

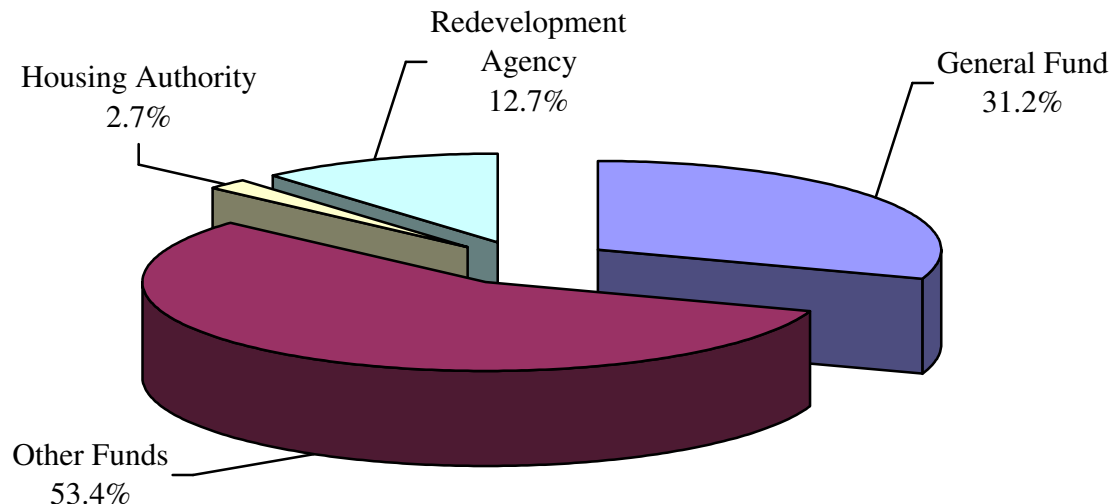
# ***Budget Overview***

## City of Ontario Adopted 2007-08 Operating Budget Overview

---

The City's Operating Budget is a flexible spending plan that is the legal authority of departments to commit financial resources to provide services within the City of Ontario. The Operating Budget for the City of Ontario, Ontario Redevelopment Agency and the Ontario Housing Authority is **\$484,581,213** for Fiscal Year 2007-08. This includes **\$410,184,697** for the City (**\$151,268,855** in the General Fund and **\$258,915,842** in Other Funds such as Enterprise Operations, Gas Tax, Community Development Block Grant and Capital Projects), **\$61,448,133** for the Ontario Redevelopment Agency, and **\$12,948,383** for the Ontario Housing Authority. The City's General Fund Budget of **\$151,268,855** is **31.2%** of the total City, Redevelopment Agency and Housing Authority Operating Budgets. The City's General Fund Budget provides most of the services commonly associated with government (public safety, recreation, parks, City administration, planning, and development). The Adopted Fiscal Year 2007-08 Capital Improvement expenditures of **\$133,604,298** have also been included in the Operating Budget.

### Total Expenditures \$484,581,213



## **I. Key Budget Assumptions**

Several budget assumptions are included in the Adopted Operating Budget for Fiscal Year 2007-08. They will be carefully monitored throughout the fiscal year while evaluating budgetary performance. Key budget assumptions for Fiscal Year 2007-08 include:

- A. The City developed its adopted budget predicated upon the State's adoption of a budget that incorporates the key assumptions and components of the Governor's May Budget Revision. If the State's final adopted budget varies significantly from the Governor's proposal, the City will be required to revisit its spending plan and take action as appropriate to mitigate changes in service levels provided to the citizens of Ontario.
- B. The national and state economies and continued stock market fluctuations will not have a significant adverse impact on the City's revenue stream.
- C. Sales Tax revenue growth is expected to flatten due to continued slowing of the housing market, which in turn will result in a reduction of consumer spending for the Inland Empire and Ontario. The sales tax revenue projection of **\$55.6 million** represents a mere **3.4%** increase compared to the Fiscal Year 2006-07 Adopted Budget of \$53.75 million.
- D. Transient Occupancy Tax revenue will increase slightly by **\$140,000** or **1.2%** over the City's 2006-07 Adopted Budget, due to a reduction in leisure travel and the opening of competing hotels in adjacent cities.
- E. Property Tax revenue, after excluding the commensurate increase of approximate \$11.6 million in property tax revenues in lieu of motor vehicle license "back-fill", will increase **11.7%** or approximately **\$2.2 million** over the City's current projection of almost \$18.9 million.
- F. Ontario Redevelopment Agency will continue the annual reimbursement to the City for the Library, Soccer Complex, and 4<sup>th</sup> Street improvements of **\$3.1 million**.
- G. Ontario Redevelopment Agency will continue the annual reimbursement to the City for the Allegiance Sales Tax Agreement of **\$1,057,000**.
- H. Development related revenues will significantly increase by almost **28.1%** compared to the 2006-07 Adopted Budget, as a result of the expansion of development activity for both Old Model Colony and New Model Colony. As development continues in the New Model Colony, the City anticipates an even more significant increase in development related revenues.
- I. The City's revenue and expenditures will not be adversely affected by court decisions, various propositions, initiatives, or other actions beyond the City's control.

**II. New General Fund Recurring Appropriations**

<u>Costs</u>	<u>Description</u>	<u>Agency</u>
\$ 226,517	Additional Staffing (Full time and Part-time)	Various
33,424	Overtime	Various
<u>2,322,934</u>	Labor Contracts	Various
<b><u>\$2,582,875</u></b>	<b>TOTAL RECURRING</b>	

**III. Other Key Service and Community Enhancements**

\$16,362,686	Community Events Center, an enclosed sports and entertainment facility; approximately a \$130 million project
9,021,838	Office Facility renovation at 200 North Cherry Avenue, a total \$10.0 million project
6,127,957	Fire Station No. 9 located in the New Model Colony, a total \$6.5 million project
5,561,442	Dorothy A. Quesada Center rehabilitation, a total \$5.8 million project
3,838,389	Development of a fiber optic cabling system (high-speed telecommunication system – ‘Fiber to the Home’) in the New Model Colony, an \$11.6 million project
2,807,507	Replacement helicopter for Police Department
2,504,776	Housing Office Facility and parking lot renovation at 228 West Emporia Street, a total \$2.6 million project
2,432,951	Construction of a public parking lot at The Ontario Center, a total \$2.7 million project
1,147,200	Building repairs to Fire Station No. 3, a total \$1.2 million project
234,790	Forward Looking Infrared (FLIR) for Police Department
200,000	Planning and design for parks in the New Model Colony, a total \$511,721 project

#### IV. Personnel Adjustments

It is a practice to consider personnel changes in conjunction with the adoption of the annual operating budget. The Adopted Operating Budget for Fiscal Year 2007-08 has been developed using current compensation levels, cost of living increases outlined in employment contracts, and the continuation of the current work schedules. Following is a list of position changes:

<u>Agency</u>	<u>Classification Title</u>	<u>Number</u>
<b><u>Additions:</u></b>		
City Administration	Human Resources Analyst	1
Administrative Services	Accounts Payable Technician	2
Administrative Services	Debt Management/Special Districts Manager	1
Development	Assistant Planning Director	1
Development	Administrative Technician	1
Development	Assistant Engineer	1
Development	Supervising Public Works Inspector	1
Police Department	Police Technician	3
Public Works/Community Services	Maintenance Worker	4
Public Works/Community Services	Senior Park Maintenance Worker	1
Public Works/Community Services	Utilities Operations Manager	1
Public Works/Community Services	Utilities Maintenance Worker	1
Public Works/Community Services	Utilities Technician	2
Public Works/Community Services	Assistant Engineer	1
Public Works/Community Services	Senior Solid Waste Collector	2
Public Works/Community Services	Solid Waste Maintenance Worker	1
Public Works/Community Services	Equipment Services Manager	1
Public Works/Community Services	Senior Equipment Mechanic	1
	<b>Total Additions</b>	<b><u>26</u></b>
<b><u>Deletions:</u></b>		
City Administration	Assistant to the City Manager	1
City Administration	Human Resources Technician	1
Administrative Services	Accounting Clerk	1

