CITY OF
RANCHO
CUCAMONGA
CALIFORNIA

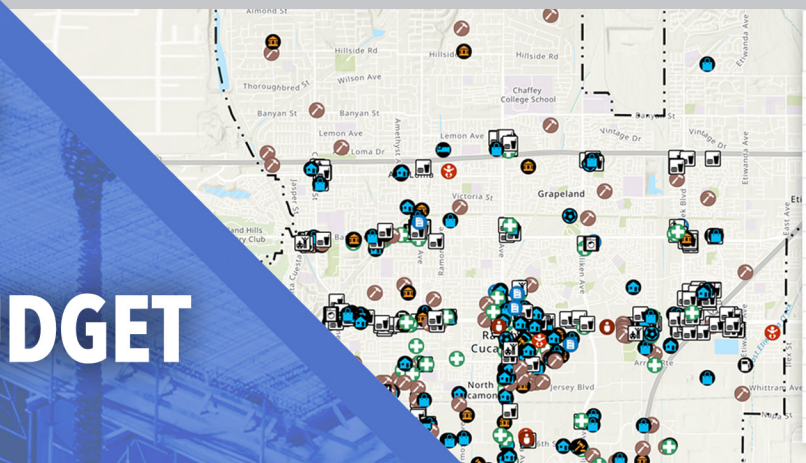
RC Cares
COVID-19
COMMUNITY RELIEF
PROGRAM

APPLICATION PERIOD OPENS
August 24, 2020

For Rancho Cucamonga
Residents and Businesses ONLY

- **Rental Assistance Program**
- **Rental Forgiveness Program**
- **County COVID-Compliant Business Partnership City Match**
- **Outdoor Business Operations Assistance Program**

FISCAL YEAR 2020/21 ADOPTED BUDGET



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CITY OF

RANCHO CUCAMONGA,

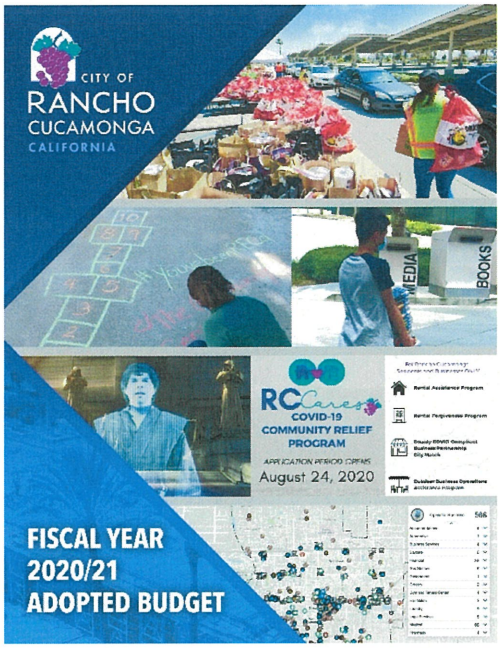
CALIFORNIA

FISCAL YEAR 2020/21

ADOPTED BUDGET

About the cover

This year's cover represents Innovation 2.0. The City of Rancho Cucamonga did an amazing job rallying together to assist the community with weathering through the COVID-19 pandemic. Here are some examples:



- **Senior Food Drive and One-Day Distribution:** In order to serve our senior population, the Community Services Department (CSD) held a food drive where residents donated shelf-stable food such as canned goods and pastas, as well as toiletries and cleaning supplies to the Central Park Community Center. Donations were accepted for over two weeks, then prepared for distribution by CSD Staff and finally distributed as a drive-through pick up. Over 600 seniors were served and given a bag of food and essentials!
- **You've Been REC'd**: The Community Services Department recently launched the #YouveBeenRECd program which delivered fun to 300 randomly selected Rancho Cucamonga residents. Each family received a CSD tote bag full of fun stay-at-home activities such as coloring books and crayons, shovels & seeds for planting, bubbles, playdoh and even snacks! Since deliveries were a surprise, each family received a chalked hopscotch near their driveway with a positive message from our team and once the bags were placed on the doorsteps and the doorbells were rung, the staff ran as fast as they could to avoid being seen! These bags were delivered by CSD staff over six delivery dates of 50 families per date.
- **Library Curbside Pick-up and Material Drop-Off:** When libraries were shut down, the Rancho Cucamonga Public Library was pushing the envelope with physical services. Computers were open three days per week at the Biane Library. Wifi was accessible from outside the Biane or Archibald Libraries. And you could reserve books from either branch and pick them up curbside.
- **Virtual Star Wars Day:** The pandemic couldn't stop our Library from celebrating its annual Star Wars Day. They just went virtual! Fans participated through the Library's Virtual Star Ways Day YouTube page. The family-friendly event featured Darth Vader storytimes, panels featuring Princess Leia voice actress Julie Dolan and Star Wars authors Michael Kogge and Kevin Schnick, lightsaber battles, a costumed procession of 150+ characters, and more.
- **RC Cares COVID-19 Community Relief Program:** The Rancho Cucamonga City Council took action to establish the RC Cares Community Relief program in order to utilize the City's allocation of CARES Act funding to fund a number of relief programs to assist its residents and businesses who have experienced a financial hardship due to the COVID-19 pandemic. These programs include: Emergency Rental Assistance Program; Residential and Business Rental Forgiveness Program; Outdoor Business Operations Assistance Program; and County COVID-Compliant Business Partnership Match Program.
- **Virtual Building Inspections:** By utilizing drone technology and Facetime capabilities, the Building and Safety Inspectors have been able to complete accurate inspections and provide excellent customer service to our community safely by maintaining social distancing guidelines and limiting face to face interaction.
- **Open for Business app:** The City's Department of Innovation and Technology created an app intended for local Rancho Cucamonga businesses to provide up-to-date hours and/or closure status during the pandemic.

CITY OF RANCHO CUCAMONGA, CALIFORNIA
Fiscal Year 2020/21 Adopted Budget

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INTRODUCTION

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CITY OF RANCHO CUCAMONGA

MEMORANDUM

City Manager's Office

Date: July 1, 2020

To: Mayor and Members of the City Council

By: John R. Gillison, City Manager

Subject: **The Roaring 20s – Pandemics, Business Closures and the Fiscal Year 2020/21 Budget**

PREAMBLE

Ronald Reagan, the 40th President of the United States of America, famously said, "Surround yourself with great people; delegate authority; get out of the way." "The greatest leader is not necessarily the one who does the greatest things. He is the one that gets people to do the greatest things." More than 70 years earlier, in April of 1910, Teddy Roosevelt the 26th President of the United States expressed a somewhat different sentiment, but one that harmonizes quite well with President Reagan's statement. President Roosevelt said "It is not the critic who counts; not the man who points out how the strong man stumbles, or where the doer of deeds could have done them better. The credit belongs to the man who is actually in the arena, whose face is marred by dust and sweat and blood; who strives valiantly; who errs, who comes short again and again, because there is no effort without error and shortcoming; but who does actually strive to do the deeds; who knows great enthusiasms, the great devotions; who spends himself in a worthy cause; who at the best knows in the end the triumph of high achievement, and who at the worst, if he fails, at least fails while daring greatly, so that his place shall never be with those cold and timid souls who neither know victory nor defeat." Read together, the message is clear. Those who actually fight the fight deserve the credit because they took the risk without knowing whether success or failure was on the other side. And the greatest leaders are those who recognize that it is the team around you who succeed or fail together under your leadership and that is how history will, and should, remember you.

I would like to dedicate this message to the first responders, doctors, nurses, firefighters and police officers who gave their lives to help other Americans whose lives have been lost during the COVID-19 pandemic. They were that person in the arena, and, in many cases, they strove valiantly and did not know success. But neither were they defeated. Their memory should inspire us all, especially those in leadership roles, to recognize that ours is a position of trust and any success which may result is that of the team we lead, not ourselves. Let us not forget the 100,000 plus Americans whose lives have been lost in the last several months, and in our remembering keep their memories alive as we continue the struggle against COVID-19.

"Now this is not the end. It is not even the beginning of the end. But it is, perhaps, the end of the beginning." – Sir Winston Churchill

2019 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 CY 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.

Locally, real estate was once again at an all-time peak. Construction was becoming more difficult and costly due to rising wages, labor shortages and raw materials like steel and lumber and aluminum which were impacted by tariffs. Rancho Cucamonga in March of 2019 stood at 3.20% unemployment, over 1% below the County of San Bernardino. Employment had reached an all-time peak of about 78,000 and was expected to grow between 1,500 to 2,000 jobs a year through 2026. Our largest core sectors at the time were Restaurants/Hotel at 12.6%, Manufacturing at 12.5%, Retail Trade at 10.8% and Administrative Support at 10.6%. Payroll was growing on a per employee basis and median household incomes were in the low $90,000 range annually. Office space, including Class A and B were being absorbed at increasing amounts and new projects were beginning to be built on a speculative basis without signed tenants. Hospitality continued to grow with a 100+ room Hampton Inn approved for Foothill Boulevard and a 68 room Sanctity Hotel (Hilton Tapestry luxury brand) approved for Base Line Road and Day Creek Boulevard.

Housing also continued to be a driver for local growth, as the relative price per square foot was more affordable in the Inland Empire than in Los Angeles or Orange County. Prices finally returned to their pre-recession peak levels and demand continued to outstrip supply in the City and County. At the time, well over 3,000 new single-family homes and apartments had been entitled, including at The Resort, a modern smaller lot/attached unit highly amenitized housing complex on the site of the former Empire Lakes golf course. Despite all this activity, permit issuance remained modest at around 350-400 units per year that were actually built and sold. Work was also well under way at the time on a new 3,000-unit housing tract (including commercial) called Etiwanda Heights in the northern part of the City. The project was subsequently approved.

And so, the rest of calendar year 2019 rolled on, much as 2018 and 2017 did, before it gradually faded into calendar year 2020. With substantial amounts of rain and snow early, followed by a dry warmer spell, and then later near the end of the winter, it seemed that 2020 would get off to a good start. Until the end of February 2020, that is.

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

COVID-19 Global Pandemic

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. Of particular interest is that this first California victim had not traveled out of the country anytime recently and, therefore, contracted the virus from community spread, likely in early to mid-January. 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.

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. Initially it was called a novel coronavirus. Coronavirus is a large family of viruses that are common in people and many different species of animals. Occasionally, one of the animal coronaviruses can infect people and then spread between people. Earlier examples are MERS and SARS which were both coronaviruses. A novel coronavirus, therefore, is simply a new, previously unidentified coronavirus. In this case, the disease caused by this novel coronavirus is called COVID-19. In an amazingly short time, this novel coronavirus would become a pandemic which is the name for a new virus that infects people, and spreads in a sustainable way between people because there is little to no pre-existing immunity to the disease.

There is much we now know about COVID-19 and much we do not. Symptoms that appear 2-14 days after exposure include cough, shortness of breath, fever, chills, muscle pain, headache, sore throat and loss of taste or smell. For reasons yet unknown, many people contract a mild case of the disease and recover in 2 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 need to be placed on ventilators or other supportive measures typically associated with an intensive care unit. The death rate associated with COVID-19 is about 1.3% based on the best measures to date, which is substantially higher than the 0.1% death rate associated with seasonal flu.

Because of the 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, effective 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, accomplishing what has since become known as "flattening the curve" or slowing down the infections (severe and otherwise) to a level which was within the capacity (including native capacity and surge capacity) of each area's health care system to effectively treat. Although Rancho Cucamonga escaped the pandemic comparatively unscathed (our cases per 1,000 population rate in mid-May of 2020 was 1.09, lower than all but Yucca Valley, Apple Valley, Barstow, Twentynine Palms and Needles even with an outbreak at West Valley Detention Center), there was a side effect of these orders. 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.

2020 Local Economic Forecast

"All models are wrong, but some are useful." George Box, British statistician

The early 1920s were known as the Roaring Twenties. They were a time of dramatic social and political change. For the first time, more Americans would live in cities than on farms. The period from 1920 to 1929 was a time of huge growth as the wealth of the nation more than doubled. The "consumer society" which exists to this day first came into being. Mass culture, and the phenomenon of things becoming "trendy" from coast to coast, began to take hold. Women gained the right to vote thanks to the 19th Amendment in 1920. At the same time, an anti-immigrant hysteria would take hold and eventually the economy would spectacularly collapse in the Great Depression. An economic contraction still remembered some hundred years later and one which generally only ended with the advent of WWII.

The early 2020s started off much the same. Dramatic political change with increasing polarization and tribalism. Consumer society run rampant with worldwide trends and a supply chain that delivered products and raw materials from around the globe, "just in time." Anti-immigrant hysteria was on the rise and so was the longest modern period of economic expansion since WWII. Coronavirus would bring that all crashing to a halt with an economic contraction unmatched in its breadth, depth and ferocity. This economic contraction is different than any other and those differences are important, particularly at the local level.

Two Harvard professors, Carmen Reinhart and Kenneth Rogoff (one a former International Monetary Fund (IMF) deputy director and the other a chief economist for the IMF) published a historical review of financial crises in late 2009. At the time, one of the key premises of the book was reminding readers that the 2008-09 crisis which affected credit for businesses, governments and average Americans, was really fairly similar to many other prior financial crises at least in terms of the pattern. Recently, both authors were interviewed about the current pandemic driven economic crisis and their insights are a helpful window into what is happening.

In 1918 when the last major pandemic, the Spanish Flu, hit the Gross Domestic Product was growing 9%, far greater than the current US economy was in 2019. The recent job losses (unemployment) have equaled or exceeded levels in less than two months what would have taken two years or more in prior crises. Even the reversal in capital spending happened in four weeks or less at a level that in the 2008-09 global financial crisis took a full year. During 2008-09, the biggest impacts of the financial crisis fell on developed markets and emerging markets were largely spared the worst of things. This current crisis is literally impacting the entire world regardless of development level. Both authors predict that the recovery to 2019 per capita GDP levels could take five years or more.

Regional Economy

"It's an irrationally behaving market. It's very difficult to figure out where it is going to go." Christopher Thornberg

Locally, many of the forecasts reviewed for this budget message indicate roughly similar timing. The University of California Riverside Center for Economic Forecasting and Development is headed by Professor Christopher Thornberg (one of the founders of Beacon Economics). Mr. Thornberg is notably more bullish on a recovery than many economists. As he points out, there is little precedent for this current downturn as there are no recent economic experiences that work

as a historical metaphor. 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. Acknowledging that inconsistency and lack of data, Mr. Thornberg points out that the longer the current business closures continue, the greater the damage. Businesses and families will fall behind on financial obligations which can result in further negative consequences down the road. Lack of consumer and business spending is disrupting global supply chains which can have major downstream consequences for business recovery. But, the economy was relatively healthy before this began with no major structural bubbles. Still, we could see a shakeout in stressed sectors like restaurants and the move to more online retail is likely to accelerate. In the second half of the year we are likely to see a slowdown in business investment as businesses work to rebuild sales, improve workplace safety for employees and customers and cautiously look at re-hiring furloughed employees. Long term business travel is likely to change which will have significant impacts on the hospitality sector. Even in his optimistic view, Mr. Thornberg sees a full recovery taking at least until 2022, assuming there are no additional setbacks.

Local Hospitality Sector

HVS Convention, Sports and Entertainment Facilities Consulting has reviewed the overall California hospitality market specifically related to hotels and prepared a two-scenario forecast. One scenario is the quick V-shaped recovery favored by Mr. Thornberg and the other is a longer U-shaped recovery favored by those who are more pessimistic. Under the best-case scenario travel restrictions are lifted in July of 2020 and the recovery period begins in late 2020 into early 2021. Under the worst-case scenario travel restrictions are not really lifted until December of 2020 and the recovery period does not begin until the first quarter of 2021. The former has hotel room revenue returning to its 2019 levels by late 2022 or early 2023 while the latter does not have room revenue recovering until 2025. One of the key variables is something noted by Mr. Thornberg – business travel. In past recessions, business travel led the way to recovery first, followed later by leisure travel. To the extent the current pandemic sparks a more permanent use of virtual solutions as a replacement for some amount of business travel, the recovery will be delayed and locations, including the Rancho Cucamonga/Ontario area, which are dependent on business travel, may take longer to recover. For context, in the FY 2018/19 budget, the City of Rancho Cucamonga received $4.5 million dollars in transient occupancy tax (hotel bed tax) making it our General Fund's fifth largest revenue source.

Along with HVS, the Greater Ontario Convention and Visitors Bureau prepared a customized report for Rancho Cucamonga and Ontario hotels. Going back to 2012, the City has averaged an occupancy rate in the low 70% range during the worst years, with an Average Daily Room rate of $100.00, during the worst years. In the better years, occupancy rates pushed into the high 80% range with an Average Daily Room rate that was nearly $140.00. The forecast for FY 2020/21 is for an occupancy rate that will average about the mid-40% range with an Average Daily Room rate of about $115.00. It appears that occupancy and room rates will not likely recover until the latter part of calendar year 2022 (nearly three full fiscal years from now). Revenue per average room will likely be somewhere around what it was between the years 2012 and 2016 depending on whether hoteliers lower the average daily room rate to try and grab market share from one another.

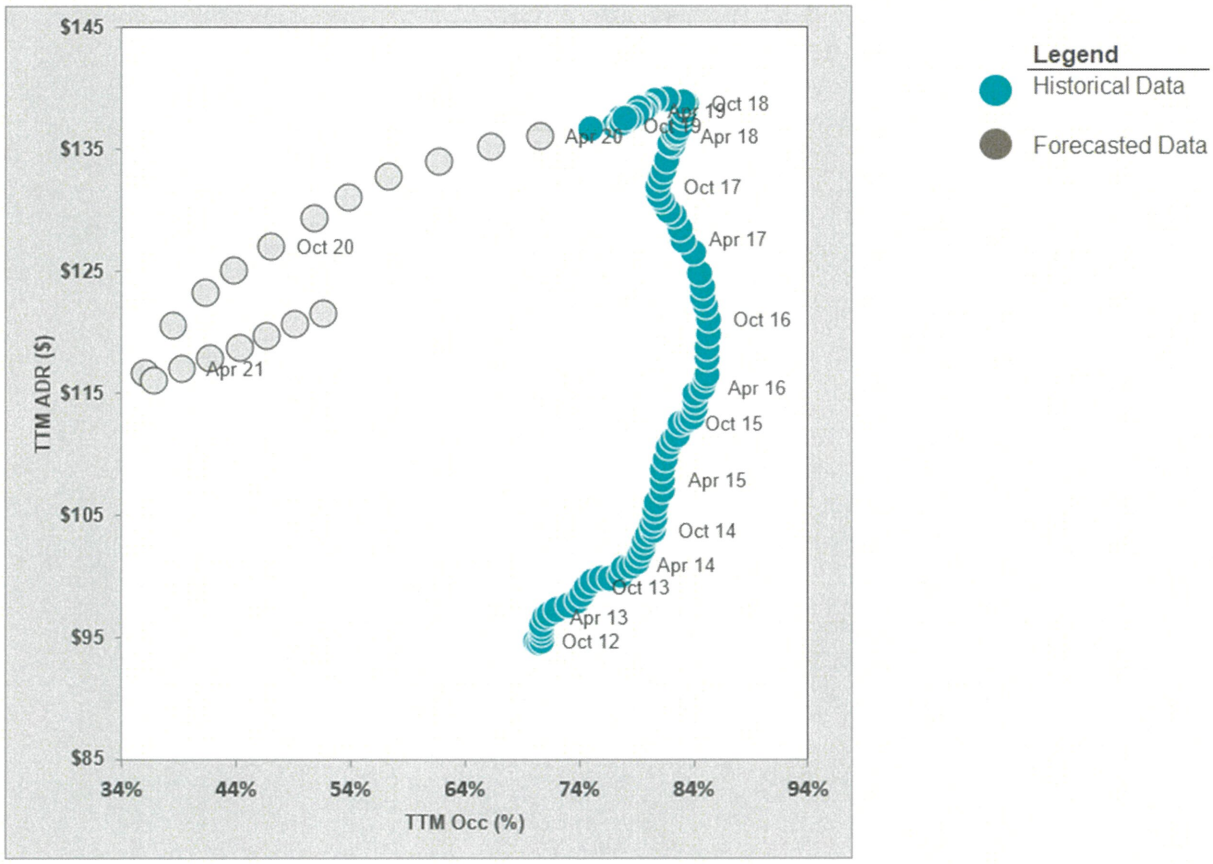
Monthly Forecast - Ontario CVB - City of Rancho Cucamonga, CA

May, 2020

Occupancy (%)	2019			2020												2021								
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Occupancy	81.7	76.1	68.8	74.5	82.6	44.3	25.6	25.9	28.6	32.4	35.2	35.3	37.7	37.1	38.3	41.8	49.5	53.8	55.0	55.3	59.9	60.8	63.7	65.4
Occupancy Percent Change	-4.7	-4.2	8.2	3.9	4.3	-44.6	-68.0	-66.1	-65.9	-61.2	-54.0	-51.5	-53.8	-51.2	-44.3	-43.8	-40.1	21.4	115.2	113.9	109.2	87.4	80.8	85.4

RevPAR Cycle - Ontario CVB - City of Rancho Cucamonga, CA

May, 2020



One of the few bright spots for 2020/21 is that there are two new hotels still under construction in Rancho Cucamonga. The 100+ room Hampton Inn (Hilton) hotel on Foothill Boulevard east of Milliken Avenue is rising out of the ground and will be completed later this year. The 75+ room Tapestry Hotel (Hilton), an entry level luxury hotel, just pulled permits and should be completed in 2021 at Base Line Road and Day Creek Boulevard. Hopefully, by the time both hotels are ready to open, the current restrictions on leisure travel will be lifted.

Local Sales Tax

"*The sales tax is the best and most equitable tax. The gasoline tax, which is nothing but a sales tax, has proven painless, productive and punitive. Everything we buy should have its equal proportion of tax, outside of cheap food and cheap clothes.*" Will Rogers

HdL Companies (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 consulting. HdL works with Beacon Economics to prepare consensus economic forecasts for the State of California as well as local areas. The latest consensus forecast assumes the stay-at-home order generally is lifted at the end of May 2020. Not factored into account either is the Governor's potential (allowed) 90-day filing extension for taxpayers with a tax liability of less than $1 million or the 12-month tax payment deferral program of total taxes up to $50,000 for small businesses. Also not modeled are any fall or early spring flare ups of the novel coronavirus which negatively impact the economy.

HdL is forecasting that many marginal or overly leveraged businesses will not survive the shutdown even with federal subsidies. Further, a return to previous spending levels is not anticipated to happen immediately but will evolve over time. Consumers may take some time to get comfortable again with leisure travel. Businesses are likely to be more cautious about capital investment and the hiring, or rehiring, of employees. It is expected that some amount of business travel will not return and will instead continue as teleconferences. And some consumers who previously were hesitant about online shopping will likely not adopt permanent changes in their spending habits. Statewide the forecast for major sectors of interest to Rancho Cucamonga include flat growth in Building and Construction and Fuel and Service Stations, a 5.4% decline in Business and Industry (tied for Rancho Cucamonga's third highest sales tax category at 14%), a modest 2.0% growth in Food and Drugs, a small 2.5% decline in General Consumer Goods (Rancho Cucamonga's highest sales tax category at 36%) and significant 6.5% decline in restaurants and hotels (tied for Rancho Cucamonga's third highest sales tax category at 14%). Hdl's models assume the virus is largely contained by the end of September and tax declines bottom out in early 2021. A prolonged recovery, which does not see revenues returning to their pre-pandemic levels until probably late 2023 or early 2024, is possible and this model factors into account the shift to online sales and depressed levels of business travel.

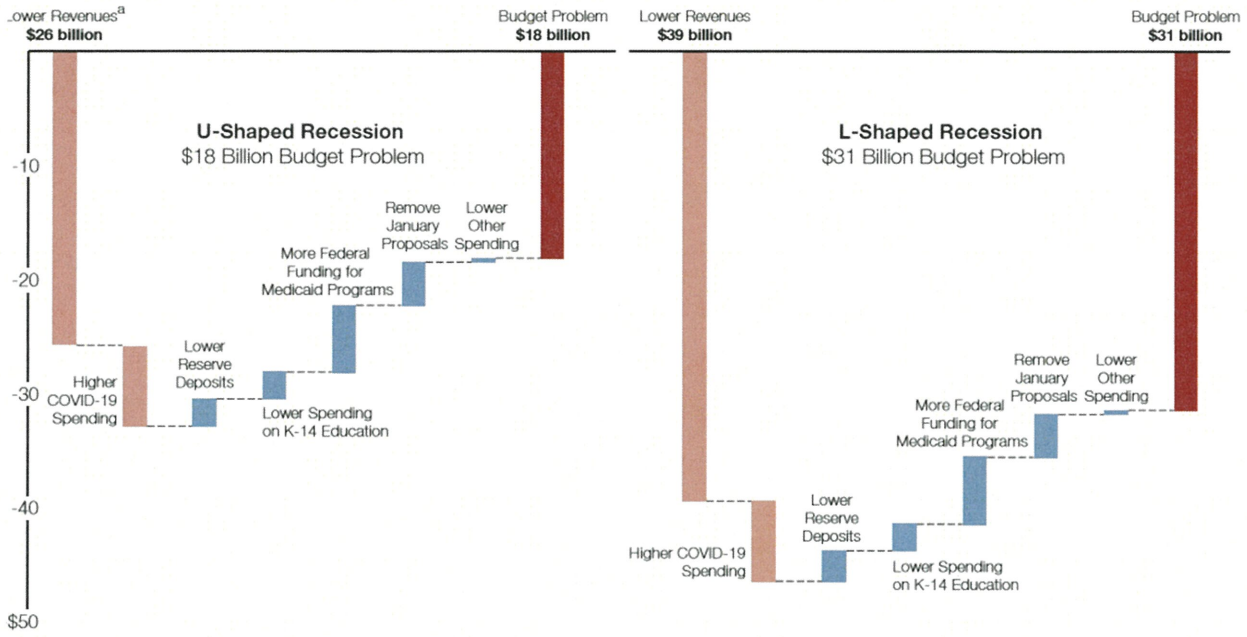
State Budget

A major impact on local recovery is the health of the State budget. As of this writing, the Governor is projecting a State budget deficit of some $54 billion with continuing deficits until FY 2023/24. The Legislative Analyst's Office has reviewed the Governor's projections and largely concurs with the scope of the problem. Somewhat more middle of the road than some economists who fall into the pessimistic or optimistic scenario, the LAO estimates the state is currently in a deep recession, the impacts of which depend on its depth and duration. Accordingly, the LAO forecasts two middle of the road scenarios, a somewhat optimistic "U-shaped" recovery and a somewhat pessimistic "L-shaped" recovery. Under the "U-shaped" scenario economic activity would remain below pre-recession levels well into the middle of 2021 before picking up steam. By contrast, the "L-shaped" scenario has the economy in a recession through all of 2021 with things gradually beginning to recover in 2022. Some of the unknowns which could bring about this scenario include the number of businesses unable to re-open, the number of businesses which cannot

adapt their operations to the new health criteria, and the extent to which many workers remain out of the workforce for an extended period of time.

Calculating the Budget Problem

(In Billions)



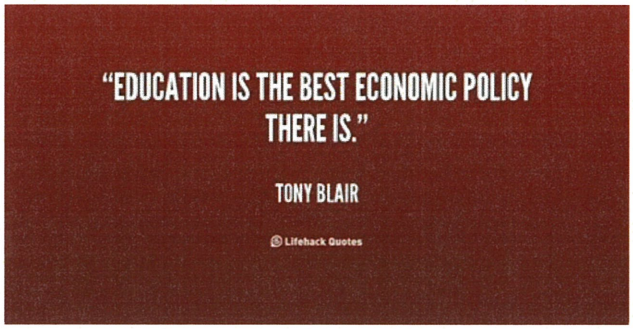
[a] Net of SFEU balance and federal reimbursements

COVID-19 = coronavirus disease 2019 and SFEU = Sepcial Fund for Economic Uncertainties.

LAO

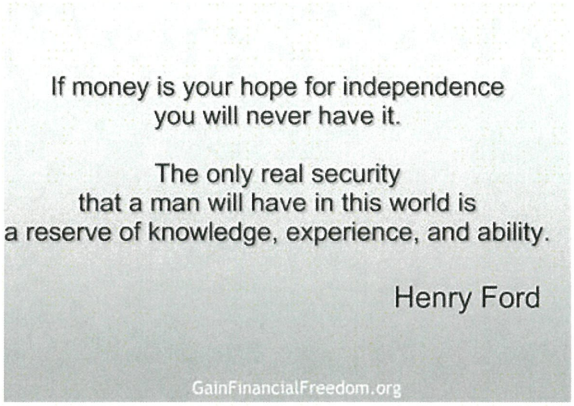
Depending on the recovery scenario used, the State budget problem is $18 billion to $31 billion in scope. The Governor's estimates of a larger budget problem use "gross" numbers as compared to the LAO's use of net numbers. Regardless of the scenario, or the exact numbers used, all predictions agree the State fiscal challenges will not likely end soon, extending well beyond the end of the pandemic. Budget deficits will persist at the State level through thru at least FY 2023/24 or longer depending on the speed of the recovery. Further exacerbating the problem is that the budget reserves for California are at best around $16 billion, which will help with a recovery but are clearly insufficient to plug the budget hole.

Illustrating why it will be so difficult for local agencies to prosper while the State is in trouble are some of the numbers in Governor Newsom's budget as it relates to California's public schools, physically closed since mid-March of 2020. The Governor is proposing a $6.5 billion cut to schools' main source of funding as well as other reductions that, if enacted, would mean single-year reductions to public education at least equal to and possibly greater than those experienced during the Great Recession a decade ago. At that time more than 30,000 educators were laid off, a scar for the state's teacher workforce which had only recently been healed. The proposed education cuts



will arrive as schools expect to incur additional physical and labor related costs to safely reopen their doors for teachers and students in the fall or next spring. And this comes on top of the fact that about 7 in 10 California school districts were spending more money than they were receiving before the pandemic, according to the California School Boards Association, and 40% already were weighing employee layoffs to help offset rising costs.

Scope of Local Revenue Loss



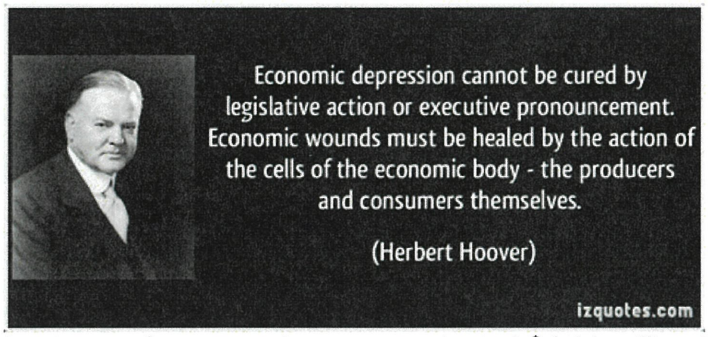
As this message is being written, the economy in California has been shut down for over 11 weeks. Ironically, however, Governor Newsom has finally begun to allow most counties in California to progress into Stage 2 of re-opening which includes non-essential, low and medium risk type businesses that, generally speaking, can implement protective measures against the spread of the novel coronavirus. This includes things such as retail, shopping malls, restaurants with dine-in and other similar businesses. As sure as the sun will rise tomorrow, those of us in local government realize that in another 11 weeks the memory of this closure and the lost business will have begun to fade for many of the public and now that business is re-open they will expect programs, services and assistance similar to what they were accustomed to receiving during the year prior, 2019. The challenge is to encompass the scope of the losses the last 11 weeks in a concise picture and description which is both realistic and meaningful.

In FY 2020/21, based on the best estimates available, the City is projected to take in $28.74 million in sales tax. Sales tax is Rancho Cucamonga's largest revenue source and in FY 2019/20 the City budgeted for approximately $32.55 million. The main areas of largest impact are General Consumer Goods, Restaurants and Hotels, Building and Construction and Fuel and Service Stations, all of which are down approximately 20% for FY 2020/21. In reviewing prior budgets to find a similar number, staff had to go back to FY 2016/17 when the City adopted a budget with $28.85 million in sales tax. Essentially, Rancho Cucamonga has lost approximately four years of sales tax gains. This is equivalent to the losses during the Great Recession in 2008-2010, however, this loss happened in just a few short months rather than spread out over several fiscal years. Put another way, in FY 2005/06 the first full year that Victoria Gardens was open, the City received an additional $4 million in sales tax. So, the loss for next fiscal year is as if we closed down Victoria Gardens. Staff calculated that for each month businesses were closed down during March and April 2020 the City was losing over $1 million per month in taxable sales.

Of particular concern is the impact of the shutdown on already struggling brick and mortar retailers. Real estate giant Irvine Co. recently warned about a "protracted" downturn creating "new economic realities." This warning came after the Irvine Company, a privately-owned

company with extensive liquidity, laid off 181 workers, primarily in its shopping center management business, and 1,076 hospitality workers at two of its hotels. Well-known Los Angeles retail developer Rick Caruso, recently called any economic recovery "a survival-mode exercise." This decline hits at the same time as another trend, which is the shift to online sales. Over the 2012-2019 time period brick and mortar sales grew by 11.4% compared to online sales which grew 236% in the same time period. Some of the early impacts of this pending retail implosion:

- Hertz filed for bankruptcy
- JC Penney filed for bankruptcy
- Sears is still in bankruptcy and may not emerge
- Macy's is teetering on bankruptcy and borrowing against their real estate portfolio
- J. Crew filed for bankruptcy
- Victoria Secret is closing 25% of its stores
- Brio Italian restaurant filed for bankruptcy
- Souplantation closed all its locations permanently
- Neiman Marcus filed for bankruptcy
- Pier 1 filed for bankruptcy



A few other key comparisons for perspective. Transient Occupancy Tax (TOT) for FY 2020/21 is projected at $1.83 million dollars, which compares to $1.84 million adopted in the FY 2012/13 budget. That is eight years of revenue gains lost in less than three months. At the time, in FY 2012/13, the City had nearly 1/3 fewer hotels than it does now. Last year, for comparison, we projected $4.61 million in TOT revenues.

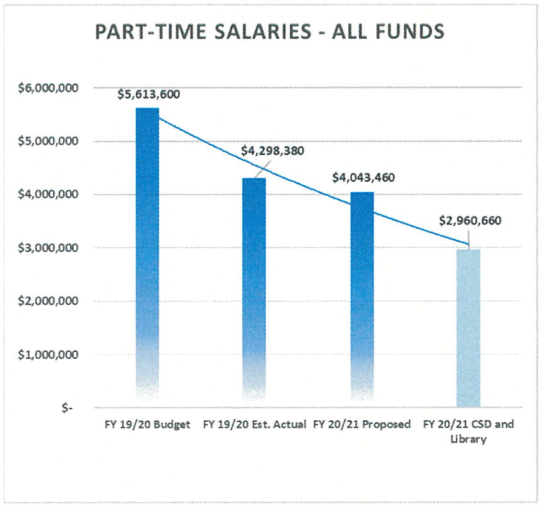
In other respects, as well, the COVID-19 Recession is different and more severe than anything else in recent memory. Cities have experienced direct revenue losses on a scale (breadth) and scope (depth) not seen before; some examples include lost recreation and cultural arts fees, lost planning/building/engineering fees and permits, lost parking revenue, lost business licensing revenue, lost electricity and water charges, lost franchise fees for utilities and refuse and lost utility user charges.

Prior years' budget messages included discussion of unemployment, however, that is being purposefully omitted this year. With unemployment (a lagging indicator, where the data has to catch up after the fact with the action having already occurred) still rising from the layoffs in March through May 2020, a comparison would serve little purpose. Last year, in March of 2019, unemployment was 3.2% in Rancho Cucamonga and 4.3% at the San Bernardino County level. State unemployment was over 15% in early April and by most projections will probably continue rising into the 25 -35% range (levels not seen since the Great Depression) thru June and then slowly begin decreasing as businesses reopen. A further comparison would yield little useful data other than the obvious conclusion that when all non-essential businesses are closed, unemployment is high.

Similarly, prior years' messages included discussions of office, hospitality and housing market sectors. Brief discussions of the housing and office sectors are included later on in this document under the 2020 Prospects and Projects for Economic and Community Development section. The current and future state of the hospitality (hotel) sector was discussed above and restaurants (also part of the hospitality sector) will largely follow the recovery of the retail sector as also noted earlier on.

Personnel Costs and Staffing Levels

In FY 2019/20 the City budget had 178 FTEs for part-time staff, however, in FY 2020/21 the budget is projected at 122 FTE's (a 32% reduction) of which another 60 FTEs are conditional (approximately 33%), meaning they only exist on the books and will not actually be hired until the Community Services (CSD) and Library Services Departments are able to resume more normal services. As expressed in dollars, the adjacent chart illustrates the tremendous drop in part-time salaries. Due to the shutdown impacts, the City reduced part-time salaries by over $1.3 million dollars for FY 2019/20. Salaries for part-time staff for FY 2020/21 are down nearly $1.6 million from adopted to proposed, but of that amount $2.9 million is staffing for CSD and the Library which is conditional upon a lifting of the current health orders impacting mass gatherings. Should that not occur, it is possible that actual part-time salaries may be more in the range of just over $1.0 million dollars next fiscal year, a reduction of nearly 4/5 from the prior year.



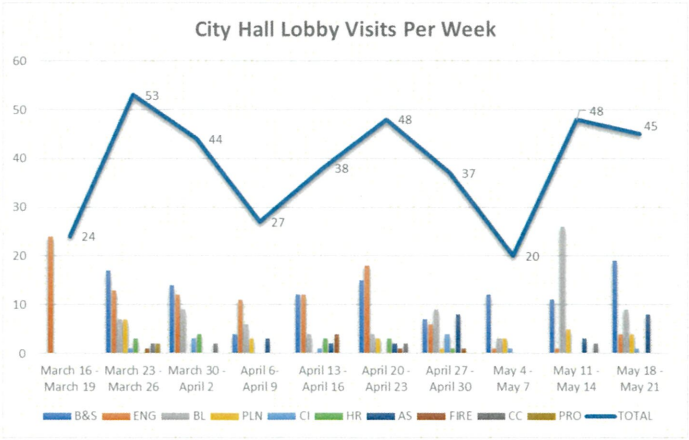
Full-time staff have also been negatively impacted. In FY 2019/20 the budget was adopted with 387 full-time equivalent (FTE) positions, excluding the Fire District. For FY 2020/21 it is recommended at 350 full-time equivalent positions, a 10% reduction. Overall, the City's estimated General Fund payroll went from $30.2 million in FY 2019/20 to $29.6 million in FY 2020/21.

Following is a summary by position of the various full-time personnel reductions that are incorporated into the FY 2020/21 Adopted Budget.

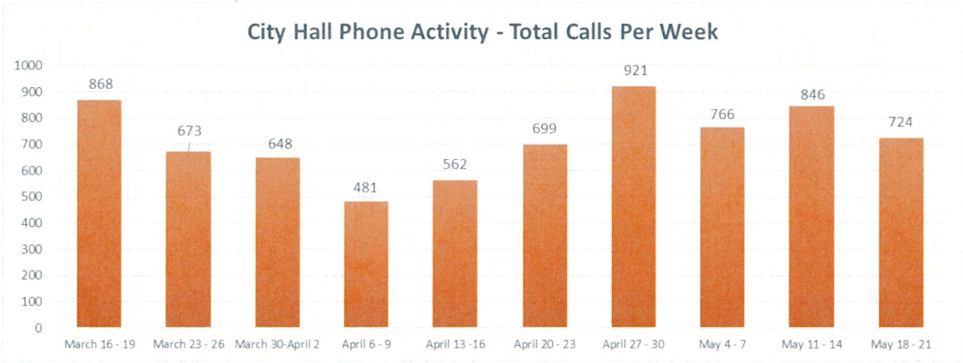
SUMMARY OF FULL-TIME PERSONNEL REDUCTIONS

Proposed Action	Status	Position	Number of Positions	Bargaining Unit	Department	Savings/ (Cost)
Fully Defund	Vacant	Administrative Assistant	1.0	General	Animal Care and Services	$ 71,030
Fully Defund	Vacant	Animal Caretaker	1.0	General	Animal Care and Services	74,290
Fully Defund	Vacant	Animal Services Officer II	1.0	General	Animal Care and Services	101,730
Fully Defund	Vacant	Administrative Assistant	1.0	General	Building and Safety Services	71,030
Fully Defund	Vacant	Public Services Technician I	1.0	General	Building and Safety Services	88,450
Fully Defund	Vacant	Administrative Assistant	1.0	General	Community Services	71,030
Fully Defund	Vacant	Community Services Coordinator	1.0	General	Community Services	106,370
Fully Defund	Vacant	Community Services Manager	1.0	Mid-Manager	Community Services	140,630
Fully Defund	Vacant	Community Services Superintendent	1.0	Mid-Manager	Community Services	149,340
Fully Defund	Vacant	Community Theater Producer	1.0	General	Community Services	106,370
Fully Defund	Vacant	Theatre Technician III	1.0	General	Community Services	92,980
Fully Defund	Vacant	Engineering Technician	1.0	General	Engineering Services	101,740
Fully Defund	Vacant	Executive Assistant I	1.0	General	Engineering Services	93,420
Fully Defund	Vacant	Public Works Inspector II	1.0	General	Engineering Services	114,070
Fully Defund	Vacant	Account Technician	1.0	General	Finance	92,980
Fully Defund	Vacant	Administrative Assistant	1.0	General	Human Resources	71,030
Fully Defund	Vacant	GIS Specialist	1.0	General	Innovation and Technology	109,610
Fully Defund	Vacant	Information Technology Technician	1.0	General	Innovation and Technology	87,590
Fully Defund	Vacant	Library Technician	1.0	General	Library Services	80,060
Fully Defund	Vacant	Lead Maintenance Worker	1.0	Teamsters	Public Works Services	96,290
Fully Defund	Vacant	Maintenance Worker	7.0	Teamsters	Public Works Services	557,410
		Total Defunded - Vacant Status	**27.0**			**2,477,450**
Fully Defund	Filled	Administrative Assistant	1.0	General	Community Services	60,800
Fully Defund	Filled	Artistic Producer-MainStreet Theatre	1.0	General	Community Services	106,390
Fully Defund	Filled	Community Services Coordinator	1.0	General	Community Services	90,280
Fully Defund	Filled	Cultural Center Manager	1.0	Mid-Manager	Community Services	145,020
Fully Defund	Filled	Theatre Technician III	3.0	General	Community Services	248,010
Fully Defund	Filled	Management Analyst II	1.0	Supervisory/Professional	Comm. Services/Library Services	135,540
Fully Defund	Filled	Administrative Assistant	1.0	General	Engineering Services	71,040
Fully Defund	Filled	Administrative Assistant	1.0	General	Planning	58,330
		Total Defunded - Filled Status	**10.0**			**915,410**
		Total Defunded	**37.0**			**$ 3,392,860**

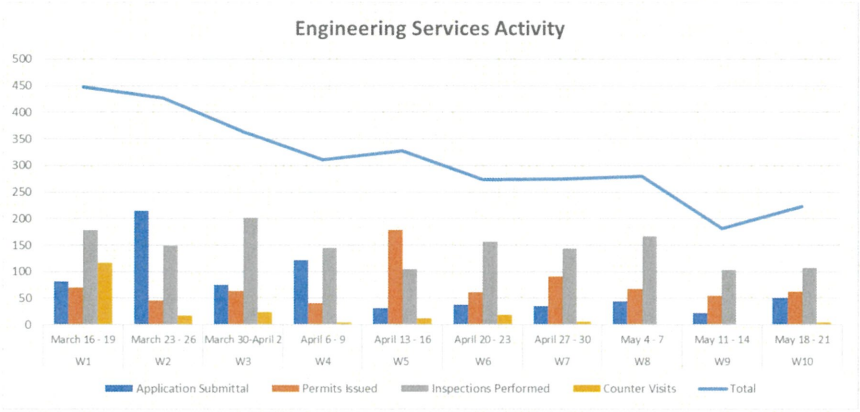
These reductions roughly track actual workload impacts for the customer-facing Community Development departments. Near the beginning of the pandemic, the City started tracking activity levels in the Community Development-related departments and continued tracking those activity levels through to the present. Generally speaking, activity is down about 20% across departments, and the trend line continues to decline.



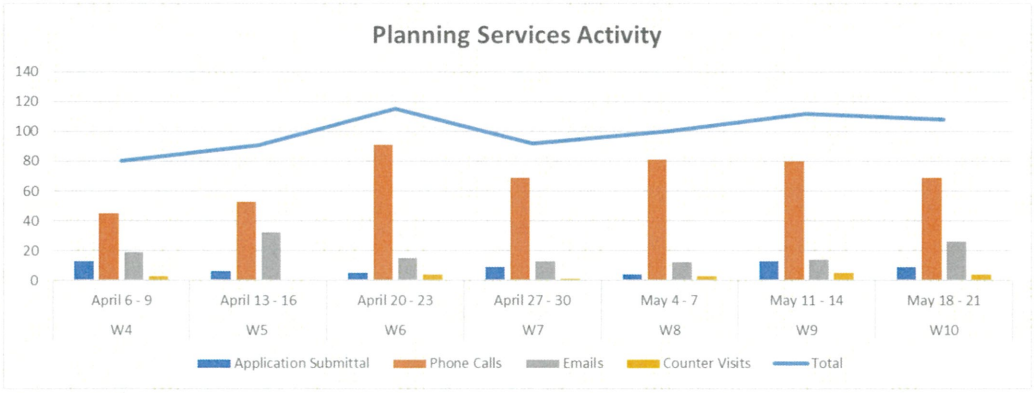
Phone calls have been increasing.



Breaking down the data further into the key departments that serve as the intake funnel of development activity, one can see the significant downward trend line for Engineering.

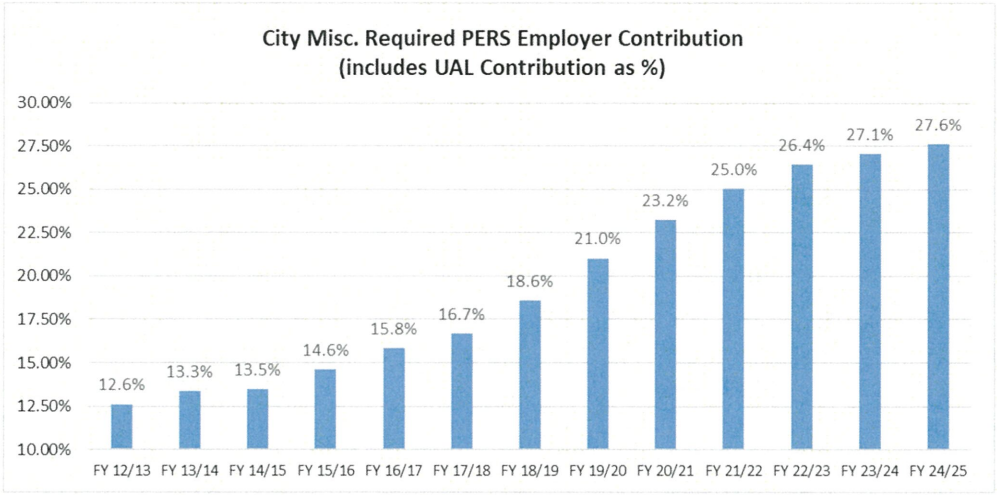


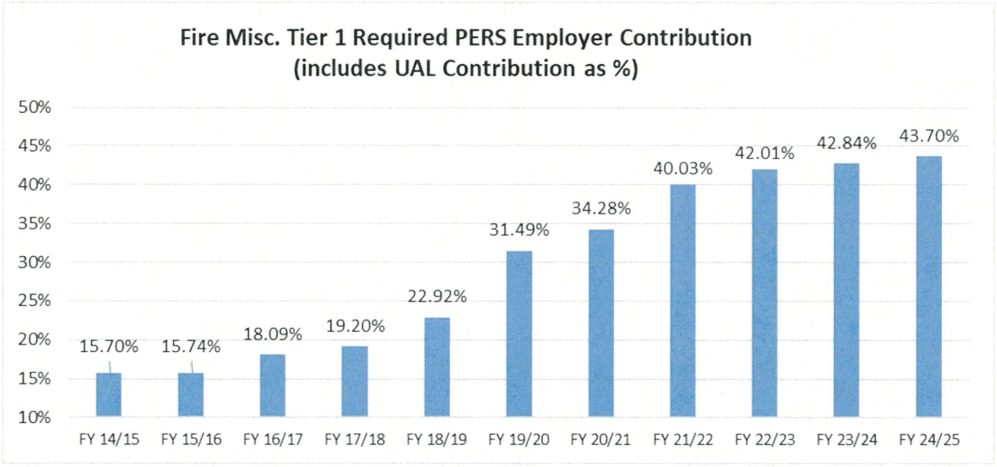
Planning has been relatively constant on activity (which is consistent with past downturns) but as the dark blue data reveals, application submittals have fallen off. This does not bode well for future construction activity.

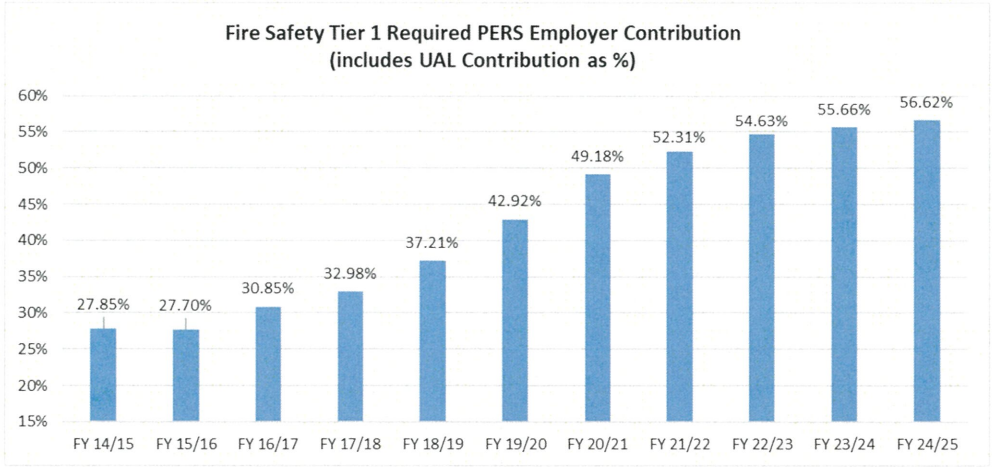


Staffing levels are critically important for several reasons. They are nearly always the single biggest expenditure item for any local government. With respect to Rancho Cucamonga, personnel costs (excluding police and fire) typically constitute 23% of our budget (based on FY 2019/20), and when combined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

Staffing levels should ideally be relatively matched to both workloads (discussed above) and ongoing revenues (to ensure sustainability). Closely tied to the staffing level are PERS Employer Contributions. We are in year three of a multi-year rate increase which was expected to level off in FY 2022/23, relatively speaking.

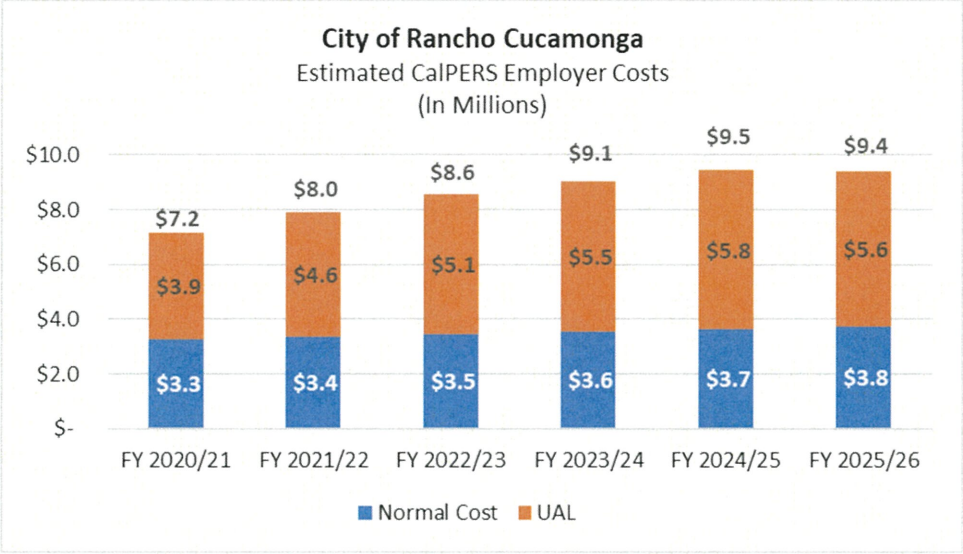


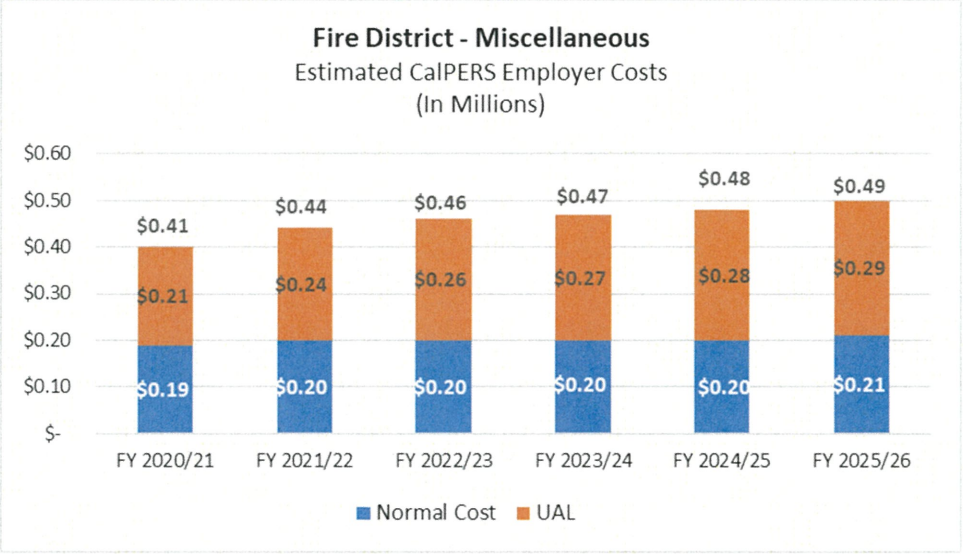


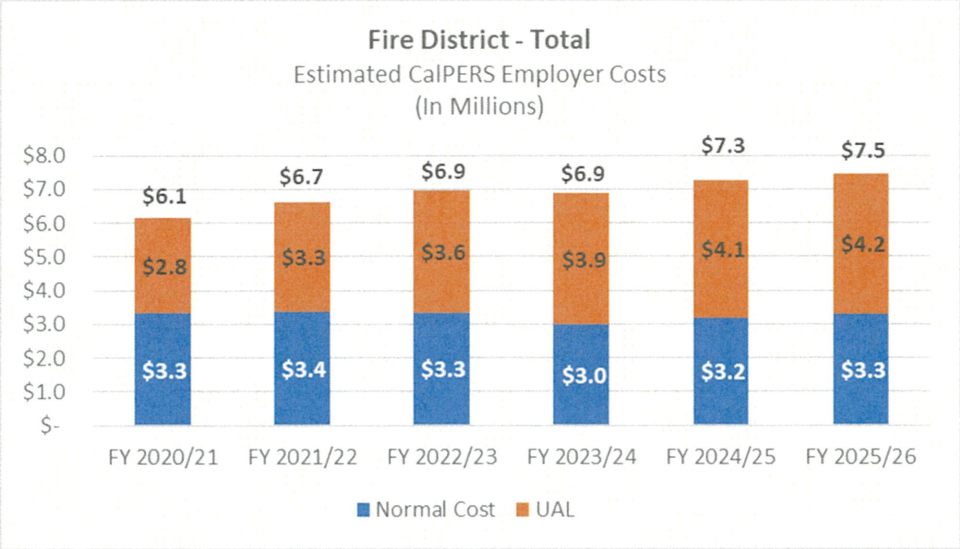


"Oh, buy and buy. We buy and buy. But ain't nobody buying time. We spend our lives, dollars and dimes, but ain't nobody buying time." Ross Ellis. Buy and Buy

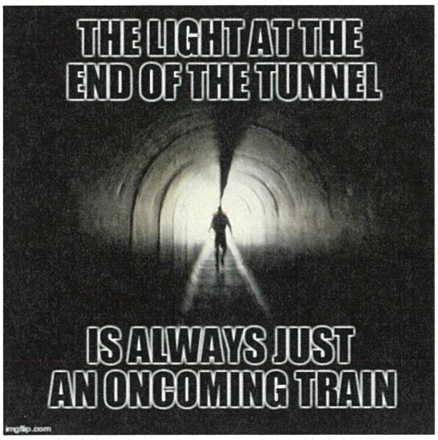
Unlike much of the regulatory relief granted to private sector entities during COVID-19, there is no similar rate increase relief for CalPERS. Converting those rates into dollars, brings the costs from the abstract to the concrete.







At the time of this printing, the stock market was still down over 3,000 points from its high in early 2020. That will translate into lost earnings at CalPERS (for the fiscal year ending 6/30/2020) who will then pass those losses on in the form of higher rates to employers in FY 2022/23. As it stands today, CalPERS costs are increasing 16% from FY 2019/20 to FY 2020/21, which is on top of prior year's cost increase, which went from total of $4.4 million to $6.2 million, an increase of 41% year over year. The timing of any future CalPERS cost increases will be inauspicious at best as there is another $1.00 minimum wage hike in January 2021 and a final one in January 2022, both of which appear to be inevitable. Each minimum wage hike costs the City just over $100,000 in additional costs both direct (staffing) and indirect (contracts and salary compaction issues) per month.



As the CalPERS pressures combine with the economic impacts of a recession and increasing wages, the City will again look to restructure and re-organize its workforce to reflect the dynamics and demands of a new business environment. Certainly, remote work will play some role in that conversation. As was made clear during the pandemic, highly specialized positions are vulnerable to work interruptions and the City has for some time been seeking to create fewer position titles with a broader array of responsibilities that span multiple departments. That work will continue, and even accelerate, as we utilize vacancy control strategies and strategic workforce reductions to reduce costs and improve efficiency during the economic downturn.

Impacts to City Services

"The future depends on what we do in the present." Mahatma Gandhi

As this message is written, it is not possible to forecast all the impacts to City services throughout the year. There are too many unknowns. Just this week, the County was allowed to move into Stage 2 of the Governor's Reopening Plan and some businesses that were in Stage 3 were moved into Stage 2. We don't know when the health orders limiting mass gatherings will be lifted or when

rentals and mid-size group activities can begin again. No one knows when robust therapeutics will be developed or when a vaccine will become commercially available. Too many unknowns.

Nevertheless, for transparency purposes, a clear and relatively concise list of major service and program impacts was developed for this Budget Message, and is as follows:

- City Hall is open for walk-in public access on a reduced hour basis Monday through Thursday. Appointments are encouraged and most services are available remotely.
- Animal Center is open by appointment only for emergencies, animal drop offs, and by appointment only for adoptions.
- Archibald Library (Wednesdays and Fridays, 10am-6pm) and Biane Library (Tuesdays, Thursdays, and Saturdays, 10am – 6pm) are open for curbside pickup of materials only. The Tech Center at Biane Library is open Tuesdays, Thursdays, and Saturdays, 10am – 6pm. No walk-in access is allowed at either library, and all in person programs are cancelled including Passports.
- Central Park is open Monday through Friday from 10am – 6pm for very limited senior services and distribution of commodities. Wellness Pass is closed along with walk-in services and all rentals at that location canceled.
- Lions East/West is closed and all programming or services at that location canceled.
- Sports Center is closed and all programming or services at that location canceled.
- Cultural Center at Victoria Gardens is closed and all rentals at that location canceled.
- Lewis Family Playhouse is closed and all shows or rentals at that location canceled.
- Family Resource Center is closed and all programming or services at that location canceled.
- All Fire and Police Stations remain open but walk in access is prohibited or restricted.
- All City Parks are open but large group gatherings and organized sports activities remain prohibited. Playgrounds are still restricted, however, tennis courts and outdoor basketball courts and the skate park have been reopened.
- Community Services in person Programs and Classes are canceled.
- City Council and Planning Commission meetings remain closed to public access

More changes are possible throughout the year. Indeed, although Rancho Cucamonga has adopted a FY 2020/21 budget, we know that this fiscal year is one in which several evolutions of the budget may be necessary. Many public agencies are adopting a workload budget (same as last year) or a continuing resolution to carry them through Q1 of the fiscal year until better revenue and expense estimates are available. Rancho Cucamonga has chosen instead to adopt a traditional sustainable fiscal year budget; however, we recognize that depending on the scope of the downturn, or the speed of the recovery, further adjustments at the end of the first quarter, at mid-year and perhaps even in the third quarter will be necessary. Accordingly, the City will be extremely cautious in filling new full-time vacancies, practicing what is called vacancy control for those openings resulting from retirements, promotions or career advancement in other agencies, as we want to ensure sufficient budgetary flexibility to account for additional flare ups of the novel coronavirus or further economic impacts not yet immediately apparent. Additional tactical budget strategies in use for FY 2020/21 include monitoring and limiting use of overtime, enhanced purchasing practices, review of ongoing expenditures, review of consultant use, review of fees for service, enhanced billing and collection procedures, enhanced opportunities for partnering with other public and private organizations, limited debt, capital and equipment spending, closure of facilities and reduction in hours of service at facilities that remain open, increased employee

contributions toward retirement benefits and reorganization of service delivery. These tactical approaches ensure the current budget is able to provide service levels (for the next 12 months) which are fiscally sustainable on an ongoing basis until the economy returns to its pre-recession levels in three to four fiscal years.

Infrastructure and Major Capital Improvement Projects/Programs

"You and I come by road or rail, but economists travel on infrastructure." Margaret Thatcher

Beautification. The City continues to invest in projects which will yield long term cost savings, both water and/or maintenance, to Rancho Cucamonga residents. One such example is $400,000 next year for removal of additional grass areas in LMD 4R (Terra Vista area) to replace them with drought tolerant landscaping. Similarly, the lighting fixtures in Old Town Park, which have plenty of service life left, have pole foundations that do not meet the most updated wind load requirements. The City will be spending $40,000 out of LMD 1 funds to prepare updated specifications for the foundations with the goal of replacing them to maximize their useful life. Another $400,000 will help with drought tolerant landscaping replacement at parks, parkways and medians throughout LMD 2, on the eastern side of Rancho Cucamonga.

Facilities. Maintenance of municipal facilities is often one of the first items deferred during an economic downturn. Ironically, it should be one of the last items, because in the end deferring critical maintenance items simply increases long term replacement costs. Even with the Lewis Family Playhouse closing next year, the City is investing $50,000 to upgrade the architectural lighting control systems in the Cultural Center lobby, Celebration Hall, and theatre halls and house lighting. The existing system in Celebration Hall has been failing for the last two years and replacement parts are no longer manufactured. The electronic "brains" of the systems have been and continue to fail.

Work with continue on the design of the Second Story interactive Children's Museum exhibit space at the Biane Library. Using previously raised outside funding, most, if not all, of next fiscal year will be spent on the current $925,000 design contract. Also at Biane Library, $20,000 will be spent for the design and planning of the sectional carpet replacement at the facility. Slightly to the south, at the Animal Center, $250,000 will be spent over the summer to replace the roof on the building that is old, leaking and well past its useful life. This will ensure the interior improvements done several years ago are protected.

Another $50,000 will be spent for the design and installation of new interior and exterior lighting controls, along with HVAC controls, for all City buildings. The current lighting controls for the Civic Center were installed in 1989 and are obsolete. There is no manufacturer support for the current controls and parts are no longer available. The same situation is true for Central Park, Lions West, Lions East and the Archibald Library. Out-of-date HVAC control systems are another problem for City facilities. Since they are in use at the same time, this project's goal is a standardized HVAC and lighting system (preferably with Wi-Fi capability) for all City facilities. Also at the Civic Center, the City will spend $1,500,000 to replace the three (3) 150-ton chillers and related pumps which have exceeded their expected service life. The current chillers and related pumps have been in service for 28 years, which is well beyond their expected service life. The new chillers and pumps will be of premium efficiency along with a change from a constant flow chilled water plant to a variable flow plant.

Miscellaneous. Not all projects fit neatly into categories. One such project is a $125,000 installation of a Solar Photovoltaic System at the Hellman Fire Station 177. This system will eliminate greenhouse gases and provide ongoing free energy that reduces operating costs for the facility. One other unique project is a $1.7 million ATP Cycle 4 Grant funded project in partnership with SBCTA (with a 20% City match to be paid over next two fiscal years) that will help construct a Class IV protected bike lane on 6th Street improving accessibility to the RC Metrolink Station. This project will ensure that we connect southwest Cucamonga to southeast Cucamonga along the 6th Street corridor and will provide increased accessibility to the RC Metrolink Station.

RCMU/Fiber Optic. Investment in our City utilities remains a priority. $197,000 will be spent for a distribution line extension to service City Hall's east parking lot with RCMU electricity, lowering overall long-term operating costs. Similarly, for a $57,000 investment the Fire District will be able to extend an RCMU distribution line extension to service Fire Station 3. Lastly, as part of the West Side Public Safety Facility, we have programmed a $237,500 project to connect this new facility to the City's networks via the existing Rancho Fiber backbone. This backbone fiber will need to be extended from the Haven Avenue/Foothill Boulevard intersection to the new facility via existing City-owned dark conduit. This fiber extension will have multiple benefits, including the connection of Station Alerting and the SBCSD network, the extension of the Rancho Fiber project backbone footprint to the west side of the City for future growth and expansion opportunities, as well as fiber connections for the City's ATMS project, connecting intersections on Foothill Boulevard west of Haven Avenue.

Parks. With over 30+ different parks in the City of Rancho Cucamonga, maintaining this asset is a continual process. To that end, the City has prioritized a number of projects for FY 2020/21. Work continues on the State grant funded $3 million dog park at Central Park. The additional improvements include traffic signal modifications necessary to accommodate vehicular/pedestrian operations as a result of a new north leg at the intersection of Base Line Road and Spruce Street. Thanks to funding from the Fire District, who uses Heritage Park as a staging area, work will begin on the $280,000 design to replace the pedestrian and vehicular bridges at Heritage Park. This project will replace the main three parallel bridges with one multi-use bridge (separated uses) that spans the Demens Creek Channel at Heritage Community Park. The existing bridges are aged, being constructed from wood, and need to be replaced to continue to maintain access to the park and existing trails. $25,000 will be invested to replace rusted and declining light poles that have been wet-set in concrete in Ellena and Vintage Parks. Several light poles have already declined to the point of removal and more are failing. This project will eliminate the poor condition and poor installation issues and replace the light poles with new ones installed in raised footings with removable hardware. $148,000 will be used to replace deteriorated rubberized playground surfacing at Rancho Summit Park with new rubberized playground surfacing, thereby ensuring the new rubberized playground surfacing meets the impact requirements for playground safety as required by the NRPA Playground Safety Standards. For the tennis courts at Day Creek Park, $68,000 will remove and replace all existing lights in four courts with LED fixtures. This project will help reduce energy costs by 30%, reduce maintenance services and extend the life of the system. These new lights will also improve visibility during night play and reduce customer complaints. Last but nowhere near least, Community Services will invest $250,000 in a Parks and Recreation Master Plan that goes beyond the Park Facilities Master Plan that was updated a number of years ago. Combined with the re-tooling of their

community program and class offerings, as well as the budget changes, this will help ensure a solid foundation for the next 40 years for Community Services.

Streets. There are 460 miles of roads in Rancho Cucamonga, which is 14% of our land area. Maintaining and resurfacing those streets is the equivalent of building a continuous highway over a 50-year time period from Rancho Cucamonga to Tuscon, Arizona. As we continue to whittle away at this mountainous task, next year's Capital Improvement Program contains a number of important projects in this category. The City is spending $950,000 to rehabilitate the pavement on 4th street from Haven Avenue to Milliken Avenue, in conjunction with the City of Ontario. Another $152,000 will go to design street widening on the east side of Etiwanda Avenue including curb and gutter, sidewalk, street light and utility relocation, as well as pavement rehabilitation. Also on Etiwanda Avenue, from Foothill Boulevard to Wilson Avenue, the City will spend $100,000 for the design of a comprehensive pavement rehabilitation and related improvements project. In conjunction with the Etiwanda Grade Separation project, $700,000 is being spent for pavement rehabilitation and widening on Pecan Avenue between Whittram Avenue and Arrow Route.

On the west side of town, the City will spend $370,000 on Foothill Boulevard for design to construct new curbs and gutters, add sidewalks, street lights, striping for two lanes in each direction with painted median island, pavement rehabilitation, and realignment of Red Hill Country Club Drive to a new traffic signal at the Magic Lamp Restaurant, within existing rights of way. Nearby, $187,000 from a Federal Safe Routes to School grant will construct sidewalk, curb and gutter on the south side of 9th Street and install bicycle/skateboard racks at Los Amigos Elementary School, thereby improving pedestrian safety in southwest Rancho Cucamonga. Finally, $100,000 will be spent to construct ADA compliant ramps at various locations citywide.

Traffic. As the City grows, prioritizing traffic improvements is an ongoing process, similar to street maintenance. Investing in the upgrade of the City's traffic infrastructure is critical to minimize traffic congestion. The main project for FY 2020/21 is $600,000 for the design of the Advanced Traffic Management System Phase 2 which will install Closed Circuit Television (CCTV) cameras, video detection system (VDS), fiber optic cable and conduit, communication networking equipment including hubs, upgrade and integrate over 50 traffic signals into the Traffic Management Center (TMC) located at City Hall, and implement traffic signal coordination timing. $361,000 will be spent to synchronize ten traffic signals through the installation of fiber optic cable and conduit, communication networking equipment, upgrading and integrating the signals into the Traffic Management Center (TMC) located at City Hall. This project will utilize Crown Castle fiber to lease existing fiber infrastructure to connect signals. Another $277,000 will be used to replace TESCO battery back-up systems in the traffic signal controllers citywide as part of a multi-year program. $240,000 will be used to upgrade the traffic signal at Vineyard Avenue and San Bernardino Road, install a fiberoptic interconnect and related equipment from Vineyard Avenue at Foothill Boulevard to Carnelian Street at Red Hill Country Club. Just as important as traffic management is traffic safety and that is why the City will spend $247,000 of CDBG funding for an enhancement of school crosswalks at seven locations by modifying access curb ramps, installation of solar powered flashing beacons (at specified locations), and installation of high visibility crosswalks.

Cyber Security. The City continues to make incremental improvements to the its cybersecurity posture to avoid a cyber intrusion incident, such as ransomware or data theft. Beginning in 2016, the City has made continued investments in replacing outdated IT infrastructure with state-of-the-art equipment covering network, data center, endpoint devices and enterprise software platforms.

At every step of these improvement plans, the Department of Innovation and Technology (DoIT) has ensured that every available security improvement was considered and either implemented or added to a roadmap for security enhancements.

"The only thing worse than being blind is having sight but no vision." - Helen Keller

In the upcoming fiscal year, DoIT will be implementing several initiatives to continue fortifying the City's digital estate, including enacting multi-factor user identity management to safeguard account credentials; activating Network Access Control (NAC) to prevent unauthorized devices from connecting to the City's data network; conducting the City's first-ever cybersecurity response exercise in coordination with the Fire District's Office of Emergency Management; publishing an updated cyber-incident response plan that reflects updated requirements from the State of California; conducting backup restoration testing to ensure archived data is retrievable; and implementing comprehensive network and data center activity logging.

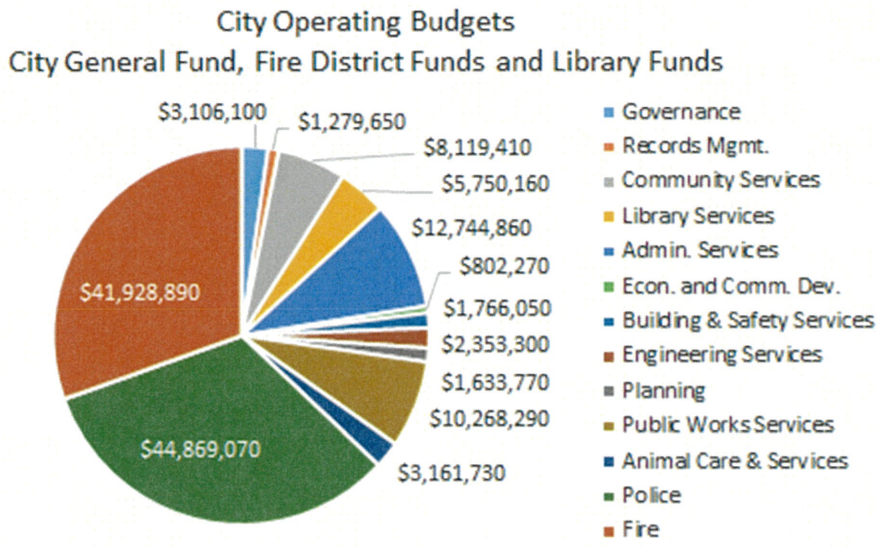
General Plan. Fiscal Year 2020/21 will bring the most substantive General Plan work efforts ever experienced by the City. First, over this summer, the team will be working closely with the community to develop the Plan's Vision and Guiding Principles. This task will be one of the most critical. The General Plan will have the greatest chance of success if it is grounded in the community's hopes and dreams. The Vision and Guiding Principles will form the foundation for developing, analyzing, and selecting a preferred land use and circulation alternative. In the fall, the General Plan team will work with the community to evaluate a range of alternatives and craft a preferred direction for the next generation of development and investment in our community. Once a preferred direction has been selected, the team will begin creating the General Plan. Much of the winter and spring will be focused on translating this direction into a land use and transportation plan that provides for a healthy community, economic development, and meets the housing expectations set by the State. Before the end of the year, the City will need to have a draft Housing Element that can be submitted to the California Department of Housing and Community Development to begin the process towards getting the Housing Element certified. During this time, the team will also begin conducting environmental analysis on the plan. All of these efforts will be moving in concert in order to bring the community a draft General Plan and Draft EIR by the end of summer 2021.

"Make no little plans; they have no magic to stir men's blood." Daniel Burnham.

Operating Budget

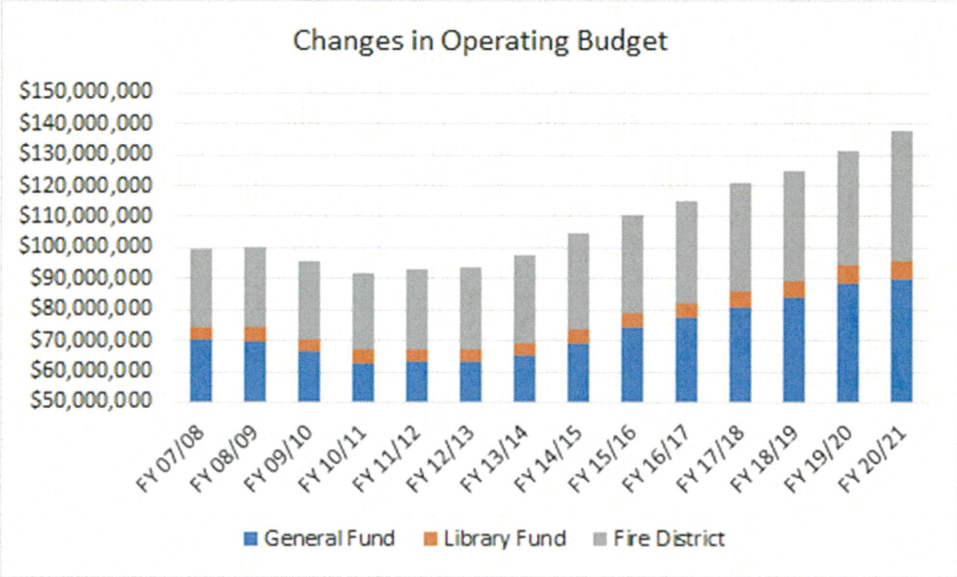
"Crisis doesn't create failure, it accelerates it. Crisis doesn't create momentum, it accelerates the momentum that was already there." Carey Nieuwhof

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. In the City of Rancho Cucamonga that is primarily composed 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 FY 2020/21 is expected to total $89.3 million, up just slightly from the $88.2 million in revenue originally budgeted for FY 2019/20. This nominal increase, however, is considerably less than the normal $3-5 million per year increases in prior years, and would otherwise, in a normal year, be insufficient for the regular expenses of the City. The overall Operating Budget is divided up among the various departments as indicated below:



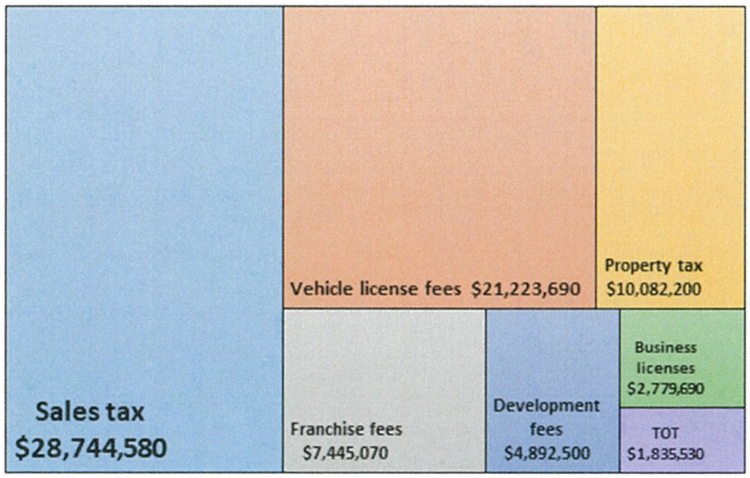
As is typical for most cities, Police and Fire make up the two largest cost centers. When combined with Animal Care and Services, these three departments make up over 65% of the City's Operating Budget, reflecting a historical and community predisposition to fund public safety at a very high level. The 65% number is 2% larger than last year (at 63%) reflecting the shrinkage in staffing costs in the non-safety departments during this pandemic induced recession. One item of note is that Fire is actually a legally separate subsidiary district with a separate (mostly property tax based) General Fund that cannot be used to supplement non-emergency services related expenses.

Overall, the Operating Budget increased by 5.01% from last year. However, $2,557,360 of this increase was 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. Excluding these added activities, the Operating Budget increased only 3.06% from last year. This is the smallest percentage of growth since the City exited the Great Recession in FY 2012/13, as noted below:



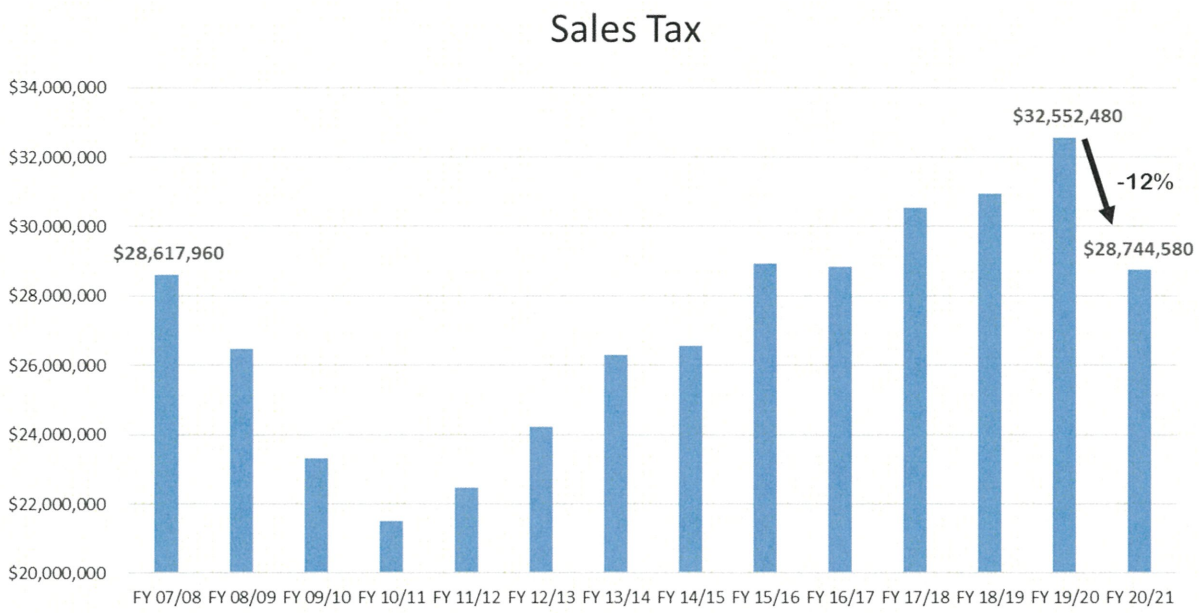
General Fund

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 85% of revenues, as indicate below:

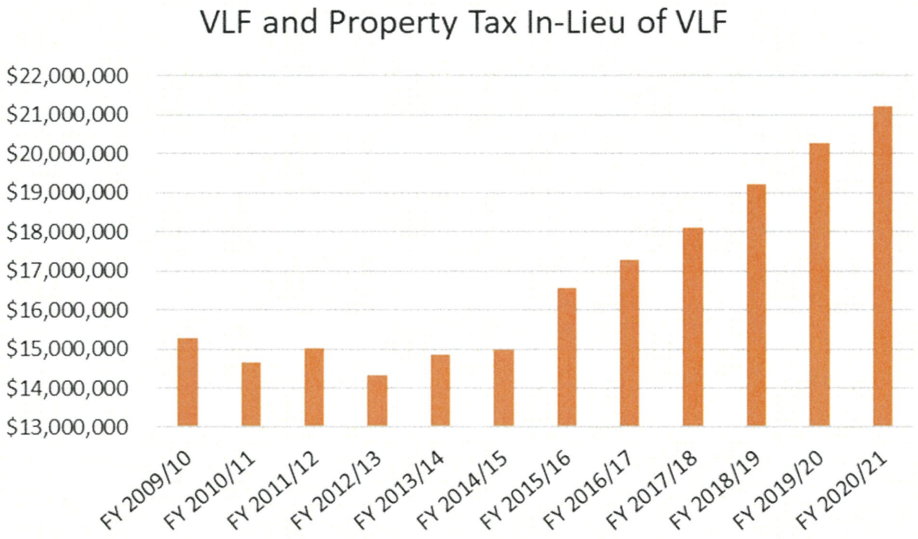


Sales Tax remains the City's primary revenue source at $28.7 million. Approximately 20% of the City's sales tax comes from Victoria Gardens. As large as that may seem, sales tax alone is insufficient to even cover the expenses of the Police Department contract at $42.7 million. Rancho is a modest sales tax city, receiving less revenue than either of our large neighbors to the south or east. Further, growth in sales tax remains a concern as brick and mortar revenues continue to flatten and more shopping moves online. Right now, online sales tax goes to the County pool which is distributed based on each City's proportionate share of overall "point of sale"

receipts, not where the tax is generated. This disadvantages smaller communities as well as more upscale communities whose revenues are not sourced back to their origin. If the pandemic does mark an even more extreme shift towards online shopping, reforming sales tax distribution will become an even higher priority for many communities.



Vehicle License Fees and Property Tax In-Lieu of VLF are another significant revenue source for Rancho Cucamonga, estimated to be at $21.2 million for FY 2020/21 which is $944,370 more than in FY 2019/20. 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:

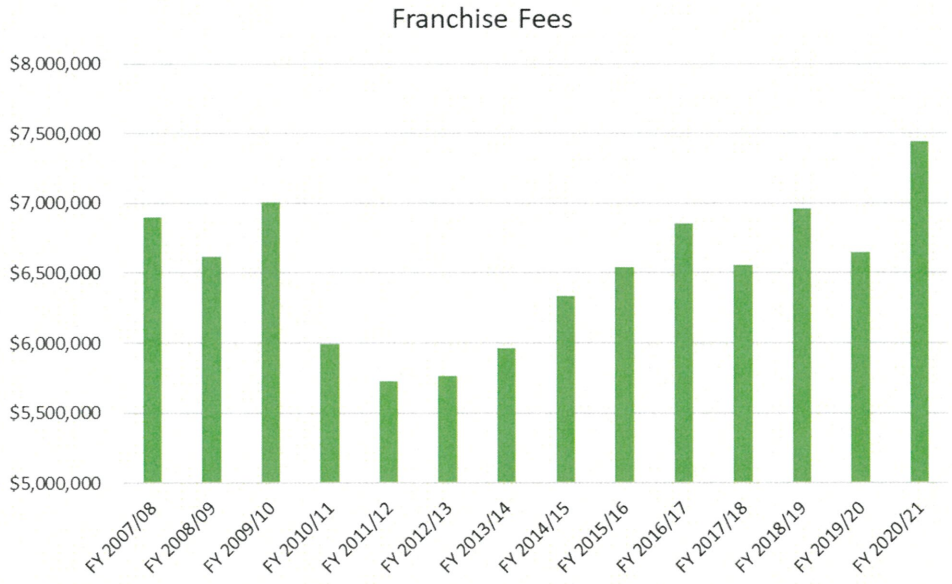


Property tax has always been a modest revenue source for Rancho Cucamonga, owing to our post-Proposition 13 incorporation. For FY 2020/21 it is estimated at $10.0 million dollars which

is a 4.2% increase from the prior fiscal year. While we are 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:

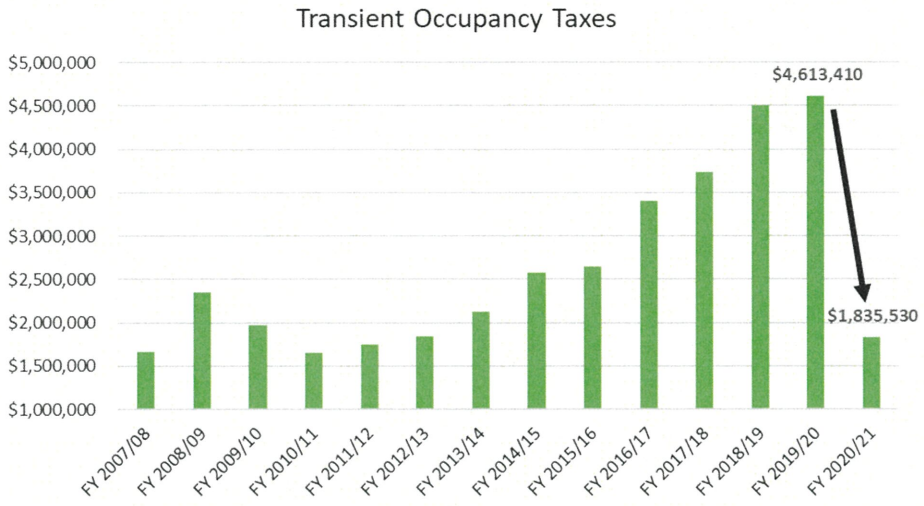
As the City matures, however, we are taking a new look at property tax as an opportunity to maximize and diversify our revenue stream. The City is beginning to look at value per acre, similar to what a farmer or developer might do, and seek to maximize our revenue value per acre, jobs per acre, and assessed valuation per acre. This new way of looking at revenue will help maximize certain key areas of the City which will help increase property values and revenue overall. This will be explored more in our new General Plan and if adopted as standard will find its way in far more detail into future overall budgets.

