed by City Council)	1.00	1.00	1.00	1.00	1.00	1.00
Assistant City Manager	-	-	-	-	1.00	1.00
Public Information Officer	-	-	-	-	1.00	1.00
Administrative Aide	1.00	1.00	1.00	2.00	-	-
Administrative Analyst I	-	-	1.00	1.00	1.00	1.00
Senior Administrative Analyst	1.00	1.00	-	-	-	-
Clerk Typist	1.00	1.00	-	-	-	-
Intern	-	-	0.33	0.33	0.80	0.80
Rent Mediation Board (15)	-	-	-	-	-	-
<b>Total City Manager's Office</b>	<b>4.00</b>	<b>4.00</b>	<b>3.33</b>	<b>4.33</b>	<b>4.80</b>	<b>4.80</b>
<b>TOTAL ELECTED &amp; CITY MANAGER'S OFFICES</b>	<b>9.54</b>	<b>9.54</b>	<b>9.33</b>	<b>11.08</b>	<b>11.30</b>	<b>11.80</b>

Elected and City Manager's Offices	Audited 2020-2021	Audited 2021-2022	Adopted 2022-2023	Adopted 2023-2024
City Clerk	328,399	434,105	492,368	542,543
General Election	188	178,996	-	155,184
City Treasurer	269,207	250,945	273,887	297,715
City Manager	1,299,928	1,268,429	1,865,645	1,864,266
<b>Total Elected and City Manager's Offices</b>	<b>1,897,722</b>	<b>2,132,474</b>	<b>2,631,900</b>	<b>2,859,708</b>







# ADMINISTRATIVE SERVICES

City of Gardena

The Administrative Services Department includes Human Resources, Technology, and, the Finance Division. We safeguard the short and long-term financial stability of the community through prudent fiscal policies, coordinate the recruitment and retention of top-notch employees, and safeguard the sensitive information that filters through our technology department. We are committed to providing excellent service to our internal departments and our community.

01 GOAL

Conduct an RFP to initiate the process of obtaining a new Enterprise Resource Planning system for accounting, procurement, planning, human resources, permitting, licensing, etc.

02 GOAL

Conducting a classification and compensation study to assure that top-notch employees are recruited and retained.

03 GOAL

Updating and streamlining the City websites to provide easily accessible information to the community.





# ADMINISTRATIVE SERVICES

**CITY MANAGER**  
**CLINT OSORIO**

**DIRECTOR**  
**RAY BEEMAN**

**TECHNOLOGY RESOURCES**

Network Infrastructure  
Desktop Computer Support  
Mobile Devices Support  
Telephone Administration  
Cable Television  
Webmaster  
Graphics/Publications

**FISCAL RESOURCES**

Payroll & Benefits  
Accounts Payable & Receivable  
Revenue Management/Collections  
Budgeting, Auditing,  
Grant/Special Revenue Accounting  
Financial Analysis & Reporting  
Capital Funding/Debt Administration

**HUMAN RESOURCES**

Recruitment & Hiring  
Classification & Compensation  
Employee/Retiree Benefits  
Workers Compensation  
Labor Relations  
Employee Services

**PURCHASING**

Procurement  
Service Contracts  
PO Issuance

**RISK MANAGEMENT**

Claim Processing  
Property Damage Processing  
Purchase Citywide Insurance

**INVESTMENTS**

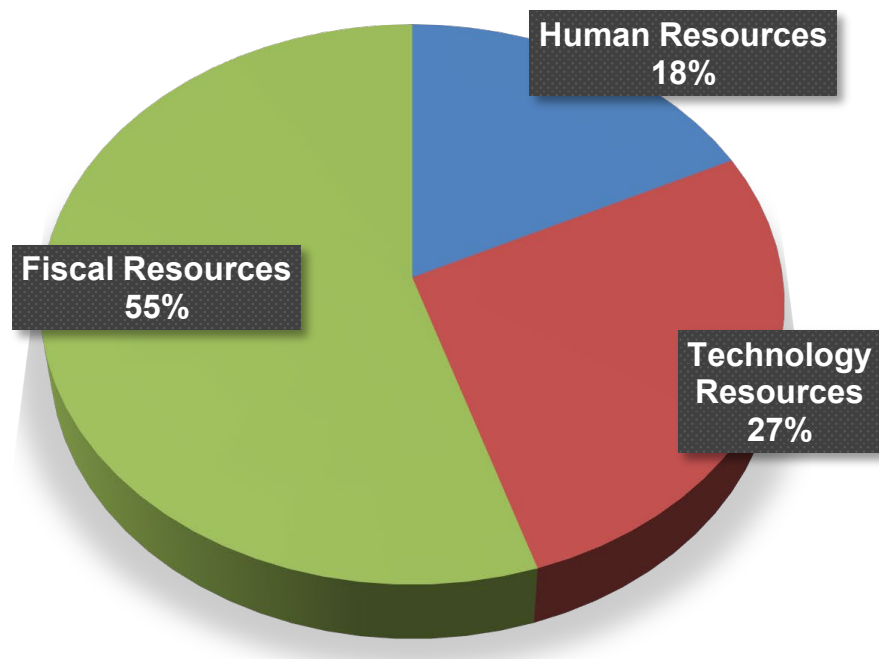
Investment Management  
Investment Analysis  
Ensure Sufficient Liquidity

# ADMINISTRATIVE SERVICES

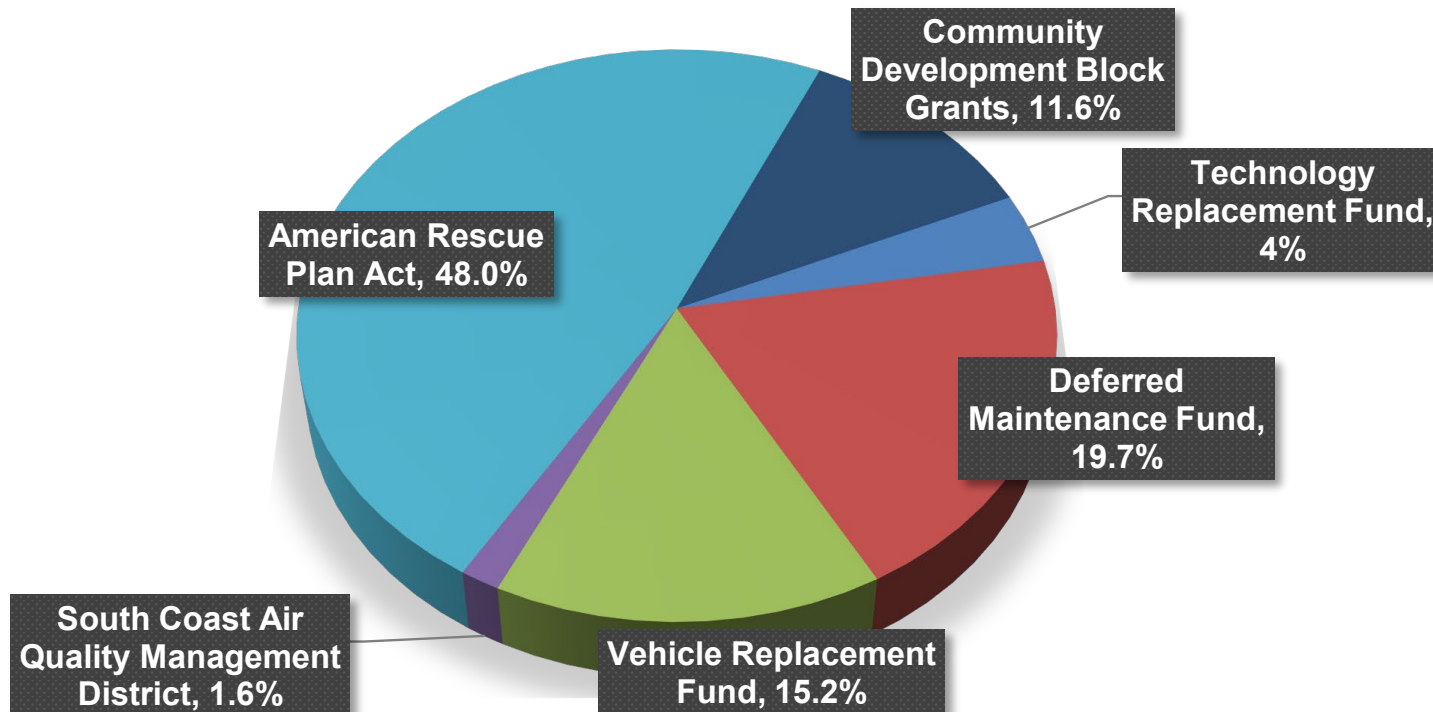
## Staffing Plan - Full Time Equivalent Positions

	Budgeted FY 18/19	Budgeted FY 19/20	Budgeted FY 20/21	Budgeted FY 21/22	Budgeted FY 22/23	Adopted FY 23/24
<b>ADMINISTRATIVE SERVICES</b>						
<b>Fiscal Resources</b>						
Administrative Services Director	1.00	1.00	-	-	1.00	1.00
Chief Fiscal Officer	1.00	1.00	1.00	1.00	-	-
Accounting/Finance Manager	1.00	1.00	-	-	-	-
Senior Accountant	1.00	1.00	-	-	-	-
Senior Accountant Grants	0.10	0.10	-	-	-	-
Cost Accountant	-	-	-	1.00	1.00	1.00
Administrative Services Manager	-	-	-	-	1.00	1.00
Administrative Analyst III	-	-	1.00	1.00	-	-
Administrative Analyst II	1.00	1.00	-	-	1.00	1.00
Administrative Analyst I	1.00	1.00	-	-	-	-
Admin Aide	1.00	1.00	-	-	-	-
Junior Accountant / Financial Services Technician	3.00	3.00	2.00	1.00	2.00	2.00
Payroll/Personnel Technician	1.00	1.00	1.00	1.00	1.00	1.00
Payroll Specialist	1.00	1.00	1.00	1.00	1.00	1.00
Intern	-	-	-	0.75	0.75	0.50
Account Clerk	0.46	0.46	-	-	-	-
Senior Account Clerk	1.00	1.00	1.00	1.00	1.50	2.00
<b>Total Fiscal Resources</b>	<b>13.56</b>	<b>13.56</b>	<b>7.00</b>	<b>7.75</b>	<b>10.25</b>	<b>10.50</b>
<b>Human Resources</b>						
Human Resources Manager	0.25	0.25	0.40	0.40	0.40	0.40
Senior Human Resources Analyst	-	-	-	-	0.40	0.40
Human Resources Analyst	-	-	0.40	0.40	0.50	0.50
Administrative Analyst I	-	-	2.00	2.00	-	-
Human Resources Technician	1.00	1.00	-	-	-	-
Human Resources Coordinator	-	-	-	-	0.50	0.50
Risk Management Analyst	-	-	-	-	1.00	1.00
Intern	-	-	-	-	0.75	0.75
<b>Total Human Resources</b>	<b>1.25</b>	<b>1.25</b>	<b>2.80</b>	<b>2.80</b>	<b>3.55</b>	<b>3.55</b>
<b>Technology Resources</b>						
Technology Manager	1.00	-	-	-	-	-
Information Technology Supervisor	-	-	-	-	1.00	1.00
Information Technology Coordinator	3.00	3.00	2.00	2.00	1.00	1.00
Graphics Technician	1.00	1.00	-	-	-	-
Help Desk Technician	-	-	1.00	1.00	2.00	2.00
Intermediate Clerk Typist	1.00	1.00	-	-	-	-
Intern	-	-	-	0.75	-	-
<b>Total Technology Resources</b>	<b>6.00</b>	<b>5.00</b>	<b>3.00</b>	<b>3.75</b>	<b>4.00</b>	<b>4.00</b>
<b>TOTAL ADMINISTRATIVE SERVICES</b>	<b>20.81</b>	<b>19.81</b>	<b>12.80</b>	<b>14.30</b>	<b>17.80</b>	<b>18.05</b>

Administrative Services	Audited 2020-2021	Audited 2021-2022	Adopted 2022-2023	Adopted 2023-2024
Human Resources	273,412	183,335	460,249	509,144
Technology Resources	516,716	557,296	646,926	781,995
Fiscal Resources	865,842	1,020,911	1,383,414	1,576,278
<b>Total Administrative Services</b>	<b>1,655,970</b>	<b>1,761,542</b>	<b>2,490,589</b>	<b>2,867,417</b>



Special Revenue Funds Administrative Services	Audited 2020-2021	Audited 2021-2022	Adopted 2022-2023	Adopted 2023-2024
Technology Replacement Fund	100,125	254,987	208,000	200,607
Deferred Maintenance Fund	38,017	400,660	704,000	1,005,000
Vehicle Replacement Fund	527,972	528,747	550,000	775,000
South Coast Air Quality Management District	132,812	197,048	80,500	80,500
American Rescue Plan Act	7,501,031	3,552,583	2,300,000	2,453,486
HOME ARP	-	-	1,040,280	-
Community Development Block Grants	619,521	131,484	499,355	592,299
<b>Total Administrative Services Special Revenue Funds</b>	<b>8,919,478</b>	<b>5,065,509</b>	<b>5,382,135</b>	<b>5,106,892</b>





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# COMMUNITY DEVELOPMENT DEPARTMENT

City of Gardena

The Community Development Department provides a variety of services. City Planning provides support to administer plans, programs, design guidelines and new legislation. The Economic Development Division is responsible for the attraction, retention, and expansion of businesses. The Building and Safety Division reviews construction plans to ensure they meet state building codes, issue permits, and provides inspections. The Code Enforcement and Animal Control Division ensure code compliance and investigate violations ensuring properties and activities are conducted in accordance with the City’s municipal code.

- 01

GOAL

Establish economic development programs to enhance business outreach, marketing, and investment, increasing communication and partnership with local businesses.
- 02

GOAL

Expedite the building plan check process by providing online payment option for plan check fees, reducing customer wait time for plan check process.
- 03

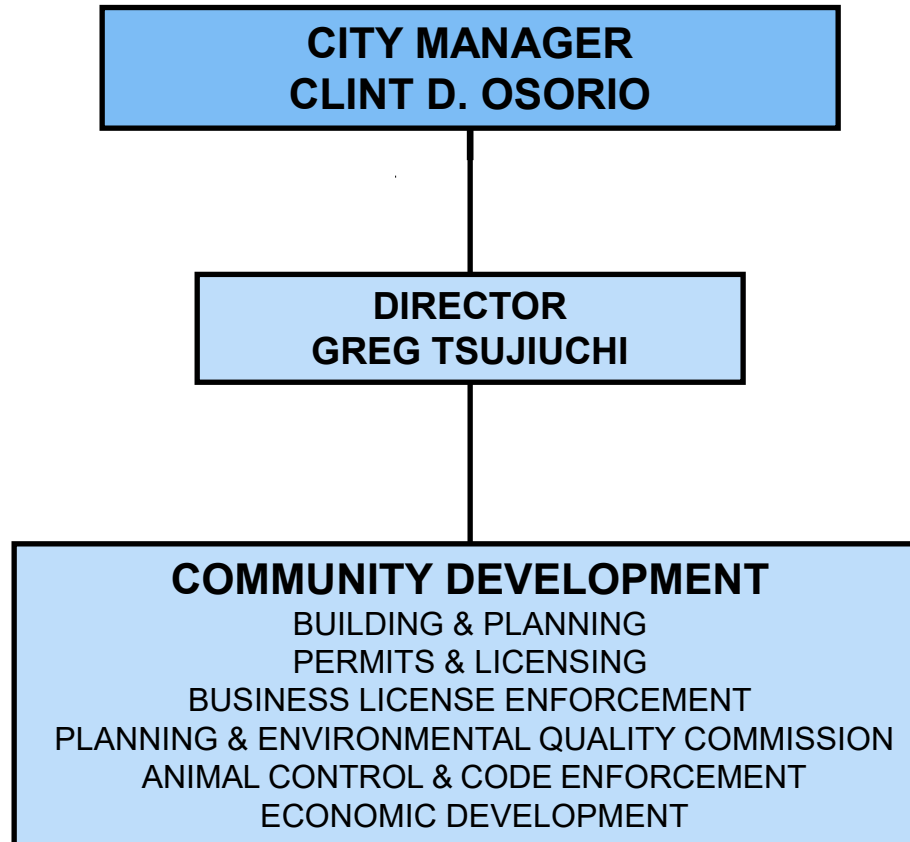
GOAL

Maintain awareness and applicability of all new housing legislation to minimize any negative impacts to the City, increasing knowledge and proficiency of housing legislation.





# COMMUNITY DEVELOPMENT

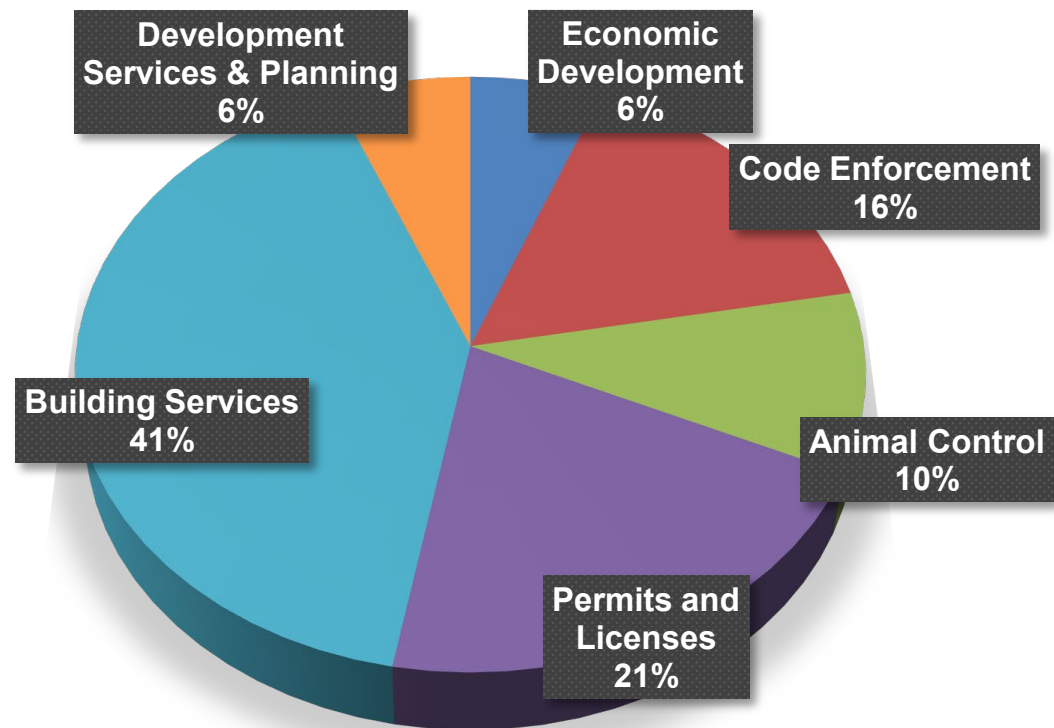


# COMMUNITY DEVELOPMENT

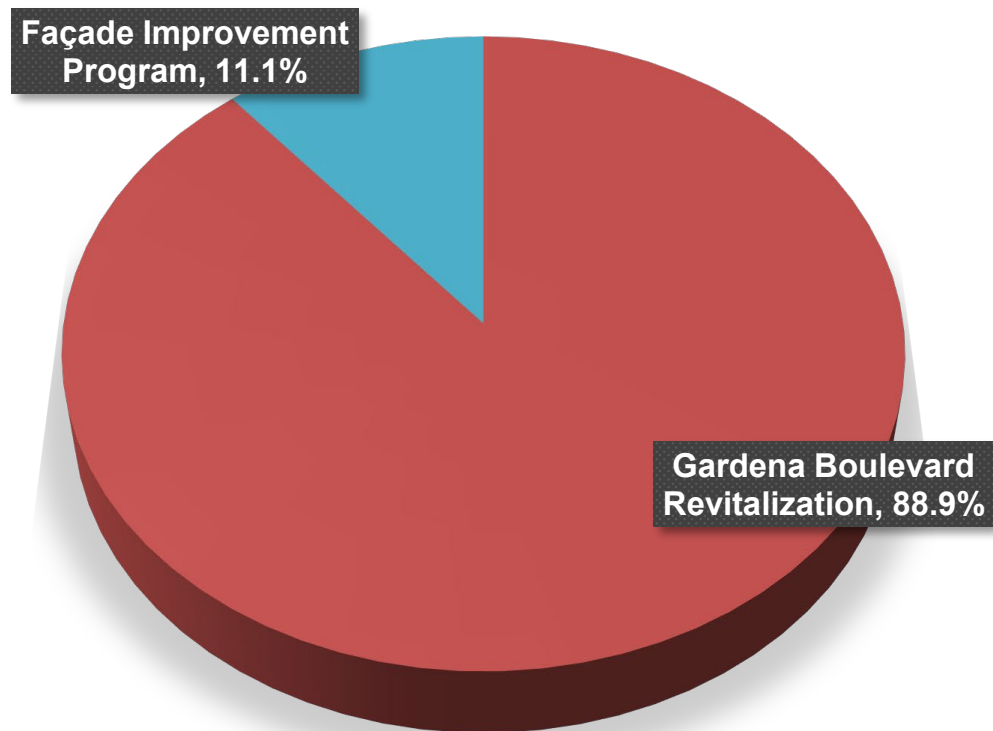
## Staffing Plan - Full Time Equivalent Positions

