

Department & Program Expenditures

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Department & Program Expenditures

| | |
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FUND: GENERAL FUND 100
DEPARTMENT: CITY COUNCIL 01

| DEPARTMENT EXPENDITURE SUMMARY | 2018-19 Actual | 2019-20 Actual | 2020-21 Budget | 2020-21 Revised | 2021-22 Budget | % Change From 2020-21 Budget |
|--------------------------------------|-------------------|-------------------|-------------------|---------------------|-------------------|---------------------------------------|
| | | | | | | |
| Salaries | \$ 43,496 | \$ 46,927 | \$ 47,940 | \$ 49,720 | \$ 53,280 | 11% |
| Benefits | 77,145 | 83,159 | 98,456 | 98,611 | 93,393 | -5% |
| Materials & Operations | 10,932 | 4,830 | 7,581 | 6,975 | 4,434 | -42% |
| Contractual | 329,087 | 627,623 | 357,000 | 1,007,000 | 507,000 | 42% |
| Other Operating | 287,634 | 179,842 | 187,430 | 114,050 | 138,200 | -26% |
| Capital Outlay | 0 | 0 | 0 | 0 | 0 | 0% |
| TOTAL | \$ 748,294 | \$ 942,381 | \$ 698,407 | \$ 1,276,356 | \$ 796,307 | 14% |

| DIVISION EXPENDITURE SUMMARY | 2018-19 Actual | 2019-20 Actual | 2020-21 Budget | 2020-21 Revised | 2021-22 Budget | % Change From 2020-21 Budget |
|------------------------------------|-------------------|-------------------|-------------------|---------------------|-------------------|---------------------------------------|
| | | | | | | |
| 100 City Council | \$ 557,746 | \$ 449,758 | \$ 398,407 | \$ 326,356 | \$ 346,307 | -13% |
| 102 City Attorney | 190,548 | 492,623 | 300,000 | 950,000 | 450,000 | 50% |
| TOTAL | \$ 748,294 | \$ 942,381 | \$ 698,407 | \$ 1,276,356 | \$ 796,307 | 14% |

DEPARTMENT GOALS FOR 2021-22

- Continue to provide policy direction on City Council priorities, which include:
 - Public Safety – Ensure adequate public safety resources are available for citizens, families, children, businesses, and visitors.
 - Financial Health – Assure Hesperia’s financial health by continuing to provide structurally balanced budgets for its operating funds.
 - Future Development – Actively manage growth to ensure cohesive development including industrial, commercial, residential, freeway, Main Street, and Rancho Corridors.
 - Future Vision – Agree on a ‘vision’ of what Hesperia should be in 5, 15, and 25 years.
 - Organizational Health – Establish and maintain a healthy and efficient organization to provide City services.
 - Capital Improvement – Create capital improvement funding after Redevelopment Agency’s elimination.
- Continue to support conservative spending policies, responsible budgeting practices, and true fiscal stewardship of the citizen’s monies.
- Maintain funding for priority projects including the Rancho Corridor Project.
- Continue to actively pursue alternative funding sources via Federal, State, and County grants.
- Continue to support the residents and businesses through the pandemic.
- Prepare the Rancho Corridor Widening Project for construction.

FUND: GENERAL FUND 100
DEPARTMENT: CITY COUNCIL 01
DIVISION: CITY COUNCIL 100

| DIVISION EXPENDITURE SUMMARY | 2018-19 Actual | 2019-20 Actual | 2020-21 Budget | 2020-21 Revised | 2021-22 Budget | % Change |
|---|---------------------------|---------------------------|---------------------------|----------------------------|---------------------------|------------------------------------|
| | | | | | | From 2020-21 Budget |
| Salaries | \$ 43,496 | \$ 46,927 | \$ 47,940 | \$ 49,720 | \$ 53,280 | 11% |
| Benefits | 77,145 | 83,159 | 98,456 | 98,611 | 93,393 | -5% |
| Materials & Operations | 10,932 | 4,830 | 7,581 | 6,975 | 4,434 | -42% |
| Contractual | 138,539 | 135,000 | 57,000 | 57,000 | 57,000 | 0% |
| Other Operating | 287,634 | 179,842 | 187,430 | 114,050 | 138,200 | -26% |
| Capital Outlay | 0 | 0 | 0 | 0 | 0 | 0% |
| TOTAL | \$ 557,746 | \$449,758 | \$ 398,407 | \$326,356 | \$346,307 | -13% |

DIVISION DESCRIPTION

The City Council is the legislative body of the organization and is comprised of five members elected by district to four-year overlapping terms of office. The City Council also sits as the Board of Directors of the Hesperia Water District, Hesperia Housing Authority, Successor Agency for the former Hesperia Redevelopment Agency, Hesperia Community Development Commission, and is responsible for the development and adoption of all City policy. The City Council appoints a City Manager charged with the implementation of adopted policy, as well as a City Attorney that reviews Council actions and policy for legal considerations. The City Council also appoints a variety of commissions and committees, including the Planning Commission.

SIGNIFICANT DIVISION EXPENDITURE

- Fiscal Year (FY) 2020-21 has been an atypical year due to the COVID-19 pandemic, causing salaries to be reduced. During the FY 2020-21 Mid-Year Budget Review, it was decided to reverse the salary reduction effective Mid-March 2021.

2020-21 DIVISION ACCOMPLISHMENTS

- Through strong policy leadership, reaffirmed ongoing efforts to bolster the community and organization by strengthening infrastructure, providing vital services, maintaining the City's financial health, providing good working conditions for employees, and increasing citizen satisfaction.
- Continued to be made available to meet with constituents in order to provide enhanced levels of service to Hesperia residents.
- Continued to provide leadership and policy direction on a variety of issues and projects important to the citizens of the City of Hesperia.
- Maintained the highest level of public safety services possible within existing funding constraints.
- Continued to seek alternative funding sources via Federal, State, and County grants.
- Approved the Emergency Housing and Business Assistance Program to assist Hesperia businesses and households during the COVID-19 pandemic.

2021-22 DIVISION GOALS AND OBJECTIVES

- Provide leadership and policy direction on issues and projects important to the citizens of the City of Hesperia.
- Continue to support the residents and businesses through the COVID-19 pandemic.

FUND: GENERAL FUND 100
DEPARTMENT: CITY COUNCIL 01
DIVISION: CITY COUNCIL 100

2021-22 DIVISION GOALS AND OBJECTIVES (Continued)

- Maintain the highest level of public safety services possible within existing funding constraints.
- Continue to actively pursue alternative funding sources via Federal, State and County grants.
- Continue to support conservative spending policies, responsible budgeting practices, and true fiscal stewardship of the citizen's monies.

FUND: GENERAL FUND 100
DEPARTMENT: CITY COUNCIL 01
DIVISION: CITY ATTORNEY 102

| DIVISION EXPENDITURE SUMMARY | | | | | | % Change |
|---|---------------------------|---------------------------|---------------------------|----------------------------|---------------------------|------------------------------------|
| | 2018-19 Actual | 2019-20 Actual | 2020-21 Budget | 2020-21 Revised | 2021-22 Budget | From 2020-21 Budget |
| Salaries | \$ 0 | \$ 0 | \$ 0 | \$ 0 | \$ 0 | 0% |
| Benefits | 0 | 0 | 0 | 0 | 0 | 0% |
| Materials & Operations | 0 | 0 | 0 | 0 | 0 | 0% |
| Contractual | 190,548 | 492,623 | 300,000 | 950,000 | 450,000 | 50% |
| Other Operating | 0 | 0 | 0 | 0 | 0 | 0% |
| Capital Outlay | 0 | 0 | 0 | 0 | 0 | 0% |
| Debt Service | 0 | 0 | 0 | 0 | 0 | 0% |
| TOTAL | \$ 190,548 | \$492,623 | \$ 300,000 | \$950,000 | \$450,000 | 50% |

DIVISION DESCRIPTION

The City Attorney is appointed by the City Council and serves as legal counsel to the City, the Water District, the Hesperia Housing Authority, the Successor Agency for the former Hesperia Redevelopment Agency, and the Hesperia Community Development Commission, as well as various commissions and committees. The City Attorney advises elected and appointed officials and staff on legal issues affecting the City, represents the City in litigation and administrative matters, and provides necessary legal review, drafting and negotiation of ordinances, resolutions, agreements, and other documents.

SIGNIFICANT DIVISION EXPENDITURES

- Fiscal Year (FY) 2020-21 has been an atypical year for litigation and the resulting expenses. A majority of the litigation matters should be resolved by the end of FY 2020-21, but the Department of Housing and Urban Development (HUD)/Department of Justice (DOJ) case will most likely continue into FY 2021-22.

2020-21 DIVISION ACCOMPLISHMENTS

- Provided timely and appropriate legal advice on a variety of issues.
- Continued to minimize litigation and exposure to litigation; aggressively represented the City in litigation.
- Assisted in negotiation, drafting, and implementation of agreements to further economic development, capital improvement, and housing projects, including Covington Capital, IWT, State Pipe, I Avenue, and various tract map issues.
- Assisted in the development of ordinances and regulations on fireworks, multiple response, truck parking, and rental housing.
- Provided legal advice and support on development, regulatory and election issues including Measure N, COVID, recall signatures, VVWRA flow diversion, A-04 Drainage Impact Fee, SB 330 housing issues, and numerous code enforcement appeals on cannabis issues.

2021-22 DIVISION GOALS AND OBJECTIVES

- Provide legal services and advice that will limit the City's exposure to claims for damages and aggressively represent the City when engaged in litigation and mediation.
- Facilitate planning and land use projects and environmental review.
- Provide prompt drafting and review of agreements, ordinances, resolutions, and memoranda in support to the City Council, City Manager, Planning Commission, and City departments.
- Keep the City Council and City Manager informed on new legal developments affecting the City.
- Continue to control costs for legal services where possible.

FUND: GENERAL FUND 100
DEPARTMENT: CITY MANAGER 07

| DEPARTMENT EXPENDITURE SUMMARY | | | | | | % Change From |
|--------------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|-------------------|
| | 2018-19 Actual | 2019-20 Actual | 2020-21 Budget | 2020-21 Revised | 2021-22 Budget | 2020-21 Budget |
| Salaries | \$ 1,217,873 | \$ 1,276,208 | \$ 1,156,873 | \$ 1,229,889 | \$ 1,359,570 | 18% |
| Benefits | 516,121 | 561,011 | 583,986 | 605,242 | 625,878 | 7% |
| Materials & Operations | 205,646 | 211,591 | 218,096 | 214,990 | 246,932 | 13% |
| Contractual | 462,350 | 508,702 | 853,308 | 892,779 | 846,326 | -1% |
| Other Operating | 69,765 | 69,638 | 70,008 | 328,614 | 72,365 | 3% |
| Capital Outlay | 0 | 37,987 | 75,500 | 75,500 | 48,500 | -36% |
| TOTAL | \$ 2,471,755 | \$ 2,665,137 | \$ 2,957,771 | \$ 3,347,014 | \$ 3,199,571 | 8% |

| DIVISION EXPENDITURE SUMMARY | | | | | | % Change From |
|------------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|-------------------|
| | 2018-19 Actual | 2019-20 Actual | 2020-21 Budget | 2020-21 Revised | 2021-22 Budget | 2020-21 Budget |
| 200 City Manager | \$ 1,378,098 | \$ 1,380,323 | \$ 1,279,590 | \$ 1,623,552 | \$ 1,423,865 | 11% |
| 215 Information Technology | 1,093,657 | 1,284,814 | 1,678,181 | 1,723,462 | 1,775,706 | 6% |
| TOTAL | \$ 2,471,755 | \$ 2,665,137 | \$ 2,957,771 | \$ 3,347,014 | \$ 3,199,571 | 8% |

| <u>DEPARTMENT STAFFING</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> |
|---------------------------------|----------------|----------------|----------------|----------------|
| Total Full-Time Staff | 14.05 | 13.80 | 13.50 | 14.10 |
| Total Part-Time Staff | 1.15 | 1.38 | 1.38 | 1.38 |
| Total City Manager Staff | 15.20 | 15.18 | 14.88 | 15.48 |

Note: In depth detailed staffing changes are located in Section E. City Position Summaries and subsequent expenditures can be found in Section D. Expenditure Summaries.

FUND: GENERAL FUND 100
DEPARTMENT: CITY MANAGER 07
DIVISION: CITY MANAGER 200

| DIVISION EXPENDITURE SUMMARY | | | | | | % Change From |
|------------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|-------------------|
| | 2018-19 Actual | 2019-20 Actual | 2020-21 Budget | 2020-21 Revised | 2021-22 Budget | 2020-21 Budget |
| Salaries | \$ 839,088 | \$ 856,367 | \$ 747,969 | \$ 781,529 | \$ 824,509 | 10% |
| Benefits | 364,492 | 385,507 | 397,076 | 408,409 | 384,274 | -3% |
| Materials & Operations | 51,050 | 54,279 | 56,957 | 51,870 | 54,032 | -5% |
| Contractual | 62,534 | 18,373 | 20,050 | 56,035 | 101,035 | 404% |
| Other Operating | 60,934 | 65,797 | 57,538 | 325,709 | 60,015 | 4% |
| Capital Outlay | 0 | 0 | 0 | 0 | 0 | 0% |
| TOTAL | \$ 1,378,098 | \$ 1,380,323 | \$ 1,279,590 | \$ 1,623,552 | \$ 1,423,865 | 11% |

DIVISION DESCRIPTION

The City Manager serves as the Chief Executive Officer of the City and the Water District, as well as Executive Director of the Hesperia Housing Authority, Successor Agency for the former Hesperia Redevelopment Agency, and Hesperia Community Development Commission. The City Manager ensures that City Council policies and directions are implemented, and provides executive level staff support to the City Council and staff through a variety of functions (Goal 5 – Organization Health), including public administration, intergovernmental relations, financial oversight of all City funds (Goal 2 – Financial Health), addressing unique challenges/special projects, policy analysis, and other items that are necessary to improve the functions of government. The City Manager is responsible for the efficient and effective operation of all City/District/Agency departments, programs and services including oversight of the City Clerk, Community Relations, and Information Technology Divisions.

City Clerk – The City Clerk’s Office is responsible for supporting and assisting the public, City departments, and the City Council by facilitating the compliance of a variety of legal requirements related to transparency in government processes and proceedings.

Elections and Political Reform Act Compliance: Administers municipal elections and related matters, mail ballot collection, preparation of election handbook, provides guidance to candidates in meeting election-related legal responsibilities; serves as compliance officer for committee campaign filings, lobbyist filings, Conflict of Interest filings, and other Fair Political filings; coordination of AB 1234 ethics training.

City Council Agenda, Meetings, and Committees: Ensures Brown Act compliance in City Council meeting proceedings; coordinates the preparation and distribution of City Council agendas; prepare and publish public legal notices; web stream and archival of City Council Meetings; coordinate ceremonial presentations and proclamations; prepare and archive Council action including meeting minutes, resolutions, ordinances, contracts, and agreements; coordinate outside agency appointments; and oversee the City Council’s Commissions and Advisory Committees.

Records Management and Public Records: Oversee and manage the citywide Records Management program and City’s record storage facility vendor; administers the City’s electronic record imaging program; facilitates transparent and open access to public records, while ensuring compliance with the California Public Records Act; maintains the City’s Municipal Code.

Other Responsibilities: Administers oaths of office and attests and seals official documents; process recorded documents; receives and files petitions, appeals, claims, and lawsuits against the City; process applications for meetings/events in the Library Community Room; oversee the City Hall reception desk; coordinate the bi-annual community shred event; and coordinates the City’s Annual Youth in Government Day program.

FUND: GENERAL FUND 100
DEPARTMENT: CITY MANAGER 07
DIVISION: CITY MANAGER 200

DIVISION DESCRIPTION (Continued)

Community Relations – The Community Relations function of the City Manager’s Office is responsible for a variety of programs that support the City’s goals of increasing public participation and awareness of City government and its programs and services. The Community Relations functions are comprised of four concentrations:

1. Public Information: Distributes information to the public through Media relations, to include Webmaster and the Horizon Newsletter; Manages City social media accounts; oversight of the Volunteer Network, coordination of Citizen’s Academy, oversees the Safety First public awareness campaign, and advertising.
2. Legislative Advocacy: Administers grant applications; Coordinates legislative outreach at the Federal and State level; Monitors and advocates for annual legislative priorities; Develops Healthy Community Programs.
3. Environmental Programs: Ensures that the City is in compliance with Federal and State requirements related to solid waste; support student programs, and manage outreach for litter abatement, graffiti prevention, water conservation, storm-water protection, and illegal dumping; Southern California Edison Partnership Energy Champion.
4. Emergency Management: Manage the City’s Emergency Operation Center during an emergency; coordination of the City’s Emergency Operation Plan, and training of staff. Other Community Relations responsibilities include response to citizen concerns, and special events and projects.

SIGNIFICANT DIVISION EXPENDITURE CHANGES

- During the Fiscal Year (FY) 2020-21 Mid-Year Budget Review, the Emergency Operations Plan Update amendment was approved and unfortunately was not completed by FY end June 30, 2021. \$35,985 in funding has been included as a carry-over from FY 2020-21.
- Funding in the amount of \$40,000 has been included for consulting services regarding district boundaries. This is a carry-over from FY 2020-21 due to the boundaries will be based on data collected from the Census Bureau which is estimated to be completed in September 2021.

| <u>DIVISION STAFFING</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> |
|--|-----------------------|-----------------------|-----------------------|-----------------------|
| <u>Full-Time Staff</u> | | | | |
| Administrative Aide | 1.00 | 1.00 | 1.00 | 1.00 |
| Assistant City Clerk | 1.00 | 1.00 | 1.00 | 1.00 |
| Assistant City Manager | 0.00 | 0.00 | 0.00 | 0.30 |
| Assistant to the City Manager | 0.75 | 0.75 | 0.00 | 0.00 |
| City Clerk | 1.00 | 1.00 | 0.00 | 0.00 |
| City Manager | 0.80 | 0.80 | 0.75 | 0.75 |
| Community Relations Specialist | 0.00 | 1.25 | 1.25 | 1.25 |
| Deputy City Clerk | 1.00 | 1.00 | 1.00 | 1.00 |
| Deputy City Manager | 0.00 | 0.00 | 0.70 | 0.00 |
| Director of Government Services/City Clerk | 0.00 | 0.00 | 0.80 | 0.80 |
| Environmental Programs Coordinator | 0.50 | 0.00 | 0.00 | 0.00 |
| Management Analyst | 1.00 | 1.00 | 1.00 | 1.00 |
| Secretary to the City Manager and City Council | 1.00 | 1.00 | 1.00 | 1.00 |
| Total Full-Time Staff | 8.05 | 8.80 | 8.50 | 8.10 |

FUND: GENERAL FUND 100
DEPARTMENT: CITY MANAGER 07
DIVISION: CITY MANAGER 200

| <u>DIVISION STAFFING (Continued)</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> |
|---|----------------|----------------|----------------|----------------|
| <u>Part-Time Staff</u> | | | | |
| Administrative Analyst | 0.23 | 0.00 | 0.00 | 0.00 |
| Receptionist | 0.92 | 0.92 | 0.92 | 0.92 |
| Total Part-Time Staff | 1.15 | 0.92 | 0.92 | 0.92 |
| Total Full & Part-Time Staff | 9.20 | 9.72 | 9.42 | 9.02 |

2020-21 DIVISION ACCOMPLISHMENTS

- The City’s Emergency Operations Center continued to stay activated in response to the Coronavirus Disease (COVID-19). The Director of Emergency Services declared a local disaster in March 2020.
- Continued to work with neighboring cities and numerous agencies such as the California League of Cities, Tri-Agency, San Bernardino County Transportation Authority (SBCTA), Southern California Association of Governments, Building Industry Association, Hesperia Chamber of Commerce, Hesperia Unified School District, Victor Valley Wastewater Reclamation Authority, Mojave Water Agency, and the Hesperia Recreation and Park District.
- Virtually produced the annual State of the City Address, which featured the City Council members sharing updates on projects and programs in Hesperia.
- Continued compliance with the Brown Act by ensuring proper public notification and transparency in all City Council legislative actions including COVID modifications enacted by the Governor.
- Continued to manage the City’s Record Retention & Management Program including staff training for all City departments and oversight of the indexing, archiving, and destruction of eligible records in compliance with State and Federal law and the City’s record retention schedule.
- Presented the annual Priority Projects requests, working with State and Federal delegates on behalf of Hesperia citizens.
- Continued to ensure compliance with the California Public Records Act by assisting the public in gaining access to public records through the use of in-person and online acceptance and completion of approximately 575 public record requests comprised of 6,900 pages of documents.
- Supported the City of Hesperia website, sustaining over one million views per month, in addition to nine subsidiary sites. City Facebook, Twitter, and Instagram accounts consist of more than 40,000 followers.
- Continued to expand the City’s record digitization program in order to increase accessibility to City information in electronic format and reduce the storage of paper records.
- Coordinated and held the November 2020 municipal election for three City Council seats in newly adopted City district of one, four, and five.
- Continued to expand training and use of Campaign Disclosure compliance and transparency of online public portal software program accessible to the public 24/7.
- Initiated the City’s Emergency Operations Plan Update.
- Prepared the City to comply with the state mandates SB 1383 which requires diversion of organic material from the landfill.
- Resume legislative advocacy efforts to monitor and review Federal and State legislation, write letters, and contact legislators to protect and advance the City’s interests.
- Continue to pursue all sources of Federal and State funding for a variety of programs in concert with the City’s legislative program and needs of various City departments.
- Continue to manage and address citizen requests and complaints.

FUND: GENERAL FUND 100
DEPARTMENT: CITY MANAGER 07
DIVISION: CITY MANAGER 200

2021-22 DIVISION GOALS AND OBJECTIVES

- Engage with a Demographer to perform re-districting process as legally required.
- Continue to expand the City's record digitization program in order to increase accessibility to City information in electronic format and reduce the storage of paper records.
- Continue to manage the City's Solid Waste Franchise Agreement providing rate analyses and program enhancements.
- Continue to increase transparency with residents and community member engagement via communications outlets such as the City website, social media platforms, City app, and other digital/print mediums.
- Resume hosting the Annual Youth and Government Day program to provide local high school seniors with City department information, facility tours and a mock city council meeting exercise.
- Continue to ensure the democratic process through compliance with the Brown Act (Open Meeting Law) and ensure proper public notification and transparency in all legislative actions.
- Continue to assist the public in gaining access to public records in compliance with the California Public Records Act and continually evaluate methods to increase transparency.
- Resume monitoring State agency unfunded mandates for organic material processing and disposal options.
- Continue to maintain compliance with CalRecycle mandates pertaining to recycling and diversion within the City.
- Resume supporting City website and social media outreach in an effort to increase followers and more effectively reach residents and members of surrounding communities.
- Complete the City's Emergency Operations Plan Update.

PERFORMANCE AND

WORKLOAD INDICATORS

| | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> |
|---|----------------|----------------|----------------|----------------|
| <u>City Manager</u> | | | | |
| Number of community events | 10 | 7 | 5 | 15 |
| Number of Twitter followers | 4,694 | 5,159 | 4,746 | 4,800 |
| Number of Facebook Likes | 9,777 | 11,676 | 12,597 | 20,000 |
| Number of valid website hits | 382,100 | 463,004 | 617,336 | 620,000 |
| Number of grants/awards applications submitted | 6 | 5 | 8 | 10 |
| Number of legislative letters | 5 | 6 | 7 | 10 |
| Number of environmental school programs presented | 6 | 1 | 4 | 10 |
| Number of recycling/clean-up events held | 30 | 22 | 17 | 28 |
| Number of streets adopted | 47 | 53 | 60 | 64 |
| Number of Military Banners installed | 46 | 11 | 15 | 30 |
| <u>City Clerk</u> | | | | |
| City Council Meetings Held/Agendas Published | 23 | 26 | 24 | 26 |
| City Council Items Processed | 286 | 264 | 201 | 200 |
| Annual Number of Ordinances Processed | 11 | 19 | 7 | 10 |
| Annual Number of Resolutions Processed | 122 | 118 | 102 | 105 |
| Annual Contracts Approved and Processed | 121 | 91 | 70 | 80 |
| Annual Claims/Lawsuits Processed | 48 | 109 | 90 | 90 |
| Recorded Documents Processed | 77 | 101 | 95 | 95 |
| Public Hearing Notices/Postings | 30 | 28 | 20 | 25 |

FUND: GENERAL FUND 100
DEPARTMENT: CITY MANAGER 07
DIVISION: CITY MANAGER 200

**PERFORMANCE AND
WORKLOAD INDICATORS**

| | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> |
|--|----------------|----------------|----------------|----------------|
| City Clerk (continued) | | | | |
| Records Requests/Pages Provided | 454/4,000 | 494/1,800 | 555/2,500 | 600/3,000 |
| Maps Processed | 3 | 7 | 6 | 7 |
| Records Requested from Storage | 65 | 76 | 35 | 35 |
| Archived Boxes in Records Storage | 1,818 | 2,081 | 2,160 | 2,100 |
| Library Community Room Bookings | 353 | 300 | 95 | 110 |
| Conflict of Interest Form 700 Processed | 126 | 104 | 90 | 80 |
| Mayoral Proclamations Processed | 155 | 32 | 20 | 20 |
| Records Retention Boxes Destroyed/Pounds of paper recycled | 346/8,400 | *3/72 | 150/3,600 | 300/7,500 |
| City Council Candidate's filings processed (even numbered years) | 13 | 0 | 6 | 0 |
| Campaign/Committee Filings | 154 | 40 | 80 | 40 |

*Due to the COVID-19 pandemic restriction, Records Retention destruction drastically reduced due to City staff are required to be on-site when documents are destroyed.

FUND: GENERAL FUND 100
DEPARTMENT: CITY MANAGER 07
DIVISION: INFORMATION TECHNOLOGY 215

| DIVISION EXPENDITURE SUMMARY | | | | | | % Change |
|------------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------------|
| | 2018-19 Actual | 2019-20 Actual | 2020-21 Budget | 2020-21 Revised | 2021-22 Budget | From 2020-21 Budget |
| Salaries | \$ 378,785 | \$ 419,841 | \$ 408,904 | \$ 448,360 | \$ 535,061 | 31% |
| Benefits | 151,629 | 175,504 | 186,910 | 196,833 | 241,604 | 29% |
| Materials & Operations | 154,596 | 157,312 | 161,139 | 163,120 | 192,900 | 20% |
| Contractual | 399,816 | 490,329 | 833,258 | 836,744 | 745,291 | -11% |
| Other Operating | 8,831 | 3,841 | 12,470 | 2,905 | 12,350 | -1% |
| Capital Outlay | 0 | 37,987 | 75,500 | 75,500 | 48,500 | -36% |
| TOTAL | \$ 1,093,657 | \$ 1,284,814 | \$ 1,678,181 | \$ 1,723,462 | \$ 1,775,706 | 6% |

DIVISION DESCRIPTION

The Information Technology (IT) Division is responsible for coordinating the technological needs of all City departments in order to advance the overall mission of the City. The IT Division is responsible for the design, development, administration, and maintenance of a wide variety of telecommunications and computer networks, operating systems, planning for continuity of services when faced with disaster, performing project management, and ensuring information is protected. The focus of this Division is to support programs that assist employees in providing the highest level of customer service, as well as allowing citizens easy access to City documents, the website, videos of City Council/Planning Commission Meetings, and emergency alerts when necessary.

| <u>DIVISION STAFFING</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> |
|---|----------------|----------------|----------------|----------------|
| <u>Full-Time Staff</u> | | | | |
| Information Systems Manager | 1.00 | 1.00 | 1.00 | 1.00 |
| Information Systems Specialist | 3.00 | 4.00 | 4.00 | 4.00 |
| Information Systems Technician | 2.00 | 0.00 | 0.00 | 1.00 |
| Total Full-Time Staff | 6.00 | 5.00 | 5.00 | 6.00 |
| <u>Part-Time Staff</u> | | | | |
| Information Systems Technician | 0.00 | 0.46 | 0.46 | 0.00 |
| Office Assistant | 0.00 | 0.00 | 0.00 | 0.46 |
| Total Part-Time Staff | 0.00 | 0.46 | 0.46 | 0.46 |
| Total Full & Part-Time Staff | 6.00 | 5.46 | 5.46 | 6.46 |

SIGNIFICANT DIVISION EXPENDITURE CHANGES

- Funding in the amount of \$49,000 has been included for renewal of security software, antivirus and ransomware protection for the City's network.
- \$48,500 for the replacement of datacenter network switches has been included.
- The City's current fleet of copiers are in need of replacement as repairs have started to increase by 34% in the last year. \$80,000 has been included to lease new copiers city-wide via the request for proposal purchasing process.
- Funding of \$52,400 has been included for licensing and professional services to facilitate electronic plan submittal.

FUND: GENERAL FUND 100
DEPARTMENT: CITY MANAGER 07
DIVISION: INFORMATION TECHNOLOGY 215

2020-21 DIVISION ACCOMPLISHMENTS

- Performed overhaul of server and storage infrastructure addressing capacity and stability issues.
- Deployed pilot phase of new City Intranet.
- Reduced work order volumes, demonstrating improving Information Technology (IT) Division effectiveness.
- Updated City Council Chambers audio and visual systems to current and supported technology. Also, added the ability for remote telephone participation.
- Implemented new remote work virtual desktop infrastructure and security measures.
- Provided document automation and phone menu efficiencies assisting Animal Services staff.

2021-22 DIVISION GOALS AND OBJECTIVES

- Stabilize migration to new Intranet platform, decommission 2003 technology current Intranet utilizes once all users are acclimated.
- Address end of life firewall devices, and improve security measures.
- Improve technology inventory by physically reviewing equipment at locations to ensure all assets are logged.
- Prepare documentation for City management utilization communicating disaster recovery capabilities.
- Support technology needs related to the Deemed Approved, Truck Parking Permit, and Rental Housing Inspection Programs.
- Complete transition to new remote work virtual desktop infrastructure and multi-factor authentication for access into the City's network.
- Complete transition to new wireless devices at City sites, and decommission legacy equipment.

