

City of Highland, Housing Authority & Successor Agency



Highland, California

Adopted Budget 2019-2021



**CITY OF HIGHLAND/HOUSING AUTHORITY/SUCCESSOR AGENCY
BIENNIAL OPERATING BUDGET
JULY 1, 2019 - JUNE 30, 2021**



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**CITY OF HIGHLAND/HOUSING AUTHORITY/SUCCESSOR AGENCY
2019-2021 BIENNIAL BUDGET**

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July 1, 2017

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Executive Director



California Society of Municipal Finance Officers

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February 15, 2018



Drew Corbett

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***Craig Boyer, Chair
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**CITY OF HIGHLAND/HOUSING AUTHORITY/SUCCESSOR AGENCY
2019-2021 BIENNIAL BUDGET**

BUDGET PRELUDE

The purpose of the Budget Prelude is to explain how this budget is organized. With many pages and sections, this document can be overwhelming. This prelude will explain how the budget is divided and describes briefly each section in the budget.

This budget is divided into 11 sections.

- < **Beginning** - Includes the cover page, awards that have been received since the adoption of the last budget and the table of contents.

- < **Budget Overview** - The main item in the Budget Overview is the City Manager's transmittal letter. The purpose of the transmittal letter is to inform the City Council/Housing Authority Board/Successor Agency of the Redevelopment Agency Board on the current status of the City/Housing Authority/Successor Agency.

- < **City Profile** - Consists of statistics, a brief history of Highland and charts such as the organization chart and a staffing level chart.

- < **Budget Process** - Describes the budgeting process, techniques used and policies followed. Also, included in this section is a calendar showing the flow of the budget process from the beginning to the end.

- < **Budget Definitions** - Definitions of each type of fund, each major expenditure classification and the major revenue accounts.

- < **Budget Summaries** - Consists of graphs and spreadsheets summarizing the two budgeted years as well as some history.

- < **Departmental Budgets** - This is the primary part of the budget. Departmental budgets are grouped according to what agency they support (City/Housing Authority/Successor Agency). The City is first with the City's general fund, special revenue funds, capital projects funds and internal service funds. Next is the Housing Authority fund followed by the Successor Agency's funds.

- < **Capital Improvement Program** - The CIP displays all the capital projects proposed over the next five years with the estimated cost of each project as well as the funding source.

- < **Appropriations Limit** - This section is for the Appropriations Limit, also known as the Gann Limit. Proposition 4 was approved by the California voters and placed limits on the amount of revenues which can be spent in any fiscal year. The Appropriations Limit section shows what Highland's appropriations limit is, and where Highland is in conjunction to that limit.

- < **Budget Glossary** - Contains an index for easy reference and a section of acronyms and abbreviations. The City of Highland has contact with many different agencies and utilizes many different programs. Sometimes it is easier to either abbreviate that agency's name or use an acronym instead of the full program name. This could be difficult for someone who is not familiar

**CITY OF HIGHLAND/HOUSING AUTHORITY/SUCCESSOR AGENCY
2019-2021 BIENNIAL BUDGET**

BUDGET PRELUDE

with those agencies or programs. Any acronym or abbreviation used will be found in this section with the full name of the agency or program beside it.

- < **Resolutions** - The last section is for the Resolutions by which this budget has been adopted by the City Council, the Housing Authority Board and the Successor Agency of the Redevelopment Agency Board.



June 11, 2019

City of Highland City Council/Successor Agency to the Redevelopment Agency/Highland Housing Authority

Subject: Fiscal Years 2020 & 2021 Budget Transmittal Letter

Dear Mayor/City Council and Chairman/Successor Agency/Housing Authority Board:

It is my honor to submit to the City Council, Successor Agency and the Housing Authority Board the Budget for Fiscal Years 2020 and 2021. This budget is a reflection of the City Work Program and includes an aggressive capital improvement program to maintain and enhance infrastructure throughout the City.

STRATEGIC PLANNING DRIVES THE BUDGET:

Through conservative budgeting by the past and current City Council, Highland is in a good fiscal position and has been able to survive despite predictions of failure by the Local Agency Formation Commission and the loss of redevelopment. Another major factor why Highland is in a good overall position has been the process of focusing the efforts of the organization through the Work Program. This process has been completed since incorporation in the form of strategic planning in which the City Council spends a substantial amount of time to decide what are the most important projects and programs for the City. Although many cities do this, they generally combine it with the budget process and do not give the time and effort needed to really focus on those items that are most important. Every two years, the Highland City Council spends two months and two special meetings dedicated to setting those priorities. That process culminates with the production of the Work Program. This document sets the course for the organization for the next two-year period. The Work Program drives the budget and thus reduces the chance of major surprises when the budget is presented to City Council. The Highland model of strategic planning was recognized by the League of California Cities with a prestigious Helen Putnam Award of Excellence.

REVENUE AND EXPENDITURE SUMMARY:

The general fund revenue for 2019/2020 is \$17,543,785. The expenditures projected for the same period of time are \$17,539,535. This leaves the revenue over expenditure projection at \$4,250 for the year.

The general fund revenue for 2020/2021 is \$18,273,955. The expenditures projected for the same period of time are \$18,269,610. This leaves the revenue over expenditure projection at \$4,345 for the year.

It should be noted that the general fund does not include the budget for the fire and paramedic programs; those budgets are included in their own funds.

Revenues are relatively flat with the exception of property taxes and sales tax which are expected to grow moderately over the two year budget.

<u>Major Revenue Sources</u>	<u>2018/2019</u>	<u>2019/2020</u>	<u>2020/2021</u>
Extraction Tax	\$ 350,000	\$ 300,000	\$ 300,000
Sales Tax	2,696,025	3,006,000	3,156,000
Property Tax-General Fund	4,167,835	4,376,230	4,595,045
VLf Property Tax	5,006,190	5,256,500	5,519,325
Property Tax-Fire Dept. Fund	2,981,880	3,130,975	3,287,525

The projected cost of the contracts for law enforcement and fire/paramedic services rising over the two-year budget period made balancing the budget challenging. The Police Department budget is estimated to increase by \$1,180,000 over the next two years. Since Fiscal Year 2008/2009 the budget for law enforcement is projected to increase by over \$4.6 million by Fiscal Year 2020/2021.

The Fire/Medic Department budgets are proposed to increase by a combined \$622,195 (excluding capital) over the two-year budget period. Since Fiscal Year 2011/2012 the budget for the Fire Department (excluding capital) is projected to increase over \$2.3 million by Fiscal Year 2020/2021.

OPERATIONAL BUDGETS:

Without a doubt, the service that has been most enhanced in the City of Highland over the years has been public safety.

Within one year after incorporation, the City added six deputies to the police force in addition to that which was provided by the County of San Bernardino prior to incorporation. The City has continued to increase law enforcement services since this time by adding fifteen (15) additional sworn positions to the contract with the San Bernardino County Sheriff's Office. Changes to the scheduling format (3-12 schedule) by the Sheriff's Department allowed the City to have more officers on the street. The City also created a team to target gangs in the community.

While the City has increased the number of officers on the street over the years we have also focused on technology. The installation of the most comprehensive Automatic License Plate Reader (ALPR) system in San Bernardino County has been completed in the City of Highland. ALPR uses a combination of four digital cameras to scan the area of a patrol vehicle as it is driven around the City. The cameras recognize license plates and automatically compare those they have scanned to a database that is downloaded from the Department of Justice. This database contains information on stolen vehicles, vehicles used in felony crimes, missing persons, and vehicles used in Amber Alert child abductions. Any matching data instantly alerts the officer of the wanted vehicles in their presence. The City has also installed twenty-seven fixed location ALPR systems in the City. The ALPR system has been instrumental in the recovery of hundreds of stolen vehicles and property as well as the arrest of numerous suspects wanted for major crimes.

In December 2018, as part of a City wide effort to improve the quality of life for all Highland residents, the Public Safety Subcommittee and City Council adopted a Quality of Life Initiative. The initiative is a measured approach that builds on the current efforts of the City's Code Enforcement Division, the City's Police Department, and the Public Works/Recycling Management Divisions to:

1. Improve quality of life;
2. Improve property values;
3. Decrease numbers of attractive nuisances;
4. Improve Safety;

5. Increase sense of community;
6. Improve public image;
7. Reduce health threats; and
8. Increase the likelihood of economic development.

In February of 2018, the Highland Police Department added an additional deputy position. The new position was assigned to the new Highland Quality of Life Task Force. The task force was formulated to deal with the growing concerns related to homelessness and criminal activity within the City. With the added position the Highland Police Department now has a deputy, seven days a week to deal with quality of life issues. The deputies work with Highland City Code Enforcement daily to make the City a better place to live, own a business and raise a family. The Quality of Life Task Force collaborates with local, state and federal agencies to provide the homeless community with vital services, in hopes of a successful reintegration into society.

On January 5, 2019, the City added a sergeant position to the Highland Police Department. This sergeant oversees the detective unit, quality of life deputies and the traffic division as well as covers for sergeants who are on vacation or at training.

In 1999, the City took over the fire services from CSA 38 and promptly opened up the east side fire station, which had previously been operated solely by volunteers. The City continued to increase services to the community by opening its third fire station located on Sterling Avenue.

In the Fire Department, the greatest increase in personnel occurred when the City increased service levels from a minimum two staff per engine to a minimum three staff per engine. Previously, even though there might be three to four staff on the engine, the minimum was two. Now there are no less than three fire personnel per engine. Additionally, the City has paramedics assigned to each station. In cooperation with Cal Fire the City implemented an Emergency Medical Dispatching program. This enables the dispatchers to prioritize simultaneous calls to ensure the most serious calls receive the quickest response; and to provide telephone instructions in life-threatening situations even before firefighters, paramedics or police officers can arrive at the scene. Additionally, the City in cooperation with Cal Fire and the City of Yucaipa, added an additional dispatcher in the evening to enhance the speed in which calls are dispatched.

Increases to the contract with Cal Fire is showing the combined expenditure over revenue budget for Fire and Paramedic services to be \$551,685 in FY 2019/2020 and \$1,071,185 in FY 2020/2021. It should be noted that historically the contract with Cal Fire has come in under budget by 15% to 20% over the years. If that continues over the next two fiscal years, as staff expects it will, the actual expenditures and revenues will balance. The budget does however show expenditures over revenues in the combined budgets with the Fire Department Reserves covering the difference. Included in the \$1,071,185 stated above is a type III fire engine at a cost of \$500,000. This \$500,000 will come from vehicle/equipment reserves.

Last year the City received a generous donation from the San Manuel Tribe of Mission Indians which provided for the purchase of a new fire engine, EKG heart monitors and SCBA bottle replacement equipment in FY 2018/2019.

While the City continues to face new challenges and mandates, no additional City staff are being proposed over the two year budget.

FUND BALANCES:

Over the past 30 years the City has built up fund balances in order to weather hard times and to provide an adequate match to aggressively pursue grant opportunities. In addition, funds have been set aside to help in the construction of planned public projects.

The community capital projects over the next two years will be heavily reliant on the fund balances as well as bond proceeds through the Successor Agency to the Redevelopment Agency to pay for one-time projects.

On March 24, 1998, the City adopted the “Development Impact Fee Update Report and Capital Facilities Plan.” This analysis adjusted the impact fees charged to all new development to make sure they paid their fair share of needed public infrastructures. The original study had been amended various times since its completion in 1989. The fees raised are used, in conjunction with local funds, to build necessary public infrastructure and facilities, which are impacted by new development.

The DIF Study was updated in 2006 with the revised report indicating that the City would need to match the development impact fees collected from new development with **\$123.2 million** of locally raised and/or grant funds. These development fees would only pay about half of the cost for such things as street/traffic facilities, storms drains, police/fire facilities, library facilities and parks/recreational facilities.

Therefore, the City has to maintain an adequate fund balance in order to pay its portion of these and other projects in the future when they are constructed.

The estimated fund balances available for community capital projects are provided below:

<u>FUND</u>	<u>2018/2019</u>	<u>2019/2020</u>	<u>2020/2021</u>
Development Impact Fee:			
Reserved	\$8,206,667	\$6,886,567	\$6,863,567
General Fund:			
Unreserved/Undesignated	249,487	253,737	258,082
Capital Projects	1,500,000	1,500,000	1,500,000
Operational	4,216,512	4,216,512	4,216,512
Equipment/Vehicle Replacement	475,000	475,000	475,000
Reserved	1,597,296	1,597,296	1,597,296
General Capital Financing:			
Unreserved/Undesignated	282,908	219,863	180,038
Capital Projects-Infrastructure	3,633,000	1,223,500	909,500
Capital Projects-Buildings	1,750,000	1,750,000	1,750,000
Reserved	1,339,285	1,339,285	1,339,285
Fire:			
Unreserved/Undesignated	141,266	141,266	-
Capital Projects-Buildings	3,351,476	3,351,476	3,351,476
Operational	900,000	348,315	-
Equipment/Vehicle Replacement	950,000	950,000	450,000

Fire Emergency	1,000,000	1,000,000	1,000,000
Gas Tax:			
Reserved	1,708,137	1,971,467	2,227,482
Measure I:			
Reserved	4,830,476	2,036,676	752,676
Developers Fees:			
Capital Projects	3,484,567	3,540,792	3,571,157
Capital Improvements:			
Capital Projects	10,659,726	6,152,811	4,675,215
Assessment Districts:			
Landscape Maintenance	(51,089)	(147,074)	(245,449)
Street Light	-	-	-
Community Trails	193	3	13
Parks Maintenance	134,217	134,352	135,957
Street/Storm Drain	448,240	415,040	427,155
Housing Authority:			
Reserved	4,554,600	4,502,915	4,495,835

The two fund balances that continue to be a concern are the Street Light Assessment District and the Landscape Maintenance District. On June 28, 2016, the City Council authorized the purchase of street lights from SCE, and to convert the street lights, once purchased, to LED. This was an initial step to address the roughly \$200,000 annual deficit in the Street Light District budget, and in order to realize a lower on-going maintenance and energy costs for the street light system. At that time it was determined that there were 2,835 street lights eligible for sale at a cost of \$2,301,875.49. After SCE and the City conducted an audit of the sellable street lights it was determined that there were 2,768 street lights eligible for sale at a cost of \$2,266,489.24. The sale was completed in December 2018. The LED conversion project was initiated in early 2019. The estimate one-time costs to develop, design, purchase material and implement the street light LED conversion project is \$914,120.

Staff is also looking at other innovative methods to reduce the costs of the Landscape Maintenance Districts such as the installation of weather station monitored watering systems and the replacement of materials with drought resistant plants or hardscape. In fact, the City in cooperation with East Valley Water District, did change out numerous areas of turf with drought tolerant plants and ground cover. It is however coming to the point that residents of those Landscape Maintenance Districts that are not generating enough revenue to offset the costs may have to be asked to either raise their rates or the City will be forced to decrease the maintenance in those areas.

The Fire Operational Reserve shows zero funds and the Fire Unreserved/Undesignated fund shows a significant decrease at the end of budget year two. As stated above, staff believes that costs will ultimately be significantly less than budgeted and that the Fire Operational Reserve and Fire Unreserved/Undesignated fund should remain at 2018/2019 levels. Additionally, the equipment/vehicle

reserve should also be maintained at the 2018/2019 level if the City receives the grant funds from the San Manuel Band of Mission Indians Compact funds. Staff is showing the worst case scenario in the fire department fund budget.

MAJOR COMMUNITY CAPITAL PROJECTS:

This budget reflects an extraordinary amount of community capital projects. These projects are generally one-time expenditures and are for infrastructure and facilities to benefit the community.

Listed below are some of the major community capital projects that are to be built or performed during 2019/2020 and 2020/2021 fiscal years. Information for the chart below was derived from the Five-Year Capital Improvement Program.

The major community capital projects for 2019/2020 are:

<u>PROJECT</u>	<u>COST</u>
Boulder Ave (San Manuel Village to Greenspot Road)	\$ 3,656,000
Base Line Bridge	\$ 1,114,000
Orange Street Bridge	\$ 510,000
SR-210 Base Line Interchange	\$25,994,000
SR-210 Victoria Interchange	\$ 1,502,000
Sycamore Storm Drain	\$ 780,000
Warm Creek/Sand Creek	\$ 7,700,000
9 th St (Cunningham St to Palm Ave)	\$ 546,000
6 th Street and Elm Street	\$ 1,020,000
10 th St/Drummond Ave/Cole Ave/14 th St	\$ 795,000
Sector B and C Pavement Maintenance and Rehabilitation	\$ 3,022,000
3 rd St, 5 th St, Palm Ave & Central Ave	\$ 5,162,000
Sector D Pavement Maintenance and Rehabilitation	\$ 2,828,000

The major community capital projects for 2020/2021 are:

<u>PROJECT</u>	<u>COST</u>
Base Line Bridge	\$ 5,219,000
Orange Street Bridge	\$ 1,485,000
SR-210 Victoria Interchange	\$ 1,600,000
Palm Ave	\$ 515,000
Highland/Redlands Regional Connector	\$ 1,964,000
City Creek/Alabama Street Bikeway	\$ 1,024,000
Victoria Avenue	\$ 9,729,000
Sector E Pavement Maintenance and Rehabilitation	\$ 3,226,000
Pacific Street	\$ 1,242,000

The capital projects listed above are only those in excess of \$500,000. There are an additional twenty-nine (29) projects under \$500,000 that are programmed to be designed for, constructed, or under construction in the next two years.

The total estimated Five-Year Capital Improvement Program is estimated to be in excess of \$200 million.

LOSS OF REDEVELOPMENT:

The landscape of local government changed dramatically when the Governor signed into law AB X1 26 (“AB 26) and AB X1 27 (“AB 27”) on June 29, 2011. The Supreme Court largely upheld AB 26 (which provided for the windup and dissolution of redevelopment agencies), invalidated AB 27 (which provided for an alternative voluntary redevelopment program), and held that AB 26 may be severed from AB 27 and enforced independently. As a result of the Supreme Court’s decision, on February 1, 2012, all redevelopment agencies were dissolved and cities did not have the option of making remittance payments to enable the continued operation of redevelopment agencies. The City of Highland became the Successor Agency for the Highland Redevelopment Agency (the “Successor Agency”) and the board of the Successor Agency (the “Board”) consists of the members of the City Council.

The loss of the Redevelopment Agency had a dramatic impact on the City. The ability of the Redevelopment Agency to eliminate blight, perform economic development and fund future public infrastructure projects is now gone. The Successor Agency has received approval from the Department of Finance for the last and final ROPS. On January 1, 2016, the DOF approved moving the former RDA bond proceeds to the City to be expended in accordance with the original bond documents. However, the debt remains with the Successor Agency.

LOOKING TO THE FUTURE:

Through the foresight of the present and past City Councils, Highland is in the position to build the planned infrastructure and community projects that will benefit the citizens now and into the future.

Through the direction given in the Work Program, staff has the course set that is desired by the City Council. This budget is a direct reflection of the Work Program and staff will, to the best of our ability, work to obtain the goals that have been established.

Into the future, there are a number of projects that hold economic development potential for the community. Some of these are: the “Golden Triangle” at Greenspot Road east of the freeway and the town center projects on Base Line west of the freeway. However, the revenues that these projects will bring in will probably be offset by an on-going increase in services required by development including but not limited to a future ladder company in the fire department (which is not included in this budget).

I want to thank the City Council for their support and conservative fiscal approach to local government. I also would like to thank the outstanding staff that we have in Highland for their day to day work as well as their work on this budget. A special thank you needs to go to the City’s Director of Administrative Services, Chuck Dantuono, for his work on this budget. Finally, I want to express appreciation to the Finance/Personnel Subcommittee of Mayor Pro Tem Larry McCallon and Councilmember John Timmer for their insight during the budget process.

The City of Highland's mission statement reads:

Highland is dedicated to the betterment of the individual, the family, the neighborhood and the community. The City Council and the staff of Highland are dedicated to providing the quality of public facilities and services that its citizens are willing to fund and will do so as efficiently as possible.

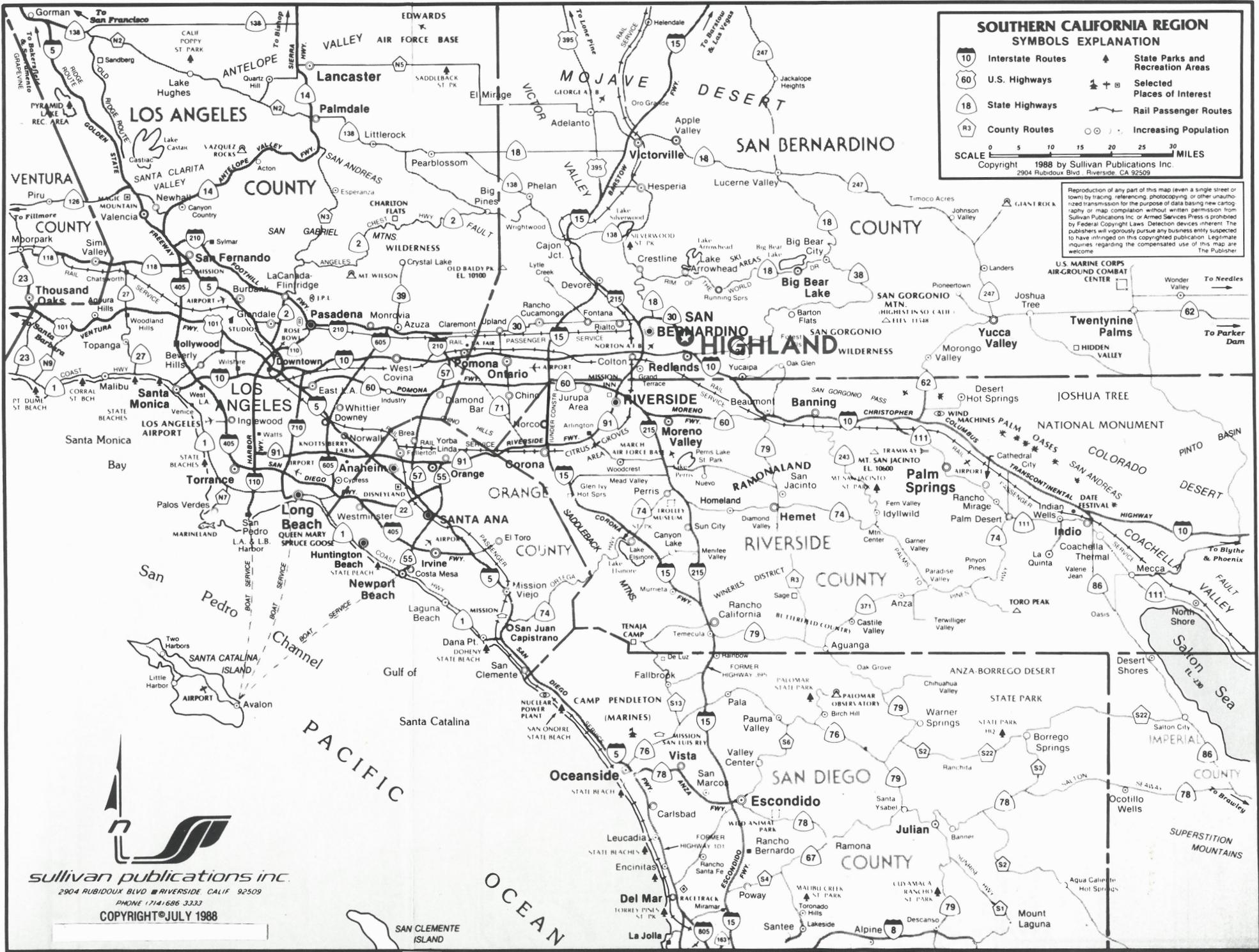
This budget once again is a direct reflection of the Highland mission statement.

It is with great pleasure that I serve the City Council and the community and present the 2020 and 2021 Budget for your consideration.

Respectfully submitted,

A handwritten signature in blue ink, appearing to read 'J. Hughes', with a long horizontal flourish extending to the right.

Joseph A. Hughes
City Manager



SOUTHERN CALIFORNIA REGION

SYMBOLS EXPLANATION

<ul style="list-style-type: none"> Interstate Routes U.S. Highways State Highways County Routes 	<ul style="list-style-type: none"> State Parks and Recreation Areas Selected Places of Interest Rail Passenger Routes Increasing Population
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SCALE 0 5 10 15 20 25 30 MILES

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**CITY OF HIGHLAND/HOUSING AUTHORITY/SUCCESSOR AGENCY
2019-2021 BIENNIAL BUDGET**

PROFILE

CITY HISTORY

Highland's modern history began in the late 1850's when the Cram brothers settled in what is now known as Highland. The Cram's discovered that the soil produced excellent oranges and planted many of the groves that are still in existence today.

A small community called Messina began forming at Base Line and Palm Avenue in the 1870's, but the town name was changed to Highland in 1883 when a settlement was begun at Palm Avenue and Pacific Street. When the Santa Fe Railroad put in a depot at Palm and Pacific in 1891, the area became firmly entrenched as the town's center and its buildings and houses remain largely intact today. The original town site has been called one of the best preserved examples of a citrus town in California.

Highland became a well-known citrus region and remained so until the 1930's when the railroad ceased operation and the citrus industry was hit with a recession. The citrus industry never fully recovered in the area, and the community grew slowly over the next 20-30 years.

The next big change came in the early 1980's when Mobil Oil's master planned community of East Highlands Ranch began construction. East Highlands Ranch contains more than 1,760 acres with an eventual dwelling build out of 2,760 units. Many areas outside of East Highlands Ranch have housing options offering opportunities for the first time home buyer to the upscale buyer. The rural atmosphere and proximity to the mountains have made Highland an attractive location in which to live.

Highland incorporated on November 24, 1987 and is located in San Bernardino County. San Bernardino County along with Riverside County, comprise the Inland Empire, one of the fastest growing regions in the United States, not only in population, but in job growth rates as well. Highland has a current population of 54,761 people and is approximately 18 square miles. In October 2000, Highland completed annexation of 3,300 acres in the City's southeast area. This territory currently consists mainly of undeveloped land.

SHOPPING OPPORTUNITIES

There is a large array of shopping opportunities available in the Highland area including nearby supermarkets, drug stores and shopping centers. The Highland Village Plaza contains a 184,000 square foot shopping center anchored by Albertson's Supermarket and CVS Pharmacy and is situated on the northeast corner of Boulder Avenue and Base Line. Also located in this center are Arrowhead Credit Union, Carl's Jr., Calvanico's Italian Eatery and Rosa Maria's Mexican Restaurant. A Starbuck's & Popeye's are located next to the 76 Gas Station at the southwest corner of Base Line & State Route 210.

On Highland Avenue and Victoria Avenue are a Food 4 Less Supermarket and a 25,000 square foot Big Lots. Walgreens is located on the corner of Base Line and Boulder Avenue along with a KFC/Taco Bell. The Village at East Highlands located at the corner of Greenspot Road and Church Street contains a Stater Bros. supermarket as well as Wells Fargo Bank, Great Clips and Subway. On Greenspot Road just east of SR 210 are a Lowe's Home Improvement Center, Del Taco, Subway, AT&T, Waba Grill, Lindora, LA Fitness, Dickey's Barbecue Pit, In 'N' Out Burger and Chevron. Jersey Mike's and Wingstop are the latest additions to this area. The north side of Greenspot Road is expected to bring additional retail outlets, restaurants and housing.

**CITY OF HIGHLAND/HOUSING AUTHORITY/SUCCESSOR AGENCY
2019-2021 BIENNIAL BUDGET**

PROFILE

The Towne Center located on the north side of Base Line between Palm Avenue and SR 210, is home to a CVS pharmacy, Baker's, Family Dollar and the latest addition, Smart N' Final. Just across the SR 210, on the north side of Base Line, a Panda Express and Jack in the Box recently opened. The San Manuel Village, located on the southeast corner of Highland Avenue & Boulder Avenue, hosts sit down restaurants such as Mi Cocina, Round Table Clubhouse and the new Bear Springs Bistro and Lounge (located in the newly renovated Bear Springs Hotel).

EDUCATIONAL and MEDICAL FACILITIES

Highland is served by a multitude of hospitals and educational facilities. The award winning Redlands and San Bernardino School Districts both operate schools within Highland. Local colleges and universities include nearby California State University, San Bernardino (CSUSB), the University of California at Riverside (UCR), the University of Redlands, Loma Linda University, and junior colleges such as Riverside Community College (RCC), Crafton Hills College and San Bernardino Valley Community College. Recently constructed were Beattie Middle School and Highland Grove Elementary School. Both schools are located at Greenspot and Orange Street. Citrus Grove High School recently opened and is also currently serving Highland. Real Journey Academies School just opened this last year on Highland Avenue.

Hospital or medical facilities located in or near Highland include St. Bernardine's Medical Clinic and Beaver Medical Clinic. Dignity Health Urgent Care, Arrowhead Regional Medical Center, San Bernardino Community Hospital, Veteran's Administration Hospital, Loma Linda University Hospital and Kaiser Permanente Hospital are also nearby.

CULTURAL and RECREATION ACTIVITIES

The East Highlands area has numerous community trails which will eventually link with the Santa Ana River Corridor Trail System, a trail system that will connect Highland with the Pacific Ocean. Mountain communities such as Lake Arrowhead, Crestline and Big Bear, are a short drive from Highland. Southern California's desert resort communities, such as Palm Springs is also a short drive from Highland. Amusement parks such as Disneyland, Knott's Berry Farm and Magic Mountain are located in the Los Angeles/Orange County area about 60 miles west of Highland.

Highland residents who are sports fans have many venues to choose from. Sports Arenas such as Dodger Stadium, Angel Stadium, the Honda Center, the Dignity Health Sports Park (formerly Stub Hub Center), the Banc of California Stadium, the Los Angeles Memorial Coliseum, Rose Bowl Stadium, Los Angeles Stadium of Hollywood Park and Staples Arena (currently under construction), host professional teams such as the Los Angeles Dodgers, Los Angeles Angels of Anaheim, Anaheim Ducks, Los Angeles Lakers, Los Angeles Clippers, Los Angeles Galaxy, Los Angeles Football Club, Los Angeles Rams, Los Angeles Chargers and the Los Angeles Kings. The Auto Club Speedway, which host's NASCAR races, is approximately 10 miles west of Highland.

The Glen Helen Amphitheater (formerly San Manuel Amphitheater), which has hosted musical acts such as Ozzy Osborne, Luke Bryan, System of a Down, Billy Idol, Foo Fighters and Stone Temple Pilots, is located approximately 15 miles north of Highland. Also, a short drive away from Highland, are ski resorts such as

**CITY OF HIGHLAND/HOUSING AUTHORITY/SUCCESSOR AGENCY
2019-2021 BIENNIAL BUDGET**

PROFILE

Snow Valley, Snow Summit, Big Bear and Mountain High. The San Manuel Band of Mission Indians has a casino immediately north of Highland.

The City of Highland partnered with the County of San Bernardino to build a 25,000 square foot facility called the Highland Sam J. Racadio Library and Environmental Learning Center. Leased to the County, this facility provides outstanding reading and learning opportunities for Highland residents. The Environmental Learning Center educates on how to recycle and protect the environment and is used by many schools in the neighboring cities for field trips. The San Bernardino County museum is a short four miles from Highland and its exhibits contain natural and local history. The Jerry Lewis Community Center and Highland Athletic Center is operated by the East Valley YMCA and is used as a multipurpose gymnasium and fitness center.

Highland's central location to the beach, mountains and desert make it a desirable place to live. Highland has a variety of parks. Aurantia Park, designated as a natural park, has a dog run, trails and picnic tables while Highland Community Park has four ball fields that are used by Central Little League. Highland Community Park also has park benches and built in barbeques. The Memorial Park is located next to the Police Station on Base Line and has an eternal flame and pond to memorialize the men and women who served our country in the military and public safety. Canyon Oaks Park, Cunningham Park, Oak Creek Park and Seeley Park make up the City's Parks Maintenance District.

HOUSING AUTHORITY HISTORY

The Highland Housing Authority was created on January 17, 2011 following dissolution of the Highland Redevelopment Agency by the State of California. The Successor Agency to the Redevelopment Agency (SARDA) transferred a number of RDA assets to the Housing Authority. The Authority assumed all rights and responsibilities as the housing successor. The transfer included not only properties, but also revenues and existing agreements. The most notable property is where Jeffrey Court Senior Apartments are located.

On January 1, 2016, the Department of Finance approved the moving of the housing bond proceeds (series 2004A) of the former RDA from the Successor Agency to the Housing Authority. The debt for these bonds remains with the Successor Agency.

SUCCESSOR AGENCY HISTORY

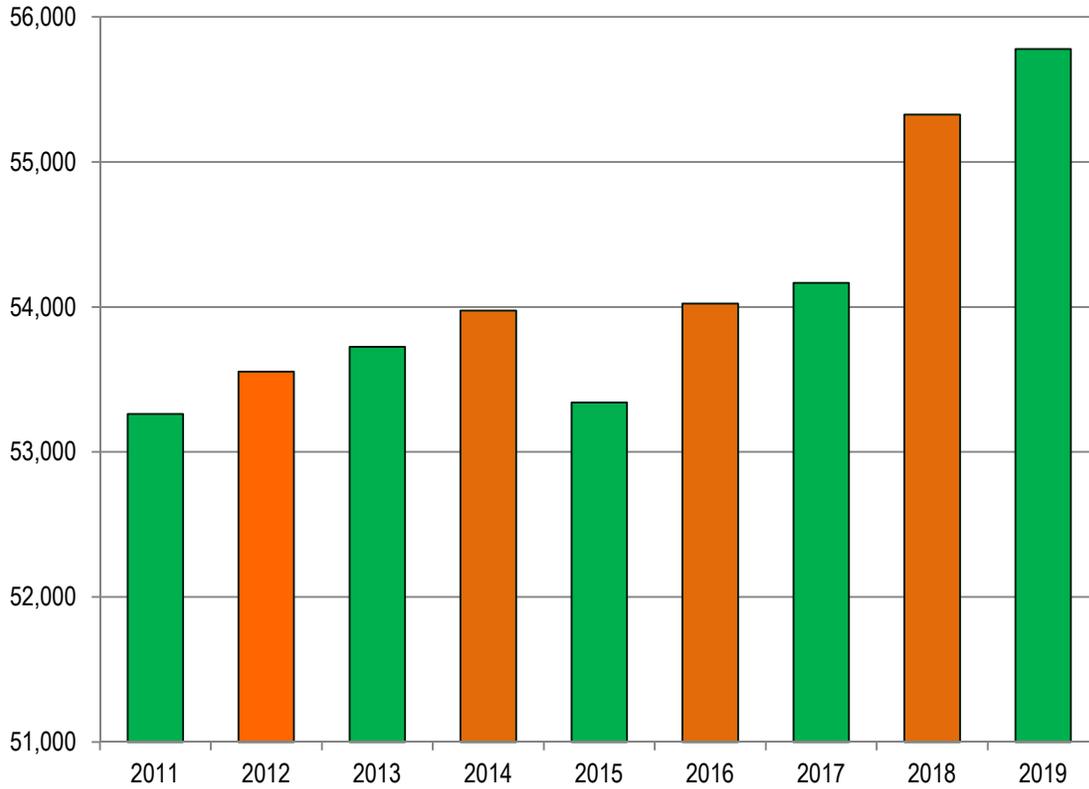
The landscape of local government changed dramatically when the Governor signed into law AB X1 26 ("AB 26) and AB X1 27 ("AB 27") on June 29, 2011. The Supreme Court largely upheld AB 26 (which provided for the windup and dissolution of redevelopment agencies), invalidated AB 27 (which provided for an alternative voluntary redevelopment program), and held that AB 26 may be severed from AB 27 and enforced independently. As a result of the Supreme Court's decision, on February 1, 2012, all redevelopment agencies were dissolved and cities did not have the option of making remittance payments to enable the continued operation of redevelopment agencies. The City of Highland became the Successor Agency for the Highland Redevelopment Agency (the "Successor Agency") and the board of the Successor Agency (the "Board") consists of the members of the City Council.

**CITY OF HIGHLAND/HOUSING AUTHORITY/SUCCESSOR AGENCY
2019-2021 BIENNIAL BUDGET**

PROFILE

The loss of the Redevelopment Agency had a dramatic impact on the City. The ability of the Redevelopment Agency to eliminate blight, perform economic development and fund future public infrastructure projects is now gone. The Successor Agency is continuing to go through the process of winding down what is left of the former Redevelopment Agency through a cumbersome process with the State Department of Finance (DOF). On January 1, 2016, the DOF approved moving the former RDA bond proceeds to the City to be expended in accordance with the original bond documents. However, the debt remains with the Successor Agency. With the dissolution of RDAs, Successor Agencies had to get their expenditure payments for each one-year period approved by the Successor Agency (SA), the Oversight Board (OB) and then eventually by the Department of Finance (DOF), in the form of a ROPS (Recognized Obligation Payment Schedule). Once approved by the DOF, the funds would be distributed by the County to the Successor Agency. Recently, the Successor Agency submitted to the DOF a "last and final" ROPS. The "last and final" ROPS extends out to the last year a Successor Agency needs funding. On April 23, 2018, the DOF approved the Successor Agency's last and final ROPS that extends through fiscal year 2037-2038.

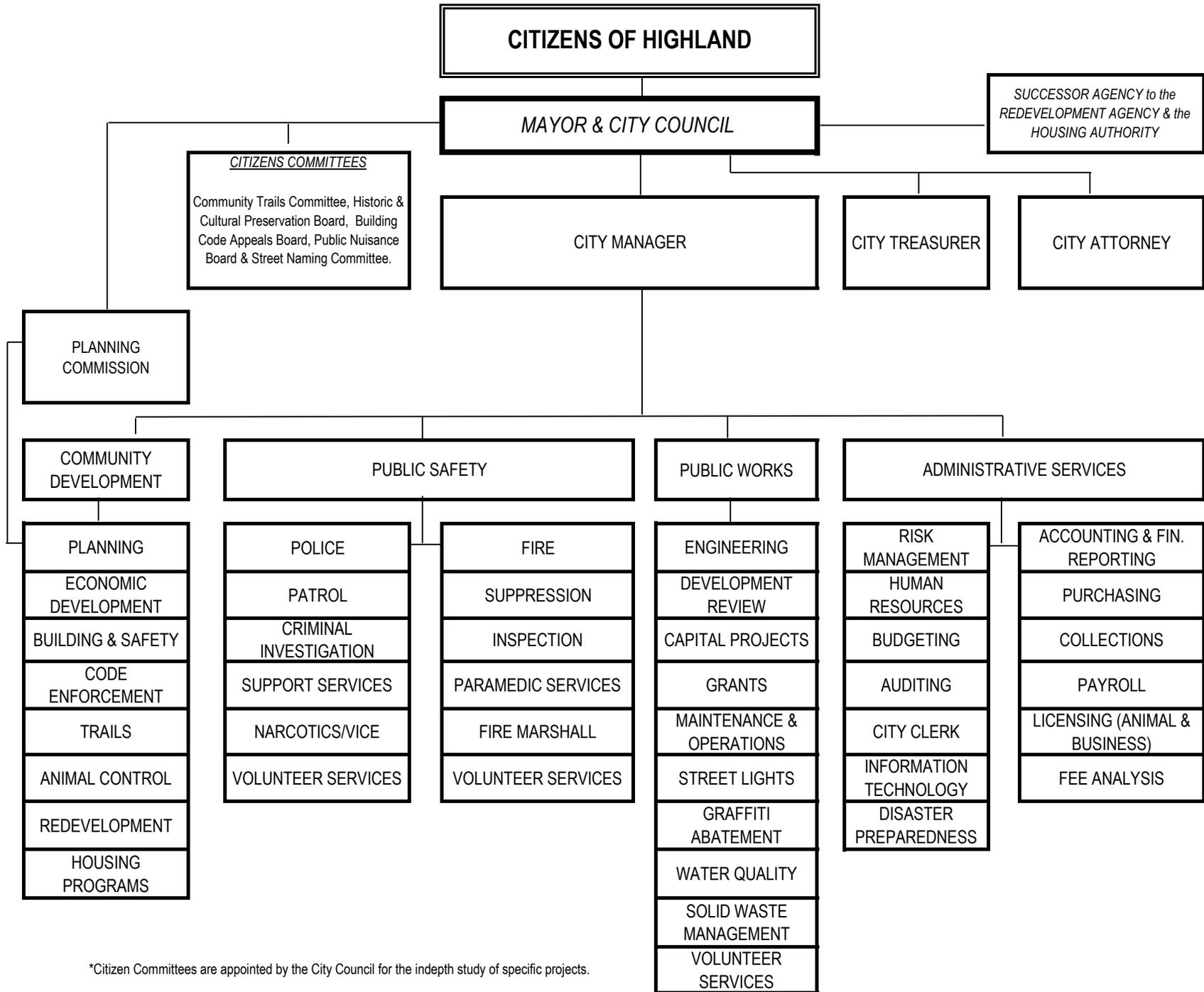
POPULATION



2011	53,263
2012	53,553
2013	53,724
2014	53,975
2015	53,340
2016	54,024
2017	54,167
2018	55,326
2019	55,778

Population numbers provided by California Department of Finance





*Citizen Committees are appointed by the City Council for the indepth study of specific projects.



**CITY OF HIGHLAND/HOUSING AUTHORITY/SUCCESSOR AGENCY
2019-2021 BIENNIAL BUDGET**

CITY/AGENCY & CONTRACT STAFF

STAFF

MANAGEMENT

CITY MANAGER/EXECUTIVE DIRECTOR	Joseph A. Hughes
ADMINISTRATIVE ANALYST	David Daniely
DIRECTOR OF ADMINISTRATIVE SERVICES	Chuck Dantuono
BUILDING OFFICIAL	Gary Gates
CITY CLERK	Betty Hughes
COMMUNITY DEVELOPMENT DIRECTOR	Larry Mainez
PUBLIC SERVICES MANAGER	Melissa Morgan
ASSISTANT COMMUNITY DEVELOPMENT DIR.	Kim Stater
PUBLIC WORKS MANAGER	Jim Richardson
PUBLIC WORKS DIRECTOR/CITY ENGINEER	Ernie Wong
ASSISTANT PUBLIC WORKS DIRECTOR	Carlos Zamano

SUPPORT

MAINTENANCE WORKER I	Jack Avon
MAINTENANCE WORKER II	Brandon Coleman
CODE COMPLIANCE OFFICER	Gerald Cox
ADMINISTRATIVE ASSISTANT II	Lisa Del Rio
ACCOUNTING ASSISTANT II	Lia Dominguez
PUBLIC SERVICES COORDINATOR	Carlos Florez
ACCOUNTANT	Michelle Gomez
ADMINISTRATIVE ASSISTANT I	Camille Goritz
SENIOR MAINTENANCE WORKER	Angel Holloway
PERMIT TECHNICIAN	Cecilia Hernandez
MAINTENANCE WORKER II	Kevin Layne
ACCOUNTING ASSISTANT II	Sophia Meza
COMMUNITY VOLUNTEER SERVICES COORD.	Denise Moreno
ADMINISTRATIVE ASSISTANT III	Alondra Munoz
SENIOR ACCOUNTANT	Leticia Nava-Cruz
CODE COMPLIANCE OFFICER	Barrie Owens
MAINTENANCE WORKER I	Gerald Peck
CODE COMPLIANCE OFFICER	Justin Ramirez
MAINTENANCE WORKER I	Ryan Ramos
ADMINISTRATIVE ASSISTANT III	Elena Rodrigues
ADMINISTRATIVE ASSISTANT III	Nancy Stewart
ASSOCIATE PLANNER	Ash Syed
PLANNING TECHNICIAN II	Angela Tafolla
ASSOCIATE PLANNER	Tom Thornsley
ADMINISTRATIVE ASSISTANT III	Shannon Wisniewski
CODE COMPLIANCE OFFICER	Vacant

**CITY OF HIGHLAND/HOUSING AUTHORITY/SUCCESSOR AGENCY
2019-2021 BIENNIAL BUDGET**

CITY/AGENCY & CONTRACT STAFF

CONTRACT STAFF

CITY ATTORNEY/AGENCY ATTORNEY

**Maricela Marroquin
Richards, Watson & Gershon**

POLICE DEPARTMENT

**Captain Jon Billings
Lieutenant Jason Radeleff
S. B. Co. Sheriff's Department**

FIRE DEPARTMENT

**Battalion Chief Joshua Janssen
Cal Fire**

ENGINEERING PROJECT MANAGER

**Matt Bennett
CASC Engineering**

STAFFING LEVELS

Staffing levels for full-time employees will change for fiscal years 2019-2020 & 2020-2021 because we are proposing that the Community Volunteer Services Coordinator position transition from part-time to full-time.

Staffing levels did change in 2017-2018 when the City Council approved the transition of an existing part-time contract Code Compliance Officer into a full-time City staff member.

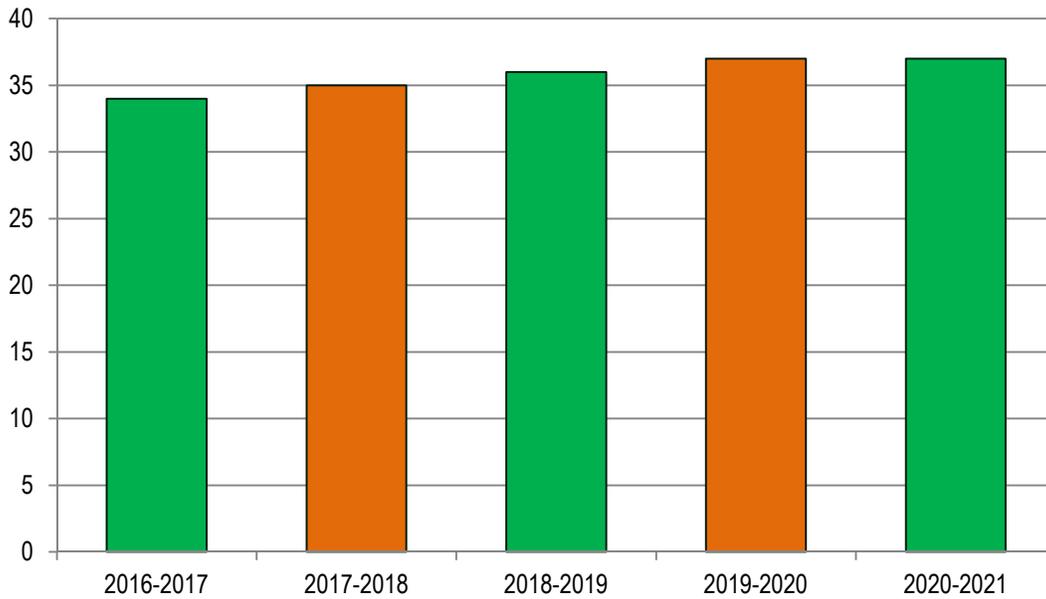
Staffing levels also increased by one in fiscal year 2018-2019 when the City Council approved hiring an additional Code Compliance Officer in the Public Services department.

Prior to fiscal year 2017-2018, staffing levels had not changed since fiscal year 2012-2013 when a Maintenance Worker I position was not filled to help with the budget situation. This position was filled in fiscal year 2013-2014.

Many of the full-time employees are charged to several departments. At the beginning of every budget, these allocations are reviewed to see if any adjustments need to be made. For budget years 2019-2020 & 2020-2021, all positions were scrutinized to see if percentage allocations needed to be changed.

STAFF LEVELS

FULL-TIME



	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021
City:					
City Clerk	1.850	1.850	1.950	1.950	1.950
General Government Personnel	3.800	3.800	3.850	3.750	3.750
Finance	0.250	0.250	0.250	0.250	0.250
Engineering	4.150	4.150	4.500	4.500	4.500
Planning	0.350	0.350	0.350	0.350	0.350
Volunteer Services	5.150	5.150	5.050	5.050	5.050
General Capital Financing	0.000	0.000	0.000	0.750	0.750
Public Services	0.000	0.000	0.000	0.250	0.250
Building & Safety	2.000	2.000	3.000	3.000	3.000
Code Enforcement	1.550	2.050	2.050	2.050	2.050
Parks	2.400	2.900	2.900	2.900	2.900
Graffiti	1.150	1.150	1.150	1.150	1.150
Public Works	1.000	1.000	1.000	1.000	1.000
CDBG	4.300	4.300	4.300	4.350	4.350
Capital Improvements	1.400	1.400	1.400	1.400	1.400
Assessment Districts	0.000	1.150	1.150	1.150	1.150
General Liability	1.200	1.200	1.200	1.250	1.250
Building Services	0.350	0.350	0.350	0.350	0.350
Total City	31.750	33.900	35.300	36.300	36.300
Housing Authority (HA)	0.450	0.450	0.700	0.700	0.700
Successor Agency (SA)	1.800	0.650	0.000	0.000	0.000
	34.000	35.000	36.000	37.000	37.000



**CITY OF HIGHLAND/HOUSING AUTHORITY/SUCCESSOR AGENCY
2019-2021 BIENNIAL BUDGET**

EMPLOYEE BENEFIT SUMMARY

Retirement - The City is a member of the State of California Public Employee Retirement System (CalPERS). The City's formula is 2% @ 55 for "classic" employees and 2% @ 62 for "new" employees. The City pays both the employee and employer contribution for current or "classic" employees. "New" employees to CalPERS will pay one-half of the retirement costs.

Post-Employment Health-Care - If an employee works at least 5 years for the City and retires from the City, that employee is eligible to receive \$200 per month toward the cost of health care from CalPERS upon retirement.

Mileage Reimbursement - Paid at the current Internal Revenue Service (IRS) rate while using a personal vehicle on legitimate City business.

Education Reimbursement - Any educational reimbursement must have the employee's supervisor's prior approval that courses are applicable. Any education reimbursement must also be budgeted in advance. There are no proposed educational reimbursements in this budget.

Life Insurance - Equivalent to employees' annual salary paid by the City up to \$150,000 (Full-time employees only).

Cafeteria Plan - The City contributes \$1,300 per month to a Cafeteria Plan.

Section 125 Plan - The City sponsors a section 125 plan where employees can purchase health insurance, dental insurance and vision insurance-at a pre-tax rate.

Deferred Compensation - A section 457 plan is available to full-time employees at their cost. The City Manager receives a city paid contribution of \$1 for every \$2 of personal contribution up to the maximum annual allowed combined contribution.

Vacation

Years of service	0-1	1-2	2-3	3-4	4-5	5-6	6-7	7-8	8-9	9-10
Annual days accrued	10	11	12	13	14	15	16	17	18	19

*For ten and more years of service, employees accrue twenty annual days of vacation per year.

Holidays - Full-time employees receive 12 paid holidays per year. Three of the days are floating holidays and can be used at the employee's discretion.

Sick Leave - Full-time employees receive 8 hours of sick leave per month.

Administrative Leave - Full-time management employees receive 80 hours of administrative leave per year.

Call-out Credit - Available to non-management employees.

**CITY OF HIGHLAND/HOUSING AUTHORITY/SUCCESSOR AGENCY
2019-2021 BIENNIAL BUDGET**

EMPLOYEE BENEFIT SUMMARY

Clothing Reimbursement - Available to employees for damaged clothing while conducting City business.

Uniform Allowance - A uniform allowance is available to specific employee classifications. The uniform allowance is \$400 per year and \$550 per year for those that require steel toe boots. The City pays for these uniforms directly.

Auto Allowance – The City Manager receives \$700 per month and Directors receive \$500 per month.

Vacation Buy-back - Full-time employees can buy-back up to 60 hours of vacation per calendar year.

Sick Leave Incentive Program - Full-time employees can buy-back up to 48 hours of sick leave per calendar year as long as their balance does not go below 192 hours. Any sick leave used during the year is deducted from the amount that can be purchased. Upon retirement from the City, employees employed for more than 10 years with the City can buyback unused sick leave up to 40%. No matter how long employed with the City, upon retirement from the City, unused sick leave can be transferred towards service credit for CalPERS retirement.

Administrative Leave Buy-back - Management staff can buy-back up to 60 hours of administrative leave per fiscal year.

Comp Time Buy-back – Upon approval of the City Manager, employees can buy-back comp time if it exceeds 80 hours.

Medicare & Social Security – The employer portions are 1.45% for Medicare and 6.2% for Social Security.

AFLAC – AFLAC supplemental insurance is available at the employee's cost.

Long-Term Disability – Long-term disability insurance is available at the employee's cost.

**CITY OF HIGHLAND/HOUSING AUTHORITY/SUCCESSOR AGENCY
2019-2021 BIENNIAL BUDGET**

SERVICES

The City of Highland provides a variety of services both at City Hall and through contract services. The four main branches of services that the City provides are: administrative, community development, public safety and public works. Below is a brief description of each.

ADMINISTRATIVE SERVICES includes the departments of the General Government, City Clerk, Finance and Personnel. The City Manager is responsible for running the day-to-day operations of the City. The City Clerk's department is primarily responsible for records management and is the custodian of all records. The City Treasurer's department is responsible for the investments and all financial reporting aspects of the City's investments. The City Attorney is contracted and does not have an office at City Hall. The City Attorney may be contacted through the City Clerk's department. Part of the Administrative Services is fiscal services and is performed by city staff. Fiscal services include: Accounting, Purchasing, Payroll and Licensing. Collections, Fee Analysis and Auditing are contracted to private entities. Licensing includes business licenses and dog licenses, and is handled through the Finance department along with other financial activities. Business license enforcement is handled through our Code Enforcement department at City Hall. Budgeting is handled through all departments and compiled in the City Manager and Finance departments. Another branch of Administrative Services are general services. These services include Risk Management and Human Resources. These are provided at City Hall. Risk Management includes the City's insurance as well as issuance of special event permits. Human Resources include the recruitment and hiring in the City's Personnel department.

COMMUNITY DEVELOPMENT encompasses Planning, Economic Development, Redevelopment, Housing, Building & Safety and Code Enforcement. All of these services are available at City Hall. The City through an engineering firm contracts building & safety plan checking services and inspection. Some of the services within each department may have portions contracted out, i.e., landscape architect and general plan checking and inspection. However, most services provided by Planning and Code Enforcement and conducted at city hall by staff.

PUBLIC SAFETY is completely contracted and located separately from City Hall. The City uses the San Bernardino County Sheriff's Department for all its police services and various preventive programs; i.e., citizen patrol, neighborhood watch, CAL-ID, Problem Oriented Policing (POP) and the newly created Quality of Life (QOL) team as well as others. The City also contracts with the County of San Bernardino for animal control services. Fire and paramedic services are contracted through the State (Cal Fire) formerly known as the California Department of Forestry (CDF). The City currently operates three fire stations spread throughout the City.

PUBLIC WORKS services are all handled through City Hall. Engineering is available at City Hall with inspections and plan checking provided through a contract-engineering firm. Minor street maintenance and general upkeep of the City is provided through our own maintenance staff. Major overlays and projects are performed by contract staff or are awarded through the public bid process. Special maintenance services are contracted to independent firms. These services include but are not limited to: streetlights, landscape, trails, parks, traffic signals and street sweeping maintenance. Graffiti removal, parks maintenance, trails maintenance, facilities maintenance, fleet maintenance and public services are also provided by public works. Volunteer Services coordinates volunteers for different activities including community clean ups, blood drives and public safety appreciation week.

**CITY OF HIGHLAND/HOUSING AUTHORITY/SUCCESSOR AGENCY
2019-2021 BIENNIAL BUDGET**

SERVICES

There are ***OTHER SERVICES*** provided to the citizens of Highland that are not overseen directly by the City. These services include utilities: gas, electric, water & sewer, refuse disposal, cable TV, satellite TV, internet service, phone, cell phone, library services, vector control, and public transportation. The private sector, special districts and the County of San Bernardino provide these services.

**CITY OF HIGHLAND/HOUSING AUTHORITY/SUCCESSOR AGENCY
2019-2021 BIENNIAL BUDGET**

BUDGET PROCESS & TECHNIQUES

GOALS

The budget year starts in January with City staff discussing with the City Council the anticipated goals and objectives for the two-year period, also known as the Work Program. In this process, projects, anticipated work hours, costs and projected time of completion are discussed. After these discussions are completed, the City Council, with guidance from staff, sets the priorities for these various goals. The City Council works with staff to acquire an understanding of whether all of their priorities are going to be met in a timely fashion and if the budget will allow these goals to be completed. Occasionally, there are goals that will have to be accomplished in future years due to budget constraints and/or work hours available.

BUDGET PREPARATION

After the Work Program process is complete, the budget process can begin. The budget process starts in January with the Director of Administrative Services preparing budget packets. The Director of Administrative Services provides a budget orientation and emails budget packets at the beginning of February. Included in these budget packets are; instructions on how to print out expenditure reports; instructions on how to enter their budgets in the finance software; instructions on how to print their budgets after entering the information; a position allocation sheet which shows how each employee is allocated; and worksheets to provide detail on their budget requests.

During the remainder of February and into March, each department head prepares budgets for the departments they are responsible for. It is common for a department head to be responsible for multiple budgets. At this same time, the Finance staff begins to prepare salary and benefit estimates. Finance staff is responsible for preparing the budgets for salaries and benefits-this is not left to department heads.

BUDGET REVIEWS

Meetings are scheduled so that each department head can meet with the City Manager and Director of Administrative Services to discuss each department's budget. These meetings usually begin in early March and can continue into late March based on how difficult it is to balance the General Fund. Line items are then scrutinized as to their necessity and whether the item is needed. Additional funding mechanisms are discussed as well as expenditure alternatives. Detail must be presented for each line item requested. Department heads are not permitted to just add a percentage on the current budget to arrive at a proposed budget figure. Every line item must be justified. Other items discussed at these meetings are major expenditures being requested such as equipment, software, furniture & fixtures, vehicles, property acquisitions, capital projects and contract services. Requests for additional personnel, whether it be a full-time position or a part-time position are also discussed at this meeting.

Also discussed at this meeting is the departmental allocation of staff salaries and benefits. Department heads, the City Manager and the Director of Administrative Services discuss whether current staff allocations should be changed or not. Changes to departmental allocations, if any, are usually minimal. It is important that these allocations are reviewed at least every two years during the budget process.

**CITY OF HIGHLAND/HOUSING AUTHORITY/SUCCESSOR AGENCY
2019-2021 BIENNIAL BUDGET**

BUDGET PROCESS & TECHNIQUES

REVENUE FORECASTING

In late March or early April, the City Manager and Director of Administrative Services meet to discuss projected revenues. Revenue forecasting is accomplished by comparing revenues from previous years along with anticipated changes in the economy and the state budget. Any pending legislative acts combined with anticipated activities in the City are also added to the formula to arrive at a workable revenue forecast. The last ingredient to the mixture is conservatism to make revenues more realistic (in other words, revenues are reduced). The revenue estimates as well as the 5-year CIP are presented to the Finance Subcommittee in April.

BUDGET COMPILATION and PRELIMINARY BUDGET DOCUMENT

After the City Manager and Director of Administrative Services have met with the department heads and have discussed the revenues, the Director of Administrative Services compiles a rough draft of expenditures to compare with the revenue forecasting. The outcome of the comparison will decide whether further review of revenues and/or expenditures is needed. If no further review is needed at this time, the Director of Administrative Services prepares the estimated fund balance projections. The City Manager and Director of Administrative Services meet to discuss the projected fund balances. After this meeting, the City Manager and Director of Administrative Services will meet to go over the final draft of the preliminary budget. In May, the preliminary budget is presented to the City Council, the Successor Agency to the Redevelopment Agency and the Housing Authority. At these meetings, the City Council/SARDA Board/Housing Authority Board set a date for the joint study session.

FINAL BUDGET DOCUMENT PRESENTATION

In late May/early June, a study session open to the public is held with the City Council/SARDA Board/Housing Authority Board and management staff. After this meeting, the City Manager and Director of Administrative Services will meet one last time to discuss the final draft of the budget. This final draft is presented to the City Council/SARDA Board/Housing Authority Board in June. If adopted, the budget is implemented on July 1st.

CHANGES DURING THE BUDGET YEARS

The most important thing to remember about any budget is that it is a best estimate of sources and uses that occur during a given period of time. There is always a need to review these estimates with actual figures to gauge performance, not only by monetary means, but by project as well. In the following January, a review of the budget is conducted to see how close the estimated figures are in comparison to the actual figures. The Director of Administrative Services prepares midyear budget adjustments (if necessary) for year one of the biennial budget. These are adjustments to the original budget that usually come up after the budget has been adopted. In the following July (the second budget year), carryover budget adjustments are prepared (if necessary) for items that were originally budgeted for in year one of the biennial budget, but could not be used until the second year. This is typically for capital projects that cross over fiscal years. In January of year two, budget adjustments are prepared for items that were not originally budgeted for 18 months earlier.

**CITY OF HIGHLAND/HOUSING AUTHORITY/SUCCESSOR AGENCY
2019-2021 BIENNIAL BUDGET**

BUDGET STATEMENT & POLICIES

What is an “operational budget?”

An operational budget is a PLAN for the accomplishment of PROGRAMS related to OBJECTIVES and GOALS within a definite TIME period, including an estimate of RESOURCES REQUIRED, together with an estimate of the RESOURCES AVAILABLE, usually compared with one or more PAST PERIODS and showing FUTURE REQUIREMENTS.

The City of Highland views the budget as a means of balancing revenues and expenditures by estimating revenues conservatively and by adjusting department budget requests accordingly. The City estimates revenues based on prior year history and future projects that would bring in additional funds. The City staff is cognizant of the fact that revenues can be lean and budget their departmental expenditures accordingly. Staff budgets revenues low and expenditures high. History has shown that actual revenues are higher and expenditures lower than budgeted. The City also tries to expend all current operating and capital operations out of current revenues.

An operational budget provides accountability and control over sources and uses by defining the budget to line item detail. It is a document of policy. City Council programs and policies along with departmental goals, objectives, accomplishments and performance measures are the guides for departments to assess their performance.

These policies are then defined as dollar amounts in areas of salaries, benefits, operations & materials, contractual services, debt service, capital outlay and capital project needs to accomplish these policies.

The budget document is designed to incorporate into the financial statements for ease of reporting in conformance with GAAP (Generally Accepted Accounting Principles). The budget is prepared on the modified accrual basis of accounting. This means that revenues are recognized in the period in which they become available and measurable and expenditures are recognized at the time a liability is incurred. The General Fund, Special Revenue Funds, Capital Projects Funds, Debt Service Funds, Internal Service Funds, Housing Authority Funds and Successor Agency Funds are all subject to appropriations.

Changes to the adopted budget can happen in two different ways. One is to take a request (usually an increase in expenditures) to the City Council/Housing Authority/Successor Agency. This is usually when a department is requesting a change in the total budget for that department. In this case, only the City Council/Housing Authority Board/SARDA Board can approve a budget adjustment. The other is to move budgeted amounts from one line item within a department, to another line item. As long as the total departmental amount does not change, the City Manager/Executive Director has the authority to approve this change.

The City of Highland has always operated under its mission statement, which states:

Highland is dedicated to the betterment of the individual, the family, the neighborhood and the community. The City Council and the staff of Highland are dedicated to providing the

**CITY OF HIGHLAND/HOUSING AUTHORITY/SUCCESSOR AGENCY
2019-2021 BIENNIAL BUDGET**

BUDGET STATEMENT & POLICIES

quality of public facilities and services that its citizens are willing to fund and will do so as efficiently as possible.

The City Council requires the General Fund budget to be balanced. However, the City Council is not opposed to operating transfers for one-time projects or equipment purchases in the General Fund. Operating transfers are not to be used to balance the budget. The City Council is also not opposed to using reserves for items that the reserves were saved for in the first place. Capital Projects Funds and some Special Revenue Funds will be using fund balance to construct many of the projects being proposed in this budget. Many times, the reserves are “saved” over a period of time so the project can be completed and paid with cash.

Although the City does not have a formal reserve policy, a 5-year Capital Improvement Program (CIP) is established and updated with every budget to show which projects the City Council wants constructed, how it will be paid for and when it will be constructed. One of the reasons the CIP is created is to make sure there are adequate funds for the projects. The CIP is prepared once the City Council Work Program is established. The Work Program sets the goals for the next two years and staff will make sure that the funds to implement the goals are placed in the budget.

The City Council has a policy on the use of one-time funds, usually grants. These funds are typically used to fund capital projects and not used to fund on-going expenditures. If a revenue source is unpredictable, such as the former booking fee reimbursement or vehicle license fees, the City may choose not to budget for that item.

It has been a long-standing policy of the City Council not to issue bonds in the General Fund. The City has operated under the pay-as-you-go philosophy since it was incorporated. The Successor Agency to the Redevelopment Agency holds the only bonded indebtedness in this budget.

Further policies are discussed under the section, “Budget Process & Techniques,” and also in the City Manager’s Transmittal Letter.

**CITY OF HIGHLAND/HOUSING AUTHORITY/SUCCESSOR AGENCY
2019-2021 BIENNIAL BUDGET**

BUDGET CALENDAR

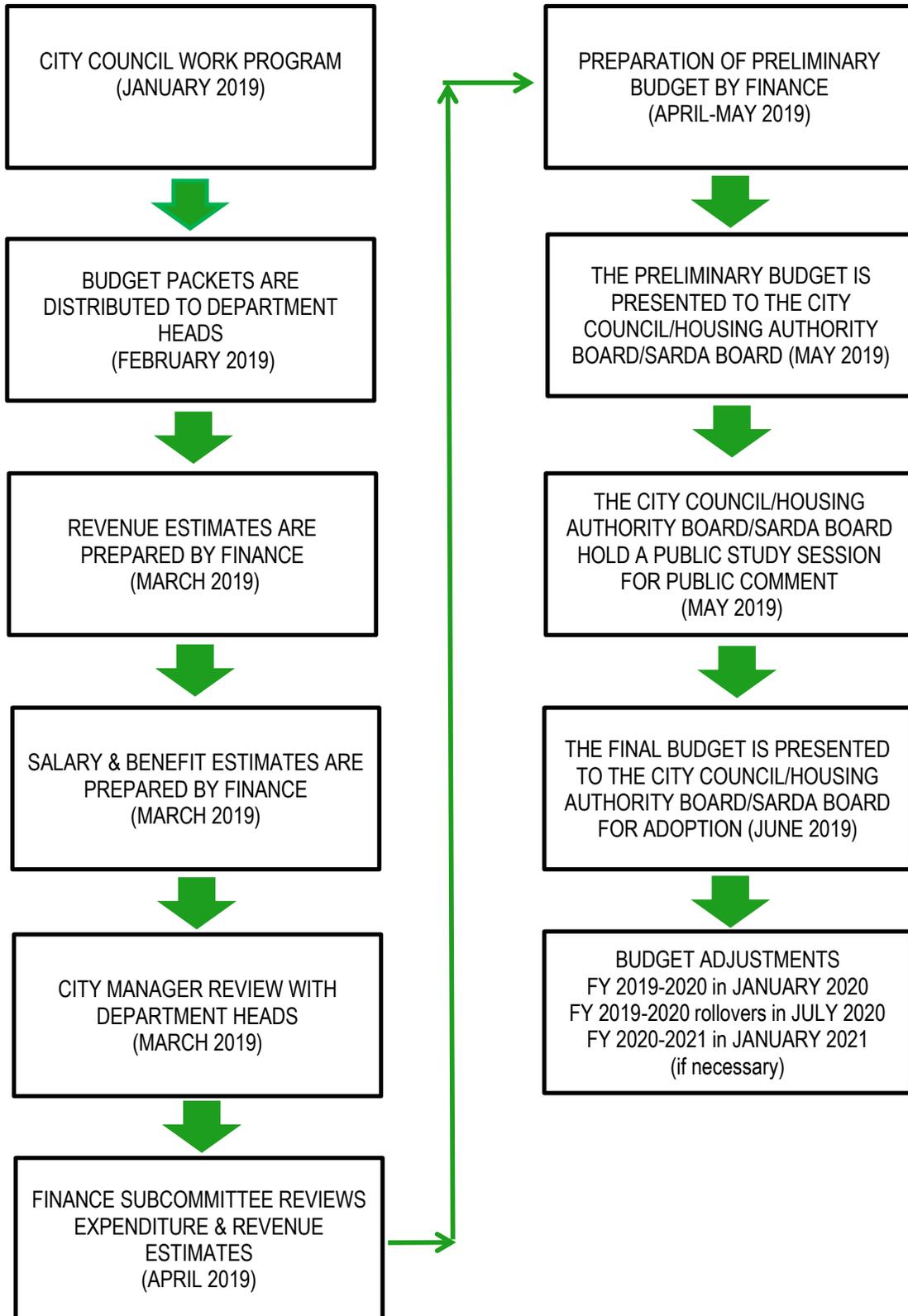
January 24, 2019	Director of Administrative Services begins to prepare budget packets for department heads.
January 30, 2019	Budget orientation and distribution of budget packets to department heads.
January 30, 2019 - February 28, 2019	Department heads prepare their departmental budgets.
February 28, 2019	Requested departmental budgets are due to the Director of Administrative Services. Senior Accountant and Accountant enter requested budget amounts into the finance system.
March 4, 2019	City Manager, Director of Administrative Services, Senior Accountant and Accountant meet with the Community Development Director and staff to go over all budgets associated with Community Development.
March 5, 2019	City Manager, Director of Administrative Services, Senior Accountant and Accountant meet with the Public Works Director and staff to go over all budgets associated with Public Works.
March 6, 2019	City Manager meets with the Director of Administrative Services, Senior Accountant and Accountant to go over all budgets associated with Administration.
March 7, 2019	City Manager, Director of Administrative Services, Senior Accountant and Accountant meet with Police Chief and Fire Chief to go over all budgets associated with Public Safety.
March 7, 2019	City Manager and Director of Administrative Services meet to discuss revenue estimates.
March 4, 2019 - March 7, 2019	Senior Accountant and Accountant enter amounts amended by City Manager into the finance system.
April 4, 2019	Revenue and Expenditure (operational) estimates are presented to the Finance Subcommittee.
April 11, 2019	Capital Projects are presented to the Finance Subcommittee.
May 2, 2019	City Manager and Director of Administrative Services review the preliminary revenue, expenditure and estimated fund balance projections.

**CITY OF HIGHLAND/HOUSING AUTHORITY/SUCCESSOR AGENCY
2019-2021 BIENNIAL BUDGET**

BUDGET CALENDAR

May 6, 2019	City Manager and Director of Administrative Services review the final draft of the Preliminary Budget.
May 14, 2019	The Preliminary Budget is prepared.
May 16, 2019	The Preliminary Budget is presented to the City Council/Successor Agency Board/Housing Authority Board for use at the study session.
May 29, 2019	City Council/Successor Agency Board/Housing Authority Board budget study session.
June 3, 2019	City Manager and Director of Administrative Services review the final draft of the Budget.
June 4, 2019	The Budget is prepared.
June 11, 2019	The Budget is presented to the City Council/Successor Agency Board/Housing Authority Board for adoption.
July 1, 2019	The 2019-2020 Adopted Budget is implemented.
January 28, 2020	2019-2020 midyear budget adjustments (if needed).
July 1, 2020	The 2020-2021 Adopted Budget is implemented.
August 11, 2020	Carryover budget adjustments from 2019-2020 (if needed).
January 27, 2021	2020-2021 midyear budget adjustments (if needed).

CITY OF HIGHLAND/HOUSING AUTHORITY/SUCCESSOR AGENCY 2019-2021 BUDGET FLOW CHART





**CITY OF HIGHLAND/HOUSING AUTHORITY/SUCCESSOR AGENCY
2019-2021 BIENNIAL BUDGET**

FUNDS

A fund is a fiscal and accounting entity with a self-balancing set of accounts in which cash and other financial resources, all related liabilities and residual equities, or balances, and changes therein, are recorded and segregated to carry on specific activities or attain certain objectives in accordance with special regulations, restrictions or limitations. Each fund of the City/Housing Authority/Successor Agency is handled in somewhat the same process with restrictions on some funds. An average size city will have approximately 12 to 45 different funds. The City/Agencies of Highland have 30 funds. Some funds such as the General Fund may have up to 17 departments, whereas most funds only have one department. Some funds (Agency funds) do not have budgets.

The City of Highland uses the following types of funds to track resources and expenditures: General, Special Revenue, Capital Projects, Internal Service, and Trust & Agency.

**CITY:
GENERAL FUND**

The General Fund accounts for all financial resources and expenditures except those required to be accounted for in another fund. The General Fund keeps track of all activities that do not require special restrictions. There is never more than one general fund in a City. The City's policy has always been that the General Fund doesn't subsidize any public works department, grant, or other program unless so designated by the City Council. The General Fund departments are:

1000 City Council	2200 Animal Control	6000 Parks
1200 City Clerk	3200 Engineering	6010 Graffiti
1450 General Government	4100 Planning	6020 Community Volunteer Services
1600 Personnel	4200 Public Services	6100 Trails
1700 Finance	4500 Building & Safety	
2000 Police Department	4600 Code Enforcement	

SPECIAL REVENUE FUNDS

Special Revenue Funds account for the proceeds of specific revenue sources (other than expendable trusts or for major capital projects) that are legally restricted to expenditures for specified purposes. A special revenue fund is just that, a fund that receives special revenues that must be accounted for separately. The special revenue funds of the City of Highland are: Traffic Safety, Gas Tax, Article 3, Community Development Block Grant, Developer Fees, Landscape Maintenance District, Street Light District, Community Trails District, Parks Maintenance District, Measure I, AQMD AB 2766 Subvention, COPS, Street/Storm Drain Maintenance District, Justice Assistance Grant, Miscellaneous Grants, Paramedic Department, Fire Department and Major Grants Fund.

CAPITAL PROJECTS FUNDS

Capital Projects Funds account for financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by proprietary funds and trust funds). The capital projects

**CITY OF HIGHLAND/HOUSING AUTHORITY/SUCCESSOR AGENCY
2019-2021 BIENNIAL BUDGET**

FUNDS

funds of the City of Highland are: Development Impact Fees, Facilities Construction, Community Facilities Districts (Mello-Roos) and General Capital Financing.

INTERNAL SERVICE FUNDS

Internal Service Funds account for the financing of goods or services provided by one department or agency to other departments or agencies of the governmental unit, or to other governmental units, on a cost-reimbursement basis. The City maintains two of these funds. The first one is the Insurance Fund. This fund includes the self-insured workers' compensation program, fire insurance, earthquake insurance, vehicle & property insurance, and general liability. The departments that are charged are: City Clerk, General Government, Personnel, Finance, Engineering, Planning, Public Services, Building & Safety, Code Enforcement, Parks, Graffiti, Community Volunteer Services, Housing Authority, Capital Construction, General Capital Financing and Public Works (Gas Tax). The second internal service fund is the Building Services Fund. This fund accounts for utilities, landscaping, janitorial services and equipment maintenance at City Hall. The departments charged for these expenditures are the same as the Insurance Fund, with the exception of Parks and Graffiti. Those two programs are only run out of the Corporation Yard.

TRUST AND AGENCY FUNDS

Trust and Agency Funds account for assets held by a governmental unit in a trustee capacity or as an agent for individuals, private organizations, other governmental units, and/or other funds. These include (a) expendable trust funds, (b) non-expendable trust funds, (c) pension trust funds, and (d) agency funds. The type of fund that the City maintains is the Agency Fund. There are two Agency Funds: the first one includes deposits for performance bonds, special donations, etc.; and another for bond reserves for the Community Facilities District 2001-1.

HOUSING AUTHORITY:

The Housing Authority has only one fund. The purpose of this fund is to carry out the responsibilities and duties of the former RDA Low & Moderate Income Housing Fund. The Authority assumed all rights and responsibilities as the housing successor. The transfer included not only properties, but also revenues and existing agreements. Also transferred were the housing bond proceeds.

SUCCESSOR AGENCY TO THE REDEVELOPMENT AGENCY (SARDA):

The Successor Agency has two funds; the RPPTF Fund and the Debt Service & Administration Fund. Like the Housing Authority, the purpose of these funds is to carry out the responsibilities and duties of the former RDA, but the non-housing elements. The main function is to wind-down the services of the former RDA. The largest part of this is the servicing of the debt of the former RDA. Although the bond proceeds were transferred to the City, the debt remains with the Successor Agency. When the bond proceeds were transferred to the City and Housing Authority, the SARDA Bond Proceeds and SARDA Low & Moderate Income Housing Funds were closed.