	Budgeted FY 18/19	Budgeted FY 19/20	Budgeted FY 20/21	Budgeted FY 21/22	Budgeted FY 22/23	Adopted FY 23/24
<b>COMMUNITY DEVELOPMENT</b>						
<b>Code Enforcement &amp; Animal Control</b>						
Code Enforcement Officer	2.00	2.00	1.00	1.00	2.00	3.00
Code Enforcement Supervisor	-	-	-	-	-	1.00
Community Service Officer	-	-	1.00	1.75	1.75	1.75
<b>Total Code Enforcement &amp; Animal Control</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.75</b>	<b>3.75</b>	<b>5.75</b>
<b>Economic Development</b>						
Economic Development Manager	1.00	1.00	1.00	1.00	1.00	1.00
<b>Total Economic Development</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>
<b>Building, Development &amp; Planning</b>						
Director of Community Development	-	-	1.00	1.00	1.00	1.00
Administrative Services Manager	1.00	1.00	-	-	-	-
Administrative Aide	1.00	1.00	-	-	-	-
Intern	-	-	-	0.34	-	-
General Building Inspector	2.00	2.00	1.00	1.00	2.00	2.00
Planning Assistant	2.00	2.00	1.00	-	1.00	1.00
Planning Associate	-	-	-	-	-	1.00
Planning Commissioner (5)	-	-	-	-	-	-
Program Coordinator	-	-	-	-	1.00	1.00
Senior Planner	1.00	1.00	1.00	2.00	1.00	1.00
<b>Total Building, Development &amp; Planning</b>	<b>7.00</b>	<b>7.00</b>	<b>4.00</b>	<b>4.34</b>	<b>6.00</b>	<b>7.00</b>
<b>Permits &amp; Licences</b>						
Customer Service Clerk I	-	-	-	-	0.60	0.60
Senior Clerk Typist	1.00	1.00	1.00	1.00	-	-
Permit/Licensing Technician I	4.00	4.00	2.00	2.00	2.00	3.00
Permit/Licensing Technician II	1.00	1.00	1.00	1.00	2.00	2.00
<b>Total Permits &amp; Licences</b>	<b>6.00</b>	<b>6.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.60</b>	<b>5.60</b>
<b>TOTAL COMMUNITY DEVELOPMENT</b>	<b>16.00</b>	<b>16.00</b>	<b>11.00</b>	<b>12.09</b>	<b>15.35</b>	<b>19.35</b>

Community Development	Audited 2020-2021	Audited 2021-2022	Adopted 2022-2023	Adopted 2023-2024
Economic Development	14,514	-	159,907	180,426
Code Enforcement	-	-	106,651	490,102
Animal Control	79,138	117,352	280,361	296,146
Permits and Licenses	432,334	449,932	583,168	641,324
Building Services	930,947	1,588,723	1,323,731	1,245,469
Development Services & Planning	129,487	127,118	65,565	187,663
<b>Total Community Development</b>	<b>1,586,421</b>	<b>2,283,125</b>	<b>2,519,383</b>	<b>3,041,130</b>



Special Revenue Funds Community Development	Audited 2020-2021	Audited 2021-2022	Adopted 2022-2023	Adopted 2023-2024
Community Development Block Grants	123,458	134,883	156,000	-
Gardena Boulevard Revitalization	-	-	-	2,000,000
SB 2 Planning Grant	58,283	58,133	100,000	-
Local Early Action Planning (LEAP) Grant	15,400	104,745	200,000	-
Façade Improvement Program	-	-	-	250,000
<b>Total Community Development Special Revenue Funds</b>	<b>197,142</b>	<b>297,761</b>	<b>456,000</b>	<b>2,250,000</b>





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# GTRANS

City of Gardena

Providing transit service to the City of Gardena and surrounding communities for over 82 years, GTrans provides safe and reliable transportation to the communities we serve. Providing nearly 3 million trips annually using a fleet of alternatively-fueled, zero-emission buses, the service area extends to various cities in the South Bay. In addition GTrans operates a paratransit service for seniors and persons with disabilities.

## 01 GOAL

Identify and implement new service opportunities that will provide improved mobility for GTrans customers, and promote efficiencies within the design and operation of the service.

## 02 GOAL

Develop and implement employee training programs to improve customer service, leadership and communication skill sets.

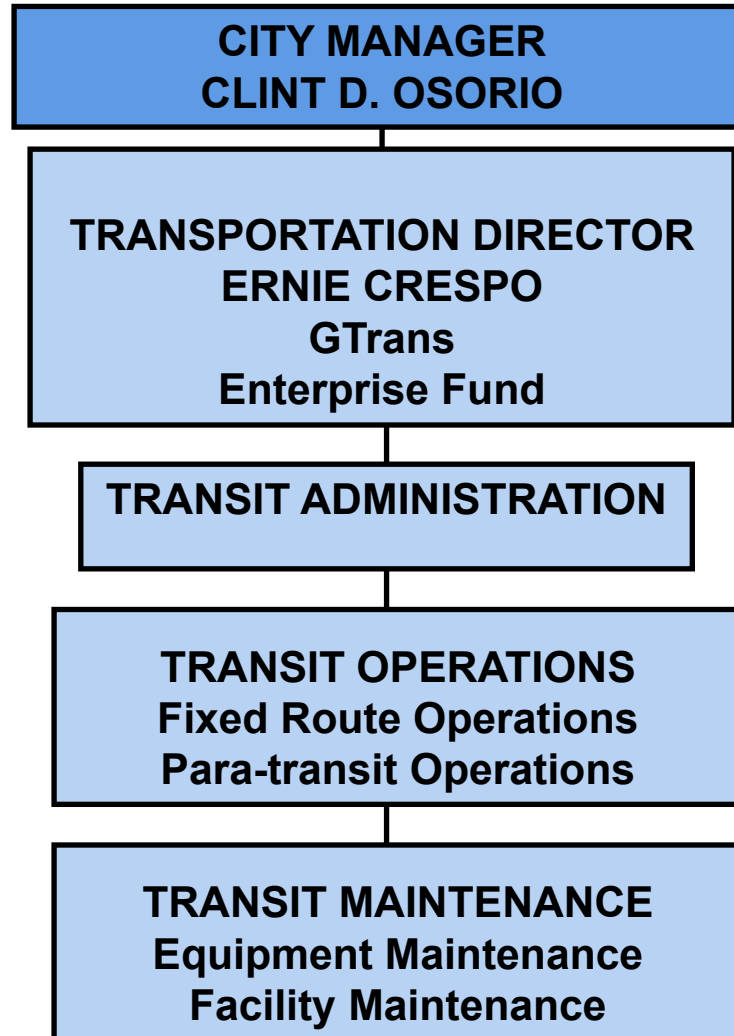
## 03 GOAL

Create infrastructure supporting Compressed Natural Gas fueling, charging of zero-emission battery electric buses and energy generation through installation of charging stations, solar panels and battery storage.





# GTRANS



# GTRANS

## Staffing Plan - Full Time Equivalent Positions

### TRANSPORTATION

#### Transit Administration

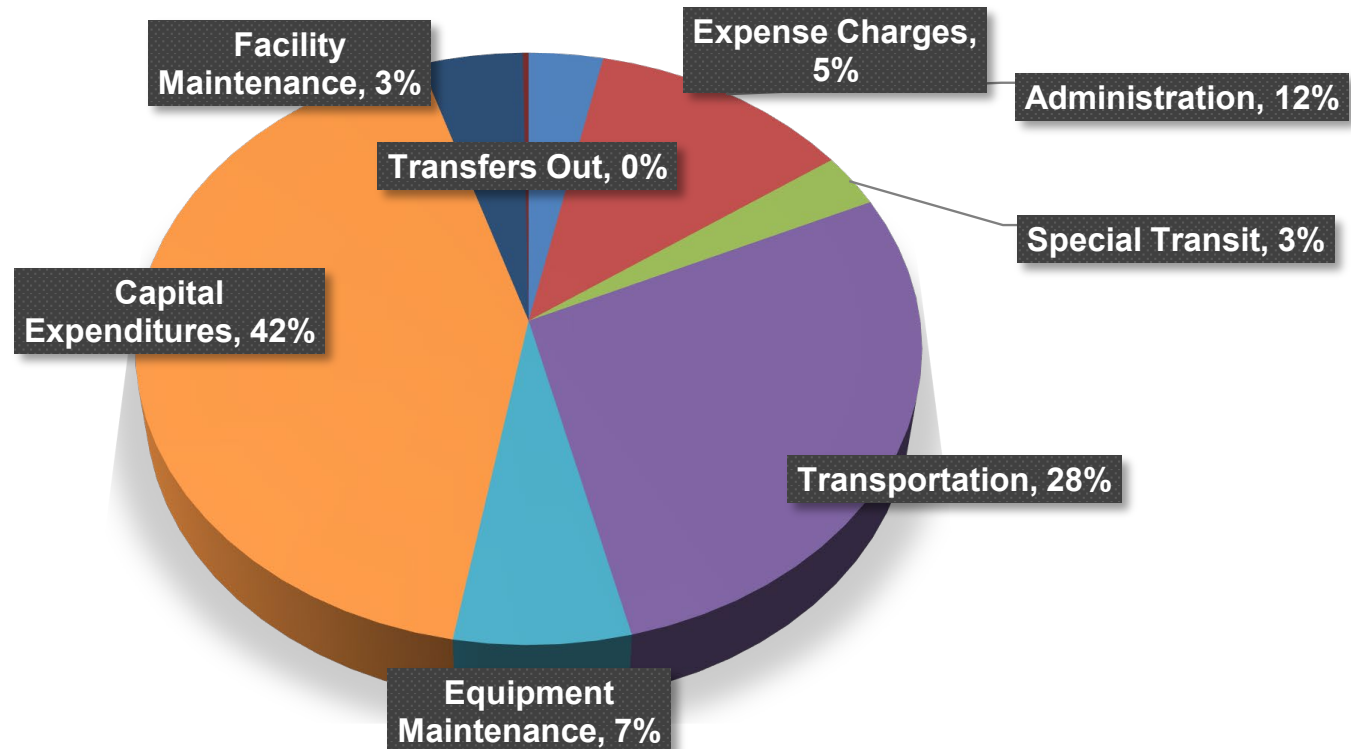
	Budgeted FY 18/19	Budgeted FY 19/20	Budgeted FY 20/21	Budgeted FY 21/22	Budgeted FY 22/23	Adopted FY 23/24
Transportation Director	1.00	1.00	1.00	1.00	1.00	1.00
Transit Administrative Officer	1.00	1.00	1.00	1.00	1.00	1.00
Transit Operations Officer	1.00	1.00	1.00	1.00	1.00	1.00
Human Resources Manager	0.60	0.60	0.60	0.60	0.60	0.60
Senior Human Resources Analyst	-	-	-	-	0.60	0.60
Human Resources Analyst	0.60	0.60	0.60	0.60	0.50	0.50
Financial Services Manager	1.00	1.00	1.00	1.00	1.00	1.00
Transit Administration Supervisor	-	-	-	-	1.00	1.00
Transportation Administrative Manager	1.00	1.00	-	-	-	-
Administrative Analyst III	1.00	1.00	-	-	-	-
Administrative Analyst II	-	-	1.00	1.00	1.00	1.00
Information Technology Systems Analyst	1.00	1.00	1.00	1.00	1.00	1.00
Senior Accountant Grants	0.90	0.90	0.90	1.00	1.00	1.00
Administrative Analyst I	4.00	4.00	2.00	2.00	1.00	1.00
Administrative Aide	2.00	2.00	3.00	3.00	2.00	2.00
Administrative Coordinator	-	-	-	-	1.00	1.00
Financial Services Technician	-	-	-	-	1.00	1.00
Program Coordinator	-	-	-	-	1.00	1.00
Transit Marketing Coordinator	-	-	-	1.00	1.00	1.00
Human Resources Coordinator	-	-	-	-	1.50	1.50
Secretary	1.00	1.00	1.00	1.00	-	-
Customer Service Clerk I	1.79	1.79	1.00	1.00	1.00	1.00
Intern	-	-	-	-	1.50	1.50
<b>Total Transit Administration</b>	<b>17.89</b>	<b>17.89</b>	<b>15.10</b>	<b>16.20</b>	<b>20.70</b>	<b>20.70</b>

# GTRANS

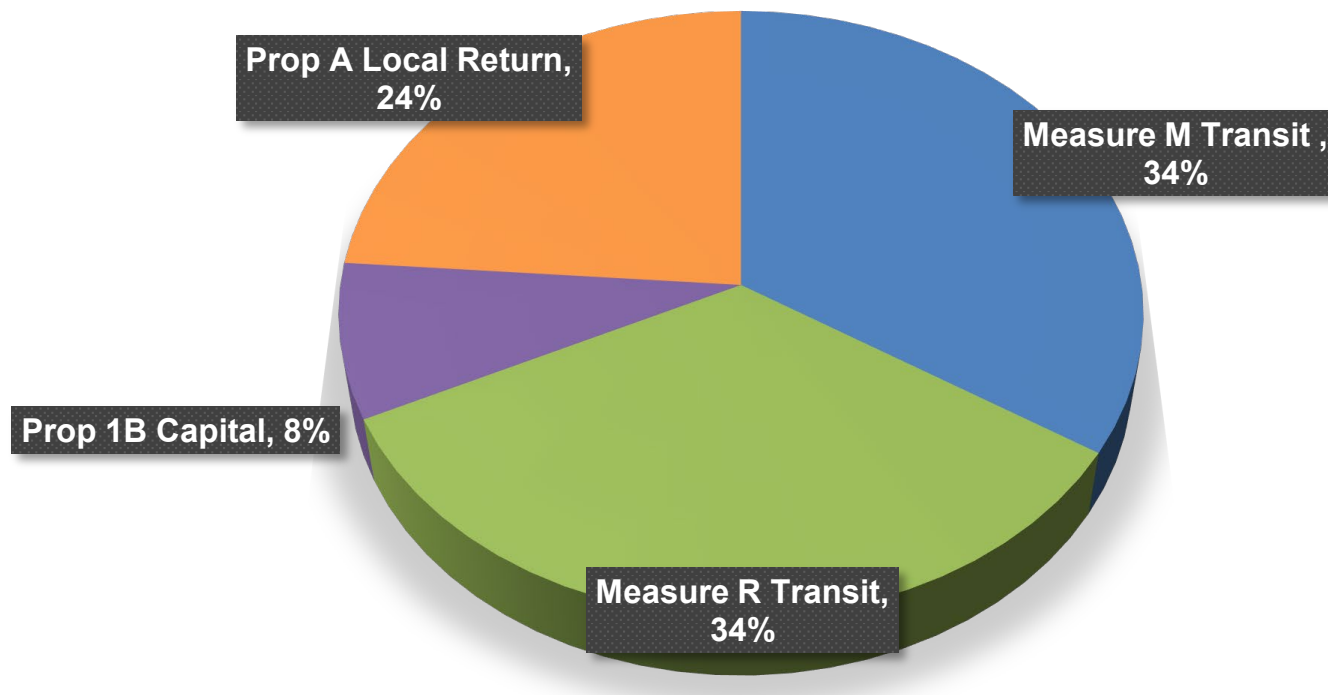
## Staffing Plan - Full Time Equivalent Positions

	Budgeted FY 18/19	Budgeted FY 19/20	Budgeted FY 20/21	Budgeted FY 21/22	Budgeted FY 22/23	Adopted FY 23/24
<b>TRANSPORTATION cont.</b>						
<b><u>Transit Operations</u></b>						
Transit Operations Manager	1.00	1.00	1.00	1.00	1.00	1.00
Transit Training and Safety Supervisor	1.00	1.00	1.00	1.00	1.00	1.00
Transit Operations Training Coordinator	-	-	-	-	1.00	1.00
Transit Planning & Scheduling Analyst	-	-	1.00	1.00	1.00	1.00
Senior Transportation Operations Supervisor	-	-	-	-	1.00	1.00
Route Supervisors	9.00	9.00	11.00	11.00	11.00	11.00
Bus Operators	88.00	88.00	72.91	72.91	74.80	76.80
Paratransit Dispatcher	1.00	1.00	1.00	1.00	1.00	1.00
Paratransit Drivers	5.46	5.46	5.46	5.46	5.46	6.30
Relief Bus Operator Trainees	-	-	-	-	2.00	2.00
Relief Bus Operators	5.00	5.00	8.41	8.41	13.50	13.50
<b><i>Total Transit Operations</i></b>	<b>110.46</b>	<b>110.46</b>	<b>101.78</b>	<b>101.78</b>	<b>112.76</b>	<b>115.60</b>
<b><u>Transit Maintenance</u></b>						
Transit Maintenance Manager	1.00	1.00	1.00	1.00	1.00	1.00
Transit Maintenance Coordinator	-	-	-	-	1.00	1.00
Fleet Maintenance Supervisor	1.00	1.00	1.00	1.00	1.00	1.00
Facilities Maintenance Supervisor	1.00	1.00	1.00	1.00	1.00	1.00
Administrative Management Analyst I	1.00	1.00	-	-	-	-
Transit Equipment Mechanics - Lead	2.00	2.00	2.00	2.00	2.00	2.00
Transit Equipment Mechanics	8.00	8.00	7.00	7.00	7.00	7.00
Transit Parts/Storeroom Coordinator	1.00	1.00	1.00	1.00	2.00	2.00
Maintenance Coordinator	-	-	-	1.00	1.00	1.00
Sr. Building Maintenance Worker	1.00	1.00	1.00	1.00	1.00	1.00
Sr. Transit Utility Specialist	1.00	1.00	2.00	2.00	2.00	2.00
Apprentice Mechanic	2.00	2.00	-	-	1.00	1.00
Equipment Utility Worker II	1.00	1.00	1.00	1.00	1.00	1.00
Equipment Utility Worker I	5.00	5.00	3.00	3.00	5.00	5.00
<b><i>Total Transit Maintenance</i></b>	<b>25.00</b>	<b>25.00</b>	<b>20.00</b>	<b>21.00</b>	<b>26.00</b>	<b>26.00</b>
<b>TOTAL TRANSPORTATION</b>	<b>153.35</b>	<b>153.35</b>	<b>136.88</b>	<b>138.98</b>	<b>159.46</b>	<b>162.30</b>

GTrans	Audited 2020-2021	Audited 2021-2022	Adopted 2022-2023	Adopted 2023-2024
Facility Maintenance	655,755	768,621	967,275	1,675,034
Administration	7,462,191	3,154,990	5,429,504	5,933,183
Special Transit	488,079	513,019	1,087,178	1,453,529
Transportation	9,985,876	10,667,127	13,242,836	14,049,698
Equipment Maintenance	2,365,722	2,516,497	3,195,737	3,329,170
Capital Expenditures	-	4,755,979	9,080,386	21,192,575
Expense Charges	2,305,675	2,305,675	2,305,675	2,305,675
Transfers Out	199,458	83,358	128,450	129,671
<b>Total GTrans</b>	<b>23,462,756</b>	<b>24,765,266</b>	<b>35,437,041</b>	<b>50,068,535</b>



Special Revenue Funds GTrans	Audited 2020-2021	Audited 2021-2022	Adopted 2022-2023	Adopted 2023-2024
Measure M Transit	1,824,788	2,373,346	2,864,928	2,864,928
GTrans OPEB Trust Fund	-	-	-	-
Measure R Transit	1,843,446	2,378,483	2,872,168	2,872,168
Prop 1B Capital	-	9,024	-	697,000
Prop 1B Security	-	1,608	100,000	-
Prop A Local Return	938,759	1,777,030	1,491,878	2,011,560
<b>Total GTrans Special Revenue Funds</b>	<b>4,606,993</b>	<b>6,539,491</b>	<b>7,328,974</b>	<b>8,445,656</b>





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# POLICE DEPARTMENT

City of Gardena

Our role is to foster a responsible partnership with the community to identify, reduce, eliminate, and prevent problems that impact community safety and order. Our employees provide law enforcement services directed toward achieving the goals and objectives of the Police Department and the City. While adhering to the Law Enforcement Code of Ethics, we execute our activities along with our fellow departments to ensure that all work efforts effectively mobilize the resources of the Police Department to promote public safety in our community.

## 01 GOAL

Succession Planning- Develop innovative ways to recruit, mentor, and retain the next generation of employees at the Gardena Police Department.

## 02 GOAL

District Policing- Continue to evolve our Community Policing outreach to strengthen trust with our community partners.

