

# CITY OF ONTARIO

BUILDING A BETTER TOMORROW

## 2017-2018 ADOPTED ANNUAL OPERATING BUDGET SUMMARY

**MOMENTUM**  
BUILDING A BETTER TOMORROW



# MOMENTUM

BUILDING A BETTER TOMORROW



**Paul S. Leon**  
Mayor



**Debra Dorst-Porada**  
Mayor pro Tem



**Alan D. Wapner**  
Council Member



**Jim W. Bowman**  
Council Member



**Ruben Valencia**  
Council Member

*City of Ontario*  
*List of Principal Officials*

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*Elected Officials*

|                          |                |
|--------------------------|----------------|
| Paul S. Leon .....       | Mayor          |
| Debra Dorst-Porada ..... | Mayor pro Tem  |
| Alan D. Wapner .....     | Council Member |
| Jim W. Bowman.....       | Council Member |
| Ruben Valencia .....     | Council Member |
| James R. Milhiser.....   | City Treasurer |
| Sheila Mautz.....        | City Clerk     |

*Administrative Staff*

|                          |   |
|--------------------------|---|
| Al C. Boling.....        | City Manager                                |
|                          | Executive Director of the Housing Authority |
| Vacant.....              | Assistant City Manager                      |
| John E. Brown.....       | City Attorney                               |
| Brad Kaylor.....         | Police Chief                                |
| Robert B. Elwell Jr..... | Fire Chief                                  |
| Mark Chase.....          | Community & Public Services Director        |
| Scott Burton .....       | Utilities General Manager                   |
| Brent D. Schultz.....    | Housing & Municipal Services Director       |
| John P. Andrews.....     | Economic Development Director               |
| Vacant.....              | Development Director                        |
| Elliott Ellsworth.....   | Information Technology Director             |
| Grant D. Yee.....        | Administrative Services/Finance Director    |

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# ***Introduction***



## *Adopted Fiscal Year 2017-18 Annual Operating Budget*

### **To The Honorable Mayor and City Council:**

It is my pleasure to present to you the Adopted Operating Budget for the City of Ontario and the Ontario Housing Authority for Fiscal Year 2017-18. This document implements the policy direction provided by the Mayor and City Council through their adopted goals and objectives and serves as a financial plan for the continued improvement of the quality of life for Ontario's residents and commercial climate of its businesses.

### **Citywide Budget**

The Operating Budget document is comprised of three separate volumes: Operating Budget Summary; Operating Budget Detail; and Five-Year Capital Improvement Program. The Operating Budget Summary provides a high-level overview of each operational unit's activities and programs included in the budget for the upcoming year. The Operating Budget Detail includes detailed information at the revenue and expenditure account levels. The City's comprehensive capital spending plan for the forthcoming years is presented in the Five-Year Capital Improvement Program.

The Fiscal Year 2017-18 Adopted Operating Budget is consistent with the Mayor and City Council's goals and objectives - to continue to preserve public safety levels, meet community and cultural needs, and deliver on critical capital projects. The City of Ontario's Adopted Operating Budget, including transfers, for Fiscal Year 2017-18 is **\$510,264,998** (this includes **\$228,677,218** in the General Fund and **\$281,587,780** in other funds that include Special Revenue, Capital Projects, Enterprise Operations, and Internal Services). The Adopted Operating Budget for Fiscal Year 2017-18 for the Ontario Housing Authority is **\$1,368,007**, and for the Redevelopment Successor Agency it is **\$12,920,979**. The total overall budget is **\$524,553,984**.

## Economic Outlook

The local economy is continuing to show signs of improvement, with continued growth in retail sales as well as employment, combined with moderate gains in the housing market. Sales tax revenue for the fourth quarter 2016 grew 9.6 percent compared to the same quarter a year ago, with office equipment and light industry continuing to be the highest producing sectors. Although the City has experienced strong gains in sales tax revenues, we anticipate a decline or flat growth for the calendar year 2017 due to a loss of a major sales tax producer in the City and the slowing of vehicle sales. Although the Consumer Confidence Index declined in April 2017 to 120.3, after the gains experienced in the previous two months, it still remains at strong levels.

Home values are improving as demonstrated by the strong growth of 8.3 percent compared to the

prior year in the median sale price of single-family homes in the Inland Empire for March 2017. Home sales also experienced robust gains of 8.5 percent. This increase is primarily the result of home buyers being pushed out of the Los Angeles and Orange County housing markets due to the higher home prices in those regions.

Gross Domestic Product (GDP), the broadest measure of economic output, increased only minimally at 0.7 percent for the first quarter of 2017 as a result of the widening of the US trade deficit. This is a decline compared to the gain of 2.1 percent experienced in the fourth quarter of 2016. In addition, the national labor market continues to create enough jobs to keep up with the population and labor force growth; these job gains are reflected in a steady unemployment rate experienced in the State of California and locally in the Inland Empire region.

| <i>Funding Sources</i>                         | <i>Total Revenues &amp; Transfers-In</i> |                       |                      | <i>Total Expenditures &amp; Transfers-Out</i> |                       |                      |
|--|--|-----------------------|----------------------|---|-----------------------|----------------------|
|  | Adopted<br>2016-17                       | Adopted<br>2017-18    | Change               | Adopted<br>2016-17                            | Adopted<br>2017-18    | Change               |
| General Fund <sup>a</sup>                      | \$ 205,169,000                           | \$ 228,677,218        | \$ 23,508,218        | \$ 205,288,040                                | \$ 228,677,218        | \$ 23,389,178        |
| Special Revenues Fund                          | 20,562,802                               | 22,029,194            | 1,466,292            | 22,926,608                                    | 24,281,448            | 1,354,840            |
| Capital Project Funds                          | 4,349,718                                | 9,329,322             | 4,979,604            | 10,764,987                                    | 32,154,320            | 21,389,333           |
| Enterprise Funds                               | 143,547,741                              | 138,174,722           | (5,373,019)          | 171,931,135                                   | 179,197,004           | 7,265,869            |
| Internal Service Funds                         | 38,845,463                               | 42,190,061            | 3,344,598            | 41,979,358                                    | 45,955,008            | 3,975,650            |
| <b>Total City Ontario</b>                      | <b>\$ 412,474,724</b>                    | <b>\$ 440,400,517</b> | <b>\$ 27,925,693</b> | <b>\$ 452,890,128</b>                         | <b>\$ 510,264,998</b> | <b>\$ 57,374,870</b> |
| Redevelopment<br>Successor Agency <sup>b</sup> | 15,225,214                               | 12,920,979            | (2,304,235)          | 15,225,214                                    | 12,920,979            | (2,304,235)          |
| Housing Authority                              | 525,803                                  | 347,832               | (177,971)            | 1,257,478                                     | 1,368,007             | 110,529              |
| <b>Total</b>                                   | <b>\$ 428,225,741</b>                    | <b>\$ 453,669,328</b> | <b>\$ 25,443,487</b> | <b>\$ 469,372,820</b>                         | <b>\$ 524,553,984</b> | <b>\$ 55,181,164</b> |

<sup>a</sup> Excluding General Fund Trust

<sup>b</sup> Excluding Redevelopment Successor Agency transfers.



## **CalPERS**

The California State Public Employees Retirement System (CalPERS) is considerably underfunded, primarily due to the lower than projected earning rates combined with significant investment losses incurred during the Great Recession. All of this has contributed to dramatic increases to the City's CalPERS contribution rates. With the recent adoption of amortization and smoothing policy changes by the CalPERS Board to address the severity of the underfunding, significant employer contribution rates increases have already begun. CalPERS' proposed rates will increase by approximately 50 percent by Fiscal Year 2019-20. In addition, the CalPERS Board approved in December 2016 lowering the discount rate assumption, the long-term rate of return, from 7.5 percent to 7.0 percent over the next three years. This will increase employer contribution costs by approximately \$4.9 million to the City's General Fund beginning in Fiscal Year 2018-19; this upcoming increase is on top of the already planned increases. This will result in a significant constraint on operating budgets in future fiscal years.

## **Budget Issues Ahead**

The overall economy is projected to grow slowly over the next couple of years due to continued stagnant wage growth, the potential negative impact to the domestic economy resulting from the unstable global economic landscape, and the Federal Reserve's current actions to taper back its bond purchases (quantitative easing), which has kept borrowing costs low. In addition, Ontario needs to be cognizant of a potential decline or flat growth in sales tax revenues for calendar years 2017 and 2018 due to the relocation of a major sales tax generator out of the City and the slowing of auto sales. This is only partially offset by new business attraction, as the City continues its dynamic economic development strategies to bring new businesses and jobs to Ontario. Other major challenges the City continues to contend with locally are the rising cost of medical benefits for active employees and the unfunded liabilities for retiree medical benefits. In order for the City to successfully manage these significant budget issues, it is recommended that Ontario practice fiscal discipline and establish proactive measures to safely navigate this upcoming fiscal event.

## General Fund

Consistent with the Mayor and City Council's conservative approach to prudent fiscal management, the Fiscal Year 2017-18 Adopted Operating Budget includes General Fund revenues and transfers-ins of **\$228,677,218**, and reflects an increase of 11.5 percent when compared to Fiscal Year 2016-17 Adopted Budget. This recommended amount reflects projected modest growth in Sales Tax, Property Tax, and Occupancy Tax revenues.

The Adopted Fiscal Year 2017-18 General Fund expenditure budget, including transfers-out, is **\$228,677,218**. The increase of 11.4 percent to the overall General Fund expenditure is primarily in Personnel Services as a result of contractual employment contracts, higher rates in health and retirement benefits, and the addition of 82 full-time positions, of which 72 were approved by the City Council through prior actions taken during the 2016-17 fiscal year (a net increase of ten positions are adopted for Fiscal Year 2017-18).



These personnel modifications will ensure the City stays ahead of service demands that accompany the development and growth in the Ontario Ranch area, and maintains the City Council's vision for a safe and prosperous community. Reimbursement from the Ontario International Airport Authority (OIAA) of approximately \$16.8 million will offset the expenses related to City fire and police staffing (27 positions in fire and 53 positions in police) dedicated toward airport safety and operations at the Ontario International Airport (ONT).

The City's projected General Fund Unreserved Ending Fund Balance as of June 30, 2018 is **\$39,625,584** and is 18.0 percent of General Fund appropriations. This achieves the City's budget policy guideline of establishing a prudent General Fund balance reserve level of 18 percent of annual appropriations. The General Fund Unreserved Fund Balance is intended to be used for specific and defined emergency events, such as an earthquake, and to address immediate needs in resources without impacting City services.

## Fiscal Year 2017-18 Budget Highlights

During this economic growth cycle, Ontario continues its transformation as the next urban center in Southern California. As part of this transformation, and the City Council's goal to *Focus Resources in Ontario's Commercial and Residential Neighborhoods*, the Adopted Budget for Fiscal Year 2017-18 allocates \$6.3 million for street pavement rehabilitation, traffic signage, handicap access ramps and other street related improvements.

Improvements to community facilities and parks continue to be a priority for the City, as directed by the City Council's goal to *Encourage, Provide or Support Enhanced Recreational, Educational, Cultural and Healthy City Programs, Policies and Activities*. The Adopted Budget for Fiscal Year 2017-18 includes approximately \$1.1 million for replacement of the synthetic field at Ontario Soccer



Park and \$500,000 for various improvements at City facilities and parks, including renovation of restrooms at Historic Jay Littleton Ballpark and installation of a new dog park in south Ontario located at Whispering Lakes Golf Course.

Consistent with the City Council's goal to *Maintain the Current High Level of Public Safety*, the Adopted Budget for Fiscal Year 2017-18 earmarks an additional \$4.3 million for the Fire Training Center expansion project; \$1.0 million for the replacement of twenty-one police vehicles; and \$675,000 for the replacement of a fire water tender truck. Additionally, \$2.0 million annually is set-aside to fund the Public Safety Equipment Reserve.

Moreover, the Adopted Budget for Fiscal Year 2017-18 achieves the City Council's goal to *Invest in the City's Infrastructure* by allocating approximately \$46.8 million in various capital improvement projects throughout the City, including \$10.3 million for bridge undercrossing improvements at Fourth Street and the Interstate 10 freeway; \$4.5 million to provide potable water supplies to those impacted by the South Archibald Plume; \$2.4 million for Interstate 10 freeway interchange improvements at Vineyard and Euclid Avenues; and \$2.1 million for the removal and replacement of overhead utilities to underground them along Holt Boulevard. In addition, \$6.5 million is earmarked for the replacement of an outdated and cumbersome utility billing system with a new system that will meet the growing needs of the City and ever changing State and local requirements.

**Conclusion**

The Adopted Operating Budget addresses City Council priorities, is fiscally balanced, and continues to support high quality municipal services, maintenance and expansion needs of the City's infrastructure and facilities, and the investment and reinvestment of City resources into the Community.

Lastly, I wish to express my sincere appreciation to the Mayor and City Council for providing clear and outstanding leadership, goals and direction which have been incorporated into the Adopted Operating Budget for Fiscal Year 2017-18, and to the staff members who have contributed in the preparation of this budget.

Due to the continued strong, responsible leadership and prudent fiscal policy direction of the Mayor and City Council, the City of Ontario is prepared to take advantage of opportunities in this current economic growth cycle, as well as prepare for times to come.

Respectfully submitted,



Al C. Boling  
City Manager

# ***Budget Overview***

# Budget Overview

Budget guidelines are developed for use in preparing the annual budget and are evaluated each year to ensure adherence to the Mayor and City Council Goals and Objectives.

In the City Council approved Budget Development Guidelines, an ultimate goal for a General Fund reserve of 18 percent of annual appropriations was established. The Adopted Budget for Fiscal Year 2017-18 reflects a projected ending General Fund undesignated balance that meets the Mayor and City Council's Goal.

## **Budget Policy Guidelines**

Modest revenue growth has permitted the expansion of the General Fund Base Target for Fiscal Year 2017-18. This expansion accommodates general cost increases in providing essential government services to the community. Additionally, it should be noted that the focus of the Fiscal Year 2017-18 Budget is still on existing programs and services. The target numbers were based upon the Fiscal Year 2016-17 Adopted Budget plus two percent of recurring operating and contractual expenditures. Excluded from the two percent increase are items such as personnel costs, overtime, internal services, utilities, legal services, and capital expenditures. Agencies may redistribute at their discretion between departments, division, and/or activities as long as the Agency's overall General Fund expenditure request does not exceed its base target number. In addition, Agencies have been instructed to operate within their Fiscal Year 2017-18 General Fund Operating budgeted amounts.

All appropriations lapse at fiscal year end. Outstanding encumbrance balances at fiscal year end require re-approval by the Mayor and City Council as part of the First Budget Update Report. Budget reports are presented to the City Council and the public on a quarterly basis; however the City Council may amend the budget at any time during the fiscal year. Budget reports include appropriations adjustments and revised revenue projections as needed.

The following list (in no priority order) will be used to evaluate all future funding alternatives generated from budget savings.

- ◆ **Fund Balance Reserve** - Establish a prudent General Fund balance reserve level of 18 percent of annual appropriations.
- ◆ **Equipment Replacement** - Maintain adequate reserves to replace vehicles and equipment when they become obsolete.
- ◆ **Infrastructure** - Provide the Mayor and City Council with a minimum of 10 percent of annual General Fund appropriations to be applied to discretionary infrastructure projects as defined in the Five-Year Capital Improvement Program.
- ◆ **Investment in Productivity Enhancing Equipment (Software, Tools, etc.)** - Invest in new technology to promote maximum efficiency.
- ◆ **Enhance Neighborhood and Commercial Programs** - Invest in the general appearance of Ontario's neighborhood and commercial areas.
- ◆ **Community Based Recreational and Cultural Services** - Provide increased funding for recreational and cultural services.
- ◆ **Fully Fund Liabilities** - Ensure sound fiscal health. Liabilities, such as retiree medical and accrued leave balances, must be fully funded.



# *Annual Budget Development Process*

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The Ontario Municipal Code, Title 2, Chapter 3, Section 107, requires that the City Manager present the Annual Operating Budget to the Mayor and City Council for approval. The Administrative Services Agency, under the direction of the Administrative Services/Finance Director, is responsible for compiling the estimated revenues and appropriations for the City Manager. Prior to the beginning of the new fiscal year, the Mayor and City Council adopts the Annual Operating Budget at a public budget workshop.

One of the City's budget policies is that all appropriations lapse at fiscal year end. Outstanding encumbrance balances at fiscal year end require re-approval by the Mayor and City Council as part of the First Budget Update Report. The Mayor and City Council may amend the budget at any time during the fiscal year. Budget reports are presented to the Mayor and City Council and the public on a quarterly basis which include appropriations adjustments and revised revenue projections as needed.

The City Manager may authorize budget transfers between line items, programs and agencies as long as the total budget has not exceeded the amount approved by the Mayor and City Council. Budgetary changes between funds require Mayor and City Council approval. The level of budgetary controls is set at the Agency level by fund to ensure compliance with the budget as approved by the Mayor and City Council.

The development of the Annual Operating Budget begins in February with the dissemination of the budget preparation guidelines, including the policies and procedures to ensure that the preparation of the budget conforms to fiscal policies and guidelines established by the Mayor and City Council. Following the distribution of the budget development guidelines, a budget "kick-off" meeting is held with Agency Heads and other key City staff members to review the budget development guidelines.

Additionally, justifications and explanations are required for the following:

- ◆ Any staffing level changes
- ◆ Purchase of capital equipment
- ◆ Contractual professional services
- ◆ Travel and conferences

Before the Agency budget requests are submitted to the City Manager, the Administrative Services Agency reviews and analyzes all Agency budget requests. This review includes comparative analysis of historical and current expenditure levels. The City Manager and the Administrative Services staff then hold meetings with each Agency Head to discuss the budget requests and obtain additional information to assist in the assessment of the requests. Following the meetings, the Agency Head adjusts line item requests in accordance with the City Manager's direction. Finally, the Annual Operating Budget is presented to the Mayor and City Council for consideration and approval at a public budget workshop.



## **FY 2017-18 Operating Budget Calendar**

### **July 2017**

- ▶ Fiscal Year begins

### **September 2017**

- ▶ Departments submit FY 2017-18 First Budget Update requests

### **November 2017**

- ▶ Council meets to consider the FY 2017-18 First Budget Update Report

### **January 2018**

- ▶ Departments submit FY 2017-18 Second Budget Update requests

### **February 2018**

- ▶ Council meets to consider the FY 2017-18 Second Budget Update Report
- ▶ Budget Guidelines are developed
- ▶ Hold FY 2018-19 Budget Kick-off meeting and provide Budget Preparation Manual

### **March 2018**

- ▶ Open access to the online Budget System
- ▶ Departmental Budget preparation begins

### **April 2018**

- ▶ Close access to the online Budget System
- ▶ Departments submit Expenditure Budget, Capital Projects, Revenue Projections, and Agency Highlights
- ▶ Begin review of Departmental Budgets
- ▶ Departments submit FY 2017-18 Third Budget Update requests

### **May 2018**

- ▶ Council meets to consider the FY 2017-18 Third Budget Update Report
- ▶ Prepare Recommended Operating and Capital Improvement Budgets for the upcoming year
- ▶ Conduct Agency Budget meetings with the City Manager
- ▶ Revise Recommended Operating and Capital Improvement Budgets

### **June 2018**

- ▶ Finalize Recommended Operating and Capital Improvement Budgets for the upcoming year
- ▶ Mayor and City Council consider the recommended Operating and Capital Improvement Budgets
- ▶ Mayor and City Council adopt the Operating and Capital Improvement Budgets
- ▶ Publish Final Budget documents 60 days after Adoption





***Expenditures  
& Revenue***

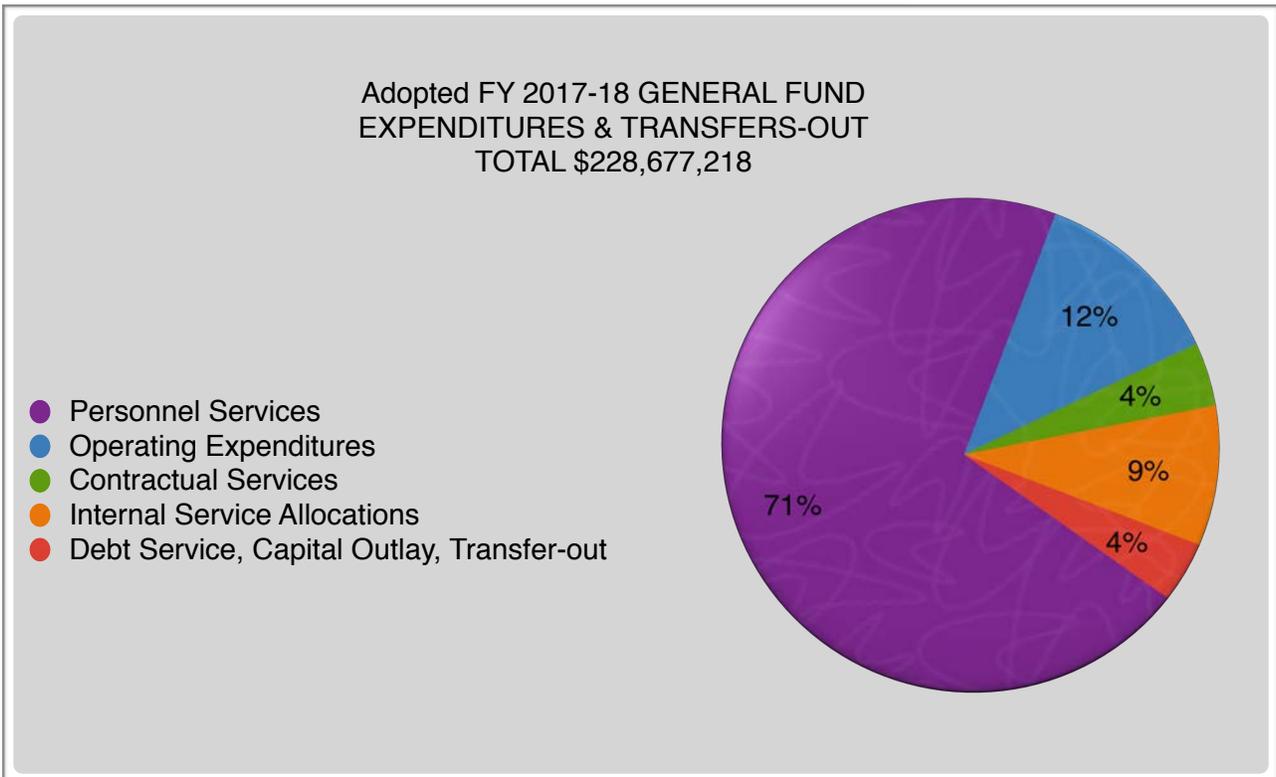
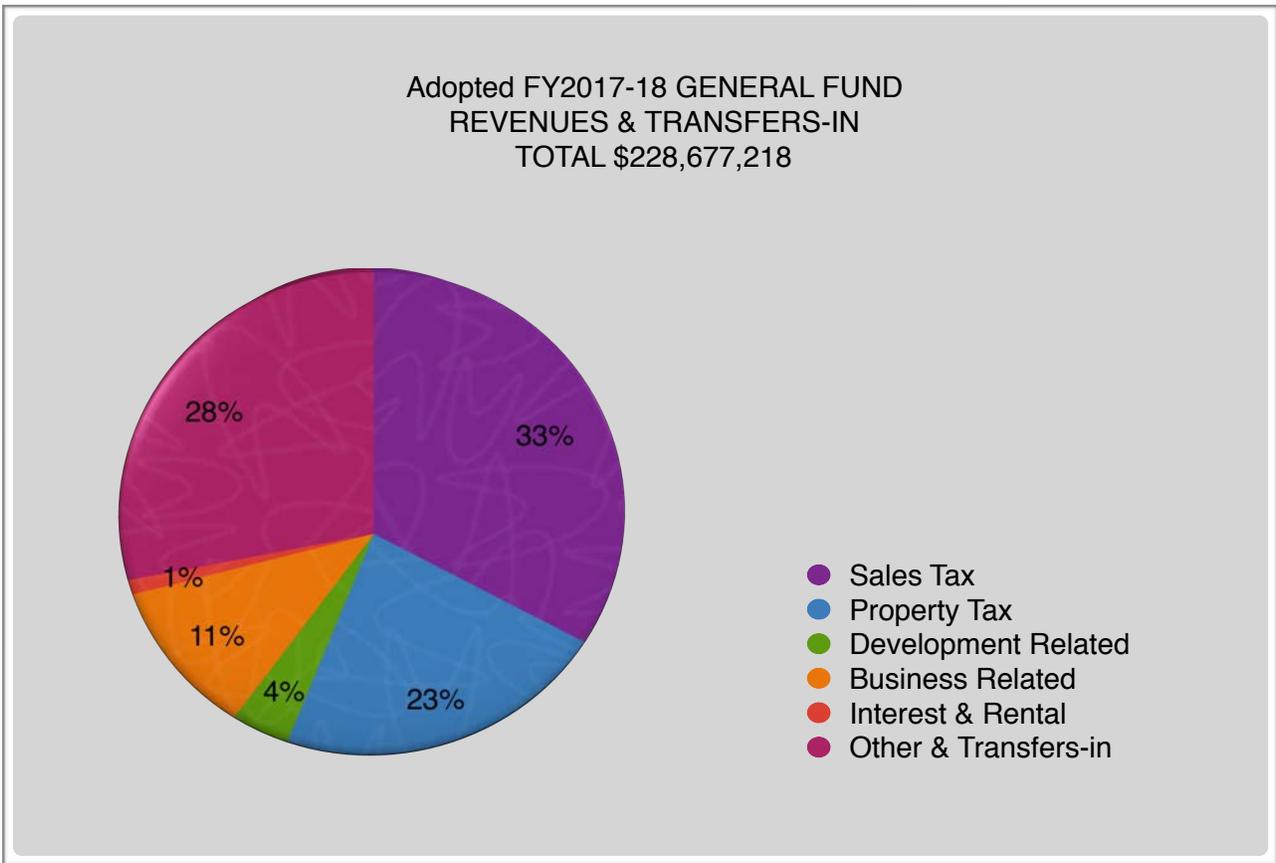
# *Expenditures / Revenue Overview*

## *- General Fund*

The General Fund provides most of the services commonly associated with governmental activities, such as Fire, Police, Library, Recreation and Community Services, Parks and Maintenance, and Development (Planning, Building, and Engineering). The total Adopted General Fund appropriations, including transfers-out, are \$228,677,218 for Fiscal Year 2017-18. Funding sources for the General Fund include Sales Tax, Property Tax, Transient Occupancy Tax, Business License Tax, Parking Tax, Franchise Fees, and Development related fees. For Fiscal Year 2017-18, the total Adopted General Fund revenue projections, including transfers-in, are \$228,677,218.



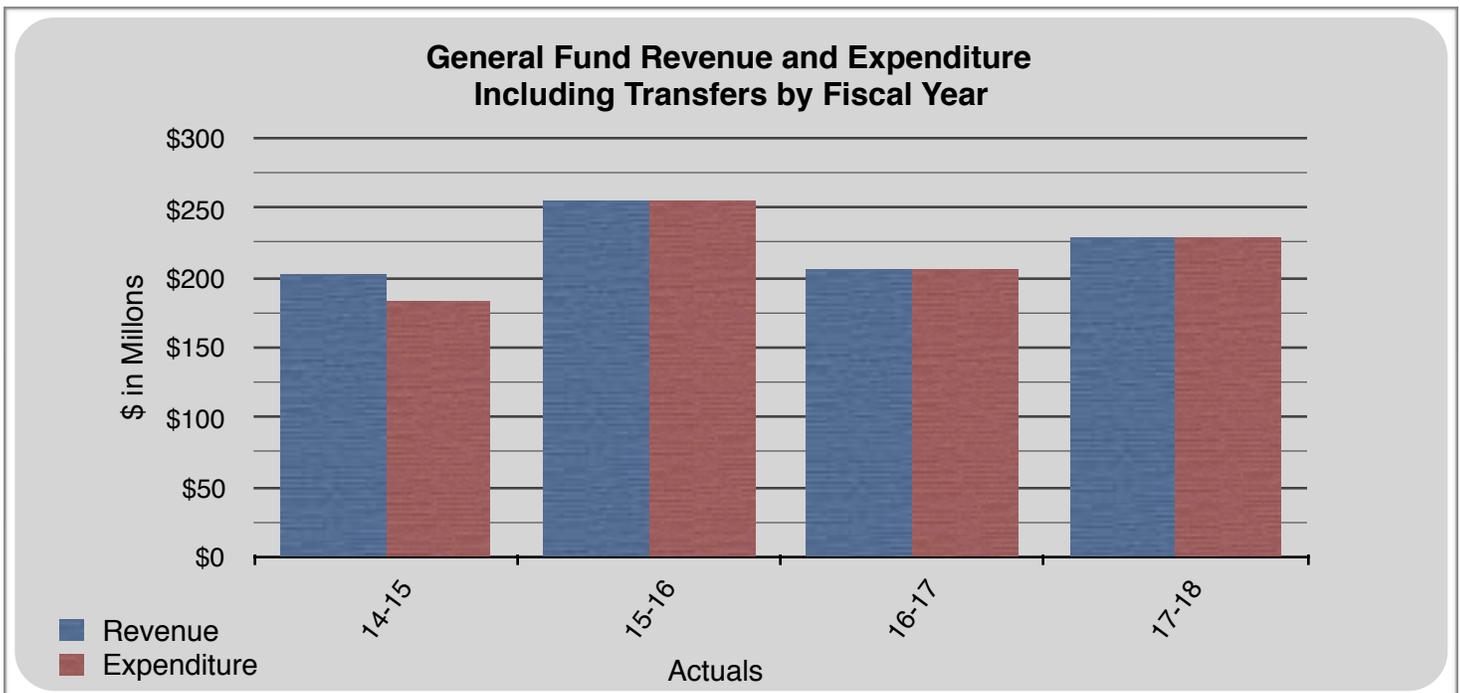
*Expenditures/Revenue Overview - General Fund*



# Expenditures/Revenue Overview - General Fund

## 2017-18 General Fund Summary

|   | 2014-15<br>Actuals   | 2015-16<br>Actuals   | 2016-17<br>Adopted   | 2016-17<br>Current<br>Budget | 2017-18<br>Adopted<br>Budget | % Change<br>to Adopted<br>Budget<br>2016-17 |
|---|----------------------|----------------------|----------------------|------------------------------|------------------------------|---|
| <b>REVENUES</b>                               |                      |                      |                      |                              |                              |   |
| Sales Tax                                     | \$ 77,496,371        | \$ 93,852,107        | \$ 74,000,000        | \$ 74,000,000                | \$ 76,250,000                | 3.0%  |
| Property Tax                                  | 47,733,803           | 59,900,814           | 51,000,000           | 51,000,000                   | 52,000,000                   | 2.0%  |
| Development Related                           | 10,217,436           | 9,211,709            | 6,785,000            | 8,195,291                    | 7,695,000                    | 13.4%                                       |
| Business Related:                             |                      |                      |                      |                              |                              |   |
| Business License Tax                          | 6,825,185            | 6,954,932            | 6,450,000            | 6,650,000                    | 6,800,000                    | 5.4%  |
| Occupancy Tax                                 | 12,057,576           | 13,090,992           | 12,500,000           | 12,500,000                   | 12,875,000                   | 3.0%  |
| Parking Tax                                   | 3,126,753            | 3,225,997            | 2,800,000            | 2,800,000                    | 2,900,000                    | 3.6%  |
| Franchises                                    | 3,476,151            | 3,413,854            | 3,250,000            | 3,250,000                    | 3,150,000                    | -3.1%                                       |
| Interest & Rentals                            | 1,608,544            | 2,687,514            | 1,825,140            | 1,825,140                    | 2,325,000                    | 27.4%                                       |
| Other:  |                      |                      |                      |                              |                              |   |
| Motor Vehicle License Fees                    | 71,526               | 68,099               | 0                    | 70,000                       | 0                            | 0.0%  |
| Recreation Program                            | 964,131              | 948,530              | 901,000              | 901,000                      | 938,000                      | 4.1%  |
| Miscellaneous Revenues                        | 6,183,402            | 4,895,037            | 7,971,169            | 17,245,841                   | 19,907,525                   | 149.7%                                      |
| Reimbursables                                 | 3,628,614            | 3,969,704            | 2,648,021            | 4,928,546                    | 4,608,275                    | 74.0%                                       |
| <b>Total Revenues</b>                         | <b>\$173,389,492</b> | <b>\$202,219,289</b> | <b>\$170,130,330</b> | <b>\$183,365,818</b>         | <b>\$189,448,800</b>         | <b>11.4%</b>                                |
| <b>Transfers-In</b>                           | <b>\$ 28,114,147</b> | <b>\$ 52,543,612</b> | <b>\$ 35,038,670</b> | <b>\$ 35,192,325</b>         | <b>\$ 39,228,418</b>         | <b>12.0%</b>                                |
| <b>TOTAL REVENUES &amp; TRANSFERS-IN</b>      | <b>\$201,503,639</b> | <b>\$254,762,901</b> | <b>\$205,169,000</b> | <b>\$218,558,143</b>         | <b>\$228,677,218</b>         | <b>11.5%</b>                                |
| <b>EXPENDITURES</b>                           |                      |                      |                      |                              |                              |   |
| Personnel / Services                          | \$121,549,503        | \$132,102,387        | \$143,900,466        | \$149,869,428                | \$162,546,995                | 13.0%                                       |
| Operating Expenditures                        | 23,170,853           | 69,667,192           | 26,046,733           | 28,633,077                   | 27,161,449                   | 4.3%  |
| Contractual Services                          | 8,233,148            | 7,897,868            | 8,647,291            | 11,538,915                   | 9,994,564                    | 15.6%                                       |
| Internal Service Allocations                  | 18,656,363           | 18,997,068           | 19,591,327           | 19,822,733                   | 20,434,818                   | 4.3%  |
| Debt Service & Capital Outlay                 | 30,390               | 4,800,513            | 1,072,290            | 4,648,699                    | 220,880                      | -79.4%                                      |
| <b>Total Expenditures</b>                     | <b>\$171,640,257</b> | <b>\$233,465,028</b> | <b>\$199,258,107</b> | <b>\$214,512,852</b>         | <b>\$220,358,706</b>         | <b>10.6%</b>                                |
| <b>Transfers-out</b>                          | <b>\$ 11,248,205</b> | <b>\$ 22,035,569</b> | <b>\$ 6,029,933</b>  | <b>\$ 20,852,958</b>         | <b>\$ 8,318,512</b>          | <b>38.0%</b>                                |
| <b>TOTAL EXPENDITURES &amp; TRANSFERS-OUT</b> | <b>\$182,888,462</b> | <b>\$255,500,597</b> | <b>\$205,288,040</b> | <b>\$235,365,810</b>         | <b>\$228,677,218</b>         | <b>11.4%</b>                                |



# *Expenditures Overview - General Fund*

## 2017-18 Total General Fund Expenditure by Major Category

|                                    | 2014-15<br>Actual     | 2015-16<br>Actual     | 2016-17<br>Adopted<br>Budget | 2016-17<br>Current<br>Budget | 2017-18<br>Adopted<br>Budget | % Change<br>to Adopted<br>Budget<br>2016-17 |
|------------------------------------|-----------------------|-----------------------|------------------------------|------------------------------|------------------------------|---|
| <b>Personnel Services</b>          |                       |                       |                              |                              |                              |   |
| 51010 Salaries-Full Time           | \$ 62,474,082         | \$ 67,401,809         | \$ 73,918,562                | \$ 75,776,028                | \$ 83,491,339                | 13.0%                                       |
| 51020 Salaries-Temporary/Part Time | 1,770,351             | 1,910,229             | 2,327,897                    | 2,279,315                    | 2,429,511                    | 4.4%  |
| 51030 Salaries-Overtime            | 13,004,877            | 15,646,345            | 12,348,682                   | 14,691,522                   | 14,963,170                   | 21.2%                                       |
| 51100 Fringe Benefits              | 43,769,243            | 46,645,805            | 54,736,704                   | 56,488,092                   | 61,031,037                   | 11.5%                                       |
| 51210 Auto Allowance               | 109,254               | 105,000               | 105,999                      | 105,999                      | 102,743                      | -3.1%                                       |
| 51310 Uniform Allowance            | 421,696               | 393,199               | 462,622                      | 528,472                      | 529,195                      | 14.4%                                       |
| <b>Total Personnel Services</b>    | <b>\$ 121,549,503</b> | <b>\$ 132,102,387</b> | <b>\$ 143,900,466</b>        | <b>\$ 149,869,428</b>        | <b>\$ 162,546,995</b>        | <b>13.0%</b>                                |
| <b>Operating Expenditures</b>      |                       |                       |                              |                              |                              |   |
| 52020 Office Supplies              | \$ 282,149            | \$ 290,574            | \$ 365,748                   | \$ 372,648                   | \$ 377,945                   | 3.3%  |
| 52030 Books/Publications           | 27,642                | 43,036                | 41,727                       | 41,727                       | 46,385                       | 11.2%                                       |
| 52031 Library Books Adult          | 123,806               | 108,058               | 96,000                       | 96,000                       | 120,000                      | 25.0%                                       |
| 52032 Library Books Children       | 105,611               | 136,838               | 153,000                      | 153,000                      | 140,800                      | -8.0%                                       |
| 52033 Magazines/Periodicals        | 21,983                | 28,339                | 30,325                       | 30,325                       | 30,325                       | 0.0%  |
| 52034 Media                        | 57,108                | 103,103               | 100,500                      | 100,500                      | 100,500                      | 0.0%  |
| 52050 Uniforms                     | 181,859               | 178,306               | 202,955                      | 224,249                      | 208,240                      | 2.6%  |
| 52110 Materials                    | 1,021,606             | 1,382,597             | 1,658,168                    | 1,848,600                    | 1,835,495                    | 10.7%                                       |
| 52120 Fuel & Oil                   | 348,115               | 268,760               | 396,250                      | 396,250                      | 396,250                      | 0.0%  |
| 52140 Chemicals                    | 19,655                | 23,562                | 28,000                       | 28,000                       | 28,000                       | 0.0%  |
| 52160 Equipment Under \$15,000     | 342,810               | 418,523               | 665,290                      | 1,622,805                    | 559,840                      | -15.9%                                      |
| 52190 Misc Materials/Supplies      | 1,128,883             | 1,041,919             | 1,112,138                    | 1,321,065                    | 1,042,588                    | -6.3%                                       |
| 52210 Maintenance & Repairs        | 1,418,008             | 1,425,290             | 1,700,548                    | 1,876,277                    | 1,693,110                    | -0.4%                                       |
| 52310 Electric Services            | 2,469,467             | 2,097,503             | 2,414,033                    | 2,414,033                    | 2,429,125                    | 0.6%  |
| 52320 Natural Gas Services         | 59,703                | 62,543                | 97,362                       | 97,362                       | 98,820                       | 1.5%  |
| 52330 Telecommunication Services   | 266,896               | 304,870               | 398,945                      | 401,445                      | 399,695                      | 0.2%  |
| 52341 City Utilities Service       | 1,363,110             | 1,130,773             | 1,713,714                    | 1,713,714                    | 1,721,844                    | 0.5%  |
| 52410 Advertising/Promotional      | 854,262               | 1,063,752             | 852,530                      | 1,238,784                    | 886,852                      | 4.0%  |
| 52510 Travel/Conference/Training   | 685,055               | 761,573               | 816,716                      | 945,301                      | 947,670                      | 16.0%                                       |
| 52520 Dues and Memberships         | 171,272               | 145,311               | 220,119                      | 221,014                      | 233,954                      | 6.3%  |
| 52530 Employee Education           | 4,252                 | 5,425                 | 11,000                       | 11,000                       | 11,000                       | 0.0%  |
| 52610 Rental/Lease Expense         | 5,062,145             | 5,029,309             | 5,044,072                    | 5,081,572                    | 4,678,274                    | -7.3%                                       |
| 52710 Duplicating Expense          | 79,247                | 82,271                | 141,985                      | 122,944                      | 143,470                      | 1.0%  |
| 52720 Postage Expense              | 421,291               | 525,856               | 464,400                      | 464,400                      | 483,600                      | 4.1%  |
| 52740 Landfill Disposal            | 43,924                | 51,810                | 52,510                       | 52,510                       | 58,400                       | 11.2%                                       |
| 52990 Miscellaneous Services       | 2,670,704             | 3,091,334             | 2,921,918                    | 3,122,377                    | 3,316,757                    | 13.5%                                       |
| 52991 Maintenance Services         | 1,660,174             | 1,799,195             | 1,975,036                    | 2,093,761                    | 2,959,299                    | 49.8%                                       |

## *Expenditures Overview - General Fund*

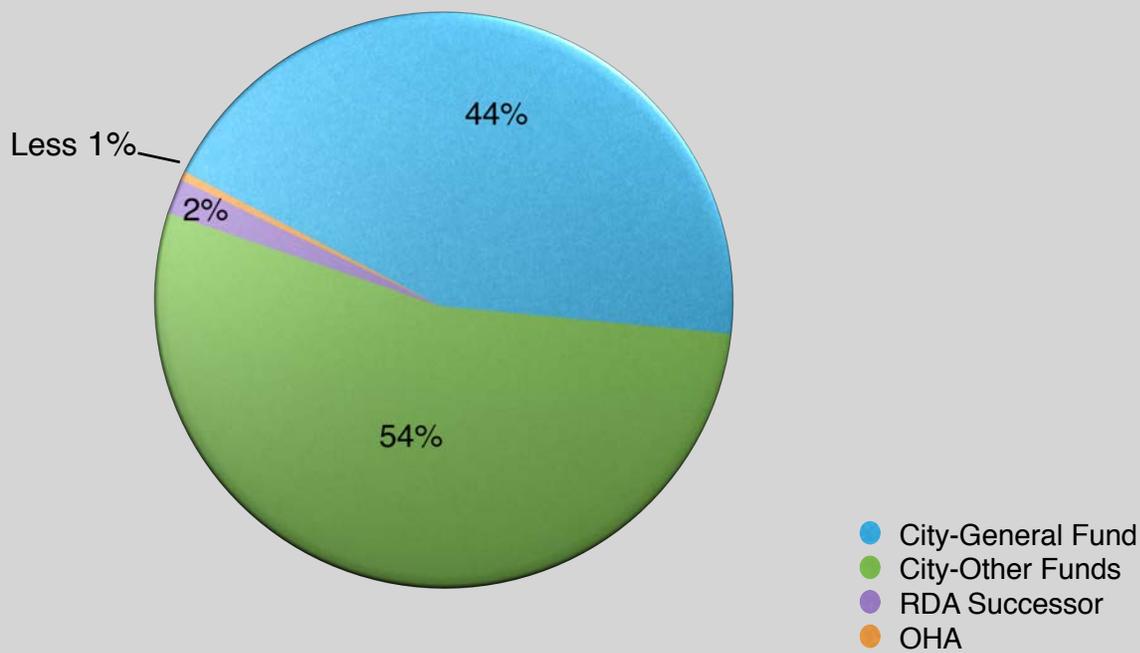
### 2017-18 Total General Fund Expenditure by Major Category

|  | 2014-15<br>Actual     | 2015-16<br>Actual     | 2016-17<br>Adopted<br>Budget | 2016-17<br>Current<br>Budget | 2017-18<br>Adopted<br>Budget | % Change<br>to Adopted<br>Budget<br>2016-17 |
|--|-----------------------|-----------------------|------------------------------|------------------------------|------------------------------|---|
| 53730 Property Tax Assessment            | \$ 103,887            | \$ 10,582             | \$ 161,800                   | \$ 161,800                   | \$ 164,850                   | 1.9%  |
| 53990 Other Expense                      | 2,176,227             | 48,056,183            | 2,209,944                    | 2,379,614                    | 2,048,361                    | -7.3%                                       |
| <b>Total Operating Expenditures</b>      | <b>\$ 23,170,853</b>  | <b>\$ 69,667,192</b>  | <b>\$ 26,046,733</b>         | <b>\$ 28,633,077</b>         | <b>\$ 27,161,449</b>         | <b>4.3%</b>                                 |
| <b>Contractual Services</b>              |                       |                       |                              |                              |                              |   |
| 55010 Legal Services                     | \$ 1,395,772          | \$ 1,080,729          | \$ 1,710,445                 | \$ 1,990,445                 | \$ 1,710,445                 | 0.0%  |
| 55020 Accounting & Auditing Services     | 75,629                | 83,835                | 80,139                       | 80,139                       | 80,139                       | 0.0%  |
| 55110 Architect & Engineer Services      | 106,039               | 122,506               | 246,165                      | 380,326                      | 246,500                      | 0.1%  |
| 55130 Improvement Costs                  | 647,502               | 645,152               | 664,507                      | 664,507                      | 664,507                      | 0.0%  |
| 55140 Environmental Remediation          | 45,263                | 101,229               | 71,875                       | 72,230                       | 71,875                       | 0.0%  |
| 55150 Site Clearance Costs               | 2,873                 | 2,541                 | 20,374                       | 14,874                       | 20,340                       | -0.2%                                       |
| 55310 Other Professional Services        | 5,888,790             | 5,703,556             | 5,701,574                    | 8,184,182                    | 7,048,546                    | 23.6%                                       |
| 55330 Property Management Services       | 71,280                | 158,321               | 152,212                      | 152,212                      | 152,212                      | 0.0%  |
| <b>Total Contractual Services</b>        | <b>\$ 8,233,148</b>   | <b>\$ 7,897,868</b>   | <b>\$ 8,647,291</b>          | <b>\$ 11,538,915</b>         | <b>\$ 9,994,564</b>          | <b>15.6%</b>                                |
| <b>Internal Service Allocations</b>      |                       |                       |                              |                              |                              |   |
| 57010 Equipment Services-City            | \$ 4,587,799          | \$ 4,587,798          | \$ 4,587,798                 | \$ 4,587,798                 | \$ 4,587,798                 | 0.0%  |
| 57110 Information Services-City          | 6,898,620             | 6,898,624             | 6,898,624                    | 6,898,624                    | 6,898,624                    | 0.0%  |
| 57210 Risk Liability-City                | 2,134,376             | 2,134,379             | 2,134,379                    | 2,134,379                    | 2,134,379                    | 0.0%  |
| 57310 Workers Compensation               | 4,536,099             | 4,839,922             | 5,087,507                    | 5,298,105                    | 5,821,678                    | 14.4%                                       |
| 57410 Disability/Unemployment            | 499,469               | 536,345               | 883,019                      | 903,827                      | 992,339                      | 12.4%                                       |
| <b>Total Internal Service Allocation</b> | <b>\$ 18,656,363</b>  | <b>\$ 18,997,068</b>  | <b>\$ 19,591,327</b>         | <b>\$ 19,822,733</b>         | <b>\$ 20,434,818</b>         | <b>4.3%</b>                                 |
| <b>Debt Service</b>                      |                       |                       |                              |                              |                              |   |
| 58110 Reimbursement Agreements           | \$ 30,390             | \$ 16,168             | \$ 317,290                   | \$ 2,317,290                 | \$ 70,880                    | -77.7%                                      |
| <b>Total Debt Service</b>                | <b>\$ 30,390</b>      | <b>\$ 16,168</b>      | <b>\$ 317,290</b>            | <b>\$ 2,317,290</b>          | <b>\$ 70,880</b>             | <b>-77.7%</b>                               |
| <b>Capital Outlay</b>                    |                       |                       |                              |                              |                              |   |
| 60010 Office Equipment & Furniture       | \$ 0                  | \$ 0                  | \$ 0                         | \$ 17,926                    | \$ 0                         | 0.0%  |
| 61010 Vehicles                           | 0                     | 4,784,345             | 660,000                      | 2,218,483                    | 0                            | -100.0%                                     |
| 62010 Other Equipment                    | 0                     | 0                     | 95,000                       | 95,000                       | 150,000                      | 57.9%                                       |
| <b>Total Capital Outlay</b>              | <b>\$ 0</b>           | <b>\$ 4,784,345</b>   | <b>\$ 755,000</b>            | <b>\$ 2,331,409</b>          | <b>\$ 150,000</b>            | <b>-80.1%</b>                               |
| <b>TOTAL EXPENDITURES</b>                | <b>\$ 171,640,257</b> | <b>\$ 233,465,028</b> | <b>\$ 199,258,107</b>        | <b>\$ 214,512,852</b>        | <b>\$ 220,358,706</b>        | <b>10.6%</b>                                |
| <b>Transfers-Out</b>                     | <b>\$ 11,248,205</b>  | <b>\$ 22,035,569</b>  | <b>\$ 6,029,933</b>          | <b>\$ 20,852,958</b>         | <b>\$ 8,318,512</b>          | <b>38.0%</b>                                |
| <b>TOTAL &amp; TRANSFERS-OUT</b>         | <b>\$ 182,888,462</b> | <b>\$ 255,500,597</b> | <b>\$ 205,288,040</b>        | <b>\$ 235,365,810</b>        | <b>\$ 228,677,218</b>        | <b>11.4%</b>                                |

# *Expenditures Overview - Citywide*

The City's Operating Budget is a flexible spending plan and serves as the legal authority for departments to commit financial resources in providing services to the residents and businesses of Ontario. The Fiscal Year 2017-18 Adopted Budget, including transfers-out, for the City of Ontario, Redevelopment Successor Agency (Successor), and Ontario Housing Authority (OHA) is \$524,553,984. This includes \$510,264,998 for the City (\$228,677,218 in the General Fund and \$281,587,780 in Other Funds including Special Revenue, Capital Projects, Enterprise Operations, and Internal Services). Adopted for the Successor is \$12,920,979 and for OHA is \$1,368,007. The City's General Fund Budget of \$228,677,218 is 44 percent of the total City, Successor, and OHA Budgets. The City's General Fund Budget provides most of the services commonly associated with government (public safety, recreation, parks, library, city administration, planning, and development). The Adopted Fiscal Year 2017-18 Capital Improvement expenditures of \$46,782,725 have also been included in the Operating Budget, and are further explained both within this Summary Budget and in the accompanying Capital Improvement Program Budget.