**CITY OF HIGHLAND/HOUSING AUTHORITY/SUCCESSOR AGENCY
2019-2021 BIENNIAL BUDGET**

REVENUES

CITY:

Revenues are additions to fund financial resources other than from inter-fund transfers. The City of Highland's revenues are received in the form of taxes, licenses and permits, fines and forfeitures, miscellaneous revenues, intergovernmental revenues and current service charges.

TAXES

- 7010** Property Tax-Secured
- 7020** Property Tax-Unsecured
- 7030** Property Tax-Supplemental Secured
- 7040** Property Tax-Supplemental Unsecured
- 7050** Utility Unitary Tax
- 7060** Homeowners Exemption
- 7070** Penalties & Interest on Delinquent Taxes
- 7075** Residual Balance
- 7090** Property Tax-VLF

Property taxes are taxes levied on an assessed valuation of real and/or personal property. The distinguishing characteristics of general property taxes are that the revenues are (1) derived from taxes (2) levied by the government reporting entity and (3) assessed on the general property. The City receives an apportionment of approximately 24.8% from San Bernardino County out of the 1% tax rate. Special Assessments for the Street Light District, the Landscape Maintenance District, the Community Trails District, the Parks Maintenance District and the Street & Storm Drain Maintenance District are also accounted for in this category. Property Tax-VLF is for the Vehicle License Fee Swap. The Vehicle License Fee Swap is a dollar for dollar exchange of vehicle license fees (VLF) for property tax revenues. Basically, the state is taking VLF the city would normally receive from the state and replacing it with property tax dollars. The difference being the VLF received from the county would grow at the same rate of property tax.

7085 Medic Tax

All proceeds from the Medic Tax are used to fund the Highland Paramedic Program. This special tax was established in 1985 and assumed by the City on July 1, 1999 upon detaching from County Service Area (CSA) 38. The Medic Tax has not been increased since its inception in 1985. The Medic Tax is levied at a rate of \$19 per year for residential units and \$38 per year for commercial units and only accounts for one-third of the Paramedic Department's expenditures.

7100 Sales & Use Tax

The current sales tax rate in Highland is 7.75% of which 3.6875% goes to the State's General Fund, .25% is placed in the State's Fiscal Recovery Fund, .50% goes to the State's Local Public Safety Fund, .50% to the State's Local Revenue Fund to support health & social services programs, 1.0625% to the State Local Revenue Fund 2011, 1.25% to the cities and counties based on sales generation from consumers

**CITY OF HIGHLAND/HOUSING AUTHORITY/SUCCESSOR AGENCY
2019-2021 BIENNIAL BUDGET**

REVENUES

purchasing or consuming goods and/or services in the City. The remaining .50% was voted on by the people of San Bernardino County to provide additional funds for transportation needs (Measure I funds).

7110 Extraction Tax

The purpose of the extraction tax is to establish a tax on the commercial business of extraction and/or processing of rock, sand and gravel (aggregate) within the City, as a means of generating revenue for the City for municipal purposes and not as a regulatory measure. This business license tax is imposed in the interests of the health, public safety, convenience and welfare of the residents of the City.

7205 Transportation Tax-Article 3

These revenues are allocated to the City from the County's Local Transportation Fund Article 3 Pedestrian and Bicycle Facilities per Public Utilities Code 99234. These revenues are derived from .25% of the state 7.25% retail sales tax rate and then apportioned based on population and allocated for specific purposes.

7300 Transient Occupancy Tax (TOT)

This tax, also known as the Bed or Hotel Tax, is derived from 7% of the gross rents collected by the two-hotel/motel operators in the City for the privilege of occupying quarters on a transient basis.

7400 Franchise Fees-Gas

7401 Franchise Fees-Electric

7402 Franchise Fees-Cable

7403 Franchise Fees-Refuse

7404 Franchise Fees-Kiosk Signs

7413 Franchise Fees-Refuse Household Hazardous Waste

Franchise fees are received from persons, firms and corporations that have franchises in the City for the right to use public right-of-way. Gas and electric franchise fees are derived from 2% of gross annual receipts arising from use, operation or possession of franchise, but not less than 1% of gross annual receipts derived from sale of gas/electricity within the City limits. The operators of gas and electricity are Southern California Gas and Electric. Cable franchise fees are based on 5% of gross receipts. The current cable operator in Highland is Time Warner. There are two refuse franchise fees in Highland. The first franchise fee is for regular refuse and the second is for household hazardous waste. These fees are 10% and 1.25% of gross receipts from residential, commercial and industrial collections, respectively. Franchise Fees have consistently increased over the years and this increase is expected to continue with the steady development in the city. Approximately 16 kiosk structures are placed throughout the City for residential home advertisement of which the City receives \$25 per panel per month. Commercial advertisement is offered to businesses in Highland to which the City receives \$20 per panel per month after six months placement.

**CITY OF HIGHLAND/HOUSING AUTHORITY/SUCCESSOR AGENCY
2019-2021 BIENNIAL BUDGET**

REVENUES

7460 Property Transfer Tax

This tax is levied when real property is transferred and filed with the County Recorder. The City receives \$.55 per \$1,000 of the value that is transferred.

LICENSES & PERMITS

7510 Animal License Fees

All dogs within the city limits of Highland are required to have a current license. Fees are charged for unaltered and altered dogs. A discount rate is given to senior citizens and physically challenged citizens with altered dogs. There is no charge to license a service dog. Also available are multiple year licenses.

7600 Building Permits-Inspections

7610 Building Permits-Plan Check Fee

7620 Strong Motion Instrumentation Program (SMIP)

7630 Building Standards Administration Revolving (BSAR) Fund

These revenues are based on fees set by Resolution. They are collected at the time a building permit is issued for construction, improvements, grading and excavation. Strong Motion Instrumentation Program (SMIP) revenues and Building Standards Administration Revolving (BSAR) revenues are collected based on new construction from residential and commercial areas and remitted to the State of California Conservation Department for seismic hazard mapping, education and data utilization.

7700 Yard Sale Permits

7800 Miscellaneous Permits

These revenues are derived from the sale of permits for yard sales and various other permits within the City.

FINES & FORFEITURES

8100 California Vehicle Code Fines (CVC)

8150 Parking Citations

8200 General Fines

8201 Code Enforcement Fines

8202 Administrative Citation Program

Fines and Forfeitures are derived from the fines paid by persons who receive traffic, parking and general fines in the City. Code Enforcement fines and the Administrative Citation Program violations are usually for substandard properties.

**CITY OF HIGHLAND/HOUSING AUTHORITY/SUCCESSOR AGENCY
2019-2021 BIENNIAL BUDGET**

REVENUES

MISCELLANEOUS REVENUE

8600 Interest

A large percentage of Highland's interest revenue is derived from the use of idle cash deposited in the State of California Treasurer's Local Agency Investment Fund (LAIF). Other sources of interest income come from investments with Public Financial Management, Inc. and U.S. Bank. U.S. Bank is the Trust for the CFD while Public Financial Management, Inc. retains investments related to the California Asset Management Program (CAMP).

8700 Building Rental

8710 Land Rental

This is for revenue derived from the use of city owned land or facilities. Currently this consists of communication companies installing their cell phone towers on city owned properties.

8900 Miscellaneous

8910 Volunteer Donations

The miscellaneous revenue category is for infrequent occurring monies received.

INTERGOVERNMENTAL REVENUE

9100 Gas Tax - 2106

9110 Gas Tax - 2107

9120 Gas Tax - 2107.5

9131 Measure I

9135 SBCTA

9140 Gas Tax - 2105

9145 Gas Tax - 2103

This revenue source is derived from the \$.09 tax applied to each gallon of gasoline sold in the state. These revenues are restricted for only street and pedestrian safety purposes and engineering and administrative costs. Section 2106 of the Streets and Highways Code allocates \$400 a month plus an apportionment based on population after county distribution for use on any street or road purpose. Section 2107 is an apportionment based on population and 2107.5 is a fixed amount based on population and to be used for engineering and administrative expenses. Section 2105 of the Streets and Highways Code approved by voters in June of 1990, allocates additional gas taxes collected over the \$.09 per gallon among cities and counties based on population. Section 2103 is an apportionment to cover the former Prop 1B funds. Measure I revenues are generated from additional sales tax. The distribution of these funds is provided by San Bernardino County Transportation Authority (SBCTA). Line item 9135 is for joint projects with the SBCTA.

9210 State-Other

9215 State-SLTPP

**CITY OF HIGHLAND/HOUSING AUTHORITY/SUCCESSOR AGENCY
2019-2021 BIENNIAL BUDGET**

REVENUES

- 9225** Federal Grants
- 9300** Community Development Block Grant (CDBG)
- 9317** AQMD/AB 2766
- 9318** City of San Bernardino
- 9319** East Valley Water District
- 9320** Road Maintenance & Rehab Account
- 9321** San Bernardino County Flood Control District
- 9322** San Bernardino County
- 9324** City of Redlands
- 9331** San Manuel TOT In-Lieu
- 9350** Citizens Option for Public Safety (COPS)/ AB 3229
- 9360** Justice Assistance Grant (JAG)

State-Other is for miscellaneous state grants such as recycling, trails and historical district grants. The SLTPP (State and Local Transportation Partnership Program) grant is for streets and roads. CDBG revenues are received from San Bernardino County for use in a targeted area designated by the City approved by Housing and Urban Development for asphalt, sidewalk and various repairs and reconstruction. Part of the CDBG program allows for revitalization of blighted areas. COPS are state grant programs that allow for summer youth employment and training and funds for specialized police services. The AQMD, also known as Air Quality Management District, provides funding for programs that provide cleaner air and eliminates smog. The City currently uses these funds for traffic signal coordination. Highland has many projects coordinated with other local agencies such as; City of San Bernardino, City of Redlands, San Bernardino County, San Bernardino County Flood Control, etc. to fund their portion of a joint public works project.

CURRENT SERVICE CHARGES

- 7450** Business License Fee
- 7451** Massage Parlor License Fee
- 9510-9519** Planning Fees
- 9520-9523** Engineering Fees
- 9524** NPDES Inspection Fees
- 9525** Park Fees
- 9526** Police Department Fees
- 9527** Fire Department Fees
- 9539** Pavement Impact Fees
- 9700-9718** Development Impact Fees

Current Service Charges are revenues derived from fees collected for specific services rendered by the City, which have been set by Resolution. All City fees are determined through a cost analysis study performed by an independent consultant. Development Impact Fees are set by a separate Resolution. These fees are collected on new development to defray the cost of new infrastructures needed to supply services to the new areas.

- 99xx** Operating Transfers In

**CITY OF HIGHLAND/HOUSING AUTHORITY/SUCCESSOR AGENCY
2019-2021 BIENNIAL BUDGET**

REVENUES

These revenues are derived from inter-department transfers for payment of expenditures.

MAJOR REVENUE SOURCES & TRENDS

The largest revenue source for the general fund continues to be the Property Tax-Vehicle License Fee (VLF), even with the state stealing approximately \$140,000 (portion previously received from the state) per year. The Property Tax-VLF is approximately 30% of the general fund revenues. Property Tax revenue is the second largest source of general fund revenue at 25%. Sales Tax and Franchise Fees are third and fourth at 17% and 8%, respectively. Combined, these four revenue sources account for 75% of the general fund revenues. The Property Tax-VLF is budgeted to show an increase over actual amounts received due to the expected increase in assessed property values. Property taxes were also budgeted to show an increase as residential assessed values in the city are increasing. Although a higher rate may be received, the City has always budgeted on the conservative side.

Franchise fees for electric and gas were budgeted at no increase. Franchise fees for refuse were budgeted at a slight increase. However, franchise fees for cable were budgeted for with a slight decrease. Sales Tax is budgeted at an increase based on actual amounts received over the past three years. All other revenues have been scrutinized individually (line item by line item) to examine if an increase or decrease should be applied. If an increase was applied, it is usually a conservative increase.

HOUSING AUTHORITY:

MISCELLANEOUS REVENUE

8600 Interest
9650 Percentage Rents

A large percentage of the Authority's interest revenue is derived from the use of idle cash deposited in the State of California Treasurer's Local Agency Investment Fund (LAIF). Percentage Rents is income derived from a Ground Lease with Housing Ventures where the Jeffrey Court Senior Apartments are.

SUCCESSOR AGENCY:

TAXES

7010 Property Tax-Secured
8600 Interest

The Property Tax-Secured line item in SARDA is for the funds received from the County to fund the current ROPS (Required Payment Obligation Schedule). These funds are deposited into the SARDA-RPTTF fund. U.S. Bank is the Trust for the former RDA bond reserves. Interest income on these reserve funds are accounted for in the interest line item.

**CITY OF HIGHLAND/HOUSING AUTHORITY/SUCCESSOR AGENCY
2019-2021 BIENNIAL BUDGET**

REVENUES

CURRENT SERVICE CHARGES

99xx Operating Transfers In

These revenues are derived from inter-department transfers for payment of expenditures. For SARDA, the funds received for the 7010 line item in the SARDA RPTTF fund are then transferred to the SARDA Admin funds to reimburse for actual expenditures.



**CITY OF HIGHLAND/HOUSING AUTHORITY/SUCCESSOR AGENCY
2019-2021 BIENNIAL BUDGET**

EXPENDITURES

Expenditures are decreases in fund financial resources other than through inter-fund transfers.

SALARIES & BENEFITS

These expenditures are for salaries, wages, over-time, compensatory time, sick leave, holiday pay, vacation, administrative leave, the cafeteria plan, medi-care, deferred compensation, social security, CalPERS retirement, life insurance and auto allowances.

OPERATIONS & MATERIALS

The expenditures in this category consist of costs for utilities, office supplies, postage, fuel, vehicle & equipment maintenance, materials, advertising, publications, dues & subscriptions, travel & conference, training, insurance premiums & claims, elections, employment physicals & testing and other miscellaneous expenditures. Also, in this category are inter-fund transfers.

CONTRACTUAL SERVICES

These expenditures consist of services provided by outside agencies on contractual basis. Examples of services that are contracted include but are not limited to: attorney services, auditing, fee analysis, financial advising, engineering services, inspection services, plan checking services, collection agency services, sheriff department services, fire & paramedic services and animal control.

DEBT SERVICE

These expenditures are for the payment of principal and interest on loans, notes, and bonds to finance activities to the Successor Agency to the Redevelopment Agency.

CAPITAL OUTLAY

These expenditures are for major purchases by the City in the amount of \$5,000 or greater for land, land improvements, buildings, equipment, furniture & fixtures, vehicles and software.

CAPITAL PROJECTS

The expenditures in this classification are for major construction within the City for bridge construction, sidewalks, street repairs and reconstruction, and other infrastructure construction. These expenditures are extracted from the City's 5-Year Capital Improvement Program (CIP) for fiscal years 2018-2019 to 2022-2023. The CIP is adopted by the City Council as a separate document. It is included in the budget for reference only.



City of Highland
2019-2021 Biennial Budget
Proposed Source of Financing with Estimated Fund Balance

General Fund 2019-2020 Estimated Fund Balance	001.1000 City Council	001.1200 City Clerk	001.1450 General Gov't.	001.1600 Personnel	001.1700 Finance	001.2000 Police Department	001.2200 Animal Control	001.3200 Engineering
Salaries	48,000	149,960	334,995	28,805	327,250	-	-	62,205
Benefits	87,640	82,385	250,515	13,375	189,005	-	-	24,180
Operations & Materials	54,185	48,080	10,400	13,150	84,855	384,775	5,600	20,495
Operating Transfers Out	-	-	-	-	-	-	-	-
Contractual Services	-	24,700	166,440	7,500	63,875	10,201,365	444,930	412,000
Principal & Interest	-	-	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-	-
Capital Projects	-	-	-	-	-	-	-	-
Total Expenditures	189,825	305,125	762,350	62,830	664,985	10,586,140	450,530	518,880

General Fund (continued) 2019-2020 Estimated Fund Balance	001.4100 Planning	001.4200 Public Services	001.4500 Building & Safety	001.4600 Code Enforcement	001.6000 Parks	001.6010 Graffiti	001.6020 Comm. Vol. Services	001.6100 Trails	Total General Fund
Salaries	433,085	245,500	173,035	182,335	62,250	59,100	38,800	-	2,145,320
Benefits	225,430	129,365	90,130	114,050	42,130	38,165	27,575	-	1,313,945
Operations & Materials	43,180	50,605	21,490	33,250	295,560	19,065	27,605	9,500	1,121,795
Operating Transfers Out	-	-	-	-	51,910	-	-	-	51,910
Contractual Services	201,000	187,000	418,405	87,200	686,210	-	-	-	12,900,625
Principal & Interest	-	-	-	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	5,940	-	-	5,940
Capital Projects	-	-	-	-	-	-	-	-	-
Total Expenditures	902,695	612,470	703,060	416,835	1,138,060	122,270	93,980	9,500	17,539,535

Operating Revenues	17,543,785
Operating Transfers In	-
Total Revenues	17,543,785

Fund Balance 07/01/2019		Fund Balance 06/30/2020	
Unreserved, Undesignated	249,487	Unreserved, Undesignated	253,737
Unreserved, Designated Compensated Absences	597,957	Unreserved, Designated Compensated Absences	597,957
Unreserved, Designated Vehicle/Equipment Replacement	475,000	Unreserved, Designated Vehicle/Equipment Replacement	475,000
Unreserved, Designated Technological Enhancements	300,000	Unreserved, Designated Technological Enhancements	300,000
Unreserved, Designated Service Enhancements	2,296,512	Unreserved, Designated Service Enhancements	2,296,512
Unreserved, Designated Continuing Appropriations	470,000	Unreserved, Designated Continuing Appropriations	470,000
Unreserved, Designated Economic Uncertainty	450,000	Unreserved, Designated Economic Uncertainty	450,000
Unreserved, Designated Facilities	1,500,000	Unreserved, Designated Facilities	1,500,000
Unreserved, Designated NPL/OPEB/LMD	700,000	Unreserved, Designated NPL/OPEB/LMD	700,000
Reserved for Advances/Loans/Inventory	999,339	Reserved for Advances/Loans/Inventory	999,339
Total Fund Balance 07/01/2019	8,038,295	Total Fund Balance 06/30/2020	8,042,545

City of Highland
2019-2021 Biennial Budget
Proposed Source of Financing with Estimated Fund Balance

General Fund 2020-2021 Estimated Fund Balance	001.1000 City Council	001.1200 City Clerk	001.1450 General Gov't.	001.1600 Personnel	001.1700 Finance	001.2000 Police Department	001.2200 Animal Control	001.3200 Engineering
Salaries	48,000	154,410	345,000	29,650	336,800	-	-	64,060
Benefits	90,870	86,595	259,400	14,050	198,405	-	-	25,440
Operations & Materials	58,050	87,035	10,860	13,405	88,030	386,565	5,700	20,670
Operating Transfers Out	-	-	-	-	-	-	-	-
Contractual Services	-	26,800	166,440	7,515	52,500	10,725,475	467,180	412,000
Principal & Interest	-	-	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-	-
Capital Projects	-	-	-	-	-	-	-	-
Total Expenditures	196,920	354,840	781,700	64,620	675,735	11,112,040	472,880	522,170

General Fund (continued) 2020-2021 Estimated Fund Balance	001.4100 Planning	001.4200 Public Services	001.4500 Building & Safety	001.4600 Code Enforcement	001.6000 Parks	001.6010 Graffiti	001.6020 Comm. Vol. Services	001.6100 Trails	Total General Fund
Salaries	445,860	252,700	178,260	187,630	63,950	60,800	39,925	-	2,207,045
Benefits	236,935	136,025	94,800	119,705	44,170	40,045	28,915	-	1,375,355
Operations & Materials	28,735	34,735	19,345	30,005	297,815	21,820	27,860	9,500	1,140,130
Operating Transfers Out	-	-	-	-	51,270	-	-	-	51,270
Contractual Services	216,000	218,000	418,405	87,700	697,795	-	-	-	13,495,810
Principal & Interest	-	-	-	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-	-	-
Capital Projects	-	-	-	-	-	-	-	-	-
Total Expenditures	927,530	641,460	710,810	425,040	1,155,000	122,665	96,700	9,500	18,269,610

Operating Revenues	18,273,955
Operating Transfers In	-
Total Revenues	18,273,955

Fund Balance 07/01/2020		Fund Balance 06/30/2021	
Unreserved, Undesignated	253,737	Unreserved, Undesignated	258,082
Unreserved, Designated Compensated Absences	597,957	Unreserved, Designated Compensated Absences	597,957
Unreserved, Designated Vehicle/Equipment Replacement	475,000	Unreserved, Designated Vehicle/Equipment Replacement	475,000
Unreserved, Designated Technological Enhancements	300,000	Unreserved, Designated Technological Enhancements	300,000
Unreserved, Designated Service Enhancements	2,296,512	Unreserved, Designated Service Enhancements	2,296,512
Unreserved, Designated Continuing Appropriations	470,000	Unreserved, Designated Continuing Appropriations	470,000
Unreserved, Designated Economic Uncertainty	450,000	Unreserved, Designated Economic Uncertainty	450,000
Unreserved, Designated Facilities	1,500,000	Unreserved, Designated Facilities	1,500,000
Unreserved, Designated NPL/OPEB/LMD	700,000	Unreserved, Designated NPL/OPEB/LMD	700,000
Reserved for Advances/Loans/Inventory	999,339	Reserved for Advances/Loans/Inventory	999,339
Total Fund Balance 07/01/2020	8,042,545	Total Fund Balance 06/30/2021	8,046,890

City of Highland
2019-2021 Biennial Budget
Proposed Source of Financing with Estimated Fund Balance

Special Revenue Funds 2019-2020 Estimated Fund Balance	002.8200 Traffic Safety	004.8310 Gas Tax	005.8320 Article 3	006.8400 CDBG	008.8340 Developer Fees	012.8500 Landscape Maint. District	013.8510 Street Light District	015.8530 Comm. Trails District	016.8540 Parks Maint. District
Salaries	-	369,650	-	106,675	25,800	29,210	-	-	29,210
Benefits	-	192,495	-	60,520	1,975	21,635	-	-	21,635
Operations & Materials	-	510,420	-	65,000	-	163,000	308,300	11,000	41,550
Operating Transfers Out	-	-	-	-	-	-	-	-	-
Contractual Services	46,000	380,720	-	-	-	237,140	92,070	15,600	37,380
Principal & Interest	-	-	-	-	-	-	-	-	-
Capital Outlay	-	134,000	-	-	-	-	-	-	-
Capital Projects	-	741,000	290,000	-	6,000	-	-	-	-
Total Expenditures	46,000	2,328,285	290,000	232,195	33,775	450,985	400,370	26,600	129,775
Operating Revenues	46,000	2,446,590	290,000	232,195	90,000	355,000	358,800	10,500	78,000
Operating Transfers In	-	145,025	-	-	-	-	41,570	15,910	51,910
Total Revenues	46,000	2,591,615	290,000	232,195	90,000	355,000	400,370	26,410	129,910
Fund Balance 07/01/2019									
Reserved	1,177	1,708,137	-	-	3,484,567	(51,089)	-	193	134,217
Fund Balance 06/30/2020									
Reserved	1,177	1,971,467	-	-	3,540,792	(147,074)	-	3	134,352

Special Revenue Funds (continued) 2019-2020 Estimated Fund Balance	017.8350 Measure I	020.8440 AQMD	021.8450 COPS	024.8470 Street/Storm Drain Maint.	026.8480 Justice Asst. Grant	027.8490 Grants Fund	028.2050 Paramedic Department	029.2100 Fire Department	030.8495 Major Grants Fund	Total Special Revenue Funds
Salaries	-	-	-	3,465	-	-	-	-	-	564,010
Benefits	-	-	-	1,935	-	-	-	-	-	300,195
Operations & Materials	-	5,000	-	2,000	-	-	169,575	169,025	-	1,444,870
Operating Transfers Out	-	-	-	-	-	-	-	1,624,405	-	1,624,405
Contractual Services	-	34,440	140,000	26,900	20,000	-	1,814,830	3,194,580	-	6,039,660
Principal & Interest	-	-	-	-	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-	-	-	134,000
Capital Projects	26,658,000	353,000	-	45,000	-	17,362,000	-	-	6,093,000	51,548,000
Total Expenditures	26,658,000	392,440	140,000	79,300	20,000	17,362,000	1,984,405	4,988,010	6,093,000	61,655,140
Operating Revenues	23,864,200	74,000	140,000	46,100	20,000	14,365,000	360,000	4,436,325	6,093,000	53,305,710
Operating Transfers In	-	-	-	-	-	-	1,624,405	-	-	1,878,820
Total Revenues	23,864,200	74,000	140,000	46,100	20,000	14,365,000	1,984,405	4,436,325	6,093,000	55,184,530
Fund Balance 07/01/2019										
Reserved	4,830,476	358,212	-	448,240	17,658	13,822,735	-	141,266	-	24,895,790
Unreserved, Designated Capital Projects	-	-	-	-	-	-	-	-	-	-
Unreserved, Designated Economic Uncertainty	-	-	-	-	-	-	-	900,000	-	900,000
Unreserved, Designated Fire Emergency	-	-	-	-	-	-	-	1,000,000	-	1,000,000
Unreserved, Designated Fire Facilities	-	-	-	-	-	-	-	3,351,476	-	3,351,476
Unreserved, Designated Vehicle/Equip Replacement	-	-	-	-	-	-	-	950,000	-	950,000
Total Fund Balance 07/01/2019	4,830,476	358,212	-	448,240	17,658	13,822,735	-	6,342,742	-	31,097,266
Fund Balance 06/30/2020										
Reserved	2,036,676	39,772	-	415,040	17,658	10,825,735	-	141,266	-	18,976,865
Unreserved, Designated Capital Projects	-	-	-	-	-	-	-	-	-	-
Unreserved, Designated Economic Uncertainty	-	-	-	-	-	-	-	348,315	-	348,315
Unreserved, Designated Fire Emergency	-	-	-	-	-	-	-	1,000,000	-	1,000,000
Unreserved, Designated Fire Facilities	-	-	-	-	-	-	-	3,351,476	-	3,351,476
Unreserved, Designated Vehicle/Equip Replacement	-	-	-	-	-	-	-	950,000	-	950,000
Total Fund Balance 06/30/2020	2,036,676	39,772	-	415,040	17,658	10,825,735	-	5,791,057	-	24,626,656

City of Highland
2019-2021 Biennial Budget
Proposed Source of Financing with Estimated Fund Balance

Special Revenue Funds 2020-2021 Estimated Fund Balance	002.8200 Traffic Safety	004.8310 Gas Tax	005.8320 Article 3	006.8400 CDBG	008.8340 Developer Fees	012.8500 Landscape Maint. District	013.8510 Street Light District	015.8530 Comm. Trails District	016.8540 Parks Maint. District
Salaries	-	380,490	-	109,830	26,600	30,050	-	-	30,050
Benefits	-	202,295	-	63,530	2,035	22,685	-	-	22,685
Operations & Materials	-	520,270	-	65,000	-	173,500	283,400	11,000	40,650
Operating Transfers Out	-	-	-	-	-	-	-	-	-
Contractual Services	49,000	366,545	-	-	-	237,140	92,670	15,600	34,780
Principal & Interest	-	-	-	-	-	-	-	-	-
Capital Outlay	-	47,000	-	-	18,000	-	-	-	-
Capital Projects	-	819,000	283,000	337,000	13,000	-	-	-	-
Total Expenditures	49,000	2,335,600	283,000	575,360	59,635	463,375	376,070	26,600	128,165
Operating Revenues	49,000	2,446,590	283,000	575,360	90,000	365,000	358,800	10,700	78,500
Operating Transfers In	-	145,025	-	-	-	-	17,270	15,910	51,270
Total Revenues	49,000	2,591,615	283,000	575,360	90,000	365,000	376,070	26,610	129,770
Fund Balance 07/01/2020									
Reserved	1,177	1,971,467	-	-	3,540,792	(147,074)	-	3	134,352
Fund Balance 06/30/2021									
Reserved	1,177	2,227,482	-	-	3,571,157	(245,449)	-	13	135,957

Special Revenue Funds (continued) 2020-2021 Estimated Fund Balance	017.8350 Measure I	020.8440 AQMD	021.8450 COPS	024.8470 Street/Storm Drain Maint.	026.8480 Justice Asst. Grant	027.8490 Grants Fund	028.2050 Paramedic Department	029.2100 Fire Department	030.8495 Major Grants Fund	Total Special Revenue Funds
Salaries	-	-	-	3,555	-	-	-	-	-	580,575
Benefits	-	-	-	2,030	-	-	-	-	-	315,260
Operations & Materials	-	5,000	-	2,000	-	-	162,125	161,575	-	1,424,520
Operating Transfers Out	-	-	-	-	-	-	-	1,707,265	-	1,707,265
Contractual Services	-	34,440	140,000	26,900	20,000	-	1,905,140	3,349,215	-	6,271,430
Principal & Interest	-	-	-	-	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-	500,000	-	565,000
Capital Projects	2,726,000	41,000	-	-	-	14,054,000	-	-	7,480,000	25,753,000
Total Expenditures	2,726,000	80,440	140,000	34,485	20,000	14,054,000	2,067,265	5,718,055	7,480,000	36,617,050
Operating Revenues	1,442,000	74,000	140,000	46,600	20,000	7,396,000	360,000	4,646,870	7,480,000	25,862,420
Operating Transfers In	-	-	-	-	-	-	1,707,265	-	-	1,936,740
Total Revenues	1,442,000	74,000	140,000	46,600	20,000	7,396,000	2,067,265	4,646,870	7,480,000	27,799,160
Fund Balance 07/01/2020										
Reserved	2,036,676	39,772	-	415,040	17,658	10,825,735	-	141,266	-	18,976,865
Unreserved, Designated Capital Projects	-	-	-	-	-	-	-	-	-	-
Unreserved, Designated Economic Uncertainty	-	-	-	-	-	-	-	348,315	-	348,315
Unreserved, Designated Fire Emergency	-	-	-	-	-	-	-	1,000,000	-	1,000,000
Unreserved, Designated Fire Facilities	-	-	-	-	-	-	-	3,351,476	-	3,351,476
Unreserved, Designated Vehicle/Equip Replacement	-	-	-	-	-	-	-	950,000	-	950,000
Total Fund Balance 07/01/2020	2,036,676	39,772	-	415,040	17,658	10,825,735	-	5,791,057	-	24,626,656
Fund Balance 06/30/2021										
Reserved	752,676	33,332	-	427,155	17,658	4,167,735	-	-	-	11,088,894
Unreserved, Designated Capital Projects	-	-	-	-	-	-	-	-	-	-
Unreserved, Designated Economic Uncertainty	-	-	-	-	-	-	-	-	-	-
Unreserved, Designated Fire Emergency	-	-	-	-	-	-	-	1,000,000	-	1,000,000
Unreserved, Designated Fire Facilities	-	-	-	-	-	-	-	3,269,872	-	3,269,872
Unreserved, Designated Vehicle/Equip Replacement	-	-	-	-	-	-	-	450,000	-	450,000
Total Fund Balance 06/30/2021	752,676	33,332	-	427,155	17,658	4,167,735	-	4,719,872	-	15,808,766

City of Highland
2019-2021 Biennial Budget
Proposed Source of Financing with Estimated Fund Balance

Capital Projects Fund 2019-2020 Estimated Fund Balance	007.8330 Dev. Impact Fees	010.3830 Facilities Construction	014.8520 CFD	023.3890 Gen. Capital Financing	Total Capital Projects Funds
Salaries	-	138,840	-	13,100	151,940
Benefits	-	60,880	-	9,855	70,735
Operations & Materials	-	17,195	9,600	7,585	34,380
Operating Transfers Out	-	-	-	202,505	202,505
Contractual Services	20,000	-	-	447,500	467,500
Principal & Interest	-	-	-	-	-
Capital Outlay	94,100	-	-	465,000	559,100
Capital Projects	1,481,000	4,470,000	-	1,597,000	7,548,000
Total Expenditures	1,595,100	4,686,915	9,600	2,742,545	9,034,160
Operating Revenues	275,000	180,000	9,600	270,000	734,600
Operating Transfers In	-	-	-	-	-
Total Revenues	275,000	180,000	9,600	270,000	734,600
Fund Balance 07/01/2019					
Unreserved, Undesignated	-	-	-	282,908	282,908
Unreserved, Designated Public Improvements	-	-	-	988,000	988,000
Unreserved, Designated Infrastructure	-	-	-	-	-
Unreserved, Designated Capital Projects	8,206,667	10,659,726	-	1,195,000	20,061,393
Unreserved, Designated Fire Facilities	-	-	-	1,750,000	1,750,000
Unreserved, Designated Pavement Rehab Prog.	-	-	-	1,450,000	1,450,000
Reserved for Loans	-	-	-	945,413	945,413
Reserved for Advances to Other Funds	-	-	-	393,872	393,872
Fund Balance 07/01/2019	8,206,667	10,659,726	-	7,005,193	25,871,586
Fund Balance 06/30/2020					
Unreserved, Undesignated	-	-	-	219,863	219,863
Unreserved, Designated Public Improvements	-	-	-	-	-
Unreserved, Designated Infrastructure	-	-	-	-	-
Unreserved, Designated Capital Projects	6,886,567	6,152,811	-	-	13,039,378
Unreserved, Designated Fire Facilities	-	-	-	1,750,000	1,750,000
Unreserved, Designated Pavement Rehab Prog.	-	-	-	1,223,500	1,223,500
Reserved for Loans	-	-	-	945,413	945,413
Reserved for Advances to Other Funds	-	-	-	393,872	393,872
Fund Balance 06/30/2020	6,886,567	6,152,811	-	4,532,648	17,572,026

Capital Projects Fund 2020-2021 Estimated Fund Balance	007.8330 Dev. Impact Fees	010.3830 Facilities Construction	014.8520 CFD	023.3890 Gen. Capital Financing	Total Capital Projects Funds
Salaries	-	143,025	-	13,475	156,500
Benefits	-	64,095	-	10,265	74,360
Operations & Materials	-	17,475	10,100	7,880	35,455
Operating Transfers Out	-	-	-	178,205	178,205
Contractual Services	20,000	-	-	229,000	249,000
Principal & Interest	-	-	-	-	-
Capital Outlay	-	-	-	185,000	185,000
Capital Projects	278,000	1,413,000	-	-	1,691,000
Total Expenditures	298,000	1,637,595	10,100	623,825	2,569,520
Operating Revenues	275,000	160,000	10,100	270,000	715,100
Operating Transfers In	-	-	-	-	-
Total Revenues	275,000	160,000	10,100	270,000	715,100
Fund Balance 07/01/2020					
Unreserved, Undesignated	-	-	-	219,863	219,863
Unreserved, Designated Public Improvements	-	-	-	-	-
Unreserved, Designated Infrastructure	-	-	-	-	-
Unreserved, Designated Capital Projects	6,886,567	6,152,811	-	-	13,039,378
Unreserved, Designated Fire Facilities	-	-	-	1,750,000	1,750,000
Unreserved, Designated Pavement Rehab Prog.	-	-	-	1,223,500	1,223,500
Reserved for Loans	-	-	-	945,413	945,413
Reserved for Advances to Other Funds	-	-	-	393,872	393,872
Fund Balance 07/01/2020	6,886,567	6,152,811	-	4,532,648	17,572,026
Fund Balance 06/30/2021					
Unreserved, Undesignated	-	-	-	180,038	180,038
Unreserved, Designated Public Improvements	-	-	-	-	-
Unreserved, Designated Infrastructure	-	-	-	-	-
Unreserved, Designated Capital Projects	6,863,567	4,675,216	-	-	11,538,783
Unreserved, Designated Fire Facilities	-	-	-	1,750,000	1,750,000
Unreserved, Designated Pavement Rehab Prog.	-	-	-	909,500	909,500
Reserved for Loans	-	-	-	945,413	945,413
Reserved for Advances to Other Funds	-	-	-	393,872	393,872
Fund Balance 06/30/2021	6,863,567	4,675,216	-	4,178,823	15,717,606

City of Highland
2019-2021 Biennial Budget
Proposed Source of Financing with Estimated Fund Balance

Internal Service Funds 2019-2020 Estimated Fund Balance	041.9500 Insurance	042.9510 Building Services	Total Internal Service Funds
Salaries	57,630	51,805	109,435
Benefits	48,535	32,080	80,615
Operations & Materials	416,950	139,495	556,445
Operating Transfers Out	-	-	-
Contractual Services	-	56,360	56,360
Principal & Interest	-	-	-
Capital Outlay	-	-	-
Capital Projects	-	-	-
Total Expenditures	523,115	279,740	802,855
Operating Revenues	523,115	54,365	577,480
Operating Transfers In	-	-	-
Total Revenues	523,115	54,365	577,480
 Fund Balance 07/01/2019			
Reserved	3,075,554	790,252	3,865,806
 Fund Balance 06/30/2020			
Reserved	3,075,554	564,877	3,640,431

Internal Service Funds 2020-2021 Estimated Fund Balance	041.9500 Insurance	042.9510 Building Services	Total Internal Service Funds
Salaries	59,340	53,175	112,515
Benefits	52,125	33,650	85,775
Operations & Materials	432,700	142,105	574,805
Operating Transfers Out	-	-	-
Contractual Services	-	51,480	51,480
Principal & Interest	-	-	-
Capital Outlay	-	-	-
Capital Projects	-	-	-
Total Expenditures	544,165	280,410	824,575
Operating Revenues	544,165	51,455	595,620
Operating Transfers In	-	-	-
Total Revenues	544,165	51,455	595,620
 Fund Balance 07/01/2020			
Reserved	3,075,554	564,877	3,640,431
 Fund Balance 06/30/2021			
Reserved	3,075,554	335,922	3,411,476

**Housing Authority (HA)
2019-2021 Biennial Budget
Proposed Source of Financing with Estimated Fund Balance**

Housing Authority Special Revenue Fund 2019-2020 Estimated Fund Balance	070.7000 Housing Authority
Salaries	97,900
Benefits	40,565
Operations & Materials	12,720
Operating Transfers Out	-
Contractual Services	105,000
Principal & Interest	-
Capital Outlay	-
Capital Projects	-
Total Expenditures	<u>256,185</u>
Operating Revenues	204,500
Operating Transfers In	-
Total Revenues	<u>204,500</u>
Fund Balance 07/01/2019	
Reserved	4,554,600
Fund Balance 06/30/2020	
Reserved	4,502,915

Housing Authority Special Revenue Fund 2020-2021 Estimated Fund Balance	070.7000 Housing Authority
Salaries	100,870
Benefits	42,720
Operations & Materials	12,990
Operating Transfers Out	-
Contractual Services	55,000
Principal & Interest	-
Capital Outlay	-
Capital Projects	-
Total Expenditures	<u>211,580</u>
Operating Revenues	204,500
Operating Transfers In	-
Total Revenues	<u>204,500</u>
Fund Balance 07/01/2020	
Reserved	4,502,915
Fund Balance 06/30/2021	
Reserved	4,495,835

**Successor Agency to the Redevelopment Agency (SARDA)
2019-2021 Biennial Budget
Proposed Source of Financing with Estimated Fund Balance**

Successor Agency to the Redevelopment Agency (SARDA) Funds 2019-2020 Estimated Fund Balance	082.8020 RPTTF	089.8090 Debt Service	Total Successor Agency Funds
Salaries	-	-	-
Benefits	-	-	-
Operations & Materials	-	4,355	4,355
Operating Transfers Out	3,678,215	-	3,678,215
Contractual Services	-	15,210	15,210
Principal & Interest	-	3,658,650	3,658,650
Capital Outlay	-	-	-
Capital Projects	-	-	-
Total Expenditures	<u>3,678,215</u>	<u>3,678,215</u>	<u>7,356,430</u>
Operating Revenues	3,678,215	-	3,678,215
Operating Transfers In	-	3,678,215	3,678,215
Total Revenues	<u>3,678,215</u>	<u>3,678,215</u>	<u>7,356,430</u>
Fund Balance 07/01/2019			
Reserved	2,135,281	1,168,072	3,303,353
Fund Balance 06/30/2020			
Reserved	2,135,281	1,168,072	3,303,353

Successor Agency to the Redevelopment Agency (SARDA) Funds 2020-2021 Estimated Fund Balance	082.8020 RPTTF	089.8090 Debt Service	Total Successor Agency Funds
Salaries	-	-	-
Benefits	-	-	-
Operations & Materials	-	4,485	4,485
Operating Transfers Out	3,677,195	-	3,677,195
Contractual Services	-	15,355	15,355
Principal & Interest	-	3,657,355	3,657,355
Capital Outlay	-	-	-
Capital Projects	-	-	-
Total Expenditures	<u>3,677,195</u>	<u>3,677,195</u>	<u>7,354,390</u>
Operating Revenues	3,677,195	-	3,677,195
Operating Transfers In	-	3,677,195	3,677,195
Total Revenues	<u>3,677,195</u>	<u>3,677,195</u>	<u>7,354,390</u>
Fund Balance 07/01/2020			
Reserved	2,135,281	1,168,072	3,303,353
Fund Balance 06/30/2021			
Reserved	2,135,281	1,168,072	3,303,353

**City of Highland
2019-2021 Biennial Budget
Consolidated Overview**

**Housing Authority
2019-2021 Biennial Budget
Consolidated Overview**

**Successor Agency
2019-2021 Biennial Budget
Consolidated Overview**

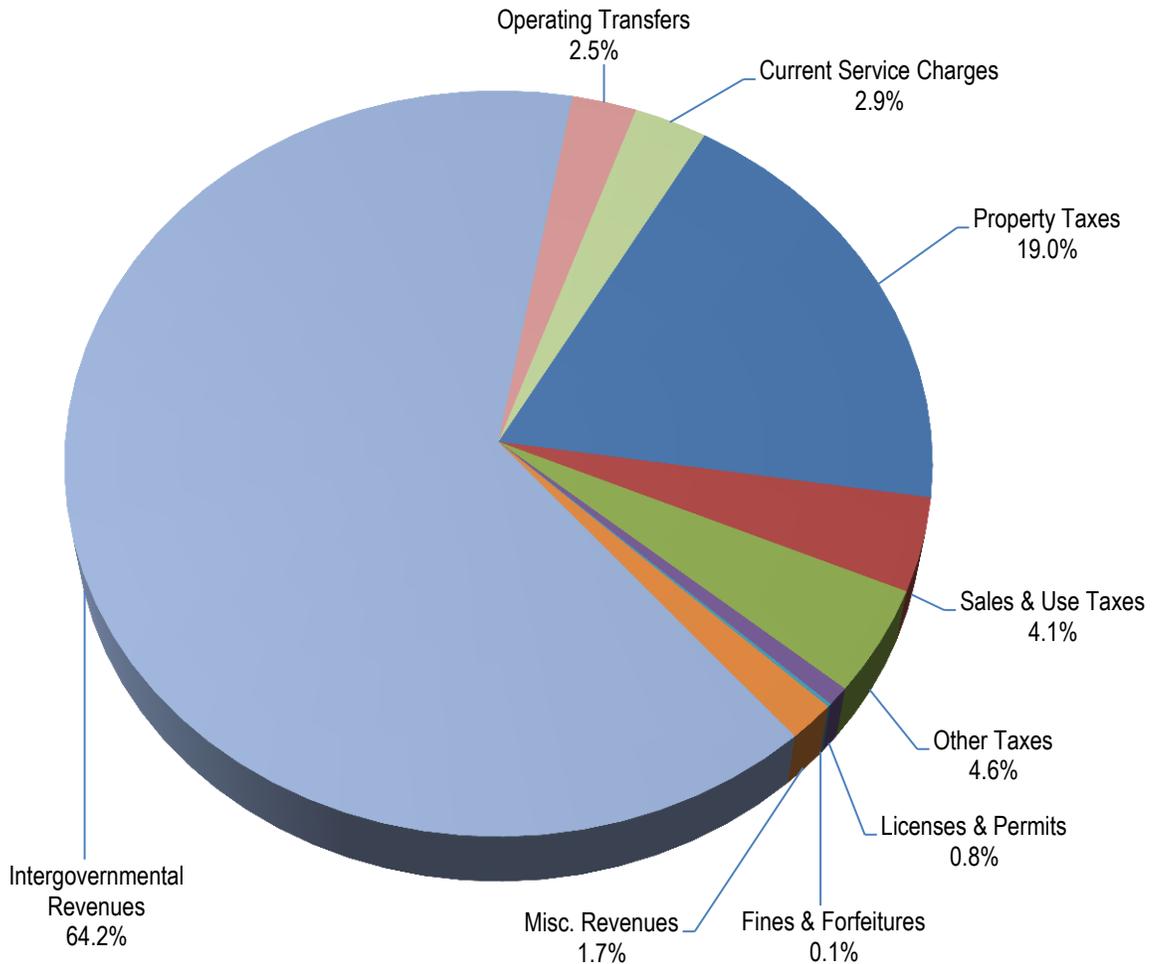
	Fiscal Year 2019/2020	Fiscal Year 2020/2021
Beginning Fund Balance:	68,872,954	53,881,659
Revenues by Source:		
Taxes	20,513,605	21,369,370
Licenses & Permits	595,155	603,905
Fines & Forfeitures	106,000	109,000
Miscellaneous Revenues	1,250,500	1,257,000
Intergovernmental Revenue	47,553,485	19,902,450
Current Service Charges	2,142,830	2,205,370
Operating Transfers In	1,878,820	1,936,740
Total Revenues	<u>74,040,395</u>	<u>47,383,835</u>
Expenditures by Object:		
Salaries & Wages	2,970,705	3,056,635
Benefits	1,765,490	1,850,750
Operations & Materials	3,157,490	3,174,910
Contractual Services	19,464,145	20,067,720
Debt Service	-	-
Capital Outlay	699,040	750,000
Capital Projects	59,096,000	27,444,000
Operating Transfers Out	1,878,820	1,936,740
Total Expenditures	<u>89,031,690</u>	<u>58,280,755</u>
Ending Fund Balance:	<u>53,881,659</u>	<u>42,984,739</u>

	Fiscal Year 2019/2020	Fiscal Year 2020/2021
Beginning Fund Balance:	4,554,600	4,502,915
Revenues by Source:		
Taxes	-	-
Licenses & Permits	-	-
Fines & Forfeitures	-	-
Miscellaneous Revenues	204,500	204,500
Intergovernmental Revenue	-	-
Current Service Charges	-	-
Operating Transfers In	-	-
Total Revenues	<u>204,500</u>	<u>204,500</u>
Expenditures by Object:		
Salaries & Wages	97,900	100,870
Benefits	40,565	42,720
Operations & Materials	12,720	12,990
Contractual Services	105,000	55,000
Debt Service	-	-
Capital Outlay	-	-
Capital Projects	-	-
Operating Transfers Out	-	-
Total Expenditures	<u>256,185</u>	<u>211,580</u>
Ending Fund Balance:	<u>4,502,915</u>	<u>4,495,835</u>

	Fiscal Year 2019/2020	Fiscal Year 2020/2021
Beginning Fund Balance:	3,303,353	3,303,353
Revenues by Source:		
Taxes	3,678,215	3,677,195
Licenses & Permits	-	-
Fines & Forfeitures	-	-
Miscellaneous Revenues	-	-
Intergovernmental Revenue	-	-
Current Service Charges	-	-
Operating Transfers In	3,678,215	3,677,195
Total Revenues	<u>7,356,430</u>	<u>7,354,390</u>
Expenditures by Object:		
Salaries & Wages	-	-
Benefits	-	-
Operations & Materials	4,355	4,485
Contractual Services	15,210	15,355
Debt Service	3,658,650	3,657,355
Capital Outlay	-	-
Capital Projects	-	-
Operating Transfers Out	3,678,215	3,677,195
Total Expenditures	<u>7,356,430</u>	<u>7,354,390</u>
Ending Fund Balance:	<u>3,303,353</u>	<u>3,303,353</u>



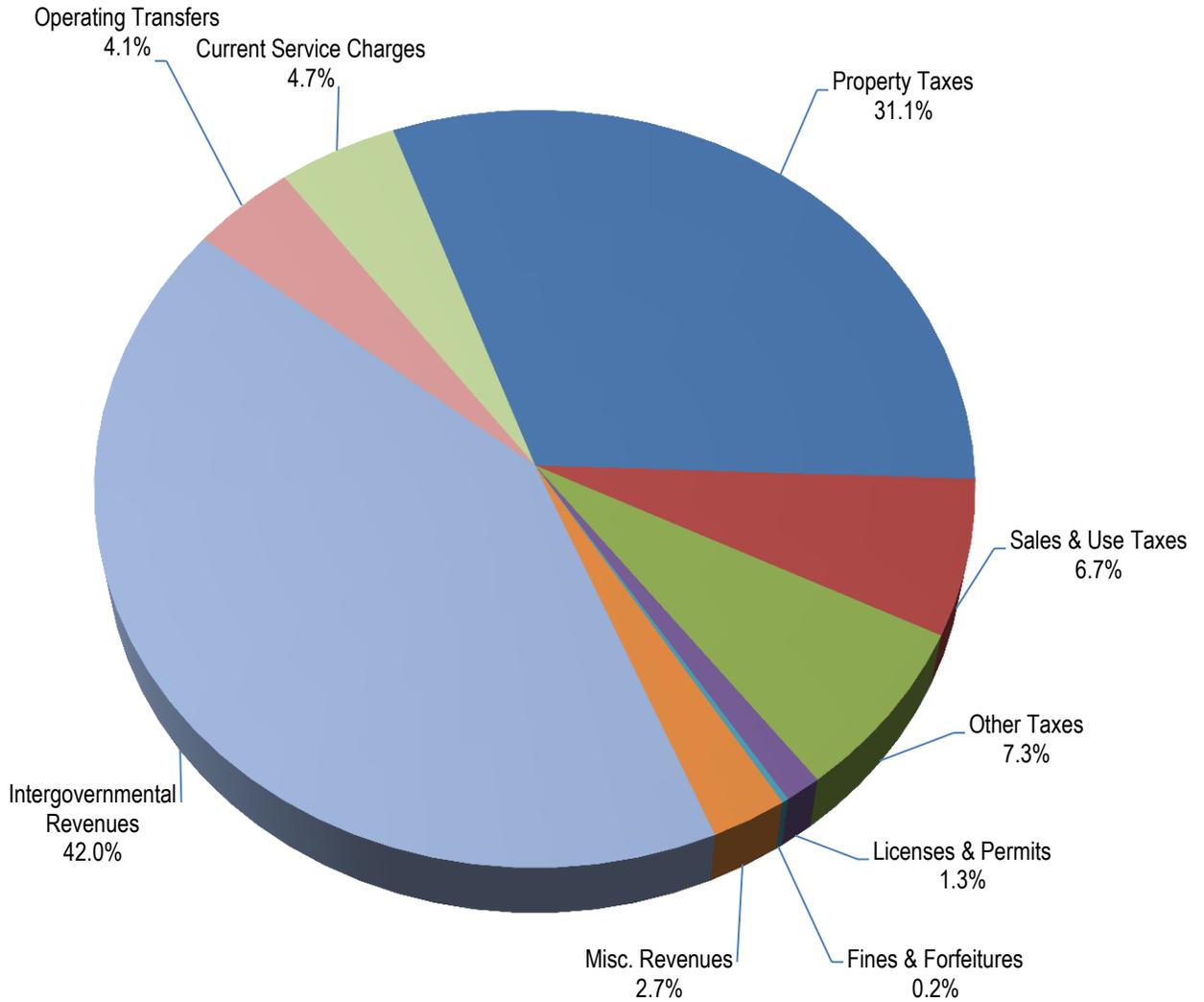
CITY REVENUES BY SOURCE 2019-2020



Property Taxes	\$14,097,205
Sales & Use Taxes	3,006,000
Other Taxes	3,410,400
Licenses & Permits	595,155
Fines & Forfeitures	106,000
Misc. Revenues	1,250,500
Intergovernmental Revenues	47,553,485
Operating Transfers	1,878,820
Current Service Charges	<u>2,142,830</u>
Total	\$74,040,395



CITY REVENUES BY SOURCE 2020-2021



Property Taxes	\$14,746,595
Sales & Use Taxes	3,156,000
Other Taxes	3,466,775
Licenses & Permits	603,905
Fines & Forfeitures	109,000
Misc. Revenues	1,257,000
Intergovernmental Revenues	19,902,450
Operating Transfers	1,936,740
Current Service Charges	<u>2,205,370</u>
Total	\$47,383,835



City-Revenues by Source

Acct #	Account Name	2016-2017 Actual (Audited)	2017-2018 Actual (Audited)	2018-2019 Adjusted Budget	2018-2019 Year End Estimate	2019-2020 Adopted Budget	2020-2021 Adopted Budget
TAXES:							
7010	SECURED PROPERTY TAX	6,476,463	6,770,966	7,905,815	7,960,915	8,330,705	8,717,270
7020	UNSECURED PROPERTY TAX	229,809	219,741	-	-	-	-
7030	SUPPLEMENTAL SECURED PROPERTY TAX	136,886	155,786	-	-	-	-
7040	SUPPLEMENTAL UNSECURED PROPERTY TAX	12,542	17,074	-	-	-	-
7050	UTILITY UNITARY TAX	87,896	92,731	-	-	-	-
7060	HOMEOWNERS EXEMPTION	69,155	65,033	-	-	-	-
7070	INTEREST, PENALTIES & DELINQUENT	59,212	41,528	-	-	-	-
7075	RESIDUAL BALANCE	756,305	1,467,859	1,025,655	1,088,000	1,142,400	1,199,525
7085	PROPERTY TAX-PARAMEDIC TAX	349,997	359,757	357,000	360,000	360,000	360,000
7090	PROPERTY TAX-VLF	4,499,213	4,720,480	5,006,190	5,006,190	5,256,500	5,519,325
7100	SALES & USE TAX	2,268,543	2,702,065	2,696,025	2,865,000	3,006,000	3,156,000
7110	EXTRACTION TAX	364,053	368,421	350,000	300,000	300,000	300,000
7205	TRANSPORTATION TAX-ARTICLE 3	602,120	488,148	755,000	230,000	290,000	283,000
7300	TRANSIENT OCCUPANCY TAX	302,330	179,088	285,000	43,000	43,000	43,000
7400	FRANCHISE FEES-GAS	85,963	82,179	85,000	85,000	85,000	85,000
7401	FRANCHISE FEES-ELECTRIC	294,130	315,868	315,000	315,000	315,000	315,000
7402	FRANCHISE FEES-CABLE	485,125	439,935	510,000	405,000	400,000	385,000
7403	FRANCHISE FEES-REFUSE	587,837	594,232	570,000	590,000	600,000	610,000
7404	FRANCHISE FEES-KIOSK SIGNS	8,885	6,110	-	5,000	5,000	5,000
7413	FRANCHISE FEES-REFUSE HHW	73,480	64,078	72,500	73,750	75,000	76,250
7450	BUSINESS LICENSE FEE	158,547	184,306	150,000	155,000	155,000	165,000
7451	MASSAGE PARLOR LICENSE FEE	870	1,240	-	-	-	-
7452	BUSINESS LICENSE-RESIDENTIAL RENTALS	13,608	4,302	10,000	-	-	-
7460	PROPERTY TRANSFER TAX	137,784	160,480	130,000	150,000	150,000	150,000
	TOTAL TAXES	18,060,752	19,501,408	20,223,185	19,631,855	20,513,605	21,369,370
LICENSES & PERMITS:							
7510	ANIMAL LICENSE FEE	53,350	58,868	55,000	55,000	55,000	55,000
7600	BUILDING PERMITS-INSPECTION FEES	519,052	618,952	470,000	415,000	383,655	387,405
7610	BUILDING PERMITS-PLAN CHECK FEES	121,186	148,123	142,500	116,000	145,500	150,500
7620	BUILDING PERMITS-SMIP	2,844	19,338	2,000	2,000	2,000	2,000
7630	BUILDING PERMITS-BSAR FUND	1,601	2,822	1,000	1,000	1,000	1,000
7700	YARD SALE PERMITS	7,762	7,640	8,000	8,000	8,000	8,000
	TOTAL LICENSES & PERMITS	705,796	855,744	678,500	597,000	595,155	603,905
FINES & FORFEITURES:							
8100	VEHICLE CODE FINES-CVC	50,996	19,704	67,000	37,000	46,000	49,000
8150	PARKING CITATIONS	7,909	15,302	6,000	6,000	20,000	20,000
8160	ADMINISTRATIVE HEARING FEE	800	-	-	-	-	-
8200	GENERAL FINES	10,712	11,224	5,000	10,000	10,000	10,000
8201	CODE ENFORCEMENT FINES	37,262	54,838	55,000	10,000	10,000	10,000
8202	ADMINISTRATIVE CITATION PROGRAM	31,979	14,247	35,000	20,000	20,000	20,000
8252	BOOKING FEE REIMBURSEMENT	230	1,064	-	-	-	-
	TOTAL FINES & FORFEITURES	139,888	116,380	168,000	83,000	106,000	109,000
MISCELLANEOUS REVENUE:							
8600	INTEREST	599,796	830,538	312,850	1,107,400	1,079,100	1,068,100
8605	REFUSE PENALTIES & INTEREST	14,323	7,154	12,500	7,500	2,500	2,500
8710	LAND RENTAL	99,926	106,068	102,000	102,000	104,000	121,000
8900	MISCELLANEOUS	181,000	274,028	28,100	30,050	56,400	56,900
8910	VOLUNTEER DONATIONS	7,840	9,960	8,500	8,500	8,500	8,500
	TOTAL MISCELLANEOUS REVENUE	902,885	1,227,749	463,950	1,255,450	1,250,500	1,257,000

City-Revenues by Source

Acct #	Account Name	2016-2017 Actual (Audited)	2017-2018 Actual (Audited)	2018-2019 Adjusted Budget	2018-2019 Year End Estimate	2019-2020 Adopted Budget	2020-2021 Adopted Budget
INTERGOVERNMENTAL REVENUE:							
9010	MOTOR VEHICLE IN-LIEU TAX	24,032	28,623	-	26,285	25,000	25,000
9100	GAS TAX-2106	188,500	189,626	197,000	193,365	192,215	192,215
9110	GAS TAX-2107	382,160	384,036	410,900	402,520	400,045	400,045
9120	GAS TAX-2107.5	7,500	7,500	7,500	7,500	7,500	7,500
9131	MEASURE I 2010-2040	910,362	951,875	875,000	955,000	993,200	1,032,000
9135	SBCTA	-	-	6,541,000	-	22,738,000	277,000
9140	GAS TAX-2105	301,427	295,086	318,050	306,480	304,650	304,650
9145	GAS TAX-2103	143,181	211,757	219,080	194,250	567,040	567,040
9210	STATE-OTHER	563,432	154,054	8,786,500	3,812,300	4,672,500	2,012,500
9215	STATE-SLPP	47,387	-	-	-	-	-
9225	FEDERAL GRANT	666,057	364,882	2,691,000	2,691,000	6,093,000	7,480,000
9300	COMMUNITY DEVELOPMENT BLOCK GRANT	170,682	908,286	-	178,200	232,195	575,360
9311	METROPOLITAN WATER DISTRICT	-	-	-	-	-	-
9312	OMNI-TRANS	13,663	-	-	-	-	-
9314	IVDA	-	25,769	-	-	572,000	100,000
9317	AQMD AB 2766	68,504	69,684	69,000	70,000	70,000	70,000
9318	CITY OF SAN BERNARDINO	-	129,295	-	-	1,387,000	1,044,000
9319	EVWD PROJECT REIMBURSEMENT	111,832	-	-	-	9,000	-
9320	ROAD MAINTENANCE & REHAB ACCOUNT	-	318,625	172,185	868,345	906,385	906,385
9321	SB CO. FLOOD CONTROL PROJECT REIMBURSEMENT	-	-	-	-	7,700,000	-
9322	SAN BERNARDINO COUNTY	-	-	1,943,000	-	-	-
9323	PROP 1B	-	-	-	-	-	-
9324	CITY OF REDLANDS PROJECT REIMBURSEMENT	8,662	151,489	-	-	22,000	62,000
9325	ARTICLE 19 WDA	32,083	38,751	30,000	35,000	40,000	40,000
9327	SO. CAL. EDISON PROJECT REIMBURSEMENT	-	-	-	-	-	-
9328	SAN MANUEL COMMUNITY CREDIT FUNDS	-	5,853,000	-	4,678,000	-	4,175,000
9329	TCRF-PROP 42-SB 1	-	61,817	-	61,755	61,755	61,755
9331	SAN MANUEL TOT IN-LIEU	-	-	-	225,000	225,000	225,000
9335	SB 90 STATE MANDATE REIMBURSEMENTS	13,495	32,034	20,000	23,275	30,000	30,000
9350	COPS GRANT	129,365	139,490	125,000	140,000	140,000	140,000
9355	INDIAN GAMING GRANT	-	-	-	-	-	-
9360	JUSTICE ASSISTANCE GRANT	18,831	-	20,000	20,000	20,000	20,000
9380	SAN BERNARDINO UNIFIED SCHOOL DIST	-	-	5,000	-	-	-
9400	FEMA	-	-	-	-	-	-
9410	PASS THRU-FIRE DEPARTMENT	114,649	125,477	135,000	135,000	145,000	155,000
	TOTAL INTERGOVERNMENTAL REVENUE	3,915,807	10,441,156	22,565,215	15,023,275	47,553,485	19,902,450
CURRENT SERVICE CHARGES:							
9510	PLANNING FEES-ZONING/GPA	-	87	-	-	-	-
9511	PLANNING FEES-TENTATIVE PARCEL MAP	5,200	280	-	-	-	-
9512	PLANNING FEES-MINOR/MAJOR VARIANCE	55,326	-	-	-	-	-
9513	PLANNING FEES-DESIGN REVIEW	-	56,017	-	-	-	-
9514	PLANNING FEES-CONDITIONAL USE PERMIT	82,407	51,646	-	-	-	-
9515	PLANNING FEES-TENTATIVE TRACT MAP	-	-	-	-	-	-
9516	PLANNING FEES-LOT LINE ADJUSTMENT	1,765	3,670	-	-	-	-
9517	PLANNING FEES-OTHER	105,008	113,040	260,000	260,000	288,900	297,500
9518	PLANNING FEES-APPEALS/HEARINGS	2,055	160	-	-	-	-
9519	PLANNING FEES-TEMPORARY OCCUPANCY PERMIT	385	80	-	-	-	-
9520	ENGINEERING FEES-PLAN CHECKS	164,380	114,476	-	-	-	-
9521	ENGINEERING FEES-INSPECTIONS	126,088	132,952	240,000	255,000	285,000	295,000
9522	ENGINEERING FEES-STREET OPENING PERMITS	-	-	-	-	-	-
9523	ENGINEERING FEES-OTHER	1,514	2,040	-	-	-	-

City-Revenues by Source

Acct #	Account Name	2016-2017 Actual (Audited)	2017-2018 Actual (Audited)	2018-2019 Adjusted Budget	2018-2019 Year End Estimate	2019-2020 Adopted Budget	2020-2021 Adopted Budget
9524	NPDES INSPECTION FEES	1,625	7,555	1,000	1,000	1,000	1,000
9525	PARK FEES	1,840	-	1,500	1,500	1,500	1,500
9526	POLICE DEPARTMENT FEES	174,565	179,706	170,000	180,000	184,000	195,000
9527	FIRE DEPARTMENT FEES	448,574	466,455	474,000	487,000	497,000	507,000
9528	CITATION SIGN OFF FEES	325	253	-	-	-	-
9529	REPOSSESSION RELEASE FEES	3,240	990	-	-	-	-
9531	WITNESS FEES	15	70	-	-	-	-
9532	SELF HAULER FEES	1,540	1,330	2,000	1,000	1,000	1,000
9534	DELINQUENT REFUSE ADMIN FEES	58,339	49,910	70,000	30,000	25,000	20,000
9536	LIVESCAN SERVICE FEES	510	442	1,250	1,250	1,250	1,250
9538	FORECLOSURE REGISTRATION FEES	2,890	1,800	4,000	2,000	2,000	2,000
9539	PAVEMENT IMPACT FEES	-	-	-	100,000	100,000	100,000
9540	RECORDATION OF DOCUMENT FEES	8,673	6,975	10,000	5,000	5,000	5,000
9541	BURRTEC CODE ENFORCEMENT FEES	-	-	-	75,000	100,700	104,500
9543	MICROFILM FEES	8,443	9,642	10,000	-	-	-
9545	FALSE ALARM FEES	-	1,980	-	-	-	-
9550	CANDIDATES STATEMENT DEPOSIT	1,850	60	-	-	-	-
9598	BUILDING SERVICES DEPARTMENT CHARGE	10,875	35,775	37,005	37,005	36,365	36,455
9599	INSURANCE DEPARTMENT CHARGE	374,443	322,076	457,880	457,880	427,115	446,165
9630	SALE OF MISCELLANEOUS COPIES	1,823	285	1,500	1,500	1,500	1,500
9631	POLICE STATION REPORTS	648	821	500	500	500	500
9632	VEHICLE STORAGE FEES	23,680	36,335	20,000	35,000	35,000	40,000
9633	NOTARY FEES	60	300	-	-	-	-
9635	RETURNED CHECK CHARGE FEES	-	120	-	-	-	-
9640	DEVELOPER FEES-BASE LINE	-	-	-	-	-	-
9647	DEVELOPER FEES-STREET/TREES	17,948	11,711	-	-	-	-
9648	DEVELOPER FEES-SIGNALS	-	3,285	-	-	-	-
9651	DEVELOPER FEES-MEDIAN	100,656	69,239	-	-	-	-
9653	DEVELOPER FEES-UNDERGROUND UTILITIES	53,257	25,868	-	-	-	-
9700	DEV IMPACT FEES-POLICE FACILITIES	27,745	28,247	-	-	-	-
9701	DEV IMPACT FEES-FIRE FACILITIES	97,486	88,482	-	-	-	-
9702	DEV IMPACT FEES-GENERAL FACILITIES	121,645	122,987	-	-	-	-
9703	DEV IMPACT FEES-PARKS & RECREATION FACILITIES	450,840	406,509	-	-	-	-
9710	DEV IMPACT FEES-UNALLOCATED FACILITIES	-	-	150,000	600,000	150,000	150,000
9711	DEV IMPACT FEES-LIBRARY FACILITIES	111,066	111,743	-	-	-	-
9712	DEV IMPACT FEES-LOCAL CIRCULATION	433,981	408,435	-	-	-	-
9713	DEV IMPACT FEES-REGIONAL FLOOD	98,846	91,013	-	-	-	-
9714	DEV IMPACT FEES-PUBLIC USE	138,433	139,278	-	-	-	-
9715	DEV IMPACT FEES-REGIONAL CIRC DEL ROSA	43,962	42,073	-	-	-	-
9716	DEV IMPACT FEES-REGIONAL CIRC BASE LINE	100,381	96,067	-	-	-	-
9717	DEV IMPACT FEES-REGIONAL CIRC FIFTH STREET	98,671	94,431	-	-	-	-
9718	DEV IMPACT FEES-REGIONAL ARTERIALS	978,165	936,128	-	-	-	-
9720	INCLUSIONARY HOUSING	-	-	-	-	-	-
9901	OPERATING TRANSFER IN-GENERAL FUND	840,743	841,022	47,930	47,930	51,910	51,270
9923	OPERATING TRANSFER IN-GEN. CAPITAL FINANCING	193,752	176,291	-	342,550	202,505	178,205
9929	OPERATING TRANSFER IN-FIRE DEPARTMENT	983,236	1,173,707	1,679,405	1,223,995	1,624,405	1,707,265
	TOTAL CURRENT SERVICE CHARGES	6,558,898	6,463,844	3,637,970	4,145,110	4,021,650	4,142,110
TOTAL CITY REVENUES BY SOURCE		30,284,026	38,606,280	47,736,820	40,735,690	74,040,395	47,383,835

Housing Authority-Revenues by Source

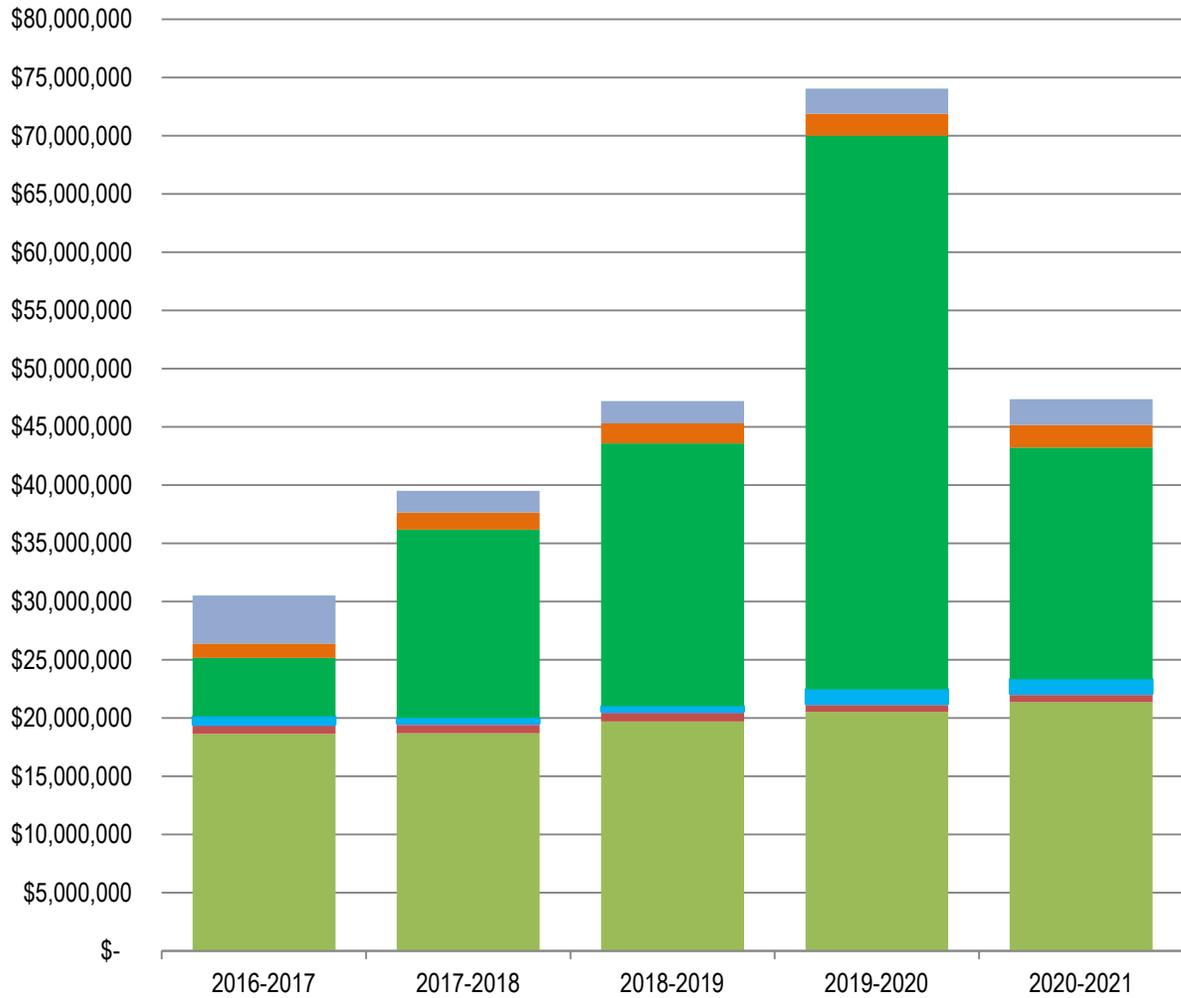
Acct #	Account Name	2016-2017 Actual (Audited)	2017-2018 Actual (Audited)	2018-2019 Adjusted Budget	2018-2019 Year End Estimate	2019-2020 Adopted Budget	2020-2021 Adopted Budget
MISCELLANEOUS REVENUE:							
8600	INTEREST	68,656	58,808	7,300	80,000	80,000	80,000
8650	PERCENTAGE RENTS	120,000	120,000	120,000	120,000	120,000	120,000
8900	MISCELLANEOUS	4,599	4,599	4,500	4,500	4,500	4,500
8905	PAYOFF DEMANDS	-	74,578	-	-	-	-
	TOTAL MISCELLANEOUS REVENUE	193,254	257,984	131,800	204,500	204,500	204,500
TOTAL HOUSING AUTHORITY REVENUES BY SOURCE		193,254	257,984	131,800	204,500	204,500	204,500

SARDA-Revenues by Source

Acct #	Account Name	2016-2017 Actual (Audited)	2017-2018 Actual (Audited)	2018-2019 Adjusted Budget	2018-2019 Year End Estimate	2019-2020 Adopted Budget	2020-2021 Adopted Budget
TAXES:							
7010	SECURED PROPERTY TAX	4,063,352	2,383,595	4,216,880	4,216,880	3,678,215	3,677,195
	TOTAL TAXES	4,063,352	2,383,595	4,216,880	4,216,880	3,678,215	3,677,195
MISCELLANEOUS REVENUE:							
8600	INTEREST	4,622	129,480	-	-	-	-
8900	MISCELLANEOUS	-	605	-	-	-	-
	TOTAL MISCELLANEOUS REVENUE	4,622	130,085	-	-	-	-
CURRENT SERVICE CHARGES:							
9850	PROCEEDS OF LONG TERM DEBT	-	32,409,794	-	-	-	-
9982	OPERATING TRANSFER IN-SARDA RPTTF	4,208,926	3,500,970	4,216,880	4,216,880	3,678,215	3,677,195
	TOTAL CURRENT SERVICE CHARGES	4,208,926	35,910,764	4,216,880	4,216,880	3,678,215	3,677,195
TOTAL SARDA REVENUES BY SOURCE		8,276,900	38,424,443	8,433,760	8,433,760	7,356,430	7,354,390