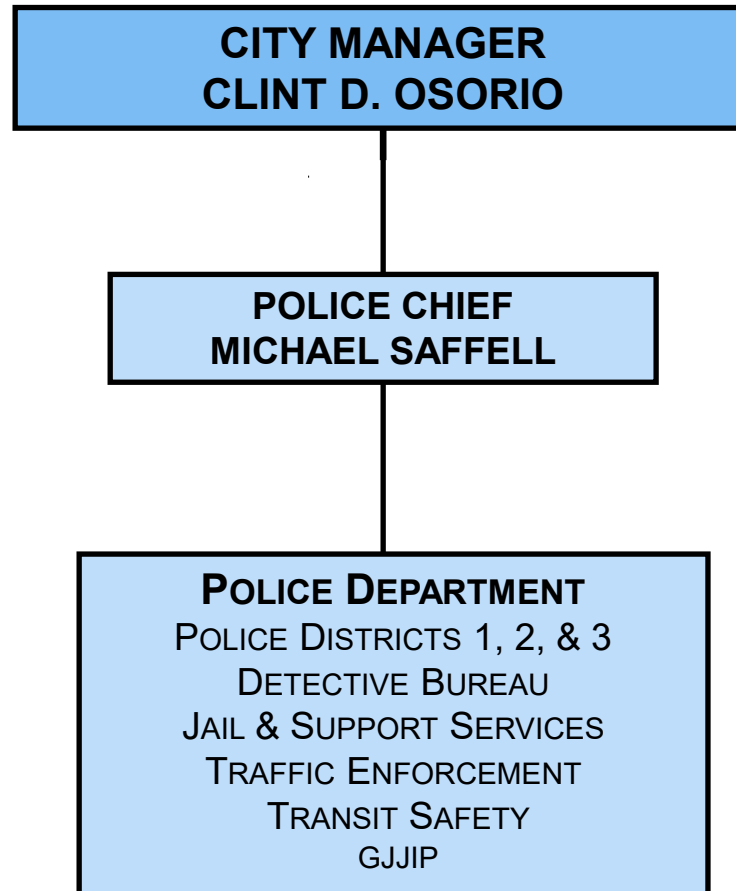
## 03 GOAL

Innovation and Technology to Create a Safer Future- Use innovation and technology to increase safety and effectiveness when impacting crime and disorder.





# POLICE

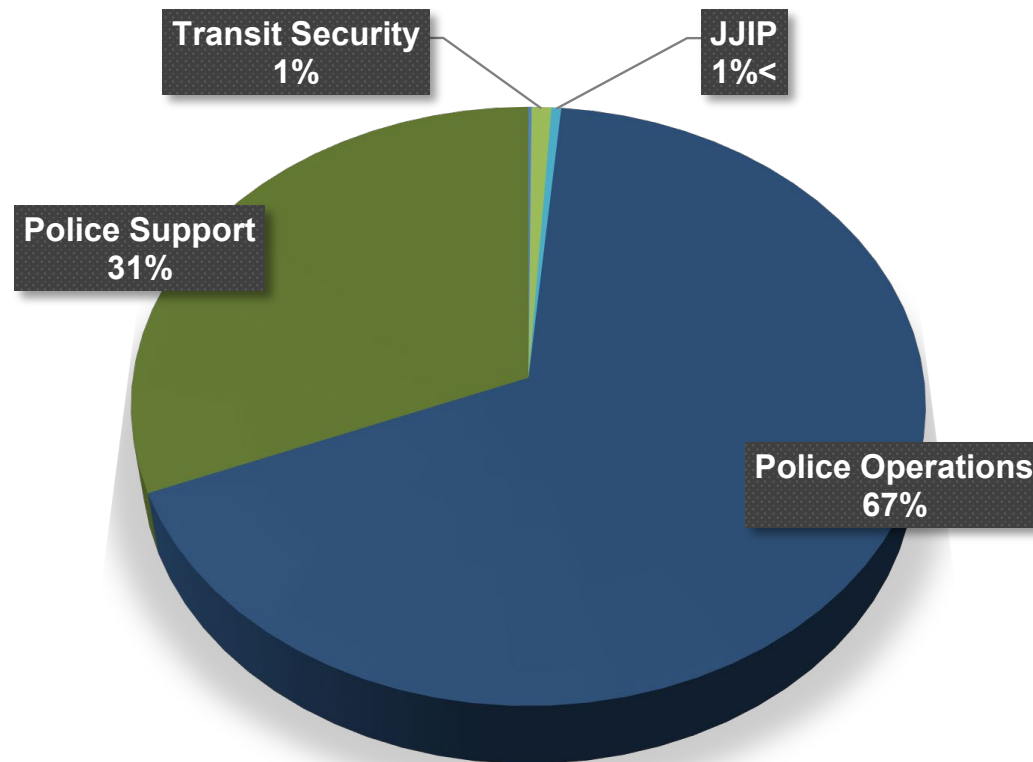


# POLICE

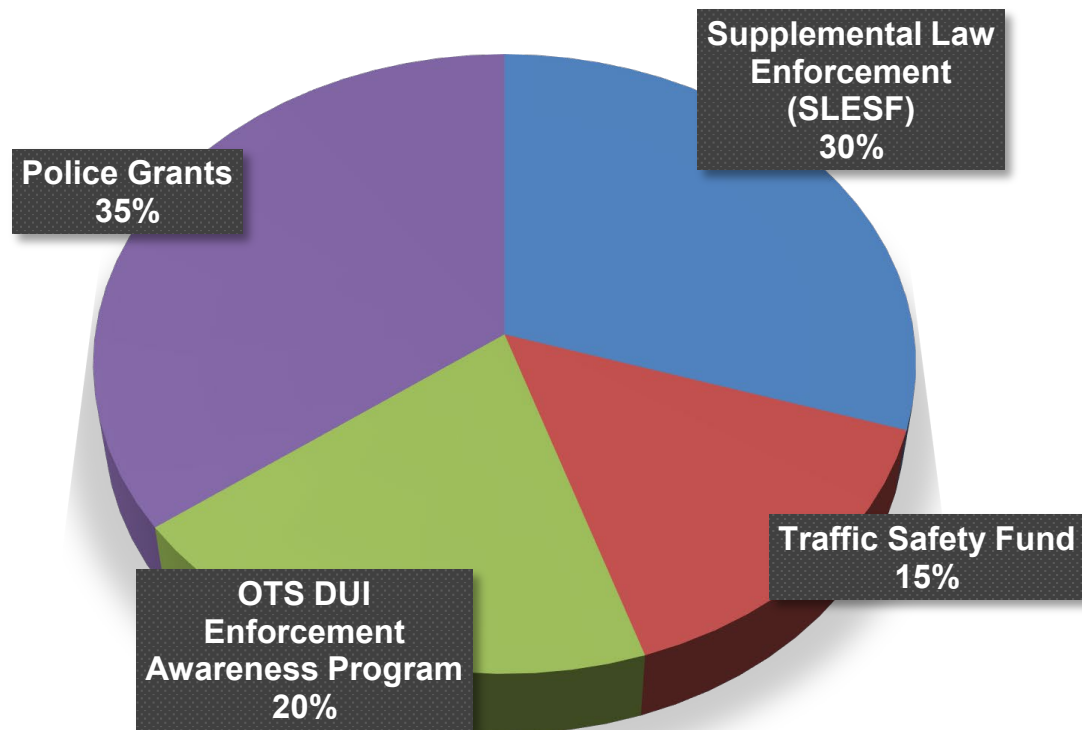
## Staffing Plan - Full Time Equivalent Positions

	Budgeted FY 18/19	Budgeted FY 19/20	Budgeted FY 20/21	Budgeted FY 21/22	Budgeted FY 22/23	Adopted FY 23/24
<b>POLICE &amp; COMMUNITY SAFETY</b>						
<b>Sworn Staffing</b>						
Police Chief	1.00	1.00	1.00	1.00	1.00	1.00
Police Captain	2.00	2.00	1.00	2.00	2.00	2.00
Police Lieutenant	6.00	6.00	5.00	5.00	6.00	6.00
Police Sergeant	13.00	13.00	13.00	13.00	14.00	14.00
Police Officer	73.00	72.00	67.00	66.00	64.00	66.00
Police Trainee	-	-	1.50	-	2.00	2.00
<b>Total Sworn</b>	<b>95.00</b>	<b>94.00</b>	<b>88.50</b>	<b>87.00</b>	<b>89.00</b>	<b>91.00</b>
<b>Non-Sworn Police Department</b>						
Administrative Management Analyst I	0.30	0.30	0.30	0.30	0.40	0.40
Administrative Analyst III	1.00	1.00	-	-	-	-
Forensic Technician	1.00	1.00	1.00	1.00	1.00	1.00
Admin Support Services Supervisor	1.00	1.00	1.00	1.00	1.00	1.00
Executive Assistant to Chief of Police	-	-	-	-	1.00	1.00
Administrative Aide	1.00	1.00	1.00	1.00	1.00	2.00
Police Service Officer	9.00	9.00	7.00	8.00	10.00	11.00
Police Records Technician II	6.00	6.00	4.00	4.00	4.00	4.00
Police Records Technician I	2.00	2.00	4.00	4.00	4.00	4.00
Police Service Technician	2.00	2.00	2.00	2.00	2.00	1.00
Public Safety Officer	1.00	1.00	-	-	-	-
Police Assistant	18.61	18.61	14.99	14.99	15.50	14.50
<b>Total Non-Sworn</b>	<b>42.91</b>	<b>42.91</b>	<b>35.29</b>	<b>36.29</b>	<b>39.90</b>	<b>39.90</b>
<b>TOTAL POLICE &amp; COMMUNITY SAFETY</b>	<b>137.91</b>	<b>136.91</b>	<b>123.79</b>	<b>123.29</b>	<b>128.90</b>	<b>130.90</b>

Police Department	Audited 2020-2021	Audited 2021-2022	Adopted 2022-2023	Adopted 2023-2024
Juvenile Justice & Intervention Program	33,438	44,316	50,000	50,000
Transit Security	233,897	273,372	292,837	306,480
Parking Compliance	134,984	158,017	150,100	150,100
Police Operations	17,329,004	18,939,894	22,073,934	23,469,923
Police Support	7,533,109	8,648,742	10,311,626	10,832,685
<b>Total Police</b>	<b>25,264,433</b>	<b>28,064,341</b>	<b>32,878,497</b>	<b>34,809,188</b>



Special Revenue Funds Police Department	Audited 2020-2021	Audited 2021-2022	Adopted 2022-2023	Adopted 2023-2024
Supplemental Law Enforcement (SLESF)	70,525	58,993	150,000	150,000
Traffic Safety Fund	-	-	75,500	75,500
OTS DUI Enforcement Awareness Program	69,760	77,230	100,000	100,000
Police Grants	810,714	230,182	26,126	176,126
<b>Total Police Department Special Revenue Funds</b>	<b>950,999</b>	<b>366,405</b>	<b>351,626</b>	<b>501,626</b>





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# PUBLIC WORKS

City of Gardena

The Public Works Department maintains the safety and aesthetics of the city streets, facilities, parks, medians and equipment at the highest standards. The Department provides continual maintenance and improvement of the City's physical infrastructure and facilities and provides quality engineering service.

## 01 GOAL

Monitor and Update Public Works Fleet and Equipment to Reduce replacement cost for fleet improvement.

## 02 GOAL

Develop Geographical Information System for Efficient operations by streamlining processes.

## 03 GOAL

Update City Design Standards & Provisions insuring Infrastructure compliance for all buildings within the City jurisdiction



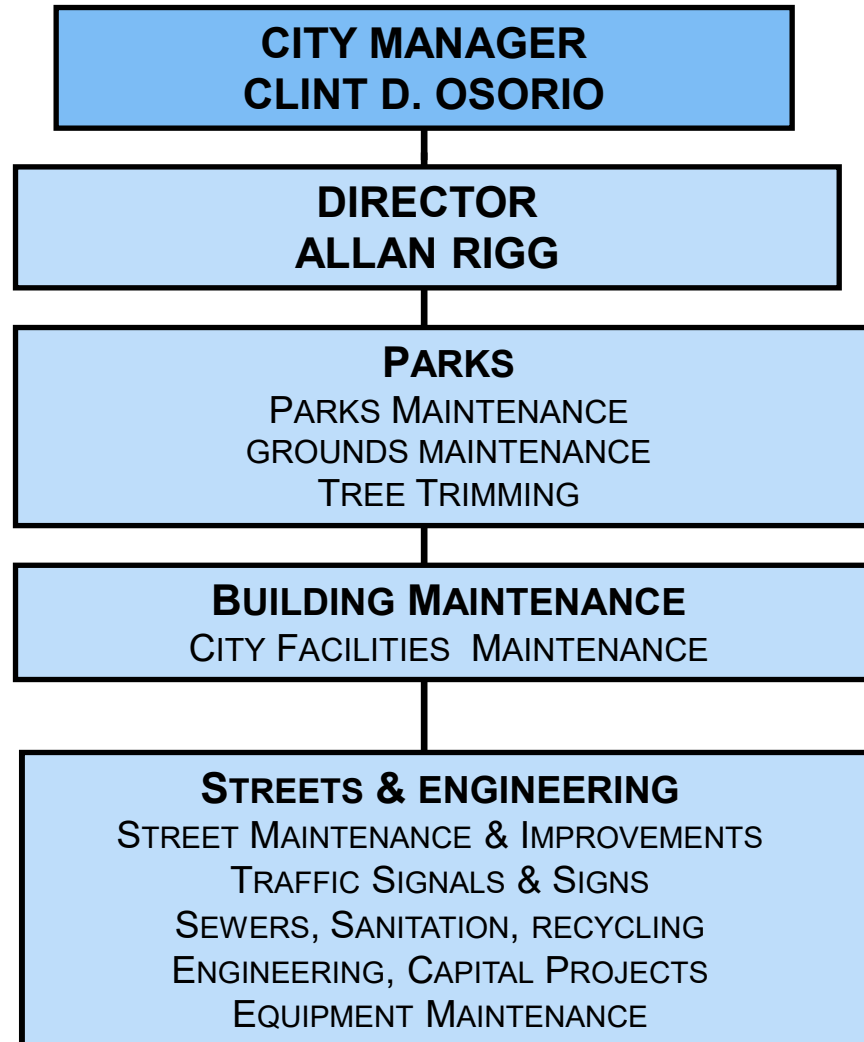
PLANNING FOR THE FUTURE.



More Information:  
[www.cityofgardena.org](http://www.cityofgardena.org)



# PUBLIC WORKS



# PUBLIC WORKS

## Staffing Plan - Full Time Equivalent Positions

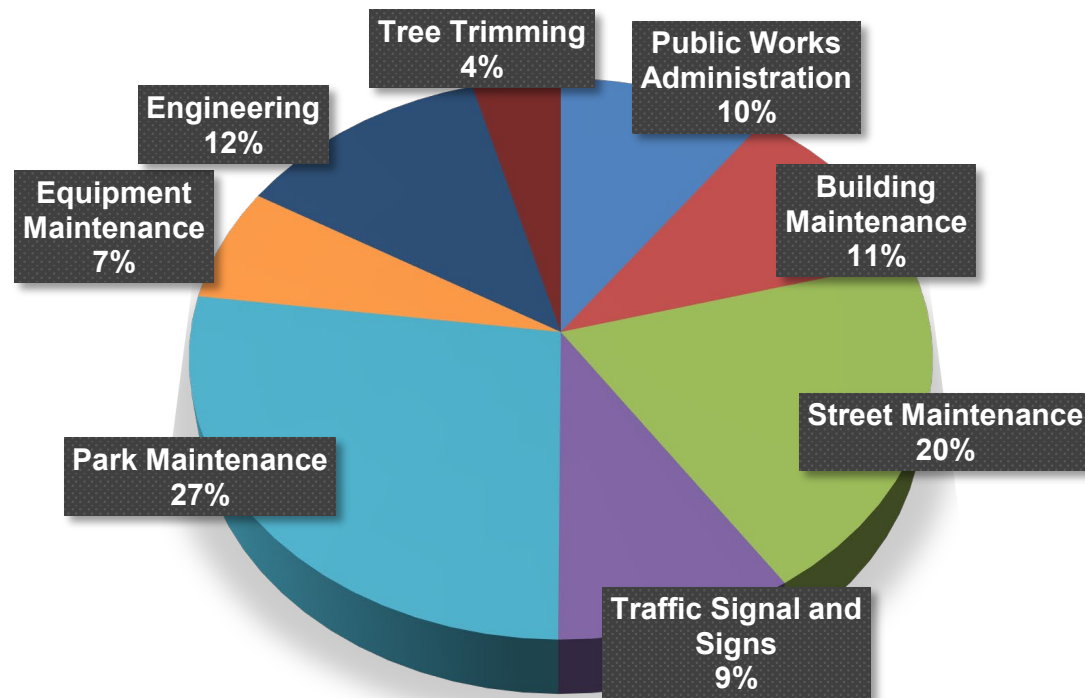
	Budgeted FY 18/19	Budgeted FY 19/20	Budgeted FY 20/21	Budgeted FY 21/22	Budgeted FY 22/23	Adopted FY 23/24
<b>PUBLIC WORKS</b>						
<b>Parks</b>						
Park Superintendent	1.00	1.00	1.00	1.00	-	-
Park Maintenance Lead	2.00	2.00	2.00	2.00	2.00	2.00
Tree Trimmer II	2.00	2.00	2.00	2.00	2.00	2.00
Park Maintenance Worker II	3.00	3.00	3.00	3.00	3.00	3.00
Park Maintenance Worker I	6.64	6.64	3.00	4.50	4.50	4.50
<i>Total Parks</i>	<b>14.64</b>	<b>14.64</b>	<b>11.00</b>	<b>12.50</b>	<b>11.50</b>	<b>11.50</b>
<b>Facilities</b>						
Maintenance Painter	1.00	1.00	-	-	-	-
Senior Building Maintenance Worker	-	-	1.00	1.00	1.00	1.00
Sr. Maintenance Worker	1.00	1.00	1.00	1.00	-	-
Building Maintenance Worker	-	-	-	-	1.00	1.00
Building Maintenance Lead	1.00	1.00	1.00	1.00	1.00	1.00
<i>Total Facilities</i>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>
<b>Handy-Worker Program</b>						
Public Works Coordinator	1.00	1.00	1.00	1.00	1.00	1.00
Home Improvement Leadperson	1.00	1.00	-	-	-	-
Home Improvement Maintenance Helper	1.00	1.00	1.00	1.00	1.00	1.00
<i>Total Handy-Worker Program</i>	<b>3.00</b>	<b>3.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>

# PUBLIC WORKS

## Staffing Plan - Full Time Equivalent Positions

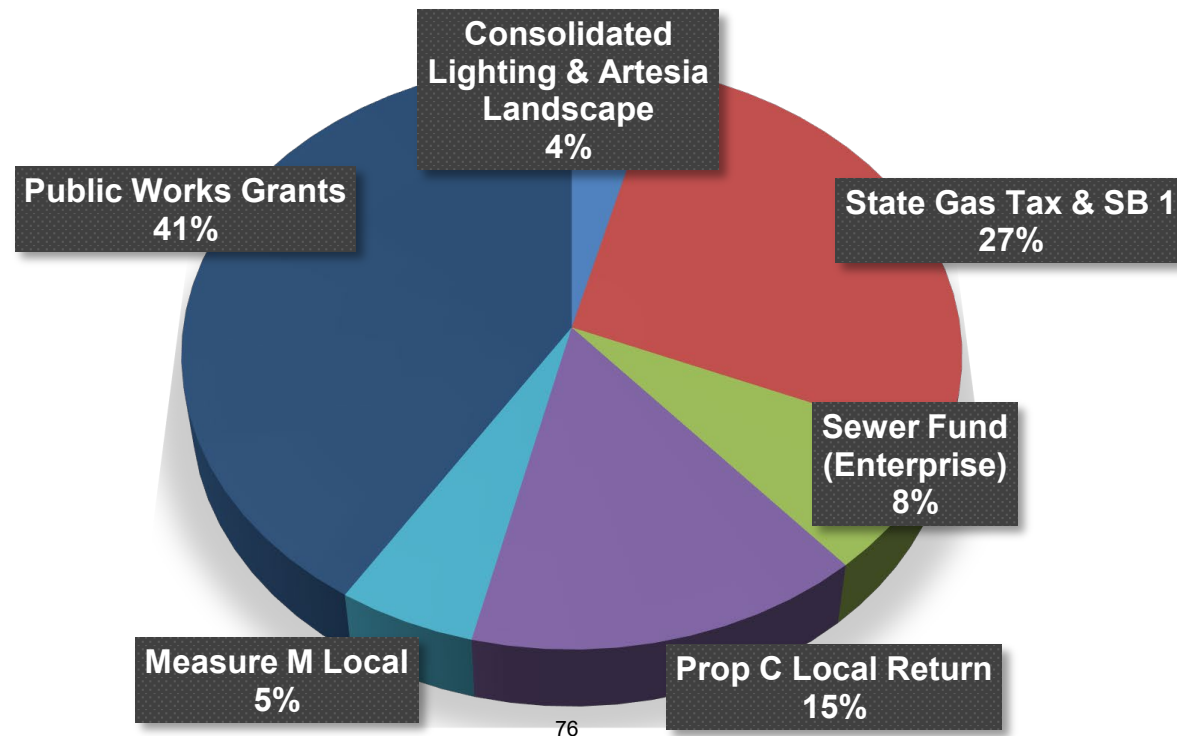
	Budgeted FY 18/19	Budgeted FY 19/20	Budgeted FY 20/21	Budgeted FY 21/22	Budgeted FY 22/23	Adopted FY 23/24
<b>PUBLIC WORKS cont.</b>						
<b><u>Streets &amp; Engineering</u></b>						
Director of Public Works	1.00	1.00	-	1.00	1.00	1.00
Assistant Director/City Engineer	-	-	-	-	1.00	1.00
Public Works Superintendent	-	-	-	-	1.00	1.00
Administrative Aide	-	-	1.00	1.00	-	-
Program Coordinator	-	-	-	-	1.00	1.00
Administrative Management Analyst II	1.00	1.00	-	-	-	-
Administrative Analyst I	1.00	1.00	-	-	-	-
Administrative Analyst II	-	-	1.00	1.00	1.00	1.00
Principal Civil Engineer	1.00	1.00	1.00	1.00	-	-
Civil Engineer	-	-	-	-	1.00	1.00
Street Maintenance Superintendent	1.00	1.00	-	-	-	-
Associate Engineer	2.00	2.00	2.00	2.00	1.00	1.00
Assistant Engineer	-	-	-	1.00	1.00	1.00
Electrical/Signal Technician II	1.00	1.00	1.00	1.00	1.00	1.00
Public Works Inspector	-	-	-	-	1.00	1.00
Public Work Lead	2.00	2.00	2.00	2.00	2.00	2.00
Electrical/Signal Technician I	1.00	1.00	1.00	1.00	1.00	1.00
Engineering Technician	1.00	1.00	1.00	1.00	1.00	1.00
Lead Equipment Mechanic	-	-	-	-	1.00	1.00
Equipment Mechanic	2.00	2.00	2.00	2.00	1.00	1.00
Heavy Equipment Operator	2.00	2.00	2.00	2.00	2.00	2.00
Street Traffic Painter	1.00	1.00	1.00	1.00	1.00	1.00
Street Sweeper Operator	2.00	2.00	2.00	2.00	2.00	2.00
Sewer Maintenance Worker	3.00	3.00	2.00	2.00	2.00	2.00
Cement Finisher	1.00	1.00	-	-	-	-
Secretary	1.00	1.00	-	-	1.00	1.00
Engineering Aide	1.00	1.00	-	-	-	-
Street Maintenance Workers	3.55	3.55	2.00	2.00	2.00	2.00
Graffiti Technician	1.00	1.00	1.00	1.00	1.00	1.00
Right-of-Way Worker	3.20	3.20	3.83	3.83	4.30	4.30
Intern	-	-	-	1.00	1.00	1.00
Clerk Typist	0.68	0.68	-	-	-	-
<b><i>Total Streets &amp; Engineering</i></b>	<b>33.43</b>	<b>33.43</b>	<b>25.83</b>	<b>28.83</b>	<b>32.30</b>	<b>32.30</b>
<b>TOTAL PUBLIC WORKS</b>	<b>54.07</b>	<b>54.07</b>	<b>41.83</b>	<b>46.33</b>	<b>48.80</b>	<b>48.80</b>

