



# City of Upland Annual Budget 2016-2017



*Upland Veterans Monument  
Dedicated November 11, 2015*

## Table of Contents

<b>Budget Message</b> .....	<b>1</b>
<b>Financial Information</b>	
Budget Process .....	19
Budget Calendar .....	23
Financial Policies .....	24
Budget Resolution .....	29
Appropriations Limit.....	32
Department/Fund Matrix.....	33
<b>City Profile</b>	
City Council Strategic Goals.....	34
Officials of the City of Upland.....	38
Organizational Chart .....	40
Government Finance Officers Association Award .....	41
History of Upland.....	42
City Demographics.....	43
Top 25 Sales Tax Producers.....	44
Principal Property Taxpayers .....	45
<b>Budget Summaries</b>	
Summary of Changes in Fund Balance .....	47
Schedule of Revenues by Fund and Category.....	48
Schedule of Revenue Detail by Fund .....	49
Schedule of Expenditures by Fund.....	56
Schedule of Expenditures by Fund and Category .....	57
Expenditures by Department Program .....	58
Summary of Operating Transfers .....	61
<b>General Government</b> .....	<b>63</b>
City Council .....	65
City Treasurer.....	65
City Manager.....	66

<b>Administrative Services</b> .....	<b>71</b>
City Clerk .....	73
Library.....	74
City Attorney.....	77
Finance .....	77
Information Systems .....	80
Human Resources.....	82
Self-Funded Insurance.....	85
<b>Development Services</b> .....	<b>93</b>
Planning.....	98
Building and Safety.....	99
Weed Abatement .....	99
Economic Development .....	99
Housing .....	103
HOME Investment Partnership Program .....	106
Community Development Block Grant.....	108
Successor Agency .....	110
<b>Fire</b> .....	<b>115</b>
<b>Police</b> .....	<b>125</b>
<b>Public Works</b> .....	<b>135</b>
Engineering .....	137
Operations .....	137
Water Utility.....	143
Solid Waste Utility .....	148
Sewer Utility .....	151
<b>Community Services</b> .....	<b>165</b>
Recreation.....	167
<b>Capital Improvement Program</b>	
CIP Summary .....	173
CIP 2016-17 Budget.....	176
CIP 2016-17 Project Descriptions.....	179

<b>Schedule of Positions</b> .....	<b>183</b>
------------------------------------	------------

**Chart of Accounts**

Fund Numbers .....	188
--------------------	-----

Division Numbers .....	189
------------------------	-----

Object Codes .....	193
--------------------	-----

**Appendix**

Glossary.....	195
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Acronyms .....	198
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**CITY MANAGER'S OFFICE**  
**Telephone (909) 931-4106**  
**Facsimile (909) 931-4107**

## **City Manager's Budget Message**

June 27, 2016

### **Honorable Mayor, Council Members and Citizens of Upland:**

It is my honor to present the Fiscal Year (FY) 2016-17 budget document for your review and consideration. The proposed budget is the City's comprehensive financial plan that serves to fund all City programs and services. This year's budget reports a balanced operating budget in the General Fund. In light of our ongoing fiscal constraints we asked departments to prepare conservative budgets to start with our true costs. Budget staff then met with each department to review their budget requests, enhancements and possible reductions. Despite efforts made by staff to budget conservatively, additional budget reductions were asked of most City departments. The Departments showed a high degree of understanding and cooperation concerning the process and requested reductions.

As we prepare each year's budget we carefully consider the overall economic outlook of our Inland Empire region as well as the state and national economies. The final section highlights how those big picture economic trends will impact Upland's fiscal realities during the upcoming fiscal year and beyond.

