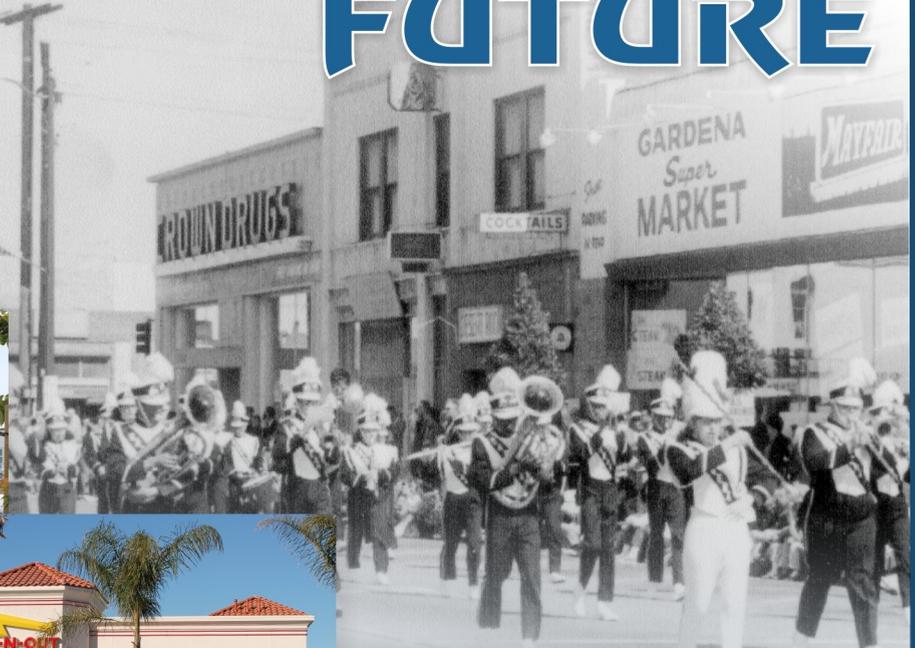


# ADOPTED BUDGET

2016/2017 & 2017/2018

*Marching toward a bright*  
**FUTURE**



*Civic Center*  
*Conceptual Design*





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# CITY MANAGER'S BUDGET MESSAGE ADOPTED BUDGET FY16/17–FY17/18



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**CITY OF GARDENA**  
**ADOPTED BUDGET FISCAL YEAR 2016/2017 and 2017/2018**  
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MARK E. HENDERSON, *Mayor Pro Tem*  
TASHA CERDA, *Councilmember*  
DAN MEDINA, *Councilmember*  
TERRENCE TERAUCHI, *Councilmember*



MINA SEMENZA, *City Clerk*  
J. INGRID TSUKIYAMA, *City Treasurer*  
MITCHELL G. LANSDELL, *City Manager*  
PETER L. WALLIN, *City Attorney*

## CITY MANAGER'S BUDGET MESSAGE

### *WORKING TOGETHER TO BUILD A STRONGER COMMUNITY*

### TWO-YEAR BUDGET – FISCAL YEARS 2016/2017 – 2017/2018

#### HONORABLE MAYOR AND CITY COUNCIL:

Presented tonight for Council review is the two-year budget for Fiscal Years 2016/2017 – 2017/2018. This follows the Transitional Budget presented two years ago and was constructed to lay the foundation for succession planning at both the policy and operation levels of the organization. In the March 2017 Municipal Election, five of the City's seven elected official positions will be on the ballot: two Councilmembers, City Clerk, City Treasurer, and Mayor.

With the adoption of the Fiscal Years 2012/2013 – 2013/2014 Budget, the City organization transitioned from what once were ten departments into four "**Super-Departments.**"

The 2016/2017 adopted Budget provides for the creation of a Department of General Services.

#### Elected and Administrative Offices

- Mayor and City Council, City Clerk, City Treasurer, City Manager, City Attorney, and Administrative Services Divisions: Fiscal Resources, Human Resources, and Technology Resources
- The Non-Department Budget remains a separate budget division overseen by the City Manager: Contracted services with Los Angeles County Fire District; South Bay Cities Regional Communications Center (911 Dispatch), and Area-G Emergency Preparedness; Agency Memberships, Debt Service, AQMD funding, and non-departmental operational cost.

