

**FINAL DRAFT
MUNICIPAL SERVICE REVIEW
FOR THE WESTERN RIVERSIDE COUNTY AREA**

RIVERSIDE COUNTY LOCAL AGENCY FORMATION COMMISSION

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1.0 INTRODUCTION TO MUNICIPAL SERVICE REVIEW

This Municipal Service Review (MSR) has been prepared to assist Riverside County Local Agency Formation Commission (LAFCO) in meeting the requirements of the Cortese/Knox/Hertzberg (CKH) Act, which requires LAFCO to update the spheres of influence for all applicable jurisdictions in the County. A sphere of influence is defined by Government Code 56425 as "...a plan for the probable physical boundary and service area of a local agency or municipality..." The Act further requires that an MSR be conducted prior to or in conjunction with the update of a sphere of influence.

This MSR has been prepared in accordance with Section 56430 of the California Government Code and in accordance with the Service Review Guidelines prepared by the State Office of Planning and Research. This MSR evaluates the public services provided by:

- City of Canyon Lake
- City of Corona
- City of Lake Elsinore
- City of Norco
- City of Riverside
- Jurupa Community Services District
- Rubidoux Community Services District
- Jurupa Area Recreation and Parks District
- County Service Areas within Western Riverside County (to be included)¹

In 1997, the State Legislature enacted Assembly Bill (AB) 1484, which established the Commission on Local Governance for the 21st Century. The Commission was responsible for assessing governance issues and making appropriate recommendations regarding the CKH Local Government Reorganization Act of 1985. Among other recommendations, the Commission suggested that each LAFCO should have knowledge of the services available within its county. This knowledge would assist in decision-making about city and district boundaries. The Commission stated that this knowledge should include the current efficiency of providing service, future service needs, and expansion capacity of the service providers. Additionally, "Information on public service capacity could be gathered as part of the implementation of a new requirement for periodic service reviews. LAFCOs could conduct such reviews prior to or in conjunction with amendments to spheres of influence. A service review would encompass a comprehensive study of each identifiable public service provided by counties, special districts, and the cities in the region. The review would not focus exclusively on an individual jurisdiction to determine its future boundary or service areas.

¹ While Riverside County is not subject to review under an MSR, certain services should be considered for comparison purposes using existing County documents or studies.

Rather, it would require LAFCO to look broadly at all agencies within a geographic region that provide a service” (*Growth within Bounds*, January 2000).

The State Legislature acknowledged the Commission’s findings and created a legislative tool (as described in Section 56430 of the Government Code) to be used to collect information and evaluate service provision. On September 26, 2000, AB 2838 (Chapter 761, Statutes of 2000), authored by Assembly Speaker Robert M. Hertzberg, was signed into law. This legislation, the CKH Local Government Reorganization Act of 2000, marked the most significant reform to local government reorganization law since the 1963 statute that created a local agency formation commission in each California county. Section 56430 of the Government Code now requires that a review of the municipal services provided to the particular area be conducted in order to update any sphere of influence in accordance with Section 56425. LAFCOs must prepare a written statement of determinations for each agency with respect to each of the following:

1. Infrastructure needs or deficiencies
2. Growth and population projections for the affected area
3. Financing constraints and opportunities
4. Cost-avoidance opportunities
5. Opportunities for rate restructuring
6. Opportunities for shared facilities
7. Government structure options, including advantages and disadvantages of consolidation or reorganization of service providers
8. Evaluation of management efficiencies
9. Local accountability and governance

In conducting MSRs, LAFCOs must comprehensively review all of the agencies that provide the identified service or services within the designated geographic area. In addition, service reviews must be conducted no later than the time that a sphere of influence (SOI) is established or updated. The CKH Local Government Reorganization Act of 2000 also requires the LAFCO to update the SOIs for all applicable jurisdictions in the county by January 1, 2006.

As listed above, the CKH Act identifies nine factors to be addressed when conducting an MSR. For each factor, information is gathered and analyzed, with written determinations prepared for LAFCO’s consideration. The following paragraphs list each factor and provide information about the required analysis.

DETERMINATION 1: INFRASTRUCTURE NEEDS AND DEFICIENCIES

Purpose: To evaluate the infrastructure needs and deficiencies in terms of supply, capacity, condition of facilities, and service quality.

LAFCO is responsible for determining that an agency is reasonably capable of providing needed resources and basic infrastructure to serve areas within the agency’s boundary and in any possible

annexation areas. It is important that such findings of infrastructure and resource availability occur when revisions to the City's sphere of influence occur, or, as in this case, during the mandated MSR. In the case of this MSR, it is prudent to evaluate the present and long-term infrastructure demands and resource availability of the jurisdiction. This is accomplished by evaluating: (1) the resources and services that are available, and (2) the expansion of such resources and services in line with increasing demands.

DETERMINATION 2: GROWTH AND POPULATION PROJECTIONS FOR THE AFFECTED AREA

Purpose: To evaluate service needs based upon existing and anticipated growth patterns and population projections.

The efficient provision of municipal services is linked to the ability to plan for future need. For example, existing and future levels of demand for services must be prepared to plan for the expansion of infrastructure and to be able to determine where future demand will occur. Growth and population projections data will allow for the verification that there is adequate capacity or supply to serve the existing and future residences and businesses and ensure that projections for future growth and population patterns are integrated into the planning function.

DETERMINATION 3: FINANCING CONSTRAINTS AND OPPORTUNITIES

Purpose: To evaluate a jurisdiction's capability to finance needed improvements and services.

LAFCO is responsible for evaluating the ability of the agency to pay for improvements or services associated with growth. The planning can begin at the SOI stage by: (1) identifying infrastructure and maintenance needs associated with future annexations and development, (2) identifying limitations on financing such improvements, and (3) identifying opportunities that exist to construct and maintain those improvements.

DETERMINATION 4: COST-AVOIDANCE OPPORTUNITIES

Purpose: To identify practices or opportunities that may help eliminate unnecessary costs.

LAFCO is responsible for evaluating cost-avoidance opportunities including but not limited to the following:

- Eliminating duplicative services
- Reducing high administration-to-operation cost ratios
- Replacing outdated or deteriorating infrastructure and equipment
- Reducing inventories of underutilized equipment, building, or facilities
- Redrawing overlapping or inefficient service boundaries
- Replacing inefficient purchasing or budgeting practices

- Implementing economies of scale
- Increasing profitable outsourcing

DETERMINATION 5: OPPORTUNITIES FOR RATE RESTRUCTURING

Purpose: To identify opportunities to impact rates positively without decreasing service levels.

When applicable, the MSR will review agency rates, which are charged for public services, to examine opportunities for rate restructuring without impairing the quality of service. Agency rates will be analyzed for conditions that could affect future rates and variances among rates, fees, taxes, charges, etc., within an agency.

DETERMINATION 6: OPPORTUNITIES FOR SHARED FACILITIES

Purpose: To evaluate the opportunities for a jurisdiction to share facilities and resources to develop more efficient service delivery systems.

Public service costs may be reduced and service efficiencies increased if service providers develop strategies for sharing resources. Sharing facilities and excess system capacity decreases duplicative efforts, may lower costs, and minimizes unnecessary resource consumption. The MSRs will inventory facilities within the study area to determine whether facilities are currently being utilized to capacity and whether efficiencies can be achieved by accommodating the facility needs of adjacent agencies. Options for planning for future shared facilities and services will be considered.

DETERMINATION 7: GOVERNMENT STRUCTURE OPTIONS

Purpose: To consider the advantages and disadvantages of various government structures to provide public services.

The purpose of considering options for the structure of governance when reviewing a sphere of influence is to identify opportunities for increased efficiency in the provision of services, which lead to savings to both the service provider and the consumer. The MSR will provide a tool to study comprehensively existing and future public service conditions and to evaluate organizational options for accommodating growth and ensuring that critical services are efficiently and cost effectively provided.

DETERMINATION 8: EVALUATION OF MANAGEMENT EFFICIENCIES

Purpose: To consider the management structure of the jurisdiction.

Management efficiency refers to the effectiveness of an internal organization to provide efficient, high-quality public services. The MSR will evaluate management efficiency by analyzing agency functions, operations, and practices, as well as the agency's ability to meet current and future service demands. Services will be evaluated in relation to available resources and consideration of service provision constraints.

DETERMINATION 9: LOCAL ACCOUNTABILITY AND GOVERNANCE

Purpose: To evaluate the accessibility and levels of public participation associated with the agency's decision-making and management processes.

LAFCO is responsible for evaluating the degree to which the agency fosters local accountability. Local accountability and governance refers to public agency decision-making and operational and management processes that:

- Include an accessible and accountable decision-making body and agency staff
- Encourage and value public participation
- Disclose budgets, programs, and plans
- Solicit public input when considering rate changes and work and infrastructure plans
- Evaluate outcomes of plans, programs, and operations and disclose results to the public

Since existing law requires SOIs to be updated every five years and MSRs must be completed for SOI updates, MSRs should be updated at least every five years. Therefore, the planning horizon for this MSR will be five years from the adoption of the sphere updates in 2005.

Pursuant to this requirement, Riverside County LAFCO has proceeded with a two-phase work plan. The first phase consisted of the review of public agencies that provide water and/or wastewater services. The first phase has been completed for the western Riverside County area. This MSR document is the second phase and addresses the remaining municipal services that are provided by cities, special districts, and County service areas in the western Riverside County area, as defined by Riverside LAFCO.

For comparison purposes, different geographical areas are referenced within this document. These geographical areas have been referred to by Council of Government (COG) areas. COGs are associations that represent local governments, mainly cities and counties, within a geographical area. COGs assist with municipal issues that can be addressed in a subregional or regional context. Specifically, the two COGs referenced within this document are Western Riverside Council of Governments (WRCOG) and Coachella Valley Association of Governments (CVAG). WRCOG represents the western portion of the County, including fourteen cities and many unincorporated areas. Calimesa is WRCOG's northernmost city, while Temecula is its southernmost. Likewise, Corona is WRCOG's westernmost city, while Banning is its easternmost. CVAG represents the eastern portion of the County, including ten cities and many unincorporated areas. Desert Hot Springs is CVAG's northernmost city, Palm Springs is its westernmost, and Blythe is both its southernmost and easternmost.

1.1 GENERAL DETERMINATIONS FOR THE WESTERN RIVERSIDE COUNTY AREA

The service review process identified areas of improvement that are beyond the scope of Riverside LAFCO's authority. Projections of population growth are important for efficient planning for future

service provision. Projections are provided by the Southern California Association of Governments (SCAG) and by some of the individual agencies. While there are some similarities among the agencies in the source and methodology, the service review found differences in population projections that make estimates of future service demands more difficult. In addition, current population estimates and future projections for the boundaries of special districts are not provided by regional agencies. Therefore, special districts do not have this planning data, unless the districts create a methodology and devote staff to generation of population data and future projections. Development of standard methods for generation of population projection data, a localized component as part of the methodology, as well as a means to prepare projections for special districts, would benefit the overall long-term planning for service provision.

During the mapping for this MSR, another potential opportunity for cost avoidance was noted that involved duplicate and inconsistent GIS systems. Many of the agencies, including Riverside County, have GIS systems. A considerable amount of the same data is contained within each of these databases. However, the data has become inconsistent due to the lack of coordination between agencies and because the databases are not consistently updated. While beyond the scope of LAFCO's authority, Riverside County agencies should consider a closer coordination of all the GIS systems as a means of reducing costs. While it might be infeasible for one agency to maintain all GIS data, a designated agency for specific type of data (i.e., boundaries and SOIs) might reduce costs. It is suggested that agencies within the County coordinate information and resources to develop a GIS system that would be the "official" regional source of information for agencies.



2.0 THE CITY OF CANYON LAKE

The following municipal services are discussed within this MSR:

- Law Enforcement and Fire Protection (via contract with Riverside County)
- Solid Waste (via contract with CR&R Disposal, Inc.)
- Animal Control (via contract with Animal Friends of the Valleys)

2.1 LOCATION, ADMINISTRATION, MANAGEMENT, AND OPERATIONS

The City of Canyon Lake (City) is located along the San Jacinto River and Salt Creek at an elevation of 1,440 feet along a portion of Railroad Canyon, a naturally occurring cut between low but prominent mountains in southwest Riverside County. The City covers 4.0 square miles and is strategically located between two major freeways, I-215 and I-15.

The City is a master-planned community. Development began in 1968 by the Corona Land Company. Currently, some vacant land still exists within the City. The community was incorporated as a City in 1990. The lake originally was formed in 1927 after Railroad Canyon Dam was built. The lake covers 383 acres and has 14.9 miles of shoreline. As shown on Figure 2.1, the City encompasses 2,962 acres, and the City's Sphere of Influence is codetermined with the City's boundary. The City's southern and most of its western boundary is bordered by the City of Lake Elsinore. The northwestern boundary is bordered by Lake Elsinore's sphere, and to the east is unincorporated area. A large majority of the City is gated. The gates are shown on Figure 2.1. As can be seen, only a small portion of the City, along Railroad Canyon Road, is not within the gates.

"Canyon Lake" refers to both the City and a corporation of property owners. The City is responsible for police and fire protection, waste management, animal control, and maintenance of public roads, such as Railroad Canyon and Goetz Roads. There is a five-member council and an office staff of one full-time employee, one contracted City manager, and two part-time employees. Several other staff positions, including City Engineer, City Planner, and City Building Official are contracted. The Property Owners Association is responsible for the operation of activities within the gates, including rules and regulations, architectural guidelines, maintenance of private streets and amenities, and security. Because the City is a master-planned community, build out was predetermined during the development approval process. Based upon the level of development approved by the County, all of the infrastructure necessary for build out of this approval was included in the original development process. Since incorporation, the City has land use authority within its boundaries and maintains strict adherence to its General Plan.

Figure 2.1: City of Canyon Lake Boundaries and Facilities

The City Council holds public meetings regularly on the first Wednesday of the month. Pursuant to a City resolution, agendas are posted at City Hall, the Post Office, and the local market. In addition, any standing committees are posted in the same manner. All meetings are held pursuant to the Brown Act and allow for public comment. All of the City Council meetings are held in the Property Owners Association boardroom under a cooperative agreement. The facility provides adequate space. If a large crowd is expected, the City has an overflow room that shows the proceedings via live television. Likewise, the City Council meetings are televised live on a local channel.

The City does not have a newsletter; however, a local newspaper is distributed to residents once a week, which frequently contains articles regarding City business and issues of concern to the community. The City has utilized citizen advisory committees in the past when decisions regarding law enforcement services were necessary. The City has also utilized mailings to residents several times in the past to touch base with residents regarding issues of concern. These mailings are distinguished from junk mail by using the City's logo on the envelope.

The City prepares an annual budget, which is based on estimated actual expenditures. The budget process begins when City staff and the City Manager prepare a draft budget, which is submitted to the City Council in early May. The City Council reviews the budget prior to public budget hearings that are held in either May or early June. The final budget is adopted by the City Council in late June.

Only one percent of the City's land area is designated for commercial uses. This is much less than most cities and adds to the City's difficulties in generating sufficient revenue from taxable sales. However, this is balanced by many services being provided by the Property Owners Association.

The City is a member of the Public Agency Risk Sharing Authority of California (PARSAC), which is a consortium of 36 California cities that share resources and costs associated with insurance coverage. The governing board of PARSAC is comprised of officials from each of the participating agencies. The City's participation in PARSAC allows the City to receive lower insurance rates than it would be able to receive without the membership.

The City has adopted an investment policy in order to provide guidelines for the investment of City funds. The City holds to the "prudent person rule," and the investment of funds shall be guided by the goals of safety, liquidity, and return on investment. Additionally, the policy requires a quarterly investment report to the City Council.

2.2 POPULATION AND GROWTH

Population

The California Department of Finance estimates the City's 2004 population to be 10,658. The City was incorporated on December 1, 1990. In the nine years between 1991 and 2000, the City's population decreased according to the State Department of Finance. However, the Department of Finance also shows the number of housing units decreasing between 1991 and 2000. The difference reflects inaccuracies in the Department of Finance's estimates, which are based on two different census years. The 1991 data is based on the 1990 Census and the 2000 data is based on the 2000 Census. The 1990 census, which was conducted prior to the City's incorporation, included areas within census tracts that subsequently were not within the City's boundaries. Tables 2.A through 2.C

show the City's past population and housing growth, the western Riverside County cities that are within this MSR, and the County as a whole. As can be seen, the City's growth between 2000 and 2004 was much lower than the average among western Riverside County cities or the County as a whole.

Table 2.A: City of Canyon Lake Population and Housing (1991, 2000, 2004)

Year	Population	Annual Percent Change	Housing	Annual Percent Change
1991	10,488	—	4,642	—
2000	9,952		4,047	
2004	10,658	1.77	4,260	1.32

Source: State of California, Department of Finance, E-5 City/County Population and Housing Estimates, 2004, Revised 2001–2003, with 2000 DRU Benchmark. Sacramento, California, May 2004.

Table 2.B: Total Incorporated¹ Population and Housing in the Western Riverside County (1990, 2000, 2004)

Year	Population	Annual Percent Change	Housing	Annual Percent Change
1990	344,107	—	119,518	—
2000	443,171	2.8	145,075	2.1
2004	490,284	2.7	157,498	2.1

Source: State of California, Department of Finance, E-5 City/County Population and Housing Estimates, 2004, Revised 2001–2003, with 2000 DRU Benchmark. Sacramento, California, May 2004; City/County Population and Housing Estimates, 1991–2000, with 1990 Census Counts.

Table 2.C: Total Riverside County Population and Housing (1990, 2000, 2004)

Year	Population	Annual Percent Change	Housing	Annual Percent Change
1990	1,170,413	—	483,847	—
2000	1,545,387	3.2	584,674	2.1
2004	1,776,743	3.7	659,795	3.2

Source: State of California, Department of Finance, E-5 City/County Population and Housing Estimates, 2004, Revised 2001–2003, with 2000 DRU Benchmark. Sacramento, California, May 2004; City/County Population and Housing Estimates, 1991–2000, with 1990 Census Counts.

Housing Inventory

As shown in Table 2.D, the California Department of Finance estimates that there were 4,260 dwelling units within the City in 2004. Of these dwelling units, over 91 percent are detached single-family homes, 3 percent are mobile homes, and less than 2 percent are located in structures of 5 or more units. As shown in Table 2.D, the composition of the housing stock is much different than what exists within the rest of the County. The current housing stock is a result of the master-planned

¹ Canyon Lake, Lake Elsinore, Corona, Norco, and Riverside

community, which was approved by the County. This plan was designed to provide a majority of single-family units, such as what has been developed.

Table 2.D: Composition of the Housing Stock (2004)

Housing Type	City of Canyon Lake		Riverside County	
	Number of Units	Percentage	Number of Units	Percentage
Single-family, detached	3,896	91.6	423,351	64.2
Single-family, attached	133	3.1	42,511	6.4
2- to 4-unit structure	6	0.1	30,890	4.7
5 or more unit structure	84	1.9	79,859	12.1
Mobile home	141	3.3	83,184	12.6
TOTAL	4,260	100.0	659,795	100.0

Source: State of California, Department of Finance, E-5 City/County Population and Housing Estimates, 2004, Revised 2001–2003, with 2000 DRU Benchmark. Sacramento, California, May 2004.

Average Household Size

The 2000 Census reports that there were 3,733 households in the City, with an average household size of 2.73. Of these households, it is estimated that 3,029 (81.1 percent) were family households, while 553 households (14.8 percent) were individuals living alone. The balance of the City's households were comprised of nonfamily households with more than one occupant.

The City's existing population per household as identified in the 2000 Census (2.73) is low when compared to:

- Riverside County (2.99)
- Lake Elsinore (3.29)
- Norco (3.11)
- Corona (3.28)
- Riverside (3.01)

SCAG's most recently adopted projections show the County's population per household decreasing to 2.88 by 2030. Likewise, the City's population per household is projected by SCAG to decrease from 2.73 in 2000 to 2.68 in 2020 and 2.60 in 2030. However, the City is transitioning from a weekender/retiree community to a more family-oriented community. Therefore, the City is expecting the population per household to increase.

Projections

The most recent growth projections adopted by the Southern California Association of Governments (SCAG) indicate that the City's population and housing growth between 2000 and 2030 is expected to be 0.37 percent. The number of households is also projected to have a low growth rate of 0.58 percent. The growth projections that have been adopted by SCAG are shown in Table 2.E through

2.G. Some discrepancy exists between the Department of Finance's data as shown in Table 2.A and the SCAG projections, which are listed below. The Department of Finance estimates that in 2004 the population of the City was 10,658 and that 4,260 housing units existed within the City. However, the SCAG projections show the same population figure in 2005 as was existing in 2004, per the Department of Finance, and SCAG projections show 423 housing units fewer than what the Department of Finance estimated existed in 2004. In comparison, the City's projected growth is expected to be much less than the expected growth within both the Western Riverside Council of Governments (WRCOG) region and the County as a whole.

Table 2.E: SCAG's Projections for the City of Canyon Lake (2010–2030)

Year	Population	Households	Employment
2000	9,985	3,655	1,987
2005	10,659	3,837	2,349
2010	10,900	3,967	2,933
2020	11,002	4,124	3,532
2030	11,096	4,287	4,160
Annual Growth Rate	0.37%	0.58%	3.65%

Source: SCAG RTP, April 2004

Table 2.F: WRCOG Area Growth Projections (2010–2030)

Year	Population	Households	Employment
2010	1,614,605	521,606	541,587
2020	2,037,129	691,621	727,005
2030	2,413,467	860,168	918,640
Annual Growth Rate	2.47%	3.25%	3.48%

Source: SCAG RTP, April 2004

Table 2.G: Total Riverside County Growth Projections (2010–2030)

Year	Population	Households	Employment
2010	2,085,432	685,775	727,711
2020	2,644,278	907,932	954,499
2030	3,143,468	1,127,780	1,188,976
Annual Growth Rate	2.54%	3.22%	3.17%

Source: SCAG RTP, April 2004

The Property Owners Association maintains monthly statistics on the growth within the City. The City is much different than the other cities within this MSR in that it is a gated community with a set number of lots within it. In addition, the City's Sphere of Influence is the same as the City's boundary; hence, the City is not expected to physically expand. The Property Owners Association states that there are a total of 4,800 residential lots within the community, of which 4,315 are currently developed and 55 are in the development process. Based on the City's present Zoning and General Plan, SCAG's growth projections, as listed in Table 2.E, exceed the number of lots available

in Canyon Lake. Therefore, significant growth within the City is not expected, and any growth would occur within the existing City limits.

2.3 LAW ENFORCEMENT

The City contracts with the County of Riverside Sheriff's Department for law enforcement services. Most crimes in the City are property-oriented (i.e., theft and vandalism). There are few incidences of violent or personal crimes. The City utilizes resources of both a public police force and community patrol in crime prevention activities, thereby providing a substantially safer environment.

Services from the County Sheriff's Department are provided from the Perris Station, which is currently located at 403 E. 4th Street in Perris. The Department is currently in the process of developing a new Perris Station to replace the existing one that is too small to adequately accommodate the growing number of personnel needed at the station. The new station is planned to be located near the intersection of San Jacinto Avenue and Perris Boulevard and is expected to be completed in January 2007. The City also provides the Sheriff's Department office space within City Hall so that reports and administrative tasks can be accomplished efficiently within the City.

The City's contract for law enforcement services includes patrol duty 24 hours per day. Specifically, the City contracts for 4.9 patrol deputies and one Community-Oriented Policing Deputy (sworn officer). Based upon the Department of Finance's 2004 population data for the City, this equates to 0.56 officers per 1,000 population, which is much lower than the Sheriff Department's standard of 1 per 1,000 population, including administrative staff. Because the City is gated, provides for security personnel on site, and has a low crime rate, the City has determined that this level of Sheriff personnel is adequate to serve the City.

In 2003, the City experienced a total of 3,007 service calls. In 2003, the average response times within the City were as follows:

- Priority 1 calls: 6 minutes
- Priority 2 calls: 9 minutes
- Priority 3 calls: 13 minutes

The Riverside County Sheriff's Department has mutual aid agreements with all of the local law enforcement agencies within both the entire County and within the Canyon Lake area. In addition, the Department coordinates with the State Office of Emergency Services to provide and receive statewide mutual aid when necessary.

Capital needs, such as the new Perris station mentioned previously, are evaluated on an on-going basis by the Sheriff's Department. Indicators of service levels and the need for new personnel and facilities are provided by analysis of the number of service calls, response times, and population growth. In addition, the Sheriff's Department reviews proposed development projects and provides the approving agency information regarding impacts of the new development upon law enforcement services. The Department uses the number of dwelling units and a generation factor of 3-4 persons per household to project population increases. Because the City is a gated community, the geographical coverage of services and growth patterns would not change in the future. In addition,

operations of the Department are routinely evaluated by the Station's Command Staff and the Department's Command Staff.

2.4 FIRE PROTECTION

The City of Canyon Lake has been contracting for fire protection services from the Riverside County Fire Department since its incorporation in 1991. The City is mostly serviced from Station 60, located on Vacation Drive within the City. Fire protection service is supplemented by Station 5 in Quail Valley, which is the first responder to a portion of the City. The station information is listed below in Table 2.H.

Table 2.H: Riverside County Fire Stations Serving the City of Canyon Lake

Station	Equipment	Personnel
Station 60 28730 Vacation Drive Canyon Lake	1 triple combination engine 1 rescue squad	1 fire captain, 6 fire apparatus engineers, 2 firefighter I, and 15 active volunteers
Station 5 28971 Goetz Road Quail Valley	1 engine	

These stations responded to 1,336 calls in 2003 (908 from Station 60 and 428 from Station 5). However, not all of these calls are within the City. Demographic data indicates that the majority of the City meets the criteria for an urban response from the Fire Department. Approximately 6 percent of the populated area of the City falls outside the first-alarm response criteria. The need for new stations is determined by the ability to meet response time criteria. Because of recent growth within Lake Elsinore, which is adjacent to Canyon Lake, a new station is under construction in the City of Lake Elsinore, which will serve a portion of the City of Canyon Lake. Construction of this station is expected to be completed in late 2005.

The City is within an area designated as a Hazardous Fire Area by the Riverside County General Plan. These areas are undeveloped hillside areas in and adjacent to the City. To ensure adequate protection from wildland fires, special response protocol is required, and development along the "urban fringe" of the City has to be controlled.

All of the Riverside County fire stations, including those listed above, are part of the Integrated Fire Protection System. The fire stations are under contract with the State and may have a mix of State, County, Contract City, or volunteer staffed equipment. All calls for service are dispatched by the same County Fire 9-1-1 Center. Due to the Integrated Fire Protection system, the City receives many services such as administration, personnel, finance, dispatch, fire prevention, hazardous materials, training, emergency services, and arson investigation.

2.5 SOLID WASTE

The City of Canyon Lake has a franchise agreement with CR&R Disposal, Inc., to provide solid waste services within the City. The solid waste that is collected within the City is hauled to the

Badlands Disposal Site, El Sobrante Sanitary Landfill, Frank R. Bowerman Sanitary Landfill, or the Lamb Canyon Disposal Site. These facilities are Class III landfills that accept construction/demolition waste, dead animals, and mixed municipal refuse.

The Badlands Disposal Site is located at 31125 Ironwood Avenue in the City of Moreno Valley just north of the State Highway 60 and State Highway 79 junction. It is approximately 35 miles north of the City and encompasses 1,093 acres. The facility is permitted to accept 4,000 tons per day. The operator is the County of Riverside Waste Management Department, and the estimated closure date of this facility is January 1, 2018.

The El Sobrante Sanitary Landfill is located at 10910 Dawson Canyon Road in the City of Corona, east of Interstate 15. It is approximately 18 miles northwest of the City and encompasses 1,322 acres. The facility is permitted to accept 10,000 tons per day. The operator is the USA Waste Services of California, Inc., and the estimated closure date of this facility is January 1, 2030.

The Frank R. Bowerman Sanitary Landfill is located at 11002 Bee Canyon Access Road in the City of Irvine just north of Portola Parkway and State Highway 241. It is approximately 50 miles west of the City and encompasses 725 acres. The facility is permitted to accept 8,500 tons per day. The operator is the County of Orange Integrated Waste Management Department, and the estimated closure date of this facility is December 31, 2022.

The Lamb Canyon Sanitary Landfill is located at 16411 State Highway 79 in the City of Beaumont, west of State Highway 79. It is approximately 29 miles northeast of the City and encompasses 353 acres. The facility is permitted to accept 3,000 tons per day. The operator is the County of Riverside Waste Management Department, and the estimated closure date of this facility is January 1, 2023.

In 2000, which is the most recent year posted on the California Integrated Waste Management Board's (CIWMB) Web site, the City disposed of 6,068 tons of solid waste. The CIWMB shows that the solid waste disposal generation factor for the City was 2 pounds per resident per day and 5.9 pounds per employee per day.

Diversion rates are defined as the percentage of total solid waste that a jurisdiction diverted from being disposed in landfills through reduction, reuse, recycling programs, and composting programs. In February 2002, the CIWMB adopted a diversion rate of 50 percent. Per the CIWMB, the City has exceeded this goal, and had a 53 percent diversion rate in 2002, which is the most recent diversion data posted.

Solid Waste Rate Comparison

The City of Canyon Lake has a franchise agreement with CR&R, Inc. When the City and CR&R originally negotiated the service agreement, the rates for services were part of the negotiation. Additionally, rate increases are predetermined and set within the franchise agreement. Rate increases are based upon cost-of-living increases and landfill fees. Rates are revised annually on July 1, which is after landfill fees are revised. Residential customers pay a flat rate for services, and commercial rates are based on the size of the refuse bin and the number of pickups per week. Table 2.I compares Canyon Lake's solid waste rates and those of nearby jurisdictions within western Riverside County.

Table 2.I: Monthly Solid Waste Rates

	Canyon Lake	Riverside	Corona	Norco
Residential	\$16.68	\$10.92 per apartment, \$18.79 for single family curb service, \$31.64 for backyard service; additional containers are extra	\$10.98 + \$4.94 (recycling)	\$18.33
Commercial and Industrial	From \$96.11 up, depending upon size of container and number of pickups per week	From \$10.67 to \$732.74, depending upon size of container and number of pickups per week	\$73.00–965.00	From \$82.62 to \$984.22, depending upon size of container and number of pickups per week

2.6 STORMWATER DRAINAGE

The majority of Canyon Lake is outside the 100-year floodplain, with the exception of a number of developed lots along the reservoir. Based upon discussions with the City, Canyon Lake does not experience drainage or flooding issues. The two existing storm drains are located on Goetz Road and Railroad Canyon Road.

The Elsinore Valley Municipal Water District owns and manages Railroad Canyon Reservoir. The Water District and the Canyon Lake Property Owners Association have a lease agreement that grants the Association use of the reservoir and shore area. The agreement also requires strict controls of runoff from all properties, which contributes to drainage that is conveyed into the reservoir. To meet these requirements the City observes the National Pollution Discharge Elimination System (NPDES) requirements for development projects.

2.7 ROADS AND CIRCULATION

Direct access to the City from the I-15 and I-215 Freeways are provided by several roads, which include: Railroad Canyon Road, Goetz Road, Greenwald Avenue, and Newport Road. Additionally, Goetz Road links Canyon Lake with the communities of Quail Valley and Perris to the north, and Greenwald Avenue links the north community gate to Highway 74.

Only Goetz Road, Newport Road, Railroad Canyon Road, Black Horse Drive, and Sorrell Lane are public, dedicated, accepted and maintained rights-of-way. All other roadways within the gates of the City are privately managed and maintained by the Canyon Lake Property Owners Association. Access to the gated portion of the community is through Canyon Lake Drive North, Canyon Lake Drive South, and Vacation Drive. Gate locations are shown on Figure 2.1.

Transit Services

Currently, there is no fixed route transit service available to the community. Public transit services within the gated community would be difficult to establish. The Riverside Transit Agency (RTA) serves the general area but has no established route that serves the City. Dial-a-ride service is

available through the Sun City system, with connection to the RTA's system fixed service Line 27 in Sun City.

Bicycle Facilities

The City has several bikeways within and adjacent to the City. A Class I bikeway exists along the length of Newport Road from Goetz Road to I-215. Goetz Road, a Class II bikeway, extends from the intersection at Newport Road to its intersection with the San Jacinto River trail in Perris. Other Class II bikeways include Railroad Canyon Road from the easterly end of the community to the City of Lake Elsinore, Greenwald Avenue from the northerly gate of the community to Highway 74 to the north, Canyon Lake Drive South, Canyon Lake Drive North, and Vacation Drive.

2.8 PARKS

Railroad Canyon Reservoir is the most high-profile open space amenity within the City. It serves a variety of recreational purposes, such as swimming, boating, water skiing, and fishing. The City does not contain any public parks. All of the parks within the City are owned, operated, and maintained by the Canyon Lake Property Owners Association. Currently, there are 74.83 acres of land intended for use as private park and facility areas, and 45.51 acres are developed parklands. These facilities include neighborhood parks, campgrounds, beaches, trails, athletic fields, dock areas, an amphitheatre, an equestrian center, a lodge, and a country club. The developed parks within Canyon Lake are listed in Table 2.J.

Table 2.J: Private Parks within the City of Canyon Lake

Park	Acreage	Park	Acreage
Diamond Point	0.50	Lion's Park	0.43
East Port	5.45	Moonstone	0.57
Evans Park West	2.48	Roadrunner	0.71
Evans Park East	2.50	San Jacinto	10.74
Gault Field	4.13	Sierra	6.59
Holiday Harbor	0.60	Sunset Beach	8.06
Indian Beach	2.75		

Canyon Lake is unique because residents are receiving park services, have local accountability, and have planned future facilities; however, the City is not the organization providing services.

2.9 ANIMAL CONTROL

The City contracts with Animal Friends of the Valleys (AFV) for animal shelter and animal control services. AFV promotes the humane care of animals through education and a humane proactive animal control program. The organization is in the process of building an additional center/shelter on property leased to the organization by the Elsinore Valley Municipal Water District.

2.10 LIBRARY

The Canyon Lake Library is a facility of the Riverside County Library system. The library is located at 31516 Railroad Canyon Road. The County operates and maintains this facility, which is located within City Hall and is leased from the City. The City does not directly fund or have any administrative relationship with the County library system. All branches of the library system are supported by volunteer nonprofit "Friends of the Library" organizations. Dues, used book sales, rental books and videos, and the sale of novelty items are the primary fundraising activities. Funds raised are used to support library programs and supplement library resources.

2.11 DETERMINATIONS FOR THE CITY OF CANYON LAKE

The Service Review guidelines prepared by the State Office of Planning and Research recommend that issues relevant to the jurisdiction be addressed through written determinations called for in the Act. Based on the above information, following are the written determinations for the City.

Infrastructure Needs and Deficiencies

Purpose: To evaluate the infrastructure needs and deficiencies in terms of supply, capacity, condition of facilities, and service quality.