**Adopted FY 2017-18  
CITY, REDEVELOPMENT SUCCESSOR AGENCY  
AND ONTARIO HOUSING AUTHORITY  
TOTAL \$524,553,984**



## *Expenditures Overview - Citywide*

### 2017-18 Total Expenditure by Major Category

|                                    | 2014-15<br>Actual     | 2015-16<br>Actual     | 2016-17<br>Adopted<br>Budget | 2016-17<br>Current<br>Budget | 2017-18<br>Adopted<br>Budget | % Change<br>to Adopted<br>Budget<br>2016-17 |
|------------------------------------|-----------------------|-----------------------|------------------------------|------------------------------|------------------------------|---|
| <b>Personnel Services</b>          |                       |                       |                              |                              |                              |   |
| 51010 Salaries-Full Time           | \$ 78,214,622         | \$ 84,950,456         | \$ 93,615,791                | \$ 95,375,552                | <b>\$ 104,571,831</b>        | 11.7%                                       |
| 51020 Salaries-Temporary/Part Time | 1,799,781             | 1,953,812             | 2,397,224                    | 2,377,435                    | <b>2,502,001</b>             | 4.4%  |
| 51030 Salaries-Overtime            | 14,781,274            | 17,458,403            | 13,728,417                   | 16,558,329                   | <b>16,342,905</b>            | 19.0%                                       |
| 51100 Fringe Benefits              | 51,313,187            | 53,748,020            | 65,227,467                   | 67,047,377                   | <b>72,167,270</b>            | 10.6%                                       |
| 51140 Disability Benefits Payments | 118,585               | 162,015               | 210,000                      | 210,000                      | <b>210,000</b>               | 0.0%  |
| 51160 Retired Employee Group Ins   | 3,632,414             | 3,757,460             | 4,000,000                    | 4,325,000                    | <b>4,500,000</b>             | 12.5%                                       |
| 51210 Auto Allowance               | 141,704               | 136,321               | 142,082                      | 142,082                      | <b>136,867</b>               | -3.7%                                       |
| 51310 Uniform Allowance            | 424,900               | 394,200               | 466,020                      | 531,870                      | <b>532,550</b>               | 14.3%                                       |
| <b>Total Personnel Services</b>    | <b>\$ 150,426,467</b> | <b>\$ 162,560,687</b> | <b>\$ 179,787,001</b>        | <b>\$ 186,567,645</b>        | <b>\$ 200,963,424</b>        | 11.8%                                       |
| <b>Operating Expenditures</b>      |                       |                       |                              |                              |                              |   |
| 52020 Office Supplies              | \$ 345,677            | \$ 343,948            | \$ 518,323                   | \$ 469,858                   | <b>\$ 531,520</b>            | 2.5%  |
| 52030 Books/Publications           | 49,294                | 69,332                | 59,427                       | 61,070                       | <b>64,582</b>                | 8.7%  |
| 52031 Library Books Adult          | 123,806               | 109,930               | 96,000                       | 96,000                       | <b>120,000</b>               | 25.0%                                       |
| 52032 Library Books Children       | 105,611               | 136,838               | 153,000                      | 153,000                      | <b>140,800</b>               | -8.0%                                       |
| 52033 Magazines/Periodicals        | 21,983                | 28,339                | 30,325                       | 30,325                       | <b>30,325</b>                | 0.0%  |
| 52034 Media                        | 57,107                | 103,103               | 100,500                      | 100,500                      | <b>100,500</b>               | 0.0%  |
| 52050 Uniforms                     | 184,435               | 180,747               | 206,555                      | 227,849                      | <b>211,840</b>               | 2.6%  |
| 52110 Materials                    | 3,445,660             | 4,376,049             | 4,573,273                    | 4,848,070                    | <b>6,260,254</b>             | 36.9%                                       |
| 52120 Fuel & Oil                   | 1,687,550             | 1,408,631             | 2,378,839                    | 2,378,839                    | <b>2,199,545</b>             | -7.5%                                       |
| 52130 Tires                        | 349,603               | 313,140               | 425,000                      | 425,000                      | <b>400,000</b>               | -5.9%                                       |
| 52140 Chemicals                    | 79,270                | 55,682                | 160,500                      | 160,500                      | <b>160,500</b>               | 0.0%  |
| 52150 Water Purchases              | 22,577,143            | 19,436,481            | 21,707,000                   | 21,707,000                   | <b>24,507,000</b>            | 12.9%                                       |
| 52160 Equipment Under \$15,000     | 4,729,464             | 4,091,528             | 4,925,193                    | 11,232,268                   | <b>4,107,160</b>             | -16.6%                                      |
| 52190 Misc Materials/Supplies      | 1,818,899             | 2,020,489             | 2,308,922                    | 2,928,363                    | <b>1,151,788</b>             | -50.1%                                      |
| 52210 Maintenance & Repairs        | 5,023,403             | 6,111,113             | 7,676,238                    | 8,224,398                    | <b>8,232,325</b>             | 7.2%  |
| 52310 Electric Services            | 5,097,113             | 4,739,014             | 5,974,073                    | 5,974,073                    | <b>6,011,165</b>             | 0.6%  |
| 52320 Natural Gas Services         | 452,530               | 424,954               | 588,362                      | 588,362                      | <b>589,820</b>               | 0.2%  |
| 52330 Telecommunication Services   | 707,074               | 872,911               | 1,080,930                    | 1,118,718                    | <b>1,061,680</b>             | -1.8%                                       |
| 52340 Sewage Treatment Services    | 10,166,283            | 10,801,239            | 11,600,000                   | 12,700,000                   | <b>13,870,000</b>            | 19.6%                                       |
| 52341 City Utilities Service       | 1,646,196             | 1,405,713             | 2,066,214                    | 2,066,214                    | <b>2,074,344</b>             | 0.4%  |
| 52410 Advertising/Promotional      | 974,820               | 1,156,453             | 900,880                      | 1,377,996                    | <b>935,202</b>               | 3.8%  |
| 52510 Travel/Conference/Training   | 852,132               | 994,759               | 1,078,521                    | 1,280,393                    | <b>1,182,975</b>             | 9.7%  |
| 52520 Dues and Memberships         | 192,924               | 162,765               | 253,324                      | 254,457                      | <b>267,349</b>               | 5.5%  |
| 52530 Employee Education           | 4,252                 | 5,425                 | 11,000                       | 11,000                       | <b>11,000</b>                | 0.0%  |
| 52610 Rental/Lease Expense         | 5,173,193             | 5,165,141             | 5,177,336                    | 5,215,836                    | <b>4,811,538</b>             | -7.1%                                       |
| 52620 Insurance Premium            | 1,614,136             | 1,654,817             | 2,010,000                    | 1,970,000                    | <b>2,185,000</b>             | 8.7%  |
| 52630 Settlement Claims Expense    | 4,862,760             | 6,762,198             | 4,280,000                    | 4,280,000                    | <b>4,280,000</b>             | 0.0%  |
| 52710 Duplicating Expense          | 96,766                | 93,140                | 166,485                      | 157,252                      | <b>181,970</b>               | 9.3%  |
| 52720 Postage Expense              | 422,591               | 555,105               | 503,600                      | 503,600                      | <b>522,800</b>               | 3.8%  |

## Expenditures Overview - Citywide

### 2017-18 Total Expenditure by Major Category

|                                      | 2014-15<br>Actual     | 2015-16<br>Actual     | 2016-17<br>Adopted<br>Budget | 2016-17<br>Current<br>Budget | 2017-18<br>Adopted<br>Budget | % Change<br>to Adopted<br>Budget<br>2016-17 |
|--------------------------------------|-----------------------|-----------------------|------------------------------|------------------------------|------------------------------|---|
| 52740 Landfill Disposal              | \$ 7,882,982          | \$ 8,463,962          | \$ 8,488,610                 | \$ 9,288,610                 | \$ 9,887,500                 | 16.5%                                       |
| 52750 S.B. County Household Hazard   | 268,536               | 243,536               | 270,000                      | 270,000                      | 270,000                      | 0.0%  |
| 52990 Miscellaneous Services         | 4,825,046             | 6,105,592             | 5,723,200                    | 6,573,904                    | 6,547,222                    | 14.4%                                       |
| 52991 Maintenance Services           | 2,192,255             | 2,283,789             | 2,802,711                    | 2,943,906                    | 3,897,170                    | 39.1%                                       |
| 53010 Property Acquisition Expense   | 2,906,682             | 4,712,797             | 1,631,291                    | 6,228,951                    | 2,100,777                    | 28.8%                                       |
| 53020 Relocation Services Costs      | 8,361                 | 0                     | 40,500                       | 40,500                       | 40,500                       | 0.0%  |
| 53030 Relocation Payments            | 163,595               | 143,023               | 189,894                      | 189,894                      | 189,000                      | -0.5%                                       |
| 53210 Loans                          | 0                     | 10,237                | 857,954                      | 410,724                      | 160,418                      | -81.3%                                      |
| 53211 H.O.M.E. Loan                  | 0                     | 0                     | 134,942                      | 135,315                      | 140,246                      | 3.9%  |
| 53213 Rehabilitation Loan            | 237,621               | 184,840               | 0                            | 0                            | 0                            | 0.0%  |
| 53220 Rehabilitation Grants          | 0                     | 0                     | 200,000                      | 200,000                      | 240,000                      | 20.0%                                       |
| 53410 Administrative Expense         | 1,244,871             | 1,130,933             | 502,800                      | 504,900                      | 503,800                      | 0.2%  |
| 53510 Depreciation                   | 9,196,221             | 9,044,886             | 9,636,300                    | 9,636,300                    | 9,736,300                    | 1.0%  |
| 53610 Bad Debt Expense               | 100,435               | 78,691                | 256,500                      | 256,500                      | 256,500                      | 0.0%  |
| 53730 Property Tax Assessment        | 119,892               | 21,505                | 186,800                      | 186,800                      | 189,850                      | 1.6%  |
| 53990 Other Expense                  | 5,760,169             | 112,805,606           | 4,764,239                    | 7,818,212                    | 8,322,274                    | 74.7%                                       |
| <b>Total Operating Expenditures</b>  | <b>\$ 107,768,341</b> | <b>\$ 218,808,381</b> | <b>\$ 116,695,561</b>        | <b>\$ 135,289,632</b>        | <b>\$ 128,684,539</b>        | <b>10.3%</b>                                |
| <b>Contractual Services</b>          |                       |                       |                              |                              |                              |   |
| 55010 Legal Services                 | \$ 2,721,592          | \$ 1,759,859          | \$ 2,956,945                 | \$ 3,956,226                 | \$ 2,960,445                 | 0.1%  |
| 55020 Accounting & Auditing Services | 83,994                | 92,246                | 94,550                       | 94,550                       | 95,304                       | 0.8%  |
| 55110 Architect & Engineer Services  | 3,694,701             | 4,752,348             | 4,149,663                    | 20,416,351                   | 5,312,618                    | 28.0%                                       |
| 55120 Construction Contracts         | 49,145,578            | 57,350,083            | 34,062,354                   | 162,228,305                  | 33,732,546                   | -1.0%                                       |
| 55130 Improvement Costs              | 989,815               | 815,252               | 839,507                      | 1,085,665                    | 839,507                      | 0.0%  |
| 55140 Environmental Remediation      | 82,724                | 151,821               | 156,875                      | 157,230                      | 156,875                      | 0.0%  |
| 55150 Site Clearance Costs           | 119,737               | 90,095                | 197,624                      | 192,124                      | 197,590                      | -0.0%                                       |
| 55310 Other Professional Services    | 8,982,117             | 11,080,386            | 11,068,205                   | 19,876,195                   | 17,830,340                   | 61.1%                                       |
| 55320 Property Acquisition Services  | 44,701                | 15,646                | 35,000                       | 152,097                      | 35,000                       | 0.0%  |

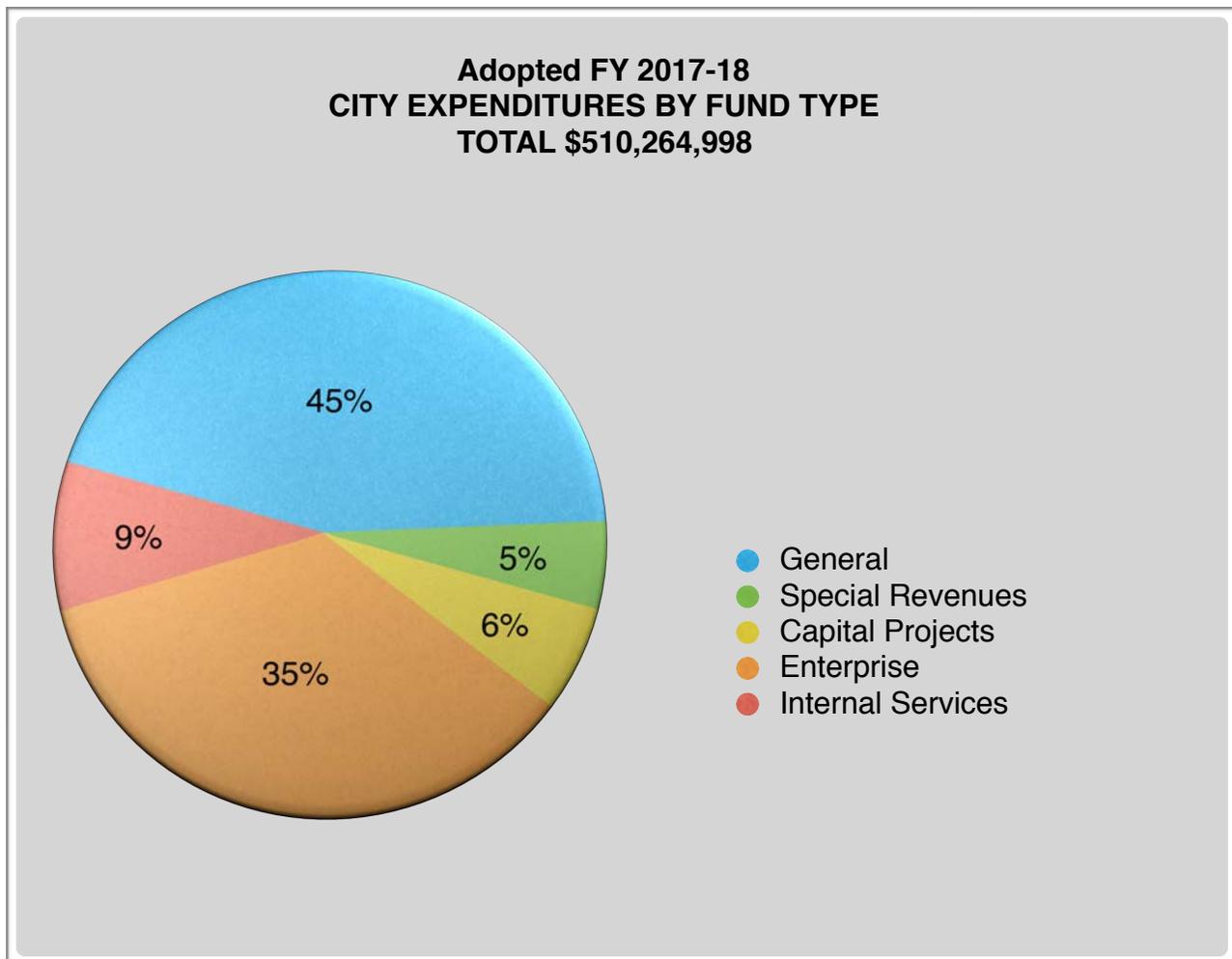
## *Expenditures Overview - Citywide*

### 2017-18 Total Expenditure by Major Category

|   | 2014-15<br>Actual     | 2015-16<br>Actual     | 2016-17<br>Adopted<br>Budget | 2016-17<br>Current<br>Budget | 2017-18<br>Adopted<br>Budget | % Change<br>to Adopted<br>Budget<br>2016-17 |
|---|-----------------------|-----------------------|------------------------------|------------------------------|------------------------------|---|
| 55330 Property Management Services        | \$ 74,158             | \$ 158,321            | \$ 153,212                   | \$ 153,212                   | \$ 153,212                   | 0.0%  |
| <b>Total Contractual Services</b>         | <b>\$ 65,939,117</b>  | <b>\$ 76,266,057</b>  | <b>\$ 53,713,935</b>         | <b>\$ 208,311,955</b>        | <b>\$ 61,313,437</b>         | <b>14.1%</b>                                |
| <b>Internal Service Allocations</b>       |                       |                       |                              |                              |                              |   |
| 57010 Equipment Services-City             | \$ 10,672,692         | \$ 10,644,015         | \$ 10,642,823                | \$ 10,642,823                | \$ 10,642,823                | 0.0%  |
| 57110 Information Services-City           | 8,256,304             | 8,223,870             | 8,285,473                    | 8,285,473                    | 8,285,473                    | 0.0%  |
| 57210 Risk Liability-City                 | 2,795,056             | 2,793,789             | 2,807,249                    | 2,807,249                    | 2,807,249                    | 0.0%  |
| 57310 Workers Compensation                | 5,316,791             | 5,710,944             | 6,101,161                    | 6,312,572                    | 6,897,247                    | 13.0%                                       |
| 57410 Disability/Unemployment             | 625,280               | 673,989               | 1,226,897                    | 1,249,989                    | 1,360,385                    | 10.9%                                       |
| <b>Total Internal Service Allocations</b> | <b>\$ 27,666,123</b>  | <b>\$ 28,046,607</b>  | <b>\$ 29,063,603</b>         | <b>\$ 29,298,106</b>         | <b>\$ 29,993,177</b>         | <b>3.2%</b>                                 |
| <b>Debt Service</b>                       |                       |                       |                              |                              |                              |   |
| 58010 Debt - Principal                    | \$ 200,838            | \$ 0                  | \$ 4,697,781                 | \$ 4,697,781                 | \$ 4,767,418                 | 1.5%  |
| 58020 Interest Expense                    | 10,709,121            | 10,244,431            | 11,092,796                   | 11,092,796                   | 9,467,124                    | -14.7%                                      |
| 58110 Reimbursement Agreements            | 13,197,820            | 8,881,583             | 4,005,540                    | 14,736,973                   | 14,069,930                   | 251.3%                                      |
| <b>Total Debt Service</b>                 | <b>\$ 24,107,779</b>  | <b>\$ 19,126,014</b>  | <b>\$ 19,796,117</b>         | <b>\$ 30,527,550</b>         | <b>\$ 28,304,472</b>         | <b>43.0%</b>                                |
| <b>Capital Outlay</b>                     |                       |                       |                              |                              |                              |   |
| 60010 Office Equipment & Furniture        | \$ 131,610            | \$ 0                  | \$ 0                         | \$ 257,241                   | \$ 0                         | 0.0%  |
| 61010 Vehicles                            | 3,662,952             | 7,252,705             | 6,133,000                    | 13,427,060                   | 4,399,500                    | -28.3%                                      |
| 62010 Other Equipment                     | 1,449,981             | 575,008               | 1,025,000                    | 5,005,796                    | 1,258,505                    | 22.8%                                       |
| <b>Total Capital Outlay</b>               | <b>\$ 5,244,543</b>   | <b>\$ 7,827,713</b>   | <b>\$ 7,158,000</b>          | <b>\$ 18,690,097</b>         | <b>\$ 5,658,005</b>          | <b>-21.0%</b>                               |
| <b>TOTAL EXPENDITURE</b>                  | <b>\$ 381,152,370</b> | <b>\$ 512,635,459</b> | <b>\$ 406,214,217</b>        | <b>\$ 608,684,985</b>        | <b>\$ 454,917,054</b>        | <b>12.0%</b>                                |
| <b>Transfers-Out</b>                      | <b>\$ 60,703,026</b>  | <b>\$ 72,528,099</b>  | <b>\$ 63,158,603</b>         | <b>\$ 79,450,145</b>         | <b>\$ 69,636,930</b>         | <b>10.3%</b>                                |
| <b>TOTAL &amp; TRANSFERS-OUT</b>          | <b>\$ 441,855,396</b> | <b>\$ 585,163,558</b> | <b>\$ 469,372,820</b>        | <b>\$ 688,135,130</b>        | <b>\$ 524,553,984</b>        | <b>11.8%</b>                                |

## *Expenditures Overview - Fund Types*

The City of Ontario's Adopted Expenditure Budget, including transfers-out, for Fiscal Year 2017-18 is \$510,264,998. Funds included in the total City's operating budget are: General Fund; Special Revenue; Capital Project; Enterprise; and Internal Service. The General Fund Adopted Budget for Fiscal Year 2017-18 is \$228,677,218. The General Fund provides most of the services commonly associated with governmental activities, such as Fire, Police, Library, Recreation and Community Services, Parks and Maintenance, and Development (Planning, Building, and Engineering). The Adopted Special Revenue Budget for Fiscal Year 2017-18 of \$24,281,448 including transfers-out, consists of restricted funds including the Community Development Block Grant (CDBG) funds from HUD, Gas Tax, Measure I, General Fund Grants, Facility Maintenance, and Asset Seizure. Recommended for the Fiscal Year 2017-18 Capital Project Budget is \$32,154,320 (including transfers-out). The Capital Project funds account for capital expenditures that are primarily funded from the General Fund and/or other one-time monies. The City's Enterprise funds include operating and capital funds for water, sewer, solid waste, and fiber. The total Adopted Budget for FY 2017-18 for the Enterprise Funds is \$179,197,004, including transfers-out. The Internal Service funds include Equipment Services, Self-Insurance, Information Technology Fiber, and other Post Employment Benefits. The total Adopted Internal Service Budget for FY 2017-18 is \$45,955,008 including transfers-out.



## *Expenditures Overview - Fund Types*

### 2017-18 Total Expenditure by Fund

|  | 2014-15<br>Actual     | 2015-16<br>Actual     | 2016-17<br>Adopted<br>Budget | 2016-17<br>Current<br>Budget | 2017-18<br>Adopted<br>Budget | % Change<br>to Adopted<br>Budget<br>2016-17 |
|--|-----------------------|-----------------------|------------------------------|------------------------------|------------------------------|---|
| <b>General Fund</b>                              |                       |                       |                              |                              |                              |   |
| 001 General Fund                                 | \$ 171,640,257        | \$ 233,465,028        | \$ 199,258,107               | \$ 214,512,852               | \$ 220,358,706               | 10.6%                                       |
| <b>Total General Fund</b>                        | <u>\$ 171,640,257</u> | <u>\$ 233,465,028</u> | <u>\$ 199,258,107</u>        | <u>\$ 214,512,852</u>        | <u>\$ 220,358,706</u>        | 10.6%                                       |
| <b>General Fund Transfers-Out</b>                | 11,248,205            | 22,035,569            | 6,029,933                    | 20,852,958                   | 8,318,512                    | 38.0%                                       |
| <b>Total General Fund &amp; Transfers-Out</b>    | <u>\$ 182,888,462</u> | <u>\$ 255,500,597</u> | <u>\$ 205,288,040</u>        | <u>\$ 235,365,810</u>        | <u>\$ 228,677,218</u>        | 11.4%                                       |
| <b>Special Revenue</b>                           |                       |                       |                              |                              |                              |   |
| 002 Quiet Home Program                           | \$ 4,401,025          | \$ 1,648,470          | \$ 1,052,902                 | \$ 1,052,902                 | \$ 1,067,000                 | 1.3%  |
| 003 Gas Tax                                      | 3,883,918             | 2,939,431             | 3,535,034                    | 5,712,895                    | 3,015,913                    | -14.7%                                      |
| 004 Measure I                                    | 943,668               | 2,404,297             | 3,986,000                    | 7,851,150                    | 3,865,000                    | -3.0%                                       |
| 005 Measure I Valley Major Project               | 23,056,228            | 31,873,995            | 0                            | 39,877,606                   | 0                            | 0.0%  |
| 007 Park Impact/Quimby                           | 1,019,143             | 0                     | 0                            | 0                            | 0                            | 0.0%  |
| 008 C.D.B.G                                      | 1,622,439             | 2,444,286             | 2,901,038                    | 3,089,394                    | 2,803,640                    | -3.4%                                       |
| 009 HOME Grants                                  | 289,730               | 277,081               | 1,765,597                    | 2,061,314                    | 2,297,206                    | 30.1%                                       |
| 010 Asset Seizure                                | 494,818               | 700,673               | 595,821                      | 2,130,283                    | 612,110                      | 2.7%  |
| 013 A.D. Administration                          | 105,704               | 138,422               | 274,088                      | 274,088                      | 286,837                      | 4.7%  |
| 014 Mobile Source Air                            | 158,946               | 60,068                | 34,174                       | 756,326                      | 35,723                       | 4.5%  |
| 015 General Fund Grants                          | 10,170,399            | 3,557,894             | 24,000                       | 10,931,407                   | 24,000                       | 0.0%  |
| 018 Building Safety                              | 948,944               | 1,033,578             | 1,139,744                    | 1,139,744                    | 1,169,569                    | 2.6%  |
| 019 Parkway Maintenance                          | 615,141               | 631,575               | 738,575                      | 738,575                      | 853,600                      | 15.6%                                       |
| 060 OMC CFD #21-Parkside Services                | 2,500                 | 11,073                | 27,500                       | 27,500                       | 27,500                       | 0.0%  |
| 061 NMC CFD #31-Lennar Services                  | 0                     | 4,020                 | 6,900                        | 6,900                        | 7,400                        | 7.2%  |
| 062 NMC CFD #23-Park Place Svcs                  | 0                     | 4,005                 | 5,000                        | 5,000                        | 5,000                        | 0.0%  |
| 063 NMC CFD #24-Park Place Fac                   | 0                     | 51,725                | 0                            | 7,000                        | 0                            | 0.0%  |
| 064 NMC CFD #27-New Haven Svcs                   | 0                     | 0                     | 0                            | 5,000                        | 5,000                        | 0.0%  |
| 065 NMC CFD#28-NewHaven Fac                      | 0                     | 0                     | 0                            | 7,000                        | 0                            | 0.0%  |
| 069 OMC CFD #20 -Walmart Services                | 0                     | 2,600                 | 21,000                       | 21,000                       | 21,000                       | 0.0%  |
| 070 Street Light Maintenance                     | 246,001               | 248,051               | 354,436                      | 354,436                      | 368,542                      | 4.0%  |
| 072 NMC CFD #9-Edenglen Services                 | 33,430                | 6,718                 | 12,400                       | 12,400                       | 12,400                       | 0.0%  |
| 076 Facility Maintenance                         | 662,367               | 1,243,943             | 750,000                      | 1,100,000                    | 1,000,000                    | 33.3%                                       |
| 077 Storm Drain Maintenance                      | 1,425,988             | 1,458,469             | 1,676,485                    | 1,894,890                    | 1,727,465                    | 3.0%  |
| <b>Total Special Revenue</b>                     | <u>\$ 50,080,389</u>  | <u>\$ 50,740,374</u>  | <u>\$ 18,900,694</u>         | <u>\$ 79,056,810</u>         | <u>\$ 19,204,905</u>         | 1.6%  |
| <b>Special Revenue Transfers-Out</b>             | 2,938,927             | 2,998,332             | 4,025,914                    | 4,160,914                    | 5,076,543                    | 26.1%                                       |
| <b>Total Special Revenue &amp; Transfers-Out</b> | <u>\$ 53,019,316</u>  | <u>\$ 53,738,706</u>  | <u>\$ 22,926,608</u>         | <u>\$ 83,217,724</u>         | <u>\$ 24,281,448</u>         | 5.9%  |
| <b>Capital Project</b>                           |                       |                       |                              |                              |                              |   |
| 016 Ground Access                                | \$ 504,817            | \$ 1,492,774          | \$ 1,614,127                 | \$ 4,062,052                 | \$ 0                         | -100.0%                                     |
| 017 Capital Projects                             | 8,784,433             | 3,973,128             | 1,969,500                    | 26,719,930                   | 7,869,423                    | 299.6%                                      |
| 102 Fire Impact                                  | 228,004               | 0                     | 0                            | 0                            | 0                            | 0.0%  |
| 103 OMC Street Impact                            | 6,520,423             | 0                     | 0                            | 0                            | 0                            | 0.0%  |
| 106 Solid Waste Impact                           | 63,488                | 98,250                | 100,000                      | 100,000                      | 100,000                      | 0.0%  |
| 109 Public Meeting Impact                        | 0                     | 114,817               | 0                            | 49,648                       | 0                            | 0.0%  |
| 111 OMC Storm Drainage Impact                    | 99,883                | 0                     | 30,000                       | 0                            | 0                            | -100.0%                                     |
| 115 NMC Street Impact                            | 900,638               | 0                     | 0                            | 0                            | 0                            | 0.0%  |
| 170 OMC-Regional Streets                         | 0                     | 7,751,834             | 0                            | 6,213,920                    | 2,429,199                    | 0.0%  |
| 171 OMC-Local Adjacent Streets                   | 0                     | 24,048                | 0                            | 5,711,319                    | 10,223,438                   | 0.0%  |

# Expenditures Overview - Fund Types

## 2017-18 Total Expenditure by Fund

|   | 2014-15<br>Actual    | 2015-16<br>Actual     | 2016-17<br>Adopted<br>Budget | 2016-17<br>Current<br>Budget | 2017-18<br>Adopted<br>Budget | % Change<br>to Adopted<br>Budget<br>2016-17 |
|---|----------------------|-----------------------|------------------------------|------------------------------|------------------------------|---|
| 173 OMC-Local Adjacent Storm Drain                | \$ 0                 | \$ 1,506,095          | \$ 0                         | \$ 8,822,157                 | \$ 6,899,678                 | 0.0%  |
| 175 OMC-Local Adjacent Water                      | 0                    | 0                     | 0                            | 194,880                      | 0                            | 0.0%  |
| 177 OMC-Local Adjacent Sewer                      | 0                    | 916,433               | 0                            | 296,848                      | 3,500,000                    | 0.0%  |
| 178 OMC-Fire Impact                               | 0                    | 98,295                | 0                            | 2,081,468                    | 132,582                      | 0.0%  |
| 180 NMC-Regional Streets                          | 0                    | 1,495,410             | 0                            | 2,434,314                    | 0                            | 0.0%  |
| 185 NMC-Local Adjacent Water                      | 0                    | 0                     | 0                            | 0                            | 1,000,000                    | 0.0%  |
| 190 NMC-Fire Impact                               | 0                    | 0                     | 7,051,360                    | 8,749,055                    | 0                            | -100.0%                                     |
| <b>Total Capital Project</b>                      | <u>\$ 17,101,686</u> | <u>\$ 17,471,084</u>  | <u>\$ 10,764,987</u>         | <u>\$ 65,435,591</u>         | <u>\$ 32,154,320</u>         | 198.7%                                      |
| <b>Capital Project Transfers-Out</b>              | <u>0</u>             | <u>0</u>              | <u>0</u>                     | <u>0</u>                     | <u>0</u>                     | 0.0%  |
| <b>Total Capital Project &amp; Transfers-Out</b>  | <u>\$ 17,101,686</u> | <u>\$ 17,471,084</u>  | <u>\$ 10,764,987</u>         | <u>\$ 65,435,591</u>         | <u>\$ 32,154,320</u>         | 198.7%                                      |
| <b>Enterprise</b>                                 |                      |                       |                              |                              |                              |   |
| 024 Water Operating                               | \$ 32,492,019        | \$ 31,312,933         | \$ 41,941,978                | \$ 42,425,680                | \$ 45,733,604                | 9.0%  |
| 025 Water Capital                                 | 21,736,565           | 21,467,421            | 16,324,903                   | 64,818,726                   | 20,457,992                   | 25.3%                                       |
| 026 Sewer Operating                               | 13,643,269           | 13,981,314            | 16,682,916                   | 17,932,274                   | 19,598,109                   | 17.5%                                       |
| 027 Sewer Capital                                 | 1,700,763            | 2,067,143             | 4,745,071                    | 5,415,281                    | 5,200,660                    | 9.6%  |
| 029 Solid Waste                                   | 24,493,183           | 27,086,651            | 29,955,343                   | 33,902,922                   | 31,113,118                   | 3.9%  |
| 031 Solid Waste Facilities                        | 0                    | 0                     | 0                            | 63,838                       | 0                            | 0.0%  |
| 035 Information Technology Fiber                  | 0                    | 0                     | 10,018,168                   | 18,480,834                   | 1,691,646                    | -83.1%                                      |
| <b>Total Enterprise</b>                           | <u>\$ 94,065,799</u> | <u>\$ 95,915,462</u>  | <u>\$ 119,668,379</u>        | <u>\$ 183,039,555</u>        | <u>\$ 123,795,129</u>        | 3.4%  |
| <b>Enterprise Transfers-Out</b>                   | <u>43,862,488</u>    | <u>45,984,198</u>     | <u>52,262,756</u>            | <u>52,352,756</u>            | <u>55,401,875</u>            | 6.0%  |
| <b>Total Enterprise &amp; Transfers-Out</b>       | <u>\$137,928,287</u> | <u>\$ 141,899,660</u> | <u>\$ 171,931,135</u>        | <u>\$ 235,392,311</u>        | <u>\$ 179,197,004</u>        | 4.2%  |
| <b>Internal Service</b>                           |                      |                       |                              |                              |                              |   |
| 032 Equipment Services                            | \$ 14,124,598        | \$ 13,846,715         | \$ 18,775,154                | \$ 23,667,988                | \$ 17,460,261                | -7.0%                                       |
| 033 Self Insurance                                | 7,351,833            | 9,376,788             | 7,378,168                    | 7,378,168                    | 7,657,065                    | 3.8%  |
| 034 Information Technology                        | 9,347,563            | 15,092,484            | 10,986,036                   | 14,724,501                   | 15,497,682                   | 41.1%                                       |
| 099 Other Post Employment Benefits                | 3,632,414            | 3,757,460             | 4,000,000                    | 4,325,000                    | 4,500,000                    | 12.5%                                       |
| <b>Total Internal Service</b>                     | <u>\$ 34,456,408</u> | <u>\$ 42,073,447</u>  | <u>\$ 41,139,358</u>         | <u>\$ 50,095,657</u>         | <u>\$ 45,115,008</u>         | 9.7%  |
| <b>Internal Service Transfers-Out</b>             | <u>2,653,406</u>     | <u>1,510,000</u>      | <u>840,000</u>               | <u>2,083,517</u>             | <u>840,000</u>               | 0.0%  |
| <b>Total Internal Service &amp; Transfers-Out</b> | <u>\$ 37,109,814</u> | <u>\$ 43,583,447</u>  | <u>\$ 41,979,358</u>         | <u>\$ 52,179,174</u>         | <u>\$ 45,955,008</u>         | 9.5%  |
| <b>TOTAL CITY FUNDS</b>                           |                      |                       |                              |                              |                              |   |
| <b>INCLUDING TRANSFERS-OUT</b>                    | <u>\$428,047,565</u> | <u>\$ 512,193,495</u> | <u>\$ 452,890,128</u>        | <u>\$ 671,590,610</u>        | <u>\$ 510,264,998</u>        | 12.7%                                       |

*Expenditures Overview - Fund Types*

**2017-18 Total Expenditure by Fund**

|   | 2014-15<br>Actual            | 2015-16<br>Actual            | 2016-17<br>Adopted<br>Budget | 2016-17<br>Current<br>Budget | 2017-18<br>Adopted<br>Budget | % Change<br>to Adopted<br>Budget<br>2016-17 |
|---|------------------------------|------------------------------|------------------------------|------------------------------|------------------------------|---|
| <b>REDEVELOPMENT SUCCESSOR AGENCY (SUCCESSOR)</b> |                              |                              |                              |                              |                              |   |
| 139 Successor Agency For RDA-<br>Admin            | \$ 561,457                   | \$ 41,472,164                | \$ 500,000                   | \$ 500,000                   | \$ 500,000                   | 0.0%  |
| 159 Guasti Successor/Debt Svc                     | 283,741                      | 203,233                      | 250,000                      | 250,000                      | 250,000                      | 0.0%  |
| 162 Ctr City Successor/Debt Svc                   | 195,481                      | 168,553                      | 707,363                      | 707,363                      | 709,760                      | 0.3%  |
| 163 PA#1 Successor/Debt Svc                       | 11,695,120                   | 8,387,544                    | 12,726,015                   | 12,726,015                   | 10,420,103                   | -18.1%                                      |
| 164 Cimarron Successor/Debt Svc                   | (2,687)                      | 66                           | 0                            | 0                            | 0                            | 0.0%  |
| 266 LMI Successor Agency                          | <u>571,047</u>               | <u>545,376</u>               | <u>1,041,836</u>             | <u>1,041,836</u>             | <u>1,041,116</u>             | -0.1%                                       |
| <b>TOTAL SUCCESSOR</b>                            | <b><u>\$ 13,304,159</u></b>  | <b><u>\$ 50,776,937</u></b>  | <b><u>\$ 15,225,214</u></b>  | <b><u>\$ 15,225,214</u></b>  | <b><u>\$ 12,920,979</u></b>  | -15.1%                                      |
| <b>ONTARIO HOUSING AUTHORITY (OHA)</b>            |                              |                              |                              |                              |                              |   |
| 048 Ontario Housing Authority                     | \$ 436,743                   | \$ 458,643                   | \$ 690,578                   | \$ 752,406                   | \$ 801,107                   | 16.0%                                       |
| 166 Housing Asset Fund                            | <u>66,929</u>                | <u>21,734,484</u>            | <u>566,900</u>               | <u>566,900</u>               | <u>566,900</u>               | 0.0%  |
| <b>TOTAL OHA</b>                                  | <b><u>\$ 503,672</u></b>     | <b><u>\$ 22,193,127</u></b>  | <b><u>\$ 1,257,478</u></b>   | <b><u>\$ 1,319,306</u></b>   | <b><u>\$ 1,368,007</u></b>   | 8.8%  |
| <b>GRAND TOTAL ALL FUNDS</b>                      | <b><u>\$ 441,855,396</u></b> | <b><u>\$ 585,163,558</u></b> | <b><u>\$ 469,372,820</u></b> | <b><u>\$ 688,135,130</u></b> | <b><u>\$ 524,553,984</u></b> | 11.8%                                       |