Franchise Fees are those fees paid by utility providers in the City of Rancho Cucamonga, including Southern California Edison, Southern California Gas and Burrtec 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 $7.4 million for FY 2020/21 which is 11.9% higher than the prior fiscal year, as shown below:

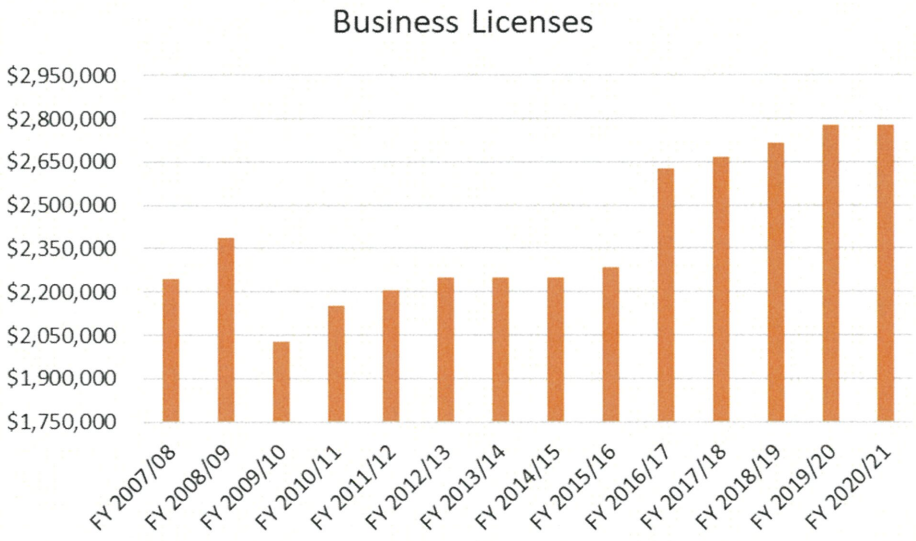


Transient Occupancy Tax (TOT) is a tax placed per night on the use of hotel rooms where the occupant stays 30 days or fewer. TOT is a percentage of the hotel room rate, and it currently sits

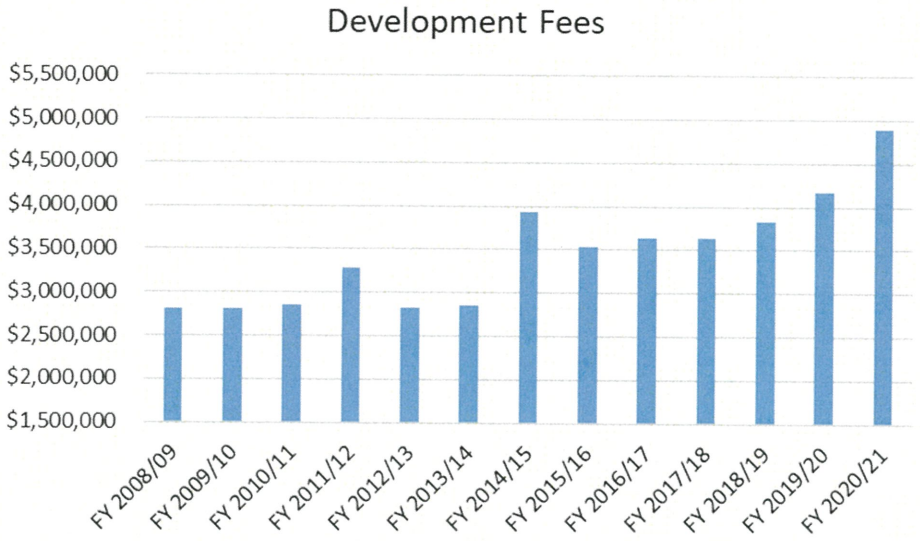
at 10% in Rancho Cucamonga, some 2% lower than our neighboring city of Ontario to the south. Once a modest revenue source for the City, over the years with the growth in the number of hotels and rooms, along with increasing room rates, this has become a significant revenue source for the City. Rancho Cucamonga estimates it will collect $1.8 million in TOT for FY 2020/21 which is $2.7 million less than was collected in FY 2019/20, owing largely to the impacts of the pandemic on leisure and business travel. This is a 60% reduction in this important revenue.



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 tax on the privilege of engaging in business in the City. This revenue is estimated to be $2.7 million for FY 2020/21 as noted in the chart below:

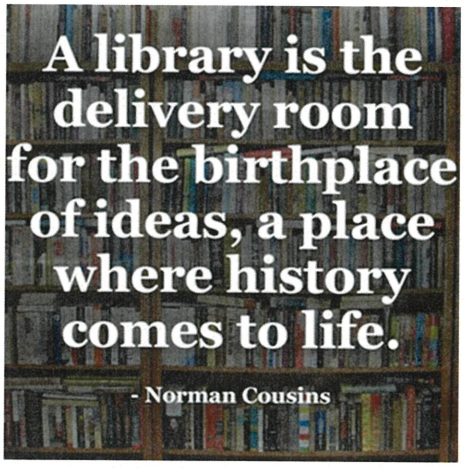


Similarly, Development Fees are estimated to be at $4.8 million next fiscal year, a moderate 17.0% increase from the prior year due to an anticipated increase in development activity, but they are still not back to their levels before the Great Recession. This largely reflects the City's built out nature.



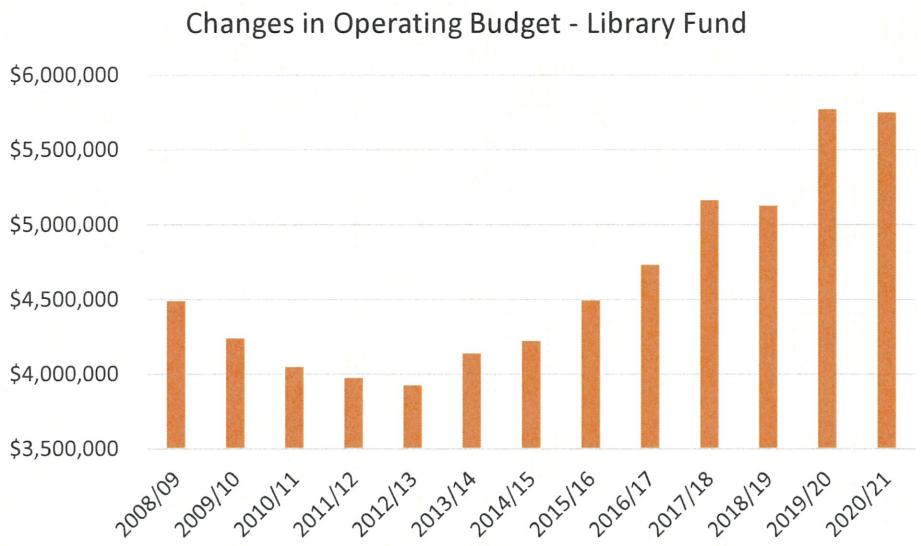
Use of Reserves. The last time the City of Rancho Cucamonga used reserves to balance its Operating Budget was FY 2010/11 and that year we used $908,130 during the Recession. Over the ensuing years, Rancho Cucamonga cultivated a regular habit of adding to reserves, accumulating a total budgeted contribution to reserves of $5.7 million dollars in six years. Unfortunately, this most recent fiscal year we estimate we will have to use $417,860 of reserves to finish the year with a balanced budget and we anticipate using $700,000 amount of reserves in FY 2020/21 to cushion the dramatic revenue loss. Nevertheless, we eagerly anticipate returning to our regular habit of contributing to, not withdrawing from, budgeted reserves.

Library



Last year, the budget message noted that the Rancho Cucamonga Public Library, which has received the National Medal for Museum and Library Service, the nation's highest honor for libraries and museums, was noted from its very early days for flexibility in programs and services to the community. The Library Staff are an entrepreneurial group always trying new ideas and programs. Never was this more evident than during the pandemic. Rancho Cucamonga was one of only a handful of public libraries in the State that remained open, delivering essential services to its residents during one of their times of greatest need. Rather than close, as most libraries did, sending their staff home and denying the community all access to the knowledge and resources contained therein, the Rancho Cucamonga Public Library remained open with enhanced curbside pickup and drop off services, book deliveries, enhanced e-book access and even a computer lab that remained open while practicing social distancing.

For FY 2020/21 that innovative spirit continues to flourish, even though this will be one of the more modest operating budget years as noted below:



Work also continues on the Library's Second Story, a space that now features an Art Studio, STEM lab, Workshop, Kitchenette and Open Exhibit area. Originally planned as an interactive children's museum that would potentially have begun construction as early as FY 2020/21, the Second Story will now go through an extended design period while staff and the consultants determine the changes necessary to ensure that an interactive high touch children's learning environment can function safely while still challenging children's imagination and creativity through a literature themed environment of continuously changing interactive exhibits. Construction will be pushed back at least one year, but the goal remains the same, to win a second IMLS Gold Medal, this time as a children's museum.

Fire District

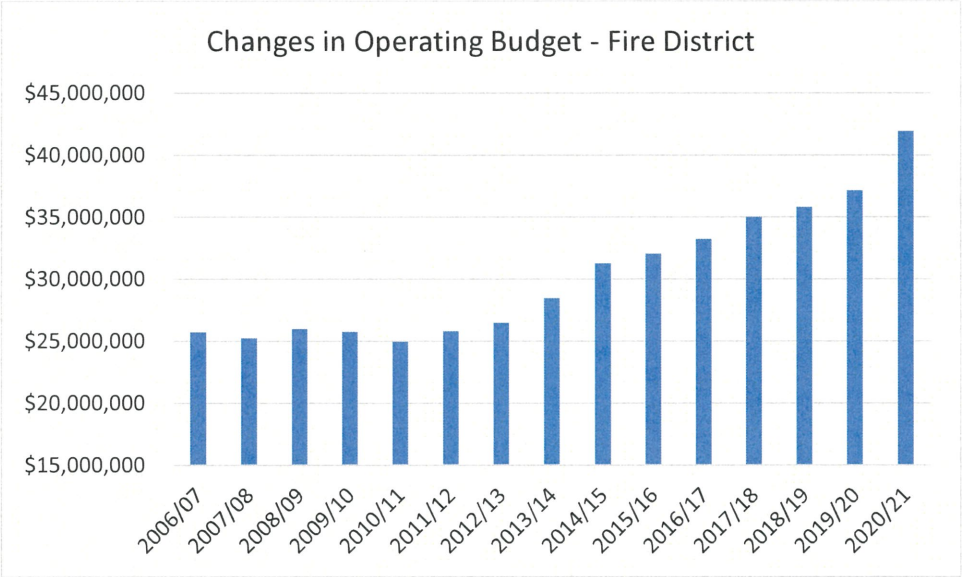
"Training is not about being better than someone else, it's about being better than you used to be."

This year 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 departments, 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. Station 8, to be situated in Terra Vista behind Target, east of Haven Avenue and south of Church Street, is partway through the design-build process. The District recently acquired land just east of Archibald Avenue, south of the railroad tracks, for a Station 9. And 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, will come the 2020 debut of a West Side Public Safety

Center at Carnelian Street and San Bernardino Road. This unique approach, the first of its kind in the County of San Bernardino, will pair on the same site a full size replacement for the aging and undersized Fire Station 2 off San Bernardino Road near Archibald Avenue with a full Sheriff substation that will be staffed and include department-wide evidence storage capability.

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 FY 2020/21 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 the pandemic.

The Fire District budget for FY 2020/21 is $41.9 million, a 12.8% increase over the prior fiscal year. This growth is largely attributable to the addition of six new Firefighter positions that were added midway through FY 2019/20 in order to provide 4-person staffing on each of the District's two ladder trucks, as well as PERS and other personnel cost increases.



Special Districts

"I will study and prepare, and someday my opportunity will come." — Abraham Lincoln

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. 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 a home, so the burden for that infrastructure does not fall to existing taxpayers in the City.

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. After Prop 218 the City Council retained approval over the budget, but any change in rates required voter approval. 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. The early 2000's marked a change as balancing budgets became ever more challenging. Eventually, voters in most of the districts were given a choice to adjust services downward to live within existing revenues or approved updated assessment rates to maintain the improvements at their historical high levels of care.

Consistent with the historical City Council policy of fiscal equity, the General Fund provides certain minimum levels of funding (some of which are required by law) 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. This situation has become most acute on the west side of town where voters have refused to entertain any type of rate increase in over 35 years. Accordingly, the list of deferred and unfunded maintenance items continues to grow, and includes:

- Ball field lighting replacement at Old Town Park, Red Hill Park, and Heritage
- Playground replacements and resurfacing at Old Town Park, Heritage, Church Street Park, Hermosa Park, Bear Gulch Park and Red Hill Park
- Shade shelter and amphitheater repair and replacement at Old Town Park, Heritage Park, Golden Oak Park and Red Hill Park
- Bridge repair and replacement for the two western ped/equestrian bridges at Heritage Park
- Restroom repair at various parks
- Irrigation system replacements at all parks; shade shelter wood repair at various parks
- Walking and jogging path resurfacing at various parks
- Fence repair and replacement at various parks
- Ball field/soccer field rehabilitation and renovation at various parks

A new approach will eventually be needed to ensure fiscal stability for the west side parks and landscape districts. The FY 2020/21 Adopted Budget includes $110,000 for west side parks public engagement to assist with this effort.

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. 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%	$534.49	$503.80
LMD 4-R	Keep Flat	0%	$471.84	$397.15
LMD 6-R	Increase	3%	$451.92	$451.92
LMD 9	Increase	40%	$622.21	$436.69
LMD 10	Increase	3%	$904.44	$758.72
CFD 2000-03B	Increase	6%	$1,470.90	$1,470.90

2020 Prospects and Projects for Economic and Community Development

"The COVID-19 pandemic will reverse the trends of globalization and urbanization, increasing the distance between countries and among people. These changes will make for a safer and more resilient world, but one that is also less prosperous, stable and fulfilling." Wharton University of Pennyslvania, Dean Geoffrey Garrett

As the Spring 2020 Coronavirus shut-down begins to wane, enough dust has settled that we can begin to discern some of what the future might hold for community development. 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. Rancho Cucamonga was experiencing historically low unemployment and the national economy was about 70% consumer based. And yet, as of this writing, more than 26 million people have filed for unemployment. With the re-opening on its way, there will be a new normal that will gradually take hold, and the demands on real estate development will change in kind.

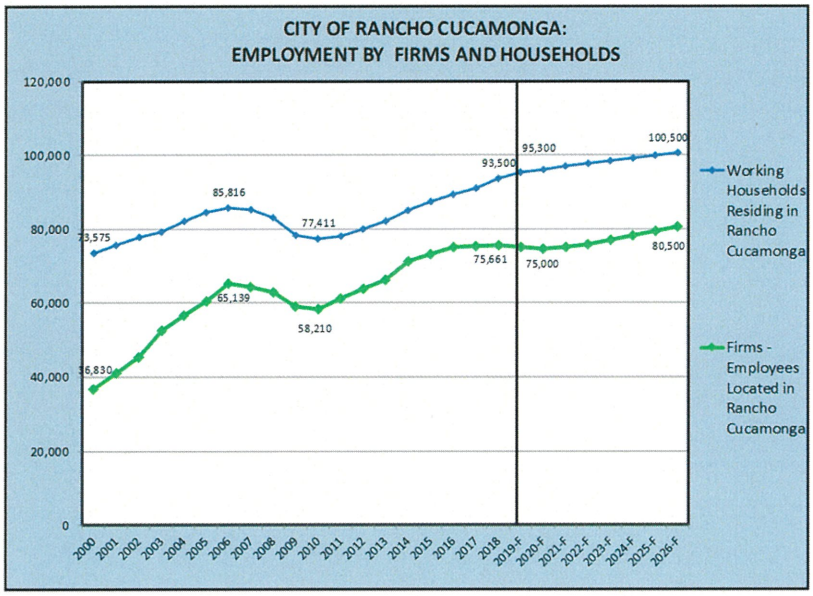
One of the great national experiments now underway, which has the potential to change the built environment significantly, is in the area of remote work. The City of Rancho Cucamonga, like so many other organizations, approached remote work cautiously, fearing a loss of productivity and concerns with workplace communication and team integration. Afterall, 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 a recent study done by the University of California Riverside Inland Center for Sustainable Development, 43% of employees worked remotely with some frequency, 56% of employees had a job where at least some portion could be done remotely and prior studies have shown a 10-15% boost in productivity, reduced sick days, and improved job satisfaction from remote work. Not to mention the quantifiable savings in greenhouse gases when people do not have to commute.

"We like to give people the freedom to work where they want, safe in the knowledge that they have the drive and expertise to perform excellently, whether they at their desk or in their kitchen. Yours truly has never worked out of an office, and never will." — Sir Richard Branson, Virgin America

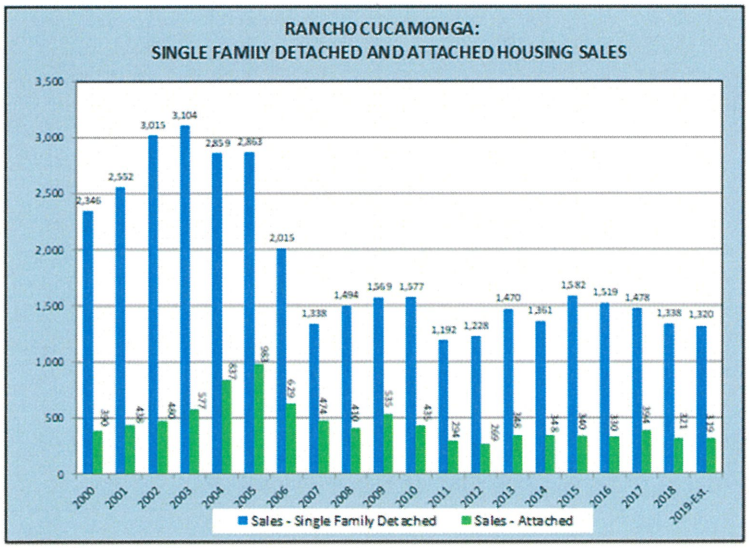
Some hybrid of remote work and in-person work is likely to be with us far into the future. As a result, we are likely to see a change in the type of office space businesses need as well as a reduction in demand for overall large office space. Future office space will likely trend towards three attributes: fewer small individual offices and cubicles, more large spaces for collaborating and team meetings, and flexibility to adapt to shifting needs. Locally, there are no new office buildings under construction or in design. The market was seeing gradually increasing prices per square foot; however, the market began to soften over the winter and with the onset of the pandemic and the shift to remote work, it does not appear likely there will be significant new office in the immediate short term future.

"If it is asserted that civilization is a real advance in the condition of man — and I think that it is, though only the wise improve their advantages — it must be shown that it has produced better dwellings without making them more costly; and the cost of a thing is the amount of what I will call life which is required to be exchanged for it, immediately or in the long run." Henry David Thoreau, Walden

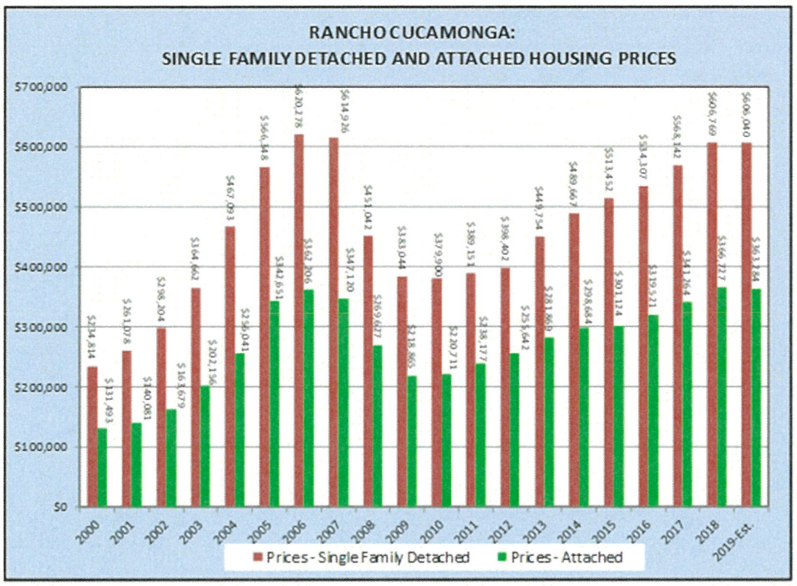
With respect to the housing market the story is both somewhat similar and somewhat different.



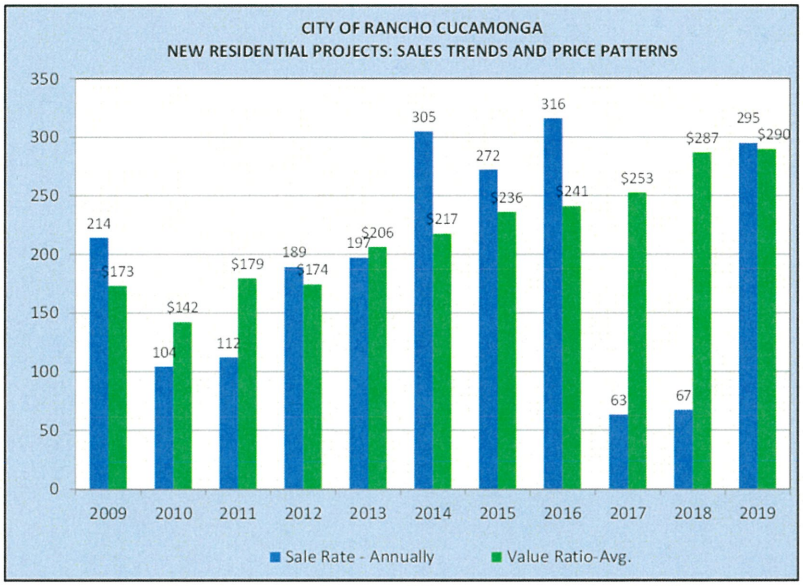
The chart above indicates, the sources of demand for new homes in RC remains strong. The numbers of working households continue to rise and the City remains a jobs center. As the following two charts indicate, however, the availability of new projects is constrained as the City approaches buildout. Accordingly, sales of new single-family housing has declined and plateaued.



Further, with the growth in potential buyers, but declining availability, prices have continued to rise, largely returning to their pre-recession peak.

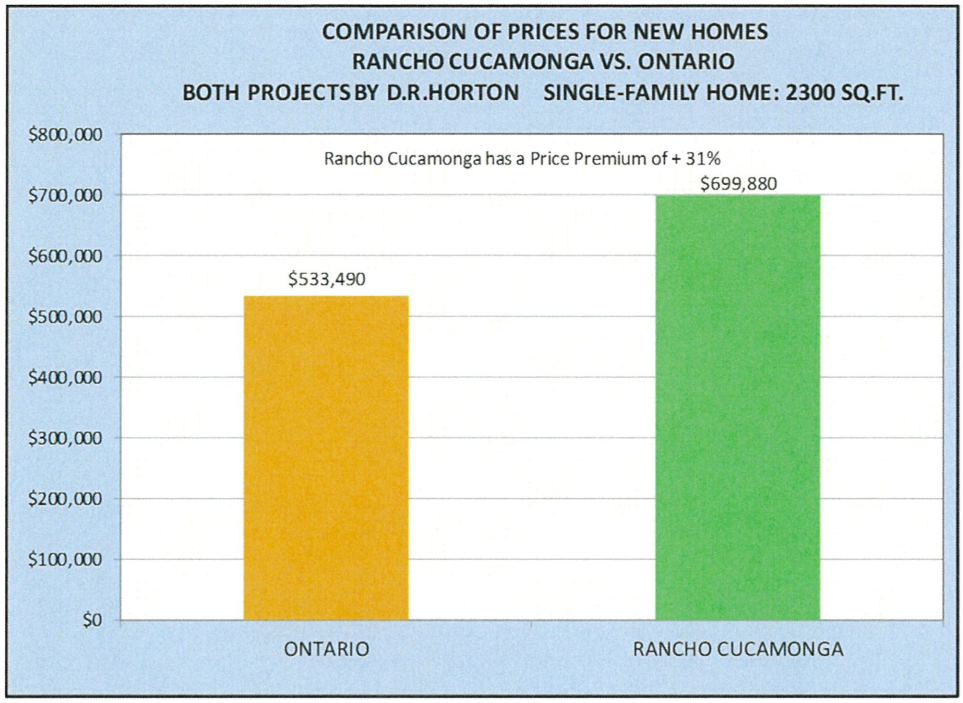


In addition, the value ratio for housing (price divided by living area) peaked in 2009, declined during the Great Recession, but since has grown strongly to new record levels.

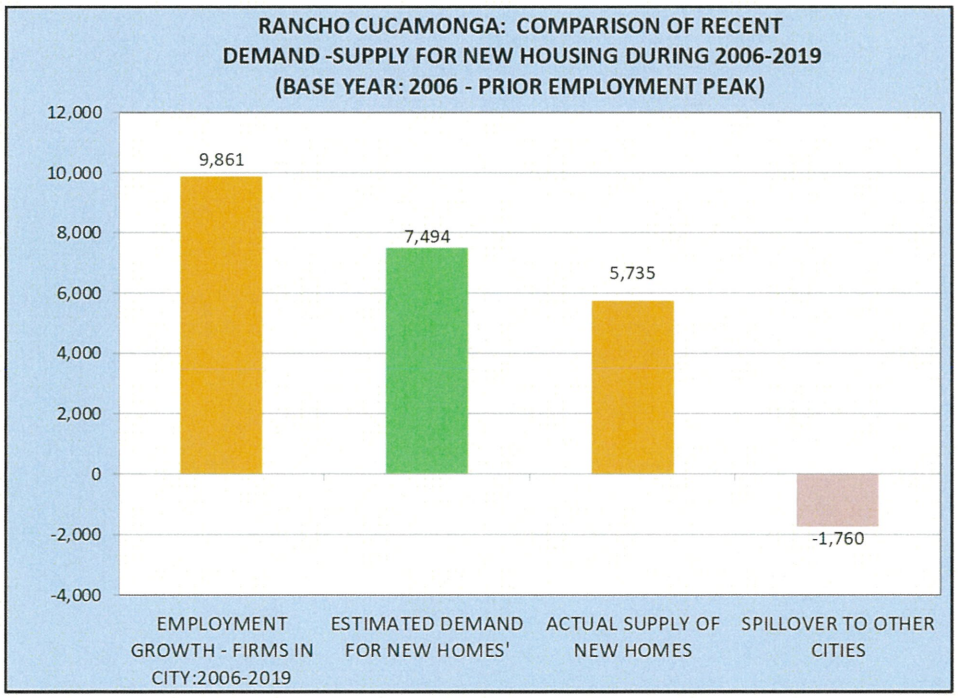


Reviewing this data, staff sought to understand why we were not seeing more homes built (given the thousands of entitled units on the books) and why the homes we were seeing often sold at a substantial price premium compared to surrounding communities.

Rancho Cucamonga has a number of inherent locational benefits for home buyers. The City's evolving status as a jobs center helps increase housing demand. A centralized location, which makes both Los Angeles, Riverside, Orange and San Bernardino counties accessible, further helps with demand. Our numerous strong school districts serve as the bulwark which continue to help us attract families as well as professionals. Despite this, we continue to see many fewer homes built than are permitted at price premiums approaching 30%+ over adjacent communities.



One factor which affects the local Rancho Cucamonga market is that, due to high cost and limited supply, some demand has been displaced to nearby communities.



Area cities including Chino, Ontario, Eastvale and Jurupa have been the beneficiaries of this displacement. With greater land availability, at a lower price premium, they have been able to build more homes and bring the prices on those homes to market a lower level.

NEW RESIDENTIAL: FOR-SALE HOMES AND APARTMENTS
ROBUST/BUBBLE
RECESSION/DEPRESSION
RECENT RECOVERY
AVERAGE
1,800
1,600
1,400
1,200
1,000
800
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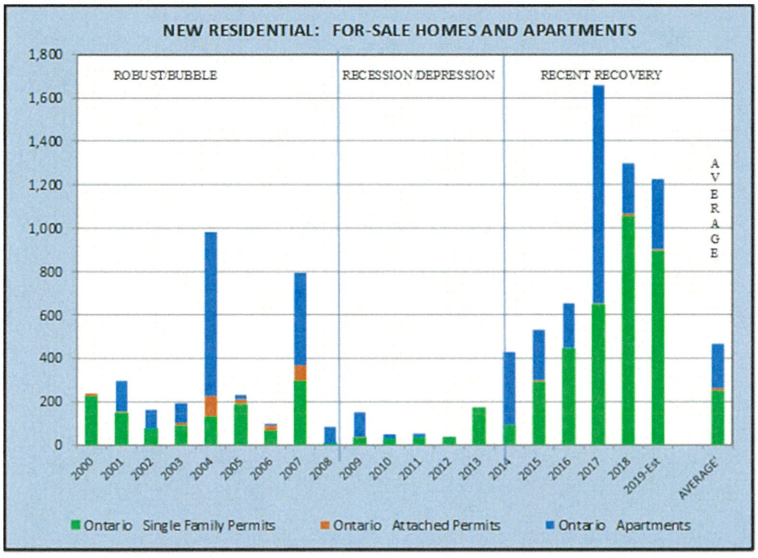
Chino Single Family Permits
Chino Attached Permits
Chino Apartments


NEW RESIDENTIAL: FOR-SALE HOMES AND APARTMENTS
ROBUST/BUBBLE
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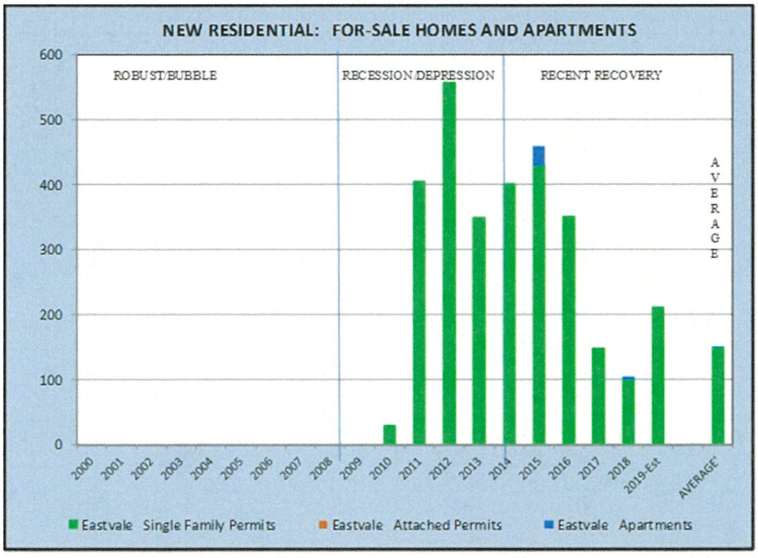
Ontario Single Family Permits
Ontario Attached Permits
Ontario Apartments


NEW RESIDENTIAL: FOR-SALE HOMES AND APARTMENTS
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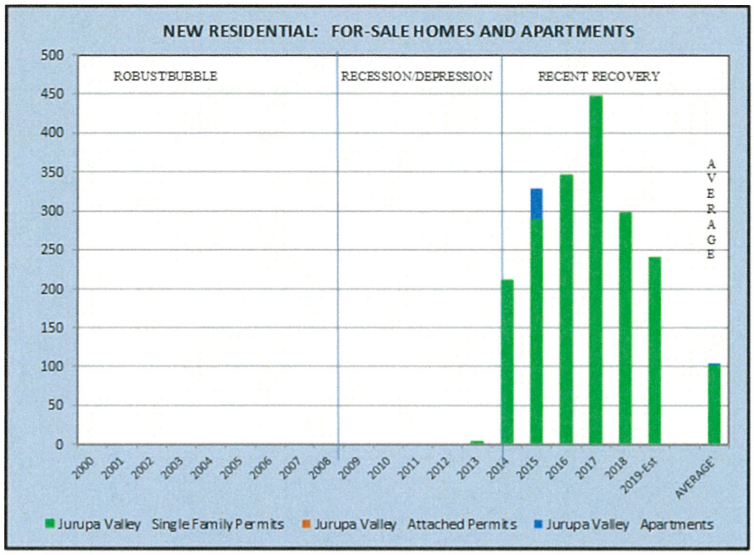
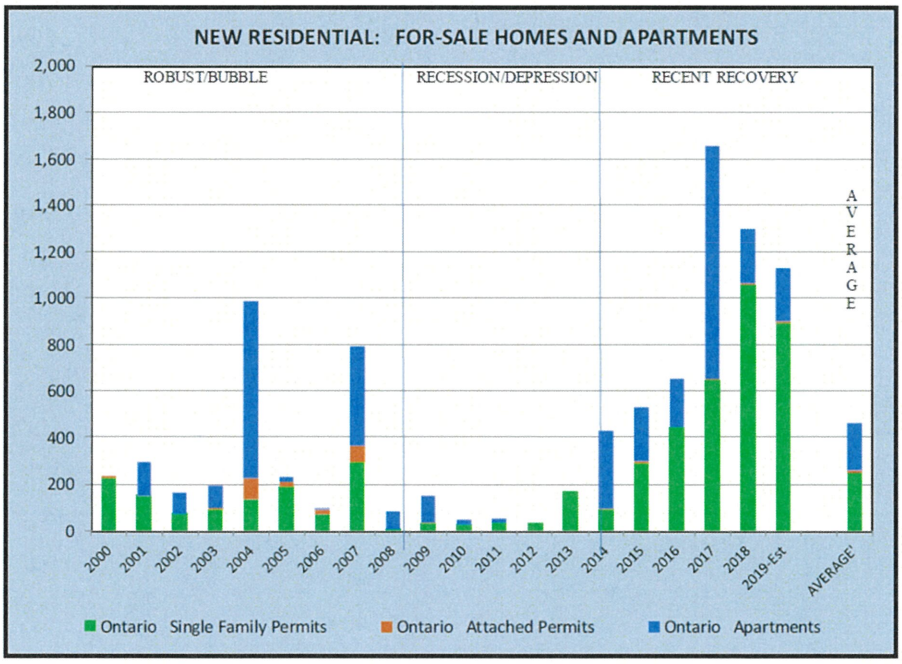
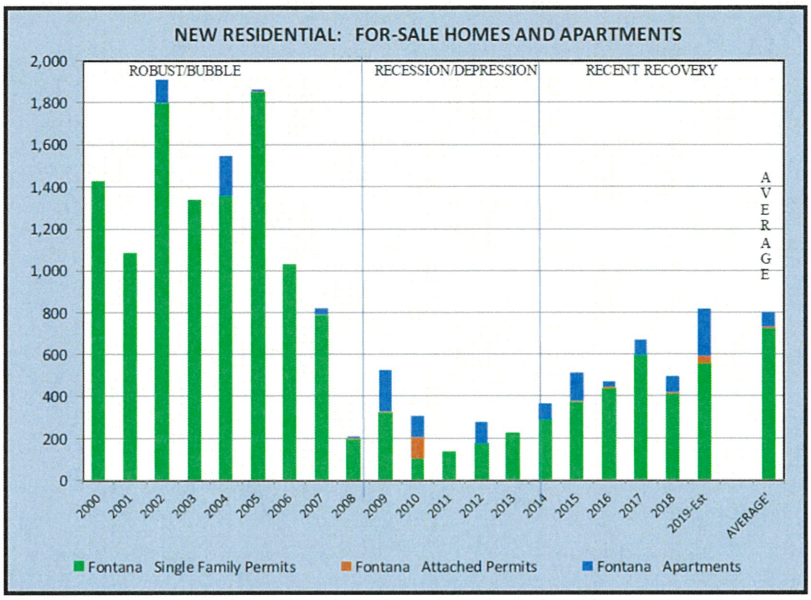
Eastvale Single Family Permits
Eastvale Attached Permits
Eastvale Apartments



Buyers in the market for more moderate priced homes have found a place to buy in neighboring communities. In particular, Ontario, with the Ontario Ranch/New Model Colony development, has a large area which ultimately could hold another 40,000 homes and generally came online in 2014.



Similarly, northern Fontana, awash in undeveloped land, has also seen a huge spike in growth beginning in 2014.



With greater land availability, at more moderate prices, homes in these communities are simply more appealing to price conscious buyers. Developers, recognizing this, size and price their product accordingly and the market has responded. Rancho Cucamonga, who once upon a time in the 1980s and 1990s had similar amounts of undeveloped low-priced land, no longer is in that category. Further, with higher achieving school districts, higher design standards, public art and high-end retail which are not common in other communities, these amenities create a "premium" market for Rancho Cucamonga. Accordingly, we attract buyers who are willing to pay more for a smaller home or smaller piece of land or both in many cases. As Rancho Cucamonga moves into more specialized and complex development types, and luxury communities, developers take longer to bring those projects to the market and prices adjust accordingly. Further, rather than compete with greater land availability and lower prices in neighboring communities, developers rationally maximize their profit by taking advantage of the Rancho Cucamonga price premium and build fewer units at any one time, which also helps keep prices stable.

It is likely we will continue to see this trend moving forward even as house designs change and respond to the pandemic. For those working from home with a spouse and children, we have learned the value of having dedicated spaces for professional work. As a result, we will likely see more and more new housing designed with separate office spaces to meet this need. Many single-family builders already offer these amenity rich spaces, while many multi-family builders offer small business centers in their club houses. Expect to see these remote workspaces grow in size (possibly resulting in larger homes), amenities, and frequency to meet this new demand. Rancho Cucamonga will likely be at the front of this design change, with prices adjusting accordingly for those who want these amenities.

Places like Rancho Cucamonga might also see increased demand for more moderate size homes, which already make up a substantial portion our housing stock, as families who experienced the quarantine period in smaller apartments in coastal cities look for larger spaces. It is very likely that people who spent weeks in quarantine in 700 square-foot apartments may not want to take the chance of being cooped up in such small spaces should the coronavirus or something similar resurge. The future of for-sale versus for for-rent and recent trends towards the rental market may change. No one knows if tenants, at the mercy of landlords who may have

tried to evict them in the pandemic but for government intervention, will want the potentially greater independence and corresponding financial obligations, that come with home ownership. It is also not likely that the coronavirus will drive any real changes in housing density. At the very least, the State of California's housing policy, as promulgated by the Governor and Legislature as well as thru the activities of the state's Housing and Community Development Department, will continue to support increasing density. In Rancho Cucamonga, high land values and a decided preference for higher amenitized housing developments will also continue to drive the trend towards medium density housing.

Perhaps the most compelling argument will be if the virus spreads through human contact, is the increased potential for contact from higher density living a greater risk? The answer is that no one is sure, but it is a possibility. We will have to follow the data and see where that leads in the months and years to come. For now, there are immense public health benefits that come with appropriately designed density: reduced dependence on automobiles for getting around also nets us less air pollution, less respiratory disease, less heart disease, reduced incidence of diabetes, fewer automobile-related injuries, more physical activity, and better access to services. If there is a desire to plan directly in response to COVID-19, we must take note that the hardest hit Americans are those with high blood pressure, diabetes, and respiratory disease, all of which are health conditions that are addressed by increased physical activity and reduced exposure to air pollutants. With regard to housing, a big challenge will be finding a way to provide attainable housing with enough space to provide for the ability to work at home, opportunities for experiencing the outdoors at least in semi-private in case social distancing returns, while providing for the benefits of well-designed communities and avoiding the impacts of poorly designed high density development. After twelve years of working hand-in-hand with the community to improve health and well-being, Rancho Cucamonga is particularly well suited to thread the needle on this complex dilemma.

"What will that new landscape mean for brands and retailers in North America? The post-pandemic commerce world will be shaped by three forces:

- *Consumers will have adopted short-term behaviors during the pandemic that in many cases will become permanent.*
- *Consumers will emerge from the pandemic in a new economic reality, changing commerce behaviors in profound ways.*
- *A significant consolidation of retailers will fundamentally alter the competitive and partner landscape."*

Forbes Magazine – Jason Goldberg article; The Impacts of COVID-19 on U.S. Brands and Retailers

The retail and commercial sectors will have a tough road ahead, post COVID-19. With statewide stay-at-home orders in place, most people were forced to expand their use of online purchasing and delivery services. The convenience of these services may not be easily forgotten, and the retail and restaurant sectors will have to adapt more quickly. We will likely see an increased trend towards smaller retail spaces. Retailers will have even less need to maintain onsite inventories and many will evolve into showrooms and consultation spaces. Even more stores will become a place to inspect goods, speak with an expert, and perhaps make a purchase that will be shipped to your home. Under our current sales tax system, these revenues are largely sourced to the County pools which distribute revenues to each city based on their proportionate share of the County's property tax, without regard to the origin, destination or shipping movements of the

goods sold. This detrimentally impacts those communities who have fewer physical locations, in particular, those geographically smaller communities, and rewards geographically larger communities, particularly those with large malls, auto malls and big box retailers.

Restaurants may trend in two different directions. Those that are based on a guest experience may grow larger in order to provide greater distances between patrons. If they don't grow, at the very least they will need to rethink interior design including air flow, table arrangements and patron proximity in order to minimize the spread of pathogens. We will likely also see the trend towards additional outdoor seating increase in order to provide distance between patrons and the benefits of fresh air. Other restaurants have begun to experience the benefits of serving take out, such as reduced staffing needs and reduced overhead costs of big dining areas, and some may pivot away from onsite dining. In these cases, automobile traffic will increase correspondingly, and we will have to think very carefully about how we design and manage our curb spaces and parking areas for this traffic as we also see an increased demand for drive-thrus.

Due to the current high levels of unemployment, demand for consumer goods will take some time to rebound. In a consumer-based economy, we have a chicken-and-egg dynamic: we need people purchasing goods and services for there to be jobs in consumer goods, retail and manufacturing, restaurants, and other services. As a result, we will likely see near-term reductions in demand for large industrial facilities for logistics and goods distribution. If this pandemic has taught the world anything, however, it is that a global supply system in which most of our goods are produced offshore is a fragile system that is easily broken and subject to delays and price increases. We have already seen local entrepreneurs responding with applications for new manufacturing facilities here in Rancho Cucamonga. It is likely that we will see continued growth and demand for small and medium scale industrial development as businesses spool up new manufacturing facilities and larger businesses retool and regroup in response to changes from the Coronavirus, such as social distancing.

"Nobody comes here anymore. It's too crowded." - Yogi Berra

As we exit the pandemic, cities are likely to see a few community development trends continue into the future which will accelerate the changes already underway with respect to how we deliver development services. On the private side, while it may take as much as several years for the economy to recover, we are likely to continue to see a strong demand for development in the residential sector. California has long suffered a housing supply shortage, leading to increasing housing costs, and making attainable housing scarce for more and more families. When the pandemic passes, those families in need of housing will still need housing. For one, the record unemployment we are experiencing will make it very difficult for families to maintain their housing or attain new housing. Two, it is very possible housing builders will slow down as capital becomes harder to secure and the available qualified buyer pool shrinks. Yet the state's population will continue to grow and each year the demand for more housing will increase. On the other hand, demand for office and retail will likely lag. Just as millions have become more adept at shopping online, millions have become adept at working remotely through online tools and services. This will reduce the amount of office space business needs.

In Community Development, one of the primary lessons all local governments have learned from the COVID-19 pandemic is the importance of delivering development services as one cohesive unit, rather than as multiple planning, engineering, public works and building and safety departments. Moving forward, the City will continue to focus on reducing/eliminating any overt

silos. A new focus will be placed on how we deliver services and whether some things, such as inspections for example, can be done remotely. Lastly, the City will focus on modernizing our physical space to improve efficiency and reduce customer dwell time, improving productivity and the customer experience while ensuring a safe and healthy environment.

Economic and Community Development

Building and Safety Services

Highlights of Continuing and Evolving Programs, Projects and Services

The Accela Permit Program provides a platform that can perform many functions, and the possibilities are numerous. Yet, the system requires customization and personalized prompts within the framework to be effective. Previously, the City utilized the consulting business that developed the software to create these prompts and improve the software, which was expensive and time-consuming. Over the past two years, the Department has invested time and training with our staff to perform these functions in-house. These new in-house skills and ability to design and build the system to our requirements have allowed us to:

- Process applications online
- Review plans online
- Provide immediate access to applicants regarding comments or approvals
- Issue permits online
- Schedule inspections online
- Provide history tracking online

On January 1, 2020, implementation of 100% electronic submittals for permits put the City ahead of the curve during the COVID-19 social distancing restrictions when other jurisdictions were scrambling to implement "no-paper" submittals. Our online capability is a leader in California, with less than 10% of cities in California having this service. The system provides live tracking by the applicant. It offers a transparent view of the workflow from beginning to end of a project. Constant improvements and refinements to the Accela system are underway as we continue to explore better ways to increase efficiency and streamline the permitting and inspection process.

The Department has increased the use of technology to provide customer service and meet the inspection demands of the development sector. The Department implemented drone technology into inspection performance, but not until recently has the full potential of drone and virtual technology for inspections been realized. Inspectors have also been conducting inspections via Facetime and video, which has helped to ensure the health and safety of residents and inspectors alike. Utilizing this technology, the Department will continue to be an innovative leader in inspection practices and set a standard for the industry, as well as provided efficient and accurate services to our community.

A texting system, known as Quiq, is another system recently acquired by the Department. This software allows the public to communicate with office staff regarding inspections scheduled for

the current day. Once an inspection is scheduled through Accela, the permit holder may access the schedule the morning of the inspection to verify their appointment window. A permit holder can also text with staff to request a change in appointment time or provide additional information. This functionality reduces phone calls to the inspectors and office staff and engages in clear written dialogue and effective outcomes.

During the third quarter of Fiscal Year 2019/20, environmental and social conditions required the increase of remote meetings and teleconferencing. Although the Department has embraced this concept in recent years, the increasing use of virtual gatherings has solidified our engagement in this mode of communication. Remote meetings have reduced the length of meeting times, allowed for more flexible times and locations, and resulted in better comprehension and post-meeting follow-up.

The Focus of Work Effort in the Next Year

The Department will be evaluating current processes with an emphasis on improving communication between departments and the public. Accela will be developed further to meet the changing needs both internally and externally, and texting systems, virtual meetings, and digital information will be shared in live environments.

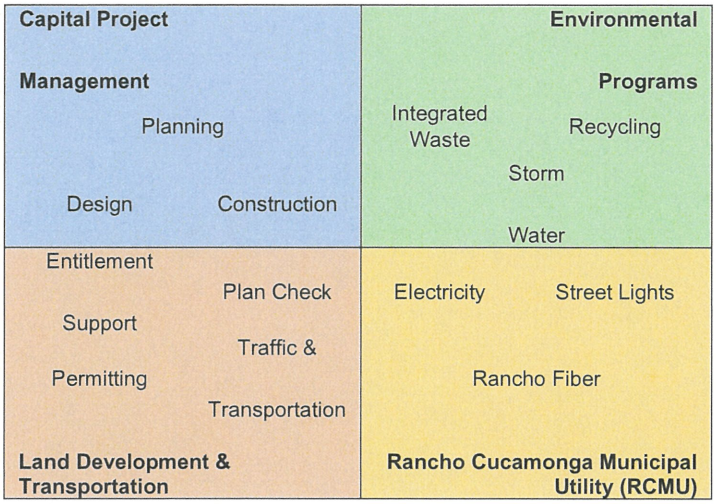
There will be a significant focus on staffing within the Community Development Department for Fiscal Year 2020/21 as we seek to function at a more efficient level. The Department will aim to develop a public-facing Public Services Technician Team and a cohesive Administrative Assistant group by working together and combining the duties and tasks of current positions based on defined outcomes. The Public Services Technicians will greet and direct visitors entering City Hall to specialists, process and issue permits, schedule meetings, process applications and route documents, answer general phone calls from the public, and perform other tasks delegated by the Administrative Assistant Team. Centrally located in the City Hall rotunda, this team will be considered "Community Development" specialists bringing a sense of unity to these Departments. Similarly, the creation of a unified Administrative Assistant Team will eliminate knowledge gaps and enhance performance across Community Development. The aim is to share duties and remove "specialists" at this level as well as avoid the "hand-off" of projects and people.

The Department will also further develop our community outreach through informative videos about inspections, permits, and code requirements. These videos are geared towards the homeowner, owner-builder, and small contracting companies to educate and inform about "why" permits are required, "how" to obtain them, and "what" to expect during an inspection. Additionally, instructional videos will be available for applicants to assist them with navigating the Accela and Quiq systems in the most efficient way possible to manage their permits and records with the City.

In summary, the Department will continue to enhance our 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; and augment our video library by adding helpful and informative aides for the public to understand better and use the services offered by Community Development. Remaining flexible during this unique environmental and social climate will be critical as we move forward with cautious optimism and focused intent to further our goals of improvement and fiscal prudence.

Engineering Services

The Engineering Services Department's purpose is to build infrastructure that supports the community and to create a great place to live, work, and play. This is accomplished through strategic design, well-planned maintenance, and fiscal and environmental sustainability. The execution of this vision occurs through the Department's four sections.



Despite the poor economic conditions forecast for Fiscal Year 2020/21, the Department remains committed to this vision for our community. Although some services, projects, and activities have been scaled back, key projects are proceeding to ensure that the City's long-term infrastructure needs are met.

Planned Program Reductions and Delays

The following two program changes are planned for Fiscal Year 2020/21:

- Pavement Management: The pavement management program is funded through a combination of gasoline taxes from the State and local Measure I revenues. The League of California Cities and the San Bernardino County Transportation Authority are both projecting revenue reductions between 10% to 15% as a result of the economic impacts of COVID-19. Accordingly, proposed appropriations for major road and local street rehabilitation and resurfacing projects have been reduced by $2.75 million. These projects will be identified by pavement condition and project location to utilize the funding to improve the most needed and effective roads and streets.
- Advanced Traffic Management System (ATMS): The goal of the ATMS program is to construct fiberoptic interconnections between the City's traffic signals and the Traffic Management Center, which allows for more efficient and effective traffic operation on City streets. As a result of economic restrictions, the construction of Phase 2, initially planned for Fiscal Year 2020/21, has been delayed at least until Fiscal Year 2021/22. Phase 2 includes Milliken Avenue, 19th Street, Arrow Route, Rochester Avenue north of Base Line Road, and Day Creek Boulevard north of Base Line Road.

Fiscal Year 2020/21 Budget Highlights

While the programs listed above are experiencing some reductions and delays, the following programs and projects are planned for Fiscal Year 2020/21.

- Etiwanda Grade Separation Project: The design and right-of-way phases of the Etiwanda Grade Separation Project are planned to continue through Fiscal Year 2020/21 and into Fiscal Year 2021/22. Construction on this project is anticipated to begin in July 2022.
- Advanced Traffic Management System (ATMS): The construction of improvements for Phase 1 of the ATMS program will begin this fiscal year along with the design for Phase 2. Phase 1 includes the installation of fiberoptic network infrastructure, equipment upgrades, and retiming of traffic signals along the Foothill Boulevard and Haven Avenue corridors.

- Heritage Park Bridge Replacement: The design and permitting phases for the replacement of the three independent bridges at the entrances to the equestrian center at Heritage Park with a single use-separated concrete bridge is planned for this fiscal year in advance of construction in Fiscal Year 2021/22.

- Pavement Management Program: Pavement rehabilitation, resurfacing, and slurry seal is scheduled in Fiscal Year 2020/21 on the following roads and streets:
  - 4th Street from Haven Avenue to I-15
  - Foothill Boulevard from Milliken Avenue to I-15
  - Various Local Streets
- Safe Routes to School: Improvements are planned for seven school crosswalk locations using Federal funding from the Community Development Block Grant program. This project will include striping, signing, and installation of rectangular rapid flashing beacons.
- Rancho Fiber: Construction of the Rancho Fiber network will continue in Fiscal Year 2020/21 to expand the program's customer base and provide high-speed internet to businesses and residents in the service area.
- Senate Bill 1383 Implementation: Senate Bill 1383 requires jurisdictions to take multiple actions to reduce emissions of short-lived climate pollutants. The regulations to meet the organic waste reduction and edible food recovery targets take effect on January 1, 2022. Environmental Programs staff will continue working with partners and stakeholders to develop an implementation plan for compliance. The Department will focus on seeking food recovery partners and updating the municipal code.

- School Food Share and Composting Programs: In 2019, the City implemented a successful food share program with the Cucamonga School District. This program reduces food waste, while at the same time, making additional food available for students in the cafeteria. In addition, a food composting program has been initiated at Etiwanda High School to put food waste to work in the school's garden. The Environmental Programs staff will continue to seek opportunities to expand these programs to help create a sustainable community for current and future generations of the City.

Planning

The Planning Department is one of four departments that constitute Community Development. The purpose of the Department is to assist with proposed development projects, establish policy evaluate market trends, and work with commercial, industrial, and residential users seeking to locate or relocate within the City. Most importantly, the Department does not operate outside of or in a vacuum from the rest of Team RC. Partners in all departments, as well as Healthy RC, the Chamber of Commerce, and other community and business partners, are critical to accomplishing our Vision:

Together, we are planning the City of Tomorrow, today.
Our principles are Innovation, Equity, Diversity
Our tools are Collaboration, Technology, Data

The Department will begin Fiscal Year 2020/21 with the loss of a Planning Technician; however, the Department is included in the overall plan for the establishment of a public-facing Public Services Technician Team that will enable staff to more efficiently meet the customers' needs at City Hall. See additional discussion under *Building and Safety Services* above.

The most important addition to the Department's Fiscal Year 2020/21 work program will be assisting our local economy to recover from the COVID-19 closures, and then thrive in the new environment. We will seek to accomplish this task by surveying businesses to understand better and anticipate their recovery needs as COVID-19 orders are lifted in phases. We are proactively evaluating ways to support businesses by focusing on adapting to a changing business model without adding layers of review or permits while providing clear, simple guidance to ensure public health and safety. Furthermore, the Department is looking for new ways to establish long-term and innovative applications as a result of the changing business model. Lastly, the Department will be developing and executing a business assistance program utilizing $604,820 in CDBG funding provided by the CARES Act.

In addition to the Department's post-COVID recovery efforts, we have identified three strategic initiatives that will be the focus of the Department's work efforts:

Strategic Initiative 1 – Establish a housing program. Increasing housing and reducing barriers to development have been a key focus of the legislature over the last two years through the passage of multiple bills to address housing. Because of this, the Department has identified that developing a plan to address housing growth that meets our desire for high-quality development

is a fundamental need for the City. In concert with our General Plan Update, this initiative includes:

1. Implementing the recommendations of the Inclusionary Housing Committee.
2. Revising the development standards for the Red Hill area and removing barriers to housing construction.
3. Working on the housing element in concert with the General Plan Update.
4. Looking for innovative workforce housing solutions on vacant private or City-owned parcels.

Strategic Initiative 2 – Implement a new customer service system for Community Development services to provide an excellent customer service experience

1. Work with Building and Safety and Engineering Departments to recruit Community Development technician level employees that will work as a team to handle public inquiries for all three departments.
2. Explore ways to leverage technology to better provide remote services to the public without requiring a trip to City Hall.

Strategic Initiative 3 – Invest in our staff through training and innovation to reduce attrition and develop our Planning team to address development challenges as an infill city.

1. Increase participation in professional organizations for staff.
2. Be a regional leader by proactively engaging other local and regional agencies to better understand their goals and provide improved results for our community.
3. Rethink how and where we do our work. Leverage our extensive technology to promote remote work and encourage a positive work-life balance.

Economic Development

The goal of the Economic Development Division is to develop and strengthen the community's economy by facilitating community investment, enhancing the quality of life, and encouraging a broad range of housing options. The Economic Development Division has also implemented three strategies to achieve these goals over the next year.

Strategic Initiative 1 - Connect businesses to resident consumer needs (B2C), as well as connecting business to business needs (B2B).

- Open for Business Map – A listing of open and essential businesses has been created using mapping technology. The map allows residents to connect with businesses providing services in the community.
- Increase social media posts to drive business.
- Create an RC Unity-type video of staff going to local restaurants for lunch. Share to remind residents that businesses are open for takeout. #RCTakeoutTuesday.
- Create a one-sheet Working from Home (WFH) Resource – Identify which businesses in the City provide the materials you need to make WFH adjustments.

Strategic Initiative 2 - Provide information and resources to businesses and residents.

- Through a cooperative agreement with the Inland Empire Small Business Development Center (SBDC), the SBDC will provide an educational workshop series at no cost to businesses in the City.
- Provide information including federal, state, and local guidance as well as loan resources.
- Share Open for Business Map and encourage owners to submit their business as part of the listing.
- Coordinate efforts with the Chamber of Commerce to create a ShopRC campaign.

Public Works Services

The **Public Works Services Department** maintains the City's infrastructure, including approximately 534 lane miles of roadway; 220 signal-controlled intersections and traffic crossings, with two additional signals anticipated in Fiscal Year 2020/21; a comprehensive inventory of trees; 31 parks; 15 City facilities; and 8 Fire District facilities.

Planned Program Reductions and Delays

The Department has scaled-back and/or delayed various capital projects that were originally planned for FY 2020/21 due to the economic impacts of the COVID-19 pandemic. Following are a few of these projects:

- **Concrete Repair:** The concrete repair project is funded through a combination of Measure I and General Fund revenues. This program repairs sections of concrete sidewalks, curbs, gutters, and drive approached which are damaged and pose a public safety hazard. The Department annually surveys sections of the City to determine where repairs need to be made; however, due to anticipated reduced revenues, the sites that will be repaired will be kept to the most severely damaged. Accordingly, the proposed funding has been reduced from $475,000 to $200,000 in the General Fund.
- **Public Works Services Department Warehouse Expansion:** The current warehouse has nearly reached capacity resulting in the Department's equipment and supplies being stored in cargo containers. In order to preserve the City's capital reserves, this project has been delayed to a future year (estimated cost of $2.14 million) and efforts will focus on the elimination of unneeded materials as well as a through cleanup and organization effort for those stored materials which will remain in the current warehouse.
- **Various Carpet Replacements and Office Reconfigurations:** This project encompasses the replacement of original carpets at various City facilities which have exceeded their normal use, including carpets at the Civic Center which were installed in 1990, along with various department reconfigurations. While these projects will ultimately improve the efficiency of office spaces to better serve internal and external customers, they are not considered essential for the City's operations at this time (estimated cost of $1.47 million).

In addition to the impact on capital projects, the COVID-19 pandemic has also impacted staffing in the Department. Part-time staffing has been reduced by 29 positions for FY 2020/21 and 8 full-time positions have been frozen pending a turn-around in the economy. The Department will utilize the authorized staffing levels to support the services and programs offered by other departments as much as possible.

Fiscal Year 2020/21 Budget Highlights

- **Minimum Wage:** The impacts of minimum wage increases are, and will continue to be, one of the more significant reasons for budgetary increases in the Department. For Fiscal Year 2020/21, due to minimum wage increases that impact contract labor services, such as janitorial, security guard, and landscape maintenance services, the Department's budget includes an increase of approximately $106,000.
- **West Side Public Safety Facility:** The West Side Public Safety Facility, which will provide police and fire services to the west side of the City, is expected to be completed in late 2020. The opening of this facility, which will cover approximately 16,000 square feet, will increase the overall maintenance budget provided by the Department. The estimated costs to provide services to this new facility have been included in the budget.
- **Overseeding:** In the actively used area of the parks and sports fields, additional funding for field maintenance has been added into the budgets of Landscape Maintenance Districts 4R and 9, as well as Community Facilities District (CFD) 2000-03. This funding will be used to dethatch, aerate, and overseed turf areas that have compacted and where reestablishing turf has been a problem. The process will strengthen existing grass, help reduce soil compaction, and improve overall soil and turf health. Staff will address these issues at Milliken Park, Garcia Park, and Legacy Park.
- **Landscape Maintenance District 2 Light Pole Replacements:** This project replaces rusted out wet set light poles in Landscape Maintenance District 2 parks. Fiscal Year 2020/21 is the first year of a three-year project and will focus on Ellena Park and Vintage Park. The installation of new poles will increase safety and reduce maintenance costs in the parks.
- **Water Audits:** The Department takes a holistic approach to water management to identify opportunities to save water, not by focusing on the irrigation system alone, but evaluating the entire landscape site. One way the Department does this is by conducting comprehensive water audits. These water audits evaluate current horticultural practices, plant palettes, irrigation programs, and the physical condition of the landscape and irrigation system. The results provide a guide for improving the landscape while reducing overall water consumption.

- **Drought Tolerant Landscape Renovations:** As part of the water-saving effort, $800,000 has been set aside in Landscape Maintenance Districts (LMD) 2 and 4R for turf removal. After the turf is removed, new drought-tolerant landscaping will be installed. Also, the Department hopes to identify grants and rebates that can offset these costs. The work in LMD 2 will continue on Victoria Park Lane, just east of Day Creek Boulevard, and includes the removal of turf in parkways and tract inlets, along with converting existing planter sections to new low water use landscape plants and materials. Likewise, the work in LMD 4R will be a continuation of previous turf removals and the addition of new drought-tolerant landscaping. Work in Fiscal Year 2020/21 will be done mostly in parkways and paseos along Base Line Road, east of Haven Avenue; however, additional work may be done on landscape sites within the neighborhoods.

- **Rubberized Playground Surface Replacement:** The rubberized surfaces installed under the playground equipment at the various City parks must meet requirements of the National Playground Safety Standards. As a result, the replacement of the deteriorating rubberized surfaces at Rancho Summit Park in CFD 2000-03 will be completed in Fiscal Year 2020/21.
- **Park Facility Painting:** This painting project will address all paintable surfaces of structures and amenities located in a park site at one time. This process will ensure that the finishes protecting wood, steel, and other materials will be uniform throughout the park. Also, this project extends the service life of the amenities, which reduces risk and the need for more significant maintenance. All City parks will be completed over a period of five years, with parks in LMDs 2 and 4R scheduled for completion in FY 2020/21.
- **Day Creek Park Tennis Court Lighting:** Replace all light fixtures on the four tennis courts at Day Creek Park with LED fixtures which reduce energy and maintenance costs and extend the life of the lighting system.
- **Signal Maintenance:** In Fiscal Year 2020/21, the City will have two additional signals installed at Hellman Avenue at 6th Street and East Avenue at Highland Avenue.
- **Traffic Signal Cabinet Modifications:** This project will repair and modify the City's thirty-year-old traffic signal cabinets. Beginning in Fiscal Year 2020/21, the Department will work on Base Line Road at Etiwanda Avenue and Carnelian Street at Lemon Avenue. The modification of the traffic signal cabinets will increase traffic safety.
- There are several on-going and multi-year projects related to **traffic signal equipment** replacements included in the Fiscal Year 2020/21 budget:

  - **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 involved in traffic collisions approximately two or three times per year. While the City makes every attempt to recover funds from the responsible driver, each cabinet costs $60,000 and requires several months to be built. The Department typically builds the cabinets in advance so they are ready to install when the need arises.
  - **Traffic Signal Controller Replacements ($25,000)**: Traffic signal controllers control the traffic signals for directional signals at an intersection. Each controller costs approximately $5,000, and the Department must replace outdated controllers that are no longer repairable.

  - **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 required to replace aging equipment, as well as those knocked down from traffic collisions or electrical spikes.
  - **Traffic Signal UPS Replacements ($40,000)**: These uninterrupted power supply (UPS)

systems for signalized intersections are needed to replace aging equipment. Each replacement is approximately $10,000.
    - **Traffic Signal Battery Back-Up System ($277,500)**: This project will replace outdated traffic signal back-up systems.

- **Civic Center HVAC Plant Replacement:** Replace the three 150-ton chillers and related pumps that serve both City Hall and the Public Safety building. The current equipment has been in service for 28 years, well beyond its expected service life. The new chillers and pumps will change the system from a constant flow chilled water plant to a variable flow plant. This change will increase energy efficiency and reduce operational costs.
- **Fleet Shop Rental Space:** This project will convert underutilized space in the fleet shop to rentable office space.

2020 Prospects and Projects for Community and Cultural Services

"Being positive in a negative situation isn't naïve, it's leadership." – Ralph Marston

As noted already, the onset of the COVID-19 pandemic upended the traditional working environment. The City Manager's Office (CMO) staff for Rancho Cucamonga quickly adapted to both remote work and responding to the COVID-19 pandemic-driven needs. The existing systems we had in place allowed the team to seamlessly shift gears to tracking legislative and data analytics related to the pandemic and instituting a robust COVID-19 community engagement operation without missing a beat. Overall, the team, a small group that is nimble and technology focused, pivoted well in the new pandemic environment.

Similarly, the Community Affairs Network (CAN) also adapted well to the pandemic. In fact, this group took a very different approach to communicating with the public. During the pandemic, most organizations took a very traditional Emergency Operations Center (EOC) Public Information approach; whereas, Rancho Cucamonga took a "compassionate community" approach. The success of this approach was evident in the total impressions (the total number of times people saw our content) for March through April 2020, which included social media, eNews, and web analytics, cumulating at 1,900,000 impressions. Impressed at how well the Community Affairs team worked together during the pandemic led us to shift all the Community Affairs team members under the umbrella of the City Manager's Office going forward rather than reporting through different departments (with the exception of the Fire District). Restructuring CMO to be a hub for engagement ensures the City's ability to direct resources that support other departments' communication and engagement efforts, which fluctuate throughout the year.

Healthy RC was the only division in the organization that had already been using a paid Zoom account through a technical assistance grant and thus was able to quickly pivot its numerous in-person community meetings to the online forum. In fact, the Healthy RC Steering Committee saw an increase in participation at its monthly meetings in the virtual space as did the quarterly Legislative Breakfast. Working together with Healthy RC, the CMO and Human Resources Department created an internal cross-departmental Mental Health Task Force to provide mental health resources and support to both the employees and the community during the pandemic. This work will continue as removing mental health stigmas becomes deeper woven into the Team RC fabric.

"Great things are done by a series of small things brought together." – Vincent van Gogh

The City Clerk's Office was well poised to weather the storm of the COVID-19 pandemic. Over the last three years, almost all the Department's service offerings had been moved to cloud-based platforms, the most notable being GovQA, the platform used to process Public Records Requests. Due to the reduced hours and working conditions for other departments, the City Clerk's Office noticed City staff producing the records responsive to the various mundane requests faster, and as a result, we were able to respond sooner than usual. A permanent shift in City Hall hours and, potentially, the increase in productivity seen with employees working from home, could continue this trend into the future. The City Clerk's Office would also like to see the County of San Bernardino send vote-by-mail ballots to all registered voters for the November election and offer in-person voting options that ensure the safety of voters and volunteers. Concerns about coronavirus transmission could lead to difficulties recruiting election workers and accommodating the need for physical distancing while meeting voter demand.

"It is our choices, Harry, that show what we truly are, far more than our abilities."
– Albus Dumbledore, Harry Potter and the Chamber of Secrets

When the California stay-at-home order was instituted, many cities chose to close their libraries and deem them "non-essential". In Rancho Cucamonga, the City took a different approach, knowing that libraries are essential. The benefits of libraries are well documented and go far beyond simply enjoyment and amusement to being an essential form of relaxation for some people, helping to relieve stress, providing a break from the pressures of everyday (or COVID-19) life, providing educational materials, and supporting homeschooling parents. Despite closing the physical locations to the public, the Rancho Cucamonga Library, like most libraries, continued its virtual services. We saw over a 50% increase in eBooks/eAudiobooks compared to usage prior to COVID-19. But where Rancho Cucamonga really stood apart from the crowd and excelled was in pivoting to accelerate new service offerings like Curbside Book Pickup. The Library had planned to roll out curbside services over the summer, but when the pandemic hit, the future pilot program became a priority service and overnight success. Similarly, the Library had been looking at providing streaming video and music services and moving the Summer Reading Programs to a new virtual platform. During this time of reduced hours to the public, the Library was able to move staff scheduling into a new cloud-based portal and to ramp up the new Integrated Library System (ILS) acquisitions module.

During the stay-at-home orders, the Victoria Gardens Tech Center and Tech Junction at Central Park were the only free sources of computer and Internet access for the community. Adults were able to file for unemployment, update resumes, check email or use social media. One teacher sent weekly progress reports to students. However, due to physical distancing standards, the Tech Center was limited to 7 simultaneous users. With the installation of a new laptop vending kiosk, we will be able to spread out up to 20 laptop users throughout the building and repurpose the much-needed space.

While the City had planned to "get to" the above-mentioned program and technical advancements, there were other unplanned changes and impacts, with the most notable impact being the construction plans for Second Story and Beyond® being pushed back for a least a year. Despite

the extraordinary work done by the Library Foundation to raise funds for the project, with the City's revenues in flux, the multimillion-dollar investment in the space must wait. Additionally, staff want to understand any post-COVID-19 impacts on best practices for high-touch surfaces like the exhibits before investing too much into the final design of the space. So, for now, the project construction has been delayed and additional time will be invested in the design phase.

"When I let go of what I am, I become what I want to be." – Lao Tzu

Arguably, the department that will be most impacted coming out of the COVID-19 pandemic is the Community Services Department. The majority of the Department's programs and services are not conducive to the physical distancing guidelines that are likely to be in place until a vaccine and/or therapeutics are discovered to fight future outbreaks of the virus. This, tied into the fact that the Department's programs are largely funded by fees for service, thrusts Community Services into new and uncharted territories.

In looking at the long-term sustainability of the Department and its programs and services, staff is taking this time to reimagine and recreate from the ground up the service delivery models, beginning with how we budget. Previously, all full-time staff were budgeted in the General Fund while all part-time staff and maintenance and operational costs were budgeted in two special revenue funds. This budget structure was created in the 1980s and served the City well, until recently. When COVID-19 hit, the health restrictions legally prohibited group classes and gatherings which are the heart of Community Services core programs. Accordingly, the part-time staff that largely provide these classes and help staff the facilities seven days a week had their hours reduced to zero. Unfortunately, without program revenue, those staff have no funding mechanism to bring classes back online and the full-time staff in the General Fund are insufficient to provide classes and keep facilities open as the community had come to expect. It is clear that a change is called for. Beginning with the 2020/21 fiscal year, all the costs for the Department will be moved into the General Fund, distinguished by divisions relative to program operations. This budgeting approach was long overdue, but the pandemic provided an ideal time to implement this major change. Now we will be able to more accurately track every program's fully burdened costs against its revenues and maximize both services and cost recovery.

Unfortunately, going into the new fiscal year, the majority of the Community Services Department's programs will remain dormant. At the present time, the health orders still do not permit large non-family group gatherings and in addition the tremendous drop in City revenues is such that there is extremely limited funding for part-time staff. Programming will first resume at Central Park, at the James L. Brulte Senior Center and the Goldy S. Lewis Community Center, respectively, as physical distancing, new sanitation standards, and demand for services dictate. These facilities are the City's largest, newest and most centrally located and the most conducive to separation of uses and users. The Department will be developing policies related to its core services and cost recovery standards against which each legacy program and future program, service, and event will be evaluated by, in conjunction with any health directives necessary to keep our community safe. As of this writing, we do not anticipate hosting our regular summer events or opening the RC Sports Center, Family Resource Center, or Lions East and West before January 2021, pending the aforementioned evaluations. Based on the directives from the State that indicate that large gatherings like theater concerts and plays will not be allowed until a vaccine or therapeutics are developed, we do not anticipate opening the Lewis Family Playhouse for the

2020-2021 Season and it is questionable as to whether the 2021-2022 Season will resemble anything previously hosted.

What we do know, is that the programs and services provide by the Community Services Department are a vital service and one that makes Rancho Cucamonga a world class community. Although things are temporarily paused, we will continue to prioritize services in this area as the economy recovers. The Virtual Recreation Center and You've Been Rec'd programs launched during the pandemic are just a few examples of our team's creativity and desire to continue to make life better. This thoughtfulness and commitment to providing world class service to the Rancho Cucamonga Community will continue as we work our way back to a full complement of programs, services and events that will set the standard for best-in-class Community Services.

Civic and Cultural Services

City Clerk/Records Management

The City Clerk's Office/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 official documents of the City. The Department assists with several essential activities, including accurately preparing and processing agendas; administering the Citywide records management program; 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.

Fiscal Year 2020/21 budget changes include:

- Elimination of one part-time Administrative Assistant position due to the economic impact of the COVID-19 pandemic, thereby reducing office coverage and other administrative functions.
- Funding in the amount of $800,000 to cover one-time contractual costs for the San Bernardino Registrar of Voters Office to administer the 2020 Presidential Municipal Election for the City's three elected positions and any proposed ballot measure(s). This includes election service costs for the City Clerk and City Treasurer positions, which are elected city-wide, two City Council seats elected by district, and any proposed ballot measure(s).
- Elimination of funding for contractual off-site storage of City Council meeting videos due to a change in storage location.

Fiscal Year 2020/21 Budget Highlights

The Department will:

- Implement a new electronic agenda management system (PrimeGov) for City Council, Planning Commission, and various other City committee meetings. The agenda management system will improve agenda compilation, publishing, and related document

management. During the implementation, Citywide staff will receive training on the new software and planned revisions to the existing agenda process.
- Administer the November 2020 Presidential Municipal Election following all Federal, State, and local statutes and policies, including submitting Official/Officer responsibilities related to Fair Political Practices Commission (FPPC) filings.
- 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. Focus this year continues on scanning the remaining Building & Safety plans and permits for electronic access by staff and residents.
- Continue providing secure storage of active and inactive records in accordance with Department Records Manual and state law and guidelines.
- Conduct the bi-annual review of the City and Fire District's Conflict of Interest Codes as required by law and adopt updates if necessary.

City Manager's Office

The City Manager's Office (CMO) currently houses 17 full-time staff members that directly support the City Council, as well as an array of interdepartmental projects and programs. The primary functions include the implementation of Healthy RC programs and services, managing legislative affairs, gathering data for performance measurements, and fostering a culture of communication and engagement through the Community Affairs Network (CAN).

The focus for Fiscal Year 2020/21 will be on action, as a handful of strategic planning efforts come to a head. These efforts will include succession planning, as the Department prepares for the retirement of a long-time Senior Executive Assistant to the City Council and City Manager. Reclassification of existing staff will provide an opportunity for job shadowing and ease in this transition. Also, there will be a restructuring of the CAN to allow staff members who had previously reported to the Community Services Department to become members of the City Manager's Office. This move strengthens the City's ability to direct resources that support other departments' communication and engagement efforts, which fluctuate throughout the year. For instance, the Community Services Department offerings will be limited in Fiscal Year 2020/21 resulting in a lesser need for support; yet, the Planning Department will require additional CAN resources for PlanRC and supporting Economic Development in the wake of the COVID-19 Pandemic. Restructuring CMO to be a hub for engagement ensures that we have the right resources, in the right place, at the right time. This restructuring also supports the City Council's mission to *Ensure and Advance the Quality of Life for the Community through Inclusive Decision Making*.

Fiscal Year 2020/21 Budget Highlights

- Continuing development of the Public Art Strategic 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. The plan will ultimately help to guide the Public Art Committee with decision-making related to utilizing funds from the Public Art Trust Fund.
- An organizational approach to Data Collection and Performance Measurement
  - Quarterly Department Performance Measurement Reporting

        - Over the past year, the City has focused on shifting the organization mindset to embrace data collection, analysis, and reporting. This year will focus on continuous reporting and feedback to create a cycle of data-driven decision-making to help further organizational and departmental efforts.
    - Quality of Life Survey Evaluation
        - The most recent citywide Quality of Life Survey was deployed in late 2019. With almost 2,000 responses received, the Department has been able to analyze the data from the survey to learn more about potential gaps in service. The results of the survey analysis will help guide the City in developing new and continued programming and services for implementation over the next three to five years.
    - Teen Quality of Life Survey Deployment
        - The first-ever Teen Quality of Life survey was deployed in early 2019, reaching over 1,000 students from two high schools in the City. This survey provided quality data that allowed staff to gain insight into teen needs in the areas of mental and physical health and wellbeing. The second round of this survey will be deployed this year with the hope of understanding developing trends within our teen population.
- Understanding the changing landscape of transportation options
    - Electric Vehicle Infrastructure Plan
        - With 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 has also continued to purchase EV's for its vehicle fleet and will need to prepare for an anticipated increase in demand for EV charging options. This fiscal year there will be a focus on upgrading and building-out the City's EV infrastructure for both private and public use.
    - Transportation Network Company (TNC) Partnerships and Shared Mobility Options
        - As transportation options and individual preferences continue to evolve, the City must stay in front of the rapidly developing trends. Both TNC and shared mobility transportation options are effective ways to close the first or last mile gap that creates a barrier and has discouraged the broader use of public transportation. Also, it allows for more equitable ways for our community to travel to and from their destinations. These partnerships will be explored more deeply with the hope of implementation this year.
    - Rail and other Public Transit Options
        - As various transit rail alternatives are considered for our region, it is essential to understand the impact on the City. The CMO Legislative Affairs team has been monitoring planning efforts within our region, specifically related to rail connections to lobby for the City's best interest in this arena. A particular area of focus is connection of the Metrolink RR line from the Rancho Cucamonga station to the Ontario Airport.
- Communicating with our Community Effectively and Equitably
    - Implementation of the Community Engagement Policy with Health Equity Framework
        - Upon the finalization of the policy, CMO will begin to conduct training sessions with staff to ensure that the plan is adopted Citywide. This effort will provide for consistent and equitable community engagement throughout all departments. The Policy will also provide tools for staff to measure engagement success,
    - Support Community Engagement Efforts for PlanRC
        - As the City continues to work on the General Plan update, the CAN team will

have a crucial role in providing meaningful community engagement. In order to ensure a tailored approach, the CAN team works closely with the outside General Plan consultant and Planning Department to help develop and distribute outreach content across multiple platforms.

- Continuing to communicate with the public during the COVID-19 Pandemic
  - As the COVID-19 pandemic evolves, the CAN will continue to inform the public 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 foster a message of a safe and healthy environment for all. As the economic recovery begins, engagement efforts specifically related to Economic Development will need additional attention.
- Adapting to a Virtual Environment
  - Internally, staff have also needed to adapt to the COVID-19 pandemic. Department staff have transitioned virtually overnight from in-person to virtual engagements. Staff will continue to be creative with their virtual offerings and assist the public with the transition to virtual meetings.

- Planning and Measuring our Success as a Sustainable and Resilient Community
  - Leadership in Energy and Environmental Design (LEED) for Cities
    - After receiving official certification from the LEED for Cities program, staff will work to continue efforts in developing actionable strategies to achieve higher levels of certification in five years.
  - Explore Opportunities for Resiliency
    - Staff will continue to explore how the City can advance our resiliency, whether it be to climate change, financial resilience, or resiliency in heath. A new annual membership to the recently formed Inland Southern California Climate Collaborative (ISC3) will allow Rancho Cucamonga to work with other regional agencies to identify effective strategies and actionable implementation efforts. Staff will continue to participate in regional meetings once a month to represent Rancho Cucamonga's interests.

Community Services

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.

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.

The COVID-19 Pandemic has created a unique impact to the Community Services Department. Traditional programs and services are not consistent with mass gatherings physical distancing guidelines that will most likely be in place until a vaccine or robust therapeutics are developed. Physical distancing guidelines and limitation on social gatherings will directly impact Senior Services, Recreation Classes, Theatre Performances, Youth Sports, Tiny Tot Programs, Facility and Park Rentals, and Special Events.

Addressing the impacts of COVID-19 provides an opportunity to evaluate all services for sustainability and cost efficiency. Historically, the Community Services Department has operated through special revenue funds with revenues based on charges for services. These special revenue funds have been partially subsidized by the General Fund, which has covered full-time staffing costs. As a result of COVID-19, reductions in program and service delivery and, therefore, revenues, necessitated the layoff of 230 part-time staff in March 2020, followed by the layoff of eight full-time staff and defunding of six full-time vacancies in May 2020. As we transition away from the special revenue funds to the General Fund only, the goal will be to maintain at a minimum the current 50% program and services cost recovery model.

In response to the recent pandemic, the Community Services Department will evaluate and rebuild core park, recreation, and cultural and arts services in a post COVID-19 world, while focusing on maintaining a world class community.

Fiscal Year 2020/21 Budget Highlights

- **Program and Service Delivery –** Physical distancing and social gathering guidelines directly impact programs and services. Operation of essential services will remain in flux until revenue sources are reliable. To reduce operating costs, as the new fiscal year begins, Lions East, Lions West, RC Family Resource Center, RC Sports Center and Victoria Garden's Cultural Center will remain closed. As physical distancing and social gathering guidelines are modified or lifted, recommendations to bring back full operational services and facilities will be evaluated and considered.

- **Essential Services –** Connecting to our residents and offering essential services is extremely important. Seniors, more than ever, need services during these unprecedented times. The James L. Brulte Senior Center, located at Central Park, will continue to operate; however, the model may not be as robust as pre-COVID-19. Central Park will continue to provide the community with Wi-Fi access, computers, restrooms, and other services while adhering to CDC guidelines. Virtual classes and services, such as the "Virtual Recreation Center", will continue to be offered to allow safe connection with our residents. Additional programs like "You've Been Rec'd" will be created to provide connection points with the community. Park Rangers will continue to monitor our parks as the volume of residents utilizing the parks increases. Moving forward, rentals (when permitted by health orders) will be essential to generating revenue. As CDC guidelines are modified or lifted, new standards for facility rentals will be put into place.

- **Minor Capital Improvement Projects –** While facilities are closed, minor capital improvement will occur. Victoria Garden's Cultural Center will receive exterior painting and the audio-visual equipment will be repaired. At Central Park, the audio-visual systems will be replaced in two banquet rooms. These Capital Improvement Projects will enhance both the user experience and rental capacity when the CDC Guidelines are modified or lifted, and social gatherings can occur.
- **Community Partners and Volunteers –** It will be important to solicit partners or contract services, where appropriate, to provide services to the community. Equally as important will be Community Services' support to our partners and City departments who are offering low income services and mental health education. To continue to offer world class services, the Volunteer Program will be expanded to solicit, train and retain community resources to offset expenses and expand service delivery.

- **Park and Recreation Service Master Plan -** The Community Services Department does not currently have a Master Plan for Parks and Recreation Services (there is a facility plan, however). COVID-19 has significantly altered the way in which programs and service delivery are conveyed. Staff anticipates that as COVID-19 recovery ensues, the types of programs and services and how they are implemented will change and evolve based on need. The Master Plan is intended to identify those needs. Preliminary thinking is that the development of the Master Plan will include a community outreach/needs survey to gather program information based on citizen age, interests, and related demographics.

Library Services

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.

The Library Services Department provides services and programs from two facilities: the Paul A. Biane Library and the Archibald Library. The Department is comprised of eight divisions: Administration, Circulation Services, Adult and Young Adult Services, Children's Services, Literacy, Bookmobile Services, Technology Services, and Second Story and Beyond®.

Each year the libraries are visited by over half a million users who borrow almost one million physical items and more than 100,000 digital items. The libraries' public access computers are accessed more than 73,000 times throughout the year.

Annually, more than 20,000 children attend storytime sessions where the Library's early childhood development experts help its youngest visitors expand their vocabularies, gain experience in social settings and develop a love of reading.

Throughout the year, the Library hosts multiple large-scale events creating opportunities for families to come together to celebrate culture, art, and literacy. Special events include Asian Pacific Islander Night, Black History Night, Hispanic Heritage Night, Read Across Rancho, and the Library's annual signature event—Star Wars Reads—which attracts close to 5,000 regional visitors in May. In addition to traditional public library services, the Library Services Department provides Passport Services to over 3,700 area residents throughout the year.

The Library also offers outreach services, as well as delivery services to the City's homebound residents. Through a full-service Virtual Library, residents have 24/7 access to eBooks, research databases, online homework tutoring, and language learning software. Lastly, sensory storytimes offer programs explicitly targeted for our special-needs patrons and their families.