PERFORMANCE AND

WORKLOAD INDICATORS

| | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> |
|---|----------------|----------------|----------------|----------------|
| City Sites Serviced | 5 | 5 | 5 | 5 |
| Databases Managed | 86 | 86 | 83 | 83 |
| Local Area Networks Managed | 28 | 28 | 28 | 28 |
| Operating Systems Managed | 8 | 8 | 6 | 5 |
| Software Applications Supported | 133 | 134 | 124 | 120 |
| Computer Devices Managed | 695 | 697 | 626 | 557 |
| ▪ Physical Servers | 21 | 21 | 16 | 12 |
| ▪ Virtual Servers | 72 | 74 | 57 | 55 |
| ▪ Workstations | 272 | 292 | 274 | 280 |
| ▪ Virtual Clients | 182 | 162 | 124 | 50 |
| ▪ Laptops | 84 | 84 | 95 | 100 |
| ▪ Electronic Tablets | 64 | 64 | 60 | 60 |
| Other Devices Managed | | | | |
| ▪ Routers and Switches Managed | 32 | 32 | 32 | 32 |
| ▪ Printers, Plotters, and Copiers Supported | 73 | 73 | 75 | 75 |
| ▪ Smart Phones | 92 | 92 | 115 | 115 |
| Data Storage Devices | 6 | 6 | 6 | 3 |
| ▪ Data Storage Capacity | 90TB | 90TB | 120TB | 120TB |
| ▪ Tape Storage | 33TB | 33TB | 30TB | 30TB |

FUND: GENERAL FUND 100
DEPARTMENT: CITY MANAGER 07
DIVISION: INFORMATION TECHNOLOGY 215

| <u>PERFORMANCE AND WORKLOAD INDICATORS</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> |
|---|-----------------------|-----------------------|-----------------------|-----------------------|
| Data Processing | | | | |
| Data Backed Up Nightly (Gigabytes) | 16,477 | 15,441 | 14,427 | 14,627 |
| E-mails Processed (Outgoing) | 185,340 | 191,629 | 220,487 | 300,000 |
| E-mails Processed (Incoming) | 1,739,394 | 1,566,699 | 1,025,860 | 1,000,000 |
| ▪ Valid Emails (Incoming) | 935,750 | 792,705 | 755,352 | 800,000 |
| ▪ Spam Emails (Incoming) | 803,644 | 773,994 | 270,508 | 200,000 |
| Help Desk Statistics | | | | |
| ▪ Trouble Calls Processed | 5,870 | 4,280 | *2,314 | 2,000 |
| ▪ Average Time Per Trouble Call | 65 min | 50 min | 41 min | 38 min |
| User Accounts Managed | 1,785 | 1,618 | 1,545 | 1,564 |
| ▪ Network Accounts | 273 | 270 | 263 | 270 |
| ▪ Email Accounts | 348 | 333 | ***254 | 260 |
| ▪ Telephone and Wireless accounts | 560 | 530 | 526 | 529 |
| ▪ Wireless Network Clients | 180 | 121 | 134 | 136 |
| ▪ Tyler New World .Net Accounts | 180 | **102 | 103 | 103 |
| ▪ FIS/Sungard TrakIT Accounts | 116 | 133 | 136 | 137 |
| ▪ Azteca CityWorks Accounts | 45 | 45 | 45 | 45 |
| ▪ ECS Imaging Laserfiche Accounts | 64 | 64 | 64 | 64 |
| ▪ HLP Chameleon Accounts | 19 | 20 | 20 | 20 |

*Note: Methodology for logging work orders has been modified.

**Note: In prior years, the count was based on licenses purchased and is now based on active accounts.

***Note: As part of the email system migration, shared and unused mailboxes have been removed or consolidated.

FUND: GENERAL FUND 100
DEPARTMENT: MANAGEMENT SERVICES 19

| DEPARTMENT EXPENDITURE SUMMARY | 2018-19 Actual | 2019-20 Actual | 2020-21 Budget | 2020-21 Revised | 2021-22 Budget | % Change From 2020-21 Budget |
|--------------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------------------------|
| | | | | | | |
| Salaries | \$ 1,410,892 | \$ 1,473,379 | \$ 1,198,275 | \$ 1,299,964 | \$ 1,503,320 | 25% |
| Benefits | 665,584 | 736,241 | 709,370 | 744,107 | 851,521 | 20% |
| Materials & Operations | 165,122 | 192,383 | 496,126 | 408,282 | 635,810 | 28% |
| Contractual | 1,268,386 | 1,230,235 | 1,377,879 | 1,398,340 | 1,673,197 | 21% |
| Other Operating | 40,076 | 732,511 | 759,928 | 430,967 | 235,889 | -69% |
| Capital Outlay | 0 | 0 | 0 | 0 | 0 | 0% |
| TOTAL | \$ 3,550,060 | \$ 4,364,749 | \$ 4,541,578 | \$ 4,281,660 | \$ 4,899,737 | 8% |

| DIVISION EXPENDITURE SUMMARY | 2018-19 Actual | 2019-20 Actual | 2020-21 Budget | 2020-21 Revised | 2021-22 Budget | % Change From 2020-21 Budget |
|---|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------------------------|
| | | | | | | |
| 220 Finance | \$ 2,070,529 | \$ 1,852,114 | \$ 1,527,705 | \$ 1,651,513 | \$ 1,780,689 | 17% |
| 225 Human Resources/ Risk Management | 1,479,531 | 1,391,126 | 1,652,391 | 1,635,101 | 2,131,430 | 29% |
| 229 Non-Departmental | 0 | 1,121,509 | 1,361,482 | 995,046 | 987,618 | -27% |
| TOTAL | \$ 3,550,060 | \$ 4,364,749 | \$ 4,541,578 | \$ 4,281,660 | \$ 4,899,737 | 8% |

| <u>DEPARTMENT STAFFING</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> |
|--|----------------|----------------|----------------|----------------|
| Total Full-Time Staff | 16.90 | 16.90 | 16.25 | 19.25 |
| Total Part-Time Staff | 0.46 | 0.46 | 0.46 | 0.46 |
| Total Management Services Staff | 17.36 | 17.36 | 16.71 | 19.71 |

Note: In depth detailed staffing changes are located in Section E. City Position Summaries and subsequent expenditures can be found in Section D. Expenditure Summaries.

FUND: GENERAL FUND 100
DEPARTMENT: MANAGEMENT SERVICES 19
DIVISION: FINANCE 220

| DIVISION EXPENDITURE SUMMARY | 2018-19 Actual | 2019-20 Actual | 2020-21 Budget | 2020-21 Revised | 2021-22 Budget | % Change From 2020-21 Budget |
|------------------------------------|---------------------|---------------------|---------------------|---------------------|--------------------|---------------------------------------|
| | | | | | | |
| Salaries | \$ 1,071,242 | \$ 1,112,982 | \$ 882,328 | \$ 961,314 | \$1,068,972 | 21% |
| Benefits | 460,184 | 511,681 | 469,697 | 489,352 | 549,239 | 17% |
| Materials & Operations | 113,660 | 19,810 | 17,340 | 18,480 | 17,520 | 1% |
| Contractual | 397,969 | 186,284 | 144,432 | 173,887 | 131,976 | -9% |
| Other Operating | 27,474 | 21,357 | 13,908 | 8,480 | 12,982 | -7% |
| Capital Outlay | 0 | 0 | 0 | 0 | 0 | 0% |
| TOTAL | \$ 2,070,529 | \$ 1,852,114 | \$ 1,527,705 | \$ 1,651,513 | \$1,780,689 | 17% |

DIVISION DESCRIPTION

Financial Management and Analysis – Adhering to the City Council goal of Financial Health (Goal 2), the Finance Division develops the City’s financial management policies and plans and coordinates the preparation of the Annual Budget and Capital Improvement Program; monitors City revenue and expenditures with periodic reporting to the City Council; performs City debt management functions; provides financial and program analysis for various Citywide projects and initiatives, as well as employee negotiations.

Revenue Management – Performs the City’s treasury management functions to include preparing the City’s investment policy and managing City investments in accordance with the policy, and maintains a comprehensive revenue management information system.

Accounting Services – Develops and maintains accounting policies and operates the City’s automated financial management and record keeping system, which consists of the general ledger, accounts payable, accounts receivable, payroll, and provides monthly reports; prepares the annual Comprehensive Annual Financial Report (CAFR) for review by the City’s auditors, and prepares various reports for the State and Federal government; maintains the City’s fixed assets inventory system, and provides other support service functions.

Purchasing System – Performs the City’s central purchasing functions and administers the process.

| <u>DIVISION STAFFING</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> |
|-------------------------------------|----------------|----------------|----------------|----------------|
| <u>Full-Time Staff</u> | | | | |
| Accountant | 2.00 | 2.00 | 2.00 | 3.00 |
| Accounting Technician | 4.00 | 4.00 | 4.00 | 5.00 |
| Budget/Finance Specialist | 0.90 | 1.00 | 1.00 | 1.00 |
| Deputy Finance Director | 0.90 | 0.90 | 0.75 | 0.75 |
| Director of Administrative Services | 0.00 | 0.00 | 0.00 | 0.75 |
| Director of Finance | 1.00 | 1.00 | 0.75 | 0.00 |
| Financial Analyst | 2.00 | 2.00 | 2.00 | 2.00 |
| Management Analyst | 0.00 | 0.00 | 0.00 | 0.75 |
| Senior Accountant | 1.00 | 1.00 | 1.00 | 1.00 |
| Senior Financial Analyst | 1.00 | 1.00 | 0.75 | 0.00 |
| Total Full-Time Staff | 12.80 | 12.90 | 12.25 | 14.25 |

| | | |
|--------------------|----------------------------|------------|
| FUND: | GENERAL FUND | 100 |
| DEPARTMENT: | MANAGEMENT SERVICES | 19 |
| DIVISION: | FINANCE | 220 |

SIGNIFICANT DIVISION EXPENDITURE CHANGES

- None.

2020-21 DIVISION ACCOMPLISHMENTS

- Completed the City’s Comprehensive Annual Financial Report for Fiscal Year (FY) 2019-20. The City received notification from the Governmental Finance Officers’ Association (GFOA) that the FY 2018-19 Comprehensive Annual Financial Report earned the award for Excellence in Financial Reporting. This is the eighteenth consecutive year that the City has earned this recognition.
- Coordinated the FY 2021-22 Budget process and received notification from the Governmental Finance Officers’ Association (GFOA) that the FY 2020-21 Budget document earned the Distinguished Budget Presentation Award. This is the eighth time that the City has earned this recognition; the first was for the FY 2004-05 Budget document.
- Updated the City and Subsidiary District’s Statement of Investment Policy for FY 2020-21, and provided monthly Treasurer’s Reports documenting the City’s cash and investment position.
- Conducted the FY 2020-21 First Quarter, Mid-Year, and Fourth Quarter Budget Reviews.
- Continued administration of the Successor Agency to the former Redevelopment Agency (in conjunction with the Economic Development Department), including administration of debt obligations, preparation of the Recognized Obligation Payment Schedules, and responding to inquiries by the State and the County of San Bernardino.
- Provided Budget-to-Actual and outstanding invoice reports to departments to assist them in the management of their sections.
- Submitted State Controller’s Reports for the City, Fire, and Water, as well as the City’s Street Report and the State Compensation Report.
- Prepared annual continuing disclosures, reserve requirement compliance calculations, and budget certifications for City and subsidiary district/agency debt issues, as required by the respective bond indentures.
- Prepared and submitted quarterly Department of Housing and Urban Development (HUD) Federal Financial Report SF-425.
- Continued to manage the City’s resources in a fiscally prudent manner.
- Provided City management and the City Council with financial analytical support on various projects.
- Assisted with the purchase of Coronavirus (COVID-19) Emergency Operations Center (EOC) supplies.
- Completed the transition to a new banking institution based upon the results of the Banking Services Request for Proposal (RFP).
- Developed and executed a plan for the early retirement of the Water District 98A Bonds.

2021-22 DIVISION GOALS AND OBJECTIVES

- Complete the Comprehensive Annual Financial Report for FY 2020-21 and submit to the Governmental Finance Officers’ Association (GFOA) for evaluation and award consideration.
- Coordinate the FY 2022-23 Budget Process and submit the FY 2021-22 Budget to the Governmental Finance Officers’ Association (GFOA) for evaluation and award consideration.
- Review and update the Statement of Investment Policy for the City and subsidiary districts and provide monthly Treasurer’s Reports documenting the City’s cash and investment position.
- Develop and present the FY 2021-22 First Quarter, Mid-Year, and Fourth Quarter Budget Reviews for the City Council’s consideration.

FUND: GENERAL FUND 100
DEPARTMENT: MANAGEMENT SERVICES 19
DIVISION: FINANCE 220

2021-22 DIVISION GOALS AND OBJECTIVES (Continued)

- Provide City departments with monthly financial reports in a timely manner.
- Prepare annual continuing disclosures, reserve requirement compliance calculations, and budget certifications for City and subsidiary district/agency debt issues, as required by the respective bond indentures.
- Submit State Controller's Reports for the City, Fire, and Water, as well as the City's Street Report and State Compensation Report.
- Complete the reconciliation of the Water Capital Fund, in advance of a water/sewer impact fee study.
- Review the City's current Purchasing policy and procedures to propose efficiency changes.
- Host a "How to Conduct Business with Hesperia" seminar, and distribute the corresponding guidebook to aid local businesses in their efforts to respond to City bids.
- Continue the administration of the Successor Agency to the former Redevelopment Agency (in conjunction with the Economic Development Department), including administration of debt obligations, preparation of the Recognized Obligation Payment Schedules, and responding to inquiries by the State and the County of San Bernardino.
- Actively monitor changes in economic conditions, and provide timely reporting to management and the City Council.
- Implement an Interactive Voice Response (IVR) system (in conjunction with Information Technology and Utility Billing), in order to provide an alternate payment option for water/sewer customers.
- Work with consultant to prepare a fiscal impact analysis for the feasibility of a community facilities district for commercial/industrial development on the west side of Interstate 15.
- Work with consultant on the formation of a community facilities district for the Tapestry development.

**PERFORMANCE AND
WORKLOAD INDICATORS**

| | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> |
|--|----------------|----------------|----------------|----------------|
| Average Annual Yield | 2.27% | 1.93% | 0.85% | 1.00% |
| Number of Monthly Reports Issued | 136 | 136 | 136 | 136 |
| Number of Budget Transfers Processed | 129 | 133 | 135 | 135 |
| Number of Payroll Checks/Direct Deposits Processed | 6,316 | 6,090 | 5,460 | 5,663 |
| Invoices Processed | 7,513 | 7,378 | 7,252 | 7,381 |
| Accounts Payable Checks/ACH's Processed | 4,648 | 4,644 | 4,353 | 4,651 |
| Number of Requests for Proposal/Qualification | 30 | 21 | 25 | 25 |
| Number of Informal Bids Produced | 80 | 105 | 83 | 90 |
| Number of Contracts Issued | 70 | 53 | 65 | 65 |
| Number of Amendments to Contracts | 90 | 92 | 104 | 95 |
| Number of Contracts Administered | 235 | 207 | 221 | 221 |
| Number of Purchase Orders Issued | 410 | 454 | 415 | 425 |
| Number of Change Purchase Orders Processed | 195 | 182 | 185 | 187 |

FUND: GENERAL FUND 100
DEPARTMENT: MANAGEMENT SERVICES 19
DIVISION: HUMAN RESOURCES/RISK MANAGEMENT 225

| DIVISION EXPENDITURE SUMMARY | 2018-19 Actual | 2019-20 Actual | 2020-21 Budget | 2020-21 Revised | 2021-22 Budget | % Change From 2020-21 Budget |
|------------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------------------------|
| | | | | | | |
| Salaries | \$ 339,650 | \$ 360,397 | \$ 315,947 | \$ 338,650 | \$ 434,348 | 37% |
| Benefits | 205,400 | 222,910 | 238,005 | 253,087 | 300,530 | 26% |
| Materials & Operations | 51,462 | 51,683 | 58,937 | 60,727 | 63,045 | 7% |
| Contractual | 870,417 | 751,853 | 1,026,982 | 972,000 | 1,314,750 | 28% |
| Other Operating | 12,602 | 4,283 | 12,520 | 10,637 | 18,757 | 50% |
| Capital Outlay | 0 | 0 | 0 | 0 | 0 | 0% |
| TOTAL | \$ 1,479,531 | \$ 1,391,126 | \$ 1,652,391 | \$ 1,635,101 | \$ 2,131,430 | 29% |

DIVISION DESCRIPTION

The Human Resources Division provides the City Manager, City executive staff, City employees, its subsidiary districts, and the general public with a fair employment recruitment and selection system, which is achieving the City Council goal of Organization Health (Goal 5); maintains centralized City personnel files and records, and administers and implements City personnel policies and procedures. Ensures that the City of Hesperia’s hiring and employment policies and practices comply with Federal and State legislation, and assures that the City’s approach and efforts to equal employment opportunity are in accordance with adopted law and City Council policy. The Division manages all employee benefit plans as well.

Facilitates and ensures that the City’s actions on employer-employee relations are in accordance with Federal and State legislation on the collective bargaining process through negotiations and administration of Memorandums of Understanding (MOU), and related agreements with represented employee groups, to include the Teamsters Local 1932; and the administration of salaries, benefits, and related policies for non-represented employee groups.

Risk Management strives to protect personnel and the physical assets of the City from injury and loss, respectively, by managing all City insurance policies, processing liability claims, lawsuits, coordinating and providing employee safety training programs, coordinating Occupational Safety and Health Administration (OSHA), and Americans with Disabilities Act Amendment Act (ADAAA) compliance, and workers’ compensation claims management.

| DIVISION STAFFING | 2018-19 | 2019-20 | 2020-21 | 2021-22 |
|---|----------------|----------------|----------------|----------------|
| <u>Full-Time Staff</u> | | | | |
| Budget/Finance Specialist | 0.10 | 0.00 | 0.00 | 0.00 |
| Deputy Human Resources/Risk Management Director | 0.00 | 0.00 | 0.00 | 1.00 |
| Human Resources Analyst | 0.00 | 0.00 | 0.00 | 1.00 |
| Human Resources Manager | 1.00 | 1.00 | 1.00 | 0.00 |
| Human Resources Specialist | 1.00 | 1.00 | 1.00 | 0.00 |
| Personnel Technician | 2.00 | 2.00 | 2.00 | 2.00 |
| Risk Manager | 0.00 | 0.00 | 0.00 | 1.00 |
| Total Full-Time Staff | 4.10 | 4.00 | 4.00 | 5.00 |
| <u>Part-Time Staff</u> | | | | |
| Office Assistant | 0.46 | 0.46 | 0.46 | 0.46 |
| Total Part-Time Staff | 0.46 | 0.46 | 0.46 | 0.46 |
| Total Full & Part-Time Staff | 4.56 | 4.46 | 4.46 | 5.46 |

| | | |
|--------------------|--|------------|
| FUND: | GENERAL FUND | 100 |
| DEPARTMENT: | MANAGEMENT SERVICES | 19 |
| DIVISION: | HUMAN RESOURCES/RISK MANAGEMENT | 225 |

SIGNIFICANT DIVISION EXPENDITURE CHANGES

- The City's insurance premium through Public Entity Risk Management Authority (PERMA) for Fiscal Year (FY) 2021-22 increased by 30%. This statewide increase is due to dramatic increases in adverse loss development and the erosion of the programs net position.

2020-21 DIVISION ACCOMPLISHMENTS

Human Resources

- Conducted meetings with the Teamsters Local 1932 representatives in the areas of labor negotiations and employee relations matter.
- Assisted management staff of all City Departments and Divisions to resolve employee labor matters.
- Implemented City-sponsored comprehensive benefit plans such as medical, dental, optical, life, disability, IRS 125 Cafeteria Plan, and optional insurance plans, and continued to review plans for cost efficiency.
- Managed the administration of the City-sponsored plans such as the pre-tax IRS 125 Cafeteria.
- Coordinated annual open enrollment for benefit insurance coverages through the HR Module through the New World Systems program with the assistance of Information Technology and Payroll/Finance staff.
- Implemented a Flexible Spending Accounts open enrollment process in the HR Module through the New World Systems program with the assistance of Information Technology and Payroll/Finance staff. Employees utilized the Portal to access and complete their enrollment and changes online which reduced the need to complete and submit forms.
- Completed Request for Proposal with Broker to provide the City with cost effective ancillary products such as IRS 125 Cafeteria Plan and Consolidated Omnibus Budget Reconciliation Act (COBRA) services.
- Responded to pandemic conditions by transitioning health fair to virtual platform promoting social distancing.
- Implemented applicant reporting measures improving candidate review process.
- Introduced interactive Wellness activities promoting culture of health.
- Implemented revisions to policies, procedures, and programs, to ensure consistency and compliance with City Rules and Regulations and State and Federal laws.

Risk Management

- Administered the City's general liability insurance pool programs according to the Joint Powers Agreement (JPA). Coordinated and assisted with the administration of insurance coverage/policies for all City-owned property, fixed assets, and City-sponsored events. Conducted field inspections for damage assessment of general liability claims and lawsuits.
- Monitored, processed, and managed workers' compensation claims with third-party.
- Monitored employee leaves during pandemic to maintain compliance with State and Federal mandates and County return to work requirements and protocols for employees.
- Coordinated, administered, and managed the City's employee training programs in compliance with City, State, and Federal mandates to promote employee safety in the areas of Defensive Driving including Vehicle Backing, Federal Motor Carrier Safety Administration (FMCSA) Clearinghouse update for Drug and Alcohol Testing of Commercial Drivers and Vehicle Backing, Reasonable Suspicion, Respiratory Protection, Forklift/Scissor lift, Aerial Devices, Fall Protection and Ladder Safety, CPR-First Aid-Defibrillator, Heat Exhaustion, Handling Asbestos Cement Pipe, and Hazardous Waste.
- Assisted and responded to legal counsel inquiries regarding liability claims and lawsuit settlements, and prepared workers' compensation reporting and settlement authority.

| | | |
|--------------------|--|------------|
| FUND: | GENERAL FUND | 100 |
| DEPARTMENT: | MANAGEMENT SERVICES | 19 |
| DIVISION: | HUMAN RESOURCES/RISK MANAGEMENT | 225 |

2021-22 DIVISION GOALS AND OBJECTIVES

Human Resources

- Conduct Meet and Confer meetings with the Teamsters Local 1932 representatives in the areas of employee relations matter and to negotiate a successor memorandum of understanding.
- Process, update, and implement City-sponsored comprehensive benefit plans such as medical, dental, optical, life, disability, IRS 125 Cafeteria Plan, and optional insurance plans, and continue to review plans to determine which are cost-effective to the City.
- Transfer IRS Cafeteria Plan and Consolidated Omnibus Budget Reconciliation Act (COBRA) services to a cost effective provider.
- Develop and implement a Volunteer Program to include advertising volunteer opportunities available and conducting quarterly orientation meetings to encourage participation. Due to the pandemic this goal was not implemented during FY 2020-21.
- Coordinate interactive and engaging employee events to invigorate the workforce with energy and enthusiasm in order to reduce staff turnover and improve morale, productivity and efficiency.
- Coordinate with Employee Assistance Program to provide employees with seminars to enhance their personal and professional development including managing a work-life balance and increasing job satisfaction.
- Continue to implement an Employee Wellness Program and related training, which focuses on areas involving nutrition to include healthy eating options, fitness such as personal training and walking groups, and financial wellness.
- Coordinate and conduct training for Supervisors and Managers in various areas in order to enhance their leadership skills and role as a supervisor.
- Conduct a review of the new hire onboarding process and the feasibility of transitioning from completing forms in a hard copy format to an electronic process. Due to the pandemic this goal was not implemented during FY 2020-21.
- Review, update, and implement revisions to policies, procedures, and programs, to ensure consistency and compliance with City Rules and Regulations and State and Federal laws.

Risk Management

- Continue to manage the administration of the City's general liability in accordance with the Joint Powers Authority (JPA) insurance pool programs. Coordinate and assist with the administration of insurance coverage/policies for all City-owned property and fixed assets.
- Continue to develop, promote, update, and manage employee safety awareness by analyzing workplace incidents in an effort to create policies and programs and conduct training to reduce potential and future incidents.
- Continue to monitor and implement the Employee Return to Work Program, and coordinate with the City's workers' compensation third party administrator and other legal representatives to maintain compliance.
- Manage, process, and coordinate workers' compensation claims with third party administrator.
- Continue analyzing events and incidents that include damaged City property within the City to reduce potential liability.

FUND: GENERAL FUND 100
DEPARTMENT: MANAGEMENT SERVICES 19
DIVISION: HUMAN RESOURCES/RISK MANAGEMENT 225

**PERFORMANCE AND
WORKLOAD INDICATORS**

| | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> |
|--|----------------|----------------|----------------|----------------|
| <u>Human Resources</u> | | | | |
| Advertising/Marketing | 80 | 110 | 152 | 100 |
| Background Checks (includes rescinds and hires) | 39 | 26 | 40 | 30 |
| Benefit Memos Processed | 182 | 226 | 189 | 130 |
| Employee Evaluations Processed | 167 | 143 | 84 | 153 |
| Employee Promotions Processed | 8 | 11 | 14 | 10 |
| Employment Separations/Retirements Processed | 30 | 25 | 40 | 15 |
| Employment Applications Reviewed/Processed | 1,557 | 2,199 | 1,700 | 1,500 |
| Employment Interviews Coordinated and Monitored | 47 | 52 | 49 | 50 |
| Employment Testing and Assessments Proctored | 5 | 7 | 1 | 3 |
| New Employees (hires) Processed | 26 | 24 | 40 | 30 |
| Personnel Action Forms Processed | 138 | 153 | 124 | 150 |
| Records Retention Program Processed | 115 | 52 | 0 | 50 |
| Recruitment and Selection | 28 | 27 | 35 | 30 |
| Staff Professional Development Attended | 14 | 18 | 17 | 15 |
| Volunteers Processed | 9 | 16 | 9 | 10 |
| <u>Risk Management</u> | | | | |
| Damaged City Property Claims Recovery | 7 | 23 | 25 | 30 |
| Insurance Certificates Received/Processed | 606 | 471 | 528 | 500 |
| Lawsuits Filed and Monitored | 4 | 8 | 7 | 5 |
| Lawsuits Settled | 6 | 8 | 1 | 3 |
| Liability Claims | 41 | 80 | 41 | 40 |
| Liability Claims Settled | 2 | 1 | 17 | 3 |
| Liability Subrogation Notices Sent | 19 | 41 | 64 | 50 |
| Subpoenas Processed | 4 | 7 | 4 | 4 |
| Training and Drills Coordinated | 59 | 22 | 14 | 20 |
| Workers' Compensation Claims Processed/Monitored | 21 | 14 | 13 | 15 |
| Workers' Compensation Claims Settled | 6 | 1 | 3 | 5 |

FUND: GENERAL FUND 100
DEPARTMENT: MANAGEMENT SERVICES 19
DIVISION: NON-DEPARTMENTAL 229

| DIVISION EXPENDITURE SUMMARY | | | | | | % Change From |
|------------------------------------|-------------------|---------------------|---------------------|--------------------|-------------------|-------------------|
| | 2018-19 Actual | 2019-20 Actual | 2020-21 Budget | 2020-21 Revised | 2021-22 Budget | 2020-21 Budget |
| Salaries | \$ 0 | \$ 0 | \$ 0 | \$ 0 | \$ 0 | 0% |
| Benefits | 0 | 1,650 | 1,668 | 1,668 | 1,752 | 5% |
| Materials & Operations | 0 | 120,890 | 419,849 | 329,075 | 555,245 | 32% |
| Contractual | 0 | 292,098 | 206,465 | 252,453 | 226,471 | 10% |
| Other Operating | 0 | 706,871 | 733,500 | 411,850 | 204,150 | -72% |
| Capital Outlay | 0 | 0 | 0 | 0 | 0 | 0% |
| Debt Service | 0 | 0 | 0 | 0 | 0 | 0% |
| TOTAL | \$ 0 | \$ 1,121,509 | \$ 1,361,482 | \$ 995,046 | \$ 987,618 | -27% |

DIVISION DESCRIPTION

This program includes expenditures that are not otherwise attributable to any individual General Fund program, including Citywide postage, household hazardous waste, Fire District audit costs, and Golf Course reclaimed water, maintenance, and operation costs.

DIVISION STAFFING

None.

SIGNIFICANT DIVISION EXPENDITURE CHANGES

- None.

FUNDS: VARIOUS
DEPARTMENT: ECONOMIC DEVELOPMENT 25

| DEPARTMENT EXPENDITURE SUMMARY | | | | | | % Change |
|---|---------------------------|---------------------------|---------------------------|----------------------------|---------------------------|------------------------------------|
| | 2018-19 Actual | 2019-20 Actual | 2020-21 Budget | 2020-21 Revised | 2021-22 Budget | From 2020-21 Budget |
| Salaries | \$ 254,582 | \$ 241,666 | \$ 178,384 | \$ 191,346 | \$ 172,945 | -3% |
| Benefits | 167,137 | 136,046 | 117,289 | 127,620 | 90,952 | -22% |
| Materials & Operations | 36,840 | 22,410 | 22,296 | 230,563 | 238,133 | 968% |
| Contractual | 222,833 | 261,869 | 177,021 | 232,521 | 161,051 | -9% |
| Other Operating | 809,764 | 1,115,169 | 1,648,071 | 1,144,559 | 3,019,177 | 83% |
| Capital Outlay | 0 | 16,154 | 0 | 0 | 0 | 0% |
| Debt Service | 0 | 0 | 0 | 0 | 0 | 0% |
| TOTAL | \$ 1,491,156 | \$ 1,793,314 | \$ 2,143,061 | \$ 1,926,609 | \$ 3,682,258 | 72% |

| DIVISION EXPENDITURE SUMMARY | | | | | | % Change |
|--|---------------------------|---------------------------|---------------------------|----------------------------|---------------------------|------------------------------------|
| | 2018-19 Actual | 2019-20 Actual | 2020-21 Budget | 2020-21 Revised | 2021-22 Budget | From 2020-21 Budget |
| 100 General Fund | \$ 0 | \$ 0 | \$ 369,063 | \$ 430,243 | \$ 322,232 | -13% |
| 170 Community Development Commission | 434,776 | 457,623 | 0 | 0 | 0 | 0% |
| 370 Hesperia Housing Authority | 500,458 | 93,722 | 75,978 | 74,204 | 66,650 | -12% |
| <u>Community Development Block Grant</u> | | | | | | |
| 251 CDBG Administration | \$ 452,099 | \$ 1,095,018 | \$ 1,698,020 | \$ 1,068,173 | \$ 2,303,429 | 36% |
| 257 CDBG Neighborhood Stabilization Program | 103,823 | 146,951 | 0 | 0 | 0 | 0% |
| 258 CDBG-CV Cares Act | 0 | 0 | 0 | 353,989 | 989,947 | 100% |
| Sub-Total CDBG | \$ 555,922 | \$ 1,241,969 | \$ 1,698,020 | \$ 1,422,162 | \$ 3,293,376 | 94% |
| Total Economic Development | \$ 1,491,156 | \$ 1,793,314 | \$ 2,143,061 | \$ 1,926,609 | \$ 3,682,258 | 72% |

| DEPARTMENT STAFFING | 2018-19 | 2019-20 | 2020-21 | 2021-22 |
|---|----------------|----------------|----------------|----------------|
| Total Full-Time Staff | 5.00 | 3.00 | 2.00 | 2.00 |
| Total Economic Development Staff | 5.00 | 3.00 | 2.00 | 2.00 |

Note: In depth detailed staffing changes are located in Section E. City Position Summaries and subsequent expenditures can be found in Section D. Expenditure Summaries.

FUND: GENERAL FUND 100
DEPARTMENT: ECONOMIC DEVELOPMENT 25
DIVISION: ECONOMIC DEVELOPMENT 251

| DIVISION EXPENDITURE SUMMARY | | | | | | % Change From 2020-21 |
|------------------------------------|-------------------|-------------------|-------------------|--------------------|-------------------|-----------------------------|
| | 2018-19 Actual | 2019-20 Actual | 2020-21 Budget | 2020-21 Revised | 2021-22 Budget | 2020-21 Budget |
| Salaries | \$ 0 | \$ 0 | \$ 167,082 | \$ 179,232 | \$ 162,407 | -3% |
| Benefits | 0 | 0 | 109,935 | 119,624 | 84,370 | -23% |
| Materials & Operations | 0 | 0 | 14,311 | 3,957 | 9,044 | -37% |
| Contractual | 0 | 0 | 58,871 | 117,871 | 52,461 | -11% |
| Other Operating | 0 | 0 | 18,864 | 9,559 | 13,950 | -26% |
| Capital Outlay | 0 | 0 | 0 | 0 | 0 | 0% |
| Debt Service | 0 | 0 | 0 | 0 | 0 | 0% |
| TOTAL | \$ 0 | \$ 0 | \$ 369,063 | \$ 430,243 | \$ 322,232 | -13% |

DIVISION DESCRIPTION

The Economic Development Division (EDD) is primarily responsible for the City’s business attraction and retention efforts. These efforts result in an increase to the job base, increased sales and use tax, property taxes, and the overall economic progress and diversity of the City.

Under the direction of the City Manager’s Department, EDD administers marketing efforts for the City. Business attraction marketing efforts are carried out in a variety of ways, including written placements, print ads, and social media and other digital outreach.