#### Police

- Police Operations, Support, Jail, Transit Security, Traffic Safety, Code Enforcement

#### General Services

- Community Development – Building and Planning, Permits and Licensing
- Economic Development
- Public Works Streets, Traffic Signals and Signs, General Equipment Maintenance, Engineering, including Sewer Fund and CIP

## **Recreation, Human Services, Parks and Facilities**

- Recreation Programs and Special Events
- Human Services, Senior Programs, Family Child Care
- Handy-Worker Fix-It Program
- Facilities Maintenance and Custodial Services
- Parks, Civic Center, Trees and Median Maintenance

## **Transportation Department (GTrans)**

- GTrans Enterprise Fund Operations: Fixed-Route Transit Services; Elderly and Handicapped Paratransit Services; Transportation Equipment and Facility Maintenance

## **FISCAL YEARS 2016/2017 – 2017/2018 BUDGET:**

Staff developed a two-year budget to ensure that the City's spending plan does not exceed its revenues. Putting a multi-year budget in place gives a sense of security when so much is changing. While the state budget has reported a surplus with no projected budget deficit, certain changes and enhancements to their operations are still being borne by cities. On the federal side, cities continue to be expected to provide more community service programs while federal programs such as the Community Development Block Grant allocations to cities continue to decrease. As has been done in past years, we can all second-guess what is going to happen, but it would be just that, a guess. Rather, as we have always done, we live within our means, remain attentive and, if our means change, we adjust accordingly. To do differently puts progress on hold and we would not have accomplished the many things we have done over the past eighteen years that have improved our community.

The total City budget consists of General Fund revenues, special revenues such as grants, and the 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 in some way restricted because of the funding source. The General Fund is balanced for both fiscal years with proposed expenditures based upon revenue projections and transfers within the fiscal year. Special Revenue Funds, however, are budgeted based on *all available funds* which include 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 proposed budget is structurally balanced with a General Fund revenue budgeted for Fiscal Year 2016/2017 at \$54,608,051 and expenditures at \$54,590,861, adding \$17,190 to the projected General Fund Reserve of \$21,302,275 (\$15 million of it allocated for the Public Safety Center) on June 30, 2017.

For Fiscal Year 2017/2018, General Fund revenues are projected at \$55,644,723 with expenditures budgeted at \$55,631,785, adding \$12,940 to the General Fund Reserve on June 30, 2018. Based on these projections, the total General Fund Reserve on June 30, 2018, will reach \$21.3 million, with \$15 million of it allocated for the Public Safety Center. Fiscal Year 2017/2018 total revenues for all funds, including transfers, are \$106,521,322 with expenditures, including transfer out, at \$109,775,499.

**GENERAL FUND PROPOSED REVENUE & EXPENDITURES FISCAL YEARS 2016/2017-2017/2018**

<b>Revenue Sources</b>	<b>FY 16/17</b>	<b>FY 17/18</b>
Sales and Use Tax	\$ 11,200,000	\$ 11,600,000
Card Club Gross Revenue Fees	10,052,100	10,052,100
Property Taxes	6,625,000	6,928,000
Utility Users Tax	5,750,000	5,900,000
Vehicle License Fees	5,250,000	5,400,000
Business License Tax	2,420,000	2,470,000
Other Taxes	3,626,600	3,751,750
License and Permits	1,287,178	1,402,000
Fines and Forfeitures	1,014,500	1,049,500
Investment Income	190,000	195,000
Intergovernmental	506,800	550,000
Current Service Charge	2,334,100	2,399,600
Other Revenue	670,500	680,500
Transfer In	1,506,477	1,081,477
Charges to Other Funds	2,174,796	2,184,796
<b>TOTAL REVENUES</b>	<b>\$ 54,608,051</b>	<b>\$ 55,644,723</b>
<b>Department Expenditures</b>	<b>FY 16/17</b>	<b>FY 17/18</b>
Police	\$ 24,611,444	\$ 25,294,229
General Services-Public Works/Equipment Maintenance/CDD	\$ 4,561,877	\$ 4,567,405
Public Safety / Fire, RCC, Area G	10,166,021	10,464,512
Recreation, Human Services, Parks & Facilities	6,315,193	6,360,269
Elected & Administrative Offices	4,134,548	4,094,722
Non-Departmental including Transfers	4,801,778	4,850,648
<b>TOTAL EXPENDITURES</b>	<b>\$ 54,590,861</b>	<b>\$ 55,631,785</b>
<b>REVENUES OVER EXPENDITURES</b>	<b>\$ 17,190</b>	<b>\$ 12,940</b>

## **COUNCIL POLICY DIRECTION:**

In 2002, we adopted our first Five-Year Plan and in 2010 we began adopting a rolling Five-Year Plan to keep us moving forward on a consistent and continuous improvement basis. On March 8, 2016, Council adopted the Gardena Five-Year Strategic Plan for 2016-2021. The City Council, the City Manager's Office, Department Heads, employees, and the Gardena community worked together and identified seven key strategic plan goals and their component objectives and strategies to carry out these goals.