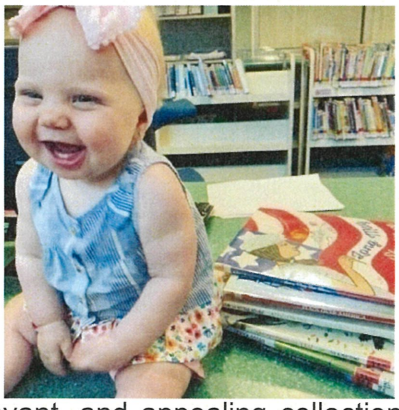
Due to the economic repercussions of the COVID-19 pandemic, the Library will be freezing all expenditures related to Bookmobile Services. Visits to local schools will be paused during the freeze. However, both library locations are offering curbside pick-up and material drop-off during the pandemic to help make library resources accessible for our citizens.

Fiscal Year 2020/21 Budget Highlights

- **Enhanced Integrated Library System (ILS)**: Two new modules will be added to the existing ILS: Acquisitions and Analytics. The Acquisitions module will provide streamlined, digital workflows for acquiring new titles in all formats, allowing the ILS to communicate in "real time" with vendors' warehouses ensuring up-to-date inventory information, quicker turnaround times, and automatic bibliographic record creation making newly ordered

materials discoverable in the catalog. With the new module, newly acquired titles will appear in the catalog the same day they are ordered, and library users may instantly place holds on popular, forthcoming titles. The Analytics module will provide enhanced system analytics with more accurate and granular reporting on the use of the Library's physical collection that will inform data-driven collection development decisions. Aging and well-used collections can be refreshed and updated more quickly. At the same time, user metrics will help collection specialists target collection spending where it is most needed.

- **Second Story and Beyond®**: Further development of the Second Story and Beyond interactive discovery space will take place as Library Staff continue to work with a consultant to engage the services of a premier museum exhibit designer. Design time is being extended a year to work through the complications associated with COVID-19.
- **Streaming Video and Music Services**: The Library will be adding a new digital service to its Virtual Library via Hoopla. Hoopla offers digital content for streaming or downloading in the following formats: videos, music, audiobooks, comics, eBooks, and television programs.
- **Expansion of Laptop Computer Services**: The Archibald Library will add a laptop dispensing kiosk to the Library's digital device lineup. Patrons will be able to check out a laptop to use from anywhere within the Library. Patrons will no longer need to confine their computer use to the hardwired Technology Center. The Library was a recipient of 50 laptops as part of a Spectrum grant in Fiscal Year 2019/20. The kiosk will allow the Library to circulate, secure, manage, and update the software on the devices.
- **LINK+ Interlibrary Loan Services**: Through a California State Library grant, the Library will be joining a statewide interlibrary loan lending consortium called LINK+. LINK+ is comprised of more than 65 public and academic libraries, lending materials throughout the State with a typical turnaround time of two to four days. The LINK+ catalog contains more than nine million titles in multiple formats. This service will be provided at no additional cost to Rancho Cucamonga Public Library patrons.
- **Expansion of the RC Kits Program and Library of Things**: The Library's RC Kits pilot program (funded by a State Library grant) was an enormous success during the Fiscal Year 2019/20. With support from the Friends of the Library, the Library will add additional RC Kits and launch the Library of Things, circulating materials to assist with household DIY projects (hammers, screwdrivers, levels, etc.), provide popular hobby equipment, and more.
- **Study Room Reservations and Summer Reading Programs Go Online**: The Library continues to explore opportunities to couple convenience and services through virtual portals. In Fiscal Year 2020/21, the Library will allow patrons to reserve study rooms through a new online service. It will be migrating the popular Summer Reading Programs to an online environment allowing participants of all ages to register and track their reading through Beanstack.



- **Increased Materials Collection**: All media formats of the materials collection will be expanded with new and updated titles ensuring an informative, contemporary, relevant, and appealing collection overall.

2020 Prospects and Projects for Administrative Services

"*An investment in knowledge pays the best interest.*" - Benjamin Franklin

Our City's ongoing investments in technology, first begun over ten years earlier and supported by the City Council, have paid great dividends during this current pandemic. The City had both the physical infrastructure and staffing in place to support a quick pivot to remote work and scaled-up online services using existing resources. A layered approach to technology access allowed for staff at several levels to successfully transition to remote work without the need for immediate investment in services and equipment. The City already had web-based enterprise applications in place for the public which allowed us to provide core services and stand up new initiatives from virtually anywhere with minimal notice or lost productivity. Many legacy local governments have struggled during the pandemic, having under-invested in the technology, personnel, and ongoing training.

Similarly, the continued investment in infrastructure the City has made since 2016 paid off with the ability to quickly transition a sizeable portion of the workforce to remote work at the onset of the stay-at-home orders. Rancho Cucamonga had already established a remote work policy several years ago, and staff did occasionally work remotely, but it was not an established norm; meanwhile, remote work for knowledge workers has become relatively more common in the private sector. Now, the door has been kicked wide open to experiment with remote work on a large scale and how that will function in local government operations. Like most things, it has pros and cons. It provides uninterrupted time for people in certain high skill positions to focus on their core tasks. Others struggle to focus, wanting more direct connection to their team members. For both, supervision and communication are key.

It is likely that the use of remote work on a regular basis will become a new norm where it makes sense for both the City and the department. The exercise has also proven that a remote workforce can be productive and responsive, opening the door for enhanced remote workers in the future. The ability to recruit talent from other regions, with lower cost of living, will expand the City's access to talent.

A boom in remote work will also create demand for a new city service, specifically, high speed reliable fiber enabled internet access. The City of Rancho Cucamonga rolled out RC Fiber a year ago and already has both residential and non-residential customers at gigabit plus speeds. Nearly all City facilities have been transitioned to fiber and there may be opportunities in the future to re-purpose existing office and conference room space to allow for public reservations for a small fee, similar to the event rooms at Central Park and the Cultural Center. Certainly, even beyond City facilities, one of the most frequent calls during the pandemic was from residents upset about the quality of their internet access and inquiring about higher speed more reliable alternatives.

The City also quickly adapted to using video conferencing tools both internally for staff in lieu of meetings, but also externally for Planning Commission and Healthy RC Steering Committee meetings, for example. Now that most Americans have adopted the word "zoom" as a new verb, we can expect the community to seek to use these tools more often in lieu of physical visits to our facilities. To meet the likely demand, we will need to further invest in and build our skills using these video conferencing tools in everyday business where it makes sense.

While technology is making new norms for services and work possible, we still have to foster connection and support the mental health of our workforce. The Team RC culture has long

focused on physical health, however, the pandemic highlighted the critical importance of mental health. A Mental Health Task Force was created to provide needs-based supportive activities and resources. Going forward, a continued focus on the mental health of our employees is here to stay.

In the world of finance, we continue to advance toward reducing and eliminating our legacy paper processes. Multi-year plans are coming to fruition in FY 2020/21 with the implementation of electronic accounts payable processing and approvals; this is a huge step forward toward eliminating what is probably one of the most paper-intensive process remaining. In the future, the City may want to consider having our City's financial system hosted in a private, secure cloud environment, rather than on physical servers, so that the system can be substantially run remotely without the loss of functionality that can come with using the current virtual simulation remote access tools. Similarly, with the retirement of our long-time treasury management staff member last year the City is focusing on greater access to historical data, more analysis, and better reporting and forecasting tools to manage our cashflow and investments. With the economy in continued flux, these tools are needed to maintain our tradition of fiscal prudence.

The future definitely has changed in the last few months, or at least what we thought the future might be. More broadly, with a leaner organization and one that is fine-tuned to focus on the most in-demand, utilized services to the community, the Administrative Services team is ready to serve as the organization's team of internal consultants, working as a business partner and providing expertise and advice in support of the public-facing departments. Looking forward while learning from the lessons of the past has never been more important. Ben Franklin would be proud.

Administrative Services

Department of Innovation and Technology

The Department of Innovation and Technology (DoIT) facilitates the impactful use of technology across all City Departments, allowing for increased efficiency, improved transparency, and overall enhanced service to the community. In 2019, the City was once again ranked among the top 10 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. DoIT is comprised of four divisions, including Systems and Network, Enterprise Applications, Geographic Information Services, and Operations.

In the wake of the 2020 Coronavirus pandemic, priorities have shifted to expand digital access to services for the community and increase the City's capacity to support a remote workforce. Although DoIT has worked towards these objectives over recent years, the current and near-future expectations are increasing the exigency to provide alternative access to core services.

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 continuous quality improvement on existing platforms;
3. Continued planning for the evolution of technology lines and services; and
4. Facilitating the innovative application of technology in business practices and service delivery to the community.

Fiscal Year 2020/21 Budget Highlights

- Investment of over $100,000 in enhanced cybersecurity measures, including multi-factor authentication for all City user accounts using Okta identity services and the application of machine learning and AI tools, to provide holistic threat detection and mitigation in the data center using VMWare App Defense.
- Continue to keep Citywide user training and awareness at the forefront of cybersecurity by requiring all users to complete security training using the SANS Secure the Human platform.
- Expansion of the City's use of drones to assist with community development, construction inspection, hazard mitigation, and public safety response.
- Implementation of improved business practices to enhance the secure handling of personal identifying information (PII) and Payment Card Information (PCI), potentially lowering future payment card processing fees.
- Continue to support the expansion of municipal fiber optic network services in cooperation with the Rancho Cucamonga Municipal Utility.
- Replacement of legacy physical servers to ensure operational continuity and take full advantage of the City's dual data center architecture.
- Continued development of workforce automation tools, including work order management and reporting, using ESRI GIS and Microsoft Office 365 platforms already in use Citywide.
- Upgrade of the City's OneSolution Financial Management system to an HTML-based platform, increasing user access and overall functionality.
- In response to the financial impacts of the COVID-19 pandemic, DoIT has frozen two vacant positions, one Information Technology Technician and one GIS Specialist. The operational impact of the reduced staffing will be absorbed by postponing projects that are not immediately critical to operations and increasing completion timelines for existing initiatives.

Finance

The purpose of the Finance Department is to provide excellent customer service, focusing on fiscal responsibility, transparency, integrity, and teamwork. Our customers are both external and internal, which means we need to provide a variety of needs, whether it be to a department within the City, another governmental agency, a resident, or a local business. However, in all situations, we strive to be a trusted business partner and anticipate the needs and solutions by implementing leading practices in financial management, internal controls, and providing clear and understandable financial information.

The Department is responsible for managing the financial operations of the City in accordance with applicable laws, regulations, and City policies. The Department consists of five divisions to

accomplish its mission: Accounting and Financial Reporting, Budget Management, Business Licensing, Revenue Management, and Special Districts. Each of those divisions has individual purposes and responsibilities that cultivate a well-functioning and finely tuned financial machine!

Although there are areas with the Department will look to enhance and improve processes during the Fiscal Year 2020/21. Specifically, we will look to automate and digitize processes which will enhance the workflow for the City overall, as we move towards a, potentially, more robust remote workforce. Implementing these changes should yield immediate impacts for the City as a whole, and ease some of the challenges caused by the COVID-19 Pandemic.

Fiscal Year 2020/21 Budget Highlights

- **Updates to the Accounting System:** The Department has plans to update its financial system during Fiscal Year 2020/21 with assistance from the Department of Innovation and Technology. However, this is more than just an update. Instead, this will be a shift to a completely web-based financial software system. The system is anticipated to provide easier access to real-time financial information, as well as, personalized workspace configurations to ease navigation for each user by showing only what they need. Powerful analytics and reporting tools are integrated within the software so that reports can be easily created as well.
- **Electronic Accounts Payable:** The Department will be transitioning to electronic accounts payable to improve the workflow of cash disbursements and significantly reduce the number of physical records. This transition will be completed in incremental phases. Each step has been thoughtfully designed to build-upon the previous step and is centered around how the user will interact with the system. The culminating step in this transition is an electronic accounts payable system where invoices are electronically routed for approval seamlessly amongst departments to the Accounts Payable Division for processing. Once fully implemented, there will be no need to retain physical records, as all documents will be digitized and available for immediate use when necessary. Additionally, the electronic system will capture data points that aren't available under the current process, which can be used to identify issues and create performance benchmarks to measure success.
- **Public Access for Business Licenses Applications and Renewals:** Due to the COVID-19 pandemic, many of the City's departments have had to adjust processes and procedures to minimize or eliminate the need for interaction with the public due to social distancing requirements. In order to support this effort and streamline the business licensing process going forward, a computer will be made accessible in the City Hall rotunda for customers to input their business information in advance of being assisted at the counter. This will allow the Department to simply verify the information, and obtain/view any required documents, if necessary, rather than keying it all in at the counter as is currently the practice, reducing the customer's time at City Hall. Business license renewals do not require a visit to City Hall. They can be completed fully online as indicated on the renewal forms that are sent out to renewing businesses.
- **Changes in Staffing:** In response to the economic downturn from the COVID-19 pandemic, the Department will be defunding a vacant Account Technician position. While this position would assist with tasks for both the Revenue Management Division and the Accounting and Financial Reporting Division, the Department will be able to absorb the responsibilities amongst the current staff or defer tasks until staffing levels can be replenished.

Additionally, the Department will streamline the cashiering function at City Hall by combining the duties of the Account Clerk responsible for cashiering and the Business License Clerk. The consolidation of these two current counter positions into one class titled "Customer Service Representative" creates an opportunity for the cashier counter to be a "one-stop-shop." Either position would be able to complete a full transaction for a customer – business license AND payment. Rather than having two lines for the counter, there will be one with either counter staff able to assist each customer. The Department expects that this change will improve our customer service, but also increase the skills and versatility of our staff.

- **Transient Occupancy Tax (TOT) Audits:** After the Department's completion of its inaugural TOT audit of all the City's hotels in late 2016, it was determined that we would continue to audit the City's hotels on a rotating basis. The first rotation of these audits will take place during the third quarter of FY 2020/21. It is anticipated that all the City's hotels will be audited once over a four-year period.

Human Resources

The Human Resources Department oversees the City's human resources and risk management functions. The Department is responsible for managing a broad range of employment-related services, including recruitment and selection, classification and compensation, benefits, organizational and employee development, and employee and labor relations. Also, the Department provides risk management services, including employee wellness and safety, and administration of workers compensation and general liability claims.

In the next fiscal year, the Department will focus its work efforts on programs and services to further business partner relationships with City departments and enhance the employee experience.

Fiscal Year 2020/21 Budget Highlights

- Continue to grow social media marketing and presence to increase employer branding, applicant engagement, and improve recruitment efforts.
- Initiating enhancement to the performance management program to improve the user experience.
- Initiating enhancement to the recruitment process by adopting a leaner workflow process to reduce onboarding, focus on attracting a modern workforce, and improving the quality of the candidate pool.
- Continue to manage the City's volunteer intern program, which provides work experience for students and helps City departments manage projects to enhance City programs and services.
- Continue to administer and proactively track legislative changes to the Affordable Care Act (ACA) and CARES Act. The key components continue to be the tracking and reporting of information and the updating of City policies and procedures to ensure compliance with the changing mandates and deadlines of the programs.
- Continue to foster and facilitate employee development, organizational development, and succession planning through innovative and cooperative programs and incorporate the Learning Management System to assist in this area.

- Maintain prompt and fair delivery of workers' compensation benefits, risk assessment, and cost-effective risk transfer when appropriate, litigation management, and the fair and fiscally responsible analysis of third-party claims.
- Implemented the updated Injury Illness Prevention Program as required by OSHA. Community Services Department (CSD) staff has also been trained to train new employees. Utilizing this train-the-trainer program provides cost savings to the City as it increases CSD's ability to train new employees promptly and within OSHA guidelines.
- Updated language in waivers signed by City volunteers for risk of injury to comply with PARSAC recommended standards.
- Through a partnership with Kaiser, the Department expanded our current health and wellness program as a result of a Citywide employee wellness survey. Employees will begin to have access to wellness training, as well as health education courses provided by Kaiser Permanente Workforce Health Consultants and a Physician Ambassador at no cost to the employee or City. Also, secured $1,500 of funding through the partnership for courses on health education, financial wellness, healthy eating, stress management, healthy sleep, and healthy celebration. These courses are available electronically through workbooks emailed to employees every week, and through an assigned physician ambassador that cover topics on mental health and men's health.
- Teamed up with The Counseling Team International to offer TeleHealth, an employee assistance program, to provide employees access to mental health professionals using videoconferencing as a result of COVID-19.
- The Department is providing virtual ergonomic assessments for employees' workstations, whether at work or home. These assessments help ensure proper workspace setup which reduces potential injuries, as well as any pain or discomfort caused by improper configuration. This program is separate from the Department's ongoing commitment to improving employee health and safety.
- Collaborated with DoIT to develop a GIS tracking tool of all claims submitted to the City in the last 5 years. The purpose of this tracking tool is to identify hot spots of excessive claims due to hazards to identify any trending issues.
- Rolled out NEOGOV's LEARN platform, a learning management system that will track staff certifications and training, as well as conferences attended. These internal training tools reduce costs by eliminating the need to host live training events and makes training more accessible to City employees. Additionally, it allows the Department to track and assign trainings to staff.
- Through our ongoing risk management function, the Department worked towards recovering losses and damages to City property due to the fault of others. Over two fiscal years, the Department recovered $196,000. Risk Management has also created a subrogation team that includes Public Works and RCMU to seek reimbursement from insurance companies and or vehicle owners. Furthermore, the Department has started filing small claims to aggressively pursue individuals who are not insured at the time of loss to recover money owed to the City.

Procurement

The Procurement Division is authorized to procure services or goods for the best value at the lowest price from the most responsive vendor. The Division performs as the City's centralized

procurement agent and authorizes all City purchases in accordance with the City's Municipal Code. It is also charged with the disposition of surplus and obsolete property.

Division highlights for Fiscal Year 2020/21 include the following:

- Completion of a revised Procurement Manual, reflecting cumulative changes in policies and procedures since the last publication in 2013, and introducing a new format making reference material more convenient for staff to use.
- Continue to conduct procurement tasks in accordance with public procurement best practices to enable the Division to apply for the 2020 Achievement of Excellence in Procurement (AEP) award issued by the National Procurement Institute, Inc. to achieve the goal of receiving this award for twelve consecutive years.
- Evaluate the efficiency of the Request for Proposal "RFP" process to ensure that it is providing the best value to the City and staff in a timely manner, while complying with the City Municipal Code, best practices, state and other government regulations.
- Facilitate the efficient disposal of surplus City assets through an online surplus auction site to generate additional revenue for the City.

2020 Prospects and Projects for Public Safety

"…One thing's for certain, I stand up for what I believe. That might not mean much to you, but it does to me." Does to Me, Luke Combs

Public Safety

Animal Care and Services

Rancho Cucamonga has an innovative Animal Services Department. The Department cares for nearly 5,000 homeless pets and responds to more than 6,000 animal-related field calls 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's Field Services program is responsible for picking up stray and aggressive animals, animal welfare calls, rabies control, and assisting the community with their animal-related concerns.

The Department also has a robust community program division, which includes volunteers, foster care, outreach, spay and neuter opportunities, and a neonatal kitten nursery. During Fiscal Year 2019/20, the Department updated its logo, mission, and vision statement, and values to be more reflective of current operations and goals.

Mission: Creating PAWsitive impact by enriching the lives of animals and people.
Vision: Inspiring a compassionate community where animals and people thrive together.

Values for RCAC:

R-*Resilience* in overcoming obstacles to rescue, rehabilitate, reunite, and rehome animals.

C-*Compassion* to provide above and beyond care for the animals and people we serve.
A-*Achieving* goals to lead, advance and promote the highest standards in animal welfare.
C-*Commitment* to enhance community partnerships, public safety, and humane education.

"We can judge the heart of a man by his treatment of animals." Immanuel Kant

Fiscal Year 2020/21 Budget Highlights

The Department continues to budget for high-quality care of the animals, prompt public field assistance, and community programs. To manage the fiscal effects of COVID-19, as well as prevent crowding in the tight quarters of the Animal Center which would violate Health Officer orders, the Department will reduce its public hours to visit with the animals. It will also reduce labor costs by freezing three vacant full-time positions and several vacant part-time positions. Although not ideal, these changes will bring opportunities to explore creative ways to enhance programs while being fiscally prudent. Specifically, streamlining the adoption process, increasing foster homes and 501(c)(3) rescue partnerships, piloting office pets for the day programs, and continuing partnerships with Western University College of Veterinary Medicine and other community organizations.

The Department also plans to update its five-year strategic plan. The goals of the strategic plan include growing sustainable, humane education programs and restructuring the community cat and kitten program to reduce the number of care days from date of intake to the date of adoption. Furthermore, the strategic plan will focus on developing action items to increase the amount of private funds raised by the Animal Care Foundation to help offset the Department's budget.

Fire District

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 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. Leading our Risk Reduction efforts, the Prevention Bureau manages hazards through fire prevention, inspection, wildland fire threat reduction, public education, and community outreach. Additionally, through the Emergency Response pillar firefighters deliver efficient and effective mitigation protocols for 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 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.

Leadership is the art of accomplishing more than the science of management says is possible. – Colin Powell

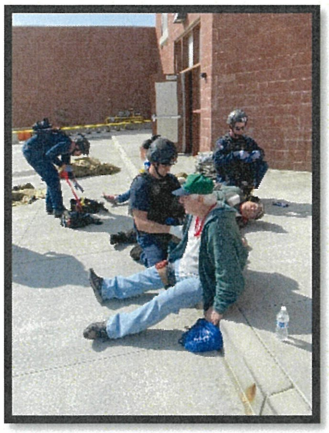
Fiscal Year 2020/21 Budget Highlights

- In collaboration with the City, the Fire District will complete the construction of the West Side Public Safety Facility, which includes the relocation of San Bernardino Road Fire Station 172, as well as a Rancho Cucamonga Police Department Sub-Station. The new facility will provide a fully functioning, community-based facility at San Bernardino Road and Vineyard Avenue. The location of the new facility will improve customer service and response times for residents and business owners on the west side of the City. With modern design and construction, the facility will meet the joint public safety mission for a minimum of fifty (50) years. The staffing for the new station is currently being evaluated, and the facility is expected to be opened in late 2020.
- The Fire District proposes to continue the ongoing design-build process for the future Fire Station 178 to be located on Town Center Drive, east of Haven Avenue. As part of the strategic relocation of Fire Station 172 to the new West Side Public Safety Facility, impacts to the overall distribution of the District's various fire stations were considered. In anticipation of this relocation, the District purchased land located on Town Center Drive in 2016 to support the optimum distribution of stations and ensure the corresponding demands for service will be met. Fire Station 178 is closely inter-related with the development of The Resort at Empire Lakes and the timing of the design is matched to the pace of development.
- As part of the City's environmental sustainability efforts, Fire Station 177 on Hellman Avenue will be retrofitted with solar panels. Continuing to invest in clean, renewable energy strengthens community resiliency and further positions the Fire District as a trusted leader. These solar powered systems will provide utility bill savings and energy independence that is both economically and environmentally beneficial. This solar energy retrofit will be the third fire station to be completed. The Fire District anticipates the 35-kW solar-powered system will offset the electrical load by approximately 80%.
- In conjunction with the General Plan update, the Fire District will update the Local Hazard Mitigation Plan (LHMP) to meet the needs of the current and future community. Overall, the LHMP is an effort undertaken by the City and Fire District to manage the effects of natural hazards and reduce their impacts on people and infrastructure. The LHMP has a goal of decreasing the amount of time before a community can return to normalcy. As part of the LHMP the Fire District will begin the process of identifying potential hazards that could impact the community. Once identified, strategies can be proactively developed for when a natural disaster does occur. Although natural disasters cannot be prevented from

happening, the effects can be forecast, and efforts to educate and increase public awareness implemented. Additionally, the LHMP plan enables the City to gain access to grant funding from the Federal Emergency Management Agency (FEMA) to execute hazard mitigation projects, programs, and activities throughout the City.

- Also, in conjunction with the General Plan update, the Fire District will complete an evaluation of the Community Wildfire Protection Plan. This evaluation will identify the hazards and risks specific to wildfires throughout the Fire District's service area. Utilizing this analysis, the Fire District can focus on reducing the hazards, risks, and associated vulnerabilities from a wildfire. As an outcome, the Fire District will implement a plan that will result in a measurable and verifiable reduction in wildfire risks. This work will establish wildfire awareness and prevention and a culture that continually seeks out innovative methods in protecting residents and the environment from the effect of wildfires.
- The Fire District will complete an Emergency Evacuation Plan to improve evacuation scenarios as a supplement to the work being done on the General Plan update. Natural disasters are swift and can occur with little or no warning; they can occur during the day while people are at work or during the night while residents are sleeping. The purpose of the Emergency Evacuation Plan is to establish procedures for the orderly and coordinated evacuation of the community, to outline warning procedures used in evacuations, and to identify primary evacuation routes for use during a natural disaster.
- The Fire District entered into a contract with the California Department of Forestry and Fire Protection (Cal Fire) on October 1, 2015, to receive supplemental wildland fire protection of approximately 1,206 acres of wildlands within the Fire District's service area. This wildfire protection contract ensures that in the event of a major fire, the City will have the resources of Cal Fire, including aerial support, to call on without having to worry about after the fact cost reimbursement. In support of the Etiwanda Heights Neighborhood and Conservation Plan, the Fire District will update the agreement to account for the increase of wildland area within the Fire District boundaries resulting from the future annexation. The growth in the service area will be supported with Cal Fire resources and at a level of service currently provided on the adjacent state-responsible area without the burden of a significant unfunded liability to the Fire District, such as the costs for aircraft and handcrews.
- The Fire District will be procuring a mass notification system to improve our ability to communicate important information to the public. This notification system will send alerts to the public, as well as internally to City and Fire District staff during emergencies and disasters. Its use will greatly improve public communication during disaster situations.
- The Fire District will also replace the 1997 Type 1 Heavy Rescue apparatus, which supports the Technical Rescue Team. This apparatus transports personnel and their equipment to the scene of Urban Search and Rescue (US&R) incidents, such as earthquakes, extrication, trench collapse, confined space rescue, and advanced high angle rope rescue. The apparatus is self-sufficient as it can power its own equipment and lighting, as well as provide air and hydraulic supply for the variety of lifting, cutting and breaking tools and equipment. It must carry the minimum equipment required by CAL OES for Type 1 Heavy Level Rescue. The service life of the new heavy rescue is expected to be a minimum of twenty years.

- Active shooter threats continue to impact the greater society. Over almost two decades, Rancho Cucamonga Police and Fire personnel have facilitated 190 dynamic training sessions to more than 8,000 first responders throughout the region. The training grew into a whole-community approach, which has collectively trained over 36,500 civilians from schools, businesses, places of worship, and community classes. This training focuses on empowering people with proper survival strategies and medical intervention skills should they find themselves in an active shooter scenario. The Fire District will continue to expand workforce and community-wide training in how to react to an active shooter or purposeful mass injury incident.



- The Fire District continues to fund proposed operations and capital projects while holding Community Facilities District (CFD) assessments at their prior levels.
- Lastly, for the eighth consecutive year, Fire Prevention Permit and Inspection Fees continue to be suspended. This year in particular that fee suspension will assist businesses recovering from the COVID-19 pandemic.

Police Department

"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, make sure my prayers are said. 'Cause I've learned that the monsters ain't the ones beneath the bed." Monsters, Eric Church

The Police Department is committed to providing the best law enforcement services possible to keep the City of Rancho Cucamonga amongst the safest cities in the state. The low crime rate is a direct result of the commitment and hard work by the men and women of the Department, and the support they receive from the City Council.

The Department remains committed to working with our local schools to provide safe learning environments. The station has six School Resource Officers (SRO's) responsible for a total of 35 schools. Four of the SRO's serve the four high schools and are on campus all day long; they also provide services to the City's eight middle schools, and two SRO's serve the 23 elementary schools. The SRO's work as a team and remain in communication with school administration and security staff to keep our schools safe for all children. When school is out the SRO's supplement the City's regular law enforcement services.

The Crime Prevention Unit continues to host events to educate and mentor young kids and pre-teens. An example of such a program is the 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 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 making the public aware of how criminals use technology to exploit the innocent, as well as strategies to protect kids from predators.

The Solution Oriented Policing Team (SOP) consists of one Corporal and five Deputies. SOP Deputies manage Citywide quality of life issues. Working with the County's Homeless Outreach Proactive Enforcement Team (HOPE), SOP Deputies provide resources and housing to the homeless who request assistance. They also remain in communication with local businesses and property owners to ensure they aren't negatively affected by the homeless, particularly those with substance abuse problems. SOP Deputies partner with Alcohol Beverage Control (ABC) to ensure local establishments serving alcohol remain in compliance. Additionally, they conduct regular business checks at massage parlors to ensure proper licensing and business practices are followed.

The SOP Team will continue working with the Fire District to host two large scale Active Shooter training events. This type of training is generally done twice a year. It includes local law enforcement, federal agents, and local fire departments. The training is useful for all who participate and allows law enforcement and fire professionals to work together and simulate an active shooter scenario to ensure they are prepared to handle a real event such as happened at the Inland Regional Center in San Bernardino several years ago.

During the last fiscal year, the Department restructured the Multiple Enforcement Team (MET) and added two Detectives. After the restructuring, the team now consists of a Sergeant, two Detectives, and six Deputies. Each Detective leads a team of three Deputies. MET responds to and investigates the most violent crimes in the City. The team has an investigator on-call 24/7 to respond to in-progress calls or cases with viable leads. With the addition of the two Detectives, MET has solved multiple recent cases, including attempted murder, assault with a deadly weapon, robbery, carjacking, and narcotic related crimes. Additionally, two of the MET Deputies received specific training in investigating marijuana grow houses, which MET has investigated and shut down at multiple locations within the City.

The Automated License Plate Reader (ALPR) 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. In the last year, the Department received 305 ALPR notifications, of which, 74 resulted in arrests for crimes such as possession of stolen property, felony evading, possession of dangerous weapons, narcotics, and wanted persons.

In October 2019, the Department welcomed its newest member, a bloodhound named "Nyx." Deputy Casey Allen and Nyx continue to train and have become a great team. Nyx's training has proven successful, and she loves assisting Deputies in the field. When Nyx is not training or out on a call, she enjoys taking walks and visiting her friends around the station.

Fiscal Year 2020/21 Budget Highlights

Currently, the Department operates out of the main station on Civic Center Drive and a satellite office at Victoria Gardens. Construction of a West Side Public Safety Facility is set to be completed at the end of the 2020 calendar year. The new station will include both police and fire personnel and services. It will improve customer service for residents and business owners on the west side of the City by allowing deployment into the field directly from the facility. A staffing plan for the new station is currently being evaluated and developed.

The SOP Team will continue interaction with the homeless population to limit the impact of quality of life crimes such as littering, loitering and panhandling. SOP will continue to work with the HOPE Team to stay up to date on rehabilitation programs and transitional housing available to the homeless. These activities occur in conjunction with the Healthy RC efforts to prevent future homelessness by intervening for those most in need before they become homeless.

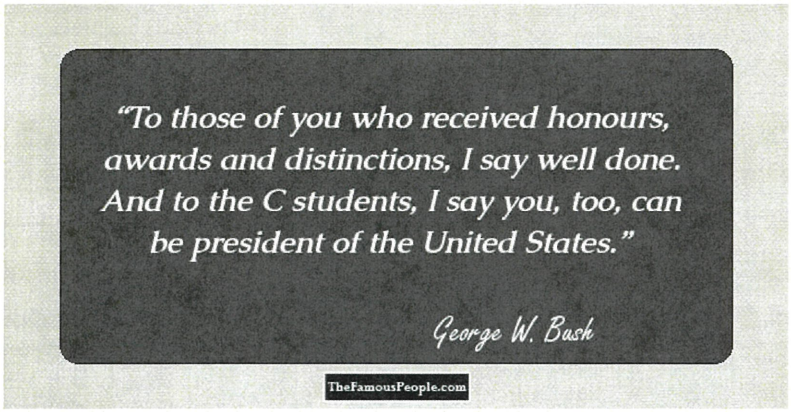
The Crime Prevention Unit will continue to host events educating the public on Teen Human Trafficking, self-defense and internet safety for kids, Every 15 Minutes – DUI education program, Citizen Advisory Committee, and National Night Out. Additionally, Crime Prevention plans to host an Open House event for the general public. This event will allow members of the community to communicate and positively interact with members of the Police Department in a non-response type of environment.

Building on the past success of the ALPR program, the Department will also add additional ALPR cameras to the intersections at:

- Archibald Avenue and 19th Street
- Etiwanda Avenue and Arrow Route
- Milliken Avenue and Kenyon Way

These efforts are part of the City's focus on building out the ALPR system so that all entrances/exits to/from the City are covered along with key internal intersections. This technology

assist law enforcement to solve crimes, intercede proactively for individuals with warrants or driving stolen vehicles, and enhance the safety of residents throughout the City.



FY 2019/20 Awards:

- 2020 All American Cities award finalist
- 2019 Helen Putnam Award of Excellence from the League of California Cities for the "Campeones para La Comunidad" (Community Champions) in the category of Enhancing Public Trust, Ethics, & Community Involvement
- 2nd Place Directing Change Program and Film Competition awarded by Each Mind Matters for the Healthy RC Youth Leaders Mental Health video
- Cal-ICMA Talent Initiative award for Overall Excellence in Talent, recognizing our outstanding human resources programs
- LEED for Cities Silver Certification - 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. Rancho Cucamonga was the only City in California to be selected as a part of this initial cohort.
- California Firefighter Joint Apprenticeship Committee (Cal-JAC) award for Labor-Management Partnership between the Fire District and RC Professional Firefighters Local 2274
- The 2020 Richard H. Driehaus Form-Based Code Award - The Etiwanda Heights Neighborhood Heights and Conservation Plan is one of two codes receiving the Award this year from the Form-Based Codes Institute (FBCI) of Smart Growth America, a professional organization dedicated to advancing the understanding and use of form-based codes. The award recognizes outstanding form-based codes that other communities can use as models. Nominated codes are critiqued by a jury of code experts and practitioners to select each year's winners.
- Ranked 7th among cities population 125,000-249,999 in the 2019 Digital Cities Award issued by the Center for Digital Government
- Mission Lifeline EMS recognition for the 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.
- California Association of Public Information Officials (CAPIO) Award of Distinction in the category of Multicultural Outreach/Campaign for the Spanish Your Mind Matters Campaign

- Procurement received the 2019 Achievement of Excellence in Procurement (AEP) award issued by the National Procurement Institute, Inc.
- Certificate of Achievement for Excellence in Financial Reporting for the Fiscal Year Ended June 30, 2018 and 2019
- Distinguished Budget Presentation Award for the Fiscal Year Beginning July 1, 2019
- Received the Digital Transformation Award for Excellent Laserfiche Achievements for the design and implementation of the City's Laserfiche Weblink portal on the City's website.

City Council Goals

"A goal is not always meant to be reached, it often serves simply as something to aim at." Bruce Lee

In FY 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. These tasks were accomplished via multiple staff facilitated workshops held at the Victoria Gardens Cultural Center throughout the year. The end result is a robust planning document that sets out the framework and ideals to guide the governance of the City into the 21st Century. The first section includes the new City Council Goals intended to be accomplished in the next three (3) years:

1. Determine an official City position on the Gold Link and Gold Link issues in Q1 of 2020. (COMPLETED FEBRUARY 2020)
    a. *Support enhanced Metrolink service to Ontario International Airport via the Rancho Cucamonga Metrolink Station.*
    b. *Support connecting Ontario International Airport to the wider Metrolink network via high quality transit to provide better regional connectivity.*
2. Within 1-3 years, obtain funding for another phase of Central Park.
3. Complete the General Plan and Housing Element through an inclusive process by Q4 2022.
4. Attract new businesses to increase ongoing net revenue by $500,000 in the next two calendar years.
5. 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.
6. Complete the ALPR ring around Rancho Cucamonga, including all turn movements at all freeway on/off ramps and key major interior intersections by 2022.

Next, the City Council adopted a new Mission Statement. The 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:

- 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.

Summary

"A person who won't read has no advantage over one who can't read." – Mark Twain

Having reached the end of this budget message, all of you who read these words have clearly proven that you do read and have the advantage of the knowledge that comes with that practiced skill. Last year, 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 what the coming winter would bring or when it would be upon us. But the words ring true today. The pandemic may have taken the lives of over 100,000 Americans, but it will be the fiscal winter that will take the lives of unprepared businesses and local governments. Those who prepared will have a much better chance of making it through the night to the dawn on the other side.

FY 2020/21 will go down as a unique year for many reasons, I suspect. Not the least of which will be the unprecedented fiscal challenges to our economy at the local, state and national level. No city is an island, and Rancho Cucamonga is certainly not immune to the effects of the pandemic and the economic disruption. But Rancho Cucamonga has prepared prudently for this day. Reserves were set aside beginning back after the Great Recession to help cushion against another downturn. Those same reserves are now available to soften the revenue declines in the FY 2019/20 and FY 2020/21 budgets. Similarly, the City has made an effort to stay current on maintenance when resources were available, and now we are better able to continue functioning during a lean time. Diligent attention to continuous reorganization is the kindling that feeds the fire of improved efficiency. Investments in future technology, including remote access, remote permitting and high-speed fiber, enabled the City to pivot with minimum disruption of services and

personnel and have already formed the foundation for further evolution of our service delivery methods.

We hope the worst is over, but there is no way at this time to know how long the current disruptions may last. Nevertheless, what we do now will bear fruit tomorrow. Now is the time to prepare a new General Plan for the next 20 years of the City. Now is the time to improve our backbone infrastructure and prepare the way for a 21st century knowledge-based economy by creating the foundation of a 21st century knowledge-based community. Now is the time to begin improving our fiscal position for the future so that, when winter inevitably comes again, we are more resilient than ever. Now is the time when we can and should work together in the best interests of the City, as one commUNITY. Let us mark this time when the world stood six feet apart as a time when we made it through this by standing together as one Rancho Cucamonga.

GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

City of Rancho Cucamonga

California

For the Fiscal Year Beginning

July 1, 2019

Christopher P. Morrill

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, 2019. 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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GENERAL INFORMATION

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CITY OF RANCHO CUCAMONGA, CALIFORNIA
Fiscal Year 2020/21 Adopted Budget

City Officials

City Council

Name		Term Expires
L. Dennis Michael	Mayor	2022
Lynne Kennedy	Mayor Pro-Tem	2020
Ryan Hutchison	Council Member	2022
Kristine Scott	Council Member	2022
Sam Spagnolo	Council Member	2020

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. Layne
Fire Chief	Ivan Rojer
Human Resources Director	Robert Neiuber
Innovation and Technology Director	Darryl Polk
Library Director	Julie Sowles
Planning Director	Anne McIntosh
Police Chief	Donny Mahoney
Public Works Services Director	Bill Wittkopf

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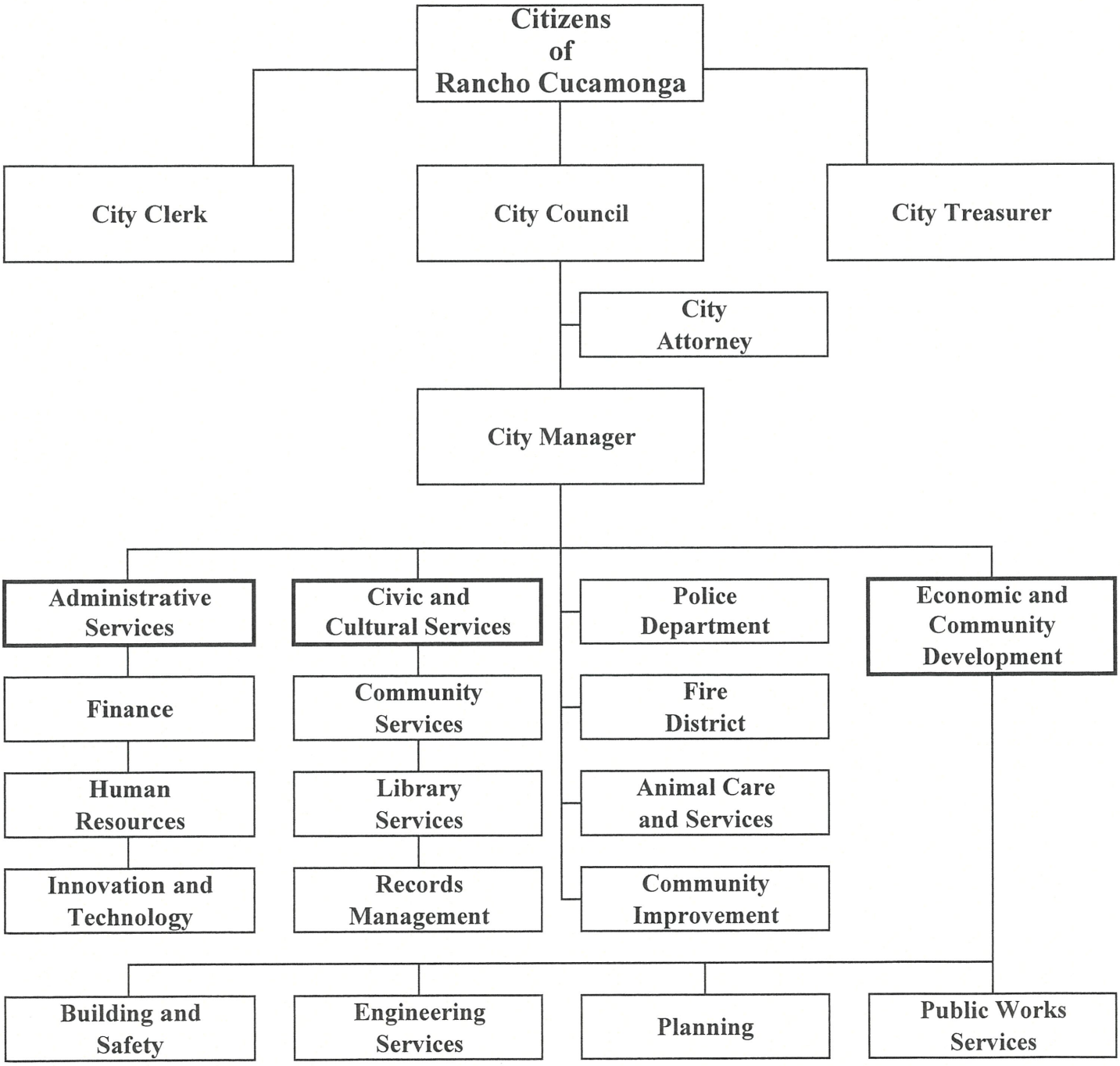
CITY OF RANCHO CUCAMONGA, CALIFORNIA
Fiscal Year 2020/21 Adopted Budget

Organization Chart



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CITY OF RANCHO CUCAMONGA, CALIFORNIA
Functional Units by Fund Type
Fiscal Year 2020/21 Adopted Budget

Fiscal Year 2020/21 Adopted Budget
$224,576,730

General Fund
$90,104,500

Governance
Police
Animal Care and Services
Administrative Services
Finance
Human Resources
Economic and Comm. Dev.
Building and Safety
Engineering Services
Planning
Public Works Services
Community Services

Other General Funds
$8,215,360

Governance
- Comm Dev Technical Services

Police
- Reimb St/County Parking Cit
- Law Enforcement Reserve
- Traffic Safety

Administrative Services
- Info Technology-Development
- City Technology Fee
- Capital Reserve

Finance
- Benefits Contingency

Human Resources
- Capital Reserve

Economic and Comm. Dev.
- Comm Dev Technical Services
- City Technology Fee

Building and Safety
- Comm Dev Technical Services
- City Technology Fee
- Mobile Home Park Program
- SB1186 Cert Access Special Program

Engineering Services
- Comm Dev Technical Services
- City Technology Fee
- Capital Reserve

Planning
- Comm Dev Technical Services
- City Technology Fee

Public Works Services
- CVWD Reimbursements
- County of S.B. Reimbursements
- Capital Reserve

Community Services
- Capital Reserve

Special Revenue Funds
$108,629,440

AB2766 Air Quality Improvement
AD 91-2 Redemption-Day Canyon
AD 93-1 Masi Commerce Center
Assessment Districts Admin
Asset Seizure - State and Federal
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
COP'S 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
Landscape Maintenance Districts
Library Capital Fund
Library Fund
Library Services & Tech. Act
LMD #1 Capital Replacement
Measure I
MSRC Air Pollution Reduct. Grant
Park Development
Park Improvement
Park Land Acquisition
PD 85 Capital Replacement
PD 85 Redemption Fund
Pedestrian Grant/Art 3
Proposition 1B State Funding
Public Resrce Grants/Healthy RC
Road Maint & Rehab Acct
Safe Routes to School Program
SB 1 - TCEP
Staff Innovation (CA ST LB)
State Gas Tax
State Grants Fund
Street Light Maintenance Districts
Transportation
Underground Utilities
Used Oil Recycling

Capital Projects Funds
$1,590

AD 82-1 6th St. Industrial
AD 84-1 Day Creek/Mello
CFD 2001-01
CFD 2003-01 Project Fund

Enterprise Funds
$15,960,110

Sports Complex
Municipal Utility
Utility Public Benefit
RCMU Capital Replacement Fund
Fiber Optic Network

Internal Service Funds
$1,665,730

Equipment /Vehicle Replacement
Computer Equip/Tech Replacement

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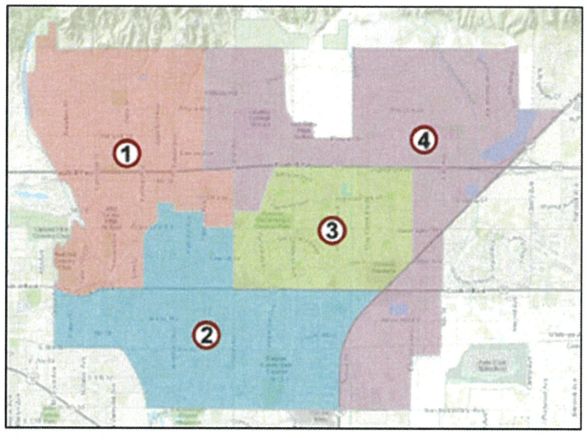
Snapshot of the City of Rancho Cucamonga

General Information:

The City of Rancho Cucamonga currently has an estimated population of 175,522 and encompasses approximately 40.2 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 2 and 3 held elections in November 2018. Districts 1 and 4 will hold elections in 2020. 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)*:

2008—175,627	2012—171,058	2016—177,324
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

Number of Registered Voters *(per San Bernardino County Registrar of Voters)*: 96,373

Capital Asset Statistics *(per June 30, 2019 CAFR)*:

Police:

Stations: 1
Patrol units: 67

Fire:

Fire Stations: 7

Public Works:

Streets (miles): 533
Streetlights: 16,950
Traffic signals: 238

Parks and Recreation:

Parks: 30
Acreage: 346
Community centers: 6

CITY OF RANCHO CUCAMONGA, CALIFORNIA

Population by Age

2010 (Census), 2020 (est), and 2025 (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%
2020 Population by Age	
Total	177,047
0 - 4	5.7%
5 - 9	6.0%
10 - 14	6.2%
15 - 24	12.8%
25 - 34	17.0%
35 - 44	14.1%
45 - 54	13.3%
55 - 64	12.6%
65 - 74	8.0%
75 - 84	3.0%
85 +	1.1%
2025 Population by Age	
Total	182,894
0 - 4	5.8%
5 - 9	5.8%
10 - 14	6.0%
15 - 24	11.2%
25 - 34	16.4%
35 - 44	16.6%
45 - 54	12.2%
55 - 64	11.6%
65 - 74	9.0%
75 - 84	4.2%
85 +	1.2%

Source: Esri Community Profile (U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2020 and 2025. Esri converted Census 2000 data into 2010 geography.)

CITY OF RANCHO CUCAMONGA, CALIFORNIA

Educational Attainment

Current Year

2020 Population 25+ by Educational Attainment	
Total	122,414
Less than 9th Grade	3.1%
9th - 12th Grade, No Diploma	5.0%
High School Graduate	17.7%
GED/Alternative Credential	2.4%
Some College, No Degree	25.7%
Associate Degree	10.4%
Bachelor's Degree	21.5%
Graduate/Professional Degree	14.1%

Source: Esri Community Profile (U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2020. Esri converted Census 2000 data into 2010 geography.)

CITY OF RANCHO CUCAMONGA

Principal Employers

Current Year and Nine Years Ago*

	2019			2010		
Employer	Number of Employees[1]	Rank	Percent of Total Employment	Number of Employees[1]	Rank	Percent of Total Employment
Etiwanda School District	2,387	1	2.55%	n/a	n/a	n/a
Chaffey Community College	2,120	2	2.27%	871	3	1.24%
Inland Empire Health Plan	2,078	3	2.22%	n/a	n/a	n/a
Mission Foods	950	4	1.02%	n/a	n/a	n/a
Alta Loma School District	940	5	1.01%	690	5	0.98%
City of Rancho Cucamonga	761	6	0.81%	874	2	1.24%
Amphastar Pharmaceutical	657	7	0.70%	880	1	1.25%
Mercury Insurance Company	640	8	0.68%	606	6	0.86%
Macy's	625	9	0.67%	n/a	n/a	n/a
Central School District	608	10	0.65%	n/a	n/a	n/a
Bass Pro Shop	500	11	0.53%	500	10	0.71%
Coca Cola Bottling Co.	400	12	0.43%	n/a	n/a	n/a
ADECCO	360	13	0.39%	n/a	n/a	n/a

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, 2019 Comprehensive Annual Financial Report

CITY OF RANCHO CUCAMONGA

Principal Sales Tax Remitters

Current Year and Nine Years Ago

2019		2010	
Business Name	Business Category	Business Name	Business Category
Anker	Electronics/Appliance Stores	Albertsons	Grocery Stores Liquor
Apple	Electronics/Appliance Stores	American Building Supply	Contractors
Bass Pro Shops Outdoor World	Sporting Goods/Bike Stores	Ameron International	Contractors
Best Buy	Electronics/Appliance Stores	Apple Computer	Electronics/Appliance Stores
Chevron	Service Stations	Bass Pro Shops Outdoor World	Sporting Goods/Bike Stores
Circle K	Service Stations	Best Buy	Electronics/Appliance Stores
Costco	Discount Department Stores	Chevron	Service Stations
Home Depot	Building Materials	Circle K	Service Station
ICL Performance Products	Drug/Chemicals	Costco	Discount Department Stores
Jeromes	Home Furnishings	Home Depot	Lumber/Building Materials
Living Spaces Furniture	Home Furnishings	JC Penney	Department Stores
Lowes	Building Materials	Living Spaces Furniture	Home Furnishings
Macys	Department Stores	Lowes	Lumber/Building Materials
Monoprice	Fulfillment Centers	Macys	Department Stores
My Goods Market	Service Stations	Nic Partners	Electrical Equipment
Parallon Supplies Chain Solutio	Medical /Biotech	Novartis Animal Health	Health/Medical
Ralphs	Grocery Stores	Orchard Supply Hardware	Hardware Stores
Ross	Family Apparel	Ralphs	Grocery Stores Liquor
Schwarz Paper Company	Light Industrial/Printers	Rancho Mobil	Service Stations
Shell	Service Stations	Sears Grand	Department Stores
Southwire	Energy/Utilities	Southwire Company	Light Industrial/Printers
Stater Bros	Grocery Stores Liquor	Stater Bros.	Grocery Stores Liquor
Target	Discount Department Stores	Tamco	Heavy Industrial
Walmart	Discount Department Stores	Target	Discount Department Stores
Walters Wholesale Electric	Plumbing/Electrical Supplies	Wal Mart	Discount Department Stores

* Firms listed alphabetically
Source: June 30, 2019 Comprehensive Annual Financial Report

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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 a fiscal accounting entity with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities and balances, which are segregated for the purpose of carrying on specific activities in accordance with special regulations, restrictions, or limitations. 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.

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 prepares the 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.

Budget Process

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.

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 are 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 2020/21:

Other General Funds:

County of S.B. Reimbursements

Special Revenue Funds:

Public Art Trust Fund
SB 140
AB 2928 Traffic Congestion Relief
Foothill Blvd. Maintenance
Various Grant Funds
Drug Abatement Act
CFD 2018-01 Capital Reserve
Library, Animal Center and Police Impact Fee Funds

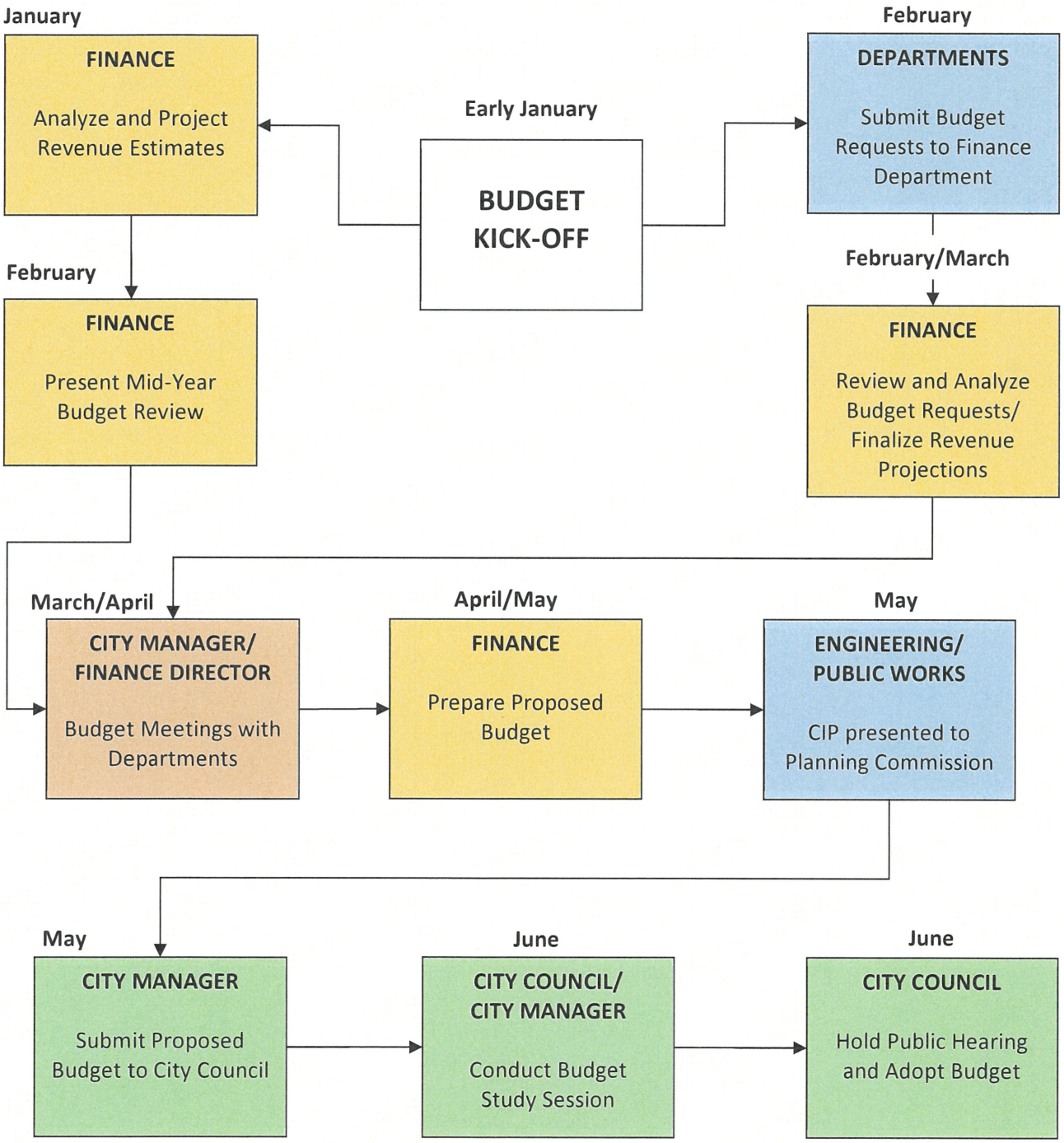
Capital Projects Funds:

AD 86-2
CFDs 2000-01, 2003-01, 2004-01, 2006-01, 2006-02

The following Flow Chart describes the City's annual budget process.

Budget Process

FLOW CHART



SUMMARIES OF FINANCIAL DATA

CITY OF RANCHO CUCAMONGA, CALIFORNIA
FINANCIAL SUMMARY - OPERATING BUDGET
Fiscal Year 2020/21 Adopted Budget

Description	2018/19 Actual	2019/20 Adopted Budget	2020/21 Adopted Budget
Revenues By Category:			
Taxes	$110,106,629	$111,461,650	$111,199,810
Licenses & Permits	4,679,191	4,364,620	4,657,080
Fines & Forfeitures	1,641,020	1,367,420	1,143,320
Use of Money & Property	2,891,132	1,047,040	2,544,630
Charges for Services	4,969,838	3,992,960	7,242,270
Intergovernmental	283,555	169,080	216,130
Other	5,503,699	5,265,250	5,980,790
Transfer In	2,961,851	3,757,480	3,854,480
Total Revenues	**$133,036,915**	**$131,425,500**	**$136,838,510**
Expenditures By Department:			
Governance:			
City Council	$ 117,720	$ 118,110	$ 132,470
City Clerk	1,970	1,960	1,940
City Treasurer	10,928	12,420	12,300
City Management	2,280,789	2,616,820	2,959,390
Total Governance	$ 2,411,407	$ 2,749,310	$ 3,106,100
Public Safety:			
Fire District	$ 32,827,026	$ 37,144,160	$ 41,928,890
Police	39,321,195	42,327,060	44,869,070
Animal Care Services	3,254,794	3,416,210	3,161,730
Total Public Safety	$ 75,403,015	$ 82,887,430	$ 89,959,690
Civic and Cultural Services:			
Records Management	$ 432,922	$ 505,450	$ 1,279,650
Community Services	4,739,453	5,562,050	8,119,410
Library Services	4,566,717	5,771,450	5,750,160
Total Civic and Cultural Services	$ 9,739,092	$ 11,838,950	$ 15,149,220
Administrative Services:			
Administration/General Government	$ 8,821,095	$ 7,791,390	$ 6,169,330
Finance	1,710,397	1,877,380	1,890,790
Human Resources	977,512	1,017,550	900,570
Innovation and Technology	3,709,118	4,067,690	3,784,170
Total Administrative Services	$ 15,218,122	$ 14,754,010	$ 12,744,860
Economic and Community Development:			
Administration	$ 667,945	$ 805,350	$ 802,270
Building and Safety Services	1,750,623	1,916,950	1,766,050
Engineering Services	2,321,398	2,780,770	2,353,300
Planning	2,385,472	1,810,830	1,633,770
Public Works Services	9,200,931	11,662,280	10,268,290
Total Economic and Community Development	$ 16,326,369	$ 18,976,180	$ 16,823,680
Total Expenditures	**$119,098,005**	**$131,205,880**	**$137,783,550**
Excess of Revenues Over (Under) Expenditures	**$ 13,938,910**	**$ 219,620**	**$ (945,040)**

See Notes to Financial Summary

CITY OF RANCHO CUCAMONGA, CALIFORNIA
FINANCIAL SUMMARY - ALL FUNDS
Fiscal Year 2020/21 Adopted Budget

	2018/19 Actual	2019/20 Adopted Budget	2020/21 Adopted Budget
Revenues By Category:			
Taxes	$ 135,191,971	$ 137,631,770	$ 135,930,110
Licenses & Permits	4,915,473	4,623,380	4,909,400
Fines & Forfeitures	1,837,718	1,613,680	1,269,200
Use of Money & Property	17,917,317	8,140,200	8,865,720
Charges for Services	21,808,918	23,516,770	22,264,640
Intergovernmental	16,450,611	67,939,860	28,291,160
Development Fees	14,036,500	4,457,340	5,104,910
Other	9,850,880	7,013,190	7,355,080
Transfer In	10,927,050	11,258,700	9,782,700
Total Revenues	**$ 232,936,438**	**$ 266,194,890**	**$ 223,772,920**
Expenditures By Department:			
Governance:			
City Council	$ 117,720	$ 118,110	$ 132,470
City Clerk	1,970	1,960	1,940
City Treasurer	10,928	12,420	12,300
City Management	2,289,291	2,626,550	2,969,130
Total Governance	$ 2,419,909	$ 2,759,040	$ 3,115,840
Public Safety:			
Police	$ 40,401,969	$ 44,016,280	$ 45,983,570
Fire District	36,230,691	41,768,390	48,008,860
Animal Care Services	3,254,794	3,416,930	3,161,730
Total Public Safety	$ 79,887,454	$ 89,201,600	$ 97,154,160
Civic and Cultural Services:			
Records Management	$ 432,922	$ 505,450	$ 1,279,650
Community Services	9,650,129	11,407,490	11,232,050
Library Services	4,617,076	6,379,910	6,701,910
Total Civic and Cultural Services	$ 14,700,127	$ 18,292,850	$ 19,213,610
Administrative Services:			
Administration/General Government	$ 20,618,840	$ 17,512,910	$ 13,521,720
Finance	5,024,349	6,004,110	6,023,580
Human Resources	977,512	1,017,550	900,570
Innovation and Technology	6,328,463	5,362,380	5,804,760
Total Administrative Services	$ 32,949,164	$ 29,896,950	$ 26,250,630
Economic and Community Development:			
Administration	$ 1,093,290	$ 1,464,010	$ 954,150
Building and Safety Services	1,759,151	1,959,190	1,814,530
Engineering Services	31,670,559	89,264,070	41,561,260
Planning	3,996,889	3,763,230	6,896,260
Public Works Services	23,407,541	31,987,460	27,616,290
Total Economic and Community Development	$ 61,927,430	$ 128,437,960	$ 78,842,490
Total Expenditures	**$ 191,884,084**	**$ 268,588,400**	**$ 224,576,730**
Excess of Revenues Over (Under) Expenditures	**$ 41,052,354**	**$ (2,393,510)**	**$ (803,810)**

See Notes to Financial Summary

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 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 City Library Fund (Fund 290).

Financial Summary – Operating Budget:

2018/19 Actual: Overall, revenues for the Operating Budget were slightly higher than anticipated and expenditures were less than anticipated. Revenues exceeded budget in the areas of sales tax, development fees, and non-abated reimbursements. The net change in unrealized gain/loss on investments from the prior year to the current year also resulted in a positive budget variance. The primary cause of operating expenditures overall being less than anticipated/budgeted was the differences in budgetary accounting verses 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. Other positive variances were due to less than anticipated expenditures for public safety contract, contract services, and labor costs. Additional costs to fund the City's Computer Equipment Replacement Fund partially offset these positive variances.

2019/20 Adopted and 2020/21 Adopted: The City's goal is to adopt a balanced Operating Budget, which can include the use of available fund balance. For FY 2019/20, the CFD 85-1 Fund budget included the planned use of reserves in the amount of $77,720 to fund operations. All other Fire District Operational Funds, the City General Fund, and the City Library Fund were balanced without the usage of reserves for the FY 2019/20 Adopted Budget. However, it should be noted that the Amended FY 2019/20 Budget, approved by the City Council on May 6, 2020, included the anticipated usage of $417,860 from the Changes in Economic Circumstances Reserve due to the economic impacts of the COVID-19 pandemic.

Stay-at-home orders and business closures, along with record levels of unemployment, caused a massive decrease in spending on certain goods and services, resulting in a significant decrease to the City's sales tax revenues of approximately $3 million for FY 2019/20. Sales tax is the City's primary revenue. Hotel occupancy rates also plummeted resulting in decreased revenue of approximately $1.5 million from transient occupancy taxes. Transient Occupancy Tax is one of the City's top five revenue sources. Other revenues that are contact-based decreased as well. Overall, the FY 2019/20 Amended Budget reflected a $3,578,680, or 4.05% net decrease in General Fund revenues, due to offsetting non-recurring surges in development fee and non-abated reimbursement revenues. This decline all occurred since late February 2020. Revenues for Community Services programs as well as scheduled events at the Lewis Family Playhouse also decreased significantly due to the cancellation of programming to be in compliance with social distancing and stay-at-home orders.

On the expenditure side, proactive cost reductions were implemented through continued attrition management as well as significant reductions in part-time staffing. The impact of these actions on the General Fund was a total cost savings (salaries and related fringe benefits) of $2,755,060. Areas hit particularly hard by the part-time staffing reductions were those programs that are

normally supported by charges for services; however, as noted above, the services had to be cancelled to comply with imposed restrictions. Due to the uncertainty as to when these services will be able to start-up again, these part-time reductions will continue into next fiscal year's budget. Attrition management will also continue into the next fiscal year due to the anticipated continuing impacts of the Pandemic on the local economy. Actual usage of reserves for FY 2019/20 will be determined once the fiscal year has been closed and audited.

For FY 2020/21, the General Fund budget includes the planned use of $700,000 from the Changes in Economic Circumstances Reserve to offset the continuing economic impacts of the COVID-19 pandemic. An additional $10,000 of the Animal Center Operations Reserve will be used to fund medical equipment for the Center. The CFD 85-1 Fund will utilize $476,580 of 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 District revenues. There is no planned usage of reserves for the Library Fund.

Financial Summary – All Funds:

2018/19 Actual: Revenues increased overall by $30,491,001, with $4,708,568 of this increase resulting from growth in taxes (sales tax - $1,325,077; property tax in-lieu of VLF - $1,066,592; property tax payments related to the former Redevelopment Agency - $1,283,844; and general property tax increases from an overall increase in the City's assessed valuation and additional parcels being added on to the tax roll). Additionally, use of money and property increased $13,675,236 due to the net change in the unrealized gain/loss on investments from the prior year to the current year which resulted in a positive impact of $8,274,425 and the 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. Intergovernmental revenues increased $2,942,393 primarily due to increased grant revenue for the Etiwanda Grade Separation Project and CDBG. Development fees increased $3,752,510 as a result of a surge in development activity. Expenditures decreased $25,097,538 primarily due to the prior year increase in spending for capital projects throughout the City, including the Fire District's new All-Risk Training Center and the City's purchase and acquisition of streetlights from Southern California Edison.

2019/20 Adopted and 2020/21 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 a given year, depending on the level of capital improvement activity. The FY 2019/20 Adopted Budget included funding for the Etiwanda Grade Separation project in the amount of $52,175,000. Funding for this project is $11,000,000 for FY 2020/21. The Capital Improvement Program (CIP) section of this document details out the projects budgeted for FY 2020/21 and includes the funding sources. Some of the other larger items included in the CIP include: Central Park Dog Park ($2,888,520); Foothill Boulevard Pavement Rehabilitation ($1,850,000); HVAC Plan Replacement at the Civic Center ($1,500,000); and design of Fire Station 178 – Towne Center Station ($2,900,000).

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CITY OF RANCHO CUCAMONGA, CALIFORNIA
BUDGET SUMMARY
Fiscal Year 2020/21 Adopted Budget

	General Fund*	Fire District Operating Funds	Library Fund	Operating Budget** Subtotal	Other General Funds	Special Revenue Funds	Capital Projects Funds	Enterprise Funds	Internal Service Funds	Total
Estimated Spendable Fund Balances.										
July 1, 2020	$ 27,566,198	$ 32,019,968	$ 7,584,433	$ 67,170,599	$ 67,201,307	$ 199,044,550	$ 2,073,034	$ 33,728,167	$ 4,115,879	$ 373,333,536
Estimated Revenues:										
Taxes										
Property Tax***	$ 31,162,130	$ 37,092,410	$ 4,914,770	$ 73,169,310	$ -	$ 22,977,410	$ -	$ -	$ -	$ 96,146,720
Sales Tax	28,744,580	-	-	28,744,580	-	-	-	-	-	28,744,580
Transient Occupancy Tax	1,835,530	-	-	1,835,530	-	-	-	-	-	1,835,530
Admissions Tax	5,320	-	-	5,320	-	-	-	90,000	-	95,320
Franchise Fees	7,445,070	-	-	7,445,070	-	1,662,890	-	-	-	9,107,960
Subtotal-Taxes	69,192,630	37,092,410	4,914,770	111,199,810	-	24,640,300	-	90,000	-	135,930,110
Licenses & Permits	4,640,580	16,500	-	4,657,080	31,620	220,700	-	-	-	4,909,400
Fines & Forfeitures	1,025,320	118,000	-	1,143,320	125,880	-	-	-	-	1,269,200
Use of Money & Property	1,809,650	620,540	114,440	2,544,630	1,530,700	3,662,940	87,780	964,130	75,540	8,865,720
Charges for Services	7,056,870	1,800	183,600	7,242,270	569,650	93,080	-	13,245,450	1,114,190	22,264,640
Intergovernmental	216,130	-	-	216,130	443,900	27,206,130	-	425,000	-	28,291,160
Development Fees	-	-	-	-	-	4,884,910	-	220,000	-	5,104,910
Other	3,635,770	1,566,130	778,890	5,980,790	213,510	1,152,830	-	7,950	-	7,355,080
Transfer In	1,817,550	2,036,930	-	3,854,480	735,270	2,016,800	-	2,336,610	839,540	9,782,700
Total Estimated Revenues	$ 89,394,500	$ 41,452,310	$ 5,991,700	$ 136,838,510	$ 3,650,530	$ 63,877,690	$ 87,780	$ 17,289,140	$ 2,029,270	$ 223,772,920
Estimated Expenditures:										
Personnel Services	$ 29,819,270	$ 30,807,730	$ 3,681,450	$ 64,308,450	$ 1,165,830	$ 8,077,300	$ -	$ 1,859,260	$ -	$ 75,410,840
Operations & Maintenance	63,328,620	8,684,240	1,563,710	73,576,570	2,426,310	17,271,250	1,590	11,107,990	409,390	104,793,100
Capital Outlay	210,000	-	5,000	215,000	2,876,000	33,832,660	-	406,800	729,000	38,059,460
Debt Service	106,450	399,990	-	506,440	-	784,510	-	1,077,410	527,340	2,895,700
Cost Allocation	(6,365,070)	-	-	(6,365,070)	-	-	-	-	-	(6,365,070)
Transfer Out	3,005,230	2,036,930	500,000	5,542,160	1,747,220	984,670	-	1,508,650	-	9,782,700
Total Estimated Expenditures	$ 90,104,500	$ 41,928,890	$ 5,750,160	$ 137,783,550	$ 8,215,360	$ 60,950,390	$ 1,590	$ 15,960,110	$ 1,665,730	$ 224,576,730
Budgeted Increase (Decrease) in Spendable Fund Balances	$ (710,000)	$ (476,580)	$ 241,540	$ (945,040)	$ (4,564,830)	$ 2,927,300	$ 86,190	$ 1,329,030	$ 363,540	$ (803,810)
Estimated Spendable Fund Balances, June 30, 2021	$ 26,856,198	$ 31,543,388	$ 7,825,973	$ 66,225,559	$ 62,636,477	$ 201,971,850	$ 2,159,224	$ 35,057,197	$ 4,479,419	$ 372,529,726

* The General Fund's Adopted FY 2020/21 Budget includes the planned usage of $700,000 from the Changes in Economic Circumstances Reserve due to the economic impacts of the COVID-19 pandemic; additionally, the budget includes the use of capital reserves in the amount of $10,000 for medical equipment for the Animal Center.

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

*** Includes Property Tax In-Lieu of VLF in the amount of $21,079,930 for the City General Fund (Fund 001).

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 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 that are set-aside for large capital projects.

All of the Special Districts, along with 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 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 2020/21:

General Benefit Contribution	General Benefit Equivalent Contribution
LMD #2 Victoria - $314,280	LMD #1 General City - $36,300
	LMD #6R Caryn Community - $39,010
	SLD #2 Residential - $317,330
	SLD #7 North Etiwanda - $89,100
	PD 85 Redemption Fund - $72,170

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. In Fiscal Year 2017/18, the SLDs purchased virtually all of the streetlights throughout the City from Southern California Edison, which significantly reduced annual utility costs.

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 6.0% for Fiscal Year 2020/21 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 2019/20 and 2020/21.

CITY OF RANCHO CUCAMONGA, CALIFORNIA
LANDSCAPE MAINTENANCE DISTRICTS, STREET LIGHTING MAINTENANCE DISTRICTS,
AND OTHER MAINTENANCE DISTRICTS
CHANGES IN FUND BALANCE

Fund #	Fund Name	Fund Balance 6/30/2018	FY 2018/19 Actual Revenues	FY 2018/19 Support From General Fund	FY 2018/19 Actual Expenditures	Fund Balance 6/30/2019
	LANDSCAPE MAINTENANCE DISTRICTS					
130	LMD #1 GENERAL CITY	1,403,195	1,340,837	135,820	1,339,949	1,539,903
131	LMD #2 VICTORIA	3,691,489	3,684,190	299,540	3,427,251	4,247,968
132	LMD #3A HYSSOP	35,009	5,163		4,812	35,360
133	LMD #3B MEDIANS	2,067,093	1,122,150		805,402	2,383,841
134	LMD #4R TERRA VISTA	5,654,713	2,956,638		2,011,278	6,600,073
135	LMD #5 ANDOVER	34,547	3,589		6,077	32,059
136	LMD #6R CARYN COMMUNITY	550,533	532,195	60,370	464,859	678,239
137	LMD #7 NORTH ETIWANDA	1,262,011	1,082,622		950,267	1,394,366
138	LMD #8 SOUTH ETIWANDA	68,926	38,037		26,327	80,636
139	LMD #9 LOWER ETIWANDA	1,292,005	562,943		546,428	1,308,520
140	LMD #10 RANCHO ETIWANDA	1,226,134	661,376		552,983	1,334,527
141	LMD #1 CAPITAL REPLACEMENT	168,384	96,657		5,621	259,420
	STREET LIGHTING DISTRICTS					
151	SLD #1 ARTERIAL	(3,431,003)	1,120,148		724,370	(3,035,225)
152	SLD #2 RESIDENTIAL	(3,362,537)	604,767	188,420	376,010	(2,945,360)
153	SLD #3 VICTORIA	(231,404)	495,172		228,061	35,707
154	SLD #4 TERRA VISTA	(156,950)	231,896		145,594	(70,648)
155	SLD #5 CARYN COMMUNITY	(444,277)	64,623		42,330	(421,984)
156	SLD #6 INDUSTRIAL AREA	(133,263)	178,161		100,223	(55,325)
157	SLD #7 NORTH ETIWANDA	(1,006,484)	188,281	62,590	150,323	(905,936)
158	SLD #8 SOUTH ETIWANDA	1,720,609	161,406		70,352	1,811,663
	OTHER MAINTENANCE DISTRICTS					
838	AD 91-2 REDEMPTION-DAY CANYON	47,519	36,946		26,797	57,668
847	PD 85 CAPITAL REPLACEMENT	204,425	125,015		11,398	318,042
848	PD 85 RED HILL AND HERITAGE PARKS	1,682,736	1,376,465	214,250	1,125,687	2,147,764
868	CFD 2000-03 PARK MAINTENANCE	486,785	487,914		439,767	534,932
875	CFD 2017-01 NORTH ETIWANDA					0
876	CFD 2018-01 EMPIRE LAKES	1,399	45,289		46,669	19
877	CFD 2018-01 CAPITAL RESERVE					0

(A) On August 16, 2017, the City Council authorized an advance of $14,400,340 from the General Fund to the Lighting 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.

FY 2019/20			Estimated	FY 2020/21			Estimated
Estimated Revenues	Support From General Fund	Estimated Expenditures	Fund Balance 6/30/2020	Budgeted Revenues	Support From General Fund	Budgeted Expenditures	Fund Balance 6/30/2021
				-			
1,330,500	136,000	1,760,260	1,246,143	1,323,020	36,300	1,366,550	1,238,913
3,636,910	323,730	4,561,110	3,647,498	3,793,680	314,280	4,528,540	3,226,918
4,390		11,000	28,750	4,320		10,700	22,370
1,081,390		1,293,590	2,171,641	1,083,800		1,095,590	2,159,851
2,919,140		3,017,500	6,501,713	2,913,070		2,986,970	6,427,813
3,080		7,470	27,669	3,020		7,490	23,199
537,190	43,680	666,100	593,009	554,350	39,010	601,460	584,909
1,007,420		1,153,870	1,247,916	1,027,510		1,178,370	1,097,056
35,800		38,530	77,906	35,700		39,880	73,726
696,230		693,370	1,311,380	964,560		824,450	1,451,490
629,210		678,780	1,284,957	653,710		751,670	1,186,997
95,470		40,620	314,270	96,810		40,550	370,530
833,930		1,040,570	(3,241,865)	840,970		1,013,220	(3,414,115)
376,450	363,500	739,950	(2,945,360)	378,330	317,330	693,760	(2,943,460)
388,670		339,550	84,827	410,230		329,480	165,577
178,820		301,900	(193,728)	177,820		181,510	(197,418)
44,220		95,560	(473,324)	44,240		77,820	(506,904)
142,520		142,900	(55,705)	144,220		143,850	(55,335)
133,060	94,400	227,460	(905,936)	133,660	89,100	222,760	(905,936)
112,800		98,470	1,825,993	112,400		100,750	1,837,643
34,790		25,470	66,988	34,760		25,850	75,898
123,510		115,670	325,882	125,260		40,600	410,542
1,357,440	217,060	1,554,700	2,167,564	1,347,360	72,170	1,323,050	2,264,044
508,150		649,090	393,992	536,950		657,570	273,372
			0	3,020		1,220	1,800
244,890		234,800	10,109	123,180		123,180	10,109
			0	80,180			80,180

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SUMMARIES OF FINANCIAL DATA

Revenue Summaries

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Revenue and Resource Estimates

Revenue projections in the Fiscal Year 2020/21 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 City General Fund, Fire District Operational Funds, and City 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 $28.7 million for FY 2019/20, a $3.9 million or 11.9% decrease over the FY 2019/20 budget. This significant decrease is due to the projected economic impacts of the COVID-19 pandemic. HdL will proactively update its revenue estimates during FY 2020/21 after it receives sales tax data from CDTFA for the second and third quarters of 2020. 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.

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 $21,223,690 which is a $944,370 or 4.7% increase from the FY 2019/20 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 $7,445,070 which is a $793,000 or 11.9% increase from FY 2019/20.

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 3.76%.

Property tax revenues for the City General Fund (including post-RDA property tax revenue) have increased overall by $423,040 or 5.0% from FY 2019/20, with property transfer taxes projected to decrease by $13,600 or 1.2%. The Library's property tax has remained basically flat from FY

2019/20 as the prior year's revenue estimate was slightly overstated due to a calculation error. 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. The Fire District General Fund property tax revenue has increased by $4,030,320 or 15.2% from FY 2019/20, 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 six new Firefighter positions that were added during FY 2019/20 as well as other increases in recurring operating costs. Property tax revenue for the Fire District's two Community Facilities Districts (CFDs) increased by $208,110 or 3.2% from FY 2019/20. 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 the development of vacant land into condominiums.

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 $712,500 (excluding special services fees) or 17.0%, from FY 2019/20.

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 remain steady from FY 2019/20.

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. Due to the COVID-19 Pandemic and the stay-at-home orders, the hotel industry has been significantly impacted and we expect to show sharp declines in TOT revenues. The Transient Occupancy Tax (TOT) is projected to decrease $2,777,880 or 60.2% from FY 2019/20 due to the economic impacts of the COVID-19 pandemic which has severely impacted occupancy rates in the City's various hotels.

In addition to the key revenue sources discussed above, the following additional revenue source contributed to a significant increase in revenues for the Operating Budget.

Charges for services – Community Services. Charges for services are received for various departments throughout the City. In prior years, the majority of charges for services revenues were derived from development related fees (discussed separately above). However, beginning with FY 2020/21, Community Services recreational and community activities have been combined with the General Fund; previously, they were accounted for in separate special revenue funds. Despite physical distancing guidelines and restrictions on large gatherings or events, this revenue has remained relatively unchanged from a budgetary perspective. This is because the City is still in

the process of determining what services might be offered in the new fiscal year as revised guidelines and plans are developed. These revenues and their directly-related expenditures will be reviewed on a quarterly basis to determine any adjustments that are needed to reflect actual services that the City is able to provide. Overall, these newly added revenues represent an increase of $2,860,690 and comprise approximately 39.5% of the total charges for services revenue in the Operating Budget.

The revenues discussed above total $120,716,090 and represent 88.2% of the City's Operating Budget and 53.9% 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 $15,632,230, or 7.0% 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 $7,345,180, or 3.3%, 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 2020/21 than in the prior year to support additional staffing and increased operating costs.

Charges for services are received for the City's Municipal Utility, in the amount of $12,870,320, which provides electrical service to a portion of the City and represents 5.7% 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 $28,291,160, or 12.6%, of the City's overall budget.