**Operating Budget Overview****Fiscal Year 2007-08**

Administrative Services	Senior Accounting Clerk	1
Administrative Services	Financial Analyst	1
Development	Principal Planner	1
Development	Office Specialist	1
Development	Engineering Assistant	1
Development	Senior Public Works Inspector	1
Public Works/Community Services	Assistant Utilities Director/Operations	1
	<b>Total Deletions</b>	<b>(10)</b>
	<b>Net Change</b>	<b><u>16</u></b>

**Reclassifications/Title Changes:**

Development	Planning Compliance Inspector to Associate Planner
Public Works/Community Services	Facilities Services Coordinator to Custodial Services Supervisor
Public Works/Community Services	Parks & Maintenance Specialist to Parks & Maintenance Supervisor
Public Works/Community Services	Facilities Maintenance Specialist to Facilities Maintenance Supervisor
Public Works/Community Services	Street Maintenance Specialist to Street Maintenance Supervisor
Public Works/Community Services	Solid Waste Specialist to Solid Waste Supervisor
Public Works/Community Services	Assistant Utilities Director/Solid Waste to Assistant Solid Waste Director
Public Works/Community Services	Utilities Director to Utilities & Solid Waste Director
Public Works/Community Services	Utilities System Specialist to Utilities Supervisor
Public Works/Community Services	Water Production Specialist to Water Production Supervisor
Public Works/Community Services	Assistant Utilities Director/Engineering to Assistant Utilities Director

## **V. Key Financial Issues Ahead**

After a preliminary review, issues have been identified that may impact the City's ability to provide municipal services to the community. These issues are not presented in any particular order. **The following is not intended to be a comprehensive list of issues.**

Significant improvements have been made in the City's General Fund Balance during the past 12 months. Several challenges, however, still remain such as the following:

- Continued structural budget deficit at the State-level with potential impacts on future budget years
- State and national economic condition resulting in modest revenue growth in key areas
- Rising costs of retirement benefits including the provision of medical benefits as healthcare costs increase continue to out-pace inflation.
- Development of the New Model Colony and expansion of City services to accommodate new development
- Adequate fund balance reserves
- Unfunded liabilities
- Previously, funding for the retiree health benefit for current employees had been deferred until they retire. This practice resulted in understating the true cost of providing services and would rapidly increase as the number of eligible employees grows. As of June 30, 2001, the City Council had set aside \$3,000,000 in the Unfunded Retiree Health Benefits reserve account. During the subsequent five years, an additional \$13,030,077 was allocated to the reserve. In Fiscal Year 2005-06, the Unfunded Retiree Health Benefits reserve of \$16,030,077 was transferred to a separate Fiduciary/Trust Fund, Other Post Employment Benefits (OPEB). Fiscal Year 2006-07 included \$5,784,130 allocated to the OPEB Fund. Adopted for the 2007-08 Budget is an allocation of \$7,412,805 and, including earned and estimated interest less the \$2.3 million annual ongoing retiree medical expense, the projected ending fund balance for the OPEB Fund will be approximately \$28.8 million. Recommendations for future actions will be brought forward as further actuarial analysis is performed.
- In past actions, the City Council had approved transfers to the Equipment Replacement Fund to address longstanding deficiencies in fleet replacement. As of the First Quarter Budget Report for Fiscal Year 2001-02, the shortfall (initially estimated to be \$8 million) was fully funded; and now a sufficient fund balance is available to adequately fund equipment

replacement. This amount does not, however, include police helicopters. In Fiscal Year 2001-02, the City established a Public Safety Equipment Replacement Fund and planned for an annual allocation of \$1 million. To date, a total of \$6.0 million has been transferred from the Public Safety Equipment Reserve to fund planned purchases of replacement equipment for Fire and Police. Included in the Adopted 2007-08 Budget is the continued \$1 million allocation plus a one-time \$100,000 augmentation for this year. In addition, \$3,042,297 for the Police helicopter and forward looking infrared (FLIR) equipment, and \$80,000 for specialized Fire equipment is scheduled for transfer from the Public Safety Equipment Reserve. Taking into account the estimated fund transfers, the Public Safety Equipment Replacement Reserve is projected to be approximately \$519,000 at year-end. Based upon preliminary estimates, the City should continue to allocate approximately \$1.0 million each year to this fund.

