



CITY OF
RANCHO
CUCAMONGA
CALIFORNIA



FISCAL YEAR 2021/22 ADOPTED BUDGET





RANCHO
CUCAMONGA
CALIFORNIA

**CITY OF
RANCHO CUCAMONGA,
CALIFORNIA**

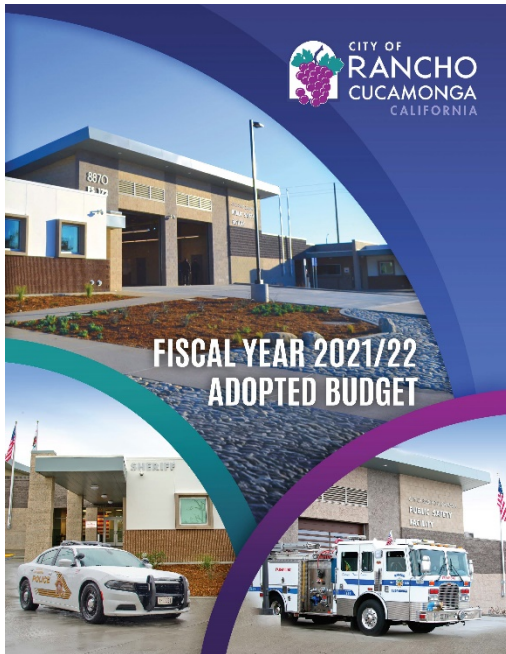
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About the Cover



As with many growing cities and communities, the City of Rancho Cucamonga has seen a positive increase in both residents and businesses since the city was officially incorporated in 1977. With the city's growth, there was a need to invest in expanding public safety services to ensure the continued rapid and effective response from law enforcement, fire, and emergency medical services. The new **Public Safety Facility**, located at 8870 San Bernardino Road, houses both Police and Fire District personnel, making it a cost effective and efficient investment in public safety.

This new state-of-the-art facility not only replaced the oldest fire station in the Fire District, previously located further east on San Bernardino Road, but also provided a unique opportunity to join together with the Police Department and create a Police substation on the west end of the City for our residents.

Firefighters from the original fire station officially moved to their new home on February 19, 2021, and the City Council officially welcomed public safety personnel on March 3, 2021 with a ribbon cutting ceremony. Police Department personnel began to staff the station later on in March, with administrative services offered to the community such as filing reports and citation signoffs.

With the main Police station located in the center of the City and a small sub-station located on the east end at Victoria Gardens, this new joint-services Public Safety Facility will serve the west end community of Rancho Cucamonga. The sub-station will be staffed with approximately five Deputies on a rotating 12-hour shift and will be open to the public, Monday through Thursday from 8:00 a.m. to 5:00 p.m.

The Public Safety Facility will enable the City's Deputies to have a closer connection to the residents they serve and deliver improved security and safety for the western portion of Rancho Cucamonga.

Since this relocation, the City has already seen improved response times and positive community impact from both Police and Fire safety services, as public safety continues to remain a top priority in alignment with the City Council's Core Value, "promoting and enhancing a safe and healthy community for all."



Rancho Cucamonga resident Brian Oien showed his patriotism by creating a 15-foot wooden flag that is displayed in the lobby of the new Public Safety Facility.

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INTRODUCTION

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MEMORANDUM

City Manager's Office

Date: July 1, 2021
To: Mayor and Members of the City Council
By: John R. Gillison, City Manager
Subject: Fiscal Year 2021/22 Budget

PRELUDE

"Healthy Discontent is the Prelude to Progress." - Mahatma Gandhi

2020 Budget Message Recap

In 2019, the Local Economic Forecast focused on economic cycles. At the time, I saw the likelihood of an economic contraction/correction as modest over the 2019/20 fiscal year but increasing as we moved into the 2020/21 fiscal year. That forecast was based on economic GDP growth between 2 and 3% nationally in calendar year 2018, modest inflation in the 1-3% range, interest rates in the 2-4% range, low unemployment around 3-4% nationally with good growth in business investment; however, consumer confidence was becoming volatile and there was minimal growth in real wages that only slightly exceeded inflation. In California, labor shortages particularly in the construction trades were becoming an issue, there was a housing shortage, growing wealth disparity for those in poverty, increasing government deficits and global trade worries. Added to those ingredients the economy was in its ninth year of continuous growth and the employment numbers were so high it appeared we were near a peak in the cycle.

In February of 2020, all that changed. Virtually unnoticed, the first California resident to die of the novel coronavirus passed away in San Jose on February 6, 2020. Having been sick for a few weeks, with what she thought was the flu, this death was not noted as in any way unusual at the time of its occurrence. The first known COVID-19 infection related death was not until some three weeks later on February 29th in the State of Washington. Within just a few weeks thereafter, authorities across the San Francisco Bay area confined nearly 7 million people to their homes for all but essential tasks. Shortly thereafter, California put all 40 million of its residents into a near lock down status. That status, allowing for some changes during the middle of summer, would last for over 15 months ultimately, until ending on June 15, 2022.

We now recognize what happened as the first early warning signs of the COVID-19 pandemic. Of course, at the time, no one had ever heard of COVID-19. For reasons still not fully understood, many people contract a mild case of the disease and recover in two weeks or less. In some cases, people are what is called asymptomatic and carry the disease, infecting others but with little or no outward signs themselves of being sick. Others are not so fortunate and contract a severe case of COVID-19, often battling symptoms for 3-6 weeks or more and ultimately needing to be placed on ventilators or other supportive measures typically associated with an intensive care unit. Because of the initial lack of either a vaccine, or an effective treatment, COVID-19 quickly began to overwhelm health care systems around the world.

The United States was no exception to that trend. Health authorities began to mobilize and implement stay-at-home or shelter-in-place orders for large groups of the populace, effectively shutting down most commerce except for what were deemed to be (based on federal guidance) essential businesses. These health orders were an effort to limit the spread of the virus.

Although these orders did, for a while, limit the spread of a virus, the orders themselves came with a severe side effect. One not initially anticipated. In many ways, just as that first case in January in California went virtually unnoticed, so too did this almost invisible transition from a health care crisis to a full-blown economic disaster. Sales tax plummeted. Hotel occupancy dropped into the single digits often leading to full closures. The airline industry almost stopped flying as travel and tourism dried up. Workers in many blue-collar industries were laid off. Knowledge workers in white collar industries were sent home to work remotely. Schools closed and children of all ages were pushed into an unprecedented online learning experiment. Suddenly, landlords of both commercial businesses and single-family occupancies found themselves with a wave of delinquent tenants; tenants that could not be evicted because the legal system was also shut down.

At the time, economic forecasts varied tremendously. V shaped recoveries, W shaped recoveries (a double dip) or K shaped recoveries (differentiating income levels) were all the vogue. No one really knew, because after all, economists typically try to predict the future by looking at the past, which is a bit like driving a car while looking in the rearview mirror. With the only precedent for a pandemic of this nature having occurred in the early 1900's, during a much different time, no one really knew what might happen. Locally, we relied on the University of California Riverside Center for Economic Forecasting and Development headed by Professor Christopher Thornberg (one of the founders of Beacon Economics). Mr. Thornberg pointed out that the longer the business closures continue, the greater the damage. Some examples locally include Pier 1, Sears, Office Depot, Souplantation, Steinmart, Slater's 50/50 and many others. Businesses and families would (and did) fall behind on financial obligations, and those results are still being felt today. Lack of consumer and business spending did disrupt global supply chains with major downstream consequences for business recovery; one such example is the global computer chip shortage. We could, and did, see a shakeout in stressed sectors like restaurants and the move to more online retail accelerated five years of growth into one year. Because of the second Fall 2020 wave of COVID infections, businesses were unable to rebuild sales, improve workplace safety or rehire furloughed employees as forecast. Long-term business travel does indeed appear to have changed and the impacts on the hospitality sector have yet to be fully known. The Thornberg forecast for a full recovery in 2022 now appears overly optimistic and likely not see fruition until 2023. Call Mr. Thornberg's forecast a B for accuracy.

"Nothing is so painful to the human mind as a great and sudden change."
– Mary Wollstonecraft Shelley, Frankenstein

At the City of Rancho Cucamonga, although our infection rate remained among the lowest in the County, we were not immune from the effects of the pandemic closures. The Lewis Family Playhouse shut down due to health restrictions. Community Services eliminated nearly all in person classes. Both the Biane and Archibald Libraries moved to pick up and drop off only services for much of the year, with limited appointments later on. City staff in the office were reduced 30-50%, with everyone taking turns working remotely. One of the biggest tasks was administering CARES programs designed to help businesses and residents make it through the pandemic. Although the



results were amazing on a personal level, from an organizational perspective these programs consumed a lot of time and people effort. Similar efforts were undertaken with respect to public communication and coordination with our business community. Police and Fire were occupied with periods of civil unrest and protests about national events. Securing our IT infrastructure from outside hackers occupied a lot of time and resources. And over it all, loomed the chaotic, ever-changing with no warning, California State COVID regulations that frustrated the public and businesses alike.

"What the caterpillar calls the end, the rest of the world calls a butterfly." - Lao Tzu

Despite the once-in-a-lifetime setbacks in 2020, City staff found hope in a renewed focus on core services delivered with fewer people and delivered in novel ways. 2020 drew to a close with a political cycle that was very tumultuous and time consuming, resulting in big changes at the national level but virtually no changes at the local level. It has gradually become clear that 2021 is not the old normal. Neither is it a new normal. Rather, it is somewhere in between both extremes; simultaneously, it is a transition year where COVID-19 is still important but perhaps not the dominant factor. Put another way, FY 2021/22 is 1/3 COVID + 1/3 Recovery + 1/3 Brave New World.

Disciplined Innovation

"Modern economics is a set of formal models and equations purporting to fully determine human behavior, at least in the economic realm. And there is no way that uncertainty can be compressed into determinate mathematical models."

- Murray Rothbard

As we recover from the pandemic-induced downturn, many things look similar (in some respects) to the recovery which followed the Great Recession in 2009/10. Locally, some of the similarities include:

- Substantial property turnover, and development proposals for single-family, multi-family, and mixed-use development, including both for sale and for rent units
- Increased commercial and office activity along major corridors in the city including Foothill Boulevard, 4th Street, 6th Street, Arrow Route, Milliken Avenue, Haven Avenue and Day Creek Boulevard
- Substantial investment, both public and private, in new infrastructure including bridges, roads and railroads

And yet, as noted in the quote that started this section, there are substantial differences also which don't fully track with traditional models. Some of those differences include:

- Greater interest in development in southern Rancho Cucamonga than other portions of the city
- Increased interest in development along West Foothill Boulevard and Vineyard Avenue/Carnelian Street
- Substantial private investment in large scale industrial development including millions of square feet of warehouses between Arrow Route and 4th Street and Etiwanda Avenue and the 15 Freeway
- A longer road to recovery for hospitality uses (hotels) than in previous downturns, as a result of changing trends in business travel
- Brick and mortar retailers are weaker than ever before due to the inroads made by online shopping
- Restaurants, particularly those without a drive-thru component, are struggling to win back market share lost during the pandemic when they were closed

- A new General Plan is being developed for Rancho Cucamonga. The General Plan, and related Housing Element, must be approved by early 2022 to meet State deadlines and the documents contain a 20-year planning horizon
- Brightline West, a subsidiary of Fortress Investment Group is planning a 220-mile high speed electric rail line from Las Vegas to the Cucamonga Station. This \$8 billion project would break ground in 2021 and at its Rancho Cucamonga Terminus would connect with the Metrolink stop at Cucamonga Station and the Ontario Loop (underground tunnel) from Ontario Airport to Cucamonga Station. (more detail is presented later in the budget message on this project)

In this new era, where things are changing rapidly, and old models are no longer viable or applicable, it is critical for the City to remain focused, disciplined and not simply become reactive to the internal or external force of the moment. However, that type of thinking requires a systems theory approach. Systems theory is the interdisciplinary study of systems, which are cohesive groups of interrelated, interdependent parts that may be natural, or human made, and are influenced by the environment around the system. Functionally, we see four major systems that influence local government and come together in a critical nexus.

The first system is Fiscal Discipline / Resources. This system is comprised of the fiscal resources (and potential resources) available to a local government to meet its needs. These include restricted and unrestricted funds, reserves, major revenue sources and obligations such as bond debt, CalPERS payments, etc. Exercising discipline with respect to how much is spent, what it is spent on, and when it is spent is critical to a local government's long-term viability and the level of services which it provides to residents, businesses, and visitors. This is particularly true in a post-Prop 13 and Prop 218 era where local governments' ability to increase fiscal resources is significantly constrained.

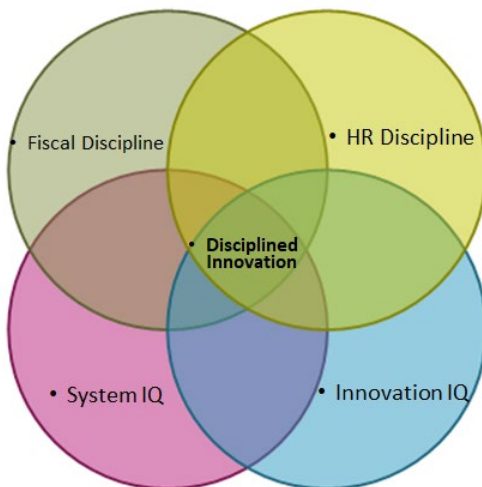
The second system is Human Resource Discipline / Resources. As noted later in this message, local governments' primary asset is its human capital. Most services are still delivered through some type of interface, direct or otherwise, with people. Public Works, Public Safety and many community services are examples of this. The management of an agency's human resources has major impacts on their fiscal resources. Increasing staff, increasing salaries for staff, all have substantive impacts on fiscal resources and obligations. At the same time, however, without sufficient human resources that are qualified, and properly trained, the result will be low morale, burnout, increased turnover, and high levels of inefficiency and ineffectiveness. Exercising discipline in this area is critical to long term success of local government.

Related to but separate from human resources is System IQ. In this sense, the system refers to the organization structure of the local government itself. How large or small is it? What tasks or functions is it responsible for? Is the organization full service, contract, or a hybrid? What is the span of control within the organization? Are similar functions grouped together for greater efficiencies and reduced bureaucracy or are they separated into distinct silos that have only formal communication and little functional cooperation? Is the organization highly regulated with extensive formal policies that limit and define behaviors or are the participants endowed with more discretion and the organization manages by vision, goals, values, and objectives instead? System IQ is critical because it impacts organization efficiencies (which impact the need for more human or fiscal resources) as well as morale and cycle time.

Finally, is a separate system delineated as Innovation IQ. Innovation is the act of changing, altering, transforming a system, process, program, or structure. As opposed to inventing or creating something brand new, innovation is the practical implementation of new ideas to improve something in a way which creates more or wider efficiencies or savings. Key to innovation is creating a meaningful change that in some way fulfills an unmet need, makes things more productive, makes things easier or makes things more cost effective. Innovation can be found in the fiscal discipline, human resource discipline, or system

IQ structure but it is a separate system in and of itself. An organization structure will impact the presence or absence of innovation but so too will leaders' intent, the vision and values of the organization, and the individuals occupying critical positions within the organization. Innovation is often sought after in the private sector but is sometimes seen as anathema to the public sector. A McKinsey study on innovation found eight key essentials that determined innovation including: 1) aspiring to innovate; 2) choosing to invest in a balanced portfolio of initiatives with sufficient resources; 3) discovering new insights that translate into innovations; 4) evolving new business models; 5) accelerating or reacting quickly and effectively; 6) scaling innovations appropriately; 7) extending external networks to leverage innovations and 8) mobilizing people so that they are rewarded and organized and motivated to innovate regularly.

Where these four (4) different systems intersect is Disciplined Innovation and it is this nexus which is where the best investments will yield disproportional results. This is the theme and focus for the City, post COVID-19 pandemic, as we move into a brave new world. We will balance the risks, opportunities and challenges associated with our local economy, regional and state economy, Federal actions, and other systemic challenges using the Disciplined Innovation paradigm as a lens through which, our various workgroups developed targeted programs, projects, system improvements and innovations that will help us realize the City Council's Vision and Goals.



Local Economy

"Today, local economies are being destroyed by the pluralistic, displaced, global economy, which has no respect for what works in a locality. The global economy is built on the principle that one place can be exploited, even destroyed, for the sake of another place."

- Wendell Berry

Last year in this section, we discussed what appeared to be headed our way as the Spring 2020 COVID-19 shut-down began to wane. Little did we know or realize that in early Fall another, and more severe, shutdown would be headed our way and impact the rest of Winter and early Spring 2021. So, at the risk of déjà vu, here we are again as the Spring 2021 COVID-19 shutdown is waning. This time, unlike last year, there is more reason for optimism. With three vaccines approved for emergency use in the United States (since roughly December 2020) for the last six plus months, in California we are, or soon will be in some areas, approaching 50% vaccination rates. Even if immunity turns out to be limited to 12 months or less, there will certainly be booster vaccines in the near horizon and the likelihood of another severe shock, which requires an economic shutdown, appears to be limited. Further, even during the heart of the pandemic, Rancho Cucamonga had among the bottom five lowest infection rates countywide, equaling that of communities less than a quarter our size. In fact, as we write this letter, if Rancho Cucamonga were its own county, we would already be in the yellow tier.

Before the coronavirus pandemic hit, everyone was experiencing a statewide housing crisis, unprecedented demand for industrial developments of all sizes, moderate growth in the hospitality sector, steady demand for restaurants in an industry not known for long-term stability, and challenging times for retail as brick-and-mortar shops battled online e-tailers for consumers' dollars. Those trends are somewhat changed today. The demand for industrial development is even more intense than it was a year or two ago. As of May 2021, the region has 41.3M SF of inventory, with 489,000 SF under construction and a vacancy rate of 5.30%. Any vacancy rate under 10% is considered essentially fully occupied and drives speculative development for more sites. The current market rent is \$.85 per SF and rising, and the current market sale rate is \$172 per SF and rising. Rancho has nearly 3M SF of speculative industrial development going through entitlement right now, with another 2-4M SF that is in the pre-entitlement phase. Sites range from 30,000 SF all the way to 1.5M SF.

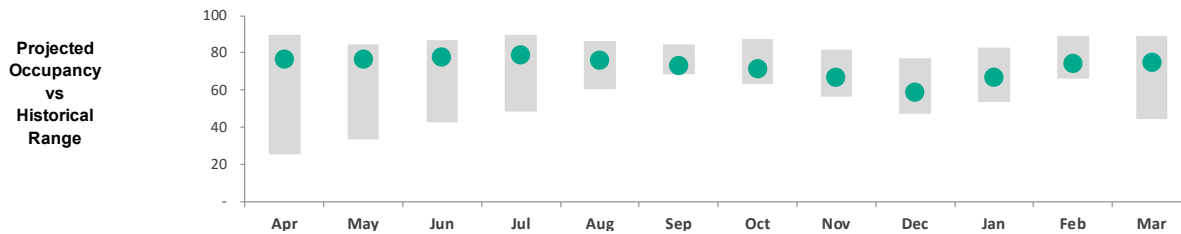
Local Hospitality Sector

The hospitality industry, both hotel and restaurant, has been hard hit by the pandemic. Many restaurants closed and a lot of market share was eroded. The City is already seeing new restaurant tenants looking to strike deals among the many vacant sites rather than build new. It appears it will be at least a year or more until the market reaches its prior highs. In the area there is no new square footage under construction and market rents are little changed from the 4th quarter of 2020. Until the existing inventory is "eaten up" by new restaurants and retail, the City is unlikely to see new construction.

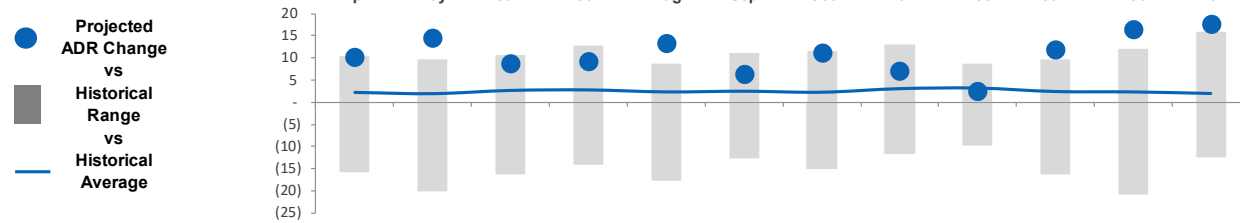
With respect to hospitality, the market is even a bit more challenging but with room for optimism. Back in January, Rancho Cucamonga hotels had occupancy rates in the sub-50% range. Now, as of April 2021, occupancy is over 71%, the average daily rate is up to \$124 and hotels are making approximately \$95 in revenue per room night. By comparison to adjacent areas, Rancho Cucamonga has about ten points higher occupancy, about \$20 higher room rates and about \$30 higher revenue per room night. While this is optimistic, as the below historical charts and forecasts provided by the Ontario Convention and Visitors Bureau make clear, it is not until 2022 that we likely return to pre-pandemic levels:

Annual Performance	Year	Occupancy			ADR			RevPAR		
		%	% Change		\$	% Change		\$	% Change	
Actual	2016	84.8	1.2	▲	122.91	8.7	▲	104.18	10.0	▲
	2017	81.3	-4.0	▼	133.29	8.4	▲	108.42	4.1	▲
	2018	81.6	0.3	▲	139.17	4.4	▲	113.60	4.8	▲
	2019	77.5	-5.0	▼	137.14	-1.5	▼	106.29	-6.4	▼
	2020	53.8	-30.6	▼	123.28	-10.1	▼	66.34	-37.6	▼
Forecast	2021	71.0	31.9	▲	123.87	0.5	▲	87.94	32.6	▲
	2022									

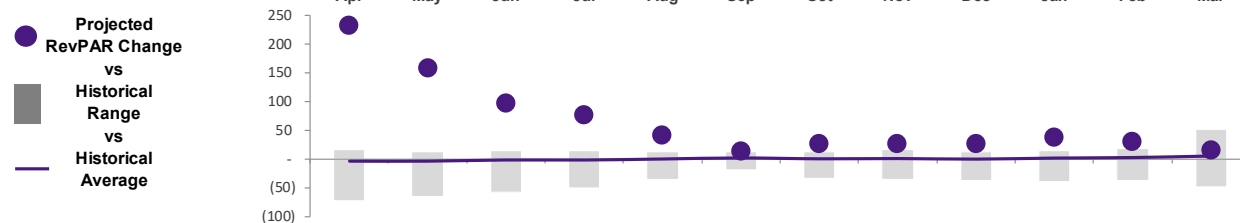
Next 12 Months	2021						2022					
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Occupancy (%)	76.5	76.3	77.4	78.6	75.7	73.3	71.6	66.6	58.7	66.5	74.4	75.1
Occupancy Percent Change	201.4	125.9	80.8	62.5	24.8	7.3	13.2	18.0	24.0	23.5	12.3	-2.4



ADR (\$)	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
ADR (\$)	126.02	123.96	125.17	126.05	128.85	126.63	130.75	126.22	118.85	128.33	134.04	140.28
ADR Percent Change	10.3	14.6	8.7	9.1	13.3	6.4	11.1	7.0	2.4	11.9	16.4	17.5



RevPAR (\$)	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
RevPAR (\$)	96.37	94.57	96.90	99.13	97.52	92.87	93.57	84.09	69.82	85.32	99.73	105.34
RevPAR Percent Change	232.4	158.9	96.5	77.3	41.4	14.2	25.8	26.3	27.0	38.2	30.7	14.7

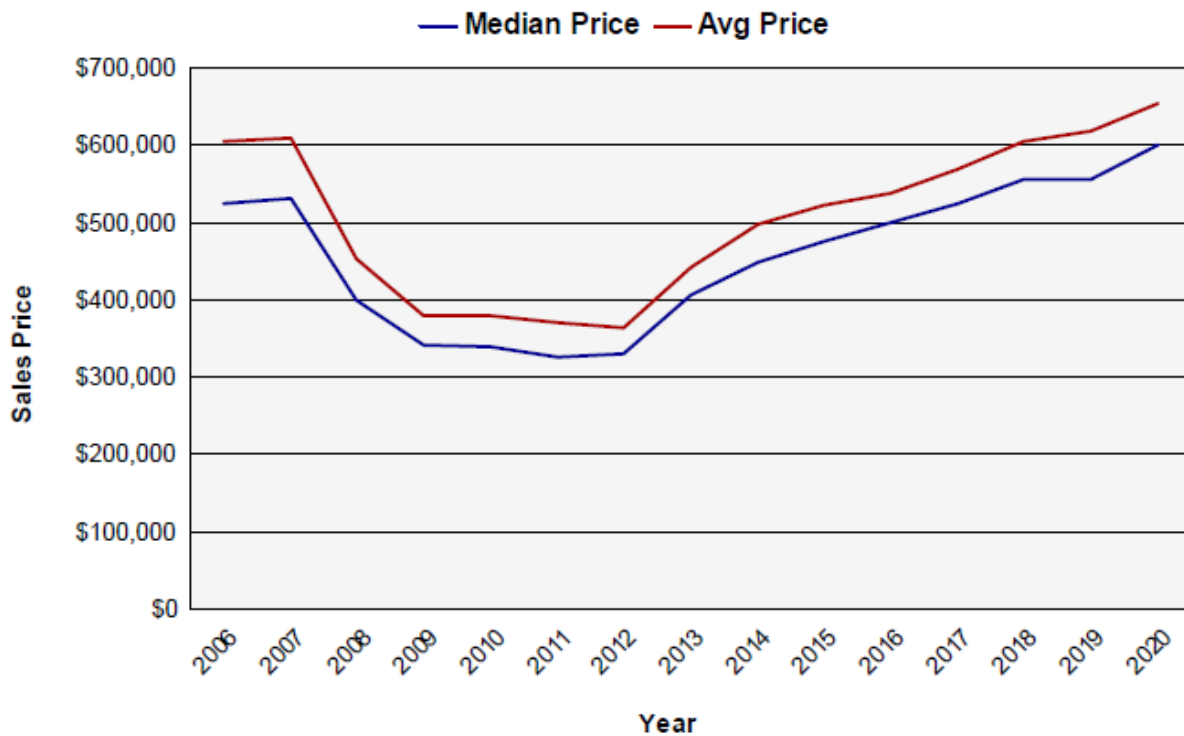


Local Property Tax

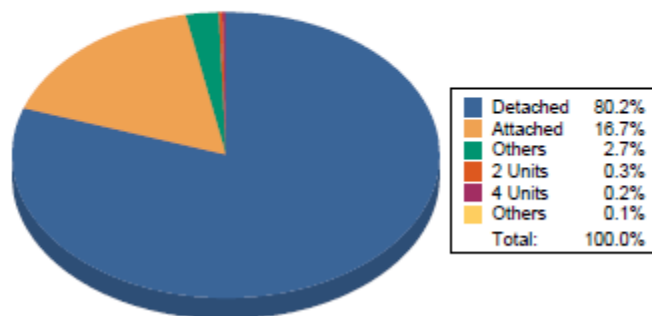
"America is a land of taxation that was founded to avoid taxation." - Dr. Laurence J. Peter.

Certainly, few areas constitute as much of a third rail in California politics as the property tax. Property tax is a lagging economic indicator because it is assessed a year in arrears and so major economic changes aren't felt in the property tax collection for 1-2 years after they begin. And yet, for most public agencies, property tax remains a critical revenue source that is generally stable from year to year and reflects the health of a local agency. The City of Rancho Cucamonga experienced a net taxable value increase of 4.6% for the 2020/21 tax roll, modestly lower than the countywide increase of 5.8%. This amounted to about \$1.3 billion in assessed valuation. The Proposition 13 adjustment of 2% accounted for \$470 million, about 37% of the growth in the City.

Residential property is nearly 71% of all property tax value in the City. The current median price for detached single-family residential increased last calendar year by over 8%. Growth in the number of home sales slowed in 2020, with fewer homes coming on the market, even though sale prices continue to rise. With the low interest rates currently available, this is likely to continue to increase in 2021. Reflecting these trends, the market continues to push for more moderate and higher end apartment projects. Despite this, and the notoriety of some projects such as Arté Apartments at Hermosa Avenue and Foothill Boulevard, single-family residential comprises over 44,000 units while multi-family residential is just under 21,000 units.



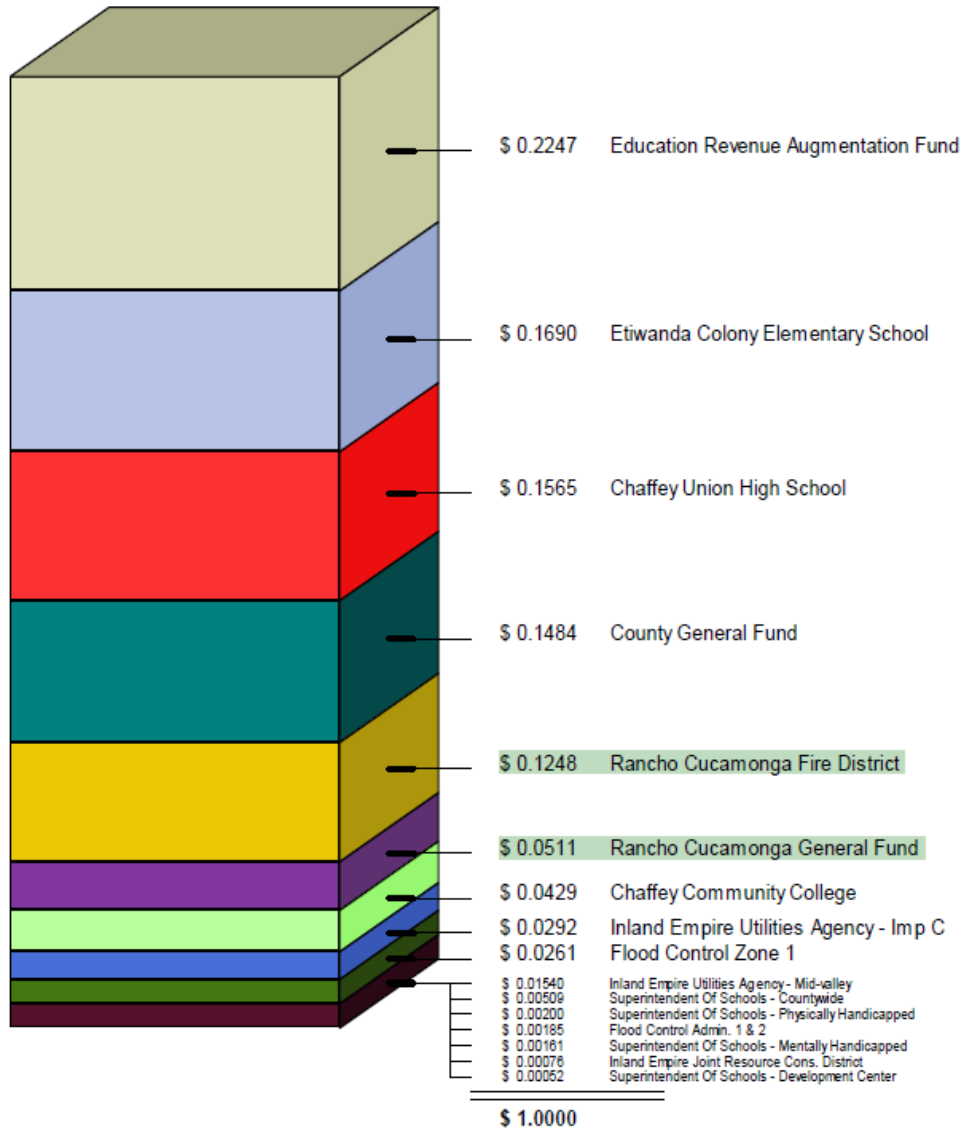
Parcel Counts



As would be expected, the Victoria Gardens Mall remains the highest taxable value property in the City of Rancho Cucamonga, closely followed by Homecoming in Terra Vista, Frito Lay, Schlosser Forge, Goodman Rancho (warehouse) and a number of large warehouse projects owned by several LLC's as well as some apartment buildings. Altogether, the top ten most valuable properties account for just over 6% of the total assessed valuation. Total valuation in the city is right at \$29 billion dollars. For the first time, Ontario surpassed Rancho Cucamonga in assessed valuation as the highest assessed value city in

San Bernardino County. Between the two agencies is one vast difference. As a pre-Prop 13 city, Ontario receives 15+ cents for every property tax dollar assessed while Rancho Cucamonga, a post-Prop 13 city, receives 5 cents.

Property Tax Dollar Breakdown



Looking at the Top 40 net taxable secured value changes, reveals a clear pattern that ties to the industrial development trends discussed previously. Of the Top 10 value changes, which span a range from \$9 million to \$30 million, seven of the top ten properties were industrial developments. A number of these represent speculative developer purchases of properties, without entitlements, that are now looking to receive approval for large industrial warehouse projects. Working with the City's GIS team, the Top 40 value changes were mapped out. Nearly half of all the top 40 were industrial, and 75% were located south of Arrow Route. This is just one of many reasons why the City Council is paying increased attention to industrial development both to ensure the residents are protected from any adverse environmental impacts and to help improve the fiscal performance of these properties as they evolve to higher and better future uses.

Local Sales Tax

In terms of sales tax, the situation has also changed. In FY 2020/21, the City lost approximately \$2.7 million in sales tax. That represented an 8-10% drop in revenue. Although some of that is being recouped in FY 2021/22, we still estimate the City will be \$700,000 below where it was in FY 2019/20. With cost escalation not slowing down, the impacts on re-staffing and re-opening programs are significant (especially on top of the TOT declines noted above). Of greater concern are changes in sales tax allocation. With the pandemic having accelerated the shift to online retailers, weaker brick and mortar locations are starting to attrit. In addition, under the *Wayfair* court decision, out of state retailers remitted sales tax to the County pools, where it was then allocated to underlying jurisdictions based on their share of the County pool. Recently, a large online retailer with warehouses in and out of California, changed their status to an in-state retailer. This change has shifted their sales tax to the locations of the warehouse/fulfillment centers that deliver product to end customers. In so doing, this entity was able to activate previously negotiated sales tax rebate deals with those fulfillment center locations. The result benefits the retailer substantially and, in addition, negatively impacts hundreds of cities in California. Now, going forward, the shares of sales tax most cities were receiving as part of the County pool allocation are reduced, and all the sales tax goes to the very few locations with the privilege of having a fulfillment center, regardless of where the end user resides or who ordered and paid for the merchandise. In the case of Rancho Cucamonga, this impact was in excess of \$1,000,000 in sales tax that on an ongoing basis the City will no longer be receiving. While the impact of this is somewhat blunted by the additional out-of-state sales tax collection from *Wayfair*, it is substantial and resulted in the City reducing expenditures, hiring and other costs accordingly.



SALES TAX VS USE TAX – BRADLEY-BURNS

Sales Tax applies when the goods are located in California at the time the sales occur. This includes a stock of goods held in a California warehouse, fulfillment center or retail stores.

Use Tax applies when title to the goods passes to the purchaser at a point outside of California. Goods that ship to a customer from outside the state are generally subject to use tax.





ALLOCATION OF BRADLEY-BURNS TAX

Sales Tax

- **PLACE OF SALE** (where the sale/order was placed or negotiated)
- Allocated directly to local jurisdiction
- If an out of state retailer does not have a permanent place of business in this state other than a stock of tangible personal property, then local tax will be distributed to the jurisdiction **where the inventory is located at the time of sale**

Use Tax

- **PLACE OF USE**
- Allocated indirectly through the countywide use tax pool system
- There are certain circumstances where local (1%) use tax can be allocated directly.



AMAZON – BRADLEY-BURNS ALLOCATIONS

Historical Structure

- Out-of-state
- Warehouses in CA were owned and operated by a 3rd party
- Taxable goods “drop-shipped” to customers
- Local tax allocated to countywide use tax pool based on where the goods were shipped/**place of use**

New Structure

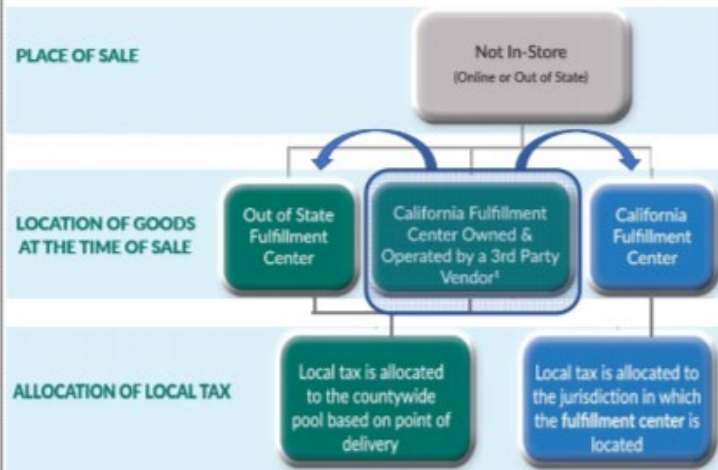
- In-state & out-of-state
- Warehouses in CA owned and operated by Amazon
- Goods inventoried in CA are subject to sales tax
- Local tax allocated directly based on **place of sale** and indirectly based on **place of use**
- Change retroactive to **4Q20**

Per Regulation 1699 Amazon was not required to hold a seller's permit for the 3rd party warehouses where they did not own inventory, therefore Amazon remained an out-of-state company and local tax was entirely allocated indirectly through the pools where goods were shipped.



Local Tax (Bradley-Burns) Allocation Guidelines

When sales tax
applies

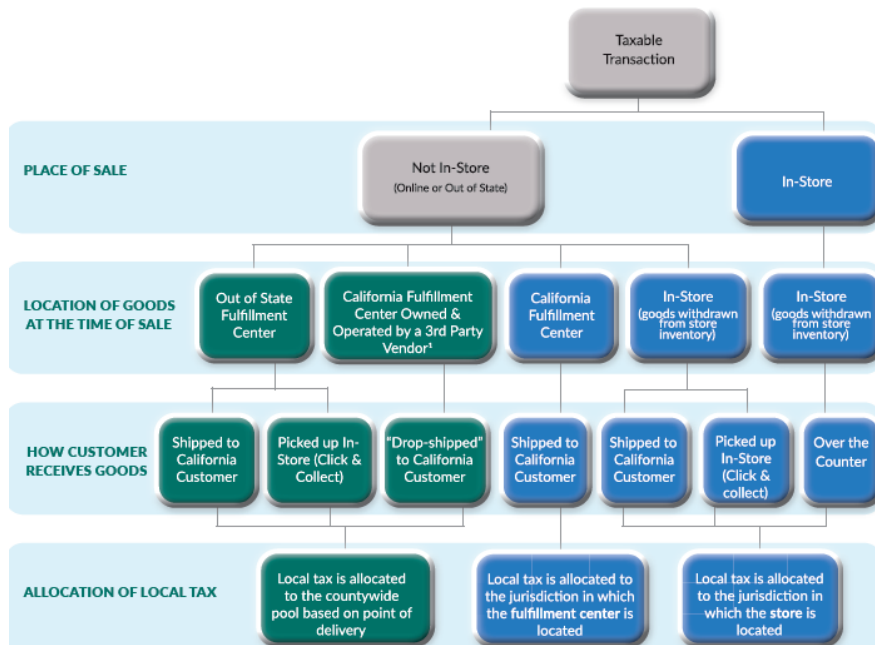


Amazon change retroactive to 4Q20



CALIFORNIA SALES & USE TAX: Tax Allocation Guidelines for Local Sales and Use Tax

This chart is designed to show general scenarios that can impact the California local (1%) sales and use tax allocation. This chart does not exhaust all the sales and use tax law nuances that may determine a taxpayer's filing status but rather focuses on the most common processes from sale to delivery.

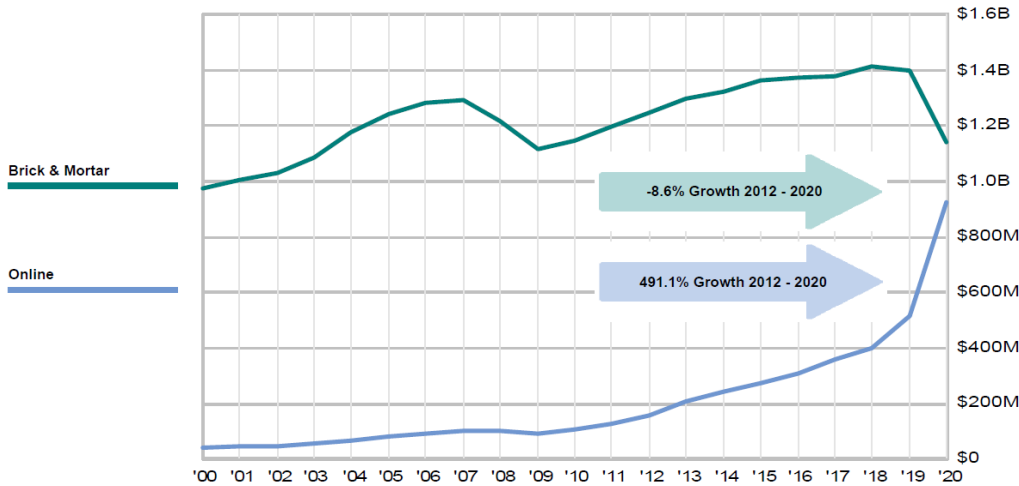


¹ In this scenario the retailer does not own a stock of goods in California and sales orders are negotiated/processed out of state. An out of state company is not required to hold a seller's permit for an in-state third party warehouse if they do not own a stock of goods at the time of sale.

Source: California Department of Tax & Fee Administration Regulations 1802 & 1699

Forecasts for future growth of sales tax are also troublesome in some regards. The City uses HdL Companies (HdL) for these forecasts. HdL is the leading statewide consultant for local government sales tax in California. For over 20 years, the City of Rancho Cucamonga has used HdL for property and sales tax services. According to HdL, Restaurants/Hotels, one of the City's biggest sectors, is forecast for a 24% growth but that is offset by a 13%+ decline last year. General Consumer goods, another large area for the City, is forecast to grow 6.8% but, again, with a shift towards online retailing which will not benefit Rancho Cucamonga. Overall, the trend through the end of 4th Quarter 2020 was continued declining market share for Rancho Cucamonga.

Local 1% Sales Tax by Calendar Year



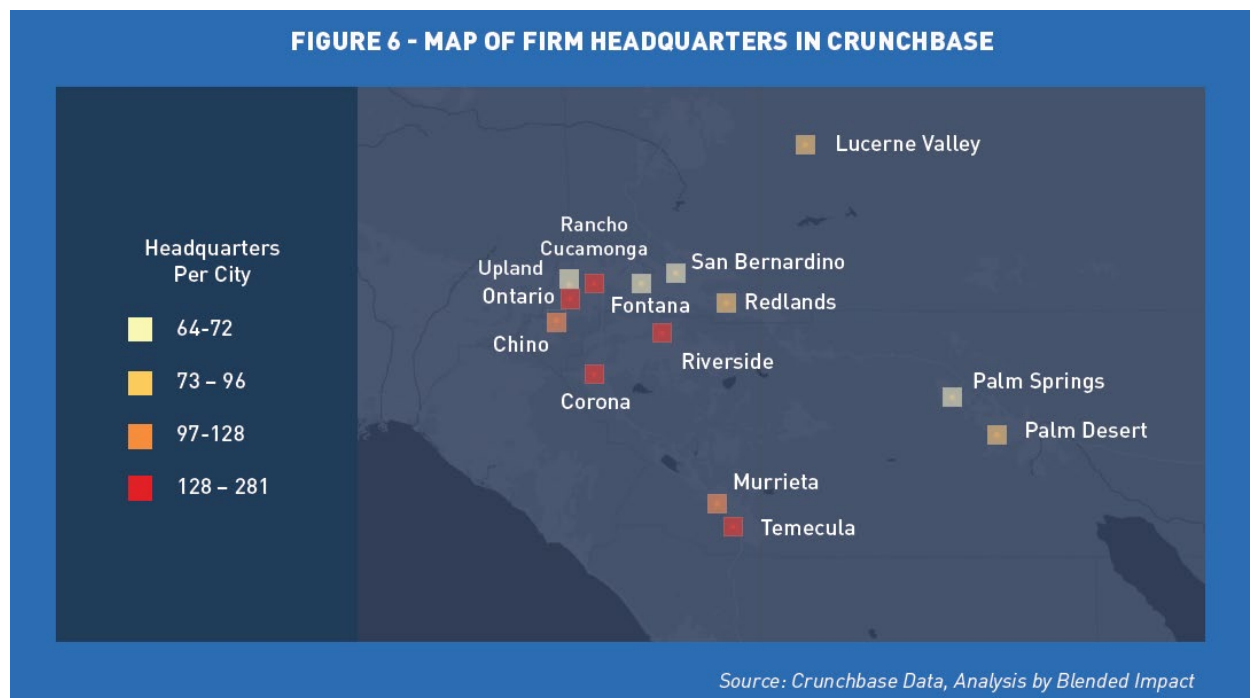
In addition, the State actions in 2020 have resulted in substantial late or missing payments to the City that total nearly another \$500,000 in revenue yet to be received from both the 3rd and 4th quarters of 2020.

“This is the one big problem with working remotely: no one believes you have a job at all.”
 - Scott Berkun

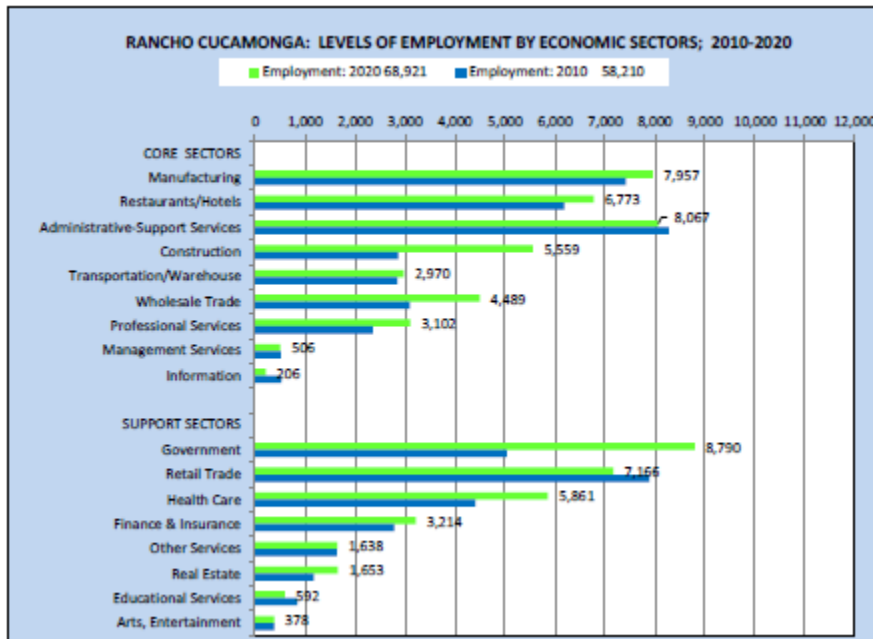
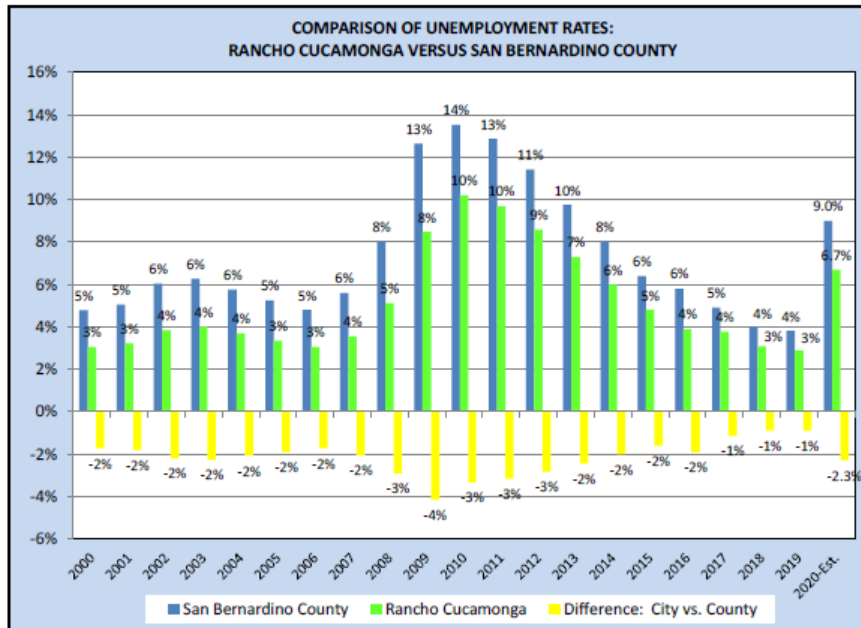
Local Economic Development Opportunities and Challenges

Beyond the uncertainties noted above, there is also considerable disagreement about the long-term impacts of remote work. The City of Rancho Cucamonga, like so many other organizations, approached remote work cautiously, fearing a loss of productivity and concerns with workplace communication and team integration. After all, working together in close proximity gives us the opportunity for spontaneous collaboration and communication. Yet, the world has adapted fairly well to the COVID-19 pandemic-induced distancing, and everyday our virtual working and communication tools are improving. Many organizations are finding quantifiable productivity benefits from remote work for certain positions. In terms of the private sector, the impacts of remote work on the office sector remain uncertain as well. Some hybrid of remote work and in-person work is likely to be with us far into the future. As a result, we are likely to see a change in the type of office space businesses need as well as a reduction in demand for overall large office space. Future office space, it appears, may trend towards fewer small individual offices and cubicles and more drop in offices for remote workers, more large inviting flexible spaces for collaborating and team meetings, and enhanced office design flexibility to adapt to quicker shifting trends and needs. Locally, there are no new office buildings under construction or in design. Vacancy rates are still holding in the 9% range and market rent remains in the low \$2 per SF range with little change over the last year. These conditions are challenging for a city like Rancho Cucamonga with a long-term vision to develop Haven Avenue as its office corridor.

Nevertheless, there are some reasons for optimism. As the following slide makes clear, Rancho Cucamonga has become associated with corporate headquarters and innovation. To some degree, remote work is accelerating this trend due to the City's high percentage of knowledge workers with advanced degrees.



Further, while employment in the City dropped a bit more than California as a whole (reflecting our service sector) during the pandemic, it is also recovering faster post-pandemic. Because of the city's high percentage of knowledge-based workers with advanced degrees, who are better positioned to work remotely, the economic impacts of the downturn were somewhat blunted. The Professional Services sector, Finance and Insurance sector and Real Estate sector, as a few examples, are now recovering quickly, and paying quite well, reflecting less impacts from automation and a larger share of higher paying jobs in the city. Relatively speaking, this positions the City better for a recovery than other areas of San Bernardino County or the Inland Empire.

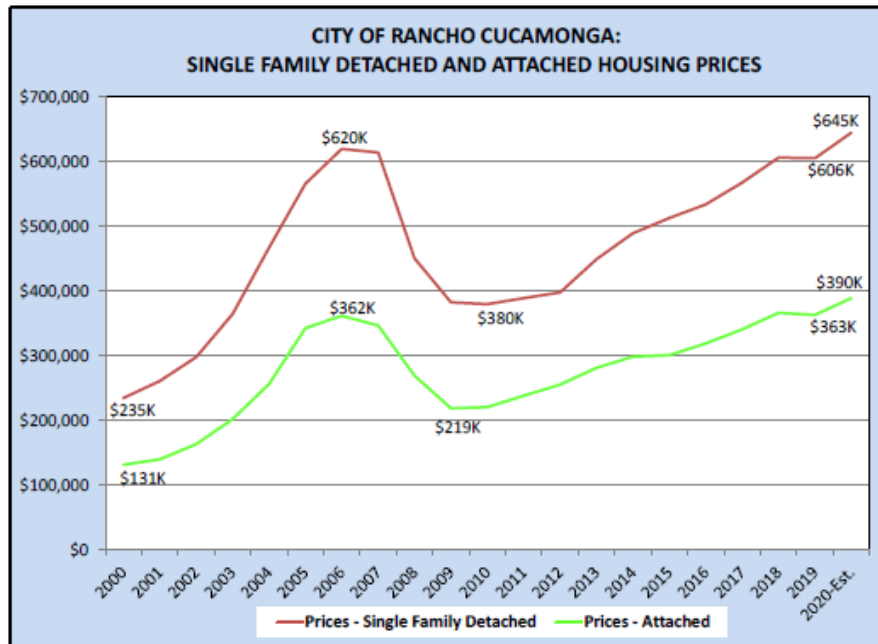


Further, to the extent remote work, or a hybrid, becomes a permanent fixture, more of our residents will spend less time on the freeway, less time commuting, and this will reduce the morning and evening waves of traffic congestion the city has historically experienced. Finally, the relative embryonic state of the Haven Avenue Office Corridor makes it ideal for new, build-to-suit and speculative office buildings, and could prove to be a competitive advantage in the future compared to existing traditional office markets in the area.

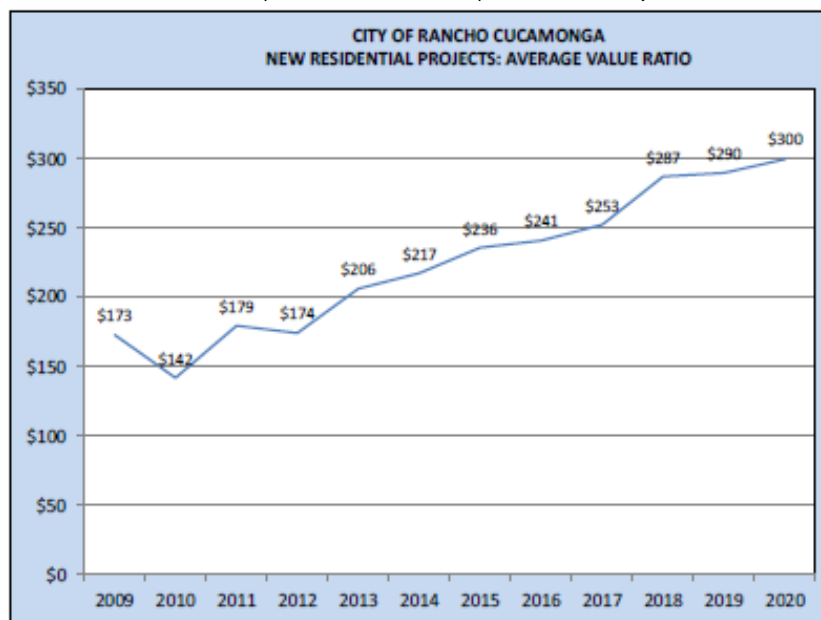
The other interesting, and critical market sector is housing. If anything, the statewide housing crisis is even more dire thanks to the modest housing output in 2020 and the rising prices of homes in all size ranges, locations and whether for lease or for sale. Rancho Cucamonga is a move up market for buyers with extra income who can afford to pay more for a premium environment. That has been the case for the better part of the last ten years and recent trends are only exacerbating that difference. For more

detail, please refer to the 2020 Budget Message. Each year the City works with an economist to commission a market study. Here are the findings of that study:

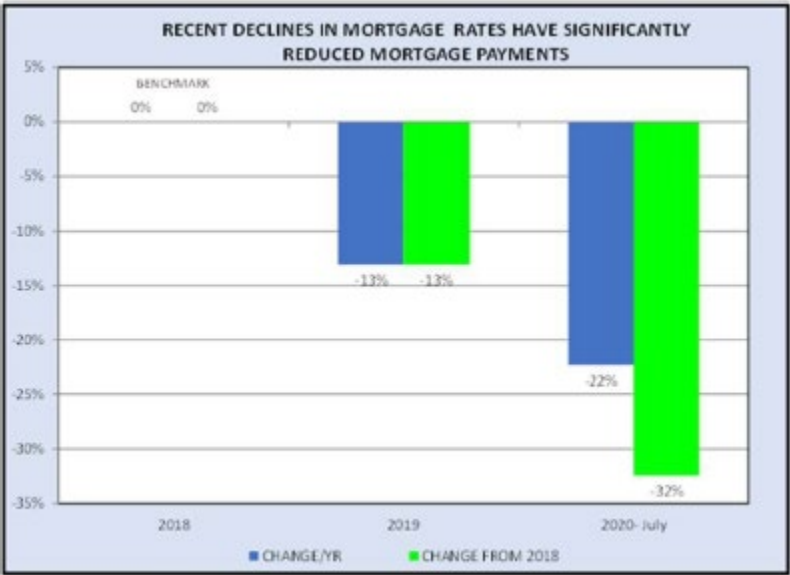
- City of Rancho Cucamonga home prices: Strong appreciation experienced for both single-family detached and attached housing in 2020 vs. 2019
- Single-Family Detached: 2019 to 2020-est. from \$606K to \$645K, about a 6% rise, and about 4% above the prior peak in 2006
- Attached: 2019 to 2020-est. from \$363K to \$390K, about a 7% rise, and about 8% above the prior peak in 2006



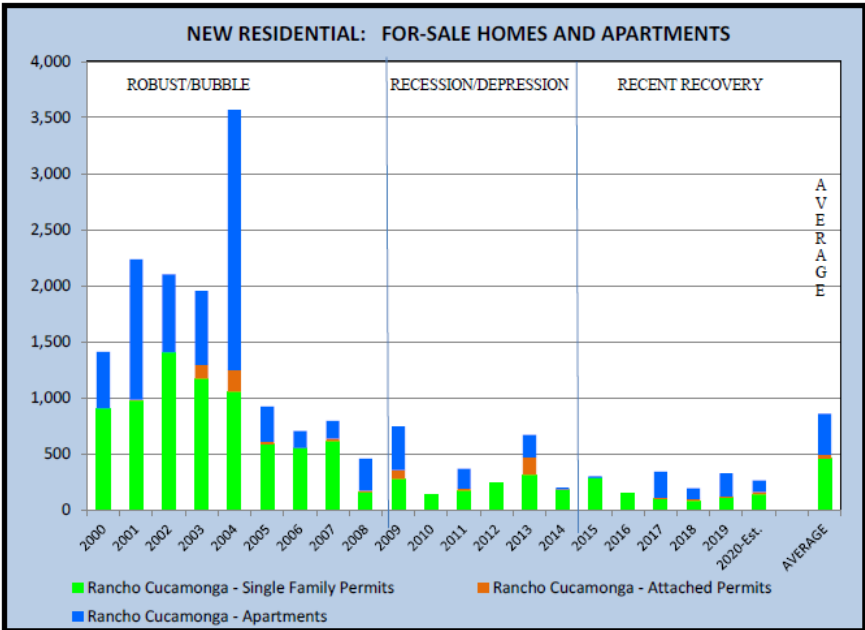
- Value Ratio: The value ratio adjusts for the size of the residential project homes from year to year. The value ratio rose from \$290 in 2019 to \$300 in 2020, an increase of 3.4%.



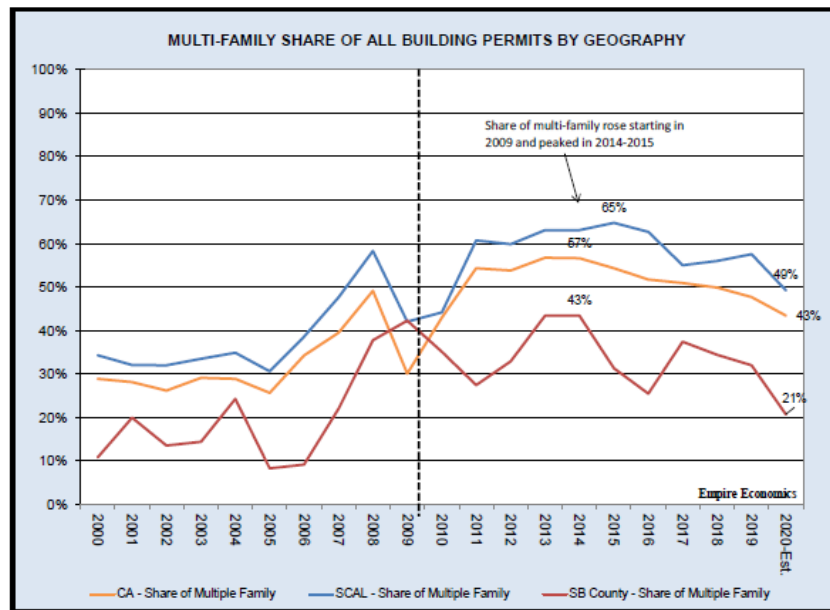
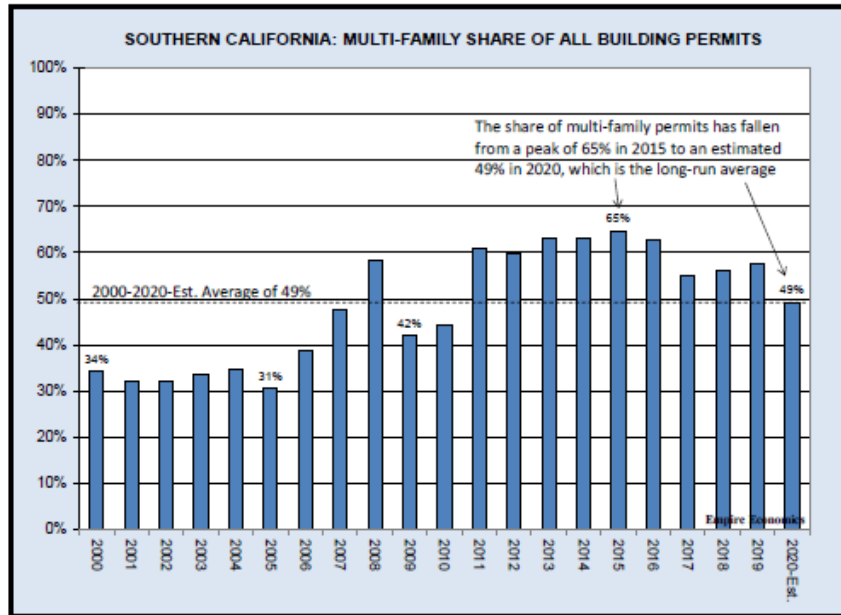
- When comparing the sizes of the homes, purchasers preferred larger homes in 2020 vs. 2019, COVID-19 may be a contributing factor.
- Absorption schedule comparison: 2020 absorption was 391 units, slightly below 2019's expectation of 412 by about -5%, as COVID-19 impacted absorption.
- Arté apartments absorbed somewhat faster than forecast while The Resort and Day Creek sales were somewhat slower than forecast.
- Lower mortgage rates have offset higher home prices and decreased average mortgage payments. A potential increase in mortgage rates, however, could reduce affordability and negatively impact for sale product.



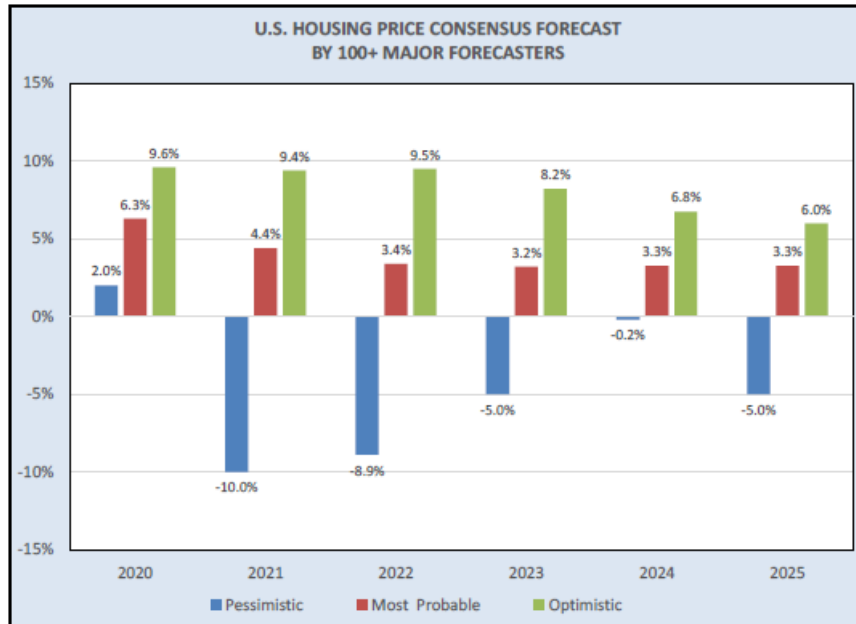
Long term, we expect to see increasing interest in new residential development activity in Rancho Cucamonga, although not to a level that should create a bubble.



The City is hopeful that will translate into robust construction of both single-family for sale homes as well as for lease apartments, so that there is plentiful market supply for all interested new residents. The changes noted above, increasing white collar remote workers, COVID-19 driving a desire for more space in the suburbs, greater relative suburban vs. urban affordability, and low interest rates may help shift the traditional millennial demand for apartments into more single-family homes.

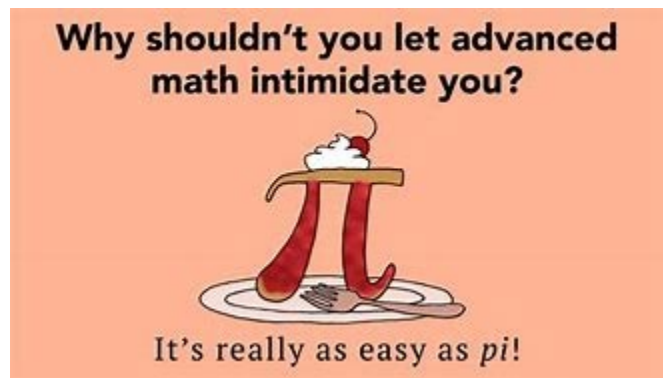


A review of the consensus forecast by 100+ major economists and real estate professionals indicates the most probable scenario is a likely strong increase in 2021.



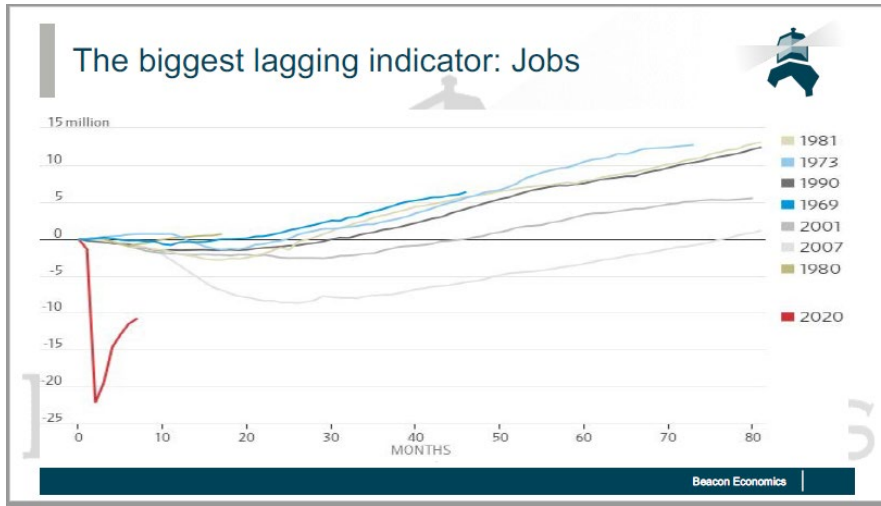
Regional/State/Federal Economy

Certainly, no discussion of the local economy is complete without reference to the larger context in which we all operate. For that, the City of Rancho Cucamonga generally uses the regional forecasts provided by Christopher Thornberg the Director of the UC Riverside School of Business Center for Economic Forecasting and Development. Mr. Thornberg is also the Founding Partner for Beacon Economics LLC. Based on his most recent forecasts in early 2021, Mr. Thornberg has forecast that the recession ended in April and that the real issues post-pandemic are Federal debt, inflation, and shifting land use needs. Some of his key points include:

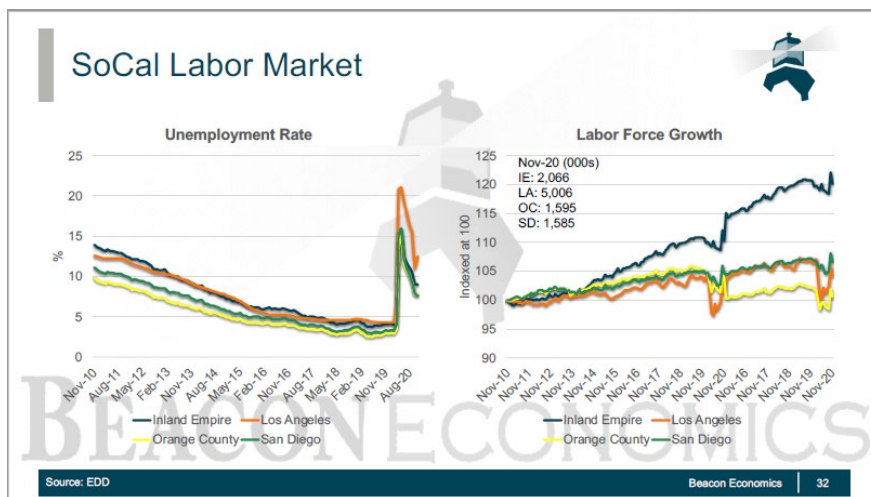
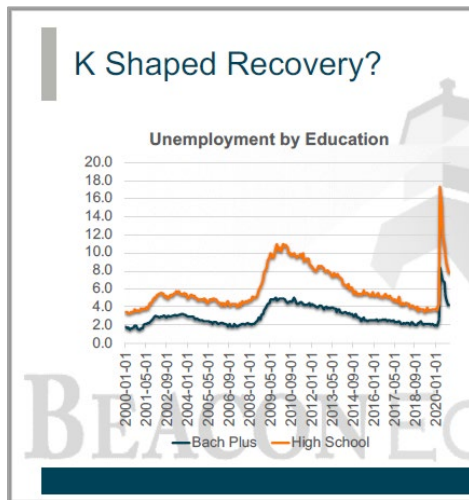


- Federal government intervention is extremely aggressive and while there is 'pork' in the stimulus, it will help stabilize U.S. households and businesses in the short-term.
- This appears to be the year when the federal government borrows an unprecedented \$3 trillion to \$4 trillion. If that happens, the potential deficit impacts in the near-term future could be severe.
- The Federal Reserve has used all its tools in attempting to shore up credit markets even though we are yet to see any credit market disruption; there is little more they can do.
- The way U.S. financial markets have come to operate was broken prior to the pandemic with the financial system a regular source of crisis in itself. The U.S. financial system is no longer a shock absorber for the nation as it should be, it now causes shocks on its own.

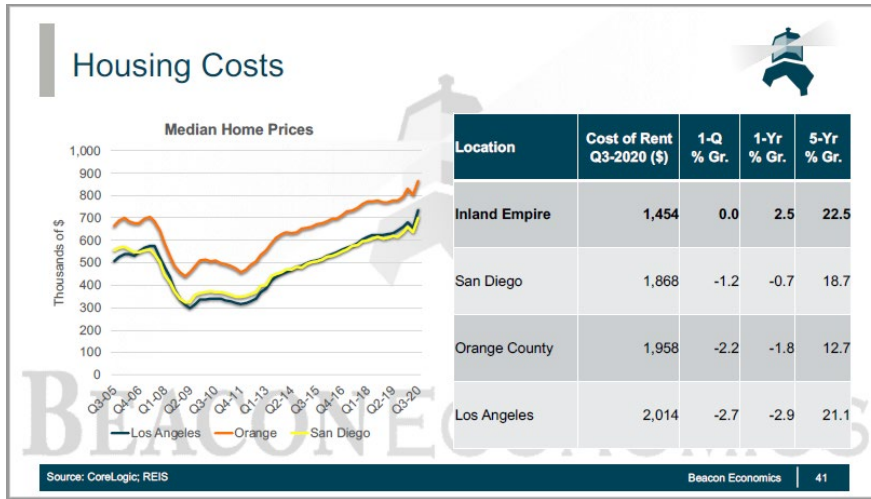
Jobs are a lagging indicator and it will take some time in 2021, once vaccines are widely available (as they are now), for jobs to recover the losses of 2020.



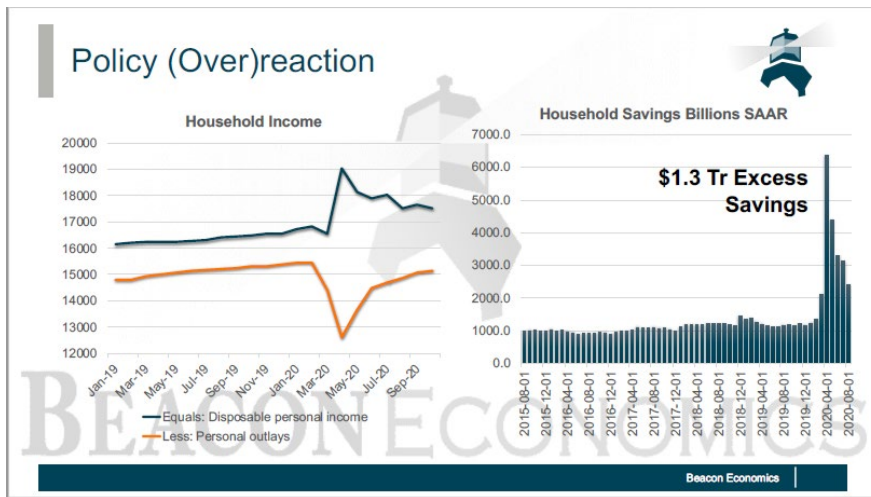
The recovery is also not likely to be equal. Those with a baccalaureate or higher education will recover sooner and to a greater degree from the pandemic downturn than those with only high school education.



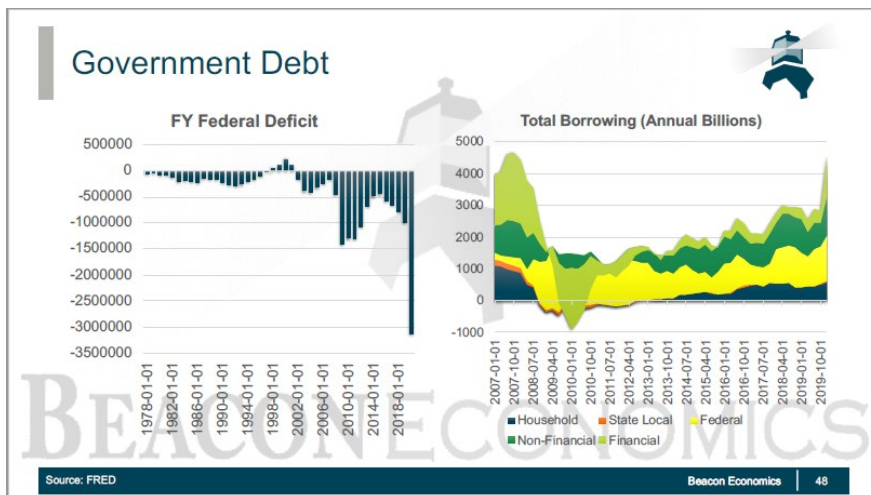
The relative affordability of the Inland Empire should help it recover more quickly from the downturn.



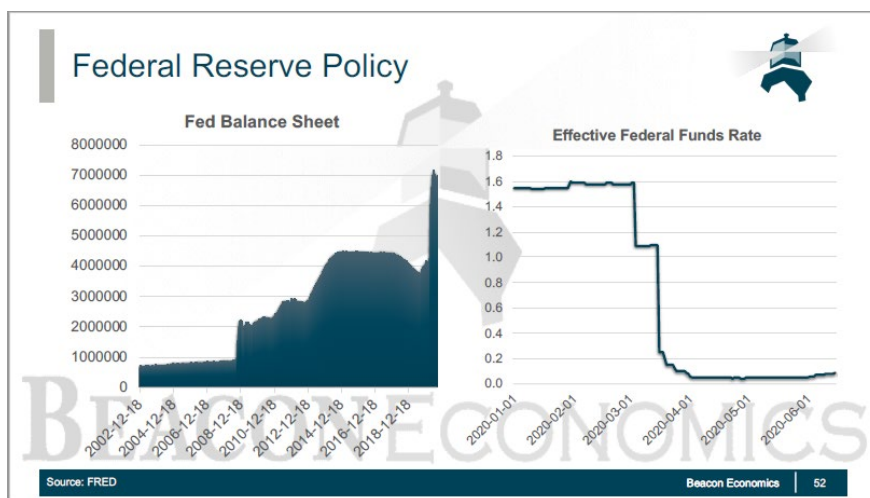
Additional federal stimulus is not really needed. Thanks to the stimulus already provided, personal savings is at an all-time high.



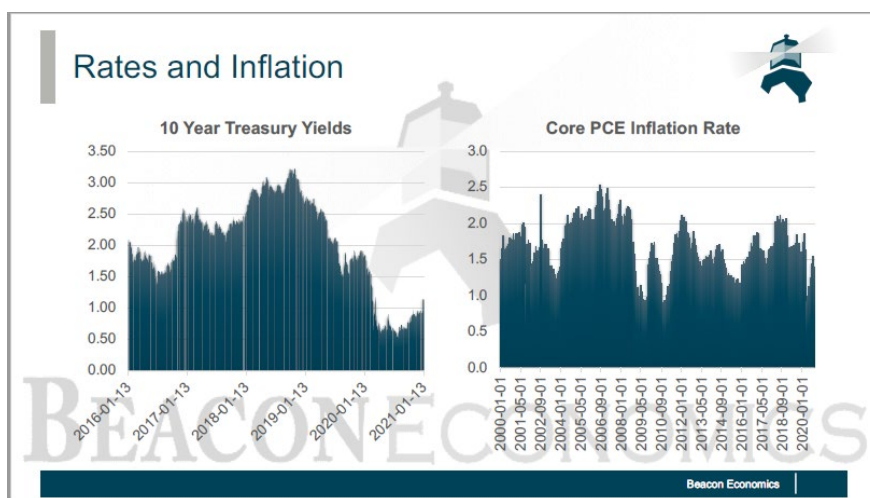
Without attention, the looming Federal Deficit could overwhelm the economies at state and federal levels.



Now that the Federal Reserve has lowered interest rates to such low levels, there is little else it can do.



Everyone will need to keep a close eye on inflation. Core inflation is creeping back up and could become a concern if the trend continues.



The latter concern is one that other economists share. The Wells Fargo Investment Institute forecasts that inflation is likely in 3-5% range through the end of the year, due to shortages of semiconductors, lumber, and other key materials. They see these price increases being short-term and subsiding in about 12-18 months as supply chains stabilize and commodities return more to normal. There is also some thought that deficits may be disinflationary. As interest payments rise on the federal debt, it crowds out other spending categories, leading to higher taxes and a slower economy. Slower economic growth leads to lower inflation and a lower for longer trend in interest rates. Time will tell, of course, and these are all trends to watch as they do affect State and, ultimately, local markets, particularly indicators such as inflation, interest rates and taxes.

Insurance/Litigation Challenges

Beyond the economy, there are some other regional and statewide trends that directly impact the budget of the City of Rancho Cucamonga. One of those trends, often overlooked in budget discussions, is the municipal insurance market. Before we dive into the discussion, let's cut to the conclusion. Most insurance brokers consider 2021 to be the worst market for municipal insurance in the last 50 years. To be blunt, it's a wreck.

So, what does "the worst market in the last 50 years" really mean. Here are some key metrics, all of which are negative:

- Swiss Re Institute estimates that there were \$83,000,000,000 in global insured catastrophe losses in 2020, the fifth-costliest year on record
- In the US, 2020 saw wildfires, combined with major storms, civil disorders, and social inflation, all in addition to COVID-19, creating tremendous uncertainty in the insurance marketplace.
- Social inflation, the **increase in insurance losses** caused by such factors as higher jury awards, more liberal treatment of claims by workers' compensation boards, legislated rises in compensation benefit levels, and new concepts of tort and negligence, has now combined with aggressive litigation trends to drive higher prices and tighter capacity in the excess insurance market
- Insurers combined ratio deteriorated to 100.2% from 98.9% a year earlier. Combined ratio is the sum of claim-related losses and general business costs divided by the earned premiums over the period. Any ratio of 100% or higher means insurers lost money on the policies they wrote.
- Reflecting the above point, policyholder surplus declined \$22.1 billion in the first half of 2020 from an all-time high of \$847 billion at the end of 2019.
- Net income after taxes for insurers fell to \$24.3 billion in the first half of 2020 from \$32.8 billion a year earlier in the same period. That is a 25% decline.
- Investment earnings are volatile and many of the safest investment vehicles such as agencies, treasuries, and bonds are at near record lows.



Bringing this home to the local government level, the wildfires in California in 2019 and 2020 led to catastrophic losses for insurance companies. As it becomes clear that this is not a seasonal change but more likely a permanent environmental shift, property insurance prices, especially in any area prone to wildfire, are rising tremendously, if they are even available at any price. Where policies are available, premiums are rising well over 100% and new individual limits, new aggregate limits and new sublimits are going into place all of which reduce the breadth and scope of coverage.

On the employment liability side, workplace discrimination based on disability, race, and sex along with retaliation remain the most frequently filed charges according to the Equal Employment Opportunity Commission. Over 72,000 charges of workplace discrimination were received by the EEOC in 2019 along with over 7,500 charges of sexual harassment. Just slightly over half of all the EEOC charges received included some element of retaliation. The average cost for defending and settling these claims is

approaching \$160,000 with jury awards routinely in excess of \$200,000 and the time to resolve is nearly one year in duration. Hostile work environment, wrongful termination and sexual harassment claims are now all exceeding a half million dollars to defend and settle.

On top of the above trends, there are several new trends that are further roiling the California insurance markets. Cyber-attacks have suddenly become front and center with new revelations every day. These attacks often cost millions of dollars to either fix or pay the ransom cost, and leave agencies exposed to fines for data and privacy breaches. Changes in the law related to sexual abuse and sexual misconduct has suddenly "revived" claims which previously had expired, creating a huge unknown risk for agencies. Finally, COVID-19 continues to evolve, and public entities are having to figure out how they support their communities, comply with health orders, and manage health risks to their employees.

It is not likely that any of the above trends will either resolve or mitigate in 2021 or even 2022, so this "hard" insurance market is here to stay. Agencies, including Rancho Cucamonga, will have to deal with additional exposures and statutory limits coverage which may not be available at any cost, and certainly not any reasonable cost. Until the industry as a whole returns to profitability, or additional changes in the law reduce the risk of litigation, this is a growing area of risk to municipal budgets.

Infrastructure and Major Capital Improvement Projects/Programs

"All week long making a living; Life keeps takin', he keeps giving; Behind the scene, below the grade; Hardly noticed but part of everything

But there's nothing wrong with a hard hat and a hammer; Kind of glue that sticks this world together; Hands of steel and cradle of the Promised Land; God bless the working man"

– Alan Jackson, "Hard Hat and a Hammer"

One hallmark of Rancho Cucamonga since incorporation has been pro-active investment in new or replacement infrastructure. In good times, or bad, the City recognizes the importance of good infrastructure to a world class residential and business community. Fiscal Year 2021/22 is no exception, as Rancho Cucamonga continues to invest in projects which will ensure and advance the quality of life for the entire community. In line with the City Council's core values, the following projects illustrate how Rancho Cucamonga works *to create an equitable, sustainable, and vibrant city, rich in opportunity for all to thrive*. For more specific details on these and other projects projected for Fiscal Year 2021/22, please refer to the Agency Level Workgroup sections.

Public Safety

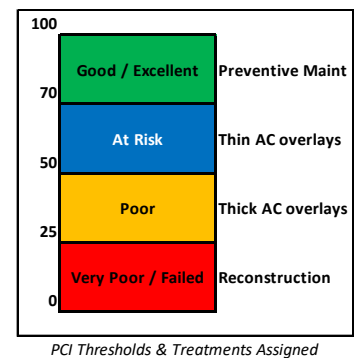
- Fire Station 178 is a new two-story station on Town Center Drive and Terra Vista Parkway behind Target. This station, which was required by the Environmental Impact Report for The Resort, is located in the southern portion of Rancho Cucamonga where the city has extensive office, residential and mixed-use development. This \$14.8 million project for FY 2021/22 will address systemwide draw-down issues as well as provide a location for specialized equipment used to access these facilities. Station 178 will be the first station built using the design-bid-build model, which is anticipated to be used in years to come for the new Station 179 on 8th Street and future replacement stations, including Station 171 on Amethyst Avenue.
- Police Station Operational and COVID-Related Lobby Improvements will also be front and center in FY 2021/22. Since little has changed since it first opened in the early 1980's, the lobby of the Police Station is in need of a redesign. This \$170,000 project will provide more functional spacing and separation for staff, allowing two people to work the front counter and enhancing customer service by reducing wait times.
- The City continues to invest in its Automated License Plate Reader (ALPR) program. The Police Department receives over 300 ALPR notifications per year, many resulting in arrests for crimes such as possession of stolen property, felony evading, outstanding arrest warrants, possession of dangerous weapons, narcotics, and wanted persons. With the approval of the new budget, the City hopes to move to complete four key intersections in early Fiscal Year 2021/22 at Day Creek Boulevard and Foothill Boulevard; East Avenue and Victoria Street; 4th Street and Etiwanda Avenue; and 8th Street and Vineyard Avenue at a total cost of \$401,250.

Economic and Community Development

- PlanRC, the \$2.47 million comprehensive community-based process to update the City of Rancho Cucamonga's General Plan, has been going for over a year now in community visioning, environmental analysis, and compliance with State requirements. The Plan includes a long-term vision for the future that supports health, equity, and stewardship. To implement the vision, the Plan sets forth a comprehensive set of citywide policies and actions around land use, mobility, the environment, and more. Input received on the draft General Plan will be considered and included in the final General Plan which will be presented to the City Council by the end of 2021.

- City Staff continue to work with SBCTA on the development of the Cucamonga Station which will include a Brightline West high-speed rail station, entrance to the Ontario Loop tunnel to the airport, improved Metrolink access to the east and west, Bus Rapid Transit, local bus service, automobile/ride share, and the 6th Street Cycle Track.
- Phase Two of the Advanced Transportation Management System (ATMS) includes improvements at over fifty traffic signals along Milliken Avenue, Arrow Route, Day Creek Boulevard, 19th Street, and Rochester Avenue in order to reduce delays in traffic flow. The proposed budget includes \$7.4 million dollars for these improvements, anticipating some Federal funds to support the project.
- Design work on the Etiwanda Avenue Grade Separation continues in Fiscal Year 2021/22. This project will ensure truck circulation is not impacted by the ever-increasing railroad traffic from the port. It will do this by providing an elevated four lane roadway crossing over the SCRRRA/SBNF railroad tracks. This \$75 million project was funded by both Assembly Members Steinorth and Ramos through an SB 1 – TCEP grant; construction is anticipated to begin in Summer 2022.
- After taking a strategic pause on industrial development in the South East Industrial Quadrant, or SEIQ, and along Foothill Boulevard, the Rancho Cucamonga City Council will be considering policy recommendations which include a code amendment to industrial zoning to develop new zoning districts, revised entitlement processing, improved and more comprehensive development standards, adjusted parking requirements, more precise land use classifications, and greatly improved measures for sustainability. If approved, these tools will enable the City to develop a robust industrial sector with well planned developments that includes sufficient diversity of uses and appropriate controls to prevent fiscal strains on our tax base and infrastructure over the long-term.
- City Staff are currently performing a comprehensive analysis of service stations to better understand the compatibility of service stations with neighboring land uses, the impact and demand on public safety resources, future industry trends, design, and other appropriate regulations. This analysis and any subsequent implementation measures are anticipated to be reviewed by the City Council sometime during the 2021/22 fiscal year.
- The City is working on a design-build project for affordable, for-sale, manufactured / modular housing on a 2.3-acre parcel of land City-owned on the northwest corner of 8th Street and Baker Avenue. The project is intended to be used as a demonstration project that can be replicated throughout the city when and where appropriate. The City intends to use its approximately \$2.5 million share of Permanent Local Housing Allocation (PLHA) through the State of California / County of San Bernardino for this project.
- RC Fiber, the City's high-speed gigabit fiber system, allows the City to serve a larger number of businesses and residents in the city with stable high-speed internet. For Fiscal Year 2021/22, approximately \$2 million of improvements are planned to help grow the number of residential and business customers who will be able to receive reliable, green, and cost-effective power and fiber including new developments forthcoming at The Resort. The goal for FY 2021/22 is to build out the Rancho Fiber backbone extension down Utica Avenue and Haven Avenue south of 6th Street to prepare for commercial business internet service. This investment will result in the installation of another 18,000 to 20,000 linear feet (LF) of fiber which is in addition to the 104,000 LF in calendar year 2019 and 18,000 LF in calendar year 2020. As of May 2021, RC Fiber has about 300 customers and is anticipated to increase to almost 480 customers by the end of calendar year 2021.

- Each year Rancho Cucamonga devotes several hundred thousand dollars to ADA ramp improvements. This ensures the City stays in compliance with the Americans with Disabilities Act requirements, while also upgrading older areas of the city. Similarly, millions of dollars are budgeted each year to improve pavement citywide. The goal is to maintain an average Pavement Management System (PMS) Rating of 70 or higher with an ultimate goal of reaching 90%.



- The Heritage Park Bridge Project is a partnership between the City and the Fire District to replace three aging bridges at the entrance to the City's Equestrian Center. The new design will consist of a single bridge with space set aside for equestrians, pedestrians, and motor vehicles to safely enter and enjoy the Center.
- ADA and COVID building improvements at the Civic Center have been budgeted in Fiscal Year 2021/22, which includes reconfiguration of offices and public areas to allow for more efficient service to internal and external customers, providing additional space between work areas, replacing 30-year-old carpet and lighting, and upgrading ADA access to doors, hallways and bathrooms. Also, the Civic Center needs to replace the HVAC main plant. The current chillers and related pumps have been in service for about 30 years, which is well beyond their expected service life. Without this \$1.5 million project, the buildings at the Civic Center will no longer have cool air.

Civic and Cultural Services

- Further design of the Second Story and Beyond® project will take place this fiscal year. Tenant improvements are anticipated to begin late in the 2021/22 fiscal year. Funding permitting, the complete Second Story and Beyond project could be completed and ready to open to the public in Fiscal Year 2022/23.
- The City received a \$3 million State Park Bond Grant through Assembly Member Ramos for a new dog park at Central Park. The new park will include three separate dog play areas, agility features, a picnic shade structure, walking paths, a public restroom, nearby parking, and convenient and safe access from Base Line Road with the addition of a signal light at Spruce Avenue. Project completion is scheduled for Spring of 2022.
- The proposed budget includes the initial funding for an inclusive playground for children with special needs to replace the existing regular use playgrounds at Beryl Park East. The initial design phase of the project will take place in Fiscal Year 2021/22.
- The Civic and Cultural Services Workgroup is working on several studies and analyses to provide best in class programs and services. These include a Community Services Business Plan, a Cultural Arts Master Plan for the Victoria Gardens Cultural Center (focus on performing art), a Public Art Strategic Plan (focus on public art / placemaking), Parks and Recreation Master Plan, and a value assessment for the Epicenter Adult Sports Complex.
- The Victoria Gardens Cultural Center Courtyard Redesign will remake the existing outdoor courtyard at the Lewis Family Playhouse / Biane Library to add permanent shade for year-round use. Improvements will also include a fixed stage with lighting and audio-visual equipment, along with improvements to facilitate better pedestrian access, updated landscaping for lower water use and easier maintenance, improved irrigation, and lighting, and repainting the entire facility.

When complete, the redesign will result in a year-round usable courtyard for adult and children's arts and entertainment.

- The Library will begin offering contactless access to popular library materials through a materials vending machine 24 hours a day, 7 days a week. The 24/7 Library Materials Kiosk, will be located outside the Family Resource Center, providing expanded access to library materials in a historically underserved area, "book desert", of the community.

Administrative Services

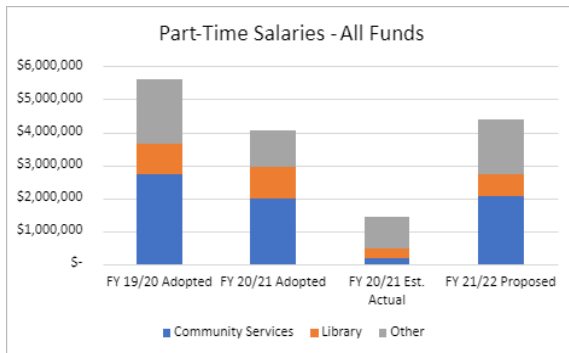
- The Department of Innovation and Technology (DoIT) has just completed the installation of an F5 network cyber security appliance which will compliment and, in some cases, replace legacy network equipment with state-of-the-art intrusion detection and prevention. F5 is a flexible web application firewall that secures web applications in traditional, virtual, and private cloud environments. Over the upcoming fiscal year, DoIT will invest in optimizing services for the F5 appliance and add new security features to create a secure private cloud environment for the City's data centers.
- Finance will begin updating the City's legacy financial system, ONESolution to Central Square Technologies' Finance Enterprise. ONESolution is no longer supported by the vendor, and Finance Enterprise offers additional functionalities beyond what ONESolution provides. Once implemented, Finance Enterprise promises to digitize routine transactions, route them via automatic workflows, eliminate paperwork, and capture more data in everyday transactions to improve data analysis.

Personnel Costs and Staffing Levels

"Actually, there is no more important task for a leader than to pick people. To make sure you have the very best people working for you"
- Colin Powell

One of those intersecting circles that makes up our Disciplined Innovation paradigm is Human Resources. Cities are in the service business, and the primary interface for providing those services is through human capital. In Rancho Cucamonga, this interface is the talented and dedicated personnel that make up Team RC. For all the reasons discussed earlier in this letter, our fiscal resources remain significantly constrained as we move into Fiscal Year 2021/22; ongoing revenues have not yet returned to pre-pandemic levels. In turn, this means that services and corresponding staffing levels also remain constrained as we exercise a disciplined, conservative approach to operations. In the public sector, there are high expectations for customer service, revenues are limited in their ability to rise without voter approval and once personnel are hired, they have property rights to their employment. Jurisdictions which are cognizant of these factors take a disciplined approach to scaling up personnel. Nevertheless, in FY 2021/22 the budget does make some adjustments to personnel where dedicated resources (such as special funds) are available, where reorganizations can be done at no net cost or reduced overall cost, or where strategic changes will help the organization improve efficiencies in service to our stakeholders.

In Fiscal Year 2019/20, the City budget had 178.60 FTEs for part-time staff; in FY 2020/21 the budget included 122 FTEs (a 32% reduction) of which another 60 FTEs were conditional (approximately 49%), meaning they only existed on the books and would not actually be hired until the Community Services (CSD) and Library Services Departments were able to resume more normal services. For FY 2021/22, the proposed City budget includes 134.83 FTEs for part-time staff, which is 212% more than the actual staffing level at the end of FY 2020/21.

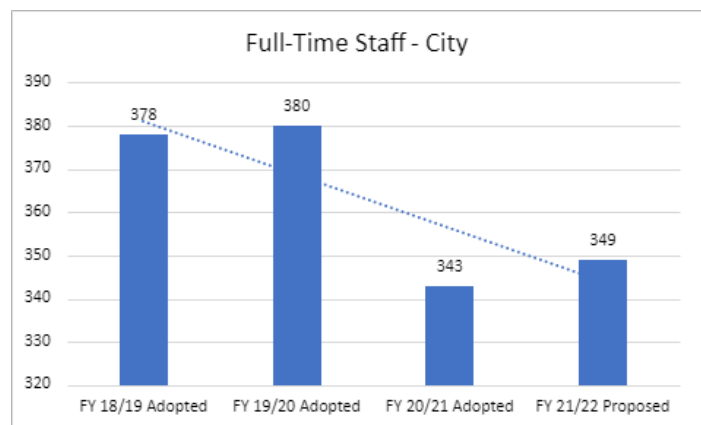


As expressed in dollars, the adjacent chart illustrates the fact that actual part-time expenditures in FY 2020/21 were less than half what was originally budgeted, primarily reflecting the continued closure of many Community Services and Library facilities throughout the year. Most of those conditional FTEs were not hired, keeping actual expenditures to \$1.4 million for the year as compared to the \$4 million that was budgeted.

Moving into Fiscal Year 2021/22, with the slow and methodical reopening of many facilities and the resumption of programs on the horizon, the proposed budget slightly increases the budget for part-time salaries as compared to the budget for FY 2020/21. These additional resources will include restoring many of the part-time Maintenance Technicians that are critical to our Public Works facilities and parks divisions. As our facilities come back on-line, those maintenance functions have to return in order to keep our parks and buildings in the condition the community expects. The early part of calendar year 2021 has also seen heavy weekend park use as many residents go outside and resume family and friend gatherings for parties and barbecues; it is primarily our part-time staff that keep the trash cans emptied and the park restrooms restocked during busy summer weekends.

Nevertheless, the City, like many of the businesses in Rancho Cucamonga and across the country, is finding it hard to bring back/hire part-time staff as we ease out of the pandemic restrictions. Reasons vary from individual to individual. Some of the more frequent reasons the City is hearing from applicants include lack of childcare, delays resuming in-person schooling for children, hesitancy returning to front line work because of fear of coming down with COVID-19, moving out of the area due to high taxes/costs, finding a new full time job over the last sixteen months, or a preference to live off the enhanced unemployment insurance until it runs out. Further constraining recruitments is a high level of public and private competition for those remaining qualified part-time candidates. Until demographics and circumstances shift again, the ability to hire quality Team RC members will partially dictate how and when the City ramps up various programs and services after State pandemic restrictions are lifted.

Like our part-time staff, our cadre of full-time staff is expected to remain below pre-pandemic levels for the immediate future. As the chart illustrates, the Fiscal Year 2020/21 budget reduced full-time City staffing levels by 10% due to closure of specific facilities and programs. Throughout FY 2021/22, the City's management team worked through a rigorous process to evaluate staffing needs for the coming year in light of our value on HR Discipline/Resources. Instead of reflexively restoring some positions that were lost previously, departments took a cross-functional and wholistic approach to considering the greatest needs for the entire organization and evaluating how those services could be delivered and needs met in the most creative, cost-effective ways possible. The end result of these efforts is a proposed FTE count that would increase by six (6) positions, a 1.7% increase in full-time staff. This work also led to a number of minor departmental reorganizations resulting in changes in staffing configurations, but no net new personnel.



The following chart summarizes these changes, which are discussed more fully in the respective agency workgroup sections of this letter:

Summary of Full-Time Personnel Changes

Category	Position	Department
New Position	Information Technology Technician	Innovation and Technology
New Position	Assistant Engineer	Engineering
New Position	Management Analyst I	Bldg&Safety/Comm. Impr./Eng.
New Position	Community Development Technician II	Building and Safety
New Position	Community Services Superintendent	Community Services
New Position	Park Ranger	Community Services
Change in Personnel	Management Aide	Animal Care and Services
	<i>Defund Community Programs Specialist</i>	Animal Care and Services
Change in Personnel	EMS Quality Improvement Nurse	Fire
	<i>Defund EMS Quality Improvement Nurse (P/T)</i>	Fire
Change in Personnel	Human Resources Business Partner	Human Resources
	<i>Defund Human Resources Technician</i>	Human Resources
Change in Personnel	Human Resources Business Partner	Human Resources
	<i>Defund Risk Analyst</i>	Human Resources
Change in Personnel	Assistant City Manager (1/2 year)	City Manager's Office
	<i>Defund Deputy City Manager (1/2 year)</i>	City Manager's Office
Change in Personnel	Building and Safety Services Director	Building and Safety
	<i>Defund Building and Safety Manager</i>	Building and Safety
Change in Personnel	Management Analyst I	City Manager's Office
	<i>Defund Management Aide</i>	City Manager's Office
Change in Personnel	Management Analyst III	Community Services
	<i>Defund Management Analyst II</i>	Community Services
Change in Personnel	Senior Business License Clerk	Finance
	<i>Defund Business License Clerk</i>	Finance
Change in Personnel	Deputy Director of Finance	Finance
	Management Analyst II	Finance
	<i>Defund Finance Manager</i>	Finance
	<i>Defund Revenue Manager</i>	Finance
Change in Personnel	Maintenance Coordinator	Public Works
	<i>Defund Maintenance Supervisor</i>	Public Works
Change in Personnel	Maintenance Supervisor	Public Works
	<i>Defund Signal and Lighting Coordinator</i>	Public Works
Change in Personnel	Lead Maintenance Worker (Full Year)	Public Works
	<i>Defund Lead Maintenance Worker (1/2 Year)</i>	Public Works

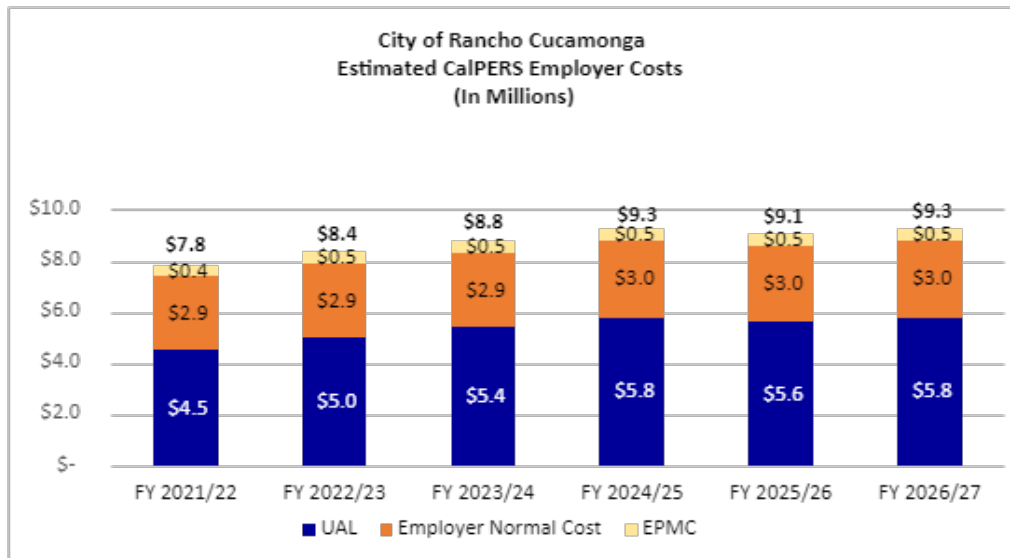
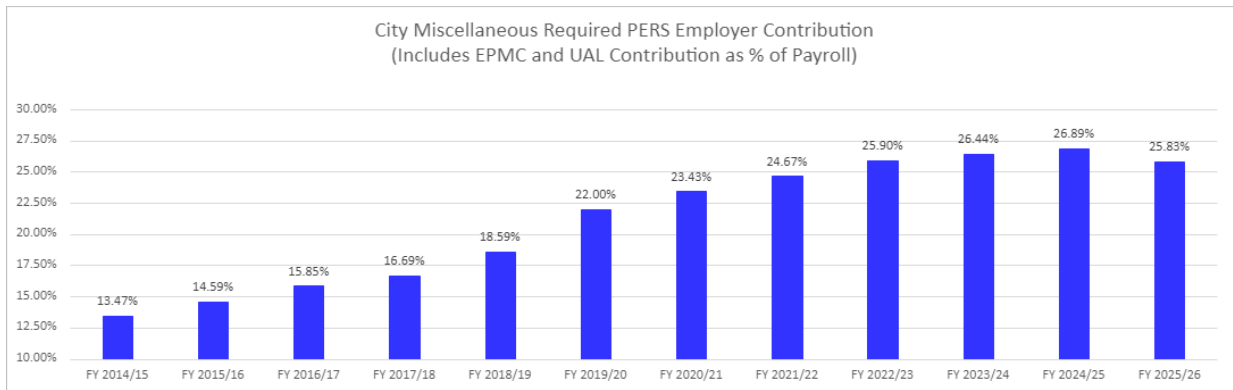
Not listed in the chart above is the addition of a civilian position in the Sheriff's Department. Specifically, this is a second Crime Analyst dedicated to the City of Rancho Cucamonga. The Crime Analyst will help interpret the reams of data gathered by our dedicated Police Department, which can be used to solve crimes and assist the Deputies in the field. Additionally, the improved data analysis can assist in identifying activity patterns which can be used to predict crimes. Further, the Crime Analyst will help with forensic data analysis that can assist Planning to better engineer improvements in the built environment to reduce crime as well as revised regulations to reduce problem uses that generate a disproportionate drain on police resources.

"Most of the important things in the world have been accomplished by people who kept on trying when there seemed to be no hope at all."
 - Dale Carnegie

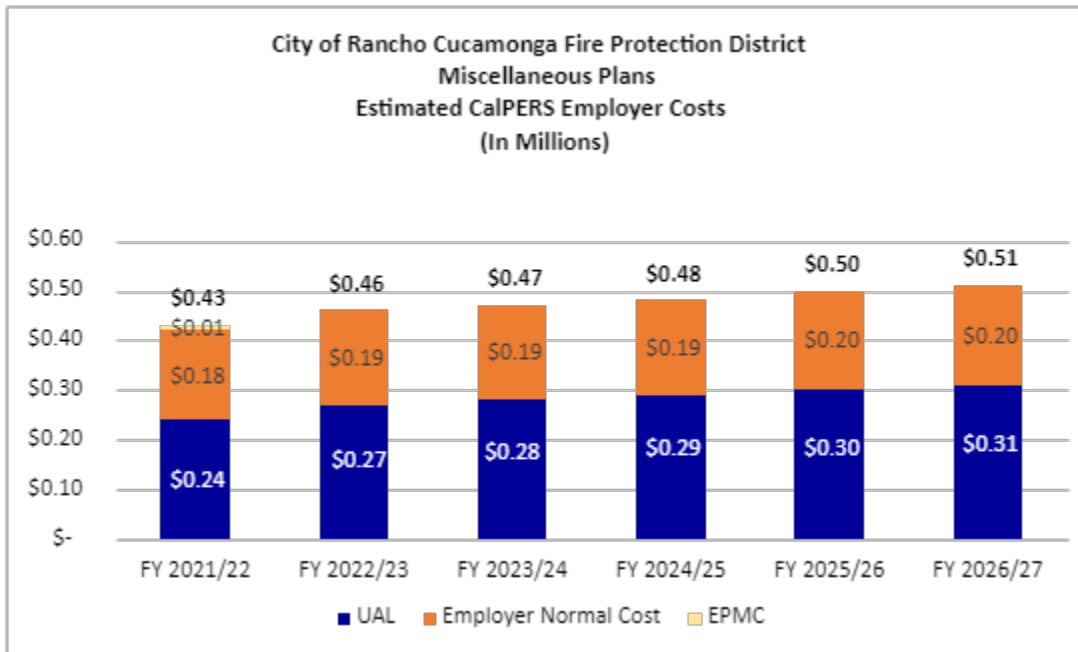
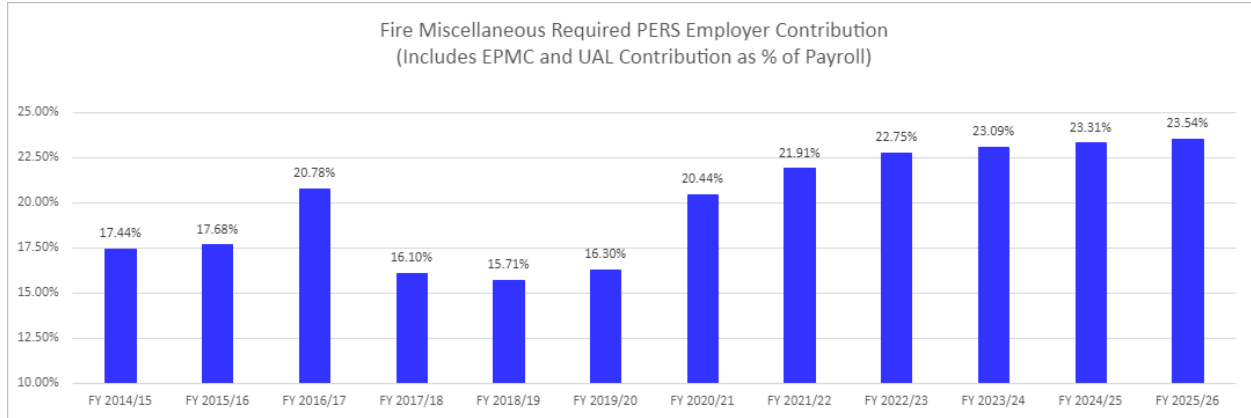
Staffing levels are critically important for several reasons. They are nearly always the single biggest expenditure item for any local government, often accounting for 60 to 90% or more of total budget costs (depending on the presence of public safety). With respect to Rancho Cucamonga, personnel costs (excluding police and fire) typically constitute 23% of our budget (based on FY 2019/20), and when combined with police and fire (both personnel intensive departments) that percentage increases to 74%.