1. Because Canyon Lake is a master-planned community, all of the infrastructure needed for build out was included within the original development.
2. The City has storm drains on the two public roads within the City. These drains have alleviated any flooding problems resulting from storms.
3. Capitol needs for the Sheriff's Department are evaluated on an on-going basis. Indicators of service standards and the need for new personnel and facilities are provided by analysis of the number of service calls, response times, and population growth.
4. A new fire station is under construction in the City of Lake Elsinore. This new station will serve a portion of Canyon Lake. The completion date of this station is expected to be in late 2005.

Growth and Population

Purpose: To evaluate service needs based upon existing and anticipated growth patterns and population projections.

1. The City of Canyon Lake is a gated community with a total of 4,800 lots within it. Of these lots 4,315 are currently developed and 55 are in the development process. Therefore, significant growth within the City is not expected, and any growth would occur within the City boundary.
2. SCAG has projected the City's population growth to be very low (0.9 % annually) through 2030. This growth would be resulting from the build out of the remaining vacant lots within the City.

Financing Constraints and Opportunities

Purpose: To evaluate a jurisdiction's capability to finance needed improvements and services.

1. The City prepares a comprehensive and thorough annual budget that clearly describes the services provided to the residents and the funds expended for those services.
2. Only one percent of the City's land area is designated for commercial uses. This is much less than most cities and adds to the City's difficulties in generating sufficient revenue from taxable sales. This is a constraint to the City's financing opportunities.
3. Many facilities within Canyon Lake are owned and operated by the Property Owners Association. This reduces costs to the City.
4. The City has adopted an investment policy, which may assist the City in the financing for future needs.

Cost Avoidance Opportunities

Purpose: To identify practices or opportunities that may help eliminate unnecessary costs.

1. The City is member of the Public Agency Risk Sharing Authority of California and benefits from the insurance coverage's offered at a lower rate than they could purchase on their own.
2. The Canyon Lake Property Owners Association provides many services and facilities to the residents of the community. This reduces costs that would be funded by the City.

Opportunities for Rate Restructuring

Purpose: To identify opportunities to impact rates positively without decreasing service levels.

1. When the City originally negotiated the service agreement for solid waste services, rates for services were part of the negotiation and set at that time. Therefore, the City has limited opportunity for rate restructuring.

Opportunities for Shared Facilities

Purpose: To evaluate the opportunities for a jurisdiction to share facilities and resources to develop more efficient service delivery systems.

1. The City does not have any arrangements for sharing equipment, costs, or facilities with any other agency. However, the City works in cooperation with the Property Owners Association to provide services to community residents.

Government Structure Options

Purpose: To consider the advantages and disadvantages of various government structures to provide public services.

1. It is reasonable to conclude that public services can continue to be provided by the City of Canyon Lake under the existing government structure.

Evaluation of Management Efficiencies

Purpose: To consider the management structure of the jurisdiction.

1. The City's budget and accounting practices are audited annually by a certified public accountant.
2. The City is required to submit a quarterly investment report to the City Council for review.
3. The City of Canyon Lake provides the Sheriff's Department office space within City Hall, so that reports and administrative tasks can be accomplished efficiently within the City.
4. Operations of the Sheriff's Department are routinely evaluated by the Station's Command Staff and the Department's Command Staff.

Local Accountability and Governance

Purpose: To evaluate the accessibility and levels of public participation associated with the agency's decision-making and management processes.

1. The City has historically made reasonable efforts to maintain a public dialogue regarding issues and projects of concern to the community. In particular, the City has conducted citizen advisory committees and implemented mailings to residents to solicit the broadest public input possible.
2. The City complies with Brown Act provisions for conduct of meetings and uses cable television broadcasts and a website to achieve public accessibility to agendas and City business.
3. Prior to budget approval, public meetings are conducted to include citizen comments.



3.0 THE CITY OF CORONA

The following municipal services are discussed within this MSR:

- Law Enforcement and Animal Control
- Fire Protection
- Solid Waste (via contract)
- Storm Water Drainage
- Roads and Circulation
- Parks and Recreation
- Electricity
- Library
- Airport

3.1 LOCATION, ADMINISTRATION, MANAGEMENT, AND OPERATIONS

The City of Corona (City) is located at the junction of two major freeways, the east/west Riverside Freeway (SR-91) and the north/south Interstate 15 (I-15) Freeway. The City limits encompass 24,667 acres, and the City's SOI encompasses 21,734 acres. The City's boundaries, SOI, and regional location are shown on Figure 3.1

The City was incorporated on July 13, 1896, and operates under a Council-Manager form of government (Figure 3.2). There are five City Council members, elected to four-year terms of office. The Mayor is appointed annually by and from the City Council. The regularly scheduled City Council meetings are held on the first and third Wednesday of each month at 7:00 p.m. in the Council Chambers in City Hall. Agendas for the meetings are posted at City Hall and on the City's Web site.

In addition to City Council meetings, the City has several methods of reaching out to the public and providing opportunities for the residents of the City to partake in the implementation of local policies. The City's Web site provides information about the City's current issues, which includes City Council agendas and information about the City's Advisory Boards and Commissions. In addition, the local newspaper tracks projects within the City, and articles are printed regularly.

Each year the City Council adopts a budget. The goal of the annual budget is to provide for efficient uses of the City's financial resources, as well as establishing a priority of objectives. The budget process begins in January of each year, with an annual strategic planning meeting. From this, the City departments use projected revenue assumptions to prioritize and recommend the next fiscal

Figure 3.1: City of Corona Boundaries, SOI, and Regional Location

Figure 3.2: City of Corona Organizational Chart

year's objectives. The City Manager's Office and the Finance Department review each budget proposal, revenue assumptions, and all current financial obligations before preparing the proposed budget for City Council review. The City Council reviews the proposed budget through a series of committees and public workshops, with the final budget adoption scheduled during the second City Council meeting in June.

In FY 2004–2005, the majority of the proposed capital budget (22.2 percent) is in the Roads, Bridges, and Freeways category. The primary funding sources for this category are Measure A and Gas Tax funds. Also, the FY 2004–2005 proposed budget has a total of 828 authorized positions. However, the funding in the budget is for 819 positions. The difference of nine positions results from the City having to “chill” and/or underfill vacant positions due to budget constraints. The City has stated that these positions are evaluated to ensure that reduction of service is limited.

The City has been recognized for excellence in budgeting and financial reporting by the Government Finance Officers Association of the United States and Canada, who awarded the City an eleventh consecutive Certificate of Achievement for Excellence in Financial Reporting for its Comprehensive Annual Financial Report for the fiscal year (FY) ending June 30, 2002.

The City maintains a centralized system of purchasing and has adopted purchasing policies to guide the procurement of goods and services. All City departments obtain supplies and services through the Purchasing Division. This system provides control of expenditures and reduced costs due to a larger purchasing volume. The Purchasing Policy requires a minimum of three bids for purchases between \$1,000 and \$25,000. For purchases over \$25,000, the final award is made by the City Council. In addition, the City utilizes a Cost Avoidance/Savings sheet in an attempt to keep costs down and to track the methods of success.

The City also adopts an annual Investment Policy. The policy states that the “prudent person” standard shall be used for selecting investments and managing the overall portfolio. The criteria for selecting investments are safety, liquidity, and yield. The policy also states that the City Treasurer shall submit a monthly investment report to the City Council. In addition, the City Council has established and funded a 15 percent reserve policy in order to provide for any unexpected financial needs of the City.

The City annually adopts a five-year Capital Improvement Program (CIP), which is used to identify and coordinate the financing and timing of public improvements. Specifically, the CIP provides for the maintenance and improvement of the City's infrastructure, such as: streets, alleyways, sidewalks, sewers, storm drains, water system, street lighting, and traffic signals. The program provides the means for the City Council to determine capital priorities and continuity in carrying them out. By considering all the projects at a single time in this document, a more comprehensive view can be taken of the community's capital needs and the City's response. The first year of this five-year program is the capital budget that appears in the annual budget. Projects slated for subsequent years in the program are approved on a planning basis but do not receive expenditure authority until they are allocated funding in a capital budget. The CIP is a “rolling” process. Projects scheduled for future years are moved up for authorization in subsequent years.

Within the past two decades, a large part of the City's infrastructure needs have been necessitated by new development. The funding for infrastructure needed to serve new development is derived by Community Facilities Districts (CFDs), Assessment Districts, and various development impact fees, as listed in Table 3.A, that are paid by developers. Development impact fees vary throughout different areas of the City depending upon the adequacy of existing infrastructure.

Table 3.A: City of Corona Development Impact Fees

Aquatic Center Fund	Fire Protection Facilities Fund
Drainage Fund	Law Enforcement Facilities Fund
Fire Facilities Fund	Parks and Recreation Facilities Fund
Fire Wildland Mitigation Fund	Sewer Capacity Fund
Library Facilities Fund	Streets and Roadways Fund
Parks and Open Space Fund	Streets and Traffic Signals Fund
Police Facilities Fund	Traffic Signal Facilities Fund
Public Meeting Facilities Fund	Water Capital Improvement Fund

In addition, the City has adopted General Plan Policies to ensure that if future annexations occur, City expansion will not affect public services. These policies include:

- Requiring existing and proposed developments within the proposed annexation areas to generate sufficient tax or other revenue base to compensate for their fair share of community services
- Requiring that infrastructure and service improvements for proposed annexation areas do not create an undue burden on existing City infrastructure and services

3.2 POPULATION AND GROWTH

Total Population

Corona has a history of being a high-growth City and has doubled its population since 1987. The California Department of Finance estimates the City's 2004 population at 141,750. In the 10 years between 1990 and 2000, the City's population increased 64.6 percent, from 75,943 to 124,966. During the same 10-year period, the housing stock increased 65.4 percent, from 26,480 to 43,807 units. Tables 3.B through 3.D show past population and housing growth in Corona, western Riverside cities, and the County as a whole. As can be seen, growth within Corona between 1990 and 2000 was much higher than the average growth among western Riverside County cities or the entire County.

Table 3.B: City of Corona Population and Housing (1990, 2000, 2004)

Year	Population	Annual Percent Change	Housing	Annual Percent Change
1990	75,943	—	26,480	—
2000	124,966	6.46	39,271	4.83
2004	141,750	3.36	43,807	2.89

Source: State of California, Department of Finance, E-5 City/County Population and Housing Estimates, 2004, Revised 2001–2003, with 2000 DRU Benchmark. Sacramento, California, May 2004.

Table 3.C: Total Incorporated¹ Population and Housing in the Western Riverside County (1990, 2000, 2004)

Year	Population	Annual Percent Change	Housing	Annual Percent Change
1990	344,107	—	119,518	—
2000	443,171	2.8	145,075	2.1
2004	490,284	2.7	157,498	2.1

Source: State of California, Department of Finance, E-5 City/County Population and Housing Estimates, 2004, Revised 2001–2003, with 2000 DRU Benchmark. Sacramento, California, May 2004; City/County Population and Housing Estimates, 1991–2000, with 1990 Census Counts.

Table 3.D: Total Riverside County Population and Housing (1990, 2000, 2004)

Year	Population	Annual Percent Change	Housing	Annual Percent Change
1990	1,170,413	—	483,847	—
2000	1,545,387	3.2	584,674	2.1
2004	1,776,743	3.7	659,795	3.2

Source: State of California, Department of Finance, E-5 City/County Population and Housing Estimates, 2004, Revised 2001–2003, with 2000 DRU Benchmark. Sacramento, California, May 2004; City/County Population and Housing Estimates, 1991–2000, with 1990 Census Counts.

Housing Inventory

As shown in Table 3.E, the California Department of Finance estimates that there were 43,807 dwelling units within the City of Corona in 2004. Of these dwelling units, 69 percent are detached single-family homes, over 3.5 percent are mobile homes, and just over 17 percent are located in structures of five or more units. With the exception of mobile homes having a much lower percentage of units within the City, the housing inventory of the City is similar to that of the County as a whole.

¹ Canyon Lake, Lake Elsinore, Corona, Norco, and Riverside

Table 3.E: Composition of the Housing Stock (2004)

Housing Type	City of Corona		Riverside County	
	Number of Units	Percentage	Number of Units	Percentage
Single-family, detached	30,196	69.0	423,351	64.2
Single-family, attached	2,186	5.0	42,511	6.4
2- to 4-unit structure	2,225	5.1	30,890	4.7
5 or more unit structure	7,587	17.3	79,859	12.1
Mobile home	1,613	3.6	83,184	12.6
TOTAL	43,807	100.0	659,795	100.0

Source: State of California, Department of Finance, E-5 City/County Population and Housing Estimates, 2004, Revised 2001–2003, with 2000 DRU Benchmark. Sacramento, California, May 2004.

Average Household Size

The 2000 Census reports that there were 37,917 households in the City, with an average household size of 3.28. Of these households, it is estimated that 30,685 (80.9 percent) were family households, while 5,445 households (14.4 percent) were individuals living alone. The balance of the City's households was comprised of non-family households with more than one occupant.

The City's existing population per household as identified in the 2000 Census (3.28) is high, compared to the following:

- Riverside County (2.99)
- Lake Elsinore (3.29)
- Norco (3.11)
- Canyon Lake (2.73)
- Riverside (3.01)

The projections that have been adopted by SCAG show the City's population per household decreasing from 3.28 in 2000, to 3.22 in 2020, and to 3.10 in 2030. Likewise, the County's population per household is projected to decrease to 2.88 by 2030.

Growth Projections

The most recent growth projections adopted by SCAG indicate that population growth in the City between 2010 and 2030 is expected to total 1,148 persons annually, or 0.77 percent, which is far less than what occurred in the 1990s (4,902 persons annually, or 6.46 percent). The number of households is expected to have less growth as well, at 539 households annually, or 1.21 percent. The growth projections that have been adopted by SCAG are shown in Tables 3.F through 3.H. As shown, the projected growth within the City of Corona is expected to be much less than the expected growth within both the WRCOG region and the County as a whole.

Table 3.F: City of Corona Growth Projections (2010–2030)

Year	Population	Households	Employment
2010	148,437	44,428	72,527
2020	160,320	49,814	80,173
2030	171,395	55,203	88,186
Annual Growth Rate	0.77%	1.21%	1.08%

Source: SCAG RTP, April 2004

Table 3.G: WRCOG Area Growth Projections (2010–2030)

Year	Population	Households	Employment
2010	1,614,605	521,606	541,587
2020	2,037,129	691,621	727,005
2030	2,413,467	860,168	918,640
Annual Growth Rate	2.47%	3.25%	3.48%

Source: SCAG RTP, April 2004

Table 3.H: Riverside County Growth Projections (2010–2030)

Year	Population	Households	Employment
2010	2,085,432	685,775	727,711
2020	2,644,278	907,932	954,499
2030	3,143,468	1,127,780	1,188,976
Annual Growth Rate	2.54%	3.22%	3.17%

Source: SCAG RTP, April 2004

Recently, Riverside County LAFCO has asked agencies to provide projected growth in five-year increments through 2025. Hence, the City's Planning Department compiled the following growth projections for the City, as shown in Table 3.I. These projections are much lower than those that have been adopted by SCAG and expect an annual growth rate of 0.53 percent through 2025. Because of this difference, it may be beneficial to develop a regional or areawide system for consistent growth projections that accounts for changes or growth issues at the jurisdictional level. The City's projections are pursuant to the Corona General Plan documents, which detail that the City is approaching build out within its current City limits. In 2002, the City had 3,977 acres of vacant land within its boundaries that could be considered for development. Therefore, any future growth will occur on these vacant lands or on underutilized parcels within the City, unless the City annexes additional land. As mentioned previously, the City's current SOI is 21,734 acres, which is slightly smaller than the City itself (24,667 acres). Therefore, the City has the sphere area to annex large development areas to meet demands for growth, as needed.

However, large portions of the City's SOI may not be developable such as the Prado basin area and areas where topography constrains development or hinders the ability of the City to provide services. Because a key issue in determining SOI boundaries is the ability of a city to provide urban services, the City should evaluate its ability to provide future services to all of the SOI areas. Furthermore, it

may be the appropriate time for LAFCO staff and the LAFCO Commission to consider reviewing the City's ability to provide future services to these areas, so that the SOI update would encompass only areas that could someday be served by the City.

Table 3.I: The City of Corona's Growth Projections

Year	Population
2003	137,600
2005	142,000
2010	148,300
2015	151,800
2020	153,000
2025	153,600

In 2002, the City and the County agreed upon a Memorandum of Understanding (MOU) regarding development in the City's SOI. The agreement states that the County will implement development standards within the City's SOI that are comparable to the standards of the City. Likewise, the MOU states that the County will not approve a project within the City's SOI that requires rezoning that is inconsistent with the City's adopted General Plan until the City and County staff meet to discuss the project. Since 2002, the City and County have had implementation issues regarding the MOU. Because of this issue, the City is considering a sphere reduction in areas that are either not developed to its standards, are approved for development that is not to the City's standards, or areas that the City does not foresee serving in the future. This will guide the standards of development that will be within the ultimate build out of the City.

3.3 LAW ENFORCEMENT SERVICES

The Corona Police Department provides law enforcement services within the City. The department is successful in that the City has one of the lowest crime rates among cities within the region that have populations of 100,000 people or more.² The main police station is located at 849 W. 6th Street, adjacent to City Hall. The Department has several additional facilities that serve specific services or designated geographical patrol districts in the City. These facilities include:

- The Special Enforcement Bureau at 515 South Corona Mall. The facility includes the Traffic Bureau, Youth Services, and a domestic violence unit. Patrol officers also use the office to follow up with phone calls and write reports.
- The office at 340 N. McKinley provides a satellite office for field officers and a volunteer staff for children identification fingerprinting.

² Source: State of California, Office of the Attorney General 2003 Crime Statistics.

- The office at 1451 Rimpau, which is not staffed, provides office space and a child-friendly interview room for child and social services, trauma intervention, and serves as a satellite office for field officers.
- The Animal Control Unit is located at a separate facility at 608 Harrington in Corona.
- The Department also has a Narcotics/Vice Investigation Facility, which is located at a confidential site.

In addition, the City has recently finished constructing the Temescal Public Safety Facility. The new facility is located at 3777 Bedford Canyon Road in the southeastern portion of the City, as shown in Figure 3.3. The Corona Fire and Police Departments jointly occupy the facility, which is 16,200 square feet and includes living quarters, office facilities, and an apparatus garage for the City's seventh fire station. The Police Department operates two patrol zones, a volunteer program, a FLEX team, and a helicopter program from this facility. The development of this facility was funded by development fees, general fund revenues, and facility fees.

As of 2003, equipment used by the Corona Police Department included the following:

- 48 marked patrol units, including crew-cab truck and commercial enforcement truck
- 32 unmarked vehicles (includes special weapons van, crime scene van, hostage negotiation van, and volunteer trucks)
- 1 prison transport van
- 8 motorcycles
- 1 leased helicopter with surveillance equipment
- 4 K-9 (dog units) plus 1 spare unit
- 6 bicycles

As of July 2003, the Corona Police Department had 165 sworn personnel and a ratio of 1.2 sworn personnel per 1,000 City residents. The City utilizes this figure to analyze service levels along with the following:

- Response time
- Volume of calls for service
- Number of officers available at any given time
- Number of violent crimes
- Number of Part 1 crimes (robbery, assault, residential and nonresidential burglary, vehicle burglary, vehicle larceny, vehicle theft, grand theft automobile, and arson)

In 2002, emergency dispatch received over 250,000 telephone calls and dispatched over 125,000 officers. The Police Department maintains an overall emergency response time of approximately five minutes. As the City comprises 37.6 square miles, travel distance can affect emergency response times, which can exceed five minutes in the outlying areas of the City; however, with the recent

Figure 3.3: City of Corona Facility Locations

Figure 3.4: City of Corona Public Facility Names

extension of a helicopter patrol, response times have decreased significantly to three minutes when the helicopter is on duty. Currently, the helicopter is airborne for an average of 18 to 20 hours a week during the historically higher crime hours of the week. The ability of the Corona Police Department to support the needs of any future growth is dependent upon its financial ability to hire additional sworn personnel and potentially construct new facilities. The Police Department conducts ongoing assessments to determine future funding, staffing, and equipment needs. The City's General Plan contains policies to ensure adequate police protection services. These policies include: (1) periodically evaluating population growth, development characteristics, level of service, and incidence of crime in the City to ensure that an adequate level of police service is maintained; and (2) requiring development projects to contribute fees based on their proportional impact and demand for police services.

3.4 FIRE PROTECTION

The City of Corona Fire Department provides fire protection, prevention, and emergency medical services in the City. The City currently employs 132 people in fire services: 105 employees throughout the area's fire stations and 27 at its headquarters, located in the Civic Center. The Corona Fire Department and a local private ambulance service, American Medical Response, provide emergency medical service. Each fire engine is staffed with a licensed paramedic and three EMTs. The transport ambulance is staffed with a licensed paramedic and an EMT. The City's fire station locations are listed below, and shown on Figure 3.3.

- Station 1: 540 Magnolia Avenue
- Station 2: 225 E. Harrison Street
- Station 3: 790 S. Smith Street
- Station 4: 915 N. McKinley Street
- Station 5: 1200 Canyon Crest
- Station 6: 110 W. Upper Drive
- Station 7: 3777 Bedford Canyon

The Riverside County Fire Department has two fire stations located within the City's SOI on the eastern side of the City. These stations would respond to calls within the City's SOI and when mutual aid is requested. These stations are listed below and are also shown on Figure 3.3.

- Riverside County Station 13: 3770 Blair Street
- Riverside County Station 15: 20320 Temescal Canyon Road

In addition, County Fire Station No. 14 is located at 1511 Hamner Avenue in Norco and would respond to mutual aid calls in the northern Corona area, and the California Department of Forestry (CDF) has a Riverside Unit with several stations near Corona. The Corona Fire Department has formal mutual aid agreements with the following entities: City of Norco, City of Riverside, Riverside County, Orange County, and San Bernardino County Fire Departments, as well as with the United

States Forest Service and the California Department of Forestry and Fire Protection. The Corona Fire Department also participates in the State of California Master Mutual Aid Agreement.

In general, calls for service and demand for emergency medical services have increased with population growth. The Department's stations are strategically located to ensure adequate service within the area. One of the most important criteria for effective firefighting is the response time needed to reach the site of the fire. The documented response time for the year 2000 was 5.32 minutes for both fire service and emergency medical service. According to the Fire Department's FY 2003/04 budget, the fire suppression program strives to maintain a response time as follows:

Respond to emergencies with the first engine company arriving on scene of the incident within five minutes fifty-nine seconds of notification, 90 percent of the time as a "desired" response time during the hours of 8 A.M. and 10 P.M. Further the first alarm should be on the scene within six minutes fifty nine seconds, 90 percent of the time as a "desired" response time during the hours of 10 P.M. and 8 A.M.

In addition, the City's General Plan includes the following policy to ensure that response times remain below an acceptable level: "Ensure that fire staffing and facilities are expanded commensurably to serve the needs of the City's growing population and business community so as to maintain a targeted 5-minute or less response time."

3.5 SOLID WASTE

The City contracts with Waste Management, Inc. to provide solid waste and recycling services within the City. Waste Management collects refuse on a weekly basis. In addition, bulky items such as washers and dryers, furniture, water heaters, and refrigerators and freezers are collected two times a year.

Waste Management is responsible for approximately 99,930 residential pickups in the City each week; 2,962 commercial customers, typically with pickup service twice a week; and 286 industrial customers with roll-off containers in the City. Per the City, the monthly average for all users in the City is 11,210 tons of trash, 1,768 tons of green waste, and 1,040 tons of recycled materials. In 2000, which is the most recent year posted on the CIWMB's Web site, the City disposed of 159,586 tons of solid waste.

All recyclable materials are transported to Pomona Valley Recycling in Pomona. All green waste materials are transported directly to B.P. John's green waste facility located in the City. The remaining solid waste is hauled to the following landfills: Arvin Sanitary Landfill, Badlands Disposal Site, Colton Refuse Disposal Site, El Sobrante Sanitary Landfill, Fontana Refuse Disposal Site, Frank R. Bowerman Sanitary Landfill, Lamb Canyon Disposal Site, Olinda Alpha Sanitary Landfill, Puente Hills Landfill No. 6, and San Timoteo Solid Waste Disposal Site. These facilities are Class III landfills that accept construction/demolition waste, dead animals, and mixed municipal refuse.

The Arvin Sanitary Landfill is located at 5500 North Wheeler Ridge Road, about one and one-half miles south of State Route 223 (Bear Mountain Road). It is approximately 150 miles north of the City and encompasses 170 acres. The facility is permitted to accept 800 tons per day. The operator is the

Kern County Waste Management Department, and the estimated closure date of this facility is December 31, 2008.

The Badlands Disposal Site is located at 31125 Ironwood Avenue in the City of Moreno Valley, just north of the State Highway 60 and State Highway 79 junction. It is approximately 30 miles east of the City and encompasses 1,093 acres. The facility is permitted to accept 4,000 tons per day. The operator is the County of Riverside Waste Management Department, and the estimated closure date of this facility is January 1, 2018.

The Colton Refuse Disposal Site is located at 850 Tropica Rancho Road in the City of Colton, northwest of Interstate 215. It is approximately 20 miles northeast of the City and encompasses 98 acres. The facility is permitted to accept 3,100 tons per day. The operator is the County of San Bernardino Solid Waste Management Division, and the estimated closure date of this facility is January 1, 2006.

The El Sobrante Sanitary Landfill is located at 10910 Dawson Canyon Road in the City, east of Interstate 15. It encompasses 1,322 acres and is permitted to accept 10,000 tons per day. The operator is the USA Waste Services of California, Inc., and the estimated closure date of this facility is January 1, 2030.

The Frank R. Bowerman Sanitary Landfill is located at 11002 Bee Canyon Access Road in the City of Irvine just north of Portola Parkway and State Highway 241. It is approximately 24 miles southwest of the City and encompasses 725 acres. The facility is permitted to accept 8,500 tons per day. The operator is the County of Orange Integrated Waste Management Department, and the estimated closure date of this facility is December 31, 2022.

The Lamb Canyon Sanitary Landfill is located at 16411 State Highway 79 in the City of Beaumont, west of State Highway 79. It is approximately 44 miles east of the City and encompasses 353 acres. The facility is permitted to accept 3,000 tons per day. The operator is the County of Riverside Waste Management Department, and the estimated closure date of this facility is January 1, 2023.

The Olinda Alpha Sanitary Landfill is located at 1942 N. Valencia Avenue in the City of Brea, east of State Highway 57 and north of Lambert Road. It is approximately 20 miles west of the City and encompasses 565 acres. The facility is permitted to accept 8,000 tons per day. The operator is the County of Orange Integrated Waste Management Department, and the estimated closure date of this facility is December 31, 2013.

The Puente Hills Landfill No. 6 is located at 2800 South Workman Mill Road in the City of Whittier, south of State Highway 60. It is approximately 35 miles northwest of the City and encompasses 1,365 acres. The facility is permitted to accept 13,200 tons per day. The operator is the County Of Los Angeles Sanitation District, and the estimated closure date of this facility is October 31, 2013.

The San Timoteo Solid Waste Disposal Site is located south of San Timoteo Canyon Road in the City of Redlands. It is approximately 35 miles northeast of the City and encompasses 366 acres. The facility is permitted to accept 1,000 tons per day. The operator is the County of San Bernardino Solid Waste Management, and the estimated closure date of this facility is May 1, 2016.

Diversion rates are defined as the percentage of total solid waste that a jurisdiction diverted from being disposed in landfills through reduction, reuse, recycling programs, and composting programs. The CIWMB has adopted a diversion rate of 50 percent. Per the CIWMB, the City has exceeded this goal and had a 59 percent diversion rate in 2002, which is the most recent data posted.

Solid Waste Rate Comparison

The City has a flat rate for residential solid waste services, and commercial rates are based on the larger refuse bin size and by number of pickups per week. WM bills for commercial and industrial pickup, and the City bills for residential pickup. Table 3.J compares the City's solid waste rates and those of nearby jurisdictions within western Riverside County.

Table 3.J: Monthly Solid Waste Rates

	Corona	Riverside	Norco	Lake Elsinore
Residential	\$10.98 + \$4.94 (recycling)	\$10.92 per apartment, \$18.79 for single family curb service, \$31.64 for backyard service; additional containers are extra	\$18.33	\$19.03
Commercial and Industrial	\$73.00–965.00	From \$10.67 to \$732.74, depending upon size of container and number of pickups per week	From \$82.62 to \$984.22, depending upon size of container and number of pickups per week	From \$88.70 up, depending upon size of container and number of pickups per week

3.6 STORMWATER DRAINAGE

The existing drainage system in the City is owned and operated by both the City and Riverside County Flood Control District. Storm runoff within the City limits is generally intercepted by a network of the City's facilities. The local facilities then convey the flows to the major County facilities, which in turn convey flows to the Prado Flood Control Basin.

The City uses 10-year and 100-year design standards to determine the peak runoff and to construct adequately sized storm drain facilities. The City's objective is for all existing and proposed storm drain systems to meet the minimum 10-year frequency storm event. For arterial streets, the City has adopted criteria to keep one lane open for the 10-year frequency storm event. For the 100-year storm event, the maximum street flow depth shall not exceed the street right-of-way. Ponding is not allowed at major arterial intersections during 10-year flooding events. For collector streets, the depth of flow for 2- and 10-year storm runoff shall be maintained below the top of the curb. The adopted criterion for collector streets is also that the 100-year storm runoff will be maintained in the street right-of-way.

The City has adopted a Drainage Master Plan, which identifies two related issues—periodic street flooding and occasional large infiltration/inflow “spikes” in the City's sewer system, which may be

partially rectified by enhanced maintenance, but are mostly the result of deficient storm drain links or damaged/deteriorated sewer lines.

Based on the analysis conducted as a part of the City's Drainage Master Plan dated December 1999, it was determined that 30 percent of the drainage facilities, including the combination capacities of streets and existing drainage facilities, were insufficient to convey the runoff for the 10-year or 100-year storm event events. The deficient areas include:

- Sixth Street and Radio Road
- Sixth Street and Rimpau Avenue
- Magnolia Avenue and Sherborn Street
- Railroad Street and N. Sherman Avenue
- Railroad Street and Buena Vista Avenue
- Joy Street and Harrison Street
- Joy Street and W. Grand Boulevard
- Main Street and Harrison Street

3.7 ROADS AND CIRCULATION

The City is served by an extensive network of roadways. There are two freeways that bisect the City, the Corona Freeway (I-15) that runs north/south, and the Riverside Freeway (SR-91) that runs east/west. Because of this, the City is greatly influenced by the regional transportation system and by the travel demand that is generated by adjacent communities. In addition, the SR-91 and I-15 freeways are also major corridors for goods movements. In 2001, truck volumes on these routes were approximately 15,000 trucks per day, which is approximately 7 percent of the traffic volume on SR-91 and more than 11 percent of the overall volume on I-15. The total truck traffic is expected to continue to experience strong growth by 2020 and may exceed 40,000 trucks per day on I-15 and SR-91. The City has adopted a truck route system that designates various facilities for "through" truck movements.

Increasingly, congestion on the SR-91 and I-15 freeways causes significant traffic impacts in the City. The freeway congestion results in significant amounts of regional traffic utilizing City streets for relief from poor freeway service levels. The primary arterial streets in the City include Main Street, Magnolia Avenue, Border Avenue, Lincoln Avenue, Fullerton Avenue, McKinley Street, River Road, 6th Street, Ontario Avenue, Foothill Parkway, and Green River Road.

It is the City's policy to maintain Level of Service D or better on arterial streets wherever possible. The City currently has two intersections that operate at LOS E during one or both peak hours and three intersections that operate at LOS F during one or both peak hours. The remaining locations operate at LOS D or better. These intersections are all located at or near SR-91 entrance or exit ramps and are listed below.

- Paseo Grande & W. 6th Street: LOS E in a.m. peak hour
- Lincoln & Pomona: LOS E in a.m. peak hour
- SR-91 WB ramp & Pomona/Lincoln: LOS F in a.m. peak hour
- Main Street & SR-91 EB ramp: LOS F in p.m. peak hour
- McKinley Street & SR-91 EB ramp: LOS F in both peak hours

Transit

The Riverside Transit Agency (RTA) provides bus service, and the City operates a demand-responsive dial-a-ride service as well as a fixed-route service. RTA provides several routes that serve the City of Corona as well as the rest of the western Riverside County area. The routes connect to the Cities of Riverside, Norco, and Orange, and access the Corona Park-n-Ride Lot and the West Corona Station on the Metrolink Commuter Rail system. A community-wide fixed-route bus service entered service in February 2001 and is comprised of two routes, both of which connect to the North Main Corona Metrolink station. These routes serve park-and-ride lots, City parks, shopping areas, and City facilities such as the library, senior center, and hospital.

The Dial-A-Ride program, which has been operated by the City since 1977, is an on-demand, shared-ride transit system. Riders call ahead to schedule their trip. Currently, Dial-A-Ride offers service Monday through Saturday, with a two-dollar adult fare and half-price fares for the elderly and disabled; rides are free for those with Metrolink tickets.

Bicycle, Pedestrian, and Hiking Facilities

Bicycle facilities within the City include Class I Bike Paths (completely separated from auto traffic), Class II Bike Lanes (striped bike lanes on roads), and Class III Bike Routes (designated bike routes noted by signs alongside roadways but without separate striping). The City currently has 5.3 miles of existing Class II/III facilities, 6.0 miles of planned Class I facilities, and 19.7 miles of planned Class II/III facilities for a total of 31.0 miles of bicycle facilities.

The existing bikeways are located along Green River Road from SR-91 easterly to Paseo Grande, and in the northeastern region of the City, along portions of Parkridge Avenue, Village Loop Drive, Hidden Valley Parkway, and Parkview Drive. These bikeways provide access between neighborhoods and major activity centers such as schools, parks, and transit facilities. Additionally, the Riverside County Integrated Plan proposes bikeways that tie Corona's bikeways to those of other areas.

The City of Corona has recently completed updating its Bicycle Master Plan (BMP). This document serves to guide the development and maintenance of a bicycle network and its support facilities in Corona over the next 20 years.

3.8 PARKS AND RECREATION

The City of Corona Department of Parks and Community Services provides community parkland and recreational services throughout the City. The City's General Plan includes a policy to establish a standard of 4.0 acres of parkland per one thousand residents. The City currently has 415 acres of parkland, for a ratio of 3.1 acres per one thousand residents, or approximately 54 acres less than that required to meet the 3.5 acres/thousand goal. Table 3.K lists the City's park and recreational facilities (also shown in Figure 3.3).