Public Works	Audited 2020-2021	Audited 2021-2022	Adopted 2022-2023	Adopted 2023-2024
Public Works Administration	241,421	463,435	493,983	695,592
Building Maintenance	831,964	693,615	740,500	753,351
Street Maintenance	883,857	942,187	1,448,571	1,385,089
Traffic Signal and Signs	485,659	530,754	619,360	662,936
Park Maintenance	1,334,705	1,707,413	1,677,509	1,882,725
Equipment Maintenance	363,341	399,892	438,936	454,098
Engineering	461,343	532,871	808,341	851,992
Tree Trimming	238,109	231,046	281,850	293,630
<b>Total Public Works</b>	<b>4,840,401</b>	<b>5,501,213</b>	<b>6,509,050</b>	<b>6,979,413</b>





Special Revenue Funds Public Works	Audited 2020-2021	Audited 2021-2022	Adopted 2022-2023	Adopted 2023-2024
Consolidated Lighting & Artesia Landscape	758,068	770,381	1,110,707	1,154,727
State Gas Tax & SB 1	3,061,721	1,348,740	6,108,847	7,729,597
Sewer Fund (Enterprise)	1,287,499	1,764,347	2,427,020	2,082,172
Prop C Local Return	596,118	782,417	4,087,947	4,281,345
Measure M Local	185,259	1,842,913	1,496,305	1,490,329
Community Development Block Grants	158,433	76,724	238,710	-
Public Works Grants	1,505,551	7,177,364	10,530,013	11,625,995
<b>Total Public Works Special Revenue Funds</b>	<b>7,552,650</b>	<b>13,762,886</b>	<b>25,999,549</b>	<b>28,364,165</b>





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# RECREATION & HUMAN SERVICES

City of Gardena

The Recreation and Human Services Department is responsible for providing a broad array of recreation, social and community services to a diverse community of individuals, families, and organizations. The Department is advised by four Commissions appointed by the City Council: Recreation and Parks, Senior Citizens, Youth, and Human Services. The Department has two program divisions: the Recreation Division and the Human Services Division.

## 01 GOAL

To support and promote the quality of life and the local economy; and ensure public safety by providing a number and quality of safe, accessible, and affordable programs.

## 02 GOAL

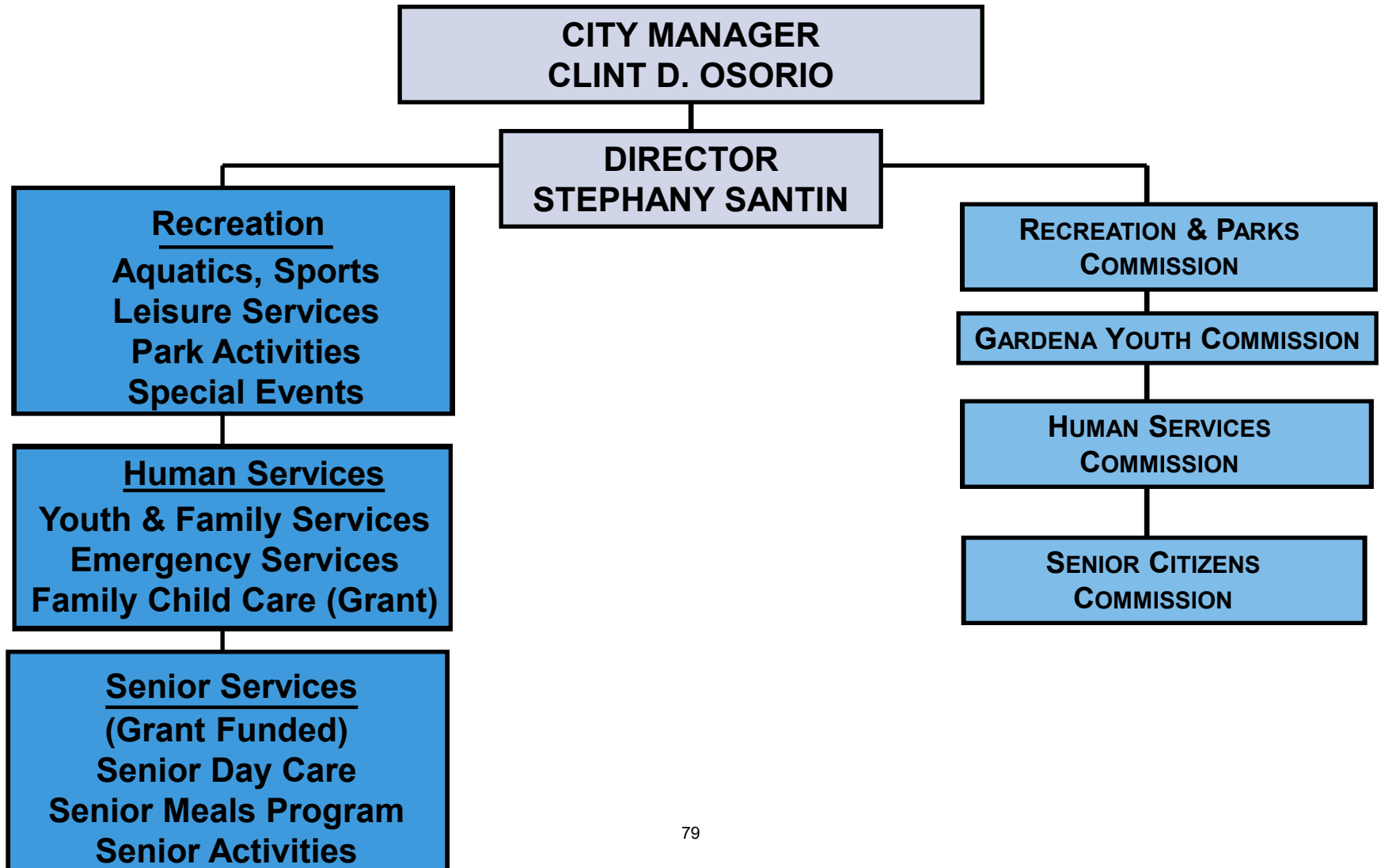
Facilitate, volunteer, and provide recreational opportunities for individuals with disabilities that promote an optimal lifestyle.

## 03 GOAL

Provide a wide variety of events and community services which facilitate community unity, engagement, and cultural participation.



# RECREATION & HUMAN SERVICES



# RECREATION & HUMAN SERVICES

## Staffing Plan - Full Time Equivalent Positions

	Budgeted FY 18/19	Budgeted FY 19/20	Budgeted FY 20/21	Budgeted FY 21/22	Budgeted FY 22/23	Adopted FY 23/24
<b>RECREATION &amp; HUMAN SERVICES</b>						
<b>Recreation</b>						
Director of Recreation & Human Services	1.00	1.00	1.00	1.00	1.00	1.00
Recreation Program Administrator	2.00	2.00	1.00	1.00	1.00	1.00
Administrative Aide						1.00
Administrative Analyst I	1.00	1.00	1.00	1.00	1.00	1.00
Administrative Analyst II	1.00	1.00	-	-	-	-
Recreation Services Manager	1.00	1.00	-	-	-	1.00
Recreation Supervisor	2.00	2.00	-	1.00	2.00	2.00
Intern	-	-	0.19	0.19	0.60	0.60
Community Services Counselor	1.00	1.00	1.00	1.00	2.00	2.00
Community Center Coordinator	1.00	1.00	1.00	1.00	1.00	2.00
Recreation Coordinator	5.00	5.00	4.00	3.00	3.00	3.00
Senior Clerk Typist	2.00	2.00	-	-	-	-
Recreation Leader III	0.65	0.65	-	-	-	-
Lifeguard/Instructor	0.55	0.55	-	-	-	7.50
Recreation Leader II	3.23	3.23	1.07	1.07	3.80	3.80
Recreation Leader I	15.81	15.81	10.74	10.74	15.46	15.46
Activity Coordinator	-	-	-	1.00	2.00	2.00
Recreation Commissioners (5)	-	-	-	-	-	-
Senior Citizens Commissioners (5)	-	-	-	-	-	-
Human Services Commissioners (5)	-	-	-	-	-	-
Gardena Youth Commissioners (10)	-	-	-	-	-	-
<b>Total Recreation</b>	<b>37.24</b>	<b>37.24</b>	<b>21.00</b>	<b>22.00</b>	<b>32.86</b>	<b>43.36</b>
<b>Facilities</b>						
Custodian Lead	1.00	1.00	1.00	1.75	1.59	1.59
Custodian II	9.00	9.00	8.00	8.00	8.00	8.00
Custodian I	1.69	1.69	-	-	3.50	3.50
<b>Total Facilities</b>	<b>11.69</b>	<b>11.69</b>	<b>9.00</b>	<b>9.75</b>	<b>13.09</b>	<b>13.09</b>



# RECREATION & HUMAN SERVICES

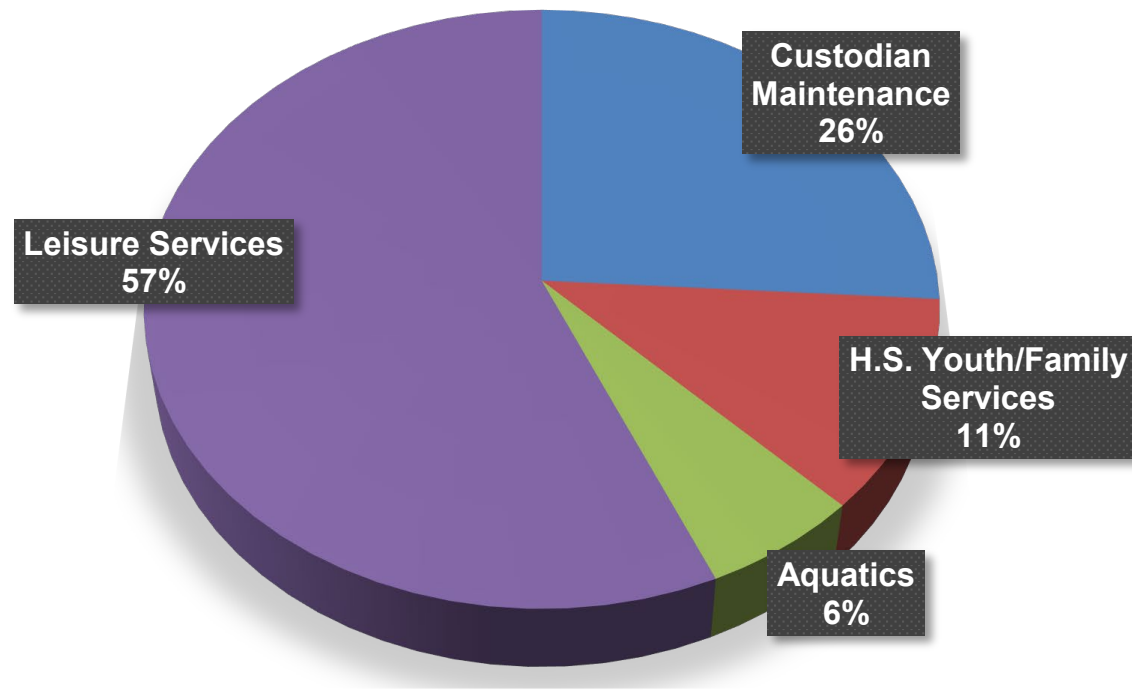
## Staffing Plan - Full Time Equivalent Positions

### RECREATION & HUMAN SERVICES cont.

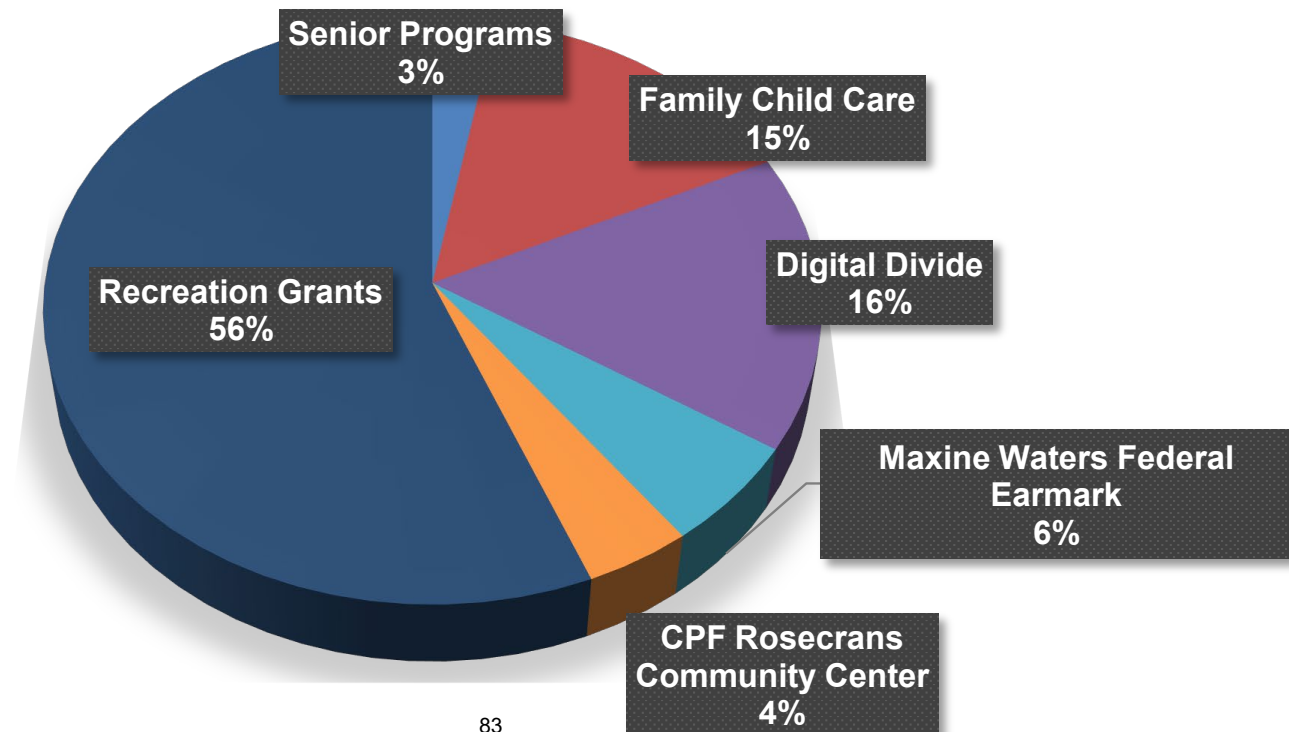
#### Human Services

	Budgeted FY18/19	Budgeted FY 19/20	Budgeted FY 20/21	Budgeted FY 21/22	Budgeted FY 22/23	Adopted FY 23/24
Family Child Care Manager	1.00	1.00	1.00	1.00	1.00	1.00
Family Child Care Education Coordinator	0.23	0.23	1.00	1.00	1.00	1.00
Family Child Care Education Assistant III	1.00	1.00	1.00	1.00	1.00	1.00
Family Child Care Education Assistant II	2.06	2.06	1.56	1.56	1.63	1.63
Family Child Care Program Assistant II	1.00	1.00	1.51	1.51	1.85	1.85
Family Child Care Program Assistant I	0.56	0.56	0.29	0.29	0.45	0.45
Administrative Aide	1.00	1.00	1.00	1.00	1.00	1.00
Administrative Coordinator	-	-	-	-	1.00	1.00
Human Services Aide	-	-	-	-	1.18	1.18
Community Aide I	0.25	0.25	-	-	-	-
Community Aide II	0.77	0.77	1.00	1.00	1.00	1.00
Community Aide III	0.35	0.35	-	-	-	-
Certified Nursing Assistant	1.00	1.00	1.44	1.44	1.44	1.44
Nutrition Services Coordinator	2.00	2.00	3.00	3.00	3.00	3.00
Homeless Coordinator	-	-	-	-	1.00	1.00
Recreation Therapist	0.54	0.54	-	-	-	-
Recreation Leader II	0.86	0.86	-	-	-	-
Recreation Leader I	0.50	0.50	1.21	1.21	-	-
Assistant Site Manager III	0.48	0.48	0.45	0.45	-	-
Meal Services Coordinator					2.41	2.41
Community Aide I	0.74	0.74	-	-	-	-
Peer Advocate Counselor II	1.07	1.07	-	-	-	-
Geriatric Aide	0.75	0.75	0.58	0.58	0.40	0.40
Assistant Site Manager I	0.54	0.54	0.52	0.52	-	-
<b>Total Human Services</b>	<b>16.70</b>	<b>16.70</b>	<b>15.56</b>	<b>15.56</b>	<b>19.36</b>	<b>19.36</b>
<b>TOTAL RECREATION &amp; HUMAN SERVICES</b>	<b>65.63</b>	<b>65.63</b>	<b>45.56</b>	<b>47.31</b>	<b>65.31</b>	<b>75.81</b>

<b>Recreation &amp; Human Services</b>	<b>Audited 2020-2021</b>	<b>Audited 2021-2022</b>	<b>Adopted 2022-2023</b>	<b>Adopted 2023-2024</b>
Custodian Maintenance	751,788	982,613	1,241,894	1,316,346
H.S. Youth/Family Services	138,185	238,974	434,353	582,989
Aquatics	-	-	-	301,407
Leisure Services	1,404,931	1,908,210	2,760,206	2,865,559
<b>Total Recreation &amp; Human Services</b>	<b>2,294,904</b>	<b>3,129,797</b>	<b>4,436,453</b>	<b>5,066,301</b>



Special Revenue Funds Recreation & Human Services	Audited 2020-2021	Audited 2021-2022	Adopted 2022-2023	Adopted 2023-2024
Senior Programs	1,128,391	1,054,050	706,414	718,626
Family Child Care	2,635,094	2,954,445	3,603,662	3,669,933
Community Development Block Grants	77,849	58,592	94,801	-
Digital Divide				4,000,000
Maxine Waters Federal Earmark			1,400,000	1,400,000
CPF Rosecrans Community Center				1,000,000
Recreation Grants	1,527,918	1,328,952	12,229,833	13,784,883
<b>Total Recreation &amp; Human Services Special Revenue Funds</b>	<b>5,369,252</b>	<b>5,396,039</b>	<b>18,034,710</b>	<b>24,573,442</b>