Closely tied to staffing levels (and salary increases) are CalPERS Employer Contributions. The costs vary for miscellaneous plans (or non-safety) and safety plans. Rancho Cucamonga has two miscellaneous plans, one for the City and one for the Fire District. The Rancho Cucamonga Fire Protection District also has a separate plan for the fire safety group. Rates for all the plans continue to increase as a result of decreased pension system earnings, pension enhancements and annuitants living longer. In particular, the increases are in the UAL or unfunded accrued liability category. All CalPERS agencies are in year four of a multi-year rate increase, focused on the UAL portion of the rate, which is expected to level off in Fiscal Year 2023/24. This is illustrated in the first chart in blue for each plan, which shows the CalPERS rate as a percentage of salary. Converting those rates into dollars, brings the costs from the abstract to the concrete, as shown in the second multicolored chart. Unfortunately, unlike much of the regulatory relief granted to private sector entities during COVID-19, there is no similar rate increase relief for CalPERS.

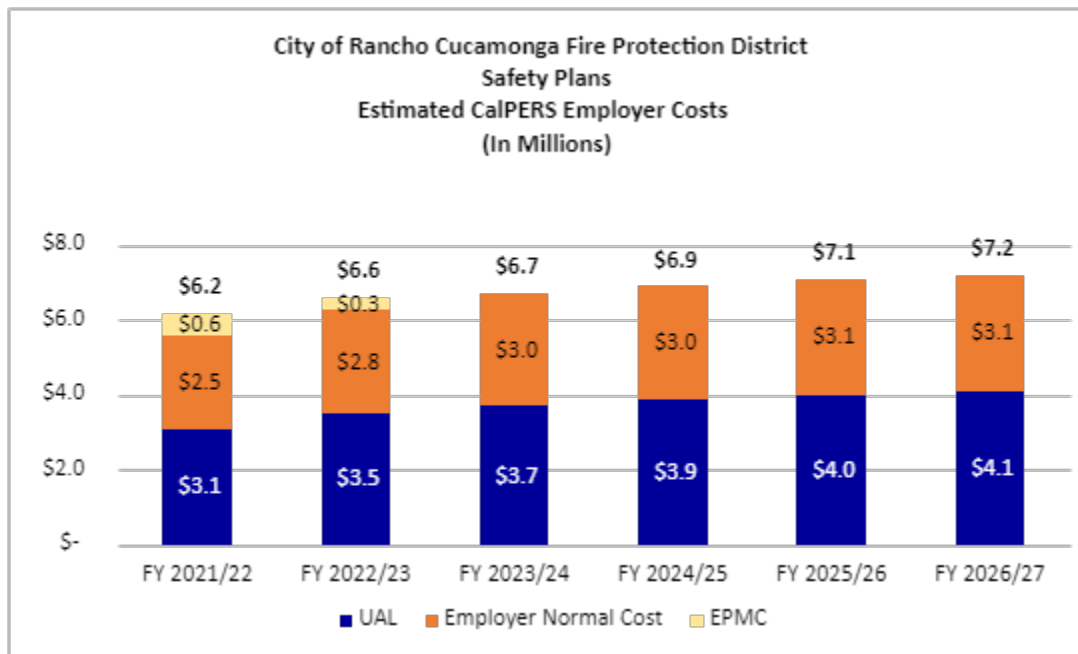
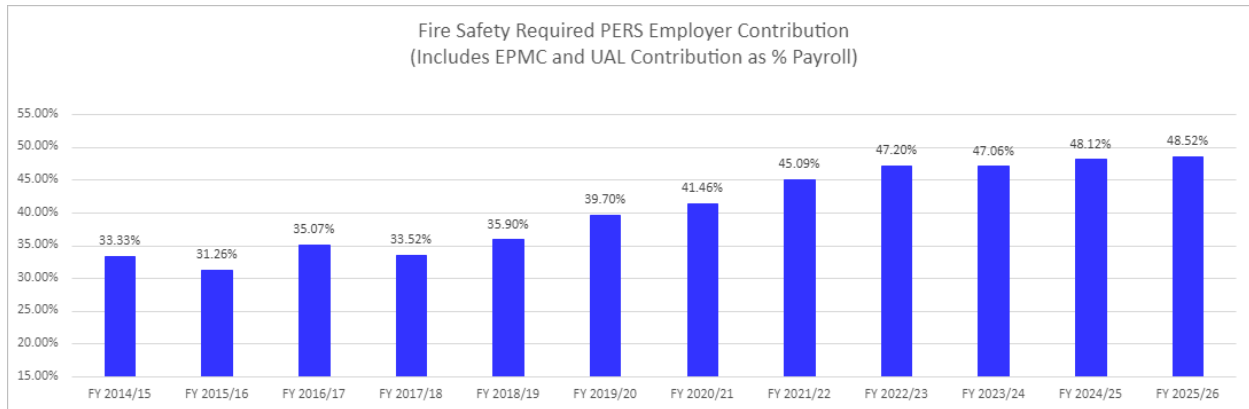
City Miscellaneous Plan



Fire Miscellaneous Plan



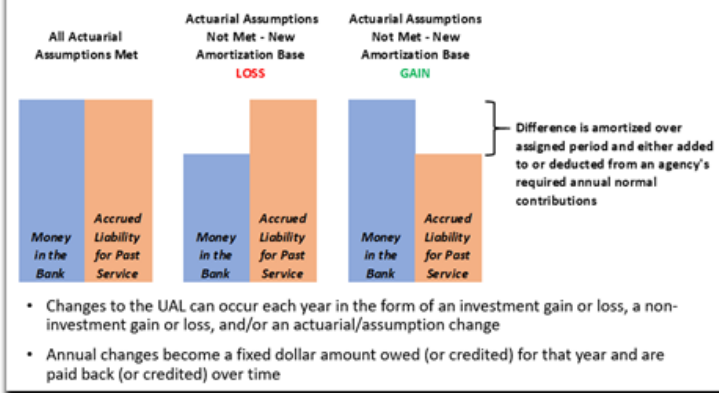
Fire Safety Plan



As noted above, one of the major drivers for the CalPERS rates is the Unfunded Accrued Liability (UAL). For both the City Miscellaneous and Tier 1 Fire Safety plans, UAL accounts for roughly 60% of their Total PERS rates. While the UAL for the City Miscellaneous plan is higher in terms of the annual payment, it is spread across a larger employee base; the Tier 1 Fire Safety plan has 67 active members and 78 retirees, while the City Miscellaneous plan has 458 active members and 357 retirees. The Fire Safety plan's total PERS rate is approaching \$.50 cents for every dollar in salary (including the UAL payment), while it remains under \$.25 cents for every dollar of payroll for the City Miscellaneous plan. The funded status of the City plan is also stronger, at approximately 77% funded, while the Fire Safety plan is 72% funded.

Because of the upward pressure on rates created by the Fire Safety UAL, and the desire to improve the funded status of that plan, in FY 2020/21 the Fire District adopted a five-year strategy to prefund its UAL for the District's safety employee plan.

What is a UAL?



This chart provides an overview of how UAL is determined, and how pension losses can create new UAL amortization bases. When the public or the press makes note of pension liabilities and the costs associated with them, they are generally speaking of UAL although with the emphasis on headlines, this critical nuance is often dropped from the actual write up. If not proactively managed, increasing UAL results in escalating pension payments required from public employers, which then can begin to squeeze organizational budgets and ultimately impact

service delivery in financially troubled agencies.

Thankfully, both the City and the Fire District are in sound financial positions, and the District has the financial capacity to proactively address its UAL with this five-year plan. The goal of this plan is to bring the funded ratio of the plan from the current 72% funded level to the 85-95% range by making additional supplemental pension payments over the next several years. Prefunding the UAL to this level will both reduce long-term pension costs over time, and level out the impacts on future Fire District budgets by reducing annual pension payments. FY 2021/22 is the second year of this plan, and the budget includes a \$3.6 million prefunding payment in addition to the CalPERS normal costs.

Agency Work Group Detail

Public Safety

"Anymore when a restless feelin', keeps me up at night. Fallin on my knees is my turning' on the light. I keep my faith intact, mae sure my prayers are said. 'Cause I've learned that the monsters ain't the ones beneath the bed."

- Eric Church, "Monsters"

Public Safety is an Agency Level Workgroup, consisting of the Police Department, Fire Department, Animal Services and Community Improvement Departments. Each of these departments provides critical services to the public including law enforcement, fire and emergency services, animal control care and adoption services, and community and property maintenance and improvement. Within this workgroup is one crystal clear focus on providing world class public safety related services to the residents and business owners in the community. Because of the tremendous opportunities to leverage the unique skills and knowledge in each of the departments, working together to protect Rancho Cucamonga, these areas operate together under the direction of the City Manager. Fire, Animal Services, and Community Improvement operate as in-house departments, while Police services are provided under contract by the San Bernardino County Sheriff's Department.

The Public Safety Services Workgroup experienced some very unusual circumstances in 2020. With many businesses shut down, residents confined to their home, and opportunities for large gatherings and face-to-face interaction severely restricted, the Public Safety Services Workgroup experienced unique impacts due to these changed circumstances. Crime was down with respect to many typical property crimes (people were home a lot more) while emergency medical services skyrocketed due to COVID-19. Animal Services found that adoptions plummeted; however, with more people home, fewer animals were lost and those that were generally got rehomed faster. Community Improvement found many people maintaining their property better than ever before and compliance improved significantly because people were home more than ever before. The challenge for all these services in 2021 is to adjust to a year which will be partially pandemic impacted, partially a return to what was normal and partially a discovery effort about what is the new normal. With that said, all the Public Safety Departments are rapidly evolving their services into the 21st century and 2021 will see a number of these changes begin to take place.

One such change involves the location of public safety services. The Police Department has primarily operated out of one main station in the central part of Rancho Cucamonga since the 1990's. In the early 2000's, a small substation was built at Victoria Gardens to primarily provide services to that immediate area. Things are now changing in a substantial way. In late 2020, the West Side Public Safety Center opened at San Bernardino Road and Vineyard Avenue and is now operational for Fire and Police.



Fire moved out of their former San Bernardino Road Station 2 in the fourth quarter of 2020. Police are partially operational out of the station as this message is written; however, by the end of 2021 the evidence storage will be up and running at the new location and staff will be providing direct services to the public from this location. The West Side Public Safety Center is a true sub-station and the City now has public safety locations in the west, central and east parts of Rancho Cucamonga. Ultimately, long-term plans include rebuilding and enlarging the Victoria Gardens substation for better public service to a larger area, while also constructing facilities in south Rancho Cucamonga near the Cucamonga Station

and transit center, and in north Rancho Cucamonga at the Etiwanda Heights Town Center. The distributed police station model will reduce response time, improve community and neighborhood policing efforts, and greatly enhance resiliency during a disaster.

Reflecting the focus on appropriate facilities noted above, a capital improvement project for this year will see some important Police Station Operational and COVID-Related Lobby Improvements. Since little had changed since it first opened in the early 1980's, the lobby of the Police Station is in need of a redesign. The improvements were identified several years ago but the COVID downturn disrupted planning and budgeting for the redesign. Now, coming out of the pandemic, is the ideal time to improve things. This \$170,000 project will provide more functional spacing and separation for staff, allowing two people to work the front counter. This will reduce customer service wait times while allowing for multiple transactions without compromising either security or privacy for staff and customers.

Several years ago, the City began moving towards implementing a robust Automated License Plate Reader (ALPR) program to supplement the amazing efforts of our Deputies. This program continues to produce great results for the City. The goal of the program is to capture data on wanted vehicles and allow Deputies to locate the vehicles before additional crimes are committed. The Department receives over 300 ALPR notifications per year, many resulting in arrests for crimes such as possession of stolen property, felony evading, possession of dangerous weapons, narcotics, and wanted persons. Fiscal Year 2020/21 will see the completion late in the year of full ALPR implementation at Etiwanda Avenue and Arrow Route; Archibald Avenue and 19th Street; and Milliken Avenue and Kenyon Way. With the approval of the new budget, the City hopes to move to complete four key intersections in early Fiscal Year 2021/22 at Day Creek Boulevard and Foothill Boulevard; East Avenue and Victoria Street; 4th Street and Etiwanda Avenue; and 8th Street and Vineyard Avenue. Discussions are also underway for some of the intersections along Church Street where many multi-family living complexes presently exist. Key to the ALPR implementation is the City's dedicated Crime Analyst. More than a decade ago, Rancho Cucamonga was the first station in the County Sheriff Department to have its own dedicated Crime Analyst. In Fiscal Year 2021/22, Rancho Cucamonga will bring on an additional full-time Crime Analyst to help interpret and implement the reams of data from ALPR cameras and other sources, which is part and parcel of modern law enforcement.

Another change happened not that long ago, in November 2020, when the Police Department welcomed its newest member, a bloodhound named "Singe." Deputy Gabriel Jasso and Singe continue to train and have become a great team. Singe's training has proven successful, and she loves assisting Deputies in the field. When Singe is not training or out on a call, she enjoys taking walks and visiting her friends around the station. Singe joins the City's other Bloodhound, "Nyx," who partners with Deputy Casey Allen. These two bloodhounds and their partner Deputies comprise the City's well known and established K9 program.



Fiscal Year 2021/22 will see a re-invigoration of the Crime Prevention Unit which will resume hosting events to educate and mentor young kids and pre-teens. One example of such a program is Be **B**rave, Be **R**eady, Be **A**ware, Be **V**ictorious, and Be **E**mpowered, or B.R.A.V.E. The Joyful Child Foundation developed this program in memory of Samantha Runnion. It is dedicated to preventing crimes against children through programs that educate, empower, and unite families and communities. Specifically, the B.R.A.V.E. program teaches kids self-defense and opens their eyes to their surroundings. The skills are basic, but, coupled with education and prevention, the program has had successful outcomes, and the public truly enjoys it. Additionally, the program includes a workshop for parents – topics include predatory behaviors, reducing vulnerabilities, and the grooming of children.

Another successful, and similar, program is Teen Human-Trafficking Awareness Talk, or T.H.A.T. Human trafficking is a nationwide epidemic. Still, much of the public, especially teens, remain uninformed. Crime Prevention personnel aim to educate the community with awareness and prevention strategies. Crime Prevention utilizes the assistance of Opal Singleton, a national expert best known for her research and work on human trafficking, sextortion (blackmail by photo), and cyber child exploitation. Opal's goal is to make the public aware of how criminals use technology to exploit the innocent, as well as strategies to protect kids from predators.

Finally, Fiscal Year 2021/22 will see a new focus by the Solution Oriented Policing team (SOP) consisting of a Sergeant, a Corporal and five Deputies. SOP Deputies manage citywide quality of life issues. For the new year, SOP is moving to the West Side Public Safety Center. With the new location will come a renewed partnership working with the County's Homeless Outreach Proactive Enforcement Team (HOPE), Healthy RC and Community Improvement. SOP Deputies provide resources and housing to transients who request assistance. They also communicate with local businesses and property owners to ensure they aren't negatively affected by vagrants. SOP Deputies partner with Alcohol Beverage Control (ABC) and the Planning and Community Improvement Departments to ensure local establishments remain in compliance and appropriately condition new establishments. SOP also continues to partner with the Sheriff's Department Human Trafficking Task Force to address human trafficking within the city. They conduct regular business checks at hotels and massage parlors to ensure proper licensing and business practices are followed.

"Trading punches with the heart of darkness. Going to blows with your fear incarnate. Never gone until it's stripped away. A part of you has gotta die to change.

In the morning you gon' need an answer. Ain't nobody gonna change the standard. It's not enough to just feel the flame. You've gotta burn your old self away.

Hold on tight a little longer. What don't kill ya, makes ya stronger. Get back up, 'cause it's a hard love. You can't change without a fallout. It's gon' hurt, but don't you slow down. Get back up, 'cause it's a hard love"
- NEEDTOBREATHE, "Hard to Love"

Working closely with Police is the Rancho Cucamonga Fire Protection District (District). The District's mission is to serve the community through planning, promoting, and demonstrating a readiness to respond to and reduce threats to life and property through the efficient and effective delivery of emergency and non-emergency services and programs.



Three pillars establish the foundation for the Fire District's traditional and innovative services: Community Risk Reduction, Emergency Response, and Emergency Management. The District will continue to foster a high level of readiness through the development and training of a diverse workforce. The workforce is focused on enhancing the emergency and non-emergency services the District provides. Best practices and cutting-edge innovations while leveraging partnerships, resources, data, and technology will also be utilized to maximize value in the delivery of our services.

One such cutting edge innovation is Fire Station 8 that will soon take shape in the central area of the city. Construction will begin on new Fire Station 178 in early 2022, located at the corner of Town Center Drive and Terra Vista Parkway. This station will use a progressive process in which a design-build team works collaboratively under a single contract to provide design and construction services. As part of the relocation of Fire Station 172 to the new Public Safety Facility, Fire Station 178 will provide a central location to enhance the distribution of our fire stations. This strategic location also provides for system wide draw-down and corresponding demands for service.



The District further anticipates purchasing an electric fire engine, to be located at Fire Station 178. In support of the City's environmental sustainability efforts, the District is seeking new ways to reduce its carbon emissions. As the City updates its General Plan, the topics of mobility, ecology and urbanization are important when it comes to environmental protection and traffic. The District has purchased electric vehicles over the last few years, and now with advancements in technology will explore the next generation electric fire engine. The electric fire engine will continue to reduce the District's carbon footprint and noise

emissions. This new platform employs an innovative electric drive system while also decreasing the overall footprint of the vehicle allowing for better maneuverability. The engine can change on the fly from a low center of gravity street-based fire engine to an off-road height fire engine with 4-wheel drive capability, thus allowing for response capabilities due to our diverse topography.

ECNS stands for Emergency Communication Nurse System. ECNS is a concierge level service that distinguishes calls based on medically approved protocols and allows for alternate processing of lower acuity medical calls to ensure that sufficient resources exist in the Emergency Medical System so that there are 911 ambulances and hospital beds for those higher acuity calls at all times of the day, year round. In the County, it was identified that approximately 12% of the calls handled last year could benefit from this service improvement. This system, first implemented in the Reno, Nevada area, ultimately saved more than \$5.75 million over a three-year period, while improving medical services for everyone.

To help further implement the ECNS program, the District will upgrade the part-time Quality Improvement (QI) Nurse to a full-time position in order to maintain and improve our world-class delivery of Emergency Medical Services (EMS). QI is a critical component of error prevention and management, focusing on improvement efforts to identify root causes of problems, ensuring compliance with protocols, and improving the quality of pre-hospital care. The growing emphasis on EMS and ECNS has only

increased the importance of a high level of Quality Improvement, and the District is committed to leading the way on this critical public service.

As the District expands stations and personnel, it is simultaneously challenged with a high level of retirements. To ensure the District continues to recruit humble, hungry, and smart employees who fit with the culture, the District will partner with the City to upgrade the Human Resources Technician position to a Human Resources Business Partner. The District has become more strategic and proactive with our recruitments over the past several years to ensure a diverse candidate pool. To meet this objective, more personnel time from Human Resources is required to assist with the specialized outreach and total recruitment process.

Finally, the District will partner with the City to reinstate an Information Technology Technician that was defunded in FY 2020/21. This position will provide critical support for first responder technology needs, including electronic patient care reporting (EPCR) tablets used to relay medical information from paramedics to hospitals and mobile data computer (MDC) devices used to receive calls for service from emergency dispatch. In addition to deploying and servicing frontline equipment, the IT Technicians provide day-to-day support for both the District and City technology needs including user assistance, resolving service interruptions, and equipment deployments.

"Let me tell you a story, about an old friend of mine. Somebody left her in a shopping cart, in a parking lot for us to find. Just a fuzzy black pup, she was hungry and feeling alone. We put her in the back seat and told her we were taking her home.

*Run, Maggie run, with the heart of a rebel child
Oh, run, Maggie run, be just as free as you are wild."*
- Chris Stapleton, "Maggie's Song"

A critical leg of the public safety stool is Animal Care and Control. The Animal Services Department cares for nearly 5,000 homeless pets annually. The Department offers care and enrichment to animals received, reunites lost pets with their owners, promotes pet adoptions, and has a comprehensive veterinary program. The Department is also responsible for picking up stray and aggressive animals, animal welfare calls, rabies control, and assisting the community with their animal-related concerns.

Although challenging, Fiscal Year 2020/21 presented unique opportunities to revise and create programs to meet the needs of the community and achieve the Center's mission of *creating PAWSitive impact by enriching the lives of animals and people*. The Department remained open by appointment for general services and continued to respond to animal-related emergencies twenty-four hours a day. Successes include a virtual dog walk, expanded partnerships with orthopedic and emergency veterinarians, updates to the online animal licensing program, drive thru adoption and vaccine clinics, the completion of a five-year strategic plan, employee training and development, and a growth in the number of pets placed in foster homes until they are adopted. The Department continues to budget for high-quality care of the animals, prompt public field assistance, and community programs.



The Animal Center's signature Kitten Nursery will be modified to incorporate volunteer foster homes for neonates to reduce the number of cats cared for onsite which improves the Center's capacity for care.



Using data, the Department will also place a focus on developing cat outreach teams to promote targeted spay and neuter programs in areas with increased kitten intakes.

Volunteers will continue to play an important role in the Department's operations. To maximize volunteer engagement and support, the Department will update volunteer job descriptions and offer additional training opportunities. The Animal Care Foundation, whose board members are volunteers, will continue to raise private funds to offset the Department's budget. The Animal Care Foundation will also pilot a safety net program to offer resources such as veterinary care, pet food, and grooming to residents, particularly our fragile seniors, who without resources would need to surrender their pet to the Animal Center. Finally, with the retirement of the long-time Community Programs Specialist for the City in 2020, Animal Services is upgrading that now vacant position to a Management Aide position. The upgrade, which is less than \$2,000 a year in additional costs, will allow recruitment of an individual with a degree and a broader set of administrative skills who can not only run community programs but help out with the other Department administrative and analytical needs.

"Should I give up sunsets for merrygold mornings? Should I look for rainbows or wait for the rain? Is happiness on the highway? Or it is parked in the driveway? Should I lean on you, babe? Or should you lean on me?"

Am I looking for comfort? Am I looking for a mistake? Am I looking for you? Am I looking the other way?"

– Miranda Lambert, "Settling Down"

As with the other departments in the Public Safety Group, Community Improvement is in transition this year adjusting to changes that in some respects are similar to 2020 and in other respects are new and different. The officers of the Community Improvement Division receive and respond to a wide variety of concerns reported in the city, from the aesthetics of commercial and residential property to the life safety concerns of unpermitted construction or substandard housing. Sources of these reports are largely from the public, but one-sixth of reports are from City staff, the Police Department, and the Fire District, demonstrating the strong collaboration effort between departments to resolve concerns and support a safe community.

Community Improvement was impacted and responded to the effects of the public health orders in the community during 2020. While not tasked to enforce these orders, we worked with businesses and residents to understand the orders to be able to work within the recommendations. Overall, there was a ten percent reduction in the number of reports and cases to which officers responded. There may be many factors that contributed to this, but it is reasonable to assume that as residents spent more time at home there was more effort on maintenance and home improvements for both DIY and through contractors. To further reduce financial impacts on residents already struggling, administrative citations were limited to those with a life safety component, resulting in a 50% reduction in the administrative penalties issued. As we move forward, it is reasonable that the value of these cost recovery efforts will return to the levels previously seen.

As we move forward in 2021, the relaxation of citations and penalties will be phased out. The ability to recover costs is an important aspect of Community Improvement and we have made strong efforts to take actions, such as receiverships and abatements, that allow us to recover the costs expended by the City for enforcement. These actions significantly improve the quality of life for residents of neighboring properties, from the abatement of a stagnant pool to a full receivership with the sale of a vacant, nuisance property. However, there is significant record keeping and communications required to be able to recover

these costs. For this purpose, a portion of a new Management Analyst position, shared with Engineering and Building and Safety, will take on a significant portion of these duties allowing field officers to focus on their primary tasks. This is one example of the collaboration and cooperation between Workgroups which ensures that departments do not operate in silos but instead maximize efficiency and response.

Another example of that cooperation is the issue of illegal cannabis cultivation at residential locations. Illegal cannabis cultivation at residential properties remains a growing concern in the city with almost 50 properties identified and abated in the past year. These incidents generally occur in residential rental properties and result in extensive interior damage, both in the intentional installation of equipment to the unavoidable moisture damage. As the abatement of the prohibited plant material takes extensive staff time from the Police Department, the Fire District, and City staff, a User Fee was established in 2018 allowing the City to recover these costs. As this activity continues to increase, it is estimated the City will recover approximately \$150,000 in costs in this fiscal year.



Finally, another area where we expect significant changes and activity in Fiscal Year 2021/22 is in Short Term Rentals (STR). Short Term Rentals are composed of uses like Airbnb or VRBO where properties, or portions of properties, are rented out for less than 30 days to individuals. STRs have continued to expand in Rancho Cucamonga with several houses creating significant nuisances for neighbors with excessive parking, noise, parties, and other neighborhood impacts. To better track these properties, the City Council approved a permitting process in 2020 along with a part-time Community Improvement Officer to monitor and take enforcement action as necessary. The City has also contracted with Harmari by LTAS to provide software for permitting and investigation of properties without permits.



Harmari Short Term Rental Compliance Service includes full-fledged custom solutions to municipalities worldwide. Their proprietary three stage system is known as the 3 E's of Short-Term Rental Compliance: ESTABLISH, ENFORCE or ENDGAME, and Harmari works with the City through the difficult process step by step.

Harmari will provide identification and reporting, compliance monitoring, STR registration, enforcement support through reporting, and tax collection support. We anticipate going live with the new platform in May 2021, and our first permits will be processed as we move into Fiscal Year 2021/22. This program should prove revenue neutral with permit fees, administrative penalties, and TOT recovery offsetting the costs of administration and at the same time preserving the quality of life in the city of Rancho Cucamonga for our single-family residents.

Economic and Community Development

"They paved paradise and put up a parking lot. With a pink hotel, a boutique, and a swinging hot spot"
- Joni Mitchell, "Big Yellow Taxi"

*"And you can see them there, on Sunday morning. Stand up and sing about what it's like out there.
And they call it paradise, I don't know why. You call someplace paradise, Kiss it goodbye."*
- Eagles, "Paradise"

Some would argue that before development, the Cucamonga Valley area was itself a form of paradise as the land produced bountiful crops of citrus, grapes, and other produce. And yet, the inevitable march of progress moves on and as people moved eastward, seeking land for houses, the area itself was developing faster and faster in the 1970's and early 1980's. If paradise was going to be paved over, Rancho Cucamonga's founders wanted a say in how it was going to be done. By bringing three communities together to create one city, preventing annexation to Ontario or Fontana, the first City Council and Planning Commission sought to instill the local oversight that the County was unable to provide as rapid growth began to change the landscape of the Cucamonga Valley. The *World Class Community* ideal, first articulated in our early years as a city, has been our guiding light as we have worked to establish Rancho Cucamonga as a truly exceptional place where everyone, from residents to businesses to employees and visitors, have a legitimate opportunity at a great life. From the beginning numerous City Councils and the staff who works for them have worked to create a city that, through the built environment, is safe, clean and attractive, and works efficiently to provide equitable and diverse opportunities for all Rancho Cucamonga stakeholders.

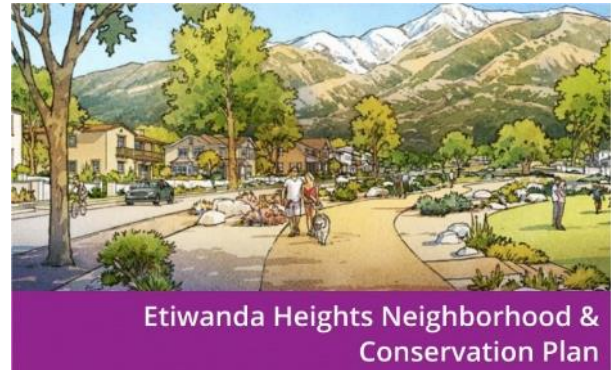
The primary responsibility for the built environment falls to the Economic and Community Development Workgroup. Economic and Community Development is an Agency Level Workgroup, consisting of the Planning (including Economic Development), Engineering, Building and Safety, and Public Works Departments. The Planning Department works with residents, business owners and elected officials to build a consensus on how to equitably develop the city on a human scale going forward, both short-term and long-term. The Planning Department administers the City's General Plan and Zoning Map which are the key documents that actually guide physical development (what can go where and under what conditions) in the city. Economic Development, often co-located with Planning, is focused on improving the business environment in Rancho Cucamonga. They provide assistance with business location questions, permit processing issues, real estate acquisition or other types of business assistance. After a business knows where it can go and has addressed any location or relocation issues, the next step is usually Building and Safety. This Department issues building permits and conducts inspections for new construction, additions, and remodeling work. Building and Safety promotes the continued development of a safe and prosperous community by utilizing the Building Codes to protect health and safety and building positive working relationships with the construction industry. The Engineering Department designs and administers capital improvements such as roads, bridges, or traffic signals, including both public and private property, for the efficient, effective, and safe use of everyone. Finally, the Public Works Department operates and maintains public facilities, improvements and infrastructure in a manner that is safe, sustainable, and economical, for the larger benefit of everyone in the city. Together, these departments, which encompass all aspects of public and private development of property, operate under the direction of the Deputy City Manager of Economic and Community Development.

The Rancho Cucamonga General Plan is the blueprint that drives Community Development's work. A general plan is a policy document that balances State mandates for development along with existing laws and court decisions, with the needs and desires of residents, business owners, property owners and other stakeholders in the city. The General Plan establishes a framework through the community's values to define the direction for the future, while preserving what makes Rancho Cucamonga special. The General

Plan ensures equitable and well-planned development while preparing the City for technological advancements and increasing our resilience in the face of changing economic or environmental factors. What the General Plan sets out, is then executed by Planning and Engineering, built in a safe and efficient manner by Building and Safety, tenanted with new businesses that produce jobs and revenue by Economic Development and maintained and preserved by Public Works.

In the spring and into early summer of 2021, the City of Rancho Cucamonga has been revisiting its plan for the future through the Plan RC process, a comprehensive update to the General Plan. The first General Plan was completed in 1981, resulting in some of the early successful developments in Rancho Cucamonga which came to define the community in the 1980's and early 1990's. In the ensuing years, the community's expectations have clarified and evolved, but the commitment to excellence has not waned. Rancho Cucamonga still holds strong aspirations for an exceptional built environment complemented by superb services, that exceeds what is accepted or even aspired to in other communities. The City's residents have charged its leaders with establishing Rancho Cucamonga as the economic and cultural capital of the Inland Empire with hopes for a real downtown, more destinations, and more diversity. The City has heard loud and clear in the PlanRC outreach that residents are demanding equity in the types and quality of services, shopping, jobs, and housing available to the community.

One example of the next generation residential community envisioned by PlanRC is the Etiwanda Heights Neighborhood and Conservation Plan adopted by the City Council in early 2020. This land which was annexed officially from the County of San Bernardino in November of 2020, is now being sold by San Bernardino County. Currently, the County is in negotiations to sell the land to a developer using the State of California regulated Surplus Land Act. Once purchased by a private developer, the land will be subject to development and property taxes and will ultimately be the home for several thousand new residents. The City may begin to see the first inklings of minor additional revenues two to three years from now. Ultimately, however, it will take 10-15 years for the property to fully build out.



To this end, one of the key projects for Fiscal Year 2021/22 is to work within the new General Plan guidelines and establish an updated, State Housing and Community Development Department approved, housing program to implement the new Housing Element. Increasing housing production and reducing barriers to development intensity and costs have been a key focus of the State legislature over the last two years. Multiple bills have been passed which the City must comply with in order to receive a certified Housing Element (without which the City is forced to allow housing by right anywhere in the City). This initiative includes:

- Approval of a Housing Element that meets Southern California Association of Government (SCAG) Regional Housing Needs Assessments levels of 10,525 units.
- Implementing the recommendations of the Inclusionary Housing Committee which includes:
 - Considering an inclusionary housing policy for both ownership and rental developments projects of 10-units or more
 - Requiring multi-family projects provide affordable units onsite

- Stipulating the percentage of affordable units within a project and targeting income levels no higher than 80% of the County Median Income
- Including incentive and alternatives such as in-lieu fees, land dedication, and acquisition and rehab opportunities
- Revising development standards for multi-family and mixed-use housing to allow reduced parking, increased density and removing perceived barriers to housing construction.
- Development of innovative workforce housing solutions on vacant private or City-owned parcels for moderate, low, and very low-income households.

One such innovative housing solution, is a manufactured / modular housing “demonstration” project on a 2.3-acre parcel of land owned by the City located on the northwest corner of 8th Street and Baker Avenue. By summer of 2021, Staff will recommend to the City Council a contract with a qualified Project Manager to direct a general contractor or appropriate sub-contractors to facilitate the building and selling of manufactured / modular affordable homes. These are not mobile homes, rather a modular building is a prefabricated building that consists of repeated sections called modules. Modularity involves constructing sections away from the building site, then delivering them to the intended site. Installation of the prefabricated sections is completed onsite. Prefabricated sections are sometimes placed using a crane. Unlike mobile homes, modular homes cannot later be moved, and the quality level is equal to semi-custom homes. As these affordable homes are sold, we will ensure that wrap around services are available to the future homeowners to assist them with budgeting, home repairs and other essential parts of home ownership. The City intends to use its approximately \$2.5 million share of Permanent Local Housing Allocation (PLHA) through the State of California / County of San Bernardino to support this project in addition to providing the land for the 8th Street Project.



Similar to the above-mentioned housing project, the City has a long-held piece of property on the east side of town where the Regina Winey once thrived. The historic property of the Ellena Brothers Winery / Regina Grape Product Co. is one of five wineries surviving out of some 60 such operations which once dominated the physical, economic, and cultural livelihood of the Cucamonga Valley. Through its Economic Development function, the City is currently seeking a partner who will work with the City to restore and rehabilitate the winery property as a resort-inspired, wine-centric destination that preserves historic features, honors the Cucamonga Valley’s past, but is once again a vibrant part of the City’s economic future. The City intends to enter into such partnership in the early part of Fiscal Year 2021/22.

Over the last 40 years, the City has at various times been successful in strategically acquiring key properties throughout Rancho Cucamonga. These acquisitions help advance the City Council's mission and vision by intentionally embracing and anticipating what could be built in the future and controlling critical parcels whose potential to catalyze development exceeds most other parcels. One of the City Council's goals for this year is to develop an Economic Development Strategic Reserve for acquisition and development of such properties. These parcels may range from small infill parcels on San Bernardino Road, appropriate for more modular affordable homes, to larger commercial properties like the one at Haven Avenue and Civic Center Drive that are key to ensuring the transformation of Haven Avenue. Haven Avenue is envisioned by the new General Plan as a combination office and residential/mixed use corridor, with a substantial daytime and nighttime population that is centrally located to shopping and dining opportunities as well as the to the future Cucamonga Station. Haven Avenue may eventually be home to some of the tallest buildings and densest housing developments in the city as it evolves over the next 10-20 years. Nearby, the Cucamonga Station will include a Brightline West high-speed rail



station, entrance to the Ontario Loop tunnel to the airport, improved Metrolink access to the east and west, Bus Rapid Transit to Victoria Gardens and Kaiser Fontana, local bus service, automobile/ride share, and the 6th Street Cycle Track from Haven Avenue to Rochester. It will be anchored on the east end by The Resort, where just this year some 800+ apartments will join approximately 400 single family homes and one day soon, additional unique retail shops and restaurants.

"You got a fast car; I want a ticket to anywhere; Maybe we make a deal; Maybe together we can get somewhere"
- Tracy Chapman, "Fast Car"

With all the excitement surrounding the planning for new and expanded modes of transportation, we have to remember that our city was initially planned for the automobile and we have grown up to be the Inland Empire's premier suburb. As we plan for the future and respond to our residents desires to become the capital of the Inland Empire with more places to go, more things to do, and more ways of getting around, we need to be very thoughtful about ensuring efficient use of our infrastructure. With ongoing new development, traffic will continue to increase. This is not a bad thing, if well planned for, as lots of cars can be a sign of a bustling downtown and a strong economic engine. There are communities all along Historic Route 66 that USED to have traffic problems - until the traffic stopped and the freeway was built. Now those same towns have no traffic problems; they also have few residents or businesses left either. To this end, Economic and Community Development continues to look at traffic patterns, improved infrastructure, and opportunities for more efficient access throughout the city.

In order to support more efficient access across the city, the City Council set a goal to reduce delays for north / south traffic flow on Haven Avenue. To do this, Phase One of our Advanced Transportation Management System (ATMS) was awarded in June of 2020 and included \$1,500,000 of improvements along Haven Avenue from 4th Street to 19th Street, Vineyard Avenue from Foothill Boulevard to Red Hill Country Club Drive, and Foothill Boulevard from Grove Avenue to Rochester Avenue. The scope of work included installation of closed-circuit TV cameras, video detection systems, fiber optic cable and conduit, as well as upgrading communication networking to improve signal timing and coordination. Completion of Phase One is estimated for Summer 2021. Fiscal Year 2021/22 includes another \$7.4 million dollars for similar improvements at over fifty traffic signals along Milliken Avenue, Arrow Route, Day Creek

Boulevard, 19th Street, and Rochester Avenue. With the anticipation of the Federal government reintroducing community benefit programs, the City has applied for funding to further build out the ATMS.

Another part of an efficient transportation network is the resiliency that comes with multiple route choices to provide for greater choice and ensure that no one choice is over-burdened. One example is in the Southeast Industrial Quadrant. After the City retained an expert third party traffic consultant to prepare a comprehensive study at full city buildout, it was clear that the final result would be a disaster if allowed to run its natural course. In order to ensure traffic circulation in southeast Rancho Cucamonga does not become completely gridlocked, improvements to provide more circulation north / south and east / west are necessary. The first such improvement is the spur crossing on 6th Street which, when completed, will go through and over the railroad tracks. This will include street lighting and crossing improvements to provide for safe vehicle travel.

To further reduce gridlock in southeast Rancho Cucamonga, the Etiwanda Grade Separation has been designed to ensure truck circulation is not impacted by the ever-increasing railroad traffic. This \$75 million project was funded by both Assembly Members Steinorth and Ramos through an SB 1 – TCEP grant providing an elevated four lane roadway crossing over the SCRRA/SBNF railroad tracks with a 1,015 long concrete roadway bridge, 700 foot approach ramps, retaining walls, shared use pedestrian and bike path lanes, street lighting, and includes utility relocations for new adjacent access roads. Related to this is an RCMU electric and fiber line extension through the bridge and over the railroad tracks to serve new businesses south of the railroad tracks. Lastly, the project includes widening Etiwanda Avenue from Whittram Avenue to Arrow Route and full rehabilitation of the pavement. The latter three projects cost an additional \$3.5 million dollars.



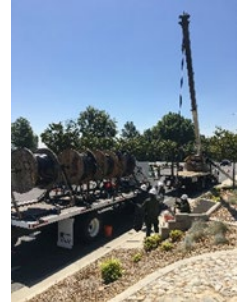
Each year the City installs or upgrades multiple traffic signals citywide at a cost of millions of dollars. Signal projects for Fiscal Year 2021/22 include a new signal at East Avenue and Highland Avenue, as well as upgrades to the left turn phasing at three intersections along Milliken Avenue to incorporate flashing yellow left-turn arrows. Maintenance will also commence for the two signalized intersections and four signalized crosswalks installed as part of The Resort development south. Additionally, this fiscal year is year-two of a six-year project to repair and modify our thirty-year-old plus traffic signal cabinets; we will focus on the cabinets at Archibald Avenue at 6th Street and Milliken Avenue at 6th Street which, when complete, will increase signal reliability.

There are several other traffic signal equipment replacements included in the Fiscal Year 2021/22 budget that are on-going, multi-year projects:

- Traffic Signal Battery Replacements (\$76,500): These are replacement batteries for the traffic signal uninterrupted power supply systems. The average battery life is three to five years.
- Traffic Signal Cabinet Replacements (\$140,000): Traffic signal cabinets are knocked out of service two to three times per year by reckless or intoxicated drivers. Each cabinet costs approximately \$60,000 and takes approximately three months to be built.
- Traffic Signal Emergency Vehicle Pre-empt (EVP) Replacements (\$50,000): The EVP equipment is needed to help emergency vehicles reach their destination quickly and safely.

- Traffic Signal Video Detection System Replacements (\$75,000): The video detection systems are needed to replace aging equipment, as well as those knocked down in traffic accidents and/or damaged in electrical spikes.
- Traffic Signal Battery Back-Up System (\$277,500): This project will replace outdated traffic signal battery back-up systems. Fiscal Year 2021/22 is year four of a five-year project.

When possible, the City also uses the signal projects to lay fiber as part of the build out of a citywide high-speed gigabit fiber system. This system, known as RC Fiber, was started in 2017 after an implementation study revealed that the lack of high-speed broadband, with cost effective access, was a limiting factor for the City in its Economic Development. Working with an outside consultant, City designed a gigabit level fiber network, to be deployed primarily on and south of Foothill Boulevard, and subsequently sold \$12.195 million dollars of bonds to build out the network. Now about to embark on its fourth fiscal year since the bond sale, RC Fiber has 300 total customers and is focused on growing its customer base as much as feasible each year. For Fiscal Year 2021/22, approximately \$2 million of improvements are planned to help grow the number of residential and business customers who will be able to receive reliable, green, and cost-effective power and fiber including new developments forthcoming at The Resort. The goal for FY 2021/22 is to build out the Rancho Fiber backbone extension down Utica Avenue and Haven Avenue south of 6th Street to prepare for commercial business internet service. This investment will result in the installation of another 18,000 to 20,000 linear feet (LF) of fiber which is in addition to the 104,000 LF in calendar year 2019 and 18,000 LF in calendar year 2020.



A fiber optic interconnect project is also planned for Fiscal Year 2021/22. The City will invest in another \$600,000 plus of improvements which will include interconnecting traffic signals along 6th Street from Hellman Avenue to Haven Avenue and along Hermosa Avenue from 4th Street to 6th Street. Implementation of this project will improve monitoring of the City's traffic signal system.

There are additional improvements the City makes to the built environment each year that help improve equity of access throughout the city. Each year Rancho Cucamonga devotes several hundred thousand dollars to ADA ramp improvements, installing ramps where they are missing, or updating and improving existing ramps as needed. Similarly, millions of dollars are budgeted each year to improve pavement citywide. The goal is to maintain an average Pavement Management System (PMS) Rating of 70 or higher with an ultimate goal of reaching 90%. Next year's pavement plan includes:

- Over \$2 million of pavement rehabilitation projects throughout the City including on Banyan Street from Milliken Avenue to Rochester Avenue as well as Center Avenue from 6th Street to 8th Street.
- Designing improvements for Foothill Boulevard from Grove Avenue to San Bernardino Road, as well as \$2.5 million to rehabilitate Foothill Boulevard from the 15 freeway to the eastern city limits.
- Just over \$2.6 million in road improvements for Rochester Avenue including from 6th Street to Arrow Route and Base Line Road to Highland Avenue
- Another \$2,000,000 plus in local street pavement for various residential locations citywide.

Additional right of way improvements planned for Fiscal Year 2021/22 include Day Creek Channel Bike Trail which will provide an ADA accessible paved pathway for pedestrians and bicyclists along Day Creek channel from Jack Benny Drive to Base Line Road. The cost is approximately \$600,000 and includes a grant covering over half of the costs. Public Works is performing \$300,000 of concrete sidewalk, curb and gutter and drive approach repairs in the northwest part of the city similar in scope to what it performs

each year in rotating areas of the city. The City will also be applying to remove the Chaparral Heights Mobile Home Park from the FEMA Zone A floodplain designation now that the nearby flood control improvements begun earlier in 2020 are completed.

"Saturday in the park, I think it was the Fourth of July. People dancing, people laughing, a man selling ice cream, singing Italian songs"
- Chicago, "Saturday in the Park"

The City's parks are vitally important to establishing and maintaining the World Class Community quality of life residents expect in Rancho Cucamonga. Parks ensure the health of families and youth and contribute to the economic and environmental well-being of a community and a region. The proposed Fiscal Year 2021/22 budget includes a number of capital park projects and other park improvements to continue to build and preserve a family-orientated atmosphere.

One of our largest capital parks projects is the work on a new dog park. The City received a \$3 million State Park Bond Grant through Assembly Member Ramos. These funds will enable the City to replace the dog park on the far east of town with a more easily accessible location in Central Park. The new park will include three separate dog parks for dogs of all sizes, allowing for better maintenance of each park without closing the entire park. Other amenities will include agility features, a picnic shade structure, walking paths, public restrooms, nearby parking, and convenient and safe access from Base Line Road with the addition of a signal light at Spruce. The project is wrapping up the design process and preparing to go out to bid for construction; project completion is scheduled for Spring of 2022.



Public Works, together with Community Services, is designing an inclusive playground for children with special needs to replace the existing regular use playgrounds at Beryl Park East. We will be working on the design phase of the project in Fiscal Year 2021/22. The City will also be replacing all the light fixtures on four tennis courts in Beryl Park with LED fixtures to reduce energy and maintenance costs and extend the life of the lighting system all the while providing better lighting performance. These fixtures will reduce energy costs by 30% and reduce maintenance while extending the life of the fixtures. Similarly, the City is replacing the existing sports field lights at Etiwanda Creek Park with new LED fixtures. The old fixtures are prone to breaking or coming loose in high winds and the debris winds up on adjacent school properties. Similarly, the City is looking to replace the light fixtures on the senior baseball field at Heritage Park with new LED fixtures. This will improve the lighting (which is now in disrepair) and allow the old fixtures and bulbs to become spares for the other two junior fields.

Additional LED retrofits are planned for paseo lighting in various locations of LMD 2. The retrofit project is budgeted for \$300,000 and involves the repair, replacement, or upgrade of poles, wires, and underground connections. Two paseos are scheduled to be completed in the Victoria Community in Fiscal Year 2021/22. The first is in the Windrows area between Tipu Place and Grape Place and the second runs along the north edge of Victoria Groves Park and Elementary School. This is the third year of a multi-year project. Also, in LMD 2 we will be replacing rusted out wet set light poles in what will be a multi-year project, focusing on Ellena Park and Vintage Park this fiscal year. The installation of new poles will increase safety and reduce maintenance costs in these parks.

The City takes a holistic approach to water management in our parks, paseos, and parkways, looking at the entire landscape, not just the irrigation system, to identify water conservation opportunities. This holistic approach is critical as water is the City's single largest utility cost. Each year, the cost of water



increases between 3 and 5%, and in this next year the cost increase will be slightly over 6%. As a result, comprehensive water management is critical to controlling costs in the landscaped areas of the City. One component of this program is the performance of comprehensive water audits of landscape sites. These audits evaluate current horticultural practices, plant palettes, irrigation programs and the physical condition of the landscape and irrigation system. The

results of these audits provide a guide for improving the landscape while reducing overall water consumption.

A multi-year drought tolerant landscape renovation project is in the works as part of our ongoing water saving effort. In Fiscal Year 2021/22, \$1,400,000 has been set aside in LMDs 2 (\$700,000) and 4R (\$700,000) specifically for turf removal. Once the turf is removed new drought tolerant landscaping will be installed. A conceptual design for additional work is being developed for LMD 6. Together these improvements, paid for by LMD funds from ratepayers, help reduce water use and maintenance costs and minimize future rate increases. No such large scale proactive type improvements are scheduled on the west side of Rancho Cucamonga, however, as ratepayers have not approved an increase in LMD funds since 1985 and there are insufficient reserves to cover the capital costs (instead the focus is on critical maintenance and replacement). Additional funds have been allocated in LMDs 2 and 4R and CFD 2000-03 to dethatch, aerate and overseed turf areas that have compacted over the years or have worn down due to use. Locations include Ellena Park, Milliken Park, Ralph M. Lewis Park, and Olive Grove Park. This process will strengthen existing turf, help reduce soil compaction and improve overall soil and turf health.

The City's park facility painting rotation addresses all paintable surfaces of structures and amenities located in a park site at one time. This process ensures that the finishes protecting wood, steel and other materials will be uniform throughout the park. In addition, this project extends the service life of the amenities and minimizes liability, thereby reducing costs and the need for reactive maintenance. Parks are completed on a five-year schedule; parks in LMDs 1, 2, 4R and 10 are scheduled for completion in Fiscal Year 2021/22.

Other new parks projects for this year include replacing the roof on the Equestrian Building at Heritage Park with a metal roof. Damaged sections of the pedestrian trail in Heritage Park will also be replaced. Finally, staff will install minimal solar pathway safety lighting (removing and replacing the original electrical trail lights that long ago stopped working) for improved park security on the pedestrian trail; the total cost of these improvements is \$390,000.



The City will continue to keep critical facilities functioning efficiently and effectively which, in this case, requires capital improvement projects like the Civic Center HVAC Plant Replacement. Without this \$1.5 million project, the buildings at the Civic Center will no longer have cool air. The current chillers and related pumps have been in service for about 30 years, which is well beyond their expected service life. Replacing the three 150-ton chillers and related pumps that serve both City Hall and the Public Safety building will change the system from a constant flow chilled water plant to a variable flow plant. This change will increase energy efficiency and reduce energy consumption and therefore operational costs – with an added bonus of keeping all our visitors to City Hall at a comfortable temperature!

ADA and COVID building improvements at the Civic Center have been budgeted in Fiscal Year 2021/22, which includes reconfiguration of offices and public areas to allow for more efficient service to internal and external customers, providing additional space between work areas, replacing 30-year-old carpet and lighting, and upgrading ADA access to doors, hallways and bathrooms.

At the Public Works Yard, the underutilized fleet shop will be converted to rentable office space. This project, in conjunction with Economic Development, is intended to provide a We-Work type startup space for micro-businesses in the community looking to establish a foothold and grow their operations. The building is conveniently located on 9th Street and will provide rental space for small startup businesses who might not otherwise afford the cost of space in the City's larger retail or office complexes.

*"I make my living off the evening news; Just give me something - something I can use.
People love it when you lose, they love dirty laundry"
- Eagles, "Dirty Laundry"*

In our continual quest to create an equitable, sustainable, and vibrant city, rich in opportunity for all to thrive, staff and City Council spend a lot time engaging with the community and paying attention to trends that have the potential, uncontrolled, to harm the community. This process, however, is not always popular with segments of the business community. And yet, through our Plan RC engagement, we know the importance health, equity and stewardship holds for our residents and to that end, while going through the process to update the General Plan, the City Council took decisive action in 2020 to increase scrutiny on two major trends that, if left unchecked, would have negatively impacted the City's economic and transportation quality. These actions were necessary; however, they were not necessarily popular with the affected industries and the result was negative and baseless criticism of Rancho Cucamonga based on "dirty laundry" not facts.

This first of these actions will cumulate in June 2021, when the Council will consider changes to the industrial standards of the development code due to an unprecedented increase in the level of development interest in the Southeast Industrial Quadrant (SEIQ) and along Foothill Boulevard. The SEIQ has been dominated by "legacy" uses and tenants such as Ameron (now redeveloped with a set of industrial buildings by Goodman), Commercial Metals Company (CMC), and Reliant Energy (NRG/GenOn) on significantly large properties. These uses/tenants have been present since before the City's incorporation in 1977. Similarly, there are multiple smaller properties in the SEIQ developed with, for example, small manufacturing businesses, storage yards, and non-conforming residences. Many of these properties are relatively under-developed, i.e., they are not developed to their maximum potential. In light of these concerns, the Council determined that a strategic pause on industrial development, most notably 1,000,000 square foot or larger buildings, in the SEIQ and along Foothill Boulevard was appropriate. During a six month moratorium, Staff reviewed the City's legacy 1980's development standards, considered the work being done on the General Plan and engaged the industrial development community to understand their needs and find common ground to ensure a robust, diverse industrial sector which can provide employment and services for local residents and generate positive economic outcomes for the city. If adopted, the proposed updates that came out of this study will apply uniformly to all industrial zones throughout the city. Some of the key policy recommendations for the code amendment to industrial zoning include new zoning districts, revised entitlement processing, improved and more comprehensive development standards, adjusted parking



requirements, more precise land use classifications, and greatly improved measures for sustainability. New infrastructure in terms of additional roads and bridges is also needed. Developing a robust industrial sector with well planned developments that include sufficient diversity of uses and appropriate controls will prevent fiscal strains on our tax base and infrastructure over the long-term, insuring that as we continue to grow, it is to World Class standards.

The second action begun in April 2021 after receiving applications for four service station projects all located in the southwest area of the city and receiving multiple inquiries about the possibility of adding alcohol sales at other existing service stations. Staff recommended, and the City Council approved, a moratorium on issuing new building permits and other land use entitlements for service stations (as referred to in the City's code). The increase in the number of applications for service station uses, combined with a decrease in submittals for other types of general commercial uses and the concentration of service stations in one particular area of the city, raised concerns about the impacts on the City's long-term land use and economic development goals, and how service stations benefit or impact the health and wellbeing in the districts in which they are located. The moratorium will allow for a comprehensive analysis of service stations during which staff will analyze the compatibility of service stations with neighboring land uses, the impact and demand on public safety resources, future industry trends, design, and other appropriate regulations. This analysis and any subsequent implementation measures are anticipated to be reviewed by the City Council in the latter part of 2021.

The strength in the Community Development Workgroup, and throughout Team RC, is the cross functionality of multiple departments working together for a common goal that ensures and advances the quality of life for the community through inclusive decision making. Many of the projects highlighted above are internally driven, but they co-exist with a substantial number of projects that are submitted by both the residential and development communities.

These projects come in through the "Online Permit Center" which is the main platform used across Community Development, but heavily used by Building and Safety staff. In-house staff, including the Department of Innovation and Technology (DoIT), are performing continual changes, fixes, and improvements making the system more controlled and reliable. Entering the second year of total electronic or paperless submittal for permits, the City is finding that further refinement to meet the needs of our customers will branch into specialize workflows for large and unique projects such as The Resort, GenOn, Empire Yards, and Etiwanda Heights. Expanding access within the system to allow larger teams to communicate and make changes in a live environment is another functionality improvement. Also, smaller projects like patio covers, block walls, and swimming pools that require an "over the counter" degree of rapid turn-around need to be refined as we look at increased customer demand in this area. Although many jurisdictions throughout California have made the evolution to electronic programs, Rancho Cucamonga remains ahead of the curve and a leader in digital advancements in this area, allowing us to:

- Process all applications online
- Review plans online
- Provide live access on status of an application
- Issue permits online
- Provide accurate workflow history both internally and externally.

As the Online Permit Center remains the foundation of Building and Safety's operations, staff continue to improve and explore better ways to increase efficiency while streamlining the permitting process.

Further enhancement of remote inspections is another prime Building and Safety goal as we seek to offer alternate means for the public to schedule and engage with inspection staff. The need to achieve social distancing last year drove this concept quickly to the forefront of customer and staff needs but has become a mainstay in the City's ability to offer an alternative for some inspection types. Presently, approximately 20% of inspection types are eligible for remote inspection which involves an appointment between the customer and inspection staff and a mobile device capable of live, visual, and audio streaming and recording. Images and video clips are then uploaded to the electronic record (permit) and the inspection is then resulted as approved or corrections needed.

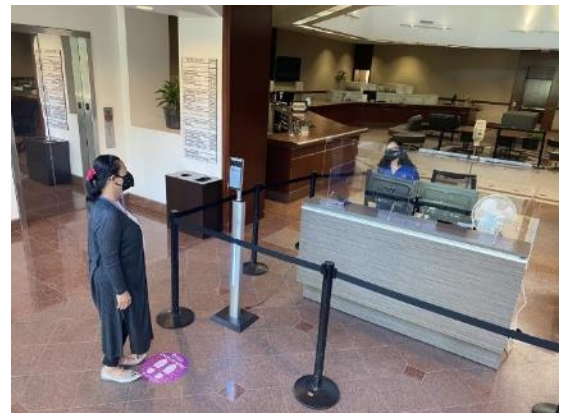
As Rancho Cucamonga moves to increase the use of image and video inspections, our drone program also advances. Besides promotional and instructional projects, our drone has been used to inspect buildings with difficult and often dangerous areas to access. With the capability to record and provide live video images of major building components, we are able to verify compliance and store the data as permanent records.



To refine the ability to communicate more effectively between customers, office support staff, and field inspectors, Building and Safety implemented the texting system "Quiq" last year which has proven to be a huge success. This specialized texting system allows customers who have a scheduled inspection to contact support staff and either provide informational updates about project status or ask questions about inspection time frames as the day progresses. Quiq has been a significant time saving program reducing phone calls and misunderstood dialogue into clear written messages. The City has also implemented this system with the permit technician staff to offer a proven option for customers to communicate regarding submittal and plan check status.

Building and Safety, together with Planning and Engineering Services, is committed to achieving a simpler, more cohesive organization. The departments aim to streamline and simplify processes while offering viable options for customers at all levels. One way they are doing this is by working with the Community Affairs Network (CAN) to launch RC Hot Topics in early 2021. This program is designed to educate the public about the community development services provided by the City, thus enabling the public to personally navigate the City website effectively obtaining the information they seek. Explainer videos and inspection videos will continue to provide information through most City social media channels. Community Development is also exploring the idea of a pre-recorded Podcast to address customer questions and discuss topics of public interest as a "conversation".

We have also learned during the past year that when we proactively manage and meet the needs of our visitors at the public counter, we can efficiently move customers through the process. In Fiscal Year 2020/21, the City worked on physically improving the rotunda. The next step in this process is implementing a visual queuing system in the lobby which will be managed by a new Community Development Technician and will emphasize the concept of appointments to connect customers and staff more efficiently, saving time and energy. The vision for the new Community Development Technicians program is to have three technicians who will be the first contact when people enter City Hall. However, existing resources only provide for hiring one of these technicians at this time. Through specialized training, the



new Community Development Technician will be able to address simple questions and inquiries from visitors to City Hall. This individual will direct and guide visitors to the new public computer center near the front doors, issue simple permits in simplified workflows, connect customers with applicable staff, and generally create a seamless flow of information at the first point of contact with the public.

Three additional positions in the Community Development Workgroup are included in this budget, along with four changes in existing positions. An additional Assistant Engineer is needed due to the high volume of large CIP projects, many of which were highlighted earlier in this document. A Management Analyst I is proposed to support three departments. In Engineering, the Analyst will focus on grant management and reimbursement; in Building and Safety, the Analyst will support budget management and compiling information for analysis, statistics, reports and graphics; finally, in Community Improvement, the Analyst will work on cost recovery efforts, including invoicing, abatement costs, completing demand requests, and compiling the special assessments for abatement costs. A new Community Development Technician II (noted above) will support the needs of the development community and individual owner/builders on site at in the City Hall Rotunda, guiding customers through the plan review and permitting processes. The addition of this technician is a key step of a multi-year vision to provide an even more seamless customer experience in Community Development.

In addition to these new positions, this budget includes some restructuring of existing positions. The Building and Safety Manager position has been upgraded to a Building and Safety Director, restoring this Director level position after several years of operations without a Director. The Director brings that high level of leadership and oversight that is critical to the success of the various programs and projects discussed here. In Public Works Services, the Maintenance Supervisor is replaced with a Maintenance Coordinator, reflecting a restructuring in Fire Facilities Maintenance that better fits the current operational needs and responsibilities. The Signal and Lighting Coordinator has been upgraded to a Maintenance Supervisor as a result of the need for the higher level of supervision and technical expertise in the Signals and Lighting Section, where the Department is working toward assuming more of the work using in-house staff resources in lieu of contractors. And finally, a Lead Maintenance Worker at the Stadium that was previously funded for half of a year in FY 2020/21 will be fully funded for FY 2021/22 as baseball and other Sports Complex operations resume.

Civic and Cultural Services

"So, we've been outnumbered, Raided and now cornered. It's hard to fight when the fight ain't fair. We're getting stronger now. Find things they never found. They might be bigger, but we're faster and never scared. You can walk away; say we don't need this. But there's something in your eyes, says we can beat this. Because these things will change. Can you feel it now? These walls that they put up to hold us back will fall down. This revolution, the time will come. For us to finally win. And we'll sing hallelujah, well sing hallelujah."

- Taylor Swift, "Changes"

Civic and Cultural Services is an Agency Level Workgroup, consisting of the Community Services, Library Services and City Clerk Services Departments. Within this workgroup are two distinct focuses, one on direct programming to the community and one focused on civic engagement. Community Services provides recreational and experiential services; Library Services provides knowledge, research, and related information type services; and City Clerk Services provides election services as well as access to civic records and documents. Because of the opportunities for overlap and co-programming, these departments work together under the direction of the Deputy City Manager of Civic and Cultural Services. This same Deputy City Manager also oversees some separate but related workgroups in the City Manager's Office including Healthy RC, the City's Robert Wood Johnson recognized and award-winning City-community partnership working to build a community where all generations lead vibrant, healthy, happy lives.

Entering Fiscal Year 2021/22, the Civic and Cultural Services Workgroup identified significant opportunities to provide new and or more effective and efficient programs and service to the community. These efforts, which will require major changes, had been years in the planning and staff were struggling with how to implement these changes without major disruptions to ongoing services. With the pandemic closures, suddenly it became clear it was going to be possible, and even practical, to change these programs and services; the hurdle was merely a speedbump. Some of these changes include new hours and days of operation, new programs and services, revised services which operate more cost effectively, discontinuing legacy services that have run their course and a renewed focus on the program participants with an eye towards engaging those participants. All of this work requires diligence and collaboration across departments and will result in continuing to stretch the organization *to advance our success as a world class community, to create an equitable, sustainable, and vibrant city, rich in opportunity for all to thrive.*

One instance where this work has already begun and will continue into Fiscal Year 2021/22 is the complete evaluation of the programs and services offered by the Community Services Department. In order to develop a financially sustainable department that provides programs and services that meet the needs of the community today and in the future, the City entered into two agreements in February 2021. The first is with an expert third party consultant to co-develop a detailed business plan for general community services which will define our core services and develop an appropriate pricing policy and cost recovery model. Cost recovery ensures that Community Services is not subject to a boom-bust cycle which follows economic cycles and reduces competition with public works and public safety services for limited General Fund resources. Performance measures for all programs and services, with a progressive treatment to fees and pricing, will enable a full spectrum of equitable and sustainable service offerings to the community, based on the community's wants and needs. The assessment is expected to be completed in August of 2021 and the new programs, services and pricing models will be implemented throughout the remainder of the fiscal year.

Along with the assessment of the Community Services Department, a different specialized consultant is performing an assessment of the Victoria Gardens Cultural Center to develop a new sustainable five- to ten-year Cultural Arts Master Plan that will guide the venue's future so that it meets the community's needs, while also ensuring financial self-sustainability. Staff is working with the consultant to engage the public and examine various data to determine short- and long-term impacts of the pandemic, programming models based on market research, competition in the region, and public opinion of the Cultural Center. Once that is done, the next step will be to identify and recommend an operational structure best suited for the venue, and evaluate the potential need and public desire to further expand the City's



performance arts presence in the community with new and diverse offerings. Staff anticipates completing this assessment in the late Fall 2021. As it takes anywhere from 3-9 months' time to book acts and stage performances, we do not anticipate opening for a full season at the Lewis Family Playhouse under the new business model until Fiscal Year 2022/23.

The Cultural Arts Master Plan noted above is an offshoot of and complementary to the Public Art Strategic Plan. As part of the development of the Public Art Strategic Plan, staff have recently concluded a robust round of community engagement which will shape the outcomes of the Plan. This Plan will help both the Public Art Committee and staff understand how to incorporate public art as a method of placemaking and community building within Rancho Cucamonga. This process in the realm of public art is similar to the way in which the Cultural Arts Master Plan is looking to further expand the City's presence in the performing arts community. The Public Art Strategic Plan, estimated for completion later this year, will ultimately help guide the Public Art Committee with decision-making related to utilizing funds from the Public Art Trust Fund. Together, both Plans will ensure that the City retains its world class reputation for providing cutting edge cultural, public, and performing arts in the Inland Empire.

The ongoing evaluation and reinvention of Community and Cultural Services will not stop there. In conjunction with the Public Works Department, the Community Services team will embark upon a Parks and Recreation Master Plan intended to reflect community input, needs and desires for the next 10-year time frame. This \$250,000 project differs from the business plan as it will take a deep dive into what condition our parks and community service facilities are in, identify needed improvements or missing amenities, and suggest both capital goals and opportunities to fill programming gaps not currently provided in the community. The final document will guide future development and management of the park and recreation system over the next decade to ensure that today's facilities remain relevant and reflect changing demographic and recreational trends over that time.

Community Services and Public Works will also engage a third-party consultant to perform a focused evaluation of the complete Epicenter Adult Sports Complex. This facility, long under-utilized, and subsidized by the General Fund at a level now exceeding \$2,000,000 a year, will be reviewed to seek out opportunities to partner, contract, and/or lease out the complex in a way that will maximize public services and ongoing public revenues while minimizing day-to-day operational expenses as well as long-term capital replacement. Since inception, this complex has



received a yearly subsidy from the General Fund, and despite the installation of solar canopies, as well as the GOALS soccer complex lease, the subsidy continues to grow and major capital needs including a scoreboard and field lights for the stadium will soon challenge the City's infrastructure reserves. The City has been approached multiple times over the past year or so from interested entities wanting to take over programming of the fields for a variety of youth and adult sports enterprises. Many of these proposals have included nominal reinvestment in the facilities but little to no ongoing revenue to the City. Understanding the value of this unique asset will enable the City to explore the viability of reducing this subsidy by entering into an agreement with an outside sports and/or special event entity that will uphold the City's value for promoting and enhancing a safe and healthy community for all.

To the northwest of the Epicenter, we continue our work on a new dog park for Rancho Cucamonga. The City received a \$3 million State Park Bond Grant in 2019 through the efforts and generosity of Assembly Member Ramos. The bond provides funds to replace the current outdated and undersized Etiwanda Creek Dog Park on the far east of town to a more easily accessible location for Rancho Cucamonga residents at Central Park.



The new park will include three separate dog play areas for dogs of all sizes which will allow for better maintenance of the entire park by rotating the rehabilitation of the grass areas so our canine community can play year-round. Other amenities will include agility features, picnic shade structure, walking paths, public restroom, nearby parking, and convenient and

safe access from Baseline Road with the addition of a signal light at Spruce. The project is wrapping up the design process and preparing to go out to bid for construction; project completion is scheduled for Spring of 2022.

As promised to the community decades ago, work on completing Central Park remains a priority for the City Council and City staff with the ongoing submittal of grant applications to build out additional segments at Central Park. In March 2021, staff submitted an application for the final round of funding from the Prop 68 Statewide Parks Program for the Central Park Amphitheater. The Amphitheater will create a destination for arts and culture where concerts, youth performances, festivals and community events will fill the parks space; where residents can connect with other residents and enhance their quality of life. Grants will be awarded in late Summer 2021. If awarded, the project must be complete and open to the public by March 2025.

Prop 68 Per Capita Grant Funds will also be expended by December of 2023 for enhancements along the Pacific Electric Trail near Central Park. These amenities will include new landscaping, small play spaces, benches, and shade to enhance the users experience along the trail. This will complement the new fitness



court at the Central Park Pacific Electric Trailhead which was installed in December of 2020 using one-time Federal CARES Act funds. The fitness court contains a variety of bodyweight fitness equipment for the Senior Center Wellness Pass and Pacific Electric Trail users to utilize and thereby supplement their ongoing cardiovascular training with weights and resistance. Together these amenities create attractive spaces for residents to walk to as a fitness and play space beyond the traditional trail transportation amenity.

In addition to Central Park, there are more than 30 parks in the city, all of which are heavily used for organized youth and adult sports, picnics, and general recreational purposes. The parks provide a variety of amenities including picnic areas, park shelters, playgrounds and tot lots, exercise courses, sports fields, equestrian features, volleyball courts, basketball courts, tennis courts, and trailheads. To support the use and activities in the City's diverse park system and to support the quality of life for the residents and visitors, additional park oversight is needed. Current staff levels for the park system include three (3) part-time Park Rangers and five (5) Park Monitors. Park Monitors are part-time employees, usually near the beginning of their career, who answer questions for park users and verify reservations for park amenities are being used appropriately. Park Rangers on the other hand receive abbreviated law enforcement training, have radio connection to the Rancho Cucamonga Police Department, and enforce Park rules including parking, park hours of operation, park safety and usage. In so doing, Park Rangers relieve law enforcement of lower level calls thereby freeing up resources for more critical matters. In Fiscal Year 2021/22, we have included the addition of one (1) full-time Park Ranger and additional part-time hours to ensure park safety and avoid burdening our law enforcement partners. The addition of the full-time Park Ranger will also ensure consistent oversight of the park system.

Two other key personnel changes are included in the Community Services Budget to restore necessary leadership to the Department as these important projects launch and implementation of the new departmental business plan begins. A Superintendent position is restored to the budget that was previously unfunded when a vacancy occurred going into the FY 2020/21 budget year. The Superintendent is one of two that has operational oversight of the Department's very diverse set of programs and is essential to implementing the change that is coming out of the business planning efforts in recreation. A new cost recovery model for the Department is anticipated out of this plan, requiring a different level of business acumen than has traditionally been part of the CSD staffing cadre. To meet this need, a vacant Management Analyst II will be upgraded to a Management Analyst III to support the successful recruitment of an individual to lead the roll-out of the new business model and ensure the cost recovery plan is successfully implemented.

"You've got to get yourself together; You've got stuck in a moment and you can't get out of. Don't say that later will be better, now you're stuck in a moment and you can't get out of it.

And if the night runs over, and if the day won't last. And if our way should falter along the stony pass. And if the night runs over, and if the day won't last. And if your way should falter along this stony pass. It's just a moment - this time will pass."

- U2, "Stuck in A Moment"

As it becomes clear the pandemic is coming to an end, and will pass, the time and effort required to resume services is more important than ever. We cannot falter. In-person services throughout Civic and Cultural Services will continue to expand during the fiscal year. The Library Services team is preparing to reopen Biane Library for casual patron browsing; service days will be enhanced at the Archibald Library as determined through user surveys, current use patterns and peak gate counts from early 2020. In-person services that were paused in March 2020 at both locations, will be reviewed and evaluated to determine which services warrant revising, reimagining, expanding, or reducing. In 2020, due to the pandemic, most programming shifted to virtual interactions including story times, reading challenges and book clubs. As public health conditions continue to improve and stabilize, staff will look to offer in-person programs in compliance with current CDC and State guidelines while continuing to offer a blend of popular virtual or hybrid programs. As in-person services and programs increase, additional part-time personnel support will be required. A phased plan to expand services has been developed and the related incremental increases to the Department's part-time employee expenses have been included in the Fiscal Year 2021/22 budget request.

The Library's collections are shifting in Fiscal Year 2021/22; 2020 brought a big change in how library users consume content. Digital downloads of eBooks, eAudiobooks, television series and films increased 30% in 2020, and while industry experts predict a gradual shift back to use of physical materials, it is unclear to what degree this will happen. The Library has rebalanced the materials budget to reflect the increase in digital borrowing, and staff will closely monitor use during the year, adjusting ratios between print and digital content as changes in borrowing behaviors dictate. All formats of the physical materials collection will be expanded with new and updated titles ensuring an informative, contemporary, relevant, and appealing collection overall.



Library Services is also leading the way in Southern California with the introduction of LINK+. LINK+ provides enhanced lending of physical library materials (interlibrary loans (ILL)) between approximately 70 public and academic libraries in California and Nevada. This new service was implemented in February of 2021 and during the first two months of service it facilitated the lending and borrowing of almost 800 items. By comparison, in 2019 traditional ILLs generated fewer than 30 transactions. LINK+ will provide Rancho Cucamonga Public Library cardholders with access to 23 million additional items with most requests arriving within 3-6 business days. Implementation and first year courier expenses (occurring across Fiscal Years 2020/21 and 2021/22) will be covered by a grant from the California State Library, with ongoing expenses supported by the Library Fund. This service will create savings in the Library's materials budget while increasing customer satisfaction as library users gain access to academic publications, out of print materials,

back catalogs of favorite author's titles and other materials not typically contained in the Library's collection.

Curbside services will continue to be offered in the new fiscal year as use continues at an extremely high level even after in-person browsing services have begun to return. The Library's curbside services offer convenience for busy library users while creating a contactless interaction for those who prefer not to enter enclosed public spaces or want to pick up/drop off their books while running other errands. Those patrons who do choose to enter the library facilities will find a newly adopted single point of service (blended) desk model. Rather than separate reference, children's and other service desks, staff will focus on cross-training to deepen their advisory, user account, and reference interview skills. Providing a blend of services at every service point has increased efficiency, salary savings, scheduling flexibility and most importantly, created better customer experiences.

Despite the investments made in the new service counters, the first floor of the Biane Library, opened in 2006, is in need of a facility refresh. Paint is fading, carpet is worn, and hard surfaces are showing their age. Rather than remodeling in a like fashion again, staff will be working with a consultant to develop a multi-year plan to gradually update worn carpeting and furnishings at the Library with the goal of creating a new and improved patron experience. Additionally, with the recent adoption of an "all in one" blended service desk model as noted above, the facility's oversized information desks need to be reimaged and revised. The plan will be developed in conjunction with the Second Story and Beyond® project's space modifications.

Further design of the Second Story and Beyond® project will take place this fiscal year as Library Staff continue to work with CambridgeSeven, a children's museum design firm. Once the final design is completed and approved, tenant improvements will begin late in the 2021/22 fiscal year and museum exhibits fabrication and installation work will begin early the following fiscal year. The complete Second Story and Beyond project is scheduled for completion in Fiscal Year 2022/23 with a proposed Fall/Winter 2022 grand opening. The Second Story and Beyond is expected to have



a regional draw focused on children ages 0-7 and will include unique interactive museum exhibits that will be themed, and change regularly, in pace with the Library and select highlighted books or series. While design is ongoing, the Library Foundation continues their fundraising efforts to assist with the capital component as well as create an operating endowment so that users can take advantage of an equitable price point while allowing the facility to operate without any City subsidy.

Outside the Biane Library, Community Services, Library Services and Public Works will continue to work on the Victoria Gardens Cultural Center Courtyard Redesign. This \$3.5 million project will remake the existing outdoor courtyard at the Lewis Family Playhouse / Biane Library to add permanent shade for year-round use. Improvements will also include a fixed stage with lighting and audio-visual equipment,



that takes advantage of the shade, for outdoor entertainment particularly during spring, summer and fall seasons. An outdoor area for children's activities, including reading, will be installed on the Biane Library side of the courtyard. Final improvements will facilitate better pedestrian access, update landscaping for lower water use and easier maintenance, improve irrigation and lighting, and repaint the entire the facility. When complete, the redesign will result in a year-round

usable courtyard for adult and children's arts and entertainment.



Another unique collaboration that will extend civic services in Fiscal Year 2021/22, and which is made possible by staff's ability to capitalize on one-time opportunities identified during the pandemic, is led by Library Services working with Community Services, the Department of Innovation and Technology (DoIT), and Public Works. The Library will begin offering contactless access to popular library materials through a materials vending machine 24 hours a day, 7 days a week. The 24/7 Library Materials Kiosk, will be located outside the Family Resource Center,

providing expanded access to library materials in a historically underserved area, "book desert", of the community. The machine's collection will be refreshed on a regular basis to include new releases, feature films and popular children's materials in both English and Spanish languages. The 24/7 Library will be the Library's initial pilot project for exploring this type of service delivery model. The 24/7 service model is an affordable option for providing around-the-clock access to materials, requiring minimal staff interactions and maintenance of the machine. If it proves popular, the model could be reproduced in other book deserts creating a cost-effective method for expanding services across the city without the capital and staffing expense of constructing additional full-service branch locations.

The Family Resource Center, home for the first 24/7 Library Materials Kiosk, continues to support residents by connecting community members to services, providing support during the holidays through food donations, coordinating Back to School supplies and supporting a free Food Pantry every Tuesday. Although service delivery shifted during the pandemic and will be evaluated in the Community Services business plan analysis, the City remains committed to supporting and providing social services and recreational opportunities to meet the needs of the southwest community.

The pandemic resulted in many new challenges for our Rancho Cucamonga community, including financial hardship, social isolation, food insecurity, and mental health. Healthy RC and its various community subcommittees spent the last year working collaboratively to continue to improve the quality of life in Rancho Cucamonga. Healthy RC's Healthy Eating Active Living Subcommittee will continue to focus its efforts on food insecurity issues in the community. Financial hardship increased challenges for many Rancho Cucamonga families to access sufficient, nutritious food. The subcommittee mobilized with IEHP to provide food to our Los Amigos School students and families which will continue in the new fiscal year. In addition, the City will continue offering the Bringing Health Home Program which provided access to fresh fruits and vegetables to nearly 200 community members last year. The CASA bilingual Healthy Cooking Program which provided healthy meals to over 300 community members and educated them on healthy meal preparation for their families will continue in the new fiscal year.

Healthy RC's Compassionate Community Subcommittee has been committed to working collaboratively with our diverse community stakeholders to use compassion to amplify community dialogue, teach social-emotional skills, and promote compassionate actions. Over the last year, the Subcommittee hosted three Courageous Community Conversations, which provided a safe space for community members to come together to discuss race-related and social justice issues. The

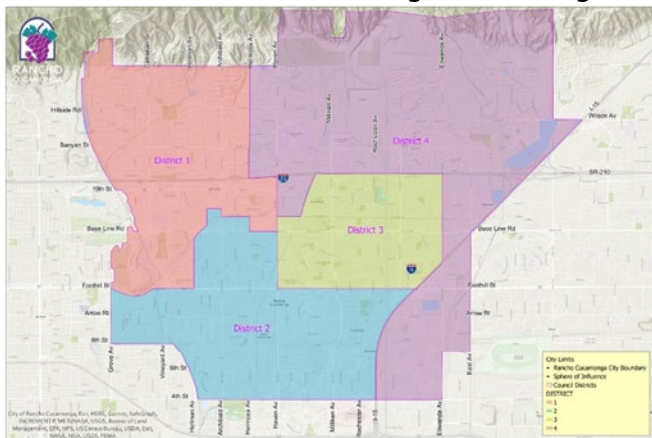


Subcommittee will continue to offer opportunities for the community to not only discuss these sensitive topics, but to also empower community members to devise strategies and solutions specifically tailored to Rancho Cucamonga’s needs. Last fall, Compassionate Community Subcommittee hosted its first ever citywide symposium, Building a Path to Unity: A Virtual Symposium on Racial Healing, Equity, and Unity, where close to 100 community members participated in interactive discussions and brainstorming sessions to address racial equity in our city. Through Compassionate Community, the City will continue to bring all voices and perspectives together as we strive to find a common ground to foster healing, compassion, and unity.

Healthy RC’s Mental Health Subcommittee is committed to addressing the mental health needs of our community, particularly as new mental health issues have arisen or have been exacerbated due to the pandemic such as isolation, depression, anxiety, and loss. This past year, the Mental Health Subcommittee hosted over 30 virtual workshops attended by hundreds of youth and adults across the community, including a Veteran Community Workshop Series; Teen Workshops on social media, stress and anxiety, coping skills; Grief and Loss Workshop Series; Cultivating Resiliency and Selfcare Workshops; Suicide Prevention Workshops; among others. The City is committed to continuing its efforts to break the stigma and raise public awareness of the mental health resources that are available through the Your Mind Matters campaign. The ongoing workshops provide the community an opportunity to hear from mental health professionals, share their own personal stories, connect with their neighbors, and learn new skills to manage their mental health. Mental health strategies continue to evolve in both virtual and in-person opportunities to reach a diverse group of community members including youth, bilingual communities, adults, and vulnerable populations including veterans, students, and seniors.

*"Oh say does that Star-Spangled banner yet wave,
O'er the land of the free, and the home of the brave!"*
- Francis Scott Key, "The Star-Spangled Banner"

Our national anthem was penned not after the War for Independence, but during the War of 1812 when America’s democracy and resiliency as a nation was first tested. It is this democracy that is the essential key to our successful government, one of the hallmarks of which is the regular peaceful election of our representatives. For the first time, in Fiscal Year 2021/22, the City Clerk and Election Official will facilitate the legislative enactment of the council redistricting process. This process will determine how the current boundaries of the council voting districts might be redrawn based on 2020 Census data as required by



law. Beginning in Fall 2021, outreach and engagement will commence to inform our residents about the council redistricting process. As a part of this effort, the community outreach will include an overview of what districts are and how redistricting works in preparation for various hearings to solicit public input before the new district boundaries are approved by the City Council. It is anticipated that some changes may be necessary, however, the overall parameters will remain substantially similar.

Along with elections, redistricting, and hosting of over 24 City Council meetings a year, the City Clerk's Office safeguards the City's historical documents and records. In yet another collaborative effort, the City Clerk's Office will be embarking on creating a new home for the City's collection of documents and records at the now under design new central Fire Station 8 located off Towne Center Drive and Terra Vista Parkway. Rather than continue to pay for expensive off-site storage for the City's historical documents and records, where costs increase yearly, the City Clerk Services Department is looking to build a records storage facility which will be able to hold 700-1000 boxes, plus plans, maps, and other bulk items. This 800 – 1000 square foot facility will be a miniature version of the evidence storage built at the new Public Safety Facility at Station 2 on San Bernardino Road and will provide quicker and more streamlined access to the City's vital documents while reducing ongoing off-site storage costs and improving vital record security.

Administrative Services

"In daylights, in sunsets, in midnights, in cups of coffee; In inches, in miles, in laughter, in strife; In five hundred twenty-five thousand six hundred minutes; How do you measure a year in the life?"

- Jonathan Larson, "Seasons of Love", *Rent*

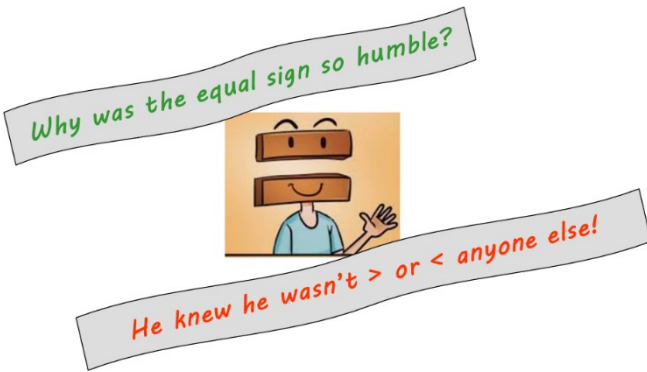
Administrative Services is an Agency Level Workgroup, consisting of the Finance, Human Resources, Innovation and Technology Departments, and the Procurement Division. These departments provide generally behind the scenes support level services to the rest of the front-line departments which allow them to provide their direct public services. Key to this support is accurate and timely financial reporting and revenue/expense management, personnel recruitment/retention and administration services, business intelligence/information technology/systems support and procurement services. Because of the opportunities for overlap and co-programming, these departments work together under the direction of the Deputy City Manager of Administrative Services.

The Administrative Services group measures the year in invoices, timecards, and service tickets; in recruitments, computer applications, and business licenses. Year in and year out, this workgroup provides internal customer service, focusing on fiscal responsibility, transparency, integrity, and teamwork. With mostly internal, but some external customers, the departments in Administrative Services always stand ready to support and assist a wide variety of users, whether it be a department within the City, another governmental agency, a resident, or a local business.

In 2020, the Administrative Services Workgroup partnered with a large group of employees from all the City's workgroups and departments to deliver what became arguably the community's largest social program developed in the shortest amount of time, the City's RC CARES community grant program. Without additional personnel or any new technology, this team did magic behind the scenes to automate, establish audit controls, and pay out nearly \$3 million in grants to tenants and businesses while working under a byzantine set of Federal rules. Looking into 2021, this experience was an excellent reminder that when we work across departments, as Team RC, we are able to successfully execute and innovate even where there is no clear road map to success.

Our experiences with RC CARES and the pandemic are not quite over yet. In May 2021 Rancho launched our third round of community grants under the RC Cares - COVID-19 Business Relief Program, which is providing for \$890,000 in CDBG funding to support small businesses. As this is being written, Rancho Cucamonga is awaiting formal guidelines for the American Rescue Plan Act (ARPA) funds and is strategizing on how to best allocate the anticipated \$20 million plus in onetime Federal monies. Some potential uses include further modifications to public and offices spaces in City Hall post-pandemic to provide for better permanent physical distancing, exploring multiple ways to leveraging our extensive

technology for remote work and hybrid alternatives, and reconciling the various State and Federal reporting requirements that accompany outside funding.



Like all successful endeavors, Team RC continues to evolve. Team RC is the name of the City's decade old employee led initiative to deliver superior service, exceeding expectations, to all who live, work, and play in Rancho Cucamonga. After developing and implementing a vision, mission, values and an employee recognition and onboarding program, Team RC is looking to move forward on a new initiative. Employees across the organization are co-developing Team RC DRIVE, which aims to foster a workforce that is **D**iverse, **R**espectful, **I**nclusive,

Valued, and **E**quitable. The goal of DRIVE is to provide employees with knowledge and tools to help lead in an organization dedicated to fair and equitable practices. In concert with DRIVE, the Human Resources team will focus their efforts in Fiscal Year 2021/22 on providing new and additional innovative and cooperative programs facilitating employee development, organizational development, and succession planning including the utilization of the online learning management system, PERFORM, to assign employee trainings and track development progress. We will also be launching TeleHealth, an employee assistance program to provide employees access to mental health professionals using videoconferencing.

Speaking of employee assistance and counseling programs, we have an in-house credentialed leadership and development coach who will be providing ongoing small group learning experiences including the Brené Brown's Rising Strong™ and Daring Greatly™ programs. These research-based programs focus on communication, self-confidence, and resiliency. This important training is part of a comprehensive training program that is provided in support of and as a complement to our Team RC DRIVE efforts. With initiatives like these, the Human Resources Department will continue efforts to move from transactional human resources to transformational human resources, focusing on programs and services to ensure the physical and psychological safety of employees, support work-life balance, enhance the employee experience, advance diversity and inclusion efforts, and maintain business partner relationships with City departments.

In one such relationship, the Fire District and Human Resources are partnering to upgrade an existing Human Resources Technician to a Human Resources Business Partner to work at a higher level with the required knowledge, skills and abilities to provide the support needed to continue to improve diversity and talent acquisition within the District. The Business Partner will act as a consultant for and support the business objectives of the City and the District on all issues related to human resources. With a focus



on enhancing services and improving time-to-hire, the Fire District has become more strategic and proactive in their recruitment processes to ensure a diverse candidate pool. Human Resources is a collaborative and supportive partner of the District necessary to meet this business objective. The skills and abilities required of this new role, including research and data analysis, are not part of the essential functions of the existing Human Resources Technician position that supports this recruiting work. The duties and pay of the Business Partner would be set at the same level as the existing Risk Management Analyst position,

and the current Risk Management Analyst will be retitled to Human Resources Business Partner to broaden its scope of duties in support of our other customer departments. In line with the Fire District's specialized needs, the District will pay for 2/3 of one of these Business Partner positions which will result

in a slight General Fund cost savings for the City. More importantly, the City will be able to provide greatly improved services for recruitment and retention which is increasingly an area of immense competition for scarce talented and hardworking human capital.

Another division of the Human Resources Department also challenged at doing ever more to protect and improve the City is Risk Management. Risk Management is responsible for the City's insurance coverage, claims handling process and proactive/reactive training to prevent insurance claims. The Risk Management team has been working with the Department of Innovation and Technology (DoIT) on the implementation of a GIS tracking tool of all general liability claims in order to identify problem areas and trending issues risk management issues. This tracking tool will provide better and quicker insights into developing trends and areas of focus than a traditional spreadsheet. Additionally, Risk Management is continuing to focus on our subrogation (substitution of one person or company for another in an insurance claim) program and cost recovery for the City; in the last year, this focus resulted in over \$400,000 in recovered costs.

While the Human Resources Department remains committed to focusing on the employee experience, the COVID-19 pandemic required us to pivot last year to focus on pandemic workplace safety, and we foresee the "now normal" continuing into the 2021/22 fiscal year as we continue to work on safety, including compliance with and administration of the myriad of mandates and programs related to the pandemic. These include addressing legal requirements related to State and Federally provided sick leaves as a result of COVID-19; working with Finance on the recovery of the leave costs through tax credits as allowed under the Federal legislation; enacting the American Recovery Plan Act's new COBRA medical benefits for certain employees that were separated from employment with the City; and the recovery of the COBRA costs through Medicare credits as allowed under the Federal legislation.

With the changes brought about by the pandemic, the Department of Innovation and Technology has also been busier than ever. DoIT's mission is to continually expand and improve access to digital services, creating a modern and convenient experience for our technology enabled residents and employees while improving access to traditional in-person interactions for those who choose not to use technology. One of the primary functions of DoIT is to manage the City's increasing digital estate, which includes information technology infrastructure, digital platforms that are hosted both locally and with cloud service providers, as well as the data housed within these systems. By expanding the use of the City's IT and GIS services and infrastructure we will be able to provide public access to open data using tools and resources that provide understanding and context for our operations. Part of this plan will be to provide increased automation for public access to items of record through the City's online RC Docs portal. Continued development of the City's online permit processing portal is an ongoing priority, as now all plans are submitted electronically by the public; this virtual gateway to permit services must continually evolve to meet shifting demands.

Over the past five years, DoIT has also overseen a comprehensive technology overhaul of the City's backbone infrastructure including network, data centers, endpoint devices, and cybersecurity capability. With the advent of the global pandemic and the sudden increase in demand for digital services, Rancho Cucamonga has seen an accompanying increase in digital threats to both City Hall and the community we serve. In November 2020, DoIT launched the City's first digital security public awareness campaign, Cyber Smart RC, with a series of short videos to promote safe online practices for residents and businesses.

Moving forward, DoIT has just completed the installation of an F5 network cyber security appliance which will compliment and, in some cases, replace legacy network equipment with state-of-the-art intrusion detection and prevention. F5 is a flexible web application firewall that secures web applications in traditional, virtual, and private cloud environments. This helps secure applications against unknown cyber vulnerabilities and enables compliance for key regulatory mandates. Over the upcoming fiscal year, DoIT will invest in optimizing services for the F5 appliance and add new security features to create a secure private cloud environment with the City's new data centers. The F5 security appliance combines the functions of separate network pieces, including firewalls that restrict internet access from outside the City's network, load balancers that route internet traffic to users and services, and then includes policy management and cyber traffic inspection that adds a new layer of visibility and security to our network traffic. By consolidating all these features under one device the F5 can provide "holistic" inspection of traffic, even decrypting and inspecting information packets that are encrypted to check for buried malware and ransomware.



The outcome of the above-mentioned improvements is the ability to use the City's data center as secure "private cloud" environment, opening services and applications to the outside internet in a safe and secure manner. Over the course of Fiscal Year 2021/22, DoIT will begin using the F5 to provide access to platforms that handle timecards, business licensing, animal care and library access safely through the City's intranet or public website. By replacing firewalls and load balancers, the F5 also offsets future equipment replacement costs by replacing five-year-old firewalls and eventually the City's load balancers. DoIT has also completed the installation of the new LogRhythm servers and will be developing logging, alerting and automated response to threats using this powerful platform over the upcoming fiscal year. In Fiscal Year 2021/22 DoIT will also replace the last of the legacy physical servers, ensuring all servers are fully supporting the latest generation hardware.

For Fiscal Year 2021/22, DoIT is focused on the management and effective utilization of these key technology investments. As part of this year's budget, DoIT will add a full-time Information Technology Technician, 50% of which will be funded by the Fire District, focused on supporting our growing public safety technology needs, reducing down-time for first responder equipment and increasing responsiveness for Fire, EMS and Law Enforcement services. The additional position will also reduce deployment time for ongoing IT projects and improve both internal and external customer service for technology related issues. DoIT has also designated the Deputy Director position to serve as the City's first Chief Information Security Officer (CISO), providing critical coordination and oversight of the City's cybersecurity strategy.

"Well, I've been afraid of changing 'cause I've built my life around you. But time makes you bolder, even children get older, and I'm getting older too..."
– Fleetwood Mac, "Landslide"

In Fiscal Year 2021/22 DoIT and Finance will begin updating the City's legacy financial system, ONESolution to Central Square Technologies' Finance Enterprise. The City has been with ONESolution through various versioning and iterations over the last twenty years; however, the system is no longer supported, and Finance Enterprise offers additional functionalities beyond what ONESolution provides. The upgrade to Finance Enterprise will cost approximately \$40,000 and will take several months to fully implement. Once implemented, however, Finance Enterprise promises to digitize routine transactions, route them via automatic workflows, eliminate paperwork, and capture more data in everyday transactions to improve data analysis. Finance Enterprise will also create efficiencies for the current

employees through configurable virtual desktop workspaces to ease navigation and allow easier access to real-time financial information.

Finance Enterprise is a web-based application hosted on City servers on the premises; however, it is Cloud-ready. Through the continued evolution of the software industry, our current hosted version of the software may eventually be limited to a Cloud-based version only. Finance and DoIT staff will be closely and carefully monitoring this evolution to ensure our financial system continues to be both highly functional as well as secure.

In our quest for continuous improvement, Administrative Services is also modifying some of our long-standing business practices in Finance. To increase the efficiency and ease of business license renewals the City will be adding a computer to the rotunda where businesses owners can input their business



information in advance of being assisted at the counter, speeding up and simplifying the process. Finance is also focused on automating the City's accounts payable processes, which will improve the workflow of cash disbursements and significantly reduce the number of physical records. Finally, the Finance Department is embarking on the first rotation of TOT audits during the third quarter of Fiscal Year 2021/22 in partnership with the Greater Ontario Convention and Visitors Bureau (GOCVB). After completing the City's inaugural TOT audit of all the city's hotels in late 2016, it was determined the City would coordinate future efforts with GOCVB and continue to audit the City's hotels on a four-year rotating basis.

To ensure additional TOT equity, in November 2017, the City Council approved a Voluntary Collection Agreement (VCA) with Airbnb for the voluntary collection of TOT revenues. Since then, the City Council has approved another VCA with another major vacation rental platform, HomeAway.com. VCA's are important since they provide for the simplified collection and remittance of TOT revenues on behalf of the individual owners of the short-term rentals (STR) that were otherwise generally not being remitted to the City. Since collections from Airbnb started in January 2018, the relative share of the total TOT revenues has steadily increased from 2.5% to approximately 4 to 5% in the Fiscal Year 2020/21.

Speaking of short-term rentals, Fiscal Year 2021/22 will be the first full year of operations for the City's short-term rentals (STR) program. In August 2020, the City Council adopted an Ordinance establishing regulations for STR operation in the city, including the issuance of a Short-Term Rental permit by the City and the collection and remittance of TOT revenues. This program is a close partnership between Community Improvement and Finance, with the Community Improvement team leading the policy formulation and enforcement, and Finance administering permits and revenue collection. The program has several overarching goals. First, our central and highest-priority goal is to preserve our quality neighborhoods by providing a regulatory framework for the legal operation of short-term rentals in certain limited circumstances, subject to inspections and enforcement. This ordinance will help Community Improvement curb the complaints and nuisances from "party houses" rented through these platforms and enforce compliance on other issues. Secondly, we want to ensure a level playing field for our traditional hotels by ensuring that TOT is collected from STR's in the same consistent manner as is required from our hotels.

To help administer this new program and make it easier for STR owners to comply with our requirements, the City contracted with a third-party software company, Harmari. Harmari helps municipal leaders to Establish, Enforce and win the Endgame of Short-Term Rental issues to help strike the balance between hospitality and community. They will work with the City to address identification and reporting, compliance monitoring, STR registration, enforcement support through reporting, and tax collection

support. Harmari helps governments ensure online marketplace activities follow applicable laws and rules by finding court-defensible evidence for any enforcement that may be required. The Harmari platform will integrate with the current business licensing software collection of the STR permit fees. We anticipate going live with the new platform in May 2021, and our first permits will be processed as we move into Fiscal Year 2021/22.

Fiscal Year 2021/22 will also be the first full fiscal year using an outside advisory service, PFM, to assist with strategy and management for the City's portfolio of investments. The City Council's commitment to maintaining and growing carefully thought-out reserve funds has resulted in a healthy portfolio that is invested to maintain safety, liquidity, and yield on those assets. For many years, a Management Analyst III worked with the City Treasurer to manage portfolio assets, which worked successfully for the size of the City and its portfolio at the time. With that person's retirement coupled with the growth of the City's fiscal capacity it made sense to contract out these services for greater depth and breadth of expertise and analysis to enhance portfolio diversification, implement a multi-year investment strategy, and ultimately maximize interest earnings within the prudent bounds of the California Government Code and our City's Investment Policy. Over the last nine months, PFM has worked with staff and the City Treasurer to optimize the liquid and core portfolio balances to generate greater returns on investment; provided the expertise to analyze investments with longer durations to capitalize on higher returns farther down the yield curve; and assisted with strategic diversification of the portfolio utilizing their sector specialists, dedicated market resources, and credit review of securities prior to purchase and on an ongoing basis. The fruits of this change will be seen in the coming fiscal year and into the future.

Just as it is evolving its financial software and ongoing functions in the coming year, the Finance Department will evolve its staffing. The Finance Department has 23 full-time positions and one part-time staff in the Fiscal Year 2021/22 Adopted Budget, which is approximately the same staffing level it has had for the last several years, yet the exact positions are proposed to be modified due to retirements and shifts in operational needs. The first change is the upgrade of the Finance Manager position to a Deputy Director of Finance. The City has never had a Deputy Director of Finance, but as the City has matured and grown, so has the suite of finance operations to include accounting, audit, accounts payable and receivable, payroll, PERS administration and reporting, special funds administration, special districts, debt management and compliance reporting, budget, banking, and investment management; this level of complexity and the critical nature of each of these functions necessitates additional higher-level leadership. With a Deputy Director in place, the Director will be able to share duties so the department leadership becomes more efficient, taking a "divide and conquer" approach to the many ongoing and time-sensitive projects and programs that Finance leads as well as partners with others to accomplish.

The second change is the downgrade of the previously titled Revenue Manager position. In late 2019, the City's long time Management Analyst III retired; this person had managed the City's banking and investments for many years. With this retirement, the position was restructured into a Revenue Manager with the goal of broadening the duties to include revenue forecasting, analysis, collections, and all other aspects of revenues. The recruitment, however, for the Revenue Manager position has proven to be a significant challenge; the roles assigned to the job were apparently too distinct and unique, and the actual title not common in the City's competitive market. After three unsuccessful recruitments spanning more than a year, we reviewed the needs of the department again and determined that with outsourcing the oversight of the investment portfolio and the new Deputy Director role, a Management Analyst would likely meet Finance's current needs. An Analyst with a core set of knowledge and skills could be coached and developed and ultimately progress toward a Revenue Manager if needed for optimal operations.

Lastly, to recognize the higher level of responsibility and greater depth of experience, there will be a reclassification of the Business License Clerk to a Senior Business License Clerk. This new position will be responsible for the oversight and monitoring of the monthly TOT remittances, online business license applications and renewals, higher-level customer support to businesses, and lead in the absence of the Business License Program Supervisor.

City Manager's Office

*"We've come through wilderness and watched. The cloud by day. The burning sky into dawn.
Have you forgotten who you are? Did you forget whose trip you're on?"*

*Stay strong; You are not lost. Come on and fix your eyes ahead. There's a new day to light
our day, our day. We've gotta stay strong You and I run. For the prize that lies ahead. We've
come too far to lose our way, our way"*

- Newsboys, "Stay Strong"

The City Manager's Office (CMO) leads the way with respect to implementation of many City Council policy objectives; it also oversees a variety of multi-departmental programs and initiatives, including Data and Performance Measurement, recently launched Team RC DRIVE (Diversity, Respect, Inclusion, Value, Equity), the award-winning Community Affairs Network (CAN), the nationally recognized Healthy RC initiative, the Legislative Advocacy Program, and the Public Art and Placemaking Program, among others. These programs are designed to ensure and advance the quality of life for the community. The CMO has been charged with promoting and enhancing a safe and healthy community, while preserving a family atmosphere with equitable prosperity for all. Some programs and services rendered through the City Manager's Office are geared toward supporting other City departments and divisions, like the Administrative Services departments. Other programs are completely focused on providing direct services to the community, like the Civic and Cultural Services departments. But most often, the divisions in the City Manager's Office are simultaneously serving the City's residents, business owners, community members, non-profit partners, other government agencies and the dynamic departments and divisions that make up the City of Rancho Cucamonga.



One of the internal initiatives the CMO is leading is the RC Data and Performance Measurements team.

In its second year of implementation, this team works collaboratively to build a culture of data-based decision making by identifying effective strategies to create a sustainable data-informed organization. All the data collection and analysis occurring throughout the organization provides a great opportunity to benchmark where the City is right now, enabling staff to make data-based decisions as we slowly move out of the worst of the pandemic. As each department defines, visualizes, and manages metrics and key performance indicators, the City will refine its current data collection and reporting processes by developing an evaluation tool that illustrates how performance metrics align with each department's objectives to increase work efficiency and/or improve overall operations in order to fulfill the City Council's mission and vision.

One of the primary ways the City Manager's Office serves both internal and external stakeholders is through communication and community engagement, which is key to the Council's value of *actively seeking and respectfully considering all public input*. Last year's budget message first introduced the Community Affairs Network (CAN) as a hub for engagement under the umbrella of the CMO to ensure the City's ability to direct resources that support other departments' communication and engagement efforts, which fluctuate throughout the year. In early 2021, the City Council formalized the cornerstone of all the City's outreach, with the Community Engagement Policy with a Health Equity Framework. Health equity is achieved when every person has the opportunity to "attain his or her full health potential" and no one is "disadvantaged from achieving this potential because of social position or other socially determined circumstances." After the Council adopted the policy, representatives from all City departments were trained on health equity and its intersection with community engagement. Going into Fiscal Year 2021/22, this multi-departmental team, called Ambassadors of Community Engagement (ACE) will be set to serve as the champions of communication outreach within their department and able to work with CAN on implementation of the policy, ensuring equitable input to all the City's departments from the many diverse groups that make up Rancho Cucamonga.

Diversity comes in numerous forms and weaving all that input into a coherent policy is a challenge for today's socio-political world. In Rancho Cucamonga, that policy will be embodied in the City's new General Plan. As the City continues to work on the final review phases and prepare for the Council's consideration and adoption of the new General Plan, the Community Affairs Networks (CAN) and its ACE members will have a crucial role in providing the final and perhaps most critical phases of meaningful community engagement for the General Plan. Additionally, CAN will continue to support the efforts to solicit public input on the various plans and reports that are affiliated with the General Plan Update including the EIR, Public Art Strategic Plan, Local Hazard Mitigation Plan, and Community Wildfire Protection Plan. Finally, should the City Council adopt these plans, CAN will close a critical feedback loop with the community illustrating how the residents', visitors', employees', and business owners' input provided the foundation for these plans that will shape the future of Rancho Cucamonga.

As the post-COVID-19 pandemic era evolves, the CAN team will also continue to inform the public of the various changes by the CDC and State and County health departments, while maintaining our core message of #TogetherRC. While it is impossible to predict the next phase of this public health emergency, CAN will continue to provide messages that foster a safe and healthy environment for all. Meanwhile, the Legislative Advocacy team will continue to fight for and represent the City's interests and Healthy RC will work ensuring that the City remains a location of choice today, tomorrow, and long into the future.

The legislative team continues to support the City Council's efforts to engage in legislative advocacy at all levels, advocating the City's interest and increasing the City's influence as a leader in good government. A major focus for advocacy efforts in Fiscal Year 2021/22 is e-commerce revenue. In line with one of the City Council's 2021 goals, the City will participate in State-level discussions and develop specific internal proposals to support future legislative action designed to further an equitable distribution of e-commerce revenue to all cities in California. Additional areas of advocacy in FY 2021/22 include housing, COVID-19 recovery, transportation, and infrastructure improvements. This year, the CMO Legislative Affairs team will also work closely with our lobbyists and delegates to actively seek funding available through the American Rescue and Recovery Act as well as future pending infrastructure programs.

One of the major interests in infrastructure at the legislative level is due to the various transit rail alternatives being considered to improve transit throughout the City and region. Staff monitors these planning efforts within our region, specifically related to rail connections, so that the City Council can advocate for what is in our residents' best interest. A particular area of focus is the connection of the Metrolink railroad line from the Cucamonga Station to the Ontario Airport. Previous iterations included a



very expensive Gold Line extension that would have burdened San Bernardino County residents with higher taxes. Thanks to the leadership of the San Bernardino County Transportation Agency (SBCTA) and the City Council of Rancho Cucamonga, the current alternative, which is already under design, involves the Ontario Loop / Boring Company tunnel and the further development of a private high-speed rail line from Las Vegas to Rancho Cucamonga. The latter would provide cost competitive transportation options, equivalent to an inexpensive plane ticket, to and from Las Vegas for the millions of people each year who make that trip. With both services coming into the Cucamonga Station, they will join the Metrolink service to eastern San Bernardino County as well as west into Los Angeles County. SBCTA is also moving forward on a West Valley Connector high speed bus rapid transit service to link Ontario Mills, Ontario Airport, Victoria Gardens and Kaiser Permanente in Fontana. That service will also have a major stop at the Cucamonga Station.

With aggressive State goals and a naturally shifting market, Rancho Cucamonga has recognized the importance of preparing for the rise of electric vehicle (EV) ownership and the need for public charging options. The City also continues to purchase EV's for its vehicle fleet and is preparing for an anticipated increase in demand for EV charging options. This fiscal year staff will focus on upgrading and building-out the City's EV infrastructure for both private and public use. This includes expanding for the first time to the purchase of electric trucks and SUV's for the City fleet. FY 2021/22 will see the City purchase three new small SUV's, one light duty pickup and two heavy duty pickups, all of which have exceeded replacement parameters for age, mileage and/or maintenance costs. The City will seek to replace as many vehicles as possible with electric or hybrid vehicles. Rancho Cucamonga will also revise its development and building codes to mandate greater installation of chargers, charger ready parking spaces, and the transition to an electric vehicle future. The City is also looking at more Level 3 high speed chargers and on-street chargers that can serve multi-family and low-income developments as well. With a second Tesla Supercharger under way, and discussions ongoing for a Rivian Charger, Rancho Cucamonga is seeking to become the most electric vehicle friendly city in the Inland Empire.

Supporting a Healthy Rancho Cucamonga comes in a number of forms and fashion ranging from healthy eating and active living to mental health to a clean environment, which are just a few of Rancho Cucamonga's community health priorities. In addition to supporting the growth of the EV market, staff work towards a clean environment by supporting new and expanded programs, through the Environmental Programs division, for recycling food waste. Part of this work in Fiscal Year 2021/22 is driven by the passage of SB 1383 which becomes effect January 1, 2022. Under this bill, all businesses and residents in California will need to recycle organic waste (both food and landscape waste). Environmental Programs will work with the City's trash hauler on methods for recycling while also working with CAN for outreach to residents and business that encourages food waste reduction by providing tips and tools to increase participation. Additionally, all grocery stores, food distributors, and other businesses with edible food waste will now need to contract with a food bank or approved organization to donate excess food rather than throw it out. Furthermore, Environmental Programs will work with Healthy RC

and Procurement on updating the City's Green Purchasing Policy to require the purchase of organic products including recycled paper, compost and mulch as outlined in SB 1383.