Table 3.K: City of Corona Parks and Recreational Facilities

Park Facility	Amenities	Acreage
Auburndale Park 1045 Auburndale St.	Tennis courts, basketball courts, swimming pools, barbeques, picnic facilities, restrooms	2
Border Park 2400 Border Ave.	Tennis courts, volleyball courts, barbeques, play equipment, picnic facilities, restrooms, drinking fountains	2.5
Buena Vista Park 2515 Buena Vista St.	Under construction: ballfields, barbeques, covered shelter, play equipment, picnic facilities, restrooms, drinking fountain	10
Brentwood Park 1646 Dawnridge	Indoor recreation facilities, ballfields, volleyball courts, basketball courts, exterior jogging facilities, barbeques, covered shelters, play equipment, picnic facilities, restrooms, parking spaces, drinking fountains	13
Butterfield Park 1886 Butterfield Stage Dr.	Concession stand, ballfields, soccer fields, exterior jogging facilities, barbeques, covered shelter; big toys dynatrac, play equipment, picnic facilities, restrooms	64
Citrus Park 1250 Santana Way	Ballfields, barbeques, play equipment, picnic facilities, restrooms, drinking fountains	20
City Park 930 East 6th St.	Ballfields, volleyball courts, basketball courts, soccer fields, swimming pool, horseshoes, bandshell, skate park, barbeques, covered shelter, play equipment, picnic facilities, restrooms, drinking fountains, bicycle racks	17
Civic Center Gym 815 West 6th St.	Ballfields, basketball courts, soccer fields, teen room/gym (83' x 66')/fitness room/kitchen facility, restrooms, drinking fountains, bicycle racks	6
Clearwater Sports Fields 2205 Railroad St.	Ballfields, play equipment, restrooms, drinking fountains	5.7
Contreras Park Buena Vista & Railroad	Basketball courts, horseshoes, barbeques, picnic facilities, parking spaces, drinking fountains	0.3
Cresta Verde Park 640 Collett Avenue	Ballfields, basketball courts, barbeques, covered shelter, play equipment, picnic facilities, restrooms, bicycle racks	5.4
Eagle Glen Community Park 4190 Bennett Avenue	Ballfields, tennis courts, soccer fields, barbeques; covered shelter, play equipment, picnic facilities, restrooms, drinking fountains	13
Fairview Park 1804 Fairview	Ballfields, basketball courts, barbeques; covered shelter, play equipment, picnic facilities, restrooms, drinking fountains.	5
Griffin Park 2804 Griffin Way	Open space areas	13

Park Facility	Amenities	Acreage
Husted Park 1200 Merrill	Ballfields, tennis courts, volleyball courts, basketball courts, barbeques; covered shelter, play equipment, picnic facilities, restrooms, drinking fountains	3.25
Joy Park Joy & Grand	Barbeques, picnic facilities, drinking fountains	0.3
Kellogg Park 1635 Kellogg	Tennis courts, horseshoes, barbeques, play equipment, picnic facilities, restrooms, bicycle racks	3.5
Lincoln Park Lincoln & Citron	Exterior jogging facilities, barbeques; covered shelter, play equipment, picnic facilities, restrooms	5
Mangular Park 2200 Mangular Ave.	Tennis courts, wheelchair accessible, play equipment, drinking fountains	4
Merrill Park 10th Street & West Grand Blvd.	Barbeques, picnic facilities	0.3
Mountain Gate Community Park 3100 South Main St.	Concession stand, ballfields, tennis courts, basketball courts, exterior jogging facilities, barbeques, covered shelter; wheelchair accessible, play equipment, picnic facilities, bicycle racks	21
Ontario Park Ontario & Via Pacifica	Ballfields, basketball courts, exterior jogging facilities, barbeques; covered shelter, play equipment, picnic facilities, restrooms, drinking fountains, bicycle racks	5
Parkview Park 2094 Parkview Dr.	Ballfields, barbeques, picnic facilities, drinking fountains	6.3
Promenade Park 615 Richey Street	Ballfields, basketball courts, barbeques; covered shelter, play equipment, picnic facilities	20
Ridgeline Park 2850 Ridgeline	Ballfields, barbeques, covered shelter, picnic facilities, restrooms, drinking fountains	5
River Road Park 1100 West River Road	Indoor recreation facilities, 30 x 50 pond & stream; barbeques; covered shelter, play equipment, picnic facilities, restrooms, drinking fountains, bicycle racks	5
Rock Vista Park 2481 Steven Dr.	Ballfields, soccer fields, drinking fountains	6
Santana Regional Park 598 Santana Way	Ballfields, tennis courts, soccer fields, drinking fountains	45
Senior Center 921 South Belle		
Serfas Club Park 2575 Green River Road	Ballfields, basketball courts, barbeques; covered shelter, play equipment, picnic facilities, restrooms, drinking fountains	5
Sheridan Park 300 South Sheridan	Ballfields, basketball courts, horseshoes, barbeques; covered shelter, play equipment, picnic facilities, restrooms	
Spyglass Park 1790 Spyglass	Restrooms, open space	
Tehachapi Park Tehachapi & St. Helena	Basketball courts, barbeques; covered shelter; wheelchair accessible, play equipment, picnic facilities	4
Victoria Park 312 9th St.	Indoor recreation facilities, barbeques; kitchen facility, play equipment, picnic facilities, restrooms, drinking fountains	2.5
Village Park	Ballfields, barbeques, play equipment, picnic facilities, restrooms,	5

Park Facility	Amenities	Acreage
860 Village Loop Drive	parking spaces, telephones, drinking fountains	

In addition, the City has several planned park facilities, which are listed below and also shown on Figure 3.3.

- Jameson Park
- Lemon Heights Park
- Fresno Park
- Rimpau Park

To meet the General Plan Policy of establishing and maintaining 4.0 acres of parkland per 1,000 residents, the General Plan has designated areas in the western portion of the City, south of Green River Road, and in the southeastern portion of the City, south of Cajalco Road, as open space and recreational land uses. In addition, the City has a policy that requires all new development involving subdivisions of five or more dwelling units to set aside land for parkland uses.

The City also owns portions of Wardlow Wash, located directly south of the westernmost area of the City. The wash area is reserved from development through a landscape maintenance district. The City's General Plan Technical Background Report indicates that the wash has future potential as a hiking/natural area and as an access point to the Cleveland National Forest. Other washes and channels identified by the Technical Background Report that are potential connections to parks and recreation facilities and/or opportunities for a hiking/biking network include Oak Street Channel, Main Street Channel, and Temescal Wash.

In addition, formal agreements for general public use of school facilities have been entered into by the City and the Corona Norco Unified School District. Under these agreements, two swimming pools are made available to the public. In addition, these agreements allow for the school to use open space areas at the parks in exchange for the public's use of school amenities such as basketball courts and ballfields.

The City also provides many different recreational activities for residents of all ages. These activities are listed below.

Recreational Activities

Trips & Tours

- Solvang "Danish Days"
- "Day at the Horse Races & Seabiscuit Tour"
- Julian Apple Harvest & Dudley's Bakery
- Ronald Reagan Presidential Library
- U.S.S. Midway Museum and Seaport Village
- "The Wonderful World of Christmas"
- Newport Harbor Christmas Boat Parade
- Rose Parade 2005

Youth Sports

- Coed Nerf Flag Football
- Coed Youth Flag Football
- Youth Basketball—Boys Division
- Youth Basketball—Girls Division
- Pee Wee Soccer

Youth & Teen Programs

- Kids Nite Out
- Corona Kids Camp
- After School Kids Club
- Teen Zone

Adult Sports

- Adult Softball
- Adult Basketball

Pre-School Classes

- Baby School
- Baby Musical Munchkins
- Tot/Super Tot Gymnastics
- Playdays
- Parent/Child Playgroup
- ABCs and 123s
- Musical Munchkins
- Pee Wee Karate
- Stretch-N-Grow
- Musical Munchkins Holiday Concert
- Parent/Tot Gymnastics
- All About Dance
- Parent/Tot Kinderclass
- Tiny Tots/Big Tots
- Santa's Little Helpers
- Little Dragon Karate
- Kinder Korner

- Dance Time
- Dance Exploration

Youth Classes

- Reading Comprehension
- Mind Your Manners
- Handprint Calendar
- Cheerleading "Fantasia"
- Baton Twirling "Fantasia"
- Babysitter Workshop
- Phonics-Fun
- Moms Lil' Helper
- Math-Mania
- Algebra
- Writing & Composition
- CAT 6 & SAT Prep
- Beginning Piano/Theory
- All about Dance
- Ballet Folklorico
- Drama 4 Kidz
- Beginning Hula
- Not for Models Only
- "Lights..Camera..Action" Commercials
- Theatre for Children
- Intro to Gymnastics
- Karate
- Youth Karate
- Girls' Academy
- Intro to Ice Skating
- Intro to Fitness
- Rising Stars Basketball Camp
- Bowling Basics

Adult Classes

- Dog Obedience
- Grad-Novice Dog Obedience
- Canine Games Agility Course
- Let's Make Tamales
- Quilt as you Sew
- Frame it Yourself
- Beginning East Coast Swing Dance
- Hula—Beginners
- Country Line Dancing
- Beginning Salsa
- Intro to Belly Dance
- Contact Combat
- Tactics for Self Defense
- Karate for Teens & Adults
- Beginning Aikido
- Stick Weapons for the 21st Century
- Tai Chi Exercise
- Intermediate/Advanced Aikido
- Beginning Golf
- Hatha Yoga
- Body Ball Strength Training
- Kickboxing
- Karate for all ages
- Public Safety Firearms Course

Senior Citizen Programs

- Recreation Respite Program
- Programs for the Disabled
- Rehabilitation Equipment loan
- Bingo
- Hispanic Social Club
- Billiards
- Party Bridge
- Intro to Computers
- Table Games
- Friday Movie Matinee
- AARP Mature Driving Class
- HICAP Counseling
- Health and Educational Lectures
- Housing Information
- Paralegal assistance
- Senior Nutrition Program
- Outreach
- Health Services
- Arts & Crafts
- Dance
- Sports & Fitness
- Food Distribution

3.9 ELECTRICITY

On April 4, 2001, the City Council passed Resolution No. 2001-25, which established a municipally owned electric utility. In August 2001, this electric utility, which is part of the Corona Department of Power and Water, entered into an agreement with Southern California Edison (SCE) to provide retail services as an Electric Services Provider (ESP). The electric utility buys and sells power on behalf of all of the City's municipal electric accounts and more than fifty businesses within the City. The City provides electrical services to a portion of the City. Currently, this includes approximately 1,500 electric accounts. All other areas of the City are served by SCE. SCE reads the meters and transmits

the results electronically to the City. The City is responsible for customer service for all electric service accounts.

The City currently utilizes one existing City-owned power plant and will use a second City power plant, which is currently under construction. The existing facility, known as Corona Generating Station No. 1, or CorGen, currently produces Green Power electricity for sale to SCE. Green power is electricity that is partially or entirely generated from renewable energy sources, such as solar, wind, geothermal, biomass, biogas, and low-impact hydro. The future facility, the Clearwater Cogeneration Project, will produce electric energy to offset the quantity of energy purchased through the wholesale energy program as well as supplying heat to one of the City's wastewater treatment plants.

Table 3.L: City of Corona Electricity Rates

Energy Charge \$/kWh/Meter/Month	
Lower Demand Rate*	
Summer	0.14551
Winter	0.11559
Customer charge: \$/meter/day	0.48
Three phase service: \$/day	0.06745
Excess transformer capacity: \$/kVA/day	0.02850
Higher Demand Rate	
Non TOU for the first 300 kWh per kW of maximum demand	0.08755
All excess kWh	0.09654
TOU pricing option	
Summer season—on-peak	0.12225
Summer season—mid-peak	0.08906
Summer season—off-peak	0.07967
Winter season—mid-peak	0.09387
Winter season—off-peak	0.07967
Customer charge: \$/meter/month	70.33
Demand charge: \$/kW of billing demand/meter/month	
Facilities related	5.90
Time-related—summer	8.47
Time-related—winter	0.00
Excess transformer capacity: \$/kVA/month greater than 50kV	0.95
50 kV or less	0.17

*A customer whose monthly maximum demand is expected to exceed 20 kW or has exceeded 20 kW in any three (3) months during the preceding 12 months is charged the higher demand rate.

3.10 LIBRARY

The City's public library is located at 650 South Main Street. The facility consists of 62,300 square feet and has 118,000 registered borrowers. The library has a collection of over 155,000 items. The

library has a variety of meeting rooms. The largest can hold as many as 200 people. Other smaller meeting rooms hold 30 to 40 people. The rooms have audiovisual and computer amenities available and provide a central meeting space for local community groups and organizations.

The library currently has 20 full-time staff and 58 full-time-equivalent part-time staff. The library offers a number of services to assist its users. Computer services include an on-line library catalogue and Internet access. Classes offered through the Computer Learning Center provide basic computer training. Programs available to library users for a small fee include Word, Excel, PowerPoint, and Turbo Tax. The library also offers a Career Center to assist in selecting a college or determining a career and a Homework Center that offers homework help to children in grades K–12. In addition, the library has been offering passport services to the public since June 1999. The Corona Library also has an Outreach Office to provide services to those that may not be aware of all that the Library has to offer. Outreach services include:

- A bilingual Spanish/English speaking staff
- Information and referrals to government agencies
- Help in filling out applications for energy assistance, food, and shelter
- Assistance with translating documents and offering immigration information
- Income-tax preparation help for low-income residents
- Coordination of annual “Navidad en el Barrio” holiday food basket program
- Organization of annual holiday program for Head Start children with other City Departments and local agencies

According to the City’s General Plan Technical Background Report, the demand for usage of certain library materials has decreased in the last few years. Interlibrary loan requests and periodical usage are down. Decreased usage may be attributed to increased Internet usage, as well as the availability of CD-ROM databases with full-text magazine articles.

3.11 CITY OF CORONA AIRPORT

The City operates an airport, which is located on 100 acres of U.S. Army Corps of Engineers land (leased to the City) that is located at the corner of Smith Street and Butterfield Road, just north of the Butterfield Park. One runway that is approximately 3,200 feet long is available for use. The airport is a recreational facility, with no commercial flights, and is home to 350–400 general aviation aircraft. The airport has over 60,000 annual operations and has 15 businesses that generate approximately 75 jobs. All the commercial facilities are aviation-oriented except one, Bob’s Cafe.

The airport is managed and maintained by the Parks and Community Services Department. The airport is self-funding and operates at no cost to taxpayers. All revenues to operate and maintain the airport are generated through rental fees and State grants. Currently, there are no plans to extend the runways or expand facilities and services.

3.12 DETERMINATIONS FOR THE CITY OF CORONA

The Service Review guidelines prepared by the State Office of Planning and Research recommend that issues relevant to the jurisdiction be addressed through written determinations called for in the Act. Based on the above information, following are the written determinations for the City.

Infrastructure Needs and Deficiencies

Purpose: To evaluate the infrastructure needs and deficiencies in terms of supply, capacity, condition of facilities, and service quality.

1. The City annually updates its five-year Capital Improvement Program, which is used to identify and coordinate the maintenance and improvement of the City's infrastructure.
2. The Corona Police and Fire Departments conduct ongoing assessments to determine future staffing, and equipment needs.
3. The City's General Plan contains policies to ensure adequate fire and police service infrastructure. These policies include: periodically evaluating population growth, development characteristics, level of service, and incidence of crime in the City.
4. Past growth within the City has resulted in congestion on both surface streets and the freeways, and response times for calls for fire, police, and emergency medical services may continue to increase as a result of congested roadways. As such, the Police and Fire Departments' ability to support the needs of future growth is dependent upon the ability to secure sites for construction and equipment for new police and fire stations in a timely manner, as either new development or any annexations occur.
5. Based on the analysis conducted as a part of the City's Drainage Master Plan, 30 percent of the drainage facilities, including the combination capacities of streets and existing drainage facilities, were insufficient to convey the runoff for the 10-year or 100-year storm event events.
6. The City currently has two intersections that operate at LOS E during one or both peak hours, and three intersections that operate at LOS F during one or both peak hours. The City's General Plan EIR states that LOS D is the minimum threshold goal for the City's arterials and collectors. Therefore, these intersections that operate at LOS E or F are considered to be deficient.
7. The City of Corona has recently completed updating its Bicycle Master Plan. This document serves to guide the development and maintenance of a bicycle network and its support facilities in Corona over the next 20 years.
8. The City currently has 415 acres of parkland, for a ratio of 3.1 acres per one thousand residents. The City has planned to increase parkland through designating open space and recreational land uses and by requiring development of five or more dwelling units to set aside parkland.

Growth and Population

Purpose: To evaluate service needs based upon existing and anticipated growth patterns and population projections.

1. The City is approaching build out within the current City limits. Therefore, future growth will occur on vacant lands within the City or would occur as re-use of underutilized parcels, unless the City pursues annexations. In the case that annexation is pursued, the City has adequate sphere area to annex large areas to meet demands for growth, as needed.
2. The City has adopted General Plan Policies to ensure that if future annexations occur, the expansion of the City will not affect public services.
3. The most recent growth projections adopted by SCAG indicate that population and housing growth in the City of Corona between 2010 and 2030 is expected to be far less than what occurred in the 1990s. The City's growth projections, which are based upon build out of the City, are even lower and expect an annual growth rate of 0.53 percent through 2025. Because of the difference, it may be beneficial to develop a regional or area-wide system for consistent growth projections that accounts for agency level growth issues.

Financing Constraints and Opportunities

Purpose: To evaluate a jurisdiction's capability to finance needed improvements and services.

1. The FY 2004-2005 budget provides funding for nine positions less than are authorized. This is a result of the city having to "chill" and/or underfill vacant positions, due to budget constraints. This could affect the ability to provide resident services, however, the City has stated that these positions are evaluated to ensure that reduction of service is limited.
2. The funding for infrastructure needed to serve new developments is derived by Community Facilities Districts, Assessment Districts, and various impact fees, that are paid by developers. The City requires development projects to contribute fees based on the project's proportional impact. This allows service provision to keep pace with demands.
3. The airport is self-funding. All revenues to operate and maintain the airport are generated through rental fees and state grants. Therefore, airport operation is not a financing constraint.
4. The City prepares a comprehensive annual budget, which includes an annually updated Capitol Improvement Program. These documents are used to identify and coordinate the financing and timing of public improvements.
5. The City has adopted an investment policy in order to optimize and secure the City's funds.
6. The City Council has established and funded a 15 percent reserve policy in order to provide for any unexpected financial needs of the City.

Cost Avoidance Opportunities

Purpose: To identify practices or opportunities that may help eliminate unnecessary costs.

1. The City of Corona has adopted purchasing policies to guide the procurement of goods and services. The goal of this policy is to reduce costs by centralizing the purchasing function and purchasing in large quantities.
2. The City utilizes a Cost Avoidance/Savings sheet in an attempt to keep costs down.
3. The City uses its annual budget preparation process to provide for efficient use of the City's financial resources.
4. The City has in place investment policies that ensure investments will be subject to prudent investor standards. Additionally, the City Council submits regular reports to the City Council to track investment activity.

Opportunities for Rate Restructuring

Purpose: To identify opportunities to impact rates positively without decreasing service levels.

1. The City sets rates and fees through public processes to ensure that fees and charges are adequate to cover expenditures and meet the legal requirements for a clear nexus between the fee and uses.
2. The City's solid waste rates are comparable to rates of other jurisdictions within western Riverside County.

Opportunities for Shared Facilities

Purpose: To evaluate the opportunities for a jurisdiction to share facilities and resources to develop more efficient service delivery systems.

1. The Corona Fire Department has formal mutual aid agreements many fire service agencies within the western Riverside County area.
2. Formal agreements for the sharing of park and recreational facilities have been entered into by the City of Corona and the Corona Norco Unified School District.
3. The City's Police and Fire Department's have worked together to develop the Temescal Public Safety Facility. The cooperative development of this facility has allowed both departments and the City to combine resources to meet the public safety service needs of the community. The City should continue to pursue opportunities for development of additional inter-city joint facilities.
4. The City should explore potential efficiencies that could be achieved through shared personnel, facilities and other cooperative arrangements. Ideas that could be explored include shared corporation yards, specialized equipment, and office space.

Government Structure Options

Purpose: To consider the advantages and disadvantages of various government structures to provide public services.

1. Based upon past and current service provision, it is reasonable to conclude that public services can continue to be provided by the City of Corona under the existing government structure.
2. The existing government structure is capable of offering appropriate levels of service to current and future populations, and capable of extending its services.
3. The acreage of the City's current SOI is slightly smaller than the acreage of the City itself. Therefore, the City could double in size and has the SOI area to annex large development areas to meet demands for growth, as needed. However, some of the City's SOI area may have constraints to development, or hinder the City's ability to provide services to specific areas. It may be the appropriate time for LAFCO staff and the LAFCO Commission to consider reviewing the City's ability to provide future services to these areas.
4. Because of implementation issues regarding the City/County MOU, the City is considering a sphere reduction, to guide the standards of development that will be within the ultimate build out of the City.

Evaluation of Management Efficiencies

Purpose: To consider the management structure of the jurisdiction.

1. The City's annual budget is used by the City Council to assure the efficient and effective uses of resources, as well as establishing a priority of objectives.
2. The City was awarded the eleventh consecutive Certificate of Achievement for Excellence in Financial Reporting to the City of Corona for its Comprehensive Annual Financial Report for the fiscal year ending June 30, 2002. This is indicative of efficient financial management of the City.
3. The City of Corona has one of the lowest crime rates among cities within the region that have populations of 100,000 people or more. This is indicative of efficient and effective management of police services.
4. The City's budget and accounting practices are audited annually by a Certified Public Accountant.

Local Accountability and Governance

Purpose: To evaluate the accessibility and levels of public participation associated with the agency's decision-making and management processes.

1. The City of Corona has several methods of reaching out to the public and providing opportunities for the residents of the City to partake in the implementation of local policies.
2. The City's website provides information about the City's current issues, which includes City Council agendas and information about the City's Advisory Boards and Commissions.
3. Public comments are accepted at all City Council meetings and prior to any proposed fee changes and charges.



4.0 THE CITY OF LAKE ELSINORE

The following municipal services are discussed within this MSR:

- Law Enforcement and Fire Protection (via contract with Riverside County)
- Roads and Circulation
- Parks and Recreation
- Solid Waste
- Stormwater Drainage

4.1 LOCATION, ADMINISTRATION, MANAGEMENT, AND OPERATIONS

The City of Lake Elsinore (City) was incorporated in 1888 under a Council/Manager form of government. The City is located approximately 22 miles southeast of Corona, 73 miles east of Los Angeles, and 74 miles north of San Diego. It is bounded by the Cleveland National Forest on the south, the Gacuan Hills on the north, the Temescal Valley on the west, and the Sedco Hills on the east. The City encompasses 24,823 acres and its SOI encompasses 25,063 acres, as shown on Figure 4.1. Currently, the City employs 117 full-time workers and contractors, including police (38) and fire (20) personnel. The City also employs 13 part-time workers. The City's organizational chart is shown in Figure 4.2.

The City Council consists of five elected representatives who serve four-year staggered terms. The City Council establishes policy and acts upon all legislative matters concerning the City by approving and adopting ordinances, resolutions, contracts, and the annual budget. The Mayor is appointed by the City Council to serve a one-year term.

An electoral reform committee was created by the City Council in spring 2004 to analyze the City's governing body, define rules and procedures, and determine whether the City Treasurer position should continue to be an elected position. The committee members were appointed by the City Council. The committee's recommendations that were approved by the City Council include:

- Moving City Council elections to even-numbered years in 2006 to increase voter participation.
- Council terms will be staggered, so no more than three seats are elected in the same election.
- On the 2006 ballot, voters will be allowed to decide whether or not the City Treasurer position should be elective.
- Displaying candidate Conflict of Interest and Financial Disclosure Forms on the City's Web site.

Figure 4.1: City of Lake Elsinore Boundaries and Facilities

Figure 4.2: City of Lake Elsinore Organizational Chart

- Defining rules for appointing commissions and committees.
- Defining procedures for vacant positions.

The City Council meets every second and fourth Tuesday of the month in the Cultural Center, located at 183 N. Main Street. A public agenda review session is held at 4:00 p.m. prior to each regular City Council meeting, followed by a Closed Session meeting at 5:00 p.m. At 7:00 p.m., the City Council adjourns the closed session and reconvenes the public portion of its regular meeting. The City Council meetings are also televised, and agendas and minutes are available on the City's Web site. In addition, the City publishes a newsletter for residents that discusses City events, activities, and City operation.

The City adopts an annual budget. The City's budget process begins when City Departments submit budget requests to the City Manager, which are then analyzed in depth along with revenue projections. The proposed preliminary budget is then developed and presented to the City Council. After review and direction by the City Council, revisions are made and the Final Budget is proposed for adoption after a public hearing. The City received a Certificate of Award for Outstanding Financial Reporting from the California Society of Municipal Finance Officers for the City's Financial Report for FY 2001–2002.

Per the Riverside County 2001–2002 Grand Jury Report, the City has a history of financial difficulties, which included previous financing of the Lake Elsinore Diamond Stadium. The City is currently spending more than \$700,000 a year in maintenance costs and owes more than \$38 million in bond debt resulting from stadium construction. In order to defer costs and reduce debt, the City is currently requesting proposals to buy, lease, or operate the stadium.

The City has been operating for the past several years in deficit. However, in June 2004, the City Council reported that it passed a balanced budget, with revenues projected to exceed expenditures. In January 2005, the City reported that its mid-year budget was progressing well. However, the City also stated that it does not have the ability to finance \$1.9 million in lane widening on the Highway 74 and I-15 interchange, which was required in order to open a Costco store that is under development. The City has stated that it will try to obtain financing through Caltrans and developer impact fees. The City is also having difficulty in financing \$1.3 million in repairs to the boat launch at the Lake Elsinore Recreation Area and Campground.

In addition, the City is conducting internal financial audits. These include analysis of staff expenditures and expansion of a health benefit program. The City Council voted in late 2004 to implement an independent audit analyzing one year of receipts of the health benefit, the use of City credit cards, and petty cash reimbursements. The City Council has stated that a lack of coordination between the subcommittee and staff has led to confusion and caused the completion of this audit to be delayed.

The City is currently experiencing high growth, which affects finances and the provision of services. Fiscal Year 2002–2003 set record highs for the number of permits issued and permit valuations. The City is expecting growth to continue; hence, increasing services to keep pace with growth is the main thrust of the City's budget for this fiscal year. The City's FY 2004–2005 budget projects revenue to grow by 28 percent in 2004–2005 and 7 percent in 2005–2006; expenditures are expected to grow by

18 percent in 2004–2005 and 8 percent in 2005–2006. As mentioned previously, the City has substantial long-term debt, but has managed to maintain its AAA credit rating.

In addition to the budget, the City adopts a five-year CIP (2004–2009), which is a five-year planning instrument used by the City to identify capital improvement needs and to coordinate financing and timing of those needs. The CIP is updated annually during the budget preparation process. Projects within this year's CIP include: lake and aquatic resource projects; curb, gutter, and sidewalk repair; street projects; traffic signal installation; City facility improvements; and park and recreation improvements. In the CIP, each of these projects are described in brief detail, including a description of the project, the location of the project, a breakdown of the estimated project cost, and the revenue sources proposed to be used to fund the project.

The City has adopted an investment policy that authorizes the City's investment of idle funds. Per the policy, investments are based on safety, liquidity, and yield. The standard to be used by the City shall be that of a "prudent person." Daily management of the City's investments is the responsibility of the Director of Administrative Services, who provides monthly reports to the City Manager, City Council, and City Treasurer. Likewise, the City has adopted a purchasing policy, which names the Director of Administrative Services as the City's Purchasing Officer. The policy details bidding procedures and awarding of contracts. The City is also a member of the California Joint Powers Insurance Authority, which allows the City to obtain lower insurance rates than it would be able to obtain without the Authority.

Shared facilities, programs, or cooperative agreements have not been identified, with exception of the Lake Elsinore and San Jacinto Watersheds Authority, which is a joint powers authority entrusted with \$15 million in State and local funds to improve water quality and wildlife habitats. Members of the Authority include: Elsinore Valley Municipal Water District, the City of Lake Elsinore, County of Riverside, and the City of Canyon Lake and Santa Ana Watershed Project Authority. Implementation of additional cooperative agreements with other agencies in the Lake Elsinore area may allow additional services to residents or may provide for cost savings for the City. Ideas that could be explored include: shared personnel, facilities, studies, and equipment among different agencies.

4.2 POPULATION AND GROWTH

Total Population

The California Department of Finance estimates the City's 2004 population at 35,358. In the ten years between 1990 and 2000, the City's population increased 57.95 percent, from 18,316 to 28,930. During the same ten-year period, the housing stock increased 35.94 percent, from 6,993 to 9,506 units. Tables 4.A through 4.C show past population and housing growth in Lake Elsinore, western Riverside cities, and the County as a whole. As can be seen, growth within the City between 1990 and 2000 was much higher than the average growth among western Riverside County cities or the County as a whole.

Table 4.A: City of Lake Elsinore Population and Housing (1990, 2000, 2004)

Year	Population	Annual Percent Change	Housing	Annual Percent Change
1990	18,316	—	6,993	—
2000	28,930	5.80	9,506	3.59
2004	35,358	5.55	11,424	5.04

Source: State of California, Department of Finance, E-5 City/County Population and Housing Estimates, 2004, Revised 2001–2003, with 2000 DRU Benchmark. Sacramento, California, May 2004.

Table 4.B: Total Incorporated¹ Population and Housing in the Western Riverside County (1990, 2000, 2004)

Year	Population	Annual Percent Change	Housing	Annual Percent Change
1990	344,107	—	119,518	—
2000	443,171	2.8	145,075	2.1
2004	490,284	2.7	157,498	2.1

Source: State of California, Department of Finance, E-5 City/County Population and Housing Estimates, 2004, Revised 2001–2003, with 2000 DRU Benchmark. Sacramento, California, May 2004; City/County Population and Housing Estimates, 1991–2000, with 1990 Census Counts.

Table 4.C: Total Riverside County Population and Housing (1990, 2000, 2004)

Year	Population	Annual Percent Change	Housing	Annual Percent Change
1990	1,170,413	—	483,847	—
2000	1,545,387	3.2	584,674	2.1
2004	1,776,743	3.7	659,795	3.2

Source: State of California, Department of Finance, E-5 City/County Population and Housing Estimates, 2004, Revised 2001–2003, with 2000 DRU Benchmark. Sacramento, California, May 2004; City/County Population and Housing Estimates, 1991–2000, with 1990 Census Counts.

Housing Inventory

As shown in Table 4.D, the California Department of Finance estimated that there were 11,424 dwelling units in the City in 2004. Of these dwelling units, 71 percent are detached single-family homes, less than 10 percent are located in structures of 5 or more units, and just under 7 percent are mobile homes. As can be seen, the City has a higher percentage of single-family units and a lower percentage of 5 or more unit structures and mobile homes than the County.

¹ Canyon Lake, Lake Elsinore, Corona, Norco, and Riverside

Table 4.D: Composition of the Housing Stock (2004)

Housing Type	City of Lake Elsinore		Riverside County	
	Number of Units	Percentage	Number of Units	Percentage
Single-family, detached	8,109	71.0	423,351	64.2
Single-family, attached	707	6.2	42,511	6.4
2- to 4-unit structure	735	6.4	30,890	4.7
5 or more unit structure	1,099	9.6	79,859	12.1
Mobile home	774	6.8	83,184	12.6
TOTAL	11,424	100.0	659,795	100.0

Source: State of California, Department of Finance, E-5 City/County Population and Housing Estimates, 2004, Revised 2001–2003, with 2000 DRU Benchmark. Sacramento, California, May 2004.

Average Household Size

The 2000 Census reports that there were 8,872 households in the City, with an average household size of 3.29. Of these households, it is estimated that 7,021 (79.1 percent) were family households, while 1,394 households (15.7 percent) were individuals living alone. The balance of the City's households was comprised of non-family households with more than one occupant.

The City's existing population per household as identified in the 2000 Census (3.29) is high, compared to:

- Riverside County (2.99)
- Canyon Lake (2.73)
- Norco (3.11)
- Corona (3.28)
- Riverside (3.01)

Growth Projections

The most recent growth projections adopted by SCAG indicate that the City's population growth between 2010 and 2030 is expected to be 1,440 persons annually, or 3.35 percent. . The growth projections adopted by SCAG are shown in Tables 4.E through 4.G. As shown, the City's projected growth is expected to be higher than growth within both WRCOG and the County as a whole.

Table 4.E: City of Lake Elsinore Growth Projections (2010–2030)

Year	Population	Households	Employment
2010	42,940	12,703	11,231
2020	57,842	17,386	13,487
2030	71,737	22,008	15,835
Annual Growth Rate	3.35%	3.66%	2.05%

Source: SCAG RTP, April 2004

Table 4.F: WRCOG Area Growth Projections (2010–2030)

Year	Population	Households	Employment
2010	1,614,605	521,606	541,587
2020	2,037,129	691,621	727,005
2030	2,413,467	860,168	918,640
Annual Growth Rate	2.47%	3.25%	3.48%

Source: SCAG RTP, April 2004

Table 4.G: Riverside County Growth Projections (2010–2030)

Year	Population	Households	Employment
2010	2,085,432	685,775	727,711
2020	2,644,278	907,932	954,499
2030	3,143,468	1,127,780	1,188,976
Annual Growth Rate	2.54%	3.22%	3.17%

Source: SCAG RTP, April 2004

The growth projections that have been adopted by SCAG may be low considering that in August 2004 the City had more than 1,500 homes under construction, and 4,733 are in the approval process. Because of this difference, it may be beneficial to develop a regional or areawide system for consistent growth projections that accounts for land use changes or growth issues at the jurisdictional level.

The City's current SOI (25,063 acres) is slightly larger than the City itself (24,823 acres). Therefore, the City has the ability to annex large development areas to meet demands for growth. However, some of the topography in the area may hinder development, or hinder the City's ability to provide services to specific areas. Because a key issue in determining SOI boundaries is the ability of a city to provide urban services, the City should evaluate its ability to provide future services to all of the SOI areas. This could be done as a part of the City's engineering and land use studies for the currently ongoing General Plan update. Furthermore, it may be the appropriate time for LAFCO staff and the LAFCO Commission to consider reviewing the City's ability to provide future services to these areas, so that the SOI update would encompass only areas that could someday be served by the City.

4.3 LAW ENFORCEMENT

Law enforcement services within the City are provided under contract to the Riverside County Sheriff's Department. Services are provided from the Lake Elsinore Station, which is located at 333 Limited Avenue in the City.