These are:

- (1) Community Safety**
- (2) Recreation, Human Services, Parks & Facilities**
- (3) Community & Economic Development**
- (4) City financial Stability**
- (5) Transportation**
- (6) Community Facilities & Infrastructure**
- (7) Gardena Workforce Excellence**

The City Council also approved the construction of a new Public Safety and Senior Citizens Center. The financing for this project will comprise of using General Fund reserves, Asset Forfeiture funds, Police Foundation donation, and Park-In-Lieu funds.

## **IN CONCLUSION:**

Since 1998, when I became City Manager, I have presented City Council with a structurally balanced budget. Balancing the budget is a simple equation of expenditures not exceeding revenues, and living within our means. We continually monitor both revenue and expenditures and make adjustments on both sides of the equation, as necessary. Over the last eighteen years we have managed to survive near bankruptcy with a \$5.2 million General Fund operating deficit, and looming debt payments. Just as we were making significant strides to rebuild the organization, we had to step back again as the recession hit. Two years ago I projected the General Fund Reserve to be \$11.5 million by the end of June 2016. This year I am pleased to project the General Fund Reserve will be \$21.3 million, including the \$15 million for the Public Safety Facility, by the end of this two-year budget, on June 30, 2018.

Staff will continue to monitor and report to the City Council the impact of any state-enacted revenue delays or disruption in apportionments to the City, as well as any further economic impacts, so that expenditure appropriations can be adjusted to maintain a structurally-balanced budget. The City Council's leadership continues to encourage public confidence, and staff perseveres in meeting the objectives set by the City Council in the Five-Year Action Plan 2016-2021.

As always, I want to acknowledge Department Heads, Budget Coordinators, and the Administrative Services Division Budget Team, under the direction of Clint Osorio, who are responsible for details in putting our annual budget together. 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 also part of the team, as they faithfully represent the interests of their membership and work with City management for the benefit of this community. It is a team effort that requires coordination and compromise to develop a balanced budget that provides sufficient resources for service delivery at the highest level possible. Working together we have built a better, stronger organization and a better community, and we will continue to do so despite any economic or organizational challenges ahead.