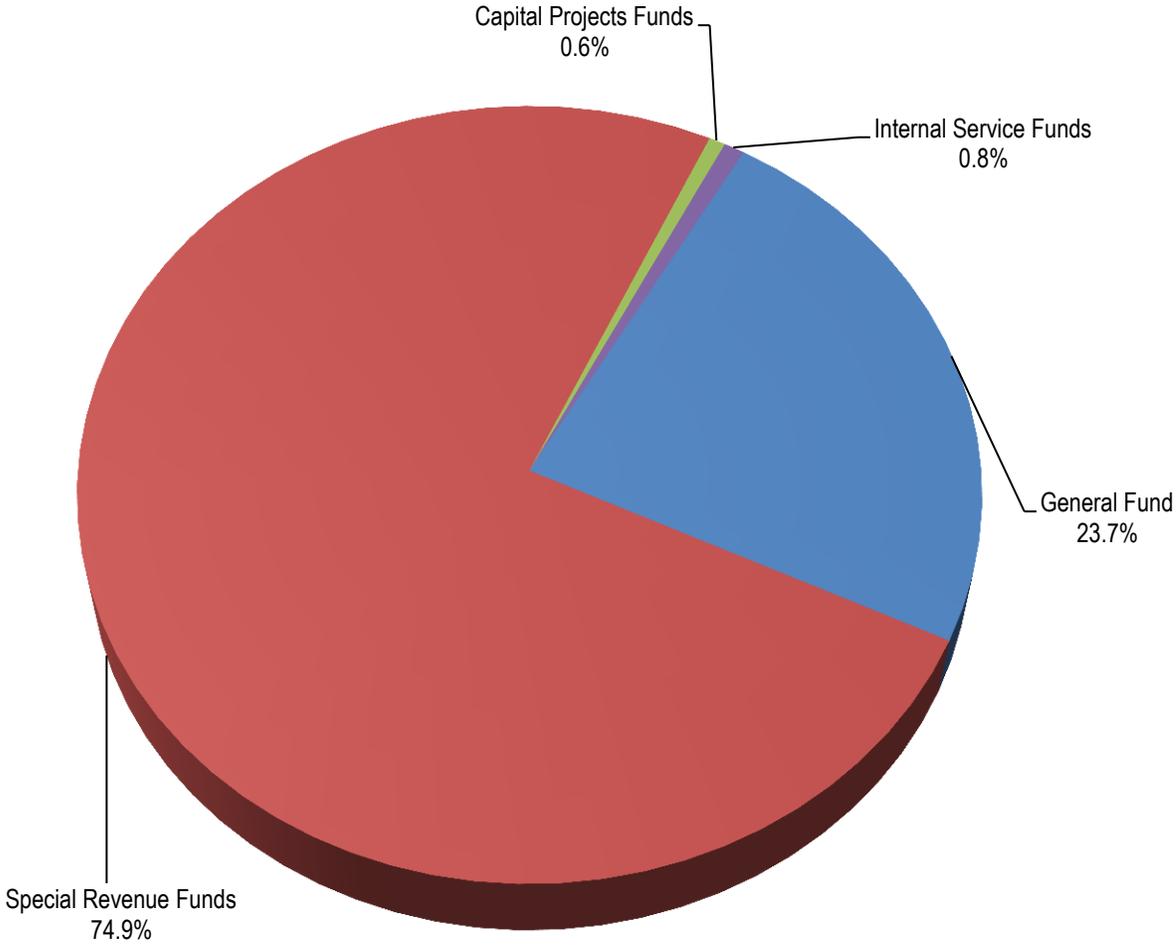
CITY REVENUES BY SOURCE HISTORY



	<u>2016-2017</u>	<u>2017-2018</u>	<u>2018-2019</u>	<u>2019-2020</u>	<u>2020-2021</u>
Taxes	18,645,005	18,693,045	19,710,780	20,513,605	21,369,370
Licenses & Permits	632,750	678,500	678,500	595,155	603,905
Fines & Forfeitures	164,500	168,000	168,000	106,000	109,000
Misc. Revenue	711,910	471,950	463,950	1,250,500	1,257,000
Intergovernmental Rev.	5,006,880	16,176,315	22,565,215	47,553,485	19,902,450
Operating Transfers	1,242,955	1,460,935	1,727,335	1,878,820	1,936,740
Current Service Charges	4,107,940	1,878,310	1,910,635	2,142,830	2,205,370
Total	\$30,511,940	\$39,527,055	\$47,224,415	\$74,040,395	\$47,383,835



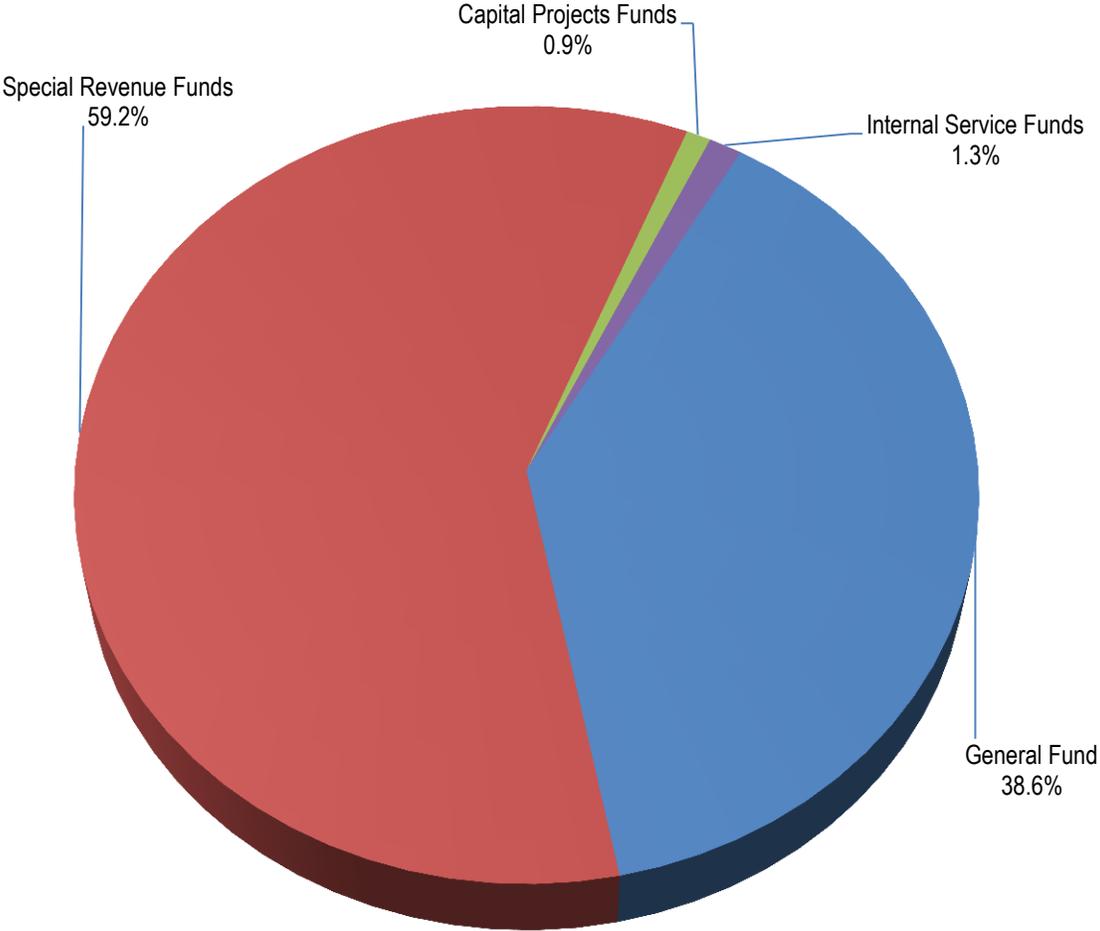
CITY REVENUES BY FUND 2019-2020



General Fund	\$17,543,785
Special Revenue Funds	55,459,530
Capital Projects Funds	459,600
Internal Service Funds	<u>577,480</u>
Total	\$74,040,395



CITY REVENUES BY FUND 2020-2021



General Fund	\$18,273,955
Special Revenue Funds	28,074,160
Capital Projects Funds	440,100
Internal Service Funds	<u>595,620</u>
Total	\$47,383,835



General Fund

Acct #	General Fund-001	2016-2017 Actual (Audited)	2017-2018 Actual (Audited)	2018-2019 Adjusted Budget	2018-2019 Year End Estimate	2019-2020 Adopted Budget	2020-2021 Adopted Budget
TAXES:							
7010	SECURED PROPERTY TAX	3,328,165	3,482,479	4,167,835	4,167,835	4,376,230	4,595,045
7020	UNSECURED PROPERTY TAX	134,048	128,175	-	-	-	-
7030	SUPPLEMENTAL SECURED PROPERTY TAX	79,845	90,870	-	-	-	-
7040	SUPPLEMENTAL UNSECURED PROPERTY TAX	7,316	9,959	-	-	-	-
7050	UTILITY UNITARY TAX	51,270	54,090	-	-	-	-
7060	HOMEOWNERS EXEMPTION	69,155	65,033	-	-	-	-
7070	INTEREST, PENALTIES & DELINQUENT	34,538	24,223	-	-	-	-
7075	RESIDUAL BALANCE	446,220	866,037	631,000	631,000	662,550	695,680
7090	PROPERTY TAX-VEHICLE LICENSE FEE	4,499,213	4,720,480	5,006,190	5,006,190	5,256,500	5,519,325
7100	SALES & USE TAX	2,268,543	2,702,065	2,696,025	2,865,000	3,006,000	3,156,000
7110	EXTRACTION TAX	364,053	368,421	350,000	300,000	300,000	300,000
7300	TRANSIENT OCCUPANCY TAX	302,330	179,088	285,000	43,000	43,000	43,000
7400	FRANCHISE FEES-GAS	85,963	82,179	85,000	85,000	85,000	85,000
7401	FRANCHISE FEES-ELECTRIC	294,130	315,868	315,000	315,000	315,000	315,000
7402	FRANCHISE FEES-CABLE	485,125	439,935	510,000	405,000	400,000	385,000
7403	FRANCHISE FEES-REFUSE	587,837	594,232	570,000	590,000	600,000	610,000
7404	FRANCHISE FEES-KIOSK SIGNS	8,885	6,110	-	5,000	5,000	5,000
7413	FRANCHISE FEES-REFUSE HOUSEHOLD HAZ. WASTE	73,480	64,078	72,500	73,750	75,000	76,250
7450	BUSINESS LICENSE FEE	158,547	184,306	150,000	155,000	155,000	165,000
7451	MASSAGE PARLOR LICENSE FEE	870	1,240	-	-	-	-
7452	BUSINESS LICENSE-RESIDENTIAL RENTALS	13,608	4,302	10,000	-	-	-
7460	PROPERTY TRANSFER TAX	137,784	160,480	130,000	150,000	150,000	150,000
	TOTAL TAXES	13,430,924	14,543,651	14,978,550	14,791,775	15,429,280	16,100,300
LICENSES & PERMITS:							
7510	ANIMAL LICENSE FEE	53,350	58,868	55,000	55,000	55,000	55,000
7600	BUILDING PERMITS-INSPECTION FEES	500,132	584,144	450,000	400,000	363,655	367,405
7610	BUILDING PERMITS-PLAN CHECK FEES	106,563	133,767	125,000	100,000	128,000	133,000
7620	BUILDING PERMITS-SMIP	2,844	19,338	2,000	2,000	2,000	2,000
7630	BUILDING PERMITS-BSAR FUND	1,601	2,822	1,000	1,000	1,000	1,000
7700	YARD SALE PERMITS	7,762	7,640	8,000	8,000	8,000	8,000
7800	MISCELLANEOUS PERMITS	-	-	-	-	-	-
	TOTAL LICENSES & PERMITS	672,253	806,580	641,000	566,000	557,655	566,405
FINES & FORFEITURES:							
8150	PARKING CITATIONS	7,909	15,302	6,000	6,000	20,000	20,000
8160	ADMINISTRATIVE HEARING FEE	800	-	-	-	-	-
8200	GENERAL FINES	10,712	11,224	5,000	10,000	10,000	10,000
8201	CODE ENFORCEMENT FINES	37,262	54,838	55,000	10,000	10,000	10,000
8202	ADMINISTRATIVE CITATION PROGRAM	31,979	14,247	35,000	20,000	20,000	20,000
8252	BOOKING FEE REIMBURSEMENT	230	1,064	-	-	-	-
	TOTAL FINES & FORFEITURES	88,892	96,676	101,000	46,000	60,000	60,000
MISCELLANEOUS REVENUE:							
8600	INTEREST	113,913	79,733	50,000	130,000	120,000	120,000
8605	REFUSE PENALTIES & INTEREST	14,323	7,154	12,500	7,500	2,500	2,500
8700	BUILDING RENTAL	-	-	-	-	-	-
8710	LAND RENTAL	99,926	106,068	102,000	102,000	104,000	121,000
8900	MISCELLANEOUS	2,055	2,526	5,000	5,000	5,000	5,000
8910	VOLUNTEER DONATIONS	7,840	9,960	8,500	8,500	8,500	8,500
8925	SETTLEMENTS	-	-	-	-	-	-
	TOTAL MISCELLANEOUS REVENUE	238,057	205,441	178,000	253,000	240,000	257,000

General Fund

Acct #	General Fund-001	2016-2017 Actual (Audited)	2017-2018 Actual (Audited)	2018-2019 Adjusted Budget	2018-2019 Year End Estimate	2019-2020 Adopted Budget	2020-2021 Adopted Budget
INTERGOVERNMENTAL REVENUE:							
9010	MOTOR VEHICLE IN-LIEU TAX	24,032	28,623	-	26,285	25,000	25,000
9210	STATE-OTHER	14,018	13,656	14,500	14,500	14,500	14,500
9325	ARTICLE 19 WDA	32,083	38,751	30,000	35,000	40,000	40,000
9331	SAN MANUEL TOT IN-LIEU	-	-	-	225,000	225,000	225,000
9335	SB 90 STATE MANDATE REIMBURSEMENTS	13,495	32,034	20,000	23,275	30,000	30,000
9380	SAN BERNARDINO UNIFIED SCHOOL DISTRICT	-	-	5,000	-	-	-
	TOTAL INTERGOVERNMENTAL REVENUE	83,628	113,064	69,500	324,060	334,500	334,500
CURRENT SERVICE CHARGES:							
9510	PLANNING FEES-ZONING/GENERAL PLAN AMENDMENT	-	87	-	-	-	-
9511	PLANNING FEES-TENTATIVE PARCEL MAP	5,200	280	-	-	-	-
9512	PLANNING FEES-MINOR/MAJOR VARIANCE	-	-	-	-	-	-
9513	PLANNING FEES-DESIGN REVIEW	55,326	56,017	-	-	-	-
9514	PLANNING FEES-CONDITIONAL USE PERMIT	82,407	51,646	-	-	-	-
9515	PLANNING FEES-TENTATIVE TRACT MAP	-	-	-	-	-	-
9516	PLANNING FEES-LOT LINE ADJUSTMENT	1,765	3,670	-	-	-	-
9517	PLANNING FEES-OTHER	105,008	113,040	260,000	260,000	288,900	297,500
9518	PLANNING FEES-APPEALS/HEARINGS	2,055	160	-	-	-	-
9519	PLANNING FEES-TEMPORARY OCCUPANCY PERMIT	385	80	-	-	-	-
9520	ENGINEERING FEES-PLAN CHECKS	164,380	114,476	-	-	-	-
9521	ENGINEERING FEES-INSPECTIONS	126,088	132,952	240,000	255,000	285,000	295,000
9522	ENGINEERING FEES-STREET OPENING PERMITS	-	-	-	-	-	-
9523	ENGINEERING FEES-OTHER	1,514	2,040	-	-	-	-
9524	NPDES INSPECTION FEES	1,625	7,555	1,000	1,000	1,000	1,000
9525	PARK FEES	1,840	-	1,500	1,500	1,500	1,500
9526	POLICE DEPARTMENT FEES	174,565	179,706	170,000	180,000	184,000	195,000
9528	CITATION SIGN OFF FEES	325	253	-	-	-	-
9529	REPOSSESSION RELEASE FEES	3,240	990	-	-	-	-
9531	WITNESS FEES	15	70	-	-	-	-
9532	SELF HAULER FEES	1,540	1,330	2,000	1,000	1,000	1,000
9534	DELINQUENT REFUSE ADMIN FEES	58,339	49,910	70,000	20,000	15,000	10,000
9536	LIVESCAN SERVICE FEES	510	442	1,250	1,250	1,250	1,250
9538	FORECLOSURE REGISTRATION FEES	2,890	1,800	4,000	2,000	2,000	2,000
9540	RECORDATION OF DOCUMENT FEES	8,673	6,975	10,000	5,000	5,000	5,000
9541	BURRTEC CODE ENFORCEMENT FEES	-	-	-	75,000	100,700	104,500
9545	FALSE ALARM FEES	-	1,980	-	-	-	-
9550	CANDIDATES STATEMENT DEPOSIT	1,850	60	-	-	-	-
9620	SALE OF MAPS	-	-	-	-	-	-
9630	SALE OF MISCELLANEOUS COPIES	1,823	285	1,500	1,500	1,500	1,500
9631	POLICE STATION REPORTS	648	821	500	500	500	500
9632	VEHICLE STORAGE FEES	23,680	36,335	20,000	35,000	35,000	40,000
9633	NOTARY FEES	60	300	-	-	-	-
9635	RETURNED CHECK CHARGE FEES	-	120	-	-	-	-
	TOTAL CURRENT SERVICE CHARGES	825,751	763,379	781,750	838,750	922,350	955,750
TOTAL GENERAL FUND		15,339,506	16,528,791	16,749,800	16,819,585	17,543,785	18,273,955

Traffic Safety

Acct #	Traffic Safety-002	2016-2017 Actual (Audited)	2017-2018 Actual (Audited)	2018-2019 Adjusted Budget	2018-2019 Year End Estimate	2019-2020 Adopted Budget	2020-2021 Adopted Budget
FINES & FORFEITURES:							
8100	VEHICLE CODE FINES-CVC	50,996	19,704	67,000	37,000	46,000	49,000
	TOTAL FINES & FORFEITURES	50,996	19,704	67,000	37,000	46,000	49,000
MISCELLANEOUS REVENUE:							
8600	INTEREST	1,674	247	1,500	-	-	-
	TOTAL MISCELLANEOUS REVENUE	1,674	247	1,500	-	-	-
TOTAL TRAFFIC SAFETY		52,670	19,951	68,500	37,000	46,000	49,000

Gas Tax

Acct #	Gas Tax-004	2016-2017 Actual (Audited)	2017-2018 Actual (Audited)	2018-2019 Adjusted Budget	2018-2019 Year End Estimate	2019-2020 Adopted Budget	2020-2021 Adopted Budget
MISCELLANEOUS REVENUE:							
8600	INTEREST	19,539	36,382	15,000	18,700	2,000	2,000
8900	MISCELLANEOUS	5,157	2,413	5,000	5,000	5,000	5,000
	TOTAL MISCELLANEOUS REVENUE	24,696	38,795	20,000	23,700	7,000	7,000
INTERGOVERNMENTAL REVENUE:							
9100	GAS TAX-2106	188,500	189,626	197,000	193,365	192,215	192,215
9110	GAS TAX-2107	382,160	384,036	410,900	402,520	400,045	400,045
9120	GAS TAX-2107.5	7,500	7,500	7,500	7,500	7,500	7,500
9140	GAS TAX-2105	301,427	295,086	318,050	306,480	304,650	304,650
9145	GAS TAX-2103	143,181	211,757	219,080	194,250	567,040	567,040
9320	ROAD MAINTENANCE & REHAB ACCOUNT	-	318,625	172,185	868,345	906,385	906,385
9329	TCRF-PROP 42-SB 1	-	61,817	-	61,755	61,755	61,755
	TOTAL INTERGOVERNMENTAL REVENUE	1,022,769	1,468,448	1,324,715	2,034,215	2,439,590	2,439,590
CURRENT SERVICE CHARGES:							
9923	OPERATING TRANSFER IN-GEN. CAPITAL FINANCING	-	-	-	290,050	145,025	145,025
	TOTAL CURRENT SERVICE CHARGES	-	-	-	290,050	145,025	145,025
TOTAL GAS TAX		1,047,465	1,507,242	1,344,715	2,347,965	2,591,615	2,591,615

Article 3

Acct #	Article 3-005	2016-2017 Actual (Audited)	2017-2018 Actual (Audited)	2018-2019 Adjusted Budget	2018-2019 Year End Estimate	2019-2020 Adopted Budget	2020-2021 Adopted Budget
TAXES:							
7205	TRANSPORTATION TAX-ARTICLE 3	602,120	488,148	755,000	230,000	290,000	283,000
	TOTAL TAXES	602,120	488,148	755,000	230,000	290,000	283,000
	TOTAL ARTICLE 3	602,120	488,148	755,000	230,000	290,000	283,000

Community Development Block Grant

Acct #	Community Development Block Grant-006	2016-2017 Actual (Audited)	2017-2018 Actual (Audited)	2018-2019 Adjusted Budget	2018-2019 Year End Estimate	2019-2020 Adopted Budget	2020-2021 Adopted Budget
INTERGOVERNMENTAL REVENUE:							
9300	COMMUNITY DEVELOPMENT BLOCK GRANT	170,682	908,286	-	178,200	232,195	575,360
	TOTAL INTERGOVERNMENTAL REVENUE	170,682	908,286	-	178,200	232,195	575,360
	TOTAL CDBG	170,682	908,286	-	178,200	232,195	575,360

Development Impact Fees

Acct #	Development Impact Fees-007	2016-2017 Actual (Audited)	2017-2018 Actual (Audited)	2018-2019 Adjusted Budget	2018-2019 Year End Estimate	2019-2020 Adopted Budget	2020-2021 Adopted Budget
MISCELLANEOUS REVENUE:							
8600	INTEREST	34,846	94,425	35,000	125,000	125,000	125,000
	TOTAL MISCELLANEOUS REVENUE	34,846	94,425	35,000	125,000	125,000	125,000
CURRENT SERVICE CHARGES:							
9700	DEV IMPACT FEES-POLICE FACILITIES	27,745	28,247	-	-	-	-
9701	DEV IMPACT FEES-FIRE FACILITIES	97,486	88,482	-	-	-	-
9702	DEV IMPACT FEES-GENERAL FACILITIES	121,645	122,987	-	-	-	-
9703	DEV IMPACT FEES-PARKS & RECREATION FACILITIES	450,840	406,509	-	-	-	-
9710	DEV IMPACT FEES-UNALLOCATED FACILITIES	-	-	150,000	600,000	150,000	150,000
9711	DEV IMPACT FEES-LIBRARY FACILITIES	111,066	111,743	-	-	-	-
9712	DEV IMPACT FEES-LOCAL CIRCULATION	433,981	408,435	-	-	-	-
9713	DEV IMPACT FEES-REGIONAL FLOOD	98,846	91,013	-	-	-	-
9714	DEV IMPACT FEES-PUBLIC USE	138,433	139,278	-	-	-	-
9715	DEV IMPACT FEES-REGIONAL CIRC DEL ROSA	43,962	42,073	-	-	-	-
9716	DEV IMPACT FEES-REGIONAL CIRC BASE LINE	100,381	96,067	-	-	-	-
9717	DEV IMPACT FEES-REGIONAL CIRC FIFTH STREET	98,671	94,431	-	-	-	-
9718	DEV IMPACT FEES-REGIONAL ARTERIALS	978,165	936,128	-	-	-	-
	TOTAL CURRENT SERVICE CHARGES	2,701,220	2,565,393	150,000	600,000	150,000	150,000
TOTAL DEVELOPMENT IMPACT FEES		2,736,066	2,659,818	185,000	725,000	275,000	275,000

Developer Fees

Acct #	Developer Fees-008	2016-2017 Actual (Audited)	2017-2018 Actual (Audited)	2018-2019 Adjusted Budget	2018-2019 Year End Estimate	2019-2020 Adopted Budget	2020-2021 Adopted Budget
MISCELLANEOUS REVENUE:							
8600	INTEREST	22,839	43,110	18,000	80,000	80,000	80,000
	TOTAL MISCELLANEOUS REVENUE	22,839	43,110	18,000	80,000	80,000	80,000
CURRENT SERVICE CHARGES:							
9543	MICROFILM FEES	8,443	9,642	10,000	10,000	10,000	10,000
9647	DEVELOPER FEES-STREETS/TREES	17,948	11,711	-	-	-	-
9648	DEVELOPER FEES-SIGNALS	-	3,285	-	-	-	-
9651	DEVELOPER FEES-MEDIAN	100,656	69,239	-	-	-	-
9653	DEVELOPER FEES-UNDERGROUND UTILITIES	53,257	25,868	-	-	-	-
9720	INCLUSIONARY HOUSING	-	-	-	-	-	-
	TOTAL CURRENT SERVICE CHARGES	180,304	119,745	10,000	10,000	10,000	10,000
TOTAL DEVELOPER FEES		203,143	162,855	28,000	90,000	90,000	90,000

Capital Improvements

Acct #	Capital Improvements-010	2016-2017 Actual (Audited)	2017-2018 Actual (Audited)	2018-2019 Adjusted Budget	2018-2019 Year End Estimate	2019-2020 Adopted Budget	2020-2021 Adopted Budget
MISCELLANEOUS REVENUE:							
8600	INTEREST	96,476	133,798	55,000	200,000	180,000	160,000
8900	MISCELLANEOUS	141,943	195,817	-	-	-	-
	TOTAL MISCELLANEOUS REVENUE	238,419	329,615	55,000	200,000	180,000	160,000
INTERGOVERNMENTAL REVENUE:							
9318	CITY OF SAN BERNARDINO PROJECT REIMBURSEMENT	-	18,228	-	-	-	-
	TOTAL INTERGOVERNMENTAL REVENUE	-	18,228	-	-	-	-
	TOTAL CAPITAL IMPROVEMENTS	238,419	347,843	55,000	200,000	180,000	160,000

Landscape Maintenance District

Acct #	Landscape Maintenance District-012	2016-2017 Actual (Audited)	2017-2018 Actual (Audited)	2018-2019 Adjusted Budget	2018-2019 Year End Estimate	2019-2020 Adopted Budget	2020-2021 Adopted Budget
TAXES:							
7010	SECURED PROPERTY TAX	323,517	336,753	290,000	345,000	355,000	365,000
	TOTAL TAXES	323,517	336,753	290,000	345,000	355,000	365,000
MISCELLANEOUS REVENUE:							
8600	INTEREST	766	1,336	600	600	-	-
8900	MISCELLANEOUS	-	-	-	-	-	-
	TOTAL MISCELLANEOUS REVENUE	766	1,336	600	600	-	-
CURRENT SERVICE CHARGES:							
9901	OPERATING TRANSFER IN-GENERAL FUND	-	-	-	-	-	-
	TOTAL CURRENT SERVICE CHARGES	-	-	-	-	-	-
TOTAL LANDSCAPE MAINTENANCE DISTRICT		324,283	338,089	290,600	345,600	355,000	365,000

Street Light District

Acct #	Street Light District-013	2016-2017 Actual (Audited)	2017-2018 Actual (Audited)	2018-2019 Adjusted Budget	2018-2019 Year End Estimate	2019-2020 Adopted Budget	2020-2021 Adopted Budget
TAXES:							
7010	SECURED PROPERTY TAX	331,032	344,569	350,000	345,000	345,000	345,000
	TOTAL TAXES	331,032	344,569	350,000	345,000	345,000	345,000
MISCELLANEOUS REVENUE:							
8900	MISCELLANEOUS	-	-	-	-	13,800	13,800
9923	OPER TRANSFER IN-GEN CAPITAL FIN	193,752	176,291	-	52,500	41,570	17,270
	TOTAL MISCELLANEOUS REVENUE	193,752	176,291	-	52,500	55,370	31,070
TOTAL STREET LIGHT DISTRICT		524,785	520,860	350,000	397,500	400,370	376,070

Community Facilities Districts

Acct #	Community Facilities Districts-014	2016-2017 Actual (Audited)	2017-2018 Actual (Audited)	2018-2019 Adjusted Budget	2018-2019 Year End Estimate	2019-2020 Adopted Budget	2020-2021 Adopted Budget
	MISCELLANEOUS REVENUE:						
8900	MISCELLANEOUS	10,015	8,822	13,100	9,050	9,600	10,100
	TOTAL MISCELLANEOUS REVENUE	10,015	8,822	13,100	9,050	9,600	10,100
	TOTAL COMMUNITY FACILITIES DISTRICTS	10,015	8,822	13,100	9,050	9,600	10,100

Community Trails District

Acct #	Community Trails District-015	2016-2017 Actual (Audited)	2017-2018 Actual (Audited)	2018-2019 Adjusted Budget	2018-2019 Year End Estimate	2019-2020 Adopted Budget	2020-2021 Adopted Budget
TAXES:							
7010	SECURED PROPERTY TAX	9,558	9,949	9,600	10,200	10,500	10,700
	TOTAL TAXES	9,558	9,949	9,600	10,200	10,500	10,700
CURRENT SERVICE CHARGES:							
9901	OPERATING TRANSFER IN-GENERAL FUND	5,248	-	-	-	-	-
9923	OPERATING TRANSFER IN-GEN. CAPITAL FINANCING	-	-	-	-	15,910	15,910
	TOTAL CURRENT SERVICE CHARGES	5,248	-	-	-	15,910	15,910
TOTAL COMMUNITY TRAILS DISTRICT		14,806	9,949	9,600	10,200	26,410	26,610

Parks Maintenance District

Acct #	Parks Maintenance District-016	2016-2017 Actual (Audited)	2017-2018 Actual (Audited)	2018-2019 Adjusted Budget	2018-2019 Year End Estimate	2019-2020 Adopted Budget	2020-2021 Adopted Budget
TAXES:							
7010	SECURED PROPERTY TAX	71,321	74,239	72,500	75,000	76,500	77,000
	TOTAL TAXES	71,321	74,239	72,500	75,000	76,500	77,000
MISCELLANEOUS REVENUE:							
8600	INTEREST	-	565	-	1,500	1,500	1,500
8900	MISCELLANEOUS	-	-	-	-	-	-
	TOTAL MISCELLANEOUS REVENUE	-	565	-	1,500	1,500	1,500
CURRENT SERVICE CHARGES:							
9901	OPERATING TRANSFER IN-GENERAL FUND	42,538	41,022	47,930	47,930	51,910	51,270
	TOTAL CURRENT SERVICE CHARGES	42,538	41,022	47,930	47,930	51,910	51,270
TOTAL PARKS MAINTENANCE DISTRICT		113,859	115,826	120,430	124,430	129,910	129,770

Measure I

Acct #	Measure I-017	2016-2017 Actual (Audited)	2017-2018 Actual (Audited)	2018-2019 Adjusted Budget	2018-2019 Year End Estimate	2019-2020 Adopted Budget	2020-2021 Adopted Budget
	MISCELLANEOUS REVENUE:						
8600	INTEREST	54,785	90,575	50,000	150,000	150,000	150,000
8900	MISCELLANEOUS	-	-	-	-	-	-
	TOTAL MISCELLANEOUS REVENUE	54,785	90,575	50,000	150,000	150,000	150,000
	INTERGOVERNMENTAL REVENUE:						
9131	MEASURE I 2010-2040	910,362	951,875	875,000	955,000	993,200	1,032,000
9135	SBCTA	-	-	6,541,000	-	22,721,000	260,000
9210	STATE-OTHER	6,905	-	-	-	-	-
	TOTAL INTERGOVERNMENTAL REVENUE	917,266	951,875	7,416,000	955,000	23,714,200	1,292,000
	TOTAL MEASURE I	972,051	1,042,450	7,466,000	1,105,000	23,864,200	1,442,000

Air Quality Management District (AQMD)

Acct #	Air Quality Management District-020	2016-2017 Actual (Audited)	2017-2018 Actual (Audited)	2018-2019 Adjusted Budget	2018-2019 Year End Estimate	2019-2020 Adopted Budget	2020-2021 Adopted Budget
MISCELLANEOUS REVENUE:							
8600	INTEREST	3,451	3,328	1,750	4,000	4,000	4,000
	TOTAL MISCELLANEOUS REVENUE	3,451	3,328	1,750	4,000	4,000	4,000
INTERGOVERNMENTAL REVENUE:							
9317	AQMD AB 2766	68,504	69,684	69,000	70,000	70,000	70,000
	TOTAL INTERGOVERNMENTAL REVENUE	68,504	69,684	69,000	70,000	70,000	70,000
TOTAL AQMD		71,955	73,012	70,750	74,000	74,000	74,000

Citizen's Option for Public Safety (COPS)

Acct #	Citizen's Option for Public Safety-021	2016-2017 Actual (Audited)	2017-2018 Actual (Audited)	2018-2019 Adjusted Budget	2018-2019 Year End Estimate	2019-2020 Adopted Budget	2020-2021 Adopted Budget
INTERGOVERNMENTAL REVENUE:							
9350	COPS GRANT	129,365	139,490	125,000	140,000	140,000	140,000
	TOTAL INTERGOVERNMENTAL REVENUE	129,365	139,490	125,000	140,000	140,000	140,000
	TOTAL COPS	129,365	139,490	125,000	140,000	140,000	140,000

General Capital Financing

Acct #	General Capital Financing-023	2016-2017 Actual (Audited)	2017-2018 Actual (Audited)	2018-2019 Adjusted Budget	2018-2019 Year End Estimate	2019-2020 Adopted Budget	2020-2021 Adopted Budget
MISCELLANEOUS REVENUE:							
8600	INTEREST	128,244	114,997	40,000	165,000	165,000	165,000
8900	MISCELLANEOUS	9,666	3,076	5,000	10,000	5,000	5,000
	TOTAL MISCELLANEOUS REVENUE	137,910	118,073	45,000	175,000	170,000	170,000
CURRENT SERVICE CHARGES:							
9539	PAVEMENT IMPACT FEES	-	-	-	100,000	100,000	100,000
9901	OPERATING TRANSFER IN-GENERAL FUND	792,957	800,000	-	-	-	-
	TOTAL CURRENT SERVICE CHARGES	792,957	800,000	-	100,000	100,000	100,000
TOTAL GENERAL CAPITAL FINANCING		930,867	918,073	45,000	275,000	270,000	270,000

Street & Storm Drain Maintenance District

Acct #	Street & Storm Drain Maintenance District-024	2016-2017 Actual (Audited)	2017-2018 Actual (Audited)	2018-2019 Adjusted Budget	2018-2019 Year End Estimate	2019-2020 Adopted Budget	2020-2021 Adopted Budget
TAXES:							
7010	SECURED PROPERTY TAX	33,399	35,231	34,000	36,000	36,500	37,000
	TOTAL TAXES	35,351	35,231	34,000	36,000	36,500	37,000
MISCELLANEOUS REVENUE:							
8600	INTEREST	2,665	5,318	1,000	9,600	9,600	9,600
8900	MISCELLANEOUS	-	-	-	-	-	-
	TOTAL MISCELLANEOUS REVENUE	2,665	5,318	1,000	9,600	9,600	9,600
	TOTAL STREET & STORM DRAIN MAINTENANCE DIST.	38,016	40,549	35,000	45,600	46,100	46,600

Justice Assistance Grant

Acct #	Justice Assistance Grant-026	2016-2017 Actual (Audited)	2017-2018 Actual (Audited)	2018-2019 Adjusted Budget	2018-2019 Year End Estimate	2019-2020 Adopted Budget	2020-2021 Adopted Budget
INTERGOVERNMENTAL REVENUE:							
9360	JUSTICE ASSISTANCE GRANT	18,831	-	20,000	20,000	20,000	20,000
	TOTAL INTERGOVERNMENTAL REVENUE	18,831	-	20,000	20,000	20,000	20,000
	TOTAL JUSTICE ASSISTANCE GRANT	18,831	-	20,000	20,000	20,000	20,000

Grants Fund

Acct #	Grants Fund-027	2016-2017 Actual (Audited)	2017-2018 Actual (Audited)	2018-2019 Adjusted Budget	2018-2019 Year End Estimate	2019-2020 Adopted Budget	2020-2021 Adopted Budget
MISCELLANEOUS REVENUE:							
8600	INTEREST	35,785	66,250	-	-	-	-
	TOTAL MISCELLANEOUS REVENUE	35,785	66,250	-	-	-	-
INTERGOVERNMENTAL REVENUE:							
9135	SBCTA	-	-	-	-	17,000	17,000
9210	STATE-OTHER	542,510	140,398	8,772,000	3,797,800	4,658,000	1,998,000
9215	STATE-SLPP	47,387	-	-	-	-	-
9311	METROPOLITAN WATER DISTRICT PROJECT REIMB.	-	-	-	-	-	-
9312	OMNI-TRANS PROJECT REIMBURSEMENT	13,663	-	-	-	-	-
9314	IVDA PROJECT REIMBURSEMENT	-	25,769	-	-	572,000	100,000
9318	CITY OF SAN BERNARDINO PROJECT REIMBURSEMENT	111,832	111,067	-	-	1,387,000	1,044,000
9319	EVWD PROJECT REIMBURSEMENT	-	-	-	-	9,000	-
9321	SB CO. FLOOD CONTROL PROJECT REIMBURSEMENT	-	-	-	-	7,700,000	-
9322	COUNTY OF SAN BERNARDINO PROJECT REIMB.	-	-	1,943,000	-	-	-
9324	CITY OF REDLANDS PROJECT REIMBURSEMENT	8,662	151,489	-	-	22,000	62,000
9327	SO. CAL. EDISON PROJECT REIMBURSEMENT	-	-	-	-	-	-
9328	SAN MANUEL COMMUNITY CREDIT FUNDS	-	5,853,000	-	4,678,000	-	4,175,000
9355	INDIAN GAMING GRANT	-	-	-	-	-	-
	TOTAL INTERGOVERNMENTAL REVENUE	724,054	6,281,722	10,715,000	8,475,800	14,365,000	7,396,000
TOTAL GRANTS FUND		759,839	6,347,972	10,715,000	8,475,800	14,365,000	7,396,000

Paramedic Department

Acct #	Paramedic Department-028	2016-2017 Actual (Audited)	2017-2018 Actual (Audited)	2018-2019 Adjusted Budget	2018-2019 Year End Estimate	2019-2020 Adopted Budget	2020-2021 Adopted Budget
TAXES:							
7085	PROPERTY TAX-PARAMEDIC TAX	349,997	359,757	357,000	360,000	360,000	360,000
	TOTAL TAXES	349,997	359,757	357,000	360,000	360,000	360,000
CURRENT SERVICE CHARGES:							
9929	OPERATING TRANSFER IN-FIRE DEPARTMENT	983,236	1,173,707	1,679,405	1,223,995	1,624,405	1,707,265
	TOTAL CURRENT SERVICE CHARGES	983,236	1,173,707	1,679,405	1,223,995	1,624,405	1,707,265
	TOTAL PARAMEDIC DEPARTMENT	1,333,233	1,533,464	2,036,405	1,583,995	1,984,405	2,067,265

Fire Department

Acct #	Fire Department-029	2016-2017 Actual (Audited)	2017-2018 Actual (Audited)	2018-2019 Adjusted Budget	2018-2019 Year End Estimate	2019-2020 Adopted Budget	2020-2021 Adopted Budget
TAXES:							
7010	SECURED PROPERTY TAX	2,377,518	2,487,746	2,981,880	2,981,880	3,130,975	3,287,525
7020	UNSECURED PROPERTY TAX	95,761	91,566	-	-	-	-
7030	SUPPLEMENTAL SECURED PROPERTY TAX	57,040	64,916	-	-	-	-
7040	SUPPLEMENTAL UNSECURED PROPERTY TAX	5,226	7,115	-	-	-	-
7050	UTILITY UNITARY TAX	36,626	38,641	-	-	-	-
7070	INTEREST, PENALTIES & DELINQUENT	24,673	17,305	-	-	-	-
7075	RESIDUAL BALANCE	310,085	601,822	394,655	457,000	479,850	503,845
	TOTAL TAXES	2,906,931	3,309,111	3,376,535	3,438,880	3,610,825	3,791,370
LICENSES & PERMITS:							
7600	BUILDING PERMITS-INSPECTION FEES	18,920	34,808	20,000	15,000	20,000	20,000
7610	BUILDING PERMITS-PLAN CHECK FEES	14,623	14,356	17,500	16,000	17,500	17,500
	TOTAL LICENSES & PERMITS	33,543	49,164	37,500	31,000	37,500	37,500
MISCELLANEOUS REVENUE:							
8600	INTEREST	50,320	95,459	45,000	136,000	146,000	156,000
8900	MISCELLANEOUS	-	11,675	-	-	-	-
	TOTAL MISCELLANEOUS REVENUE	50,320	107,134	45,000	136,000	146,000	156,000
INTERGOVERNMENTAL REVENUE:							
9225	FEDERAL GRANTS	52,329	-	-	-	-	-
9410	PASS THRU-FIRE DEPARTMENT	114,649	125,477	135,000	135,000	145,000	155,000
	TOTAL INTERGOVERNMENTAL REVENUE	166,978	125,477	135,000	135,000	145,000	155,000
CURRENT SERVICE CHARGES:							
9527	FIRE DEPARTMENT FEES	448,574	466,455	474,000	487,000	497,000	507,000
	TOTAL CURRENT SERVICE CHARGES	448,574	466,455	474,000	487,000	497,000	507,000
TOTAL FIRE DEPARTMENT		3,606,346	4,057,342	4,068,035	4,227,880	4,436,325	4,646,870

Major Grants Fund

Acct #	Major Grants Fund-030	2016-2017 Actual (Audited)	2017-2018 Actual (Audited)	2018-2019 Adjusted Budget	2018-2019 Year End Estimate	2019-2020 Adopted Budget	2020-2021 Adopted Budget
INTERGOVERNMENTAL REVENUE:							
9225	FEDERAL GRANTS	613,729	364,882	2,691,000	2,691,000	6,093,000	7,480,000
	TOTAL INTERGOVERNMENTAL REVENUE	613,729	364,882	2,691,000	2,691,000	6,093,000	7,480,000
	TOTAL MAJOR GRANTS FUND	613,729	364,882	2,691,000	2,691,000	6,093,000	7,480,000

Insurance

Acct #	Insurance-041	2016-2017 Actual (Audited)	2017-2018 Actual (Audited)	2018-2019 Adjusted Budget	2018-2019 Year End Estimate	2019-2020 Adopted Budget	2020-2021 Adopted Budget
MISCELLANEOUS REVENUE:							
8600	INTEREST	25,501	50,389	-	65,000	78,000	80,000
8900	MISCELLANEOUS	11,084	49,699	-	1,000	18,000	18,000
	TOTAL MISCELLANEOUS REVENUE	36,585	100,088	-	66,000	96,000	98,000
CURRENT SERVICE CHARGES:							
9599	INSURANCE DEPARTMENT CHARGE	374,443	322,076	457,880	457,880	427,115	446,165
9901	OPERATING TRANSFER IN-GENERAL FUND	-	-	-	-	-	-
	TOTAL CURRENT SERVICE CHARGES	374,443	322,076	457,880	457,880	427,115	446,165
TOTAL INSURANCE		411,028	422,164	457,880	523,880	523,115	544,165

General Services

Acct #	General Services-042	2016-2017 Actual (Audited)	2017-2018 Actual (Audited)	2018-2019 Adjusted Budget	2018-2019 Year End Estimate	2019-2020 Adopted Budget	2020-2021 Adopted Budget
MISCELLANEOUS REVENUE:							
8600	INTEREST	8,992	14,626	-	22,000	18,000	15,000
8900	MISCELLANEOUS	1,080	-	-	-	-	-
	TOTAL MISCELLANEOUS REVENUE	10,072	14,626	-	22,000	18,000	15,000
CURRENT SERVICE CHARGES:							
9598	BUILDING SERVICES DEPARTMENT CHARGE	10,875	35,775	37,005	37,005	36,365	36,455
9901	OPERATING TRANSFER IN-GENERAL FUND	-	-	-	-	-	-
	TOTAL CURRENT SERVICE CHARGES	10,875	35,775	37,005	37,005	36,365	36,455
TOTAL GENERAL SERVICES		20,947	50,401	37,005	59,005	54,365	51,455

Housing Authority

Acct #	Housing Authority-070	2016-2017 Actual (Audited)	2017-2018 Actual (Audited)	2018-2019 Adjusted Budget	2018-2019 Year End Estimate	2019-2020 Adopted Budget	2020-2021 Adopted Budget
MISCELLANEOUS REVENUE:							
8600	INTEREST	68,656	58,808	7,300	80,000	80,000	80,000
8650	PERCENTAGE RENTS	120,000	120,000	120,000	120,000	120,000	120,000
8900	MISCELLANEOUS	4,599	4,599	4,500	4,500	4,500	4,500
8905	PAYOFF DEMANDS	-	74,578	-	-	-	-
	TOTAL MISCELLANEOUS REVENUE	193,254	257,984	131,800	204,500	204,500	204,500
	TOTAL HOUSING AUTHORITY	193,254	257,984	131,800	204,500	204,500	204,500

Successor Agency to the RDA RPTTF

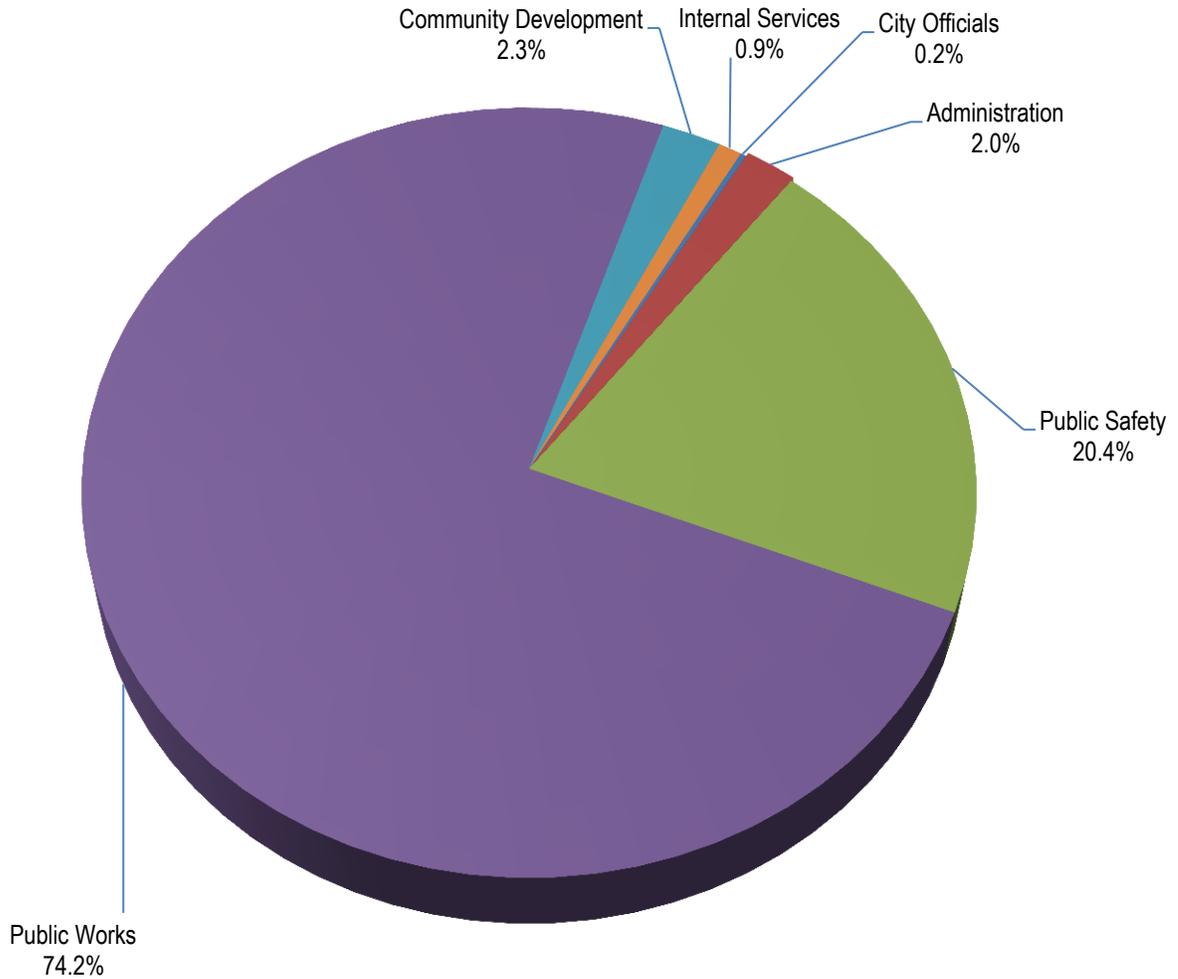
Acct #	SARDA RPTTF-082	2016-2017 Actual (Audited)	2017-2018 Actual (Audited)	2018-2019 Adjusted Budget	2018-2019 Year End Estimate	2019-2020 Adopted Budget	2020-2021 Adopted Budget
TAXES:							
7010	SECURED PROPERTY TAX	4,063,352	2,383,595	4,216,880	4,216,880	3,678,215	3,677,195
	TOTAL TAXES	4,063,352	2,383,595	4,216,880	4,216,880	3,678,215	3,677,195
	TOTAL SARDA RPTTF	4,063,352	2,383,595	4,216,880	4,216,880	3,678,215	3,677,195

Successor Agency to the RDA Debt Service & Admin

Acct #	SARDA Debt Service & Admin-089	2016-2017 Actual (Audited)	2017-2018 Actual (Audited)	2018-2019 Adjusted Budget	2018-2019 Year End Estimate	2019-2020 Adopted Budget	2020-2021 Adopted Budget
MISCELLANEOUS REVENUE:							
8600	INTEREST	4,622	129,480	-	-	-	-
8900	MISCELLANEOUS	-	605	-	-	-	-
	TOTAL MISCELLANEOUS REVENUE	4,622	130,085	-	-	-	-
CURRENT SERVICE CHARGES:							
9850	PROCEEDS OF LONG TERM DEBT	-	32,409,794	-	-	-	-
9982	OPERATING TRANSFER IN-SARDA RPTTF	4,208,926	3,500,970	4,216,880	4,216,880	3,678,215	3,677,195
	TOTAL CURRENT SERVICE CHARGES	4,208,926	35,910,764	4,216,880	4,216,880	3,678,215	3,677,195
TOTAL SARDA DEBT SERVICE & ADMIN		4,213,548	36,040,848	4,216,880	4,216,880	3,678,215	3,677,195



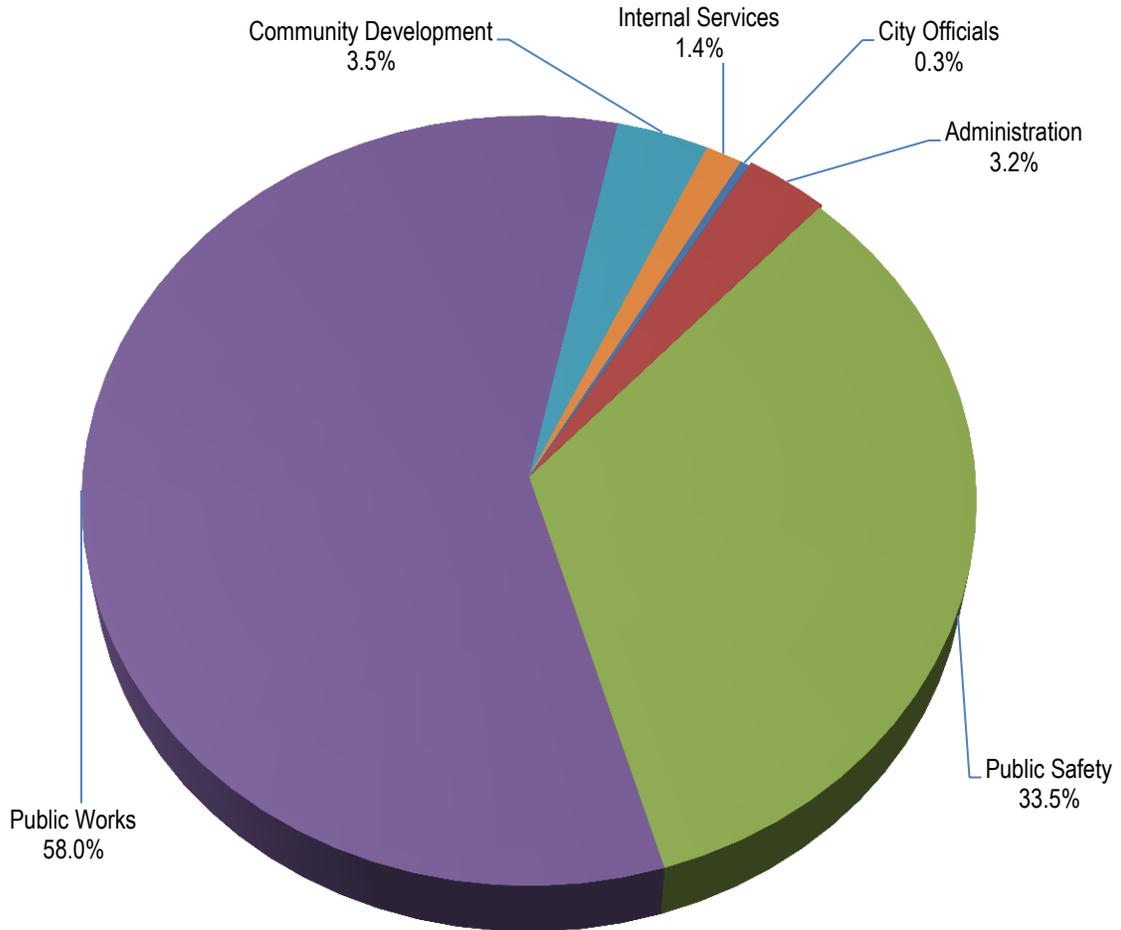
CITY EXPENDITURES BY FUNCTION 2019-2020



City Officials	\$ 189,825
Administration	1,795,290
Public Safety	18,169,085
Public Works	66,052,045
Community Development	2,022,590
Internal Services	<u>802,855</u>
Total	\$89,031,690



CITY EXPENDITURES BY FUNCTION 2020-2021



City Officials	\$ 196,920
Administration	1,876,895
Public Safety	19,530,240
Public Works	33,788,745
Community Development	2,063,380
Internal Services	<u>824,575</u>
Total	\$58,280,755



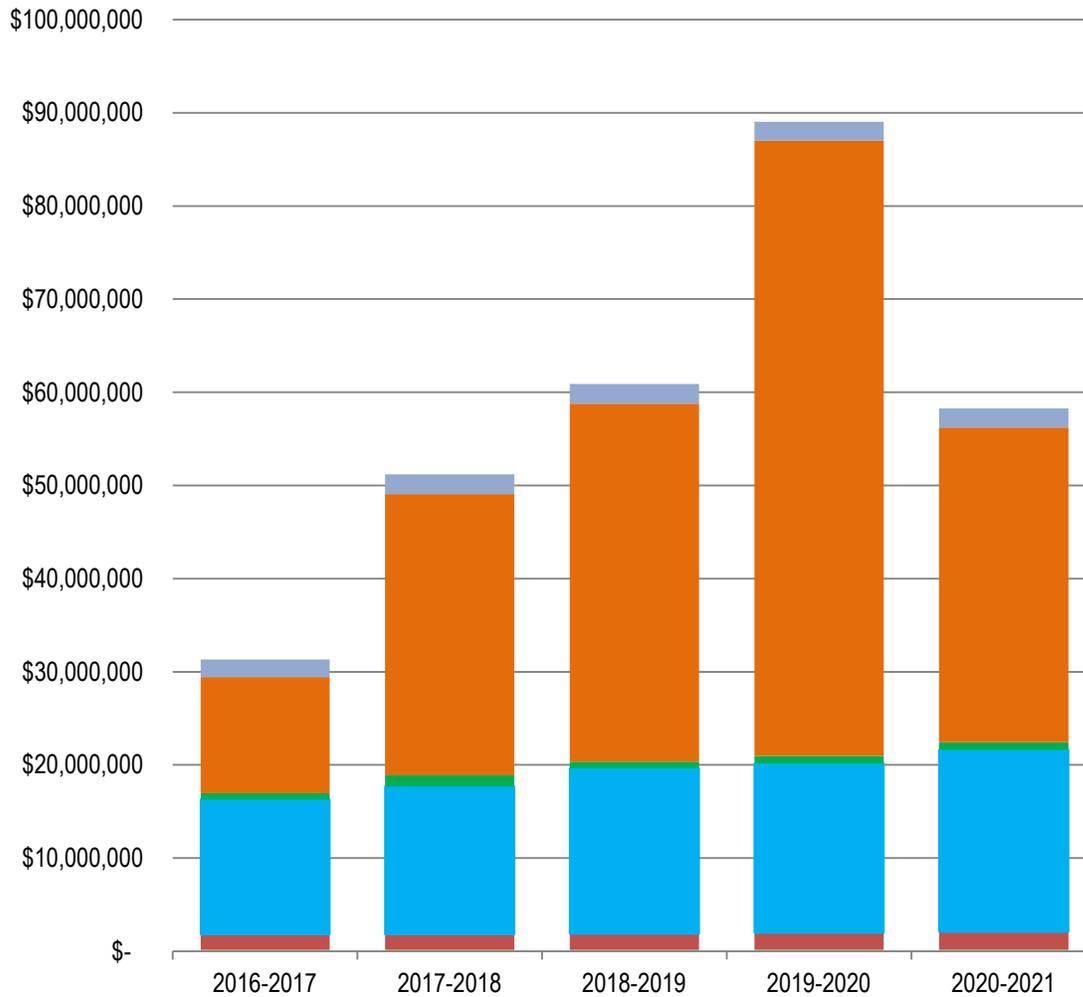
Expenditures by Function

Fund #	Dept #		2016-2017 Actual (Audited)	2017-2018 Actual (Audited)	2018-2019 Adjusted Budget	2018-2019 Year End Estimate	2019-2020 Adopted Budget	2020-2021 Adopted Budget
CITY OFFICIALS:								
001	1000	CITY COUNCIL	167,994	173,513	186,410	186,010	189,825	196,920
TOTAL CITY OFFICIALS			167,994	173,513	186,410	186,010	189,825	196,920
ADMINISTRATION:								
001	1200	CITY CLERK	267,521	278,787	305,555	304,655	305,125	354,840
001	1450	GENERAL GOVERNMENT	1,526,626	1,494,375	764,680	764,180	762,350	781,700
001	1600	PERSONNEL	55,897	53,957	65,865	63,825	62,830	64,620
001	1700	FINANCE	511,699	523,847	568,355	564,355	664,985	675,735
TOTAL ADMINISTRATION			2,361,743	2,350,965	1,704,455	1,697,015	1,795,290	1,876,895
PUBLIC SAFETY:								
001	2000	POLICE DEPARTMENT	8,633,439	9,059,460	9,931,765	9,931,385	10,586,140	11,112,040
001	2200	ANIMAL CONTROL	354,175	307,732	478,630	445,550	450,530	472,880
021	8450	COPS AB 3229	129,365	139,490	125,000	140,000	140,000	140,000
026	8480	JUSTICE ASSISTANCE GRANT	15,784	10,095	20,000	20,000	20,000	20,000
028	2050	PARAMEDIC DEPARTMENT	1,333,233	1,533,464	2,036,405	1,583,995	1,984,405	2,067,265
029	2100	FIRE DEPARTMENT	4,100,184	4,010,430	5,676,820	4,172,945	4,988,010	5,718,055
TOTAL PUBLIC SAFETY			14,566,179	15,060,670	18,268,620	16,293,875	18,169,085	19,530,240
INTERNAL SERVICES:								
041	9500	GENERAL LIABILITY	411,028	422,164	457,880	958,880	523,115	544,165
042	9510	BUILDING SERVICES	220,814	192,351	255,145	223,080	279,740	280,410
TOTAL INTERNAL SERVICES			631,842	614,515	713,025	1,181,960	802,855	824,575
PUBLIC WORKS:								
001	3200	ENGINEERING	519,071	455,807	460,475	460,430	518,880	522,170
001	4200	PUBLIC SERVICES	368,775	383,960	514,845	514,845	612,470	641,460
001	6000	PARKS	1,007,664	1,103,259	1,137,165	1,125,980	1,138,060	1,155,000
001	6010	GRAFFITI	106,911	108,286	116,250	110,750	122,270	122,665
001	6020	COMMUNITY VOLUNTEER SERVICES	47,590	61,442	69,870	69,870	93,980	96,700
001	6100	TRAILS	7,041	15,726	27,000	27,000	9,500	9,500
002	8200	TRAFFIC SAFETY	288,131	70,209	110,000	45,000	46,000	49,000
004	8310	GAS TAX (PUBLIC WORKS)	1,159,884	1,319,015	3,344,200	3,436,525	2,328,285	2,335,600
005	8320	ARTICLE 3	698,770	316,407	755,000	230,000	290,000	283,000
006	8400	HOUSING & COMMUNITY DEVELOPMENT	155,832	971,634	-	178,200	232,195	575,360
007	8330	DEVELOPMENT IMPACT FEES	951,903	112,129	612,000	612,000	1,595,100	298,000
008	8340	DEVELOPER FEES	12,013	7,845	24,115	24,115	33,775	59,635
010	3830	FACILITIES CONSTRUCTION	2,185,488	440,817	5,153,055	595,055	4,686,915	1,637,595
012	8500	LANDSCAPE MAINTENANCE DISTRICT	400,986	442,279	445,890	418,590	450,985	463,375
013	8510	STREET LIGHT DISTRICT	524,785	520,860	329,100	397,500	400,370	376,070
014	8520	COMMUNITY FACILITIES DISTRICTS	10,015	8,822	13,100	9,050	9,600	10,100
015	8530	COMMUNITY TRAILS DISTRICT	15,293	9,756	17,600	10,200	26,600	26,600
016	8540	PARKS MAINTENANCE DISTRICT	104,199	102,529	119,815	115,915	129,775	128,165
017	8350	MEASURE I	2,029,934	979,569	9,395,000	2,854,000	26,658,000	2,726,000
020	8440	AQMD AB 2766	334,068	22,133	282,440	75,000	392,440	80,440
023	3890	CAPITAL CONSTRUCTION	1,532,144	1,187,886	2,392,480	1,054,530	2,742,545	623,825
024	8470	STREET/STORM DRAIN MAINT. DISTRICT	2,650	7,671	22,900	22,900	79,300	34,485
027	8490	MISCELLANEOUS GRANTS	2,797,203	1,589,005	13,082,434	3,797,800	17,362,000	14,054,000
030	8495	MAJOR GRANTS	889,153	534,470	2,691,000	2,691,000	6,093,000	7,480,000
TOTAL PUBLIC WORKS			16,149,502	10,771,515	41,115,734	18,876,255	66,052,045	33,788,745

Expenditures by Function

Fund #	Dept #		2016-2017 Actual (Audited)	2017-2018 Actual (Audited)	2018-2019 Adjusted Budget	2018-2019 Year End Estimate	2019-2020 Adopted Budget	2020-2021 Adopted Budget
COMMUNITY DEVELOPMENT:								
001	4100	PLANNING	783,786	772,315	919,190	918,740	902,695	927,530
001	4500	BUILDING & SAFETY	489,659	606,157	692,250	690,000	703,060	710,810
001	4600	CODE ENFORCEMENT	479,555	410,733	507,065	445,115	416,835	425,040
TOTAL COMMUNITY DEVELOPMENT			1,752,999	1,789,205	2,118,505	2,053,855	2,022,590	2,063,380
TOTAL CITY			35,630,260	30,760,383	64,106,749	40,288,970	89,031,690	58,280,755
HOUSING AUTHORITY:								
070	7000	HOUSING AUTHORITY	146,291	136,011	183,755	158,755	256,185	211,580
TOTAL HOUSING AUTHORITY			146,291	136,011	183,755	158,755	256,185	211,580
SUCCESSOR AGENCY:								
082	8020	SARDA REV. PROP TAX TRANSFER FUND	4,208,926	3,500,970	4,216,880	4,216,880	3,678,215	3,677,195
089	8090	SARDA DEBT SERVICE & ADMIN	4,208,926	38,655,592	4,216,880	4,216,880	3,678,215	3,677,195
TOTAL SARDA			8,417,852	42,156,562	8,433,760	8,433,760	7,356,430	7,354,390

CITY EXPENDITURES BY FUNCTION HISTORY

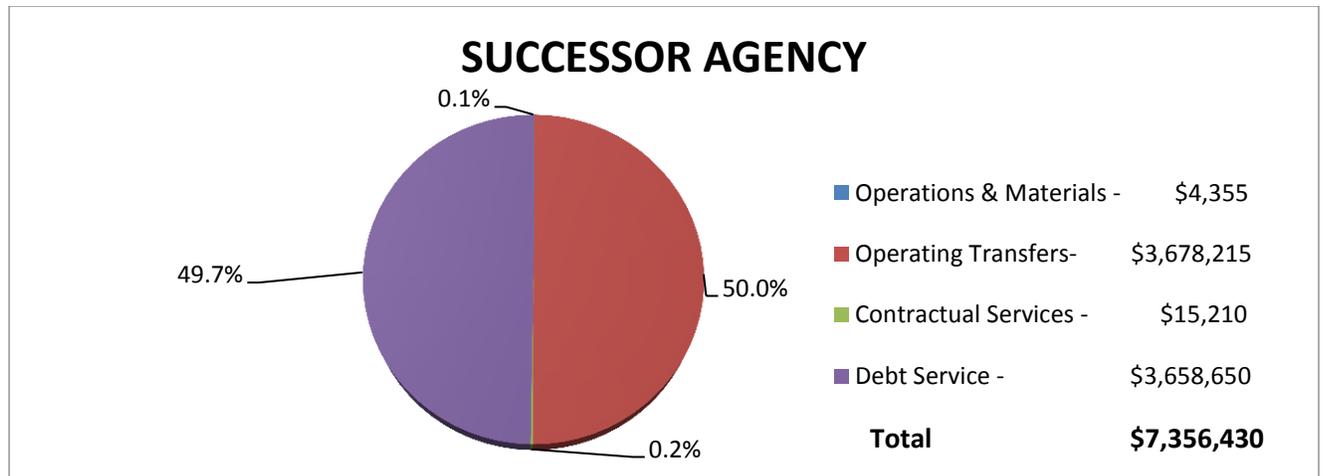
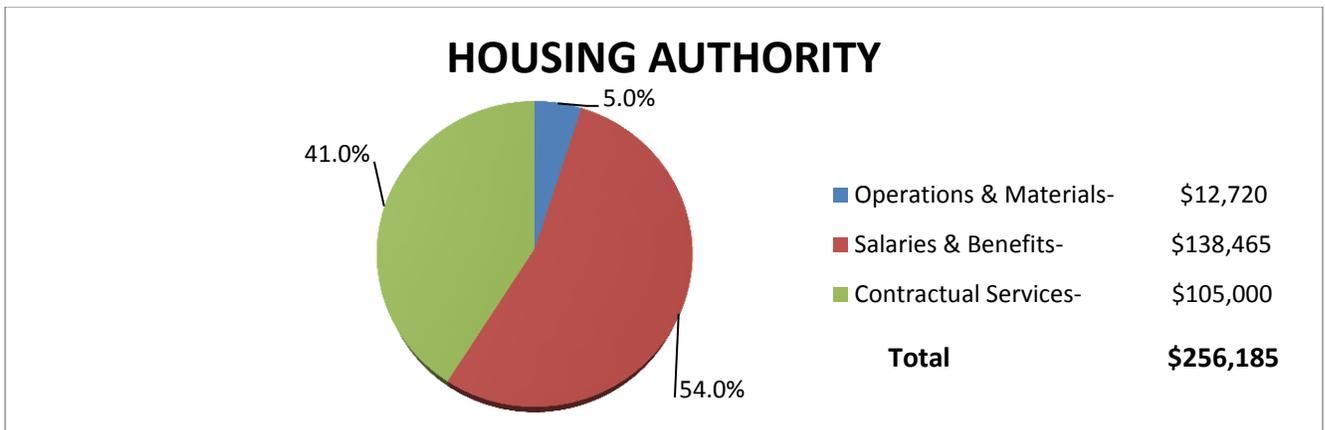
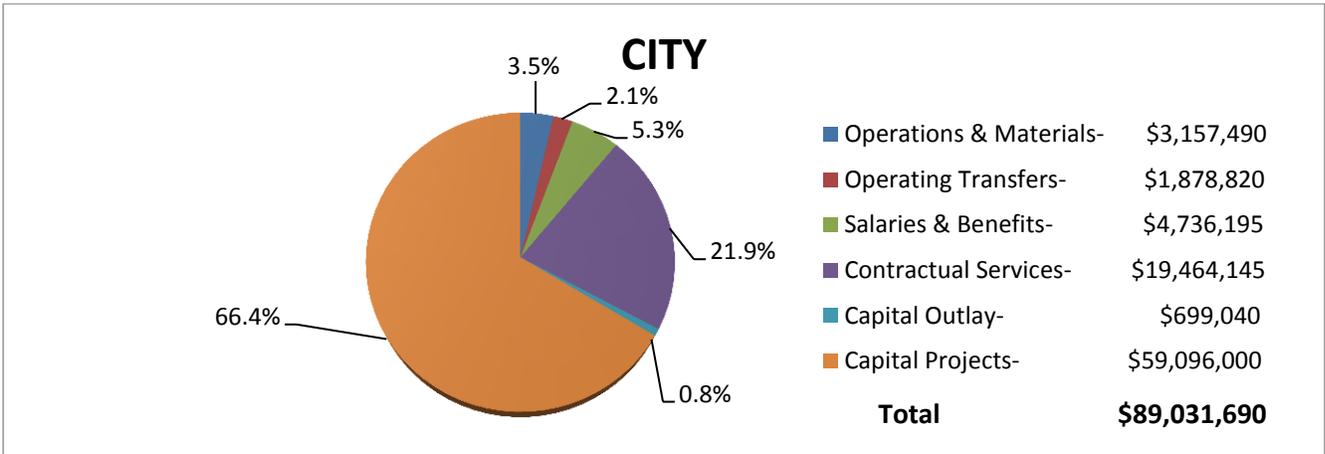


	<u>2016-2017</u>	<u>2017-2018</u>	<u>2018-2019</u>	<u>2019-2020</u>	<u>2020-2021</u>
City Officials	173,195	180,865	186,410	189,825	196,920
Administration	1,628,374	1,642,845	1,704,455	1,795,290	1,876,895
Public Safety	14,492,910	15,863,465	17,756,215	18,169,085	19,530,240
Internal Services	696,160	1,185,980	713,025	802,855	824,575
Public Works	12,450,200	30,204,325	38,424,125	66,052,045	33,788,745
Community Development	1,882,115	2,111,935	2,118,505	2,022,590	2,063,380
Total	\$31,322,954	\$51,189,415	\$60,902,735	\$89,031,690	\$58,280,755



EXPENDITURES BY OBJECT

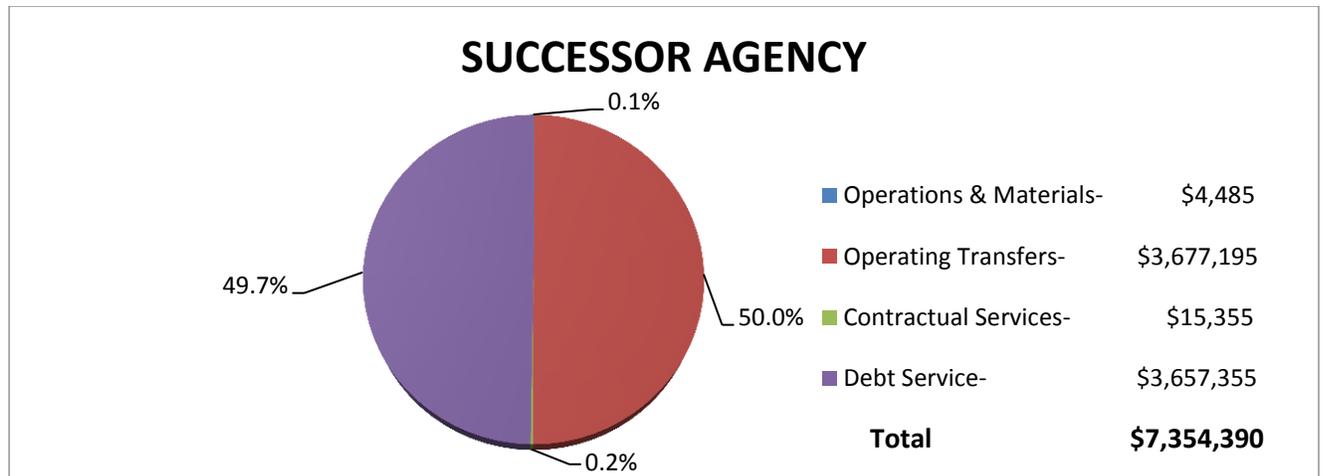
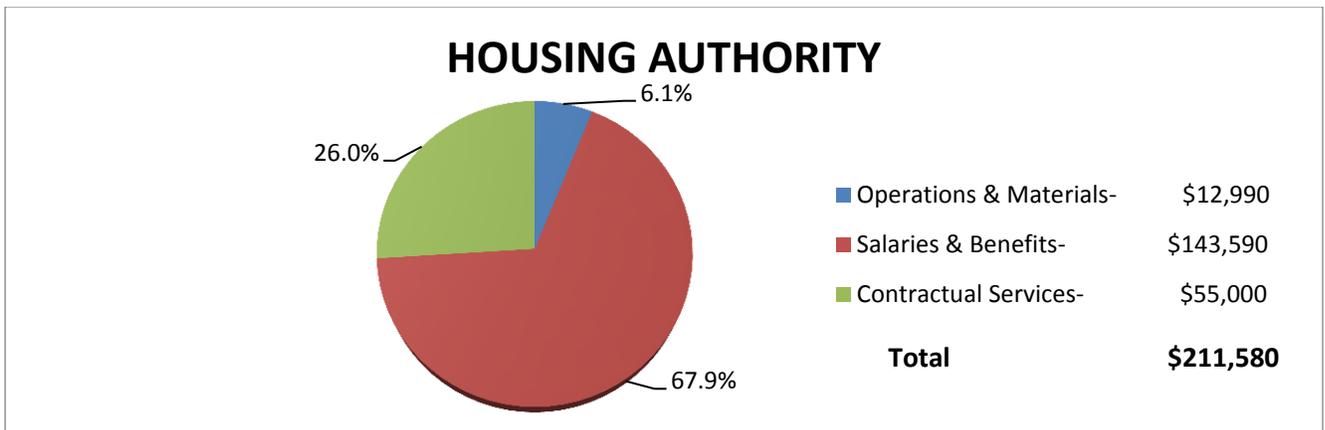
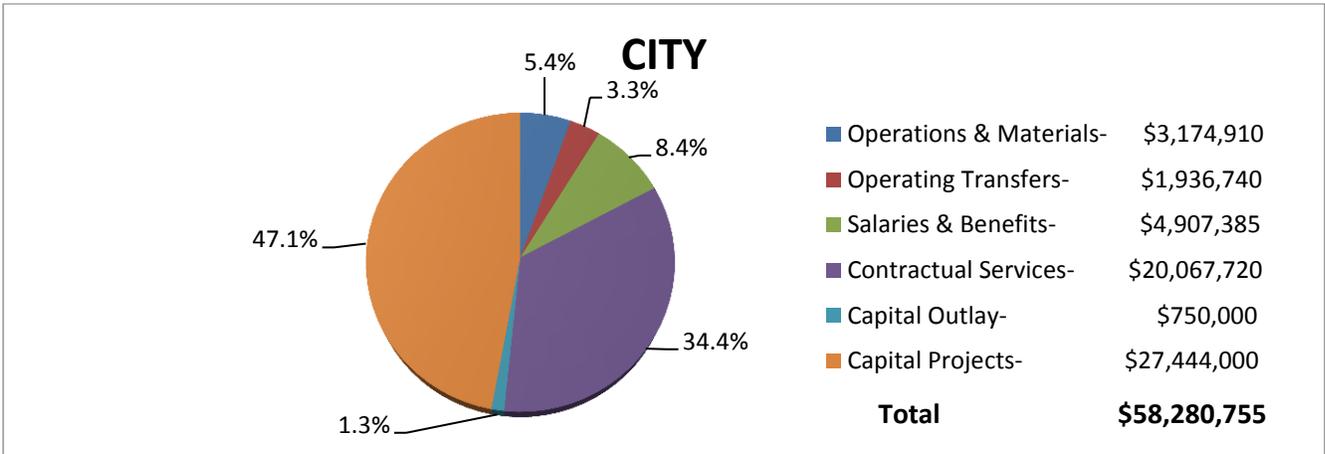
2019-2020