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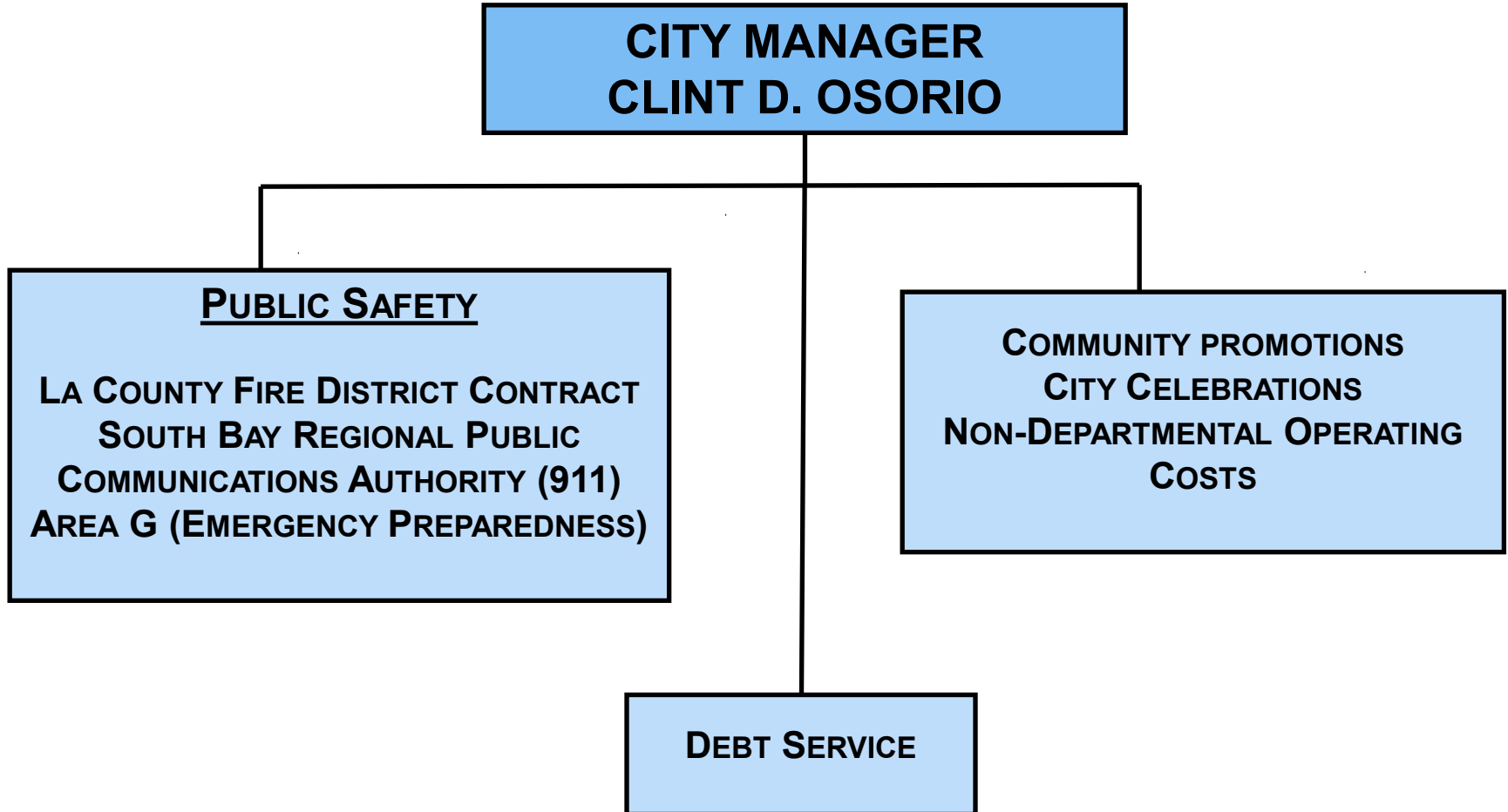


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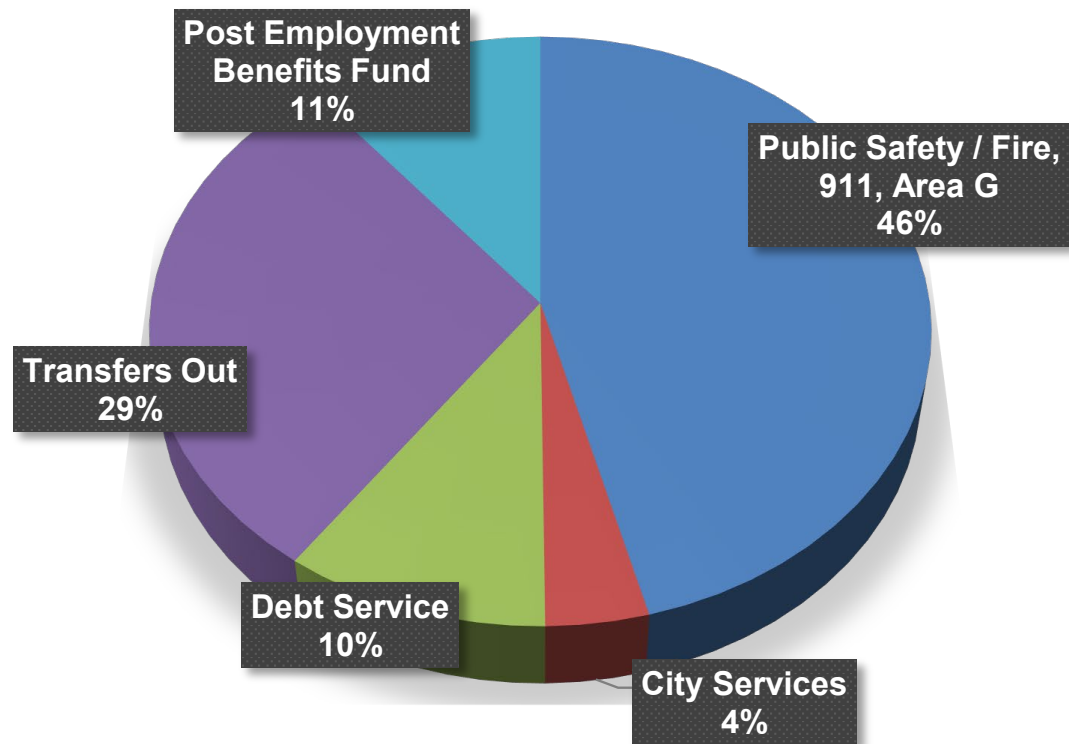
# NON-DEPARTMENTAL



# NON-DEPARTMENTAL



Non-Departmental	Audited 2020-2021	Audited 2021-2022	Adopted 2022-2023	Adopted 2023-2024
Public Safety / Fire, 911, Area G	11,045,005	12,070,772	12,854,048	13,493,514
City Services	644,519	713,573	647,000	1,147,000
Debt Service	1,969,141	2,585,363	2,952,694	2,955,128
Transfers Out	7,894,784	14,031,970	8,697,147	8,612,543
Post Employment Benefits Fund	2,653,280	2,851,954	2,968,560	3,206,046
<b>Total Non-Departmental</b>	<b>24,206,730</b>	<b>32,253,632</b>	<b>28,119,449</b>	<b>29,414,231</b>





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# **CAPITAL IMPROVEMENT PROJECTS (CIP), DEBT SERVICE, and INTERNAL SERVICE FUNDS**



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# **CAPITAL IMPROVEMENT PROJECTS (CIP) ADOPTED BUDGET FISCAL YEAR 2023/2024**

# CAPITAL IMPROVEMENT PROJECTS (CIP)



**FY 2023-2024**

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**PARK IMPROVEMENTS**

**\$ 28,065,000**

City Parks, playgrounds, facility grounds and public parkways

**STREETS, SEWER & STORMWATER IMPROVEMENTS**

**\$ 22,829,884**

Maintain City streets, sanitary sewers, storm drain systems, sidewalks, curbs,  
crosswalks, and signs

Maintain and control City traffic signals

Mechanical maintenance of City vehicle and equipment

Ensure compliance with State mandated safety and air quality program

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**CAPITAL IMPROVEMENT PROJECTS TOTAL**

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**\$ 50,894,884**

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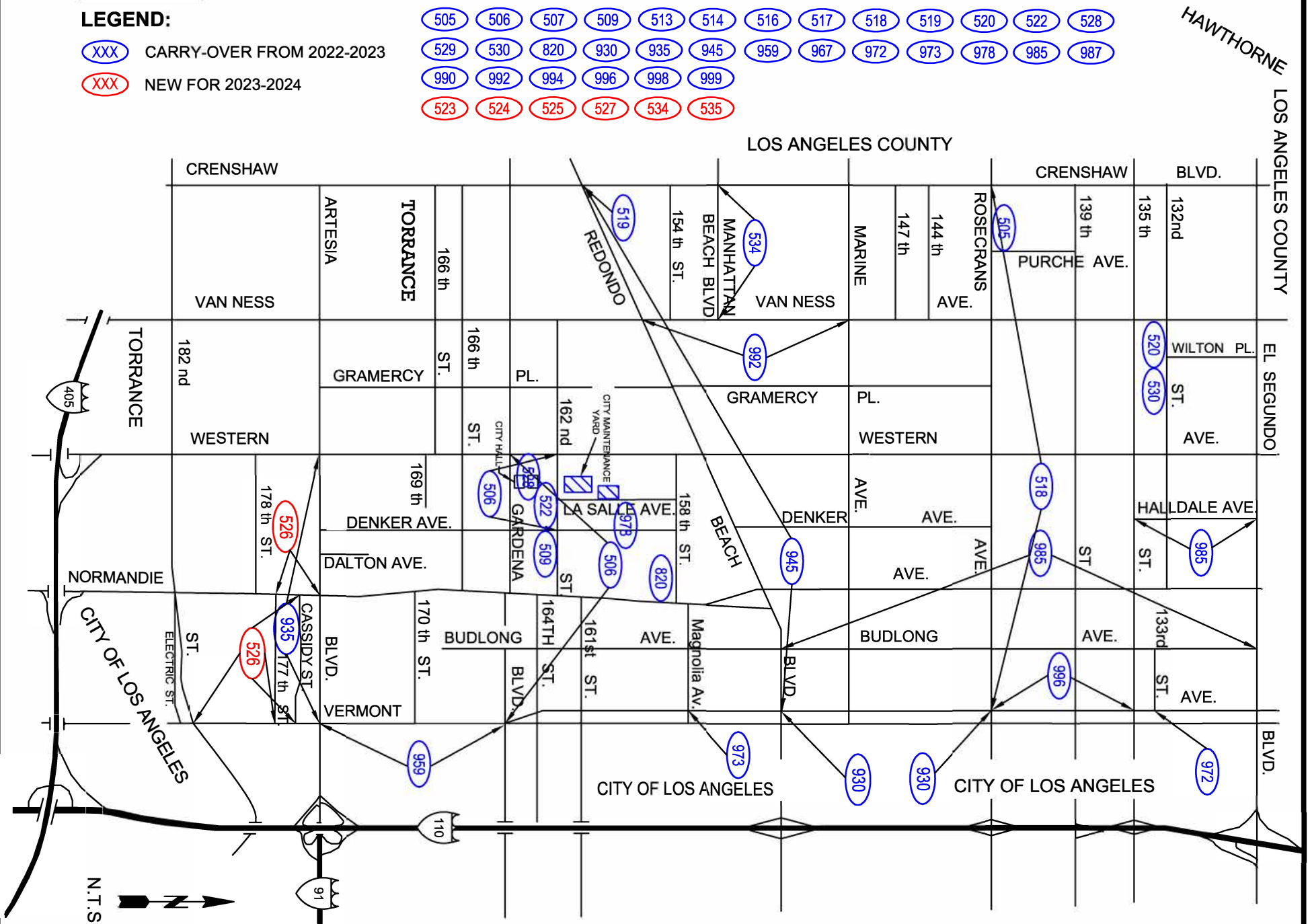
# CIP 2023 - 2024

## LEGEND:

(XXX) CARRY-OVER FROM 2022-2023

(XXX) NEW FOR 2023-2024

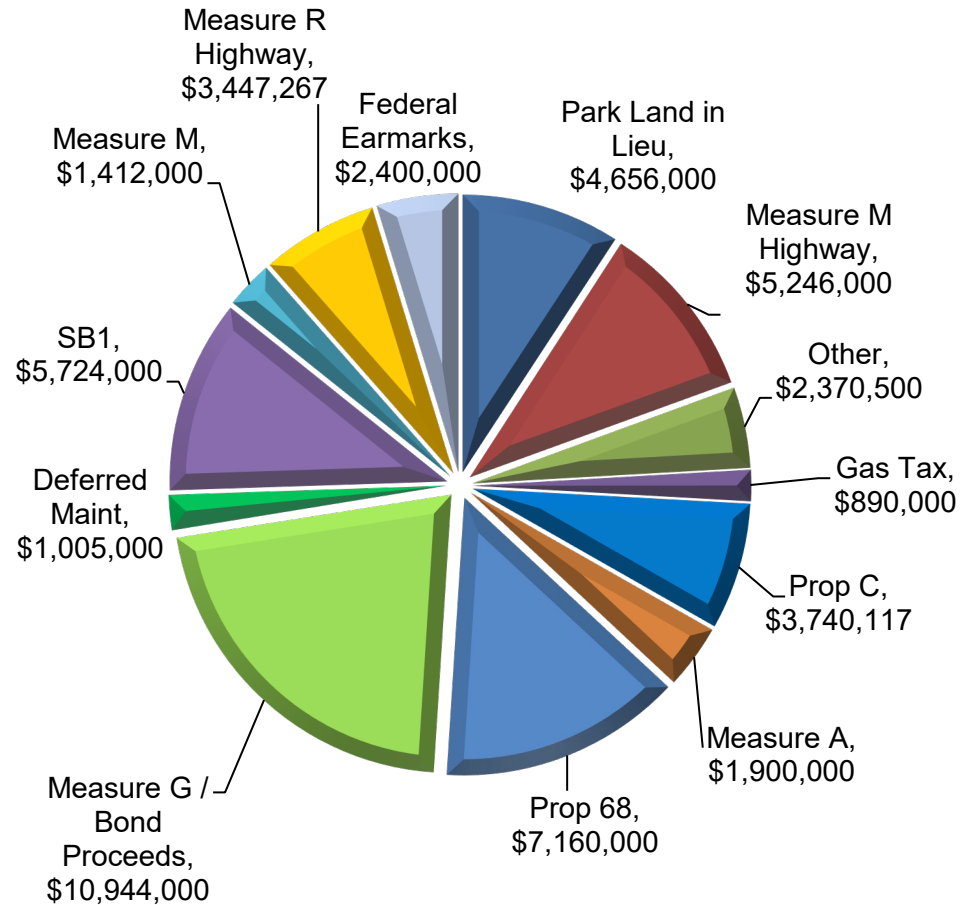
(505) (506) (507) (509) (513) (514) (516) (517) (518) (519) (520) (522) (528)  
 (529) (530) (820) (930) (935) (945) (959) (967) (972) (973) (978) (985) (987)  
 (990) (992) (994) (996) (998) (999)  
 (523) (524) (525) (527) (534) (535)



# Capital Improvement Projects Fiscal Year 2023-2024

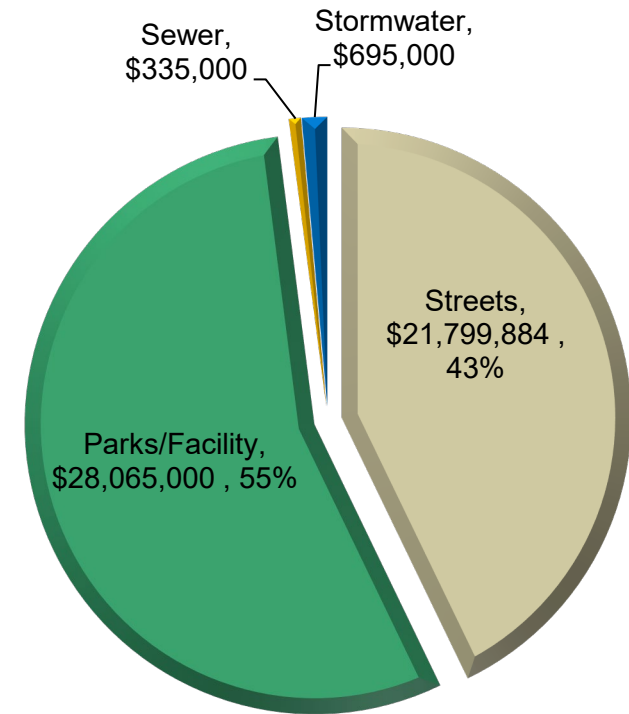
## CAPITAL REVENUE

... Where the money comes from ...



## CAPITAL EXPENDITURES

... Where the money goes...



## CAPITAL IMPROVEMENT PROJECTS – PARKS / FACILITIES

### FISCAL YEAR 2023-2024

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<u>JOB NO.</u>	<u>PROJECT DESCRIPTION</u>		
820 ( c )	<b>Mas Fukai Park Rehabilitation - \$7,626,000</b> Reconstruction of community center, restroom facilities and enhance the overall park to maximize its use, improve energy efficiency while reducing maintenance costs, and provide a variety of additional features that can accommodate the needs of residents of all ages in an all-inclusive park.	520 ( c )	<b>Rowley Park Gymnasium HVAC Upgrade – 500,000</b> Replace three (3) existing Carrier/BDP gas electric package units.
967 ( c )	<b>Multi-Park Improvements/Facility Master Plan Study - \$750,000</b> Develop a master plan for parks and facilities. Renovate/repair park facilities.	522 ( c )	<b>Nakaoka Community Center HVAC Upgrade - \$660,000</b> Install two new specialized condenser coils on 40-ton existing condenser.
978 ( c )	<b>Gardena Community Aquatic and Senior Center - \$16,050,000</b> Reconstruction of pool and facility building to accommodate a new 25-yard (8) lane pool, diving bay, fitness pool with ADA ramp, new bleachers & shade structures, exercise equipment and a 12,000 square foot building that will house locker rooms for the pool as well as senior activities.	528 ( c )	<b>Civic Center Lighting Improvements - \$375,000</b> Installation of new lighting and landscape improvements.
505 ( c )	<b>Rosecrans New Community Center - \$1,024,000</b> Demo existing facility and develop a conceptual design and construction document of new community center.	529 ( c )	<b>Park Electronic Signage - \$250,000</b> Installation of new electronic signs for several parks.
509 ( c )	<b>Fire Station No. 158 Roof Replacement (Ceiling Repair Phase) - \$70,000</b> Repair water damaged ceiling tiles, lighting, hazardous material abatement, and all other incidental work.	530 ( c )	<b>Rowley Park Basketball Court Rehabilitation - \$510,000</b> Renovate/repair the existing basketball court and its drainage.
		535 ( n )	<b>Multi-Park Improvements - \$250,000</b> Renovate/repair and upgrade the existing park facilities and amenities.

( c ) – Continuing project from previous years,

( n ) – New project proposed for fiscal year 2023-2024

#### Overall Impact on Operating Budget

There is no financial impact to the General Fund for these projects.

These improvements in the City will benefit both citizens and visitors in the community. This will provide a safer place, as well as make the City more inviting to people visiting or wanting to move into the community.



**CAPITAL IMPROVEMENT PROJECTS – STREETS**  
**FISCAL YEAR 2023-2024**

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<b><u>JOB NO.</u></b>	<b><u>PROJECT DESCRIPTION</u></b>		
<b>930 ( c )</b>	<b>Vermont Ave Traffic Signal Improvements - \$1,261,000</b> Improve traffic signals at Vermont Ave. and Rosecrans Ave., and Redondo Beach Blvd.	<b>985 ( c )</b>	<b>Budlong Ave (El Segundo to RBB) and Halldale Ave (135<sup>th</sup> to El Segundo) Street Improvements - \$353,000</b> Rehabilitate asphalt pavement, striping and pedestrian safety as needed.
<b>935 ( c )</b>	<b>Artesia Blvd Signal Improvements - \$3,708,000</b> Improve traffic signals between Western Ave. and Vermont Ave. to address existing and future traffic conditions. The scope and budget amended to include landscape and pavement improvements.	<b>987, 994, &amp; 514 ( c )</b>	<b>Local Street Improvements FY 2020/2021, FY 2021/2022, &amp; FY 2022/2023 - \$4,218,000</b> Rehabilitate various local residential streets asphalt pavement, striping and pedestrian safety as needed.
<b>945 ( c )</b>	<b>Redondo Beach Blvd Street Improvements - \$5,246,000</b> Improve traffic flow along Redondo Beach Blvd. from Crenshaw Blvd. to Vermont Ave; new medians, improve signal, signing & striping, rehabilitate concrete and pavements.	<b>990 ( c )</b>	<b>Sewer Master Plan - \$35,000</b> Assessment of hydraulic capacity of the City's major sewers and prioritized set of Capital Improvement Projects to address existing and projected future capacity requirements including GIS implementation.
<b>959 ( c )</b>	<b>Vermont Ave Improvements (Artesia to Gardena) - \$1,131,117</b> Rehabilitate asphalt pavement, stripping, and improve pedestrian safety as needed.	<b>992 ( c )</b>	<b>Van Ness Ave Street Improvements (RBB to Marine) - \$1,899,000</b> Rehabilitate asphalt pavement, striping and pedestrian safety as needed.
<b>972 ( c )</b>	<b>New Marked Crosswalk with Pedestrian Hybrid Beacon (PHB) on Vermont Ave &amp; 133th St. - \$412,500</b> Install new crosswalk with PHB to improve pedestrian and vehicle safety.	<b>996 ( c )</b>	<b>Vermont Ave Street Improvements (Rosecrans to 135<sup>th</sup>) - \$500,000</b> Rehabilitate asphalt pavement, striping, and improve pedestrian safety as needed.
<b>973 ( c )</b>	<b>New Traffic Signal at Vermont &amp; Magnolia - \$128,267</b> Traffic signal improvement to create a safer, more efficient way for vehicles to cross Vermont Ave. and enhance traffic flow.		

( c ) – Continuing project from previous years

( n ) – New project proposed for fiscal year 2023-2024

**Overall Impact on Operating Budget**

There is no financial impact to the General Fund for these projects.