As noted above, the City Manager's Office is extremely busy with all of the aforementioned programs, policy initiatives and external stakeholder relations. Managing these efforts falls to a modest but dedicated team of full- and part-time employees. To keep up with these efforts in FY 2021/22, several modest personnel changes are recommended. Currently, there are three Deputy City Managers, one over three of the four major work groups (Civic and Cultural Services, Community Development, and Administrative Services). In order to ensure long-term succession planning, one of the Deputy City Manager positions will be upgraded at mid-year to an Assistant City Manager position. This is not a new position, rather it is one which the City has had in place for most of the last 15 years, but which was temporarily downgraded during the recovery following the Great Recession. That change is now being reversed. Additionally, one of the Management Aide positions is being upgraded to a Management Analyst I, reflecting the growth in program complexity and commensurate skill sets required.

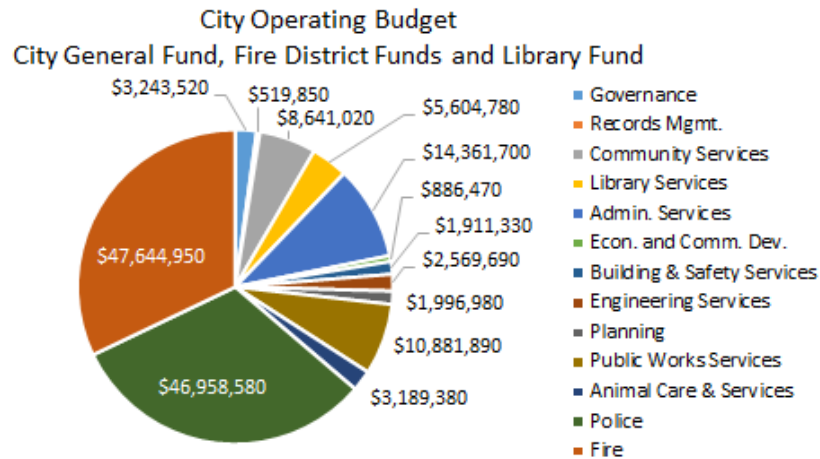
Ultimately, the City Manager's Office is committed to building and supporting a team diverse in people, ideas, and experiences. This broad representation allows us to better address the needs of the entire community in an equitable way while promoting the City Council's vision of a world class community. We are committed to staying strong as we seek the prize that is the vision. Too many generations have put in work getting this far; we will not lose our way.

Operating Budget

"Had to have high, high hopes for a living. Shooting for the stars when I couldn't make a killing. Didn't have a dime, but I always had a vision. Always had high, high hopes."
- Panic! at the Disco, "High Hopes"

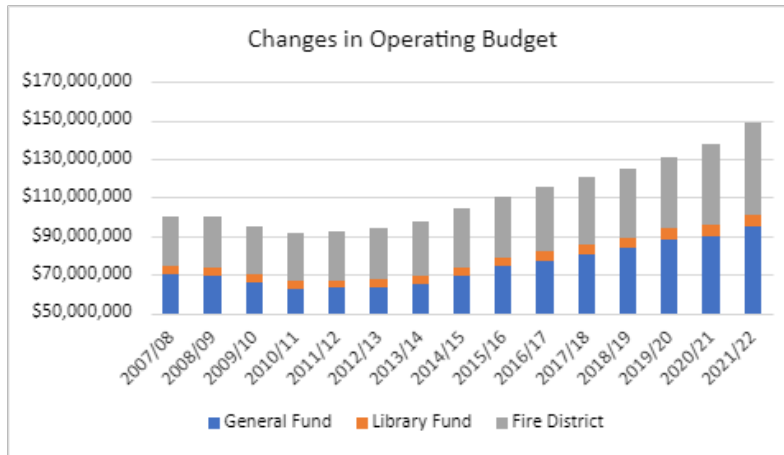
The Operating Budget of the City is that portion of the annual budget which includes all the regular non-capital related revenue and expenses from year to year. Unlike the songwriter, the City has to do more than just have "high, high hopes"; we have to have a balanced and practical budget that is grounded in reality. That practical reality takes shape each year in the Operating Budget. In the City of Rancho Cucamonga, the Operating Budget is primarily comprised of the General Fund, which is a catch-all term that encompasses the major regular revenue sources for the City which are not otherwise restricted in their use and the associated expenses that are regularly charged to those revenue streams. General Fund revenue for Fiscal Year 2021/22 is expected to total \$95.1 million. This is an increase of 7.5% over FY 2020/21's estimated actual revenues, which are now projected to end the year at \$88.5 million. Rancho Cucamonga originally anticipated the operating budget for FY 2020/21 to be \$89.3 million. Assuming General Fund revenue does indeed come in at \$95.1 million, this would be close to the normal level of revenue increase the City would expect from a growing economy. This anticipated revenue growth is a good sign, depending on what inflation does to expenses, of a potential recovery for the General Fund.

The overall Operating Budget is divided up among the various departments as indicated below:



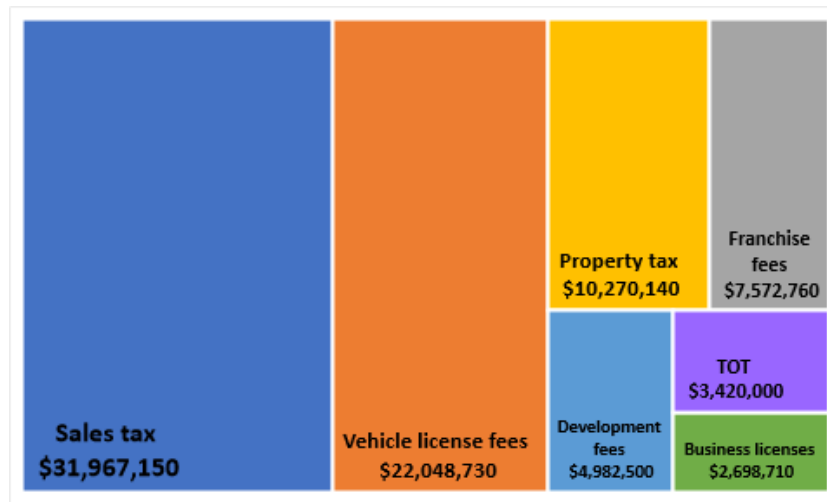
As is typical for most cities, Police and Fire make up the two largest cost centers. When combined with Animal Care and Services, these three departments make up over 64% of the City’s Operating Budget, reflecting a strong community preference to prioritize funding public safety at a high level. One item of note is that, unlike most cities, the Rancho Cucamonga Fire Protection District is actually a separate subsidiary district (it existed several decades prior to the City’s incorporation) with a separate (mostly property tax based) general operating fund that legally cannot be used to supplement non-emergency services related expenses.

Overall, the Operating Budget increased by \$10,626,590 or 7.71% from last year. While this sounds like a large increase, it is primarily indicative of the post-pandemic economic recovery predicted by many economists. The Fire District’s share of the operating budget increased \$5,716,060 or 13.6% over the prior year. This increase is primarily due to budgeted funding in the amount of \$3,618,000 for the second annual prepayment of a portion of the Fire District’s Unfunded Accrued Liability (UAL) with CalPERS in accordance with the Fire Board’s five-year plan proactively to pay down the UAL for the Fire District and achieve an 80-90% CalPERS pension funded status without incurring any additional long-term bond debt, unlike most other communities. The first annual payment wasn’t budgeted in the FY 2020/21 Adopted Budget as the plan was not in place at that time. Instead, the first payment was included in the FY 2020/21 Amended Budget. The Police Department budget increased \$2,089,510 or 4.65% reflecting the increase in the contract cost with the San Bernardino County Sheriff’s Department. There are several drivers for this cost increase. Salaries, part of a multi-year MOU signed several years earlier, increased 5% on average for the Police Department. Pension Costs increased due to investment losses by the County pension system. Claims, of which auto, lethal force and improper arrest are the top three types, were slightly down due to COVID impacts on trials; however, the long-term actuarial forecast shows need exceeding reserves thus driving more cost increase. These increases were offset by an \$800,000 decrease in the City Clerk Services’ budget because the 2020 General Election costs are non-recurring.



General Fund

The City’s General Fund is the **primary fund used by a government entity for municipal operations**. This fund is used to record all resource inflows and outflows that are not associated with special-purpose funds. The activities being paid for through the General Fund constitute the core administrative and operational tasks of the government entity. One way to think of it is, if government is an essential service, the General Fund pays for the essential activities of that government entity. For Rancho Cucamonga, the General Fund is comprised of seven major revenue sources, making up 87% of revenues, as anticipated for FY 2021/22 below:



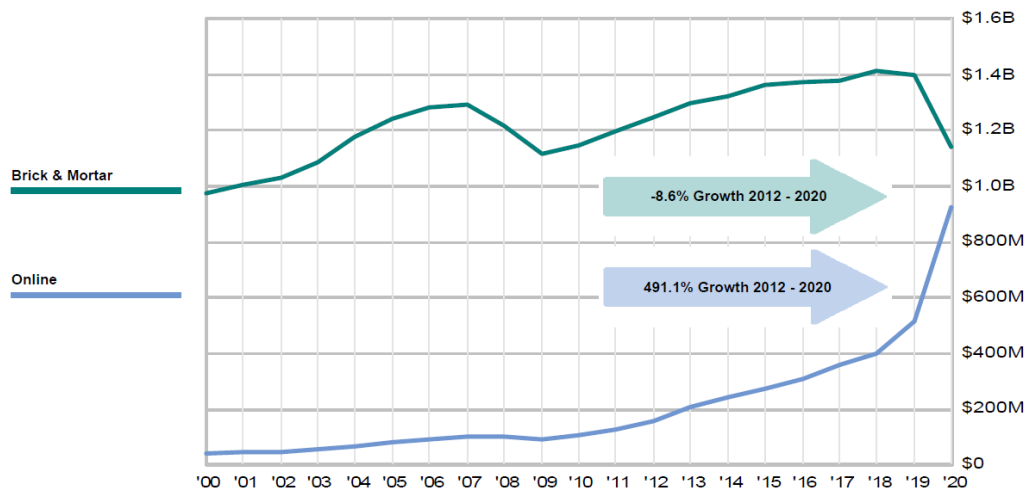
Sales Tax

Sales Tax remains the City’s primary revenue source at \$31.9 million. Nearly 20% of the City’s sales tax comes from Victoria Gardens, and the outstanding success of this well-planned regional lifestyle center allowed for the expansion of many city services after its opening in 2004. Many in the region assume that Rancho Cucamonga must be the highest sales tax generating city in San Bernardino County, because of Victoria Gardens. In actuality, Rancho is a relatively modest sales tax city for its size, receiving less revenue than either of our large neighbors to the south or east, both of whom have numerous large e-commerce warehouses as well as auto malls. Looking statewide, Rancho Cucamonga is also a respectable but average sales tax performer; we ranked 258th in sales tax per capita out of 520 cities and counties as of Q4 2020. While sales tax is robust, sales tax alone is insufficient to even cover the expenses of the Police Department contract at \$47 million.

"Holding to the ground as the ground keeps shifting, Trying to keep sane as the rules keep changing, Keeping up my head as my heart falls out of sight, Everything will be alright."
 – Falsettos, "Holding to the Ground"

Sales tax this past year has been suddenly and dramatically impacted in two important ways. First, it has been hit hard by shifting consumer spending patterns that emerged during and coming out of the pandemic. The trend toward the flattening of brick and mortar sales and the shift to more online shopping accelerated through 2020 and into 2021. While the City receives one cent for every dollar of taxable sales at a brick and mortar retailer, most online sales tax goes into a County pool which is distributed based on each City's proportionate share of overall "point of sale" receipts, not to where the resident lives who had the goods delivered from that online transaction. This system disadvantages smaller communities and communities of residents who do more shopping online. In Rancho Cucamonga, we are seeing the impact of declining shopping at brick and mortar locations, especially in the much slower growth in the general consumer goods category and in our major department stores. The following chart shows on a statewide basis the shifting pattern of online sales tax growth historically and in recent years, as compared to brick and mortar sales, which have leveled off and are now declining.

Local 1% Sales Tax by Calendar Year



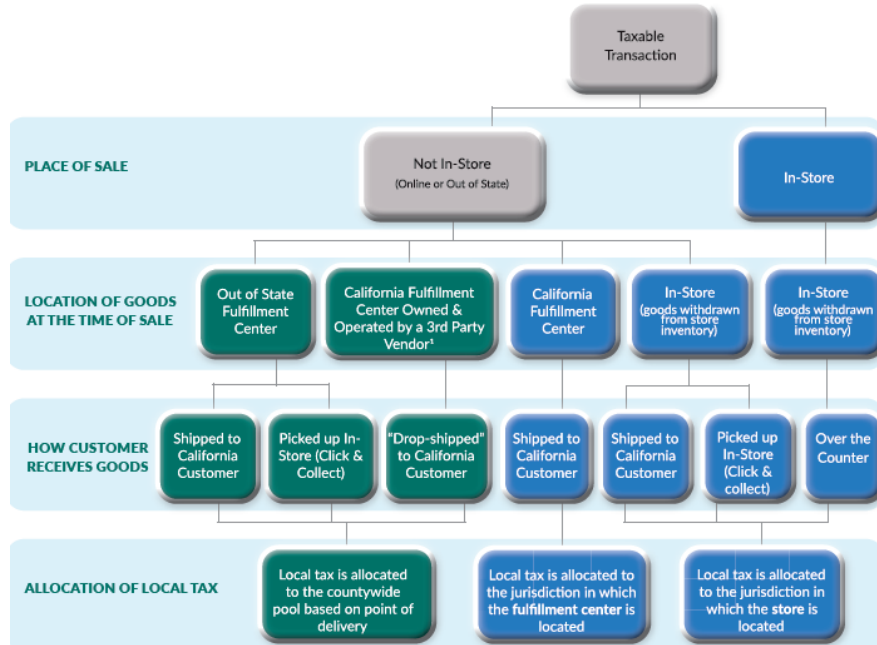
While most online sales tax goes into the County pools, at least the City does receive a share of that pool. In a disturbing new development in early 2021, one of the state's largest online sellers shifted its ownership structure so that it is no longer considered an out-of-state seller. Because of this change, the sales tax it generates will no longer go into the County pools, but rather to the specific city where the warehouse fulfillment center is located and from which the goods were shipped. For Rancho Cucamonga, this is projected to negatively impact our sales tax receipts by approximately \$1 million annually. This loss is factored into our projected revenues for Fiscal Year 2021/22 (which otherwise would have been higher).

As we consider the bigger picture of these shifting sands of sales tax, there is clearly a need to work at on a statewide level to reform this system to provide greater clarity, certainty, and equity for the distribution of this critical revenue to our cities. One of the City Council's goals this year is to actively participate in State-level discussions and develop specific internal proposals to support future legislative action for an equitable distribution of e-commerce revenue to all cities in California. Staff will be working together with our partners at CalCities and in our legislative delegation on workable solutions. As the following graphic illustrates, the existing system is overly complex and should be streamlined to make

tax collection and revenue distribution work more equitably for all, particularly in the situation where the goods are shipped from a California fulfillment center to a California customer.

**CALIFORNIA SALES & USE TAX:
Tax Allocation Guidelines for Local Sales and Use Tax**

This chart is designed to show general scenarios that can impact the California local (1%) sales and use tax allocation. This chart does not exhaust all the sales and use tax law nuances that may determine a taxpayers filing status but rather focuses on the most common processes from sale to delivery.

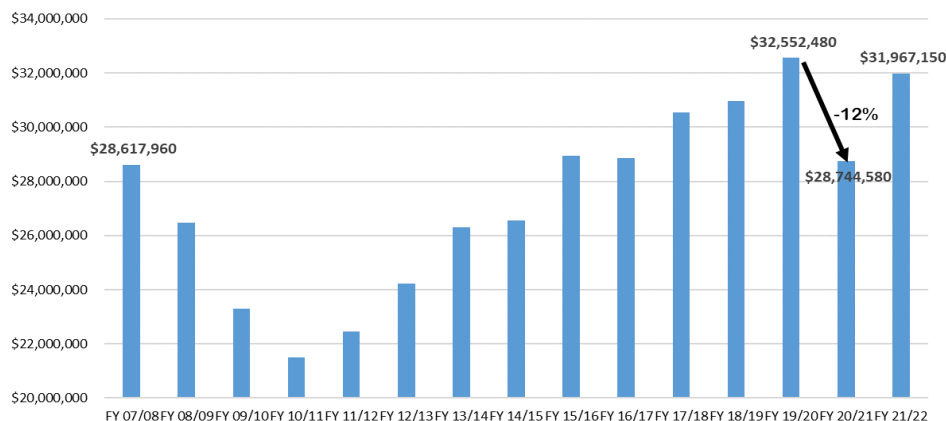


⁴ In this scenario the retailer does not own a stock of goods in California and sales orders are negotiated/processed out of state. An out of state company is not required to hold a seller's permit for an in-state third party warehouse if they do not own a stock of goods at the time of sale.

Source: California Department of Tax & Fee Administration Regulations 1802 & 1699

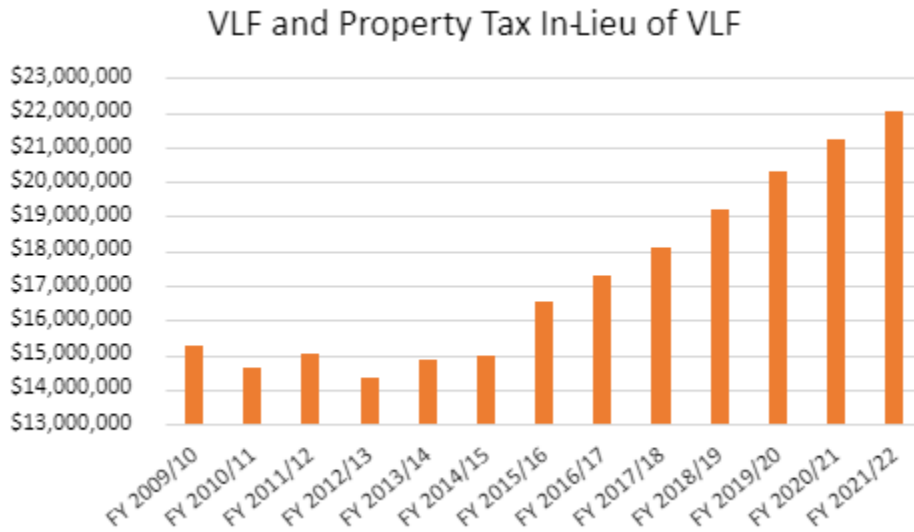
While there is negative news on the e-commerce in-state fulfillment center sales tax front, there are also reasons to have some hope for growth in some areas. Sales tax generated by restaurants and hotels is estimated to grow by 17% in the coming year, with growth in the general consumer goods category growing by nearly 10%. Overall, sales tax is projected to grow by 11% as the economy continues to rebound. Even at this rate, it will likely not reach its pre-pandemic high until sometime in Fiscal Year 2022/23. As the chart indicates, our budgeted FY 2020/21 sales tax anticipated a 12% reduction as compared to the prior year. The climb out of that revenue valley is quite steep and will take some time.

Sales Tax



Vehicle License Fees

Vehicle License Fees and Property Tax In-Lieu of VLF is another significant revenue source for Rancho Cucamonga, estimated to be at \$22 million for FY 2021/22 which is \$825,040 or 3.8% more than in FY 2020/21. In a community like Rancho Cucamonga, where property tax valuation typically increases at a healthy amount from year to year, VLF and Property Tax in-Lieu of VLF are likely to remain a growing revenue source as noted below:



Property Tax

Property tax has always been a relatively modest revenue source for Rancho Cucamonga, owing to our post-Proposition 13 incorporation. While we are colloquially known as a low property tax city, that is a misnomer. Property Tax rates are the same as anywhere else; the difference is that most of the revenue goes to the State, School Districts and County. Only a modest \$0.05 goes to the City of Rancho Cucamonga as shown in the property tax dollar breakdown graphic below:



For FY 2021/22 it is estimated at \$10.3 million, which is a 1.9% increase from the prior fiscal year. This growth rate is considerably lower than the typical 3-4% in property tax revenue growth that we have realized in most years. For example, property tax revenues grew by 4.2% from FY 2019/20 to FY 2020/21.

This is not a sign of a weakening real estate market. Quite to the contrary, the real estate market in Rancho Cucamonga remains strong. Overall net taxable value of property for all land use categories increased 4.6% from FY 2019/20 to FY 2020/21, with values growing by more than \$1.2 billion dollars in the community. Industrial property values grew by 7.2%, and residential values climbed by 4.6%. So, while real estate values are climbing, because of the limit on tax growth imposed by Proposition 13, increased values do not necessarily directly correlate to increased property tax revenues.

The slow growth projected this year is due to an unusual circumstance related to the CPI. Under Proposition 13, annual property tax growth is capped at a CPI increase of no more than 2% for each given property. In most years, the growth factor used across the state is that 2% maximum, so most taxpayers see that 2% increase on their annual tax bills. For the 2021 tax year, the revenues from which we will receive in FY 2021/22, the County of San Bernardino has applied a CPI factor of 1.036% (following the lead of the State of California in this regard), effectively cutting our property tax revenue growth nearly in half. This is atypical; however, it reflects the fact that the pandemic suppressed growth in many areas including things normally subject to a higher level of inflationary growth from year to year.

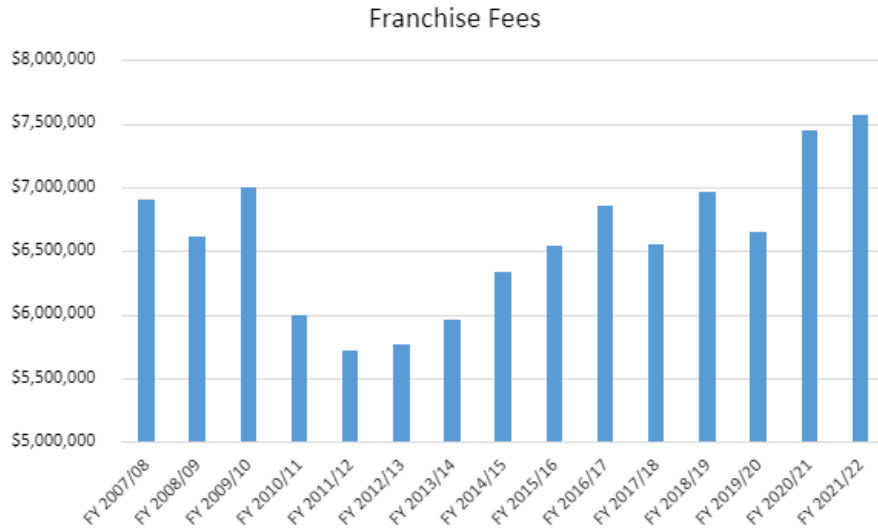
As the City matures and we move into implementation of our upcoming new General Plan, the City is taking a more nuanced approach to its revenue needs. A post-Proposition 13 agency, Rancho Cucamonga has never been able to rely solely on property taxes. Rather, it is the combination of property taxes, sales taxes, and other revenue sources (transient occupancy taxes, franchise fees, etc.) that together help fund critical city services. To that end, we continue to focus on growth in revenue per acre as an opportunity to maximize and diversify our revenue stream. We are now seeking to maximize our revenue value per acre and jobs per acre rather than simply focusing on property taxes. This new way of looking at revenue will help maximize certain key areas of the city. This concept was discussed in a workshop this past year with the City Council and the Planning Commission and is being integrated into the DNA of how we evaluate land use proposals that are brought forward through the planning process. By continuing to be selective about waiting for the right types of development that create more value per acre relative to other uses, the City will help grow and stabilize the General Fund over the long-term, despite increasing population.



*includes Property Transfer Tax

Franchise Fees

Franchise Fees are those fees paid by utility providers in the City of Rancho Cucamonga, including Southern California Edison, Southern California Gas and Burretec, for the privilege of operating exclusively in the City using the City rights of way. These fees may be regulated in some cases by the California Public Utility Commission and can be volatile from year to year given changes in rates, conservation and increasing efficiency and recycling standards. Franchise fees are estimated at \$7.5 million for FY 2021/22 which is modest growth of 1.7% more than the prior fiscal year, as shown below:

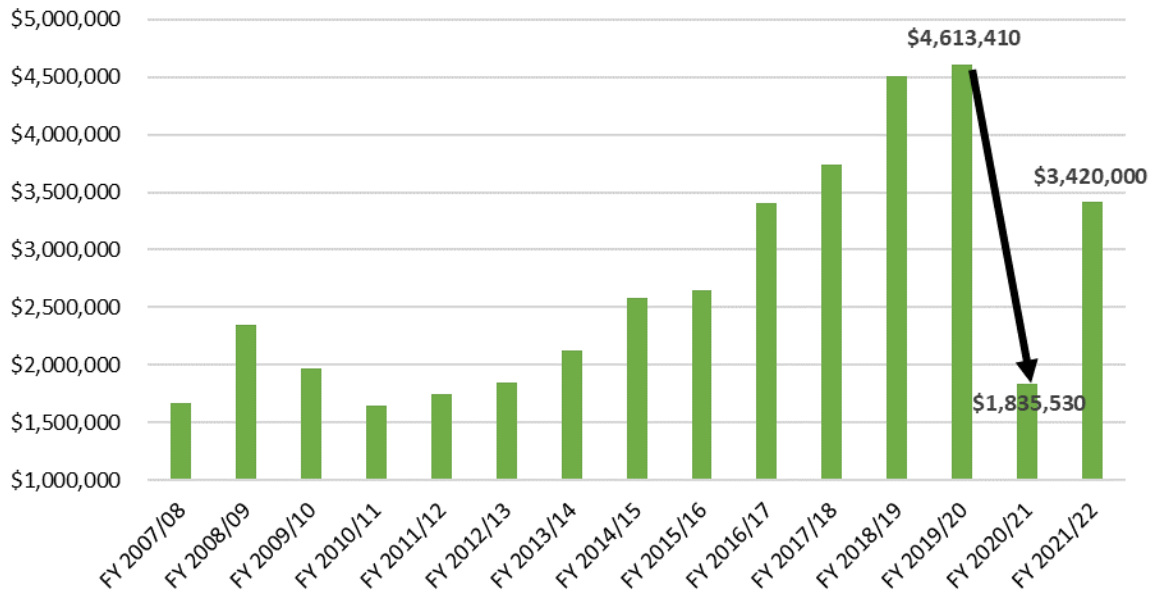


Transient Occupancy Tax

Transient Occupancy Tax (TOT) is a tax placed per night on the use of hotel rooms and short-term rentals (STR's) such as Airbnb where the occupant stays 30 days or fewer. TOT is a percentage of the hotel room rate, and it currently sits at 10% in Rancho Cucamonga, some 2% lower than our neighboring city of Ontario to the south. Once a modest revenue source for the City, over the years with the growth in the number of hotels and rooms, along with increasing room rates, this has become a significant revenue source for the City.

TOT revenue was, of course, hit hard by the impacts of the pandemic, declining by \$2.7 million or 60% in FY 2020/21 as compared to the FY 2019/20 level. Looking to the industry projections and in consultation with our partners at the Greater Ontario Convention and Visitors Bureau, it is expected that business and leisure travel will begin to make a slow recovery into the new fiscal year. First to return will be vacation travel, later followed by group travel and finally business travel. Overall, this process is expected to take three full years. With that in mind, Rancho Cucamonga estimates it will collect \$3.4 million in TOT for FY 2021/22. This is a considerable improvement over the prior year, but still roughly \$1.2 million less than was collected in the peak year of FY 2019/20.

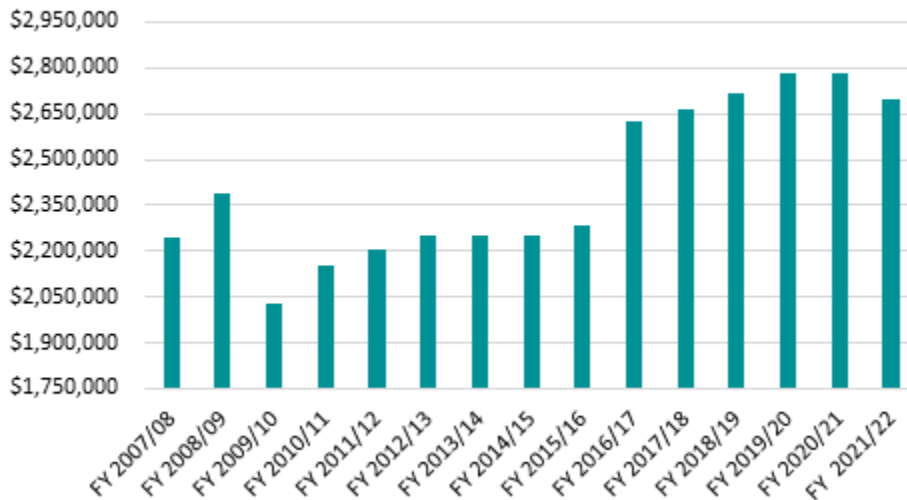
Transient Occupancy Taxes



Business License

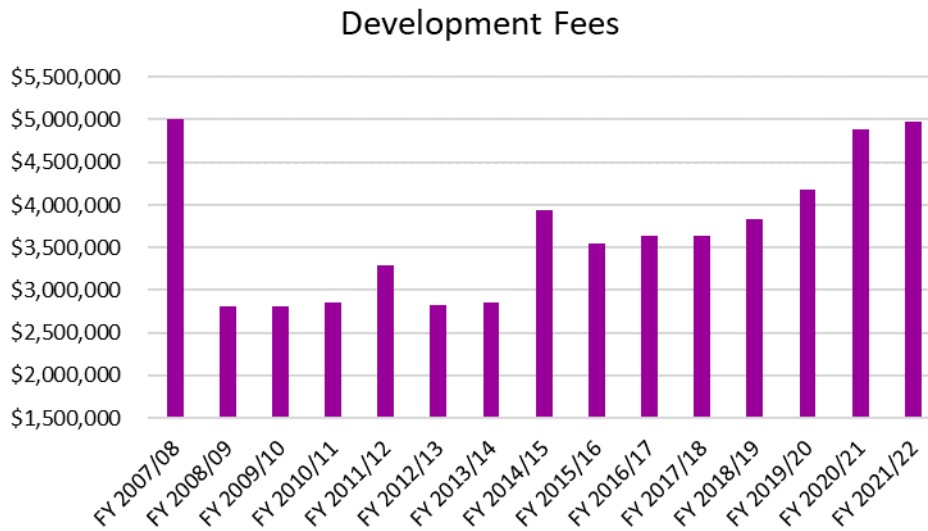
Businesses License and Development Fees are the final two revenue sources which make up the City’s top seven General Fund revenues. Business license revenue is a nominal tax on the privilege of engaging in business in the City. This revenue is estimated to be essentially flat as compared to the prior year, totaling \$2.7 million for FY 2021/22 as noted in the chart below. While the City is now seeing more business growth activity in many sectors, including home-based businesses, we are also impacted by business closures resulting from last year’s difficult business climate.

Business Licenses



Development Fees

Similarly, Development Fees are estimated to increase only slightly to approximately \$5 million next fiscal year, a nominal 1.8% increase from the prior year due to an anticipated uptick in larger scale residential and industrial development activity. Nevertheless, Development Fees are still not back to their levels before the Great Recession. Building activity is relatively high in terms of the numbers of permits being processed, but carrying over from 2020, many of these projects are smaller homeowner projects with modest permit fees.

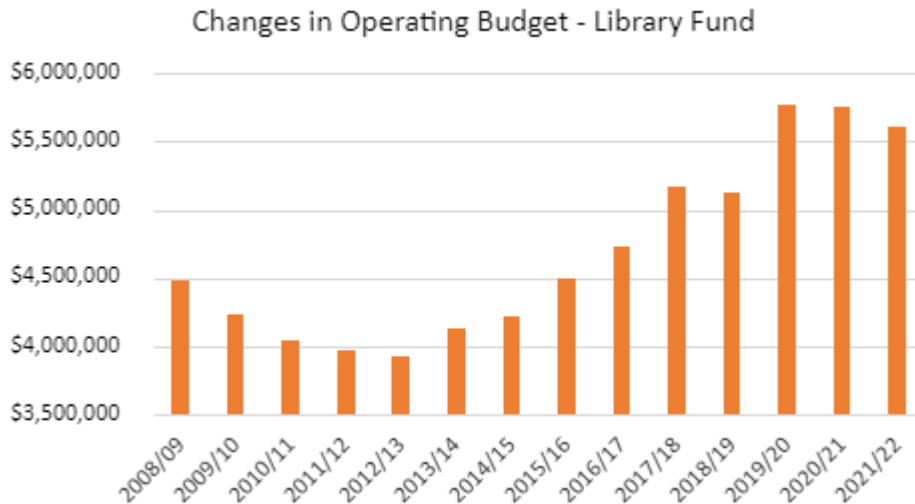


Use of General Fund Reserves

Prior to the COVID-19 pandemic, the last time the City of Rancho Cucamonga used reserves to balance its Operating Budget was during the Great Recession, Fiscal Year 2010/11, and that year we used \$908,130. Over the ensuing years, Rancho Cucamonga cultivated a regular habit of adding to reserves, accumulating a total budgeted contribution to reserves of \$6.7 million dollars in seven years. In the FY 2020/21 budget, we anticipated the use of \$700,000 of reserves to cushion last year's dramatic revenue loss. However, because of strong expenditure savings during the year, the budget was able to remain balanced with no use of reserves. No use of reserves is planned for FY 2021/22 and we will return to contributing to reserves by setting aside \$1,220,460 in the new fiscal year.

Library

The Library Services Department's mission is to Ignite Curiosity, Transform Lives, Create Community. The Library Team certainly continued to do just that as they supported and encouraged education and the love of reading in new and innovative ways over the past 18 months. This time also created an opportunity for the Library to step back and assess core services and complete several long-term goals. Based on analysis and past experiences, the Rancho Cucamonga Public Library will be taking a phased approach to reopening the Biane Library and expanding service days at the Archibald Library. As public health conditions continue to improve, staff will look to offer in-person programs in compliance with current gathering guidelines while continuing to offer a blend of popular virtual or hybrid programs. When in-person services and programs increase, additional part-time personnel support will be required. The City is already finding the same difficulties as many of private businesses in recruiting and hiring qualified staff; however, the related incremental increases to the Department's part-time employee expenses have been included in the FY 2021/22 budget request.



FY 2021/22 will be another modest year as we slowly reopen and resume in-person services, with an operating budget of \$5.6 million. This is a slight decline from the prior year’s budget due to reduced part-time staffing levels to match the anticipated needs of the community and the slow re-opening post-pandemic. Although the graph appears to illustrate that our programming and service levels are still lower than FY 2019/20, FY 2019/20 is when we began planning and saving for the Second Story and Beyond® interactive discovery space by transferring \$500,000 annually to the Library Capital Fund. This transfer will come to an end by FY 2022/23 as the project is completed, reducing the overall Library budget to more normal levels. Further development for Second Story and Beyond will take place as Library Staff continue to work with CambridgeSeven, a museum design firm. Tenant improvements will take place during the upcoming fiscal year and museum exhibits fabrication and installation work will begin near the end of the year. The project is scheduled for completion in FY 2022/23 with a proposed November 2022 grand opening, depending on our financial partners and the cost and timing of construction.

In concert with the plans for the Second Story and Beyond® space modifications will be a refresh for the Biane Library. Opened in 2006, the first floor of the Biane Library is beginning to show its age. Staff will be working with a consultant to develop a multi-year plan to gradually update worn carpeting and furnishings so that the building is refreshed and renewed for the grand opening of Second Story and Beyond. It is our ongoing goal and aspiration that with the Second Story and Beyond interactive discovery space, the City will win a second National Medal for Museum and Library Service, the nation’s highest honor for libraries and museums, this time as a children’s museum.

Fire District

"The will to succeed is important. But what's more important is the will to prepare."
- Bobby Knight

2021 marks nearly 100 years since the early community of Alta Loma first grappled with the issue of fire protection. From humble beginnings as different volunteer community-based department, the Foothill Fire District first formed, ultimately becoming a self-governed subsidiary district of the City of Rancho Cucamonga, known as the Rancho Cucamonga Fire Protection District. The original fire house in old downtown Alta Loma is no longer functioning, but today the District has seven fully functioning modern fire station locations.

Exactly 100 years later, following closely on the heels of the highly successful 2018 launch of the All Risk Public Safety Training Facility off Jersey Boulevard and Milliken Avenue, came the 2021 West Side Public

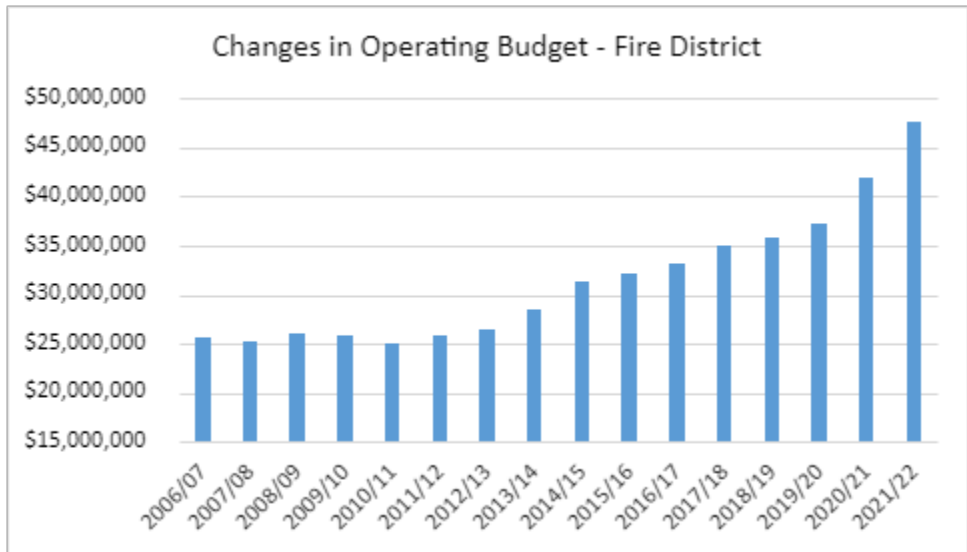
Safety Center opening at Vineyard Avenue and San Bernardino Road. This unique approach, the first of its kind in the County of San Bernardino, pairs on the same site and in the same building a replacement for the aging and undersized Fire Station 2 with a staffed Sheriff's substation and evidence storage area. FY 2021/22 will mark the first full fiscal year of operations in this facility.

The next new facility for the Fire District is Station 8. This central station, made necessary by the tremendous growth in population in The Resort, will be situated in Terra Vista behind Target, east of Haven Avenue and south of Church Street, is partway through the design-bid-build process. The District acquired the land during the approval process for The Resort and has begun design on the Station. New this time around is a design-bid-build process. The District is using this process because it is more flexible for the multi-year design and build nature of fire stations. Additionally, it will allow the Rancho Cucamonga Fire Protection District to avoid low bid on the construction phase, reducing the likelihood of litigation and ultimately saving money.

A few years out, but already in the planning phase is a future Station 9. As The Resort is built out, and the area surrounding Cucamonga Station as well as the Civic Center District and Haven Avenue Corridor, the emergency medical and fire calls south of Arrow Route will increase significantly. In less than 10 years, another 5,000 residences could be built in this area and many more office developments. To better serve this area and meet the appropriate response time on emergency calls, the District recently acquired land just east of Archibald Avenue, south of the railroad tracks, for a future Station 9. This station will also be built using the design-bid-build process so it can be tailored for the unique needs of this area.

Having reached a huge milestone in FY 2019/20 with the first ever 4-0 staffing for both ladder trucks, the Department cautiously approaches the 2021/22 fiscal year. Dependent nearly completely on property taxes, prudence is the watchword of the day as we wait to see how property related values hold up through and post-pandemic. To date, delinquencies have not risen to the levels experienced during the Great Recession. This is likely attributable to the continued strong real estate values found in the city as well as the tremendous amounts of State and Federal stimulus and rent relief.

The Fire District operating budget for FY 2021/22 is \$47.6 million, a 13.6% increase over the prior fiscal year. As noted above, this growth is largely attributable to the planned expenditure of \$3.6 million to prefund a portion of the District's Fire Safety Unfunded Actuarial Liability (UAL). This will be Year 2 of a five-year plan to prefund the Safety PERS plan to approximately the 90% level. This prefunding strategy will not only reduce the District's long-term pension liability but will result in future pension cost savings by avoiding interest costs related to the UAL. Unlike other communities who chose to exchange high-interest UAL payments to PERS for low-interest 20-30 year general fund bond debt, the Rancho Cucamonga Fire Protection District has saved its resources and is paying off the high interest liabilities without taking on any other long-term debt. Other factors impacting the budget this year include increases in PERS normal costs and other personnel cost increases.



Special Districts

"What I thought was so permanent fades. In the blink of an eye, there's a new life in front in my face and I know in due time, every right thing will find its right place."
 - "Everything Changes," *Waitress the Musical*

There are thirty-five special assessment districts in the City, and these districts play a key role in the City's budget. Specifically, these districts help ensure that new development pays its own way and the residents in those districts pay for the infrastructure, landscaping, and other improvements in their immediate neighborhoods. Whether the improvement is new streets and storm drains, or parks and trails, most all new development after 1985 has been part of one or more special tax districts. These Mello-Roos taxes and Lighting and Landscaping Maintenance District assessments help pay to develop and maintain the infrastructure in the community surrounding the residential areas, so the burden for that infrastructure does not fall to existing taxpayers in the City. Without these districts, the General Fund would not be able to provide as vigorous and well-rounded police services and public works as it does.

Most of these districts were created prior to Proposition 218 (Prop 218) in 1996 and, therefore, have no index to adjust regularly for rising costs. Before Prop 218 that regular adjustment was a function of the City Council approving each year's budget and rates with the annual budget adoption. After Prop 218 the City Council retained approval over the budget, but any change in rates required voter approval or a new voter approved measure that authorized increases. During the high growth years of 1990-2003 the continual addition of new residents in each district kept revenues growing at a steady pace. As the districts slowly built out, the improvements also began maturing and maintenance costs increased. With the rise in water costs of 5% or more year since 2010 due to California's periodic drought cycles, the district budgets were severely tested. Eventually, balancing budgets became ever more challenging. Over time, faced with the prospect of reduced services and maintenance, voters in most of the districts have been given a choice to adjust services downward to live within existing revenues or approved updated assessment rates to maintain the park and landscaping improvements at their historical high levels of care and appearance.

Consistent with the long-standing City Council policy of fiscal equity, the General Fund provides certain minimum levels of funding (as required by law in some cases) to some of the Districts. The City Council, acting as the governing body, has adjusted services and maintenance levels where and when needed when the funding streams remained insufficient to cover expenses because the voters of that area

decided against any increases. This situation has become most acute on the west side of town, traditional Alta Loma, where voters have refused to entertain any type of rate increase in over 35 years (since the original PD 85 measure that created some of Rancho Cucamonga's first parks). With a lack of voter interest in a new measure, and given the General Fund decline due to the pandemic, the list of deferred and unfunded maintenance items continues to grow, and includes:

- Shade shelter repairs at Old Town and Golden Oak Parks
- Restroom wood repair at Hermosa Park
- Concrete repairs at various parks
- Playground replacements at Bear Gulch, Church, Hermosa, Golden Oak, and Old Town Parks
- Central irrigation system replacements at all LMD 1 parks
- Field light fixture and pole replacements at Heritage, Beryl and Red Hill Parks
- Amphitheater repair and refurbishment at Red Hill Park

Some long-deferred but critical projects are included in the Special Districts budgets this year, after several years of accumulating replacement resources in these funds. These important projects include:

- Heritage Park Bridge Replacements (\$1,100,000 - *55% funded by the Fire District*) - This project will replace the main drive, pedestrian and equestrian bridges that span the Demens Creek Channel, to the equestrian arenas, with one multi-use bridge. The existing aged, wood bridges need to be replaced to continue to maintain access to the park and existing trails.
- Heritage Park – LED Lighting Replacement (\$100,000 in PD 85) - This project will replace existing lighting fixtures on one field where fixtures and bulbs for lighting the playing field are no longer available. It will result in lower electrical and maintenance costs while improving illumination and safety around the baseball fields area.
- Heritage Park – Pedestrian Trail Replacement (\$150,000 in PD 85) - This project will replace damaged sections of the pedestrian trails within Heritage Park to improve the safety of the trails. As a compliment to this project, approximately 15 solar pathway lights will be installed to replace some of the existing, broken lighting fixtures (\$90,000 in PD 85).
- Heritage Park – Equestrian Center Roof Replacement (\$150,000 in PD 85) – The existing tile roof, which is leaking and damaged, will be replaced with a metal roof that has a 50-year service life.
- Red Hill Park – Solar Pathway Lighting (\$90,000 in PD 85) – Approximately 15 broken pathway lights will be replaced with new bases, poles, and solar light fixtures, providing better illumination for nighttime walking.
- Beryl Park East – The deteriorated tennis court lighting fixtures will be removed and replaced with new energy-efficient LED fixtures (\$50,000 in LMD 1), improving visibility during night play and reduce maintenance.
- Beryl Park East – Playground Replacement (\$40,000 in LMD 1 Capital Replacement Fund) – This is a conceptual design to replace the existing playgrounds in both Beryl Park East and Beryl Park West.
- Etiwanda Creek Park – This park will also see its existing lighting fixtures on the south football / soccer field replaced with new LED fixtures (\$100,000 in LMD 7), improving illumination, reducing electricity costs, and bringing a longer service life for the fixtures

- Day Creek Park/Day Creek Boulevard Landscaping Renovation (\$150,000 in LMD 10) – Existing plantings in this area will be removed and replanted where it has died off or is not thriving. This project will improve the appearance of this heavily used park and main arterial through the City.
- Water Conservation Landscaping Renovation (\$700,000 in LMD 2, and \$700,000 in LMD 4R) – Work will continue in FY 2021/22 to remove turf and replace it with beautiful, water-wise landscaping and hardscape in the LMD 2 (Victoria) and LMD 4R (Terra Vista) neighborhoods. This is the second large-scale project since this initiative began, with subsequent phases planned over the next several years to reduce water and maintenance costs over time. Design work is also budgeted for future projects in LMD 1 (Capital Replacement Fund) and LMD 6 (Caryn), at a cost of \$50,000 each (total of \$100,000).
- Paseo Lighting Retrofits (\$300,000 in LMD 2) – This is part of an ongoing project to replace deteriorating and non-functional paseo lighting in the Victoria planned community.

A new approach will eventually be needed to ensure fiscal stability for the west side parks and landscape districts. In the meantime, the Public Works team will continue to work diligently to preserve and maintain these parks and green spaces to the highest level possible given current funding levels. City staff also continues to seek ways for new development that benefits from these parks to legally contribute to the appropriate west-side districts from new CFD's that are established in new development areas. For example, new contributions to the west-side districts from the new homeowners in the Empire Lakes CFD are improving fund balances in PD 85 and LMD 1 that can be used, over time, for some of the needed infrastructure replacement.

For those districts in the City where the residents have entrusted their City Council with the ability to regularly adjust the rates, the City acts as a fiscal steward of that public trust, recommending rate increases only when absolutely necessary to balance budgets and keep pace with rising commodity, utility or contract labor cost increases. The major drivers of rates continue to be water costs which increase 5% a year, every year, and contract labor costs which increase as minimum wage increases (usually 3-5% a year). Below is the updated chart for each of the districts with a rate adjustment mechanism.

District	Recommendation	Change (%)	Maximum Assessment	Recommended Assessment
LMD 2	Keep Flat	0.00%	\$546.45	\$503.80
LMD 4-R	Keep Flat	0.00%	\$482.44	\$397.15
LMD 6-R	Increase	2.25%	\$462.07	\$462.07
LMD 9	Decrease	40.00%	\$644.67	\$311.92
LMD 10	Increase	3.00%	\$992.03	\$781.48
CFD 2000-03B	Increase	4.00%	\$1,529.83	\$1,529.83

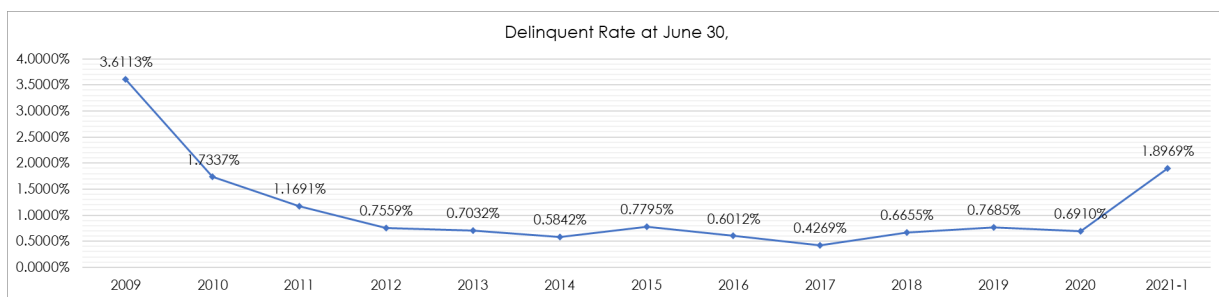
Street Lighting Districts – Interfund Loans. Between Fiscal Years 2016/17 and 2017/18, the City Council authorized an interfund loan from the Capital Replacement Fund to the Street Lighting Maintenance District Nos. 1, 2, 3, 4, 5, 6, 7, and 8 for the purchase and acquisition of Southern California Edison (SCE) streetlights and the LED retrofitting of the streetlights. During the Fiscal Year 2021/22 budget preparation, the Finance Department evaluated the offset from the reduced electrical utility payments to SCE with the debt service payments resulting from the interfund loan. This evaluation noted a considerable decrease in the overall utility payments made to SCE, approximately 50% on average from before the acquisition started. Also, the savings were adequate to pay the debt service on the interfund loans, which was the intention when the City Council approved the interfund loans.

Based on the results, it was determined that Street Lighting Maintenance District Nos. 3, 6, and 8 had sufficient resources to repay their interfund loans. While Street Lighting Maintenance District No. 4 could partially repay a significant portion of the outstanding balance and continue to generate positive financial results. These repayments are budgeted to occur on July 1, 2021, after the City Council adopts the Fiscal Year 2021/22 budget.

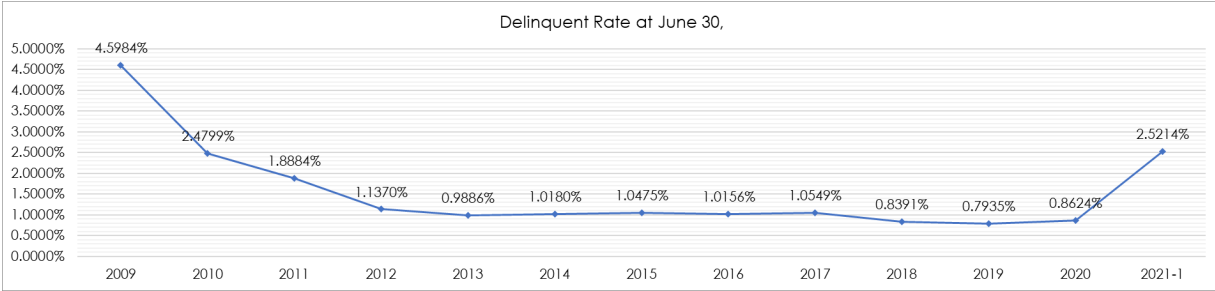
However, this evaluation also identified that Street Lighting Maintenance District Nos. 1, 2, 5, and 7 generated worsening results. Even though the reduction in utility payments was enough to make the annual debt service payments, these districts continued exhibiting adverse financial effects due to structural operating deficits. The General Fund provides operating subsidies to Street Lighting Maintenance District Nos. 2, 5, and 7 in the Fiscal Year 2021/22 budget. Therefore, to reduce the overall outflow of funds from the General Fund, the Finance Department recommended the abeyance of the debt service payments for these districts. The Finance Department will routinely monitor these districts in the future. If their financial condition improves, the debt service could be reinstated at that time from the point it was frozen.

Monitoring Payment of Annual Assessments. The City tracks delinquencies by district on a semi-annual basis after the County provides summary information on each of the two installment payments that are due from property owners. While we have seen an increase in delinquencies coming out of the pandemic, they do not approach the levels we had in 2009 during the downturn in terms of delinquency rates. Some illustrations of this dynamic are noted in the charts below for a few of the districts.

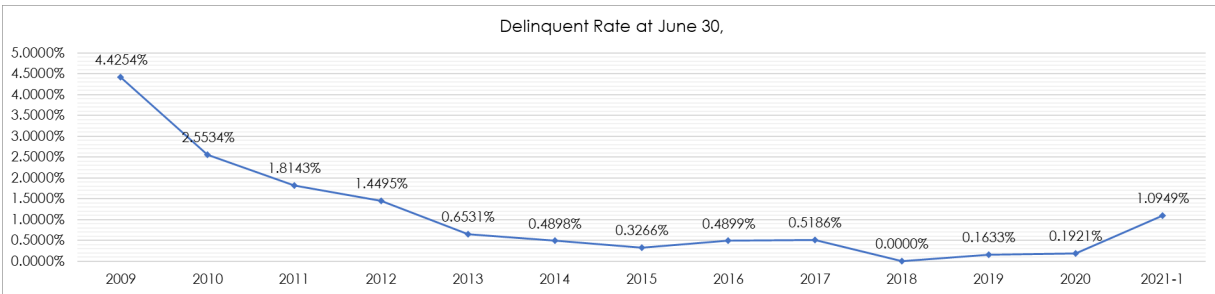
LMD2:



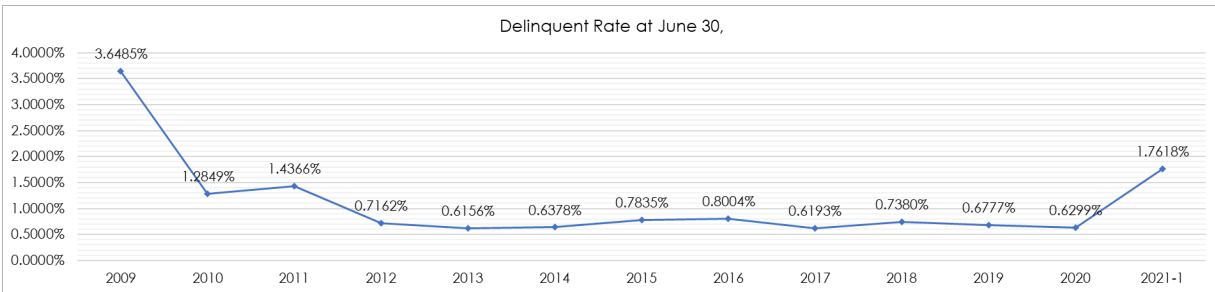
PD-85:



CFD2000-01:



SLD 1:



Summary

"If it's not right, don't do it. If it's not true, don't say it." - Marcus Aurelius

Having reached the end of this budget message, all of you who read these words have clearly exhibited a level of fortitude that would make Marcus Aurelius proud. That said, this writer takes his words above to heart and this budget message represents what is true, and right, because the residents of Rancho Cucamonga demand, and deserve, that level of discourse. This is important because although, as 2020 proved, conditions can change in an instant, the City budget represents a blueprint for a year and a road map of where we have come from and where we intend to try and go.

Two years ago, I noted in the Budget Message that although we did not know when, we did know winter was coming, and prudent fiscal management dictated saving resources for that winter. Those who fail to prepare for winter often never see another spring. Of course, at that time, neither I nor anyone else had an idea of the pandemic winter headed our way, but the preparation laid in 2018 and 2019 served us well during the trials of 2020. As we come out of the pandemic, and accompanying fiscal downturn, the future is anything but clear. There are many headwinds including pandemic uncertainties, business closures, federal deficit driven spending, wealth disparities and sales tax shifts. But there are also many tailwinds including very strong residential and industrial investment in the city, the Brightline high speed rail from Las Vegas to Cucamonga Station, a new 20-year General Plan and the City's traditional assets including strong schools, Victoria Gardens Mall, and a desirable residential living environment.

Success in the future will require Disciplined Innovation. Attention to resources both human and fiscal. An emphasis on strategic innovation and an eye towards tactical system organization. Strong relationships both externally with key stakeholders and strong communication internally with our constituents that ensures we advance the quality of life for the community through inclusive decision making. That decision making has to be in support of a clear vision *to build on our success as a world class community, to create an equitable, sustainable, and vibrant city, rich in opportunity for all to thrive.* In 2019, we focused on commUNITY. In 2020, we extended that focus by standing together as one Rancho Cucamonga, despite all that came our way. In 2021, we will carry that resolve into the future as we lay the cornerstones for an even brighter tomorrow.

City Council Goals

"You have every right to a beautiful life." - Selena Gomez

In Fiscal Year 2019/20, the Rancho Cucamonga City Council set out to revisit, revise, and readopt updated Goals, Mission, Vision and Values. Along the way, the City Council also adopted a set of Core Ethics and a Governance Resolution. In the Spring of 2021, the City Council updated the list of goals to be accomplished over the next three years:

1. Complete the General Plan and Housing Element through an inclusive process by Q4 2022.
2. Reduce delays for N/S traffic flow on the Haven Avenue corridor between the 10 freeway and the 210 freeway, particularly during peak congestion periods, by working with the City of Ontario and the San Bernardino County Transportation Agency to implement advanced technology for traffic control communication and control systems by December 2023.
3. Complete the ALPR ring around Rancho Cucamonga, including all turn movements at all freeway on/off ramps and key major interior intersections by 2022.
4. Actively participate in State-level discussions and develop specific internal proposals to support future legislative action for an equitable distribution of e-commerce revenue to all cities in California by October 2021.
5. Have the Police Department move in and be fully operational at the West Side Public Safety Facility and the Fire District will submit to the Council a contract for consideration for the design-build of Station 8 as next steps in expanding the City's public safety footprint and improving and response times by Q4.
6. Staff will provide a phased multi-year plan for the City Council's consideration that analyzes and provides recommendations for the transformation of Haven Avenue, focusing on key vacant properties and right of way improvements. This plan will also support development opportunities related to the Cucamonga Station for the Ontario Airport Loop and high-speed rail, along with the ongoing development of The Resort project, all of which are located between Haven Avenue and Milliken Avenue, by Q2 of 2022.
7. City staff will provide a report for the City Council's consideration that will include analysis on costs and timeframes to develop on Economic Development Strategic Reserve to be used for acquisition and development of key properties in the city by Q3 of 2022.

The City Council mission statement establishes our organization's purpose and serves as a focal point for current and future endeavors. The Mission Statement succinctly sets out the organization's everyday work focus:

Ensure and advance the quality of life for the community through inclusive decision making.

All World Class organizations also have a clearly defined vision. A vision statement defines the target outcomes for an organization with respect to those things it seeks to accomplish in the near future. For Rancho Cucamonga:

Our vision is to build on our success as a world class community, to create an equitable, sustainable, and vibrant city, rich in opportunity for all to thrive.

Goals, Mission and Vision statements do not exist in a vacuum. It is critical they are surrounded by core values. Core values that we hold individually are a set of fundamental beliefs, ideals or practices that inform how you conduct your life, both personally and professionally. Businesses can also have and maintain core values. These can help an organization determine how to allocate resources, make important decisions, and grow. Rancho Cucamonga's core values include:

1. Providing and nurturing a high quality of life for all.
2. Promoting and enhancing a safe and healthy community for all.
3. Building and preserving a family-oriented atmosphere.
4. Intentionally embracing and anticipating the future.
5. Equitable prosperity for all.
6. Working together cooperatively and respectfully with each other, staff, and all stakeholders.
7. Continuous improvement.
8. Actively seeking and respectfully considering all public input.

"All" is meant to be inclusive of residents, businesses, non-profits, schools, other government institutions – truly all Rancho Cucamonga stakeholders.

FY 2020/21 Awards Received

- 2020 All America City - National Civic League - Rancho Cucamonga was recognized as one of 10 All-America City award winners. This award was received in honor of our work in inclusive civic engagement to address health and well-being and create stronger connections among residents, businesses, and nonprofit and government leaders
- LEED for Cities Silver Designation – United States Green Building Council (USGBC) - Rancho Cucamonga received this award at an international ceremony in December 2020. LEED for Cities is the leading international rating system and certification program for evaluating the sustainability and quality of life in a city or community
- Inland Empire Economic Partnership (IEEP) Awards at the 8th Annual “Turning Red Tape Into Red Carpet” Awards:
 - Best Real Estate Redevelopment and Reuse Award – Haven City Market
 - Award for Sustainable and Green Development - Etiwanda Heights Neighborhood & Conservation Plan
 - Award for the Cooperation Among Cities, Counties or Agencies - City of Rancho Cucamonga Open for Business: COVID-19 Business Recovery and Resiliency Program
- American Heart Association’s Mission: Lifeline EMS Bronze Plus Award for the Rancho Cucamonga Fire District. This is the American Heart Association’s program that recognizes EMS Agencies for their quality of care for STEMI and Acute Coronary Syndrome (ACS) (heart attack) patients
- 2020 Agency Award for Excellence – Western Region International Public Management for Human Resources (WRIPMA-HR). The award is based on program initiatives, accomplishments, and contributions that have been innovative, cross-functional, interagency, and in service of our organization and community
- 2020 Agency Award for Excellence – Small Agency (Under 1,999 employees) - International Public Management Association for Human Resources (IPMA-HR). This award recognizes the overall quality, accomplishments and contributions of an agency human resource program that exceeds normal operations
- Ranked 7th nationally among similar size Cities for the Center for Digital Government 2020 Digital Cities Survey
- Community Service Award - Chaffey Joint Union High School District - Healthy RC was nominated by the Alternative Education Center for working collaboratively on showcasing trauma-informed practices to community stakeholders, as well as providing strategies for student support including the Teen Summit and various virtual teen mental health check-ins.
- Certificate of Achievement for Excellence in Financial Reporting for the Fiscal Year Ended June 30, 2019
- Distinguished Budget Presentation Award for the Fiscal Year Beginning July 1, 2020
- National Procurement Institute 2020 Achievement of Excellence in Procurement Award Winner

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

City of Rancho Cucamonga

California

For the Fiscal Year Beginning

July 1, 2020

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Rancho Cucamonga, California for its annual budget for the fiscal year beginning July 1, 2020. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, operations guide, financial plan, and communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements and will be submitted to GFOA to determine its eligibility for another award.

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RANCHO
CUCAMONGA
CALIFORNIA

GENERAL INFORMATION

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CITY OF RANCHO CUCAMONGA, CALIFORNIA

Fiscal Year 2021/22 Adopted Budget

City Officials

City Council

<u>Name</u>		<u>Term Expires</u>
L. Dennis Michael	Mayor	2022
Lynne Kennedy	Mayor Pro-Tem	2024
Ryan Hutchison	Council Member	2022
Kristine Scott	Council Member	2022
Sam Spagnolo	Council Member	2024

Administration and Department Heads

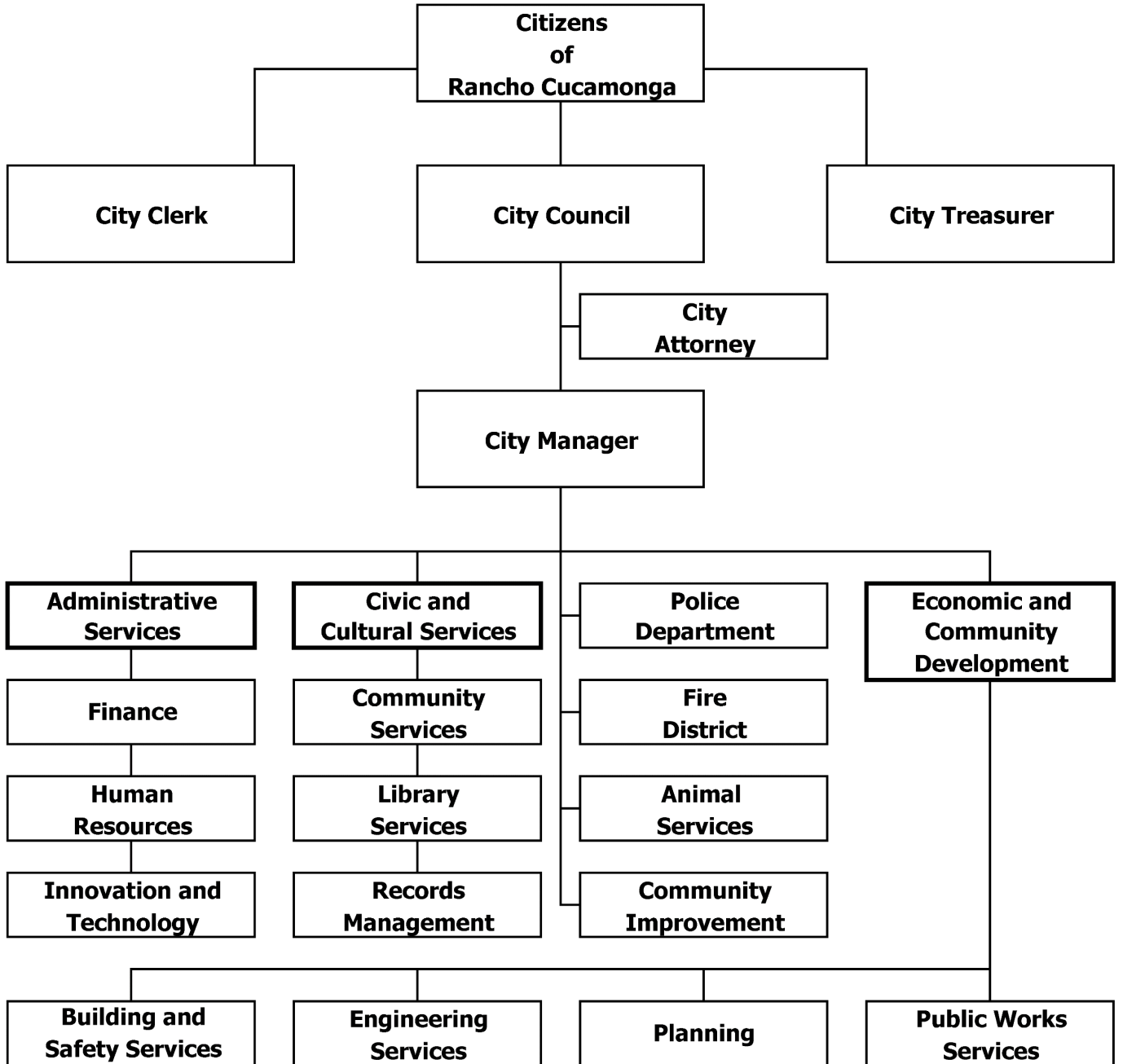
City Manager	John R. Gillison
Deputy City Manager/Administrative Services	Lori Sassoon
Deputy City Manager/Civic and Cultural Services	Elisa C. Cox
Deputy City Manager/Economic and Community Development	Matt Burris
City Attorney	James L. Markman
City Clerk	Janice C. Reynolds
City Treasurer	Jim Harrington
Animal Services Director	Veronica Fincher
City Clerk Services Director	Linda Troyan
Community Services Director	Jennifer Hunt-Gracia
Engineering Services Director/City Engineer	Jason Welday
Finance Director	Tamara L. Oatman
Fire Chief	Ivan Rojer
Human Resources Director	Robert Neiuiber
Innovation and Technology Director	Darryl Polk
Library Director	Julie Sowles
Planning Director	Anne McIntosh
Police Chief	Ernie Perez
Public Works Services Director	Bill Wittkopf

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CITY OF RANCHO CUCAMONGA, CALIFORNIA

Fiscal Year 2021/22 Adopted Budget

Organization Chart



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CITY OF RANCHO CUCAMONGA, CALIFORNIA

Fiscal Year 2021/22 Adopted Budget

Functional Units by Fund Type

**Fiscal Year 2021/22
Adopted Budget
\$267,974,450**

<p style="text-align: center;">General Fund \$95,160,410</p> <p>Governance Police Animal Care and Services Administrative Services Finance Human Resources Innovation and Technology Economic and Comm. Dev. Building and Safety Services Engineering Services Planning Public Works Services Community Services</p>	<p style="text-align: center;">Special Revenue Funds \$143,941,050</p> <p>AB2766 Air Quality Improvement AD 91-2 Redemption-Day Canyon AD 93-1 Masi Commerce Center Animal Center Impact Fee Assessment Districts Admin Asset Seizure - State Beautification CA Recycle/Litter Reduction Grant CA State Library CFD 2000-03 Park Maintenance CFD 2017-01 No. Etiwanda CFD 2018-01 Empire Lakes Citywide Infrastructure Imprv. Community Dev. Block Grant Community/Rec Center Development COPS Program Grant - State Dept of Homeland Security Grant Drainage Facilities Emergency Mgmt Performance Grant Etiwanda No. Equestrian Facility Fire Protection District General City Street Lights Housing Successor Agency Integrated Waste Management Justice Assistance Grant Landscape Maintenance Districts Library Capital Fund Library Fund Library Impact Fee LMD #1 Capital Replacement Measure I Park Development Park Improvement Park Land Acquisition PD 85 Capital Replacement PD 85 Redemption Fund Pedestrian Grant/Art 3 Police Impact Fee Proposition 1B State Funding Public Arts Trust Fund Road Maint & Rehab Acct SB 1 - TCEP Staff Innovation (CA ST LB) State Gas Tax State Grants Fund Street Light Maintenance Districts Transportation Underground Utilities Used Oil Recycling</p>	<p style="text-align: center;">Capital Projects Funds \$2,980</p> <p>AD 82-1 6th St. Industrial AD 84-1 Day Creek/Mello CFD 2001-01 CFD 2003-01 Project Fund</p>
<p style="text-align: center;">Other General Funds \$9,905,470</p> <p>Governance Comm Dev Technical Services</p> <p>Police Reimb St/County Parking Cit Law Enforcement Reserve Traffic Safety</p> <p>Administrative Services Benefits Contingency Capital Reserve</p> <p>Human Resources Capital Reserve</p> <p>Economic and Comm. Dev. Comm Dev Technical Services City Technology Fee</p> <p>Building and Safety Services Comm Dev Technical Services City Technology Fee Mobile Home Park Program SB1186 Cert Access Special Program</p> <p>Engineering Services Comm Dev Technical Services City Technology Fee Capital Reserve</p> <p>Planning Comm Dev Technical Services City Technology Fee</p> <p>Public Works Services CVWD Reimbursements Capital Reserve</p> <p>Community Services Capital Reserve</p>	<p style="text-align: center;">Enterprise Funds \$17,157,730</p> <p>Sports Complex Municipal Utility Utility Public Benefit RCMU Capital Replacement Fund Fiber Optic Network</p>	<p style="text-align: center;">Internal Service Funds \$1,806,810</p> <p>Equipment/Vehicle Replacement Computer Equip/Tech Replacement</p>

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CITY OF RANCHO CUCAMONGA, CALIFORNIA

Fiscal Year 2021/22 Adopted Budget

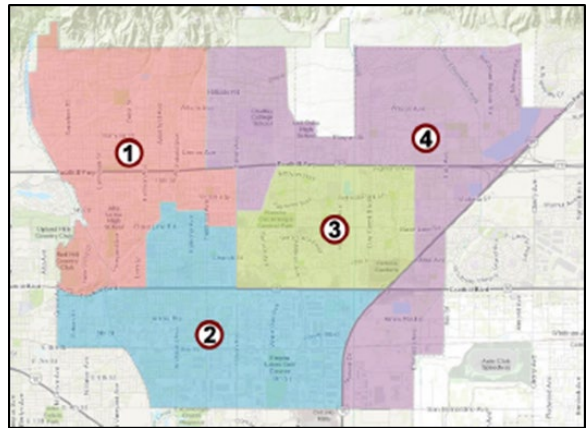
Snapshot of the City

General Information:

The City of Rancho Cucamonga currently has an estimated population of 175,131 and encompasses approximately 46.50 square miles. It is located between the cities of Upland to the west, Ontario to the south, Fontana to the east and is in the western section of San Bernardino County which is in the southern part of the State of California. The local economy includes a diverse business base of office, light manufacturing and distribution, and retail which emphasizes the City's efforts at attracting and retaining sales tax generating businesses to help provide a stable financial base.

Government:

The City of Rancho Cucamonga (the City) was incorporated in 1977 as a general law city under the provisions of the Government Code of the State of California, and it operates under the Council-Manager form of city government. The City officials elected at large include a Mayor, a City Clerk and a City Treasurer. Effective December 7, 2016, the four Council members are elected by geographic districts. Districts 1 and 4 held elections in November 2020. Districts 2 and 3 will hold elections in 2022. The Mayor and Council members are elected on a staggered basis for a term of four years. There is no limit on the number of terms an individual can serve as Mayor or as Council members. The Mayor and City Council appoint the City Manager and City Attorney.



Population by Calendar Year (per California State Department of Finance):

2009—177,051	2013—172,299	2017—176,671
2010—178,904	2014—174,064	2018—179,412
2011—169,498	2015—175,251	2019—175,522
2012—171,058	2016—177,324	2020—175,131

Number of Registered Voters (per San Bernardino County Registrar of Voters): 105,285

Capital Asset Statistics (per June 30, 2020 Comprehensive Annual Financial Report):

Police:

Stations:	1
Patrol units:	67

Public Works:

Streets (miles):	537
Streetlights:	17,027
Traffic signals:	238

Fire:

Fire Stations:	7
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Parks and Recreation:

Parks:	30
Acreage:	346
Community centers:	6

CITY OF RANCHO CUCAMONGA, CALIFORNIA

Fiscal Year 2021/22 Adopted Budget

Population by Age – 2010 (Census), 2021 (est), and 2026 (est)

2010 Population by Age	
Total	165,282
0 - 4	6.2%
5 - 9	6.8%
10 - 14	7.7%
15 - 24	15.6%
25 - 34	14.4%
35 - 44	15.0%
45 - 54	15.7%
55 - 64	10.8%
65 - 74	4.7%
75 - 84	2.3%
85 +	0.9%

2021 Population by Age	
Total	176,577
0 - 4	5.7%
5 - 9	6.0%
10 - 14	6.2%
15 - 24	12.7%
25 - 34	17.1%
35 - 44	14.3%
45 - 54	12.9%
55 - 64	12.6%
65 - 74	8.3%
75 - 84	3.2%
85 +	1.1%

2026 Population by Age	
Total	182,032
0 - 4	5.8%
5 - 9	5.8%
10 - 14	6.0%
15 - 24	11.1%
25 - 34	16.3%
35 - 44	16.9%
45 - 54	12.1%
55 - 64	11.4%
65 - 74	9.1%
75 - 84	4.4%
85 +	1.2%

Source: Esri Community Profile (U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2021 and 2026. Esri converted Census 2000 data into 2010 geography.)

CITY OF RANCHO CUCAMONGA, CALIFORNIA

Fiscal Year 2021/22 Adopted Budget

Educational Attainment – Current Year

2021 Population 25+ by Educational Attainment	
Total	122,691
Less than 9th Grade	3.0%
9th - 12th Grade, No Diploma	5.0%
High School Graduate	16.7%
GED/Alternative Credential	2.4%
Some College, No Degree	25.4%
Associate Degree	10.3%
Bachelor's Degree	22.7%
Graduate/Professional Degree	14.6%

Source: Esri Community Profile (U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2021 and 2026. Esri converted Census 2000 data into 2010 geography.)

CITY OF RANCHO CUCAMONGA, CALIFORNIA

Fiscal Year 2021/22 Adopted Budget

Principal Employers – Current Year and Nine Years Ago*

Employer	2020			2011		
	Number of Employees ¹	Rank	Percent of Total Employment	Number of Employees ¹	Rank	Percent of Total Employment
Inland Empire Health Plan	2000	1	2.40%	n/a	n/a	n/a
Chaffey Community College	1250	2	1.50%	1300	2	1.85%
Etiwanda School District	1075	3	1.29%	1312	1	1.86%
Amphastar Pharmaceutical	890	4	1.07%	999	3	1.42%
City of Rancho Cucamonga	775	5	0.93%	880	4	1.25%
Alta Loma School District	655	6	0.79%	783	5	1.11%
Mercury Casualty	600	7	0.72%	509	10	0.72%
Central School District	545	8	0.65%	680	7	0.97%
West Valley Detention Center	520	9	0.62%	668	8	0.95%
Walmart	435	10	0.52%	n/a	n/a	n/a
Macy's	380	n/a	0.46%	750	6	1.07%
Western Liquidators/Big Lots	n/a	n/a	n/a	521	9	0.74%

Note: "Total Employment" as used above represents the total employment of all employers located within City limits.

¹ Includes full-time and part-time employees.

* Only the top ten employers for each year presented have data displayed. If a company did not rank in the top ten employers for both years presented, then one of the two years will state "n/a".

Source: June 30, 2020 Comprehensive Annual Financial Report

CITY OF RANCHO CUCAMONGA, CALIFORNIA

Fiscal Year 2021/22 Adopted Budget

Principle Sales Tax Remitters – Current Year and Nine Years Ago

2020		2011	
<u>Business Name</u>	<u>Business Category</u>	<u>Business Name</u>	<u>Business Category</u>
Aguilar Trucking	Heavy Industrial	American Building Supply	Contractors
Apple	Electronics/Appliance Stores	Ameron International	Contractors
Bass Pro Shops Outdoor World	Sporting Goods/Bike Stores	Apple	Electronics/Appliance Stores
Best Buy	Electronics/Appliance Stores	Bass Pro Shops Outdoor World	Sporting Goods/Bike Stores
Cardinal Health 200	Medical/Biotech	Best Buy	Electronics/Appliance Stores
Chevron	Service Stations	Chevron	Service Stations
Circle K	Service Stations	Costco	Discount Department Stores
Cmc Steel California	Heavy Industrial	Dan Reshaw Mobile	Service Stations
Costco	Discount Department Stores	Day Creek Arco	Service Stations
Crossroads Equipment Lease & Fin	Trailers/Auto Parts	Day Creek Shell	Service Stations
Home Depot	Building Materials	Home Depot	Building Materials
ICL Performance Products	Drugs/Chemicals	JC Penney	Department Stores
Living Spaces Furniture	Home Furnishings	Living Spaces Furniture	Home Furnishings
Lowe's	Building Materials	Lowe's	Building Materials
Macys	Department Stores	Macys	Department Stores
Meadowbrook Meat Company	Food Service Equip./Supplies	Main Electric Supply	Plumbing/Electrical Supplies
My Goods Market	Service Stations	Monoprice	Fulfillment Centers
Ralphs	Grocery Stores Liquor	Novartis Animal Health	Medical/Biotech
Schwarz Paper Company	Light Industrial/Printers	Sears	Department Stores
Shell	Service Stations	Shell	Service Stations
Stater Bros	Grocery Stores Liquor	Southwire	Energy/Utilities
Target	Discount Department Stores	Stater Bros.	Grocery Stores Liquor
Walmart	Discount Department Stores	Target	Discount Department Stores
Walters Wholesale Electric	Plumbing/Electrical Supplies	Walmart	Discount Department Stores
West End Material Supply	Building Materials	Walters Wholesale Electric	Plumbing/Electrical Supplies

* Firms listed alphabetically

Source: The HdL Companies; State Board of Equalization; California Department of Taxes and Fees Administration; State Controller's Office

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CITY OF RANCHO CUCAMONGA, CALIFORNIA

Fiscal Year 2021/22 Adopted Budget

Budget Guide

The purpose of the City of Rancho Cucamonga's budget is to serve as a "blueprint" for providing City services and as a working financial plan for the fiscal year. It also represents the official organization plan, by which, City policies, priorities, and programs are implemented. It provides the means to communicate to the residents, businesses, and employees how the City's financial sources are used to provide services to the community. The budget includes both the operating costs to manage the City and the capital improvement projects that the City plans to undertake during the fiscal year.

The budget is organized by fund, by department, and by account. A fund is defined as an autonomous accounting entity, established in accordance with legal and professional accounting standards, with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities and balances. Funds are used to segregate the various financial activities of a governmental entity and to demonstrate compliance with specific regulations, restrictions, or limitations (i.e., demonstrating that restricted revenues are spent only for allowed purposes). A department (e.g., Public Works Services) is an organizational unit with divisions (e.g., City Facilities Maintenance). "Line" accounts provide the details of the type of expenditure that each department/division spends – e.g., salaries, benefits, supplies, and so forth.

The budget document can be broken down into the following sections:

Introduction: This section includes the City Manager's executive summary to the City Council and describes what is in the budget, including budget issues and policies that lead to the development of the budget. It also includes the City's GFOA Distinguished Budget Presentation Award.

General Information: This section includes a listing of City Officials; a City-wide Organization Chart; a Functional Units by Fund Type chart; various demographic and economic data for the City; a Budget Guide; and a description of the Budget Process.

Summaries of Financial Data: This section provides a variety of financial analyses such as multi-year revenue comparisons for the operating budget and the total budget; multi-year expenditure comparisons for the operating budget and the total budget; and the beginning and ending fund balances for each fund.

Departmental Budget Details: This section divides the document by department. It starts with the City Council. The reader will find a narrative of the department describing each division and each program within that department; current year budget highlights; multi-year comparisons of expenditures by funding source and category; multi-year summaries of budgeted full- and part-time staffing; performance statistics; and services to the community.

Capital Improvement Program: This section provides a summary of the capital improvement projects planned for the year including their descriptions, funding sources, and the estimated cost of each project.

Appendix: This section provides financial policies for the City, calculation of the City's legal debt margin, a summary of the City's debt service obligations, a glossary of budget terms, a list of acronyms, and a description of funds by fund type.

Budget Process

The City's budget process begins in January. The City Manager outlines the goals and directives for the development of the coming year's budget based on the results of the semi-annual Council goal setting workshops. Finance distributes the budget calendar, instructions, forms, and budget worksheets to the departments. Public Works Services coordinates the departmental building modification and vehicle replacement requests. Engineering coordinates the capital improvement project requests.

After the departments have input their budget requests, Finance compiles the data and calculates the total amount requested including estimated revenues and projected fund balances. The City Manager and Finance Director hold departmental budget meetings. Subsequently, the City Manager makes his recommendations and Finance prepares the proposed budget document. The City Manager submits the proposed budget to City Council. The Council conducts a budget study session; sets a public hearing; and adopts the budget prior to the beginning of the fiscal year.

After the budget is adopted, staff integrates the budgetary data into the City's accounting system. Month-end reports are distributed to the departments to monitor budget performance throughout the year.

Capital Improvement Projects Budget Process: The City maintains a rolling Five-Year Capital Improvement Program (CIP). In February each year, the Engineering Services Department solicits proposals from the other City departments for inclusion in the coming year's capital improvement projects budget. Around the same time, the Finance Department provides Engineering Services the estimated fund balances available for appropriation for CIP. These fund balances usually come from Special Revenue Funds and Capital Projects Funds. Both these fund types are earmarked for specific uses.

Engineering Services staff then works with each Department to prepare a digital Capital Improvement Project form, which provides detailed information about the proposed capital improvement project. Typically, a project costing \$5,000 or more (with some exceptions depending on the type of project) is categorized as a capital improvement project.

During the departmental budget meetings, the City Manager and staff conduct a "walkthrough" of the various proposed projects. After the City Manager's evaluation of what will be included in the proposed budget, the CIP is submitted to the Planning Commission to determine if the projects conform to the General Plan.

Budget amendments: Supplemental appropriations, when required during the fiscal year, require approval by the City Council. Although supplemental appropriations can occur throughout the fiscal year, a comprehensive update to budgeted figures occurs once per year as part of the Amended Budget process which is presented to the City Council in May each fiscal year. Budget changes within each department or between accounts are approved by the City Manager and/or the respective department head depending on the dollar threshold of the budget change.

Basis of budgeting: The City uses the modified accrual basis in budgeting governmental funds. This means that obligations of the City, including outstanding purchase orders, are budgeted as expenses and revenues are recognized when they are both measurable and available to fund current expenditures.

CITY OF RANCHO CUCAMONGA, CALIFORNIA

Fiscal Year 2021/22 Adopted Budget

Budget Process

For proprietary funds, the budget is prepared on a full accrual basis. This means expenses are recognized when incurred and revenues are recognized when due the City. Depreciation expense is not included in budgeting for proprietary funds, but the full purchase price of equipment is included in the budget.

Basis of accounting: The City uses the modified accrual basis of accounting for governmental funds. Revenues are recorded when measurable and available to fund current expenditures. Expenditures are recorded when the services have been substantially performed or the goods have been received and the liabilities have been incurred. The City’s proprietary funds use the full accrual basis of accounting; revenues are recorded when earned and expenses are recorded when incurred.

Budgetary control is maintained at the department level within each fund. The City also maintains an encumbrance accounting system budgetary control. Estimated purchase amounts are encumbered prior to the release of purchase orders to vendors. At fiscal year end, all operating budget appropriations lapse. Open encumbrances are reported as reservations of fund balances at fiscal year end.

Budgetary Data: Annual budgets are legally adopted for all funds on a basis consistent with generally accepted accounting principles, except for the following funds for which no budget is proposed for FY 2021/22:

Special Revenue Funds:

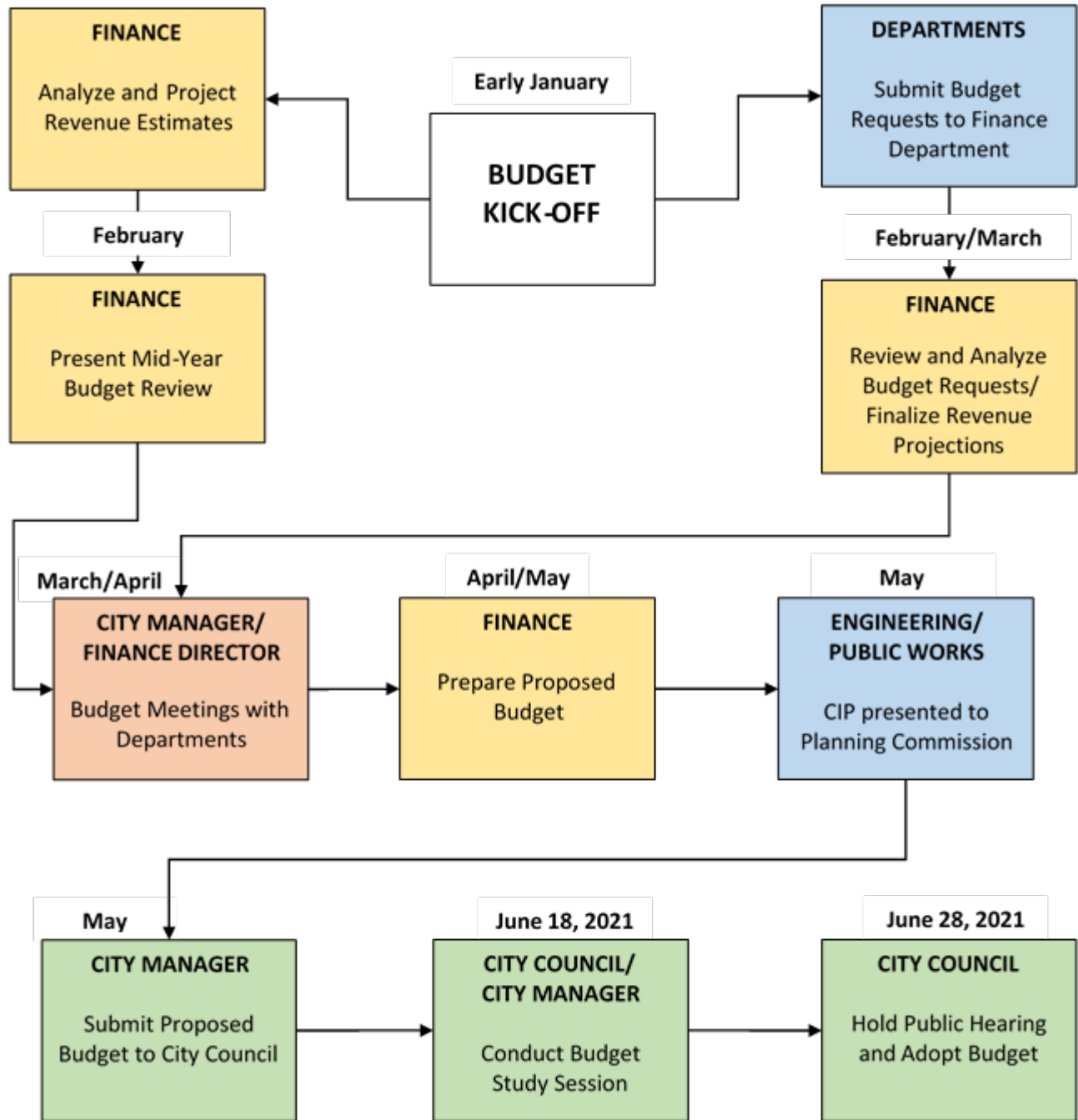
SB 140	Drug Abatement Act
AB 2928 Traffic Congestion Relief	CFD 2018-01 Capital Reserve
Foothill Blvd. Maintenance	Various Grant Funds

Capital Projects Funds:

AD 86-2	CFDs 2000-01, 2003-01, 2004-01, 2006-01, 2006-02
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The following Flow Chart describes the City’s annual budget process.

Budget Process Flow Chart





RANCHO
CUCAMONGA
CALIFORNIA

SUMMARIES OF FINANCIAL DATA

CITY OF RANCHO CUCAMONGA, CALIFORNIA
Fiscal Year 2021/22 Adopted Budget

Financial Summary – Operating Budget

Description	2019/20 Actual	2020/21 Adopted Budget	2021/22 Adopted Budget
Revenues By Category:			
Taxes	\$ 108,462,315	\$ 111,199,810	\$ 122,416,280
Licenses & Permits	5,372,928	4,657,080	4,582,420
Fines & Forfeitures	898,946	1,143,320	1,152,750
Use of Money & Property	2,354,227	2,544,630	1,891,230
Charges for Services	4,626,034	7,242,270	7,448,480
Intergovernmental	263,757	216,130	232,580
Other	4,755,772	5,980,790	6,505,660
Transfer In	3,828,981	3,854,480	3,898,110
Total Revenues	\$ 130,562,960	\$ 136,838,510	\$ 148,127,510
Expenditures By Department:			
Governance:			
City Council	\$ 114,755	\$ 132,470	\$ 137,600
City Clerk	2,057	1,940	1,980
City Treasurer	12,079	12,300	6,140
City Management	2,454,908	2,959,390	3,097,800
Total Governance	\$ 2,583,799	\$ 3,106,100	\$ 3,243,520
Public Safety:			
Fire District	\$ 37,265,742	\$ 41,928,890	\$ 47,644,950
Police	40,582,129	44,869,070	46,958,580
Animal Care Services	3,031,418	3,161,730	3,189,380
Total Public Safety	\$ 80,879,289	\$ 89,959,690	\$ 97,792,910
Civic and Cultural Services:			
Records Management	\$ 489,350	\$ 1,279,650	\$ 519,850
Community Services	4,401,161	8,119,410	8,641,020
Library Services	4,503,025	5,750,160	5,604,780
Total Civic and Cultural Services	\$ 9,393,536	\$ 15,149,220	\$ 14,765,650
Administrative Services:			
Administration/General Government	\$ 5,910,224	\$ 4,900,700	\$ 6,054,140
Finance	1,737,820	1,890,790	1,977,290
Human Resources	880,676	900,570	895,190
Innovation and Technology	4,705,890	5,052,800	5,435,080
Total Administrative Services	\$ 13,234,610	\$ 12,744,860	\$ 14,361,700
Economic and Community Development:			
Administration	\$ 685,754	\$ 802,270	\$ 886,470
Building and Safety Services	1,822,740	1,766,050	1,911,330
Engineering Services	2,377,928	2,353,300	2,569,690
Planning	1,943,117	1,633,770	1,996,980
Public Works Services	9,975,329	10,268,290	10,881,890
Total Economic and Community Development	\$ 16,804,868	\$ 16,823,680	\$ 18,246,360
Total Expenditures	\$ 122,896,102	\$ 137,783,550	\$ 148,410,140
Excess of Revenues Over (Under) Expenditures	\$ 7,666,858	\$ (945,040)	\$ (282,630)

See Notes to Financial Summary

CITY OF RANCHO CUCAMONGA, CALIFORNIA
 Fiscal Year 2021/22 Adopted Budget

Financial Summary – All Funds

	2019/20 Actual	2020/21 Adopted Budget	2021/22 Adopted Budget
Revenues By Category:			
Taxes	\$ 133,751,831	\$ 135,930,110	\$ 149,536,780
Licenses & Permits	5,562,784	4,909,400	4,674,740
Fines & Forfeitures	960,623	1,269,200	1,187,850
Use of Money & Property	11,972,848	8,865,720	5,866,910
Charges for Services	20,542,437	22,264,640	23,133,320
Intergovernmental	17,618,470	28,291,160	45,539,520
Development Fees	9,065,401	5,104,910	9,449,930
Other	10,910,376	7,355,080	7,983,210
Transfer In	13,313,806	9,782,700	10,735,290
Total Revenues	\$ 223,698,576	\$ 223,772,920	\$ 258,107,550
Expenditures By Department:			
Governance:			
City Council	\$ 114,755	\$ 132,470	\$ 137,600
City Clerk	2,057	1,940	1,980
City Treasurer	12,078	12,300	6,140
City Management	2,578,691	2,969,130	3,097,800
Total Governance	\$ 2,707,581	\$ 3,115,840	\$ 3,243,520
Public Safety:			
Police	\$ 43,696,066	\$ 45,983,570	\$ 48,527,460
Fire District	44,282,664	48,008,860	66,790,890
Animal Services	3,031,586	3,161,730	3,189,440
Total Public Safety	\$ 91,010,316	\$ 97,154,160	\$ 118,507,790
Civic and Cultural Services:			
Records Management	\$ 489,350	\$ 1,279,650	\$ 519,850
Community Services	10,660,976	11,232,050	9,741,450
Library Services	4,571,055	6,701,910	6,868,180
Total Civic and Cultural Services	\$ 15,721,381	\$ 19,213,610	\$ 17,129,480
Administrative Services:			
Administration/General Government	\$ 14,079,183	\$ 13,521,720	\$ 18,474,490
Finance	5,143,400	6,023,580	8,033,830
Human Resources	880,676	900,570	895,190
Innovation and Technology	6,177,535	5,804,760	6,435,990
Total Administrative Services	\$ 26,280,794	\$ 26,250,630	\$ 33,839,500
Economic and Community Development:			
Administration	\$ 1,563,824	\$ 954,150	\$ 1,133,920
Building and Safety Services	1,846,469	1,814,530	1,949,420
Engineering Services	28,313,170	41,561,260	56,839,510
Planning	3,209,428	6,896,260	4,223,110
Public Works Services	25,809,250	27,616,290	31,108,200
Total Economic and Community Development	\$ 60,742,141	\$ 78,842,490	\$ 95,254,160
Total Expenditures	\$ 196,462,213	\$ 224,576,730	\$ 267,974,450
Excess of Revenues Over (Under) Expenditures	\$ 27,236,363	\$ (803,810)	\$ (9,866,900)

See Notes to Financial Summary

CITY OF RANCHO CUCAMONGA, CALIFORNIA

Fiscal Year 2021/22 Adopted Budget

Notes to Financial Summary

The accompanying Financial Summary reports provide a snapshot of the City of Rancho Cucamonga, California's operating budget as well as the budget for the organization as a whole. The City's operating budget is comprised of the General Fund (Fund 001), the Fire District Operational Funds (Funds 281, 282, and 283), and the Library Fund (Fund 290).

Financial Summary – Operating Budget:

2019/20 Actual: Overall, for the Operating Budget, revenues were slightly higher than anticipated, although the FY 2019/20 Amended Budget significantly reduced projected revenues for sales tax and transient occupancy tax (TOT) due to the estimated adverse economic impacts of the COVID-19 pandemic, and expenditures were less than anticipated. Revenues exceeded budget in the areas of sales tax, TOT, development fees, and other revenues. The net change in unrealized gain/loss on investments from the prior year to the current year, along with interest earnings on the City's and Fire District's Section 115 Trusts, also resulted in positive budget variances. Offsetting these positive budget variances for revenues was a negative budget variance for contributions from the non-profit foundation that fundraises for the City's libraries due to the adverse impacts of the COVID-19 pandemic. Positive variances on the expenditure side were due to less than anticipated expenditures for the City's public safety contract, other contract services, and labor costs. Another contributing factor to the overall positive variance in expenditures was the differences in budgetary accounting versus GAAP accounting methods. Certain transactions were budgeted to authorize the spending (e.g., debt service payments); however, in the final accounting, these transactions only affected the balance sheet not the statement of revenues and expenditures.

2020/21 Adopted and 2021/22 Adopted: The City's goal is to adopt a balanced Operating Budget, which can include the use of available fund balance. For FY 2020/21, the General Fund budget included the planned use of \$700,000 from the Changes in Economic Circumstances Reserve to offset the continuing adverse economic impacts of the COVID-19 pandemic. An additional \$10,000 of the Animal Center Operations Reserve was planned to be used to fund medical equipment for the Center. The CFD 85-1 Fund included the use of \$476,580 in reserves to offset the additional costs associated with the six Firefighters that were added during FY 2019/20. Future years' costs will be funded with recurring Fire District revenues. There was no planned usage of reserves for the Library Fund.

It should be noted that, beginning with FY 2020/21, the Community Services Department's budget increased about \$2.5 million due to the combining of the Community Services recreational and community activities into the General Fund; previously, they were accounted for in separate special revenue funds. Actual expenditures, and associated revenues, will be dependent upon what programmatic activities will be allowable and feasible considering the restrictions imposed by the COVID-19 pandemic.

For FY 2021/22, the CFD 85-1 Fund budget includes the planned use of reserves in the amount of \$659,810 to fund operations. All other Fire District Operational Funds, the General Fund, and the Library Fund were balanced without the usage of reserves for the FY 2021/22 Adopted Budget. Some staffing previously cut because of the COVID-19 pandemic was restored in the FY 2021/22 Adopted Budget. However, the City continues to proceed cautiously and conservatively in its approach to budgeting for its operating costs due to the continued uncertainty of the ongoing impacts of the pandemic.

Notes to Financial Summary

Financial Summary – All Funds:

2019/20 Actual: Revenues decreased overall by \$9,237,862 due to certain large prior year transactions not recurring in the current year offset by revenue increases and decreases in other areas. Revenues from taxes decreased \$1,440,140 which was the net of increased property tax revenues offset by decreased sales and transient occupancy taxes due to the COVID-19 pandemic stay-at-home orders and business closures resulting from health and safety restrictions. Revenue from the use of money and property decreased a net of \$5,944,469 due primarily to the prior year’s conveyance of land held for resale in exchange for a note receivable pertaining to a low-income housing project in the amount of \$3,700,000, which was non-recurring, and a net decrease in the temporary adjustment to bring investments to fair value at the end of the fiscal year, offset by a net increase in investment income earned during the fiscal year. Development fees decreased \$4,971,099 primarily in the Transportation Fund due to fewer large projects being submitted during FY 2019/20. Transfers in increased \$2,386,756 due to the close out of the Community Services recreational and community activities into the General Fund.

Expenditures increased \$4,578,129 overall. Public safety expenditures increased \$11,122,862 due to an increase in the City’s police contract of \$3,294,097 and an \$8,051,973 increase in the Fire District’s expenditures due to increased costs related to the construction of the Public Safety Facility in the amount of \$5,029,005 along with increased staffing costs related to the six Firefighters hired during the year as well as general staffing cost increases. Expenditures for Administrative Services – Administration decreased \$6,539,657 primarily due to the prior year purchase of land in the amount of \$5,202,315 for future development opportunities.

2020/21 Adopted and 2021/22 Adopted: The Operating Budget is incorporated into this schedule. In addition to the discussion noted above regarding the Operating Budget, many of the other City funds have capital outlay expenditures budgeted which are funded by resources accumulated over a period of time. This can result in overall expenditures exceeding revenues in any given year, depending on the level of capital improvement activity. The FY 2020/21 Adopted Budget included funding for the Etiwanda Grade Separation project in the amount of \$11,000,000. Funding for this project is \$12,500,000 for FY 2021/22. The Capital Improvement Program (CIP) section of this document details out the projects budgeted for FY 2021/22 and includes the funding sources. Some of the other larger items included in the CIP include: Central Park Dog Park (\$3,514,210); Advanced Traffic Management System-Phase 2 (\$7,472,000); Foothill Boulevard Pavement Rehabilitation (\$2,565,000); Heritage Park Bridge Replacements (\$1,100,000); and construction of Fire Station 178 – Town Center Station (\$14,800,000).

CITY OF RANCHO CUCAMONGA, CALIFORNIA

Fiscal Year 2021/22 Adopted Budget

Budget Summary

	General Fund	Fire District Operating Funds	Library Fund	Operating Budget* Subtotal
Estimated Spendable Fund Balances. July 1, 2021	\$ 30,815,260	\$ 47,728,264	\$ 8,324,106	\$ 86,867,630
Estimated Revenues:				
Taxes				
Property Tax**	\$ 32,173,340	\$ 42,114,130	\$ 5,167,540	\$ 79,455,010
Sales Tax	31,967,150	-	-	31,967,150
Transient Occupancy Tax	3,420,000	-	-	3,420,000
Admissions Tax	1,360	-	-	1,360
Franchise Fees	7,572,760	-	-	7,572,760
Subtotal-Taxes	<u>75,134,610</u>	<u>42,114,130</u>	<u>5,167,540</u>	<u>122,416,280</u>
Licenses & Permits	4,565,920	16,500	-	4,582,420
Fines & Forfeitures	1,004,750	148,000	-	1,152,750
Use of Money & Property	1,553,990	255,880	81,360	1,891,230
Charges for Services	7,365,650	1,800	81,030	7,448,480
Intergovernmental	214,580	-	18,000	232,580
Development Fees	-	-	-	-
Other	3,598,000	2,273,630	634,030	6,505,660
Transfer In	1,722,910	2,175,200	-	3,898,110
Total Estimated Revenues	<u>\$ 95,160,410</u>	<u>\$ 46,985,140</u>	<u>\$ 5,981,960</u>	<u>\$ 148,127,510</u>
Estimated Expenditures:				
Personnel Services	\$ 31,632,370	\$ 32,028,190	\$ 3,466,470	\$ 67,127,030
Operations & Maintenance	65,847,440	13,041,570	1,588,310	80,477,320
Capital Outlay	310,000	-	50,000	360,000
Debt Service	106,450	399,990	-	506,440
Cost Allocation	(6,563,720)	-	-	(6,563,720)
Transfer Out	3,827,870	2,175,200	500,000	6,503,070
Total Estimated Expenditures	<u>\$ 95,160,410</u>	<u>\$ 47,644,950</u>	<u>\$ 5,604,780</u>	<u>\$ 148,410,140</u>
Budgeted Increase (Decrease) in Spendable Fund Balances	<u>\$ -</u>	<u>\$ (659,810)</u>	<u>\$ 377,180</u>	<u>\$ (282,630)</u>
Estimated Spendable Fund Balances, June 30, 2022	<u>\$ 30,815,260</u>	<u>\$ 47,068,454</u>	<u>\$ 8,701,286</u>	<u>\$ 86,585,000</u>

* The Operating Budget is comprised of the General Fund (Fund 001), Fire District Operational Funds (Funds 281, 282, and 283), and Library Fund (Fund 290).

** Includes Property Tax In-Lieu of VLF in the amount of \$21,903,200 for the General Fund (Fund 001).

Other General Funds	Special Revenue Funds	Capital Projects Funds	Enterprise Funds	Internal Service Funds	Total
\$ 81,196,325	\$ 230,750,658	\$ 2,064,186	\$ 33,268,668	\$ 4,541,614	\$ 438,689,081
\$ -	\$ 25,355,340	\$ -	\$ -	\$ -	\$ 104,810,350
-	-	-	-	-	31,967,150
-	-	-	-	-	3,420,000
-	-	-	90,000	-	91,360
-	1,675,160	-	-	-	9,247,920
-	27,030,500	-	90,000	-	149,536,780
31,620	60,700	-	-	-	4,674,740
35,100	-	-	-	-	1,187,850
971,920	2,273,690	49,530	635,140	45,400	5,866,910
687,420	87,780	-	13,795,450	1,114,190	23,133,320
633,470	44,248,470	-	425,000	-	45,539,520
-	9,229,930	-	220,000	-	9,449,930
425,020	1,047,580	-	4,950	-	7,983,210
1,220,460	1,846,560	-	2,942,820	827,340	10,735,290
\$ 4,005,010	\$ 85,825,210	\$ 49,530	\$ 18,113,360	\$ 1,986,930	\$ 258,107,550
\$ 1,004,560	\$ 8,355,180	\$ -	\$ 2,342,040	\$ -	\$ 78,828,810
2,712,580	17,209,220	2,980	11,605,810	585,010	112,592,920
4,438,650	61,509,110	-	716,000	694,460	67,718,220
-	2,549,280	-	1,079,870	527,340	4,662,930
-	-	-	-	-	(6,563,720)
1,749,680	1,068,530	-	1,414,010	-	10,735,290
\$ 9,905,470	\$ 90,691,320	\$ 2,980	\$ 17,157,730	\$ 1,806,810	\$ 267,974,450
\$ (5,900,460)	\$ (4,866,110)	\$ 46,550	\$ 955,630	\$ 180,120	\$ (9,866,900)
\$ 75,295,865	\$ 225,884,548	\$ 2,110,736	\$ 34,224,298	\$ 4,721,734	\$ 428,822,181

CITY OF RANCHO CUCAMONGA, CALIFORNIA

Fiscal Year 2021/22 Adopted Budget

Special Districts Summary

The City of Rancho Cucamonga has eleven Landscape Maintenance Districts (LMDs), eight Street Lighting Maintenance Districts (SLDs), as well as several other Special Districts, including one Benefit Assessment District (AD), various Community Facilities Districts (CFDs), and one Park and Recreation District (PD). Five of these other Special Districts provide funding for the maintenance of specific public improvements within the City – AD 91-2, PD-85, CFD 2000-03, CFD 2017-01, and CFD 2018-01. Additionally, certain Special Districts have corresponding capital replacement funds, which account for funds set aside for large capital projects.

All of the Special Districts and the LMDs and SLDs are summarized below and in the following schedule. Some of the Districts receive funds from the General Fund and have long-term fiscal sustainability issues that will need to be addressed in future years. These funds are classified as either “General Benefit Contributions” or “General Benefit Equivalent Contributions.” A General Benefit Contribution quantifies the dollar value of a general benefit to parcels within a district as required by law to be funded from sources other than special assessments. A General Benefit Equivalent Contribution is not required by law, but is authorized by the City Council to support a district that is operating at a deficit, lacks the resources for necessary maintenance, or maintains insufficient operating reserves. Per City policy, the amount of the General Benefit Equivalent will not exceed 11% of the adjusted total budget. The following table identifies which districts receive a General Benefit Contribution or General Benefit Equivalent Contribution, and the amount budgeted for Fiscal Year 2021/22:

<u>General Benefit Contribution</u>	<u>General Benefit Equivalent Contribution</u>
LMD #2 Victoria - \$303,270	LMD #1 General City - \$36,610
	LMD #6R Caryn Community - \$40,090
	SLD #2 Residential - \$63,610
	SLD #5 Caryn Community - \$28,920
	SLD #7 North Etiwanda - \$29,400
	PD 85 Redemption Fund - \$99,990

When the LMDs were established, they were created in conjunction with new development coming into the City. They were intentionally designed to ensure that each District bore the costs of the maintenance of the infrastructure that provides a special benefit to the property owners. The assessments received for LMDs are utilized only for the maintenance and operations of parks and other landscaping within the boundaries of each District. Maintenance and operations include, but are not limited to, turf, ground cover, planter beds, shrubs, plants and trees, landscape lighting, irrigation systems, electrical energy for irrigation controllers, insect/disease control, graffiti removal, hardscapes, entry signs, sound walls, and all appurtenant facilities. The City utilizes current year assessment revenues, prior year carryovers, and (in some cases) contributions from the General Fund to meet each District’s annual expenses.