EDD manages, either directly or through third-party contracts, the City’s real estate with respect to property acquisition, disposition, and leasing.

| <u>DIVISION STAFFING</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> |
|-------------------------------|----------------|----------------|----------------|----------------|
| <u>Full-Time Staff</u> | | | | |
| Administrative Analyst | 0.00 | 0.00 | 1.00 | 1.00 |
| Economic Development Manager | 0.00 | 0.00 | 0.90 | 0.00 |
| Senior Development Specialist | 0.00 | 0.00 | 0.00 | 0.90 |
| Total Full-Time Staff | 0.00 | 0.00 | 1.90 | 1.90 |

SIGNIFICANT DIVISION EXPENDITURE CHANGES

- None.

2020-21 DIVISION ACCOMPLISHMENTS

- Facilitated the opening of Kaiser Permanente and Southland Pipe.
- Continued business attraction efforts for both retail and industrial sectors along primary commercial corridors.
- Rich Development completed their shopping center on Bear Valley Road, allowing Aldi and Wendy’s restaurant to open.
- US Cold Storage began the entitlement process.

FUND: GENERAL FUND 100
DEPARTMENT: ECONOMIC DEVELOPMENT 25
DIVISION: ECONOMIC DEVELOPMENT 251

2021-22 DIVISION GOALS AND OBJECTIVES

- Continue business attraction efforts for both retail and industrial sectors along primary commercial corridors.
- Continue to update Economic Development Department’s portion of the City website.
- Facilitate Phase II of the Bear Valley Commerce Center.
- Continue marketing efforts to include outreach strategy and digital presence.

**PERFORMANCE AND
WORKLOAD INDICATORS**

| | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> |
|---|----------------|----------------|----------------|----------------|
| Properties & Security Interests Managed | N/A | N/A | 95 | 130 |
| Exclusive Negotiation Agreements Approved | N/A | N/A | 1 | 0 |
| Active Development Leads | N/A | N/A | 6 | 6 |
| Proposals Prepared and RFI Responses | N/A | N/A | 1 | 4 |
| Projects Assisted through Entitlement or Construction | N/A | N/A | 2 | 4 |
| Newsletter Issues | N/A | N/A | 1 | 2 |
| Event Sponsorships | N/A | N/A | 2 | 4 |
| Groundbreakings and Ribbon Cuttings | N/A | N/A | 0 | 0 |
| Advertising Placements | N/A | N/A | 0 | 0 |
| Trade Shows/Exhibitions/Conferences | N/A | N/A | 0 | 0 |
| Feet on the Street Business Surveys/Visits | N/A | N/A | 0 | 0 |

FUND: HESPERIA COMMUNITY DEVELOPMENT COMMISSION 170
DEPARTMENT: ECONOMIC DEVELOPMENT 25
DIVISION: PROJECTS 261

| DIVISION EXPENDITURE SUMMARY | 2018-19 | 2019-20 | 2020-21 | 2020-21 | 2021-22 | % Change |
|------------------------------------|-------------------|-------------------|-------------|-------------|-------------|---------------------------|
| | Actual | Actual | Budget | Revised | Budget | From 2020-21 Budget |
| Salaries | \$ 160,735 | \$ 210,516 | \$ 0 | \$ 0 | \$ 0 | 0% |
| Benefits | 106,057 | 118,055 | 0 | 0 | 0 | 0% |
| Materials & Operations | 32,266 | 18,897 | 0 | 0 | 0 | 0% |
| Contractual | 118,687 | 102,169 | 0 | 0 | 0 | 0% |
| Other Operating | 17,031 | 7,986 | 0 | 0 | 0 | 0% |
| Capital Outlay | 0 | 0 | 0 | 0 | 0 | 0% |
| Debt Service | 0 | 0 | 0 | 0 | 0 | 0% |
| TOTAL | \$ 434,776 | \$ 457,623 | \$ 0 | \$ 0 | \$ 0 | 0% |

DIVISION DESCRIPTION

The Hesperia Community Development Commission (CDC) is primarily responsible for the City’s business attraction and retention efforts. These efforts result in an increase to the job base, increased sales and use tax, property taxes, and the overall economic progress and diversity of the City.

Under the direction of the City Manager’s Department, the CDC administers marketing efforts for the City. Business attraction marketing efforts are carried out in the form of written advertisements in trade journals, social media, and attendance at industrial and retail trade shows.

The CDC, will manage, either directly or through third-party contracts, the City’s real estate with respect to property acquisition, disposition, and leasing. Starting with the FY 2020-21 Budget, the economic development functions have been funded from the General Fund. The information shown in this Division is for historical purposes.

| <u>DIVISION STAFFING</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> |
|--|----------------|----------------|----------------|----------------|
| <u>Full-Time Staff</u> | | | | |
| Administrative Analyst | 0.00 | 1.00 | 0.00 | 0.00 |
| Administrative Secretary | 0.80 | 0.90 | 0.00 | 0.00 |
| Economic Development Manager | 0.80 | 0.90 | 0.00 | 0.00 |
| Senior Economic Development Specialist | 1.00 | 0.00 | 0.00 | 0.00 |
| Total Full-Time Staff | 2.60 | 2.80 | 0.00 | 0.00 |

SIGNIFICANT DIVISION EXPENDITURE CHANGES

- Beginning in Fiscal Year (FY) 2020-21, CDC (170) was transferred to the General Fund (100-25) Economic Development.

FUND: HESPERIA COMMUNITY DEVELOPMENT COMMISSION 170
DEPARTMENT: ECONOMIC DEVELOPMENT 25
DIVISION: PROJECTS 261

PERFORMANCE AND

WORKLOAD INDICATORS

| | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> |
|---|----------------|----------------|----------------|----------------|
| Properties & Security Interests Managed | 95 | 95 | N/A | N/A |
| Exclusive Negotiation Agreements Approved | 2 | 1 | N/A | N/A |
| Active Development Leads | 25 | 23 | N/A | N/A |
| Proposals Prepared and RFI Responses | 11 | 15 | N/A | N/A |
| Projects Assisted through Entitlement or Construction | 8 | 9 | N/A | N/A |
| Newsletter Issues | 2 | 2 | N/A | N/A |
| Event Sponsorships | 4 | 4 | N/A | N/A |
| Groundbreakings and Ribbon Cuttings | 2 | 0 | N/A | N/A |
| Advertising Placements | 6 | 6 | N/A | N/A |
| Trade Shows/Exhibitions/Conferences | 12 | 12 | N/A | N/A |
| Feet on the Street Business Surveys/Visits | 0 | 0 | N/A | N/A |

FUND: HESPERIA HOUSING AUTHORITY 370
DEPARTMENT: ECONOMIC DEVELOPMENT 25
DIVISION: LOW/MODERATE HOUSING 263

| DIVISION EXPENDITURE SUMMARY | % Change From | | | | | |
|------------------------------------|-------------------|-------------------|-------------------|--------------------|-------------------|-------------------|
| | 2018-19 Actual | 2019-20 Actual | 2020-21 Budget | 2020-21 Revised | 2021-22 Budget | 2020-21 Budget |
| Salaries | \$ 73,622 | \$ 8,254 | \$ 5,651 | \$ 6,057 | \$ 5,269 | -7% |
| Benefits | 51,443 | 4,975 | 3,677 | 3,998 | 3,291 | -10% |
| Materials & Operations | 1,419 | 73 | 200 | 199 | 200 | 0% |
| Contractual | 72,139 | 77,587 | 66,450 | 63,950 | 57,890 | -13% |
| Other Operating | 301,835 | 2,833 | 0 | 0 | 0 | 0% |
| Capital Outlay | 0 | 0 | 0 | 0 | 0 | 0% |
| Debt Service | 0 | 0 | 0 | 0 | 0 | 0% |
| TOTAL | \$ 500,458 | \$ 93,722 | \$ 75,978 | \$ 74,204 | \$ 66,650 | -12% |

DIVISION DESCRIPTION

The Hesperia Housing Authority (HHA), develops, manages, and promotes programs and projects that preserve and improve the supply of affordable housing in the City of Hesperia for low and moderate income persons.

The HHA is not designated as a Public Housing Authority by U.S. Department of Housing and Urban Development (HUD), but rather will focus its efforts on preservation and maintenance of quality affordable housing stock within the City. In addition, linkages with San Bernardino County provide Hesperia residents with access to a Mortgage Assistance Program, and the Housing Authority of San Bernardino County serves as the designed HUD Public Housing Authority.

| <u>DIVISION STAFFING</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> |
|-------------------------------|----------------|----------------|----------------|----------------|
| <u>Full-Time Staff</u> | | | | |
| Administrative Analyst | 0.68 | 0.00 | 0.00 | 0.00 |
| Administrative Secretary | 0.20 | 0.05 | 0.00 | 0.00 |
| Economic Development Manager | 0.12 | 0.05 | 0.05 | 0.00 |
| Senior Development Specialist | 0.00 | 0.00 | 0.00 | 0.05 |
| Senior Management Analyst | 0.68 | 0.00 | 0.00 | 0.00 |
| Total Full-Time Staff | 1.68 | 0.10 | 0.05 | 0.05 |

SIGNIFICANT DIVISION EXPENDITURE CHANGES

- None.

2020-21 DIVISION ACCOMPLISHMENTS

- Completed annual and bi-annual housing reports.
- Prepared and submitted required Semi-Annual Labor Standards Enforcement Report and Home Investment Partnership Program (HOME) Annual Performance Report to HUD and Housing and Community Development (HCD).
- Ensured compliance with SB 341 and AB 471 related to housing successor agencies including preparation of HHA Annual Report and Audit.
- Complied with AB 987 affordable unit disclosure.

| | | |
|--------------------|-----------------------------------|------------|
| FUND: | HESPERIA HOUSING AUTHORITY | 370 |
| DEPARTMENT: | ECONOMIC DEVELOPMENT | 25 |
| DIVISION: | LOW/MODERATE HOUSING | 263 |

2020-21 DIVISION ACCOMPLISHMENTS (Continued)

- Monitored HOME rents and quality control inspections of Home-assisted units (income must be verified annually) to ensure that the units meet HUD and housing standards and that owners and participants meet mutual obligations under this program.

2021-22 DIVISION GOALS AND OBJECTIVES

- Complete annual and bi-annual HOME, HHA, and Labor Standards reports to HUD and HCD.
- Monitor Housing projects to ensure adherence of income levels and quality controls.
- Provide loan management and loan servicing as required.
- Comply with SB 341, AB 471, and AB 987 related to housing successor agencies and affordable housing unit disclosure.

PERFORMANCE AND

WORKLOAD INDICATORS

| | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> |
|------------------------------|----------------|----------------|----------------|----------------|
| Cumulative Units Constructed | 343 | 343 | 343 | 343 |
| Housing Property Sale | 1 | 0 | 0 | 0 |
| Loan Management/Serviceing | 91 | 88 | 88 | 78 |

FUND: CDBG 251, HOME GRANT 252, NSP 257, and CDBG CV Cares 258
DEPARTMENT: ECONOMIC DEVELOPMENT 25
DIVISION: COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) 270

| DIVISION EXPENDITURE SUMMARY | | | | | | % Change |
|------------------------------------|-------------------|---------------------|---------------------|--------------------|--------------------|---------------------------|
| | 2018-19 Actual | 2019-20 Actual | 2020-21 Budget | 2020-21 Revised | 2021-22 Budget | From 2020-21 Budget |
| Salaries | \$ 20,225 | \$ 22,896 | \$ 5,651 | \$ 6,057 | \$ 5,269 | -7% |
| Benefits | 9,637 | 13,016 | 3,677 | 3,998 | 3,291 | -10% |
| Materials & Operations | 3,155 | 3,440 | 7,785 | 226,407 | 228,889 | 2840% |
| Contractual | 32,007 | 82,113 | 51,700 | 50,700 | 50,700 | -2% |
| Other Operating | 490,898 | 1,104,350 | 1,629,207 | 1,135,000 | 3,005,227 | 84% |
| Capital Outlay | 0 | 16,154 | 0 | 0 | 0 | 0% |
| Debt Service | 0 | 0 | 0 | 0 | 0 | 0% |
| TOTAL | \$ 555,922 | \$ 1,241,969 | \$ 1,698,020 | \$1,422,162 | \$3,293,376 | 94% |

| DIVISION EXPENDITURE SUMMARY | | | | | | % Change |
|--|-------------------|---------------------|---------------------|--------------------|--------------------|---------------------------|
| | 2018-19 Actual | 2019-20 Actual | 2020-21 Budget | 2020-21 Revised | 2021-22 Budget | From 2020-21 Budget |
| Community Development Block Grant | | | | | | |
| 251 CDBG Administration | \$ 452,099 | \$ 1,095,018 | \$ 1,698,020 | \$1,068,173 | \$2,303,429 | 36% |
| 257 CDBG Neighborhood Stabilization | 103,823 | 146,951 | 0 | 0 | 0 | 0% |
| 258 CDBG-CV Cares Act | 0 | 0 | 0 | 353,989 | 989,947 | 100% |
| Total CDBG | \$ 555,922 | \$ 1,241,969 | \$ 1,698,020 | \$1,422,162 | \$3,293,376 | 94% |

| <u>DIVISION STAFFING</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> |
|-------------------------------|----------------|----------------|----------------|----------------|
| <u>Full-Time Staff</u> | | | | |
| Administrative Analyst | 0.32 | 0.00 | 0.00 | 0.00 |
| Administrative Secretary | 0.00 | 0.05 | 0.00 | 0.00 |
| Economic Development Manager | 0.08 | 0.05 | 0.05 | 0.00 |
| Senior Development Specialist | 0.00 | 0.00 | 0.00 | 0.05 |
| Senior Management Analyst | 0.32 | 0.00 | 0.00 | 0.00 |
| Total Full-Time Staff | 0.72 | 0.10 | 0.05 | 0.05 |

FUND: CDBG 251
DEPARTMENT: ECONOMIC DEVELOPMENT 25
DIVISION: COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) 270
PROGRAM: CDBG ADMINISTRATION/ECONOMIC DEVELOPMENT AND HOUSING

| PROGRAM EXPENDITURE SUMMARY | | | | | | % Change |
|-----------------------------------|-------------------|---------------------|---------------------|---------------------|---------------------|---------------------------|
| | 2018-19 Actual | 2019-20 Actual | 2020-21 Budget | 2020-21 Revised | 2021-22 Budget | From 2020-21 Budget |
| Salaries | \$ 20,225 | \$ 22,896 | \$ 5,651 | \$ 6,057 | \$ 5,269 | -7% |
| Benefits | 9,637 | 13,016 | 3,677 | 3,998 | 3,291 | -10% |
| Materials & Operations | 2,343 | 3,198 | 7,785 | 2,418 | 4,900 | -37% |
| Contractual | 25,348 | 79,477 | 51,700 | 50,700 | 50,700 | -2% |
| Other Operating | 394,546 | 976,431 | 1,629,207 | 1,005,000 | 2,239,269 | 37% |
| Capital Outlay | 0 | 0 | 0 | 0 | 0 | 0% |
| Debt Service | 0 | 0 | 0 | 0 | 0 | 0% |
| TOTAL | \$ 452,099 | \$ 1,095,018 | \$ 1,698,020 | \$ 1,068,173 | \$ 2,303,429 | 36% |

PROGRAM DESCRIPTION

The Economic Development Department administers the City's Community Development Block Grant (CDBG) Program and related activities. These activities are directed at enticing public and private sector investment within targeted geographic areas of the City. The Department is tasked with implementing existing programs and developing innovative, new initiatives to promote economic and housing development and rehabilitation projects, with an emphasis on activities that create jobs, build or enhance infrastructure, provide affordable housing, expand the tax base, and promoting economic diversity. Annually, the City adopts an action plan allocating funds for administration and planning tasks as well as programs and projects identified in the City's CDBG Consolidated Plan. The Department annually evaluates its CDBG Program in the context of the required Five-Year Consolidated Plan and reprograms funds, if necessary, to projects, programs, or activities to meet its goals and objectives and meet CDBG timeliness requirements. Substantial amendments to the Consolidated Plan are also pursued when appropriate and in compliance with the City's Citizen Participation Plan.

The City's annual CDBG development activities are designed to foster private and public sector investment with CDBG target areas. Federal regulations mandate that programs funded by CDBG meet one or all of the national objectives: (1) elimination of slums or blight; (2) benefit low-to-moderate income individuals; or (3) address other community needs having a particular urgency.

For consistency in presenting the CDBG information, all activities of the City's Annual Action Plan are discussed herein and likewise, the accomplishments, staffing, goals and objectives.

| <u>PROGRAM STAFFING</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> |
|-------------------------------|----------------|----------------|----------------|----------------|
| <u>Full-Time Staff</u> | | | | |
| Administrative Analyst | 0.32 | 0.00 | 0.00 | 0.00 |
| Administrative Secretary | 0.00 | 0.05 | 0.00 | 0.00 |
| Economic Development Manager | 0.08 | 0.05 | 0.05 | 0.00 |
| Senior Development Specialist | 0.00 | 0.00 | 0.00 | 0.05 |
| Senior Management Analyst | 0.32 | 0.00 | 0.00 | 0.00 |
| Total Full-Time Staff | 0.72 | 0.10 | 0.05 | 0.05 |

FUND: CDBG 251
DEPARTMENT: ECONOMIC DEVELOPMENT 25
DIVISION: COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) 270
PROGRAM: CDBG ADMINISTRATION/ECONOMIC DEVELOPMENT AND HOUSING

SIGNIFICANT PROGRAM EXPENDITURE CHANGES

- None.

2020-21 PROGRAM ACCOMPLISHMENTS

- Completed annual reports as required.
- Began Neighborhood Stabilization Program (NSP) close-out.
- Created the Emergency Housing and Business Assistance Program utilizing CARES Act funding.

2021-22 PROGRAM GOALS AND OBJECTIVES

- Continue to close-out NSP and roll-over funds to CDBG.
- Complete statutory annual reports.
- Complete the annual audit.
- Complete reconstruction of streets and related infrastructure as determined through the preparation of the Annual Plan.

**PERFORMANCE AND
WORKLOAD INDICATORS**

| | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> |
|--|----------------|----------------|----------------|----------------|
| Annual IDIS Draw-downs | 4 | 6 | 6 | 6 |
| Linear feet of business façades improved | 0 | 0 | 300 | 0 |
| Timeliness Test | Fail | Pass | Pass | Pass |

FUND: CDBG NEIGHBORHOOD STABILIZATION PROGRAM 257
DEPARTMENT: ECONOMIC DEVELOPMENT 25
DIVISION: COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) 270
PROGRAM: CDBG NEIGHBORHOOD STABILIZATION PROGRAM

| PROGRAM EXPENDITURE SUMMARY | | | | | | % Change |
|-----------------------------------|-------------------|-------------------|-------------------|--------------------|-------------------|---------------------------|
| | 2018-19 Actual | 2019-20 Actual | 2020-21 Budget | 2020-21 Revised | 2021-22 Budget | From 2020-21 Budget |
| Salaries | \$ 0 | \$ 0 | \$ 0 | \$ 0 | \$ 0 | 0% |
| Benefits | 0 | 0 | 0 | 0 | 0 | 0% |
| Materials & Operations | 812 | 242 | 0 | 0 | 0 | 0% |
| Contractual | 6,659 | 2,636 | 0 | 0 | 0 | 0% |
| Other Operating | 96,352 | 127,919 | 0 | 0 | 0 | 0% |
| Capital Outlay | 0 | 16,154 | 0 | 0 | 0 | 0% |
| Debt Service | 0 | 0 | 0 | 0 | 0 | 0% |
| TOTAL | \$ 103,823 | \$ 146,951 | \$ 0 | \$ 0 | \$ 0 | 0% |

PROGRAM DESCRIPTION

In 2008, Congress passed the Housing and Economic Recovery Act, which created the Neighborhood Stabilization Program (NSP). The NSP Program allocated \$3.92 Billion to communities and states across the nation to address the growing foreclosure problem and stabilize neighborhoods. Hesperia was allocated \$4.59 million in NSP grant funds to address increasing foreclosures. Allocations of the NSP funds were based on (1) the number and percentage of home foreclosures, (2) the number and percentage of homes financed by a subprime mortgage, and (3) the number and percentage of homes in default or delinquency. The NSP provides emergency assistance for the redevelopment of abandoned and foreclosed residential properties. Eligible activities include financing mechanisms for purchase of foreclosed homes, purchase, and rehabilitation of foreclosed or abandoned homes, land banks for foreclosed homes, demolition of blighted structures, and redevelopment of demolished or vacant property.

All NSP funds are to be used to benefit individuals and families whose incomes do not exceed 120% of area median income and 25% of the NSP funds must be used for housing that is affordable to individuals and families whose incomes do not exceed 50% of area median income. Homes must be purchased at a one (1) percent discount, per NSP requirements. The NSP effort will provide affordable housing opportunities and arrest blighting conditions caused by home vacancy. This effort is intended to transform neighborhoods in the City.

The City has acquired 23 single family residences and one land bank property. In FY 2014-15, the City completed the rehabilitation phase. The City began selling or leasing the properties in FY 2012-13 and completed sales of the three (3) remaining properties in FY 2019-20. The program is being closed out.

SIGNIFICANT PROGRAM EXPENDITURE CHANGES

- None.

2020-21 PROGRAM ACCOMPLISHMENTS

- Began the NSP close-out.

2021-22 PROGRAM GOALS AND OBJECTIVES

- Continue to close-out NSP.

| | | |
|--------------------|---|------------|
| FUND: | CDBG NEIGHBORHOOD STABILIZATION PROGRAM | 257 |
| DEPARTMENT: | ECONOMIC DEVELOPMENT | 25 |
| DIVISION: | COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) | 270 |
| PROGRAM: | CDBG NEIGHBORHOOD STABILIZATION PROGRAM | |

PERFORMANCE AND

WORKLOAD INDICATORS

| | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> |
|------------------------------|----------------|----------------|----------------|----------------|
| Real Property Escrows Opened | 3 | 2 | 0 | 0 |
| Real Property Escrows Closed | 1 | 2 | 0 | 0 |
| Real Property Rehabilitation | 2 | 1 | 0 | 0 |
| Real Property Sale | 1 | 2 | 0 | 0 |

Development Services Department

| | |
|---|-----------|
| DEPARTMENT - DEVELOPMENT SERVICES..... | DS |
| ▪ Division - Community Development..... | F - 35 |
| • Program - Planning | F - 36 |
| • Program - Building and Safety..... | F - 38 |
| ▪ Division - Code Compliance..... | F - 40 |
| • Program - Code Enforcement | F - 41 |
| • Program - Animal Control | F - 44 |
| ▪ Division - Public Works..... | F - 48 |
| • Program - Street Maintenance..... | F - 50 |
| • Program - Traffic | F - 53 |
| • Program - Engineering..... | F - 56 |
| • Program - Building Maintenance..... | F - 59 |
| ▪ Division - Water..... | F - 61 |
| • Program - Source of Supply..... | F - 62 |
| • Program - Production..... | F - 65 |
| • Program - Distribution | F - 67 |
| • Program - Pipeline Maintenance..... | F - 69 |
| • Program - Engineering | F - 71 |
| • Program - Customer Service..... | F - 73 |
| • Program - Utility Billing..... | F - 75 |
| • Program - Administration | F - 77 |
| • Program - Property Management..... | F - 79 |
| ▪ Division - Sewer | F - 81 |
| • Program - Operations..... | F - 82 |
| • Program - Engineering..... | F - 84 |
| • Program - Utility Billing..... | F - 86 |
| • Program - Administration | F - 88 |

FUND: GENERAL FUND 100
DEPARTMENT: DEVELOPMENT SERVICES 29
DIVISION: COMMUNITY DEVELOPMENT 300

| DIVISION EXPENDITURE SUMMARY | | | | | | % Change From 2020-21 |
|------------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|-----------------------------|
| | 2018-19 Actual | 2019-20 Actual | 2020-21 Budget | 2020-21 Revised | 2021-22 Budget | 2020-21 Budget |
| Salaries | \$ 1,238,948 | \$ 1,260,450 | \$ 1,149,944 | \$ 1,216,696 | \$ 1,259,776 | 10% |
| Benefits | 528,286 | 609,294 | 596,012 | 609,334 | 608,059 | 2% |
| Materials & Operations | 37,231 | 37,335 | 35,697 | 34,333 | 40,962 | 15% |
| Contractual | 62,838 | 34,443 | 38,001 | 32,926 | 132,216 | 248% |
| Other Operating | 30,349 | 32,789 | 41,272 | 31,532 | 32,639 | -21% |
| Capital Outlay | 0 | 0 | 0 | 0 | 0 | 0% |
| Debt Service | 0 | 0 | 0 | 0 | 0 | 0% |
| TOTAL | \$ 1,897,652 | \$ 1,974,311 | \$ 1,860,926 | \$ 1,924,821 | \$ 2,073,652 | 11% |

| DIVISION EXPENDITURE SUMMARY | | | | | | % Change From 2020-21 |
|------------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|-----------------------------|
| | 2018-19 Actual | 2019-20 Actual | 2020-21 Budget | 2020-21 Revised | 2021-22 Budget | 2020-21 Budget |
| Planning | \$ 833,425 | \$ 859,362 | \$ 806,484 | \$ 835,336 | \$ 888,065 | 10% |
| Building & Safety | 1,064,227 | 1,114,949 | 1,054,442 | 1,089,485 | 1,185,587 | 12% |
| TOTAL | \$ 1,897,652 | \$ 1,974,311 | \$ 1,860,926 | \$ 1,924,821 | \$ 2,073,652 | 11% |

| <u>DIVISION STAFFING</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> |
|---|----------------|----------------|----------------|----------------|
| Total Full-Time Staff | 15.50 | 15.50 | 14.40 | 14.80 |
| Total Part-Time Staff | 0.92 | 0.92 | 0.46 | 0.92 |
| Total D.S. Community Development | 16.42 | 16.42 | 14.86 | 15.72 |

Note: In depth detailed staffing changes are located in Section E. City Position Summaries and subsequent expenditures can be found in Section D. Expenditure Summaries.

FUND: GENERAL FUND 100
DEPARTMENT: DEVELOPMENT SERVICES 29
DIVISION: COMMUNITY DEVELOPMENT 300
PROGRAM: PLANNING 3000

| PROGRAM EXPENDITURE SUMMARY | 2018-19 | 2019-20 | 2020-21 | 2020-21 | 2021-22 | % Change |
|-----------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|---------------------|
| | Actual | Actual | Budget | Revised | Budget | From 2020-21 Budget |
| Salaries | \$ 573,533 | \$ 556,305 | \$ 503,311 | \$ 537,738 | \$ 585,028 | 16% |
| Benefits | 229,834 | 273,905 | 265,379 | 272,058 | 278,432 | 5% |
| Materials & Operations | 5,329 | 2,750 | 3,890 | 3,456 | 3,365 | -13% |
| Contractual | 10,727 | 15,179 | 18,468 | 12,006 | 9,200 | -50% |
| Other Operating | 14,002 | 11,223 | 15,436 | 10,078 | 12,040 | -22% |
| Capital Outlay | 0 | 0 | 0 | 0 | 0 | 0% |
| Debt Service | 0 | 0 | 0 | 0 | 0 | 0% |
| TOTAL | \$ 833,425 | \$ 859,362 | \$ 806,484 | \$ 835,336 | \$ 888,065 | 10% |

PROGRAM DESCRIPTION

Planning provides public information, project review, and approvals or recommendations for development proposals to ensure that new development conforms to Hesperia’s environment as described in the General Plan (City Council Goal 3 – Future Development), specific plans, and Development Code. This Program assures conformance with the California Environmental Quality Act (CEQA), the Subdivision Map Act, the Municipal Code, and the Specific Plan. The Program also supports the Development Review Committee, the Planning Commission, and the City Council in all planning matters. Planning prepares applications for the annexation of sphere areas, as well as environmental documents for private developments and public developments such as Economic Development and Public Works projects. Planning also recommends changes to the City’s Land Use Plan to keep pace with the increase in population, commercial and industrial growth, and the changing regulatory environment to assure Hesperia’s future growth and success.

| PROGRAM STAFFING | 2018-19 | 2019-20 | 2020-21 | 2021-22 |
|---|----------------|----------------|----------------|----------------|
| <u>Full-Time Staff</u> | | | | |
| Administrative Analyst | 0.35 | 0.35 | 0.35 | 0.35 |
| Administrative Secretary | 0.00 | 0.00 | 0.00 | 0.10 |
| Assistant City Manager | 0.10 | 0.10 | 0.05 | 0.00 |
| Associate Planner | 1.00 | 1.00 | 0.00 | 1.00 |
| Community Development Coordinator | 0.00 | 0.00 | 0.00 | 0.50 |
| Community Development Supervisor | 0.50 | 0.50 | 0.50 | 0.00 |
| Community Development Technician | 1.25 | 1.25 | 1.25 | 1.25 |
| Deputy Community Development Director | 0.00 | 0.00 | 0.00 | 0.50 |
| Executive Secretary | 0.10 | 0.10 | 0.10 | 0.00 |
| Office Assistant | 0.00 | 0.00 | 1.00 | 1.00 |
| Principal Planner | 1.00 | 1.00 | 1.00 | 1.00 |
| Senior Community Development Technician | 0.50 | 0.50 | 0.50 | 0.50 |
| Senior Office Specialist | 1.00 | 1.00 | 0.00 | 0.00 |
| Senior Planner | 2.00 | 2.00 | 2.00 | 1.00 |
| Total Full-Time Staff | 7.80 | 7.80 | 6.75 | 7.20 |

FUND: GENERAL FUND 100
DEPARTMENT: DEVELOPMENT SERVICES 29
DIVISION: COMMUNITY DEVELOPMENT 300
PROGRAM: PLANNING 3000

| <u>PROGRAM STAFFING (Continued)</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> |
|---|----------------|----------------|----------------|----------------|
| <u>Part-Time Staff</u> | | | | |
| Administrative Analyst | 0.00 | 0.00 | 0.00 | 0.23 |
| Total Part-Time Staff | 0.00 | 0.00 | 0.00 | 0.23 |
| Total Full & Part-Time Staff | 7.80 | 7.80 | 6.75 | 7.43 |

SIGNIFICANT PROGRAM EXPENDITURE CHANGES

- None.

2020-21 PROGRAM ACCOMPLISHMENTS

- Continued processing Housing Element through the State to completion. This document will be completed by October 2021. A grant from Southern California Associated Governments (SCAG) and San Bernardino Council of Governments (SBCOG) is being pursued to ensure on-time delivery and resources to help preview the document before submitting.
- Explored opportunities to enhance the City through land use regulations and requirements and continued pursuing revocation of license and permits which violates laws and negatively impacts the citizens. A code amendment is planned for spring 2021 to modify certain development standards.
- Administered and monitored the progress of the Cannabis program, ensuring continued compliance by all businesses, including annual business license renewal inspections and participation in business audits.

2021-22 PROGRAM GOALS AND OBJECTIVES

- Submit Housing Element in October 2021.
- Coordinate a review of all Community Facilities Districts and Landscape Maintenance Districts to improve quality and efficiency of those programs.
- Implement electronic review of land use applications and minor Planning applications.

PERFORMANCE AND

WORKLOAD INDICATORS

| | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> |
|---|----------------|----------------|----------------|----------------|
| Business Licenses (new) | 1,786 | 1,449 | 1,516 | **3,600 |
| Submit New DRC Items | 99 | 86 | 60 | 80 |
| Conditional Use Permits/Revisions | 9 | 8 | 13 | 10 |
| Development Code Amendments | 10 | 1 | 2 | 5 |
| Parcel Maps (includes revisions) | 10 | 8 | 8 | 10 |
| Tentative Tracts & Tract Extensions | 7 | 15 | 0 | 5 |
| Site Plan Reviews/Revised Site Plan Reviews | 22 | 14 | 15 | 20 |
| Medical Cannabis Business Permits | 12 | 26 | *N/A | N/A |

*On November 19, 2019, the council placed a stay on this program and no new applications were accepted after that date.