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## CAPITAL IMPROVEMENT PROJECTS – STREETS

### FISCAL YEAR 2023-2024

<u>JOB NO.</u>	<u>PROJECT DESCRIPTION</u>		
998 & 999 ( c )	<b>Storm Drain Debris Screen FY 2020/2021 and FY 2021/2022 - \$295,000</b> Continue implementing the Statewide Trash Provisions through multi-phase iterative approach. Install the Full Capture System Equivalency (FCSE) screens by year 2025 to all City jurisdictional catch basins.	517 ( c )	<b>Intelligent Transportation System (ITS) Master Plan - \$99,000</b> Development of citywide traffic communication network and signal system improvements that will provide the foundation for future smart city solutions and prioritize CIP improvements.
506 ( c )	<b>Gardena Decorative Street Lighting - \$248,000</b> Convert existing streetlights to SCE approved decorative lights on Gardena Blvd between Vermont and Western and 162 <sup>nd</sup> Street from Denker Ave to Western Ave.	518 ( c )	<b>County Regional Traffic Signal Synchronization Program (TSSP) on East Rosecrans Ave - \$240,000</b> A multi-jurisdictional project through the County of Los Angeles Project TSSP. The East Rosecrans Ave corridor project from Ocean Gate Ave in the City of Hawthorne to Vermont Ave in the City of Gardena. Agencies are required to provide 20% matching funds and Gardena is anticipating four intersections.
507 ( c )	<b>Citywide Wayfinding/Entry Sign Program - \$125,000</b> Install new and replace existing Citywide wayfinding signs to help direct drivers on city streets to city facilities such as parks, fire stations, and City Hall.	519 ( c )	<b>County Regional Traffic Signal Synchronization Program (TSSP) on Redondo Beach Blvd - \$20,000</b> A multi-jurisdictional project through the County of Los Angeles Project TSSP. The Redondo Beach Blvd corridor project from Artesia Blvd in the City of Redondo Beach to Vermont Ave in the City of Gardena. Agencies are required to provide 20% matching funds and Crenshaw Blvd is the only participated intersection by Gardena due to City's its own project on RBB, JN #945.
513 ( c )	<b>Pedestrian Safety Improvements FY 2022/2023 - \$250,000</b> Remove and replace damaged curbs, gutters, sidewalks, and access ramps at various locations.		
516 ( c )	<b>Storm Drain Debris Screen FY 2022/2023 - \$200,000</b> Continue implementing the Statewide Trash Provisions through multi-phase iterative approach. Install the Full Capture System Equivalency (FCSE) screens by year 2025 to all City jurisdictional catch basins.		

( c ) – Continuing project from previous years

( n ) – New project proposed for fiscal year 2023-2024

#### Overall Impact on Operating Budget

There is no financial impact to the General Fund for these projects.

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## CAPITAL IMPROVEMENT PROJECTS – STREETS

### FISCAL YEAR 2023-2024

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<b><u>JOB NO.</u></b>	<b><u>PROJECT DESCRIPTION</u></b>
<b>523 ( n )</b>	<b>Storm Drain Master Plan - \$300,000</b> Assessment of hydraulic capacity of the City's major storm drains and prioritized set of Capital Improvement Projects to address existing and projected future capacity requirements including GIS implementation.
<b>524 ( n )</b>	<b>Storm Drain Debris Screen FY 2023/2024 - \$200,000</b> Continue implementing the Statewide Trash Provisions through multi-phase iterative approach. Install the Full Capture System Equivalency (FCSE) screens by year 2025 to all City jurisdictional catch basins.
<b>525 ( n )</b>	<b>Local Street Improvements FY 2023/2024 - \$1,506,000</b> Rehabilitate various local residential streets asphalt pavement, striping and pedestrian safety as needed.
<b>527 ( n )</b>	<b>Pedestrian Safety Improvements FY 2023/2024 - \$440,000</b> Remove and replace damaged curbs, gutters, sidewalks, and access ramps at various locations.
<b>534 ( n )</b>	<b>County Regional Traffic Signal Synchronization Program (TSSP) on Manhattan Beach Blvd - \$15,000</b> A multi-jurisdictional project through the County of Los Angeles Project TSSP. The Manhattan Beach Blvd corridor project from Manhattan Ave to Van Ness Ave in the City of Manhattan Beach to Van Ness Ave in the City of Gardena. Agencies are required to provide 20% matching funds and Van Ness Ave is the only participated intersection by Gardena.

( c ) – Continuing project from previous years

( n ) – New project proposed for fiscal year 2023-2024

#### **Overall Impact on Operating Budget**

There is no financial impact to the General Fund for these projects.

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## CAPITAL IMPROVEMENT PROGRAM FISCAL YEAR 2023-2024 FUNDING SUMMARY

FUNDING SOURCE		STREETS, SEWER & STORMWATER IMPROVEMENTS	PROJECT COST
Measure R Highway	#930 (c)	Vermont Ave Traffic Signal Improvement	1,261,000
	#935 (c)	Artesia Blvd. Street Improvements (Western to Vermont)	2,058,000
	#973 (c)	New Traffic Signal at Vermont/Magnolia	128,267
		<b>Measure R Highway - Total</b>	<b>3,447,267</b>
Measure M Highway	#945 (c)	RBB Street Improvements (Crenshaw to Vermont)	5,246,000
		<b>Measure M Highway - Total</b>	<b>5,246,000</b>
HSIP	#972 (c)	New Marked Crosswalk with PHB on Vermont/133 St.	162,500
		<b>HSIP - Total</b>	<b>162,500</b>
SB 821 (TDA)	#513 (c)	Pedestrian Safety Improvements FY 2022-2023	50,000
	#527 (n)	Pedestrian Safety Improvements FY 2023-2024	40,000
		<b>SB 821 (TDA) - Total</b>	<b>90,000</b>
Prop C	#935 (c)	Artesia Blvd. Street Improvements (Western to Vermont)	1,650,000
	#959 (c)	Vermont Ave Improvements - Artesia to Gardena	1,131,117
	#972 (c)	New Marked Crosswalk with PHB on Vermont/133 St.	250,000
	#992 (c)	Van Ness Ave St Improvements - RBB to Marine	709,000
		<b>Prop C - Total</b>	<b>3,740,117</b>
Gas Tax	#992 (c)	Van Ness Ave St Improvements - RBB to Marine	750,000
	#507 (c)	Citywide Wayfinding Program	125,000
	#534 (n)	County Regional TSSP on MBB	15,000
		<b>Gas Tax - Total</b>	<b>890,000</b>
Measure M Local	#985 (c)	Budlong Ave (135th to RBB) & Halldale Ave (135th to El Segundo) Street Improvements	353,000
	#996 (c)	Multi-Year Vermont Ave St Improvements - Rosecrans to 135th St	300,000
	#517 (c)	Development of Intelligent Transportation System (ITS) Master Plan	99,000
	#518 (c)	County Regional TSSP on Rosecrans	240,000
	#519 (c)	County Regional TSSP on RBB	20,000
	#527 (n)	Pedestrian Safety Improvements FY 2023-2024	400,000
		<b>Measure M - Total</b>	<b>1,412,000</b>

## CAPITAL IMPROVEMENT PROGRAM FISCAL YEAR 2023-2024 FUNDING SUMMARY

FUNDING SOURCE		STREETS, SEWER & STORMWATER IMPROVEMENTS	PROJECT COST
SB 1	#987 (c)	Local Street Improvements 2020-2021	1,000,000
	#994 (c)	Local Street Improvements 2021-2022	1,843,000
	#514 (c)	Local Street Improvements 2022-2023	1,375,000
	#525 (n)	Local Street Improvements 2023-2024	1,506,000
		<b>SB 1 - Total</b>	<b>5,724,000</b>
Measure R Local	#992 (c)	Van Ness Ave St Improvements - RBB to Marine	440,000
	#996 (c)	Vermont Ave St Improvements - Rosecrans to 135th St	200,000
	#513 (c)	Pedestrian Safety Improvements FY 2022-2023	200,000
		<b>Measure M Local - Total</b>	<b>840,000</b>
Sewer Fund	#990 (c)	Sewer Master Plan	35,000
	#523 (n)	Storm Drain Master Plan	300,000
		<b>Sewer Fund - Total</b>	<b>335,000</b>
Measure W	#998 (c)	Storm Drain Debris Screen FY 2020-2021	130,000
	#999 (c)	Storm Drain Debris Screen FY 2021-2022	165,000
	#516 (c)	Storm Drain Debris Screen FY 2022-2023	200,000
	#524 (n)	Storm Drain Debris Screen FY 2023-2024	200,000
		<b>Measure W - Total</b>	<b>695,000</b>
Lighting District	#506 (c)	Gardena Decorative Street Lighting	248,000
		<b>Lighting District - Total</b>	<b>248,000</b>
		<b>STREETS, SEWER &amp; STORMWATER IMPROVEMENTS SUBTOTAL</b>	<b>\$22,829,884</b>

## CAPITAL IMPROVEMENT PROGRAM FISCAL YEAR 2023-2024 FUNDING SUMMARY

FUNDING SOURCE		PARK/FACILITY IMPROVEMENTS		PROJECT COST
Park Land in Lieu	#820 (c)	Mas Fukai Park Improvements	4,406,000	
	#535 (n)	Multi-Park Improvements	250,000	
		<b>Park Land in Lieu - Total</b>	<b>4,656,000</b>	<b>\$4,656,000</b>
Measure A	#967 (c)	Multi-Park Improvements/Facility Master Plan Study	750,000	
	#520 (c)	Rowley Park Gymnasium HVAC Upgrade	500,000	
	#528 (c)	Civic Center Lighting Improvements	100,000	
	#529 (c)	Park Electronic Signage	250,000	
	#530 (c)	Rowley Park Basketball Court Rehabilitation	300,000	
		<b>Measure A - Total</b>	<b>1,900,000</b>	<b>\$1,900,000</b>
Prop 68	#530 (c)	Rowley Park Basketball Court Rehabilitation	210,000	
	#978 (c)	Gardena Community Aquatic & Senior Center	6,950,000	
		<b>Prop 68 - Total</b>	<b>7,160,000</b>	<b>\$7,160,000</b>
General Fund / Measure G	#820 (c)	Mas Fukai Park Improvements	3,220,000	
	#978 (c)	Gardena Community Aquatic & Senior Center	7,700,000	
	#505 (c)	Rosecrans Community Center	24,000	
		<b>General Fund / Measure G - Total</b>	<b>10,944,000</b>	<b>\$10,944,000</b>
Federal Earmarks	#978 (c)	Gardena Community Aquatic & Senior Center	1,400,000	
	#505 (c)	Rosecrans Community Center	1,000,000	
		<b>Federal Earmarks - Total</b>	<b>2,400,000</b>	<b>2,400,000</b>
Deferred Maintenance Fund	#509 (c)	Fire Station No. 158 Roof Replacement	70,000	
	#522 (c)	NCC HVAC Upgrade	660,000	
	#528 (c)	Civic Center Lighting Improvements	275,000	
		<b>Deferred Maintenance Fund - Total</b>	<b>1,005,000</b>	<b>\$1,005,000</b>
		PARK/FACILITY IMPROVEMENTS	SUBTOTAL	\$28,065,000
CIP- FISCAL YEAR 2023-2024			TOTAL	\$50,894,884



**CAPITAL IMPROVEMENT PROJECT (CIP) STREET REHABILITATION TEN (10) YEAR PLAN - FISCAL YEARS ENDING 2022-2032**

	FUNDING (\$1,000's)									
	Prop C	SB 821	Measure R*	Measure M*	Gas Tax	SB1	Federal	Sewer	Measure W	Lighting Dist.
<b>FISCAL YEAR 2023-2024</b>										
Vermont Traffic Signal Improvement at RBB			\$ 1,261 R							
Artesia Blvd. Street Improvements (Western to Vermont)	\$ 1,650		\$ 2,058 R							
RBB Street Improvements (Crenshaw to Vermont)				\$ 5,246 R						
Vermont Ave Street Improvements (Artesia to Gardena)	\$ 1,131									
New Marked Crosswalk with PHB on	\$ 250						\$ 163			
New Traffic Signal at Vermont/Magnolia			\$ 129 R							
Budlong Ave (135th to RBB) and Halldale Ave (135th to El Segundo) Street Improvements				\$ 353 L						
Local Street Improvements FY 2020-2021 (Various)						\$ 1,000				
Sewer Master Plan								\$ 35		
Van Ness Ave Street Improvements (RBB to Marine)	\$ 709		\$ 440 L		\$ 750					
Local Street Improvements FY 2021-2022 (Various)						\$ 1,843				
Storm Drain Debris Screen FY 2020-2021									\$ 130	
Storm Drain Debris Screen FY 2021-2022									\$ 165	
Citywide Wayfinding/Entry Sign Program					\$ 125					
Gardena Decorative Street Lighting										\$ 248
Pedestrian Safety FY 2022-2023		\$ 50	\$ 200 L							
Local Street Improvements FY 2022-2023 (Various)						\$ 1,375				
Storm Drain Debris Screen FY 2022-2023									\$ 200	
Development of Intelligent Transportation System (ITS) Master Plan				\$ 99 L						
County Regional TSSP on Rosecrans				\$ 240 L						
County Regional TSSP on RBB				\$ 20 L						
Storm Drain Master Plan								\$ 300		
Storm Drain Debris Screen FY 2023-2024									\$ 200	

**CAPITAL IMPROVEMENT PROJECT (CIP) STREET REHABILITATION TEN (10) YEAR PLAN - FISCAL YEARS ENDING 2022-2032**

	FUNDING (\$1,000's)									
	Prop C	SB 821	Measure R*	Measure M*	Gas Tax	SB1	Federal	Sewer	Measure W	Lighting Dist.
Local Street Improvements FY 2023-2024 (Various)						\$ 1,506				
Vermont Ave St Improvements - Rosecrans to 135th St			\$ 200 L	\$ 300 L						
Pedestrian Safety FY 2023-2024		\$ 40		\$ 400 L						
County Regional TSSP on MBB					\$ 15					
<b>TOTAL Fiscal Year 2023 - 2024</b>	<b>\$ 3,740</b>	<b>\$ 90</b>	<b>\$ 4,288</b>	<b>\$ 6,658</b>	<b>\$ 890</b>	<b>\$ 5,724</b>	<b>\$ 163</b>	<b>\$ 335</b>	<b>\$ 695</b>	<b>\$ 248</b>
<b>FISCAL YEAR 2024 - 2025</b>										
132nd St (Wilton to Water Chanel), 135th (Crenshaw to Budlong), 139th (Ardath to Van Ness), 145th (Gramercy to Western), 146th (Western to Denker), 157th ( Van Ness to Gramercy), 164th (Normandie to New Hampshire) and 166th St (Western to Normandie) and Marine Ave (Western to Vermont) Street Improvements	\$ 550			\$ 900 L						
Ped Safety Improvement FY 2024-2025 (Various)		\$ 40	\$ 400 L							
Local Street Improvement FY 2024-2025 (Various)				L	\$ 500	\$ 1,300				
Sewer Rehabilitation FY 2024-2025								1,600		
Storm Drain Debris Screen FY 2024-2025									\$ 200	
Pavement Mangement Program Update	\$ 40									
<b>TOTAL Fiscal Year 2024 - 2025</b>	<b>\$ 590</b>	<b>\$ 40</b>	<b>\$ 400</b>	<b>\$ 900</b>	<b>\$ 500</b>	<b>\$ 1,300</b>	<b>\$ -</b>	<b>\$ 1,600</b>	<b>\$ 200</b>	<b>\$ -</b>
<b>FISCAL YEAR 2025 - 2026</b>										
Normandie Ave (RBB to El Segundo), Rosecrans Ave (Normandie to Purche PCC Repair), Vermont Ave (132nd to 135th) & Vermont (Roscecrans, Marine and RBB, 161st PCC Repair) and Western Ave (RBB to 139th) Street Improvements	\$ 550			\$ 900 L						

**CAPITAL IMPROVEMENT PROJECT (CIP) STREET REHABILITATION TEN (10) YEAR PLAN - FISCAL YEARS ENDING 2022-2032**

	FUNDING (\$1,000's)									
	Prop C	SB 821	Measure R*	Measure M*	Gas Tax	SB1	Federal	Sewer	Measure W	Lighting Dist.
Ped Safety Improvement FY 2025-2026 (Various)		\$ 40	\$ 400 L							
Local Street Improvement FY 2025-2026 (Various)				L	\$ 500	\$ 1,300				
Sewer Rehabilitation FY 2025-2026								1,600		
Storm Drain Debris Screen FY 2025-2026									\$ 200	
<b>TOTAL Fiscal Year 2025 - 2026</b>	<b>\$ 550</b>	<b>\$ 40</b>	<b>\$ 400</b>	<b>\$ 900</b>	<b>\$ 500</b>	<b>\$ 1,300</b>	<b>\$ -</b>	<b>\$ 1,600</b>	<b>\$ 200</b>	<b>\$ -</b>
<b>FISCAL YEAR 2026 - 2027</b>										
Arterial and Collector Streeet Improvements	\$ 550			\$ 900 L						
Ped Safety Improvement FY 2026-2027 (Various)		\$ 40	\$ 400 L							
Local Street Improvement FY 2026-2027 (Various)				L	\$ 500	\$ 1,300				
Sewer Rehabilitation FY 2026-2027								\$ 1,000		
Storm Drain Rehabilitation FY 2026-2027								\$ 600	\$ 200	
<b>TOTAL Fiscal Year 2026 - 2027</b>	<b>\$ 550</b>	<b>\$ 40</b>	<b>\$ 400</b>	<b>\$ 900</b>	<b>\$ 500</b>	<b>\$ 1,300</b>	<b>\$ -</b>	<b>\$ 1,600</b>	<b>\$ 200</b>	<b>\$ -</b>
<b>FISCAL YEAR 2027 - 2028</b>										
Arterial and Collector Streeet Improvements	\$ 550			\$ 900 L						
Ped Safety Improvement FY 2027-2028 (Various)		\$ 40	\$ 400 L							
Local Street Improvement FY 2027-2028 (Various)				L	\$ 500	\$ 1,300				
Sewer Rehabilitation FY 2027-2028								\$ 1,000		
Storm Drain Rehabilitation FY 2027-2028								\$ 600	\$ 200	
Pavement Manganement Program Update	\$ 45									
<b>TOTAL Fiscal Year 2027 - 2028</b>	<b>\$ 550</b>	<b>\$ 40</b>	<b>\$ 400</b>	<b>\$ 900</b>	<b>\$ 500</b>	<b>\$ 1,300</b>	<b>\$ -</b>	<b>\$ 1,600</b>	<b>\$ 200</b>	<b>\$ -</b>
<b>FISCAL YEAR 2028 - 2029</b>										
Arterial and Collector Streeet Improvements	\$ 550			\$ 900 L						

**CAPITAL IMPROVEMENT PROJECT (CIP) STREET REHABILITATION TEN (10) YEAR PLAN - FISCAL YEARS ENDING 2022-2032**

	FUNDING (\$1,000's)									
	Prop C	SB 821	Measure R*	Measure M*	Gas Tax	SB1	Federal	Sewer	Measure W	Lighting Dist.
Ped Safety Improvement FY 2028-2029 (Various)		\$ 40	\$ 400 L							
Local Street Improvement FY 2028-2029 (Various)				L	\$ 500	\$ 1,300				
Sewer Rehabilitation FY 2028-2029								\$ 1,000		
Storm Drain Rehabilitation FY 2028-2029								\$ 600	\$ 200	
<b>TOTAL Fiscal Year 2028 - 2029</b>	<b>\$ 550</b>	<b>\$ 40</b>	<b>\$ 400</b>	<b>\$ 900</b>	<b>\$ 500</b>	<b>\$ 1,300</b>	<b>\$ -</b>	<b>\$ 1,000</b>	<b>\$ 200</b>	<b>\$ -</b>
<b>FISCAL YEAR 2029 - 2030</b>										
Arterial and Collector Streeet Improvements	\$ 550			\$ 900 L						
Ped Safety Improvement FY 2029-2030 (Various)		\$ 40	\$ 400 L							
Local Street Improvement FY 2029-2030 (Various)				L	\$ 500	\$ 1,300				
Sewer Rehabilitation FY 2029-2030								\$ 1,000		
Storm Drain Rehabilitation FY 2029-2030								\$ 600	\$ 200	
<b>TOTAL Fiscal Year 2029 - 2030</b>	<b>\$ 550</b>	<b>\$ 40</b>	<b>\$ 400</b>	<b>\$ 900</b>	<b>\$ 500</b>	<b>\$ 1,300</b>	<b>\$ -</b>	<b>\$ 1,600</b>	<b>\$ 200</b>	<b>\$ -</b>
<b>FISCAL YEAR 2030 - 2031</b>										
Arterial and Collector Streeet Improvements	\$ 550			\$ 900 L						
Ped Safety Improvement FY 2030-2031 (Various)		\$ 40	\$ 400 L							
Local Street Improvement FY 2030-2031 (Various)				L	\$ 500	\$ 1,300				
Sewer Rehabilitation FY 2030-2031								\$ 1,000		
Storm Drain Rehabilitation FY 2030-2031								\$ 600	\$ 200	
Pavement Manganement Program Update	\$ 45									
<b>TOTAL Fiscal Year 2030 - 2031</b>	<b>\$ 550</b>	<b>\$ 40</b>	<b>\$ 400</b>	<b>\$ 900</b>	<b>\$ 500</b>	<b>\$ 1,300</b>	<b>\$ -</b>	<b>\$ 1,600</b>	<b>\$ 200</b>	<b>\$ -</b>
<b>FISCAL YEAR 2031 - 2032</b>										
Arterial and Collector Streeet Improvements	\$ 550			\$ 900 L						