EXPENDITURES BY OBJECT

2020-2021





City-Expenditures by Object

Acct #	Account Name	2016-2017 Actual (Audited)	2017-2018 Actual (Audited)	2018-2019 Adjusted Budget	2018-2019 Year End Estimate	2019-2020 Adopted Budget	2020-2021 Adopted Budget
SALARIES & WAGES:							
3010	SALARIES	2,027,126	2,050,616	2,672,760	2,752,760	2,930,205	3,016,135
3040	OVERTIME	10,998	11,326	-	-	40,500	40,500
3050	COMPENSATORY TIME	24,382	23,273	-	-	-	-
3100	SICK LEAVE	39,300	58,251	-	-	-	-
3110	HOLIDAY	111,148	109,945	-	-	-	-
3120	VACATION	130,609	135,803	-	-	-	-
3125	MANAGEMENT LEAVE	26,780	23,601	-	-	-	-
	TOTAL SALARIES & WAGES	2,370,342	2,412,815	2,672,760	2,752,760	2,970,705	3,056,635
BENEFITS:							
3510	CAFETERIA PLAN	528,338	538,130	581,250	600,250	644,280	669,060
3511	PERS-ADMIN FEE	714	1,082	925	925	1,100	1,200
3515	PERS-HEALTH INSURANCE-RETIRED	16,400	19,200	26,400	26,400	24,000	26,400
3530	MEDICARE & SOCIAL SECURITY	48,017	48,312	48,900	50,400	53,070	54,605
3540	WORKER'S COMPENSATION	669	885	-	1,100	-	-
3560	PERS-RETIREMENT	596,641	628,153	759,515	784,515	932,575	988,735
3580	DEFERRED COMPENSATION	5,920	6,536	7,505	7,505	7,925	7,925
3590	LIFE INSURANCE	6,743	7,450	8,475	8,775	9,460	9,745
3600	AUTO ALLOWANCE	21,032	23,460	23,460	24,760	25,080	25,080
3650	VACATION BUYBACK	24,992	24,906	30,000	30,000	26,000	26,000
3655	SICK LEAVE INCENTIVE	22,765	27,658	22,000	22,000	23,000	23,000
3660	ADMINISTRATIVE LEAVE BUYBACK	17,479	21,659	21,000	21,000	17,000	17,000
3665	COMPENSATORY TIME BUYBACK	-	-	2,000	2,000	2,000	2,000
	TOTAL BENEFITS	1,289,710	1,347,431	1,531,430	1,579,630	1,765,490	1,850,750
OPERATIONS & MATERIALS:							
4010	ELECTRICITY	167,307	157,148	183,090	180,590	185,990	189,090
4011	ELECTRICITY-STREET LIGHTING	524,671	515,787	240,000	310,000	275,000	275,000
4020	GAS	19,268	14,375	17,060	16,660	16,660	17,260
4030	WATER/SEWER	426,942	543,309	410,570	391,570	400,570	414,070
4040	PEST CONTROL SUPPLIES	-	-	550	550	550	550
4045	LANDSCAPING SUPPLIES	577	1,671	1,850	1,850	12,350	9,350
4050	TRASH	-	-	500	-	-	-
4055	JANITORIAL SUPPLIES	13,985	13,266	18,100	15,500	17,400	17,400
4060	TELEPHONE	64,893	35,443	62,410	32,050	32,830	32,830
4061	CELL PHONES/SATELLITE PHONES	10,379	17,221	9,280	18,080	20,120	20,180
4062	AIR CARDS	15,835	17,253	20,710	20,460	21,320	21,320
4065	INTERNET/CABLE/SATELLITE	11,692	37,522	1,250	21,100	22,050	22,050
4066	ALARM MONITORING	7,515	7,945	8,560	8,960	8,980	8,980
4070	BUILDING MAINTENANCE	76,115	43,873	53,500	51,800	51,400	49,500
4075	PUBLIC FACILITIES IMPROVEMENT	9,336	4,154	10,000	10,000	10,000	10,000
4080	BUILDING SERVICES DEPARTMENT CHARGE	-	25,270	25,775	25,775	29,370	29,445
4104	OPERATING TRANSFER OUT-GAS TAX	-	-	-	290,050	145,025	145,025
4113	OPERATING TRANSFER OUT-SLD	193,752	176,291	-	52,500	41,570	17,270
4115	OPERATING TRANSFER OUT-COMM. TRAILS DISTRICT	5,248	-	-	-	15,910	15,910
4116	OPERATING TRANSFER OUT-PMD	42,538	41,022	47,930	47,930	51,910	51,270
4123	OPERATING TRANSFER OUT-GEN CAPITAL FINANCING	792,957	800,000	-	-	-	-
4128	OPERATING TRANSFER OUT-PARAMEDIC DEPT.	983,236	1,173,707	1,679,405	1,223,995	1,624,405	1,707,265
4141	OPERATING TRANSFER OUT-INSURANCE	-	-	-	-	-	-
4198	CITY ADMINISTRATION	51,033	39,765	61,250	53,550	53,800	54,400
4199	INSURANCE DEPARTMENT CHARGE	358,369	309,194	439,560	439,560	420,735	439,560
4200	OFFICE SUPPLIES	46,508	36,584	58,650	44,200	46,310	48,750
4202	CRV GRANT USE	14,500	6,514	15,000	17,000	30,500	15,000
4203	EQUIPMENT/FURNITURE	28,158	64,292	68,250	19,850	51,200	31,600
4204	PERSONAL PROTECTIVE EQUIPMENT	9,982	8,269	10,000	10,000	12,000	12,000
4205	PHOTOCOPIER	30,220	25,825	30,945	27,000	28,015	28,015

City-Expenditures by Object

Acct #	Account Name	2016-2017 Actual (Audited)	2017-2018 Actual (Audited)	2018-2019 Adjusted Budget	2018-2019 Year End Estimate	2019-2020 Adopted Budget	2020-2021 Adopted Budget
4206	MATERIALS	97,299	103,754	101,700	92,400	125,800	102,200
4207	PARAMEDIC SUPPLIES	15,669	9,031	13,000	13,000	13,000	13,000
4208	NETWORK/COMPUTER MATERIALS & SUPPLIES	7,836	7,514	12,000	10,000	18,000	18,000
4209	RADIO ACCESS	11,009	10,681	10,000	10,000	11,000	11,000
4210	POSTAGE	15,523	12,748	19,980	17,705	17,950	16,050
4211	PARAMEDIC EQUIPMENT MAINTENANCE	-	-	5,500	5,500	5,500	5,500
4219	FIRE DEPARTMENT EQUIPMENT SUPPLIES	-	-	-	2,000	3,000	3,000
4220	FUEL	137,807	183,475	170,650	168,850	183,150	186,650
4221	FUEL TANK MAINTENANCE/PERMITS/INSPECTION	2,294	4,087	4,000	4,000	4,000	4,290
4222	GENERATOR MAINTENANCE/PERMITS/INSPECTION	3,059	4,123	4,995	4,995	5,925	5,925
4223	ICEMA PERMITS & INSPECTION	3,200	-	3,200	3,200	3,200	3,200
4224	OVERHEAD DOOR/GATE MAINTENANCE	2,416	7,114	11,600	11,600	11,600	11,600
4235	PHYSICALS/TESTING	1,375	1,466	4,800	5,300	5,200	5,200
4236	LIVESCAN SERVICE FEE	701	678	2,095	2,095	2,095	2,095
4240	VEHICLE MAINTENANCE	171,222	178,202	160,900	164,900	186,600	187,600
4242	ANNUAL LADDER TESTING	89	1,803	2,000	2,000	2,000	2,000
4243	SCBA FLOW TESTING/HYDRO TESTING	-	5,704	4,000	4,000	4,300	4,300
4244	FIRE EXTING/FIRE SPRINKLER TESTING	-	633	2,000	2,000	2,000	2,000
4245	EQUIPMENT MAINTENANCE	26,794	11,309	19,850	18,050	20,850	20,850
4246	PARKS PLAYGROUND EQUIPMENT	-	-	-	-	-	-
4248	EQUIPMENT RENTAL/LEASE	3,715	2,675	3,800	3,800	4,140	4,140
4249	UNIFORMS	3,659	4,548	5,425	5,425	6,575	6,150
4250	SPECIAL DEPARTMENT SUPPLIES	1,014	2,649	6,725	11,375	10,350	8,150
4251	ADA COMPLIANCE	2,000	1,500	2,000	2,000	2,000	2,000
4255	SOFTWARE SUPPORT	76,240	83,228	82,400	87,800	89,700	91,350
4260	DISASTER SUPPLIES	175	199	2,000	2,000	2,000	2,000
4290	TITLE SEARCH	-	-	-	-	-	-
4300	ADVERTISING	31,673	29,398	24,550	25,500	31,475	33,575
4310	DUES & SUBSCRIPTIONS	34,827	39,969	39,205	43,470	45,975	47,015
4320	TRAVEL & CONFERENCE	5,552	10,639	16,150	15,250	21,060	20,260
4330	TRAINING	9,043	14,399	14,640	13,875	17,045	17,360
4332	MILEAGE REIMBURSEMENT	1,145	534	2,500	2,190	2,050	2,050
4335	ELECTIONS	18,045	1,039	35,000	35,000	1,500	35,000
4336	COMMUNITY EVENTS	16,947	17,076	18,250	18,250	19,350	19,350
4344	VOUCHER/REBATE PROGRAM	-	300	2,500	500	500	500
4345	NOTICE OF DETERMINATION	2,366	9,359	1,000	1,000	1,000	1,000
4346	LAFCO FEES	4,201	3,668	4,500	6,000	6,500	7,000
4347	GRAFFITI REWARD PROGRAM	-	-	250	250	250	250
4348	CDBG PROGRAMS	41,812	40,809	-	50,000	65,000	65,000
4349	GRANT PROGRAMS	9,898	10,000	10,000	10,000	22,500	22,500
4351	EMERGENCY INCIDENTS	-	20,211	500	3,000	500	500
4355	CLAIMS PAYABLE INCREASE	714	5,801	10,000	10,000	5,000	5,000
4360	INSURANCE PREMIUMS	239,544	247,101	264,750	264,750	315,000	330,750
4370	INSURANCE CLAIMS	20,000	-	30,000	30,000	30,000	30,000
4380	INSURANCE ADJUSTING FEES	689	1,226	7,500	7,500	-	-
4390	INSURANCE LEGAL	84,939	74,121	50,000	50,000	60,000	60,000
4400	MISCELLANEOUS	670	163	750	700	700	700
4450	RELEASE/USE OF DEPOSIT/FEE	64,577	153,934	12,500	52,000	25,000	12,500
	TOTAL OPERATIONS & MATERIALS	5,074,756	5,432,570	4,673,360	4,623,810	5,036,310	5,111,650
	CONTRACTUAL SERVICES:						
4504	CONTRACT SERVICES-JANITORIAL SERVICES	63,791	55,995	61,995	61,995	76,690	83,030
4505	CONTRACT SERVICES-SALES TAX AUDIT	1,800	1,800	2,000	2,000	2,000	2,000
4506	CONTRACT SERVICES-SB COUNTY RECORDER	7,152	27,927	8,000	4,500	5,000	5,500
4507	CONTRACT SERVICES-CHAMBER OF COMMERCE	13,365	16,456	16,460	16,460	-	-
4509	CONTRACT SERVICES-ARCHITECT	-	-	-	-	-	-
4510	CONTRACT SERVICES-AUDITOR	49,179	42,485	44,550	44,550	43,075	44,800

City-Expenditures by Object

Acct #	Account Name	2016-2017 Actual (Audited)	2017-2018 Actual (Audited)	2018-2019 Adjusted Budget	2018-2019 Year End Estimate	2019-2020 Adopted Budget	2020-2021 Adopted Budget
4513	CONTRACT SERVICES-SB 90	2,410	1,600	3,600	1,800	1,800	1,900
4515	CONTRACT SERVICES-COLLECTIONS	2,050	3,496	2,900	500	500	3,300
4516	CONTRACT SERVICES-CITATIONS	700	1,914	1,500	1,800	2,000	2,000
4517	CONTRACT SERVICES-DMV	96	588	500	500	500	500
4520	CONTRACT SERVICES-ATTORNEY	226,036	180,200	160,000	160,000	175,000	175,000
4525	CONTRACT SERVICES-AFTER SCHOOL PROGRAM	41,342	1,625	48,940	48,940	48,940	48,940
4526	CONTRACT SERVICES-YMCA	397,614	477,516	477,540	477,540	485,000	490,000
4530	CONTRACT SERVICES-CROSSING GUARDS	36,924	38,667	45,000	45,000	46,000	49,000
4533	CONTRACT SERVICES-SOFTWARE SUBSCRIPTIONS	2,652	2,718	3,300	3,300	3,300	3,300
4534	CONTRACT SERVICES-GIS	32,775	36,755	38,000	38,000	38,000	38,000
4535	CONTRACT SERVICES-PERSONNEL	-	34,702	500	500	500	500
4536	CONTRACT SERVICES-CLASS STUDY	-	420	-	-	-	-
4537	CONTRACT SERVICES-EMPLOYEE ASST. PROGRAM	5,340	4,920	8,000	7,000	7,000	7,000
4538	CONTRACT SERVICES-CODE ENFORCEMENT	42,445	87,198	60,840	-	-	-
4540	CONTRACT SERVICES-BUILDING INSPECTIONS	352,364	399,289	462,305	462,305	462,305	462,305
4542	CONTRACT SERVICES-SMP	1,448	19,338	3,100	3,100	3,100	3,100
4543	CONTRACT SERVICES-BSAR FUND	699	2,822	2,000	2,000	2,000	2,000
4545	CONTRACT SERVICES-WEED ABATEMENT	42,130	42,490	42,210	42,210	42,910	43,410
4547	CONTRACT SERVICES-ARCHITECTURAL LANDSCAPE	-	17,065	50,000	35,000	40,000	40,000
4550	CONTRACT SERVICES-ENGINEERING	1,309,537	528,956	327,140	365,800	325,340	325,940
4551	CONTRACT SERVICES-ENGINEERING PROJECTS	215,449	244,141	220,000	220,000	280,000	280,000
4552	CONTRACT SERVICES-TRAFFIC COUNTS	-	-	1,500	1,000	-	-
4553	CONTRACT SERVICES-UNDERGROUND SERVICE ALERT	1,230	1,533	1,300	1,700	2,000	2,000
4554	CONTRACT SERVICES-CONSULTANT	198,388	155,250	189,000	183,000	189,000	189,000
4556	CONTRACT SERVICES-DEMOLITION	-	-	-	-	-	-
4557	CONTRACT SERVICES-BOARD/SECURE	18,361	3,781	20,000	20,000	7,500	7,500
4558	CONTRACT SERVICES-APPRAISAL	-	-	-	-	-	-
4560	CONTRACT SERVICES-SHERIFF	8,342,011	8,747,289	9,606,545	9,626,500	10,243,515	10,763,525
4561	CONTRACT SERVICES-SHERIFF RESERVES	1,058	1,050	2,000	1,000	1,000	1,000
4563	CONTRACT SERVICES-WE TIP	3,249	6,575	3,300	3,300	3,500	3,500
4564	CONTRACT SERVICES-CAL ID	64,112	63,301	66,500	66,500	64,650	65,500
4565	CONTRACT SERVICES-ANIMAL CONTROL	349,490	302,940	470,380	440,000	444,930	467,180
4566	CONTRACT SERVICES-CITIZEN PATROL	886	433	2,000	1,000	1,000	1,000
4567	CONTRACT SERVICES-PARAMEDIC DEPARTMENT	1,185,069	1,364,202	1,684,410	1,432,000	1,806,130	1,896,440
4569	CONTRACT SERVICES-FIRE DEPARTMENT	2,395,324	2,564,520	2,909,690	2,700,000	3,092,670	3,247,305
4570	CONTRACT SERVICES-STREET MAINTENANCE	57,093	66,678	75,000	75,000	81,000	81,000
4571	CONTRACT SERVICES-SHERIFF EXPLORERS	-	-	2,000	1,000	1,000	1,000
4572	CONTRACT SERVICES-VOLUNTEER FIREFIGHTERS	-	-	3,000	3,000	3,000	3,000
4573	CONTRACT SERVICES-FIRE EXPLORERS	-	-	500	500	500	500
4574	CONTRACT SERVICES-MEDICAL DIRECTOR	3,231	-	5,000	5,000	5,000	5,000
4576	CONTRACT SERVICES-EMERGENCY WORK	3,669	2,100	10,500	100,500	10,500	10,500
4577	CONTRACT SERVICES-EMERGENCY (NON CONTRACT)	-	-	-	-	-	-
4578	CONTRACT SERVICES-STRIPING	25,696	38,250	25,000	25,000	25,000	25,000
4580	CONTRACT SERVICES-TRAFFIC SIGNAL MAINTENANCE	172,253	224,054	175,000	150,000	150,000	150,000
4582	CONTRACT SERVICES-STUDIES	27,503	6,300	5,000	5,000	40,000	40,000
4585	CONTRACT SERVICES-LANDSCAPE MAINTENANCE	426,560	305,012	349,645	325,645	354,160	355,800
4587	CONTRACT SERVICES-ELEVATOR MAINTENANCE	10,214	11,354	11,725	11,725	11,725	11,725
4588	CONTRACT SERVICES-HVAC MAINTENANCE	82,936	93,660	95,485	95,485	114,915	116,915
4589	CONTRACT SERVICES-PEST CONTROL	5,173	7,968	11,620	7,220	7,820	7,820
4591	CONTRACT SERVICES-SIDEWALK REPAIR	27,764	25,463	30,000	30,000	30,000	30,000
4592	CONTRACT SERVICES-TRAILS MAINTENANCE	-	12,484	25,000	20,000	114,600	24,600
4593	CONTRACT SERVICES-FACILITIES MAINTENANCE	-	-	-	-	148,000	-
4596	CONTRACT SERVICES-ENVIRON. HEALTH SERVICES	50,742	50,250	63,000	63,000	60,000	60,000
4600	CONTRACT SERVICES-GENERAL PLAN	-	-	-	-	-	-
4605	CONTRACT SERVICES-CONSERVATION PLAN	202,957	-	-	-	-	-
4621	CONTRACT SERVICES-COST ALLOCATION STUDY	19,440	-	-	-	16,000	-
4622	CONTRACT SERVICES-SECTION 125 PLAN	485	485	690	500	500	515

City-Expenditures by Object

Acct #	Account Name	2016-2017 Actual (Audited)	2017-2018 Actual (Audited)	2018-2019 Adjusted Budget	2018-2019 Year End Estimate	2019-2020 Adopted Budget	2020-2021 Adopted Budget
4623	CONTRACT SERVICES-WEBSITE	-	-	-	-	15,000	7,500
4625	CONTRACT SERVICES-CODIFICATION	3,207	2,617	5,500	5,000	5,000	5,500
4626	CONTRACT SERVICES-RECORDS MANAGEMENT	12,053	13,239	11,500	13,000	14,700	15,800
4627	CONTRACT SERVICES-NETWORK	4,466	-	5,000	5,000	5,000	5,000
4662	CONTRACT SERVICES-HOUSING ELEMENT	-	-	-	-	-	15,000
4664	CONTRACT SERVICES-STREET LIGHT MAINTENANCE	2,764	-	80,000	80,000	85,570	85,570
4665	CONTRACT SERVICES-STORM DRAIN	81,263	79,444	158,000	158,000	127,000	158,000
4666	CONTRACT SERVICES-STORM DRAIN MAINTENANCE	10,270	14,017	35,000	19,000	25,000	27,000
4680	CONTRACT SERVICES-TREE TRIMMING	59,979	54,260	60,170	60,170	66,300	69,500
	TOTAL CONTRACTUAL SERVICES	16,696,193	16,489,595	18,290,340	17,779,545	19,464,145	20,067,720
	CAPITAL OUTLAY:						
6010	LAND	-	-	-	-	-	-
6030	BUILDING	-	23,800	-	-	-	-
6040	EQUIPMENT	184,847	295,134	445,175	275,000	699,040	250,000
6060	VEHICLES	499,654	366,257	959,800	339,975	-	500,000
6070	SOFTWARE	-	-	-	-	-	-
	TOTAL CAPITAL OUTLAY	684,501	685,191	1,404,975	614,975	699,040	750,000
	CAPITAL PROJECTS:						
6510	LANDSCAPE MAINTENANCE	-	44,123	218,250	218,250	-	-
6530	STREET/SIDEWALK CONSTRUCTION	3,967,662	470,091	88,000	203,000	7,805,000	1,007,000
6533	STREET WIDENING PROJECTS	8,207	1,109	1,152,000	655,000	331,000	1,024,000
6545	SIDEWALK REPAIRS	1,837,621	84,319	245,000	117,000	944,000	-
6550	TRAFFIC IMPROVEMENTS	2,987,920	2,681,084	14,115,634	9,105,000	7,646,000	7,373,000
6600	STORM DRAIN PROJECTS	115,568	19,872	8,420,000	150,000	9,194,000	9,729,000
6700	ELECTRIC VEHICLE CHARGING STATIONS	-	-	-	-	363,000	-
6803	FACILITIES CONSTRUCTION	-	149,868	-	-	-	-
6811	RIGHT-OF-WAY ACQUISITION	5,360	51,537	-	-	-	-
6813	BRIDGE CONSTRUCTION	471,101	579,874	11,295,000	2,425,000	32,781,000	8,311,000
6816	TRAILS CONSTRUCTION	121,319	310,904	-	65,000	32,000	-
	TOTAL CAPITAL PROJECTS	9,514,757	4,392,782	35,533,884	12,938,250	59,096,000	27,444,000
	TOTAL CITY EXPENDITURES BY OBJECT	35,630,260	30,760,383	64,106,749	40,288,970	89,031,690	58,280,755

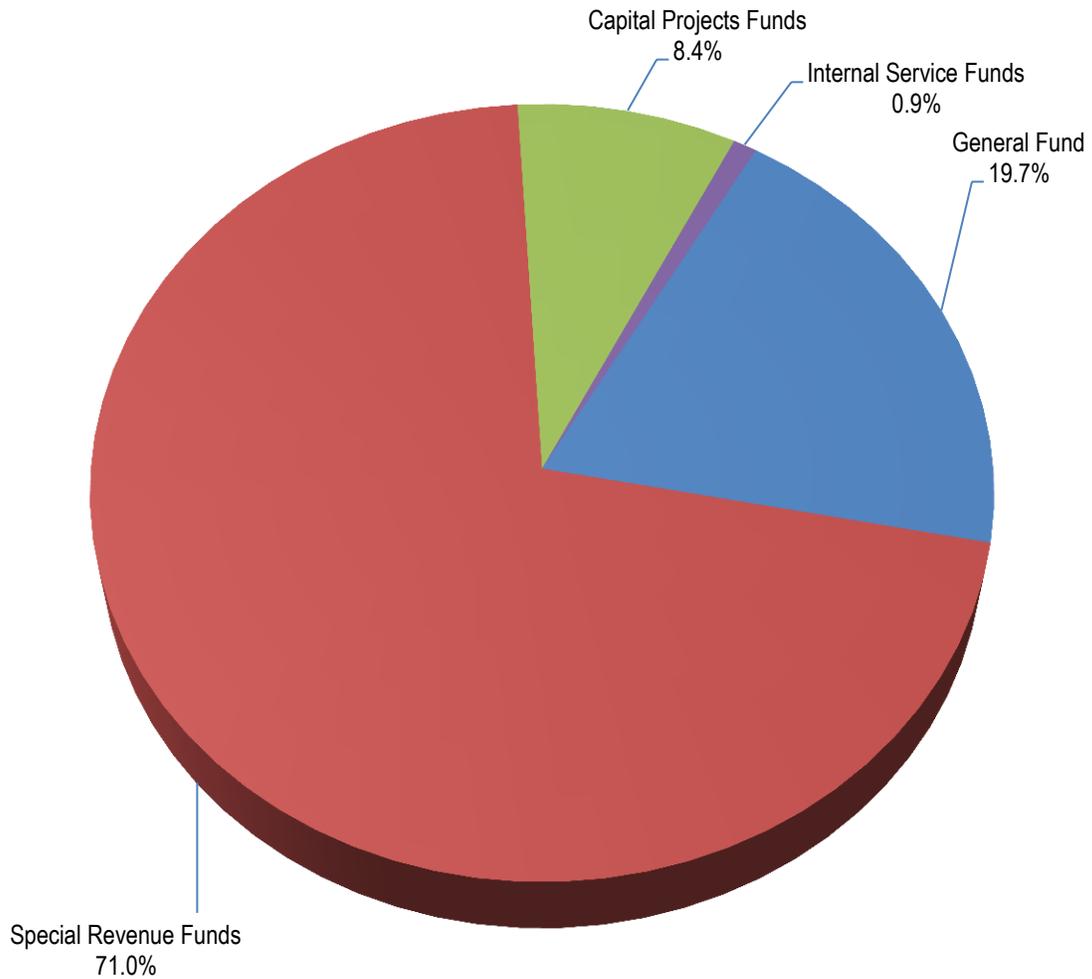
Housing Authority-Expenditures by Object

Acct #	Account Name	2016-2017 Actual (Audited)	2017-2018 Actual (Audited)	2018-2019 Adjusted Budget	2018-2019 Year End Estimate	2019-2020 Adopted Budget	2020-2021 Adopted Budget
SALARIES & WAGES:							
3010	SALARIES	58,367	70,392	82,335	82,335	97,900	100,870
3050	COMPENSATORY TIME	-	-	-	-	-	-
3110	HOLIDAY	2,560	3,603	-	-	-	-
3120	VACATION	2,759	4,710	-	-	-	-
3125	MANAGEMENT LEAVE	1,752	1,578	-	-	-	-
	TOTAL SALARIES & WAGES	65,439	80,282	82,335	82,335	97,900	100,870
BENEFITS:							
3510	CAFETERIA PLAN	6,283	7,015	9,000	9,000	10,920	11,340
3530	MEDICARE & SOCIAL SECURITY	1,663	1,938	1,195	1,195	1,420	1,465
3560	PERS-RETIREMENT	13,738	16,580	20,200	20,200	26,160	27,840
3580	DEFERRED COMPENSATION	329	363	420	420	420	420
3590	LIFE INSURANCE	168	220	275	275	325	335
3600	AUTO ALLOWANCE	1,183	1,320	1,320	1,320	1,320	1,320
3650	VACATION BUYBACK	1,087	889	-	-	-	-
3655	SICK LEAVE INCENTIVE PROGRAM	1,307	1,364	-	-	-	-
3660	ADMIN LEAVE BUYBACK	466	1,483	-	-	-	-
	TOTAL BENEFITS	26,224	31,172	32,410	32,410	40,565	42,720
OPERATIONS & MATERIALS:							
4080	BUILDING SERVICES DEPARTMENT CHARGE	4,550	4,250	4,850	4,850	6,995	7,010
4199	INSURANCE DEPARTMENT CHARGE	8,053	6,441	9,160	9,160	5,725	5,980
4203	EQUIPMENT/FURNITURE	(104)	-	-	-	-	-
4210	POSTAGE	20	5	-	-	-	-
	TOTAL OPERATIONS & MATERIALS	12,518	10,696	14,010	14,010	12,720	12,990
CONTRACTUAL SERVICES:							
4520	CONTRACT SERVICES-ATTORNEY	36,260	12,398	30,000	15,000	55,000	30,000
4554	CONTRACT SERVICES-CONSULTANT	5,850	1,463	-	-	-	-
4611	CONTRACT SERVICES-LMI HOUSING	-	-	25,000	15,000	50,000	25,000
	TOTAL CONTRACTUAL SERVICES	42,110	13,860	55,000	30,000	105,000	55,000
TOTAL HA EXPENDITURES BY OBJECT		146,291	136,011	183,755	158,755	256,185	211,580

Successor Agency-Expenditures by Object

Acct #	Account Name	2016-2017 Actual (Audited)	2017-2018 Actual (Audited)	2018-2019 Adjusted Budget	2018-2019 Year End Estimate	2019-2020 Adopted Budget	2020-2021 Adopted Budget
SALARIES & WAGES:							
3010	SALARIES	57,699	57,729	73,605	-	-	-
3050	COMPENSATORY TIME	136	197	-	-	-	-
3100	SICK LEAVE	670	902	-	-	-	-
3110	HOLIDAY	3,155	3,346	-	-	-	-
3120	VACATION	3,048	3,807	-	-	-	-
3125	MANAGEMENT LEAVE	845	1,171	-	-	-	-
	TOTAL SALARIES & WAGES	65,552	67,151	73,605	-	-	-
BENEFITS:							
3510	CAFETERIA PLAN	8,976	8,768	9,750	-	-	-
3530	MEDICARE & SOCIAL SECURITY	1,123	1,141	1,070	-	-	-
3560	PERS-RETIREMENT	15,612	16,088	18,990	-	-	-
3580	DEFERRED COMPENSATION	329	363	420	-	-	-
3590	LIFE INSURANCE	199	216	245	-	-	-
3600	AUTO ALLOWANCE	1,439	1,620	1,620	-	-	-
3650	VACATION BUYBACK	1,712	1,165	-	-	-	-
3655	SICK LEAVE INCENTIVE	1,214	1,251	-	-	-	-
3660	ADMINISTRATIVE LEAVE BUYBACK	1,010	1,317	-	-	-	-
	TOTAL BENEFITS	31,613	31,928	32,095	-	-	-
OPERATIONS & MATERIALS:							
4080	BUILDING SERVICES DEPARTMENT CHARGE	6,325	6,255	6,380	6,380	-	-
4189	OPERATING TRANSFER OUT-SARDA DEBT SERVICE	4,208,926	3,500,970	4,216,880	4,216,880	3,678,215	3,677,195
4198	CITY ADMINISTRATION	-	-	-	105,700	4,355	4,485
4199	INSURANCE DEPARTMENT CHARGE	8,021	6,441	9,160	9,160	-	-
	TOTAL OPERATIONS & MATERIALS	4,223,272	3,513,666	4,232,420	4,338,120	3,682,570	3,681,680
CONTRACTUAL SERVICES:							
4520	CONTRACT SERVICES-ATTORNEY	45	-	10,000	10,000	205	210
4554	CONTRACT SERVICES-CONSULTANT	11,175	217,831	17,125	17,125	15,005	15,145
	TOTAL CONTRACTUAL SERVICES	11,220	217,831	27,125	27,125	15,210	15,355
DEBT SERVICE:							
5100	PRINCIPAL	1,560,486	36,368,687	1,718,635	1,718,635	1,953,595	2,071,265
5200	INTEREST	2,525,709	1,957,300	2,349,880	2,349,880	1,705,055	1,586,090
	TOTAL DEBT SERVICE	4,086,195	38,325,987	4,068,515	4,068,515	3,658,650	3,657,355
TOTAL SARDA EXPENDITURES BY OBJECT		8,417,852	42,156,562	8,433,760	8,433,760	7,356,430	7,354,390

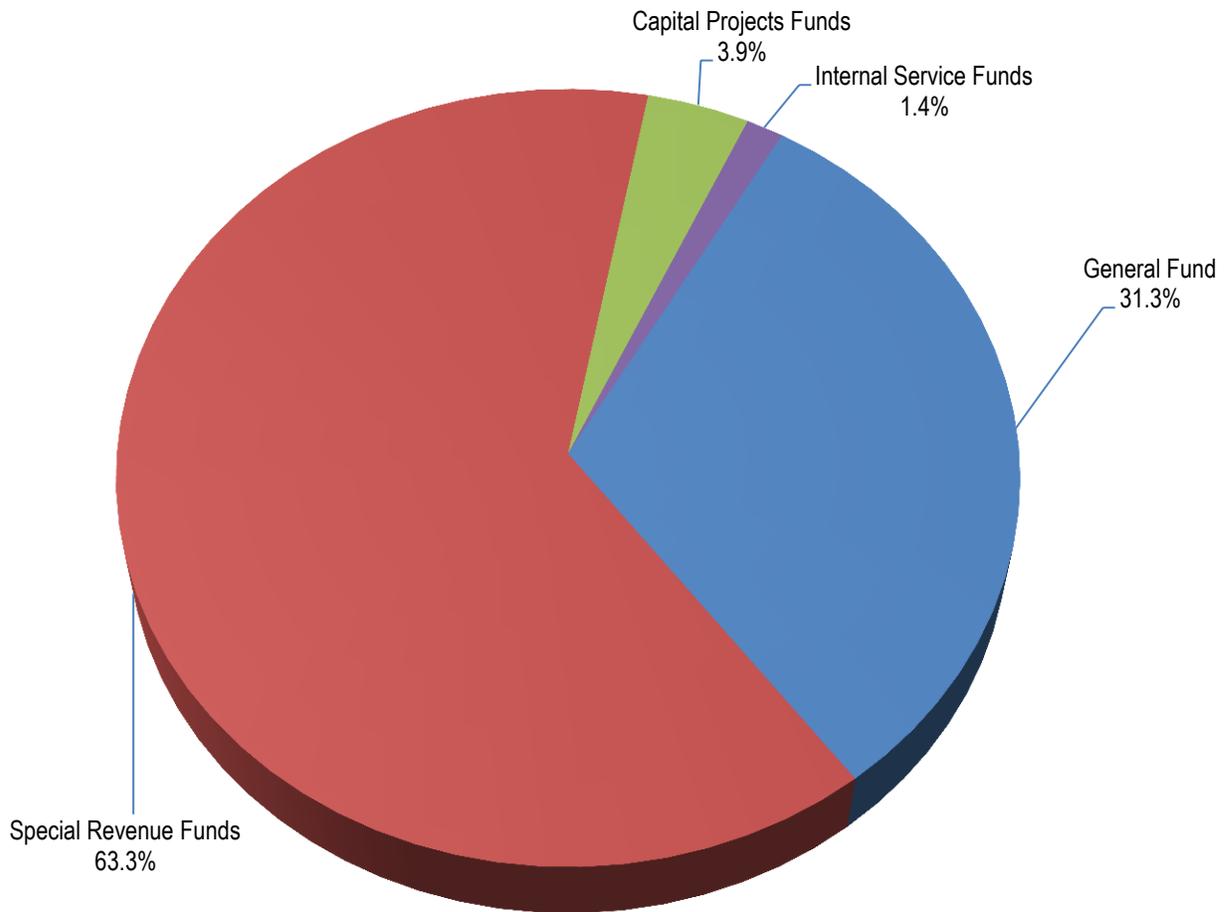
CITY EXPENDITURES BY FUND 2019-2020



General Fund	\$17,539,535
Special Revenue Funds	63,250,240
Capital Projects Funds	7,439,060
Internal Service Funds	<u>802,855</u>
Total	\$89,031,690



CITY EXPENDITURES BY FUND 2020-2021



General Fund	\$18,269,610
Special Revenue Funds	36,915,050
Capital Projects Funds	2,271,520
Internal Service Funds	<u>824,575</u>
Total	\$58,280,755



Expenditures By Fund

Dept#	Fund Name - Fund No.	2016-2017 Actual (Audited)	2017-2018 Actual (Audited)	2018-2019 Adjusted Budget	2018-2019 Year End Estimate	2019-2020 Adopted Budget	2020-2021 Adopted Budget
GENERAL FUND - 001							
1000	CITY COUNCIL	167,994	173,513	186,410	186,010	189,825	196,920
1200	CITY CLERK	267,521	278,787	305,555	304,655	305,125	354,840
1450	GENERAL GOVERNMENT	1,526,626	1,494,375	764,680	764,180	762,350	781,700
1600	PERSONNEL	55,897	53,957	65,865	63,825	62,830	64,620
1700	FINANCE	511,699	523,847	568,355	564,355	664,985	675,735
2000	POLICE DEPARTMENT	8,633,439	9,059,460	9,931,765	9,931,385	10,586,140	11,112,040
2200	ANIMAL CONTROL	354,175	307,732	478,630	445,550	450,530	472,880
3200	ENGINEERING	519,071	455,807	460,475	460,430	518,880	522,170
4100	PLANNING	783,786	772,315	919,190	918,740	902,695	927,530
4200	PUBLIC SERVICES	368,775	383,960	514,845	514,845	612,470	641,460
4500	BUILDING & SAFETY	489,659	606,157	692,250	690,000	703,060	710,810
4600	CODE ENFORCEMENT	479,555	410,733	507,065	445,115	416,835	425,040
6000	PARKS	1,007,664	1,103,259	1,137,165	1,125,980	1,138,060	1,155,000
6010	GRAFFITI	106,911	108,286	116,250	110,750	122,270	122,665
6020	COMMUNITY VOLUNTEER SERVICES	47,590	61,442	69,870	69,870	93,980	96,700
6100	TRAILS	7,041	15,726	27,000	27,000	9,500	9,500
	TOTAL GENERAL FUND	15,327,403	15,809,354	16,745,370	16,622,690	17,539,535	18,269,610
TRAFFIC SAFETY - 002							
8200	TRAFFIC SAFETY	288,131	70,209	110,000	45,000	46,000	49,000
	TOTAL TRAFFIC SAFETY	288,131	70,209	110,000	45,000	46,000	49,000
GAS TAX - 004							
8310	GAS TAX (PUBLIC WORKS)	1,159,884	1,319,015	3,344,200	3,436,525	2,328,285	2,335,600
	TOTAL GAS TAX	1,159,884	1,319,015	3,344,200	3,436,525	2,328,285	2,335,600
ARTICLE 3 - 005							
8320	ARTICLE 3	698,770	316,407	755,000	230,000	290,000	283,000
	TOTAL ARTICLE 3	698,770	316,407	755,000	230,000	290,000	283,000
CDBG - 006							
8400	HOUSING & COMMUNITY DEVELOPMENT	155,832	971,634	-	178,200	232,195	575,360
	TOTAL CDBG	155,832	971,634	-	178,200	232,195	575,360
DEVELOPMENT IMPACT FEES - 007							
8330	DEVELOPMENT IMPACT FEES	951,903	112,129	612,000	612,000	1,595,100	298,000
	TOTAL DEVELOPMENT IMPACT FEES	951,903	112,129	612,000	612,000	1,595,100	298,000
DEVELOPER FEES - 008							
8340	DEVELOPER FEES	12,013	7,845	24,115	24,115	33,775	59,635
	TOTAL DEVELOPER FEES	12,013	7,845	24,115	24,115	33,775	59,635
CAPITAL IMPROVEMENTS - 010							
8380	FACILITIES CONSTRUCTION	2,185,488	440,817	5,153,055	595,055	4,686,915	1,637,595
	TOTAL CAPITAL IMPROVEMENTS	2,185,488	440,817	5,153,055	595,055	4,686,915	1,637,595
LANDSCAPE MAINTENANCE DISTRICT - 012							
8500	LANDSCAPE MAINTENANCE DISTRICT	400,986	442,279	445,890	418,590	450,985	463,375
	TOTAL LANDSCAPE MAINTENANCE DISTRICT	400,986	442,279	445,890	418,590	450,985	463,375

Expenditures By Fund

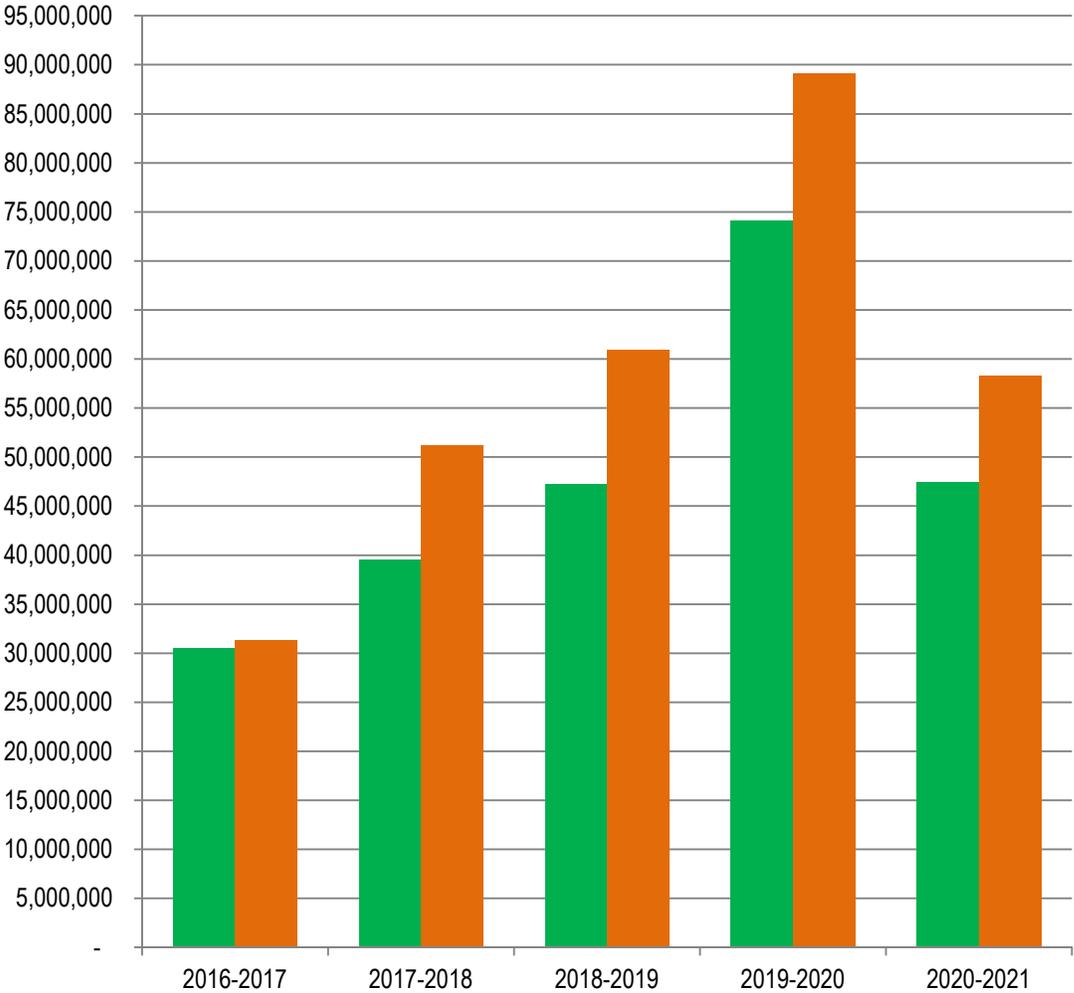
Dept#	Fund Name - Fund No.	2016-2017 Actual (Audited)	2017-2018 Actual (Audited)	2018-2019 Adjusted Budget	2018-2019 Year End Estimate	2019-2020 Adopted Budget	2020-2021 Adopted Budget
STREET LIGHT DISTRICT - 013							
8510	STREET LIGHT DISTRICT	524,785	520,860	329,100	397,500	400,370	376,070
	TOTAL STREET LIGHT DISTRICT	524,785	520,860	329,100	397,500	400,370	376,070
COMMUNITY FACILITIES DISTRICTS - 014							
8520	COMMUNITY FACILITIES DISTRICTS	10,015	8,822	13,100	9,050	9,600	10,100
	TOTAL COMMUNITY FACILITIES DISTRICTS	10,015	8,822	13,100	9,050	9,600	10,100
COMMUNITY TRAILS DISTRICT - 015							
8530	COMMUNITY TRAILS DISTRICT	15,293	9,756	17,600	10,200	26,600	26,600
	TOTAL COMMUNITY TRAILS DISTRICT	15,293	9,756	17,600	10,200	26,600	26,600
PARKS MAINTENANCE DISTRICT - 016							
8540	PARKS MAINTENANCE DISTRICT	104,199	102,529	119,815	115,915	129,775	128,165
	TOTAL PARKS MAINTENANCE DISTRICT	104,199	102,529	119,815	115,915	129,775	128,165
MEASURE I - 017							
8350	MEASURE I	2,029,934	979,569	9,395,000	2,854,000	26,658,000	2,726,000
	TOTAL MEASURE I	2,029,934	979,569	9,395,000	2,854,000	26,658,000	2,726,000
AIR QUALITY MANAGEMENT DISTRICT - 020							
8440	AB 2766	334,068	22,133	282,440	75,000	392,440	80,440
	TOTAL AIR QUALITY MANAGEMENT DISTRICT	334,068	22,133	282,440	75,000	392,440	80,440
COPS - 021							
8450	AB 3229	129,365	139,490	125,000	140,000	140,000	140,000
	TOTAL COPS	129,365	139,490	125,000	140,000	140,000	140,000
GENERAL CAPITAL FINANCING - 023							
3890	CAPITAL CONSTRUCTION	1,532,144	1,187,886	2,392,480	1,054,530	2,742,545	623,825
	TOTAL GENERAL CAPITAL FINANCING	1,532,144	1,187,886	2,392,480	1,054,530	2,742,545	623,825
STREET/STORM DRAIN MAINTENANCE DISTRICT - 024							
8470	STREET/STORM DRAIN MAINTENANCE DISTRICT	2,650	7,671	22,900	22,900	79,300	34,485
	TOTAL STREET/STORM DRAIN MAINT. DISTRICT	2,650	7,671	22,900	22,900	79,300	34,485
JUSTICE ASSISTANCE GRANT - 026							
8480	JUSTICE ASSISTANCE GRANT	15,784	10,095	20,000	20,000	20,000	20,000
	TOTAL JUSTICE ASSISTANCE GRANT	15,784	10,095	20,000	20,000	20,000	20,000
GRANTS FUND - 027							
8490	MISCELLANEOUS GRANTS	2,797,203	1,589,005	13,082,434	3,797,800	17,362,000	14,054,000
	TOTAL GRANTS FUND	2,797,203	1,589,005	13,082,434	3,797,800	17,362,000	14,054,000
PARAMEDIC DEPARTMENT- 028							
2050	PARAMEDIC DEPARTMENT	1,333,233	1,533,464	2,036,405	1,583,995	1,984,405	2,067,265
	TOTAL PARAMEDIC DEPARTMENT	1,333,233	1,533,464	2,036,405	1,583,995	1,984,405	2,067,265

Expenditures By Fund

Dept#	Fund Name - Fund No.	2016-2017 Actual (Audited)	2017-2018 Actual (Audited)	2018-2019 Adjusted Budget	2018-2019 Year End Estimate	2019-2020 Adopted Budget	2020-2021 Adopted Budget
FIRE DEPARTMENT - 029							
2100	FIRE DEPARTMENT	4,100,184	4,010,430	5,676,820	4,172,945	4,988,010	5,718,055
	TOTAL FIRE DEPARTMENT	4,100,184	4,010,430	5,676,820	4,172,945	4,988,010	5,718,055
MAJOR GRANTS FUND - 030							
8495	MAJOR GRANTS	889,153	534,470	2,691,000	2,691,000	6,093,000	7,480,000
	TOTAL MAJOR GRANTS FUND	889,153	534,470	2,691,000	2,691,000	6,093,000	7,480,000
INSURANCE - 041							
9500	GENERAL LIABILITY	411,028	422,164	457,880	958,880	523,115	544,165
	TOTAL INSURANCE	411,028	422,164	457,880	958,880	523,115	544,165
GENERAL SERVICES - 042							
9510	BUILDING SERVICES	220,814	192,351	255,145	223,080	279,740	280,410
	TOTAL GENERAL SERVICES	220,814	192,351	255,145	223,080	279,740	280,410
	TOTAL CITY	35,630,260	30,760,383	64,106,749	40,288,970	89,031,690	58,280,755
HOUSING AUTHORITY - 070							
7000	HOUSING AUTHORITY	146,291	136,011	183,755	158,755	256,185	211,580
	TOTAL HOUSING AUTHORITY	146,291	136,011	183,755	158,755	256,185	211,580
SUCCESSOR AGENCY - 082 & 089							
8020	SARDA RPTTF	4,208,926	3,500,970	4,216,880	4,216,880	3,678,215	3,677,195
8090	SARDA DEBT SERVICE & ADMIN	4,208,926	38,655,592	4,216,880	4,216,880	3,678,215	3,677,195
	TOTAL SUCCESSOR AGENCY TO THE RDA (SARDA)	8,417,852	42,156,562	8,433,760	8,433,760	7,356,430	7,354,390



CITY REVENUES vs. EXPENDITURES HISTORY



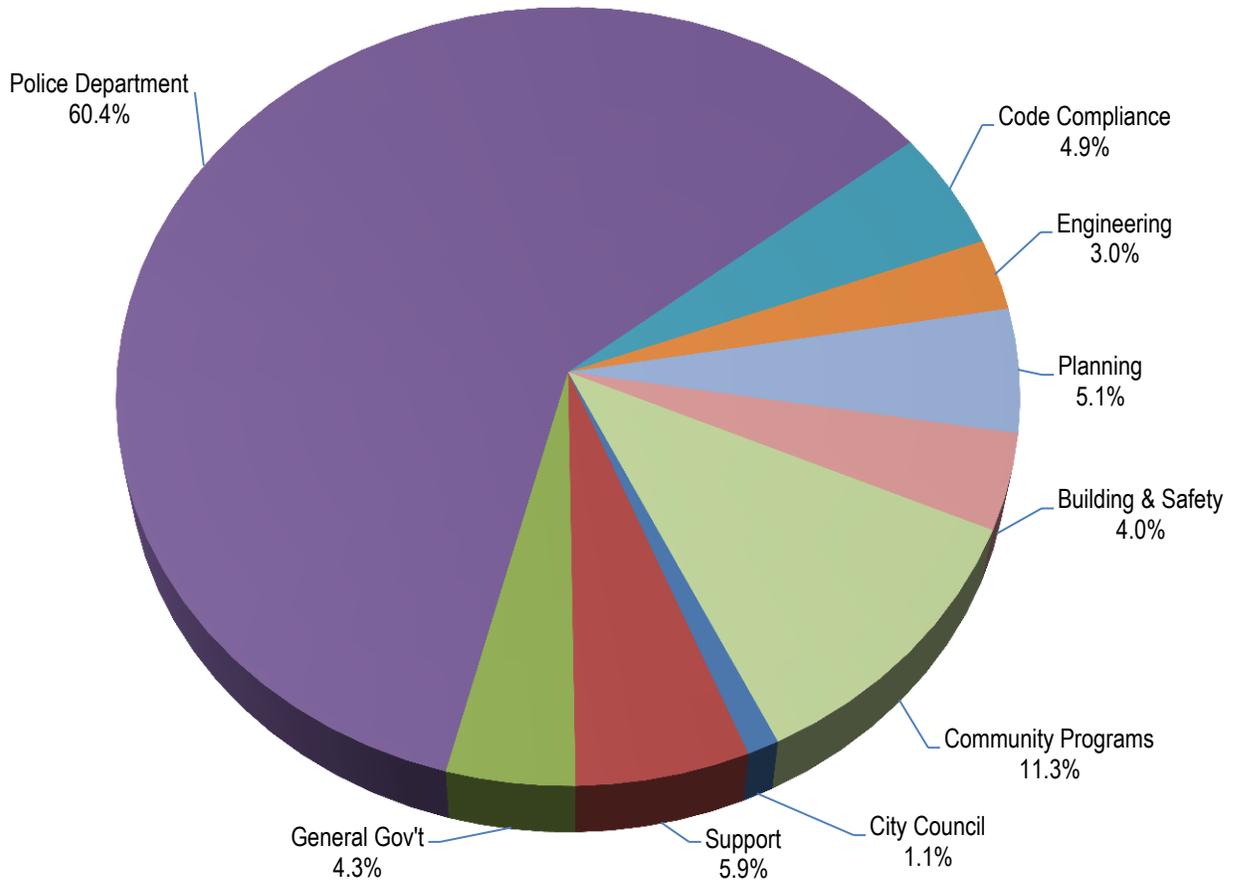
	Revenues	Expenditures
2016-2017	\$30,511,940	\$31,322,954
2017-2018	\$39,527,055	\$51,189,415
2018-2019	\$47,244,415	\$60,902,735
2019-2020	\$74,040,395	\$89,031,690
2020-2021	\$47,383,835	\$58,280,755

Expenditures include one-time grant funding and revenues that have been set aside for capital projects.



GENERAL FUND EXPENDITURES

2019-2020

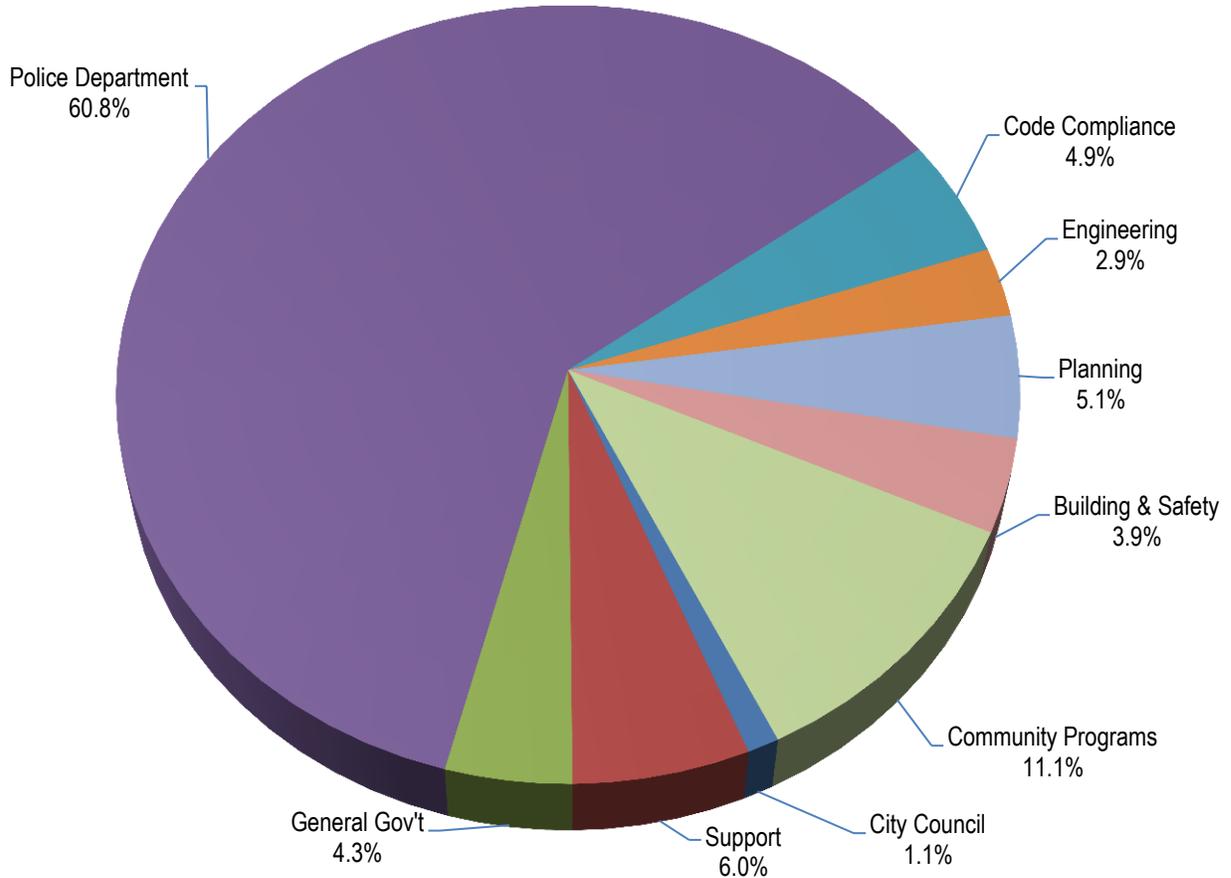


City Council	\$ 189,825
Support	1,032,940
General Government	762,350
Police Department	10,586,140
Code Compliance	867,365
Engineering	518,880
Planning	902,695
Building & Safety	703,060
Community Programs	<u>1,976,280</u>
Total	\$17,539,535



GENERAL FUND EXPENDITURES

2020-2021



City Council	\$ 196,920
Support	1,095,195
General Government	781,700
Police Department	11,112,040
Code Compliance	897,920
Engineering	522,170
Planning	927,530
Building & Safety	710,810
Community Programs	<u>2,025,325</u>
Total	\$18,269,610



2019/2020 Salaries By Department

Position	City Council 1000	City Clerk 1200	General Government 1450	Personnel 1600	Finance 1700	Engineering 3200	Planning 4100	Public Services 4200	Building & Safety 4500	Code Enforcement 4600	Parks 6000	Graffiti 6010	Community Volunteer Services 6020
City Council-100%	9,600	-	-	-	-	-	-	-	-	-	-	-	-
City Council-100%	9,600	-	-	-	-	-	-	-	-	-	-	-	-
City Council-100%	9,600	-	-	-	-	-	-	-	-	-	-	-	-
City Council-100%	9,600	-	-	-	-	-	-	-	-	-	-	-	-
City Council-100%	9,600	-	-	-	-	-	-	-	-	-	-	-	-
City Manager-75%-5%-15%-5%	-	-	146,925	-	-	-	-	-	-	-	-	-	-
Director of Admin Services-10%-15%-50%-5%-15%-5%	-	-	15,070	22,605	75,350	-	-	-	-	-	-	-	-
Senior Accountant-100%	-	-	-	-	81,800	-	-	-	-	-	-	-	-
Accountant-100%	-	-	-	-	71,100	-	-	-	-	-	-	-	-
Accounting Assistant II-100%	-	-	-	-	48,500	-	-	-	-	-	-	-	-
Accounting Assistant II-100%	-	-	-	-	48,500	-	-	-	-	-	-	-	-
City Clerk-95%-5%	-	97,660	-	-	-	-	-	-	-	-	-	-	-
Administrative Assistant II-100%	-	51,800	-	-	-	-	-	-	-	-	-	-	-
Administrative Assistant I-100%	-	-	47,100	-	-	-	-	-	-	-	-	-	-
Administrative Assistant III-90%-10%	-	-	51,300	5,700	-	-	-	-	-	-	-	-	-
Administrative Analyst-100%	-	-	74,100	-	-	-	-	-	-	-	-	-	-
City Engineer/Public Works Director-35%-35%-30%	-	-	-	-	-	61,705	-	-	-	-	-	-	-
Asst. Public Works Director-50%-50%	-	-	-	-	-	-	-	-	-	-	-	-	-
Public Works Manager-5%-84%-10%-1%	-	-	-	-	-	-	-	-	-	-	5,340	-	-
Maintenance Worker II-48%-50%-2%	-	-	-	-	-	-	-	-	-	-	-	-	-
Maintenance Worker I-50%-25%-25%	-	-	-	-	-	-	-	-	-	-	22,550	-	-
Maintenance Worker I-98%-2%	-	-	-	-	-	-	-	-	-	-	-	-	-
Maintenance Worker II-50%-25%-25%	-	-	-	-	-	-	-	-	-	-	24,850	-	-
Senior Maintenance Worker-100%	-	-	-	-	-	-	-	-	-	-	-	57,100	-
Maintenance Worker I-10%-45%-10%-10%-25%	-	-	-	-	-	-	-	-	-	-	4,510	-	-
Administrative Assistant III-65%-35%	-	-	-	-	-	-	-	-	-	-	-	-	-
Public Services Manager-100%	-	-	-	-	-	-	-	106,800	-	-	-	-	-
Public Services Coordinator-100%	-	-	-	-	-	-	-	74,100	-	-	-	-	-
Volunteer Coordinator-75%-25%	-	-	-	-	-	-	-	-	-	-	-	-	37,800
Comm. Dev. Director-25%-5%-5%-55%-10%	-	-	-	-	-	-	82,885	-	7,535	7,535	-	-	-
Asst. Community Development Director-50%-50%	-	-	-	-	-	-	65,500	-	-	-	-	-	-
Associate Planner-100%	-	-	-	-	-	-	81,800	-	-	-	-	-	-
Associate Planner-100%	-	-	-	-	-	-	81,800	-	-	-	-	-	-
Planning Technician II-100%	-	-	-	-	-	-	60,100	-	-	-	-	-	-
Administrative Assistant III-100%	-	-	-	-	-	-	57,000	-	-	-	-	-	-
Building Official-100%	-	-	-	-	-	-	-	-	110,400	-	-	-	-
Permit Technician-100%	-	-	-	-	-	-	-	-	54,600	-	-	-	-
Records Management Intern-100%	-	-	-	-	-	-	-	-	-	-	-	-	-
Records Management Intern-100%	-	-	-	-	-	-	-	-	-	-	-	-	-
Code Compliance Officer-100%	-	-	-	-	-	-	-	-	-	61,600	-	-	-
Code Compliance Officer-75%-25%	-	-	-	-	-	-	-	-	-	15,400	-	-	-
Code Compliance Officer-100%	-	-	-	-	-	-	-	-	-	61,600	-	-	-
Code Compliance Officer-100%	-	-	-	-	-	-	-	61,600	-	-	-	-	-
Administrative Assistant III-60%-40%	-	-	-	-	-	-	-	-	-	34,200	-	-	-
TOTAL SALARIES BY DEPARTMENT	48,000	149,460	334,495	28,305	325,250	61,705	429,085	242,500	172,535	180,335	57,250	57,100	37,800

*This spreadsheet does not include Over-time.

*All positions budgeted at E-step (highest)

2019/2020 Salaries By Department

Position	Gas Tax 8310	CDBG 8400	Records Mgmt. 8340	Landscape Maint. District 8500	Parks Maint. District 8540	General Capital Financing 3890	General Liability 9500	Building Services 9510	Housing Authority 7000	Capital Improvements 3830	Street/Storm Drain Maint. District 8470	2019/2020 Total Salaries
City Council-100%	-	-	-	-	-	-	-	-	-	-	-	9,600
City Council-100%	-	-	-	-	-	-	-	-	-	-	-	9,600
City Council-100%	-	-	-	-	-	-	-	-	-	-	-	9,600
City Council-100%	-	-	-	-	-	-	-	-	-	-	-	9,600
City Council-100%	-	-	-	-	-	-	-	-	-	-	-	9,600
City Manager-75%-5%-15%-5%	9,795	-	-	-	-	-	29,385	-	9,795	-	-	195,900
Director of Admin Services-10%-15%-50%-5%-15%-5%	7,535	-	-	-	-	-	22,605	-	7,535	-	-	150,700
Senior Accountant-100%	-	-	-	-	-	-	-	-	-	-	-	81,800
Accountant-100%	-	-	-	-	-	-	-	-	-	-	-	71,100
Accounting Assistant II-100%	-	-	-	-	-	-	-	-	-	-	-	48,500
Accounting Assistant II-100%	-	-	-	-	-	-	-	-	-	-	-	48,500
City Clerk-95%-5%	-	-	-	-	-	-	5,140	-	-	-	-	102,800
Administrative Assistant II-100%	-	-	-	-	-	-	-	-	-	-	-	51,800
Administrative Assistant I-100%	-	-	-	-	-	-	-	-	-	-	-	47,100
Administrative Assistant III-90%-10%	-	-	-	-	-	-	-	-	-	-	-	57,000
Administrative Analyst-100%	-	-	-	-	-	-	-	-	-	-	-	74,100
City Engineer/Public Works Director-35%-35%-30%	61,705	-	-	-	-	-	-	-	-	52,890	-	176,300
Asst. Public Works Director-50%-50%	65,500	-	-	-	-	-	-	-	-	65,500	-	131,000
Public Works Manager-5%-84%-10%-1%	89,712	-	-	-	-	-	-	10,680	-	-	1,068	106,800
Maintenance Worker II-48%-50%-2%	23,856	-	-	-	-	-	-	24,850	-	-	994	49,700
Maintenance Worker I-50%-25%-25%	-	-	-	11,275	11,275	-	-	-	-	-	-	45,100
Maintenance Worker I-98%-2%	44,198	-	-	-	-	-	-	-	-	-	902	45,100
Maintenance Worker II-50%-25%-25%	-	-	-	12,425	12,425	-	-	-	-	-	-	49,700
Senior Maintenance Worker-100%	-	-	-	-	-	-	-	-	-	-	-	57,100
Maintenance Worker I-10%-45%-10%-10%-25%	20,295	-	-	4,510	4,510	-	-	11,275	-	-	-	45,100
Administrative Assistant III-65%-35%	37,050	-	-	-	-	-	-	-	-	19,950	-	57,000
Public Services Manager-100%	-	-	-	-	-	-	-	-	-	-	-	106,800
Public Services Coordinator-100%	-	-	-	-	-	-	-	-	-	-	-	74,100
Volunteer Coordinator-75%-25%	-	-	-	-	-	12,600	-	-	-	-	-	50,400
Comm. Dev. Director-25%-5%-5%-55%-10%	-	37,675	-	-	-	-	-	-	15,070	-	-	150,700
Asst. Community Development Director-50%-50%	-	-	-	-	-	-	-	-	65,500	-	-	131,000
Associate Planner-100%	-	-	-	-	-	-	-	-	-	-	-	81,800
Associate Planner-100%	-	-	-	-	-	-	-	-	-	-	-	81,800
Planning Technician II-100%	-	-	-	-	-	-	-	-	-	-	-	60,100
Administrative Assistant III-100%	-	-	-	-	-	-	-	-	-	-	-	57,000
Building Official-100%	-	-	-	-	-	-	-	-	-	-	-	110,400
Permit Technician-100%	-	-	-	-	-	-	-	-	-	-	-	54,600
Records Management Intern-100%	-	-	12,900	-	-	-	-	-	-	-	-	12,900
Records Management Intern-100%	-	-	12,900	-	-	-	-	-	-	-	-	12,900
Code Compliance Officer-100%	-	-	-	-	-	-	-	-	-	-	-	61,600
Code Compliance Officer-75%-25%	-	46,200	-	-	-	-	-	-	-	-	-	61,600
Code Compliance Officer-100%	-	-	-	-	-	-	-	-	-	-	-	61,600
Code Compliance Officer-100%	-	-	-	-	-	-	-	-	-	-	-	61,600
Administrative Assistant III-60%-40%	-	22,800	-	-	-	-	-	-	-	-	-	57,000
TOTAL SALARIES BY DEPARTMENT	359,646	106,675	25,800	28,210	28,210	12,600	57,130	46,805	97,900	138,340	2,964	3,028,100

*This spreadsheet does not include Over-time.

*All positions budgeted at E-step (highest)

Totals by Agency:

General Fund	2,123,820
Public Works (Gas Tax)	359,646
Housing Community Dev. (CDBG)	106,675
Records Management	25,800
Landscape Maintenance District	28,210
Parks Maintenance District	28,210
General Capital Financing	12,600
General Liability (Insurance)	57,130
Building Services	46,805
Street/Storm Drain	2,964
Capital Improvements	138,340
Total City	2,930,200
Housing Authority	97,900
Total	3,028,100

2020/2021 Salaries By Department

Position	City Council 1000	City Clerk 1200	General Government 1450	Personnel 1600	Finance 1700	Engineering 3200	Planning 4100	Public Services 4200	Building & Safety 4500	Code Enforcement 4600	Parks 6000	Graffiti 6010	Community Volunteer Services 6020
City Council-100%	9,600	-	-	-	-	-	-	-	-	-	-	-	-
City Council-100%	9,600	-	-	-	-	-	-	-	-	-	-	-	-
City Council-100%	9,600	-	-	-	-	-	-	-	-	-	-	-	-
City Council-100%	9,600	-	-	-	-	-	-	-	-	-	-	-	-
City Council-100%	9,600	-	-	-	-	-	-	-	-	-	-	-	-
City Manager-75%-5%-15%-5%	-	-	151,350	-	-	-	-	-	-	-	-	-	-
Director of Admin Services-10%-15%-50%-5%-15%-5%	-	-	15,520	23,280	77,600	-	-	-	-	-	-	-	-
Senior Accountant-100%	-	-	-	-	84,200	-	-	-	-	-	-	-	-
Accountant-100%	-	-	-	-	73,200	-	-	-	-	-	-	-	-
Accounting Assistant II-100%	-	-	-	-	49,900	-	-	-	-	-	-	-	-
Accounting Assistant II-100%	-	-	-	-	49,900	-	-	-	-	-	-	-	-
City Clerk-95%-5%	-	100,510	-	-	-	-	-	-	-	-	-	-	-
Administrative Assistant II-100%	-	53,400	-	-	-	-	-	-	-	-	-	-	-
Administrative Assistant I-100%	-	-	48,500	-	-	-	-	-	-	-	-	-	-
Administrative Assistant III-90%-10%	-	-	52,830	5,870	-	-	-	-	-	-	-	-	-
Administrative Analyst-100%	-	-	76,300	-	-	-	-	-	-	-	-	-	-
City Engineer/Public Works Director-35%-35%-30%	-	-	-	-	-	63,560	-	-	-	-	-	-	-
Asst. Public Works Director-50%-50%	-	-	-	-	-	-	-	-	-	-	-	-	-
Public Works Manager-5%-84%-10%-1%	-	-	-	-	-	-	-	-	-	-	5,500	-	-
Maintenance Worker II-48%-50%-2%	-	-	-	-	-	-	-	-	-	-	-	-	-
Maintenance Worker I-50%-25%-25%	-	-	-	-	-	-	-	-	-	-	23,250	-	-
Maintenance Worker I-98%-2%	-	-	-	-	-	-	-	-	-	-	-	-	-
Maintenance Worker II-50%-25%-25%	-	-	-	-	-	-	-	-	-	-	25,550	-	-
Senior Maintenance Worker-100%	-	-	-	-	-	-	-	-	-	-	-	58,800	-
Maintenance Worker I-10%-45%-10%-10%-25%	-	-	-	-	-	-	-	-	-	-	4,650	-	-
Administrative Assistant III-65%-35%	-	-	-	-	-	-	-	-	-	-	-	-	-
Public Services Manager-100%	-	-	-	-	-	-	-	110,000	-	-	-	-	-
Public Services Coordinator-100%	-	-	-	-	-	-	-	76,300	-	-	-	-	-
Volunteer Coordinator-75%-25%	-	-	-	-	-	-	-	-	-	-	-	-	38,925
Comm. Dev. Director-25%-5%-5%-55%-10%	-	-	-	-	-	-	85,360	-	7,760	7,760	-	-	-
Asst. Community Development Director-50%-50%	-	-	-	-	-	-	67,500	-	-	-	-	-	-
Associate Planner-100%	-	-	-	-	-	-	84,200	-	-	-	-	-	-
Associate Planner-100%	-	-	-	-	-	-	84,200	-	-	-	-	-	-
Planning Technician II-100%	-	-	-	-	-	-	61,900	-	-	-	-	-	-
Administrative Assistant III-100%	-	-	-	-	-	-	58,700	-	-	-	-	-	-
Building Official-100%	-	-	-	-	-	-	-	-	113,800	-	-	-	-
Permit Technician-100%	-	-	-	-	-	-	-	-	56,200	-	-	-	-
Records Management Intern-100%	-	-	-	-	-	-	-	-	-	-	-	-	-
Records Management Intern-100%	-	-	-	-	-	-	-	-	-	-	-	-	-
Code Compliance Officer-100%	-	-	-	-	-	-	-	-	-	63,400	-	-	-
Code Compliance Officer-75%-25%	-	-	-	-	-	-	-	-	-	15,850	-	-	-
Code Compliance Officer-100%	-	-	-	-	-	-	-	-	-	63,400	-	-	-
Code Compliance Officer-100%	-	-	-	-	-	-	-	63,400	-	-	-	-	-
Administrative Assistant III-60%-40%	-	-	-	-	-	-	-	-	-	35,220	-	-	-
TOTAL SALARIES BY DEPARTMENT	48,000	153,910	344,500	29,150	334,800	63,560	441,860	249,700	177,760	185,630	58,950	58,800	38,925

*This spreadsheet does not include Over-time.

*All positions budgeted at E-step (highest)

2020/2021 Salaries By Department

Position	Gas Tax 8310	CDBG 8400	Records Mgmt. 8340	Landscape Maint. District 8500	Parks Maint. District 8540	General Capital Financing 3890	General Liability 9500	Building Services 9510	Housing Authority 7000	Capital Improvements 3830	Street/Storm Drain Maint. District 8470	2020-2021 Total Salaries
City Council-100%	-	-	-	-	-	-	-	-	-	-	-	9,600
City Council-100%	-	-	-	-	-	-	-	-	-	-	-	9,600
City Council-100%	-	-	-	-	-	-	-	-	-	-	-	9,600
City Council-100%	-	-	-	-	-	-	-	-	-	-	-	9,600
City Council-100%	-	-	-	-	-	-	-	-	-	-	-	9,600
City Manager-75%-5%-15%-5%	10,090	-	-	-	-	-	30,270	-	10,090	-	-	201,800
Director of Admin Services-10%-15%-50%-5%-15%-5%	7,760	-	-	-	-	-	23,280	-	7,760	-	-	155,200
Senior Accountant-100%	-	-	-	-	-	-	-	-	-	-	-	84,200
Accountant-100%	-	-	-	-	-	-	-	-	-	-	-	73,200
Accounting Assistant II-100%	-	-	-	-	-	-	-	-	-	-	-	49,900
Accounting Assistant I-100%	-	-	-	-	-	-	-	-	-	-	-	49,900
City Clerk-95%-5%	-	-	-	-	-	-	5,290	-	-	-	-	105,800
Administrative Assistant II-100%	-	-	-	-	-	-	-	-	-	-	-	53,400
Administrative Assistant I-100%	-	-	-	-	-	-	-	-	-	-	-	48,500
Administrative Assistant III-90%-10%	-	-	-	-	-	-	-	-	-	-	-	58,700
Administrative Analyst-100%	-	-	-	-	-	-	-	-	-	-	-	76,300
City Engineer/Public Works Director-35%-35%-30%	63,560	-	-	-	-	-	-	-	-	54,480	-	181,600
Asst. Public Works Director-50%-50%	67,500	-	-	-	-	-	-	-	-	67,500	-	135,000
Public Works Manager-5%-84%-10%-1%	92,400	-	-	-	-	-	-	11,000	-	-	1,100	110,000
Maintenance Worker II-48%-50%-2%	24,528	-	-	-	-	-	-	25,550	-	-	1,022	51,100
Maintenance Worker I-50%-25%-25%	-	-	-	11,625	11,625	-	-	-	-	-	-	46,500
Maintenance Worker I-98%-2%	45,570	-	-	-	-	-	-	-	-	-	930	46,500
Maintenance Worker II-50%-25%-25%	-	-	-	12,775	12,775	-	-	-	-	-	-	51,100
Senior Maintenance Worker-100%	-	-	-	-	-	-	-	-	-	-	-	58,800
Maintenance Worker I-10%-45%-10%-10%-25%	20,925	-	-	4,650	4,650	-	-	11,625	-	-	-	46,500
Administrative Assistant III-65%-35%	38,155	-	-	-	-	-	-	-	-	20,545	-	58,700
Public Services Manager-100%	-	-	-	-	-	-	-	-	-	-	-	110,000
Public Services Coordinator-100%	-	-	-	-	-	-	-	-	-	-	-	76,300
Volunteer Coordinator-75%-25%	-	-	-	-	-	12,975	-	-	-	-	-	51,900
Comm. Dev. Director-25%-5%-5%-55%-10%	-	38,800	-	-	-	-	-	-	15,520	-	-	155,200
Asst. Community Development Director-50%-50%	-	-	-	-	-	-	-	-	67,500	-	-	135,000
Associate Planner-100%	-	-	-	-	-	-	-	-	-	-	-	84,200
Associate Planner-100%	-	-	-	-	-	-	-	-	-	-	-	84,200
Planning Technician II-100%	-	-	-	-	-	-	-	-	-	-	-	61,900
Administrative Assistant III-100%	-	-	-	-	-	-	-	-	-	-	-	58,700
Building Official-100%	-	-	-	-	-	-	-	-	-	-	-	113,800
Permit Technician-100%	-	-	-	-	-	-	-	-	-	-	-	56,200
Records Management Intern-100%	-	-	13,300	-	-	-	-	-	-	-	-	13,300
Records Management Intern-100%	-	-	13,300	-	-	-	-	-	-	-	-	13,300
Code Compliance Officer-100%	-	-	-	-	-	-	-	-	-	-	-	63,400
Code Compliance Officer-75%-25%	-	47,550	-	-	-	-	-	-	-	-	-	63,400
Code Compliance Officer-100%	-	-	-	-	-	-	-	-	-	-	-	63,400
Code Compliance Officer-100%	-	-	-	-	-	-	-	-	-	-	-	63,400
Administrative Assistant III-60%-40%	-	23,480	-	-	-	-	-	-	-	-	-	58,700
TOTAL SALARIES BY DEPARTMENT	370,488	109,830	26,600	29,050	29,050	12,975	58,840	48,175	100,870	142,525	3,052	3,117,000

*This spreadsheet does not include Over-time.