# *Revenues Overview - Fund Types*

## 2017-18 Total Revenue by Fund

|   | 2014-15<br>Actual     | 2015-16<br>Actual     | 2016-17<br>Adopted<br>Budget | 2016-17<br>Current<br>Budget | 2017-18<br>Adopted<br>Budget | % Change<br>to Adopted<br>Budget<br>2016-17 |
|---|-----------------------|-----------------------|------------------------------|------------------------------|------------------------------|---|
| <b>CITY OF ONTARIO</b>                          |                       |                       |                              |                              |                              |   |
| <b>General Fund</b>                             |                       |                       |                              |                              |                              |   |
| 001 General Fund                                | \$ 173,389,492        | \$ 202,219,288        | \$ 170,130,330               | \$ 183,365,818               | <b>\$ 189,448,800</b>        | 11.4%                                       |
| 098 General Fund Trust                          | <u>250,000</u>        | <u>28,409</u>         | <u>0</u>                     | <u>18,655</u>                | <u>0</u>                     | 0.0%  |
| <b>Total General Fund</b>                       | <b>\$ 173,639,492</b> | <b>\$ 202,247,697</b> | <b>\$ 170,130,330</b>        | <b>\$ 183,384,473</b>        | <b>\$ 189,448,800</b>        | 11.4%                                       |
| <b>General Fund Transfers-In</b>                | <u>28,114,147</u>     | <u>52,543,612</u>     | <u>35,038,670</u>            | <u>35,192,325</u>            | <u><b>39,228,418</b></u>     | 12.0%                                       |
| <b>Total General Fund &amp; Transfers-In</b>    | <b>\$ 201,753,639</b> | <b>\$ 254,791,309</b> | <b>\$ 205,169,000</b>        | <b>\$ 218,576,798</b>        | <b>\$ 228,677,218</b>        | 11.5%                                       |
| <b>Special Revenue</b>                          |                       |                       |                              |                              |                              |   |
| 002 Quiet Home Program                          | \$ 4,401,025          | \$ 1,648,470          | \$ 1,052,902                 | \$ 1,052,902                 | <b>\$ 1,067,000</b>          | 1.3%  |
| 003 Gas Tax                                     | 4,373,153             | 3,945,054             | 3,999,496                    | 4,051,465                    | <b>4,875,566</b>             | 21.9%                                       |
| 004 Measure I                                   | 2,705,796             | 2,804,103             | 2,918,261                    | 2,918,261                    | <b>3,007,146</b>             | 3.0%  |
| 005 Measure I Valley Major Project              | 19,188,475            | 16,159,668            | 0                            | 39,877,606                   | <b>0</b>                     | 0.0%  |
| 007 Park Impact/Quimby                          | 4,403,988             | 3,879,330             | 0                            | 0                            | <b>0</b>                     | 0.0%  |
| 008 C.D.B.G                                     | 1,622,439             | 2,444,286             | 2,901,038                    | 3,089,394                    | <b>2,803,640</b>             | -3.4%                                       |
| 009 HOME Grants                                 | 214,846               | 166,088               | 1,765,597                    | 2,061,314                    | <b>2,297,206</b>             | 30.1%                                       |
| 010 Asset Seizure                               | 697,765               | 720,060               | 0                            | 0                            | <b>0</b>                     | 0.0%  |
| 013 A.D. Administration                         | 121,443               | 161,853               | 17,479                       | 17,479                       | <b>22,721</b>                | 30.0%                                       |
| 014 Mobile Source Air                           | 213,926               | 227,771               | 208,305                      | 208,305                      | <b>212,088</b>               | 1.8%  |
| 015 General Fund Grants                         | 10,247,083            | 3,551,894             | 24,000                       | 10,922,907                   | <b>24,000</b>                | 0.0%  |
| 018 Building Safety                             | 758,218               | 814,063               | 910,000                      | 910,000                      | <b>910,000</b>               | 0.0%  |
| 019 Parkway Maintenance                         | 591,091               | 596,090               | 597,633                      | 597,633                      | <b>608,682</b>               | 1.8%  |
| 021 Storm Drain Dist.                           | 529                   | 941                   | 597                          | 597                          | <b>775</b>                   | 29.8%                                       |
| 060 OMC CFD #21-Parkside Services               | 30,418                | 40,824                | 41,258                       | 41,258                       | <b>52,081</b>                | 26.2%                                       |
| 061 NMC CFD #31-Lennar Services                 | 0                     | 94,341                | 200,212                      | 200,212                      | <b>251,634</b>               | 25.7%                                       |
| 062 NMC CFD #23-Park Place Svcs                 | 0                     | 181,891               | 375,000                      | 375,000                      | <b>650,000</b>               | 73.3%                                       |
| 063 NMC CFD #24-Park Place Fac                  | 0                     | 358,922               | 871,790                      | 871,790                      | <b>6,909</b>                 | -99.2%                                      |
| 064 NMC CFD #27-New Haven Svcs                  | 0                     | 9,140                 | 140,080                      | 140,080                      | <b>399,305</b>               | 185.1%                                      |
| 065 NMC CFD#28-NewHaven Fac                     | 0                     | 0                     | 190,000                      | 190,000                      | <b>190,035</b>               | 0.0%  |
| 069 OMC CFD #20 -Walmart Svcs                   | 24,609                | 25,795                | 26,101                       | 26,101                       | <b>26,400</b>                | 1.1%  |
| 070 Street Light Maintenance                    | 481,538               | 453,460               | 496,130                      | 496,130                      | <b>499,700</b>               | 0.7%  |
| 071 OMC CFD#10-Airport Tower Svcs               | 10,245                | 10,454                | 11,000                       | 11,000                       | <b>11,000</b>                | 0.0%  |
| 072 NMC CFD #9-Edenglen Services                | 503,951               | 521,904               | 547,100                      | 547,100                      | <b>545,000</b>               | -0.4%                                       |
| 077 Storm Drain Maintenance                     | 1,310,088             | 1,308,738             | 1,243,533                    | 1,243,533                    | <b>1,240,656</b>             | -0.2%                                       |
| 114 Historic Preservation                       | 1,350                 | 6,337                 | 1,747                        | 1,747                        | <b>2,456</b>                 | 40.6%                                       |
| 119 NMC Public Services                         | <u>256,786</u>        | <u>639,137</u>        | <u>35,110</u>                | <u>35,110</u>                | <u><b>56,582</b></u>         | 61.2%                                       |
| <b>Total Special Revenue</b>                    | <b>\$ 52,158,762</b>  | <b>\$ 40,770,616</b>  | <b>\$ 18,574,369</b>         | <b>\$ 69,886,924</b>         | <b>\$ 19,760,582</b>         | 6.4%  |
| <b>Special Revenue Transfers-In</b>             | <u>2,085,058</u>      | <u>2,041,055</u>      | <u>1,988,433</u>             | <u>2,346,933</u>             | <u><b>2,268,612</b></u>      | 14.1%                                       |
| <b>Total Special Revenue &amp; Transfers-In</b> | <b>\$ 54,243,820</b>  | <b>\$ 42,811,671</b>  | <b>\$ 20,562,802</b>         | <b>\$ 72,233,857</b>         | <b>\$ 22,029,194</b>         | 7.1%  |

*Revenues Overview - Fund Types*

**2017-18 Total Revenue by Fund**

|                                    | 2014-15<br>Actual | 2015-16<br>Actual | 2016-17<br>Adopted<br>Budget | 2016-17<br>Current<br>Budget | 2017-18<br>Adopted<br>Budget | % Change<br>to Adopted<br>Budget<br>2016-17 |
|------------------------------------|-------------------|-------------------|------------------------------|------------------------------|------------------------------|---|
| <b>Capital Project</b>             |                   |                   |                              |                              |                              |   |
| 016 Ground Access                  | \$ 725,305        | \$ 1,216,817      | \$ 1,683,572                 | \$ 4,131,497                 | \$ 96,380                    | -94.3%                                      |
| 017 Capital Projects               | 2,873             | 5,906             | 0                            | 7,718,152                    | 0                            | 0.0%  |
| 101 Law Enforcement Impact         | 331,986           | 293,762           | 9,396                        | 9,396                        | 15,595                       | 66.0%                                       |
| 102 Fire Impact                    | 1,463             | 0                 | 637                          | 0                            | 0                            | -100.0%                                     |
| 103 OMC Street Impact              | 59,669            | 0                 | 0                            | 0                            | 0                            | 0.0%  |
| 104 OMC Water Impact               | 69,052            | 0                 | 69,590                       | 0                            | 0                            | -100.0%                                     |
| 105 OMC Sewer Impact               | 26,424            | 0                 | 21,957                       | 0                            | 0                            | -100.0%                                     |
| 106 Solid Waste Impact             | 451,500           | 688,806           | 18,912                       | 18,912                       | 29,846                       | 57.8%                                       |
| 107 General Facility Impact        | 326,993           | 595,085           | 17,397                       | 17,397                       | 27,846                       | 60.1%                                       |
| 108 Library Impact                 | 650,953           | 436,026           | 10,777                       | 10,777                       | 21,534                       | 99.8%                                       |
| 109 Public Meeting Impact          | 792,224           | 575,405           | 18,160                       | 18,160                       | 32,185                       | 77.2%                                       |
| 110 Aquatic Impact                 | 55,602            | 38,566            | 1,200                        | 1,200                        | 2,891                        | 140.9%                                      |
| 111 OMC Storm Drainage Impact      | 115,569           | 0                 | 130,343                      | 0                            | 0                            | -100.0%                                     |
| 112 Species Habitat Impact         | 29,883            | 287,980           | 12,102                       | 12,102                       | 21,637                       | 78.8%                                       |
| 113 Fiber Impact                   | 50                | 0                 | 0                            | 0                            | 0                            | 0.0%  |
| 115 NMC Street Impact              | 3,084             | 0                 | 0                            | 0                            | 0                            | 0.0%  |
| 117 NMC Sewer Impact               | 1,663             | 0                 | 1,878                        | 0                            | 0                            | -100.0%                                     |
| 118 NMC Storm Drainage Impact      | 11,279            | 0                 | 12,726                       | 0                            | 0                            | -100.0%                                     |
| 120 Affordability In-Lieu          | 1,283,895         | 2,301,141         | 37,781                       | 37,781                       | 89,866                       | 137.9%                                      |
| 170 OMC-Regional Streets           | 1,847,662         | 10,864,484        | 88,414                       | 88,414                       | 72,559                       | -17.9%                                      |
| 171 OMC-Local Adjacent Streets     | 851,340           | 1,963,113         | 34,184                       | 34,184                       | 128,752                      | 276.6%                                      |
| 172 OMC-Regional Storm Drains      | 97,234            | 262,005           | 4,276                        | 69,447                       | 14,710                       | 244.0%                                      |
| 173 OMC-Local Adjacent Storm Drain | 1,848,238         | 5,084,758         | 81,152                       | 146,324                      | 230,527                      | 184.1%                                      |
| 174 OMC-Regional Water             | 1,885,138         | 1,576,064         | 38,375                       | 94,047                       | 188,083                      | 390.1%                                      |
| 175 OMC-Local Adjacent Water       | 471,762           | 381,245           | 9,623                        | 23,541                       | 28,378                       | 194.9%                                      |
| 176 OMC-Regional Sewer             | 278,901           | 310,837           | 6,203                        | 14,986                       | 24,067                       | 288.0%                                      |
| 177 OMC-Local Adjacent Sewer       | 417,804           | 409,476           | 9,071                        | 22,245                       | 40,965                       | 351.6%                                      |
| 178 OMC-Fire Impact                | 181,823           | 87,604            | 0                            | 0                            | 0                            | 0.0%  |
| 180 NMC-Regional Streets           | 369,107           | 1,049,570         | 10,393                       | 10,393                       | 16,339                       | 57.2%                                       |
| 181 NMC-Local Adjacent Streets     | 1,673,938         | 728,145           | 19,084                       | 19,084                       | 20,707                       | 8.5%  |
| 182 NMC-Regional Storm Drains      | 178,772           | 473,566           | 4,225                        | 8,679                        | 10,877                       | 157.4%                                      |
| 183 NMC-Local Adjacent StormDrains | 687,958           | 894,380           | 13,219                       | 21,491                       | 51,230                       | 287.5%                                      |
| 184 NMC-Regional Water             | 208,835           | (53,780)          | 3,197                        | 3,197                        | 0                            | -100.0%                                     |
| 185 NMC-Local Adjacent Water       | 449,533           | 598,652           | 8,388                        | 8,388                        | 158,919                      | 1,794.6%                                    |
| 186 NMC-Regional Sewer             | 28,281            | 65,725            | 808                          | 1,559                        | 4,227                        | 423.1%                                      |
| 187 NMC-Local Adjacent Sewer       | 42,465            | 43,940            | 1,155                        | 2,282                        | 3,869                        | 235.0%                                      |

## Revenues Overview - Fund Types

### 2017-18 Total Revenue by Fund

|  | 2014-15<br>Actual     | 2015-16<br>Actual     | 2016-17<br>Adopted<br>Budget | 2016-17<br>Current<br>Budget | 2017-18<br>Adopted<br>Budget | % Change<br>to Adopted<br>Budget<br>2016-17 |
|--|-----------------------|-----------------------|------------------------------|------------------------------|------------------------------|---|
| 188 NMC-Regional Fiber                           | \$ 9,104              | \$ (3,246)            | \$ 258                       | \$ 258                       | \$ 0                         | 0.0%  |
| 189 NMC-Local Adjacent Fiber                     | 93,551                | 185,511               | 1,765                        | 1,765                        | 36,477                       | 1,966.7%                                    |
| 190 NMC-Fire Impact                              | <u>7,315,994</u>      | <u>110,470</u>        | <u>0</u>                     | <u>637</u>                   | <u>91,433</u>                | 0.0%  |
| <b>Total Capital Project</b>                     | \$ 23,876,908         | \$ 31,472,013         | \$ 2,380,218                 | \$ 12,546,295                | \$ 1,459,899                 | -38.7%                                      |
| <b>Capital Project Transfers-In</b>              | <u>5,796,338</u>      | <u>4,832,123</u>      | <u>1,969,500</u>             | <u>2,926,403</u>             | <u>7,869,423</u>             | 299.6%                                      |
| <b>Total Capital Project &amp; Transfers-In</b>  | \$ 29,673,246         | \$ 36,304,136         | \$ 4,349,718                 | \$ 15,472,698                | \$ 9,329,322                 | 114.5%                                      |
| <b>Enterprise</b>                                |                       |                       |                              |                              |                              |   |
| 024 Water Operating                              | \$ 51,637,570         | \$ 60,385,392         | \$ 53,932,235                | \$ 53,932,235                | \$ 55,633,983                | 3.2%  |
| 025 Water Capital                                | 9,747,698             | 14,963,191            | 11,147,542                   | 11,147,542                   | 860,979                      | -92.3%                                      |
| 026 Sewer Operating                              | 22,186,983            | 23,471,233            | 23,751,780                   | 24,851,780                   | 25,035,440                   | 5.4%  |
| 027 Sewer Capital                                | 148,080               | 266,444               | 164,174                      | 164,174                      | 237,848                      | 44.9%                                       |
| 029 Solid Waste                                  | 32,245,789            | 33,648,254            | 32,416,408                   | 33,493,113                   | 33,974,108                   | 4.8%  |
| 031 Solid Waste Facilities                       | 4,965                 | 8,829                 | 5,602                        | 5,602                        | 7,364                        | 31.5%                                       |
| 035 Information Technology Fiber                 | <u>0</u>              | <u>4,139</u>          | <u>130,000</u>               | <u>130,000</u>               | <u>425,000</u>               | 226.9%                                      |
| <b>Total Enterprise</b>                          | \$ 115,971,085        | \$ 132,747,482        | \$ 121,547,741               | \$ 123,724,446               | \$ 116,174,722               | -4.4%                                       |
| <b>Enterprise Transfers-In</b>                   | <u>21,100,000</u>     | <u>21,100,000</u>     | <u>22,000,000</u>            | <u>33,743,517</u>            | <u>22,000,000</u>            | 0.0%  |
| <b>Total Enterprise &amp; Transfers-In</b>       | \$ 137,071,085        | \$ 153,847,482        | \$ 143,547,741               | \$ 157,467,963               | \$ 138,174,722               | -3.7%                                       |
| <b>Internal Service</b>                          |                       |                       |                              |                              |                              |   |
| 032 Equipment Services                           | \$ 11,717,186         | \$ 12,466,136         | \$ 11,223,425                | \$ 11,223,425                | \$ 11,362,722                | 1.2%  |
| 033 Self Insurance                               | 9,271,194             | 9,426,453             | 9,414,726                    | 9,414,726                    | 10,996,849                   | 16.8%                                       |
| 034 Information Technology                       | 8,698,273             | 8,428,220             | 8,420,830                    | 8,420,830                    | 8,417,663                    | 0.0%  |
| 099 Other Post Employment Benefits               | <u>8,496,295</u>      | <u>13,279,494</u>     | <u>9,696,482</u>             | <u>9,696,482</u>             | <u>11,322,827</u>            | 16.8%                                       |
| <b>Total Internal Service</b>                    | \$ 38,182,948         | \$ 43,600,303         | \$ 38,755,463                | \$ 38,755,463                | \$ 42,100,061                | 8.6%  |
| <b>Internal Service Transfers-In</b>             | <u>5,202,474</u>      | <u>90,000</u>         | <u>90,000</u>                | <u>90,000</u>                | <u>90,000</u>                | 0.0%  |
| <b>Total Internal Service &amp; Transfers-In</b> | \$ 43,385,422         | \$ 43,690,303         | \$ 38,845,463                | \$ 38,845,463                | \$ 42,190,061                | 8.6%  |
| <b>TOTAL CITY FUNDS</b>                          | <u>\$ 466,127,213</u> | <u>\$ 531,444,901</u> | <u>\$ 412,474,724</u>        | <u>\$ 502,596,779</u>        | <u>\$ 440,400,517</u>        | 6.8%  |

*Revenues Overview - Fund Types*

**2017-18 Total Revenue by Fund**

|   | 2014-15<br>Actual            | 2015-16<br>Actual            | 2016-17<br>Adopted<br>Budget | 2016-17<br>Current<br>Budget | 2017-18<br>Adopted<br>Budget | % Change<br>to Adopted<br>Budget<br>2016-17 |
|---|------------------------------|------------------------------|------------------------------|------------------------------|------------------------------|---|
| <b>REDEVELOPMENT SUCCESSOR AGENCY (SUCCESSOR)</b> |                              |                              |                              |                              |                              |   |
| 139 Successor Agency For RDA - Admin              | \$ 0                         | \$ 40,981,208                | \$ 0                         | \$ 0                         | \$ 0                         | 0.0%  |
| 162 Ctr City Successor/Debt Svc                   | 245,105                      | 206                          | 0                            | 0                            | 0                            | 0.0%  |
| 163 PA#1 Successor/Debt Svc                       | 229                          | 366                          | 0                            | 0                            | 0                            | 0.0%  |
| 164 Cimarron Successor/Debt Svc                   | 44                           | 4                            | 0                            | 0                            | 0                            | 0.0%  |
| 266 LMI Successor Agency                          | 150                          | 268                          | 0                            | 0                            | 0                            | -15.1%                                      |
| 299 Redev Obligation Retirement Fd                | <u>11,622,166</u>            | <u>15,177,724</u>            | <u>15,225,214</u>            | <u>15,225,214</u>            | <u>12,920,979</u>            | -15.1%                                      |
| <b>TOTAL SUCCESSOR FUNDS</b>                      | <b><u>\$ 11,867,694</u></b>  | <b><u>\$ 56,159,776</u></b>  | <b><u>\$ 15,225,214</u></b>  | <b><u>\$ 15,225,214</u></b>  | <b><u>\$ 12,920,979</u></b>  | -15.1%                                      |
| <b>ONTARIO HOUSING AUTHORITY (OHA)</b>            |                              |                              |                              |                              |                              |   |
| 048 Ontario Housing Authority                     | \$ 965,401                   | \$ 749,034                   | \$ 518,426                   | \$ 518,426                   | \$ 337,956                   | -34.8%                                      |
| 166 Housing Asset Fund                            | <u>(14,093)</u>              | <u>188,436</u>               | <u>7,377</u>                 | <u>7,377</u>                 | <u>9,876</u>                 | 33.9%                                       |
| <b>TOTAL OHA</b>                                  | <b><u>\$ 951,308</u></b>     | <b><u>\$ 937,470</u></b>     | <b><u>\$ 525,803</u></b>     | <b><u>\$ 525,803</u></b>     | <b><u>\$ 347,832</u></b>     | -33.8%                                      |
| <b>GRAND TOTAL ALL FUNDS</b>                      | <b><u>\$ 478,946,215</u></b> | <b><u>\$ 588,542,147</u></b> | <b><u>\$ 428,225,741</u></b> | <b><u>\$ 518,347,796</u></b> | <b><u>\$ 453,669,328</u></b> | 5.9%  |



***Fund Balance  
& Interfund  
Transfer***

# *Fund Balance & Interfund Transfers*

Fund Balance reflects the difference between revenues and expenditures, as well as interfund to transfers within a adopted fund. Beginning Fund balance is the cumulation of previous years differences. The Adopted Budget for Fiscal Year 2017-18 reflects projected funds balances and interfund transfers as shown in the following schedules.



# *Fund Balance*

## 2017-18 Unreserved Fund Balances

|                                 | Estimated<br>Total<br>Unreserved<br>Fund<br>Balance July<br>1, 2017 | Revenues              | Operating<br>Transfer-In | Operating<br>Transfer-<br>Out | Available             | Expenditures          | Estimated<br>Undesignated<br>and Reserves<br>June 30, 2018 |
|---------------------------------|---|-----------------------|--------------------------|-------------------------------|-----------------------|-----------------------|--|
| <b>CITY OF ONTARIO</b>          |   |                       |                          |                               |                       |                       |  |
| <b>General Fund</b>             |   |                       |                          |                               |                       |                       |  |
| 001 General Fund                | \$ 39,625,584   | \$ 189,448,800        | \$ 39,228,418            | \$ 8,318,512                  | \$ 259,984,290        | \$ 220,358,706        | \$ 39,625,584  |
| 098 General Fund Trust          | 11,410,795  | 0                     | 3,950,000                | 5,769,423                     | 9,591,372             | 0                     | 9,591,372  |
| <b>Total General Fund</b>       | <b>\$ 51,036,379</b>  | <b>\$ 189,448,800</b> | <b>\$ 43,178,418</b>     | <b>\$ 14,087,935</b>          | <b>\$ 269,575,662</b> | <b>\$ 220,358,706</b> | <b>\$ 49,216,956</b>                                       |
| <b>Special Revenue</b>          |   |                       |                          |                               |                       |                       |  |
| 002 Quiet Home Program          | \$ 0  | \$ 1,067,000          | \$ 0                     | \$ 0                          | \$ 1,067,000          | \$ 1,067,000          | \$ 0   |
| 003 Gas Tax                     | 1,101,194   | 4,875,566             | 900,000                  | 2,782,930                     | 4,093,830             | 3,015,913             | 1,077,917  |
| 004 Measure I                   | 1,563,780   | 3,007,146             | 0                        | 0                             | 4,570,926             | 3,865,000             | 705,926  |
| 007 Park Impact/Quimby          | (9,849,920)   | 0                     | 0                        | 0                             | (9,849,920)           | 0                     | (9,849,920)  |
| 008 C.D.B.G                     | 0   | 2,803,640             | 0                        | 0                             | 2,803,640             | 2,803,640             | 0  |
| 009 HOME Grants                 | 0   | 2,297,206             | 0                        | 0                             | 2,297,206             | 2,297,206             | 0  |
| 010 Asset Seizure               | 2,704,607   | 0                     | 0                        | 0                             | 2,704,607             | 612,110               | 2,092,497  |
| 011 Neighborhood Stabilization  | 0   | 0                     | 0                        | 0                             | 0                     | 0                     | 0  |
| 013 A.D. Administration         | 737,086   | 22,721                | 0                        | 0                             | 759,807               | 286,837               | 472,970  |
| 014 Mobile Source Air           | 474,953   | 212,088               | 0                        | 25,643                        | 661,398               | 35,723                | 625,675  |
| 015 General Fund Grants         | 0   | 24,000                | 0                        | 0                             | 24,000                | 24,000                | 0  |
| 018 Building Safety             | 335,876   | 910,000               | 0                        | 53,580                        | 1,192,296             | 1,169,569             | 22,727   |
| 019 Parkway Maintenance         | 876,210   | 608,682               | 368,512                  | 246,715                       | 1,606,689             | 853,600               | 753,089  |
| 021 Storm Drain Dist.           | 69,443  | 775                   | 0                        | 0                             | 70,218                | 0                     | 70,218   |
| 060 OMC CFD #21-Parkside Svcs   | 44,248  | 52,081                | 0                        | 24,000                        | 72,329                | 27,500                | 44,829   |
| 061 NMC CFD #31-Lennar Svcs     | 66,463  | 251,634               | 0                        | 243,400                       | 74,697                | 7,400                 | 67,297   |
| 062 NMC CFD #23-Park Place Svcs | 27,063  | 650,000               | 0                        | 645,000                       | 32,063                | 5,000                 | 27,063   |
| 063 NMC CFD #24-Park Place Fac  | 885,705   | 6,909                 | 0                        | 0                             | 892,614               | 0                     | 892,614  |
| 064 NMC CFD #27-New Haven Svcs  | 9,169   | 399,305               | 0                        | 393,000                       | 15,474                | 5,000                 | 10,474   |
| 065 NMC CFD#28-NewHavenFac      | 183,000   | 190,035               | 0                        | 0                             | 373,035               | 0                     | 373,035  |
| 069 OMC CFD #20 -Walmart Svcs   | 44,961  | 26,400                | 0                        | 5,000                         | 66,361                | 21,000                | 45,361   |
| 070 Street Light Maintenance    | 2,216,236   | 499,700               | 0                        | 113,675                       | 2,602,261             | 368,542               | 2,233,719  |
| 071 OMC CFD#10-AirportTowerSvcs | 0   | 11,000                | 0                        | 11,000                        | 0                     | 0                     | 0  |
| 072 NMC CFD #9-Edenglen Svcs    | 3,368   | 545,000               | 0                        | 532,600                       | 15,768                | 12,400                | 3,368  |
| 076 Facility Maintenance        | 0   | 0                     | 1,000,000                | 0                             | 1,000,000             | 1,000,000             | 0  |
| 077 Storm Drain Maintenance     | 513,995   | 1,240,656             | 0                        | 0                             | 1,754,651             | 1,727,465             | 27,186   |
| 114 Historic Preservation       | 202,557   | 2,456                 | 0                        | 0                             | 205,013               | 0                     | 205,013  |
| 119 NMC Public Services         | 4,347,955   | 56,582                | 0                        | 0                             | 4,404,537             | 0                     | 4,404,537  |
| <b>Total Revenue</b>            | <b>\$ 6,557,949</b>   | <b>\$ 19,760,582</b>  | <b>\$ 2,268,512</b>      | <b>\$ 5,076,543</b>           | <b>\$ 23,510,500</b>  | <b>\$ 19,204,905</b>  | <b>\$ 4,305,595</b>  |
| <b>Capital Project</b>          |   |                       |                          |                               |                       |                       |  |
| 016 Ground Access               | \$ 7,622,438  | \$ 96,380             | \$ 0                     | \$ 0                          | \$ 7,718,818          | \$ 0                  | \$ 7,718,818   |
| 017 Capital Projects            | 11,782,487  | 0                     | 7,869,423                | 0                             | 19,651,910            | 7,869,423             | 11,782,487   |
| 101 Law Enforcement Impact      | (3,920,315)   | 15,595                | 0                        | 0                             | (3,904,720)           | 0                     | (3,904,720)  |

**2017-18 Unreserved Fund Balances**

|                                     | <b>Estimated<br/>Total<br/>Unreserved<br/>Fund Balance<br/>July 1, 2017</b> | <b>Revenues</b>     | <b>Operating<br/>Transfer-In</b> | <b>Operating<br/>Transfer-<br/>Out</b> | <b>Available</b>    | <b>Expenditures</b>  | <b>Estimated<br/>Undesignated<br/>and Reserves<br/>June 30, 2018</b> |
|-------------------------------------|---|---------------------|----------------------------------|--|---------------------|----------------------|--|
| 106 Solid Waste Impact              | \$ 2,212,124  | \$ 29,846           | \$ 0                             | \$ 0                                   | \$ 2,241,970        | \$ 100,000           | \$ 2,141,970   |
| 107 General Facility Impact         | 2,146,831   | 27,846              | 0                                | 0                                      | 2,174,677           | 0                    | 2,174,677  |
| 108 Library Impact                  | 1,402,238   | 21,534              | 0                                | 0                                      | 1,423,772           | 0                    | 1,423,772  |
| 109 Public Meeting Impact           | 2,257,518   | 32,185              | 0                                | 0                                      | 2,289,703           | 0                    | 2,289,703  |
| 110 Aquatic Impact                  | 218,944   | 2,891               | 0                                | 0                                      | 221,835             | 0                    | 221,835  |
| 112 Species Habitat Impact          | 1,671,802   | 21,637              | 0                                | 0                                      | 1,693,439           | 0                    | 1,693,439  |
| 120 Affordability In-Lieu           | 5,382,665   | 89,866              | 0                                | 0                                      | 5,472,531           | 0                    | 5,472,531  |
| 170 OMC-Regional Streets            | 1,190,983   | 72,559              | 0                                | 0                                      | 1,263,542           | 2,429,199            | (1,165,657)  |
| 171 OMC-Local Adjacent Streets      | 4,232,723   | 128,752             | 0                                | 0                                      | 4,361,475           | 10,223,438           | (5,861,963)  |
| 172 OMC-Regional Storm Drains       | 1,277,974   | 14,710              | 0                                | 0                                      | 1,292,684           | 0                    | 1,292,684  |
| 173 OMC-Local Adjacent Storm Drain  | 14,296,114  | 230,527             | 0                                | 0                                      | 14,526,641          | 6,899,678            | 7,626,963  |
| 174 OMC-Regional Water              | 11,261,044  | 188,083             | 0                                | 0                                      | 11,449,127          | 0                    | 11,449,127   |
| 175 OMC-Local Adjacent Water        | 972,834   | 28,378              | 0                                | 0                                      | 1,001,212           | 0                    | 1,001,212  |
| 176 OMC-Regional Sewer              | 2,223,486   | 24,067              | 0                                | 0                                      | 2,247,553           | 0                    | 2,247,553  |
| 177 OMC-Local Adjacent Sewer        | 3,387,854   | 40,965              | 0                                | 0                                      | 3,428,819           | 3,500,000            | (71,181)   |
| 178 OMC-Fire Impact                 | (2,081,468)   | 0                   | 0                                | 0                                      | (2,081,468)         | 132,582              | (2,214,050)  |
| 180 NMC-Regional Streets            | (1,066,778)   | 16,339              | 0                                | 0                                      | (1,050,439)         | 0                    | (1,050,439)  |
| 181 NMC-Local Adjacent Streets      | 1,641,783   | 20,707              | 0                                | 0                                      | 1,662,490           | 0                    | 1,662,490  |
| 182 NMC-Regional Storm Drains       | 394,231   | 10,877              | 0                                | 0                                      | 405,108             | 0                    | 405,108  |
| 183 NMC-Local Adjacent Storm Drains | 3,517,006   | 51,230              | 0                                | 0                                      | 3,568,236           | 0                    | 3,568,236  |
| 184 NMC-Regional Water              | 3,197   | 0                   | 0                                | 0                                      | 3,197               | 0                    | 3,197  |
| 185 NMC-Local Adjacent Water        | 1,662,098   | 158,919             | 0                                | 0                                      | 1,821,017           | 1,000,000            | 821,017  |
| 186 NMC-Regional Sewer              | 186,129   | 4,227               | 0                                | 0                                      | 190,356             | 0                    | 190,356  |
| 187 NMC-Local Adjacent Sewer        | 224,701   | 3,869               | 0                                | 0                                      | 228,570             | 0                    | 228,570  |
| 188 NMC-Local Regional Fiber        | 258   | 0                   | 0                                | 0                                      | 258                 | 0                    | 258  |
| 189 NMC-Local Adjacent Fiber        | 343,070   | 36,477              | 0                                | 0                                      | 379,547             | 0                    | 379,547  |
| 190 NMC-Fire Impact                 | (693,986)   | 91,433              | 0                                | 0                                      | (602,553)           | 0                    | (602,553)  |
| 501 NMC-Developer Deposits          | 268,622   | 0                   | 0                                | 0                                      | 268,622             | 0                    | 268,622  |
| 502 OMC-Developer Deposits          | 95,415  | 0                   | 0                                | 0                                      | 95,415              | 0                    | 95,415   |
| <b>Total Capital Project</b>        | <b>\$ 74,114,022</b>  | <b>\$ 1,459,899</b> | <b>\$ 7,869,423</b>              | <b>\$ 0</b>                            | <b>\$83,443,344</b> | <b>\$ 32,154,320</b> | <b>\$ 51,289,024</b>   |
| <b>Enterprise</b>                   |   |                     |                                  |  |                     |                      |  |
| 024 Water Operating                 | \$ 37,046,534   | \$55,633,983        | \$ 0                             | \$ 31,137,953                          | \$61,542,564        | \$ 45,733,604        | \$ 15,808,960  |
| 025 Water Capital                   | 15,355,136  | 860,979             | 18,000,000                       | 3,918,150                              | 30,297,965          | 20,457,992           | 9,839,973  |
| 026 Sewer Operating                 | 22,996,083  | 25,035,440          | 0                                | 10,290,913                             | 37,740,610          | 19,598,109           | 18,142,501   |
| 027 Sewer Capital                   | 16,436,743  | 237,848             | 4,000,000                        | 1,039,688                              | 19,634,903          | 5,200,660            | 14,434,243   |
| 029 Solid Waste                     | 24,503,894  | 33,974,108          | 0                                | 9,015,171                              | 49,462,831          | 31,113,118           | 18,349,713   |
| 031 Solid Waste Facilities          | 585,753   | 7,364               | 0                                | 0                                      | 593,117             | 0                    | 593,117  |

# Fund Balance

## 2017-18 Unreserved Fund Balances

|   | Estimated<br>Total<br>Unreserved<br>Fund | Revenues             | Operating<br>Transfer-In | Operating<br>Transfer-<br>Out | Available             | Expenditures          | Estimated<br>Undesignated<br>and Reserves<br>June 30, 2018 |
|---|--|----------------------|--------------------------|-------------------------------|-----------------------|-----------------------|--|
| 035 Information Technology Fiber                  | \$ (6,603,185)                           | \$ 425,000           | \$ 0                     | \$ 0                          | \$ (6,178,185)        | \$ 1,691,646          | \$ (7,869,831)   |
| <b>Total Enterprise</b>                           | <b>\$ 110,320,958</b>                    | <b>\$116,174,722</b> | <b>\$ 22,000,000</b>     | <b>\$ 55,401,875</b>          | <b>\$ 193,093,805</b> | <b>\$ 123,795,129</b> | <b>\$ 69,298,676</b>                                       |
| <b>Internal Service</b>                           |  |                      |                          |                               |                       |                       |  |
| 032 Equipment Services                            | \$ 27,648,142                            | \$ 11,362,722        | \$ 0                     | \$ 0                          | \$ 39,010,864         | \$ 17,460,261         | \$ 21,550,603  |
| 033 Self Insurance                                | 14,893,289                               | 10,996,849           | 0                        | 0                             | 25,890,138            | 7,657,065             | 18,233,073   |
| 034 Information Technology                        | 13,889,137                               | 8,417,663            | 90,000                   | 840,000                       | 21,556,800            | 15,497,682            | 6,059,118  |
| 099 Other Post Employment Benefits                | 132,205,741                              | 11,322,827           | 0                        | 0                             | 11,322,827            | 4,500,000             | 6,822,827  |
| <b>Total Internal Service</b>                     | <b>\$ 188,636,309</b>                    | <b>\$ 42,100,061</b> | <b>\$ 90,000</b>         | <b>\$ 840,000</b>             | <b>\$ 229,986,370</b> | <b>\$ 45,115,008</b>  | <b>\$ 184,871,362</b>                                      |
| <b>REDEVELOPMENT SUCCESSOR AGENCY (SUCCESSOR)</b> |  |                      |                          |                               |                       |                       |  |
| 139 Successor Agency For RDA-Admin                | \$ 0                                     | \$ 0                 | \$ 500,000               | \$ 0                          | \$ 500,000            | \$ 500,000            | \$ 0   |
| 159 Guasti Successor/Debt Svc                     | 0  | 0                    | 250,000                  | 0                             | 250,000               | 250,000               | 0  |
| 162 Ctr City Successor/Debt Svc                   | 0  | 0                    | 709,760                  | 0                             | 709,760               | 709,760               | 0  |
| 163 PA#1 Successor/Debt Svc                       | 0  | 0                    | 10,420,103               | 0                             | 10,420,103            | 10,420,103            | 0  |
| 266 LMI Successor Agency                          | 0  | 0                    | 1,041,116                | 0                             | 1,041,116             | 1,041,116             | 0  |
| 299 Redev Obligation Retirement Fd                | 0  | 12,920,979           | 0                        | 12,920,979                    | 0                     | 0                     | 0  |
| <b>TOTAL SUCCESSOR</b>                            | <b>\$ 0</b>                              | <b>\$ 12,920,979</b> | <b>\$ 12,920,979</b>     | <b>\$ 12,920,979</b>          | <b>\$ 12,920,979</b>  | <b>\$ 12,920,979</b>  | <b>\$ 0</b>  |
| <b>ONTARIO HOUSING AUTHORITY (OHA)</b>            |  |                      |                          |                               |                       |                       |  |
| 048 Ontario Housing Authority                     | \$ 2,391,433                             | \$ 337,956           | \$ 0                     | \$ 0                          | \$ 2,729,389          | \$ 801,107            | \$ 1,928,282   |
| 166 Housing Asset Fund                            | 843,302                                  | 9,876                | 0                        | 0                             | 853,178               | 566,900               | 286,278  |
| <b>TOTAL OHA</b>                                  | <b>\$ 3,234,735</b>                      | <b>\$ 347,832</b>    | <b>\$ 0</b>              | <b>\$ 0</b>                   | <b>\$ 3,582,567</b>   | <b>\$ 1,368,007</b>   | <b>\$ 2,214,560</b>  |
| <b>GRAND TOTAL ALL FUNDS</b>                      | <b>\$ 433,900,352</b>                    | <b>\$382,212,875</b> | <b>\$ 88,327,332</b>     | <b>\$ 88,327,332</b>          | <b>\$ 816,113,227</b> | <b>\$ 454,917,054</b> | <b>\$ 361,196,173</b>                                      |

# *Interfund Transfer*

## City of Ontario

| Fund Number                  | Fund Name                      | Purpose                                    | Transfers In<br>2016-17 | Transfers Out<br>2016-17 | Transfers In<br>2017-18 | Transfers Out<br>2017-18 |
|------------------------------|--------------------------------|--|-------------------------|--------------------------|-------------------------|--------------------------|
| <b>Fund 001 General Fund</b> |                                |  |                         |                          |                         |                          |
| 003                          | Gas Tax                        | Street Maintenance                         | \$ 1,411,109            | \$ 0                     | \$ 1,668,300            | \$ 0                     |
| 003                          | Gas Tax                        | Traffic Management                         | 137,545                 | 0                        | 109,158                 | 0                        |
| 003                          | Gas Tax                        | Paint Striping & Sign Maintenance          | 955,068                 | 0                        | 1,005,472               | 0                        |
| 003                          | Gas Tax                        | Pavement Management Program                | 0                       | 900,000                  | 0                       | 900,000                  |
| 014                          | Mobile Source Air              | CAP General Fund Allocation                | 12,704                  | 0                        | 25,643                  | 0                        |
| 018                          | Dangerous Buildings            | CAP General Fund Allocation                | 54,611                  | 0                        | 53,580                  | 0                        |
| 019                          | Parkway Maintenance            | CAP General Fund Allocation                | 222,333                 | 0                        | 246,715                 | 0                        |
| 019                          | Parkway Maintenance            | General Fund Contribution                  | 0                       | 301,153                  | 0                       | 368,512                  |
| 024                          | Water Operating                | CAP General Fund Allocation                | 10,573,954              | 0                        | 11,930,465              | 0                        |
| 024                          | Water Operating                | Billing & Collection                       | 1,146,642               | 0                        | 1,187,488               | 0                        |
| 025                          | Water Capital                  | CAP General Fund Allocation                | 3,973,053               | 0                        | 3,918,150               | 0                        |
| 026                          | Sewer Operating                | CAP General Fund Allocation                | 4,592,758               | 0                        | 5,083,425               | 0                        |
| 026                          | Sewer Operating                | Billing & Collection                       | 1,146,642               | 0                        | 1,187,488               | 0                        |
| 027                          | Sewer Capital                  | CAP General Fund Allocation                | 854,686                 | 0                        | 1,039,688               | 0                        |
| 029                          | Solid Waste                    | CAP General Fund Allocation                | 6,524,826               | 0                        | 7,564,130               | 0                        |
| 029                          | Solid Waste                    | Pavement Preservation                      | 213,553                 | 0                        | 213,553                 | 0                        |
| 029                          | Solid Waste                    | Billing & Collection                       | 1,146,642               | 0                        | 1,187,488               | 0                        |
| 034                          | Information Technology         | IT/Communication/Radio Replacement Reserve | 840,000                 | 0                        | 840,000                 | 0                        |
| 060                          | OMC CFD #21 Parkside Services  | General Fund Contribution                  | 13,500                  | 0                        | 24,000                  | 0                        |
| 061                          | NMC CFD #31 Lennar Services    | General Fund Contribution                  | 193,100                 | 0                        | 243,400                 | 0                        |
| 062                          | NMC CFD#23 Park Place Services | General Fund Contribution                  | 370,000                 | 0                        | 645,000                 | 0                        |
| 064                          | NMC CFD#27 New Haven Services  | General Fund Contribution                  | 0                       | 0                        | 393,000                 | 0                        |
| 069                          | OMC CFD #20 Walmart Services   | General Fund Contribution                  | 4,800                   | 0                        | 5,000                   | 0                        |
| 070                          | Street Light Maintenance       | CAP General Fund Allocation                | 105,444                 | 0                        | 113,675                 | 0                        |
| 070                          | Street Light Maintenance       | General Fund Contribution                  | 0                       | 37,280                   | 0                       | 0                        |
| 071                          | OMC CFD #10 Airport Tower Svcs | General Fund Contribution                  | 11,000                  | 0                        | 11,000                  | 0                        |
| 072                          | NMC CFD #9 Edenglen Services   | General Fund Contribution                  | 534,700                 | 0                        | 532,600                 | 0                        |
| 076                          | Facility Maintenance           | Facilities Maintenance                     | 0                       | 750,000                  | 0                       | 1,000,000                |
| 017                          | Capital Projects               | Capital Projects Transfer                  | 0                       | 91,500                   | 0                       | 2,100,000                |
| 098                          | General Fund Trust             | Leave Liability                            | 0                       | 300,000                  | 0                       | 300,000                  |
| 098                          | General Fund Trust             | Reserve/Communications Computer            | 0                       | 150,000                  | 0                       | 150,000                  |
| 098                          | General Fund Trust             | Public Safety Equipment Reserve            | 0                       | 2,000,000                | 0                       | 2,000,000                |
| 098                          | General Fund Trust             | City Facilities Reserve                    | 0                       | 1,500,000                | 0                       | 1,500,000                |
|                              |                                |  | <u>\$35,038,670</u>     | <u>\$ 6,029,933</u>      | <u>\$39,228,418</u>     | <u>\$ 8,318,512</u>      |