Respectfully submitted,



MITCHELL G. LANSDELL  
City Manager



# HIGHER QUALITY OF LIFE

*... Achieved By Consistent & Continuous Improvement*

## 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.*

## OUR CORE VALUES

### COMMUNITY VALUES

Safe Community Environment

Sustainable Economic Development

Attractive & Livable Neighborhoods

### ORGANIZATION VALUES

Fiscal Accountability & Sustainability

Workforce Excellence

Community Involvement

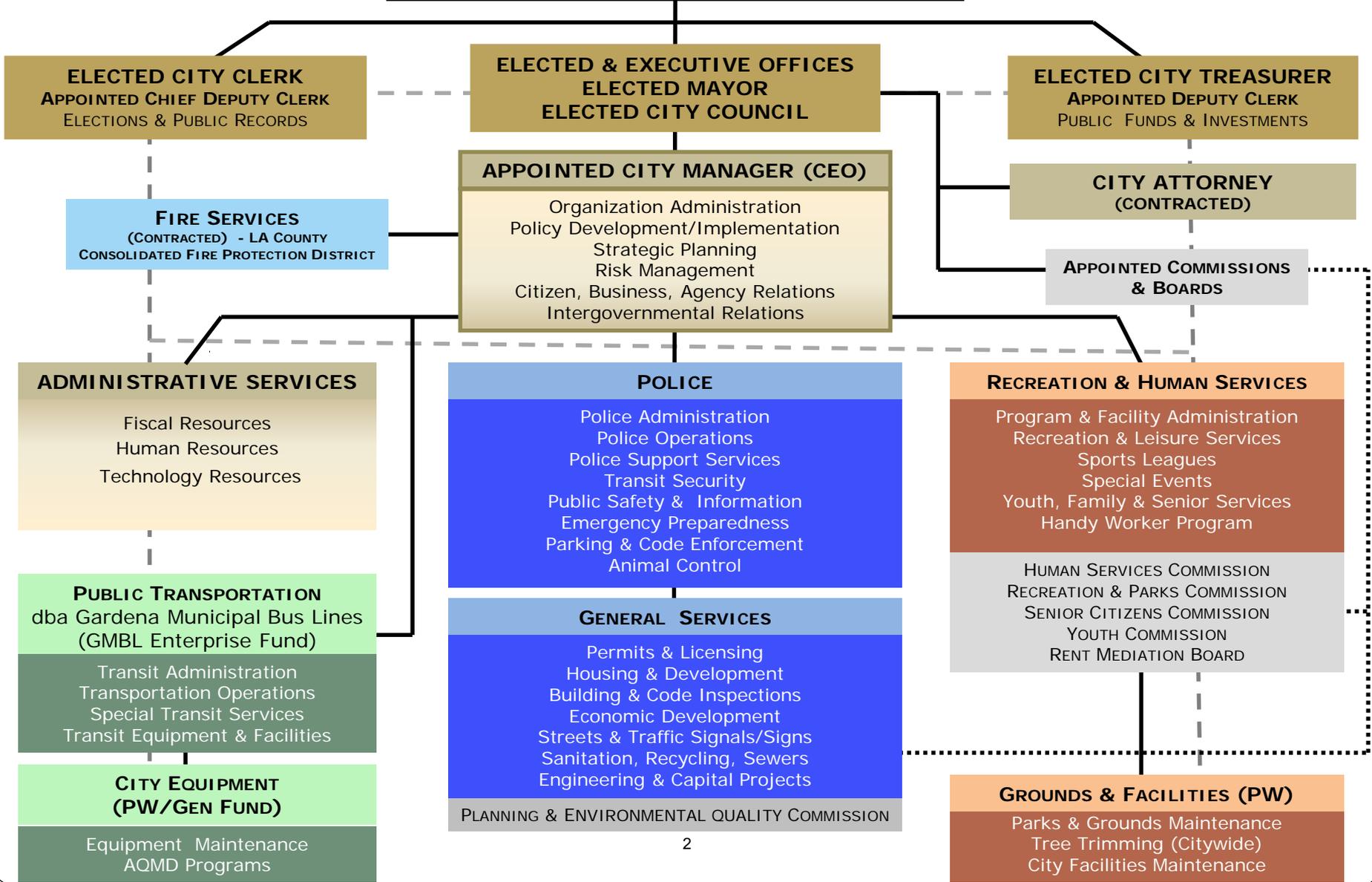


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# GENERAL INFORMATION

# CITY OF GARDENA ORGANIZATION CHART

## CITIZENS OF GARDENA



# CITY OFFICIALS

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## MAYOR AND CITY COUNCIL

### **Mayor**

Vacant as of June 27, 2016

### **Mark E. Henderson, Mayor Pro Tem**

Occupation: College Professor  
Elected: Councilmember – March 2015  
Current Term Expires: March 2019

### **Tasha Cerda, Councilmember**

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  
Current Term Expires: March 2017

### **Dan Medina, Councilmember**

Occupation: Public Relations  
Elected: Councilmember – November 2008  
*To fill unexpired term due to resignation by Councilmember*  
Elected: Councilmember – March 2011  
Elected: Councilmember – March 2015  
Current Term Expires: March 2019

### **Terrence Terauchi, Councilmember**

Occupation: Attorney  
Elected: Councilmember – March 2013  
Current Term Expires: March 2017

## CITY CLERK AND CITY TREASURER

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

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

### **J. Ingrid Tsukiyama, City Treasurer**

Occupation: Retired  
Elected: City Treasurer – March 2005  
Elected: City Treasurer – March 2009  
Elected: City Treasurer – March 2013  
Current Term Expires: March 2017

## APPOINTED OFFICIALS

### **Mitchell G. Lansdell, City Manager**

Hired as Assistant City Manager in September 1985  
Appointed Acting City Manager in October 1997  
Appointed City Manager in February 1998