**Increasing in Licenses is attributed to Truck Parking Permit Program estimate of 350 in the first year and 40% compliance in Rental Housing Program (1,746 licenses).

FUND: GENERAL FUND 100
DEPARTMENT: DEVELOPMENT SERVICES 29
DIVISION: COMMUNITY DEVELOPMENT 300
PROGRAM: BUILDING & SAFETY 3020

| PROGRAM EXPENDITURE SUMMARY | | | | | | % Change From 2020-21 Budget |
|-----------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------------------------|
| | 2018-19 Actual | 2019-20 Actual | 2020-21 Budget | 2020-21 Revised | 2021-22 Budget | |
| Salaries | \$ 665,415 | \$ 704,145 | \$ 646,633 | \$ 678,958 | \$ 674,748 | 4% |
| Benefits | 298,452 | 335,389 | 330,633 | 337,276 | 329,627 | 0% |
| Materials & Operations | 31,902 | 34,585 | 31,807 | 30,877 | 37,597 | 18% |
| Contractual | 52,111 | 19,264 | 19,533 | 20,920 | 123,016 | 530% |
| Other Operating | 16,347 | 21,566 | 25,836 | 21,454 | 20,599 | -20% |
| Capital Outlay | 0 | 0 | 0 | 0 | 0 | 0% |
| Debt Service | 0 | 0 | 0 | 0 | 0 | 0% |
| TOTAL | \$ 1,064,227 | \$ 1,114,949 | \$ 1,054,442 | \$ 1,089,485 | \$ 1,185,587 | 12% |

PROGRAM DESCRIPTION

Building and Safety is responsible for permitting, plan checking, building inspection, and land grading for compliance with adopted building codes and Federal and State Laws, which assists with achieving the City Council goal on Future Development. Technicians at the public counter process permits and provide public information for a wide variety of development related issues. The program provides consultation for disabled access issues that businesses in the community may have, and also administers the Police Multiple Response Fee Program, which includes billing and fee collection. Annual inspections are also performed for the eleven mobile home parks that lie within the City's boundaries.

| <u>PROGRAM STAFFING</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> |
|---|----------------|----------------|----------------|----------------|
| <u>Full-Time Staff</u> | | | | |
| Administrative Analyst | 0.50 | 0.50 | 0.50 | 0.50 |
| Administrative Secretary | 0.00 | 0.00 | 0.00 | 0.10 |
| Assistant City Manager | 0.10 | 0.10 | 0.05 | 0.00 |
| Building Inspector | 3.00 | 3.00 | 3.00 | 3.00 |
| Building Official | 1.00 | 1.00 | 1.00 | 0.00 |
| Community Development Coordinator | 0.00 | 0.00 | 0.00 | 0.50 |
| Community Development Supervisor | 0.50 | 0.50 | 0.50 | 0.00 |
| Community Development Technician | 0.00 | 0.00 | 0.00 | 0.50 |
| Deputy Community Development Director | 0.00 | 0.00 | 0.00 | 0.50 |
| Executive Secretary | 0.10 | 0.10 | 0.10 | 0.00 |
| Plans Examiner | 2.00 | 2.00 | 2.00 | 2.00 |
| Senior Community Development Technician | 0.50 | 0.50 | 0.50 | 0.50 |
| Total Full-Time Staff | 7.70 | 7.70 | 7.65 | 7.60 |
| <u>Part-Time Staff</u> | | | | |
| Administrative Analyst | 0.00 | 0.00 | 0.00 | 0.23 |
| Building Inspector | 0.92 | 0.46 | 0.00 | 0.00 |
| Plans Examiner | 0.00 | 0.46 | 0.46 | 0.46 |
| Total Part-Time Staff | 0.92 | 0.92 | 0.46 | 0.69 |
| Total Full & Part-Time Staff | 8.62 | 8.62 | 8.11 | 8.29 |

FUND: GENERAL FUND 100
DEPARTMENT: DEVELOPMENT SERVICES 29
DIVISION: COMMUNITY DEVELOPMENT 300
PROGRAM: BUILDING & SAFETY 3020

SIGNIFICANT PROGRAM EXPENDITURE CHANGES

- Due to the anticipated increase in residential and industrial development, \$100,000 for plan check and inspection services has been included.

2020-21 PROGRAM ACCOMPLISHMENTS

- Continued to participate in planning committee for the construction of Tapestry project.
- Implemented the Deemed Approved Inspection program for business licensing, City ordinance, processes and fees for tracking, enforcing and internal implementation.
- Continued the implementation of electronic plan submittals. This project is planned to be complete in spring of 2021.
- Implemented the stormwater program and components as it pertains to plan check and building inspections.

2021-22 PROGRAM GOALS AND OBJECTIVES

- Coordinate with Code Enforcement the implementation of the Truck Parking Permit program and the Rental Housing program.
- Issue permits to Hesperia Commerce Center I, II, and III.
- Complete an estimated 2,300 plan reviews on several large projects such as tenant improvements, patios, pools, garages, and a residential tract with 300 homes planned.
- Perform quality assurance on all returned commercial plans (approximately 1,500 files).

PERFORMANCE AND

WORKLOAD INDICATORS

| | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> |
|---|----------------|----------------|----------------|----------------|
| Permits Issued | 3,041 | 3,475 | 3,556 | 3,650 |
| Solar Permits Issued | 536 | 456 | 520 | 500 |
| New Residential Permits | 223 | 239 | 225 | *320 |
| Plans Reviewed | 2,820 | 2,451 | 2,204 | 2,300 |
| Inspections | 12,674 | 13,754 | 13,500 | 14,000 |
| Inspections Per Day Per Inspector | 19.29 | 20.90 | 19.26 | 20.90 |
| Fats, Oil, Grease (FOG) Program – Inspections Performed | 403 | 400 | 500 | 500 |

*Housing based on 220 single family infill and 100 tract homes.

FUND: GENERAL FUND 100
DEPARTMENT: DEVELOPMENT SERVICES 29
DIVISION: CODE COMPLIANCE 305

| DIVISION EXPENDITURE SUMMARY | | | | | | % Change From 2020-21 Budget |
|------------------------------------|---------------------|--------------------|---------------------|---------------------|---------------------|---------------------------------------|
| | 2018-19 Actual | 2019-20 Actual | 2020-21 Budget | 2020-21 Revised | 2021-22 Budget | 2020-21 Budget |
| Salaries | \$ 1,586,270 | \$1,616,854 | \$ 1,552,133 | \$ 1,573,682 | \$ 1,934,942 | 25% |
| Benefits | 751,807 | 837,115 | 877,300 | 866,607 | 1,013,787 | 16% |
| Materials & Operations | 196,281 | 192,261 | 186,032 | 202,339 | 216,119 | 16% |
| Contractual | 126,437 | 116,272 | 255,586 | 221,561 | 373,524 | 46% |
| Other Operating | 68,603 | 47,258 | 63,607 | 80,209 | 71,011 | 12% |
| Capital Outlay | 27,366 | 0 | 0 | 66,734 | 38,042 | 100% |
| Debt Service | 0 | 0 | 0 | 0 | 0 | 0% |
| TOTAL | \$ 2,756,764 | \$2,809,760 | \$ 2,934,658 | \$ 3,011,132 | \$ 3,647,425 | 24% |

| DIVISION EXPENDITURE SUMMARY | | | | | | % Change From 2020-21 Budget |
|------------------------------------|---------------------|--------------------|---------------------|---------------------|---------------------|---------------------------------------|
| | 2018-19 Actual | 2019-20 Actual | 2020-21 Budget | 2020-21 Revised | 2021-22 Budget | 2020-21 Budget |
| Code Enforcement | \$ 1,147,292 | \$1,170,268 | \$ 1,179,481 | \$ 1,292,209 | \$ 1,728,671 | 47% |
| Animal Control | 1,609,472 | 1,639,492 | 1,755,177 | 1,718,923 | 1,918,754 | 9% |
| TOTAL | \$ 2,756,764 | \$2,809,760 | \$ 2,934,658 | \$ 3,011,132 | \$ 3,647,425 | 24% |

| <u>DIVISION STAFFING</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> |
|---|----------------|----------------|----------------|----------------|
| Total Full-Time Staff | 23.90 | 23.90 | 22.90 | 27.95 |
| Total Part-Time Staff | 1.84 | 1.84 | 1.84 | 1.84 |
| Total D.S. Code Compliance Staff | 25.74 | 25.74 | 24.74 | 29.79 |

Note: In depth detailed staffing changes are located in Section E. City Position Summaries and subsequent expenditures can be found in Section D. Expenditure Summaries.

FUND: GENERAL FUND 100
DEPARTMENT: DEVELOPMENT SERVICES 29
DIVISION: CODE COMPLIANCE 305
PROGRAM: CODE ENFORCEMENT 3010

| PROGRAM EXPENDITURE SUMMARY | 2018-19 | 2019-20 | 2020-21 | 2020-21 | 2021-22 | % Change From |
|-----------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|----------------|
| | Actual | Actual | Budget | Revised | Budget | 2020-21 Budget |
| Salaries | \$ 666,055 | \$ 679,730 | \$ 618,822 | \$ 653,627 | \$ 959,444 | 55% |
| Benefits | 328,647 | 365,631 | 370,764 | 375,924 | 494,619 | 33% |
| Materials & Operations | 58,688 | 50,970 | 51,200 | 71,922 | 69,206 | 35% |
| Contractual | 62,633 | 55,602 | 112,552 | 90,353 | 131,700 | 17% |
| Other Operating | 31,269 | 18,335 | 26,143 | 48,649 | 35,660 | 36% |
| Capital Outlay | 0 | 0 | 0 | 51,734 | 38,042 | 100% |
| Debt Service | 0 | 0 | 0 | 0 | 0 | 0% |
| TOTAL | \$ 1,147,292 | \$ 1,170,268 | \$ 1,179,481 | \$ 1,292,209 | \$ 1,728,671 | 47% |

PROGRAM DESCRIPTION

Code Enforcement's primary duties are the prevention, detection, investigation, and enforcement of violations of laws regulating public nuisance, public health, aesthetics, safety and welfare, business activities, building standards, land-use and municipal affairs. Code Enforcement's responsibility lies squarely between policy making and the realms of law enforcement and litigation. City Council adopts policies, codes, rules and regulations to solve problems or to respond to federal, state, or community mandates. Code Enforcement applies these laws either by using warnings and notices to persuade voluntary compliance or by filing court actions. Code Enforcement operates seven days per week. Code Enforcement strives to achieve the City Council's number one goal of Public Safety (Goal 1).

| <u>PROGRAM STAFFING</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> |
|----------------------------------|----------------|----------------|----------------|----------------|
| <u>Full-Time Staff</u> | | | | |
| Administrative Secretary | 0.00 | 0.00 | 0.00 | 0.20 |
| Assistant City Manager | 0.20 | 0.20 | 0.20 | 0.00 |
| Code Enforcement Officer | 4.00 | 4.00 | 4.00 | 7.00 |
| Code Enforcement Supervisor | 1.00 | 1.00 | 1.00 | 1.00 |
| Community Development Technician | 0.00 | 0.00 | 0.00 | 0.50 |
| Executive Secretary | 0.20 | 0.20 | 0.20 | 0.00 |
| Office Assistant | 1.00 | 1.00 | 0.00 | 2.00 |
| Senior Code Enforcement Officer | 2.00 | 2.00 | 2.00 | 2.00 |
| Senior Office Assistant | 1.00 | 1.00 | 1.00 | 1.00 |
| Total Full-Time Staff | 9.40 | 9.40 | 8.40 | 13.70 |

SIGNIFICANT PROGRAM EXPENDITURE CHANGES

- Funding in the amount of \$38,042 is included as a carry-over for the purchase of a vehicle.

| | | |
|--------------------|-----------------------------|-------------|
| FUND: | GENERAL FUND | 100 |
| DEPARTMENT: | DEVELOPMENT SERVICES | 29 |
| DIVISION: | CODE COMPLIANCE | 305 |
| PROGRAM: | CODE ENFORCEMENT | 3010 |

2020-21 PROGRAM ACCOMPLISHMENTS

- Continued partnership with the Glen Helen Work Release Program to operate the Restoring the Environment for a Cleaner Hesperia (REACH) Program. The REACH crew cleaned up weeds, trash and illegal dumping at various locations throughout the City and hauled approximately 351 loads to Advance Disposal for a total of 231.60 tons (463,200 pounds). The REACH crew was responsible for the collection and disposal of 845 tires, 956 mattresses, 881 couches, 1,139 bags of trash, 493 shopping carts, 389 television sets, and 369 gallons of hazardous materials. Additionally, the REACH program also completed 45 board-ups on structures (residences, garages, sheds, commercial, and industrial buildings).
- Conducted weekly quality-of-life sweeps with the San Bernardino County Sheriff's Department, vacating over 390 sites, and removal of approximately 88.46 tons (176,920 pounds) of trash and debris.
- Conducted quarterly Tire Amnesty Days to curb illegal dumping, which resulted in the collection of approximately 2,287 tires.
- Code Enforcement in conjunction with the San Bernardino County Sheriff's Department, continued enforcement of cannabis-related municipal code violation cases. Since July 1, 2020, there has been approximately 16 cases opened against grows, delivery, and dispensary facilities. Approximately 8,355 cannabis plants and 124 pounds of product were removed and destroyed.
- Continued to conduct annual inspections of all registered cannabis delivery businesses and plant permits.
- Operated seven days a week to increase proactive enforcement and mitigate cases of illegal street vending, illegal commercial vehicle parking, vehicle sales, and other code enforcement cases.
- Continued to conduct annual inspections of massage parlors and smoke shops. As a result of this year's inspections, two (2) massage parlors and one (1) smoke shop had their business license revoked due to serious violations causing their businesses to be closed.
- Implemented the Deemed Approved Inspection Program to reduce problems caused by public consumption of alcoholic beverages and conduct annual inspections to ensure that blight, litter, graffiti, loitering, and other nuisance activities are not occurring at business establishments.
- Coordinated with the Public Works Division and removed 22.45 tons (44,900 pounds) of trash and debris in various locations throughout the City.

2021-22 PROGRAM GOALS AND OBJECTIVES

- Implement the City's newly adopted Rental Housing Inspection program aimed at ensuring basic habitability at rental properties and remove blight and unsafe conditions from neighborhoods.
- Implement the City's newly adopted Truck Parking Permit program to allow continued parking of permitted commercial vehicles on qualifying lots and ensure trucks transporting hazardous materials are not parking in neighborhoods.
- Continue operating the Deemed Approved Inspection program to reduce problems caused by public consumption of alcoholic beverages and requiring all off-sale establishments throughout the City to receive an annual inspection to ensure that blight, litter, graffiti, loitering, and other nuisance activities are not occurring at their place of business.
- Continue to partner with the Glen Helen Work Release Program to operate the Restoring the Environment for a Cleaner Hesperia (REACH) Program. The REACH crew removes weeds, debris, illegally dumped tires, trash, and maintains City-owned properties.
- Continue to conduct quarterly Neighborhood Beautification events offering residents a cost free opportunity to dispose of bulky items.

FUND: GENERAL FUND 100
DEPARTMENT: DEVELOPMENT SERVICES 29
DIVISION: CODE COMPLIANCE 305
PROGRAM: CODE ENFORCEMENT 3010

2021-22 PROGRAM GOALS AND OBJECTIVES (Continued)

- Continue to conduct annual inspections of massage parlors and smoke shops to reduce serious violations.
- Continue to conduct special enforcement programs, concentrating on illegal dumping, commercial vehicles, and other parking violations outside of regular business hours.
- Conduct proactive sign violation enforcement sweeps throughout the City.
- Continue to conduct quarterly Tire Amnesty Day events to reduce illegal dumping.
- Continue to conduct quality-of-life sweeps in conjunction with the San Bernardino County Sheriff's Department.
- Continue to enforce local cannabis laws by conducting sweeps with the San Bernardino County Sheriff's Department.

**PERFORMANCE AND
WORKLOAD INDICATORS**

| | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> |
|-------------------------------|----------------|----------------|----------------|----------------|
| New Enforcement Cases | 5,122 | 5,825 | 5,900 | 9,362 |
| Inspections (New and Recheck) | 10,437 | 10,415 | 10,500 | 14,000 |
| Notices Issued | 1,044 | 1,403 | 1,500 | 2,000 |
| Parking Citations | 1,121 | 1,171 | 1,100 | 2,000 |
| Warrants | 66 | 21 | 10 | 50 |
| Court Hearings | 46 | 6 | 12 | 24 |
| Administrative Citations | 315 | 345 | 365 | 550 |
| Contracted Abatements | 8 | 16 | 3 | 12 |
| Tonnage | 201 | 218 | 231 | 230 |
| Tire Amnesty Days | 3,172 | 2,287 | 2,600 | 3,000 |

REACH Program

| | | | | |
|-----------------------------|-----|-------|-------|-------|
| City Abatements (Board-ups) | 47 | 54 | 45 | 50 |
| Tires | 688 | 695 | 845 | 850 |
| Mattresses | 967 | 1,045 | 956 | 1,200 |
| Couches | 880 | 1,026 | 881 | 1,100 |
| Bags of Trash | 673 | 552 | 1,139 | 905 |
| Shopping Carts | 257 | 276 | 493 | 375 |
| Televisions | 340 | 450 | 389 | 365 |
| Gallons of Hazardous Liquid | 49 | 213 | 369 | 200 |

FUND: GENERAL FUND 100
DEPARTMENT: DEVELOPMENT SERVICES 29
DIVISION: CODE COMPLIANCE 305
PROGRAM: ANIMAL CONTROL 5000

| PROGRAM EXPENDITURE SUMMARY | | | | | | % Change From |
|-----------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|-------------------|
| | 2018-19 Actual | 2019-20 Actual | 2020-21 Budget | 2020-21 Revised | 2021-22 Budget | 2020-21 Budget |
| Salaries | \$ 920,215 | \$ 937,124 | \$ 933,311 | \$ 920,055 | \$ 975,498 | 5% |
| Benefits | 423,160 | 471,484 | 506,536 | 490,683 | 519,168 | 2% |
| Materials & Operations | 137,593 | 141,291 | 134,832 | 130,417 | 146,913 | 9% |
| Contractual | 63,804 | 60,670 | 143,034 | 131,208 | 241,824 | 69% |
| Other Operating | 37,334 | 28,923 | 37,464 | 31,560 | 35,351 | -6% |
| Capital Outlay | 27,366 | 0 | 0 | 15,000 | 0 | 0% |
| Debt Service | 0 | 0 | 0 | 0 | 0 | 0% |
| TOTAL | \$ 1,609,472 | \$ 1,639,492 | \$ 1,755,177 | \$ 1,718,923 | \$ 1,918,754 | 9% |

PROGRAM DESCRIPTION

Animal Control provides a number of public safety functions including rabies control, dog licensing, stray and dangerous animal abatement, hearings for public nuisance, quarantine, and hearings for dangerous and/or vicious animals. These functions are paramount in achieving the City Council's first goal of Public Safety. Animal Control also provides care, shelter, and treatment for unwanted and abused animals. Animal Control maintains a large population of adoptable animals, and the on-site veterinarian provides weekly vaccination and spay/neuter clinics for High Desert residents.

| PROGRAM STAFFING | 2018-19 | 2019-20 | 2020-21 | 2021-22 |
|---|----------------|----------------|----------------|----------------|
| <u>Full-Time Staff</u> | | | | |
| Administrative Secretary | 1.00 | 1.00 | 1.00 | 1.25 |
| Animal Care Technician | 4.00 | 4.00 | 4.00 | 4.00 |
| Animal Control Officer | 3.00 | 3.00 | 3.00 | 3.00 |
| Animal Services Coordinator | 0.00 | 0.00 | 1.00 | 1.00 |
| Animal Services Manager | 1.00 | 1.00 | 1.00 | 1.00 |
| Assistant City Manager | 0.25 | 0.25 | 0.25 | 0.00 |
| Executive Secretary | 0.25 | 0.25 | 0.25 | 0.00 |
| Office Assistant | 3.00 | 3.00 | 3.00 | 3.00 |
| Senior Animal Care Technician | 1.00 | 1.00 | 0.00 | 0.00 |
| Senior Animal Control Officer | 1.00 | 1.00 | 1.00 | 1.00 |
| Total Full-Time Staff | 14.50 | 14.50 | 14.50 | 14.25 |
| <u>Part-Time Staff</u> | | | | |
| Administrative Aide | 0.46 | 0.00 | 0.00 | 0.00 |
| Animal Care Technician | 0.92 | 0.92 | 0.92 | 0.92 |
| Office Assistant | 0.46 | 0.92 | 0.92 | 0.92 |
| Total Part-Time Staff | 1.84 | 1.84 | 1.84 | 1.84 |
| Total Full & Part-Time Staff | 16.34 | 16.34 | 16.34 | 16.09 |

| | | |
|--------------------|-----------------------------|-------------|
| FUND: | GENERAL FUND | 100 |
| DEPARTMENT: | DEVELOPMENT SERVICES | 29 |
| DIVISION: | CODE COMPLIANCE | 305 |
| PROGRAM: | ANIMAL CONTROL | 5000 |

SIGNIFICANT PROGRAM EXPENDITURE CHANGES

- Senate Bill (SB) 573 which was approved on September 18, 2020, will require that all agency, shelter, or groups, either microchip cats and dogs, or make good faith effort to locate available free or discounted services before releasing the animal to the owner or new owner. For that reason the materials and operations expenditures have increased in order to be in compliance to avoid the penalty which takes effect January 1, 2022.
- Contractual expenditures increased due to the dwindling spay/neuter trust account thereby, requiring more general fund, which had previously been used to offset veterinary expenses.

2020-21 PROGRAM ACCOMPLISHMENTS

- Continued the Pets and Vets program to increase adoptions and decrease euthanasia.
- Continued a Trap/Stray, Neuter, and Release (TNR) Program for the community feral cat population to decrease euthanasia.
- Staff continued to successfully operate a cat adoption program through PetSmart Adoption Charities in Apple Valley PetSmart. Monies paid to the City through the participation in the PetSmart Charities are placed back into the Shelter's Adoption Program. There were 22 cat adoptions from July 2019 through June 2020, which decreased from past years due to the COVID-19 restrictions. For the period of July 2020 through January 2021 there have already been 31 adoptions, estimated to be approximately 50 for the FY 2020-21.
- Applied for a grant from the Raymond Pryke Foundation and received \$20,000, to fund the purchase of surgical room equipment in order for qualified staff to perform certain procedures including dental procedures on shelter animals.
- Continued participation with multiple agencies to host a free vaccine and microchip clinic in order to increase compliance of licensed dogs within the City of Hesperia.
- Continued the established Volunteer Program to include the County WEX (work experience) volunteers and students from the Hesperia Unified School District in the workability/experiential learning program to assist with shelter operations. Increased volunteer base to include volunteers available for events and shelter operations.
- Increased visibility of animal services through media, events, City of Hesperia webpage, PetHarbor.com webpage, Facebook page, and Instagram page.
- Continued relations with Church & Dwight to receive donations of all cat litter and laundry detergent that is needed for the shelter operations. This includes many pallets worth of product, including retail packaged cat litter that is then donated to our adopters for their new pet.
- Continued cross-training Animal Control Officers with Code Enforcement Officers.
- Continued networking with other animal control agencies in order to enhance the business model of the Hesperia Animal Shelter.
- Automated pet adoption contracts to expedite the process and provide superior customer service to citizens.
- Implemented "Finding Rover" lost pet services web page.
- Made various improvements to the Animal Shelter facility which included: front shelter landscaping, adding a shade gazebo and artificial turf that was donated for the outdoor play yard, added sound proofing baffling to the interior dog kennel areas, upgraded interior lighting with LED's in all kennel areas, repaired and replaced damaged chain-link kennel doors throughout the facility, installed new shoreline cat kennels in cat adoption area, and remodeled the adoption visitation room.
- Purchased and installed an upgraded commercial washer extractor and dryer. This unit allows the shelter staff to do more loads of laundry per day, eliminating the large stacks of soiled laundry. In addition, this unit will significantly better sanitize the large blankets and comforters.

| | | |
|--------------------|-----------------------------|-------------|
| FUND: | GENERAL FUND | 100 |
| DEPARTMENT: | DEVELOPMENT SERVICES | 29 |
| DIVISION: | CODE COMPLIANCE | 305 |
| PROGRAM: | ANIMAL CONTROL | 5000 |

2020-21 PROGRAM ACCOMPLISHMENTS (Continued)

- Implemented a managed intake policy for owner surrender cats and dogs. This includes all animals turned in will be evaluated by staff prior to acceptance. Animals found to be sick, old, aggressive, and non-adoptable, will be directed to contact a veterinarian for evaluation or possible euthanasia.
- Expanded foster parent program allowing animals to be fostered by the public. This effort will help reduce animals in the shelter and possibly lead to the animal being adopted by the foster thus increasing adoption rates.
- Hesperia Animal Shelter hit a fabulous milestone this year with managed intake policies, working with rescue groups, private adoptions along with the Spay, Neuter, and Release program, the Shelter is now considered a 'No-Kill Shelter'. A 'No-Kill Shelter', is an animal shelter that has a placement rate of 90% or higher.

2021-22 PROGRAM GOALS AND OBJECTIVES

- Continue to identify outside funding sources and apply for targeted spay/neuter grants and microchip grants.
- Continue to increase visibility of animal services through media, events, webpage, Facebook, and Instagram pages.
- Continue to network with other animal control agencies in order to enhance the business model of the Hesperia Animal Shelter.
- Continue to expand foster parent program allowing animals to be fostered by the public. This effort will help to reduce animals in the shelter and possibly lead to the animal being adopted by the foster thus increasing adoption rates.
- Implement a marketing strategy for the newly implemented "Finding Rover" webpage.
- Create an Abandoned Animal City ordinance. Currently, the City does not have an ordinance that forbids a person from abandoning an animal within the City. This would allow the Animal Control Officers to issue a City administrative citation as opposed to filing a criminal report under Penal Code 597s and sending to the District Attorney's office for processing.
- Modify an area of the shelter to include an animal treatment lab to facilitate certain medical treatments to be performed on shelter animals by onsite registered vet technicians.

PERFORMANCE AND

WORKLOAD INDICATORS

| | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> |
|----------------------------------|----------------|----------------|----------------|----------------|
| Officer call response | 9,257 | 8,931 | 9,000 | 9,000 |
| Citations & Notice of Violations | 2,157 | 1,612 | 2,000 | 2,500 |
| Hearings | 13 | 15 | 15 | 15 |
| Owner Turn-in-Alive* | 849 | 462 | 150 | 150 |
| Owner Turn-in-Deceased | 147 | 176 | 75 | 100 |
| Strays Recovered-Alive | 5,027 | 4,820 | 5,000 | 5,400 |
| Strays Recovered-Deceased | 987 | 850 | 800 | 1,000 |
| Seized/Abandoned/Agency Assist | 122 | 109 | 100 | 100 |
| Animals Adopted/Rescued | 2,496 | 2,404 | 2,800 | 2,800 |
| Animals Euthanized | 1,502 | 784 | 275 | 300 |
| Transfer to another Agency | 2 | 36 | 10 | 20 |

*Managed Intake Program implemented March 2020

| | | |
|--------------------|-----------------------------|-------------|
| FUND: | GENERAL FUND | 100 |
| DEPARTMENT: | DEVELOPMENT SERVICES | 29 |
| DIVISION: | CODE COMPLIANCE | 305 |
| PROGRAM: | ANIMAL CONTROL | 5000 |

PERFORMANCE AND

WORKLOAD INDICATORS

| | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> |
|---|----------------|----------------|----------------|----------------|
| Animal Licenses Issued | 13,213 | 14,906 | 20,000 | 20,000 |
| Number of Animals Processed (Intake) | 6,315 | 5,855 | 5,200 | 5,500 |
| Pets/Vets Program | 59 | 34 | 30 | 30 |
| Trap, Neuter, Release (TNR) Program** | 433 | 972 | 1,200 | 1,400 |
| <u>Shelter Operations Donations</u> | | | | |
| Cat Litter pallets annually (lbs.) | 40,000 | 40,000 | 40,000 | 40,000 |
| Laundry Detergent 2-4 pallets annually (lbs.) | 20,000 | 20,000 | 20,000 | 20,000 |
| Dog Food (lbs.) | 1,000 | 2,000 | 2,000 | 2,000 |

**TNR Program was implemented August 2018.

FUNDS: GENERAL FUND 100 AND STREETS MAINTENANCE FUND 263
DEPARTMENT: DEVELOPMENT SERVICES 29
DIVISION: PUBLIC WORKS 310

| DIVISION EXPENDITURE SUMMARY | | | | | | % Change |
|------------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------------|
| | 2018-19 Actual | 2019-20 Actual | 2020-21 Budget | 2020-21 Revised | 2021-22 Budget | From 2020-21 Budget |
| Salaries | \$ 2,039,674 | \$ 2,131,056 | \$ 2,075,552 | \$ 1,595,986 | \$ 1,638,184 | -21% |
| Benefits | 922,696 | 1,020,434 | 1,103,454 | 873,995 | 918,877 | -17% |
| Materials & Operations | 947,825 | 921,906 | 945,274 | 939,316 | 940,244 | -1% |
| Contractual | 1,121,926 | 1,255,806 | 1,149,278 | 1,188,695 | 1,266,044 | 10% |
| Other Operating | 406,610 | 466,695 | 398,653 | 550,331 | 398,512 | 0% |
| Capital Outlay | 194,173 | 129,188 | 71,000 | 112,133 | 225,000 | 217% |
| Debt Service | 0 | 0 | 0 | 0 | 0 | 0% |
| TOTAL | \$ 5,632,904 | \$ 5,925,085 | \$ 5,743,211 | \$ 5,260,456 | \$ 5,386,861 | -6% |

| DIVISION EXPENDITURE SUMMARY | | | | | | % Change |
|---|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------------|
| | 2018-19 Actual | 2019-20 Actual | 2020-21 Budget | 2020-21 Revised | 2021-22 Budget | From 2020-21 Budget |
| Street Maintenance (263) | | | | | | |
| 3150 Street Maintenance | 2,337,018 | 2,428,969 | 2,323,955 | 2,030,538 | 2,021,138 | -13% |
| 3170 Traffic | 1,543,343 | 1,619,284 | 1,713,944 | 1,465,013 | 1,367,595 | -20% |
| Total Fund Street Maintenance (Fund 263) | \$ 3,880,361 | \$ 4,048,253 | \$ 4,037,899 | \$ 3,495,551 | \$ 3,388,733 | -16% |
| General Fund (100) | | | | | | |
| 3100 Engineering | \$ 760,597 | \$ 793,771 | \$ 735,498 | \$ 753,555 | \$ 864,415 | 18% |
| 3110 Building Maintenance | 991,946 | 1,083,061 | 969,814 | 1,011,350 | 1,133,713 | 17% |
| Total General Fund (100) | \$ 1,752,543 | \$ 1,876,832 | \$ 1,705,312 | \$ 1,764,905 | \$ 1,998,128 | 17% |
| Total Public Works | \$ 5,632,904 | \$ 5,925,085 | \$ 5,743,211 | \$ 5,260,456 | \$ 5,386,861 | -6% |

| <u>DIVISION STAFFING</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> |
|--------------------------------------|----------------|----------------|----------------|----------------|
| Total Full-Time Staff | 31.35 | 31.65 | 31.65 | 21.85 |
| Total Part-Time Staff | 3.91 | 2.99 | 1.38 | 1.38 |
| Total D.S. Public Works Staff | 35.26 | 34.64 | 33.03 | 23.23 |

Note: In depth detailed staffing changes are located in Section E. City Position Summaries and subsequent expenditures can be found in Section D. Expenditure Summaries.