The SLDs provide street light coverage throughout the general city and planned communities. Each year the assessments received are earmarked for the maintenance and operations of street lights, traffic signals, and appurtenant facilities. This maintenance and operations include the cost and supervision of street lighting maintenance, including repair, removal, or replacement of all or any part of any improvement providing for lighting within these Districts. SLDs 3, 4, 6, and 8 will fully or partially repay the interfund loans provided to purchase the streetlights throughout the districts in Fiscal Year 2021/22. The purchase of the streetlights during Fiscal Year 2017/18 significantly reduced annual utility costs and

Special Districts Summary

created adequate financial resources to repay these interfund loans without adversely impacting any future financial performance. However, SLDs 1, 2, 5, and 7 will suspend debt service for these interfund loans until the structural operating deficit that negatively impacts their financial condition is improved.

PD-85 was initially created to provide funds to finance the cost of construction, maintenance, operation, and debt service payments for Heritage Community Park and Red Hill Community Park. Heritage Community Park is a 40-acre facility located on the southwest corner of Hillside Road and Beryl Street. Red Hill Community Park is 42 acres and is located on the southwest corner of Base Line Road and Vineyard Avenue. The boundary of PD-85 includes all of the City of Rancho Cucamonga with the general exception of land east of the Deer Creek Channel and the Victoria, Caryn, and Terra Vista Planned Communities. The annual assessments levied and collected are dedicated to the ongoing maintenance and operations and periodic capital improvement expenditures for the parks.

AD 91-2 was formed for the protection of certain properties with the construction of a 27+ acre-foot desilting basin and a 1,460+ linear foot concrete drainage channel. Annual assessments provide funding for the annual maintenance of these basins.

CFD 2000-03 was formed to build public facilities in the Rancho Summit housing tracts within the City. Annual assessments from Special Tax B provide for the maintenance of these public facilities, which include parks and parkways. The special taxes have increased by 4.0% for Fiscal Year 2021/22 to keep up with rising costs for maintenance and operations.

CFD 2017-01 and CFD 2018-01 were both formed to provide for the maintenance and operations of public facilities for new developments. While the development for CFD 2018-01 at the previous Empire Lakes Golf Course is currently underway, the development for CFD 2017-01 located in North Etiwanda has had no development yet. These CFDs will provide for the maintenance and operations of the public facilities, including parkways, street improvements, and other critical infrastructure. Additionally, the CFDs will provide funding to the LMDs and SLDs, which overlap the boundaries of the CFDs, to account for each development's use and received benefits.

Lastly, it should be noted that rate increases are only recommended when necessary to maintain a structurally balanced budget for those Districts. Increases, when needed, provide financial stability and help to avoid the structural imbalances down the road that affect other Districts that have no mechanism for regular rate adjustments. Several factors, such as increasing costs of maintenance and essential utilities when out-paced by assessment revenues, lead to these imbalances.

Following is a summary of changes in fund balances for each of the Districts mentioned above. The summary includes prior years' actuals for revenues and expenditures, with a break out of support from the General Fund, along with budgeted revenues and expenditures for Fiscal Years 2020/21 and 2021/22, adjusted for interfund principal payments.

CITY OF RANCHO CUCAMONGA, CALIFORNIA

Fiscal Year 2021/22 Adopted Budget

Landscape Maintenance Districts, Street Lighting Maintenance Districts, and Other Maintenance Districts – Changes in Fund Balance

Fund #	Fund Name	Fund Balance 6/30/2019	FY 2019/20		Fund Balance 6/30/2020	
			Actual Revenues	Support From General Fund		Actual Expenditures
LANDSCAPE MAINTENANCE DISTRICTS						
130	LMD #1 GENERAL CITY	\$ 1,539,903	\$ 1,344,589	\$ 136,000	\$ 1,555,667	\$ 1,464,825
131	LMD #2 VICTORIA	4,247,968	3,692,388	323,730	3,714,502	4,549,584
132	LMD #3A HYSSOP	35,360	4,390		7,295	32,455
133	LMD #3B MEDIANS	2,383,835	1,037,949		982,249	2,439,535
134	LMD #4R TERRA VISTA	6,600,073	2,996,998		2,271,771	7,325,300
135	LMD #5 ANDOVER	32,059	3,292		5,048	30,303
136	LMD #6R CARYN COMMUNITY	678,239	547,430	43,680	498,178	771,171
137	LMD #7 NORTH ETIWANDA	1,394,366	1,045,537		1,019,513	1,420,389
138	LMD #8 SOUTH ETIWANDA	80,636	36,372		38,006	79,002
139	LMD #9 LOWER ETIWANDA	1,308,520	716,225		580,362	1,444,383
140	LMD #10 RANCHO ETIWANDA	1,334,527	646,957		539,363	1,442,121
141	LMD #1 CAPITAL REPLACEMENT	259,420	98,709		620	357,509
STREET LIGHTING MAINTENANCE DISTRICTS						
151	SLD #1 ARTERIAL	\$ (3,035,225)	\$ 895,246		\$ 767,335	\$ (2,907,313)
152	SLD #2 RESIDENTIAL	(2,945,360)	385,299	363,500	458,078	(2,654,639)
153	SLD #3 VICTORIA	35,707	402,598		221,967	216,338
154	SLD #4 TERRA VISTA	(70,648)	182,231		239,184	(127,601)
155	SLD #5 CARYN COMMUNITY	(421,984)	44,222		68,042	(445,803)
156	SLD #6 INDUSTRIAL AREA	(55,325)	147,332		104,285	(12,278)
157	SLD #7 NORTH ETIWANDA	(905,936)	134,187	94,400	144,855	(822,204)
158	SLD #8 SOUTH ETIWANDA	1,811,663	127,486		72,460	1,866,689
OTHER MAINTENANCE DISTRICTS						
838	AD 91-2 REDEMPTION-DAY CANYON	\$ 57,668	\$ 35,056		\$ 26,198	\$ 66,526
847	PD 85 CAPITAL REPLACEMENT	318,042	127,618		8,717	436,943
848	PD 85 RED HILL AND HERITAGE PARKS	2,147,764	1,380,343	217,060	1,257,485	2,487,681
868	CFD 2000-03 PARK MAINTENANCE	534,932	515,370		618,415	431,886
875	CFD 2017-01 NORTH ETIWANDA	0				0
876	CFD 2018-01 EMPIRE LAKES	19	231,815		3,736	228,099
877	CFD 2018-01 CAPITAL RESERVE	0				0

(A) On August 16, 2017, the City Council authorized an advance of \$14,400,340 from the General Fund to the Street Lighting Maintenance Districts Funds to provide funding for the purchase and acquisition of Southern California Edison owned streetlights and the installation of LED lighting to streetlights, intersections, and bridges. The advance is payable in monthly installments and the final payment will occur in August 2037. Due to the outstanding advances to the General Fund, the fund balance for a majority of the Street Lighting Districts will be negative until the advances are repaid in August 2037. Each of these districts receives annual assessments to pay for annual operating expenses, including the debt service for the advances. These current resources are identified as Spendable Fund Balance and are detailed in the Fund Balance Summaries section of this document.

* In order to accurately present the estimated fund balance in accordance with the City's annual financial report, an adjustment is made to the budgeted expenditures for payment of interfund principal. Although the interfund principal payments represent an outflow of cash for budgeting purposes, they do not have an impact on fund balance as reported.

FY 2020/21				Estimated	FY 2021/22				Estimated
Estimated Revenues	Support From General Fund	Estimated Expenditures	Interfund Principal*	Fund Balance 6/30/2021	Budgeted Revenues	Support From General Fund	Budgeted Expenditures	Interfund Principal*	Fund Balance 6/30/2022
\$ 1,318,830	\$ 36,610	\$ 1,523,330		\$ 1,296,935	\$ 1,333,260	\$ 36,610	\$ 1,480,350		\$ 1,186,455
3,788,970	312,190	4,890,020		3,760,724	3,773,740	303,270	4,987,750		2,849,984
370		32,825		0					0
906,050		937,880		2,407,705	912,230		976,900		2,343,035
2,875,640		3,172,960		7,027,980	2,862,640		3,367,660		6,522,960
2,840		6,680		26,463	2,840		8,370		20,933
550,220	50,220	764,860		606,751	562,870	40,090	671,230		538,481
1,022,660		1,225,600		1,217,449	1,013,340		1,354,180		876,609
35,060		61,900		52,162	35,100		42,230		45,032
963,790		756,960		1,651,213	691,700		644,010		1,698,903
645,590		683,230		1,404,481	660,450		842,440		1,222,491
90,810		40,650		407,669	102,320		189,570		320,419
\$ 835,610		\$ 1,058,340	\$ 212,130	\$ (2,917,913)	\$ 844,210		\$ 814,140		\$ (2,887,843)
378,330	343,530	721,860	216,190	(2,438,449)	396,190	63,610	459,800		(2,438,449)
398,610		333,470	81,170	362,648	398,770		1,556,290	1,307,100	512,228
171,810		177,900	40,960	(92,731)	171,820		653,400	510,010	(64,301)
44,240	47,230	78,470	18,400	(414,403)	44,200	28,920	60,120		(401,403)
140,570		138,870	29,730	19,152	141,690		596,750	480,470	44,562
132,960	87,060	218,870	58,520	(762,534)	132,500	29,400	160,750		(761,384)
95,550		95,100	15,420	1,882,559	95,420		336,140	248,010	1,889,849
\$ 34,370		\$ 21,160		\$ 79,736	\$ 27,350		\$ 26,170		\$ 80,916
128,850		94,050		471,743	132,300		540,720		63,323
1,343,500	56,360	1,203,000		2,684,541	1,346,760	99,990	1,847,440		2,283,851
534,060		571,470		394,476	554,120		516,720		431,876
3,020		1,220		1,800	3,020		1,220		3,600
123,280		351,370		9	216,730		216,710		29
75,510				75,510	97,960				173,470

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RANCHO
CUCAMONGA
CALIFORNIA

SUMMARIES OF FINANCIAL DATA REVENUE SUMMARIES

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CITY OF RANCHO CUCAMONGA, CALIFORNIA

Fiscal Year 2021/22 Adopted Budget

Revenue and Resource Estimates

Revenue projections in the Fiscal Year 2021/22 Adopted Budget are estimated using historical information, expert analysis, data collected from the State Controller, the State Department of Finance, the League of California Cities, the San Bernardino County Auditor-Controller's Office, and numerous financial indicators. Utilizing historical revenue data, a general sense of the economic status of the local community, and other indicators noted above, the City's budget staff produce a financially conservative picture of the near future.

Concurrent with the near-term revenue projections, City budget staff, using the same data and historical data noted above, keep a running five-year forward projection that we use in conjunction with our near-term estimates to help guide the agency's medium and long-term planning for expenditures.

Major Revenues of Funds

Operating Budget. The City's Operating Budget, which is comprised of the General Fund, Fire District Operational Funds, and Library Fund, is primarily supported by seven key revenue sources. These key revenue sources include sales tax, vehicle license fees (VLF and property tax in-lieu of VLF), franchise fees, property tax, development fees, business licenses, and transient occupancy tax.

Sales tax. California sales tax is imposed on the total retail price of any tangible personal property (excluding a variety of state mandated exemptions), while use tax is imposed on the purchaser for eligible transactions when sales tax has not been collected. The sales and use tax rate in San Bernardino County is currently 7.75%, of which Rancho Cucamonga receives 1% from the California Department of Tax and Fee Administration (CDTFA) for transactions occurring within the City. The City is also allocated a share of the countywide use tax pool based on its proportionate share of the sales tax generated in the county. This portion of the City's sales tax revenue has recently been boosted by higher receipts from online shopping as a result of the Wayfair decision and implementation of the marketplace facilitator provision that required additional out of state companies to collect sales tax. The City also receives its share of the Proposition 172 half-cent public safety sales tax from the County of San Bernardino in addition to the amount distributed directly by the State and through the countywide pool.

The City works closely with its sales tax consultant, HdL Companies, in projecting sales tax revenue. Based on HDL's analysis of the trend in year-to-date tax receipts, macroeconomic conditions (done in collaboration with its partner Beacon Economics), and an examination of local business data, the consultant anticipates the City will receive sales tax revenue of \$31,967,150 for FY 2021/22, a \$3,222,570 or 11.21% increase over the FY 2020/21 budget. This significant increase is due to the projected economic impacts of the COVID-19 pandemic that were reflected in the FY 2020/21 Adopted Budget being less adverse than originally anticipated combined with continued robust growth in the City's share of the countywide pool. However, the projected revenue for FY 2021/22 is still short of the pre-pandemic FY 2019/20 Adopted Budget of \$32,552,480. HdL will proactively update its revenue estimates during FY 2021/22 after it receives sales tax data from CDTFA for the second and third quarters of 2021. Management will review the information in conjunction with other economic and regulatory factors during the year and provide a quarterly update to the City Council for consideration of any budgetary action, if needed.

CITY OF RANCHO CUCAMONGA, CALIFORNIA

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Revenue and Resource Estimates

Vehicle license fees (VLF and property tax in-lieu of VLF). The majority of this revenue source is property tax in-lieu of VLF and is a result of the VLF for property tax swap of 2004 which was part of the state-local budget agreement. Growth in this revenue source is based on the increase in the City's assessed valuation of the properties within the City. This was a change from the growth factor used for VLF which was the change in the City's population. The City works closely with its property tax consultant, HdL Coren & Cone, to project the growth in the City's assessed valuation.

SB89 of 2011 eliminated, effective July 1, 2011, Vehicle License Fee (VLF) revenue allocated under California Revenue and Taxation Code 11005 to cities. As a part of the Legislature's efforts to solve the state's chronic budget problems, the bill shifted all city VLF revenues to fund law enforcement grants that previously had been paid by a temporary state tax and – prior to that – by the state general fund. The City receives a small amount of VLF in Excess from the State which is allocated under Revenue and Taxation Code Section 11001.5(b). Half of these revenues go to counties and half go to cities apportioned on a population basis. Overall revenues for vehicle license fees (VLF and Property Tax in lieu of VLF) are projected to be \$22,048,730 which is a \$825,040 or 3.89% increase from the FY 2020/21 budget.

Franchise fees. The City receives franchise fees for gas, electric, refuse, and cable service providers within the City as "rent" for the use of the streets and rights of way within our municipality. Revenues are projected based on estimated population increases (based on the State Department of Finance's population estimates adjusted for the impact of the projected date of build-out in the City), anticipated rate changes, and known changes in activities communicated by the respective service providers. Franchise fees are projected to be \$7,572,760 which is a \$127,690 or 1.72% increase from FY 2020/21.

Property tax. Property tax is an ad valorem (value-based) tax imposed on real property such as land, buildings, and tangible personal property. Property tax revenue is collected by the County of San Bernardino and allocated according to State law among cities, counties, school districts, and special districts. Rancho Cucamonga property owners pay a basic tax equal to 1% of the assessed value on real property. The City's share of each property tax dollar is approximately \$0.0511, or 5.11 cents, (shared between the City General Fund and City Library Fund) and the Fire District's share of this property tax dollar is approximately \$0.1248, or 12.48 cents, for a total of \$0.1759, or 17.59 cents, for the City's operating budget. The City works with its property tax consultant in projecting property tax revenue, an estimate made with four factors in mind: property turnover rate, pricing and appeals exposure, new construction activity, and Proposition 13's annual inflation adjustment. After considering these factors, the City's consultant has projected that Rancho Cucamonga's property tax revenue will increase 3.25% citywide.

Property tax revenues for the City General Fund (including post-RDA property tax revenue) have increased overall by \$187,940 or 1.86% from FY 2020/21. The Library's property tax has increased \$252,770 or 5.14% from FY 2020/21. This revenue source for the Library continues to include the statutory pass-through payment from the County of San Bernardino, formerly paid by the now dissolved Redevelopment Agency, which contributed \$185,830 to the overall revenue growth for the Library. The Fire District General Fund property tax revenue has increased by \$4,906,570 or 16.10% from FY 2020/21, partially due to the County's annual inflation adjustment combined with a shift in the allocation of the post-RDA property tax revenue between the District's General Fund and its Capital Fund. A higher percentage of this revenue source is being allocated to the District's General Fund to support its five-year plan to prefund its Unfunded Accrued Liability (UAL) with CalPERS to increase the funded status of

CITY OF RANCHO CUCAMONGA, CALIFORNIA

Fiscal Year 2021/22 Adopted Budget

Revenue and Resource Estimates

its safety retirement plan. The prefunding budgeted for FY 2021/22 is \$4,721,000 and represents the second annual payment of the five-year plan. Property tax revenue for the Fire District's two Community Facilities Districts (CFDs) increased by \$115,150 or 1.74% from FY 2020/21. Although the rates for the CFDs have remained consistent with the prior year, the number of parcels that the tax is applied to has increased due to new development in the City and previous annexations with finalized permits.

Development fees. Development fees are collected through the Community Development departments and are projected based upon known or anticipated development projects within the City. Depending on what phase a project is in for a given fiscal year, the corresponding Building and Safety, Engineering, or Planning Fees are adjusted accordingly. Based on input received from the Community Development departments, development fees are projected to increase by \$90,000 (excluding special services fees) or 1.84%, from FY 2020/21.

Business licenses. The City taxes businesses for the privilege of conducting business within the City. The amount of the tax is determined based on either gross receipts or gross payroll for the business. Business Licenses revenues are projected to decrease slightly by \$80,980 or 2.91% from FY 2020/21 due to the residual impacts of the deferral of penalties put in place in response to the pandemic during FY 2020/21.

Transient Occupancy Tax (TOT). TOT is a 10% tax applied to the cost of hotel or other lodging stays of less than 30 days. Factors influencing TOT revenues include business and leisure travel, room rate increases, and new hotel development. Although TOT revenues were hit hard by the impacts of the pandemic, it is expected that business and leisure travel will begin to make a slow recovery into the new fiscal year, continuing to recover over the next three years. TOT is projected to increase \$1,584,470 or 86.32% from FY 2020/21. While this is a considerable improvement over the prior year's budget of \$1,835,530, it is still roughly \$1.2 million less than was collected in the peak year of FY 2019/20.

The revenues discussed above total \$130,241,660 and represent 87.93% of the City's Operating Budget and 50.46% of the City's overall budget.

Other Funds. Revenues for the other City funds are comprised of various taxes, assessments, charges for services, intergovernmental, and other sources. Special assessments or special taxes are collected for the City's various Landscape Maintenance Districts (LMDs), Street Lighting Districts (SLDs), and various other special districts on individual property tax bills. These property tax revenues total \$15,505,210, or 6.01% of the City's overall budget. The amounts of the special assessments and special taxes have been calculated in accordance with the governing regulations and are assessed on a per parcel or per dwelling unit basis. Certain special districts have a provision for an annual CPI increase, but most of the special districts do not have such a provision. All revenues collected are legally restricted for use in the respective special districts only.

Additional property tax revenues are reflected in the Fire District Capital Fund in the amount of \$9,850,130, or 3.82%, of the City's overall budget. These property tax revenues represent the tax increment that was collected by the Redevelopment Agency in prior years and allocated toward Fire District capital expenditures. These revenues are now distributed directly to the Fire District and will be primarily used for the same capital expenditure purposes. The revenues are allocated between the Fire District General Fund and the Fire Protection Capital Fund. As noted above, a larger share of this revenue source was allocated to the Fire District General Fund for FY 2021/22 than in the prior year to support

CITY OF RANCHO CUCAMONGA, CALIFORNIA

Fiscal Year 2021/22 Adopted Budget

Revenue and Resource Estimates

the prefunding of the Fire District's UAL for its safety plan with CalPERS as and increased operating costs. New for the FY 2021/22 Adopted Budget is additional funding from post-RDA property tax revenue in the form of residual receipts from the County of San Bernardino's Redevelopment Property Tax Trust Fund (RPTTF). Due to a change in allocation methodology by the County, the Fire District is now receiving a share of this revenue, whereas, in the past, they were excluded from this distribution. Revenue from residual receipts is estimated to be \$6,322,550 for FY 2021/22 and is included in the property tax revenues noted above for the Fire District Capital Fund.

Charges for services are received for the City's Municipal Utility, in the amount of \$13,420,320, which provides electrical service to a portion of the City and represents 5.20% of the City's overall budget. All charges for services are set by fee resolutions which are approved by the City Council and comply with all State laws regarding fees and taxes including Proposition 26. Intergovernmental revenues include the various State Gas Tax revenues as well as grant income received. The State provides revenue estimates during the City's budget process and grant income is projected based on the amount applied for. Intergovernmental revenues represent \$45,393,990, or 17.59%, of the City's overall budget. Included in intergovernmental revenues is \$13,417,770 which represents 50% of the funding to be provided to the City from the American Rescue Plan Act (ARPA) of 2021. The other 50% of the funding is anticipated to be received in June 2021.

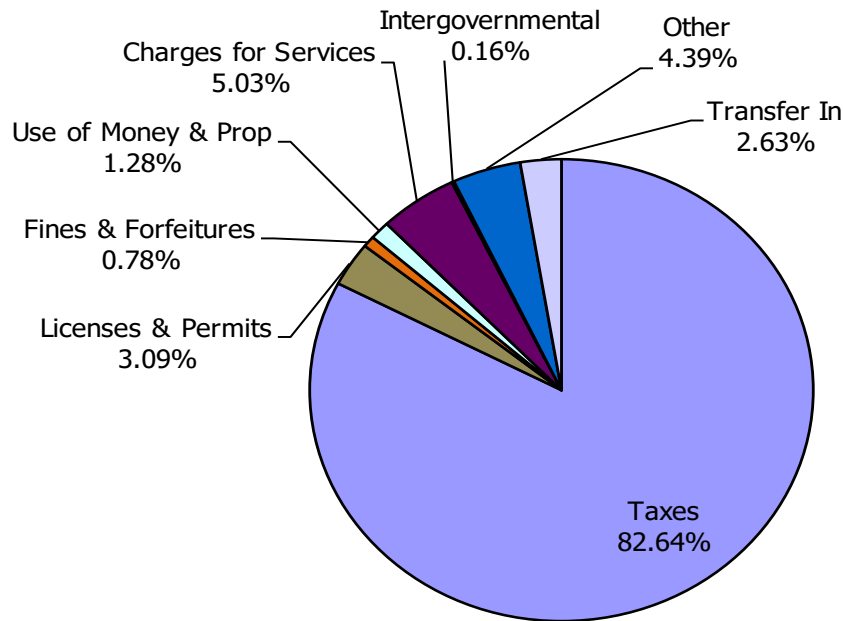
Other sources of revenue include interest earnings, reimbursements from other funds, and transfers in.

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CITY OF RANCHO CUCAMONGA, CALIFORNIA

Fiscal Year 2021/22 Adopted Budget

Revenue Summary by Category – Operating Budget*



Taxes:	
Property Tax**	\$ 79,455,010
Sales Tax	31,967,150
Franchise Fees	7,572,760
Transient Occupancy Tax	3,420,000
Admissions Tax	1,360
Subtotal-Taxes	<u>122,416,280</u>
Licenses & Permits	4,582,420
Fines & Forfeitures	1,152,750
Use of Money & Property	1,891,230
Charges for Services	7,448,480
Intergovernmental	232,580
Other	6,505,660
Transfer In	<u>3,898,110</u>
 Total Operating Budget	 <u><u>\$ 148,127,510</u></u>

*Operating Budget is comprised of the General Fund (Fund 001), Fire District Operational Funds (Funds 281, 282, and 283), and Library Fund (Fund 290).

**Includes Property Tax In-Lieu of VLF in the amount of \$21,903,200 for the General Fund (Fund 001).

CITY OF RANCHO CUCAMONGA, CALIFORNIA

Fiscal Year 2021/22 Adopted Budget

Revenue Summary by Category – Operating Budget

	2019/20 Actual	2020/21 Adopted Budget	2021/22 Adopted Budget
001 - GENERAL FUND			
TAXES	\$ 69,874,727	\$ 69,192,630	\$ 75,134,610
LICENSES & PERMITS	5,366,412	4,640,580	4,565,920
FINES & FORFEITURES	704,739	1,025,320	1,004,750
USE OF MONEY & PROPERTY	750,695	1,809,650	1,553,990
CHARGES FOR SERVICES	4,468,350	7,056,870	7,365,650
INTERGOVERNMENTAL	226,674	216,130	214,580
OTHER	3,273,883	3,635,770	3,598,000
TRANSFER IN	1,690,490	1,817,550	1,722,910
TOTAL 001 - GENERAL FUND	\$ 86,355,970	\$ 89,394,500	\$ 95,160,410
281 - FIRE FUND			
TAXES	\$ 27,341,300	\$ 30,468,900	\$ 35,375,470
LICENSES & PERMITS	6,516	16,500	16,500
FINES & FORFEITURES	194,207	118,000	148,000
USE OF MONEY & PROPERTY	1,301,811	550,640	235,030
CHARGES FOR SERVICES	629	1,800	1,800
INTERGOVERNMENTAL	14,000	0	0
OTHER	1,228,207	1,566,130	2,273,630
TOTAL 281 - FIRE FUND	\$ 30,086,670	\$ 32,721,970	\$ 38,050,430
282 - COMMUNITY FACILITIES DIST 85-1			
TAXES	\$ 6,108,563	\$ 6,192,420	\$ 6,319,810
USE OF MONEY & PROPERTY	105,315	69,900	20,850
CHARGES FOR SERVICES	700	0	0
OTHER	(144)	0	0
TOTAL 282 - COMMUNITY FACILITIES DIST 85-1	\$ 6,214,434	\$ 6,262,320	\$ 6,340,660
283 - COMMUNITY FACILITIES DIST 88-1			
TAXES	\$ 426,261	\$ 431,090	\$ 418,850
USE OF MONEY & PROPERTY	50	0	0
TRANSFER IN	2,103,840	2,036,930	2,175,200
TOTAL 283 - COMMUNITY FACILITIES DIST 88-1	\$ 2,530,151	\$ 2,468,020	\$ 2,594,050
290 - LIBRARY FUND			
TAXES	\$ 4,711,464	\$ 4,914,770	\$ 5,167,540
USE OF MONEY & PROPERTY	196,356	114,440	81,360
CHARGES FOR SERVICES	156,355	183,600	81,030
INTERGOVERNMENTAL	23,083	0	18,000
OTHER	253,826	778,890	634,030
TRANSFER IN	34,651	0	0
TOTAL 290 - LIBRARY FUND	\$ 5,375,735	\$ 5,991,700	\$ 5,981,960
TOTAL OPERATING BUDGET	\$ 130,562,960	\$ 136,838,510	\$ 148,127,510

CITY OF RANCHO CUCAMONGA, CALIFORNIA
 Fiscal Year 2021/22 Adopted Budget

Revenue Detail – Operating Budget

	2019/20 Actual	2020/21 Adopted Budget	2021/22 Adopted Budget
001 - GENERAL FUND			
<u>TAXES</u>			
4101 Property Taxes-CY Sec/Unsec	\$ 4,788,733	\$ 5,190,970	\$ 5,345,030
4102 Property Taxes-CY Unsecured	177,491	0	0
4103 Property Taxes-PY Sec & Unsec	71,805	94,790	77,280
4104 Property Taxes-Penalties/Int.	46,538	55,960	50,080
4105 Property Taxes-Supplemental	124,553	165,520	129,830
4106 Property Taxes-Unitary	872,315	875,930	923,350
4107 Property Transfer Tax	1,078,268	1,155,040	1,154,480
4111 Property Tax In-Lieu of VLF	20,243,860	21,079,930	21,903,200
4113 Property Tax- Post RDA Res Blc	2,409,893	2,543,990	2,590,090
4120 Sales and Use Tax	28,876,506	28,190,420	31,231,780
4121 Prop 172-Half Cent Sales Tax	603,960	554,160	735,370
4125 Transient Occupancy Tax	3,511,232	1,835,530	3,420,000
4126 Admissions Tax	3,728	5,320	1,360
4130 Franchise Fee-Gas & Electric	2,486,634	2,571,250	2,600,620
4131 Franchise Fee-Resid. Refuse	1,164,019	1,226,790	1,279,860
4132 Franchise Fee-Comm. Refuse	1,863,163	2,098,990	2,070,460
4133 Franchise Fee-Cable	1,552,029	1,548,040	1,621,820
TOTAL TAXES	\$ 69,874,727	\$ 69,192,630	\$ 75,134,610
<u>LICENSES & PERMITS</u>			
4201 Business Licenses	\$ 2,887,348	\$ 2,670,440	\$ 2,670,440
4207 Building Permits	2,099,928	1,500,000	1,590,000
4208 Bldg Pmt-Strong Motion Fees	635	0	0
4209 Mobile Home Permit	5,684	5,950	4,410
4210 Bldg Permits-SB1473(90% to CA)	718	840	840
4215 Animal Licenses	247,304	351,740	270,000
4216 Parking Permits	490	400	1,630
4220 Other Licenses & Permits	1,434	1,960	330
4231 Business Licenses-P/Y	10,920	11,560	4,040
4232 Business Licenses-Penalties	111,951	97,690	24,230
TOTAL LICENSES & PERMITS	\$ 5,366,412	\$ 4,640,580	\$ 4,565,920
<u>FINES & FORFEITURES</u>			
4301 Vehicle Code Fines	\$ 0	\$ 0	\$ 92,350
4302 Parking Citations	166,634	459,470	450,010
4306 Vehicle Release Fees	126,180	135,010	136,670
4307 Citation Proof of Corr Fees	3,345	4,990	4,310
4308 General Ordinance Fines	225,993	214,950	177,600
4309 False Alarm Fees	58,875	63,330	64,110
4313 Other Fines & Forfeitures	123,713	147,570	79,700
TOTAL FINES & FORFEITURES	\$ 704,740	\$ 1,025,320	\$ 1,004,750
<u>USE OF MONEY & PROPERTY</u>			
4401 Interest Earnings	\$ 312,074	\$ 304,650	\$ 205,330
4402 Unrealized Gain	170,612	0	0
4403 Restricted - Interest Earnings	163,942	0	0
4419 Other Rental/Lease Income	28,114	28,810	29,640

CITY OF RANCHO CUCAMONGA, CALIFORNIA
 Fiscal Year 2021/22 Adopted Budget

Revenue Detail – Operating Budget

	2019/20 Actual	2020/21 Adopted Budget	2021/22 Adopted Budget
4431 Special Event Rental-ActiveNet	0	13,000	13,000
4439 Other Rental/Lease Inc.-ANet	0	1,413,120	1,280,030
4440 Sale of Fixed Assets	75,954	50,070	25,990
TOTAL USE OF MONEY & PROPERTY	\$ 750,696	\$ 1,809,650	\$ 1,553,990
<u>CHARGES FOR SERVICES</u>			
4501 Plan Check Fees	\$ 1,341,826	\$ 1,287,500	\$ 1,287,500
4508 Planning Fees	1,000,637	825,000	825,000
4509 Planning- Special Services Fee	228,732	220,000	500,000
4510 Engineering Fees	1,320,397	1,280,000	1,280,000
4523 Web Sales Fees	0	87,080	87,080
4554 Park Maintenance Fees	132	0	0
4560 Fingerprint Fees	7,954	10,530	1,440
4564 Returned Item Charge	473	770	1,060
4570 Sale of Printed Material	10,603	11,380	8,960
4571 Sale of Taxable Items	2	0	0
4581 Ticket Sales	0	862,040	862,040
4591 Recreation Fees - ActiveNet	0	1,882,470	1,884,470
4592 Sale of Tax Items - ActiveNet	0	25,350	25,350
4596 Advertising Revenue -ActiveNet	0	3,750	3,750
4630 Animal Adoption Fees	124,786	130,000	130,000
4631 Animal Spay/Neuter Fees	15,445	17,000	16,000
4633 Animal Boarding Fees	7,938	7,000	7,000
4634 Animal Impound Fees	17,604	18,000	18,000
4636 Owner Surrender Fees	14,870	15,000	15,000
4638 Microchipping Fee	5,640	7,500	7,500
4640 Vaccination Services	9,511	6,500	6,500
4680 Towing Services Agreement Fees	361,800	360,000	399,000
TOTAL CHARGES FOR SERVICES	\$ 4,468,350	\$ 7,056,870	\$ 7,365,650
<u>INTERGOVERNMENTAL</u>			
4701 Motor Vehicle In-Lieu Fees	\$ 141,996	\$ 143,760	\$ 145,530
4710 Homeowners Property Tax Relief	71,478	72,370	69,050
4740 Grant Income-Other	13,200	0	0
TOTAL INTERGOVERNMENTAL	\$ 226,674	\$ 216,130	\$ 214,580
<u>OTHER</u>			
4901 Other Revenue	\$ 1,205,942	\$ 949,060	\$ 1,030,300
4903 Animal Center Contributions	744	65,000	65,000
4905 Contributions/Fundraising	83,790	44,000	26,000
4911 Reimbursement from Other Funds	500,784	1,066,890	996,410
4913 State Mandate Reimbursement	57,734	74,900	59,870
4914 Non-Abated Reimbursements	818,414	376,090	360,590
4917 RDASA Admin Allowance	250,000	250,000	250,000
4918 Housing SA Admin Allowance	200,000	200,000	200,000
4923 Misc. Other Financing Sources	155,722	0	0
4941 Other Revenue - ActiveNet	0	226,940	226,940
4945 Contrib/Fundraising -ActiveNet	0	258,890	258,890
4946 Processing Fee - ActiveNet	754	124,000	124,000

CITY OF RANCHO CUCAMONGA, CALIFORNIA
 Fiscal Year 2021/22 Adopted Budget

Revenue Detail – Operating Budget

	2019/20 Actual	2020/21 Adopted Budget	2021/22 Adopted Budget
TOTAL OTHER	\$ 3,273,884	\$ 3,635,770	\$ 3,598,000
<u>TRANSFER IN</u>			
8006 Transfer In-Fund 006	\$ 64,720	\$ 90,510	\$ 90,510
8188 Transfer In-Fund 188	218,390	218,390	218,390
8705 Transfer In-Municipal Utility	1,407,380	1,508,650	1,414,010
TOTAL TRANSFER IN	\$ 1,690,490	\$ 1,817,550	\$ 1,722,910
TOTAL 001 - GENERAL FUND	\$ 86,355,973	\$ 89,394,500	\$ 95,160,410
281 - FIRE FUND			
<u>TAXES</u>			
4101 Property Taxes-CY Sec/Unsec	\$ 18,322,029	\$ 18,925,460	\$ 20,437,340
4102 Property Taxes-CY Unsecured	666,878	705,560	0
4103 Property Taxes-PY Sec & Unsec	279,550	366,590	300,880
4104 Property Taxes-Penalties/Int.	104,090	114,070	89,630
4105 Property Taxes-Supplemental	465,445	619,180	500,950
4106 Property Taxes-Unitary	663,173	666,640	758,030
4110 Homeowners Exemption	165,694	165,690	158,950
4112 Property Tax- Post RDA	6,674,442	8,905,710	13,129,690
TOTAL TAXES	\$ 27,341,301	\$ 30,468,900	\$ 35,375,470
<u>LICENSES & PERMITS</u>			
4211 Fire Permits	\$ 6,516	\$ 16,500	\$ 16,500
TOTAL LICENSES & PERMITS	\$ 6,516	\$ 16,500	\$ 16,500
<u>FINES & FORFEITURES</u>			
4309 False Alarm Fees	\$ 272	\$ 20,000	\$ 20,000
4313 Other Fines & Forfeitures	2,000	8,000	8,000
4316 Weed Abatement	191,934	90,000	120,000
TOTAL FINES & FORFEITURES	\$ 194,206	\$ 118,000	\$ 148,000
<u>USE OF MONEY & PROPERTY</u>			
4401 Interest Earnings	\$ 476,213	\$ 444,870	\$ 126,690
4402 Unrealized Gain	193,094	0	0
4403 Restricted - Interest Earnings	489,717	0	0
4419 Other Rental/Lease Income	119,510	105,770	108,340
4440 Sale of Fixed Assets	23,276	0	0
TOTAL USE OF MONEY & PROPERTY	\$ 1,301,810	\$ 550,640	\$ 235,030
<u>CHARGES FOR SERVICES</u>			
4501 Plan Check Fees	\$ 0	\$ 100	\$ 100
4548 D.U.I. Recovery	0	100	100
4549 Hazmat Recovery	17	100	100
4553 Fire Maintenance Fees	612	1,500	1,500
TOTAL CHARGES FOR SERVICES	\$ 629	\$ 1,800	\$ 1,800
<u>INTERGOVERNMENTAL</u>			
4740 Grant Income-Other	\$ 14,000	\$ 0	\$ 0

CITY OF RANCHO CUCAMONGA, CALIFORNIA
 Fiscal Year 2021/22 Adopted Budget

Revenue Detail – Operating Budget

	2019/20 Actual	2020/21 Adopted Budget	2021/22 Adopted Budget
TOTAL INTERGOVERNMENTAL	\$ 14,000	\$ 0	\$ 0
<u>OTHER</u>			
4901 Other Revenue	\$ (94,759)	\$ 8,800	\$ 8,800
4911 Reimbursement from Other Funds	0	0	50,000
4913 State Mandate Reimbursement	152	0	0
4914 Non-Abated Reimbursements	477,907	570,000	824,000
4916 Reimbursement from OPEB Trust	840,883	981,290	1,384,790
4941 Other Revenue - ActiveNet	4,024	6,040	6,040
TOTAL OTHER	\$ 1,228,207	\$ 1,566,130	\$ 2,273,630
TOTAL 281 - FIRE FUND	\$ 30,086,669	\$ 32,721,970	\$ 38,050,430
282 - COMMUNITY FACILITIES DIST 85-1			
<u>TAXES</u>			
4101 Property Taxes-CY Sec/Unsec	\$ 6,066,713	\$ 6,181,280	\$ 6,282,130
4103 Property Taxes-PY Sec & Unsec	34,266	6,700	29,970
4104 Property Taxes-Penalties/Int.	7,584	4,440	7,710
TOTAL TAXES	\$ 6,108,563	\$ 6,192,420	\$ 6,319,810
<u>USE OF MONEY & PROPERTY</u>			
4401 Interest Earnings	\$ 83,356	\$ 69,900	\$ 20,850
4402 Unrealized Gain	21,959	0	0
TOTAL USE OF MONEY & PROPERTY	\$ 105,315	\$ 69,900	\$ 20,850
<u>CHARGES FOR SERVICES</u>			
4552 CFD Annexation Fees	\$ 700	\$ 0	\$ 0
TOTAL CHARGES FOR SERVICES	\$ 700	\$ 0	\$ 0
<u>OTHER</u>			
4901 Other Revenue	\$ (144)	\$ 0	\$ 0
TOTAL OTHER	\$ (144)	\$ 0	\$ 0
TOTAL 282 - COMMUNITY FACILITIES DIST 85-1	\$ 6,214,434	\$ 6,262,320	\$ 6,340,660
283 - COMMUNITY FACILITIES DIST 88-1			
<u>TAXES</u>			
4101 Property Taxes-CY Sec/Unsec	\$ 409,115	\$ 410,700	\$ 411,460
4103 Property Taxes-PY Sec & Unsec	13,725	16,050	5,680
4104 Property Taxes-Penalties/Int.	3,420	4,340	1,710
TOTAL TAXES	\$ 426,260	\$ 431,090	\$ 418,850
<u>USE OF MONEY & PROPERTY</u>			
4402 Unrealized Gain	\$ 50	\$ 0	\$ 0
TOTAL USE OF MONEY & PROPERTY	\$ 50	\$ 0	\$ 0
<u>TRANSFER IN</u>			
8281 Transfer In-Fire Fund	\$ 2,103,840	\$ 2,036,930	\$ 2,175,200

CITY OF RANCHO CUCAMONGA, CALIFORNIA
 Fiscal Year 2021/22 Adopted Budget

Revenue Detail – Operating Budget

	2019/20 Actual	2020/21 Adopted Budget	2021/22 Adopted Budget
TOTAL TRANSFER IN	\$ 2,103,840	\$ 2,036,930	\$ 2,175,200
TOTAL 283 - COMMUNITY FACILITIES DIST 88-1	\$ 2,530,150	\$ 2,468,020	\$ 2,594,050
290 - LIBRARY FUND			
<u>TAXES</u>			
4101 Property Taxes-CY Sec/Unsec	\$ 4,365,901	\$ 4,529,110	\$ 4,806,370
4102 Property Taxes-CY Unsecured	97,433	102,420	104,840
4103 Property Taxes-PY Sec & Unsec	39,417	52,040	42,420
4105 Property Taxes-Supplemental	68,373	90,860	73,570
4113 Property Tax- Post RDA Res Blc	140,340	140,340	140,340
TOTAL TAXES	\$ 4,711,464	\$ 4,914,770	\$ 5,167,540
<u>USE OF MONEY & PROPERTY</u>			
4401 Interest Earnings	\$ 134,064	\$ 109,440	\$ 76,360
4402 Unrealized Gain	55,490	0	0
4419 Other Rental/Lease Income	6,802	5,000	5,000
TOTAL USE OF MONEY & PROPERTY	\$ 196,356	\$ 114,440	\$ 81,360
<u>CHARGES FOR SERVICES</u>			
4512 Library Card & Merchndse Sales	\$ 2,755	\$ 5,000	\$ 2,500
4515 Interlibrary Loan (ILL)	81	0	0
4565 Passport Processing Fees	98,982	120,000	60,000
4567 Passport Photo Fees	16,943	20,000	5,000
4570 Sale of Printed Material	19,329	24,000	10,000
4575 Exhibit Sales	0	6,500	0
4591 Recreation Fees - ActiveNet	6,195	300	150
4690 Contract Classes-Library	8,644	5,000	3,380
4691 Program Revenue-Library	3,427	2,800	0
TOTAL CHARGES FOR SERVICES	\$ 156,356	\$ 183,600	\$ 81,030
<u>INTERGOVERNMENTAL</u>			
4740 Grant Income-Other	\$ 23,083	\$ 0	\$ 18,000
TOTAL INTERGOVERNMENTAL	\$ 23,083	\$ 0	\$ 18,000
<u>OTHER</u>			
4901 Other Revenue	\$ 60,137	\$ 50,420	\$ 50,000
4907 Private Contributions Library	140,000	130,000	50,000
4909 RC Library Foundation Support	37,200	574,610	523,000
4914 Non-Abated Reimbursements	10,804	15,000	7,500
4941 Other Revenue - ActiveNet	167	460	80
4946 Processing Fee - ActiveNet	5,518	8,400	3,450
TOTAL OTHER	\$ 253,826	\$ 778,890	\$ 634,030
<u>TRANSFER IN</u>			
8301 Transfer In-Fund 301	\$ 34,651	\$ 0	\$ 0
TOTAL TRANSFER IN	\$ 34,651	\$ 0	\$ 0

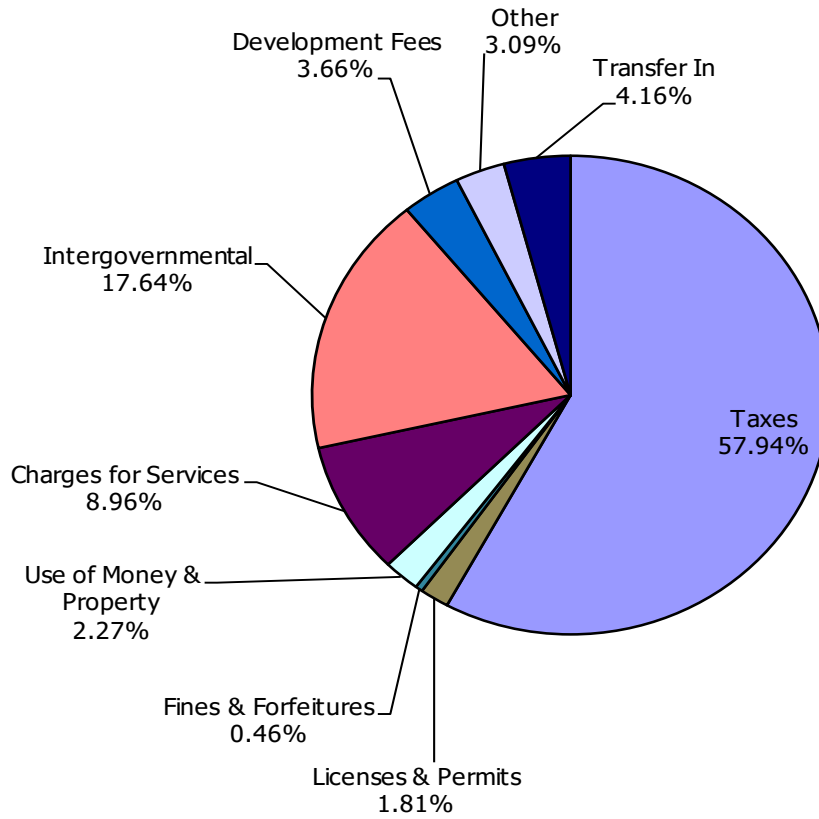
CITY OF RANCHO CUCAMONGA, CALIFORNIA
Fiscal Year 2021/22 Adopted Budget

Revenue Detail – Operating Budget

	2019/20 Actual	2020/21 Adopted Budget	2021/22 Adopted Budget
TOTAL 290 - LIBRARY FUND	\$ 5,375,736	\$ 5,991,700	\$ 5,981,960
TOTAL OPERATING BUDGET	<u>\$ 130,562,962</u>	<u>\$ 136,838,510</u>	<u>\$ 148,127,510</u>

CITY OF RANCHO CUCAMONGA, CALIFORNIA
 Fiscal Year 2021/22 Adopted Budget

Revenue Summary by Category – All Funds



Taxes	\$ 149,536,780
Licenses & Permits	4,674,740
Fines & Forfeitures	1,187,850
Use of Money & Property	5,866,910
Charges for Services	23,133,320
Intergovernmental	45,539,520
Development Fees	9,449,930
Other	7,983,210
Transfer In	<u>10,735,290</u>
Total All Funds Budget	<u><u>\$ 258,107,550</u></u>

CITY OF RANCHO CUCAMONGA, CALIFORNIA
 Fiscal Year 2021/22 Adopted Budget

Revenue Summary by Category – All Funds

	2019/20 Actual	2020/21 Adopted Budget	2021/22 Adopted Budget
CITY OF RANCHO CUCAMONGA			
TAXES	\$ 91,254,948	\$ 91,492,520	\$ 97,572,520
LICENSES & PERMITS	5,556,268	4,892,900	4,658,240
FINES & FORFEITURES	766,416	1,151,200	1,039,850
USE OF MONEY & PROPERTY	9,580,326	7,575,930	5,432,220
CHARGES FOR SERVICES	20,541,053	22,262,340	23,131,460
INTERGOVERNMENTAL	17,604,470	28,291,160	45,539,520
DEVELOPMENT FEES	9,065,401	5,104,910	9,449,930
OTHER	9,681,247	5,771,950	5,709,580
TRANSFER IN	11,180,301	7,745,770	8,560,090
TOTAL CITY OF RANCHO CUCAMONGA	\$ 175,230,430	\$ 174,288,680	\$ 201,093,410
R.C. FIRE PROTECTION DISTRICT			
TAXES	\$ 42,496,883	\$ 44,437,590	\$ 51,964,260
LICENSES & PERMITS	6,516	16,500	16,500
FINES & FORFEITURES	194,207	118,000	148,000
USE OF MONEY & PROPERTY	2,392,522	1,289,790	434,690
CHARGES FOR SERVICES	1,384	2,300	1,860
INTERGOVERNMENTAL	14,000	0	0
OTHER	1,229,129	1,583,130	2,273,630
TRANSFER IN	2,133,505	2,036,930	2,175,200
TOTAL R.C. FIRE PROTECTION DISTRICT	\$ 48,468,146	\$ 49,484,240	\$ 57,014,140
TOTAL ALL FUNDS BUDGET	\$ 223,698,576	\$ 223,772,920	\$ 258,107,550

CITY OF RANCHO CUCAMONGA, CALIFORNIA
 Fiscal Year 2021/22 Adopted Budget

Revenue Detail – All Funds

	2019/20 Actual	2020/21 Adopted Budget	2021/22 Adopted Budget
CITY OF RANCHO CUCAMONGA			
001 - GENERAL FUND			
4101 Property Taxes-CY Sec/Unsec	\$ 4,788,733	\$ 5,190,970	\$ 5,345,030
4102 Property Taxes-CY Unsecured	177,491	0	0
4103 Property Taxes-PY Sec & Unsec	71,805	94,790	77,280
4104 Property Taxes-Penalties/Int.	46,538	55,960	50,080
4105 Property Taxes-Supplemental	124,553	165,520	129,830
4106 Property Taxes-Unitary	872,315	875,930	923,350
4107 Property Transfer Tax	1,078,268	1,155,040	1,154,480
4111 Property Tax In-Lieu of VLF	20,243,860	21,079,930	21,903,200
4113 Property Tax- Post RDA Res Blc	2,409,893	2,543,990	2,590,090
4120 Sales and Use Tax	28,876,506	28,190,420	31,231,780
4121 Prop 172-Half Cent Sales Tax	603,960	554,160	735,370
4125 Transient Occupancy Tax	3,511,232	1,835,530	3,420,000
4126 Admissions Tax	3,728	5,320	1,360
4130 Franchise Fee-Gas & Electric	2,486,634	2,571,250	2,600,620
4131 Franchise Fee-Resid. Refuse	1,164,019	1,226,790	1,279,860
4132 Franchise Fee-Comm. Refuse	1,863,163	2,098,990	2,070,460
4133 Franchise Fee-Cable	1,552,029	1,548,040	1,621,820
4201 Business Licenses	2,887,348	2,670,440	2,670,440
4207 Building Permits	2,099,928	1,500,000	1,590,000
4208 Bldg Pmt-Strong Motion Fees	635	0	0
4209 Mobile Home Permit	5,684	5,950	4,410
4210 Bldg Permits-SB1473(90% to CA)	718	840	840
4215 Animal Licenses	247,304	351,740	270,000
4216 Parking Permits	490	400	1,630
4220 Other Licenses & Permits	1,434	1,960	330
4231 Business Licenses-P/Y	10,920	11,560	4,040
4232 Business Licenses-Penalties	111,951	97,690	24,230
4301 Vehicle Code Fines	0	0	92,350
4302 Parking Citations	166,634	459,470	450,010
4306 Vehicle Release Fees	126,180	135,010	136,670
4307 Citation Proof of Corr Fees	3,345	4,990	4,310
4308 General Ordinance Fines	225,993	214,950	177,600
4309 False Alarm Fees	58,875	63,330	64,110
4313 Other Fines & Forfeitures	123,713	147,570	79,700
4401 Interest Earnings	312,074	304,650	205,330
4402 Unrealized Gain	170,612	0	0
4403 Restricted - Interest Earnings	163,942	0	0
4419 Other Rental/Lease Income	28,114	28,810	29,640
4431 Special Event Rental-ActiveNet	0	13,000	13,000
4439 Other Rental/Lease Inc.-ANet	0	1,413,120	1,280,030
4440 Sale of Fixed Assets	75,954	50,070	25,990
4501 Plan Check Fees	1,341,826	1,287,500	1,287,500
4508 Planning Fees	1,000,637	825,000	825,000
4509 Planning- Special Services Fee	228,732	220,000	500,000
4510 Engineering Fees	1,320,397	1,280,000	1,280,000
4523 Web Sales Fees	0	87,080	87,080
4554 Park Maintenance Fees	132	0	0

CITY OF RANCHO CUCAMONGA, CALIFORNIA
 Fiscal Year 2021/22 Adopted Budget

Revenue Detail – All Funds

	2019/20 Actual	2020/21 Adopted Budget	2021/22 Adopted Budget
4560 Fingerprint Fees	7,954	10,530	1,440
4564 Returned Item Charge	473	770	1,060
4570 Sale of Printed Material	10,603	11,380	8,960
4571 Sale of Taxable Items	2	0	0
4581 Ticket Sales	0	862,040	862,040
4591 Recreation Fees - ActiveNet	0	1,882,470	1,884,470
4592 Sale of Tax Items - ActiveNet	0	25,350	25,350
4596 Advertising Revenue -ActiveNet	0	3,750	3,750
4630 Animal Adoption Fees	124,786	130,000	130,000
4631 Animal Spay/Neuter Fees	15,445	17,000	16,000
4633 Animal Boarding Fees	7,938	7,000	7,000
4634 Animal Impound Fees	17,604	18,000	18,000
4636 Owner Surrender Fees	14,870	15,000	15,000
4638 Microchipping Fee	5,640	7,500	7,500
4640 Vaccination Services	9,511	6,500	6,500
4680 Towing Services Agreement Fees	361,800	360,000	399,000
4701 Motor Vehicle In-Lieu Fees	141,996	143,760	145,530
4710 Homeowners Property Tax Relief	71,478	72,370	69,050
4740 Grant Income-Other	13,200	0	0
4901 Other Revenue	1,205,942	949,060	1,030,300
4903 Animal Center Contributions	744	65,000	65,000
4905 Contributions/Fundraising	83,790	44,000	26,000
4911 Reimbursement from Other Funds	500,784	1,066,890	996,410
4913 State Mandate Reimbursement	57,734	74,900	59,870
4914 Non-Abated Reimbursements	818,414	376,090	360,590
4917 RDASA Admin Allowance	250,000	250,000	250,000
4918 Housing SA Admin Allowance	200,000	200,000	200,000
4923 Misc. Other Financing Sources	155,722	0	0
4941 Other Revenue - ActiveNet	0	226,940	226,940
4945 Contrib/Fundraising -ActiveNet	0	258,890	258,890
4946 Processing Fee - ActiveNet	754	124,000	124,000
8006 Transfer In-Fund 006	64,720	90,510	90,510
8188 Transfer In-Fund 188	218,390	218,390	218,390
8705 Transfer In-Municipal Utility	1,407,380	1,508,650	1,414,010
TOTAL 001 - GENERAL FUND	\$ 86,355,973	\$ 89,394,500	\$ 95,160,410
003 - REIMB ST/COUNTY PARKING CIT			
4303 Parking Cit Surcharge-State	\$ 4,216	\$ 5,090	\$ 7,390
4304 Parking Cit Surchrge-County	3,950	5,130	5,550
4305 Parking Cit Surcharge-Cnty Crt	11,860	13,930	22,160
4402 Unrealized Gain	44	0	0
4901 Other Revenue	77,420	87,180	74,550
TOTAL 003 - REIMB ST/COUNTY PARKING CIT	\$ 97,490	\$ 111,330	\$ 109,650
006 - CVWD REIMBURSEMENTS			
4402 Unrealized Gain	\$ 5,303	\$ 0	\$ 0
4518 General Plan Update Fee	(70)	0	0
4745 Other Intergov'tl Reimbusemnt	485,277	443,900	633,470

CITY OF RANCHO CUCAMONGA, CALIFORNIA
 Fiscal Year 2021/22 Adopted Budget

Revenue Detail – All Funds

	2019/20 Actual	2020/21 Adopted Budget	2021/22 Adopted Budget
TOTAL 006 - CVWD REIMBURSEMENTS	\$ 490,510	\$ 443,900	\$ 633,470
008 - CNTY OF S. B. REIMBURSEMENTS			
4402 Unrealized Gain	\$ 179	\$ 0	\$ 0
TOTAL 008 - CNTY OF S. B. REIMBURSEMENTS	\$ 179	\$ 0	\$ 0
016 - COMM DEV TECHNICAL SRVCS FUND			
4401 Interest Earnings	\$ 102,186	\$ 100,220	\$ 54,720
4402 Unrealized Gain	35,803	0	0
4518 General Plan Update Fee	328,845	263,860	333,110
4901 Other Revenue	2,397	0	0
4914 Non-Abated Reimbursements	43,566	0	0
TOTAL 016 - COMM DEV TECHNICAL SRVCS FUND	\$ 512,797	\$ 364,080	\$ 387,830
017 - LAW ENFORCEMENT RESERVE			
4401 Interest Earnings	\$ 173,344	\$ 186,530	\$ 68,850
4402 Unrealized Gain	53,735	0	0
8370 Trsf In-Fd 370	15,351	0	0
8373 Trsf In-Fd 373	12,042	0	0
TOTAL 017 - LAW ENFORCEMENT RESERVE	\$ 254,472	\$ 186,530	\$ 68,850
018 - TRAFFIC SAFETY			
4301 Vehicle Code Fines	\$ 40,029	\$ 101,730	\$ 0
4402 Unrealized Gain	261	0	0
4911 Reimbursement from Other Funds	0	0	238,300
4914 Non-Abated Reimbursements	0	0	101,050
8001 Transfer In-General Fund	304,520	10,270	0
TOTAL 018 - TRAFFIC SAFETY	\$ 344,810	\$ 112,000	\$ 339,350
020 - CITY TECHNOLOGY FEE FUND			
4401 Interest Earnings	\$ 33,277	\$ 33,190	\$ 21,190
4402 Unrealized Gain	13,016	0	0
4517 Technology Fee-Permit	335,025	265,400	313,920
TOTAL 020 - CITY TECHNOLOGY FEE FUND	\$ 381,318	\$ 298,590	\$ 335,110
022 - MOBILE HOME PARK PROGRAM			
4218 Mobile Home Lot Fees-City	\$ 14,916	\$ 14,910	\$ 14,910
4219 Mobile Home Lot Fees-State	16,710	16,710	16,710
4401 Interest Earnings	3,585	3,380	2,200
4402 Unrealized Gain	1,375	0	0
4901 Other Revenue	1,120	1,120	1,120
TOTAL 022 - MOBILE HOME PARK PROGRAM	\$ 37,706	\$ 36,120	\$ 34,940
023 - SB1186 CERT ACCESS SPEC PROG			
4401 Interest Earnings	\$ 2,403	\$ 2,260	\$ 1,730
4402 Unrealized Gain	1,029	0	0
4650 SB1186 Cert Access Spec Prog	41,303	40,390	40,390
TOTAL 023 - SB1186 CERT ACCESS SPEC PROG	\$ 44,735	\$ 42,650	\$ 42,120

CITY OF RANCHO CUCAMONGA, CALIFORNIA
 Fiscal Year 2021/22 Adopted Budget

Revenue Detail – All Funds

	2019/20 Actual	2020/21 Adopted Budget	2021/22 Adopted Budget
025 - CAPITAL RESERVE			
4401 Interest Earnings	\$ 1,185,488	\$ 1,155,040	\$ 784,100
4402 Unrealized Gain	367,223	0	0
4901 Other Revenue	20,220	50,210	0
4911 Reimbursement from Other Funds	96,470	75,000	10,000
4914 Non-Abated Reimbursements	12,662	0	0
8001 Transfer In-General Fund	1,175,000	725,000	1,220,460
8250 Transfer In Recreation Service	1,831,277	0	0
8255 Transfer In-VGCC	377,166	0	0
TOTAL 025 - CAPITAL RESERVE	<u>\$ 5,065,506</u>	<u>\$ 2,005,250</u>	<u>\$ 2,014,560</u>
073 - BENEFITS CONTINGENCY			
4401 Interest Earnings	\$ 54,796	\$ 50,080	\$ 39,130
4402 Unrealized Gain	17,255	0	0
TOTAL 073 - BENEFITS CONTINGENCY	<u>\$ 72,051</u>	<u>\$ 50,080</u>	<u>\$ 39,130</u>
100 - ASSESSMENT DISTRICTS ADMIN			
4401 Interest Earnings	\$ 11,717	\$ 9,920	\$ 8,220
4402 Unrealized Gain	4,752	0	0
4901 Other Revenue	1,007,120	1,009,520	960,180
TOTAL 100 - ASSESSMENT DISTRICTS ADMIN	<u>\$ 1,023,589</u>	<u>\$ 1,019,440</u>	<u>\$ 968,400</u>
101 - AD 93-1 MASI COMMERCE CENTER			
4401 Interest Earnings	\$ 3,543	\$ 3,260	\$ 180
4402 Unrealized Gain	67	0	0
TOTAL 101 - AD 93-1 MASI COMMERCE CENTER	<u>\$ 3,610</u>	<u>\$ 3,260</u>	<u>\$ 180</u>
105 - AB2766 AIR QUALITY IMPROVEMENT			
4401 Interest Earnings	\$ 11,710	\$ 15,790	\$ 7,570
4402 Unrealized Gain	5,321	0	0
4740 Grant Income-Other	227,555	238,130	232,440
TOTAL 105 - AB2766 AIR QUALITY IMPROVEMENT	<u>\$ 244,586</u>	<u>\$ 253,920</u>	<u>\$ 240,010</u>
106 - MSRC AIR POLLUTION REDUCT GRNT			
4740 Grant Income-Other	\$ 0	\$ 30,000	\$ 0
TOTAL 106 - MSRC AIR POLLUTION REDUCT GRNT	<u>\$ 0</u>	<u>\$ 30,000</u>	<u>\$ 0</u>
109 - PUBLIC ART TRUST FUND			
4401 Interest Earnings	\$ 1,239	\$ 2,760	\$ 4,680
4402 Unrealized Gain	1,151	0	0
4809 In Lieu Fees	136,289	0	100,000
TOTAL 109 - PUBLIC ART TRUST FUND	<u>\$ 138,679</u>	<u>\$ 2,760</u>	<u>\$ 104,680</u>
110 - BEAUTIFICATION			
4401 Interest Earnings	\$ 12,097	\$ 14,750	\$ 7,060
4402 Unrealized Gain	3,886	0	0
TOTAL 110 - BEAUTIFICATION	<u>\$ 15,983</u>	<u>\$ 14,750</u>	<u>\$ 7,060</u>
111 - PARK LAND ACQUISITION			

CITY OF RANCHO CUCAMONGA, CALIFORNIA
 Fiscal Year 2021/22 Adopted Budget

Revenue Detail – All Funds

	2019/20 Actual	2020/21 Adopted Budget	2021/22 Adopted Budget
4401 Interest Earnings	\$ 71,129	\$ 70,940	\$ 54,420
4402 Unrealized Gain	30,462	0	0
4818 Park Land Acq Impact Fee	1,029,923	700,000	1,000,000
TOTAL 111 - PARK LAND ACQUISITION	\$ 1,131,514	\$ 770,940	\$ 1,054,420
112 - DRAINAGE FAC/GENERAL			
4401 Interest Earnings	\$ 75,433	\$ 73,000	\$ 33,050
4402 Unrealized Gain	31,007	0	0
4806 Storm Drain Fees	602,499	100,000	500,000
TOTAL 112 - DRAINAGE FAC/GENERAL	\$ 708,939	\$ 173,000	\$ 533,050
113 - COMMUNITY/REC CENTER DEVELPMNT			
4401 Interest Earnings	\$ 26,518	\$ 26,570	\$ 19,430
4402 Unrealized Gain	10,976	0	0
4822 Community/Rec Ctr Impact Fee	362,663	310,730	520,000
TOTAL 113 - COMMUNITY/REC CENTER DEVELPMNT	\$ 400,157	\$ 337,300	\$ 539,430
114 - DRAINAGE-ETIWANDA/SAN SEVAINE			
4401 Interest Earnings	\$ 4,658	\$ 5,280	\$ 3,090
4402 Unrealized Gain	1,911	0	0
4807 Secondary Regional Fee	14,430	0	0
TOTAL 114 - DRAINAGE-ETIWANDA/SAN SEVAINE	\$ 20,999	\$ 5,280	\$ 3,090
115 - HENDERSON/WARDMAN DRAINAGE			
4402 Unrealized Gain	\$ 7,075	\$ 0	\$ 0
TOTAL 115 - HENDERSON/WARDMAN DRAINAGE	\$ 7,075	\$ 0	\$ 0
116 - ETIWANDA DRAINAGE			
4401 Interest Earnings	\$ 40,386	\$ 39,510	\$ 23,880
4402 Unrealized Gain	14,898	0	0
TOTAL 116 - ETIWANDA DRAINAGE	\$ 55,284	\$ 39,510	\$ 23,880
118 - UPPER ETIWANDA DRAINAGE			
4401 Interest Earnings	\$ 11,721	\$ 11,860	\$ 7,030
4402 Unrealized Gain	4,340	0	0
TOTAL 118 - UPPER ETIWANDA DRAINAGE	\$ 16,061	\$ 11,860	\$ 7,030
119 - PARK IMPROVEMENT			
4401 Interest Earnings	\$ 38,825	\$ 36,330	\$ 28,700
4402 Unrealized Gain	16,185	0	0
4819 Park Improvement Impact Fee	528,838	200,000	800,000
TOTAL 119 - PARK IMPROVEMENT	\$ 583,848	\$ 236,330	\$ 828,700
120 - PARK DEVELOPMENT			
4401 Interest Earnings	\$ 157,563	\$ 160,580	\$ 92,700
4402 Unrealized Gain	58,112	0	0
TOTAL 120 - PARK DEVELOPMENT	\$ 215,675	\$ 160,580	\$ 92,700
122 - SOUTH ETIWANDA DRAINAGE			

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4401 Interest Earnings	\$ 21,857	\$ 21,650	\$ 12,840
4402 Unrealized Gain	7,943	0	0
TOTAL 122 - SOUTH ETIWANDA DRAINAGE	\$ 29,800	\$ 21,650	\$ 12,840
123 - LIBRARY IMPACT FEE			
4401 Interest Earnings	\$ 15,626	\$ 15,550	\$ 10,630
4402 Unrealized Gain	6,236	0	0
4814 Library Impact Fee	152,220	107,080	215,540
TOTAL 123 - LIBRARY IMPACT FEE	\$ 174,082	\$ 122,630	\$ 226,170
124 - TRANSPORTATION			
4401 Interest Earnings	\$ 659,879	\$ 603,270	\$ 453,220
4402 Unrealized Gain	268,476	0	0
4745 Other Intergov'tl Reimbursemnt	296,647	0	0
4820 Regional Transportation Fee	2,146,964	1,250,000	2,500,000
4821 Local Transportation Fee	3,517,848	2,000,000	3,300,000
TOTAL 124 - TRANSPORTATION	\$ 6,889,814	\$ 3,853,270	\$ 6,253,220
125 - ANIMAL CENTER IMPACT FEE			
4401 Interest Earnings	\$ 2,976	\$ 3,050	\$ 2,100
4402 Unrealized Gain	1,193	0	0
4815 Animal Center Impact Fee	28,365	23,100	45,130
TOTAL 125 - ANIMAL CENTER IMPACT FEE	\$ 32,534	\$ 26,150	\$ 47,230
126 - LOWER ETIWANDA DRAINAGE			
4401 Interest Earnings	\$ 12,508	\$ 12,600	\$ 8,150
4402 Unrealized Gain	5,128	0	0
4807 Secondary Regional Fee	59,568	0	0
TOTAL 126 - LOWER ETIWANDA DRAINAGE	\$ 77,204	\$ 12,600	\$ 8,150
127 - POLICE IMPACT FEE			
4401 Interest Earnings	\$ 11,655	\$ 11,930	\$ 7,980
4402 Unrealized Gain	4,678	0	0
4816 Police Impact Fee	117,280	102,000	157,260
TOTAL 127 - POLICE IMPACT FEE	\$ 133,613	\$ 113,930	\$ 165,240
128 - ETIWANDA NO. EQUESTRIAN FACIL.			
4401 Interest Earnings	\$ 13,878	\$ 14,060	\$ 8,320
4402 Unrealized Gain	5,164	0	0
TOTAL 128 - ETIWANDA NO. EQUESTRIAN FACIL.	\$ 19,042	\$ 14,060	\$ 8,320
129 - UNDERGROUND UTILITIES			
4401 Interest Earnings	\$ 213,184	\$ 219,590	\$ 131,020
4402 Unrealized Gain	81,160	0	0
4813 Underground Utilities Fee	104,124	90,000	90,000
TOTAL 129 - UNDERGROUND UTILITIES	\$ 398,468	\$ 309,590	\$ 221,020
130 - LMD #1 GENERAL CITY			
4101 Property Taxes-CY Sec/Unsec	\$ 1,238,066	\$ 1,235,240	\$ 1,238,160

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4103 Property Taxes-PY Sec & Unsec	9,309	10,200	9,410
4104 Property Taxes-Penalties/Int.	2,758	2,870	2,810
4401 Interest Earnings	29,935	29,550	15,180
4402 Unrealized Gain	10,939	0	0
4419 Other Rental/Lease Income	29,102	27,070	28,270
4554 Park Maintenance Fees	1,315	4,500	3,050
4555 Sports Field User Grp Rentals	0	280	110
4556 Sports Lighting Fees	8,365	10,500	9,730
4901 Other Revenue	0	100	100
8001 Transfer In-General Fund	136,000	36,300	36,610
8025 Transfer In-Capital Rsrv Fund	14,800	0	0
8876 Transfer In - CFD Empire Lakes	0	2,710	26,440
TOTAL 130 - LMD #1 GENERAL CITY	\$ 1,480,589	\$ 1,359,320	\$ 1,369,870
131 - LMD #2 VICTORIA			
4101 Property Taxes-CY Sec/Unsec	\$ 3,532,774	\$ 3,695,760	\$ 3,697,410
4103 Property Taxes-PY Sec & Unsec	28,574	19,520	21,810
4104 Property Taxes-Penalties/Int.	8,579	5,000	5,600
4401 Interest Earnings	85,332	71,600	47,960
4402 Unrealized Gain	34,791	0	0
4554 Park Maintenance Fees	733	1,800	960
4901 Other Revenue	1,605	0	0
8001 Transfer In-General Fund	323,730	314,280	303,270
TOTAL 131 - LMD #2 VICTORIA	\$ 4,016,118	\$ 4,107,960	\$ 4,077,010
132 - LMD #3A HYSSOP			
4101 Property Taxes-CY Sec/Unsec	\$ 3,517	\$ 3,690	\$ 0
4401 Interest Earnings	657	630	0
4402 Unrealized Gain	216	0	0
TOTAL 132 - LMD #3A HYSSOP	\$ 4,390	\$ 4,320	\$ 0
133 - LMD #3B MEDIANS			
4101 Property Taxes-CY Sec/Unsec	\$ 805,009	\$ 807,690	\$ 815,820
4103 Property Taxes-PY Sec & Unsec	8,795	10,420	8,230
4104 Property Taxes-Penalties/Int.	1,729	1,210	1,380
4216 Parking Permits	157,780	220,000	60,000
4401 Interest Earnings	46,729	44,140	26,700
4402 Unrealized Gain	17,727	0	0
4901 Other Revenue	174	340	100
TOTAL 133 - LMD #3B MEDIANS	\$ 1,037,943	\$ 1,083,800	\$ 912,230
134 - LMD #4R TERRA VISTA			
4101 Property Taxes-CY Sec/Unsec	\$ 2,799,175	\$ 2,779,590	\$ 2,772,040
4103 Property Taxes-PY Sec & Unsec	8,039	8,630	8,600
4104 Property Taxes-Penalties/Int.	1,645	2,110	2,150
4401 Interest Earnings	133,897	121,820	79,250
4402 Unrealized Gain	54,091	0	0
4554 Park Maintenance Fees	151	770	490
4555 Sports Field User Grp Rentals	0	150	110

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TOTAL 134 - LMD #4R TERRA VISTA	\$ 2,996,998	\$ 2,913,070	\$ 2,862,640
135 - LMD #5 ANDOVER			
4101 Property Taxes-CY Sec/Unsec	\$ 2,493	\$ 2,470	\$ 2,500
4401 Interest Earnings	602	550	340
4402 Unrealized Gain	197	0	0
TOTAL 135 - LMD #5 ANDOVER	\$ 3,292	\$ 3,020	\$ 2,840
136 - LMD #6R CARYN COMMUNITY			
4101 Property Taxes-CY Sec/Unsec	\$ 521,279	\$ 535,960	\$ 548,870
4103 Property Taxes-PY Sec & Unsec	4,434	3,970	3,970
4104 Property Taxes-Penalties/Int.	1,035	1,600	1,340
4401 Interest Earnings	14,644	12,820	8,690
4402 Unrealized Gain	6,038	0	0
8001 Transfer In-General Fund	43,680	39,010	40,090
TOTAL 136 - LMD #6R CARYN COMMUNITY	\$ 591,110	\$ 593,360	\$ 602,960
137 - LMD #7 NORTH ETIWANDA			
4101 Property Taxes-CY Sec/Unsec	\$ 937,256	\$ 937,780	\$ 939,910
4103 Property Taxes-PY Sec & Unsec	8,606	10,300	9,190
4104 Property Taxes-Penalties/Int.	1,596	2,640	2,350
4401 Interest Earnings	28,345	23,360	14,600
4402 Unrealized Gain	10,704	0	0
4419 Other Rental/Lease Income	55,239	48,630	42,860
4554 Park Maintenance Fees	886	1,500	1,250
4556 Sports Lighting Fees	2,905	3,300	3,180
TOTAL 137 - LMD #7 NORTH ETIWANDA	\$ 1,045,537	\$ 1,027,510	\$ 1,013,340
138 - LMD #8 SOUTH ETIWANDA			
4101 Property Taxes-CY Sec/Unsec	\$ 34,109	\$ 33,920	\$ 33,920
4103 Property Taxes-PY Sec & Unsec	152	310	250
4104 Property Taxes-Penalties/Int.	33	20	120
4401 Interest Earnings	1,500	1,450	810
4402 Unrealized Gain	577	0	0
TOTAL 138 - LMD #8 SOUTH ETIWANDA	\$ 36,371	\$ 35,700	\$ 35,100
139 - LMD #9 LOWER ETIWANDA			
4101 Property Taxes-CY Sec/Unsec	\$ 673,606	\$ 939,690	\$ 671,200
4103 Property Taxes-PY Sec & Unsec	1,911	860	1,080
4104 Property Taxes-Penalties/Int.	362	320	300
4401 Interest Earnings	26,797	20,640	16,060
4402 Unrealized Gain	10,609	0	0
4554 Park Maintenance Fees	2,939	2,900	2,950
4555 Sports Field User Grp Rentals	0	150	110
TOTAL 139 - LMD #9 LOWER ETIWANDA	\$ 716,224	\$ 964,560	\$ 691,700
140 - LMD #10 RANCHO ETIWANDA			
4101 Property Taxes-CY Sec/Unsec	\$ 574,930	\$ 590,390	\$ 608,110
4103 Property Taxes-PY Sec & Unsec	1,842	5,000	3,840

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4104 Property Taxes-Penalties/Int.	306	2,070	1,710
4401 Interest Earnings	27,109	23,320	15,280
4402 Unrealized Gain	10,564	0	0
4419 Other Rental/Lease Income	28,019	25,050	27,220
4554 Park Maintenance Fees	81	230	180
4555 Sports Field User Grp Rentals	0	250	40
4556 Sports Lighting Fees	4,106	3,900	3,970
4901 Other Revenue	0	3,500	100
TOTAL 140 - LMD #10 RANCHO ETIWANDA	\$ 646,957	\$ 653,710	\$ 660,450
141 - LMD 1 CAPITAL REPLACEMENT FUND			
4401 Interest Earnings	\$ 6,058	\$ 6,000	\$ 4,380
4402 Unrealized Gain	2,651	0	0
8130 Transfer In-Fund 130	90,000	90,000	90,000
8876 Transfer In - CFD Empire Lakes	0	810	7,940
TOTAL 141 - LMD 1 CAPITAL REPLACEMENT FUND	\$ 98,709	\$ 96,810	\$ 102,320
150 - GENERAL CITY STREET LIGHTS			
4402 Unrealized Gain	130	0	0
4923 Misc. Other Financing Sources	101,065	0	0
8151 Transfer In-Fund 151	92,628	113,200	113,200
8152 Transfer In-Fund 152	90,679	110,860	110,860
8153 Transfer In-Fund 153	35,951	43,960	43,960
8154 Transfer In-Fund 154	16,694	20,410	20,410
8155 Transfer In-Fund 155	7,931	9,690	9,690
8156 Transfer In-Fund 156	12,413	15,170	15,170
8157 Transfer In-Fund 157	25,123	30,720	30,720
8158 Transfer In-Fund 158	8,854	10,820	10,820
TOTAL 150 - GENERAL CITY STREET LIGHTS	\$ 391,468	\$ 354,830	\$ 354,830
151 - SLD #1 ARTERIAL			
4101 Property Taxes-CY Sec/Unsec	\$ 814,402	\$ 820,470	\$ 822,180
4103 Property Taxes-PY Sec & Unsec	5,701	5,710	5,400
4104 Property Taxes-Penalties/Int.	1,506	1,550	1,490
4401 Interest Earnings	15,224	13,240	7,200
4402 Unrealized Gain	5,247	0	0
4901 Other Revenue	53,168	0	0
8876 Transfer In - CFD Empire Lakes	0	0	7,940
TOTAL 151 - SLD #1 ARTERIAL	\$ 895,248	\$ 840,970	\$ 844,210
152 - SLD #2 RESIDENTIAL			
4101 Property Taxes-CY Sec/Unsec	\$ 373,434	\$ 372,410	\$ 373,680
4103 Property Taxes-PY Sec & Unsec	3,224	3,050	3,060
4104 Property Taxes-Penalties/Int.	1,006	970	940
4402 Unrealized Gain	7,635	0	0
8001 Transfer In-General Fund	363,500	317,330	63,610
8876 Transfer In - CFD Empire Lakes	0	1,900	18,510
TOTAL 152 - SLD #2 RESIDENTIAL	\$ 748,799	\$ 695,660	\$ 459,800

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153 - SLD #3 VICTORIA			
4101 Property Taxes-CY Sec/Unsec	\$ 356,911	\$ 377,600	\$ 377,600
4103 Property Taxes-PY Sec & Unsec	2,752	2,040	2,160
4104 Property Taxes-Penalties/Int.	876	530	570
4401 Interest Earnings	30,425	30,060	18,440
4402 Unrealized Gain	11,633	0	0
TOTAL 153 - SLD #3 VICTORIA	\$ 402,597	\$ 410,230	\$ 398,770
154 - SLD #4 TERRA VISTA			
4101 Property Taxes-CY Sec/Unsec	\$ 165,743	\$ 164,740	\$ 164,740
4103 Property Taxes-PY Sec & Unsec	557	570	580
4104 Property Taxes-Penalties/Int.	114	150	150
4401 Interest Earnings	11,842	12,360	6,350
4402 Unrealized Gain	3,977	0	0
TOTAL 154 - SLD #4 TERRA VISTA	\$ 182,233	\$ 177,820	\$ 171,820
155 - SLD #5 CARYN COMMUNITY			
4101 Property Taxes-CY Sec/Unsec	\$ 43,748	\$ 43,710	\$ 43,710
4103 Property Taxes-PY Sec & Unsec	384	370	360
4104 Property Taxes-Penalties/Int.	90	160	130
8001 Transfer In-General Fund	0	0	28,920
TOTAL 155 - SLD #5 CARYN COMMUNITY	\$ 44,222	\$ 44,240	\$ 73,120
156 - SLD #6 INDUSTRIAL AREA			
4101 Property Taxes-CY Sec/Unsec	\$ 132,385	\$ 133,100	\$ 134,580
4103 Property Taxes-PY Sec & Unsec	1,590	1,600	1,380
4104 Property Taxes-Penalties/Int.	300	370	230
4401 Interest Earnings	9,511	9,150	5,500
4402 Unrealized Gain	3,547	0	0
TOTAL 156 - SLD #6 INDUSTRIAL AREA	\$ 147,333	\$ 144,220	\$ 141,690
157 - SLD #7 NORTH ETIWANDA			
4101 Property Taxes-CY Sec/Unsec	\$ 128,553	\$ 128,590	\$ 128,820
4103 Property Taxes-PY Sec & Unsec	1,025	1,890	1,260
4104 Property Taxes-Penalties/Int.	188	410	350
4401 Interest Earnings	3,111	2,770	2,070
4402 Unrealized Gain	1,308	0	0
8001 Transfer In-General Fund	94,400	89,100	29,400
TOTAL 157 - SLD #7 NORTH ETIWANDA	\$ 228,585	\$ 222,760	\$ 161,900
158 - SLD #8 SOUTH ETIWANDA			
4101 Property Taxes-CY Sec/Unsec	\$ 70,736	\$ 70,490	\$ 70,490
4103 Property Taxes-PY Sec & Unsec	309	550	470
4104 Property Taxes-Penalties/Int.	66	190	140
4401 Interest Earnings	41,171	41,170	24,320
4402 Unrealized Gain	15,204	0	0
TOTAL 158 - SLD #8 SOUTH ETIWANDA	\$ 127,486	\$ 112,400	\$ 95,420
174 - STATE GAS TAX			

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4401 Interest Earnings	\$ 185,256	\$ 172,600	\$ 122,970
4402 Unrealized Gain	78,195	0	0
4715 Measure I Local St Allotment	2,935	0	0
4720 Gas Tax 2105-Prop 111	915,196	950,990	1,032,740
4721 State Gas Tax-2106	555,763	587,830	622,650
4722 State Gas Tax-2107	1,155,609	1,144,040	1,314,240
4723 State Gas Tax-2107.5	10,000	10,000	10,000
4725 Gas Tax R&T7360	1,237,112	1,515,890	1,584,910
4727 State GF Loan Repmt-HUTA	201,698	0	0
4745 Other Intergov'tl Reimbursemnt	6,787	0	0
8006 Transfer In-Fund 006	150,000	0	0
TOTAL 174 - STATE GAS TAX	\$ 4,498,551	\$ 4,381,350	\$ 4,687,510
176 - MEASURE I 1990-2010			
4401 Interest Earnings	\$ 4,535	\$ 5,520	\$ 1,420
4402 Unrealized Gain	1,624	0	0
TOTAL 176 - MEASURE I 1990-2010	\$ 6,159	\$ 5,520	\$ 1,420
177 - MEASURE I 2010-2040			
4401 Interest Earnings	\$ 60,625	\$ 42,660	\$ 36,920
4402 Unrealized Gain	25,566	0	0
4715 Measure I Local St Allotment	3,233,901	2,617,900	3,570,290
TOTAL 177 - MEASURE I 2010-2040	\$ 3,320,092	\$ 2,660,560	\$ 3,607,210
178 - SB 140			
4402 Unrealized Gain	\$ 242	\$ 0	\$ 0
TOTAL 178 - SB 140	\$ 242	\$ 0	\$ 0
179 - ROAD MAINT & REHAB ACCT			
4401 Interest Earnings	\$ 68,245	\$ 57,240	\$ 49,900
4402 Unrealized Gain	36,465	0	0
4726 Road Maint & Rehab Acct Rev	3,381,873	3,083,490	3,506,560
TOTAL 179 - ROAD MAINT & REHAB ACCT	\$ 3,486,583	\$ 3,140,730	\$ 3,556,460
181 - SB 1 - TCEP			
4740 Grant Income-Other	\$ 2,478,408	\$ 0	\$ 0
4760 Grant Income-State	0	11,000,650	12,500,650
TOTAL 181 - SB 1 - TCEP	\$ 2,478,408	\$ 11,000,650	\$ 12,500,650
182 - AB 2928 TRAFFIC CONGEST RELIEF			
4402 Unrealized Gain	\$ 1,974	\$ 0	\$ 0
TOTAL 182 - AB 2928 TRAFFIC CONGEST RELIEF	\$ 1,974	\$ 0	\$ 0
188 - INTEGRATED WASTE MANAGEMENT			
4134 Integrated Waste Mgmt Fee	1,513,591	1,662,890	1,675,160
4220 Other Licenses & Permits	450	700	700
4401 Interest Earnings	72,565	65,760	42,660
4402 Unrealized Gain	27,039	0	0
4590 Administrative Fee-C&D Program	34,603	40,000	40,000

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4901 Other Revenue	89,465	100,000	75,000
TOTAL 188 - INTEGRATED WASTE MANAGEMENT	\$ 1,737,713	\$ 1,869,350	\$ 1,833,520
194 - PROPOSITION 1B STATE FUNDING			
4401 Interest Earnings	\$ 4,981	\$ 5,030	\$ 2,990
4402 Unrealized Gain	1,848	0	0
TOTAL 194 - PROPOSITION 1B STATE FUNDING	\$ 6,829	\$ 5,030	\$ 2,990
195 - STATE ASSET SEIZURE			
4401 Interest Earnings	\$ 1,314	\$ 950	\$ 880
4402 Unrealized Gain	492	0	0
4901 Other Revenue	781	0	0
TOTAL 195 - STATE ASSET SEIZURE	\$ 2,587	\$ 950	\$ 880
196 - CA ASSET SEIZURE 15%			
4401 Interest Earnings	\$ 111	\$ 130	\$ 30
4402 Unrealized Gain	45	0	0
4901 Other Revenue	138	0	0
8195 Transfer In-Fund 195	0	0	2,680
TOTAL 196 - CA ASSET SEIZURE 15%	\$ 294	\$ 130	\$ 2,710
198 - CITYWIDE INFRASTRUCTURE IMPRV			
4401 Interest Earnings	\$ 472,506	\$ 458,200	\$ 298,890
4402 Unrealized Gain	178,958	0	0
4745 Other Intergov'tl Reimbursemnt	1,151,160	900,000	900,000
4823 Traffic Mitigation Fee	0	2,000	2,000
TOTAL 198 - CITYWIDE INFRASTRUCTURE IMPRV	\$ 1,802,624	\$ 1,360,200	\$ 1,200,890
204 - COMMUNITY DEVELOPMENT BLK GRNT			
4402 Unrealized Gain	\$ 366	\$ 0	\$ 0
4740 Grant Income-Other	645,417	1,290,010	0
4741 Program Income	110,777	150,000	150,000
4750 Grant Income-Federal	0	0	1,688,390
TOTAL 204 - COMMUNITY DEVELOPMENT BLK GRNT	\$ 756,560	\$ 1,440,010	\$ 1,838,390
209 - FEDERAL SAFETEA-LU			
4401 Interest Earnings	\$ 2,401	\$ 1,070	\$ 2,140
4402 Unrealized Gain	1,531	0	0
4740 Grant Income-Other	181,726	0	0
TOTAL 209 - FEDERAL SAFETEA-LU	\$ 185,658	\$ 1,070	\$ 2,140
211 - PROP 1B - SLPP			
4401 Interest Earnings	\$ 56	\$ 70	\$ 30
4402 Unrealized Gain	22	0	0
TOTAL 211 - PROP 1B - SLPP	\$ 78	\$ 70	\$ 30
214 - PEDESTRIAN GRANT/ART 3			
4740 Grant Income-Other	\$ 0	\$ 401,200	\$ 398,550

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TOTAL 214 - PEDESTRIAN GRANT/ART 3	\$ 0	\$ 401,200	\$ 398,550
218 - PUBLIC RESRCE GRNTS/HEALTHY RC			
4402 Unrealized Gain	\$ 49	\$ 0	\$ 0
4740 Grant Income-Other	26,500	14,730	0
4905 Contributions/Fundraising	1,040	9,510	0
4914 Non-Abated Reimbursements	430	360	0
TOTAL 218 - PUBLIC RESRCE GRNTS/HEALTHY RC	\$ 28,019	\$ 24,600	\$ 0
220 - S.B. CO. MEASURE I COMM RAIL			
4901 Other Revenue	\$ 120	\$ 0	\$ 0
TOTAL 220 - S.B. CO. MEASURE I COMM RAIL	\$ 120	\$ 0	\$ 0
225 - CA RECYC/LITTER REDUCTION GRNT			
4402 Unrealized Gain	\$ 481	\$ 0	\$ 0
4740 Grant Income-Other	44,055	59,860	43,240
TOTAL 225 - CA RECYC/LITTER REDUCTION GRNT	\$ 44,536	\$ 59,860	\$ 43,240
227 - USED OIL RECYCLING PROGRAM			
4401 Interest Earnings	\$ 565	\$ 560	\$ 440
4402 Unrealized Gain	335	0	0
4740 Grant Income-Other	48,179	48,830	19,100
TOTAL 227 - USED OIL RECYCLING PROGRAM	\$ 49,079	\$ 49,390	\$ 19,540
234 - SAFE ROUTES TO SCHOOL PROGRAM			
4740 Grant Income-Other	\$ 30,633	\$ 90,800	\$ 0
TOTAL 234 - SAFE ROUTES TO SCHOOL PROGRAM	\$ 30,633	\$ 90,800	\$ 0
239 - FEDERAL GRANT FUNDS-DREIER			
4402 Unrealized Gain	\$ 89	\$ 0	\$ 0
TOTAL 239 - FEDERAL GRANT FUNDS-DREIER	\$ 89	\$ 0	\$ 0
250 - RECREATION SERVICES			
4401 Interest Earnings	\$ 13,727	\$ 0	\$ 0
4402 Unrealized Gain	(3,281)	0	0
4439 Other Rental/Lease Inc.-ANet	574,236	0	0
4581 Ticket Sales	44,683	0	0
4591 Recreation Fees - ActiveNet	1,215,532	0	0
4592 Sale of Tax Items - ActiveNet	17,061	0	0
4905 Contributions/Fundraising	327	0	0
4941 Other Revenue - ActiveNet	103,684	0	0
4945 Contrib/Fundraising -ActiveNet	89,038	0	0
4946 Processing Fee - ActiveNet	91,379	0	0
TOTAL 250 - RECREATION SERVICES	\$ 2,146,386	\$ 0	\$ 0
255 - VG CULTURAL CENTER			
4401 Interest Earnings	\$ 4,493	\$ 0	\$ 0
4402 Unrealized Gain	(1,138)	0	0
4439 Other Rental/Lease Inc.-ANet	203,743	0	0

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Revenue Detail – All Funds

	2019/20 Actual	2020/21 Adopted Budget	2021/22 Adopted Budget
4523 Web Sales Fees	43,346	0	0
4581 Ticket Sales	397,330	0	0
4588 Theatre Rental Ticket Sales	(35,301)	0	0
4591 Recreation Fees - ActiveNet	20,399	0	0
4592 Sale of Tax Items - ActiveNet	1,310	0	0
4596 Advertising Revenue -ActiveNet	5,830	0	0
4941 Other Revenue - ActiveNet	41,562	0	0
4945 Contrib/Fundraising -ActiveNet	79,729	0	0
TOTAL 255 - VG CULTURAL CENTER	\$ 761,303	\$ 0	\$ 0
272 - FREEDOM COURTYARD RSRC GRANTS			
4401 Interest Earnings	\$ 0	\$ 50	\$ 0
TOTAL 272 - FREEDOM COURTYARD RSRC GRANTS	\$ 0	\$ 50	\$ 0
274 - STATE GRANTS FUND			
4760 Grant Income-State	79,423	2,686,760	2,686,760
TOTAL 274 - STATE GRANTS FUND	\$ 79,423	\$ 2,686,760	\$ 2,686,760
275 - FEDERAL GRANTS FUND			
4401 Interest Earnings	\$ 0	\$ 0	\$ 15,620
4750 Grant Income-Federal	0	0	13,417,770
TOTAL 275 - FEDERAL GRANTS FUND	\$ 0	\$ 0	\$ 13,433,390
290 - LIBRARY FUND			
4101 Property Taxes-CY Sec/Unsec	\$ 4,365,901	\$ 4,529,110	\$ 4,806,370
4102 Property Taxes-CY Unsecured	97,433	102,420	104,840
4103 Property Taxes-PY Sec & Unsec	39,417	52,040	42,420
4105 Property Taxes-Supplemental	68,373	90,860	73,570
4113 Property Tax- Post RDA Res Blc	140,340	140,340	140,340
4401 Interest Earnings	134,064	109,440	76,360
4402 Unrealized Gain	55,490	0	0
4419 Other Rental/Lease Income	6,802	5,000	5,000
4512 Library Card & Merchndse Sales	2,755	5,000	2,500
4515 Interlibrary Loan (ILL)	81	0	0
4565 Passport Processing Fees	98,982	120,000	60,000
4567 Passport Photo Fees	16,943	20,000	5,000
4570 Sale of Printed Material	19,329	24,000	10,000
4575 Exhibit Sales	0	6,500	0
4591 Recreation Fees - ActiveNet	6,195	300	150
4690 Contract Classes-Library	8,644	5,000	3,380
4691 Program Revenue-Library	3,427	2,800	0
4740 Grant Income-Other	23,083	0	18,000
4901 Other Revenue	60,137	50,420	50,000
4907 Private Contributions Library	140,000	130,000	50,000
4909 RC Library Foundation Support	37,200	574,610	523,000
4914 Non-Abated Reimbursements	10,804	15,000	7,500
4941 Other Revenue - ActiveNet	167	460	80
4946 Processing Fee - ActiveNet	5,518	8,400	3,450
8301 Transfer In-Fund 301	34,651	0	0

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	2019/20 Actual	2020/21 Adopted Budget	2021/22 Adopted Budget
TOTAL 290 - LIBRARY FUND	\$ 5,375,736	\$ 5,991,700	\$ 5,981,960
291 - CA STATE LIBRARY			
4402 Unrealized Gain	\$ 775	\$ 0	\$ 0
4740 Grant Income-Other	1,000	20,000	20,000
TOTAL 291 - CA STATE LIBRARY	\$ 1,775	\$ 20,000	\$ 20,000
292 - STAFF INNOVATION FD (CA ST LB)			
4401 Interest Earnings	\$ 5,092	\$ 5,080	\$ 3,020
4402 Unrealized Gain	1,867	0	0
TOTAL 292 - STAFF INNOVATION FD (CA ST LB)	\$ 6,959	\$ 5,080	\$ 3,020
301 - THE BIG READ LIBRARY GRANT			
4402 Unrealized Gain	\$ (42)	\$ 0	\$ 0
4740 Grant Income-Other	14,743	0	0
TOTAL 301 - THE BIG READ LIBRARY GRANT	\$ 14,701	\$ 0	\$ 0
302 - LIBRARY SERVICES & TECH. ACT			
4402 Unrealized Gain	\$ 268	\$ 0	\$ 0
TOTAL 302 - LIBRARY SERVICES & TECH. ACT	\$ 268	\$ 0	\$ 0
310 - PUBLIC LIBRARY BOND ACT-2000			
4402 Unrealized Gain	\$ 220	\$ 0	\$ 0
TOTAL 310 - PUBLIC LIBRARY BOND ACT-2000	\$ 220	\$ 0	\$ 0
329 - LIBRARY CAPITAL FUND			
4401 Interest Earnings	\$ 20,552	\$ 17,420	\$ 16,840
4402 Unrealized Gain	10,373	0	0
8290 Transfer In-Library Fund	525,000	500,000	500,000
TOTAL 329 - LIBRARY CAPITAL FUND	\$ 555,925	\$ 517,420	\$ 516,840
340 - DRUG ABATEMENT ACT			
4401 Interest Earnings	\$ 391	\$ 0	\$ 0
4402 Unrealized Gain	235	0	0
4914 Non-Abated Reimbursements	37,500	0	0
TOTAL 340 - DRUG ABATEMENT ACT	\$ 38,126	\$ 0	\$ 0
354 - COP'S PROGRAM GRANT-STATE			
4402 Unrealized Gain	\$ 6,510	\$ 0	\$ 0
4740 Grant Income-Other	423,020	271,820	437,390
TOTAL 354 - COP'S PROGRAM GRANT-STATE	\$ 429,530	\$ 271,820	\$ 437,390
361 - JUSTICE ASSISTANCE GRANT(JAG)			
4750 Grant Income-Federal	0	0	18,060
8017 Transfer In-Law Enforcement Rsv	194	0	0
TOTAL 361 - JUSTICE ASSISTANCE GRANT(JAG)	\$ 194	\$ 0	\$ 18,060
370 - OTS-"DRINK,DRIVE,LOSE" GRANT			
4402 Unrealized Gain	\$ (19)	\$ 0	\$ 0

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Revenue Detail – All Funds

	2019/20 Actual	2020/21 Adopted Budget	2021/22 Adopted Budget
4740 Grant Income-Other	15,370	0	0
TOTAL 370 - OTS-"DRINK,DRIVE,LOSE" GRANT	\$ 15,351	\$ 0	\$ 0
373 - COPS SECURE OUR SCHOOLS GRANT			
4402 Unrealized Gain	\$ (15)	\$ 0	\$ 0
4740 Grant Income-Other	12,057	0	0
TOTAL 373 - COPS SECURE OUR SCHOOLS GRANT	\$ 12,042	\$ 0	\$ 0
380 - HOMELAND SECURITY GRANT-FIRE			
4402 Unrealized Gain	\$ (38)	\$ 0	\$ 0
4740 Grant Income-Other	87,224	0	0
TOTAL 380 - HOMELAND SECURITY GRANT-FIRE	\$ 87,186	\$ 0	\$ 0
381 - HOMELAND SECURITY GRANT-POLICE			
4740 Grant Income-Other	\$ 25,756	\$ 66,360	\$ 68,000
8017 Transfer In-Law Enforcement Rsv	443	0	0
TOTAL 381 - HOMELAND SECURITY GRANT-POLICE	\$ 26,199	\$ 66,360	\$ 68,000
383 - EMERGENCY MGMT PERFORMNCE GRNT			
4740 Grant Income-Other	\$ 26,835	\$ 26,840	\$ 26,730
8288 Transfer In-Fund 288	28	0	0
TOTAL 383 - EMERGENCY MGMT PERFORMNCE GRNT	\$ 26,863	\$ 26,840	\$ 26,730
396 - HOUSING SUCCESSOR AGENCY			
4401 Interest Earnings	\$ 113,095	\$ 46,000	\$ 22,820
4402 Unrealized Gain	16,042	0	0
4901 Other Revenue	95,471	12,000	12,000
TOTAL 396 - HOUSING SUCCESSOR AGENCY	\$ 224,608	\$ 58,000	\$ 34,820
600 - AD 82-1 6TH ST INDUSTRIAL			
4401 Interest Earnings	\$ 213	\$ 280	\$ 170
4402 Unrealized Gain	89	0	0
TOTAL 600 - AD 82-1 6TH ST INDUSTRIAL	\$ 302	\$ 280	\$ 170
602 - AD 84-1 DAY CREEK/MELLO			
4103 Property Taxes-PY Sec & Unsec	\$ 38	\$ 0	\$ 0
4104 Property Taxes-Penalties/Int.	114	0	0
4401 Interest Earnings	23,063	23,300	13,790
4402 Unrealized Gain	8,547	0	0
TOTAL 602 - AD 84-1 DAY CREEK/MELLO	\$ 31,762	\$ 23,300	\$ 13,790
612 - CFD 2001-01			
4401 Interest Earnings	\$ 57,912	\$ 59,790	\$ 35,360
4402 Unrealized Gain	21,941	0	0
TOTAL 612 - CFD 2001-01	\$ 79,853	\$ 59,790	\$ 35,360
614 - CFD 2003-01 PROJECT FUND			
4401 Interest Earnings	\$ 2,026	\$ 1,760	\$ 20
4402 Unrealized Gain	1,129	0	0

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Revenue Detail – All Funds

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TOTAL 614 - CFD 2003-01 PROJECT FUND	\$ 3,155	\$ 1,760	\$ 20
615 - CFD 2003-01 CULTURAL CENTER			
4401 Interest Earnings	\$ 2,209	\$ 1,920	\$ 30
TOTAL 615 - CFD 2003-01 CULTURAL CENTER	\$ 2,209	\$ 1,920	\$ 30
617 - CFD 2004-01 RANCHO ETIWANDA ES			
4401 Interest Earnings	\$ 574	\$ 560	\$ 70
4402 Unrealized Gain	22	0	0
TOTAL 617 - CFD 2004-01 RANCHO ETIWANDA ES	\$ 596	\$ 560	\$ 70
680 - CFD 2006-01 VINTNER'S GROVE			
4401 Interest Earnings	\$ 0	\$ 40	\$ 30
TOTAL 680 - CFD 2006-01 VINTNER'S GROVE	\$ 0	\$ 40	\$ 30
681 - CFD 2006-02 AMADOR ON ROUTE 66			
4401 Interest Earnings	\$ 111	\$ 130	\$ 60
4402 Unrealized Gain	45	0	0
TOTAL 681 - CFD 2006-02 AMADOR ON ROUTE 66	\$ 156	\$ 130	\$ 60
700 - SPORTS COMPLEX			
4126 Admissions Tax	\$ 140,277	\$ 90,000	\$ 90,000
4402 Unrealized Gain	619	0	0
4426 Stadium Lease-Minimum Rent	90,000	115,000	120,000
4431 Special Event Rental-ActiveNet	8,350	0	0
4439 Other Rental/Lease Inc.-ANet	174,313	133,090	133,090
4554 Park Maintenance Fees	3,760	4,410	4,410
4556 Sports Lighting Fees	671	0	0
4562 Maintenance Fees	274	6,250	6,250
4580 Stadium Security Reimbursement	34,150	34,150	34,150
4583 Baseball Security Reimb.	22,479	30,320	30,320
4591 Recreation Fees - ActiveNet	101,495	0	0
4901 Other Revenue	44,404	0	0
4941 Other Revenue - ActiveNet	0	3,000	0
8001 Transfer In-General Fund	1,738,759	1,401,770	2,005,520
TOTAL 700 - SPORTS COMPLEX	\$ 2,359,551	\$ 1,817,990	\$ 2,423,740
702 - REGIS CONNECT			
8001 Transfer In-General Fund	18,204	0	0
TOTAL 702 - REGIS CONNECT	\$ 18,204	\$ 0	\$ 0
705 - MUNICIPAL UTILITY			
4308 General Ordinance Fines	\$ 1,622	\$ 0	\$ 0
4401 Interest Earnings	341,688	351,190	170,010
4402 Unrealized Gain	122,691	0	0
4601 Monthly Srvc Fee-Electric Util	667,540	650,000	700,000
4602 Commodity Fee-Electric Util.	9,568,725	11,000,000	11,500,000
4603 New Srvc Activation Fee-Util.	15,525	15,000	15,000
4604 Dist Line Ext Fee-Elec Utility	1,079,843	500,000	500,000

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4605 Wholesale Energy Sales & Cntrt	490,126	600,000	600,000
4608 Standby Demand Fee	91,320	91,320	91,320
4610 Late Fee-Electric Utility	10,023	14,000	14,000
4620 Low Income Disc (Contra Rev)	(180)	0	0
4622 Economic Dev (Contra-Revenue)	(39,346)	0	0
4735 ARB-Cap and Trade Revenue	242,075	425,000	0
4802 Developer Participation	264,390	220,000	220,000
4901 Other Revenue	(35,015)	0	0
4915 Bad Debt Recovery	563	0	0
4935 Contributed Capital	3,370,352	0	0
TOTAL 705 - MUNICIPAL UTILITY	\$ 16,191,942	\$ 13,866,510	\$ 13,810,330
706 - UTILITY PUBLIC BENEFIT FUND			
4401 Interest Earnings	\$ 8,468	\$ 5,310	\$ 4,040
4402 Unrealized Gain	4,149	0	0
4609 Public Benefit Fund-Elec Util	264,332	300,000	300,000
4901 Other Revenue	30,780	0	0
TOTAL 706 - UTILITY PUBLIC BENEFIT FUND	\$ 307,729	\$ 305,310	\$ 304,040
708 - RCMU CAPITAL REPLACEMENT FUND			
4401 Interest Earnings	\$ 108,096	\$ 111,560	\$ 66,000
4402 Unrealized Gain	40,979	0	0
TOTAL 708 - RCMU CAPITAL REPLACEMENT FUND	\$ 149,075	\$ 111,560	\$ 66,000
709 - RCMU CAP AND TRADE FUND			
4735 ARB-Cap and Trade Revenue	0	0	425,000
TOTAL 709 - RCMU CAP AND TRADE FUND	\$ 0	\$ 0	\$ 425,000
711 - FIBER OPTIC NETWORK			
4401 Interest Earnings	\$ 121,362	\$ 97,980	\$ (8,000)
4419 Other Rental/Lease Income	78,435	75,000	75,000
4446 Fiber License Revenue	8,211	75,000	75,000
4911 Reimbursement from Other Funds	4,950	4,950	4,950
4935 Contributed Capital	415,493	0	0
8025 Transfer In-Capital Rsrv Fund	939,603	934,840	937,300
TOTAL 711 - FIBER OPTIC NETWORK	\$ 1,568,054	\$ 1,187,770	\$ 1,084,250
712 - EQUIP/VEHICLE REPLACEMENT			
4401 Interest Earnings	\$ 26,777	\$ 22,490	\$ 17,010
4402 Unrealized Gain	10,458	0	0
4540 Intragovernmental User Fees	530,000	530,000	530,000
4911 Reimbursement from Other Funds	7,654	0	0
4923 Misc. Other Financing Sources	36,910	0	0
8006 Transfer In-Fund 006	150,000	300,000	300,000
TOTAL 712 - EQUIP/VEHICLE REPLACEMENT	\$ 761,799	\$ 852,490	\$ 847,010
714 - COMP EQUIP/TECH REPLCMENT FUND			
4401 Interest Earnings	\$ 55,870	\$ 53,050	\$ 28,390
4402 Unrealized Gain	21,452	0	0

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Revenue Detail – All Funds

	2019/20 Actual	2020/21 Adopted Budget	2021/22 Adopted Budget
4540 Intragovernmental User Fees	584,190	584,190	584,190
8025 Transfer In-Capital Rsrv Fund	421,864	421,870	421,870
8288 Transfer In-Fund 288	105,466	117,670	105,470
TOTAL 714 - COMP EQUIP/TECH REPLCMENT FUND	\$ 1,188,842	\$ 1,176,780	\$ 1,139,920
838 - AD 91-2 REDEMPTION-DAY CANYON			
4101 Property Taxes-CY Sec/Unsec	\$ 33,227	\$ 33,130	\$ 26,200
4103 Property Taxes-PY Sec & Unsec	139	360	310
4104 Property Taxes-Penalties/Int.	28	170	130
4401 Interest Earnings	1,186	1,100	710
4402 Unrealized Gain	477	0	0
TOTAL 838 - AD 91-2 REDEMPTION-DAY CANYON	\$ 35,057	\$ 34,760	\$ 27,350
847 - PD 85 CAPITAL REPLACEMENT FUND			
4401 Interest Earnings	\$ 7,515	\$ 7,510	\$ 4,920
4402 Unrealized Gain	3,303	0	0
8848 Transfer In-Fund 848	116,800	116,800	116,800
8876 Transfer In - CFD Empire Lakes	0	950	10,580
TOTAL 847 - PD 85 CAPITAL REPLACEMENT FUND	\$ 127,618	\$ 125,260	\$ 132,300
848 - PD 85 REDEMPTION FUND			
4101 Property Taxes-CY Sec/Unsec	\$ 1,149,524	\$ 1,147,930	\$ 1,148,530
4103 Property Taxes-PY Sec & Unsec	8,913	10,860	10,110
4104 Property Taxes-Penalties/Int.	3,037	3,710	3,450
4401 Interest Earnings	45,544	38,000	27,070
4402 Unrealized Gain	18,051	0	0
4419 Other Rental/Lease Income	135,232	122,790	124,010
4554 Park Maintenance Fees	3,021	4,800	4,210
4555 Sports Field User Grp Rentals	0	150	110
4556 Sports Lighting Fees	17,020	17,400	17,270
4901 Other Revenue	0	500	100
8001 Transfer In-General Fund	217,060	72,170	99,990
8876 Transfer In - CFD Empire Lakes	0	1,220	11,900
TOTAL 848 - PD 85 REDEMPTION FUND	\$ 1,597,402	\$ 1,419,530	\$ 1,446,750
868 - CFD 2000-03 PARK MAINTENANCE			
4101 Property Taxes-CY Sec/Unsec	\$ 497,501	\$ 524,270	\$ 545,240
4103 Property Taxes-PY Sec & Unsec	3,906	3,950	3,810
4104 Property Taxes-Penalties/Int.	944	1,200	1,130
4401 Interest Earnings	9,887	7,530	3,940
4402 Unrealized Gain	3,131	0	0
TOTAL 868 - CFD 2000-03 PARK MAINTENANCE	\$ 515,369	\$ 536,950	\$ 554,120
875 - CFD 2017-01 NO. ETIWANDA			
4101 Property Taxes-CY Sec/Unsec	\$ 0	\$ 3,020	\$ 3,020
TOTAL 875 - CFD 2017-01 NO. ETIWANDA	\$ 0	\$ 3,020	\$ 3,020
876 - CFD 2018-01 EMPIRE LAKES			
4101 Property Taxes-CY Sec/Unsec	\$ 0	\$ 123,180	\$ 216,730