### **Peter L. Wallin, City Attorney**

Appointed as Contract City Attorney in February 2009

## EXECUTIVE STAFF – (All Appointed)

**Edward Medrano**, Chief of Police;  
Police, Streets & Development Services Director

**Kelly J. Fujio**,  
Recreation, Human Services, Parks & Facilities Director

**Ernie Crespo**, Transportation Director

**Clint D. Osorio**, Chief Fiscal Officer

**Vacant**, General Services Director

**Scott Hale**, 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.ci.gardena.ca.us](http://www.ci.gardena.ca.us)**

## **ELECTED & ADMINISTRATIVE OFFICES**

### **Mayor**

Vacant (310) 217-9507

### **Mayor Pro Tem**

Mark E. Henderson (310) 217-9507

### **Councilmembers**

Tasha Cerda (310) 217-9507

Dan Medina (310) 217-9507

Terrence Terauchi (310) 217-9507

### **City Clerk's / City Treasurers Office**

#### **City Clerk**

Mina Semenza (310) 217-9565

#### **Deputy City Clerk**

Becky Romero (310) 217-9566

#### **City Treasurer**

J. Ingrid Tsukiyama (310) 217-9664

#### **Deputy City Treasurer**

Erika Reyes (310) 217-9693

### **Administrative Office**

#### **City Manager**

Mitchell G. Lansdell (310) 217-9503

#### **City Attorney**

Peter L. Wallin (310) 217-9544

#### **Chief Fiscal Officer**

Clint D. Osorio (310) 217-9516

## **POLICE, STREETS, & DEVELOPMENT SERVICES DEPARTMENT**

### **Chief of Police/Director**

Edward Medrano (310) 217-9601

## **RECREATION, HUMAN SERVICES, PARKS, & FACILITIES DEPARTMENT**

### **Director**

Kelly J. Fujio (310) 217-9537

## **TRANSPORTATION DEPARTMENT**

### **Director**

Ernie Crespo (310) 965-8888

## **LA County Fire Department**

### **Assistant Fire Chief**

Scott Hale (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 Ray Beeman, Accounting/Finance Manager at (310) 217-9502

## BUDGET GOAL

*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 - MITCHELL G. LANSDELL***

***Chief Fiscal Officer – CLINT D. OSORIO***

***Budget Managers – Ray Beeman, Mary Simonell***

***Finance Budget Team – Danny Rodriguez, Diana Schnur***

***Graphic Design & Publication Coordinator – Anthony Gonzalez, Diana Marquez***

### **BUDGET COORDINATORS**

***Elected and Administrative Offices, Nancy Ward, Ray Beeman, Becky Romero, Erika Reyes***

***Police, Streets and Development Services, Bianka Buchanan, Gina Ayers***

***General Services, Raymond Barragan, Ledra Sanchez***

***Recreation, Human Services, Parks, and Facilities, Kim Nolan, Ledra Sanchez***

***Capital Improvement Projects, John Felix***

***Transportation Department, Ernie Crespo, Paula Faust***

# 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

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 request for supplemental budget items
- reviewing projected revenues and expenditures with the Chief Fiscal Officer
- formulating a comprehensive budget proposal for submission to the City Council
- presentation of a proposed budget
- overseeing budget administration throughout the fiscal year

**Chief Fiscal Officer** 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, a standard price list for all standard equipment and furniture, 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 Chief Fiscal Officer, all correspondence and meetings are conducted with the departments' Budget Coordinators and the Fiscal Resources Budget Team.

In March, the Chief Fiscal Officer provides the City Manager with the tentative General Fund Revenue Projections. These set the parameters

for the development of a balanced 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 five-year request and justification statement.
4. **Revenue Projections:** Department revenues based on the fees collected as part of the department's operation. Emphasis 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. With the Fiscal Year 2005-2006 Budget, the finance committee approved reestablishing the Equipment Revolving Fund in order to replace aging rolling stock and capital equipment.

**City Managers Review:** At the end of April, the City Manager reviews a draft budget summary presented by the Chief Fiscal Officer. 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 Chief Fiscal Officer 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 2016-2017 and 2017-2018**

<p><b>Feb 29 – April 19, 2016</b></p>	<p>During this period staff will be developing FY16/17 and FY 17/18 revenue projections, expenditure projections, and performance goals and narratives, and departments will be meeting with the City Manager to develop a Proposed Budget. The Proposed Budget will go to print on May 19 in preparation for the May 24, 2016, Budget Workshop.</p> <p>Staff has been developing various budget scenarios and monitoring General Fund dollars. Based on the report to the City Manager on April 19, 2016, and the direction provided by the City Manager, staff will finalize the Proposed Budget for the May Budget Workshop.</p>
<p><b>April 19, 2016</b></p>	<p><b>City Manager Review</b>          - Proposed FY16/17 and FY17/18 Budget Review</p>
<p><b>May 24, 2016</b></p>	<p><b>Public Budget Workshop</b> – Presentation of FY16/17 and FY17/18 Proposed Budget.</p>
<p><b>May 24 – June 28, 2016</b></p>	<p>Public Review period for FY16/17 and FY17/18 Budget</p>
<p><b>June 28, 2016</b></p>	<p><b>Budget Hearing and Adoption of Budget, Los Angeles County Metropolitan Transportation Authority for Local Transportation Funds and Gann Resolutions for Fiscal Year 2016-2017.</b></p>
<p><b>June 30, 2016</b></p>	<p><b>Due:</b> Adopted FY16/17 and FY17/18 budget to print / posted on web-site.</p>

## 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 year two consecutive one year budgets were presented to the City Council for consideration. These budgets will cover fiscal years 2016-2017 and 2017-2018.