FUND: STREETS MAINTENANCE FUND 263
DEPARTMENT: DEVELOPMENT SERVICES 29
DIVISION: PUBLIC WORKS 310

| DIVISION EXPENDITURE SUMMARY | | | | | | % Change From |
|------------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|-------------------|
| | 2018-19 Actual | 2019-20 Actual | 2020-21 Budget | 2020-21 Revised | 2021-22 Budget | 2020-21 Budget |
| Salaries | \$ 1,577,007 | \$ 1,670,451 | \$ 1,660,893 | \$ 1,159,231 | \$ 1,137,702 | -32% |
| Benefits | 698,819 | 774,114 | 863,933 | 629,136 | 626,618 | -27% |
| Materials & Operations | 441,733 | 415,728 | 451,088 | 399,946 | 388,175 | -14% |
| Contractual | 701,904 | 792,418 | 712,796 | 753,425 | 773,270 | 8% |
| Other Operating | 270,865 | 266,354 | 278,189 | 441,680 | 287,968 | 4% |
| Capital Outlay | 190,033 | 129,188 | 71,000 | 112,133 | 175,000 | 146% |
| Debt Service | 0 | 0 | 0 | 0 | 0 | 0% |
| TOTAL | \$ 3,880,361 | \$ 4,048,253 | \$ 4,037,899 | \$ 3,495,551 | \$ 3,388,733 | -16% |

DIVISION DESCRIPTION

The Street Maintenance Fund includes the Streets Maintenance Program and Traffic Program. Streets Maintenance is responsible for operations and maintenance of the street and right-of-way network within the City. The Traffic Program is responsible for operations and maintenance of the street and right-of-way network within the City.

| <u>DIVISION STAFFING</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> |
|---|-----------------------|-----------------------|-----------------------|-----------------------|
| Total Full-Time Staff | 25.80 | 26.10 | 26.10 | 15.80 |
| Total Part-Time Staff | 2.76 | 1.84 | 0.92 | 0.92 |
| Total Full & Part-Time Staff | 28.56 | 27.94 | 27.02 | 16.72 |

FUND: STREETS MAINTENANCE FUND 263
DEPARTMENT: DEVELOPMENT SERVICES 29
DIVISION: PUBLIC WORKS 310
PROGRAM: STREET MAINTENANCE 3150

| PROGRAM EXPENDITURE SUMMARY | | | | | | % Change From |
|-----------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|-------------------|
| | 2018-19 Actual | 2019-20 Actual | 2020-21 Budget | 2020-21 Revised | 2021-22 Budget | 2020-21 Budget |
| Salaries | \$ 1,050,466 | \$ 1,098,937 | \$ 1,093,070 | \$ 808,970 | \$ 824,922 | -25% |
| Benefits | 452,270 | 502,232 | 552,399 | 426,319 | 445,934 | -19% |
| Materials & Operations | 248,673 | 242,189 | 267,755 | 224,617 | 230,491 | -14% |
| Contractual | 165,793 | 233,771 | 99,563 | 139,192 | 121,207 | 22% |
| Other Operating | 250,564 | 222,652 | 240,168 | 409,307 | 256,084 | 7% |
| Capital Outlay | 169,252 | 129,188 | 71,000 | 22,133 | 142,500 | 101% |
| Debt Service | 0 | 0 | 0 | 0 | 0 | 0% |
| TOTAL | \$ 2,337,018 | \$ 2,428,969 | \$ 2,323,955 | \$ 2,030,538 | \$ 2,021,138 | -13% |

PROGRAM DESCRIPTION

The Street Maintenance Program is responsible for operations and maintenance of the street and right-of-way network within the City. These responsibilities include, but are not limited to, street and shoulder repair, crack sealing, flood control, box culverts, debris removal, ice control, and support of Code Compliance issues and City-sponsored functions. This program is also responsible for the maintenance of all stormwater inlets and outlets, ensuring that they remain unobstructed for the free flow of stormwater runoff.

| <u>PROGRAM STAFFING</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> |
|---|----------------|----------------|----------------|----------------|
| <u>Full-Time Staff</u> | | | | |
| Administrative Analyst | 0.25 | 0.25 | 0.25 | 0.25 |
| Administrative Secretary | 0.25 | 0.25 | 0.25 | 0.65 |
| Assistant City Manager | 0.10 | 0.10 | 0.10 | 0.15 |
| Assistant Engineer | 0.20 | 0.20 | 0.20 | 0.20 |
| Construction Inspection Supervisor | 0.25 | 0.25 | 0.25 | 0.25 |
| Construction Inspector | 0.30 | 0.30 | 0.30 | 0.30 |
| Director of Public Works | 0.00 | 0.00 | 0.00 | 0.35 |
| Engineering Technician | 0.20 | 0.20 | 0.20 | 0.00 |
| Equipment Operator | 4.30 | 4.30 | 4.30 | 2.00 |
| Executive Secretary | 0.10 | 0.10 | 0.10 | 0.00 |
| Fleet/Warehouse Supervisor | 0.00 | 0.15 | 0.15 | 0.15 |
| Geographical Information Systems Manager | 0.15 | 0.15 | 0.15 | 0.15 |
| Geographical Information Systems Technician | 0.15 | 0.15 | 0.15 | 0.15 |
| Maintenance Crew Supervisor | 1.30 | 1.30 | 1.30 | 0.30 |
| Maintenance Worker | 5.10 | 5.10 | 5.10 | 3.10 |
| Management Analyst | 0.00 | 0.00 | 0.00 | 0.35 |
| Office Assistant | 0.55 | 0.55 | 0.55 | 0.25 |
| Public Works Manager | 0.40 | 0.40 | 0.40 | 0.00 |
| Public Works Supervisor | 0.00 | 0.00 | 0.00 | 0.35 |

FUND: STREETS MAINTENANCE FUND 263
DEPARTMENT: DEVELOPMENT SERVICES 29
DIVISION: PUBLIC WORKS 310
PROGRAM: STREET MAINTENANCE 3150

| PROGRAM STAFFING (Continued) | 2018-19 | 2019-20 | 2020-21 | 2021-22 |
|---|----------------|----------------|----------------|----------------|
| <u>Full-Time Staff (Continued)</u> | | | | |
| Senior Engineering Technician | 0.00 | 0.00 | 0.00 | 0.20 |
| Senior Maintenance Worker | 2.80 | 2.80 | 2.80 | 1.50 |
| Senior Management Analyst | 0.20 | 0.20 | 0.20 | 0.20 |
| Total Full-Time Staff | 16.60 | 16.75 | 16.75 | 10.85 |
| <u>Part-Time Staff</u> | | | | |
| Maintenance Worker | 2.76 | 1.84 | 0.92 | 0.92 |
| Total Part-Time Staff | 2.76 | 1.84 | 0.92 | 0.92 |
| Total Full & Part-Time Staff | 19.36 | 18.59 | 17.67 | 11.77 |

SIGNIFICANT PROGRAM EXPENDITURE CHANGES

- Funding in the amount of \$12,500 is included to purchase a dump trailer that will be used for debris removal.
- \$135,000 has been included to purchase a new wheel loader due to the retirement of the existing loader, which was purchased in 1989.
- Funding of \$25,000 has been included for the purchase of concrete K-Rail's to be used throughout the City to prohibit access to City-owned property (vacant land, property, etc.) and for the prevention of illegal dumping at repeated sites.

2020-21 PROGRAM ACCOMPLISHMENTS

- Used 1,368.77 tons of asphalt to pave 147,529 square feet of roads.
- Used 166.22 tons of cold mix to repair 17,729 potholes.
- Completed 3,595 square feet of trench repair for Water Division.
- Graded 24 miles of dirt roads and shoulders.
- Crack-sealed 670 linear feet of cracks on road.
- Rehabilitation of flood control channels from I Avenue to Peach Avenue, from Orchid Avenue to Mojave River, and from I Avenue to Talisman Street.

2021-22 PROGRAM GOALS AND OBJECTIVES

- Maintain existing roads to provide a safe and reliable road system:
 - Complete pavement repairs as needed to provide a safe driving surface, including pothole repair, overlays, shoulder paving, crack-sealing, trench repair for Water Division, and other maintenance related to asphalt pavement management. Minimize shoulder erosion and debris from storm by paving berms and shoulders at problem areas.
 - Grade dirt roads for an improved ride every 12 to 18 weeks, or as needed.
 - Minimize flood damage on public right-of-ways by removing flood debris from right-of-ways, maintain detention ponds owned by the City, and maintain box culverts, including inlet and outlet areas and open concrete channels. Repair shoulders damaged by storms.
 - Maintain storm water crossings on roadways by installing concrete “cut off walls” and rip rap.
 - Continue to maintain storm drain facilities, retention basins, and associated dry wells consistent with State and Federal Law.

FUND: STREETS MAINTENANCE FUND 263
DEPARTMENT: DEVELOPMENT SERVICES 29
DIVISION: PUBLIC WORKS 310
PROGRAM: STREET MAINTENANCE 3150

2021-22 PROGRAM GOALS AND OBJECTIVES (Continued)

- Rehabilitation of flood control channel from Peach Avenue to Orchid Avenue.
- Rehabilitation of Bear Valley Road from Jacaranda Avenue to Mojave River Bridge, Main Street from Hickory Avenue to Balsam Avenue and the H-01 outlet pond located on 4th Avenue.

PERFORMANCE AND

| <u>WORKLOAD INDICATORS</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> |
|--|-----------------------|-----------------------|-----------------------|-----------------------|
| Pavement Repaired (Square Feet) | 120,725 | *32,000 | 147,000 | 130,000 |
| Pavement Repaired/Water Patches (Sq. Ft.) | 23,601 | *12,000 | *3,600 | 10,000 |
| Berms Constructed (Feet) | 4,077 | *1,130 | *992 | 1,500 |
| Hot Mix (Tons) | 1,461 | *482 | 1,300 | 1,000 |
| Potholes Repaired | 32,358 | *21,500 | *17,000 | 30,000 |
| Cold Mix (Tons) | 395 | *330 | *166 | 400 |
| Dirt Roads Graded (Miles) | 78 | *61 | *7 | 15 |
| Shoulders Graded (Miles) | 66 | *20 | *16 | 20 |
| Debris Tons (Weeds, Trash-Advanced Disposal) | 1,488 | *766 | *589 | 1,000 |
| Debris to Mojave Yard (Loads) | 2,200 | *1,700 | *302 | 600 |
| Fill Dirt (Loads) | 1,220 | *291 | *368 | 600 |
| Storm Drains Cleaned (Counts) | 361 | 333 | *151 | 300 |
| Crack-Seal (Feet) | 271,019 | *110 | *670 | 800 |
| Slurry Seal (Miles) | 0 | 3 | 0 | 0 |

*During Fiscal Year (FY) 2019-20 and FY 2020-21, the pandemic drastically affected the amount of work that employees were able to complete.

Hesperia has 538 miles of roads, with 498 paved and 40 unpaved.

FUND: STREETS MAINTENANCE FUND 263
DEPARTMENT: DEVELOPMENT SERVICES 29
DIVISION: PUBLIC WORKS 310
PROGRAM: TRAFFIC 3170

| PROGRAM EXPENDITURE SUMMARY | | | | | | % Change From |
|-----------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|-------------------|
| | 2018-19 Actual | 2019-20 Actual | 2020-21 Budget | 2020-21 Revised | 2021-22 Budget | 2020-21 Budget |
| Salaries | \$ 526,541 | \$ 571,514 | \$ 567,823 | \$ 350,261 | \$ 312,780 | -45% |
| Benefits | 246,549 | 271,882 | 311,534 | 202,817 | 180,684 | -42% |
| Materials & Operations | 193,060 | 173,539 | 183,333 | 175,329 | 157,684 | -14% |
| Contractual | 536,111 | 558,647 | 613,233 | 614,233 | 652,063 | 6% |
| Other Operating | 20,301 | 43,702 | 38,021 | 32,373 | 31,884 | -16% |
| Capital Outlay | 20,781 | 0 | 0 | 90,000 | 32,500 | 100% |
| Debt Service | 0 | 0 | 0 | 0 | 0 | 0% |
| TOTAL | \$ 1,543,343 | \$ 1,619,284 | \$ 1,713,944 | \$ 1,465,013 | \$ 1,367,595 | -20% |

PROGRAM DESCRIPTION

The Traffic Program is responsible for operations and maintenance of the street and right-of-way network within the City. These responsibilities include, but are not limited to, sign maintenance, traffic signal maintenance, striping, street sweeping, weed abatement, graffiti removal, and support of Code Compliance issues and City-sponsored functions. This Program is responsible for ensuring safe traffic flow within the City through the proper use and maintenance of signs and markings, traffic signals, and related traffic control devices, practices, and techniques.

| PROGRAM STAFFING | 2018-19 | 2019-20 | 2020-21 | 2021-22 |
|------------------------------|----------------|----------------|----------------|----------------|
| <u>Full-Time Staff</u> | | | | |
| Administrative Secretary | 0.25 | 0.25 | 0.25 | 0.25 |
| Fleet/Warehouse | 0.00 | 0.15 | 0.15 | 0.15 |
| Maintenance Crew Supervisor | 1.00 | 1.00 | 1.00 | 1.00 |
| Maintenance Worker | 4.30 | 4.30 | 4.30 | 2.30 |
| Office Assistant | 0.25 | 0.25 | 0.25 | 0.25 |
| Public Works Manager | 0.40 | 0.40 | 0.40 | 0.00 |
| Senior Maintenance Worker | 3.00 | 3.00 | 3.00 | 1.00 |
| Total Full-Time Staff | 9.20 | 9.35 | 9.35 | 4.95 |

SIGNIFICANT PROGRAM EXPENDITURE CHANGES

- \$32,500 has been included for the purchase of one (1) service truck.

2020-21 PROGRAM ACCOMPLISHMENTS

- Converted sixteen (16) traffic signal lights to cost saving LED's on the Main Street Bridge, Main Street and G Avenue, and Rock Springs Road.
- Performed annual battery back-up maintenance program, which involved the replacement of 50 batteries within the system to ensure loss of power to signalized intersections is minimal.
- Provided annual striping services by restriping over 1.4 million lineal feet of streets and bike lanes.

| | | |
|--------------------|---------------------------------|-------------|
| FUND: | STREETS MAINTENANCE FUND | 263 |
| DEPARTMENT: | DEVELOPMENT SERVICES | 29 |
| DIVISION: | PUBLIC WORKS | 310 |
| PROGRAM: | TRAFFIC | 3170 |

2020-21 PROGRAM ACCOMPLISHMENTS (Continued)

- Removed graffiti from 1,500 locations within the City.
- Inspected and provided sign maintenance to 800 signs.
- Painted 250 legends throughout the City.
- Installed military banners and Christmas décor for City Hall.
- Performed traffic signal maintenance for 28 intersections.
- Provided 3,780 curb miles of street sweeping to keep the neighborhoods and streets free of debris.
- Provided after hours on-call for emergency traffic signal repairs, downed signs, road repair and closures for Police and Fire.
- Completed the Rhythm Engineering Adaptive Traffic system with Urban Systems which now allows for 16 of the 28 traffic signals to adapt to live traffic conditions, as well as providing the City remote viewing capabilities.

2021-22 PROGRAM GOALS AND OBJECTIVES

- Provide safe and efficient traffic movement throughout the City:
 - Monitor Traffic Control System and provide adequate preventative maintenance by trained city staff and/or contract services.
 - Provide adequate training to City personnel to properly maintain traffic signals and equipment to minimize downtime, as well as contractor call-outs.
 - Work with the Engineering Division on the Rancho Road widening project and the new Truck Route within the City.
 - Install LED traffic signal lights at Main Street and Peach Avenue, as well as Main Street and I Avenue.
 - Install signs at all off-road areas within the City, as well as bollards (sturdy posts) at Rancho Road and Santa Fe Avenue to prevent illegal off-road vehicles from damaging the wheelchair ramps and eroding the hillside.
 - Replace downed stop signs within one (1) hour of notification. Replace all other regulatory signs within one (1) business day and replace information warning signs within five (5) working days.
 - Keep the City graffiti free. Continue to respond within twenty-four (24) hours of complaint to eliminate graffiti and continue to develop strategies to fight graffiti collectively with law enforcement and the community.
 - Collaborate with the Engineering Division to install Speed Feedback signs on Maple Avenue in front of Hesperia High School.
- Maintain existing roads to provide a safe and reliable road system:
 - Provide services for weed abatement in City right-of-ways to maintain safe movement of pedestrian and vehicle traffic.
 - Street sweeping shall be performed on a weekly, bi-weekly, and on a monthly basis so that streets and bike lanes will be free of debris and trash.
 - Provide additional flooded signs for areas that flood heavily during storm events.

FUND: STREETS MAINTENANCE FUND 263
DEPARTMENT: DEVELOPMENT SERVICES 29
DIVISION: PUBLIC WORKS 310
PROGRAM: TRAFFIC 3170

2021-22 PROGRAM GOALS AND OBJECTIVES (Continued)

- Legends, striping, and curb markings shall be maintained:
 - Continue to maintain legend, striping, and curb markings throughout the City.
 - Support the Engineering Division by installing and maintaining new striping, markings, and sign(s), deemed necessary by the Traffic Engineer.

PERFORMANCE AND

| <u>WORKLOAD INDICATORS</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> |
|-----------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Legends Painted | 2,197 | *640 | *87 | 400 |
| Signs Maintained | 2,970 | *1,405 | *470 | 1,200 |
| Graffiti Sites Addressed | 2,197 | *1,075 | 1,095 | 2,400 |
| Striping (Feet) | 584,966 | *151,958 | **1,495,415 | 400,000 |
| Street Sweeping (Curb Miles) | 3,780 | 3,780 | 3,780 | 3,780 |
| Crosswalk and Curb (Feet) | 2,336 | *735 | *116 | 500 |

*During Fiscal Year (FY) 2019-20 and FY 2020-21, the pandemic drastically affected the amount of work that employees were able to complete.

**Additional work completed on north and south streets from Bear Valley Road to Rancho Road.

FUND: GENERAL FUND 100
DEPARTMENT: DEVELOPMENT SERVICES 29
DIVISION: PUBLIC WORKS 310
PROGRAM: ENGINEERING 3100

| PROGRAM EXPENDITURE SUMMARY | | | | | | % Change From |
|-----------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|----------------|
| | 2018-19 Actual | 2019-20 Actual | 2020-21 Budget | 2020-21 Revised | 2021-22 Budget | 2020-21 Budget |
| Salaries | \$ 315,460 | \$ 333,413 | \$ 289,753 | \$ 309,577 | \$ 363,480 | 25% |
| Benefits | 135,740 | 155,626 | 158,362 | 162,747 | 201,614 | 27% |
| Materials & Operations | 15,326 | 16,275 | 10,470 | 12,080 | 13,785 | 32% |
| Contractual | 279,270 | 273,392 | 260,100 | 260,100 | 271,820 | 5% |
| Other Operating | 10,661 | 15,065 | 16,813 | 9,051 | 13,716 | -18% |
| Capital Outlay | 4,140 | 0 | 0 | 0 | 0 | 0% |
| Debt Service | 0 | 0 | 0 | 0 | 0 | 0% |
| TOTAL | \$ 760,597 | \$ 793,771 | \$ 735,498 | \$ 753,555 | \$ 864,415 | 18% |

PROGRAM DESCRIPTION

Engineering is responsible for the planning, design, and construction of the infrastructure of the City to address the needs of the community both today and in the future. The Program also reviews all development proposals to ensure that they conform to City codes and standards, and provides technical input to street, traffic, transit, and wastewater member agencies, which meets the City Council goal pertaining to Capital Improvement. Engineering also oversees many aspects of the City's Capital Improvement Program, most notably the Annual Paving Program and street, wastewater, potable water, and storm drain related construction projects. The Engineering Program has taken over the traffic engineering responsibilities and works closely with the Public Works Department to respond to these issues. The Program is also responsible for compliance related to the City's Municipal Stormwater MS4 permit in connection with the Federal Clean Water Act.

| <u>PROGRAM STAFFING</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> |
|---|----------------|----------------|----------------|----------------|
| <u>Full-Time Staff</u> | | | | |
| Administrative Analyst | 0.25 | 0.25 | 0.25 | 0.25 |
| Administrative Secretary | 0.00 | 0.00 | 0.00 | 0.30 |
| Assistant City Manager | 0.10 | 0.10 | 0.10 | 0.20 |
| Assistant Engineer | 0.15 | 0.15 | 0.15 | 0.15 |
| Community Development Technician | 0.25 | 0.25 | 0.25 | 0.25 |
| Construction Inspection Supervisor | 0.10 | 0.10 | 0.10 | 0.10 |
| Construction Inspector | 0.85 | 0.85 | 0.85 | 0.85 |
| Engineering Technician | 0.20 | 0.20 | 0.20 | 0.00 |
| Environmental Compliance Inspector | 0.00 | 0.00 | 0.00 | 0.40 |
| Executive Secretary | 0.10 | 0.10 | 0.10 | 0.00 |
| Geographical Information Systems Manager | 0.15 | 0.15 | 0.15 | 0.15 |
| Geographical Information Systems Technician | 0.15 | 0.15 | 0.15 | 0.15 |
| Office Assistant | 0.20 | 0.20 | 0.20 | 0.00 |
| Project Construction Manager | 0.75 | 0.75 | 0.75 | 0.75 |
| Senior Engineering Technician | 0.00 | 0.00 | 0.00 | 0.20 |
| Senior Management Analyst | 0.30 | 0.30 | 0.30 | 0.30 |
| Total Full-Time Staff | 3.55 | 3.55 | 3.55 | 4.05 |

| | | |
|--------------------|-----------------------------|-------------|
| FUND: | GENERAL FUND | 100 |
| DEPARTMENT: | DEVELOPMENT SERVICES | 29 |
| DIVISION: | PUBLIC WORKS | 310 |
| PROGRAM: | ENGINEERING | 3100 |

| <u>PROGRAM STAFFING (Continued)</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> |
|--|-----------------------|-----------------------|-----------------------|-----------------------|
| <u>Part-Time Staff</u> | | | | |
| Administrative Intern | 0.23 | 0.23 | 0.23 | 0.23 |
| Total Part-Time Staff | 0.23 | 0.23 | 0.23 | 0.23 |
| Total Full & Part-Time Staff | 3.78 | 3.78 | 3.78 | 4.28 |

SIGNIFICANT PROGRAM EXPENDITURE CHANGES

- None.

2020-21 PROGRAM ACCOMPLISHMENTS

- Updated the City's Capital Improvement Program by adjusting the priorities of projects, based upon the anticipated funding levels that were available.
- Development Services staff implemented the City's MS4 Stormwater Permit and made significant progress towards compliance under the General Permit. Staff codified an Ordinance setting standards and specifications, provided to developers working within the City and revised retention standards.
- Implementation of the City's Flood Hazard Protection Ordinance through the acquisition of drainage easements where required and reviewed all development that is potentially impacted by stormwater run-off, while staying abreast of the ever-changing Federal Emergency Management Agency (FEMA) regulations. It is expected that compliance with the new Stormwater Permit will span multiple years.
- Design and construction of miscellaneous drainage system improvements throughout the City to increase flood protection city-wide.
- Staff implemented the City's Pavement Management System to prioritize roadways for rehabilitation and maintenance projects.
- The FY 2020-21 Annual Street Improvement Project was completed using SB-1 funding and Measure "I" transportation funds to maintain roadways throughout the City. The scope of work for this project included Main Street from the State Aqueduct to Topaz Avenue, including storm drain system across Main Street just east of the Aqueduct, Main Street from C Avenue to I Avenue, and Rancho Road from 7th Avenue to Danbury Avenue.
- Completed design of roadway improvements for the intersection of Main Street and Timberlane Avenue.
- Completed construction of the Community Development Block Grant (CDBG) funded dirt road paving project which included Hawthorne Avenue, from Eucalyptus Street to Lilac Street, Lilac Street from Hawthorne Avenue to Balsam Avenue, and Palm Street from 7th Avenue to 6th Avenue.
- Design completed for Rancho Road Widening project and Aqueduct Bridge replacement. Construction is scheduled to begin in FY 2021-22 and completed in FY 2022-23.

2021-22 PROGRAM GOALS AND OBJECTIVES

- Continue to implement the City's Flood Hazard Protection Ordinance through the acquisition of drainage easements where required, review all development that is potentially impacted by stormwater run-off, and maintain required certifications while staying abreast of the ever-changing FEMA regulations.
- Continue to work toward the completion of the expansion of the Park and Ride facility on Joshua Street at Highway 395. State and Regional grants are being utilized to fund the project and construction should be completed during the 2021 calendar year.

| | | |
|--------------------|-----------------------------|-------------|
| FUND: | GENERAL FUND | 100 |
| DEPARTMENT: | DEVELOPMENT SERVICES | 29 |
| DIVISION: | PUBLIC WORKS | 310 |
| PROGRAM: | ENGINEERING | 3100 |

2021-22 PROGRAM GOALS AND OBJECTIVES (Continued)

- Construct street improvements along Peach Avenue at the golf course to improve drainage conveyance and public safety.
- Continue work on the A-04 Drainage Program by coordinating development along the A-04 corridor.
- San Bernardino County Flood Control, in collaboration with the City, will continue efforts to complete the Bandicoot Basin project. The County intends to run a sand and gravel operation at the site for several years to reduce required export during construction.
- Collection of data and preparation of a citywide speed zone survey was stalled in FY 2020-21 due to funding concerns caused by the COVID-19 pandemic. Implementation is scheduled to be completed during FY 2021-22.
- Construction of roadway improvements for the intersection of Main Street and Timberlane Avenue are scheduled for FY 2021-22.
- Continue partnership with San Bernardino County and San Bernardino County Transit Authority (SBCTA) to widen Ranchero Road from 2/4 lanes into a fully improved 5 lane roadway, including replacement of the bridge over the Aqueduct. Construction will begin in FY 2021-22, with expected completion in FY 2022-23.
- Conduct area specific analysis of the City's Wastewater Systems and Plan.
- Pursue developer funding in order to complete roadway improvements along E Avenue between Hercules Street and Mauna Loa Street.
- Staff will continue oversight and revisions of the MS4 Stormwater State permit requirements and monitor citywide developer compliance.
- Coordinate with Caltrans on Interstate 15 maintenance project that will include detours onto City roadways.
- Continue working on the Tapestry Project. Grading will begin in late 2021 and construction is expected to begin in FY 2021-22.

FUND: GENERAL FUND 100
DEPARTMENT: DEVELOPMENT SERVICES 29
DIVISION: PUBLIC WORKS 310
PROGRAM: BUILDING MAINTENANCE 3110

| PROGRAM EXPENDITURE SUMMARY | | | | | | % Change |
|-----------------------------------|-------------------|---------------------|-------------------|---------------------|---------------------|---------------------------|
| | 2018-19 Actual | 2019-20 Actual | 2020-21 Budget | 2020-21 Revised | 2021-22 Budget | From 2020-21 Budget |
| Salaries | \$ 147,207 | \$ 127,192 | \$ 124,906 | \$ 127,178 | \$ 137,002 | 10% |
| Benefits | 88,137 | 90,694 | 81,159 | 82,112 | 90,645 | 12% |
| Materials & Operations | 490,766 | 489,903 | 483,716 | 527,290 | 538,284 | 11% |
| Contractual | 140,752 | 189,996 | 176,382 | 175,170 | 220,954 | 25% |
| Other Operating | 125,084 | 185,276 | 103,651 | 99,600 | 96,828 | -7% |
| Capital Outlay | 0 | 0 | 0 | 0 | 50,000 | 100% |
| Debt Service | 0 | 0 | 0 | 0 | 0 | 0% |
| TOTAL | \$ 991,946 | \$ 1,083,061 | \$ 969,814 | \$ 1,011,350 | \$ 1,133,713 | 17% |

PROGRAM DESCRIPTION

Building Maintenance supports all City departments and facilities through a Predictive/Preventive Maintenance Program that reduces facility depreciation and equipment/structural failures. The objective of this Program is to reduce the amount of unknown trouble calls that inconvenience customers and escalate maintenance costs. This program is supported by computerized maintenance management software which will allow Building Maintenance to better serve customers through planning and scheduling of maintenance activities. Predictive/Preventive Maintenance will provide customers with advanced notification of maintenance that will be conducted in their work areas, while reducing the effects of catastrophic mechanical and structural failures leading to prolonged customer inconvenience and interruption of daily operations.

In addition, this program is responsible for supporting Building Maintenance operations and landscape management at City Hall and County Library (9700 and 9650 Seventh Avenue), Animal Control (11011 East Santa Fe Avenue), Police Department (15840 Smoke Tree), the City of Hesperia Park and Ride Facility (Joshua at Highway 395), Eighth Street Paseo, and the Township Landscape Management.

| <u>PROGRAM STAFFING</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> |
|---|----------------|----------------|----------------|----------------|
| <u>Full-Time Staff</u> | | | | |
| Custodian | 1.00 | 1.00 | 1.00 | 1.00 |
| Facilities Supervisor | 0.50 | 0.50 | 0.50 | 0.50 |
| Senior Custodian | 0.50 | 0.50 | 0.50 | 0.50 |
| Total Full-Time Staff | 2.00 | 2.00 | 2.00 | 2.00 |
| <u>Part-Time Staff</u> | | | | |
| Custodian - Part-Time | 0.46 | 0.46 | 0.00 | 0.00 |
| Facilities Electrician | 0.23 | 0.23 | 0.23 | 0.23 |
| Facilities Maintenance Technician | 0.23 | 0.23 | 0.00 | 0.00 |
| Total Part-Time Staff | 0.92 | 0.92 | 0.23 | 0.23 |
| Total Full & Part-Time Staff | 2.92 | 2.92 | 2.23 | 2.23 |

FUND: GENERAL FUND 100
DEPARTMENT: DEVELOPMENT SERVICES 29
DIVISION: PUBLIC WORKS 310
PROGRAM: BUILDING MAINTENANCE 3110

SIGNIFICANT PROGRAM EXPENDITURE CHANGES

- \$33,500 has been included to seal coat and restripe the parking areas at the Hesperia Police Station.
- Funding in the amount of \$50,000 has been included to replace the heating, ventilation and air conditioning system at the Hesperia Animal Shelter facility.

2020-21 PROGRAM ACCOMPLISHMENTS

- Provided a safe, clean work environment for all employees at City Hall, the County Library, Animal Control, Police Department, and the Park and Ride.
- Reduced the number of unforeseen trouble calls through the use of preventive/predictive maintenance including regular service of rolling gates, door mechanisms, alarm system batteries, and vents.
- Maintained landscape at City Hall, County Library, Police Department, Eighth Street Paseo, Township, and County Building.
- Continued to provide a secure environment at City Hall and the County Library through a contracted security company.
- Supported Coronavirus Aid, Relief, and Economic Security (CARES) Act projects, which included counter top barriers, touchless restroom fixtures, and automatic entry doors.
- Supported relocation of Assemblyman offices within City Hall.
- Supported installation of Congressman's offices within City Hall.

2021-22 PROGRAM GOALS AND OBJECTIVES

- Provide a safe, clean work environment for all employees at City Hall, County Library, Animal Control, Police Department, and the Park and Ride.
- Reduce the number of unforeseen trouble calls through the use of preventive/predictive maintenance.
- Maintain landscape at City Hall, County Library, Police Department, County Building, Township, and Eighth Street Paseo.
- Crack seal, reseal, and restripe the parking areas at the Hesperia Police Station.