# Interfund Transfer

## City of Ontario

| Fund Number                                 | Fund Name              | Purpose                                      | Transfers In 2016-17 | Transfers Out 2016-17 | Transfers In 2017-18 | Transfers Out 2017-18 |
|---|------------------------|--|----------------------|-----------------------|----------------------|-----------------------|
| <b>Fund 003 Gas Tax</b>                     |                        |  |                      |                       |                      |                       |
| 001   | General Fund           | Street Maintenance                           | \$ 0                 | \$ 1,411,109          | \$ 0                 | \$ 1,668,300          |
| 001   | General Fund           | Traffic Management                           | 0                    | 137,545               | 0                    | 109,158               |
| 001   | General Fund           | Paint Striping & Sign Maintenance            | 0                    | 955,068               | 0                    | 1,005,472             |
| 001   | General Fund           | Pavement Management Program                  | 900,000              | 0                     | 900,000              | 0                     |
|   |                        |  | <u>\$ 900,000</u>    | <u>\$ 2,503,722</u>   | <u>\$ 900,000</u>    | <u>\$ 2,782,930</u>   |
| <b>Fund 014 Mobile Source Air Pollution</b> |                        |  |                      |                       |                      |                       |
| 001   | General Fund           | CAP General Fund Allocation                  | \$ 0                 | \$ 12,704             | \$ 0                 | \$ 25,643             |
|   |                        |  | <u>\$ 0</u>          | <u>\$ 12,704</u>      | <u>\$ 0</u>          | <u>\$ 25,643</u>      |
| <b>Fund 017 Capital Projects</b>            |                        |  |                      |                       |                      |                       |
| 001   | General Fund           | Capital Projects Transfer                    | \$ 91,500            | \$ 0                  | \$ 2,100,000         | \$ 0                  |
| 098   | General Fund Trust     | City Facilities Reserve                      | 1,698,000            | 0                     | 5,360,918            | 0                     |
| 098   | General Fund Trust     | Citizens Business Bank Arena Capital Reserve | 180,000              | 0                     | 408,505              | 0                     |
|   |                        |  | <u>\$ 1,969,500</u>  | <u>\$ 0</u>           | <u>\$ 7,869,423</u>  | <u>\$ 0</u>           |
| <b>Fund 018 Dangerous Buildings</b>         |                        |  |                      |                       |                      |                       |
| 001   | General Fund           | CAP General Fund Allocation                  | \$ 0                 | \$ 54,611             | \$ 0                 | \$ 53,580             |
|   |                        |  | <u>\$ 0</u>          | <u>\$ 54,611</u>      | <u>\$ 0</u>          | <u>\$ 53,580</u>      |
| <b>Fund 019 Parkway Maintenance</b>         |                        |  |                      |                       |                      |                       |
| 001   | General Fund           | CAP General Fund Allocation                  | \$ 0                 | \$ 222,333            | \$ 0                 | \$ 246,715            |
| 001   | General Fund           | General Fund Contribution                    | 301,153              | 0                     | 368,512              | 0                     |
|   |                        |  | <u>\$ 301,153</u>    | <u>\$ 222,333</u>     | <u>\$ 368,512</u>    | <u>\$ 246,715</u>     |
| <b>Fund 024 Water Operating</b>             |                        |  |                      |                       |                      |                       |
| 001   | General Fund           | CAP General Fund Allocation                  | \$ 0                 | \$ 10,573,954         | \$ 0                 | \$ 11,930,465         |
| 001   | General Fund           | Billing & Collection                         | 0                    | 1,146,642             | 0                    | 1,187,488             |
| 025   | Water Capital          | Water Capital Transfer                       | 0                    | 18,000,000            | 0                    | 18,000,000            |
| 034   | Information Technology | Communication/Radio Replacement Reserve      | 0                    | 20,000                | 0                    | 20,000                |
|   |                        |  | <u>\$ 0</u>          | <u>\$ 29,740,596</u>  | <u>\$ 0</u>          | <u>\$ 31,137,953</u>  |
| <b>Fund 025 Water Capital</b>               |                        |  |                      |                       |                      |                       |
| 001   | General Fund           | CAP General Fund Allocation                  | \$ 0                 | \$ 3,973,053          | \$ 0                 | \$ 3,918,150          |
| 024   | Water Operating        | Water Capital Transfer                       | 18,000,000           | 0                     | 18,000,000           | 0                     |
|   |                        |  | <u>\$ 18,000,000</u> | <u>\$ 3,973,053</u>   | <u>\$ 18,000,000</u> | <u>\$ 3,918,150</u>   |

*Interfund Transfer*

**City of Ontario**

| Fund Number                                    | Fund Name              | Purpose                                    | Transfers In<br>2016-17 | Transfers Out<br>2016-17 | Transfers In<br>2017-18 | Transfers Out<br>2017-18 |
|--|------------------------|--|-------------------------|--------------------------|-------------------------|--------------------------|
| <b>Fund 026 Sewer Operating</b>                |                        |  |                         |                          |                         |                          |
| 001  | General Fund           | CAP General Fund Allocation                | \$ 0                    | \$ 4,592,758             | \$ 0                    | \$ 5,083,425             |
| 001  | General Fund           | Billing & Collection                       | 0                       | 1,146,642                | 0                       | 1,187,488                |
| 027  | Sewer Capital          | Sewer Capital Transfer                     | 0                       | 4,000,000                | 0                       | 4,000,000                |
| 034  | Information Technology | Communication/Radio Replacement Reserve    | 0                       | 20,000                   | 0                       | 20,000                   |
|  |                        |  | <u>\$ 0</u>             | <u>\$ 9,759,400</u>      | <u>\$ 0</u>             | <u>\$ 10,290,913</u>     |
| <b>Fund 027 Sewer Capital</b>                  |                        |  |                         |                          |                         |                          |
| 001  | General Fund           | CAP General Fund Allocation                | \$ 0                    | \$ 854,686               | \$ 0                    | \$ 1,039,688             |
| 026  | Sewer Operating        | Sewer Capital Transfer                     | 4,000,000               | 0                        | 4,000,000               | 0                        |
|  |                        |  | <u>\$ 4,000,000</u>     | <u>\$ 854,686</u>        | <u>\$ 4,000,000</u>     | <u>\$ 1,039,688</u>      |
| <b>Fund 029 Solid Waste</b>                    |                        |  |                         |                          |                         |                          |
| 001  | General Fund           | CAP General Fund Allocation                | \$ 0                    | \$ 6,524,826             | \$ 0                    | \$ 7,564,130             |
| 001  | General Fund           | Pavement Preservation                      | 0                       | 213,553                  | 0                       | 213,553                  |
| 001  | General Fund           | Billing & Collection                       | 0                       | 1,146,642                | 0                       | 1,187,488                |
| 034  | Information Technology | Communication/Radio Replacement Reserve    | 0                       | 50,000                   | 0                       | 50,000                   |
|  |                        |  | <u>\$ 0</u>             | <u>\$ 7,935,021</u>      | <u>\$ 0</u>             | <u>\$ 9,015,171</u>      |
| <b>Fund 034 Information Technology</b>         |                        |  |                         |                          |                         |                          |
| 001  | General Fund           | IT/Communication/Radio Replacement Reserve | \$ 0                    | \$ 840,000               | \$ 0                    | \$ 840,000               |
| 024  | Water Operating        | Communication/Radio Replacement Reserve    | 20,000                  | 0                        | 20,000                  | 0                        |
| 026  | Sewer Operating        | Communication/Radio Replacement Reserve    | 20,000                  | 0                        | 20,000                  | 0                        |
| 029  | Solid Waste            | Communication/Radio Replacement Reserve    | 50,000                  | 0                        | 50,000                  | 0                        |
|  |                        |  | <u>\$ 90,000</u>        | <u>\$ 840,000</u>        | <u>\$ 90,000</u>        | <u>\$ 840,000</u>        |
| <b>Fund 060 OMC CFD#21 Parkside Services</b>   |                        |  |                         |                          |                         |                          |
| 001  | General Fund           | General Fund Contribution                  | \$ 0                    | \$ 13,500                | \$ 0                    | \$ 24,000                |
|  |                        |  | <u>\$ 0</u>             | <u>\$ 13,500</u>         | <u>\$ 0</u>             | <u>\$ 24,000</u>         |
| <b>Fund 061 NMC CFD#31 Lennar Services</b>     |                        |  |                         |                          |                         |                          |
| 001  | General Fund           | General Fund Contribution                  | \$ 0                    | \$ 193,100               | \$ 0                    | \$ 243,400               |
|  |                        |  | <u>\$ 0</u>             | <u>\$ 193,100</u>        | <u>\$ 0</u>             | <u>\$ 243,400</u>        |
| <b>Fund 062 NMC CFD#23 Park Place Services</b> |                        |  |                         |                          |                         |                          |
| 001  | General Fund           | General Fund Contribution                  | \$ 0                    | \$ 370,000               | \$ 0                    | \$ 645,000               |
|  |                        |  | <u>\$ 0</u>             | <u>\$ 370,000</u>        | <u>\$ 0</u>             | <u>\$ 645,000</u>        |
| <b>Fund 064 NMC CFD#27 New Haven Services</b>  |                        |  |                         |                          |                         |                          |
| 001  | General Fund           | General Fund Contribution                  | \$ 0                    | \$ 0                     | \$ 0                    | \$ 393,000               |
|  |                        |  | <u>\$ 0</u>             | <u>\$ 0</u>              | <u>\$ 0</u>             | <u>\$ 393,000</u>        |
| <b>Fund 069 OMC CFD#20 Walmart Services</b>    |                        |  |                         |                          |                         |                          |
| 001  | General Fund           | General Fund Contribution                  | \$ 0                    | \$ 4,800                 | \$ 0                    | \$ 5,000                 |
|  |                        |  | <u>\$ 0</u>             | <u>\$ 4,800</u>          | <u>\$ 0</u>             | <u>\$ 5,000</u>          |

# Interfund Transfer

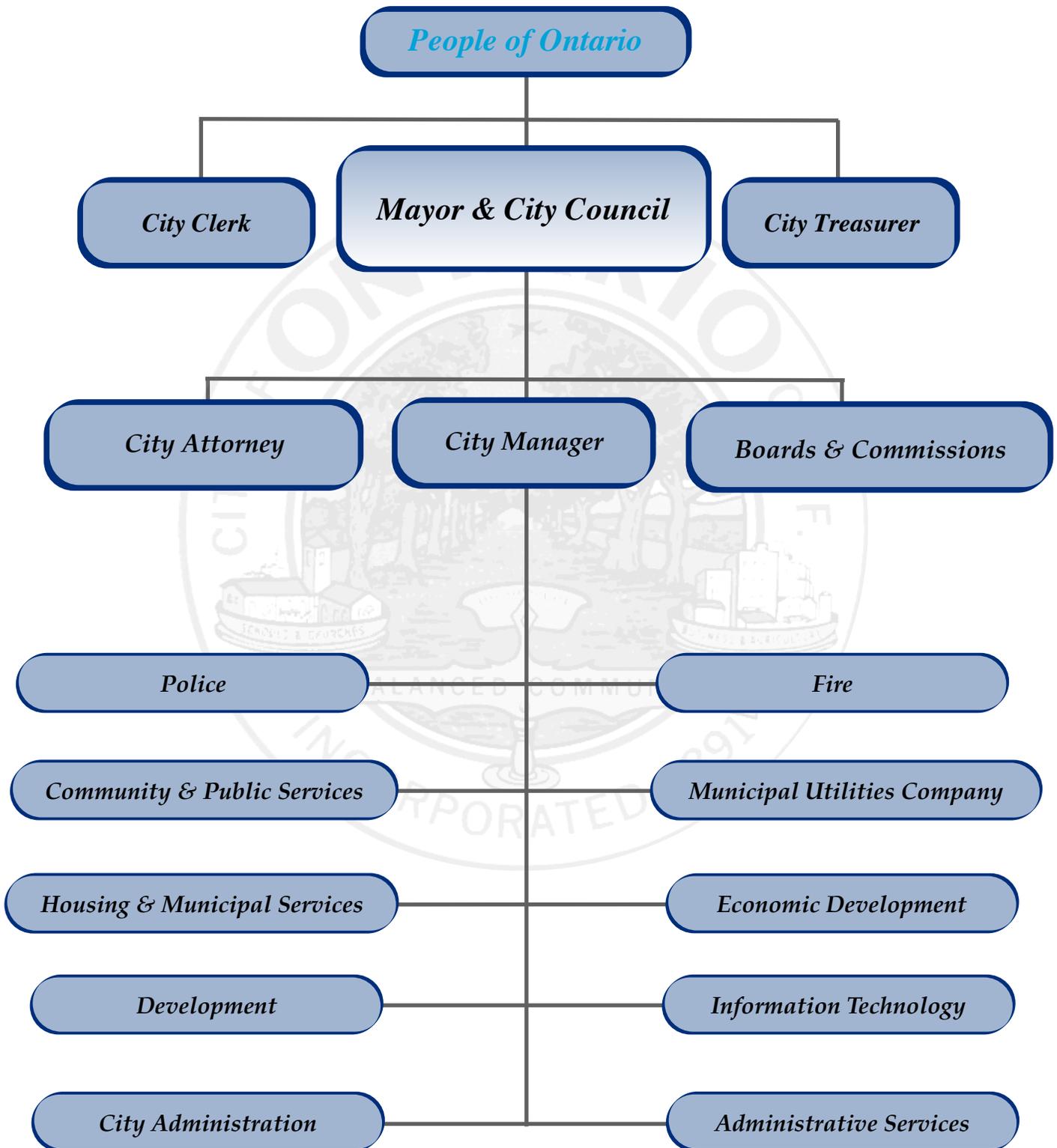
## City of Ontario

| Fund Number  | Fund Name        | Purpose                                      | Transfers In 2016-17       | Transfers Out 2016-17      | Transfers In 2017-18       | Transfers Out 2017-18      |
|--|------------------|--|----------------------------|----------------------------|----------------------------|----------------------------|
| <b>Fund 070 Street Light Maintenance</b>           |                  |  |                            |                            |                            |                            |
| 001  | General Fund     | CAP General Fund Allocation                  | \$ 0                       | \$ 105,444                 | \$ 0                       | \$ 113,675                 |
| 001  | General Fund     | General Fund Contribution                    | \$ 37,280                  | \$ 0                       | \$ 0                       | \$ 0                       |
|  |                  |  | <u>\$ 37,280</u>           | <u>\$ 105,444</u>          | <u>\$ 0</u>                | <u>\$ 113,675</u>          |
| <b>Fund 071 OMC CFD #10 Airport Tower Services</b> |                  |  |                            |                            |                            |                            |
| 001  | General Fund     | General Fund Contribution                    | \$ 0                       | \$ 11,000                  | \$ 0                       | \$ 11,000                  |
|  |                  |  | <u>\$ 0</u>                | <u>\$ 11,000</u>           | <u>\$ 0</u>                | <u>\$ 11,000</u>           |
| <b>Fund 072 NMC CFD#9 Edenglen Service</b>         |                  |  |                            |                            |                            |                            |
| 001  | General Fund     | General Fund Contribution                    | \$ 0                       | \$ 534,700                 | \$ 0                       | \$ 532,600                 |
|  |                  |  | <u>\$ 0</u>                | <u>\$ 534,700</u>          | <u>\$ 0</u>                | <u>\$ 532,600</u>          |
| <b>Fund 076 Facility Maintenance</b>               |                  |  |                            |                            |                            |                            |
| 001  | General Fund     | Facilities Maintenance                       | \$ 750,000                 | \$ 0                       | \$ 1,000,000               | \$ 0                       |
|  |                  |  | <u>\$ 750,000</u>          | <u>\$ 0</u>                | <u>\$ 1,000,000</u>        | <u>\$ 0</u>                |
| <b>Fund 098 General Fund Trust</b>                 |                  |  |                            |                            |                            |                            |
| 001  | General Fund     | Leave Liability                              | \$ 300,000                 | \$ 0                       | \$ 300,000                 | \$ 0                       |
| 001  | General Fund     | Reserve/Communications Computer              | 150,000                    | 0                          | 150,000                    | 0                          |
| 001  | General Fund     | Public Safety Equipment Reserve              | 2,000,000                  | 0                          | 2,000,000                  | 0                          |
| 001  | General Fund     | City Facilities Reserve                      | 1,500,000                  | 0                          | 1,500,000                  | 0                          |
| 017  | Capital Projects | Capital Projects Transfer                    | 0                          | 1,698,000                  | 0                          | 5,360,918                  |
| 017  | Capital Projects | Citizens Business Bank Arena Capital Reserve | 0                          | 180,000                    | 0                          | 408,505                    |
|  |                  |  | <u>\$ 3,950,000</u>        | <u>\$ 1,878,000</u>        | <u>\$ 3,950,000</u>        | <u>\$ 5,769,423</u>        |
| <b>TOTAL TRANSFERS ALL CITY FUNDS</b>              |                  |  | <b><u>\$65,036,603</u></b> | <b><u>\$65,036,603</u></b> | <b><u>\$75,406,353</u></b> | <b><u>\$75,406,353</u></b> |

***Citywide***

# *Citywide*

## *Fiscal Year 2017-18 Organization Chart*



# *Personnel Count List*

**Total Citywide Authorized  
Full-Time Positions: 1,207**



|                                   | <u>Adopted<br/>2015-16</u> | <u>Adopted<br/>2016-17</u> | <u>Current<br/>2016-17</u> | <u>Adopted<br/>2017-18</u> |
|-----------------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| <b><i>Elected Officials</i></b>   |                            |                            |                            |                            |
| Mayor                             | 1                          | 1                          | 1                          | 1                          |
| City Council Member               | 4                          | 4                          | 4                          | 4                          |
| City Treasurer/City Clerk         | 2                          | 2                          | 2                          | 2                          |
| <b>Total Elected Officials</b>    | <b>7</b>                   | <b>7</b>                   | <b>7</b>                   | <b>7</b>                   |
| <b><i>Police Department</i></b>   |                            |                            |                            |                            |
| Office of the Police Chief        | 8                          | 8                          | 8                          | 8                          |
| Police Administrative Services    | 53                         | 53                         | 53                         | 54                         |
| Field Operations Bureau           | 147                        | 158                        | 158                        | 158                        |
| Investigations Bureau             | 64                         | 65                         | 65                         | 65                         |
| Special Operations Bureau         | 59                         | 59                         | 59                         | 59                         |
| Airport Operations Bureau         | 0                          | 15                         | 53                         | 53                         |
| <b>Total Police Department</b>    | <b>331</b>                 | <b>358</b>                 | <b>396</b>                 | <b>397</b>                 |
| <b><i>Fire Department</i></b>     |                            |                            |                            |                            |
| Office of the Fire Chief          | 5                          | 5                          | 5                          | 5                          |
| Bureau of Operations              | 130                        | 131                        | 132                        | 129                        |
| Bureau of Fire Prevention         | 29                         | 14                         | 16                         | 18                         |
| Bureau of E.M.S.                  | 4                          | 4                          | 4                          | 4                          |
| Bureau of Administrative Services | 0                          | 16                         | 16                         | 18                         |
| Bureau of Support Services        | 0                          | 0                          | 0                          | 2                          |
| Airport Fire Operations           | 0                          | 0                          | 27                         | 26                         |
| <b>Total Fire Department</b>      | <b>168</b>                 | <b>170</b>                 | <b>200</b>                 | <b>202</b>                 |

*Personnel Count List*

|  | <u>Adopted<br/>2015-16</u> | <u>Adopted<br/>2016-17</u> | <u>Current<br/>2016-17</u> | <u>Adopted<br/>2017-18</u> |
|--|----------------------------|----------------------------|----------------------------|----------------------------|
| <b><u>Community &amp; Public Services</u></b>                              |                            |                            |                            |                            |
| Community & Public Services Administration                                 | 3                          | 3                          | 3                          | 3                          |
| Recreation & Community Services  | 21                         | 21                         | 21                         | 22                         |
| Library  | 31                         | 31                         | 31                         | 31                         |
| Museum   | 5                          | 5                          | 5                          | 5                          |
| Parks and Maintenance  | 62                         | 62                         | 62                         | 63                         |
| <b>Total Community &amp; Public Services</b>                               | <b><u>122</u></b>          | <b><u>122</u></b>          | <b><u>122</u></b>          | <b><u>124</u></b>          |
| <b><u>Municipal Utilities Company</u></b>                                  |                            |                            |                            |                            |
| Municipal Utilities Administration   | 2                          | 2                          | 2                          | 2                          |
| Administrative Services & Solid Waste Operations                           | 97                         | 102                        | 102                        | 102                        |
| Utilities Engineering  | 10                         | 10                         | 10                         | 11                         |
| Water Resources  | 4                          | 5                          | 5                          | 5                          |
| Utilities Operations   | 54                         | 55                         | 55                         | 59                         |
| <b>Total Municipal Utilities Company</b>                                   | <b><u>167</u></b>          | <b><u>174</u></b>          | <b><u>174</u></b>          | <b><u>179</u></b>          |
| <b><u>Housing &amp; Municipal Services</u></b>                             |                            |                            |                            |                            |
| Administration   | 4                          | 4                          | 4                          | 4                          |
| Housing Development/Grants/ Administration/<br>Neighborhood Revitalization | 2                          | 2                          | 2                          | 2                          |
| Quiet Home   | 4                          | 0                          | 0                          | 0                          |
| Code Enforcement   | 0                          | 0                          | 28                         | 28                         |
| Municipal Services   | 49                         | 51                         | 51                         | 51                         |
| <b>Total Housing &amp; Municipal Services</b>                              | <b><u>59</u></b>           | <b><u>57</u></b>           | <b><u>85</u></b>           | <b><u>85</u></b>           |
| <b><u>Economic Development</u></b>   |                            |                            |                            |                            |
| Economic Development   | 7                          | 7                          | 7                          | 7                          |
| <b>Total Economic Development</b>  | <b><u>7</u></b>            | <b><u>7</u></b>            | <b><u>7</u></b>            | <b><u>7</u></b>            |

## *Personnel Count List*

|   | <b><i>Adopted<br/>2015-16</i></b> | <b><i>Adopted<br/>2016-17</i></b> | <b><i>Current<br/>2016-17</i></b> | <b><i>Adopted<br/>2017-18</i></b> |
|---|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|
| <b><i>Development</i></b>                                   |                                   |                                   |                                   |                                   |
| Administration  | 4                                 | 4                                 | 4                                 | 3                                 |
| Planning  | 23                                | 23                                | 23                                | 23                                |
| Building  | 18                                | 18                                | 18                                | 18                                |
| Engineering   | 46                                | 46                                | 46                                | 46                                |
| <b><i>Total Development</i></b>                             | <b><i>91</i></b>                  | <b><i>91</i></b>                  | <b><i>91</i></b>                  | <b><i>90</i></b>                  |
| <b><i>Information Technology</i></b>                        |                                   |                                   |                                   |                                   |
| Information Technology                                      | 27                                | 29                                | 31                                | 32                                |
| <b><i>Total Information Technology</i></b>                  | <b><i>27</i></b>                  | <b><i>29</i></b>                  | <b><i>31</i></b>                  | <b><i>32</i></b>                  |
| <b><i>City Administration</i></b>                           |                                   |                                   |                                   |                                   |
| Office of the City Manager                                  | 7                                 | 7                                 | 7                                 | 7                                 |
| Human Resources   | 11                                | 12                                | 13                                | 13                                |
| Risk Management   | 3                                 | 3                                 | 3                                 | 3                                 |
| Emergency Management  | 1                                 | 0                                 | 0                                 | 0                                 |
| Records Management  | 6                                 | 6                                 | 6                                 | 6                                 |
| Code Enforcement  | 29                                | 28                                | 0                                 | 0                                 |
| <b><i>Total City Administration</i></b>                     | <b><i>57</i></b>                  | <b><i>56</i></b>                  | <b><i>29</i></b>                  | <b><i>29</i></b>                  |
| <b><i>Administrative Services</i></b>                       |                                   |                                   |                                   |                                   |
| Administrative Services                                     | 3                                 | 3                                 | 3                                 | 3                                 |
| Management Services   | 8                                 | 9                                 | 9                                 | 9                                 |
| Fiscal Services   | 14                                | 14                                | 15                                | 15                                |
| Revenue Services  | 28                                | 28                                | 28                                | 28                                |
| <b><i>Total Administrative Services</i></b>                 | <b><i>53</i></b>                  | <b><i>54</i></b>                  | <b><i>55</i></b>                  | <b><i>55</i></b>                  |
| <b><i>Total Citywide Authorized Full-Time Positions</i></b> | <b><i>1089</i></b>                | <b><i>1125</i></b>                | <b><i>1197</i></b>                | <b><i>1207</i></b>                |

# *Citywide Personnel Changes*

| <b>Agency</b>                | <b>Position Title</b>                     | <b>Position Count</b> |
|------------------------------|---|-----------------------|
| <b>Additions:</b>            |   |                       |
| Police Department            | Office Specialist                         | 1                     |
| Police Department            | Management Analyst                        | 1                     |
| Fire Department              | Senior Management Analyst                 | 1                     |
| Fire Department              | Senior Fire Dispatcher                    | 2                     |
| Municipal Utilities Company  | Utilities Service Representative          | 1                     |
| Municipal Utilities Company  | Senior Utilities Technician               | 1                     |
| Municipal Utilities Company  | Water/Wastewater Technician               | 2                     |
| Municipal Utilities Company  | Senior Associate Engineer                 | 1                     |
| Development/Engineering      | Senior Project Coordinator                | 1                     |
| Development/Planning         | Assistant Community Development Director  | 1                     |
| Community & Public Services  | Recreation/Community Services Coordinator | 1                     |
| Community & Public Services  | Recreation/Community Services Manager     | 2                     |
| Community & Public Services  | Recreation/Community Services Director    | 1                     |
| Community & Public Services  | Parks & Maintenance Manager               | 2                     |
| Community & Public Services  | Public Services Director                  | 1                     |
| Housing & Municipal Services | Fleet Services Coordinator                | 1                     |
| Housing & Municipal Services | Senior Facilities Maintenance Technician  | 2                     |
| City Administration          | Management Analyst                        | 1                     |
| <b>Total Additions:</b>      |   | <b>23</b>             |

## Citywide Personnel Changes

| Agency                                      | Position Title  | Position Count |
|---|---|----------------|
| <b>Deletions:</b>                           |   |                |
| Police Department                           | Administrative Assistant                              | -1             |
| Fire Department                             | Management Analyst                                    | -1             |
| Development/Engineering                     | Engineering Assistant                                 | -1             |
| Development/Planning                        | Planning Director                                     | -1             |
| Community & Public Services                 | Senior Recreation/Community Services Supervisor       | -1             |
| Community & Public Services                 | Assistant Recreation/Community Services Director      | -2             |
| Community & Public Services                 | Parks & Maintenance Supervisor                        | -1             |
| Community & Public Services                 | Assistant Public Services Director                    | -1             |
| Housing & Municipal Services                | Equipment Mechanic                                    | -1             |
| Housing & Municipal Services                | Facilities Maintenance Technician                     | -2             |
| City Administration                         | Senior Administrative Assistant                       | -1             |
| <b>Total Deletions:</b>                     |   | <b>-13</b>     |
| <b>Reclassifications/<br/>Realignments:</b> |   |                |
| Fire Department                             | Salary Range Adjustment - EMS Nurse Administrator     |                |
| Administrative Services                     | Reclass Payroll Supervisor to Payroll Manager         |                |
| Administrative Services                     | Salary Range Adjustment - Revenue Services Supervisor |                |
| <b>Net Change:</b>                          |   | <b>10</b>      |

# *Council's City Goals*

---

- 1. Invest in the Growth and Evolution of the City's Economy*
- 2. Maintain the Current High Level of Public Safety*
- 3. Operate in a Businesslike Manner*
- 4. Pursue City's Goals and Objectives by Working with Other Governmental Agencies*
- 5. Focus Resources in Ontario's Commercial and Residential Neighborhoods*
- 6. Invest in the City's Infrastructure (Water, Streets, Sewers, Parks, Storm Drains and Public Facilities)*
- 7. Encourage, Provide or Support Enhanced Recreational, Educational, Cultural and Healthy City Programs, Policies and Activities*
- 8. Ensure the Development of a Well Planned, Balanced, and Self-Sustaining Community in Ontario Ranch*



### ***Business Principle***

Our job is to create, maintain and grow economic value and we do our job by providing infrastructure and services. The better we do our job, the more investment we will attract and the more revenue it will generate for investment, creating a self-sustaining cycle.

*-Adopted by City Council  
January 27, 2010*

*Governance Principles, The Ontario Plan*

### ***Vision Statement***

Founded as a model colony, based on innovation, planned development, community services and family values, the City of Ontario has become the economic heart of the region. The City Council is committed to maintain Ontario's leadership role in the Inland Empire, by continuing to invest in the growth and evolution of the area's economy while providing a balance of jobs, housing, and educational and recreational opportunities for the residents in a safe, well-maintained community.

*-Adopted by City Council  
January 20, 1998*

## ***Approach to Public Service***

**Choose public service to make a positive impact on the community.**

---

**Be Committed to the Community.**

***Whatever job you do, do it well!***

**Achieve Excellence Through Teamwork.**

***Take ownership of your job and support other team members.***

**Do the Right Thing the Right Way.**

***Focus on what is important and never compromise integrity.***

# ***Elected Officials***

# Elected Officials

*Mayor/Council/City Clerk/City Treasurer/Commissioners*

On December 10, 1891, Ontario was incorporated as a City of the sixth class under the California Constitution. It adopted a City Council-City Manager form of government. The Mayor was at first called the "President of the Board," and was chosen by the Council, or the Board of Trustees as it was then called, from among their number. Subsequently, the law was changed to allow the People to elect the Mayor directly. Today, the Mayor and two of the four Council Members are elected on one 2-year cycle with the remaining two Council Members, the City Clerk and the City Treasurer being elected also on a 2-year, but alternating cycle. All elected officials serve four-year terms.

Ontario, which means "the City on the side of a mountain," was founded in September of 1881 by George Chaffey Jr. and his brother William. The brothers purchased the "San Antonio lands", 6,218 acres with water rights. This purchase would become the center of the "Model Colony". The Chaffey brothers also expanded their holdings to include the land south of the Southern Pacific Railroad and north to the San Antonio Canyon, an important source of water.

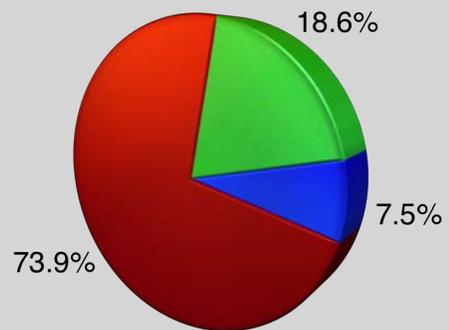
In 1903 Ontario was proclaimed a "Model Irrigation Colony" by an act of Congress. The Ontario planned community had many modern innovations, which still show merit today. Euclid Avenue, which is included on the National Register List of Historic Places, was the stately back-bone of the colony with provisions for an electric railway, water rights for each landowner, a local educational institution, electric lights, and one of the first long distance telephone lines. The location near water and transportation ensured the success of the Model Colony and it set new standards for rural communities and irrigation practices that were followed for many years.

Ontario first developed as an agricultural community, largely, but not exclusively devoted to the citrus industry. The Sunkist water tower remains to this day, a reminder of the heydays. In addition to oranges, the production of peaches, walnuts, lemons, olives and grapes were also important to the growth of Ontario.

In 1887, Ontario's unique "gravity mule car" made its first run on Euclid Avenue. Charles Frankish and Godfrey Stamm established the Ontario and San Antonio Heights R.R. Co. Engineer John Tays of Upland added the pull-out trailer that allowed the mules to coast downhill after each laborious pull

## ANNUAL OPERATING BUDGET

|                      | <i>FY16-17</i> | <i>FY17-18</i> |
|----------------------|----------------|----------------|
| Total Funds:         | \$ 542,151     | \$ 584,408     |
| General Fund:        | \$ 542,151     | \$ 584,408     |
| Full Time Employees: | 7              | 7              |



● Mayor and City Council   ● City Treasurer/City Clerk   ● Planning Commissioners

## *Elected Officials*

from Holt to Twenty-Fourth Street. The mule car served until 1895, when it was replaced by an electric streetcar and returned temporarily when a flood damaged the electrical generator in the powerhouse.

Chaffey College, which was located where the Chaffey brothers put it until 1960, originally emphasized agricultural subjects. It was there that Professor George Weldon developed the Babcock peach, an adaptation to California's mild winters. The College has since moved to Rancho Cucamonga, but Chaffey High School is still on what was originally a joint campus.

In 1923, Judge Archie Mitchell, Waldo Waterman, and other airplane enthusiasts established Latimer Field. From that time on, the town became increasingly aviation conscious. Urban growth pushed the fliers progressively east, until they took up their present location, the Ontario International Airport. During World War II, this was a busy training center for pilots of the hot Lockheed P-38 "Lightening" twin-boom fighter.

Since World War II, Ontario has become a much more diversified community. The City has expanded from the 0.38 square mile area incorporated back in 1891, up to almost 50 square miles. The economy now reflects an industrial and manufacturing base. Ten thousand acres are zoned for industrial use. With three major railroads, the San Bernardino, Pomona, and Interstate Freeways (10, 60, and 15), and the Ontario International Airport, Ontario is well provided with major transportation resources. Its proximity to Los Angeles ensures that Ontario will continue to grow in the years ahead.

Ontario's official song is "Beautiful Ontario," written by Paul Coronel in 1960. The official flower is the Charlotte Armstrong rose, developed by local nurseryman John Armstrong and named for his first wife. At different times, Ontario has adopted as its slogan or motto as each of the following: The Model Colony; The Model City; The City That Charms; Ontario Offers Opportunity; Pulse of the Inland Empire; Stop and Grow with Ontario; Gateway to the Inland Empire; A Balanced Community; The Gateway to Southern California; The Next Urban Center; and Complete Community.



# ***Agency Overviews***

# Agency Overview





## **POLICE DEPARTMENT**

***Brad Kaylor, Police Chief***

*Office of the Police Chief, Field Operations, Investigations, Special Operations, Police Administrative Services, Airport Operations*

The Ontario Police Department's mission is to protect life and property, solve neighborhood problems, and enhance the quality of life in our community. The Police Department's law enforcement strategy is built upon supporting the diverse and dynamic nature of our balanced community, while creating growth and building economic value.

The Special Operations Bureau continues to leverage regional partnerships and inter-agency cooperation to address high-impact criminal activities. The Community Oriented Policing (COPS) Unit, including Bike Patrol, continues to ensure our neighborhoods are safe, secure and enjoyable by leveraging partnerships and forging relationships with businesses, residents and various state and local agencies. The Department's Multi-Enforcement Team (MET) continues to operate in partnership with the U.S. Marshal's Office and other regional teams to apprehend dangerous fugitives and respond to critical incidents.

Additionally, the Traffic Division continues proactive efforts to reduce traffic related injuries and deaths through public education and enhanced enforcement of impaired and distracted driving. The Traffic Division continues to partner with the California Office

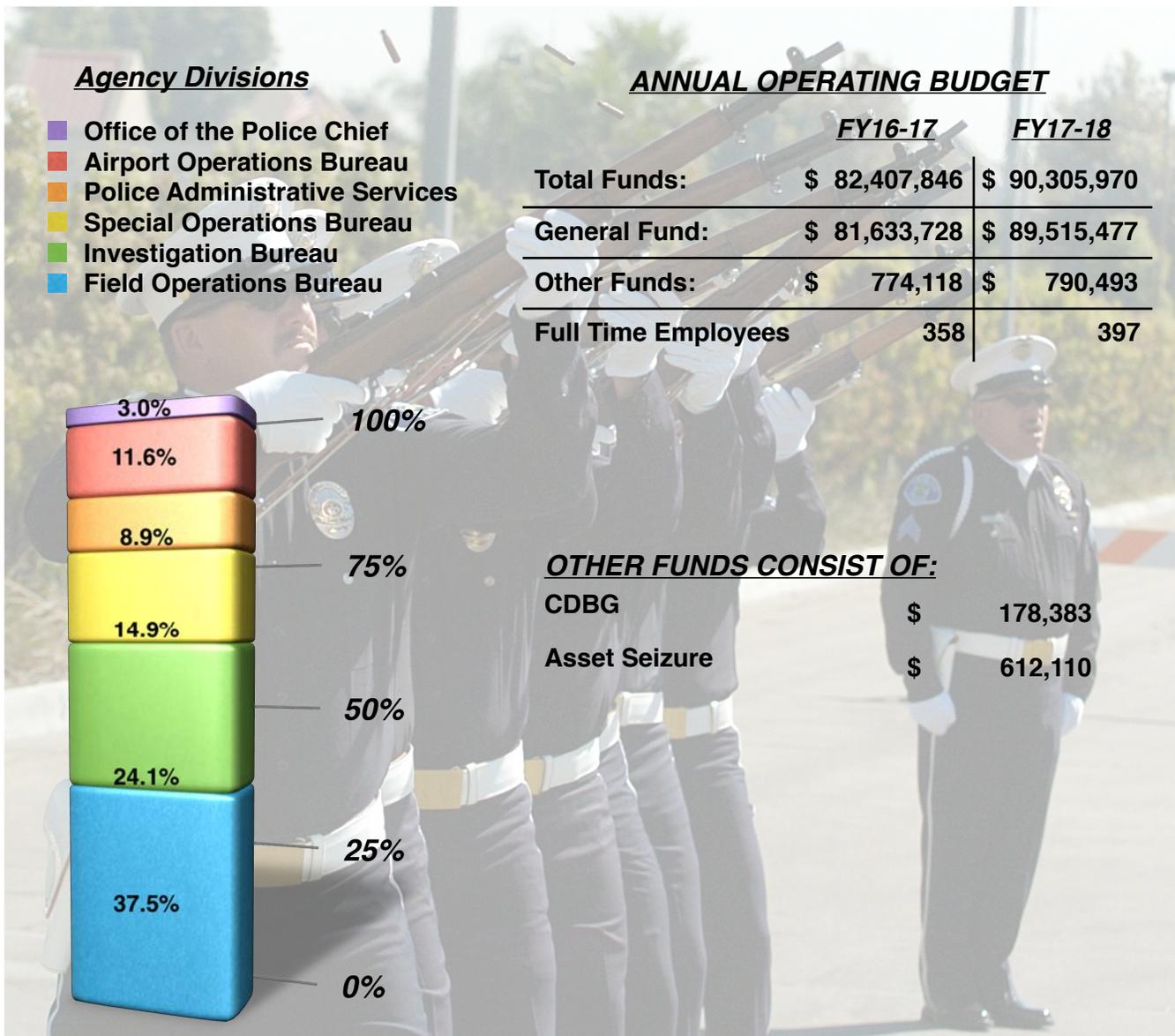
of Traffic Safety and California Highway Patrol. The Traffic Division, along with the Crime Prevention Unit, partners with the Chaffey Joint Union High School District to bring the "Every 15 Minutes" program to Ontario high schools, providing a life-changing and sobering message to teenage drivers on the real impacts of distracted and drunk driving.

The Investigations Bureau continues to lead the region in solving complex cases and taking high risk offenders off the streets through solid case work. The Investigations Bureau maintains an exceptionally high rate of clearance for current major crimes and continues to pursue cold cases, bringing resolution to significant crimes from years past.

The Field Operations Bureau continues to adapt to state and federal actions regarding law enforcement and the managed release of convicted offenders. Patrol is also adjusting and increasing resources in response to the growth and geographic development of the community, including the recent hiring, training and deployment of additional officers to provide increased presence in the rapidly developing Ontario Ranch.

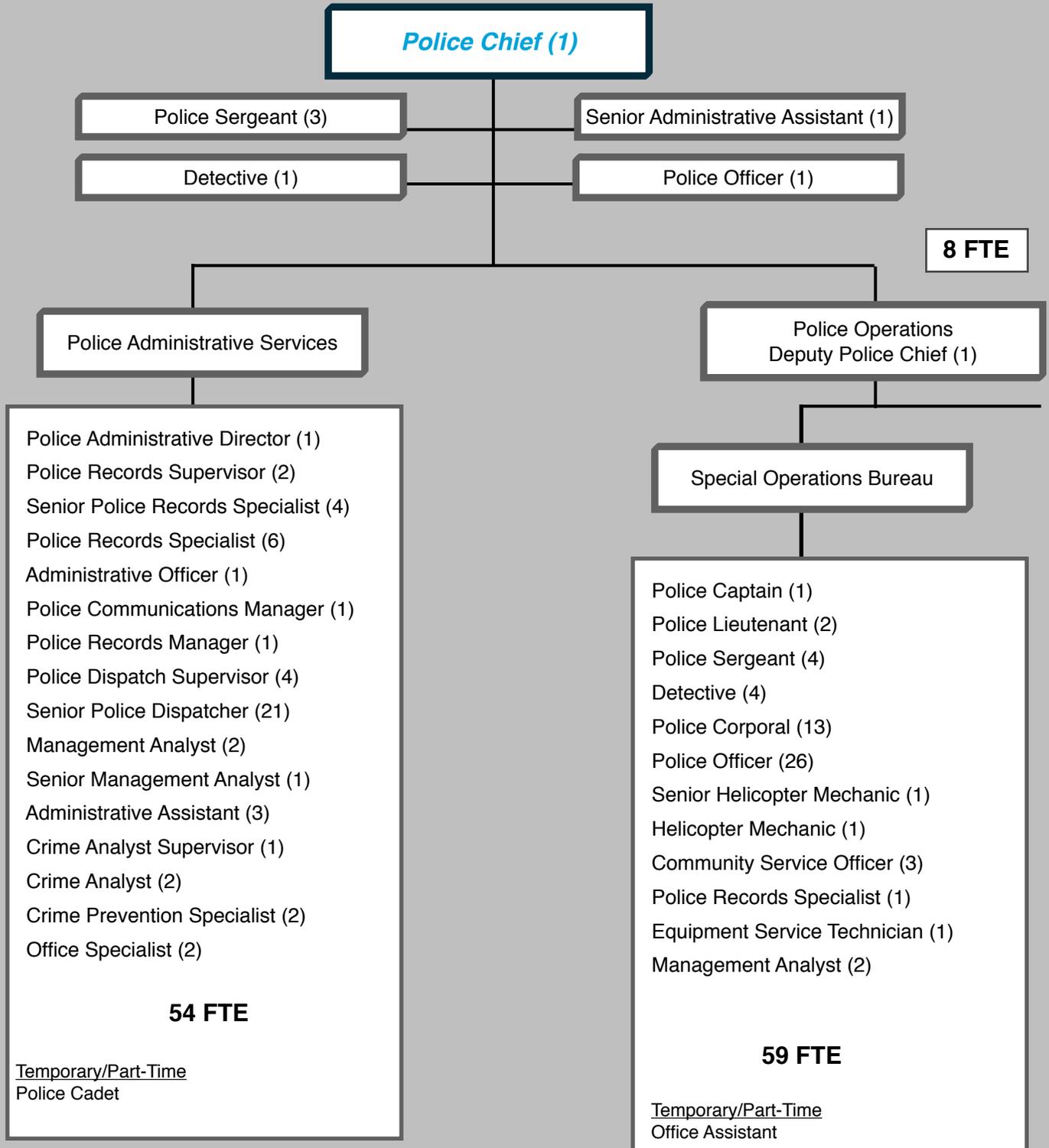
The new Airport Operations Bureau was established and began providing services at Ontario International Airport (ONT). Through a cooperative agreement with the Ontario International Airport Authority, Ontario Police now provides a high visibility proactive local law enforcement presence at ONT.

The Police Department continues to maximize use of grant funding, cooperative agreements, and other resources to ensure the most advanced facilities, equipment, services, technology and training in the region. Additionally, with support of grant funding and partnerships, the Police Department continues renovation of the Police Headquarters. When complete, this facility will include a digital forensics and cyber security lab, and a state-of-the-art communications center with the most advanced 911 technology available.