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

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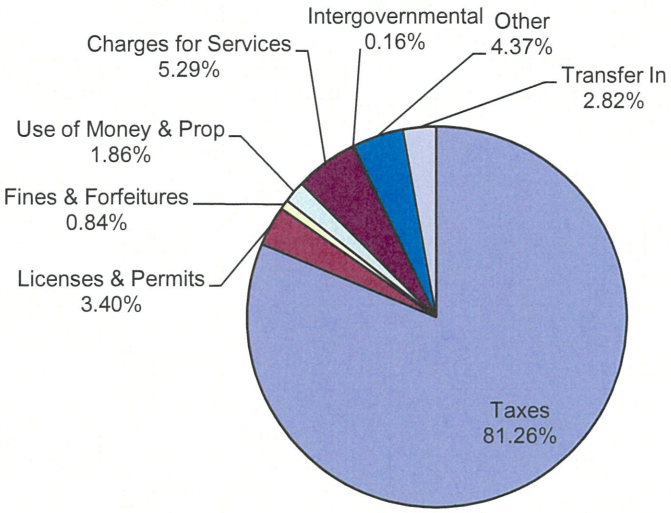
City of Rancho Cucamonga, California
Revenue Summary by Category
Operating Budget*
Fiscal Year 2020/21 Adopted Budget



Taxes:	
Property Tax**	$ 73,169,310
Sales Tax	28,744,580
Franchise Fees	7,445,070
Transient Occupancy Tax	1,835,530
Admissions Tax	5,320
Subtotal-Taxes	111,199,810
Licenses & Permits	4,657,080
Fines & Forfeitures	1,143,320
Use of Money & Property	2,544,630
Charges for Services	7,242,270
Intergovernmental	216,130
Other	5,980,790
Transfer In	3,854,480
Total Operating Budget	$ 136,838,510

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

**Includes Property Tax In-Lieu of VLF in the amount of $21,079,930 for the City General Fund (Fund 001).

City of Rancho Cucamonga
Revenue Summary by Category
Operating Budget
Fiscal Year 2020/21 Adopted Budget

	2018/19 Actual	2019/20 Adopted Budget	2020/21 Adopted Budget
001 - GENERAL FUND			
TAXES	$ 72,418,240	$ 73,689,370	$ 69,192,630
LICENSES & PERMITS	4,663,050	4,348,120	4,640,580
FINES & FORFEITURES	1,472,772	1,249,420	1,025,320
USE OF MONEY & PROPERTY	1,154,293	410,330	1,809,650
CHARGES FOR SERVICES	4,725,687	3,785,440	7,056,870
INTERGOVERNMENTAL	208,152	159,080	216,130
OTHER	3,822,110	2,857,640	3,635,770
TRANSFER IN	1,758,800	1,790,870	1,817,550
TOTAL 001 - GENERAL FUND	$ 90,223,104	$ 88,290,270	$ 89,394,500
281 - FIRE FUND			
TAXES	$ 25,836,165	$ 26,438,580	$ 30,468,900
LICENSES & PERMITS	16,141	16,500	16,500
FINES & FORFEITURES	158,624	118,000	118,000
USE OF MONEY & PROPERTY	1,404,045	490,400	550,640
CHARGES FOR SERVICES	2,448	5,320	1,800
INTERGOVERNMENTAL	10,000	0	0
OTHER	1,503,421	1,572,060	1,566,130
TRANSFER IN	3,230	0	0
TOTAL 281 - FIRE FUND	$ 28,934,074	$ 28,640,860	$ 32,721,970
282 - COMMUNITY FACILITIES DIST 85-1			
TAXES	$ 6,018,990	$ 5,987,200	$ 6,192,420
USE OF MONEY & PROPERTY	94,695	43,570	69,900
OTHER	(34,630)	0	0
TOTAL 282 - COMMUNITY FACILITIES DIST 85-1	$ 6,079,055	$ 6,030,770	$ 6,262,320
283 - COMMUNITY FACILITIES DIST 88-1			
TAXES	$ 1,250,595	$ 428,200	$ 431,090
USE OF MONEY & PROPERTY	(11)	0	0
TRANSFER IN	1,188,393	1,966,610	2,036,930
TOTAL 283 - COMMUNITY FACILITIES DIST 88-1	$ 2,438,977	$ 2,394,810	$ 2,468,020
290 - LIBRARY FUND			
TAXES	$ 4,582,639	$ 4,918,300	$ 4,914,770
FINES & FORFEITURES	9,624	0	0
USE OF MONEY & PROPERTY	238,110	102,740	114,440
CHARGES FOR SERVICES	241,703	202,200	183,600
INTERGOVERNMENTAL	65,403	10,000	0
OTHER	212,798	835,550	778,890
TRANSFER IN	11,428	0	0
TOTAL 290 - LIBRARY FUND	$ 5,361,705	$ 6,068,790	$ 5,991,700
TOTAL OPERATING BUDGET	$ 133,036,915	$ 131,425,500	$ 136,838,510

City of Rancho Cucamonga
Revenue Detail
Operating Budget

Fiscal Year 2020/21 Adopted Budget

	2018/19 Actual	2019/20 Adopted Budget	2020/21 Adopted Budget
001 - GENERAL FUND			
TAXES			
4101 Property Taxes-CY Sec/Unsec	$ 4,607,874	$ 4,838,990	$ 5,190,970
4102 Property Taxes-CY Unsecured	171,786	171,880	0
4103 Property Taxes-PY Sec & Unsec	87,287	96,810	94,790
4104 Property Taxes-Penalties/Int.	51,526	67,200	55,960
4105 Property Taxes-Supplemental	152,413	144,240	165,520
4106 Property Taxes-Unitary	868,558	863,570	875,930
4107 Property Transfer Tax	1,201,287	1,168,640	1,155,040
4111 Property Tax In-Lieu of VLF	19,347,973	20,193,480	21,079,930
4113 Property Tax- Post RDA Res Blc	2,407,464	2,321,430	2,543,990
4120 Sales and Use Tax	32,188,594	31,965,020	28,190,420
4121 Prop 172-Half Cent Sales Tax	614,778	587,460	554,160
4125 Transient Occupancy Tax	4,054,058	4,613,410	1,835,530
4126 Admissions Tax	7,493	5,170	5,320
4130 Franchise Fee-Gas & Electric	2,473,854	2,530,760	2,571,250
4131 Franchise Fee-Resid. Refuse	1,042,374	921,260	1,226,790
4132 Franchise Fee-Comm. Refuse	1,643,901	1,749,060	2,098,990
4133 Franchise Fee-Cable	1,497,023	1,450,990	1,548,040
TOTAL TAXES	$ 72,418,243	$ 73,689,370	$ 69,192,630
LICENSES & PERMITS			
4201 Business Licenses	$ 2,708,314	$ 2,670,440	$ 2,670,440
4207 Building Permits	1,561,294	1,200,000	1,500,000
4208 Bldg Pmt-Strong Motion Fees	167	9,110	0
4209 Mobile Home Permit	5,929	4,120	5,950
4210 Bldg Permits-SB1473(90% to CA)	872	1,760	840
4215 Animal Licenses	261,469	351,740	351,740
4216 Parking Permits	660	710	400
4220 Other Licenses & Permits	1,135	990	1,960
4231 Business Licenses-P/Y	7,860	11,560	11,560
4232 Business Licenses-Penalties	115,350	97,690	97,690
TOTAL LICENSES & PERMITS	$ 4,663,050	$ 4,348,120	$ 4,640,580
FINES & FORFEITURES			
4302 Parking Citations	$ 602,374	$ 563,790	$ 459,470
4306 Vehicle Release Fees	235,585	266,700	135,010
4307 Citation Proof of Corr Fees	6,255	6,840	4,990
4308 General Ordinance Fines	231,415	227,890	214,950
4309 False Alarm Fees	106,625	81,770	63,330
4313 Other Fines & Forfeitures	290,518	102,430	147,570
TOTAL FINES & FORFEITURES	$ 1,472,772	$ 1,249,420	$ 1,025,320
USE OF MONEY & PROPERTY			
4401 Interest Earnings	$ 313,317	$ 332,400	$ 304,650
4402 Unrealized Gain	614,357	0	0
4403 Restricted - Interest Earnings	135,147	0	0
4419 Other Rental/Lease Income	32,056	27,860	28,810
4431 Special Event Rental-ActiveNet	0	0	13,000

	2018/19 Actual	2019/20 Adopted Budget	2020/21 Adopted Budget
4439 Other Rental/Lease Inc.-ANet	0	0	1,413,120
4440 Sale of Fixed Assets	59,417	50,070	50,070
TOTAL USE OF MONEY & PROPERTY	$ 1,154,294	$ 410,330	$ 1,809,650
CHARGES FOR SERVICES			
4501 Plan Check Fees	$ 1,031,535	$ 1,030,000	$ 1,287,500
4508 Planning Fees	623,279	750,000	825,000
4509 Planning- Special Services Fee	145,209	220,000	220,000
4510 Engineering Fees	2,362,933	1,200,000	1,280,000
4523 Web Sales Fees	0	0	87,080
4554 Park Maintenance Fees	174	0	0
4556 Sports Lighting Fees	514	300	0
4560 Fingerprint Fees	10,678	9,220	10,530
4564 Returned Item Charge	590	860	770
4570 Sale of Printed Material	8,754	9,060	11,380
4571 Sale of Taxable Items	1	0	0
4574 Animal Taxable Sales	6	0	0
4581 Ticket Sales	0	0	862,040
4591 Recreation Fees - ActiveNet	0	0	1,882,470
4592 Sale of Tax Items - ActiveNet	0	0	25,350
4596 Advertising Revenue -ActiveNet	0	0	3,750
4630 Animal Adoption Fees	147,057	130,000	130,000
4631 Animal Spay/Neuter Fees	13,914	17,000	17,000
4633 Animal Boarding Fees	6,803	9,000	7,000
4634 Animal Impound Fees	22,745	21,000	18,000
4636 Owner Surrender Fees	17,156	15,000	15,000
4638 Microchipping Fee	7,455	7,500	7,500
4640 Vaccination Services	6,883	6,500	6,500
4680 Towing Services Agreement Fees	320,000	360,000	360,000
TOTAL CHARGES FOR SERVICES	$ 4,725,686	$ 3,785,440	$ 7,056,870
INTERGOVERNMENTAL			
4701 Motor Vehicle In-Lieu Fees	$ 84,803	$ 85,840	$ 143,760
4710 Homeowners Property Tax Relief	72,349	73,240	72,370
4740 Grant Income-Other	51,000	0	0
TOTAL INTERGOVERNMENTAL	$ 208,152	$ 159,080	$ 216,130
OTHER			
4901 Other Revenue	$ 1,611,479	$ 908,230	$ 949,060
4903 Animal Center Contributions	0	0	65,000
4905 Contributions/Fundraising	124,459	125,160	44,000
4911 Reimbursement from Other Funds	521,848	964,640	1,066,890
4913 State Mandate Reimbursement	119,850	42,710	74,900
4914 Non-Abated Reimbursements	395,834	366,090	376,090
4915 Bad Debt Recovery	0	810	0
4917 RDASA Admin Allowance	848,640	250,000	250,000
4918 Housing SA Admin Allowance	200,000	200,000	200,000
4941 Other Revenue - ActiveNet	0	0	226,940
4945 Contrib/Fundraising -ActiveNet	0	0	258,890

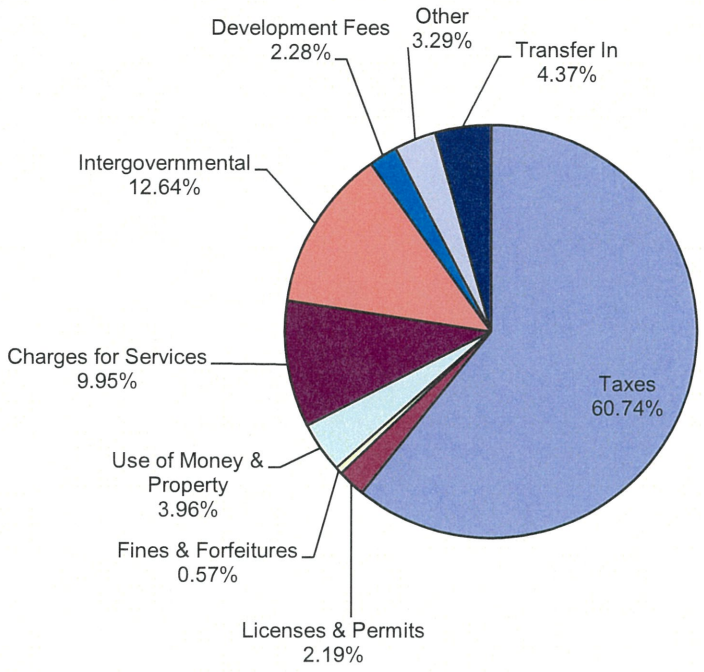
	2018/19 Actual	2019/20 Adopted Budget	2020/21 Adopted Budget
4946 Processing Fee - ActiveNet	0	0	124,000
TOTAL OTHER	$ 3,822,110	$ 2,857,640	$ 3,635,770
TRANSFER IN			
8006 Transfer In-Fund 006	$ 71,850	$ 64,720	$ 90,510
8100 Transfer In-Spec Dist Admin	108,270	0	0
8188 Transfer In-Fund 188	188,420	218,390	218,390
8705 Transfer In-Municipal Utility	1,390,260	1,507,760	1,508,650
TOTAL TRANSFER IN	$ 1,758,800	$ 1,790,870	$ 1,817,550
TOTAL 001 - GENERAL FUND	$ 90,223,107	$ 88,290,270	$ 89,394,500
281 - FIRE FUND			
TAXES			
4101 Property Taxes-CY Sec/Unsec	$ 17,425,860	$ 18,305,650	$ 18,925,460
4102 Property Taxes-CY Unsecured	649,653	650,210	705,560
4103 Property Taxes-PY Sec & Unsec	337,542	366,430	366,590
4104 Property Taxes-Penalties/Int.	105,033	144,340	114,070
4105 Property Taxes-Supplemental	570,117	529,260	619,180
4106 Property Taxes-Unitary	621,830	623,710	666,640
4110 Homeowners Exemption	168,285	168,280	165,690
4112 Property Tax- Post RDA	5,957,845	5,650,700	8,905,710
TOTAL TAXES	$ 25,836,165	$ 26,438,580	$ 30,468,900
LICENSES & PERMITS			
4211 Fire Permits	$ 16,141	$ 16,500	$ 16,500
TOTAL LICENSES & PERMITS	$ 16,141	$ 16,500	$ 16,500
FINES & FORFEITURES			
4309 False Alarm Fees	$ 20,248	$ 20,000	$ 20,000
4313 Other Fines & Forfeitures	58,450	8,000	8,000
4316 Weed Abatement	79,926	90,000	90,000
TOTAL FINES & FORFEITURES	$ 158,624	$ 118,000	$ 118,000
USE OF MONEY & PROPERTY			
4401 Interest Earnings	$ 435,614	$ 382,940	$ 444,870
4402 Unrealized Gain	460,562	0	0
4403 Restricted - Interest Earnings	378,740	0	0
4419 Other Rental/Lease Income	127,809	107,460	105,770
4440 Sale of Fixed Assets	1,321	0	0
TOTAL USE OF MONEY & PROPERTY	$ 1,404,046	$ 490,400	$ 550,640
CHARGES FOR SERVICES			
4501 Plan Check Fees	$ 0	$ 1,000	$ 100
4546 FSD Fees	0	140	0
4548 D.U.I. Recovery	0	280	100
4549 Hazmat Recovery	0	900	100
4553 Fire Maintenance Fees	2,448	3,000	1,500

	2018/19 Actual	2019/20 Adopted Budget	2020/21 Adopted Budget
TOTAL CHARGES FOR SERVICES	$ 2,448	$ 5,320	$ 1,800
INTERGOVERNMENTAL			
4740 Grant Income-Other	$ 10,000	$ 0	$ 0
TOTAL INTERGOVERNMENTAL	$ 10,000	$ 0	$ 0
OTHER			
4901 Other Revenue	$ (115,899)	$ 10,600	$ 8,800
4913 State Mandate Reimbursement	5,691	0	0
4914 Non-Abated Reimbursements	860,923	706,800	570,000
4916 Reimbursement from OPEB Trust	749,647	851,260	981,290
4941 Other Revenue - ActiveNet	3,733	3,400	6,040
4946 Processing Fee - ActiveNet	(674)	0	0
TOTAL OTHER	$ 1,503,421	$ 1,572,060	$ 1,566,130
TRANSFER IN			
8100 Transfer In-Spec Dist Admin	$ 3,230	$ 0	$ 0
TOTAL TRANSFER IN	$ 3,230	$ 0	$ 0
TOTAL 281 - FIRE FUND	$ 28,934,075	$ 28,640,860	$ 32,721,970
282 - COMMUNITY FACILITIES DIST 85-1			
TAXES			
4101 Property Taxes-CY Sec/Unsec	$ 5,975,703	$ 5,959,650	$ 6,181,280
4103 Property Taxes-PY Sec & Unsec	6,253	7,550	6,700
4104 Property Taxes-Penalties/Int.	37,034	20,000	4,440
TOTAL TAXES	$ 6,018,990	$ 5,987,200	$ 6,192,420
USE OF MONEY & PROPERTY			
4401 Interest Earnings	$ 53,590	$ 43,570	$ 69,900
4402 Unrealized Gain	41,106	0	0
TOTAL USE OF MONEY & PROPERTY	$ 94,696	$ 43,570	$ 69,900
OTHER			
4901 Other Revenue	$ (34,630)	$ 0	$ 0
TOTAL OTHER	$ (34,630)	$ 0	$ 0
TOTAL 282 - COMMUNITY FACILITIES DIST 85-1	$ 6,079,056	$ 6,030,770	$ 6,262,320
283 - COMMUNITY FACILITIES DIST 88-1			
TAXES			
4101 Property Taxes-CY Sec/Unsec	$ 1,230,620	$ 410,150	$ 410,700
4103 Property Taxes-PY Sec & Unsec	14,774	13,420	16,050
4104 Property Taxes-Penalties/Int.	5,201	4,630	4,340
TOTAL TAXES	$ 1,250,595	$ 428,200	$ 431,090
USE OF MONEY & PROPERTY			
4402 Unrealized Gain	$ (11)	$ 0	$ 0

	2018/19 Actual	2019/20 Adopted Budget	2020/21 Adopted Budget
TOTAL USE OF MONEY & PROPERTY	$ (11)	$ 0	$ 0
TRANSFER IN			
8281 Transfer In-Fire Fund	$ 1,188,393	$ 1,966,610	$ 2,036,930
TOTAL TRANSFER IN	$ 1,188,393	$ 1,966,610	$ 2,036,930
TOTAL 283 - COMMUNITY FACILITIES DIST 88-1	$ 2,438,977	$ 2,394,810	$ 2,468,020
290 - LIBRARY FUND			
TAXES			
4101 Property Taxes-CY Sec/Unsec	$ 4,216,415	$ 4,540,760	$ 4,529,110
4102 Property Taxes-CY Unsecured	94,301	98,730	102,420
4103 Property Taxes-PY Sec & Unsec	47,916	55,610	52,040
4105 Property Taxes-Supplemental	83,666	82,860	90,860
4113 Property Tax- Post RDA Res Blc	140,340	140,340	140,340
TOTAL TAXES	$ 4,582,638	$ 4,918,300	$ 4,914,770
FINES & FORFEITURES			
4312 Library Fines and Fees	$ 9,624	$ 0	$ 0
TOTAL FINES & FORFEITURES	$ 9,624	$ 0	$ 0
USE OF MONEY & PROPERTY			
4401 Interest Earnings	$ 120,312	$ 92,740	$ 109,440
4402 Unrealized Gain	108,498	0	0
4419 Other Rental/Lease Income	9,300	10,000	5,000
TOTAL USE OF MONEY & PROPERTY	$ 238,110	$ 102,740	$ 114,440
CHARGES FOR SERVICES			
4512 Library Card & Merchndse Sales	$ 4,748	$ 5,000	$ 5,000
4515 Interlibrary Loan (ILL)	126	100	0
4565 Passport Processing Fees	137,093	120,000	120,000
4567 Passport Photo Fees	23,594	20,000	20,000
4570 Sale of Printed Material	26,212	24,000	24,000
4575 Exhibit Sales	21,000	15,000	6,500
4591 Recreation Fees - ActiveNet	10,309	6,600	300
4690 Contract Classes-Library	15,343	10,000	5,000
4691 Program Revenue-Library	3,279	1,500	2,800
TOTAL CHARGES FOR SERVICES	$ 241,704	$ 202,200	$ 183,600
INTERGOVERNMENTAL			
4740 Grant Income-Other	$ 65,403	$ 10,000	$ 0
TOTAL INTERGOVERNMENTAL	$ 65,403	$ 10,000	$ 0
OTHER			
4901 Other Revenue	$ 48,101	$ 125,940	$ 50,420
4907 Private Contributions Library	127,000	140,000	130,000
4909 RC Library Foundation Support	33,800	554,610	574,610
4911 Reimbursement from Other Funds	2	0	0
4914 Non-Abated Reimbursements	6,731	15,000	15,000

	2018/19 Actual	2019/20 Adopted Budget	2020/21 Adopted Budget
4941 Other Revenue - ActiveNet	456	0	460
4946 Processing Fee - ActiveNet	(3,292)	0	8,400
TOTAL OTHER	$ 212,798	$ 835,550	$ 778,890
TRANSFER IN			
8291 Transfer In-CA State Library	$ 11,428	$ 0	$ 0
TOTAL TRANSFER IN	$ 11,428	$ 0	$ 0
TOTAL 290 - LIBRARY FUND	$ 5,361,705	$ 6,068,790	$ 5,991,700
TOTAL OPERATING BUDGET	$ 133,036,920	$ 131,425,500	$ 136,838,510

City of Rancho Cucamonga, California
Revenue Summary by Category
All Funds
Fiscal Year 2020/21 Adopted Budget



Taxes	$ 135,930,110
Licenses & Permits	4,909,400
Fines & Forfeitures	1,269,200
Use of Money & Property	8,865,720
Charges for Services	22,264,640
Intergovernmental	28,291,160
Development Fees	5,104,910
Other	7,355,080
Transfer In	9,782,700
Total All Funds Budget	$ 223,772,920

City of Rancho Cucamonga
Revenue Summary by Category
All Funds

Fiscal Year 2020/21 Adopted Budget

	2018/19 Actual	2019/20 Adopted Budget	2020/21 Adopted Budget
CITY OF RANCHO CUCAMONGA			
TAXES	$ 93,191,078	$ 95,019,340	$ 91,492,520
LICENSES & PERMITS	4,899,332	4,606,880	4,892,900
FINES & FORFEITURES	1,679,094	1,495,680	1,151,200
USE OF MONEY & PROPERTY	15,541,344	7,067,570	7,575,930
CHARGES FOR SERVICES	21,806,178	23,510,950	22,262,340
INTERGOVERNMENTAL	16,440,611	67,939,860	28,291,160
DEVELOPMENT FEES	14,036,500	4,457,340	5,104,910
OTHER	8,252,072	5,424,130	5,771,950
TRANSFER IN	9,735,427	9,292,090	7,745,770
TOTAL CITY OF RANCHO CUCAMONGA	$ 185,581,636	$ 218,813,840	$ 174,288,680
R.C. FIRE PROTECTION DISTRICT			
TAXES	$ 42,000,893	$ 42,612,430	$ 44,437,590
LICENSES & PERMITS	16,141	16,500	16,500
FINES & FORFEITURES	158,624	118,000	118,000
USE OF MONEY & PROPERTY	2,375,973	1,072,630	1,289,790
CHARGES FOR SERVICES	2,740	5,820	2,300
INTERGOVERNMENTAL	10,000	0	0
OTHER	1,598,808	1,589,060	1,583,130
TRANSFER IN	1,191,623	1,966,610	2,036,930
TOTAL R.C. FIRE PROTECTION DISTRICT	$ 47,354,802	$ 47,381,050	$ 49,484,240
TOTAL ALL FUNDS BUDGET	$ 232,936,438	$ 266,194,890	$ 223,772,920

City of Rancho Cucamonga
Revenue Detail
All Funds
Fiscal Year 2020/21 Adopted Budget

	2018/19 Actual	2019/20 Adopted Budget	2020/21 Adopted Budget
CITY OF RANCHO CUCAMONGA			
001 - GENERAL FUND			
4101 Property Taxes-CY Sec/Unsec	$ 4,607,874	$ 4,838,990	$ 5,190,970
4102 Property Taxes-CY Unsecured	171,786	171,880	0
4103 Property Taxes-PY Sec & Unsec	87,287	96,810	94,790
4104 Property Taxes-Penalties/Int.	51,526	67,200	55,960
4105 Property Taxes-Supplemental	152,413	144,240	165,520
4106 Property Taxes-Unitary	868,558	863,570	875,930
4107 Property Transfer Tax	1,201,287	1,168,640	1,155,040
4111 Property Tax In-Lieu of VLF	19,347,973	20,193,480	21,079,930
4113 Property Tax- Post RDA Res Blc	2,407,464	2,321,430	2,543,990
4120 Sales and Use Tax	32,188,594	31,965,020	28,190,420
4121 Prop 172-Half Cent Sales Tax	614,778	587,460	554,160
4125 Transient Occupancy Tax	4,054,058	4,613,410	1,835,530
4126 Admissions Tax	7,493	5,170	5,320
4130 Franchise Fee-Gas & Electric	2,473,854	2,530,760	2,571,250
4131 Franchise Fee-Resid. Refuse	1,042,374	921,260	1,226,790
4132 Franchise Fee-Comm. Refuse	1,643,901	1,749,060	2,098,990
4133 Franchise Fee-Cable	1,497,023	1,450,990	1,548,040
4201 Business Licenses	2,708,314	2,670,440	2,670,440
4207 Building Permits	1,561,294	1,200,000	1,500,000
4208 Bldg Pmt-Strong Motion Fees	167	9,110	0
4209 Mobile Home Permit	5,929	4,120	5,950
4210 Bldg Permits-SB1473(90% to CA)	872	1,760	840
4215 Animal Licenses	261,469	351,740	351,740
4216 Parking Permits	660	710	400
4220 Other Licenses & Permits	1,135	990	1,960
4231 Business Licenses-P/Y	7,860	11,560	11,560
4232 Business Licenses-Penalties	115,350	97,690	97,690
4302 Parking Citations	602,374	563,790	459,470
4306 Vehicle Release Fees	235,585	266,700	135,010
4307 Citation Proof of Corr Fees	6,255	6,840	4,990
4308 General Ordinance Fines	231,415	227,890	214,950
4309 False Alarm Fees	106,625	81,770	63,330
4313 Other Fines & Forfeitures	290,518	102,430	147,570
4401 Interest Earnings	313,317	332,400	304,650
4402 Unrealized Gain	614,357	0	0
4403 Restricted - Interest Earnings	135,147	0	0
4419 Other Rental/Lease Income	32,056	27,860	28,810
4431 Special Event Rental-ActiveNet	0	0	13,000
4439 Other Rental/Lease Inc.-ANet	0	0	1,413,120
4440 Sale of Fixed Assets	59,417	50,070	50,070
4501 Plan Check Fees	1,031,535	1,030,000	1,287,500
4508 Planning Fees	623,279	750,000	825,000
4509 Planning- Special Services Fee	145,209	220,000	220,000
4510 Engineering Fees	2,362,933	1,200,000	1,280,000
4523 Web Sales Fees	0	0	87,080
4554 Park Maintenance Fees	174	0	0
4556 Sports Lighting Fees	514	300	0

	2018/19 Actual	2019/20 Adopted Budget	2020/21 Adopted Budget
4560 Fingerprint Fees	10,678	9,220	10,530
4564 Returned Item Charge	590	860	770
4570 Sale of Printed Material	8,754	9,060	11,380
4571 Sale of Taxable Items	1	0	0
4574 Animal Taxable Sales	6	0	0
4581 Ticket Sales	0	0	862,040
4591 Recreation Fees - ActiveNet	0	0	1,882,470
4592 Sale of Tax Items - ActiveNet	0	0	25,350
4596 Advertising Revenue -ActiveNet	0	0	3,750
4630 Animal Adoption Fees	147,057	130,000	130,000
4631 Animal Spay/Neuter Fees	13,914	17,000	17,000
4633 Animal Boarding Fees	6,803	9,000	7,000
4634 Animal Impound Fees	22,745	21,000	18,000
4636 Owner Surrender Fees	17,156	15,000	15,000
4638 Microchipping Fee	7,455	7,500	7,500
4640 Vaccination Services	6,883	6,500	6,500
4680 Towing Services Agreement Fees	320,000	360,000	360,000
4701 Motor Vehicle In-Lieu Fees	84,803	85,840	143,760
4710 Homeowners Property Tax Relief	72,349	73,240	72,370
4740 Grant Income-Other	51,000	0	0
4901 Other Revenue	1,611,479	908,230	949,060
4903 Animal Center Contributions	0	0	65,000
4905 Contributions/Fundraising	124,459	125,160	44,000
4911 Reimbursement from Other Funds	521,848	964,640	1,066,890
4913 State Mandate Reimbursement	119,850	42,710	74,900
4914 Non-Abated Reimbursements	395,834	366,090	376,090
4915 Bad Debt Recovery	0	810	0
4917 RDASA Admin Allowance	848,640	250,000	250,000
4918 Housing SA Admin Allowance	200,000	200,000	200,000
4941 Other Revenue - ActiveNet	0	0	226,940
4945 Contrib/Fundraising -ActiveNet	0	0	258,890
4946 Processing Fee - ActiveNet	0	0	124,000
8006 Transfer In-Fund 006	71,850	64,720	90,510
8100 Transfer In-Spec Dist Admin	108,270	0	0
8188 Transfer In-Fund 188	188,420	218,390	218,390
8705 Transfer In-Municipal Utility	1,390,260	1,507,760	1,508,650
TOTAL 001 - GENERAL FUND	$ 90,223,107	$ 88,290,270	$ 89,394,500
003 - REIMB ST/COUNTY PARKING CIT			
4303 Parking Cit Surcharge-State	$ 7,452	$ 12,020	$ 5,090
4304 Parking Cit Surchrge-County	5,074	9,100	5,130
4305 Parking Cit Surcharge-Cnty Crt	22,870	36,560	13,930
4402 Unrealized Gain	432	0	0
4901 Other Revenue	133,508	104,800	87,180
TOTAL 003 - REIMB ST/COUNTY PARKING CIT	$ 169,336	$ 162,480	$ 111,330
006 - CVWD REIMBURSEMENTS			
4402 Unrealized Gain	$ 15,231	$ 0	$ 0
4518 General Plan Update Fee	(20)	0	0

	2018/19 Actual	2019/20 Adopted Budget	2020/21 Adopted Budget
4745 Other Intergov'tl Reimbursemnt	387,448	463,500	443,900
4901 Other Revenue	(118)	0	0
TOTAL 006 - CVWD REIMBURSEMENTS	$ 402,541	$ 463,500	$ 443,900
008 - CNTY OF S. B. REIMBURSEMENTS			
4402 Unrealized Gain	$ 428	$ 0	$ 0
TOTAL 008 - CNTY OF S. B. REIMBURSEMENTS	$ 428	$ 0	$ 0
016 - COMM DEV TECHNICAL SRVCS FUND			
4401 Interest Earnings	$ 49,190	$ 47,630	$ 100,220
4402 Unrealized Gain	36,274	0	0
4518 General Plan Update Fee	124,806	53,790	263,860
4901 Other Revenue	(2,397)	0	0
4914 Non-Abated Reimbursements	156,432	0	0
TOTAL 016 - COMM DEV TECHNICAL SRVCS FUND	$ 364,305	$ 101,420	$ 364,080
017 - LAW ENFORCEMENT RESERVE			
4401 Interest Earnings	$ 160,316	$ 150,930	$ 186,530
4402 Unrealized Gain	138,627	0	0
TOTAL 017 - LAW ENFORCEMENT RESERVE	$ 298,943	$ 150,930	$ 186,530
018 - TRAFFIC SAFETY			
4301 Vehicle Code Fines	$ 161,302	$ 188,580	$ 101,730
8001 Transfer In-General Fund	210,460	220,160	10,270
TOTAL 018 - TRAFFIC SAFETY	$ 371,762	$ 408,740	$ 112,000
019 - INFO TECHNOLOGY-DEVELOPMENT			
4519 Information Technology Revenue	67,338	0	0
TOTAL 019 - INFO TECHNOLOGY-DEVELOPMENT	$ 67,338	$ 0	$ 0
020 - CITY TECHNOLOGY FEE FUND			
4401 Interest Earnings	$ 23,487	$ 24,700	$ 33,190
4402 Unrealized Gain	11,990	0	0
4517 Technology Fee-Permit	314,027	287,180	265,400
8019 Transfer In-Fund 019	1,063,222	0	0
TOTAL 020 - CITY TECHNOLOGY FEE FUND	$ 1,412,726	$ 311,880	$ 298,590
022 - MOBILE HOME PARK PROGRAM			
4218 Mobile Home Lot Fees-City	$ 14,916	$ 14,910	$ 14,910
4219 Mobile Home Lot Fees-State	3,150	3,150	16,710
4401 Interest Earnings	2,823	2,780	3,380
4402 Unrealized Gain	2,606	0	0
4901 Other Revenue	1,120	1,120	1,120
TOTAL 022 - MOBILE HOME PARK PROGRAM	$ 24,615	$ 21,960	$ 36,120
023 - SB1186 CERT ACCESS SPEC PROG			
4401 Interest Earnings	$ 1,376	$ 1,390	$ 2,260
4402 Unrealized Gain	1,005	0	0
4650 SB1186 Cert Access Spec Prog	40,392	18,550	40,390

	2018/19 Actual	2019/20 Adopted Budget	2020/21 Adopted Budget
TOTAL 023 - SB1186 CERT ACCESS SPEC PROG	$ 42,773	$ 19,940	$ 42,650
025 - CAPITAL RESERVE			
4401 Interest Earnings	$ 1,091,074	$ 1,023,970	$ 1,155,040
4402 Unrealized Gain	736,060	0	0
4901 Other Revenue	276,535	0	50,210
4911 Reimbursement from Other Funds	0	0	75,000
4923 Misc. Other Financing Sources	234,483	0	0
8001 Transfer In-General Fund	1,140,000	1,175,000	725,000
8151 Transfer In-Fund 151	35,080	0	0
8152 Transfer In-Fund 152	42,100	0	0
8153 Transfer In-Fund 153	15,980	0	0
8154 Transfer In-Fund 154	10,090	0	0
8155 Transfer In-Fund 155	3,620	0	0
8156 Transfer In-Fund 156	5,720	0	0
8157 Transfer In-Fund 157	11,560	0	0
8158 Transfer In-Fund 158	850	0	0
TOTAL 025 - CAPITAL RESERVE	$ 3,603,152	$ 2,198,970	$ 2,005,250
073 - BENEFITS CONTINGENCY			
4401 Interest Earnings	$ 58,046	$ 60,210	$ 50,080
4402 Unrealized Gain	33,478	0	0
TOTAL 073 - BENEFITS CONTINGENCY	$ 91,524	$ 60,210	$ 50,080
100 - ASSESSMENT DISTRICTS ADMIN			
4401 Interest Earnings	$ 15,861	$ 12,130	$ 9,920
4402 Unrealized Gain	13,792	0	0
4901 Other Revenue	879,833	1,007,120	1,009,520
TOTAL 100 - ASSESSMENT DISTRICTS ADMIN	$ 909,486	$ 1,019,250	$ 1,019,440
101 - AD 93-1 MASI COMMERCE CENTER			
4401 Interest Earnings	$ 5,304	$ 210	$ 3,260
4402 Unrealized Gain	144	0	0
TOTAL 101 - AD 93-1 MASI COMMERCE CENTER	$ 5,448	$ 210	$ 3,260
105 - AB2766 AIR QUALITY IMPROVEMENT			
4401 Interest Earnings	$ 15,662	$ 16,610	$ 15,790
4402 Unrealized Gain	20,919	0	0
4740 Grant Income-Other	556,075	541,600	238,130
TOTAL 105 - AB2766 AIR QUALITY IMPROVEMENT	$ 592,656	$ 558,210	$ 253,920
106 - MSRC AIR POLLUTION REDUCT GRNT			
4740 Grant Income-Other	$ 0	$ 0	$ 30,000
TOTAL 106 - MSRC AIR POLLUTION REDUCT GRNT	$ 0	$ 0	$ 30,000
109 - PUBLIC ART TRUST FUND			
4401 Interest Earnings	$ 0	$ 0	$ 2,760
TOTAL 109 - PUBLIC ART TRUST FUND	$ 0	$ 0	$ 2,760

	2018/19 Actual	2019/20 Adopted Budget	2020/21 Adopted Budget
110 - BEAUTIFICATION			
4401 Interest Earnings	$ 18,218	$ 16,560	$ 14,750
4402 Unrealized Gain	18,010	0	0
4801 Beautification Fees	10,963	0	0
4901 Other Revenue	93,407	0	0
TOTAL 110 - BEAUTIFICATION	$ 140,598	$ 16,560	$ 14,750
111 - PARK LAND ACQUISITION			
4401 Interest Earnings	$ 39,035	$ 35,980	$ 70,940
4402 Unrealized Gain	25,178	0	0
4818 Park Land Acq Impact Fee	1,537,674	250,000	700,000
TOTAL 111 - PARK LAND ACQUISITION	$ 1,601,887	$ 285,980	$ 770,940
112 - DRAINAGE FAC/GENERAL			
4401 Interest Earnings	$ 57,911	$ 59,490	$ 73,000
4402 Unrealized Gain	53,230	0	0
4806 Storm Drain Fees	753,875	100,000	100,000
4901 Other Revenue	5,102	0	0
TOTAL 112 - DRAINAGE FAC/GENERAL	$ 870,118	$ 159,490	$ 173,000
113 - COMMUNITY/REC CENTER DEVELPMNT			
4401 Interest Earnings	$ 14,292	$ 15,440	$ 26,570
4402 Unrealized Gain	9,566	0	0
4822 Community/Rec Ctr Impact Fee	543,520	310,730	310,730
TOTAL 113 - COMMUNITY/REC CENTER DEVELPMNT	$ 567,378	$ 326,170	$ 337,300
114 - DRAINAGE-ETIWANDA/SAN SEVAINE			
4401 Interest Earnings	$ 6,184	$ 7,950	$ 5,280
4402 Unrealized Gain	6,833	0	0
4807 Secondary Regional Fee	16,848	0	0
TOTAL 114 - DRAINAGE-ETIWANDA/SAN SEVAINE	$ 29,865	$ 7,950	$ 5,280
115 - HENDERSON/WARDMAN DRAINAGE			
4402 Unrealized Gain	$ 16,643	$ 0	$ 0
TOTAL 115 - HENDERSON/WARDMAN DRAINAGE	$ 16,643	$ 0	$ 0
116 - ETIWANDA DRAINAGE			
4401 Interest Earnings	$ 34,894	$ 37,250	$ 39,510
4402 Unrealized Gain	35,300	0	0
4807 Secondary Regional Fee	19,224	0	0
TOTAL 116 - ETIWANDA DRAINAGE	$ 89,418	$ 37,250	$ 39,510
118 - UPPER ETIWANDA DRAINAGE			
4401 Interest Earnings	$ 9,868	$ 10,700	$ 11,860
4402 Unrealized Gain	9,817	0	0
TOTAL 118 - UPPER ETIWANDA DRAINAGE	$ 19,685	$ 10,700	$ 11,860
119 - PARK IMPROVEMENT			
4401 Interest Earnings	$ 20,949	$ 20,200	$ 36,330

	2018/19 Actual	2019/20 Adopted Budget	2020/21 Adopted Budget
4402 Unrealized Gain	14,015	0	0
4819 Park Improvement Impact Fee	796,949	200,000	200,000
TOTAL 119 - PARK IMPROVEMENT	$ 831,913	$ 220,200	$ 236,330
120 - PARK DEVELOPMENT			
4401 Interest Earnings	$ 131,635	$ 145,780	$ 160,580
4402 Unrealized Gain	141,111	0	0
4800 Park Development Fees	97,438	0	0
TOTAL 120 - PARK DEVELOPMENT	$ 370,184	$ 145,780	$ 160,580
122 - SOUTH ETIWANDA DRAINAGE			
4401 Interest Earnings	$ 16,575	$ 16,160	$ 21,650
4402 Unrealized Gain	15,089	0	0
4807 Secondary Regional Fee	188,100	0	0
TOTAL 122 - SOUTH ETIWANDA DRAINAGE	$ 219,764	$ 16,160	$ 21,650
123 - LIBRARY IMPACT FEE			
4401 Interest Earnings	$ 9,977	$ 10,720	$ 15,550
4402 Unrealized Gain	8,299	0	0
4814 Library Impact Fee	196,042	107,080	107,080
TOTAL 123 - LIBRARY IMPACT FEE	$ 214,318	$ 117,800	$ 122,630
124 - TRANSPORTATION			
4401 Interest Earnings	$ 573,747	$ 492,590	$ 603,270
4402 Unrealized Gain	434,773	0	0
4745 Other Intergov'tl Reimbursemnt	332,553	0	0
4820 Regional Transportation Fee	3,532,553	1,250,000	1,250,000
4821 Local Transportation Fee	5,788,167	2,000,000	2,000,000
4901 Other Revenue	9,175	0	0
TOTAL 124 - TRANSPORTATION	$ 10,670,968	$ 3,742,590	$ 3,853,270
125 - ANIMAL CENTER IMPACT FEE			
4401 Interest Earnings	$ 2,023	$ 2,220	$ 3,050
4402 Unrealized Gain	1,669	0	0
4815 Animal Center Impact Fee	32,014	23,100	23,100
TOTAL 125 - ANIMAL CENTER IMPACT FEE	$ 35,706	$ 25,320	$ 26,150
126 - LOWER ETIWANDA DRAINAGE			
4401 Interest Earnings	$ 10,450	$ 11,370	$ 12,600
4402 Unrealized Gain	10,440	0	0
TOTAL 126 - LOWER ETIWANDA DRAINAGE	$ 20,890	$ 11,370	$ 12,600
127 - POLICE IMPACT FEE			
4401 Interest Earnings	$ 7,903	$ 8,570	$ 11,930
4402 Unrealized Gain	6,135	0	0
4816 Police Impact Fee	152,816	102,000	102,000
TOTAL 127 - POLICE IMPACT FEE	$ 166,854	$ 110,570	$ 113,930
128 - ETIWANDA NO. EQUESTRIAN FACIL.			

	2018/19 Actual	2019/20 Adopted Budget	2020/21 Adopted Budget
4401 Interest Earnings	$ 11,677	$ 12,690	$ 14,060
4402 Unrealized Gain	11,684	0	0
TOTAL 128 - ETIWANDA NO. EQUESTRIAN FACIL.	$ 23,361	$ 12,690	$ 14,060
129 - UNDERGROUND UTILITIES			
4401 Interest Earnings	$ 201,952	$ 198,180	$ 219,590
4402 Unrealized Gain	182,728	0	0
4813 Underground Utilities Fee	145,322	90,000	90,000
TOTAL 129 - UNDERGROUND UTILITIES	$ 530,002	$ 288,180	$ 309,590
130 - LMD #1 GENERAL CITY			
4101 Property Taxes-CY Sec/Unsec	$ 1,236,255	$ 1,232,960	$ 1,235,240
4103 Property Taxes-PY Sec & Unsec	8,309	11,900	10,200
4104 Property Taxes-Penalties/Int.	2,462	2,000	2,870
4401 Interest Earnings	25,509	21,330	29,550
4402 Unrealized Gain	26,393	0	0
4419 Other Rental/Lease Income	28,254	24,910	27,070
4554 Park Maintenance Fees	3,475	4,450	4,500
4555 Sports Field User Grp Rentals	0	1,000	280
4556 Sports Lighting Fees	10,160	22,290	10,500
4901 Other Revenue	(6,222)	100	100
4941 Other Revenue - ActiveNet	20	0	0
8001 Transfer In-General Fund	135,820	135,830	36,300
8876 Transfer In - CFD Empire Lakes	0	0	2,710
TOTAL 130 - LMD #1 GENERAL CITY	$ 1,470,435	$ 1,456,770	$ 1,359,320
131 - LMD #2 VICTORIA			
4101 Property Taxes-CY Sec/Unsec	$ 3,502,770	$ 3,522,770	$ 3,695,760
4103 Property Taxes-PY Sec & Unsec	19,449	29,730	19,520
4104 Property Taxes-Penalties/Int.	3,679	5,000	5,000
4401 Interest Earnings	68,615	52,770	71,600
4402 Unrealized Gain	71,981	0	0
4554 Park Maintenance Fees	820	2,000	1,800
4901 Other Revenue	1,526	0	0
8001 Transfer In-General Fund	299,540	324,860	314,280
8100 Transfer In-Spec Dist Admin	15,350	0	0
TOTAL 131 - LMD #2 VICTORIA	$ 3,983,730	$ 3,937,130	$ 4,107,960
132 - LMD #3A HYSSOP			
4101 Property Taxes-CY Sec/Unsec	$ 3,724	$ 3,690	$ 3,690
4103 Property Taxes-PY Sec & Unsec	207	0	0
4104 Property Taxes-Penalties/Int.	30	0	0
4401 Interest Earnings	582	590	630
4402 Unrealized Gain	620	0	0
TOTAL 132 - LMD #3A HYSSOP	$ 5,163	$ 4,280	$ 4,320
133 - LMD #3B MEDIANS			
4101 Property Taxes-CY Sec/Unsec	$ 813,227	$ 805,860	$ 807,690
4103 Property Taxes-PY Sec & Unsec	12,194	9,730	10,420

	2018/19 Actual	2019/20 Adopted Budget	2020/21 Adopted Budget
4104 Property Taxes-Penalties/Int.	1,903	970	1,210
4216 Parking Permits	217,512	240,000	220,000
4401 Interest Earnings	37,312	36,580	44,140
4402 Unrealized Gain	37,172	0	0
4901 Other Revenue	(4,044)	340	340
8100 Transfer In-Spec Dist Admin	2,830	0	0
TOTAL 133 - LMD #3B MEDIANS	$ 1,118,106	$ 1,093,480	$ 1,083,800
134 - LMD #4R TERRA VISTA			
4101 Property Taxes-CY Sec/Unsec	$ 2,731,859	$ 2,779,600	$ 2,779,590
4103 Property Taxes-PY Sec & Unsec	6,858	12,500	8,630
4104 Property Taxes-Penalties/Int.	1,694	1,250	2,110
4401 Interest Earnings	104,827	93,040	121,820
4402 Unrealized Gain	100,855	0	0
4554 Park Maintenance Fees	419	2,080	770
4555 Sports Field User Grp Rentals	26	500	150
4901 Other Revenue	(973)	0	0
8100 Transfer In-Spec Dist Admin	10,100	0	0
TOTAL 134 - LMD #4R TERRA VISTA	$ 2,955,665	$ 2,888,970	$ 2,913,070
135 - LMD #5 ANDOVER			
4101 Property Taxes-CY Sec/Unsec	$ 2,493	$ 2,470	$ 2,470
4401 Interest Earnings	528	550	550
4402 Unrealized Gain	568	0	0
TOTAL 135 - LMD #5 ANDOVER	$ 3,589	$ 3,020	$ 3,020
136 - LMD #6R CARYN COMMUNITY			
4101 Property Taxes-CY Sec/Unsec	$ 505,767	$ 519,920	$ 535,960
4103 Property Taxes-PY Sec & Unsec	4,373	3,500	3,970
4104 Property Taxes-Penalties/Int.	1,175	350	1,600
4401 Interest Earnings	10,639	9,430	12,820
4402 Unrealized Gain	10,241	0	0
4901 Other Revenue	(553)	0	0
8001 Transfer In-General Fund	60,370	41,090	39,010
TOTAL 136 - LMD #6R CARYN COMMUNITY	$ 592,012	$ 574,290	$ 593,360
137 - LMD #7 NORTH ETIWANDA			
4101 Property Taxes-CY Sec/Unsec	$ 937,414	$ 937,780	$ 937,780
4103 Property Taxes-PY Sec & Unsec	10,142	9,610	10,300
4104 Property Taxes-Penalties/Int.	3,150	2,250	2,640
4401 Interest Earnings	22,323	18,500	23,360
4402 Unrealized Gain	22,773	0	0
4419 Other Rental/Lease Income	45,475	25,660	48,630
4554 Park Maintenance Fees	1,590	540	1,500
4556 Sports Lighting Fees	2,884	5,590	3,300
8100 Transfer In-Spec Dist Admin	6,870	0	0
8868 Transfer In-Fund 868	30,000	0	0
TOTAL 137 - LMD #7 NORTH ETIWANDA	$ 1,082,621	$ 999,930	$ 1,027,510

	2018/19 Actual	2019/20 Adopted Budget	2020/21 Adopted Budget
138 - LMD #8 SOUTH ETIWANDA			
4101 Property Taxes-CY Sec/Unsec	$ 34,109	$ 33,920	$ 33,920
4103 Property Taxes-PY Sec & Unsec	607	350	310
4104 Property Taxes-Penalties/Int.	478	30	20
4401 Interest Earnings	1,235	1,220	1,450
4402 Unrealized Gain	1,207	0	0
8100 Transfer In-Spec Dist Admin	400	0	0
TOTAL 138 - LMD #8 SOUTH ETIWANDA	$ 38,036	$ 35,520	$ 35,700
139 - LMD #9 LOWER ETIWANDA			
4101 Property Taxes-CY Sec/Unsec	$ 510,574	$ 668,730	$ 939,690
4103 Property Taxes-PY Sec & Unsec	702	1,000	860
4104 Property Taxes-Penalties/Int.	101	380	320
4401 Interest Earnings	21,741	16,940	20,640
4402 Unrealized Gain	22,695	0	0
4554 Park Maintenance Fees	3,088	2,000	2,900
4555 Sports Field User Grp Rentals	3	500	150
8100 Transfer In-Spec Dist Admin	4,040	0	0
TOTAL 139 - LMD #9 LOWER ETIWANDA	$ 562,944	$ 689,550	$ 964,560
140 - LMD #10 RANCHO ETIWANDA			
4101 Property Taxes-CY Sec/Unsec	$ 575,667	$ 573,200	$ 590,390
4103 Property Taxes-PY Sec & Unsec	5,796	5,500	5,000
4104 Property Taxes-Penalties/Int.	2,410	1,250	2,070
4401 Interest Earnings	21,890	19,870	23,320
4402 Unrealized Gain	21,680	0	0
4419 Other Rental/Lease Income	27,203	7,500	25,050
4554 Park Maintenance Fees	153	4,740	230
4555 Sports Field User Grp Rentals	0	2,000	250
4556 Sports Lighting Fees	3,888	7,030	3,900
4901 Other Revenue	0	3,500	3,500
4941 Other Revenue - ActiveNet	669	0	0
8100 Transfer In-Spec Dist Admin	2,020	0	0
TOTAL 140 - LMD #10 RANCHO ETIWANDA	$ 661,376	$ 624,590	$ 653,710
141 - LMD 1 CAPITAL REPLACEMENT FUND			
4401 Interest Earnings	$ 3,676	$ 3,890	$ 6,000
4402 Unrealized Gain	2,981	0	0
8130 Transfer In-Fund 130	90,000	90,000	90,000
8876 Transfer In - CFD Empire Lakes	0	0	810
TOTAL 141 - LMD 1 CAPITAL REPLACEMENT FUND	$ 96,657	$ 93,890	$ 96,810
150 - GENERAL CITY STREET LIGHTS			
4401 Interest Earnings	$ 0	$ 30	$ 0
4402 Unrealized Gain	1,396	0	0
4923 Misc. Other Financing Sources	89,651	0	0
8151 Transfer In-Fund 151	40,536	112,200	113,200
8152 Transfer In-Fund 152	39,270	109,840	110,860
8153 Transfer In-Fund 153	15,201	43,550	43,960

	2018/19 Actual	2019/20 Adopted Budget	2020/21 Adopted Budget
8154 Transfer In-Fund 154	7,601	20,220	20,410
8155 Transfer In-Fund 155	3,800	9,600	9,690
8156 Transfer In-Fund 156	5,067	15,030	15,170
8157 Transfer In-Fund 157	11,401	30,430	30,720
8158 Transfer In-Fund 158	3,800	10,720	10,820
TOTAL 150 - GENERAL CITY STREET LIGHTS	$ 217,723	$ 351,620	$ 354,830
151 - SLD #1 ARTERIAL			
4101 Property Taxes-CY Sec/Unsec	$ 809,659	$ 811,300	$ 820,470
4103 Property Taxes-PY Sec & Unsec	5,345	5,500	5,710
4104 Property Taxes-Penalties/Int.	1,353	1,250	1,550
4401 Interest Earnings	14,165	11,530	13,240
4402 Unrealized Gain	9,123	0	0
4808 Developer Energizing Fee	25	1,000	0
4901 Other Revenue	210,179	0	0
8100 Transfer In-Spec Dist Admin	70,300	0	0
TOTAL 151 - SLD #1 ARTERIAL	$ 1,120,149	$ 830,580	$ 840,970
152 - SLD #2 RESIDENTIAL			
4101 Property Taxes-CY Sec/Unsec	$ 372,060	$ 371,420	$ 372,410
4103 Property Taxes-PY Sec & Unsec	2,778	3,480	3,050
4104 Property Taxes-Penalties/Int.	851	550	970
4402 Unrealized Gain	13,654	0	0
4808 Developer Energizing Fee	0	1,000	0
4901 Other Revenue	198,864	0	0
8001 Transfer In-General Fund	188,420	284,250	317,330
8100 Transfer In-Spec Dist Admin	16,560	0	0
8876 Transfer In - CFD Empire Lakes	0	0	1,900
TOTAL 152 - SLD #2 RESIDENTIAL	$ 793,187	$ 660,700	$ 695,660
153 - SLD #3 VICTORIA			
4101 Property Taxes-CY Sec/Unsec	$ 353,702	$ 355,500	$ 377,600
4103 Property Taxes-PY Sec & Unsec	1,922	3,510	2,040
4104 Property Taxes-Penalties/Int.	366	350	530
4401 Interest Earnings	24,616	25,730	30,060
4402 Unrealized Gain	22,926	0	0
4901 Other Revenue	75,881	0	0
8100 Transfer In-Spec Dist Admin	15,760	0	0
TOTAL 153 - SLD #3 VICTORIA	$ 495,173	$ 385,090	$ 410,230
154 - SLD #4 TERRA VISTA			
4101 Property Taxes-CY Sec/Unsec	$ 163,308	$ 164,740	$ 164,740
4103 Property Taxes-PY Sec & Unsec	440	1,600	570
4104 Property Taxes-Penalties/Int.	102	160	150
4401 Interest Earnings	11,452	17,770	12,360
4402 Unrealized Gain	10,759	0	0
4901 Other Revenue	35,736	0	0
8100 Transfer In-Spec Dist Admin	10,100	0	0

	2018/19 Actual	2019/20 Adopted Budget	2020/21 Adopted Budget
TOTAL 154 - SLD #4 TERRA VISTA	$ 231,897	$ 184,270	$ 177,820
155 - SLD #5 CARYN COMMUNITY			
4101 Property Taxes-CY Sec/Unsec	$ 43,696	$ 43,710	$ 43,710
4103 Property Taxes-PY Sec & Unsec	384	440	370
4104 Property Taxes-Penalties/Int.	104	70	160
4901 Other Revenue	17,209	0	0
8100 Transfer In-Spec Dist Admin	3,230	0	0
TOTAL 155 - SLD #5 CARYN COMMUNITY	$ 64,623	$ 44,220	$ 44,240
156 - SLD #6 INDUSTRIAL AREA			
4101 Property Taxes-CY Sec/Unsec	$ 133,130	$ 132,530	$ 133,100
4103 Property Taxes-PY Sec & Unsec	1,875	750	1,600
4104 Property Taxes-Penalties/Int.	291	130	370
4401 Interest Earnings	7,792	8,020	9,150
4402 Unrealized Gain	7,636	0	0
4808 Developer Energizing Fee	71	0	0
4901 Other Revenue	24,945	0	0
8100 Transfer In-Spec Dist Admin	2,420	0	0
TOTAL 156 - SLD #6 INDUSTRIAL AREA	$ 178,160	$ 141,430	$ 144,220
157 - SLD #7 NORTH ETIWANDA			
4101 Property Taxes-CY Sec/Unsec	$ 128,637	$ 128,590	$ 128,590
4103 Property Taxes-PY Sec & Unsec	1,395	1,300	1,890
4104 Property Taxes-Penalties/Int.	469	400	410
4401 Interest Earnings	3,029	2,380	2,770
4402 Unrealized Gain	2,020	0	0
4901 Other Revenue	52,731	0	0
8001 Transfer In-General Fund	62,590	83,920	89,100
TOTAL 157 - SLD #7 NORTH ETIWANDA	$ 250,871	$ 216,590	$ 222,760
158 - SLD #8 SOUTH ETIWANDA			
4101 Property Taxes-CY Sec/Unsec	$ 70,599	$ 70,490	$ 70,490
4103 Property Taxes-PY Sec & Unsec	309	700	550
4104 Property Taxes-Penalties/Int.	169	100	190
4401 Interest Earnings	34,792	37,340	41,170
4402 Unrealized Gain	34,583	0	0
4808 Developer Energizing Fee	0	430	0
4901 Other Revenue	16,913	0	0
8100 Transfer In-Spec Dist Admin	4,040	0	0
TOTAL 158 - SLD #8 SOUTH ETIWANDA	$ 161,405	$ 109,060	$ 112,400
174 - STATE GAS TAX			
4401 Interest Earnings	$ 157,256	$ 151,370	$ 172,600
4402 Unrealized Gain	144,186	0	0
4720 Gas Tax 2105-Prop 111	969,327	981,180	950,990
4721 State Gas Tax-2106	616,515	608,380	587,830
4722 State Gas Tax-2107	1,219,035	1,281,500	1,144,040
4723 State Gas Tax-2107.5	10,000	10,000	10,000

	2018/19 Actual	2019/20 Adopted Budget	2020/21 Adopted Budget
4725 Gas Tax R&T7360	590,212	1,521,640	1,515,890
4727 State GF Loan Repmt-HUTA	199,233	199,240	0
4745 Other Intergov'tl Reimbursemnt	7,036	0	0
8006 Transfer In-Fund 006	0	150,000	0
TOTAL 174 - STATE GAS TAX	$ 3,912,800	$ 4,903,310	$ 4,381,350
176 - MEASURE I 1990-2010			
4401 Interest Earnings	$ 7,683	$ 5,650	$ 5,520
4402 Unrealized Gain	7,881	0	0
TOTAL 176 - MEASURE I 1990-2010	$ 15,564	$ 5,650	$ 5,520
177 - MEASURE I 2010-2040			
4401 Interest Earnings	$ 65,053	$ 44,720	$ 42,660
4402 Unrealized Gain	59,271	0	0
4715 Measure I Local St Allotment	3,072,750	3,016,420	2,617,900
4901 Other Revenue	124,040	0	0
TOTAL 177 - MEASURE I 2010-2040	$ 3,321,114	$ 3,061,140	$ 2,660,560
178 - SB 140			
4402 Unrealized Gain	$ 576	$ 0	$ 0
TOTAL 178 - SB 140	$ 576	$ 0	$ 0
179 - ROAD MAINT & REHAB ACCT			
4401 Interest Earnings	$ 27,495	$ 14,770	$ 57,240
4402 Unrealized Gain	13,403	0	0
4726 Road Maint & Rehab Acct Rev	2,965,347	2,903,570	3,083,490
TOTAL 179 - ROAD MAINT & REHAB ACCT	$ 3,006,245	$ 2,918,340	$ 3,140,730
181 - SB 1 - TCEP			
4740 Grant Income-Other	1,386,985	52,150,000	0
4760 Grant Income-State	0	0	11,000,650
TOTAL 181 - SB 1 - TCEP	$ 1,386,985	$ 52,150,000	$ 11,000,650
182 - AB 2928 TRAFFIC CONGEST RELIEF			
4402 Unrealized Gain	$ 4,975	$ 0	$ 0
TOTAL 182 - AB 2928 TRAFFIC CONGEST RELIEF	$ 4,975	$ 0	$ 0
188 - INTEGRATED WASTE MANAGEMENT			
4134 Integrated Waste Mgmt Fee	1,343,238	1,335,170	1,662,890
4220 Other Licenses & Permits	704	700	700
4401 Interest Earnings	64,674	59,710	65,760
4402 Unrealized Gain	54,203	0	0
4590 Administrative Fee-C&D Program	25,650	40,000	40,000
4901 Other Revenue	57,159	100,000	100,000
TOTAL 188 - INTEGRATED WASTE MANAGEMENT	$ 1,545,628	$ 1,535,580	$ 1,869,350
194 - PROPOSITION 1B STATE FUNDING			
4401 Interest Earnings	$ 4,162	$ 4,540	$ 5,030
4402 Unrealized Gain	4,167	0	0

	2018/19 Actual	2019/20 Adopted Budget	2020/21 Adopted Budget
TOTAL 194 - PROPOSITION 1B STATE FUNDING	$ 8,329	$ 4,540	$ 5,030
195 - STATE ASSET SEIZURE			
4401 Interest Earnings	$ 1,146	$ 1,320	$ 950
4402 Unrealized Gain	1,188	0	0
TOTAL 195 - STATE ASSET SEIZURE	$ 2,334	$ 1,320	$ 950
196 - CA ASSET SEIZURE 15%			
4401 Interest Earnings	$ 91	$ 60	$ 130
4402 Unrealized Gain	96	0	0
TOTAL 196 - CA ASSET SEIZURE 15%	$ 187	$ 60	$ 130
198 - CITYWIDE INFRASTRUCTURE IMPRV			
4401 Interest Earnings	$ 439,654	$ 441,550	$ 458,200
4402 Unrealized Gain	418,795	0	0
4745 Other Intergov'tl Reimbursemnt	873,782	1,250,000	900,000
4809 In Lieu Fees	188,292	0	0
4823 Traffic Mitigation Fee	0	2,000	2,000
4901 Other Revenue	1,565	0	0
TOTAL 198 - CITYWIDE INFRASTRUCTURE IMPRV	$ 1,922,088	$ 1,693,550	$ 1,360,200
204 - COMMUNITY DEVELOPMENT BLK GRNT			
4402 Unrealized Gain	$ 5,493	$ 0	$ 0
4740 Grant Income-Other	1,312,471	1,290,010	1,290,010
4741 Program Income	45,101	150,000	150,000
TOTAL 204 - COMMUNITY DEVELOPMENT BLK GRNT	$ 1,363,065	$ 1,440,010	$ 1,440,010
209 - FEDERAL SAFETEA-LU			
4401 Interest Earnings	$ 355	$ 0	$ 1,070
4402 Unrealized Gain	188	0	0
4740 Grant Income-Other	5,214	0	0
TOTAL 209 - FEDERAL SAFETEA-LU	$ 5,757	$ 0	$ 1,070
211 - PROP 1B - SLPP			
4401 Interest Earnings	$ 45	$ 0	$ 70
4402 Unrealized Gain	48	0	0
TOTAL 211 - PROP 1B - SLPP	$ 93	$ 0	$ 70
214 - PEDESTRIAN GRANT/ART 3			
4740 Grant Income-Other	$ 36,838	$ 451,000	$ 401,200
TOTAL 214 - PEDESTRIAN GRANT/ART 3	$ 36,838	$ 451,000	$ 401,200
218 - PUBLIC RESRCE GRNTS/HEALTHY RC			
4402 Unrealized Gain	$ 4	$ 0	$ 0
4740 Grant Income-Other	33,490	9,730	14,730
4901 Other Revenue	(1,000)	0	0
4905 Contributions/Fundraising	600	9,510	9,510
4914 Non-Abated Reimbursements	543	360	360

	2018/19 Actual	2019/20 Adopted Budget	2020/21 Adopted Budget
TOTAL 218 - PUBLIC RESRCE GRNTS/HEALTHY RC	$ 33,637	$ 19,600	$ 24,600
225 - CA RECYC/LITTER REDUCTION GRNT			
4402 Unrealized Gain	$ 378	$ 0	$ 0
4740 Grant Income-Other	103,907	59,390	59,860
TOTAL 225 - CA RECYC/LITTER REDUCTION GRNT	$ 104,285	$ 59,390	$ 59,860
226 - USED OIL RECYCLING GRANT			
4740 Grant Income-Other	$ 365	$ 0	$ 0
TOTAL 226 - USED OIL RECYCLING GRANT	$ 365	$ 0	$ 0
227 - USED OIL RECYCLING PROGRAM			
4401 Interest Earnings	$ 374	$ 600	$ 560
4402 Unrealized Gain	852	0	0
4740 Grant Income-Other	89,094	48,830	48,830
TOTAL 227 - USED OIL RECYCLING PROGRAM	$ 90,320	$ 49,430	$ 49,390
234 - SAFE ROUTES TO SCHOOL PROGRAM			
4740 Grant Income-Other	$ 38,062	$ 118,900	$ 90,800
8001 Transfer In-General Fund	65,000	0	0
TOTAL 234 - SAFE ROUTES TO SCHOOL PROGRAM	$ 103,062	$ 118,900	$ 90,800
239 - FEDERAL GRANT FUNDS-DREIER			
4402 Unrealized Gain	$ 192	$ 0	$ 0
TOTAL 239 - FEDERAL GRANT FUNDS-DREIER	$ 192	$ 0	$ 0
250 - RECREATION SERVICES			
4401 Interest Earnings	$ 43,387	$ 37,600	$ 0
4402 Unrealized Gain	45,610	0	0
4419 Other Rental/Lease Income	1,471	725,370	0
4439 Other Rental/Lease Inc.-ANet	796,310	0	0
4520 Recreation Fees	49,545	1,816,400	0
4571 Sale of Taxable Items	0	28,000	0
4581 Ticket Sales	45,861	44,550	0
4591 Recreation Fees - ActiveNet	1,733,594	0	0
4592 Sale of Tax Items - ActiveNet	20,747	0	0
4901 Other Revenue	12,507	183,060	0
4905 Contributions/Fundraising	122,211	130,880	0
4914 Non-Abated Reimbursements	(93)	0	0
4941 Other Revenue - ActiveNet	119,662	0	0
4946 Processing Fee - ActiveNet	(28,409)	0	0
TOTAL 250 - RECREATION SERVICES	$ 2,962,403	$ 2,965,860	$ 0
255 - VG CULTURAL CENTER			
4401 Interest Earnings	$ 13,677	$ 13,960	$ 0
4402 Unrealized Gain	11,742	0	0
4419 Other Rental/Lease Income	4,706	464,050	0
4439 Other Rental/Lease Inc.-ANet	399,972	0	0
4520 Recreation Fees	0	41,550	0

	2018/19 Actual	2019/20 Adopted Budget	2020/21 Adopted Budget
4522 Processing Fees	45,939	85,000	0
4523 Web Sales Fees	47,322	0	0
4571 Sale of Taxable Items	974	650	0
4581 Ticket Sales	871,146	835,890	0
4586 Advertising Revenue	2,400	5,000	0
4588 Theatre Rental Ticket Sales	73,495	0	0
4591 Recreation Fees - ActiveNet	36,350	0	0
4592 Sale of Tax Items - ActiveNet	(224)	0	0
4596 Advertising Revenue -ActiveNet	5,250	0	0
4901 Other Revenue	54,831	42,500	0
4905 Contributions/Fundraising	75,667	126,700	0
4941 Other Revenue - ActiveNet	35,460	0	0
4946 Processing Fee - ActiveNet	(4,315)	0	0
TOTAL 255 - VG CULTURAL CENTER	$ 1,674,392	$ 1,615,300	$ 0
272 - FREEDOM COURTYARD RSRC GRANTS			
4401 Interest Earnings	$ 0	$ 40	$ 50
4740 Grant Income-Other	2,148	0	0
TOTAL 272 - FREEDOM COURTYARD RSRC GRANTS	$ 2,148	$ 40	$ 50
274 - STATE GRANTS FUND			
4760 Grant Income-State	0	0	2,686,760
TOTAL 274 - STATE GRANTS FUND	$ 0	$ 0	$ 2,686,760
290 - LIBRARY FUND			
4101 Property Taxes-CY Sec/Unsec	$ 4,216,415	$ 4,540,760	$ 4,529,110
4102 Property Taxes-CY Unsecured	94,301	98,730	102,420
4103 Property Taxes-PY Sec & Unsec	47,916	55,610	52,040
4105 Property Taxes-Supplemental	83,666	82,860	90,860
4113 Property Tax- Post RDA Res Blc	140,340	140,340	140,340
4312 Library Fines and Fees	9,624	0	0
4401 Interest Earnings	120,312	92,740	109,440
4402 Unrealized Gain	108,498	0	0
4419 Other Rental/Lease Income	9,300	10,000	5,000
4512 Library Card & Merchndse Sales	4,748	5,000	5,000
4515 Interlibrary Loan (ILL)	126	100	0
4565 Passport Processing Fees	137,093	120,000	120,000
4567 Passport Photo Fees	23,594	20,000	20,000
4570 Sale of Printed Material	26,212	24,000	24,000
4575 Exhibit Sales	21,000	15,000	6,500
4591 Recreation Fees - ActiveNet	10,309	6,600	300
4690 Contract Classes-Library	15,343	10,000	5,000
4691 Program Revenue-Library	3,279	1,500	2,800
4740 Grant Income-Other	65,403	10,000	0
4901 Other Revenue	48,101	125,940	50,420
4907 Private Contributions Library	127,000	140,000	130,000
4909 RC Library Foundation Support	33,800	554,610	574,610
4911 Reimbursement from Other Funds	2	0	0
4914 Non-Abated Reimbursements	6,731	15,000	15,000

	2018/19 Actual	2019/20 Adopted Budget	2020/21 Adopted Budget
4941 Other Revenue - ActiveNet	456	0	460
4946 Processing Fee - ActiveNet	(3,292)	0	8,400
8291 Transfer In-CA State Library	11,428	0	0
TOTAL 290 - LIBRARY FUND	$ 5,361,705	$ 6,068,790	$ 5,991,700
291 - CA STATE LIBRARY			
4402 Unrealized Gain	$ 2,394	$ 0	$ 0
4740 Grant Income-Other	123,968	21,130	20,000
TOTAL 291 - CA STATE LIBRARY	$ 126,362	$ 21,130	$ 20,000
292 - STAFF INNOVATION FD (CA ST LB)			
4401 Interest Earnings	$ 4,244	$ 4,610	$ 5,080
4402 Unrealized Gain	4,307	0	0
4740 Grant Income-Other	251,102	2,920	0
TOTAL 292 - STAFF INNOVATION FD (CA ST LB)	$ 259,653	$ 7,530	$ 5,080
301 - THE BIG READ LIBRARY GRANT			
4402 Unrealized Gain	$ 572	$ 0	$ 0
4740 Grant Income-Other	(522)	0	0
TOTAL 301 - THE BIG READ LIBRARY GRANT	$ 50	$ 0	$ 0
302 - LIBRARY SERVICES & TECH. ACT			
4402 Unrealized Gain	$ 620	$ 0	$ 0
TOTAL 302 - LIBRARY SERVICES & TECH. ACT	$ 620	$ 0	$ 0
310 - PUBLIC LIBRARY BOND ACT-2000			
4402 Unrealized Gain	$ 528	$ 0	$ 0
4740 Grant Income-Other	26,048	0	0
TOTAL 310 - PUBLIC LIBRARY BOND ACT-2000	$ 26,576	$ 0	$ 0
329 - LIBRARY CAPITAL FUND			
4401 Interest Earnings	$ 13,322	$ 14,180	$ 17,420
4402 Unrealized Gain	13,780	0	0
8290 Transfer In-Library Fund	0	500,000	500,000
TOTAL 329 - LIBRARY CAPITAL FUND	$ 27,102	$ 514,180	$ 517,420
354 - COP'S PROGRAM GRANT-STATE			
4402 Unrealized Gain	$ 10,736	$ 0	$ 0
4740 Grant Income-Other	401,170	271,820	271,820
TOTAL 354 - COP'S PROGRAM GRANT-STATE	$ 411,906	$ 271,820	$ 271,820
361 - JUSTICE ASSISTANCE GRANT(JAG)			
4402 Unrealized Gain	$ 88	$ 0	$ 0
4740 Grant Income-Other	758	0	0
TOTAL 361 - JUSTICE ASSISTANCE GRANT(JAG)	$ 846	$ 0	$ 0
370 - OTS-"DRINK,DRIVE,LOSE" GRANT			
4402 Unrealized Gain	$ 240	$ 0	$ 0
4740 Grant Income-Other	(240)	0	0

	2018/19 Actual	2019/20 Adopted Budget	2020/21 Adopted Budget
373 - COPS SECURE OUR SCHOOLS GRANT			
4402 Unrealized Gain	$ 192	$ 0	$ 0
4740 Grant Income-Other	(192)	0	0
380 - HOMELAND SECURITY GRANT-FIRE			
4402 Unrealized Gain	$ 480	$ 0	$ 0
4740 Grant Income-Other	30,639	0	0
TOTAL 380 - HOMELAND SECURITY GRANT-FIRE	$ 31,119	$ 0	$ 0
381 - HOMELAND SECURITY GRANT-POLICE			
4740 Grant Income-Other	$ 39,985	$ 68,290	$ 66,360
8001 Transfer In-General Fund	2,110	0	0
TOTAL 381 - HOMELAND SECURITY GRANT-POLICE	$ 42,095	$ 68,290	$ 66,360
383 - EMERGENCY MGMT PERFORMNCE GRNT			
4740 Grant Income-Other	$ 26,732	$ 26,730	$ 26,840
TOTAL 383 - EMERGENCY MGMT PERFORMNCE GRNT	$ 26,732	$ 26,730	$ 26,840
396 - HOUSING SUCCESSOR AGENCY			
4401 Interest Earnings	$ 231,515	$ 154,560	$ 46,000
4402 Unrealized Gain	136,419	0	0
4441 Sale of Land Held for Resale	3,700,000	0	0
4901 Other Revenue	340,437	12,000	12,000
TOTAL 396 - HOUSING SUCCESSOR AGENCY	$ 4,408,371	$ 166,560	$ 58,000
600 - AD 82-1 6TH ST INDUSTRIAL			
4401 Interest Earnings	$ 227	$ 250	$ 280
4402 Unrealized Gain	192	0	0
TOTAL 600 - AD 82-1 6TH ST INDUSTRIAL	$ 419	$ 250	$ 280
602 - AD 84-1 DAY CREEK/MELLO			
4401 Interest Earnings	19,365	21,020	23,300
4402 Unrealized Gain	19,345	0	0
TOTAL 602 - AD 84-1 DAY CREEK/MELLO	$ 38,710	$ 21,020	$ 23,300
612 - CFD 2001-01			
4401 Interest Earnings	$ 57,806	$ 53,950	$ 59,790
4402 Unrealized Gain	49,662	0	0
TOTAL 612 - CFD 2001-01	$ 107,468	$ 53,950	$ 59,790
614 - CFD 2003-01 PROJECT FUND			
4401 Interest Earnings	$ 3,027	$ 0	$ 1,760
4402 Unrealized Gain	2,679	0	0
TOTAL 614 - CFD 2003-01 PROJECT FUND	$ 5,706	$ 0	$ 1,760
615 - CFD 2003-01 CULTURAL CENTER			
4401 Interest Earnings	$ 3,301	$ 0	$ 1,920
TOTAL 615 - CFD 2003-01 CULTURAL CENTER	$ 3,301	$ 0	$ 1,920
617 - CFD 2004-01 RANCHO ETIWANDA ES			

	2018/19 Actual	2019/20 Adopted Budget	2020/21 Adopted Budget
4401 Interest Earnings	$ 819	$ 100	$ 560
4402 Unrealized Gain	48	0	0
TOTAL 617 - CFD 2004-01 RANCHO ETIWANDA ES	$ 867	$ 100	$ 560
680 - CFD 2006-01 VINTNER'S GROVE			
4401 Interest Earnings	$ 0	$ 40	$ 40
TOTAL 680 - CFD 2006-01 VINTNER'S GROVE	$ 0	$ 40	$ 40
681 - CFD 2006-02 AMADOR ON ROUTE 66			
4401 Interest Earnings	$ 91	$ 120	$ 130
4402 Unrealized Gain	96	0	0
TOTAL 681 - CFD 2006-02 AMADOR ON ROUTE 66	$ 187	$ 120	$ 130
700 - SPORTS COMPLEX			
4126 Admissions Tax	$ 146,181	$ 105,000	$ 90,000
4402 Unrealized Gain	1,651	0	0
4411 Special Event Rental	0	13,000	0
4419 Other Rental/Lease Income	133,947	183,400	0
4426 Stadium Lease-Minimum Rent	108,000	110,000	115,000
4431 Special Event Rental-ActiveNet	25,665	0	0
4439 Other Rental/Lease Inc.-ANet	19,103	42,500	133,090
4520 Recreation Fees	91,738	85,800	0
4554 Park Maintenance Fees	2,300	4,410	4,410
4556 Sports Lighting Fees	1,346	3,220	0
4562 Maintenance Fees	3,180	6,250	6,250
4580 Stadium Security Reimbursement	34,150	34,150	34,150
4583 Baseball Security Reimb.	42,871	47,320	30,320
4901 Other Revenue	75,720	3,500	0
4941 Other Revenue - ActiveNet	2,952	0	3,000
8001 Transfer In-General Fund	1,770,941	2,166,750	1,401,770
TOTAL 700 - SPORTS COMPLEX	$ 2,459,745	$ 2,805,300	$ 1,817,990
702 - REGIS CONNECT			
4401 Interest Earnings	$ 0	$ 1,310	$ 0
4402 Unrealized Gain	1,105	0	0
4670 REGIS Connect Service Fees	25,470	50,000	0
TOTAL 702 - REGIS CONNECT	$ 26,575	$ 51,310	$ 0
705 - MUNICIPAL UTILITY			
4401 Interest Earnings	329,577	314,010	351,190
4402 Unrealized Gain	236,069	0	0
4601 Monthly Srvc Fee-Electric Util	628,494	600,000	650,000
4602 Commodity Fee-Electric Util.	10,177,668	12,500,000	11,000,000
4603 New Srvc Activation Fee-Util.	10,680	15,000	15,000
4604 Dist Line Ext Fee-Elec Utility	619,474	500,000	500,000
4605 Wholesale Energy Sales & Cntrt	625,148	800,000	600,000
4608 Standby Demand Fee	91,320	91,320	91,320
4610 Late Fee-Electric Utility	11,409	14,000	14,000
4620 Low Income Disc (Contra Rev)	(120)	0	0

	2018/19 Actual	2019/20 Adopted Budget	2020/21 Adopted Budget
4621 Med Supp Assist (Contra-Rev)	(110)	0	0
4622 Economic Dev (Contra-Revenue)	(74,481)	0	0
4735 ARB-Cap and Trade Revenue	414,619	325,000	425,000
4802 Developer Participation	36,606	20,000	220,000
4901 Other Revenue	1,294	0	0
4915 Bad Debt Recovery	472	0	0
4935 Contributed Capital	377,144	0	0
TOTAL 705 - MUNICIPAL UTILITY	$ 13,485,263	$ 15,179,330	$ 13,866,510
706 - UTILITY PUBLIC BENEFIT FUND			
4401 Interest Earnings	$ 11,298	$ 8,290	$ 5,310
4402 Unrealized Gain	12,573	0	0
4609 Public Benefit Fund-Elec Util	271,912	300,000	300,000
TOTAL 706 - UTILITY PUBLIC BENEFIT FUND	$ 295,783	$ 308,290	$ 305,310
708 - RCMU CAPITAL REPLACEMENT FUND			
4401 Interest Earnings	$ 102,149	$ 100,570	$ 111,560
4402 Unrealized Gain	92,616	0	0
TOTAL 708 - RCMU CAPITAL REPLACEMENT FUND	$ 194,765	$ 100,570	$ 111,560
711 - FIBER OPTIC NETWORK			
4401 Interest Earnings	$ 62,829	$ 141,570	$ 97,980
4419 Other Rental/Lease Income	76,655	75,000	75,000
4446 Fiber License Revenue	0	275,000	75,000
4911 Reimbursement from Other Funds	4,950	4,950	4,950
4935 Contributed Capital	206,371	0	0
8025 Transfer In-Capital Rsrv Fund	0	960,360	934,840
TOTAL 711 - FIBER OPTIC NETWORK	$ 350,805	$ 1,456,880	$ 1,187,770
712 - EQUIP/VEHICLE REPLACEMENT			
4401 Interest Earnings	$ 28,062	$ 28,210	$ 22,490
4402 Unrealized Gain	32,493	0	0
4540 Intragovernmental User Fees	300,000	530,000	530,000
4901 Other Revenue	93,772	0	0
8006 Transfer In-Fund 006	0	150,000	300,000
TOTAL 712 - EQUIP/VEHICLE REPLACEMENT	$ 454,327	$ 708,210	$ 852,490
714 - COMP EQUIP/TECH REPLCMENT FUND			
4401 Interest Earnings	$ 19,132	$ 21,050	$ 53,050
4402 Unrealized Gain	23,063	0	0
4540 Intragovernmental User Fees	421,550	584,190	584,190
8001 Transfer In-General Fund	1,605,240	0	0
8025 Transfer In-Capital Rsrv Fund	334,490	429,660	421,870
8288 Transfer In-Fund 288	158,630	107,420	117,670
TOTAL 714 - COMP EQUIP/TECH REPLCMENT FUND	$ 2,562,105	$ 1,142,320	$ 1,176,780
838 - AD 91-2 REDEMPTION-DAY CANYON			
4101 Property Taxes-CY Sec/Unsec	$ 33,227	$ 33,130	$ 33,130
4103 Property Taxes-PY Sec & Unsec	740	500	360

	2018/19 Actual	2019/20 Adopted Budget	2020/21 Adopted Budget
4104 Property Taxes-Penalties/Int.	440	150	170
4401 Interest Earnings	906	860	1,100
4402 Unrealized Gain	823	0	0
8100 Transfer In-Spec Dist Admin	810	0	0
TOTAL 838 - AD 91-2 REDEMPTION-DAY CANYON	$ 36,946	$ 34,640	$ 34,760
847 - PD 85 CAPITAL REPLACEMENT FUND			
4401 Interest Earnings	$ 4,580	$ 3,760	$ 7,510
4402 Unrealized Gain	3,635	0	0
8848 Transfer In-Fund 848	116,800	116,800	116,800
8876 Transfer In - CFD Empire Lakes	0	0	950
TOTAL 847 - PD 85 CAPITAL REPLACEMENT FUND	$ 125,015	$ 120,560	$ 125,260
848 - PD 85 REDEMPTION FUND			
4101 Property Taxes-CY Sec/Unsec	$ 1,150,654	$ 1,147,500	$ 1,147,930
4103 Property Taxes-PY Sec & Unsec	10,279	11,500	10,860
4104 Property Taxes-Penalties/Int.	3,383	2,500	3,710
4401 Interest Earnings	33,197	30,680	38,000
4402 Unrealized Gain	30,333	0	0
4419 Other Rental/Lease Income	125,076	107,450	122,790
4554 Park Maintenance Fees	4,814	6,500	4,800
4555 Sports Field User Grp Rentals	0	650	150
4556 Sports Lighting Fees	18,838	39,220	17,400
4901 Other Revenue	(109)	500	500
8001 Transfer In-General Fund	214,250	213,530	72,170
8876 Transfer In - CFD Empire Lakes	0	0	1,220
TOTAL 848 - PD 85 REDEMPTION FUND	$ 1,590,715	$ 1,560,030	$ 1,419,530
868 - CFD 2000-03 PARK MAINTENANCE			
4101 Property Taxes-CY Sec/Unsec	$ 468,031	$ 494,600	$ 524,270
4103 Property Taxes-PY Sec & Unsec	1,265	3,600	3,950
4104 Property Taxes-Penalties/Int.	240	1,250	1,200
4401 Interest Earnings	8,551	5,710	7,530
4402 Unrealized Gain	8,976	0	0
4554 Park Maintenance Fees	40	0	0
8100 Transfer In-Spec Dist Admin	810	0	0
TOTAL 868 - CFD 2000-03 PARK MAINTENANCE	$ 487,913	$ 505,160	$ 536,950
875 - CFD 2017-01 NO. ETIWANDA			
4101 Property Taxes-CY Sec/Unsec	$ 0	$ 0	$ 3,020
TOTAL 875 - CFD 2017-01 NO. ETIWANDA	$ 0	$ 0	$ 3,020
876 - CFD 2018-01 EMPIRE LAKES			
4101 Property Taxes-CY Sec/Unsec	$ 0	$ 0	$ 123,180
4402 Unrealized Gain	1,168	0	0
4901 Other Revenue	44,121	0	0
TOTAL 876 - CFD 2018-01 EMPIRE LAKES	$ 45,289	$ 0	$ 123,180
877 - CFD 2018-01 CAPITAL RESERVE			

	2018/19 Actual	2019/20 Adopted Budget	2020/21 Adopted Budget
4401 Interest Earnings	$ 0	$ 0	$ 790
8876 Transfer In - CFD Empire Lakes	0	0	79,390
TOTAL 877 - CFD 2018-01 CAPITAL RESERVE	$ 0	$ 0	$ 80,180
TOTAL CITY OF RANCHO CUCAMONGA	$ 185,581,637	$ 218,813,840	$ 174,288,680
R.C. FIRE PROTECTION DISTRICT			
281 - FIRE FUND			
4101 Property Taxes-CY Sec/Unsec	$ 17,425,860	$ 18,305,650	$ 18,925,460
4102 Property Taxes-CY Unsecured	649,653	650,210	705,560
4103 Property Taxes-PY Sec & Unsec	337,542	366,430	366,590
4104 Property Taxes-Penalties/Int.	105,033	144,340	114,070
4105 Property Taxes-Supplemental	570,117	529,260	619,180
4106 Property Taxes-Unitary	621,830	623,710	666,640
4110 Homeowners Exemption	168,285	168,280	165,690
4112 Property Tax- Post RDA	5,957,845	5,650,700	8,905,710
4211 Fire Permits	16,141	16,500	16,500
4309 False Alarm Fees	20,248	20,000	20,000
4313 Other Fines & Forfeitures	58,450	8,000	8,000
4316 Weed Abatement	79,926	90,000	90,000
4401 Interest Earnings	435,614	382,940	444,870
4402 Unrealized Gain	460,562	0	0
4403 Restricted - Interest Earnings	378,740	0	0
4419 Other Rental/Lease Income	127,809	107,460	105,770
4440 Sale of Fixed Assets	1,321	0	0
4501 Plan Check Fees	0	1,000	100
4546 FSD Fees	0	140	0
4548 D.U.I. Recovery	0	280	100
4549 Hazmat Recovery	0	900	100
4553 Fire Maintenance Fees	2,448	3,000	1,500
4740 Grant Income-Other	10,000	0	0
4901 Other Revenue	(115,899)	10,600	8,800
4913 State Mandate Reimbursement	5,691	0	0
4914 Non-Abated Reimbursements	860,923	706,800	570,000
4916 Reimbursement from OPEB Trust	749,647	851,260	981,290
4941 Other Revenue - ActiveNet	3,733	3,400	6,040
4946 Processing Fee - ActiveNet	(674)	0	0
8100 Transfer In-Spec Dist Admin	3,230	0	0
TOTAL 281 - FIRE FUND	$ 28,934,075	$ 28,640,860	$ 32,721,970
282 - COMMUNITY FACILITIES DIST 85-1			
4101 Property Taxes-CY Sec/Unsec	$ 5,975,703	$ 5,959,650	$ 6,181,280
4103 Property Taxes-PY Sec & Unsec	6,253	7,550	6,700
4104 Property Taxes-Penalties/Int.	37,034	20,000	4,440
4401 Interest Earnings	53,590	43,570	69,900
4402 Unrealized Gain	41,106	0	0
4901 Other Revenue	(34,630)	0	0
TOTAL 282 - COMMUNITY FACILITIES DIST 85-1	$ 6,079,056	$ 6,030,770	$ 6,262,320

City of Rancho Cucamonga
Revenue Detail
All Funds
Fiscal Year 2020/21 Adopted Budget

	2018/19 Actual	2019/20 Adopted Budget	2020/21 Adopted Budget
283 - COMMUNITY FACILITIES DIST 88-1			
4101 Property Taxes-CY Sec/Unsec	$ 1,230,620	$ 410,150	$ 410,700
4103 Property Taxes-PY Sec & Unsec	14,774	13,420	16,050
4104 Property Taxes-Penalties/Int.	5,201	4,630	4,340
4402 Unrealized Gain	(11)	0	0
8281 Transfer In-Fire Fund	1,188,393	1,966,610	2,036,930
TOTAL 283 - COMMUNITY FACILITIES DIST 88-1	$ 2,438,977	$ 2,394,810	$ 2,468,020
285 - FIRE TECHNOLOGY FEE FUND			
4401 Interest Earnings	$ 407	$ 400	$ 460
4402 Unrealized Gain	312	0	0
4517 Technology Fee-Permit	292	500	500
TOTAL 285 - FIRE TECHNOLOGY FEE FUND	$ 1,011	$ 900	$ 960
288 - FIRE PROTECTION CAPITAL FUND			
4112 Property Tax- Post RDA	$ 8,895,143	$ 9,758,450	$ 7,345,180
4401 Interest Earnings	517,518	538,260	668,790
4402 Unrealized Gain	359,007	0	0
4901 Other Revenue	58,613	17,000	17,000
4923 Misc. Other Financing Sources	71,404	0	0
TOTAL 288 - FIRE PROTECTION CAPITAL FUND	$ 9,901,685	$ 10,313,710	$ 8,030,970
TOTAL R.C. FIRE PROTECTION DISTRICT	$ 47,354,804	$ 47,381,050	$ 49,484,240
TOTAL ALL FUNDS	$ 232,936,441	$ 266,194,890	$ 223,772,920