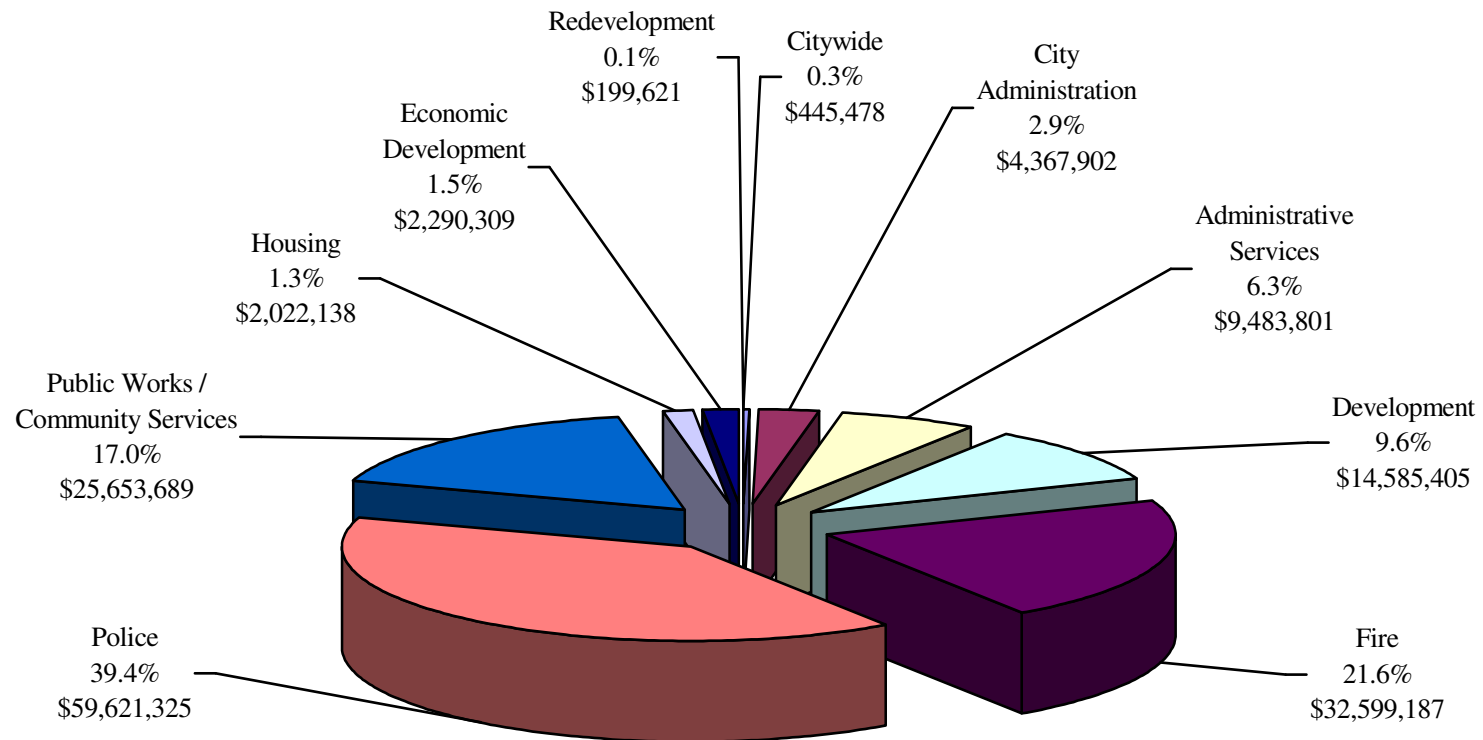
- Long-term financial plans (between 3-5 years) need to be developed.
- The City's inventory of park, recreational and social facilities is aging and in need of repair/refurbishment. The City's inventory did not grow in the past as fast as the population growth; hence, there is a shortfall of facilities. A Park and Recreation Master Plan is being completed. Funding will be needed for the improvements and facilities recommended in the Master Plan.
- The area referred to as the Sphere of Influence was annexed into the City of Ontario on November 30, 1999 as the New Model Colony. The General Plan for the New Model Colony intends to provide the long term vision to create a high quality environment where residents can live, work and play with a sense of individual neighborhoods. The 8,200 acre, 13-square mile area is planned as an upscale residential development where homes and pathways are in close proximity to parks, retail centers, health facilities and schools. The New Model Colony is expected to add about 120,000 residents to Ontario and will require community and developer-based investments to provide and sustain the infrastructure and levels of municipal services the residents will enjoy. Ultimately, the New Model Colony provides Ontario the opportunity to define its future with new, upscale neighborhoods, possibly making Ontario the County's largest city.