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	2019/20 Actual	2020/21 Adopted Budget	2021/22 Adopted Budget
4402 Unrealized Gain	2,021	0	0
4914 Non-Abated Reimbursements	229,795	0	0
TOTAL 876 - CFD 2018-01 EMPIRE LAKES	\$ 231,816	\$ 123,180	\$ 216,730
877 - CFD 2018-01 CAPITAL RESERVE			
4401 Interest Earnings	\$ 0	\$ 790	\$ 910
8876 Transfer In - CFD Empire Lakes	0	79,390	97,050
TOTAL 877 - CFD 2018-01 CAPITAL RESERVE	\$ 0	\$ 80,180	\$ 97,960
TOTAL CITY OF RANCHO CUCAMONGA	\$ 175,230,426	\$ 174,288,680	\$ 201,093,410
<u>R.C. FIRE PROTECTION DISTRICT</u>			
281 - FIRE FUND			
4101 Property Taxes-CY Sec/Unsec	\$ 18,322,029	\$ 18,925,460	\$ 20,437,340
4102 Property Taxes-CY Unsecured	666,878	705,560	0
4103 Property Taxes-PY Sec & Unsec	279,550	366,590	300,880
4104 Property Taxes-Penalties/Int.	104,090	114,070	89,630
4105 Property Taxes-Supplemental	465,445	619,180	500,950
4106 Property Taxes-Unitary	663,173	666,640	758,030
4110 Homeowners Exemption	165,694	165,690	158,950
4112 Property Tax- Post RDA	6,674,442	8,905,710	13,129,690
4211 Fire Permits	6,516	16,500	16,500
4309 False Alarm Fees	272	20,000	20,000
4313 Other Fines & Forfeitures	2,000	8,000	8,000
4316 Weed Abatement	191,934	90,000	120,000
4401 Interest Earnings	476,213	444,870	126,690
4402 Unrealized Gain	193,094	0	0
4403 Restricted - Interest Earnings	489,717	0	0
4419 Other Rental/Lease Income	119,510	105,770	108,340
4440 Sale of Fixed Assets	23,276	0	0
4501 Plan Check Fees	0	100	100
4548 D.U.I. Recovery	0	100	100
4549 Hazmat Recovery	17	100	100
4553 Fire Maintenance Fees	612	1,500	1,500
4740 Grant Income-Other	14,000	0	0
4901 Other Revenue	(94,759)	8,800	8,800
4911 Reimbursement from Other Funds	0	0	50,000
4913 State Mandate Reimbursement	152	0	0
4914 Non-Abated Reimbursements	477,907	570,000	824,000
4916 Reimbursement from OPEB Trust	840,883	981,290	1,384,790
4941 Other Revenue - ActiveNet	4,024	6,040	6,040
TOTAL 281 - FIRE FUND	\$ 30,086,669	\$ 32,721,970	\$ 38,050,430
282 - COMMUNITY FACILITIES DIST 85-1			
4101 Property Taxes-CY Sec/Unsec	\$ 6,066,713	\$ 6,181,280	\$ 6,282,130
4103 Property Taxes-PY Sec & Unsec	34,266	6,700	29,970
4104 Property Taxes-Penalties/Int.	7,584	4,440	7,710
4401 Interest Earnings	83,356	69,900	20,850
4402 Unrealized Gain	21,959	0	0

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Revenue Detail – All Funds

	2019/20 Actual	2020/21 Adopted Budget	2021/22 Adopted Budget
4552 CFD Annexation Fees	700	0	0
4901 Other Revenue	(144)	0	0
TOTAL 282 - COMMUNITY FACILITIES DIST 85-1	\$ 6,214,434	\$ 6,262,320	\$ 6,340,660
283 - COMMUNITY FACILITIES DIST 88-1			
4101 Property Taxes-CY Sec/Unsec	\$ 409,115	\$ 410,700	\$ 411,460
4103 Property Taxes-PY Sec & Unsec	13,725	16,050	5,680
4104 Property Taxes-Penalties/Int.	3,420	4,340	1,710
4402 Unrealized Gain	50	0	0
8281 Transfer In-Fire Fund	2,103,840	2,036,930	2,175,200
TOTAL 283 - COMMUNITY FACILITIES DIST 88-1	\$ 2,530,150	\$ 2,468,020	\$ 2,594,050
285 - FIRE TECHNOLOGY FEE FUND			
4401 Interest Earnings	\$ 476	\$ 460	\$ 150
4402 Unrealized Gain	155	0	0
4517 Technology Fee-Permit	55	500	60
TOTAL 285 - FIRE TECHNOLOGY FEE FUND	\$ 686	\$ 960	\$ 210
288 - FIRE PROTECTION CAPITAL FUND			
4112 Property Tax- Post RDA	\$ 8,620,760	\$ 7,345,180	\$ 3,527,580
4113 Property Tax- Post RDA Res Blc	0	0	6,322,550
4401 Interest Earnings	745,324	668,790	178,660
4402 Unrealized Gain	239,392	0	0
4901 Other Revenue	0	17,000	0
4923 Misc. Other Financing Sources	1,066	0	0
8380 Transfer In - HSG Fire F380	29,665	0	0
TOTAL 288 - FIRE PROTECTION CAPITAL FUND	\$ 9,636,207	\$ 8,030,970	\$ 10,028,790
TOTAL R.C. FIRE PROTECTION DISTRICT	\$ 48,468,146	\$ 49,484,240	\$ 57,014,140
TOTAL ALL FUNDS	\$ 223,698,572	\$ 223,772,920	\$ 258,107,550

CITY OF RANCHO CUCAMONGA, CALIFORNIA
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Revenues by Fund

	2019/20 Actual	2020/21 Adopted Budget	2021/22 Adopted Budget
CITY OF RANCHO CUCAMONGA			
GENERAL FUND			
001 - GENERAL FUND	\$ 86,355,972	\$ 89,394,500	\$ 95,160,410
TOTAL GENERAL FUND	\$ 86,355,972	\$ 89,394,500	\$ 95,160,410
OTHER GENERAL FUNDS			
003 - REIMB ST/COUNTY PARKING CIT	\$ 97,491	\$ 111,330	\$ 109,650
006 - CVWD REIMBURSEMENTS	490,510	443,900	633,470
008 - CNTY OF S. B. REIMBURSEMENTS	179	0	0
016 - COMM DEV TECHNICAL SRVCS FUND	512,797	364,080	387,830
017 - LAW ENFORCEMENT RESERVE	254,471	186,530	68,850
018 - TRAFFIC SAFETY	344,810	112,000	339,350
020 - CITY TECHNOLOGY FEE FUND	381,318	298,590	335,110
022 - MOBILE HOME PARK PROGRAM	37,706	36,120	34,940
023 - SB1186 CERT ACCESS SPEC PROG	44,735	42,650	42,120
025 - CAPITAL RESERVE	5,065,506	2,005,250	2,014,560
073 - BENEFITS CONTINGENCY	72,051	50,080	39,130
TOTAL OTHER GENERAL FUNDS	\$ 7,301,574	\$ 3,650,530	\$ 4,005,010
SPECIAL REVENUE			
100 - ASSESSMENT DISTRICTS ADMIN	\$ 1,023,589	\$ 1,019,440	\$ 968,400
101 - AD 93-1 MASI COMMERCE CENTER	3,610	3,260	180
105 - AB2766 AIR QUALITY IMPROVEMENT	244,586	253,920	240,010
106 - MSRC AIR POLLUTION REDUCT GRNT	0	30,000	0
109 - PUBLIC ART TRUST FUND	138,679	2,760	104,680
110 - BEAUTIFICATION	15,983	14,750	7,060
111 - PARK LAND ACQUISITION	1,131,514	770,940	1,054,420
112 - DRAINAGE FAC/GENERAL	708,938	173,000	533,050
113 - COMMUNITY/REC CENTER DEVELPMNT	400,157	337,300	539,430
114 - DRAINAGE-ETIWANDA/SAN SEVAINE	20,999	5,280	3,090
115 - HENDERSON/WARDMAN DRAINAGE	7,075	0	0
116 - ETIWANDA DRAINAGE	55,284	39,510	23,880
118 - UPPER ETIWANDA DRAINAGE	16,061	11,860	7,030
119 - PARK IMPROVEMENT	583,848	236,330	828,700
120 - PARK DEVELOPMENT	215,675	160,580	92,700
122 - SOUTH ETIWANDA DRAINAGE	29,800	21,650	12,840
123 - LIBRARY IMPACT FEE	174,083	122,630	226,170
124 - TRANSPORTATION	6,889,813	3,853,270	6,253,220
125 - ANIMAL CENTER IMPACT FEE	32,534	26,150	47,230
126 - LOWER ETIWANDA DRAINAGE	77,204	12,600	8,150
127 - POLICE IMPACT FEE	133,614	113,930	165,240
128 - ETIWANDA NO. EQUESTRIAN FACIL.	19,042	14,060	8,320
129 - UNDERGROUND UTILITIES	398,469	309,590	221,020
130 - LMD #1 GENERAL CITY	1,480,589	1,359,320	1,369,870
131 - LMD #2 VICTORIA	4,016,118	4,107,960	4,077,010
132 - LMD #3A HYSSOP	4,390	4,320	0
133 - LMD #3B MEDIANS	1,037,943	1,083,800	912,230
134 - LMD #4R TERRA VISTA	2,996,998	2,913,070	2,862,640
135 - LMD #5 ANDOVER	3,292	3,020	2,840
136 - LMD #6R CARYN COMMUNITY	591,110	593,360	602,960

CITY OF RANCHO CUCAMONGA, CALIFORNIA
 Fiscal Year 2021/22 Adopted Budget

Revenues by Fund

	2019/20 Actual	2020/21 Adopted Budget	2021/22 Adopted Budget
137 - LMD #7 NORTH ETIWANDA	1,045,537	1,027,510	1,013,340
138 - LMD #8 SOUTH ETIWANDA	36,372	35,700	35,100
139 - LMD #9 LOWER ETIWANDA	716,225	964,560	691,700
140 - LMD #10 RANCHO ETIWANDA	646,957	653,710	660,450
141 - LMD 1 CAPITAL REPLACEMENT FUND	98,709	96,810	102,320
150 - GENERAL CITY STREET LIGHTS	391,468	354,830	354,830
151 - SLD #1 ARTERIAL	895,246	840,970	844,210
152 - SLD #2 RESIDENTIAL	748,799	695,660	459,800
153 - SLD #3 VICTORIA	402,598	410,230	398,770
154 - SLD #4 TERRA VISTA	182,231	177,820	171,820
155 - SLD #5 CARYN COMMUNITY	44,222	44,240	73,120
156 - SLD #6 INDUSTRIAL AREA	147,332	144,220	141,690
157 - SLD #7 NORTH ETIWANDA	228,587	222,760	161,900
158 - SLD #8 SOUTH ETIWANDA	127,486	112,400	95,420
174 - STATE GAS TAX	4,498,552	4,381,350	4,687,510
176 - MEASURE I 1990-2010	6,159	5,520	1,420
177 - MEASURE I 2010-2040	3,320,093	2,660,560	3,607,210
178 - SB 140	242	0	0
179 - ROAD MAINT & REHAB ACCT	3,486,583	3,140,730	3,556,460
181 - SB 1 - TCEP	2,478,408	11,000,650	12,500,650
182 - AB 2928 TRAFFIC CONGEST RELIEF	1,974	0	0
188 - INTEGRATED WASTE MANAGEMENT	1,737,713	1,869,350	1,833,520
194 - PROPOSITION 1B STATE FUNDING	6,829	5,030	2,990
195 - STATE ASSET SEIZURE	2,587	950	880
196 - CA ASSET SEIZURE 15%	294	130	2,710
198 - CITYWIDE INFRASTRUCTURE IMPRV	1,802,624	1,360,200	1,200,890
204 - COMMUNITY DEVELOPMENT BLK GRNT	756,561	1,440,010	1,838,390
209 - FEDERAL SAFETEA-LU	185,658	1,070	2,140
211 - PROP 1B - SLPP	78	70	30
214 - PEDESTRIAN GRANT/ART 3	0	401,200	398,550
218 - PUBLIC RESRCE GRNTS/HEALTHY RC	28,019	24,600	0
220 - S.B. CO. MEASURE I COMM RAIL	120	0	0
225 - CA RECYC/LITTER REDUCTION GRNT	44,536	59,860	43,240
227 - USED OIL RECYCLING PROGRAM	49,080	49,390	19,540
234 - SAFE ROUTES TO SCHOOL PROGRAM	30,633	90,800	0
239 - FEDERAL GRANT FUNDS-DREIER	89	0	0
250 - RECREATION SERVICES	2,146,387	0	0
255 - VG CULTURAL CENTER	761,303	0	0
272 - FREEDOM COURTYARD RSRC GRANTS	0	50	0
274 - STATE GRANTS FUND	79,423	2,686,760	2,686,760
275 - FEDERAL GRANTS FUND	0	0	13,433,390
290 - LIBRARY FUND	5,375,736	5,991,700	5,981,960
291 - CA STATE LIBRARY	1,775	20,000	20,000
292 - STAFF INNOVATION FD (CA ST LB)	6,959	5,080	3,020
301 - THE BIG READ LIBRARY GRANT	14,701	0	0
302 - LIBRARY SERVICES & TECH. ACT	268	0	0
310 - PUBLIC LIBRARY BOND ACT-2000	220	0	0
329 - LIBRARY CAPITAL FUND	555,925	517,420	516,840
340 - DRUG ABATEMENT ACT	38,127	0	0
354 - COP'S PROGRAM GRANT-STATE	429,530	271,820	437,390
361 - JUSTICE ASSISTANCE GRANT(JAG)	194	0	18,060

CITY OF RANCHO CUCAMONGA, CALIFORNIA
 Fiscal Year 2021/22 Adopted Budget

Revenues by Fund

	2019/20 Actual	2020/21 Adopted Budget	2021/22 Adopted Budget
370 - OTS-"DRINK,DRIVE,LOSE" GRANT	15,351	0	0
373 - COPS SECURE OUR SCHOOLS GRANT	12,042	0	0
380 - HOMELAND SECURITY GRANT-FIRE	87,186	0	0
381 - HOMELAND SECURITY GRANT-POLICE	26,199	66,360	68,000
383 - EMERGENCY MGMT PERFORMNCE GRNT	26,863	26,840	26,730
396 - HOUSING SUCCESSOR AGENCY	224,607	58,000	34,820
838 - AD 91-2 REDEMPTION-DAY CANYON	35,056	34,760	27,350
847 - PD 85 CAPITAL REPLACEMENT FUND	127,618	125,260	132,300
848 - PD 85 REDEMPTION FUND	1,597,403	1,419,530	1,446,750
868 - CFD 2000-03 PARK MAINTENANCE	515,370	536,950	554,120
875 - CFD 2017-01 NO. ETIWANDA	0	3,020	3,020
876 - CFD 2018-01 EMPIRE LAKES	231,815	123,180	216,730
877 - CFD 2018-01 CAPITAL RESERVE	0	80,180	97,960
TOTAL SPECIAL REVENUE	\$ 58,909,656	\$ 61,837,460	\$ 81,778,170
CAPITAL PROJECTS			
600 - AD 82-1 6TH ST INDUSTRIAL	\$ 302	\$ 280	\$ 170
602 - AD 84-1 DAY CREEK/MELLO	31,762	23,300	13,790
612 - CFD 2001-01	79,853	59,790	35,360
614 - CFD 2003-01 PROJECT FUND	3,154	1,760	20
615 - CFD 2003-01 CULTURAL CENTER	2,209	1,920	30
617 - CFD 2004-01 RANCHO ETIWANDA ES	596	560	70
680 - CFD 2006-01 VINTNER'S GROVE	0	40	30
681 - CFD 2006-02 AMADOR ON ROUTE 66	156	130	60
TOTAL CAPITAL PROJECTS	\$ 118,032	\$ 87,780	\$ 49,530
ENTERPRISE FUNDS			
700 - SPORTS COMPLEX	\$ 2,359,552	\$ 1,817,990	\$ 2,423,740
702 - REGIS CONNECT	18,204	0	0
705 - MUNICIPAL UTILITY	16,191,942	13,866,510	13,810,330
706 - UTILITY PUBLIC BENEFIT FUND	307,729	305,310	304,040
708 - RCMU CAPITAL REPLACEMENT FUND	149,075	111,560	66,000
709 - RCMU CAP AND TRADE FUND	0	0	425,000
711 - FIBER OPTIC NETWORK	1,568,055	1,187,770	1,084,250
TOTAL ENTERPRISE FUNDS	\$ 20,594,557	\$ 17,289,140	\$ 18,113,360
INTERNAL SERVICE FUNDS			
712 - EQUIP/VEHICLE REPLACEMENT	\$ 761,799	\$ 852,490	\$ 847,010
714 - COMP EQUIP/TECH REPLCMENT FUND	1,188,842	1,176,780	1,139,920
TOTAL INTERNAL SERVICE FUNDS	\$ 1,950,641	\$ 2,029,270	\$ 1,986,930
TOTAL CITY OF RANCHO CUCAMONGA	\$ 175,230,432	\$ 174,288,680	\$ 201,093,410
R.C. FIRE PROTECTION DISTRICT			
SPECIAL REVENUE			
281 - FIRE FUND	\$ 30,086,669	\$ 32,721,970	\$ 38,050,430
282 - COMMUNITY FACILITIES DIST 85-1	6,214,433	6,262,320	6,340,660
283 - COMMUNITY FACILITIES DIST 88-1	2,530,151	2,468,020	2,594,050
285 - FIRE TECHNOLOGY FEE FUND	685	960	210

CITY OF RANCHO CUCAMONGA, CALIFORNIA
 Fiscal Year 2021/22 Adopted Budget

Revenues by Fund

	2019/20 Actual	2020/21 Adopted Budget	2021/22 Adopted Budget
288 - FIRE PROTECTION CAPITAL FUND	9,636,208	8,030,970	10,028,790
TOTAL SPECIAL REVENUE	\$ 48,468,146	\$ 49,484,240	\$ 57,014,140
TOTAL R.C. FIRE PROTECTION DISTRICT	\$ 48,468,146	\$ 49,484,240	\$ 57,014,140
TOTAL ALL FUNDS	\$ 223,698,578	\$ 223,772,920	\$ 258,107,550



RANCHO
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CALIFORNIA

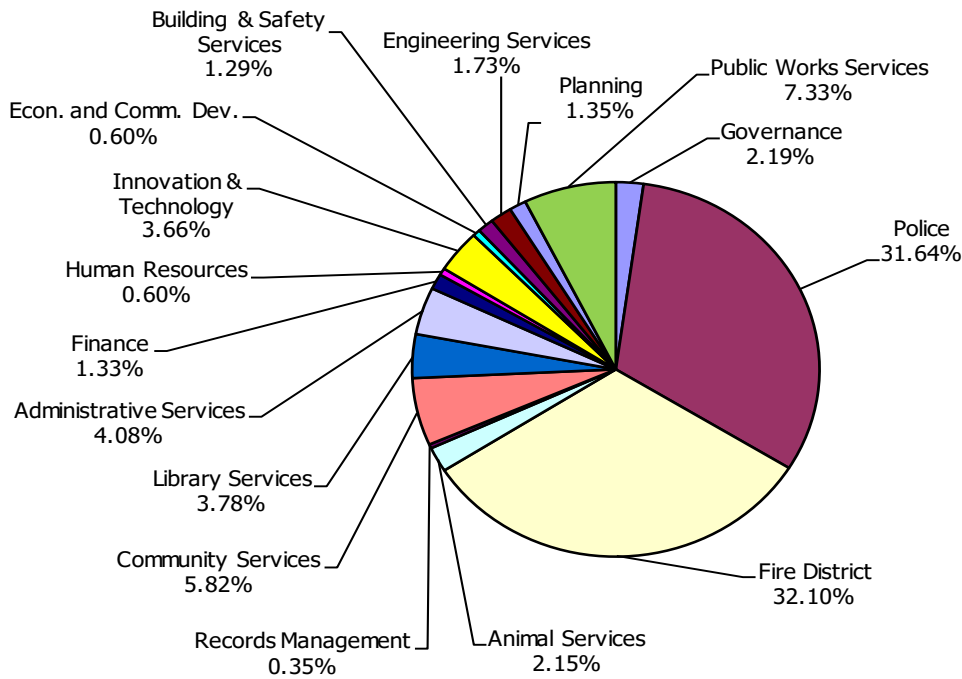
SUMMARIES OF FINANCIAL DATA

EXPENDITURE SUMMARIES

CITY OF RANCHO CUCAMONGA, CALIFORNIA

Fiscal Year 2021/22 Adopted Budget

Expenditure Summary by Department – Operating Budget*



Governance	\$	3,243,520
Police		46,958,580
Fire District		47,644,950
Animal Services		3,189,380
Records Management		519,850
Community Services		8,641,020
Library Services		5,604,780
Administrative Services		6,054,140
Finance		1,977,290
Human Resources		895,190
Innovation & Technology		5,435,080
Econ. and Comm. Dev.		886,470
Building & Safety Services		1,911,330
Engineering Services		2,569,690
Planning		1,996,980
Public Works Services		<u>10,881,890</u>
Total Operating Budget	\$	<u>148,410,140</u>

*Operating Budget is comprised of the General Fund (Fund 001), Fire District Operational Funds (Funds 281, 282, and 283), and Library Fund (Fund 290).

CITY OF RANCHO CUCAMONGA, CALIFORNIA
 Fiscal Year 2021/22 Adopted Budget

Expenditure Summary by Category – Operating Budget

	2019/20 Actual	2020/21 Adopted Budget	2021/22 Adopted Budget
<u>001 -GENERAL FUND</u>			
PERSONNEL SERVICES	\$ 27,598,159	\$ 29,819,270	\$ 31,632,370
OPERATIONS & MAINTENANCE	54,651,040	63,328,620	65,847,440
CAPITAL OUTLAY	522,137	210,000	310,000
DEBT SERVICE	9,196	106,450	106,450
COST ALLOCATION	(6,068,050)	(6,365,070)	(6,563,720)
TRANSFER OUT	4,414,853	3,005,230	3,827,870
TOTAL GENERAL FUND	\$ 81,127,335	\$ 90,104,500	\$ 95,160,410
<u>281 -FIRE FUND</u>			
PERSONNEL SERVICES	\$ 19,570,467	\$ 22,606,050	\$ 23,444,660
OPERATIONS & MAINTENANCE	6,356,070	7,679,000	12,030,580
DEBT SERVICE	63,196	399,990	399,990
TRANSFER OUT	2,103,840	2,036,930	2,175,200
TOTAL FIRE FUND	\$ 28,093,573	\$ 32,721,970	\$ 38,050,430
<u>282 -COMMUNITY FACILITIES DIST 85-1</u>			
PERSONNEL SERVICES	\$ 5,942,550	\$ 5,978,580	\$ 6,225,520
OPERATIONS & MAINTENANCE	698,244	760,320	774,950
TOTAL COMMUNITY FACILITIES DIST 85-1	\$ 6,640,794	\$ 6,738,900	\$ 7,000,470
<u>283 -COMMUNITY FACILITIES DIST 88-1</u>			
PERSONNEL SERVICES	\$ 2,310,160	\$ 2,223,100	\$ 2,358,010
OPERATIONS & MAINTENANCE	221,214	244,920	236,040
TOTAL COMMUNITY FACILITIES DIST 88-1	\$ 2,531,374	\$ 2,468,020	\$ 2,594,050
<u>290 -LIBRARY FUND</u>			
PERSONNEL SERVICES	\$ 2,919,080	\$ 3,681,450	\$ 3,466,470
OPERATIONS & MAINTENANCE	1,040,293	1,563,710	1,588,310
CAPITAL OUTLAY	18,652	5,000	50,000
DEBT SERVICE	0	0	0
TRANSFER OUT	525,000	500,000	500,000
TOTAL LIBRARY FUND	\$ 4,503,025	\$ 5,750,160	\$ 5,604,780
TOTAL OPERATING BUDGET	\$ 122,896,101	\$ 137,783,550	\$ 148,410,140

CITY OF RANCHO CUCAMONGA, CALIFORNIA
 Fiscal Year 2021/22 Adopted Budget

Expenditure Detail – Operating Budget

	2019/20 Actual	2020/21 Adopted Budget	2021/22 Adopted Budget
<u>001-GENERAL FUND</u>			
<u>PERSONNEL SERVICES</u>			
5000 - Regular Salaries	\$ 16,635,500	\$ 17,612,350	\$ 18,330,580
5005 - Overtime Salaries	270,654	348,680	347,380
5010 - Part Time Salaries	1,801,470	2,822,640	3,166,930
Fringe Benefits	8,804,626	8,907,170	9,656,050
5060 - Tuition Reimbursement	33,099	26,000	29,000
5061 - Employee Development	39,190	86,540	86,540
5065 - Coffee Fund	4,076	5,000	5,000
5070 - Executive Reimbursement	16,162	18,000	18,000
5093 - Other Funds-Salary Reimbursmnt	(6,617)	(7,110)	(7,110)
TOTAL PERSONNEL SERVICES	\$ 27,598,160	\$ 29,819,270	\$ 31,632,370
<u>OPERATIONS & MAINTENANCE</u>			
5100 - Travel and Meetings	\$ 234,478	\$ 333,970	\$ 411,930
5102 - Training	134,450	262,130	261,900
5105 - Mileage	3,442	6,630	10,130
5150 - Office Supplies & Equipment	149,562	222,310	219,420
5151 - Postage	51,992	98,440	98,470
5152 - Computer Software	28,595	10,780	7,880
5160 - Membership Dues	175,309	185,540	188,410
5161 - Publications & Subscriptions	18,418	26,770	18,210
5165 - Licenses, Permits & Fees	185,955	120,530	60,730
5200 - Operations & Maintenance	1,105,772	1,893,510	1,852,580
5201 - O & M/Volunteer Program	14,407	20,000	20,000
5204 - O & M/Facilities	312,285	448,880	448,880
5207 - O & M/Capital Supplies	0	24,000	15,000
5210 - O & M/Crime Prevention	9,424	29,000	29,000
5215 - O & M/Computer Equipment	25,324	29,430	24,020
5217 - Technical Investigative Costs	128,917	168,580	166,130
5220 - Cellular Technology	130,215	153,310	155,900
5250 - Vehicle Operations & Maint.	323,539	524,380	584,600
5251 - Depreciation - Vehicles	443,260	443,260	483,260
5252 - Emergency Equipment & Veh Rntl	14,556	37,000	37,000
5253 - Vehicle Collision Repair	61,138	100,000	100,000
5255 - Gasoline	548,467	540,610	534,910
5256 - Diesel Fuel	8,567	12,470	12,470
5257 - CNG Fuel	13,134	10,870	16,570
5260 - O&M/Animal Care	109,334	117,630	117,630
5262 - O&M/Community & Info Programs	815	2,000	2,000
5263 - O&M/Field Services	4,332	4,000	5,580
5264 - O&M/Veterinarian Services	145,255	139,000	139,000
5265 - O&M/Kitten Nursery	25,089	10,000	10,000
5280 - Equip Operations & Maint	28,050	30,690	32,690

CITY OF RANCHO CUCAMONGA, CALIFORNIA
 Fiscal Year 2021/22 Adopted Budget

Expenditure Detail – Operating Budget

	2019/20 Actual	2020/21 Adopted Budget	2021/22 Adopted Budget
5281 - Depreciation - Equipment	86,740	86,740	94,850
5283 - Depreciation-Computer Equip	584,190	584,190	640,190
5285 - Safety Gear & Equipment	52,244	46,000	50,000
5300 - Contract Services	44,204,752	51,236,710	52,819,390
5303 - Contract Serv/Reimbursable	264,893	240,450	501,440
5304 - Contract Serv/Facilities	1,491,623	1,873,500	1,788,670
5310 - Tree Maintenance	574,498	200,000	425,000
5312 - Legal Services	521,235	576,250	610,430
5320 - Hazardous Waste Removal	13,827	24,320	24,310
5360 - Contract Serv/Animal Care	15,705	43,660	43,660
5362 - Contract Serv/Comm & Info Prgm	554	1,030	1,030
5363 - Contract Serv/Field Services	9,150	15,500	15,500
5364 - Contract Serv/Vet Services	58,629	66,400	66,400
5365 - Cont Srv-Spay/Neuter Program	6,813	47,500	47,500
5400 - Telephone Utilities	126,622	132,260	134,750
5401 - Gas Utilities	137,272	148,090	149,590
5402 - Water Utilities	409,108	434,830	500,920
5403 - Electric Utilities	992,008	1,042,260	1,030,220
5405 - Internet Services	106,938	117,940	100,000
5410 - Property Insurance	287,375	316,110	466,210
5510 - Property Tax Admin. Fee	91,119	89,160	98,080
5723 - Misc Contributions to Fire	0	0	50,000
5725 - Other Expenditures	181,664	0	125,000
TOTAL OPERATIONS & MAINTENANCE	\$ 54,651,040	\$ 63,328,620	\$ 65,847,440
<u>CAPITAL OUTLAY</u>			
5603 - Capital Outlay-Equipment	\$ 8,986	\$ 10,000	\$ 10,000
5605 - Capital Outlay-Computer Equip	15,189	0	0
5650 - Capital Project	497,962	200,000	300,000
TOTAL CAPITAL OUTLAY	\$ 522,137	\$ 210,000	\$ 310,000
<u>DEBT SERVICE</u>			
5700 - Interest Expense	\$ 9,196	\$ 8,200	\$ 7,210
5701 - Principal Repayments	97,244	98,250	99,240
5704 - Long Term Debt Repymt Contra	(97,244)	0	0
TOTAL DEBT SERVICE	\$ 9,196	\$ 106,450	\$ 106,450
<u>COST ALLOCATION</u>			
5990 - Cost Allocation Plan Offset	\$ (6,068,050)	\$ (6,365,070)	\$ (6,563,720)
TOTAL COST ALLOCATION	\$ (6,068,050)	\$ (6,365,070)	\$ (6,563,720)
<u>TRANSFER OUT</u>			
9018 - Transfer Out - Traffic Safety	\$ 304,520	\$ 10,270	\$ 0
9025 - Transfer Out-Capital Reserve	1,175,000	725,000	1,220,460

CITY OF RANCHO CUCAMONGA, CALIFORNIA
 Fiscal Year 2021/22 Adopted Budget

Expenditure Detail – Operating Budget

	2019/20 Actual	2020/21 Adopted Budget	2021/22 Adopted Budget
9130 - Transfer Out-LMD1	136,000	36,300	36,610
9131 - Transfer Out-LMD2	323,730	314,280	303,270
9136 - Transfer Out-LMD6R	43,680	39,010	40,090
9152 - Transfer Out-SLD2	363,500	317,330	63,610
9155 - Transfer Out-SLD5	0	0	28,920
9157 - Transfer Out-SLD7	94,400	89,100	29,400
9700 - Transfer Out-Sports Complex	1,738,759	1,401,770	2,005,520
9702 - Transfer Out-REGIS Connect	18,204	0	0
9848 - Transfer Out-Fund 848	217,060	72,170	99,990
TOTAL TRANSFER OUT	\$ 4,414,853	\$ 3,005,230	\$ 3,827,870
TOTAL GENERAL FUND	\$ 81,127,336	\$ 90,104,500	\$ 95,160,410
<u>281-FIRE FUND</u>			
<u>PERSONNEL SERVICES</u>			
5000 - Regular Salaries	\$ 13,979,261	\$ 15,040,040	\$ 15,652,970
5005 - Overtime Salaries	3,960,978	4,291,190	4,413,540
5010 - Part Time Salaries	102,148	159,790	83,640
Fringe Benefits	9,805,324	11,333,550	11,894,770
5060 - Tuition Reimbursement	2,300	10,000	10,000
5082 - Reimb Personnel from CFD 85-1	(5,942,550)	(5,978,580)	(6,225,520)
5083 - Reimb Personnel from CFD 88-1	(2,310,160)	(2,223,100)	(2,358,010)
5093 - Other Funds-Salary Reimbursmnt	(26,835)	(26,840)	(26,730)
TOTAL PERSONNEL SERVICES	\$ 19,570,466	\$ 22,606,050	\$ 23,444,660
<u>OPERATIONS & MAINTENANCE</u>			
5100 - Travel and Meetings	\$ 9,374	\$ 23,050	\$ 29,800
5102 - Training	90,623	154,130	155,780
5150 - Office Supplies & Equipment	23,530	32,000	32,000
5151 - Postage	39	300	300
5155 - Public Relations/Educ Material	31,479	25,750	25,750
5160 - Membership Dues	6,425	10,330	10,060
5161 - Publications & Subscriptions	6,950	9,270	7,870
5165 - Licenses, Permits & Fees	8,693	8,740	9,640
5200 - Operations & Maintenance	318,662	342,520	385,440
5204 - O & M/Facilities	61,703	70,000	70,000
5220 - Cellular Technology	59,377	67,620	67,620
5240 - Operation of Acquired Property	5,827	10,500	2,800
5250 - Vehicle Operations & Maint.	186,287	210,600	216,740
5252 - Emergency Equipment & Veh Rntl	0	1,500	1,500
5255 - Gasoline	31,378	41,200	41,830
5256 - Diesel Fuel	102,857	136,400	136,400
5258 - Propane	6,271	19,000	15,000
5280 - Equip Operations & Maint	26,160	38,180	38,680

CITY OF RANCHO CUCAMONGA, CALIFORNIA
 Fiscal Year 2021/22 Adopted Budget

Expenditure Detail – Operating Budget

	2019/20 Actual	2020/21 Adopted Budget	2021/22 Adopted Budget
5285 - Safety Gear & Equipment	108,189	121,890	98,740
5290 - Specialized Tools & Equipment	41,532	52,930	51,180
5291 - Equipment Supplies & Repairs	36,835	43,400	49,900
5300 - Contract Services	1,159,941	1,395,660	1,517,180
5304 - Contract Serv/Facilities	192,597	302,570	353,930
5312 - Legal Services	116,854	50,000	129,130
5320 - Hazardous Waste Removal	1,681	2,500	2,500
5321 - Fire Incident Costs	209	3,500	4,500
5400 - Telephone Utilities	11,271	27,690	16,680
5401 - Gas Utilities	10,345	10,670	13,740
5402 - Water Utilities	18,886	22,270	27,410
5403 - Electric Utilities	85,664	84,390	109,020
5410 - Property Insurance	107,022	123,090	329,350
5411 - Other Insurance	5,061	5,580	15,220
5416 - General Liability Insurance	259,589	402,850	344,980
5500 - Assessment Administration	97,570	97,570	97,570
5501 - Admin./General Overhead	2,725,110	3,118,370	3,221,590
5510 - Property Tax Admin. Fee	159,915	156,010	172,120
5720 - Misc Contributions to City	242,161	456,970	610,630
5725 - Other Expenditures	0	0	3,618,000
TOTAL OPERATIONS & MAINTENANCE	\$ 6,356,067	\$ 7,679,000	\$ 12,030,580
<u>DEBT SERVICE</u>			
5700 - Interest Expense	\$ 63,196	\$ 47,560	\$ 31,370
5701 - Principal Repayments	336,788	352,430	368,620
5704 - Long Term Debt Repymt Contra	(336,788)	0	0
TOTAL DEBT SERVICE	\$ 63,196	\$ 399,990	\$ 399,990
<u>TRANSFER OUT</u>			
9283 - Transfer Out-CFD 88-1	\$ 2,103,840	\$ 2,036,930	\$ 2,175,200
TOTAL TRANSFER OUT	\$ 2,103,840	\$ 2,036,930	\$ 2,175,200
TOTAL FIRE FUND	\$ 28,093,569	\$ 32,721,970	\$ 38,050,430
<u>282-COMMUNITY FACILITIES DIST 85-1</u>			
<u>PERSONNEL SERVICES</u>			
5081 - Reimb Personnel to Fire Fund	\$ 5,942,550	\$ 5,978,580	\$ 6,225,520
TOTAL PERSONNEL SERVICES	\$ 5,942,550	\$ 5,978,580	\$ 6,225,520
<u>OPERATIONS & MAINTENANCE</u>			
5165 - Licenses, Permits & Fees	\$ 3,049	\$ 3,110	\$ 3,180
5200 - Operations & Maintenance	8,218	10,000	10,000
5300 - Contract Services	356,020	367,860	374,450
5400 - Telephone Utilities	4,231	4,490	4,750

CITY OF RANCHO CUCAMONGA, CALIFORNIA
 Fiscal Year 2021/22 Adopted Budget

Expenditure Detail – Operating Budget

	2019/20 Actual	2020/21 Adopted Budget	2021/22 Adopted Budget
5401 - Gas Utilities	6,627	7,360	9,170
5402 - Water Utilities	15,553	13,240	13,890
5403 - Electric Utilities	52,266	62,180	67,430
5501 - Admin./General Overhead	252,280	292,080	292,080
TOTAL OPERATIONS & MAINTENANCE	\$ 698,244	\$ 760,320	\$ 774,950
TOTAL COMMUNITY FACILITIES DIST 85-1	\$ 6,640,794	\$ 6,738,900	\$ 7,000,470
<u>283-COMMUNITY FACILITIES DIST 88-1</u>			
<u>PERSONNEL SERVICES</u>			
5081 - Reimb Personnel to Fire Fund	\$ 2,310,160	\$ 2,223,100	\$ 2,358,010
TOTAL PERSONNEL SERVICES	\$ 2,310,160	\$ 2,223,100	\$ 2,358,010
<u>OPERATIONS & MAINTENANCE</u>			
5165 - Licenses, Permits & Fees	\$ 1,469	\$ 1,490	\$ 1,520
5200 - Operations & Maintenance	2,601	4,000	4,000
5300 - Contract Services	88,612	91,580	93,200
5400 - Telephone Utilities	1,687	15,160	1,950
5401 - Gas Utilities	1,680	2,170	2,170
5402 - Water Utilities	4,324	5,240	5,240
5403 - Electric Utilities	13,810	14,520	17,200
5501 - Admin./General Overhead	107,030	110,760	110,760
TOTAL OPERATIONS & MAINTENANCE	\$ 221,213	\$ 244,920	\$ 236,040
TOTAL COMMUNITY FACILITIES DIST 88-1	\$ 2,531,373	\$ 2,468,020	\$ 2,594,050
<u>290-LIBRARY FUND</u>			
<u>PERSONNEL SERVICES</u>			
5000 - Regular Salaries	\$ 1,490,328	\$ 1,767,140	\$ 1,750,090
5010 - Part Time Salaries	589,642	985,220	666,650
TOTAL PERSONNEL SERVICES	\$ 2,079,970	\$ 2,752,360	\$ 2,416,740
<u>OPERATIONS & MAINTENANCE</u>			
Fringe Benefits	839,110	929,090	1,049,730
5100 - Travel and Meetings	\$ 12,613	\$ 26,280	\$ 25,370
5102 - Training	0	2,500	3,000
5105 - Mileage	188	900	750
5150 - Office Supplies & Equipment	4,756	19,000	15,000
5152 - Computer Software	0	0	4,530
5160 - Membership Dues	4,708	6,330	6,250
5200 - Operations & Maintenance	547,883	769,950	732,720
5207 - O & M/Capital Supplies	73,442	40,000	40,000
5215 - O & M/Computer Equipment	10,300	78,330	23,220
5220 - Cellular Technology	456	500	0

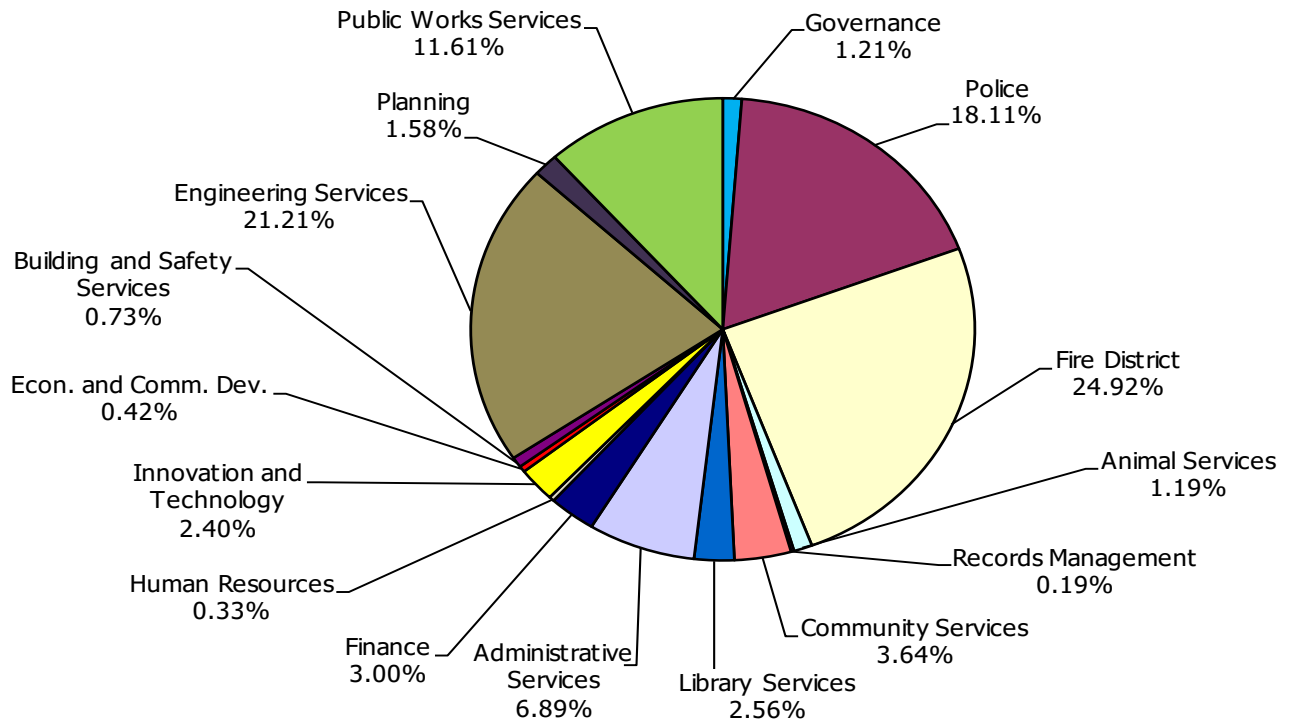
CITY OF RANCHO CUCAMONGA, CALIFORNIA
 Fiscal Year 2021/22 Adopted Budget

Expenditure Detail – Operating Budget

	2019/20 Actual	2020/21 Adopted Budget	2021/22 Adopted Budget
5300 - Contract Services	158,454	312,880	353,080
5400 - Telephone Utilities	1,644	2,650	2,650
5402 - Water Utilities	5,073	6,010	6,010
5403 - Electric Utilities	63,872	68,250	68,250
5405 - Internet Services	53,035	57,480	57,480
5501 - Admin./General Overhead	103,870	114,250	116,600
5725 - Other Expenditures	0	58,400	133,400
TOTAL OPERATIONS & MAINTENANCE	\$ 1,879,404	\$ 2,492,800	\$ 2,638,040
<u>CAPITAL OUTLAY</u>			
5603 - Capital Outlay-Equipment	\$ 0	\$ 0	\$ 45,000
5604 - Capital Outlay-Vehicles	16,577	0	0
5606 - Capital Outlay-Furn/Fixtures	2,075	5,000	5,000
TOTAL CAPITAL OUTLAY	\$ 18,652	\$ 5,000	\$ 50,000
<u>TRANSFER OUT</u>			
9329 - Transfer Out-Library Cap Fund	\$ 525,000	\$ 500,000	\$ 500,000
TOTAL TRANSFER OUT	\$ 525,000	\$ 500,000	\$ 500,000
TOTAL LIBRARY FUND	\$ 4,503,026	\$ 5,750,160	\$ 5,604,780
TOTAL OPERATING BUDGET	\$ 122,896,098	\$ 137,783,550	\$ 148,410,140

CITY OF RANCHO CUCAMONGA, CALIFORNIA
 Fiscal Year 2021/22 Adopted Budget

Expenditure Summary by Department – All Funds



Governance	\$	3,243,520
Police		48,527,460
Fire District		66,790,890
Animal Services		3,189,440
Records Management		519,850
Community Services		9,741,450
Library Services		6,868,180
Administrative Services		18,474,490
Finance		8,033,830
Human Resources		895,190
Innovation and Technology		6,435,990
Econ. and Comm. Dev.		1,133,920
Building and Safety Services		1,949,420
Engineering Services		56,839,510
Planning		4,223,110
Public Works Services		<u>31,108,200</u>
Total All Funds Budget	\$	<u><u>267,974,450</u></u>

CITY OF RANCHO CUCAMONGA, CALIFORNIA
 Fiscal Year 2021/22 Adopted Budget

Expenditure Summary by Category – All Funds

	2019/20 Actual	2020/21 Adopted Budget	2021/22 Adopted Budget
<u>CITY OF RANCHO CUCAMONGA</u>			
PERSONNEL SERVICES	\$ 43,605,427	\$ 44,603,110	\$ 46,800,620
OPERATIONS & MAINTENANCE	87,441,049	95,377,950	98,780,610
CAPITAL OUTLAY	15,554,399	32,854,910	49,475,220
DEBT SERVICE	656,275	2,495,710	4,262,940
COST ALLOCATION	(6,068,050)	(6,365,070)	(6,563,720)
TRANSFER OUT	11,104,471	7,628,100	8,454,620
TOTAL CITY OF RANCHO CUCAMONGA	\$ 152,293,571	\$ 176,594,710	\$ 201,210,290
<u>R.C. FIRE PROTECTION DISTRICT</u>			
PERSONNEL SERVICES	\$ 27,823,177	\$ 30,807,730	\$ 32,028,190
OPERATIONS & MAINTENANCE	7,558,135	9,415,150	13,812,310
CAPITAL OUTLAY	6,514,800	5,204,550	18,243,000
DEBT SERVICE	63,196	399,990	399,990
TRANSFER OUT	2,209,334	2,154,600	2,280,670
TOTAL R.C. FIRE PROTECTION DISTRICT	\$ 44,168,642	\$ 47,982,020	\$ 66,764,160
TOTAL ALL FUNDS	\$ 196,462,213	\$ 224,576,730	\$ 267,974,450

CITY OF RANCHO CUCAMONGA, CALIFORNIA
 Fiscal Year 2021/22 Adopted Budget

Expenditure Detail – All Funds

	2019/20 Actual	2020/21 Adopted Budget	2021/22 Adopted Budget
CITY OF RANCHO CUCAMONGA			
001-GENERAL FUND			
5000 - Regular Salaries	\$ 16,635,500	\$ 17,612,350	\$ 18,330,580
5005 - Overtime Salaries	270,654	348,680	347,380
5010 - Part Time Salaries	1,801,470	2,822,640	3,166,930
Fringe Benefits	8,804,626	8,907,170	9,656,050
5060 - Tuition Reimbursement	33,099	26,000	29,000
5061 - Employee Development	39,190	86,540	86,540
5065 - Coffee Fund	4,076	5,000	5,000
5070 - Executive Reimbursement	16,162	18,000	18,000
5093 - Other Funds-Salary Reimbursmnt	(6,617)	(7,110)	(7,110)
5100 - Travel and Meetings	234,478	333,970	411,930
5102 - Training	134,450	262,130	261,900
5105 - Mileage	3,442	6,630	10,130
5150 - Office Supplies & Equipment	149,562	222,310	219,420
5151 - Postage	51,992	98,440	98,470
5152 - Computer Software	28,595	10,780	7,880
5160 - Membership Dues	175,309	185,540	188,410
5161 - Publications & Subscriptions	18,418	26,770	18,210
5165 - Licenses, Permits & Fees	185,955	120,530	60,730
5200 - Operations & Maintenance	1,105,772	1,893,510	1,852,580
5201 - O & M/Volunteer Program	14,407	20,000	20,000
5204 - O & M/Facilities	312,285	448,880	448,880
5207 - O & M/Capital Supplies	0	24,000	15,000
5210 - O & M/Crime Prevention	9,424	29,000	29,000
5215 - O & M/Computer Equipment	25,324	29,430	24,020
5217 - Technical Investigative Costs	128,917	168,580	166,130
5220 - Cellular Technology	130,215	153,310	155,900
5250 - Vehicle Operations & Maint.	323,539	524,380	584,600
5251 - Depreciation - Vehicles	443,260	443,260	483,260
5252 - Emergency Equipment & Veh Rntl	14,556	37,000	37,000
5253 - Vehicle Collision Repair	61,138	100,000	100,000
5255 - Gasoline	548,467	540,610	534,910
5256 - Diesel Fuel	8,567	12,470	12,470
5257 - CNG Fuel	13,134	10,870	16,570
5260 - O&M/Animal Care	109,334	117,630	117,630
5262 - O&M/Community & Info Programs	815	2,000	2,000
5263 - O&M/Field Services	4,332	4,000	5,580
5264 - O&M/Veterinarian Services	145,255	139,000	139,000
5265 - O&M/Kitten Nursery	25,089	10,000	10,000
5280 - Equip Operations & Maint	28,050	30,690	32,690
5281 - Depreciation - Equipment	86,740	86,740	94,850
5283 - Depreciation-Computer Equip	584,190	584,190	640,190
5285 - Safety Gear & Equipment	52,244	46,000	50,000
5300 - Contract Services	44,204,752	51,236,710	52,819,390
5303 - Contract Serv/Reimbursable	264,893	240,450	501,440

CITY OF RANCHO CUCAMONGA, CALIFORNIA
 Fiscal Year 2021/22 Adopted Budget

Expenditure Detail – All Funds

	2019/20 Actual	2020/21 Adopted Budget	2021/22 Adopted Budget
5304 - Contract Serv/Facilities	1,491,623	1,873,500	1,788,670
5310 - Tree Maintenance	574,498	200,000	425,000
5312 - Legal Services	521,235	576,250	610,430
5320 - Hazardous Waste Removal	13,827	24,320	24,310
5360 - Contract Serv/Animal Care	15,705	43,660	43,660
5362 - Contract Serv/Comm & Info Prgm	554	1,030	1,030
5363 - Contract Serv/Field Services	9,150	15,500	15,500
5364 - Contract Serv/Vet Services	58,629	66,400	66,400
5365 - Cont Srv-Spay/Neuter Program	6,813	47,500	47,500
5400 - Telephone Utilities	126,622	132,260	134,750
5401 - Gas Utilities	137,272	148,090	149,590
5402 - Water Utilities	409,108	434,830	500,920
5403 - Electric Utilities	992,008	1,042,260	1,030,220
5405 - Internet Services	106,938	117,940	100,000
5410 - Property Insurance	287,375	316,110	466,210
5510 - Property Tax Admin. Fee	91,119	89,160	98,080
5603 - Capital Outlay-Equipment	8,986	10,000	10,000
5605 - Capital Outlay-Computer Equip	15,189	0	0
5650 - Capital Project	497,962	200,000	300,000
5700 - Interest Expense	9,196	8,200	7,210
5701 - Principal Repayments	97,244	98,250	99,240
5704 - Long Term Debt Repymt Contra	(97,244)	0	0
5723 - Misc Contributions to Fire	0	0	50,000
5725 - Other Expenditures	181,664	0	125,000
5990 - Cost Allocation Plan Offset	(6,068,050)	(6,365,070)	(6,563,720)
9018 - Transfer Out - Traffic Safety	304,520	10,270	0
9025 - Transfer Out-Capital Reserve	1,175,000	725,000	1,220,460
9130 - Transfer Out-LMD1	136,000	36,300	36,610
9131 - Transfer Out-LMD2	323,730	314,280	303,270
9136 - Transfer Out-LMD6R	43,680	39,010	40,090
9152 - Transfer Out-SLD2	363,500	317,330	63,610
9155 - Transfer Out-SLD5	0	0	28,920
9157 - Transfer Out-SLD7	94,400	89,100	29,400
9700 - Transfer Out-Sports Complex	1,738,759	1,401,770	2,005,520
9702 - Transfer Out-REGIS Connect	18,204	0	0
9848 - Transfer Out-Fund 848	217,060	72,170	99,990
TOTAL GENERAL FUND	\$ 81,127,336	\$ 90,104,500	\$ 95,160,410
003-REIMB ST/COUNTY PARKING CIT			
5200 - Operations & Maintenance	\$ 97,446	\$ 111,330	\$ 109,650
TOTAL REIMB ST/COUNTY PARKING CIT	\$ 97,446	\$ 111,330	\$ 109,650
006-CVWD REIMBURSEMENTS			
5000 - Regular Salaries	\$ 82,068	\$ 65,370	\$ 65,470
Fringe Benefits	42,366	31,380	32,610
5093 - Other Funds-Salary Reimbursmnt	(636)	0	0

CITY OF RANCHO CUCAMONGA, CALIFORNIA
 Fiscal Year 2021/22 Adopted Budget

Expenditure Detail – All Funds

	2019/20 Actual	2020/21 Adopted Budget	2021/22 Adopted Budget
5200 - Operations & Maintenance	80,725	62,500	82,900
5250 - Vehicle Operations & Maint.	9,492	22,180	22,180
5252 - Emergency Equipment & Veh Rntl	1,000	1,000	1,000
5255 - Gasoline	0	5,390	5,390
5256 - Diesel Fuel	0	2,530	2,530
5257 - CNG Fuel	0	2,530	2,530
5280 - Equip Operations & Maint	293	500	500
9001 - Transfer Out-General Fund	64,720	90,510	90,510
9174 - Transfer Out-Fund 174	150,000	0	0
9712 - T/O Equipment/Vehicle Replacem	150,000	300,000	300,000
TOTAL CVWD REIMBURSEMENTS	\$ 580,028	\$ 583,890	\$ 605,620
<u>016-COMM DEV TECHNICAL SRVCS FUND</u>			
5102 - Training	\$ 0	\$ 500	\$ 500
5200 - Operations & Maintenance	817	3,000	3,000
5215 - O & M/Computer Equipment	751	0	0
5300 - Contract Services	778,942	3,000	53,000
TOTAL COMM DEV TECHNICAL SRVCS FUND	\$ 780,510	\$ 6,500	\$ 56,500
<u>017-LAW ENFORCEMENT RESERVE</u>			
5200 - Operations & Maintenance	\$ 10,384	\$ 1,300	\$ 1,300
5207 - O & M/Capital Supplies	18,532	30,000	30,000
5300 - Contract Services	139,857	78,000	88,000
5501 - Admin./General Overhead	2,420	10,200	13,350
5603 - Capital Outlay-Equipment	522,103	359,000	401,250
5650 - Capital Project	1,681,909	0	0
9361 - Trsf Out-Fd 361	194	0	0
9381 - Transfer Out-Fund 381	443	0	0
TOTAL LAW ENFORCEMENT RESERVE	\$ 2,375,842	\$ 478,500	\$ 533,900
<u>018-TRAFFIC SAFETY</u>			
5300 - Contract Services	\$ 304,662	\$ 112,000	\$ 335,100
5501 - Admin./General Overhead	0	0	4,250
TOTAL TRAFFIC SAFETY	\$ 304,662	\$ 112,000	\$ 339,350
<u>020-CITY TECHNOLOGY FEE FUND</u>			
5501 - Admin./General Overhead	\$ 97,560	\$ 145,380	\$ 145,910
TOTAL CITY TECHNOLOGY FEE FUND	\$ 97,560	\$ 145,380	\$ 145,910
<u>022-MOBILE HOME PARK PROGRAM</u>			
5200 - Operations & Maintenance	\$ 16,710	\$ 16,710	\$ 16,710
5300 - Contract Services	0	15,500	5,000
5501 - Admin./General Overhead	2,360	3,430	3,500
5720 - Misc Contributions to City	1,780	7,110	7,110

CITY OF RANCHO CUCAMONGA, CALIFORNIA
 Fiscal Year 2021/22 Adopted Budget

Expenditure Detail – All Funds

	2019/20 Actual	2020/21 Adopted Budget	2021/22 Adopted Budget
TOTAL MOBILE HOME PARK PROGRAM	\$ 20,850	\$ 42,750	\$ 32,320
<u>023-SB1186 CERT ACCESS SPEC PROG</u>			
5102 - Training	\$ 0	\$ 700	\$ 700
5160 - Membership Dues	0	80	80
5200 - Operations & Maintenance	1,529	3,600	3,600
5501 - Admin./General Overhead	1,350	1,350	1,390
TOTAL SB1186 CERT ACCESS SPEC PROG	\$ 2,879	\$ 5,730	\$ 5,770
<u>025-CAPITAL RESERVE</u>			
5005 - Overtime Salaries	\$ 65	\$ 0	\$ 0
5010 - Part Time Salaries	14,729	0	0
Fringe Benefits	214	0	0
5200 - Operations & Maintenance	88,402	0	0
5207 - O & M/Capital Supplies	25,257	172,150	150,400
5300 - Contract Services	97,153	367,400	351,000
5320 - Hazardous Waste Removal	17,236	20,000	20,000
5411 - Other Insurance	28,042	33,220	31,260
5416 - General Liability Insurance	405,968	675,270	680,930
5417 - General Liability Claims	416,276	500,000	500,000
5501 - Admin./General Overhead	67,350	8,310	28,460
5600 - Capital Outlay-Land	1,842,385	0	0
5602 - Capital Outlay-Bldg & Imprvmnt	497,493	557,000	1,482,400
5603 - Capital Outlay-Equipment	67,982	220,000	0
5650 - Capital Project	183,982	1,740,000	2,555,000
9130 - Transfer Out-LMD1	14,800	0	0
9711 - Transfer Out-Fund 711	939,603	934,840	937,300
9714 - Transfer Out - Comptr Eq Rplc	421,864	421,870	421,870
TOTAL CAPITAL RESERVE	\$ 5,128,801	\$ 5,650,060	\$ 7,158,620
<u>073-BENEFITS CONTINGENCY</u>			
5000 - Regular Salaries	\$ 1,075,695	\$ 1,069,080	\$ 906,480
5501 - Admin./General Overhead	9,460	10,140	11,350
TOTAL BENEFITS CONTINGENCY	\$ 1,085,155	\$ 1,079,220	\$ 917,830
<u>100-ASSESSMENT DISTRICTS ADMIN</u>			
5000 - Regular Salaries	\$ 134,276	\$ 182,570	\$ 181,920
5010 - Part Time Salaries	25,720	0	0
Fringe Benefits	69,758	87,060	90,340
5100 - Travel and Meetings	3,064	6,280	6,280
5102 - Training	0	1,000	1,000
5105 - Mileage	133	300	300
5150 - Office Supplies & Equipment	340	500	500
5200 - Operations & Maintenance	11,419	29,240	25,830
5300 - Contract Services	78,164	263,260	313,260

CITY OF RANCHO CUCAMONGA, CALIFORNIA
 Fiscal Year 2021/22 Adopted Budget

Expenditure Detail – All Funds

	2019/20 Actual	2020/21 Adopted Budget	2021/22 Adopted Budget
5501 - Admin./General Overhead	605,800	444,420	444,710
5603 - Capital Outlay-Equipment	9,180	0	0
TOTAL ASSESSMENT DISTRICTS ADMIN	\$ 937,854	\$ 1,014,630	\$ 1,064,140
<u>101-AD 93-1 MASI COMMERCE CENTER</u>			
5501 - Admin./General Overhead	\$ 210	\$ 180	\$ 180
TOTAL AD 93-1 MASI COMMERCE CENTER	\$ 210	\$ 180	\$ 180
<u>105-AB2766 AIR QUALITY IMPROVEMENT</u>			
5200 - Operations & Maintenance	\$ 14,362	\$ 13,650	\$ 13,650
5300 - Contract Services	1,518	1,580	1,610
5501 - Admin./General Overhead	840	5,170	5,520
5603 - Capital Outlay-Equipment	19,872	0	0
5604 - Capital Outlay-Vehicles	0	84,000	105,000
5650 - Capital Project	104,553	216,000	208,740
TOTAL AB2766 AIR QUALITY IMPROVEMENT	\$ 141,145	\$ 320,400	\$ 334,520
<u>106-MSRC AIR POLLUTION REDUCT GRNT</u>			
5604 - Capital Outlay-Vehicles	\$ 0	\$ 30,000	\$ 0
TOTAL MSRC AIR POLLUTION REDUCT GRNT	\$ 0	\$ 30,000	\$ 0
<u>109-PUBLIC ART TRUST FUND</u>			
5200 - Operations & Maintenance	\$ 0	\$ 0	\$ 45,000
5501 - Admin./General Overhead	0	0	40
TOTAL PUBLIC ART TRUST FUND	\$ 0	\$ 0	\$ 45,040
<u>110-BEAUTIFICATION</u>			
5501 - Admin./General Overhead	\$ 440	\$ 450	\$ 790
5650 - Capital Project	354,904	0	15,000
TOTAL BEAUTIFICATION	\$ 355,344	\$ 450	\$ 15,790
<u>111-PARK LAND ACQUISITION</u>			
5300 - Contract Services	\$ 7,094	\$ 0	\$ 0
5501 - Admin./General Overhead	360	1,370	2,480
TOTAL PARK LAND ACQUISITION	\$ 7,454	\$ 1,370	\$ 2,480
<u>112-DRAINAGE FAC/GENERAL</u>			
5000 - Regular Salaries	\$ 23,041	\$ 29,030	\$ 30,510
Fringe Benefits	12,006	13,940	15,260
5501 - Admin./General Overhead	6,710	6,900	8,200
5650 - Capital Project	0	100,000	275,000
TOTAL DRAINAGE FAC/GENERAL	\$ 41,757	\$ 149,870	\$ 328,970

CITY OF RANCHO CUCAMONGA, CALIFORNIA
 Fiscal Year 2021/22 Adopted Budget

Expenditure Detail – All Funds

	2019/20 Actual	2020/21 Adopted Budget	2021/22 Adopted Budget
<u>113-COMMUNITY/REC CENTER DEVELOPMNT</u>			
5300 - Contract Services	\$ 2,341	\$ 0	\$ 0
5501 - Admin./General Overhead	140	500	910
5650 - Capital Project	11,666	0	0
TOTAL COMMUNITY/REC CENTER DEVELOPMNT	\$ 14,147	\$ 500	\$ 910
<u>114-DRAINAGE-ETIWANDA/SAN SEVAINE</u>			
5501 - Admin./General Overhead	\$ 370	\$ 120	\$ 250
5650 - Capital Project	14,321	0	0
TOTAL DRAINAGE-ETIWANDA/SAN SEVAINE	\$ 14,691	\$ 120	\$ 250
<u>115-HENDERSON/WARDMAN DRAINAGE</u>			
5501 - Admin./General Overhead	\$ 260	\$ 360	\$ 360
TOTAL HENDERSON/WARDMAN DRAINAGE	\$ 260	\$ 360	\$ 360
<u>116-ETIWANDA DRAINAGE</u>			
5000 - Regular Salaries	\$ 7,933	\$ 22,000	\$ 19,420
Fringe Benefits	4,134	10,560	9,710
5501 - Admin./General Overhead	4,180	3,070	3,880
5650 - Capital Project	9,612	100,000	100,000
TOTAL ETIWANDA DRAINAGE	\$ 25,859	\$ 135,630	\$ 133,010
<u>118-UPPER ETIWANDA DRAINAGE</u>			
5501 - Admin./General Overhead	\$ 390	\$ 220	\$ 450
TOTAL UPPER ETIWANDA DRAINAGE	\$ 390	\$ 220	\$ 450
<u>119-PARK IMPROVEMENT</u>			
5300 - Contract Services	\$ 3,422	\$ 0	\$ 0
5501 - Admin./General Overhead	0	150	750
TOTAL PARK IMPROVEMENT	\$ 3,422	\$ 150	\$ 750
<u>120-PARK DEVELOPMENT</u>			
5000 - Regular Salaries	\$ 64,379	\$ 70,640	\$ 82,170
Fringe Benefits	33,546	33,910	41,090
5100 - Travel and Meetings	1,148	2,500	1,800
5102 - Training	0	500	500
5150 - Office Supplies & Equipment	0	200	200
5160 - Membership Dues	150	240	150
5161 - Publications & Subscriptions	0	150	0
5200 - Operations & Maintenance	0	500	1,000
5300 - Contract Services	1,275	50,000	50,000
5501 - Admin./General Overhead	15,020	15,220	18,690
5650 - Capital Project	270,065	250,000	900,690

CITY OF RANCHO CUCAMONGA, CALIFORNIA
 Fiscal Year 2021/22 Adopted Budget

Expenditure Detail – All Funds

	2019/20 Actual	2020/21 Adopted Budget	2021/22 Adopted Budget
TOTAL PARK DEVELOPMENT	\$ 385,583	\$ 423,860	\$ 1,096,290
<u>122-SOUTH ETIWANDA DRAINAGE</u>			
5501 - Admin./General Overhead	\$ 240	\$ 410	\$ 800
TOTAL SOUTH ETIWANDA DRAINAGE	\$ 240	\$ 410	\$ 800
<u>123-LIBRARY IMPACT FEE</u>			
5300 - Contract Services	\$ 773	\$ 0	\$ 0
5501 - Admin./General Overhead	0	0	260
5650 - Capital Project	11,666	0	0
TOTAL LIBRARY IMPACT FEE	\$ 12,439	\$ 0	\$ 260
<u>124-TRANSPORTATION</u>			
5000 - Regular Salaries	\$ 305,821	\$ 379,230	\$ 378,160
Fringe Benefits	159,168	182,040	188,890
5501 - Admin./General Overhead	62,650	62,040	74,310
5650 - Capital Project	834,286	1,440,650	8,997,350
TOTAL TRANSPORTATION	\$ 1,361,925	\$ 2,063,960	\$ 9,638,710
<u>125-ANIMAL CENTER IMPACT FEE</u>			
5300 - Contract Services	\$ 168	\$ 0	\$ 0
5501 - Admin./General Overhead	0	0	60
TOTAL ANIMAL CENTER IMPACT FEE	\$ 168	\$ 0	\$ 60
<u>126-LOWER ETIWANDA DRAINAGE</u>			
5501 - Admin./General Overhead	\$ 400	\$ 230	\$ 480
TOTAL LOWER ETIWANDA DRAINAGE	\$ 400	\$ 230	\$ 480
<u>127-POLICE IMPACT FEE</u>			
5309 - Contract Srvc/Electric Utility	\$ 224	\$ 0	\$ 0
5501 - Admin./General Overhead	0	0	200
5602 - Capital Outlay-Bldg & Imprvmnt	0	0	170,000
5650 - Capital Project	11,666	0	0
TOTAL POLICE IMPACT FEE	\$ 11,890	\$ 0	\$ 170,200
<u>128-ETIWANDA NO. EQUESTRIAN FACIL.</u>			
5501 - Admin./General Overhead	\$ 180	\$ 260	\$ 540
TOTAL ETIWANDA NO. EQUESTRIAN FACIL.	\$ 180	\$ 260	\$ 540
<u>129-UNDERGROUND UTILITIES</u>			
5501 - Admin./General Overhead	\$ 3,210	\$ 4,060	\$ 8,330
5650 - Capital Project	0	40,000	0

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TOTAL UNDERGROUND UTILITIES	\$ 3,210	\$ 44,060	\$ 8,330
<u>130-LMD #1 GENERAL CITY</u>			
5000 - Regular Salaries	\$ 18,368	\$ 17,820	\$ 18,050
5010 - Part Time Salaries	2,205	0	14,350
Fringe Benefits	9,802	8,560	12,840
5093 - Other Funds-Salary Reimbursmnt	(46)	0	0
5200 - Operations & Maintenance	63,464	70,100	67,070
5204 - O & M/Facilities	0	2,300	2,300
5250 - Vehicle Operations & Maint.	1,837	2,000	2,000
5252 - Emergency Equipment & Veh Rntl	0	5,800	5,800
5280 - Equip Operations & Maint	1,500	2,000	2,000
5300 - Contract Services	511,016	550,850	615,960
5304 - Contract Serv/Facilities	5,992	7,410	7,410
5310 - Tree Maintenance	52,500	52,500	52,500
5400 - Telephone Utilities	1,713	2,000	1,890
5402 - Water Utilities	341,084	342,760	380,530
5403 - Electric Utilities	32,312	52,790	37,450
5500 - Assessment Administration	62,850	62,850	62,850
5501 - Admin./General Overhead	47,410	56,150	56,690
5607 - Cap Outlay-Imprv Oth Than Bldg	313,000	40,000	0
5650 - Capital Project	0	0	50,000
5720 - Misc Contributions to City	660	660	660
9141 - Transfer Out-Fund 141	90,000	90,000	90,000
TOTAL LMD #1 GENERAL CITY	\$ 1,555,667	\$ 1,366,550	\$ 1,480,350
<u>131-LMD #2 VICTORIA</u>			
5000 - Regular Salaries	\$ 539,331	\$ 573,110	\$ 582,690
5005 - Overtime Salaries	0	1,090	1,090
5010 - Part Time Salaries	53,649	46,320	70,550
Fringe Benefits	285,330	286,550	310,010
5200 - Operations & Maintenance	58,117	86,150	83,300
5220 - Cellular Technology	0	690	0
5250 - Vehicle Operations & Maint.	4,613	5,000	5,000
5252 - Emergency Equipment & Veh Rntl	0	200	200
5300 - Contract Services	1,125,709	1,533,420	1,301,810
5310 - Tree Maintenance	157,007	163,340	163,340
5402 - Water Utilities	837,154	801,940	952,430
5403 - Electric Utilities	42,095	61,790	47,700
5500 - Assessment Administration	35,080	35,080	35,080
5501 - Admin./General Overhead	289,680	322,630	324,160
5504 - Interfund Allocation	80,430	86,230	83,160
5603 - Capital Outlay-Equipment	0	0	2,230
5607 - Cap Outlay-Imprv Oth Than Bldg	127,300	100,000	25,000
5650 - Capital Project	79,008	425,000	1,000,000

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TOTAL LMD #2 VICTORIA	\$ 3,714,503	\$ 4,528,540	\$ 4,987,750
<u>132-LMD #3A HYSSOP</u>			
5200 - Operations & Maintenance	\$ 2,050	\$ 1,250	\$ 0
5300 - Contract Services	2,656	5,560	0
5310 - Tree Maintenance	0	900	0
5402 - Water Utilities	941	1,320	0
5403 - Electric Utilities	278	900	0
5500 - Assessment Administration	50	50	0
5501 - Admin./General Overhead	1,320	720	0
TOTAL LMD #3A HYSSOP	\$ 7,295	\$ 10,700	\$ 0
<u>133-LMD #3B MEDIANS</u>			
5000 - Regular Salaries	\$ 74,047	\$ 78,020	\$ 79,820
5010 - Part Time Salaries	4,928	11,010	14,860
Fringe Benefits	38,978	40,180	43,770
5093 - Other Funds-Salary Reimbursmnt	(423)	0	0
5152 - Computer Software	495	500	500
5200 - Operations & Maintenance	14,324	17,050	17,050
5204 - O & M/Facilities	2,609	11,500	11,500
5300 - Contract Services	311,234	527,950	380,710
5304 - Contract Serv/Facilities	189,125	168,760	181,320
5310 - Tree Maintenance	26,210	26,210	26,210
5402 - Water Utilities	115,891	120,470	133,120
5403 - Electric Utilities	31,770	44,480	37,730
5500 - Assessment Administration	6,240	6,240	6,240
5501 - Admin./General Overhead	39,820	43,220	44,070
5650 - Capital Project	127,000	0	0
TOTAL LMD #3B MEDIANS	\$ 982,248	\$ 1,095,590	\$ 976,900
<u>134-LMD #4R TERRA VISTA</u>			
5000 - Regular Salaries	\$ 645,474	\$ 683,180	\$ 683,480
5005 - Overtime Salaries	276	1,050	1,050
5010 - Part Time Salaries	25,957	26,140	33,610
Fringe Benefits	337,596	334,400	350,130
5200 - Operations & Maintenance	63,950	99,750	80,810
5220 - Cellular Technology	0	690	0
5250 - Vehicle Operations & Maint.	3,975	6,000	6,000
5252 - Emergency Equipment & Veh Rntl	0	1,700	1,700
5280 - Equip Operations & Maint	3,351	3,750	5,750
5300 - Contract Services	351,514	680,320	654,270
5310 - Tree Maintenance	71,515	74,970	74,970
5402 - Water Utilities	388,882	371,420	477,240
5403 - Electric Utilities	16,741	27,160	19,820
5500 - Assessment Administration	20,980	20,980	20,980

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	2019/20 Actual	2020/21 Adopted Budget	2021/22 Adopted Budget
5501 - Admin./General Overhead	235,870	255,460	257,850
5607 - Cap Outlay-Imprv Oth Than Bldg	47,800	0	0
5650 - Capital Project	57,891	400,000	700,000
TOTAL LMD #4R TERRA VISTA	\$ 2,271,772	\$ 2,986,970	\$ 3,367,660
<u>135-LMD #5 ANDOVER</u>			
5000 - Regular Salaries	\$ 977	\$ 1,530	\$ 1,990
5010 - Part Time Salaries	275	0	0
Fringe Benefits	539	740	1,000
5200 - Operations & Maintenance	433	1,300	1,300
5250 - Vehicle Operations & Maint.	0	70	70
5300 - Contract Services	384	1,640	1,820
5402 - Water Utilities	714	650	900
5403 - Electric Utilities	135	490	200
5500 - Assessment Administration	240	240	240
5501 - Admin./General Overhead	1,350	830	850
TOTAL LMD #5 ANDOVER	\$ 5,047	\$ 7,490	\$ 8,370
<u>136-LMD #6R CARYN COMMUNITY</u>			
5000 - Regular Salaries	\$ 12,128	\$ 12,310	\$ 12,490
5010 - Part Time Salaries	0	0	1,970
Fringe Benefits	6,319	5,910	6,780
5200 - Operations & Maintenance	4,464	11,900	7,500
5252 - Emergency Equipment & Veh Rntl	0	200	200
5300 - Contract Services	234,983	325,980	296,460
5310 - Tree Maintenance	34,670	34,850	50,000
5402 - Water Utilities	160,332	155,760	193,120
5403 - Electric Utilities	3,093	7,330	4,120
5500 - Assessment Administration	6,680	6,680	6,680
5501 - Admin./General Overhead	35,510	40,540	40,790
5603 - Capital Outlay-Equipment	0	0	1,120
5650 - Capital Project	0	0	50,000
TOTAL LMD #6R CARYN COMMUNITY	\$ 498,179	\$ 601,460	\$ 671,230
<u>137-LMD #7 NORTH ETIWANDA</u>			
5000 - Regular Salaries	\$ 129,745	\$ 135,720	\$ 136,830
5010 - Part Time Salaries	6,404	6,420	23,670
Fringe Benefits	68,120	66,740	74,580
5200 - Operations & Maintenance	24,281	39,800	38,130
5204 - O & M/Facilities	188	1,500	5,000
5252 - Emergency Equipment & Veh Rntl	1,039	3,200	9,200
5300 - Contract Services	353,221	479,830	454,520
5304 - Contract Serv/Facilities	5,652	2,750	2,750
5310 - Tree Maintenance	15,820	25,090	25,090
5402 - Water Utilities	289,868	272,800	343,150

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	2019/20 Actual	2020/21 Adopted Budget	2021/22 Adopted Budget
5403 - Electric Utilities	14,406	23,280	16,170
5500 - Assessment Administration	16,130	16,130	16,130
5501 - Admin./General Overhead	93,960	104,430	104,930
5603 - Capital Outlay-Equipment	0	0	3,350
5607 - Cap Outlay-Imprv Oth Than Bldg	0	0	100,000
5720 - Misc Contributions to City	680	680	680
TOTAL LMD #7 NORTH ETIWANDA	\$ 1,019,514	\$ 1,178,370	\$ 1,354,180
<u>138-LMD #8 SOUTH ETIWANDA</u>			
5000 - Regular Salaries	\$ 3,446	\$ 3,550	\$ 3,640
Fringe Benefits	1,795	1,710	1,820
5200 - Operations & Maintenance	1,719	2,250	1,500
5300 - Contract Services	10,116	11,370	10,620
5310 - Tree Maintenance	3,720	3,720	3,720
5402 - Water Utilities	6,861	5,780	9,950
5403 - Electric Utilities	409	1,160	610
5500 - Assessment Administration	1,060	1,060	1,060
5501 - Admin./General Overhead	8,880	9,280	9,310
TOTAL LMD #8 SOUTH ETIWANDA	\$ 38,006	\$ 39,880	\$ 42,230
<u>139-LMD #9 LOWER ETIWANDA</u>			
5000 - Regular Salaries	\$ 207,390	\$ 213,970	\$ 214,050
5010 - Part Time Salaries	10,255	11,470	18,670
Fringe Benefits	108,877	105,540	111,800
5093 - Other Funds-Salary Reimbursmnt	(380)	0	0
5200 - Operations & Maintenance	13,356	30,510	17,800
5220 - Cellular Technology	2,614	690	0
5252 - Emergency Equipment & Veh Rntl	0	1,200	1,200
5300 - Contract Services	77,555	249,870	107,440
5310 - Tree Maintenance	33,930	33,930	33,930
5402 - Water Utilities	57,853	62,780	67,090
5403 - Electric Utilities	3,252	7,680	4,240
5500 - Assessment Administration	7,700	7,700	7,700
5501 - Admin./General Overhead	57,960	59,110	59,630
5603 - Capital Outlay-Equipment	0	0	460
5650 - Capital Project	0	40,000	0
TOTAL LMD #9 LOWER ETIWANDA	\$ 580,362	\$ 824,450	\$ 644,010
<u>140-LMD #10 RANCHO ETIWANDA</u>			
5000 - Regular Salaries	\$ 127,972	\$ 166,340	\$ 156,650
5005 - Overtime Salaries	0	1,050	1,050
5010 - Part Time Salaries	16,067	16,510	28,280
Fringe Benefits	68,129	83,950	85,710
5200 - Operations & Maintenance	11,275	21,400	16,270
5204 - O & M/Facilities	0	1,500	1,500

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	2019/20 Actual	2020/21 Adopted Budget	2021/22 Adopted Budget
5252 - Emergency Equipment & Veh Rntl	1,039	3,300	3,300
5280 - Equip Operations & Maint	0	500	500
5300 - Contract Services	100,911	163,020	151,320
5304 - Contract Serv/Facilities	6,248	3,770	3,770
5310 - Tree Maintenance	11,800	11,800	11,800
5402 - Water Utilities	106,627	109,590	131,150
5403 - Electric Utilities	11,194	17,560	12,470
5500 - Assessment Administration	4,120	4,120	4,120
5501 - Admin./General Overhead	73,330	81,610	82,110
5603 - Capital Outlay-Equipment	0	0	1,790
5607 - Cap Outlay-Imprv Oth Than Bldg	0	65,000	150,000
5720 - Misc Contributions to City	650	650	650
TOTAL LMD #10 RANCHO ETIWANDA	\$ 539,362	\$ 751,670	\$ 842,440
<u>141-LMD 1 CAPITAL REPLACEMENT FUND</u>			
5200 - Operations & Maintenance	\$ 0	\$ 10,000	\$ 10,000
5300 - Contract Services	0	30,000	30,000
5501 - Admin./General Overhead	620	550	650
5603 - Capital Outlay-Equipment	0	0	8,920
5607 - Cap Outlay-Imprv Oth Than Bldg	0	0	90,000
5650 - Capital Project	0	0	50,000
TOTAL LMD 1 CAPITAL REPLACEMENT FUND	\$ 620	\$ 40,550	\$ 189,570
<u>150-GENERAL CITY STREET LIGHTS</u>			
5200 - Operations & Maintenance	\$ 114,426	\$ 100,000	\$ 100,000
5300 - Contract Services	275,265	250,000	250,000
5501 - Admin./General Overhead	1,620	4,830	4,830
TOTAL GENERAL CITY STREET LIGHTS	\$ 391,311	\$ 354,830	\$ 354,830
<u>151-SLD #1 ARTERIAL</u>			
5000 - Regular Salaries	\$ 10,934	\$ 15,360	\$ 15,360
Fringe Benefits	5,697	7,380	7,680
5102 - Training	80	180	180
5160 - Membership Dues	50	50	50
5200 - Operations & Maintenance	5,948	7,990	7,990
5220 - Cellular Technology	0	2,000	2,000
5280 - Equip Operations & Maint	0	500	500
5300 - Contract Services	0	47,750	47,750
5400 - Telephone Utilities	1,048	1,500	1,500
5403 - Electric Utilities	409,205	358,160	406,000
5500 - Assessment Administration	152,990	152,990	152,990
5501 - Admin./General Overhead	51,220	58,710	58,940
5700 - Interest Expense	37,534	35,320	0
5701 - Principal Repayments	212,121	212,130	0
5704 - Long Term Debt Repymt Contra	(212,121)	0	0

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9150 - Transfer Out-Fund 150	92,628	113,200	113,200
TOTAL SLD #1 ARTERIAL	\$ 767,334	\$ 1,013,220	\$ 814,140
<u>152-SLD #2 RESIDENTIAL</u>			
5300 - Contract Services	\$ 689	\$ 20,980	\$ 20,940
5403 - Electric Utilities	282,997	269,740	288,000
5500 - Assessment Administration	38,080	38,080	38,080
5501 - Admin./General Overhead	1,900	1,920	1,920
5650 - Capital Project	5,480	0	0
5700 - Interest Expense	38,253	35,990	0
5701 - Principal Repayments	216,188	216,190	0
5704 - Long Term Debt Repymt Contra	(216,188)	0	0
9150 - Transfer Out-Fund 150	90,679	110,860	110,860
TOTAL SLD #2 RESIDENTIAL	\$ 458,078	\$ 693,760	\$ 459,800
<u>153-SLD #3 VICTORIA</u>			
5000 - Regular Salaries	\$ 16,379	\$ 21,270	\$ 21,570
Fringe Benefits	8,535	10,210	10,790
5102 - Training	0	180	180
5160 - Membership Dues	50	50	50
5200 - Operations & Maintenance	5,362	9,940	9,940
5300 - Contract Services	0	8,050	8,050
5403 - Electric Utilities	99,078	100,150	112,000
5500 - Assessment Administration	34,240	34,240	34,240
5501 - Admin./General Overhead	8,010	6,740	7,300
5700 - Interest Expense	14,363	13,520	1,110
5701 - Principal Repayments	81,169	81,170	1,307,100
5704 - Long Term Debt Repymt Contra	(81,169)	0	0
9150 - Transfer Out-Fund 150	35,951	43,960	43,960
TOTAL SLD #3 VICTORIA	\$ 221,968	\$ 329,480	\$ 1,556,290
<u>154-SLD #4 TERRA VISTA</u>			
5000 - Regular Salaries	\$ 16,379	\$ 21,270	\$ 21,570
Fringe Benefits	8,535	10,210	10,790
5102 - Training	0	190	190
5160 - Membership Dues	50	50	50
5200 - Operations & Maintenance	23	4,940	4,940
5280 - Equip Operations & Maint	1,000	1,000	2,290
5300 - Contract Services	0	3,730	3,730
5403 - Electric Utilities	47,389	45,730	51,000
5500 - Assessment Administration	20,950	20,950	20,950
5501 - Admin./General Overhead	6,020	5,250	5,490
5650 - Capital Project	114,898	0	0
5700 - Interest Expense	7,247	6,820	1,980
5701 - Principal Repayments	40,955	40,960	510,010

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5704 - Long Term Debt Repymt Contra	(40,955)	0	0
9150 - Transfer Out-Fund 150	16,694	20,410	20,410
TOTAL SLD #4 TERRA VISTA	\$ 239,185	\$ 181,510	\$ 653,400
<u>155-SLD #5 CARYN COMMUNITY</u>			
5000 - Regular Salaries	\$ 3,505	\$ 4,840	\$ 4,840
Fringe Benefits	1,826	2,330	2,420
5102 - Training	0	180	180
5160 - Membership Dues	50	50	50
5200 - Operations & Maintenance	8,929	8,990	8,990
5300 - Contract Services	0	1,770	1,770
5403 - Electric Utilities	33,786	20,320	24,000
5500 - Assessment Administration	6,670	6,670	6,670
5501 - Admin./General Overhead	2,090	1,510	1,510
5700 - Interest Expense	3,255	3,070	0
5701 - Principal Repayments	18,393	18,400	0
5704 - Long Term Debt Repymt Contra	(18,393)	0	0
9150 - Transfer Out-Fund 150	7,931	9,690	9,690
TOTAL SLD #5 CARYN COMMUNITY	\$ 68,042	\$ 77,820	\$ 60,120
<u>156-SLD #6 INDUSTRIAL AREA</u>			
5000 - Regular Salaries	\$ 16,379	\$ 21,270	\$ 21,570
Fringe Benefits	8,535	10,210	10,790
5102 - Training	0	180	180
5160 - Membership Dues	50	50	50
5200 - Operations & Maintenance	5,023	6,940	6,940
5280 - Equip Operations & Maint	716	800	2,290
5300 - Contract Services	0	2,780	2,780
5403 - Electric Utilities	44,209	40,830	45,000
5500 - Assessment Administration	5,610	5,610	5,610
5501 - Admin./General Overhead	6,090	5,330	5,510
5700 - Interest Expense	5,260	4,950	390
5701 - Principal Repayments	29,727	29,730	480,470
5704 - Long Term Debt Repymt Contra	(29,727)	0	0
9150 - Transfer Out-Fund 150	12,413	15,170	15,170
TOTAL SLD #6 INDUSTRIAL AREA	\$ 104,285	\$ 143,850	\$ 596,750
<u>157-SLD #7 NORTH ETIWANDA</u>			
5000 - Regular Salaries	\$ 10,934	\$ 15,360	\$ 15,360
Fringe Benefits	5,697	7,380	7,680
5102 - Training	0	180	180
5160 - Membership Dues	20	50	50
5200 - Operations & Maintenance	885	4,940	4,940
5300 - Contract Services	0	5,630	5,630
5403 - Electric Utilities	67,551	66,090	72,000

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	2019/20 Actual	2020/21 Adopted Budget	2021/22 Adopted Budget
5500 - Assessment Administration	20,370	20,370	20,370
5501 - Admin./General Overhead	3,920	3,770	3,820
5700 - Interest Expense	10,354	9,750	0
5701 - Principal Repayments	58,512	58,520	0
5704 - Long Term Debt Repymt Contra	(58,512)	0	0
9150 - Transfer Out-Fund 150	25,123	30,720	30,720
TOTAL SLD #7 NORTH ETIWANDA	\$ 144,854	\$ 222,760	\$ 160,750
<u>158-SLD #8 SOUTH ETIWANDA</u>			
5000 - Regular Salaries	\$ 15,211	\$ 19,660	\$ 19,960
Fringe Benefits	7,926	9,440	9,980
5102 - Training	0	180	180
5160 - Membership Dues	0	40	40
5200 - Operations & Maintenance	18	4,940	4,940
5300 - Contract Services	0	1,980	1,980
5403 - Electric Utilities	24,086	22,490	26,000
5500 - Assessment Administration	8,290	8,290	8,290
5501 - Admin./General Overhead	5,350	4,920	5,730
5700 - Interest Expense	2,725	2,570	210
5701 - Principal Repayments	15,417	15,420	248,010
5704 - Long Term Debt Repymt Contra	(15,417)	0	0
9150 - Transfer Out-Fund 150	8,854	10,820	10,820
TOTAL SLD #8 SOUTH ETIWANDA	\$ 72,460	\$ 100,750	\$ 336,140
<u>174-STATE GAS TAX</u>			
5000 - Regular Salaries	\$ 985,986	\$ 1,120,900	\$ 1,141,770
5005 - Overtime Salaries	6,454	12,000	12,000
5010 - Part Time Salaries	38,117	36,680	19,620
Fringe Benefits	512,259	546,120	572,090
5093 - Other Funds-Salary Reimbursmnt	(11,482)	0	0
5102 - Training	1,427	2,780	2,780
5200 - Operations & Maintenance	170	620	620
5250 - Vehicle Operations & Maint.	5,515	6,110	6,110
5280 - Equip Operations & Maint	928	1,200	1,200
5300 - Contract Services	165,560	277,290	285,170
5403 - Electric Utilities	78,424	168,000	95,000
5501 - Admin./General Overhead	230,510	239,410	242,890
5650 - Capital Project	226,106	1,455,260	4,677,960
TOTAL STATE GAS TAX	\$ 2,239,974	\$ 3,866,370	\$ 7,057,210
<u>176-MEASURE I 1990-2010</u>			
5501 - Admin./General Overhead	\$ 210	\$ 300	\$ 440
5650 - Capital Project	27,598	0	101,250
TOTAL MEASURE I 1990-2010	\$ 27,808	\$ 300	\$ 101,690

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	2019/20 Actual	2020/21 Adopted Budget	2021/22 Adopted Budget
<u>177-MEASURE I 2010-2040</u>			
5000 - Regular Salaries	\$ 249,602	\$ 267,070	\$ 274,230
5005 - Overtime Salaries	13,950	14,300	14,300
Fringe Benefits	129,502	127,970	136,760
5300 - Contract Services	951,591	1,152,380	1,161,160
5501 - Admin./General Overhead	45,780	50,170	51,510
5650 - Capital Project	2,332,283	1,290,000	1,358,750
TOTAL MEASURE I 2010-2040	\$ 3,722,708	\$ 2,901,890	\$ 2,996,710
<u>179-ROAD MAINT & REHAB ACCT</u>			
5501 - Admin./General Overhead	\$ 0	\$ 0	\$ 910
5650 - Capital Project	1,192,650	2,400,000	4,482,000
TOTAL ROAD MAINT & REHAB ACCT	\$ 1,192,650	\$ 2,400,000	\$ 4,482,910
<u>181-SB 1 - TCEP</u>			
5501 - Admin./General Overhead	\$ 0	\$ 650	\$ 650
5650 - Capital Project	2,478,408	11,000,000	12,500,000
TOTAL SB 1 - TCEP	\$ 2,478,408	\$ 11,000,650	\$ 12,500,650
<u>182-AB 2928 TRAFFIC CONGEST RELIEF</u>			
5501 - Admin./General Overhead	\$ 80	\$ 0	\$ 0
TOTAL AB 2928 TRAFFIC CONGEST RELIEF	\$ 80	\$ 0	\$ 0
<u>188-INTEGRATED WASTE MANAGEMENT</u>			
5000 - Regular Salaries	\$ 660,933	\$ 671,520	\$ 681,720
5005 - Overtime Salaries	37,386	50,000	50,000
5010 - Part Time Salaries	7,735	0	0
Fringe Benefits	339,809	321,320	337,190
5093 - Other Funds-Salary Reimbursmnt	(421)	0	0
5100 - Travel and Meetings	795	1,500	1,500
5102 - Training	15	500	500
5105 - Mileage	90	100	100
5150 - Office Supplies & Equipment	985	1,000	1,000
5160 - Membership Dues	600	890	890
5200 - Operations & Maintenance	22,262	25,500	25,500
5204 - O & M/Facilities	0	500	500
5220 - Cellular Technology	1,360	1,940	0
5300 - Contract Services	95,842	148,300	148,300
5304 - Contract Serv/Facilities	3,343	3,480	3,610
5501 - Admin./General Overhead	126,590	123,520	124,890
9001 - Transfer Out-General Fund	218,390	218,390	218,390
TOTAL INTEGRATED WASTE MANAGEMENT	\$ 1,515,714	\$ 1,568,460	\$ 1,594,090
<u>194-PROPOSITION 1B STATE FUNDING</u>			

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5501 - Admin./General Overhead	\$ 70	\$ 100	\$ 200
TOTAL PROPOSITION 1B STATE FUNDING	\$ 70	\$ 100	\$ 200
<u>195-STATE ASSET SEIZURE</u>			
5300 - Contract Services	\$ 0	\$ 40,000	\$ 0
5501 - Admin./General Overhead	180	440	470
5605 - Capital Outlay-Computer Equip	0	0	15,000
9196 - Transfer Out-Fund 196	0	0	2,680
TOTAL STATE ASSET SEIZURE	\$ 180	\$ 40,440	\$ 18,150
<u>196-CA ASSET SEIZURE 15%</u>			
5300 - Contract Services	\$ 6,000	\$ 0	\$ 2,980
5501 - Admin./General Overhead	10	70	70
TOTAL CA ASSET SEIZURE 15%	\$ 6,010	\$ 70	\$ 3,050
<u>198-CITYWIDE INFRASTRUCTURE IMPRV</u>			
5000 - Regular Salaries	\$ 7,081	\$ 14,000	\$ 14,720
Fringe Benefits	3,689	6,720	7,340
5300 - Contract Services	1,148	0	0
5501 - Admin./General Overhead	13,530	12,130	21,740
5650 - Capital Project	36,427	266,890	120,000
TOTAL CITYWIDE INFRASTRUCTURE IMPRV	\$ 61,875	\$ 299,740	\$ 163,800
<u>204-COMMUNITY DEVELOPMENT BLK GRNT</u>			
5000 - Regular Salaries	\$ 175,364	\$ 181,970	\$ 180,720
5010 - Part Time Salaries	4,917	0	0
Fringe Benefits	91,059	87,060	90,010
5093 - Other Funds-Salary Reimbursmnt	(423)	0	0
5501 - Admin./General Overhead	50,940	35,290	35,290
5650 - Capital Project	480,119	962,210	1,532,370
TOTAL COMMUNITY DEVELOPMENT BLK GRNT	\$ 801,976	\$ 1,266,530	\$ 1,838,390
<u>214-PEDESTRIAN GRANT/ART 3</u>			
5650 - Capital Project	\$ 1,739	\$ 401,200	\$ 398,550
TOTAL PEDESTRIAN GRANT/ART 3	\$ 1,739	\$ 401,200	\$ 398,550
<u>218-PUBLIC RESRCE GRNTS/HEALTHY RC</u>			
5200 - Operations & Maintenance	\$ 19,359	\$ 9,730	\$ 0
5300 - Contract Services	25,000	0	0
5501 - Admin./General Overhead	0	10	0
TOTAL PUBLIC RESRCE GRNTS/HEALTHY RC	\$ 44,359	\$ 9,740	\$ 0
<u>225-CA RECYC/LITTER REDUCTION GRNT</u>			

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5005 - Overtime Salaries	\$ 1,941	\$ 4,600	\$ 4,600
Fringe Benefits	0	0	70
5100 - Travel and Meetings	837	2,000	2,000
5102 - Training	0	1,350	1,350
5200 - Operations & Maintenance	27,158	37,660	37,660
5300 - Contract Services	0	13,000	13,000
5501 - Admin./General Overhead	1,180	1,010	1,010
TOTAL CA RECYC/LITTER REDUCTION GRNT	\$ 31,116	\$ 59,620	\$ 59,690
<u>227-USED OIL RECYCLING PROGRAM</u>			
5005 - Overtime Salaries	\$ 24,742	\$ 25,000	\$ 25,000
5010 - Part Time Salaries	385	0	0
Fringe Benefits	87	0	370
5100 - Travel and Meetings	524	150	150
5102 - Training	716	0	0
5200 - Operations & Maintenance	16,050	24,000	24,000
5501 - Admin./General Overhead	650	660	680
TOTAL USED OIL RECYCLING PROGRAM	\$ 43,154	\$ 49,810	\$ 50,200
<u>234-SAFE ROUTES TO SCHOOL PROGRAM</u>			
5010 - Part Time Salaries	\$ 11,235	\$ 0	\$ 0
Fringe Benefits	2,342	0	0
5200 - Operations & Maintenance	11,488	0	0
5300 - Contract Services	6,000	0	0
5650 - Capital Project	0	90,800	0
TOTAL SAFE ROUTES TO SCHOOL PROGRAM	\$ 31,065	\$ 90,800	\$ 0
<u>250-RECREATION SERVICES</u>			
5000 - Regular Salaries	\$ 538,031	\$ 0	\$ 0
5010 - Part Time Salaries	744,089	0	0
Fringe Benefits	329,128	0	0
5150 - Office Supplies & Equipment	906	0	0
5200 - Operations & Maintenance	133,402	0	0
5300 - Contract Services	511,752	0	0
5501 - Admin./General Overhead	41,010	0	0
5999 - Prior Period Adjustment	(10,538)	0	0
9025 - Transfer Out-Capital Reserve	1,831,277	0	0
TOTAL RECREATION SERVICES	\$ 4,119,057	\$ 0	\$ 0
<u>255-VG CULTURAL CENTER</u>			
5000 - Regular Salaries	\$ 94,741	\$ 0	\$ 0
5005 - Overtime Salaries	502	0	0
5010 - Part Time Salaries	208,411	0	0
Fringe Benefits	62,493	0	0
5200 - Operations & Maintenance	63,822	0	0

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5300 - Contract Services	730,205	0	0
5501 - Admin./General Overhead	7,640	0	0
5999 - Prior Period Adjustment	113	0	0
9025 - Transfer Out-Capital Reserve	377,166	0	0
TOTAL VG CULTURAL CENTER	\$ 1,545,093	\$ 0	\$ 0
<u>272-FREEDOM COURTYARD RSRC GRANTS</u>			
5204 - O & M/Facilities	\$ 2,099	\$ 0	\$ 0
TOTAL FREEDOM COURTYARD RSRC GRANTS	\$ 2,099	\$ 0	\$ 0
<u>274-STATE GRANTS FUND</u>			
5300 - Contract Services	\$ 17,710	\$ 0	\$ 0
5603 - Capital Outlay-Equipment	26,477	0	0
5650 - Capital Project	0	2,686,760	2,686,760
5720 - Misc Contributions to City	35,236	0	0
TOTAL STATE GRANTS FUND	\$ 79,423	\$ 2,686,760	\$ 2,686,760
<u>290-LIBRARY FUND</u>			
5000 - Regular Salaries	\$ 1,490,328	\$ 1,767,140	\$ 1,750,090
5010 - Part Time Salaries	589,642	985,220	666,650
Fringe Benefits	839,110	929,090	1,049,730
5100 - Travel and Meetings	12,613	26,280	25,370
5102 - Training	0	2,500	3,000
5105 - Mileage	188	900	750
5150 - Office Supplies & Equipment	4,756	19,000	15,000
5152 - Computer Software	0	0	4,530
5160 - Membership Dues	4,708	6,330	6,250
5200 - Operations & Maintenance	547,883	769,950	732,720
5207 - O & M/Capital Supplies	73,442	40,000	40,000
5215 - O & M/Computer Equipment	10,300	78,330	23,220
5220 - Cellular Technology	456	500	0
5300 - Contract Services	158,454	312,880	353,080
5400 - Telephone Utilities	1,644	2,650	2,650
5402 - Water Utilities	5,073	6,010	6,010
5403 - Electric Utilities	63,872	68,250	68,250
5405 - Internet Services	53,035	57,480	57,480
5501 - Admin./General Overhead	103,870	114,250	116,600
5603 - Capital Outlay-Equipment	0	0	45,000
5604 - Capital Outlay-Vehicles	16,577	0	0
5606 - Capital Outlay-Furn/Fixtures	2,075	5,000	5,000
5725 - Other Expenditures	0	58,400	133,400
9329 - Transfer Out-Library Cap Fund	525,000	500,000	500,000
TOTAL LIBRARY FUND	\$ 4,503,026	\$ 5,750,160	\$ 5,604,780
<u>291-CA STATE LIBRARY</u>			

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5200 - Operations & Maintenance	\$ 997	\$ 20,000	\$ 20,000
5300 - Contract Services	0	0	9,150
5501 - Admin./General Overhead	530	530	530
TOTAL CA STATE LIBRARY	\$ 1,527	\$ 20,530	\$ 29,680
<u>292-STAFF INNOVATION FD (CA ST LB)</u>			
5100 - Travel and Meetings	\$ 0	\$ 5,750	\$ 7,500
5501 - Admin./General Overhead	80	150	250
TOTAL STAFF INNOVATION FD (CA ST LB)	\$ 80	\$ 5,900	\$ 7,750
<u>301-THE BIG READ LIBRARY GRANT</u>			
5501 - Admin./General Overhead	\$ 50	\$ 0	\$ 0
9290 - Transfer Out-Library Fund	34,651	0	0
TOTAL THE BIG READ LIBRARY GRANT	\$ 34,701	\$ 0	\$ 0
<u>302-LIBRARY SERVICES & TECH. ACT</u>			
5501 - Admin./General Overhead	\$ 0	\$ 20	\$ 0
TOTAL LIBRARY SERVICES & TECH. ACT	\$ 0	\$ 20	\$ 0
<u>329-LIBRARY CAPITAL FUND</u>			
5501 - Admin./General Overhead	\$ 3,120	\$ 300	\$ 710
5650 - Capital Project	16,163	925,000	1,225,000
TOTAL LIBRARY CAPITAL FUND	\$ 19,283	\$ 925,300	\$ 1,225,710
<u>354-COP'S PROGRAM GRANT-STATE</u>			
5100 - Travel and Meetings	\$ 4,049	\$ 2,500	\$ 5,000
5300 - Contract Services	219,642	300,000	300,000
5501 - Admin./General Overhead	4,930	3,520	3,520
5603 - Capital Outlay-Equipment	37,555	0	0
TOTAL COP'S PROGRAM GRANT-STATE	\$ 266,176	\$ 306,020	\$ 308,520
<u>361-JUSTICE ASSISTANCE GRANT(JAG)</u>			
5207 - O & M/Capital Supplies	\$ 0	\$ 0	\$ 2,010
5215 - O & M/Computer Equipment	0	0	230
5605 - Capital Outlay-Computer Equip	0	0	15,820
TOTAL JUSTICE ASSISTANCE GRANT(JAG)	\$ 0	\$ 0	\$ 18,060
<u>370-OTS-"DRINK,DRIVE,LOSE" GRANT</u>			
9017 - Transfer Out-Fund 017	\$ 15,351	\$ 0	\$ 0
TOTAL OTS-"DRINK,DRIVE,LOSE" GRANT	\$ 15,351	\$ 0	\$ 0
<u>373-COPS SECURE OUR SCHOOLS GRANT</u>			

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9017 - Transfer Out-Fund 017	\$ 12,042	\$ 0	\$ 0
TOTAL COPS SECURE OUR SCHOOLS GRANT	\$ 12,042	\$ 0	\$ 0
<u>380-HOMELAND SECURITY GRANT-FIRE</u>			
5207 - O & M/Capital Supplies	\$ 57,522	\$ 0	\$ 0
9288 - Transfer Out-Fire Capital Fund	29,665	0	0
TOTAL HOMELAND SECURITY GRANT-FIRE	\$ 87,187	\$ 0	\$ 0
<u>381-HOMELAND SECURITY GRANT-POLICE</u>			
5200 - Operations & Maintenance	\$ 19,305	\$ 0	\$ 0
5207 - O & M/Capital Supplies	5,031	0	0
5603 - Capital Outlay-Equipment	0	66,140	56,000
5605 - Capital Outlay-Computer Equip	0	0	12,000
TOTAL HOMELAND SECURITY GRANT-POLICE	\$ 24,336	\$ 66,140	\$ 68,000
<u>383-EMERGENCY MGMT PERFORMNCE GRNT</u>			
5723 - Misc Contributions to Fire	\$ 26,835	\$ 26,840	\$ 26,730
TOTAL EMERGENCY MGMT PERFORMNCE GRNT	\$ 26,835	\$ 26,840	\$ 26,730
<u>396-HOUSING SUCCESSOR AGENCY</u>			
5245 - Subsidies To Low/Mod Housing	\$ 40,570	\$ 40,500	\$ 37,200
5300 - Contract Services	223,586	250,000	150,000
5620 - Project Improvement Costs	933,617	3,505,200	0
5699 - Capital Proj Contra Acct (FS)	(933,617)	0	0
5720 - Misc Contributions to City	200,000	200,000	200,000
TOTAL HOUSING SUCCESSOR AGENCY	\$ 464,156	\$ 3,995,700	\$ 387,200
<u>600-AD 82-1 6TH ST INDUSTRIAL</u>			
5501 - Admin./General Overhead	\$ 0	\$ 10	\$ 10
TOTAL AD 82-1 6TH ST INDUSTRIAL	\$ 0	\$ 10	\$ 10
<u>602-AD 84-1 DAY CREEK/MELLO</u>			
5501 - Admin./General Overhead	\$ 300	\$ 430	\$ 890
TOTAL AD 84-1 DAY CREEK/MELLO	\$ 300	\$ 430	\$ 890
<u>612-CFD 2001-01</u>			
5501 - Admin./General Overhead	\$ 910	\$ 1,090	\$ 2,020
TOTAL CFD 2001-01	\$ 910	\$ 1,090	\$ 2,020
<u>614-CFD 2003-01 PROJECT FUND</u>			
5501 - Admin./General Overhead	\$ 0	\$ 60	\$ 60

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TOTAL CFD 2003-01 PROJECT FUND	\$ 0	\$ 60	\$ 60
<u>700-SPORTS COMPLEX</u>			
5000 - Regular Salaries	\$ 861,094	\$ 710,890	\$ 792,490
5005 - Overtime Salaries	17,166	14,280	37,220
5010 - Part Time Salaries	167,739	18,340	255,030
Fringe Benefits	469,545	345,970	464,340
5080 - Pension Expense	124,855	0	0
5093 - Other Funds-Salary Reimbursmnt	(1,683)	0	0
5165 - Licenses, Permits & Fees	0	250	250
5200 - Operations & Maintenance	60,247	59,200	110,700
5204 - O & M/Facilities	28,500	29,300	49,400
5250 - Vehicle Operations & Maint.	1,219	1,500	1,500
5252 - Emergency Equipment & Veh Rntl	6,617	4,500	4,500
5280 - Equip Operations & Maint	15,353	8,000	16,000
5299 - Depreciation Expense	560,032	0	0
5300 - Contract Services	57,111	78,170	104,680
5304 - Contract Serv/Facilities	207,584	138,110	178,420
5400 - Telephone Utilities	1,109	1,500	1,230
5401 - Gas Utilities	9,061	7,200	7,200
5402 - Water Utilities	88,375	88,210	88,210
5403 - Electric Utilities	139,564	150,000	150,000
5501 - Admin./General Overhead	25,000	20,000	20,000
5700 - Interest Expense	19,198	17,910	16,660
5701 - Principal Repayments	123,362	124,660	125,910
5704 - Long Term Debt Repymt Contra	(123,362)	0	0
TOTAL SPORTS COMPLEX	\$ 2,857,686	\$ 1,817,990	\$ 2,423,740
<u>702-REGIS CONNECT</u>			
5501 - Admin./General Overhead	\$ 270	\$ 0	\$ 0
TOTAL REGIS CONNECT	\$ 270	\$ 0	\$ 0
<u>705-MUNICIPAL UTILITY</u>			
5000 - Regular Salaries	\$ 296,921	\$ 343,790	\$ 352,890
5010 - Part Time Salaries	42,286	50,320	50,360
Fringe Benefits	156,505	173,730	182,060
5080 - Pension Expense	94,125	0	0
5100 - Travel and Meetings	1,397	5,250	5,250
5102 - Training	3,491	41,000	42,000
5150 - Office Supplies & Equipment	2,233	2,500	2,500
5152 - Computer Software	42,900	14,000	14,000
5160 - Membership Dues	16,055	20,140	20,140
5161 - Publications & Subscriptions	1,680	1,680	1,930
5209 - O & M/Electric Utility	6,923,527	8,195,370	8,631,870
5215 - O & M/Computer Equipment	7,617	1,200	6,000