Currently, the City's contract provides for 100 hours of daily patrol time. The City would prefer a police staffing of 1.5 officers per 1,000 population. However, the current staffing equates to 1.0 officer per 1,000 population. This ratio only includes patrol time. The City also receives additional services such as detectives, forensics, and administration. The number of deputies on patrol varies

during the day, with higher numbers of deputies patrolling during the afternoon and evening hours, when more calls for service are received. In addition to the patrol time, the City also contracts for the following additional Sheriff personnel:

- 1 lake sergeant
- 2 motorcycle officers
- 6 community service officers (non-sworn)
- 1 school resource officer
- 2 SET officers
- 1 narcotics task force officer (through a multiagency agreement)
- 1 crime prevention officer
- 1 problem-oriented policing officer

In addition, the Sheriff's Department also provides lake patrol services to the City eight months of the year, from April to November. To provide sufficient services, the Department utilizes boats and personal watercrafts for lake patrol.

In 2003, the Department responded to 25,964 calls within the City. Response times are divided by priority. Examples of each Priority call are as follows: priority 1 calls are life-threatening service calls; priority 2 calls can be car accidents with unknown injuries; priority 3 calls can be burglary reports; and priority 4 calls can be delayed reporting of assault or injuries. The average response times within the City in 2003 are as follows:

- Priority 1 calls: 6 minutes
- Priority 2 calls: 11 minutes
- Priority 3 calls: 13.76 minutes
- Priority 4 calls: 13.95 minutes

The City's crime rate has plunged dramatically in recent years. From 1993–2003, the FBI reports that the City's crime rate fell by 69.0 percent. In this period, the number of reported crimes decreased by 51.7 percent even though the City's population grew by 12,337. In 2003, the City's crime rate was about average when compared to surrounding large cities. Its violent crime rate was lower than San Bernardino and Pomona, but higher than Riverside. Its property crime rate was lower than San Bernardino, Riverside, Ontario, Moreno Valley, and Pomona.

The Riverside County Sheriff's Department has mutual aid agreements with all of the local law enforcement agencies within the entire County. In addition, the Department coordinates with the State Office of Emergency Services to provide and receive Statewide mutual aid when necessary.

Capital needs are evaluated on an ongoing basis. Indicators of service levels and the need for new personnel and facilities are provided by analysis of the number of service calls, response times, and population growth. In addition, the Department reviews proposed development projects and provides the approving agency information regarding impacts of the new development upon law enforcement

services. The Department uses the number of dwelling units and a generation factor of 3–4 persons per household to project population increases. The pattern of growth also impacts services. In response to changing growth patterns, the Department changes “Beats” as necessary in order to meet the service demands in different areas. In addition, operations of the Department are routinely evaluated by the Station’s Command Staff and the Department’s Command Staff.

4.4 FIRE PROTECTION

The City of Lake Elsinore contracts for fire services from the Riverside County Fire Department. All of the Riverside County fire stations, including those listed in Table 4.H, are part of the Integrated Fire Protection System, under contract with the State, and may have a mix of State, County, Contract City, or volunteer staffed equipment. All calls for service are dispatched by the same County Fire 9-1-1 Center. In addition to emergency and fire services, the City receives services such as administration, personnel, finance, dispatch, fire prevention, hazardous materials, training, emergency services, and arson investigation from the Department.

The fire personnel and equipment that currently serve the City consist of two engines and one rescue squad staffed with three firefighters for 24 hours per day, 7 days per week, as listed in Table 4.H. This includes the paramedic firefighters, which the City added to its fire crews in 2003. These specially trained firefighters are equipped to respond to medical emergencies and ride on all calls. Each fire engine carries nearly \$35,000 worth of state-of-the-art emergency medic equipment.

Table 4.H: Fire Stations and Equipment Serving the City of Lake Elsinore

Station	Equipment	Personnel
Station 10 410 W. Graham Avenue	2 triple combination engines 1 rescue squad	2 fire captains, 1 fire captain paramedic, 9 fire apparatus engineers, 12 firefighter II, 12 firefighter II paramedics, and 30 active volunteers
Station 85 29405 Grand Avenue	1 triple combination engine	
Station 95 (to be completed in late 2005) Railroad Canyon Road, east of the I-15	Not yet determined	N/A

The fire stations listed in Table 4.H responded to over 3,167 calls in 2003. Station 10 responded to 1,812 calls and Station 85 responded to 1,355 calls. However, not all of these calls were regarding incidents within the City. In addition, Riverside County Fire Department stations 11, 61, 9, and 60 assisted in responding to incidents within the City.

In addition, grading and construction have begun on the third fire station within the City, Station 94 (Canyon Hills). This station will be located on Railroad Canyon Road east of the I-15. This new station will increase response times to the neighborhoods east of the freeway.

The County Fire Department’s service standard is 1.0 full-time fire personnel per 1,000 population, with a response time of five minutes for urban areas and six minutes for rural areas. Approximately 75 percent of the City meets the criteria for an urban response from the fire department, and the

remainder of the City is considered rural or outlying. The current service provision to the City meets this response criteria. To ensure an adequate level of service provision, the City has required new development to provide funding for new fire stations to maintain adequate response times.

4.5 SOLID WASTE

The City of Lake Elsinore has a franchise agreement with CR&R Disposal, Inc., to provide solid waste services within the City. The solid waste that is collected within the City is hauled to the Arvin Sanitary Landfill, Badlands Disposal Site, Colton Refuse Disposal Site, El Sobrante Sanitary Landfill, Frank R. Bowerman Sanitary Landfill, and Lamb Canyon Disposal Site, which are operated by various waste management departments. These facilities are Class III landfills that accept construction/demolition waste, dead animals, and mixed municipal refuse.

The Arvin Sanitary Landfill is located at 5500 North Wheeler Ridge Road, approximately one and one-half miles south of State Route 223 (Bear Mountain Road). It is approximately 151 miles north of the City and encompasses 170 acres. The facility is permitted to accept 800 tons per day. The operator is the Kern County Waste Management Department, and the estimated closure date of this facility is December 31, 2008.

The Badlands Disposal Site is located at 31125 Ironwood Avenue in the City of Moreno Valley just north of the State Highway 60 and State Highway 79 junction. It is approximately 33 miles northeast of the City and encompasses 1,093 acres. The facility is permitted to accept 4,000 tons per day. The operator is the County of Riverside Waste Management Department, and the estimated closure date of this facility is January 1, 2018.

The El Sobrante Sanitary Landfill is located at 10910 Dawson Canyon Road in the City of Corona, east of Interstate 15. It is approximately 12 miles north of the City and encompasses 1,322 acres. The facility is permitted to accept 10,000 tons per day. The operator is the USA Waste Services of California, Inc., and the estimated closure date of this facility is January 1, 2030.

The Frank R. Bowerman Sanitary Landfill is located at 11002 Bee Canyon Access Road in the City of Irvine just north of Portola Parkway and State Highway 241. It is approximately 46 miles west of Lake Elsinore and encompasses 725 acres. The facility is permitted to accept 8,500 tons per day. The operator is the County of Orange Integrated Waste Management Department, and the estimated closure date of this facility is December 31, 2022.

The Lamb Canyon Sanitary Landfill is located at 16411 State Highway 79 in the City of Beaumont, west of State Highway 79. It is approximately 32 miles northeast of the City and encompasses 353 acres. The facility is permitted to accept 3,000 tons per day. The operator is the County of Riverside Waste Management Department, and the estimated closure date of this facility is January 1, 2023.

In 2000, the City disposed of 28,670 tons of solid waste. The CIWMB shows that the solid waste disposal generation factor for the City is 1 pound per resident per day and 23.0 pounds per employee per day.

Diversion rates are defined as the percentage of total solid waste that a jurisdiction diverted from being disposed in landfills through reduction, reuse, recycling programs, and composting programs.

In February 2002, the CIWMB adopted a diversion rate of 50 percent. Per the CIWMB, the City has fallen short of this goal and had a 48 percent diversion rate in 2000, a 41 percent in 2001, and an 11 percent diversion rate in 2002, which is the most recent data posted. However, the 2001 and 2002 diversion rates are based upon preliminary data from the Biennial Review. Still, the City has not reached the CIWMB diversion rate goal since 1996 (55 percent Diversion Rate).

4.5.1 Solid Waste Rate Comparison

The City of Lake Elsinore has a franchise agreement with CR&R Disposal, Inc. When the City and CR&R originally negotiated for provision of solid waste services, the rates for services were part of the negotiation and were predetermined and set within the franchise agreement. The rate increases are based upon cost-of-living increases and landfill fees. Rates are revised annually on July 1, which is after landfill fees are revised. Residential customers pay a flat rate for services, and commercial rates are based on the size of the refuse bin and the number of pickups per week. Table 4.I compares Lake Elsinore's solid waste rates and those of nearby jurisdictions within western Riverside County.

Table 4.I: Monthly Solid Waste Rates

	Lake Elsinore	Riverside	Corona	Norco
Residential	\$19.03	\$10.92 per apartment, \$18.79 for single family curb service, \$31.64 for backyard service; additional containers are extra	\$10.98 + \$4.94 (recycling)	\$18.33
Commercial and Industrial	From \$88.70 up, depending upon size of container and number of pickups per week	From \$10.67 to \$732.74, depending upon size of container and number of pickups per week	\$73.00–965.00	From \$82.62 to \$984.22, depending upon size of container and number of pickups per week

4.6 STORMWATER DRAINAGE

The City and its SOI areas are affected by three drainage basins: San Jacinto Basin, Lake Elsinore Basin, and Temescal Basin. Regional flood control facilities within the City are owned and maintained by the Riverside County Flood Control District. The District's facilities are the backbone of the drainage system. The District has prepared several Master Drainage Plans for the Lake Elsinore area. These facilities include debris dams, storm channels, and storm drains. The City owns smaller flood control facilities within the City that were generally constructed as part of development projects. The City is responsible for the inspection and maintenance of the storm drain system. This includes repairing grates, clearing blocked drainpipes, and cleaning debris from the storm drain structures. The City's objective is to limit the number of flooding incidents by keeping the drains clear with regular maintenance and cleaning. The City ensures that the construction of these facilities is consistent with the plans and regulations of Riverside County Flood Control. In addition, the City reviews development proposals and associated drainage plans to ensure that proposed drainage improvements are compatible with existing facilities.

4.7 ROADS AND CIRCULATION

The roadway network within the City encompasses 137 miles. This is comprised of 95 miles of local streets, 9.7 miles of collector streets, and 32.3 miles of arterial streets. There is a total of more than 26,300,000 square feet of pavement. In addition, I-15 and State Route 74 are two highways that traverse the City, carry significant levels of traffic, and provide regional access. Key arterial and major streets in the City are listed and described below.

- **Railroad Canyon Road:** extends in an east-west direction along the east side of the City. To the west the street connects to I-15 and to the east the street connects to the community of Canyon Lake.
- **Palomar Street:** located on the eastern side of the lake and extends in a north-south direction.
- **Lakeshore Drive:** traverses in a north-south direction along the north side of the lake. To the north the street connects to Riverside Drive, Terra Cotta Road, and Robb Road. To the south the street connects to Railroad Canyon Road and Mission Trail.
- **Grand Avenue:** traverses in a north-south direction along the south side of the lake and connects to Riverside Drive and SR-74 to the north and Corydon and Central Streets to the south.
- **Mission Trail:** extends north-south along the northern and eastern portion of the lake. It is crossed by Railroad Canyon Road to the north and Bundy Canyon Road to the south.
- **Riverside Drive:** travels in an east-west direction along the western portion of the lake. It is intersected by Lakeshore Drive on the north and Grand Avenue on the south.

The City has also adopted a Pavement Management Program, which provides a current inventory (with condition and preservation requirements) for the roadways and a forecasting of financing needs. Per the Pavement Management Program, the overall condition of the City's roads is "very good." The Program has developed a strategy to reduce maintenance in the future. This strategy involves using slurry seal and pavement resurfacing as preservation components.

Public Transportation

The Riverside Transit Agency (RTA) operates dial-a-ride services for seniors and disabled persons within the City. This is an advance-reservation service designed to provide curb-to-curb transportation. This service travels to and from locations in Glen Avon, Jurupa, Lake Elsinore, Mira Loma, Moreno Valley, Murrieta, Pedley, Rubidoux, Temecula, and Wildomar. The charge for this service is \$1.50 per bus ride for seniors/disabled persons, and the first two children are free. Each additional child is 50¢.

4.8 PARKS AND RECREATION

The City provides both park and recreational facilities and services to the residents of the City. The City currently owns and maintains 12 parks in the City. Table 4.J lists the City's park and recreational facilities.

Table 4.J: City of Lake Elsinore Parks and Recreational Facilities

Park Facility	Amenities	Acreage
Lake Elsinore City Park 243 S. Main Street	Restrooms, concession, parking, horseshoe court, shade structure, play equipment, drinking fountain, benches, picnic area, picnic shelters, barbecues and electrical.	4
Lake Community Center 310 W Graham	Community center, gymnasium, restrooms, parking, volleyball, drinking fountain, and benches	0.25
Swick & Matich Park 402 Limited Street	Restrooms, concession, parking, baseball, softball, football, soccer, sports light, shade structure, drinking fountain, and benches	7
Lake Elsinore Cultural Center 183 N. Main Street	Performance stage, restrooms, and drinking fountain	0.25
Yarborough Park 419 N. Poe Street	Restrooms, parking, baseball, softball, shade structure, play equipment, drinking fountain, benches, picnic areas, and barbecues	3
Tuscany Hills Park 30 Summerhill	Restrooms, parking, baseball, softball, sports light, play equipment, drinking fountain and benches.	5
Summerhill Park 31613 Canyon Estates Drive	Restrooms, parking, football, soccer, play equipment, drinking fountain, and picnic areas	5
Lakepoint Park 420 E. Lakeshore	Restrooms, concession, parking, baseball, softball, football, soccer, volleyball, sports light, shade structure, play equipment, drinking fountain, benches, picnic areas, and barbecues.	12.5
Lake Elsinore Senior Center 420 E. Lakeshore	Restrooms, parking, horseshoe court, shade structure, drinking fountain and benches.	
Public Fishing Beach 1400 Block Lakeshore	Restrooms, and parking	0.25
Public Beach 700 Block Lakeshore	Restrooms, parking, volleyball, shade structure, picnic areas, and barbecues	5
Machado Park 15150 Joy Street	Restrooms, parking, football, soccer, volleyball, tennis, shade structure, play equipment, drinking fountain, benches, picnic areas, picnic shelters, and barbecues.	5
Summerlake Park 900 W. Broadway	Restrooms, parking, football, soccer, sports light, shade structure, play equipment, drinking fountain, benches, picnic areas, and barbecues.	16
Oak Tree Park 243 S. Main Street	Picnic area, benches	2
McVicker Canyon Park and McVicker Skate Park 29355 Grand Ave.	Restrooms, concession, parking, baseball, softball, sports light, shade structure, play equipment, drinking fountain, benches, picnic areas, barbecues, and electrical. The skate park is a supervised facility for skateboarding and inline skating. Annual membership fee and/or daily use fees are charged.	26

Park Facility	Amenities	Acreage
Creekside Park 32000 Lost Road	Creekside Park is the City's newest park facility. Its 7 acres of amenities include: children's play equipment, lighted tennis courts, pedestrian walks, barbecues and picnic tables, restrooms, and plenty of grass area for sports and play.	7
Canyon Estates Linear Park 31717 Canyon Estates Drive	New facility	1

The City's park standard is five acres per 1,000 population. As shown above, the City currently has 104.25 acres of parkland, plus 5 acres of public beaches. Using the Department of Finance 2004 population for the City (35,358), the City has a current parkland per population ratio of 2.95. Therefore, the City's current provision of parkland per resident ratio is lower than the adopted standard.

Recreation Activities

The City provides recreational activities and classes for residents and implements special annual events within the City. These annual events include: the Children's Fair, Kid's Fishing Derby, July 4th Celebration, Music with a View concerts, Safe Candy Night, Community Parade, and Winterfest. The City's recreational programs are listed in Table 4.K.

Table 4.K: City of Lake Elsinore's Recreational Programs

Tae Kwon Do	Art	Kidsbreak after school program
Japanese style karate	Ballet Folklorico	Tumbling and gymnastics
Fitness classes	Aztec and Ballet Folklorico	Basketball
Tennis	Tap and jazz dance	Quilting
Acoustic guitar	Baton and twirl classes	Scrapbooking
Acting techniques 101	Young Olympians self defense	Belly dancing
Volleyball	Massage	Softball
Yoga	Chi Gong	

4.9 ANIMAL CONTROL

Animal Friends of the Valleys, a non-profit organization, provides animal control services to the Cities of Lake Elsinore, Canyon Lake, Murrieta, and Temecula. The organization is located at 2900 Bastron Street within the City. This organization is dedicated to promoting humane care of animals through education and a proactive animal services program. The organization works to prevent animal suffering and ending pet overpopulation.

4.10 LIBRARY

Library facilities in the project area are provided by the Riverside County Public Library branch, located at 600 West Graham Avenue in the City. The City does not directly fund or have any administrative relationship with the County library system. However, all branches of the library system are supported by volunteer nonprofit "Friends of the Library" organizations. Dues, used book sales, rental books and videos, and the sale of novelty items are the primary fundraising activities. Funds raised are used to support library programs and to supplement library resources.

4.11 DETERMINATIONS FOR THE CITY OF LAKE ELSINORE

The Service Review guidelines prepared by the State Office of Planning and Research recommend that issues relevant to the jurisdiction be addressed through written determinations called for in the Act. Based on the above information, following are the written determinations for the City.

Infrastructure Needs and Deficiencies

Purpose: To evaluate the infrastructure needs and deficiencies in terms of supply, capacity, condition of facilities, and service quality.

1. The City annually updates and adopts a Capitol Improvement Program. Projects within this year's CIP include: lake and aquatic resource projects; curb, gutter, and sidewalk repair; street projects; traffic signal installation; City facility improvements; and park and recreation improvements.
2. The City reviews development proposals and associated drainage plans to ensure that proposed drainage improvements are compatible with existing facilities.
3. The City has adopted a Pavement Management Program, which provides a current inventory, with condition and preservation requirement, for the roadways, and a forecasting of financing needs. Per the Pavement Management Program, the overall condition of the City's roads is "very good".
4. The City's standard for parkland is 5 acres per 1,000 population. However, the City's current parkland per resident ratio is 2.95 persons per acre and is therefore, currently deficient in parkland.
5. The City would prefer a police staffing of 1.5 officers per 1,000 population on patrol. However, the current staffing equates to 1.0 officers per 1,000 population on patrol.
6. Capitol needs for Sheriff's services are evaluated by the Department on an on-going basis. Indicators of service levels and the need for new personnel and facilities are provided by analysis of the number of service calls, response times, and population growth.
7. The City has required new development to provide funding for new fire stations to maintain adequate response times.

Growth and Population

Purpose: To evaluate service needs based upon existing and anticipated growth patterns and population projections.

1. Fiscal year 2002-03 set record highs for the number of permits issued and permit valuations within the City. Likewise, in August 2004, the City had more than 1,500 homes under construction and 4,733 are in the approval process. The City is expecting this level of growth to continue. The City's current SOI is slightly larger than the City itself. Therefore, the City has ample SOI area to annex large development areas to meet demands for growth.
2. Increasing services to keep pace with growth is the main thrust of the City's budget for this fiscal year.
3. SCAG has projected that the City's population will grow 3.35 percent annually through 2030. These projections may be low considering that the City is setting records in the number of permits being issued within the City. Because of the difference, it may be beneficial to develop a regional or areawide system for consistent growth projections that accounts for agency level growth issues.
4. The City should utilize growth projections and local development plans to forecast for future service needs within the City. This will assist the City in planning for adequate facilities and services to meet future demand .

Financing Constraints and Opportunities

Purpose: To evaluate a jurisdiction's capability to finance needed improvements and services.

1. The City has been operating for the past several years in deficit. However, the 2004–2005 budget projects revenues to exceed expenditures. In addition, the budget projects revenue growth through 2006.
2. Construction debt and operation costs of Diamond Stadium are a financial burden on the City. Hence, the City is requesting proposals to buy, lease, or operate the stadium. Implementation of a lease or sale agreement would provide the City needed financial and budget opportunities.
3. The City's financing constraints have caused difficulties in funding necessary road widening projects and boat launch repairs.
4. The City has substantial long-term debt, but has managed to maintain its AAA credit rating.
5. The CIP includes a breakdown of each estimated project cost and the revenue sources proposed to be used to fund the project.
6. The City has adopted an investment policy. Per the policy, investments are based on safety, liquidity, and yield. The standard to be used by City the City shall be that of a "prudent person".

7. The City prepares a comprehensive and thorough annual budget that clearly describes the services provided to the residents and the funds expended for those services.
8. The City should pursue grant funding where possible to reduce the costs of capitol projects.

Cost Avoidance Opportunities

Purpose: To identify practices or opportunities that may help eliminate unnecessary costs.

1. In an effort to avoid unnecessary costs, the City has adopted a purchasing policy, which details bidding procedures and the awarding of contracts.
2. The City is a member of the California Joint Powers Insurance Authority, which allows the City to obtain lower insurance rates than it would be able to get without the Authority.
3. The City should explore potential efficiencies that could be achieved through shared personnel, facilities, and other cost-sharing arrangements with other agencies in the area. Ideas that could be explored include shared personnel, studies, equipment, and office space.

Opportunities for Rate Restructuring

Purpose: To identify opportunities to impact rates positively without decreasing service levels.

1. When the City and CR&R Disposal originally negotiated the service agreement for solid waste services, the rates for services were part of the negotiation, and increases were predetermined at that time. Therefore, no opportunities for rate restructuring exist.

Opportunities for Shared Facilities

Purpose: To evaluate the opportunities for a jurisdiction to share facilities and resources to develop more efficient service delivery systems.

1. The City is a member of the Lake Elsinore and San Jacinto Watersheds Authority. The Authority's objective is to improve water quality and wildlife habitats.
2. The City should explore potential efficiencies that could be achieved through shared personnel, facilities, and other cost-sharing arrangements with other agencies in the area. Ideas that could be explored include shared personnel, studies, equipment, and office space.

Government Structure Options

Purpose: To consider the advantages and disadvantages of various government structures to provide public services.

1. Based upon recommendations from the electoral reform committee, several changes regarding election years and rules are being implemented by the City Council. In addition, voters in 2006 will decide whether or not the City Treasurer position should be elective.

2. Some of the topography surrounding the City may hinder development, or hinder the City's ability to provide services to specific areas. As a part of the City's General Plan update process, the City should determine its ability to provide future services to all of the SOI areas. In addition, it may be the appropriate time for LAFCO staff and the LAFCO Commission to consider reviewing the City's ability to provide future services to specific SOI areas.

Evaluation of Management Efficiencies

Purpose: To consider the management structure of the jurisdiction.

1. The City is conducting internal financial audits. The audit analysis includes investigation of staff expenditures and existence of unapproved health benefits. Completion of this audit should provide insight into the level of fiscal efficiency.
2. The City's crime rate has plunged dramatically in recent years. From 1993-2003, the FBI reports that the city's crime rate fell by 69.0%. In this period, the number of reported crimes decreased by 51.7 percent even though the City's population grew by 12,337. This is indicative of efficiently managed law enforcement services.
3. Operations of the Sheriff's Department are routinely evaluated by the Station's Command Staff and the Department's Command Staff.

Local Accountability and Governance

Purpose: To evaluate the accessibility and levels of public participation associated with the agency's decision-making and management processes.

1. The City Council meetings are open to the public, televised, and agendas and minutes are available on the City's website. In addition, the City publishes a newsletter for residents to provide updates on City activities and operations.
2. The City has historically made reasonable efforts to maintain a public dialogue regarding issues and projects of concern to the community. Moving City Council elections to even numbered years would increase voter participation, due to the coincidence of national elections.



5.0 THE CITY OF NORCO

The following municipal services are discussed within this MSR:

- Law Enforcement (via contract with Riverside County)
- Fire Protection
- Solid Waste (via contract with Waste Management)
- Stormwater Drainage
- Roads and Circulation
- Parks and Recreation
- Animal Control

5.1 LOCATION, ADMINISTRATION, OPERATIONS, AND MANAGEMENT

The City of Norco (City) is a General Law City, incorporated on December 28, 1964. The City was incorporated in order to preserve the small plot agricultural/animal-keeping/equestrian lifestyle. The City is located approximately 50 miles southeast of downtown Los Angeles in the northwest corner of Riverside County. The City of Riverside lies to the east and the City of Corona lies to the south. The City encompasses 8,880 acres and has a Sphere of Influence of 334 acres (Figure 5.1).

The City is governed by a council/manager form of government (Figure 5.2). The City Council holds public meetings on the first and third Wednesday of each month at 7:00 p.m. Meetings of the City Council and various City Commissions are open to the public, and the start times range from 6:30 p.m.–7:00 p.m. City Council and Commission meetings are held in the Norco City Council Chamber located at 2820 Clark Avenue in Norco. Reasonable arrangements are made for those citizens with disabilities when the City Clerk's Office is notified within 48 hours of a meeting.

City Council Chamber seating capacity is 125. Should the Council Chamber fill to capacity, the hallway leading into the Council Chamber is equipped with a speaker so that those citizens may listen to the meeting.

Adequate notice is given to residents for City Council meetings and meetings of the various City Commissions. Agendas are posted 72 hours prior to the meeting in five places, as directed by Council resolution. They are: the United States Post Office, 1801 Town and Country Drive; the Norco Library, 3954 Old Hamner; Norco Fire Station #22, 3092 Hillside Avenue; the Norco City Clerk's Office, Norco City Hall, 2870 Clark Avenue; and a display case at the entrance of Norco City Council Chamber, 2820 Clark Avenue.

Figure 5.1: City of Norco Boundaries and Facilities

Figure 5.2: City of Norco Organizational Chart

For added convenience, the City Clerk's Office and the Planning Department post the Council Agenda and the Planning Commission Agenda, respectively, on the City's Web site. The City Clerk's Office also places a verbal recording of the contents of the City Council agenda on the City's information line. City residents may call that information line to hear the items on the Council agenda.

Occasionally town hall meetings are convened to address a specific concern or issue. These meetings are typically located in a larger facility, and the newspapers generally run articles about the upcoming meeting(s). Other types of notices include announcements at City meetings, letters and flyers, summaries on the government channel, and the City's Web site.

Information on when and where the City Council and various City Commissions meet is also available on the City's government channel, which is updated by the City Clerk's Office. Also available on the government channel is information about programs offered in the City, such as youth and adult sports, preschool programs, after-school programs, senior and low-income housing and subsidy programs, etc. The City's Department of Parks, Recreation and Community Services publishes a quarterly brochure, which contains various information about the City. There is a City newsletter, "Weekly Update," written for the City Council, staff, and the press. The City's water bills are routinely used to inform residents about topics of interest.

Available at the City Clerk's Office are two pamphlets, "Welcome to Your City Council Meeting" and "Commissions, Committees, and Boards." These pamphlets provide information about the order of business for City Council, Commission, Committee and Board meetings, as well as summaries about the responsibilities and duties of the City Council and various Commissions and Committees.

Standing citizen advisory committees include the Planning Commission, Parks and Recreation Commission, Community Services Commission, Streets and Trails Commission, Economic Development Advisory Council, Beautification Commission, and the Sports Advisory Committee. In the past there was a Building Board of Appeals. Smaller committees of three to five people are often used by the Parks and Recreation Department in order to facilitate program development (Ingalls Park Sub-Committee, Moreno Advisory Committee).

Correspondence from the City generally goes out in one of three forms: water bill, letter with the City address, or brochure. The City seal is used on letterhead to distinguish between City correspondence and junk mail.

The City's revenue is generated from the following categories; property, sales, and other taxes; franchise fees, vehicle license fees, intergovernmental, fines and penalties, interest/lease income, community development fees, and community services/recreation fees. The City has long-term debt. Recently, debt has been incurred by the City's purchase of the 122-acre Silverlakes Property (which is discussed in detail in Section 5.8) for \$5.5 million. This purchase incurred debt payments of \$460,716 per year for 17 years.

The City has adopted a Five-Year CIP, which is updated annually along with the budget. Within this document the City projects needed capital improvements and identifies and tracks funding for these needed projects. Trail fencing and trail maintenance receives an annual allotment, as well as various street and other public facility projects. Funding for these projects is partially obtained from

development impact fees. The City levies development impact fees for fire, police, traffic, stormwater drainage, and park facilities. Impact fees are normally reviewed and analyzed every five years to ensure that a clear nexus exists between the costs of infrastructure projects and the revenue obtained from these fees. The City's impact fees were recently reviewed in the summer of 2004; however, the City expects to review these fees again within the next year to ensure that they meet the nexus between revenue and costs, and are competitive with other nearby jurisdictions. Additionally, the City pursues grant funding whenever possible. The City has been awarded several grants over the last few years for the purpose of increasing urban forestry, bluff stabilization, and trail improvements.

In an effort to reduce costs and increase efficiencies, the City recently merged the Economic Development Department with the Community Development Department, with the byproduct of reduced costs and a more unified approach to development processes. Also, a modified employee work week has been implemented for all City employees, which reduced the work week by 10 percent from 40 hours to 36 hours, along with a corresponding 10 percent reduction in salary costs over a three-year period. This change will result in a savings of \$935,000.

5.2 POPULATION AND GROWTH

The City has very little area remaining in its Sphere of Influence that it could annex potential large development areas. Therefore, the City is expecting most future growth to be commercial, industrial, and infill development. Additionally, the City is physically defined by natural borders along its northwest side, and along the eastern boundary that separates it from adjoining communities. The City's southern boundary is the City of Corona.

Total Population

The California Department of Finance estimates the City's 2004 population to be 25,488. In the ten years between 1990 and 2000, the population of Norco increased 3.67 percent, from 23,302 to 24,157. During the same ten-year period, the housing stock increased 8.5 percent, from 5,785 to 6,277 units. Tables 5.A through 5.C show past population and housing growth in the City, western Riverside cities, and the County as a whole. As can be seen, growth within the City between 1990 and 2000 was much lower than the average growth among western Riverside County cities or the County as a whole.

Table 5.A: City of Norco Population and Housing (1990, 2000, 2004)

Year	Population	Annual Percent Change	Housing	Annual Percent Change
1990	23,302	—	5,785	—
2000	24,157	0.37	6,277	0.85
2004	25,488	1.38	6,658	1.52

Source: State of California, Department of Finance, E-5 City/County Population and Housing Estimates, 2004, Revised 2001–2003, with 2000 DRU Benchmark. Sacramento, California, May 2004.

Table 5.B: Total Incorporated¹ Population and Housing in the Western Riverside County (1990, 2000, 2004)

Year	Population	Annual Percent Change	Housing	Annual Percent Change
1990	344,107	—	119,518	—
2000	443,171	2.8	145,075	2.1
2004	490,284	2.7	157,498	2.1

Source: State of California, Department of Finance, E-5 City/County Population and Housing Estimates, 2004, Revised 2001–2003, with 2000 DRU Benchmark. Sacramento, California, May 2004; City/County Population and Housing Estimates, 1991–2000, with 1990 Census Counts.

Table 5.C: Total Riverside County Population and Housing (1990, 2000, 2004)

Year	Population	Annual Percent Change	Housing	Annual Percent Change
1990	1,170,413	—	483,847	—
2000	1,545,387	3.2	584,674	2.1
2004	1,776,743	3.7	659,795	3.2

Source: State of California, Department of Finance, E-5 City/County Population and Housing Estimates, 2004, Revised 2001–2003, with 2000 DRU Benchmark. Sacramento, California, May 2004; City/County Population and Housing Estimates, 1991–2000, with 1990 Census Counts.

Housing Inventory

As shown in Table 5.D, the California Department of Finance estimates that there were 6,658 dwelling units within the City in 2004. Of these dwelling units, over 93 percent are detached single-family homes, 1.3 percent are mobile homes, and less than three percent are located in structures of 5 or more units. As shown, the City has a much higher percentage of single-family homes than the County as a whole. This is due to the City's goal of preserving its animal keeping/small plot agricultural lifestyle. The City has adopted policies to ensure the preservation of large residential lots within the City.

Table 5.D: Composition of the Housing Stock (2004)

Housing Type	City of Norco		Riverside County	
	Number of Units	Percentage	Number of Units	Percentage
Single-family, detached	6,244	93.8	423,351	64.2
Single-family, attached	137	2.1	42,511	6.4
2- to 4-unit structure	9	0.1	30,890	4.7
5 or more unit structure	177	2.7	79,859	12.1
Mobile home	91	1.3	83,184	12.6
TOTAL	6,658	100.0	659,795	100.0

¹ Canyon Lake, Lake Elsinore, Corona, Norco, and Riverside

Source: State of California, Department of Finance, E-5 City/County Population and Housing Estimates, 2004, Revised 2001–2003, with 2000 DRU Benchmark. Sacramento, California, May 2004.

Average Household Size

The 2000 Census reports that there were 6,110 households in the City, with an average household size of 3.11. Of these households, it is estimated that 4,900 (80.2 percent) were family households, while 871 households (14.3 percent) were individuals living alone. The balance of Norco's households was comprised of non-family households with more than one occupant.

Norco's existing population per household as identified in the 2000 Census (3.11) is average when compared to:

- Riverside County (2.99)
- Lake Elsinore (3.27)
- Canyon Lake (2.73)
- Corona (3.29)
- Riverside (3.01)

The projections that have been adopted by SCAG show the County's population per household will decrease to 2.88 by 2030. However, the City of Norco's population per household is projected by SCAG to increase to 3.46 in 2030.

Growth Projections

The most recent growth projections adopted by SCAG indicate that the City's population growth between 2010 and 2030 is expected to be 208 persons annually, or 0.80 percent, which is greater than what occurred in the 1990s (86 persons annually, or 0.37 percent). The number of households will also have increased growth (95 households annually, or 1.39 percent). The growth projections adopted by SCAG are shown in Tables 5.E through 5.G. As shown, the projected growth within the City is expected to be much lower than growth within the WRCOG area and the County as a whole.

Table 5.E: City of Norco Growth Projections (2010–2030)

Year	Population	Households	Employment
2010	26,070	6,833	11,755
2020	28,229	7,783	13,837
2030	30,239	8,732	16,019
Annual Growth Rate	0.80%	1.39%	1.81%

Source: SCAG RTP, April 2004

Table 5.F: WRCOG Area Growth Projections (2010–2030)

Year	Population	Households	Employment
2010	1,614,605	521,606	541,587
2020	2,037,129	691,621	727,005
2030	2,413,467	860,168	918,640
Annual Growth Rate	2.47%	3.25%	3.48%

Source: SCAG RTP, April 2004

Table 5.G: Riverside County Growth Projections (2010–2030)

Year	Population	Households	Employment
2010	2,085,432	685,775	727,711
2020	2,644,278	907,932	954,499
2030	3,143,468	1,127,780	1,188,976
Annual Growth Rate	2.54%	3.22%	3.17%

Source: SCAG RTP, April 2004

The SCAG projections may be low when compared to actual growth in the near future, because there are currently several large projects under development within the City. These developing projects are located on the east side of the City and near Hidden Valley Parkway. The City also develops its own growth projections based upon the built out condition of the City. The most recent population projections were prepared for the City's Development Impact Fee report. These projections estimated a build out of approximately 28,330 residents. The City believes that this is realistic, based on the General Plan, zoning, and physical characteristics of the City. This figure is lower than what SCAG projects, as shown above in Table 5.E.