## VI. Agency Service Levels

In accordance with the City Council's directive to have all budget requests be reflective of the City's Mission Statement and exhibit priorities established by the City Council, each department has evaluated program objectives with the purpose of maximizing the use of available resources.

### General Fund by Agency \$151,268,855



**VII. General Fund Balance (exclusive of General Fund Trust)**

In the City Council approved Budget Development Guidelines, an ultimate goal for a General Fund reserve of 18% of annual appropriations was established. The Adopted Budget for Fiscal Year 2007-08 reflects a projected ending general fund undesignated balance of **\$18,731,496** or **12%**. This is an increase of **\$28,090** and is \$8,496,898 short of the \$27,228,394 goal:

**General Fund – Operating Budget Summary**

July 1, 2007 Projected Beginning Fund Balance		\$18,703,406
Source of Funds:		
Estimated Revenues	\$139,454,813	
Transfers In	<u>23,438,093</u>	
Total Sources of Funds		\$162,892,906
Use of Funds:		
Appropriations	\$151,268,855	
Transfers Out	<u>11,595,961</u>	
Total Uses of Funds		\$162,864,816
Net Increase (Decrease)		<u>\$28,090</u>
June 30, 2008 Projected Ending Fund Balance		<u><u>\$18,731,496</u></u>

## City of Ontario

### Understanding the Budget Document

---

This budget document provides the public with concise and readable information about City government and displays the City's objectives and budget for Fiscal Year 2007-08.

The budget document begins with the City Manager's Transmittal Letter which provides an overview of the Fiscal Year 2007-08 Annual Operating Budget by highlighting major programs and the City's overall financial position and outlook. The budget document is then divided into the following sections:

- Budget Overview
- Expenditures
- Revenue
- Fund Balance & Interfund Transfers
- Citywide
- City Administration
- Administrative Services
- Development
- Fire
- Police
- Public Works/Community Services
- Housing
- Redevelopment
- Economic Development
- Ontario Redevelopment Agency
- Ontario Housing Authority
- Capital Improvement Program
- Ontario Convention Center
- Appendices

The **Budget Overview Section** contains the budget policy guidelines, budget process, and budget calendar.

The **Expenditures Section** provides an explanation of major expenditure categories, expenditures for each fund, and detail on internal service allocations.

The **Revenue Section** provides information on the revenues for each fund. This section presents historical and categorical data for comparative purposes.

The **Fund Balance & Interfund Transfers Section** provides the projected ending fund balance for all funds and interfund transfers.

The **Citywide** section contains the organizational overview and summary of personnel adjustments.

The City Operating Budget by **Agency Sections** contain the Agency's organizational chart, summary of personnel by organization, key program descriptions, resource allocation plans, major accomplishments and goals, and performance measures.

The **Ontario Redevelopment Agency** and **Ontario Housing Authority Sections** contain the entities' organizational charts, summaries of personnel by organization, key program descriptions, resource allocation plans, major accomplishments and goals, and performance measures.