**CAPITAL IMPROVEMENT PROJECT (CIP) STREET REHABILITATION TEN (10) YEAR PLAN - FISCAL YEARS ENDING 2022-2032**

	<b>FUNDING (\$1,000's)</b>									
	<b>Prop C</b>	<b>SB 821</b>	<b>Measure R*</b>	<b>Measure M*</b>	<b>Gas Tax</b>	<b>SB1</b>	<b>Federal</b>	<b>Sewer</b>	<b>Measure W</b>	<b>Lighting Dist.</b>
Ped Safety Improvement FY 2031-2032 (Various)		\$ 40	\$ 400 L							
Local Street Improvement FY 2031-2032 (Various)				L	\$ 500	\$ 1,300				
Sewer Rehabilitation FY 2031-2032								\$ 1,000		
Storm Drain Rehabilitation FY 2031-2032								\$ 600	\$ 200	
<b>TOTAL Fiscal Year 2031 - 2032</b>	<b>\$ 550</b>	<b>\$ 40</b>	<b>\$ 400</b>	<b>\$ 900</b>	<b>\$ 500</b>	<b>\$ 1,300</b>	<b>\$ -</b>	<b>\$ 1,000</b>	<b>\$ 200</b>	<b>\$ -</b>
<b>FISCAL YEAR 2032 - 2033</b>										
Arterial and Collector Street Improvements	\$ 550			\$ 900 L						
Ped Safety Improvement FY 2031-2032		\$ 40	\$ 400 L							
Local Street Improvement FY 2031-2032				L	\$ 500	\$ 1,300				
Sewer Rehabilitation FY 2031-2032								\$ 1,000		
Storm Drain Rehabilitation FY 2031-2032								\$ 600	\$ 200	
<b>TOTAL Fiscal Year 2032 - 2033</b>	<b>\$ 550</b>	<b>\$ 40</b>	<b>\$ 400</b>	<b>\$ 900</b>	<b>\$ 500</b>	<b>\$ 1,300</b>	<b>\$ -</b>	<b>\$ 1,000</b>	<b>\$ 200</b>	<b>\$ -</b>
<i>* L - Local Share &amp; R - Regional/Highway funds</i>										



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# **DEBT SERVICE ADOPTED BUDGET FISCAL YEAR 2023/2024**

# CITY OF GARDENA

## FISCAL YEAR 2023-2024

### DEBT SERVICE REQUIREMENTS

Series	ORIGINAL ISSUE			BEGINNING BALANCE July 1, 2023			RETIRED FY 2023-24			ENDING BALANCE June 30, 2024		
	PRINCIPAL	INTEREST	TOTAL	PRINCIPAL	INTEREST	TOTAL	PRINCIPAL	INTEREST	TOTAL	PRINCIPAL	INTEREST	TOTAL
<b>Certificates of Participation (COPs):</b>												
2006 A <sup>1</sup>	21,010,000	27,690,971	48,700,971	5,940,000	1,492,283	7,432,283	665,000	357,759	1,022,759	5,275,000	1,134,524	6,409,524
2007 A	2,800,000	1,929,165	4,729,165	1,195,000	289,857	1,484,857	125,000	60,575	185,575	1,070,000	229,282	1,299,282
<b>Direct Purchase Lease:</b>												
2017 <sup>2</sup>	1,635,000	121,078	1,756,078	285,000	2,950	287,950	285,000	2,950	287,950	-	-	-
<b>Lease Revenue Bonds:</b>												
2014 <sup>1</sup>	9,110,000	8,035,249	17,145,249	8,750,000	4,282,812	13,032,812	70,000	435,799	505,799	8,680,000	3,847,013	12,527,013
2021	13,155,000	5,319,216	18,474,216	12,440,000	4,490,000	16,930,000	465,000	476,000	941,000	11,975,000	4,014,000	15,989,000
<b>Taxable Pension Obligation Bonds:</b>												
2020 <sup>3</sup>	101,490,000	36,502,806	137,992,806	94,620,000	29,541,483	124,161,483	4,210,000	2,891,196	7,101,196	90,410,000	26,650,287	117,060,287
	<b>\$155,700,000</b>	<b>\$79,598,485</b>	<b>\$235,298,485</b>	<b>\$123,230,000</b>	<b>\$40,099,385</b>	<b>\$163,329,385</b>	<b>\$5,820,000</b>	<b>\$4,224,279</b>	<b>\$10,044,279</b>	<b>\$117,410,000</b>	<b>\$35,875,106</b>	<b>\$153,285,106</b>

Professional services and Admin. Fees: \$ 9,545

**TOTAL: \$ 10,053,824**

#### REVENUE SOURCES:

Transfer-in from General Fund	\$ 8,270,066
Transfer-in from GTrans Fund	\$ 1,490,541
Transfer-in from Sewer Fund	\$ 69,592
Transfer-in from Grant Funds	<u>\$ 223,625</u>
	<u><b>\$ 10,053,824</b></u>

<sup>1</sup> In Fiscal Year 2014/2015, 2006 Series B was refunded by the 2014 Taxable Lease Revenue Refunding Bonds.

<sup>2</sup> In Fiscal Year 2016/2017, 2006 Series C was refunded by the 2017 Direct Purchase Lease Bonds.

<sup>3</sup> Of the original principal issued, \$79,193,585 was allocated to governmental activities (General) and \$22,296,415 was allocated to business-type activities (Enterprise).

<p style="text-align: center;"><b>DEBT SERVICE REQUIREMENTS</b></p> <p style="text-align: center;"><b>2006 REFUNDING CERTIFICATES OF PARTICIPATION SERIES A</b></p> <p style="text-align: center;"><b>(Issued in 2006)</b></p>
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BOND ISSUES: **CITY OF GARDENA**  
**Refunding Certificates of Participation**

DATE OF ISSUES: June 7, 2006

AMOUNT OF ISSUE: \$21,010,000.00

AMOUNT OUTSTANDING: **\$5,940,000.00 \***  
*(June 30, 2023)*

DESCRIPTION: The 2006 Refunding Certificates of Participation Series AB&C are issued to (1) refinance certain financial obligations of the City in connection with a Memorandum of Understanding with certain financial institutions, (2) prepay and defease certain outstanding 1994 Refunding Certificates of Participation, (3) fund a reserve fund and (4) pay certain costs of issuance.

The total \$21,010,000 includes \$12,495,000 aggregate principal amount of Certificates of Participation (2006 Refinancing Project, Series A), and \$8,515,000 aggregate principal amount of Certificates of Participation Series B (the 2006C Certificates.)

**\*Note**-In Fiscal Year 2014-2015 the 2006 Certificate of Participation, Series B, was refunded by the 2014 Taxable Lease Revenue Refunding Bonds, Series 2014. The econmic gain on the current refunding was \$1,637,398 and the savings in debt service payments was \$2,360,051.

The bond interest rates vary from 3.625% to 4.500%.

PAYMENT DATES: January 1 and July 1

PAYMENT AGENT: US Bank

	<b>DEBT SERVICE REQUIREMENTS</b>		
	<b>FY 2022-23</b>	<b>FY 2023-24</b>	<b>FY 2024-25</b>
<b><u>REVENUE SOURCES</u></b>			
Transfer-in from General Fund	1,026,340	1,025,189	1,021,486
<b>TOTAL:</b>	<b>\$ 1,026,340</b>	<b>\$ 1,025,189</b>	<b>\$ 1,021,486</b>
<b><u>EXPENDITURES</u></b>			
Interest Expense	398,910	357,759	314,056
Principal payment	625,000	665,000	705,000
Administration and trustee fees	2,430	2,430	2,430
<b>TOTAL:</b>	<b>\$ 1,026,340</b>	<b>\$ 1,025,189</b>	<b>\$ 1,021,486</b>

**DEBT SERVICE REQUIREMENTS**  
**2017 DIRECT PURCHASE LEASE**  
**(Issued in 2017)**

BOND ISSUES: **CITY OF GARDENA**  
**Direct Purchase Lease**

DATE OF ISSUES: June 2017

AMOUNT OF ISSUE: \$1,635,000.00

AMOUNT OUTSTANDING: **\$285,000.00**  
*(June 30, 2023)*

DESCRIPTION: The 2017 Direct Purchase Lease Bonds were issued to (1) refund 2016 Certificate of Participation, Series C, (2) interests due and (3) pay certain costs of issuance.

The bonds bear interest at 2.07%.

PAYMENT DATES: January 1 and July 1

PAYMENT AGENT: Zions Bank

	<b>DEBT SERVICE REQUIREMENTS</b>		
	<b>FY 2022-23</b>	<b>FY 2023-24</b>	<b>FY 2024-25</b>
<b><u>REVENUE SOURCES</u></b>			
Transfer-in from General Fund	288,798	287,950	-
<b>TOTAL:</b>	<b>\$ 288,798</b>	<b>\$ 287,950</b>	<b>\$ -</b>
<b><u>EXPENDITURES</u></b>			
Interest Expense	8,798	2,950	-
Principal payment	280,000	285,000	-
Administration and trustee fees	-	-	-
<b>TOTAL:</b>	<b>\$ 288,798</b>	<b>\$ 287,950</b>	<b>\$ -</b>

**DEBT SERVICE REQUIREMENTS**  
**2007 REVENUE BONDS SERIES A**  
**(Issued in 2007)**

BOND ISSUES: **CITY OF GARDENA**  
**South Bay Communication Center**

DATE OF ISSUES: January 24, 2007

AMOUNT OF ISSUE: \$2,800,000.00

AMOUNT OUTSTANDING: **\$1,195,000.00**  
*(June 30, 2023)*

DESCRIPTION: The 2007 A Refunding Revenue Bonds are issued pursuant to Indenture of Trust, dated as of February 1, 2007 by and between the South Bay Regional Public Communications Authority (SBRPCA), and the Bank of New York Trust Company, N.A. as trustee. The bonds are issued to refund SBRPCA Revenue Bonds 2001 Series A (City of Gardena Project) in an amount of \$2,800,000, to fund the Reserve Account, and to pay certain costs of issuance.

PAYMENT DATES: January 1 and July 1

PAYMENT AGENT: Bank of New York Trust Company

**DEBT SERVICE REQUIREMENTS**

	FY 2022-23	FY 2023-24	FY 2024-25
<b><u>REVENUE SOURCES</u></b>			
Transfer-in from General Fund	188,545	187,545	186,295
<b>TOTAL:</b>	<b>\$ 188,545</b>	<b>\$ 187,545</b>	<b>\$ 186,295</b>
<b><u>EXPENDITURES</u></b>			
Interest Expense	66,575	60,575	54,325
Principal payment	120,000	125,000	130,000
Trustee admin. services	1,970	1,970	1,970
<b>TOTAL:</b>	<b>\$ 188,545</b>	<b>\$ 187,545</b>	<b>\$ 186,295</b>

**DEBT SERVICE REQUIREMENTS**  
**2014 TAXABLE LEASE REVENUE REFUNDING BONDS**  
**(Issued in 2015)**

BOND ISSUES: **CITY OF GARDENA**  
**Taxable Lease Revenue Refunding Bonds**

DATE OF ISSUES: May 1, 2015

AMOUNT OF ISSUE: \$9,110,000.00

AMOUNT OUTSTANDING: **\$8,745,000.00**  
*(June 30, 2023)*

DESCRIPTION: The 2014 Taxable Lease Revenue Refunding Bonds, were issued to (1) refund the 2006B Certificates, (2) fund capitalized interest for a portion of the Bonds through May 1, 2017, and (3) pay a portion of the costs of issuance.

PAYMENT DATES: The bond interest rates vary from 3.950% to 5.000%.

PAYMENT AGENT: May 1 and November 1

US Bank

	<b>DEBT SERVICE REQUIREMENTS</b>		
	<b>FY 2022-23</b>	<b>FY 2023-24</b>	<b>FY 2024-25</b>
<b><u>REVENUE SOURCES</u></b>			
Transfer-in from General Fund	506,011	508,444	505,679
<b>TOTAL:</b>	<b>\$ 506,011</b>	<b>\$ 508,444</b>	<b>\$ 505,679</b>
<b><u>EXPENDITURES</u></b>			
Interest Expense	438,366	435,799	433,034
Principal payment	65,000	70,000	70,000
Administration and trustee fees	2,645	2,645	2,645
<b>TOTAL:</b>	<b>\$ 506,011</b>	<b>\$ 508,444</b>	<b>\$ 505,679</b>



**DEBT SERVICE REQUIREMENTS**  
**2020 TAXABLE PENSION OBLIGATION BONDS**  
**(Issued in 2020)**

**BOND ISSUES:** **CITY OF GARDENA**  
**Taxable Pension Obligation Bonds**

**DATE OF ISSUES:** November 1, 2020

**AMOUNT OF ISSUE:** \$101,490,000.00 (\$79,193,585 General and \$22,296,415 Enterprise)

**AMOUNT OUTSTANDING:** **\$94,620,000.00** (\$73,832,923 General and \$20,787,077 Enterprise)  
*(June 30, 2023)*

**DESCRIPTION:** The 2020 Taxable Pension Obligation Bonds were issued to (1) finance a portion of the City's unfunded accrued actuarial liability to the California Public Employees' Retirement System (CalPERS) and (2) pay the costs of issuance of the bonds. Of the original principal issued, \$79,193,585 was allocated to governmental activities (General) and \$22,296,415 was allocated to business-type activities (Enterprise).

The bond interest rates vary from 1.081% to 3.363%.

**PAYMENT DATES:** April 1 and October 1

**PAYMENT AGENT:** US Bank

**DEBT SERVICE REQUIREMENTS**

	<b>FY 2022-23</b>	<b>FY 2023-24</b>	<b>FY 2024-25</b>
<b><u>REVENUE SOURCES</u></b>			
Transfer-in from General Fund	4,948,349	5,319,938	5,712,295
Transfer-in from GTrans Fund	1,386,169	1,490,541	1,601,109
Transfer-in from Sewer Fund	64,719	69,592	74,754
Transfer-in from Grant Funds	207,214	223,625	242,304
<b>TOTAL:</b>	<b>\$ 6,606,451</b>	<b>\$ 7,103,696</b>	<b>\$ 7,630,462</b>
<b><u>EXPENDITURES</u></b>			
Interest Expense	2,938,951	2,891,196	2,827,962
Principal payment	3,665,000	4,210,000	4,800,000
Administration and trustee fees	2,500	2,500	2,500
<b>TOTAL:</b>	<b>\$ 6,606,451</b>	<b>\$ 7,103,696</b>	<b>\$ 7,630,462</b>

**DEBT SERVICE REQUIREMENTS**  
**2021 LEASE REVENUE BONDS**  
**(Issued in 2021)**

BOND ISSUES: **CITY OF GARDENA**  
**Lease Revenue Bonds**

DATE OF ISSUES: September 1, 2021

AMOUNT OF ISSUE: \$13,155,000.00

AMOUNT OUTSTANDING: **\$12,440,000.00**  
*(June 30, 2023)*

DESCRIPTION: The 2021 Lease Revenue Bonds were issued to (1) finance a portion of the costs of construction of the new Gardena Community Aquatic & Senior Center, (2) finance the costs of acquiring and renovating an existing building to be converted into a new Community Center, (3) finance various park improvements, and (4) pay the costs of issuance.

PAYMENT DATES: The bond interest rates vary from 3.000% to 5.000%.  
May 1 and November 1

PAYMENT AGENT: US Bank

**DEBT SERVICE REQUIREMENTS**

**REVENUE SOURCES**

Transfer-in from General Fund

**TOTAL:**

	<b>FY 2022-23</b>	<b>FY 2023-24</b>	<b>FY 2024-25</b>
	938,000	941,000	942,750
	<b>\$ 938,000</b>	<b>\$ 941,000</b>	<b>\$ 942,750</b>

**EXPENDITURES**

Interest Expense

Principal payment

Administration and trustee fees

**TOTAL:**

	498,000	476,000	452,750
	440,000	465,000	490,000
	-	-	-
	<b>\$ 938,000</b>	<b>\$ 941,000</b>	<b>\$ 942,750</b>



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# **INTERNAL SERVICE FUNDS ADOPTED BUDGET FISCAL YEAR 2023/2024**

## INTERNAL SERVICE FUNDS

**PUBLIC SERVICE GOAL:** *To continually build and maintain adequate reserves through annual budget contributions to protect the City's investment in the cost of insurance and other ongoing administrative obligations.*

Internal Service Funds are established to cover the cost of insurance and other ongoing administrative obligations and to separate these funds from the General Fund account. The City is self-insured for general liability, worker's compensation and employee health benefits coverage. Funds in these accounts are used to pay all self-insured losses and related administrative costs with the balance in each account at the end of the fiscal year accumulated as reserves against future liabilities.

### SELF - INSURANCE PROGRAMS

The City retains the services of Third-Party Administrators (TPA) to handle claims for general liability, worker's compensation and health care claims. Current services are provided by:

General Liability Claims – Carl Warren & Co.

Workers Compensation Claims – LWP Claims Solutions

Health Benefits Plan – Pinnacle Claims Management

- **General Liability**

The General Liability Fund provides for the City's general liability, self-insurance program, and other insurance needs in order to reduce cost and provide better control; to provide for the administration and legal service necessary for the operation of this program; to provide insurance protection against catastrophic loss or losses and to provide payment of liability insurance purchased in excess of the City's self-insurance limits.

Charges to departments are established by the Director of Administrative Services and included in the budget manual. Upon recommendation from the finance committee, additional reserves may be transferred at year-end from the General Fund reserves.

- **Workers Compensation**

The Workers Compensation Fund is established to pay administrative and legal services necessary for the operation of this program; to provide payment of compensation benefits and medical expenses associated with industrial injuries; to provide insurance protection against a catastrophic loss or losses; to review and analyze the City's industrial injury risks and determine the most suitable means of reducing employee exposure, and to develop procedures for the administration of the City's Self-Insurance Compensation and Safety Program.

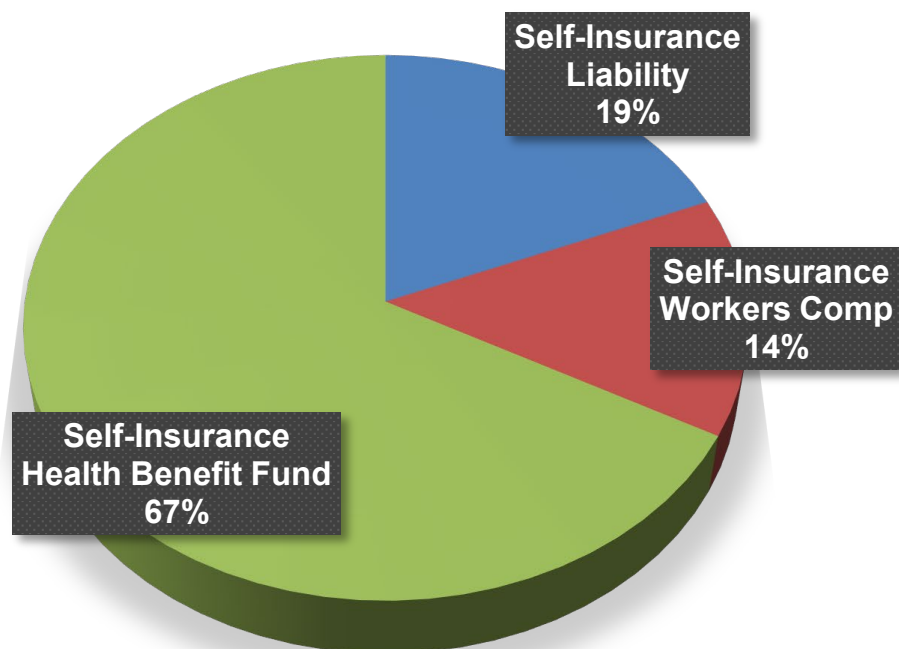
Charges to departments are established by the Director of Administrative Services and included in the budget manual.

- **Health Benefits**

The City is self-insured for health benefits for its employees and purchases reinsurance to transfer some of its risk. Rates are set by the Health Benefits Committee, which is comprised of management and one employee from each of the employee bargaining groups. The committee reviews the cost of health care, changes in benefits, and market trends in order to establish the rate for health insurance. Fund levels are set at a 70% confidence rate.

The fund is supported through contributions of both employees and the City as negotiated each year with the employee bargaining groups. The City's contribution is \$1,498 per month for the employee and one dependent. Employees contribute an additional \$494 per month if they have more than one dependent insured. Rates for life insurance varies depending on the bargaining group.

Internal Service Funds	Audited 2020-2021	Audited 2021-2022	Adopted 2022-2023	Adopted 2023-2024
Self-Insurance Liability	1,895,716	5,981,037	2,650,414	3,094,625
Self-Insurance Workers Comp	3,161,078	6,761,332	2,217,890	2,329,683
Self-Insurance Health Benefit Fund	8,961,087	9,177,147	10,082,809	11,074,225
<b>Total Internal Service Funds</b>	<b>14,017,881</b>	<b>21,919,516</b>	<b>14,951,113</b>	<b>16,498,533</b>







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# APPENDIX

**ACCOUNTING SYSTEM**

The total set of records and procedures that are used to record, classify, and report information on the financial status and operations of an entity.

**ACCOUNTS PAYABLE**

Amounts owing to private persons, firms, or corporations for goods and services received.

**ACCOUNTS RECEIVABLE**

Amounts owing from private persons, firms, or corporations for goods and services furnished.

**ACCRUAL**

Transactions and events are recognized as revenues/gains or expenses/losses when they occur, regardless of the timing of the related cash flows.

**ADOPTION**

Formal action by the City Council that sets the spending path for the fiscal year.

**ALLOCATION**

The practice of spreading costs among various cost centers on some predetermined reasonable basis (e.g., percentages) as opposed to distribution of expenses on a unit charge or direct identification basis.