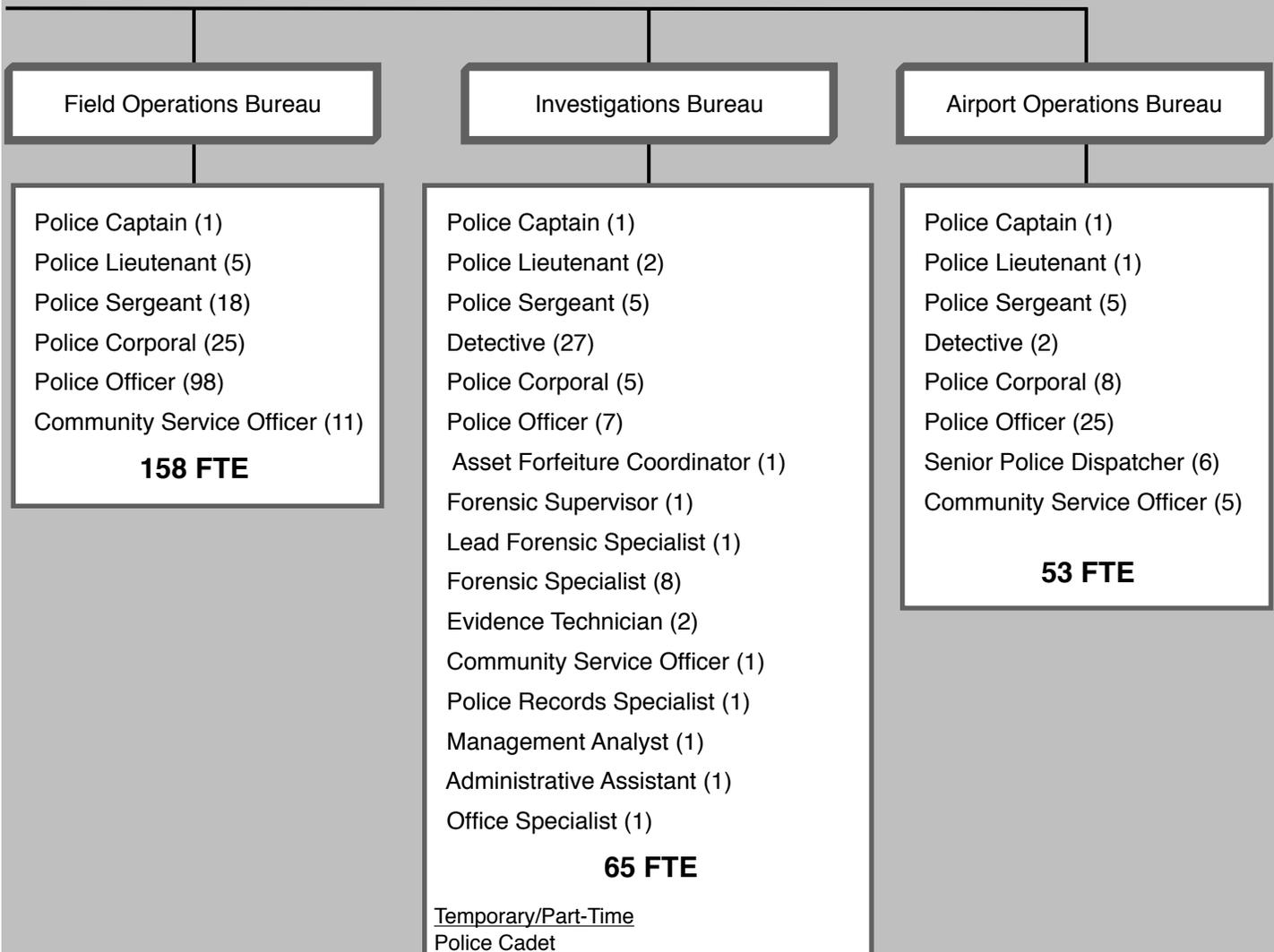


**2017-18 Organizational Chart**  
**Police Department**  
*(397 Full-time Employees)*  
*Effective July 1, 2017*





**2017-18 Organizational Chart**  
**Police Department**  
*(397 Full-time Employees)*  
*Effective July 1, 2017*





# **FIRE DEPARTMENT**

**Robert B. Elwell Jr., Fire Chief**

*Office of the Fire Chief, Bureau of Operations, Fire Prevention, Emergency Medical Services (EMS)  
Bureau of Support Services, Fire Administrative Services*

The Ontario Fire Department provides a wide range of basic, advanced and technical fire-rescue services. All uniformed members have and maintain basic firefighting skills; while many have specialized certifications including Paramedic, Hazardous Materials, Bomb Squad, Heavy Rescue, Aircraft Rescue and Firefighting, Active Shooter, SWAT Paramedic, Fire Investigation and Terrorism Liaison Officer.

The Ontario Fire Department is committed to professional and compassionate public service by embracing five core values: Integrity, Accountability, Service, Respect, and Honor. The department is composed of the Office of the Fire Chief and five Bureaus: Operations, EMS/Special Operations, Fire Prevention, Support Services, and Administrative Services.

The Operations Bureau is responsible for delivering the day-to-day firefighting, emergency medical and rescue services. These services are delivered to the community through two Battalions consisting of nine fire stations. The Operations Bureau also oversees the department's Bomb Squad, Hazardous Materials Emergency Response Team, Urban Search and Rescue Team, and the department's Training Division.

The Support Services Bureau is responsible for the construction, maintenance, and repair of fire department buildings, facilities, fire apparatus, and vehicles. The Support Services Bureau also oversees technology services and department equipment, tools, and supplies required for fire suppression and rescue services.

The Emergency Medical Services (EMS)/ Special Operations Bureau oversees the delivery of specialized services including advanced life support emergency medical services and aircraft rescue and firefighting at the Ontario International Airport. Personnel assigned to this bureau have specialized certifications including Paramedic and/or Aircraft Rescue and Firefighting Specialist.

The Fire Prevention Bureau seeks opportunities to reduce community risk and the negative impacts resulting from emergency incidents. Public education programs combined with regular life safety inspections of businesses minimize preventable loss resulting from fire and natural disasters. The application of adopted fire codes combined with a proactive life safety inspection program ensures the highest level of public safety.

The Administrative Services Bureau oversees the administrative activities of the department including strategic planning, records, fiscal, emergency management, and emergency communications. The Administrative Services Bureau is composed of Fire Communications Division and Emergency Management Division

**Agency Divisions**

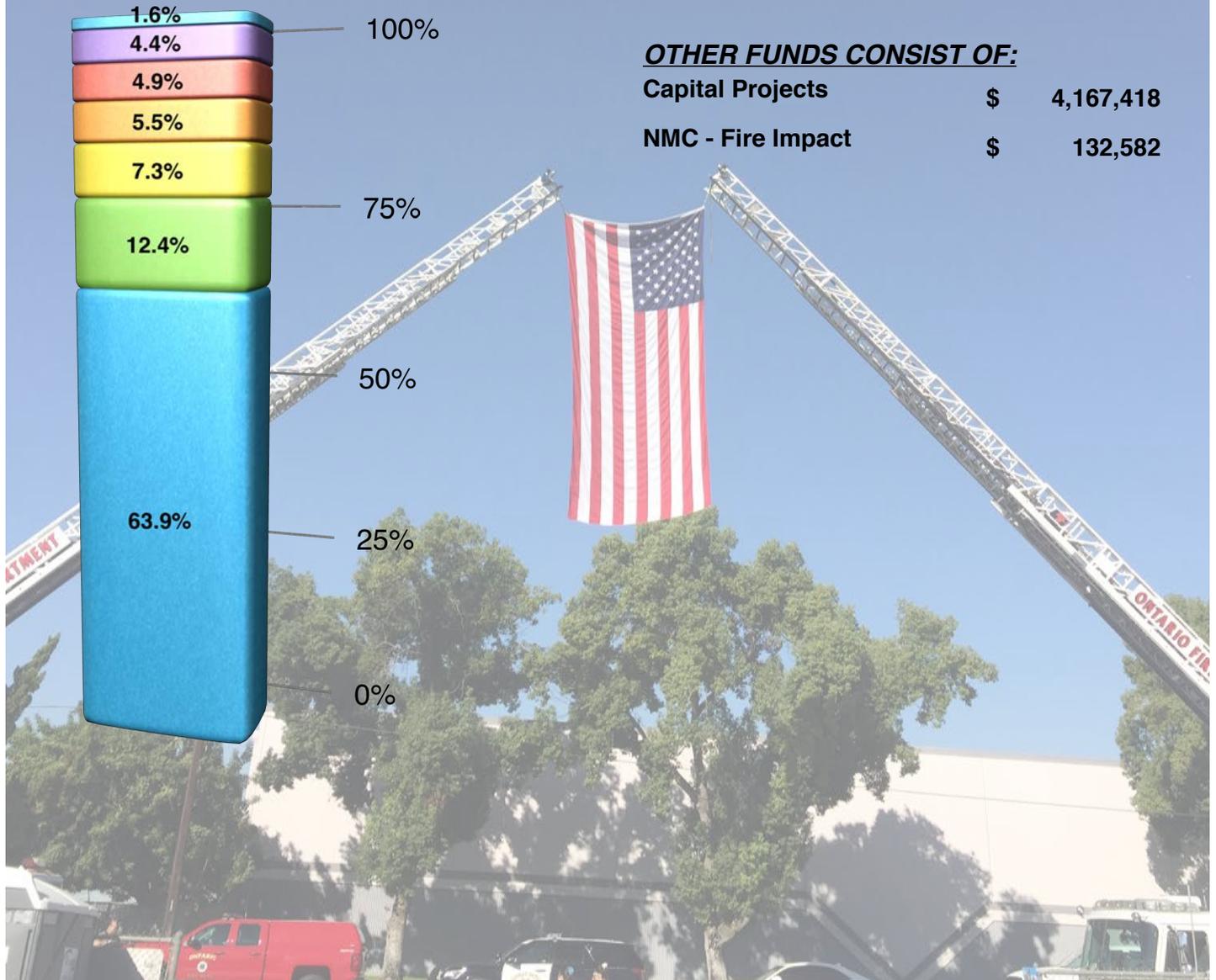
- Office of the Fire Chief
- Support Services
- Fire Administration
- Fire Prevention
- Fire Projects
- E.M.S.
- Operations

**ANNUAL OPERATING BUDGET**

|                             | <u>FY16-17</u>       | <u>FY17-18</u>       |
|-----------------------------|----------------------|----------------------|
| <b>Total Funds:</b>         | <b>\$ 52,594,668</b> | <b>\$ 58,565,200</b> |
| <b>General Fund:</b>        | <b>\$ 45,343,308</b> | <b>\$ 54,265,200</b> |
| <b>Other Funds:</b>         | <b>\$ 7,251,360</b>  | <b>\$ 4,300,000</b>  |
| <b>Full Time Employees:</b> | <b>170</b>           | <b>202</b>           |

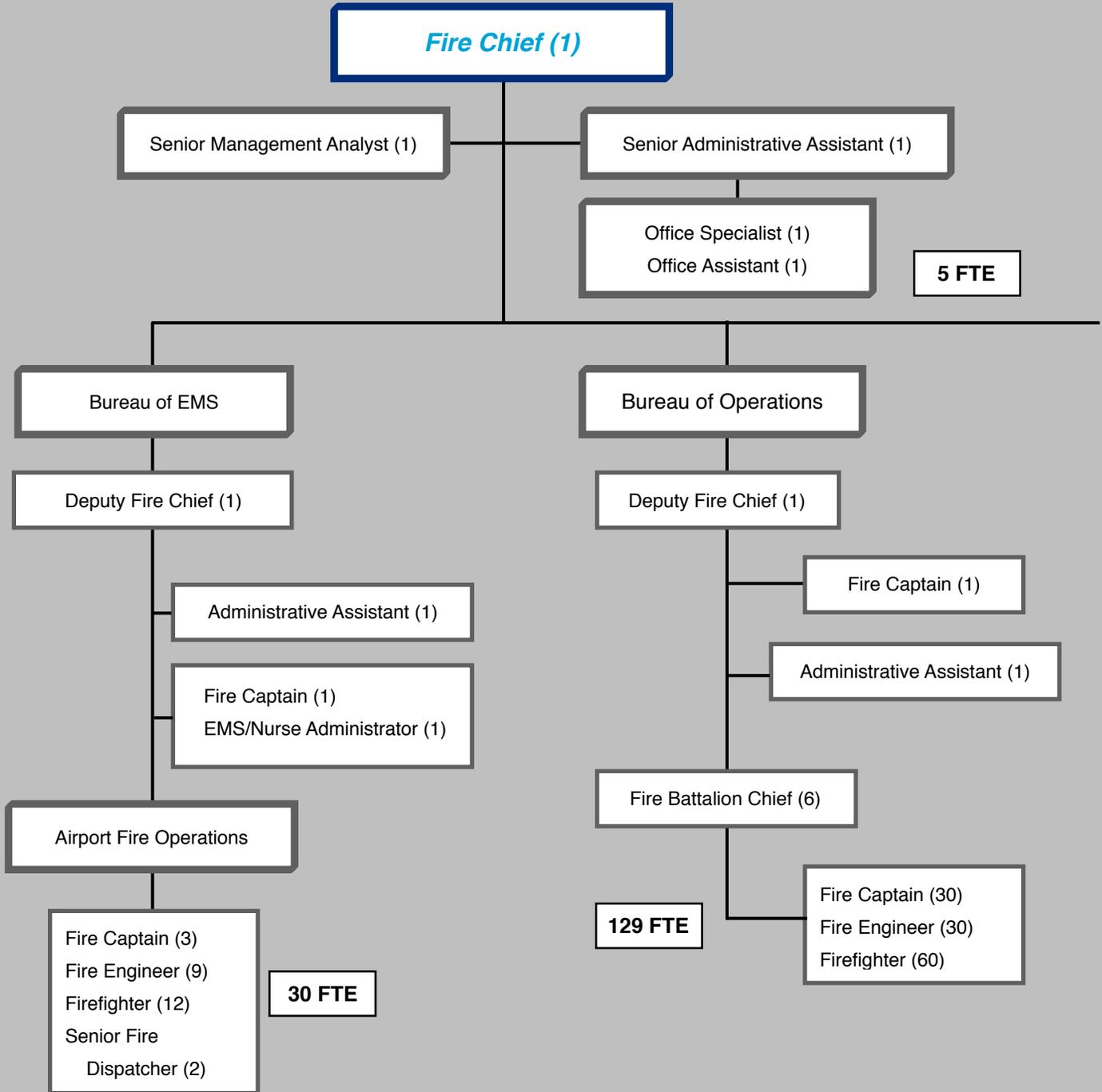
**OTHER FUNDS CONSIST OF:**

|                          |                     |
|--------------------------|---------------------|
| <b>Capital Projects</b>  | <b>\$ 4,167,418</b> |
| <b>NMC - Fire Impact</b> | <b>\$ 132,582</b>   |



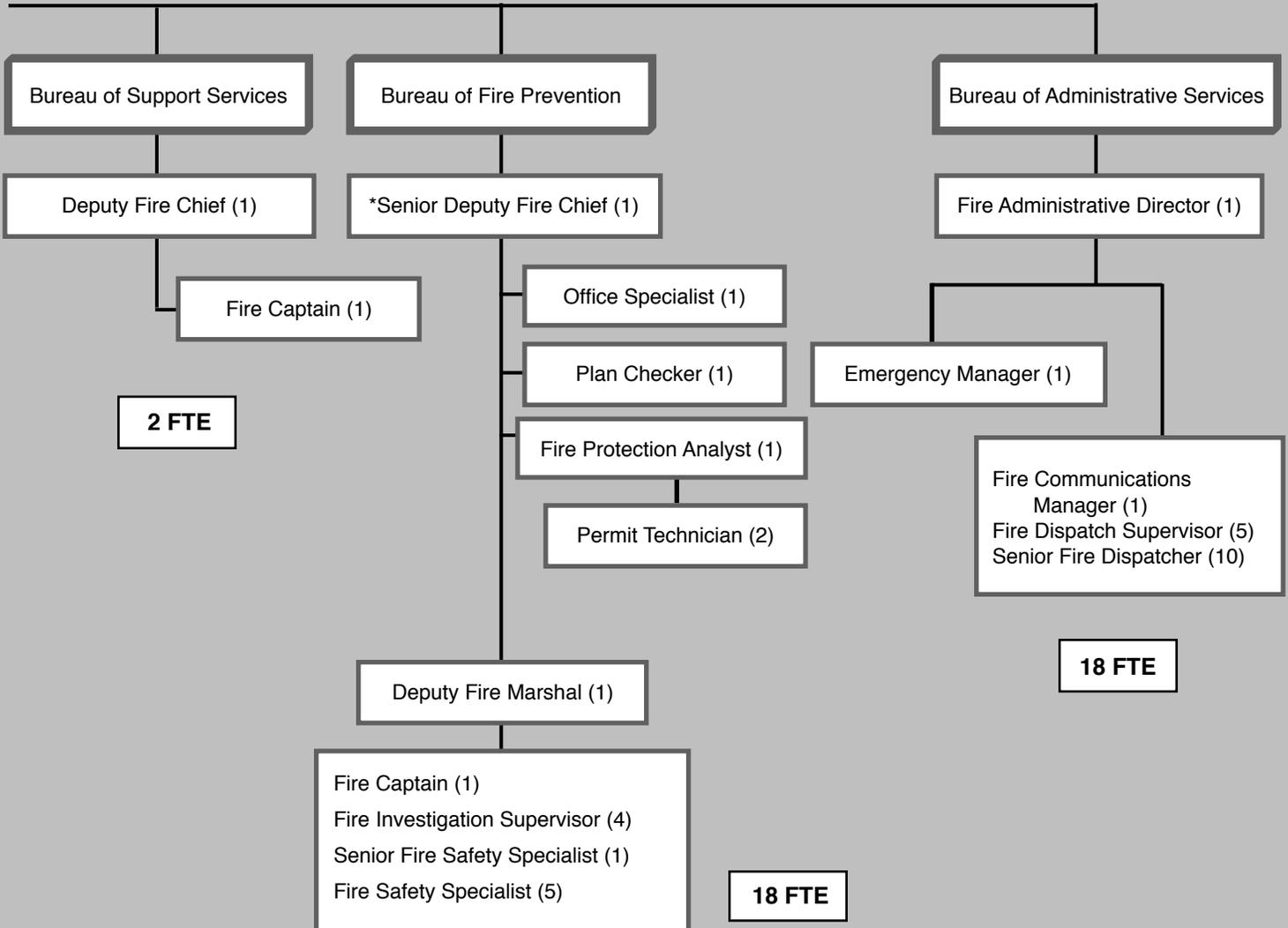


**2017-18 Organizational Chart**  
**Fire Department**  
*( 202 Full-time Employees )*  
*Effective July 1, 2017*





**2017-18 Organizational Chart**  
**Fire Department**  
*(202 Full-time Employees)*  
*Effective July 1, 2017*



\*Senior Deputy Fire Chief perform duties associated with Fire Marshal, respectively.



## COMMUNITY & PUBLIC SERVICES

**Mark Chase, Director**

*Recreation & Community Services, Library, Museum of History and Art, Parks & Maintenance*

The departments of the Community and Public Services Agency have worked diligently throughout Fiscal Year 2016-17 to provide exemplary services, programming, activities and facilities for the community. Grant funding facilitated many programs and projects this year, such as the Ontario Museum of History and Art – Sustainable Landscape and Education Gardens. The project has provided additional gathering spaces in front entrance and center courtyard, along with new gardens that provide additional educational topics for activities and programming at the Museum. In addition, Kaiser Permanente has awarded Phase II of the HEAL Zone grant. Funding from the grant has allowed Parks and Recreation to renovate the park restroom and install a new shade structure for the outdoor exercise equipment at Bon View Park.

The City's 125<sup>th</sup> Anniversary was celebrated at many notable events this year including, but not limited to, the 5K Run/Walk and Reindeer Dash. The event honored our heritage by issuing a 125 year memorial

participation medal to the record number 2,257 participants. In addition, Concert and Movies in the Park, the Independence Day Parade and Fireworks Show and our Volunteer Banquets celebrated the City's birthday with historical themed decorations and entertainment that showcased past decades.

Fiscal Year 2016-17 was a year of opportunity for the departments, the Museum collaborated with the Chaffey Community Museum of Art to host the Sheets, Sheets, and Caughtman Art of Living and Living for Art: Art at Work exhibits. The two companion exhibits were jointly held at the Ontario Museum and the Chaffey Community Museum and featured the commercial work of Millard Sheets, Tony Sheets, and Rick Caughtman. The event was a huge success and doubled the average daily attendance of the Museum. Also, showing increased growth since its inception in January 2016, the Veterans Resource Center volunteers helped 275 veterans and/or their family members receive earned benefits from the military. In addition, the Teen Book Fest continue to be the premier teen author event in the Inland Empire and welcomed 400 readers who met and interacted with popular young adult authors in a one-of-a-kind experience.

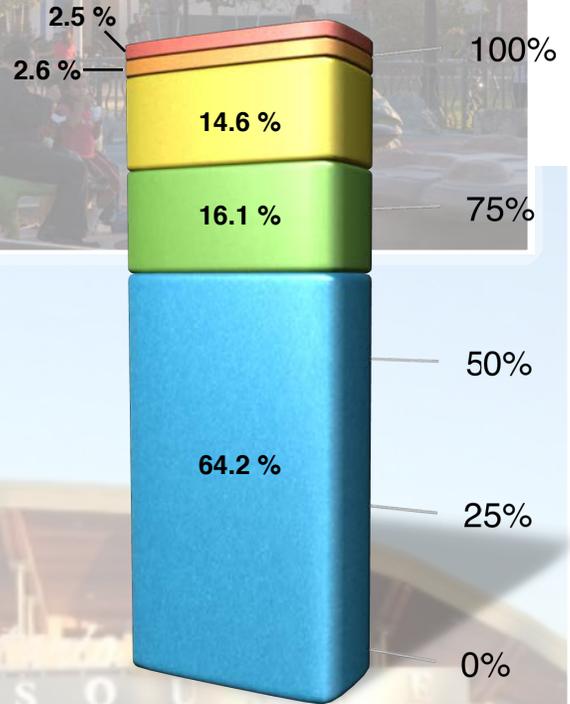


**CITY OF ONTARIO**  
RECREATION & COMMUNITY SERVICES  
"CREATING COMMUNITY. ONE PIECE AT A TIME."



**ANNUAL OPERATING BUDGET**

|                             | <u>FY16-17</u>       | <u>FY17-18</u>       |
|-----------------------------|----------------------|----------------------|
| <b>Total Funds:</b>         | <b>\$ 28,341,588</b> | <b>\$ 32,019,385</b> |
| <b>General Fund:</b>        | <b>\$ 23,521,388</b> | <b>\$ 25,533,770</b> |
| <b>Other Funds:</b>         | <b>\$ 4,820,200</b>  | <b>\$ 6,485,615</b>  |
| <b>Full Time Employees:</b> | <b>122</b>           | <b>124</b>           |



**OTHER FUNDS CONSIST OF:**

|                                |           |                  |
|--------------------------------|-----------|------------------|
| <b>Gas Tax</b>                 | <b>\$</b> | <b>1,050,925</b> |
| <b>CDBG</b>                    | <b>\$</b> | <b>554,000</b>   |
| <b>General Fund Grants</b>     | <b>\$</b> | <b>24,000</b>    |
| <b>Capital Projects</b>        | <b>\$</b> | <b>1,193,500</b> |
| <b>Parkway Maintenance</b>     | <b>\$</b> | <b>785,167</b>   |
| <b>Solid Waste</b>             | <b>\$</b> | <b>2,289,863</b> |
| <b>Facility Maintenance</b>    | <b>\$</b> | <b>50,000</b>    |
| <b>Storm Drain Maintenance</b> | <b>\$</b> | <b>538,160</b>   |

**Agency Divisions**

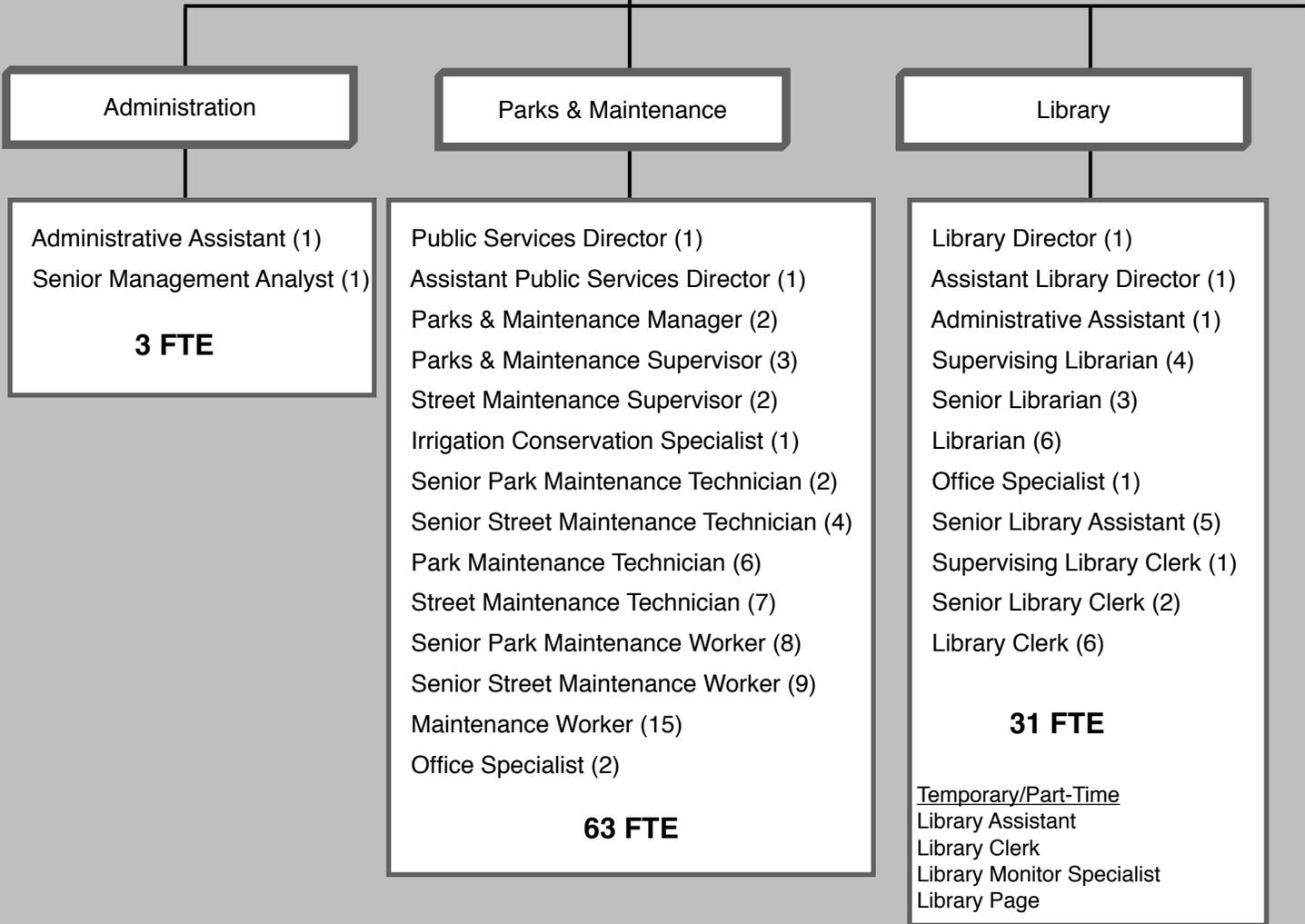
- Museum
- Community & Public Svcs Admin
- Recreation & Community Services
- Library
- Parks & Maintenance



2017-18 Organizational Chart  
**Community & Public Services**  
(124 Full-time Employees)  
Effective July 1, 2017



**Community & Public Services Director (1)**





**2017-18 Organizational Chart**  
**Community & Public Services**  
*(124 Full-time Employees)*  
*Effective July 1, 2017*



**Recreation/Community Services**

- Recreation/Community Services Director (1)
- Recreation/Community Services Manager (2)
- Senior Recreation/Community Services Supervisor (6)
- Recreation/Community Services Coordinator (9)
- Administrative Assistant (1)
- Office Specialist (3)

**22 FTE**

- Temporary/Part-Time  
 Recreation Assistant  
 Recreation Leader  
 Senior Recreation Leader  
 Lifeguard  
 Instructor/Guard  
 Senior Pool Manager  
 Pool Manager

**Museum**

- Museum Director (1)
- Museum Curator (2)
- Assistant Curator (1)
- Office Specialist (1)

**5 FTE**

- Temporary/Part-Time  
 Museum Attendant



# MUNICIPAL UTILITIES COMPANY

**Scott Burton, Utilities General Manager**

*Utilities Engineering, Utilities Operations, Solid Waste Operations, Water Resources*

The Ontario Municipal Utilities Company provides water, recycled water, sewer, trash collection and recycling services to the citizens and businesses of Ontario. Resource conservation continues to be a major focal point for existing service as well as planned expansion under the Ontario Plan. The Utilities Company is committed to protecting the health and welfare of the community by providing cost effective, safe and reliable services.

After near “normal” winter snow and rainfall totals in 2015-16 and near record totals in 2016-17, most of California has emerged from the recent historic drought. However, the State Water Resources Control Board emergency regulations under the Governor’s declaration of a Drought State of Emergency have remained in effect. This is at least partly because statewide reservoir storage is only at about 110% of normal and in many places the drought also caused a significant drawdown of underground water resources that may take years to recover.

Ontario residents and businesses have responded to the State’s conservation goals by cutting cumulative average water usage by more than 15% from historic levels. Both conservation and expansion of local water supplies, like recycled water and the procurement of groundwater rights, are critical in helping meet Ontario’s long term water

supply and the legal requirements of the State’s 20x2020 Water Conservation Plan (Senate Bill X7-7). These efforts will continue to be a priority for Ontario as the State tackles long term water conservation policy.

In response to the passage of the California Global Warming Solutions Act in 2006 (AB 32), recent state requirements have focused on mandatory commercial recycling and mandatory recycling of food waste. These new requirements have produced a variety of opportunities for Ontario residents and businesses to recycle items like mattresses, electronic waste, and food waste in order to help reduce the amount of material going to landfills. As a result, the City has reduced trash going to landfill by 30%, or 60,000 tons a year, resulting in an annual reduction of about 42,000 equivalent tons of greenhouse gas emissions annually.

In these ways, Ontario is doing everything it can to conserve and protect our precious resources.



**ANNUAL OPERATING BUDGET**

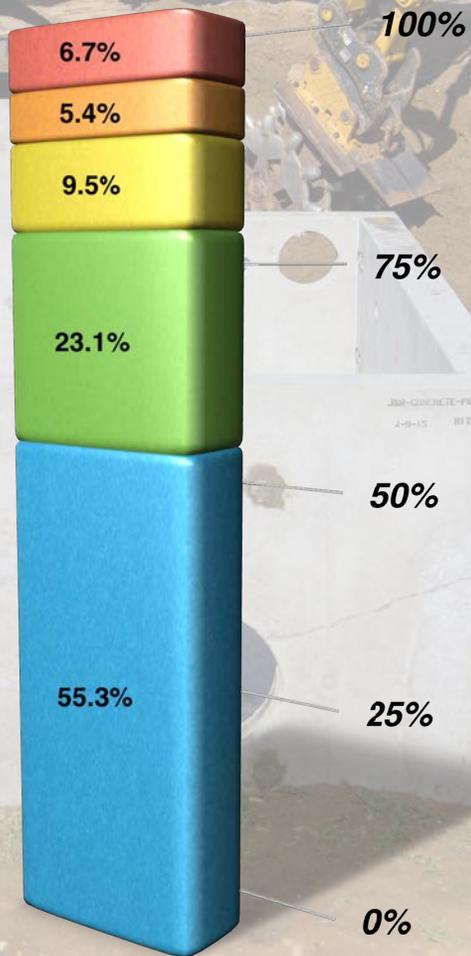
|                             | <b><u>FY16-17</u></b> | <b><u>FY17-18</u></b> |
|-----------------------------|-----------------------|-----------------------|
| <b>Total Funds:</b>         | \$ 106,402,580        | \$ 119,372,205        |
| <b>General Fund:</b>        | \$ 0                  | \$ 0                  |
| <b>Other Funds:</b>         | \$ 106,402,580        | \$ 119,372,205        |
| <b>Full Time Employees:</b> | 174                   | 179                   |

**OTHER FUNDS CONSIST OF:**

|                                   |               |
|-----------------------------------|---------------|
| <b>Water Operating</b>            | \$ 45,733,604 |
| <b>Water Capital</b>              | \$ 18,261,011 |
| <b>Sewer Operating</b>            | \$ 19,598,109 |
| <b>Sewer Capital</b>              | \$ 3,662,776  |
| <b>Solid Waste</b>                | \$ 27,516,705 |
| <b>Solide Waste Impact</b>        | \$ 100,000    |
| <b>OMC - Local Adjacent Sewer</b> | \$ 3,500,000  |
| <b>NMC - Local Adjacent Water</b> | \$ 1,000,000  |

**Agency Divisions**

- Municipal Utilities Projects
- Utilities Engineering
- Municipal Utilities Programs
- Solid Waste Operations
- Utilities Operations





**2017-18 Organizational Chart**  
**Municipal Utilities**  
**Company**  
*(179 Full-time Employees)*  
*Effective July 1, 2017*



**Utilities General Manager (1)**

Senior Administrative Assistant (1)

**2 FTE**

Administrative Services &  
Solid Waste Operations

Utilities Operations

Utilities Administrative Services & Solid  
Waste Director (1)  
Solid Waste Division Manager (2)  
Senior Environmental Technician (1)  
Senior Management Analyst (1)  
Administrative Assistant (2)  
Office Specialist (6)  
Solid Waste Supervisor (5)  
Senior Solid Waste Collector (59)  
Solid Waste Collector (17)  
Solid Waste Maintenance Worker (6)  
Welder (2)

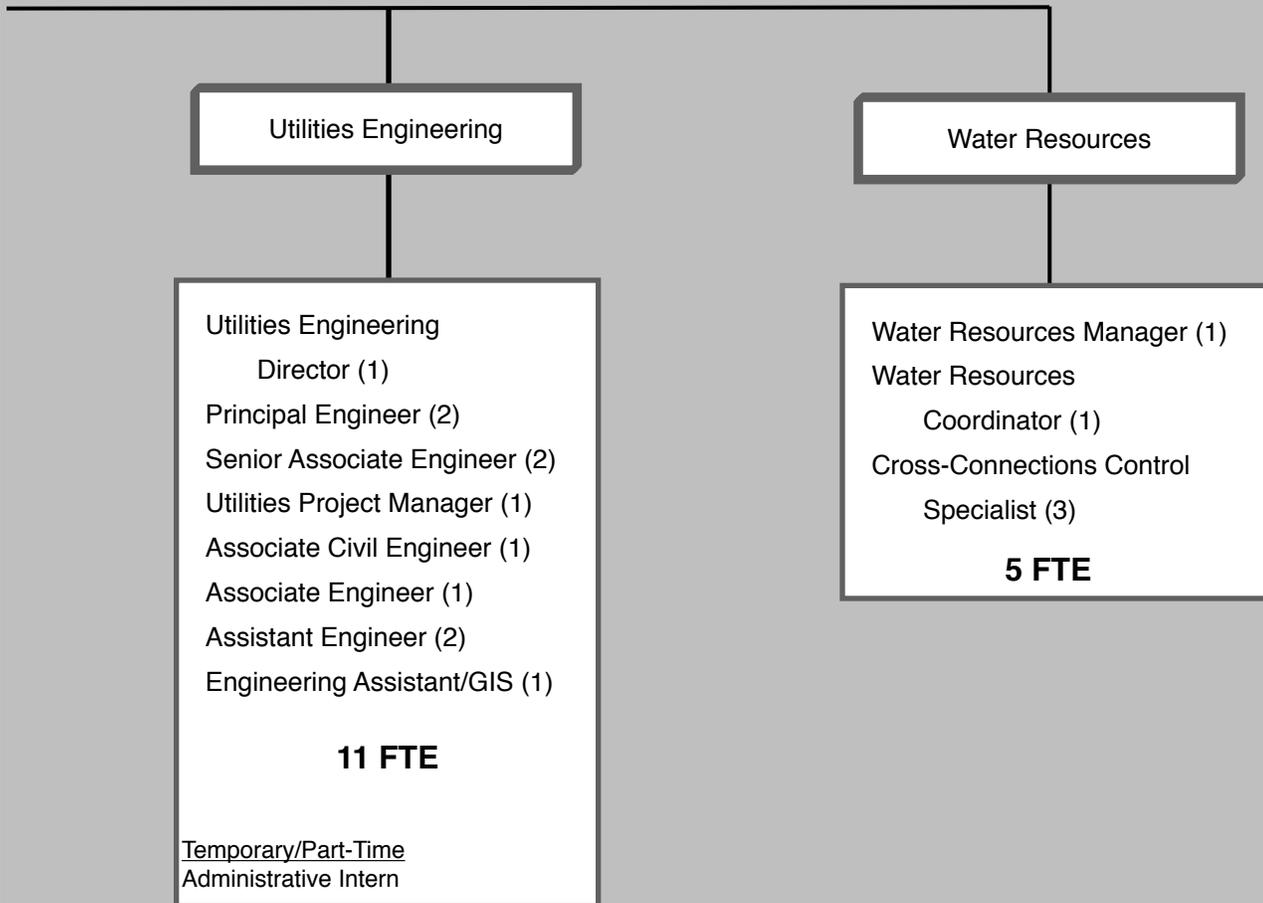
**102 FTE**

Utilities Operations Director (1)  
Water/Sewer Maintenance Manager (1)  
Water Production Supervisor (2)  
Utilities Supervisor (4)  
Water Production Operator (5)  
Senior Utilities Technician (8)  
Utilities Technician (15)  
Utilities Service Representative (5)  
Utilities Maintenance Worker (11)  
Environmental Programs Manager (1)  
Water Quality Specialist (1)  
Water/Wastewater Technician (3)  
Environmental Technician (1)  
Management Analyst (1)

**59 FTE**



2017-18 Organizational Chart  
**Municipal Utilities  
Company**  
(179 Full-time Employees)  
Effective July 1, 2017





## **HOUSING & MUNICIPAL SERVICES**

**Brent D. Schultz, Director**

*Housing Development/Grants Administration/Neighborhood Revitalization, Quiet Home  
Municipal Services, Code Enforcement*

The Housing and Municipal Services Agency is a dynamic agency with a myriad of functions that are designed to develop and maintain value for the City. The housing functions are focused on improving neighborhoods by removing blighted conditions, rehabilitating the current housing stock, and creating new housing types with a range of affordability. Municipal services focuses on the maintenance of City-owned buildings, street lights, vehicles and equipment.

In Fiscal Year 2016-17, Agency staff negotiated a Disposition and Development Agreement with Related Companies that will result in the investment of \$30 million within downtown Ontario to construct a 75-unit multifamily housing project, installed 47 charging ports at seven locations throughout Ontario in partnership with Southern California Edison (SCE) through their Charge Ready Program which costs \$1.2 million and approximately \$1.1 million is being paid by SCE. Also, the Agency managed a comprehensive homeless services program that includes homeless outreach, transitional housing, tenant based rental assistance, supportive housing services, 76 permanent housing units and is responsible for monitoring 1,751 rental housing units.

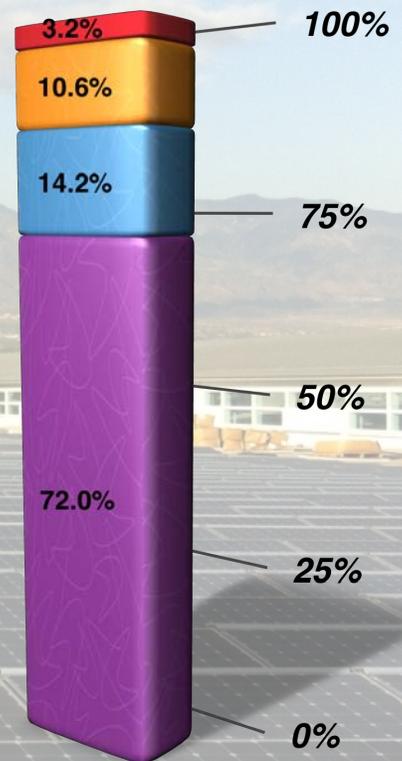
The Agency is responsible for maintaining 11,000 street lights and 40 City-owned buildings equaling over 925,000 square feet, including police, fire community centers, and general government facilities housing City staff and serving the public. The department utilizes a multi-disciplinary approach combining City staff and outside contractors to provide the most cost effective and productive services to the community. Some of the projects that was completed are the installation of sliding front doors at De Anza, Dorothy Quesada and Westwind Community Center, replace new roof at City Hall Annex and Ontario Police Department Annex, installed security lighting at various parks, and installed lighting at the Museum.

The Fleet Services Department performs maintenance and repairs on all City vehicles and equipment, from lawn mowers to fire engines. City vehicles require a significant amount of maintenance to ensure they are appropriately equipped and prepared to function properly when needed. During the 2016-17 fiscal year, the Facilities Maintenance Department completed approximately 3,000 work orders and Fleet Services completed over 6,500 work orders. Fleet Services replaced 78 vehicles, 39 of which were additions to the fleet.

The Code Enforcement Department focuses on the public's health, safety and welfare working with property owners to enhance neighborhoods. Code Enforcement staff operate the Abandoned and Distressed Properties Program, which involves the identification and improvement of vacant or foreclosed properties as well as the Systematic Health and Safety Inspection Program, which conducts periodic inspection of all rental properties. Code Enforcement works proactively to enforce ordinances that enhance community aesthetics and public safety. Staff continues to operate the City's Weed Abatement and Refuse Removal Services Program and works with the Fire Department to address issues that may pose a fire hazard.