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:

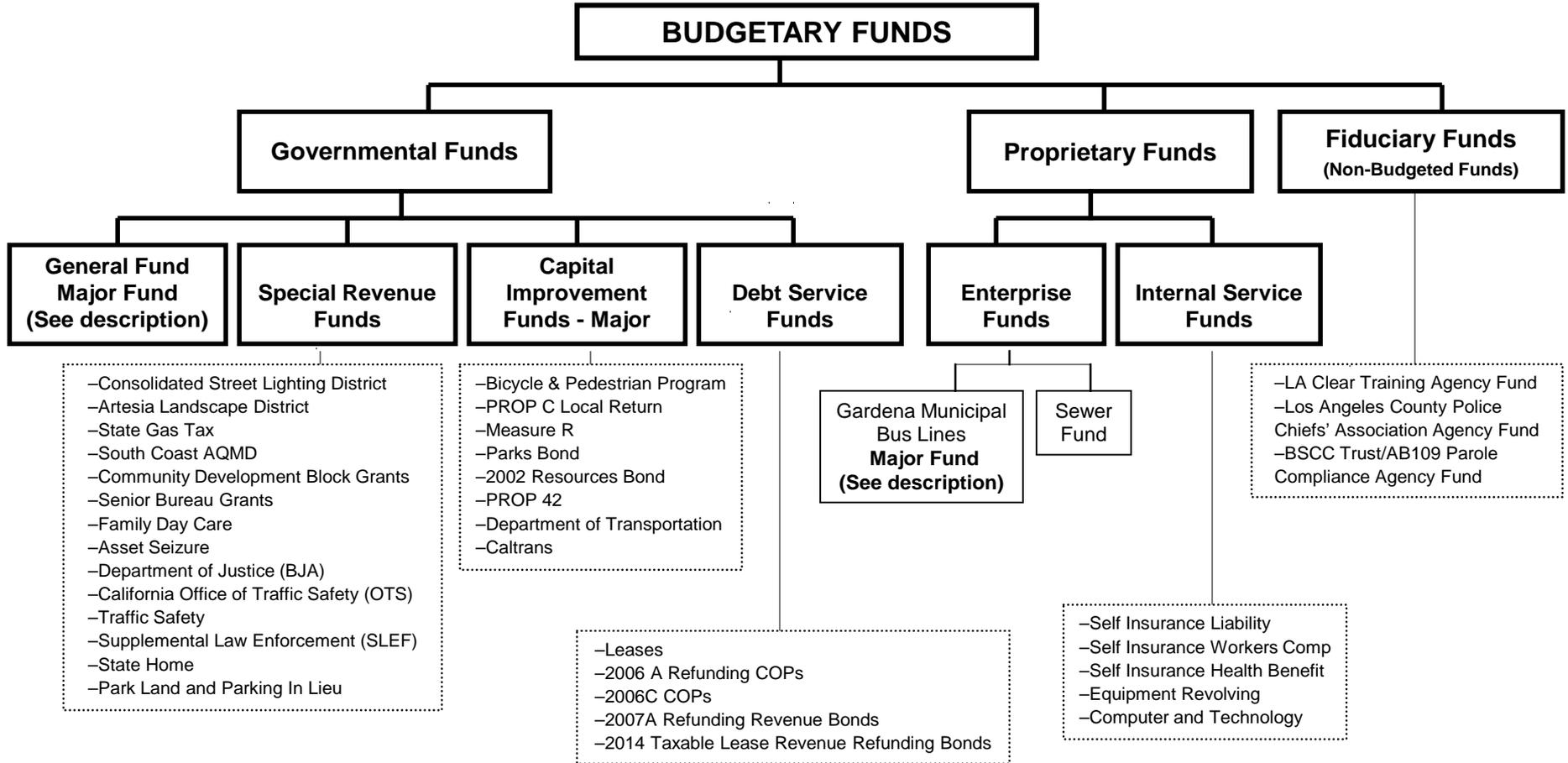
- Budget Message
- Introduction
- Budget Summaries
- Operating Budget – General Fund with corresponding Special Revenue Funds
- Operating Budget – Enterprise Funds
- Debt Service Funds
- Internal Service Funds
- Capital Improvement Program
- Appendix

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

### 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 in order 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.

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

**State HOME:** Allows low income households to become or remain homeowners with deferred payment loans.

**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.

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

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

**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.

**Senior Bureau:** 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 FUNDS**

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.

## **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:**

**Gardena Municipal Bus Lines/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**
- Computer and Technology Maintenance/Replacement Fund**
- Equipment Revolving 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.

- 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 \$25,000 - \$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 Municipal Bus Lines 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 preventive, 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.

- 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 percent (20%) 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.
- Revenues received in excess of the budgeted projections will be used for one-time expenditures or set aside as reserve.

### ***BUDGET – EXPENDITURES***

- The City will establish benchmarks for service delivery, employee salaries and compensation that are based on best

practices in public service and will implement performance-based budgeting within the next three (3) years.