5.3 LAW ENFORCEMENT

Law Enforcement in the City is provided by contract with the Sheriff of Riverside County. Services to the City are provided from the Jurupa Valley Station, which is located at 7477 Mission Boulevard in Riverside. In addition, the City provides 5,000 square feet of office space to the Department within City Hall so that reports and administrative tasks can be accomplished efficiently within the City. The Sheriff's Department has outgrown this space and needs either additional space or a larger facility within the City in order to meet the growing demands of the community.

Currently, the City's contract provides for 50 hours of daily patrol time. This equates to a patrol staffing level of 1.3 officers per 1,000 population, which is higher than the Sheriff Department's standard of 1 per 1,000 population, including administrative staff. The number of deputies on patrol varies during the day, with higher numbers of deputies patrolling during the afternoon and evening hours, when more calls for service are received. In addition to the patrol time, the City also contracts for the following additional Sheriff personnel:

- 1 lieutenant
- 1 sergeant

- 1 traffic officer
- 2 motorcycle officers
- 2 community-oriented policing officers
- 6 community service officers (not sworn)

In 2003, the Jurupa Valley Station responded to 18,612 calls for service, which included calls outside of Norco. These calls were regarding both criminal activity and traffic incidents. The average response time for a Priority 1 call in 2003 was 6.9 minutes. The City's response time goal is 3.5 minutes.

The Riverside County Sheriff's Department has mutual aid agreements with all of the local law enforcement agencies within both the entire County and within the Norco area (City of Corona Police Department, City of Riverside Police Department). In addition, the Department coordinates with the State Office of Emergency Services to provide and receive statewide mutual aid when necessary.

Capital needs are evaluated on an on-going basis. Indicators of service levels and the need for new personnel and facilities are provided by analysis of the number of service calls, response times, and population growth. In addition, the Department reviews proposed development projects and provides the approving agency information regarding impacts of the new development upon law enforcement services. The Department uses the number of dwelling units and a generation factor of 3–4 persons per household to project population increases. The pattern of growth also impacts services. In response to changing growth patterns, the Department changes "Beats" as necessary in order to meet the service demands in different areas. Because the City is mostly built out, the geographical coverage of services and growth patterns would not change dramatically in the future. In addition, operations of the Department are routinely evaluated by the Station's Command Staff, Department's Command Staff, and bi-weekly by the Norco City Manager.

5.4 FIRE PROTECTION

The City of Norco Fire Department is responsible for providing fire suppression, emergency medical, rescue, hazardous materials response, fire prevention, public fire safety education, and disaster preparedness services to the City. The Department responded to over 1,950 requests for service in 2003. The Department is divided into three functional divisions: (1) fire, rescue and inspection services, (2) emergency and disaster services, and (3) paramedic services. The City of Norco Fire Department currently operates from one facility located in the eastern half of the City and one facility located in the western half of the City.

Fire Station No. 21 (Corydon Avenue Fire Station), located at 3367 Corydon Avenue, houses one 1,500 gallons per minute (gpm) first-line pumper (equipped with Hurst rescue tool) and one 1,500 gpm reserve pumper. The Department's Administrative Office is also located at this facility. The Administrative staff includes the fire chief, battalion chief, executive secretary, account clerk I, and part-time fire prevention intern. Three fire captains, three fire engineers, three firefighter/paramedics, and three firefighters are assigned here equally among three 24-hour fire/rescue shifts.

Fire Station No. 22 (Hillside Avenue Fire Station), located at 3902 Hillside Avenue, houses one 1,500 gpm first-line pumper (equipped with Hurst rescue tool), one 1,500 gpm reserve pumper, one rescue unit, and one brush patrol vehicle. Three fire captains, three fire engineers, three firefighter/paramedics, and three firefighters are assigned here equally among three 24-hour fire/rescue shifts. Also, the City's Emergency Operations Center is located at this facility. This facility was recently constructed and opened for operation in August 2004. This station replaced the old fire station that was located on Fifth Street. The Fifth Street station has been closed.

In addition, the County of Riverside Fire Department has a station located within the City at 1511 Hamner Avenue. This station is equipped with two engines and provides services to unincorporated areas in western Riverside. This station would respond to calls for mutual aid that are needed within Norco.

Daily staffing (for the City stations) of two Type I engines is provided by four personnel on each engine. In addition, the Department has a medium rescue unit, a large animal rescue trailer (with two off-road vehicles), a brush patrol, and a utility truck that may be staffed by either on-duty personnel or utilized by recalled personnel. The Department also operates two command cars and an inspection vehicle and maintains one staff car in reserve status. The rescue, reserve engines, and brush patrol vehicles are not regularly staffed. They are staffed only by recalled personnel or when first-line equipment is out of service.

Basic Life Support and Advanced Life Support emergency medical services are also provided by the Norco Fire Department. Emergency Transportation Service is provided by AMR Ambulance Service. The Department standard for EMS response is to arrive on the scene of a reported medical emergency within six minutes of being dispatched, 90 percent of the time.

The Fire Department is charged with maintaining the City Emergency Plan, maintaining the Emergency Operations Center (EOC), facilitating training and drills for the City, and providing public education to schools, businesses and residents.

Emergency dispatching and communications service and vehicle maintenance services are provided by the City of Corona under terms of a contractual agreement. Mutual aid is provided to the City of Norco Fire Department by Corona Fire Department, Riverside Fire Department, and Riverside County Fire Department.

Automatic aid agreements, which provide bidirectional resources dispatched automatically upon receipt of alarm, occur as follows:

- The Cities of Norco and Corona engines respond to all emergencies in areas where the other agency's response is quicker; in Norco the area is south of Second between I-15 and Pacific.
- The City of Norco responds to fires and EMS incidents north of the City, south of Schleisman, west of I-15; County Fire Department responds with two engines to vegetation fires in Norco.
- The City of Norco and the County Fire Department respond together, including Chief Officers, to vegetation fires in the Santa Ana River area.
- The Cities of Norco and Corona and the County Fire Department respond together to all incidents on the freeway to provide opposite direction of response.

5.5 SOLID WASTE

The City of Norco contracts with Waste Management, Inc. to provide solid waste services within the City. Because of the City's animal keeping/small plot agricultural lifestyle, manure disposal services are also provided. Specific manure bins (that are two different sizes depending upon need) are provided to residents. Manure pickups are dependent upon need and can occur from one to three times per week. The solid waste that is collected within the City is hauled to the Badlands Disposal Site, Colton Refuse Disposal Site, El Sobrante Sanitary Landfill, Fontana Refuse Disposal Site, Lamb Canyon Disposal Site, Olinda Alpha Sanitary Landfill, and Puente Hills Landfill No. 6, which are operated by various Waste Management Departments. These facilities are Class III landfills that accept construction/demolition waste, dead animals, and mixed municipal refuse.

The Badlands Disposal Site is located at 31125 Ironwood Avenue in the City of Moreno Valley just north of the State Highway 60 and State Highway 79 junction. It is approximately 30 miles east of the City and encompasses 1,093 acres. The facility is permitted to accept 4,000 tons per day. The operator is the County of Riverside Waste Management Department, and the estimated closure date of this facility is January 1, 2018.

The Colton Refuse Disposal Site is located at 850 Tropica Rancho Road in the City of Colton, northwest of Interstate 215. It is approximately 20 miles northeast of the City and encompasses 98 acres. The facility is permitted to accept 3,100 tons per day. The operator is the County of San Bernardino Solid Waste Management Division, and the estimated closure date of this facility is January 1, 2006.

The El Sobrante Sanitary Landfill is located at 10910 Dawson Canyon Road in the City of Corona, east of Interstate 15. It is approximately 12 miles south of the City and encompasses 1,322 acres. The facility is permitted to accept 10,000 tons per day. The operator is the USA Waste Services of California, Inc., and the estimated closure date of this facility is January 1, 2030.

The Lamb Canyon Sanitary Landfill is located at 16411 State Highway 79 in the City of Beaumont, west of State Highway 79. It is approximately 44 miles east of the City and encompasses 353 acres. The facility is permitted to accept 3,000 tons per day. The operator is the County of Riverside Waste Management Department, and the estimated closure date of this facility is January 1, 2023.

The Olinda Alpha Sanitary Landfill is located at 1942 N. Valencia Avenue in the City of Brea, east of State Highway 57 and north of Lambert Road. It is approximately 20 miles west of the City and encompasses 565 acres. The facility is permitted to accept 8,000 tons per day. The operator is the County of Orange Integrated Waste Management Department, and the estimated closure date of this facility is December 31, 2013.

The Puente Hills Landfill No. 6 is located at 2800 South Workman Mill Road in the City of Whittier, south of State Highway 60. It is approximately 35 miles northwest of the City and encompasses 1,365 acres. The facility is permitted to accept 13,200 tons per day. The operator is the County Of Los Angeles Sanitation District, and the estimated closure date of this facility is October 31, 2013.

In 2000, the City disposed of 31,794 tons of solid waste. The CIWMB shows that the solid waste disposal generation factor for the City is 4 pound per resident per day and 12.4 pounds per employee per day.

Diversion rates are defined as the percentage of total solid waste that a jurisdiction diverted from being disposed in landfills through reduction, reuse, recycling programs, and composting programs. In February 2002, the CIWMB adopted a diversion rate of 50 percent. Per the CIWMB, the City has exceeded this goal and had a 59 percent diversion rate in 2002, which is the most recent data posted.

Solid Waste Rate Comparison

The City has a multiyear contact with Waste Management, Inc. for solid waste services, which was approved in 1998 for 15 years. Provisions of the contact allow for an annual review of potential cost increases (i.e., CPI and landfill rates) and for informal reviews of the contract every 3 to 5 years. Solid waste services are based on a flat rate for residential services, and commercial rates are based on the size of the refuse bin and by the number of pickups per week. Table 5.H compares the City's solid waste rates and those of nearby jurisdictions within western Riverside County.

Table 5.H: Monthly Solid Waste Rates

	Norco	Corona	Riverside	Lake Elsinore
Residential	\$18.33	\$10.98 + \$4.94 (recycling)	\$10.92 per apartment, \$18.79 for single-family curb service, \$31.64 for backyard service; additional containers are extra	\$19.03
Commercial and Industrial	From \$82.62 to \$984.22, depending upon size of container and number of pickups per week	\$73.00–965.00	From \$10.67 to \$732.74, depending upon size of container and number of pickups per week	From \$88.70 up, depending upon size of container and number of pickups per week

5.6 STORMWATER DRAINAGE

The City has adopted a Master Drainage Plan, which consists of two major components. The first component is the Riverside County Flood Control and Water Conservation District (RCFD) facilities within the City; and the second is the City-maintained facilities. The City Public Works Department maintains the City's facilities, which convey stormwater runoff into the County facilities. City field crews are responsible for maintaining inlet structures, collector pipes, and catch basins, while the major channels, both lined and unlined, are the responsibility of the RCFD. The Master Drainage Plan also establishes a program for the payment of drainage impact fees for new development

Because many of the streets within the City were constructed without any curb or gutter, the storm water collects and runs across land. The installation of curbs and gutters is typically the responsibility of the property owner. The City does not have a designated fund for the ongoing installation of curbs and gutters.

5.7 ROADS AND CIRCULATION

The City has approximately 77 miles of public streets. Hamner Avenue is the major north-south roadway through the City, linking the City of Corona to the south and the Eastvale and Jurupa Community Plan to the north. Other major arterials within the City include:

- **Sixth Street:** an east-west roadway linking Hamner Avenue and I-15. The road has two lanes in each direction with equestrian trails on both sides.
- **North Drive:** an east-west roadway that connects the Cities of Norco and Riverside. This is a two-lane roadway.
- **California Avenue:** a north-south arterial in the northeast portion of the City. This roadway is two lanes with equestrian trails on both sides.
- **River Road:** an existing north-south 4 lane arterial linking the City of Corona to the Jurupa Community Plan to the North.
- **Hidden Valley Parkway:** an east-west arterial along the southern boundary of the City, which extends from Hamner Avenue to McKinley Avenue.

The City has adopted LOS D or better as an acceptable level of service for the roadways and intersections within the City. A Citywide Traffic Study, completed in 1998, indicated that most collectors and arterials within the City were operating at this acceptable level. In addition, the City has conducted studies that analyze growth and potential impacts to the City's arterial and collector system. This study used a build out date of 2010 and projected the need for additional traffic signals and roadway improvements on arterials within the City. The City is currently experiencing congestion at the I-15 interchanges within the City. These interchanges include: Hidden Valley Parkway, Second Street, and Sixth Street. The City is currently preparing traffic studies to analyze this LOS issue and propose upgrades.

The City's responsibility for streets includes administration of contracts for street sweeping, pavement striping, tree trimming, traffic signal maintenance, and roadway repair. Additionally, crews maintain parking and directional street signage. The City utilizes the assistance of a California Rehabilitation Center inmate crew (four to eight inmates) to remove debris and weeds from parkways as well as pothole repair and minor street patching. Utilizing this labor saves the City maintenance costs.

Public Transportation

The Riverside Transit Agency (RTA) operates fixed-route and dial-a-ride service for the City. The fixed-route service consists of two vehicles operating 13 trips per day, Monday through Friday, on an hourly frequency. This service is currently offered at \$2.00 per bus ride or \$1.00 per bus ride for seniors/disabled persons. The first two children are free and each additional child is 50¢. The RTA also provides ADA Intercity Dial-A-Ride service for ADA-certified passengers only. It is an advance-reservation service designed to provide curb-to-curb transportation. This service travels to and from locations within Corona, Norco, and Riverside. The charge for this service is \$1.50 for seniors/disabled persons per bus ride, and the first two children are free. Each additional child is 50¢.

5.8 PARKS & RECREATION

The City owns, operates, and maintains 13 parks, and has proposed three future parks. These facilities are listed below in Table 5.I.

Table 5.I: City of Norco Park and Recreation Facilities

Facility and Location	Amenities	Acreage
Clark Park 1740 Detroit	Lighted ballfields	2
Community Center & Park 3900 Acacia	Open field, picnic tables, covered shelters, gymnasium, tot lot, restrooms, lighted ballfields, meeting room, multi-purpose room, kitchen, pool, basketball court, skate park	18
Ingalls Park 3737 Crestview	Restrooms, horse arena, 4-H shelters, fairgrounds, kitchen, holding corrals	70.3
Kips Korner Park Kips Corner & Del Mar	Open field, picnic tables, tot lot, tennis courts	2
Neal Snipes Park 1885 Fifth Street	Open field, picnic tables, covered shelters, tot lots, restrooms, exercise course, holding coral	15
Parmenter Park 2760 Reservoir	Open field, picnic tables, covered shelters, tot lots, restrooms, adult and youth lighted ball fields	5
River Trails Park 4545 Hammer Avenue		277
Ted Brooks Park Bluff & Vine	Open field, horse arena, holding corals	2
Wayne Makin Shearer Sports Complex 3364 Western Avenue	Open field, picnic tables, restrooms, youth lighted ball fields, football fields, soccer fields	22
Pacer Park 3307 Morgan Drive	Open field, picnic tables, tot lots, horse arena	1.5
Sundance Park 4047 Sundance Lane	Picnic tables, covered shelters, tot lot, restrooms, basketball court, skate park	1.5
Norco Senior Center 269 Clark Avenue		-
Norco Hills Park 913 Harness Lane	Picnic tables, covered shelters, tot lot, horse arena, holding coral	1.5
Future Park Sites		
Norco Ridge Ranch Parks		
• North		1
• South		2
Hamner/Taft Linear Park		.58
Pikes Peak Park2		8.4

In addition, the City purchased a 122-acre property in 2002 known as the Silverlakes Property. This property is located on Norco's western border, between the Santa Ana River, I-15, and Hamner

Avenue. The property was bid on for purchase by both the City and the Jurupa Community Services District, which ended when a judge intervened and awarded the property to the City of Norco for \$5.5 million on the condition that the City use it for public recreation. The City would like to develop this property into a regional park with camping, fishing, equestrian trails, soccer and baseball fields, a community center, and an Olympic-sized swimming pool. However, funding for development of these facilities has not been secured. During summer 2004, a cooperative development agreement was considered between the City and the Jurupa Community Services District. However, an agreement between the two agencies could not be reached.

The City also operates Moreno Arena, the City's banquet and convention facility, Nellie Weaver Hall, and a variety of other amenities, which are located within Ingalls Park. Annually, Ingalls Park hosts two major rodeo events, the Norco Valley Fair, Norco Horseweek, a number of horse shows, classes, and open riding. The City's Community Center Complex is used for the provision of recreational and sports programs, special events, and classes. The Center offers a variety of facilities, which include meeting and banquet facilities that are available to rent.

The City has a system of more than 90 miles of maintained equestrian trails. The majority of all residential lots have direct access to this system. The City is responsible for maintenance of the City's park system, including horse arenas and trails. City staff is augmented through use of one inmate crew from the California Rehabilitation Center. However, the City currently does not have sufficient staff to maintain all of these trails. To meet maintenance needs, the City has asked residents to assist with trail maintenance.

The City has a cooperative agreement with the Corona-Norco Unified School District in which they share an administrative building and a hearing room. In addition, the two agencies are in the process of jointly developing a new pool facility within the City. The project is being jointly funded and will be used by both agencies. The City also has an agreement with the Riverside Community College for use of the College's playing fields for recreation and athletic programs.

Recreation

The City provides a wide range of recreational programs, services, and activities for residents. The Department is responsible for planning, organizing, conducting, and evaluating year-round recreation programs for City residents. Recreation programs and facility supervision is provided at the Community Center, Riley Gymnasium, Wayne Makin/Shearer Sports Complex, Clark, Ingalls, and Parmenter Parks, as well as in local school facilities. In addition, the Recreation Department supervises activities at Neal Snipes, Norco Hills, and Sundance Parks. Recreational programs and classes that are provided by the City are listed below in Table 5.J.

Table 5.J: Recreation Programs Offered by the City of Norco

Basketball	Various Dance Classes	Cheerleading
Dog Obedience	Karate	Roping
Horsemanship	Taekwon-Do	Tot Programs

In addition, the Norco Senior Citizen Center is located at 2690 Clark Avenue. This 8,000-square-foot facility offers senior services, such as: recreation, social services, counseling and referral, as well as a daily nutrition program. The Senior Center conducts special events for social interaction that seniors may take advantage of and also provides a program for developmentally challenged individuals through the Party Partners Program.

5.9 ANIMAL CONTROL

The City's Animal Control Department cares for more than 2,000 impounded animals each year and maintains an animal shelter and an administration field office. Animal Control vigorously enforces State and local laws pertaining to rabies control by issuing over 6,000 dog licenses annually and canvassing the City door-to-door each year for compliance. Animal Control processes the adoption of dogs and cats and has the highest rate of adoptions for an Animal Control facility in Southern California. In addition, Animal Control officers enforce State and local ordinances pertaining to animal keeping. The Division also investigates and prosecutes animal abuse cases. Animal Control staff assists with the rehabilitation and subsequent release of injured wild animals and birds and provides emergency rescue assistance. The Department also oversees the operation of the City's equestrian facility located at Ingalls Park.

5.10 LIBRARY

The Norco Public Library is a part of the Riverside County Library System. The library has been serving the Norco area since July 1930. The library is located at 3954 Old Hamner Avenue. The library's estimated floor area is 10,000 square feet and contains approximately 50,000 items. These items include books, videocassettes, CDs, books on tape, and magazines. In addition, the Norco Public Library has been called "America's Horse Library" because it contains one of the largest public collections of equine-related material in the United States.

The City does not directly fund or have any administrative relationship with the County library system. However, all branches of the library system are supported by volunteer nonprofit "Friends of the Library" organizations. Dues, used book sales, rental books and videos, and the sale of novelty items are the primary fundraising activities. Funds raised are used to support library programs and to supplement library resources.

5.11 DETERMINATIONS FOR THE CITY OF NORCO

The Service Review guidelines prepared by the State Office of Planning and Research recommend that issues relevant to the jurisdiction be addressed through written determinations called for in the Act. Based on the above information, the following are the written determinations for the City.

Infrastructure Needs and Deficiencies

Purpose: To evaluate the infrastructure needs and deficiencies in terms of supply, capacity, condition of facilities, and service quality.

1. The City's Master Drainage Plan establishes drainage needs and requirements for new development.
2. The City has adopted a LOS Level of D or better as an acceptable level of service for the roadways and intersections within the City. The City Traffic Study, indicated that most collectors and arterials within the City were operating at this acceptable level. However, the City is currently experiencing congestion at the I-15 interchanges within the City. The City is currently preparing traffic studies to analyze this LOS issue and propose upgrades.
3. The City has done Circulation system studies, which used a build out date of 2010 and projected the need for additional traffic signals and roadway improvements on arterials within the City.
4. At this time, the City does not have sufficient staff to maintain all of the City's trails. To meet the maintenance needs the City utilizes inmate crews and has asked residents to assist with trail maintenance needs.
5. The City has a Capitol Improvement Plan that is updated annually, which lists needed facilities and improvements, in addition to the cost of each project.
6. The City provides 5,000 square feet of office space to the Sheriff's Department within City Hall. However, the Department's staff has outgrown this space and needs either additional space or a larger facility within the City, in order to meet the growing demands of the community.
7. Norco's contract for Sheriff's services currently allows for a staffing level of 1.3 officers per 1,000 population, which is higher than the Sheriff Department's standard of 1 per 1,000 population including administrative staff.

Growth and Population

Purpose: To evaluate service needs based upon existing and anticipated growth patterns and population projections.

1. The City has completed circulation system studies, which analyze growth and potential impacts to the City's by the year 2010. This will allow the City to project the need for future circulation upgrades.
2. The City develops its own growth projections based upon the built out condition of the City, General Plan, zoning and physical characteristics. These projections estimate of build out of approximately 28,330 residents. This figure is lower than what SCAG projects.
3. The projections for the near future that have been adopted by SCAG may be low, because there are currently several large projects under development within the City.

Financing Constraints and Opportunities

Purpose: To evaluate a jurisdiction's capability to finance needed improvements and services.

1. The City pursues grant funding whenever possible. The City has been awarded several grants for increasing urban forestry, bluff stabilization, trail improvements, and the Corydon staging area project.
2. The City has adopted a Five-Year Capitol Improvement Program, which is updated annually. Within this document the City lists capitol needs and identifies funding for these projects.
3. The City's Master Drainage Plan establishes a program for the payment of drainage impact fees for new development. However, the City does not have a designated fund for the on-going installation of curbs and gutters.
4. The City prepares a comprehensive annual budget that clearly identifies the revenues and expenditures for services provided by the City.
5. The City has purchased the Silverlakes Property and would like to develop a regional park with camping, fishing, equestrian trails, soccer and baseball fields, a community center, and an Olympic sized swimming pool. However, funding for development of this regional facility has not been secured.

Cost Avoidance Opportunities

Purpose: To identify practices or opportunities that may help eliminate unnecessary costs.

1. The City recently merged the Economic Development Department with the Community Development Department, which reduced costs and created a unified approach to development processing.
2. A modified employee work week has been implemented, which reduced the work week by 10 percent, along with a corresponding 10% reduction in salary costs.
3. Emergency dispatching, communications service, and emergency vehicle maintenance services are provided to Norco by the City of Corona under terms of a contractual agreement. This reduces the City's equipment and staffing costs.
4. The City utilizes the assistance of a California Rehabilitation Center inmate crew (four to eight inmates) to remove debris and weeds from parkways as well as pothole repair and minor street patching. Utilizing this labor saves the City personnel costs.
5. The City is currently working with the Corona-Norco Unified School District to develop a new swimming pool. Both agencies are sharing the costs of this project.
6. Implementation of a cooperative agreement with other western Riverside County agencies, such as the Jurupa Community Services District or the Jurupa Recreation and Park District, for development of the Silverlakes Property into a regional recreation and park facility would allow the City to share in the costs of developing the facility.

Opportunities for Rate Restructuring

Purpose: To identify opportunities to impact rates positively without decreasing service levels.

1. Impact fees are reviewed and analyzed every five years to ensure that a clear nexus exists between the costs of infrastructure projects and the revenue obtained from these fees.
2. The City's impact fees were recently reviewed in the summer of 2004, however, the City expects to review these fees again within the next year to ensure that they not only meet the nexus between revenue and costs, but also to ensure that they are competitive to other nearby jurisdictions.
3. The City of Norco has a 15-year contact with Waste Management, Inc. for solid waste services. Rate provisions within the contact provide for an annual review of potential cost increases (i.e. CPI and landfill rates) and allow for informal reviews of the contract every 3 to 5 years. Hence, opportunities for rate increases are limited and standardized within the contract for services.

Opportunities for Shared Facilities

Purpose: To evaluate the opportunities for a jurisdiction to share facilities and resources to develop more efficient service delivery systems.

1. Emergency dispatching, communications service, and emergency vehicle maintenance services are provided to Norco by the City of Corona under terms of a contractual agreement.
2. Fire Protection mutual aid is provided to the City of Norco Fire Department by Corona Fire Department, Riverside Fire Department and California Department of Forestry.
3. The City should explore potential cooperative opportunities to fund development of the Silverlakes Property into a park and recreation area.

Government Structure Options

Purpose: To consider the advantages and disadvantages of various government structures to provide public services.

1. Based upon the service provision detailed previously, it is reasonable to conclude that public services can continue to be provided by the City under the existing government structure.
2. The City limits are mostly coterminous with the SOI. The City is also physically defined by natural borders along its northwest side, and along the eastern boundary that separates it from adjoining communities. The City's southern boundary is the City of Corona. Therefore, minimal opportunity exists for SOI changes.

Evaluation of Management Efficiencies

Purpose: To consider the management structure of the jurisdiction.

1. The City's budget and accounting practices are audited every year by a certified public accountant.
2. Operations of the Sheriff's Department are routinely evaluated by the Station's Command Staff, Department's Command Staff, and bi-weekly by the Norco City Manager.

Local Accountability and Governance

Purpose: To evaluate the accessibility and levels of public participation associated with the agency's decision-making and management processes.

1. The City's website provides information about the City Council and issues of importance to the community.
2. The City has historically made reasonable efforts to maintain public dialogue regarding issues and projects of concern to the community. The City's outreach program includes: updated website, town hall meetings, government channel, City information phone line, informational pamphlets, newspaper articles, and mailings.
3. City Council agendas are posted 72 hours prior to each meeting, in five places. Meetings are held in the evening to give citizens a better opportunity to attend.
4. The City utilizes standing citizen advisory committees to assist in service provision decisions, such as park facilities.



6.0 THE CITY OF RIVERSIDE

The following municipal services are discussed within this MSR:

- Law Enforcement
- Fire Protection
- Solid Waste
- Stormwater Drainage
- Roads and Circulation
- Parks and Recreation
- Electricity
- Library and Museums
- Airport

6.1 LOCATION, ADMINISTRATION, MANAGEMENT, AND OPERATIONS

The City is located within Western Riverside County, approximately 68 miles west of Los Angeles and 15 miles southwest of the City of San Bernardino. The City currently encompasses approximately 50,781 acres and has an SOI of 59,408 acres, as shown in Figure 6.1.

The City was incorporated on October 11, 1883 and is currently operated under a Council-Manager form of government (Figure 6.2). The City operates with a seven-member council elected to four-year overlapping terms. The mayor is also elected at large for a four-year term and is the presiding officer of the Council, but does not have a vote except in the case of a tie. The City Council is responsible for passing ordinances, adopting the budget, appointing committees, and hiring the City Manager, City Attorney, and City Clerk. The City Manager is responsible for carrying out the policies and ordinances of the Council, for overseeing the day-to-day operations of the City, and for appointing the heads of various departments. The City Council's regularly scheduled meeting day is Tuesday at City Hall. The City complies with the Brown Act in that the agenda is posted in a public location.

In the Preliminary Budget for FY 2004–2005, the City has proposed to employ 1,960 full-time employees and 221 part-time employees. The City's annual budget development process begins in mid-December at a meeting that the City Manager, Management and Budget Director and staff, Human Resources Director, Finance Director, and Departmental Budget Coordinators attend. The

Figure 6.1: City of Riverside Boundaries, SOI, and Regional Location

Figure 6.2: City of Riverside Organizational Chart

meeting discussion includes policy directives, general budgeting guidelines, and technical and procedural aspects of preparing the budget. Departments have approximately two months to prepare their budgets based on the City Manager's Budget Directive and Instructions.

The City Manager and Office of Management and Budget staff participate in a Budget Retreat in March. The purpose of the Retreat is to provide an opportunity for departments to explore a variety of budgetary issues. For the FY 2004–2005 Retreat, Department Heads provided feedback on how departments could potentially reduce their operating budgets and/or enhance revenue streams.

The City Manager presents the Preliminary Budget to the City Council in a series of workshop sessions through May and June. Although public comment is welcome throughout the workshop sessions, a specially designated Public Hearing is expressly held for public participation in mid-June. In mid-to-late June, the City Manager will ask City Council to adopt the Budget with any necessary revisions. The City has received the Distinguished Budget Presentation Award from the Government Finance Officers Association for the fiscal year beginning July 1, 2003.

The City has adopted an Investment Policy in order to guide the City's investment selection. The primary objective of the policy is safety of principal. The standard to be used by the City shall be that of a "prudent investor." The policy also states that investment statistics and activity reports are generated on a monthly basis for presentation to the City Manager and City Council. The City has also adopted a purchasing policy to guide expenditures and reduce costs. The policy states that purchases over \$2,500 shall be based on competitive procurement.

The City develops an annual CIP, which is a multi-year planning instrument that identifies capital infrastructure projects. Capital projects range from road maintenance or construction to the renovation of municipal buildings, recreation centers, and ball fields, to water main and sewerage system repair. The CIP relates capital project needs to the financial sources that will support their realization and the time frame in which both the financing and work will take place.

The City's individual departments are responsible for fully developing their individual CIPs. However, bimonthly project tracking meetings are held collectively with the involved departments, City Manager, Finance Director, and Office of Management and Budget staff. These meetings provide not only a project status update, but also a forum to identify potential roadblocks, discuss mutual concerns, forge collaboration and cooperation between departments, and strategize the most efficient use of all available resources.

The City uses several approaches to fund its capital projects. Large-scale capital projects are funded through long-term financing, user fees, proceeds from bond issues, grants, assessments, impact fees, tax levies, certificates of participation, and reserve balances. Park projects receive funding from three primary sources: local park fees (from development fees), regional park fees (from regional fees and grant funds), and state bonds (Proposition 40).

For the past seven years the City has conducted a resident survey mailed to randomly selected households throughout the City. This survey is the cornerstone of the City's effort to communicate with the public. Through this survey, residents have the opportunity to provide input on City services such as traffic, code enforcement, refuse services, park and recreation services, and other quality of life issues. The survey not only identifies areas of improvement, but also areas of excellence. For

example, this year over 80 percent of respondents were happy with solid waste and library services. In addition, the City publishes a newsletter several times per year. The newsletter provides information regarding issues of concern to the community, a list of upcoming City events and activities, and park and recreation information.

The City and its various departments have earned many awards from professional organizations. The following are some of the City's awards:

- America's Most Livable Community Award, by the Partners for Livable Communities
- Award for Excellence for Facility Design, Phase II, by the California Park and Recreation Society
- Comprehensive Planning Award of Merit, by the California Chapter of the American Planning Association
- Building Department of the Year Award, by California Building Officials
- 3rd Best City for Business, by California CEO Magazine
- 11th Best Metro Area for Recreation in the Nation, by Time Magazine
- Top 20 Economic Development Programs in the Nation, by Site Selection Magazine
- California Crime Prevention Partner of the Year, by the California State Assembly
- Outstanding Crime-Free Coordinator of the Year, by the International Crime Free Association
- Two Awards of Merit, by the California Association for Local Economic Development
- Community Service/Resource Efficiency Award, by the California Municipal Utilities Association
- Certificate of Special Congressional Recognition, by United States Congress
- Large Employer of the Year FUTURE Award, by the International Right-of-Way Association
- Integrated Pest Management Award, by the California Department of Pesticide Regulation
- Distinguished Budget Award, by the Government Financial Officers' Association

6.2 POPULATION AND GROWTH

Population

The California Department of Finance estimates the City's 2004 population to be 277,030. In the ten years between 1990 and 2000, the City's population increased from 226,546 to 255,166, a total of 12.63 percent. During the same ten-year period, the housing stock increased from 80,260 to 85,974 units, or 7.12 percent. As shown in the Tables below, the annual growth rate from 2000–2004 is higher than the growth that occurred in the 1990s. Tables 6.A through 6.C show past population and housing growth in the City, western Riverside County cities, and the County as a whole. As can be seen, growth within the City has been much lower than growth in the WRCOG region or County as a whole.

Table 6.A: City of Riverside Population and Housing (1990, 2000, 2004)

Year	Population	Annual Percent Change	Housing	Annual Percent Change
1990	226,546	—	80,260	—
2000	255,166	1.26	85,974	0.71
2004	277,030	2.14	91,349	1.56

Source: State of California, Department of Finance, E-5 City/County Population and Housing Estimates, 2004, Revised 2001–2003, with 2000 DRU Benchmark. Sacramento, California, May 2004.

Table 6.B: Total Incorporated¹ Population and Housing in the Western Riverside County (1990, 2000, 2004)

Year	Population	Annual Percent Change	Housing	Annual Percent Change
1990	344,107	—	119,518	—
2000	443,171	2.8	145,075	2.1
2004	490,284	2.7	157,498	2.1

Source: State of California, Department of Finance, E-5 City/County Population and Housing Estimates, 2004, Revised 2001–2003, with 2000 DRU Benchmark. Sacramento, California, May 2004; City/County Population and Housing Estimates, 1991–2000, with 1990 Census Counts.

Table 6.C: Total Riverside County Population and Housing (1990, 2000, 2004)

Year	Population	Annual Percent Change	Housing	Annual Percent Change
1990	1,170,413	—	483,847	—
2000	1,545,387	3.2	584,674	2.1
2004	1,776,743	3.7	659,795	3.2

Source: State of California, Department of Finance, E-5 City/County Population and Housing Estimates, 2004, Revised 2001–2003, with 2000 DRU Benchmark. Sacramento, California, May 2004; City/County Population and Housing Estimates, 1991–2000, with 1990 Census Counts.

Housing Inventory

As shown in Table 6.D, the California Department of Finance estimates that the City had 91,349 dwelling units in 2004. Of these dwelling units, over 63 percent are detached single-family homes, less than 3 percent are mobile homes, and more than 22 percent are located in structures of 5 or more units. As shown below, the composition of the City's housing units is similar to that of the County, with the exception that the City has a much larger percentage of 5 or more unit structures.