City of Rancho Cucamonga

Revenues by Fund

Fiscal Year 2020/21 Adopted Budget

	2018/19 Actual	2019/20 Adopted Budget	2020/21 Adopted Budget
CITY OF RANCHO CUCAMONGA			
GENERAL FUND			
001 - GENERAL FUND	$ 90,223,105	$ 88,290,270	$ 89,394,500
TOTAL GENERAL FUND	$ 90,223,105	$ 88,290,270	$ 89,394,500
OTHER GENERAL FUNDS			
003 - REIMB ST/COUNTY PARKING CIT	$ 169,337	$ 162,480	$ 111,330
006 - CVWD REIMBURSEMENTS	402,541	463,500	443,900
008 - CNTY OF S. B. REIMBURSEMENTS	428	0	0
016 - COMM DEV TECHNICAL SRVCS FUND	364,305	101,420	364,080
017 - LAW ENFORCEMENT RESERVE	298,943	150,930	186,530
018 - TRAFFIC SAFETY	371,762	408,740	112,000
019 - INFO TECHNOLOGY-DEVELOPMENT	67,338	0	0
020 - CITY TECHNOLOGY FEE FUND	1,412,726	311,880	298,590
022 - MOBILE HOME PARK PROGRAM	24,615	21,960	36,120
023 - SB1186 CERT ACCESS SPEC PROG	42,773	19,940	42,650
025 - CAPITAL RESERVE	3,603,151	2,198,970	2,005,250
073 - BENEFITS CONTINGENCY	91,524	60,210	50,080
TOTAL OTHER GENERAL FUNDS	$ 6,849,443	$ 3,900,030	$ 3,650,530
SPECIAL REVENUE			
100 - ASSESSMENT DISTRICTS ADMIN	$ 909,486	$ 1,019,250	$ 1,019,440
101 - AD 93-1 MASI COMMERCE CENTER	5,448	210	3,260
105 - AB2766 AIR QUALITY IMPROVEMENT	592,656	558,210	253,920
106 - MSRC AIR POLLUTION REDUCT GRNT	0	0	30,000
109 - PUBLIC ART TRUST FUND	0	0	2,760
110 - BEAUTIFICATION	140,598	16,560	14,750
111 - PARK LAND ACQUISITION	1,601,888	285,980	770,940
112 - DRAINAGE FAC/GENERAL	870,119	159,490	173,000
113 - COMMUNITY/REC CENTER DEVELPMNT	567,378	326,170	337,300
114 - DRAINAGE-ETIWANDA/SAN SEVAINE	29,865	7,950	5,280
115 - HENDERSON/WARDMAN DRAINAGE	16,643	0	0
116 - ETIWANDA DRAINAGE	89,418	37,250	39,510
118 - UPPER ETIWANDA DRAINAGE	19,685	10,700	11,860
119 - PARK IMPROVEMENT	831,912	220,200	236,330
120 - PARK DEVELOPMENT	370,185	145,780	160,580
122 - SOUTH ETIWANDA DRAINAGE	219,764	16,160	21,650
123 - LIBRARY IMPACT FEE	214,319	117,800	122,630
124 - TRANSPORTATION	10,670,968	3,742,590	3,853,270
125 - ANIMAL CENTER IMPACT FEE	35,706	25,320	26,150
126 - LOWER ETIWANDA DRAINAGE	20,891	11,370	12,600
127 - POLICE IMPACT FEE	166,854	110,570	113,930
128 - ETIWANDA NO. EQUESTRIAN FACIL.	23,361	12,690	14,060
129 - UNDERGROUND UTILITIES	530,002	288,180	309,590
130 - LMD #1 GENERAL CITY	1,470,436	1,456,770	1,359,320
131 - LMD #2 VICTORIA	3,983,730	3,937,130	4,107,960
132 - LMD #3A HYSSOP	5,162	4,280	4,320
133 - LMD #3B MEDIANS	1,118,106	1,093,480	1,083,800
134 - LMD #4R TERRA VISTA	2,955,664	2,888,970	2,913,070
135 - LMD #5 ANDOVER	3,589	3,020	3,020

	2018/19 Actual	2019/20 Adopted Budget	2020/21 Adopted Budget
136 - LMD #6R CARYN COMMUNITY	592,012	574,290	593,360
137 - LMD #7 NORTH ETIWANDA	1,082,622	999,930	1,027,510
138 - LMD #8 SOUTH ETIWANDA	38,037	35,520	35,700
139 - LMD #9 LOWER ETIWANDA	562,943	689,550	964,560
140 - LMD #10 RANCHO ETIWANDA	661,376	624,590	653,710
141 - LMD 1 CAPITAL REPLACEMENT FUND	96,657	93,890	96,810
150 - GENERAL CITY STREET LIGHTS	217,724	351,620	354,830
151 - SLD #1 ARTERIAL	1,120,148	830,580	840,970
152 - SLD #2 RESIDENTIAL	793,187	660,700	695,660
153 - SLD #3 VICTORIA	495,172	385,090	410,230
154 - SLD #4 TERRA VISTA	231,896	184,270	177,820
155 - SLD #5 CARYN COMMUNITY	64,623	44,220	44,240
156 - SLD #6 INDUSTRIAL AREA	178,161	141,430	144,220
157 - SLD #7 NORTH ETIWANDA	250,871	216,590	222,760
158 - SLD #8 SOUTH ETIWANDA	161,406	109,060	112,400
174 - STATE GAS TAX	3,912,800	4,903,310	4,381,350
176 - MEASURE I 1990-2010	15,564	5,650	5,520
177 - MEASURE I 2010-2040	3,321,114	3,061,140	2,660,560
178 - SB 140	576	0	0
179 - ROAD MAINT & REHAB ACCT	3,006,245	2,918,340	3,140,730
181 - SB 1 - TCEP	1,386,985	52,150,000	11,000,650
182 - AB 2928 TRAFFIC CONGEST RELIEF	4,975	0	0
188 - INTEGRATED WASTE MANAGEMENT	1,545,628	1,535,580	1,869,350
194 - PROPOSITION 1B STATE FUNDING	8,328	4,540	5,030
195 - STATE ASSET SEIZURE	2,334	1,320	950
196 - CA ASSET SEIZURE 15%	187	60	130
198 - CITYWIDE INFRASTRUCTURE IMPRV	1,922,088	1,693,550	1,360,200
204 - COMMUNITY DEVELOPMENT BLK GRNT	1,363,065	1,440,010	1,440,010
209 - FEDERAL SAFETEA-LU	5,757	0	1,070
211 - PROP 1B - SLPP	93	0	70
214 - PEDESTRIAN GRANT/ART 3	36,838	451,000	401,200
218 - PUBLIC RESRCE GRNTS/HEALTHY RC	33,636	19,600	24,600
225 - CA RECYC/LITTER REDUCTION GRNT	104,285	59,390	59,860
226 - USED OIL RECYCLING GRANT	365	0	0
227 - USED OIL RECYCLING PROGRAM	90,320	49,430	49,390
234 - SAFE ROUTES TO SCHOOL PROGRAM	103,062	118,900	90,800
239 - FEDERAL GRANT FUNDS-DREIER	192	0	0
250 - RECREATION SERVICES	2,962,405	2,965,860	0
255 - VG CULTURAL CENTER	1,674,392	1,615,300	0
272 - FREEDOM COURTYARD RSRC GRANTS	2,148	40	50
274 - STATE GRANTS FUND	0	0	2,686,760
290 - LIBRARY FUND	5,361,704	6,068,790	5,991,700
291 - CA STATE LIBRARY	126,362	21,130	20,000
292 - STAFF INNOVATION FD (CA ST LB)	259,653	7,530	5,080
301 - THE BIG READ LIBRARY GRANT	50	0	0
302 - LIBRARY SERVICES & TECH. ACT	620	0	0
310 - PUBLIC LIBRARY BOND ACT-2000	26,575	0	0
329 - LIBRARY CAPITAL FUND	27,102	514,180	517,420
354 - COP'S PROGRAM GRANT-STATE	411,906	271,820	271,820
361 - JUSTICE ASSISTANCE GRANT(JAG)	846	0	0
380 - HOMELAND SECURITY GRANT-FIRE	31,119	0	0

City of Rancho Cucamonga
Revenues by Fund
Fiscal Year 2020/21 Adopted Budget

	2018/19 Actual	2019/20 Adopted Budget	2020/21 Adopted Budget
381 - HOMELAND SECURITY GRANT-POLICE	42,095	68,290	66,360
383 - EMERGENCY MGMT PERFORMNCE GRNT	26,732	26,730	26,840
396 - HOUSING SUCCESSOR AGENCY	4,408,371	166,560	58,000
838 - AD 91-2 REDEMPTION-DAY CANYON	36,946	34,640	34,760
847 - PD 85 CAPITAL REPLACEMENT FUND	125,015	120,560	125,260
848 - PD 85 REDEMPTION FUND	1,590,715	1,560,030	1,419,530
868 - CFD 2000-03 PARK MAINTENANCE	487,914	505,160	536,950
875 - CFD 2017-01 NO. ETIWANDA	0	0	3,020
876 - CFD 2018-01 EMPIRE LAKES	45,288	0	123,180
877 - CFD 2018-01 CAPITAL RESERVE	0	0	80,180
TOTAL SPECIAL REVENUE	$ 68,523,063	$ 104,795,850	$ 61,837,460
CAPITAL PROJECTS			
600 - AD 82-1 6TH ST INDUSTRIAL	$ 419	$ 250	$ 280
602 - AD 84-1 DAY CREEK/MELLO	38,710	21,020	23,300
612 - CFD 2001-01	107,468	53,950	59,790
614 - CFD 2003-01 PROJECT FUND	5,706	0	1,760
615 - CFD 2003-01 CULTURAL CENTER	3,301	0	1,920
617 - CFD 2004-01 RANCHO ETIWANDA ES	867	100	560
680 - CFD 2006-01 VINTNER'S GROVE	0	40	40
681 - CFD 2006-02 AMADOR ON ROUTE 66	187	120	130
TOTAL CAPITAL PROJECTS	$ 156,658	$ 75,480	$ 87,780
ENTERPRISE FUNDS			
700 - SPORTS COMPLEX	$ 2,459,745	$ 2,805,300	$ 1,817,990
702 - REGIS CONNECT	26,575	51,310	0
705 - MUNICIPAL UTILITY	13,485,261	15,179,330	13,866,510
706 - UTILITY PUBLIC BENEFIT FUND	295,783	308,290	305,310
708 - RCMU CAPITAL REPLACEMENT FUND	194,765	100,570	111,560
711 - FIBER OPTIC NETWORK	350,805	1,456,880	1,187,770
TOTAL ENTERPRISE FUNDS	$ 16,812,934	$ 19,901,680	$ 17,289,140
INTERNAL SERVICE FUNDS			
712 - EQUIP/VEHICLE REPLACEMENT	$ 454,327	$ 708,210	$ 852,490
714 - COMP EQUIP/TECH REPLCMENT FUND	2,562,105	1,142,320	1,176,780
TOTAL INTERNAL SERVICE FUNDS	$ 3,016,432	$ 1,850,530	$ 2,029,270
TOTAL CITY OF RANCHO CUCAMONGA	$ 185,581,635	$ 218,813,840	$ 174,288,680
R.C. FIRE PROTECTION DISTRICT			
SPECIAL REVENUE			
281 - FIRE FUND	$ 28,934,074	$ 28,640,860	$ 32,721,970
282 - COMMUNITY FACILITIES DIST 85-1	6,079,056	6,030,770	6,262,320
283 - COMMUNITY FACILITIES DIST 88-1	2,438,978	2,394,810	2,468,020
285 - FIRE TECHNOLOGY FEE FUND	1,011	900	960
288 - FIRE PROTECTION CAPITAL FUND	9,901,684	10,313,710	8,030,970
TOTAL SPECIAL REVENUE	$ 47,354,803	$ 47,381,050	$ 49,484,240

City of Rancho Cucamonga

Revenues by Fund

Fiscal Year 2020/21 Adopted Budget

	2018/19 Actual	2019/20 Adopted Budget	2020/21 Adopted Budget
TOTAL R.C. FIRE PROTECTION DISTRICT	$ 47,354,803	$ 47,381,050	$ 49,484,240
TOTAL ALL FUNDS	$ 232,936,438	$ 266,194,890	$ 223,772,920

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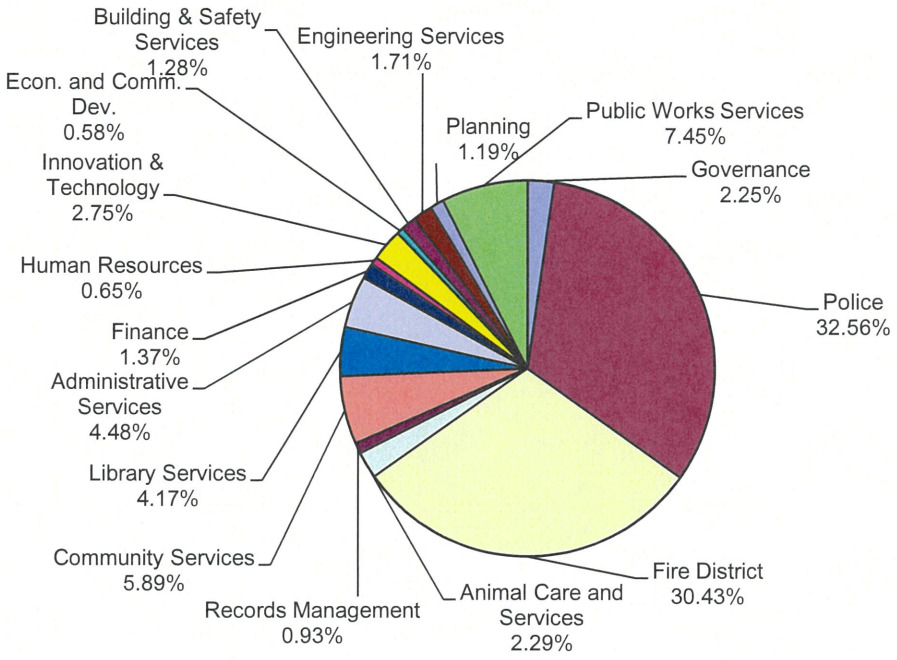
RANCHO
CUCAMONGA
CALIFORNIA

SUMMARIES OF FINANCIAL DATA

Expenditure Summaries

City of Rancho Cucamonga, California
Expenditure Summary by Department
Operating Budget*
Fiscal Year 2020/21 Adopted Budget



Governance	$ 3,106,100
Police	44,869,070
Fire District	41,928,890
Animal Care and Services	3,161,730
Records Management	1,279,650
Community Services	8,119,410
Library Services	5,750,160
Administrative Services	6,169,330
Finance	1,890,790
Human Resources	900,570
Innovation & Technology	3,784,170
Econ. and Comm. Dev.	802,270
Building & Safety Services	1,766,050
Engineering Services	2,353,300
Planning	1,633,770
Public Works Services	10,268,290
Total Operating Budget	$ 137,783,550

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

City of Rancho Cucamonga
Expenditure Summary by Category
Operating Budget
Fiscal Year 2020/21 Adopted Budget

	2018/19 Actual	2019/20 Adopted Budget	2020/21 Adopted Budget
001 -GENERAL FUND			
PERSONNEL SERVICES	$ 26,426,624	$ 30,289,680	$ 29,819,270
OPERATIONS & MAINTENANCE	55,013,564	58,846,590	63,328,620
CAPITAL OUTLAY	23,915	475,000	210,000
DEBT SERVICE	12,538	106,450	106,450
COST ALLOCATION	(5,527,120)	(6,072,840)	(6,365,070)
TRANSFER OUT	5,754,741	4,645,390	3,005,230
TOTAL GENERAL FUND	$ 81,704,262	$ 88,290,270	$ 90,104,500
281 -FIRE FUND			
PERSONNEL SERVICES	$ 17,521,141	$ 19,432,400	$ 22,606,050
OPERATIONS & MAINTENANCE	5,547,528	6,841,860	7,679,000
DEBT SERVICE	77,830	399,990	399,990
TRANSFER OUT	1,188,393	1,966,610	2,036,930
TOTAL FIRE FUND	$ 24,334,892	$ 28,640,860	$ 32,721,970
282 -COMMUNITY FACILITIES DIST 85-1			
PERSONNEL SERVICES	$ 5,323,730	$ 5,387,530	$ 5,978,580
OPERATIONS & MAINTENANCE	728,983	720,960	760,320
TOTAL COMMUNITY FACILITIES DIST 85-1	$ 6,052,713	$ 6,108,490	$ 6,738,900
283 -COMMUNITY FACILITIES DIST 88-1			
PERSONNEL SERVICES	$ 2,217,280	$ 2,164,860	$ 2,223,100
OPERATIONS & MAINTENANCE	222,141	229,950	244,920
TOTAL COMMUNITY FACILITIES DIST 88-1	$ 2,439,421	$ 2,394,810	$ 2,468,020
290 -LIBRARY FUND			
PERSONNEL SERVICES	$ 3,273,861	$ 3,751,760	$ 3,681,450
OPERATIONS & MAINTENANCE	1,292,856	1,514,690	1,563,710
CAPITAL OUTLAY	0	5,000	5,000
DEBT SERVICE	0	0	0
TRANSFER OUT	0	500,000	500,000
TOTAL LIBRARY FUND	$ 4,566,717	$ 5,771,450	$ 5,750,160
TOTAL OPERATING BUDGET	$ 119,098,005	$ 131,205,880	$ 137,783,550

	2018/19 Actual	2019/20 Adopted Budget	2020/21 Adopted Budget
001-GENERAL FUND			
PERSONNEL SERVICES			
5000 - Regular Salaries	$ 15,948,112	$ 18,381,960	$ 17,612,350
5005 - Overtime Salaries	283,341	353,160	348,680
5010 - Part Time Salaries	2,204,017	2,327,240	2,822,640
Fringe Benefits	7,905,874	9,137,900	8,907,170
5060 - Tuition Reimbursement	27,157	26,000	26,000
5061 - Employee Development	91,213	101,040	86,540
5065 - Coffee Fund	3,776	5,000	5,000
5070 - Executive Reimbursement	15,962	10,000	18,000
5093 - Other Funds-Salary Reimbursmnt	(52,830)	(52,620)	(7,110)
TOTAL PERSONNEL SERVICES	$ 26,426,622	$ 30,289,680	$ 29,819,270
OPERATIONS & MAINTENANCE			
5100 - Travel and Meetings	$ 346,974	$ 415,000	$ 333,970
5102 - Training	239,888	322,890	262,130
5105 - Mileage	7,003	7,730	6,630
5150 - Office Supplies & Equipment	190,070	226,060	222,310
5151 - Postage	75,225	98,410	98,440
5152 - Computer Software	13,329	8,980	10,780
5160 - Membership Dues	144,935	181,870	185,540
5161 - Publications & Subscriptions	18,028	23,880	26,770
5165 - Licenses, Permits & Fees	196,609	194,750	120,530
5200 - Operations & Maintenance	1,262,423	1,680,950	1,893,510
5201 - O & M/Volunteer Program	19,781	20,000	20,000
5204 - O & M/Facilities	390,199	468,000	448,880
5207 - O & M/Capital Supplies	55,032	0	24,000
5210 - O & M/Crime Prevention	20,659	29,000	29,000
5215 - O & M/Computer Equipment	20,036	23,500	29,430
5217 - Technical Investigative Costs	117,950	200,780	168,580
5220 - Cellular Technology	123,413	147,010	153,310
5250 - Vehicle Operations & Maint.	347,465	449,350	524,380
5251 - Depreciation - Vehicles	250,900	443,260	443,260
5252 - Emergency Equipment & Veh Rntl	23,070	37,000	37,000
5253 - Vehicle Collision Repair	46,036	100,000	100,000
5255 - Gasoline	548,818	546,000	540,610
5256 - Diesel Fuel	15,000	15,000	12,470
5257 - CNG Fuel	13,560	13,400	10,870
5260 - O&M/Animal Care	115,776	116,630	117,630
5262 - O&M/Community & Info Programs	2,171	4,000	2,000
5263 - O&M/Field Services	5,252	5,000	4,000
5264 - O&M/Veterinarian Services	174,552	139,000	139,000
5265 - O&M/Kitten Nursery	33,058	20,090	10,000
5280 - Equip Operations & Maint	25,350	30,480	30,690

	2018/19 Actual	2019/20 Adopted Budget	2020/21 Adopted Budget
5281 - Depreciation - Equipment	49,100	86,740	86,740
5283 - Depreciation-Computer Equip	421,550	584,190	584,190
5285 - Safety Gear & Equipment	40,711	46,000	46,000
5298 - Operating Cntra Acct (FS only)	5,815	0	0
5300 - Contract Services	44,360,841	46,367,680	51,236,710
5303 - Contract Serv/Reimbursable	103,775	240,450	240,450
5304 - Contract Serv/Facilities	1,402,061	1,840,080	1,873,500
5310 - Tree Maintenance	671,444	575,000	200,000
5312 - Legal Services	678,468	656,250	576,250
5320 - Hazardous Waste Removal	10,414	24,320	24,320
5360 - Contract Serv/Animal Care	16,167	14,820	43,660
5362 - Contract Serv/Comm & Info Prgm	540	2,490	1,030
5363 - Contract Serv/Field Services	9,000	15,500	15,500
5364 - Contract Serv/Vet Services	63,604	56,400	66,400
5365 - Cont Srv-Spay/Neuter Program	7,675	40,000	47,500
5400 - Telephone Utilities	135,416	132,930	132,260
5401 - Gas Utilities	148,088	112,330	148,090
5402 - Water Utilities	384,998	470,620	434,830
5403 - Electric Utilities	1,038,610	1,111,300	1,042,260
5405 - Internet Services	118,337	130,000	117,940
5410 - Property Insurance	245,979	270,110	316,110
5510 - Property Tax Admin. Fee	82,167	101,360	89,160
5530 - Banking Fees Allocation	30,772	0	0
5725 - Other Expenditures	141,527	0	0
5999 - Prior Period Adjustment	3,948	0	0
TOTAL OPERATIONS & MAINTENANCE	$ 55,013,569	$ 58,846,590	$ 63,328,620
CAPITAL OUTLAY			
5601 - Capital Outlay-Building	$ (100)	$ 0	$ 0
5603 - Capital Outlay-Equipment	24,015	0	10,000
5606 - Capital Outlay-Furn/Fixtures	5,815	0	0
5650 - Capital Project	0	475,000	200,000
5699 - Capital Proj Contra Acct (FS)	(5,815)	0	0
TOTAL CAPITAL OUTLAY	$ 23,915	$ 475,000	$ 210,000
DEBT SERVICE			
5700 - Interest Expense	$ 12,538	$ 11,980	$ 8,200
5701 - Principal Repayments	408,123	94,470	98,250
5704 - Long Term Debt Repymt Contra	(408,123)	0	0
TOTAL DEBT SERVICE	$ 12,538	$ 106,450	$ 106,450
COST ALLOCATION			
5990 - Cost Allocation Plan Offset	$ (5,527,120)	$ (6,072,840)	$ (6,365,070)

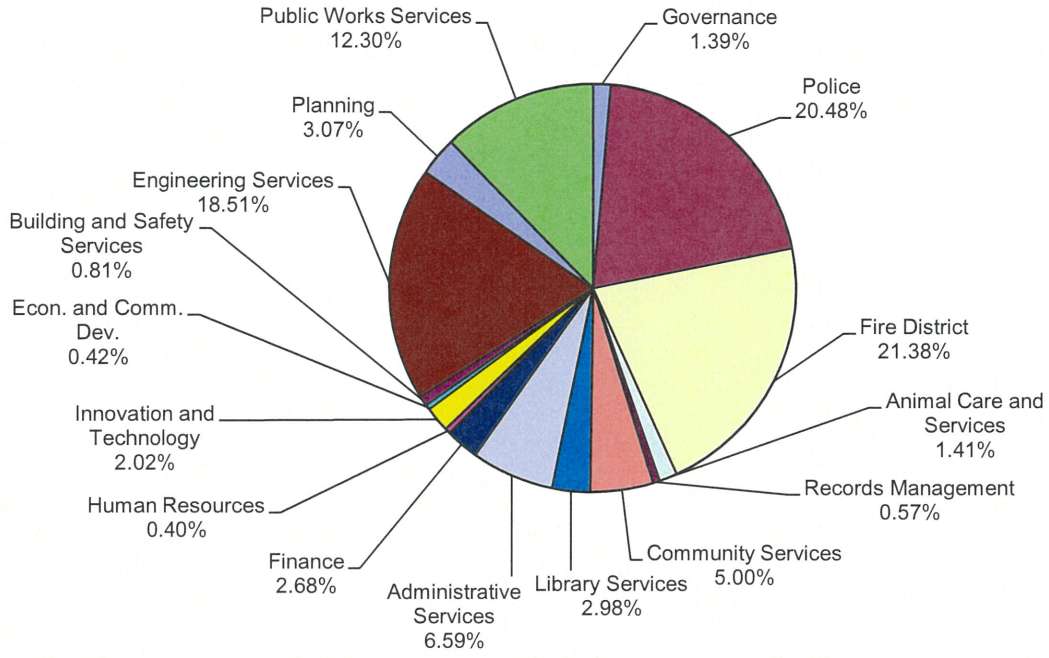
	2018/19 Actual	2019/20 Adopted Budget	2020/21 Adopted Budget
TOTAL COST ALLOCATION	$ (5,527,120)	$ (6,072,840)	$ (6,365,070)
TRANSFER OUT			
9018 - Transfer Out - Traffic Safety	$ 210,460	$ 220,160	$ 10,270
9025 - Transfer Out-Capital Reserve	1,140,000	1,175,000	725,000
9130 - Transfer Out-LMD1	135,820	135,830	36,300
9131 - Transfer Out-LMD2	299,540	324,860	314,280
9136 - Transfer Out-LMD6R	60,370	41,090	39,010
9152 - Transfer Out-SLD2	188,420	284,250	317,330
9157 - Transfer Out-SLD7	62,590	83,920	89,100
9234 - Transfer Out-Fund 234 SRTS	65,000	0	0
9381 - Transfer Out-Fund 381	2,110	0	0
9700 - Transfer Out-Sports Complex	1,770,941	2,166,750	1,401,770
9714 - Transfer Out - Comptr Eq Rplc	1,605,240	0	0
9848 - Transfer Out-Fund 848	214,250	213,530	72,170
TOTAL TRANSFER OUT	$ 5,754,741	$ 4,645,390	$ 3,005,230
TOTAL GENERAL FUND	$ 81,704,265	$ 88,290,270	$ 90,104,500
281-FIRE FUND			
PERSONNEL SERVICES			
5000 - Regular Salaries	$ 12,948,022	$ 13,720,630	$ 15,040,040
5005 - Overtime Salaries	3,492,792	3,979,510	4,291,190
5010 - Part Time Salaries	119,716	176,450	159,790
Fringe Benefits	8,527,311	9,124,930	11,333,550
5060 - Tuition Reimbursement	1,043	10,000	10,000
5082 - Reimb Personnel from CFD 85-1	(5,323,730)	(5,387,530)	(5,978,580)
5083 - Reimb Personnel from CFD 88-1	(2,217,280)	(2,164,860)	(2,223,100)
5093 - Other Funds-Salary Reimbursmnt	(26,732)	(26,730)	(26,840)
TOTAL PERSONNEL SERVICES	$ 17,521,142	$ 19,432,400	$ 22,606,050
OPERATIONS & MAINTENANCE			
5100 - Travel and Meetings	$ 13,297	$ 27,160	$ 23,050
5102 - Training	90,951	155,670	154,130
5150 - Office Supplies & Equipment	27,641	32,550	32,000
5151 - Postage	20	300	300
5152 - Computer Software	2,040	640	0
5155 - Public Relations/Educ Material	30,058	36,750	25,750
5160 - Membership Dues	5,782	10,530	10,330
5161 - Publications & Subscriptions	3,686	14,050	9,270
5165 - Licenses, Permits & Fees	8,467	9,030	8,740
5200 - Operations & Maintenance	266,530	339,420	342,520
5204 - O & M/Facilities	42,764	98,000	70,000
5220 - Cellular Technology	48,101	53,200	67,620

	2018/19 Actual	2019/20 Adopted Budget	2020/21 Adopted Budget
5240 - Operation of Acquired Property	0	0	10,500
5250 - Vehicle Operations & Maint.	145,372	209,930	210,600
5252 - Emergency Equipment & Veh Rntl	0	1,500	1,500
5255 - Gasoline	30,459	54,520	41,200
5256 - Diesel Fuel	125,997	132,420	136,400
5258 - Propane	9,330	19,000	19,000
5280 - Equip Operations & Maint	22,533	40,500	38,180
5285 - Safety Gear & Equipment	68,936	117,190	121,890
5290 - Specialized Tools & Equipment	41,178	47,200	52,930
5291 - Equipment Supplies & Repairs	28,178	49,100	43,400
5300 - Contract Services	963,593	1,216,610	1,395,660
5304 - Contract Serv/Facilities	178,276	277,200	302,570
5312 - Legal Services	31,497	50,000	50,000
5320 - Hazardous Waste Removal	0	2,500	2,500
5321 - Fire Incident Costs	910	3,500	3,500
5400 - Telephone Utilities	11,836	17,910	27,690
5401 - Gas Utilities	10,340	12,080	10,670
5402 - Water Utilities	21,140	19,640	22,270
5403 - Electric Utilities	77,259	95,010	84,390
5410 - Property Insurance	95,246	95,250	123,090
5411 - Other Insurance	4,310	5,500	5,580
5416 - General Liability Insurance	257,568	295,560	402,850
5417 - General Liability Claims	4,027	0	0
5500 - Assessment Administration	87,371	97,570	97,570
5501 - Admin./General Overhead	2,374,010	2,725,110	3,118,370
5510 - Property Tax Admin. Fee	143,652	123,600	156,010
5530 - Banking Fees Allocation	35,992	0	0
5720 - Misc Contributions to City	239,180	356,160	456,970
TOTAL OPERATIONS & MAINTENANCE	$ 5,547,527	$ 6,841,860	$ 7,679,000
DEBT SERVICE			
5700 - Interest Expense	$ 77,830	$ 63,200	$ 47,560
5701 - Principal Repayments	322,154	336,790	352,430
5704 - Long Term Debt Repymt Contra	(322,154)	0	0
TOTAL DEBT SERVICE	$ 77,830	$ 399,990	$ 399,990
TRANSFER OUT			
9283 - Transfer Out-CFD 88-1	$ 1,188,393	$ 1,966,610	$ 2,036,930
TOTAL TRANSFER OUT	$ 1,188,393	$ 1,966,610	$ 2,036,930
TOTAL FIRE FUND	$ 24,334,892	$ 28,640,860	$ 32,721,970
282-COMMUNITY FACILITIES DIST 85-1			
PERSONNEL SERVICES			

	2018/19 Actual	2019/20 Adopted Budget	2020/21 Adopted Budget
5081 - Reimb Personnel to Fire Fund	$ 5,323,730	$ 5,387,530	$ 5,978,580
TOTAL PERSONNEL SERVICES	$ 5,323,730	$ 5,387,530	$ 5,978,580
OPERATIONS & MAINTENANCE			
5165 - Licenses, Permits & Fees	$ 2,866	$ 3,200	$ 3,110
5200 - Operations & Maintenance	9,832	10,000	10,000
5285 - Safety Gear & Equipment	15,620	0	0
5300 - Contract Services	365,188	375,330	367,860
5400 - Telephone Utilities	4,045	4,270	4,490
5401 - Gas Utilities	6,139	5,930	7,360
5402 - Water Utilities	16,620	13,710	13,240
5403 - Electric Utilities	51,804	56,240	62,180
5501 - Admin./General Overhead	256,870	252,280	292,080
TOTAL OPERATIONS & MAINTENANCE	$ 728,984	$ 720,960	$ 760,320
TOTAL COMMUNITY FACILITIES DIST 85-1	$ 6,052,714	$ 6,108,490	$ 6,738,900
283-COMMUNITY FACILITIES DIST 88-1			
PERSONNEL SERVICES			
5081 - Reimb Personnel to Fire Fund	$ 2,217,280	$ 2,164,860	$ 2,223,100
TOTAL PERSONNEL SERVICES	$ 2,217,280	$ 2,164,860	$ 2,223,100
OPERATIONS & MAINTENANCE			
5165 - Licenses, Permits & Fees	$ 1,439	$ 1,410	$ 1,490
5200 - Operations & Maintenance	3,606	4,000	4,000
5300 - Contract Services	86,585	93,420	91,580
5400 - Telephone Utilities	1,624	1,600	15,160
5401 - Gas Utilities	1,766	2,070	2,170
5402 - Water Utilities	4,870	5,240	5,240
5403 - Electric Utilities	13,712	15,180	14,520
5501 - Admin./General Overhead	108,540	107,030	110,760
TOTAL OPERATIONS & MAINTENANCE	$ 222,142	$ 229,950	$ 244,920
TOTAL COMMUNITY FACILITIES DIST 88-1	$ 2,439,422	$ 2,394,810	$ 2,468,020
290-LIBRARY FUND			
PERSONNEL SERVICES			
5000 - Regular Salaries	$ 1,632,898	$ 1,842,420	$ 1,767,140
5010 - Part Time Salaries	765,649	928,810	985,220
TOTAL PERSONNEL SERVICES	$ 2,398,547	$ 2,771,230	$ 2,752,360
OPERATIONS & MAINTENANCE			
Fringe Benefits	875,314	980,530	929,090
5100 - Travel and Meetings	$ 23,752	$ 31,740	$ 26,280

	2018/19 Actual	2019/20 Adopted Budget	2020/21 Adopted Budget
5102 - Training	5,551	0	2,500
5105 - Mileage	537	1,000	900
5150 - Office Supplies & Equipment	7,582	20,750	19,000
5152 - Computer Software	360	1,400	0
5160 - Membership Dues	4,433	7,190	6,330
5200 - Operations & Maintenance	759,653	799,700	769,950
5207 - O & M/Capital Supplies	40,575	40,000	40,000
5215 - O & M/Computer Equipment	5,209	20,240	78,330
5220 - Cellular Technology	477	500	500
5298 - Operating Cntra Acct (FS only)	4,998	0	0
5300 - Contract Services	190,740	352,830	312,880
5400 - Telephone Utilities	6,487	10,500	2,650
5402 - Water Utilities	5,715	5,040	6,010
5403 - Electric Utilities	62,897	65,000	68,250
5405 - Internet Services	70,225	54,930	57,480
5501 - Admin./General Overhead	95,100	103,870	114,250
5530 - Banking Fees Allocation	8,566	0	0
5725 - Other Expenditures	0	0	58,400
TOTAL OPERATIONS & MAINTENANCE	$ 2,168,171	$ 2,495,220	$ 2,492,800
CAPITAL OUTLAY			
5606 - Capital Outlay-Furn/Fixtures	$ 4,998	$ 5,000	$ 5,000
5699 - Capital Proj Contra Acct (FS)	(4,998)	0	0
TOTAL CAPITAL OUTLAY	$ 0	$ 5,000	$ 5,000
TRANSFER OUT			
9329 - Transfer Out-Library Cap Fund	$ 0	$ 500,000	$ 500,000
TOTAL TRANSFER OUT	$ 0	$ 500,000	$ 500,000
TOTAL LIBRARY FUND	$ 4,566,718	$ 5,771,450	$ 5,750,160
TOTAL OPERATING BUDGET	$ 119,098,011	$ 131,205,880	$ 137,783,550

City of Rancho Cucamonga, California
Expenditure Summary by Department
All Funds
Fiscal Year 2020/21 Adopted Budget



Governance	$ 3,115,840
Police	45,983,570
Fire District	48,008,860
Animal Care and Services	3,161,730
Records Management	1,279,650
Community Services	11,232,050
Library Services	6,701,910
Administrative Services	14,790,350
Finance	6,023,580
Human Resources	900,570
Innovation and Technology	4,536,130
Econ. and Comm. Dev.	954,150
Building and Safety Services	1,814,530
Engineering Services	41,561,260
Planning	6,896,260
Public Works Services	27,616,290
Total All Funds Budget	$ 224,576,730

City of Rancho Cucamonga
Expenditure Summary by Category
All Funds

Fiscal Year 2020/21 Adopted Budget

	2018/19 Actual	2019/20 Adopted Budget	2020/21 Adopted Budget
CITY OF RANCHO CUCAMONGA			
PERSONNEL SERVICES	$ 43,418,446	$ 48,766,250	$ 44,603,110
OPERATIONS & MAINTENANCE	90,366,696	93,329,930	95,377,950
CAPITAL OUTLAY	17,082,058	79,121,470	32,854,910
DEBT SERVICE	663,877	2,517,260	2,495,710
COST ALLOCATION	(5,527,120)	(6,072,840)	(6,365,070)
TRANSFER OUT	9,707,287	9,184,670	7,628,100
TOTAL CITY OF RANCHO CUCAMONGA	$ 155,711,244	$ 226,846,740	$ 176,594,710
R.C. FIRE PROTECTION DISTRICT			
PERSONNEL SERVICES	$ 25,062,151	$ 26,984,790	$ 30,807,730
OPERATIONS & MAINTENANCE	7,144,238	8,322,350	9,415,150
CAPITAL OUTLAY	2,541,598	3,960,500	5,204,550
DEBT SERVICE	77,830	399,990	399,990
TRANSFER OUT	1,347,023	2,074,030	2,154,600
TOTAL R.C. FIRE PROTECTION DISTRICT	$ 36,172,840	$ 41,741,660	$ 47,982,020
TOTAL ALL FUNDS	$ 191,884,084	$ 268,588,400	$ 224,576,730

	2018/19 Actual	2019/20 Adopted Budget	2020/21 Adopted Budget
CITY OF RANCHO CUCAMONGA			
001-GENERAL FUND			
5000 - Regular Salaries	$ 15,948,112	$ 18,381,960	$ 17,612,350
5005 - Overtime Salaries	283,341	353,160	348,680
5010 - Part Time Salaries	2,204,017	2,327,240	2,822,640
Fringe Benefits	7,905,874	9,137,900	8,907,170
5060 - Tuition Reimbursement	27,157	26,000	26,000
5061 - Employee Development	91,213	101,040	86,540
5065 - Coffee Fund	3,776	5,000	5,000
5070 - Executive Reimbursement	15,962	10,000	18,000
5093 - Other Funds-Salary Reimbursmnt	(52,830)	(52,620)	(7,110)
5100 - Travel and Meetings	346,974	415,000	333,970
5102 - Training	239,888	322,890	262,130
5105 - Mileage	7,003	7,730	6,630
5150 - Office Supplies & Equipment	190,070	226,060	222,310
5151 - Postage	75,225	98,410	98,440
5152 - Computer Software	13,329	8,980	10,780
5160 - Membership Dues	144,935	181,870	185,540
5161 - Publications & Subscriptions	18,028	23,880	26,770
5165 - Licenses, Permits & Fees	196,609	194,750	120,530
5200 - Operations & Maintenance	1,262,423	1,680,950	1,893,510
5201 - O & M/Volunteer Program	19,781	20,000	20,000
5204 - O & M/Facilities	390,199	468,000	448,880
5207 - O & M/Capital Supplies	55,032	0	24,000
5210 - O & M/Crime Prevention	20,659	29,000	29,000
5215 - O & M/Computer Equipment	20,036	23,500	29,430
5217 - Technical Investigative Costs	117,950	200,780	168,580
5220 - Cellular Technology	123,413	147,010	153,310
5250 - Vehicle Operations & Maint.	347,465	449,350	524,380
5251 - Depreciation - Vehicles	250,900	443,260	443,260
5252 - Emergency Equipment & Veh Rntl	23,070	37,000	37,000
5253 - Vehicle Collision Repair	46,036	100,000	100,000
5255 - Gasoline	548,818	546,000	540,610
5256 - Diesel Fuel	15,000	15,000	12,470
5257 - CNG Fuel	13,560	13,400	10,870
5260 - O&M/Animal Care	115,776	116,630	117,630
5262 - O&M/Community & Info Programs	2,171	4,000	2,000
5263 - O&M/Field Services	5,252	5,000	4,000
5264 - O&M/Veterinarian Services	174,552	139,000	139,000
5265 - O&M/Kitten Nursery	33,058	20,090	10,000
5280 - Equip Operations & Maint	25,350	30,480	30,690
5281 - Depreciation - Equipment	49,100	86,740	86,740
5283 - Depreciation-Computer Equip	421,550	584,190	584,190
5285 - Safety Gear & Equipment	40,711	46,000	46,000
5298 - Operating Cntra Acct (FS only)	5,815	0	0
5300 - Contract Services	44,360,841	46,367,680	51,236,710

	2018/19 Actual	2019/20 Adopted Budget	2020/21 Adopted Budget
5303 - Contract Serv/Reimbursable	103,775	240,450	240,450
5304 - Contract Serv/Facilities	1,402,061	1,840,080	1,873,500
5310 - Tree Maintenance	671,444	575,000	200,000
5312 - Legal Services	678,468	656,250	576,250
5320 - Hazardous Waste Removal	10,414	24,320	24,320
5360 - Contract Serv/Animal Care	16,167	14,820	43,660
5362 - Contract Serv/Comm & Info Prgm	540	2,490	1,030
5363 - Contract Serv/Field Services	9,000	15,500	15,500
5364 - Contract Serv/Vet Services	63,604	56,400	66,400
5365 - Cont Srv-Spay/Neuter Program	7,675	40,000	47,500
5400 - Telephone Utilities	135,416	132,930	132,260
5401 - Gas Utilities	148,088	112,330	148,090
5402 - Water Utilities	384,998	470,620	434,830
5403 - Electric Utilities	1,038,610	1,111,300	1,042,260
5405 - Internet Services	118,337	130,000	117,940
5410 - Property Insurance	245,979	270,110	316,110
5510 - Property Tax Admin. Fee	82,167	101,360	89,160
5530 - Banking Fees Allocation	30,772	0	0
5601 - Capital Outlay-Building	(100)	0	0
5603 - Capital Outlay-Equipment	24,015	0	10,000
5606 - Capital Outlay-Furn/Fixtures	5,815	0	0
5650 - Capital Project	0	475,000	200,000
5699 - Capital Proj Contra Acct (FS)	(5,815)	0	0
5700 - Interest Expense	12,538	11,980	8,200
5701 - Principal Repayments	408,123	94,470	98,250
5704 - Long Term Debt Repymt Contra	(408,123)	0	0
5725 - Other Expenditures	141,527	0	0
5990 - Cost Allocation Plan Offset	(5,527,120)	(6,072,840)	(6,365,070)
9018 - Transfer Out - Traffic Safety	210,460	220,160	10,270
9025 - Transfer Out-Capital Reserve	1,140,000	1,175,000	725,000
9130 - Transfer Out-LMD1	135,820	135,830	36,300
9131 - Transfer Out-LMD2	299,540	324,860	314,280
9136 - Transfer Out-LMD6R	60,370	41,090	39,010
9152 - Transfer Out-SLD2	188,420	284,250	317,330
9157 - Transfer Out-SLD7	62,590	83,920	89,100
9234 - Transfer Out-Fund 234 SRTS	65,000	0	0
9381 - Transfer Out-Fund 381	2,110	0	0
9700 - Transfer Out-Sports Complex	1,770,941	2,166,750	1,401,770
9714 - Transfer Out - Comptr Eq Rplc	1,605,240	0	0
9848 - Transfer Out-Fund 848	214,250	213,530	72,170
TOTAL GENERAL FUND	$ 81,700,317	$ 88,290,270	$ 90,104,500
003-REIMB ST/COUNTY PARKING CIT			
5200 - Operations & Maintenance	$ 168,905	$ 162,480	$ 111,330
TOTAL REIMB ST/COUNTY PARKING CIT	$ 168,905	$ 162,480	$ 111,330

	2018/19 Actual	2019/20 Adopted Budget	2020/21 Adopted Budget
006-CVWD REIMBURSEMENTS			
5000 - Regular Salaries	$ 91,773	$ 102,290	$ 65,370
Fringe Benefits	43,864	49,100	31,380
5200 - Operations & Maintenance	62,243	86,500	62,500
5250 - Vehicle Operations & Maint.	1,263	10,000	22,180
5252 - Emergency Equipment & Veh Rntl	0	1,000	1,000
5255 - Gasoline	0	0	5,390
5256 - Diesel Fuel	0	0	2,530
5257 - CNG Fuel	0	0	2,530
5280 - Equip Operations & Maint	493	500	500
9001 - Transfer Out-General Fund	71,850	64,720	90,510
9174 - Transfer Out-Fund 174	0	150,000	0
9712 - T/O Equipment/Vehicle Replacem	0	150,000	300,000
TOTAL CVWD REIMBURSEMENTS	$ 271,486	$ 614,110	$ 583,890
016-COMM DEV TECHNICAL SRVCS FUND			
5100 - Travel and Meetings	$ 0	$ 1,400	$ 0
5102 - Training	0	500	500
5200 - Operations & Maintenance	2,714	5,200	3,000
5207 - O & M/Capital Supplies	12,039	0	0
5300 - Contract Services	410,451	554,000	3,000
TOTAL COMM DEV TECHNICAL SRVCS FUND	$ 425,204	$ 561,100	$ 6,500
017-LAW ENFORCEMENT RESERVE			
5200 - Operations & Maintenance	$ 0	$ 1,300	$ 1,300
5207 - O & M/Capital Supplies	2,941	33,000	30,000
5300 - Contract Services	26,000	198,000	78,000
5501 - Admin./General Overhead	5,580	2,420	10,200
5530 - Banking Fees Allocation	11,755	0	0
5603 - Capital Outlay-Equipment	158,647	415,000	359,000
TOTAL LAW ENFORCEMENT RESERVE	$ 204,923	$ 649,720	$ 478,500
018-TRAFFIC SAFETY			
5300 - Contract Services	$ 374,035	$ 405,000	$ 112,000
5501 - Admin./General Overhead	3,740	4,260	0
TOTAL TRAFFIC SAFETY	$ 377,775	$ 409,260	$ 112,000
019-INFO TECHNOLOGY-DEVELOPMENT			
5501 - Admin./General Overhead	$ 105,450	$ 0	$ 0
9020 - Transfer Out-Fund 020	1,063,222	0	0
TOTAL INFO TECHNOLOGY-DEVELOPMENT	$ 1,168,672	$ 0	$ 0
020-CITY TECHNOLOGY FEE FUND			
5501 - Admin./General Overhead	$ 140	$ 97,560	$ 145,380

	2018/19 Actual	2019/20 Adopted Budget	2020/21 Adopted Budget
TOTAL CITY TECHNOLOGY FEE FUND	$ 140	$ 97,560	$ 145,380
022-MOBILE HOME PARK PROGRAM			
5200 - Operations & Maintenance	$ 3,150	$ 3,150	$ 16,710
5300 - Contract Services	0	31,000	15,500
5501 - Admin./General Overhead	390	2,360	3,430
5720 - Misc Contributions to City	0	0	7,110
TOTAL MOBILE HOME PARK PROGRAM	$ 3,540	$ 36,510	$ 42,750
023-SB1186 CERT ACCESS SPEC PROG			
5102 - Training	$ 0	$ 780	$ 700
5160 - Membership Dues	0	0	80
5200 - Operations & Maintenance	3,459	3,600	3,600
5501 - Admin./General Overhead	1,530	1,350	1,350
TOTAL SB1186 CERT ACCESS SPEC PROG	$ 4,989	$ 5,730	$ 5,730
025-CAPITAL RESERVE			
5005 - Overtime Salaries	$ 0	$ 5,000	$ 0
5200 - Operations & Maintenance	244,144	74,000	0
5207 - O & M/Capital Supplies	9,884	150,400	172,150
5298 - Operating Cntra Acct (FS only)	86,097	0	0
5300 - Contract Services	62,278	416,900	367,400
5304 - Contract Serv/Facilities	0	70,000	0
5320 - Hazardous Waste Removal	20,848	20,000	20,000
5411 - Other Insurance	29,172	34,910	33,220
5416 - General Liability Insurance	367,111	424,690	675,270
5417 - General Liability Claims	527,916	500,000	500,000
5501 - Admin./General Overhead	36,700	67,350	8,310
5530 - Banking Fees Allocation	68,733	0	0
5600 - Capital Outlay-Land	5,202,315	0	0
5602 - Capital Outlay-Bldg & Imprvmnt	228,063	922,000	557,000
5603 - Capital Outlay-Equipment	0	0	220,000
5607 - Cap Outlay-Imprv Oth Than Bldg	119,672	5,000	0
5650 - Capital Project	100,540	2,155,000	1,740,000
5699 - Capital Proj Contra Acct (FS)	(86,097)	0	0
9711 - Transfer Out-Fund 711	0	960,360	934,840
9714 - Transfer Out - Comptr Eq Rplc	334,490	429,660	421,870
TOTAL CAPITAL RESERVE	$ 7,351,866	$ 6,235,270	$ 5,650,060
073-BENEFITS CONTINGENCY			
5000 - Regular Salaries	$ 1,682,765	$ 897,300	$ 1,069,080
5501 - Admin./General Overhead	9,270	9,460	10,140
TOTAL BENEFITS CONTINGENCY	$ 1,692,035	$ 906,760	$ 1,079,220

	2018/19 Actual	2019/20 Adopted Budget	2020/21 Adopted Budget
100-ASSESSMENT DISTRICTS ADMIN			
5000 - Regular Salaries	$ 124,465	$ 159,430	$ 182,570
Fringe Benefits	59,894	75,950	87,060
5100 - Travel and Meetings	3,444	7,350	6,280
5102 - Training	2,420	3,000	1,000
5105 - Mileage	247	300	300
5150 - Office Supplies & Equipment	0	1,500	500
5151 - Postage	0	10,000	0
5200 - Operations & Maintenance	15,960	29,240	29,240
5300 - Contract Services	88,970	178,660	263,260
5501 - Admin./General Overhead	470,570	605,800	444,420
9001 - Transfer Out-General Fund	108,270	0	0
9131 - Transfer Out-LMD2	15,350	0	0
9133 - Transfer Out-Fund 133	2,830	0	0
9134 - Transfer Out-Fund 134	10,100	0	0
9137 - Transfer Out-Fund 137	6,870	0	0
9138 - Transfer Out-Fund 138	400	0	0
9139 - Transfer Out-Fund 139	4,040	0	0
9140 - Transfer Out-Fund 140	2,020	0	0
9151 - Transfer Out-Fund 151	70,300	0	0
9152 - Transfer Out-SLD2	16,560	0	0
9153 - Transfer Out-SLD3	15,760	0	0
9154 - Transfer Out-SLD4	10,100	0	0
9155 - Transfer Out-SLD5	3,230	0	0
9156 - Transfer Out-SLD6	2,420	0	0
9158 - Transfer Out-SLD6	4,040	0	0
9281 - Transfer Out-Fire Fund	3,230	0	0
9812 - Transfer out to Fund 812	4,440	0	0
9820 - Transfer out-CFD 2004-01	14,540	0	0
9838 - Transfer Out-Fund 838	810	0	0
9841 - Transfer Out-AD 93-1	1,210	0	0
9842 - Transfer out to Fund 842	4,040	0	0
9852 - Transfer out to Fund 852	6,460	0	0
9854 - Transfer Out to Fund 854	2,020	0	0
9856 - Transfer out to Fund 856	17,780	0	0
9858 - Transfer out to Fund 858	15,350	0	0
9860 - Transfer out to Fund 860	22,220	0	0
9862 - Transfer out to Fund 862	810	0	0
9864 - Transfer out to Fund 864	16,970	0	0
9866 - Transfer out to Fund 866	3,640	0	0
9868 - Transfer Out-Fund 868	810	0	0
9869 - Transfer Out-Fund 869	8,890	0	0
9871 - Transfer Out-Fund 871	8,890	0	0
TOTAL ASSESSMENT DISTRICTS ADMIN	$ 1,170,370	$ 1,071,230	$ 1,014,630
101-AD 93-1 MASI COMMERCE CENTER			

	2018/19 Actual	2019/20 Adopted Budget	2020/21 Adopted Budget
5501 - Admin./General Overhead	$ 220	$ 210	$ 180
TOTAL AD 93-1 MASI COMMERCE CENTER	$ 220	$ 210	$ 180
105-AB2766 AIR QUALITY IMPROVEMENT			
5200 - Operations & Maintenance	$ 15,227	$ 15,560	$ 13,650
5300 - Contract Services	1,410	1,410	1,580
5501 - Admin./General Overhead	430	840	5,170
5604 - Capital Outlay-Vehicles	424,849	0	84,000
5607 - Cap Outlay-Imprv Oth Than Bldg	0	160,000	0
5650 - Capital Project	781,316	813,180	216,000
TOTAL AB2766 AIR QUALITY IMPROVEMENT	$ 1,223,232	$ 990,990	$ 320,400
106-MSRC AIR POLLUTION REDUCT GRNT			
5604 - Capital Outlay-Vehicles	$ 0	$ 0	$ 30,000
TOTAL MSRC AIR POLLUTION REDUCT GRNT	$ 0	$ 0	$ 30,000
110-BEAUTIFICATION			
5501 - Admin./General Overhead	$ 270	$ 440	$ 450
5650 - Capital Project	126,195	410,000	0
TOTAL BEAUTIFICATION	$ 126,465	$ 410,440	$ 450
111-PARK LAND ACQUISITION			
5300 - Contract Services	$ 0	$ 30,350	$ 0
5501 - Admin./General Overhead	290	360	1,370
TOTAL PARK LAND ACQUISITION	$ 290	$ 30,710	$ 1,370
112-DRAINAGE FAC/GENERAL			
5000 - Regular Salaries	$ 23,570	$ 27,670	$ 29,030
Fringe Benefits	11,445	13,290	13,940
5501 - Admin./General Overhead	6,430	6,710	6,900
5650 - Capital Project	323,397	100,000	100,000
TOTAL DRAINAGE FAC/GENERAL	$ 364,842	$ 147,670	$ 149,870
113-COMMUNITY/REC CENTER DEVELPMNT			
5300 - Contract Services	$ 0	$ 10,000	$ 0
5501 - Admin./General Overhead	110	140	500
TOTAL COMMUNITY/REC CENTER DEVELPMNT	$ 110	$ 10,140	$ 500
114-DRAINAGE-ETIWANDA/SAN SEVAINE			
5298 - Operating Cntra Acct (FS only)	$ 176,537	$ 0	$ 0
5501 - Admin./General Overhead	390	370	120
5650 - Capital Project	176,537	0	0
5699 - Capital Proj Contra Acct (FS)	(176,537)	0	0

	2018/19 Actual	2019/20 Adopted Budget	2020/21 Adopted Budget
TOTAL DRAINAGE-ETIWANDA/SAN SEVAINE	$ 176,927	$ 370	$ 120
115-HENDERSON/WARDMAN DRAINAGE			
5501 - Admin./General Overhead	$ 250	$ 260	$ 360
TOTAL HENDERSON/WARDMAN DRAINAGE	$ 250	$ 260	$ 360
116-ETIWANDA DRAINAGE			
5000 - Regular Salaries	$ 22,287	$ 23,930	$ 22,000
Fringe Benefits	10,821	11,490	10,560
5298 - Operating Cntra Acct (FS only)	53,341	0	0
5501 - Admin./General Overhead	4,190	4,180	3,070
5650 - Capital Project	53,341	100,000	100,000
5699 - Capital Proj Contra Acct (FS)	(53,341)	0	0
TOTAL ETIWANDA DRAINAGE	$ 90,639	$ 139,600	$ 135,630
118-UPPER ETIWANDA DRAINAGE			
5501 - Admin./General Overhead	$ 380	$ 390	$ 220
TOTAL UPPER ETIWANDA DRAINAGE	$ 380	$ 390	$ 220
119-PARK IMPROVEMENT			
5300 - Contract Services	$ 0	$ 14,660	$ 0
5501 - Admin./General Overhead	0	0	150
TOTAL PARK IMPROVEMENT	$ 0	$ 14,660	$ 150
120-PARK DEVELOPMENT			
5000 - Regular Salaries	$ 62,572	$ 67,540	$ 70,640
5010 - Part Time Salaries	15,089	0	0
Fringe Benefits	30,601	32,420	33,910
5100 - Travel and Meetings	0	2,300	2,500
5102 - Training	80	500	500
5150 - Office Supplies & Equipment	187	200	200
5160 - Membership Dues	235	240	240
5161 - Publications & Subscriptions	144	0	150
5200 - Operations & Maintenance	3,364	500	500
5300 - Contract Services	2,375	50,000	50,000
5501 - Admin./General Overhead	15,680	15,020	15,220
5603 - Capital Outlay-Equipment	12,464	0	0
5607 - Cap Outlay-Imprv Oth Than Bldg	0	150,000	0
5650 - Capital Project	63,021	450,000	250,000
TOTAL PARK DEVELOPMENT	$ 205,812	$ 768,720	$ 423,860
122-SOUTH ETIWANDA DRAINAGE			
5501 - Admin./General Overhead	$ 160	$ 240	$ 410

	2018/19 Actual	2019/20 Adopted Budget	2020/21 Adopted Budget
TOTAL SOUTH ETIWANDA DRAINAGE	$ 160	$ 240	$ 410
123-LIBRARY IMPACT FEE			
5300 - Contract Services	$ 0	$ 3,330	$ 0
TOTAL LIBRARY IMPACT FEE	$ 0	$ 3,330	$ 0
124-TRANSPORTATION			
5000 - Regular Salaries	$ 376,141	$ 396,400	$ 379,230
Fringe Benefits	182,329	190,280	182,040
5298 - Operating Cntra Acct (FS only)	69,000	0	0
5501 - Admin./General Overhead	83,150	62,650	62,040
5530 - Banking Fees Allocation	41,077	0	0
5650 - Capital Project	3,127,511	7,747,500	1,440,650
5699 - Capital Proj Contra Acct (FS)	(69,000)	0	0
TOTAL TRANSPORTATION	$ 3,810,208	$ 8,396,830	$ 2,063,960
125-ANIMAL CENTER IMPACT FEE			
5300 - Contract Services	$ 0	$ 720	$ 0
TOTAL ANIMAL CENTER IMPACT FEE	$ 0	$ 720	$ 0
126-LOWER ETIWANDA DRAINAGE			
5501 - Admin./General Overhead	$ 390	$ 400	$ 230
TOTAL LOWER ETIWANDA DRAINAGE	$ 390	$ 400	$ 230
127-POLICE IMPACT FEE			
5309 - Contract Srvc/Electric Utility	$ 0	$ 960	$ 0
TOTAL POLICE IMPACT FEE	$ 0	$ 960	$ 0
128-ETIWANDA NO. EQUESTRIAN FACIL.			
5501 - Admin./General Overhead	$ 170	$ 180	$ 260
TOTAL ETIWANDA NO. EQUESTRIAN FACIL.	$ 170	$ 180	$ 260
129-UNDERGROUND UTILITIES			
5501 - Admin./General Overhead	$ 3,180	$ 3,210	$ 4,060
5530 - Banking Fees Allocation	14,911	0	0
5650 - Capital Project	184,753	77,000	40,000
TOTAL UNDERGROUND UTILITIES	$ 202,844	$ 80,210	$ 44,060
130-LMD #1 GENERAL CITY			
5000 - Regular Salaries	$ 16,773	$ 17,820	$ 17,820
5010 - Part Time Salaries	3,734	5,000	0
Fringe Benefits	8,392	9,560	8,560
5200 - Operations & Maintenance	59,917	70,100	70,100

	2018/19 Actual	2019/20 Adopted Budget	2020/21 Adopted Budget
5204 - O & M/Facilities	0	2,300	2,300
5250 - Vehicle Operations & Maint.	1,864	2,000	2,000
5252 - Emergency Equipment & Veh Rntl	269	5,800	5,800
5280 - Equip Operations & Maint	0	2,000	2,000
5298 - Operating Cntra Acct (FS only)	20,880	0	0
5300 - Contract Services	538,602	649,360	550,850
5304 - Contract Serv/Facilities	5,057	7,630	7,410
5310 - Tree Maintenance	52,500	52,500	52,500
5400 - Telephone Utilities	1,663	2,000	2,000
5402 - Water Utilities	320,210	342,760	342,760
5403 - Electric Utilities	44,308	65,980	52,790
5500 - Assessment Administration	56,230	62,850	62,850
5501 - Admin./General Overhead	45,930	47,410	56,150
5607 - Cap Outlay-Imprv Oth Than Bldg	87,618	363,000	40,000
5650 - Capital Project	0	50,000	0
5699 - Capital Proj Contra Acct (FS)	(20,880)	0	0
5720 - Misc Contributions to City	660	660	660
9141 - Transfer Out-Fund 141	90,000	90,000	90,000
TOTAL LMD #1 GENERAL CITY	$ 1,333,727	$ 1,848,730	$ 1,366,550
131-LMD #2 VICTORIA			
5000 - Regular Salaries	$ 483,707	$ 555,760	$ 573,110
5005 - Overtime Salaries	537	1,090	1,090
5010 - Part Time Salaries	54,637	90,220	46,320
Fringe Benefits	235,499	284,810	286,550
5200 - Operations & Maintenance	55,497	86,150	86,150
5220 - Cellular Technology	0	0	690
5250 - Vehicle Operations & Maint.	4,936	5,000	5,000
5252 - Emergency Equipment & Veh Rntl	0	200	200
5298 - Operating Cntra Acct (FS only)	192,960	0	0
5300 - Contract Services	999,135	1,627,240	1,533,420
5310 - Tree Maintenance	163,192	163,340	163,340
5402 - Water Utilities	709,298	801,940	801,940
5403 - Electric Utilities	53,723	72,420	61,790
5500 - Assessment Administration	31,390	35,080	35,080
5501 - Admin./General Overhead	280,010	289,680	322,630
5504 - Interfund Allocation	78,000	80,430	86,230
5603 - Capital Outlay-Equipment	5,040	0	0
5607 - Cap Outlay-Imprv Oth Than Bldg	0	114,000	100,000
5650 - Capital Project	272,651	642,550	425,000
5699 - Capital Proj Contra Acct (FS)	(192,960)	0	0
TOTAL LMD #2 VICTORIA	$ 3,427,252	$ 4,849,910	$ 4,528,540
132-LMD #3A HYSSOP			
5200 - Operations & Maintenance	$ 159	$ 1,250	$ 1,250
5300 - Contract Services	2,590	5,260	5,560

	2018/19 Actual	2019/20 Adopted Budget	2020/21 Adopted Budget
5310 - Tree Maintenance	0	900	900
5402 - Water Utilities	911	1,320	1,320
5403 - Electric Utilities	502	900	900
5500 - Assessment Administration	50	50	50
5501 - Admin./General Overhead	600	1,320	720
TOTAL LMD #3A HYSSOP	$ 4,812	$ 11,000	$ 10,700
133-LMD #3B MEDIANS			
5000 - Regular Salaries	$ 63,673	$ 76,640	$ 78,020
5010 - Part Time Salaries	9,688	21,600	11,010
Fringe Benefits	31,076	41,110	40,180
5152 - Computer Software	495	500	500
5200 - Operations & Maintenance	6,866	16,450	17,050
5204 - O & M/Facilities	1,770	11,500	11,500
5300 - Contract Services	371,343	694,300	527,950
5304 - Contract Serv/Facilities	118,952	210,480	168,760
5310 - Tree Maintenance	16,824	26,210	26,210
5400 - Telephone Utilities	(36)	0	0
5402 - Water Utilities	101,339	120,470	120,470
5403 - Electric Utilities	36,618	44,480	44,480
5500 - Assessment Administration	5,580	6,240	6,240
5501 - Admin./General Overhead	37,170	39,820	43,220
5650 - Capital Project	0	90,000	0
TOTAL LMD #3B MEDIANS	$ 801,358	$ 1,399,800	$ 1,095,590
134-LMD #4R TERRA VISTA			
5000 - Regular Salaries	$ 574,252	$ 678,970	$ 683,180
5005 - Overtime Salaries	1,354	1,050	1,050
5010 - Part Time Salaries	38,995	47,280	26,140
Fringe Benefits	278,587	335,370	334,400
5200 - Operations & Maintenance	54,978	99,750	99,750
5220 - Cellular Technology	0	0	690
5250 - Vehicle Operations & Maint.	6,000	6,000	6,000
5252 - Emergency Equipment & Veh Rntl	0	1,700	1,700
5280 - Equip Operations & Maint	1,013	3,750	3,750
5300 - Contract Services	365,620	664,110	680,320
5310 - Tree Maintenance	74,970	74,970	74,970
5402 - Water Utilities	319,290	382,810	371,420
5403 - Electric Utilities	23,609	33,940	27,160
5500 - Assessment Administration	18,770	20,980	20,980
5501 - Admin./General Overhead	228,600	235,870	255,460
5603 - Capital Outlay-Equipment	5,052	0	0
5607 - Cap Outlay-Imprv Oth Than Bldg	0	430,000	0
5650 - Capital Project	19,217	400,000	400,000

	2018/19 Actual	2019/20 Adopted Budget	2020/21 Adopted Budget
TOTAL LMD #4R TERRA VISTA	$ 2,010,307	$ 3,416,550	$ 2,986,970
135-LMD #5 ANDOVER			
5000 - Regular Salaries	$ 1,920	$ 1,910	$ 1,530
5010 - Part Time Salaries	467	840	0
Fringe Benefits	959	1,090	740
5200 - Operations & Maintenance	326	1,300	1,300
5250 - Vehicle Operations & Maint.	0	70	70
5300 - Contract Services	431	1,580	1,640
5402 - Water Utilities	619	800	650
5403 - Electric Utilities	254	490	490
5500 - Assessment Administration	220	240	240
5501 - Admin./General Overhead	880	1,350	830
TOTAL LMD #5 ANDOVER	$ 6,076	$ 9,670	$ 7,490
136-LMD #6R CARYN COMMUNITY			
5000 - Regular Salaries	$ 10,752	$ 13,230	$ 12,310
Fringe Benefits	5,221	6,360	5,910
5200 - Operations & Maintenance	6,586	11,900	11,900
5252 - Emergency Equipment & Veh Rntl	0	200	200
5300 - Contract Services	226,392	330,830	325,980
5310 - Tree Maintenance	34,850	34,850	34,850
5402 - Water Utilities	135,424	182,300	155,760
5403 - Electric Utilities	5,750	7,330	7,330
5500 - Assessment Administration	5,980	6,680	6,680
5501 - Admin./General Overhead	33,350	35,510	40,540
TOTAL LMD #6R CARYN COMMUNITY	$ 464,305	$ 629,190	$ 601,460
137-LMD #7 NORTH ETIWANDA			
5000 - Regular Salaries	$ 120,198	$ 130,280	$ 135,720
5010 - Part Time Salaries	9,026	13,160	6,420
Fringe Benefits	58,106	65,170	66,740
5200 - Operations & Maintenance	11,968	39,800	39,800
5204 - O & M/Facilities	0	1,500	1,500
5252 - Emergency Equipment & Veh Rntl	2,635	2,200	3,200
5300 - Contract Services	349,998	464,690	479,830
5304 - Contract Serv/Facilities	1,519	11,300	2,750
5310 - Tree Maintenance	25,090	25,090	25,090
5400 - Telephone Utilities	(51)	0	0
5402 - Water Utilities	247,478	364,960	272,800
5403 - Electric Utilities	19,781	23,280	23,280
5500 - Assessment Administration	14,430	16,130	16,130
5501 - Admin./General Overhead	89,410	93,960	104,430
5720 - Misc Contributions to City	680	680	680

	2018/19 Actual	2019/20 Adopted Budget	2020/21 Adopted Budget
TOTAL LMD #7 NORTH ETIWANDA	$ 950,268	$ 1,252,200	$ 1,178,370
138-LMD #8 SOUTH ETIWANDA			
5000 - Regular Salaries	$ 2,846	$ 3,980	$ 3,550
Fringe Benefits	1,382	1,920	1,710
5200 - Operations & Maintenance	999	2,250	2,250
5300 - Contract Services	6,905	10,600	11,370
5310 - Tree Maintenance	0	3,720	3,720
5402 - Water Utilities	4,845	6,390	5,780
5403 - Electric Utilities	769	1,160	1,160
5500 - Assessment Administration	950	1,060	1,060
5501 - Admin./General Overhead	7,630	8,880	9,280
TOTAL LMD #8 SOUTH ETIWANDA	$ 26,326	$ 39,960	$ 39,880
139-LMD #9 LOWER ETIWANDA			
5000 - Regular Salaries	$ 194,806	$ 207,890	$ 213,970
5010 - Part Time Salaries	14,369	21,200	11,470
Fringe Benefits	94,099	104,030	105,540
5200 - Operations & Maintenance	10,195	30,510	30,510
5220 - Cellular Technology	2,618	2,740	690
5252 - Emergency Equipment & Veh Rntl	0	1,200	1,200
5300 - Contract Services	82,602	167,230	249,870
5310 - Tree Maintenance	28,880	33,930	33,930
5402 - Water Utilities	52,162	62,780	62,780
5403 - Electric Utilities	5,307	7,680	7,680
5500 - Assessment Administration	6,890	7,700	7,700
5501 - Admin./General Overhead	53,500	57,960	59,110
5603 - Capital Outlay-Equipment	1,000	0	0
5650 - Capital Project	0	500,000	40,000
TOTAL LMD #9 LOWER ETIWANDA	$ 546,428	$ 1,204,850	$ 824,450
140-LMD #10 RANCHO ETIWANDA			
5000 - Regular Salaries	$ 151,837	$ 162,200	$ 166,340
5005 - Overtime Salaries	0	1,050	1,050
5010 - Part Time Salaries	15,086	31,110	16,510
Fringe Benefits	73,916	84,080	83,950
5200 - Operations & Maintenance	11,715	21,400	21,400
5204 - O & M/Facilities	0	1,500	1,500
5252 - Emergency Equipment & Veh Rntl	2,179	2,000	3,300
5280 - Equip Operations & Maint	0	500	500
5300 - Contract Services	101,240	206,910	163,020
5304 - Contract Serv/Facilities	2,011	12,540	3,770
5310 - Tree Maintenance	11,500	11,800	11,800
5402 - Water Utilities	92,481	109,590	109,590
5403 - Electric Utilities	14,469	17,560	17,560

	2018/19 Actual	2019/20 Adopted Budget	2020/21 Adopted Budget
5500 - Assessment Administration	4,120	4,120	4,120
5501 - Admin./General Overhead	69,780	73,330	81,610
5603 - Capital Outlay-Equipment	2,000	0	0
5607 - Cap Outlay-Imprv Oth Than Bldg	0	0	65,000
5720 - Misc Contributions to City	650	650	650
TOTAL LMD #10 RANCHO ETIWANDA	$ 552,984	$ 740,340	$ 751,670
141-LMD 1 CAPITAL REPLACEMENT FUND			
5200 - Operations & Maintenance	$ 1,261	$ 10,000	$ 10,000
5300 - Contract Services	3,920	30,000	30,000
5501 - Admin./General Overhead	440	620	550
TOTAL LMD 1 CAPITAL REPLACEMENT FUND	$ 5,621	$ 40,620	$ 40,550
150-GENERAL CITY STREET LIGHTS			
5200 - Operations & Maintenance	$ 95,559	$ 100,000	$ 100,000
5300 - Contract Services	210,521	250,000	250,000
5501 - Admin./General Overhead	20	1,620	4,830
TOTAL GENERAL CITY STREET LIGHTS	$ 306,100	$ 351,620	$ 354,830
151-SLD #1 ARTERIAL			
5000 - Regular Salaries	$ 14,630	$ 14,560	$ 15,360
5005 - Overtime Salaries	9	0	0
Fringe Benefits	7,014	6,990	7,380
5102 - Training	180	180	180
5160 - Membership Dues	50	50	50
5200 - Operations & Maintenance	7,864	7,990	7,990
5220 - Cellular Technology	0	2,000	2,000
5280 - Equip Operations & Maint	48	500	500
5298 - Operating Cntra Acct (FS only)	34,994	0	0
5300 - Contract Services	17,136	47,750	47,750
5400 - Telephone Utilities	1,296	1,500	1,500
5403 - Electric Utilities	339,284	358,160	358,160
5500 - Assessment Administration	136,890	152,990	152,990
5501 - Admin./General Overhead	50,230	51,220	58,710
5650 - Capital Project	34,994	0	0
5699 - Capital Proj Contra Acct (FS)	(34,994)	0	0
5700 - Interest Expense	39,129	37,540	35,320
5701 - Principal Repayments	209,921	212,130	212,130
5704 - Long Term Debt Repymt Contra	(209,921)	0	0
9025 - Transfer Out-Capital Reserve	35,080	0	0
9150 - Transfer Out-Fund 150	40,536	112,200	113,200
TOTAL SLD #1 ARTERIAL	$ 724,370	$ 1,005,760	$ 1,013,220
152-SLD #2 RESIDENTIAL			
5298 - Operating Cntra Acct (FS only)	$ 9,293	$ 0	$ 0

	2018/19 Actual	2019/20 Adopted Budget	2020/21 Adopted Budget
5300 - Contract Services	2,937	20,980	20,980
5403 - Electric Utilities	204,416	235,930	269,740
5500 - Assessment Administration	34,070	38,080	38,080
5501 - Admin./General Overhead	2,540	1,900	1,920
5650 - Capital Project	10,413	0	0
5699 - Capital Proj Contra Acct (FS)	(9,293)	0	0
5700 - Interest Expense	40,264	38,260	35,990
5701 - Principal Repayments	215,938	216,190	216,190
5704 - Long Term Debt Repymt Contra	(215,938)	0	0
9025 - Transfer Out-Capital Reserve	42,100	0	0
9150 - Transfer Out-Fund 150	39,270	109,840	110,860
TOTAL SLD #2 RESIDENTIAL	$ 376,010	$ 661,180	$ 693,760
153-SLD #3 VICTORIA			
5000 - Regular Salaries	$ 19,802	$ 19,640	$ 21,270
5005 - Overtime Salaries	9	0	0
Fringe Benefits	9,482	9,430	10,210
5102 - Training	180	180	180
5160 - Membership Dues	50	50	50
5200 - Operations & Maintenance	9,863	9,940	9,940
5298 - Operating Cntra Acct (FS only)	4,762	0	0
5300 - Contract Services	0	8,050	8,050
5403 - Electric Utilities	100,047	100,150	100,150
5500 - Assessment Administration	30,640	34,240	34,240
5501 - Admin./General Overhead	6,930	8,010	6,740
5650 - Capital Project	4,762	0	0
5699 - Capital Proj Contra Acct (FS)	(4,762)	0	0
5700 - Interest Expense	15,115	14,370	13,520
5701 - Principal Repayments	81,063	81,170	81,170
5704 - Long Term Debt Repymt Contra	(81,063)	0	0
9025 - Transfer Out-Capital Reserve	15,980	0	0
9150 - Transfer Out-Fund 150	15,201	43,550	43,960
TOTAL SLD #3 VICTORIA	$ 228,061	$ 328,780	$ 329,480
154-SLD #4 TERRA VISTA			
5000 - Regular Salaries	$ 19,764	$ 19,640	$ 21,270
5005 - Overtime Salaries	437	600	0
Fringe Benefits	9,464	9,430	10,210
5102 - Training	190	190	190
5160 - Membership Dues	50	50	50
5200 - Operations & Maintenance	4,940	4,940	4,940
5280 - Equip Operations & Maint	706	1,000	1,000
5298 - Operating Cntra Acct (FS only)	3,096	0	0
5300 - Contract Services	0	3,730	3,730
5403 - Electric Utilities	37,825	43,280	45,730
5500 - Assessment Administration	18,750	20,950	20,950

	2018/19 Actual	2019/20 Adopted Budget	2020/21 Adopted Budget
5501 - Admin./General Overhead	4,960	6,020	5,250
5650 - Capital Project	23,195	0	0
5699 - Capital Proj Contra Acct (FS)	(3,096)	0	0
5700 - Interest Expense	7,624	7,250	6,820
5701 - Principal Repayments	40,886	40,960	40,960
5704 - Long Term Debt Repymt Contra	(40,886)	0	0
9025 - Transfer Out-Capital Reserve	10,090	0	0
9150 - Transfer Out-Fund 150	7,601	20,220	20,410
TOTAL SLD #4 TERRA VISTA	$ 145,596	$ 178,260	$ 181,510
155-SLD #5 CARYN COMMUNITY			
5000 - Regular Salaries	$ 4,604	$ 4,590	$ 4,840
5005 - Overtime Salaries	3	0	0
Fringe Benefits	2,207	2,210	2,330
5102 - Training	177	180	180
5160 - Membership Dues	50	50	50
5200 - Operations & Maintenance	6,332	8,990	8,990
5298 - Operating Cntra Acct (FS only)	2,170	0	0
5300 - Contract Services	0	1,770	1,770
5403 - Electric Utilities	8,438	19,400	20,320
5500 - Assessment Administration	5,970	6,670	6,670
5501 - Admin./General Overhead	1,540	2,090	1,510
5650 - Capital Project	2,170	0	0
5699 - Capital Proj Contra Acct (FS)	(2,170)	0	0
5700 - Interest Expense	3,421	3,260	3,070
5701 - Principal Repayments	18,345	18,400	18,400
5704 - Long Term Debt Repymt Contra	(18,345)	0	0
9025 - Transfer Out-Capital Reserve	3,620	0	0
9150 - Transfer Out-Fund 150	3,800	9,600	9,690
TOTAL SLD #5 CARYN COMMUNITY	$ 42,332	$ 77,210	$ 77,820
156-SLD #6 INDUSTRIAL AREA			
5000 - Regular Salaries	$ 19,764	$ 19,640	$ 21,270
5005 - Overtime Salaries	9	0	0
Fringe Benefits	9,464	9,430	10,210
5102 - Training	0	180	180
5160 - Membership Dues	50	50	50
5200 - Operations & Maintenance	6,916	6,940	6,940
5280 - Equip Operations & Maint	562	800	800
5298 - Operating Cntra Acct (FS only)	5,366	0	0
5300 - Contract Services	0	2,780	2,780
5403 - Electric Utilities	31,845	36,090	40,830
5500 - Assessment Administration	5,020	5,610	5,610
5501 - Admin./General Overhead	4,920	6,090	5,330
5650 - Capital Project	5,366	0	0
5699 - Capital Proj Contra Acct (FS)	(5,366)	0	0

	2018/19 Actual	2019/20 Adopted Budget	2020/21 Adopted Budget
5700 - Interest Expense	5,520	5,260	4,950
5701 - Principal Repayments	29,604	29,730	29,730
5704 - Long Term Debt Repymt Contra	(29,604)	0	0
9025 - Transfer Out-Capital Reserve	5,720	0	0
9150 - Transfer Out-Fund 150	5,067	15,030	15,170
TOTAL SLD #6 INDUSTRIAL AREA	$ 100,223	$ 137,630	$ 143,850
157-SLD #7 NORTH ETIWANDA			
5000 - Regular Salaries	$ 14,630	$ 14,560	$ 15,360
5005 - Overtime Salaries	9	0	0
Fringe Benefits	7,014	6,990	7,380
5102 - Training	0	180	180
5160 - Membership Dues	50	50	50
5200 - Operations & Maintenance	4,553	4,940	4,940
5298 - Operating Cntra Acct (FS only)	6,313	0	0
5300 - Contract Services	0	5,630	5,630
5403 - Electric Utilities	61,980	60,780	66,090
5500 - Assessment Administration	18,230	20,370	20,370
5501 - Admin./General Overhead	3,700	3,920	3,770
5650 - Capital Project	6,313	0	0
5699 - Capital Proj Contra Acct (FS)	(6,313)	0	0
5700 - Interest Expense	10,884	10,360	9,750
5701 - Principal Repayments	58,372	58,520	58,520
5704 - Long Term Debt Repymt Contra	(58,372)	0	0
9025 - Transfer Out-Capital Reserve	11,560	0	0
9150 - Transfer Out-Fund 150	11,401	30,430	30,720
TOTAL SLD #7 NORTH ETIWANDA	$ 150,324	$ 216,730	$ 222,760
158-SLD #8 SOUTH ETIWANDA			
5000 - Regular Salaries	$ 18,229	$ 18,110	$ 19,660
5005 - Overtime Salaries	8	0	0
Fringe Benefits	8,728	8,700	9,440
5102 - Training	0	180	180
5160 - Membership Dues	40	40	40
5200 - Operations & Maintenance	3,022	4,940	4,940
5298 - Operating Cntra Acct (FS only)	1,968	0	0
5300 - Contract Services	0	1,980	1,980
5403 - Electric Utilities	19,157	21,660	22,490
5500 - Assessment Administration	7,420	8,290	8,290
5501 - Admin./General Overhead	4,270	5,350	4,920
5650 - Capital Project	1,968	0	0
5699 - Capital Proj Contra Acct (FS)	(1,968)	0	0
5700 - Interest Expense	2,860	2,730	2,570
5701 - Principal Repayments	15,354	15,420	15,420
5704 - Long Term Debt Repymt Contra	(15,354)	0	0
9025 - Transfer Out-Capital Reserve	850	0	0

	2018/19 Actual	2019/20 Adopted Budget	2020/21 Adopted Budget
9150 - Transfer Out-Fund 150	3,800	10,720	10,820
TOTAL SLD #8 SOUTH ETIWANDA	$ 70,352	$ 98,120	$ 100,750
174-STATE GAS TAX			
5000 - Regular Salaries	$ 1,027,911	$ 1,195,000	$ 1,120,900
5005 - Overtime Salaries	11,226	12,000	12,000
5010 - Part Time Salaries	54,588	88,340	36,680
Fringe Benefits	493,271	590,110	546,120
5102 - Training	2,741	2,780	2,780
5200 - Operations & Maintenance	0	620	620
5250 - Vehicle Operations & Maint.	6,036	6,110	6,110
5280 - Equip Operations & Maint	1,200	1,200	1,200
5298 - Operating Cntra Acct (FS only)	843,032	0	0
5300 - Contract Services	211,456	292,860	277,290
5403 - Electric Utilities	96,325	168,000	168,000
5501 - Admin./General Overhead	228,740	230,510	239,410
5530 - Banking Fees Allocation	11,441	0	0
5650 - Capital Project	1,858,205	560,000	1,455,260
5699 - Capital Proj Contra Acct (FS)	(843,032)	0	0
5720 - Misc Contributions to City	8,940	8,940	0
TOTAL STATE GAS TAX	$ 4,012,080	$ 3,156,470	$ 3,866,370
176-MEASURE I 1990-2010			
5501 - Admin./General Overhead	$ 120	$ 210	$ 300
5650 - Capital Project	209,367	200,000	0
TOTAL MEASURE I 1990-2010	$ 209,487	$ 200,210	$ 300
177-MEASURE I 2010-2040			
5000 - Regular Salaries	$ 187,066	$ 260,160	$ 267,070
5005 - Overtime Salaries	13,615	14,300	14,300
Fringe Benefits	90,179	124,440	127,970
5298 - Operating Cntra Acct (FS only)	933,944	0	0
5300 - Contract Services	1,052,265	1,194,780	1,152,380
5501 - Admin./General Overhead	42,720	45,780	50,170
5650 - Capital Project	1,645,229	2,125,000	1,290,000
5699 - Capital Proj Contra Acct (FS)	(933,944)	0	0
5720 - Misc Contributions to City	19,910	20,050	0
TOTAL MEASURE I 2010-2040	$ 3,050,984	$ 3,784,510	$ 2,901,890
179-ROAD MAINT & REHAB ACCT			
5298 - Operating Cntra Acct (FS only)	$ 404,900	$ 0	$ 0
5650 - Capital Project	1,404,900	1,866,000	2,400,000
5699 - Capital Proj Contra Acct (FS)	(404,900)	0	0

	2018/19 Actual	2019/20 Adopted Budget	2020/21 Adopted Budget
TOTAL ROAD MAINT & REHAB ACCT	$ 1,404,900	$ 1,866,000	$ 2,400,000
181-SB 1 - TCEP			
5501 - Admin./General Overhead	$ 0	$ 0	$ 650
5650 - Capital Project	1,386,985	52,150,000	11,000,000
TOTAL SB 1 - TCEP	$ 1,386,985	$ 52,150,000	$ 11,000,650
182-AB 2928 TRAFFIC CONGEST RELIEF			
5501 - Admin./General Overhead	$ 70	$ 80	$ 0
TOTAL AB 2928 TRAFFIC CONGEST RELIEF	$ 70	$ 80	$ 0
188-INTEGRATED WASTE MANAGEMENT			
5000 - Regular Salaries	$ 606,566	$ 676,010	$ 671,520
5005 - Overtime Salaries	44,103	50,000	50,000
5010 - Part Time Salaries	8,778	0	0
Fringe Benefits	291,224	322,760	321,320
5100 - Travel and Meetings	1,141	1,500	1,500
5102 - Training	675	500	500
5105 - Mileage	0	100	100
5150 - Office Supplies & Equipment	563	1,000	1,000
5160 - Membership Dues	600	920	890
5200 - Operations & Maintenance	13,400	25,500	25,500
5204 - O & M/Facilities	0	500	500
5220 - Cellular Technology	1,887	1,940	1,940
5256 - Diesel Fuel	4,316	0	0
5300 - Contract Services	122,495	93,300	148,300
5304 - Contract Serv/Facilities	0	2,000	3,480
5310 - Tree Maintenance	31,441	0	0
5501 - Admin./General Overhead	140,980	126,590	123,520
9001 - Transfer Out-General Fund	188,420	218,390	218,390
TOTAL INTEGRATED WASTE MANAGEMENT	$ 1,456,589	$ 1,521,010	$ 1,568,460
194-PROPOSITION 1B STATE FUNDING			
5501 - Admin./General Overhead	$ 60	$ 70	$ 100
TOTAL PROPOSITION 1B STATE FUNDING	$ 60	$ 70	$ 100
195-STATE ASSET SEIZURE			
5300 - Contract Services	$ 6,000	$ 40,000	$ 40,000
5501 - Admin./General Overhead	930	180	440
TOTAL STATE ASSET SEIZURE	$ 6,930	$ 40,180	$ 40,440
196-CA ASSET SEIZURE 15%			
5300 - Contract Services	$ 0	$ 6,000	$ 0