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5216 - Solar Net Metering	25,786	0	1,000
5220 - Cellular Technology	67,977	81,300	86,300
5299 - Depreciation Expense	1,125,368	0	0
5309 - Contract Srvc/Electric Utility	544,388	891,350	932,390
5312 - Legal Services	289,117	230,000	230,000
5400 - Telephone Utilities	561	7,500	540
5501 - Admin./General Overhead	239,270	195,080	200,950
5603 - Capital Outlay-Equipment	276,697	100,000	400,000
5650 - Capital Project	1,618,471	259,500	316,000
5699 - Capital Proj Contra Acct (FS)	(1,508,092)	0	0
5720 - Misc Contributions to City	5,000	5,000	5,000
5899 - Clearing Acct-Electric Utility	(2,173)	0	0
5900 - Bad Debt Expense-Electric Util	14,798	0	0
9001 - Transfer Out-General Fund	1,407,380	1,508,650	1,414,010
TOTAL MUNICIPAL UTILITY	\$ 11,693,285	\$ 12,127,360	\$ 12,895,190
<u>706-UTILITY PUBLIC BENEFIT FUND</u>			
5000 - Regular Salaries	\$ 102,807	\$ 136,640	\$ 139,050
Fringe Benefits	51,975	65,300	68,600
5160 - Membership Dues	1,218	2,220	1,220
5161 - Publications & Subscriptions	0	200	200
5209 - O & M/Electric Utility	174,078	342,000	196,800
5300 - Contract Services	4,322	25,000	25,000
5501 - Admin./General Overhead	18,000	20,170	20,390
TOTAL UTILITY PUBLIC BENEFIT FUND	\$ 352,400	\$ 591,530	\$ 451,260
<u>708-RCMU CAPITAL REPLACEMENT FUND</u>			
5501 - Admin./General Overhead	\$ 1,410	\$ 2,020	\$ 4,130
TOTAL RCMU CAPITAL REPLACEMENT FUND	\$ 1,410	\$ 2,020	\$ 4,130
<u>709-RCMU CAP AND TRADE FUND</u>			
5501 - Admin./General Overhead	\$ 0	\$ 0	\$ 250
TOTAL RCMU CAP AND TRADE FUND	\$ 0	\$ 0	\$ 250
<u>711-FIBER OPTIC NETWORK</u>			
5150 - Office Supplies & Equipment	\$ 28	\$ 0	\$ 0
5152 - Computer Software	19,600	0	0
5160 - Membership Dues	0	550	550
5200 - Operations & Maintenance	20,580	126,200	126,200
5299 - Depreciation Expense	163,991	0	0
5300 - Contract Services	80,343	292,510	299,300
5330 - Payment to Trustee	5,500	5,500	5,500
5501 - Admin./General Overhead	4,820	14,310	14,310
5650 - Capital Project	1,913,121	47,300	0
5699 - Capital Proj Contra Acct (FS)	(1,913,121)	0	0

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5700 - Interest Expense	441,636	509,840	497,300
5701 - Principal Repayments	310,000	425,000	440,000
5704 - Long Term Debt Repymt Contra	(310,000)	0	0
TOTAL FIBER OPTIC NETWORK	\$ 736,498	\$ 1,421,210	\$ 1,383,160
<u>712-EQUIP/VEHICLE REPLACEMENT</u>			
5200 - Operations & Maintenance	\$ 135,925	\$ 265,350	\$ 265,350
5299 - Depreciation Expense	984,021	0	0
5300 - Contract Services	4,200	13,500	13,500
5501 - Admin./General Overhead	28,980	21,920	22,590
5603 - Capital Outlay-Equipment	252,797	252,000	244,460
5604 - Capital Outlay-Vehicles	82,214	131,000	110,000
5605 - Capital Outlay-Computer Equip	0	80,000	0
5650 - Capital Project	143,296	150,000	150,000
5699 - Capital Proj Contra Acct (FS)	(435,990)	0	0
TOTAL EQUIP/VEHICLE REPLACEMENT	\$ 1,195,443	\$ 913,770	\$ 805,900
<u>714-COMP EQUIP/TECH REPLCMENT FUND</u>			
5152 - Computer Software	\$ 6,500	\$ 0	\$ 0
5200 - Operations & Maintenance	8,870	5,000	5,000
5215 - O & M/Computer Equipment	301,407	43,800	125,000
5299 - Depreciation Expense	822,128	0	0
5300 - Contract Services	240,901	47,530	140,530
5501 - Admin./General Overhead	8,520	12,290	13,040
5605 - Capital Outlay-Computer Equip	95,522	116,000	190,000
5699 - Capital Proj Contra Acct (FS)	(79,725)	0	0
5700 - Interest Expense	67,253	0	0
5703 - Capital Lease Payment	453,174	527,340	527,340
5704 - Long Term Debt Repymt Contra	(453,174)	0	0
TOTAL COMP EQUIP/TECH REPLCMENT FUND	\$ 1,471,376	\$ 751,960	\$ 1,000,910
<u>838-AD 91-2 REDEMPTION-DAY CANYON</u>			
5000 - Regular Salaries	\$ 14,397	\$ 14,450	\$ 14,450
Fringe Benefits	7,502	6,940	7,230
5500 - Assessment Administration	1,900	1,900	1,900
5501 - Admin./General Overhead	2,400	2,560	2,590
TOTAL AD 91-2 REDEMPTION-DAY CANYON	\$ 26,199	\$ 25,850	\$ 26,170
<u>847-PD 85 CAPITAL REPLACEMENT FUND</u>			
5200 - Operations & Maintenance	\$ 0	\$ 15,000	\$ 15,000
5252 - Emergency Equipment & Veh Rntl	0	2,000	2,000
5300 - Contract Services	2,445	23,000	23,000
5501 - Admin./General Overhead	670	600	720
5607 - Cap Outlay-Imprv Oth Than Bldg	5,603	0	0
5650 - Capital Project	0	0	500,000

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TOTAL PD 85 CAPITAL REPLACEMENT FUND	\$ 8,718	\$ 40,600	\$ 540,720
<u>848-PD 85 REDEMPTION FUND</u>			
5000 - Regular Salaries	\$ 141,229	\$ 147,710	\$ 157,770
5005 - Overtime Salaries	204	3,680	3,680
Fringe Benefits	73,293	70,970	78,640
5200 - Operations & Maintenance	36,300	36,410	53,000
5204 - O & M/Facilities	0	2,500	2,500
5252 - Emergency Equipment & Veh Rntl	1,721	6,500	6,500
5280 - Equip Operations & Maint	3,099	1,000	1,000
5300 - Contract Services	229,877	269,440	279,860
5304 - Contract Serv/Facilities	9,059	13,000	13,000
5310 - Tree Maintenance	14,241	26,210	26,210
5400 - Telephone Utilities	3,287	4,500	3,940
5402 - Water Utilities	182,304	186,070	186,280
5403 - Electric Utilities	92,923	136,650	136,650
5500 - Assessment Administration	144,590	144,590	144,590
5501 - Admin./General Overhead	51,980	54,060	54,060
5607 - Cap Outlay-Imprv Oth Than Bldg	205,700	0	580,000
5650 - Capital Project	18,375	100,000	0
5720 - Misc Contributions to City	2,960	2,960	2,960
9847 - Transfer Out-Fund 847	116,800	116,800	116,800
TOTAL PD 85 REDEMPTION FUND	\$ 1,327,942	\$ 1,323,050	\$ 1,847,440
<u>868-CFD 2000-03 PARK MAINTENANCE</u>			
5000 - Regular Salaries	\$ 130,210	\$ 137,030	\$ 133,490
5010 - Part Time Salaries	6,102	12,390	12,390
Fringe Benefits	67,986	68,840	69,910
5200 - Operations & Maintenance	11,442	25,000	25,000
5204 - O & M/Facilities	1,000	1,000	0
5220 - Cellular Technology	0	690	0
5300 - Contract Services	59,953	81,610	77,240
5310 - Tree Maintenance	5,000	5,000	5,000
5402 - Water Utilities	105,441	103,720	120,020
5403 - Electric Utilities	2,946	3,920	3,120
5500 - Assessment Administration	1,890	1,890	1,890
5501 - Admin./General Overhead	63,250	68,480	68,660
5607 - Cap Outlay-Imprv Oth Than Bldg	150,500	148,000	0
5650 - Capital Project	12,695	0	0
TOTAL CFD 2000-03 PARK MAINTENANCE	\$ 618,415	\$ 657,570	\$ 516,720
<u>875-CFD 2017-01 NO. ETIWANDA</u>			
5500 - Assessment Administration	\$ 0	\$ 1,200	\$ 1,200
5501 - Admin./General Overhead	0	20	20

CITY OF RANCHO CUCAMONGA, CALIFORNIA
 Fiscal Year 2021/22 Adopted Budget

Expenditure Detail – All Funds

	2019/20 Actual	2020/21 Adopted Budget	2021/22 Adopted Budget
TOTAL CFD 2017-01 NO. ETIWANDA	\$ 0	\$ 1,220	\$ 1,220
<u>876-CFD 2018-01 EMPIRE LAKES</u>			
5200 - Operations & Maintenance	\$ 0	\$ 0	\$ 10,000
5300 - Contract Services	0	30,000	18,390
5403 - Electric Utilities	3,736	5,000	6,000
5500 - Assessment Administration	0	1,200	1,960
9130 - Transfer Out-LMD1	0	2,710	26,440
9141 - Transfer Out-Fund 141	0	810	7,940
9151 - Transfer Out-Fund 151	0	0	7,940
9152 - Transfer Out-SLD2	0	1,900	18,510
9847 - Transfer Out-Fund 847	0	950	10,580
9848 - Transfer Out-Fund 848	0	1,220	11,900
9877 - Transfers Out - CFD Emp Lak	0	79,390	97,050
TOTAL CFD 2018-01 EMPIRE LAKES	\$ 3,736	\$ 123,180	\$ 216,710
TOTAL CITY OF RANCHO CUCAMONGA	\$ 152,293,575	\$ 176,594,710	\$ 201,210,290
<u>R.C. FIRE PROTECTION DISTRICT</u>			
<u>281-FIRE FUND</u>			
5000 - Regular Salaries	\$ 13,979,261	\$ 15,040,040	\$ 15,652,970
5005 - Overtime Salaries	3,960,978	4,291,190	4,413,540
5010 - Part Time Salaries	102,148	159,790	83,640
Fringe Benefits	9,805,324	11,333,550	11,894,770
5060 - Tuition Reimbursement	2,300	10,000	10,000
5082 - Reimb Personnel from CFD 85-1	(5,942,550)	(5,978,580)	(6,225,520)
5083 - Reimb Personnel from CFD 88-1	(2,310,160)	(2,223,100)	(2,358,010)
5093 - Other Funds-Salary Reimbursmnt	(26,835)	(26,840)	(26,730)
5100 - Travel and Meetings	9,374	23,050	29,800
5102 - Training	90,623	154,130	155,780
5150 - Office Supplies & Equipment	23,530	32,000	32,000
5151 - Postage	39	300	300
5155 - Public Relations/Educ Material	31,479	25,750	25,750
5160 - Membership Dues	6,425	10,330	10,060
5161 - Publications & Subscriptions	6,950	9,270	7,870
5165 - Licenses, Permits & Fees	8,693	8,740	9,640
5200 - Operations & Maintenance	318,662	342,520	385,440
5204 - O & M/Facilities	61,703	70,000	70,000
5220 - Cellular Technology	59,377	67,620	67,620
5240 - Operation of Acquired Property	5,827	10,500	2,800
5250 - Vehicle Operations & Maint.	186,287	210,600	216,740
5252 - Emergency Equipment & Veh Rntl	0	1,500	1,500
5255 - Gasoline	31,378	41,200	41,830
5256 - Diesel Fuel	102,857	136,400	136,400
5258 - Propane	6,271	19,000	15,000
5280 - Equip Operations & Maint	26,160	38,180	38,680

CITY OF RANCHO CUCAMONGA, CALIFORNIA
 Fiscal Year 2021/22 Adopted Budget

Expenditure Detail – All Funds

	2019/20 Actual	2020/21 Adopted Budget	2021/22 Adopted Budget
5285 - Safety Gear & Equipment	108,189	121,890	98,740
5290 - Specialized Tools & Equipment	41,532	52,930	51,180
5291 - Equipment Supplies & Repairs	36,835	43,400	49,900
5300 - Contract Services	1,159,941	1,395,660	1,517,180
5304 - Contract Serv/Facilities	192,597	302,570	353,930
5312 - Legal Services	116,854	50,000	129,130
5320 - Hazardous Waste Removal	1,681	2,500	2,500
5321 - Fire Incident Costs	209	3,500	4,500
5400 - Telephone Utilities	11,271	27,690	16,680
5401 - Gas Utilities	10,345	10,670	13,740
5402 - Water Utilities	18,886	22,270	27,410
5403 - Electric Utilities	85,664	84,390	109,020
5410 - Property Insurance	107,022	123,090	329,350
5411 - Other Insurance	5,061	5,580	15,220
5416 - General Liability Insurance	259,589	402,850	344,980
5500 - Assessment Administration	97,570	97,570	97,570
5501 - Admin./General Overhead	2,725,110	3,118,370	3,221,590
5510 - Property Tax Admin. Fee	159,915	156,010	172,120
5700 - Interest Expense	63,196	47,560	31,370
5701 - Principal Repayments	336,788	352,430	368,620
5704 - Long Term Debt Repymt Contra	(336,788)	0	0
5720 - Misc Contributions to City	242,161	456,970	610,630
5725 - Other Expenditures	0	0	3,618,000
9283 - Transfer Out-CFD 88-1	2,103,840	2,036,930	2,175,200
TOTAL FIRE FUND	\$ 28,093,569	\$ 32,721,970	\$ 38,050,430
<u>282-COMMUNITY FACILITIES DIST 85-1</u>			
5081 - Reimb Personnel to Fire Fund	\$ 5,942,550	\$ 5,978,580	\$ 6,225,520
5165 - Licenses, Permits & Fees	3,049	3,110	3,180
5200 - Operations & Maintenance	8,218	10,000	10,000
5300 - Contract Services	356,020	367,860	374,450
5400 - Telephone Utilities	4,231	4,490	4,750
5401 - Gas Utilities	6,627	7,360	9,170
5402 - Water Utilities	15,553	13,240	13,890
5403 - Electric Utilities	52,266	62,180	67,430
5501 - Admin./General Overhead	252,280	292,080	292,080
TOTAL COMMUNITY FACILITIES DIST 85-1	\$ 6,640,794	\$ 6,738,900	\$ 7,000,470
<u>283-COMMUNITY FACILITIES DIST 88-1</u>			
5081 - Reimb Personnel to Fire Fund	\$ 2,310,160	\$ 2,223,100	\$ 2,358,010
5165 - Licenses, Permits & Fees	1,469	1,490	1,520
5200 - Operations & Maintenance	2,601	4,000	4,000
5300 - Contract Services	88,612	91,580	93,200
5400 - Telephone Utilities	1,687	15,160	1,950
5401 - Gas Utilities	1,680	2,170	2,170
5402 - Water Utilities	4,324	5,240	5,240

CITY OF RANCHO CUCAMONGA, CALIFORNIA
 Fiscal Year 2021/22 Adopted Budget

Expenditure Detail – All Funds

	2019/20 Actual	2020/21 Adopted Budget	2021/22 Adopted Budget
5403 - Electric Utilities	13,810	14,520	17,200
5501 - Admin./General Overhead	107,030	110,760	110,760
TOTAL COMMUNITY FACILITIES DIST 88-1	\$ 2,531,373	\$ 2,468,020	\$ 2,594,050
<u>285-FIRE TECHNOLOGY FEE FUND</u>			
5501 - Admin./General Overhead	\$ 200	\$ 210	\$ 210
TOTAL FIRE TECHNOLOGY FEE FUND	\$ 200	\$ 210	\$ 210
<u>288-FIRE PROTECTION CAPITAL FUND</u>			
5200 - Operations & Maintenance	\$ 58,322	\$ 180,000	\$ 165,000
5207 - O & M/Capital Supplies	5,121	165,000	258,350
5215 - O & M/Computer Equipment	66,832	2,000	7,280
5250 - Vehicle Operations & Maint.	40,545	50,000	50,000
5280 - Equip Operations & Maint	0	3,000	3,000
5290 - Specialized Tools & Equipment	37,903	3,000	175,200
5300 - Contract Services	24,523	276,000	60,000
5501 - Admin./General Overhead	49,160	51,700	51,700
5600 - Capital Outlay-Land	66,092	0	0
5602 - Capital Outlay-Bldg & Imprvmnt	0	300,000	300,000
5603 - Capital Outlay-Equipment	530,391	26,000	43,000
5604 - Capital Outlay-Vehicles	281,156	1,365,000	2,260,000
5605 - Capital Outlay-Computer Equip	0	0	240,000
5650 - Capital Project	5,637,161	3,513,550	15,400,000
9383 - Transfer Out-Emg Mgt Perf Grnt	28	0	0
9714 - Transfer Out - Compr Eq Rplc	105,466	117,670	105,470
TOTAL FIRE PROTECTION CAPITAL FUND	\$ 6,902,700	\$ 6,052,920	\$ 19,119,000
TOTAL R.C. FIRE PROTECTION DISTRICT	\$ 44,168,636	\$ 47,982,020	\$ 66,764,160
TOTAL ALL FUNDS	\$ 196,462,211	\$ 224,576,730	\$ 267,974,450

CITY OF RANCHO CUCAMONGA, CALIFORNIA
 Fiscal Year 2021/22 Adopted Budget

Expenditures by Fund

	2019/20 Actual	2020/21 Adopted Budget	2021/22 Adopted Budget
CITY OF RANCHO CUCAMONGA			
GENERAL FUND			
DIVISION			
001 - NON-DEPARTMENTAL GENERAL	\$ 5,544,415	\$ 4,531,930	\$ 5,715,190
002 - NON-DEPARTMENTAL PERSONNEL	88,452	182,240	148,200
101 - CITY COUNCIL	114,755	132,470	137,600
102 - CITY MANAGEMENT	964,979	1,016,030	1,079,110
103 - CITY CLERK	2,057	1,940	1,980
104 - ANIMAL CARE AND SERVICES	3,031,418	3,161,730	3,189,380
106 - RECORDS MANAGEMENT	489,350	1,279,650	519,850
107 - HEALTHY RC PROGRAM	639,421	633,230	620,230
108 - COMMUNITY AFFAIRS	181,514	528,120	548,640
201 - ADMIN SRVCS-ADMINISTRATION	277,357	186,530	190,750
204 - BUSINESS LICENSING	366,517	369,880	378,360
205 - CITY FACILITIES	808,862	1,021,620	1,009,270
206 - FINANCE	1,371,304	1,520,910	1,598,930
209 - INNOVATION & TECHNOLOGY SRVCS	3,495,883	3,524,740	3,917,550
210 - HUMAN RESOURCES	637,787	651,090	596,590
211 - PROCUREMENT	221,494	247,010	266,770
212 - RISK MANAGEMENT	242,889	249,480	298,600
213 - TREASURY MANAGEMENT	12,078	12,300	6,140
217 - CITY TELECOMMUNICATIONS	179,651	259,430	241,490
301 - ECONOMIC AND COMMUNITY DVLPMNT	685,754	802,270	886,470
302 - BUILDING AND SAFETY	1,822,741	1,766,050	1,911,330
303 - ENGINEERING - ADMINISTRATION	369,950	301,100	372,640
305 - ENGINEERING - DEVELOPMENT MGT	903,157	963,370	1,023,390
306 - ENGINEERING - NPDES	378,724	303,650	246,430
307 - ENGINEERING - PROJECT MGT	516,044	529,590	686,180
308 - ENGINEERING - TRAFFIC MGT	210,053	255,590	241,050
311 - FIRE FACILITIES MAINTENANCE	235,651	456,970	372,330
312 - CITY FACILITIES MAINTENANCE	3,217,469	3,610,070	3,747,020
314 - PLANNING	1,929,072	1,618,600	1,976,590
315 - PLANNING COMMISSION	14,045	15,170	20,390
317 - VEHICLE AND EQUIP. MAINT.	1,048,983	1,068,040	1,181,990
318 - STREET MAINTENANCE	2,688,367	2,404,740	2,563,580
319 - PARK MAINTENANCE	2,784,858	2,728,470	3,016,970
322 - COMMUNITY IMPROVEMENT	668,994	782,010	849,820
401 - COMMUNITY SRVCS-ADMINISTRATION	4,401,161	1,579,750	1,811,190
402 - CSD-CENTRAL PARK OPERATIONS	0	1,383,370	1,401,760
403 - CSD-LIONS CENTER	0	885,410	891,170
404 - CSD-RC FAMILY RESOURCE CENTER	0	175,810	177,830
405 - CSD-RC SPORTS CENTER	0	663,220	673,810
406 - CSD-SPECIAL EVENTS	0	246,780	277,710
407 - CSD-VICTORIA GARDENS CULT CTR	0	2,404,260	2,412,180
408 - CSD-CONTRACT CLASSES	0	592,420	601,020
409 - CSD-PARK SERVICES	0	188,390	394,350
701 - POLICE-ADMINISTRATION	40,582,129	44,869,070	46,958,580

CITY OF RANCHO CUCAMONGA, CALIFORNIA
 Fiscal Year 2021/22 Adopted Budget

Expenditures by Fund

	2019/20 Actual	2020/21 Adopted Budget	2021/22 Adopted Budget
TOTAL GENERAL FUND	\$ 81,127,335	\$ 90,104,500	\$ 95,160,410
OTHER GENERAL FUNDS			
003 - REIMB ST/COUNTY PARKING CIT	\$ 97,446	\$ 111,330	\$ 109,650
006 - CVWD REIMBURSEMENTS	580,028	583,890	605,620
016 - COMM DEV TECHNICAL SRVCS FUND	780,510	6,500	56,500
017 - LAW ENFORCEMENT RESERVE	2,375,843	478,500	533,900
018 - TRAFFIC SAFETY	304,662	112,000	339,350
020 - CITY TECHNOLOGY FEE FUND	97,560	145,380	145,910
022 - MOBILE HOME PARK PROGRAM	20,850	42,750	32,320
023 - SB1186 CERT ACCESS SPEC PROG	2,879	5,730	5,770
025 - CAPITAL RESERVE	5,128,801	5,650,060	7,158,620
073 - BENEFITS CONTINGENCY	1,085,155	1,079,220	917,830
TOTAL OTHER GENERAL FUNDS	\$ 10,473,734	\$ 8,215,360	\$ 9,905,470
SPECIAL REVENUE			
100 - ASSESSMENT DISTRICTS ADMIN	\$ 937,853	\$ 1,014,630	\$ 1,064,140
101 - AD 93-1 MASI COMMERCE CENTER	210	180	180
105 - AB2766 AIR QUALITY IMPROVEMENT	141,145	320,400	334,520
106 - MSRC AIR POLLUTION REDUCT GRNT	0	30,000	0
109 - PUBLIC ART TRUST FUND	0	0	45,040
110 - BEAUTIFICATION	355,344	450	15,790
111 - PARK LAND ACQUISITION	7,454	1,370	2,480
112 - DRAINAGE FAC/GENERAL	41,758	149,870	328,970
113 - COMMUNITY/REC CENTER DEVELPMNT	14,146	500	910
114 - DRAINAGE-ETIWANDA/SAN SEVAINE	14,691	120	250
115 - HENDERSON/WARDMAN DRAINAGE	260	360	360
116 - ETIWANDA DRAINAGE	25,859	135,630	133,010
118 - UPPER ETIWANDA DRAINAGE	390	220	450
119 - PARK IMPROVEMENT	3,422	150	750
120 - PARK DEVELOPMENT	385,583	423,860	1,096,290
122 - SOUTH ETIWANDA DRAINAGE	240	410	800
123 - LIBRARY IMPACT FEE	12,439	0	260
124 - TRANSPORTATION	1,361,925	2,063,960	9,638,710
125 - ANIMAL CENTER IMPACT FEE	168	0	60
126 - LOWER ETIWANDA DRAINAGE	400	230	480
127 - POLICE IMPACT FEE	11,890	0	170,200
128 - ETIWANDA NO. EQUESTRIAN FACIL.	180	260	540
129 - UNDERGROUND UTILITIES	3,210	44,060	8,330
130 - LMD #1 GENERAL CITY	1,555,667	1,366,550	1,480,350
131 - LMD #2 VICTORIA	3,714,502	4,528,540	4,987,750
132 - LMD #3A HYSSOP	7,295	10,700	0
133 - LMD #3B MEDIANS	982,249	1,095,590	976,900
134 - LMD #4R TERRA VISTA	2,271,771	2,986,970	3,367,660
135 - LMD #5 ANDOVER	5,048	7,490	8,370
136 - LMD #6R CARYN COMMUNITY	498,178	601,460	671,230
137 - LMD #7 NORTH ETIWANDA	1,019,513	1,178,370	1,354,180
138 - LMD #8 SOUTH ETIWANDA	38,006	39,880	42,230
139 - LMD #9 LOWER ETIWANDA	580,362	824,450	644,010
140 - LMD #10 RANCHO ETIWANDA	539,363	751,670	842,440
141 - LMD 1 CAPITAL REPLACEMENT FUND	620	40,550	189,570

CITY OF RANCHO CUCAMONGA, CALIFORNIA
 Fiscal Year 2021/22 Adopted Budget

Expenditures by Fund

	2019/20 Actual	2020/21 Adopted Budget	2021/22 Adopted Budget
150 - GENERAL CITY STREET LIGHTS	391,311	354,830	354,830
151 - SLD #1 ARTERIAL	767,335	1,013,220	814,140
152 - SLD #2 RESIDENTIAL	458,078	693,760	459,800
153 - SLD #3 VICTORIA	221,967	329,480	1,556,290
154 - SLD #4 TERRA VISTA	239,184	181,510	653,400
155 - SLD #5 CARYN COMMUNITY	68,042	77,820	60,120
156 - SLD #6 INDUSTRIAL AREA	104,285	143,850	596,750
157 - SLD #7 NORTH ETIWANDA	144,855	222,760	160,750
158 - SLD #8 SOUTH ETIWANDA	72,460	100,750	336,140
174 - STATE GAS TAX	2,239,975	3,866,370	7,057,210
176 - MEASURE I 1990-2010	27,808	300	101,690
177 - MEASURE I 2010-2040	3,722,709	2,901,890	2,996,710
179 - ROAD MAINT & REHAB ACCT	1,192,650	2,400,000	4,482,910
181 - SB 1 - TCEP	2,478,408	11,000,650	12,500,650
182 - AB 2928 TRAFFIC CONGEST RELIEF	80	0	0
188 - INTEGRATED WASTE MANAGEMENT	1,515,715	1,568,460	1,594,090
194 - PROPOSITION 1B STATE FUNDING	70	100	200
195 - STATE ASSET SEIZURE	180	40,440	18,150
196 - CA ASSET SEIZURE 15%	6,010	70	3,050
198 - CITYWIDE INFRASTRUCTURE IMPRV	61,876	299,740	163,800
204 - COMMUNITY DEVELOPMENT BLK GRNT	801,975	1,266,530	1,838,390
214 - PEDESTRIAN GRANT/ART 3	1,739	401,200	398,550
218 - PUBLIC RESRCE GRNTS/HEALTHY RC	44,359	9,740	0
225 - CA RECYC/LITTER REDUCTION GRNT	31,116	59,620	59,690
227 - USED OIL RECYCLING PROGRAM	43,153	49,810	50,200
234 - SAFE ROUTES TO SCHOOL PROGRAM	31,065	90,800	0
250 - RECREATION SERVICES	4,119,058	0	0
255 - VG CULTURAL CENTER	1,545,093	0	0
272 - FREEDOM COURTYARD RSRC GRANTS	2,099	0	0
274 - STATE GRANTS FUND	79,423	2,686,760	2,686,760
290 - LIBRARY FUND	4,503,025	5,750,160	5,604,780
291 - CA STATE LIBRARY	1,527	20,530	29,680
292 - STAFF INNOVATION FD (CA ST LB)	80	5,900	7,750
301 - THE BIG READ LIBRARY GRANT	34,701	0	0
302 - LIBRARY SERVICES & TECH. ACT	0	20	0
329 - LIBRARY CAPITAL FUND	19,283	925,300	1,225,710
354 - COP'S PROGRAM GRANT-STATE	266,176	306,020	308,520
361 - JUSTICE ASSISTANCE GRANT(JAG)	0	0	18,060
370 - OTS-"DRINK,DRIVE,LOSE" GRANT	15,351	0	0
373 - COPS SECURE OUR SCHOOLS GRANT	12,042	0	0
380 - HOMELAND SECURITY GRANT-FIRE	87,187	0	0
381 - HOMELAND SECURITY GRANT-POLICE	24,336	66,140	68,000
383 - EMERGENCY MGMT PERFORMNCE GRNT	26,835	26,840	26,730
396 - HOUSING SUCCESSOR AGENCY	464,156	3,995,700	387,200
838 - AD 91-2 REDEMPTION-DAY CANYON	26,198	25,850	26,170
847 - PD 85 CAPITAL REPLACEMENT FUND	8,717	40,600	540,720
848 - PD 85 REDEMPTION FUND	1,327,942	1,323,050	1,847,440
868 - CFD 2000-03 PARK MAINTENANCE	618,415	657,570	516,720
875 - CFD 2017-01 NO. ETIWANDA	0	1,220	1,220
876 - CFD 2018-01 EMPIRE LAKES	3,736	123,180	216,710

CITY OF RANCHO CUCAMONGA, CALIFORNIA
 Fiscal Year 2021/22 Adopted Budget

Expenditures by Fund

	2019/20 Actual	2020/21 Adopted Budget	2021/22 Adopted Budget
TOTAL SPECIAL REVENUE	\$ 42,382,926	\$ 60,647,420	\$ 77,176,890
CAPITAL PROJECTS			
600 - AD 82-1 6TH ST INDUSTRIAL	\$ 0	\$ 10	\$ 10
602 - AD 84-1 DAY CREEK/MELLO	300	430	890
612 - CFD 2001-01	910	1,090	2,020
614 - CFD 2003-01 PROJECT FUND	0	60	60
TOTAL CAPITAL PROJECTS	\$ 1,210	\$ 1,590	\$ 2,980
ENTERPRISE FUNDS			
700 - SPORTS COMPLEX	\$ 2,857,686	\$ 1,817,990	\$ 2,423,740
702 - REGIS CONNECT	270	0	0
705 - MUNICIPAL UTILITY	11,693,285	12,127,360	12,895,190
706 - UTILITY PUBLIC BENEFIT FUND	352,399	591,530	451,260
708 - RCMU CAPITAL REPLACEMENT FUND	1,410	2,020	4,130
709 - RCMU CAP AND TRADE FUND	0	0	250
711 - FIBER OPTIC NETWORK	736,498	1,421,210	1,383,160
TOTAL ENTERPRISE FUNDS	\$ 15,641,548	\$ 15,960,110	\$ 17,157,730
INTERNAL SERVICE FUNDS			
712 - EQUIP/VEHICLE REPLACEMENT	\$ 1,195,443	\$ 913,770	\$ 805,900
714 - COMP EQUIP/TECH REPLCMENT FUND	1,471,375	751,960	1,000,910
TOTAL INTERNAL SERVICE FUNDS	\$ 2,666,818	\$ 1,665,730	\$ 1,806,810
FIDUCIARY FUNDS			
TOTAL FIDUCIARY FUNDS	\$ 0	\$ 0	\$ 0
TOTAL CITY OF RANCHO CUCAMONGA	\$ 152,293,571	\$ 176,594,710	\$ 201,210,290
<u>R.C. FIRE PROTECTION DISTRICT</u>			
SPECIAL REVENUE			
281 - FIRE FUND	\$ 28,093,574	\$ 32,721,970	\$ 38,050,430
282 - COMMUNITY FACILITIES DIST 85-1	6,640,794	6,738,900	7,000,470
283 - COMMUNITY FACILITIES DIST 88-1	2,531,374	2,468,020	2,594,050
285 - FIRE TECHNOLOGY FEE FUND	200	210	210
288 - FIRE PROTECTION CAPITAL FUND	6,902,700	6,052,920	19,119,000
TOTAL SPECIAL REVENUE	\$ 44,168,642	\$ 47,982,020	\$ 66,764,160
TOTAL R.C. FIRE PROTECTION DISTRICT	\$ 44,168,642	\$ 47,982,020	\$ 66,764,160
TOTAL ALL FUNDS	\$ 196,462,213	\$ 224,576,730	\$ 267,974,450

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CITY OF RANCHO CUCAMONGA, CALIFORNIA
 Fiscal Year 2021/22 Adopted Budget

Funded Position by Department - Summary

DEPARTMENT	ADOPTED		
	2019/20	2020/21	2021/22
GOVERNANCE			
City Council	5.00	5.00	5.00
City Clerk	1.00	1.00	1.00
City Treasurer	1.00	1.00	1.00
City Management	19.00	22.00	22.25
TOTAL GOVERNANCE	26.00	29.00	29.25
PUBLIC SAFETY			
Fire District	115.00	121.00	122.00
Animal Services	22.00	19.00	19.00
TOTAL PUBLIC SAFETY	137.00	140.00	141.00
CIVIC AND CULTURAL SERVICES			
Records Management	5.00	5.00	5.00
Community Services	45.50	29.00	31.00
Library Services	27.50	26.00	26.00
TOTAL CIVIC AND CULTURAL SERVICES	78.00	60.00	62.00
ADMINISTRATIVE SERVICES			
Administration/Procurement	5.00	1.00	1.00
Finance	23.00	23.00	23.00
Human Resources	9.00	8.00	8.00
Innovation and Technology	23.00	24.00	25.00
TOTAL ADMINISTRATIVE SERVICES	60.00	56.00	57.00
ECONOMIC AND COMMUNITY DEVELOPMENT			
Administration	3.00	3.00	3.00
Building and Safety Services	16.00	15.00	16.25
Engineering Services	39.00	35.00	36.50
Planning	13.00	11.00	11.00
Public Works Services	130.00	122.00	122.00
TOTAL ECONOMIC AND COMMUNITY DEVELOPMENT	201.00	186.00	188.75
TOTAL FULL TIME POSITIONS	502.00	471.00	478.00

CITY OF RANCHO CUCAMONGA, CALIFORNIA

Fiscal Year 2021/22 Adopted Budget

Funded Positions by Department - Detail

DEPARTMENT AND POSITION TITLE	ADOPTED		
	2019/20	2020/21	2021/22
GOVERNANCE			
Elected Officials			
Mayor	1.00	1.00	1.00
Councilmember	4.00	4.00	4.00
City Clerk	1.00	1.00	1.00
City Treasurer	1.00	1.00	1.00
Total Elected Officials	7.00	7.00	7.00
City Management			
Administrative Assistant	1.00	1.00	1.00
Assistant City Manager* (1)	-	-	0.50
City Manager	1.00	1.00	1.00
Community Affairs Coordinator	-	2.00	2.00
Community Affairs Officer	1.00	1.00	1.00
Community Affairs Senior Coordinator	-	1.00	1.00
Community Affairs Technician	-	1.00	1.00
Community Improvement Manager	1.00	1.00	1.00
Community Improvement Officer I	1.00	1.00	1.00
Community Improvement Officer II	2.00	2.00	2.00
Community Programs Coordinator	2.00	1.00	1.00
DCM/Civic & Cultural Services** (1)	1.00	1.00	0.50
Executive Assistant I	1.00	-	-
Executive Assistant II (2)	-	1.00	1.00
Management Aide**	2.00	2.00	1.00
Management Analyst I* (3)	1.00	1.00	2.25
Management Analyst II	1.00	1.00	1.00
Management Analyst III	1.00	1.00	1.00
Principal Management Analyst	1.00	1.00	1.00
Senior Community Improvement Officer	1.00	1.00	1.00
Senior Executive Assistant	1.00	1.00	1.00
Total City Management	19.00	22.00	22.25
TOTAL GOVERNANCE	26.00	29.00	29.25

CITY OF RANCHO CUCAMONGA, CALIFORNIA

Fiscal Year 2021/22 Adopted Budget

Funded Positions by Department - Detail

<u>DEPARTMENT AND POSITION TITLE</u>	ADOPTED		
	<u>2019/20</u>	<u>2020/21</u>	<u>2021/22</u>
PUBLIC SAFETY			
Fire District			
Administrative Assistant	-	3.00	3.00
Business Manager	-	1.00	1.00
Captain Specialist	3.00	3.00	3.00
Community Affairs Senior Coordinator	1.00	1.00	1.00
Emergency Management Coordinator	1.00	1.00	1.00
EMS Administrator	1.00	1.00	1.00
EMS Quality Improvement Nurse*	-	-	1.00
Executive Assistant I	-	1.00	1.00
Executive Assistant II	-	1.00	1.00
Field Training Officer	1.00	1.00	1.00
Fire Battalion Chief	4.00	4.00	4.00
Fire Captain	27.00	27.00	27.00
Fire Chief	1.00	1.00	1.00
Fire Deputy Chief	2.00	2.00	2.00
Fire Engineer	27.00	27.00	27.00
Fire Equipment Apprentice Mechanic	1.00	1.00	1.00
Fire Equipment Lead Mechanic	1.00	1.00	1.00
Fire Equipment Mechanic	2.00	2.00	2.00
Fire Marshall	1.00	1.00	1.00
Fire Prevention Specialist I	2.00	2.00	2.00
Fire Prevention Specialist II	2.00	2.00	2.00
Fire Prevention Supervisor	2.00	2.00	2.00
Fire Shop Supervisor	1.00	1.00	1.00
Firefighter	27.00	33.00	33.00
Management Analyst I	1.00	1.00	1.00
Management Analyst II	1.00	1.00	1.00
Management Analyst III	1.00	-	-
Office Specialist II	3.00	-	-
Secretary	1.00	-	-
Senior Administrative Secretary	1.00	-	-
Total Fire District	115.00	121.00	122.00

CITY OF RANCHO CUCAMONGA, CALIFORNIA

Fiscal Year 2021/22 Adopted Budget

Funded Positions by Department - Detail

<u>DEPARTMENT AND POSITION TITLE</u>	<u>ADOPTED</u>		
	<u>2019/20</u>	<u>2020/21</u>	<u>2021/22</u>
Animal Services			
Administrative Assistant**	3.00	2.00	1.00
Animal Behavior Specialist	2.00	1.00	1.00
Animal Care Supervisor	2.00	2.00	2.00
Animal Caretaker	1.00	-	-
Animal Center Manager	1.00	1.00	1.00
Animal Rescue Specialist	1.00	1.00	1.00
Animal Services Director	1.00	1.00	1.00
Animal Services Dispatcher	1.00	1.00	1.00
Animal Services Officer	3.00	3.00	3.00
Community Programs Specialist**	1.00	1.00	-
Customer Care Assistant*	-	-	1.00
Management Aide*	-	-	1.00
Senior Animal Services Officer (4)	1.00	1.00	1.00
Senior Veterinary Technician	1.00	1.00	1.00
Veterinarian	1.00	1.00	1.00
Veterinary Assistant	1.00	1.00	1.00
Veterinary Technician	2.00	2.00	2.00
Total Animal Services	22.00	19.00	19.00

CITY OF RANCHO CUCAMONGA, CALIFORNIA

Fiscal Year 2021/22 Adopted Budget

Funded Positions by Department - Detail

<u>DEPARTMENT AND POSITION TITLE</u>	ADOPTED		
	2019/20	2020/21	2021/22
CIVIC AND CULTURAL SERVICES			
Records Management			
Administrative Assistant	1.00	1.00	1.00
City Clerk Records Management Analyst	1.00	1.00	1.00
City Clerk Services Director	1.00	1.00	1.00
Deputy Director of City Clerk Services	1.00	1.00	1.00
Executive Assistant I	1.00	1.00	1.00
Total Records Management	5.00	5.00	5.00
Community Services			
Administrative Assistant	3.00	1.00	1.00
Artistic Producer-Main Street Theatre	1.00	-	-
Box Office Coordinator	1.00	1.00	1.00
Community Affairs Coordinator	1.00	-	-
Community Affairs Senior Coordinator	1.00	-	-
Community Affairs Technician	1.00	-	-
Community Services Coordinator	12.00	10.00	10.00
Community Services Director	1.00	1.00	1.00
Community Services Manager	1.00	-	-
Community Services Superintendent*	2.00	1.00	2.00
Community Services Supervisor	4.00	4.00	4.00
Community Services Technician	1.00	1.00	1.00
Community Theater Producer	1.00	-	-
Cultural Center Manager	1.00	-	-
Deputy Community Services Director	1.00	1.00	1.00
Event & Rental Services Coordinator	1.00	1.00	1.00
Executive Assistant II (2)	1.00	1.00	1.00
Front of House Coordinator	1.00	1.00	1.00
Management Aide	1.00	1.00	1.00
Management Analyst I	1.00	1.00	1.00
Management Analyst II**	2.50	2.00	1.00
Management Analyst III*	-	-	1.00
Park Ranger*	-	-	1.00
Patron and Events Supervisor	1.00	1.00	1.00
Theater Productions Supervisor	1.00	1.00	1.00
Theatre Technician III	4.00	-	-
Total Community Services	45.50	29.00	31.00

CITY OF RANCHO CUCAMONGA, CALIFORNIA
 Fiscal Year 2021/22 Adopted Budget

Funded Positions by Department - Detail

<u>DEPARTMENT AND POSITION TITLE</u>	ADOPTED		
	<u>2019/20</u>	<u>2020/21</u>	<u>2021/22</u>
Library Services			
Deputy Director of Library Services	1.00	1.00	1.00
Executive Assistant II	1.00	1.00	1.00
Librarian I (5)	7.00	7.00	7.00
Librarian II	3.00	4.00	4.00
Library Assistant II	2.00	2.00	2.00
Library Clerk	3.00	3.00	3.00
Library Director	1.00	1.00	1.00
Library Services Manager	1.00	1.00	1.00
Library Technician	5.00	4.00	4.00
Management Analyst II	0.50	-	-
Senior Librarian	3.00	2.00	2.00
Total Library Services	27.50	26.00	26.00
TOTAL CIVIC AND CULTURAL SERVICES	78.00	60.00	62.00

CITY OF RANCHO CUCAMONGA, CALIFORNIA

Fiscal Year 2021/22 Adopted Budget

Funded Positions by Department - Detail

DEPARTMENT AND POSITION TITLE	ADOPTED		
	2019/20	2020/21	2021/22
ADMINISTRATIVE SERVICES			
Administration/Procurement			
DCM/Administrative Services	1.00	1.00	1.00
Executive Assistant I	1.00	-	-
Procurement Manager	1.00	-	-
Procurement Technician	2.00	-	-
Total Admin/Procurement	5.00	1.00	1.00
Finance			
Account Clerk	5.00	4.00	4.00
Account Technician	3.00	2.00	2.00
Accounts Payable Supervisor	1.00	1.00	1.00
Budget Analyst	1.00	1.00	1.00
Business License Clerk**	2.00	1.00	-
Business License Program Supervisor	1.00	1.00	1.00
Business License Technician	1.00	1.00	1.00
Customer Services Representative	-	2.00	2.00
Deputy Director of Finance*	-	-	1.00
Executive Assistant I	-	1.00	1.00
Finance Director	1.00	1.00	1.00
Finance Manager**	1.00	1.00	-
Management Aide	1.00	1.00	1.00
Management Analyst II*	-	-	1.00
Payroll Supervisor	1.00	1.00	1.00
Principal Accountant	1.00	1.00	1.00
Revenue Manager**	1.00	1.00	-
Senior Accountant	2.00	2.00	2.00
Senior Business License Clerk*	-	-	1.00
Special Districts Analyst	1.00	1.00	1.00
Total Finance	23.00	23.00	23.00
Human Resources			
Administrative Assistant	1.00	-	-
Deputy Human Resources Director	1.00	1.00	1.00
Human Resources Business Partner*	-	-	2.00
Human Resources Director	1.00	1.00	1.00
Human Resources Technician**	3.00	3.00	2.00
Management Analyst I	1.00	1.00	1.00
Risk Management Analyst**	1.00	1.00	-
Senior Risk Management Analyst	1.00	1.00	1.00
Total Human Resources	9.00	8.00	8.00

CITY OF RANCHO CUCAMONGA, CALIFORNIA

Fiscal Year 2021/22 Adopted Budget

Funded Positions by Department - Detail

<u>DEPARTMENT AND POSITION TITLE</u>	ADOPTED		
	<u>2019/20</u>	<u>2020/21</u>	<u>2021/22</u>
Innovation and Technology			
Administrative Assistant	2.00	2.00	2.00
Deputy Director of Innovation and Technology	1.00	1.00	1.00
GIS Analyst	2.00	2.00	2.00
GIS Specialist (6)	4.00	2.00	2.00
GIS Supervisor	1.00	1.00	1.00
Information Technology Analyst I (7)	3.00	3.00	3.00
Information Technology Analyst II (8)	3.00	3.00	3.00
Information Technology Specialist II	2.00	2.00	2.00
Information Technology Technician*	1.00	-	1.00
Innovation and Technology Director	1.00	1.00	1.00
Procurement Manager	-	1.00	1.00
Procurement Technician	-	2.00	2.00
Senior GIS Analyst	1.00	1.00	1.00
Senior Information Technology Analyst	2.00	2.00	2.00
Senior Information Technology Specialist	-	1.00	1.00
Total Innovation and Technology	23.00	24.00	25.00
TOTAL ADMINISTRATIVE SERVICES	60.00	56.00	57.00

CITY OF RANCHO CUCAMONGA, CALIFORNIA

Fiscal Year 2021/22 Adopted Budget

Funded Positions by Department - Detail

DEPARTMENT AND POSITION TITLE	ADOPTED		
	2019/20	2020/21	2021/22
ECONOMIC AND COMMUNITY DEVELOPMENT			
Administration			
DCM/Economic & Community Development	1.00	1.00	1.00
Management Aide	1.00	1.00	1.00
Management Analyst II	1.00	1.00	1.00
Total Administration	3.00	3.00	3.00
Building and Safety Services			
Administrative Assistant	2.00	1.00	1.00
Building and Safety Director*	-	-	1.00
Building Inspection Supervisor	1.00	1.00	1.00
Building Inspector	4.00	4.00	4.00
Building Safety Manager**	1.00	1.00	-
Community Development Technician II*	-	-	1.00
Executive Assistant II	1.00	1.00	1.00
Management Analyst I* (3)	-	-	0.25
Plans Examiner I	1.00	1.00	1.00
Plans Examiner II	1.00	1.00	1.00
Public Service Technician I	1.00	1.00	1.00
Public Service Technician II	1.00	1.00	1.00
Public Service Technician III	1.00	1.00	1.00
Senior Building Inspector	1.00	1.00	1.00
Senior Plans Examiner	1.00	1.00	1.00
Total Building and Safety Services	16.00	15.00	16.25
Engineering Services			
Administrative Assistant	2.00	1.00	1.00
Assistant Engineer*	5.00	5.00	6.00
Associate Engineer (9)	6.00	6.00	6.00
Deputy Director of Engineering*	-	-	1.00
Deputy Director of Engineering/Assistant City Engineer**	1.00	1.00	-
Deputy Director of Engineering/Utilities & Environ. Svcs.**	1.00	1.00	-
Deputy Director of Engineering/Utility Manager*	-	-	1.00
Engineering Services Director/City Engineer	1.00	1.00	1.00
Engineering Technician	4.00	3.00	3.00
Environmental Programs Coordinator	1.00	1.00	1.00
Environmental Programs Inspector	2.00	2.00	2.00
Environmental Programs Manager	1.00	1.00	1.00
Executive Assistant I	1.00	-	-
Management Aide	2.00	2.00	2.00
Management Analyst I* (3)	2.00	2.00	2.50
Principal Engineer	1.00	1.00	1.00
Public Services Technician III	2.00	2.00	2.00
Public Works Inspector I	1.00	1.00	1.00
Public Works Inspector II	2.00	1.00	1.00
Senior Civil Engineer (10)	1.00	1.00	1.00
Supervising Public Works Inspector	1.00	1.00	1.00
Traffic Engineer (11)	1.00	1.00	1.00
Utilities Operations Supervisor	1.00	1.00	1.00
Total Engineering Services	39.00	35.00	36.50

CITY OF RANCHO CUCAMONGA, CALIFORNIA

Fiscal Year 2021/22 Adopted Budget

Funded Positions by Department - Detail

<u>DEPARTMENT AND POSITION TITLE</u>	ADOPTED		
	2019/20	2020/21	2021/22
Planning			
Administrative Assistant	1.00	-	-
Assistant Planner	2.00	2.00	2.00
Associate Planner	2.00	2.00	2.00
Executive Assistant II	1.00	1.00	1.00
Management Analyst II	1.00	1.00	1.00
Planning Director	1.00	1.00	1.00
Planning Technician	2.00	1.00	1.00
Principal Planner	1.00	1.00	1.00
Senior Planner	2.00	2.00	2.00
Total Planning	13.00	11.00	11.00
Public Works Services			
Administrative Assistant	1.00	1.00	1.00
Assistant Engineer	1.00	1.00	1.00
Deputy Director of Public Works	1.00	1.00	1.00
Electrician	2.00	2.00	2.00
Equipment Operator	5.00	5.00	5.00
Executive Assistant I	1.00	1.00	1.00
Facilities Superintendent	1.00	1.00	1.00
Fleet Supervisor	1.00	1.00	1.00
Inventory Specialist Equipment/Materials	1.00	1.00	1.00
Lead Maintenance Worker	16.00	15.00	15.00
Lead Mechanic	1.00	1.00	1.00
Maintenance Coordinator*	9.00	9.00	10.00
Maintenance Supervisor	10.00	10.00	10.00
Maintenance Worker (12)	57.00	50.00	50.00
Management Analyst I	2.00	2.00	2.00
Management Analyst III	1.00	1.00	1.00
Mechanic	2.00	2.00	2.00
Parks/Landscape Maintenance Superintendent	1.00	1.00	1.00
Public Works Safety Coordinator	1.00	1.00	1.00
Public Works Services Director	1.00	1.00	1.00
Senior Maintenance Worker	11.00	11.00	11.00
Signal & Lighting Coordinator**	1.00	1.00	-
Signal & Lighting Technician	2.00	2.00	2.00
Streets/Storm Drain Maintenance Superintendent	1.00	1.00	1.00
Total Public Works Services	130.00	122.00	122.00
TOTAL ECONOMIC AND COMMUNITY DEVELOPMENT	201.00	186.00	188.75
TOTAL FULL TIME POSITIONS	502.00	471.00	478.00

CITY OF RANCHO CUCAMONGA, CALIFORNIA

Fiscal Year 2021/22 Adopted Budget

Funded Positions by Department - Detail

DEPARTMENT AND POSITION TITLE	ADOPTED		
	2019/20	2020/21	2021/22
PART TIME EMPLOYEES FTEs (FULL TIME EQUIVALENTS)			
GOVERNANCE			
City Management	0.80	-	0.46
TOTAL CITY MANAGEMENT	0.80	-	0.46
PUBLIC SAFETY			
Fire District	3.51	3.51	2.76
Animal Services	15.90	14.90	14.52
TOTAL PUBLIC SAFETY	19.41	18.41	17.28
CIVIC AND CULTURAL SERVICES			
Records Management	0.50	-	-
Community Services	93.60	63.00	64.16
Library Services	28.10	28.60	18.87
TOTAL CIVIC AND CULTURAL SERVICES	122.20	91.60	83.03
ADMINISTRATIVE SERVICES			
Procurement	1.40	-	-
Innovation and Technology	-	0.70	0.77
Human Resources	0.50	-	-
Finance	1.20	0.30	0.33
TOTAL ADMINISTRATIVE SERVICES	3.10	1.00	1.10
ECONOMIC AND COMMUNITY DEVELOPMENT			
Building and Safety Services	0.50	0.50	0.46
Engineering Services	1.20	0.80	0.72
Planning	0.80	-	-
Public Works Services	34.10	13.20	31.78
TOTAL ECONOMIC AND COMMUNITY DEVELOPMENT	36.60	14.50	32.96
TOTAL PART TIME POSITIONS	182.11	125.51	134.83

Changes in staffing levels for Fiscal Year 2021/22 Adopted Budget

*Position(s) funded for FY 2021/22

**Position(s) defunded for FY 2021/22

- (1) One of the Deputy City Manager (DCM) positions will be upgraded at mid-year to an Assistant City position. For budgetary purposes, the DCM/Civic & Cultural Services position was chosen to reflect this upgrade. However, the actual upgrade may occur with a different DCM position.
- (2) Position underfilled by Executive Assistant I
- (3) One position split between Building and Safety Services (25%), Community Improvement (25%), and Engineering Services (25%)
- (4) Position underfilled by Animal Services Officer
- (5) One position underfilled by Library Technician
- (6) One position underfilled by Information Technology Technician
- (7) One position underfilled by Information Technology Specialist II
- (8) Two positions underfilled by Information Technology Analyst I
- (9) One position underfilled by Assistant Engineer
- (10) Position underfilled by Associate Engineer
- (11) Position underfilled by Senior Civil Engineer
- (12) One position overfilled by Senior Maintenance Worker

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RANCHO
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CALIFORNIA

SUMMARIES OF FINANCIAL DATA

FUND BALANCE SUMMARIES

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CITY OF RANCHO CUCAMONGA, CALIFORNIA

Fiscal Year 2021/22 Adopted Budget

Spendable Fund Balances

As indicated in the Glossary of Budget Terms, fund balance is essentially the difference between the assets and liabilities reported in a governmental fund. There are five separate components of fund balance, each of which identifies the extent to which the City is bound to honor constraints on the specific purposes for which amounts can be spent.

- Nonspendable fund balance (*inherently nonspendable*)
- Restricted fund balance (*externally enforceable limitations on use*)
- Committed fund balance (*self-imposed limitations on use*)
- Assigned fund balance (*limitation resulting from intended use*)
- Unassigned fund balance (*residual net resources*)

The first two components listed above are not included in the Spendable Fund Balances report on the following pages due to the nature of their restrictions, with the exception of Special Revenue and Capital Projects Funds. These two fund types have restricted funding sources; however, the budgets presented represent qualifying expenditures that are in line with the restrictions. Therefore, the respective fund balances are presented. The last three components are incorporated into the report for all fund types.

For the City's Operating Budget, following are the main components of the committed fund balance included in the fund balance roll forward:

Fund 001 – General Fund:

Changes in Economic Circumstances	\$18,406,176
Working Capital	\$ 4,758,020

Funds 281-283 – Fire District Operating Funds:

Working Capital	\$23,822,475
Changes in Economic Circumstances	\$ 9,128,022
Employee Leave Payouts	\$ 4,082,530

All other fund balances in the City's Operating Budget are either committed or assigned. The Operating Budget has no unassigned fund balances. For descriptions of the City's committed fund balance categories, please refer to the City's Financial Policies included in the Appendix to this budget document.

The City adopts a balanced Operating Budget each year. As indicated in the Glossary of Budget Terms, a balanced budget is a budget in which the amount of budgeted expenditures is equal to or less than the amount of budgeted revenues plus available fund balance. In the Other Funds, increases or decreases are dependent upon general fluctuations in recurring revenues, such as gas tax; the receipt of new grant funding; or the usage of funding received in prior years for capital expenditures.

CITY OF RANCHO CUCAMONGA, CALIFORNIA
 Fiscal Year 2021/22 Adopted Budget

Spendable Fund Balances

	Estimated Spendable Fund Balance July 1, 2021	Budget			Estimated Spendable Fund Balance June 30, 2022	
		Revenues	Operating Transfers In	Operating Transfers Out Expenditures		
CITY OF RANCHO CUCAMONGA						
GENERAL FUND						
001 - GENERAL FUND	\$ 30,815,260	\$ 93,437,500	\$ 1,722,910	\$ 3,827,870	\$ 91,332,540	\$ 30,815,260
TOTAL GENERAL FUND	\$ 30,815,260	\$ 93,437,500	\$ 1,722,910	\$ 3,827,870	\$ 91,332,540	\$ 30,815,260
OTHER GENERAL FUNDS						
003 - REIMB ST/COUNTY PARKING CIT	\$ 4,132	\$ 109,650	\$ -	\$ -	\$ 109,650	\$ 4,132
006 - CVWD REIMBURSEMENTS	859,955	633,470	-	390,510	215,110	887,805
016 - COMM DEV TECHNICAL SRVCS FUND	3,863,278	387,830	-	-	56,500	4,194,608
017 - LAW ENFORCEMENT RESERVE	5,845,688	68,850	-	-	533,900	5,380,638
018 - TRAFFIC SAFETY	48,316	339,350	-	-	339,350	48,316
020 - CITY TECHNOLOGY FEE FUND	2,000,531	335,110	-	-	145,910	2,189,731
022 - MOBILE HOME PARK PROGRAM	195,607	34,940	-	-	32,320	198,227
023 - SB1186 CERT ACCESS SPEC PROG	174,019	42,120	-	-	5,770	210,369
025 - CAPITAL RESERVE	65,505,814	794,100	1,220,460	1,359,170	5,799,450	60,361,754
073 - BENEFITS CONTINGENCY	2,698,985	39,130	-	-	917,830	1,820,285
TOTAL OTHER GENERAL FUNDS	\$ 81,196,325	\$ 2,784,550	\$ 1,220,460	\$ 1,749,680	\$ 8,155,790	\$ 75,295,865
SPECIAL REVENUE						
100 - ASSESSMENT DISTRICTS ADMIN	\$ 833,442	\$ 968,400	\$ -	\$ -	\$ 1,064,140	\$ 737,702
101 - AD 93-1 MASI COMMERCE CENTER	312,241	180	-	-	180	312,241
105 - AB2766 AIR QUALITY IMPROVEMENT	579,607	240,010	-	-	334,520	485,097
109 - PUBLIC ART TRUST FUND	582,795	104,680	-	-	45,040	642,435
110 - BEAUTIFICATION	597,252	7,060	-	-	15,790	588,522
111 - PARK LAND ACQUISITION	5,495,576	1,054,420	-	-	2,480	6,547,516
112 - DRAINAGE FAC/GENERAL	1,098,206	533,050	-	-	328,970	1,302,286
113 - COMMUNITY/REC CENTER DEVELPMNT	1,998,712	539,430	-	-	910	2,537,232
114 - DRAINAGE-ETIWANDA/SAN SEVAINE	278,119	3,090	-	-	250	280,959
115 - HENDERSON/WARDMAN DRAINAGE	977,396	-	-	-	360	977,036
116 - ETIWANDA DRAINAGE	2,067,975	23,880	-	-	133,010	1,958,845
118 - UPPER ETIWANDA DRAINAGE	607,949	7,030	-	-	450	614,529
119 - PARK IMPROVEMENT	3,025,210	828,700	-	-	750	3,853,160
120 - PARK DEVELOPMENT	7,949,066	92,700	-	-	1,096,290	6,945,476
122 - SOUTH ETIWANDA DRAINAGE	1,112,575	12,840	-	-	800	1,124,615
123 - LIBRARY IMPACT FEE	1,048,855	226,170	-	-	260	1,274,765
124 - TRANSPORTATION	42,292,305	6,253,220	-	-	9,638,710	38,906,815
125 - ANIMAL CENTER IMPACT FEE	208,087	47,230	-	-	60	255,257
126 - LOWER ETIWANDA DRAINAGE	706,228	8,150	-	-	480	713,898
127 - POLICE IMPACT FEE	768,792	165,240	-	-	170,200	763,832
128 - ETIWANDA NO. EQUESTRIAN FACIL.	721,286	8,320	-	-	540	729,066
129 - UNDERGROUND UTILITIES	11,732,765	221,020	-	-	8,330	11,945,455
130 - LMD #1 GENERAL CITY	1,367,197	1,306,820	63,050	90,000	1,390,350	1,256,717
131 - LMD #2 VICTORIA	4,691,492	3,773,740	303,270	-	4,987,750	3,780,752
133 - LMD #3B MEDIANS	2,479,079	912,230	-	-	976,900	2,414,409
134 - LMD #4R TERRA VISTA	7,542,695	2,862,640	-	-	3,367,660	7,037,675
135 - LMD #5 ANDOVER	28,716	2,840	-	-	8,370	23,186
136 - LMD #6R CARYN COMMUNITY	723,300	562,870	40,090	-	671,230	655,030
137 - LMD #7 NORTH ETIWANDA	1,313,430	1,013,340	-	-	1,354,180	972,590
138 - LMD #8 SOUTH ETIWANDA	66,207	35,100	-	-	42,230	59,077
139 - LMD #9 LOWER ETIWANDA	1,701,109	691,700	-	-	644,010	1,748,799
140 - LMD #10 RANCHO ETIWANDA	1,462,568	660,450	-	-	842,440	1,280,578
141 - LMD 1 CAPITAL REPLACEMENT FUND	447,703	4,380	97,940	-	189,570	360,453
150 - GENERAL CITY STREET LIGHTS	-	-	354,830	-	354,830	-
151 - SLD #1 ARTERIAL	685,649	836,270	7,940	113,200	700,940	715,719
152 - SLD #2 RESIDENTIAL	1,042,796	377,680	82,120	110,860	348,940	1,042,796
153 - SLD #3 VICTORIA	1,697,631	398,770	-	43,960	1,512,330	540,111
154 - SLD #4 TERRA VISTA	577,605	171,820	-	20,410	632,990	96,025

CITY OF RANCHO CUCAMONGA, CALIFORNIA

Fiscal Year 2021/22 Adopted Budget

Spendable Fund Balances

	Estimated Spendable Fund Balance July 1, 2021	Budget				Estimated Spendable Fund Balance June 30, 2022
		Revenues	Operating Transfers In	Operating Transfers Out	Expenditures	
155 - SLD #5 CARYN COMMUNITY	(118,217)	44,200	28,920	9,690	50,430	(105,217)
156 - SLD #6 INDUSTRIAL AREA	511,303	141,690	-	15,170	581,580	56,243
157 - SLD #7 NORTH ETIWANDA	178,552	132,500	29,400	30,720	130,030	179,702
158 - SLD #8 SOUTH ETIWANDA	2,112,407	95,420	-	10,820	325,320	1,871,687
174 - STATE GAS TAX	11,621,443	4,687,510	-	-	7,057,210	9,251,743
176 - MEASURE I 1990-2010	100,270	1,420	-	-	101,690	-
177 - MEASURE I 2010-2040	4,310,225	3,607,210	-	-	2,996,710	4,920,725
178 - SB 140	36,537	-	-	-	-	36,537
179 - ROAD MAINT & REHAB ACCT	5,267,161	3,556,460	-	-	4,482,910	4,340,711
181 - SB 1 - TCEP	-	12,500,650	-	-	12,500,650	-
182 - AB 2928 TRAFFIC CONGEST RELIEF	292,690	-	-	-	-	292,690
186 - FOOTHILL BLVD MAINTENANCE	(1,433)	-	-	-	-	(1,433)
188 - INTEGRATED WASTE MANAGEMENT	4,409,702	1,833,520	-	218,390	1,375,700	4,649,132
194 - PROPOSITION 1B STATE FUNDING	258,033	2,990	-	-	200	260,823
195 - STATE ASSET SEIZURE	72,696	880	-	2,680	15,470	55,426
196 - CA ASSET SEIZURE 15%	3,869	30	2,680	-	3,050	3,529
198 - CITYWIDE INFRASTRUCTURE IMPRV	26,036,110	1,200,890	-	-	163,800	27,073,200
204 - COMMUNITY DEVELOPMENT BLK GRNT	766,964	1,838,390	-	-	1,838,390	766,964
209 - FEDERAL SAFETEA-LU	484,346	2,140	-	-	-	486,486
211 - PROP 1B - SLPP	42,982	30	-	-	-	43,012
214 - PEDESTRIAN GRANT/ART 3	(9,236)	398,550	-	-	398,550	(9,236)
215 - ENRGY EFFICNcy/CONSRVATN GRNT	(96)	-	-	-	-	(96)
218 - PUBLIC RESRCE GRNTS/HEALTHY RC	-	-	-	-	-	-
225 - CA RECYC/LITTRER REDUCTION GRNT	52,332	43,240	-	-	59,690	35,882
226 - USED OIL RECYCLING GRANT	365	-	-	-	-	365
227 - USED OIL RECYCLING PROGRAM	18,618	19,540	-	-	50,200	(12,042)
234 - SAFE ROUTES TO SCHOOL PROGRAM	-	-	-	-	-	-
239 - FEDERAL GRANT FUNDS-DREIER	(61)	-	-	-	-	(61)
258 - SENIOR OUTREACH GRANT	(5,267)	-	-	-	-	(5,267)
272 - FREEDOM COURTYARD RSRC GRANTS	49	-	-	-	-	49
274 - STATE GRANTS FUND	-	2,686,760	-	-	2,686,760	-
275 - FEDERAL GRANTS FUND	13,417,765	13,433,390	-	-	-	26,851,155
290 - LIBRARY FUND	8,324,106	5,981,960	-	500,000	5,104,780	8,701,286
291 - CA STATE LIBRARY	116,040	20,000	-	-	29,680	106,360
292 - STAFF INNOVATION FD (CA ST LB)	263,547	3,020	-	-	7,750	258,817
302 - LIBRARY SERVICES & TECH. ACT	-	-	-	-	-	-
310 - PUBLIC LIBRARY BOND ACT-2000	32,524	-	-	-	-	32,524
329 - LIBRARY CAPITAL FUND	2,161,446	16,840	500,000	-	1,225,710	1,452,576
340 - DRUG ABATEMENT ACT	29,740	-	-	-	-	29,740
354 - COP'S PROGRAM GRANT-STATE	987,441	437,390	-	-	308,520	1,116,311
356 - JUSTICE ASSIST GRNT (JAG) ARRA	33	-	-	-	-	33
361 - JUSTICE ASSISTANCE GRANT(JAG)	-	18,060	-	-	18,060	-
381 - HOMELAND SECURITY GRANT-POLICE	-	68,000	-	-	68,000	-
383 - EMERGENCY MGMT PERFORMNCE GRNT	-	26,730	-	-	26,730	-
396 - HOUSING SUCCESSOR AGENCY	2,561,281	34,820	-	-	387,200	2,208,901
838 - AD 91-2 REDEMPTION-DAY CANYON	78,873	27,350	-	-	26,170	80,053
847 - PD 85 CAPITAL REPLACEMENT FUND	506,318	4,920	127,380	-	540,720	97,898
848 - PD 85 REDEMPTION FUND	2,685,046	1,334,860	111,890	116,800	1,730,640	2,284,356
868 - CFD 2000-03 PARK MAINTENANCE	508,727	554,120	-	-	516,720	546,127
875 - CFD 2017-01 NO. ETIWANDA	1,796	3,020	-	-	1,220	3,596
876 - CFD 2018-01 EMPIRE LAKES	2,443	216,730	-	180,360	36,350	2,463
877 - CFD 2018-01 CAPITAL RESERVE	75,468	910	97,050	-	-	173,428
TOTAL SPECIAL REVENUE	\$ 199,016,554	\$ 79,931,610	\$ 1,846,560	\$ 1,463,060	\$ 75,713,830	\$ 203,617,834

CITY OF RANCHO CUCAMONGA, CALIFORNIA
 Fiscal Year 2021/22 Adopted Budget

Spendable Fund Balances

	Estimated Spendable Fund Balance July 1, 2021	Budget				Estimated Spendable Fund Balance June 30, 2022
		Revenues	Operating Transfers In	Operating Transfers Out	Expenditures	
<u>CAPITAL PROJECTS</u>						
600 - AD 82-1 6TH ST INDUSTRIAL	\$ 13,980	\$ 170	\$ -	\$ -	\$ 10	\$ 14,140
602 - AD 84-1 DAY CREEK/MELLO	1,195,268	13,790	-	-	890	1,208,168
606 - AD 86-2 R/C DRAINAGE DISTRICT	(41,128)	-	-	-	-	(41,128)
607 - CFD 2000-01 SOUTH ETIWANDA	63	-	-	-	-	63
612 - CFD 2001-01	644,524	35,360	-	-	2,020	677,864
614 - CFD 2003-01 PROJECT FUND	180,700	20	-	-	60	180,660
615 - CFD 2003-01 CULTURAL CENTER	12,212	30	-	-	-	12,242
617 - CFD 2004-01 RANCHO ETIWANDA ES	50,267	70	-	-	-	50,337
680 - CFD 2006-01 VINTNER'S GROVE	1,848	30	-	-	-	1,878
681 - CFD 2006-02 AMADOR ON ROUTE 66	6,452	60	-	-	-	6,512
TOTAL CAPITAL PROJECTS	\$ 2,064,186	\$ 49,530	\$ -	\$ -	\$ 2,980	\$ 2,110,736
<u>ENTERPRISE FUNDS</u>						
700 - SPORTS COMPLEX	\$ -	\$ 418,220	\$ 2,005,520	\$ -	\$ 2,423,740	\$ -
705 - MUNICIPAL UTILITY	13,378,241	13,810,330	-	1,414,010	11,481,180	14,293,381
706 - UTILITY PUBLIC BENEFIT FUND	353,493	304,040	-	-	451,260	206,273
708 - RCMU CAPITAL REPLACEMENT FUND	7,552,613	66,000	-	-	4,130	7,614,483
709 - RCMU CAP AND TRADE FUND	2,737,362	425,000	-	-	250	3,162,112
711 - FIBER OPTIC NETWORK	9,246,959	146,950	937,300	-	1,383,160	8,948,049
TOTAL ENTERPRISE FUNDS	\$ 33,268,668	\$ 15,170,540	\$ 2,942,820	\$ 1,414,010	\$ 15,743,720	\$ 34,224,298
<u>INTERNAL SERVICE FUNDS</u>						
712 - EQUIP/VEHICLE REPLACEMENT	\$ 1,501,278	\$ 547,010	\$ 300,000	\$ -	\$ 805,900	\$ 1,542,388
714 - COMP EQUIP/TECH REPLCMENT FUND	3,040,336	612,580	527,340	-	1,000,910	3,179,346
TOTAL INTERNAL SERVICE FUNDS	\$ 4,541,614	\$ 1,159,590	\$ 827,340	\$ -	\$ 1,806,810	\$ 4,721,734
TOTAL CITY OF RANCHO CUCAMONGA	\$ 350,902,607	\$ 192,533,320	\$ 8,560,090	\$ 8,454,620	\$ 192,755,670	\$ 350,785,727
<u>R.C. FIRE PROTECTION DISTRICT</u>						
<u>SPECIAL REVENUE</u>						
281 - FIRE FUND	\$ 43,605,013	\$ 38,050,430	\$ -	\$ 2,175,200	\$ 35,875,230	\$ 43,605,013
282 - COMMUNITY FACILITIES DIST 85-1	4,123,251	6,340,660	-	-	7,000,470	3,463,441
283 - COMMUNITY FACILITIES DIST 88-1	-	418,850	2,175,200	-	2,594,050	-
285 - FIRE TECHNOLOGY FEE FUND	25,119	210	-	-	210	25,119
288 - FIRE PROTECTION CAPITAL FUND	40,033,091	10,028,790	-	105,470	19,013,530	30,942,881
TOTAL SPECIAL REVENUE	\$ 87,786,474	\$ 54,838,940	\$ 2,175,200	\$ 2,280,670	\$ 64,483,490	\$ 78,036,454
TOTAL R.C. FIRE PROTECTION DISTRICT	\$ 87,786,474	\$ 54,838,940	\$ 2,175,200	\$ 2,280,670	\$ 64,483,490	\$ 78,036,454
TOTAL ALL FUNDS	\$ 438,689,081	\$ 247,372,260	\$ 10,735,290	\$ 10,735,290	\$ 257,239,160	\$ 428,822,181

CITY OF RANCHO CUCAMONGA, CALIFORNIA

Fiscal Year 2021/22 Adopted Budget

Summary of Changes in Spendable Fund Balances - Greater Than \$500,000 and 10%

	Estimated Spendable Fund Balance July 1, 2021	Estimated Spendable Fund Balance June 30, 2022	\$ Change	% Change	Reason for Changes >\$500,000 and 10%
CITY OF RANCHO CUCAMONGA					
GENERAL FUND					
001 - GENERAL FUND	\$ 30,815,260	\$ 30,815,260	\$ -	0.00%	
TOTAL GENERAL FUND	\$ 30,815,260	\$ 30,815,260	\$ -	0.00%	
OTHER GENERAL FUNDS					
003 - REIMB ST/COUNTY PARKING CIT	\$ 4,132	\$ 4,132	\$ -	0.00%	
006 - CVWD REIMBURSEMENTS	859,955	887,805	27,850	3.24%	
016 - COMM DEV TECHNICAL SRVCS FUND	3,863,278	4,194,608	331,330	8.58%	
017 - LAW ENFORCEMENT RESERVE	5,845,688	5,380,638	(465,050)	-7.96%	
018 - TRAFFIC SAFETY	48,316	48,316	-	0.00%	
020 - CITY TECHNOLOGY FEE FUND	2,000,531	2,189,731	189,200	9.46%	
022 - MOBILE HOME PARK PROGRAM	195,607	198,227	2,620	1.34%	
023 - SB1186 CERT ACCESS SPEC PROG	174,019	210,369	36,350	20.89%	
025 - CAPITAL RESERVE	65,505,814	60,361,754	(5,144,060)	-7.85%	Use of funds accumulated over a period of time
073 - BENEFITS CONTINGENCY	2,698,985	1,820,285	(878,700)	-32.56%	Use of funds accumulated over a period of time
TOTAL OTHER GENERAL FUNDS	\$ 81,196,325	\$ 75,295,865	\$ (5,900,460)	-7.27%	
SPECIAL REVENUE					
100 - ASSESSMENT DISTRICTS ADMIN	\$ 833,442	\$ 737,702	\$ (95,740)	-11.49%	
101 - AD 93-1 MASI COMMERCE CENTER	312,241	312,241	-	0.00%	
105 - AB2766 AIR QUALITY IMPROVEMENT	579,607	485,097	(94,510)	-16.31%	
109 - PUBLIC ART TRUST FUND	582,795	642,435	59,640	10.23%	
110 - BEAUTIFICATION	597,252	588,522	(8,730)	-1.46%	
111 - PARK LAND ACQUISITION	5,495,576	6,547,516	1,051,940	19.14%	Results of operations, for use in future period
112 - DRAINAGE FAC/GENERAL	1,098,206	1,302,286	204,080	18.58%	
113 - COMMUNITY/REC CENTER DEVELPMNT	1,998,712	2,537,232	538,520	26.94%	Results of operations, for use in future period
114 - DRAINAGE-ETIWANDA/SAN SEVAINE	278,119	280,959	2,840	1.02%	
115 - HENDERSON/WARDMAN DRAINAGE	977,396	977,036	(360)	-0.04%	
116 - ETIWANDA DRAINAGE	2,067,975	1,958,845	(109,130)	-5.28%	
118 - UPPER ETIWANDA DRAINAGE	607,949	614,529	6,580	1.08%	
119 - PARK IMPROVEMENT	3,025,210	3,853,160	827,950	27.37%	Results of operations, for use in future period
120 - PARK DEVELOPMENT	7,949,066	6,945,476	(1,003,590)	-12.63%	Use of funds accumulated over a period of time for capital projects and Parks Master Plan
122 - SOUTH ETIWANDA DRAINAGE	1,112,575	1,124,615	12,040	1.08%	
123 - LIBRARY IMPACT FEE	1,048,855	1,274,765	225,910	21.54%	
124 - TRANSPORTATION	42,292,305	38,906,815	(3,385,490)	-8.00%	
125 - ANIMAL CENTER IMPACT FEE	208,087	255,257	47,170	22.67%	
126 - LOWER ETIWANDA DRAINAGE	706,228	713,898	7,670	1.09%	
127 - POLICE IMPACT FEE	768,792	763,832	(4,960)	-0.65%	
128 - ETIWANDA NO. EQUESTRIAN FACIL.	721,286	729,066	7,780	1.08%	
129 - UNDERGROUND UTILITIES	11,732,765	11,945,455	212,690	1.81%	
130 - LMD #1 GENERAL CITY	1,367,197	1,256,717	(110,480)	-8.08%	
131 - LMD #2 VICTORIA	4,691,492	3,780,752	(910,740)	-19.41%	Use of funds accumulated over a period of time for capital projects
133 - LMD #3B MEDIANS	2,479,079	2,414,409	(64,670)	-2.61%	
134 - LMD #4R TERRA VISTA	7,542,695	7,037,675	(505,020)	-6.70%	
135 - LMD #5 ANDOVER	28,716	23,186	(5,530)	-19.26%	
136 - LMD #6R CARYN COMMUNITY	723,300	655,030	(68,270)	-9.44%	
137 - LMD #7 NORTH ETIWANDA	1,313,430	972,590	(340,840)	-25.95%	
138 - LMD #8 SOUTH ETIWANDA	66,207	59,077	(7,130)	-10.77%	
139 - LMD #9 LOWER ETIWANDA	1,701,109	1,748,799	47,690	2.80%	
140 - LMD #10 RANCHO ETIWANDA	1,462,568	1,280,578	(181,990)	-12.44%	
141 - LMD 1 CAPITAL REPLACEMENT FUND	447,703	360,453	(87,250)	-19.49%	
150 - GENERAL CITY STREET LIGHTS	-	-	-	0.00%	
151 - SLD #1 ARTERIAL	685,649	715,719	30,070	4.39%	
152 - SLD #2 RESIDENTIAL	1,042,796	1,042,796	-	0.00%	

CITY OF RANCHO CUCAMONGA, CALIFORNIA

Fiscal Year 2021/22 Adopted Budget

Summary of Changes in Spendable Fund Balances - Greater Than \$500,000 and 10%

	Estimated Spendable Fund Balance July 1, 2021	Estimated Spendable Fund Balance June 30, 2022	\$ Change	% Change	Reason for Changes >\$500,000 and 10%
					Full repayment of remaining balance of interfund loan for street lights purchase
153 - SLD #3 VICTORIA	1,697,631	540,111	(1,157,520)	-68.18%	
154 - SLD #4 TERRA VISTA	577,605	96,025	(481,580)	-83.38%	
155 - SLD #5 CARYN COMMUNITY	(118,217)	(105,217)	13,000	-11.00%	
156 - SLD #6 INDUSTRIAL AREA	511,303	56,243	(455,060)	-89.00%	
157 - SLD #7 NORTH ETIWANDA	178,552	179,702	1,150	0.64%	
158 - SLD #8 SOUTH ETIWANDA	2,112,407	1,871,687	(240,720)	-11.40%	
					Use of funds accumulated over a period of time for capital projects
174 - STATE GAS TAX	11,621,443	9,251,743	(2,369,700)	-20.39%	
176 - MEASURE I 1990-2010	100,270	-	(100,270)	-100.00%	
					Results of operations, for use in future period
177 - MEASURE I 2010-2040	4,310,225	4,920,725	610,500	14.16%	
178 - SB 140	36,537	36,537	-	0.00%	
					Use of funds accumulated over a period of time for capital projects
179 - ROAD MAINT & REHAB ACCT	5,267,161	4,340,711	(926,450)	-17.59%	
181 - SB 1 - TCEP	-	-	-	0.00%	
182 - AB 2928 TRAFFIC CONGEST RELIEF	292,690	292,690	-	0.00%	
186 - FOOTHILL BLVD MAINTENANCE	(1,433)	(1,433)	-	0.00%	
188 - INTEGRATED WASTE MANAGEMENT	4,409,702	4,649,132	239,430	5.43%	
194 - PROPOSITION 1B STATE FUNDING	258,033	260,823	2,790	1.08%	
195 - STATE ASSET SEIZURE	72,696	55,426	(17,270)	-23.76%	
196 - CA ASSET SEIZURE 15%	3,869	3,529	(340)	-8.79%	
198 - CITYWIDE INFRASTRUCTURE IMPRV	26,036,110	27,073,200	1,037,090	3.98%	
204 - COMMUNITY DEVELOPMENT BLK GRNT	766,964	766,964	-	0.00%	
209 - FEDERAL SAFETEA-LU	484,346	486,486	2,140	0.44%	
211 - PROP 1B - SLPP	42,982	43,012	30	0.07%	
214 - PEDESTRIAN GRANT/ART 3	(9,236)	(9,236)	-	0.00%	
215 - ENRGY EFFICNCY/CONSRVATN GRNT	(96)	(96)	-	0.00%	
218 - PUBLIC RESRCE GRNTS/HEALTHY RC	-	-	-	0.00%	
225 - CA RECYC/LITTER REDUCTION GRNT	52,332	35,882	(16,450)	-31.43%	
226 - USED OIL RECYCLING GRANT	365	365	-	0.00%	
227 - USED OIL RECYCLING PROGRAM	18,618	(12,042)	(30,660)	-164.68%	
234 - SAFE ROUTES TO SCHOOL PROGRAM	-	-	-	0.00%	
239 - FEDERAL GRANT FUNDS-DREIER	(61)	(61)	-	0.00%	
258 - SENIOR OUTREACH GRANT	(5,267)	(5,267)	-	0.00%	
272 - FREEDOM COURTYARD RSRC GRANTS	49	49	-	0.00%	
274 - STATE GRANTS FUND	-	-	-	0.00%	
					Funding received from American Rescue Plan Act (ARPA) of 2021 - 50% received in FY 2020/21; 50% received in FY 2021/22
275 - FEDERAL GRANTS FUND	13,417,765	26,851,155	13,433,390	100.12%	
290 - LIBRARY FUND	8,324,106	8,701,286	377,180	4.53%	
291 - CA STATE LIBRARY	116,040	106,360	(9,680)	-8.34%	
292 - STAFF INNOVATION FD (CA ST LB)	263,547	258,817	(4,730)	-1.79%	
302 - LIBRARY SERVICES & TECH. ACT	-	-	-	0.00%	
310 - PUBLIC LIBRARY BOND ACT-2000	32,524	32,524	-	0.00%	
					Use of funds accumulated over a period of time for capital project
329 - LIBRARY CAPITAL FUND	2,161,446	1,452,576	(708,870)	-32.80%	
340 - DRUG ABATEMENT ACT	29,740	29,740	-	0.00%	
354 - COP'S PROGRAM GRANT-STATE	987,441	1,116,311	128,870	13.05%	
356 - JUSTICE ASSIST GRNT (JAG) ARRA	33	33	-	0.00%	
361 - JUSTICE ASSISTANCE GRANT(JAG)	-	-	-	0.00%	
381 - HOMELAND SECURITY GRANT-POLICE	-	-	-	0.00%	
383 - EMERGENCY MGMT PERFORMNCE GRNT	-	-	-	0.00%	
396 - HOUSING SUCCESSOR AGENCY	2,561,281	2,208,901	(352,380)	-13.76%	
838 - AD 91-2 REDEMPTION-DAY CANYON	78,873	80,053	1,180	1.50%	
847 - PD 85 CAPITAL REPLACEMENT FUND	506,318	97,898	(408,420)	-80.66%	
848 - PD 85 REDEMPTION FUND	2,685,046	2,284,356	(400,690)	-14.92%	
868 - CFD 2000-03 PARK MAINTENANCE	508,727	546,127	37,400	7.35%	

CITY OF RANCHO CUCAMONGA, CALIFORNIA

Fiscal Year 2021/22 Adopted Budget

Summary of Changes in Spendable Fund Balances - Greater Than \$500,000 and 10%

	Estimated Spendable Fund Balance July 1, 2021	Estimated Spendable Fund Balance June 30, 2022	\$ Change	% Change	Reason for Changes >\$500,000 and 10%
875 - CFD 2017-01 NO. ETIWANDA	1,796	3,596	1,800	100.22%	
876 - CFD 2018-01 EMPIRE LAKES	2,443	2,463	20	0.82%	
877 - CFD 2018-01 CAPITAL RESERVE	75,468	173,428	97,960	129.80%	
TOTAL SPECIAL REVENUE	\$ 199,016,554	\$ 203,617,834	\$ 4,601,280	2.31%	
CAPITAL PROJECTS					
600 - AD 82-1 6TH ST INDUSTRIAL	\$ 13,980	\$ 14,140	\$ 160	1.14%	
602 - AD 84-1 DAY CREEK/MELLO	1,195,268	1,208,168	12,900	1.08%	
606 - AD 86-2 R/C DRAINAGE DISTRICT	(41,128)	(41,128)	-	0.00%	
607 - CFD 2000-01 SOUTH ETIWANDA	63	63	-	0.00%	
612 - CFD 2001-01	644,524	677,864	33,340	5.17%	
614 - CFD 2003-01 PROJECT FUND	180,700	180,660	(40)	-0.02%	
615 - CFD 2003-01 CULTURAL CENTER	12,212	12,242	30	0.25%	
617 - CFD 2004-01 RANCHO ETIWANDA ES	50,267	50,337	70	0.14%	
680 - CFD 2006-01 VINTNER'S GROVE	1,848	1,878	30	1.62%	
681 - CFD 2006-02 AMADOR ON ROUTE 66	6,452	6,512	60	0.93%	
TOTAL CAPITAL PROJECTS	\$ 2,064,186	\$ 2,110,736	\$ 46,550	2.26%	
ENTERPRISE FUNDS					
700 - SPORTS COMPLEX	\$ -	\$ -	\$ -	0.00%	
705 - MUNICIPAL UTILITY	13,378,241	14,293,381	915,140	6.84%	
706 - UTILITY PUBLIC BENEFIT FUND	353,493	206,273	(147,220)	-41.65%	
708 - RCMU CAPITAL REPLACEMENT FUND	7,552,613	7,614,483	61,870	0.82%	
709 - RCMU CAP AND TRADE FUND	2,737,362	3,162,112	424,750	15.52%	
711 - FIBER OPTIC NETWORK	9,246,959	8,948,049	(298,910)	-3.23%	
TOTAL ENTERPRISE FUNDS	\$ 33,268,668	\$ 34,224,298	\$ 955,630	2.87%	
INTERNAL SERVICE FUNDS					
712 - EQUIP/VEHICLE REPLACEMENT	\$ 1,501,278	\$ 1,542,388	\$ 41,110	2.74%	
714 - COMP EQUIP/TECH REPLCMENT FUND	3,040,336	3,179,346	139,010	4.57%	
TOTAL INTERNAL SERVICE FUNDS	\$ 4,541,614	\$ 4,721,734	\$ 180,120	3.97%	
TOTAL CITY OF RANCHO CUCAMONGA	\$ 350,902,607	\$ 350,785,727	\$ (116,880)	-0.03%	
R.C. FIRE PROTECTION DISTRICT					
SPECIAL REVENUE					
281 - FIRE FUND	\$ 43,605,013	\$ 43,605,013	\$ -	0.00%	
282 - COMMUNITY FACILITIES DIST 85-1	4,123,251	3,463,441	(659,810)	-16.00%	Use of funds accumulated over a period of time
283 - COMMUNITY FACILITIES DIST 88-1	-	-	-	0.00%	
285 - FIRE TECHNOLOGY FEE FUND	25,119	25,119	-	0.00%	
288 - FIRE PROTECTION CAPITAL FUND	40,033,091	30,942,881	(9,090,210)	-22.71%	Use of funds accumulated over a period of time
TOTAL SPECIAL REVENUE	\$ 87,786,474	\$ 78,036,454	\$ (9,750,020)	-11.11%	
TOTAL R.C. FIRE PROTECTION DISTRICT	\$ 87,786,474	\$ 78,036,454	\$ (9,750,020)	-11.11%	
TOTAL ALL FUNDS	\$ 438,689,081	\$ 428,822,181	\$ (9,866,900)	-2.25%	

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RANCHO
CUCAMONGA
CALIFORNIA

DEPARTMENTAL BUDGET DETAILS

CITY OF RANCHO CUCAMONGA, CALIFORNIA

Fiscal Year 2021/22 Adopted Budget

City Council – Department Budget Summary

Overview of Department

As a body of elected officials, the separately elected Mayor and four-member City Council establish local laws, set policy, approve programs, adopt the annual budget, and appropriate funds. As elected representatives of the citizens, the City Council is responsible to all of the people and, as such, devotes its energies to making decisions which are in the best interest of the public welfare. The City Council is elected by geographic districts with the Mayor being elected at large. They each serve staggered four-year terms. The City Council also serves as the Board of Directors for the Rancho Cucamonga Fire Protection District (a subsidiary district of the City).

The City Council meets the first and third Wednesday of the month at City Hall to discuss and vote on pertinent issues facing the City and its residents. In addition, the City Council is responsible for appointing the City Manager, City Attorney, and members of boards and commissions.

Mission Statement

The Mission of the City Council of Rancho Cucamonga is to:

- Ensure and advance the quality of life for the community through inclusive decision making.

Core Values

As the City Council carries out its mission and works towards its vision, it will be guided by these Core Values:

- Providing and nurturing a high quality of life for all
- Promoting and enhancing a safe and healthy community for all
- Building and preserving a family-oriented atmosphere
- Intentionally embracing and anticipating the future
- Equitable prosperity for all
- Working together cooperatively and respectfully with each other, staff, and all stakeholders
- Continuous improvement
- Actively seeking and respectfully considering all public input
"All" is meant to be inclusive of residents, businesses, non-profits, schools, other government institutions – truly all Rancho Cucamonga stakeholders.

Vision Statement

- The City Council's vision is to build on our success as a world class community, to create an equitable, sustainable, and vibrant city, rich in opportunity for all to thrive.

CITY OF RANCHO CUCAMONGA, CALIFORNIA

Fiscal Year 2021/22 Adopted Budget

City Council – Department Budget Summary

Funds Summary	Actuals 2019/20	Adopted Budget 2020/21	Adopted Budget 2021/22
Operating Budget			
Personnel Services	\$ 149,023	\$ 148,330	\$ 153,460
Operations and Maintenance	17,052	25,700	25,700
Capital Outlay	-	-	-
Cost Allocation	(51,320)	(41,560)	(41,560)
Debt Service	-	-	-
Transfer Out	-	-	-
Subtotal	114,755	132,470	137,600
Other Funds			
Personnel Services	-	-	-
Operations and Maintenance	-	-	-
Capital Outlay	-	-	-
Cost Allocation	-	-	-
Debt Service	-	-	-
Transfer Out	-	-	-
Subtotal	-	-	-
All Funds			
Personnel Services	149,023	148,330	153,460
Operations and Maintenance	17,052	25,700	25,700
Capital Outlay	-	-	-
Cost Allocation	(51,320)	(41,560)	(41,560)
Debt Service	-	-	-
Transfer Out	-	-	-
Total Cost	\$ 114,755	\$ 132,470	\$ 137,600
Staffing Summary (Budgeted)			
Full Time	-	-	-
Part Time	5.00	5.00	5.00
Total Staffing	5.00	5.00	5.00

CITY OF RANCHO CUCAMONGA, CALIFORNIA

Fiscal Year 2021/22 Adopted Budget

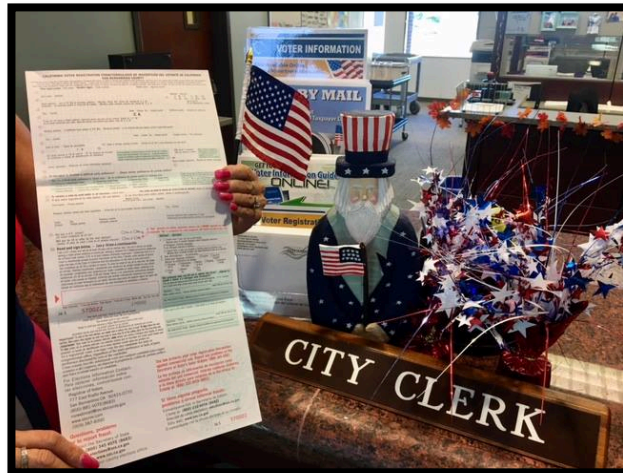
City Clerk – Department Budget Summary

Overview of Department

The statutes of the State of California prescribe the essential functions and duties of the City Clerk, and the Government Code and Election Code provide precise and specific responsibilities and procedures to follow. This position works with the City Clerk Services Director, who is responsible for the day-to-day operations of the office.

FY 2021/22 Budget Highlights

- Maintain an accurate record of City Council proceedings and official City documents
- Administer the Oath of Office



CITY OF RANCHO CUCAMONGA, CALIFORNIA
 Fiscal Year 2021/22 Adopted Budget

City Clerk – Department Budget Summary

Funds Summary	Actuals 2019/20	Adopted Budget 2020/21	Adopted Budget 2021/22
Operating Budget			
Personnel Services	\$ 2,907	\$ 2,830	\$ 2,870
Operations and Maintenance	-	-	-
Capital Outlay	-	-	-
Cost Allocation	(850)	(890)	(890)
Debt Service	-	-	-
Transfer Out	-	-	-
Subtotal	<u>2,057</u>	<u>1,940</u>	<u>1,980</u>
Other Funds			
Personnel Services	-	-	-
Operations and Maintenance	-	-	-
Capital Outlay	-	-	-
Cost Allocation	-	-	-
Debt Service	-	-	-
Transfer Out	-	-	-
Subtotal	<u>-</u>	<u>-</u>	<u>-</u>
All Funds			
Personnel Services	2,907	2,830	2,870
Operations and Maintenance	-	-	-
Capital Outlay	-	-	-
Cost Allocation	(850)	(890)	(890)
Debt Service	-	-	-
Transfer Out	-	-	-
Total Cost	<u>\$ 2,057</u>	<u>\$ 1,940</u>	<u>\$ 1,980</u>
Staffing Summary (Budgeted)			
Full Time	-	-	-
Part Time	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>
Total Staffing	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>

City Treasurer – Department Budget Summary

Overview of Department

The City Treasurer is an elected official charged with the responsibility for the custody and investment of all City funds. The Treasurer is the City’s official “signature” for all financial transactions made. The Deputy City Manager/Administrative Services has been appointed as Deputy City Treasurer and has the authority to assign Finance Department staff to handle treasury functions needing daily attention.

FY 2021/22 Budget Highlights

- Maintain funds in secure and liquid investments
- Structure maturities to meet City cash flow needs throughout the year
- Work in conjunction with the City’s third-party investment advisor to further diversify the City’s portfolio and make progress towards achieving the City’s established benchmark
- Present the City’s investment policy to the City Council for annual approval
- Maintain CMTA Investment Policy Certification which certifies the City’s investment policy complies with the current State statutes governing the investment practices of local government entities located within the State of California



CITY OF RANCHO CUCAMONGA, CALIFORNIA

Fiscal Year 2021/22 Adopted Budget

City Treasurer – Department Budget Summary

Funds Summary	Actuals 2019/20	Adopted Budget 2020/21	Adopted Budget 2021/22
Operating Budget			
Personnel Services	\$ 2,907	\$ 2,830	\$ 2,870
Operations and Maintenance	14,572	15,120	8,920
Capital Outlay	-	-	-
Cost Allocation	(5,400)	(5,650)	(5,650)
Debt Service	-	-	-
Transfer Out	-	-	-
Subtotal	<u>12,079</u>	<u>12,300</u>	<u>6,140</u>
Other Funds			
Personnel Services	-	-	-
Operations and Maintenance	-	-	-
Capital Outlay	-	-	-
Cost Allocation	-	-	-
Debt Service	-	-	-
Transfer Out	-	-	-
Subtotal	<u>-</u>	<u>-</u>	<u>-</u>
All Funds			
Personnel Services	2,907	2,830	2,870
Operations and Maintenance	14,572	15,120	8,920
Capital Outlay	-	-	-
Cost Allocation	(5,400)	(5,650)	(5,650)
Debt Service	-	-	-
Transfer Out	-	-	-
Total Cost	<u>\$ 12,079</u>	<u>\$ 12,300</u>	<u>\$ 6,140</u>
Staffing Summary (Budgeted)			
Full Time	-	-	-
Part Time	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>
Total Staffing	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>

City Management – Department Budget Summary

Overview of Department

The City Manager is appointed by the City Council to oversee the enforcement of municipal laws, direct daily operations of the City, make recommendations to the City Council, prepare and administer the municipal budget, appoint and supervise all City department heads and employees, and supervise the operation of all City departments.

The City Manager’s Office oversees a variety of interdepartmental activities and programs and provides direct support for the City Council. One such effort is the nationally recognized Healthy RC initiative, which encourages a healthy and environmentally sustainable lifestyle for those who live, work, and play in Rancho Cucamonga. Healthy RC initiatives include the Community School Model at Los Amigos Elementary, mental health and unity symposiums, environmental sustainability, and the implementation of policies that encourage access to healthy food and physical activity.



The City Manager’s Office provides management of the City’s award-winning Community Affairs Network (CAN) including publication of the quarterly Grapevine and Rancho Reporter newsletter, monthly eReporter e-newsletter, department/program e-newsletters, media relations, community outreach and engagement, social media platforms, and other public information efforts. Staff also responds to and conducts follow-up on citizen inquiries and concerns regarding City programs and services and is involved with original programming on the government access

channel RCTV-3. CAN utilizes a creative mix of innovative communication tools and technology, along with traditional outreach methods, to create equitable community engagement opportunities.

The City Manager's Office also manages the Legislative Advocacy Program to ensure that Rancho Cucamonga's interests are heard at the local, state, and federal level. These efforts are governed by our Legislative Platform, which promotes the principle of local control and protection of local revenue.

The Community Improvement Division focuses on solutions in response to nuisance conditions and other violations of the Municipal Code, providing for a safer and more beautiful community. Providing more than just enforcement, staff provides resources and information for residents who need it most. When enforcement is required, cost recovery allows staff to take strong action but recover the costs through special assessment when needed.

FY 2021/22 Budget Highlights

- Understand and explore options related to the changing landscape of transportation
- Lead efforts and collaborate with community partners to prevent and address homelessness
- Educate residents on council districts, inform them about the council redistricting process, and conduct outreach for the awareness of the public input opportunity
- Support City departments with their communication efforts with an increased level of attention to Capital Improvement Projects
- Provide equitable enforcement of the Municipal Code, seeking cost recovery when appropriate

CITY OF RANCHO CUCAMONGA, CALIFORNIA

Fiscal Year 2021/22 Adopted Budget

City Management – Department Budget Summary

Funds Summary	Actuals 2019/20	Adopted Budget 2020/21	Adopted Budget 2021/22
Operating Budget			
Personnel Services	\$ 2,632,128	\$ 3,034,820	\$ 3,176,930
Operations and Maintenance	346,234	495,960	492,260
Capital Outlay	8,986	-	-
Cost Allocation	(532,440)	(571,390)	(571,390)
Debt Service	-	-	-
Transfer Out	-	-	-
Subtotal	<u>2,454,908</u>	<u>2,959,390</u>	<u>3,097,800</u>
Other Funds			
Personnel Services	-	-	-
Operations and Maintenance	97,306	9,740	-
Capital Outlay	26,477	-	-
Cost Allocation	-	-	-
Debt Service	-	-	-
Transfer Out	-	-	-
Subtotal	<u>123,783</u>	<u>9,740</u>	<u>-</u>
All Funds			
Personnel Services	2,632,128	3,034,820	3,176,930
Operations and Maintenance	443,540	505,700	492,260
Capital Outlay	35,463	-	-
Cost Allocation	(532,440)	(571,390)	(571,390)
Debt Service	-	-	-
Transfer Out	-	-	-
Total Cost	<u>\$ 2,578,691</u>	<u>\$ 2,969,130</u>	<u>\$ 3,097,800</u>
Staffing Summary (Budgeted)			
Full Time	19.00	22.00	22.25
Part Time	0.80	-	0.46
Total Staffing	<u>19.80</u>	<u>22.00</u>	<u>22.71</u>

CITY OF RANCHO CUCAMONGA, CALIFORNIA
Fiscal Year 2021/22 Adopted Budget

City Management – Performance Measures

City Council Core Values



Equitable prosperity for all



Providing and nurturing a high quality of life for all



Continuous improvement



Intentionally embracing and anticipating the future



Building and preserving a family-oriented atmosphere



Promoting and enhancing a safe and healthy community for all



Actively seeking and respectfully considering all public input



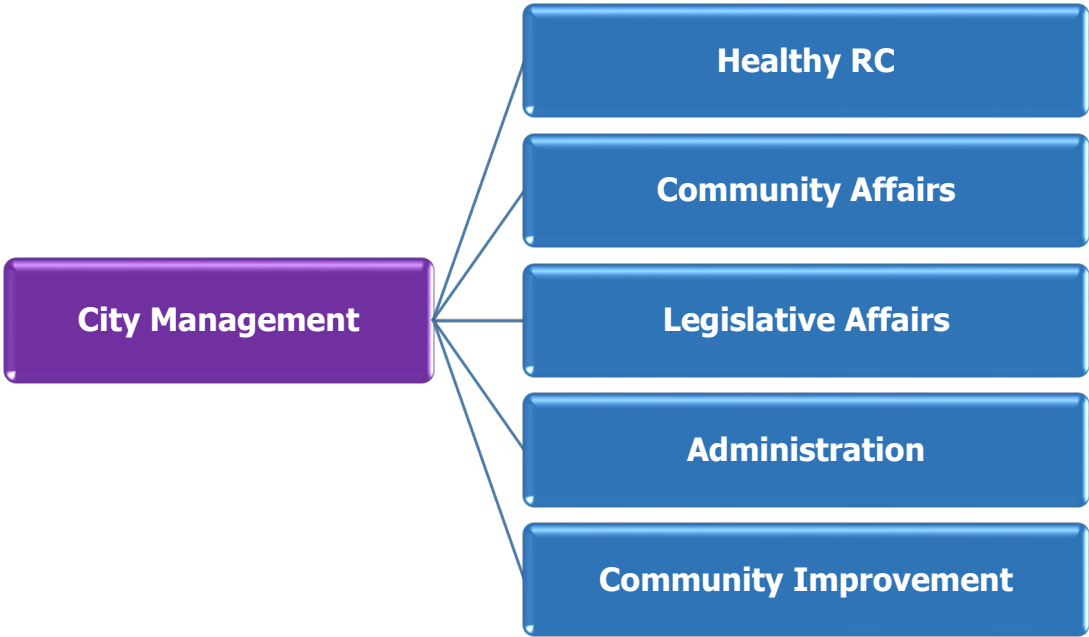
Working together cooperatively and respectfully with each other, staff, and all stakeholders

#	Department Goals	Alignment with City Council Core Values							
1	Strive towards a greener, cleaner Rancho Cucamonga by adopting policies and implementing programs and strategies that advance environmental sustainability in the community and in City operations		✓	✓	✓		✓		
2	Offer a wide variety of classes, activities, and special programs that encourage healthy eating and active living, with a special emphasis on reaching at risk populations (e.g., low income)		✓	✓		✓	✓		✓
3	Continue to operate the Legislative Advocacy Program to ensure the City's interests are heard at the local, state, and federal level	✓			✓			✓	
4	Support all programs, services, and initiatives by increasing community awareness and promoting the City as a premier place to live, work, and play in the Inland Empire							✓	✓
5	Provide equitable enforcement of the Municipal Code, seeking cost recovery when appropriate, to maintain and improve the quality of life for residents, businesses, and guests in Rancho Cucamonga		✓	✓		✓	✓	✓	✓

Department Performance Measures	Dept. Goal #	Actual 2019/20	Actual 2020/21	Target 2021/22
Percent of DC Fast Charger sessions achieving daily goal <i>Daily goal of 5 charge sessions</i>	1	23%	44%	70%
Percent of extremely low to moderate income participants in healthy eating programs	2	65%	87%**	75%
Percent of advocacy success rate <i>Measures the outcome of a legislative bill in comparison with the City's official position</i>	3	43%	57%	70%
Community Engagement				
➤ Number of social media followers <i>Includes Facebook, Instagram, and Twitter</i>		39,559	43,699	47,839
➤ Percent increase/(decrease) in social media followers	4	33%	11%	10%
➤ Number of City website views		259,200	241,620***	245,000***
➤ Percent increase/(decrease) of City website views		*	(7%)***	1%
Percent of Community Improvement cases resolved by notification without enforcement	5	69%	84%	89%

*Data not available
**Percentage is significantly higher due to COVID-19 Pandemic
***Number is lower due to the COVID-19 Pandemic

City Management – Services to the Community



CITY OF RANCHO CUCAMONGA, CALIFORNIA

Fiscal Year 2021/22 Adopted Budget

Police (Contract) – Department Budget Summary

Overview of Department

The San Bernardino County Sheriff's Department has been a proud partner with the City of Rancho Cucamonga since its incorporation in 1977. Throughout the course of this partnership, the City continues to be one of the safest cities in California. This is a continued effort by the dedicated men and women of the Police Department. Services provided by the Department include the following:



Patrol. This division provides basic emergency response services to the citizens of Rancho Cucamonga, which includes the use of two K9 units to assist with tracking suspects or missing persons.

Traffic Safety. This division investigates traffic collisions, provides proactive enforcement to reduce collisions, and performs dedicated DUI enforcement. The traffic division also presents the DUI education program "Every 15 Minutes" to local high schools.

Investigations. This division works in conjunction with patrol and performs felony case follow-up, and also tracks sex registrants and emerging crime trends.

Victoria Gardens. The Department's satellite station is located at the Victoria Gardens Regional Mall. Personnel assigned to the mall conduct retail theft investigations and work proactively with the various retail establishments to prevent crime.

Crime Prevention. This division works to educate the public on various crime trends, and coordinates programs and events such as Neighborhood Watch, Citizen Advisory Group, and National Night Out.

Specialized Units. Included in this division are the Multiple Enforcement Team (MET), Solution Oriented Policing (SOP) Team, and School Resource Officers (SROs). The SOP team works to address quality of life issues, and also provides active shooter training to the community and local public safety agencies.