**ANNUAL OPERATING BUDGET**

|                             | <u>FY16-17</u> | <u>FY17-18</u> |
|-----------------------------|----------------|----------------|
| <b>Total Funds:</b>         | \$ 30,147,977  | \$ 33,892,778  |
| <b>General Fund:</b>        | \$ 5,481,621   | \$ 9,280,052   |
| <b>Other Funds:</b>         | \$ 24,666,356  | \$ 24,612,726  |
| <b>Full Time Employees:</b> | 57             | 85             |



**OTHER FUNDS CONSIST OF:**

|                          |               |
|--------------------------|---------------|
| Quiet Home Program       | \$ 1,067,000  |
| CDBG                     | \$ 1,409,119  |
| HOME Grants              | \$ 2,297,206  |
| Building Safety          | \$ 1,169,569  |
| Equipment Services*      | \$ 17,460,261 |
| Street Light Maintenance | \$ 259,571    |
| Facility Maintenance     | \$ 950,000    |

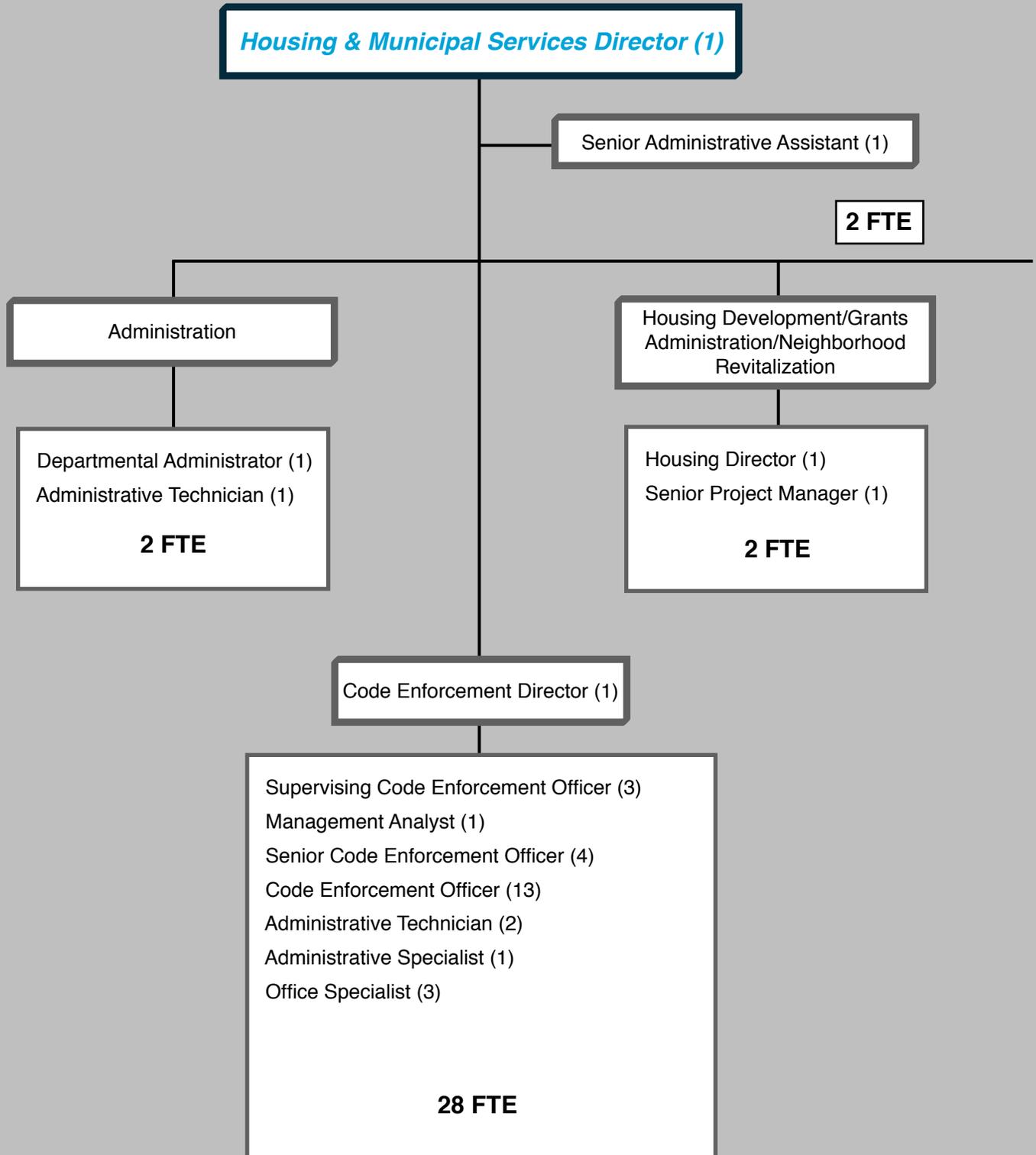
**Agency Divisions**

- Quiet Home
- Hsng Dev/Grnt Adm/Neighb Rev
- Code Enforcement
- Municipal Services

\* \$4,587,798 of this fund impacts General Fund indirectly

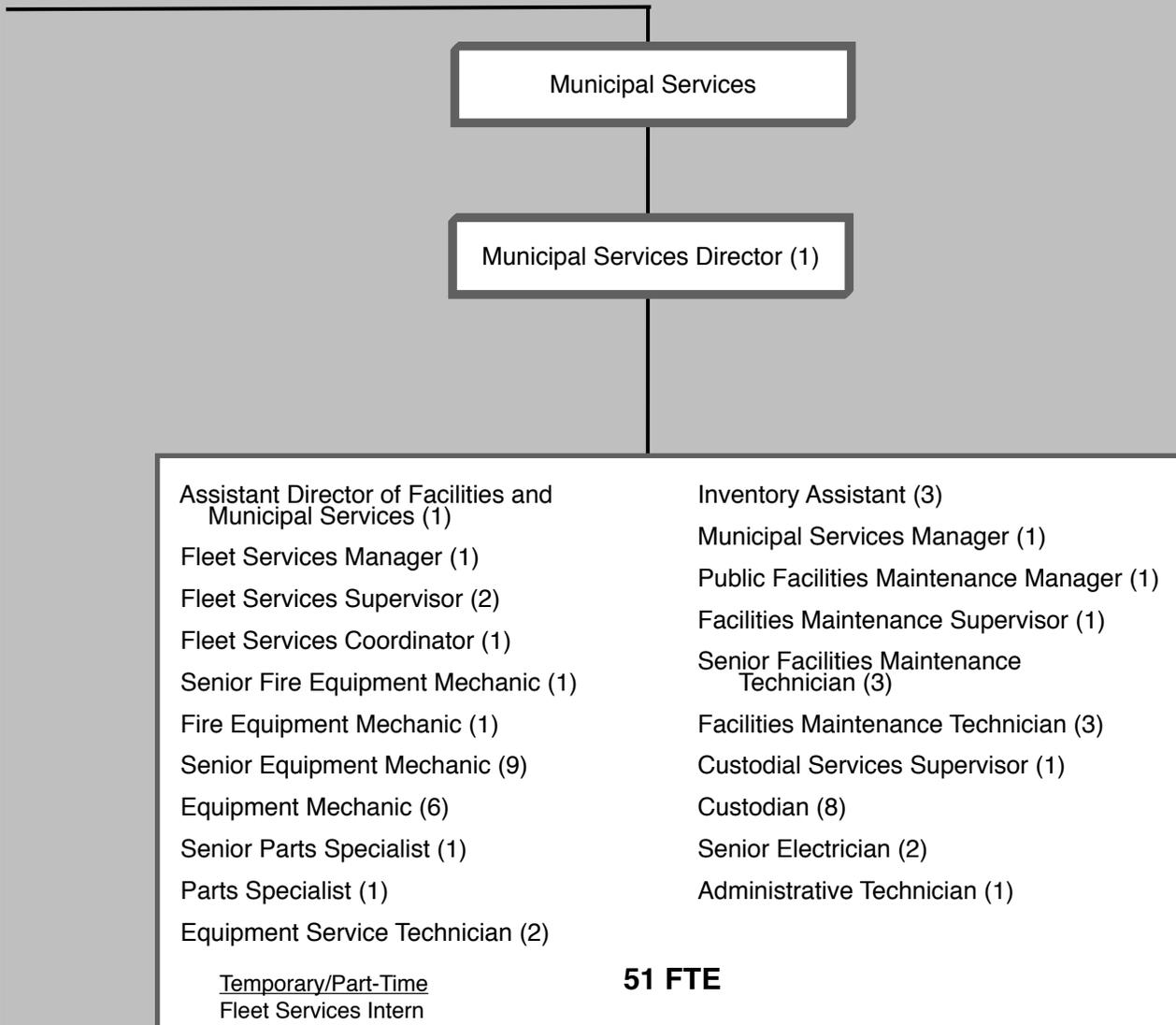


2017-18 Organizational Chart  
**Housing & Municipal Services Agency**  
*(85 Full-time Employees)*  
*Effective July 1, 2017*





**2017-18 Organizational Chart**  
**Housing & Municipal Services**  
**Agency**  
*(85 Full-time Employees)*  
*Effective July 1, 2017*





## ***ECONOMIC DEVELOPMENT***

***John P. Andrews, Director***

*Economic Development, Redevelopment Successor Agency*

The primary goal of the Ontario Economic Development Agency is to create, maintain and grow the economic value of the City. The Agency's goal is implemented through programs in Business Attraction, Business Retention & Expansion, Workforce Development, Arts & Culture, and Corporate Branding, Marketing and Communications.

Much of the Agency's Business Attraction efforts center on developing and maintaining relationships with real estate executives, site selectors, investors, and business owners through business visits, attendance at conferences, trade shows and professional associations. Land development opportunities are promoted to corporate real estate executives to attract investment into the City. Staff continues to proactively reach out to Fortune 500 and other large corporations across the nation. Highlights from these efforts include:

- **Melmarc:** The former Sunkist Citrus Packing Plant site is now home to a 239,400 square foot industrial building that provides nearly 500 new jobs and is the new home to Melmarc, a full package screen printing company that is a full-service manufacturer capable of producing in excess of 500,000 embellished garments per week. This site development plan has maintained the 1929 historic water tower that was originally used by Sunkist.
- **Nellson Nutraceutical:** The leading full-service nutrition bar and powder provider in North America has invested \$40-50 million to create a world-class 302,080 square foot production facility. This building will include a state-of-the-art research and development lab, segregated production lines and new packaging capabilities to support on-trend consumer demands. This will result in bringing 300 new jobs to the City.
- **QVC, Inc.:** Opened in August 2016, QVC is a catalyst for development and leasing in the Meredith International Centre. This 1,053,234 square foot facility is the company's first West Coast Distribution Center and Warehouse. Staff worked closely to manage job fairs to hire the local workforce, which by year 2020 will result in nearly 1,000 team members.
- **Walter's Audi Dealership:** The City is now home to a new Audi dealership that opened in December 2016. This 50,000 square foot dealership employs about 60-70 people on the south side of the Meredith International Centre near the I-10 freeway and Archibald Avenue.

At the heart of the City's Business Retention and Expansion efforts is the Business Retention Committee, a collaboration between the City of Ontario and the Ontario Chamber of Commerce. Other Agency efforts included one-on-one visits with businesses, quarterly industry specific workshops, and partnerships with key community partners on workforce development trainings.

More than 600 businesses were visited last year. In addition to these efforts, staff worked diligently to retain businesses in the City such as Waxie Sanitary Supply and the Ontario Volvo auto dealership.

The Agency works closely with the Office of the City Manager and City Council on special community projects. This past year the Ontario City Council launched the *Ontario's Community College Promise Program*, which provides up to two years of tuition for eligible students to a California community college of the student's choice. The goal of this program is to expand access to higher education, support local economic development initiatives, and encourage students to obtain a vocational or higher education degree to enhance and retain the workforce in the region. The Agency also works with stakeholders in the Euclid Avenue Downtown District to promote healthy community initiatives in attracting, retaining and growing businesses as well as focuses community efforts surrounding arts and culture programming.

As efforts in the Euclid Avenue Downtown District continue to develop, the Agency focuses efforts on strategic property acquisitions to further development in this area and drive visitors and foot traffic back to the downtown. Recently, the City acquired key properties along frontage of Euclid

Avenue and have entered into an exclusive negotiating agreement with a developer for future development in this area. At the northwest corner of D Street and Euclid Avenue, staff has attracted an authentic Mexican restaurant to revitalize a historic building. Gloria's Cocina Mexicana opened in Summer 2017.

The Agency is also responsible for the City's major events, branding, marketing, communications, and public relations. The Agency assisted with over twenty major events throughout the year that focused on community events, workforce development initiatives, and the annual State of the City: Business Leadership Symposium. The State of the City, attracts nearly 1,000 business, development, and real estate executives throughout Southern California. This event has been recognized as the premier networking event in the Inland Empire.

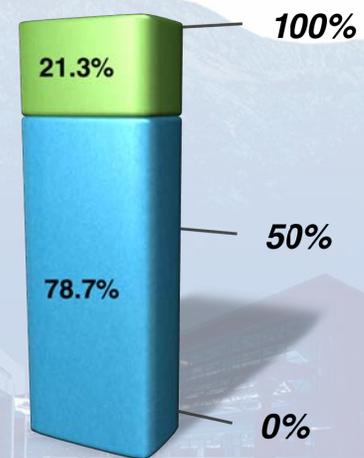
Staff also maintained efforts through enhancing the City's brand through the management and production of the City's quarterly publication, the Ontario Living Magazine, management of over sixteen official City social media accounts and creating citywide print publications, press releases and other marketing materials that promote events throughout the City and connect the business and residential communities.

**ANNUAL OPERATING BUDGET**

|                             | <u>FY16-17</u>       | <u>FY17-18</u>       |
|-----------------------------|----------------------|----------------------|
| <b>Total Funds:</b>         | <b>\$ 21,191,130</b> | <b>\$ 17,950,111</b> |
| <b>General Fund:</b>        | <b>\$ 5,365,916</b>  | <b>\$ 5,029,132</b>  |
| <b>Other Funds:</b>         | <b>\$ 15,825,214</b> | <b>\$ 12,920,979</b> |
| <b>Full Time Employees:</b> | <b>7</b>             | <b>7</b>             |

**OTHER FUNDS CONSIST OF:**

|   |                      |
|---|----------------------|
| <b>Successor Agency for RDA-Admin</b>         | <b>\$ 500,000</b>    |
| <b>Guasti Successor/Debt Service</b>          | <b>\$ 250,000</b>    |
| <b>Center City Successor/Debt Service</b>     | <b>\$ 709,760</b>    |
| <b>Project Area #1 Successor/Debt Service</b> | <b>\$ 10,420,103</b> |
| <b>Low-Mod Income Successor Agency</b>        | <b>\$ 1,041,116</b>  |

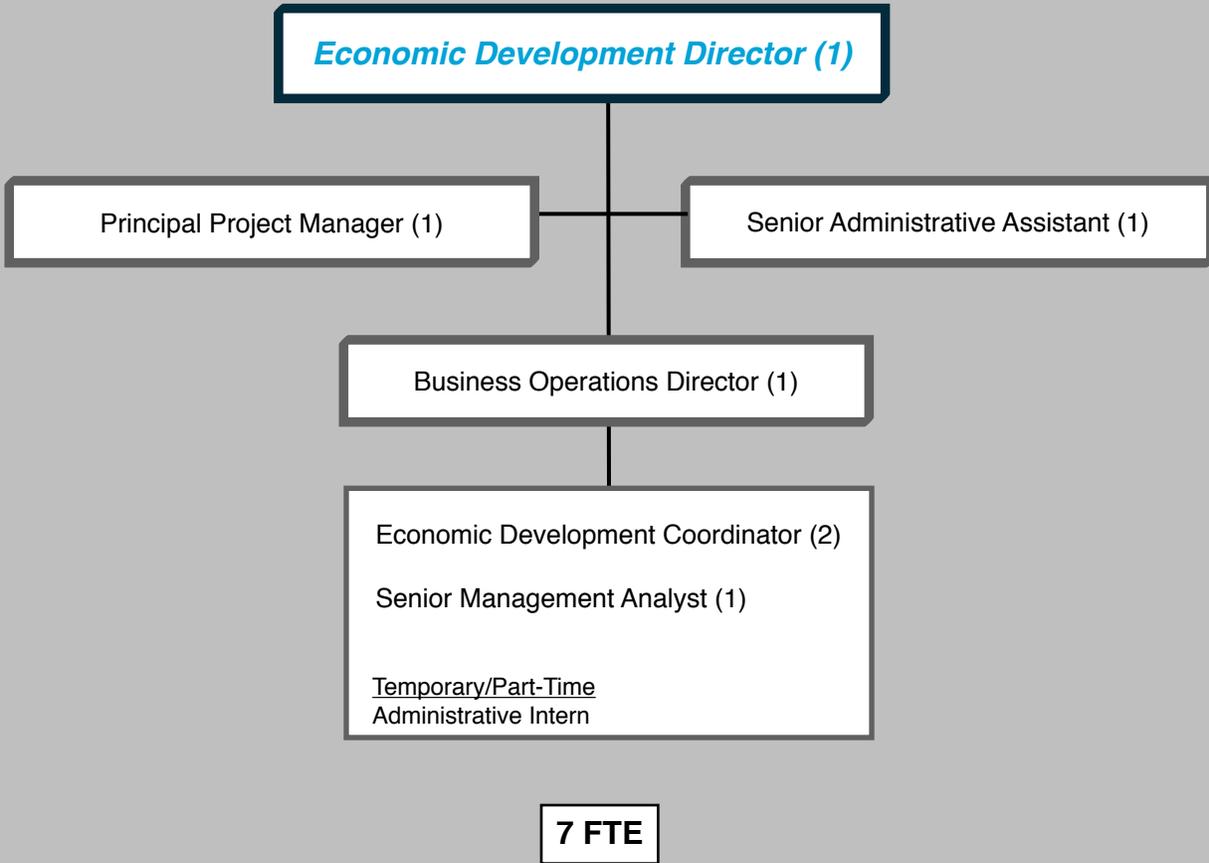


**Agency Divisions**

- Economic Development
- Successor Agency

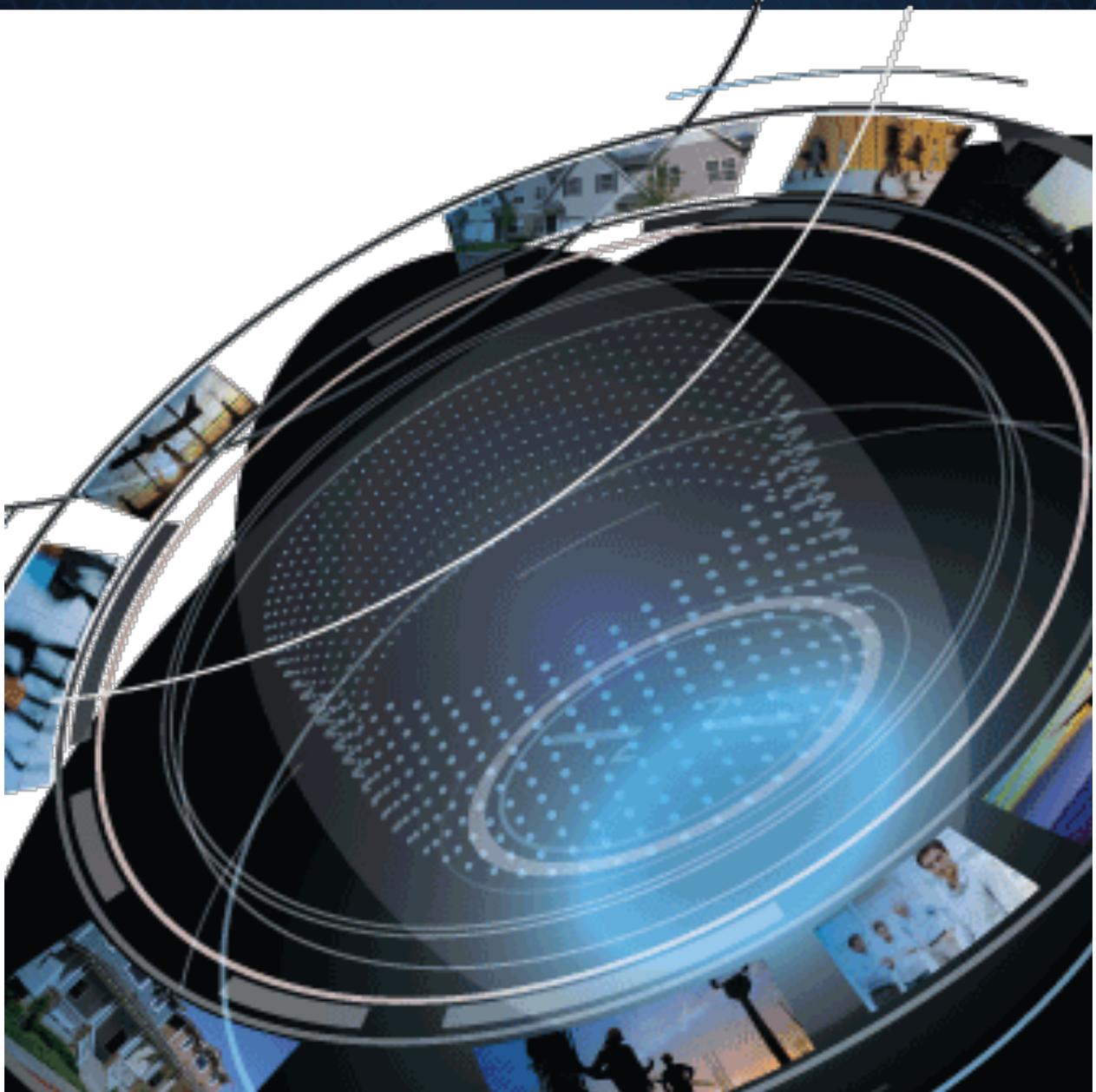


2017-18 Organizational Chart  
**Economic Development**  
(7 Full-time Employees)  
Effective July 1, 2017



# CITY OF ONTARIO

BUILDING A BETTER TOMORROW





# **DEVELOPMENT**

*Vacant, Director*

*Building, Engineering, Planning*

Development Agency Departments (Building, Engineering and Planning) continue to experience increased activity. Building permit valuation for private development projects alone is anticipated to reach about \$375 million in Fiscal Year 2016-17, with over 4,000 building permits issued.

Fiscal Year 2016-17 continued to show increasing economic strength with new applications submitted for over 540,000 square feet of commercial and industrial space. The Meredith Specific Plan construction is well underway with the opening of the Ontario Audi Dealership (3 million square feet of industrial space) and grading for an 800-unit apartment complex. Associated project infrastructure includes realignment of Inland Empire Boulevard and construction of over a mile of storm drain, sewer, water, and recycled waterlines.

In Ontario Ranch, residential construction in six specific plan areas continues, including grading of over 150 acres of land, construction of over \$17 million in-tract, and over \$12 million of backbone public improvements (water, street, sewer, park, and storm drain facilities). These improvements will expand the City's backbone infrastructure in Ontario Ranch and continue to facilitate growth and development in this area.

Planning for Ontario Ranch continues with the review of four new specific plans, encompassing over 545 acres of land and proposed development of 8 million square feet of industrial business park and 994 residential units. Additionally, residential applications have been submitted for 398 units. The latest community to open is Bristol at Countryside with four model complexes featured and production units under construction. To date, 70 tentative tract map applications have been submitted for an approximate total of 7,700 residential units. Of those, 53 tentative tract maps have been approved for a total of 4,810 residential units.

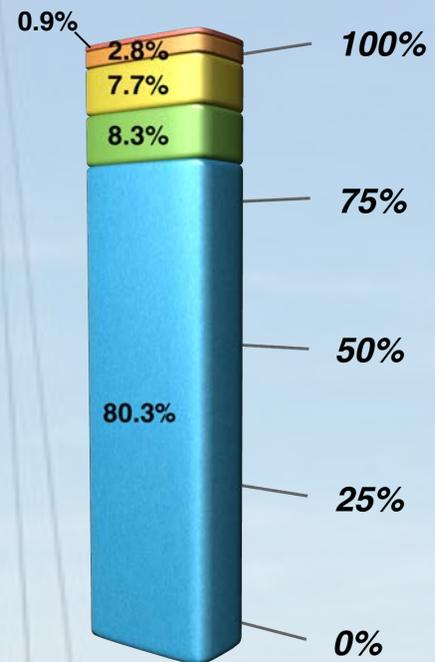
The Francis Street Storm Drain (West Cucamonga Creek Channel to Bon View Avenue) and the Sixth Street Storm Drain (Cucamonga Creek Channel to Glenn Avenue) began construction in April 2016 and are expected to be completed in July 2017, for an estimated combined total of \$15 million. The two storm drains will construct 14,600 lineal feet of storm drain pipe to collect runoff from a tributary area of 1,140 acres.

The South Milliken Avenue at Union Pacific Railroad Grade Separation project opened to traffic in March 2017, costing about \$78 million, to provide traffic relief and improve air quality from vehicular delay reductions along Milliken Avenue.

The Phase 1A of the Municipal Fiber Optic Network, completed in March 2017 at approximately \$2 million, consists of over 3 miles of new conduit and over 20 miles of fiber optic cable. The fiber optic backbone part of this project enables municipal and private users to connect to the City’s high speed communication network.

**ANNUAL OPERATING BUDGET**

|                             | <i>FY16-17</i> | <i>FY17-18</i> |
|-----------------------------|----------------|----------------|
| <b>Total Funds:</b>         | \$ 26,506,045  | \$ 47,733,831  |
| <b>General Fund:</b>        | \$ 14,718,596  | \$ 16,216,540  |
| <b>Other Funds:</b>         | \$ 11,787,449  | \$ 31,517,291  |
| <b>Full Time Employees:</b> | 91             | 90             |



**OTHER FUNDS CONSIST OF:**

|                                   |               |
|-----------------------------------|---------------|
| Gas Tax                           | \$ 1,964,988  |
| Measure I                         | \$ 3,865,000  |
| CDBG                              | \$ 662,138    |
| Capital Projects                  | \$ 2,508,505  |
| Water Capital                     | \$ 890,431    |
| Sewer Capital                     | \$ 884,609    |
| Storm Drain Maintenance           | \$ 1,189,305  |
| OMC - Regional Streets            | \$ 2,429,199  |
| OMC - Local Adjacent Streets      | \$ 10,223,438 |
| OMC - Local Adjacent Storm Drains | \$ 6,899,678  |

**Agency Divisions**

- Public Facilities Project
- Administration
- Building
- Planning
- Engineering

Right-of-way acquisition for the Cypress Avenue and Philadelphia Street Intersection project was completed in May 2017. The project consists of installing a new traffic signal, widening an 800-foot-long segment of Philadelphia Street with new left-turn lanes, and sidewalk installation that connects pedestrian facilities on both sides of the project. Federal authorization to commence construction (approximately \$800,000) is anticipated in November 2017.

The Planning and Engineering Departments collaborated to improve active transportation facilities within the City. Two Active Transportation Program grants were awarded for pedestrian improvements around five schools, with completion expected this summer. Staff also successfully negotiated for Omnitrans to incorporate in their project nearly \$1 million of pedestrian improvements (sidewalks and handicap ramps) in Ontario. Construction is to begin by end of 2017. The completion of the G Street Crosstown Bike Route (from Benson to Milliken) project is expected this summer. Staff's continuing efforts to increase walking and biking in Ontario has resulted in modifications to the Multipurpose Trails and Bike Corridor Plan in The Ontario Plan to include a parallel bike route for Holt Boulevard.

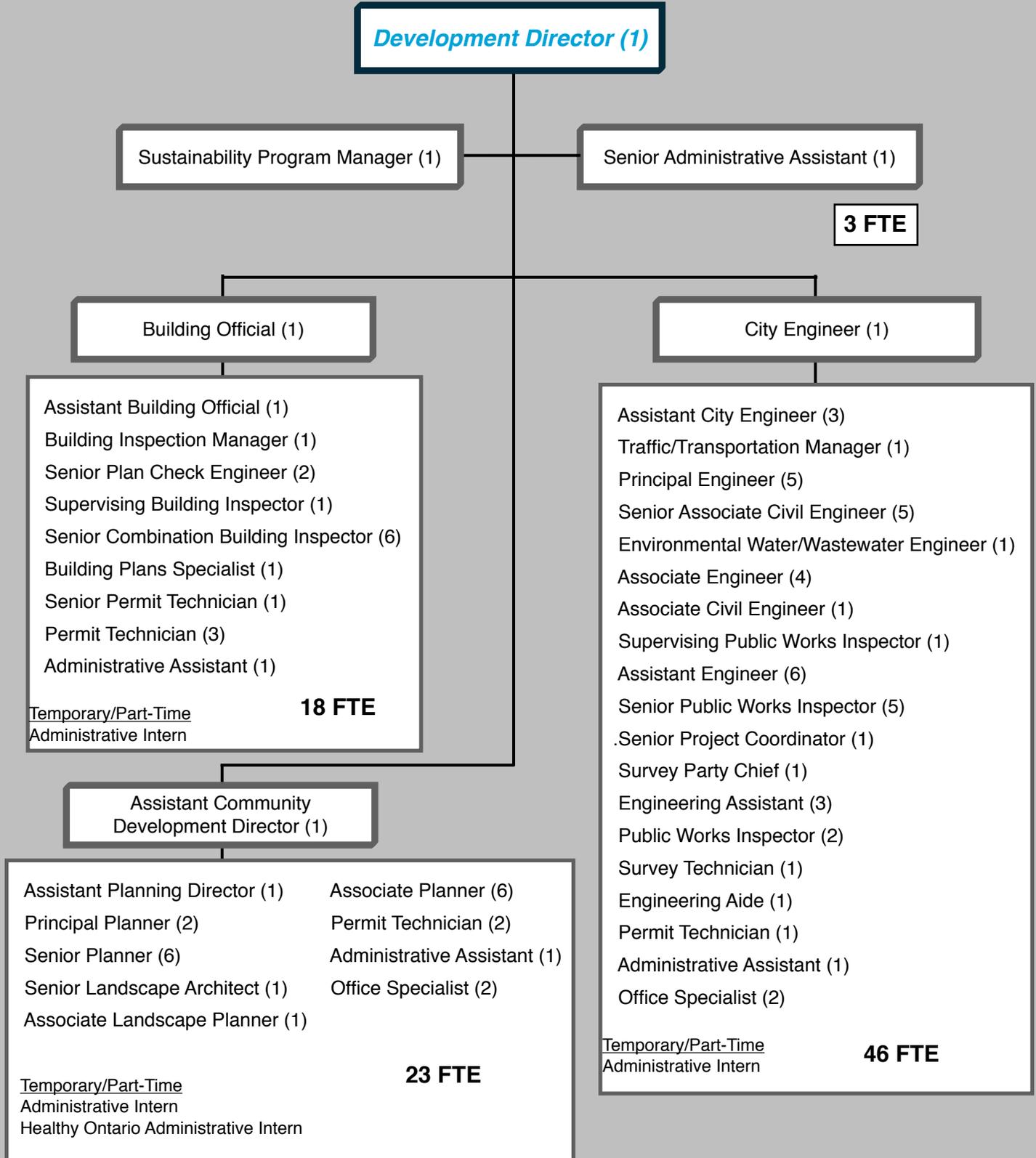
As part of the City's General Plan/Zoning consistency program, zone changes were completed on over 3,700 parcels to bring them into conformance with The Ontario Plan and support ongoing development in the City.

In 2016, the Kaiser Foundation awarded the City's "Healthy Eating, Active Living" (HEAL) Zone campaign another \$1 million grant to continue for three more years. The HEAL Zone community garden Huerta del Valle received a local, state and national American Planning Association Grass Roots Initiative awards. The De Beaumont Foundation awarded the Healthy Ontario Initiative with a \$250,000 Bold, Upstream, Integrated, Data-driven Health Challenge grant, which was awarded to only seven communities nationwide.





**2017-18 Organizational Chart  
Development  
(90 Full-time Employees)  
Effective July 1, 2017**



### Online Utility Payment



### My Ontario Phone App



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## **INFORMATION TECHNOLOGY**

*Elliott Ellsworth, Director  
Information Technology*

The City of Ontario enjoys a stable, reliable Information Technology infrastructure from a City Council commitment to act in a businesslike manner and a perpetual focus on equipping staff with great tools and resources. The IT Agency is a highly trained, dedicated and experienced team with exceptionally low turnover. Continuous training, staff development, research and innovation are all key to successful outcomes and in understanding and preparing for new opportunities. The team continues to build upon successful outcomes to explore and deploy state of the art technologies while maintaining a reliable array of proven technology solutions.

Ontario IT was uniquely positioned to provide essential support services to assist the Ontario Airport through a challenging initial transfer and the ongoing transition. We continue to work with the Airport Authority to support and implement airport operations software (Prodigiq), dispatch integrations, phone systems, broadband services, Office 365 and Workday HR/Payroll/Financials.

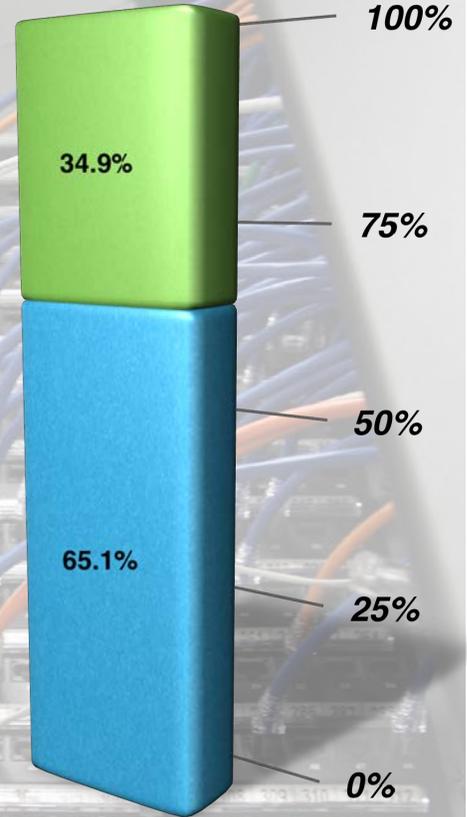
Ontario is truly positioned as a leader in broadband with a favorable outlook building upon early successes. The fiber network is progressing nicely with the completion of Phase 1a in Northeast Ontario and the remainder of the backbone planned for construction. Significant process improvements were put in place with design and engineering support, on-call contractors, a warehouse with readily available inventory to minimize lead times. Notable connections include: The California Welcome Center, CBBA Arena, Ontario Airport, OMUC, City Hall and Ontario Ranch.

Working with MS-ISAC (Multi State Information Sharing and Analysis Center), CIS (Center for Internet Security) and others, the City has established layers of defenses and a response / mitigation team to fend off constant attacks and threats. While no entity can stop a cyber-attack, the City is well prepared to defend against these threats, maintain business continuity and recover quickly if necessary.

The IT Agency always strives to exhibit integrity, professionalism and teamwork. Highlights for the Information Technology Agency during Fiscal Year 2016-17 include: support for the SetONTarioFree campaign and airport transition, implementation of the Workday Human Resources and Payroll system, gigabit service connections to over 150 residential and 10 commercial subscribers, and finally, consistent and reliable IT services.

**ANNUAL OPERATING BUDGET**

|                             | <u>FY16-17</u> | <u>FY17-18</u> |
|-----------------------------|----------------|----------------|
| <b>Total Funds:</b>         | \$ 21,004,204  | \$ 20,455,703  |
| <b>General Fund:</b>        | \$ 0           | \$ 0           |
| <b>Other Funds:</b>         | \$ 21,004,204  | \$ 20,455,703  |
| <b>Full Time Employees:</b> | 29             | 32             |



**OTHER FUNDS CONSIST OF:**

|                                     |               |
|-------------------------------------|---------------|
| <b>Water Capital</b>                | \$ 1,306,550  |
| <b>Sewer Capital</b>                | \$ 653,275    |
| <b>Solid Waste</b>                  | \$ 1,306,550  |
| <b>Information Technology*</b>      | \$ 15,497,682 |
| <b>Information Technology Fiber</b> | \$ 1,691,646  |

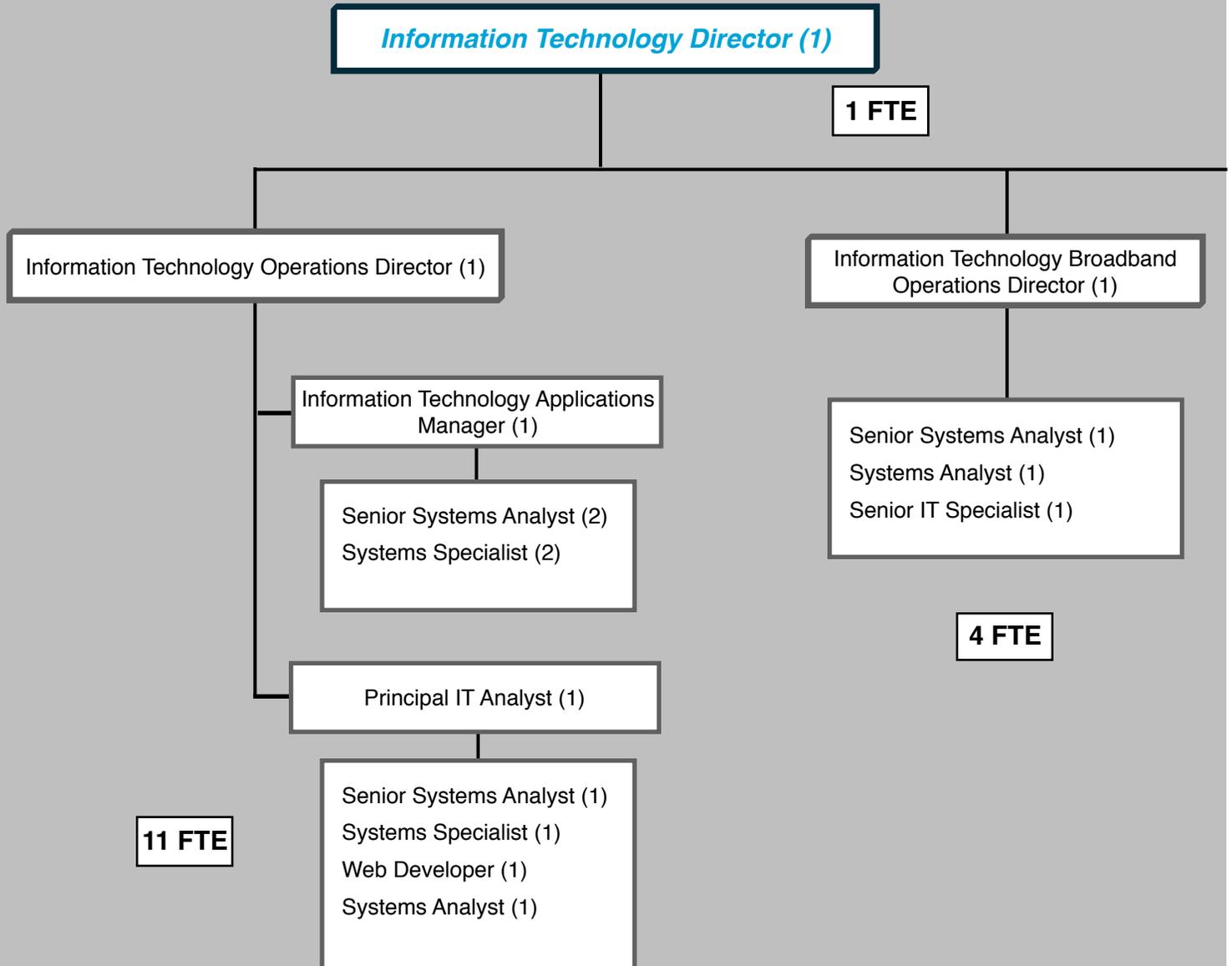
\* \$6,898,624 of this fund impacts General Fund indirectly

**Agency Divisions**

- Information Technology Projects
- Information Technology



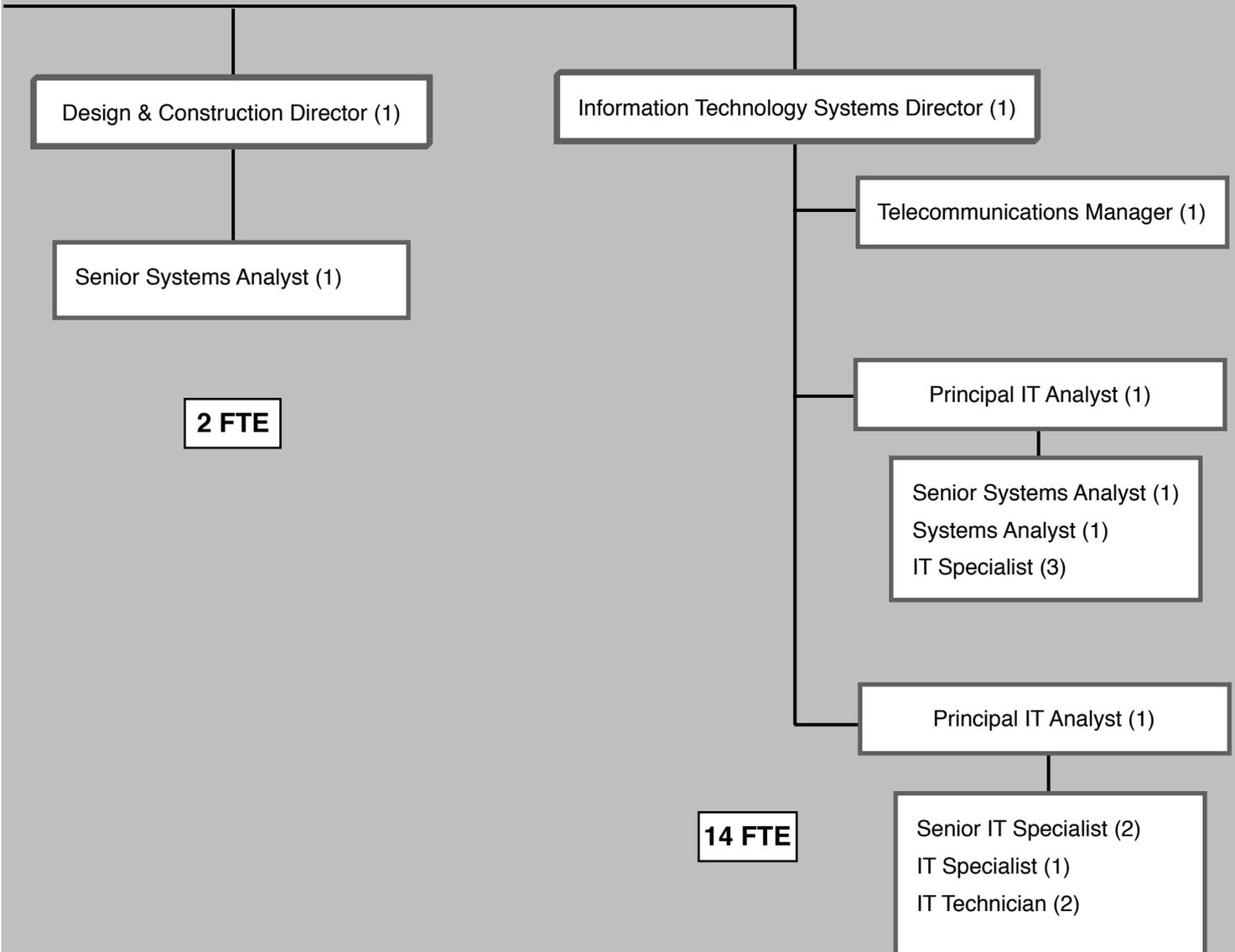
2017-18 Organizational Chart  
**Information Technology  
 Department**  
*(32 Full-time Employees)*  
*Effective July 1, 2017*



Temporary/Part-Time  
 Administrative Intern



2017-18 Organizational Chart  
**Information Technology  
Department**  
(32 Full-time Employees)  
Effective July 1, 2017





## **CITY ADMINISTRATION**

***Al C. Boling, City Manager***  
*Office of the City Manager, Human Resources, Risk Management,  
Records Management, City Attorney*

City Administration includes the Office of the City Manager, Human Resources, Risk Management, Records Management, and City Attorney.

The Office of the City Manager implements the goals and policy direction of the City Council through professional administration and leadership of the City's executive team and staff.

Human Resources assists departments citywide with the recruitment, development and retention of a highly-qualified workforce committed to serving the community. Key functions include performance coaching and management, organizational development and training, classification and compensation reviews, employment laws, employee and labor relations, leave and disability coordination, and administration of employee benefit programs.

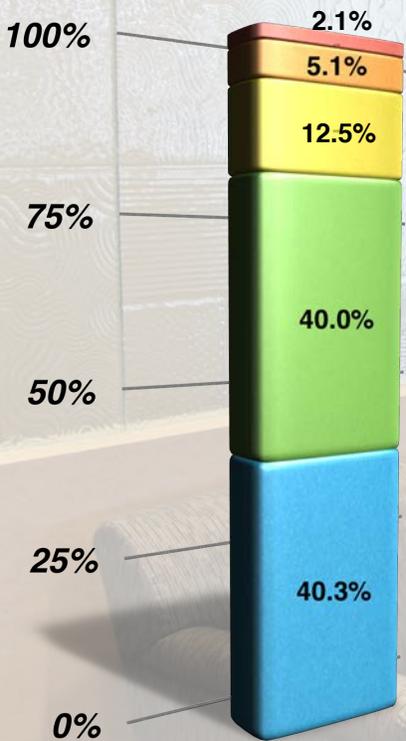
Risk Management identifies and minimizes exposures that could result in physical and financial loss to the City. Key functions include general liability and insurance administration, public loss prevention, and administration of the City's workers' compensation program.

Records Management supports the elected City Clerk, the Oversight Board of the Ontario Redevelopment Successor Agency, the Ontario International Airport Authority, and provides a comprehensive records management program for the City. Key functions include keeping accurate records of City Council proceedings; coordinating City elections; administering the Conflict of Interest Code, Fair Political Practices Commission filings, retention and destruction of official records in accordance with applicable laws and regulations; and receiving and processing public records requests, claims, subpoenas and special event applications.

The City Attorney's office provides legal guidance to the City Council and staff to ensure the City operates in compliance with Federal, state and local laws and regulations. City Attorney functions are contracted through the law firm of Best Best & Krieger LLP.