PERFORMANCE AND

| <u>WORKLOAD INDICATORS</u> | <u>2018-19</u> | <u>**2019-20</u> | <u>2020-21</u> | <u>2021-22</u> |
|-------------------------------------|-----------------------|-------------------------|-----------------------|-----------------------|
| Backlog Work Orders/PM's | 107 | 145 | 153 | 100 |
| Service Requests | 0 | 0 | 40 | 100 |
| Customer Service Request Orders | 288 | 288 | 96 | 300 |
| Contracts Administered | 9 | 9 | 9 | 9 |
| Sub Contract Invoices Processed | 350 | 285 | 202 | 300 |
| Carpets Deep Cleaned (Square Feet) | 18,096 | 1,258 | 3,901 | 10,000 |
| Painting (Square Feet) | 750 | 1,500 | 200 | 1,500 |
| Hard Surface Cleaning (Square Feet) | 31,926 | 80,115 | *200,000 | 240,000 |

*Hard surface cleaning increased due to the purchase of new mechanical floor cleaning equipment, combined with additional staff who is very effective at using it.

**FY 2019-20 Actual will be updated on Final FY 2021-22 Budget

FUND: WATER OPERATING 700
DEPARTMENT: DEVELOPMENT SERVICES 29
DIVISION: WATER 400

| DIVISION EXPENDITURE SUMMARY | | | | | | % Change From 2020-21 |
|------------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|-----------------------------|
| | 2018-19 Actual | 2019-20 Actual | 2020-21 Budget | 2020-21 Revised | 2021-22 Budget | 2020-21 Budget |
| Salaries | \$ 3,770,877 | \$ 3,970,213 | \$ 3,937,184 | \$ 3,842,276 | \$ 3,975,410 | 1% |
| Benefits | 3,085,890 | 2,180,783 | 2,081,461 | 2,101,178 | 2,287,461 | 10% |
| Materials & Operations | 6,299,557 | 6,842,659 | 7,459,840 | 7,842,460 | 8,352,933 | 12% |
| Contractual | 1,131,782 | 1,543,849 | 3,454,999 | 2,299,977 | 4,408,099 | 28% |
| Other Operating | 4,713,635 | 3,445,701 | 2,722,001 | 2,762,833 | 2,626,913 | -3% |
| Capital Outlay | 5,621,094 | 1,636,655 | 139,189 | 334,776 | 350,000 | 151% |
| Debt Service | 1,416,196 | 1,403,041 | 1,525,825 | 5,813,174 | 234,636 | -85% |
| TOTAL | \$ 26,039,031 | \$ 21,022,901 | \$ 21,320,499 | \$ 24,996,674 | \$ 22,235,452 | 4% |

| DIVISION EXPENDITURE SUMMARY | | | | | | % Change From 2020-21 |
|---|----------------------|----------------------|----------------------|----------------------|----------------------|-----------------------------|
| | 2018-19 Actual | 2019-20 Actual | 2020-21 Budget | 2020-21 Revised | 2021-22 Budget | 2020-21 Budget |
| Water Operating (700) | | | | | | |
| 4010 Source of Supply | \$ 4,066,463 | \$ 3,278,811 | \$ 3,781,431 | \$ 3,776,880 | \$ 4,232,272 | 12% |
| 4020 Production | 3,049,950 | 2,975,683 | 3,145,198 | 3,642,787 | 3,730,996 | 19% |
| 4030 Distribution | 1,428,334 | 1,536,464 | 1,529,448 | 1,568,131 | 1,623,578 | 6% |
| 4035 Pipeline Maintenance | 1,097,815 | 1,002,307 | 1,055,111 | 999,563 | 1,044,150 | -1% |
| 4040 Engineering | 776,071 | 990,078 | 1,008,108 | 1,032,526 | 1,002,956 | -1% |
| 4050 Customer Service | 1,653,007 | 1,856,592 | 1,811,612 | 1,833,936 | 2,000,669 | 10% |
| 4060 Utility Billing | 937,002 | 1,100,478 | 1,089,258 | 1,011,494 | 1,027,781 | -6% |
| 4070 Administration | 6,235,866 | 4,923,115 | 4,954,307 | 9,480,877 | 3,525,442 | -29% |
| 4080 Property Management | 362,399 | 387,665 | 411,026 | 397,844 | 455,052 | 11% |
| Total Water Operating | \$ 19,606,907 | \$ 18,051,193 | \$ 18,785,499 | \$ 23,744,038 | \$ 18,642,896 | -1% |
| Water CIP (701) | \$ 6,432,124 | \$ 2,971,708 | \$ 2,235,000 | \$ 1,018,000 | \$ 3,330,000 | 49% |
| Water Reclaimed (720) | 0 | 0 | 300,000 | 234,636 | 262,556 | -12% |
| Total Water Operating & Capital Projects | \$ 26,039,031 | \$ 21,022,901 | \$ 21,320,499 | \$ 24,996,674 | \$ 22,235,452 | 4% |

| <u>DIVISION STAFFING</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> |
|-------------------------------|----------------|----------------|----------------|----------------|
| Total Full-Time Staff | 59.05 | 59.95 | 58.91 | 56.75 |
| Total Part-Time Staff | 2.16 | 1.93 | 1.24 | 0.85 |
| Total D.S. Water Staff | 61.21 | 61.88 | 60.15 | 57.60 |

Note: In depth detailed staffing changes are located in Section E. City Position Summaries and subsequent expenditures can be found in Section D. Expenditure Summaries.

FUND: WATER OPERATING 700
DEPARTMENT: DEVELOPMENT SERVICES 29
DIVISION: WATER 400
PROGRAM: SOURCE OF SUPPLY 4010

| PROGRAM EXPENDITURE SUMMARY | | | | | | % Change |
|-----------------------------------|---------------------|---------------------|---------------------|---------------------|--------------------|---------------------------|
| | 2018-19 Actual | 2019-20 Actual | 2020-21 Budget | 2020-21 Revised | 2021-22 Budget | From 2020-21 Budget |
| Salaries | \$ 38,094 | \$ 41,434 | \$ 43,255 | \$ 46,688 | \$ 50,587 | 17% |
| Benefits | 12,298 | 19,169 | 17,018 | 17,434 | 18,821 | 11% |
| Materials & Operations | 2,794,658 | 3,217,858 | 3,721,158 | 3,712,758 | 4,162,864 | 12% |
| Contractual | 0 | 0 | 0 | 0 | 0 | 0% |
| Other Operating | 663 | 350 | 0 | 0 | 0 | 0% |
| Capital Outlay | 1,220,750 | 0 | 0 | 0 | 0 | 0% |
| Debt Service | 0 | 0 | 0 | 0 | 0 | 0% |
| TOTAL | \$ 4,066,463 | \$ 3,278,811 | \$ 3,781,431 | \$ 3,776,880 | \$4,232,272 | 12% |

PROGRAM DESCRIPTION

Source of Supply is responsible for managing and reporting the annual production of water. Part of the management is complying with the adjudication of the Mojave Basin. The adjudication sought to rectify the overproduction of water that caused a reduction of water flow accessible to producers in the northern portion of the Mojave Basin (downstream towards the City of Barstow). After a series of legal findings, the adjudication of the Mojave Basin Area was made final by a court decision in January 1996.

While the District owns 14,171 acre-feet (AF) of base annual production (BAP), adjudication restricts productions to 7,795 AF or 55% of the BAP. This restricted amount is called the free production allowance (FPA). Water production exceeding the annual FPA must be either replenished from third party water rights owners through annual leases or purchased directly from the Mojave Basin Area Watermaster at a premium cost. In addition, the Program is also responsible for all public information and school education programs pertaining to water conservation and in assisting homeowners and businesses to eliminate water waste.

| PROGRAM STAFFING | 2018-19 | 2019-20 | 2020-21 | 2021-22 |
|--------------------------------|----------------|----------------|----------------|----------------|
| <u>Full-Time Staff</u> | | | | |
| Community Relations Specialist | 0.50 | 0.75 | 0.75 | 0.75 |
| Total Full-Time Staff | 0.50 | 0.75 | 0.75 | 0.75 |

FUND: WATER OPERATING 700
DEPARTMENT: DEVELOPMENT SERVICES 29
DIVISION: WATER 400
PROGRAM: SOURCE OF SUPPLY 4010

SIGNIFICANT PROGRAM EXPENDITURE CHANGES

- It is projected that the Water District will produce 14,306 acre feet (AF) of water during Water Year (WY) 2020-21, which spans the time frame of October 2020 through September 2021. The WY 2020-21 production will exceed the Water District’s current annual production allowance of 7,795 AF of water by 6,511 AF. To alleviate the over production, the Water District must either secure leased rights from resellers or lease from the Mojave Basin Area Watermaster. The following table identifies the Water District projected replacement obligation plan.

| | <i>WY 2017-18</i> | <i>WY 2018-19</i> | <i>WY 2019-20</i> | <i>WY 2020-21</i> |
|---|-------------------|-------------------|-------------------|-------------------|
| | FY 2018-19 | FY 2019-20 | FY 2020-21 | FY 2021-22 |
| | Actual | Actual | Budget | Budget |
| Production: | | | | |
| Annual Water District Production | 14,259 | 13,245 | 13,957 | 14,306 |
| Municipal & Industrial Production Allowance | 8,349 | 8,503 | 7,795 | 7,795 |
| Estimated Production Overage | 5,910 | 4,742 | 6,162 | 6,511 |
| Secured Leases & Use of Inventory Water: | | | | |
| City of Hesperia | 4,042 | 4,042 | 3,705 | 3,705 |
| Third Party | 499 | 700 | 531 | 255 |
| Total Secured Leases & Use of Inventory Water | 4,541 | 4,742 | 4,236 | 3,960 |
| Difference between Production Overage & Leases | 1,369 | 0 | 1,926 | 2,551 |
| (FY 2019-20 & FY 2020-21 Pending Lease | | | | |

As indicated by the chart, the City of Hesperia is the Water District’s largest provider of leased water rights. The FY 2021-22 projected cost for WY 2020-21 water is \$4,033,877, with 3,865 AF at a cost of \$599 per AF. Should the District be required to lease from the Watermaster, the posted WY 2020-21 rate is \$665 per AF, which is a 10% increase from the prior water year rate of \$604 per AF.

2020-21 PROGRAM ACCOMPLISHMENTS

- Continued to perform water audits upon request for residential and commercial properties.
- Continued to enforce the City’s Landscape Ordinance Program and referred repeat violators to Code Enforcement for further follow-up.
- Followed up with customers that triggered leak detection through the Advanced Metering Analytics (AMA) software, Beacon.

2021-22 PROGRAM GOALS AND OBJECTIVES

- Assist customers with the registration process to establish an account within Beacon, the AMA software used by the District.
- Continue to promote water conservation awareness at local community events, following COVID-19 pandemic guidance.
- Continue to enforce the City’s Landscape Ordinance Program and refer repeat violators to Code Enforcement for further follow-up.
- Continue to provide residential and commercial water audits upon request.

| | | |
|--------------------|-----------------------------|-------------|
| FUND: | WATER OPERATING | 700 |
| DEPARTMENT: | DEVELOPMENT SERVICES | 29 |
| DIVISION: | WATER | 400 |
| PROGRAM: | SOURCE OF SUPPLY | 4010 |

PERFORMANCE AND

WORKLOAD INDICATORS

| | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> |
|--|----------------|----------------|----------------|----------------|
| Permanent Water Purchase (Acre-Feet) (Alto) | 257 | 0 | 0 | 0 |
| Make-up Water for Centro Subarea | 1,108 | 704 | 980 | 980 |
| Community Event Participation | 7 | 4 | 0 | 1 |
| School Presentations Made | 0 | 0 | 0 | 0 |
| Commercial Water Audits Performed | 6 | 4 | 1 | 5 |
| Residential Water Audits Performed | 9 | 10 | 3 | 10 |
| Nuisance Water Complaints Addressed | 39 | 40 | 6 | 20 |
| Conservation Kits Distributed | 590 | 100 | 0 | 50 |
| Follow-up with customers that trigger leak detection | 62 | 120 | 100 | 75 |

| | <u>WY 2017-18</u> <u>(FY 2018-19)</u> | <u>WY 2018-19</u> <u>(FY 2019-20)</u> | <u>WY 2019-20</u> <u>(FY 2020-21)</u> | <u>WY 2020-21</u> <u>(FY 2021-22)</u> |
|---|--|--|--|--|
| <u>Replacement Water for Alto Subarea</u> | | | | |
| Base Annual Production (Acre-Feet) | <u>13,914</u> | <u>14,171</u> | <u>14,171</u> | <u>14,171</u> |
| Free Production Allowance (60% Ramped Down) | 8,349 | 8,503 | 7,795 | 7,795 |
| Production Amount (Pumped) | <u>14,259</u> | <u>13,245</u> | <u>13,957</u> | <u>14,306</u> |
| Replacement Water for Alto Subarea | 5,910 | 4,742 | 6,162 | 6,511 |
| Mojave Basin Area Watermaster Lease Rate (Per acre foot) | \$578 | \$591 | \$604 | \$665 |
| Percent Increase | 4% | 2% | 10% | 10% |

FUND: WATER OPERATING 700
DEPARTMENT: DEVELOPMENT SERVICES 29
DIVISION: WATER 400
PROGRAM: PRODUCTION 4020

| PROGRAM EXPENDITURE SUMMARY | | | | | | % Change From |
|-----------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|-------------------|
| | 2018-19 Actual | 2019-20 Actual | 2020-21 Budget | 2020-21 Revised | 2021-22 Budget | 2020-21 Budget |
| Salaries | \$ 513,105 | \$ 530,773 | \$ 536,500 | \$ 535,828 | \$ 557,127 | 4% |
| Benefits | 217,868 | 296,220 | 293,014 | 294,383 | 323,499 | 10% |
| Materials & Operations | 1,998,277 | 1,973,964 | 2,066,614 | 2,461,413 | 2,513,160 | 22% |
| Contractual | 162,626 | 136,931 | 155,500 | 155,500 | 177,100 | 14% |
| Other Operating | 56,145 | 37,795 | 43,570 | 35,663 | 39,110 | -10% |
| Capital Outlay | 101,929 | 0 | 50,000 | 160,000 | 121,000 | 142% |
| Debt Service | 0 | 0 | 0 | 0 | 0 | 0% |
| TOTAL | \$ 3,049,950 | \$ 2,975,683 | \$ 3,145,198 | \$ 3,642,787 | \$ 3,730,996 | 19% |

PROGRAM DESCRIPTION

This Program is responsible for performing proactive, preventative, and reactive maintenance to the infrastructure required to extract, disinfect, and store drinking water supplies. The City utilizes 16 wells located throughout the service area to extract ground water. In some areas, extracted groundwater is piped directly to reservoirs to be used to meet peak demands during the hot summer months. The Program has adopted a five-year maintenance plan to ensure that the 14 reservoirs providing 64.5 million gallons of storage are inspected and cleaned. Water Production is also responsible for performing water quality samples to meet stringent standards set forth by the Environmental Protection Agency (EPA) and the State Water Resources Control Board (SWRCB).

| <u>PROGRAM STAFFING</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> |
|--------------------------------|----------------|----------------|----------------|----------------|
| <u>Full-Time Staff</u> | | | | |
| Maintenance Crew Supervisor | 1.00 | 1.00 | 1.00 | 1.00 |
| Maintenance Worker | 2.00 | 2.00 | 2.00 | 2.00 |
| Pump Operator | 1.95 | 1.95 | 1.95 | 1.95 |
| Senior Pump Maintenance Worker | 0.95 | 0.95 | 0.95 | 0.95 |
| Senior Pump Operator | 0.95 | 0.95 | 0.95 | 0.95 |
| Water Quality Specialist | 1.00 | 1.00 | 1.00 | 1.00 |
| Total Full-Time Staff | 7.85 | 7.85 | 7.85 | 7.85 |

SIGNIFICANT PROGRAM EXPENDITURE CHANGES

- Funding in the amount of \$71,000 has been included for the purchase of two (2) vehicles to replace the current vehicles that are in continuous need of repairs and ongoing transmission issues.

FUND: WATER OPERATING 700
DEPARTMENT: DEVELOPMENT SERVICES 29
DIVISION: WATER 400
PROGRAM: PRODUCTION 4020

2020-21 PROGRAM ACCOMPLISHMENTS

- Maintained compliance with State Water Resources Control Board (SWRCB) regulations.
- Assisted contractor with start-up and testing of new RW-1 recycled water facility.
- Completed replacement of all interior lighting fixtures to LED fixtures at Plant 14A.
- Performed the rehabilitation of well, booster, and floor protective coverings at Plants 5 and 18.
- Performed motor rehabilitation at Plant 14B.
- Assisted contractor with installation of new pump and level transducer at Plant 20.
- Replaced outdated starting equipment with modern energy efficient soft starters and by-pass contractors at Plant 25 and booster #2 at Plant 22.

2021-22 PROGRAM GOALS AND OBJECTIVES

- Continue to maintain compliance with SWRCB regulations.
- Continue with reservoir maintenance program by draining and cleaning three (3) reservoirs.
- Continue energy saving program by changing the interior lighting over to LED at two (2) plant sites.
- Obtain training and implement inhouse flow meter calibration program.
- Perform bi-annual service on all well and booster motors, oil, grease and cleaning of motor control centers.
- Continue to perform rehabilitation of least efficient motor and booster at Plant 14A.

PERFORMANCE AND

WORKLOAD INDICATORS

| | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> |
|--------------------------|----------------|----------------|----------------|----------------|
| Water Samples | 1,981 | 1,950 | 2,000 | 2,000 |
| Reservoirs | 14 | 15 | 15 | 15 |
| Wells | 17 | 17 | 17 | 17 |
| Water Booster Station | 6 | 6 | 7 | 7 |
| Test Backflow Assemblies | 1,384 | 1,420 | 1,460 | 1,500 |

Production of Water

| | <u>WY 2017-18</u> <u>(FY 2018-19)</u> | <u>WY 2018-19</u> <u>(FY 2019-20)</u> | <u>WY 2019-20</u> <u>(FY 2020-21)</u> | <u>WY 2020-21</u> <u>(FY 2021-22)</u> |
|---|--|--|--|--|
| Potable Water Produced (Acre-Feet) | 13,870 | 12,881 | 13,477 | 14,000 |
| Non-Potable Water Produced (Hesperia Lakes) | <u>389</u> | <u>364</u> | <u>480</u> | <u>306</u> |
| Total Water Production | 14,259 | 13,245 | 13,957 | 14,306 |

FUND: WATER OPERATING 700
DEPARTMENT: DEVELOPMENT SERVICES 29
DIVISION: WATER 400
PROGRAM: DISTRIBUTION 4030

| PROGRAM EXPENDITURE SUMMARY | | | | | | % Change |
|-----------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------------|
| | 2018-19 Actual | 2019-20 Actual | 2020-21 Budget | 2020-21 Revised | 2021-22 Budget | From 2020-21 Budget |
| Salaries | \$ 692,274 | \$ 776,751 | \$ 736,947 | \$ 697,008 | \$ 721,516 | -2% |
| Benefits | 291,265 | 402,268 | 361,608 | 362,432 | 404,651 | 12% |
| Materials & Operations | 259,143 | 303,263 | 286,413 | 299,118 | 306,726 | 7% |
| Contractual | 2,400 | 4,975 | 5,000 | 5,000 | 200 | -96% |
| Other Operating | 72,274 | 49,207 | 50,291 | 77,225 | 82,485 | 64% |
| Capital Outlay | 110,978 | 0 | 89,189 | 127,348 | 108,000 | 21% |
| Debt Service | 0 | 0 | 0 | 0 | 0 | 0% |
| TOTAL | \$ 1,428,334 | \$ 1,536,464 | \$ 1,529,448 | \$ 1,568,131 | \$ 1,623,578 | 6% |

PROGRAM DESCRIPTION

Distribution is responsible for performing proactive, preventative, and reactive maintenance to the distribution system used to purvey drinking water to the citizens of Hesperia. The City's water distribution system consists of over 600 miles of pipeline, 5,000 fire hydrants, 27,000 service lines, and 14,000 valves used to isolate sections of water mains during an emergency. The Distribution Program has adopted a five-year maintenance program to ensure that each valve is inspected and operated. Valves identified to be critical to the operation of the system are inspected and operated annually. Water Distribution performs annual dead-end flushing to remove stagnant water that can degrade water quality over time, as by the State Water Resources Control Board (SWRCB) directives.

| <u>PROGRAM STAFFING</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> |
|------------------------------|----------------|----------------|----------------|----------------|
| <u>Full-Time Staff</u> | | | | |
| Equipment Operator | 0.70 | 0.70 | 0.70 | 0.00 |
| Maintenance Crew Supervisor | 1.00 | 1.00 | 1.00 | 1.00 |
| Maintenance Worker | 6.00 | 6.00 | 5.00 | 6.00 |
| Senior Maintenance Worker | 3.50 | 3.50 | 3.50 | 2.80 |
| Utility Line Locator | 1.00 | 1.00 | 1.00 | 1.00 |
| Total Full-Time Staff | 12.20 | 12.20 | 11.20 | 10.80 |

SIGNIFICANT PROGRAM EXPENDITURE CHANGES

- Funding of \$40,000 is included for the purchase of a truck to replace the current aged, high mileage unit, which continues to have constant repairs.
- \$68,000 has been included for the purchase of a new vacuum excavator, which will replace the current overused aged one. The vacuum excavator is used for removing dirt when maintaining the water distribution system which include main/service line leaks and new main/service line installation. This unit increases the efficiency in maintaining the water distribution system.

2020-21 PROGRAM ACCOMPLISHMENTS

- Repaired 910 water leaks including water main lines, service lines, and meters.
- Installed 125 new meter sets and service lines for both residential and commercial properties.
- Completed 28 fire flow tests and 135 pressure tests for new construction projects (commercial and residential).

| | | |
|--------------------|-----------------------------|-------------|
| FUND: | WATER OPERATING | 700 |
| DEPARTMENT: | DEVELOPMENT SERVICES | 29 |
| DIVISION: | WATER | 400 |
| PROGRAM: | DISTRIBUTION | 4030 |

2020-21 PROGRAM ACCOMPLISHMENTS (Continued)

- Performed valve maintenance on 2,845 valves including 297 critical valves located throughout the water distribution system.
- Completed 5,000 line locating requests for Underground Service Alert (USA/DigAlert).
- Performed maintenance on 125 fire hydrants throughout the water distribution system.
- Flushed 300 blow offs in the distribution system in compliance with SWRCB directives.

2021-22 PROGRAM GOALS AND OBJECTIVES

- Maintain efficient operation of the water distribution system.
- Complete flushing of water lines in compliance with SWRCB directives.
- Ensure that the program exercises a minimum of 2,845 valves per the District's adopted valve maintenance program.
- Maintain our standard of timely installation of new water service lines and meter sets for residential and commercial construction projects.
- Replace the domestic/fire meter located at either Willow Oak Mobile Home Park or Sunset View Apartments.
- Maintain fire hydrants throughout the water distribution system pursuant to SWRCB guidelines.

PERFORMANCE AND

WORKLOAD INDICATORS

| | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> |
|--|----------------|----------------|----------------|----------------|
| Water Main Line Repaired | 120 | 161 | 150 | 150 |
| Water Service Line Leaks Repaired | 758 | 761 | 750 | 750 |
| Water Meter Leaks Repaired | 13 | 9 | 10 | 10 |
| Valves Serviced | 1,403 | 4,278 | 2,845 | 2,845 |
| Fire Hydrants Serviced (Total of 5,445 Citywide) | 169 | 63 | 125 | 85 |
| Water Lines Flushed/Blowoffs | 300 | 300 | 300 | 300 |
| New Meter Sets | 121 | 130 | 125 | 125 |
| Service Replacements | 61 | 153 | 100 | 100 |
| Utility Line Locates | 5,172 | 5,399 | 5,000 | 5,000 |
| Air release valves serviced | 21 | 29 | 15 | 15 |
| Fire Flow Tests | 28 | 30 | 28 | 28 |

FUND: WATER OPERATING 700
DEPARTMENT: DEVELOPMENT SERVICES 29
DIVISION: WATER 400
PROGRAM: PIPELINE MAINTENANCE 4035

| PROGRAM EXPENDITURE SUMMARY | | | | | | % Change |
|-----------------------------------|---------------------|---------------------|---------------------|--------------------|---------------------|---------------------------|
| | 2018-19 Actual | 2019-20 Actual | 2020-21 Budget | 2020-21 Revised | 2021-22 Budget | From 2020-21 Budget |
| Salaries | \$ 438,193 | \$ 456,788 | \$ 440,088 | \$ 477,179 | \$ 485,628 | 10% |
| Benefits | 179,262 | 240,585 | 235,439 | 237,100 | 262,989 | 12% |
| Materials & Operations | 303,641 | 226,492 | 287,145 | 225,797 | 239,808 | -16% |
| Contractual | 64,195 | 3,252 | 6,000 | 600 | 2,000 | -67% |
| Other Operating | 81,454 | 75,190 | 86,439 | 58,887 | 53,725 | -38% |
| Capital Outlay | 31,070 | 0 | 0 | 0 | 0 | 0% |
| Debt Service | 0 | 0 | 0 | 0 | 0 | 0% |
| TOTAL | \$ 1,097,815 | \$ 1,002,307 | \$ 1,055,111 | \$ 999,563 | \$ 1,044,150 | -1% |

PROGRAM DESCRIPTION

This Program is responsible for the repairing and replacement of water lines and related infrastructure within the City's water distribution system. On average, the Pipeline Program replaces approximately five miles of steel pipe per year with poly-vinyl chloride (PVC) pipe. The steel pipe being replaced has reached its useful life expectancy and is showing signs of deterioration. The Program also provides assistance to the Distribution Program by assisting with the installation and replacement of water service lines. In addition, the Pipeline Program assists the Engineering Department, Street Maintenance, and Wastewater Division with support on various projects including storm drain installation, and reclaimed water projects.

| <u>PROGRAM STAFFING</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> |
|------------------------------|----------------|----------------|----------------|----------------|
| <u>Full-Time Staff</u> | | | | |
| Equipment Operator | 2.00 | 2.00 | 2.00 | 2.00 |
| Maintenance Crew Supervisor | 1.00 | 1.00 | 1.00 | 1.00 |
| Maintenance Worker | 3.00 | 3.00 | 3.00 | 3.00 |
| Senior Maintenance Worker | 1.00 | 1.00 | 1.00 | 1.00 |
| Total Full-Time Staff | 7.00 | 7.00 | 7.00 | 7.00 |

SIGNIFICANT PROGRAM EXPENDITURE CHANGES

- None.

2020-21 PROGRAM ACCOMPLISHMENTS

- Installed 200 feet of 8-inch drain pipe and inlet basin at Peach Avenue and Outer Bear Valley Road to alleviate ongoing flooding issues at this location.
- Installed two (2) 4-inch reclaimed water service lines in preparation of providing reclaimed water to Hesperia Community Park.
- Installed 8-inch water line in preparation of providing reclaimed water to Sultana High School.
- Installed 8-inch water line to provide potable water source to RW1 reclaimed reservoir site.

FUND: WATER OPERATING 700
DEPARTMENT: DEVELOPMENT SERVICES 29
DIVISION: WATER 400
PROGRAM: PIPELINE MAINTENANCE 4035

2020-21 PROGRAM ACCOMPLISHMENTS (Continued)

- Installed 100 feet of 8-inch reclaimed water main and constructed assembly to provide reclaimed water to the Hesperia Township area.
- Abandoned 1,115 feet of steel water main in preparation of Community Development Block Grant (CDBG) paving project.
- Installed 2,850 feet of water main, 4 fire hydrants, and 11 valves in preparation of CDBG paving project.

2021-22 PROGRAM GOALS AND OBJECTIVES

- Assist the Distribution Program with the replacement of leaking water service lines and various steel water main abandonment projects throughout the distribution system.
- Complete various projects as needed to expand the customer base and usage of reclaimed water.
- Complete any necessary projects to allow continued CDBG paving projects.

PERFORMANCE AND

WORKLOAD INDICATORS

| | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> |
|---|----------------|----------------|----------------|----------------|
| Replace old pipeline with new pipeline (in miles) | 1 | 0.75 | 0.50 | 0.75 |
| Hydrant Replacements/Flush points installed (each) | 12 | 8 | 6 | 8 |
| Water services changed over (each) | 136 | 192 | 68 | 192 |
| Water isolation valves replaced or installed (each) | 13 | 11 | 6 | 11 |

FUND: WATER OPERATING 700
DEPARTMENT: DEVELOPMENT SERVICES 29
DIVISION: WATER 400
PROGRAM: ENGINEERING 4040

| PROGRAM EXPENDITURE SUMMARY | | | | | | % Change From |
|-----------------------------------|-------------------|-------------------|--------------------|--------------------|--------------------|-------------------|
| | 2018-19 Actual | 2019-20 Actual | 2020-21 Budget | 2020-21 Revised | 2021-22 Budget | 2020-21 Budget |
| Salaries | \$ 437,829 | \$ 463,959 | \$ 419,185 | \$ 441,224 | \$ 462,669 | 10% |
| Benefits | 170,348 | 249,207 | 231,080 | 235,564 | 246,033 | 6% |
| Materials & Operations | 10,126 | 7,260 | 11,839 | 13,251 | 14,175 | 20% |
| Contractual | 146,162 | 258,238 | 329,400 | 329,400 | 264,500 | -20% |
| Other Operating | 11,606 | 11,414 | 16,604 | 13,087 | 15,579 | -6% |
| Capital Outlay | 0 | 0 | 0 | 0 | 0 | 0% |
| Debt Service | 0 | 0 | 0 | 0 | 0 | 0% |
| TOTAL | \$ 776,071 | \$ 990,078 | \$1,008,108 | \$1,032,526 | \$1,002,956 | -1% |

PROGRAM DESCRIPTION

The Engineering Program is responsible for the planning, design, and construction of potable and recycled water, as well as sanitary sewer infrastructure, to address the needs of the community today, as well as twenty years into the future and beyond. The Engineering Program also reviews all development proposals to ensure that they conform to Water District codes and standards, and provides technical input as a member agency to the Victor Valley Wastewater Reclamation Authority (VWRA) and the Mojave Water Agency (MWA). The VWRA Subregional Wastewater Plant was completed in 2019.

| <u>PROGRAM STAFFING</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> |
|---|----------------|----------------|----------------|----------------|
| <u>Full-Time Staff</u> | | | | |
| Administrative Analyst | 0.20 | 0.20 | 0.20 | 0.20 |
| Administrative Secretary | 0.00 | 0.00 | 0.00 | 0.40 |
| Assistant Engineer | 0.52 | 0.52 | 0.52 | 0.52 |
| Community Development Technician | 2.00 | 2.00 | 2.00 | 2.00 |
| Construction Inspection Supervisor | 0.52 | 0.52 | 0.52 | 0.52 |
| Construction Inspector | 0.68 | 0.68 | 0.68 | 0.68 |
| Engineering Technician | 0.48 | 0.48 | 0.48 | 0.00 |
| Environmental Compliance Inspector | 0.00 | 0.00 | 0.00 | 0.35 |
| Geographical Information Systems Manager | 0.56 | 0.56 | 0.56 | 0.56 |
| Geographical Information Systems Technician | 0.56 | 0.56 | 0.56 | 0.56 |
| Office Assistant | 0.40 | 0.40 | 0.40 | 0.00 |
| Project Construction Manager | 0.20 | 0.20 | 0.20 | 0.20 |
| Senior Engineering Technician | 0.00 | 0.00 | 0.00 | 0.48 |
| Total Full-Time Staff | 6.12 | 6.12 | 6.12 | 6.47 |
| <u>Part-Time Staff</u> | | | | |
| Administrative Intern | 0.23 | 0.23 | 0.23 | 0.23 |
| Total Part-Time Staff | 0.23 | 0.23 | 0.23 | 0.23 |
| Total Full & Part-Time Staff | 6.35 | 6.35 | 6.35 | 6.70 |

| | | |
|--------------------|-----------------------------|-------------|
| FUND: | WATER OPERATING | 700 |
| DEPARTMENT: | DEVELOPMENT SERVICES | 29 |
| DIVISION: | WATER | 400 |
| PROGRAM: | ENGINEERING | 4040 |

SIGNIFICANT PROGRAM EXPENDITURE CHANGES

- None.