- 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 – 2016

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	60,414
Dwellings	21,629
Police Protection	96 sworn officers, 2 full time motorcycle officers, 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, 1 parkette, and 2 gymnasiums.
Municipal Bus Lines	65 coaches and 8 demand response vehicles for elderly and disabled passengers. One fully electric bus.





**CITY of GARDENA**



Not To Scale

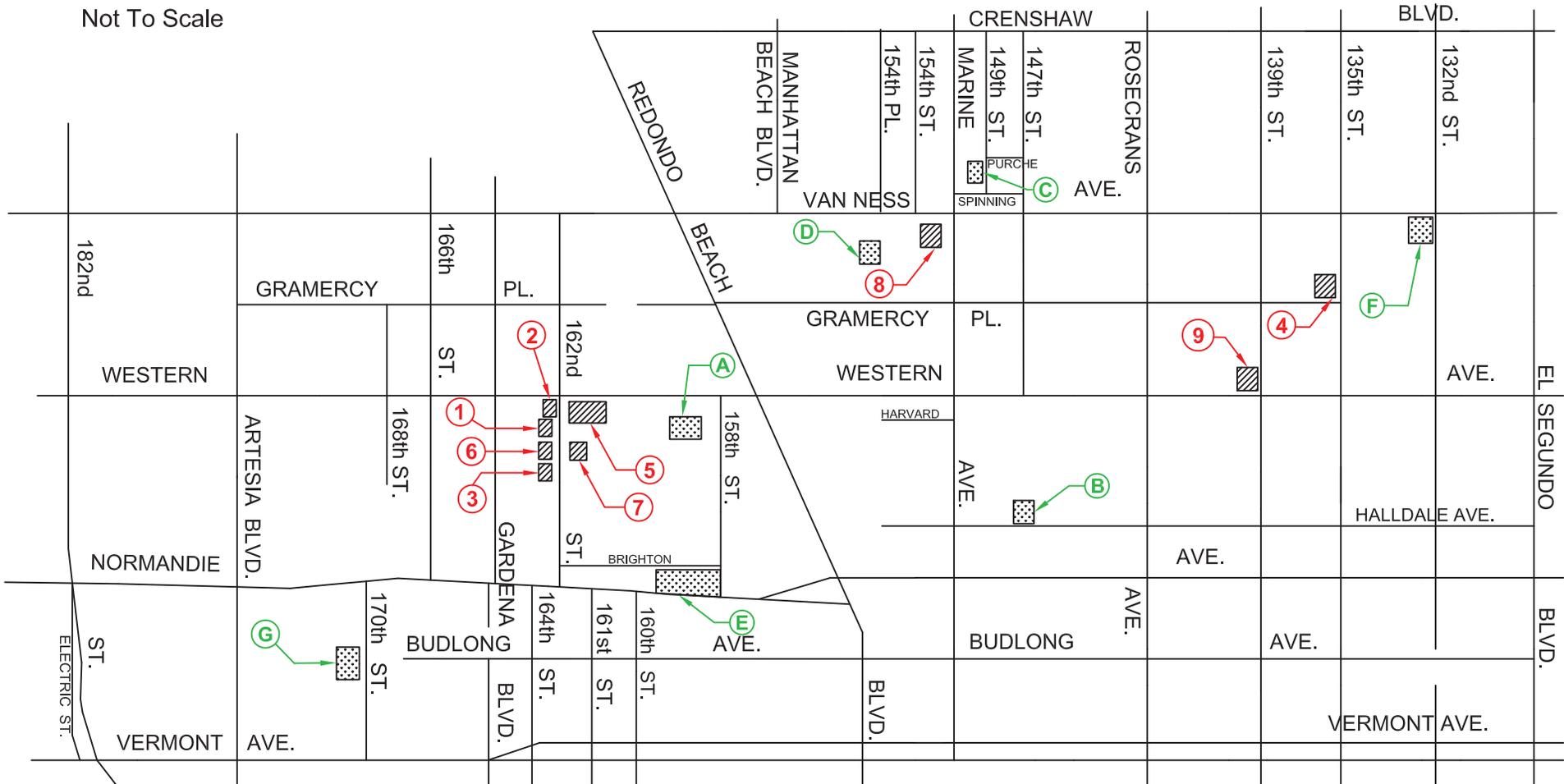
**LEGEND:**



- 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 Municipal Transportation Facility (OLD)
- ⑨ Gardena Transit Administration, Operations, & Maintenance Facility (NEW)



- A Sister-City Parkette
- B Vincent Bell Memorial Park
- C Edward L. Thornburg Park
- D George H. Freeman Memorial Park
- E Mas Fukai Park
- F Paul A. Rowley Memorial Park
- G 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

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). Mr. Rush was also involved in the planning of the civic center grounds.