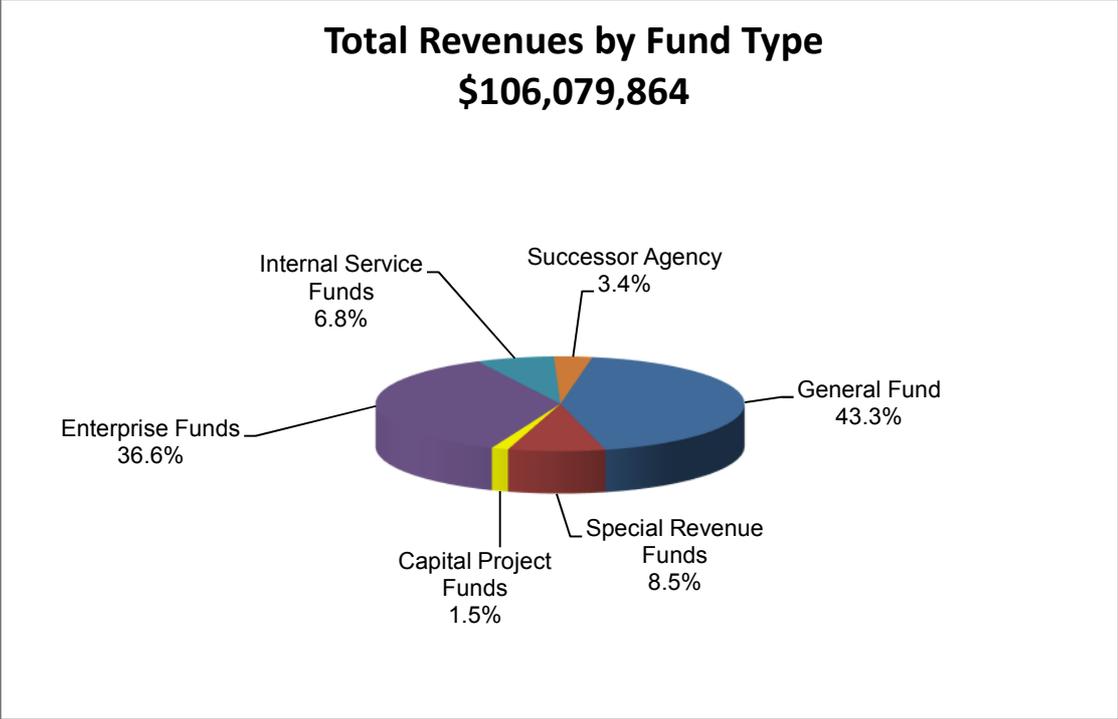
### **BUDGET OVERVIEW**

This budget is based upon the following premises:

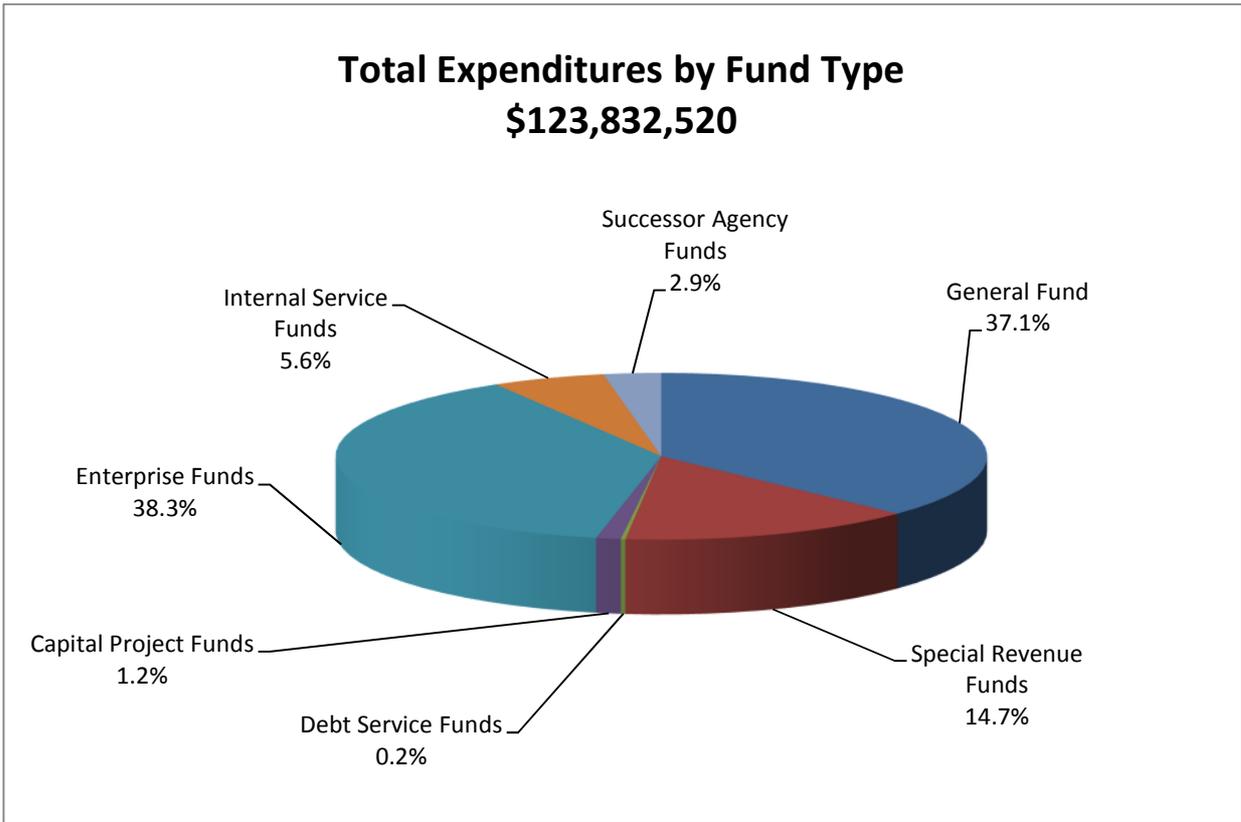
- City expenditures have been evaluated on their own merits, based on sound, functional decisions related to the staffing and programming needs of Upland;
- A slow recovery of the economy is expected, so conservative growth is projected for revenues.
- The direction provided by the City Council during the previous goals workshops has been incorporated into the expenditure budget.