*All positions budgeted at E-step (highest)

Totals by Fund:

General Fund	2,185,545
Public Works (Gas Tax)	370,488
Housing Community Dev. (CDBG)	109,830
Records Management	26,600
Landscape Maintenance District	29,050
Parks Maintenance District	29,050
General Capital Financing	12,975
General Liability (Insurance)	58,840
Building Services	48,175
Street/Storm Drain	3,052
Capital Improvements	142,525
Total City	3,016,130
Housing Authority	100,870
Total	3,117,000

2019/2020 Capital Outlay

Acct #	Description	001-6010 Graffiti	004-8310 Gas Tax	007-8330 DIF	023-3890 Capital Construction
6040	Airless Sprayer	5,940	-	-	-
6040	Battery Backup Replacements	-	125,000	-	-
6040	Signal Controller B/U & Camera	-	9,000	-	-
6040	Gym Equipment (PD)	-	-	19,100	-
6040	Personal Protective Equipment (PPE) Extracator	-	-	35,000	-
6040	Thermal Imaging Cameras	-	-	40,000	-
6040	ALPR Replacements-Mobile	-	-	-	280,000
6040	ALPR Replacements-Fixed	-	-	-	175,000
6040	ALPR Misc Replacements	-	-	-	10,000
TOTAL CAPITAL OUTLAY 2019/2020		5,940	134,000	94,100	465,000
Total City Capital Outlay					699,040

2020/2021 Capital Outlay

Acct #	Description	004-8310 Gas Tax	008-8340 Developer Fees	029-2100 Fire Department	023-3890 Capital Construction
6040	F450 Truck	47,000	-	-	-
6040	Large Size Plans Scanner	-	18,000	-	-
6060	Type III Fire Engine	-	-	500,000	-
6040	ALPR Replacements-Fixed	-	-	-	175,000
6040	ALPR Misc Replacements	-	-	-	10,000
TOTAL CAPITAL OUTLAY 2020/2021		47,000	18,000	500,000	185,000
Total City Capital Outlay					750,000

*No Capital Outlay for HA or SA.

Capital Outlay Accounts:

- 6010-Land
- 6020-Land Improvements
- 6030-Building
- 6040-Equipment
- 6050-Furniture & Fixtures
- 6060-Vehicles
- 6070-Software



2019/2020 Capital Projects

Acct #	Description	004-8310 Gas Tax	005-8320 Article III	007-8330 Development Impact Fees	008-8340 Developer in- lieu Fees	010-3830 Capital Improvements	017-8350 Measure I	020-8440 AQMD	023-3890 Capital Construction	024-8470 Street/Storm Drain Maint.	027-8490 Misc. Grants	030-8495 Major Grants	Total City
6813	Boulder Avenue (San Manuel Village Entrance to Greenspot Road)	202,000		324,000		327,000	566,000	249,000			230,000	1,758,000	3,656,000
6813	Greenspot Bridge over Santa Ana River (Habitat Restoration)					5,000							5,000
6813	Base Line Bridge over City Creek					140,000						974,000	1,114,000
6813	Orange Street Bridge at Plunge Creek Overflow			67,000								443,000	510,000
6813	SR-210/Base Line Interchange					1,537,000	22,524,000				1,933,000		25,994,000
6550	SR-210/5th Street Interchange						197,000				53,000		250,000
6813	SR-210/Victoria Avenue Interchange										1,502,000		1,502,000
6550	Elmwood St, McKinley St, and Walker St (18/19 CDBG)						18,000						18,000
6550	Del Rosa Ave, Elm St, and San Francisco St (19/20 CDBG)						18,000						18,000
6600	Carriage Hills Storm Drain (between Carriage Hills Dr and Country Oaks Dr)					333,000							333,000
6600	Sycamore Storm Drain (e.o Streater Dr)					780,000							780,000
6600	Bledsoe Creek Outlet Repair (s/o Highland Ave)					140,000							140,000
6600	Warm Creek/Sand Creek Confluence										7,700,000		7,700,000
6550	Signal Coordination (City-Wide)							41,000			17,000		58,000
6600	5th Street Storm Drain (Connection to City Creek)					205,000							205,000
6545	Cunningham St, Hillview St, Bruce St, Crest St			97,000	6,000		247,000				15,000		365,000
6530	9th St (Cunningham St to Palm Ave)/Lighted Crosswalk on Church Ave (at Norwood St)					47,000						499,000	546,000
6530	McKinley St (9th to Base Line)/Lighted Crosswalk on Base Line (at Valaria Dr)											370,000	370,000
6530	6th Street and Elm Street (SR2S Improvements)			633,000							387,000		1,020,000
6530	10th St/Drummond Ave, Cole Ave, 14th St (SR2S Improvements)					23,000	361,000				411,000		795,000
6530	Palm Ave (Main St to SR210)/Pacific St (w/o Palm to Church Ave) incl Roundabout			67,000		139,000					144,000		350,000
6550	Highland/Redlands Regional Connector (ATP Cycle 2)		40,000			38,000					246,000		324,000
6533	City Creek/Alabama Street Bikeways (ARP Cycle 3)		54,000			2,000	76,000				199,000		331,000
6600	Victoria Avenue Storm Drains, Street Imps and Pavmt Rehab (Highland Ave to 3rd St)										36,000		36,000
6550	Sector B and C Pavement Maintenance and Rehabilitation	358,000					1,257,000		1,328,000		79,000		3,022,000
6530	3rd St (Palm Ave to 5th St), 5th St (Victoria to SR-210), Palm Ave (3rd to 5th), Central Ave (3rd to 5th)					478,000					2,656,000	2,028,000	5,162,000
6550	Sector D Pavement Rehabilitation and Maintenance	181,000					1,394,000				1,253,000		2,828,000
6550	Street Maintenance Projects (Carriage Hills Alley, Jasper St)									45,000			45,000
6530	Pavement Management Program (PMP) Study (2nd Cycle)								40,000				40,000
6550	Sector E Pavement Rehabilitation and Maintenance												-
6545	Sterling Ave Transit Stop Access Improvement (at Warm Springs School)		47,000			88,000							135,000
6545	Water Street Pedestrian and Bicycle Improvements (Church St to Weaver St)		104,000	249,000		2,000							355,000
6545	Central Ave, Base Line, Sterling Ave Transit Stop Access Improvements		45,000	44,000									89,000
6816	City Creek Levee Trails (Base Line to Highland Avenue)											21,000	32,000
6550	Pacific Street (Guthrie Ave to Palm Ave)												-
6550	Pacific Street Pavement Rehabilitation (Palm Ave to Church Ave)					186,000					201,000		387,000
6700	Electric Vehicle (EV) Charging Stations							63,000			300,000		363,000
6550	Sign Replacement (City-Wide)								218,000				218,000
TOTAL CAPITAL PROJECTS		741,000	290,000	1,481,000	6,000	4,470,000	26,658,000	353,000	1,597,000	45,000	17,362,000	6,093,000	59,096,000

The amounts on this spreadsheet include design, engineering inspection & contract management.

2020/2021 Capital Projects

Acct #	Description	004-8310 Gas Tax	005-8320 Article III	006-8400 HCD	007-8330 Development Impact Fees	008-8340 Developer in- lieu Fees	010-3830 Capital Improvements	017-8350 Measure I	020-8440 AQMD	027-8490 Misc. Grants	030-8495 Major Grants	Total City
6813	Boulder Avenue (San Manuel Village Entrance to Greenspot Road)											-
6813	Greenspot Bridge over Santa Ana River (Habitat Restoration)						7,000					7,000
6813	Base Line Bridge over City Creek						611,000				4,608,000	5,219,000
6813	Orange Street Bridge at Plunge Creek Overflow				179,000						1,306,000	1,485,000
6813	SR-210/Base Line Interchange											-
6550	SR-210/5th Street Interchange							260,000		69,000		329,000
6813	SR-210/Victoria Avenue Interchange									1,600,000		1,600,000
6550	Elmwood St, McKinley St, and Walker St (18/19 CDBG)			154,000				109,000		17,000		280,000
6550	Del Rosa Ave, Elm St, and San Francisco St (19/20 CDBG)			183,000				75,000		16,000		274,000
6600	Carriage Hills Storm Drain (between Carriage Hills Dr and Country Oaks Dr)											-
6600	Sycamore Storm Drain (e.o Streater Dr)											-
6600	Bledsoe Creek Outlet Repair (s/o Highland Ave)											-
6600	Warm Creek/Sand Creek Confluence											-
6550	Signal Coordination (City-Wide)								41,000	17,000		58,000
6600	5th Street Storm Drain (Connection to City Creek)											-
6545	Cunningham St, Hillview St, Bruce St, Crest St											-
6530	9th St (Cunningham St to Palm Ave)/Lighted Crosswalk on Church Ave (at Norwood St)											-
6530	McKinley St (9th to Base Line)/Lighted Crosswalk on Base Line (at Valaria Dr)					13,000	3,000				476,000	492,000
6530	6th Street and Elm Street (SR2S Improvements)											-
6530	10th St/Drummond Ave, Cole Ave, 14th St (SR2S Improvements)											-
6530	Palm Ave (Main St to SR210)/Pacific St (w/o Palm to Church Ave) incl Roundabout				99,000		204,000			212,000		515,000
6550	Highland/Redlands Regional Connector (ATP Cycle 2)		117,000				105,000			652,000	1,090,000	1,964,000
6533	City Creek/Alabama Street Bikeways (ARP Cycle 3)		166,000				8,000	237,000		613,000		1,024,000
6600	Victoria Avenue Storm Drains, Street Imps and Pavmt Rehab (Highland Ave to 3rd St)									9,729,000		9,729,000
6550	Sector B and C Pavement Maintenance and Rehabilitation											-
6530	3rd St (Palm Ave to 5th St), 5th St (Victoria to SR-210), Palm Ave (3rd to 5th), Central Ave (3rd to 5th)											-
6550	Sector D Pavement Rehabilitation and Maintenance											-
6550	Street Maintenance Projects (Carriage Hills Alley, Jasper St)											-
6530	Pavement Management Program (PMP) Study (2nd Cycle)											-
6550	Sector E Pavement Rehabilitation and Maintenance	819,000						2,045,000		362,000		3,226,000
6545	Sterling Ave Transit Stop Access Improvement (at Warm Springs School)											-
6545	Water Street Pedestrian and Bicycle Improvements (Church St to Weaver St)											-
6545	Central Ave, Base Line, Sterling Ave Transit Stop Access Improvements											-
6816	City Creek Levee Trails (Base Line to Highland Avenue)											-
6550	Pacific Street (Guthrie Ave to Palm Ave)						475,000			767,000		1,242,000
6550	Pacific Street Pavement Rehabilitation (Palm Ave to Church Ave)											-
6700	Electric Vehicle (EV) Charging Stations											-
6550	Sign Replacement (City-Wide)											-
6600	Victoria Avenue Storm Drains (Highland Ave to 3rd Street)											-
TOTAL CAPITAL PROJECTS		819,000	283,000	337,000	278,000	13,000	1,413,000	2,726,000	41,000	14,054,000	7,480,000	27,444,000

The amounts on this spreadsheet include design, engineering inspection & contract management.

**CITY OF HIGHLAND CFD NO. 2001-1
SPECIAL TAX BONDS
SERIES 2011**

Payment Date	Principal	Interest	Total Interest-FY	Total Principal & Interest-FY
9/1/2019	\$ 285,000.00	\$ 92,853.75		
3/1/2020	\$ -	\$ 86,868.75	\$ 179,722.50	\$ 464,722.50
9/1/2020	\$ 305,000.00	\$ 86,868.75		
3/1/2021	\$ -	\$ 80,006.25	\$ 166,875.00	\$ 471,875.00
9/1/2021	\$ 315,000.00	\$ 80,006.25		
3/1/2022	\$ -	\$ 72,131.25	\$ 152,137.50	\$ 467,137.50
9/1/2022	\$ 335,000.00	\$ 72,131.25		
3/1/2023	\$ -	\$ 63,756.25	\$ 135,887.50	\$ 470,887.50
9/1/2023	\$ 345,000.00	\$ 63,756.25		
3/1/2024	\$ -	\$ 55,131.25	\$ 118,887.50	\$ 463,887.50
9/1/2024	\$ 370,000.00	\$ 55,131.25		
3/1/2025	\$ -	\$ 45,650.00	\$ 100,781.25	\$ 470,781.25
9/1/2025	\$ 385,000.00	\$ 45,650.00		
3/1/2026	\$ -	\$ 35,062.50	\$ 80,712.50	\$ 465,712.50
9/1/2026	\$ 400,000.00	\$ 35,062.50		
3/1/2027	\$ -	\$ 24,062.50	\$ 59,125.00	\$ 459,125.00
9/1/2027	\$ 425,000.00	\$ 24,062.50		
3/1/2028	\$ -	\$ 12,375.00	\$ 36,437.50	\$ 461,437.50
9/1/2028	\$ 450,000.00	\$ 12,375.00	\$ 12,375.00	\$ 462,375.00
Balance	\$ 3,615,000.00	\$ 1,042,941.25	\$ 1,042,941.25	\$ 4,657,941.25

**SUCCESSOR AGENCY TO THE REDEVELOPMENT AGENCY
2004 TAX ALLOCATION REFUNDING BONDS
SERIES B**

Payment Date	Principal	Interest	Total Interest-FY	Total Principal & Interest-FY
12/1/2019	\$ 205,000.00	\$ 40,680.00		
6/1/2020		\$ 34,888.75	\$ 75,568.75	\$ 280,568.75
12/1/2020	\$ 220,000.00	\$ 34,888.75		
6/1/2021		\$ 28,673.75	\$ 63,562.50	\$ 283,562.50
12/1/2021	\$ 230,000.00	\$ 28,673.75		
6/1/2022		\$ 22,176.25	\$ 50,850.00	\$ 280,850.00
12/1/2022	\$ 250,000.00	\$ 22,176.25		
6/1/2023		\$ 15,113.75	\$ 37,290.00	\$ 287,290.00
12/1/2023	\$ 260,000.00	\$ 15,113.75		
6/1/2024		\$ 7,768.75	\$ 22,882.50	\$ 282,882.50
12/1/2024	\$ 275,000.00	\$ 7,768.75	\$ 7,768.75	\$ 282,768.75
Balance	\$ 1,440,000.00	\$ 257,922.50	\$ 257,922.50	\$ 1,697,922.50

The Successor Agency to the Redevelopment Agency (SARDA) will be responsible for the debt service payments of the former RDA.

**SUCCESSOR AGENCY TO THE REDEVELOPMENT AGENCY
2015 TAX ALLOCATION REFUNDING BONDS
SERIES A**

Payment Date	Principal	Interest	Total Interest-FY	Total Principal & Interest-FY
12/1/2019	\$ 360,000	\$ 242,562.50		
6/1/2020		\$ 233,562.50	\$ 476,125.00	\$ 836,125.00
12/1/2020	\$ 375,000	\$ 233,562.50		
6/1/2021		\$ 224,187.50	\$ 457,750.00	\$ 832,750.00
12/1/2021	\$ 395,000	\$ 224,187.50		
6/1/2022		\$ 214,312.50	\$ 438,500.00	\$ 833,500.00
12/1/2022	\$ 410,000	\$ 214,312.50		
6/1/2023		\$ 204,062.50	\$ 418,375.00	\$ 828,375.00
12/1/2023	\$ 435,000	\$ 204,062.50		
6/1/2024		\$ 193,187.50	\$ 397,250.00	\$ 832,250.00
12/1/2024	\$ 455,000	\$ 193,187.50		
6/1/2025		\$ 181,812.50	\$ 375,000.00	\$ 830,000.00
12/1/2025	\$ 710,000	\$ 181,812.50		
6/1/2026		\$ 164,062.50	\$ 345,875.00	\$ 1,055,875.00
12/1/2026	\$ 750,000	\$ 164,062.50		
6/1/2027		\$ 145,312.50	\$ 309,375.00	\$ 1,059,375.00
12/1/2027	\$ 785,000	\$ 145,312.50		
6/1/2028		\$ 125,687.50	\$ 271,000.00	\$ 1,056,000.00
12/1/2028	\$ 820,000	\$ 125,687.50		
6/1/2029		\$ 112,362.50	\$ 238,050.00	\$ 1,058,050.00
12/1/2029	\$ 850,000	\$ 112,362.50		
6/1/2030		\$ 91,112.50	\$ 203,475.00	\$ 1,053,475.00
12/1/2030	\$ 890,000	\$ 91,112.50		
6/1/2031		\$ 68,862.50	\$ 159,975.00	\$ 1,049,975.00
12/1/2031	\$ 935,000	\$ 68,862.50		
6/1/2032		\$ 52,500.00	\$ 121,362.50	\$ 1,056,362.50
12/1/2032	\$ 965,000	\$ 52,500.00		
6/1/2033		\$ 35,612.50	\$ 88,112.50	\$ 1,053,112.50
12/1/2033	\$ 1,000,000	\$ 35,612.50		
6/1/2034		\$ 18,112.50	\$ 53,725.00	\$ 1,053,725.00
12/1/2034	\$ 1,035,000	\$ 18,112.50	\$ 18,112.50	\$ 1,053,112.50
Balance	\$ 11,170,000.00	\$ 4,372,062.50	\$ 4,372,062.50	\$ 15,542,062.50

The Successor Agency to the Redevelopment Agency (SARDA) will be responsible for the debt service payments of the former RDA.

**SUCCESSOR AGENCY TO THE REDEVELOPMENT AGENCY
2017 TAX ALLOCATION REFUNDING BONDS
SERIES 2017**

Payment Date	Principal	Interest	Total Interest-FY	Total Principal & Interest-FY
8/1/2019		\$ 520,965.63		
2/1/2020	\$ 1,195,000.00	\$ 520,965.63	\$ 1,041,931.26	\$ 2,236,931.26
8/1/2020		\$ 510,509.38		
2/1/2021	\$ 1,215,000.00	\$ 510,509.38	\$ 1,021,018.76	\$ 2,236,018.76
8/1/2021		\$ 498,359.38		
2/1/2022	\$ 1,240,000.00	\$ 498,359.38	\$ 996,718.76	\$ 2,236,718.76
8/1/2022		\$ 484,409.38		
2/1/2023	\$ 1,270,000.00	\$ 484,409.38	\$ 968,818.76	\$ 2,238,818.76
8/1/2023		\$ 468,534.38		
2/1/2024	\$ 1,300,000.00	\$ 468,534.38	\$ 937,068.76	\$ 2,237,068.76
8/1/2024		\$ 451,471.88		
2/1/2025	\$ 1,335,000.00	\$ 451,471.88	\$ 902,943.76	\$ 2,237,943.76
8/1/2025		\$ 431,446.88		
2/1/2026	\$ 1,385,000.00	\$ 431,446.88	\$ 862,893.76	\$ 2,247,893.76
8/1/2026		\$ 410,671.88		
2/1/2027	\$ 1,420,000.00	\$ 410,671.88	\$ 821,343.76	\$ 2,241,343.76
8/1/2027		\$ 388,484.38		
2/1/2028	\$ 1,465,000.00	\$ 388,484.38	\$ 776,968.76	\$ 2,241,968.76
8/1/2028		\$ 363,762.50		
2/1/2029	\$ 1,515,000.00	\$ 363,762.50	\$ 727,525.00	\$ 2,242,525.00
8/1/2029		\$ 338,196.88		
2/1/2030	\$ 1,570,000.00	\$ 338,196.88	\$ 676,393.76	\$ 2,246,393.76
8/1/2030		\$ 311,703.13		
2/1/2031	\$ 1,625,000.00	\$ 311,703.13	\$ 623,406.26	\$ 2,248,406.26
8/1/2031		\$ 284,281.25		
2/1/2032	\$ 1,675,000.00	\$ 284,281.25	\$ 568,562.50	\$ 2,243,562.50
8/1/2032		\$ 256,015.63		
2/1/2033	\$ 1,735,000.00	\$ 256,015.63	\$ 512,031.26	\$ 2,247,031.26
8/1/2033		\$ 224,568.75		
2/1/2034	\$ 1,800,000.00	\$ 224,568.75	\$ 449,137.50	\$ 2,249,137.50
8/1/2034		\$ 191,943.75		
2/1/2035	\$ 1,860,000.00	\$ 191,943.75	\$ 383,887.50	\$ 2,243,887.50
8/1/2035		\$ 158,231.25		
2/1/2036	\$ 2,805,000.00	\$ 158,231.25	\$ 316,462.50	\$ 3,121,462.50
8/1/2036		\$ 107,390.63		
2/1/2037	\$ 2,910,000.00	\$ 107,390.63	\$ 214,781.26	\$ 3,124,781.26
8/1/2037		\$ 54,646.88		
2/1/2038	\$ 3,015,000.00	\$ 54,646.88	\$ 109,293.76	\$ 3,124,293.76
Balance	\$ 32,335,000.00	\$ 12,911,187.64	\$ 12,911,187.64	\$ 45,246,187.64

The Successor Agency to the Redevelopment Agency (SARDA) will be responsible for the debt service payments of the former RDA.

CITY COUNCIL

Introduction:

Consisting of the Mayor, Mayor Pro-Tem, and three Council Members, the City Council serves as the policy making body of the City. The City Council appoints the City Manager, City Attorney, and City Treasurer, as well as various members of the City's advisory committees and commissions. The City Council also establishes fiscal policy through the adoption of a biennial Operating Budget and Capital Improvement Program. Overall policy is established through the Work Program process.

Full-Time Equivalents:

Mayor	1.000	
Mayor Pro-Tem	1.000	
Council Member	1.000	
Council Member	1.000	
Council Member	1.000	Total FTE 5.000

*All five (5) Council Members are considered employees for W-2 purposes only. Therefore, they are not included in the FTE computation on page 27.

Accomplishments:

1. Maintained a sound fiscal base and approved a balanced budget.
2. Approved the addition of a Sheriff Service Specialist (SSS) and a Problem Oriented Policing (POP) Deputy to the San Bernardino County Sheriff's contract in FY 2017/2018.
3. Approved the addition of a Sergeant to the San Bernardino County Sheriff's contract in FY 2018/2019.
4. Approved the addition of a Dispatcher position (shared with Yucaipa) to the Cal Fire contract in FY 2018/2019.
5. Approved many capital projects that improve the infrastructure of the City.
6. Added additional fixed point Automated License Plate Reader (ALPR) cameras throughout the City.
7. Approved the 2019/2020 Work Program.

Goals & Objectives:

Ongoing objectives consist of:

1. Continue building a sound fiscal base.
2. Ensure proper public facilities and infrastructure for current and future generations.
3. Assure proper level of public safety and health for the community.
4. Enhance the image and identity of the City.
5. Ensure a high level of human resources and relations for staff, commissions and citizens.

City Council

Acct #	General Fund-001 City Council-1000	2016-2017 Actual (Audited)	2017-2018 Actual (Audited)	2018-2019 Adjusted Budget	2018-2019 Year End Estimate	2019-2020 Adopted Budget	2020-2021 Adopted Budget
SALARIES & WAGES:							
3010	SALARIES	47,842	47,759	48,000	48,000	48,000	48,000
	TOTAL SALARIES & WAGES	47,842	47,759	48,000	48,000	48,000	48,000
BENEFITS:							
3510	CAFETERIA PLAN	70,150	72,000	75,000	75,000	78,000	81,000
3530	MEDICARE & SOCIAL SECURITY	8,299	7,852	9,410	9,410	9,640	9,870
	TOTAL BENEFITS	78,449	79,852	84,410	84,410	87,640	90,870
OPERATIONS & MATERIALS:							
4200	OFFICE SUPPLIES	5,810	3,200	6,550	800	260	2,050
4210	POSTAGE	5	11	500	200	200	200
4310	DUES & SUBSCRIPTIONS	27,451	30,695	27,850	32,000	32,625	33,900
4320	TRAVEL & CONFERENCE	2,902	8,147	10,000	10,000	10,000	10,000
4330	TRAINING	335	15	3,100	3,100	3,100	3,400
4332	MILEAGE REIMBURSEMENT	-	-	500	500	500	500
4336	COMMUNITY EVENTS	1,000	166	1,000	1,000	1,000	1,000
4346	LAFCO FEES	4,201	3,668	4,500	6,000	6,500	7,000
	TOTAL OPERATIONS & MATERIALS	41,703	45,902	54,000	53,600	54,185	58,050
TOTAL CITY COUNCIL		167,994	173,513	186,410	186,010	189,825	196,920

CITY CLERK

Introduction:

The Municipal Clerk is one of the oldest of public servants. The Office of Clerk can be traced back to the year 1272 in the History of the Corporation of Old London. It was also the first office established when the early colonists came to America.

The office of the City Clerk is committed and dedicated to serving the City Council, the various City departments and the citizens of this community pursuant to state statute and in an efficient, courteous, and professional manner that lends itself to bringing respect and dignity to the City we serve. In today's era of open, fluid and faceless communications, nowhere is the need for truth greater than in government. The paramount challenge for clerks in the electronic age is to retain the people's confidence as an impartial administrator and trusted conservator of public records and processes.

The statutes of the State of California prescribe the basic functions and duties of the City Clerk in general law cities, and the Government Code and Election Code provide precise and specific responsibilities and procedures to follow. The City Clerk oversees, promotes and encourages open and participatory government. The office of the City Clerk is a service department within the municipal government upon which the City Council, all city departments, and the general public rely for information regarding the operations and legislative history of the City.

The City Clerk is the local official for elections, local legislation, the Public Records Act, the Political Reform Act, and the Brown Act (open meeting laws). Before and after the City Council takes action, the City Clerk ensures that actions are in compliance with all federal, state and local statutes and regulations and that all actions are properly executed, recorded, and archived.

As an Elections Official, the City Clerk administers federal, state, and local procedures through which local government representatives are selected. The Clerk assists candidates in meeting their legal responsibilities before, during, and after an election. From Election pre-planning to certification of election results and filing of final campaign disclosure documents, the City Clerk manages the process which forms the foundation of our democratic system of government.

As a Legislative Administrator, the City Clerk plays a critical role in the decision-making process of the local legislature. As the key staff for Council meetings, the City Clerk prepares the legislative Agenda, verifies legal notices have been posted or published, and completes the necessary arrangements to ensure an effective meeting. The City Clerk is entrusted with the responsibility of recording the decisions which constitute the building blocks of our representative government.

As a Records Manager, the City Clerk oversees yet another legislative process, the preservation and protection of the public record. By statute, the clerk is required to maintain and index the minutes, ordinances, and resolutions adopted by the legislative body. The City Clerk also ensures that other municipal records are readily accessible to the public. The public record under the conservatorship of the City Clerk provides fundamental integrity to the structure of our democracy.

Full-Time Equivalents:

City Clerk 0.950
Administrative Assistant II 1.000 Total FTE 1.950

Accomplishments:

This past year, the City Clerk's office continued its commitment to the citizens and the City team. Specific examples of this are:

1. Processed the City's 14th General Municipal Election in November 2018.
2. Expanded the records management conversion of City records into a document imaging and retrieval system. Resolutions, ordinances, agendas, minutes, contracts and agreements, deeds and easements, liens, claims, building permits and plans, code enforcement files, account payables, engineering plans, landscaping plans, etc., are among the myriad of documents that have been scanned for electronic accessibility.

Goals & Objectives:

1. The City Clerk's office will continue to provide timely information regarding City business and the City Council's actions to the public; accurately record, maintain and preserve City records, provide quality customer service, demonstrate professionalism and continually strive for excellence.
2. In addition, the City Clerk's office will continue the conversion of City records into Laserfiche to electronically index, track, search and retrieve records for current, past and historical records management, to enhance efficiency and customer service.

Performance Measures:

	<u>2016-2017</u>	<u>2017-2018</u>	<u>2018-2019</u>	<u>2019-2020</u>	<u>2020-2021</u>
Agendas/Minutes	85	85	85	85	85
Document Recordation	500	500	400	350	300
FPPC Forms	200	200	200	200	200
Notary Public	250	250	250	250	250
Ordinances	9	10	8	10	10
Proclamations/Awards	300	300	300	300	300
Public Records Requests	125	125	107	110	115
Resolutions	40	45	35	40	40
Staff Reports	150	150	150	150	150

City Clerk

Acct #	General Fund-001 City Clerk-1200	2016-2017 Actual (Audited)	2017-2018 Actual (Audited)	2018-2019 Adjusted Budget	2018-2019 Year End Estimate	2019-2020 Adopted Budget	2020-2021 Adopted Budget
SALARIES & WAGES:							
3010	SALARIES	112,483	108,333	133,235	133,235	149,460	153,910
3040	OVERTIME	-	-	-	-	500	500
3050	COMPENSATORY TIME	120	435	-	-	-	-
3100	SICK LEAVE	121	900	-	-	-	-
3110	HOLIDAY	5,706	5,853	-	-	-	-
3120	VACATION	3,544	9,761	-	-	-	-
3125	MANAGEMENT LEAVE	166	1,142	-	-	-	-
	TOTAL SALARIES & WAGES	122,141	126,424	133,235	133,235	149,960	154,410
BENEFITS:							
3510	CAFETERIA PLAN	25,530	26,640	27,750	27,750	30,420	31,590
3530	MEDICARE & SOCIAL SECURITY	2,243	2,287	1,935	1,935	2,170	2,235
3560	PERS-RETIREMENT	30,726	33,037	39,885	39,885	49,300	52,260
3590	LIFE INSURANCE	408	413	440	440	495	510
	TOTAL BENEFITS	58,907	62,377	70,010	70,010	82,385	86,595
OPERATIONS & MATERIALS:							
4080	BUILDING SERVICES DEPARTMENT CHARGE	-	-	-	-	-	-
4199	INSURANCE DEPARTMENT CHARGE	8,017	6,441	9,160	9,160	5,680	5,935
4200	OFFICE SUPPLIES	1,752	1,486	3,000	2,800	2,800	3,000
4203	EQUIPMENT/FURNITURE	-	2,297	-	-	-	3,000
4210	POSTAGE	242	286	400	400	400	400
4245	EQUIPMENT MAINTENANCE	-	-	500	500	500	500
4255	SOFTWARE SUPPORT	6,494	6,699	7,000	7,000	8,000	8,000
4300	ADVERTISING	28,833	27,313	20,000	22,000	27,000	29,000
4310	DUES & SUBSCRIPTIONS	365	517	1,650	1,650	1,800	1,800
4320	TRAVEL & CONFERENCE	-	-	-	-	-	-
4330	TRAINING	210	95	200	200	200	200
4332	MILEAGE REIMBURSEMENT	103	29	400	200	200	200
4335	ELECTIONS	18,045	1,039	35,000	35,000	1,500	35,000
	TOTAL OPERATIONS & MATERIALS	64,062	46,202	77,310	78,910	48,080	87,035
CONTRACTUAL SERVICES:							
4506	CONTRACT SERVICES-SB COUNTY RECORDER	7,152	27,927	8,000	4,500	5,000	5,500
4625	CONTRACT SERVICES-CODIFICATION	3,207	2,617	5,500	5,000	5,000	5,500
4626	CONTRACT SERVICES-RECORDS MANAGEMENT	12,053	13,239	11,500	13,000	14,700	15,800
	TOTAL CONTRACTUAL SERVICES	22,412	43,784	25,000	22,500	24,700	26,800
TOTAL CITY CLERK		267,521	278,787	305,555	304,655	305,125	354,840



GENERAL GOVERNMENT

Introduction:

General Government services include the operations of the City Manager and Administrative Services. The City Manager serves as the chief administrative officer of the City. Under the policy direction of the City Council, the City Manager is responsible for the efficient and effective management of all municipal affairs. The City Manager recommends to the Council the adoption of policies and regulations that are deemed necessary. This office is responsible for the preparation of the City's annual budget and for the adherence to the City Council approved expenditure levels.

Administrative services include providing contract maintenance, major purchase analysis, information technology and staff support as required by the City Manager and City Council.

Full-Time Equivalents:

City Manager	0.750	
Director of Administrative Services	0.100	
Administrative Assistant I	1.000	
Administrative Assistant III	0.900	
Administrative Analyst	1.000	Total FTE 3.750

Accomplishments:

1. Presented balanced and objectives-oriented biennial budget.
2. Maintained a positive fiscal position.
3. Achieved Tree City U.S.A. recognition for twenty-eighth consecutive year.
4. Continued to add fixed point Automated License Plate Reader (ALPR) cameras throughout the City.

Goals & Objectives:

Continue to maintain a positive fiscal position.

Performance Measures:

	<u>2016-2017</u>	<u>2017-2018</u>	<u>2018-2019</u>	<u>2019-2020</u>	<u>2021-2022</u>
Weekly Reports	52	52	52	52	52

General Government

Acct #	General Fund-001 General Government-1450	2016-2017 Actual (Audited)	2017-2018 Actual (Audited)	2018-2019 Adjusted Budget	2018-2019 Year End Estimate	2019-2020 Adopted Budget	2020-2021 Adopted Budget
SALARIES & WAGES:							
3010	SALARIES	285,595	285,705	336,565	336,565	334,495	344,500
3040	OVERTIME	-	-	-	-	500	500
3050	COMPENSATORY TIME	40	413	-	-	-	-
3100	SICK LEAVE	2,204	709	-	-	-	-
3110	HOLIDAY	14,408	16,363	-	-	-	-
3120	VACATION	15,825	19,166	-	-	-	-
3125	MANAGEMENT LEAVE	2,665	3,904	-	-	-	-
	TOTAL SALARIES & WAGES	320,737	326,259	336,565	336,565	334,995	345,000
BENEFITS:							
3510	CAFETERIA PLAN	52,411	54,720	57,000	57,000	58,500	60,750
3511	PERS-ADMIN FEE	714	1,082	925	925	1,100	1,200
3530	MEDICARE & SOCIAL SECURITY	5,374	5,541	4,880	4,880	4,850	4,995
3560	PERS-RETIREMENT	83,839	88,283	93,600	93,600	103,805	110,160
3580	DEFERRED COMPENSATION	4,934	5,447	6,255	6,255	6,255	6,255
3590	LIFE INSURANCE	895	985	1,115	1,115	1,105	1,140
3600	AUTO ALLOWANCE	7,065	7,200	7,200	7,200	6,900	6,900
3650	VACATION BUYBACK	22,701	20,522	30,000	30,000	26,000	26,000
3655	SICK LEAVE INCENTIVE	19,419	22,959	22,000	22,000	23,000	23,000
3660	ADMINISTRATIVE LEAVE BUYBACK	14,068	15,147	21,000	21,000	17,000	17,000
3665	COMPENSATORY TIME BUYBACK	-	-	2,000	2,000	2,000	2,000
	TOTAL BENEFITS	211,419	221,887	245,975	245,975	250,515	259,400
OPERATIONS & MATERIALS:							
4080	BUILDING SERVICES DEPARTMENT CHARGE	-	-	-	-	-	-
4115	OPERATING TRANSFER OUT-TRAIL DISTRICT	5,248	-	-	-	-	-
4123	OPERATING TRANSFER OUT-GEN CAPITAL FINANCING	792,957	800,000	-	-	-	-
4199	INSURANCE DEPARTMENT CHARGE	8,017	6,441	9,160	9,160	5,680	5,935
4200	OFFICE SUPPLIES	354	107	650	500	500	550
4203	EQUIPMENT/FURNITURE	399	-	250	250	250	250
4210	POSTAGE	389	253	650	300	350	350
4310	DUES & SUBSCRIPTIONS	2,186	2,322	3,030	3,030	3,025	3,180
4320	TRAVEL & CONFERENCE	175	-	-	-	-	-
4330	TRAINING	85	155	400	400	495	495
4332	MILEAGE REIMBURSEMENT	-	-	100	100	100	100
4370	INSURANCE CLAIMS	20,000	-	-	-	-	-
	TOTAL OPERATIONS & MATERIALS	829,810	809,278	14,240	13,740	10,400	10,860
CONTRACTUAL SERVICES:							
4505	CONTRACT SERVICES-SALES TAX AUDIT	1,800	1,800	2,000	2,000	2,000	2,000
4507	CONTRACT SERVICES-CHAMBER OF COMMERCE	13,365	16,456	16,460	16,460	-	-
4520	CONTRACT SERVICES-ATTORNEY	108,153	117,069	100,000	100,000	115,000	115,000
4525	CONTRACT SERVICES-AFTER SCHOOL PROGRAM	41,342	1,625	48,940	48,940	48,940	48,940
4535	CONTRACT SERVICES-PERSONNEL	-	-	500	500	500	500
4558	CONTRACT SERVICES-APPRAISALS	-	-	-	-	-	-
	TOTAL CONTRACTUAL SERVICES	164,660	136,951	167,900	167,900	166,440	166,440
TOTAL GENERAL GOVERNMENT		1,526,626	1,494,375	764,680	764,180	762,350	781,700

PERSONNEL

Introduction:

Responsible for the centralized human resource functions within the City, the Personnel Department manages recruitment, classification, reclassification, evaluations, training programs, employee benefit monitoring, compensation studies, and employee relations.

Full-Time Equivalents:

Director of Administrative Services	0.150	
Administrative Assistant III	0.100	Total FTE 0.250

Accomplishments:

1. The following recruitments were successfully completed to meet the City's personnel needs: Code Compliance Officer, Permit Technician, Maintenance Worker I (1), Administrative Assistant III, Administrative Assistant I, Maintenance Worker I (2), Senior Accountant, Maintenance Worker I (3), Maintenance Worker I (4), Maintenance Worker I (5), Records Retention Intern (1), Records Retention Intern (2).
2. Continued to insure Compliance with the American's with Disabilities Act (ADA).
3. Monitored staff evaluations to ensure timeliness and appropriateness for step increases.
4. Updated the Personnel Resolution.
5. Placed updated employment application on City web site.

Goals & Objectives:

1. Continue to monitor new laws relating to Personnel actions and take necessary steps to keep City in compliance.
2. Review employee benefit programs.
3. Update employee handbooks (Personnel Resolution) if needed.
4. Implement recommendations consistent with classification and compensation study.

Performance Measures:

	<u>2017-2018</u>	<u>2018-2019</u>	<u>2019-2020</u>	<u>2020-2021</u>
Recruitments	7	5	2	2
Reclassifications	2	2	2	2

Personnel

Acct #	General Fund-001 Personnel-1600	2016-2017 Actual (Audited)	2017-2018 Actual (Audited)	2018-2019 Adjusted Budget	2018-2019 Year End Estimate	2019-2020 Adopted Budget	2020-2021 Adopted Budget
SALARIES & WAGES:							
3010	SALARIES	22,052	21,993	27,475	27,475	28,305	29,150
3040	OVERTIME	-	-	-	-	500	500
3050	COMPENSATORY TIME	4	14	-	-	-	-
3100	SICK LEAVE	213	79	-	-	-	-
3110	HOLIDAY	1,246	1,390	-	-	-	-
3120	VACATION	1,421	1,585	-	-	-	-
3125	MANAGEMENT LEAVE	61	538	-	-	-	-
	TOTAL SALARIES & WAGES	24,997	25,599	27,475	27,475	28,805	29,650
BENEFITS:							
3510	CAFETERIA PLAN	3,450	3,600	3,750	3,750	3,900	4,050
3530	MEDICARE & SOCIAL SECURITY	452	462	400	400	410	425
3560	PERS-RETIREMENT	6,423	6,775	7,150	7,150	8,070	8,575
3590	LIFE INSURANCE	80	89	95	95	95	100
3600	AUTO ALLOWANCE	765	900	900	900	900	900
	TOTAL BENEFITS	11,170	11,826	12,295	12,295	13,375	14,050
OPERATIONS & MATERIALS:							
4080	BUILDING SERVICES DEPARTMENT CHARGE	-	-	-	-	-	-
4199	INSURANCE DEPARTMENT CHARGE	8,017	6,441	9,160	9,160	5,680	5,935
4200	OFFICE SUPPLIES	1,048	623	1,050	850	850	850
4203	EQUIPMENT/FURNITURE	-	-	-	-	-	-
4210	POSTAGE	158	296	200	200	200	200
4235	PHYSICALS/TESTING	1,375	1,466	1,800	2,300	2,200	2,200
4236	LIVESCAN SERVICE FEE	192	256	245	245	245	245
4300	ADVERTISING	1,762	1,585	2,950	2,300	2,475	2,475
4310	DUES & SUBSCRIPTIONS	1,219	-	1,185	1,000	1,000	1,000
4320	TRAVEL & CONFERENCE	-	-	-	-	-	-
4330	TRAINING	134	40	815	500	500	500
	TOTAL OPERATIONS & MATERIALS	13,905	10,707	17,405	16,555	13,150	13,405
CONTRACTUAL SERVICES:							
4536	CONTRACT SERVICES-CLASS STUDY	-	420	-	-	-	-
4537	CONTRACT SERVICES-EMPLOYEE ASST. PROGRAM	5,340	4,920	8,000	7,000	7,000	7,000
4554	CONTRACT SERVICES-CONSULTANT	-	-	-	-	-	-
4622	CONTRACT SERVICES-SECTION 125 PLAN	485	485	690	500	500	515
	TOTAL CONTRACTUAL SERVICES	5,825	5,825	8,690	7,500	7,500	7,515
TOTAL PERSONNEL		55,897	53,957	65,865	63,825	62,830	64,620

FINANCE

Introduction:

The Finance Department is responsible for administering all financial recording and reporting functions. This department also compiles and produces the fiscal budget and financial statements for the City. The Director of Administrative Services plans, administers and directs the activities of the department. Some of these activities include: managing the receipt, custody, investment and disbursement of funds; preparation of the operating and capital budgets; fiscal planning; and workers' compensation. The functions of the department are: financial recording and reporting, internal auditing, budget control, cash management, accounts payable, accounts receivable, purchasing, payroll, fee analysis, collections, business licenses, dog licenses, parking citations and grant accounting & reporting. The Finance Department also administers and directs activities for the Successor Agency to the Highland Redevelopment Agency (SARDA), the Highland Public Financing Authority, the Highland Housing Authority, Special Assessment Districts and Community Facilities Districts.

Full-Time Equivalents:

Director of Administrative Services	0.500	
Senior Accountant	1.000	
Accountant	1.000	
Accounting Assistant II	1.000	
Accounting Assistant II	1.000	Total FTE 4.500

Accomplishments:

1. The Finance Department produced the City's tenth Biennial Budget which received the Merit in Operational Budgeting given by the California Society of Municipal Finance Officers for fiscal years 2017-2018 and 2018-2019. The City also received the Distinguished Budget award given by the Government Finance Officers Association for fiscal years 2017-2018 and 2018-2019.
2. The 2016-2017 and the 2017-2018 audits of the Comprehensive Annual Financial Reports and Single Audit Reports were completed by January 19, 2018 and December 31, 2018 respectively. These reports were accepted by the City Council/Successor Agency to the Redevelopment Agency Board on February 13, 2018 and January 8, 2019 respectively. The City/Successor Agency to the Redevelopment Agency was in compliance for both years.
3. Management letter findings (if any) for fiscal years 2016-2017 or 2017-2018 were addressed.
4. The Comprehensive Annual Financial Reports for fiscal years ended June 30, 2016 and June 30, 2017, received the Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association.
5. Annual financial statements were completed and sent to the State Controller and other appropriate agencies for fiscal years 2016-2017 and 2017-2018.

6. Special audits were conducted by independent auditors to review the Measure I Transportation Sales Tax Fund for fiscal years ended June 30, 2017 and 2018; and the Local Transportation Fund Article 3 for compliance for fiscal years ended June 30, 2017 and 2018. The Proposition 1B Bond Program for the Greenspot Road Bridge project was audited by the DOT for March 4, 2014 - May 31, 2015.
7. An Investment Policy was prepared and adopted for fiscal years 2017-2018 and 2018-2019.
8. The Appropriations Limit (Gann Limit) was prepared and adopted for fiscal years 2017-2018 and 2018-2019.
9. The City Fee Study was completed by staff for fiscal year 2016-2017.
10. Physical inventories of all fixed assets were completed by June 30, 2018.

Goals & Objectives:

Ongoing objectives consist of:

1. Maintain strict accountability of all money received by and disbursed by the City.
2. Maintain the accounting system, inventory of assets and supplies.
3. Invest idle cash and provide for maximum safety, liquidity and yield.
4. Prepare annual financial statements for City and State Controller.
5. Continue to submit the Operating Budget and CAFR for awards through the GFOA and CSMFO and improve on both.
6. Continuous update of accounting and payroll information into financial software.
7. Adopt investment policies for 2019-2020 and 2020-2021.
8. Conduct the City Fee Update Study for fiscal year 2019-2020.
9. Conduct fixed asset inventories by June 30, 2019 and June 30, 2020.
10. Implement new processes that will make staff more efficient.

New goals and objectives:

1. Implement new GASB pronouncements.
2. Cross-train staff on all functions of the Finance Department.

Performance Measures:

	<u>2016-2017</u>	<u>2017-2018</u>	<u>2018-2019</u>	<u>2019-2020</u>	<u>2020-2021</u>
Warrant Registers	21	21	21	21	21
Treasurer's Reports	12	12	12	12	12
Purchase Orders	611	588	645	660	670
Journal Entries (month-end)	228	195	244	250	250
Budget Adjustments	14	9	10	10	10
Accounts Payable Checks	2,047	2,073	2,142	2,175	2,200
Payroll Checks	62	86	70	52	52
Payroll Direct Deposits	1,008	959	1,047	1,063	1,063
Cash Receipts	7,264	7,348	7,400	7,425	7,450
Preliminary Budget Presented	6/1/2015	5/30/2017	5/30/2017	5/29/2019	5/29/2019
Final Budget Adopted	6/23/2015	6/13/2017	6/13/2017	6/11/2019	6/11/2019

Finance

Acct #	General Fund-001 Finance-1700	2016-2017 Actual (Audited)	2017-2018 Actual (Audited)	2018-2019 Adjusted Budget	2018-2019 Year End Estimate	2019-2020 Adopted Budget	2020-2021 Adopted Budget
SALARIES & WAGES:							
3010	SALARIES	205,831	221,784	277,240	277,240	325,250	334,800
3040	OVERTIME	2,260	2,305	-	-	2,000	2,000
3050	COMPENSATORY TIME	4,405	5,918	-	-	-	-
3100	SICK LEAVE	7,462	7,990	-	-	-	-
3110	HOLIDAY	10,753	11,164	-	-	-	-
3120	VACATION	8,187	11,129	-	-	-	-
3125	MANAGEMENT LEAVE	142	1,254	-	-	-	-
	TOTAL SALARIES & WAGES	239,041	261,545	277,240	277,240	327,250	336,800
BENEFITS:							
3510	CAFETERIA PLAN	56,695	58,425	61,875	61,875	70,200	72,900
3530	MEDICARE & SOCIAL SECURITY	4,293	4,687	4,020	4,020	4,720	4,855
3560	PERS-RETIREMENT	62,303	67,529	85,250	85,250	110,010	116,545
3590	LIFE INSURANCE	713	833	915	915	1,075	1,105
3600	AUTO ALLOWANCE	1,785	2,100	2,100	2,100	3,000	3,000
	TOTAL BENEFITS	125,789	133,573	154,160	154,160	189,005	198,405
OPERATIONS & MATERIALS:							
4080	BUILDING SERVICES DEPARTMENT CHARGE	-	-	-	-	-	-
4199	INSURANCE DEPARTMENT CHARGE	8,017	6,441	9,160	9,160	5,680	5,935
4200	OFFICE SUPPLIES	1,995	2,717	3,000	3,000	3,000	3,000
4203	EQUIPMENT/FURNITURE	43	-	250	250	500	2,050
4210	POSTAGE	5,254	4,855	5,300	5,300	5,400	5,500
4236	LIVESCAN SERVICE FEE	465	384	1,250	1,250	1,250	1,250
4250	SPECIAL DEPARTMENT SUPPLIES	-	594	625	625	650	650
4255	SOFTWARE SUPPORT	59,325	60,734	60,300	60,300	62,800	64,750
4310	DUES & SUBSCRIPTIONS	1,115	1,690	1,940	1,940	2,320	1,625
4320	TRAVEL & CONFERENCE	-	-	-	-	-	-
4330	TRAINING	735	935	1,080	1,080	2,355	2,370
4332	MILEAGE REIMBURSEMENT	-	131	250	200	200	200
4400	MISCELLANEOUS	670	163	750	700	700	700
	TOTAL OPERATIONS & MATERIALS	77,619	78,645	83,905	83,805	84,855	88,030
CONTRACTUAL SERVICES:							
4510	CONTRACT SERVICES-AUDITOR	49,179	42,485	44,550	44,550	43,075	44,800
4513	CONTRACT SERVICES-SB 90	2,410	1,600	3,600	1,800	1,800	1,900
4515	CONTRACT SERVICES-COLLECTIONS	2,050	3,496	2,900	500	500	3,300
4516	CONTRACT SERVICES-CITATIONS	700	1,914	1,500	1,800	2,000	2,000
4517	CONTRACT SERVICES-DMV	96	588	500	500	500	500
4621	CONTRACT SERVICES-COST ALLOCATION STUDY	14,815	-	-	-	16,000	-
	TOTAL CONTRACTUAL SERVICES	69,250	50,084	53,050	49,150	63,875	52,500
TOTAL FINANCE		511,699	523,847	568,355	564,355	664,985	675,735

POLICE DEPARTMENT

Introduction:

Since incorporation, in 1987, the City of Highland has contracted with the San Bernardino County Sheriff's Department to provide law enforcement services for their 55,000 citizens.

The Highland Police Department has twenty-three deputy sheriff positions. They are assigned as follows:

- 3 deputies assigned to the Quality of Life/ Multiple Enforcement Team
- 1 deputy assigned to traffic enforcement.
- 1 deputy assigned to Adult and Child Protective Services
- 18 deputies assigned to patrol

The Quality of Life Team, which is led by a sergeant, focuses on quality of life issues throughout the city, which includes homeless issues, gang members and gang-related crimes and code enforcement issues. They interact with State Parole, County Probation, City Code Enforcement and specialized units from other agencies to track and identify crime trends and address multiple issues throughout the city. The QOL/MET Team regularly conducts follow-up investigations initiated by patrol and provides additional documentation or arrests. Additionally, they work directly with code enforcement to address code violation and municipal code violations.

The deputy assigned to traffic enforcement monitors traffic safety statistics in the city and applies focused enforcement to decrease the number of accidents, especially those with injuries. The position also serves as a resource for schools, and high traffic areas to help in formulating plans for traffic related issues. The deputy also coordinates with other agencies for Driving Under the Influence (DUI) saturation patrols and enforcement. The traffic deputy is also responsible for managing any grants issued by the Office of Traffic Safety.

There is one deputy assigned to investigate Adult and Child Protective Services referrals. This deputy's primary responsibility is to ensure that all cases of suspected adult or child abuse are fully investigated in a timely manner. This deputy also serves as a liaison between the Police Department and Aging and Adult Services and Child Protective Services. In 2018, the Highland Police Department received 493 Adult and Child referrals, some involving multiple victims, which all require a comprehensive investigation.

The eighteen deputies assigned to the patrol bureau are responsible for handling calls for service within the city, twenty-four hours a day, seven days a week. Deputies are tasked with providing pro-active enforcement while on patrol and locating wanted persons, stolen vehicles/property, resolve disputes, provide traffic enforcement and a multitude of other tasks. They are the largest part of the law enforcement services provided.

Additionally, there are eleven positions at the rank of detective or higher:

- 1 Captain, Chief of Police
- 1 Lieutenant

- 6 Sergeants
- 3 Detectives

The Captain/Chief of Police provides leadership for the station. He is the head of the police department and is ultimately responsible for all law enforcement services and police functions. He works directly with the leadership of the City of Highland and reports to the City Manager.

The Lieutenant serves as the assistant to the Captain and oversees the operation of patrol and investigative functions within the station. He is the second in command and fills in for the Captain in his absence. The Lieutenant also has many administrative responsibilities and sees to the completion of numerous administrative tasks. An additional function of the lieutenant is to provide supervision, support, and resources to both safety and general personnel.

There are six sergeants assigned to the station. Four are assigned to patrol and serve as Watch Commanders of patrol functions. One of the four sergeants is assigned to supervise patrol operations twenty-four hours a day, seven days a week. The fifth sergeant is known as the Admin Sergeant and is assigned to assist the lieutenant with administrative duties. The sixth sergeant is known as the Detective Sergeant and is assigned to supervise the detectives, Quality of Life/Multiple Enforcement Team, traffic deputy and the APS/CPS deputy. Both sergeants fill in for patrol sergeant vacation coverage and also provides support to the Command Staff with various assigned tasks.

There are three detectives assigned to the station who work in the investigations bureau. Detectives provide investigative services beyond that of which can be completed by patrol deputies. They handle a variety of crimes to include: crimes against persons, robbery, sexual assaults, and property crimes. They have been extremely successful in the apprehension, arrest, and prosecution of numerous offenders including several "high profile" investigations.

Assembly Bill 953 "Racial and Identity Profiling Act of 2015" has been enacted and began in July of 2018. This law mandates all California law enforcement to collect an enormous amount of data on all law enforcement "stops." Currently the Racial and Identity Profiling Board has proposed over 200 data elements be completed on every "stop" which far exceeds the minimum requirements of the law. A routine 5-minute traffic stop may take a deputy an additional 15 minutes to complete the data collection and entry.

In 2019, the Police Department began the process of updating and expanding our video surveillance system. The system allows for continuous recording and surveillance of the exterior of the station as well as recording interviews.

Accomplishments:

Highland Station remains one of the County's busiest stations. During the calendar year 2018, the City of Highland had one murder, which was down from four in 2017. In 2018, Highland deputies responded to 48,043 calls for service (2,089 per deputy), made 1,840 adult arrests (80 per deputy), and took 5,878 reports (256 per deputy).

Goals & Objectives:

The primary goal of the Police Department is to provide the community with the highest quality of police services with the resources allocated and make the city a safe place to live and conduct business. We will strive to achieve our goal of providing superior public safety services to our citizens by accomplishing the following objectives:

Discourage criminal activity through high visibility and coordinated police events. These events will include, but not be limited to warrant sweeps, monitoring of individuals on probation and parole, as well as gang members. Conduct directed enforcement campaigns.

Increase community policing efforts through the Neighborhood Watch Programs, Crime-Free Multi-Housing Program and the Problem Oriented Policing (POP) Officers effort. Encourage patrol personnel to support these efforts.

Direct traffic enforcement efforts to those areas that adversely affect public safety. Increase the level of public awareness of traffic related issues through education and saturation patrols.

Continue our efforts to identify gang members who live and frequent our area, aggressively enforce laws to deter gang activity and related crime. Effectively utilize crime analysis tools to identify crime trends and deploy resources in an efficient manner to reduce crime.

Continue the build out of the Automatic License Plate Recognition cameras at key intersections to effectively deter crime and significantly increase the ability to apprehend criminals engaged in serious crimes.

Effectively pursue opportunities to improve the quality of life issues that affect our residents and business owners by assisting the homeless population by educating the public and our homeless population on the issues of panhandling and trespassing by providing resources to those in need of assistance.

Expand the public's awareness of crime trends by educating the public on the use of the Crime mapping program and Nixle. The use of these programs alert residents of crime activity in their neighborhoods and the City of Highland. Utilize Public Service Announcements and social media throughout the year to provide safety tips to prevent crime and enhance personal safety. Our goal is to reduce crime through a better-informed community.

Police Department

Acct #	General Fund-001 Police Department-2000	2016-2017 Actual (Audited)	2017-2018 Actual (Audited)	2018-2019 Adjusted Budget	2018-2019 Year End Estimate	2019-2020 Adopted Budget	2020-2021 Adopted Budget
OPERATIONS & MATERIALS:							
4010	ELECTRICITY	51,266	58,613	57,000	57,000	61,000	62,000
4020	GAS	15,285	10,876	13,000	13,000	13,000	13,500
4030	WATER/SEWER	13,363	19,496	17,000	17,000	20,000	21,000
4040	PEST CONTROL SUPPLIES/MATERIALS	-	-	250	250	250	250
4045	LANDSCAPING SUPPLIES	76	250	250	250	250	250
4055	JANITORIAL SUPPLIES	4,004	2,802	5,500	3,700	4,000	4,000
4060	TELEPHONE	16,854	5,092	14,520	4,200	4,800	4,800
4061	CELL PHONES/SATELLITE PHONES	4,720	7,299	1,800	6,000	6,360	6,360
4062	AIR CARDS	9,631	10,649	15,540	15,540	16,020	16,020
4065	INTERNET/CABLE/SATELLITE	3,444	14,049	1,250	13,000	13,950	13,950
4066	ALARM MONITORING	1,080	650	1,480	1,480	1,000	1,000
4070	BUILDING MAINTENANCE	6,070	3,634	3,300	2,500	2,500	2,500
4075	PUBLIC FACILITIES IMPROVEMENTS	4,336	4,154	5,000	5,000	5,000	5,000
4198	CITY ADMINISTRATION	3,079	4,186	5,500	5,500	5,500	5,500
4200	OFFICE SUPPLIES	545	733	1,000	1,000	1,000	1,000
4203	EQUIPMENT/FURNITURE	-	-	1,000	1,000	1,000	1,000
4205	PHOTOCOPIER	7,334	7,344	5,765	7,000	7,920	7,920
4206	MATERIALS	799	286	500	500	500	500
4210	POSTAGE	1,630	1,572	1,800	1,800	1,800	1,800
4220	FUEL	72,883	114,760	100,000	100,000	115,000	116,000
4221	FUEL TANK MAINTENANCE/PERMITS/INSPECTION	2,294	4,087	4,000	4,000	4,000	4,290
4222	GENERATOR MAINTENANCE/PERMITS/INSPECTION	1,554	2,824	2,925	2,925	2,925	2,925
4224	OVERHEAD DOOR/GATE MAINTENANCE	373	710	2,600	2,600	2,600	2,600
4236	LIVESCAN SERVICE FEE	44	38	100	100	100	100
4240	VEHICLE MAINTENANCE	87,891	68,273	75,000	79,000	85,000	85,000
4245	EQUIPMENT MAINTENANCE	4,602	1,010	2,100	2,100	2,100	2,100
4250	SPECIAL DEPARTMENT SUPPLIES	-	1,392	2,700	2,700	7,200	5,200
4336	COMMUNITY EVENTS	-	-	-	-	-	-
4343	BOOKING FEES	-	-	-	-	-	-
	TOTAL OPERATIONS & MATERIALS	313,157	344,779	340,880	349,145	384,775	386,565
CONTRACTUAL SERVICES:							
4504	CONTRACT SERVICES-JANITORIAL SERVICES	10,211	8,963	10,600	10,600	13,360	14,010
4560	CONTRACT SERVICES-SHERIFF	8,204,863	8,597,704	9,471,545	9,466,500	10,083,515	10,603,525
4561	CONTRACT SERVICES-SHERIFF RESERVES	1,058	1,050	2,000	1,000	1,000	1,000
4563	CONTRACT SERVICES-WE TIP	3,249	6,575	3,300	3,300	3,500	3,500
4564	CONTRACT SERVICES-CAL ID	64,112	63,301	66,500	66,500	64,650	65,500
4566	CONTRACT SERVICES-CITIZEN PATROL	886	433	2,000	1,000	1,000	1,000
4571	CONTRACT SERVICES-SHERIFF EXPLORERS	-	-	2,000	1,000	1,000	1,000
4585	CONTRACT SERVICES-LANDSCAPE MAINTENANCE	13,002	11,940	12,540	11,940	11,940	12,540
4587	CONTRACT SERVICES-ELEVATOR MAINTENANCE	2,907	3,132	3,200	3,200	3,200	3,200
4588	CONTRACT SERVICES-HVAC MAINTENANCE	18,905	20,443	16,000	16,000	15,000	17,000
4589	CONTRACT SERVICES-PEST CONTROL	1,090	1,140	1,200	1,200	1,200	1,200
4680	CONTRACT SERVICES-TREE TRIM	-	-	-	-	2,000	2,000
	TOTAL CONTRACTUAL SERVICES	8,320,282	8,714,681	9,590,885	9,582,240	10,201,365	10,725,475
	TOTAL POLICE DEPARTMENT	8,633,439	9,059,460	9,931,765	9,931,385	10,586,140	11,112,040

ANIMAL CONTROL

Introduction:

The Highland City Council in June 1997, entered into a contractual agreement with the County of San Bernardino for Animal Care and Control services. This agreement has worked well for the City in that it has provided for a cost effective, proactive program consisting of Animal Control Officer (ACO) field response seven days a week and emergency services after hours as necessary. The County's ACOs have also assisted City staff with issuance of citations, court proceedings, and preparation of reports for aggressive and vicious animal hearings.

The County's animal shelter is presently open seven days a week. The County has contracted with a veterinarian to provide consistent veterinary care to all animals housed at the shelter as mandated by California State law. In addition, the County participates in approximately thirty (30) on-site and off-site subsidized pet adoption events every year to encourage the adoption of stray or homeless animals found from within the City of Highland and all County unincorporated areas.

The County has informed the City that they are currently in the site assessment and design phase of developing plans to replace the County's existing animal shelter facility located in Devore. The County will present plans and costs estimates during the 2019-20 fiscal year to assist the City in determining if a proportionate cost sharing model for the City to receive Animal Care and Control field and sheltering services should be considered in future years. It is estimated the time period to construct the new animal shelter will take approximately two (2) years.

Accomplishments:

During Fiscal Year 2018 & 2019 a number of activities were accomplished that are worth mentioning:

1. Animal Control Officers responded to approximately 3,200 calls for service annually in the City of Highland, to assist members of the community with animal related issues or concerns, including stray animal complaints, biting animal complaints, wildlife assistance and other animal related matters.
2. Approximately 1,500 animals annually will be sheltered, cared for, adopted, reclaimed by their owners or provided for as allowed by law, which are received from the City of Highland. Enhanced veterinary care provided to animals at the shelter will help assure that pets adopted are healthy.
3. The County has implemented a Bordetello (Kennel Cough) vaccination program for dogs housed at County animal shelters. All dogs admitted to the shelters will receive this additional vaccination, upon admission, to protect dogs from this disease.
4. The County currently provides Microchips "free-of-charge" for pets adopted or reclaimed from County animal shelter facilities. The funding to support this program is underwritten with private sector donations received from the Animals aRe First Fund (ARFF). ARFF pays for and donates the Microchips to the shelter facilities to support this program which provides a permanent form of identification for those pets received from County shelter facilities. The Microchip, which is the size

of a grain of rice, can be implanted under a pet's skin and provides a unique owner identification number.

5. County animal shelters currently have one of the highest pet placement/adoption rates of the various animal shelter facilities which serve the County and twenty-four (24) cities located within the County. San Bernardino County shelters currently have a combined dog and cat placement rate of just under 80% and a euthanasia rate for dogs and cats combined that is just over 20%.
6. In an effort to expand positive outcomes for animals the County has partnered with the Animals aRe First Fund (ARFF) to provide spay/neuter subsidies for pets placed during the County's thirty (30) scheduled off-site and on-site pet adoption events. ARFF pays the spay/neuter fees for pets who are taken to those events which significantly lowers the cost for an individual to adopt a pet at one of the sponsored events.
7. The County will hold the 8th Annual Homeward Bound – Mega Pet Adoption event on the weekend of May 18 and 19, 2019. During the 7th Annual event held in 2018 a total of 77 pets were adopted, 58 dog licenses sold, 200 low cost vaccinations were provided and 45 microchips were provided to owned animals. During this year's event ARFF will once again subsidize the cost of holding the event and cosponsors for the event include the Humane Society of San Bernardino Valley and the Yucaipa Animal Placement Society.
8. To expand its outreach efforts and inform residents of the many wonderful pets that are available at County Animal Shelter Facilities, the County embarked on a multifaceted marketing effort called "Homeward Bound-Project Adopt." This campaign was launched in 2012 and includes the establishment of a new Facebook page to promote Animal Care and Control and the many wonderful pets awaiting new homes at County operated shelter facilities. The Facebook Page can be viewed at: <https://www.facebook.com/HomewardBoundPets>. The Homeward Bound-Project Adopt Campaign is so successful, that this effort received a National Association of Counties (NACO) award in 2016.
9. As part of the County's Vision, the County of San Bernardino has partnered with over 520 enrolled non-profit organizations who receive animals from County operated animal shelter facilities. This public-private collaborative has assisted the County in achieving the positive outcomes for animals received at County operated shelters and has assisted in increasing the pet placement rates for homeless dogs and cats. It is one of the Animal Care and Control Division's performance measures to increase the number of enrolled non-profit animal "Rescue Group Partners" (RGPs) by 5% annually. To assist in expanding this effort and provide enhanced coordination with County RGPs, two new part-time animal Rescue Group Coordinator positions were added in 2018.

Goals & Objectives:

The City expects to accomplish the following Goals and Objectives related to Animal Control Services:

1. Continue to support the County's efforts to market and promote the many pets available for adoption at County operated animal shelter facilities. The current goal is to increase pet adoptions by working with non-profit animal Rescue Group Partners (RGPs). The number of RGP organizations is expected to increase by percentage at a rate of 5% per year.

2. Work with the Humane Society of San Bernardino Valley to have a secondary source of low cost vaccinations for dogs and cats along with affordable pet sterilization or spay/neuter services.
3. Continue to offer Highland Residents efficient and cost effective Animal Care and Control services.
4. Continue to work with the County to provide information to the general public on the importance of spaying and neutering, leash law requirements, responsible pet ownership and dog licensing.
5. Work with the County in reviewing plans and cost estimates to construct a new animal shelter facility. Consider if the City will contract with the County to receive Animal Care and Control field and shelter services on a proportionate cost sharing basis in future years at the new animal shelter facility.

Performance Measures:

PERFORMANCE MEASURES – ANIMAL CARE & CONTROL PROGRAM				
CITY OF HIGHLAND STATISTICS				
For Contract Period: July 1 - June 30				
(A)				
Description		Actual	Projected	
		2017-18	2018-19	2019-20
BITES:				
Bites Reported		69	75	75
F.R.A. Bite Testing		5	10	10
CITATIONS:				
Citations Issued		4	4	4
Notices of Violations Issued		34	34	34
Investigations (RPRT)		25	30	30
SHELTERING SERVICES				
Dogs Impounded		538	600	600
Cats Impounded		793	800	800
Other Animals		122	130	130
D.O.A. Animals		367	370	370
Total Impounds	(B)	1,820	1,900	1,900
OFFICER CALLS:				
Agency Assist Calls		58	100	100
Dead Animal Pick Up Calls		367	370	370
Confined and Loose Animal Calls		1,692	1,660	1,660
Investigation Calls		795	900	900
Wildlife Calls		164	170	170
Total Calls	(B)	3,076	3,200	3,200
Notes				
(A)	Estimated Numbers. Final results may vary. <i>Subject to final audit.</i>			
(B)	Based on Chameleon and/or Crystal reports.			

Animal Control

Acct #	General Fund-001 Animal Control-2200	2016-2017 Actual (Audited)	2017-2018 Actual (Audited)	2018-2019 Adjusted Budget	2018-2019 Year End Estimate	2019-2020 Adopted Budget	2020-2021 Adopted Budget
OPERATIONS & MATERIALS:							
4200	OFFICE SUPPLIES	446	372	1,000	750	750	750
4210	POSTAGE	913	727	1,200	750	750	750
4255	SOFTWARE SUPPORT	3,326	3,392	3,550	3,550	3,600	3,700
4300	ADVERTISING	-	-	-	-	-	-
4344	VOUCHER/REBATE PROGRAM	-	300	2,500	500	500	500
	TOTAL OPERATIONS & MATERIALS	4,685	4,792	8,250	5,550	5,600	5,700
CONTRACTUAL SERVICES:							
4565	CONTRACT SERVICES-ANIMAL CONTROL	349,490	302,940	470,380	440,000	444,930	467,180
	TOTAL CONTRACTUAL SERVICES	349,490	302,940	470,380	440,000	444,930	467,180
	TOTAL ANIMAL CONTROL	354,175	307,732	478,630	445,550	450,530	472,880

ENGINEERING

Introduction:

The Engineering Division of the Public Works Department provides engineering services through contracts with a number of engineering firms. This Division is responsible for the conditioning, plan checking and inspection of grading, street, traffic and storm drain improvements associated with development projects. This Division is also responsible for the planning, funding, design, right-of-way acquisition, and construction of capital improvement projects, which are paid for by public dollars. This Division conducts special studies such as traffic signal warrants, speed studies, development impact fee studies, etc. In addition, this Division also provides staff support for various federal and state transportation and public works programs, including application of federal and state grants.

Full-Time Equivalents:

Public Works Director/City Engineer 0.350 Total FTE 0.350

Accomplishments:

1. Secured approval of the following 7 federal and state grants in the total amount of \$5,697,324:
 - a. Federal Earmark Repurposing grant for two federal Safe Route to School projects on 9th Street & McKinley Street - \$285,654
 - b. SBCTA TDA Article 3 grant - \$87,100
 - Transit Stops (Central Avenue, Base Line, Sterling Avenue)
 - c. State CalRecycle grant - \$350,000
 - 2018/2019 Pavement Rehabilitation (City-wide)
 - d. Mobile Source Air Pollution Reduction Committee (MSRC) grant - \$70,210
 - Electric Vehicle and Charging Stations
 - e. CALeVIP grant - \$240,000
 - Electric Vehicle Charging Stations
 - f. State SB1 Competitive Local Partnership Program grant - \$1,700,000
 - 3rd Street/5th Street Corridor Improvements
 - g. Federal Economic Development Administration (EDA) grant - \$2,964,360
 - 3rd Street/5th Street Corridor Improvements
2. Constructed pavement rehabilitation on 4.9 miles of City street segments.
3. Constructed pavement preventative maintenance on 25.7 miles of City street segments.
4. Acquired 2,768 street lights, and completed conversion to LED.

5. Implemented water efficiency strategies including upgrading to smart irrigation controllers at City parks, facilities, and landscape maintenance districts.
6. Installed two new traffic signals at:
 - a. Palm Avenue/Cypress Street intersection.
 - b. Highland Avenue at entrance to Real Journey Academies charter schools.

Goals & Objectives

1. Complete first cycle of 5-year City-wide Pavement Management Program.
2. Complete environmental and design of the “Highland/Redlands Regional Connector” project.
3. Complete design and construction of the “3rd Street and 5th Street Corridors Improvement” project.
4. Complete feasibility study and initiate environmental phase of Palm Avenue/Pacific Street improvements around the Historic District.
5. Complete design and begin construction of Base Line Bridge over City Creek.
6. Complete environmental and initiate design of Orange Street Bridge over Plunge Creek Overflow.
7. Begin construction of Base Line Interchange improvements.
8. Begin environmental phase of the Victoria Avenue Interchange project.
9. Complete installation of Public Access Electric Vehicle Charging Stations.
10. Complete construction of Boulder Avenue street and landscaping improvements (Greenspot Road to San Manuel Village entrance).
11. Complete construction of street and storm drain improvements on Hillview Neighborhood (Cunningham Street, Hillview Street, Crest Street and Bruce Street).
12. Complete construction of street improvements on 6th Street (Del Rosa Drive to Sterling Avenue) and Elm Street (6th Street to 9th Street).
13. Complete construction of sidewalks on 9th Street (Cunningham Street to Palm Avenue) and McKinley Street (9th Street to Base Line).
14. Complete construction of sidewalks on 10th Street, Drummond Avenue, Cole Avenue and 14th Street.
15. Complete construction of six lighted crosswalks on Base Line, Valaria Drive, Church Avenue, Norwood Street, Central Avenue and Hibiscus Street.

16. Complete pedestrian and bicycle access to transit on Water Street, Sterling Avenue, Central Avenue, and Base Line.

Performance Measures

	<u>2017/18</u>	<u>2018/19</u>	<u>2019/20</u>	<u>2020/21</u>
Subdivisions Plan Checked	2	1	4	4
Parcel Maps Plan Checked	2	4	4	4
Misc. Plans Checked	19	35	35	35
Encroachment Permits (Private)	23	41	43	43
Encroachment Permit (Utility)	157	149	160	160
Grading Permits Issued/Inspected	9	5	12	12
Construction Inspection Off-site	9	9	10	10
Professional Reports Reviewed	17	20	20	20
Vacations Processed	0	1	1	1
Capital Projects Designed	17	15	12	7
Capital Projects Constructed	12	10	19	13
Assessment District Annexations	4	10	8	6

Engineering

Acct #	General Fund-001 Engineering-3200	2016-2017 Actual (Audited)	2017-2018 Actual (Audited)	2018-2019 Adjusted Budget	2018-2019 Year End Estimate	2019-2020 Adopted Budget	2020-2021 Adopted Budget
SALARIES & WAGES:							
3010	SALARIES	46,865	54,009	59,920	59,920	61,705	63,560
3040	OVERTIME	-	-	-	-	500	500
3100	SICK LEAVE	-	-	-	-	-	-
3110	HOLIDAY	2,482	2,654	-	-	-	-
3120	VACATION	3,611	2,054	-	-	-	-
3125	MANAGEMENT LEAVE	1,066	-	-	-	-	-
	TOTAL SALARIES & WAGES	54,024	58,716	59,920	59,920	62,205	64,060
BENEFITS:							
3510	CAFETERIA PLAN	4,830	5,040	5,250	5,250	5,460	5,670
3530	MEDICARE & SOCIAL SECURITY	859	947	870	870	895	925
3560	PERS-RETIREMENT	12,028	13,220	13,990	13,990	15,520	16,535
3590	LIFE INSURANCE	150	173	200	200	205	210
3600	AUTO ALLOWANCE	1,777	2,100	2,100	2,100	2,100	2,100
	TOTAL BENEFITS	19,645	21,479	22,410	22,410	24,180	25,440
OPERATIONS & MATERIALS:							
4060	TELEPHONE	72	-	-	-	-	-
4061	CELL PHONES/SATELLITE PHONES	36	-	290	290	420	420
4080	BUILDING SERVICES DEPARTMENT CHARGE	-	-	-	-	-	-
4199	INSURANCE DEPARTMENT CHARGE	8,017	6,441	9,160	9,160	5,680	5,935
4200	OFFICE SUPPLIES	2,196	1,770	2,250	1,500	2,000	2,000
4203	EQUIPMENT/FURNITURE	-	54	300	300	300	300
4210	POSTAGE	598	489	500	500	500	500
4220	FUEL	37	-	-	-	-	-
4245	EQUIPMENT MAINTENANCE	1,968	2,815	2,000	2,400	2,800	2,800
4300	ADVERTISING	25	-	-	-	-	-
4310	DUES & SUBSCRIPTIONS	583	353	345	650	685	805
4320	TRAVEL & CONFERENCE	37	65	-	-	1,310	1,110
4330	TRAINING	952	1,163	1,300	1,300	1,800	1,800
4332	MILEAGE REIMBURSEMENT	353	28	-	-	-	-
4450	RELEASE/USE OF DEPOSIT/FEE	24,815	4,991	5,000	5,000	5,000	5,000
	TOTAL OPERATIONS & MATERIALS	39,687	18,169	21,145	21,100	20,495	20,670
CONTRACTUAL SERVICES:							
4550	CONTRACT SERVICES-ENGINEERING	184,916	110,702	132,000	132,000	132,000	132,000
4551	CONTRACT SERVICES-ENGINEERING PROJECTS	215,449	244,141	220,000	220,000	280,000	280,000
4582	CONTRACT SERVICES-STUDIES	5,350	2,600	5,000	5,000	-	-
	TOTAL CONTRACTUAL SERVICES	405,716	357,443	357,000	357,000	412,000	412,000
TOTAL ENGINEERING		519,071	455,807	460,475	460,430	518,880	522,170

PLANNING

Introduction:

The Planning Division is part of the Community Development Department and primarily serves as the City's Planning Agency. To ensure a coordinated approach to development, the Planning Division facilitates and coordinates extensively with other Departments within the City including the Building and Safety Division, Engineering/Public Works Department, Fire Department, Code Compliance/Police Department, and City's Landscape Architect and Environmental Consultants. It also facilitates coordination with surrounding communities and regional agencies with development review, including compliance with the California Environmental Quality Act (CEQA) and National Environmental Policy Act (NEPA) Assessments. In addition to conducting technical reviews of various land use entitlements, the Planning Division also staffs the Planning Commission, Community Trails Committee, Street Naming Committee, and the Historic & Cultural Preservation Board. The Division as necessary prepares various Ordinances and Resolutions for consideration by the City Council. To assist the public through the land use entitlement and development process, the Division meets weekly with various individuals and developers, and is the clearinghouse for general statistical information regarding past, current, and proposed development.