FY 2021/22 Budget Highlights

- Continue to implement the Crime Free Multi-Housing Program to enhance awareness, prevent crime and improve safety for all residents
- Continue interaction with the transient population to limit quality of life crimes such as loitering, panhandling, and trespassing
- Continue to host events educating the public on human trafficking, teen self-defense, and internet safety through the Crime Prevention Unit
- Add additional ALPR cameras to the intersections of Day Creek Boulevard and Foothill Boulevard; East Avenue and Victoria Street; 4th Street and Etiwanda Avenue; and 8th Street and Vineyard Avenue

CITY OF RANCHO CUCAMONGA, CALIFORNIA

Fiscal Year 2021/22 Adopted Budget









Police (Contract) – Department Budget Summary









Funds Summary	Actuals 2019/20	Adopted Budget 2020/21	Adopted Budget 2021/22
Operating Budget			
Personnel Services	\$ -	\$ -	\$ -
Operations and Maintenance	40,277,609	44,858,800	46,958,580
Capital Outlay	-	-	-
Cost Allocation	-	-	-
Debt Service	-	-	-
Transfer Out	304,520	10,270	-
Subtotal	<u>40,582,129</u>	<u>44,869,070</u>	<u>46,958,580</u>
Other Funds			
Personnel Services	-	-	-
Operations and Maintenance	832,673	689,360	896,130
Capital Outlay	2,253,234	425,140	670,070
Cost Allocation	-	-	-
Debt Service	-	-	-
Transfer Out	28,030	-	2,680
Subtotal	<u>3,113,937</u>	<u>1,114,500</u>	<u>1,568,880</u>
All Funds			
Personnel Services	-	-	-
Operations and Maintenance	41,110,282	45,548,160	47,854,710
Capital Outlay	2,253,234	425,140	670,070
Cost Allocation	-	-	-
Debt Service	-	-	-
Transfer Out	332,550	10,270	2,680
Total Cost	<u>\$ 43,696,066</u>	<u>\$ 45,983,570</u>	<u>\$ 48,527,460</u>
Staffing Summary (Budgeted)			
Safety Personnel	141.00	141.00	141.00
Non-Safety Personnel	41.00	41.00	42.00
Total Staffing	<u>182.00</u>	<u>182.00</u>	<u>183.00</u>

CITY OF RANCHO CUCAMONGA, CALIFORNIA
Fiscal Year 2021/22 Adopted Budget

Police (Contract) – Performance Measures

City Council Core Values

-  Equitable prosperity for all
-  Providing and nurturing a high quality of life for all
-  Continuous improvement
-  Intentionally embracing and anticipating the future
-  Building and preserving a family-oriented atmosphere
-  Promoting and enhancing a safe and healthy community for all
-  Actively seeking and respectfully considering all public input
-  Working together cooperatively and respectfully with each other, staff, and all stakeholders

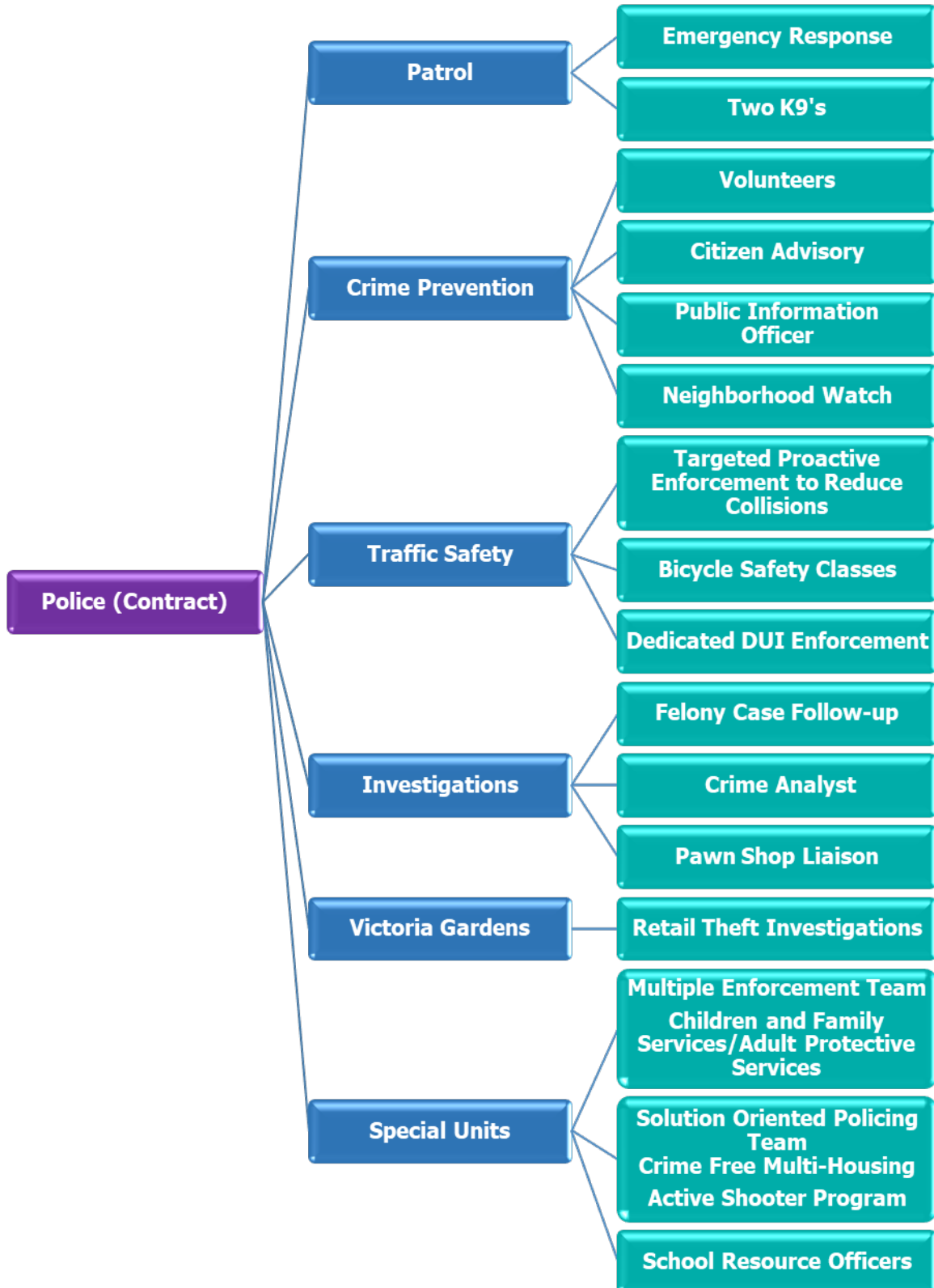
#	Department Goals	Alignment with City Council Core Values							
									
1	To maintain order and security in the community through effective deployment of officers and equipment throughout the City and by responding to calls for service on a 24/7 basis	✓	✓	✓	✓	✓	✓	✓	✓

Department Performance Measures	Dept. Goal #	Actual* 2019/20	Actual* 2020/21	Target** 2021/22
Maintain appropriate levels of response times to calls for service	1			
➤ Number of calls for service		151,562	142,667	151,016
➤ Response time for emergency calls		4:19	4:09	4:20
Maintain Part One (Murder, Rape, Robbery Aggravated Assault, Burglary, etc.) and Two Crimes (Forgery, Counterfeit, Fraud, Stolen Property, Vandalism, etc.) per 1,000 population at equal to existing levels	1			
➤ Number of Part One Crimes		4,553	4,293	4,679
➤ Number of Part One Crimes per 1,000 population		25.94	24.51	26.72
➤ Number of Part Two Crimes		5,639	5,081	5,585
➤ Number of Part Two Crimes per 1,000 population		32.13	29.01	31.82
Maintain traffic collisions per 1,000 population equal to existing levels	1			
➤ Number of traffic collision reports processed		1,432	910	1,325
➤ Number of traffic collisions per 1,000 population		8.16	5.20	7.57
Maintain reports and calls for service per officer equal to existing levels	1			
➤ Number of reports processed		16,222	13,618	15,799
➤ Number of reports per sworn position		115	97	112
➤ Number of calls for service per sworn position		1,075	1,012	1,071
Number of Arrests	1	4,925	3,341	4,503

*Performance Measure data reported for Fiscal Years 2019/20 and 2020/21 reflect/based on official data for calendar years 2019 and 2020, respectively. Decrease in certain Performance Measures for FY 2020/21 may be attributable to the COVID-19 Pandemic

**Performance Measure data reported for Fiscal Year 2021/22 reflect/based on average official data for last five calendar years

Police (Contract) – Services to the Community



Fire District – Department Budget Summary

Overview of Department

The Fire District is a subsidiary district of the City and has its own statutory funding with the City Council serving as the Fire District Board of Directors. The Fire District’s mission is to serve the community through planning, promoting, and demonstrating a readiness to respond to, and reduce, threats to life and property through the delivery of emergency and non-emergency services and programs in an efficient and effective manner.



The foundation for the Fire District’s traditional and innovative services is focused on three premier services: Community Risk Reduction, Emergency Response, and Emergency Management. The Prevention Bureau reduces risk and eliminates hazards through fire prevention, inspection, wildland fire threat reduction, and public education/community outreach. Additionally, Firefighters deliver an efficient and effective emergency response through structural and wildland fire suppression, emergency medical services, hazardous materials response, technical rescue, and

tactical response. The Emergency Management program reduces vulnerability to hazards, increases community disaster resiliency, and provides timely economic recovery utilizing comprehensive mitigation, preparedness, and response programs.

The Fire District provides emergency and non-emergency services through progressive leadership, personnel management, professional development through high level training, advanced planning, financial administration, and logistical support which includes apparatus and facilities maintenance, communications, and information technology.

The Fire District’s emergency response and incident mitigation capabilities remain cutting edge through innovative, passionate, and fiscally responsible program management, which further enhances the quality of life for those we serve. The Fire District’s goal is to deliver these services in an effective, efficient, and professional manner while maintaining financial stability.



FY 2021/22 Budget Highlights

- Construction of future Fire Station 178
- Explore the feasibility of an electric fire engine to support the City’s environmental sustainability efforts
- Replace an aging Type 1 fire engine
- Upgrade the QI Nurse from part-time to full-time
- Partner with the City to fund crossing guard services
- Partner with the City to upgrade the Human Resources Technician position to a Human Resources Business Partner and reinstate the Information Technology Technician
- Partner with the City to replace the Heritage Park bridge to support the wildland staging area
- Complete various all-hazard safety related plans in alignment with the General Plan
- Replace the tactical response body armor which has reached its life expectancy
- Replace the first-generation thermal imaging cameras on frontline apparatus
- Continue to fund proposed operations and capital projects while holding assessment levels for both Community Facilities Districts (CFDs)
- For the ninth consecutive year, Fire Prevention permit and inspection fees will be suspended

CITY OF RANCHO CUCAMONGA, CALIFORNIA
 Fiscal Year 2021/22 Adopted Budget

Fire District – Department Budget Summary

Funds Summary	Actuals 2019/20	Adopted Budget 2020/21	Adopted Budget 2021/22
Operating Budget			
Personnel Services	\$ 27,823,177	\$ 30,807,730	\$ 32,028,190
Operations and Maintenance	7,275,529	8,684,240	13,041,570
Capital Outlay	-	-	-
Cost Allocation	-	-	-
Debt Service	63,196	399,990	399,990
Transfer Out	2,103,840	2,036,930	2,175,200
Subtotal	<u>37,265,742</u>	<u>41,928,890</u>	<u>47,644,950</u>
Other Funds			
Personnel Services	-	-	-
Operations and Maintenance	366,962	757,750	797,470
Capital Outlay	6,514,800	5,204,550	18,243,000
Cost Allocation	-	-	-
Debt Service	-	-	-
Transfer Out	135,159	117,670	105,470
Subtotal	<u>7,016,921</u>	<u>6,079,970</u>	<u>19,145,940</u>
All Funds			
Personnel Services	27,823,177	30,807,730	32,028,190
Operations and Maintenance	7,642,491	9,441,990	13,839,040
Capital Outlay	6,514,800	5,204,550	18,243,000
Cost Allocation	-	-	-
Debt Service	63,196	399,990	399,990
Transfer Out	2,238,999	2,154,600	2,280,670
Total Cost	<u>\$ 44,282,663</u>	<u>\$ 48,008,860</u>	<u>\$ 66,790,890</u>
Staffing Summary (Budgeted)			
Full Time	115.00	121.00	122.00
Part Time	3.50	3.51	2.76
Total Staffing	<u>118.50</u>	<u>124.51</u>	<u>124.76</u>

CITY OF RANCHO CUCAMONGA, CALIFORNIA

Fiscal Year 2021/22 Adopted Budget

Fire District – Performance Measures

City Council Core Values



Equitable prosperity for all



Providing and nurturing a high quality of life for all



Continuous improvement



Intentionally embracing and anticipating the future



Building and preserving a family-oriented atmosphere



Promoting and enhancing a safe and healthy community for all



Actively seeking and respectfully considering all public input



Working together cooperatively and respectfully with each other, staff, and all stakeholders

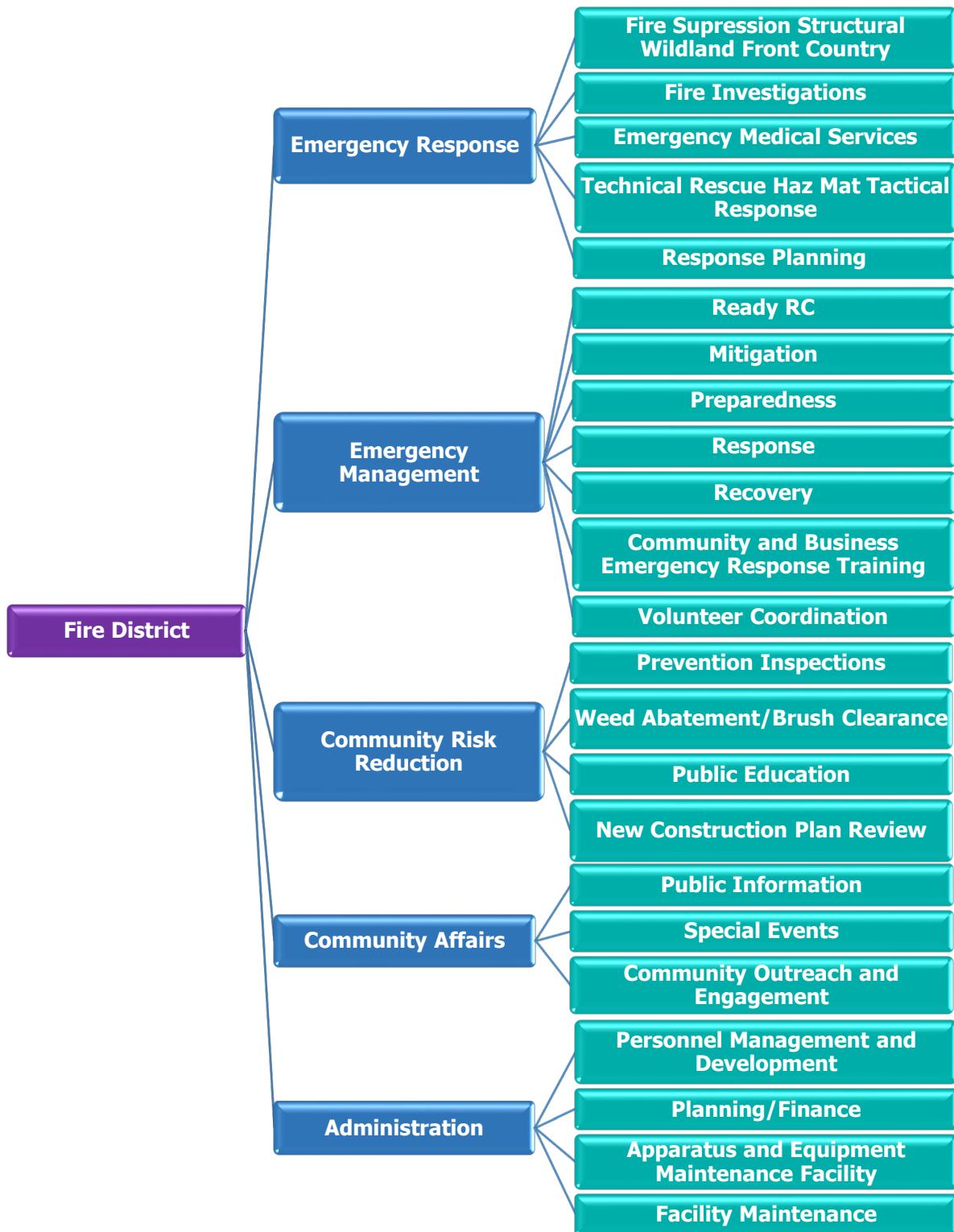
#	Department Goals	Alignment with City Council Core Values							
1	Provide vital fire and life safety services to the community in an efficient and effective manner	✓	✓	✓	✓	✓	✓	✓	✓
2	Assure that all personnel receive comprehensive training, consistent with the highest professional standards of the fire service		✓	✓	✓		✓		✓
3	Encourage community participation in fire safety and emergency preparedness	✓	✓	✓	✓		✓		✓

Department Performance Measures	Dept. Goal #	Actual 2019/20	Actual 2020/21	Target 2021/22
Average response time at 90th percentile <i>Measurement of turnout and travel time to incidents</i>	1	0:08:47	0:08:47	0:08:45
Percent of cardiac patients with pulsatile rhythms upon delivery to a hospital	1	33%	42%	45%
Number of incidents <i>Includes fires, emergency medical services, hazardous materials, technical rescue, extrications, public assist, alarms and false alarms, and other</i>	1	16,545	16,907	17,000
Fires contained to room of origin	1	68%	63%	65%
Number of inspections <i>Includes building, business, and weed abatement inspections</i>	1	5,080	4,308	4,800
Total personnel training hours	2	27,791	23,578**	27,000
Community members trained with public education events <i>Includes in-person and virtual training</i>	3	414	186**	250**
Community engagement through social media interactions <i>Includes Likes, Shares, and Comments on Facebook, Instagram, and Twitter</i>	3	3,370,746*	2,832,466	3,000,000

*Number is significantly higher due to a viral post that generated a significant amount of positive attention from social media users (birth of 9 Fire District babies)

**Numbers are significantly lower due to the COVID-19 Pandemic

Fire District – Services to the Community



Animal Services – Department Budget Summary

Overview of Department

The City of Rancho Cucamonga has an innovative Animal Services Department whose mission is *Creating PAWsitive impact by enriching the lives of animals and people.* The Animal Services Department cares for nearly 5,000 homeless pets annually and responds to approximately 6,000 calls for service related to stray animals, rescues, and animal welfare.



The Department oversees the following program areas:

Animal Care. General animal care, adoptions, reuniting lost pets with owners, and promoting responsible pet ownership.

Community and Information Programs. Volunteer programs, foster care, neonatal kitten nursery, fundraising, community outreach, social media, and community information/education.

Field Services. Animal pickup, rescues, investigations, rabies control, animal licensing, enforcement of animal regulations, co-existing with wildlife, and community education.

Veterinarian Services. Veterinary treatment for animals housed at the Center; contracts for outside veterinary services for emergency and after hour care and specialized care; learning opportunities for Veterinary and Veterinary Assistant students; and vouchers for low cost spay and neuter clinics.

FY 2021/22 Budget Highlights

- Continue to provide high-quality care of the animals
- Enhance programs while being fiscally prudent by:
 - offering services such as adoptions, microchips, spay and neuter vouchers and surrender of owned pets by appointment
 - enhancing volunteer program through updates to volunteer job duties, training opportunities, and structured schedules
 - expanding support for owned pets in the community by piloting a safety net program funded by the Animal Care Foundation
- Improve talent recruitment by filling two current vacancies with a Customer Care Assistant and a Management Aide



CITY OF RANCHO CUCAMONGA, CALIFORNIA









Fiscal Year 2021/22 Adopted Budget









Animal Services – Department Budget Summary

Funds Summary	Actuals 2019/20	Adopted Budget 2020/21	Adopted Budget 2021/22
Operating Budget			
Personnel Services	\$ 2,631,597	\$ 2,684,950	\$ 2,711,380
Operations and Maintenance	399,821	466,780	468,000
Capital Outlay	-	10,000	10,000
Cost Allocation	-	-	-
Debt Service	-	-	-
Transfer Out	-	-	-
Subtotal	<u>3,031,418</u>	<u>3,161,730</u>	<u>3,189,380</u>
Other Funds			
Personnel Services	-	-	-
Operations and Maintenance	168	-	60
Capital Outlay	-	-	-
Cost Allocation	-	-	-
Debt Service	-	-	-
Transfer Out	-	-	-
Subtotal	<u>168</u>	<u>-</u>	<u>60</u>
All Funds			
Personnel Services	2,631,597	2,684,950	2,711,380
Operations and Maintenance	399,989	466,780	468,060
Capital Outlay	-	10,000	10,000
Cost Allocation	-	-	-
Debt Service	-	-	-
Transfer Out	-	-	-
Total Cost	<u>\$ 3,031,586</u>	<u>\$ 3,161,730</u>	<u>\$ 3,189,440</u>
Staffing Summary (Budgeted)			
Full Time	22.00	19.00	19.00
Part Time	<u>15.90</u>	<u>14.90</u>	<u>14.52</u>
Total Staffing	<u>37.90</u>	<u>33.90</u>	<u>33.52</u>

Animal Services – Performance Measures

City Council Core Values

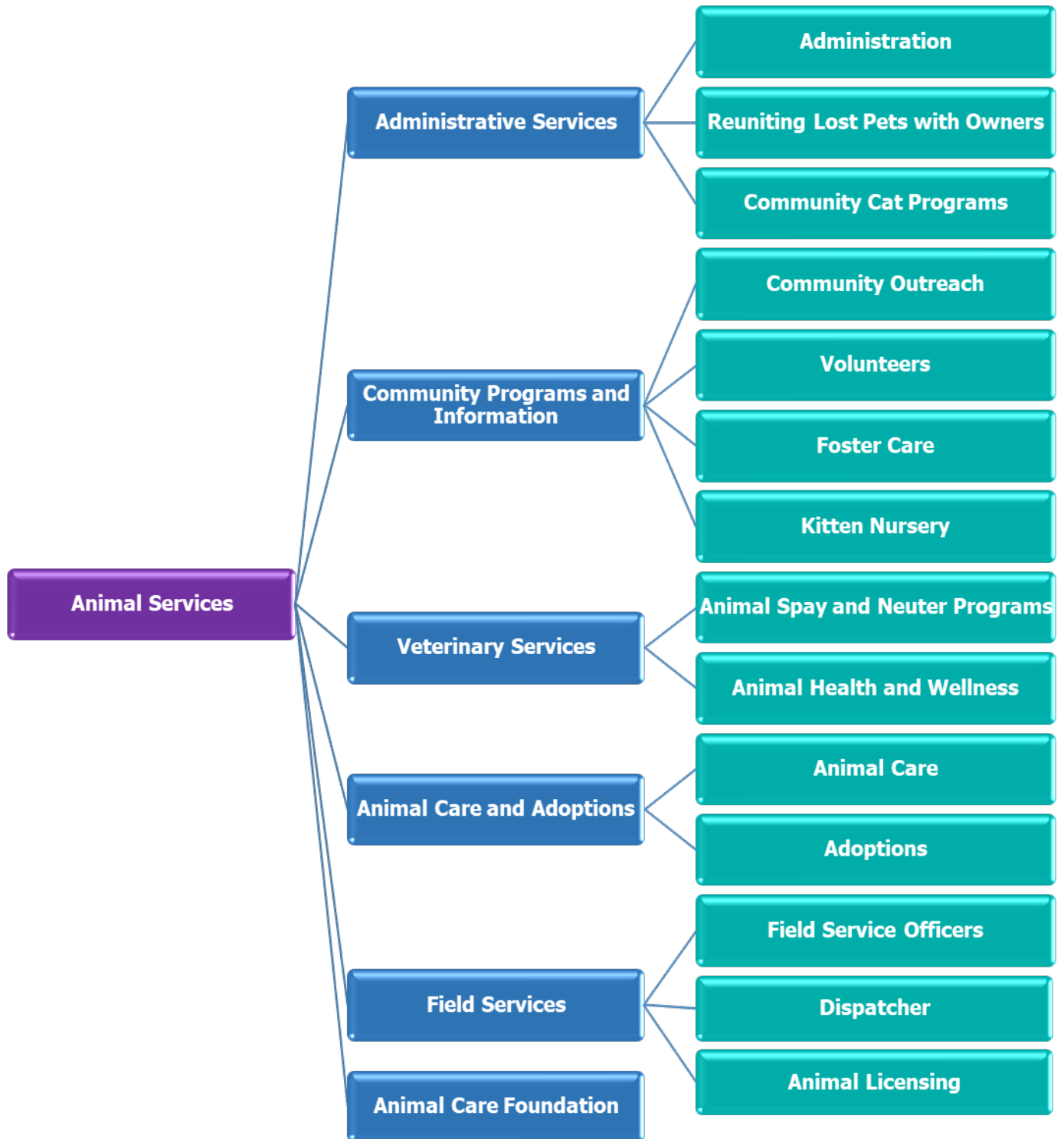
-  Equitable prosperity for all
-  Providing and nurturing a high quality of life for all
-  Continuous improvement
-  Intentionally embracing and anticipating the future
-  Building and preserving a family-oriented atmosphere
-  Promoting and enhancing a safe and healthy community for all
-  Actively seeking and respectfully considering all public input
-  Working together cooperatively and respectfully with each other, staff, and all stakeholders

		Alignment with City Council Core Values							
#	Department Goals								
1	To create a PAWsitive impact by enriching the lives of animals and people	✓	✓	✓	✓	✓	✓	✓	✓

Department Performance Measures	Dept. Goal #	Actual 2019/20*		Actual 2020/21*		Target 2021/22	
		Cats	Dogs	Cats	Dogs	Cats	Dogs
Intake	1	2,920	1,779	1,044	1,096	1,044	1,096
Outcomes							
➤ Adoptions		1,682	968	711	502	711	502
➤ Returned to owner		45	580	28	426	28	426
➤ Rescued		217	81	171	111	171	111
➤ Trap-Neuter-Return/ Shelter-Neuter-Return	1	261	0	86	0	86	0
➤ Euthanized		434	95	88	65	88	65
➤ Died		90	7	51	6	51	66
➤ Transfer correct shelter		0	4	0	4	0	4
➤ Escaped, missing, or other		6	0	2	0	2	0
Live release rate <i>Measures live outcomes as a percentage of the animals admitted. Rate excludes owner requested euthanasia for animals that are unhealthy/untreatable</i>	1	81%	94%	88%	94%	88%	94%
Total Field Service calls	1	5,377		4,390		4,390	

*Performance Measure data reported for Fiscal Years 2019/20 and 2020/21 reflect official data for calendar years 2019 and 2020, respectively

Animal Services – Services to the Community



Records Management – Department Budget Summary

Overview of Department

The City Clerk/Records Management Department, which serves as the information center of the City and its departments, is dedicated to providing the highest level of professional service to the citizens of Rancho Cucamonga. The Department’s goal is to provide these services expeditiously and efficiently while ensuring compliance with state statutes and city ordinances.

The City Clerk/Records Management Department promotes community involvement and awareness and supports the City Council, staff, and the citizens of Rancho Cucamonga by coordinating the municipal legislative process and administering City elections. Governed by provisions of state, election, and municipal codes, the Department serves to preserve and protect the City's official documents. The



Department assists with several essential activities, including accurately preparing and processing agendas; administering the Citywide records management program; overseeing records imaging, storage, and destruction; and coordinating general municipal and special elections, including the filing of Candidate Disclosure Statements and Statements of Economic Interests, as required by California State law.

FY 2021/22 Budget Highlights

- Finalize implementing a new electronic agenda management system (PrimeGov) for City Council, Planning Commission, and various other City committee meetings
- Increase the capacity, utilization, and training of the City's document imaging system (Laserfiche) by departments for retaining current, vital, permanent records, ensuring preservation and accessibility of records by staff and the public
- Continue to provide secure storage of City records in accordance with the Department Records Manual and state law and guidelines
- Update Records Management Handbook and City-Wide Retention Schedules in accordance with state law
- As the City Clerk and Election Official, facilitate the legislative enactment of the redistricting process that will be used to determine how the current boundaries of the council voting districts might be redrawn based on 2020 Census data
- Implement an electronic contract signature and attestation system and protocols for Council approved contracts and documents to continue to provide high-quality services while decreasing expenditures and reliance on inefficient manual paper-driven processes



CITY OF RANCHO CUCAMONGA, CALIFORNIA

Fiscal Year 2021/22 Adopted Budget

Records Management – Department Budget Summary









Funds Summary	Actuals 2019/20	Adopted Budget 2020/21	Adopted Budget 2021/22
Operating Budget			
Personnel Services	\$ 616,875	\$ 603,360	\$ 654,310
Operations and Maintenance	92,105	897,340	86,590
Capital Outlay	-	-	-
Cost Allocation	(219,630)	(221,050)	(221,050)
Debt Service	-	-	-
Transfer Out	-	-	-
Subtotal	<u>489,350</u>	<u>1,279,650</u>	<u>519,850</u>
Other Funds			
Personnel Services	-	-	-
Operations and Maintenance	-	-	-
Capital Outlay	-	-	-
Cost Allocation	-	-	-
Debt Service	-	-	-
Transfer Out	-	-	-
Subtotal	<u>-</u>	<u>-</u>	<u>-</u>
All Funds			
Personnel Services	616,875	603,360	654,310
Operations and Maintenance	92,105	897,340	86,590
Capital Outlay	-	-	-
Cost Allocation	(219,630)	(221,050)	(221,050)
Debt Service	-	-	-
Transfer Out	-	-	-
Total Cost	<u>\$ 489,350</u>	<u>\$ 1,279,650</u>	<u>\$ 519,850</u>
Staffing Summary (Budgeted)			
Full Time	5.00	5.00	5.00
Part Time	0.50	-	-
Total Staffing	<u>5.50</u>	<u>5.00</u>	<u>5.00</u>









CITY OF RANCHO CUCAMONGA, CALIFORNIA

Fiscal Year 2021/22 Adopted Budget

Records Management – Performance Measures

City Council Core Values

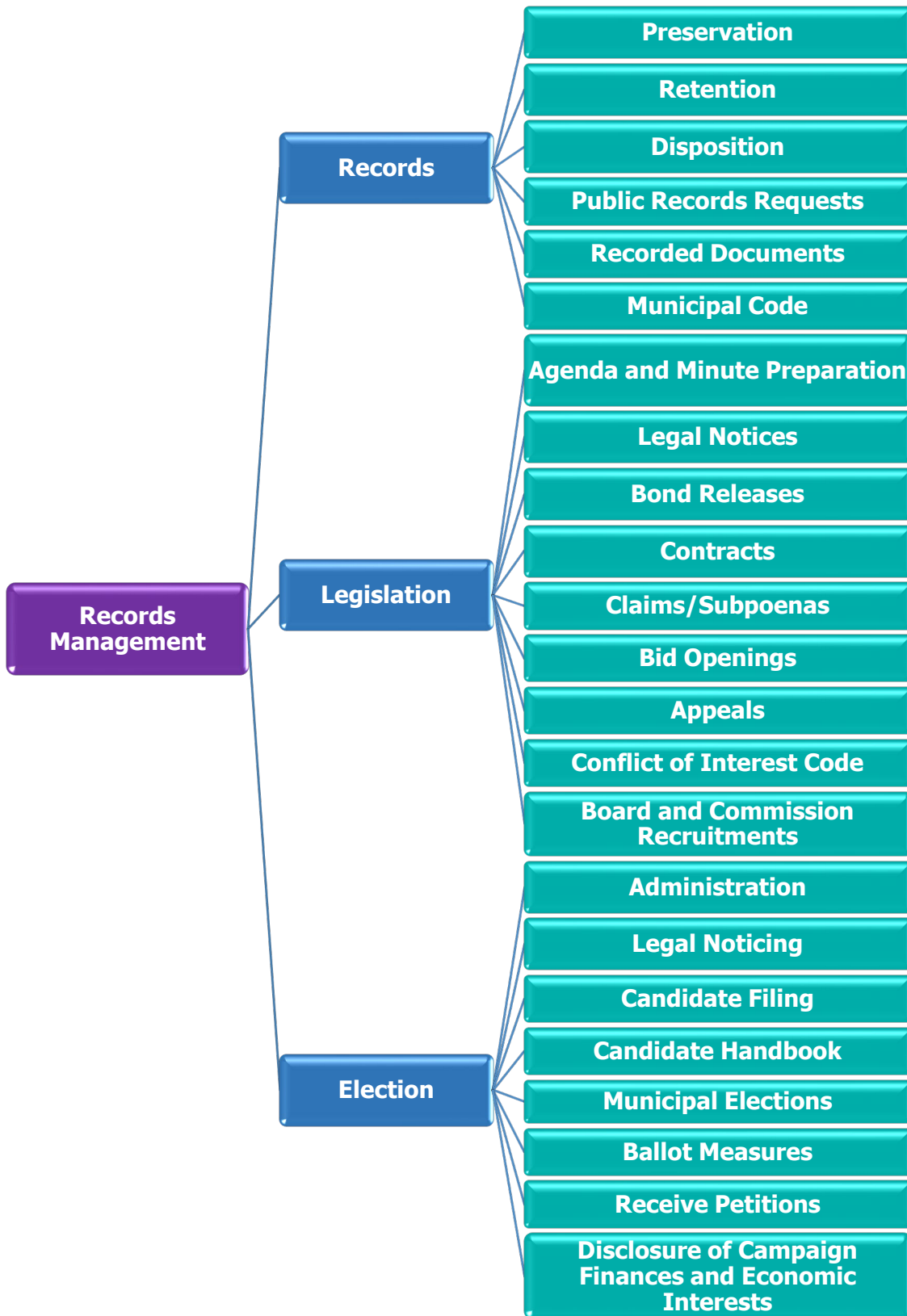
-  Equitable prosperity for all
-  Providing and nurturing a high quality of life for all
-  Continuous improvement
-  Intentionally embracing and anticipating the future
-  Building and preserving a family-oriented atmosphere
-  Promoting and enhancing a safe and healthy community for all
-  Actively seeking and respectfully considering all public input
-  Working together cooperatively and respectfully with each other, staff, and all stakeholders

#	Department Goals	Alignment with City Council Core Values							
									
1	Proactively process agreements, resolutions, ordinances in a formal and timely manner								✓
2	Ensure completion of Public Record Requests as established by California State Law							✓	✓
3	Ensure compliant notice of City and Commission meetings							✓	✓
4	Distribute City Council agenda packets in a timely manner							✓	✓
5	Continue to manage the Centralized Records Center to scan and index all City records								✓

Department Performance Measures	Dept. Goal #	Actual 2019/20	Actual 2020/21	Target 2021/22
Number of contracts processed	1	186	159	170
Number of resolutions processed	1	125	132	130
Number of ordinances processed	1	13	13	13
Percent of Public Record Requests completed within 10 Days	2	99%	98%*	97%*
Percent of compliant City entity meeting agenda postings	3	100%	100%	100%
Percent of compliant Commission meeting agenda postings	3	100%	100%	100%
Percent of City Council agenda packets distributed in timely manner	4	100%	100%	100%
Scan and index City documents into Laserfiche (document size varies)	5			
➤ In House		280	236	250
➤ Outsourced		10,743	2,334	10,000

*Percentage is lower due to increasing number of extensive requests requiring additional time

Records Management – Services to the Community



Community Services – Department Budget Summary

Overview of Department

The Community Services Department’s mission is to serve the community by creating opportunities to play, celebrate, connect, explore, and be entertained through quality programs, safe parks, and well-maintained facilities. The Department coordinates programs and services through seven divisions: Administration, Youth and Adult Sports, Youth and Family Programs, Special Events, Cultural Arts/Playhouse Operations, Senior Services, and Human Services. The Department also oversees park development activities including the planning, design, and renovation of parks and facilities, as well as advocating for open space, thus helping to enhance the quality of life for individuals of all ages.



FY 2021/22 Budget Highlights

- When able, the Department will resume programs and services for all ages that enhance the resident’s quality of life
- Maintain virtual learning and recreational opportunities while returning to in-person recreational classes utilizing outdoor and indoor spaces
- Seek community engagement on current recreational and cultural arts needs
- Develop a five-year business plan for the Lewis Family Playhouse and the Community Services Department to ensure sustainable services
- Enhance services and support to homebound seniors
- Further enhancements of the Pacific Electric Trail amenities through grant funds
- Develop a Parks and Recreation Master Plan that reflects community input and goals for the next ten years



CITY OF RANCHO CUCAMONGA, CALIFORNIA

Fiscal Year 2021/22 Adopted Budget

Community Services – Department Budget Summary









<u>Funds Summary</u>	<u>Actuals 2019/20</u>	<u>Adopted Budget 2020/21</u>	<u>Adopted Budget 2021/22</u>
Operating Budget			
Personnel Services	\$ 3,844,172	\$ 5,361,190	\$ 5,883,070
Operations and Maintenance	556,989	2,758,220	2,757,950
Capital Outlay	-	-	-
Cost Allocation	-	-	-
Debt Service	-	-	-
Transfer Out	-	-	-
Subtotal	<u>4,401,161</u>	<u>8,119,410</u>	<u>8,641,020</u>
Other Funds			
Personnel Services	2,253,281	104,550	123,260
Operations and Maintenance	1,516,360	71,330	76,480
Capital Outlay	281,731	2,936,760	900,690
Cost Allocation	-	-	-
Debt Service	-	-	-
Transfer Out	<u>2,208,443</u>	<u>-</u>	<u>-</u>
Subtotal	<u>6,259,815</u>	<u>3,112,640</u>	<u>1,100,430</u>
All Funds			
Personnel Services	6,097,453	5,465,740	6,006,330
Operations and Maintenance	2,073,349	2,829,550	2,834,430
Capital Outlay	281,731	2,936,760	900,690
Cost Allocation	-	-	-
Debt Service	-	-	-
Transfer Out	<u>2,208,443</u>	<u>-</u>	<u>-</u>
Total Cost	<u>\$ 10,660,976</u>	<u>\$ 11,232,050</u>	<u>\$ 9,741,450</u>
Staffing Summary (Budgeted)			
Full Time	45.50	29.00	31.00
Part Time	<u>93.60</u>	<u>63.00</u>	<u>64.16</u>
Total Staffing	<u>139.10</u>	<u>92.00</u>	<u>95.16</u>









CITY OF RANCHO CUCAMONGA, CALIFORNIA

Fiscal Year 2021/22 Adopted Budget

Community Services – Performance Measures

City Council Core Values

-  Equitable prosperity for all
-  Providing and nurturing a high quality of life for all
-  Continuous improvement
-  Intentionally embracing and anticipating the future
-  Building and preserving a family-oriented atmosphere
-  Promoting and enhancing a safe and healthy community for all
-  Actively seeking and respectfully considering all public input
-  Working together cooperatively and respectfully with each other, staff, and all stakeholders

		Alignment with City Council Core Values							
#	Department Goals								
1	Provide quality recreation experiences to individuals, families, and the community		✓	✓		✓	✓	✓	✓
2	Provide quality events, programs, services, and facilities to strengthen community image and sense of place		✓	✓		✓	✓	✓	✓

Department Performance Measures	Dept. Goal #	Actual 2019/20	Actual 2020/21	Target 2021/22
Provide opportunities for participation in programs and services				
➤ Total registrations	1 & 2	27,763	3,577*	27,000**
Resident registrations		24,297	3,225*	23,490**
Non-resident registrations		3,466	352*	3,510**
Walk-in registrations		15,083	1,106*	14,850**
On-line registrations		12,680	2,471*	12,150**
Track engagement through Lewis Family Playhouse ticket sales				
➤ Total tickets distributed	1 & 2	28,006	0*	54,257**
Resident tickets		11,065	0*	16,820**
Non-resident tickets		16,941	0*	37,437**
In person/phone tickets		6,241	0*	15,192**
On-line tickets		21,765	0*	39,065**

*Numbers are significantly lower due to the COVID-19 Pandemic
 **Numbers are preliminary and depend on continued COVID-19 Pandemic impact

Community Services – Services to the Community



CITY OF RANCHO CUCAMONGA, CALIFORNIA

Fiscal Year 2021/22 Adopted Budget

Library Services – Department Budget Summary

Overview of Department

The Library Services Department's mission is to:

- Ignite Curiosity
- Transform Lives
- Create Community

The Department supports and encourages education and the love of reading in a welcoming atmosphere with a knowledgeable, service-oriented staff.

Programs and services currently being offered at the Archibald Library and Paul A. Biane Library include:

- Curbside Pickup Services
- Public access to computers and printers (Biane Library)
- In-person browsing (Archibald Library)
- Virtual Storytimes and Bookclubs
- Delivery of materials for homebound residents
- Robust digital collections including books, audiobooks, and magazines
- Virtual Library providing free 24/7 access to research databases, online homework tutoring, language learning software, resources for small businesses, and job seekers.



Services that will be returning as the Library is able:

- Programs and information services for all ages, including weekly and special event programs, performing and cultural arts programs, and Reading Enrichment Center
- Adult and family literacy services
- Passport services
- Enhanced interactive activities highlighting Science, Technology, Engineering and Mathematics (STEM), art, and early learning development

FY 2021/22 Budget Highlights

- Restore in-person programs and services as public health conditions permit
- Enhance physical and digital collections
- Support families experiencing early literacy learning gaps
- Maintain access to materials for all residents through Curbside Pickup Services and House Calls
- Provide and promote resources for small business and job seekers
- Develop a refresh plan for the Paul A. Biane Library's first floor
- Further development of the Second Story and Beyond® interactive discovery space



CITY OF RANCHO CUCAMONGA, CALIFORNIA









Fiscal Year 2021/22 Adopted Budget









Library Services – Department Budget Summary

Funds Summary	Actuals 2019/20	Adopted Budget 2020/21	Adopted Budget 2021/22
Operating Budget			
Personnel Services	\$ 2,919,080	\$ 3,681,450	\$ 3,466,470
Operations and Maintenance	1,040,293	1,563,710	1,588,310
Capital Outlay	18,652	5,000	50,000
Cost Allocation	-	-	-
Debt Service	-	-	-
Transfer Out	525,000	500,000	500,000
Subtotal	<u>4,503,025</u>	<u>5,750,160</u>	<u>5,604,780</u>
Other Funds			
Personnel Services	-	-	-
Operations and Maintenance	5,550	26,750	38,400
Capital Outlay	27,829	925,000	1,225,000
Cost Allocation	-	-	-
Debt Service	-	-	-
Transfer Out	34,651	-	-
Subtotal	<u>68,030</u>	<u>951,750</u>	<u>1,263,400</u>
All Funds			
Personnel Services	2,919,080	3,681,450	3,466,470
Operations and Maintenance	1,045,843	1,590,460	1,626,710
Capital Outlay	46,481	930,000	1,275,000
Cost Allocation	-	-	-
Debt Service	-	-	-
Transfer Out	559,651	500,000	500,000
Total Cost	<u>\$ 4,571,055</u>	<u>\$ 6,701,910</u>	<u>\$ 6,868,180</u>
Staffing Summary (Budgeted)			
Full Time	27.50	26.00	26.00
Part Time	28.10	28.60	18.87
Total Staffing	<u>55.60</u>	<u>54.60</u>	<u>44.87</u>

Library Services – Performance Measures

City Council Core Values

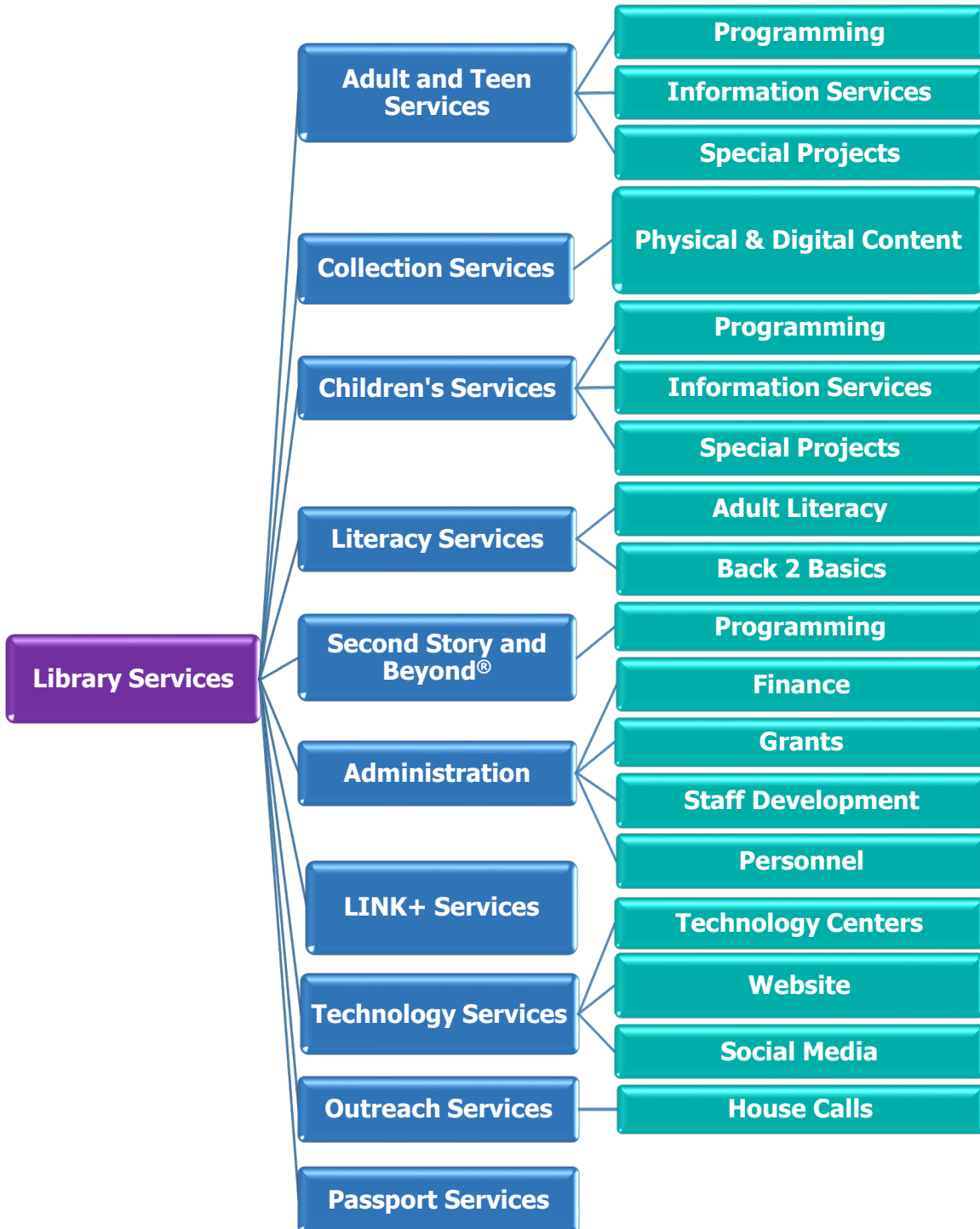
-  Equitable prosperity for all
-  Providing and nurturing a high quality of life for all
-  Continuous improvement
-  Intentionally embracing and anticipating the future
-  Building and preserving a family-oriented atmosphere
-  Promoting and enhancing a safe and healthy community for all
-  Actively seeking and respectfully considering all public input
-  Working together cooperatively and respectfully with each other, staff, and all stakeholders

		Alignment with City Council Core Values							
#	Department Goals								
1	A highly accessible library that values equity and inclusion while supporting the community's pursuit of information, opportunity, and fulfillment	✓	✓	✓	✓	✓	✓	✓	✓
2	Offer diverse materials, programs, and activities that ignite curiosity, transform lives, and create community	✓	✓	✓	✓	✓	✓	✓	✓
3	Create a sense of community pride through citizen involvement	✓	✓	✓	✓	✓	✓	✓	✓

Department Performance Measures	Dept. Goal #	Actual 2019/20	Actual 2020/21	Target 2021/22
Use of Library facilities and resources				
➤ Library visitors	1 & 2	351,941	25,099*	171,200
➤ Circulation of Library materials		754,690	326,345*	519,200
➤ New Library Cards		4,905	3,214*	3,675
➤ Digital downloads		93,688	97,898	102,100
➤ Curbside pickup services		6,531	22,746	7,700
Number of volunteer hours	3	1,253	141*	650

*Numbers are significantly lower due to the COVID-19 Pandemic

Library Services – Services to the Community



Administrative Services – Department Budget Summary

Overview of Department

The Administrative Services Group’s mission is to support the functions of the City’s line departments. While line departments typically provide service primarily to the public, the Administrative Services Group’s departments and divisions, while providing some direct public services, primarily provide extensive services and support to internal staff of the various City departments.

The Administrative Services Group includes the Finance, Human Resources, and Innovation and Technology (including Procurement) Departments, as well as Administration, under the oversight of the Deputy City Manager/Administrative Services.

FY 2021/22 Budget Highlights

- Facilitate and support several key technology projects that will modernize work practices in Administrative Services and throughout the various City departments
 - Upgrade the City’s financial software to a web-based platform
 - Implement electronic routing of accounts payable invoices and credit card reconciliations for approval
 - Continue implementation of the Performance Management System and Learning Management System in Human Resources
- Provide administrative support for the Community Parks and Landscape Citizens’ Oversight Committee
- Continue to conduct procurement tasks in accordance with public procurement best practices



CITY OF RANCHO CUCAMONGA, CALIFORNIA

Fiscal Year 2021/22 Adopted Budget

Administrative Services – Department Budget Summary

Funds Summary	Actuals 2019/20	Adopted Budget 2020/21	Adopted Budget 2021/22
Operating Budget			
Personnel Services	\$ 479,284	\$ 526,150	\$ 492,330
Operations and Maintenance	2,148,651	2,149,230	2,599,010
Capital Outlay	-	-	-
Cost Allocation	(837,240)	(876,090)	(971,520)
Debt Service	9,196	106,450	106,450
Transfer Out	4,110,333	2,994,960	3,827,870
Subtotal	5,910,224	4,900,700	6,054,140
Other Funds			
Personnel Services	1,295,001	1,287,340	1,122,270
Operations and Maintenance	2,575,911	2,398,970	2,396,550
Capital Outlay	2,921,780	3,578,000	7,542,360
Cost Allocation	-	-	-
Debt Service	-	-	-
Transfer Out	1,376,268	1,356,710	1,359,170
Subtotal	8,168,960	8,621,020	12,420,350
All Funds			
Personnel Services	1,774,285	1,813,490	1,614,600
Operations and Maintenance	4,724,562	4,548,200	4,995,560
Capital Outlay	2,921,780	3,578,000	7,542,360
Cost Allocation	(837,240)	(876,090)	(971,520)
Debt Service	9,196	106,450	106,450
Transfer Out	5,486,601	4,351,670	5,187,040
Total Cost	\$ 14,079,184	\$ 13,521,720	\$ 18,474,490
Staffing Summary (Budgeted)			
Full Time	5.00	1.00	1.00
Part Time	1.40	-	-
Total Staffing	6.40	1.00	1.00

Administrative Services – Performance Measures

*Please see Performance Measures for
Administrative Services in each of the following
department sections:*

Finance

Human Resources

Innovation and Technology

Administrative Services – Services to the Community



Finance – Department Budget Summary

Overview of Department

The overall mission of the Finance Department is to provide excellent service to both our internal and external customers with the highest degree of reliability and timeliness, while maintaining appropriate financial control of City resources.

The Finance Department is responsible for managing the financial operations of the City of Rancho Cucamonga and the Rancho Cucamonga Fire Protection District in accordance with generally accepted accounting principles, as well as applicable laws, regulations and City policies.



The Department consists of five divisions to accomplish its mission:

- **Accounting and Financial Reporting:** Comprised of the following sections: Accounts Payable, Accounts Receivable, Debt Management, Fixed Assets, General Ledger, and Payroll. In addition, this Division is responsible for preparing the City’s annual financial report.
- **Budget Management:** Responsible for coordinating the City’s annual budget and monitoring each department’s compliance with the annual budget.
- **Business Licensing:** Responsible for the issuance and annual renewal of Business Licenses to all persons transacting and carrying on business within the City. This section also ensures compliance with the City’s Transient Occupancy Tax (TOT) and Admissions Tax Ordinances which requires monthly reporting and remittances by the City’s various hotels and businesses.
- **Revenue Management:** The Revenue Management Division works with the City Treasurer and the Deputy City Treasurer, and it is responsible for daily cash management and investment of funds for the City of Rancho Cucamonga and the Rancho Cucamonga Fire Protection District. Other responsibilities of the Division include coordinating and managing business licensing, revenue collection, and cashiering functions for the City.
- **Special Districts:** Responsible for placing special assessments for City parcels on the county tax rolls, tracking and paying debt service on the City’s special obligations payable from the special assessments and assisting with special district formations.

FY 2021/22 Budget Highlights

- In conjunction with DoIT, facilitate the update of the City’s financial system to a browser-based platform, increasing user access and overall functionality
- Transition to electronic accounts payable to improve the workflow of cash disbursements and significantly reduce the number of physical records
- Continue to audit the City’s hotels, on a rotating basis over four years, for compliance with the City’s Transient Occupancy Tax (TOT) Ordinance
- In conjunction with the Community Improvement Division and the City’s third-party vendor, ensure compliance with the City’s Short-Term Rental Ordinance
- Provide public access to a computer in the City Hall rotunda to expedite the processing of business license applications and renewals
- Complete a Banking Services Request for Quote (RFQ) to determine whether the City’s current financial institution is providing competitive pricing to the City

CITY OF RANCHO CUCAMONGA, CALIFORNIA

Fiscal Year 2021/22 Adopted Budget

Finance – Department Budget Summary









<u>Funds Summary</u>	<u>Actuals 2019/20</u>	<u>Adopted Budget 2020/21</u>	<u>Adopted Budget 2021/22</u>
Operating Budget			
Personnel Services	\$ 2,321,925	\$ 2,531,240	\$ 2,619,860
Operations and Maintenance	71,025	67,600	65,480
Capital Outlay	-	-	-
Cost Allocation	(655,130)	(708,050)	(708,050)
Debt Service	-	-	-
Transfer Out	-	-	-
Subtotal	<u>1,737,820</u>	<u>1,890,790</u>	<u>1,977,290</u>
Other Funds			
Personnel Services	366,226	445,820	452,620
Operations and Maintenance	2,500,533	2,547,630	2,699,810
Capital Outlay	129,558	-	-
Cost Allocation	-	-	-
Debt Service	118,992	784,510	2,549,280
Transfer Out	290,272	354,830	354,830
Subtotal	<u>3,405,581</u>	<u>4,132,790</u>	<u>6,056,540</u>
All Funds			
Personnel Services	2,688,151	2,977,060	3,072,480
Operations and Maintenance	2,571,558	2,615,230	2,765,290
Capital Outlay	129,558	-	-
Cost Allocation	(655,130)	(708,050)	(708,050)
Debt Service	118,992	784,510	2,549,280
Transfer Out	290,272	354,830	354,830
Total Cost	<u>\$ 5,143,401</u>	<u>\$ 6,023,580</u>	<u>\$ 8,033,830</u>
Staffing Summary (Budgeted)			
Full Time	23.00	23.00	23.00
Part Time	1.20	0.30	0.33
Total Staffing	<u>24.20</u>	<u>23.30</u>	<u>23.33</u>









CITY OF RANCHO CUCAMONGA, CALIFORNIA

Fiscal Year 2021/22 Adopted Budget

Finance – Performance Measures

City Council Core Values

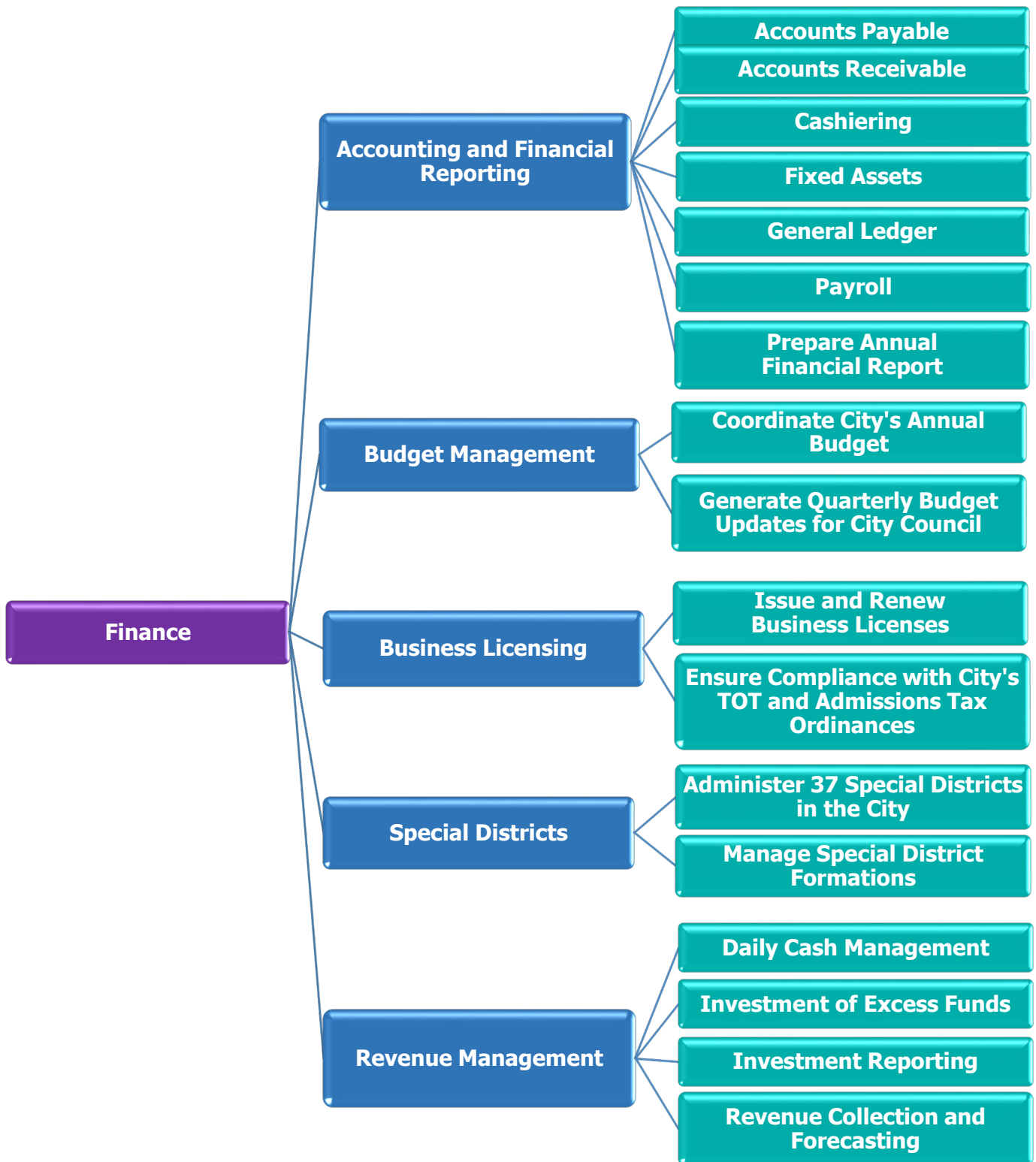
-  Equitable prosperity for all
-  Providing and nurturing a high quality of life for all
-  Continuous improvement
-  Intentionally embracing and anticipating the future
-  Building and preserving a family-oriented atmosphere
-  Promoting and enhancing a safe and healthy community for all
-  Actively seeking and respectfully considering all public input
-  Working together cooperatively and respectfully with each other, staff, and all stakeholders

		Alignment with City Council Core Values							
#	Department Goals								
1	Practice sound fiscal management by living within our means		✓	✓	✓			✓	✓
2	Manage and protect the City's financial assets		✓	✓	✓				✓
3	Be accountable to our residents through transparent financial reporting		✓						✓
4	Effectively manage the City's investment portfolio		✓	✓	✓				✓

Department Performance Measures	Dept. Goal #	Actual 2019/20	Actual 2020/21	Target 2021/22
Achieve Government Finance Officers Association's (GFOA) Distinguished Budget Presentation Award	1, 2 & 3	Yes	Yes	Yes
Achieve GFOA's Certificate of Excellence in Financial Reporting for the prior year's Annual Comprehensive Financial Report	1, 2 & 3	Yes	Yes	Yes
Investment yield at market vs. benchmark				
➤ City of Rancho Cucamonga managed portfolio	3 & 4	*	.43%	.50%
➤ Benchmark - ICE BofAML 1-5 Year U.S. Treasury Index		*	.41%	.50%
Percent of businesses paying tax on or before expiration date - quarterly average	2	82%**	74%***	85%
Percent of special district parcels accurately submitted to the tax rolls	2	99.99%	99.56%	99.99%

*Data not available
 **Represents data for last two quarters of fiscal year
 ***Percentage is lower due to the COVID-19 Pandemic

Finance – Services to the Community



Human Resources – Department Budget Summary

Overview of Department

The Human Resources Department oversees the City's Human Resources and Risk Management functions. The mission of the Human Resources Department is to recruit, develop, and retain a diverse, engaged, well-qualified, and professional workforce that reflects the world-class standards of the community we serve, and to lead City departments in positive employee relations, talent acquisition, succession planning, and employee engagement.



The Human Resources Team provides a wide range of services to City staff in the areas of Total Compensation, Employee and Labor Relations, Training and Organizational Development, Talent Acquisition, Risk Management, Safety, Workers Compensation, and Employee Wellness.

FY 2021/22 Budget Highlights

- Provide ongoing small group learning experiences including Brené Brown's Rising Strong™ and Daring Greatly™ programs focused on communication, self-confidence, and resiliency
- Offer Lunch and Learn sessions to address COVID-19 related issues including stress, personal finances, and vaccinations
- Continue communications with employees on COVID-19 and the important role they play on stopping the spread
- Continue to offer TeleHealth services, an employee assistance program, which provides employees access to mental health professionals using videoconferencing
- Continue to administer and proactively track legislative changes to the Affordable Care Act, CARES Act, and mandatory sick leaves as a result of COVID-19
- Provide training to assist departments with the upcoming once-a-year part-time employee performance review
- Facilitate PERFORM Management system revisions to improve and simplify the user experience
- Support and continue to participate in the City's REDI initiative
- Continue improvement of recruitment processes focused on understanding of our biases and how to reduce and eliminate bias in the hiring process
- Utilize NEOGOV's LEARN platform to assign and track staff certifications and training, as well as attendance at professional conferences
- Continue to foster and facilitate employee development, organizational development, and succession planning through innovative and cooperative programs

CITY OF RANCHO CUCAMONGA, CALIFORNIA

Fiscal Year 2021/22 Adopted Budget

Human Resources – Department Budget Summary









Funds Summary	Actuals 2019/20	Adopted Budget 2020/21	Adopted Budget 2021/22
Operating Budget			
Personnel Services	\$ 1,116,757	\$ 1,025,910	\$ 1,080,330
Operations and Maintenance	206,079	323,780	322,810
Capital Outlay	-	-	-
Cost Allocation	(442,160)	(449,120)	(507,950)
Debt Service	-	-	-
Transfer Out	-	-	-
Subtotal	<u>880,676</u>	<u>900,570</u>	<u>895,190</u>
Other Funds			
Personnel Services	-	-	-
Operations and Maintenance	-	-	-
Capital Outlay	-	-	-
Cost Allocation	-	-	-
Debt Service	-	-	-
Transfer Out	-	-	-
Subtotal	<u>-</u>	<u>-</u>	<u>-</u>
All Funds			
Personnel Services	1,116,757	1,025,910	1,080,330
Operations and Maintenance	206,079	323,780	322,810
Capital Outlay	-	-	-
Cost Allocation	(442,160)	(449,120)	(507,950)
Debt Service	-	-	-
Transfer Out	-	-	-
Total Cost	<u>\$ 880,676</u>	<u>\$ 900,570</u>	<u>\$ 895,190</u>
Staffing Summary (Budgeted)			
Full Time	9.00	8.00	8.00
Part Time	0.50	-	-
Total Staffing	<u>9.50</u>	<u>8.00</u>	<u>8.00</u>









CITY OF RANCHO CUCAMONGA, CALIFORNIA

Fiscal Year 2021/22 Adopted Budget

Human Resources – Performance Measures

City Council Core Values

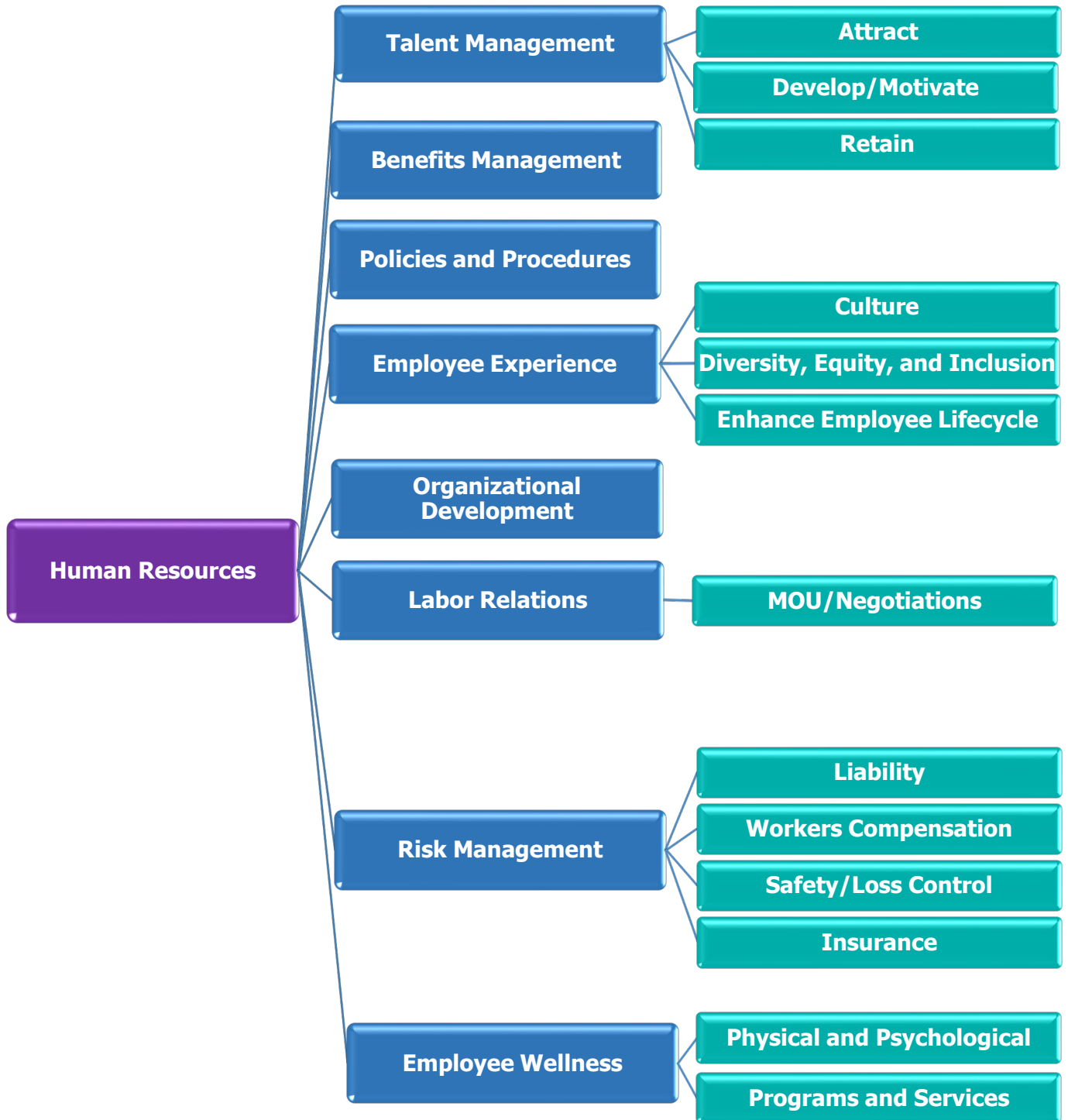
-  Equitable prosperity for all
-  Providing and nurturing a high quality of life for all
-  Continuous improvement
-  Intentionally embracing and anticipating the future
-  Building and preserving a family-oriented atmosphere
-  Promoting and enhancing a safe and healthy community for all
-  Actively seeking and respectfully considering all public input
-  Working together cooperatively and respectfully with each other, staff, and all stakeholders

		Alignment with City Council Core Values							
#	Department Goals								
1	Recruit and retain a highly skilled workforce dedicated to public service	✓		✓	✓				✓
2	Enhance citywide training program			✓	✓				
3	Enhance citywide safety program to reduce workers' compensation and risk liability claims			✓	✓		✓		

Department Performance Measures	Dept. Goal #	Actual 2019/20	Actual 2020/21	Target 2021/22
Number of recruitments				
➤ Full time	1	108	53**	45
➤ Part time		84	39**	65
➤ Internal		27	9**	5
Number of new hires				
➤ Full time	1	45	26**	30
➤ Part time		85	26**	65
➤ Full time promotions		45	17**	5
➤ Part time promotions		12	2**	5
Average number of days from opening of recruitment to hire	1	125	159	140
Quality of hire <i>Percentage of new hires and promotions achieving a satisfactory appraisal at their first review</i>	1	92%	92%	94%
Voluntary turnover rate	1	9%	6%	6%
Employee participation in training programs	1, 2 & 3	*	93%	98%

*Data not available
 **Numbers are significantly lower due to the COVID-19 Pandemic

Human Resources – Services to the Community



Innovation and Technology – Department Budget Summary

Overview of Department

The Department of Innovation and Technology facilitates the impactful use of technology across all City departments, allowing for increased efficiency, improved transparency, and overall enhanced service to the community. In 2020, Rancho Cucamonga was once again ranked among the top ten cities nationwide in our population category by Government Technology’s Digital Cities Survey for our use, management, and imaginative application of technology to solve complex challenges and ensure the seamless operation of governance. The Department is comprised of five divisions including Systems and Network, Enterprise Applications, Geographic Information Services (GIS), Operations, and Procurement.



The Department’s technology strategy covers four key areas:

1. Maintaining and securing current technology, including infrastructure, hardware, and applications.
2. Managing user experience with technology through training and continued quality improvement on existing platforms.
3. Continued planning for the evolution of technology lines and services.
4. Facilitating the innovative application of technology in business practices and service delivery to the community.

FY 2021/22 Budget Highlights

- Completion of the City’s data center refresh built on a dual-site architecture to provide high-availability performance and improved disaster recovery
- Continued expansion of municipal fiber optic network services in cooperation with the Rancho Cucamonga Municipal Utility
- Continued addition of cybersecurity measures including implementation of a dedicated network security appliance, restricted device access to the City’s network, expanded user training, and the City’s first cybersecurity public awareness campaign
- Expansion of the City’s use of GIS to manage public service requests and internal work orders
- Implementation of a comprehensive mobile device management platform to secure City-issued tablets and mobile phones
- Deployment of secure digital forms to support CARES Act programs and other community engagements using the Laserfiche forms tool

CITY OF RANCHO CUCAMONGA, CALIFORNIA

Fiscal Year 2021/22 Adopted Budget

Innovation and Technology – Department Budget Summary









Funds Summary	Actuals 2019/20	Adopted Budget 2020/21	Adopted Budget 2021/22
Operating Budget			
Personnel Services	\$ 3,189,653	\$ 3,193,650	\$ 3,326,290
Operations and Maintenance	3,849,538	4,334,680	4,628,710
Capital Outlay	15,189	-	-
Cost Allocation	(2,348,490)	(2,475,530)	(2,519,920)
Debt Service	-	-	-
Transfer Out	-	-	-
Subtotal	<u>4,705,890</u>	<u>5,052,800</u>	<u>5,435,080</u>
Other Funds			
Personnel Services	-	-	-
Operations and Maintenance	1,388,595	108,620	283,570
Capital Outlay	15,797	116,000	190,000
Cost Allocation	-	-	-
Debt Service	67,253	527,340	527,340
Transfer Out	-	-	-
Subtotal	<u>1,471,645</u>	<u>751,960</u>	<u>1,000,910</u>
All Funds			
Personnel Services	3,189,653	3,193,650	3,326,290
Operations and Maintenance	5,238,133	4,443,300	4,912,280
Capital Outlay	30,986	116,000	190,000
Cost Allocation	(2,348,490)	(2,475,530)	(2,519,920)
Debt Service	67,253	527,340	527,340
Transfer Out	-	-	-
Total Cost	<u>\$ 6,177,535</u>	<u>\$ 5,804,760</u>	<u>\$ 6,435,990</u>
Staffing Summary (Budgeted)			
Full Time	23.00	24.00	25.00
Part Time	-	0.70	0.77
Total Staffing	<u>23.00</u>	<u>24.70</u>	<u>25.77</u>









CITY OF RANCHO CUCAMONGA, CALIFORNIA

Fiscal Year 2021/22 Adopted Budget

Innovation and Technology – Performance Measures

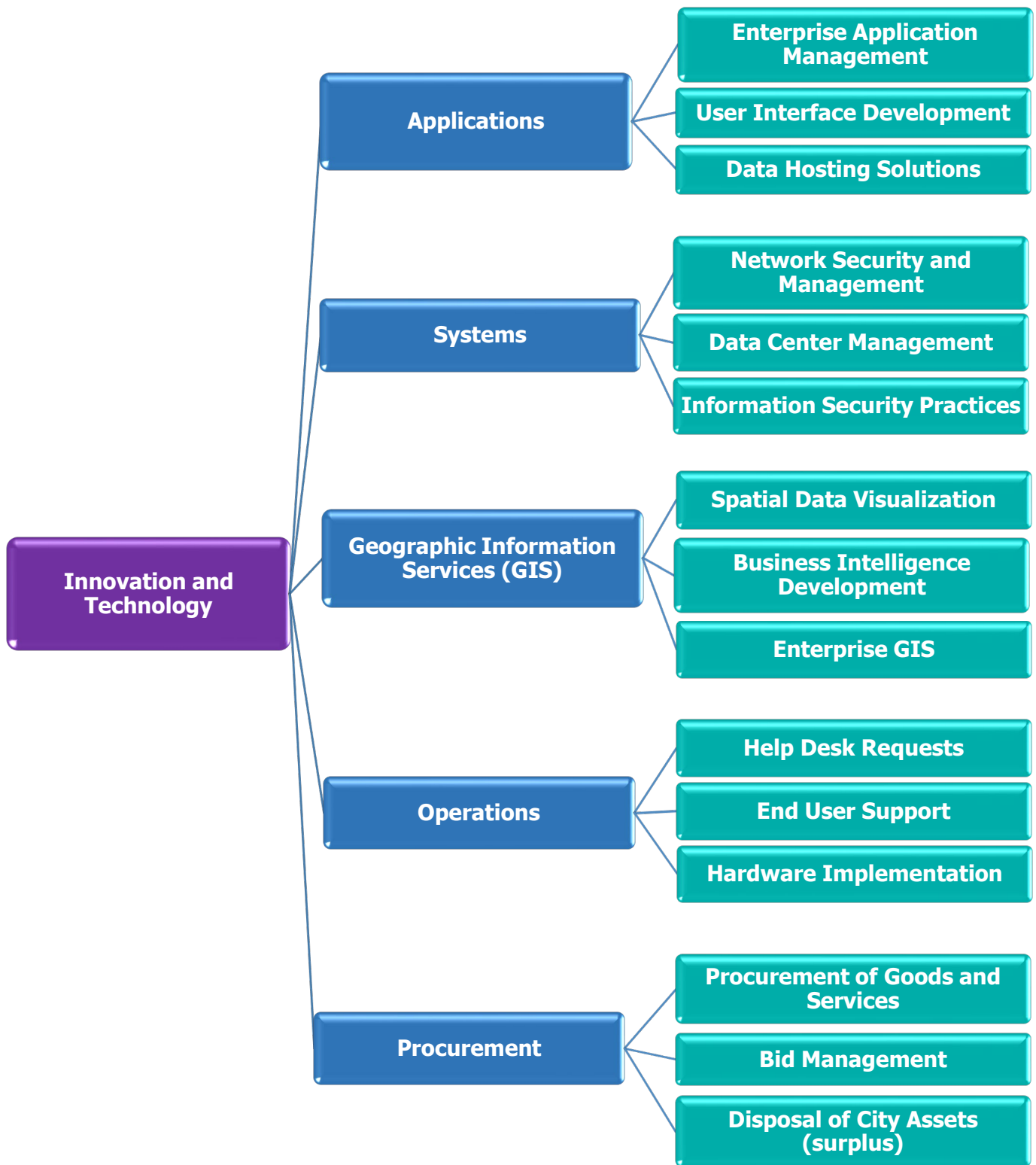
City Council Core Values

-  Equitable prosperity for all
-  Providing and nurturing a high quality of life for all
-  Continuous improvement
-  Intentionally embracing and anticipating the future
-  Building and preserving a family-oriented atmosphere
-  Promoting and enhancing a safe and healthy community for all
-  Actively seeking and respectfully considering all public input
-  Working together cooperatively and respectfully with each other, staff, and all stakeholders

		Alignment with City Council Core Values							
#	Department Goals								
1	Oversee the Citywide information systems and infrastructure to improve efficiency and security			✓	✓		✓		✓
2	Provide excellent customer service to internal City technology users								✓
3	Implement an effective and efficient procurement process			✓	✓				✓

Department Performance Measures	Dept. Goal #	Actual 2019/20	Actual 2020/21	Target 2021/22
Number of completed work orders	1 & 2	2,633	3,446	4,337
➤ Hardware		729	799	879
➤ Account management		746	584	642
➤ Software-desktop		287	446	691
➤ File management		39	41	43
➤ Telephone		123	205	225
➤ Software-enterprise		442	900	1,340
➤ Network		27	116	128
➤ Audio/video		23	91	110
➤ Virus and malware		9	45	45
➤ Internet		30	36	44
➤ Other		178	183	190
Achieve Excellence in Procurement Award from the National Procurement Institute	3	Yes	Yes	Yes

Innovation and Technology – Services to the Community



Economic and Community Development – Department Budget Summary

Overview of Department

The Economic and Community Development Group encompasses the activities of the Building and Safety, Engineering, Planning (including Economic Development), and Public Works Departments. The Department coordinates the activities, work products, and processes of these areas with the City Manager’s Office and other City departments. In addition, the Group coordinates implementation of the City’s Economic and Community Development goals and objectives and capital projects planning programs.

FY 2021/22 Budget Highlights

- Continue to provide support to the business community through the City’s Economic Development liaison and to partner with other agencies to provide business services such as workforce development, small business consultation, and education
- Develop and execute a second business relief grant program through CDBG funding provided by the CARES Act
- Develop policy to create an equitable distribution of local e-commerce revenue
- Provide professional consulting services and deliver advice, assistance, and guidance relative to business-related issues through partnership with the Inland Empire Small Business Development Center (SBDC)
- Deliver services of Building and Safety, Engineering, Planning, and Public Works under a common philosophy of innovation and excellent customer service
- Provide effective coordination and monitoring of all Economic and Community Development programs and budgets that cross-over department lines
- Coordinate, administer, and monitor Community Development Block Grant (CDBG) funds that promote decent, affordable housing and create jobs through the expansion and retention of businesses

CITY OF RANCHO CUCAMONGA, CALIFORNIA

Fiscal Year 2021/22 Adopted Budget

Economic and Community Development – Department Budget Summary

Funds Summary	Actuals 2019/20	Adopted Budget 2020/21	Adopted Budget 2021/22
Operating Budget			
Personnel Services	\$ 405,039	\$ 426,610	\$ 427,090
Operations and Maintenance	280,715	375,660	459,380
Capital Outlay	-	-	-
Cost Allocation	-	-	-
Debt Service	-	-	-
Transfer Out	-	-	-
Subtotal	<u>685,754</u>	<u>802,270</u>	<u>886,470</u>
Other Funds			
Personnel Services	-	-	-
Operations and Maintenance	878,070	151,880	247,450
Capital Outlay	-	-	-
Cost Allocation	-	-	-
Debt Service	-	-	-
Transfer Out	-	-	-
Subtotal	<u>878,070</u>	<u>151,880</u>	<u>247,450</u>
All Funds			
Personnel Services	405,039	426,610	427,090
Operations and Maintenance	1,158,785	527,540	706,830
Capital Outlay	-	-	-
Cost Allocation	-	-	-
Debt Service	-	-	-
Transfer Out	-	-	-
Total Cost	<u>\$ 1,563,824</u>	<u>\$ 954,150</u>	<u>\$ 1,133,920</u>
Staffing Summary (Budgeted)			
Full Time	3.00	3.00	3.00
Part Time	-	-	-
Total Staffing	<u>3.00</u>	<u>3.00</u>	<u>3.00</u>

Economic and Community Development – Performance Measures

*Please see Performance Measures for
Economic and Community Development in each of the
following department sections:*

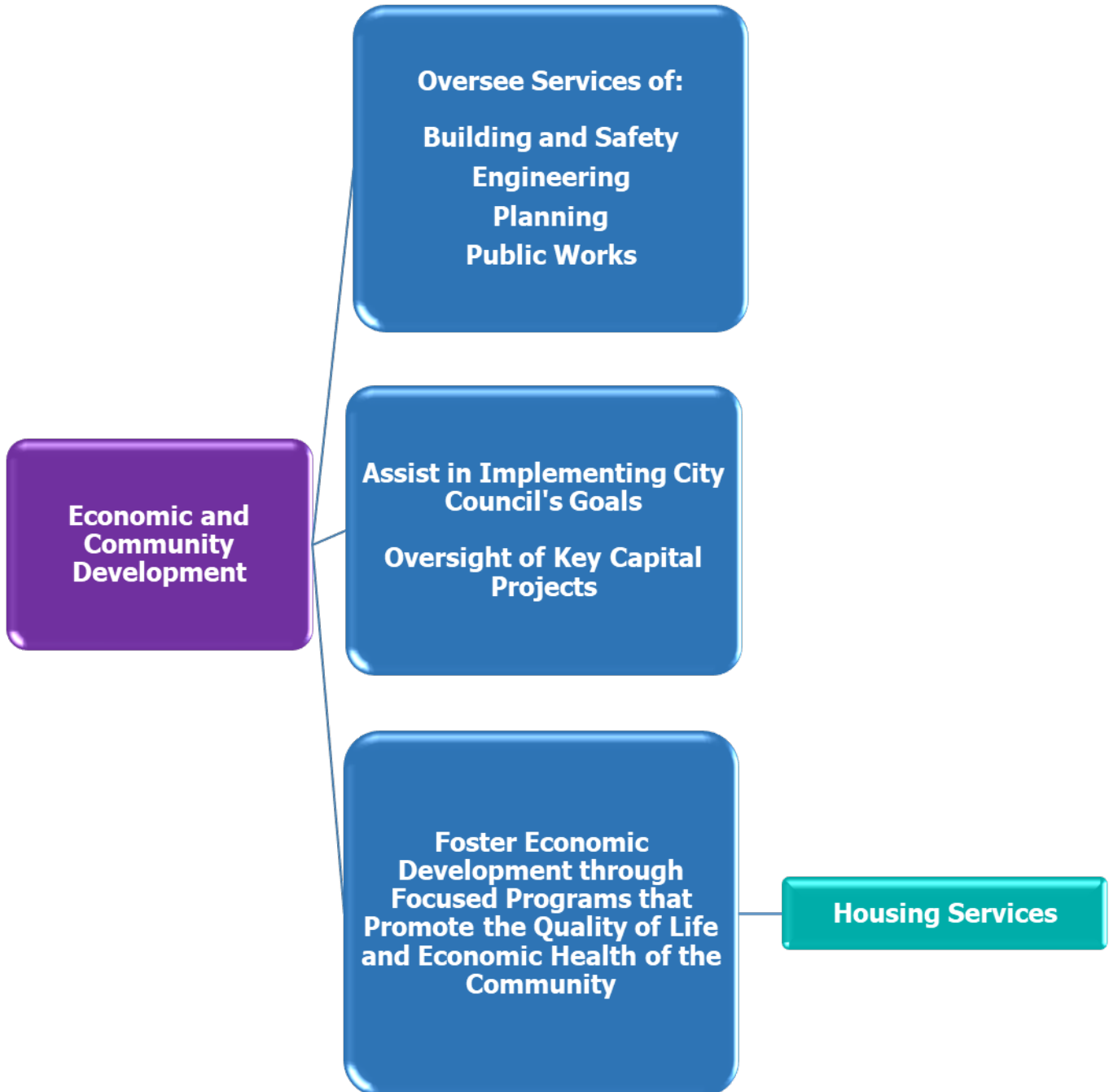
Building and Safety Services

Engineering Services

Planning

Public Works Services

Economic and Community Development – Services to the Community



Building and Safety Services – Department Budget Summary

Overview of Department

The Building and Safety Services Department, in partnership with the community:

- Supports the community’s construction projects through plan check, permit, and inspection services to meet the requirements of building and construction codes, State mandated regulations, and municipal codes.
- Works with other City departments to develop regulations and conditions for construction projects through the entitlement process.
- Coordinates and assists other City departments in managing building and structural capital improvement projects and enforcing accessibility regulations for City facilities.
- Works closely with the Police Department in addressing illegal business activity by bringing uses and structures within safe standards.
- Provides emergency response and damage assessment during and after disaster events.



Building and Safety Services enforces a series of nationally recognized standards and construction codes, as well as mandates from the State regulatory agencies, in matters pertinent to building construction, site development, and the permit process. In addition, Building and Safety Services also enforces compliance to codes as it relates to energy, accessibility laws, places of assembly, and housing requirements. Field inspections and safety assessments are performed by building/fire inspectors. In-house plan review staff manage and review all building and fire plans utilizing

assistance of contract experts when necessary. The Department continues to assist the Community Improvement Division in evaluation and enforcement of substandard construction or property use.

FY 2021/22 Budget Highlights

- Continue to enhance online services and communication to the public
- Continue to integrate Building and Safety, Planning, and Engineering to create a seamless flow of information and process in Community Development
- Continue community outreach through producing informative videos about inspections, permits, code requirements, and various City information topics (RC Hot Topics)

CITY OF RANCHO CUCAMONGA, CALIFORNIA

Fiscal Year 2021/22 Adopted Budget

Building and Safety Services – Department Budget Summary









Funds Summary	Actuals 2019/20	Adopted Budget 2020/21	Adopted Budget 2021/22
Operating Budget			
Personnel Services	\$ 1,726,791	\$ 1,655,910	\$ 1,811,640
Operations and Maintenance	95,949	110,140	99,690
Capital Outlay	-	-	-
Cost Allocation	-	-	-
Debt Service	-	-	-
Transfer Out	-	-	-
Subtotal	<u>1,822,740</u>	<u>1,766,050</u>	<u>1,911,330</u>
Other Funds			
Personnel Services	-	-	-
Operations and Maintenance	23,729	48,480	38,090
Capital Outlay	-	-	-
Cost Allocation	-	-	-
Debt Service	-	-	-
Transfer Out	-	-	-
Subtotal	<u>23,729</u>	<u>48,480</u>	<u>38,090</u>
All Funds			
Personnel Services	1,726,791	1,655,910	1,811,640
Operations and Maintenance	119,678	158,620	137,780
Capital Outlay	-	-	-
Cost Allocation	-	-	-
Debt Service	-	-	-
Transfer Out	-	-	-
Total Cost	<u>\$ 1,846,469</u>	<u>\$ 1,814,530</u>	<u>\$ 1,949,420</u>
Staffing Summary (Budgeted)			
Full Time	16.00	15.00	16.25
Part Time	<u>0.50</u>	<u>0.50</u>	<u>0.46</u>
Total Staffing	<u>16.50</u>	<u>15.50</u>	<u>16.71</u>









CITY OF RANCHO CUCAMONGA, CALIFORNIA

Fiscal Year 2021/22 Adopted Budget

Building and Safety Services – Performance Measures

City Council Core Values

-  Equitable prosperity for all
-  Providing and nurturing a high quality of life for all
-  Continuous improvement
-  Intentionally embracing and anticipating the future
-  Building and preserving a family-oriented atmosphere
-  Promoting and enhancing a safe and healthy community for all
-  Actively seeking and respectfully considering all public input
-  Working together cooperatively and respectfully with each other, staff, and all stakeholders

		Alignment with City Council Core Values							
#	Department Goals								
1	Enforce series of nationally recognized standards and construction codes as well as mandates from the State regulatory agencies, in matters pertinent to building construction, site development, and the permit process		✓	✓	✓		✓	✓	✓
2	Maintain a standard of excellent customer service		✓	✓	✓	✓	✓	✓	✓
3	Create tutorial videos available to the public aimed at educating the community about services, and explain how to use tools and systems necessary to navigate the permitting process			✓	✓		✓		✓
4	Utilize virtual methods of performing inspections and remote evaluations saving time for both the public and staff			✓	✓		✓		✓
5	Develop a queuing system for the public lobby focused on connecting staff with City Hall visitors in an expedient and efficient manner	✓		✓	✓	✓	✓		✓

Department Performance Measures	Dept. Goal #	Actual 2019/20	Actual 2020/21	Target 2021/22
Number of inspections performed	1 & 2	13,136	13,422	14,111
Percent of inspections completed virtually using various technologies such as drones, video, and photo imagery	1, 2 & 4	3%	12%	17%
Complete projects submitted for initial plan check within ten business days	1 & 2	96%	96%	96%
Number of permits issued	1 & 2	4,196	4,976	5,010
Process electrical, plumbing, and mechanical permits not requiring plan submittals on the same day	1 & 2	100%	100%	100%
Process building, electrical, plumbing, and mechanical permits requiring plan submittals within ten business days	1 & 2	100%	100%	100%
Achieve Department accreditation through the International Code Council becoming one of the top 1% of departments in the nation	1, 2, 3, 4 & 5	*	*	Yes*

*Department seeking accreditation with International Code Council for first time in Fiscal Year 2021/22

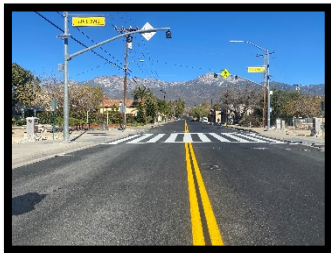
Building and Safety Services – Services to the Community



Engineering Services – Department Budget Summary

Overview of Department

The Engineering Services Department in partnership with departments citywide strives to build a City where the infrastructure supports a community that is a great place to live, work, and play through strategic design, well planned maintenance, and fiscal and environmental sustainability. The Department provides



a number of services in support of building a world-class community. Among these are planning and implementation of capital improvements, development related services, traffic and transportation management, environmental programs, and utility services such as electric power, high-speed fiber internet, and streetlight management. The Department seeks to provide excellent service in these areas in service to the community while continuing to become more agile as we learn from and grow coming out of the COVID-19 pandemic.

FY 2021/22 Budget Highlights

Fiscal Year 2021/22 will prove to be an exciting year for the City’s Engineering Services Department. There are a number of major projects and activities planned that will help to pave the way for the future of our community. Major construction projects such as the Etiwanda Grade Separation and the Advanced Traffic Management System (ATMS) projects seek to address community concerns about traffic capacity, while planning projects such as the ADA Transition Plan and Healthy RC Active Transportation Plan will help guide current and future infrastructure needs to better serve the needs of residents and businesses in our City. Some of the key projects and activities planned for this fiscal year include:



- Design continues for the Etiwanda Grade Separation project with construction expected to begin in Summer 2022
- Continuation of the ATMS program with Phase 2, which will incorporate five additional corridors into our traffic management system
- Preparation of Phases 2 and 3 of the ADA Transition Plan Update
- Preparation of our Local Road Safety Plan to identify opportunities for street safety improvements and for continued eligibility for federal HSIP grant funding
- Preparation of the Healthy RC Active Transportation Infrastructure Assessment and Improvement Plan that will identify and prioritize pedestrian and bicycle infrastructure improvements and lay the foundation for future grant applications
- Coordination with SBCTA for the design of the 6th Street Cycle Track
- Development of plans to reduce organic waste and increase edible food recovery in compliance with SB1383
- Strategic expansion of the RC Fiber program to serve a larger number of businesses and residents in the City
- Continue to provide reliable, green, and cost-effective power to more than 2,000 residential and business customers including new developments forthcoming at The Resort

CITY OF RANCHO CUCAMONGA, CALIFORNIA

Fiscal Year 2021/22 Adopted Budget

Engineering Services – Department Budget Summary









Funds Summary	Actuals 2019/20	Adopted Budget 2020/21	Adopted Budget 2021/22
Operating Budget			
Personnel Services	\$ 2,120,959	\$ 2,153,370	\$ 2,426,700
Operations and Maintenance	256,969	199,930	142,990
Capital Outlay	-	-	-
Cost Allocation	-	-	-
Debt Service	-	-	-
Transfer Out	-	-	-
Subtotal	<u>2,377,928</u>	<u>2,353,300</u>	<u>2,569,690</u>
Other Funds			
Personnel Services	4,278,057	4,624,780	4,726,690
Operations and Maintenance	11,694,370	12,899,700	13,231,570
Capital Outlay	7,895,409	19,021,600	33,741,860
Cost Allocation	-	-	-
Debt Service	441,636	934,840	937,300
Transfer Out	1,625,770	1,727,040	1,632,400
Subtotal	<u>25,935,242</u>	<u>39,207,960</u>	<u>54,269,820</u>
All Funds			
Personnel Services	6,399,016	6,778,150	7,153,390
Operations and Maintenance	11,951,339	13,099,630	13,374,560
Capital Outlay	7,895,409	19,021,600	33,741,860
Cost Allocation	-	-	-
Debt Service	441,636	934,840	937,300
Transfer Out	1,625,770	1,727,040	1,632,400
Total Cost	<u>\$ 28,313,170</u>	<u>\$ 41,561,260</u>	<u>\$ 56,839,510</u>
Staffing Summary (Budgeted)			
Full Time	39.00	35.00	36.50
Part Time	1.20	0.80	0.72
Total Staffing	<u>40.20</u>	<u>35.80</u>	<u>37.22</u>









CITY OF RANCHO CUCAMONGA, CALIFORNIA

Fiscal Year 2021/22 Adopted Budget

Engineering Services – Performance Measures

City Council Core Values

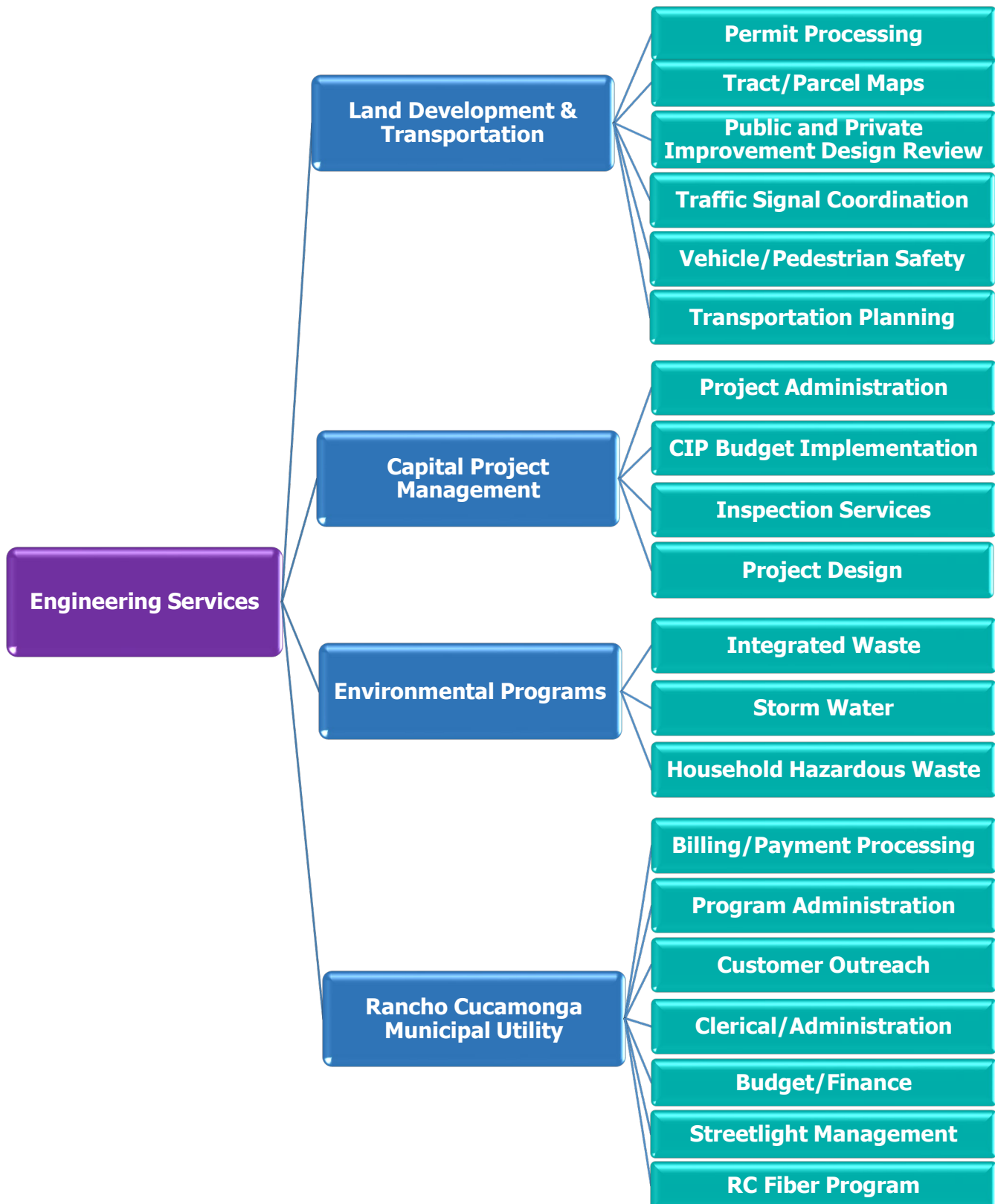
-  Equitable prosperity for all
-  Providing and nurturing a high quality of life for all
-  Continuous improvement
-  Intentionally embracing and anticipating the future
-  Building and preserving a family-oriented atmosphere
-  Promoting and enhancing a safe and healthy community for all
-  Actively seeking and respectfully considering all public input
-  Working together cooperatively and respectfully with each other, staff, and all stakeholders

#	Department Goals	Alignment with City Council Core Values							
									
1	Partner with departments in an effort to build a City where the infrastructure supports a community that is a great place to live, work, and play through strategic design, well planned maintenance, and fiscal and environmental sustainability	✓	✓	✓	✓	✓	✓	✓	✓
2	Strive to protect and conserve natural resources through education, planning, waste reduction, recycling, and pollution prevention	✓	✓	✓	✓	✓	✓	✓	✓
3	Provide safe, reliable, and cost-effective fiber and electric services to City customers	✓	✓	✓	✓	✓	✓	✓	✓

Department Performance Measures	Dept. Goal #	Actual 2019/20	Actual 2020/21	Target 2021/22
Average Pavement Condition Index (PCI) <i>Pavement Condition Index is the standard of practice measure of effectiveness used to assess pavement:</i> -Very Good (86-100 PCI) -Good (70-85 PCI) -Fair (50-69 PCI) -Poor (30-49 PCI) -Very Poor (0-29 PCI)	1	70	70	71
Number of permits issued	1	3,616*	3,762	3,900
Number of inspections	1	6,012*	4,222	4,400
Household Hazardous Waste Collection Facility participation	1 & 2	6,177	4,384**	6,580
Number of Rancho Fiber customers	1 & 3	38	308	600

*Estimate based on 3 months of actual data
 **Number is significantly lower due to the COVID-19 Pandemic

Engineering Services – Services to the Community



Planning – Department Budget Summary

Overview of Department

The Planning Department's primary responsibilities are developing and implementing comprehensive plans that reflect the goals and policies of the City; ensuring the long-term success of the community through effective management of the City's growth; conducting a detailed analysis of all development proposals to verify consistency with the City's Goals and Policies; and working with other City departments to build and maintain a high quality, balanced, and sustainable community for Rancho Cucamonga residents, businesses, and visitors.



FY 2021/22 Budget Highlights

- Complete PlanRC, the comprehensive update to the General Plan
- Update the Development Code based on the vision, goals, and policies outlined in the updated General Plan
- Evaluate new ways to establish long-term and innovative development standards as a result of the changing post-COVID business model
- Develop and execute a second business assistance program through CDBG funding provided by the CARES Act
- Continue evaluating regulations from the state regarding housing and other land use issues and evaluate if development standards need to be updated to reflect these changes
- Develop a plan to address housing growth that meets our desire for high-quality development for the City
- Implement a new customer service system for Community Development services to provide an excellent customer service experience
- Invest in staff through training and innovation to reduce attrition and develop the Planning team to address development challenges as an infill city

CITY OF RANCHO CUCAMONGA, CALIFORNIA

Fiscal Year 2021/22 Adopted Budget

Planning – Department Budget Summary









Funds Summary	Actuals 2019/20	Adopted Budget 2020/21	Adopted Budget 2021/22
Operating Budget			
Personnel Services	\$ 1,345,042	\$ 1,334,860	\$ 1,380,800
Operations and Maintenance	598,075	298,910	616,180
Capital Outlay	-	-	-
Cost Allocation	-	-	-
Debt Service	-	-	-
Transfer Out	-	-	-
Subtotal	<u>1,943,117</u>	<u>1,633,770</u>	<u>1,996,980</u>
Other Funds			
Personnel Services	270,916	269,030	270,730
Operations and Maintenance	515,276	526,050	423,030
Capital Outlay	480,119	4,467,410	1,532,370
Cost Allocation	-	-	-
Debt Service	-	-	-
Transfer Out	-	-	-
Subtotal	<u>1,266,311</u>	<u>5,262,490</u>	<u>2,226,130</u>
All Funds			
Personnel Services	1,615,958	1,603,890	1,651,530
Operations and Maintenance	1,113,351	824,960	1,039,210
Capital Outlay	480,119	4,467,410	1,532,370
Cost Allocation	-	-	-
Debt Service	-	-	-
Transfer Out	-	-	-
Total Cost	<u>\$ 3,209,428</u>	<u>\$ 6,896,260</u>	<u>\$ 4,223,110</u>
Staffing Summary (Budgeted)			
Full Time	13.00	11.00	11.00
Part Time	<u>0.80</u>	<u>-</u>	<u>-</u>
Total Staffing	<u>13.80</u>	<u>11.00</u>	<u>11.00</u>









CITY OF RANCHO CUCAMONGA, CALIFORNIA

Fiscal Year 2021/22 Adopted Budget

Planning – Performance Measures

City Council Core Values

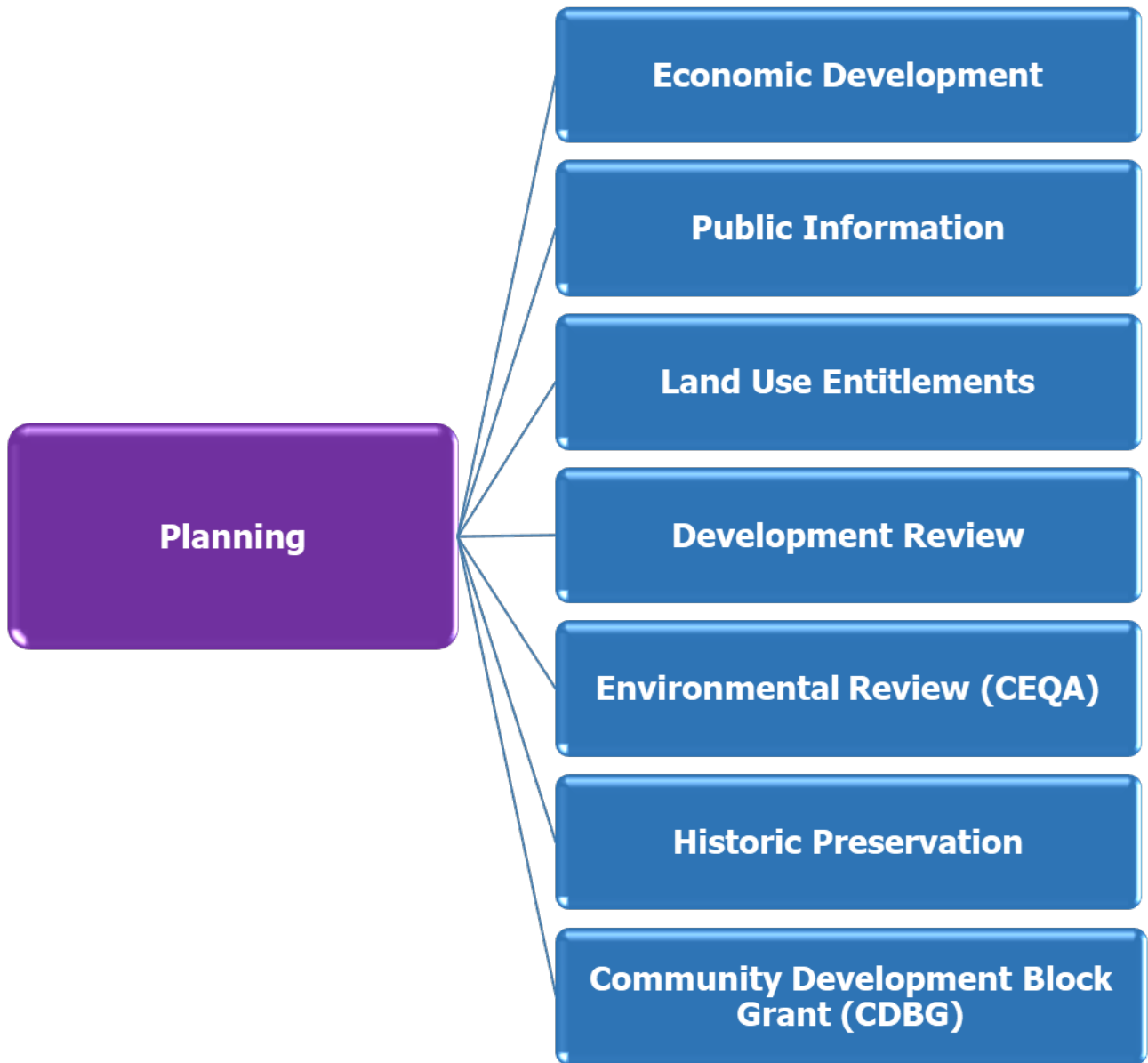
-  Equitable prosperity for all
-  Providing and nurturing a high quality of life for all
-  Continuous improvement
-  Intentionally embracing and anticipating the future
-  Building and preserving a family-oriented atmosphere
-  Promoting and enhancing a safe and healthy community for all
-  Actively seeking and respectfully considering all public input
-  Working together cooperatively and respectfully with each other, staff, and all stakeholders

		Alignment with City Council Core Values							
#	Department Goals								
1	Developing and implementing comprehensive plans that reflect the goals, policies, and General Plan of the City		✓	✓	✓		✓	✓	✓

Department Performance Measures	Dept. Goal #	Actual 2019/20	Actual 2020/21	Target 2021/22
Number of Planning Applications submitted	1	656	500	525
Number of Plan Checks performed	1	2,690	3,792	3,000
Planning Counter visits	1	4,152	1,040**	1,200**
Planning phone calls	1	*	7,359	7,000
Planning emails	1	*	1,636	1,500

*Data not available
 **Number is significantly lower due to the COVID-19 Pandemic

Planning – Services to the Community



Public Works Services – Department Budget Summary

Overview of Department

The Public Works Services Department’s mission is to provide efficient stewardship of the City’s public works infrastructure. The Department has four sections: *Facilities* – Provides services for 15 City facilities and 8 Fire District facilities; *Parks and Landscape* – Maintains 31 parks, Adult Sports Park and baseball stadium, 125 street front miles of landscape, and a comprehensive inventory of trees, paseos and trails; *Street/Fleet/Storm Drain* – Maintains 534 roadway miles, including 4,004 catch basins and 226 signalized intersections, and provides fleet maintenance for 181 vehicles and over 140 pieces of on and off-road equipment; and *Administration/Project Management* – Manages departmental support services, contracts, safety and risk management, budget, and capital maintenance projects.