#### **City of Upland**

460 North Euclid Avenue, Upland, CA 91786-4732 • (909) 931-4100 • Fax (909) 931-4123 • TDD (909) 735-2929 • [www.ci.upland.ca.us](http://www.ci.upland.ca.us)

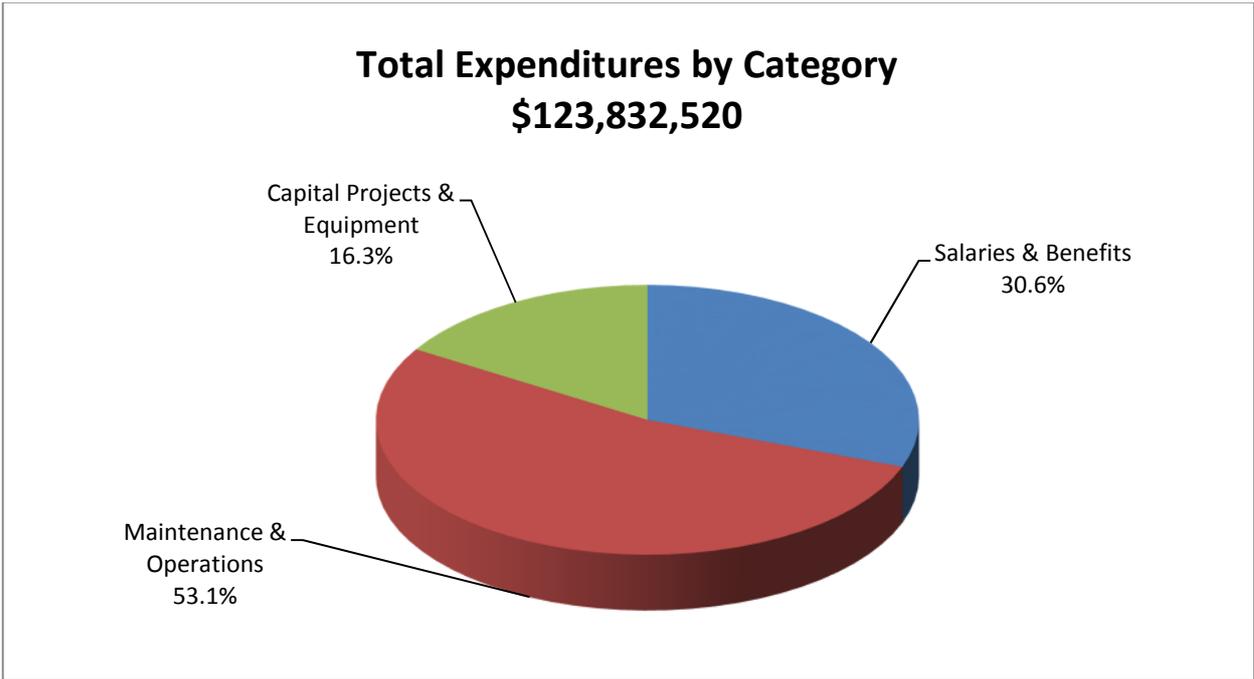


Total City operating revenues are projected to be \$106,079,864, an increase of \$1.8 million compared to the prior year. The funds with the highest revenues are as follows: General Fund (\$45,790,570), Water Utility Fund (\$19,592,922), Solid Waste Utility (\$10,290,780), and Sewer Utility Fund (\$8,762,100). The net increase of \$1.4 million is a result of increased revenues in a variety of areas: General Fund (\$2 million), Enterprise Funds (\$0.5 million), Internal Service Funds (\$0.6 million), Capital Projects Funds (\$0.4 million) which is offset by reductions in Special Revenue Funds (\$0.6 million), and Successor Agency (\$1.5 million).