2020-21 PROGRAM ACCOMPLISHMENTS

- Completed update of the Urban Water Management Plan.
- Completed construction of sewer and water facility extensions into the Interstate 15/Ranchero Road interchange area to facilitate development.
- Continued to evaluate the water system operations to improve system efficiencies. Evaluation included system modeling analysis and field testing.
- Continued design and implementation of the water line replacement program to replace older existing lines for maximum efficiency to improve water service to customers and overall system operations.
- Provided timely project review for new developer projects, and continued to provide professional and prompt plan review services on commercial, industrial, and residential projects, while maximizing the number of plan reviews completed by staff.
- Performed timely and professional Public Works inspection services utilizing City inspectors. Inspectors continued their roles as Stormwater Construction Inspectors to ensure City compliance with its National Pollutant Discharge Elimination System requirements as Qualified Stormwater Pollution Prevention Plan (SWPPP) Practitioners (QSP) and ensured minimal impact from construction projects to the City’s ground water supply during storm events.

2021-22 PROGRAM GOALS AND OBJECTIVES

- Continue to evaluate water system to enhance system efficiencies using hydraulic modeling and field testing.
- Continue to provide timely project review for new developer projects, and continue to provide professional and prompt plan review services on commercial, industrial, and residential projects.
- Continue to perform timely and professional Public Works inspection services utilizing only City inspectors. City inspectors will continue their roles as Stormwater Construction Inspectors to ensure City compliance with its National Pollutant Discharge Elimination System requirements as Qualified SWPPP Practitioners (QSP) and ensure that there will be minimal impact from construction projects to the City’s ground water supply during storm events.
- Develop an integration plan for Tapestry to connect to the existing City water system.

FUND: WATER OPERATING 700
DEPARTMENT: DEVELOPMENT SERVICES 29
DIVISION: WATER 400
PROGRAM: CUSTOMER SERVICE 4050

| PROGRAM EXPENDITURE SUMMARY | | | | | | % Change From 2020-21 |
|-----------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|-----------------------------|
| | 2018-19 Actual | 2019-20 Actual | 2020-21 Budget | 2020-21 Revised | 2021-22 Budget | 2020-21 Budget |
| Salaries | \$ 574,962 | \$ 583,041 | \$ 577,473 | \$ 514,027 | \$ 536,724 | -7% |
| Benefits | 256,840 | 324,968 | 312,112 | 299,445 | 342,686 | 10% |
| Materials & Operations | 728,569 | 902,540 | 874,418 | 941,161 | 961,069 | 10% |
| Contractual | 15,120 | 16,330 | 4,950 | 4,950 | 5,500 | 11% |
| Other Operating | 34,588 | 29,713 | 42,659 | 31,826 | 33,690 | -21% |
| Capital Outlay | 42,928 | 0 | 0 | 42,527 | 121,000 | 100% |
| Debt Service | 0 | 0 | 0 | 0 | 0 | 0% |
| TOTAL | \$ 1,653,007 | \$ 1,856,592 | \$ 1,811,612 | \$ 1,833,936 | \$ 2,000,669 | 10% |

PROGRAM DESCRIPTION

The Customer Service Program is responsible for obtaining meter reads for over 27,000 service connections within the City. The Program is responsible for performing daily field service change requests generated through the Utility Billing Program. Responds to customer inquiries such as billing issues, high/low pressure complaints, and leaks. The Customer Service Program perform proactive and reactive meter maintenance. The Program is responsible for replacing aged out water meters. The Program has converted 57% of its meters to Advanced Meter Infrastructure (AMI), allowing for water billing staff to obtain reads instantly and providing customers with the capability to better track consumption.

| <u>PROGRAM STAFFING</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> |
|------------------------------|----------------|----------------|----------------|----------------|
| <u>Full-Time Staff</u> | | | | |
| Maintenance Crew Supervisor | 1.00 | 1.00 | 1.00 | 1.00 |
| Maintenance Worker | 2.00 | 2.00 | 2.00 | 2.00 |
| Meter Reader | 4.00 | 4.00 | 4.00 | 3.00 |
| Senior Maintenance Worker | 2.00 | 2.00 | 2.00 | 2.00 |
| Total Full-Time Staff | 9.00 | 9.00 | 9.00 | 8.00 |

SIGNIFICANT PROGRAM EXPENDITURE CHANGES

- \$71,000 is included to purchase two (2) new service trucks to replace the current aged and high mileage trucks in constant need of repairs.
- Funding in the amount of \$50,000 has been included for the purchase of one (1) new Jeep due to the current Jeep was purchased refurbished and has continued to have ongoing issues.

| | | |
|--------------------|-----------------------------|-------------|
| FUND: | WATER OPERATING | 700 |
| DEPARTMENT: | DEVELOPMENT SERVICES | 29 |
| DIVISION: | WATER | 400 |
| PROGRAM: | CUSTOMER SERVICE | 4050 |

2020-21 PROGRAM ACCOMPLISHMENTS

- Replaced a combination of 1,200 domestic, irrigation, and commercial water meters.
- Replaced 1,700 meter registers to retro-fit for endpoint installation.
- Completed 8,900 various water meter-related maintenance, and repairs.
- Performed 5,400 field service requests.
- Obtained 163,820 meter reads for billing purposes.
- Installed 3,000 Automated Metering Infrastructure (AMI) endpoints, increasing the total AMI units to 15,369.
- Fifty (50) new drop-in meter services were set.

2021-22 PROGRAM GOALS AND OBJECTIVES

- Provide accurate meter reading on a scheduled basis.
- Replace 1,200 water meters to improve accuracy of recorded water consumption.
- Provide customers with a properly functioning meter assembly.
- Address customer complaints/concerns in a timely and courteous manner.
- Continue with the implementation of the AMI endpoints with the installation of 3,300 AMI endpoints.

PERFORMANCE AND

WORKLOAD INDICATORS

| | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> |
|------------------------------|----------------|----------------|----------------|----------------|
| Field Service Requests | 16,166 | 11,753 | 5,400 | 6,000 |
| Meter Reads | 162,054 | 163,037 | 163,820 | 164,800 |
| Maintenance | 16,040 | 10,981 | 8,900 | 11,000 |
| Meters Rotated/Replaced | 1,350 | 1,528 | 1,200 | 1,200 |
| Meter Registers Replaced | 1,620 | 1,241 | 1,700 | 1,500 |
| AMR maintained/re-installed | 993 | 0 | 0 | 0 |
| AMI endpoints installed | 2,937 | 2,415 | 3,000 | 3,300 |
| New Meter Sets (Tract Homes) | 47 | 21 | 50 | 50 |

FUND: WATER OPERATING 700
DEPARTMENT: DEVELOPMENT SERVICES 29
DIVISION: WATER 400
PROGRAM: UTILITY BILLING 4060

| PROGRAM EXPENDITURE SUMMARY | | | | | | % Change From |
|-----------------------------------|-------------------|---------------------|---------------------|---------------------|---------------------|-------------------|
| | 2018-19 Actual | 2019-20 Actual | 2020-21 Budget | 2020-21 Revised | 2021-22 Budget | 2020-21 Budget |
| Salaries | \$ 469,472 | \$ 501,648 | \$ 577,627 | \$ 496,917 | \$ 510,406 | -12% |
| Benefits | 179,481 | 241,227 | 258,568 | 235,193 | 253,063 | -2% |
| Materials & Operations | 110,432 | 126,993 | 118,711 | 107,846 | 42,819 | -64% |
| Contractual | 121,959 | 128,031 | 126,908 | 124,188 | 215,203 | 70% |
| Other Operating | 55,658 | 102,579 | 7,444 | 47,350 | 6,290 | -16% |
| Capital Outlay | 0 | 0 | 0 | 0 | 0 | 0% |
| Debt Service | 0 | 0 | 0 | 0 | 0 | 0% |
| TOTAL | \$ 937,002 | \$ 1,100,478 | \$ 1,089,258 | \$ 1,011,494 | \$ 1,027,781 | -6% |

PROGRAM DESCRIPTION

The Utility Billing Program provides customer service to over 27,000 customers of the Hesperia Water District, which provides water and sewer services. Customer service consists of establishing new services, moving customers in and out of existing accounts, shut-offs, inbound and outbound phone calls, email notifications, response to customer service requests, notifications to customers of scheduled and emergency maintenance/shut downs, and posting payments as the City's centralized cashier. Utility Billing also manages all aspects of billing, including scheduling meter reads, calculating bills, and processing delinquent accounts; and manages the on-line customer bill presentment/payment service.

| <u>PROGRAM STAFFING</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> |
|---|----------------|----------------|----------------|----------------|
| <u>Full-Time Staff</u> | | | | |
| Administrative Analyst | 0.00 | 0.00 | 0.00 | 0.84 |
| Customer Service Representative | 4.20 | 4.20 | 4.20 | 2.52 |
| Customer Service Supervisor | 0.84 | 0.84 | 0.84 | 0.84 |
| Deputy Finance Director | 0.08 | 0.08 | 0.20 | 0.20 |
| Director of Administrative Services | 0.00 | 0.00 | 0.00 | 0.20 |
| Director of Finance | 0.00 | 0.00 | 0.20 | 0.00 |
| Management Analyst | 0.00 | 0.00 | 0.00 | 0.20 |
| Senior Account Clerk | 1.68 | 1.68 | 1.68 | 1.68 |
| Senior Customer Service Representative | 1.68 | 1.68 | 1.68 | 0.84 |
| Senior Financial Analyst | 0.00 | 0.00 | 0.20 | 0.00 |
| Total Full-Time Staff | 8.48 | 8.48 | 9.00 | 7.32 |
| <u>Part-Time Staff</u> | | | | |
| Customer Service Representative | 0.78 | 0.78 | 0.78 | 0.39 |
| Total Part-Time Staff | 0.78 | 0.78 | 0.78 | 0.39 |
| Total Full & Part-Time Staff | 9.26 | 9.26 | 9.78 | 7.71 |

SIGNIFICANT PROGRAM EXPENDITURE CHANGES

- None.

| | | |
|--------------------|-----------------------------|-------------|
| FUND: | WATER OPERATING | 700 |
| DEPARTMENT: | DEVELOPMENT SERVICES | 29 |
| DIVISION: | WATER | 400 |
| PROGRAM: | UTILITY BILLING | 4060 |

2020-21 PROGRAM ACCOMPLISHMENTS

- Completed transition to US Bank for revenue processing, electronic deposits, E-Lockbox, and credit card processing.
- Completed 2019 Validated Water Loss Audit Report to comply with Senate Bill 555, which evaluates real water losses and apparent water losses occurring in the potable water distribution system.
- Implemented the processing of convenience and service fees for credit card payments.
- With the assistance of the Information Technology (IT) Division, two payment kiosks were installed in the lobby of City Hall to provide additional payment options for Water/Sewer customers.

2021-22 PROGRAM GOALS AND OBJECTIVES

- Complete 2020 Validated Water Loss Audit Report to comply with Senate Bill-555, which evaluates real water losses and apparent water losses occurring in the potable water distribution system.
- Launch Eye on Water App to customers with Automated Meter Infrastructure (AMI) meters, which will allow the customer to view real-time 24-hour consumption information.
- Implement an Interactive Voice Response (IVR) system, to offer an additional payment option for customers paying their water/sewer utility bills, through which payments can be made by phone.
- Implement bill printing and mailing services for operational and financial efficiencies.

PERFORMANCE AND

WORKLOAD INDICATORS

| | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> |
|---|----------------|----------------|----------------|----------------|
| Bills Processed | 217,573 | 217,098 | 218,000 | 219,000 |
| Electronic Bills Processed (Tracking) | 24,277 | 26,316 | 28,000 | 30,000 |
| New Accounts Established (New Meters) | 181 | 160 | 230 | 250 |
| Account Transitions (Move-In existing accounts) | 3,598 | 3,355 | 3,000 | 3,500 |
| Water Service Accounts | 27,700 | 27,565 | 28,000 | 29,000 |
| Sewer Service Accounts | 5,496 | 5,525 | 5,600 | 5,700 |
| E-Pay Account Enrollment | 14,086 | 13,715 | 15,000 | 16,000 |
| E-Pay Paperless Account Enrollment | 4,369 | 4,781 | 5,500 | 5,800 |
| E-Pay Auto Pay Enrollment Total | 3,366 | 3,718 | 3,700 | 3,900 |
| On-line Customer Service Requests | 656 | 645 | 800 | 850 |
| Incoming Phone Calls | 45,000 | *30,982/43,957 | 48,000 | 50,000 |
| Door Hangers Distributed** | 672 | 350 | 0 | 800 |
| Automated Delinquency Reminder Calls** | 21,608 | 11,287 | 0 | 22,000 |
| Accounts Shut Off for Non-Payment** | 3,905 | 1,837 | 0 | 3,500 |
| Automated Email Notifications** | 16,292 | 8,470 | 0 | 16,500 |

*The Incoming Phone Calls for 2019-20 have two values: 30,982 is the actual number of reported phone calls; 43,957 is the estimated total, which includes 3 months of averaged data for the time period that Cisco was being updated and calls could not be tracked.

**The totals for 2019-20 and 2020-21 were affected by the State's recommended refrain from disconnecting service related to the economic effects from the COVID-19 pandemic. The estimated totals for 2021-22 assume we resume disconnections beginning 7/1/21, however it is possible for those numbers to vary greatly due to the SB 998 disconnection policy, which was in effect for less than two months when disconnections were suspended due to COVID-19. Therefore, adequate data does not exist to accurately project how the new policy will affect future disconnection numbers.

FUND: WATER OPERATING 700
DEPARTMENT: DEVELOPMENT SERVICES 29
DIVISION: WATER 400
PROGRAM: ADMINISTRATION 4070

| PROGRAM EXPENDITURE SUMMARY | | | | | | % Change From |
|-----------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|-------------------|
| | 2018-19 Actual | 2019-20 Actual | 2020-21 Budget | 2020-21 Revised | 2021-22 Budget | 2020-21 Budget |
| Salaries | \$ 415,256 | \$ 449,646 | \$ 431,693 | \$ 455,935 | \$ 463,044 | 7% |
| Benefits | 1,677,266 | 287,183 | 268,063 | 314,115 | 315,342 | 18% |
| Materials & Operations | 87,931 | 78,666 | 79,863 | 73,974 | 75,836 | -5% |
| Contractual | 373,747 | 472,555 | 587,279 | 583,119 | 384,446 | -35% |
| Other Operating | 2,265,470 | 2,232,024 | 2,361,584 | 2,470,295 | 2,286,774 | -3% |
| Capital Outlay | 0 | 0 | 0 | 4,901 | 0 | 0% |
| Debt Service | 1,416,196 | 1,403,041 | 1,225,825 | 5,578,538 | 0 | -100% |
| TOTAL | \$ 6,235,866 | \$ 4,923,115 | \$ 4,954,307 | \$ 9,480,877 | \$ 3,525,442 | -29% |

PROGRAM DESCRIPTION

Administration is responsible for providing administrative support to the various programs of the Hesperia Water District. Responsibilities include ensuring submittal of all Federal and State mandated reports, such as the 2018 American Water Infrastructure Act and the 2020 Urban Water Management Plan, implementation of the District's Recycled Water Program, and warehouse operations. The Water Administration Program assists staff members with scheduling training so employees can obtain continuing education units towards the renewal of their Distribution and Treatment certifications.

| <u>PROGRAM STAFFING</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> |
|--|----------------|----------------|----------------|----------------|
| <u>Full-Time Staff</u> | | | | |
| Administrative Analyst | 0.36 | 0.36 | 0.36 | 0.36 |
| Administrative Secretary | 0.41 | 0.41 | 0.41 | 0.53 |
| Assistant City Manager | 0.12 | 0.12 | 0.20 | 0.30 |
| Assistant to the City Manager | 0.25 | 0.25 | 0.00 | 0.00 |
| City Manager | 0.16 | 0.16 | 0.20 | 0.20 |
| Deputy City Manager | 0.00 | 0.00 | 0.25 | 0.00 |
| Director of Government Services/City Clerk | 0.00 | 0.00 | 0.15 | 0.15 |
| Director of Public Works | 0.00 | 0.00 | 0.00 | 0.55 |
| Executive Secretary | 0.12 | 0.12 | 0.12 | 0.00 |
| Fleet/Warehouse Supervisor | 0.00 | 0.65 | 0.65 | 0.65 |
| Management Analyst | 0.00 | 0.00 | 0.00 | 0.55 |
| Office Assistant | 0.41 | 0.41 | 0.41 | 0.41 |
| Public Works Manager | 0.17 | 0.17 | 0.17 | 0.00 |
| Public Works Superintendent | 0.00 | 0.00 | 0.83 | 0.00 |
| Public Works Supervisor | 0.83 | 0.83 | 0.00 | 0.55 |
| Senior Management Analyst | 0.41 | 0.41 | 0.41 | 0.41 |
| Senior Warehouse Technician | 0.83 | 0.83 | 0.83 | 0.90 |
| Warehouse Technician | 0.83 | 0.83 | 0.00 | 0.00 |
| Total Full-Time Staff | 4.90 | 5.55 | 4.99 | 5.56 |

FUND: WATER OPERATING 700
DEPARTMENT: DEVELOPMENT SERVICES 29
DIVISION: WATER 400
PROGRAM: ADMINISTRATION 4070

| <u>PROGRAM STAFFING (Continued)</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> |
|--|-----------------------|-----------------------|-----------------------|-----------------------|
| <u>Part-Time Staff</u> | | | | |
| Administrative Analyst | 0.23 | 0.00 | 0.00 | 0.00 |
| Total Part-Time Staff | 0.23 | 0.00 | 0.00 | 0.00 |
| Total Full & Part-Time Staff | 5.13 | 5.55 | 4.99 | 5.56 |

SIGNIFICANT PROGRAM EXPENDITURE CHANGES

- None.

2020-21 PROGRAM ACCOMPLISHMENTS

- Continued to implement recycled water requirements at various locations throughout the District. The District continues to identify additional customers to benefit from the use of recycled water.
- Continued to promote Geoviewer and Cityworks Asset Management Program. Administrative staff was responsible for deploying GeoViewer mobile to staff within the District.
- Performed analysis of commodity items in the warehouse with zero turnover during the previous fiscal year. Items found not to be beneficial or pertinent to the operation of the water system were removed from the warehouse. Additionally, implemented magnetic identification tags to label items within the warehouse, eliminating the use of paper tags.
- Completed the 2018 America’s Water Infrastructure Act, a Federal mandated requirement.
- Completed the 2020 Urban Water Management Plan, a State mandated requirement.

2021-22 PROGRAM GOALS AND OBJECTIVES

- Improve upon number of variances within the warehouse during the next audit performed in June 2021.
- Continue to implement recycled water requirements at various locations throughout the District.
- Identify opportunities for staff to receive continuing education units towards their renewal of State certifications.
- Restructure and standardize each water program’s monthly report.
- Create a quarterly report summarizing the District’s activities and statistics. The report is to be distributed to the General Manager and Board Members.
- Complete the District’s 2020 Consumer Confidence Report, provide notification to its customers prior to July 1st.

PERFORMANCE AND

| <u>WORKLOAD INDICATORS</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> |
|--|-----------------------|-----------------------|-----------------------|-----------------------|
| Items having variance within the warehouse | 150 | 357 | 348 | 50 |
| Total percentage of variance during Audit | 1% | 1.61% | .0024% | .0015% |

FUND: WATER OPERATING 700
DEPARTMENT: DEVELOPMENT SERVICES 29
DIVISION: WATER 400
PROGRAM: PROPERTY MANAGEMENT 4080

| PROGRAM EXPENDITURE SUMMARY | | | | | | % Change From |
|-----------------------------------|-------------------|-------------------|-------------------|--------------------|-------------------|-------------------|
| | 2018-19 Actual | 2019-20 Actual | 2020-21 Budget | 2020-21 Revised | 2021-22 Budget | 2020-21 Budget |
| Salaries | \$ 191,692 | \$ 166,173 | \$ 174,416 | \$177,470 | \$187,709 | 8% |
| Benefits | 101,262 | 119,956 | 104,559 | 105,512 | 120,377 | 15% |
| Materials & Operations | 6,780 | 5,623 | 13,679 | 7,142 | 8,556 | -37% |
| Contractual | 55,021 | 69,879 | 79,962 | 79,220 | 104,150 | 30% |
| Other Operating | 7,644 | 26,034 | 38,410 | 28,500 | 34,260 | -11% |
| Capital Outlay | 0 | 0 | 0 | 0 | 0 | 0% |
| Debt Service | 0 | 0 | 0 | 0 | 0 | 0% |
| TOTAL | \$ 362,399 | \$ 387,665 | \$ 411,026 | \$397,844 | \$455,052 | 11% |

PROGRAM DESCRIPTION

Property Management supports all Water Division and district facilities. The objective of this program is to provide a clean, safe, well-maintained work environment for all employees located at Water District owned office buildings. This will be accomplished through preventive/predictive maintenance program that will reduce facility depreciation and reduce unforeseen equipment/structural failures. A well-developed preventive/predictive maintenance program, supported by a computerized maintenance management system, will better serve customers with planned maintenance, while reducing the effects of catastrophic mechanical/structural failures leading to prolonged customer inconvenience and disruptions of daily operations.

| <u>PROGRAM STAFFING</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> |
|---|----------------|----------------|----------------|----------------|
| <u>Full-Time Staff</u> | | | | |
| Custodian | 2.00 | 2.00 | 2.00 | 2.00 |
| Facilities Supervisor | 0.50 | 0.50 | 0.50 | 0.50 |
| Senior Custodian | 0.50 | 0.50 | 0.50 | 0.50 |
| Total Full-Time Staff | 3.00 | 3.00 | 3.00 | 3.00 |
| <u>Part-Time Staff</u> | | | | |
| Custodian - Part-Time | 0.46 | 0.46 | 0.00 | 0.00 |
| Facilities Electrician | 0.23 | 0.23 | 0.23 | 0.23 |
| Facilities Maintenance Technician | 0.23 | 0.23 | 0.00 | 0.00 |
| Total Part-Time Staff | 0.92 | 0.92 | 0.23 | 0.23 |
| Total Full & Part-Time Staff | 3.92 | 3.92 | 3.23 | 3.23 |

SIGNIFICANT PROGRAM EXPENDITURE AND STAFFING CHANGES

- \$33,700 has been included to seal coat and restripe the parking areas at the Mojave Corporate Yard.

FUND: WATER OPERATING 700
DEPARTMENT: DEVELOPMENT SERVICES 29
DIVISION: WATER 400
PROGRAM: PROPERTY MANAGEMENT 4080

2020-21 PROGRAM ACCOMPLISHMENTS

- Provided a clean, safe, well-maintained work environment for employees located at 17282 Mojave Street.

2021-22 PROGRAM GOALS AND OBJECTIVES

- Provide a clean, safe, well-maintained work environment for employees located at 17282 Mojave Street through the use of in-house and subcontracted staff.
- Continue to build the Faciliworks database to provide better work order tracking and preventative maintenance work order completion.
- Crack seal, reseal, and restripe the parking areas at the Mojave Corporate Yard.

PERFORMANCE AND

WORKLOAD INDICATORS

| | <u>2018-19</u> | <u>*2019-20</u> | <u>2020-21</u> | <u>2021-22</u> |
|--|----------------|-----------------|----------------|----------------|
| Back Log Work Orders | 107 | 23 | 39 | 0 |
| Back Log Preventative Maintenance Orders | 0 | 16 | 18 | 0 |
| Work Orders Processed | 38 | 14 | 25 | 35 |
| Service Contracts Administered | 7 | 7 | 7 | 7 |
| Soft Floor Deep Cleaning (square feet) | 1,757 | 3,002 | 0 | 3,000 |
| Hard Floor Deep Cleaning (square feet) | 4,242 | 0 | 0 | 1,500 |
| Sub-Contractor Invoices | 92 | 141 | 88 | 150 |

*FY 2019-20 Actual will be updated on Final FY 2021-22 Budget

FUND: SEWER OPERATING 710
DEPARTMENT: DEVELOPMENT SERVICES 29
DIVISION: SEWER 420

| DIVISION EXPENDITURE SUMMARY | | | | | | % Change From 2020-21 |
|------------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|-----------------------------|
| | 2018-19 Actual | 2019-20 Actual | 2020-21 Budget | 2020-21 Revised | 2021-22 Budget | Budget |
| Salaries | \$ 553,760 | \$ 583,876 | \$ 603,898 | \$ 608,673 | \$ 640,690 | 6% |
| Benefits | 415,565 | 342,175 | 331,935 | 332,692 | 360,106 | 8% |
| Materials & Operations | 2,718,951 | 2,918,309 | 3,135,006 | 3,144,299 | 3,590,744 | 15% |
| Contractual | 166,775 | 664,335 | 2,608,169 | 1,827,017 | 2,770,650 | 6% |
| Other Operating | 393,706 | 687,076 | 526,678 | 526,456 | 543,087 | 3% |
| Capital Outlay | 0 | 5,455 | 68,428 | 154,565 | 45,000 | -34% |
| Debt Service | 0 | 0 | 0 | 0 | 0 | 0% |
| TOTAL | \$ 4,248,757 | \$ 5,201,226 | \$ 7,274,114 | \$ 6,593,702 | \$ 7,950,277 | 9% |

| DIVISION EXPENDITURE SUMMARY | | | | | | % Change From 2020-21 |
|------------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|-----------------------------|
| | 2018-19 Actual | 2019-20 Actual | 2020-21 Budget | 2020-21 Revised | 2021-22 Budget | Budget |
| Sewer Operations (710) | | | | | | |
| Operations (4200) | \$ 3,614,284 | \$ 4,081,668 | \$ 4,197,892 | \$ 4,283,580 | \$ 4,206,706 | 0% |
| Engineering (4240) | 205,441 | 193,766 | 176,655 | 182,946 | 204,341 | 16% |
| Utility Billing (4260) | 180,146 | 184,972 | 213,038 | 196,545 | 215,444 | 1% |
| Administration (4270) | 139,258 | 122,416 | 131,529 | 139,243 | 633,786 | 382% |
| Sewer Capital (711) | 109,628 | 559,710 | 2,555,000 | 1,791,388 | 2,690,000 | 5% |
| Sewer Capital (713) | 0 | 58,694 | 0 | 0 | 0 | 0% |
| Total Sewer | \$ 4,248,757 | \$ 5,201,226 | \$ 7,274,114 | \$ 6,593,702 | \$ 7,950,277 | 9% |

| <u>DIVISION STAFFING</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> |
|-------------------------------|----------------|----------------|----------------|----------------|
| Total Full-Time Staff | 9.25 | 9.30 | 9.39 | 9.30 |
| Total Part-Time Staff | 0.14 | 0.14 | 0.14 | 0.07 |
| Total D.S. Sewer Staff | 9.39 | 9.44 | 9.53 | 9.37 |

Note: In depth detailed staffing changes are located in Section E. City Position Summaries and subsequent expenditures can be found in Section D. Expenditure Summaries.

FUND: SEWER OPERATING 710
DEPARTMENT: DEVELOPMENT SERVICES 29
DIVISION: SEWER 420
PROGRAM: SEWER OPERATIONS 4200

| PROGRAM EXPENDITURE SUMMARY | | | | | | % Change |
|-----------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| | 2018-19 Actual | 2019-20 Actual | 2020-21 Budget | 2020-21 Revised | 2021-22 Budget | From 2020-21 Budget |
| Salaries | \$ 278,088 | \$ 299,237 | \$ 304,461 | \$ 312,329 | \$ 329,808 | 8% |
| Benefits | 217,348 | 192,365 | 178,073 | 180,978 | 195,497 | 10% |
| Materials & Operations | 2,698,637 | 2,896,941 | 3,112,402 | 3,123,459 | 3,580,401 | 15% |
| Contractual | 26,505 | 6,049 | 7,850 | 6,100 | 7,850 | 0% |
| Other Operating | 393,706 | 687,076 | 526,678 | 526,453 | 48,150 | -91% |
| Capital Outlay | 0 | 0 | 68,428 | 134,261 | 45,000 | -34% |
| Debt Service | 0 | 0 | 0 | 0 | 0 | 0% |
| TOTAL | \$ 3,614,284 | \$ 4,081,668 | \$ 4,197,892 | \$ 4,283,580 | \$ 4,206,706 | 0% |

PROGRAM DESCRIPTION

The Wastewater Program is responsible for performing proactive, preventative, and reactive maintenance to the sanitary sewer system. The City's sanitary sewer system is comprised of 150 miles of sewer main and 2,300 manholes that allow entrance to perform different types of maintenance. The Program has adopted a three-year maintenance program to ensure that all sewer mains and manholes are cleaned and inspected, allowing for a clean and unobstructed system. The Wastewater Program proactively seeks the unwanted infiltration and intrusion from stormwater into the sewer system. The City's effluent wastewater flows to the Victor Valley Wastewater Reclamation Authority (VWRA) regional and sub-regional treatment facilities.

| <u>PROGRAM STAFFING</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> |
|--------------------------------|----------------|----------------|----------------|----------------|
| <u>Full-Time Staff</u> | | | | |
| Fleet/Warehouse Supervisor | 0.00 | 0.05 | 0.05 | 0.05 |
| Maintenance Crew Supervisor | 0.70 | 0.70 | 0.70 | 0.70 |
| Maintenance Worker | 3.60 | 3.60 | 3.60 | 3.60 |
| Pump Operator | 0.05 | 0.05 | 0.05 | 0.05 |
| Senior Maintenance Worker | 0.70 | 0.70 | 0.70 | 0.70 |
| Senior Pump Maintenance Worker | 0.05 | 0.05 | 0.05 | 0.05 |
| Senior Pump Operator | 0.05 | 0.05 | 0.05 | 0.05 |
| Total Full-Time Staff | 5.15 | 5.20 | 5.20 | 5.20 |

SIGNIFICANT PROGRAM EXPENDITURE CHANGES

- Funding in the amount of \$12,500 is included to purchase a dump trailer that will be used for debris removal.
- \$32,500 has been included for the purchase of one (1) service truck.
- The decrease in Other Operating is primarily attributed to the general and administrative services that will now be expensed in the Sewer Administration Program (4270).
- The FY 2021-22 Budget includes the recent 8% rate increase assessed by VWRA for treatment of the City's wastewater effluent. The FY 2020-21 rate was \$4,087 per million gallon (MG), whereas the FY 2021-22 Budget reflects the rate of \$4,414.

FUND: SEWER OPERATING 710
DEPARTMENT: DEVELOPMENT SERVICES 29
DIVISION: SEWER 420
PROGRAM: SEWER OPERATIONS 4200

2020-21 PROGRAM ACCOMPLISHMENTS

- Kept the wastewater collection system free and unobstructed.
- Completed the third year of the three-year proactive maintenance program to have all the wastewater collection lines and manholes cleaned in the City and finished the second year of the three-year program to have the collection lines inspected and documented with closed circuit television recordings.
- Operated and maintained 'I' Avenue sewage lift station with no overflows.
- Coordinated with both the Project Construction Manager and the City Engineer for the sewage line replacement under the Capital Improvement Project (CIP), located on Main Street and Pyrite Avenue.

2021-22 PROGRAM GOALS AND OBJECTIVES

- Keep the wastewater collection system free and unobstructed.
- Start the first year of the three-year proactive maintenance program to have all wastewater collection lines and manholes cleaned in the City and to complete the third-year program to have the collection lines inspected and documented with closed circuit television recordings.
- Operate and maintain 'I' Avenue and Caliente Road sewage lift stations.
- Coordinate with Engineering for the sewer line replacement under the Capital Improvement Project (CIP), which will take place on Maple Avenue between Sultana Street and Yucca Street and also on the new construction of the Caliente Road sewer lift station.