	2018/19 Actual	2019/20 Adopted Budget	2020/21 Adopted Budget
5501 - Admin./General Overhead	30	10	70
TOTAL CA ASSET SEIZURE 15%	$ 30	$ 6,010	$ 70
198-CITYWIDE INFRASTRUCTURE IMPRV			
5000 - Regular Salaries	$ 14,109	$ 14,170	$ 14,000
Fringe Benefits	6,849	6,810	6,720
5298 - Operating Cntra Acct (FS only)	468,562	0	0
5300 - Contract Services	19,852	0	0
5501 - Admin./General Overhead	12,910	13,530	12,130
5530 - Banking Fees Allocation	32,747	0	0
5650 - Capital Project	1,357,449	290,890	266,890
5699 - Capital Proj Contra Acct (FS)	(468,562)	0	0
5720 - Misc Contributions to City	23,980	23,630	0
TOTAL CITYWIDE INFRASTRUCTURE IMPRV	$ 1,467,896	$ 349,030	$ 299,740
204-COMMUNITY DEVELOPMENT BLK GRNT			
5000 - Regular Salaries	$ 210,409	$ 184,640	$ 181,970
5005 - Overtime Salaries	8	0	0
5010 - Part Time Salaries	16,975	39,140	0
Fringe Benefits	103,534	98,650	87,060
5501 - Admin./General Overhead	48,380	50,940	35,290
5650 - Capital Project	855,917	916,640	962,210
TOTAL COMMUNITY DEVELOPMENT BLK GRNT	$ 1,235,223	$ 1,290,010	$ 1,266,530
209-FEDERAL SAFETEA-LU			
5501 - Admin./General Overhead	$ 150	$ 310	$ 0
5650 - Capital Project	5,607	0	0
TOTAL FEDERAL SAFETEA-LU	$ 5,757	$ 310	$ 0
214-PEDESTRIAN GRANT/ART 3			
5650 - Capital Project	$ 36,838	$ 451,000	$ 401,200
TOTAL PEDESTRIAN GRANT/ART 3	$ 36,838	$ 451,000	$ 401,200
218-PUBLIC RESRCE GRNTS/HEALTHY RC			
5200 - Operations & Maintenance	$ 8,502	$ 9,730	$ 9,730
5501 - Admin./General Overhead	0	0	10
TOTAL PUBLIC RESRCE GRNTS/HEALTHY RC	$ 8,502	$ 9,730	$ 9,740
225-CA RECYC/LITTER REDUCTION GRNT			
5005 - Overtime Salaries	$ 3,253	$ 4,600	$ 4,600
5100 - Travel and Meetings	934	1,600	2,000
5102 - Training	1,350	1,350	1,350
5200 - Operations & Maintenance	31,776	37,660	37,660
5300 - Contract Services	12,900	13,000	13,000

	2018/19 Actual	2019/20 Adopted Budget	2020/21 Adopted Budget
5501 - Admin./General Overhead	1,030	1,180	1,010
TOTAL CA RECYC/LITTER REDUCTION GRNT	$ 51,243	$ 59,390	$ 59,620
227-USED OIL RECYCLING PROGRAM			
5005 - Overtime Salaries	$ 26,978	$ 25,000	$ 25,000
5100 - Travel and Meetings	314	150	150
5102 - Training	700	0	0
5200 - Operations & Maintenance	21,957	24,000	24,000
5501 - Admin./General Overhead	1,210	650	660
TOTAL USED OIL RECYCLING PROGRAM	$ 51,159	$ 49,800	$ 49,810
234-SAFE ROUTES TO SCHOOL PROGRAM			
5010 - Part Time Salaries	$ 18,639	$ 11,700	$ 0
Fringe Benefits	1,040	2,630	0
5200 - Operations & Maintenance	8,366	7,500	0
5300 - Contract Services	0	6,270	0
5650 - Capital Project	0	90,800	90,800
TOTAL SAFE ROUTES TO SCHOOL PROGRAM	$ 28,045	$ 118,900	$ 90,800
250-RECREATION SERVICES			
5000 - Regular Salaries	$ 534,661	$ 552,010	$ 0
5005 - Overtime Salaries	0	1,000	0
5010 - Part Time Salaries	1,220,860	1,357,650	0
Fringe Benefits	334,968	373,480	0
5150 - Office Supplies & Equipment	2,966	2,900	0
5200 - Operations & Maintenance	212,079	259,820	0
5207 - O & M/Capital Supplies	18,160	15,000	0
5300 - Contract Services	622,348	642,350	0
5501 - Admin./General Overhead	41,010	41,010	0
5650 - Capital Project	23,129	0	0
TOTAL RECREATION SERVICES	$ 3,010,181	$ 3,245,220	$ 0
255-VG CULTURAL CENTER			
5000 - Regular Salaries	$ 120,896	$ 127,720	$ 0
5005 - Overtime Salaries	84	1,000	0
5010 - Part Time Salaries	306,142	321,800	0
Fringe Benefits	76,546	78,930	0
5152 - Computer Software	350	0	0
5200 - Operations & Maintenance	138,023	119,420	0
5300 - Contract Services	887,859	869,430	0
5501 - Admin./General Overhead	7,350	7,640	0
5605 - Capital Outlay-Computer Equip	5,731	0	0
TOTAL VG CULTURAL CENTER	$ 1,542,981	$ 1,525,940	$ 0

	2018/19 Actual	2019/20 Adopted Budget	2020/21 Adopted Budget
272-FREEDOM COURTYARD RSRC GRANTS			
5204 - O & M/Facilities	$ 0	$ 2,150	$ 0
TOTAL FREEDOM COURTYARD RSRC GRANTS	$ 0	$ 2,150	$ 0
274-STATE GRANTS FUND			
5650 - Capital Project	$ 0	$ 0	$ 2,686,760
TOTAL STATE GRANTS FUND	$ 0	$ 0	$ 2,686,760
290-LIBRARY FUND			
5000 - Regular Salaries	$ 1,632,898	$ 1,842,420	$ 1,767,140
5010 - Part Time Salaries	765,649	928,810	985,220
Fringe Benefits	875,314	980,530	929,090
5100 - Travel and Meetings	23,752	31,740	26,280
5102 - Training	5,551	0	2,500
5105 - Mileage	537	1,000	900
5150 - Office Supplies & Equipment	7,582	20,750	19,000
5152 - Computer Software	360	1,400	0
5160 - Membership Dues	4,433	7,190	6,330
5200 - Operations & Maintenance	759,653	799,700	769,950
5207 - O & M/Capital Supplies	40,575	40,000	40,000
5215 - O & M/Computer Equipment	5,209	20,240	78,330
5220 - Cellular Technology	477	500	500
5298 - Operating Cntra Acct (FS only)	4,998	0	0
5300 - Contract Services	190,740	352,830	312,880
5400 - Telephone Utilities	6,487	10,500	2,650
5402 - Water Utilities	5,715	5,040	6,010
5403 - Electric Utilities	62,897	65,000	68,250
5405 - Internet Services	70,225	54,930	57,480
5501 - Admin./General Overhead	95,100	103,870	114,250
5530 - Banking Fees Allocation	8,566	0	0
5606 - Capital Outlay-Furn/Fixtures	4,998	5,000	5,000
5699 - Capital Proj Contra Acct (FS)	(4,998)	0	0
5725 - Other Expenditures	0	0	58,400
9329 - Transfer Out-Library Cap Fund	0	500,000	500,000
TOTAL LIBRARY FUND	$ 4,566,718	$ 5,771,450	$ 5,750,160
291-CA STATE LIBRARY			
5200 - Operations & Maintenance	$ 32,683	$ 20,600	$ 20,000
5501 - Admin./General Overhead	400	530	530
9290 - Transfer Out-Library Fund	11,428	0	0
TOTAL CA STATE LIBRARY	$ 44,511	$ 21,130	$ 20,530
292-STAFF INNOVATION FD (CA ST LB)			
5100 - Travel and Meetings	$ 727	$ 5,750	$ 5,750

	2018/19 Actual	2019/20 Adopted Budget	2020/21 Adopted Budget
5501 - Admin./General Overhead	1,780	80	150
TOTAL STAFF INNOVATION FD (CA ST LB)	$ 2,507	$ 5,830	$ 5,900
301-THE BIG READ LIBRARY GRANT			
5501 - Admin./General Overhead	$ 50	$ 50	$ 0
TOTAL THE BIG READ LIBRARY GRANT	$ 50	$ 50	$ 0
302-LIBRARY SERVICES & TECH. ACT			
5501 - Admin./General Overhead	$ 0	$ 0	$ 20
TOTAL LIBRARY SERVICES & TECH. ACT	$ 0	$ 0	$ 20
329-LIBRARY CAPITAL FUND			
5501 - Admin./General Overhead	$ 3,290	$ 3,120	$ 300
5650 - Capital Project	0	575,000	925,000
TOTAL LIBRARY CAPITAL FUND	$ 3,290	$ 578,120	$ 925,300
354-COP'S PROGRAM GRANT-STATE			
5100 - Travel and Meetings	$ 7,615	$ 9,200	$ 2,500
5300 - Contract Services	258,374	300,000	300,000
5501 - Admin./General Overhead	11,220	4,930	3,520
5603 - Capital Outlay-Equipment	0	38,000	0
TOTAL COP'S PROGRAM GRANT-STATE	$ 277,209	$ 352,130	$ 306,020
361-JUSTICE ASSISTANCE GRANT(JAG)			
5200 - Operations & Maintenance	$ 70	$ 0	$ 0
5215 - O & M/Computer Equipment	3,081	0	0
TOTAL JUSTICE ASSISTANCE GRANT(JAG)	$ 3,151	$ 0	$ 0
380-HOMELAND SECURITY GRANT-FIRE			
5207 - O & M/Capital Supplies	$ 31,119	$ 0	$ 0
TOTAL HOMELAND SECURITY GRANT-FIRE	$ 31,119	$ 0	$ 0
381-HOMELAND SECURITY GRANT-POLICE			
5207 - O & M/Capital Supplies	$ 14,102	$ 0	$ 0
5300 - Contract Services	1,232	0	0
5501 - Admin./General Overhead	30	220	0
5603 - Capital Outlay-Equipment	26,488	68,260	66,140
TOTAL HOMELAND SECURITY GRANT-POLICE	$ 41,852	$ 68,480	$ 66,140
383-EMERGENCY MGMT PERFORMNCE GRNT			
5723 - Misc Contributions to Fire	$ 26,732	$ 26,730	$ 26,840

	2018/19 Actual	2019/20 Adopted Budget	2020/21 Adopted Budget
TOTAL EMERGENCY MGMT PERFORMNCE GRNT	$ 26,732	$ 26,730	$ 26,840
396-HOUSING SUCCESSOR AGENCY			
5200 - Operations & Maintenance	$ 8	$ 0	$ 0
5245 - Subsidies To Low/Mod Housing	48,047	48,000	40,500
5300 - Contract Services	127,970	214,210	250,000
5620 - Project Improvement Costs	8,261,190	200,000	3,505,200
5699 - Capital Proj Contra Acct (FS)	(8,261,190)	0	0
5720 - Misc Contributions to City	200,000	200,000	200,000
TOTAL HOUSING SUCCESSOR AGENCY	$ 376,025	$ 662,210	$ 3,995,700
600-AD 82-1 6TH ST INDUSTRIAL			
5501 - Admin./General Overhead	$ 0	$ 0	$ 10
TOTAL AD 82-1 6TH ST INDUSTRIAL	$ 0	$ 0	$ 10
602-AD 84-1 DAY CREEK/MELLO			
5501 - Admin./General Overhead	$ 280	$ 300	$ 430
TOTAL AD 84-1 DAY CREEK/MELLO	$ 280	$ 300	$ 430
612-CFD 2001-01			
5501 - Admin./General Overhead	$ 120	$ 910	$ 1,090
TOTAL CFD 2001-01	$ 120	$ 910	$ 1,090
614-CFD 2003-01 PROJECT FUND			
5501 - Admin./General Overhead	$ 0	$ 0	$ 60
TOTAL CFD 2003-01 PROJECT FUND	$ 0	$ 0	$ 60
700-SPORTS COMPLEX			
5000 - Regular Salaries	$ 822,823	$ 913,880	$ 710,890
5005 - Overtime Salaries	39,025	37,280	14,280
5010 - Part Time Salaries	179,832	251,540	18,340
Fringe Benefits	406,929	485,630	345,970
5080 - Pension Expense	237	0	0
5165 - Licenses, Permits & Fees	0	0	250
5200 - Operations & Maintenance	78,443	98,200	59,200
5204 - O & M/Facilities	45,136	52,760	29,300
5206 - O & M/Recreation Programs	211	200	0
5250 - Vehicle Operations & Maint.	0	1,500	1,500
5252 - Emergency Equipment & Veh Rntl	2,110	17,000	4,500
5280 - Equip Operations & Maint	14,837	16,000	8,000
5299 - Depreciation Expense	560,032	0	0
5300 - Contract Services	85,283	124,920	78,170
5304 - Contract Serv/Facilities	178,132	270,670	138,110

	2018/19 Actual	2019/20 Adopted Budget	2020/21 Adopted Budget
5305 - Contract Serv/Recreation Prgs	1,400	3,500	0
5400 - Telephone Utilities	1,286	3,000	1,500
5401 - Gas Utilities	7,911	7,200	7,200
5402 - Water Utilities	85,847	127,130	88,210
5403 - Electric Utilities	191,437	212,320	150,000
5501 - Admin./General Overhead	25,000	25,000	20,000
5602 - Capital Outlay-Bldg & Imprvmnt	0	15,000	0
5700 - Interest Expense	20,500	19,200	17,910
5701 - Principal Repayments	197,672	123,370	124,660
5704 - Long Term Debt Repymt Contra	(197,672)	0	0
TOTAL SPORTS COMPLEX	$ 2,746,411	$ 2,805,300	$ 1,817,990
702-REGIS CONNECT			
5300 - Contract Services	$ 0	$ 1,140	$ 0
5501 - Admin./General Overhead	3,350	270	0
5720 - Misc Contributions to City	15,934	25,000	0
TOTAL REGIS CONNECT	$ 19,284	$ 26,410	$ 0
705-MUNICIPAL UTILITY			
5000 - Regular Salaries	$ 261,406	$ 346,290	$ 343,790
5010 - Part Time Salaries	40,527	48,080	50,320
Fringe Benefits	129,852	172,860	173,730
5080 - Pension Expense	1,690	0	0
5100 - Travel and Meetings	634	7,250	5,250
5102 - Training	0	42,000	41,000
5150 - Office Supplies & Equipment	1,000	1,000	2,500
5152 - Computer Software	22,800	4,000	14,000
5160 - Membership Dues	15,875	19,450	20,140
5161 - Publications & Subscriptions	2,020	1,620	1,680
5209 - O & M/Electric Utility	5,995,667	6,675,800	8,195,370
5215 - O & M/Computer Equipment	7,603	5,070	1,200
5220 - Cellular Technology	45,822	73,300	81,300
5299 - Depreciation Expense	979,082	0	0
5309 - Contract Srvc/Electric Utility	1,094,329	864,360	891,350
5312 - Legal Services	74,272	30,000	230,000
5400 - Telephone Utilities	579	7,500	7,500
5501 - Admin./General Overhead	235,190	239,270	195,080
5530 - Banking Fees Allocation	29,196	0	0
5603 - Capital Outlay-Equipment	79,002	70,000	100,000
5650 - Capital Project	1,627,485	1,000,000	259,500
5699 - Capital Proj Contra Acct (FS)	(1,706,487)	0	0
5720 - Misc Contributions to City	0	0	5,000
5899 - Clearing Acct-Electric Utility	(2,139)	0	0
5900 - Bad Debt Expense-Electric Util	70,733	0	0
9001 - Transfer Out-General Fund	1,390,260	1,507,760	1,508,650

	2018/19 Actual	2019/20 Adopted Budget	2020/21 Adopted Budget
TOTAL MUNICIPAL UTILITY	$ 10,396,398	$ 11,115,610	$ 12,127,360
706-UTILITY PUBLIC BENEFIT FUND			
5000 - Regular Salaries	$ 109,395	$ 137,250	$ 136,640
Fringe Benefits	52,310	65,590	65,300
5160 - Membership Dues	1,203	2,210	2,220
5161 - Publications & Subscriptions	0	200	200
5209 - O & M/Electric Utility	213,970	460,000	342,000
5300 - Contract Services	7,011	10,000	25,000
5501 - Admin./General Overhead	16,410	18,000	20,170
TOTAL UTILITY PUBLIC BENEFIT FUND	$ 400,299	$ 693,250	$ 591,530
708-RCMU CAPITAL REPLACEMENT FUND			
5501 - Admin./General Overhead	$ 1,130	$ 1,410	$ 2,020
TOTAL RCMU CAPITAL REPLACEMENT FUND	$ 1,130	$ 1,410	$ 2,020
711-FIBER OPTIC NETWORK			
5100 - Travel and Meetings	$ 104	$ 1,000	$ 0
5102 - Training	0	1,000	0
5105 - Mileage	53	0	0
5150 - Office Supplies & Equipment	0	1,000	0
5152 - Computer Software	22,000	0	0
5160 - Membership Dues	0	0	550
5200 - Operations & Maintenance	1,675	126,200	126,200
5299 - Depreciation Expense	157,758	0	0
5300 - Contract Services	216	270,000	292,510
5330 - Payment to Trustee	0	0	5,500
5501 - Admin./General Overhead	950	4,820	14,310
5650 - Capital Project	1,126,775	445,000	47,300
5699 - Capital Proj Contra Acct (FS)	(1,169,547)	0	0
5700 - Interest Expense	203,312	629,610	509,840
5701 - Principal Repayments	0	310,000	425,000
5710 - Bond Issuance Costs	272,439	0	0
TOTAL FIBER OPTIC NETWORK	$ 615,735	$ 1,788,630	$ 1,421,210
712-EQUIP/VEHICLE REPLACEMENT			
5200 - Operations & Maintenance	$ 95,594	$ 165,350	$ 265,350
5298 - Operating Cntra Acct (FS only)	18,273	0	0
5299 - Depreciation Expense	935,171	0	0
5300 - Contract Services	14,646	13,500	13,500
5501 - Admin./General Overhead	37,330	28,980	21,920
5602 - Capital Outlay-Bldg & Imprvmnt	20,690	0	0
5603 - Capital Outlay-Equipment	463,796	336,000	252,000
5604 - Capital Outlay-Vehicles	291,616	169,000	131,000
5605 - Capital Outlay-Computer Equip	0	60,000	80,000

	2018/19 Actual	2019/20 Adopted Budget	2020/21 Adopted Budget
5650 - Capital Project	0	150,000	150,000
5699 - Capital Proj Contra Acct (FS)	(782,323)	0	0
TOTAL EQUIP/VEHICLE REPLACEMENT	$ 1,094,793	$ 922,830	$ 913,770
714-COMP EQUIP/TECH REPLCMENT FUND			
5005 - Overtime Salaries	$ 2,826	$ 52,000	$ 0
5152 - Computer Software	77,876	4,000	0
5200 - Operations & Maintenance	27,070	11,500	5,000
5215 - O & M/Computer Equipment	364,173	342,300	43,800
5298 - Operating Cntra Acct (FS only)	22,016	0	0
5299 - Depreciation Expense	515,742	0	0
5300 - Contract Services	382,923	27,530	47,530
5501 - Admin./General Overhead	8,490	8,520	12,290
5605 - Capital Outlay-Computer Equip	65,842	285,350	116,000
5699 - Capital Proj Contra Acct (FS)	(65,842)	0	0
5700 - Interest Expense	30,272	0	0
5703 - Capital Lease Payment	527,330	537,080	527,340
5704 - Long Term Debt Repymt Contra	(527,330)	0	0
TOTAL COMP EQUIP/TECH REPLCMENT FUND	$ 1,431,388	$ 1,268,280	$ 751,960
838-AD 91-2 REDEMPTION-DAY CANYON			
5000 - Regular Salaries	$ 14,599	$ 14,060	$ 14,450
Fringe Benefits	7,008	6,750	6,940
5500 - Assessment Administration	1,700	1,900	1,900
5501 - Admin./General Overhead	3,490	2,400	2,560
TOTAL AD 91-2 REDEMPTION-DAY CANYON	$ 26,797	$ 25,110	$ 25,850
847-PD 85 CAPITAL REPLACEMENT FUND			
5200 - Operations & Maintenance	$ 0	$ 15,000	$ 15,000
5252 - Emergency Equipment & Veh Rntl	0	2,000	2,000
5300 - Contract Services	10,058	23,000	23,000
5501 - Admin./General Overhead	1,340	670	600
5607 - Cap Outlay-Imprv Oth Than Bldg	0	125,000	0
TOTAL PD 85 CAPITAL REPLACEMENT FUND	$ 11,398	$ 165,670	$ 40,600
848-PD 85 REDEMPTION FUND			
5000 - Regular Salaries	$ 122,636	$ 142,150	$ 147,710
5005 - Overtime Salaries	96	3,680	3,680
Fringe Benefits	58,347	68,240	70,970
5200 - Operations & Maintenance	45,403	103,910	36,410
5204 - O & M/Facilities	0	2,500	2,500
5252 - Emergency Equipment & Veh Rntl	777	6,500	6,500
5280 - Equip Operations & Maint	1,435	4,500	1,000
5300 - Contract Services	270,458	306,790	269,440
5304 - Contract Serv/Facilities	23,857	12,870	13,000

	2018/19 Actual	2019/20 Adopted Budget	2020/21 Adopted Budget
5310 - Tree Maintenance	3,167	19,120	26,210
5400 - Telephone Utilities	3,925	6,700	4,500
5402 - Water Utilities	173,463	196,160	186,070
5403 - Electric Utilities	98,582	120,320	136,650
5500 - Assessment Administration	129,370	144,590	144,590
5501 - Admin./General Overhead	44,550	51,980	54,060
5607 - Cap Outlay-Imprv Oth Than Bldg	0	210,300	0
5650 - Capital Project	29,860	0	100,000
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	$ 1,125,686	$ 1,520,070	$ 1,323,050
868-CFD 2000-03 PARK MAINTENANCE			
5000 - Regular Salaries	$ 121,174	$ 136,770	$ 137,030
5010 - Part Time Salaries	5,888	8,890	12,390
Fringe Benefits	58,093	67,430	68,840
5200 - Operations & Maintenance	10,902	25,000	25,000
5204 - O & M/Facilities	50	1,000	1,000
5220 - Cellular Technology	0	0	690
5300 - Contract Services	40,725	98,800	81,610
5310 - Tree Maintenance	0	5,000	5,000
5400 - Telephone Utilities	(132)	0	0
5402 - Water Utilities	94,119	103,720	103,720
5403 - Electric Utilities	3,051	3,920	3,920
5500 - Assessment Administration	1,690	1,890	1,890
5501 - Admin./General Overhead	59,940	63,250	68,480
5607 - Cap Outlay-Imprv Oth Than Bldg	0	150,000	148,000
5650 - Capital Project	14,268	0	0
9137 - Transfer Out-Fund 137	30,000	0	0
TOTAL CFD 2000-03 PARK MAINTENANCE	$ 439,768	$ 665,670	$ 657,570
875-CFD 2017-01 NO. ETIWANDA			
5500 - Assessment Administration	$ 0	$ 0	$ 1,200
5501 - Admin./General Overhead	0	0	20
TOTAL CFD 2017-01 NO. ETIWANDA	$ 0	$ 0	$ 1,220
876-CFD 2018-01 EMPIRE LAKES			
5200 - Operations & Maintenance	$ 1,455	$ 0	$ 0
5300 - Contract Services	45,214	0	30,000
5403 - Electric Utilities	0	0	5,000
5500 - Assessment Administration	0	0	1,200
9130 - Transfer Out-LMD1	0	0	2,710
9141 - Transfer Out-Fund 141	0	0	810
9152 - Transfer Out-SLD2	0	0	1,900
9847 - Transfer Out-Fund 847	0	0	950

	2018/19 Actual	2019/20 Adopted Budget	2020/21 Adopted Budget
9848 - Transfer Out-Fund 848	0	0	1,220
9877 - Transfers Out - CFD Emp Lak	0	0	79,390
TOTAL CFD 2018-01 EMPIRE LAKES	$ 46,669	$ 0	$ 123,180
TOTAL CITY OF RANCHO CUCAMONGA	$ 155,711,253	$ 226,846,740	$ 176,594,710
R.C. FIRE PROTECTION DISTRICT			
281-FIRE FUND			
5000 - Regular Salaries	$ 12,948,022	$ 13,720,630	$ 15,040,040
5005 - Overtime Salaries	3,492,792	3,979,510	4,291,190
5010 - Part Time Salaries	119,716	176,450	159,790
Fringe Benefits	8,527,311	9,124,930	11,333,550
5060 - Tuition Reimbursement	1,043	10,000	10,000
5082 - Reimb Personnel from CFD 85-1	(5,323,730)	(5,387,530)	(5,978,580)
5083 - Reimb Personnel from CFD 88-1	(2,217,280)	(2,164,860)	(2,223,100)
5093 - Other Funds-Salary Reimbursmnt	(26,732)	(26,730)	(26,840)
5100 - Travel and Meetings	13,297	27,160	23,050
5102 - Training	90,951	155,670	154,130
5150 - Office Supplies & Equipment	27,641	32,550	32,000
5151 - Postage	20	300	300
5152 - Computer Software	2,040	640	0
5155 - Public Relations/Educ Material	30,058	36,750	25,750
5160 - Membership Dues	5,782	10,530	10,330
5161 - Publications & Subscriptions	3,686	14,050	9,270
5165 - Licenses, Permits & Fees	8,467	9,030	8,740
5200 - Operations & Maintenance	266,530	339,420	342,520
5204 - O & M/Facilities	42,764	98,000	70,000
5220 - Cellular Technology	48,101	53,200	67,620
5240 - Operation of Acquired Property	0	0	10,500
5250 - Vehicle Operations & Maint.	145,372	209,930	210,600
5252 - Emergency Equipment & Veh Rntl	0	1,500	1,500
5255 - Gasoline	30,459	54,520	41,200
5256 - Diesel Fuel	125,997	132,420	136,400
5258 - Propane	9,330	19,000	19,000
5280 - Equip Operations & Maint	22,533	40,500	38,180
5285 - Safety Gear & Equipment	68,936	117,190	121,890
5290 - Specialized Tools & Equipment	41,178	47,200	52,930
5291 - Equipment Supplies & Repairs	28,178	49,100	43,400
5300 - Contract Services	963,593	1,216,610	1,395,660
5304 - Contract Serv/Facilities	178,276	277,200	302,570
5312 - Legal Services	31,497	50,000	50,000
5320 - Hazardous Waste Removal	0	2,500	2,500
5321 - Fire Incident Costs	910	3,500	3,500
5400 - Telephone Utilities	11,836	17,910	27,690
5401 - Gas Utilities	10,340	12,080	10,670
5402 - Water Utilities	21,140	19,640	22,270

	2018/19 Actual	2019/20 Adopted Budget	2020/21 Adopted Budget
5403 - Electric Utilities	77,259	95,010	84,390
5410 - Property Insurance	95,246	95,250	123,090
5411 - Other Insurance	4,310	5,500	5,580
5416 - General Liability Insurance	257,568	295,560	402,850
5417 - General Liability Claims	4,027	0	0
5500 - Assessment Administration	87,371	97,570	97,570
5501 - Admin./General Overhead	2,374,010	2,725,110	3,118,370
5510 - Property Tax Admin. Fee	143,652	123,600	156,010
5530 - Banking Fees Allocation	35,992	0	0
5700 - Interest Expense	77,830	63,200	47,560
5701 - Principal Repayments	322,154	336,790	352,430
5704 - Long Term Debt Repymt Contra	(322,154)	0	0
5720 - Misc Contributions to City	239,180	356,160	456,970
9283 - Transfer Out-CFD 88-1	1,188,393	1,966,610	2,036,930
TOTAL FIRE FUND	$ 24,334,892	$ 28,640,860	$ 32,721,970
282-COMMUNITY FACILITIES DIST 85-1			
5081 - Reimb Personnel to Fire Fund	$ 5,323,730	$ 5,387,530	$ 5,978,580
5165 - Licenses, Permits & Fees	2,866	3,200	3,110
5200 - Operations & Maintenance	9,832	10,000	10,000
5285 - Safety Gear & Equipment	15,620	0	0
5300 - Contract Services	365,188	375,330	367,860
5400 - Telephone Utilities	4,045	4,270	4,490
5401 - Gas Utilities	6,139	5,930	7,360
5402 - Water Utilities	16,620	13,710	13,240
5403 - Electric Utilities	51,804	56,240	62,180
5501 - Admin./General Overhead	256,870	252,280	292,080
TOTAL COMMUNITY FACILITIES DIST 85-1	$ 6,052,714	$ 6,108,490	$ 6,738,900
283-COMMUNITY FACILITIES DIST 88-1			
5081 - Reimb Personnel to Fire Fund	$ 2,217,280	$ 2,164,860	$ 2,223,100
5165 - Licenses, Permits & Fees	1,439	1,410	1,490
5200 - Operations & Maintenance	3,606	4,000	4,000
5300 - Contract Services	86,585	93,420	91,580
5400 - Telephone Utilities	1,624	1,600	15,160
5401 - Gas Utilities	1,766	2,070	2,170
5402 - Water Utilities	4,870	5,240	5,240
5403 - Electric Utilities	13,712	15,180	14,520
5501 - Admin./General Overhead	108,540	107,030	110,760
TOTAL COMMUNITY FACILITIES DIST 88-1	$ 2,439,422	$ 2,394,810	$ 2,468,020
285-FIRE TECHNOLOGY FEE FUND			
5501 - Admin./General Overhead	$ 90	$ 200	$ 210
TOTAL FIRE TECHNOLOGY FEE FUND	$ 90	$ 200	$ 210

	2018/19 Actual	2019/20 Adopted Budget	2020/21 Adopted Budget
288-FIRE PROTECTION CAPITAL FUND			
5152 - Computer Software	$ 22,810	$ 0	$ 0
5200 - Operations & Maintenance	82,905	110,000	180,000
5207 - O & M/Capital Supplies	89,123	63,000	165,000
5215 - O & M/Computer Equipment	60,602	78,920	2,000
5240 - Operation of Acquired Property	1,000	1,000	0
5250 - Vehicle Operations & Maint.	29,481	50,000	50,000
5280 - Equip Operations & Maint	1,017	3,000	3,000
5285 - Safety Gear & Equipment	15,690	0	0
5290 - Specialized Tools & Equipment	1,769	38,000	3,000
5291 - Equipment Supplies & Repairs	12,498	1,300	0
5298 - Operating Cntra Acct (FS only)	143,370	0	0
5300 - Contract Services	109,340	135,000	276,000
5501 - Admin./General Overhead	33,780	49,160	51,700
5530 - Banking Fees Allocation	42,113	0	0
5602 - Capital Outlay-Bldg & Imprvmnt	46,103	0	300,000
5603 - Capital Outlay-Equipment	15,227	44,500	26,000
5604 - Capital Outlay-Vehicles	108,662	1,826,000	1,365,000
5605 - Capital Outlay-Computer Equip	1,053,560	0	0
5606 - Capital Outlay-Furn/Fixtures	28,422	500,000	0
5607 - Cap Outlay-Imprv Oth Than Bldg	0	1,140,000	0
5650 - Capital Project	1,432,994	450,000	3,513,550
5699 - Capital Proj Contra Acct (FS)	(143,370)	0	0
9714 - Transfer Out - Comptr Eq Rplc	158,630	107,420	117,670
TOTAL FIRE PROTECTION CAPITAL FUND	$ 3,345,726	$ 4,597,300	$ 6,052,920
TOTAL R.C. FIRE PROTECTION DISTRICT	$ 36,172,844	$ 41,741,660	$ 47,982,020
TOTAL ALL FUNDS	$ 191,884,097	$ 268,588,400	$ 224,576,730

	2018/19 Actual	2019/20 Adopted Budget	2020/21 Adopted Budget
CITY OF RANCHO CUCAMONGA			
GENERAL FUND			
DIVISION			
001 - NON-DEPARTMENTAL GENERAL	$ 7,189,490	$ 6,047,620	$ 4,531,930
002 - NON-DEPARTMENTAL PERSONNEL	119,778	129,310	182,240
101 - CITY COUNCIL	117,720	118,110	132,470
102 - CITY MANAGEMENT	902,829	991,920	1,016,030
103 - CITY CLERK	1,970	1,960	1,940
104 - ANIMAL CARE AND SERVICES	3,254,794	3,416,210	3,161,730
106 - RECORDS MANAGEMENT	432,923	505,450	1,279,650
107 - HEALTHY RC PROGRAM	580,009	628,910	633,230
108 - COMMUNICATIONS	176,795	236,420	528,120
201 - ADMIN SRVCS-ADMINISTRATION	278,492	277,430	186,530
204 - BUSINESS LICENSING	317,803	369,680	369,880
205 - CITY FACILITIES	967,828	1,062,520	1,021,620
206 - FINANCE	1,392,594	1,507,700	1,520,910
209 - INNOVATION & TECHNOLOGY SRVCS	3,470,844	3,855,130	3,524,740
210 - PERSONNEL	747,737	735,110	651,090
211 - PROCUREMENT	261,559	274,510	247,010
212 - RISK MANAGEMENT	229,775	282,440	249,480
213 - TREASURY MANAGEMENT	10,928	12,420	12,300
217 - CITY TELECOMMUNICATIONS	238,274	212,560	259,430
301 - ECONOMIC AND COMMUNITY DVLPMNT	667,945	805,350	802,270
302 - BUILDING AND SAFETY	1,750,622	1,916,950	1,766,050
303 - ENGINEERING - ADMINISTRATION	410,656	433,040	301,100
305 - ENGINEERING - DEVELOPMENT MGT	861,673	1,106,870	963,370
306 - ENGINEERING - NPDES	371,617	381,340	303,650
307 - ENGINEERING - PROJECT MGT	484,523	603,800	529,590
308 - ENGINEERING - TRAFFIC MGT	192,929	255,720	255,590
311 - FIRE FACILITIES MAINTENANCE	231,866	356,160	456,970
312 - CITY FACILITIES MAINTENANCE	3,247,430	3,997,670	3,610,070
314 - PLANNING	2,367,996	1,793,550	1,618,600
315 - PLANNING COMMISSION	17,476	17,280	15,170
317 - VEHICLE AND EQUIP. MAINT.	943,164	1,127,540	1,068,040
318 - STREET MAINTENANCE	2,051,884	2,889,140	2,404,740
319 - PARK MAINTENANCE	2,726,587	3,291,770	2,728,470
322 - COMMUNITY IMPROVEMENT	621,156	759,570	782,010
401 - COMMUNITY SRVCS-ADMINISTRATION	4,739,453	5,562,050	1,579,750
402 - CSD-CENTRAL PARK OPERATIONS	0	0	1,383,370
403 - CSD-LIONS CENTER	0	0	885,410
404 - CSD-RC FAMILY RESOURCE CENTER	0	0	175,810
405 - CSD-RC SPORTS CENTER	0	0	663,220
406 - CSD-SPECIAL EVENTS	0	0	246,780
407 - CSD-VICTORIA GARDENS CULT CTR	0	0	2,404,260
408 - CSD-CONTRACT CLASSES	0	0	592,420
409 - CSD-PARK SERVICES	0	0	188,390
701 - POLICE-ADMINISTRATION	39,321,195	42,327,060	44,869,070

City of Rancho Cucamonga
Expenditures by Fund
Fiscal Year 2020/21 Adopted Budget

	2018/19 Actual	2019/20 Adopted Budget	2020/21 Adopted Budget
TOTAL GENERAL FUND	$ 81,700,314	$ 88,290,270	$ 90,104,500
OTHER GENERAL FUNDS			
003 - REIMB ST/COUNTY PARKING CIT	$ 168,905	$ 162,480	$ 111,330
006 - CVWD REIMBURSEMENTS	271,486	614,110	583,890
016 - COMM DEV TECHNICAL SRVCS FUND	425,205	561,100	6,500
017 - LAW ENFORCEMENT RESERVE	204,922	649,720	478,500
018 - TRAFFIC SAFETY	377,775	409,260	112,000
019 - INFO TECHNOLOGY-DEVELOPMENT	1,168,672	0	0
020 - CITY TECHNOLOGY FEE FUND	140	97,560	145,380
022 - MOBILE HOME PARK PROGRAM	3,540	36,510	42,750
023 - SB1186 CERT ACCESS SPEC PROG	4,989	5,730	5,730
025 - CAPITAL RESERVE	7,351,866	6,235,270	5,650,060
073 - BENEFITS CONTINGENCY	1,692,035	906,760	1,079,220
TOTAL OTHER GENERAL FUNDS	$ 11,669,535	$ 9,678,500	$ 8,215,360
SPECIAL REVENUE			
100 - ASSESSMENT DISTRICTS ADMIN	$ 1,170,369	$ 1,071,230	$ 1,014,630
101 - AD 93-1 MASI COMMERCE CENTER	220	210	180
105 - AB2766 AIR QUALITY IMPROVEMENT	1,223,231	990,990	320,400
106 - MSRC AIR POLLUTION REDUCT GRNT	0	0	30,000
110 - BEAUTIFICATION	126,465	410,440	450
111 - PARK LAND ACQUISITION	290	30,710	1,370
112 - DRAINAGE FAC/GENERAL	364,842	147,670	149,870
113 - COMMUNITY/REC CENTER DEVELPMNT	110	10,140	500
114 - DRAINAGE-ETIWANDA/SAN SEVAINE	176,927	370	120
115 - HENDERSON/WARDMAN DRAINAGE	250	260	360
116 - ETIWANDA DRAINAGE	90,639	139,600	135,630
118 - UPPER ETIWANDA DRAINAGE	380	390	220
119 - PARK IMPROVEMENT	0	14,660	150
120 - PARK DEVELOPMENT	205,812	768,720	423,860
122 - SOUTH ETIWANDA DRAINAGE	160	240	410
123 - LIBRARY IMPACT FEE	0	3,330	0
124 - TRANSPORTATION	3,810,209	8,396,830	2,063,960
125 - ANIMAL CENTER IMPACT FEE	0	720	0
126 - LOWER ETIWANDA DRAINAGE	390	400	230
127 - POLICE IMPACT FEE	0	960	0
128 - ETIWANDA NO. EQUESTRIAN FACIL.	170	180	260
129 - UNDERGROUND UTILITIES	202,844	80,210	44,060
130 - LMD #1 GENERAL CITY	1,333,727	1,848,730	1,366,550
131 - LMD #2 VICTORIA	3,427,251	4,849,910	4,528,540
132 - LMD #3A HYSSOP	4,812	11,000	10,700
133 - LMD #3B MEDIANS	801,358	1,399,800	1,095,590
134 - LMD #4R TERRA VISTA	2,010,305	3,416,550	2,986,970
135 - LMD #5 ANDOVER	6,077	9,670	7,490
136 - LMD #6R CARYN COMMUNITY	464,306	629,190	601,460
137 - LMD #7 NORTH ETIWANDA	950,267	1,252,200	1,178,370
138 - LMD #8 SOUTH ETIWANDA	26,327	39,960	39,880
139 - LMD #9 LOWER ETIWANDA	546,428	1,204,850	824,450
140 - LMD #10 RANCHO ETIWANDA	552,983	740,340	751,670
141 - LMD 1 CAPITAL REPLACEMENT FUND	5,621	40,620	40,550

	2018/19 Actual	2019/20 Adopted Budget	2020/21 Adopted Budget
150 - GENERAL CITY STREET LIGHTS	306,100	351,620	354,830
151 - SLD #1 ARTERIAL	724,370	1,005,760	1,013,220
152 - SLD #2 RESIDENTIAL	376,009	661,180	693,760
153 - SLD #3 VICTORIA	228,061	328,780	329,480
154 - SLD #4 TERRA VISTA	145,594	178,260	181,510
155 - SLD #5 CARYN COMMUNITY	42,331	77,210	77,820
156 - SLD #6 INDUSTRIAL AREA	100,223	137,630	143,850
157 - SLD #7 NORTH ETIWANDA	150,323	216,730	222,760
158 - SLD #8 SOUTH ETIWANDA	70,352	98,120	100,750
174 - STATE GAS TAX	4,012,079	3,156,470	3,866,370
176 - MEASURE I 1990-2010	209,487	200,210	300
177 - MEASURE I 2010-2040	3,050,984	3,784,510	2,901,890
179 - ROAD MAINT & REHAB ACCT	1,404,900	1,866,000	2,400,000
181 - SB 1 - TCEP	1,386,985	52,150,000	11,000,650
182 - AB 2928 TRAFFIC CONGEST RELIEF	70	80	0
188 - INTEGRATED WASTE MANAGEMENT	1,456,589	1,521,010	1,568,460
194 - PROPOSITION 1B STATE FUNDING	60	70	100
195 - STATE ASSET SEIZURE	6,930	40,180	40,440
196 - CA ASSET SEIZURE 15%	30	6,010	70
198 - CITYWIDE INFRASTRUCTURE IMPRV	1,467,896	349,030	299,740
204 - COMMUNITY DEVELOPMENT BLK GRNT	1,235,223	1,290,010	1,266,530
209 - FEDERAL SAFETEA-LU	5,757	310	0
214 - PEDESTRIAN GRANT/ART 3	36,838	451,000	401,200
218 - PUBLIC RESRCE GRNTS/HEALTHY RC	8,502	9,730	9,740
225 - CA RECYC/LITTER REDUCTION GRNT	51,242	59,390	59,620
227 - USED OIL RECYCLING PROGRAM	51,159	49,800	49,810
234 - SAFE ROUTES TO SCHOOL PROGRAM	28,046	118,900	90,800
250 - RECREATION SERVICES	3,010,181	3,245,220	0
255 - VG CULTURAL CENTER	1,542,982	1,525,940	0
272 - FREEDOM COURTYARD RSRC GRANTS	0	2,150	0
274 - STATE GRANTS FUND	0	0	2,686,760
290 - LIBRARY FUND	4,566,717	5,771,450	5,750,160
291 - CA STATE LIBRARY	44,511	21,130	20,530
292 - STAFF INNOVATION FD (CA ST LB)	2,507	5,830	5,900
301 - THE BIG READ LIBRARY GRANT	50	50	0
302 - LIBRARY SERVICES & TECH. ACT	0	0	20
329 - LIBRARY CAPITAL FUND	3,290	578,120	925,300
354 - COP'S PROGRAM GRANT-STATE	277,209	352,130	306,020
361 - JUSTICE ASSISTANCE GRANT(JAG)	3,152	0	0
380 - HOMELAND SECURITY GRANT-FIRE	31,119	0	0
381 - HOMELAND SECURITY GRANT-POLICE	41,851	68,480	66,140
383 - EMERGENCY MGMT PERFORMNCE GRNT	26,732	26,730	26,840
396 - HOUSING SUCCESSOR AGENCY	376,025	662,210	3,995,700
838 - AD 91-2 REDEMPTION-DAY CANYON	26,797	25,110	25,850
847 - PD 85 CAPITAL REPLACEMENT FUND	11,398	165,670	40,600
848 - PD 85 REDEMPTION FUND	1,125,687	1,520,070	1,323,050
868 - CFD 2000-03 PARK MAINTENANCE	439,767	665,670	657,570
875 - CFD 2017-01 NO. ETIWANDA	0	0	1,220
876 - CFD 2018-01 EMPIRE LAKES	46,669	0	123,180
TOTAL SPECIAL REVENUE	$ 45,635,554	$ 110,255,040	$ 60,647,420

City of Rancho Cucamonga
Expenditures by Fund
Fiscal Year 2020/21 Adopted Budget

	2018/19 Actual	2019/20 Adopted Budget	2020/21 Adopted Budget
CAPITAL PROJECTS			
600 - AD 82-1 6TH ST INDUSTRIAL	$ 0	$ 0	$ 10
602 - AD 84-1 DAY CREEK/MELLO	280	300	430
612 - CFD 2001-01	120	910	1,090
614 - CFD 2003-01 PROJECT FUND	0	0	60
TOTAL CAPITAL PROJECTS	$ 400	$ 1,210	$ 1,590
ENTERPRISE FUNDS			
700 - SPORTS COMPLEX	$ 2,746,413	$ 2,805,300	$ 1,817,990
702 - REGIS CONNECT	19,284	26,410	0
705 - MUNICIPAL UTILITY	10,396,398	11,115,610	12,127,360
706 - UTILITY PUBLIC BENEFIT FUND	400,300	693,250	591,530
708 - RCMU CAPITAL REPLACEMENT FUND	1,130	1,410	2,020
711 - FIBER OPTIC NETWORK	615,735	1,788,630	1,421,210
TOTAL ENTERPRISE FUNDS	$ 14,179,260	$ 16,430,610	$ 15,960,110
INTERNAL SERVICE FUNDS			
712 - EQUIP/VEHICLE REPLACEMENT	$ 1,094,793	$ 922,830	$ 913,770
714 - COMP EQUIP/TECH REPLCMENT FUND	1,431,389	1,268,280	751,960
TOTAL INTERNAL SERVICE FUNDS	$ 2,526,182	$ 2,191,110	$ 1,665,730
TOTAL CITY OF RANCHO CUCAMONGA	$ 155,711,245	$ 226,846,740	$ 176,594,710
R.C. FIRE PROTECTION DISTRICT			
SPECIAL REVENUE			
281 - FIRE FUND	$ 24,334,892	$ 28,640,860	$ 32,721,970
282 - COMMUNITY FACILITIES DIST 85-1	6,052,713	6,108,490	6,738,900
283 - COMMUNITY FACILITIES DIST 88-1	2,439,421	2,394,810	2,468,020
285 - FIRE TECHNOLOGY FEE FUND	90	200	210
288 - FIRE PROTECTION CAPITAL FUND	3,345,725	4,597,300	6,052,920
TOTAL SPECIAL REVENUE	$ 36,172,841	$ 41,741,660	$ 47,982,020
TOTAL R.C. FIRE PROTECTION DISTRICT	$ 36,172,841	$ 41,741,660	$ 47,982,020
TOTAL ALL FUNDS	$ 191,884,086	$ 268,588,400	$ 224,576,730

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CITY OF RANCHO CUCAMONGA, CALIFORNIA
FISCAL YEAR 2020/21 ADOPTED BUDGET

FUNDED POSITIONS BY DEPARTMENT - SUMMARY

DEPARTMENT	ADOPTED 2018/19	2019/20	2020/21
GOVERNANCE			
City Council	5.0	5.0	5.0
City Clerk	1.0	1.0	1.0
City Treasurer	1.0	1.0	1.0
City Management	19.0	19.0	22.0
TOTAL GOVERNANCE	26.0	26.0	29.0
PUBLIC SAFETY			
Fire District	115.0	115.0	121.0
Animal Care and Services	22.0	22.0	19.0
TOTAL PUBLIC SAFETY	137.0	137.0	140.0
CIVIC AND CULTURAL SERVICES			
Records Management	5.0	5.0	5.0
Community Services	46.5	45.5	29.0
Library Services	28.5	27.5	26.0
TOTAL CIVIC AND CULTURAL SERVICES	80.0	78.0	60.0
ADMINISTRATIVE SERVICES			
Administration/Procurement	5.0	5.0	1.0
Finance	21.0	23.0	23.0
Human Resources	9.0	9.0	8.0
Innovation and Technology	23.0	23.0	24.0
TOTAL ADMINISTRATIVE SERVICES	58.0	60.0	56.0
ECONOMIC AND COMMUNITY DEVELOPMENT			
Administration	3.0	3.0	3.0
Building and Safety Services	16.0	16.0	15.0
Engineering Services	37.0	39.0	35.0
Planning	14.0	13.0	11.0
Public Works Services	129.0	130.0	122.0
TOTAL ECONOMIC AND COMMUNITY DEVELOPMENT	199.0	201.0	186.0
TOTAL FULL TIME POSITIONS	500.0	502.0	471.0

CITY OF RANCHO CUCAMONGA, CALIFORNIA
FISCAL YEAR 2020/21 ADOPTED BUDGET

FUNDED POSITIONS BY DEPARTMENT - DETAIL

DEPARTMENT AND POSITION TITLE	ADOPTED 2018/19	ADOPTED 2019/20	ADOPTED 2020/21
GOVERNANCE			
Elected Officials			
Mayor	1.0	1.0	1.0
Councilmember	4.0	4.0	4.0
City Clerk	1.0	1.0	1.0
City Treasurer	1.0	1.0	1.0
Total Elected Officials	7.0	7.0	7.0
City Management			
Administrative Assistant	1.0	1.0	1.0
City Manager	1.0	1.0	1.0
Communications and Marketing Officer	1.0	0.0	0.0
Community Affairs Coordinator* (1)	0.0	0.0	2.0
Community Affairs Officer	0.0	1.0	1.0
Community Affairs Senior Coordinator (1)	0.0	0.0	1.0
Community Affairs Technician (1)	0.0	0.0	1.0
Community Improvement Manager	1.0	1.0	1.0
Community Improvement Officer I (2)	1.0	1.0	1.0
Community Improvement Officer II	2.0	2.0	2.0
Community Programs Coordinator**	2.0	2.0	1.0
DCM/Civic & Cultural Services	1.0	1.0	1.0
Executive Assistant I (3)	1.0	1.0	0.0
Executive Assistant II*	0.0	0.0	1.0
Management Aide	2.0	2.0	2.0
Management Analyst I	1.0	1.0	1.0
Management Analyst II	1.0	1.0	1.0
Management Analyst III	1.0	1.0	1.0
Principal Management Analyst	1.0	1.0	1.0
Senior Community Improvement Officer	1.0	1.0	1.0
Senior Executive Assistant	1.0	1.0	1.0
Total City Management	19.0	19.0	22.0
TOTAL GOVERNANCE	26.0	26.0	29.0

CITY OF RANCHO CUCAMONGA, CALIFORNIA
FISCAL YEAR 2020/21 ADOPTED BUDGET

FUNDED POSITIONS BY DEPARTMENT - DETAIL

DEPARTMENT AND POSITION TITLE	ADOPTED 2018/19	ADOPTED 2019/20	ADOPTED 2020/21
PUBLIC SAFETY			
Fire District			
Administrative Assistant*	0.0	0.0	3.0
Business Manager*	0.0	0.0	1.0
Captain Specialist	3.0	3.0	3.0
Community Affairs Senior Coordinator	0.0	1.0	1.0
Emergency Management Coordinator	1.0	1.0	1.0
EMS Administrator	1.0	1.0	1.0
Executive Assistant I*	0.0	0.0	1.0
Executive Assistant II*	0.0	0.0	1.0
Field Training Officer	1.0	1.0	1.0
Fire Battalion Chief	4.0	4.0	4.0
Fire Captain	27.0	27.0	27.0
Fire Chief	1.0	1.0	1.0
Fire Deputy Chief	2.0	2.0	2.0
Fire Engineer	27.0	27.0	27.0
Fire Equipment Apprentice Mechanic	1.0	1.0	1.0
Fire Equipment Mechanic	2.0	2.0	2.0
Fire Equipment Lead Mechanic	1.0	1.0	1.0
Fire Marshall	1.0	1.0	1.0
Fire Prevention Specialist I	2.0	2.0	2.0
Fire Prevention Specialist II	2.0	2.0	2.0
Fire Prevention Supervisor	2.0	2.0	2.0
Fire Shop Supervisor	1.0	1.0	1.0
Firefighter*	27.0	27.0	33.0
Management Aide	1.0	0.0	0.0
Management Analyst I	2.0	1.0	1.0
Management Analyst II	0.0	1.0	1.0
Management Analyst III**	1.0	1.0	0.0
Office Specialist II **	3.0	3.0	0.0
Secretary **	1.0	1.0	0.0
Senior Administrative Secretary**	1.0	1.0	0.0
Total Fire District	115.0	115.0	121.0

FUNDED POSITIONS BY DEPARTMENT - DETAIL

DEPARTMENT AND POSITION TITLE	ADOPTED 2018/19	ADOPTED 2019/20	ADOPTED 2020/21
Animal Care and Services			
Administrative Assistant**	3.0	3.0	2.0
Animal Behavior Specialist**	0.0	2.0	1.0
Animal Care Supervisor	2.0	2.0	2.0
Animal Caretaker**	1.0	1.0	0.0
Animal Center Manager	1.0	1.0	1.0
Animal Handler	3.0	0.0	0.0
Animal Rescue Specialist	0.0	1.0	1.0
Animal Services Director	1.0	1.0	1.0
Animal Services Dispatcher	1.0	1.0	1.0
Animal Services Officer	3.0	3.0	3.0
Community Programs Specialist	1.0	1.0	1.0
Senior Animal Services Officer	1.0	1.0	1.0
Senior Veterinary Technician	1.0	1.0	1.0
Veterinarian	1.0	1.0	1.0
Veterinary Assistant	1.0	1.0	1.0
Veterinary Technician	2.0	2.0	2.0
Total Animal Care and Services	22.0	22.0	19.0
TOTAL PUBLIC SAFETY	137.0	137.0	140.0

CITY OF RANCHO CUCAMONGA, CALIFORNIA
FISCAL YEAR 2020/21 ADOPTED BUDGET

FUNDED POSITIONS BY DEPARTMENT - DETAIL

DEPARTMENT AND POSITION TITLE	ADOPTED 2018/19	2019/20	2020/21
CIVIC AND CULTURAL SERVICES			
Records Management			
Administrative Assistant	2.0	1.0	1.0
Assistant City Clerk	1.0	0.0	0.0
City Clerk Records Management Analyst	1.0	1.0	1.0
City Clerk Services Director	1.0	1.0	1.0
Deputy Director of City Clerk Services	0.0	1.0	1.0
Executive Assistant I	0.0	1.0	1.0
Total Records Management	5.0	5.0	5.0
Community Services			
Administrative Assistant**	6.0	3.0	1.0
Artistic Producer-Main Street Theatre**	0.0	1.0	0.0
Box Office Coordinator	0.0	1.0	1.0
Community Affairs Coordinator (1)	0.0	1.0	0.0
Community Affairs Senior Coordinator (1)	0.0	1.0	0.0
Community Affairs Technician (1)	0.0	1.0	0.0
Community Services Coordinator**	18.0	12.0	10.0
Community Services Director	1.0	1.0	1.0
Community Services Manager**	1.0	1.0	0.0
Community Services Marketing Coordinator	1.0	0.0	0.0
Community Services Superintendent**	2.0	2.0	1.0
Community Services Supervisor	6.0	4.0	4.0
Community Services Technician	0.0	1.0	1.0
Community Theater Producer**	0.0	1.0	0.0
Cultural Center Manager**	1.0	1.0	0.0
Deputy Community Services Director	0.0	1.0	1.0
Event & Rental Services Coordinator	0.0	1.0	1.0
Executive Assistant II (4)	1.0	1.0	1.0
Front of House Coordinator	0.0	1.0	1.0
Fund Development Coordinator	0.5	0.0	0.0
Management Aide	2.0	1.0	1.0
Management Analyst I	1.0	1.0	1.0
Management Analyst II**	2.0	2.5	2.0
Patron and Events Supervisor	0.0	1.0	1.0
Theater Productions Supervisor	0.0	1.0	1.0
Theatre Technician III**	4.0	4.0	0.0
Total Community Services	46.5	45.5	29.0

CITY OF RANCHO CUCAMONGA, CALIFORNIA
FISCAL YEAR 2020/21 ADOPTED BUDGET

FUNDED POSITIONS BY DEPARTMENT - DETAIL

DEPARTMENT AND POSITION TITLE	ADOPTED 2018/19	ADOPTED 2019/20	ADOPTED 2020/21
Library Services			
Assistant Library Director	1.0	0.0	0.0
Deputy Director of Library Services	0.0	1.0	1.0
Executive Assistant II	1.0	1.0	1.0
Fund Development Coordinator	0.5	0.0	0.0
Librarian I (5)	10.0	7.0	7.0
Librarian II*	1.0	3.0	4.0
Library Assistant II	2.0	2.0	2.0
Library Clerk	3.0	3.0	3.0
Library Director	1.0	1.0	1.0
Library Services Manager	1.0	1.0	1.0
Library Technician**	5.0	5.0	4.0
Management Analyst II**	0.0	0.5	0.0
Senior Librarian**	3.0	3.0	2.0
Total Library Services	28.5	27.5	26.0
TOTAL CIVIC AND CULTURAL SERVICES	80.0	78.0	60.0

CITY OF RANCHO CUCAMONGA, CALIFORNIA
FISCAL YEAR 2020/21 ADOPTED BUDGET

FUNDED POSITIONS BY DEPARTMENT - DETAIL

DEPARTMENT AND POSITION TITLE	ADOPTED 2018/19	2019/20	2020/21
ADMINISTRATIVE SERVICES			
Administration/Purchasing			
DCM/Administrative Services	1.0	1.0	1.0
Executive Assistant I**	1.0	1.0	0.0
Procurement Manager (6)	1.0	1.0	0.0
Procurement Technician (6)	2.0	2.0	0.0
Total Admin/Purchasing	5.0	5.0	1.0
Finance			
Account Clerk**	5.0	5.0	4.0
Account Technician**	1.0	3.0	2.0
Accounts Payable Supervisor	1.0	1.0	1.0
Budget Analyst	1.0	1.0	1.0
Business License Clerk**	2.0	2.0	1.0
Business License Program Supervisor	1.0	1.0	1.0
Business License Technician	1.0	1.0	1.0
Customer Services Representative*	0.0	0.0	2.0
Executive Assistant I (3)	0.0	0.0	1.0
Finance Director	1.0	1.0	1.0
Finance Manager	1.0	1.0	1.0
Management Aide	0.0	1.0	1.0
Management Analyst III	2.0	0.0	0.0
Payroll Supervisor	1.0	1.0	1.0
Principal Accountant	1.0	1.0	1.0
Revenue Manager	0.0	1.0	1.0
Senior Accountant	2.0	2.0	2.0
Special Districts Analyst	0.0	1.0	1.0
Special Districts Technician	1.0	0.0	0.0
Total Finance	21.0	23.0	23.0
Human Resources			
Administrative Assistant**	1.0	1.0	0.0
Deputy Human Resources Director	0.0	1.0	1.0
Human Resources Director	1.0	1.0	1.0
Human Resources Manager	1.0	0.0	0.0
Human Resources Technician	3.0	3.0	3.0
Management Analyst I	1.0	1.0	1.0
Risk Management Analyst	1.0	1.0	1.0
Senior Risk Management Analyst	1.0	1.0	1.0
Total Human Resources	9.0	9.0	8.0

FUNDED POSITIONS BY DEPARTMENT - DETAIL

DEPARTMENT AND POSITION TITLE	ADOPTED 2018/19	2019/20	2020/21
Innovation and Technology			
Administrative Assistant	2.0	2.0	2.0
Deputy Director of Innovation and Technology	1.0	1.0	1.0
GIS Analyst	2.0	2.0	2.0
GIS Specialist**	0.0	4.0	2.0
GIS Supervisor	1.0	1.0	1.0
Information Technology Analyst I (7)	3.0	3.0	3.0
Information Technology Analyst II (8)	3.0	3.0	3.0
Information Technology Specialist II	2.0	2.0	2.0
Information Technology Technician**	1.0	1.0	0.0
Innovation and Technology Director	1.0	1.0	1.0
Procurement Manager (6)	0.0	0.0	1.0
Procurement Technician (6)	0.0	0.0	2.0
Senior GIS Analyst	1.0	1.0	1.0
Senior GIS Technician	4.0	0.0	0.0
Senior Information Technology Analyst	2.0	2.0	2.0
Senior Information Technology Specialist*	0.0	0.0	1.0
Total Innovation and Technology	23.0	23.0	24.0
TOTAL ADMINISTRATIVE SERVICES	58.0	60.0	56.0

CITY OF RANCHO CUCAMONGA, CALIFORNIA
FISCAL YEAR 2020/21 ADOPTED BUDGET

FUNDED POSITIONS BY DEPARTMENT - DETAIL

DEPARTMENT AND POSITION TITLE	ADOPTED 2018/19	2019/20	2020/21
ECONOMIC AND COMMUNITY DEVELOPMENT			
Administration			
DCM/Economic & Community Development	1.0	1.0	1.0
Management Aide	1.0	1.0	1.0
Management Analyst II	1.0	1.0	1.0
Total Administration	3.0	3.0	3.0
Building and Safety Services			
Administrative Assistant**	2.0	2.0	1.0
Building Inspection Supervisor	1.0	1.0	1.0
Building Inspector	5.0	4.0	4.0
Building Safety Manager	1.0	1.0	1.0
Executive Assistant I	1.0	0.0	0.0
Executive Assistant II	0.0	1.0	1.0
Plans Examiner I	1.0	1.0	1.0
Plans Examiner II	1.0	1.0	1.0
Public Service Technician I	1.0	1.0	1.0
Public Service Technician II	1.0	1.0	1.0
Public Service Technician III	1.0	1.0	1.0
Senior Building Inspector	0.0	1.0	1.0
Senior Plans Examiner	1.0	1.0	1.0
Total Building and Safety Services	16.0	16.0	15.0
Engineering Services			
Administrative Assistant**	2.0	2.0	1.0
Assistant City Engineer	1.0	0.0	0.0
Assistant Engineer	5.0	5.0	5.0
Associate Engineer (9)	6.0	6.0	6.0
Deputy Director of Engineering/Assistant City Engineer	0.0	1.0	1.0
Deputy Director of Engineering/Utilities & Environmental Services	0.0	1.0	1.0
Engineering Services Director/City Engineer	1.0	1.0	1.0
Engineering Technician**	4.0	4.0	3.0
Environmental Programs Coordinator	1.0	1.0	1.0
Environmental Programs Inspector	2.0	2.0	2.0
Environmental Programs Manager	1.0	1.0	1.0
Executive Assistant I**	1.0	1.0	0.0
Management Aide	1.0	2.0	2.0
Management Analyst I	2.0	2.0	2.0
Principal Engineer (10)	1.0	1.0	1.0
Public Services Technician III	2.0	2.0	2.0
Public Works Inspector I	2.0	1.0	1.0
Public Works Inspector II** (11)	1.0	2.0	1.0
Senior Civil Engineer (12)	1.0	1.0	1.0
Supervising Public Works Inspector	1.0	1.0	1.0
Traffic Engineer (10)	1.0	1.0	1.0
Utilities Division Manager	1.0	0.0	0.0
Utilities Operations Supervisor	0.0	1.0	1.0
Total Engineering Services	37.0	39.0	35.0

CITY OF RANCHO CUCAMONGA, CALIFORNIA
FISCAL YEAR 2020/21 ADOPTED BUDGET

FUNDED POSITIONS BY DEPARTMENT - DETAIL

DEPARTMENT AND POSITION TITLE	ADOPTED 2018/19	2019/20	2020/21
Planning			
Administrative Assistant**	2.0	1.0	0.0
Assistant Planner	4.0	2.0	2.0
Associate Planner	3.0	2.0	2.0
Executive Assistant II	1.0	1.0	1.0
Management Analyst II	0.0	1.0	1.0
Planning Director	0.0	1.0	1.0
Planning Manager	1.0	0.0	0.0
Planning Technician**	1.0	2.0	1.0
Principal Planner	0.0	1.0	1.0
Senior Planner	2.0	2.0	2.0
Total Planning	14.0	13.0	11.0
Public Works Services			
Administrative Assistant	1.0	1.0	1.0
Assistant Engineer	1.0	1.0	1.0
Deputy Director of Public Works	1.0	1.0	1.0
Electrician	2.0	2.0	2.0
Equipment Operator	5.0	5.0	5.0
Executive Assistant I	1.0	1.0	1.0
Facilities Superintendent	1.0	1.0	1.0
Fleet Supervisor	1.0	1.0	1.0
Inventory Specialist Equipment/Materials	1.0	1.0	1.0
Lead Maintenance Worker** (13)	15.0	16.0	15.0
Lead Mechanic	1.0	1.0	1.0
Maintenance Coordinator	9.0	9.0	9.0
Maintenance Supervisor	10.0	10.0	10.0
Maintenance Worker** (14)	57.0	57.0	50.0
Management Analyst I	2.0	2.0	2.0
Management Analyst III	1.0	1.0	1.0
Mechanic	2.0	2.0	2.0
Parks/Landscape Maintenance Superintendent	1.0	1.0	1.0
Public Works Safety Coordinator	1.0	1.0	1.0
Public Works Services Director	1.0	1.0	1.0
Senior Maintenance Worker	11.0	11.0	11.0
Signal & Lighting Coordinator	1.0	1.0	1.0
Signal & Lighting Technician	2.0	2.0	2.0
Streets/Storm Drain Maintenance Superintendent	1.0	1.0	1.0
Total Public Works Services	129.0	130.0	122.0
TOTAL ECONOMIC AND COMMUNITY DEVELOPMENT	199.0	201.0	186.0
TOTAL FULL TIME POSITIONS	500.0	502.0	471.0

CITY OF RANCHO CUCAMONGA, CALIFORNIA
FISCAL YEAR 2020/21 ADOPTED BUDGET

FUNDED POSITIONS BY DEPARTMENT - DETAIL

DEPARTMENT AND POSITION TITLE	ADOPTED 2018/19	2019/20	2020/21
PART TIME EMPLOYEES FTEs (FULL TIME EQUIVALENTS)			
GOVERNANCE			
City Management	0.4	0.8	0.0
TOTAL CITY MANAGEMENT	0.4	0.8	0.0
PUBLIC SAFETY			
Fire District	3.5	3.5	3.5
Animal Care and Services	12.8	15.9	14.9
TOTAL PUBLIC SAFETY	16.3	19.4	18.4
CIVIC AND CULTURAL SERVICES			
Records Management	0.5	0.5	0.0
Community Services	102.9	93.6	63.0
Library Services	27.6	28.1	28.6
TOTAL CIVIC AND CULTURAL SERVICES	131.0	122.2	91.6
ADMINISTRATIVE SERVICES			
Procurement (6)	1.0	1.4	0.0
Innovation and Technology (6)	0.0	0.0	0.7
Human Resources	0.5	0.5	0.0
Finance	2.3	1.2	0.3
TOTAL ADMINISTRATIVE SERVICES	3.8	3.1	1.0
ECONOMIC AND COMMUNITY DEVELOPMENT			
Building and Safety Services	0.5	0.5	0.5
Engineering Services	1.9	1.2	0.8
Planning	0.8	0.8	0.0
Public Works Services	34.1	34.1	13.2
TOTAL ECONOMIC AND COMMUNITY DEVELOPMENT	37.3	36.6	14.5
TOTAL PART TIME POSITIONS	188.8	182.1	125.5

Changes in staffing levels for Fiscal Year 2020/21 Adopted Budget

*Position(s) funded for FY 2020/21

**Position(s) defunded for FY 2020/21

(1) One position transferred from Community Services to City Management

(2) One position overfilled by Community Improvement Officer II

(3) Position transferred from City Management to Finance

(4) Position underfilled by Executive Assistant I

(5) One position underfilled by Library Technician

(6) Procurement Division transferred from Administration to Innovation and Technology

(7) One position underfilled by Information Technology Specialist II

(8) One position underfilled by Information Technology Analyst I

(9) One position underfilled by Assistant Engineer

(10) Position underfilled by Senior Civil Engineer

(11) Position underfilled by Public Works Inspector I

(12) Position underfilled by Associate Engineer

(13) One position funded for half the Fiscal Year

(14) Position overfilled by Senior Maintenance Worker

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SUMMARIES OF FINANCIAL DATA

Fund Balance Summaries

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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	$17,588,316
Working Capital	$ 4,505,225
Funds 281-283 – Fire District Operating Funds:	
Working Capital	$20,964,445
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. For FY 2020/21, the City General Fund (Fund 001) has planned for the use of $700,000 from the Changes in Economic Circumstances Reserve to offset the economic impact of the COVID-19 pandemic. An additional $10,000 of the Animal Center Operations Reserve will be used to fund medical equipment for the Center. 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
Spendable Fund Balances
Fiscal Year 2020/21 Adopted Budget

	Estimated Spendable Fund Balance July 1, 2020	Budget				Estimated Spendable Fund Balance June 30, 2021
		Revenues	Operating Transfers In	Operating Transfers Out	Expenditures	
CITY OF RANCHO CUCAMONGA						
GENERAL FUND						
001 - GENERAL FUND	$ 27,566,198	$ 87,576,950	$ 1,817,550	$ 3,005,230	$ 87,099,270	$ 26,856,198
TOTAL GENERAL FUND	$ 27,566,198	$ 87,576,950	$ 1,817,550	$ 3,005,230	$ 87,099,270	$ 26,856,198
OTHER GENERAL FUNDS						
003 - REIMB ST/COUNTY PARKING CIT	$ 4,257	$ 111,330	$ -	$ -	$ 111,330	$ 4,257
006 - CVWD REIMBURSEMENTS	964,273	443,900	-	390,510	193,380	824,283
008 - CNTY OF S. B. REIMBURSEMENTS	33,944	-	-	-	-	33,944
016 - COMM DEV TECHNICAL SRVCS FUND	2,302,008	364,080	-	-	6,500	2,659,588
017 - LAW ENFORCEMENT RESERVE	4,051,918	186,530	-	-	478,500	3,759,948
018 - TRAFFIC SAFETY	40,290	101,730	10,270	-	112,000	40,290
020 - CITY TECHNOLOGY FEE FUND	1,778,479	298,590	-	-	145,380	1,931,689
022 - MOBILE HOME PARK PROGRAM	190,335	36,120	-	-	42,750	183,705
023 - SB1186 CERT ACCESS SPEC PROG	136,516	42,650	-	-	5,730	173,436
025 - CAPITAL RESERVE	54,025,914	1,280,250	725,000	1,356,710	4,293,350	50,381,104
073 - BENEFITS CONTINGENCY	3,673,373	50,080	-	-	1,079,220	2,644,233
TOTAL OTHER GENERAL FUNDS	$ 67,201,307	$ 2,915,260	$ 735,270	$ 1,747,220	$ 6,468,140	$ 62,636,477
SPECIAL REVENUE						
100 - ASSESSMENT DISTRICTS ADMIN	$ 632,849	$ 1,019,440	$ -	$ -	$ 1,014,630	$ 637,659
101 - AD 93-1 MASI COMMERCE CENTER	312,393	3,260	-	-	180	315,473
105 - AB2766 AIR QUALITY IMPROVEMENT	793,631	253,920	-	-	320,400	727,151
106 - MSRC AIR POLLUTION REDUCT GRNT	-	30,000	-	-	30,000	-
109 - PUBLIC ART TRUST FUND	138,679	2,760	-	-	-	141,439
110 - BEAUTIFICATION	629,692	14,750	-	-	450	643,992
111 - PARK LAND ACQUISITION	4,077,302	770,940	-	-	1,370	4,846,872
112 - DRAINAGE FAC/GENERAL	4,237,007	173,000	-	-	149,870	4,260,137
113 - COMMUNITY/REC CENTER DEVELPMNT	1,470,194	337,300	-	-	500	1,806,994
114 - DRAINAGE-ETIWANDA/SAN SEVAINE	269,570	5,280	-	-	120	274,730
115 - HENDERSON/WARDMAN DRAINAGE	990,550	-	-	-	360	990,190
116 - ETIWANDA DRAINAGE	2,089,923	39,510	-	-	135,630	1,993,803
118 - UPPER ETIWANDA DRAINAGE	608,955	11,860	-	-	220	620,595
119 - PARK IMPROVEMENT	2,170,085	236,330	-	-	150	2,406,265
120 - PARK DEVELOPMENT	8,198,436	160,580	-	-	423,860	7,935,156
122 - SOUTH ETIWANDA DRAINAGE	1,114,382	21,650	-	-	410	1,135,622
123 - LIBRARY IMPACT FEE	844,966	122,630	-	-	-	967,596
124 - TRANSPORTATION	36,856,195	3,853,270	-	-	2,063,960	38,645,505
125 - ANIMAL CENTER IMPACT FEE	164,216	26,150	-	-	-	190,366
126 - LOWER ETIWANDA DRAINAGE	707,155	12,600	-	-	230	719,525
127 - POLICE IMPACT FEE	635,130	113,930	-	-	-	749,060
128 - ETIWANDA NO. EQUESTRIAN FACIL.	722,497	14,060	-	-	260	736,297
129 - UNDERGROUND UTILITIES	11,362,086	309,590	-	-	44,060	11,627,616
130 - LMD #1 GENERAL CITY	1,464,826	1,320,310	39,010	90,000	1,276,550	1,457,596
131 - LMD #2 VICTORIA	4,551,412	3,793,680	314,280	-	4,528,540	4,130,832
132 - LMD #3A HYSSOP	32,454	4,320	-	-	10,700	26,074
133 - LMD #3B MEDIANS	2,439,535	1,083,800	-	-	1,095,590	2,427,745
134 - LMD #4R TERRA VISTA	7,328,155	2,913,070	-	-	2,986,970	7,254,255
135 - LMD #5 ANDOVER	30,302	3,020	-	-	7,490	25,832
136 - LMD #6R CARYN COMMUNITY	771,170	554,350	39,010	-	601,460	763,070
137 - LMD #7 NORTH ETIWANDA	1,420,389	1,027,510	-	-	1,178,370	1,269,529
138 - LMD #8 SOUTH ETIWANDA	79,002	35,700	-	-	39,880	74,822
139 - LMD #9 LOWER ETIWANDA	1,444,383	964,560	-	-	824,450	1,584,493
140 - LMD #10 RANCHO ETIWANDA	1,442,120	653,710	-	-	751,670	1,344,160

City of Rancho Cucamonga
Spendable Fund Balances
Fiscal Year 2020/21 Adopted Budget

	Estimated Spendable Fund Balance July 1, 2020	Budget				Estimated Spendable Fund Balance June 30, 2021
		Revenues	Operating Transfers In	Operating Transfers Out	Expenditures	
141 - LMD 1 CAPITAL REPLACEMENT FUND	357,509	6,000	90,810	-	40,550	413,769
150 - GENERAL CITY STREET LIGHTS	157	-	354,830	-	354,830	157
151 - SLD #1 ARTERIAL	720,641	840,970	-	113,200	900,020	548,391
152 - SLD #2 RESIDENTIAL	1,042,796	376,430	319,230	110,860	582,900	1,044,696
153 - SLD #3 VICTORIA	1,604,602	410,230	-	43,960	285,520	1,685,352
154 - SLD #4 TERRA VISTA	572,874	177,820	-	20,410	161,100	569,184
155 - SLD #5 CARYN COMMUNITY	(131,217)	44,240	-	9,690	68,130	(164,797)
156 - SLD #6 INDUSTRIAL AREA	496,135	144,220	-	15,170	128,680	496,505
157 - SLD #7 NORTH ETIWANDA	178,552	133,660	89,100	30,720	192,040	178,552
158 - SLD #8 SOUTH ETIWANDA	2,130,114	112,400	-	10,820	89,930	2,141,764
174 - STATE GAS TAX	10,436,012	4,381,350	-	-	3,866,370	10,950,992
176 - MEASURE I 1990-2010	245,068	5,520	-	-	300	250,288
177 - MEASURE I 2010-2040	4,111,644	2,660,560	-	-	2,901,890	3,870,314
178 - SB 140	36,978	-	-	-	-	36,978
179 - ROAD MAINT & REHAB ACCT	4,927,261	3,140,730	-	-	2,400,000	5,667,991
181 - SB 1 - TCEP	-	11,000,650	-	-	11,000,650	-
182 - AB 2928 TRAFFIC CONGEST RELIEF	296,380	-	-	-	-	296,380
186 - FOOTHILL BLVD MAINTENANCE	(1,433)	-	-	-	-	(1,433)
188 - INTEGRATED WASTE MANAGEMENT	4,123,389	1,869,350	-	218,390	1,350,070	4,424,279
194 - PROPOSITION 1B STATE FUNDING	258,477	5,030	-	-	100	263,407
195 - STATE ASSET SEIZURE	68,986	950	-	-	40,440	29,496
196 - CA ASSET SEIZURE 15%	405	130	-	-	70	465
198 - CITYWIDE INFRASTRUCTURE IMPRV	26,245,245	1,360,200	-	-	299,740	27,305,705
204 - COMMUNITY DEVELOPMENT BLK GRNT	642,254	1,440,010	-	-	1,266,530	815,734
209 - FEDERAL SAFETEA-LU	185,658	1,070	-	-	-	186,728
211 - PROP 1B - SLPP	3,230	70	-	-	-	3,300
214 - PEDESTRIAN GRANT/ART 3	(1,739)	401,200	-	-	401,200	(1,739)
215 - ENRGY EFFICNCY/CONSRVATN GRNT	(96)	-	-	-	-	(96)
218 - PUBLIC RESRCE GRNTS/HEALTHY RC	(5,560)	24,600	-	-	9,740	9,300
220 - S.B. CO. MEASURE I COMM RAIL	120	-	-	-	-	120
225 - CA RECYC/LITTER REDUCTION GRNT	66,462	59,860	-	-	59,620	66,702
226 - USED OIL RECYCLING GRANT	365	-	-	-	-	365
227 - USED OIL RECYCLING PROGRAM	49,151	49,390	-	-	49,810	48,731
234 - SAFE ROUTES TO SCHOOL PROGRAM	-	90,800	-	-	90,800	-
239 - FEDERAL GRANT FUNDS-DREIER	105	-	-	-	-	105
258 - SENIOR OUTREACH GRANT	(5,267)	-	-	-	-	(5,267)
272 - FREEDOM COURTYARD RSRC GRANTS	49	50	-	-	-	99
274 - STATE GRANTS FUND	-	2,686,760	-	-	2,686,760	-
275 - FEDERAL GRANTS FUND	170,687	-	-	-	-	170,687
290 - LIBRARY FUND	7,584,433	5,991,700	-	500,000	5,250,160	7,825,973
291 - CA STATE LIBRARY	108,858	20,000	-	-	20,530	108,328
292 - STAFF INNOVATION FD (CA ST LB)	264,024	5,080	-	-	5,900	263,204
302 - LIBRARY SERVICES & TECH. ACT	37,374	-	-	-	20	37,354
310 - PUBLIC LIBRARY BOND ACT-2000	32,923	-	-	-	-	32,923
329 - LIBRARY CAPITAL FUND	1,359,212	17,420	500,000	-	925,300	951,332
340 - DRUG ABATEMENT ACT	29,740	-	-	-	-	29,740
354 - COP'S PROGRAM GRANT-STATE	872,910	271,820	-	-	306,020	838,710
356 - JUSTICE ASSIST GRNT (JAG) ARRA	33	-	-	-	-	33
381 - HOMELAND SECURITY GRANT-POLICE	-	66,360	-	-	66,140	220
383 - EMERGENCY MGMT PERFORMNCE GRNT	-	26,840	-	-	26,840	-
396 - HOUSING SUCCESSOR AGENCY	2,975,633	58,000	-	-	3,995,700	(962,067)
838 - AD 91-2 REDEMPTION-DAY CANYON	66,526	34,760	-	-	25,850	75,436
847 - PD 85 CAPITAL REPLACEMENT FUND	436,943	7,510	117,750	-	40,600	521,603
848 - PD 85 REDEMPTION FUND	2,417,225	1,346,140	73,390	116,800	1,206,250	2,513,705
868 - CFD 2000-03 PARK MAINTENANCE	431,886	536,950	-	-	657,570	311,266

City of Rancho Cucamonga
Spendable Fund Balances
Fiscal Year 2020/21 Adopted Budget

	Estimated Spendable Fund Balance July 1, 2020	Budget				Estimated Spendable Fund Balance June 30, 2021
		Revenues	Operating Transfers In	Operating Transfers Out	Expenditures	
875 - CFD 2017-01 NO. ETIWANDA	-	3,020	-	-	1,220	1,800
876 - CFD 2018-01 EMPIRE LAKES	228,098	123,180	-	86,980	36,200	228,098
877 - CFD 2018-01 CAPITAL RESERVE	-	790	79,390	-	-	80,180
TOTAL SPECIAL REVENUE	$ 175,701,453	$ 59,820,660	$ 2,016,800	$ 1,367,000	$ 59,280,420	$ 176,891,493
CAPITAL PROJECTS						
600 - AD 82-1 6TH ST INDUSTRIAL	$ 14,010	$ 280	$ -	$ -	$ 10	$ 14,280
602 - AD 84-1 DAY CREEK/MELLO	1,197,230	23,300	-	-	430	1,220,100
606 - AD 86-2 R/C DRAINAGE DISTRICT	(41,128)	-	-	-	-	(41,128)
607 - CFD 2000-01 SOUTH ETIWANDA	63	-	-	-	-	63
612 - CFD 2001-01	649,309	59,790	-	-	1,090	708,009
614 - CFD 2003-01 PROJECT FUND	182,797	1,760	-	-	60	184,497
615 - CFD 2003-01 CULTURAL CENTER	12,192	1,920	-	-	-	14,112
617 - CFD 2004-01 RANCHO ETIWANDA ES	50,267	560	-	-	-	50,827
680 - CFD 2006-01 VINTNER'S GROVE	1,848	40	-	-	-	1,888
681 - CFD 2006-02 AMADOR ON ROUTE 66	6,446	130	-	-	-	6,576
TOTAL CAPITAL PROJECTS	$ 2,073,034	$ 87,780	$ -	$ -	$ 1,590	$ 2,159,224
ENTERPRISE FUNDS						
700 - SPORTS COMPLEX	$ -	$ 416,220	$ 1,401,770	$ -	$ 1,817,990	$ -
705 - MUNICIPAL UTILITY	16,700,355	13,866,510	-	1,508,650	10,618,710	18,439,505
706 - UTILITY PUBLIC BENEFIT FUND	579,750	305,310	-	-	591,530	293,530
708 - RCMU CAPITAL REPLACEMENT FUND	5,685,231	111,560	-	-	2,020	5,794,771
711 - FIBER OPTIC NETWORK	10,762,831	252,930	934,840	-	1,421,210	10,529,391
TOTAL ENTERPRISE FUNDS	$ 33,728,167	$ 14,952,530	$ 2,336,610	$ 1,508,650	$ 14,451,460	$ 35,057,197
INTERNAL SERVICE FUNDS						
712 - EQUIP/VEHICLE REPLACEMENT	$ 1,426,758	$ 552,490	$ 300,000	$ -	$ 913,770	$ 1,365,478
714 - COMP EQUIP/TECH REPLCMENT FUND	2,689,121	637,240	539,540	-	751,960	3,113,941
TOTAL INTERNAL SERVICE FUNDS	$ 4,115,879	$ 1,189,730	$ 839,540	$ -	$ 1,665,730	$ 4,479,419
TOTAL CITY OF RANCHO CUCAMONGA	$ 310,386,038	$ 166,542,910	$ 7,745,770	$ 7,628,100	$ 168,966,610	$ 308,080,008
R.C. FIRE PROTECTION DISTRICT						
SPECIAL REVENUE						
281 - FIRE FUND	$ 28,253,799	$ 32,721,970	$ -	$ 2,036,930	$ 30,685,040	$ 28,253,799
282 - COMMUNITY FACILITIES DIST 85-1	3,755,482	6,262,320	-	-	6,738,900	3,278,902
283 - COMMUNITY FACILITIES DIST 88-1	10,687	431,090	2,036,930	-	2,468,020	10,687
285 - FIRE TECHNOLOGY FEE FUND	25,195	960	-	-	210	25,945
288 - FIRE PROTECTION CAPITAL FUND	30,902,335	8,030,970	-	117,670	5,935,250	32,880,385
TOTAL SPECIAL REVENUE	$ 62,947,498	$ 47,447,310	$ 2,036,930	$ 2,154,600	$ 45,827,420	$ 64,449,718
TOTAL R.C. FIRE PROTECTION DISTRICT	$ 62,947,498	$ 47,447,310	$ 2,036,930	$ 2,154,600	$ 45,827,420	$ 64,449,718
TOTAL ALL FUNDS	$ 373,333,536	$ 213,990,220	$ 9,782,700	$ 9,782,700	$ 214,794,030	$ 372,529,726

City of Rancho Cucamonga
Summary of Changes in Spendable Fund Balances
Greater Than $500,000 and 10%
Fiscal Year 2020/21 Adopted Budget