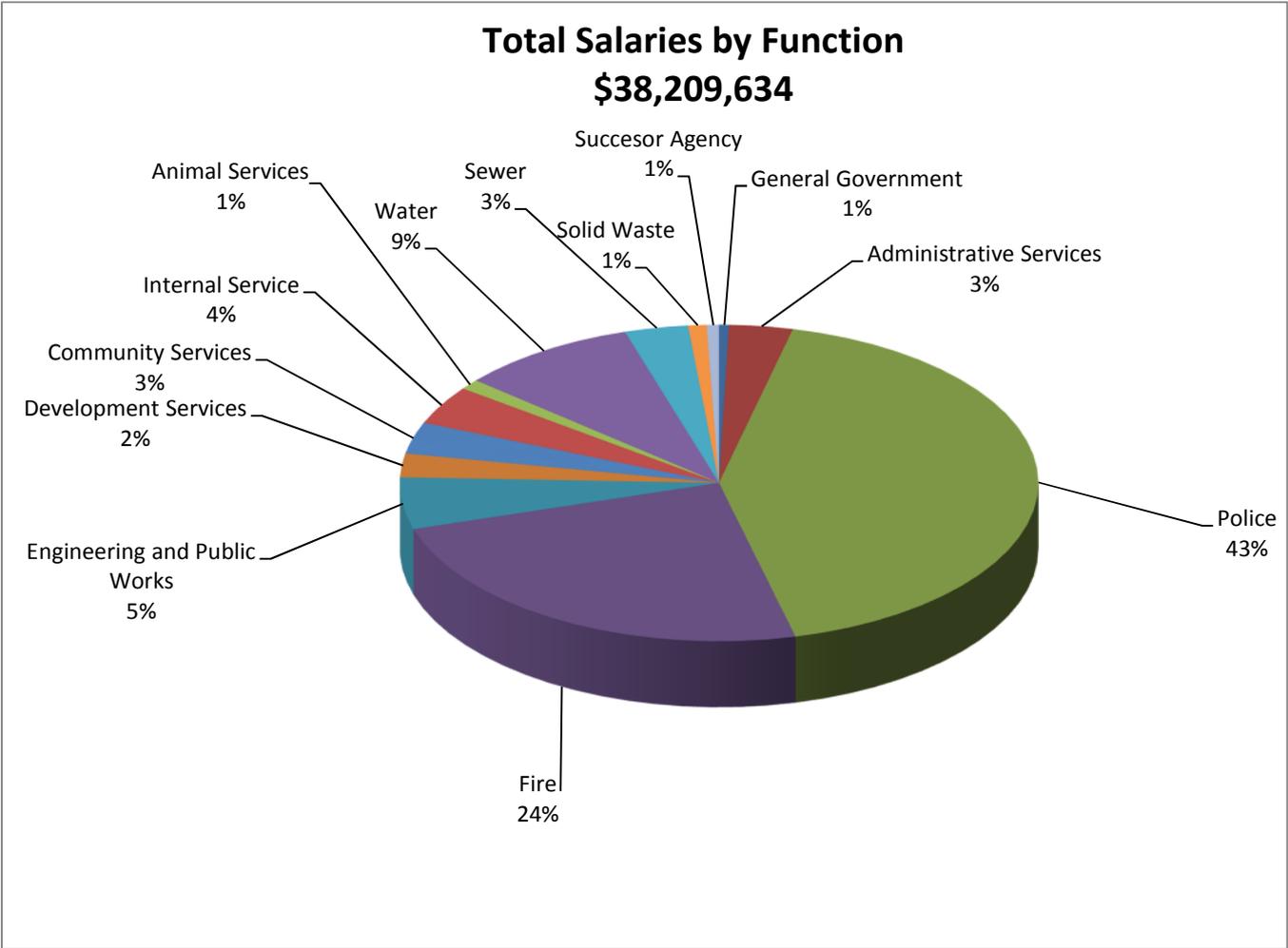


The FY 2016-17 operating expenditure budget totals \$123,832,520, including Capital Improvement Project (CIP) requests. Many funds make up the total budget amount, with one of the largest being the General Fund in the amount of \$45,942,403, or 37.0% of the organization's total. Other major fund expenditures include the Water Utility Fund (\$26,490,634), Solid Waste Utility (\$9,999,423), Sewer Utility Fund (\$10,956,204), Gas Tax Fund (\$6,761,678) and Successor Agency (\$3,532,319). In sum, appropriations reflect a total increase of approximately \$1.1 million or .9% from the prior year.

Current year operating expenditures exceed current year operating revenues by \$18.1 million due to the use of reserves. These reserves are often accumulated for specific purposes and spent when needed. The use of reserves comes from the following funds: Housing (\$2.3 million), Gas Tax (\$6.2 million), Measure I (\$2.1 million), Water Utility (\$6.9 million), and the Sewer Utility (\$1.9 million).