¹ Canyon Lake, Lake Elsinore, Corona, Norco, and Riverside

Table 6.D: Composition of the Housing Stock (2004)

Housing Type	City of Riverside		Riverside County	
	Number of Units	Percentage	Number of Units	Percentage
Single-family, detached	58,106	63.6	423,351	64.2
Single-family, attached	4,185	4.6	42,511	6.4
2- to 4-unit structure	5,826	6.4	30,890	4.7
5 or more unit structure	20,801	22.8	79,859	12.1
Mobile home	2,431	2.6	83,184	12.6
TOTAL	91,349	100.0	659,795	100.0

Source: State of California, Department of Finance, E-5 City/County Population and Housing Estimates, 2004, Revised 2001–2003, with 2000 DRU Benchmark. Sacramento, California, May 2004.

Average Household Size

The 2000 Census reports that there were 82,128 households in the City, with an average household size of 3.01. Of these households, it is estimated that 58,634 (71.4 percent) were family households, while 17,550 households (21.4 percent) were individuals living alone. The balance of the City's households were comprised of non-family households with more than one occupant.

Riverside's existing population per household as identified in the 2000 Census (3.01) is about average when compared to:

- Riverside County (2.99)
- Lake Elsinore (3.29)
- Norco (3.11)
- Corona (3.28)
- Canyon Lake (2.73)

SCAG's most recently adopted projections show the County's population per household decreasing to 2.88 by 2030. Likewise, the City of Riverside's population per household is projected by SCAG to decrease from 3.01 in 2000 to 2.98 in 2020, and 2.86 in 2030.

Growth Projections

The most recent growth projections adopted by SCAG indicate that the City's population growth between 2010 and 2030 is expected to be 2,982 persons annually. The growth projections that have been adopted by SCAG are shown in Tables 6.E through 6.G. As shown, the City's projected growth is expected to be much less than the expected growth within both the WRCOG region and the County as a whole.

Table 6.E: City of Riverside Growth Projections (2010–2030)

Year	Population	Households	Employment
2010	307,847	99,044	163,771
2020	338,712	113,785	199,078
2030	367,489	128,492	236,081
Annual Growth Rate	0.97%	1.49%	2.21%

Source: SCAG RTP, April 2004

Table 6.F: WRCOG Area Growth Projections (2010–2030)

Year	Population	Households	Employment
2010	1,614,605	521,606	541,587
2020	2,037,129	691,621	727,005
2030	2,413,467	860,168	918,640
Annual Growth Rate	2.47%	3.25%	3.48%

Source: SCAG RTP, April 2004

Table 6.G: Total Riverside County Growth Projections (2010–2030)

Year	Population	Households	Employment
2010	2,085,432	685,775	727,711
2020	2,644,278	907,932	954,499
2030	3,143,468	1,127,780	1,188,976
Annual Growth Rate	2.54%	3.22%	3.17%

Source: SCAG RTP, April 2004

Recently, Riverside County LAFCO has asked agencies to provide projected growth in five-year increments through 2025. Hence, the City of Riverside's Planning Department compiled the following growth projections for the City, as shown in Table 6.H. These projections are slightly higher than those that have been adopted by SCAG, and an annual growth rate of 1.39 percent is expected through 2025.

Table 6.H: Estimated City Population Information

Year	Population
2003	277,000
2005	294,000
2010	311,000
2015	328,000
2020	345,000
2025	362,000

Potential Boundary Changes

The City is in the process of several annexations of land that are adjacent to the current City limits within the existing SOI. These proposed annexations are being proposed through a cooperative effort with the City and the landowners. The areas that are identified in the City's Draft General Plan include several sites that are adjacent to the City's two major business parks (Hunter and Sycamore Canyon) and the unincorporated island areas adjacent to the Northside neighborhood. As mentioned previously, the City's current SOI is 59,408 acres, which is larger than the City itself (50,781 acres). Therefore, the City has the sphere area to annex large development areas to meet demands for growth, as needed.

In 2002, the City and the County agreed upon a Memorandum of Understanding (MOU) regarding development in the City's SOI. The agreement states that the County will implement development standards within the City's SOI that are comparable to the standards of the City. Likewise, the MOU states that the County will not approve a project within the City's SOI that requires rezoning that is inconsistent with the City's adopted General Plan until the City and County staff meet to discuss the project. Since 2002, the City and County have had disagreements regarding implementation of the MOU. Because of this issue, the City is considering additional annexations in order to guide the standards of development that will be within the ultimate build out of the City.

LAFCO's objective in determining a City's SOI is to comprise the area of adjacent and nearby unincorporated lands that may be expected to become annexed to a City at some date in the future. A key determinant in determining SOI boundaries is the likelihood of a city providing urban services (water, sewer, etc.) to any land in question.

As shown in Figure 6.1, the City's sphere, which is located south of the City limits, extends many miles to the south of the City's boundary, well beyond the ridgeline just south of Cajalco Road. Much of the southern SOI is separated from the City by Lake Matthews and/or the Cajalco Ridge. As stated in the City's Draft General Plan, the lands in the extreme southern SOI, south of the Cajalco Ridge, are beyond the foreseeable reach of the City's urban services. Because a key issue in determining SOI boundaries is the ability of a city to provide urban services, it may be the appropriate time for LAFCO staff and the LAFCO Commission to consider reviewing the City's ability to provide future services to these areas, so that the SOI update would encompass only areas that could someday be served by the City.

6.3 LAW ENFORCEMENT

The City of Riverside's Police Department provides law enforcement services to the City. The Riverside Police Department was founded in 1896 and currently has 345 sworn police employees and 206 non-sworn employees. The Department's officers and equipment are listed in Table 6.I.

Table 6.I: City of Riverside Police Service Resources in 2004

Number of Sworn Police Officers	353
Number of Police Vehicles	376
Number of Motorcycles	20
Number of Police Dogs	6
Number of Aircraft (helicopters)	4
Number of Police Stations and RPD Storefronts	13

The Police Department is headquartered at 4102 Orange Street in downtown Riverside. The headquarters building houses the Office of the Chief of Police, Administrative Division (Personnel and Training), Records Bureau, Communications Bureau, Emergency Operations Center, and a portion of Traffic Services. The Department's Field Operations Division is located at 8181 Lincoln Ave. The Department also operates seven neighborhood service centers for non-emergency contacts. Problem-oriented policing officers are assigned to these storefronts.

The Riverside Police Department also has an aviation unit, which supports the ground operations. The unit operates two Hughes 500D model and two M D 500E model helicopters. Three patrol crews cover the City 19 hours a day, 7 days a week. In addition, one helicopter and pilot are specifically designated to assist the California Department of Justice Bureau of Narcotics Enforcement. They provide tactical air surveillance and assistance for high-profile narcotics cases.

In 2001, the Department's air crews flew 2,000 hours and assisted with 473 arrests and 55 pursuits. Because helicopters are not limited to roadways, stop lights, or speed limits, they are usually the first police unit to arrive at an incident. In 2001, air crews arrived on scene prior to ground units on 3,506 of the 5,025 calls to which they responded. In addition, they were able to handle 1,714 calls without the assistance of ground units, freeing patrol officers for other calls. The Riverside Police Aviation facility is located on the north side of Riverside Municipal Airport.

The Department has a public safety communications center that is staffed by dispatchers who are trained to handle a variety of emergencies. The center is staffed by 41 public safety dispatchers and 6 communications supervisors. Public safety communications personnel handle over 500,000 telephone calls annually.

The Police Department has a grant unit, which is responsible for grant research and development, financial report documentation, grant monitoring (including expenditures and revenues), and department compliance in the use of grant funds. The Department has been successful in receiving State and federal grant funds in the past. These funds have allowed the Department to purchase new equipment and upgrade existing systems. Grant funds have also been used to enhance community-oriented policing programs and to increase the number of sworn officers and civilian personnel available to the residents.

Incoming calls requesting police services are classified by urgency. Examples of the different priority call are as follows: priority 1 calls are life-threatening service calls; priority 2 calls can be car accidents with unknown injuries; priority 3 calls can be burglary reports; and priority 4 calls can be delayed reporting of assault or injuries. Police officers strive to respond within seven minutes to Priority One calls. Officers will respond to Priority Two calls, which are less urgent, within 12

minutes. In addition to responding to incoming calls, the Department's policy encourages patrol officers to spend 40 percent of their time in the field on officer-initiated community problem-solving activities.

6.4 FIRE PROTECTION

The City of Riverside's Fire Department provides fire protection services to the City. The Department consists of six divisions: Administration, Prevention, Operations, Paramedics, Certified Unified Program Agency, and Training. The Department is comprised of 221 full-time employees. The Department's major facilities include 13 fire stations strategically placed throughout the City (as shown on Figure 6.3 and listed below) and a fire training tower used for training. The Canyon Springs Fire Station is jointly shared with the City of Moreno Valley and is the first in California to be shared between two cities. Both cities shared the cost of acquisition and development of the station, both cities share ownership, and both share the cost of maintenance and operation. In addition, the two cities have an automatic aid agreement, which means that each will automatically respond to emergency alarms within certain geographical areas.

- Station 1: 3420 Mission Avenue
- Station 2: 9449 Andrew Street
- Station 3: 6395 Riverside Avenue
- Station 4: 3510 Cranford Avenue
- Station 5: 6963 Streeter Avenue
- Station 6: 2293 Main Street
- Station 7: 10191 Cypress Avenue
- Station 8: 11076 Hole Avenue
- Station 9: 6674 Alessandro Boulevard
- Station 10: 2590 Jefferson Street
- Station 11: 19595 Orange Terrace Parkway
- Station 12: 10692 Indiana Avenue
- Station 13: 22250 Eucalyptus Avenue

The Riverside Fire Department provides many different services and programs, some of which include the Arson Investigation Team; Fire Firesetter Regional Intervention Education Network and Delivery System (F.R.I.E.N.D.S.), a juvenile arson intervention program; Advanced Life Support provided by the Paramedic Program; Emergency Services; Hazardous Materials Team; and the Certified Unified Program Agency program to regulate hazardous materials in cooperation with the County of Riverside. In addition, the Department staffs a Federal Urban Search and Rescue Team (California Task Force-6) that provides highly trained rescue personnel and equipment to disaster incidents anywhere in the nation. This is one of eight specialized rescue teams strategically located throughout California.

Figure 6.3: City of Riverside Facility Locations

Figure 6.4: City of Riverside Public Facility Names

The City uses a two-mile service area radii to measure geographic coverage of fire protection services. The primary response radius is one and one-half miles, with the secondary response radius of three miles. The service radius standards for fire protection are currently met from the City facilities.

The Department evaluates service provision by analyzing service statistics annually. The following list includes some performance measurements that the Department regularly reviews.

- In 2002–2003, the Department responded to 24,340 emergency incidents and estimates that in 2003–2004 it will respond to approximately 25,300 emergency incidents.
- In 2002–2003, the Department contained 89 percent of fires within 15 minutes of arrival and estimates that in 2003–2004 it will contain 87 percent within 15 minutes of arrival.
- In 2002–2003, the Department responded to 44 percent of EMS calls within 5 minutes from call entry to arrival on scene. The Department has estimated that in 2003–2004 the percentage increase to 59 percent.
- In 2002–2003, the Department responded to 72 percent of fire calls within a response time of 7 minutes from call entry to arrival on scene. The Department has estimated that in 2003–2004 this percentage will be 68 percent.
- In 2002–2003, The Department conducted 517 public education programs. In 2003–2004, 526 were conducted.

In addition to the above performance measures, the Department has achieved several accomplishments within the last fiscal year, including:

- Passing a \$20 million Fire Facilities Bond Measure in November 2003
- Obtaining in excess of \$2.4 million in grants from various agencies for departmental operations
- Maintaining the Insurance Services Office (ISO) Class 2 rating
- Achieving an 81 percent rating of “good” to “excellent” for the services of the Department in the 2002/2003 Annual Citizen Survey
- Referred 201 youth and families for intervention through the Fire F.R.I.E.N.D.S. program
- Maintained the Fire and Emergency Television Network as a training tool

6.5 SOLID WASTE

Solid waste service is provided by the City and by Waste Management, Inc. via contract with the City. The City currently provides approximately 70 percent of all residential service, with the remainder provided by Waste Management, Inc.

The solid waste that is collected within the City is hauled to the following Class III landfills that accept construction/demolition waste, dead animals, and mixed municipal refuse.

The Arvin Sanitary Landfill is located at 5500 North Wheeler Ridge Road, approximately one and one-half miles south of State Route 223 (Bear Mountain Road). It is located approximately 162 miles north of the City and encompasses 170 acres. The facility is permitted to accept 800 tons per day. The operator is the Kern County Waste Management Department, and the estimated closure date of this facility is December 31, 2008.

The Badlands Disposal Site is located at 31125 Ironwood Avenue in the City of Moreno Valley just north of the State Highway 60 and State Highway 79 junction. It is approximately 19 miles east of the City and encompasses 1,093 acres. The facility is permitted to accept 4,000 tons per day. The operator is the County of Riverside Waste Management Department, the estimated closure date of this facility is January 1, 2018.

The Chiquita Canyon Sanitary Landfill is located at 29201 Henry Mayo Drive in the City of Valencia (in Santa Clarita), north of State Highway 126. It is approximately 94 miles northwest of the City and encompasses 592 acres of solid waste disposal and 30 acres of compost disposal. The facility is permitted to accept 6,000 tons of solid waste and 560 tons of compost per day. The operator is the Republic Services of California I, L.L.C., and the estimated closure date of this facility is November 24, 2019.

The Colton Refuse Disposal Site is located at 850 Tropica Rancho Road, in the City of Colton, northwest of Interstate 215. It is approximately 9 miles north of the City and encompasses 98 acres. The facility is permitted to accept 3,100 tons per day. The operator is the County of San Bernardino Solid Waste Management Division, and the estimated closure date of this facility is January 1, 2006.

The Edom Hill Disposal Site is located at 70-100 Edom Hill Road in the City of Cathedral City, north of Interstate 10. It is approximately 24 miles northeast of the City and encompasses 655 acres. The facility is permitted to accept 2,651 tons per day. The operator is the County of Riverside Waste Management Department, and the estimated closure date of this facility is November 1, 2004.

The El Sobrante Sanitary Landfill is located at 10910 Dawson Canyon Road in the City of Corona, east of Interstate 15. It is approximately 22 miles south of the City and encompasses 1,322 acres. The facility is permitted to accept 10,000 tons per day. The operator is the USA Waste Services of California, Inc., and the estimated closure date of this facility is January 1, 2030.

The Frank R. Bowerman Sanitary Landfill is located at 11002 Bee Canyon Access Road in the City of Irvine just north of Portola Parkway and State Highway 241. It is approximately 37 miles southwest of the City and encompasses 725 acres. The facility is permitted to accept 8,500 tons per day. The operator is the County of Orange Integrated Waste Management Department, and the estimated closure date of this facility is December 31, 2022.

The Lamb Canyon Sanitary Landfill is located at 16411 State Highway 79 in the City of Beaumont, west of State Highway 79. It is approximately 32 miles east of the City and encompasses 353 acres. The facility is permitted to accept 3,000 tons per day. The operator is the County of Riverside Waste Management Department, and the estimated closure date of this facility is January 1, 2023.

The Olinda Alpha Sanitary Landfill is located at 1942 N. Valencia Avenue in the City of Brea, east of State Highway 57 and north of Lambert Road. It is approximately 33 miles west of Riverside and

encompasses 565 acres. The facility is permitted to accept 8,000 tons per day. The operator is the County of Orange Integrated Waste Management Department, and the estimated closure date of this facility is December 31, 2013.

The Puente Hills Landfill No. 6 is located at 2800 South Workman Mill Road in the City of Whittier, south of State Highway 60. It is approximately 45 miles west of the City and encompasses 1,365 acres. The facility is permitted to accept 13,200 tons per day. The operator is the County Of Los Angeles Sanitation District, and the estimated closure date of this facility is October 31, 2013.

The San Timoteo Solid Waste Disposal Site is located south of San Timoteo Canyon Road in the City of Redlands. It is approximately 23 miles northeast of the City and encompasses 366 acres. The facility is permitted to accept 1,000 tons per day. The operator is the County of San Bernardino Solid Waste Management, and the estimated closure date of this facility is May 1, 2016.

The Simi Valley Landfill - Recycling Center is located at 2801 Madera Road in the City of Simi Valley, north of State Highway 118. It is approximately 98 miles west of Riverside and encompasses 298 acres. The facility is permitted to accept 3,000 tons per day. The operator is the Waste Management Of California (Simi Valley), and the estimated closure date of this facility is June 27, 2022.

The Victorville Refuse Disposal Site is located at 18600 Stoddard Wells Road in the City of Victorville, northwest of Interstate 15. It is approximately 58 miles northeast of the City and encompasses 80 acres. The facility is permitted to accept 1,600 tons per day. The operator is the County of San Bernardino Solid Waste Management, and the estimated closure date of this facility is July 1, 2007.

In 2000, the City of Riverside disposed of 279,454 tons of solid waste. The CIWMB shows that the solid waste disposal generation factor for the City is 2 pounds per resident per day and 9.9 pounds per employee per day.

Diversion rates are defined as the percentage of total solid waste that a jurisdiction diverted from being disposed in landfills through reduction, reuse, recycling programs, and composting programs. In February 2002, the CIWMB adopted a diversion rate of 50 percent. Per the CIWMB, the City has exceeded this goal and had a 61 percent diversion rate in 2002, which is the most recent data posted.

Solid Waste Rate Comparison

The City has a flat rate for residential solid waste services, which is dependent upon the type of residence (i.e. apartment, single-family) and type of pickup (curbside vs. backyard). Commercial rates are based on the larger refuse bin size and by number of pickups per week. Table 6.J compares Riverside's solid waste rates and those of nearby jurisdictions in western Riverside County.

Table 6.J: Monthly Solid Waste Rates

	Corona	Riverside	Norco	Lake Elsinore
Residential	\$10.98 + \$4.94 (recycling)	\$10.92 per apartment, \$18.79 for single-family curb service, \$31.64 for backyard service; additional containers are extra	\$18.33	\$19.03
Commercial and Industrial	\$73.00–965.00	From \$10.67 to \$732.74, depending upon size of container and number of pickups per week	From \$82.62 to \$984.22, depending upon size of container and number of pickups per week	From \$88.70 up, depending upon size of container and number of pickups per week

6.6 STORMWATER DRAINAGE

The City's objective for stormwater drainage is to provide sufficient levels of storm drainage to protect the community from flood hazards and minimize the discharge of materials into the storm drain system that are toxic or that would obstruct flows. Flood hazard risks within the City are greatest in the vicinity of the Santa Ana River and several dams, including Mary Street Dam, Alessandro Dam, Prenda Dam, Woodcrest Dam, Mockingbird Canyon Dam, Harrison Dam, Cajalco Dam, and Lake Evans Dam.

Stormwater runoff flows directly into the City's storm drain system via street gutters and other inlets, and this flow in turn discharges into the Santa Ana River flood control channel and the drainage basins within the City. There are nine principal drainage basins that provide stormwater protection to the City: University, Box Springs, Central, Monroe, La Sierra, Southwest Riverside, Mockingbird Canyon, Edgemont, and Highgrove. These basins discharge directly into the Santa Ana River. A very small portion also discharges into Temescal Wash and into Lake Mathews. The facilities are operated by the Riverside County Flood Control District. The City maintains responsibility for some of the minor tributaries and floodplain management.

All new developments within the City undergo individual City review and are required to submit storm drainage plans and comply with the RWQCB NPDES Permit, which sets forth Best Management Practices for new development and redevelopment projects.

6.7 ROADS AND CIRCULATION

The City of Riverside contains more than 750 surface streets consisting of 1,100 miles. Because of the City's size and location within western Riverside County, mobility and traffic conditions in Riverside are greatly influenced by the regional transportation system and by the travel demand that is generated by adjacent communities. Regional through traffic flows along the I-215, I-15, SR-91, and SR-60 Freeways.

The City of Riverside has defined LOS D as the minimum adequate service level. Per the City's General Plan EIR, all of the intersections that were analyzed during analysis for the General Plan operate at LOS "D" or better, indicating generally acceptable conditions. In addition, roadway

segments were analyzed, and the only roadway linkage operating at LOS “E” or below is the portion of Van Buren Boulevard between Jurupa Avenue and Central Avenue. All other roadway segments are operating at LOS “D” or better. The City’s CIP funds pavement maintenance, road widening, redesign of intersections, and construction of new streets.

The City has an active Neighborhood Traffic Management Program to minimize and/or prevent intrusion of regional cut-through traffic into residential neighborhoods through traffic management and traffic calming strategies. In addition, the program improves the livability of neighborhoods through controlling traffic impacts. The strategies include traffic circles, entrance treatments, curb extensions, diverters, and speed bumps. The community is actively involved in requesting calming measures and in some cases helps the City fund the improvements.

Transit Systems

Public bus service is provided by the Riverside Transit Agency (RTA). Twenty bus routes currently traverse the City. The RTA also provides CommuterLink and Dial-A-Ride services. CommuterLink routes travel to major transit centers and Metrolink stations in Riverside, San Diego, and San Bernardino Counties. Dial-A-Ride service is available for ADA-certified passengers.

The City coordinates with the RCTC, RTA, Metrolink, and the California High Speed Rail Authority to develop future routes to serve the City. For example, the City and RTA are planning a new first-class transit center in the City (location still to be determined).

Bicycle, Pedestrian, and Hiking Facilities

To facilitate and encourage bicycle trips, the City is planning to implement a Bicycle Master Plan that designates Class I and Class II bicycle facilities throughout the City. Victoria Avenue’s bike path will continue to be a key Class I facility, with similar routes strongly encouraged as part of developing areas. In addition, new development projects will be required to include safe and attractive sidewalks and walkways.

The City has several existing trails, which are located along the Santa Ana River along the northwestern part of the City, through Sycamore Canyon Wilderness Park, and along sections of Wood Road, Bradley Street, and Washington Street in the southern part of the City. In addition, several County and City trails are proposed for development. Most of the trails proposed are located in the southern and eastern areas of the City.

6.8 PARKS AND RECREATION

The City provides park and recreation services to its residents. The City’s Park and Recreation Department is comprised of 187 full-time equivalent positions. In addition to maintenance of the City’s facilities, the Department manages approximately 22 maintenance contracts, totaling about \$2.2 million, from swimming pool, janitorial, and landscape contracts.

The City owns and maintains 52 parks, as listed below in Table 6.K. The City’s standard for parkland is three developed acres per 1,000 residents. The City currently has 618.52 acres of developed

parkland, for a ratio of 2.23 acres per 1,000, which is based on the City's 2004 population of 277,030. Therefore, the City's current provision of parkland per resident ratio is lower than the adopted standard.

Table 6.K: City of Riverside Park and Recreation Facilities

Park and Location	Amenities	Acreage
Agricultural Park 9500 Jurupa Ave	Undeveloped park	63.2
Andulka Park 5079 Chicago Ave	Undeveloped park	17.9
Arlington Park 3860 Van Buren Blvd	Basketball court, tennis court, playground, pool, picnic table, barbecue, covered picnic area, roller hockey center, restroom	4.3
Bergamont Park 9229 Bergamont Drive	Basketball court, playground, picnic table, exercise course	5
Bobby Bonds Park 2060 University Ave	Softball field, basketball court, sports field, soccer field, tennis court, volleyball court, community center, pool, picnic table, covered picnic area, restroom	15.1
Bordwell Park/Stratton Center 2008 Martin Luther King	Softball field, basketball court, community center, playground, picnic table, barbecue, covered picnic area, restroom	23
Bryant Park 7950 Philbin St.	Softball field, basketball court, sports field, tennis court, volleyball court, community center, playground, picnic table, barbecue, covered picnic area, restroom	20.7
Carleson Park 4700 Buena Vista Dr.	Picnic table, off-leash dog area	1.8
Castleview Park 1410 Via Vista Dr.	Playground, picnic table	26.6
Challen Hill Park 4602 Challen Ave.	Undeveloped park	34
Collet Park 10950 Collett Ave	Basketball court, volleyball court, playground, horseshoe pit, picnic table, covered picnic area	5.6
Dario Vasquez Park 2400 14th St.	Softball field, basketball court, tennis court, volleyball court, playground, barbecue	1.8
Don Derr Park 3003 Monroe St	Softball field, basketball court, sports field, soccer field, playground, picnic table, barbecue, covered picnic area, restroom	23.6
Don Jones Park 3995 Jefferson St.	Softball field, sports field, picnic table, restroom	6
Don Lorenzi 4230 Jackson St.	Softball field, sports field, restroom	9.1
Fairmount Park 2601 Fairmount Blvd.	Tennis court, playground, horseshoe pit, picnic table, barbecue, covered picnic area, restroom	165.3
Golden Park Golden Ave. and Campbell	Undeveloped park	22
Harrison Park 2851 Harrison St.	Volleyball court, playground, picnic table, barbecue	6.2
Highland Park 780 Glenhill St.	Basketball court, playground, picnic table, barbecue, covered picnic area	7.1

Park and Location	Amenities	Acreage
Hunt Park 4015 Jackson St.	Softball field, basketball court, sports field, volleyball court, community center, playground, pool, picnic table, barbecue, covered picnic area, skateboard park, restroom	13.7
Hunter Park 1400 Iowa Ave.	Softball field, picnic table, barbecue, restroom	35.8
Islander Park 3794 Mt. Vernon St.	Undeveloped park	22.1
La Sierra Park/La Sierra Center 5215 La Sierra Ave.	Softball field, basketball court, sports field, volleyball court, community center, playground, picnic table, barbecue, covered picnic area, restroom	28.1
Lincoln Park 4261 Park Ave	Basketball court, volleyball court, community center, playground, horseshoe pit, picnic table, barbecue, restroom	3.7
Loring Park 3787 Buena Vista Dr.	Undeveloped park	2.8
Low Park 7101 Magnolia Ave.	Undeveloped park	1.2
Mt. Rubidoux Park 4706 Mt. Rubidoux St.	Undeveloped park	152.9
Mt. Vernon Park Blaine St. and Mt. Vernon	Undeveloped park	
Mountain View Park 6241 Wiehe St	Basketball court, playground, picnic table, barbecue, exercise course	5.7
Myra Linn Park 4540 Meredith St.	Tennis court, playground, picnic table, barbecue, covered picnic area, restroom.	8.5
Newman Park 3780 14th St.	Undeveloped park	0.4
Nichols Park/Joyce Jackson Center 5505 Dewey Ave	Softball field, basketball court, sports field, volleyball court, community center, playground, picnic	16.6
North Park 3172 Mission Inn Ave.	Picnic table	1.4
Orange Terrace Community Park 20010 Orange Terrace Pkwy	Softball field, restroom.	30
Patterson Park 1846 Linden St.	Softball field, sports field, playground, picnic table, barbecue, restroom	4.6
Rancho Loma Park 11343 Rancho Loma Dr.	Basketball court, volleyball court, playground, picnic table, barbecue, covered picnic area.	6.5
Reid Park/Ruth Lewis Center 801 N. Orange St.	Softball field, basketball court, sports field, soccer field, tennis court, volleyball court, community center, playground, pool, picnic table, barbecue, covered picnic area, restroom.	41
Riverside Sports Complex 1014 Blaine St	Softball field, sports field, restroom.	17.7
Rutland Park 7000 Rutland Ave.	Basketball court, volleyball court, playground, picnic table, barbecue, covered picnic area, exercise course, restroom.	8.8
Sam Evans Sports Complex 4557 Magnolia Avenue	Sports complex	12.0
Shamel Park 3650 Arlington Ave.	Softball field, tennis court, playground, pool, horseshoe pit, picnic table, barbecue, covered picnic area, restroom.	10

Park and Location	Amenities	Acreage
Streeter Park/Janet Goeske Center 5257 Sierra Ave.	Community center	4.62
Swanson Park 5723 Glenhaven Ave	Picnic table	1.2
Sycamore Canyon Wilderness Park 5300 block of Central	Wilderness park	1550
Sycamore Highland Park 9500 Jurupa Ave	Undeveloped park	11.1
Taft Park 6826 New Ridge Dr.	Basketball court, tennis court, playground, picnic table, barbecue	7
Tequesquite Park 4825 Tequesquite Ave.	Undeveloped park	42.9
Thundersky Park 20440 Thundersky Cir	Volleyball court, playground, picnic table, barbecue, covered picnic area, exercise course	12.2
Victoria-Cross Park Victoria Ave and Cross St.	Undeveloped park.	7.2
Villegas Park/Ysmael Villegas Center 7260 Marguerita St.	Softball field, basketball court, sports field, soccer field, volleyball court, community center, playground, pool, picnic table, barbecue, covered picnic area, restroom	18.1
Washington Park 2769 Mary St.	Playground, picnic table, barbecue, restroom	4.1
White Park/Park and Recreation Office/Dales Senior Center 3936 Chestnut St.	Community center	6

The City also owns and operates two public golf courses: Fairmount Municipal Golf Course, a 9-hole golf course, and Riverside Golf Club, an 18-hole golf course.

The Riverside County Regional Park and Open Space District provides countywide or regional facilities that are generally large facilities and are designed to be used by residents of the entire region. The County Regional Park and Open Space District has several facilities within and near the City. These facilities include the following:

- Box Springs Mountain Reserve, located at 9699 Box Springs Mountain Road in Moreno Valley. This facility encompasses 1,155 acres and is located 5 miles east of Riverside. The park consists of equestrian and hiking trails.
- Hidden Valley Wildlife Area, located at 11401 Arlington Avenue, Riverside. This facility is located along the Santa Ana River just east of Norco. The facility contains 1,500 acres and access to 25 miles of hiking and equestrian trails.
- Louis Rubidoux Nature Center, located at 5370 Riverview, Riverside. Activities include children's day camp programs in the summer, winter and spring breaks, and year-round environmental education and interpretive programs, exhibits, and interpretive trails.
- Martha McLean-Anza Narrows Park, located at 5759 Jurupa Avenue, Riverside. This facility includes picnic facilities, hiking, and bicycle and equestrian trails.

- Rancho Jurupa Park, located at 4800 Crestmore Road, Riverside. This facility is located along the Santa Ana River and encompasses a 200-acre recreation and fishing area. This facility also has 67 camp sites available; 12 with full hook-ups, 55 with water and electric.
- Jensen-Alvarado Historic Ranch and Museum, located at 4307 Briggs Street, Riverside. This facility is a 1880s Living History Interpretive Program and Museum.

To provide additional facilities, the City has joint-use agreements with Alvord Unified School District and Riverside Unified School District, Riverside Community College, and the University of California, Riverside. These agreements allow resident use of district-owned and/or operated ball fields, tennis courts, and swimming pools, as well as the sports complex.

The City provides a wide range of recreational programs for residents. The recreation programs are provided at 9 community centers, 9 pools, and 22 after-school sites. In FY 2004–2005, more than 54,000 participants are expected to participate in recreational swimming, and 2,400 lessons will be offered. Over 12,000 participants are anticipated in the Pee Wee and Youth Sports Programs, which include flag football, basketball, rookie baseball, soccer, track and field, and other sports contests. In total, the recreation programs will attract more than 100,000 youth and adult participants in FY 2004–2005. The City's recreation programs are listed below.

- | | |
|--|-------------------------------------|
| • Advanced Reiki | • Mommy and Me Hula |
| • Beginning Acoustic Guitar I | • Neko Kai Karate |
| • Beginning Acoustic Guitar II | • Parent/Toddler Music and Movement |
| • Beginning Electric Guitar I | • Puppy Kindergarten Training |
| • Beginning Electric Guitar II | • Reiki I Training |
| • Beginning Keyboard I | • Reiki II Training |
| • Beginning Keyboard II | • Reiki Master Training |
| • Canine Games Agility Course | • Shinsho Kempo Jujitsu |
| • Canine Good Citizen Certification | • Shotokan Karate-Bonds |
| • Dog Obedience Training | • Sing Well, Speak Well |
| • Guitar Instruction | • Tae Kwon Do |
| • Hatha Yoga | • Tennis Instruction |
| • Hawaiian Dance for Children | • Tumble Tots |
| • How to use your Digital Camera | • Wee Hula |
| • In-Home Training and Problem Solving for Your Dog or Puppy | • Adobe Photoshop 7.0 |
| • Intro to Golf | • Airbrush Art |
| • Mind Your Manners-Etiquette | • Algebra I |
| • Mind your Manners-Penmanship with Patience | • Ballet |
| | • Ballet for Tots |

- Beginners Tumbling
- Beginning Belly Dance
- Beginning Gymnastics
- Beginning Hip-Hop
- Beginning Hustle
- Cardio Kumite (Sparring)
- Cheer
- Children's Hip Hop
- CPR/First Aid
- Creative Movement
- Dance/Jazz
- Drivers Education
- Film and Video Workshop
- Fun with Dance for Tots
- Gym Babies
- Gymboree Music and Play: Quarter, Half and Whole notes
- GymKids
- GymPairs
- Hip-Hop
- Introduction to Ice Skating
- Iyengar Yoga
- Jazz Dance
- Junior Jazzercise
- Junior Karate/Self-Defense Class
- Learning Adobe Photoshop Elements
- Level I Gymnastics
- Night Club Two Step Level II
- Parent and Me Gymnastics
- Pilates Mat Class
- Positive Potential Workshop
- Reading and Math
- Reading and Math Skills
- Salsa Dance
- Sho-Bo Cardio Kickboxing
- Shotokan Karate
- Slender Lady SW Riverside Circuit Training
- Sports For Tots
- Swing Dance
- Tahitian Dance for Adults
- Tap Dancing
- Tap for Tots
- Teen and Adult Karate/self-defense
- Teen Tap
- Tiny Tots Gymnastics
- Trampoline and Tumbling
- Adult Basketball
- Adult Softball
- Adult Volleyball
- Roller Hockey Clinic
- Rookie Baseball with The Anaheim Angels
- Sports for Tots
- Youth Sports Leagues
- Tumbling
- Young Champions
- Adult Ballet
- Adult EZ Play I
- Adult EZ Play II
- Adult Iyenger Yoga
- Adult Tap Dancing
- Adult Tumbling
- Advanced Jazz
- Beginning Salsa
- Belly Dancing
- East Coast Lindy Swing

- Golf for Women
- Jazzercise
- Mighty Hawk Baseball Academy
- Recreational Volleyball and Body Conditioning
- Senior Programs at the Senior Center
- Senior Tap
- Skyhawk “Mini-Hawk” Sports Academy
- Skyhawks Soccer and Basketball Sports Academy
- Stretch Jazz
- Tai Chi With Brian Allen
- West Coast Swing

6.9 ELECTRICITY

Riverside Public Utilities is a community-owned electric and water utility that services the City. Riverside Public Utilities provides electric service to approximately 100,000 customers. Riverside Public Utilities owns, maintains, and operates 88 circuit miles of transmission lines, 1,132 circuit miles of distribution lines, 100 miles of communication lines, 14 substations, and four 10-megawatt (mw) generating units. In 2002–2003, the Peak Day demand for electricity was 474 mw, which occurred on September 3, 2002, at 4:00 p.m., when it was 104 degrees. Annual residential demand in 2002–2003 was 6,970 average kilowatt hours (kWh) per residential customer. An ongoing system monitoring and forecasting program is used to ensure that the City will continue to meet demands.