**ACTIVITY**

A specific unit of work or service performed.

**APPROPRIATION**

An authorization made by the City Council that permits officials to incur obligations against and to make expenditures of governmental resources. Appropriations are usually made for fixed amounts and are typically granted for a one-year period.

**APPROPRIATION ORDINANCE**

The official enactment by the City Council establishing the legal authority for the City officials to obligate and expend resources.

**ASSESSED VALUATION**

The estimated value placed upon real and personal property by the County Assessor as the basis for levying property taxes.

**ASSETS**

The entries on a balance sheet showing all properties and claims against others that may be used directly or indirectly to cover liabilities.

**AUDIT**

A systematic examination of resource utilization concluding in a written report. It is a test of management's internal accounting controls and is intended to:

- Ascertain whether financial statements fairly present financial positions and results of operations;
- Test whether transactions have been legally performed;
- Identify areas for possible improvements in accounting practices and procedures;
- Ascertain whether transactions have been recorded accurately and consistently; and
- Ascertain the managerial conduct of officials responsible for governmental resources.

**BALANCE SHEET**

A statement purporting to present the financial position of an entity by disclosing its assets, liabilities, and fund equities as of a specific date. Under varying circumstances, assets are carried at "lower of cost or market," "cost less allowance for depreciation," etc.

**BOND (Debt Instrument)**

A written promise to pay (debt) a specified sum of money (called principal or face value) at a specified future date (called the maturity date) along with periodic interest paid at a specified percentage of the principal (interest rate). Bonds are typically used for long-term debt to pay for specific capital expenditures.

**BUDGET (Operating)**

A plan of financial operation embodying an estimate of proposed expenditures for a given period (typically a fiscal year) and the proposed means of financing them (revenue estimates). The term is also sometimes used to denote the officially approved expenditure ceilings under which the City and its departments operate.

**BUDGET CALENDAR**

The schedule of key dates or milestones which the City follows in the preparation and adoption of the budget.

**BUDGET MESSAGE (City Manager's)**

A general discussion of the proposed budget presented in writing as a part of, or supplement to, the budget document. The budget message explains principal budget issues against the background of financial experience in recent years and presents recommendations made by the City Manager.

**CAPITAL ASSETS**

Assets of significant value and having a useful life of more than one year. Capital assets are also called fixed assets.

**CAPITAL BUDGET**

A plan of proposed capital expenditures and the means of financing them. The capital budget is enacted as part of the City's consolidated budget which includes both operating and capital outlays, and is based on a capital improvement program (CIP).

**CAPITAL IMPROVEMENT PROGRAM (CIP)**

A plan for capital expenditures to be incurred each year over a period of ten future years setting forth each capital project, the amount to be expended in each year, and the method of financing those expenditures.

**CAPITAL OUTLAYS**

Expenditures for the acquisitions of capital assets. Includes the cost of land, buildings, permanent improvements, machinery, large tools, rolling, and stationary equipment.

**CAPITAL PROJECTS**

Projects which purchase or construct capital assets. Typically a capital project encompasses a purchase of land and/or the construction of a building or facility.

**CAPITAL PROJECTS FUND**

Used to account for financial resources used for the acquisition or construction of major capital facilities (other than those financed by Proprietary Funds).

**CERTIFICATE OF DEPOSIT**

A negotiable or non-negotiable receipt for monies deposited in a bank or financial institution for a specified period and rate of interest.

**COMMODITIES**

Items of expenditure (in the operating budget) which after use, are consumed or show a material change in their physical condition, and

which are generally of limited value and are characterized by rapid depreciation, i.e. office supplies and motor fuel.

**CONTINGENCY**

A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted for.

**CONTRACTUAL SERVICES**

Items of expenditure for services the City receives from an internal service fund or an outside company. Utilities, rent and maintenance service agreements are examples of contractual services.

**CONSUMER PRICE INDEX (CPI):**

A statistical description of price levels provided by the U.S. Department of Labor. The change in this index from year to year is used to measure the cost of living and economic inflation.

**DEBT SERVICE**

Payment of interest and repayment of principal to holders of the City's debt instruments.

**DEBT SERVICE FUND**

Used to account for the accumulation of resources for, and payment of, general long-term debt.

**DEFICIT**

- The excess of entity's liabilities over its assets (See Fund Balance).
- The excess of expenditures or expenses over revenues during a single accounting period.

**DEPARTMENT**

An organizational unit comprised of one or more divisions.

**DEPRECIATION**

Expiration in the service life of capital assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy or obsolescence.

- That portion of the cost of a capital asset, which is charged as an expense during a particular period.

**DEBT RATIO**

A ratio that indicates the proportion of debt compared to assets, calculated by dividing total debt by total assets.

**DIVISION**

A program or activity, within a department, that furthers the objectives of the City Council by providing services or products.

**ENCUMBRANCES**

Obligations in the form of purchase orders or contract commitments, which are chargeable to an appropriation and for which a part of the appropriation is reserved. They cease to be encumbrances when paid or when an actual liability is set up.

**ENTERPRISE FUND**

Separate financial accounting used for government operations that are financed and operated in a manner similar to business enterprises, and where the intent of the governing body is that the costs (expenses, including depreciation) of providing goods or services to the general public be financed or recovered primarily through user charges, or where the governing body had decided that periodic determination of net income is appropriate for capital maintenance, public policy, management control, or other purposes (i.e. utilities and transit systems).

**EXPENDITURES**

Where accounts are kept on the accrual or modified accrual basis of accounting, the cost of goods received or services rendered whether cash payments have been made or not. Where accounts are kept on a cash basis, expenditures are recognized only when the cash payments for the above purposes are made.

**FISCAL YEAR**

The City's fiscal year is based on the twelve-month period beginning July 1st and ending the following June 30th.

**FIXED CHARGES**

Items of expenditure for services rendered by internal operations of the City. Examples include: rental equipment, computer services, building rental, indirect operating expenses, and depreciation.

**FRINGE BENEFITS**

Included are employee retirement, social security, Medicare, health, dental, life insurance, workers' compensation, uniforms, and deferred compensation plans.

**FULL FAITH AND CREDIT**

A pledge of the City's taxing power to repay debt obligations (typically used in reference to General Obligation Bonds or tax-supported debt).

**FUND**

An independent fiscal and accounting entity with a self-balancing set of accounts recording cash and/or other resources together with all related liabilities, obligations, reserves and equities which are segregated for the purpose of carrying on specific activities or attaining certain objectives.

**FUND BALANCE**

The excess of an entity's assets over its liabilities. A negative fund balance is sometimes called a deficit.

**GENERAL FUND**

The fund supported by taxes, fees and other revenues that may be used for any lawful purpose. The general fund accounts for all financial resources except those required to be accounted for in another fund.

**GENERAL OBLIGATION BONDS**

When the City pledges its full faith and credit to the repayment of the bonds it issues, then those bonds are general obligation (G.O.) bonds. Sometimes the term is also used to refer to bonds, which are to be repaid from taxes and other general revenues. In California, G.O. bonds must be authorized by public referenda with two-thirds voter approval.

**GOVERNMENTAL ACCOUNTING STANDARDS BOARD**

To establish and improve standards in governmental accounting and financial reporting that will result in useful information.

**INTERGOVERNMENTAL GRANT**

A contribution of assets (usually cash) by one governmental unit or organization to another. Typically, these contributions are made to local governments from the State and Federal governments. Grants are usually made for specified purposes.

**INTERNAL SERVICE FUND**

Funds used to account for the financing of goods or services provided by one department or agency to another department or agency within the same organization.

**INVESTMENT**

Securities and real estate purchased and held for the production of income in the form of interest, dividends, rental or base payments.

**LIABILITY**

Debt or other legal obligations arising out of transactions in the past, which must be liquidated, renewed or refunded at some future date; financial obligations entered in the balance sheet. NOTE: The term does not include encumbrances.

**MATURITIES**

The dates on which the principal or stated values of investments or debt obligations mature and may be reclaimed.

**MODIFIED ACCRUAL**

Revenues are recognized when measurable and available to liquidate liabilities of the current period. Expenditures are recognized when an event or transaction is expected to draw on current or available resources.

**MUNICIPAL CODE**

A book containing City Council Approved Ordinances currently in effect. The Code defines City Policy in various categories (i.e., building regulations, planning and zoning regulations, sanitation and health standards, and traffic regulations).

**OBJECT OF EXPENDITURE**

Expenditure classifications based upon the types of categories of goods and services purchased. Examples include:

- personnel services (salaries and wages)
- contractual services (utilities, maintenance contracts, travel)
- commodities
- fixed charges (rental of City equipment, City building rental)
- capital outlays

**OBJECTIVES**

Departmental statements describing significant activities to be accomplished during the fiscal year.

**OPERATING FUNDS**

Resources derived from recurring sources used to finance ongoing operating expenditures and pay-as-you-go capital projects.

**ORDINANCE**

A formal legislative enactment by the governing board (City Council) of a municipality. If it is not in conflict with any higher form of law, it has the full force and effect of law within the boundaries of the municipality to which it applies.

**PERFORMANCE MEASURES**

Specific quantitative measures of work performed within an activity or program (e.g., total miles of streets cleaned). A specific quantitative measure of results obtained through a program or activity (e.g., reduced incidence of vandalism due to new street lighting program).

**PERSONNEL SERVICES**

Items of expenditures in the operating budget for salaries and wages paid for services performed by City employees, the incident fringe benefit cost associated with City employment, and amounts paid to outside firms, consultants, or individuals for contract personnel services.

**PROGRAM**

An activity, or division, within a department, which furthers the objectives of the City Council, by providing services or a product.

**RATING**

The credit worthiness of a City as evaluated by independent agencies.

**REIMBURSEMENTS**

Payments remitted by another agency, department, or fund to help defray the costs of a particular service or activity for which some benefit was obtained by the reimbursing party. These amounts are recorded as expenditures, or expenses in the reimbursing fund and as a reduction of expenditures, or expenses, in the fund that is reimbursed.

**RESERVE**

An account used to indicate that a portion of fund equity is legally restricted for a specific purpose, or set aside for emergencies or unforeseen expenditures not otherwise budgeted for. Reserve accounts can also be used to earmark a portion of fund balance to indicate that it is not appropriate for expenditures.

**RESOLUTION**

A special order of the City Council which requires less legal formality than an Ordinance in terms of public notice and the number of public readings prior to approval. A Resolution has lower legal standing than an Ordinance. The adopted operating budget is approved by Resolution and requires a majority vote of the Council members present at the time of adoption.

**RESOURCES**

Total dollars available for appropriations including estimated revenues, fund transfers, and beginning fund balances.

**REVENUE**

The term designates an increase to a fund's assets which:

- does not increase a liability (e.g., proceeds from a loan);
- does not represent a repayment of an expenditure already made;
- does not represent a cancellation of certain liabilities; and
- does not represent an increase in contributed capital.

**REVENUE BONDS**

When a government issues bonds, which do not pledge the full faith and credit of the jurisdiction, it issues limited liability revenue bonds. Typically, pledges are made to dedicate one specific revenue source to repay these bonds. In addition to a pledge of revenues, such bonds sometimes may be secured by a lien against property.

**REVENUE ESTIMATES**

A formal estimate of how much revenue will be earned from a specific revenue source for some future period; typically, a future fiscal year.

**REVOLVING ACCOUNT**

A reserve account that is funded by the amortization of a capital asset value charged annually to the user department with the accumulated funds used to replace the asset when it has reached the end of its normal life cycle.

**SALARIES AND BENEFITS**

An operating budget category which generally accounts for full-time and part-time salaries, overtime costs, and fringe benefits.

**SOURCE OF REVENUE**

Revenues are classified according to their source or point of origin.

**SPECIAL REVENUE FUND**

Used to account for the proceeds of special revenue sources that are restricted by law (or administrative action) to expenditures for specific purposes.

**SUPPLIES AND SERVICES**

This budget category accounts for all nonpersonnel, and noncapital outlay expenses (i.e., building/structure maintenance, contractual services, equipment maintenance, office supplies, small tool purchases, and utility costs).

**TAXES**

Compulsory charges levied by a government for the purpose of financing services performed for the common benefit. This term does not include specific charges made against particular persons or property for current or permanent benefits, such as special assessments. Neither does this term include charges for services rendered only to those paying such charges.

**TRIPLE-FLIP**

The revenue formula the State of California imposed on local government. The formula modifies (flips) the rate of distribution of three (triple) revenue sources that are passed through and distributed by the State: property tax, sales tax and motor vehicle-in-lieu fees.

**TRANSFERS IN/OUT**

Payments from one fund to another fund, primarily for work or services provided.

**TRUST AND AGENCY FUND**

A type of fund that temporarily holds monies for other agencies or legal entities.

**UNIT COST**

The cost required to produce a specific product or unit of service (e.g., the cost to purify one thousand gallons of water).

**USER CHARGES (also known as USER FEES)**

The payment of a fee for direct receipt of a public service by the party benefiting from the service.

**YIELD**

The rate earned on an investment based on the price paid.



<b>AB</b>	Assembly Bill
<b>ABC</b>	Alcoholic Beverage Control
<b>ADA</b>	American Disabilities Act
<b>ADCRC</b>	Alzheimers Day Care Resource Center
<b>AMBAC</b>	American Municipal Bond Assurance Corporation
<b>AQMD</b>	Air Quality Management District
<b>ARRA</b>	American Recovery and Reinvestment Act
<b>ASST</b>	Assistant
<b>ATF</b>	Alcohol Tobacco and Firearms, US Bureau of
<b>ATM</b>	Automated Teller Machine
<b>AVE</b>	Avenue
<b>BHS</b>	Behavioral Health Services
<b>BIT</b>	Biannual Inspection of Terminals
<b>BJA</b>	Bureau of Justice Assistance
<b>BLDG</b>	Building
<b>BLVD</b>	Boulevard
<b>CA</b>	California
<b>CAL OSHA</b>	California Occupational Safety and Health Act
<b>CALWORKS</b>	California Work Opportunity and Responsibility to Kids
<b>CAPE</b>	Community Action Project for the Elderly
<b>CDBG</b>	Community Development Block Grant
<b>CDE</b>	California Department of Education
<b>CDPP</b>	County Delinquency Prevention Program
<b>CEO</b>	Chief Executive Officer
<b>CEQA</b>	California Environmental Quality Act
<b>CHGS</b>	Charges
<b>CINDEX</b>	Clerk's Index
<b>CIP</b>	Capital Improvement Projects
<b>CIS</b>	Continuous Improvement System
<b>CJSSP</b>	County Justice System Subvention Program
<b>CLEEP</b>	California Law Enforcement Equipment Program

<b>CLETEP</b>	California Law Enforcement Technology Equipment Program
<b>CO</b>	Company
<b>CO-ED</b>	Co-educational
<b>C of O</b>	Certificate of Occupancy
<b>COLA</b>	Cost of Living Adjustment
<b>COPS</b>	Citizen Option for Public Safety
<b>CORP</b>	Corporation
<b>CPI</b>	Consumer Price Index
<b>CSBG</b>	Community Services Block Grant
<b>CSMFO</b>	California Society of Municipal Finance Officers
<b>DEMO</b>	Demolition
<b>DEV</b>	Development
<b>DHS</b>	Department of Homeland Security
<b>DIST</b>	District
<b>DMH</b>	Department of Mental Health
<b>DOC</b>	Document
<b>DUI</b>	Driving Under the Influence
<b>EAP</b>	Employee Assistance Program
<b>EDWAA</b>	Economically Dislocated Worker Adjustment Act
<b>E.G.</b>	For Example (Exempli Gratia)
<b>ENF</b>	Enforcement
<b>EPA</b>	Environmental Protection Agency
<b>ERAF</b>	Educational Relief Augmentation Fund
<b>ESA</b>	Environmental Site Assessment
<b>E &amp; T</b>	Education and Training
<b>ETC</b>	Etcetera
<b>EXP</b>	Expense
<b>FAU</b>	Federal Aid to Urban Areas
<b>FEMA</b>	Federal Emergency Management Agency
<b>FPPC</b>	Fair Public Practices Commission

<b>G-CAN</b>	Gardena Community Action Network	<b>LAIF</b>	Local Agency Investment Fund
<b>GAAFR</b>	Governmental Accounting, Auditing and Financial Reporting	<b>LTD.</b>	Limited
<b>GAAP</b>	Generally Accepted Accounting Practices	<b>MAINT</b>	Maintenance
<b>GAAS</b>	Generally Accepted Auditing Standards	<b>MDC</b>	Mobile Data Computers
<b>GASB</b>	Governmental Accounting Standards Board	<b>MDT</b>	Mobile Data Terminals
<b>GBAC</b>	Gardena Business Advisory Council	<b>MGMT</b>	Management
<b>GED</b>	General Education Development	<b>MGR.</b>	Manager
<b>GEPCO</b>	Gardena Employee Personal Computer Opportunity	<b>MIC</b>	Management Information Center
<b>GFCC</b>	Gardena Family Child Care	<b>MISC.</b>	Miscellaneous
<b>GFOA</b>	Government Finance Officers Association	<b>MMIC</b>	Municipal Mutual Insurance Company
<b>GIS</b>	Geographic Information System	<b>MTA</b>	Metropolitan Transportation Authority
<b>GMBL</b>	Gardena Municipal Bus Line	<b>N.A.</b>	National Association
<b>GMC</b>	Gardena Municipal Code	<b>NPDES</b>	National Pollutant Discharge Elimination System
<b>GRADE</b>	Gardena Regional Anti-Drug Education	<b>NRC</b>	National Revenue Corp.
<b>GRAGA</b>	Gardena Royal and Ancient Golf Association	<b>OAA</b>	Older Americans Act
<b>GREAT</b>	Gang Resistance Education and Training	<b>OCJP</b>	Office of Criminal Justice Planning
<b>HS</b>	Human Services	<b>OJP</b>	Office of Justice Programs
<b>HUD</b>	The U.S. Department of Housing and Urban Development	<b>OSHA</b>	Occupational, Safety and Health Administration
<b>ICMA</b>	International City/County Management Association	<b>OTS</b>	Office of Traffic Safety
<b>i.e.</b>	(Latin: id est) that is	<b>PARS</b>	Public Agency Retirement System
<b>IMPR</b>	Improvement	<b>PERS</b>	Public Employee's Retirement System
<b>INC.</b>	Incorporated	<b>PK.</b>	Park
<b>IND</b>	Industrial	<b>PL</b>	Place
<b>ISTEA</b>	Intermodal Surface Transportation Efficiency Act	<b>POP</b>	Problem Oriented Policing
<b>JAG</b>	Justice Assistance Grant Program	<b>POST</b>	Police Officers Standards and Training
<b>JR.</b>	Junior	<b>PRIM</b>	Primary
<b>JT POWERS</b>	Joint Powers	<b>PROG</b>	Program
<b>L.A.</b>	Los Angeles	<b>PROP 127</b>	Proposition 127: 1/2 cents of sales for public safety services (Public Safety Augmentation Fund)
<b>LACDACC</b>	Los Angeles County Department of Animal Care and Control	<b>PROP 40</b>	Proposition 40: California Clean Water, Clean Air, Safe Neighborhood Parks, and Coastal Protection Act of 2002
<b>LACoFD</b>	Los Angeles County Fire District		
<b>LLEBG</b>	Bureau of Justice Assistance Local Law Enforcement Block Grant Program	<b>PSI</b>	Progressive Solutions, Inc.
<b>LP</b>	Limited Partnership	<b>PT</b>	Part-time

<b>RCC</b>	Regional Communication Center	<b>STEP</b>	Strategic Traffic Enforcement Program
<b>REC.</b>	Recreation	<b>STEP</b>	Subsidized Transitional Employment Program
<b>RFP</b>	Request for Proposal	<b>STIP</b>	State Transportation Improvement Program
<b>SB</b>	Senate Bill	<b>STPLHG</b>	Surface Transportation Program Local Hazard Grant
<b>S.B.R.P.C.A.</b>	South Bay Regional Public Communications Authority	<b>SUBVN</b>	Subvention
<b>SBWIB</b>	South Bay Workforce Investment Board	<b>SYETP</b>	Summer Youth Employment and Training Program
<b>SCAG</b>	Southern California Association of Governments	<b>TDA</b>	Transportation Development Act
<b>SCAMP</b>	Senior Community Action Meals Program	<b>TEA 21</b>	Transportation Equity Act for the 21st Century
<b>SCAMP HD</b>	Senior Community Action Meals Program-Home Delivered	<b>TECH</b>	Technical
<b>SCIBA</b>	Southern California International Business Academy	<b>TRANS</b>	Tax and Revenue Anticipation Notes
<b>SDA</b>	Service Delivery Area	<b>TRAP</b>	Taskforce For Regional Auto Theft Prevention
<b>SDCC</b>	Senior Day Care Center	<b>TRG</b>	Training
<b>SLESF</b>	Supplemental Law Enforcement Services Fund	<b>TV</b>	Television
<b>SPORTS</b>	Service Providing Opportunities through Recreational Training & Support	<b>UHP</b>	Universal Hiring Program
<b>SR.</b>	Senior	<b>US</b>	United States
<b>ST</b>	Street	<b>USDOJ</b>	U.S. Department of Justice
		<b>WIA</b>	Workforce Investment Act
		<b>WRG</b>	Waste Resources of Gardena
		<b>WOTC</b>	Work Opportunity Tax Credits
		<b>YMCA</b>	Young Men's Christian Association