The Planning Division has a responsibility to oversee maintenance and ensure implementation of the General Plan and Land Use & Development Code and makes recommendations for revisions as appropriate to meet the changing vision of the City. The Division processes minor land use applications at a staff level (i.e. Staff Review Permits/Minor Design Reviews) and submits the more complex and/or policy type applications (i.e. Major Design Reviews, Conditional Use Permits, Specific Plans, Zone Changes, and General Plan Amendments) to the Planning Commission and/or City Council for consideration. The Division also coordinates with other Departments in the application and implementation of local, state, and federal grants.

Full-Time Equivalents:

Community Development Director	0.550	
Assistant Community Development Director	0.500	
Associate Planner	1.000	
Associate Planner	1.000	
Planning Technician II	1.000	
Administrative Assistant III	1.000	Total FTE 5.050

Accomplishments:

1. Improve accuracy of City GIS data profile – Worked with the County Assessor's office and City GIS to maintain more up-to-date property profile information.
2. Convert Planning Division permit tracking system to IWORQ – Transferred existing land use database to new system and development of new planning modules for planning functions.
3. Review Recycling Ordinances – Reviewed and updated recycling requirements for centers in the community.

4. San Bernardino County Regional/Community Greenhouse Gas Inventory – Coordinated with San Bernardino County as they adopted a regional Climate Action Plan.
5. Evaluated the City's Inclusionary Housing Ordinance – Reviewed the City's Inclusionary Housing Ordinance. Evaluated its compliance with post-Redevelopment Law, current State HCD housing policy, the City's Housing Element and goals of the City Council. The prior suspension was lifted and it is currently in effect.
6. Cargo Container Ordinance – Evaluated the City's Municipal Code to determine the use of cargo containers (shipping type containers). Amended the Municipal Code to clean up ambiguities related to the prohibition of cargo containers within residentially zoned properties.

Goals & Objectives:

1. 3rd/5th Street Corridor Specific Plan – Coordinate with SBIAA, IVDA, City of San Bernardino, County of San Bernardino, EVWD and the San Manuel Band of Mission Indians to draft and adopt a Specific Plan for the 3rd and 5th Street Corridor between the 210 Freeway and Tippecanoe.
2. Host the Annual Citrus Harvest Festival – Foster public awareness of the City's citrus heritage, Historic District and cultural resources by coordinating the 24th and 25th Annual Citrus Harvest Festivals. Manage the vendors, historic home tour, car show, entertainment, marketing and other aspects of the event.
3. Development Code Update – Update Title 16 Land Use and Development of the Highland Municipal Code to remove inconsistencies and ambiguities.
4. Complete the Acquisition of the 21 acre SBCFCD property on Greenspot Road – In accordance with the 2008 SBCFCD MOU (recently assigned to the City of Highland from SARDA) the property will be sold to a developer through a double escrow process.
5. Accessory Dwelling Units Municipal Code Amendment – amend the Code to bring City regulations into compliance with State legislation.
6. Adopt new Fencing Standards for Non-Residential properties – revise standards to permit more flexible design options that will improve safety and aesthetics.
7. 2021 Housing Element Update – Prepare the City's 2021-2028 Housing Element in compliance with State law.
8. Review the Responsibilities of Community Development Boards – Consider consolidating the duties of the Planning Commission, Trails Committee, Historic Board, Public Nuisance, Street Naming and Building Official Appeals Board for the purpose of streamlining.

Planning

Acct #	General Fund-001 Planning-4100	2016-2017 Actual (Audited)	2017-2018 Actual (Audited)	2018-2019 Adjusted Budget	2018-2019 Year End Estimate	2019-2020 Adopted Budget	2020-2021 Adopted Budget
SALARIES & WAGES:							
3010	SALARIES	340,171	304,895	453,725	453,725	429,085	441,860
3040	OVERTIME	-	-	-	-	4,000	4,000
3050	COMPENSATORY TIME	7,622	7,102	-	-	-	-
3100	SICK LEAVE	6,689	13,873	-	-	-	-
3110	HOLIDAY	18,133	19,438	-	-	-	-
3120	VACATION	18,455	31,940	-	-	-	-
3125	MANAGEMENT LEAVE	5,011	4,622	-	-	-	-
	TOTAL SALARIES & WAGES	396,082	381,870	453,725	453,725	433,085	445,860
BENEFITS:							
3510	CAFETERIA PLAN	69,575	68,345	78,750	78,750	78,780	81,810
3530	MEDICARE & SOCIAL SECURITY	6,249	6,088	6,580	6,580	6,225	6,410
3560	PERS-RETIREMENT	99,161	99,979	127,225	127,225	135,705	143,955
3590	LIFE INSURANCE	1,293	1,317	1,500	1,500	1,420	1,460
3600	AUTO ALLOWANCE	3,808	4,500	4,500	4,500	3,300	3,300
	TOTAL BENEFITS	180,086	180,228	218,555	218,555	225,430	236,935
OPERATIONS & MATERIALS:							
4080	BUILDING SERVICES DEPARTMENT CHARGE	-	-	-	-	-	-
4199	INSURANCE DEPARTMENT CHARGE	8,017	6,441	9,160	9,160	5,680	5,935
4200	OFFICE SUPPLIES	1,143	861	2,200	1,800	2,200	1,600
4203	EQUIPMENT/FURNITURE	-	-	-	-	-	-
4210	POSTAGE	3,173	2,338	4,000	3,000	4,000	2,000
4255	SOFTWARE SUPPORT	1,000	2,365	3,950	3,950	3,000	3,200
4310	DUES & SUBSCRIPTIONS	1,319	1,567	1,550	1,000	750	950
4320	TRAVEL & CONFERENCE	-	732	3,250	3,250	3,250	3,250
4330	TRAINING	3,930	1,570	2,000	2,000	2,000	2,000
4332	MILEAGE REIMBURSEMENT	277	90	300	300	300	300
4336	COMMUNITY EVENTS	1,357	618	1,000	1,000	1,000	1,000
4345	NOTICE OF DETERMINATION	2,366	9,359	1,000	1,000	1,000	1,000
4450	RELEASE/USE OF DEPOSIT/FEE	13,899	37,196	7,500	30,000	20,000	7,500
	TOTAL OPERATIONS & MATERIALS	36,482	63,137	35,910	56,460	43,180	28,735
CONTRACTUAL SERVICES:							
4520	CONTRACT SERVICES-ATTORNEY	-	-	-	-	-	-
4534	CONTRACT SERVICES-GIS	10,925	10,925	11,000	11,000	11,000	11,000
4547	CONTRACT SERVICES-ARCHITECTURAL LANDSCAPE	-	17,065	50,000	35,000	40,000	40,000
4548	CONTRACT SERVICES-PLANNING	-	-	-	-	-	-
4554	CONTRACT SERVICES-CONSULTANT	160,211	119,089	150,000	144,000	150,000	150,000
4600	CONTRACT SERVICES-GENERAL PLAN	-	-	-	-	-	-
4605	CONTRACT SERVICES-CONSERVATION PLAN	-	-	-	-	-	-
4661	CONTRACT SERVICES-SMARA COMPLIANCE	-	-	-	-	-	-
4662	CONTRACT SERVICES-HOUSING ELEMENT	-	-	-	-	-	15,000
	TOTAL CONTRACTUAL SERVICES	171,136	147,079	211,000	190,000	201,000	216,000
TOTAL PLANNING		783,786	772,315	919,190	918,740	902,695	927,530



PUBLIC SERVICES

Introduction:

The Public Services Division of the Public Works Department primarily serves as the program manager/coordinator of several State and Federal Mandated programs.

The division manages all aspects of Solid Waste and serves as the primary coordination point for the City's National Pollution Discharge Elimination System (NPDES) Program. In addition, the Division manages the Household Hazardous Waste (HHW) Program contract with the County of San Bernardino.

The Division is the Staff contact for Sports Field Reservations and coordination of the fields lighting schedules at Highland Community Park.

Full-Time Equivalents:

Public Services Manager	1.000	
Public Services Coordinator	1.000	
Code Compliance Officer	1.000	Total FTE 3.000

Accomplishments:

1. In the previous two year budget cycles the City continued to implement the program requirements of the NPDES Permit issued by the Santa Ana Regional Water Quality Control Board. In Budget year 19/20 and 20/21 the City expects to receive another new multi-year NPDES permit. In the coming budget years the Division Staff will be implementing new and expanded mandated tasks that will be adopted.
2. In the previous fiscal years the Division, in conjunction with the City's Solid Waste Franchised Haulers, successfully negotiated and initiated implementation of a new Solid Waste Franchise Agreement. In the coming budget years the Division will start initiating a new food waste collection program to maintain compliance with CalRecycle mandated goals.

Goals & Objectives:

As part of the Public Services Division budget, the following Goals and Objectives will be the focus of its effort:

1. Implement the required Solid Waste Diversion programs to support the City's compliance with the state's mandated diversion goals.
2. Implement the required NPDES Program components to support the City's compliance with its' NPDES Permit.

Performance Measures:

	<u>2015/16</u>	<u>2016/17</u>	<u>2017/18</u>	<u>2018/19</u>
Solid Waste Liens	688	354	330	374
Solid Waste Lien Demands	100	94	94	65
Solid Waste Exemptions	55	34	41	35
NPDES Inspections (Commercial & Industrial)	50	43	58	50

Public Services

Acct #	General Fund-001 Public Services-4200	2016-2017 Actual (Audited)	2017-2018 Actual (Audited)	2018-2019 Adjusted Budget	2018-2019 Year End Estimate	2019-2020 Adopted Budget	2020-2021 Adopted Budget
SALARIES & WAGES:							
3010	SALARIES	123,854	138,867	175,600	175,600	242,500	249,700
3040	OVERTIME	-	-	-	-	3,000	3,000
3050	COMPENSATORY TIME	2,959	2,495	-	-	-	-
3100	SICK LEAVE	-	-	-	-	-	-
3110	HOLIDAY	7,180	7,626	-	-	-	-
3120	VACATION	7,880	9,569	-	-	-	-
3125	MANAGEMENT LEAVE	2,128	5,177	-	-	-	-
	TOTAL SALARIES & WAGES	144,000	163,734	175,600	175,600	245,500	252,700
BENEFITS:							
3510	CAFETERIA PLAN	26,450	28,800	30,000	30,000	46,800	48,600
3530	MEDICARE & SOCIAL SECURITY	2,391	2,737	2,550	2,550	3,520	3,625
3560	PERS-RETIREMENT	33,728	38,287	48,980	48,980	78,245	82,975
3590	LIFE INSURANCE	296	538	580	580	800	825
	TOTAL BENEFITS	62,865	70,361	82,110	82,110	129,365	136,025
OPERATIONS & MATERIALS:							
4061	CELL PHONES/SATELLITE PHONES	8	9	600	600	600	600
4080	BUILDING SERVICES DEPARTMENT CHARGE	-	-	-	-	-	-
4199	INSURANCE DEPARTMENT CHARGE	8,017	6,441	9,160	9,160	5,680	5,935
4200	OFFICE SUPPLIES	1,658	1,782	1,800	1,800	2,000	2,000
4202	CRV GRANT USE	14,500	6,514	15,000	17,000	30,500	15,000
4203	EQUIPMENT/FURNITURE	-	-	-	-	-	-
4206	MATERIALS	362	489	500	500	500	500
4210	POSTAGE	115	134	400	200	300	300
4220	FUEL	443	703	700	700	900	900
4240	VEHICLE MAINTENANCE	65	-	600	600	1,000	1,000
4249	UNIFORMS	425	642	525	525	1,175	1,050
4250	SPECIAL DEPARTMENT SUPPLIES	-	-	500	500	1,000	1,000
4300	ADVERTISING	650	-	1,100	700	1,000	1,100
4310	DUES & SUBSCRIPTIONS	295	1,351	600	1,100	800	800
4320	TRAVEL & CONFERENCE	2,404	1,014	2,900	1,000	3,500	2,900
4330	TRAINING	869	1,050	1,350	1,350	1,350	1,350
4332	MILEAGE REIMBURSEMENT	93	41	400	400	300	300
	TOTAL OPERATIONS & MATERIALS	29,905	20,170	36,135	36,135	50,605	34,735
CONTRACTUAL SERVICES:							
4596	CONTRACT SERVICES-ENVIRON. HEALTH SERVICES	50,742	50,250	63,000	63,000	60,000	60,000
4665	CONTRACT SERVICES-STORM DRAIN	81,263	79,444	158,000	158,000	127,000	158,000
	TOTAL CONTRACTUAL SERVICES	132,005	129,694	221,000	221,000	187,000	218,000
TOTAL PUBLIC SERVICES		368,775	383,960	514,845	514,845	612,470	641,460



BUILDING & SAFETY

Introduction:

The Building and Safety Division is a service of the Community Development Department responsible for the enforcement of the State of California Model Building Codes and laws adopted by the State of California and the City of Highland. Building and Safety ensures that new structures comply with the State's Health and Safety requirements and provides for the protection of property in the interest of public welfare. This component of the Community Development Department specifically processes plan reviews, issues building permits, and performs field inspections to verify compliance with the California structural, electrical, plumbing, mechanical, energy, and disability codes and standards. The Division is also responsible for ensuring all in house and outside agency clearances are obtained prior to issuing building permits and prior to clearing properties for occupancy. Building and Safety assists Code Enforcement efforts when directly related to Building Code requirements.

Full-Time Equivalents:

Community Development Director	0.050	
Building Official	1.000	
Permit Technician	1.000	Total FTE 2.050

Accomplishments:

1. During the fiscal cycle starting in 2017 Building and Safety expedited all but structural engineering plan revisions for the new Smart & Final, the Real Journey Academy Charter School and the Bear Springs Hotel. This process meets the highest level of identified customer service.
2. This fiscal cycle also saw the clearing of outstanding expired permits previously accumulated, and implemented a process to help streamline further identification of future permits before they expire.
3. Monitored Building related State legislative bills prior to chaptering by the State Governor and then implemented accordingly those that were chaptered.
4. Recruitment of a replacement permit technician.
5. Approximately \$48,699,760 in construction permit valuation was identified from the fiscal year 2017-18 and \$11,334,396 for year 2018 through January 2019. This brought in permit and plan review fees of approx. \$717,911 and \$259,765 respectively.

Goals & Objectives:

1. Continue to identify and provide improvements on customer service needs of the community.
2. With the help of the City Clerk's staff, to continue scanning Building and Safety plans and permits into digital storage.

3. To monitor permits prior to expiration and mail preempting notices of expiration. Keep up with clearing newly expired permits and provide follow up on started projects that have expired.
4. Prepare the Division for updating of the Building Code cycle next fiscal year.

Performance Measures:

	<u>2017/18</u>	<u>2018/19 (To January19)</u>
New Industrial Permits	0	0
New Commercial Permits	36	42
New Single Family Residence Permits	86	12
Other Permits	1341	627
Contract Plan Checks	338	142
Individual Sites Inspected	1738	993
Total Inspections Performed	4976	2468

Building & Safety

Acct #	General Fund-001 Building & Safety-4500	2016-2017 Actual (Audited)	2017-2018 Actual (Audited)	2018-2019 Adjusted Budget	2018-2019 Year End Estimate	2019-2020 Adopted Budget	2020-2021 Adopted Budget
SALARIES & WAGES:							
3010	SALARIES	77,544	127,755	167,515	167,515	172,535	177,760
3040	OVERTIME	-	-	-	-	500	500
3050	COMPENSATORY TIME	170	146	-	-	-	-
3100	SICK LEAVE	1,341	3,623	-	-	-	-
3110	HOLIDAY	4,762	7,530	-	-	-	-
3120	VACATION	10,632	4,059	-	-	-	-
3125	MANAGEMENT LEAVE	3,221	300	-	-	-	-
	TOTAL SALARIES & WAGES	97,669	143,412	167,515	167,515	173,035	178,260
BENEFITS:							
3510	CAFETERIA PLAN	19,507	26,820	30,750	30,750	31,980	33,210
3530	MEDICARE & SOCIAL SECURITY	1,645	2,382	2,430	2,430	2,505	2,580
3560	PERS-RETIREMENT	20,146	37,330	47,885	47,885	54,775	58,120
3590	LIFE INSURANCE	234	454	555	555	570	590
3600	AUTO ALLOWANCE	254	300	300	300	300	300
	TOTAL BENEFITS	41,785	67,286	81,920	81,920	90,130	94,800
OPERATIONS & MATERIALS:							
4062	AIR CARDS	912	912	1,000	1,000	960	960
4080	BUILDING SERVICES DEPARTMENT CHARGE	-	-	-	-	-	-
4199	INSURANCE DEPARTMENT CHARGE	8,017	6,441	9,160	9,160	5,680	5,935
4200	OFFICE SUPPLIES	2,981	2,449	3,700	2,500	3,000	3,000
4203	EQUIPMENT/FURNITURE	945	-	-	-	1,500	-
4206	MATERIALS	623	62	700	700	1,800	700
4210	POSTAGE	63	111	150	150	300	300
4220	FUEL	330	524	1,000	700	800	800
4240	VEHICLE MAINTENANCE	335	-	1,200	1,200	1,500	1,500
4250	SPECIAL DEPARTMENT SUPPLIES	248	326	800	500	600	600
4255	SOFTWARE SUPPORT	2,798	2,365	4,000	4,000	3,000	3,200
4310	DUES & SUBSCRIPTIONS	130	1,290	700	700	700	700
4320	TRAVEL & CONFERENCE	-	-	-	-	-	-
4330	TRAINING	1,080	1,268	1,850	1,400	1,500	1,500
4332	MILEAGE REIMBURSEMENT	63	203	150	150	150	150
	TOTAL OPERATIONS & MATERIALS	18,526	15,950	24,410	22,160	21,490	19,345
CONTRACTUAL SERVICES:							
4534	CONTRACT SERVICES-GIS	10,925	10,925	11,000	11,000	11,000	11,000
4540	CONTRACT SERVICES-BUILDING INSPECTIONS	318,606	346,424	402,305	402,305	402,305	402,305
4542	CONTRACT SERVICES-SMIP	1,448	19,338	3,100	3,100	3,100	3,100
4543	CONTRACT SERVICES-BSAR FUND	699	2,822	2,000	2,000	2,000	2,000
	TOTAL CONTRACTUAL SERVICES	331,679	379,509	418,405	418,405	418,405	418,405
TOTAL BUILDING & SAFETY		489,659	606,157	692,250	690,000	703,060	710,810



CODE ENFORCEMENT

Introduction:

The Code Enforcement Division is a function of the Community Development Department and is responsible for enforcing the provisions of the City's Municipal Codes and State laws. Code Enforcement staff respond to concerns related to land use, public nuisance, vehicle abatement, substandard housing/property, street vendors, and business license requirements. Code Enforcement staff assists in accomplishing community goals, such as protecting property values and the environment. The Code Compliance Officers work closely with the Problem Oriented Policing (POP) Officers and Public Works Division to assist in abating blight and improving the quality of life throughout the City.

Full-Time Equivalents:

Community Development Director	0.050	
Code Compliance Officer	1.000	
Code Compliance Officer	1.000	
Code Compliance Officer	0.250	
Administrative Assistant III	0.600	Total FTE 2.900

Accomplishments:

1. Quality of Life Initiative

In 2017, the City Council adopted the Quality of Life Initiative. The purpose of the Quality of Life Initiative is to create a measured approach that builds on the current efforts of the City's Code Enforcement Division, the City's Police Department, and Public Works Waste/Recycling Management Division to accomplish the following eight (8) major priorities:

- a) Improve quality of life
- b) Improve property values
- c) Decrease numbers of attractive nuisances
- d) Improve safety
- e) Increase sense of community
- f) Improve public image
- g) Reduce health threats
- h) Increase the likelihood of economic development

To help achieve the priorities listed above, Code Compliance Officers work schedules were adjusted to ensure the City had permanent code enforcement coverage during the weekends, and occasional after hours coverage.

2. Residential Rental Enhancement – Self Certification Program

The Residential Rental Enhancement Program created in 1999 has been successful in ensuring decent and safe housing is maintained for Highland residents, and the program has evolved significantly since then. Most recently the City Council adopted Ordinance No. 412 which went into

effect in January 2017 and required all property owners to conduct a self-certification of their own rental property. The new changes are proving to be both efficient and effective, and are receiving positive feedback from the community.

3. Quick Response Board and Secure Program

The Division continues to effectively manage its Quick Response Board and Secure Program which includes the securing, board-up, and/or abatement of properties that have become public nuisances. Board and Secure expenditures are recuperated through the substandard property liens placed on the properties.

4. Convenient Complaint Process

The Division has made it convenient for complainants (general public) to file code complaints by using any one of the following procedures:

- a) Calling Code Enforcement Complaint Hotline at Ext. 201, after hours or during regular business hours and speaking to a Division team member.
- b) Submitting an email by using the City's information email at information@cityofhighland.org.
- c) Stopping by City Hall during regular business hours and completing a short complaint form, or speaking directly with a Division team member for assistance.

5. IWORQ, web-based case tracking system (efficient paperless procedure)

Code Enforcement Complaints are immediately logged into the Division's web-based tracking system and assigned to a Code Compliance Officer within 24 hours of receipt. Each complaint is categorized as one of the 101 complaint/violation types for statistical purposes.

In 2018 there were 964 cases opened (approximately 80 cases per month), which was an increase of 290 from the prior year.

Goals & Objectives:

1. Continue to enhance the customer service aspect of Code Enforcement and explore ways to make current procedures more efficient for staff and complainants.
2. Expand public outreach efforts to the business community and residents to ensure the Quality of Life Initiative priorities are maintained.
3. Continue to monitor culverts and bridges in the City to ensure trespassers do not create significant public health and safety issues, and continue to proactively monitor vacant undeveloped properties to ensure they are regularly maintained by the property owners.

Code Enforcement

Acct #	General Fund-001 Code Enforcement-4600	2016-2017 Actual (Audited)	2017-2018 Actual (Audited)	2018-2019 Adjusted Budget	2018-2019 Year End Estimate	2019-2020 Adopted Budget	2020-2021 Adopted Budget
SALARIES & WAGES:							
3010	SALARIES	137,443	58,498	199,815	199,815	180,335	185,630
3040	OVERTIME	665	-	-	-	2,000	2,000
3050	COMPENSATORY TIME	717	2,156	-	-	-	-
3100	SICK LEAVE	6,075	13,627	-	-	-	-
3110	HOLIDAY	6,801	5,853	-	-	-	-
3120	VACATION	18,008	11,376	-	-	-	-
3125	MANAGEMENT LEAVE	3,221	252	-	-	-	-
	TOTAL SALARIES & WAGES	172,930	91,762	199,815	199,815	182,335	187,630
BENEFITS:							
3510	CAFETERIA PLAN	31,467	25,615	45,750	45,750	45,240	46,980
3530	MEDICARE & SOCIAL SECURITY	2,828	1,559	2,900	2,900	2,615	2,695
3560	PERS-RETIREMENT	47,310	27,661	62,070	62,070	65,300	69,115
3590	LIFE INSURANCE	429	256	660	660	595	615
3600	AUTO ALLOWANCE	254	300	300	300	300	300
	TOTAL BENEFITS	82,286	55,390	111,680	111,680	114,050	119,705
OPERATIONS & MATERIALS:							
4060	TELEPHONE	-	-	-	-	-	-
4061	CELL PHONES/SATELLITE PHONES	1,932	3,200	1,750	2,600	1,800	1,800
4062	AIR CARDS	1,977	1,330	1,920	1,920	1,920	1,920
4080	BUILDING SERVICES DEPARTMENT CHARGE	-	-	-	-	-	-
4199	INSURANCE DEPARTMENT CHARGE	8,017	6,441	9,160	9,160	5,680	5,935
4200	OFFICE SUPPLIES	2,728	2,019	5,000	3,000	3,000	3,000
4203	EQUIPMENT/FURNITURE	-	-	-	-	4,500	-
4206	MATERIALS	-	118	-	-	-	-
4210	POSTAGE	2,699	1,342	3,800	3,800	2,800	2,800
4220	FUEL	3,856	6,068	5,000	5,000	4,000	5,000
4240	VEHICLE MAINTENANCE	811	461	2,000	2,000	2,000	2,000
4245	EQUIPMENT MAINTENANCE	-	1,190	-	-	-	-
4249	UNIFORMS	722	993	1,600	1,600	1,650	1,650
4250	SPECIAL DEPARTMENT SUPPLIES	766	337	2,000	2,000	800	600
4255	SOFTWARE SUPPORT	3,298	2,365	3,000	3,000	3,000	3,200
4310	DUES & SUBSCRIPTIONS	-	-	-	-	500	500
4320	TRAVEL & CONFERENCE	-	-	-	-	-	-
4330	TRAINING	-	644	500	500	1,600	1,600
4332	MILEAGE REIMBURSEMENT	-	13	-	40	-	-
	TOTAL OPERATIONS & MATERIALS	26,804	26,520	35,730	34,620	33,250	30,005
CONTRACTUAL SERVICES:							
4520	CONTRACT SERVICES-ATTORNEY	117,883	63,130	60,000	60,000	60,000	60,000
4534	CONTRACT SERVICES-GIS	10,925	10,925	11,000	11,000	11,000	11,000
4535	CONTRACT SERVICES-PERSONNEL	-	34,702	-	-	-	-
4538	CONTRACT SERVICES-CODE ENFORCEMENT	42,445	87,198	60,840	-	-	-
4545	CONTRACT SERVICES-WEED ABATEMENT	7,920	8,280	8,000	8,000	8,700	9,200
4556	CONTRACT SERVICES-DEMOLITION	-	-	-	-	-	-
4557	CONTRACT SERVICES-BOARD/SECURE	18,361	3,781	20,000	20,000	7,500	7,500
	TOTAL CONTRACTUAL SERVICES	197,534	208,016	159,840	99,000	87,200	87,700
CAPITAL OUTLAY:							
6060	VEHICLES	-	29,045	-	-	-	-
	TOTAL CAPITAL OUTLAY	-	29,045	-	-	-	-
TOTAL CODE ENFORCEMENT		479,555	410,733	507,065	445,115	416,835	425,040



PARKS

Introduction:

This budget provides funding for three parks – Aurantia Park, Highland Community Park and Memorial Park.

Aurantia Park is approximately 10 acres in size and contains picnic facilities including a children’s play structure, a large parking lot, a public restroom, an orange grove, two large fenced dog play areas, and a walking trail system with a historic bridge that was relocated from Greenspot Road over Plunge Creek.

Highland Community Park is approximately 20 acres in size with 4 lighted baseball fields, a soccer-sport field, playground, numerous picnic tables and structures, 2 restroom buildings, and a snack bar. The parking lot is shared with the adjacent community center and library buildings.

Memorial Park is approximately 1 acre in size with a memorial flame and dedication wall structure, water fountain, seating area, hardscape, and citrus grove. The parking lot is shared with the adjacent police station.

Full-Time Equivalents:

Public Works Manager	0.050	
Maintenance Worker II	0.500	
Maintenance Worker I	0.500	
Maintenance Worker I	0.100	Total FTE 1.150

Parks

Acct #	General Fund-001 Parks-6000	2016-2017 Actual (Audited)	2017-2018 Actual (Audited)	2018-2019 Adjusted Budget	2018-2019 Year End Estimate	2019-2020 Adopted Budget	2020-2021 Adopted Budget
SALARIES & WAGES:							
3010	SALARIES	22,519	20,328	55,565	55,565	57,250	58,950
3040	OVERTIME	2,385	1,374	-	-	5,000	5,000
3050	COMPENSATORY TIME	752	54	-	-	-	-
3100	SICK LEAVE	1,986	413	-	-	-	-
3110	HOLIDAY	3,654	1,528	-	-	-	-
3120	VACATION	6,200	1,817	-	-	-	-
3125	MANAGEMENT LEAVE	147	95	-	-	-	-
	TOTAL SALARIES & WAGES	37,641	25,608	55,565	55,565	62,250	63,950
BENEFITS:							
3510	CAFETERIA PLAN	13,283	9,360	17,250	17,250	17,940	18,630
3530	MEDICARE & SOCIAL SECURITY	752	569	810	810	830	855
3560	PERS-RETIREMENT	13,717	12,323	19,735	19,735	23,170	24,490
3590	LIFE INSURANCE	140	148	185	185	190	195
	TOTAL BENEFITS	27,891	22,399	37,980	37,980	42,130	44,170
OPERATIONS & MATERIALS:							
4010	ELECTRICITY	46,944	29,321	45,000	45,000	45,000	45,000
4030	WATER/SEWER	192,722	244,820	175,000	175,000	175,000	175,000
4045	LANDSCAPING SUPPLIES	368	500	500	500	8,000	8,000
4050	TRASH	-	-	500	-	-	-
4055	JANITORIAL SUPPLIES	3,963	3,472	4,500	4,500	4,500	4,500
4060	TELEPHONE	1,342	1,625	950	1,700	1,700	1,700
4061	CELL PHONES/SATELLITE PHONES	172	180	600	600	600	600
4066	ALARM MONITORING	1,980	2,145	2,580	2,580	2,580	2,580
4070	BUILDING MAINTENANCE	33,302	13,985	36,000	36,000	22,000	22,000
4116	OPERATING TRANSFER OUT-PMD	42,538	41,022	47,930	47,930	51,910	51,270
4198	CITY ADMINISTRATION	1,313	1,482	8,000	4,000	4,000	4,000
4199	INSURANCE DEPARTMENT CHARGE	8,017	6,441	9,160	9,160	5,680	5,935
4200	OFFICE SUPPLIES	626	731	400	400	400	400
4203	EQUIPMENT/FURNITURE	-	97	-	-	-	-
4206	MATERIALS	14,223	26,379	14,500	12,000	13,000	14,500
4220	FUEL	6,115	7,524	8,500	8,500	8,000	8,500
4224	OVERHEAD DOOR/GATE MAINTENANCE	-	-	500	500	500	500
4240	VEHICLE MAINTENANCE	580	579	1,600	1,600	1,600	1,600
4245	EQUIPMENT MAINTENANCE	939	961	1,900	900	1,000	1,000
4246	PARKS PLAYGROUND EQUIPMENT	-	-	-	-	-	-
4248	EQUIPMENT RENTAL/LEASE	310	594	500	500	500	500
4249	UNIFORMS	1,044	931	1,050	1,050	1,100	1,100
4330	TRAINING	12	370	400	400	400	400
	TOTAL OPERATIONS & MATERIALS	356,509	383,159	360,070	352,820	347,470	349,985
CONTRACTUAL SERVICES:							
4504	CONTRACT SERVICES-JANITORIAL SERVICES	43,325	38,030	41,265	41,265	40,850	44,520
4526	CONTRACT SERVICES-YMCA	397,614	477,516	477,540	477,540	485,000	490,000
4533	CONTRACT SERVICES-SOFTWARE SUBSCRIPTIONS	2,652	2,718	3,300	3,300	3,300	3,300
4578	CONTRACT SERVICES-STREET STRIPING	5,600	19,446	-	-	-	-
4585	CONTRACT SERVICES-LANDSCAPE MAINTENANCE	63,179	58,020	70,935	70,000	68,020	70,935
4587	CONTRACT SERVICES-ELEVATOR MAINTENANCE	7,308	8,222	8,525	8,525	8,525	8,525
4588	CONTRACT SERVICES-HVAC MAINTENANCE	56,086	65,483	67,985	67,985	68,015	68,015
4589	CONTRACT SERVICES-PEST CONTROL	1,068	2,506	5,000	2,000	2,500	2,500
4680	CONTRACT SERVICES-TREE TRIMMING	8,793	151	9,000	9,000	10,000	10,000
	TOTAL CONTRACTUAL SERVICES	585,624	672,093	683,550	679,615	686,210	697,795
TOTAL PARKS		1,007,664	1,103,259	1,137,165	1,125,980	1,138,060	1,155,000

GRAFFITI

Introduction:

The Graffiti Abatement Program is administered through the Public Works Department and is intended to provide for a comprehensive graffiti removal effort in the City. The program is currently staffed by one full-time employee who removes graffiti primarily from public property and some private properties. The methods used for removal include utilization of cleaning agents, water blasting, and painting.

The Public Works Department maintains a thorough record keeping system and the graffiti crew keeps a detailed log including square footage of graffiti removed, method of removal used and locations that are treated for graffiti removal. The City's program provides an extra level of service by not painting over concrete (e.g., street light poles, curb, gutter, etc.) but uses a sand/water blaster to remove graffiti from hard surfaces. A few standard colors are used throughout the City for consistency and to streamline work and minimize cost, however, color matching is also performed when necessary.

The program also includes logging all graffiti, photo documentation, and compiling cost for eradication when apprehensions are made and retribution paid. The Public Works Department interacts with the Highland Police Department when gang activity is suspected or when new activity is evident in an area.

Full-Time Equivalents:

Senior Maintenance Worker 1.000 Total FTE 1.000

Performance Measures:

	<u>2014/15</u>	<u>2015/16</u>	<u>2017/18</u>
Square Feet Abated	73,236	65,925	64,500

Graffiti

Acct #	General Fund-001 Graffiti-6010	2016-2017 Actual (Audited)	2017-2018 Actual (Audited)	2018-2019 Adjusted Budget	2018-2019 Year End Estimate	2019-2020 Adopted Budget	2020-2021 Adopted Budget
SALARIES & WAGES:							
3010	SALARIES	47,721	43,972	55,400	55,400	57,100	58,800
3040	OVERTIME	403	1,099	-	-	2,000	2,000
3050	COMPENSATORY TIME	1,407	1,004	-	-	-	-
3100	SICK LEAVE	2,865	3,378	-	-	-	-
3110	HOLIDAY	2,891	2,152	-	-	-	-
3120	VACATION	460	5,844	-	-	-	-
	TOTAL SALARIES & WAGES	55,747	57,450	55,400	55,400	59,100	60,800
BENEFITS:							
3510	CAFETERIA PLAN	13,800	14,400	15,000	15,000	15,600	16,200
3530	MEDICARE & SOCIAL SECURITY	1,006	1,023	805	805	830	855
3560	PERS-RETIREMENT	16,423	17,613	18,475	18,475	21,545	22,795
3590	LIFE INSURANCE	161	178	185	185	190	195
	TOTAL BENEFITS	31,390	33,215	34,465	34,465	38,165	40,045
OPERATIONS & MATERIALS:							
4061	CELL PHONES/SATELLITE PHONES	306	288	450	450	540	540
4198	CITY ADMINISTRATION	123	553	500	500	1,000	1,000
4199	INSURANCE DEPARTMENT CHARGE	8,053	6,441	9,160	9,160	5,725	5,980
4200	OFFICE SUPPLIES	-	27	-	-	-	-
4206	MATERIALS	7,868	4,906	8,000	3,000	4,000	5,000
4220	FUEL	1,724	2,648	3,500	3,000	3,000	3,500
4240	VEHICLE MAINTENANCE	1,314	1,654	2,000	2,000	2,000	3,000
4245	EQUIPMENT MAINTENANCE	-	762	1,800	1,800	1,800	1,800
4249	UNIFORMS	386	254	525	525	550	550
4330	TRAINING	-	89	200	200	200	200
4347	GRAFFITI REWARD PROGRAM	-	-	250	250	250	250
	TOTAL OPERATIONS & MATERIALS	19,774	17,621	26,385	20,885	19,065	21,820
CAPITAL OUTLAY:							
6040	EQUIPMENT	-	-	-	-	5,940	-
	TOTAL CAPITAL OUTLAY	-	-	-	-	5,940	-
TOTAL GRAFFITI		106,911	108,286	116,250	110,750	122,270	122,665

COMMUNITY VOLUNTEER SERVICES

Introduction:

The community volunteer service programs are managed by the Public Services Division of the Public Works Department. The programs emphasize community volunteers to assist in the planning and implementation of a wide range of civic events. Such events include, but are not limited to the following: Highland Improvement Team Day cleanups, Arbor Day Celebrations, Volunteer Recognition Dinner, Public Safety Appreciation Week, Make a Difference Day, and Community Blood Drives. Support services are also provided for the Fire Station Open House events and the Safe Route to School events.

Full-Time Equivalents:

Community Volunteer Services Coordinator 0.750 Total FTE 0.750

Accomplishments:

1. Continued to work on the expansion of the Highland Improvement Team (HIT) program.
2. Disseminated information to the media regarding City programs and events.
3. Successfully held the annual Public Safety Appreciation Week events.
3. Successfully held the annual Volunteer Recognition Dinner.
4. Provided support services for the three Fire Station Open House events.

Goals & Objectives:

1. Continue to develop and implement a wide range of civic and community events to bring together various groups emphasizing community spirit and pride.
2. Continue to recruit volunteers for various programs throughout the City of Highland in order to achieve a sense of purpose, pride and accomplishment for volunteers as well as the continued improvements of the City of Highland using the most cost effective measures.
3. Continue to disseminate information to the media regarding City programs and events.

Community Volunteer Services

Acct #	General Fund-001 Community Volunteer Services-6020	2016-2017 Actual (Audited)	2017-2018 Actual (Audited)	2018-2019 Adjusted Budget	2018-2019 Year End Estimate	2019-2020 Adopted Budget	2020-2021 Adopted Budget
SALARIES & WAGES:							
3010	SALARIES	9,082	19,458	23,540	23,540	37,800	38,925
3040	OVERTIME	-	-	-	-	1,000	1,000
	TOTAL SALARIES & WAGES	9,082	19,458	23,540	23,540	38,800	39,925
BENEFITS:							
3510	CAFETERIA PLAN	7,590	7,920	8,250	8,250	11,700	12,150
3530	MEDICARE & SOCIAL SECURITY	415	423	345	345	550	565
3560	PERS-RETIREMENT	5,811	8,322	8,875	8,875	15,200	16,070
3590	LIFE INSURANCE	-	-	-	-	125	130
	TOTAL BENEFITS	13,815	16,665	17,470	17,470	27,575	28,915
OPERATIONS & MATERIALS:							
4061	CELL PHONES/SATELLITE PHONES	-	-	-	-	480	480
4080	BUILDING SERVICES DEPARTMENT CHARGE	-	-	-	-	-	-
4199	INSURANCE DEPARTMENT CHARGE	8,053	6,441	9,160	9,160	5,725	5,980
4200	OFFICE SUPPLIES	535	767	800	800	800	800
4206	MATERIALS	598	681	1,000	1,000	1,000	1,000
4210	POSTAGE	258	273	400	400	400	400
4300	ADVERTISING	403	500	500	500	1,000	1,000
4310	DUES & SUBSCRIPTIONS	45	65	100	100	100	100
4330	TRAINING	210	301	450	450	550	550
4332	MILEAGE REIMBURSEMENT	-	-	200	200	200	200
4336	COMMUNITY EVENTS	14,590	16,291	16,250	16,250	17,350	17,350
	TOTAL OPERATIONS & MATERIALS	24,693	25,318	28,860	28,860	27,605	27,860
TOTAL COMMUNITY VOLUNTEER SERVICES		47,590	61,442	69,870	69,870	93,980	96,700

TRAILS

Introduction:

This budget provides funding for maintenance of approximately 20 segments of public trails within the City that interconnect with the trails funded by the Community Trails District and trails within San Bernardino County Flood Control District properties. The length of public trails maintained under this budget is approximately 9.5 miles.

Full-Time Equivalents:

There are no personnel directly charged to this fund.

Trails

Acct #	General Fund-001 Trails-6100	2016-2017 Actual (Audited)	2017-2018 Actual (Audited)	2018-2019 Adjusted Budget	2018-2019 Year End Estimate	2019-2020 Adopted Budget	2020-2021 Adopted Budget
OPERATIONS & MATERIALS:							
4198	CITY ADMINISTRATION	4,411	5,524	1,500	1,500	4,000	4,000
4206	MATERIALS	2,630	2,718	5,000	5,000	5,000	5,000
4248	EQUIPMENT RENTAL/LEASE	-	-	500	500	500	500
	TOTAL OPERATIONS & MATERIALS	7,041	8,242	7,000	7,000	9,500	9,500
CONTRACTUAL SERVICES:							
4592	CONTRACT SERVICES-TRAILS MAINTENANCE	-	7,484	20,000	20,000	-	-
	TOTAL CONTRACTUAL SERVICES	-	7,484	20,000	20,000	-	-
TOTAL TRAILS		7,041	15,726	27,000	27,000	9,500	9,500

TRAFFIC SAFETY

Introduction:

The Traffic Safety fund accounts for various fines such as; CVC fines, traffic fines, etc. These fines can only be used for traffic safety purposes. Some of the approved uses of these revenues include; traffic safety signs, radar feedback signs, traffic signals, traffic signal maintenance, lighted crosswalks and crossing guards.

The City's crossing guard program is administered through the Public Services Department and is accounted for in the Traffic Safety fund. For the past seventeen years the crossing guard services have been provided through contract with a private firm, All City Management Services. The City is served by two school districts: San Bernardino City Unified and Redlands Unified School District. The City has seven existing public elementary school campuses within its boundaries, and one middle school campus all are on traditional schedules. In addition, there is one middle school, two elementary and two high school campuses immediately adjacent to the City's boundaries. All Cities Management Services currently provides a total of four crossing guards in both districts including supervision and training of all personnel.

Full-Time Equivalents:

There are no personnel directly charged to this fund.

Traffic Safety

Acct #	Traffic Safety-002 Traffic Safety-8200	2016-2017 Actual (Audited)	2017-2018 Actual (Audited)	2018-2019 Adjusted Budget	2018-2019 Year End Estimate	2019-2020 Adopted Budget	2020-2021 Adopted Budget
OPERATIONS & MATERIALS:							
4206	MATERIALS	13,784	-	-	-	-	-
	TOTAL OPERATIONS & MATERIALS	13,784	-	-	-	-	-
CONTRACTUAL SERVICES:							
4530	CONTRACT SERVICES-CROSSING GUARD	36,924	38,667	45,000	45,000	46,000	49,000
4550	CONTRACT SERVICES-ENGINEERING	38,030	2,036	-	-	-	-
4580	CONTRACT SERVICES-TRAFFIC SIGNAL MAINTENANCE	74,577	-	65,000	-	-	-
	TOTAL CONTRACTUAL SERVICES	149,531	40,703	110,000	45,000	46,000	49,000
CAPITAL PROJECTS:							
6550	TRAFFIC IMPROVEMENTS	124,815	29,506	-	-	-	-
	TOTAL CAPITAL PROJECTS	124,815	29,506	-	-	-	-
TOTAL TRAFFIC SAFETY		288,131	70,209	110,000	45,000	46,000	49,000

GAS TAX

Introduction:

The Public Works Department is funded entirely by Gas Tax revenues. The responsibilities of the Public Works Department include Street Maintenance, Weed Abatement, Traffic Signal Maintenance, City-owned Street Lights Maintenance, Storm Drain Maintenance, Street Sweeping, Striping/Traffic Signage, Tree Trimming, Building and Grounds Maintenance, Fleet Maintenance and Parkway Maintenance.

The State of California imposes excise taxes on various transportation fuels. Collectively, these excise taxes are referred to as "Gas Tax," "Highway User Tax," or "Motor Vehicle Fuel Tax." California motor vehicle fuel taxes include the gasoline tax, diesel fuel tax, and the use fuel tax. Taxes on aircraft jet fuel are transferred to the state Aeronautics Account. Taxes on fuel used for other motor vehicles are transferred to the state Highway Users Tax Account. These include:

The "use fuel tax" is imposed on vendors and users of motor vehicle fuels that are not taxed under either the gasoline or diesel fuel tax, such as liquefied petroleum gas, ethanol, methanol and natural gas (both liquid and gaseous) for use on state highways. Use Fuel Tax rates vary depending on the type of fuel.

Beginning with the 2010-11 fiscal year, Section 2103 was added to allocate funds from a new motor vehicle fuel excise tax that replace previous city and county allocations from the Proposition 42 sales tax on gasoline. This is the change known as the "fuel tax swap of 2010." Section 2103 funds are allocated to cities on a per capita basis and to counties 75% based on the proportion of registered vehicles and 25% based on the proportion of maintained county road miles.

The use of these funds is restricted by Article XIX of the California State Constitution and by Streets and Highways Code Section 2101. All Motor Vehicle Fuel Tax funds allocated from the Highway Users Tax Account must be expended for the following:

- (a) The research, planning, construction, improvement, maintenance, and operation of public streets and highways (and their related public facilities for non-motorized traffic), including the mitigation of their environmental effects, the payment for property taken or damaged for such purposes, and the administrative costs necessarily incurred in the foregoing purposes.
- (b) The research and planning for exclusive public mass transit guideways (and their related fixed facilities), the payment for property taken or damaged for such purposes, and the administrative costs necessarily incurred in the foregoing purposes.
- (c) The construction and improvement of exclusive public mass transit guideways (and their related fixed facilities), including the mitigation of their environmental effects, the payment for property taken or damaged for such purposes, the administrative costs necessarily incurred in the foregoing purposes, and the maintenance of the structures and the immediate right-of-way for the public mass transit guideways.
- (d) The payment of principal and interest on voter-approved bonds issued for the purposes specified above.

In 2017, the State passed SB 1, The Road Repair and Accountability Act of 2017. This increased Gas Tax revenues significantly. For fiscal year 2017/2018, this brought in an additional \$318,625 in Gas Tax revenues. It is estimated that this new tax will generate an additional \$900,000 in each future fiscal year. These funds must be used for local street maintenance and rehabilitation needs.

Full-Time Equivalents:

City Manager	0.050	
Director of Administrative Services	0.050	
City Engineer/Public Works Dir.	0.350	
Assistant Public Works Director	0.500	
Public Works Manager	0.840	
Maintenance Worker II	0.480	
Maintenance Worker I	0.980	
Maintenance Worker I	0.450	
Administrative Assistant III	0.650	Total FTE 4.350

Performance Measures:

	<u>2015-2016</u>	<u>2016-2017</u>	<u>2017-2018</u>
Landscape Maintenance District Zones	66	66	69
Roadway Maintained (Miles)	152	152	152
Signs Installed	180	180	180
Signals Maintained	135	139	144
Storm Drain Inspections	322	331	383
Street Swept (Curb Miles)	342	342	342
Trees Maintained	359	365	334
Parks Maintained	7	7	7
Trails Maintained (Miles)	8.5	8.5	9.5

Gas Tax

Acct #	Gas Tax-004 Gas Tax (Public Works)-8310	2016-2017 Actual (Audited)	2017-2018 Actual (Audited)	2018-2019 Adjusted Budget	2018-2019 Year End Estimate	2019-2020 Adopted Budget	2020-2021 Adopted Budget
SALARIES & WAGES:							
3010	SALARIES	259,167	287,469	329,770	329,770	359,650	370,490
3040	OVERTIME	1,825	3,300	-	-	10,000	10,000
3050	COMPENSATORY TIME	3,881	2,829	-	-	-	-
3100	SICK LEAVE	2,992	8,345	-	-	-	-
3110	HOLIDAY	14,362	15,205	-	-	-	-
3120	VACATION	9,865	13,103	-	-	-	-
3125	MANAGEMENT LEAVE	4,879	3,327	-	-	-	-
	TOTAL SALARIES & WAGES	296,973	333,578	329,770	329,770	369,650	380,490
BENEFITS:							
3510	CAFETERIA PLAN	64,657	67,320	64,500	64,500	67,860	70,470
3520	DENTAL/VISION INSURANCE	-	-	-	-	-	-
3530	MEDICARE & SOCIAL SECURITY	4,784	5,321	4,785	4,785	5,215	5,375
3560	PERS-RETIREMENT	74,896	81,714	96,435	96,435	114,990	121,985
3580	DEFERRED COMPENSATION	-	-	-	-	420	420
3590	LIFE INSURANCE	887	966	1,090	1,090	1,190	1,225
3600	AUTO ALLOWANCE	1,777	2,100	2,100	2,100	2,820	2,820
3650	VACATION BUYBACK	1,225	1,694	-	-	-	-
3655	SICK LEAVE INCENTIVE	2,034	2,185	-	-	-	-
3660	ADMINISTRATIVE LEAVE BUYBACK	2,194	2,593	-	-	-	-
3665	COMPENSATORY TIME BUYBACK	-	-	-	-	-	-
	TOTAL BENEFITS	152,453	163,893	168,910	168,910	192,495	202,295
OPERATIONS & MATERIALS:							
4010	ELECTRICITY	7,123	7,254	10,000	8,700	9,500	10,000
4020	GAS	-	-	-	-	-	-
4030	WATER/SEWER	27,555	29,933	17,500	17,000	17,000	17,500
4045	LANDSCAPING SUPPLIES	-	500	550	550	3,550	550
4055	JANITORIAL SUPPLIES	599	726	600	800	900	900
4060	TELEPHONE	11,515	21,551	11,000	14,000	14,000	14,000
4061	CELL PHONES/SATELLITE PHONES	852	1,112	1,250	1,600	1,800	1,800
4062	AIR CARDS	1,558	1,550	2,250	2,000	480	480
4066	ALARM MONITORING	1,270	1,585	1,500	1,500	1,500	1,500
4070	BUILDING MAINTENANCE	873	783	1,400	1,400	3,000	3,000
4080	BUILDING SERVICES DEPARTMENT CHARGE	-	14,260	14,545	14,545	15,385	15,425
4198	CITY ADMINISTRATION	15,640	11,534	6,000	11,000	11,000	11,000
4199	INSURANCE DEPARTMENT CHARGE	262,093	225,461	320,480	320,480	341,690	356,915
4200	OFFICE SUPPLIES	964	1,094	2,200	2,200	2,200	2,200
4203	EQUIPMENT/FURNITURE	2,375	9,610	14,900	4,000	5,500	3,000
4206	MATERIALS	40,503	49,606	50,000	50,000	50,000	50,000
4210	POSTAGE	1	1	200	50	50	50
4220	FUEL	5,623	10,019	8,000	7,000	7,500	8,000
4224	OVERHEAD DOOR/GATE MAINTENANCE	1,418	789	2,500	2,500	2,500	2,500
4240	VEHICLE MAINTENANCE	6,030	7,288	8,000	8,000	8,000	8,000
4245	EQUIPMENT MAINTENANCE	7,201	2,589	5,000	5,000	5,000	5,000
4248	EQUIPMENT RENTAL/LEASE	1,753	722	1,000	1,000	1,000	1,000
4249	UNIFORMS	1,082	1,625	1,575	1,575	1,950	1,650
4255	SOFTWARE SUPPORT	-	5,307	600	6,000	6,300	5,300
4310	DUES & SUBSCRIPTIONS	-	-	105	150	220	105
4330	TRAINING	490	1,603	295	295	295	295
4332	MILEAGE REIMBURSEMENT	256	-	200	100	100	100
	TOTAL OPERATIONS & MATERIALS	396,774	406,501	481,650	481,445	510,420	520,270
CONTRACTUAL SERVICES:							
4534	CONTRACT SERVICES-GIS	-	3,980	3,000	3,000	3,000	3,000
4550	CONTRACT SERVICES-ENGINEERING	-	-	-	-	-	-

Gas Tax

Acct #	Gas Tax-004 Gas Tax (Public Works)-8310	2016-2017 Actual (Audited)	2017-2018 Actual (Audited)	2018-2019 Adjusted Budget	2018-2019 Year End Estimate	2019-2020 Adopted Budget	2020-2021 Adopted Budget
4553	CONTRACT SERVICES-UNDERGROUND SERVICE ALERT	1,230	1,533	1,300	1,700	2,000	2,000
4570	CONTRACT SERVICES-STREET MAINTENANCE	55,793	65,718	68,000	68,000	74,000	74,000
4576	CONTRACT SERVICES-EMERGENCY WORK	3,669	2,100	10,000	100,000	10,000	10,000
4578	CONTRACT SERVICES-STRIPING	20,096	18,804	25,000	25,000	25,000	25,000
4580	CONTRACT SERVICES-TRAFFIC SIGNAL MAINTENANCE	97,676	224,054	110,000	150,000	150,000	150,000
4582	CONTRACT SERVICES-STUDIES	-	-	-	-	-	-
4585	CONTRACT SERVICES-LANDSCAPE MAINTENANCE	9,437	8,064	27,470	6,000	6,420	6,745
4588	CONTRACT SERVICES-HVAC MAINTENANCE	2,200	2,200	3,400	3,400	3,400	3,400
4589	CONTRACT SERVICES-PEST CONTROL	-	280	700	300	400	400
4591	CONTRACT SERVICES-SIDEWALK REPAIR	27,764	25,463	30,000	30,000	30,000	30,000
4593	CONTRACT SERVICES-FACILITIES MAINTENANCE	-	-	-	-	19,500	-
4666	CONTRACT SERVICES-STORM DRAIN MAINTENANCE	9,990	9,439	28,000	12,000	12,000	14,000
4680	CONTRACT SERVICES-TREE TRIMMING	47,596	45,799	42,000	42,000	45,000	48,000
	TOTAL CONTRACTUAL SERVICES	275,451	407,433	348,870	441,400	380,720	366,545
	CAPITAL OUTLAY:						
6040	EQUIPMENT	32,313	7,610	15,000	15,000	134,000	47,000
6060	VEHICLES	-	-	-	-	-	-
	TOTAL CAPITAL OUTLAY	32,313	7,610	15,000	15,000	134,000	47,000
	CAPITAL PROJECTS:						
6530	STREET/SIDEWALK CONSTRUCTION	5,919	-	-	-	-	-
6813	BRIDGE CONSTRUCTION	-	-	-	-	202,000	-
6550	TRAFFIC IMPROVEMENTS	-	-	2,000,000	2,000,000	539,000	819,000
	TOTAL CAPITAL PROJECTS	5,919	-	2,000,000	2,000,000	741,000	819,000
	TOTAL GAS TAX	1,159,884	1,319,015	3,344,200	3,436,525	2,328,285	2,335,600

ARTICLE 3

Introduction:

The City has entered into a Cooperative Agreement (TDA 3 Agreement) with the San Bernardino County Transportation Authority (SBCTA) formerly known as San Bernardino Associated Governments (SANBAG) to enhance bicycle and pedestrian facilities in accordance with Section 99234 of the California Public Utilities Code (Code). According to the Code, Article 3 monies may only be used for facilities provided for the exclusive use of pedestrians and bicycles, including the construction and related engineering expenditures of those facilities, the maintenance of bicycle trails (that are closed to motorized traffic) and bicycle safety education programs.

TDA 3 Funds may also be used for transportation-related projects that enhance quality of life through the design of pedestrian walkways and bicycle facilities. TDA 3 projects may be standalone projects, such as projects that serve the needs of commuting bicyclists, including, but not limited to, new trails serving major transportation corridors, secure bicycle parking at employment centers, park and ride lots and transit terminals where other funds are available. TDA 3 projects may also be add-ons to normal transportation projects, such as additional sidewalk and bike lanes on a bridge, enhanced pedestrian lighting, and median refuge islands for pedestrians. When an approved project is ready for construction, as evidenced by a contract award or commitment of the participating agency's resources, the participating agency submits a claim to SBCTA for disbursement of TDA Funds.

The participating agency may submit the claim, either prior or subsequent to, incurring project expenditures. After review and approval of the claim, SBCTA issues the allocation disbursement instructions to the County Auditor-Controller. Following instruction from SBCTA, funds are disbursed from the County Local Transportation Fund to the participating agency. In accordance with the agreement, the City is required to provide matching funds equal to 50% of the project costs.

In this budget, Article 3 funds will be used for the following projects:

Highland/Redlands Regional Connector
City Creek/Alabama Street Bikeways
Sterling Ave. Access Improvement (at Warm Springs School)
Water Street Pedestrian and Bicycle Improvements (Church St. to Weaver St.)
Central Ave./Base Line/Sterling Ave. Transit Stop Access Improvements

Full-Time Equivalents:

There are no personnel directly charged to this fund.

Article 3

Acct #	Article 3-005 Article 3-8320	2016-2017 Actual (Audited)	2017-2018 Actual (Audited)	2018-2019 Adjusted Budget	2018-2019 Year End Estimate	2019-2020 Adopted Budget	2020-2021 Adopted Budget
CAPITAL PROJECTS:							
6530	STREET/SIDEWALK CONSTRUCTION	134,978	46,074	-	40,000	-	-
6533	STREET WIDENING PROJECTS	-	-	597,000	100,000	54,000	166,000
6545	SIDEWALK REPAIRS	466,737	21,610	158,000	30,000	196,000	-
6550	TRAFFIC IMPROVEMENTS	-	-	-	-	40,000	117,000
6816	TRAILS CONSTRUCTION	97,055	248,723	-	60,000	-	-
	TOTAL CAPITAL PROJECTS	698,770	316,407	755,000	230,000	290,000	283,000
	TOTAL ARTICLE 3	698,770	316,407	755,000	230,000	290,000	283,000

COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG)

Introduction:

Each year, the County of San Bernardino applies for and has received grant funds from the United States Department of Housing and Urban Development (HUD) as an “Urban County” to meet housing, economic and community development needs. This includes Community Development Block Grant (CDBG) funds.

CDBG funds are used for projects that promote the development of decent housing and suitable living environments and construction of public infrastructure, principally for persons of low and moderate income. In addition, these funds may be used to aid in the prevention or elimination of slums or blight and to meet other community development needs having a particular urgency because existing conditions pose a serious and immediate threat to the health or welfare of the community where other financial resources are not available to meet such needs. The City partners with the County as a “Co-Applicant” to allow these funds to be utilized in Highland.

Full-Time Equivalents:

Community Development Director	0.250	
Code Compliance Officer	0.750	
Administrative Assistant III	0.400	Total FTE 1.400

Accomplishments:

During Budget Cycle 2017-2019, a number of projects were funded:

1. Street improvements on Fairfax Lane, Michael Drive, Court Street, Elm Street, Bertie Lane, Elmwood Road, Walker Street, and McKinley Street.
2. Life Enrichment Programs at the Highland Senior Center.
3. Youth Recreation, Health & Family Fitness Programs at the Highland Branch YMCA.
4. Scholarships for youth to participate in baseball at Central Little League.
5. Enhanced Code Enforcement, Housing Programs and Economic Development.

Goals & Objectives:

1. Complete the construction of infrastructure improvements on and around Del Rosa.
2. Continue funding local Community Benefitting Organizations (CBOs) whose goals represent the needs and values of the CDBG program.

Housing & Community Development

Acct #	Community Development Block Grant-006 Housing & Community Development-8400	2016-2017 Actual (Audited)	2017-2018 Actual (Audited)	2018-2019 Adjusted Budget	2018-2019 Year End Estimate	2019-2020 Adopted Budget	2020-2021 Adopted Budget
SALARIES & WAGES:							
3010	SALARIES	52,305	70,643	-	80,000	106,675	109,830
3050	COMPENSATORY TIME	1,214	186	-	-	-	-
3100	SICK LEAVE	3,065	312	-	-	-	-
3110	HOLIDAY	4,969	1,187	-	-	-	-
3120	VACATION	12,179	2,158	-	-	-	-
3125	MANAGEMENT LEAVE	1,263	114	-	-	-	-
	TOTAL SALARIES & WAGES	74,996	74,600	-	80,000	106,675	109,830
BENEFITS:							
3510	CAFETERIA PLAN	16,398	18,410	-	19,000	21,840	22,680
3530	MEDICARE & SOCIAL SECURITY	1,044	1,275	-	1,500	1,550	1,595
3540	WORKER'S COMPENSATION	669	885	-	1,100	-	-
3560	PERS-RETIREMENT	20,665	21,535	-	25,000	35,275	37,390
3590	LIFE INSURANCE	249	263	-	300	355	365
3600	AUTO ALLOWANCE	-	-	-	1,300	1,500	1,500
	TOTAL BENEFITS	39,024	42,368	-	48,200	60,520	63,530
OPERATIONS & MATERIALS:							
4348	CDBG PROGRAMS	41,812	40,809	-	50,000	65,000	65,000
	TOTAL OPERATIONS & MATERIALS	41,812	40,809	-	50,000	65,000	65,000
CAPITAL PROJECTS:							
6530	STREET/SIDEWALK CONSTRUCTION	-	-	-	-	-	-
6550	TRAFFIC IMPROVEMENTS	-	813,858	-	-	-	337,000
	TOTAL CAPITAL PROJECTS	-	813,858	-	-	-	337,000
TOTAL HOUSING & COMMUNITY DEVELOPMENT		155,832	971,634	-	178,200	232,195	575,360

DEVELOPER FEES

Introduction:

Developer “in lieu” Fees are a charge collected primarily from developers that will be used to complete a project at a later time when that area is totally developed. A developer may be conditioned to pay a fee now for a certain improvement, but the funds may not be available from future developers yet.

Another example of developer in lieu fees is microfilming. This fee enables the city to scan all building & safety and engineering documents into the City’s laser fiche program. The two interns listed below handle that function.

Some of the projects funded by these fees that are included in the current 5 year CIP are:

McKinley St. (9th to Base Line)/Lighted Crosswalk on Base Line (@ Valaria Dr.)
Cunningham, Hillview, Bruce & Crest Street Improvements

Full-Time Equivalents:

Intern	0.500*	
Intern	0.500*	Total FTE 1.000

*Part-time

Developer Fees

Acct #	Developer Fees-008 Developer Fees-8340	2016-2017 Actual (Audited)	2017-2018 Actual (Audited)	2018-2019 Adjusted Budget	2018-2019 Year End Estimate	2019-2020 Adopted Budget	2020-2021 Adopted Budget
SALARIES & WAGES:							
3010	SALARIES	11,159	6,719	22,400	22,400	25,800	26,600
	TOTAL SALARIES & WAGES	11,159	6,719	22,400	22,400	25,800	26,600
BENEFITS:							
3530	MEDICARE & SOCIAL SECURITY	854	514	1,715	1,715	1,975	2,035
	TOTAL BENEFITS	854	514	1,715	1,715	1,975	2,035
OPERATIONS & MATERIALS:							
4203	EQUIPMENT/FURNITURE	-	612	-	-	-	-
4450	RELEASE/USE OF DEPOSIT/FEE	-	-	-	-	-	-
	TOTAL OPERATIONS & MATERIALS	-	612	-	-	-	-
CAPITAL OUTLAY:							
6040	EQUIPMENT	-	-	-	-	-	18,000
	TOTAL CAPITAL OUTLAY	-	-	-	-	-	18,000
CAPITAL PROJECTS:							
6530	STREET/SIDEWALK CONSTRUCTION	-	-	-	-	-	13,000
6545	SIDEWALK REPAIRS	-	-	-	-	6,000	-
	TOTAL CAPITAL PROJECTS	-	-	-	-	6,000	13,000
TOTAL DEVELOPER FEES		12,013	7,845	24,115	24,115	33,775	59,635

LANDSCAPE MAINTENANCE DISTRICT

Introduction:

The City's Landscape Maintenance District was created to beautify parkways and/or medians adjacent to new developments. The District provides a source of funds for the installation, servicing, maintenance, repair and operation of landscape improvements.

The City currently has 82 zones within the district. Some of these zones are maintained by the adjoining commercial property owners thereby receiving zero assessments. The remainder zones are maintained by the City, utilizing a landscape contractor. As new development occurs within the City, additional zones are added. These new zones will be constructed by the developers and maintained by them until the plant material is established, and then the zone is added to the City maintenance system.

Full-Time Equivalents:

Maintenance Worker II	0.250	
Maintenance Worker I	0.250	
Maintenance Worker I	0.100	Total FTE 0.600

Goals & Objectives:

With the continued increase of maintenance charges, various zones in the Landscape Maintenance District are operating with a deficit. Due to Proposition 218 restrictions, the annual assessments of these zones cannot be increased without approval by the majority of affected property owners via a ballot process. An increase in revenue is required for the district to maintain its current level of service. The City has approved a work program item to:

1. Implement strategies to balance Landscape Maintenance District Budget.
2. Increase amount of annual assessment for zones that have a deficit.
3. Conduct public outreach to gain understanding and support from affected residents and businesses.
4. Reduce frequency and level of maintenance services.
5. Coordinate with Planning Department to maximize use of low-maintenance plants, hardscape, and water efficient irrigation systems in future landscaped areas to be maintained by the City and funded by assessment districts.

Landscape Maintenance District

Acct #	Landscape Maintenance District-012 Landscape Maintenance District-8500	2016-2017 Actual (Audited)	2017-2018 Actual (Audited)	2018-2019 Adjusted Budget	2018-2019 Year End Estimate	2019-2020 Adopted Budget	2020-2021 Adopted Budget
SALARIES & WAGES:							
3010	SALARIES	10,579	9,574	27,380	27,380	28,210	29,050
3040	OVERTIME	1,287	748			1,000	1,000
3050	COMPENSATORY TIME	376	27	-	-	-	-
3100	SICK LEAVE	1,136	320	-	-	-	-
3110	HOLIDAY	1,809	750	-	-	-	-
3120	VACATION	3,200	934	-	-	-	-
	TOTAL SALARIES & WAGES	18,387	12,353	27,380	27,380	29,210	30,050
BENEFITS:							
3510	CAFETERIA PLAN	7,183	5,040	9,000	9,000	9,360	9,720
3530	MEDICARE & SOCIAL SECURITY	379	287	400	400	410	425
3560	PERS-RETIREMENT	6,975	6,291	9,995	9,995	11,770	12,440
3590	LIFE INSURANCE	69	73	90	90	95	100
	TOTAL BENEFITS	14,607	11,690	19,485	19,485	21,635	22,685
OPERATIONS & MATERIALS:							
4010	ELECTRICITY	14,700	14,761	17,500	16,500	17,000	17,500
4030	WATER/SEWER	142,655	190,898	150,000	135,000	140,000	150,000
4198	CITY ADMINISTRATION	106	266	10,000	700	1,000	1,000
4206	MATERIALS	4,711	7,260	7,000	5,000	5,000	5,000
	TOTAL OPERATIONS & MATERIALS	162,171	213,185	184,500	157,200	163,000	173,500
CONTRACTUAL SERVICES:							
4550	CONTRACT SERVICES-ENGINEERING	2,530	6,370	6,500	6,500	6,500	6,500
4585	CONTRACT SERVICES-LANDSCAPE MAINTENANCE	201,861	196,448	206,625	206,625	229,240	229,240
4589	CONTRACT SERVICES-PEST CONTROL	1,430	2,233	1,400	1,400	1,400	1,400
	TOTAL CONTRACTUAL SERVICES	205,821	205,051	214,525	214,525	237,140	237,140
TOTAL LANDSCAPE MAINTENANCE DISTRICT		400,986	442,279	445,890	418,590	450,985	463,375

STREET LIGHT DISTRICT

Introduction:

When the City of Highland incorporated in November 1987, street lights were sporadic and only installed at the intersections of newly constructed streets within new housing tracts, and mid-block lighting was discouraged. In 1988 the City created a City-wide Street Light District, including all parcels within the City, to primarily fund the ongoing energy charges of the street light system. The City also adopted an aggressive policy to install new street lights throughout the City on all existing streets. Newly constructed streets have the lights installed by the developers and then these lights are incorporated into the district. New lights will be installed as a result of new development and new installations on existing streets that are constructed as a part of the City's capital projects.

The City is also devoting funds, on new construction projects, to convert existing aerially-fed street lights on wood poles to an underground fed system with marbelite poles. When the City constructs street improvement projects the ultimate street light system is also installed.

Since the amount of assessment collected has consistently been less than the amount of expenditures, the Street Light District has been operating in a deficit. Funding strategies have been a high priority for the City to balance the Street Light District. In Fiscal year 2018/2019 the City was able to purchase 2,768 of the Edison owned 3,376 street lights and subsequently convert them to LED (Light Emitting Diode) technology which will substantially reduce the ongoing operating and maintenance cost to the City in an effort to reduce the street light district funding shortfall. Maintenance of City owned fixtures are maintained by a City designated maintenance contractor.

Full-Time Equivalents:

There are no personnel directly charged to this fund.

Goals & Objectives:

The City continues to develop and implement funding strategies to balance the Street Light District Budget including but not limited to the following:

1. Evaluate various options to reduce expenditures and/or increase revenues.
2. Establish new development standards requiring new developments to install energy efficient street lights, to be owned and maintained by the City instead of by Edison.

Street Light District

Acct #	Street Light District-013 Street Light District-8510	2016-2017 Actual (Audited)	2017-2018 Actual (Audited)	2018-2019 Adjusted Budget	2018-2019 Year End Estimate	2019-2020 Adopted Budget	2020-2021 Adopted Budget
OPERATIONS & MATERIALS:							
4011	ELECTRICITY-STREET LIGHTING	524,671	515,787	240,000	310,000	275,000	275,000
4198	CITY ADMINISTRATION	-	23	2,000	2,000	2,000	2,000
4206	MATERIALS	-	-	-	-	30,000	5,000
4310	DUES & SUBSCRIPTIONS	-	-	-	-	1,300	1,400
	TOTAL OPERATIONS & MATERIALS	524,671	515,810	242,000	312,000	308,300	283,400
CONTRACTUAL SERVICES:							
4550	CONTRACT SERVICES-ENGINEERING	(2,650)	5,050	7,100	5,500	6,500	7,100
4664	CONTRACT SERVICES-STREET LIGHT MAINTENANCE	2,764	-	80,000	80,000	85,570	85,570
	TOTAL CONTRACTUAL SERVICES	114	5,050	87,100	85,500	92,070	92,670
	TOTAL STREET LIGHT DISTRICT	524,785	520,860	329,100	397,500	400,370	376,070

COMMUNITY TRAILS DISTRICT

Introduction:

The Community Trails District provides a source of funding for the maintenance, repair, and operation of trails improvements located within the District.

The City has nine series of trails in its Community Trails District. The trails have decomposed granite surface and are designed as recreational multi-use trails for walking, horseback riding, and non-motorized cycles. The trail locations are as follows:

1. Silver Creek Subdivision at 9th Street/Eucalyptus Drive
2. Browning Road Trail from Browning Road to City Creek
3. Highland Avenue from City Creek to east of Summertrail Place
4. Northfork Trail from Brookwood Lane to San Benito Street
5. Shelton Trail from Base Line to Highland Avenue
6. Shelton Trail from Greenspot Road to Water Street
7. Streater Street from Base Line to Bledsoe Channel, and Sycamore Drive from Streater Street to east end of Sycamore Drive
8. Church Street from Base Line traveling south alongside Bledsoe Gulch
9. Aplin Street from Santa Ana Canyon Road to north of Water Street.

New trails sections will be added as developments are approved and improvements are accepted for maintenance.

Full-Time Equivalents:

There are no personnel directly charged to this fund.

Community Trails District

Acct #	Community Trails District-015 Community Trails District-8530	2016-2017 Actual (Audited)	2017-2018 Actual (Audited)	2018-2019 Adjusted Budget	2018-2019 Year End Estimate	2019-2020 Adopted Budget	2020-2021 Adopted Budget
OPERATIONS & MATERIALS:							
4198	CITY ADMINISTRATION	-	248	4,000	3,100	4,000	4,000
4206	MATERIALS	4,283	4,509	7,000	6,200	7,000	7,000
	TOTAL OPERATIONS & MATERIALS	4,283	4,756	11,000	9,300	11,000	11,000
CONTRACTUAL SERVICES:							
4550	CONTRACT SERVICES-ENGINEERING	1,000	-	1,600	900	1,000	1,000
4585	CONTRACT SERVICES-LANDSCAPE MAINTENANCE	10,010	-	5,000	-	-	-
4592	CONTRACT SERVICES-TRAILS MAINTENANCE	-	5,000	-	-	14,600	14,600
	TOTAL CONTRACTUAL SERVICES	11,010	5,000	6,600	900	15,600	15,600
	TOTAL COMMUNITY TRAILS DISTRICT	15,293	9,756	17,600	10,200	26,600	26,600

PARKS MAINTENANCE DISTRICT

Introduction:

The Parks Maintenance District provides a source of funding for the maintenance, repair, and operation of four parks:

- 1. Canyon Oaks Park is located west of Tiara Avenue north of the Canyon Oaks Subdivision. The park is approximately one acre in size and equipped with picnic tables, barbecue grills, a child's play structure, and a large turf area. This park is approximately 17 years old and shares a close proximity to the multi-use trails.
- 2. Cunningham Park is located west of Cunningham Street south of Base Line. The park is approximately 2 acres in size and is equipped with benches, sidewalks, and a large turf area.
- 3. Oak Creek Park is located at the north end of San Benito Street. It is a passive park consisting of large turf area approximately 3 acres in size, and shares close proximity to trails.
- 4. Seeley Park is located north of Base Line and west of Victoria Avenue. This park is approximately half an acre in size and includes benches and a children's play structure.

The parks are being maintained under the joint efforts of the City maintenance crews and the City's landscape maintenance contractor.

Full-Time Equivalents:

Maintenance Worker II	0.250	
Maintenance Worker I	0.250	
Maintenance Worker I	0.100	Total FTE 0.600

Parks Maintenance District

Acct #	Parks Maintenance District-016 Parks Maintenance District-8540	2016-2017 Actual (Audited)	2017-2018 Actual (Audited)	2018-2019 Adjusted Budget	2018-2019 Year End Estimate	2019-2020 Adopted Budget	2020-2021 Adopted Budget
SALARIES & WAGES:							
3010	SALARIES	10,579	9,530	27,380	27,380	28,210	29,050
3040	OVERTIME	1,287	748	-	-	1,000	1,000
3050	COMPENSATORY TIME	376	27	-	-	-	-
3100	SICK LEAVE	1,136	320	-	-	-	-
3110	HOLIDAY	1,809	750	-	-	-	-
3120	VACATION	3,200	934	-	-	-	-
	TOTAL SALARIES & WAGES	18,386	12,309	27,380	27,380	29,210	30,050
BENEFITS:							
3510	CAFETERIA PLAN	7,183	5,040	9,000	9,000	9,360	9,720
3530	MEDICARE & SOCIAL SECURITY	379	287	400	400	410	425
3560	PERS-RETIREMENT	6,975	6,290	9,995	9,995	11,770	12,440
3590	LIFE INSURANCE	69	73	90	90	95	100
	TOTAL BENEFITS	14,607	11,689	19,485	19,485	21,635	22,685
OPERATIONS & MATERIALS:							
4010	ELECTRICITY	2,521	1,802	2,600	2,400	2,500	2,600
4030	WATER/SEWER	37,325	43,938	32,500	30,000	31,000	32,500
4066	ALARM MONITORING	300	275	-	400	-	-
4198	CITY ADMINISTRATION	90	182	1,000	1,000	1,000	1,000
4203	EQUIPMENT/FURNITURE	-	-	250	250	2,500	-
4206	MATERIALS	3,967	4,103	4,000	4,000	4,000	4,000
4245	EQUIPMENT MAINTENANCE	-	50	550	550	550	550
	TOTAL OPERATIONS & MATERIALS	44,203	50,351	40,900	38,600	41,550	40,650
CONTRACTUAL SERVICES:							
4550	CONTRACT SERVICES-ENGINEERING	1,000	-	1,600	1,000	1,000	1,000
4585	CONTRACT SERVICES-LANDSCAPE MAINTENANCE	26,003	23,880	25,080	25,080	31,880	29,080
4589	CONTRACT SERVICES-PEST CONTROL	-	-	1,000	-	-	-
4680	CONTRACT SERVICES-TREE TRIMMING	-	4,300	4,370	4,370	4,500	4,700
	TOTAL CONTRACTUAL SERVICES	27,003	28,180	32,050	30,450	37,380	34,780
TOTAL PARKS MAINTENANCE DISTRICT		104,199	102,529	119,815	115,915	129,775	128,165

MEASURE I

Introduction:

This fund accounts for the Measure I tax. Measure I is a one-half of one percent retail transactions and use tax statutorily dedicated to transportation planning, design, construction, operation and maintenance only in San Bernardino County and cannot be used for other governmental purposes or programs. Measure I was first authorized by passage of Ordinance 89-01 in 1989 and reauthorized by passage of Ordinance 04-01 in 2004. Measure I is authorized through March 2040.