The City is a member of the Southern California Public Power Authority (SCPPA), which is a joint powers authority. SCPPA members deliver electricity to approximately 2 million customers over an area of 7,000 square miles, with a total population of 4.8 million. SCPPA was formed to finance the acquisition of generation and transmission resources for its members. SCPPA’s role has evolved over the years to include legislative advocacy at the State and national levels and cooperative efforts to reduce member costs and improve efficiency.

The City is currently in the process of constructing the Riverside Energy Resource Center, a power plant that will provide electricity to the City’s residents. The power plant consists of two 48 MW generators located on a 16-acre site adjacent to the City’s Water Quality Control Plant. The natural gas-fired turbines will run no more than 1,200 hours a year and only during times of peak demand when additional energy is needed. A 1.75-mile, 69-kilovolt (kV) transmission line is also part of the project. The line will connect the plant to the City’s Mt. View Substation. The new power plant will serve only the Riverside Public Utilities customers and will not be connected to the state grid. The project has been financed by bonds. The project is scheduled for completion by summer 2005.

The City is working to increase the amount of renewable energy that it provides. The City’s Public Utilities’ Green Power Program received Honorable Mention from the League of California Cities “2004 Helen Putnam Award of Excellence” Competition. The City’s Green Power Program increased the City’s use of renewable power generation. In addition, California’s “Flex Your Power” recognized the City’s Public Utilities Department and the Riverside Housing Development Corporation for “serving the people of California” with the Autumn Ridge Apartments renovation and photovoltaic installation.

The Electric Utility contributes 9 percent of operating revenues to the City's General Fund. For FY 2004–2005, this is estimated to be approximately \$17.7 million. This money is used for providing needed public services, such as library books, street repair, park maintenance, and increased public safety.

Based upon rate comparisons generated by the City in July 2004, the City's rates are lower than the rates of Southern California Edison. For example, the City's rates are 20 percent lower for small businesses, 22 percent lower for large businesses, 17 percent lower for industrial businesses, and 8.1 percent lower for residential customers. Table 6.L details the rates charged for electrical services. In addition, nonresidential end-use customers with a demand in excess of 500 kW per month can sign a service contract with the Department for the provision of service. The contract rates would depend upon the needs of the customer.

Table 6.L: Electric Rates Charged by the City of Riverside

Customer	Rate
Residential	Minimum charge of \$3.28 per month, plus \$0.0866 per kWh for the first 250 kWh \$0.1279 per kWh over 250 kWh
Nonresidential	Minimum Charge of \$7.57, plus \$0.1092 per kWh

6.10 LIBRARY AND MUSEUMS

The City of Riverside Public Library supports the circulation of a collection of 400,000 items to over 100,000 active borrowers. The library delivers its services through the Main Library and four neighborhood branches: Casa Blanca, La Sierra, Marcy, and Arlington. In addition, three community-computing centers are managed by the Library. The following is a list of library facilities within the City. Table 6.M lists the library's resources and usage.

Table 6.M: Riverside Library Resources and Usage in 2004

Library books	419,279
Audiovisual materials	28,228
Annual circulation	1,077,139
Annual attendance in library	978,383
Number of public access computers	116

Library Facilities

- Main Library: 3581 Mission Inn Avenue, 92501
- Arlington: 9556 Magnolia Avenue, 92503
- Casa Blanca Family Learning Center: 2985 Madison Street, 92504

- La Sierra: 4600 La Sierra Avenue, 92505
- Marcy: 3711 Central Avenue, 92506
- Eastside Cybrary: 4016 Chicago Avenue, 92507
- Nichols Cybrary: 5505 Dewey Avenue, 92506

The library provides a Literacy Program, which actively recruits volunteer tutors to support adult learners and their young families. Other volunteers deliver library materials to incapacitated adults and registered family child care providers through Home Bound Service. The library also enhances services with reciprocal borrowing agreements through the Inland Library System and Sirculs, a local intertype library network.

In FY 2002–2003 the library had several accomplishments, which include: adding 25 computer workstations for public use, continuing the partnership with the school district to provide library literacy activities to families in the Even Start Program, initiating library outreach to deaf residents, and circulating over one million library items.

Museums

The Museum Department (Department) provides stewardship of two National Register Historic buildings: the downtown Italianate facility housing the municipal Museum, and Heritage House on the corner of Indiana Avenue and Jefferson Street. In addition, the Department is caretaker for a significant artifact collection of more than 75,000 objects, representing the Native American, local history, and natural history of the region.

The Department works with the community and outside agencies and organizations to provide many community services, including, but not limited to:

- Harada House: A National Historic Landmark embodying a major era in the advancement of civil rights and citizenship in this country
- Nature Lab: An informal, hands-on, natural science learning center housing live animals
- After School Adventures: A creative approach to natural history that serves both the home-school population as well as public and private school-aged youth in grades K–5

In the past fiscal year, the Museum Department has achieved several accomplishments, which include:

- Receiving Innovators Award from CALEPA for Integrated Pest Management.
- Completing installation of a jointly sponsored “Waterwise Landscape” Garden at the Museum.
- Completing a successful subsequent accreditation review by the American Association of Museums.
- Successful implementation of ongoing “Focus on Kidz” program offering weekly school programs, after-school science adventures, school loan kits, cultural events, special school day events, and special needs, multi-cultural, environmental, and interdisciplinary content programs.

- Awarded and managed three major grants providing the museum with \$98,000 for collections conservation, environmental education, integrated pest management, and waterwise demonstration landscape efforts.

6.11 AIRPORT

Riverside Airport is owned and operated by the City. The airport functions as an independent department within the City, reporting directly to the City Manager. The day-to-day administration and management of the airport are the responsibility of the airport director. Administrative and financial oversight of the airport are the responsibility of the City Council, with guidance provided by a nine-member Airport Commission appointed by the City Council. The Airport Commission serves in an advisory capacity, reviewing policy and providing recommendations to the City Council. Airport Commission members can serve two consecutive four-year terms.

The Riverside Airport is situated on 441 acres in the northwest portion of the City, bordered by Arlington Avenue to the south, Hillside Avenue to the east, and Van Buren Boulevard to the west, as shown on Figure 6.3. A full range of aviation services is available at the airport. This includes aircraft rental, flight training, aircraft maintenance, aircraft charter, aircraft fueling, and many other services. In 2003, Riverside Airport handled 107,000 flight operations, up from just 65,000 in 1995, making it one of the busiest airports in the region.

The existing runway configuration at Riverside Airport includes the following runways. Runway 9-27, which serves as the primary runway, is 5,400 feet long, 100 feet wide, and oriented in an east-west direction. Runway 16-34 is 2,851 feet long, 45 feet wide, and oriented in a north-south direction. Runway 16-34 serves as the crosswind runway. In this manner, Runway 16-34 provides an alternate landing direction for small aircraft during periods when wind flow is not closely aligned with Runway 9-27.

A two-story terminal building is located along Flight Road approximately at the midpoint of Runway 9-27. This 18,000-square-foot terminal building was constructed in 1967 to serve as an air carrier passenger terminal building. Presently, the first floor of the terminal includes office space, restrooms, a pilots' lounge, and restaurant. Airport administration offices, restrooms, and additional office space are located on the second floor.

There are a total of 79 City-owned T-hangar units at Riverside Airport totaling approximately 130,000 square feet of storage space. There are approximately 58 individual Port-A-Port hangars located east of the control tower (totaling approximately 46,400 square feet).

In 1999, The City implemented an Airport Master Plan, which provides for anticipated facility needs over the next 20 years as well as the airport's ability to accommodate aviation demand for the Riverside area well beyond this period. Table 6.N lists the forecasts as included in the Master Plan.

Table 6.N: Terminal Area Forecast (FAA) Riverside Airport

	Actual	Forecast		
	1996	2000	2005	2010
Based Aircraft	228	224	219	214
Itinerant Operations	44,855	43,193	41,116	39,040
Local Operations	33,681	35,112	36,902	38,691
Annual Operations	78,536	78,305	78,018	77,731
Instrument Operations	8,736	8,709	8,677	8,645

Source: Riverside Airport, Airport Master Plan, November 16, 1999.

The primary revenue categories for the airport are aircraft storage hangar, building, and ground rentals. Additional revenue is generated from fees on the sale of aviation fuels and landing and tiedown fees. The airport also receives approximately \$20,000 annually through property tax revenues on based aircraft.

6.12 DETERMINATIONS FOR THE CITY OF RIVERSIDE

The Service Review guidelines prepared by the State Office of Planning and Research recommend that issues relevant to the jurisdiction be addressed through written determinations called for in the Act. Based on the above information, the following are the written determinations for the City.

Infrastructure Needs and Deficiencies

Purpose: To evaluate the infrastructure needs and deficiencies in terms of supply, capacity, condition of facilities, and service quality.

1. The City has adopted a Capital Improvement Program, which identifies capital infrastructure projects. CIP projects range from road maintenance or construction to the renovation of municipal buildings, recreation centers and ball fields, to water main and sewerage system repair.
2. The City of Riverside has defined Level of Service "D" as the minimum adequate service level for roadways. All of the intersections that were analyzed for the recent General Plan update operate at LOS "D" or better. In addition, only one roadway linkage was found to be operating at LOS "E" or below.
3. The City is currently in the process of constructing the Riverside Energy Resource Center, which will provide electricity to the City's residents. The addition of this facility will ensure adequate electricity service provision by the City.
4. The City's Airport Master Plan provides for anticipated facility needs over the next twenty years as well as the airport's ability to accommodate aviation demand for the Riverside area well beyond this period.

5. The City's standard for parkland is 3 developed acres per 1,000 population. However, the City's current parkland per resident ratio is 2.23 residents per acre and is therefore, currently deficient in parkland.
6. As stated in the City's Draft General Plan, the lands in the extreme southern SOI, south of the Cajalco Ridge, are beyond the foreseeable reach of the City's urban services.

Growth and Population

Purpose: To evaluate service needs based upon existing and anticipated growth patterns and population projections.

1. SCAG's projected growth within the City of Riverside is less than that of both the WRCOG region and the County as a whole.
2. The City's growth projections are slightly lower than SCAG's. Because of the difference, it may be beneficial to develop a regional or area-wide system for consistent growth projections that accounts for agency level growth issues.
3. The City has adequate sphere area to annex large areas to meet demands for growth.

Financing Constraints and Opportunities

Purpose: To evaluate a jurisdiction's capability to finance needed improvements and services.

1. The Police Department has been very successful in receiving grant funding. These funds have allowed the Department to purchase new equipment and upgrade existing systems, enhance community oriented policing programs, and to increase the number of sworn officers and civilian personnel.
2. Large-scale capital projects are funded through a variety of methods, including long-term financing, user fees, proceeds from bond issues, grants, assessments, impact fees, tax levies, certificates of participation, and reserve balances.
3. Park projects receive funding from three primary sources: Local Park Fees (from development fees), Regional Park Fees (from regional fees and grant funds), and State Bonds (Proposition 40).
4. The Riverside Electric Utility contributes operating revenues to the City's General Fund. This money is used for providing needed public services, such as library books, street repair, park maintenance, and increased public safety.
5. The City prepares a comprehensive and thorough annual budget that clearly describes the services provided to the residents and the funds expended for those services.
6. There are no apparent fiscal constraints limiting the ability of the City to serve existing and future residents.

Cost Avoidance Opportunities

Purpose: To identify practices or opportunities that may help eliminate unnecessary costs.

1. The City has adopted a purchasing policy to guide expenditures and reduce costs.
2. The City of Riverside and the individual departments should continue to pursue grant funding to fund additional equipment or programs. Grant funding is a valuable cost avoidance opportunity.

Opportunities for Rate Restructuring

Purpose: To identify opportunities to impact rates positively without decreasing service levels.

1. Per City resolution, the City's rates for services are reviewed annually and adopted by the City Council after providing notice and holding a public hearing as required by law. Therefore, the City has the opportunity annually to restructure rates.
2. Based upon rate comparisons generated by the City in July 2004, the City's rates are lower than the rates of Southern California Edison.

Opportunities for Shared Facilities

Purpose: To evaluate the opportunities for a jurisdiction to share facilities and resources to develop more efficient service delivery systems.

1. The Canyon Springs Fire Station is jointly shared with the City of Moreno Valley and is the first in California to be shared in this way. The two cities also have an automatic aid agreement.
2. The City is coordinating with the RCTC, RTA, Metrolink and the California High Speed Rail Authority in developing future transit routes to serve Riverside.
3. The City is a member of the SCPPA, which assists the City in financing the acquisition of generation and transmission resources.
4. The City should continue to explore potential efficiencies that may be achieved through shared personnel, facilities and other cost-sharing arrangements with other agencies. Ideas that could be explored include shared corporation yards and specialized equipment, and shared office space.

Government Structure Options

Purpose: To consider the advantages and disadvantages of various government structures to provide public services.

1. Based upon past and current service provision, it is reasonable to conclude that public services can continue to be provided by the City of Riverside under the existing government structure.

2. The City is in the process of several annexations of land that are adjacent to the current City limits within the existing SOI. The acreage of the current SOI is larger than the acreage of the City itself. Therefore, the City could double in size and has ample SOI area to annex large development areas to meet demands for growth, as needed.
3. Because of disagreements regarding implementation of the City/County MOU, the City is considering additional annexations in order to guide the standards of development that will be within the ultimate build out of the City.
4. As stated in the City's Draft General Plan, some areas in the City's southernmost SOI are beyond the reach of the City's urban services. Because a key issue in determining SOI boundaries is the ability of a city to provide urban services, it may be the appropriate time for LAFCO staff and the LAFCO Commission to consider reviewing the City's ability to provide future services to these areas, so that the SOI update would encompass only areas that could someday be served by the City.

Evaluation of Management Efficiencies

Purpose: To consider the management structure of the jurisdiction.

1. The City has received many different awards for excellence and performance. These awards are indicative of an efficiently managed agency.
2. The Fire and Police Departments evaluate service provision by analyzing performance measurements annually.
3. The City holds bimonthly project tracking meetings for capitol projects. These meetings provide not only a project status update, but also a forum to identify potential roadblocks, discuss mutual concerns, forge collaboration and cooperation between departments, and strategize the most efficient use of all available resources.

Local Accountability and Governance

Purpose: To evaluate the accessibility and levels of public participation associated with the agency's decision-making and management processes.

1. In addition to welcoming public comment throughout the annual budget workshop sessions, a specially designated Annual Budget Public Hearing is expressly held for public participation.
2. For the past seven years the City has conducted a resident survey. Through this survey the residents have the opportunity to provide input on City services and quality of life issues.
3. The City publishes a newsletter several times per year. The newsletter provides information regarding issues of concern to the community, a list of upcoming City events and activities, and park and recreation information.

4. The City's website provides an abundance of City and community information, including City Council and Planning Commission agendas.
5. The City has historically made reasonable efforts to maintain a public dialogue regarding issues and projects of concern to the community. In particular, the City has conducted workshops and public town hall meetings to solicit the broadest public input possible.

7.0 JURUPA COMMUNITY SERVICES DISTRICT

The following municipal services are discussed within this MSR:

- Parks
- Landscape Maintenance
- Street Lighting
- Graffiti Abatement

7.1 LOCATION, ADMINISTRATION, MANAGEMENT, AND OPERATIONS

The Jurupa Community Services District (District) is located in northwestern Riverside County, as shown in Figure 7.1. The District is bounded by the Riverside County line to the north and west, the Santa Ana river to the south, and the Rubidoux Community Services District to the east. The unincorporated communities of Glen Avon, Sunnyslope, Mira Loma, Pedley, and Indian Hills are within the District's boundaries. Also, the portion of the District generally to the west of I-15 is known as "Eastvale." The District consists of approximately 48 square miles. As shown in Figure 7.1, the District has three small SOI areas within and adjacent to its boundary. The District was formed in 1956 for the purpose of installing a sewer system within the community of Jurupa. Since formation, the District's services have been expanded by the Board of Directors to include Parks, Landscape Maintenance, Street Lighting, and Graffiti Abatement.

The District is governed by a five-member Board of Directors, who are elected to four-year terms. The Board meets regularly on the second and fourth Monday of each month at 7:00 p.m. at the District's office. Prior to each meeting agendas are posted on the District's Web site and at the District office. Additionally, representatives from two local newspapers usually attend the District's board meetings and inform the public regarding the District's activities. To provide public outreach, the District maintains an updated Web site that provides the following information: Board of Directors information, meeting agendas and minutes, resolutions, ordinances, facility information, and District contact information. In addition, the District publishes a quarterly newsletter that is mailed to District residents and posted on the Web site.

The District prepares an annual budget and has an independent audit performed annually. The budget process begins when the District Manager and staff prepare a draft budget, which is then reviewed and revised by the District's Finance Committee. The draft budget is then adopted by the Board of Directors after a public meeting. The District's revenue sources include: property taxes, assessments, and fees and charges for water and wastewater services.

The District has adopted a Five-Year CIP, which is updated and prioritized annually. Within this document, the District itemizes needed capital improvements and identifies the funding needed for these projects.

Figure 7.1: Jurupa CSD Boundaries

The District avoids increasing rates for all services (i.e., water and wastewater) and specifically does not want to implement fees for park and recreation services. To ensure financial stability, the District reviews rates for services annually with the budget process to ensure that charges and fees are adequate to cover expenditures and meet the legal requirements for a clear nexus between the fee and the uses.

Community Facilities Districts (CFD) have been formed to provide the financing mechanism for acquisition, improvement, and maintenance of parkland. There are 26 CFDs that have been formed, which will fund approximately 400 acres of parkland. Currently, 83 acres of parkland have been developed. The District has Joint Facility Agreements with the Corona Norco Unified School District, which also provides funding for new facilities.

The District does not collect Quimby fees for the provision of park services. Funding opportunities may also be available through Quimby fees, grant funding, and additional cooperative agreements with other agencies in the area, such as the Jurupa Recreation and Parks District. In addition, Riverside County has recently prepared a Report on Parks and Recreational Service in the Unincorporated Communities of Riverside County, which states that the Recreation and Parks Districts of the County have formed a working group to develop improved funding and infrastructure planning. The District's participation in this group may assist in the provision of service. These potential opportunities may provide additional services to residents while providing a cost savings to the District.

The District is a participant in the California Local Agency Investment Fund (LAIF) and has adopted an investment policy. This policy is intended to outline the guidelines and practices to be used in the District's investments. The adopted standard is that of a "prudent person," and shall be applied in the context of managing the District's portfolio. In addition, the District has adopted a Purchasing Policy. The policy provides procedures for acquiring services and products to assure that purchases provide a maximum benefit and a minimum cost to the District.

7.2 POPULATION AND GROWTH

This section is based upon data generated by the U.S. Census, the California Department of Finance, and the Southern California Association of Governments (SCAG). Existing and projected population information from these agencies is provided at the city or county level. It is not aggregated to the Special District level. Hence, existing population figures and future projections are rarely projected for the service areas of special districts unless the district devotes staff for that purpose. However, assumptions regarding the District's growth can be made by analyzing trends of the larger geographical area, which is provided below.

Total Population

The California Department of Finance estimates the 2004 population within the cities of western Riverside County (Canyon Lake, Lake Elsinore, Corona, Norco, and Riverside) to be 490,284. In the 10 years between 1990 and 2000, the population of in this area increased 28.8 percent. During the same 10-year period, the housing stock increased 21.4 percent. Tables 7.A and 7.B show population and housing growth in western Riverside County and the County as a whole in 1990, 2000, and 2004.

As shown, growth within the western County area during the 1990s was slightly lower than growth within the County as a whole.

Table 7.A: Total Incorporated¹ Population and Housing in the Western Riverside County (1990, 2000, 2004)

Year	Population	Annual Percent Change	Housing	Annual Percent Change
1990	344,107	—	119,518	—
2000	443,171	2.8	145,075	2.1
2004	490,284	2.7	157,498	2.1

Source: State of California, Department of Finance, E-5 City/County Population and Housing Estimates, 2004, Revised 2001–2003, with 2000 DRU Benchmark. Sacramento, California, May 2004; City/County Population and Housing Estimates, 1991–2000, with 1990 Census Counts.

Table 7.B: Total Riverside County Population and Housing (1990, 2000, 2004)

Year	Population	Annual Percent Change	Housing	Annual Percent Change
1990	1,170,413	—	483,847	—
2000	1,545,387	3.2	584,674	2.1
2004	1,776,743	3.7	659,795	3.2

Source: State of California, Department of Finance, E-5 City/County Population and Housing Estimates, 2004, Revised 2001–2003, with 2000 DRU Benchmark. Sacramento, California, May 2004; City/County Population and Housing Estimates, 1991–2000, with 1990 Census Counts.

Growth Projections

Within the District's Park Master Plan for the Eastvale area, the District estimated the 2000 population of the District to be 56,291. The District estimates that by 2020 the population of the District will be 106,210, or a 4.4 percent growth annually. The District projects that most of this growth will be within the Eastvale area. This is a much higher growth rate than the most recent projections that were adopted by SCAG, which indicate that population growth in the unincorporated WRCOG area between 2010 and 2030 is expected to be 3.7 percent annually.

The growth projections that have been adopted by SCAG are shown in Tables 7.C and 7.D. As shown, the projected growth in population and households within the unincorporated WRCOG area is less than what is expected in the County as a whole. However, growth in employment opportunities are projected to be similar.

¹ Canyon Lake, Lake Elsinore, Corona, Norco, and Riverside

Table 7.C: WRCOG Unincorporated Area Projections (2010–2030)

Year	Population	Households	Employment
2010	475,002	156,466	98,385
2020	667,930	235,183	163,253
2030	830,191	313,281	228,887
Annual Growth Rate	3.7%	5.0%	6.6%

Source: SCAG RTP, April 2004

Table 7.D: Riverside County Growth Projections (2010–2030)

Year	Population	Households	Employment
2010	2,085,432	685,775	727,711
2020	2,644,278	907,932	954,499
2030	3,143,468	1,127,780	1,188,976
Annual Growth Rate	2.5%	3.2%	3.17%

Source: SCAG RTP, April 2004

The District uses the western Riverside County population and housing growth data that is provided by the Riverside County Planning Department to assess upcoming facility needs. The District also utilizes the County's adopted "Build Out" information for the area to assess and plan for long-term needs. The District also coordinates with developers for the development of parkland to ensure that demands resulting from residential growth are met by facilities that are constructed and integrated into a coordinated land use plan.

As mentioned previously, the District has three SOI areas within and adjacent to its current boundary, as shown on Figure 7.1. The larger of these areas is property that is owned by the Santa Ana River Water Company. There is no need for services to the Water Company's property, hence the area has not been annexed. The smaller area is a mobile home park, which does receive services from the District. Because this property is currently receiving services, this area should be annexed into the District. This would assist in clarifying service boundaries, and would provide additional property tax revenue to the District for provision of services.

7.3 PARKS

In response to citizens' requests, the Board of Directors began providing park services and in 1996, the District formulated and approved a Park Plan for a portion of its service area known as the Eastvale area. Master plans for other areas of the District have not been drafted. The District's standard for parkland is 5 acres per 1,000 population. Within the District's Park Master Plan for the Eastvale area, the District has estimated the 2000 population of the entire District to be 56,291. The District currently has approximately 102 acres of parkland, as shown in Table 7.E, which lists the District's park facilities.

Table 7.E: Jurupa Community Services District's Park Facilities

Park Facility and Location	Amenities	Acreage
Cedar Creek Park 6709 Cedar Creek Road Corona	Tot lot, child play area, temporary fire station, restrooms, picnic tables, picnic shelters, bbqs	10
Harada Heritage Park 13100 68th Street Corona	Soccer fields, baseball/softball fields, basketball courts, tot lot, child play area, volleyball courts, skateboard park, roller hockey, concession building, restrooms, picnic tables, picnic shelters, bbqs	32
James C. Huber Park Rolling Meadows and Archibald Avenue Corona	Soccer fields, baseball/softball fields, basketball courts, tot lot, child play area, tennis courts, skateboard park, concession building, restrooms, picnic tables, picnic shelters, bbqs	12
McCune Family Park 7450 Eastvale Parkway Corona	Soccer fields, baseball/softball fields, basketball courts, tot lot, child play area, tennis courts, concession building, restrooms, picnic tables, picnic shelters, bbqs	12
Orchard Park 5900 Festival Way Corona	Soccer fields, baseball/softball fields, basketball courts, tot lot child play area, volleyball courts or skateboard park, concession building, restrooms, picnic tables, picnic shelters, bbqs	10
Providence Ranch Park 7250 Cobble Creek Corona	Soccer fields, baseball fields, basketball courts, tot lot, child play area, concession building, restrooms, picnic tables, picnic shelters, bbqs	13
Future Facility		
Eastvale Jogging/Running/Bike Trail in Corona. Located along the Santa Ana River from River Road to Hamner Avenue.	Park amenities include: cinder running track, jogging/running biking trail, restrooms, picnic tables, bbqs. the trail is currently in the design stages.	13

The Jurupa CSD's boundaries overlap with the boundaries of the Jurupa Recreation and Parks District. Both of these Districts provide park facilities within their respective boundaries. Because: (1) the CSD only provides parkland west of Hamner Avenue; (2) the Recreation and Parks District provides park facilities throughout its boundaries; and (3) because population information is not aggregated to the District level, it is difficult to determine whether the CSD's standard of 5 acres per 1,000 is being met.

Currently, an overlapping of park services does not exist, because the parks that are provided by the Jurupa CSD are west of Hamner Avenue and beyond the boundary of the Jurupa Recreation and Parks District. However, overlapping authority to provide park services does exist, as the principal act provides the Jurupa CSD the ability to provide park services. The two Districts should coordinate plans for future facilities to ensure that an efficient and streamlined provision of service continues to be provided. In addition, it may be appropriate to reevaluate recommendations within the Jurupa Area Special District Organization Task Force report, including the potential consolidation of the Jurupa Area Districts.

As discussed within Section 5.8, the Silverlakes Property, which is located within the City of Norco, was bid on for purchase by both the City and the District. The issue regarding purchase of this property ended when a judge intervened and awarded the property to the City of Norco for \$5.5 million on the condition that the City uses it for public recreation. However, funding the development of these facilities has not been identified. During summer 2004, a cooperative development agreement was considered between the City and the District. However, an agreement between the two agencies could not be reached.

Harada Heritage Park has 16 of its 32 acres open to the public. An additional eight acres were scheduled for completion by December 2004, and the remaining eight acres will be completed in fall 2005.

The Riverside County Regional Park and Open Space District provides countywide or regional facilities that are generally large facilities and designed to be used by residents of the entire region. The County Park and Open Space District has three facilities within the District's boundaries, which are listed below.

- Rancho Jurupa Park, 4800 Crestmore Road, Riverside. This facility is located 1.5 miles south of Mission Boulevard on Crestmore Road along the Santa Ana River. This 200-acre recreation and fishing area facility contains 67 RV sites (12 with full hook-ups, 55 with water and electric). There are also primitive camping areas, primitive equestrian camping group areas, and group day-use facilities.
- Jensen-Alvarado Historic Ranch and Museum, 4307 Briggs Street, Riverside. This facility is located in Riverside off the 60 Freeway and Rubidoux Boulevard. This is an 1880s Living History Interpretive Program and Museum.
- Louis Rubidoux Nature Center, 5370 Riverview, Riverside. Activities include children's day camp programs in the summer, winter, and spring breaks and year-round environmental education and interpretive programs, exhibits, and interpretive trails. The center is located two miles southeast of Limonite Avenue on Riverview Drive in west Riverside.

The District is currently looking to hire a recreation coordinator, who would work with recreation groups (i.e., little league, AYSO soccer, basketball, softball) in the Jurupa area to coordinate the use of the District's facilities and planning of recreation events. The County has assisted with the first year's funding for this new position.

7.4 STREET LIGHTING, LANDSCAPE MAINTENANCE, AND GRAFFITI ABATEMENT

The District administers Lighting and Landscape Maintenance Districts within its boundary by placing charges on property tax bills to cover the energy charges of the streetlights and the operation and maintenance of landscaping within public rights-of-way throughout the District's service area.

In 1992/1993, the Board of Directors, recognizing a need to eradicate the growing blight of graffiti within the District's service area, authorized the formation of the Graffiti Abatement Program through the Landscaping and Lighting Maintenance Act (1972). This program has been very successful not

only in eradicating graffiti, but also in keeping the costs down for property owners. The District also allocates funding from its property tax revenues for the graffiti abatement program.

7.5 DETERMINATIONS FOR THE JURUPA COMMUNITY SERVICES DISTRICT

The Service Review guidelines prepared by the State Office of Planning and Research recommend that issues relevant to the jurisdiction be addressed through written determinations called for in the Act. Based on the above information, the following are the written determinations for the District.

Infrastructure Needs and Deficiencies

Purpose: To evaluate the infrastructure needs and deficiencies in terms of supply, capacity, condition of facilities, and service quality.

1. The CSD only provides park facilities west of I-15, and the Jurupa Recreation and Parks District provides park facilities throughout its boundaries. Due to this and because population information is not aggregated to the District level, it is difficult to determine whether the CSD's standard of 5 acres per 1,000 is being met.
2. The District requires developers to provide for park land through CFDs, which will be needed to serve the new development.
3. The District has adopted a Capitol Improvement Program, which is updated and prioritized annually.

Growth and Population

Purpose: To evaluate service needs based upon existing and anticipated growth patterns and population projections.

1. Existing population figures and future projections are rarely projected for the service areas of special districts unless the district devotes staff for that purpose. This is a constraint to predicting future service demands, especially in areas where growth is expected and whose resources are limited.
2. The District has created estimates of the current and future District population and utilized this in the District's Park Master Plan for the Eastvale area.
3. The District has estimated that growth will be 4.4 percent annually within the District's boundaries.
4. The District uses population and housing data that is provided by the Riverside County Planning Department to assess upcoming facility needs.
5. The District utilizes the County's adopted "Build Out" information for the District's service area to assess and plan for long-term needs.

Financing Constraints and Opportunities

Purpose: To evaluate a jurisdiction's capability to finance needed improvements and services.

1. Community Facilities Districts have been formed by Jurupa CSD to provide the financing mechanism for acquisition, improvement, and maintenance of parkland. However, the District does not collect Quimby fees, which may be a constraint to financing.
2. The District has Joint Facility Agreements with the Corona Norco Unified School District to provide funding for new facilities.
3. The District should pursue grant funding where possible to reduce the cost of capital improvement projects.

Cost Avoidance Opportunities

Purpose: To identify practices or opportunities that may help eliminate unnecessary costs.

1. The District is adding a recreation coordinator, who would coordinate the use of the District's facilities and planning of recreation events. The County has provided cost savings to the District by assisting with the first years funding for this new position.
2. Through participation in the Recreation and Parks District's working group, the District should explore potential cost-sharing arrangements with other agencies in the area. Ideas that could be explored include shared personnel, programs, equipment, and funding for new facilities.
3. The District has adopted investment and purchasing policies.

Opportunities for Rate Restructuring

Purpose: To identify opportunities to impact rates positively without decreasing service levels.

1. Rates for services should continue to be analyzed during the annual budget process, to ensure that charges and fees are adequate to cover expenditures and meet the legal requirements for a clear nexus between the fee and the uses.
2. The District avoids increasing rates and specifically does not want to implement fees to residents for park and recreation services.

Opportunities for Shared Facilities

Purpose: To evaluate the opportunities for a jurisdiction to share facilities and resources to develop more efficient service delivery systems.

1. The District should participate in the Recreation and Park District's working group and explore potential efficiencies that could be achieved through shared personnel, facilities, and other cost-

sharing arrangements with other agencies in the area. Ideas that could be explored include shared funding of new facilities, personnel, programs, recreational facilities, maintenance equipment, and office space.

Government Structure Options

Purpose: To consider the advantages and disadvantages of various government structures to provide public services.

1. Based upon the current provision of service, it is reasonable to conclude that public services can continue to be provided by the District under the existing government structure.
2. Although the CSD and Park and Recreation District boundaries overlap, park services are not overlapping. However, overlapping authority to provide park services does exist, as the principal act provides the Jurupa CSD the ability to provide park services. The two Districts should coordinate plans for future facilities to ensure that an efficient and streamlined provision of service continues to be provided. Likewise, the District should also coordinate with the County Park and Open Space District to ensure that overlapping services do not occur.
3. The mobile home park is currently receiving services from the District, therefore, this area should be annexed into the District. This would assist in clarifying service boundaries, and would provide additional property tax revenue to the District for provision of services.
4. The MSR and SOI Update process is currently ongoing; therefore, it may be appropriate to reevaluate the potential consolidation of the Jurupa Area Districts.

Evaluation of Management Efficiencies

Purpose: To consider the management structure of the jurisdiction.

1. The District implements a graffiti abatement program. This program has been very successful, not only in eradicating the graffiti, but also in keeping the costs down to the property owners. This is indicative of an efficiently managed District.
2. The District prepares a comprehensive and thorough annual budget that clearly identifies the revenues and expenditures for the services provided by the District. This document allows for the evaluation of efficiencies.
3. The District's budget and accounting practices are audited every year by a certified public accountant.

Local Accountability and Governance

Purpose: To evaluate the accessibility and levels of public participation associated with the agency's decision-making and management processes.

1. The District has historically made reasonable efforts to maintain a public dialogue regarding issues and projects of concern to the community. The District's outreach program includes providing information regarding current issues of significance to the community. In particular, the District has provided information on its web site, publishes a newsletter, and works with the local newspapers.
2. Prior to budget approval, a public meeting is held to include citizen comments.



8.0 RUBIDOUX COMMUNITY SERVICES DISTRICT

The following municipal services are discussed within this MSR:

- Fire Protection (via contract for staffing with Riverside County)
- Solid Waste (via contract with Burrtec Waste Industries, Inc.)
- Street Lighting

8.1 LOCATION, ADMINISTRATION, MANAGEMENT, AND OPERATIONS

The Rubidoux Community Services District (District) is situated in both Riverside and San Bernardino Counties approximately 50 miles east of Los Angeles. The District is located between San Bernardino County to the north, unincorporated areas of Jurupa to the west, the Santa Ana river to the south, and the City of Riverside on the east, as shown in Figure 8.1. The District encompasses approximately 14 square miles and serves approximately 6,400 dwelling units and 24,000 residents. The District has three small SOI areas within Riverside County. As shown in Figure 8.1, the SOI areas are located between the District and the County line to the north and between the District and the Santa Ana river to the south. The area to the north existed prior to the formation of the District, and District services are not needed. The areas to the south are mostly within the Santa Ana River flood plain and either are not developed or do not need services from the District. The District Manager has stated that the need for the District's services is primarily driven by the need for water and/or wastewater services (which are not discussed within this MSR). The developed properties, which surround the District, are being served by private wells and by septic. If a need for the District's services develops, then the District has stated it would propose an annexation. The District currently has 18 full-time employees and 1 part-time employee.