## ANNUAL OPERATING BUDGET

|                            | <i>FY16-17</i> | <i>FY17-18</i> |
|----------------------------|----------------|----------------|
| <b>Total Funds:</b>        | \$ 21,542,459  | \$ 18,247,621  |
| <b>General Fund:</b>       | \$ 12,890,373  | \$ 6,054,833   |
| <b>Other Funds:</b>        | \$ 8,652,086   | \$ 12,192,788  |
| <b>Full Time Employees</b> | 56             | 29             |



### OTHER FUNDS CONSIST OF:

|                                |              |
|--------------------------------|--------------|
| Mobile Source Air              | \$ 35,723    |
| Other Post Employment Benefits | \$ 4,500,000 |
| Self Insurance*                | \$ 7,657,065 |

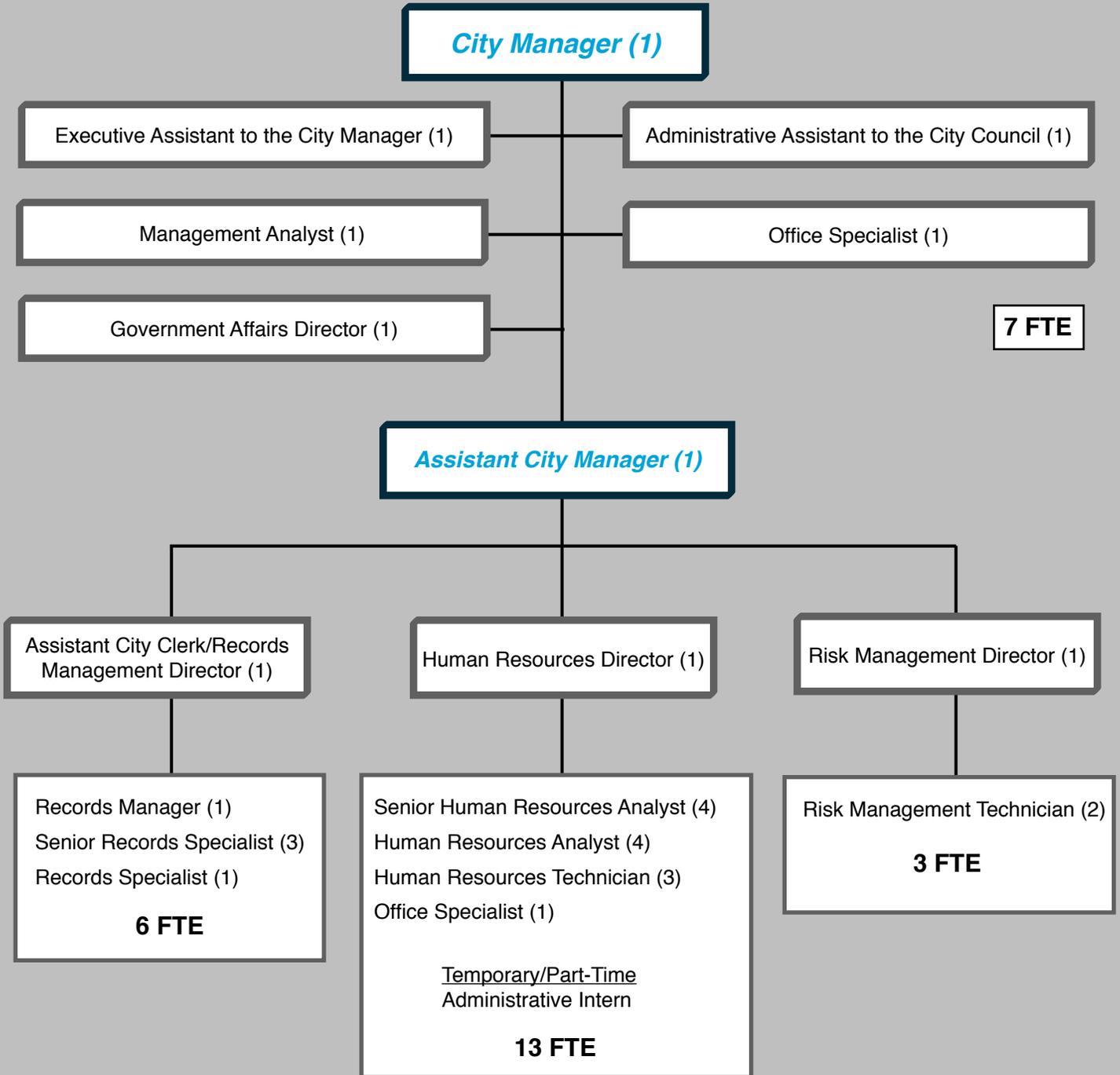
\* \$6,814,017 of this fund impacts General Fund indirectly

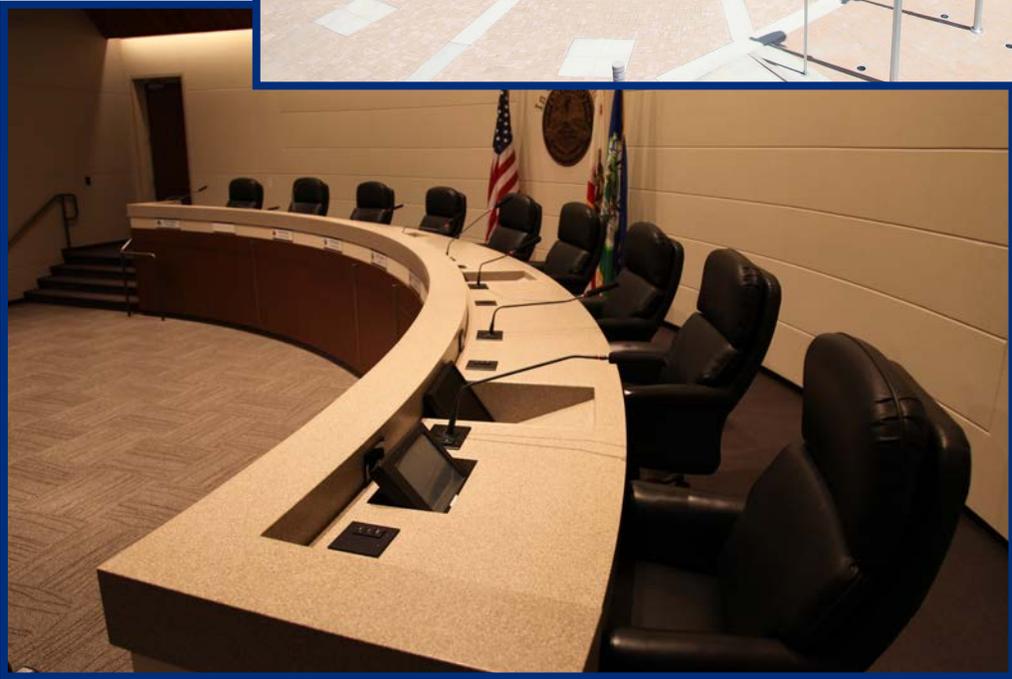
### Agency Divisions

- |   |  |
|---|--|
| <ul style="list-style-type: none"> <li><span style="color: blue;">■</span> Human Resources</li> <li><span style="color: yellow;">■</span> Office of the City Manager</li> <li><span style="color: red;">■</span> City Attorney</li> </ul> | <ul style="list-style-type: none"> <li><span style="color: green;">■</span> Risk Management</li> <li><span style="color: orange;">■</span> Records Management</li> </ul> |
|---|--|



**2017-18 Organizational Chart**  
**CITY ADMINISTRATION**  
*(29 Full-time Employees)*  
*Effective July 1, 2017*







# **ADMINISTRATIVE SERVICES**

**Grant D. Yee, Director**

*Management Services, Fiscal Services, Revenue Services*

The Administrative Services Agency provides support services to the citizens and businesses of Ontario, as well as to City Departments, with financial, budget development, procurement, accounting, internal audit, and revenue services. The Agency's service objective is to direct the financial affairs of the City of Ontario, under the direction provided by the Mayor and City Council through their goals and objectives, in a timely, accurate, cost effective and efficient manner. In doing so, the Agency safeguards the City's assets by establishing, implementing and following sound financial practices and procedures. In addition, the Agency manages the City's investment portfolio of approximately \$600 million. Administrative Services is comprised of three departments: Management Services, Fiscal Services, and Revenue Services.

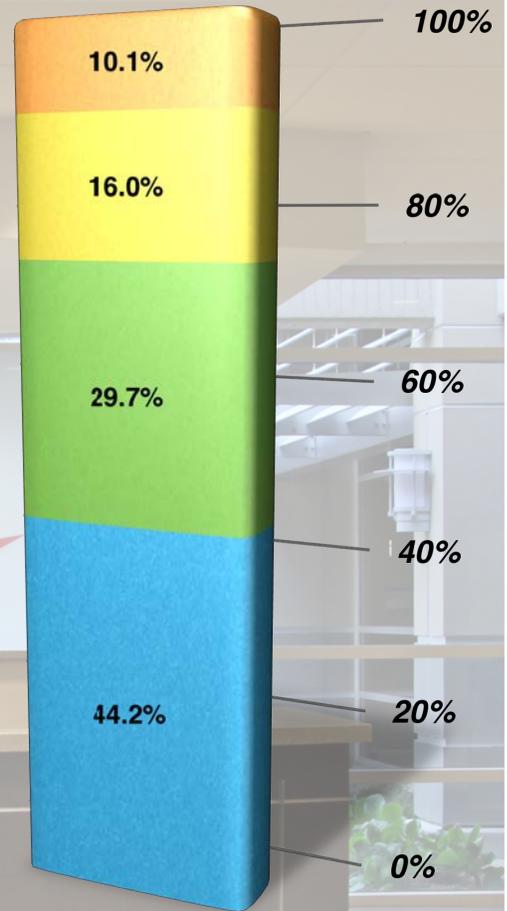
Management Services includes Internal Audit, Purchasing, and Debt Management/Special Districts. The Internal Audit division coordinates audits of internal controls citywide. The Purchasing area provides the supply management and services needs for all City Agencies. The Debt Management/Special Districts section is responsible for the financial administration of the City's Assessment Districts, Community Facilities Districts, Parkway Maintenance Districts, and Street Light Maintenance Districts, as well as the development of the New Model Colony.

The City's Fiscal Services Department is responsible for four key areas: Budget, Accounting, Accounts Payable, and Payroll. The Budget Office coordinates and develops the City's annual operating and capital budget, and provides analysis support to other City departments. Accounting monitors, records and reports all financial transactions, safeguards the City's assets, and coordinates and prepares the City's annual financial statements. The Accounts Payable division provides professional and courteous customer service while facilitating timely and accurate payment of the City's financial obligations. Payroll generates timely and accurate payments to City employees utilizing an automated timekeeping system, while maintaining compliance with City policies and procedures, labor agreements, and State and Federal laws.

The Revenue Services Department provides customer service, billing, and collection services for over 33,000 customers of the Ontario Municipal Utilities at the Utility and Customer Services Center. They also manage the Business Licenses Program for over 11,000 businesses in the City, handle the accounts receivable function, collect and deposit all City receipts and through the Central Services area supplies all mailing and printing services citywide.

**ANNUAL OPERATING BUDGET**

|                             | <u>FY16-17</u> | <u>FY17-18</u> |
|-----------------------------|----------------|----------------|
| <b>Total Funds:</b>         | \$ 14,276,091  | \$ 14,421,835  |
| <b>General Fund:</b>        | \$ 13,761,026  | \$ 13,879,294  |
| <b>Other Funds:</b>         | \$ 515,065     | \$ 542,541     |
| <b>Full Time Employees:</b> | 54             | 55             |



**OTHER FUNDS CONSIST OF:**

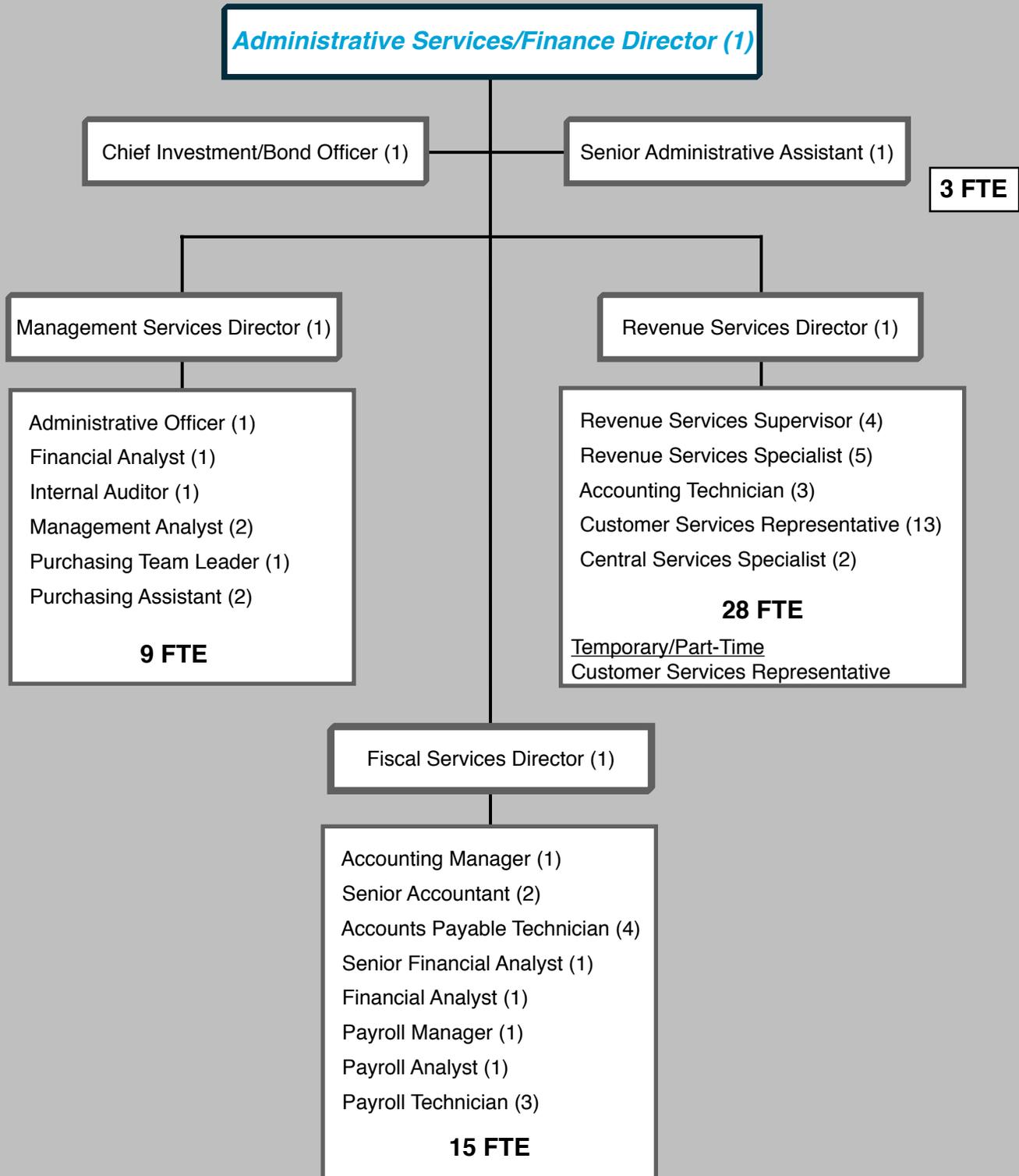
|  |    |                |
|--|----|----------------|
| <b>A.D. Administration</b>             | \$ | <b>286,837</b> |
| <b>Parkway Maintenance</b>             | \$ | <b>68,433</b>  |
| <b>OMC CFD #21 - Parkside Services</b> | \$ | <b>27,500</b>  |
| <b>NMC CFD #31 - Lennar Services</b>   | \$ | <b>7,400</b>   |
| <b>NMC CFD #23 - Park Place Svcs</b>   | \$ | <b>5,000</b>   |
| <b>NMC CFD #27 - New Haven Svcs</b>    | \$ | <b>5,000</b>   |
| <b>OMC CFD #20 - Walmart Services</b>  | \$ | <b>21,000</b>  |
| <b>Street Light Maintenance</b>        | \$ | <b>108,971</b> |
| <b>NMC CFD #9 - Edenglen Services</b>  | \$ | <b>12,400</b>  |

**Agency Divisions**

- Administration
- Fiscal Services
- Revenue Services
- Management Services



**2017-18 Organizational Chart**  
**Administrative Services**  
**Department**  
*(55 Full-time Employees)*  
*Effective July 1, 2017*



***Redevelopment  
Successor  
Agency***

# *Redevelopment Successor Agency*

The Redevelopment Successor Agency was established after California State actions eliminated all redevelopment agencies in California. The former Ontario Redevelopment Agency (ORA) was established on November 16, 1971, to provide affordable housing, revitalize communities, eliminate blight, and fuel economic growth through focused reinvestment of local funds back into local projects and programs that supported job growth and private investment. There were five project areas throughout the City, including Project Area No. 1, Project Area No. 2, Center City Project Area, Cimarron Project Area, and Guasti Project Area. Over the years, ORA was active in implementing housing programs, business incentive programs, commercial improvement programs, planning and development of projects, capital improvement projects, and property acquisition in the Project Areas.

Pursuant to California Assembly Bill 1X 26 and subsequent Assembly Bill 1484, all California Redevelopment Agencies were dissolved, effective February 1, 2012.

The City of Ontario is the Successor Agency to its former Redevelopment Agency pursuant to action taken on January 10, 2012. The Successor Agency has certain powers and duties, including but not limited to,

making payments and performing responsibilities required by enforceable redevelopment obligations, administer the dissolution, and wind down the affairs of the former Redevelopment Agency.

AB 1X 26 requires that each successor agency have an oversight board, composed of seven members appointed by specific governmental agencies. Each member of the Oversight Board serves at the pleasure of the entity that appointed such member. The Oversight Board is generally intended to supervise the activities of the successor agency and ensure the former Redevelopment Agency's assets are distributed to the taxing entities expeditiously and in a manner that maximizes value. The Oversight Board has a fiduciary responsibility to holders of enforceable obligations of the former

Redevelopment Agency and to the taxing entities that would benefit from the distribution of revenues generated by the liquidation of redevelopment assets.

Every six months the Oversight Board approves a Recognized Obligation Payment Schedule (ROPS), which then is forwarded to the County and the State of California Department of Finance for their review and approval. Based on



## *Redevelopment Successor Agency*



the total enforceable obligation payable submitted and approved, the County distributes property tax revenues to the Successor Agency so funds are available to make payments toward these approved enforceable obligations. Property tax is distributed to the Successor Agency twice: June 1st and January 15th.

Since 1971, the Ontario Redevelopment has worked diligently to improve the quality of life for all people that live, work and play in Ontario. On February 1, 2012, the tools in the “Redevelopment Toolbox” were eliminated. Redevelopment was one of the most effective ways to breathe new life into deteriorated areas plagued by social, physical, environmental or economic conditions which act as a barrier to new investment by private enterprise. Through California Community Redevelopment Law communities had the ability to focus their attention on reversing trends of physical and

economic deterioration through financial investment, in turn, revitalizing the overall climate of the community. By partnering with the private sector to acquire property, build public improvements and infrastructure, clean-up contaminated soil and do other things necessary to improve the conditions of the property it created a chain reaction where the ultimate economic output was larger than the original public investment.

Over the last decade the Ontario Redevelopment Agency invested over \$16 million in public facilities and vital infrastructure, generated thousands of jobs, and helped create over 4,000 affordable and senior housing units. Like the accomplishments above, the former Ontario Redevelopment Agency has many success stories to tell and is very proud of the positive impact the tremendous work program had on the community. The Agency is hopeful a new era of economic development tools will emerge allowing its passionate and committed staff to continue to improve the quality of life for City of Ontario residents and businesses.

Pursuant to Assembly Bill 1X 26 and Assembly Bill 1484 the City Council, as Successor Agency to the former Ontario Redevelopment Agency, and the Oversight Board to the Successor Agency are responsible for winding down the Agency’s existing obligations and liquidation of assets. Policies and procedures continue to be adopted to ensure the dissolution of the former Ontario Redevelopment Agency is accomplished in a transparent, pragmatic, and consistent manner.

***Ontario  
Housing  
Authority***

# Ontario Housing Authority

## Fiscal Year 2017-18 Budget Overview

### I. Introduction

The Ontario Housing Authority (OHA) is a separate legal entity governed by California State Housing Authority law. OHA was formed on December 2, 1997, by City of Ontario Resolution No. 97-098, declaring that there is a “need” for a Housing Authority within the City of Ontario and declaring City Council Members to be Commissioners of the Ontario Housing Authority. Adoption of Resolution No. OHA-1 by the Ontario Housing Authority on December 2, 1997, established the time and place of its regular meetings and established organization bylaws.

As the Ontario Housing Authority implements various programs and projects, certain funding sources are also identified to finance these activities. The primary funding sources are the residual balance from the former Ontario Redevelopment Agency’s Low and Moderate Income Housing Fund, CDBG funds and HOME funds.

It is the mission of the Ontario Housing Authority to acquire selective properties for the implementation of affordable housing.

### II. Staffing

The Ontario Housing Authority activities are administered by the City’s Housing Agency. Housing Agency employees are assigned as needed to pro-actively administering and managing various Housing Authority programs, projects and activities.

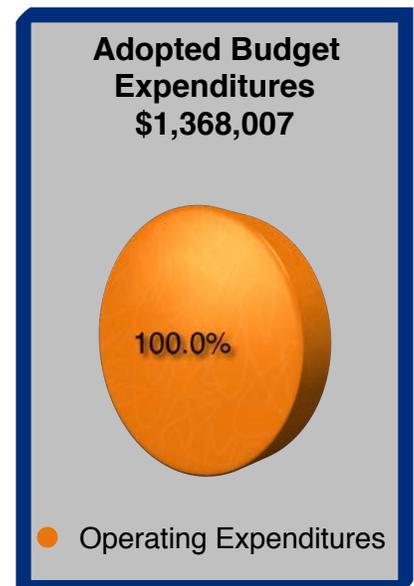
### III. Financial Overview

The Ontario Housing Authority’s established source of funds for Fiscal Year 2017-18 principally consists of the residual balance from the former Ontario Redevelopment Agency’s low and moderate housing set aside funds. Total estimated revenues in Fiscal Year 2017-18 are \$347,832. Total Fiscal Year 2017-18 recommended appropriations are \$1,368,007.

### IV. Housing Authority Programs

The Adopted Fiscal Year 2017-18 Budget provides funds to finance selected projects for the Housing Authority as follows:

- ◆ Acquisition of selective buildings and providing relocation assistance
- ◆ Use of Housing Authority powers to implement affordable housing projects through developer loans, reimbursement agreements and other covenants



RESOLUTION NO. OHA-092

A RESOLUTION OF THE ONTARIO HOUSING AUTHORITY OF THE CITY OF ONTARIO, CALIFORNIA, ADOPTING A BUDGET FOR SAID AUTHORITY FOR THE FISCAL YEAR 2017-18.

WHEREAS, Ontario Housing Authority is comprised of the Housing Authority Fund and the Housing Asset Fund with a total appropriation of \$1,368,007 for departmental activities, shall be as set forth in the budget summaries; and

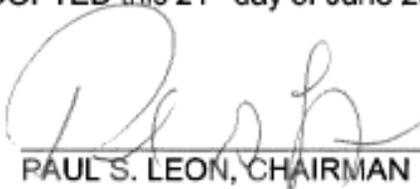
WHEREAS, the Authority hereby determines, in accordance with Section 33334.3(d) of the California Redevelopment Law, that the planning and administrative expenses provided in the Budget to be made from the Low and Moderate Income Housing Fund are necessary for the production, improvement, or preservation of low-and-moderate income housing.

NOW, THEREFORE, be it resolved, determined, and ordered by the Housing Authority of the City of Ontario that the Housing Authority's Operating Budget for the Fiscal Year 2017-18, submitted by the Executive Director to the Housing Authority, is herewith adopted for the Housing Authority of the City of Ontario for the Fiscal Year 2017-18.

NOW, THEREFORE, be it also resolved, that the 2017-18 Operating Budget Appropriation is \$1,368,007

The Secretary of the Ontario Housing Authority shall certify as to the adoption of this Resolution.

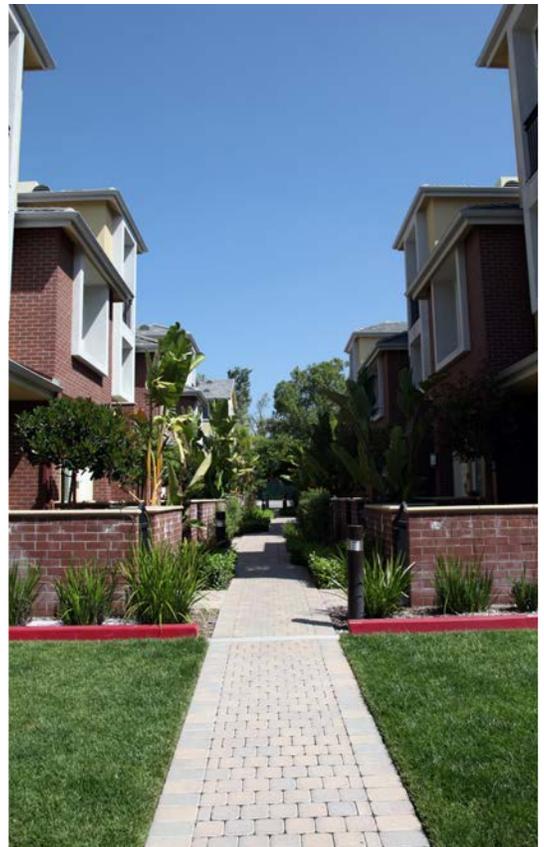
PASSED, APPROVED, AND ADOPTED this 21<sup>st</sup> day of June 2017.

  
\_\_\_\_\_  
PAUL S. LEON, CHAIRMAN

ATTEST:

  
\_\_\_\_\_  
SHEILA MAUTZ, AUTHORITY SECRETARY





***Capital  
Improvement  
Program***

# Capital Improvement Program (CIP)

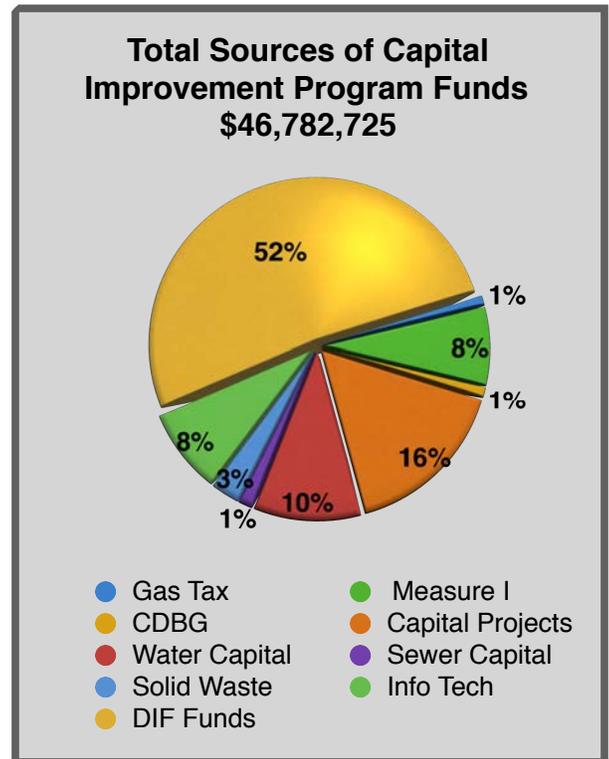
The City of Ontario develops its Five-Year Capital Improvement Program (CIP) consistent with the goals and objectives established by the Mayor and City Council. The Proposed Five-Year Plan is subject to change during the budget year to reflect fluctuations in City needs and priorities. Projects are included in the CIP based on an assessment of needs and available funding. Projects with limitations on the use of funds are considered on an individual basis, while those without such funding limitations are considered relative to the overall needs of the City. The CIP is used as a planning tool by the City to: (1) identify capital improvement needs and (2) coordinate the financing and timing of those needs in a manner that ensures the most responsible and efficient use of the City's limited resources.

The Five-Year CIP is reviewed annually to allow the Mayor and City Council the opportunity to reassess projects in the program and for effective implementation of the City's immediate Goals and Objectives. The current year of the CIP is the funded portion and is referred to as the Capital Budget, consisting of the planned expenditures for the fiscal year for proposed projects. Projects and expenditures identified in future fiscal years are proposed on a planning basis only and do not receive expenditure authority until they are included in the Proposed Capital Budget for the subject fiscal year.

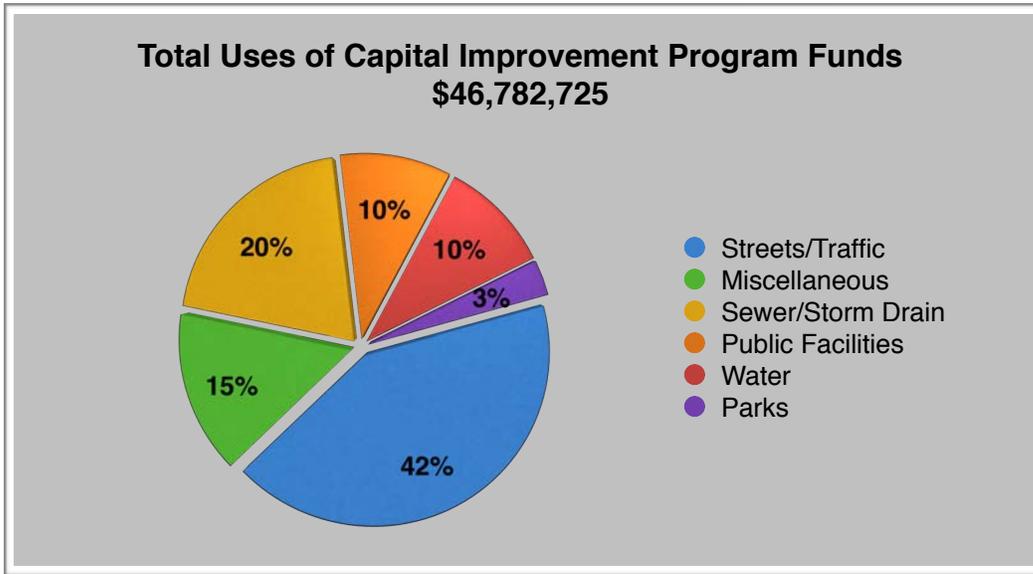
As presented in the Adopted Operating Budget for Fiscal Year 2017-18, the Capital Budget totals \$46,782,725 for all categories of capital improvement projects across all funds. The amount of the projects, \$46,782,725, reflects a 207.39% increase over the previous fiscal year's Capital Budget of \$15,219,487. Major projects included in the Fiscal Year 2017-18 Capital Improvement Program consist of: Construction of Fourth Street Bridge Undercrossing Improvements of \$10,345,324, Fire Training Center Expansion of \$4,300,000, Bon View Avenue Storm Drain of \$3,100,000, Parco Avenue Storm Drain of \$3,000,000, and Holt Boulevard Utilities Undergrounding of \$2,100,000. In addition, the capital budget includes \$4,500,000 for the Water Supply for South Archibald Plume and \$3,500,000 for the Archibald Avenue Sewer Diversion.

Where applicable, the annual operating cost for each capital project has been incorporated into each project, representing the preliminary estimate for operating and maintenance (O&M) costs. The cost estimates are determined by the department responsible for the project. Actual O&M costs to be budgeted in future years may vary from these initial estimates. Annual operating and maintenance costs for the Fiscal Year 2017-18 Capital Budget are already factored into the Adopted Operating Budget for Fiscal Year 2017-18. The following components are included in the calculation of annual operating and maintenance costs:

- ◆ Operating – The operating costs directly associated with the project/facility upon completion.
- ◆ Maintenance – The funding required to maintain the project/facility upon completion.
- ◆ Cost Offset – Revenues associated with the project/facility or cost reductions due to increased operating efficiencies upon completion.



## Capital Improvement Program

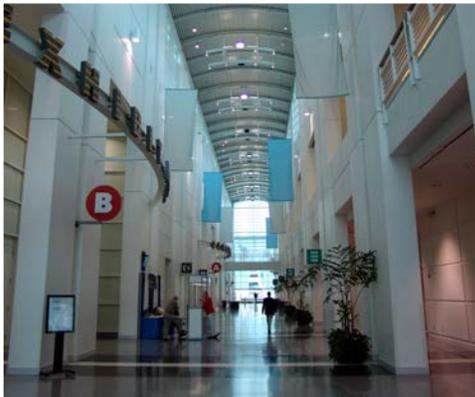
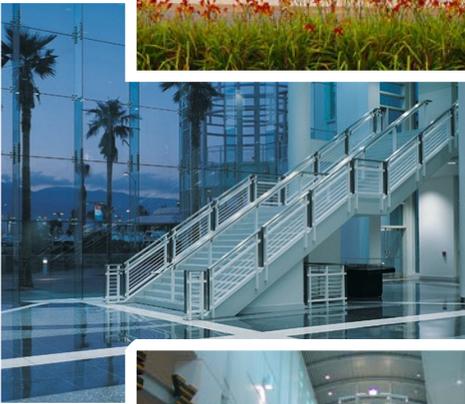


## Capital Budget Summary

| Fund/Description                   | Project Category    |                     |                     |                      |                     |                     | Total                |
|------------------------------------|---------------------|---------------------|---------------------|----------------------|---------------------|---------------------|----------------------|
|                                    | Parks               | Public Facilities   | Sewer/Storm Drains  | Streets/Traffic      | Water               | Misc                |                      |
| Gas Tax                            | \$ 0                | \$ 0                | \$ 0                | \$ 506,000           | \$ 0                | \$ 0                | \$ 506,000           |
| Measure I                          | 0                   | 0                   | 0                   | 3,555,000            | 0                   | 0                   | 3,555,000            |
| CDBG                               | 214,000             | 165,000             | 0                   | 94,160               | 0                   | 0                   | 473,160              |
| Capital Projects                   | 1,193,500           | 4,167,418           | 0                   | 2,100,000            | 0                   | 0                   | 7,460,918            |
| Water Capital                      | 0                   | 0                   | 0                   | 0                    | 3,500,000           | 1,306,550           | 4,806,550            |
| Sewer Capital                      | 0                   | 0                   | 0                   | 0                    | 0                   | 653,275             | 653,275              |
| Solid Waste                        | 0                   | 0                   | 0                   | 0                    | 0                   | 1,306,550           | 1,306,550            |
| Information Technology             | 0                   | 0                   | 0                   | 0                    | 0                   | 3,866,375           | 3,866,375            |
| OMC - Regional Streets             | 0                   | 0                   | 0                   | 12,004,845           | 0                   | 0                   | 12,004,845           |
| OMC - Local Adjacent Streets       | 0                   | 0                   | 0                   | 647,792              | 0                   | 0                   | 647,792              |
| OMC - Local Adjacent Storms Drains | 0                   | 0                   | 6,100,000           | 769,678              | 0                   | 0                   | 6,869,678            |
| OMC - Fire Impact                  | 0                   | 132,582             | 0                   | 0                    | 0                   | 0                   | 132,582              |
| OMC - Local Adjacent Sewer         | 0                   | 0                   | 3,500,000           | 0                    | 0                   | 0                   | 3,500,000            |
| NMC - Local Adjacent Water         | 0                   | 0                   | 0                   | 0                    | 1,000,000           | 0                   | 1,000,000            |
| <b>Total</b>                       | <b>\$ 1,407,500</b> | <b>\$ 4,465,000</b> | <b>\$ 9,600,000</b> | <b>\$ 19,677,475</b> | <b>\$ 4,500,000</b> | <b>\$ 7,132,750</b> | <b>\$ 46,782,725</b> |

***Ontario  
Convention  
Center***

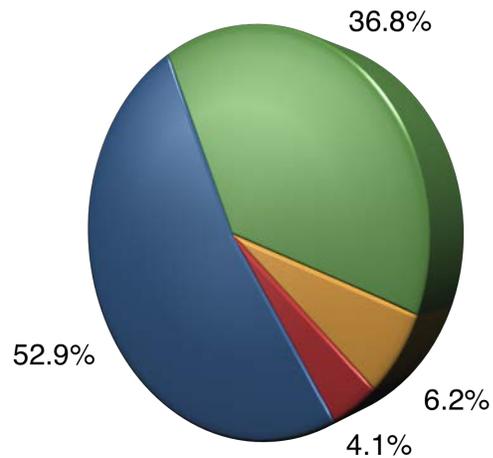
# Ontario Convention Center



The goal of the Ontario Convention Center is to attract events that will provide substantial economic impact to the Community, while maintaining its cost so that its operations will minimize City subsidies.

The marketing strategy of the Ontario Convention Center is to establish Ontario as a quality and affordable destination alternative in Southern California due to its strategic location between Los Angeles and Palm Springs, targeting the Regional, State, and West markets.

## Adopted Budget Expenditures \$8,129,115



- Personnel Costs
- Operating Expenditures
- Capital Outlay
- Contractual Services

Revenue Detail

|                        | 2016-17<br>Adopted<br>Budget | 2017-18<br>Adopted<br>Budget | % Change<br>to Adopted<br>Budget<br>2016-17 |
|------------------------|------------------------------|------------------------------|---|
| Rental Income          | \$ 2,238,105                 | \$ 2,390,512                 | 6.8%  |
| Services Revenue       | 326,900                      | 348,936                      | 6.7%  |
| Concessions & Catering | 1,934,980                    | 2,132,699                    | 10.2%                                       |
| Parking                | 804,500                      | 782,138                      | -2.8%                                       |
| Telecommunications     | 9,480                        | 9,000                        | -5.1%                                       |
| Electrical             | 435,625                      | 444,711                      | 2.1%  |
| Audio/Visual           | 257,630                      | 389,495                      | 51.2%                                       |
| Internet Revenue       | 60,695                       | 91,769                       | 51.2%                                       |
| Equipment Rental       | 303,745                      | 306,087                      | 0.8%  |
| Miscellaneous          | 25,000                       | 18,000                       | -28.0%                                      |
| Other Rental Income    | 111,155                      | 77,678                       | -30.1%                                      |
|                        | <u>\$ 6,507,815</u>          | <u>\$ 6,991,025</u>          | 7.4%  |

Expenditure Summary

|  | Detail<br>Book<br>Page<br>Number | 2016-17<br>Adopted<br>Budget | 2016-17<br>Current<br>Budget | 2017-18<br>Adopted<br>Budget | % Change<br>to Adopted<br>Budget<br>2016-17 |
|--|----------------------------------|------------------------------|------------------------------|------------------------------|---|
| Ontario Convention Center              | 311                              | \$ 7,833,695                 | \$ 7,833,695                 | \$ 8,129,115                 | 3.8%  |
| <b>Total Ontario Convention Center</b> |                                  | <u>\$ 7,833,695</u>          | <u>\$ 7,833,695</u>          | <u>\$ 8,129,115</u>          | 3.8%  |



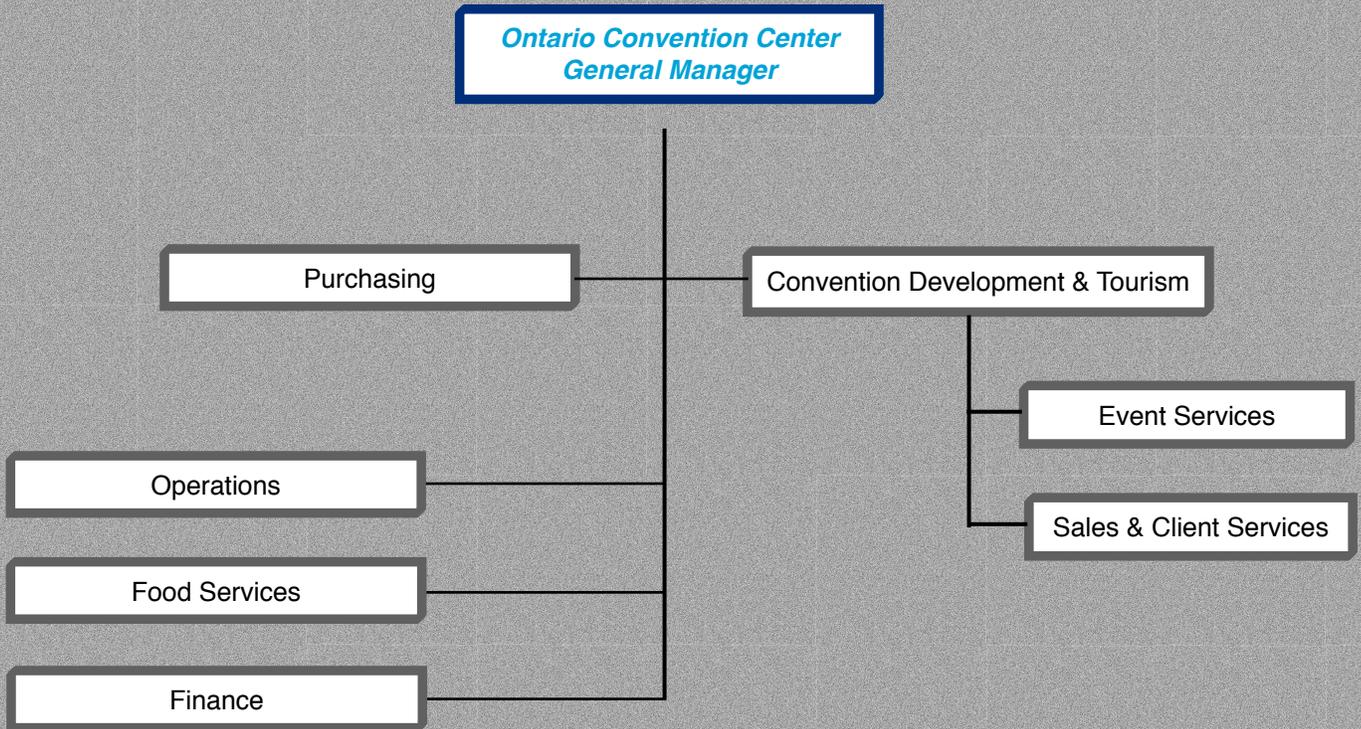
## Capital Outlay

| <b>Capital Description</b>                            | <b>Fiscal Year<br/>2017-18</b> |
|---|--------------------------------|
| Exterior Painting                                     | \$ 200,000                     |
| Exhibit Hall A Bathroom Remodel                       | 70,000                         |
| Catering Silverware and Services Equipment Upgrade    | 57,000                         |
| Stage Deck and Equipment Replacement                  | 53,000                         |
| Heating, Ventilation, Air Conditioning System Upgrade | 40,000                         |
| North Lobby Glass Door Closures Replacement           | 40,000                         |
| Grounds Sweeping Equipment Replacement                | 20,000                         |
| Additional Security Cameras                           | 20,000                         |
| <b>Total Capital</b>                                  | <b>\$ 500,000</b>              |



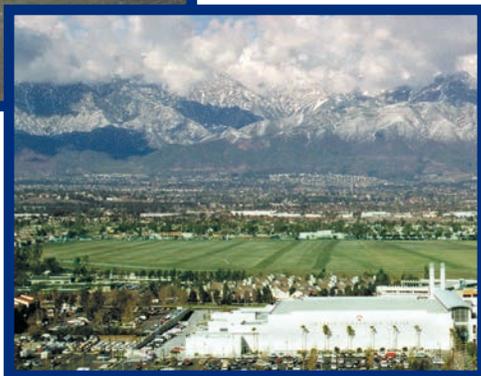


2017-18 Organizational Chart  
**Ontario Convention Center**  
*Effective July 1, 2017*



# ***Appendices***

# *Appendices*



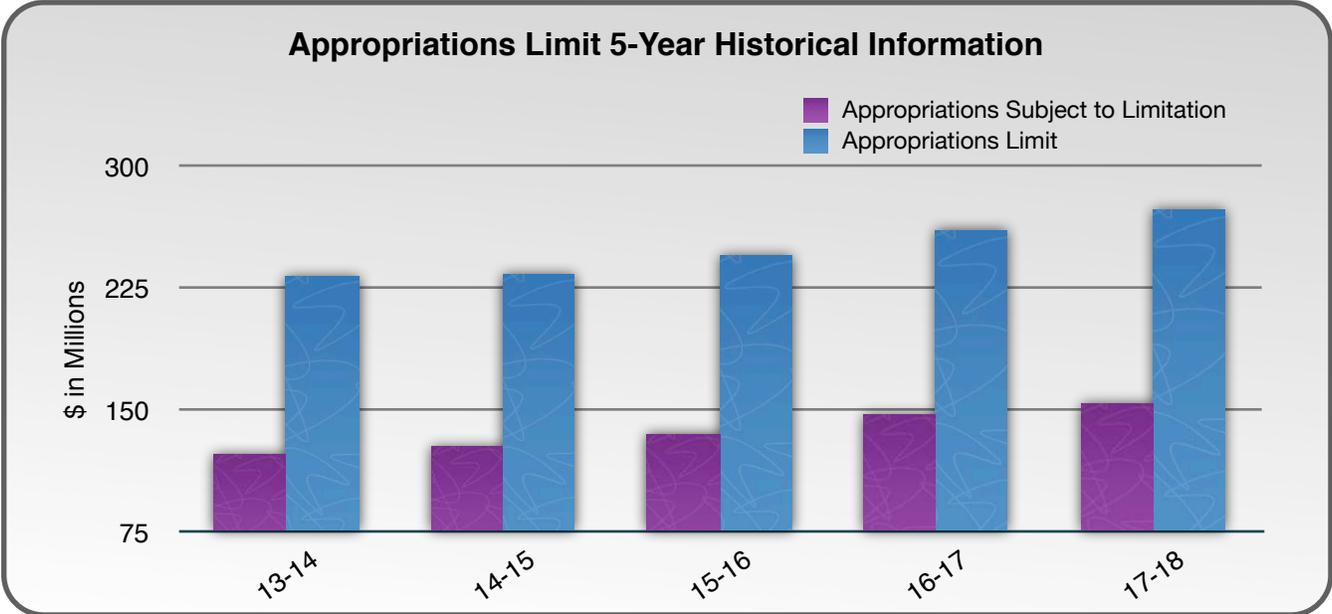
# *Constitutional Spending Limit*

Article XIII(B) of the California Constitution provides that the City's annual appropriations be subject to certain state limitations. This appropriations limit is often referred to as the GANN Limitation. The City's limitation is calculated each year and is established by a resolution of the City Council as a part of the Annual Operating Budget process.