	Estimated Spendable Fund Balance July 1, 2020	Estimated Spendable Fund Balance June 30, 2021	$ Change	% Change	Reason for Changes >$500,000 and 10%
CITY OF RANCHO CUCAMONGA					
GENERAL FUND					
001 - GENERAL FUND	$ 27,566,198	$ 26,856,198	$ (710,000)	-2.58%	Use of Changes in Economic Circumstances Reserve in the amount of $700,000 due to COVID-19 pandemic; use of capital reserve in the amount of $10,000 for medical equipment for Animal Center
TOTAL GENERAL FUND	$ 27,566,198	$ 26,856,198	$ (710,000)	-2.58%	
OTHER GENERAL FUNDS					
003 - REIMB ST/COUNTY PARKING CIT	$ 4,257	$ 4,257	$ -	0.00%	
006 - CVWD REIMBURSEMENTS	964,273	824,283	(139,990)	-14.52%	
008 - CNTY OF S. B. REIMBURSEMENTS	33,944	33,944	-	0.00%	
016 - COMM DEV TECHNICAL SRVCS FUND	2,302,008	2,659,588	357,580	15.53%	
017 - LAW ENFORCEMENT RESERVE	4,051,918	3,759,948	(291,970)	-7.21%	
018 - TRAFFIC SAFETY	40,290	40,290	-	0.00%	
020 - CITY TECHNOLOGY FEE FUND	1,778,479	1,931,689	153,210	8.61%	
022 - MOBILE HOME PARK PROGRAM	190,335	183,705	(6,630)	-3.48%	
023 - SB1186 CERT ACCESS SPEC PROG	136,516	173,436	36,920	27.04%	
025 - CAPITAL RESERVE	54,025,914	50,381,104	(3,644,810)	-6.75%	Use of funds accumulated over a period of time
073 - BENEFITS CONTINGENCY	3,673,373	2,644,233	(1,029,140)	-28.02%	Use of funds accumulated over a period of time
TOTAL OTHER GENERAL FUNDS	$ 67,201,307	$ 62,636,477	(4,564,830)	-6.79%	
SPECIAL REVENUE					
100 - ASSESSMENT DISTRICTS ADMIN	$ 632,849	$ 637,659	4,810	0.76%	
101 - AD 93-1 MASI COMMERCE CENTER	312,393	315,473	3,080	0.99%	
105 - AB2766 AIR QUALITY IMPROVEMENT	793,631	727,151	(66,480)	-8.38%	
106 - MSRC AIR POLLUTION REDUCT GRNT	-	-	-	0.00%	
109 - PUBLIC ART TRUST FUND	138,679	141,439	2,760	1.99%	
110 - BEAUTIFICATION	629,692	643,992	14,300	2.27%	
111 - PARK LAND ACQUISITION	4,077,302	4,846,872	769,570	18.87%	Results of operations, for use in future period
112 - DRAINAGE FAC/GENERAL	4,237,007	4,260,137	23,130	0.55%	
113 - COMMUNITY/REC CENTER DEVELPMNT	1,470,194	1,806,994	336,800	22.91%	
114 - DRAINAGE-ETIWANDA/SAN SEVAINE	269,570	274,730	5,160	1.91%	
115 - HENDERSON/WARDMAN DRAINAGE	990,550	990,190	(360)	-0.04%	
116 - ETIWANDA DRAINAGE	2,089,923	1,993,803	(96,120)	-4.60%	
118 - UPPER ETIWANDA DRAINAGE	608,955	620,595	11,640	1.91%	
119 - PARK IMPROVEMENT	2,170,085	2,406,265	236,180	10.88%	
120 - PARK DEVELOPMENT	8,198,436	7,935,156	(263,280)	-3.21%	
122 - SOUTH ETIWANDA DRAINAGE	1,114,382	1,135,622	21,240	1.91%	
123 - LIBRARY IMPACT FEE	844,966	967,596	122,630	14.51%	
124 - TRANSPORTATION	36,856,195	38,645,505	1,789,310	4.85%	
125 - ANIMAL CENTER IMPACT FEE	164,216	190,366	26,150	15.92%	
126 - LOWER ETIWANDA DRAINAGE	707,155	719,525	12,370	1.75%	
127 - POLICE IMPACT FEE	635,130	749,060	113,930	17.94%	
128 - ETIWANDA NO. EQUESTRIAN FACIL.	722,497	736,297	13,800	1.91%	
129 - UNDERGROUND UTILITIES	11,362,086	11,627,616	265,530	2.34%	
130 - LMD #1 GENERAL CITY	1,464,826	1,457,596	(7,230)	-0.49%	
131 - LMD #2 VICTORIA	4,551,412	4,130,832	(420,580)	-9.24%	
132 - LMD #3A HYSSOP	32,454	26,074	(6,380)	-19.66%	
133 - LMD #3B MEDIANS	2,439,535	2,427,745	(11,790)	-0.48%	
134 - LMD #4R TERRA VISTA	7,328,155	7,254,255	(73,900)	-1.01%	
135 - LMD #5 ANDOVER	30,302	25,832	(4,470)	-14.75%	
136 - LMD #6R CARYN COMMUNITY	771,170	763,070	(8,100)	-1.05%	
137 - LMD #7 NORTH ETIWANDA	1,420,389	1,269,529	(150,860)	-10.62%	
138 - LMD #8 SOUTH ETIWANDA	79,002	74,822	(4,180)	-5.29%	
139 - LMD #9 LOWER ETIWANDA	1,444,383	1,584,493	140,110	9.70%	
140 - LMD #10 RANCHO ETIWANDA	1,442,120	1,344,160	(97,960)	-6.79%	

City of Rancho Cucamonga
Summary of Changes in Spendable Fund Balances
Greater Than $500,000 and 10%
Fiscal Year 2020/21 Adopted Budget

	Estimated Spendable Fund Balance July 1, 2020	Estimated Spendable Fund Balance June 30, 2021	$ Change	% Change	Reason for Changes >$500,000 and 10%
141 - LMD 1 CAPITAL REPLACEMENT FUND	357,509	413,769	56,260	15.74%	
150 - GENERAL CITY STREET LIGHTS	157	157	-	0.00%	
151 - SLD #1 ARTERIAL	720,641	548,391	(172,250)	-23.90%	
152 - SLD #2 RESIDENTIAL	1,042,796	1,044,696	1,900	0.18%	
153 - SLD #3 VICTORIA	1,604,602	1,685,352	80,750	5.03%	
154 - SLD #4 TERRA VISTA	572,874	569,184	(3,690)	-0.64%	
155 - SLD #5 CARYN COMMUNITY	(131,217)	(164,797)	(33,580)	25.59%	
156 - SLD #6 INDUSTRIAL AREA	496,135	496,505	370	0.07%	
157 - SLD #7 NORTH ETIWANDA	178,552	178,552	-	0.00%	
158 - SLD #8 SOUTH ETIWANDA	2,130,114	2,141,764	11,650	0.55%	
174 - STATE GAS TAX	10,436,012	10,950,992	514,980	4.93%	
176 - MEASURE I 1990-2010	245,068	250,288	5,220	2.13%	
177 - MEASURE I 2010-2040	4,111,644	3,870,314	(241,330)	-5.87%	
178 - SB 140	36,978	36,978	-	0.00%	
179 - ROAD MAINT & REHAB ACCT	4,927,261	5,667,991	740,730	15.03%	Results of operations, for use in future period
181 - SB 1 - TCEP	-	-	-	0.00%	
182 - AB 2928 TRAFFIC CONGEST RELIEF	296,380	296,380	-	0.00%	
186 - FOOTHILL BLVD MAINTENANCE	(1,433)	(1,433)	-	0.00%	
188 - INTEGRATED WASTE MANAGEMENT	4,123,389	4,424,279	300,890	7.30%	
194 - PROPOSITION 1B STATE FUNDING	258,477	263,407	4,930	1.91%	
195 - STATE ASSET SEIZURE	68,986	29,496	(39,490)	-57.24%	
196 - CA ASSET SEIZURE 15%	405	465	60	14.81%	
198 - CITYWIDE INFRASTRUCTURE IMPRV	26,245,245	27,305,705	1,060,460	4.04%	
204 - COMMUNITY DEVELOPMENT BLK GRNT	642,254	815,734	173,480	27.01%	
209 - FEDERAL SAFETEA-LU	185,658	186,728	1,070	0.58%	
211 - PROP 1B - SLPP	3,230	3,300	70	2.17%	
214 - PEDESTRIAN GRANT/ART 3	(1,739)	(1,739)	-	0.00%	
215 - ENRGY EFFICNCY/CONSRVATN GRNT	(96)	(96)	-	0.00%	
218 - PUBLIC RESRCE GRNTS/HEALTHY RC	(5,560)	9,300	14,860	-267.27%	
220 - S.B. CO. MEASURE I COMM RAIL	120	120	-	0.00%	
225 - CA RECYC/LITTER REDUCTION GRNT	66,462	66,702	240	0.36%	
226 - USED OIL RECYCLING GRANT	365	365	-	0.00%	
227 - USED OIL RECYCLING PROGRAM	49,151	48,731	(420)	-0.85%	
234 - SAFE ROUTES TO SCHOOL PROGRAM	-	-	-	0.00%	
239 - FEDERAL GRANT FUNDS-DREIER	105	105	-	0.00%	
258 - SENIOR OUTREACH GRANT	(5,267)	(5,267)	-	0.00%	
272 - FREEDOM COURTYARD RSRC GRANTS	49	99	50	102.04%	
274 - STATE GRANTS FUND	-	-	-	0.00%	
275 - FEDERAL GRANTS FUND	170,687	170,687	-	0.00%	
290 - LIBRARY FUND	7,584,433	7,825,973	241,540	3.18%	
291 - CA STATE LIBRARY	108,858	108,328	(530)	-0.49%	
292 - STAFF INNOVATION FD (CA ST LB)	264,024	263,204	(820)	-0.31%	
302 - LIBRARY SERVICES & TECH. ACT	37,374	37,354	(20)	-0.05%	
310 - PUBLIC LIBRARY BOND ACT-2000	32,923	32,923	-	0.00%	
329 - LIBRARY CAPITAL FUND	1,359,212	951,332	(407,880)	-30.01%	
340 - DRUG ABATEMENT ACT	29,740	29,740	-	0.00%	
354 - COP'S PROGRAM GRANT-STATE	872,910	838,710	(34,200)	-3.92%	
356 - JUSTICE ASSIST GRNT (JAG) ARRA	33	33	-	0.00%	
381 - HOMELAND SECURITY GRANT-POLICE	-	220	220	0.00%	
383 - EMERGENCY MGMT PERFORMNCE GRNT	-	-	-	0.00%	
396 - HOUSING SUCCESSOR AGENCY	2,975,633	(962,067)	(3,937,700)	-132.33%	Funding of affordable housing project
838 - AD 91-2 REDEMPTION-DAY CANYON	66,526	75,436	8,910	13.39%	
847 - PD 85 CAPITAL REPLACEMENT FUND	436,943	521,603	84,660	19.38%	
848 - PD 85 REDEMPTION FUND	2,417,225	2,513,705	96,480	3.99%	
868 - CFD 2000-03 PARK MAINTENANCE	431,886	311,266	(120,620)	-27.93%	
875 - CFD 2017-01 NO. ETIWANDA	-	1,800	1,800	0.00%	
876 - CFD 2018-01 EMPIRE LAKES	228,098	228,098	-	0.00%	
877 - CFD 2018-01 CAPITAL RESERVE	-	80,180	80,180	0.00%	

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Greater Than $500,000 and 10%
Fiscal Year 2020/21 Adopted Budget

	Estimated Spendable Fund Balance July 1, 2020	Estimated Spendable Fund Balance June 30, 2021	$ Change	% Change	Reason for Changes >$500,000 and 10%
TOTAL SPECIAL REVENUE	$ 175,701,453	$ 176,891,493	$ 1,190,040	0.68%	
CAPITAL PROJECTS					
600 - AD 82-1 6TH ST INDUSTRIAL	$ 14,010	$ 14,280	$ 270	1.93%	
602 - AD 84-1 DAY CREEK/MELLO	1,197,230	1,220,100	22,870	1.91%	
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	649,309	708,009	58,700	9.04%	
614 - CFD 2003-01 PROJECT FUND	182,797	184,497	1,700	0.93%	
615 - CFD 2003-01 CULTURAL CENTER	12,192	14,112	1,920	15.75%	
617 - CFD 2004-01 RANCHO ETIWANDA ES	50,267	50,827	560	1.11%	
680 - CFD 2006-01 VINTNER'S GROVE	1,848	1,888	40	2.16%	
681 - CFD 2006-02 AMADOR ON ROUTE 66	6,446	6,576	130	2.02%	
TOTAL CAPITAL PROJECTS	$ 2,073,034	$ 2,159,224	$ 86,190	4.16%	
ENTERPRISE FUNDS					
700 - SPORTS COMPLEX	$ -	$ -	$ -	0.00%	
705 - MUNICIPAL UTILITY	16,700,355	18,439,505	1,739,150	10.41%	Results of operations, for use in future period
706 - UTILITY PUBLIC BENEFIT FUND	579,750	293,530	(286,220)	-49.37%	
708 - RCMU CAPITAL REPLACEMENT FUND	5,685,231	5,794,771	109,540	1.93%	
711 - FIBER OPTIC NETWORK	10,762,831	10,529,391	(233,440)	-2.17%	
TOTAL ENTERPRISE FUNDS	$ 33,728,167	$ 35,057,197	$ 1,329,030	3.94%	
INTERNAL SERVICE FUNDS					
712 - EQUIP/VEHICLE REPLACEMENT	$ 1,426,758	$ 1,365,478	$ (61,280)	-4.30%	
714 - COMP EQUIP/TECH REPLCMENT FUND	2,689,121	3,113,941	424,820	15.80%	
TOTAL INTERNAL SERVICE FUNDS	$ 4,115,879	$ 4,479,419	363,540	8.83%	
TOTAL CITY OF RANCHO CUCAMONGA	$ 310,386,038	$ 308,080,008	$ (2,306,030)	-0.74%	
R.C. FIRE PROTECTION DISTRICT					
SPECIAL REVENUE					
281 - FIRE FUND	$ 28,253,799	$ 28,253,799	$ -	0.00%	
282 - COMMUNITY FACILITIES DIST 85-1	3,755,482	3,278,902	(476,580)	-12.69%	
283 - COMMUNITY FACILITIES DIST 88-1	10,687	10,687	-	0.00%	
285 - FIRE TECHNOLOGY FEE FUND	25,195	25,945	750	2.98%	
288 - FIRE PROTECTION CAPITAL FUND	30,902,335	32,880,385	1,978,050	6.40%	
TOTAL SPECIAL REVENUE	$ 62,947,498	$ 64,449,718	$ 1,502,220	2.39%	
TOTAL R.C. FIRE PROTECTION DISTRICT	$ 62,947,498	$ 64,449,718	$ 1,502,220	2.39%	
TOTAL ALL FUNDS	$ 373,333,536	$ 372,529,726	$ (803,810)	-0.22%	

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DEPARTMENTAL BUDGET DETAILS

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

- 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 used in its most inclusive sense - residents, businesses, non-profits, faith-based, educational, etc.

Vision Statement

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

City Council

Department Budget Summary

Funds Summary	Actuals 2018/19	Adopted Budget 2019/20	Adopted Budget 2020/21
Operating Budget			
Personnel Services	$ 148,361	$ 144,670	$ 148,330
Operations and Maintenance	21,939	24,800	25,700
Capital Outlay	-	-	-
Cost Allocation	(52,580)	(51,360)	(41,560)
Debt Service	-	-	-
Transfer Out	-	-	-
Subtotal	117,720	118,110	132,470
Other Funds			
Personnel Services	-	-	-
Operations and Maintenance	-	-	-
Capital Outlay	-	-	-
Cost Allocation	-	-	-
Debt Service	-	-	-
Transfer Out	-	-	-
Subtotal	-	-	-
All Funds			
Personnel Services	148,361	144,670	148,330
Operations and Maintenance	21,939	24,800	25,700
Capital Outlay	-	-	-
Cost Allocation	(52,580)	(51,360)	(41,560)
Debt Service	-	-	-
Transfer Out	-	-	-
Total Cost	**$ 117,720**	**$ 118,110**	**$ 132,470**
Staffing Summary (Budgeted)			
Full Time	-	-	-
Part Time	5.0	5.0	5.0
Total Staffing	5.0	5.0	5.0

City Clerk

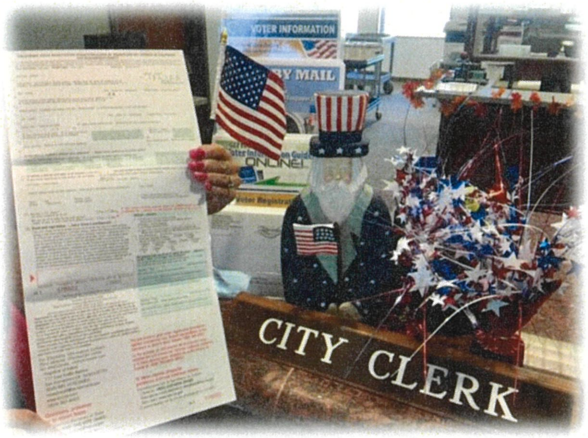
Department Budget Summary

Overview of Department

The City Clerk is an elected official charged with the responsibility of maintaining records of City Council actions, recordation of minutes for all meetings of the City Council, and verification of all Resolutions and Ordinances. In addition, the City Clerk is responsible for all documents and duties associated with municipal elections. The statutes of the State of California prescribe the basic 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 2020/21 Budget Highlights

- Maintain an accurate record of City Council proceedings and official City documents
- Administer the November 2020 Presidential Municipal Election following all Federal, State, and local statutes and policies, including Filing Official/Officer responsibilities related to Fair Political Practices Commission (FPPC) filings
- Administer the Oath of Office



City Clerk

Department Budget Summary

Funds Summary	Actuals 2018/19	Adopted Budget 2019/20	Adopted Budget 2020/21
Operating Budget			
Personnel Services	$ 2,790	$ 2,810	$ 2,830
Operations and Maintenance	-	-	-
Capital Outlay	-	-	-
Cost Allocation	(820)	(850)	(890)
Debt Service	-	-	-
Transfer Out	-	-	-
Subtotal	1,970	1,960	1,940
Other Funds			
Personnel Services	-	-	-
Operations and Maintenance	-	-	-
Capital Outlay	-	-	-
Cost Allocation	-	-	-
Debt Service	-	-	-
Transfer Out	-	-	-
Subtotal	-	-	-
All Funds			
Personnel Services	2,790	2,810	2,830
Operations and Maintenance	-	-	-
Capital Outlay	-	-	-
Cost Allocation	(820)	(850)	(890)
Debt Service	-	-	-
Transfer Out	-	-	-
Total Cost	**$ 1,970**	**$ 1,960**	**$ 1,940**
Staffing Summary (Budgeted)			
Full Time	-	-	-
Part Time	1.0	1.0	1.0
Total Staffing	1.0	1.0	1.0

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 staff to handle treasury functions needing daily attention.

FY 2020/21 Budget Highlights

- Maintain funds in secure and liquid investments
- Structure maturities to meet City cash flow needs throughout the year
- 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 Treasurer

Department Budget Summary

Funds Summary	Actuals 2018/19	Adopted Budget 2019/20	Adopted Budget 2020/21
Operating Budget			
Personnel Services	$ 2,764	$ 2,810	$ 2,830
Operations and Maintenance	13,304	15,010	15,120
Capital Outlay	-	-	-
Cost Allocation	(5,140)	(5,400)	(5,650)
Debt Service	-	-	-
Transfer Out	-	-	-
Subtotal	10,928	12,420	12,300
Other Funds			
Personnel Services	-	-	-
Operations and Maintenance	-	-	-
Capital Outlay	-	-	-
Cost Allocation	-	-	-
Debt Service	-	-	-
Transfer Out	-	-	-
Subtotal	-	-	-
All Funds			
Personnel Services	2,764	2,810	2,830
Operations and Maintenance	13,304	15,010	15,120
Capital Outlay	-	-	-
Cost Allocation	(5,140)	(5,400)	(5,650)
Debt Service	-	-	-
Transfer Out	-	-	-
Total Cost	**$ 10,928**	**$ 12,420**	**$ 12,300**
Staffing Summary (Budgeted)			
Full Time	-	-	-
Part Time	1.0	1.0	1.0
Total Staffing	1.0	1.0	1.0

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 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 Safe Routes to School program, CASA healthy cooking classes, mental health symposiums, electric vehicle charging station network, and the implementation of policies that encourage access to healthy food and physical activity, including farmers' markets, community gardens, and walkable neighborhoods.

The City Manager's Office provides management of the City's award-winning Community Affairs Program including publication of the Rancho Reporter newsletter, media relations, community outreach and engagement, social media platforms, special projects, and other public information efforts. Staff also responds to and follows-up on citizen inquiries and concerns regarding City programs and services and operates and is involved with original programming on the government access channel RCTV-3. The Community Affairs Program utilizes a creative mix of innovative communication tools and technology, along with traditional outreach methods, to enhance community engagement.

The City Manager's Office also manages the Legislative Advocacy Program to ensure that Rancho Cucamonga's interests are heard at the 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 provides enforcement services in response to nuisance conditions and other violations of the Municipal Code, providing for a safer and more beautiful community. Training is essential, and three of the four staff members have received the designation of Certified Code Enforcement Officer from the state organization. This emphasis on training creates more successful efforts to gain compliance, more effective use of staff time, and reduces liability.

FY 2020/21 Budget Highlights

- Continue development of Public Art Strategic Plan
- Take an organizational approach to data collection and performance measurement
- Evaluate the most recent Quality of Life Survey data in order to understand new and continuing programming and service needs of our community
- Communicate with our Community effectively and equitably, especially during the COVID-19 pandemic

City Management

Department Budget Summary

Funds Summary	Actuals 2018/19	Adopted Budget 2019/20	Adopted Budget 2020/21
Operating Budget			
Personnel Services	$ 2,379,375	$ 2,652,130	$ 3,034,820
Operations and Maintenance	411,694	497,550	495,960
Capital Outlay	-	-	-
Cost Allocation	(510,280)	(532,860)	(571,390)
Debt Service	-	-	-
Transfer Out	-	-	-
Subtotal	2,280,789	2,616,820	2,959,390
Other Funds			
Personnel Services	-	-	-
Operations and Maintenance	8,502	9,730	9,740
Capital Outlay	-	-	-
Cost Allocation	-	-	-
Debt Service	-	-	-
Transfer Out	-	-	-
Subtotal	8,502	9,730	9,740
All Funds			
Personnel Services	2,379,375	2,652,130	3,034,820
Operations and Maintenance	420,196	507,280	505,700
Capital Outlay	-	-	-
Cost Allocation	(510,280)	(532,860)	(571,390)
Debt Service	-	-	-
Transfer Out	-	-	-
Total Cost	**$ 2,289,291**	**$ 2,626,550**	**$ 2,969,130**
Staffing Summary (Budgeted)			
Full Time	19.0	19.0	22.0
Part Time	0.4	0.8	-
Total Staffing	19.4	19.8	22.0

Healthy RC

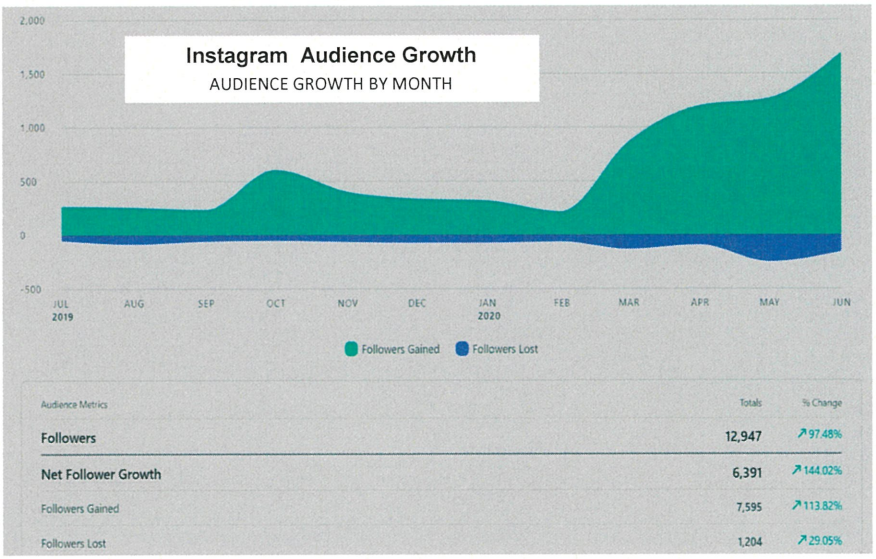
- Healthy RC hosted four *Mental Health Symposiums* and reached over 300 attendees.
- Healthy RC's Mental Health Subcommittee hosted five virtual community check-ins with over 50 community members tuning in to share their feelings, thoughts and emotions with a mental health professional.
- Healthy RC's Bringing Health Home Program provided access to fresh fruits and vegetables to 193 community members. The CASA program, educated over 300 community members on how to prepare culturally appropriate, healthy meals.
- The Healthy RC Sustainability Program completed the installation of an Electric Vehicle (EV) Charging Station at City Hall. It is a DC Fast Charger which supports the goals in the regional EV Readiness Plan.
- The City received the Gold Level Beacon Spotlight Award for Municipal Greenhouse Gas (GHG) Reduction from the Institute of Local Government. This award was earned by reducing our GHG emissions by 10% annually.
- A Helen Putnam Award was received for Excellence in Enhancing Public Trust, Ethics, & Community Involvement for Healthy RC's resident empowerment group *Campeones para La Comunidad.*

Legislative Advocacy

In 2019, the City tracked 36 state legislative bills. From these bills, the City supported seven and opposed ten. This year, our advocacy success rate was 37%, which measures the ultimate outcome of a legislative bill in comparison with the City's official position. Compared to 2018, the City tracked ten additional bills and sent ten additional advocacy letters this year although our advocacy success rate decreased by 6% in 2019.

Community Affairs

- In an effort to increase the percentage of followers ages 18-24 demographic, Community Affairs increased the use of Instagram Stories and other published content by 50.5%, as a tool to easily share information and engage with those previously unreached. The increase in publishing on Instagram resulted in a .2% increase in followers ages 18-24 and an increase of 50.6% in overall followers.

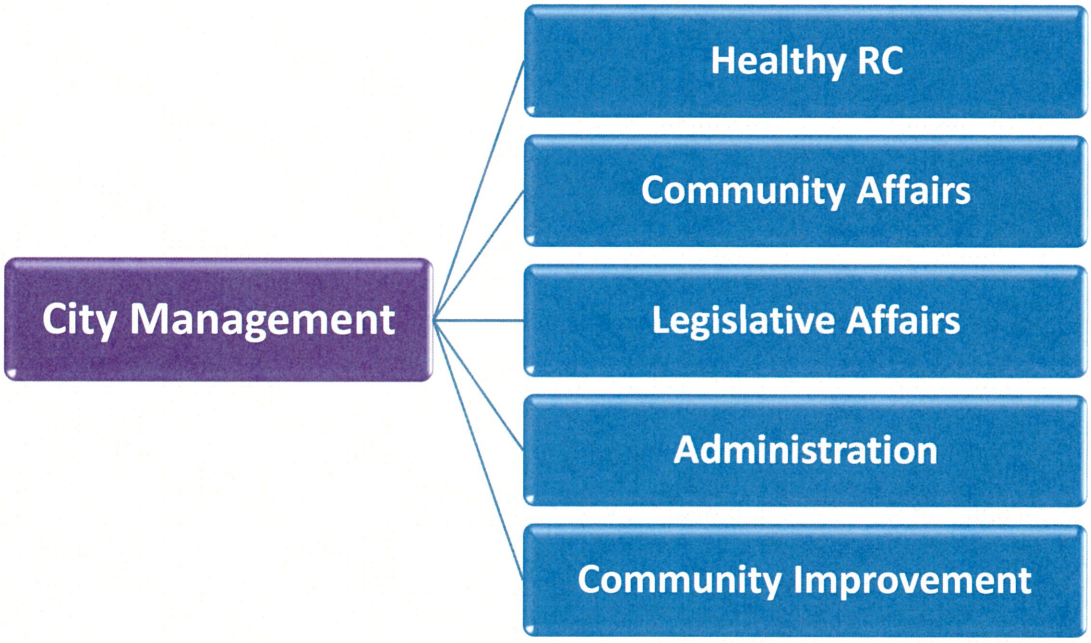


Community Improvement

- Utilizing civil processes to abate nuisance or neglected properties. In 2019, two properties were addressed under the California Drug Abatement Act, forcing the properties to be sold, rehabilitated, and all City costs recovered.
- Addressing nuisance conditions in residential neighborhoods by amending codes in response to state law and current challenges, such as sidewalk vending or short-term rental of residential property.

City Management

Services to the Community



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 three K9 units to assist with tracking suspects or missing persons, as well as identifying the presence of narcotics.

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, 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 2020/21 Budget Highlights

- Completion of the West Side Public Safety Facility which includes both Police and Fire personnel
- Continue interaction with the homeless and 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 Archibald Avenue and 19th Street; Etiwanda Avenue and Arrow Route; and Milliken Avenue and Kenyon Way

Police (Contract)

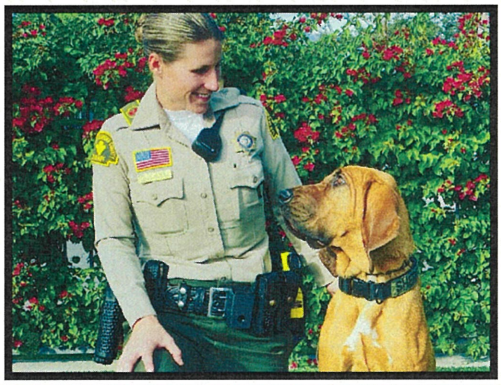
Department Budget Summary

Funds Summary	Actuals 2018/19	Adopted Budget 2019/20	Adopted Budget 2020/21
Operating Budget			
Personnel Services	$ -	$ -	$ -
Operations and Maintenance	39,110,735	42,106,900	44,858,800
Capital Outlay	-	-	-
Cost Allocation	-	-	-
Debt Service	-	-	-
Transfer Out	210,460	220,160	10,270
Subtotal	39,321,195	42,327,060	44,869,070
Other Funds			
Personnel Services	-	-	-
Operations and Maintenance	895,639	1,167,960	689,360
Capital Outlay	185,135	521,260	425,140
Cost Allocation	-	-	-
Debt Service	-	-	-
Transfer Out	-	-	-
Subtotal	1,080,774	1,689,220	1,114,500
All Funds			
Personnel Services	-	-	-
Operations and Maintenance	40,006,374	43,274,860	45,548,160
Capital Outlay	185,135	521,260	425,140
Cost Allocation	-	-	-
Debt Service	-	-	-
Transfer Out	210,460	220,160	10,270
Total Cost	**$ 40,401,969**	**$ 44,016,280**	**$ 45,983,570**
Staffing Summary (Budgeted)			
Safety Personnel	139.0	141.0	141.0
Non-Safety Personnel	41.0	41.0	41.0
Total Staffing	180.0	182.0	182.0

Police (Contract)
Performance Statistics

2019 Performance Highlights

- *155,929 Calls for Service — 2.6% Decrease*
- *Average Response Time for Emergency Calls was 4.16 minutes in 2019 compared to 4.25 minutes in 2018*
- *Part 1 Crimes down 3.3%*
- *Part 2 Crimes up 1.9%*



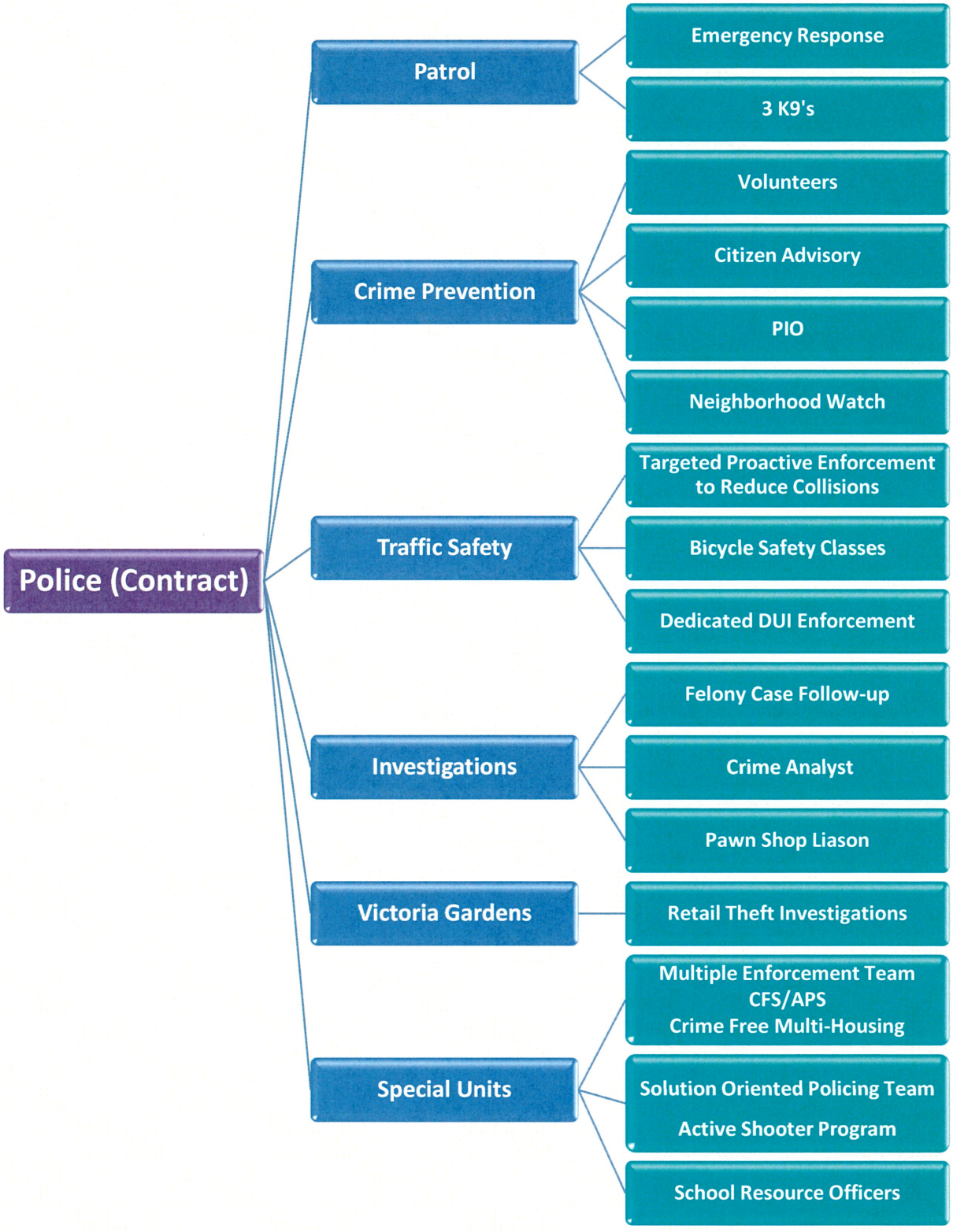
	PART I*	PART II**	CALLS FOR SERVICE	REPORTS TAKEN	ARRESTS	TRAFFIC COLLISIONS
2017	5,037	5,958	107,452	17,427	5,022	1,652
2018	4,710	5,533	160,059	17,818	4,818	1,498
2019	4,553	5,639	155,929	17,187	4,928	1,623

*Part I Crimes - Murder, Rape, Robbery, Aggravated Assault, Burglary, etc.

**Part II Crimes - Forgery, Counterfeit, Fraud, Stolen Property, Vandalism, etc.

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. Our 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.

Our 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 2020/21 Budget Highlights

- Complete the West Side Public Safety Facility.
- Continue the design-build process for the future Fire Station 178 to be located on Town Center Drive, east of Haven Avenue.
- Retrofit Fire Station 177 on Hellman Avenue with solar panels.
- Update the Local Hazard Mitigation Plan.
- Complete a Community Wildfire Protection Plan.
- Complete an Emergency Evacuation Plan.
- Update the CalFire Wildland Agreement.
- Procure a mass notification system to improve the District's ability to communicate emergency information to the public.
- Replace the 1997 Type 1 Heavy Rescue apparatus.
- Continue to fund proposed operations and capital projects while holding Community Facilities District (CFD) assessment levels.
- For the eighth consecutive year, Fire Prevention Permit and Inspection Fees continue to be suspended.

Fire District

Department Budget Summary

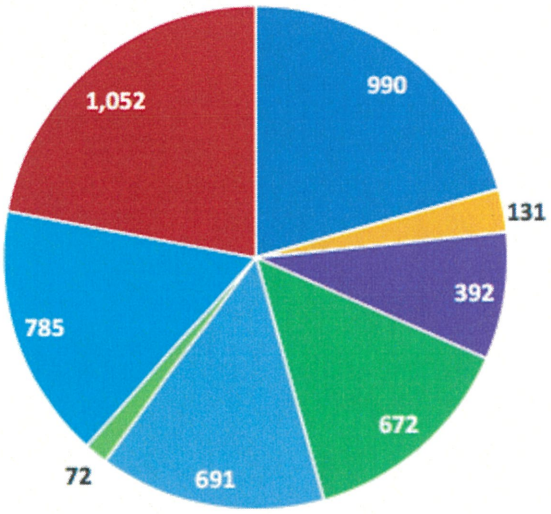
Funds Summary	Actuals 2018/19	Adopted Budget 2019/20	Adopted Budget 2020/21
Operating Budget			
Personnel Services	$ 25,062,151	$ 26,984,790	$ 30,807,730
Operations and Maintenance	6,498,652	7,792,770	8,684,240
Capital Outlay	-	-	
Cost Allocation	-	-	-
Debt Service	77,830	399,990	399,990
Transfer Out	1,188,393	1,966,610	2,036,930
Subtotal	32,827,026	37,144,160	41,928,890
Other Funds			
Personnel Services	-	-	-
Operations and Maintenance	703,437	556,310	757,750
Capital Outlay	2,541,598	3,960,500	5,204,550
Cost Allocation	-	-	-
Debt Service	-	-	-
Transfer Out	158,630	107,420	117,670
Subtotal	3,403,665	4,624,230	6,079,970
All Funds			
Personnel Services	25,062,151	26,984,790	30,807,730
Operations and Maintenance	7,202,089	8,349,080	9,441,990
Capital Outlay	2,541,598	3,960,500	5,204,550
Cost Allocation	-	-	-
Debt Service	77,830	399,990	399,990
Transfer Out	1,347,023	2,074,030	2,154,600
Total Cost	**$ 36,230,691**	**$ 41,768,390**	**$ 48,008,860**
Staffing Summary (Budgeted)			
Full Time	115.0	115.0	121.0
Part Time	3.5	3.5	3.5
Total Staffing	118.5	118.5	124.5

Fire District
Performance Statistics

Incident Summary
16,624 Total Incidents
0.16% decrease

- **11,699** - Emergency Medical / Rescue incidents
- **2,932** - Good Intent & False Alarm
- **1,458** - Public Service, Unreported & Special incident
- **328** - Working fires
- **184** - Hazardous Condition without fire
- **12** - Overpressure Rupture without fire
- **11** - Severe Weather & Natural Disaster

2019 Inspections



Inspection Summary
4,785 Total Inspections
24% increase

- **1,052** - Vacant parcels for weed abatement
- **990** - Restaurants, theaters, gyms, religious buildings and other places of gathering
- **785** - General service requests and incident follow-ups
- **691** - Emergency access gates
- **672** - Other business inspections
- **392** - Apartments and hotels
- **131** - Schools, pre-schools and day care providers
- **72** - Special events

Employee Development Highlights
22,448 Total Training Hours

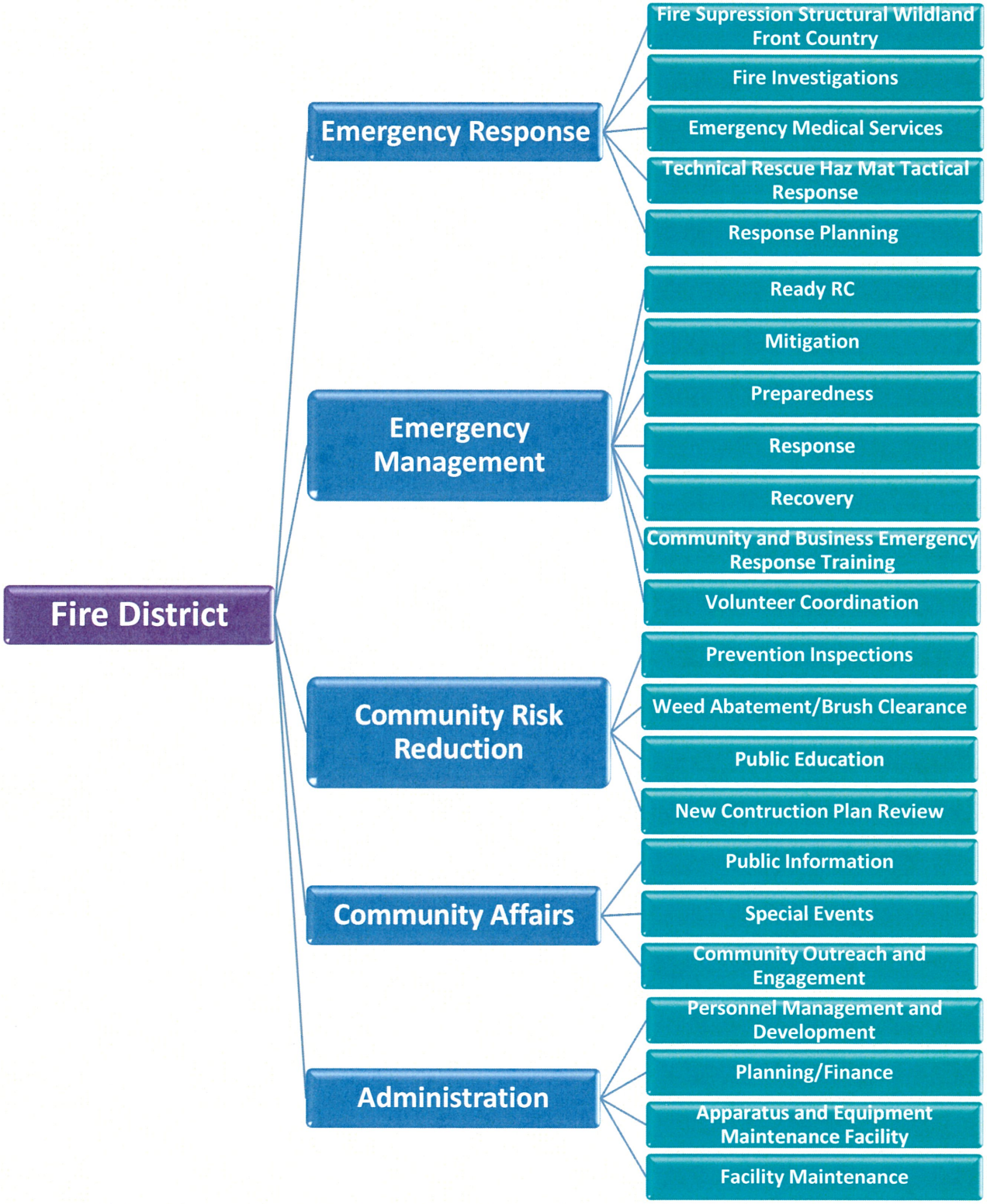
- Battalion Chief Academy and Test
- Captain Academy and Test
- Rookie Test

Community Engagement Highlights

- **3,255,644** - People reached on social media
- **11,471** - Community members reached with public education events
- **331** - Trained in emergency preparedness with BERT, CERT, ReadyRC Academy and more
- **67** - Public education events and station tours
- **455** - Trained in Hands Only CPR

Fire District

Services to the Community



Animal Care and 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 more than 5,000 homeless pets annually and responds to more than 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-exiting 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; teaching hospital for Veterinary and Veterinary Assistant students, and low and no cost spay and neuter clinics.

FY 2020/21 Budget Highlights

- Manage the effects of COVID-19 by:
  - reducing public hours to visit with the animals
  - reducing labor cost by defunding three vacant full-time positions and several vacant part-time positions
- Enhance programs while being fiscally prudent through efforts such as:
  - streamlining the adoption process
  - increasing foster homes and 501(c)(3) rescue partnerships
  - piloting office pets for the day programs
  - continuing partnerships with Western University College of Veterinary Medicine and other community organizations
- Update five-year strategic plan

Animal Care and Services

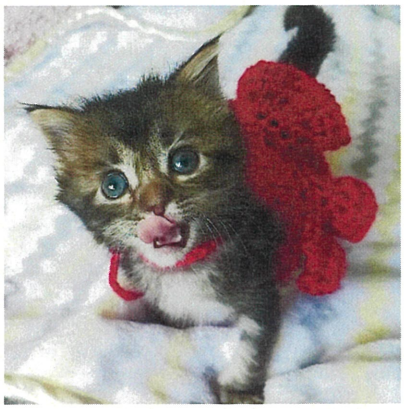
Department Budget Summary

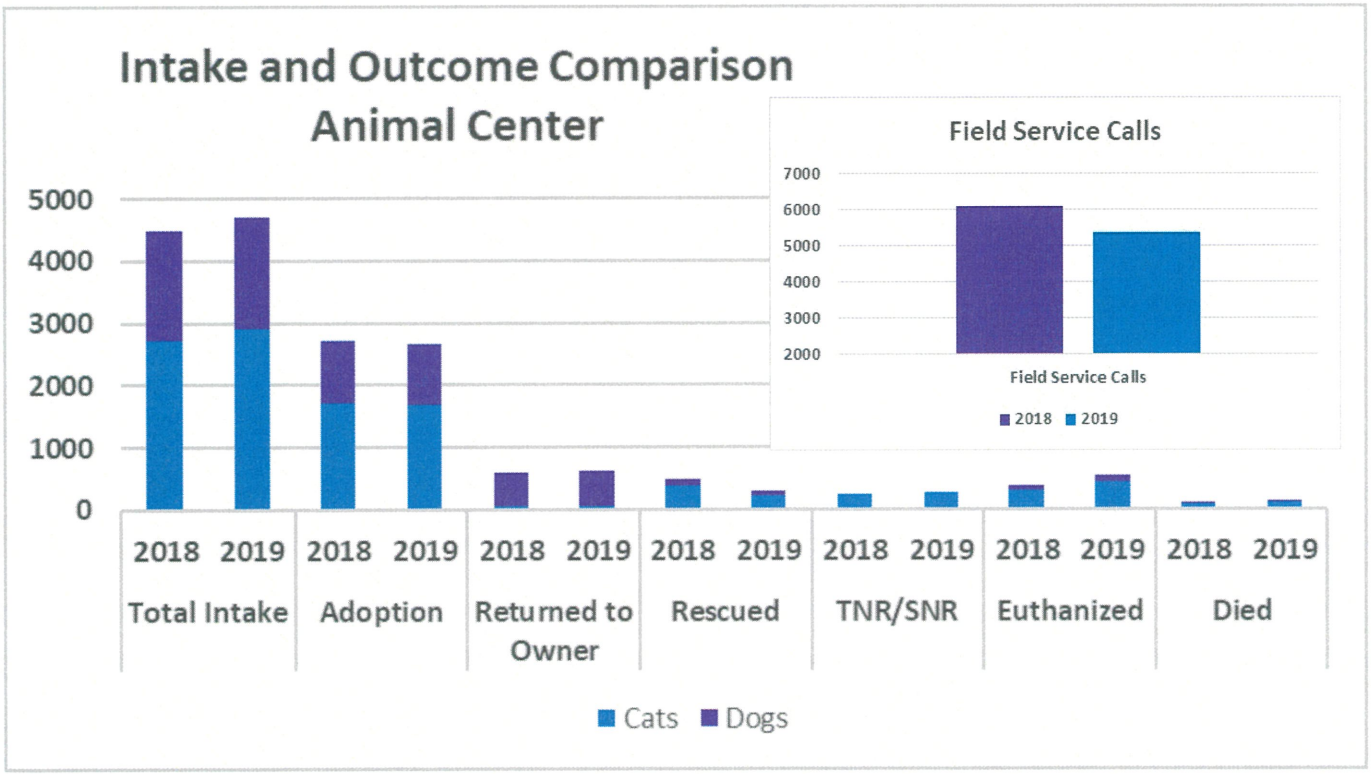
Funds Summary	Actuals 2018/19	Adopted Budget 2019/20	Adopted Budget 2020/21
Operating Budget			
Personnel Services	$ 2,769,291	$ 2,970,860	$ 2,684,950
Operations and Maintenance	461,488	445,350	466,780
Capital Outlay	24,015	-	10,000
Cost Allocation	-	-	-
Debt Service	-	-	-
Transfer Out	-	-	-
Subtotal	3,254,794	3,416,210	3,161,730
Other Funds			
Personnel Services	-	-	-
Operations and Maintenance	-	720	-
Capital Outlay	-	-	-
Cost Allocation	-	-	-
Debt Service	-	-	-
Transfer Out	-	-	-
Subtotal	-	720	-
All Funds			
Personnel Services	2,769,291	2,970,860	2,684,950
Operations and Maintenance	461,488	446,070	466,780
Capital Outlay	24,015	-	10,000
Cost Allocation	-	-	-
Debt Service	-	-	-
Transfer Out	-	-	-
Total Cost	**$ 3,254,794**	**$ 3,416,930**	**$ 3,161,730**
Staffing Summary (Budgeted)			
Full Time	22.0	22.0	19.0
Part Time	12.8	15.9	14.9
Total Staffing	34.8	37.9	33.9

Animal Care and Services
Performance Statistics

2019 Highlights

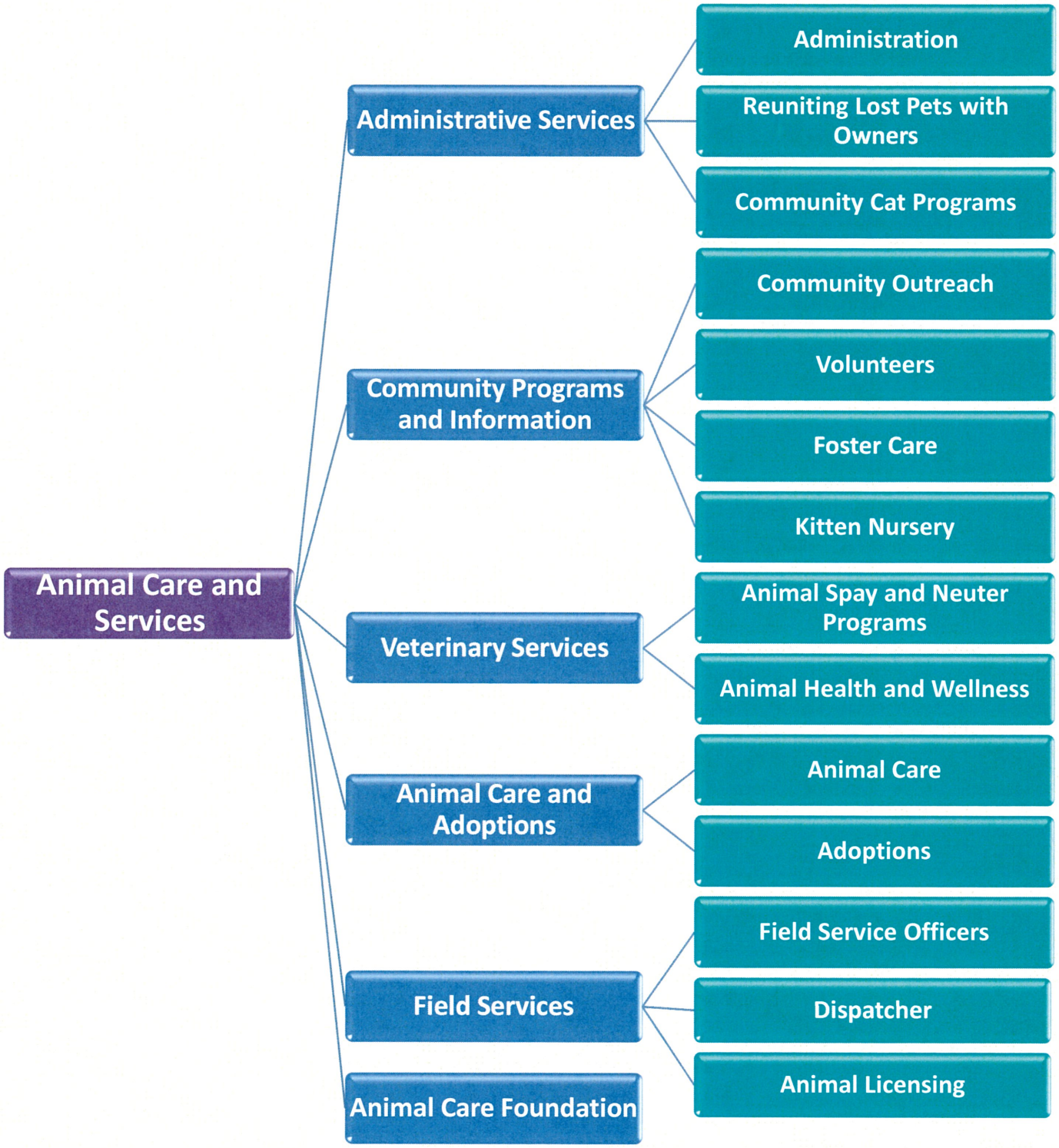
- The Rancho Cucamonga Animal Care Foundation hosted a variety of creative fundraisers to help offset the cost of programs and services. Fundraisers included Beer Kitty Kitty, t-shirt sales, Adopt-a-Plant, CatoberFest, Dog Bingo, and Paint Your Pet.
- The Animal Center continued to enhance its community partnerships. Eagle Scout groups and elementary schools held donation drives for the animals and donated service projects such as toys for the animals, veterinary supplies, and a Little Free Library. Additionally, volunteer Linda Facer held a large fee-waived adoption event.
- The Animal Center was the recipient of an CDFA Animal Homelessness Cruelty Fund grant in the amount of $7,500 for public spay and neuter.
- The Animal Center was an active participant in forming the San Bernardino County Animal Control Directors Coalition. Collectively, the group hosted Countywide vaccine clinics, adoption events, and spay and neuter clinics.





Animal Care and Services

Services to the Community



Records Management

Department Budget Summary

Overview of Department

As a partner in democracy, the Records Management Department promotes community involvement and awareness and supports the City Council, staff and the citizens of Rancho Cucamonga by coordinating the legislative process and administering City elections. Governed by provisions of state, election, and municipal codes, the Department serves to preserve and protect the legislative history of the City. As a service department, staff assists the public, elected officials, and the City organization with a number of important activities, including accurately preparing and processing agendas, and administering the Citywide records management program including records storage and destruction. The City Clerk's Office administers the coordination of City elections, including the filing of Candidate Disclosure Statements and Statements of Economic Interests as required by law.

FY 2020/21 Budget Highlights

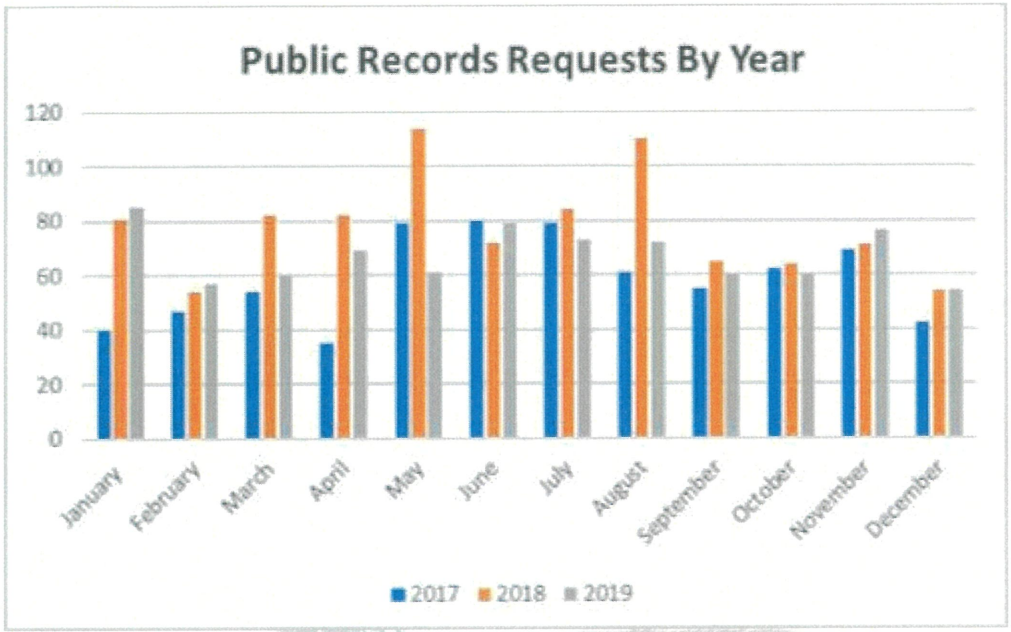
- Defund one part-time position due to the economic impacts of the COVID-19 pandemic
- Implement a new electronic agenda management system (PrimeGov) for City Council, Planning Commission, and various other City committee meetings
- Increase the capacity, utilization, and training of the City's document imaging system (Laserfiche) by departments for imaging current, vital, permanent records, ensuring preservation and accessibility of records by staff and the public
- Continue providing secure storage of active and inactive records in accordance with Department Records Manual and state law and guidelines
- Conduct the bi-annual review of the City and Fire District's Conflict of Interest Codes as required by law and adopt updates if necessary

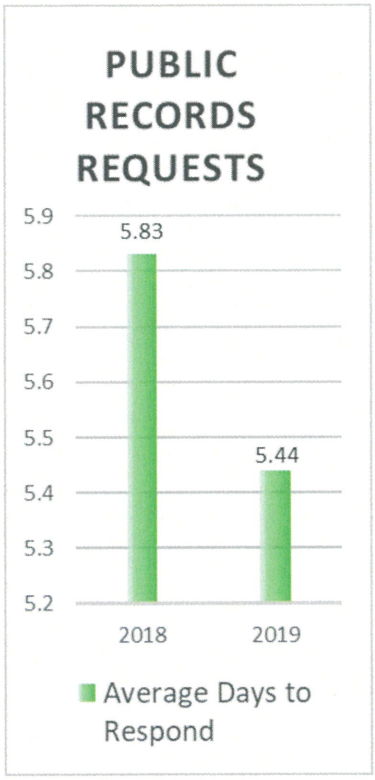
Records Management

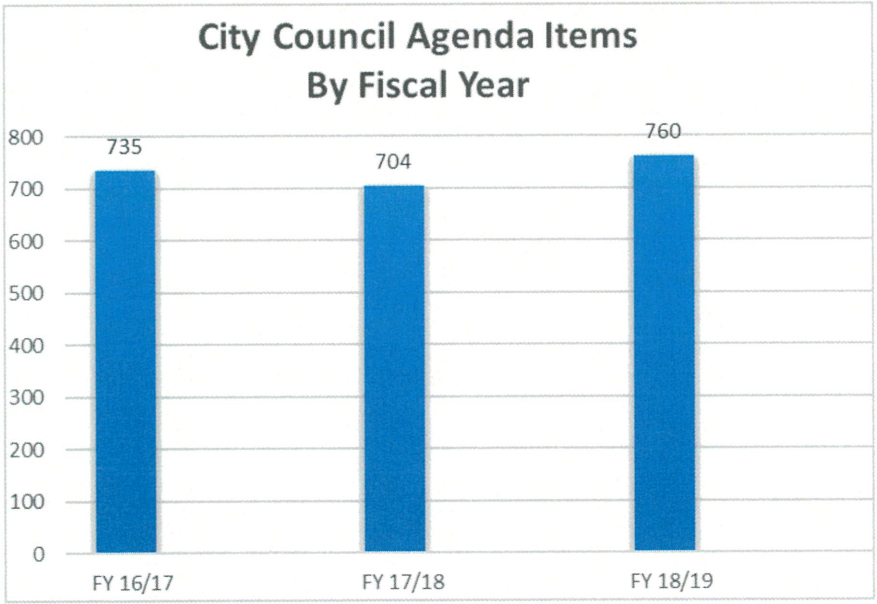
Department Budget Summary

Funds Summary	Actuals 2018/19	Adopted Budget 2019/20	Adopted Budget 2020/21
Operating Budget			
Personnel Services	$ 533,535	$ 602,410	$ 603,360
Operations and Maintenance	140,227	122,840	897,340
Capital Outlay	-	-	-
Cost Allocation	(240,840)	(219,800)	(221,050)
Debt Service	-	-	-
Transfer Out	-	-	-
Subtotal	432,922	505,450	1,279,650
Other Funds			
Personnel Services	-	-	-
Operations and Maintenance	-	-	-
Capital Outlay	-	-	-
Cost Allocation	-	-	-
Debt Service	-	-	-
Transfer Out	-	-	-
Subtotal	-	-	-
All Funds			
Personnel Services	533,535	602,410	603,360
Operations and Maintenance	140,227	122,840	897,340
Capital Outlay	-	-	-
Cost Allocation	(240,840)	(219,800)	(221,050)
Debt Service	-	-	-
Transfer Out	-	-	-
Total Cost	**$ 432,922**	**$ 505,450**	**$ 1,279,650**
Staffing Summary (Budgeted)			
Full Time	5.0	5.0	5.0
Part Time	0.5	0.5	-
Total Staffing	5.5	5.5	5.0

Records Management
Performance Statistics

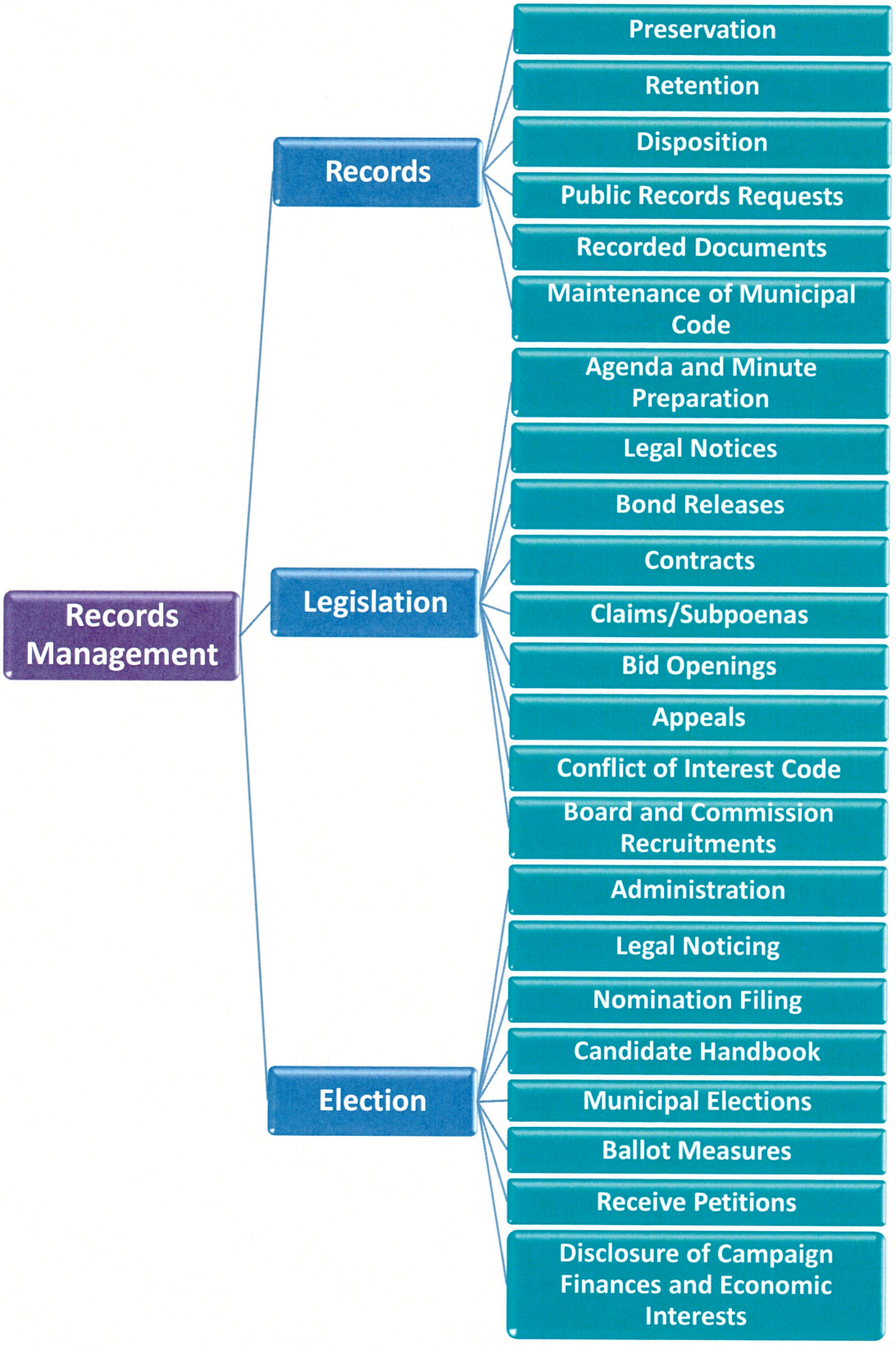






Records Management

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 2020/21 Budget Highlights

- In response to the economic impacts of COVID-19, reduce operating costs through the closure of Lions East, Lions West, RC Family Resource Center, RC Sports Center and Victoria Garden's Cultural Center
- Continue to operate the James L. Brulte Senior Center, located at Central Park
- Continue to provide the community with Wi-Fi access, computers, restrooms, and other services at Central Park while adhering to CDC guidelines
- Virtual classes and services, such as the "Virtual Recreation Center", will continue to be offered to allow safe connection with our residents
- Complete minor Capital Improvement Projects while facilities are closed
- Expand Volunteer Program to solicit, train and retain community resources to offset expenses and expand service delivery

Community Services

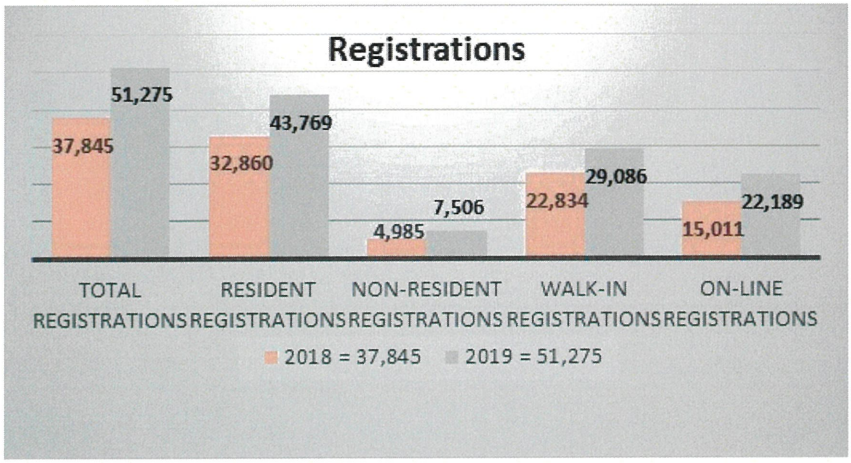
Department Budget Summary

Funds Summary	Actuals 2018/19	Adopted Budget 2019/20	Adopted Budget 2020/21
Operating Budget			
Personnel Services	$ 3,954,490	$ 4,738,150	$ 5,361,190
Operations and Maintenance	784,963	823,900	2,758,220
Capital Outlay	-	-	-
Cost Allocation	-	-	-
Debt Service	-	-	-
Transfer Out	-	-	-
Subtotal	4,739,453	5,562,050	8,119,410
Other Funds			
Personnel Services	2,847,111	3,152,750	104,550
Operations and Maintenance	1,959,220	2,092,690	71,330
Capital Outlay	104,345	600,000	2,936,760
Cost Allocation	-	-	-
Debt Service	-	-	-
Transfer Out	-	-	-
Subtotal	4,910,676	5,845,440	3,112,640
All Funds			
Personnel Services	6,801,601	7,890,900	5,465,740
Operations and Maintenance	2,744,183	2,916,590	2,829,550
Capital Outlay	104,345	600,000	2,936,760
Cost Allocation	-	-	-
Debt Service	-	-	-
Transfer Out	-	-	-
Total Cost	**$ 9,650,129**	**$ 11,407,490**	**$ 11,232,050**
Staffing Summary (Budgeted)			
Full Time	46.5	45.5	29.0
Part Time	102.9	93.6	63.0
Total Staffing	149.4	139.1	92.0

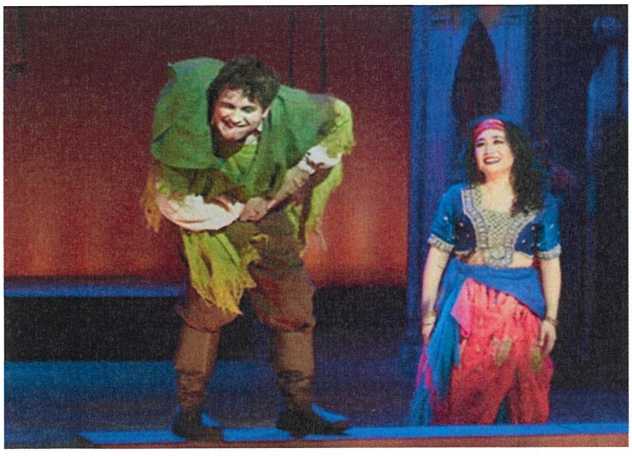
Community Services

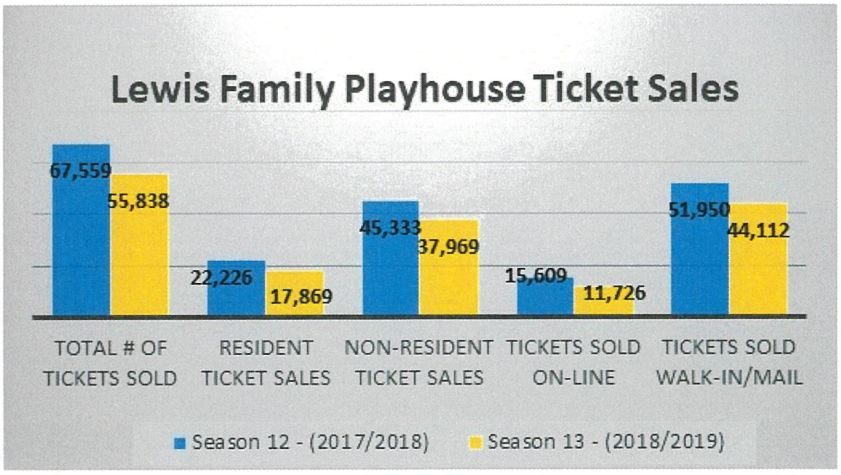
Performance Statistics

- Over 51,000 registrations were processed, 86% of which were Rancho Cucamonga residents.
- Over 550 summer camp spots were filled in Summer 2019.
- The Nutrition Meal Program provided over 18,000 meals to seniors at Central Park and delivered over 14,000 meals to homebound seniors in 2019.
- The Department's volunteers provided nearly 29,000 hours of quality services to the community.



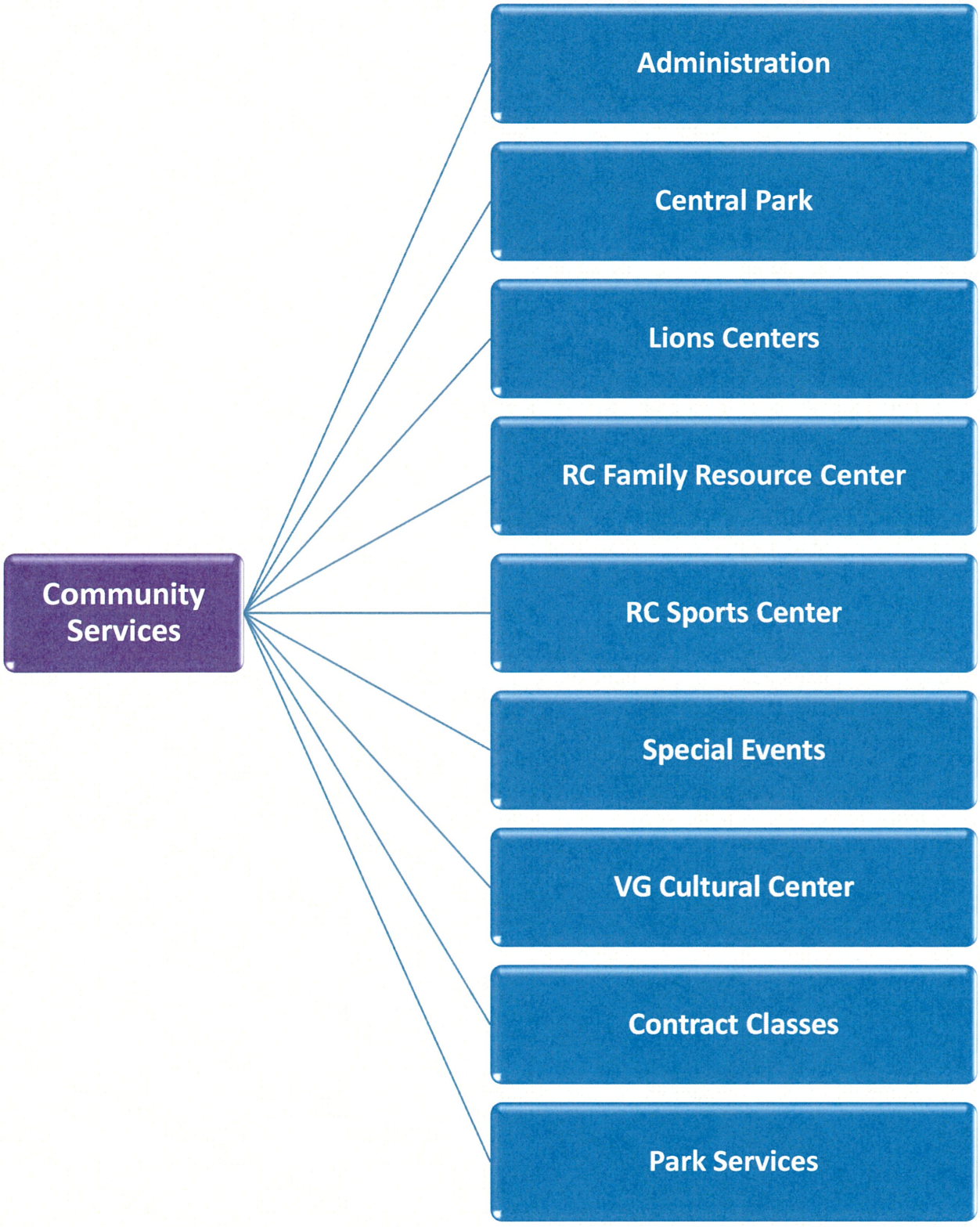
- Based on surveys, the 18/19 Season was well received by the public.
- While the same number of productions were retained for Rancho Cucamonga Community Theatre, the number of performances were decreased to meet customer needs and reduce expenses.
- Theatre for Young Audiences strategically selected performances and productions that highlighted specific cultural demographics to provide education, awareness and connections within the youth community.
- Theatre Arts Academy classes were not meeting minimum registrations therefore decreasing the number of classes provided, allowing more availability for weekday rental revenue.
- Overall, the 18/19 Season was full of head liners including Brian McKnight, The Zombies, John Tesh, Don McLean, Jane Lynch, Herb Alpert, and concluded with legendary songwriter Burt Bacharach!





Community Services

Services to the Community



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

- Curbside Pickup Services
- Public access to computers and printers (Biane Library)
- Virtual Storytimes and Bookclubs
- Delivery of materials for homebound residents
- Robust digital collections including books, audiobooks, and magazines
- Virtual Library providing 24/7 access to research databases, online homework tutoring, language learning software and local history information

Beloved services that will be returning when the Library is able:

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

FY 2020/21 Budget Highlights

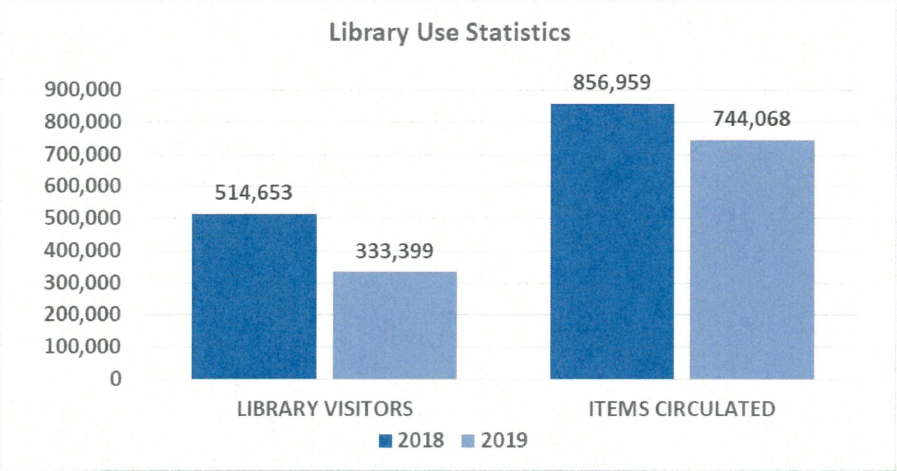
- Add two new modules to the existing Integrated Library System (ILS): Acquisitions and Analytics. The Acquisitions module will provide streamlined, digital workflows for acquiring new titles in all formats. The Analytics module will provide enhanced system analytics with more accurate and granular reporting on the use of the Library's physical collection that will inform data-driven collection development decisions.
- Further development of the Second Story and Beyond® interactive discovery space and expansion of programming.
- Add a new streaming video service to its Virtual Library via Hoopla.
- Add a laptop dispensing kiosk to the Archibald Library's digital device lineup.
- Add additional RC Kits and launch the Library of Things, circulating materials to assist with household DIY projects (hammers, screwdrivers, levels, etc.), provide popular hobby equipment, and more.

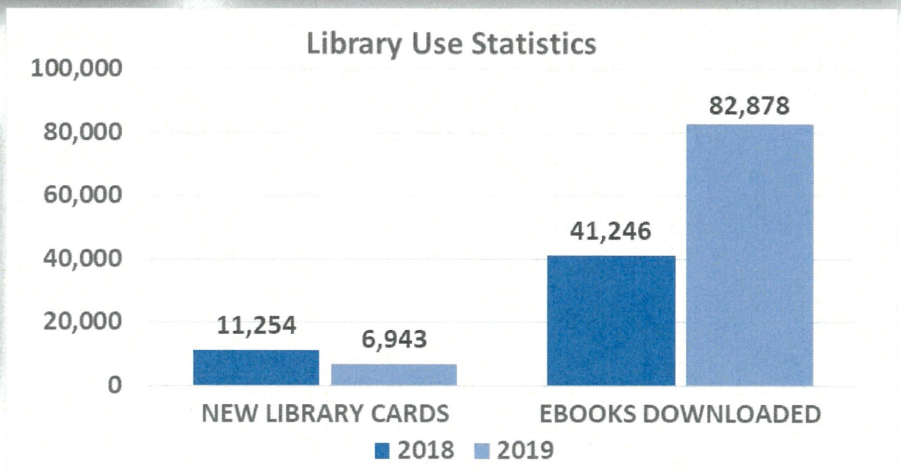
Library Services

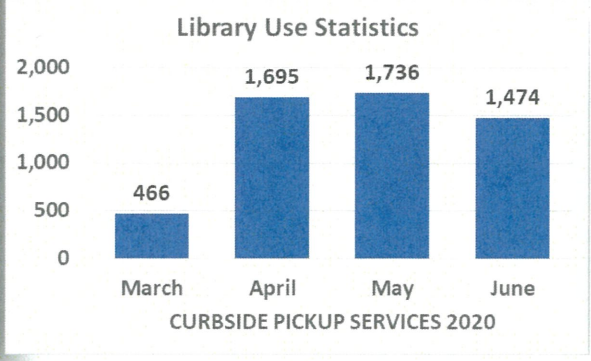
Department Budget Summary

Funds Summary	Actuals 2018/19	Adopted Budget 2019/20	Adopted Budget 2020/21
Operating Budget			
Personnel Services	$ 3,273,861	$ 3,751,760	$ 3,681,450
Operations and Maintenance	1,292,856	1,514,690	1,563,710
Capital Outlay	-	5,000	5,000
Cost Allocation	-	-	-
Debt Service	-	-	-
Transfer Out	-	500,000	500,000
Subtotal	4,566,717	5,771,450	5,750,160
Other Funds			
Personnel Services	-	-	-
Operations and Maintenance	38,931	33,460	26,750
Capital Outlay	-	575,000	925,000
Cost Allocation	-	-	-
Debt Service	-	-	-
Transfer Out	11,428	-	-
Subtotal	50,359	608,460	951,750
All Funds			
Personnel Services	3,273,861	3,751,760	3,681,450
Operations and Maintenance	1,331,787	1,548,150	1,590,460
Capital Outlay	-	580,000	930,000
Cost Allocation	-	-	-
Debt Service	-	-	-
Transfer Out	11,428	500,000	500,000
Total Cost	**$ 4,617,076**	**$ 6,379,910**	**$ 6,701,910**
Staffing Summary (Budgeted)			
Full Time	28.5	27.5	26.0
Part Time	27.6	28.1	28.6
Total Staffing	56.1	55.6	54.6

Library Services
Performance Statistics

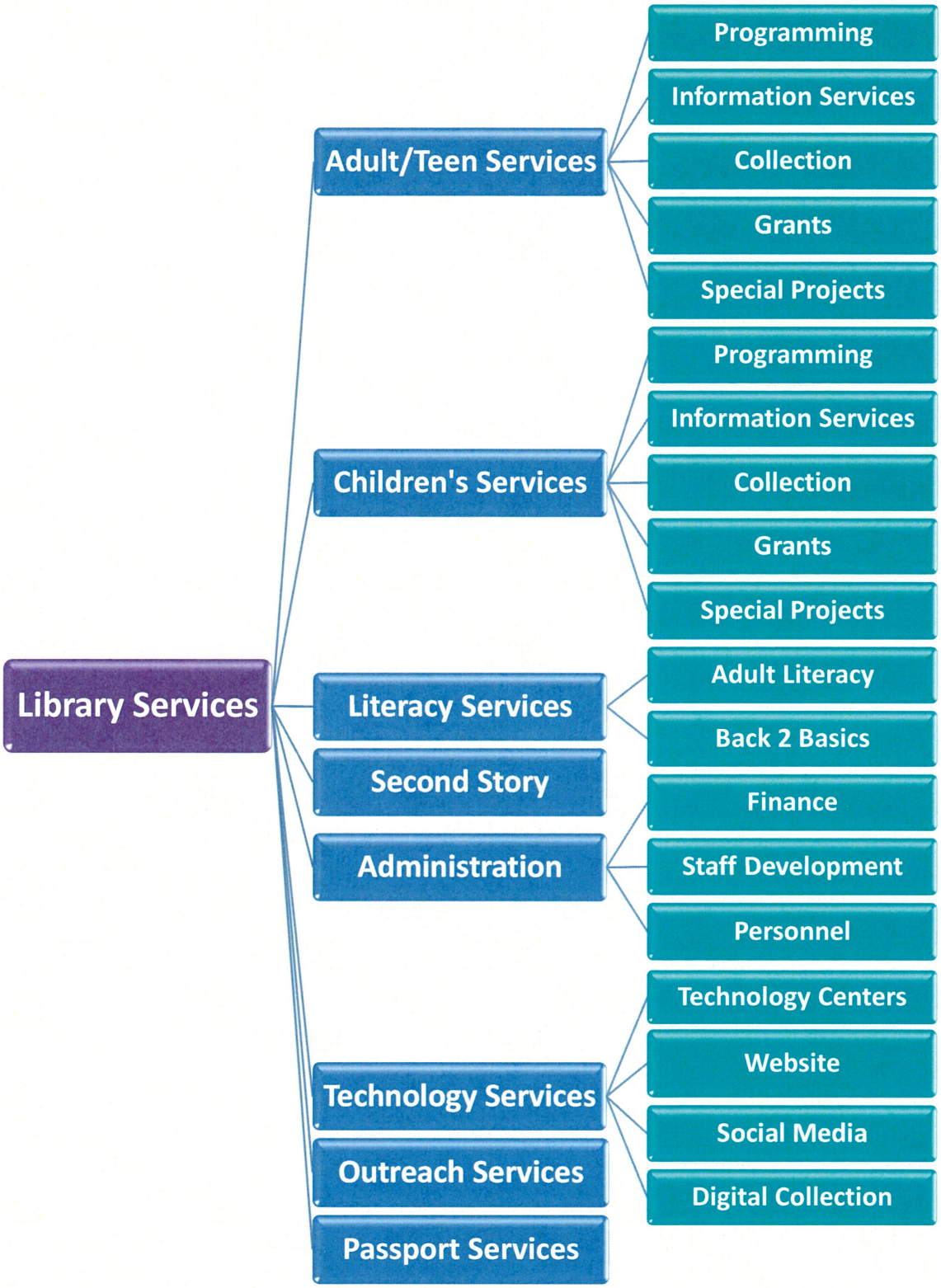






Library Services

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 Departments, as well as Administration and Procurement, under the oversight of the Deputy City Manager/Administrative Services.

FY 2020/21 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 an HTML-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

Administrative Services

Department Budget Summary

Funds Summary	Actuals 2018/19	Adopted Budget 2019/20	Adopted Budget 2020/21
Operating Budget			
Personnel Services	$ 892,233	$ 915,000	$ 526,150
Operations and Maintenance	3,642,983	3,764,030	2,149,230
Capital Outlay	-	-	-
Cost Allocation	(1,270,940)	(1,419,320)	(876,090)
Debt Service	12,538	106,450	106,450
Transfer Out	5,544,281	4,425,230	2,994,960
Subtotal	8,821,095	7,791,390	4,900,700
Other Funds			
Personnel Services	1,867,920	1,115,390	1,287,340
Operations and Maintenance	2,786,731	2,295,930	2,398,970
Capital Outlay	6,778,604	4,920,180	3,578,000
Cost Allocation	-	-	-
Debt Service	-	-	-
Transfer Out	364,490	1,390,020	1,356,710
Subtotal	11,797,745	9,721,520	8,621,020
All Funds			
Personnel Services	2,760,153	2,030,390	1,813,490
Operations and Maintenance	6,429,714	6,059,960	4,548,200
Capital Outlay	6,778,604	4,920,180	3,578,000
Cost Allocation	(1,270,940)	(1,419,320)	(876,090)
Debt Service	12,538	106,450	106,450
Transfer Out	5,908,771	5,815,250	4,351,670
Total Cost	**$ 20,618,840**	**$ 17,512,910**	**$ 13,521,720**
Staffing Summary (Budgeted)			
Full Time	5.0	5.0	1.0
Part Time	1.0	1.4	-
Total Staffing	6.0	6.4	1.0

Please see Performance Statistics for

Procurement in the following department section:

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 Comprehensive Annual Financial Report (CAFR).
- **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. The Section is also responsible for the daily transferring and settling of depository funds, investing excess funds, and reporting investments in accordance with all applicable State and Federal laws and the City's Investment Policy. 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 2020/21 Budget Highlights

- In response to the economic downturn from the COVID-19 pandemic, defund a vacant Account Technician position.
- In conjunction with DoIT, facilitate the update of the City's financial system to an HTML-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.