The **Capital Improvement Program (CIP) Section** contains summary schedules identifying the projects and programs included in the Five-Year CIP Plan. Projects are included in the CIP based upon an assessment of needs and available funding. All projects are considered desirable for the effective implementation of the City's Mission Statement and the accomplishment of the City Council's Goals and Objectives.

The **Ontario Convention Center Section** contains the entity's organizational chart, revenue projection schedule, and resource allocation plan. The Convention Center is an SMG-managed property offering 70,000 square feet of column-free exhibit space, a 20,000 square foot ballroom, and 24 meeting rooms occupying 24,000 square feet of meeting space. The contemporary design and amenities of the 225,000 square foot structure make it renowned as one of the most technologically advanced facilities in the nation. The budgetary data provided is presented for informational purposes only and is not a part of the City budget.

Finally, the **Appendices Section** includes:

- Constitutional Spending Limits (GANN Limitation)
- Adopting Resolutions
- Financial Policies
- Long-term Debt
- Fringe Benefits by Bargaining Groups
- 2007-08 Salary Ranges
- 2007-08 Authorized Positions
- List of Acronyms
- Glossary
- Index

## City of Ontario Budget Policy Guidelines For Fiscal Year 2007-08

---

Based upon the General Fund revenue forecast for Fiscal Year 2007-08, each department will be provided with a General Fund budget target number that represents **3%** growth for the City. The General Fund budget will be prepared to achieve these target numbers. All other fund budgets will be prepared with a goal of having no City funds in a deficit fund balance position.

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

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

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

## City of Ontario Budget Process

---

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

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

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

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

Additionally, justifications and explanations are required for the following:

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

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

**City of Ontario**  
**Operating Budget Calendar**  
**Fiscal Year 2007-08**

Activity	Responsibility	2007						2008					
		Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
		□ Start Date			◆ Due Date			★ Meeting Date					
First Quarter Adjustments Preparation	All Departments	□09/10			◆09/21								
First Quarter Report (Council Meeting)	Administrative Services				★10/16								
Kick-off Budget Meeting for Staff	All Departments							★01/22					
Budget Preparation Manual Distribution	Administrative Services							◆01/22					
Open On-line Budget System	Administrative Services							◆01/22					
Budget Preparation All Funds	All Departments							□01/22		◆03/28			
Personnel Assumptions Due	Human Resources /City Manager							□01/22		◆03/21			
2007-08 Personnel Costs Available	Administrative Services									◆03/07			
Revenue Projections (All Funds)	All Departments							□01/22		◆03/14			
Mid-year Adjustments Preparation	All Departments							□01/07		◆01/18			
Mid-year Report (Council Meeting)	Administrative Services									★02/19			
Budget Development Guidelines	Administrative Services									★02/19			
Budget Meeting for Staff	All Departments									★02/20			
Internal Service Charges Preparation	Internal Service Depts/Admin. Svcs.							□02/18		◆03/07			
Major Goals and Accomplishments	All Departments									□03/03 ◆03/28			
Performance Measures	All Departments									□03/03 ◆03/28			
Recommended Budgets Due	All Departments									◆03/28			
Close On-line Budget System	Administrative Services									◆03/28			

**City of Ontario**  
**Operating Budget Calendar**  
**Fiscal Year 2007-08**

Activity	Responsibility	2007						2008					
		Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
		☐ Start Date			◆ Due Date			★ Meeting Date					
Compile Recommended Budget	Administrative Services											☐04/07 ◆4/18	
Budget Deliberations with City Manager	All Departments											☐04/14◆04/18	
Meeting with Staff on Deliberations	All Departments											★04/15	
Third Quarter Report Preparation	All Departments											☐04/7◆04/18	
Revise Recommended Budget	Administrative Services											☐04/24◆05/20	
Third Quarter Report (Council Meeting)	Administrative Services											★05/20	
Proposed Budget Documents to City Council	Administrative Services											◆06/16	
Fourth Quarter Report Preparation	All Departments											☐05/12◆05/23	
Budget Presentation/Adoption	All Departments											★06/24	
Fourth Quarter Report (Council Meeting)	Administrative Services											★06/17	
Publish the Adopted Budget	Administrative Services												60 Days after Adoption