**8 The Former Municipal Transportation Facility  
15350 South Van Ness Avenue**

A portion of the site, 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 Gardena Transit Administration, Operations, and Maintenance Facility  
13999 South Western Avenue (New)**

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.

## **CITY PARK FACILITIES**

**(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.

**(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>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> <p>Gardena Fire Department was annexed into the Consolidated Fire Protection District of Los Angeles County October 2000.</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>1936</b> First legal card club license in the State of California to Gardena.</p>	<p><b>2001</b> Eldorado Parking COP liquidated through agreement with Hustler for a net principal gain of \$980,000.</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>1940</b> City bus service began on January 15, 1940.</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><b>2011</b> March 2011 cancelled City election saving \$75,000.</p>
<p><b>1953</b> Gardena Municipal Bus Lines moved to new location on Van Ness Avenue in November.</p>	<p>Voters approved an increase in the Transient Occupancy Tax from 7% to 11% in November.</p>	<p>April 1, 2011 UUT rate collection at the maximum of 5%. Senior exemption eligibility reduced to age 60.</p>
<p><b>1954</b> City adopted its official seal and slogan "Freeway City" on October 26, 1954. </p>	<p><b>2003</b> In February, Council adopted a comprehensive fee resolution.</p>	<p>April 12, 2011 City Council adopted mid-year budget revisions.</p>
<p><b>1955</b> Gardena was designated as a General Law City by action of the State Legislature.</p>	<p>On October 14, adopted ordinance to establish a Redevelopment Agency (RDA).</p>	<p>May 10, 2011 Council adopted new fee resolution with an effective date of July 11, 2011.</p>
<p><b>1964</b> Adopted City flag. </p>	<p><b>2004</b> Initiative "Measure G" placed on the ballot to overturn the Council's action to establish a RDA - the measure passed so once again the RDA failed.</p>	<p>September 2011, the City purchased the Goodwill property as well as property adjacent to the Police Department.</p>
<p><b>1980</b> Received the All America City Award. </p>	<p><b>2005</b> Celebrated 75th anniversary.</p>	<p><b>2012</b> Created "Super-Departments" as a transitional phase for operational efficiency and cost containment during succession planning.</p>
<p><b>1982</b> Maintenance facility added at the Gardena Municipal Bus Lines.</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 Municipal Mutual Insurance Company.</p>	<p>November 2012, the City purchased the shopping center at 16206 Western</p>
<p><b>1994</b> Council action limited the number of card clubs from six to two.</p>	<p>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>2013</b> February 2013 Standard &amp; Poor's raised the City's rating to A.</p>
<p><b>1995</b> Annexation of El Camino Village.</p> <p>City convened AD Hoc Finance Committee to review revenues and expenditures and concluded that on the present course, the City would face a deficit by the end of the fiscal year.</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>Ending General Fund Balance June 30, 2013 = \$10,260,646.</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>Adopted 5 Year Plan 2007 - 2012.</p>	<p><b>2014</b> 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>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>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>2015</b> Closed escrow on 15350 Van Ness Ave (former GTrans facility).</p>
		<p><b>2016</b> Adopted 2016-2021 Five Year Strategic Plan. Council approved updated comprehensive fee resolution. Civic Center Improvement approved by City Council.</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**

### **ECONOMIC DEVELOPMENT COMMITTEE**

Five members are appointed by the City Council to this committee to encourage and facilitate the location, development, and expansion of businesses in the City of Gardena.

### **GARDENA BUSINESS ADVISORY COUNCIL (G-BAC)**

Established in November 2005, as the “*Small Business Task Force*,” the Gardena Business Advisory Council (G-BAC) adopted its new name in March 2007, to reflect its mission more accurately. G-BAC is advisory to the City Council and makes recommendations regarding ways to promote and support Gardena businesses. Of the eleven G-BAC members, five are appointed by the City Council, one “at-large” member represents the Gardena Valley Chamber of Commerce, plus five other “at-large” members, who represent and advise the City Council regarding local business interests/needs of the community. All members are appointed or ratified by City Council. G-BAC meets bi-monthly.

### **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.

### **GARDENA RECREATION AND SPORTS ADVISORY BOARD**

The Gardena Sports Advisory Board is made up of volunteers from the Community, who raise funds to assist the Recreation Department Sports Programs in providing participation scholarships to the low-income, as approved by Human Services, providing equipment and making repairs to City sports facilities as funds allow. They work to recognize the coaches that take the time to work with the youth of Gardena and serve as a review board to rule on second stage protests and coaching discipline matters.



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