Using the population and per capita personal income data provided by the California Department of Finance, the City's appropriation limit for Fiscal Year 2017-18 is \$272,640,487. Appropriations subject to the limitation in the 2017-18 Adopted Budget total \$145,728,856 which is \$126,911,631 or 46.55 percent less than the computed allowable limit.

The Article XIII(B) limitation is not a restricting factor for the City of Ontario, but will be monitored annually, and budget adjustments will be recommended if they are required in future years.

| <b>APPROPRIATIONS LIMIT COMPUTATION FOR FY 2017-18</b> |   |        |               |
|--|---|--------|---------------|
| <b><u>Appropriations Limits</u></b>                    |   |        |               |
| 2016-17 Appropriations Limits                          |   |        | \$259,929,914 |
| 2017-18 Adjustment Factors                             |   |        |               |
| Population   |   | 1.0116 |               |
| Per Capita Income Change                               |   | 1.0369 |               |
| Total Adjustment (1.0116 x 1.0369)                     | X | 1.0489 |               |
| 2017-18 Appropriations Limits                          |   |        | \$272,640,487 |
| <b><u>Appropriations Subject to Limitation</u></b>     |   |        |               |
| Proceeds of Taxes                                      |   |        | \$153,598,279 |
| Less: Qualified Capital Outlay                         |   |        | 7,869,423     |
| Appropriations Subject to Limit                        |   |        | \$145,728,856 |
| Percentage of Appropriations Limit Used                |   |        | 53.45%        |



RESOLUTION NO. 2017-077

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF ONTARIO, CALIFORNIA, ESTABLISHING AN APPROPRIATIONS LIMIT FOR THE CITY OF ONTARIO FOR FISCAL YEAR 2017-18.

WHEREAS, Section 1.5 of Article XIII B of the Constitution of the State of California imposes upon units of State and Local Government the obligation to limit each fiscal year's appropriations of the proceeds of taxes to the amount of such appropriations in Fiscal Year 1986-87 as adjusted for changes in cost of living and population; and

WHEREAS, Section 7910 of the Government Code of the State of California directs the governing body of each local jurisdiction to establish its appropriation limit by resolution each year; and

WHEREAS, said section of the Government Code allows the governing body to choose between various factors to be used in the calculation of said appropriation limit; and

WHEREAS, the Administrative Services/Finance Director of the City of Ontario has determined the City's appropriations limit for Fiscal Year 2017-18 in accordance with the said provisions of the Constitution and laws of the State of California and the documentation used in said determination has been available to the public since June 7, 2017, in the office of the Administrative Services/Finance Director.

NOW, THEREFORE, BE IT RESOLVED by the City Council of the City of Ontario, as follows: (1) calculation of said limit for the City shall be determined by using the California Per Capita Income and the population growth of the County of San Bernardino, both as determined by the California Department of Finance; and (2) based upon the factors, the appropriations limit of the City of Ontario for the Fiscal Year 2017-18 is hereby found and determined to be \$272,640,487.

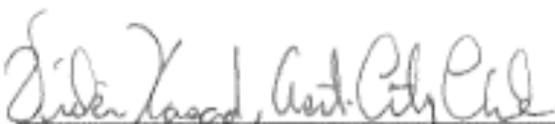
The City Clerk of the City of Ontario shall certify as to the adoption of this Resolution.

PASSED, APPROVED, AND ADOPTED this 21<sup>st</sup> day of June 2017.

  
\_\_\_\_\_  
PAUL S. LEON, MAYOR

*Constitutional Spending Limit*

ATTEST:

  
\_\_\_\_\_  
SHEILA MAUTZ, CITY CLERK

APPROVED AS TO LEGAL FORM:

  
\_\_\_\_\_  
BEST BEST & KRIEGER LLP  
CITY ATTORNEY



# *City's Fiscal Year 2017-18 Operating Budget*

## RESOLUTION NO. 2017-078

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF ONTARIO, CALIFORNIA, ADOPTING THE OPERATING BUDGET OF SAID CITY FOR THE FISCAL YEAR 2017-18.

WHEREAS, the General Fund group is comprised of the General Fund and General Fund Trust; and

WHEREAS, the Special Revenue Funds group is comprised of the following funds: Quiet Home Program, Gas Tax, Measure I, Park Impact/Quimby, Community Development Block Grant, HOME Grants, Asset Seizure, Neighborhood Stabilization Program, Assessment District Administration, Mobile Source Air, General Fund Grants, Building Safety, Parkway Maintenance, Storm Drain District, Old Model Colony Community Facilities District No. 21-Parkside Services, New Model Colony Community Facilities District No. 31-Lennar Services, New Model Colony Community Facilities District No. 23-Park Place Services, New Model Colony Community Facilities District No. 24-Park Place Facilities Phase 1, New Model Colony Community Facilities District No. 27-New Haven Services, New Model Colony Community Facilities District No. 28-New Haven Facilities Area A, Old Model Colony Community Facilities District No. 20-Walmart Services, Street Light Maintenance, Old Model Colony Community Facilities District No. 10-Airport Tower Services, New Model Colony Community Facilities District No. 9-Edenglen Services, Facility Maintenance, Storm Drain Maintenance, Historic Preservation, and New Model Colony Public Services; and

WHEREAS, the Capital Project Funds group is comprised of the following funds: Ground Access, Capital Projects, Law Enforcement Impact, Solid Waste Impact, General Facility Impact, Library Impact, Public Meeting Impact, Aquatic Impact, Species Habitat Impact, Affordability In-Lieu, Old Model Colony-Regional Streets, Old Model Colony-Local Adjacent Streets, Old Model Colony-Regional Storm Drains, Old Model Colony-Local Adjacent Storm Drains, Old Model Colony-Regional Water, Old Model Colony-Local Adjacent Water, Old Model Colony-Regional Sewer, Old Model Colony-Local Adjacent Sewer, Old Model Colony Fire Impact, New Model Colony-Regional Streets, New Model Colony-Local Adjacent Streets, New Model Colony-Regional Storm Drains, New Model Colony-Local Adjacent Storm Drains, New Model Colony-Regional Water, New Model Colony-Local Adjacent Water, New Model Colony-Regional Sewer, New Model Colony-Local Adjacent Sewer, New Model Colony-Regional Fiber, New Model Colony-Local Adjacent Fiber, New Model Colony-Fire Impact, New Model Colony-Developer Deposits, and Old Model Colony-Developer Deposits; and

WHEREAS, the Enterprise Funds group is comprised of the following funds: Water Operating, Water Capital, Sewer Operating, Sewer Capital, Solid Waste, and Solid Waste Facilities, and Information Technology Fiber; and

*City's Fiscal Year 2017-18 Operating Budget*

WHEREAS, the Internal Service Funds group is comprised of the following funds: Equipment Services, Self Insurance, Information Technology, and Other Post Employment Benefits; and

NOW THEREFORE, be it resolved, that the City's Operating Budget for the Fiscal Year 2017-18, submitted by the City Manager to the City Council, is herewith adopted for the City of Ontario for the Fiscal Year 2017-18.

NOW, THEREFORE, be it also resolved, that the 2017-18 Operating Budget Appropriations are as follows:

|                        |                      |
|------------------------|----------------------|
| General Fund           | \$228,677,218        |
| Special Revenue Funds  | 24,281,448           |
| Capital Project Funds  | 32,154,320           |
| Enterprise Funds       | 179,197,004          |
| Internal Service Funds | 45,955,008           |
| Total Operating Budget | <u>\$510,264,998</u> |

The City Clerk of the City of Ontario shall certify as to the adoption of this Resolution.

PASSED, APPROVED, AND ADOPTED this 21<sup>st</sup> day of June 2017.

  
\_\_\_\_\_  
PAUL S. LEON, MAYOR

ATTEST:

  
\_\_\_\_\_  
SHEILA MAUTZ, CITY CLERK

APPROVED AS TO LEGAL FORM:

  
\_\_\_\_\_  
BEST BEST & KRIEGER LLP  
CITY ATTORNEY



# *Fixed Asset Management Policy*

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## **PURPOSE**

This policy is intended to: (1) describe the policies and procedures utilized in the City's fixed asset management system; (2) put in place guidelines for accounting and depreciating of the City's fixed asset; and (3) list and describe the type of suitable fixed assets and their estimated useful life.

The fixed asset policy and practices are based in accordance with generally accepted accounting principles and closely conforms to Government Finance Officers Association of recommended accounting practices. The primary goals of these policies are:

1. To ensure that the City's fixed assets are properly accounted for;
2. To establish a consistent and cost-effective method for accounting of the City's fixed assets; and
3. To assure compliance with generally accepted accounting principles.

## **BACKGROUND**

GFOA recommends that state and local governments consider the following guidelines in establishing capitalization thresholds:

1. Potentially capitalizable items should only be capitalized only if they have an estimated useful life of at least two years following the date of acquisition;
2. Capitalization thresholds are best applied to individual items rather than to groups of similar items (e.g., desks and tables), unless the effect of doing so would be to eliminate a significant portion of total capital assets (e.g., books of a library district);
3. In no case should a government establish a capitalization threshold of less than \$5,000 for any individual item;
4. In establishing capitalization thresholds, governments that are recipients of federal awards should be aware of federal requirements that prevent the use of capitalization thresholds in excess of certain specified maximum amounts (i.e., currently \$5,000) for purposes of federal reimbursement; and
5. Governments should exercise control over potentially capitalizable items that fall under the operative capitalization threshold.

# *Fixed Asset Management Policy*

## **DEFINITIONS**

**Capital Assets:** Capital assets (fixed assets) include land improvements, buildings, building improvements, construction in progress, machinery and equipment, vehicles, infrastructure, easements, and works of art and historical treasures. Capital assets are also referred to as “capital outlay”.

**Capital Improvement Project (CIP):** A long-term project (usually of five years) for significant projects such as streets, bridges, park improvements, building construction, and various major facility repairs.

**Capitalization:** Capitalization of a fixed asset occurs when the cost of the fixed asset meets the “threshold” and the “estimated useful life” set in the organizational guidelines.

**Condition Assessment:** A physical assessment of the condition of infrastructure assets that are capitalized under the Modified Approach. The results of the assessment are summarized using a measurement scale. Under the Modified Approach, the condition assessment must be performed every three years.

**Depreciation:** Depreciation is the process of allocating the cost of tangible property over a period of time, rather than recognizing the cost as an expense in the year of acquisition. Generally, at the end of an asset’s life, the sum of the amounts charged for depreciation in each accounting period (accumulated depreciation) will equal the original cost less salvage value.

**Donated Capital Asset:** Donated assets are contributed to a government. The donated assets are treated like a capital asset (using the fair market value).

**Estimated Useful Life:** Estimated useful life means the estimated number of months or years that an asset will be able to be used for the purpose for which it was purchased. In determining useful life, consider the asset’s present condition, use of the asset, construction type, maintenance policy, and how long it is expected to meet service demands.

**Fair Market Value:** The amount that would be paid if the item were sold currently in a transaction between a willing buyer and a willing seller.

**Full-Month Convention Method:** The Full-Month Convention Method is a form of straight-line depreciation. It provides an averaging guideline for capital assets that are not purchased at the beginning of the fiscal year. Under the Full-Month Convention Method, property placed in service at any time during a given month is treated as if it had been placed in service on the first day of that month. This allows depreciation to be taken for the entire month in which the asset is placed in service. If the asset is disposed of before the end of the estimated useful life, no depreciation is allowed for the month of disposition.

## *Fixed Asset Management Policy*

**Historical Cost:** The historical cost of a fixed asset includes the cost or estimated cost at the time of acquisition, freight charges, installation and site preparation charges, and the cost of any subsequent additions or improvements, excluding repairs.

**Infrastructure Assets:** Infrastructure assets are long-lived capital assets that normally can be preserved for a significant greater number of years than most capital assets (non-infrastructure assets). Infrastructure assets are normally stationary in nature and are of value only to the government entity. They are basic physical assets that allow the government entity to function. Examples include street systems, water purification and distribution systems, sewer collection and treatment systems, parks and recreation lands and improvement systems, storm water conveyance systems, bridges, tunnels, dams, and buildings combined with the site amenities such as parking and landscaped areas used by the government entity in the conduct of its business.

Each major infrastructure system can be divided into subsystems. For example, the street system can be subdivided into concrete and asphalt pavements, concrete curb and gutters, sidewalks, medians, street lights, traffic control devices (signs, signals, and pavement markings), landscaping and land.

**Modified Approach:** The Modified Approach is the election *not* to depreciate infrastructure assets that are part of a network or subsystem of a network {(i.e. streets--concrete and asphalt pavements) eligible infrastructure assets} that meet two specific requirements.

1. The government entity manages the eligible infrastructure assets using an asset management system that has certain specified characteristics. To meet this requirement the asset management should:
  - a. Have an up-to-date inventory of eligible infrastructure assets within the network or subsystem for which the modified approach is adopted.
  - b. Perform or obtain condition assessments on infrastructure assets and summarize the results using a measurement scale. The condition assessment must be performed at least once every three years. The condition assessments must be replicable (conducted using methods that would allow different measurers to reach substantially similar results).
  - c. Each year, the government entity must estimate the amount needed to maintain and preserve infrastructure assets at a condition level established and disclosed by the government entity.
2. The government entity documents that the eligible infrastructure assets are being preserved approximately at (or above) a condition level established and disclosed by that government entity.

## *Fixed Asset Management Policy*

If any of the above conditions are not met, reporting must revert back to the depreciation method.

**Salvage Value:** The salvage value of an asset is the value it is expected to have when it is no longer useful for its intended purpose. In other words, the salvage value is the estimated amount for which the asset could be sold at the end of its useful life.

**Straight-Line Method:** The straight-line method is the simplest and most commonly used for calculating depreciation. It can be used for any depreciable property. Under the straight-line method, the basis of the asset is written off evenly over the useful life of the asset. The same amount of depreciation is taken each year. In general, the amount of annual depreciation is determined by dividing an asset's depreciable cost by its estimated life.

The total amount depreciated can never exceed the asset's historic cost less salvage value. At the end of the asset's estimated life, the salvage value will remain.

For example, a \$15,000 copier is placed in service on March 16, 2015. It has an estimated life of five years and a salvage value of \$2,000. The depreciation calculation for the straight-line method would be:

|                       |              |
|-----------------------|--------------|
| Original Cost         | \$15,000     |
| Salvage Value         | <u>2,000</u> |
| Adjusted Basis        | 13,000       |
| Estimated Useful Life | 5 Years      |
| Depreciation per Year | 2,600        |

**Threshold:** The threshold is the dollar amount that an asset must equal or exceed if that asset is to be capitalized. Otherwise, the item would be considered as an expense at the time of acquisition.

### **THRESHOLD**

Effective June 30, 2014, the City of Ontario will capitalize all **individual assets and infrastructure** with a cost of **\$15,000** and **\$50,000** respectively or more and that has an estimated **useful life of five (5) years or more (with the exception of police vehicles which have a useful life of 4 years)**.

Individual assets that cost less than \$15,000, but that operates as part of a network system will be capitalized in the aggregate, using the group method, if the estimated average useful life of the individual asset is five years or more. A network is determined to be where individual components may be below \$15,000 but are interdependent and the overriding value to the City is on the entire network and not the individual assets (e.g. computer systems and telephone systems).

# *Fixed Asset Management Policy*

## **VALUATION**

In accordance with generally accepted accounting principles, the City will value its fixed assets at historical cost. Historical cost includes the cost or estimated cost at the time of acquisition, freight charges, installation and site preparation charges, and the cost of any subsequent additions or improvements, excluding repairs. If a fixed asset is donated to City, the will value the asset based on the fair market value at the time the asset is donated.

## **FIXED ASSET INVENTORY REPORT**

As part of the financial audit, the Fiscal Services Department shall submit a fixed asset report to the City's external auditor an annual basis. The report will include the following information:

- Type of asset (i.e. land, building, infrastructure)
- Date of acquisition
- Funding source (if acquired with grant funds)
- Acquisition cost
- Location of asset
- Estimated useful life
- Annual depreciation
- Accumulated depreciation

## **DEPRECIATION**

The City will use the Full-Month Convention Method as its "basic approach" (standard approach) to depreciate capital assets using the schedule of Estimated Useful Lives listed in Schedules A and B.

The Modified Approach, which does not require depreciation, will be used on infrastructure assets whenever applicable.

## **ESTIMATED USEFUL LIVES**

The following ranges are guidelines in setting estimated useful lives for depreciating assets.

- Building and Structures      20-99 Years
- Intangible Assets – software      5 Years
- Vehicles      4-15 Years
- Other Equipment      5-25 Years
- Infrastructure      20-50 Years

(See Exhibits A and B for a detailed Table of "Suggested Estimated Useful Lives" for non-infrastructure and infrastructure assets.)

\*Police vehicles are currently replaced approximately every four (4) years. These vehicles will have an estimated useful life of four (4) years.

# *Fixed Asset Management Policy*

## **CAPITAL vs. REPAIR AND MAINTENANCE EXPENSE**

The following criteria is the basis for distinguishing costs as either capital or repair and maintenance expense:

1. With respect to improvements on non-infrastructure and infrastructure capital assets, under the **Basic Approach**, costs should be capitalized if:
  - a. The estimated life of the asset is extended by more than 25%; or
  - b. The cost results in an increase in capacity of the assets; or
  - c. The efficiency of the asset is increased by more than 10%; or
  - d. It significantly changes the character of the asset; or
  - e. In the case of streets and roads—if the work done impacts the “base” structure.

Otherwise, the cost should be expensed as repair and maintenance.

2. With respect to improvements on infrastructure capital assets under the **Modified Approach**, costs should be capitalized if expenditures increase the capacity or efficiency of an infrastructure.

Otherwise, costs that preserve the useful life of an infrastructure asset are expensed.

## **INVENTORY**

For internal control purposes, the City will maintain an inventory listing of certain assets (controlled equipment) that do not meet the capitalization amount of \$15,000. Controlled equipment includes items that should be specifically accounted for and inventoried periodically due to the high re-sale value of the equipment and potential risk of theft. Controlled equipment may include items such as computers, construction equipment, and other office equipment.

Each Agency Head is responsible for all controlled equipment within their areas of responsibility.

## **DISPOSAL AND TRANSFER OF CITY’S ASSETS**

Disposition of City assets will be performed in accordance with the guidelines outlined in Section 2-6.21 of the Ontario Municipal Code.

### **Impairment of Fixed Assets (No Value Items):**

When the Department Head or designee determines that specific assets or surplus of minimal value to the City due to spoilage, obsolescence, or other cause or where the Department Head or designee determines that the cost of disposal of such assets or surplus would exceed the recovery value, the Department Head or designee shall dispose of the same in such a manner as he or she deems appropriate in accordance with Section 2-6.21 of the Ontario Municipal Code.

# *Fixed Asset Management Policy*

## SCHEDULE A

### CAPITAL ASSETS OF LOCAL GOVERNMENTS

#### Suggested Estimated Useful Lives

##### Non-Infrastructure

| <b><u>Asset Type</u></b>           | <b><u>Depreciable<br/>Life<br/>in years</u></b> |
|------------------------------------|---|
| Furniture, Office Equipment        | 5   |
| Computer Hardware                  | 5   |
| Telephone Equipment                | 10  |
| Cars and light trucks              | 5   |
| Police Cars                        | 4   |
| Fire Trucks                        | 12  |
| Dump Trucks                        | 10  |
| Buildings-Temporary                | 25  |
| Buildings                          | 40  |
| HVAC Systems                       | 15  |
| Roofing                            | 20  |
| Carpet Replacement                 | 7   |
| Electrical\Plumbing                | 30  |
| Kitchen Equipment                  | 12  |
| Heavy Construction Equipment       | 10  |
| Engineering, /Scientific Equipment | 10  |
| Firefighting Equipment             | 10  |
| Police Special Equipment           | 10  |
| Medical Equipment                  | 5   |
| Traffic Control Equipment          | 20  |
| Radio, communications equipment    | 5   |
| Recreational\Athletic Equipment    | 10  |
| Artwork                            | 7   |
| Outdoor Equipment                  | 20  |
| Custodial Equipment                | 12  |
| Grounds Equipment                  | 10  |
| Land Improvements – structure      | 20  |
| Land Improvements – groundwork     | 30  |
| Landfill Disposal Systems          | 25  |
| Land – Real Estate                 | Infinite  |
| Sewerage treatment plants          | 25  |

# *Fixed Asset Management Policy*

## SCHEDULE B

### CAPITAL ASSETS OF LOCAL GOVERNMENTS

#### Suggested Estimated Useful Lives

##### Infrastructure

**CURRENT THRESHOLD: \$50,000**

| <b><u>Asset Type</u></b>                     | <b><u>Depreciable<br/>Life<br/>in years</u></b> |
|--|---|
| Easements                                    | no depreciation                                 |
| Drainage Systems                             | 40  |
| Water Systems                                |   |
| Pipelines                                    | 25  |
| Reservoirs/Dams                              | 50  |
| Wells (including building)                   | 35  |
| Booster Stations (including building)        | 30  |
| Misc. appurtenances (valves, hydrants, etc.) | 25  |
| Sewerage disposal Works System               |   |
| Pipelines                                    | 25  |
| Lift Stations (including building)           | 30  |
| Waterway                                     |   |
| Levees and canals (unlined)                  | no depreciation                                 |
| Canal Lining                                 | 30  |
| Dams   |   |
| Concrete                                     | 50  |
| Steel, Sheetpile                             | 30  |
| Earthen embankment                           | no depreciation                                 |
| Roads/Streets                                |   |
| Paved  | 40  |
| Asphalt – rural                              | 40  |
| Asphalt – paved                              | 20  |
| Non-paved                                    |   |
| Sidewalks/Ramps                              | 40  |
| Curbs/Gutters                                | 40  |
| Traffic                                      |   |
| Traffic Signals                              | 40  |
| Street Lights                                | 40  |
| Storm Drains                                 | 50  |
| Manhole                                      | 99  |

# *List of Acronyms*

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|                 |  |                |  |                |  |
|-----------------|--|----------------|--|----------------|--|
| <b>ABC</b>      | Alcohol Beverage Commission  | <b>CalPERS</b> | California Public Employee Retirement System     | <b>FEMA</b>    | Federal Emergency Management Agency                  |
| <b>ADA</b>      | American Disabilities Act  |                |  |                |  |
| <b>AFSCME</b>   | American Federation of State, County, and Municipal Employees  | <b>CNG</b>     | Compressed Natural Gas                           | <b>FTE</b>     | Full-Time Equivalent                                 |
|                 |  | <b>COLA</b>    | Cost of Living Allowance                         | <b>FY</b>      | Fiscal Year  |
|                 |  | <b>COP</b>     | Certificate of Participation                     | <b>G&amp;A</b> | General and Administrative                           |
| <b>AQMD</b>     | Air Quality Management District  | <b>COPS</b>    | Community Oriented Problem Solving               | <b>GAAP</b>    | Generally Accepted Accounting Principles             |
| <b>ARRA</b>     | American Recovery and Reinvestment Act   | <b>CPI</b>     | Consumer Price Index                             | <b>GASB</b>    | Governmental Accounting Standards Board              |
| <b>CAFR</b>     | Comprehensive Annual Financial Report  | <b>CSMFO</b>   | California Society of Municipal Finance Officers | <b>GDP</b>     | Gross Domestic Product                               |
| <b>CALTRANS</b> | California Department of Transportation  | <b>DIF</b>     | Developer Impact Fee                             | <b>GFOA</b>    | Government Finance Officers Association              |
| <b>CAP</b>      | Cost Allocation Plan   | <b>DMA</b>     | Distribution Management Association              | <b>GIS</b>     | Geographic Information System                        |
| <b>CARES</b>    | Code Enforcement Arterial Street Improvement Re-leaf Program; Exterior Improvement Program; Sidewalk Program | <b>DMV</b>     | Department of Motor Vehicles                     | <b>HazMat</b>  | Hazardous Material                                   |
|                 |  | <b>DOJ</b>     | Department of Justice                            | <b>HERA</b>    | Housing and Economic Recovery Act of 2008            |
|                 |  | <b>EMS</b>     | Emergency Medical Services                       |                |  |
|                 |  | <b>EOC</b>     | Emergency Operations Center                      | <b>HPRP</b>    | Homelessness Prevention and Rapid Re-Housing Program |
| <b>CDBG</b>     | Community Development Block Grant  | <b>ERAF</b>    | Educational Revenue Augmentation Fund            | <b>HOME</b>    | Home Investment Partnership Program                  |
| <b>CIP</b>      | Capital Improvement Program  | <b>FAA</b>     | Federal Aviation Administration                  |                |  |
| <b>CIT</b>      | Community Improvement Team   | <b>FBI</b>     | Federal Bureau of Investigation                  |                |  |

## *List of Acronyms*

|              |  |                |   |              |  |
|--------------|--|----------------|---|--------------|--|
| <b>HUD</b>   | Housing and Urban Development                            | <b>NSP</b>     | Neighborhood Stabilization Program            | <b>RPTTF</b> | Redevelopment Property Tax Trust Fund          |
| <b>IAMC</b>  | Industrial Asset Management Council                      | <b>O&amp;M</b> | Operating and Maintenance                     | <b>SBCTA</b> | San Bernardino County Transportation Authority |
| <b>ICSC</b>  | International Council of Shopping Centers                | <b>OHA</b>     | Ontario Housing Authority                     | <b>S/F</b>   | Single Family                                  |
| <b>IEUA</b>  | Inland Empire Utilities Agency                           | <b>OIAA</b>    | Ontario International Airport Authority       | <b>SB</b>    | Senate Bill                                    |
| <b>IT</b>    | Information Technology                                   | <b>OMC</b>     | Old Model Colony                              | <b>SCADA</b> | Supervisory Control and Data Acquisition       |
| <b>LAIF</b>  | Local Agency Investment Fund                             | <b>ONT</b>     | Ontario International Airport                 | <b>SCAG</b>  | Southern California Association of Governments |
| <b>LAWA</b>  | Los Angeles World Airport                                | <b>OPEB</b>    | Other Post-Employment Benefits                | <b>STEMI</b> | ST-Segment-Elevation Myocardial Infarction     |
| <b>LED</b>   | Light Emitting Diode                                     | <b>ORFA</b>    | Ontario Redevelopment Finance Authority       | <b>TAC</b>   | Teen Action Committee                          |
| <b>LEED</b>  | Leadership in Energy and Environmental Design            | <b>OSHA</b>    | Occupational Safety and Health Administration | <b>TCRP</b>  | Transit Cooperative Research Program           |
| <b>M/F</b>   | Multi-Family   | <b>PCI</b>     | Pavement Condition Index                      | <b>TOT</b>   | Transient Occupancy Tax                        |
| <b>MAC</b>   | Moves, Adds, and Changes                                 | <b>PEPRA</b>   | Public Employee Pension Reform Act            | <b>UASI</b>  | Urban Area Security Initiative                 |
| <b>MDC</b>   | Mobile Data Computer                                     | <b>PMI</b>     | Purchasing Managers Index                     | <b>UCR</b>   | Uniform Crime Reporting                        |
| <b>NAIOP</b> | National Association of Industrial and Office Properties | <b>PUD</b>     | Plan Unit Development                         | <b>VLF</b>   | Vehicle License Fee                            |
| <b>NMC</b>   | New Model Colony   | <b>RMS</b>     | Records Management System                     |              |  |
| <b>NPDES</b> | National Pollutant Discharge Elimination System          | <b>ROPS</b>    | Recognized Obligation Payment Schedule        |              |  |
|              |  | <b>ROW</b>     | Right-Of-Way                                  |              |  |

# *Glossary*

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**A-87 Cost Allocation Plan:** Circular published by the Federal Government's Office of Management and Budget (OMB), establishing principles and standards for determining costs applicable to Federal grants, contracts, and other agreements. These principles and standards recognize "Total Cost" as allowable direct costs plus allowable indirect costs, less applicable credits. The significant difference between this plan and a "Full Cost Allocation Plan" is that "Legislative" costs are not allowable under the A-87 Plan.

**Account Number:** A numeric identification of an account, typically a unique number or series of numbers. Ontario's number structure is comprised of five fields of characters. The first field is five characters and identifies the Expenditure/Revenue Account within the accounting system. The next field contains three characters and identifies the Funds. The third field contains three characters and identifies the Department number. The fourth field contains six characters and identifies a specific Project, or Grant if, needed. The last field contains five characters and identifies a specific task, program, or function, if needed.

**Accrual Basis or Accrual Method:** Accounting method whereby income and expense items are recognized as they are earned or incurred, even though they may not yet have been received or actually paid in cash. The alternative is the Cash Basis. The City of Ontario uses the widely recognized method of "Modified Accrual."

**Actual Cost:** The amount paid for an asset, which is not its market value, insurable value or retail value. It generally includes freight-in and installation costs but not interest on the debt to acquire it.

**Administrative Expense:** Often grouped with General Expenses, expenses that are not as easily associated with a specific function as are the direct costs of providing services.

**Adopted Budget:** A budget which typically has been available for review by the public and "Adopted" (approved) by the City Council prior to the start of the fiscal year. It serves legal authority to expend money for specified purposes in the stated fiscal year.

**Allocation:** A distribution of funds or an expenditure limit established for an organizational unit.

**Allocable Costs:** Costs of a particular cost objective to the extent that there are benefits received by such objective.

**Appropriation:** An authorization by the Mayor and City Council to make expenditures and to incur obligations for specific amounts and purposes. For most local governments, the Adopted Budget document is the source for all or most appropriations. All annual appropriations lapse at fiscal year end.

**Appropriations Limit:** As defined by Section 8, Article XIII B of the California Constitution, the growth in the level of certain appropriations from tax proceeds generally limited to the level of the prior year's appropriation limit as adjusted for changes in the cost of living and population. Other adjustments may be made for such reasons as the transfer of services from one government entity to another.

**Appropriation Resolution:** The official enactment by the Mayor and City Council to establish the legal authority to obligate and expend City resources.

**Assessed Valuation:** An official value established for real estate or other property as a basis for levying property taxes.

**Assessment:** A charge made for actual services or benefits received.

**Audit (Financial):** A review of the accounting system and financial information to determine how government funds were spent and whether expenditures were in compliance with the legislative body's appropriations.

## *Glossary*

**Authorized Position:** A position which is approved in the final budget adopted by the Mayor and City Council.

**Balance Available:** Funds available for appropriation or encumbrance. It is the excess of cash and near-cash assets of a fund over its liabilities and reserves; or commonly called surplus available for appropriation. It is also the unobligated balance of an appropriation which may be encumbered for the purposes of the specific appropriation.

**Balanced Budget:** The total of adopted expenditures shall not exceed the total of estimated income and fund balances.

**Baseline Budget:** A Baseline Budget reflects the anticipated costs of carrying out the current level of service or activities as authorized by the Mayor and City Council in the current budget. It may include an adjustment for cost increases, but does not include changes in service levels or authorized positions over that authorized by the Mayor and City Council.

**Bond (Municipal):** A written promise from a local government to repay a sum of money on a specific date at a specified interest rate. Bonds are frequently used to finance capital improvement projects such as buildings and streets.

**Budget:** A plan of financial operation, for a set time period, which identifies specific types and levels of services to be provided; adopted appropriations or expenses; and the recommended means of financing them.

**Budget Amendment:** The Mayor and City Council has the sole authority for adopting the City's budget and may amend or supplement the budget at any time after adoption by a majority vote. The City Manager has the authority to approve line item budgetary transfers between expenditure objects of the budget as long as it is in the same fund.

**Budget Calendar:** The schedule of key dates which City departments follow in the preparation, revision, adoption, and administration of the budget.

**Budget Detail:** A support document to the published budget that details the line item approved expenditures.

**Budget Transmittal:** The opening section of the budget providing the Mayor and City Council and the public with a general summary of the most important aspects of the budget, changes from previous fiscal years, and presents recommendations made by the City Manager.

**Budget Year:** This is the fiscal year for which the budget is being considered; the fiscal year following the current year.

**Budgetary Unit:** An organizational component budgeted separately, usually an agency, a department or further subdivision.

**Cafeteria Benefit Plan:** Qualified benefit package as defined by Section 125 of the Internal Revenue Code. This includes Ontario employee benefits for deferred compensation, disability, health, dental, life and vision insurance.

**CalPERS:** California Public Employees Retirement System, which provides retirement and health benefit services for full time City employees and retirees.

**Capital Expenditure:** An acquisition or an improvement (as distinguished from a repair) that will generally have a life of five years or more. The City of Ontario's Operating Budget defines "Capital" as acquisitions costing \$5,000 or more.

**Capital Improvement Budget:** A financial plan of authorized expenditures for tangible, long-term construction of, or improvements to, public facilities and infrastructure.

**Capital Improvement Program (CIP):** A long-term plan (usually of five years) for significant projects such as street or park improvements, building construction, and various major facility repairs. The projects set out in the plan usually require funding beyond a one-year period; and the plan details funding sources and expenditure amounts.

**Capital Outlay:** Expenditures which result in the acquisition of, or addition to, fixed assets. A capital item is tangible, durable, non-consumable, costs \$5,000 or more, and generally has a useful life of five years or more.

**Capital Project Fund:** A governmental fund used to account for the acquisition and construction of major capital facilities other than those financed by proprietary funds and trust funds.

**Carryover or Carryforward:** Process of carrying a budgeted and encumbered item from the current fiscal year to the next fiscal year.

**Certificate of Participation (COP):** Obligations of a public entity based on a lease or installment sale agreement.

**Comprehensive Annual Financial Report (CAFR):** The official annual financial report of a government presented in conformity with generally accepted accounting principles (GAAP) and audited in accordance with auditing standards generally accepted in the United States of America by a firm of licensed certified public accountants.

**Contractual Services:** A series of expenditure accounts, including legal, professional services, and other services procured independently by contract or agreement with persons, firms, corporations or other governmental units.

**Consumer Price Index (CPI):** A measure of the change in prices paid by consumers as determined by a monthly survey of the U. S. Bureau of Labor Statistics. Many pension and employment contracts are tied to changes in consumer prices as protection against inflation and reduced purchasing power. Among the CPI components are the costs of housing, food, transportation and electricity. It is also known as the Cost-of-Living Index.

**Cost Accounting:** The continuous process of analyzing, classifying, recording and summarizing cost data within the confines and controls of a formal cost accounting system and reporting them to users on a regular basis.

**Cost Allocation:** Method for identifying and distributing indirect costs to agencies and departments.

**Cost Basis:** Original price of an asset, used in determining depreciation and capital gains or losses.

**Cost of Living Allowance (COLA):** Adjustment of wages designed to offset changes in the cost of living, usually as measured by the Consumer Price Index. COLAs are key bargaining tools used in labor contracts and are politically sensitive elements of social security payments and federal pensions because they affect millions of people.

**Debt Service:** The City's obligation to pay the principal and interest of all bonds and other debt instruments according to a predetermined payment schedule.

**Debt Service Fund:** A governmental fund used to account for the accumulation of resources and payment of bond principal and interest from governmental resources.

**Deficit:** (1) Insufficiency in an account, whether as the result of increased costs, insufficient revenues, or shrinkage in value; (2) excess of the government's spending over its revenues.

**Department:** A basic organizational unit of government which is functionally unique in its delivery of services.

## *Glossary*

**Departmental Overhead:** Cost of a Department's Indirect Labor and Material/Supplies divided by the Department's Direct Salary and Wages cost. The result is expressed as a percentage to be applied to direct salary and wages.

**Depreciation:** Loss in value of an asset, whether due to physical changes, obsolescence, or factors outside of the asset.

**Development:** The process of placing improvements on or to a parcel of land or projects where such improvements are made, such as drainage, utilities, subdividing, access, buildings, or any combination of these elements.

**Division:** An organizational component of an agency or department.

**Economic Growth Rate:** Rate of change in the Gross Domestic Product (GDP) as expressed in an annual percentage. If adjusted for inflation, it is called the *Real Economic Growth Rate*.

**Encumbrance:** Commitment of appropriated funds to purchase goods or services. An encumbrance is not an expenditure but reserves funds to be expended.

**Enterprise Fund:** A proprietary fund used to account for operations that are financed and operated in a manner similar to private business enterprises – where the intent of the legislative body is that the costs of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges. The rate schedules for these services are established to ensure that revenues are adequate to meet all necessary expenditures.

**Expenditure/Expense:** The outflow of governmental funds paid or to be paid for goods or services obtained regardless of when the expenditure is actually paid (an encumbrance is not an expenditure).

**Expenditure Account Number:** Unique identification number and title for a minor expenditure category; represents the most detailed level of budgeting and recording of expenditures and is referred to as a "line item".

**Fiduciary Fund:** To account for resources held for the benefit of parties outside the City.

**Fiscal Year (FY):** A 12-month period for recording financial transactions; specified by the City of Ontario as beginning on July 1<sup>st</sup> and ending on the following June 30<sup>th</sup>.

**Fixed Asset:** Asset of long-term character such as land, buildings, machinery, equipment, and furniture.

**Fixed Asset Management:** Tagging and preparing asset ledgers for plant, facilities, and equipment; recording changes in asset status; and conducting periodic inventories of assets.

**Forecast:** Estimate of the future impact of current revenue and expenditure policies based on specific assumptions about future conditions such as inflation or population growth. Forecasts are neither predictions about the future nor a statement of policy intentions.

**Franchise Fee:** A fee charged for the privilege of using public rights-of-way and property within the City for public or private purposes. The City currently assesses franchise fees on cable television and utilities.

**Fringe Benefit:** Compensation an employer contributes to its employees such as retirement or life/health insurance.

**Full-time Equivalent (FTE):** Positions or fractions thereof based on a full-time definition of forty hours of work per week.

**Fund:** A separate accounting entity with a self-balancing set of accounts to record all financial transactions (revenues and expenditures) for specific activities or government functions.

**Fund Accounting:** System used by nonprofit organizations, particularly governments, for financial reporting. As there is no profit motive, accountability is measured instead of profitability, with the main purpose being stewardship of financial resources received and expended in compliance with legal requirements and on behalf of the general public.

**Fund Balance:** Excess of assets over liabilities and reserves, also known as surplus funds (governmental funds only).

**General Fund:** A governmental fund used to account for resources traditionally associated with government which are not required legally or by sound financial management to be accounted for in another fund.

**Generally Accepted Accounting Principles (GAAP):** Conventions, rules and procedures that define accepted accounting practice, including broad guidelines as well as detailed procedures.

**General Obligation Bond:** Bonds that are limited by State law as to the amount as well as the length of indebtedness that a government can have. These “Full Faith and Credit” bonds are secured by all of the financial assets of the local government, including property taxes.

**Grant:** Contributions or gifts of cash or other assets from another governmental entity to be used or expended for a specific purpose or activity, such as Community Development Block Grants awarded by the federal government.

**Gross Domestic Product (GDP):** Total value of goods and services produced within a country’s economy over a particular period of time, usually one year. GDP measures a country’s economic activity regardless of who owns the productive assets in that country and is the primary indicator of the status of the economy.

**Historical Cost:** Actual expenses incurred during the previous fiscal year and the basis for how trends are determined. Accounting principles require that all financial statement items be based on original or acquisition costs.

**Indirect Cost:** Costs which are not easily seen in the product or service. Utility, hazard insurance on a building, and data processing costs are examples of this.

**Indirect Labor:** Wages and related costs of support for administrative employees whose time is not charged directly to a project or service; the efforts of such personnel benefit the products or services and direct charging to the project is not feasible.

**Infrastructure:** The physical assets of the City (i.e., streets, water, sewer, public buildings, and parks) and the support structures within a development.

**Inflation:** A rise in the prices of goods and services, as what may happen when spending increases relative to the supply of goods on the market.

**Interest Revenues:** Revenues received as interest from the investment of funds not immediately required to meet cash disbursement obligations.

**Internal Services Fund:** A proprietary fund used to account for the financing of goods and services provided by one department to another department, on a cost-reimbursement basis; examples include Information Technology or Equipment Services.

**Jurisdiction:** Geographic or political entity governed by a particular legal system or body of laws.

**Line Item Budget:** A budget listing detailed expenditure categories (personnel, operating, contractual) separately, along with the amount budgeted for each specific category. The City uses line item budgeting.

## *Glossary*

**Modified Accrual Basis or Modified Accrual Method:** An accounting method whereby income and expense items are recognized as they are available and measurable.

**Objective:** Measurable statement of the intended beneficial and tangible effects of a program's activities; a specific target toward which a manager can plan, schedule work activities, and make staff assignments; is stated in quantifiable terms such that it is possible to know when it has been achieved, i.e., to increase an activity by a specific amount by a certain date; all of which the emphasis is on performance and its measurability.

**Operating Expense:** A series of account numbers which include expenditures for items which primarily benefit the current period and are not defined as personnel services; contractual services; or capital outlays.

**Organizational Chart:** A chart showing the interrelationships of positions within an organization in terms of authority and responsibilities.

**Overtime:** Time worked in excess of an agreed upon time for normal working hours by an employee. Hourly or non-exempt employees must be compensated at one and one-half their normal hourly rate for overtime work beyond 40 hours in a work week (based on a traditional work schedule).

**Performance Measure:** Specific quantitative measure of work performed within a program (i.e., miles of streets cleaned); specific quantitative measures of results obtained through a program (i.e., percent reduction in response time compared to a previous period).

**Personnel Year:** The actual or estimated portion of a position expended for the performance of work. For example, a full-time position which was filled by an employee for half of a year would result in an expenditure of 0.5 personnel years. Generally, one personnel year equals 2,080 hours of compensated work and leave time.

**Program:** An accounting and reporting level related to a specific activity or function.

**Project:** An accounting, reporting, and/or budgeting level related to a specific activity, program, and/or grant.

**Proprietary Fund:** A fund to account for operations similar to those found in a business, such as an Enterprise or Internal Services fund.

**Purchase Order:** A requisition issued authorizing the acquisition of specific goods or services, and the incurrence of a debt for them. A purchase order typically encumbers budgeted funds.

**Reserve:** The portion of a fund's balance legally restricted for a specific purpose, therefore, not available for general appropriation.

**Resolution:** Legal order by a government entity.

**Retained Earnings:** The accumulated earnings of an Enterprise or Internal Service fund which have been retained in the fund and are not reserved for any specific purpose.

**Revenue:** Funds received from various sources and treated as income to the City and used to finance expenditures. Examples are tax payments, fees for services, fines, grants, licenses, permits, and interest income.

**Revenue Source:** Specific area from which revenue is derived, i.e. ad valorem taxes.

**Salary and Wages:** An employee's monetary compensation for employment. Examples are compensation paid by the City for full-time employees, part-time employees, overtime, special duty pay, uniform allowance and annual leave payoff.

**Salary Savings:** Personnel cost savings resulting from position vacancies resulting from employee turnover.

**Special Assessment Fund:** Funds used to account for monies received from special charges levied on property owners who benefit from a particular capital improvement or service.

**Special District:** A designated geographic area established to provide a specialized service (e.g., Landscape Maintenance District).

**Special Revenue Fund:** A governmental fund type used to account for specific revenues that are legally restricted to expenditures for particular purposes.

**Subvention:** That portion of revenue collected by other government agencies on the City's behalf.

**Transient Occupancy Tax:** A tax, collected from the operators of hotels and motels located within the City, charged to those individuals staying at hotels and motels located within the City. The tax is authorized and established in accordance with the Ontario Municipal Code.

**Trust and Agency Fund:** Also known as Fiduciary Fund Types, these funds are used to account for assets held by the City in a trustee capacity or as an agent for private individuals, organizations, or other governmental agencies.





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**MAYOR PRO TEM**

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