The California State Legislature authorized county transportation authorities to enact local option sales tax measures for transportation improvements in the late 1980s, under provisions of Division 19 (commencing with Section 180000) of the Public Utilities Code. In November 1989, San Bernardino County voters approved passage of Measure I, authorizing the San Bernardino County Transportation Authority (SBCTA), formerly known as San Bernardino Associated Governments (SANBAG), to impose a half cent retail transactions and use tax applicable in the incorporated and unincorporated areas of the County of San Bernardino for the 20-year period between April 1, 1990 and March 31, 2010. SBCTA, acting as the Authority, was authorized to administer the programs described in the Measure. The SBCTA Board serves as the Authority Board of Directors. Revenue from the tax can only be used for transportation improvement and traffic management programs authorized in the Expenditure Plan set forth in Ordinance No. 89-1.

Early in the second decade of Measure I, it became apparent that continuation of the half-cent sales tax would be critical to maintaining funding for transportation in San Bernardino County. SBCTA member jurisdictions and transportation stakeholders worked to identify transportation needs, and an expenditure plan was developed to serve as a basis for the renewal of Measure I. Ordinance No. 04-01 was placed before voters in November 2004, and Measure I was renewed resoundingly, with just over 80% of the vote. The new Measure I extends the half-cent sales tax for 30 years, from April 1, 2010 through March 31, 2040. The new Measure is referred to as Measure I 2010-2040 to distinguish it from the first Measure I.

Some of the projects funded by Measure I funds that are included in the current 5 year CIP are:

Carriage Hills Storm Drain
City Creek /Alabama Street Bikeways
10th Street/Drummond Ave/Cole Ave/14 St Improvements
Boulder Avenue Improvements (San Manuel Village to Greenspot Road)
Elmwood St/McKinley St/Walker St. Improvements
Del Rosa Ave/Elm St/San Francisco St Improvements
Cunningham St/Hillview St/Bruce St/Crest St Improvements
Pavement Maintenance and Rehabilitation (Sectors A,B,C,D,E)
SR-210/Base Line Interchange
SR-210/5th Street Interchange

Full-Time Equivalents:

There are no personnel directly charged to this fund.

Measure I

Acct #	Measure I-017 Measure I-8350	2016-2017 Actual (Audited)	2017-2018 Actual (Audited)	2018-2019 Adjusted Budget	2018-2019 Year End Estimate	2019-2020 Adopted Budget	2020-2021 Adopted Budget
CONTRACTUAL SERVICES:							
4550	CONTRACT SERVICES-ENGINEERING	169,944	37,127	-	-	-	-
	TOTAL CONTRACTUAL SERVICES	169,944	37,127	-	-	-	-
CAPITAL PROJECTS:							
6530	STREET/SIDEWALK CONSTRUCTION	68,247	215,138	-	-	361,000	-
6533	STREET WIDENING PROJECTS	82	764	-	-	76,000	237,000
6545	SIDEWALK REPAIRS	-	-	-	-	247,000	-
6550	TRAFFIC IMPROVEMENTS	1,791,662	726,540	2,854,000	2,854,000	2,884,000	2,489,000
6811	RIGHT-OF-WAY ACQUISITION	-	-	-	-	-	-
6813	BRIDGE CONSTRUCTION	-	-	6,541,000	-	23,090,000	-
	TOTAL CAPITAL PROJECTS	1,859,990	942,442	9,395,000	2,854,000	26,658,000	2,726,000
TOTAL MEASURE I		2,029,934	979,569	9,395,000	2,854,000	26,658,000	2,726,000

AIR QUALITY MANAGEMENT DISTRICT (AQMD) – AB 2766

Introduction:

The Air Quality Management District (AQMD) is the air pollution control agency for all of Orange County and the urban portions of Los Angeles, Riverside and San Bernardino counties.

The AQMD is responsible for controlling emissions primarily from stationary sources of air pollution. These can include anything from large power plants and refineries to the corner gas station. There are about 28,400 such businesses operating under AQMD permits. Many consumer products are also considered stationary sources; these include house paint, furniture varnish, and thousands of products containing solvents that evaporate into the air. About 25% of this area's ozone-forming air pollution comes from stationary sources, both businesses and residences. The other 75% comes from mobile sources--mainly cars, trucks and buses, but also construction equipment, ships, trains and airplanes. Emission standards for mobile sources are established by state or federal agencies, such as the California Air Resources Board and the U.S. Environmental Protection Agency, rather than by local agencies such as the AQMD.

Since 1991, local governments have received Assembly Bill (AB) 2766 funds to implement programs that reduce air pollution from motor vehicles. A Motor Vehicle Registration fee surcharge of \$6 per vehicle is collected by the Department of Motor Vehicles and subvended to the AQMD for disbursement. Four dollars of the registration fee is divided as follows: *40 percent of the funds go to local governments (subvention portion)*; 30 percent goes to the Mobile Source Air Pollution Reduction Review Committee (MSRC) (discretionary portion); 30 percent is allocated to the AQMD for its vehicle emission reduction programs. The remaining \$2 of the registration fee funds projects eligible for grants under the Carl Moyer Memorial Air Quality Standards Attainment Program.

The AB 2766 Subvention Program provides a funding source for cities and counties to meet requirements of federal and state Clean Air Acts, and for implementation of motor vehicle emission reduction measures in the AQMD Air Quality Management Plan (AQMP). The legislation creating this revenue source provides for oversight of the use of these monies by local governments. Air districts that receive AB 2766 monies report annually to California Air Resources Board (CARB) on the use and results of the programs funded by the fees. Cities and counties under AQMD's jurisdiction provide annual program and financial information to the AQMD. This information is compiled by the AQMD and forwarded as an annual report to CARB. In addition, the AQMD works with an independent firm to conduct audits of AB 2766 fee recipients, at least once every two years.

Full-Time Equivalents:

There are no personnel directly charged to this fund.

Air Quality Management District

Acct #	Air Quality Management District-020 AQMD (AB 2766)-8440	2016-2017 Actual (Audited)	2017-2018 Actual (Audited)	2018-2019 Adjusted Budget	2018-2019 Year End Estimate	2019-2020 Adopted Budget	2020-2021 Adopted Budget
OPERATIONS & MATERIALS:							
4198	CITY ADMINISTRATION	6,401	1,351	5,000	5,000	5,000	5,000
4206	MATERIALS	33	170	-	-	-	-
	TOTAL OPERATIONS & MATERIALS	6,434	1,521	5,000	5,000	5,000	5,000
CONTRACTUAL SERVICES:							
4550	CONTRACT SERVICES-ENGINEERING	13,620	19,735	34,440	70,000	34,440	34,440
	TOTAL CONTRACTUAL SERVICES	13,620	19,735	34,440	70,000	34,440	34,440
CAPITAL OUTLAY:							
6040	EQUIPMENT	-	-	-	-	-	-
6060	VEHICLES	-	-	-	-	-	-
	TOTAL CAPITAL OUTLAY	-	-	-	-	-	-
CAPITAL PROJECTS:							
6550	TRAFFIC IMPROVEMENTS	314,014	877	-	-	41,000	41,000
6700	ELECTRIC VEHICLE CHARGING STATIONS					63,000	-
6813	BRIDGE CONSTRUCTION	-	-	243,000	-	249,000	-
	TOTAL CAPITAL PROJECTS	314,014	877	243,000	-	353,000	41,000
TOTAL AQMD (AB 2766)		334,068	22,133	282,440	75,000	392,440	80,440

CITIZEN'S OPTION for PUBLIC SAFETY (COPS)-AB 3229

Introduction:

This fund accounts for the state funded COPS grant that the City receives annually. The City receives a minimum of \$100,000 per year which typically funds a portion of a Sergeant position. The general fund will pick up the portion of the Sergeant that is not funded by the grant. This Sergeant position primarily works on special projects as well as everyday tasks.

The Citizens Option for Public Safety (COPS) program was originally adopted in Assembly Bill (AB) 3229 in 1996 with funding from the state general fund. The COPS program provides funding for front-line law enforcement (city police, county sheriffs, and police protection districts); county jails; district attorneys for prosecution; and local juvenile justice programs (since 2000-2001). State COPS funding is allocated by the State Controller to counties for deposit by the county auditor in a Supplemental Law Enforcement Services Account (SLESA) established in each county. The county auditor is required to allocate the moneys in the county's SLESA within 30 days of the receipt of those monies from the State Controller.

As a part of the 2011 realignment of various public safety programs from the state to local government, the Legislature approved the Local Law Enforcement Services Act (AB 118) and shifted all remaining motor vehicle license fee (MVLFF) revenue that was previously paid to cities, to pay for various local law enforcement grant programs including the COPS/SLESA programs (SB 89).

Full-Time Equivalents:

There are no personnel directly charged to this fund.

Citizen's Option for Public Safety

Acct #	Citizen's Option for Public Safety-021 COPS (AB 3229)-8450	2016-2017 Actual (Audited)	2017-2018 Actual (Audited)	2018-2019 Adjusted Budget	2018-2019 Year End Estimate	2019-2020 Adopted Budget	2020-2021 Adopted Budget
CONTRACTUAL SERVICES:							
4560	CONTRACT SERVICES-SHERIFF	129,365	139,490	125,000	140,000	140,000	140,000
	TOTAL CONTRACTUAL SERVICES	129,365	139,490	125,000	140,000	140,000	140,000
	TOTAL COPS (AB 3229)	129,365	139,490	125,000	140,000	140,000	140,000

STREET & STORM DRAIN MAINTENANCE DISTRICT

Introduction:

The City of Highland Street and Storm Drain Maintenance District was created on August 28, 1996 to ensure a flow of funds for the operation, maintenance and servicing of specified improvements within the boundaries of District pursuant to the requirements of the Benefit Act of 1982. There are currently 19 zones within the District and 5 additional zones are anticipated to be added to the District in the next two years.

The benefit assessment is levied upon each parcel within the boundaries of each zone. The assessment levied upon each parcel is based solely on the benefit received from the respective zone.

All facilities are routinely inspected and necessary maintenance performed.

Maintenance of streets, roads and highways includes pavement rehabilitation, re-striping, slurry sealing, and street sweeping.

Maintenance of drainage and flood control facilities includes clearing and repair of floodways, channels, storm drains, catch basins and appurtenant facilities.

Full-Time Equivalents:

Public Works Manager	0.010	
Maintenance Worker II	0.020	
Maintenance Worker I	0.020	Total FTE 0.050

Street & Storm Drain Maintenance District

Acct #	Street/Storm Drain Maintenance District-024 Street/Storm Drain Maintenance District-8470	2016-2017 Actual (Audited)	2017-2018 Actual (Audited)	2018-2019 Adjusted Budget	2018-2019 Year End Estimate	2019-2020 Adopted Budget	2020-2021 Adopted Budget
SALARIES & WAGES:							
3010	SALARIES	-	-	-	-	2,965	3,055
3040	OVERTIME	-	-	-	-	500	500
3050	COMPENSATORY TIME	-	-	-	-	-	-
3100	SICK LEAVE	-	-	-	-	-	-
3110	HOLIDAY	-	-	-	-	-	-
3120	VACATION	-	-	-	-	-	-
	TOTAL SALARIES & WAGES	-	-	-	-	3,465	3,555
BENEFITS:							
3510	CAFETERIA PLAN	-	-	-	-	780	810
3530	MEDICARE & SOCIAL SECURITY	-	-	-	-	45	45
3560	PERS-RETIREMENT	-	-	-	-	1,100	1,165
3590	LIFE INSURANCE	-	-	-	-	10	10
3650	VACATION BUYBACK	-	-	-	-	-	-
	TOTAL BENEFITS	-	-	-	-	1,935	2,030
OPERATIONS & MATERIALS:							
4198	CITY ADMINISTRATION	-	167	1,000	1,000	1,000	1,000
4206	MATERIALS	-	237	1,000	1,000	1,000	1,000
	TOTAL OPERATIONS & MATERIALS	-	403	2,000	2,000	2,000	2,000
CONTRACTUAL SERVICES:							
4534	CONTRACT SERVICES-GIS	-	-	2,000	2,000	2,000	2,000
4550	CONTRACT SERVICES-ENGINEERING	1,070	1,730	3,900	3,900	3,900	3,900
4570	CONTRACT SERVICES-STREET MAINTENANCE	1,300	960	7,000	7,000	7,000	7,000
4666	CONTRACT SERVICES-STORM DRAIN MAINTENANCE	280	4,578	7,000	7,000	13,000	13,000
4680	CONTRACT SERVICES-TREE TRIM	-	-	1,000	1,000	1,000	1,000
	TOTAL CONTRACTUAL SERVICES	2,650	7,268	20,900	20,900	26,900	26,900
CAPITAL PROJECTS							
6550	TRAFFIC IMPROVEMENTS	-	-	-	-	45,000	-
	TOTAL CAPTIAL PROJECTS	-	-	-	-	45,000	-
TOTAL STREET/STORM DRAIN MAINT. DISTRICT		2,650	7,671	22,900	22,900	79,300	34,485

JUSTICE ASSISTANCE GRANT (JAG)

Introduction:

This fund accounts for the federally funded Justice Assistance Grant (JAG) administered by the County of San Bernardino. The Office of Justice Programs (OJP) is the federal agency in charge of this grant. Each year, Highland puts together a spending plan on how the grant will be expended. This plan must be approved by the City Council. Typically, these grant funds are expended on special project over-time and/or equipment. The special project over-time is expended in concentrated high crime areas involving gang enforcement and narcotics violations, parole and probation sweeps & sex registration sweeps.

Full-Time Equivalents:

There are no personnel directly charged to this fund.

Justice Assistance Grant

Acct #	Justice Assistance Grant-026 Justice Assistance Grant-8480	2016-2017 Actual (Audited)	2017-2018 Actual (Audited)	2018-2019 Adjusted Budget	2018-2019 Year End Estimate	2019-2020 Adopted Budget	2020-2021 Adopted Budget
OPERATIONS & MATERIALS:							
4203	EQUIPMENT/FURNITURE	-	-	10,000	-	-	-
	TOTAL OPERATIONS & MATERIALS	-	-	10,000	-	-	-
CONTRACTUAL SERVICES:							
4560	CONTRACT SERVICES-SHERIFF	7,784	10,095	10,000	20,000	20,000	20,000
	TOTAL CONTRACTUAL SERVICES	7,784	10,095	10,000	20,000	20,000	20,000
CAPITAL OUTLAY:							
6040	EQUIPMENT	8,000	-	-	-	-	-
	TOTAL CAPITAL OUTLAY	8,000	-	-	-	-	-
TOTAL JUSTICE ASSISTANCE GRANT		15,784	10,095	20,000	20,000	20,000	20,000

MISCELLANEOUS GRANTS

Introduction:

This fund accounts for all the non-federal grants that do not have to be accounted for in a separate fund. It also accounts for the funds contributed to a joint project from another agency. Examples of the types of grants/joint projects accounted for in this fund include: Inland Valley Development Agency (IVDA), any capital projects with funding contributed from the City of San Bernardino, the County of San Bernardino, San Bernardino County Flood Control District, the City of Redlands, Municipal Water District (MWD), Omni-Trans, Southern California Edison, Orange County, San Manuel Band of Mission Indians & East Valley Water District (EVWD). The following grants are currently being tracked in this fund; State Safe Route to Schools (SR2S) grant, CalRecycle Rubberized Pavement Program (RAC), Recreational Trails Program, Prop 84 Nature Education Facilities Program grant, Measure I Valley Freeway Interchange (VFI), Indian Gaming Grant (IGG) and the California Electric Vehicle Infrastructure Program (CALeVIP), Mobile Source Air Pollution Reduction Review Committee (MSRC), Senate Bill 1-Local Partnership Program (LPP).

Full-Time Equivalents:

There are no personnel directly charged to this fund.

Miscellaneous Grants

Acct #	Grants Fund-027 Miscellaneous Grants-8490	2016-2017 Actual (Audited)	2017-2018 Actual (Audited)	2018-2019 Adjusted Budget	2018-2019 Year End Estimate	2019-2020 Adopted Budget	2020-2021 Adopted Budget
OPERATIONS & MATERIALS:							
4198	CITY ADMINISTRATION	6,401	1,351	-	5,000	-	-
4206	MATERIALS	33	219	-	1,000	-	-
4450	RELEASE/USE OF FEE	-	111,748	-	17,000	-	-
	TOTAL OPERATIONS & MATERIALS	6,434	113,317	-	23,000	-	-
CONTRACTUAL SERVICES:							
4550	CONTRACT SERVICES-ENGINEERING	4,674	-	-	-	-	-
4585	CONTRACT SERVICES-LANDSCAPE MAINTENANCE	95,816	-	-	-	-	-
	TOTAL CONTRACTUAL SERVICES	100,490	-	-	-	-	-
CAPITAL OUTLAY:							
6040	EQUIPMENT	-	273,514	-	260,000	-	-
6060	VEHICLES	-	337,212	309,800	309,800	-	-
	TOTAL CAPITAL OUTLAY	-	610,726	309,800	569,800	-	-
CAPITAL PROJECTS:							
6530	STREET/SIDEWALK CONSTRUCTION	1,382,753	130,929	-	-	3,598,000	212,000
6533	STREET WIDENING PROJECTS	575	345	-	-	199,000	613,000
6545	SIDEWALK REPAIRS	12,402	-	-	-	15,000	-
6550	TRAFFIC IMPROVEMENTS	757,429	612,507	2,101,634	3,000,000	1,849,000	1,900,000
6600	STORM DRAIN PROJECTS	115,568	17,262	8,420,000	100,000	7,736,000	9,729,000
6700	ELECTRIC VEHICLE CHARGING STATIONS	-	-	-	-	300,000	-
6811	RIGHT-OF-WAY ACQUISITION	-	51,537	-	-	-	-
6813	BRIDGE CONSTRUCTION	411,549	30,355	2,251,000	100,000	3,665,000	1,600,000
6816	TRAILS CONSTRUCTION	10,003	22,027	-	5,000	-	-
	TOTAL CAPITAL PROJECTS	2,690,279	864,962	12,772,634	3,205,000	17,362,000	14,054,000
TOTAL MISCELLANEOUS GRANTS		2,797,203	1,589,005	13,082,434	3,797,800	17,362,000	14,054,000

PARAMEDIC DEPARTMENT

Introduction:

The City of Highland became responsible for Paramedic service on July 1, 1999 when Highland detached from County Service Area (CSA) 38. The City of Highland entered into a contract with CAL FIRE to function as the City's Fire Department.

Accomplishments:

1. In 2012, the City Council approved replacement of the lost Amador engine with a third engine, staffed with three personnel per day (one of which is a paramedic), effective January 1, 2013. This increase in service brings the City's Fire Department complement of paramedic units to three, one at each of our three fire stations. Additionally, AMR Ambulance continues to provide paramedic-staffed ambulance transport services throughout the City.
2. The City Council also approved acquisition of a fourth electrocardiogram (ECG)/defibrillator unit to maintain a backup unit immediately available within the City should the need arise.
3. The Paramedic program has concluded each year of operation under its approved budget however, this has only been possible because of significant transfers of funds from the Fire Department budget. The Paramedic special tax is estimated to generate approximately 18.14% & 17.41%, respectively of the funding required to sustain the program in FY 2019-2020 & FY 2020-2021.
4. Purchased new ECG monitors paid for by the San Manuel Band of Mission Indians Community Credit Fund (CCF).
5. Added a dispatcher position to be shared with the City of Yucaipa. Highland's share is allocated evenly to the Fire Department & Paramedic Department.

Goals & Objectives:

1. Maintain and enhance the fiscal responsibility of the Paramedic budget.
2. Continue to upgrade equipment and training standards to meet the industry standards and local EMS protocols.
3. Continue providing the best possible Paramedic service to the citizens of Highland by keeping personnel and equipment at a constant state of readiness.
4. Continue to explore grant funding options when available to replace worn or outdated equipment.

Paramedic Department

Acct #	Paramedic Department-028 Paramedic Department-2050	2016-2017 Actual (Audited)	2017-2018 Actual (Audited)	2018-2019 Adjusted Budget	2018-2019 Year End Estimate	2019-2020 Adopted Budget	2020-2021 Adopted Budget
OPERATIONS & MATERIALS:							
4010	ELECTRICITY	14,622	12,527	13,995	13,995	13,995	13,995
4020	GAS	1,488	1,378	1,330	1,330	1,330	1,330
4030	WATER/SEWER	4,026	5,323	6,535	6,535	6,535	6,535
4040	PEST CONTROL SUPPLIES/MATERIALS	-	-	25	25	25	25
4045	LANDSCAPING SUPPLIES	67	85	150	150	150	150
4055	JANITORIAL SUPPLIES	1,608	2,241	2,250	2,250	2,750	2,750
4060	TELEPHONE	3,768	-	2,325	2,325	2,325	2,325
4061	CELL PHONES/SATELLITE PHONES	279	235	970	970	970	970
4062	AIR CARDS	1,757	2,812	-	-	970	970
4065	INTERNET/CABLE/SATELLITE	1,244	4,983	-	-	-	-
4066	ALARM MONITORING	300	325	600	600	600	600
4070	BUILDING MAINTENANCE	12,766	9,846	1,400	1,400	6,950	6,000
4198	CITY ADMINISTRATION	1,989	1,252	1,500	1,500	1,650	1,650
4200	OFFICE SUPPLIES	991	1,617	2,000	2,000	2,000	2,000
4203	EQUIPMENT/FURNITURE	599	19,635	6,400	6,400	16,550	10,050
4206	MATERIALS	-	1,003	1,250	1,250	1,500	1,500
4207	PARAMEDIC SUPPLIES	15,669	9,031	13,000	13,000	13,000	13,000
4209	RADIO ACCESS	5,504	5,340	5,000	5,000	5,500	5,500
4210	POSTAGE	-	-	55	55	100	100
4211	PARAMEDIC EQUIPMENT MAINTENANCE	-	-	5,500	5,500	5,500	5,500
4220	FUEL	22,997	20,260	21,475	21,475	21,475	21,475
4222	GENERATOR MAINTENANCE/PERMITS/INSPECTION	753	650	1,035	1,035	1,500	1,500
4223	ICEMA PERMITS & INSPECTION	3,200	-	3,200	3,200	3,200	3,200
4224	OVERHEAD DOOR/GATE MAINTENANCE	312	2,807	3,000	3,000	3,000	3,000
4240	VEHICLE MAINTENANCE	37,434	49,876	35,000	35,000	42,500	42,500
4242	ANNUAL LADDER TESTING	-	902	1,000	1,000	-	-
4243	SCBA FLOW TESTING/HYDRO TESTING	-	2,852	2,000	2,000	2,150	2,150
4244	FIRE EXTING/FIRE SPRINKLER TESTING	-	316	1,000	1,000	1,000	1,000
4245	EQUIPMENT MAINTENANCE	551	966	1,400	1,400	2,300	2,300
4250	SPECIAL DEPARTMENT SUPPLIES	-	-	50	50	50	50
4360	INSURANCE PREMIUMS	10,000	10,000	10,000	10,000	10,000	10,000
	TOTAL OPERATIONS & MATERIALS	141,923	166,263	143,445	143,445	169,575	162,125
CONTRACTUAL SERVICES:							
4567	CONTRACT SERVICES-PARAMEDIC DEPARTMENT	1,185,069	1,364,202	1,684,410	1,432,000	1,806,130	1,896,440
4574	CONTRACT SERVICES-MEDICAL DIRECTOR	3,231	-	5,000	5,000	5,000	5,000
4588	CONTRACT SERVICES-HVAC MAINTENANCE	1,785	1,443	1,850	1,850	2,000	2,000
4589	CONTRACT SERVICES-PEST CONTROL	380	535	800	800	800	800
4680	CONTRACT SERVICES-TREE TRIMMING	845	1,021	900	900	900	900
	TOTAL CONTRACTUAL SERVICES	1,191,310	1,367,201	1,692,960	1,440,550	1,814,830	1,905,140
CAPITAL OUTLAY:							
6040	EQUIPMENT	-	-	200,000	-	-	-
	TOTAL CAPITAL OUTLAY	-	-	200,000	-	-	-
TOTAL PARAMEDIC DEPARTMENT		1,333,233	1,533,464	2,036,405	1,583,995	1,984,405	2,067,265

FIRE DEPARTMENT

Introduction:

The City of Highland became responsible for Fire and Emergency Medical Services (EMS) on July 1, 1999, when Highland detached from County Service Area (CSA) 38. The City of Highland entered into a contract with CAL FIRE to function as the City's Fire Department. At that time Highland was served by one fire engine staffed with two personnel per day and by one paramedic squad staffed with two personnel per day.

Today, the fire department staffs three fire engines – one at each of our three fire stations that are each staffed with three personnel per day, including at least one paramedic. This represents a significant increase in service levels.

As the City of Highland Fire Department, CAL FIRE provides fire protection services including fire suppression, medical assistance, rescue, extrication, fire cause investigation, training and public education services.

Accomplishments:

1. Upon entering into the contract with CAL FIRE in 1999, the City began staffing Fire Station 2 with full-time firefighter-paramedics, doubling the number of paramedic units available to respond to calls.
2. Through the cooperative agreement with CAL FIRE, the City received use of a fire engine (owned by the State) at minimal cost. This engine was eliminated by CAL FIRE, effective January 1, 2013; and was replaced by staffing of a replacement engine at Fire Station 1 with full-time personnel funded entirely by the City.
3. A cadre of Reserve Firefighters provides additional depth to the Fire Department's response capability staffing the rescue squad and up to two additional engines.
4. Purchased new SCBA equipment in the amount of \$275,000 paid for by the San Manuel Band of Mission Indians Community Credit Fund (CCF).
5. An additional fire engine was purchased in 2018 in the amount of \$650,000 also paid for by the San Manuel Band of Mission Indians Community Credit Fund (CCF).
6. Added a dispatcher position to be shared with Yucaipa. Highland's share is allocated evenly to the Fire Department & Paramedic Department.

Goals & Objectives:

1. Maintain and enhance the fiscal responsibility of the Fire Department budget.
2. Continue to upgrade equipment and training standards to meet the industry standards.
3. Continue providing the best possible fire protection to the citizens of Highland, within available revenues by keeping the personnel and equipment at a constant state of readiness.
4. Purchase a new fire engine and equipment.
5. Continue to explore grant funding options when available to replace worn or outdated equipment.

Fire Department

Acct #	Fire Department-029 Fire Department-2100	2016-2017 Actual (Audited)	2017-2018 Actual (Audited)	2018-2019 Adjusted Budget	2018-2019 Year End Estimate	2019-2020 Adopted Budget	2020-2021 Adopted Budget
OPERATIONS & MATERIALS:							
4010	ELECTRICITY	14,195	12,390	13,995	13,995	13,995	13,995
4020	GAS	1,488	1,514	1,330	1,330	1,330	1,330
4030	WATER/SEWER	6,511	5,624	6,535	6,535	6,535	6,535
4040	PEST CONTROL SUPPLIES/MATERIALS	-	-	25	25	25	25
4045	LANDSCAPING SUPPLIES	67	85	150	150	150	150
4055	JANITORIAL SUPPLIES	1,608	2,241	2,250	2,250	2,750	2,750
4060	TELEPHONE	3,768	-	2,325	2,325	2,325	2,325
4061	CELL PHONES/SATELLITE PHONES	279	235	970	970	970	970
4062	AIR CARDS	-	-	-	-	970	970
4065	INTERNET/CABLE	1,244	4,983	-	-	-	-
4066	ALARM MONITORING	300	325	600	600	600	600
4070	BUILDING MAINTENANCE	12,766	9,846	1,400	3,000	6,950	6,000
4128	OPERATING TRANSFER OUT-PARAMEDIC DEPT.	983,236	1,173,707	1,679,405	1,223,995	1,624,405	1,707,265
4198	CITY ADMINISTRATION	1,989	1,252	1,500	1,500	1,650	1,650
4200	OFFICE SUPPLIES	1,947	1,869	2,000	2,000	2,000	2,000
4203	EQUIPMENT/FURNITURE	7,964	4,196	6,400	6,400	16,550	10,050
4204	PERSONAL PROTECTIVE EQUIPMENT	9,982	8,269	10,000	10,000	12,000	12,000
4206	MATERIALS	121	1,003	1,250	1,250	1,500	1,500
4209	RADIO ACCESS	5,504	5,340	5,000	5,000	5,500	5,500
4210	POSTAGE	21	3	125	300	100	100
4219	FIRE DEPARTMENT EQUIPMENT/SUPPLIES	-	-	-	2,000	3,000	3,000
4220	FUEL	22,997	20,259	21,475	21,475	21,475	21,475
4222	GENERATOR MAINTENANCE/PERMITS/INSPECTION	753	650	1,035	1,035	1,500	1,500
4224	OVERHEAD DOOR/GATE MAINTENANCE	312	2,807	3,000	3,000	3,000	3,000
4235	PHYSICALS/TESTING	-	-	3,000	3,000	3,000	3,000
4236	LIVESCAN SERVICE FEE	-	-	500	500	500	500
4240	VEHICLE MAINTENANCE	35,809	49,876	35,000	35,000	42,500	42,500
4242	ANNUAL LADDER TESTING	89	902	1,000	1,000	2,000	2,000
4243	SCBA FLOW TESTING/HYDRO TESTING	-	2,852	2,000	2,000	2,150	2,150
4244	FIRE EXTING/FIRE SPRINKLER TESTING	-	316	1,000	1,000	1,000	1,000
4245	EQUIPMENT MAINTENANCE	11,278	966	1,400	1,400	2,300	2,300
4249	UNIFORMS	-	103	150	150	150	150
4250	SPECIAL DEPARTMENT SUPPLIES	-	-	50	5,000	50	50
4351	EMERGENCY INCIDENTS	-	20,211	500	3,000	500	500
4360	INSURANCE PREMIUMS	10,000	10,000	10,000	10,000	10,000	10,000
	TOTAL OPERATIONS & MATERIALS	1,134,229	1,341,826	1,815,370	1,371,185	1,793,430	1,868,840
CONTRACTUAL SERVICES:							
4540	CONTRACT SERVICES-BUILDING INSPECTIONS	33,758	52,865	60,000	60,000	60,000	60,000
4545	CONTRACT SERVICES-WEED ABATEMENT	34,210	34,210	34,210	34,210	34,210	34,210
4569	CONTRACT SERVICES-FIRE DEPARTMENT	2,395,324	2,564,520	2,909,690	2,700,000	3,092,670	3,247,305
4572	CONTRACT SERVICES-VOLUNTEER FIREFIGHTERS	-	-	3,000	3,000	3,000	3,000
4573	CONTRACT SERVICES-FIRE EXPLORERS	-	-	500	500	500	500
4576	CONTRACT SERVICES-EMERGENCY WORK	-	-	500	500	500	500
4588	CONTRACT SERVICES-HVAC MAINTENANCE	1,785	1,443	1,850	1,850	2,000	2,000
4589	CONTRACT SERVICES-PEST CONTROL	380	535	800	800	800	800
4680	CONTRACT SERVICES-TREE TRIMMING	845	1,021	900	900	900	900
	TOTAL CONTRACTUAL SERVICES	2,466,301	2,654,594	3,011,450	2,801,760	3,194,580	3,349,215
CAPITAL OUTLAY:							
6040	EQUIPMENT	-	14,009	200,000	-	-	-
6060	VEHICLES	499,654	-	650,000	-	-	500,000
	TOTAL CAPITAL OUTLAY	499,654	14,009	850,000	-	-	500,000
	TOTAL FIRE DEPARTMENT	4,100,184	4,010,430	5,676,820	4,172,945	4,988,010	5,718,055

MAJOR GRANTS

Introduction:

This fund accounts for all the federal grants that do not have to be legally accounted for in a separate fund. Examples of the types of grants accounted for in this fund include:

State Homeland Security Grants for Police and Fire;
Economic Development Agency (EDA) for 3rd Street (Victoria to Palm);
Federal Active Transportation Program (ATP) for the Highland/Redlands Regional connector Program & City Creek/Alabama Street Bikeways;
Federal Safe Routes to School (SRTS) Program Grant for 9th Street (Cunningham to Palm) & McKinley Street (9th to Base Line);
Federal Earmarks Repurposing Grant for the 9th Street (Cunningham to Palm) & McKinley Street (9th to Base Line);
Federal Highway Bridge Program (HBP) Grant for Base Line Bridge & Orange Street Bridge; and
Projects of National and Regional Significance (PNRS) for Boulder Avenue (San Manuel Entrance to Greenspot Road).

Full-Time Equivalents:

There are no personnel directly charged to this fund.

Major Grants

Acct #	Major Grants Fund-030 Major Grants-8495	2016-2017 Actual (Audited)	2017-2018 Actual (Audited)	2018-2019 Adjusted Budget	2018-2019 Year End Estimate	2019-2020 Adopted Budget	2020-2021 Adopted Budget
OPERATIONS & MATERIALS:							
4203	EQUIPMENT/FURNITURE	15,834	22,592	-	-	-	-
	TOTAL OPERATIONS & MATERIALS	15,834	22,592	-	-	-	-
CONTRACTUAL SERVICES:							
4550	CONTRACT SERVICES-ENGINEERING	262,709	22,186	-	-	-	-
	TOTAL CONTRACTUAL SERVICES	262,709	22,186	-	-	-	-
CAPITAL OUTLAY:							
6040	EQUIPMENT	13,160	-	-	-	-	-
	TOTAL CAPITAL OUTLAY	13,160	-	-	-	-	-
CAPITAL PROJECTS:							
6530	STREET/SIDEWALK CONSTRUCTION	543,734	7,049	-	-	2,897,000	476,000
6533	STREET WIDENING PROJECTS	-	-	137,000	137,000	-	-
6550	TRAFFIC IMPROVEMENTS	-	18,793	351,000	351,000	-	1,090,000
6600	STORM DRAIN PROJECTS	-	-	-	-	-	-
6811	RIGHT-OF-WAY ACQUISITION	-	-	-	-	-	-
6813	BRIDGE CONSTRUCTION	53,717	463,850	2,203,000	2,203,000	3,175,000	5,914,000
6816	TRAILS CONSTRUCTION	-	-	-	-	21,000	-
	TOTAL CAPITAL PROJECTS	597,451	489,692	2,691,000	2,691,000	6,093,000	7,480,000
TOTAL MAJOR GRANTS		889,153	534,470	2,691,000	2,691,000	6,093,000	7,480,000

DEVELOPMENT IMPACT FEES (DIF)

Introduction:

A development impact fee is a charge on new development to pay for the construction or expansion of off-site capital improvements that are necessitated by and benefit the new development.

Assembly Bill 1600 requires a separate accounting and reporting of development impact fees collected from individuals and developers building in the City. Fees collected include police, fire, general facilities, parks & recreation facilities, storm drains, streets & sidewalks, traffic control, bridges & culverts, streetlights, medians & landscaping and major arterials. Some of the projects funded by these fees that are included in the current 5 year CIP are:

Cunningham, Hillview, Bruce & Crest Street Improvements
Boulder Avenue Improvements (San Manuel Village to Greenspot Road)
6th Street and Elm Street Improvements
Central Ave./Base Line/Sterling Ave. Transit Stop Access Improvements
Orange Street Bridge @ Plunge Creek

Full-Time Equivalents:

There are no personnel directly charged to this fund.

Development Impact Fees

Acct #	Development Impact Fees-007 Development Impact Fees-8330	2016-2017 Actual (Audited)	2017-2018 Actual (Audited)	2018-2019 Adjusted Budget	2018-2019 Year End Estimate	2019-2020 Adopted Budget	2020-2021 Adopted Budget
OPERATIONS & MATERIALS:							
4450	RELEASE/USE OF DEPOSIT/FEE	25,863	-	-	-	-	-
	TOTAL OPERATIONS & MATERIALS	25,863	-	-	-	-	-
CONTRACTUAL SERVICES:							
4550	CONTRACT SERVICES-ENGINEERING	21,653	1,760	-	-	-	-
4588	CONTRACT SERVICES-HVAC MAINTENANCE	-	-	-	-	20,000	20,000
4621	CONTRACT SERVICES-COST ALLOCATION STUDY	-	-	-	-	-	-
	TOTAL CONTRACTUAL SERVICES	21,653	1,760	-	-	20,000	20,000
CAPITAL OUTLAY:							
6040	EQUIPMENT	-	-	-	-	94,100	-
	TOTAL CAPITAL OUTLAY	-	-	-	-	94,100	-
CAPITAL PROJECTS:							
6530	STREET/SIDEWALK CONSTRUCTION	890,125	11,719	88,000	88,000	700,000	99,000
6533	STREET WIDENING PROJECTS	-	-	418,000	418,000	-	-
6545	SIDEWALK REPAIRS	-	20,553	59,000	59,000	390,000	-
6550	TRAFFIC IMPROVEMENTS	-	-	-	-	-	-
6600	STORM DRAIN PROJECTS	-	-	-	-	-	-
6811	RIGHT-OF-WAY ACQUISITION	-	-	-	-	-	-
6813	BRIDGE CONSTRUCTION	-	37,945	47,000	47,000	391,000	179,000
6816	TRAILS CONSTRUCTION	14,261	40,153	-	-	-	-
	TOTAL CAPITAL PROJECTS	904,386	110,370	612,000	612,000	1,481,000	278,000
TOTAL DEVELOPMENT IMPACT FEES		951,903	112,129	612,000	612,000	1,595,100	298,000

CAPITAL IMPROVEMENTS

Introduction:

The Capital Improvements fund (Facilities Construction department) is used to account for the non-housing bond proceeds of the Successor Agency. On January 1, 2016, the Department of Finance approved the moving of the non-housing bond proceeds (2004A & 2007) of the former RDA from the Successor Agency to the City. The debt for these bonds remains with the Successor Agency.

Full-Time Equivalents:

Public Works Director/City Engineer	0.300	
Asst. Public Works Director	0.500	
Administrative Assistant III	0.350	Total FTE 1.150

Some of the projects funded by these bonds that are included in the current 5 year CIP are:

- Carriage Hills Storm Drain
- Sycamore Drive Storm Drain
- 9th Street (Cunningham to Palm) and Crosswalk on Church Ave. (@ Norwood)
- Highland/Redlands Regional Connector
- Boulder Avenue Improvements (San Manuel Village to Greenspot Road)
- Greenspot Road Bridge @ Santa Ana River
- Base Line Bridge @ City Creek
- 5th Street Improvements (Victoria Avenue to Palm Avenue)
- 5th Street Pavement Rehab (Tippecanoe to Victoria Avenue)

Facilities Construction

Acct #	Capital Improvements-010 Facilities Construction-3830	2016-2017 Actual (Audited)	2017-2018 Actual (Audited)	2018-2019 Adjusted Budget	2018-2019 Year End Estimate	2019-2020 Adopted Budget	2020-2021 Adopted Budget
SALARIES & WAGES:							
3010	SALARIES	106,704	114,442	134,290	134,290	138,340	142,525
3040	OVERTIME	-	600	-	-	500	500
3050	COMPENSATORY TIME	232	30	-	-	-	-
3100	SICK LEAVE	529	2,873	-	-	-	-
3110	HOLIDAY	5,904	5,549	-	-	-	-
3120	VACATION	3,859	5,588	-	-	-	-
3125	MANAGEMENT LEAVE	2,236	1,708	-	-	-	-
	TOTAL SALARIES & WAGES	119,463	130,791	134,290	134,290	138,840	143,025
BENEFITS:							
3510	CAFETERIA PLAN	15,177	16,875	17,625	17,625	17,940	18,630
3530	MEDICARE & SOCIAL SECURITY	1,776	1,972	1,950	1,950	2,010	2,070
3560	PERS-RETIREMENT	27,920	30,592	34,555	34,555	38,670	41,125
3590	LIFE INSURANCE	400	385	445	445	460	470
3600	AUTO ALLOWANCE	1,523	1,800	1,800	1,800	1,800	1,800
3650	VACATION BUYBACK	1,066	1,470	-	-	-	-
3655	SICK LEAVE INCENTIVE PROGRAM	1,312	1,161	-	-	-	-
3660	ADMIN LEAVE BUYBACK	1,216	2,351	-	-	-	-
	TOTAL BENEFITS	50,392	56,606	56,375	56,375	60,880	64,095
OPERATIONS & MATERIALS:							
4080	BUILDING SERVICES DEPARTMENT CHARGE	-	11,010	11,230	11,230	11,470	11,495
4199	INSURANCE DEPARTMENT CHARGE	-	6,441	9,160	9,160	5,725	5,980
	TOTAL OPERATIONS & MATERIALS	-	17,451	20,390	20,390	17,195	17,475
CONTRACTUAL SERVICES							
4550	CONTRACT SERVICES-ENGINEERING	249,571	25,882	-	6,000	-	-
	TOTAL CONTRACTUAL SERVICES	249,571	25,882	-	6,000	-	-
CAPITAL PROJECTS							
6530	STREET/SIDEWALK CONSTRUCTION	941,906	59,184	-	75,000	209,000	207,000
6533	STREET WIDENING PROJECTS	7,550	-	-	-	2,000	8,000
6545	SIDEWALK REPAIRS	805,411	42,156	28,000	28,000	90,000	-
6550	TRAFFIC IMPROVEMENTS	-	58,412	4,904,000	150,000	702,000	580,000
6600	STORM DRAIN PROJECTS	-	2,611	-	50,000	1,458,000	-
6811	RIGHT OF WAY ACQUISITION	5,360	-	-	-	-	-
6813	BRIDGE CONSTRUCTION	5,835	47,724	10,000	75,000	2,009,000	618,000
	TOTAL CAPITAL PROJECTS	1,766,062	210,087	4,942,000	378,000	4,470,000	1,413,000
TOTAL FACILITIES CONSTRUCTION		2,185,488	440,817	5,153,055	595,055	4,686,915	1,637,595

COMMUNITY FACILITIES DISTRICTS (CFD)

Introduction:

This fund accounts for the activities of Highland's three operational Community Facilities Districts; 90-1, 2001-1 & 2007-1.

Community Facilities Districts are a voter approved tax that will fund infrastructure and services. The bonds that are issued by the City to fund the infrastructure are serviced from the special tax lien placed on the property tax bill of the property owner(s) and are not considered a debt of the City. A CFD is also referred to as a Mello-Roos, named after the 2 state legislators (Senator Henry Mello and Senator Mike Roos) who co-authored the Community Facilities Act in 1982 to make the creation of CFDs legal.

CFD 90-1, also known as "Greenspot Corridor" has been placed into a CFD to provide needed infrastructure, housing, and commercial retail growth to that area along with a school. Also provided are police and fire services. CFD 90-1 is made up of the following tracts: Tract #14326, Tract #14362, Tract #13936, Tract #14095, Tract #12805/#12494 & Tract #12821. All of these tracts are residential with the exception of Tract #12821 which is commercial.

CFD 2001-1 (Tract #14326) is a residential Community Facilities District. Although part of the CFD 90-1, the bonded indebtedness portion for the 90-1 was paid off when new bonds were issued in 2001. These bonds were subsequently refunded in 2011 at a lower interest rate.

CFD 2007-1 (Tract #17682) located on the Northeast corner of Greenspot Road & Boulder Avenue was formed in 2007, but only became active in May 2016. This is also a residential CFD. Currently, development is on-going.

Full-Time Equivalents:

There are no personnel directly charged to this fund.

Community Facilities Districts

Acct #	Community Facilities Districts-014 Community Facilities Districts-8520	2016-2017 Actual (Audited)	2017-2018 Actual (Audited)	2018-2019 Adjusted Budget	2018-2019 Year End Estimate	2019-2020 Adopted Budget	2020-2021 Adopted Budget
OPERATIONS & MATERIALS:							
4198	CITY ADMINISTRATION	8,514	8,822	12,000	8,500	9,000	9,500
4200	OFFICE SUPPLIES	-	-	1,000	450	500	500
4210	POSTAGE	-	-	100	100	100	100
	TOTAL OPERATIONS & MATERIALS	8,514	8,822	13,100	9,050	9,600	10,100
CONTRACTUAL SERVICES:							
4554	CONTRACT SERVICES-CONSULTANT	1,500	-	-	-	-	-
	TOTAL CONTRACTUAL SERVICES	1,500	-	-	-	-	-
	TOTAL COMMUNITY FACILITIES DISTRICTS	10,015	8,822	13,100	9,050	9,600	10,100

GENERAL CAPITAL FINANCING

Introduction:

The General Capital Financing fund (Capital Construction department) is used to fund capital projects where no other funding source exists and as a match for state and federal grants. Highland has had much success in obtaining grants because we have a source for matching funds. This fund also assisted in partially funding the construction of the following projects:

The Jerry Lewis Community Center
The Highland Sam J. Racadio Library/Environmental Learning Center
The Corporation Yard
The Athletic Center
Community Park
Installation of ALPRs at various locations in the city
SR 210/Base Line Interchange
Pavement Management System update study

With the loss of the RDA, this fund is used for infrastructure projects as well. This fund is also used to fund one-time capital projects such as vehicles and equipment. On-going expenditures are accounted for in the general fund. The General Capital Financing fund will assist in funding the following projects in fiscal years 2019/2020 & 2020/2021:

Sector B and C Pavement Maintenance and Rehabilitation
Pavement Management Program (PMP) Study (2nd Cycle)
City Creek Levee Trails (Base Line to Highland Avenue)
Sign Replacement (City-Wide)

Full-Time Equivalents:

Community Volunteer Services Coordinator	0.250	Total FTE 0.250
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Capital Construction

Acct #	General Capital Financing-023 Capital Construction-3890	2016-2017 Actual (Audited)	2017-2018 Actual (Audited)	2018-2019 Adjusted Budget	2018-2019 Year End Estimate	2019-2020 Adopted Budget	2020-2021 Adopted Budget
SALARIES & WAGES:							
3010	SALARIES	17,905	18,131	19,260	19,260	12,600	12,975
3040	OVERTIME	-	-	-	-	500	500
3050	COMPENSATORY TIME	-	-	-	-	-	-
3100	SICK LEAVE	-	-	-	-	-	-
3110	HOLIDAY	-	-	-	-	-	-
3120	VACATION	-	-	-	-	-	-
	TOTAL SALARIES & WAGES	17,905	18,131	19,260	19,260	13,100	13,475
BENEFITS:							
3510	CAFETERIA PLAN	6,319	6,480	6,750	6,750	3,900	4,050
3530	MEDICARE & SOCIAL SECURITY	339	346	280	280	185	190
3560	PERS-RETIREMENT	4,755	6,809	7,265	7,265	5,725	5,980
3590	LIFE INSURANCE	-	-	-	-	45	45
	TOTAL BENEFITS	11,414	13,635	14,295	14,295	9,855	10,265
OPERATIONS & MATERIALS:							
4080	BUILDING SERVICES DEPARTMENT CHARGE	-	-	-	-	2,515	2,525
4104	OPER TRANSF OUT OF -GAS TAX	-	-	-	290,050	145,025	145,025
4113	OPERATING TRANSFER OUT-SLD	193,752	176,291	-	52,500	41,570	17,270
4115	OPERATING TRANSFER OUT-COMM. TRAILS DISTRICT	-	-	-	-	15,910	15,910
4199	INSURANCE DEPARTMENT CHARGE	-	-	-	-	5,070	5,355
4203	EQUIPMENT/FURNITURE	-	5,199	25,000	-	-	-
4206	MATERIALS	-	7	-	-	-	-
	TOTAL OPERATIONS & MATERIALS	193,752	181,497	25,000	342,550	210,090	186,085
CONTRACTUAL SERVICES:							
4550	CONTRACT SERVICES-ENGINEERING	358,217	296,379	140,000	140,000	140,000	140,000
4552	CONTRACT SERVICES-TRAFF COUNTS	-	-	1,500	1,000	-	-
4554	CONTRACT SERVICES-CONSULTANT	36,676	36,161	39,000	39,000	39,000	39,000
4582	CONTRACT SERVICES-STUDIES	22,153	3,700	-	-	40,000	40,000
4592	CONTRACT SERVICES-TRAILS MAINTENANCE	-	-	-	-	100,000	10,000
4593	CONTRACT SERVICES-FACILTITES MAINTENANCE	-	-	-	-	128,500	-
4605	CONTRACT SERVICES-CONSERV PLAN	202,957	-	-	-	-	-
4621	CONTRACT SERVICES-COST ALLOCATION	4,625	-	-	-	-	-
	TOTAL CONTRACTUAL SERVICES	624,629	336,240	180,500	180,000	447,500	229,000
CAPITAL OUTLAY:							
6030	BUILDING	-	23,800	-	-	-	-
6040	EQUIPMENT	131,373	-	30,175	30,175	465,000	185,000
6060	VEHICLES	-	-	-	-	-	-
	TOTAL CAPITAL OUTLAY	131,373	23,800	30,175	30,175	465,000	185,000
CAPITAL PROJECTS:							
6510	LANDSCAPE MAINTENANCE	-	44,123	218,250	218,250	-	-
6530	STREET/SIDEWALK CONSTRUCTION	-	420,591	-	-	40,000	-
6545	SIDEWALK REPAIRS	553,071	-	-	-	-	-
6550	TRAFFIC IMPROVEMENTS	-	-	1,905,000	250,000	1,546,000	-
6600	STORM DRAIN PROJECTS	-	-	-	-	-	-
6803	FACILITIES CONSTRUCTION	-	149,868	-	-	-	-
6816	TRAILS CONSTRUCTION	-	-	-	-	11,000	-
	TOTAL CAPITAL PROJECTS	553,071	614,582	2,123,250	468,250	1,597,000	-
TOTAL CAPITAL CONSTRUCTION		1,532,144	1,187,886	2,392,480	1,054,530	2,742,545	623,825

INSURANCE

Introduction:

The General Liability department of the Insurance fund includes all costs related to the administration of the City's risk management program. These costs include the management of premiums and claims. The City is a member of the Public Agency Risk Sharing Authority of California (PARSAC) which helps to reduce the cost of insurance premiums.

Full-Time Equivalents:

City Manager	0.150	
Director of Administrative Services	0.150	
City Clerk	0.050	Total FTE 0.350

Accomplishments:

1. Maintained adequate reserve funding.
2. Worked with claims adjuster to thoroughly review, monitor and resolve general liability and worker's compensation claims.
3. Successfully utilized PARSAC safety grant.

Goals & Objectives:

Ongoing objectives consist of:

1. Assure appropriate and prompt corrective action is taken to reduce liability exposure.
2. Continue to utilize safety grants as they are available.
3. Respond efficiently and swiftly to claims.

Performance Measures:

	<u>2017</u>	<u>2018</u>	<u>2019</u>
Claims Processed:			
General Liability	23	9	4
Worker's Compensation	2	2	1
Claims Closed:			
General Liability	22	5	3
Worker's Compensation	1	2	1

General Liability

Acct #	Insurance Fund-041 General Liability-9500	2016-2017 Actual (Audited)	2017-2018 Actual (Audited)	2018-2019 Adjusted Budget	2018-2019 Year End Estimate	2019-2020 Adopted Budget	2020-2021 Adopted Budget
SALARIES & WAGES:							
3010	SALARIES	46,885	46,460	55,465	55,465	57,130	58,840
3040	OVERTIME	-	-	-	-	500	500
3050	COMPENSATORY TIME	-	-	-	-	-	-
3100	SICK LEAVE	-	-	-	-	-	-
3110	HOLIDAY	2,518	2,709	-	-	-	-
3120	VACATION	2,329	2,885	-	-	-	-
3125	MANAGEMENT LEAVE	281	978	-	-	-	-
	TOTAL SALARIES & WAGES	52,014	53,033	55,465	55,465	57,630	59,340
BENEFITS:							
3510	CAFETERIA PLAN	4,831	5,040	5,250	5,250	5,460	5,670
3515	PERS-HEALTH INSURANCE-RETIRED	16,400	19,200	26,400	26,400	24,000	26,400
3530	MEDICARE & SOCIAL SECURITY	892	904	805	805	830	855
3560	PERS-RETIREMENT	11,897	12,446	13,165	13,165	14,645	15,595
3580	DEFERRED COMPENSATION	986	1,089	1,250	1,250	1,250	1,250
3590	LIFE INSURANCE	147	161	185	185	190	195
3600	AUTO ALLOWANCE	2,025	2,160	2,160	2,160	2,160	2,160
3650	VACATION BUYBACK	-	1,220	-	-	-	-
3655	SICK LEAVE INCENTIVE PROGRAM	-	1,254	-	-	-	-
3660	ADMIN LEAVE BUYBACK	-	1,568	-	-	-	-
	TOTAL BENEFITS	37,178	45,043	49,215	49,215	48,535	52,125
OPERATIONS & MATERIALS:							
4200	OFFICE SUPPLIES	-	-	50	50	50	50
4203	EQUIPMENT/FURNITURE	-	-	-	-	500	500
4206	MATERIALS	2,760	-	-	-	-	-
4210	POSTAGE	5	59	200	200	200	200
4320	TRAVEL & CONFERENCE	33	681	-	1,000	3,000	3,000
4330	TRAINING	-	5,100	700	700	700	700
4349	GRANT PROGRAMS	9,898	10,000	10,000	10,000	22,500	22,500
4355	CLAIMS PAYABLE INCREASE	714	5,801	10,000	10,000	5,000	5,000
4360	INSURANCE PREMIUMS	219,544	227,101	244,750	244,750	295,000	310,750
4370	INSURANCE CLAIMS	-	-	30,000	30,000	30,000	30,000
4380	INSURANCE ADJUSTING FEES	689	1,226	7,500	7,500	-	-
4390	INSURANCE LEGAL	84,939	74,121	50,000	50,000	60,000	60,000
	TOTAL OPERATIONS & MATERIALS	318,583	324,089	353,200	354,200	416,950	432,700
CONTRACTUAL SERVICES:							
4550	CONTRACT SERVICES-ENGINEERING	3,253	-	-	-	-	-
4591	CONTRACT SERVICES-SIDEWALK REPAIR	-	-	-	-	-	-
	TOTAL CONTRACTUAL SERVICES	3,253	-	-	-	-	-
CAPITAL PROJECTS:							
6545	SIDEWALK REPAIRS	-	-	-	-	-	-
6550	TRAFFIC IMPROVEMENTS	-	-	-	500,000	-	-
	TOTAL CAPITAL PROJECTS	-	-	-	500,000	-	-
TOTAL GENERAL LIABILITY		411,028	422,164	457,880	958,880	523,115	544,165

GENERAL SERVICES

Introduction:

The Building Services department of the General Services fund includes all costs related to city hall such as utilities, building maintenance, copy machine leases, postage machine lease, copy paper, office supplies, network, etc. The following departments are charged these costs based on full-time equivalents (FTE): City Clerk, General Government, Personnel, Finance, Engineering, Planning, Public Services, Building & Safety, Code Enforcement, Community Volunteer Services, Housing Authority, Capital Improvements, General Capital Financing and Public Works (Gas Tax).

Full-Time Equivalents:

Public Works Manager	0.100	
Maintenance Worker II	0.500	
Maintenance Worker I	0.250	Total FTE 0.850

Building Services

Acct #	General Services-042 Building Services-9510	2016-2017 Actual (Audited)	2017-2018 Actual (Audited)	2018-2019 Adjusted Budget	2018-2019 Year End Estimate	2019-2020 Adopted Budget	2020-2021 Adopted Budget
SALARIES & WAGES:							
3010	SALARIES	32,842	34,291	43,220	43,220	46,805	48,175
3040	OVERTIME	887	1,151	-	-	5,000	5,000
3050	COMPENSATORY TIME	107	437	-	-	-	-
3100	SICK LEAVE	1,485	1,490	-	-	-	-
3110	HOLIDAY	1,760	2,244	-	-	-	-
3120	VACATION	1,754	1,900	-	-	-	-
3125	MANAGEMENT LEAVE	293	190	-	-	-	-
	TOTAL SALARIES & WAGES	39,127	41,704	43,220	43,220	51,805	53,175
BENEFITS:							
3510	CAFETERIA PLAN	11,853	12,240	12,750	12,750	13,260	13,770
3530	MEDICARE & SOCIAL SECURITY	765	852	630	630	680	700
3560	PERS-RETIREMENT	10,944	12,117	14,985	14,985	17,985	19,020
3590	LIFE INSURANCE	122	147	145	145	155	160
3655	SICK LEAVE INCENTIVE PROGRAM	-	98	-	-	-	-
	TOTAL BENEFITS	23,684	25,454	28,510	28,510	32,080	33,650
OPERATIONS & MATERIALS:							
4010	ELECTRICITY	15,937	20,479	23,000	23,000	23,000	24,000
4020	GAS	1,007	607	1,400	1,000	1,000	1,100
4030	WATER/SEWER	2,786	3,277	5,500	4,500	4,500	5,000
4040	PEST CONTROL SUPPLIES/MATERIALS	-	-	250	250	250	250
4045	LANDSCAPING SUPPLIES	-	250	250	250	250	250
4055	JANITORIAL SUPPLIES	2,204	1,783	3,000	2,000	2,500	2,500
4060	TELEPHONE	27,575	7,175	31,290	7,500	7,680	7,680
4061	CELL PHONES/SATELLITE PHONES	1,794	4,663	600	4,000	5,580	5,640
4065	INTERNET/CABLE/SATELLITE	5,760	13,508	-	8,100	8,100	8,100
4066	ALARM MONITORING	2,285	2,640	1,800	1,800	2,700	2,700
4070	BUILDING MAINTENANCE	10,339	5,779	10,000	7,500	10,000	10,000
4075	PUBLIC FACILITIES IMPROVEMENT	5,000	-	5,000	5,000	5,000	5,000
4198	CITY ADMINISTRATION	977	1,573	1,750	1,750	2,000	2,100
4200	OFFICE SUPPLIES	18,789	12,360	19,000	16,000	17,000	18,000
4203	EQUIPMENT/FURNITURE	-	-	3,500	1,000	1,550	1,400
4205	PHOTOCOPIER	22,886	18,481	25,180	20,000	20,095	20,095
4208	NETWORK/COMPUTER MATERIALS & SUPPLIES	7,836	7,514	12,000	10,000	18,000	18,000
4220	FUEL	801	710	1,000	1,000	1,000	1,000
4240	VEHICLE MAINTENANCE	953	196	500	500	500	500
4245	EQUIPMENT MAINTENANCE	255	-	3,200	2,000	2,500	2,500
4248	EQUIPMENT RENTAL/LEASE	1,652	1,359	1,800	1,800	2,140	2,140
4251	ADA COMPLIANCE	2,000	1,500	2,000	2,000	2,000	2,000
4260	DISASTER SUPPLIES	175	199	2,000	2,000	2,000	2,000
4310	DUES & SUBSCRIPTIONS	120	120	150	150	150	150
	TOTAL OPERATIONS & MATERIALS	131,130	104,174	154,170	123,100	139,495	142,105
CONTRACTUAL SERVICES:							
4504	CONTRACT SERVICES-JANITORIAL SERVICES	10,255	9,001	10,130	10,130	22,480	24,500
4585	CONTRACT SERVICES-LANDSCAPE MAINTENANCE	7,252	6,660	6,995	6,000	6,660	7,260
4588	CONTRACT SERVICES-HVAC MAINTENANCE	2,175	2,650	4,400	4,400	4,500	4,500
4589	CONTRACT SERVICES-PEST CONTROL	825	739	720	720	720	720
4623	CONTRACT SERVICES-WEBSITE	-	-	-	-	15,000	7,500
4627	CONTRACT SERVICES-NETWORK	4,466	-	5,000	5,000	5,000	5,000
4680	CONTRACT SERVICES-TREE TRIMMING	1,900	1,968	2,000	2,000	2,000	2,000
	TOTAL CONTRACTUAL SERVICES	26,873	21,019	29,245	28,250	56,360	51,480
TOTAL BUILDING SERVICES		220,814	192,351	255,145	223,080	279,740	280,410

HOUSING AUTHORITY

Introduction:

The Highland Housing Authority was created on January 17, 2011 following dissolution of the Highland Redevelopment Agency by the State of California. The Successor Agency to the Redevelopment Agency (SARDA) transferred a number of RDA assets to the Housing Authority. The Authority assumed all rights and responsibilities as the housing successor. The transfer included not only properties, but also revenues and existing agreements. On January 1, 2016, the Department of Finance approved the moving of the housing bond proceeds from the 2004A issue of the former RDA from the Successor Agency to the Housing Authority. The debt for these bonds remains with the Successor Agency.

Full-Time Equivalents:

City Manager	0.050	
Director of Administrative Services	0.050	
Community Development Director	0.100	
Assistant Community Development Director	0.500	Total FTE 0.700

Accomplishments:

During the 2017-2019, the Housing Authority:

1. Continued monitoring affordable housing programs with covenants such as Jeffrey Court Senior Apartments, the First-Time Homebuyer Program, Habitat for Humanity, Gardner Development Tract 16404, Neighborhood Pride Program and World Changers.
2. Marketed affordable housing property at 7433 Central Avenue on which the Authority will construct an affordable senior housing project. Entered into a Negotiating Agreement with an affordable housing developer Mary Erickson Community Housing who has received partial grant funding for the project. Preliminary site development plans and development agreement have been drafted.
3. Assisted with the wind down of the former Redevelopment Agency.

Goals & Objectives:

1. Work with Mary Erickson Community Housing to construct an affordable multi-family housing project at 7433 Central Avenue.
2. Dispose of Authority-owned property to create new affordable housing.

Housing Authority

Acct #	Housing Authority-070 Housing Authority-7000	2016-2017 Actual (Audited)	2017-2018 Actual (Audited)	2018-2019 Adjusted Budget	2018-2019 Year End Estimate	2019-2020 Adopted Budget	2020-2021 Adopted Budget
SALARIES & WAGES:							
3010	SALARIES	58,367	70,392	82,335	82,335	97,900	100,870
3050	COMPENSATORY TIME	-	-	-	-	-	-
3110	HOLIDAY	2,560	3,603	-	-	-	-
3120	VACATION	2,759	4,710	-	-	-	-
3125	MANAGEMENT LEAVE	1,752	1,578	-	-	-	-
	TOTAL SALARIES & WAGES	65,439	80,282	82,335	82,335	97,900	100,870
BENEFITS:							
3510	CAFETERIA PLAN	6,283	7,015	9,000	9,000	10,920	11,340
3530	MEDICARE & SOCIAL SECURITY	1,663	1,938	1,195	1,195	1,420	1,465
3560	PERS-RETIREMENT	13,738	16,580	20,200	20,200	26,160	27,840
3580	DEFERRED COMPENSATION	329	363	420	420	420	420
3590	LIFE INSURANCE	168	220	275	275	325	335
3600	AUTO ALLOWANCE	1,183	1,320	1,320	1,320	1,320	1,320
3650	VACATION BUYBACK	1,087	889	-	-	-	-
3655	SICK LEAVE INCENTIVE PROGRAM	1,307	1,364	-	-	-	-
3660	ADMIN LEAVE BUYBACK	466	1,483	-	-	-	-
	TOTAL BENEFITS	26,224	31,172	32,410	32,410	40,565	42,720
OPERATIONS & MATERIALS:							
4080	BUILDING SERVICES DEPARTMENT CHARGE	4,550	4,250	4,850	4,850	6,995	7,010
4199	INSURANCE DEPARTMENT CHARGE	8,053	6,441	9,160	9,160	5,725	5,980
4203	EQUIPMENT/FURNITURE	(104)	-	-	-	-	-
4210	POSTAGE	20	5	-	-	-	-
	TOTAL OPERATIONS & MATERIALS	12,518	10,696	14,010	14,010	12,720	12,990
CONTRACTUAL SERVICES:							
4520	CONTRACT SERVICES-ATTORNEY	36,260	12,398	30,000	15,000	55,000	30,000
4554	CONTRACT SERVICES-CONSULTANT	5,850	1,463	-	-	-	-
4611	CONTRACT SERVICES-LMI HOUSING	-	-	25,000	15,000	50,000	25,000
	TOTAL CONTRACTUAL SERVICES	42,110	13,860	55,000	30,000	105,000	55,000
TOTAL HOUSING AUTHORITY		146,291	136,011	183,755	158,755	256,185	211,580

SUCCESSOR AGENCY to the RDA-RPTTF

Introduction:

The purpose of the Successor Agency to the Redevelopment Agency (SARDA) Revenue Property Tax Transfer Fund (RPTTF) is to account for the ROPS (Recognized Obligation Payment Schedule) payments received from the County. With the dissolution of RDAs, Successor Agencies must get their expenditure payments for each one-year period approved by the Successor Agency (SA), the Oversight Board (OB) and then eventually by the Department of Finance (DOF). Once approved by the DOF, the funds remitted by the County are placed in this fund and are distributed to the Successor Agency Debt Service & Admin fund when used.

Recently, the Successor Agency submitted to the DOF a “last and final” ROPS. The “last and final” ROPS extends out to the last year a Successor Agency needs funding which is 2038 for Highland. The DOF approved the Successor Agency’s Last & Final ROPS on August 23, 2018. With this approval, the Successor Agency no longer needs to submit a ROPS. All expenditures through 2038 have been approved by the DOF.

Full-Time Equivalents:

There are no personnel directly charged to this fund.

Successor Agency to the RDA RPTTF

Acct #	SARDA RPTTF-082 SARDA RPTTF-8020	2016-2017 Actual (Audited)	2017-2018 Actual (Audited)	2018-2019 Adjusted Budget	2018-2019 Year End Estimate	2019-2020 Adopted Budget	2020-2021 Adopted Budget
OPERATIONS & MATERIALS:							
4189	OPERATING TRANSFER OUT-SARDA DEBT SERVICE	4,208,926	3,500,970	4,216,880	4,216,880	3,678,215	3,677,195
	TOTAL OPERATIONS & MATERIALS	4,208,926	3,500,970	4,216,880	4,216,880	3,678,215	3,677,195
	TOTAL SARDA RPTTF	4,208,926	3,500,970	4,216,880	4,216,880	3,678,215	3,677,195

SUCCESSOR AGENCY to the RDA (SARDA)-DEBT SERVICE & ADMIN FUND

Introduction:

The purpose of the Successor Agency to the Redevelopment Agency (SARDA) Debt Service & Admin Fund is to account for the general long-term debt principal and interest. The former Redevelopment Agency has this debt service fund for payment of principal and interest on: 2004A Tax Allocation Refunding Bonds, 2004B Tax Allocation Refunding Bonds and 2007 Tax Allocation Bonds.

Also accounted for in this fund is the administration of City staff time and consultants to wind down the operations of the former RDA. The wind down of non-housing contracts associated with the former RDA is accounted for in this fund as well.

Full-Time Equivalents:

There are no personnel directly charged to this fund.

Successor Agency to the RDA (SARDA) Debt Service & Admin

Acct #	SARDA Debt Service & Admin-089 SARDA Debt Service & Admin-8090	2016-2017 Actual (Audited)	2017-2018 Actual (Audited)	2018-2019 Adjusted Budget	2018-2019 Year End Estimate	2019-2020 Adopted Budget	2020-2021 Adopted Budget
SALARIES & WAGES:							
3010	SALARIES	57,699	57,729	73,605	-	-	-
3050	COMPENSATORY TIME	136	197	-	-	-	-
3100	SICK LEAVE	670	902	-	-	-	-
3110	HOLIDAY	3,155	3,346	-	-	-	-
3120	VACATION	3,048	3,807	-	-	-	-
3125	MANAGEMENT LEAVE	845	1,171	-	-	-	-
	TOTAL SALARIES & WAGES	65,552	67,151	73,605	-	-	-
BENEFITS:							
3510	CAFETERIA PLAN	8,976	8,768	9,750	-	-	-
3530	MEDICARE & SOCIAL SECURITY	1,123	1,141	1,070	-	-	-
3560	PERS-RETIREMENT	15,612	16,088	18,990	-	-	-
3580	DEFERRED COMPENSATION	329	363	420	-	-	-
3590	LIFE INSURANCE	199	216	245	-	-	-
3600	AUTO ALLOWANCE	1,439	1,620	1,620	-	-	-
3650	VACATION BUYBACK	1,712	1,165	-	-	-	-
3655	SICK LEAVE INCENTIVE PROGRAM	1,214	1,251	-	-	-	-
3660	ADMIN LEAVE BUYBACK	1,010	1,317	-	-	-	-
	TOTAL BENEFITS	31,613	31,928	32,095	-	-	-
OPERATIONS & MATERIALS:							
4080	BUILDING SERVICES DEPARTMENT CHARGE	6,325	6,255	6,380	6,380	-	-
4198	CITY ADMINISTRATION	-	-	-	105,700	4,355	4,485
4199	INSURANCE DEPARTMENT CHARGE	8,021	6,441	9,160	9,160	-	-
	TOTAL OPERATIONS & MATERIALS	14,346	12,696	15,540	121,240	4,355	4,485
CONTRACTUAL SERVICES:							
4520	CONTRACT SERVICES-ATTORNEY	45	-	10,000	10,000	205	210
4534	CONTRACT SERVICES-GIS	-	-	17,125	17,125	-	-
4554	CONTRACT SERVICES-CONSULTANT	11,175	217,831	-	-	15,005	15,145
	TOTAL CONTRACTUAL SERVICES	11,220	217,831	27,125	27,125	15,210	15,355
DEBT SERVICE:							
5100	PRINCIPAL	1,560,486	36,368,687	1,718,635	1,718,635	1,953,595	2,071,265
5200	INTEREST	2,525,709	1,957,300	2,349,880	2,349,880	1,705,055	1,586,090
	TOTAL DEBT SERVICE	4,086,195	38,325,987	4,068,515	4,068,515	3,658,650	3,657,355
TOTAL SARDA DEBT SERVICE & ADMIN		4,208,926	38,655,592	4,216,880	4,216,880	3,678,215	3,677,195

**CITY OF HIGHLAND
2019-2021 BIENNIAL BUDGET**

**CAPITAL IMPROVEMENT PROGRAM (CIP)
BRIEF DESCRIPTION OF CAPITAL PROJECTS (2019/2020 & FY 2020/2021)**

BRIDGE PROJECTS

1. Greenspot Road Bridge over Santa Ana River (Habitat Restoration) – Restore existing ground affected by construction of the new Greenspot Road Bridge over Santa Ana River to its pre-project conditions in accordance with the approved project habitat restoration plan.
2. Base Line Bridge over City Creek – Replace existing 46'-long 4-lane bridge and low water crossing with a new 600'-long 4-lane bridge on Base Line over City Creek.
3. Orange Street Bridge at Plunge Creek Overflow – Replace existing 83'-long 2-lane Bridge with a new 100'-long 4-lane Bridge on Orange Street at Plunge Creek overflow and construct raised bridge approaches.

INTERCHANGE PROJECTS

1. SR-210/Base Line Interchange (Lead agency: SBCTA) - Widen Base Line between Buckeye Street and Seine Avenue, including the freeway Bridge, and widen the northbound on and off ramps and the southbound on ramp to accommodate additional travel lanes and turn lanes. Construct interchange landscaping and freeway bridge aesthetic enhancements.
2. SR-210/5th Street Interchange- Prepare a Project Study Report/Project Development Support (PSR/PDS) for ultimate improvement of the SR-210/5th Street interchange including roadway and ramp widening to accommodate additional travel lanes and turn lanes.
3. SR-210/Victoria Avenue Interchange – Prepare preliminary engineering and environmental studies for the future design and construction of a new interchange on SR-210 at Victoria Avenue.

PAVEMENT MANAGEMENT PROJECTS

1. Pavement Management Program Study (2nd Cycle) – Update assessment of pavement conditions of all public streets city-wide for use in prioritization, selection, and budgeting of street locations for the next 5-year cycle of pavement management projects.
2. Elmwood Road, McKinley Street, and Walker Street (18/19 CDBG) – Construct pavement rehabilitation of Elmwood Road (Base Line to Fisher Street), McKinley Street (9th Street to Base Line), and Walker Street (Sterling Avenue to east terminus).
3. Del Rosa Avenue, Elm Street, and San Francisco Street (19/20 CDBG) – Construct pavement rehabilitation of Del Rosa Avenue (4th Street to 5th Street), Elm Street (6th Street to 9th Street), and San Francisco Street (Base Line to Sparks Street).
4. Sector B and C Pavement Maintenance and Rehabilitation – Construct pavement maintenance and rehabilitation of streets in Sectors B and C of the City's Pavement Management Program.

**CITY OF HIGHLAND
2019-2021 BIENNIAL BUDGET**

**CAPITAL IMPROVEMENT PROGRAM (CIP)
BRIEF DESCRIPTION OF CAPITAL PROJECTS (2019/2020 & FY 2020/2021)**

5. Sector D Pavement Maintenance and Rehabilitation – Construct pavement maintenance and rehabilitation of streets in Sector D of the City’s Pavement Management Program.
6. Pacific Street Pavement Rehabilitation – Construct pavement rehabilitation of Pacific Street (Palm Ave to Church Avenue) with funding contribution from City of San Bernardino.
7. Sector E Pavement Rehabilitation and Maintenance – Construct pavement maintenance and rehabilitation of streets in Sector E of the City’s Pavement Management Program.

DRAINAGE PROJECTS

1. 5th Street Storm Drain - Extend the 5th Street/Greenspot Road Storm Drain to the east bank of City Creek south of the 5th Street Bridge over City Creek.
2. Carriage Hills Storm Drain – Extend the existing storm drain as an above-ground pipe over the bluff south of Carriage Hills Drive, to the bottom of the bluff at Country Oaks Drive, to prevent further erosion of the bluff from surface storm flows.
3. Sycamore Storm Drain – Replace existing drainage ditch with new underground storm drain along the north side of Sycamore Drive east of Streater Drive. Construct trail improvements over the new storm drain.
4. Bledsoe Creek Outlet Repair – Repair damaged storm drain outlet located on the south edge of the East Highlands Ranch HOA orange grove located at the southeast corner of Highland Avenue and Rockspring Lane.
5. Warm Creek/Sand Creek Confluence (Lead Agency: San Bernardino County Flood Control District) – Construct channel improvements at the confluence of Warm Creek and San Creek located north of Base Line west of Victoria Avenue.

TRAFFIC SIGNAL PROJECTS

1. Signal Coordination (City-Wide) – Monitor daily operation of city-wide traffic signal coordination system and perform periodic signal coordination timing analysis.

STREET IMPROVEMENT PROJECTS

1. Boulder Avenue – Improve Boulder Avenue (San Manuel Village Entrance to Greenspot Road) with median and parkway landscaping, sidewalks, handicap ramps, multi-purpose trail, traffic signal interconnect system, street/bridge/trail lighting, sound wall aesthetic enhancement, pavement rehabilitation and slurry seal.
2. Cunningham Street/Hillview Street/Bruce Street/Crest Street - Construct curb, gutter, sidewalk, and drainage improvements.