**PERFORMANCE AND
WORKLOAD INDICATORS**

| | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> |
|---|----------------|----------------|----------------|----------------|
| Wastewater Lines Cleaned (miles) | 17 | 49 | 32 | 43 |
| Manholes Maintained (Total of 2,326 Citywide) | 294 | 951 | 600 | 615 |
| Wastewater Lines Videotaped (miles) | 31 | 27 | 43 | 34 |
| Sewer Lift Stations operated/maintained | 1 | 1 | 1 | 2 |
| Wastewater laterals videotaped (miles) | 8 | 7 | 1 | 1 |
| Sanitary Sewer Overflows | 1 | 2 | 0 | 0 |

FUND: SEWER OPERATING 710
DEPARTMENT: DEVELOPMENT SERVICES 29
DIVISION: SEWER 420
PROGRAM: ENGINEERING 4240

| PROGRAM EXPENDITURE SUMMARY | | | | | | % Change From 2020-21 |
|-----------------------------------|-------------------|-------------------|-------------------|--------------------|-------------------|-----------------------------|
| | 2018-19 Actual | 2019-20 Actual | 2020-21 Budget | 2020-21 Revised | 2021-22 Budget | Budget |
| Salaries | \$ 105,503 | \$ 110,419 | \$ 99,928 | \$ 105,120 | \$ 119,937 | 20% |
| Benefits | 77,414 | 61,114 | 56,727 | 57,826 | 64,404 | 14% |
| Materials & Operations | 0 | 0 | 0 | 0 | 0 | 0% |
| Contractual | 22,524 | 22,233 | 20,000 | 20,000 | 20,000 | 0% |
| Other Operating | 0 | 0 | 0 | 0 | 0 | 0% |
| Capital Outlay | 0 | 0 | 0 | 0 | 0 | 0% |
| Debt Service | 0 | 0 | 0 | 0 | 0 | 0% |
| TOTAL | \$ 205,441 | \$ 193,766 | \$ 176,655 | \$ 182,946 | \$ 204,341 | 16% |

PROGRAM DESCRIPTION

Engineering is responsible for the planning, design, and construction of potable and recycled water, as well as sanitary sewer infrastructure, to address the needs of the community today, as well as twenty years into the future and beyond. The Engineering Program also reviews all development proposals to ensure that they conform to Water District codes and standards, and provides technical input as a member agency to the Victor Valley Wastewater Reclamation Authority (VWRA) and the Mojave Water Agency (MWA). The VWRA Subregional Wastewater Plant was completed in 2019.

| <u>PROGRAM STAFFING</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> |
|---|----------------|----------------|----------------|----------------|
| <u>Full-Time Staff</u> | | | | |
| Administrative Secretary | 0.00 | 0.00 | 0.00 | 0.10 |
| Assistant Engineer | 0.13 | 0.13 | 0.13 | 0.13 |
| Community Development Technician | 0.50 | 0.50 | 0.50 | 0.50 |
| Construction Inspection Supervisor | 0.13 | 0.13 | 0.13 | 0.13 |
| Construction Inspector | 0.17 | 0.17 | 0.17 | 0.17 |
| Engineering Technician | 0.12 | 0.12 | 0.12 | 0.00 |
| Environmental Compliance Inspector | 0.00 | 0.00 | 0.00 | 0.25 |
| Geographical Information Systems Manager | 0.14 | 0.14 | 0.14 | 0.14 |
| Geographical Information Systems Technician | 0.14 | 0.14 | 0.14 | 0.14 |
| Office Assistant | 0.10 | 0.10 | 0.10 | 0.00 |
| Project Construction Manager | 0.05 | 0.05 | 0.05 | 0.05 |
| Senior Engineering Technician | 0.00 | 0.00 | 0.00 | 0.12 |
| Total Full-Time Staff | 1.48 | 1.48 | 1.48 | 1.73 |

SIGNIFICANT PROGRAM EXPENDITURE CHANGES

- None.

| | | |
|--------------------|-----------------------------|-------------|
| FUND: | SEWER OPERATING | 710 |
| DEPARTMENT: | DEVELOPMENT SERVICES | 29 |
| DIVISION: | SEWER | 420 |
| PROGRAM: | ENGINEERING | 4240 |

2020-21 PROGRAM ACCOMPLISHMENTS

- Continued to perform timely and professional Public Works inspection services utilizing only City inspectors. City inspectors will continue their roles as Stormwater Construction Inspectors to ensure City compliance with its National Pollutant Discharge Elimination System requirements as Qualified SWPPP Practitioners (QSP) and ensure that there will be minimal impact from construction projects to the City's ground water supply during storm events.
- Completed construction of water and sewer facility extensions into the Interstate 15/Ranchero Road interchange area to facilitate development.

2021-22 PROGRAM GOALS AND OBJECTIVES

- Continue to perform timely project review for new developer projects, and continue to provide professional and prompt plan review services on commercial, industrial, and residential projects.
- Conduct area specific analysis of the City's Wastewater Systems Plan.

FUND: SEWER OPERATING 710
DEPARTMENT: DEVELOPMENT SERVICES 29
DIVISION: SEWER 420
PROGRAM: UTILITY BILLING 4260

| PROGRAM EXPENDITURE SUMMARY | | | | | | % Change |
|-----------------------------------|-------------------|-------------------|-------------------|--------------------|-------------------|---------------------------|
| | 2018-19 Actual | 2019-20 Actual | 2020-21 Budget | 2020-21 Revised | 2021-22 Budget | From 2020-21 Budget |
| Salaries | \$ 89,775 | \$ 94,023 | \$ 113,350 | \$ 99,492 | \$ 101,187 | -11% |
| Benefits | 62,354 | 46,477 | 51,765 | 47,384 | 51,114 | -1% |
| Materials & Operations | 20,314 | 21,368 | 22,604 | 20,840 | 10,343 | -54% |
| Contractual | 7,703 | 23,104 | 25,319 | 28,829 | 52,800 | 109% |
| Other Operating | 0 | 0 | 0 | 0 | 0 | 0% |
| Capital Outlay | 0 | 0 | 0 | 0 | 0 | 0% |
| Debt Service | 0 | 0 | 0 | 0 | 0 | 0% |
| TOTAL | \$ 180,146 | \$ 184,972 | \$ 213,038 | \$ 196,545 | \$ 215,444 | 1% |

PROGRAM DESCRIPTION

Utility Billing provides customer service to over 5,700 customers of the Hesperia Water District, which provides water and sewer services. Customer service consists of establishing new services, moving customers in and out of existing accounts, inbound and outbound phone calls, email notifications, response to customer service requests, notification to customers of scheduled and emergency maintenance, and posting all payments as the City's centralized cashier. Utility Billing also manages all aspects of billing, including calculating bills, and processing delinquent accounts; and manages the on-line customer bill presentment/payment service. This section also processes all bad checks and credit card chargebacks. This section is split-funded with Water Operating under the Utility Billing Program.

| <u>PROGRAM STAFFING</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> |
|---|----------------|----------------|----------------|----------------|
| <u>Full-Time Staff</u> | | | | |
| Administrative Analyst | 0.00 | 0.00 | 0.00 | 0.16 |
| Customer Service Representative | 0.80 | 0.80 | 0.80 | 0.48 |
| Customer Service Supervisor | 0.16 | 0.16 | 0.16 | 0.16 |
| Deputy Finance Director | 0.02 | 0.02 | 0.05 | 0.05 |
| Director of Administrative Services | 0.00 | 0.00 | 0.00 | 0.05 |
| Director of Finance | 0.00 | 0.00 | 0.05 | 0.00 |
| Management Analyst | 0.00 | 0.00 | 0.00 | 0.05 |
| Senior Account Clerk | 0.32 | 0.32 | 0.32 | 0.32 |
| Senior Customer Service Representative | 0.32 | 0.32 | 0.32 | 0.16 |
| Senior Financial Analyst | 0.00 | 0.00 | 0.05 | 0.00 |
| Total Full-Time Staff | 1.62 | 1.62 | 1.75 | 1.43 |
| <u>Part-Time Staff</u> | | | | |
| Customer Service Representative | 0.14 | 0.14 | 0.14 | 0.07 |
| Total Part-Time Staff | 0.14 | 0.14 | 0.14 | 0.07 |
| Total Full & Part-Time Staff | 1.76 | 1.76 | 1.89 | 1.50 |

FUND: SEWER OPERATING 710
DEPARTMENT: DEVELOPMENT SERVICES 29
DIVISION: SEWER 420
PROGRAM: UTILITY BILLING 4260

SIGNIFICANT PROGRAM EXPENDITURE CHANGES

- None.

2020-21 PROGRAM ACCOMPLISHMENTS

- Implemented the new rate structure in the Utility Billing software.
- Implemented the processing of convenience and service fees for credit card payments.
- With the assistance of the Information Technology (IT) Division, two payment kiosks were installed in the lobby of City Hall to provide additional payment options of Water/Sewer customers.

2021-22 PROGRAM GOALS AND OBJECTIVES

- Complete the redesign of the bill and past due notice.
- Implement an Interactive Voice Response (IVR) system, to offer an additional payment option for customers paying their water/sewer utility bills, through which payments can be made by phone.

**PERFORMANCE AND
WORKLOAD INDICATORS**

| | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> |
|------------------------|----------------|----------------|----------------|----------------|
| Bills Processed | 32,976 | 33,150 | 33,600 | 34,200 |
| Sewer Service Accounts | 5,496 | 5,525 | 5,600 | 5,700 |

FUND: SEWER OPERATING 710
DEPARTMENT: DEVELOPMENT SERVICES 29
DIVISION: SEWER 420
PROGRAM: ADMINISTRATION 4270

| PROGRAM EXPENDITURE SUMMARY | | | | | | % Change |
|-----------------------------------|-------------------|-------------------|-------------------|--------------------|-------------------|---------------------------|
| | 2018-19 Actual | 2019-20 Actual | 2020-21 Budget | 2020-21 Revised | 2021-22 Budget | From 2020-21 Budget |
| Salaries | \$ 80,394 | \$ 80,197 | \$ 86,159 | \$ 91,732 | \$ 89,758 | 4% |
| Benefits | 58,449 | 42,219 | 45,370 | 46,504 | 49,091 | 8% |
| Materials & Operations | 0 | 0 | 0 | 0 | 0 | 0% |
| Contractual | 415 | 0 | 0 | 0 | 0 | 0% |
| Other Operating | 0 | 0 | 0 | 3 | 494,937 | 100% |
| Capital Outlay | 0 | 0 | 0 | 1,004 | 0 | 0% |
| Debt Service | 0 | 0 | 0 | 0 | 0 | 0% |
| TOTAL | \$ 139,258 | \$ 122,416 | \$ 131,529 | \$ 139,243 | \$ 633,786 | 382% |

PROGRAM DESCRIPTION

This Program identifies costs attributable to administrative costs related to the Water District as required by the California State Controller's Office. Other administrative costs are allocated within the specific funds as well as costs associated with the supervision of all sewer-related activities.

| <u>PROGRAM STAFFING</u> | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> |
|--|----------------|----------------|----------------|----------------|
| <u>Full-Time Staff</u> | | | | |
| Administrative Analyst | 0.09 | 0.09 | 0.09 | 0.09 |
| Administrative Secretary | 0.09 | 0.09 | 0.09 | 0.12 |
| Assistant City Manager | 0.03 | 0.03 | 0.05 | 0.05 |
| City Manager | 0.04 | 0.04 | 0.05 | 0.05 |
| Deputy City Manager | 0.00 | 0.00 | 0.05 | 0.00 |
| Director of Government Services/City Clerk | 0.00 | 0.00 | 0.05 | 0.05 |
| Director of Public Works | 0.00 | 0.00 | 0.00 | 0.10 |
| Executive Secretary | 0.03 | 0.03 | 0.03 | 0.00 |
| Office Assistant | 0.09 | 0.09 | 0.09 | 0.09 |
| Management Analyst | 0.00 | 0.00 | 0.00 | 0.10 |
| Public Works Manager | 0.03 | 0.03 | 0.03 | 0.00 |
| Public Works Superintendent | 0.00 | 0.00 | 0.17 | 0.00 |
| Public Works Supervisor | 0.17 | 0.17 | 0.00 | 0.10 |
| Senior Management Analyst | 0.09 | 0.09 | 0.09 | 0.09 |
| Senior Warehouse Technician | 0.17 | 0.17 | 0.17 | 0.10 |
| Warehouse Technician | 0.17 | 0.17 | 0.00 | 0.00 |
| Total Full-Time Staff | 1.00 | 1.00 | 0.96 | 0.94 |

SIGNIFICANT PROGRAM EXPENDITURE CHANGES

- The increase in Other Operating is attributed to the general and administrative services that was previously expensed in the Sewer Operations Program (4200).

FUND: SEWER OPERATING 710
DEPARTMENT: DEVELOPMENT SERVICES 29
DIVISION: SEWER 420
PROGRAM: ADMINISTRATION 4270

2020-21 PROGRAM ACCOMPLISHMENTS

- Continued to promote and support Cityworks Asset Management Program.
- Continued to promote specialized confined space training for the Sewer Division personnel.
- Continued to provide monthly reports to the California Integrated Water Quality System (CIWQS).

2021-22 PROGRAM GOALS AND OBJECTIVES

- Continue to provide support to the staff of the Sewer Division.
- Continue to provide mandated confined space training for the Sewer Division personnel.
- Continue to manage and provide monthly reports to (CIWQS).

**PERFORMANCE AND
WORKLOAD INDICATORS**

| | <u>2018-19</u> | <u>2019-20</u> | <u>2020-21</u> | <u>2021-22</u> |
|--|----------------|----------------|----------------|----------------|
| Certified monthly no spill reports (CIWQS) | 12 | 12 | 12 | 12 |

FUND: GENERAL FUND 100
DEPARTMENT: POLICE 51

| DEPARTMENT EXPENDITURE SUMMARY | | | | | | % Change |
|---|---------------------------|---------------------------|---------------------------|----------------------------|---------------------------|------------------------------------|
| | 2018-19 Actual | 2019-20 Actual | 2020-21 Budget | 2020-21 Revised | 2021-22 Budget | From 2020-21 Budget |
| Salaries | \$ 0 | \$ 0 | \$ 0 | \$ 0 | \$ 0 | 0% |
| Benefits | 0 | 0 | 0 | 0 | 0 | 0% |
| Materials & Operations | 50,559 | 59,181 | 65,276 | 53,998 | 64,629 | -1% |
| Contractual | 16,374,830 | 17,205,613 | 17,572,328 | 17,650,622 | 18,960,378 | 8% |
| Other Operating | 83,392 | 84,502 | 102,388 | 71,560 | 100,779 | -2% |
| Capital Outlay | 0 | 0 | 56,000 | 56,000 | 135,000 | 141% |
| TOTAL | \$ 16,508,781 | \$ 17,349,296 | \$ 17,795,992 | \$ 17,832,180 | \$ 19,260,786 | 8% |

DEPARTMENT DESCRIPTION

The Hesperia City Police Department provides law enforcement and public safety services to the residents of the City and to all those within its jurisdiction (City Council's first goal of Public Safety). Our mission is to deliver collaborative law enforcement solutions that meet the needs of our communities and partners by giving quality professional services. The Department works in partnership with the community, other governmental agencies and City entities to promote individual responsibility, and safer neighborhoods in an effort to enhance the quality of life in Hesperia.

The San Bernardino County Sheriff's Department has provided law enforcement services to the City under a service contract since its incorporation in 1988. By virtue of this contract, the City of Hesperia provides its citizens with full-service law enforcement, which include patrol operations, traffic enforcement, detective services, gang investigation/suppression, problem-oriented policing and community outreach programs. Sworn, professional and volunteer staff work collectively to make the Police Department a productive and efficient operation.

Additionally, the City benefits from San Bernardino County Sheriff's Department resources such as aviation support, Homicide, Gang, Narcotics, and Crimes Against Children specialized investigative teams. Other resources include: High Tech Crimes, Emergency Services, Public Affairs, Homeless Outreach and Proactive Enforcement (H.O.P.E.) program, Dive Rescue Team, Regional Major Accident Investigations Team (M.A.I.T.), Peer Support, and the Specialized Enforcement Division (S.W.A.T.) just to name a few.

The City of Hesperia is the third largest contract city in San Bernardino County. On a per-deputy basis, the Hesperia Police Department continues to make more arrests and handles more calls for service than the majority of Sheriff's Stations throughout the County. The FY 2021-22 contract affords the City the following positions along with vehicles and equipment:

- 57 Sworn officers (1 Captain, 1 Lieutenant, 7 Sergeant, 5 Detectives, and 43 Deputies)
- 18 Civilian positions (7 Sheriff's Service Specialist, 1 Motor Pool Service Assistant, 2 Secretaries, and 8 Office Specialists)

DEPARTMENT GOALS FOR 2021-22

- Continue to reduce crime within the community, specifically violent and Part One crimes as defined by the Department of Justice's (DOJ) Uniform Crime Reporting. Continue to provide the necessary resources to the newly formed Multiple Enforcement Team (MET) Unit to help achieve this goal, which includes providing an environment that supports creative thinking, opportunities to establish partnerships with other law enforcement agencies, and to utilize resources within the community to improve focused efforts toward suppressing crime.
- Collaborate with Engineering to collectively address traffic safety concerns to help achieve our mutual goal.
- Evaluate the current Field Training Officer (FTO) program and create a mentoring program to develop staff beyond the FTO course. The objective is to expand employee development and training opportunities to enhance skills, proficiency, and expertise.

FUND: GENERAL FUND 100
DEPARTMENT: POLICE 51

DEPARTMENT GOALS FOR 2021-22 (Continued)

- The City continues to experience a high number of traffic collisions with primary factors associated with unsafe speed, failure to yield the right-of-way, distracted drivers and alcohol/drug related offenses. Many of the collisions have involved pedestrians and resulted in fatality. The Department's goal is to reduce the number of collisions by employing creative strategies focused on enforcement, education, and engineering. The station's six-deputy Traffic Unit will continue to aggressively enforce traffic violations and conduct DUI enforcement within the City, while maximizing the benefits of available resources such as the electronic speed indicators on the Automated License Plate Reader (ALPR) trailers. The Department will use grant funding from the Office of Traffic and Safety to help enhance enforcement operations. Additionally, the Department will expand efforts toward educating the public about safe driving practices, not only through programs such as Start Smart Teen Driver courses, but also through various campaigns and disseminating information on social media platforms to bring awareness to all ages.

SIGNIFICANT DEPARTMENT EXPENDITURE CHANGES

- For FY 2021-22, the schedule A, which is the contract for law enforcement services from San Bernardino County is expected to increase 8.16% or \$1,394,014 to \$18,475,634. Additionally, while not itemized on the schedule A, the City is responsible for fuel, vehicle maintenance, and overtime, which is offset by vacancy savings. For FY 2021-22, the City anticipated these costs to be \$350,000 for a total law enforcement contract of \$18,825,634.

Keeping with the City Council financial policy, the total law enforcement contract is 53% of the total General Fund expenditures.

- Funding of \$135,000 has been included for the purchase and installation of seven (7) ALPR fixed cameras at two intersections within the City.

2020-21 DEPARTMENT ACCOMPLISHMENTS

- The Department purchased a third, four-camera mobile automated license plate reader (ALPR) for a patrol unit, using the Homeland Security Grant Program (HSGP) funds to supplement the cost. The utilization of this equipment enabled the Police Department to capture vehicle license plates for rapid identification of stolen vehicles, embezzled vehicle, missing person vehicles and vehicles identified as being involved in other criminal activities. The information is immediately available and law enforcement staff is alerted when a stolen or wanted vehicle is detected.
- The station Gang Team was restructured into a Multiple Enforcement Team (MET) Unit and a Detective was reassigned as the team supervisor. An additional deputy and a temporary duty assignment deputy were added to the team to increase its availability to special projects. MET is responsible to address concerns and develop strategies pertaining to gang suppression, quality of life/homelessness in the community, marijuana enforcement, crime free operations, and ABC (Alcoholic Beverage Control) tasks. Additionally, the team works closely with the Detective Bureau and are assigned to investigate certain violent crimes that are similar in nature.
- Additional training was provided to Hesperia Station deputies related to advanced marijuana grow enforcement and ABC inspections.
- Despite the COVID-19 restrictions put in place during 2020 and into 2021 that prevented gatherings and public events, the Hesperia Police Activities League (HPAL) continues to develop with the goal of reducing crime by providing a youth program that develops discipline, a positive self-image and mutual trust and respect between law enforcement and the youth of the community. The program continues to be developed and expected to return with participation from the Hesperia Unified School District Police and other local agencies.

FUND: GENERAL FUND 100
DEPARTMENT: POLICE 51

DEPARTMENT GOALS AND OBJECTIVES FOR 2021-22

- Collaborate with the City Engineering Division to collectively address traffic safety concerns to help achieve our mutual goal.
- Develop and implement a multi-layered plan to address community concerns regarding quality of life/homelessness issues affecting the citizens of Hesperia, including panhandling, trespassing, and party calls, among others. Work in close liaison and collaboration with Code Enforcement, Department of Behavioral Health, and the Sheriff’s Department Homeless Outreach and Proactive Enforcement team.
- Continue to deploy trailer-mounted Automated License Plate Readers (ALPR’s) at specific locations throughout the City to assist in developing investigative leads for criminal activity that occurs in the City of Hesperia. The addition of a third ALPR patrol unit to the fleet will create more pro-active opportunities to locate criminals and stolen vehicles within the community, therefore reducing crime.
- The Off-Highway Vehicle (OHV) Enforcement Grant funds patrol operations on a regular basis, thereby reducing the number of nuisance and noise complaints related to OHV operation within the City. The Department is working toward increasing the number of staff members trained and certified to operate the OHV motorcycles. The increase in certified staff will help our proactive efforts toward enforcing OHV related laws, as well as providing education to the public on proper ownership, lawful operation and safe riding practices.
- Continue on-going efforts towards the recruitment of volunteers and expand the volunteer unit’s participation in community outreach events, schools, various charity events, etc.
- Continue to expand community outreach efforts by making the most of the benefits afforded by social media platforms, specifically Facebook and Twitter. These platforms are an effective and efficient way to share information with the community. Our objective is to not only disseminate news regarding crimes and/or significant arrests within the City, but also relay information on upcoming events, fundraisers, educational bulletins, and positive interactions between deputies and the public. Increasing the use of social media will further strengthen the relationship with the community.
- The City continues to experience a high number of traffic collisions with primary factors associated with unsafe speed, failure to yield the right-of-way, distracted drivers and alcohol/drug related offenses. Many of the collisions have involved pedestrians and resulted in fatality. The Department’s goal is to reduce the number of collisions by employing creative strategies focused on enforcement, education, and engineering. The station’s six-deputy Traffic Unit will continue to aggressively enforce traffic violations and conduct DUI enforcement within the City, while maximizing the benefits of available resources such as the electronic speed indicators on the ALPR trailers. The Department will use grant funding from the Office of Traffic and Safety to help enhance enforcement operations. Additionally, the Department will expand efforts toward educating the public about safe driving practices, not only through programs such as Start Smart Teen Driver courses, but also through various campaigns and disseminating information on social media platforms to bring awareness to all ages.

PERFORMANCE AND

WORKLOAD INDICATORS

| | <u>2018</u> | <u>2019</u> | <u>2020</u> | <u>*2021</u> |
|------------------------------|--------------|--------------|--------------|--------------|
| <u>Part I Offenses</u> | | | | |
| Homicide | 2 | 8 | 7 | 6 |
| Rape | 32 | 35 | 19 | 29 |
| Robbery | 126 | 111 | 76 | 104 |
| Assaults | 730 | 627 | 759 | 705 |
| Burglary | 444 | 443 | 286 | 391 |
| Theft | 1,228 | 893 | 600 | 907 |
| Theft Motor Vehicle | <u>363</u> | <u>328</u> | <u>287</u> | <u>326</u> |
| Total Part I Offenses | 2,925 | 2,445 | 2,034 | 2,468 |

*Note: 2021 estimates are based on figures from the 2020 Annual Report and a three-year average with those figures included.

FUND: GENERAL FUND 100
DEPARTMENT: POLICE 51

PERFORMANCE AND

WORKLOAD INDICATORS (Continued)

| | <u>2018</u> | <u>2019</u> | <u>2020</u> | <u>*2021</u> |
|--------------------------------|-------------|--------------|-------------|--------------|
| <u>Part II Offenses</u> | 3,675 | 2,798 | 2,745 | 3,073 |
| <u>Arrests</u> | | | | |
| Adult (Bookings) | 2,580 | 2,269 | 1,895 | 2,248 |
| Juvenile | 55 | 51 | 49 | 52 |
| <u>Total Calls for Service</u> | 84,704 | 85,322 | 82,454 | 84,160 |
| ▪ Dispatched Calls | 68,835 | 70,740 | 69,492 | 69,689 |
| ▪ Proactive Calls | 15,869 | 14,582 | 12,962 | 14,471 |
| <u>Reports</u> | 10,128 | 8,840 | 7,857 | 8,942 |
| <u>Traffic Collisions</u> | | | | |
| Fatal | 15 | 13 | 14 | 14 |
| Injury | 307 | 365 | 290 | 321 |
| Non-Injury | <u>827</u> | <u>1,027</u> | <u>624</u> | <u>826</u> |
| Total Collisions | 1,149 | 1,405 | 928 | 1,161 |
| Citations | 3,923 | 3,737 | 2,091 | 3,250 |
| DUI Arrests | 244 | 278 | 167 | 230 |
| Volunteer Hours | 21,327 | 16,994 | 6,168 | 14,830 |

*Note: 2021 estimates are based on figures from the 2020 Annual Report and a three-year average with those figures included.

FUND: HESPERIA FIRE DISTRICT 200 AND FIRE – PERS 210

| DEPARTMENT EXPENDITURE SUMMARY | 2018-19 Actual | 2019-20 Actual | 2020-21 Budget | 2020-21 Revised | 2021-22 Budget | % Change From 2020-21 Budget |
|---|---------------------------|---------------------------|---------------------------|----------------------------|---------------------------|---|
| Salaries | \$ 0 | \$ 0 | \$ 0 | \$ 0 | \$ 0 | 0% |
| Benefits | 798,315 | 874,510 | 1,009,576 | 975,994 | 1,042,420 | 3% |
| Materials & Operations | 196 | 0 | 0 | 0 | 0 | 0% |
| Contractual | 3,738,025 | 0 | 0 | 0 | 0 | 0% |
| Other Operating | 9,463 | 0 | 0 | 0 | 0 | 0% |
| Capital Outlay | 0 | 0 | 0 | 0 | 0 | 0% |
| Debt Service | 0 | 0 | 0 | 0 | 0 | 0% |
| TOTAL | \$ 4,545,999 | \$ 874,510 | \$ 1,009,576 | \$ 975,994 | \$ 1,042,420 | 3% |

| DEPARTMENT EXPENDITURE SUMMARY | 2018-19 Actual | 2019-20 Actual | 2020-21 Budget | 2020-21 Revised | 2021-22 Budget | % Change From 2020-21 Budget |
|---|---------------------------|---------------------------|---------------------------|----------------------------|---------------------------|---|
| 200-520 Operations & Community Safety | \$ 3,641,912 | \$ 0 | \$ 0 | \$ 0 | \$ 0 | 0% |
| 200-521 Administration | 904,087 | 0 | 0 | 0 | 0 | 0% |
| 210-220 HFPD (PERS) | 0 | 874,510 | 1,009,576 | 975,994 | 1,042,420 | 3% |
| Total Fire District | \$ 4,545,999 | \$ 874,510 | \$ 1,009,576 | \$ 975,994 | \$ 1,042,420 | 3% |

FUND: HESPERIA FIRE DISTRICT 200 AND FIRE – PERS 210
DEPARTMENT: FIRE DISTRICT 55

On November 01, 2018, the San Bernardino County Fire Department (County Fire) annexed the Hesperia Fire Protection District (Fire District). County Fire will now be responsible for providing all fire and ambulance related emergency services in the City. Additionally, the Fire District transferred assets and liabilities, with the exception of the former personnel obligations to County Fire. The following is the historical data of the former Fire District.

| DIVISION EXPENDITURE SUMMARY | 2018-19 Actual | 2019-20 Actual | 2020-21 Budget | 2020-21 Revised | 2021-22 Budget | % Change From 2020-21 Budget |
|---|---------------------------|---------------------------|---------------------------|----------------------------|---------------------------|---|
| Salaries | \$ 0 | \$ 0 | \$ 0 | \$ 0 | \$ 0 | 0% |
| Benefits | 798,315 | 0 | 0 | 0 | 0 | 0% |
| Materials & Operations | 196 | 0 | 0 | 0 | 0 | 0% |
| Contractual | 3,738,025 | 0 | 0 | 0 | 0 | 0% |
| Other Operating | 9,463 | 0 | 0 | 0 | 0 | 0% |
| Capital Outlay | 0 | 0 | 0 | 0 | 0 | 0% |
| Debt Service | 0 | 0 | 0 | 0 | 0 | 0% |
| TOTAL | \$ 4,545,999 | \$ 0 | \$ 0 | \$ 0 | \$ 0 | 0% |

| DEPARTMENT EXPENDITURE SUMMARY | 2018-19 Actual | 2019-20 Actual | 2020-21 Budget | 2020-21 Revised | 2021-22 Budget | % Change From 2020-21 Budget |
|---|---------------------------|---------------------------|---------------------------|----------------------------|---------------------------|---|
| 520 Operations and Community Safety | \$ 3,641,912 | \$ 0 | \$ 0 | \$ 0 | \$ 0 | 0% |
| 521 Administration | 904,087 | 0 | 0 | 0 | 0 | 0% |
| Total Fire Operating | \$ 4,545,999 | \$ 0 | \$ 0 | \$ 0 | \$ 0 | 0% |

FUND: HESPERIA FIRE PROTECTION DISTRICT – PERS 210
DEPARTMENT: MANAGEMENT SERVICES 19
DIVISION: FINANCE 220

| DIVISION EXPENDITURE SUMMARY | | | | | | % Change |
|------------------------------------|-------------------|-------------------|--------------------|--------------------|--------------------|---------------------------|
| | 2018-19 Actual | 2019-20 Actual | 2020-21 Budget | 2020-21 Revised | 2021-22 Budget | From 2020-21 Budget |
| Salaries | \$ 0 | \$ 0 | \$ 0 | \$ 0 | \$ 0 | 0% |
| Benefits | 0 | 874,510 | 1,009,576 | 975,994 | 1,042,420 | 3% |
| Materials & Operations | 0 | 0 | 0 | 0 | 0 | 0% |
| Contractual | 0 | 0 | 0 | 0 | 0 | 0% |
| Other Operating | 0 | 0 | 0 | 0 | 0 | 0% |
| Capital Outlay | 0 | 0 | 0 | 0 | 0 | 0% |
| Debt Service | 0 | 0 | 0 | 0 | 0 | 0% |
| TOTAL | \$ 0 | \$ 874,510 | \$1,009,576 | \$975,994 | \$1,042,420 | 3% |

DIVISION DESCRIPTION

On November 01, 2018, the City transferred all Hesperia Fire Protection District (Fire District) assets and liabilities, with the exception of the former personnel obligations, for which the Fire District will continue to function with dedicated funding to San Bernardino County Fire (County Fire). Per the annexation agreement, the City will retain funds in a trust for the payment of former Fire District personnel obligation.

SIGNIFICANT DIVISION EXPENDITURE CHANGES

- Starting in the FY 2019-20 Budget, former personnel obligation for CalPERS will be shown here.