Finance

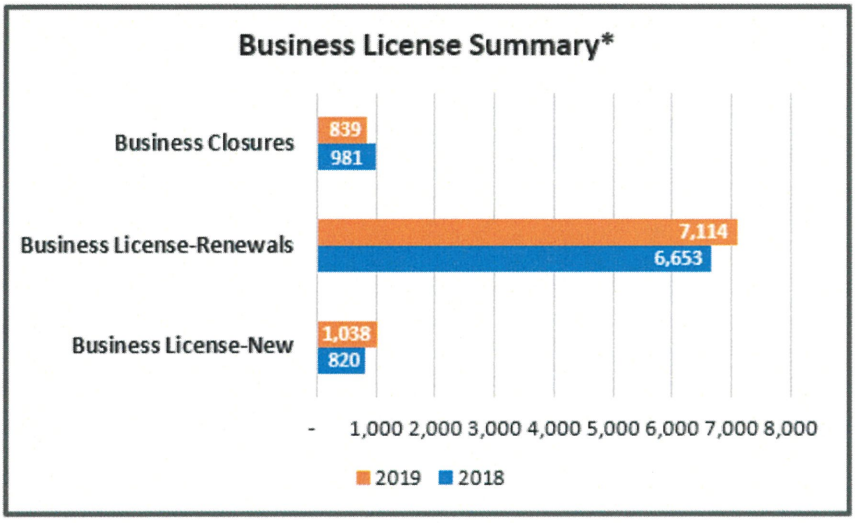
Department Budget Summary

Funds Summary	Actuals 2018/19	Adopted Budget 2019/20	Adopted Budget 2020/21
Operating Budget			
Personnel Services	$ 2,219,642	$ 2,470,960	$ 2,531,240
Operations and Maintenance	101,495	62,070	67,600
Capital Outlay	-	-	-
Cost Allocation	(610,740)	(655,650)	(708,050)
Debt Service	-	-	-
Transfer Out	-	-	-
Subtotal	1,710,397	1,877,380	1,890,790
Other Funds			
Personnel Services	349,638	399,900	445,820
Operations and Maintenance	2,162,203	2,583,690	2,547,630
Capital Outlay	21,219	-	-
Cost Allocation	-	-	-
Debt Service	124,816	791,550	784,510
Transfer Out	656,076	351,590	354,830
Subtotal	3,313,952	4,126,730	4,132,790
All Funds			
Personnel Services	2,569,280	2,870,860	2,977,060
Operations and Maintenance	2,263,698	2,645,760	2,615,230
Capital Outlay	21,219	-	-
Cost Allocation	(610,740)	(655,650)	(708,050)
Debt Service	124,816	791,550	784,510
Transfer Out	656,076	351,590	354,830
Total Cost	**$ 5,024,349**	**$ 6,004,110**	**$ 6,023,580**
Staffing Summary (Budgeted)			
Full Time	21.0	23.0	23.0
Part Time	2.3	1.2	0.3
Total Staffing	23.3	24.2	23.3

Finance
Performance Statistics

Finance Highlights 2019

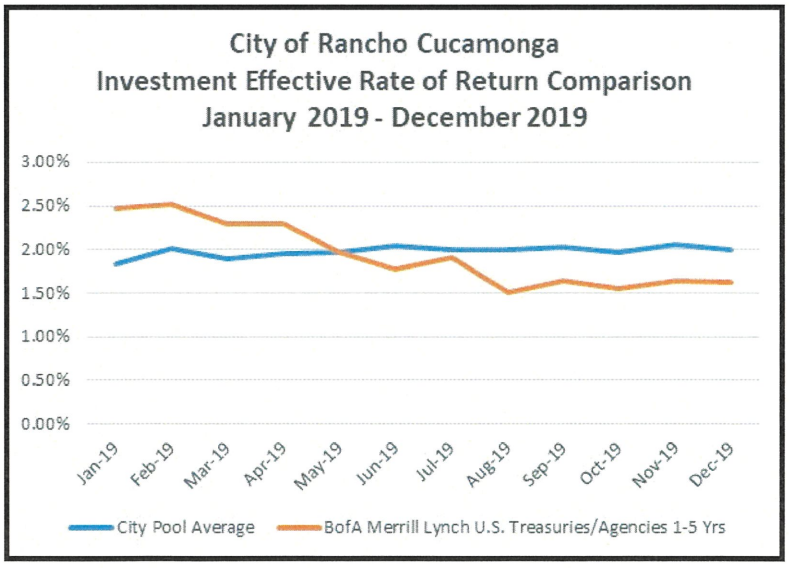
- $3,050,511 received in Business License revenue; 10.4% increase over 2018
- $3,929,637 received in Transient Occupancy Tax revenue; 1.1% increase over 2018



**Data excludes vendors and contractors located outside of Rancho Cucamonga*

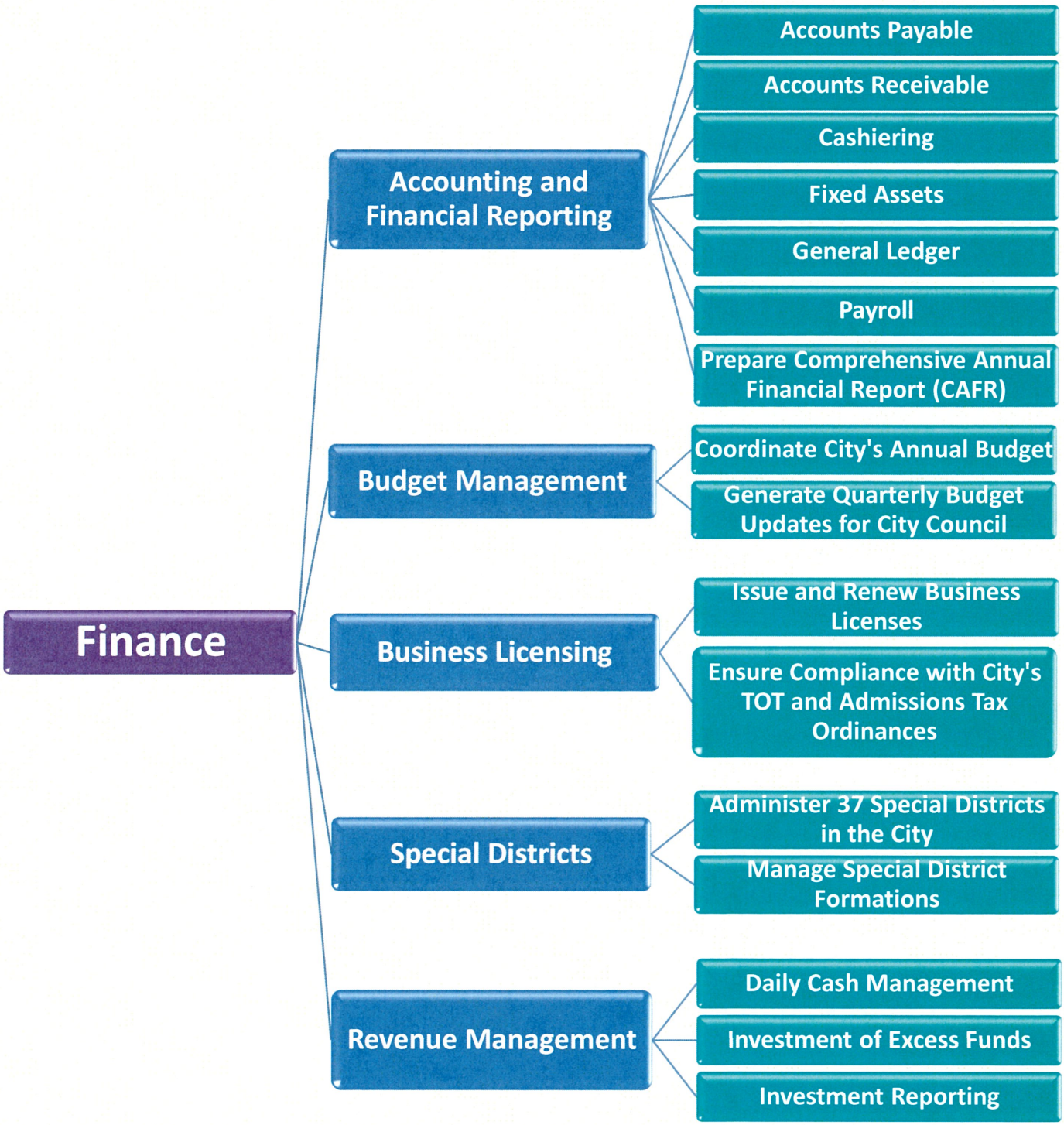
Special Districts Highlights 2019

- $28,122,732 received in Special Districts tax revenue; 1.41% decrease
- 136,441 parcels submitted to the tax rolls for 35 special assessment districts with 100% accuracy
- 17 Community Facility Districts (CFDs) delinquency letters sent; a decrease of 58% compared to the previous year
- Our Annual Newsletters for LMD 1, 2, 4-R, 5, 6-R, 7, 8, 9, 10 and PD-85 were published on our City website



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 2020/21 Budget Highlights

- Teamed up with The Counseling Team International to offer TeleHealth, an employee assistance program, to provide employees access to mental health professionals using videoconferencing as a result of COVID-19
- Continue to manage the City's volunteer intern program, which provides work experience for students and helps City departments manage projects to enhance City programs and services
- Continue revisions and management of the new onboarding program to ensure a more meaningful onboarding experience and provide training to supervisors and managers on using the new onboarding software
- Initiate innovative advertising, sourcing, and applicant tracking tools to improve the City's talent acquisition strategies
- Rolled out NEOGOV's LEARN platform, a learning management system that will track staff certifications and training, as well as conferences attended
- Continue to foster and facilitate employee development, organizational development and succession planning through innovative and cooperative programs
- Through a partnership with Kaiser, continue to expand the City's current health and wellness program as a result of a Citywide employee wellness survey
- Continue to administer and proactively track legislative changes to the Affordable Care Act (ACA) and CARES Act

Human Resources

Department Budget Summary

Funds Summary	Actuals 2018/19	Adopted Budget 2019/20	Adopted Budget 2020/21
Operating Budget			
Personnel Services	$ 1,052,850	$ 1,098,970	$ 1,025,910
Operations and Maintenance	332,282	361,080	323,780
Capital Outlay	-	-	-
Cost Allocation	(407,620)	(442,500)	(449,120)
Debt Service	-	-	-
Transfer Out	-	-	-
Subtotal	977,512	1,017,550	900,570
Other Funds			
Personnel Services	-	-	-
Operations and Maintenance	-	-	-
Capital Outlay	-	-	-
Cost Allocation	-	-	-
Debt Service	-	-	-
Transfer Out	-	-	-
Subtotal	-	-	-
All Funds			
Personnel Services	1,052,850	1,098,970	1,025,910
Operations and Maintenance	332,282	361,080	323,780
Capital Outlay	-	-	-
Cost Allocation	(407,620)	(442,500)	(449,120)
Debt Service	-	-	-
Transfer Out	-	-	-
Total Cost	**$ 977,512**	**$ 1,017,550**	**$ 900,570**
Staffing Summary (Budgeted)			
Full Time	9.0	9.0	8.0
Part Time	0.5	0.5	-
Total Staffing	9.5	9.5	8.0

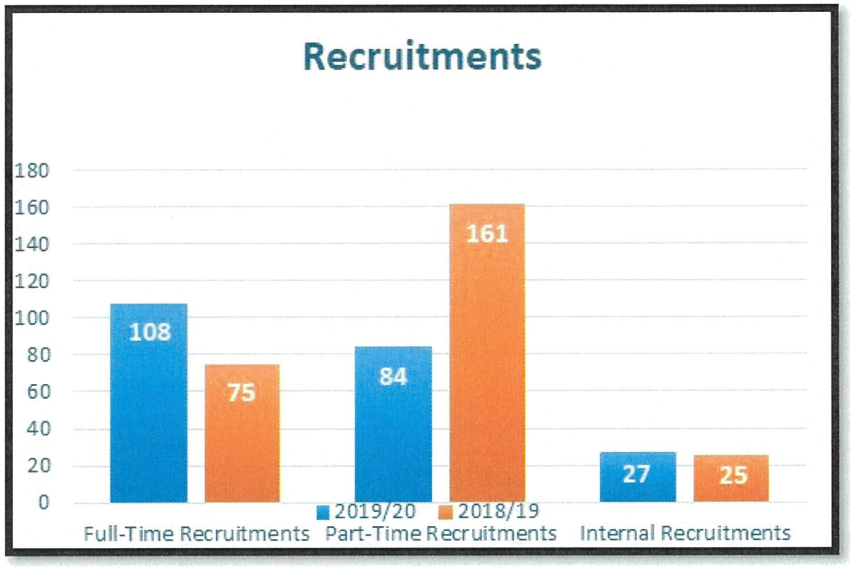
Human Resources
Performance Statistics

Human Resources Highlights

Recruitments: The total number of recruitments decreased from FY 2018/19 to FY 2019/20 as depicted by the summary and chart below:

- Full-Time recruitments *increased* by 44%
- Part-Time recruitments *decreased* by 48%
- Total Number of recruitments *decreased* by 16%
- In-House recruitments *increased* by 8%

** The COVID-19 pandemic impacted City services and programs which resulted in freezing recruitments for the period of March 2020 through June 2020, thereby impacting total number of recruitments for FY 19/20.*



Total Applications Received: 6,917 Applications. The total number of applications decreased 13% from FY 2018/19 to FY 2019/20.

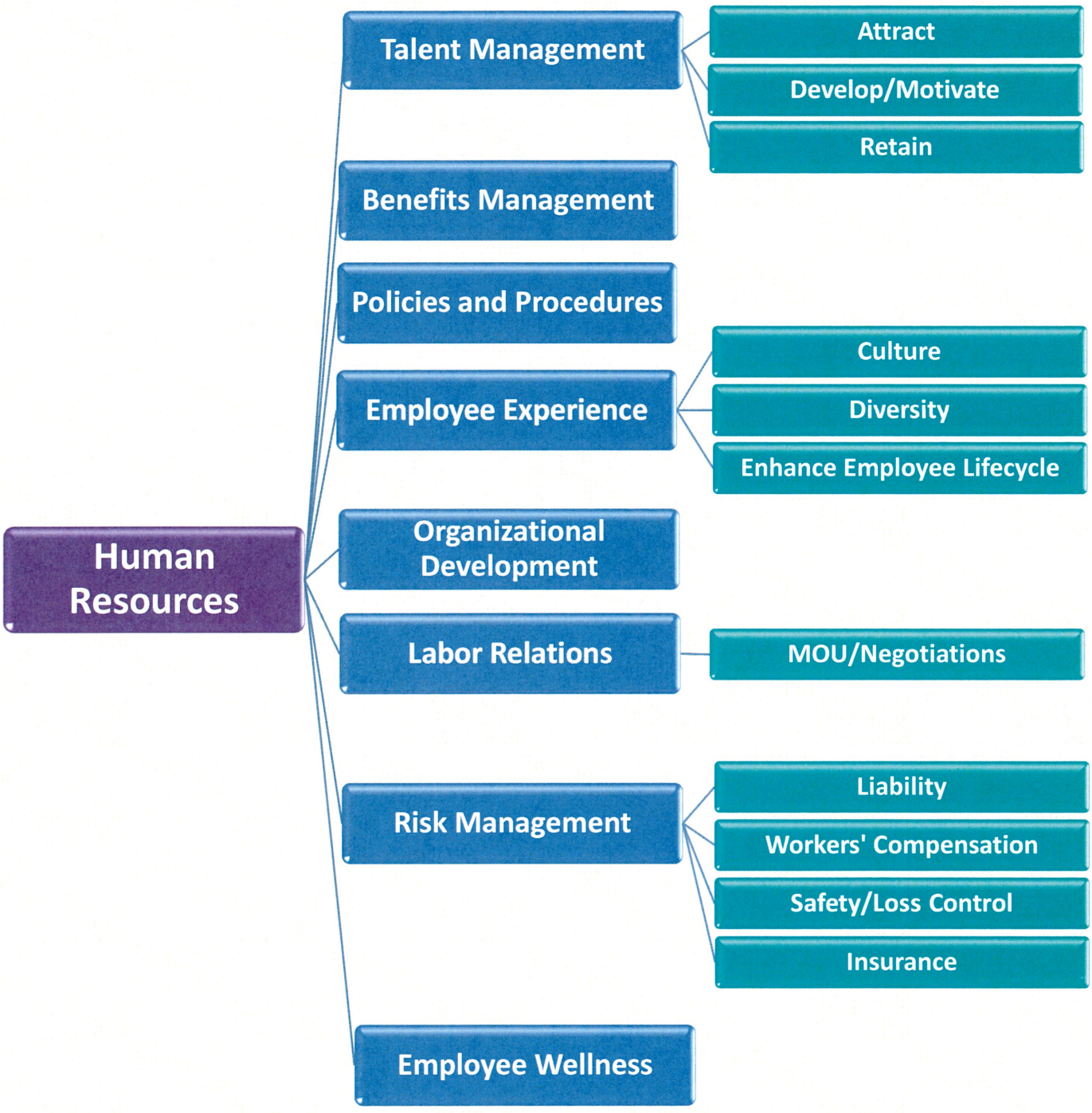
New Hires: The total number of new hires decreased from FY 2018/19 to FY 2019/20 and the total number of promotions increased as indicated in the summary and chart below:

- Full-Time new hires *increased* by 18%
- Part-Time new hires *decreased* by 18%
- Full-Time promotions *increased* by 88%
- Part-Time promotions *decreased* by 40%

Social Media Outreach: The total number of social media followers increased by 2% and engagement increased by 1% from FY 2018/29 to FY 2019/20.

Human Resources

Services to the Community



Innovation and Technology

Department Budget Summary

Overview of Department

The Department of Innovation and Technology (DoIT) facilitates the impactful use of technology across all City Departments, allowing for increased efficiency, improved transparency, and overall enhanced service to the community. The Department is comprised of four divisions including Systems and Network, Enterprise Applications, Geographic Information Services, and Operations.

The Department also oversees the City's centralized Procurement Division. Procurement ensures that each Department has the materials and equipment it needs to serve the community. It is also responsible for ensuring that the City procures a variety of services, pays appropriate amounts for goods and services received, and at the same time, receives a product of the required quality.

FY 2020/21 Budget Highlights

- In response to the financial impacts of the COVID-19 pandemic, defund two vacant positions, one Information Technology Technician and one GIS Specialist
- Investment of over $100,000 in enhanced cybersecurity measures, including multi-factor authentication for all City user accounts using Okta identity services and the application of machine learning and AI tools, to provide holistic threat detection and mitigation in the data center using VMWare App Defense
- Continue to keep Citywide user training and awareness at the forefront of cybersecurity by requiring all users to complete security training using the SANS Secure the Human platform
- Expand the City's use of drones to assist with community development, construction inspection, hazard mitigation, and public safety response
- Implement improved business practices to enhance the secure handling of personal identifying information (PII) and Payment Card Information (PCI), potentially lowering future payment card processing fees
- Continue to support the expansion of municipal fiber optic network services in cooperation with the Rancho Cucamonga Municipal Utility
- Replacement of legacy physical servers to ensure operational continuity and take full advantage of the City's dual data center architecture
- Continue development of workforce automation tools, including work order management and reporting, using ESRI GIS and Microsoft Office 365 platforms already in use Citywide
- Publication of an updated Procurement Manual reflecting modernized procedures and adopted policies since the last version issued in 2014

Innovation and Technology

Department Budget Summary

Funds Summary	Actuals 2018/19	Adopted Budget 2019/20	Adopted Budget 2020/21
Operating Budget			
Personnel Services	$ 2,761,272	$ 2,977,060	$ 3,193,650
Operations and Maintenance	2,536,196	2,859,570	4,334,680
Capital Outlay	-	-	-
Cost Allocation	(1,588,350)	(1,768,940)	(2,475,530)
Debt Service	-	-	-
Transfer Out	-	-	-
Subtotal	3,709,118	4,067,690	5,052,800
Other Funds			
Personnel Services	2,826	52,000	-
Operations and Maintenance	1,523,025	420,260	108,620
Capital Outlay	-	285,350	116,000
Cost Allocation	-	-	-
Debt Service	30,272	537,080	527,340
Transfer Out	1,063,222	-	-
Subtotal	2,619,345	1,294,690	751,960
All Funds			
Personnel Services	2,764,098	3,029,060	3,193,650
Operations and Maintenance	4,059,221	3,279,830	4,443,300
Capital Outlay	-	285,350	116,000
Cost Allocation	(1,588,350)	(1,768,940)	(2,475,530)
Debt Service	30,272	537,080	527,340
Transfer Out	1,063,222	-	-
Total Cost	**$ 6,328,463**	**$ 5,362,380**	**$ 5,804,760**
Staffing Summary (Budgeted)			
Full Time	23.0	23.0	24.0
Part Time	-	-	0.7
Total Staffing	23.0	23.0	24.7

Innovation and Technology

Performance Statistics

Information Technology

Maintained by the IS Division

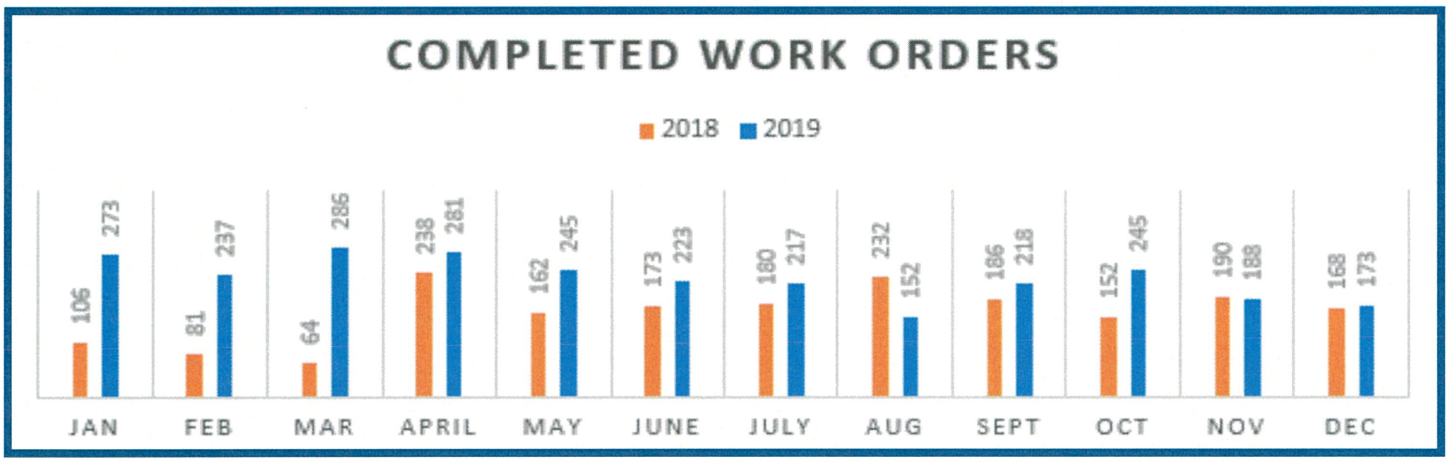
Desktop & Notebook Computers;
iPads;
Central Computer Services;
Printers;
Enterprise Applications;
Office Productivity Programs;
Multi-Function Photocopiers;
Wired & Wireless Networks;
Help Desk Tickets Completed:

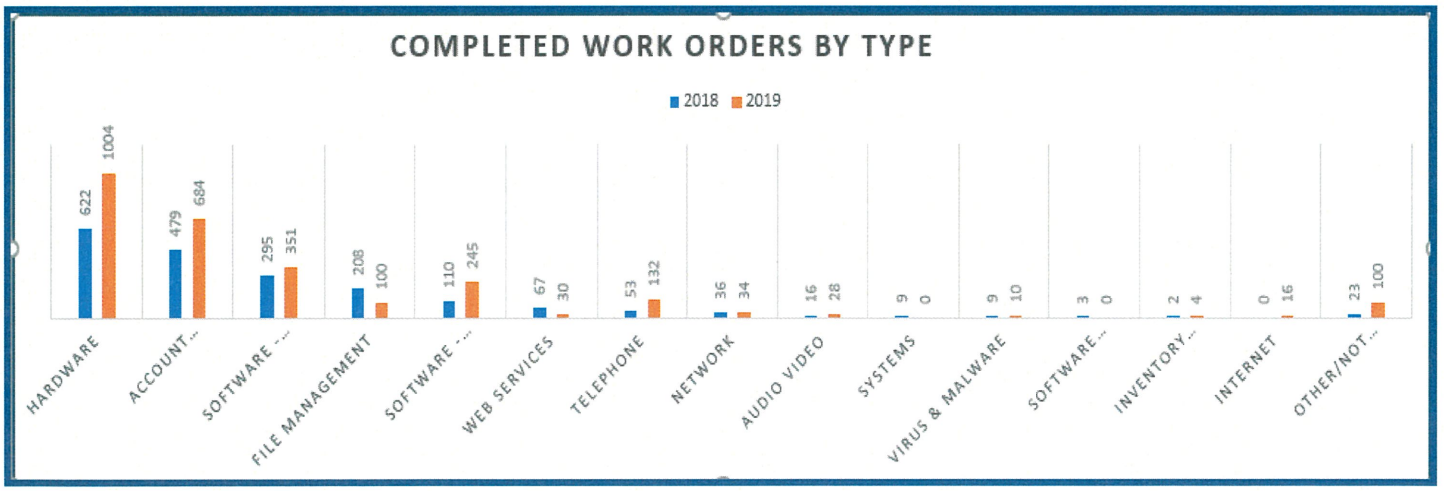
2018: 1,932

2019: 2,738

Procurement Division Highlights FY 19/20

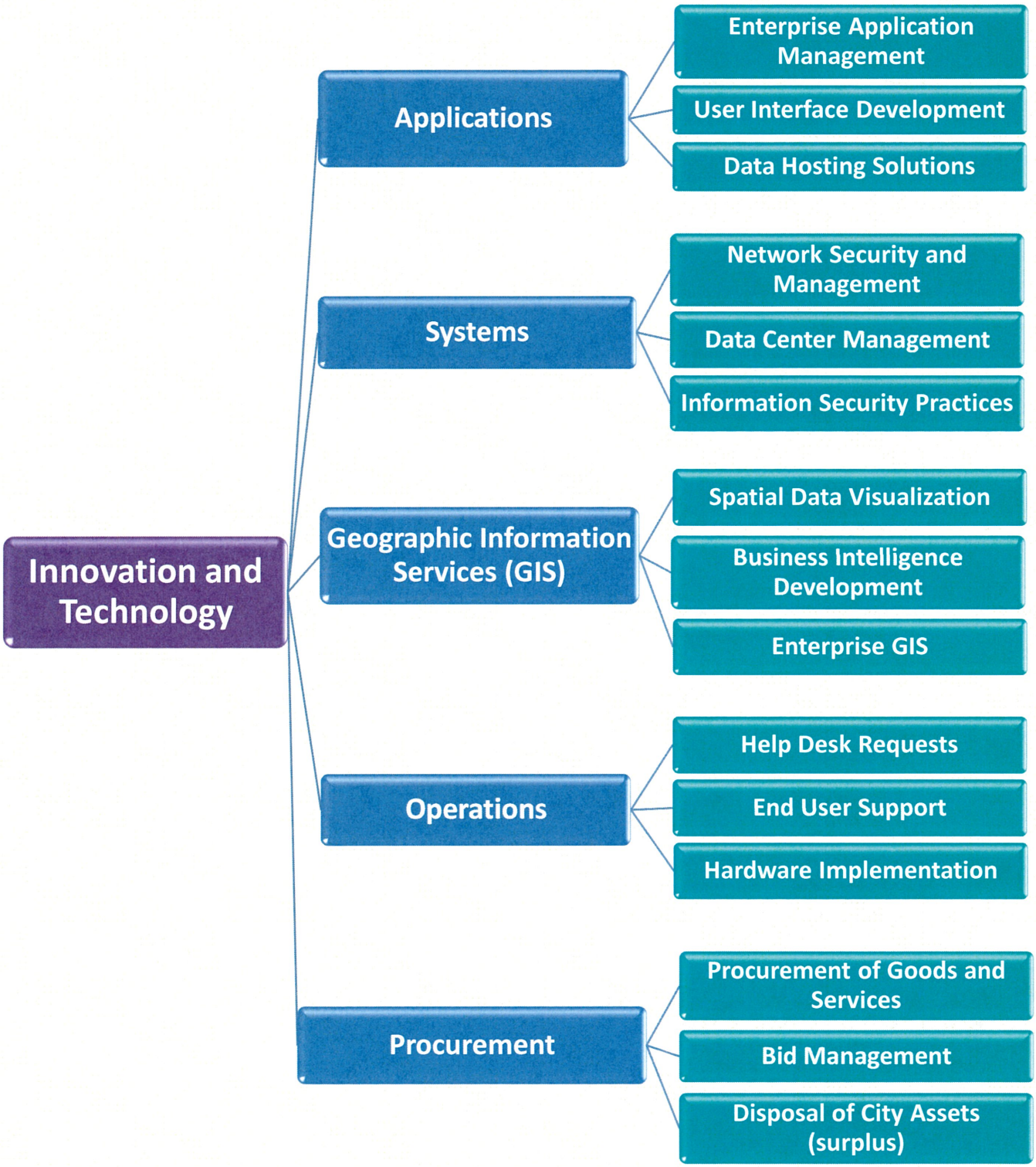
- 643 Purchase Orders issued; 40% increase from FY 18/19
- 29 Request for Proposals (RFP) processed; 45% increase from FY 18/19
- 21 Request for Bids (RFB) processed; 17% increase from FY 18/19
- 16 Request for Quotes (RFQ) processed; 33% increase from FY 18/19
- $95,752.61 revenue received from on-line surplus auction; 60.5% increase from FY 18/19





Innovation and Technology

Services to the Community



Economic and Community Development

Department Budget Summary

Overview of Department

The Department encompasses all Economic and Community Development activities including Economic Development, Building and Safety, Engineering, Planning, 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 Department coordinates implementation of the City's Economic and Community Development goals and objectives and capital projects planning programs.

FY 2020/21 Budget Highlights

- Deliver services of Building and Safety, Engineering, Planning, and Public Works under a common philosophy of innovation and excellent customer service
- Support the City Manager's Office in monitoring and ensuring efficient and timely implementation of key capital projects
- Provide effective coordination and monitoring of all Economic and Community Development programs and budgets that cross-over department lines.
- 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.
- Continue to work with DoIT staff to assist in the use of technology to provide guidance to existing and startup businesses and residents in the community.
- 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.

Economic and Community Development

Department Budget Summary

Funds Summary	Actuals 2018/19	Adopted Budget 2019/20	Adopted Budget 2020/21
Operating Budget			
Personnel Services	$ 401,671	$ 401,010	$ 426,610
Operations and Maintenance	266,274	404,340	375,660
Capital Outlay	-	-	-
Cost Allocation	-	-	-
Debt Service	-	-	-
Transfer Out	-	-	-
Subtotal	667,945	805,350	802,270
Other Funds			
Personnel Services	-	-	-
Operations and Maintenance	425,345	658,660	151,880
Capital Outlay	-	-	-
Cost Allocation	-	-	-
Debt Service	-	-	-
Transfer Out	-	-	-
Subtotal	425,345	658,660	151,880
All Funds			
Personnel Services	401,671	401,010	426,610
Operations and Maintenance	691,619	1,063,000	527,540
Capital Outlay	-	-	-
Cost Allocation	-	-	-
Debt Service	-	-	-
Transfer Out	-	-	-
Total Cost	**$ 1,093,290**	**$ 1,464,010**	**$ 954,150**
Staffing Summary (Budgeted)			
Full Time	3.0	3.0	3.0
Part Time	-	-	-
Total Staffing	3.0	3.0	3.0

Economic and Community Development

Performance Statistics

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

Building and Safety Services

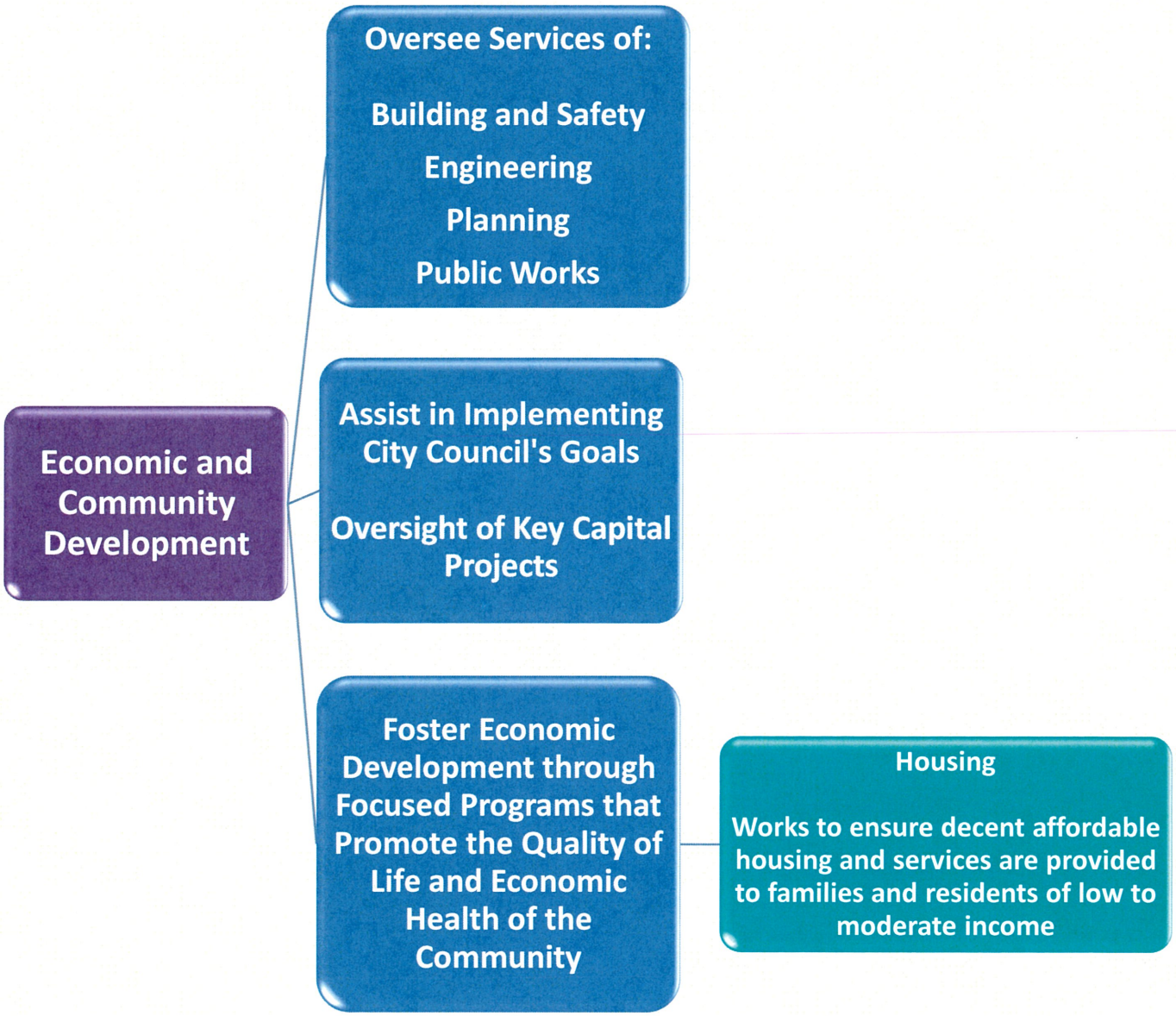
Engineering Services

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 illegal business activity bringing uses and structures within safe standards; and
- Provide 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 2020/21 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
- Develop community outreach through informative videos about inspections, permits, and code requirements

Building and Safety Services

Department Budget Summary

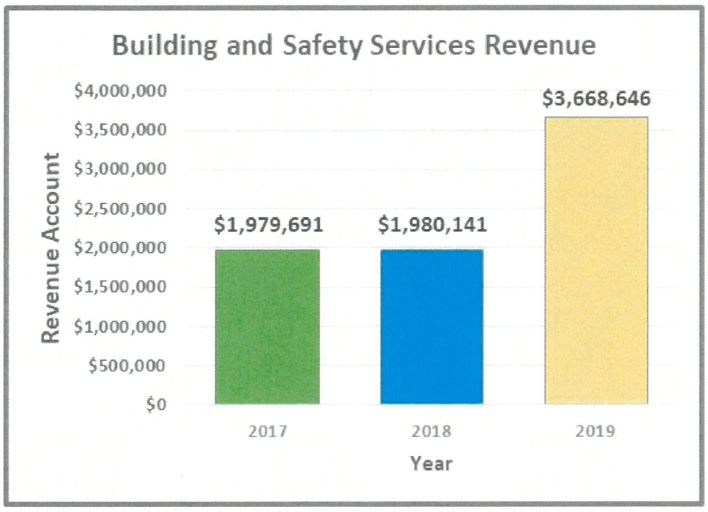
Funds Summary	Actuals 2018/19	Adopted Budget 2019/20	Adopted Budget 2020/21
Operating Budget			
Personnel Services	$ 1,600,436	$ 1,796,340	$ 1,655,910
Operations and Maintenance	150,187	120,610	110,140
Capital Outlay	-	-	-
Cost Allocation	-	-	-
Debt Service	-	-	-
Transfer Out	-	-	-
Subtotal	1,750,623	1,916,950	1,766,050
Other Funds			
Personnel Services	-	-	-
Operations and Maintenance	8,528	42,240	48,480
Capital Outlay	-	-	-
Cost Allocation	-	-	-
Debt Service	-	-	-
Transfer Out	-	-	-
Subtotal	8,528	42,240	48,480
All Funds			
Personnel Services	1,600,436	1,796,340	1,655,910
Operations and Maintenance	158,715	162,850	158,620
Capital Outlay	-	-	-
Cost Allocation	-	-	-
Debt Service	-	-	-
Transfer Out	-	-	-
Total Cost	**$ 1,759,151**	**$ 1,959,190**	**$ 1,814,530**
Staffing Summary (Budgeted)			
Full Time	16.0	16.0	15.0
Part Time	0.5	0.5	0.5
Total Staffing	16.5	16.5	15.5

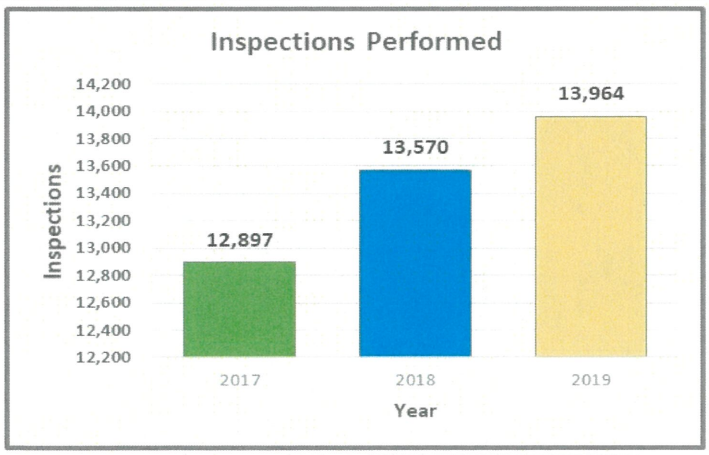
Building and Safety Services

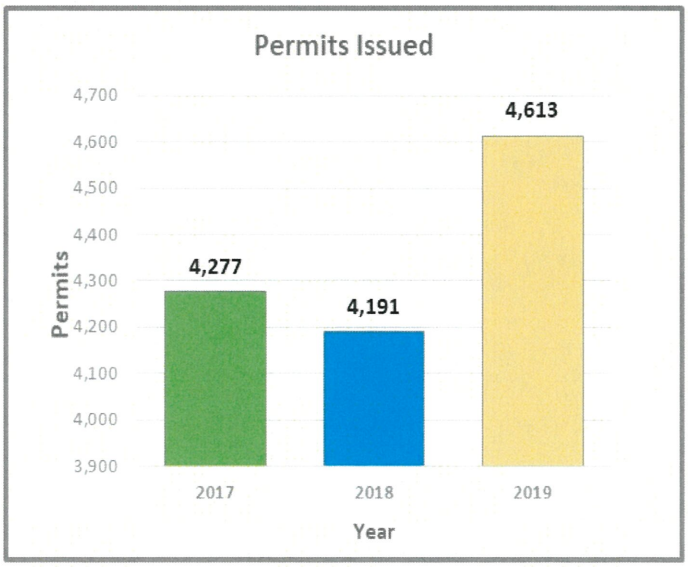
Performance Statistics

Building and Safety Services Department Highlights of 2019

- Over 1,974 electronic plans were submitted online in our Accela software, more than tripling last years 560 online submittals.
- Over 800 Photovoltaic (solar) permits were issued in 2019 with 51 Electric Vehicle charging stations permits issued.
- All permit submittals went 100% digital and online as of January 1, 2020.







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. There are four sections in the Engineering Services Department. The **Capital Project Management Section** plans, designs, and manages the construction of City-funded public improvement projects. The **Environmental Programs Section** is working collaboratively for an environmentally safe, healthy and sustainable community today and for future generations. The **Land Development and Transportation Section** provides services to residents, developers, businesses, and schools related to the development and redevelopment of land along with operation and planning for traffic and transportation needs. This section also provides administration and clerical support for the department. The **Rancho Cucamonga Municipal Utility (RCMU) Section** is dedicated to the operation and administration of the City's electrical distribution system, citywide streetlights and the fiber optic infrastructure network. This section also provides budget support for the department.

FY 2020/21 Budget Highlights

- Continue design and right-of-way phases of the Etiwanda Grade Separation Project.
- Construction of Phases 1 and Design of Phase 2 of the Advanced Traffic Management System (ATMS).
- Continue design and permitting phases for the replacement of the three independent bridges at the entrances to the equestrian center at Heritage Park with a single use-separated concrete bridge.
- Build out and expansion of the RC Fiber Network.
- Improvements planned for seven school crosswalk locations using Federal funding from the Community Development Block Grant program.
- Pavement rehabilitation, resurfacing, and slurry seal various roads and streets.

Engineering Services

Department Budget Summary

Funds Summary	Actuals 2018/19	Adopted Budget 2019/20	Adopted Budget 2020/21
Operating Budget			
Personnel Services	$ 2,057,782	$ 2,464,020	$ 2,153,370
Operations and Maintenance	263,616	316,750	199,930
Capital Outlay	-	-	-
Cost Allocation	-	-	-
Debt Service	-	-	-
Transfer Out	-	-	-
Subtotal	2,321,398	2,780,770	2,353,300
Other Funds			
Personnel Services	4,121,168	4,831,160	4,624,780
Operations and Maintenance	14,269,335	11,303,190	12,899,700
Capital Outlay	8,904,227	67,683,190	19,021,600
Cost Allocation	-	-	-
Debt Service	475,751	939,610	934,840
Transfer Out	1,578,680	1,726,150	1,727,040
Subtotal	29,349,161	86,483,300	39,207,960
All Funds			
Personnel Services	6,178,950	7,295,180	6,778,150
Operations and Maintenance	14,532,951	11,619,940	13,099,630
Capital Outlay	8,904,227	67,683,190	19,021,600
Cost Allocation	-	-	-
Debt Service	475,751	939,610	934,840
Transfer Out	1,578,680	1,726,150	1,727,040
Total Cost	**$ 31,670,559**	**$ 89,264,070**	**$ 41,561,260**
Staffing Summary (Budgeted)			
Full Time	37.0	39.0	35.0
Part Time	1.9	1.2	0.8
Total Staffing	38.9	40.2	35.8

Engineering Services

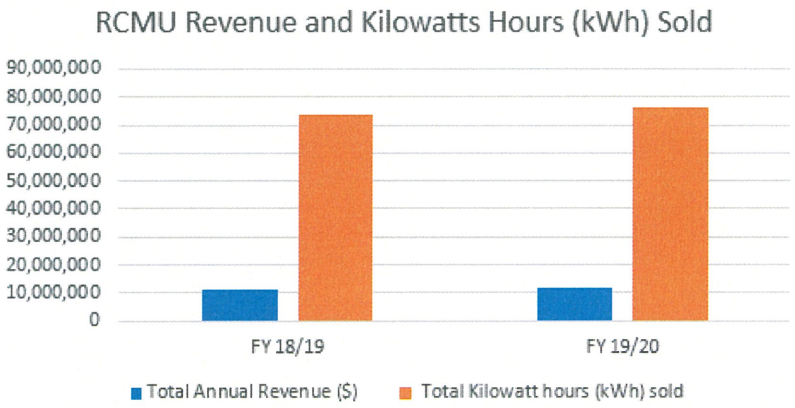
Performance Statistics

Core Service Categories

Public Infrastructure Improvements • Land Development • Transportation Development • Municipal Utility (RCMU) • Storm Water Pollution Prevention • Solid Waste Management • Recycling Programs • Household Hazardous Waste Management • Issuing Construction Permits

Capital Improvements Highlights

- 61 capital improvement projects identified in FY 2019/20 Capital Improvement Program (CIP)-in all phases (conception, design and construction).
- 45 capital improvement projects approved for construction in 2019 totaling $70 million in community investment.



RCMU Facts and System Data

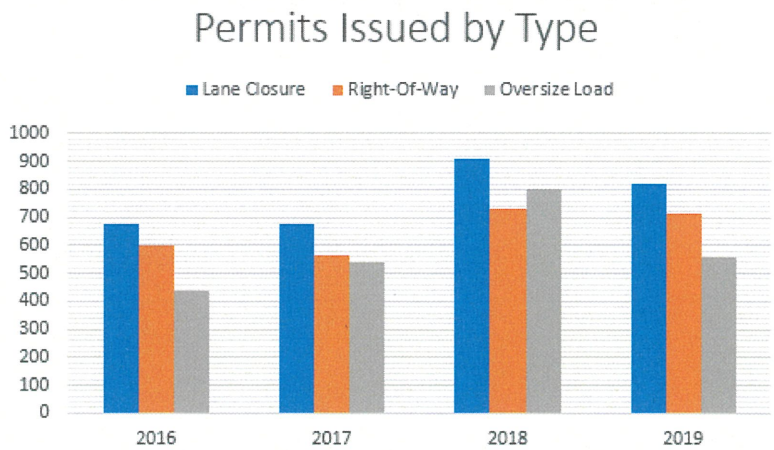
- Year established - 2001
- Date began providing power - May 2004
- Service area size - 4 square miles
- Number of transformers - 208
- Distribution Lines - 29 (circuit miles)
- Number of customers - 1,379 (as of Dec 2019)

Environmental Programs HHW Facility Highlights

- 7,219 participants served at the HHW Collection Facility
- 440,336 lbs. total HHW waste collected
- $18,707.30 generated in E-waste Revenue

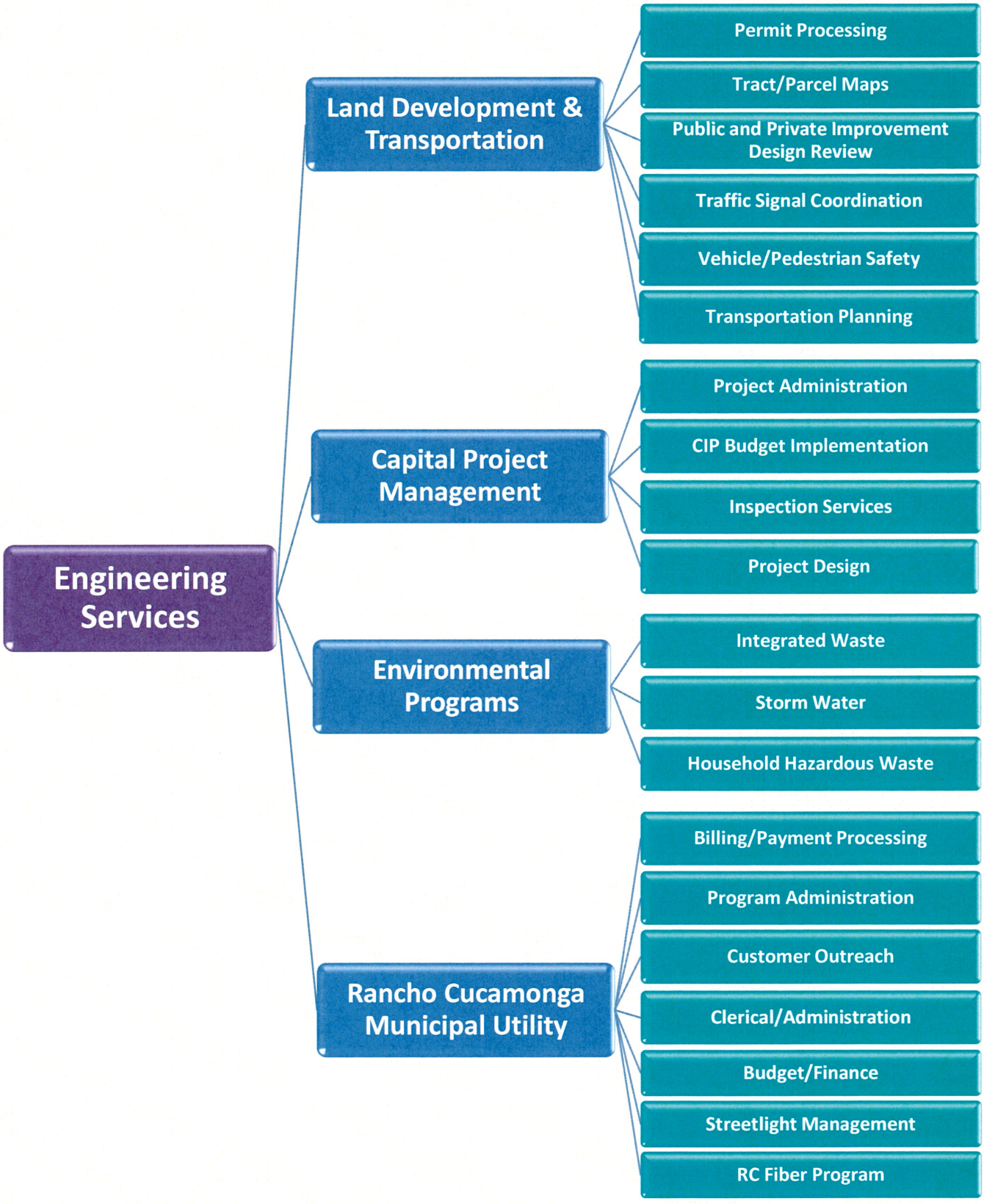
Land Development Highlights

- 2,090 permits issued for work in the Public Right-of-Way.
- 19 customers assisted each day on average at the front counter.



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 detailed analysis of all development proposals to verify consistency with the City's Goals and Policies; and working with other City Department's to build and maintain a high quality, balanced, and sustainable community for the Rancho Cucamonga residents, businesses, and visitors.

FY 2020/21 Budget Highlights

- Due to the financial impacts of the COVID-19 pandemic, two full-time staff positions have been defunded.
- Assist our local economy to recover from the COVID-19 closures, and then thrive in the new environment.
- Evaluate new ways to establish long-term and innovative development standards as a result of the changing post COVID business model.
- Continue work on PlanRC, the comprehensive update to the General Plan.
- Develop and execute a business assistance program utilizing $604,820 in CDBG funding provided by the CARES Act.
- Continue evaluating regulations from the state regarding housing, including the 15 bills adopted into last year's state "Housing Package," to understand the impact of these bills and address changes needed to the development code or our development review process.
- 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.

Planning

Department Budget Summary

Funds Summary	Actuals 2018/19	Adopted Budget 2019/20	Adopted Budget 2020/21
Operating Budget			
Personnel Services	$ 964,708	$ 1,490,770	$ 1,334,860
Operations and Maintenance	1,420,764	320,060	298,910
Capital Outlay	-	-	-
Cost Allocation	-	-	-
Debt Service	-	-	-
Transfer Out	-	-	-
Subtotal	2,385,472	1,810,830	1,633,770
Other Funds			
Personnel Services	330,925	322,430	269,030
Operations and Maintenance	424,575	513,330	526,050
Capital Outlay	855,917	1,116,640	4,467,410
Cost Allocation	-	-	-
Debt Service	-	-	-
Transfer Out	-	-	-
Subtotal	1,611,417	1,952,400	5,262,490
All Funds			
Personnel Services	1,295,633	1,813,200	1,603,890
Operations and Maintenance	1,845,339	833,390	824,960
Capital Outlay	855,917	1,116,640	4,467,410
Cost Allocation	-	-	-
Debt Service	-	-	-
Transfer Out	-	-	-
Total Cost	**$ 3,996,889**	**$ 3,763,230**	**$ 6,896,260**
Staffing Summary (Budgeted)			
Full Time	14.0	13.0	11.0
Part Time	0.8	0.8	-
Total Staffing	14.8	13.8	11.0

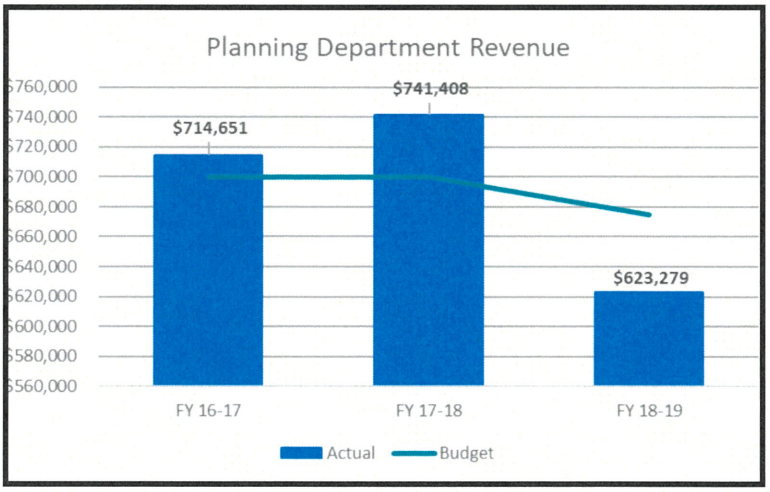
Planning

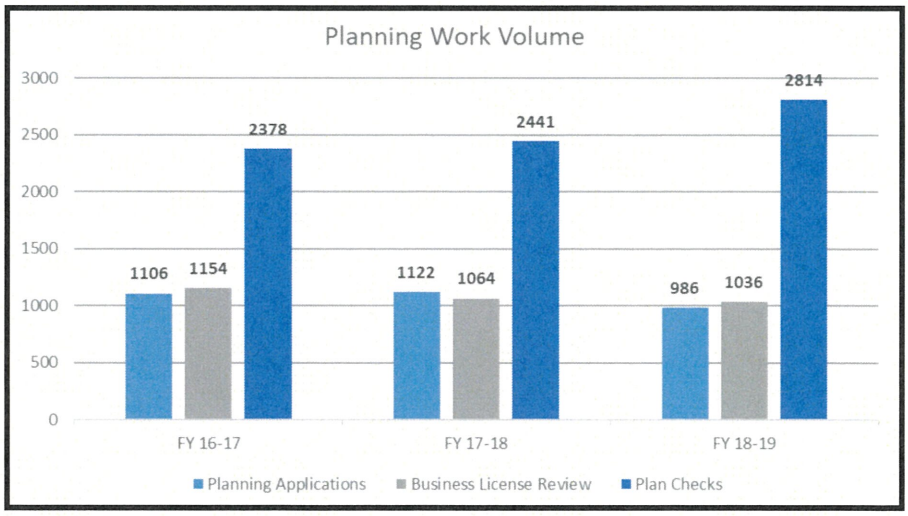
Performance Statistics

New Development Highlights 2019

Notable developments taking shape:

- Development of new housing at The Resort
- Haven City Market at Haven and Arrow
- The Row at Terra Vista on Haven and Church
- New warehouses at 4th and Utica





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 4 sections: *Facilities:* Serving 15 City facilities and 8 Fire District facilities (> 1 million sq. ft.); *Parks and Landscape:* Maintaining 31 parks, Adult Sports Park and baseball stadium, 125 street front miles of landscape, comprehensive inventory of trees, paseos and trails; *Street/Fleet/Storm Drain:* Care for 534 roadway miles and 3,964 catch basins and 188 vehicles, over 140 On and Off road equipment, graffiti removal, and 220 signal-controlled intersections/crossings; and *Administration/Project Management:* Manage departmental support services, contracts, safety and risk management, budget, and capital maintenance projects.

FY 2020/21 Budget Highlights

- Absorb increased costs of approximately $106,000 due to minimum wage increases that impact contract labor services, such as janitorial, security guard, and landscape maintenance services
- Provide maintenance services to the Public Safety Facility serving the western part of the city anticipated to be completed in early 2021
- Take a holistic approach to water management and focus on the goal to reduce overall city water consumption by identifying areas where water consumption can be reduced through water audits
- Replace the deteriorating rubberized playground surfaces at Rancho Summit Park in CFD 2000-03, meeting requirements of the National Playground Safety Standards
- Install two additional signals at Hellman Avenue at 6th Street and East Avenue at Highland Avenue
- Other projects include: traffic signal equipment replacements, Civic Center HVAC Plant Replacement, Animal Care and Adoption Center roof replacement, sports lighting structural upgrades at Old Town Park, and converting underutilized space in the fleet shop to rentable office space

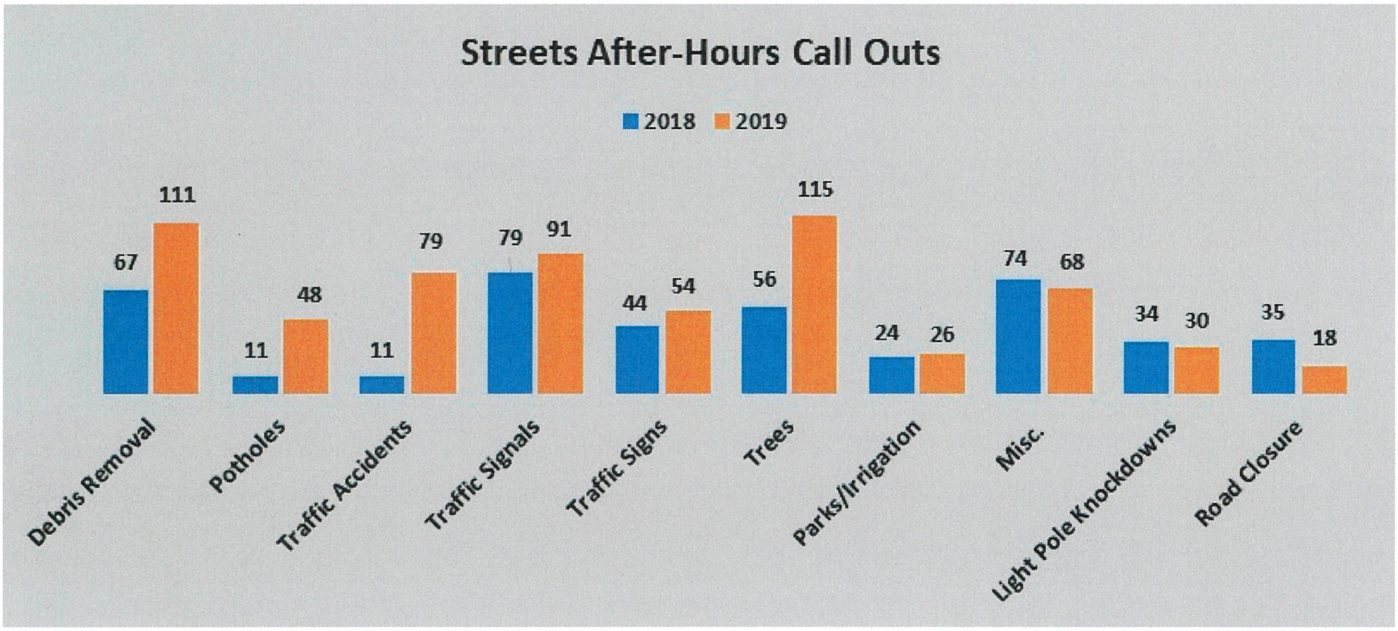
Public Works Services

Department Budget Summary

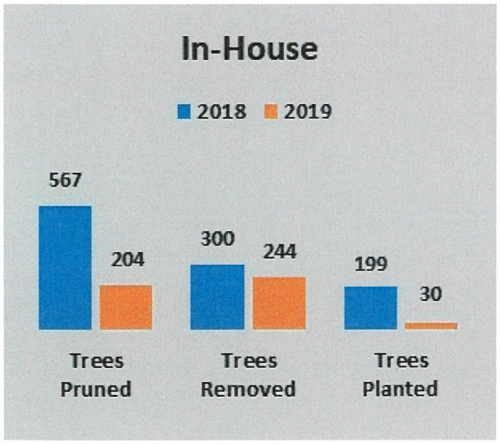
Funds Summary	Actuals 2018/19	Adopted Budget 2019/20	Adopted Budget 2020/21
Operating Budget			
Personnel Services	$ 4,685,425	$ 5,561,710	$ 5,133,260
Operations and Maintenance	5,355,316	6,601,730	5,950,770
Capital Outlay	-	475,000	200,000
Cost Allocation	(839,810)	(976,160)	(1,015,740)
Debt Service	-	-	-
Transfer Out	-	-	-
Subtotal	9,200,931	11,662,280	10,268,290
Other Funds			
Personnel Services	4,198,372	4,851,180	4,370,870
Operations and Maintenance	9,500,491	11,820,060	10,980,270
Capital Outlay	208,597	2,939,850	1,170,000
Cost Allocation	-	-	-
Debt Service	20,500	142,570	142,570
Transfer Out	278,650	571,520	684,290
Subtotal	14,206,610	20,325,180	17,348,000
All Funds			
Personnel Services	8,883,797	10,412,890	9,504,130
Operations and Maintenance	14,855,807	18,421,790	16,931,040
Capital Outlay	208,597	3,414,850	1,370,000
Cost Allocation	(839,810)	(976,160)	(1,015,740)
Debt Service	20,500	142,570	142,570
Transfer Out	278,650	571,520	684,290
Total Cost	**$ 23,407,541**	**$ 31,987,460**	**$ 27,616,290**
Staffing Summary (Budgeted)			
Full Time	129.0	130.0	121.5
Part Time	34.1	34.1	13.2
Total Staffing	163.1	164.1	134.7

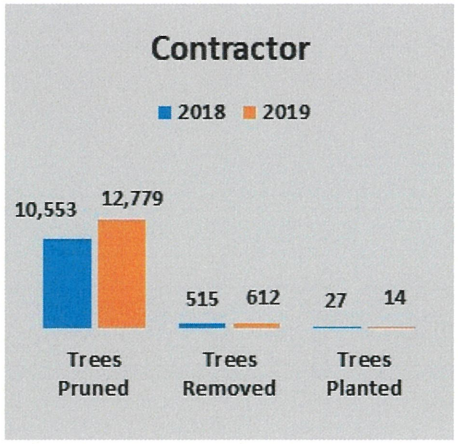
2019 Highlights

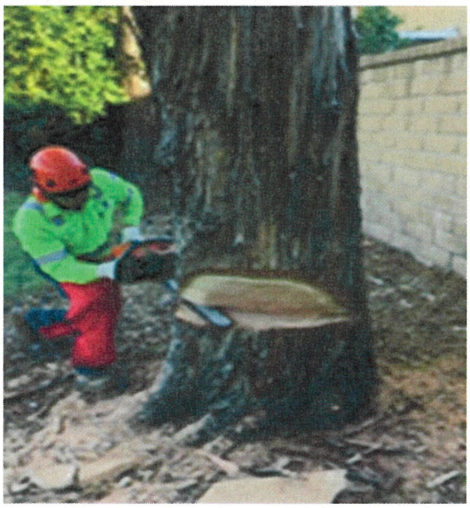
- 1,345 requests through RC2GO app; increased 261.6% over 2018.
  - 2 days on average to complete RC2GO requests.
- 5,741 potholes repaired; increased 44.2% over 2018.
- 17,340 sf. of asphalt removed/replaced (113 locations); increased 1.1% over 2018.
- 16,276 sf. of asphalt overlays (69 locations); increased 128.4% over 2018.
- 16,906 sf. of concrete sidewalk removed/replaced (190 locations); decreased 6% slightly from 2018.
- 824 linear ft. of concrete curb & gutter removed/ replaced (44 locations); increased 25% over 2018.
- 3,555 sf. of concrete drive approach removed/replaced (48 locations); increased 22.7% over 2018.
- Annual Concrete Repair Project (Contract); 37.9% decreased from 2018.
  - 31,019 square feet of sidewalk removed/replaced.



Tree Trimming

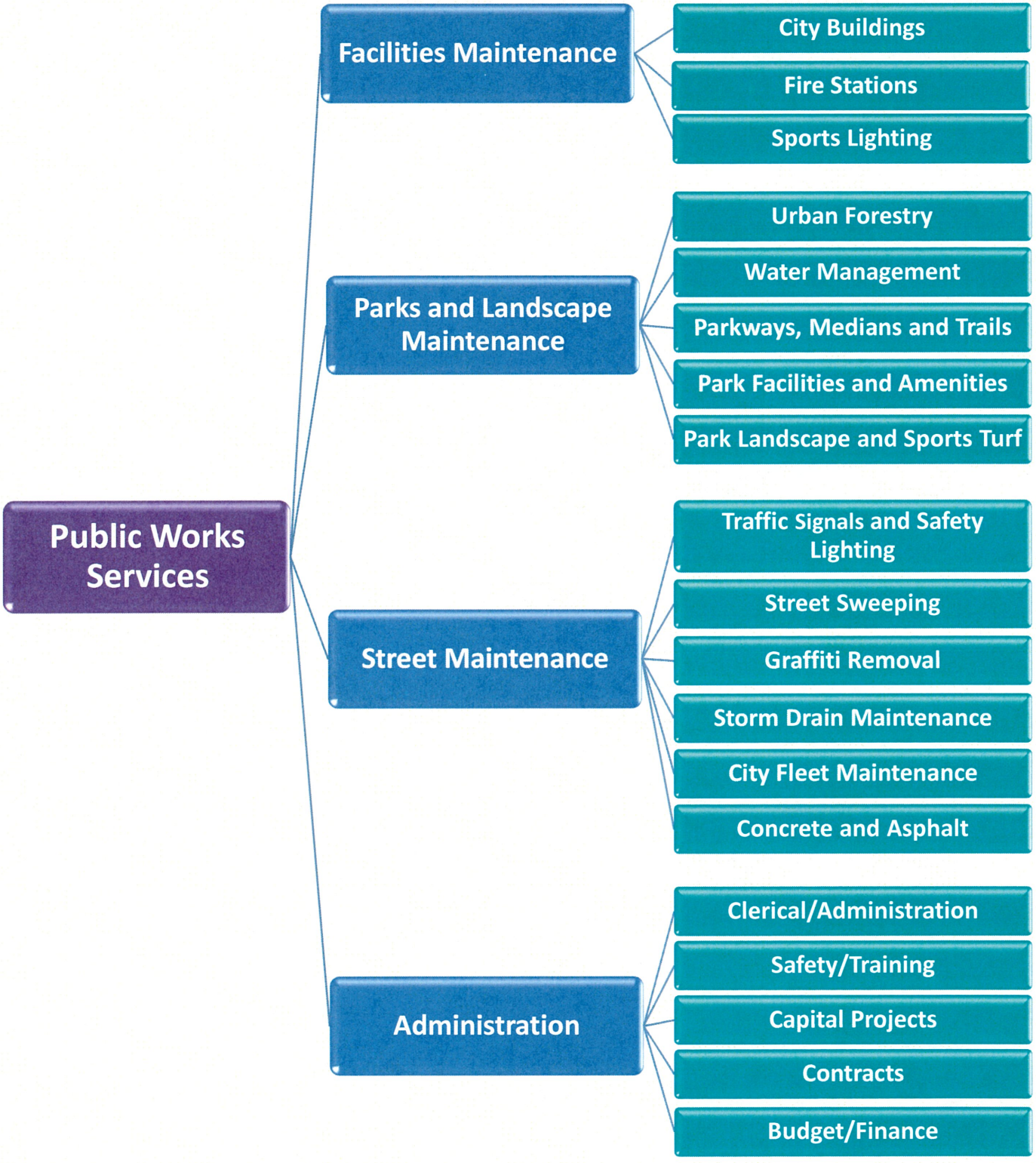






Public Works Services

Services to the Community



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CAPITAL IMPROVEMENT PROGRAM

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CITY OF RANCHO CUCAMONGA, CALIFORNIA

Fiscal Year 2020/21 Adopted Budget

Capital Improvement Program

Summary by Department

The City's Capital Improvement Program (CIP) for Fiscal Year 2020/21 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 2020/21:

Community Services	$ 3,638,520
Engineering Services	20,081,490
Fire District	3,334,500
Library Services	925,000
Public Works Services	3,913,500
Total Capital Improvement Program	$31,893,010

Some of the more significant capital improvement projects for each Department are discussed below.

Community Services projects include:

- The Central Park A/V Replacement project will replace existing audio/visual equipment at the two main banquet halls at Central Park.
- The Central Park Dog Park project will add a new Dog Park to the City, an amenity determined through the City's Fiscal Year 2018/19 Central Park Master Plan Update, which included community workshops and surveys.
- The Parks Master Plan represents the Citywide master plan of parks and recreational facilities.

Engineering Services projects include:

- The 4th Street Pavement Rehabilitation project should restore the existing road surface from Haven Avenue to Ontario Mills Drive to a substantially new condition, extending pavement life, use, and rideability.
- The Day Creek Channel Bike Trail project from Jack Benny Drive to Baseline Road will provide a paved pathway for pedestrians and bicyclists for both recreational and commuting uses.
- The Etiwanda Avenue Grade Separation project from Whittram Avenue to Napa Street will provide an elevated four lane roadway crossing that should improve safety and traffic circulation.
- The Foothill Boulevard Pavement Rehabilitation project should 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 three parallel bridges with one multi-use bridge (separated uses) that span the Demens Creek Channel at Heritage Community Park.
- Local Street Pavement Rehabilitation at Various Locations.
- School Crosswalk Improvements project should enhance school crosswalks at seven locations by modifying access curb ramps, installing solar powered flashing beacons (at specified locations), and installing high visibility crosswalks.

Fire District projects include:

- Fire District Town Center Station 178 project will result in a station that serves the center of the Rancho Cucamonga community and will be the primary draw-down unit for each adjacent fire station. It will house an all-risk apparatus and crew that will work on a 24/7/365-day cycle.
- Public Safety Facility Fiber Extension will connect the new Public Safety Facility to the existing Rancho Fiber backbone.
- Fire District Solar Station 177 project will install a solar photovoltaic system at the Hellman Fire Station 177.

Library Services projects include:

- 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.

Public Works Services projects include:

- Citywide Concrete Repair project should repair sections of concrete sidewalks, curb/gutters and drive approaches damaged by tree roots, etc. in the public right of way. Project Location is Area 1 between Hellman to Carnelian and Highland to Banyan and Area 4 between Vineyard to Hellman and Arrow to Foothill.
- Civic Center HVAC Plant Replacement project will install new interior and exterior lighting controls, along with HVAC controls, for all City buildings.
- LMD 2 Water Conservation/Landscape Renovation project is a continuation of previous year's turf removals and replacement with drought tolerant landscaping to reduce water usage.
- LMD 4R Water Conservation/Landscape Renovation project is a continuation of previous year's turf removals and replacement with drought tolerant landscaping to reduce water usage.
- Roof Repair project will replace existing roof at the Animal Care and Adoption Center.

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 2020/21 are included in the following pages.

CITY OF RANCHO CUCAMONGA, CALIFORNIA
Fiscal Year 2020/21
Adopted Budget
Capital Improvement Program
Detail by Department

Department / Project Description	Funding Source	Amount
Community Services		
Central Park A/V Replacement	Capital Reserve	$ 220,000
Central Park - Dog Park	Gas Tax R&T 7360	201,760
	State Grant	2,686,760
		2,888,520
Cultural Center Courtyard - Redesign	Capital Reserve	190,000
Cultural Center - Lighting Control System	Capital Reserve	50,000
Garcia Park - Ball Field Lights	LMD 9	40,000
Parks Master Plan	Park Development	250,000
	Community Services Total:	3,638,520
Engineering Services		
4th Street - Pavement Rehabilitation	Gas Tax R&T 7360	450,000
	Measure I	500,000
		950,000
6th Street Cycle Track	Infrastructure	170,690
9th Street Sidewalk Improvements from Baker Avenue to 700 feet East of Baker	Infrastructure	96,200
	Safe Route	90,800
		187,000
ADA Ramps at Various Locations	Measure I	100,000
Advance Traffic Management System - Phase 2	Transportation	612,000
Base Line Road Utility Underground	Underground Utilities	40,000
Civic Center East Lot - Electric Line Extension	Municipal Utility	197,000
Day Creek Channel Bike Trail from Jack Benny Drive to Base Line Road	AB 2766	216,000
	Ped Grant/Art 3	401,200
		617,200
Etiwanda Avenue East Side Widening	Transportation	152,000
Etiwanda Avenue from Foothill Boulevard to Wilson Avenue	Measure I	100,000
Etiwanda Avenue Grade Separation	SB 1 - TCEP	11,000,000
Fire Station 3 - SCE Exit to RCMU	Municipal Utility	57,500
Foothill Boulevard @ Etiwanda Avenue - Traffic Signal Installation	Gas Tax R&T 7360	100,000

CITY OF RANCHO CUCAMONGA, CALIFORNIA
Fiscal Year 2020/21
Adopted Budget
Capital Improvement Program
Detail by Department

Department / Project Description	Funding Source	Amount
Foothill Boulevard from Grove Avenue to San Bernardino Road	Gas Tax R&T 7360	370,000
Foothill Boulevard - Pavement Rehabilitation	Road Maintenance & Rehab	1,850,000
Grind and Patch Asphalt Pavement at Arterial Intersection	Gas Tax R&T 7360	30,000
Hellman Avenue - Sidewalk Improvements	Community Block Grant	72,200
Heritage Park Bridge Replacements	PD 85	100,000
	Fire Capital Projects	100,000
		200,000
Local Street Pavement Rehabilitation at Various Locations	Measure I	490,000
	Road Maintenance & Rehab	550,000
		1,040,000
Pecan Avenue from Whittram Avenue to Arrow Route - Street Improvements	Community Block Grant	700,000
School Crosswalk Improvements	Community Dev Block Grant	247,300
South East Corner at Foothill Boulevard and Etiwanda Avenue - Sidewalk Survey	Community Dev Block Grant	10,000
Synchronization at 10 Traffic Signals	Transportation	361,800
The Resort Parkway (North) - Distribution	Municipal Utility	5,000
Vineyard Avenue @ San Bernardino Road - Traffic Signal Modification	Transportation	90,000
	Fire Capital Projects	150,000
		240,000
Whittram Avenue from Etiwanda Creek to Hickory Avenue - Pavement Rehabilitation	Community Dev Block Grant	71,800
Youngs Canyon Road - Extension from Koch Place to Cherry Avenue	AD 88-2	600,000
	Engineering Services Total:	20,081,490

CITY OF RANCHO CUCAMONGA, CALIFORNIA
Fiscal Year 2020/21
Adopted Budget
Capital Improvement Program
Detail by Department

Department / Project Description	Funding Source	Amount
Fire District		
Fire District - Solar Station 177	Fire Capital Projects	137,500
Fire District - Towne Center Station - 178	Fire Capital Projects	2,900,000
Public Safety Facility Fiber Extension	Fire Capital Projects	165,550
	Fiber Optic Network	47,300
	Transportation	23,650
		236,500
Station 175 - Fiber	Fire Capital Projects	30,250
Station 176 - Fiber	Fire Capital Projects	30,250
	Fire District Total:	3,334,500
Library Services		
Paul A. Biane Library - Second Story and Beyond Project	Library Capital Fund	925,000
	Library Services Total:	925,000
Public Works Services		
Biane Library - Carpet Replacement	Capital Reserve	20,000
Central Park - Refurbished Design	Capital Reserve	12,000
Citywide Concrete Repair	General Fund	200,000
	Measure I	100,000
		300,000
Citywide HVAC & Lighting Controls	Capital Reserve	50,000
Civic Center - HVAC Plant Replacement	Capital Reserve	1,500,000
Fleet Shop - Rental Space	Capital Reserve	150,000
LMD 2 - Light Pole Replacements	LMD 2	25,000
LMD 2 - Water Conservation/Landscape Renovation	LMD 2	400,000
LMD 4R - Water Conservation Landscape Renovation	LMD 4	400,000
Old Town Park - Sports Lighting Structural Retrofit	LMD 1	40,000
Paseo Lighting Retrofits	LMD 2	25,000
Replace Rubberized Playground Surface	CFD 2000-03	148,000
Roof Repair	Capital Reserve	250,000

CITY OF RANCHO CUCAMONGA, CALIFORNIA
Fiscal Year 2020/21
Adopted Budget
Capital Improvement Program
Detail by Department

Department / Project Description	Funding Source	Amount
Tennis Court - LED Light Project	LMD 10	65,000
Traffic Signal Battery Backup System Replacement	Gas Tax R&T 7360	127,500
	Equip/Veh Replacment	150,000
		277,500
Traffic Signal Modifications - Various Locations	Gas Tax R&T 7360	176,000
Victoria Groves Park - RR Roof Replacement	LMD 2	75,000
	Public Works Services Total:	3,913,500
	Total Capital Improvement Projects:	$ 31,893,010

APPENDIX

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CITY OF RANCHO CUCAMONGA, CALIFORNIA
Fiscal Year 2020/21 Adopted Budget
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.

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

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. 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.

- 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.

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.

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.

INVESTMENT POLICY

The Statement of Investment Policy shall be reviewed annually to ensure its consistency with the overall objectives of the City and its relevance to Federal, State, and local law; prudent money management; and financial and economic trends, and submitted to the City Council for approval in December. The policy applies to all funds and investment activities under the direct authority of the City. Financial assets held and invested by trustees or fiscal agents are subject to the regulations established by the State of California pertaining to investments by local agencies as well as the related bond indentures.

Cash management and investment transactions are the responsibility of the City Treasurer and/or his designee. Criteria for selecting investments in order of priority are safety, liquidity and yield. The City operates its pooled cash investments under the "Prudent Person Standards." Under the provisions of the City's investment policy and in accordance with Section 53601 of the California Government Code, the City may invest in the following types of investments:

- Securities of the U.S. Government, or its agencies
- Municipals (Warrants, Notes and Bonds)
- Certificates of Deposit (or Time Deposits)
- Negotiable Certificates of Deposit
- Banker's Acceptances
- Commercial Paper
- Local Agency Investment Fund (State Pool) Demand Deposits
- Joint Powers Authority (JPA) Investment Pool (Short-Term)
- Deposit of Funds
- Repurchase Agreements (Repos)
- Medium Term Corporate Notes
- Supranational Securities
- Investment Agreements

In order to minimize the impact of market risk, it is the intent that all investments will be held to maturity. The City Treasurer shall prepare and submit a monthly investment report to the City Council and City Manager.

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 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.
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.

Ratio	Ceiling
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.
   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.
   1. 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.
   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.
   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.
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

1. All investments of bond proceeds shall adhere to the City's Investment Policy, approved periodically by the City Council.

IX. CONDUIT DEBT

1. 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.
2. 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.
3. The City will not in any way pledge the City's credit in any form.
4. 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:
      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.

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.

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.

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 2019/20 is $1,036,588,356 while the City's debt subject to the limitation is $0. As a result, the City has not exceeded its legal debt limit.

Legal Debt Margin Calculation for Fiscal Year 2019/20:

Assessed value	$ 27,642,356,156
Debt limit (3.75% of assessed value)	1,036,588,356
Debt applicable to limit:	
General obligation bonds	-
Legal debt margin	$ 1,036,588,356

Debt Service Obligations

The following schedule summarizes the City's debt service obligations for Fiscal Year 2020/21:

Fund	Issue Date	Description	Maturity Date	Interest Rates	FY 2020/21 Principal	FY 2020/21 Interest	FY 2020/21 Total	Outstanding Principal at 06/30/2021
Fiber Optic Enterprise Fund	2019	2019 Lease Revenue Bonds, Series A	2039	3.000 - 5.000%	$ -	$ 449,456	$ 449,456	$ 9,875,000
Fiber Optic Enterprise Fund	2019	2019 Lease Revenue Bonds, Series B	2025	2.850 - 3.125%	$ 425,000	$ 60,375	$ 485,375	1,585,000
		Fiber Optic Enterprise Fund Total			**$ 425,000**	**$ 509,831**	**$ 934,831**	**$ 11,460,000**
Internal Service Fund	2019	Capital Lease	2023	4.715%	**470,310**	**57,020**	**527,330**	**995,689**
				Total	**$ 895,310**	**$ 566,851**	**$ 1,462,162**	**$ 12,455,689**

Note: Amounts Unaudited

Glossary of Budget Terms

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.
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.
Adopted Budget:	The official budget as approved by the City Council at the start of each fiscal year.
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.
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.
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.
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.

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.
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.
Expenses:	Decreases in net total assets. Expenses represent the total cost of operations during a period regardless of the timing of related expenditures.

Glossary of Budget Terms

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.
GFOA:	Government Finance Officers Association
Governmental Accounting Standards Board (GASB):	The independent organization that establishes and improves standards of accounting and financial reporting for U.S. state and local governments.

Glossary of Budget Terms

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.
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.
Investment Grade:	A rating issued by the three major bond rating agencies, Moody's, Standard & Poor's, and Fitch, rated BBB, Baa or Better. Many fiduciaries, trustees, and some mutual fund managers can only invest in securities with an investment grade rating.
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.
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 form other governments, fines, forfeitures, grants, shared revenues and interest income.
Special Revenue Funds:	Account for the revenue derived form 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.

Glossary of Budget Terms

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

ADA	Americans with Disabilities Act
AQMD	Air Quality Management District
BERT	Business Emergency Response Training
BYB2RC	Bring Your Business 2 Rancho Cucamonga
C.A.N.I.N.E.	Campus Awareness, Narcotic Intervention, Narcotic Education
CAFR	Comprehensive Annual Financial Report
CAL-ID RAN	California Identification System Remote Access Network
CDBG	Community Development Block Grant
CDTFA	California Department of Tax and Fee Administration
CERT	Community Emergency Response Training
CFD	Community Facilities District
CIP	Capital Improvement Program
CNG	Compressed Natural Gas
CONFIRE	Consolidated Fire Agencies, Joint Power Authority
CPI	Consumer Price Index
CPR	Cardiopulmonary Resuscitation
CSD	Community Services Department
CVWD	Cucamonga Valley Water District
EIR	Environmental Impact Review
ESRI	Environmental Systems Research Institute
FLSA	Fair Labor Standards Act
FTE	Full Time Equivalent
FY	Fiscal Year
GFOA	Government Finance Officers Association
GIS	Geographic Information Systems
GOTMD	Greater Ontario Tourism Marketing District
HdL	Hinderliter de Llamas
HHW	Household Hazardous Waste
HR	Human Resources
HVAC	Heating, Ventilating, and Air Conditioning
IAQ	Indoor Air Quality
IESBDC	Inland Empire Small Business Development Center
IPM	Integrated Pest Management
KIDS	Kids Interactive Discovery Space
LED	Light-Emitting Diode
LMD	Landscape Maintenance District
PCI	Pavement Condition Index
PD	Park District
PEPRA	Public Employees' Pension Reform Act
PERS	Public Employees Retirement System
PSVN	Public Safety Video Network
RCLS	Rancho Cucamonga Library Services
RCMU	Rancho Cucamonga Municipal Utility
REGIS	Rancho Enterprise Geographic Information Systems
ROPS	Recognized Obligation Payment Schedule
SANBAG	San Bernardino Associated Governments
SBCERA	San Bernardino County Employee Retirement Association
SBOE	California State Board of Equalization
SCE	Southern California Edison
SLD	Street Lighting District
TOD	Transit Oriented Development
TOT	Transient Occupancy Tax
VLF	Vehicle License Fees

CITY OF RANCHO CUCAMONGA, CALIFORNIA
Fiscal Year 2020/21 Adopted Budget

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.

Description of Funds by Fund Type

Fund #	Fund Description
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 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.

Description of Funds by Fund Type

Fund #	Fund Description
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.
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 Develpmnt** - 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.

Description of Funds by Fund Type

Fund #	Fund Description
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.
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.

Description of Funds by Fund Type

Fund #	Fund Description
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.
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.

Description of Funds by Fund Type

Fund #	Fund Description
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.
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.
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.

Description of Funds by Fund Type

Fund #	Fund Description
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.
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.

Description of Funds by Fund Type

Fund #	Fund Description
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.
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.
250	**Recreation Services** - Established to account for the wide variety of classes, special events, and activities sponsored by the Community Services Department.

Description of Funds by Fund Type

Fund #	Fund Description
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 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. For Fiscal Year 2020/21, the State Grants Fund accounts for funds from Proposition 68 for the construction of a dog park at Central Park.
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.

Description of Funds by Fund Type

Fund #	Fund Description
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.
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.

Description of Funds by Fund Type

Fund #	Fund Description
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.
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.

Description of Funds by Fund Type

Fund #	Fund Description
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 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 acquis ion 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.

Description of Funds by Fund Type

Fund #	Fund Description
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.
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.

Description of Funds by Fund Type

Fund #	Fund Description

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.

702 **REGIS Connect** - Established to account for costs associated with the development of the Rancho Cucamonga Enterprise GIS Connect Program which provides services to the City and agency partners that are in need of their expertise.

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.

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.

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.

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.

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