FY 2021/22 Budget Highlights

- Water Conservation Projects: Multiple water conservation projects will be completed during the fiscal year, including drought tolerant landscape renovations in Landscape Maintenance Districts (LMDs) 2 and 4R; conceptual design work for drought tolerant landscape in LMDs 1 and 6R; and comprehensive water audits for existing landscape sites throughout the Districts
- Energy Efficiency Projects: LED retrofits of paseo lighting at two locations in LMD 2, tennis court lighting at Beryl Park, and sports lighting at Heritage and Etiwanda Creek Parks will significantly reduce electricity consumption at these sites
- Other Projects:
 - Painting projects will be completed at Old Town and Victoria Groves Parks
 - Traffic signal equipment replacements, including the replacement of 30+ year old cabinets at Archibald Avenue and 6th Street and Milliken Avenue and 6th Street
 - Civic Center HVAC Plant Replacement – The new chillers and pumps will change the system from a constant flow chilled water plant to a variable flow plant increasing energy efficiency and reducing operational costs
 - Installation of solar pathway lighting at Heritage and Red Hill Parks, and replacement of the pedestrian trail at Heritage Park
- Minimum Wage: The minimum wage impacts for FY 2021/22 equal an effective cost increase of \$65,940 to fund the part-time positions and an additional \$21,040 for janitorial and security guard services. Minimum wage also impacts landscape maintenance services, but these additional costs have been absorbed in existing budgets

CITY OF RANCHO CUCAMONGA, CALIFORNIA

Fiscal Year 2021/22 Adopted Budget

Public Works Services – Department Budget Summary









<u>Funds Summary</u>	<u>Actuals 2019/20</u>	<u>Adopted Budget 2020/21</u>	<u>Adopted Budget 2021/22</u>
Operating Budget			
Personnel Services	\$ 5,013,100	\$ 5,133,260	\$ 5,482,440
Operations and Maintenance	5,439,657	5,950,770	6,115,190
Capital Outlay	497,962	200,000	300,000
Cost Allocation	(975,390)	(1,015,740)	(1,015,740)
Debt Service	-	-	-
Transfer Out	-	-	-
Subtotal	<u>9,975,329</u>	<u>10,268,290</u>	<u>10,881,890</u>
Other Funds			
Personnel Services	4,624,707	4,370,870	5,006,210
Operations and Maintenance	9,636,820	10,980,270	10,986,990
Capital Outlay	981,676	1,170,000	3,312,870
Cost Allocation	-	-	-
Debt Service	19,198	142,570	142,570
Transfer Out	571,520	684,290	777,670
Subtotal	<u>15,833,921</u>	<u>17,348,000</u>	<u>20,226,310</u>
All Funds			
Personnel Services	9,637,807	9,504,130	10,488,650
Operations and Maintenance	15,076,477	16,931,040	17,102,180
Capital Outlay	1,479,638	1,370,000	3,612,870
Cost Allocation	(975,390)	(1,015,740)	(1,015,740)
Debt Service	19,198	142,570	142,570
Transfer Out	571,520	684,290	777,670
Total Cost	<u>\$ 25,809,250</u>	<u>\$ 27,616,290</u>	<u>\$ 31,108,200</u>
Staffing Summary (Budgeted)			
Full Time	130.00	122.00	122.00
Part Time	34.10	13.20	31.78
Total Staffing	<u>164.10</u>	<u>135.20</u>	<u>153.78</u>









CITY OF RANCHO CUCAMONGA, CALIFORNIA

Fiscal Year 2021/22 Adopted Budget

Public Works Services – Performance Measures

City Council Core Values

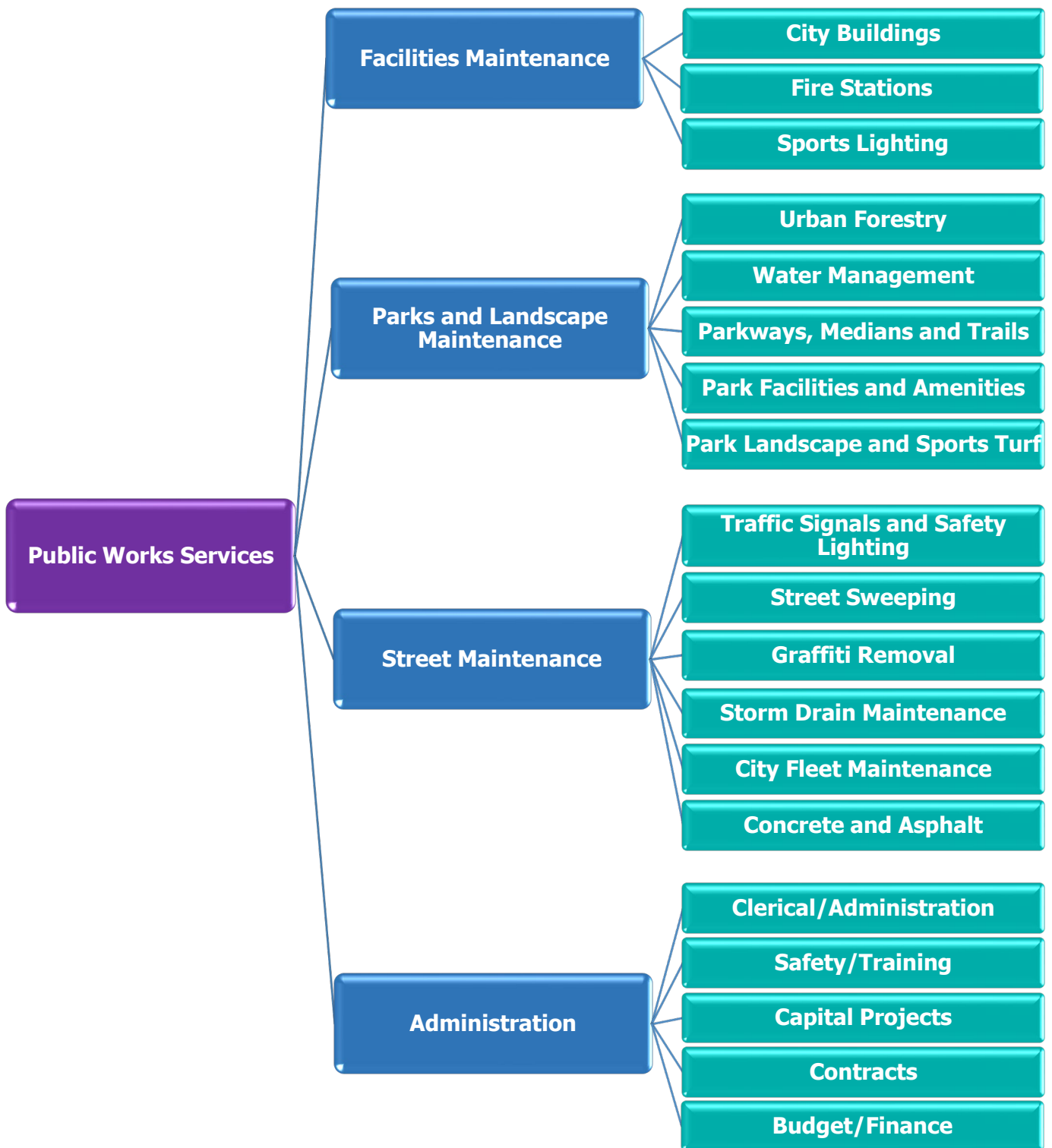
-  Equitable prosperity for all
-  Providing and nurturing a high quality of life for all
-  Continuous improvement
-  Intentionally embracing and anticipating the future
-  Building and preserving a family-oriented atmosphere
-  Promoting and enhancing a safe and healthy community for all
-  Actively seeking and respectfully considering all public input
-  Working together cooperatively and respectfully with each other, staff, and all stakeholders

		Alignment with City Council Core Values							
#	Department Goals								
1	Efficient stewardship of the City's infrastructure, including all facilities, fleet, streets, storm drains, sidewalks, parks, landscaping, traffic signals, urban forest, and trails	✓	✓	✓	✓	✓	✓	✓	✓

Department Performance Measures	Dept. Goal #	Actual 2019/20	Actual 2020/21	Target 2021/22
Average number of days to complete RC2GO requests <i>RC2GO is a mobile application with a feature that allows users to report graffiti, potholes, streetlight outages, and other issues in the community</i>	1	2	2	2
Number of potholes repaired	1	4,866	3,419*	3,419
Number of square feet of graffiti removed	1	186,175	150,185*	150,185
Number of square feet of asphalt removed/replaced	1	17,424	8,745*	8,745
Number of square feet of asphalt overlays	1	11,823	15,570	15,570
Number of square feet of concrete sidewalk removed/replaced (In-House)	1	10,634	16,358	16,358
Number of square feet of concrete sidewalk removed/replaced (Contracted)	1	15,807	18,957	18,957
Number of linear feet of concrete curb and gutter removed/replaced	1	685	571*	571

*Numbers are significantly lower due to the COVID-19 Pandemic

Public Works Services – Services to the Community



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CAPITAL IMPROVEMENT PROGRAM

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CITY OF RANCHO CUCAMONGA, CALIFORNIA

Fiscal Year 2021/22 Adopted Budget

Capital Improvement Program – Summary by Department

The City’s Capital Improvement Program (CIP) for Fiscal Year 2021/22 will provide needed infrastructure improvements city-wide. The CIP summarizes the projects planned for the upcoming fiscal year by Department.

Following is the total budgeted by Department for Fiscal Year 2021/22:

Community Services	\$ 3,994,210
Engineering Services	34,598,940
Fire District	14,800,000
Library Services	1,950,000
Police	170,000
Public Works Services	<u>6,509,900</u>
Total Capital Improvement Program	<u>\$62,023,050</u>

Some of the more significant capital improvement projects for each Department are discussed below.

Community Services projects include:

- The Central Park Dog Park project will add a new Dog Park to the City, an amenity determined through the City’s Fiscal Year 2017/18 Central Park Master Plan ReVision, which included community workshops and surveys.
- The Citywide Parks and Recreation Master Plan represents the city-wide master plan of parks and recreational facilities.
- The Cultural Center-Courtyard Redesign project is intended to take a primarily passive, outdoor space with little shade or seating areas and redesign it to encourage greater pedestrian access and use. Amenities will include shade and lighting as well as a permanent outdoor stage to facilitate outdoor events, concerts, library programming and rentals as well as improvements to spectator comfort.

Engineering Services projects include:

- The Advance Traffic Management System-Phase 2 project will install Closed Circuit Television (CCTV) cameras, video detection system (VDS), fiber optic cable and conduit, communication networking equipment, upgrade and integrate over 50 traffic signals into the Traffic Management Center (TMC) located at City Hall, and implement traffic signal coordination timing. Overall, this project will improve monitoring, retiming, and coordination of the City’s traffic signal system.
- The Etiwanda Avenue Grade Separation project from Whittram Avenue to Napa Street will provide an elevated four-lane roadway crossing intended to improve safety and traffic circulation.
- The Etiwanda Avenue East Side Widening project will involve street widening on the east side of Etiwanda Avenue including curb and gutter, sidewalk, streetlight, and utility relocation, as well as pavement rehabilitation. The project is intended to enhance pedestrian and vehicular safety.
- The Foothill Boulevard Pavement Rehabilitation project is intended to restore the existing road surface to a substantially new condition, extending pavement life, use, and rideability.
- The Heritage Park Bridge Replacements project will replace the main drive, pedestrian and equestrian bridges that span the Demens Creek Channel, to the equestrian arenas, with one multi-use bridge at Heritage Community Park.

CITY OF RANCHO CUCAMONGA, CALIFORNIA

Fiscal Year 2021/22 Adopted Budget

Capital Improvement Program – Summary by Department

- The Local Overlay at Various Locations project is intended to restore the existing road surface at various locations to a substantially new condition, extending pavement life, use and rideability.
- The Rochester Avenue, Base Line Road to Highland Avenue Pavement Rehabilitation project is intended to restore the existing road surface to a substantially new condition, extending pavement life, use, and rideability.

Fire District projects include:

- The Fire District Town Center Station 178 project will result in a new two-story station that will be centrally located in an area of the city planned for high-density residential and large-scale office building developments. It will house an all-risk apparatus and crew that will work on a 24/7/365-day cycle.

Library Services projects include:

- The Paul A. Biane Library Second Story and Beyond Project will build out the second floor of the Paul A. Biane Library at Victoria Gardens. Second Story is envisioned as a interactive discovery space combined with traditional library services to create a new type of learning experience that will appeal to children and users of all ages.

Police projects include:

- The Police Station Operational and COVID-Related Lobby Improvements project will reconfigure the lobby and front office area in the Police Department's Civic Center Station. The improvements are intended to improve efficiency, customer service, and circulation in these areas.

Public Works Services projects include:

- The Citywide Concrete Repair project is intended to repair sections of concrete sidewalks, curbs and gutters, and drive approaches damaged by tree roots, etc. in the public right of way.
- The Civic Center ADA and COVID Improvements project intends to provide more efficient, healthy spaces at various areas of the Civic Center.
- The Civic Center HVAC Plant Replacement project will replace three 150-ton chillers and related pumps that have exceeded their expected service life.
- The LMD 2-Paseo Lighting Retrofits project will replace existing paseo lighting with new energy efficient LED lighting.
- The LMD 2 and LMD 4R Water Conservation/Landscape Renovation projects are a continuation of the previous year's projects including turf removal and replacement with drought tolerant landscaping to reduce water usage.

Note: Funds for these projects come from a variety of sources including development impact fees, State gas taxes, grant funds, and special assessments. These funds are non-General Fund revenues and typically are restricted in how they can be spent. The amounts budgeted will fluctuate annually. In addition to CIP project costs, future operational costs are identified in the CIP and will be included in the operational budget in future years, as appropriate.

Details of the cost and funding source(s) for each project budgeted for Fiscal Year 2021/22 are included in the following pages.

CITY OF RANCHO CUCAMONGA, CALIFORNIA
 Fiscal Year 2021/22 Adopted Budget

Capital Improvement Program – Detail by Department

<u>Department / Project Description</u>	<u>Funding Source</u>	<u>Amount</u>
Community Services		
Central Park-Dog Park	State Grants Fund	\$ 2,686,760
	Park Development	625,690
	State Gas Tax	<u>201,760</u>
		3,514,210
Citywide Parks Master Plan	Park Development	250,000
Cultural Center-Courtyard Redesign	Capital Reserve	190,000
Hermosa Street Beautification	Beautification	15,000
Pacific Electric Trail Improvements	Park Development	25,000
	Community Services Total:	<u>3,994,210</u>
Engineering Services		
5th Street: Lucas Ranch Road to Hermosa Avenue Pavement Rehabilitation	Measure I 2010-2040	67,500
6th Street at BNSF Spur Crossing West of Etiwanda	Transportation	150,000
6th Street-Charles Smith Avenue-Hyssop Dr: Pavement Rehab	State Gas Tax	74,250
ADA Ramps at Various Locations	Measure I 2010-2040	250,000
Advance Traffic Management System-Phase 2	Transportation	6,382,000
	Grant Opportunity	1,000,000
	Capital Reserve	<u>90,000</u>
		7,472,000
Archibald Avenue: 210 Freeway to 19th St-Pavement Rehabilitation	Measure I 1990-2010	101,250
Banyan from Milliken Ave to Rochester Ave-Pavement Rehab	Measure I 2010-2040	60,000
Banyan Street: Garnet Street-Beryl St Pavement Rehabilitation	State Gas Tax	87,750
Center Ave Pavement Rehabilitation Project	State Gas Tax	475,000
Cherry Avenue-Wilson to City Limit-Pavement Rehabilitation	State Gas Tax	222,750
Cucamonga Storm Drain Ph3-CLOMR-FEMA	Drainage Fac/General	175,000
Day Creek Channel Bike Trail	Pedestrian Grant/Art 3	398,550
	AB 2766 Air Quality Improvement	<u>208,740</u>
		607,290
East Ave at Highland Avenue-Traffic Control Device	Transportation	540,000
Etiwanda Avenue Grade Separation	SB 1 - TCEP	12,500,000

CITY OF RANCHO CUCAMONGA, CALIFORNIA
 Fiscal Year 2021/22 Adopted Budget

Capital Improvement Program – Detail by Department

<u>Department / Project Description</u>	<u>Funding Source</u>	<u>Amount</u>
Etiwanda Ave from Arrow Rte to Whittram Ave-Electric and Fiber Line Ext	Municipal Utility	311,000
Etiwanda Ave-East Side Widening	Transportation	825,000
Fiber Optic Interconnect	Transportation	660,000
Foothill Blvd: Grove Ave to San Bernardino Rd	Citywide Infrastructure Improvement	120,000
Foothill Boulevard-Pavement Rehabilitation	Road Maintenance & Rehab Acct	2,565,000
Haven Avenue: Lemon-Wilson: Pavement Rehabilitation	State Gas Tax	479,250
Heritage Park Bridge Replacements	Fire Protection Capital Fund	600,000
	PD 85 Capital Replacement Fund	500,000
		<u>1,100,000</u>
Hermosa Ave-Pavement Rehabilitation	Measure I 2010-2040	101,250
Hermosa Ave-Foothill Blvd to Church St- Pavement Rehab	State Gas Tax	607,500
Local Overlay at Various Locations	State Gas Tax	1,820,000
Local Slurry Seal Pavement Rehabilitation @ Various Locations	State Gas Tax	280,000
Rochester Avenue: 6th St to Arrow Rte-Pavement Rehab	Measure I 2010-2040	700,000
Rochester Avenue: Base Line Rd-Highland Ave: Pavement Rehab	Road Maintenance & Rehab Acct	1,917,000
The Resort Parkway (North) RCMU Distribution	Municipal Utility	5,000
Upgrade LT Phases at Multiple Locations	Grant Opportunity	162,600
	Transportation	90,350
	State Gas Tax	72,200
		<u>325,150</u>
	Engineering Services Total:	<u>34,598,940</u>
Fire District		
Fire District - Town Center Station-178	Fire Protection Capital Fund	14,800,000
	Fire District Total:	<u>14,800,000</u>
Library Services		
Paul A. Biane Library-Second Story and Beyond Project	Library Capital Fund	1,225,000
	Capital Reserve	725,000
	Library Services Total:	<u>1,950,000</u>

CITY OF RANCHO CUCAMONGA, CALIFORNIA
 Fiscal Year 2021/22 Adopted Budget

Capital Improvement Program – Detail by Department

<u>Department / Project Description</u>	<u>Funding Source</u>	<u>Amount</u>
Police		
Police Station Operational and COVID-Related Lobby Improvements	Police Impact Fee	170,000
	Police Total:	<u>170,000</u>
Public Works Services		
Beryl Park East-All Inclusive Playground Replacement	LMD 1 Capital Replacement Fund	40,000
Beryl Park East-Tennis Court LED Light Replacements	LMD 1 Capital Replacement Fund	50,000
Citywide Concrete Repair	General Fund	200,000
	Measure I 2010-2040	<u>100,000</u>
		300,000
Citywide HVAC & Lighting Controls	Capital Reserve	50,000
Civic Center ADA & COVID Improvements	Capital Reserve	1,302,400
Civic Center-HVAC Plant Replacement	Capital Reserve	1,500,000
Council Chamber-Carpet & Seating Replacement	Capital Reserve	10,000
Etiwanda Creek Park-LED Lighting Replacement	LMD #7 North Etiwanda	100,000
Fleet Shop-Rental Space	Capital Reserve	150,000
Heritage Park-Equestrian Center Roof Replacement	PD 85 Redemption Fund	150,000
Heritage Park-Pedestrian Trail Replacement	PD 85 Redemption Fund	150,000
Heritage Park-Senior Baseball Field LED Light Replacement	PD 85 Redemption Fund	100,000
Heritage Park-Solar Pathway Lighting	PD 85 Redemption Fund	90,000
LMD 1-Drought Tolerant Landscaping	LMD 1 Capital Replacement Fund	50,000
LMD 10-Landscape Renovation	LMD #10 Rancho Etiwanda	150,000
LMD 2-Paseo Lighting Retrofits	LMD #2 Victoria	300,000
LMD 2-Water Conservation/Landscape Renovation	LMD #2 Victoria	700,000
LMD 4R-Water Conservation/Landscape Renovation	LMD #4R Terra Vista	700,000
LMD 6-Drought Tolerant Landscaping	LMD #6R Caryn Community	50,000
Red Hill Park-Solar Pathway Lighting	PD 85 Redemption Fund	90,000

CITY OF RANCHO CUCAMONGA, CALIFORNIA

Fiscal Year 2021/22 Adopted Budget

Capital Improvement Program – Detail by Department

<u>Department / Project Description</u>	<u>Funding Source</u>	<u>Amount</u>
Traffic Signal Battery Backup System Replacement	Equip/Vehicle Replacement	150,000
	State Gas Tax	<u>127,500</u>
		277,500
Traffic Signal Modifications	State Gas Tax	200,000
	Public Works Services Total:	<u>6,509,900</u>
	Total Capital Improvement Projects:	<u>\$ 62,023,050</u>



RANCHO
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APPENDIX

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Financial Policies

BUDGETING POLICY

- The City will adopt an annual budget for the fiscal year beginning July 1 no later than June 30 of the same year.
- The adopted budget will be balanced with current year operating expenditures fully funded by current year revenues and available fund balance.
- Fund balance reserves of the Operating Budget will be used only for non-recurring expenditures such as capital projects and not for on-going operations, with the exception of the Reserve for Changes in Economic Circumstances. The usage of that specific reserve is governed by the City’s Fund Balance Policy.
- The City Manager is authorized to implement programs as approved in the adopted budget.
- The City Manager may transfer appropriations between divisions, projects and programs within the same department and fund in order to implement the adopted budget.
- Quarterly budget reports will be presented to the City Council to provide information on the status of the City’s financial condition.

CAPITAL IMPROVEMENT POLICY

- Capital projects involve the purchase or construction of major fixed assets such as land, building or permanent improvements including additions, replacements and major alterations having a life expectancy of more than one year and costing \$5,000 or more.
- Capital projects are funded by a variety of sources including Special Funds (such as developer impact fees and grants), Enterprise Funds, and Special Districts. These funds are non-General Fund revenues and typically are restricted in how they can be spent. Prior to its inclusion in the annual budget, a determination must be made that the project is an appropriate use of the funds and that there is sufficient fund balance.
- The City will identify the estimated costs and potential funding sources for each capital project prior to its submittal to the City County for approval.
- The City will coordinate the development of the Five-Year Capital Improvement Program (CIP) with the development of the annual Operating Budget.

REVENUE POLICY

Recurring revenue growth (inflation) will be used to pay for recurring expenditures. Recurring expenditure increases should not be approved which exceed recurring revenue growth, unless the current economic climate has triggered the use of the Changes in Economic Circumstances Reserve. Any new or expanded programs will be required to identify new funding sources and/or offsetting reductions in expenditures. In addition:

- The City shall use a conservative approach in projecting revenues.
- One-time revenues may be used for one-time expenditures.
- The City shall update its user fees and charges periodically to recover costs of providing that service for which a fee is charged.

Financial Policies

PURCHASING POLICY

Purchasing Limits:	Less than \$5,000	No bid necessary, may use P-Card
	\$5,001 to \$20,000	Purchase order required for vendor of choice; comparative shopping is strongly advised
	\$20,001 up to \$50,000	Request for Quote (RFQ) required with three (3) viable bids
	More than \$50,000	Formal bid
	Public Works Bids:	
	Up to \$45,000	Force account
	Up to \$175,000	Informal bids
	\$175,000 and over	Formal advertisement
Contract Signing Limits:	\$50,000 or less	City Manager will have full discretion on designating below his/her authority. Staff signature authority limits will be updated and reviewed on an annual basis.
	\$75,000 or less	Assistant City Manager and Deputy City Managers
	\$100,000 or less	City Manager
	Public Works Contracts:	
	\$175,000 or less	City Manager
	\$175,001 or more	City Council

Financial Policies

FUND BALANCE/RESERVE POLICY

Adequate fund balance, or reserve, levels are a necessary component of the City’s overall financial management strategy. It is the responsibility of the City Council to maintain a sufficient level of reserve funds to provide for the orderly provision of services to the citizens of the City of Rancho Cucamonga. The City Council has the authority to decide the circumstances under which the reserves can be used. The City Manager and the Finance Director may, from time to time, make recommendations as to the level of reserve funds necessary for prudent fiscal management. Reserve levels shall be reviewed at least annually during the budget process to ensure that they are consistent with the conditions faced by the City.

Fund balance is essentially the difference between the assets and liabilities reported in a governmental fund. There are five separate components of fund balance, each of which identifies the extent to which the City/Fire District is bound to honor constraints on the specific purposes for which amounts can be spent.

- Nonspendable fund balance (*inherently nonspendable*)
- Restricted fund balance (*externally enforceable limitations on use*)
- Committed fund balance (*self-imposed limitations on use*)
- Assigned fund balance (*limitation resulting from intended use*)
- Unassigned fund balance (*residual net resources*)

The first two components listed above are not addressed in this policy due to the nature of their restrictions. An example of nonspendable fund balance is inventory. Restricted fund balance is either imposed by law or constrained by grantors, contributors, or laws or regulations of other governments. This policy is focused on financial reporting of unrestricted fund balance, or the last three components listed above. These three components are further defined below.

Committed Fund Balance

The City Council (which also acts as the Board of Directors for the Rancho Cucamonga Fire Protection District), as the City’s highest level of decision-making authority, may commit fund balance for specific purposes pursuant to constraints imposed by formal actions taken, such as an ordinance or resolution. These committed amounts cannot be used for any other purpose unless the City Council/Fire Board removes or changes the specified use through the same type of formal action taken to establish the commitment. City Council/Fire Board action to commit fund balance needs to occur within the fiscal reporting period; however, the amount can be determined subsequently.

▪ Changes in Economic Circumstances

The City’s General Fund balance committed for changes in economic circumstances is established at a goal of a nine-month reserve, or 75% of the City General Fund operating budget for the upcoming fiscal year. The Fire District’s fund balance committed for changes in economic circumstances is established at a goal of a nine month reserve, or 75% of the Fire District’s operating budget for the upcoming fiscal year. The specific uses of this commitment are 1) the declaration of a state or federal state of emergency or a local emergency as defined in Rancho Cucamonga Municipal Code Section 2.36.020; or 2) a change in economic circumstances in a given fiscal year that results in revenues to the City/Fire District being insufficient to cover expenditures for one or more fiscal years.

Financial Policies

The City Council/Fire Board may, by the affirming vote of four members, change the amount of this commitment and/or the specific uses of these monies.

▪ City Facilities' Capital Repair

The City's General Fund balance committed for City facilities' capital repair is established at a minimum goal of 50% of capital assets value comprised of construction in progress (excluding infrastructure), building improvements, and improvements other than building for governmental activities, excluding assets owned by the Rancho Cucamonga Fire Protection District.

• Fire District Facilities Capital Repair

The Fire District's fund balance committed for the Fire District facilities capital repair is hereby committed to a minimum goal of 50% of capital assets value comprised of construction in progress (excluding infrastructure), building improvements, and improvements other than building for public safety-fire activities.

▪ Working Capital

The City's General Fund balance committed for Working Capital is established at a goal of a minimum of 5% of the City's General Fund operating budget for the upcoming fiscal year. The Fire District's fund balance committed for Working Capital is established at a goal of a minimum of 50% of the District's operating budget for the upcoming fiscal year.

▪ Self-Insurance

The City's General Fund balance and the Fire District's fund balance committed for payment of Worker's Compensation, General Liability, and Employment Practices Liability claims is established at a minimum goal of eight times the City's and the District's total yearly SIRs for all types of insurance coverage.

▪ PASIS Worker's Compensation Tail Claims

The Fire District's fund balance committed for payment of outstanding Worker's Compensation claims remaining after the District's withdrawal from PASIS is established at a goal equal to the most recent fiscal year end Claims Cost Detail Report from the District's third-party administrator plus 15%.

▪ Employee Leave Payouts

The City's General Fund balance and the Fire District's fund balance committed for employee leave payouts as valued in accordance with the City's labor contracts as of the last day of the fiscal year.

▪ Vehicle and Equipment Replacement

The Fire District's fund balance committed for the replacement of fire safety vehicles and equipment as determined based on the District's replacement criteria is established at a minimum goal of 50% of District vehicle and equipment replacement value.

Financial Policies

- Law Enforcement

The City's General Fund balance committed for public safety purposes, including operations, equipment, capital outlay, capital facilities, personnel, and booking fees. The funding goal for this reserve is the equivalent of 100% of the most recently approved Schedule A from the San Bernardino County Sheriff's Department.

- Economic Development Strategic Reserve

The City's General Fund balance committed for the acquisition and development of key properties to promote economic development that will benefit the City as a whole and, potentially, generate ongoing revenues to the City whenever feasible through negotiated agreements with third parties (including but not limited to land leases or public-private partnerships). Establishment of this reserve is a City Council goal, established in the spring of 2021. The funding goal for this reserve is the equivalent of the current value of a 10-acre mixed-use site on Foothill Boulevard as of January 1 of each year.

- Seasonal Weather Emergency Reserve

The City's General Fund balance committed for unanticipated costs incurred due to damage resulting from severe weather emergencies such as wind, flood, fire, extreme heat, extreme cold, and other forces of nature. The reserve will provide funding for these costs without impacting the City's operating budget and will be appropriated by the City Council on an as needed basis when extreme seasonal weather emergencies occur.

Assigned Fund Balance

Amounts that are constrained by the City/Fire District's *intent* to be used for specific purposes, but are neither restricted nor committed, should be reported as assigned fund balance. This policy hereby delegates the authority to assign amounts to be used for specific purposes to the City Manager and/or Finance Director for the purpose of reporting these amounts in the annual financial statements. The following are a few non-exclusive examples of assigned fund balance.

- Economic and Community Development Special Services

The City's General Fund balance assigned for contracts, special services, or projects associated with Economic and Community Development (ECD) special projects or ECD initiatives/Council goals (such as economic strategy and Development Code contract services) as well as a one-year value of staffing costs for Planning, Building and Safety, and Engineering (not including capital and project management).

- Annexation, Habitat Mitigation and Sphere of Influence Issues

Established to provide funds for a multi-year effort to analyze the physical constraints and opportunities within the sphere area, provide required environmental analysis, and plan for the eventual annexation of the remaining unincorporated areas within the City sphere of influence. This reserve also provides for ancillary costs related to annexation of the sphere area, including mitigation issues and legal challenges. Another area covered by this reserve is the creation of a multi-species habitat conservation plan as well as acquisition of habitat conservation land.

Financial Policies

▪ Community Services Programs-Recreation

The City’s General Fund balance assigned for non-recurring costs to support community services programs, including a wide variety of classes, special events, and recreational activities sponsored by the Community Services Department. The initial funding of this reserve resulted from the combining of the Department’s recreational and community activities that were accounted for in a separate Special Fund into the General Fund effective with the Fiscal Year 2020/21 Budget. The fund balance remaining in the Recreation Services Fund as of June 30, 2020 was closed out to the City’s General Fund.

▪ Community Services Programs-Cultural Arts

The City’s General Fund balance assigned for non-recurring costs to support community services programs, including a wide variety of classes, theatrical performances, and cultural activities sponsored by the Community Services Department. The initial funding of this reserve resulted from the combining of the Department’s cultural and theatrical activities that were accounted for in a separate Special Fund into the General Fund effective with the Fiscal Year 2020/21 Budget. The fund balance remaining in the Victoria Gardens Cultural Center Fund as of June 30, 2020 was closed out to the City’s General Fund.

Unassigned Fund Balance

These are residual positive net resources of the General Fund and Fire District funds in excess of what can properly be classified in one of the other four categories.

Fund Balance Classification

The accounting policies of the City/Fire District consider restricted fund balance to have been spent first when an expenditure is incurred for purposes for which both restricted and unrestricted fund balance is available. Similarly, when an expenditure is incurred for purposes for which amounts in any of the unrestricted classifications of fund balance could be used, the City/Fire District considers committed amounts to be reduced first, followed by assigned amounts and then unassigned amounts.

This policy is in place to provide a measure of protection for the City/Fire District against unforeseen circumstances and to comply with GASB Statement No. 54. No other policy or procedure supersedes the authority and provisions of this policy.

Financial Policies

INVESTMENT POLICY

1.0 INTRODUCTION

This Statement of Investment Policy ("Policy") provides guidelines for the prudent investment of the City of Rancho Cucamonga's ("City") idle cash and outlines the policies essential to ensuring the safety and financial strength of the City's investment portfolio. This Policy is based on the principles of prudent money management and conforms to all federal, state, and local laws governing the investment of public funds. The goal of this Policy is to enhance the economic status of the City by protecting its pooled cash and to invest public funds to:

1. Meet the daily cash flow needs of the City;
2. Comply with all laws of the State of California regarding investment of public funds; and
3. Achieve a reasonable rate of return while minimizing the potential for capital losses arising from market changes or issuer default.

2.0 SCOPE

This Policy applies to the investment activities of all funds of the City. These funds are accounted for in the City's Comprehensive Annual Financial Report (CAFR) and include: General Fund, Special Revenue Funds, Debt Service Funds, Capital Project Funds, Proprietary Funds, as well as Agency Funds and a Private-Purpose Trust Fund.

Bond proceeds shall be invested in accordance with the requirements and restrictions outlined in bond documents as approved by the City Council. If the bond documents are silent as to the permitted investments, the bond proceeds will be invested in the securities permitted by this Policy. Notwithstanding the other provisions of this Policy, the percentage limitations listed elsewhere in this Policy do not apply to bond proceeds.

3.0 DELEGATION OF AUTHORITY

The City Council, as permitted under California Government Code §53607, delegates the responsibility to manage the City's investment portfolio to the City Treasurer for a period of one-year, unless revoked. Subject to review, the City Council may renew the delegation of authority each year. The City Treasurer shall be responsible for all transactions undertaken and shall establish a system of controls to regulate the activities of subordinate officials, and their procedures, in the absence of the City Treasurer. Pursuant to Government Code §1190, the City Treasurer appoints the Deputy City Manager/Administrative Services to act as Deputy Treasurer with responsibility to manage the City's investment portfolio on a daily basis. The City Treasurer/Deputy Treasurer will maintain on file a written authorization designating those individuals to whom daily investment activities, such as carrying out the City Treasurer's/Deputy Treasurer's investment instructions, confirming treasury transactions, and other routine activities, have been delegated.

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As authorized by the City Council, the City may also utilize the services of an independent investment advisor to assist with the investment program under the supervision of the City Treasurer/Deputy Treasurer. The investment advisor shall follow this Policy and such other written instructions as are provided by the City. The investment advisor shall never take possession of the City's funds or assets.

4.0 PRUDENCE

All persons authorized to make investment decisions on behalf of the City are trustees and therefore fiduciaries subject to the prudent investor standard, as described in Government Code section 53600.3 which states:

When investing, reinvesting, purchasing, acquiring, exchanging, selling, or managing public funds, a trustee shall act with care, skill, prudence, and diligence under the circumstances then prevailing, including, but not limited to, the general economic conditions and the anticipated needs of the agency, that a prudent person acting in a like capacity and familiarity with those matters would use in the conduct of funds of a like character and with like aims, to safeguard the principal and maintain the liquidity needs of the agency.

The City Treasurer/Deputy Treasurer and authorized persons acting in accordance with this Policy and the "prudent investor" standard and exercising due diligence shall be relieved of personal responsibility for an individual security's credit risk or market price changes, provided deviations from expectations are reported in a timely manner and appropriate action is taken to control adverse developments, whenever possible.

5.0 OBJECTIVE

The objective of the investment portfolio is to meet the short- and long-term cash flow demands of the City. To achieve this objective, the portfolio will be structured to provide safety of principal and liquidity, while then providing a reasonable return on investments.

The authority governing investments for municipal governments is set forth in Government Code Sections 53600 et seq. City strategy has been to limit investments more stringently than required under state law. The primary objectives of investment activities, in order of priority are:

1. Safety - Safety and risk associated with an investment refers to the potential loss of principal, interest, or combination thereof. The City only invests in those instruments that are considered safe. Each investment transaction shall be undertaken in a manner that seeks to ensure, whenever possible, that all capital losses are avoided, whether from securities default, broker/dealer default, or erosion of market value. The City shall seek to preserve principal by mitigating two types of risk: credit risk and market risk.
 - Credit risk, defined as the risk of loss due to failure of the issuer of a security, shall be mitigated by investing in only very safe securities and by diversifying the investment portfolio so that the failure of any one issuer would not unduly harm the City's cash flow.
 - Market risk, defined as the risk of market value fluctuations due to overall changes in the general level of interest rates, shall be mitigated by structuring the portfolio to align with the City's anticipated cash flow needs. It is explicitly recognized, however, that in a

Financial Policies

diversified portfolio, occasional measured losses may occur and must be considered within the context of overall investment return and liquidity needs.

2. Liquidity - Liquidity is an important investment quality especially when the need for unexpected funds occasionally occurs. The City's investment portfolio will remain sufficiently liquid to enable the City to meet operating requirements that might be reasonably anticipated.
3. Yield - The City's investment portfolio shall be designed with the objective of attaining a reasonable market rate of return throughout budgetary and economic cycles, commensurate with the City's investment risk constraints as long as it does not diminish the objectives of Safety and Liquidity.

6.0 ETHICS AND CONFLICTS OF INTEREST

The City Treasurer/Deputy Treasurer and employees involved in the investment process shall refrain from personal business activity that could conflict with proper execution of the investment program, or which could impair their ability to make impartial investment decisions. Employees and investment officers shall disclose any material financial interest in financial institutions that conduct business with the City, and they shall further disclose any personal financial/investment positions that could be affected by the performance of the City's operations and functions or by the management of the City's investment program. The Treasurer/Deputy Treasurer and investment employees are required to file annual disclosure statements as required by the Fair Political Practices Commission (FPPC).

7.0 AUTHORIZED FINANCIAL DEALERS AND INSTITUTIONS

The City Treasurer/Deputy Treasurer shall only execute investment transactions with those direct issuers authorized by this Policy (LAIF, LGIPs, money market funds, and banks). All other investment transactions will be conducted through the City's investment advisor who will maintain their own list of approved issuers, brokers/dealers, and financial institutions with which to conduct transactions on the City's behalf.

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8.0 AUTHORIZED AND SUITABLE INVESTMENTS

The City is further governed by California Government Code Sections 53600 et. seq. to invest in specific types of securities. The City has further limited the types of securities in which it may invest. In the event an apparent discrepancy is found between this Policy and the Government Code, the more restrictive parameters will take precedence. Percentage holding limits listed in this Policy apply at the time the security is purchased. Credit ratings, where shown, specify the minimum credit rating category required at purchase. In the event a security held by the City is subject to a credit rating change that brings it below the minimum credit ratings specified in this Policy, the City Treasurer/Deputy Treasurer should notify the City Council of the change in the next monthly investment report. The course of action to be followed will then be decided on a case-by-case basis, considering such factors as the reason for the change, prognosis for recovery or further rate drops, and the market price of the security. Any security not listed in Section 8.0 is not a valid investment for the City. The concise list of approved securities is as follows:

- **United States Treasury Securities:** United States Treasury Bills, Bonds, and Notes or those instruments for which the full faith and credit of the United States are pledged for payment of principal and interest.

There is no limit on the percentage of the portfolio that can be invested in this category.

- **United States Federal Agencies:** Obligations issued by Federal Agencies or United States government-sponsored enterprise obligations, participations, or other instruments, including those issued by or fully guaranteed as to principal and interest by federal agencies or United States government-sponsored enterprises.

There is no limit on the percentage of the portfolio that can be invested in this category.

- **Supranational Securities:** United States dollar denominated senior unsecured unsubordinated obligations issued or unconditionally guaranteed by the International Bank for Reconstruction and Development, International Finance Corporation, or Inter-American Development Bank. The maximum remaining maturity for supranational obligations must be five years or less, and they must be eligible for purchase and sale within the United States. These investments must be rated in a rating category of "AA" or better by a NRSRO.

There is a 30% limit on the percentage of the portfolio that can be invested in this category.

The maximum remaining maturity of any investment in this category shall not exceed five-years.

- **Municipals Notes or Bonds:** Registered state warrants or treasury notes or bonds of this state, including bonds payable solely out of the revenues from a revenue-producing property owned, controlled, or operated by the state or by a department, board, agency, or authority of the state.

Registered treasury notes or bonds of any of the other 49 states in addition to California, including bonds payable solely out of the revenues from a revenue-producing property owned, controlled, or operated by a state or by a department, board, agency, or authority of any of the other 49 states, in addition to California.

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Bonds, notes, warrants, or other evidences of indebtedness of a local agency within this state, including bonds payable solely out of the revenues from a revenue-producing property owned, controlled, or operated by the local agency, or by a department, board, agency, or authority of the local agency.

Purchases are limited to securities rated in a rating category of "A" (long-term) or "A-1" (short-term) or their equivalents or better by a Nationally Recognized Statistical Rating Organization ("NRSRO"). (The minimum rating shall apply to any issuer, irrespective of any credit enhancement).

There is a 30% limit on the percentage of the portfolio that can be invested in this category.

- **Negotiable Certificates of Deposit:** Negotiable certificates of deposit issued by a nationally or state-chartered bank, a savings association or a federal association, a state or federal credit union, or by a federally licensed or state-licensed branch of a foreign bank. Purchases are limited to securities rated in a rating category of "A" (long-term) or "A-1" (short-term) or their equivalents or better by an NRSRO.

There is a 30% limit on the percentage of the portfolio that can be invested in this category.

- **Asset-Backed Securities:** A mortgage passthrough security, collateralized mortgage obligation, mortgage-backed or other pay-through bond, equipment lease-backed certificate, consumer receivable passthrough certificate, or consumer receivable-backed bond. Securities shall be rated in a rating category of "AA" or its equivalent or better by an NRSRO.

There is a 20% limit on the percentage of the portfolio that can be invested in this category. The maximum remaining maturity of any investment in this category shall not exceed five-years.

- **Medium-Term Notes:** Medium-Term Notes are defined as all corporate and depository institution debt securities. They must be issued by corporations organized and operating within the United States. Notes eligible for investment shall be rated in a rating category of "A" or its equivalent or better by an NRSRO.

There is a 30% limit on the percentage of the portfolio that can be invested in this category.

The maximum remaining maturity of any investment in this category shall not exceed five-years.

- **Bankers' Acceptances:** Bankers' acceptances, otherwise known as bills of exchange or time drafts, that are drawn on and accepted by a commercial bank. Purchases are limited to issuers that have short-term debt rated in a rating category of "A-1" or its equivalent or higher by an NRSRO.

There is a 40% limit on the percentage of the portfolio that can be invested in this category. The maximum maturity shall not exceed 180 days.

- **Commercial Paper:** Must be of "prime" quality of the highest ranking or of the highest letter and number rating as provided for by an NRSRO.

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The entity that issues the commercial paper shall meet all the following conditions: (i) is organized and operating in the United States as a general corporation, (ii) has total assets in excess of five hundred million dollars (\$500,000,000), and (iii) has debt other than commercial paper, if any, that is rated in a rating category of "A" or its equivalent or higher by an NRSRO.

There is a 40% limit on the percentage of the portfolio that can be invested in this category (the limit is 25% for agencies that have less than \$100 million of investment assets).

The maximum maturity shall not exceed 270 days.

- **Repurchase Agreements (Repos):** An executed Master Repurchase Agreement is required between the City and the broker dealer or financial Institution. The market value of securities that underlies a repurchase agreement shall be valued at 102 percent or greater of the funds borrowed against those securities and the value shall be adjusted no less than quarterly. Collateral is restricted to U.S. Treasury and Federal Agency securities.

There is a 20% limit on the percentage of the portfolio that can be invested in this category.

The maximum maturity of any investment in this category shall not exceed one year.

- **State of California Local Agency Investment Fund (LAIF):** The Local Agency Investment Fund (LAIF) is a State of California managed investment pool established by the State Treasurer for the benefit of local agencies.

There is no limit on the percentage of the portfolio that can be invested in this category. The maximum investment in LAIF accounts is dependent upon limits established under the Local Agency Investment Fund guidelines and not Government Code.

- **Joint Powers Authority (JPA) Investment Pool:** Shares of beneficial interest issued by a joint powers authority organized pursuant to Section 6509.7 that invests in the securities and obligations authorized in Government Code. Whenever the City has any funds invested in a LGIP, the City Treasurer/Deputy Treasurer shall maintain on file a copy of the LGIP's current information statement and periodically review the LGIP's investments.

There is no limit on the percentage of the portfolio that can be invested in this category.

- **Money Market Funds ("MMF"):** Government Money Market Funds meeting either of the following criteria: (A) Attained the highest ranking or the highest letter and numerical rating provided by not less than two NRSROs, or (B) Retained an investment advisor with not less than five years' experience and registered or exempt from registration with the SEC, with assets under management in excess of five hundred million dollars (\$500,000,000). Whenever the City has any funds invested in an MMF, the City Treasurer/Deputy Treasurer shall maintain on file a copy of the MMF's current information statement. A maximum of 20% of the City's portfolio may be invested in this category.

There is a 20% limit on the percentage of the portfolio that can be invested in this category.

- **Bank Deposits:** FDIC insured or collateralized demand deposit accounts, savings accounts, market rate accounts, certificates of deposits and other types of bank deposits in financial institutions located in California. The amount on deposit in any financial institution shall not exceed the shareholder's equity. To be eligible to receive City deposits, the financial institution

Financial Policies

must have received a minimum overall satisfactory rating, under the Community Redevelopment Act, for meeting the credit needs of California Communities in its most recent evaluation. Bank deposits are required to be collateralized as specified under Government Code Section 53630 et seq. The City Treasurer/Deputy Treasurer, at his/her discretion, may waive the collateralization requirements for any portion that is covered by federal deposit insurance. The City shall have a signed agreement with any depository accepting City funds per Government Code Section 53649. There is no limit on the percentage of the portfolio that may be invested in this category.

There is no limit on the percentage of the portfolio that can be invested in this category. However, a maximum of 10 percent of the portfolio may be invested in time deposits.

9.0 PROHIBITED INVESTMENTS

Any security type or structure not specifically approved by this policy is hereby specifically prohibited. Security types which are thereby prohibited include, but are not limited to, inverse floaters, derivatives, range notes, interest only strips that are derived from a pool of mortgages, or in any investment that could result in zero interest accrual if held to maturity.

10.0 REVIEW OF INVESTMENT PORTFOLIO

The securities held by the City must be in compliance with Section 8.0 "Authorized and Suitable Investments" at the time of purchase. If, subsequent to the date of purchase, a security is determined to be no longer in compliance with Section 8.0, the City Treasurer/Deputy Treasurer shall report the non-compliant security to the City Council and shall include a disclosure in the monthly Investment Report if the security is held at the date the report is prepared.

The City's external, independent auditors perform an annual review of the City's Investment Policy, investment process, and related internal controls. The annual review process is performed as part of the City's annual external financial audit.

11.0 INVESTMENT POOLS

The Local Agency Investment Fund (LAIF) is a voluntary investment alternative for California's local governments and special districts authorized by the California Government Code. LAIF is a State of California managed investment pool established by the State Treasurer for the benefit of local agencies.

The City's participation in LAIF was approved by the City Council with other authorized investments in July 1987. It is a permitted investment with the knowledge that the fund may invest in some vehicles allowed by statute but not otherwise authorized under the City's authorized investments. All securities in LAIF are purchased under the authority of Government Code Sections 16430 and 16480. All investments are purchased at market value, and market valuation is conducted monthly.

The City may also invest in shares of beneficial interest issued by a joint powers authority ("JPA") organized pursuant to Section 6509.7 of the California Government Code that invests in the securities and obligations specified in the code and which shall retain an investment advisor that meets the following criteria:

1. Be registered or exempt from registration with the Securities and Exchange Commission;
2. Have assets under management in excess of five hundred million dollars (\$500,000,000), and

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3. Have not less than five (5) years of experience investing in the securities and obligations authorized herein.

12.0 COLLATERALIZATION

All bank deposits must be FDIC insured or collateralized in accordance with Government Code Section 53630 et seq.

13.0 SAFEKEEPING AND CUSTODY

To protect against potential losses by the collapse of individual securities dealers, all trades will be transacted on a delivery-versus-payment (DVP) basis. This means that the securities shall be delivered to the City's designated custodian upon receipt of the payment by the City. The securities shall be held in safekeeping by a third-party custodian, acting as agent for the City under the terms of a custody agreement executed by the bank and City. The third-party custodian shall be required to issue a monthly safekeeping report to the City that lists the specific investment, rate, maturity and other pertinent information.

The only exception to the foregoing shall be depository accounts and security purchases made with investment pools and certificates of deposit since the purchased securities are not deliverable. Evidence of these investments will be held in the City's vault. No outside broker/dealer or advisor may have access to City funds, accounts or investments, and any transfer of funds to or through an outside broker/dealer must be approved by the City Treasurer/Deputy Treasurer.

The City strives to maintain the level of investment of all funds as near 100% as possible, through daily and projected cash flow determinations. Idle cash management and investment transactions are the responsibility of the City Treasurer/Deputy Treasurer.

14.0 DIVERSIFICATION

It is the policy of the City to diversify its investment portfolio. Assets shall be diversified to eliminate the risk of loss resulting from over-concentration of assets in a specific issuer, security type, and maturities. Diversification strategies shall be determined and revised periodically. The purpose of diversifying is to reduce overall portfolio risks while attaining an average market rate of return; therefore, it needs to be conceptualized in terms of maturity, instrument types and issuer. To promote diversification, no more than 5% of the portfolio may be invested in the securities of any one issuer, regardless of security type; excluding U.S. Treasuries, federal agencies, supranationals, and pooled investments such as LAIF, money market funds, or local government investment pools.

15.0 MAXIMUM MATURITIES

To the extent possible, the City will attempt to match security maturities to anticipated cash flow requirements. Where this Policy does not list a specific maturity limit, the maximum maturity of individual investments shall not exceed a maturity of five years from the trade date unless the City Council has granted authority to make that investment either specifically or as a part of an investment program approved by the City Council no less than three months prior to the investment.

Financial Policies

16.0 INTERNAL CONTROL

The City Treasurer/Deputy Treasurer is responsible for establishing and maintaining an internal control structure designed to ensure that the assets of the City are protected from loss, theft or misuse. The procedures should include references to individuals authorized to execute transactions or transfers, safekeeping agreements, repurchase agreements, wire transfer agreements, collateral/depository agreements and banking services contracts, as appropriate. The internal control structure shall be designed to provide reasonable assurance that these objectives are met. The concept of reasonable assurance recognizes that (1) the cost of a control should not exceed the benefits likely to be derived; and (2) the valuation of costs and benefits requires estimates and judgement by management. The City Treasurer/Deputy Treasurer shall establish an annual process of independent review by an external auditor. This review will provide internal control by assuring compliance with policies and procedures set forth in this Policy. Also, see Section 9.0 of this Policy.

17.0 PERFORMANCE

The investment performance of the City’s operating portfolio shall be evaluated and compared to an appropriate benchmark in order to assess the success of the investment program relative to the City’s Safety, Liquidity, and Yield objectives. This review will be conducted annually with the City Treasurer, City Manager, Deputy City Manager/Administrative Services, and Finance Director, and, if necessary, consideration will be given to making adjustments to future investment strategies as market conditions permit.

18.0 REPORTING

The City Treasurer shall prepare and submit a monthly investment report to the City Council and City Manager, which shall include all securities, excluding those held by and invested through trustees. The report shall include the following:

- A monthly report of transactions.
- The type of investment, name of the issuer, date of purchase, date of maturity, par and dollar amount invested in all securities.
- The weighted average maturity of the investments.
- Any funds, investments, or programs including loans that are under the management of contracted parties.
- A description of the compliance with this Policy.
- A statement of the City’s ability to meet its pooled expenditure requirements for the next six months or provide an explanation as to why sufficient money shall or may not be available.
- The investment portfolio report shall include current market value information for all investments. A monthly market value will be obtained for each security owned by the City. For purposes of reporting, the market value of each security may be obtained from the City’s custodian bank or other pricing source(s) utilized by the City’s investment advisor.

Financial Policies

The City Treasurer shall be responsible for reviewing and modifying investment guidelines as conditions warrant and is required to submit same for re-approval to the City Council on an annual basis with or without changes. However, the City Treasurer may, at any time, further restrict the items approved for purchase as deemed appropriate.

The basic premise underlying the City's investment philosophy is, and will continue to be, to ensure that money is always safe and available when needed.

19.0 INVESTMENT POLICY ADOPTION

The City's Investment Policy shall be reviewed and approved annually by the City Council. Any modifications made to the Investment Policy must be approved by the City Council.

Financial Policies

DEBT MANAGEMENT POLICY

I. PURPOSE

The purpose of this policy is to establish guidelines for the following objectives:

- A. Minimize debt service and issuance costs
- B. Provide a scheduling component (planning)
- C. Maintain access to cost-effective borrowing
- D. Achieve the highest practical credit rating
- E. Full and timely repayment of debt
- F. Balance use of pay-as-you-go and debt financing
- G. Maintain full and complete financial disclosure and reporting
- H. Ensure compliance with applicable State and Federal laws

II. SCOPE

This policy applies to debt issued by the City of Rancho Cucamonga and its related entities, as well as debt issued by the City of Rancho Cucamonga on behalf of other parties.

III. GENERAL POLICIES

A. Designated Managers of City Debt

1. The Finance Department under the direction of the Finance Director issues and oversees the ongoing administration of all the General Fund and special fund debt programs. These include General Obligation Bonds, lease purchase obligations, tax allocation bonds, revenue obligations, Mello-Roos and special assessment obligations. Other programs are added from time to time as new debt instruments are developed.

B. Method of Sale. The City may utilize any methods of sale identified below.

1. There are two methods of issuing debt obligations, a competitive sale and a negotiated sale. In a competitive sale, underwriters submit sealed bids and the underwriter or underwriting syndicate with the lowest True Interest Cost (TIC) is awarded the sale. In a negotiated sale, the underwriter or underwriting syndicate is selected through a Request for Proposal (RFP) process. The interest rate and underwriter's fee are negotiated prior to the sale, based on market conditions.
2. When determining whether to use a competitive or negotiated sale, the following criteria should be used by the Finance Director to evaluate issuer and financial characteristics:
 - a. Market familiarity: The City can generally sell most issues through a competitive sale since investors and underwriters are familiar with its credit quality. The Finance Director should consider whether a successful sale will require extensive pre-marketing

Financial Policies

to investors. A negotiated sale may be appropriate if extensive pre-marketing to investors is advantageous.

- b. Credit strength: The higher the credit quality of the City, the less likely the need for a negotiated sale due to the demand for high quality municipal bonds. A competitive bidding may be appropriate with the credit rating above "A".
 - c. Policy goals: If the City chooses a negotiated sale for a policy reason, the City should then clearly specify the rationale and criteria for the selection of the underwriters to avoid the appearance of favoritism. Generally, the City should make a policy decision to proceed with a negotiated sale when the composition and distribution of bonds for a particular financing would be advantageous.
 - d. Type of Debt Instrument: Familiar debt instruments would be better suited to competitive sales. New types of instruments may require an education process that is more conducive to a negotiated sale. Thus, as the market becomes more familiar with the City's debt instruments, the need to educate the market diminishes.
 - e. Issue Size: If the bond amount is too small or too large, then the City should consider a negotiated sale. A small bond sale may not attract market attention without significant sales effort while a large sale may be difficult for the market to absorb without the pre-sale activity offered by the negotiated sale process.
 - f. Market Conditions: When the market has interest rate stability, flexibility in the timing of the sale is not critical. However, the timing of the sale is critical when there is a volatile market. If this is the case, then a negotiated sale could be more appropriate.
 - g. Story Bonds: When bonds are unique or have a "story" associated with them, then the pre-marketing process is essential and suitable for a negotiated sale due to the additional explanation.
3. A variation of a negotiated sale, a private placement or direct placement, allows the City to sell bonds directly to a limited number of investors. Private placements are not subject to the same laws and regulations that apply to registered offerings.

IV. DEBT CAPACITY

A. Debt Affordability

- 1. The determination of how much indebtedness the City should incur will be based on the long-term financial plan. This plan should evaluate the long-term borrowing needs of the City and the impact of planned debt issuances on the long-term affordability of all outstanding debt.
- 2. The long-term financial plan should integrate with the City's Capital Improvement Program and include all presently known City financings to be repaid from the General Fund and relevant special funds.

Financial Policies

- 3. The affordability of the incurrence of debt will be determined by calculating various debt ratios (itemized below) that would result after issuance of the debt and analyzing the trends over time.

B. Ceilings for Debt Affordability

- 1. Debt Ratios. Direct debt includes all debt that is repaid from the General Fund or from any tax revenues deposited into special funds not supporting revenue bonds, such as General Obligation bonds and city-wide parcel tax bonds. "General Revenues" consist primarily of the General Fund, as well as the revenues to the special funds supporting direct debt.

<u>Ratio</u>	<u>Ceiling</u>
Total Direct Debt Service as % of General Fund Revenues	10%

- a. The debt ceiling may be exceeded if there is a guaranteed new revenue source for the debt payments. Generally, this is common for Public Enterprise Revenue Bonds.
- 2. Rapidity of Debt Repayment. To prevent backloading debt service payments and provide additional debt capacity through relatively rapid retirement of outstanding debt, debt issuances will be structured to reach a target of 50% of debt being repaid within 15 years.
 - a. Back loading of debt service will be considered acceptable when one or more events occur that make debt service payments in early years impracticable or prohibitive. The Finance Director may make findings for any of the following:
 - 1. Natural disasters, extraordinary, or unanticipated external factors.
 - 2. The benefits derived from the debt issuance can clearly be demonstrated to be greater in the future than in the present period.
 - 3. Such structuring is beneficial to the City's aggregate overall debt payment schedule.
 - 4. Such structuring will allow debt service to more closely match project revenues during the early years of the project's operation.

C. Monitor Impact on City Taxpayer of All Fees and Taxes

- 1. In addition to the analysis of the City's debt affordability, the Finance Director will review the impact of debt issuance on City taxpayers. This analysis will incorporate the City's tax levy, other jurisdictions' tax levies, additional taxes for voter-approved debt, and assessments and fees used by the City or related agencies to service revenue bonds.

V. REFINANCING OUTSTANDING DEBT

A. Types of Refundings (as applicable by Federal and state law):

- 1. Current Refunding: A refunding of bonds within 90 days of the bond's first optional redemption or call date.

Financial Policies

2. Advance Refunding: A refunding that occurs more than 90 days in advance of the first optional redemption or call date of the refunded bonds.

B. Monitor Potential Savings

1. Potential savings available by refinancing outstanding debt of the City should be evaluated on a present value basis by using either a percent of maximum call option value or percentage of the refunded par amount. All costs and benefits of the refinancing should be considered.

C. Target Savings Amounts

1. A present value analysis must be prepared by the Finance Department or the City's general financial advisors to identify the economic effect of any proposed refunding. To proceed with a refinancing, either of two methodologies may be used to analyze the targeted savings:
 - a. The net present value savings as a percentage of the refunded par amount with a minimum average savings of 3% for any one refunding transaction.
 - i. For an advance refunding, the threshold goal will be 5% net present value savings.

D. Other Considerations:

1. A refunding may be executed for other than economic purposes, such as to restructure debt, to change the type of debt instrument, or to retire a bond issue and indenture for more desirable covenants. The Finance Director may recommend this type of refunding.

VI. DEBT USES AND LIMITATIONS

A. Legal Restrictions

1. The City must adhere to Section 18 of article XVI of the California Constitution.
2. Exceptions to the terms of Section 18 of article XVI of the California Constitution include:
 - a. Obligations of Special District Funds which are not legally enforceable against the City's General Fund or its tax revenues. The City has developed separate guidelines that serve as minimum requirements for the issuance of Mello-Roos Obligations.
 - b. Obligations imposed by law, such as tort damages or state and federal mandates that may exceed current revenues.
 - c. Certain property or equipment leases and service contracts.

B. Long-Term Fixed-Rate Debt

1. Debt should be used to finance essential capital assets such as facilities, real property, and certain equipment where it is appropriate to spread the cost of the asset over more than one budget year. Projects that are not appropriate for spreading costs over future years will not be debt financed.

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2. Under no circumstances will long-term debt be used to fund City operations or maintenance.
3. The uses of long-term debt include:
 - a. Equipment Financing: Lease obligations are a routine and appropriate means of financing capital equipment. However, lease obligations also have the greatest impact on debt capacity and budget flexibility. Therefore, efforts will be made to fund capital equipment with pay-as-you-go financing where feasible, and only the highest priority equipment purchases will be funded with lease obligations. All equipment with a useful life of less than five (5) years shall be funded on a pay-as-you-go basis.
 - b. Lease Financing of Real Property: Lease financing for facilities and real property is appropriate if the City desires to finance them from existing revenue sources, and not through voter-approved bonds secured by an increase in property taxes. Such financings will be structured in accordance with the above Other Lease Obligations paragraph.
 - c. Identified Repayment Source: The City will, when feasible, issue debt with a defined revenue source to preserve the use of General Fund-supported debt for projects with no stream of user-fee revenues. Examples of revenue sources include voter-approved taxes, user fees, and other appropriate revenues.
 - d. Use of General Obligation Bonds: Voter-approved General Obligation Bonds provide the lowest cost of borrowing to finance the acquisition or improvement of real property and provide a new and dedicated revenue source in the form of additional ad valorem taxes to pay debt service. In recognition of the difficulty in achieving the required two-thirds voter-approval to issue General Obligation Bonds, such bonds will be generally limited to facilities that provide wide public benefit and that have generated broad public support.
 - e. Use of Revenue Bonds: To preserve General Fund debt capacity and budget flexibility, revenue bonds will be preferred to General Fund-supported debt when a distinct and identifiable revenue stream can be identified to support the issuance of bonds.

C. Variable Rate and Short-Term Debt

1. Generally, the City will not issue variable interest rate debt instruments. The Finance Director may decide to issue variable-rate debt when a synthetic fixed rate through a swap agreement is determined to be a viable and cost-effective alternative, subject to the provisions of the Derivatives section below.
2. Uses of short-term debt:
 - a. Tax and Revenue Anticipation Notes: Borrowing for cash flow purposes using tax and revenue anticipation notes is often desirable to manage the timing mismatch between revenues and expenditures over the course of a fiscal year.

Financial Policies

- b. Bond Anticipation Financing: In certain circumstances, it may be appropriate for the City to issue short-term obligations to finance a capital project, with this obligation refunded with a more conventional long-term financing.
- c. Commercial Paper: Commercial Paper (CP) is a short-term obligation with maturities ranging from 1 to 270 days. It is often used as interim financing until a project is completed to take advantage of lower interest rates. Once a project is completed, the Finance Director may recommend refunding CP with a long-term financing obligation, if appropriate.

VII. STRUCTURE OF CITY DEBT INSTRUMENTS

A. General Obligation Bonds:

- 1. The final maturity of General Obligation bonds will be limited to the shorter of the average useful life of the asset financed or 30 years.
- 2. Principal will be amortized in equal annual amounts or faster to meet the rapidity of debt repayment goals. The bonds should be callable in no later than 10 years.

B. Other Lease-Purchase Obligations:

- 1. The final maturity of equipment obligations will be limited to the average useful life of the equipment to be financed.
- 2. The final maturity of real property obligations will be determined by the size of the financing, 10 to 15 years for small issues, 20 to 25 years for large issues and 30 years for exceptional projects or those with a direct revenue component, such as a special tax.
- 3. Principal will generally be amortized to result in level annual lease payments; however, more rapid principal amortization may occur where permissible to meet debt repayment goals.
- 4. The obligations should be callable in no later than 10 years.

C. Revenue Obligations:

- 1. The final maturity of bonds or other debt obligations secured by enterprise or other special revenues will be determined by the expected useful life of the financed project and the revenues available to repay the debt.
- 2. Principal amortization will be appropriate for the project cash flows, based on the useful life of the project and other revenue bonds outstanding. The obligations should be callable in no later than 10 years.

D. Special Tax Obligations (excluding Mello-Roos Special Taxes):

- 1. The final maturity of special tax obligations will be limited to 30 years.
- 2. Principal will be amortized as quickly as feasible, with a preference for equal annual principal payments.

Financial Policies

3. The obligation should have optional redemption provisions that set out terms in the bond documents which give the City the right to call all or a portion of an outstanding issue of bonds, prior to their stated dates of maturity at a specified price.
 - a. The City should include these terms in the event a property owner intends to make a prepayment of special taxes to reduce their overall tax burden.
4. The obligations should be callable in no later than 10 years.

E. Mello-Roos and Special Assessment Obligations:

1. These obligations, although repaid through special taxes levied on a specific group of taxpayers, constitute overlapping indebtedness of the City, and have an impact on the overall level of debt affordability.
2. The City has developed separate guidelines for the issuance of Mello-Roos and Special Assessment Obligations.

F. Capitalized Interest:

1. Capitalized interest increases the amount of debt to be issued and, therefore, will be avoided unless deemed beneficial from a credit standpoint, as in the case of lease-purchase obligations.
2. Interest on General Obligation Bonds will not be capitalized.
3. Interest on lease-purchase obligations will be capitalized for a maximum of 18 months following a conservatively based estimate of project completion to provide a cushion for project slippage.

G. Payment Dates:

1. It is preferable that new debt service payments occur in September and March to align with past debt issuances.

VIII. INVESTMENT OF BOND PROCEEDS

- A. All investments of bond proceeds shall adhere to the City's Investment Policy, approved periodically by the City Council.

Financial Policies

IX. CONDUIT DEBT

- A. Conduit financing are securities issued by the City to finance a project of a non-governmental third party, such as a non-profit organization or other private entity.
- B. The City may sponsor conduit financings for those activities that may have a public purpose and are consistent with the City's overall service and policy objectives.
- C. The City will not in any way pledge the City's credit in any form.
- D. No City funds shall be pledged to support the conduit debt and no appropriation will be made in the event of a default of conduit debt.

X. DERIVATIVES

A. Use of Derivatives

- 1. The City may use derivative instruments to mitigate interest rate risk as specified in Section 5922(a) of the Government Code of the State of California. The Finance Director will recommend the use of these instruments only in a manner consistent with the Government Code and when the following findings can be made:
 - a. The instrument reduces exposure to changes in interest rates in the context of a financing or the overall asset/liability management of the City; or
 - b. The instrument achieves a lower net cost of borrowing with respect to the City's debt.
- 2. As required by the Government Code, the City Council must determine that the instrument will reduce the amount or duration of payment, result in a lower cost of borrowing, or enhance the relationship between risk and return.
- 3. Derivative instruments will not be used for speculative purposes.

B. Methods of Procurement

- 1. The Finance Director will solicit and procure derivative instruments by competitive bid whenever feasible.
- 2. A negotiated transaction should only be used if the Finance Director determines that due to the size or complexity that a competitive bid is impractical and a negotiated transaction. Such findings will be based on advice from an independent financial advisor and with the assistance of the City Attorney.
 - a. The independent financial advisor should make findings on the terms and conditions of the derivative instrument and the fair market value of such agreement.

C. Aspects of Risk Exposure

- 1. Before entering into a derivative instrument, the Finance Director should evaluate the risk inherent to the transaction. The risks to be evaluated should include:

Financial Policies

- a. Amortization Risk: The mismatch of the expiration of the underlying obligation and the derivative instrument.
- b. Basis Risk: The mismatch between the actual variable rate debt service and variable rate index used to determine the derivative instrument.
- c. Credit Risk: The occurrence of an event modifying the credit rating of the counterparty.
- d. Counterparty Risk: The failure of the counterparty to make its required payments.
- e. Rollover Risk: The potential need to find a replacement counterparty as part of the overall plan of finance if the derivative instrument does not extend to the final maturity of the underlying variable rate bonds.
- f. Tax Events Risk: The risk created by potential changes to Federal and State income tax codes on the interest rates to be paid by the City on its variable rate bonds.
- g. Termination Risk: The possibility that, upon a default by the counterparty, the City may be required to make a large payment to the counterparty if the derivative instrument is terminated prior to its scheduled maturity pursuant to its terms.

D. Counterparty

- 1. A counterparty, or the entity who takes the other side of the derivative instrument, exists for every derivative agreement. The risk that the counterparty will default on its obligation must be mitigated. Therefore, a counterparty should meet the following standards:
 - a. At least two of the counterparty's credit ratings are rated at least "Aa3" or "AA-", or equivalent, by any two of the nationally recognized rating agencies (i.e. Moody's, Standard and Poor's, or Fitch); or
 - b. The payment obligations of the counterparty are unconditionally guaranteed by an entity with such a credit rating.
- 2. A counterparty should be collateralized at levels and with securities acceptable to the Finance Director if the payment obligations are not unconditionally guaranteed.

E. Termination

- 1. Prior to making any termination payment due to the default of a counterparty, the Finance Director will evaluate whether it is financially advantageous for the City to obtain a replacement counterparty to avoid making such termination payment.

F. Legality

- 1. The City Attorney must receive an opinion reasonably acceptable to the market from a nationally recognized law firm that any derivative instrument that the City enters, is a legal, valid and binding obligation of the City.

Financial Policies

XI. CONTINUING DISCLOSURE AND ADMINISTRATION

A. Continuing Disclosure

1. The City will comply with Rule 15(c)2-12 of the Securities and Exchange Commission by filing an annual report that provides certain financial information and operating data relevant to investors in City obligations.
 - a. The City will covenant to provide its annual disclosure report no later than 270 days following the end of the fiscal year to the Electronic Municipal Market Access (EMMA) site maintained by the Municipal Securities Rulemaking Board (MSRB).
 - b. The City will issue a material event notice in accordance with the provisions of Rule 15(c)2-12 of the Securities and Exchange Commission. Prior to the issuance of any material event, the Finance Director may convene a meeting of the Mayor, City Manager, City Attorney and policymakers or outside professionals as appropriate, to discuss the materiality of any event and the process for equal, timely and appropriate disclosure to the marketplace.

B. Arbitrage Rebate Compliance

1. The City will comply with all of its tax certificates for tax-exempt financings by monitoring the arbitrage earned on bond proceeds and by rebating all positive arbitrage, pursuant to Internal Revenue Code Section 148. The Finance Director may choose to hire an arbitrage consultant to prepare the calculations required by the Internal Revenue Service. Contractor payments shall be made from either the General Fund or from the special fund for which the calculation was made.

C. Ratings

1. The City will secure underlying ratings on all newly issued obligations from at least one national rating agency, if deemed beneficial for the financing.
 - a. Some forms of debts, such as equipment leases and private placements, will not require ratings.
2. The Finance Director shall meet with a rating agency, either in person or via conference call as deemed appropriate by the financing team, that rates City debt issues.
3. The Finance Director shall ensure prompt delivery to a rating agencies of the Comprehensive Annual Financial Report (CAFR) and adopted budgets when requested.
4. Certificates of Substantial Completion on projects financed with long term obligations shall be delivered to the rating agencies and Bond Insurer, as relevant.
5. Any changes in ratings will be promptly noticed to the City Manager and the City Council.

Financial Policies

XII. FINANCIAL CONSULTANTS

A. General

1. The Finance Director will be responsible for recommending the financial consultants and professionals based on prior experience, recommendations, or a Request for Proposals (RFP) or Request for Qualifications (RFQ) process, whichever is most appropriate given the circumstances.

B. Independent Financial Advisors

1. The City will utilize an independent financial advisory team to assist in the structuring of its debt offerings, to conduct its competitive bond sales, and to assist with a negotiated bond sale to ensure that interest rates are appropriate.

C. Bond Counsel Services

1. The City will select bond counsel teams for its current bond programs.
2. As-needed bond counsel teams will be selected for those issuances that do not fall into any other categories of City debt obligations.

D. Underwriters

1. The City will select the underwriting firm to provide the City with market knowledge, assist with credit analysis and preparation, premarketing of bonds, pricing and sale of bonds, and trading of bonds, as applicable.

E. Trustee

1. The Finance Director shall have the discretion to select a commercial banking firm as trustee, either through a request for qualifications process or by relying on existing banking relationships.

CITY OF RANCHO CUCAMONGA, CALIFORNIA

Fiscal Year 2021/22 Adopted Budget

Legal Debt Margin

Pursuant to State of California Government Code Section 43605, the City's legal bonded indebtedness shall not exceed 15% of the assessed value of all real and personal property in the City. However, this provision was enacted when assessed valuation was based upon 25% of market value. Effective with the 1981/82 fiscal year, each parcel is now assessed at 100% of market value (as of the most recent change in ownership for that parcel). Although the statutory debt limit has not been amended by the State since this change, the percentages presented in the computation below have been proportionately modified to 3.75% (25% of 15%) for the purposes of this calculation in order to be consistent with the computational effect of the debt limit at the time of the State's establishment of the limit.

The City's debt limit for Fiscal Year 2020/21 is \$1,084,361,716 while the City's debt subject to the limitation is \$0. As a result, the City has not exceeded its legal debt limit.

Assessed value	\$	28,916,312,421
Debt limit (3.75% of assessed value)		1,084,361,716
Debt applicable to limit:		
General obligation bonds		-
Legal debt margin	\$	<u>1,084,361,716</u>

CITY OF RANCHO CUCAMONGA, CALIFORNIA

Fiscal Year 2021/22 Adopted Budget

Debt Service Obligations

The following schedule summarizes the City’s debt service obligations:

	2019 Lease Revenue Bonds, Series A	2019 Lease Revenue Bonds, Series B	Capital Lease-Dell Blade Servers
Issue Date:	2019	2019	2019
Description:	Finance the acquisition, design, construction and equipment of an expansion to the City's existing fiber optic network.	Finance the acquisition, design, construction and equipment of an expansion to the City's existing fiber optic network.	Finance acquisition of hardware equipment and software for the replacement of the City's data center infrastructure
Interest Rates:	3.000 - 5.000%	2.850 - 3.125%	4.715%
Fund:	Fiber Optic Enterprise Fund	Fiber Optic Enterprise Fund	Internal Service Fund
Bond Rating:	S&P: "AA"	S&P: "AA"	Not Rated

Debt Service Requirements to Maturity:

Year Ending June 30	2019 Lease Revenue Bonds, Series A		2019 Lease Revenue Bonds, Series B		Capital Lease-Dell Blade Servers	
	Principal	Interest	Principal	Interest	Principal	Interest
2022	\$ -	\$ 449,456	\$ 440,000	\$ 47,838	\$ 488,349	\$ 38,980
2023	-	449,456	450,000	34,638	507,340	19,990
2024	-	449,456	465,000	21,138	-	-
2025	250,000	449,456	230,000	7,188	-	-
2026	495,000	439,456	-	-	-	-
2027-2031	2,880,000	1,800,031	-	-	-	-
2032-2036	3,635,000	1,047,781	-	-	-	-
2037-2039	2,615,000	195,838	-	-	-	-
	\$ 9,875,000	\$ 5,280,930	\$ 1,585,000	\$ 110,802	\$ 995,689	\$ 58,970

Note: Amounts Unaudited

CITY OF RANCHO CUCAMONGA, CALIFORNIA

Fiscal Year 2021/22 Adopted Budget

Glossary of Budget Terms

Accrual Basis of Accounting:	Revenues are recognized when both measurable and available; expenditures are recorded when services have been substantially performed or goods have been received and the liabilities incurred.
Ad Valorem Tax "According to its value":	A state or local government tax based on the value of real property as determined by the county tax assessor.
Adopted Budget:	The official budget as approved by the City Council at the start of each fiscal year.
Amended Budget:	The adopted budget as amended by the City Council through the course of a fiscal year.
Appropriations:	A legal authorization granted by a legislative body to make expenditures and to incur obligations for specific purposes. An appropriation is usually limited in amount and to the time when it may be expended.
Arbitrage:	The interest earned on the investment of the bond proceeds at a rate above the interest rate paid on the debt.
Assessed Valuation:	A municipality's property tax base stated in dollars based on real estate and/or other taxable business property for the purposes of taxation, sometimes expressed as a percent of the full market value of the taxable property within a community.
Audit:	An examination of systems, procedures, programs, and financial data. The end product of an audit is a report issued by an independent auditor describing how well a local government's financial statements describe its financial condition and the results of its operations.
Balanced Budget:	The amount of budgeted expenditures is equal to or less than the amount of budgeted revenues plus available fund balance.
Bond:	A security whereby an issuer borrows money from an investor and agrees and promises, by written contract, to pay a fixed principal sum on a specified date (maturity date) and at a specified rate of interest.
Budget:	A plan of financial operation comprised of estimated expenditures for a given period (usually a single fiscal year) and the proposed means of financing the expenditures (through revenues).
Capital Budget:	A budget which focuses on capital projects to implement the Capital Improvement Program

CITY OF RANCHO CUCAMONGA, CALIFORNIA

Fiscal Year 2021/22 Adopted Budget

Glossary of Budget Terms

Capital Expenditure:	An acquisition or an improvement (as distinguished from a repair) that will have a life of more than one year and costs more than \$5,000.
Capital Improvement Program:	A plan for capital improvements to be implemented each year over a number of years to meet capital needs arising from the assessment of long-term needs. It sets forth the estimated cost for each project and specifies the resources required to finance the projected expenditures.
Capital Improvement Project:	The budget unit to group activities and costs necessary to implement a specific capital improvement and/or acquisition. A project can include the construction, acquisition, expansion, replacement, or rehabilitation of a physical facility or improvement. Projects often include planning and design, land acquisition, and project management costs related to such facilities and improvements.
Capital Projects Funds:	Used to account for financial resources for the acquisition or construction of major capital facilities other than those financed by proprietary and trust funds.
Debt Service Funds:	Account for the accumulation of resources set aside to meet current and future debt service requirements (payments) on general long-term debt.
Department:	A major organizational group of the City with overall management responsibility for an operation or a group of related operations within a functional area.
Depreciation:	Expiration in the service life of capital assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy or obsolescence.
Derivative:	A financial instrument created from or whose value depends upon (is derived from) the value of one or more separate assets or indices of asset values.
Division:	An organizational subgroup of a department.
Encumbrance:	The commitment of appropriated funds to purchase goods, which have not yet been received, or services that have yet to be rendered.
Enterprise Funds:	Use to account for self-supporting operations such as the Municipal Utility.
Expenditures:	Decreases in net financial resources. Expenditures include current operating expenses which require the current or future use of net current assets, debt service and capital outlays.

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Fiscal Year 2021/22 Adopted Budget

Glossary of Budget Terms

Expenses:	Decreases in net total assets. Expenses represent the total cost of operations during a period regardless of the timing of related expenditures.
Fiscal Year:	A 12-month period to which the annual operating budget applies and at the end of which an entity determines its financial position, the results of its operations, and adopts a budget for the coming year. The City of Rancho Cucamonga's fiscal year is from July 1 to June 30.
Fixed Assets:	Equipment costing \$5,000 or more, including tax, with a useful life longer than one year, and not qualifying as a capital improvement project. Includes automotive equipment, office equipment, office furniture, acquisitions, landscaping improvements, etc.
Full-Time Equivalent (FTE):	The conversion of part-time employee hour to an equivalent of a full-time position. For example: one person working 20 hours a week for a year would be 0.5 FTE.
Fund:	An independent fiscal and accounting entity with a self-balancing set of accounts, recording resources, related liabilities, obligations, reserves and equities segregated for the purpose of carrying out specific activities or attaining certain objectives in accordance with special regulations, restrictions or limitations.
Fund Balance:	The equity (assets minus liabilities) of governmental fund and fiduciary fund types.
Generally Accepted Accounting Principles (GAAP):	Uniform minimum standards of and guidelines for financial accounting and reporting. They govern the form and content of the basic financial statements of an entity. GAAP encompasses the conventions, rules, and procedures necessary to define accepted accounting practices at a particular time. They include not only broad guidelines of general application, but also detailed practices and procedures. GAAP provides a standard by which to measure financial presentations.
Governmental Funds:	Typically, are used to account for tax-supported (governmental) activities. These include the General Fund, Special Revenue Funds, Capital Projects Funds, and Debt Service Funds.
Interfund Transfers:	Defined as "flows of assets" (such as good or services) without equivalent flows of assets in return and without requirement for repayments.

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Internal Service Funds:	Account for the goods or services provided by one fund and/or department to another fund and/or department on a cost reimbursement basis.
Modified Accrual Basis:	The accrual basis of accounting where revenues are recognized when they become both "measurable" and "available" to finance expenditures of the current period. All governmental funds and agency funds are accounted for using the modified accrual basis of accounting.
Object Code:	The classification of expenditures in terms of what is bought and paid for grouped into categories.
Overlapping Debt:	The proportionate share of the general obligation bonds of local governments located wholly or in part within the limits of the reporting unit of government, that must be borne by property owners within the unit.
Performance Measures:	Measures of progress towards a stated goal or objective. Useful performance measures are based on reliable data that provides a clear indication of the efficiency and effectiveness of a program or activity.
Personnel Expenses:	Compensation paid to or on behalf of City employees for salaries and wages, overtime and benefits.
Proprietary Funds:	Account for records of operations similar to those found in a business, such as internal service funds and enterprise funds.
Revenue:	Moneys that the City receives as income such as tax payments, fees from specific services, receipts from other governments, fines, forfeitures, grants, shared revenues and interest income.
Special Revenue Funds:	Account for the revenue derived from specific taxes or other earmarked revenue sources (other than expendable trusts or for major capital projects) that are restricted by law or administrative action to expenditures for specified purposes.

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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 the term include charges for services rendered only to those paying such charges as, for example, user charges.
Underfill:	Filling an authorized position with a related classification that has a lower salary range. Reasons to consider an underfill include, but are not limited to: the department's internal promotional program would be enhanced; there are no qualified candidates to fill said vacant position; or a critical departmental reason exists.
User Charges:	Payments made by users or customers of publicly provided services that benefit specific individuals. These services exhibit "public good" characteristics. Examples of user charges are fees paid for recreational activities, building fees, etc.
Working Capital:	The cash available for day-to-day operations of an organization.

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List of Acronyms

AD	Assessment District	IESBDC	Inland Empire Small Business Development Center
ADA	Americans with Disabilities Act	IPM	Integrated Pest Management
AQMD	Air Quality Management District	JPA	Joint Powers Authority
BERT	Business Emergency Response Training	KIDS	Kids Interactive Discovery Space
CAL-ID RAN	California Identification System Remote Access Network	LAIF	Local Agency Investment Fund
CaIPERS	California Public Employees' Retirement System	LED	Light-Emitting Diode
C.A.N.I.N.E.	Campus Awareness, Narcotic Intervention, Narcotic Education	LGIP	Local Government Investment Pool
CDBG	Community Development Block Grant	LMD	Landscape Maintenance District
CDTFA	California Department of Tax and Fee Administration	MMF	Money Market Funds
CEQA	California Environmental Quality Act	MOU	Memorandum of Understanding
CERT	Community Emergency Response Training	MSRC	Mobile Source Air Pollution Reduction Committee
CFD	Community Facilities District	NSRO	Nationally Recognized Statistical Rating Organization
CIP	Capital Improvement Program	PASIS	Public Agencies Self Insurance System
CNG	Compressed Natural Gas	PCI	Pavement Condition Index
CONFIRE	Consolidated Fire Agencies, Joint Power Authority	PD	Park District
CPI	Consumer Price Index	PEPRA	Public Employees' Pension Reform Act
CPR	Cardiopulmonary Resuscitation	PERS	Public Employees Retirement System
CSD	Community Services Department	PSVN	Public Safety Video Network
CVWD	Cucamonga Valley Water District	RCLS	Rancho Cucamonga Library Services
DVP	Delivery-Versus-Payment	RCMU	Rancho Cucamonga Municipal Utility
EIR	Environmental Impact Review	REGIS	Rancho Enterprise Geographic Information Systems
ESRI	"Environmental Systems Research Institute	ROPS	Recognized Obligation Payment Schedule
FLSA	Fair Labor Standards Act	SAFETEA-LU	Safe, Accountable, Efficient Transportation Equity Act: A Legacy for Users
FPPC	Fair Political Practices Commission	SBCERA	San Bernardino County Employee Retirement Association
FTE	Full Time Equivalent	SBCTA	San Bernardino County Transportation Authority
FY	Fiscal Year	SBOE	California State Board of Equalization
GFOA	Government Finance Officers Association	SCE	Southern California Edison
GIS	Geographic Information Systems	SIR	Self-Insured Retention
GOTMD	Greater Ontario Tourism Marketing District	SLD	Street Lighting District
HdL	Hinderliter de Llamas	SLPP	State-Local Partnership Program
HHW	Household Hazardous Waste	TCEP	Trade Corridor Enhancement Program
HR	Human Resources	TOD	Transit Oriented Development
HVAC	Heating, Ventilating, and Air Conditioning	TOT	Transient Occupancy Tax
IAQ	Indoor Air Quality	VLF	Vehicle License Fees

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Description of Funds by Fund Type

Fund #

Fund Description

GENERAL FUND

001 **General Fund** - The general operating fund of the City which accounts for all general tax receipts and fee revenue not allocated by law, Council policy or contractual agreement to other funds. General Fund expenditures include operations traditionally associated with activities which are not required to be accounted for or paid by another fund.

OTHER GENERAL FUNDS

003 **Reimb St/County Parking Cit** - Established for the tracking of revenues and expenditures related to State and San Bernardino County surcharges on parking citations.

006 **CVWD Reimbursements** - Established as a clearing account for expenses and reimbursements associated with City performed street repairs within the City on behalf of Cucamonga Valley Water District.

008 **County of S.B. Reimbursements** - Established as a clearing account for expenses and reimbursements associated with City performed storm drain facility maintenance on behalf of the San Bernardino County Flood Control District.

016 **Comm Dev Technical Services** - Established to account for the City's General Plan Update Fee as well as funds that have been set aside for Economic and Community Development Special Services.

017 **Law Enforcement Reserve** - Established to account for the funding and use of the City's General Fund balance committed for public safety purposes.

018 **Traffic Safety** - Established to account for vehicle code fines collected to fund the City's contracted crossing guard services.

019 **Info Technology-Development** - Established to account for fees collected to fund the internal cost of providing information technology services for the Community Development Departments.

020 **City Technology Fee** - Established to account for fees collected to fund a future replacement of the City's land management system.

022 **Mobile Home Park Program** - Established to account for revenues and expenditures associated with the City's mobile home park inspection program.

023 **SB1186 Cert Access Special Program** - Established to account for the \$1.00 State mandated fee imposed on any applicant for a business license, equivalent or renewal, including the payment to the State of 30% of the fee collected as well as expenditures

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Description of Funds by Fund Type

Fund

Fund Description

to fund increased certified access specialist (CASp) services for the public and to facilitate compliance with construction-related accessibility requirements.

025 Capital Reserve - Established to account for key reserves of the General Fund including City infrastructure, City facilities capital repairs, and self-insurance.

073 Benefits Contingency - Established to account for the accumulation of resources for the future payment of employee leave benefits paid to employees upon separation from the City.

SPECIAL REVENUE FUNDS

Special Revenue Funds account for revenues derived from specific sources which are required by law or administrative regulation to be accounted for in a separated fund. Funds included are:

100 Assessment Districts Admin - Established to account for revenues and expenditures associated with the management of all City assessment districts.

101 AD 93-1 Masi Commerce Center - Established to acquire the necessary infrastructure from the developer after the completion and acceptance of the approved improvements. Financing was provided by the sale of bonds pursuant to the provisions of the Improvement Act of 1915.

105 AB2766 Air Quality Improvement - Established to account for the revenue and disbursement of funds received as a result of Assembly Bill 2766 which imposed an additional registration fee on motor vehicles. These revenues are to be used to reduce air pollution from motor vehicles and for related planning, monitoring, enforcement, and technical studies (Vehicle Code Section 9250.17 and Health and Safety Code Chapter 7, Part 5 of Division 26, commencing with Section 44220).

106 MSRC Air Pollution Reduction Grant - Established to account for the revenue and disbursement of funds received from the Mobile Source Air Pollution Reduction Committee (MSRC). These revenues are to be used to fund projects that reduce air pollution from motor vehicles.

109 Public Art Trust Fund - Established to account for the receipts of public art in-lieu fees restricted for the selection, purchase, placement, and maintenance of art installed by the City or on City property.

110 Beautification - Established to account for fees collected to provide proper landscaping and irrigation systems after parkway and median improvements are made.

111 Park Land Acquisition - Established to account for the park land acquisition development fees charged upon issuance of a building permit for development of future park sites. This fee replaces the revenue previously collected in Fund 120.

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Description of Funds by Fund Type

<u>Fund #</u>	<u>Fund Description</u>
112	Drainage Fac/General - Established to account for fees charged developers for purposes of defraying the actual or estimated costs of constructing planned drainage facilities.
113	Community/Rec Center Developmnt - Established to account for community and recreation center impact fees charged to developers. This fee replaces the revenue previously collected in Fund 120.
114	Drainage-Etiwanda/San Sevaine - Established to account for development impact fees collected in the Etiwanda/San Sevaine Drainage area for the construction of regional and mainline flood control projects.
115	Henderson/Wardman Drainage - The Henderson/Wardman Drainage fund is a developer impact fee supported fund for the construction of storm drain improvements in the Henderson/Wardman drainage area.
116	Etiwanda Drainage - Established to account for development impact fees collected in the Etiwanda area North of Base Line Road for the construction of Master Plan Storm Drain projects.
118	Upper Etiwanda Drainage - Established to account for development impact fees collected in the Etiwanda/San Sevaine Drainage area for the construction of secondary mainline flood control projects.
119	Park Improvement - Established to account for park improvement impact fees charged to developers. This fee replaces the revenue previously collected in Fund 120.
120	Park Development - Established to account for the residential park development fees charged upon issuance of a building permit for development of future park or recreational sites.
122	South Etiwanda Drainage - Established to account for Development Impact fees collected in the Etiwanda area south of Foothill Blvd for the construction of the Master Plan Storm Drain.
123	Library Impact Fee - Established to account for library impact fees charged to developers.
124	Transportation - Established to account for fees charged for the construction and expansion of City streets and highways which provide additional capacity and safety.
125	Animal Center Impact Fee - Established to account for animal center impact fees charged to developers.
126	Lower Etiwanda Drainage - Established to account for development impact fees collected in the Etiwanda area south between Foothill Blvd. and Base Line Road for the construction of master plan storm drain projects.

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Description of Funds by Fund Type

<u>Fund #</u>	<u>Fund Description</u>
127	Police Impact Fee - Established to account for police impact fees charged to developers.
128	Etiwanda No. Equestrian Facility - Established to account for in lieu fees collected for the Etiwanda North Specific Plan for the future construction of an equestrian facility.
129	Underground Utilities - Established to account for fees collected from developers for future undergrounding of overhead utilities.
130	LMD #1 General City - Established to account for the costs associated with providing landscape maintenance. Financing is provided by special assessments levied against the benefiting property owners.
131	LMD #2 Victoria - Established to account for the costs associated with providing landscape maintenance. Financing is provided by special assessments levied against the benefiting property owners.
132	LMD #3A Hyssop - Established to account for the costs associated with providing landscape maintenance. Financing is provided by special assessments levied against the benefiting property owners.
133	LMD #3B Medians - Established to account for the costs associated with providing landscape maintenance. Financing is provided by special assessments levied against the benefiting property owners.
134	LMD #4R Terra Vista - Established to account for the costs associated with providing landscape maintenance. Financing is provided by special assessments levied against the benefiting property owners.
135	LMD #5 Tot Lot - Established to account for the costs associated with providing landscape maintenance. Financing is provided by special assessments levied against the benefiting property owners.
136	LMD #6R Caryn Community - Established to account for the costs associated with providing landscape maintenance. Financing is provided by special assessments levied against the benefiting property owners.
137	LMD #7 North Etiwanda - Established to account for the costs associated with providing landscape maintenance. Financing is provided by special assessments levied against the benefiting property owners.
138	LMD #8 South Etiwanda - Established to account for the costs associated with providing landscape maintenance. Financing is provided by special assessments levied against the benefiting property owners.
139	LMD #9 Lower Etiwanda - Established to account for the costs associated with providing landscape maintenance. Financing is provided by special assessments levied against the benefiting property owners.

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Description of Funds by Fund Type

<u>Fund #</u>	<u>Fund Description</u>
140	LMD #10 Rancho Etiwanda - Established to account for the costs associated with providing landscape maintenance. Financing is provided by special assessments levied against the benefiting property owners.
141	LMD #1 Capital Replacement - Established to account for resources designated for capital repairs and replacement for LMD #1.
150	General City Streetlights - Established to account for installation and maintenance of City-owned street lights.
151	SLD #1 Arterial - Established to account for the costs associated with providing street lights. Financing is provided by special assessments levied against the benefiting property owners.
152	SLD #2 Residential - Established to account for the costs associated with providing street lights. Financing is provided by special assessments levied against the benefiting property owners.
153	SLD #3 Victoria - Established to account for the costs associated with providing street lights. Financing is provided by special assessments levied against the benefiting property owners.
154	SLD #4 Terra Vista - Established to account for the costs associated with providing street lights. Financing is provided by special assessments levied against the benefiting property owners.
155	SLD #5 Caryn Community - Established to account for the costs associated with providing street lights. Financing is provided by special assessments levied against the benefiting property owners.
156	SLD #6 Industrial Area - Established to account for the costs associated with providing street lights. Financing is provided by special assessments levied against the benefiting property owners.
157	SLD #7 North Etiwanda - Established to account for the costs associated with providing street lights. Financing is provided by special assessments levied against the benefiting property owners.
158	SLD #8 South Etiwanda - Established to account for the costs associated with providing street lights. Financing is provided by special assessments levied against the benefiting property owners.
174	State Gas Tax - Established to account for the revenue and disbursement of funds used for road construction and maintenance of the City network system. The City's share of State gasoline taxes provides the financing.

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Description of Funds by Fund Type

<u>Fund #</u>	<u>Fund Description</u>
176	Measure I 1990-2010 - Established to account for the revenue and disbursement of county/local gasoline tax funds for the construction and maintenance of eligible street projects.
177	Measure I 2010-2040 - Established to account for the revenue and disbursement of county/local gasoline tax funds for the construction and maintenance of eligible street projects.
178	SB 140 Fund - Established to account for the receipt and disbursement of state matching funds that are restricted for the construction of eligible street construction projects.
179	Road Maintenance and Rehab Acct - Established to account for the revenue and disbursement of funds used for road maintenance, rehabilitation, and critical safety projects of the City network system. The City's share of Road Maintenance and Rehabilitation Account funding provides the financing.
181	SB 1 - TCEP - Established to account for the receipts and disbursements of SB 1 Trade Corridor Enhancement Program (TCEP) funds which provide for the design and construction of the Etiwanda Grade Separation Project.
182	AB 2928 Traffic Congest Relief - Established fund to account for the revenue and disbursement of funds received as a result of Assembly Bill 2928. The purpose of the Traffic Congestion Program was to provide funding for transportation projects that would relieve congestion, connect transportation systems, and provide for better goods movement.
186	Foothill Blvd Maintenance - Established to account for funding provided by Cal Trans as part of their relinquishment of Foothill Boulevard to the City of Rancho Cucamonga. This limited funding source will be utilized to repair and maintain portions of Foothill Boulevard.
188	Integrated Waste Management - Established to account for AB939 recycling fee revenues from the City's refuse haulers and can only be used for the City's Household Hazardous Waste Disposal program. Assembly Bill 939 is a law that was passed by the State of California that mandates that all cities divert a specified percentage of their solid waste from their landfills in accordance with established deadlines.
190	Prop 42-Traffic Congestion Mit - Established to account for gasoline sales tax revenue received from the State of California for transportation purposes, including city and county street and road repairs and maintenance. Proposition 42, a legislative constitutional amendment, permanently dedicated revenues from this sales tax on gasoline to transportation infrastructure needs.

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Description of Funds by Fund Type

<u>Fund #</u>	<u>Fund Description</u>
194	Proposition 1B State Funding - Proposition 1B (Prop 1B) provides state funding to cities and counties to fund the maintenance and improvement of local transportation facilities. The funding is allocated based on population.
195	State Asset Seizure - Established to account for the funds received from the State for the equitable transfer of forfeited property and cash in which the City directly participates in the law enforcement efforts leading to the seizure and forfeiture of the property.
196	CA Asset Seizure 15% - Established to account for 15% of State Asset Seizure (Fund 195) designated for the sole purpose of funding programs designed to combat drug abuse and divert gang activity pursuant to the provisions of Health & Safety Code Section 11489(b)(2)(A)(i).
197	Federal Asset Seizure - Established to account for the funds received from the Federal government for the equitable transfer of forfeited property and cash in which the City directly participates in the law enforcement efforts leading to the seizure and forfeiture of the property.
198	Citywide Infrastructure Imprv - This fund was established to account for reimbursement revenue received from various local, State and Federal agencies and utilities for capital improvement projects completed in the City. The accumulated funds will be used for future capital improvement projects as authorized by the City Council.
204	Community Development Blk Grant - Established to account for grants received from the Department of Housing and Urban Development. These revenues must be expended to accomplish one of the following objectives: elimination of slum or blight; or benefit to low- and moderate-income persons by providing loans and grants to owner-occupants and rental property owners to rehabilitate residential properties.
209	Federal SAFETEA-LU - Established to account for the Safe, Accountable, Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU) Federal funding for surface transportation projects.
211	Prop 1B - SLPP - Established to account for the State-Local Partnership Program utilizing Proposition 1B bond proceeds to fund eligible transportation projects. Funds are allocated through formula and competitive sub-programs.
214	Pedestrian Grant/Art 3 - Established to account for the revenue and disbursement of funds received for the construction of facilities provided for the exclusive use of pedestrians and bicycles.

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Description of Funds by Fund Type

<u>Fund #</u>	<u>Fund Description</u>
215	Energy Efficiency and Conservation Block Grant (EECBG) Fund - Established to account for the receipts and disbursements of Federal grant monies received through the U.S. Department of Energy under the EECBG program. The receipts are restricted for funding projects that reduce energy consumption and promote energy efficiency.
218	Public Resrce Grnts/Healthy RC - The City had received and will continue to receive from various funding sources for the Healthy Cities concept, which was adopted by the Council in March 2008, as a means of integrating health concerns into a holistic approach to improving the overall quality of life in the community.
225	CA Recycle/Litter Reduction Grant - Established to account for a grant from the State Department of Conservation. This grant will fund a program that will emphasize the collection and recycling of beverage containers at large venues, public areas, residential communities or schools.
226	Used Oil Recycling Grant - The California Integrated Waste Management allocates funding to governmental agencies on a population basis. The fund was established to administer the used oil collection programs. The fund must be used specifically for oil recycling collection and educational programs.
227	Used Oil Recycling Program - The California Integrated Waste Management allocates funding to governmental agencies on a population basis. The fund was established to administer the used oil collection programs. The fund must be used specifically for oil recycling collection and educational programs.
234	Safe Routes To School Program - The Safe Routes to School Program fund is a grant fund for monies provided by the State of California. The state funds are administered through Caltrans as part of the California Department of Health Services' "Safe Routes to School Program" and are available for transportation projects that increase the safety of pedestrians and bicyclists.
235	Prop 84 Park Bond Act - Prop 84 provides state funding, on a competitive basis, to local governments for the creation of new parks and recreation opportunities. The Statewide Park Program legislation requires projects to meet six eligibility requirements. The fund was established to account for the financial activities associated with the design and construction of the neighborhood park in southwest Rancho Cucamonga.
255	Victoria Gardens Cultural Center - Established to account for the various activities that the Community Services Department facilitates at the Victoria Gardens Cultural Center.
258	Senior Outreach Grant - Established to account for funds passed through the San Bernardino County Department of Aging and Adult Services from the California Department of Aging to provide free recreation classes and programs for senior citizens

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<u>Fund #</u>	<u>Fund Description</u>
	in the City of Rancho Cucamonga. These recreation activities focused on physical, social, psychological, educational, and recreational needs of older persons. The City provided an in-kind match of \$1,200 in the form of marketing, staff oversight, and supplies.
272	VG Cultural Freedom Courtyard RSRC Grant - Established to account for revenues and expenditures to support the operation and construction of the Freedom Courtyard.
274	State Grants - Established to account for the revenues and expenditures of State grants which are not required to have segregated funds.
275	Federal Grants Fund - Established to account for the revenues and expenditures of Federal grants which are not required to have segregated funds. For Fiscal Year 2021/22, the Federal Grants Fund accounts for funds from the American Rescue Plan Act.
281	Fire Fund - Established to account for the revenue and disbursement of funds received by the Rancho Cucamonga Fire Protection District in the course of that agency's fire protection services. The source of revenue is primarily from property taxes.
282	Community Facilities Dist 85-1 - Established to account for the costs associated with providing fire facilities and services. Financing is provided by special assessments levied against the benefiting property owners.
283	Community Facilities Dist 88-1 - Established to account for the costs associated with providing fire facilities and services. Financing is provided by special assessments levied against the benefiting property owners.
285	Fire Technology Fee Fund - Established to set aside funds for technology equipment replacement.
288	Fire Protection Capital Fund - Established to account for capital maintenance and repairs as well as purchases of fixed assets for the Fire District separate from the Fire District's Fire Fund which accounts for general maintenance and repairs.
290	Library Fund - Established to account for services provided by the City of Rancho Cucamonga Library. Funding for this service is made possible through a transfer of San Bernardino County library tax revenues to the City of Rancho Cucamonga for library purposes.
291	CA State Library - This "Family Place" training grant from the California State Library provided funding for two Library staff to attend a one-week training that will enable them to develop special programs at the Biane Library and the Family Resource Center. This grant has no matching requirements.

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Description of Funds by Fund Type

<u>Fund #</u>	<u>Fund Description</u>
292	Staff Innovation Fd (CA St Lb) - Established to account for the grant money awarded by California State Library. The purpose of the grant is to provide training for innovative writing skills for future grant writers.
299	Library Development Fund - Established to account for activities taking place in the newly developed second floor of the Biane Library, which is currently under construction. The second floor will serve as a dramatic programming space for the entire community, with a wide variety of programming geared toward science, art and early literacy.
301	The Big Read Library Grant - Established to account for the grant money receiving from the National Endowment for the Arts. The purpose of the grant is to emphasize a city wide media campaign through guest lectures, group discussions, film showings, and a community theater performance of a designated book.
302	Library Services & Tech. Act - Established to account for grant revenues and expenditures associated with funding provided by the federal Library Services and Technology Act, which is administered in California by the State Librarian.
329	Library Capital Fund - Established as the capital fund for the construction of the Biane Library second floor tenant improvement project.
340	Drug Abatement Act - Established to account for funds from the injunction to abate and prevent the continuance or reoccurrence of public nuisance as defined under the Drug Abatement Act in the California Health and Safety Code sections 11570 through 11587.
354	COPS Program Grant-State - Established to account for a grant awarded as the result of the approval of State Assembly Bill 3229. The grant is a one-year award with no matching fund requirements.
361	Justice Assistance Grant (JAG) - Established to account for the revenues and expenditures associated with Federal JAG grants.
370	OTS-"Drink, Drive, Lose" Grant - This grant was awarded by the State of California Office of Traffic Safety to provide supplementary funding for overtime costs incurred during sobriety checkpoints. The overall goal of the project is to reduce the number of victims killed and injured as a result of alcohol-involved crashes.
373	COPS Secure Our Schools Grant Fund – Established to account for the grant money use in partnership with public schools to improve school safety.
374	Cops Hiring Program Grant - This is a multi-year grant awarded by U.S. Department of Justice to provide partial supplementary funding to hire a new sworn officer. The grant must be used to enhance community policing activities.

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Description of Funds by Fund Type

<u>Fund #</u>	<u>Fund Description</u>
380	Homeland Security Grant- Fire - This grant from the State Homeland Security Grant Program is administered by the San Bernardino County Office of Emergency Services. The grant is funded by the Federal Department of Homeland Security. The funds will be utilized to purchase terrorism and weapons of mass destruction (WMDs) response equipment and supplies in conjunction with an appropriate level of training cost funding for national security. There are no matching funds required for this grant.
381	Homeland Security Grant- Police - The grant from the State Homeland Security Grant Program administered by the San Bernardino County Office of Emergency Services. The grant is funded by the Federal Department of Homeland Security. The funds will be utilized to purchase terrorism and weapons of mass destruction (WMD's) response equipment and supplies in conjunction with an appropriate level of training costs funding for national security. There are no matching funds required for this grant.
383	Emergency Management Performance Grant - This grant from FEMA is used to fund a volunteer coordinator for the City's Community Emergency Response Team (CERT) program.
396	Housing Successor Agency - Established to account for assets of the former Redevelopment Agency's Low- and Moderate-Income Housing Fund. The source of revenue in the fund is primarily from interest received from the notes and loans receivable.
838	AD 91-2 Redemption-Day Canyon - Established to account for assessments received under the Improvement Bond Act of 1915. Assessments received are restricted for payment of principal, interest and penalties thereon, upon presentation of proper coupons.
847	PD 85 Capital Replacement Fund - Established to account for resources designated for capital repairs and replacement for PD 85.
848	PD 85 Redemption Fund - Established to account for assessments received under the Refunding Act of 1984 for 1915 Improvement Act Bonds and Landscape/Lighting Act of 1972. Assessments received are restricted for payment of principal, interest and penalties thereon, upon presentation of proper coupons.
868	CFD 2000-03 Park Maintenance - This fund is used for the maintenance of parks and parkways located within the Community Facilities District No. 2000-03. The District is located south of Summit Avenue on the east and west sides of Wardman Bullock Road.
875	CFD 2017-01 No. Etiwanda - This fund accounts for special taxes related to the North Etiwanda Community Facilities District No. 2017-01 which provides for the maintenance of landscaped areas, parkways, medians, park and recreation

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Fund

Fund Description

improvements, and other public infrastructure and improvements through the boundary of the North Etiwanda CFD.

876 **CFD 2018-01 Empire Lakes** - This fund accounts for the special taxes related to the Empire Lakes Community Facilities District No. 2018-01 which provides for the maintenance of landscaped areas, parkways, medians, park and recreation improvements, and other public infrastructure and improvements through the boundary of the Empire Lakes CFD.

877 **CFD 2018-01 Capital Reserve** - This fund accounts for the capital reserves of the Empire Lakes Community Facilities District No. 2018-01 to be used for the future replacement and construction of public infrastructure and improvements through the boundary of the Empire Lakes CFD.

CAPITAL PROJECTS

Capital Projects Funds are used to account for financial resources for the acquisition or construction of major capital facilities other than those financed by proprietary and trust funds.

600 **AD 82-1 6th Street Industrial** - Established to account for revenues and expenditures used in the construction of streets, storm drainage, and utility improvements within the AD 82-1 project area.

602 **AD 84-1 Day Creek/Mello** - Established to account for the receipt and disbursement of funds used in the construction and installation of public capital drainage facilities, together with appurtenant work and incidental expenses, to serve and provide drainage protection to property located within Assessment District No. 84-1 (Day Creek Drainage System). Financing was provided by the sale of bonds under the Mello-Roos Community Facilities Act of 1982.

612 **CFD 2001-01** - This CFD was established to fund the necessary infrastructure (streets, storm drains, sewer, water, landscaping, and traffic signals) integral to the proposed mall located at Foothill Blvd. and the I-15 Freeway. The improvements are located south of Base Line Rd., primarily north of Foothill Blvd., primarily east of Day Creek Channel, and west of Etiwanda Ave. Financing was provided by the sale of bonds under the Mello-Roos Community Facilities Act of 1982.

614 **CFD 2003-01 Project Fund** - Established to account for the funds to construct integral to development of the Victoria Gardens Mall along Church Street, East of Interstate 15, South on Arrow Route, and Day Creek Boulevard.

CITY OF RANCHO CUCAMONGA, CALIFORNIA

Fiscal Year 2021/22 Adopted Budget

Description of Funds by Fund Type

<u>Fund #</u>	<u>Fund Description</u>
615	CFD 2003-01 Cultural Center - Established to account for the portion of the costs associated with the development of the City's Cultural Arts Center that is being funded by Community Facilities District (CFD) 2003-01. Financing for the CFD will be provided by the sale of bonds under the Mello-Roos Community Facilities Act of 1982.
617	CFD 2004-01 Rancho Etiwanda Es - Established to account for monies deposited by developers for initial consulting and administrative costs and expenses related to the proposed public financing district. Financing was provided by the sale of bonds under the Mello-Roos Community Facilities Act of 1982.
680	CFD 2006-01 Vintner's Grove - Established to account for monies deposited by developers for initial consulting and administrative costs and expenses related to a proposed public financing district.
681	CFD 2006-02 Amador On Route 66 - Established to account for monies deposited by developers for initial consulting and administrative costs and expenses related to a proposed public financing district.

ENTERPRISE FUNDS

Enterprise Funds are used primarily to account for "business-like" activities that are primarily financed through user charges

700	Sports Complex - Established to account for personnel and operating costs directly associated with the operation of the baseball facility, which is the home of the Rancho Cucamonga Quakes.
705	Municipal Utility - Established to account for the costs of labor and materials used in the operation, maintenance, construction and consumption of electric services to certain major commercial/industrial developments within the City.
706	Utility Public Benefit Fund - Established to account for 2.85% of electric retail revenues to fund qualifying energy efficiency and renewable energy programs, research and demonstration projects and services to low-income electricity customers.
708	RCMU Capital Replacement Fund - Established to account for the capital replacement of RCMU infrastructure and improvements in future years.
709	RCMU Cap and Trade Fund - Established to account for the proceeds of quarterly State-run auctions that sell Greenhouse Gas (GHG) credits to businesses in need of GHG credits. The funds are restricted to use for GHG reducing programs.
711	Fiber Optic Network Fund - Established to account for costs associated with the City's existing utility, information technology and traffic fiber conduits, and leases for fiber access.

Description of Funds by Fund Type

<u>Fund #</u>	<u>Fund Description</u>
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INTERNAL SERVICE FUNDS

Internal service funds are used to account for the financing of goods or services provided by one department or agency to other departments or agencies of the government and to other government units, on a cost reimbursement basis.

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| 712 | Equip/Vehicle Replacement - Established to account for the accumulation of user charges to various City departments and the costs associated with replacing the City's vehicles and equipment. |
| 714 | Comp Equip/Tech Replcment Fund - Established to account for the accumulation of resources and the costs associated with replacing and maintaining the City's computer equipment and technology. |