Personnel costs inclusive of all City funds are increasing by \$3,937,721 from \$35.4 million to \$39.4 million. The increase is the net result of contracting out the Animal Shelter, effectively reducing the number of personnel by 3.00 full time equivalents (FTEs), PERS employer rate increases, new MOU's impacting salaries and fringe benefits and the implementation of the Class and Compensation study. New proposed positions include the Economic Development Coordinator and a Police Sergeant, which will be held vacant for six months. In total, the number of authorized FTE positions decreased from 273.50 to 272.50.



Maintenance and operations appropriations are decreasing by \$71,421 from \$65.8 million to \$65.75 million. The \$0.04 million General Fund portion of the increase is due to a rise in supplies and contract services.

Capital Projects & Equipment appropriations are also decreasing by \$1,325,842 from \$21.4 million to \$20.1 million. The decrease is primarily due to work on ongoing capital improvement projects. Measure I funded projects increased by \$1.8 million and Gas Tax funded projects decreased by \$65,534. The Water Fund projects budget decreased by \$1.4 million, and the Sewer Fund projects budget decreased by \$0.4 million due to the completion of FY 2015-16 projects.

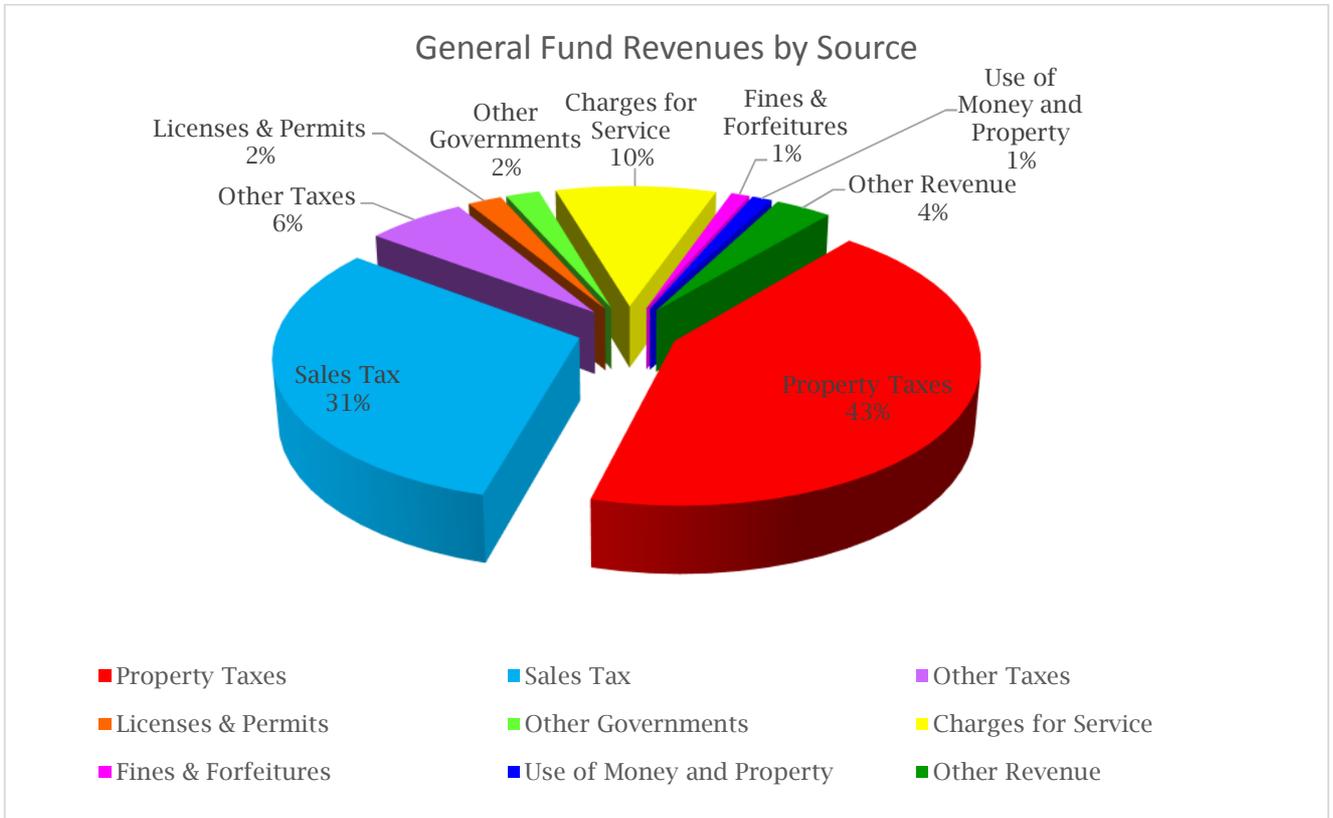
**GENERAL FUND**

The General Fund ending balance is projected to be \$5,876,202 which meets the reserve policy limit of 12.5% of operating expenditures. A summary of the General Fund balance is illustrated below:

General Fund - Fund Balance		
<b>Beginning Fund Balance</b>		<b>\$5,459,875</b>
Operating:		
Revenues	45,790,570	
Expenditures	(45,942,403)	
Non-Operating:		
Transfers In	396,960	
Transfers Out	(20,000)	
<b>Net Change</b>		<b>225,128</b>
<b>Ending Fund Balance</b>		<b>\$5,685,003</b>

General Fund Revenues:

Total General Fund operating revenues are projected to be \$45,790,570 a rise of \$2 million or 4.7% from the prior year budget. The increase can be attributed to anticipated growth in property and sales tax revenues.



- Property Taxes

Property tax revenues are projected to be \$20,057,764, which includes property tax in-lieu of VLF. This estimate reflects an overall increase of \$1,257,924, or 6.69%, over the prior year budget.

- Sales Taxes

Retail sales tax is showing signs of continued growth. Forecasts provided by our sales tax consultant, HdL Companies, estimate that retail sales tax revenues will be \$13,600,000, a slight decrease of \$71,000 from the prior year budget. The FY 2015-2016 sales tax budget included a one-time payment related to the wind-down of the sales tax triple flip process.

- Investment Earnings

Interest rates have remained low so interest earnings revenue has not been included in the proposed budget.

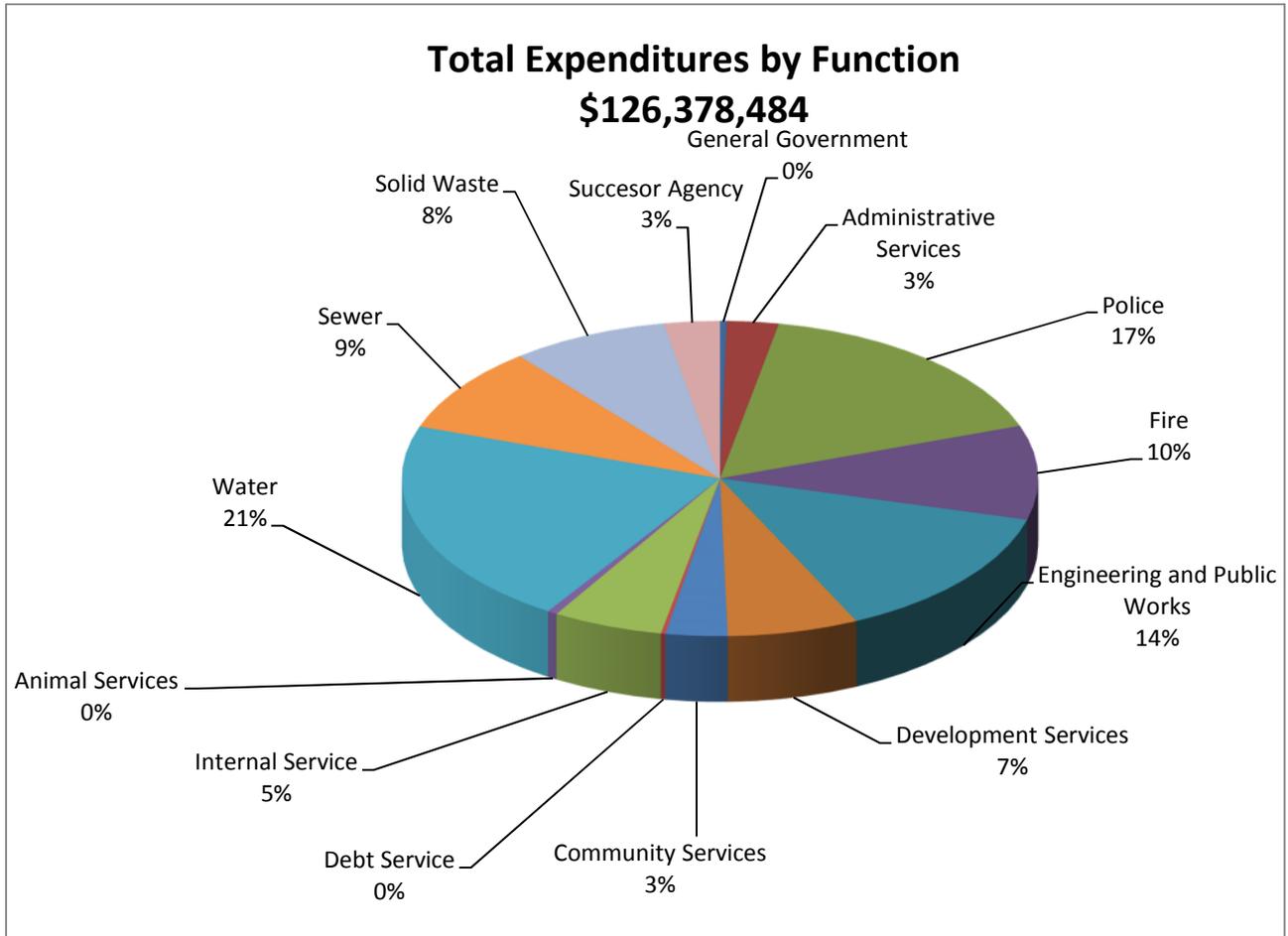
- Transfers In

The General Capital Improvement Fund will transfer \$396,960 to offset the Fiscal Year 2014 \$587,173 transfer from the General Fund.

#### General Fund Expenditures:

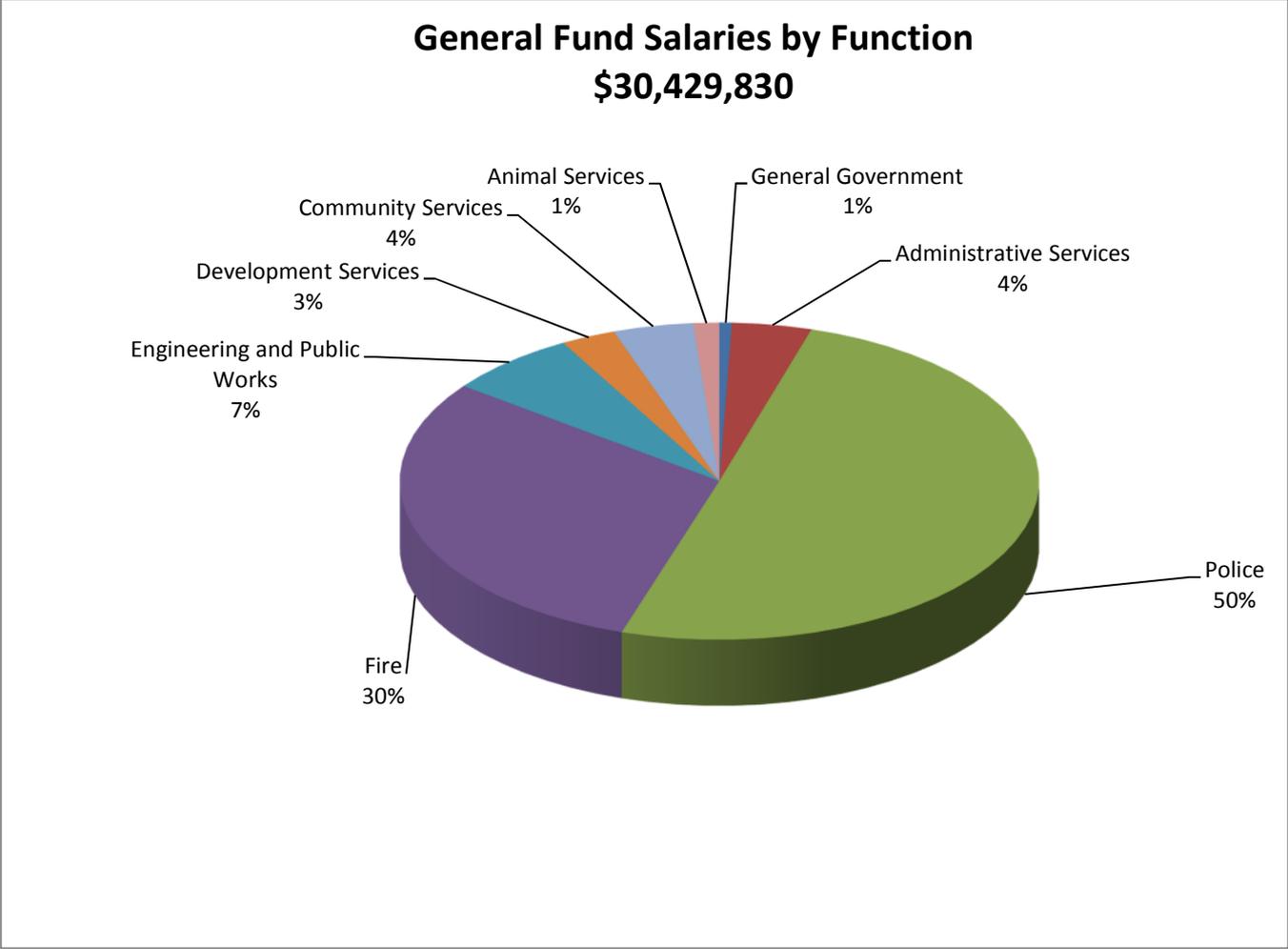
General Fund operating expenditures are projected to be \$45,942,403 which is \$3.0 million more than the prior year budget. The change is due to increased PERS employer rates and personnel costs related to the new MOU's with employee groups.