**CITY OF HIGHLAND
2019-2021 BIENNIAL BUDGET**

**CAPITAL IMPROVEMENT PROGRAM (CIP)
BRIEF DESCRIPTION OF CAPITAL PROJECTS (2019/2020 & FY 2020/2021)**

3. 9th Street Sidewalk & Church Avenue Lighted Crosswalk– Construct curb, gutter and sidewalk on 9th Street (Cunningham St to Palm Ave) to fill-in missing gaps. Construct in-pavement lighted crosswalk and curb ramps on Church Avenue at Norwood Street.
4. McKinley Street Sidewalk & Base Line Lighted Crosswalk– Construct new curb, gutter and sidewalk improvements on McKinley Street (9th to Base Line). Construct in-pavement lighted crosswalk on Base Line at Valaria Drive.
5. 6th Street/Elm Street Sidewalk - Construct curb, gutter, sidewalk, handicap ramps and infill pavement along the north side of 6th Street (Del Rosa Drive to Sterling Avenue). Construct curbs, gutters and sidewalks along both sides of Elm Street (6th Street to 9th Street).
6. 10th Street/Drummond Avenue/Cole Avenue/14th Street - Construct sidewalks and handicap ramps on 10th Street(Central Avenue to Drummond Avenue), Drummond Avenue (9th Street to Norwood Street), Cole Avenue (10th Street to 14th Street), and 14th Street (Central Avenue to Cole Avenue). Construct in-pavement lighted crosswalk and curb ramps at the Cole Avenue/Messina Street intersection.
7. Highland/Redlands Regional Connector - Construct bikeway and walkway from Citrus Valley High School in Redlands to Arroyo Verde Elementary School in Highland. The project includes roadway improvements on Orange Street/Boulder Avenue, and bikeway improvements within a SCE easement between Orange Street and Texas Street, Orange Street/Boulder Avenue, Streater Drive/Glenheather Drive/Love Street, and within an easement between Orange Street and Glenheather Drive along the north boundary of the Village Lakes Subdivision. Specific improvements include curbs and gutters, handicap ramps, median curbs, sidewalks, pavement widening, pavement rehabilitation, slurry seal, pavement markings and striping, sharrows, on-street bike lanes, off-street bikeway/pedestrian paths, bicycle/pedestrian bridge, bike/pedestrian path lighting, bollards, bike racks, bike signals, in-roadway bicycle detection, pedestrian heads, enhanced crosswalks, warning beacons, roadway and bikeway signage, and speed feedback signs. (Funding participation from Redlands)
8. City Creek/Alabama Street Bikeways - Construct bikeway improvements on the west levee of City Creek from Alabama Street to Base Line and on Alabama Street from the south city limit to City Creek. Construct approximately 2 miles of bikeways along the west City Creek levee from Base Line to Alabama Street, and along both sides of Alabama Street from 3rd Street to the south city limits. Improvements include pavement widening, pavement markings and striping, signage, curb ramps, a concrete bike path, an on-street bike lane, bike signals, in-roadway bicycle detection, signal pedestrian heads, enhanced crosswalks, and bikeway lighting.
9. Victoria Avenue – Widen and improve Victoria Avenue (Highland Avenue to 3rd Street) with new curbs, gutters, sidewalks, street lights, storm drains, traffic signal modifications, and pavement rehabilitation.
10. 3rd Street/ 5th Street/Palm Avenue/Central Avenue – Construct street and drainage improvements on 3rd Street (Palm Avenue to 5th Street), 5th Street (Victoria Avenue to SR-210), Palm Avenue (3rd Street to 5th Street) and Central Avenue (3rd Street to 5th Street). Construct pavement widening,

**CITY OF HIGHLAND
2019-2021 BIENNIAL BUDGET**

**CAPITAL IMPROVEMENT PROGRAM (CIP)
BRIEF DESCRIPTION OF CAPITAL PROJECTS (2019/2020 & FY 2020/2021)**

pavement rehabilitation, curbs, gutters, sidewalks, street lights, storm drains, and traffic signal modifications. Realign the 3rd Street/Palm Avenue intersection and extend 3rd Street northeasterly to connect to the 5th Street/Church Avenue intersection.

11. Palm Avenue / Pacific Street – Improve Palm Avenue (Main Street to SR-210) and Pacific Street (Palm Avenue to Church Avenue) including curbs, gutters, sidewalks, street furniture, pedestrian lighting, storm drains, pavement rehabilitation, bike lanes, on-street parking, landscaped bulb-outs, and a roundabout at the Palm Avenue/Pacific Street intersection.
12. Pacific Street Bikeway Improvements – Modify existing pavement striping and install signage on Pacific Street (Guthrie Ave to Church Ave) to create bike lanes in each direction, with funding participation from City of San Bernardino).

SIDEWALK PROJECTS

1. Sterling Avenue - Construct curb, gutter and sidewalk on the west side of Sterling Avenue and improve sidewalk access around obstacles on the east side of Sterling Avenue near Warm Springs Elementary School.
2. Water Street - Construct sidewalk and bikeway improvements on Water Street (Church St to Weaver St).
3. Central Avenue/Base Line/Sterling Avenue – Construct lighted crosswalk on Central Avenue at Hibiscus Street. Widen sidewalk to improve ADA access around obstacles on Base Line and the east side of Sterling Avenue north of Warm Springs Elementary School.

MISCELLANEOUS PROJECTS

1. Electric Vehicle Charging Stations – Install electric vehicle charging stations at City Hall, the YMCA, and the Library/Environmental Learning Center.
2. Sign Replacement (City-wide) – Replace deteriorated traffic signs and street name signs, including overhead illuminated street name signs, throughout the city.
3. City Creek Levee Trails – Construct trail improvements along the east City Creek Levee between Base Line and Highland Avenue.

City of Highland Capital Improvement Program
(FY 2018/2019 THROUGH 2022/2023)

(IN \$1,000's)							
PROJECT	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	<i>City Project Number and Fund Sources and Amounts</i>	
BRIDGES							
1 Greenspot Bridge over Santa Ana River (Habitat Restoration)						brg04005	
environmental	\$ -	\$ -	\$ -	\$ -	\$ -	<i>RDA-07</i>	\$ 17
design	\$ -	\$ -	\$ -	\$ -	\$ -		
right-of-way	\$ -	\$ -	\$ -	\$ -	\$ -		
construction engineering	\$ -	\$ -	\$ -	\$ -	\$ -		
construction	\$ 5	\$ 5	\$ 7	\$ -	\$ -		
Public Outreach	\$ -	\$ -	\$ -	\$ -	\$ -		
Project Management	\$ -	\$ -	\$ -	\$ -	\$ -		
	\$ -	\$ -	\$ -	\$ -	\$ -		
PROJECT TOTAL	\$ 5	\$ 5	\$ 7	\$ -	\$ -	\$ 17	\$ 17
2 Base Line Bridge over City Creek						brg07001	
environmental	\$ -	\$ -	\$ -	\$ -	\$ -	<i>HBP</i>	\$ 34,074
design	\$ 900	\$ 1,100	\$ 1,100	\$ -	\$ -	<i>RDA-07</i>	\$ 4,415
right-of-way	\$ -	\$ -	\$ 4,105	\$ -	\$ -		
construction engineering	\$ -	\$ -	\$ -	\$ 1,600	\$ 1,528		
construction	\$ -	\$ -	\$ -	\$ 14,050	\$ 14,050		
Public Outreach	\$ -	\$ -	\$ -	\$ -	\$ -		
Project Management	\$ 14	\$ 14	\$ 14	\$ 14	\$ -		
	\$ -	\$ -	\$ -	\$ -	\$ -		
PROJECT TOTAL	\$ 914	\$ 1,114	\$ 5,219	\$ 15,664	\$ 15,578	\$ 38,489	\$ 38,489
3 Orange Street Bridge at Plunge Creek Overflow						brg12001	
environmental	\$ 460	\$ 100	\$ -	\$ -	\$ -	<i>DIF-Reg</i>	\$ 1,229
design	\$ -	\$ 400	\$ 339	\$ 100	\$ -	<i>HBP</i>	\$ 9,485
right-of-way	\$ -	\$ -	\$ 1,136	\$ -	\$ -		
construction engineering	\$ -	\$ -	\$ -	\$ -	\$ 872		
construction	\$ -	\$ -	\$ -	\$ -	\$ 7,263		
Public Outreach	\$ -	\$ -	\$ -	\$ -	\$ -		
Project Management	\$ 9	\$ 10	\$ 10	\$ 10	\$ 5		
	\$ -	\$ -	\$ -	\$ -	\$ -		
PROJECT TOTAL	\$ 469	\$ 510	\$ 1,485	\$ 110	\$ 8,140	\$ 10,714	\$ 10,714
BRIDGES	\$ 1,388	\$ 1,629	\$ 6,711	\$ 15,774	\$ 23,718	\$ 49,220	\$ 49,220

City of Highland Capital Improvement Program
(FY 2018/2019 THROUGH 2022/2023)

(IN \$1,000's)							
PROJECT	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	<i>City Project Number and Fund Sources and Amounts</i>	
INTERCHANGES							
1 SR-210/Base Line Interchange (Lead agency: SBCTA)							
environmental	\$ -	\$ -	\$ -	\$ -	\$ -	ich09001	
						<i>IVDA-Agmt</i>	\$ 2,231
design	\$ 1,171	\$ -	\$ -	\$ -	\$ -	<i>MSR I -Mjr St</i>	\$ 8,567
right-of-way	\$ 2,829	\$ -	\$ -	\$ -	\$ -	<i>MSR I -VFI</i>	\$ 17,422
construction engineering	\$ -	\$ 3,899	\$ -	\$ -	\$ -	<i>RDA-07</i>	\$ 1,774
construction	\$ -	\$ 22,095	\$ -	\$ -	\$ -		
Public Outreach	\$ -	\$ -	\$ -	\$ -	\$ -		
Project Management	\$ -	\$ -	\$ -	\$ -	\$ -		
	\$ -	\$ -	\$ -	\$ -	\$ -		
PROJECT TOTAL	\$ 4,000	\$ 25,994	\$ -	\$ -	\$ -	\$ 29,994	\$ 29,994
2 SR-210/5th Street Interchange							
environmental	\$ -	\$ 250	\$ 330	\$ 150	\$ -	ich17004	
						<i>Caltrans</i>	\$ 1,250
design	\$ -	\$ -	\$ -	\$ -	\$ 300	<i>IVDA-Agmt</i>	\$ 2,190
right-of-way	\$ -	\$ -	\$ -	\$ -	\$ -	<i>MSR I -Mjr St</i>	\$ 4,447
construction engineering	\$ -	\$ -	\$ -	\$ -	\$ -	<i>MSR I -VFI</i>	\$ 8,413
construction	\$ -	\$ -	\$ -	\$ -	\$ 15,270		
Public Outreach	\$ -	\$ -	\$ -	\$ -	\$ -		
Project Management	\$ -	\$ -	\$ -	\$ -	\$ -		
	\$ -	\$ -	\$ -	\$ -	\$ -		
PROJECT TOTAL	\$ -	\$ 250	\$ 330	\$ 150	\$ 15,570	\$ 16,300	\$ 16,300
3 SR-210/Victoria Avenue Interchange							
environmental	\$ 900	\$ 1,500	\$ 1,600	\$ -	\$ -	ich17006	
						<i>COSB</i>	\$ 250
design	\$ -	\$ -	\$ -	\$ -	\$ -	<i>IVDA</i>	\$ 250
right-of-way	\$ -	\$ -	\$ -	\$ -	\$ -	<i>IVDA-Agmt</i>	\$ 250
construction engineering	\$ -	\$ -	\$ -	\$ -	\$ -	<i>SMBMI</i>	\$ 850
construction	\$ -	\$ -	\$ -	\$ -	\$ -	<i>SMBMI-CCF</i>	\$ 1,500
Public Outreach	\$ -	\$ -	\$ -	\$ -	\$ -	<i>SMBMI-IGG</i>	\$ 900
Project Management	\$ -	\$ -	\$ -	\$ -	\$ -		
	\$ -	\$ -	\$ -	\$ -	\$ -		
PROJECT TOTAL	\$ 900	\$ 1,500	\$ 1,600	\$ -	\$ -	\$ 4,000	\$ 4,000
INTERCHANGES	\$ 4,900	\$ 27,744	\$ 1,930	\$ 150	\$ 15,570	\$ 50,294	\$ 50,294

City of Highland Capital Improvement Program
(FY 2018/2019 THROUGH 2022/2023)

(IN \$1,000's)								
PROJECT	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	<i>City Project Number and Fund Sources and Amounts</i>		
PAVEMENT MANAGEMENT PROGRAM								
1 PMP Study (2nd Cycle)						str19003		
environmental	\$ -	\$ -	\$ -	\$ -	\$ -	GCF	\$	50
design	\$ 10	\$ 40	\$ -	\$ -	\$ -			
right-of-way	\$ -	\$ -	\$ -	\$ -	\$ -			
construction engineering	\$ -	\$ -	\$ -	\$ -	\$ -			
construction	\$ -	\$ -	\$ -	\$ -	\$ -			
Public Outreach	\$ -	\$ -	\$ -	\$ -	\$ -			
Project Management	\$ -	\$ -	\$ -	\$ -	\$ -			
	\$ -	\$ -	\$ -	\$ -	\$ -			
PROJECT TOTAL	\$ 10	\$ 40	\$ -	\$ -	\$ -	\$ 50	\$	50
2 7th St, Elmwood Rd, Fisher St, Paloma Rd, and Walker St (16/17 CDBG)						ola16001		
environmental	\$ -	\$ -	\$ -	\$ -	\$ -	CDBG	\$	281
design	\$ 47	\$ -	\$ -	\$ -	\$ -	MSR I	\$	136
right-of-way	\$ -	\$ -	\$ -	\$ -	\$ -	RAC	\$	18
construction engineering	\$ 55	\$ -	\$ -	\$ -	\$ -			
construction	\$ 328	\$ -	\$ -	\$ -	\$ -			
Public Outreach	\$ -	\$ -	\$ -	\$ -	\$ -			
Project Management	\$ 5	\$ -	\$ -	\$ -	\$ -			
	\$ -	\$ -	\$ -	\$ -	\$ -			
PROJECT TOTAL	\$ 435	\$ -	\$ -	\$ -	\$ -	\$ 435	\$	435
3 Tippecanoe Avenue (9th St to Vine St) (Lead Agency: City of San Bernardino)						str18002		
environmental	\$ -	\$ -	\$ -	\$ -	\$ -	COSB	\$	112
design	\$ -	\$ -	\$ -	\$ -	\$ -	MSR I	\$	111
right-of-way	\$ -	\$ -	\$ -	\$ -	\$ -			
construction engineering	\$ -	\$ -	\$ -	\$ -	\$ -			
construction	\$ 223	\$ -	\$ -	\$ -	\$ -			
Public Outreach	\$ -	\$ -	\$ -	\$ -	\$ -			
Project Management	\$ -	\$ -	\$ -	\$ -	\$ -			
	\$ -	\$ -	\$ -	\$ -	\$ -			
PROJECT TOTAL	\$ 223	\$ -	\$ -	\$ -	\$ -	\$ 223	\$	223
4 Michael Dr, Court St, and Elm St (17/18 CDBG)						ola17001		
environmental	\$ -	\$ -	\$ -	\$ -	\$ -	CDBG	\$	166
design	\$ 27	\$ -	\$ -	\$ -	\$ -	MSR I	\$	81
right-of-way	\$ -	\$ -	\$ -	\$ -	\$ -	RAC	\$	8
construction engineering	\$ 32	\$ -	\$ -	\$ -	\$ -			
construction	\$ 191	\$ -	\$ -	\$ -	\$ -			
Public Outreach	\$ -	\$ -	\$ -	\$ -	\$ -			
Project Management	\$ 5	\$ -	\$ -	\$ -	\$ -			
	\$ -	\$ -	\$ -	\$ -	\$ -			
PROJECT TOTAL	\$ 255	\$ -	\$ -	\$ -	\$ -	\$ 255	\$	255

City of Highland Capital Improvement Program
(FY 2018/2019 THROUGH 2022/2023)

(IN \$1,000's)								
PROJECT	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	City Project Number and Fund Sources and Amounts		
5 Elmwood St, McKinley St, and Walker St (18/19 CDBG)						ola18001		
environmental	\$ -	\$ -	\$ -	\$ -	\$ -	<i>CDBG</i>	\$	154
design	\$ -	\$ 30	\$ -	\$ -	\$ -	<i>MSR I</i>	\$	144
right-of-way	\$ -	\$ -	\$ -	\$ -	\$ -	<i>RAC</i>	\$	17
construction engineering	\$ -	\$ -	\$ 25	\$ -	\$ -			
construction	\$ -	\$ -	\$ 250	\$ -	\$ -			
Public Outreach	\$ -	\$ -	\$ -	\$ -	\$ -			
Project Management	\$ 2	\$ 3	\$ 5	\$ -	\$ -			
	\$ -	\$ -	\$ -	\$ -	\$ -			
PROJECT TOTAL	\$ 2	\$ 33	\$ 280	\$ -	\$ -	\$ 315	\$	315
6 Del Rosa Ave, Elm St, and San Francisco St (19/20 CDBG)						ola19001		
environmental	\$ -	\$ -	\$ -	\$ -	\$ -	<i>CDBG</i>	\$	183
design	\$ -	\$ 25	\$ -	\$ -	\$ -	<i>MSR I</i>	\$	105
right-of-way	\$ -	\$ -	\$ -	\$ -	\$ -	<i>RAC</i>	\$	16
construction engineering	\$ -	\$ -	\$ 25	\$ -	\$ -			
construction	\$ -	\$ -	\$ 244	\$ -	\$ -			
Public Outreach	\$ -	\$ -	\$ -	\$ -	\$ -			
Project Management	\$ 2	\$ 3	\$ 5	\$ -	\$ -			
	\$ -	\$ -	\$ -	\$ -	\$ -			
PROJECT TOTAL	\$ 2	\$ 28	\$ 274	\$ -	\$ -	\$ 304	\$	304
7 Sector A Pavement Maintenance and Rehabilitation						str17003		
environmental	\$ -	\$ -	\$ -	\$ -	\$ -	<i>COSB</i>	\$	176
design	\$ 124	\$ -	\$ -	\$ -	\$ -	<i>MOE</i>	\$	145
right-of-way	\$ -	\$ -	\$ -	\$ -	\$ -	<i>MSR I</i>	\$	1,467
construction engineering	\$ 307	\$ -	\$ -	\$ -	\$ -	<i>RAC</i>	\$	89
construction	\$ 2,286	\$ -	\$ -	\$ -	\$ -	<i>SB 1-RMRA</i>	\$	865
Public Outreach	\$ -	\$ -	\$ -	\$ -	\$ -			
Project Management	\$ 25	\$ -	\$ -	\$ -	\$ -			
	\$ -	\$ -	\$ -	\$ -	\$ -			
PROJECT TOTAL	\$ 2,742	\$ -	\$ -	\$ -	\$ -	\$ 2,742	\$	2,742
8 Sector B and C Pavement Maintenance and Rehabilitation						str17005		
environmental	\$ -	\$ -	\$ -	\$ -	\$ -	<i>COSB</i>	\$	68
design	\$ 259	\$ -	\$ -	\$ -	\$ -	<i>Mining Tax</i>	\$	1,000
right-of-way	\$ -	\$ -	\$ -	\$ -	\$ -	<i>MOE</i>	\$	145
construction engineering	\$ 188	\$ 273	\$ -	\$ -	\$ -	<i>MSR I</i>	\$	2,275
construction	\$ 1,946	\$ 2,734	\$ -	\$ -	\$ -	<i>RAC</i>	\$	42
Public Outreach	\$ -	\$ -	\$ -	\$ -	\$ -	<i>RDA Loan</i>	\$	1,408
Project Management	\$ 25	\$ 15	\$ -	\$ -	\$ -	<i>SB 1-RMRA</i>	\$	502
	\$ -	\$ -	\$ -	\$ -	\$ -			
PROJECT TOTAL	\$ 2,418	\$ 3,022	\$ -	\$ -	\$ -	\$ 5,440	\$	5,440

City of Highland Capital Improvement Program
(FY 2018/2019 THROUGH 2022/2023)

(IN \$1,000's)								
PROJECT	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	<i>City Project Number and Fund Sources and Amounts</i>		
9 Sector D Pavement Rehabilitation and Maintenance						str19001		
environmental	\$ -	\$ -	\$ -	\$ -	\$ -	COSB	\$	912
design	\$ -	\$ 234	\$ -	\$ -	\$ -	MSR I	\$	1,394
right-of-way	\$ -	\$ -	\$ -	\$ -	\$ -	RAC	\$	341
construction engineering	\$ -	\$ 234	\$ -	\$ -	\$ -	SB 1-RMRA	\$	181
construction	\$ -	\$ 2,340	\$ -	\$ -	\$ -			
Public Outreach	\$ -	\$ -	\$ -	\$ -	\$ -			
Project Management	\$ -	\$ 20	\$ -	\$ -	\$ -			
	\$ -	\$ -	\$ -	\$ -	\$ -			
PROJECT TOTAL	\$ -	\$ 2,828	\$ -	\$ -	\$ -	\$	2,828	\$ 2,828
10 Pacific Street Pavement Rehabilitation (Palm Ave to Church Ave)						No Proj. No.		
environmental	\$ -	\$ -	\$ -	\$ -	\$ -	COSB	\$	193
design	\$ -	\$ 29	\$ -	\$ -	\$ -	RAC	\$	8
right-of-way	\$ -	\$ -	\$ -	\$ -	\$ -	RDA-07	\$	185
construction engineering	\$ -	\$ 29	\$ -	\$ -	\$ -			
construction	\$ -	\$ 328	\$ -	\$ -	\$ -			
Public Outreach	\$ -	\$ -	\$ -	\$ -	\$ -			
Project Management	\$ -	\$ -	\$ -	\$ -	\$ -			
	\$ -	\$ -	\$ -	\$ -	\$ -			
PROJECT TOTAL	\$ -	\$ 386	\$ -	\$ -	\$ -	\$	386	\$ 386
11 Sector E Pavement Rehabilitation and Maintenance						str20001		
environmental	\$ -	\$ -	\$ -	\$ -	\$ -	MOE	\$	145
design	\$ -	\$ -	\$ 267	\$ -	\$ -	MSR I	\$	2,045
right-of-way	\$ -	\$ -	\$ -	\$ -	\$ -	RAC	\$	362
construction engineering	\$ -	\$ -	\$ 267	\$ -	\$ -	SB 1-RMRA	\$	674
construction	\$ -	\$ -	\$ 2,667	\$ -	\$ -			
Public Outreach	\$ -	\$ -	\$ -	\$ -	\$ -			
Project Management	\$ -	\$ -	\$ 25	\$ -	\$ -			
	\$ -	\$ -	\$ -	\$ -	\$ -			
PROJECT TOTAL	\$ -	\$ -	\$ 3,226	\$ -	\$ -	\$	3,226	\$ 3,226
12 20/21 CDBG (Unprogrammed)						No Proj. No.		
environmental	\$ -	\$ -	\$ -	\$ -	\$ -	CDBG	\$	200
design	\$ -	\$ -	\$ -	\$ -	\$ 25	MSR I	\$	92
right-of-way	\$ -	\$ -	\$ -	\$ -	\$ -	RAC	\$	18
construction engineering	\$ -	\$ -	\$ -	\$ -	\$ 25			
construction	\$ -	\$ -	\$ -	\$ -	\$ 250			
Public Outreach	\$ -	\$ -	\$ -	\$ -	\$ -			
Project Management	\$ -	\$ -	\$ -	\$ -	\$ 10			
	\$ -	\$ -	\$ -	\$ -	\$ -			
PROJECT TOTAL	\$ -	\$ -	\$ -	\$ -	\$ 310	\$	310	\$ 310

City of Highland Capital Improvement Program
(FY 2018/2019 THROUGH 2022/2023)

(IN \$1,000's)								
PROJECT	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	<i>City Project Number and Fund Sources and Amounts</i>		
13 21/22 CDBG (Unprogrammed)						No Proj. No.		
environmental	\$ -	\$ -	\$ -	\$ -	\$ -	CDBG	\$	200
design	\$ -	\$ -	\$ -	\$ -	\$ 25	MSR I	\$	92
right-of-way	\$ -	\$ -	\$ -	\$ -	\$ -	RAC	\$	18
construction engineering	\$ -	\$ -	\$ -	\$ -	\$ 25			
construction	\$ -	\$ -	\$ -	\$ -	\$ 250			
Public Outreach	\$ -	\$ -	\$ -	\$ -	\$ -			
Project Management	\$ -	\$ -	\$ -	\$ -	\$ 10			
	\$ -	\$ -	\$ -	\$ -	\$ -			
PROJECT TOTAL	\$ -	\$ -	\$ -	\$ -	\$ 310	\$ 310	\$	310
14 22/23 CDBG (Unprogrammed)						No Proj. No.		
environmental	\$ -	\$ -	\$ -	\$ -	\$ -	CDBG	\$	200
design	\$ -	\$ -	\$ -	\$ -	\$ 25	MSR I	\$	92
right-of-way	\$ -	\$ -	\$ -	\$ -	\$ -	RAC	\$	18
construction engineering	\$ -	\$ -	\$ -	\$ -	\$ 25			
construction	\$ -	\$ -	\$ -	\$ -	\$ 250			
Public Outreach	\$ -	\$ -	\$ -	\$ -	\$ -			
Project Management	\$ -	\$ -	\$ -	\$ -	\$ 10			
	\$ -	\$ -	\$ -	\$ -	\$ -			
PROJECT TOTAL	\$ -	\$ -	\$ -	\$ -	\$ 310	\$ 310	\$	310
PAVEMENT MANAGEMENT PROGRAM	\$ 6,087	\$ 6,337	\$ 3,780	\$ -	\$ 930	\$ 17,134	\$	17,134
STORM DRAINS								
1 5th Street Storm Drain (Connection to City Creek)						str07004a		
environmental	\$ -	\$ -	\$ -	\$ -	\$ -	RDA-07	\$	215
design	\$ 10	\$ 15	\$ -	\$ -	\$ -			
right-of-way	\$ -	\$ -	\$ -	\$ -	\$ -			
construction engineering	\$ -	\$ 28	\$ -	\$ -	\$ -			
construction	\$ -	\$ 162	\$ -	\$ -	\$ -			
Public Outreach	\$ -	\$ -	\$ -	\$ -	\$ -			
Project Management	\$ -	\$ -	\$ -	\$ -	\$ -			
	\$ -	\$ -	\$ -	\$ -	\$ -			
PROJECT TOTAL	\$ 10	\$ 205	\$ -	\$ -	\$ -	\$ 215	\$	215
2 Carriage Hills Storm Drain (between Carriage Hills Dr and Country Oaks Dr)						sdr06001		
environmental	\$ -	\$ -	\$ -	\$ -	\$ -	RDA-04	\$	339
design	\$ 6	\$ 6	\$ -	\$ -	\$ -			
right-of-way	\$ -	\$ -	\$ -	\$ -	\$ -			
construction engineering	\$ -	\$ 49	\$ -	\$ -	\$ -			
construction	\$ -	\$ 278	\$ -	\$ -	\$ -			
Public Outreach	\$ -	\$ -	\$ -	\$ -	\$ -			
Project Management	\$ -	\$ -	\$ -	\$ -	\$ -			
	\$ -	\$ -	\$ -	\$ -	\$ -			
PROJECT TOTAL	\$ 6	\$ 333	\$ -	\$ -	\$ -	\$ 339	\$	339

City of Highland Capital Improvement Program
(FY 2018/2019 THROUGH 2022/2023)

(IN \$1,000's)								
PROJECT	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	<i>City Project Number and Fund Sources and Amounts</i>		
3 Sycamore Storm Drain (e/o Streater Dr)						sdr06002		
environmental	\$ -	\$ -	\$ -	\$ -	\$ -	<i>RDA-07</i>	\$	790
design	\$ 10	\$ 10	\$ -	\$ -	\$ -			
right-of-way	\$ -	\$ -	\$ -	\$ -	\$ -			
construction engineering	\$ -	\$ 116	\$ -	\$ -	\$ -			
construction	\$ -	\$ 655	\$ -	\$ -	\$ -			
Public Outreach	\$ -	\$ -	\$ -	\$ -	\$ -			
Project Management	\$ -	\$ -	\$ -	\$ -	\$ -			
	\$ -	\$ -	\$ -	\$ -	\$ -			
PROJECT TOTAL	\$ 10	\$ 780	\$ -	\$ -	\$ -	\$ 790	\$	790
4 Bledsoe Creek Outlet Repair (s/o Highland ave)						sdr17001		
environmental	\$ -	\$ -	\$ -	\$ -	\$ -	<i>RDA-04</i>	\$	150
design	\$ 10	\$ 10	\$ -	\$ -	\$ -			
right-of-way	\$ -	\$ -	\$ -	\$ -	\$ -			
construction engineering	\$ -	\$ 15	\$ -	\$ -	\$ -			
construction	\$ -	\$ 100	\$ -	\$ -	\$ -			
Public Outreach	\$ -	\$ -	\$ -	\$ -	\$ -			
Project Management	\$ -	\$ 15	\$ -	\$ -	\$ -			
	\$ -	\$ -	\$ -	\$ -	\$ -			
PROJECT TOTAL	\$ 10	\$ 140	\$ -	\$ -	\$ -	\$ 150	\$	150
5 Elder Creek/Plunge Creek Confluence (Lead Agency: County of San Bernardino)						No Proj. No.		
environmental	\$ -	\$ -	\$ -	\$ -	\$ -	<i>SBCFCD</i>	\$	13,600
design	\$ -	\$ -	\$ -	\$ -	\$ -			
right-of-way	\$ -	\$ -	\$ -	\$ -	\$ -			
construction engineering	\$ -	\$ -	\$ -	\$ -	\$ -			
construction	\$ -	\$ -	\$ -	\$ 13,600	\$ -			
Public Outreach	\$ -	\$ -	\$ -	\$ -	\$ -			
Project Management	\$ -	\$ -	\$ -	\$ -	\$ -			
	\$ -	\$ -	\$ -	\$ -	\$ -			
PROJECT TOTAL	\$ -	\$ -	\$ -	\$ 13,600	\$ -	\$ 13,600	\$	13,600
6 Warm Creek/Sand Creek Confluence (Lead Agency: County of San Bernardino)						No Proj. No.		
environmental	\$ -	\$ -	\$ -	\$ -	\$ -	<i>SBCFCD</i>	\$	7,700
design	\$ -	\$ -	\$ -	\$ -	\$ -			
right-of-way	\$ -	\$ -	\$ -	\$ -	\$ -			
construction engineering	\$ -	\$ -	\$ -	\$ -	\$ -			
construction	\$ -	\$ 7,700	\$ -	\$ -	\$ -			
Public Outreach	\$ -	\$ -	\$ -	\$ -	\$ -			
Project Management	\$ -	\$ -	\$ -	\$ -	\$ -			
	\$ -	\$ -	\$ -	\$ -	\$ -			
PROJECT TOTAL	\$ -	\$ 7,700	\$ -	\$ -	\$ -	\$ 7,700	\$	7,700
STORM DRAINS	\$ 36	\$ 9,158	\$ -	\$ 13,600	\$ -	\$ 22,794	\$	22,794

City of Highland Capital Improvement Program
(FY 2018/2019 THROUGH 2022/2023)

(IN \$1,000's)							
PROJECT	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	<i>City Project Number and Fund Sources and Amounts</i>	
SIGNALS							
1 Palm Avenue Signal (at Cypress Ave)						sig15001	
environmental	\$ -	\$ -	\$ -	\$ -	\$ -	<i>GCF</i>	\$ 46
design		\$ -	\$ -	\$ -	\$ -	<i>HSIP</i>	\$ 213
right-of-way	\$ -	\$ -	\$ -	\$ -	\$ -		
construction engineering	\$ 25	\$ -	\$ -	\$ -	\$ -		
construction	\$ 234	\$ -	\$ -	\$ -	\$ -		
Public Outreach	\$ -	\$ -	\$ -	\$ -	\$ -		
Project Management	\$ -	\$ -	\$ -	\$ -	\$ -		
	\$ -	\$ -	\$ -	\$ -	\$ -		
PROJECT TOTAL	\$ 259	\$ -	\$ -	\$ -	\$ -	\$ 259	\$ 259
2 Highland Avenue Signal at Charter School Entrance						sig18001	
environmental	\$ -	\$ -	\$ -	\$ -	\$ -	<i>Real Journey</i>	\$ 1,012
design	\$ 44	\$ -	\$ -	\$ -	\$ -		
right-of-way	\$ -	\$ -	\$ -	\$ -	\$ -		
construction engineering	\$ 113	\$ -	\$ -	\$ -	\$ -		
construction	\$ 855	\$ -	\$ -	\$ -	\$ -		
Public Outreach	\$ -	\$ -	\$ -	\$ -	\$ -		
Project Management	\$ -	\$ -	\$ -	\$ -	\$ -		
	\$ -	\$ -	\$ -	\$ -	\$ -		
PROJECT TOTAL	\$ 1,012	\$ -	\$ -	\$ -	\$ -	\$ 1,012	\$ 1,012
3 Signal Coordination (City-Wide)						sig18002	
environmental	\$ -	\$ -	\$ -	\$ -	\$ -	<i>AB2766</i>	\$ 282
design	\$ -	\$ -	\$ -	\$ -	\$ -	<i>SBCTA-Sig Agmt</i>	\$ 117
right-of-way	\$ -	\$ -	\$ -	\$ -	\$ -		
construction engineering	\$ -	\$ -	\$ -	\$ -	\$ -		
construction	\$ 95	\$ 58	\$ 58	\$ 58	\$ 130		
Public Outreach	\$ -	\$ -	\$ -	\$ -	\$ -		
Project Management	\$ -	\$ -	\$ -	\$ -	\$ -		
	\$ -	\$ -	\$ -	\$ -	\$ -		
PROJECT TOTAL	\$ 95	\$ 58	\$ 58	\$ 58	\$ 130	\$ 399	\$ 399
SIGNALS	\$ 1,366	\$ 58	\$ 58	\$ 58	\$ 130	\$ 1,670	\$ 1,670

City of Highland Capital Improvement Program

(FY 2018/2019 THROUGH 2022/2023)

(IN \$1,000's)							
PROJECT	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	<i>City Project Number and Fund Sources and Amounts</i>	
STREETS							
1 Boulder Avenue (San Manuel Village Entrance to Greenspot Road)						brg04004a	
environmental	\$ -	\$ -	\$ -	\$ -	\$ -	AB2766	\$ 264
design	\$ 217	\$ -	\$ -	\$ -	\$ -	DIF-Reg	\$ 343
right-of-way	\$ -	\$ -	\$ -	\$ -	\$ -	RDA-04	\$ 16
construction engineering	\$ -	\$ 470	\$ -	\$ -	\$ -	RDA-07	\$ 331
construction	\$ -	\$ 3,133	\$ -	\$ -	\$ -	MSRC	\$ 244
Public Outreach	\$ -	\$ 50	\$ -	\$ -	\$ -	MSR I	\$ 600
Project Management	\$ -	\$ 4	\$ -	\$ -	\$ -	PNRS	\$ 1,862
	\$ -	\$ -	\$ -	\$ -	\$ -	SB1-RMRA	\$ 214
PROJECT TOTAL	\$ 217	\$ 3,657	\$ -	\$ -	\$ -	\$ 3,874	\$ 3,874
2 Cunningham St/Hillview St/Bruce St/Crest St						str07009	
environmental	\$ -	\$ -	\$ -	\$ -	\$ -	DIF-Loc	\$ 590
design	\$ -	\$ -	\$ -	\$ -	\$ -	EVWD	\$ 55
right-of-way	\$ -	\$ -	\$ -	\$ -	\$ -	In-Lieu Dev	\$ 37
construction engineering	\$ 44	\$ 220	\$ -	\$ -	\$ -	MSR I	\$ 1,534
construction	\$ 321	\$ 1,607	\$ -	\$ -	\$ -	RAC	\$ 6
Public Outreach	\$ -	\$ -	\$ -	\$ -	\$ -		
Project Management	\$ 15	\$ 15	\$ -	\$ -	\$ -		
	\$ -	\$ -	\$ -	\$ -	\$ -		
PROJECT TOTAL	\$ 380	\$ 1,842	\$ -	\$ -	\$ -	\$ 2,222	\$ 2,222
3 3rd Street (Victoria Ave to Palm Ave)						str14004	
environmental	\$ -	\$ -	\$ -	\$ -	\$ -	IVDA-Agmt	\$ 115
design	\$ -	\$ -	\$ -	\$ -	\$ -		
right-of-way	\$ -	\$ -	\$ -	\$ -	\$ -		
construction engineering	\$ -	\$ -	\$ -	\$ -	\$ -		
construction	\$ 115	\$ -	\$ -	\$ -	\$ -		
Public Outreach	\$ -	\$ -	\$ -	\$ -	\$ -		
Project Management	\$ -	\$ -	\$ -	\$ -	\$ -		
	\$ -	\$ -	\$ -	\$ -	\$ -		
PROJECT TOTAL	\$ 115	\$ -	\$ -	\$ -	\$ -	\$ 115	\$ 115
4 9th St (Cunningham St to Palm Ave)/Lighted Crosswalk on Church Ave (at Norwood St)						str11005	
environmental	\$ -	\$ -	\$ -	\$ -	\$ -	Earmarks	\$ 26
design	\$ -	\$ -	\$ -	\$ -	\$ -	RDA-04	\$ 48
right-of-way	\$ 5	\$ 5	\$ -	\$ -	\$ -	SRTS	\$ 478
construction engineering	\$ -	\$ 65	\$ -	\$ -	\$ -		
construction	\$ -	\$ 432	\$ -	\$ -	\$ -		
Public Outreach	\$ -	\$ 44	\$ -	\$ -	\$ -		
Project Management	\$ 1	\$ -	\$ -	\$ -	\$ -		
	\$ -	\$ -	\$ -	\$ -	\$ -		
PROJECT TOTAL	\$ 6	\$ 546	\$ -	\$ -	\$ -	\$ 552	\$ 552

City of Highland Capital Improvement Program
(FY 2018/2019 THROUGH 2022/2023)

(IN \$1,000's)							<i>City Project Number and Fund Sources and Amounts</i>	
PROJECT	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023			
5 McKinley St (9th St to Base Line)/Lighted Crosswalk on Base Line (at Valaria Dr)							str11006	
environmental	\$ -	\$ -	\$ -	\$ -	\$ -	Earmarks	\$ 242	
design	\$ -	\$ -	\$ -	\$ -	\$ -	In-Lieu Dev	\$ 13	
right-of-way	\$ 49	\$ 50	\$ -	\$ -	\$ -	RDA-04	\$ 3	
construction engineering	\$ -	\$ 37	\$ 55	\$ -	\$ -	SRTS	\$ 656	
construction	\$ -	\$ 246	\$ 369	\$ -	\$ -			
Public Outreach	\$ -	\$ 32	\$ -	\$ -	\$ -			
Project Management	\$ 3	\$ 5	\$ 68	\$ -	\$ -			
	\$ -	\$ -	\$ -	\$ -	\$ -			
PROJECT TOTAL	\$ 52	\$ 370	\$ 492	\$ -	\$ -	\$ 914	\$ 914	
6 6th Street and Elm Street (SR2S Improvements)							str12004	
environmental	\$ -	\$ -	\$ -	\$ -	\$ -	DIF-Loc	\$ 645	
design	\$ 20	\$ -	\$ -	\$ -	\$ -	SR2S	\$ 395	
right-of-way	\$ -	\$ -	\$ -	\$ -	\$ -			
construction engineering	\$ -	\$ 90	\$ -	\$ -	\$ -			
construction	\$ -	\$ 902	\$ -	\$ -	\$ -			
Public Outreach	\$ -	\$ 18	\$ -	\$ -	\$ -			
Project Management	\$ -	\$ 10	\$ -	\$ -	\$ -			
	\$ -	\$ -	\$ -	\$ -	\$ -			
PROJECT TOTAL	\$ 20	\$ 1,020	\$ -	\$ -	\$ -	\$ 1,040	\$ 1,040	
7 10th St/Drummond Ave/Cole Ave/14th St (SR2S Improvements)							str12005	
environmental	\$ -	\$ -	\$ -	\$ -	\$ -	COSB	\$ 7	
design	\$ 15	\$ -	\$ -	\$ -	\$ -	MSR I	\$ 368	
right-of-way	\$ -	\$ -	\$ -	\$ -	\$ -	RDA-04	\$ 23	
construction engineering	\$ -	\$ 68	\$ -	\$ -	\$ -	SR2S	\$ 412	
construction	\$ -	\$ 680	\$ -	\$ -	\$ -			
Public Outreach	\$ -	\$ 37	\$ -	\$ -	\$ -			
Project Management	\$ -	\$ 10	\$ -	\$ -	\$ -			
	\$ -	\$ -	\$ -	\$ -	\$ -			
PROJECT TOTAL	\$ 15	\$ 795	\$ -	\$ -	\$ -	\$ 810	\$ 810	
8 Highland/Redlands Regional Connector (ATP Cycle 2)							str15002	
environmental	\$ 500	\$ 50	\$ -	\$ -	\$ -	COR	\$ 270	
design	\$ -	\$ 250	\$ -	\$ -	\$ -	Art 3	\$ 473	
right-of-way	\$ -	\$ -	\$ 30	\$ -	\$ -	ATP	\$ 3,635	
construction engineering	\$ -	\$ -	\$ 248	\$ 579	\$ -	RDA-04	\$ 418	
construction	\$ -	\$ -	\$ 1,655	\$ 3,860	\$ -	SPP	\$ 2,487	
Public Outreach	\$ 12	\$ 12	\$ 13	\$ 13	\$ -			
Project Management	\$ 13	\$ 12	\$ 18	\$ 18	\$ -			
	\$ -	\$ -	\$ -	\$ -	\$ -			
PROJECT TOTAL	\$ 525	\$ 324	\$ 1,964	\$ 4,470	\$ -	\$ 7,283	\$ 7,283	

City of Highland Capital Improvement Program
(FY 2018/2019 THROUGH 2022/2023)

(IN \$1,000's)							City Project Number and Fund Sources and Amounts	
PROJECT	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023			
9 City Creek/Alabama Street Bikeways (ATP Cycle 3)						str17001	3171	
environmental	\$ 250	\$ 60	\$ -	\$ -	\$ -	COSB	\$ 3	
design	\$ -	\$ 265	\$ -	\$ -	\$ -	Art 3	\$ 296	
right-of-way	\$ -	\$ -	\$ 1,000	\$ -	\$ -	ATP	\$ 3,171	
construction engineering	\$ -	\$ -	\$ -	\$ 466	\$ -	MSR I	\$ 472	
construction	\$ -	\$ -	\$ -	\$ 3,105	\$ -	RDA-04	\$ 16	
Public Outreach	\$ -	\$ -	\$ -	\$ -	\$ -	SPP	\$ 1,223	
Project Management	\$ 5	\$ 6	\$ 24	\$ -	\$ -			
	\$ -	\$ -	\$ -	\$ -	\$ -			
PROJECT TOTAL	\$ 255	\$ 331	\$ 1,024	\$ 3,571	\$ -	\$ 5,181	\$ 5,181	
10 Victoria Avenue Storm Drains, Street Imps and Pavmt Rehab (Highland Ave to 3rd St)						str17002		
environmental	\$ 18	\$ -	\$ -	\$ -	\$ -	RAC	\$ 42	
design	\$ 200	\$ 18	\$ -	\$ -	\$ -	SMBMI-CCF	\$ 14,344	
right-of-way	\$ 30	\$ -	\$ -	\$ -	\$ -	SMBMI-IGG	\$ 132	
construction engineering	\$ 159	\$ -	\$ 1,269	\$ 360	\$ -			
construction	\$ 1,572	\$ -	\$ 8,460	\$ 2,400	\$ -			
Public Outreach	\$ -	\$ -	\$ -	\$ -	\$ -			
Project Management	\$ 14	\$ 18	\$ -	\$ -	\$ -			
	\$ -	\$ -	\$ -	\$ -	\$ -			
PROJECT TOTAL	\$ 1,993	\$ 36	\$ 9,729	\$ 2,760	\$ -	\$ 14,518	\$ 14,518	
11 3rd St (Palm to 5th)/5th St (Victoria to SR-210)/Palm Ave and Central Ave (3rd to 5th)						str18001		
environmental	\$ -	\$ -	\$ -	\$ -	\$ -	EDA	\$ 2,496	
design	\$ 358	\$ -	\$ -	\$ -	\$ -	IVDA	\$ 597	
right-of-way	\$ 446	\$ -	\$ -	\$ -	\$ -	RDA-07	\$ 597	
construction engineering	\$ -	\$ 550	\$ -	\$ -	\$ -	SB 1-LPP	\$ 1,700	
construction	\$ -	\$ 4,592	\$ -	\$ -	\$ -	SMBMI	\$ 597	
Public Outreach	\$ -	\$ -	\$ -	\$ -	\$ -			
Project Management	\$ 19	\$ 22	\$ -	\$ -	\$ -			
	\$ -	\$ -	\$ -	\$ -	\$ -			
PROJECT TOTAL	\$ 823	\$ 5,164	\$ -	\$ -	\$ -	\$ 5,987	\$ 5,987	
12 Palm Ave (Main St to SR210)/Pacific St (w/o Palm to Church Ave) incl Roundabout						str14003		
environmental	\$ -	\$ 350	\$ -	\$ -	\$ -	COSB	\$ 1,276	
design	\$ -	\$ -	\$ 515	\$ -	\$ -	DIF-Loc	\$ 597	
right-of-way	\$ -	\$ -	\$ -	\$ 175	\$ -	RDA-07	\$ 1,227	
construction engineering	\$ -	\$ -	\$ -	\$ -	\$ 269			
construction	\$ -	\$ -	\$ -	\$ -	\$ 1,791			
Public Outreach	\$ -	\$ -	\$ -	\$ -	\$ -			
Project Management	\$ -	\$ -	\$ -	\$ -	\$ -			
	\$ -	\$ -	\$ -	\$ -	\$ -			
PROJECT TOTAL	\$ -	\$ 350	\$ 515	\$ 175	\$ 2,060	\$ 3,100	\$ 3,100	

City of Highland Capital Improvement Program
(FY 2018/2019 THROUGH 2022/2023)

(IN \$1,000's)							
PROJECT	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	<i>City Project Number and Fund Sources and Amounts</i>	
13 Pacific Street (Guthrie Ave to Palm Ave)						No Proj. No.	
environmental	\$ -	\$ -	\$ -	\$ -	\$ -	<i>COSB</i>	\$ 731
design	\$ -	\$ -	\$ 93	\$ -	\$ -	<i>RAC</i>	\$ 36
right-of-way	\$ -	\$ -	\$ -	\$ -	\$ -	<i>RDA-07</i>	\$ 475
construction engineering	\$ -	\$ -	\$ 93	\$ -	\$ -		
construction	\$ -	\$ -	\$ 1,056	\$ -	\$ -		
Public Outreach	\$ -	\$ -	\$ -	\$ -	\$ -		
Project Management	\$ -	\$ -	\$ -	\$ -	\$ -		
	\$ -	\$ -	\$ -	\$ -	\$ -		
PROJECT TOTAL	\$ -	\$ -	\$ 1,242	\$ -	\$ -	\$ 1,242	\$ 1,242
STREETS	\$ 4,401	\$ 14,435	\$ 14,966	\$ 10,976	\$ 2,060	\$ 46,838	\$ 46,838
SIDEWALKS							
1 Sterling Ave Transit Stop Access Improvement (at Warm Springs School)						swk16001 Sch I	
environmental	\$ -	\$ -	\$ -	\$ -	\$ -	<i>Art 3</i>	\$ 55
design	\$ 19	\$ -	\$ -	\$ -	\$ -	<i>RDA-04</i>	\$ 104
right-of-way	\$ -	\$ -	\$ -	\$ -	\$ -		
construction engineering	\$ -	\$ 12	\$ -	\$ -	\$ -		
construction	\$ -	\$ 120	\$ -	\$ -	\$ -		
Public Outreach	\$ -	\$ -	\$ -	\$ -	\$ -		
Project Management	\$ 5	\$ 3	\$ -	\$ -	\$ -		
	\$ -	\$ -	\$ -	\$ -	\$ -		
PROJECT TOTAL	\$ 24	\$ 135	\$ -	\$ -	\$ -	\$ 159	\$ 159
2 Water Street Pedestrian and Bicycle Improvements (Church St to Weaver St)						swk16001 Sch II	
environmental	\$ -	\$ -	\$ -	\$ -	\$ -	<i>Art 3</i>	\$ 121
design	\$ 52	\$ -	\$ -	\$ -	\$ -	<i>DIF-Loc</i>	\$ 289
right-of-way	\$ -	\$ -	\$ -	\$ -	\$ -	<i>RDA-04</i>	\$ 2
construction engineering	\$ -	\$ 32	\$ -	\$ -	\$ -		
construction	\$ -	\$ 318	\$ -	\$ -	\$ -		
Public Outreach	\$ -	\$ -	\$ -	\$ -	\$ -		
Project Management	\$ 5	\$ 5	\$ -	\$ -	\$ -		
	\$ -	\$ -	\$ -	\$ -	\$ -		
PROJECT TOTAL	\$ 57	\$ 355	\$ -	\$ -	\$ -	\$ 412	\$ 412

City of Highland Capital Improvement Program
(FY 2018/2019 THROUGH 2022/2023)

(IN \$1,000's)								
PROJECT	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	<i>City Project Number and Fund Sources and Amounts</i>		
3 Central Ave/Base Line/Sterling Ave Transit Stop Access Improvements						swk17001 (swk16001 Sch IV)		
environmental	\$ -	\$ -	\$ -	\$ -	\$ -	Art 3	\$	57
design	\$ 20	\$ -	\$ -	\$ -	\$ -	DIF-Loc	\$	55
right-of-way	\$ -	\$ -	\$ -	\$ -	\$ -			
construction engineering	\$ -	\$ 8	\$ -	\$ -	\$ -			
construction	\$ -	\$ 79	\$ -	\$ -	\$ -			
Public Outreach	\$ -	\$ -	\$ -	\$ -	\$ -			
Project Management	\$ 3	\$ 2	\$ -	\$ -	\$ -			
	\$ -	\$ -	\$ -	\$ -	\$ -			
PROJECT TOTAL	\$ 23	\$ 89	\$ -	\$ -	\$ -	\$ 112	\$	112
SIDEWALKS	\$ 104	\$ 579	\$ -	\$ -	\$ -	\$ 683	\$	683
MISCELLANEOUS								
1 City Creek Levee Trails (Base Line to Highland Avenue)						tra13001		
environmental	\$ -	\$ -	\$ -	\$ -	\$ -	GCF	\$	15
design	\$ 10	\$ -	\$ -	\$ -	\$ -	Prop 84	\$	27
right-of-way	\$ -	\$ -	\$ -	\$ -	\$ -			
construction engineering	\$ -	\$ 5	\$ -	\$ -	\$ -			
construction	\$ -	\$ 27	\$ -	\$ -	\$ -			
Public Outreach	\$ -	\$ -	\$ -	\$ -	\$ -			
Project Management	\$ -	\$ -	\$ -	\$ -	\$ -			
	\$ -	\$ -	\$ -	\$ -	\$ -			
PROJECT TOTAL	\$ 10	\$ 32	\$ -	\$ -	\$ -	\$ 42	\$	42
2 Sign Replacement (City-wide)						No Proj. No.		
environmental	\$ -	\$ -	\$ -	\$ -	\$ -	GCF	\$	235
design	\$ 15	\$ -	\$ -	\$ -	\$ -			
right-of-way	\$ -	\$ -	\$ -	\$ -	\$ -			
construction engineering	\$ -	\$ -	\$ -	\$ -	\$ -			
construction	\$ -	\$ 218	\$ -	\$ -	\$ -			
Public Outreach	\$ -	\$ -	\$ -	\$ -	\$ -			
Project Management	\$ 2	\$ -	\$ -	\$ -	\$ -			
	\$ -	\$ -	\$ -	\$ -	\$ -			
PROJECT TOTAL	\$ 17	\$ 218	\$ -	\$ -	\$ -	\$ 235	\$	235
3 Street Light Acquisition and LED Conversion						str18003		
environmental	\$ -	\$ -	\$ -	\$ -	\$ -	Gas Tax	\$	1,049
design	\$ -	\$ -	\$ -	\$ -	\$ -	GCF	\$	1,402
right-of-way	\$ 2,267	\$ -	\$ -	\$ -	\$ -	Ins	\$	500
construction engineering	\$ -	\$ -	\$ -	\$ -	\$ -	SCE LED Rebate	\$	230
district	\$ 914	\$ -	\$ -	\$ -	\$ -			
Public Outreach	\$ -	\$ -	\$ -	\$ -	\$ -			
Project Management	\$ -	\$ -	\$ -	\$ -	\$ -			
	\$ -	\$ -	\$ -	\$ -	\$ -			
PROJECT TOTAL	\$ 3,181	\$ -	\$ -	\$ -	\$ -	\$ 3,181	\$	3,181

City of Highland Capital Improvement Program
(FY 2018/2019 THROUGH 2022/2023)

(IN \$1,000's)							
PROJECT	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	City Project Number and Fund Sources and Amounts	
4 Street Maintenance District (Carriage Hills Alley, Jasper St)						str19002	
environmental	\$ -	\$ -	\$ -	\$ -	\$ -	St/SD Maint Dist	\$ 45
design	\$ -	\$ -	\$ -	\$ -	\$ -		
right-of-way	\$ -	\$ -	\$ -	\$ -	\$ -		
construction engineering	\$ -	\$ -	\$ -	\$ -	\$ -		
construction	\$ -	\$ 45	\$ -	\$ -	\$ -		
Public Outreach	\$ -	\$ -	\$ -	\$ -	\$ -		
Project Management	\$ -	\$ -	\$ -	\$ -	\$ -		
	\$ -	\$ -	\$ -	\$ -	\$ -		
PROJECT TOTAL	\$ -	\$ 45	\$ -	\$ -	\$ -	\$ 45	\$ 45
5 Electric Vehicle (EV) Charging Stations						No Proj. No.	
environmental	\$ -	\$ -	\$ -	\$ -	\$ -	AB2766	\$ 63
design	\$ -	\$ 29	\$ -	\$ -	\$ -	CALeVIP	\$ 240
right-of-way	\$ -	\$ -	\$ -	\$ -	\$ -	MSRC	\$ 60
construction engineering	\$ -	\$ 25	\$ -	\$ -	\$ -		
construction	\$ -	\$ 309	\$ -	\$ -	\$ -		
Public Outreach	\$ -	\$ -	\$ -	\$ -	\$ -		
Project Management	\$ -	\$ -	\$ -	\$ -	\$ -		
	\$ -	\$ -	\$ -	\$ -	\$ -		
PROJECT TOTAL	\$ -	\$ 363	\$ -	\$ -	\$ -	\$ 363	\$ 363
MISCELLANEOUS	\$ 3,208	\$ 658	\$ -	\$ -	\$ -	\$ 3,866	\$ 3,866
MAINTENANCE and OPERATING							
1 Public Works O&M						No Proj. No.	
environmental	\$ -	\$ -	\$ -	\$ -	\$ -	Gas Tax	\$ 6,668
design	\$ -	\$ -	\$ -	\$ -	\$ -	SB 1-RMRA	\$ 1,283
right-of-way	\$ -	\$ -	\$ -	\$ -	\$ -		
construction engineering	\$ -	\$ -	\$ -	\$ -	\$ -		
construction	\$ -	\$ -	\$ -	\$ -	\$ -		
Public Outreach	\$ -	\$ -	\$ -	\$ -	\$ -		
Project Management	\$ 1,200	\$ 1,531	\$ 1,689	\$ 1,648	\$ 1,883		
	\$ -	\$ -	\$ -	\$ -	\$ -		
PROJECT TOTAL	\$ 1,200	\$ 1,531	\$ 1,689	\$ 1,648	\$ 1,883	\$ 7,951	\$ 7,951
MAINTENANCE and OPERATING	\$ 1,200	\$ 1,531	\$ 1,689	\$ 1,648	\$ 1,883	\$ 7,951	\$ 7,951
TOTAL 5-YEAR CIP EXPENDITURES	\$22,690	\$62,129	\$29,134	\$42,206	\$44,291	\$200,450	\$200,450

City of Highland Capital Improvement Program

(FY 2018/2019 THROUGH 2022/2023)

(IN \$1,000's)								
PROJECT	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	City Project Number and Fund Sources and Amounts		
SUMMARY OF EXPENDITURES (in \$1,000's)								
BRIDGES						\$49,220		
INTERCHANGES						\$50,294		
PAVEMENT MANAGEMENT PROGRAM						\$17,134		
STORM DRAINS						\$22,794		
SIGNALS						\$1,670		
STREETS						\$46,838		
SIDEWALKS						\$683		
MISCELLANEOUS						\$3,866		
MAINTENANCE and OPERATING						\$7,951		
TOTAL OF 5-YEAR CAPITAL IMPROVEMENT PROGRAM EXPENDITURES						\$200,450		
SUMMARY OF FUND SOURCES (in \$1,000's)								
City Funds					<i>City Operating Budget</i>	Grant	<i>Other Agency</i>	<i>City</i>
1	AB2766 (South Coast Air Quality Management District AB2766 Subvention Program)							\$ 609
2	CDBG (Community Development Block Grant)						\$ 1,384	
3	DIF-Loc (Development Impact Fees - Local Circulation)							\$ 2,176
4	DIF-Reg (Development Impact Fees - Regional Circulation)							\$ 1,572
5	Gas Tax				\$ 6,668			\$ 1,049
6	GCF (General Capital Financing)							\$ 1,748
7	In-Lieu Dev (In-Lieu Development Fees)							\$ 50
8	Ins (Insurance Fund)							\$ 500
9	IVDA-Agmt (Inland Valley Development agency Agreement)							\$ 4,786
10	Mining Tax							\$ 1,000
11	MOE (Maintenance of Effort)							\$ 435
12	MSR I (Measure I)							\$ 11,008
13	RDA-04 (Redevelopment Agency 2004 Bonds)							\$ 1,119
14	RDA-07 (Redevelopment Agency 2007 Bonds)							\$ 10,026
15	RDA Loan (Redevelopment Agency Loan Payback)							\$ 1,408
16	SB1-RMRA (Senate Bill 1-Road Repair and Accountability Act of 2017)				\$ 1,283			\$ 2,436
17	ST/SD Maint Dist (Street and Storm Drain Maintenance District)							\$ 45
County Funds					<i>City Operating Budget</i>	Grant	<i>Other Agency</i>	<i>City</i>
18	Art 3 (Transportation Development Authority Article 3)					\$ 1,002		
19	MSR I-Mjr-St (Measure I Major Street)						\$ 13,014	
20	MSR I-VFI (Measure I Valley Freeway Interchange)						\$ 25,835	
21	SBCFCD (San Bernardino County Flood Control District/San Bernardino County)						\$ 21,300	
22	SBCTA-Sig Agmt (San Bernardino County Transportation Authority Signal Agreement)						\$ 117	

City of Highland Capital Improvement Program

(FY 2018/2019 THROUGH 2022/2023)

(IN \$1,000's)							
PROJECT	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	City Project Number and Fund Sources and Amounts	
State Funds				<i>City Operating Budget</i>	Grant	<i>Other Agency</i>	<i>City</i>
23	CALeVIP (California Electric Vehicle Infrastructure Project)				\$ 240		
24	Caltrans (California Department of Transportation)					\$ 1,250	
25	MSRC (Mobile Source Air Pollution Reduction Review Committee)				\$ 304		
26	Prop 84 (Proposition 84)				\$ 27		
27	RAC (CalRecycle Rubberized Pavement Program)				\$ 1,039		
28	SB 1-LPP (Senate Bill 1-Local Partnership Program)				\$ 1,700		
29	SMBMI-IGG (San Manuel Band of Mission Indians Indian Gaming Grant)				\$ 1,032		
30	SPP (Statewide Park Development and Community Revitalization Program)				\$ 3,710		
31	SR2S (State Safe Routes to School Program)				\$ 807		
Federal Funds				<i>City Operating Budget</i>	Grant	<i>Other Agency</i>	<i>City</i>
32	ATP (Active Transportation Program)				\$ 6,806		
33	Earmarks (Federal Earmark Repurposing)				\$ 268		
34	EDA (Economic Development Administration)				\$ 2,496		
35	HBP (Highway Bridge Program)				\$ 43,559		
36	HSIP (Highway Safety Improvement Program)				\$ 213		
37	PNRS (Projects of National and Regional Significance Program)				\$ 1,862		
38	SRTS (Federal Safe Routes to School Program)				\$ 1,134		
Other Agency Funds				<i>City Operating Budget</i>	Grant	<i>Other Agency</i>	<i>City</i>
39	COR (City of Redlands Match Fund)					\$ 270	
40	COSB (City of San Bernardino Match Fund)					\$ 3,728	
41	EVWD (East Valley Water District Match Fund)					\$ 55	
42	IVDA (Inland Valley Development Agency Match Fund)					\$ 847	
43	Real Journey (Real Journey Academy Reimbursement)					\$ 1,012	
44	SCE LED Rebate (Southern California Edison Light Emitting Diode Rebate)				\$ 230		
45	SMBMI (San Manuel Band of Mission Indian Match Fund)					\$ 1,447	
46	SMBMI-CFF (San Manuel Band of Mission Indian Community Credit Fund)				\$ 15,844		
SOURCE FUNDING TOTALS				\$7,951	\$82,273	\$70,259	\$39,967
Funding Source Percentages				3.97%	41.04%	35.05%	19.94%
TOTAL 5-YEAR CIP EXPENDITURES				\$200,450			

**CITY OF HIGHLAND
2019-2021 BIENNIAL BUDGET**

Appropriations (Gann) Limit

Article XIII B of the State Constitution, also known as the Gann Limit or Proposition 4, was approved by the voters of the State of California in 1979. This article places limits on the amount of revenues that can be spent in any fiscal year by all entities of government. This initial proposition was effective for the 1980-1981 fiscal year, which used fiscal year 1978-1979 as the base year for calculating the appropriations limit. This limit is increased each year using the growth of population and inflation. The revenues that are restricted by the limit are those that are proceeds of taxes.

Since the City of Highland is a newer City, we calculate our limit from the incorporation date of November 24, 1987. The appropriations limit was set by the Local Agency Formation Commission (LAFCO) in Highland's incorporation papers.

In June 1990, the voters approved Proposition 111, which changed Article XIII B in a few sections. It expands the exemption categories and allows emergency spending without having to reduce the limit in future years. Beginning with the 1990-1991 appropriations limit, the new annual adjustment factors may be chosen from the growth in the California Per Capita Income, OR, the growth in the nonresidential assessed valuation due to new construction within the City instead of the lesser of California Per Capita Income or the Consumer Price Index (CPI). Each City must have their limit reviewed during their annual financial audit.

Listed below are three years of history of our limit and the amount of growth we have to go before reaching the limit.

Adopted Appropriations Limit FY 2015-2016	30,238,778	FY 2016-2017	32,044,792	FY 2017-2018	33,444,356	FY 2018-2019	35,051,978
Adjustment Factor	1.0597		1.0437		1.0481		1.0470
Assumed Responsibilities	-		-		-		-
Adopted Appropriations Limit FY 2016-2017	32,044,792	FY 2017-2018	33,444,356	FY 2018-2019	35,051,978	FY 2019-2020	36,698,870
	<u>FY 2016-2017</u>		<u>FY 2017-2018</u>		<u>FY 2018-2019</u>		<u>FY 2019-2020</u>
Appropriations Limit	32,044,792		33,444,356		35,051,978		36,698,870
Appropriations Subject to the Limit	14,542,212		16,793,313		17,432,925		18,909,186
Appropriations Limit Margin	(17,502,580)		(16,651,043)		(17,619,053)		(17,789,685)
% of App. Subject/App. Limit	45.38%		50.21%		49.73%		51.53%



**CITY OF HIGHLAND/HOUSING AUTHORITY/SUCCESSOR AGENCY
2019-2021 BIENNIAL BUDGET**

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**CITY OF HIGHLAND/HOUSING AUTHORITY/SUCCESSOR AGENCY
2019-2021 BIENNIAL BUDGET**

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**CITY OF HIGHLAND/HOUSING AUTHORITY/SUCCESSOR AGENCY
2019-2021 BIENNIAL BUDGET**

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**CITY OF HIGHLAND/HOUSING AUTHORITY/SUCCESSOR AGENCY
2019-2021 BIENNIAL BUDGET**

ABBREVIATIONS and ACRONYMS

AB - Assembly Bill

ADA - Americans with Disabilities Act

AQMD - Air Quality Management District

Asst. - Assistance or Assistant

ATP - Active Transportation Funds

Art 3 - Article 3

Brg - Bridge

BSAR - Building Standards Administration Revolving

BTA - Bicycle Transportation Account

CAFR - Comprehensive Annual Financial Report

CAL-ID - California Identification Program

CALeVIP - California Electric Vehicle Infrastructure Program

CAMP - California Asset Management Program

CCF - Community Credit Fund

CDBG - Community Development Block Grant

CDF - California Department of Forestry

CDIAC - California Debt and Investment Advisory Commission

CFD - Community Facilities District

CIP - Capital Improvement Program

CMAQ - Congestion Mitigation Air Quality

Comm. - Community

COPS - Citizen's Option for Public Safety

**CITY OF HIGHLAND/HOUSING AUTHORITY/SUCCESSOR AGENCY
2019-2021 BIENNIAL BUDGET**

ABBREVIATIONS and ACRONYMS

COR - City of Redlands

COSB - County of San Bernardino/City of San Bernardino

CRV - California Redemption Value

CSA - County Service Area

CSMFO - California Society of Municipal Finance Officers

CTC - Community Trails Committee

CTD - Community Trails District

CVC - California Vehicle Code

Dept. - Department

Dev. - Developer or Development

DIF - Development Impact Fees Also known as AB 1600

Dir. - Director

Dist. - District

DOF - California State Department of Finance

D/S - Debt Service

EAP - Employee Assistance Program

EDA - Economic Development Administration

EDI - Economic Development Initiative

EHRHOA - East Highlands Ranch Home Owner's Association

ELC - Environmental Learning Center

Eng. - Engineering

EPA - Environmental Protection Agency

**CITY OF HIGHLAND/HOUSING AUTHORITY/SUCCESSOR AGENCY
2019-2021 BIENNIAL BUDGET**

ABBREVIATIONS and ACRONYMS

ERAF - Education Revenue Augmentation Fund

EVWD - East Valley Water District

FEMA - Federal Emergency Management Agency

FHWA - Federal Highway Administration

FPPC - Fair Political Practices Commission

FTE - Full Time Equivalent

GAAFR - Governmental Accounting Auditing and Financial Reporting

GAAP - Generally Accepted Accounting Principles

GASB - Governmental Accounting Standards Board

GCF - General Capital Financing Fund

Gen. - General

GFOA - Government Finance Officers Association

GIS - Geographic Information System

Gov't - Government

GPA - General Plan Amendment

HA - Housing Authority

HBP - Highway Bridge Program

HBRR - Highway Bridge Rehabilitation Replacement

HCD - Housing and Community Development

HCP - Highland Conservation Plan

HdL - Hinderliter de Llamas

HES - Hazard Elimination Safety

**CITY OF HIGHLAND/HOUSING AUTHORITY/SUCCESSOR AGENCY
2019-2021 BIENNIAL BUDGET**

ABBREVIATIONS and ACRONYMS

HHW - Household Hazardous Waste

HIT - Highland Improvement Team

HSIP - Highway Safety Improvement Program

HUD - Housing and Urban Development

Ich - Interchange

ICSC - International Council of Shopping Centers

IGG - Indian Gaming Grant

Ins. - Insurance

Int. - Interest

IRS - Internal Revenue Service

IVDA - Inland Valley Development Agency

JAG - Justice Assistance Grant

JPA - Joint Powers Agreement

JTPA - Job Training Partnership Act

LAFCO - Local Agency Formation Commission

LAIF - Local Agency Investment Fund

LED - Light Emitting Diodes

LOCC - League of California Cities

Low/Mod - Low & Moderate

LMD - Landscape Maintenance District

LMIH - Low and Moderate Income Housing

LPP - Local Partnership Program

**CITY OF HIGHLAND/HOUSING AUTHORITY/SUCCESSOR AGENCY
2019-2021 BIENNIAL BUDGET**

ABBREVIATIONS and ACRONYMS

MSR I - Measure I

MSRC - Mobile Source Reduction Committee

Misc. - Miscellaneous

MOE – Maintenance of Effort

MWD - Municipal Water District

NIP - Neighborhood Initiative Program

NPDES - National Pollutant Discharge Elimination System

O&M - Operations and Materials

OB - Oversight Board

Ola - Overlay

OTS - Office of Traffic Safety

PARSAC - Public Agency Risk Sharing Authority of California

PERS - Public Employees Retirement System

PMD - Parks Maintenance District

PNRS - Projects of National and Regional Significance

POP - Problem Oriented Policing

Prog. - Program

Prop. - Proposition

RAC - Rubberized Asphalt Concrete

RDA - Redevelopment Agency

Reg. - Regular

RMRA – Road Maintenance and Rehabilitation Account

**CITY OF HIGHLAND/HOUSING AUTHORITY/SUCCESSOR AGENCY
2019-2021 BIENNIAL BUDGET**

ABBREVIATIONS and ACRONYMS

ROPS - Recognized Obligation Payment Schedule

RPTTF - Revenue Property Tax Transfer Fund

SA - Successor Agency

SANBAG - San Bernardino Association of Governments

SARDA - Successor Agency to the Redevelopment Agency

SB - Senate Bill

S.B. - San Bernardino

SBCFCD - Bernardino County Flood Control District

S.B. Co - San Bernardino County

SBCTA - San Bernardino County Transportation Authority

SCE - Southern California Edison

Sdr - Storm Drain

Sig - Signal

SLD - Street Light District

SLPP - State and Local Partnership Program

SLTPP - State and Local Transportation Partnership Program

SM - San Manuel

SMBMI - San Manuel Band of Mission Indians

SMIP - Strong Motion Instrumentation Program

SMARA - State Mining and Reclamation Act

SPP - Statewide Park Development and Community Revitalization Program

SR - State Route

**CITY OF HIGHLAND/HOUSING AUTHORITY/SUCCESSOR AGENCY
2019-2021 BIENNIAL BUDGET**

ABBREVIATIONS and ACRONYMS

SR2S - Safe Routes to Schools (State Grant)

SRTS - Safe Routes to Schools (Federal Grant)

S/SDMD - Street & Storm Drain Maintenance District

STP - Surface Transportation Grant

Str - Street

Svcs. - Services

Swk - Sidewalk

SYETP - Summer Youth Employment Training Program

TDA - Transportation Development Act

TOT - Transient Occupancy Tax

USA - Underground Service Alert

VFI - Valley Freeway Interchange

VLF - Vehicle License Fee

Vol. - Volunteer

WDA - Waste Delivery Agreement



RESOLUTION NO. 2019-025

**A RESOLUTION OF THE CITY COUNCIL OF THE
CITY OF HIGHLAND, CALIFORNIA, ADOPTING A BIENNIAL BUDGET
FOR FISCAL YEARS 2019-2021**

WHEREAS, Government Code Section 53901 requires each local agency to file with the County Auditor a copy of its annual budget, unless exempted by the County Auditor; and

WHEREAS, a local agency must adopt a budget with estimates of expenditures and revenues for the fiscal year; and

WHEREAS, the biennial budget will fund the work program for the City of Highland.

NOW, THEREFORE, the City Council of the City of Highland does hereby resolve the following:

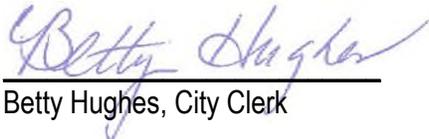
SECTION 1. That the biennial budget for fiscal years 2019-2020, a condensed copy of which is attached as Exhibit A and made a part hereof, and is hereby adopted for the City of Highland, with total estimated revenues of \$74,040,395 and \$47,383,835, estimated fund balance reserves of \$53,881,659 and \$42,984,739, and total estimated expenditures of \$89,031,690 and \$58,280,755 for fiscal years 2019-2020 and 2020-2021 respectively.

PASSED, APPROVED AND ADOPTED this 11th day of June 2019.



Penny Lilburn, Mayor

ATTEST:



Betty Hughes, City Clerk

RESOLUTION NO. HA2019-001

**A RESOLUTION OF THE HIGHLAND HOUSING AUTHORITY OF THE
CITY OF HIGHLAND, CALIFORNIA, ADOPTING A BIENNIAL BUDGET
FOR FISCAL YEARS 2019-2021**

WHEREAS, Pursuant to Health and Safety Code Section 34175(b), on February 1, 2012, all assets, properties, contracts, leases, books and records, buildings and equipment of the former Highland Redevelopment Agency transferred to the control of the Successor Agency to the Highland Redevelopment Agency by operation of law;

WHEREAS, Pursuant to Health and Safety Code Section 34175(b), the City Council of the City of Highland adopted Resolution No. 2012-005 electing for the City not to retain the housing functions previously performed by the former Agency, and determining that all of the assets, as allowed by law, and all rights, powers, liabilities, duties and obligations associated with the housing activities of the former Agency be transferred to the Highland Housing Authority;

WHEREAS, the Housing Authority would like to adopt a biennial budget in conjunction with the City of Highland 2-year budget process;

NOW, THEREFORE, the Highland Housing Authority does hereby resolve the following:

SECTION 1. That the biennial budget for fiscal years 2019-2021, a condensed copy of which is attached as Exhibit A and made a part hereof, and is hereby adopted for the Housing Authority, with total estimated revenues of \$204,500 and \$204,500, estimated fund balance reserves of \$4,502,915 and \$4,495,835, and total estimated expenditures of \$256,185 and \$211,580 for fiscal years 2019-2020 and 2020-2021 respectively.

PASSED, APPROVED AND ADOPTED this 11th day of June 2019.



Penny Lilburn, Chairman

ATTEST:



Betty Hughes, Secretary

RESOLUTION NO. SARDA2019-001

**A RESOLUTION OF THE BOARD OF DIRECTORS OF THE SUCCESSOR AGENCY TO THE
HIGHLAND REDEVELOPMENT AGENCY OF THE
CITY OF HIGHLAND, CALIFORNIA, ADOPTING A BIENNIAL BUDGET
FOR FISCAL YEARS 2019-2021**

WHEREAS, Pursuant to Health and Safety Code Section 34191.6(b), a Successor Agency (the "Successor Agency") can submit a "Last and Final" ROPS in lieu of an annual ROPS;

WHEREAS, a "Last and Final ROPS" must be approved by the Successor Agency, the Oversight Board and the State Department of Finance (DOF) and includes all expenditures through the end of the Agency;

WHEREAS, on January 23, 2018, the Successor Agency to the Highland Redevelopment Agency approved the Last and Final ROPS for expenditures through June 30, 2038;

WHEREAS, on April 12, 2018, the Oversight Board of the Successor Agency to the Highland Redevelopment Agency approved the Last and Final ROPS for expenditures through June 30, 2038;

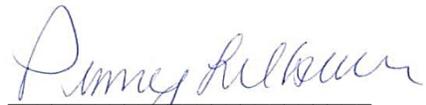
WHEREAS, on August 23, 2018, the DOF approved the Last and Final ROPS for expenditures through June 30, 2038;

WHEREAS, the Successor Agency would like to adopt a biennial budget in conjunction with the City of Highland and Highland Housing Authority 2-year budget process;

NOW, THEREFORE, the Board of Directors of the Successor Agency to the Highland Redevelopment Agency of the City of Highland does hereby resolve the following:

SECTION 1. That the biennial budget for fiscal years 2019-2021, a condensed copy of which is attached as Exhibit A and made a part hereof, and is hereby adopted for the Successor Agency, with total estimated revenues of \$7,356,430 and \$7,354,390, estimated fund balance reserves of \$3,303,353 and \$3,303,353, and total estimated expenditures of \$7,356,430 and \$7,354,390 for fiscal years 2019-2020 and 2020-2021 respectively.

PASSED, APPROVED AND ADOPTED this 11th day of June 2019.



Penny Lilburn, Chair

ATTEST:



Betty Hughes, Secretary



THE CITY OF HIGHLAND MISSION AND VALUES

Highland is dedicated to the betterment of the individual, the family, the neighborhood and the community. The City Council and the staff of the City of Highland are dedicated to providing the quality of public facilities and services that its citizens are willing to fund and will do so as efficiently as possible.

This Mission is established to reflect the following beliefs which represent the predominant beliefs of the community. They express what matters most in the conduct of public affairs affecting the citizenry of Highland.

RESPONSIBILITY

Everyone in the community has rights and is responsible for their own actions.

SERVICE

Volunteer service is a valued community resource.

ACCOUNTABILITY

Public resources and finances are to be stewarded carefully and conservatively-we live within our means and will not place huge debts on future generations.

CREATIVITY

Creative solutions are the norm, not the exception.

NEIGHBORHOOD STABILITY

Neighborhood stability and a sense of ownership are to be encouraged and strengthened.

VISION

The community has a vision of the future and how it will get there.

FAMILY

Families are the basic unit of society and the essence of what makes our community. All values should be encouraged at this family level.