The District was established on November 24, 1952. The District's service area is approximately 4,800 acres and has a population of approximately 26,177. The District operates under a five-member Board of Directors with a four-year term of office and meet the first and third Thursdays of the month at 7:30 p.m. at the District's office. Board meeting agendas are posted and mailed to all persons on the District's mailing list. The District also utilizes the local newspaper for public outreach.

The District's revenue is obtained through property taxes and fees for services. The annual budget adoption process includes reviewing previous budgets and rates, identifying any cost avoidance opportunities, and holding public workshops to include residents of the District prior to adoption by the District's Board of Directors. In addition, service upgrades are funded by Mello Roos, developer fees, and user charges. Capacity improvements are also evaluated annually.

Figure 8.1: Rubidoux CSD Boundaries and Regional Location

The District has adopted an investment policy that has the objectives of safety of principal, liquidity, and return on investment. Investments shall be made under the Prudent Person Rule. Likewise, the District has a AAA bond rating. The District's financial audit for the 2002-03 fiscal year states "that the steady growth within the District and management's continual evaluation of financial data has poised the District to be in a position to provide for its continued well being and financial soundness."

8.2 POPULATION AND GROWTH

This section is based upon data generated by the U.S. Census, the California Department of Finance, and the Southern California Association of Governments (SCAG). Existing and projected population information from these agencies is provided at the city or county level. It is not aggregated to the Special District level. Hence, existing population figures and future projections are rarely projected for the service areas of special districts unless the district devotes staff for that purpose. However, assumptions regarding the District's growth can be made by analyzing trends of the larger geographical area, which is done below.

Population

The California Department of Finance 2004 estimate of the population within the cities of western Riverside County (Canyon Lake, Lake Elsinore, Corona, Norco, and Riverside) was 490,284. In the 10 years between 1990 and 2000, the population of in this area increased 28.8 percent. During the same 10-year period, the housing stock increased 21.4 percent. Tables 8.A and 8.B show population and housing growth in western Riverside County and the County as a whole in 1990, 2000, and 2004. As shown, growth within the western County area during the 1990s was slightly lower than growth within the County as a whole.

Table 8.A: Total Incorporated¹ Population and Housing in the Western Riverside County (1990, 2000, 2004)

Year	Population	Annual Percent Change	Housing	Annual Percent Change
1990	344,107	—	119,518	—
2000	443,171	2.8	145,075	2.1
2004	490,284	2.7	157,498	2.1

Source: State of California, Department of Finance, E-5 City/County Population and Housing Estimates, 2004, Revised 2001–2003, with 2000 DRU Benchmark. Sacramento, California, May 2004; City/County Population and Housing Estimates, 1991–2000, with 1990 Census Counts.

¹ Canyon Lake, Lake Elsinore, Corona, Norco, and Riverside

Table 8.B: Total Riverside County Population and Housing (1990, 2000, 2004)

Year	Population	Annual Percent Change	Housing	Annual Percent Change
1990	1,170,413	—	483,847	—
2000	1,545,387	3.2	584,674	2.1
2004	1,776,743	3.7	659,795	3.2

Source: State of California, Department of Finance, E-5 City/County Population and Housing Estimates, 2004, Revised 2001–2003, with 2000 DRU Benchmark. Sacramento, California, May 2004; City/County Population and Housing Estimates, 1991–2000, with 1990 Census Counts.

Growth Projections

The growth projections that have been adopted by SCAG are shown in Tables 8.C and 8.D. As shown, the projected growth in population and households within the unincorporated WRCOG area is less than what is expected in the County as a whole. However, growth in employment opportunities is projected to be similar. The District has analyzed growth and has utilized projections in its water and wastewater master plans. Specifically, these projections have been used to anticipate service demands and to project for needed capital facilities.

Table 8.C: WRCOG Unincorporated Area Projections (2010–2030)

Year	Population	Households	Employment
2010	475,002	156,466	98,385
2020	667,930	235,183	163,253
2030	830,191	313,281	228,887
Annual Growth Rate	3.7%	5.0%	6.6%

Source: SCAG RTP, April 2004

Table 8.D: Riverside County Growth Projections (2010–2030)

Year	Population	Households	Employment
2010	2,085,432	685,775	727,711
2020	2,644,278	907,932	954,499
2030	3,143,468	1,127,780	1,188,976
Annual Growth Rate	2.5%	3.2%	3.2%

Source: SCAG RTP, April 2004

Recently, Riverside County LAFCO asked agencies to provide projected growth in five-year increments through 2025. Hence, the District provided the information compiled in Table 8.E. The District's projections show an annual growth rate of 1.95 percent through 2025.

Table 8.E: Growth Projections Provided by Rubidoux CSD

Year	Population in Agency's Boundaries
2003	26,177
2005	28,500
2010	30,300
2015	32,200
2020	34,100
2025	37,400

8.3 FIRE PROTECTION

Fire services are provided by a cooperative agreement between the District and the County of Riverside Fire Department. The District owns one station and all of its equipment, and the County Fire Department provides staffing for the station via contract with the District. This method of providing services was established when the District took over service provision from a preexisting Fire District in the 1960s. In 1990, the District contracted for staffing from the County Fire Department. At that time, all of the District's fire personnel were absorbed into the County Fire Department. The contract for services allows the District to either increase or decrease the staffing of stations, as necessary. The District obtains funding for fire services through the Structural Fire Tax.

Fire Station 38, on Rubidoux Boulevard, is owned and equipped by the District. This station is the first responder to service calls within the District. However, Station 16 and Station 18 provide mutual aid as needed. In 2003, Station 38 responded to a total of 2,046 incidents. In order to provide additional fire services, the County's Redevelopment Agency recently entered into a cooperative agreement with the District for the construction of a new fire station to be located on the northwest corner of Avalon Street and Mission Boulevard. This station is expected to be completed in late 2005. Fire station equipment and personnel that provide services to the District are shown in Table 8.F.

Table 8.F: Fire Stations and Equipment Serving the Rubidoux CSD

Station	Equipment	Personnel
Station 38 (owned by the District) 3590 Rubidoux Boulevard	2 triple combination engines 1 rescue squad	2 fire captains, 1 fire apparatus engineer, 4 firefighter II, and 30 active volunteers
Station 16 (County Station) 9270 Limonite Ave	2 triple combination engines 1 rescue squad	3 firefighters
Station 18 (County Station) 7545 Mission Boulevard	2 triple combination engines 1 rescue squad	4 firefighters in the summer 3 firefighters in the winter
5701 Mission Boulevard (owned by the District, completion end of 2005)	2 type 1 engines 1 truck engine 2 rescue squads	N/A

The need for new stations is determined by the ability to meet response time criteria for the various land use categories. The number of dwelling is the basic unit of measure.

The Fire Department's data indicates that approximately 60 percent of the District meets the criteria for an urban response from the Fire Department. The addition of the new fire station on Mission Boulevard will increase the level of service.

The District has established fire flow requirements based upon Riverside County requirements. This is in addition to the County's requirements for developers to equip new commercial and industrial buildings with fire sprinklers, which greatly reduces uncontrolled fire hazards.

8.4 SOLID WASTE

The District has contracted with Burrtec Waste Industries, Inc., to provide solid waste services within the District's boundaries. Table 8.G lists the amount of green waste and other refuse that is collected in the District. The percentage of green waste that is diverted is also listed. All of the non-green waste refuse is transported to a transfer station for additional diversion processing and disposal. Pursuant to the District's contract for solid waste services, Burrtec is required to comply with the California Integrated Waste Management Act of 1989 and is required to divert a minimum of 50 percent of all solid waste.

Table 8.G: Monthly Solid Waste Totals (January–September 2004)

Month	Green	Regular	Total	Diversion of Green Waste
January	211.09	988.16	1,199.25	17.60%
February	148.85	893.88	1,042.73	14.28%
March	334.32	1,199.01	1,533.33	21.80%
April	246.85	974.65	1,221.50	20.21%
May	303.31	1,290.72	1,494.03	20.30%
June	244.96	947.63	1,192.59	20.54%
July	246.00	964.99	1,210.99	20.31%
August	346.66	1,193.98	1,540.64	22.50%
September	240.36	905.72	1,146.08	26.54%
Total	2,322.40	9,358.74	11,581.14	—
Average	258.04	1,039.86	1,286.79	20.45%

* All amounts are in tons.

Source: Rubidoux CSD, 2004.

Solid Waste Rate Comparison

The rates for solid waste services are reviewed annually and anticipated in the budget process. The District sets rates for solid waste services through assessing the expenditures and revenues necessary to provide sufficient services. Prior to rate increases, the District meets with representatives of Burrtec Waste Industries, Inc., to review in detail the proposed charges and determine that rate increases are necessary for the efficient provision of services. The District then holds a public hearing for the proposed rate increases prior to approval.

The District's refuse rates are differentiated by the type of land use (i.e., single-family, multifamily, commercial), the number of refuse cans, and the number of pickups per week for commercial and

industrial customers. Table 8.H compares the District's solid waste rates and those of nearby jurisdictions within western Riverside County.

Table 8.H: Monthly Solid Waste Rates

	Rubidoux CSD	Riverside	Corona	Norco
Residential	\$15.66 \$5.88 per extra 90 gallon can	\$10.92 per apartment, \$18.79 for single-family curb service \$31.64 for backyard service; additional containers are extra	\$10.98 + \$4.94 (recycling)	\$18.33
Commercial and Industrial	From \$9.18–\$580.00, depending on amount	From \$10.67 to \$732.74, depending upon size of container and number of pickups per week	\$73.00–965.00	From \$82.62 to \$984.22, depending upon size of container and number of pickups per week

8.5 STREET LIGHTING

The District contracts with Southern California Edison for the provision and maintenance of street lights and electricity to illuminate the street lights located within the District. The placement and standards for street lighting are set by the County Transportation Department and specified during the development process. The District's role is simply to assume the energy charges and maintain the contract for services with Southern California Edison. The District does not receive assessments for street lighting services. Revenue to provide this service is obtained through the property tax share that the District receives.

8.6 DETERMINATIONS FOR THE RUBIDOUX COMMUNITY SERVICES DISTRICT

The Service Review guidelines prepared by the State Office of Planning and Research recommend that issues relevant to the jurisdiction be addressed through written determinations called for in the Act. Based on the above information, the following are the written determinations for the District.

Infrastructure Needs and Deficiencies

Purpose: To evaluate the infrastructure needs and deficiencies in terms of supply, capacity, condition of facilities, and service quality.

1. The placement and standards for street lighting are set by the County Transportation Department and specified during the development process.
2. The Fire Department's data indicates that approximately 60 percent of the District meets the criteria for an urban response from the Fire Department. The addition of the new fire station on Mission Boulevard will increase the level of service.

Growth and Population

Purpose: To evaluate service needs based upon existing and anticipated growth patterns and population projections.

1. Existing population figures and future projections are rarely projected for the service areas of special districts unless the district devotes staff for that purpose. This is a constraint to predicting future service demands, especially in areas where growth is expected and whose resources are limited.
2. The District has analyzed growth and has utilized projections in the District's water and wastewater master plans. Specifically, these projections have been used to anticipate service demands and to project for needed capitol facilities. District's projections show an annual growth rate of 1.95 percent through 2025.
3. The District has three small SOI areas, in which service provision from the District is not needed. If a need for the District's services develops, then the District would propose an annexation.

Financing Constraints and Opportunities

Purpose: To evaluate a jurisdiction's capability to finance needed improvements and services.

1. The District has adopted an investment policy, which has the objectives of safety of principal, liquidity, and return on investment.
2. Service upgrades are funded by Mello Roos, developer fees, and user charges.
3. The District prepares a comprehensive and thorough annual budget that clearly identifies the revenues and expenditures for the services provided by the District. The District also has a AAA bond rating. These provide opportunities for the District to obtain financing, when necessary.
4. The District's financial audit concludes that there are no apparent fiscal constraints limiting the ability of the District to serve existing and future residents.

Cost Avoidance Opportunities

Purpose: To identify practices or opportunities that may help eliminate unnecessary costs.

1. The District's utilizes the annual budget adoption and rate review process a method to identify cost avoidance opportunities.
2. The County Redevelopment Agency's agreement with the District for the construction of a new fire station is a cost avoidance opportunity.

Opportunities for Rate Restructuring

Purpose: To identify opportunities to impact rates positively without decreasing service levels.

1. The District does not receive assessments for street lighting services. Revenue to provide this service is obtained through the property tax share that the District receives. Therefore, there is no opportunity for the restructuring of rates for this service.
2. The District sets rates annually for solid waste services through assessing the expenditures and revenues necessary to provide sufficient services. 3. Prior to rate increases, the District meets with Burrtec Waste Industries, Inc. to review the proposed charges. This process provides an annual opportunity to restructure rates.
3. Rates for solid waste services are similar to those of other agencies within western Riverside County.

Opportunities for Shared Facilities

Purpose: To evaluate the opportunities for a jurisdiction to share facilities and resources to develop more efficient service delivery systems.

1. All of the services provided by the District, which are discussed within this MSR (Fire, Solid Waste, and Street Lighting) are provided via contract. The only facility the District uses to provide these services is the District office and the existing fire station. Hence, no opportunities for shared facilities have been identified. However, fire services are provided by a cooperative agreement between the District and the County of Riverside Fire Department. The District owns the facility and equipment, and the County Fire Department provides staffing for the station via contract with the District.

Government Structure Options

Purpose: To consider the advantages and disadvantages of various government structures to provide public services.

1. Based upon the conclusion of the District's financial audit, it is reasonable to conclude that public services can continue to be provided by District under the existing government structure.
2. Services that are discussed within this MSR, are implemented by contract with service providers. This structure is capable of offering appropriate levels of service to current and future populations, and capable of extending services.
3. The District's SOI area within San Bernardino County has been addressed by San Bernardino County LAFCO. The District has three small SOI areas in Riverside County, which are adjacent to the District's boundary. The SOI areas in Riverside County do not currently need the District's services. If services to these areas are needed in the future, they should be annexed into the District.

4. The MSR and SOI Update process is currently ongoing; therefore, it may be appropriate to reevaluate the potential consolidation of the Jurupa Area Districts.

Evaluation of Management Efficiencies

Purpose: To consider the management structure of the jurisdiction.

1. The District's financial audit for the 2002-03 fiscal year states "that the steady growth within the District and management's continual evaluation of financial data has poised the District to be in a position to provide for its continued well being and financial soundness". This is indicative of an efficiently managed District.
2. The District has a AAA bond rating. This is also indicative of an efficiently managed District.
3. The District's budget and accounting practices are audited annually by a Certified Public Accountant.

Local Accountability and Governance

Purpose: To evaluate the accessibility and levels of public participation associated with the agency's decision-making and management processes.

1. The annual budget adoption process includes holding public workshops to include residents and customers of the District.
2. Rates and fees for service have been established at public hearings that include public participation.
3. The District operates under the provisions and requirements of the Ralph M Brown Act. All agendas are posted in a timely manner and supplied to anyone requesting notification, including the local newspaper.

9.0 JURUPA AREA RECREATION AND PARKS DISTRICT

Recreation and park services are discussed within this MSR.

9.1 LOCATION, ADMINISTRATION, MANAGEMENT, AND OPERATIONS

The Jurupa Area Recreation and Parks District (District) was formed on May 22, 1984. The District was formed to provide parks and recreational facilities for current and future families within the District's boundaries. The District is located in an unincorporated portion of northwestern Riverside County, as shown in Figure 9.1. The District is bounded on the north by the County line, and the City of Riverside is located to the south. The District's boundary is coterminous with its SOI.

The District is governed by a five-member, locally elected Board of Directors. Board meetings, which are open to the public, are held on the second and fourth Tuesday of each month and are held at the Jurupa Community Center at 4810 Pedley Road. Meeting agendas are posted and mailed to interested agencies and residents. In addition, agendas regarding issues that are specific to certain recreation groups (i.e., equestrian and soccer groups) are mailed to the group for notification. The District follows the Brown Act explicitly. To ensure compliance, the District has an annual retreat to study Brown Act regulations.

In an attempt to reach out to the community, the District maintains a Web site that lists the District's facilities, class and program information, District news, Board Member information, agendas, and meeting minutes. The District also conducts annual meetings with facility user groups to discuss rules, budget, and facility issues. This meeting allows the District to connect directly to the needs of the residents who are using and renting the District's facilities.

The District prepares an annual budget and has an independent audit performed annually. The budget process begins when the District Manager and the accounting staff prepare a draft budget with input from the community regarding needs. The draft budget is then made available for public review prior to the District's Board meeting in which the budget is adopted. The District's revenue sources include: property taxes, assessments, Quimby fees, program fees, facility rentals, and grants. The District has employees with grant application experience and a policy of continually applying for grants. In addition, the District has been able to secure additional financing for development and rehabilitation of facilities through the Economic Development Agency of Riverside County (EDA).

The District's Board annually reviews the rates charged for programs and facility rentals to ensure that revenue keeps pace with the expenditures that are required to provide services. The District's budget specifically lists the costs and revenues associated with each facility and program. Hence, the District can specifically ascertain where additional revenue is needed and can raise rates as necessary for those specific programs or facilities.

Figure 9.1: Jurupa Area Recreation and Parks District Boundary and Facilities

The District has adopted a Capital Improvement Program (CIP), which is updated and prioritized annually. Within this document, the District itemizes needed capital improvements and identifies the funding needed for these projects.

The District is a member of the California Park and Recreational Society, which allows for participation in California Association of Parks and Recreation Insurance (CAPRI) of California Special Districts. CAPRI is a self-insured program that allows the District to receive lower insurance premiums than it would receive without the membership.

In order to limit expenditures, the District has adopted a purchasing policy. This policy provides for competitive bidding procedures to be implemented by the District and establishes purchasing thresholds for buying equipment, supplies, and services. The purpose of the policy is to purchase goods, supplies, and services in a manner that is cost-effective and promotes sound accounting controls. The purchasing policy is currently being revised and should be adopted by the Board in the near future.

The District has a history of working with other agencies in order to provide facilities and programs. The District currently has many agreements for the development and sharing of facilities. For example, in October 2000 the District entered into an agreement with the Center for Community Action and Environmental Justice to jointly develop the Glen Avon Heritage Park. In 1993, the District entered into an agreement with the Jurupa Unified School District to provide a neighborhood riding arena. This facility is the Felspar Arena. The District also benefits from improvements generated by the County's Redevelopment Agency and participates in various projects through cooperation agreements between the District, Redevelopment Agency, and the County. The District Manager has stated that he would like to work with other agencies to create, implement, and fund a regional plan for the provision of park and recreational services. Likewise, Riverside County has recently prepared a Report on Parks and Recreational Service in the Unincorporated Communities of Riverside County, which states that the Recreation and Parks Districts of the County have formed a working group to develop improved funding and infrastructure planning. The District's participation in this group may assist in the provision of service. These potential opportunities may provide additional services to residents, while providing a cost savings to the District.

The District is also currently working with Riverside County Flood Control District to develop a 13-acre multipurpose athletic facility (Centennial Park). The two agencies have a 30-year cooperative agreement. The Flood Control District owns the property, and the District will develop, maintain, and operate the facility. Grant funding will assist in financing the development of this facility. In addition, a well is located adjacent to the proposed facility. Because of the location of the well, the water purveyor has agreed to provide water to the park site at 50 percent of the normal rate.

Additional opportunities for cooperative agreements have been suggested between the District, Jurupa Community Service District, and the City of Norco; however, these agencies have not been able to find a workable basis of cooperation.

9.2 POPULATION AND GROWTH

This section is based upon data generated by the U.S. Census, the California Department of Finance, and the Southern California Association of Governments (SCAG). Existing and projected population

information from these agencies is provided at the city or county level. It is not aggregated to the Special District level. Hence, existing population figures and future projections are rarely projected for the service areas of special districts unless the district devotes staff for that purpose. However, assumptions regarding the District's growth can be made by analyzing trends of the larger geographical area, which is provided below.

Total Population

The California Department of Finance estimates the 2004 population within the cities of western Riverside County (Canyon Lake, Lake Elsinore, Corona, Norco, and Riverside) to be 490,284. The District estimates that the current population within its boundaries is 82,000. In the 10 years between 1990 and 2000, the population of this area increased 28.8 percent. During the same 10-year period, the housing stock increased 21.4 percent. Tables 9.A and 9.B show population and housing growth in western Riverside County and the County as a whole in 1990, 2000, and 2004. As shown, growth within the western County area during the 1990s was slightly lower than growth within the County as a whole.

Table 9.A: Total Incorporated¹ Population and Housing in the Western Riverside County (1990, 2000, 2004)

Year	Population	Annual Percent Change	Housing	Annual Percent Change
1990	344,107	—	119,518	—
2000	443,171	2.8	145,075	2.1
2004	490,284	2.7	157,498	2.1

Source: State of California, Department of Finance, E-5 City/County Population and Housing Estimates, 2004, Revised 2001–2003, with 2000 DRU Benchmark. Sacramento, California, May 2004; City/County Population and Housing Estimates, 1991–2000, with 1990 Census Counts.

Table 9.B: Total Riverside County Population and Housing (1990, 2000, 2004)

Year	Population	Annual Percent Change	Housing	Annual Percent Change
1990	1,170,413	—	483,847	—
2000	1,545,387	3.2	584,674	2.1
2004	1,776,743	3.7	659,795	3.2

Source: State of California, Department of Finance, E-5 City/County Population and Housing Estimates, 2004, Revised 2001–2003, with 2000 DRU Benchmark. Sacramento, California, May 2004; City/County Population and Housing Estimates, 1991–2000, with 1990 Census Counts.

Growth Projections

The most recent growth projections adopted by SCAG indicate that population growth in the unincorporated WRCOG area between 2010 and 2030 is expected to be 2.5 percent annually. The

¹ Canyon Lake, Lake Elsinore, Corona, Norco, and Riverside

growth projections that have been adopted by SCAG are shown in Tables 9.C and 9.D. As shown, the projected growth in population and households within the unincorporated WRCOG area is less than what is expected in the County as a whole. However, growth in employment opportunities are projected to be similar.

Table 9.C: WRCOG Unincorporated Area Projections (2010–2030)

Year	Population	Households	Employment
2010	475,002	156,466	98,385
2020	667,930	235,183	163,253
2030	830,191	313,281	228,887
Annual Growth Rate	3.7%	5.0%	6.6%

Source: SCAG RTP, April 2004

Table 9.D: Riverside County Growth Projections (2010–2030)

Year	Population	Households	Employment
2010	2,085,432	685,775	727,711
2020	2,644,278	907,932	954,499
2030	3,143,468	1,127,780	1,188,976
Annual Growth Rate	2.5%	3.2%	3.2%

Source: SCAG RTP, April 2004

The boundaries of the District are coterminous with census tract maps, which allows the District to determine population and housing within its boundaries. As mentioned previously, the District has a history of applying for grants. The District utilizes regional projections and projected growth related to development approvals within the grant application process to determine upcoming facility demands, which are expected to result from growth. As mentioned previously, the District's boundary is coterminous with its SOI. There are no areas outside of the District's current boundary that District services will be needed. Therefore, SOI area is not needed beyond the current boundary.

9.3 PARKS AND RECREATION

Table 9.E below lists all of the District's park and recreation facilities. All of these facilities are operated and maintained by the District.

Table 9.E: Jurupa Area Recreation and Parks District's Facilities

Facility and Location	Amenities	Acreage
Jurupa Community Center (District office) 4810 Pedley Rd., Riverside	Skate park, playground, community center, community center rental, restrooms	2.55
Rick Thompson Arena 8629 Jurupa Rd., Riverside	Equestrian arena, restrooms	8.92 (includes Agate Park and

Facility and Location	Amenities	Acreage
Agate Park/Harvey Ballfield 8623 Jurupa Rd., Riverside	Playground, grassy area, picnic tables, ballfields, restrooms	Harvey Ballfield)
Avalon Park/Cliff Wanamaker Gymnasium 2500 Avalon, Riverside	Playground, grassy area, picnic tables, ballfields, outdoor basketball, community center, gymnasium, restrooms	10.00
Clay Park 8029 Havenview, Riverside	Playground, grassy area, picnic tables, outdoor basketball, sand volleyball, restrooms	6.36
Knowles Park 5001 Poinsettia, Riverside	Ballfields, restrooms	6.41
Laramore Park 1380 Little Dipper, Mira Loma	Playground, grassy area, picnic tables, equestrian arena, restrooms	5.18
Laramore Trail	Multiuse trail	8.03
Veterans Memorial Park & Community Center 4393 Riverview, Riverside	Playground, grassy area, picnic tables, picnic area, ballfields, community center, pool, restrooms	9.98
Rancho Mira Loma Park 34 Rouselle/Wysocki, Mira Loma	Playground, grassy area, picnic tables, outdoor basketball, sand volleyball	6.41
Wineville Park 34 Trail Canyon Dr., Mira Loma	Playground, grassy area, picnic tables	4.89
Felspar Arena Felspar and 58th, Riverside	Equestrian arena	4.80
Centennial Park Jurupa Rd. and El Camino Real	Under development	31.62
Horseshoe Lake Park Kelsey Place and Lakeview Ave.	Undeveloped park site	13.00
Paramount Park Pacific Ave. and Canal Street	Undeveloped park site	0.48

The Riverside County Regional Park and Open Space District provides countywide or regional facilities that are generally large facilities and designed to be used by residents of the entire region. The Regional Park and Open Space District owns and maintains two facilities within the District's boundaries. These facilities are listed below and shown on Figure 9.1.

- Louis Rubidoux Nature Center, 5370 Riverview, Riverside. Activities include children's day camp programs in the summer, winter, and spring breaks and year-round environmental education and interpretive programs, exhibits, and interpretive trails. Located 2 miles southeast of Limonite Avenue on Riverview Drive in west Riverside.
- Jensen-Alvarado Historic Ranch and Museum, 4307 Briggs Street, Riverside. This facility is located in Riverside off the 60 Freeway and Rubidoux Boulevard. This is an 1880s Living History Interpretive Program and Museum.

As discussed within section 7.3, the Jurupa Recreation and Parks District's boundaries overlap with the boundaries of the Jurupa CSD. Both of these Districts provide park facilities within their respective boundaries. Currently, an overlapping of park services does not exist, because the parks

that are provided by the Jurupa CSD are west of Hamner Avenue and beyond the boundary of the Jurupa Recreation and Parks District. However, overlapping authority to provide park services does exist, as the principal act provides the Jurupa CSD the ability to provide park services. The two Districts should coordinate plans for future facilities to ensure that an efficient and streamlined provision of service continues to be provided. In addition, it may be appropriate to reevaluate recommendations within the Jurupa Area Special District Organization Task Force report, including the potential consolidation of the Jurupa Area Districts.

The District currently has a total of 123.16 acres of parkland, not including the County's facilities. Utilizing the District's current estimated population of 86,000, the District provides 1.5 acres of park land per 1,000 population. This ratio is far below the District's standard of five acres per 1,000 population. The District has not historically met this standard.

The District also provides recreational services to residents. These programs are listed below in Table 9.F. Fees for these programs vary by program based on the number of meetings and the facilities need to provide the program.

Table 9.F: Recreation Programs Provided by Jurupa Area Recreation and Parks District

RAP (Recreational After School Program)	Youth cooking class	Tot time
Family karate	Sports 4 tykes	Trick roping
Youth basketball	Youth basketball	Spring break camp
Tumbling, trampoline, and gymnastics	Summer youth basketball	Youth Center
Summer day camp	Summer day camp + swim	Summer tot time
Tot time swim combo	Open swim	

In addition to the programs listed in Table 9.F, the District provides special events, including the Salsa Run, 3rd of July Fireworks, Halloween Spooktacular, Spring Fling, Candle Light Vigil, Arbor Day, Teen Expo, and Green Faire. The District also hosts additional community events such as the Jurupa Valley Chamber of Commerce Casino Night and the Jurupa Valley Rodeo.

9.4 DETERMINATIONS FOR THE JURUPA AREA RECREATION AND PARKS DISTRICT

The Service Review guidelines prepared by the State Office of Planning and Research recommend that issues relevant to the jurisdiction be addressed through written determinations called for in the Act. Based on the above information, the following are the written determinations for the District.

Infrastructure Needs and Deficiencies

Purpose: To evaluate the infrastructure needs and deficiencies in terms of supply, capacity, condition of facilities, and service quality.

1. The District provides 1.5 acres of park land per 1,000 population, not including County facilities. This ratio is far below the District's standard of five acres per 1,000 population. The District has not historically met this standard.

2. The District has adopted a Five-Year Capitol Improvement Program, which is updated and prioritized annually. This document provides the blueprint for upgrading many of the District's facilities. Funding is set aside each year during the budget process to complete specific projects.

Growth and Population

Purpose: To evaluate service needs based upon existing and anticipated growth patterns and population projections.

1. Existing population figures and future projections are rarely projected for the service areas of special districts unless the district devotes staff for that purpose. This is a constraint to predicting future service demands, especially in areas where growth is expected and whose resources are limited.
2. The most recent growth projections adopted by SCAG indicate that population growth in the unincorporated WRCOG area between 2010 and 2030 is expected to be 2.5 percent annually.
3. The District utilizes regional projections and projected growth related to development approvals within the grant application process and to determine upcoming facility demands, which are expected to result from growth.

Financing Constraints and Opportunities

Purpose: To evaluate a jurisdiction's capability to finance needed improvements and services.

1. The District prepares a comprehensive and thorough annual budget that clearly identifies the revenues and expenditures for the services provided by the District.
2. The District has employees with grant application experience and a policy of continually applying for grants.
3. The District has been able to secure additional financing for development and rehabilitation of facilities through the EDA.

Cost Avoidance Opportunities

Purpose: To identify practices or opportunities that may help eliminate unnecessary costs.

1. The District is member of CAPRI and benefits from the insurance coverage that is offered at a lower rate than they could purchase on their own.
2. The District looks to collaborate with the surrounding jurisdictions and the County, as this has proven to be cost effective.

3. The District has adopted a purchasing policy that is currently being reviewed. The purpose of the policy is to purchase goods, supplies and services in a manner that is cost-effective and promotes sound accounting controls.
4. Through participation in the Recreation and Parks District's working group, the District should explore potential cost avoidance opportunities with other agencies in the area. Ideas that could be explored include shared funding for facilities, programs, studies, and equipment.

Opportunities for Rate Restructuring

Purpose: To identify opportunities to impact rates positively without decreasing service levels.

1. The District's Board reviews rates annually to ensure that revenue keeps pace with expenditures.
2. The District's budget is designed so that the District can specifically ascertain where additional revenue is needed, and can raise rates as necessary for specific programs or facilities.

Opportunities for Shared Facilities

Purpose: To evaluate the opportunities for a jurisdiction to share facilities and resources to develop more efficient service delivery systems.

1. The District has demonstrated its ability to share facilities and the development of facilities with other agencies in western Riverside.
2. The District has several arrangements for working together with other agencies such as: EDA, Riverside County Flood Control District, the Center for Community Action and Environmental Justice, and Jurupa Unified School District.
3. The District should participate in the Recreation and Park District's working group and explore potential cooperative agreements with agencies in western Riverside County for the provision of park and recreational services. Opportunities exist to collaborate resources amongst different agencies and to provide additional facilities.

Government Structure Options

Purpose: To consider the advantages and disadvantages of various government structures to provide public services.

1. Based upon the current provision of service, it is reasonable to conclude that park and recreational services can continue to be provided by the District under the existing government structure.
2. Even though the Jurupa CSD and the Jurupa Park and Recreation District boundaries overlap, park services are not overlapping. However, overlapping authority to provide park services does exist, as the principal act provides the Jurupa CSD the ability to provide park services. The two Districts should coordinate plans for future facilities to ensure that an efficient provision of

service continues to be provided. Likewise, the District should also coordinate with the County Park and Open Space District to ensure that overlapping services do not occur.

3. The District's boundary is coterminous with its SOI. There are no areas outside of the District's current boundary that District services will be needed. Therefore, SOI area is not needed beyond the current boundary.
4. The MSR and SOI Update process is currently ongoing; therefore, it may be appropriate to reevaluate the potential consolidation of the Jurupa Area Districts.

Evaluation of Management Efficiencies

Purpose: To consider the management structure of the jurisdiction.

1. The District's budget and accounting practices are audited annually by a certified public accountant.

Local Accountability and Governance

Purpose: To evaluate the accessibility and levels of public participation associated with the agency's decision-making and management processes.

1. Board meeting agendas regarding issues that are specific to certain recreation groups are mailed to the group for notification.
2. The District follows the Brown Act for conduct of all meetings. To ensure compliance the District has an annual retreat to study Brown Act regulations.
3. The District maintains a website that lists the District's facilities, class and program information, District news, Board Member information, agendas, and meeting minutes.
4. The District has historically made reasonable efforts to maintain a public dialogue regarding issues and projects of concern to the community. In particular, the District has conducted annual meetings with facility user groups to discuss issues and concerns. This meeting allows the District to connect directly to the needs of the residents who are using and renting the District's facilities.

10.0 ORGANIZATIONS AND PERSONS CONTACTED

George Spiliotis, Executive Officer, Riverside LAFCO.

Wayne Fowler, Deputy Executive Officer, Riverside LAFCO.

Sanaa Azar, Development Specialist, Economic Development Agency of Riverside County.

Wendy Villa, Intergovernmental Relations Officer, City of Riverside.

Diane Jenkins, Senior Planner, City of Riverside.

Patricia Burbano-Brenes, Associate Planner, City of Riverside

Armando Villa, Planning & Code Enforcement Manager, City of Lake Elsinore.

Kathy Barrozo, GIS Services, City of Lake Elsinore.

Cheryl Russell, Manager, Jurupa Community Services District.

Jan Zirwas, Jurupa Community Services District.

Terry Manual, Planning Department, City of Corona.

Terrie Villalpando, Sr. Administrative Assistant, City of Corona Fire Department.

Jonathon Jones, Park Development Manager, City of Corona.

Ken Seumalo, Engineering Manager/City Engineer, City of Lake Elsinore.

Dan Rodriguez, General Manager, Jurupa Area Recreation and Park District.

Gene Ostrander, Riverside County Fire Department.

Kathy Bennett, City Clerk, City of Canyon Lake.

James Daniels, Community Development Director, City of Norco.

Cheryl Roberts, Deputy City Clerk, City of Norco.

David Lopez, Manager, Rubidoux Community Services District.

Dan Ybarra, Sergeant, Patrol & Corrections Planning, Riverside County Sheriff's Department.

George Mickleheim, Jurupa Area Recreation and Parks District.

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