The majority of General Fund expenditures are appropriated for public safety services (66.9%) followed by public works (12.3%) and community services (8.4%). The chart below illustrates General Fund Expenditures by Department.



- Personnel

General Fund personnel costs are projected to total \$30.4 million, an increase of \$2.8 million from the prior year budget. The change is the net result and increases to salaries, PERS and fringe benefits due to new MOU's (\$1,139,020), PERS rate increases (\$1,010,410) and the Class and Compensation study implementation (\$109,570), as well as a decrease from contracting out the Animal Shelter (-\$199,510). There is one new position funded by the General Fund, one Police Sergeant, budgeted to be filled in the second half of FY 2016-2017.



- Maintenance and Operations (M&O)

The maintenance and operations budget is \$15,739,832, which is an increase of \$0.4 million from the prior year. This change is due to increased contract services and supplies.

- Capital Outlay

The capital outlay budget is \$0, which is a decrease of \$80,000 from the prior year budget.

- Transfers Out

The General Fund will make transfers out to the Public Financing Authority fund in the amount of \$20,000 thousand, which will fund bond principal and interest payments combined with the bond reserves of \$269,075.

**SPECIAL REVENUE FUNDS**

HOUSING FUND

The Housing Division is responsible for the administration and implementation of the Low- and Moderate-Income (LMI) Housing program. Available resources provide for the development and implementation of housing programs to increase and improve or preserve affordable housing within the City’s corporate limits for persons or families of low- to moderate-income. The total appropriations for the Housing Fund are \$5,912,350.

### STREET MAINTENANCE AND IMPROVEMENT FUNDS

The City receives two sources of funds for street infrastructure improvements. The Gas Tax Fund accounts for gasoline taxes received from the State of California, and the Measure I Fund accounts for revenue received from the State of California from a special 1/2% sales tax. For FY 2016-17, the total budget for street improvement projects from these sources is \$9.8 million.

### HOME/CALHOME INVESTMENT PARTNERSHIP PROGRAM

The Home Investment Partnership Program budget appropriated \$790,000. These funds are received from the U.S. Housing and Urban Development Department and are used to assist limited income individuals and families in the purchase of their first home to make needed improvements and repairs.

### COMMUNITY DEVELOPMENT BLOCK GRANT FUNDS (CDBG)

This year's CDBG program allocation totals \$812,909, of which \$278,921 is for carryover Capital Improvement projects. The recommendations for these funds have been processed and approved by the CDBG Committee, and the City Council has reviewed and supported the recommendation. These funds continue to support many important community needs that may not otherwise be possible. Programs such as Code Enforcement, Graffiti Removal, and Homeless Services are examples of how these funds directly benefit the Upland community.

### AIR QUALITY MANAGEMENT DISTRICT

This fund accounts for the receipt of funds generated by AB2766, which sets forth requirements for the reduction of air pollution from mobile sources as promulgated by the South Coast Air Quality Management District. The total appropriations are \$34,930, and total revenues are \$92,400.

### CITIZEN'S OPTION FOR PUBLIC SAFETY (COPS)

This fund is used to account for the receipt of funds generated by AB3299 and expenditures for front-line police activity. The total appropriations are \$383,689 and total revenues are \$105,645.

### **DEBT SERVICE FUNDS**

#### PUBLIC FINANCING AUTHORITY

This fund is used to accumulate resources necessary to make payments on the police building lease revenue bonds. The appropriation of \$280,650 is for annual principal and interest due on the bonds.

### **CAPITAL PROJECT FUNDS**

Capital Project Funds include: General Capital Improvements, Park Acquisition and Development, Storm Drain Development, Street & Traffic Facility Development, and Street & Alley Repairs. The total budget is \$1,512,145. Projects of interest are as follows: Fire Station #3 Roof Repair, Storm Drain Improvements, Street and Alley Repairs, and Traffic Signal Upgrades. The revenues for these funds are derived from development impact fees and are projected to be \$1,559,502.

## **ENTERPRISE FUNDS**

### **WATER UTILITY FUND**

The Water Utility Fund budget includes the cost of delivering water and service to City customers and maintaining the system. Total Water Utility appropriations are \$26,488,484. Proposed capital improvement projects of interest for FY 2016-17 include: Local Main Replacement Program, New Well – Six Basin, Water Main Replacement (Mountain to San Antonio), Water Main Replacement (Linda Way). Revenues are projected at \$19,592,922. The Water Utility year-end fund balance is projected to be \$1,131,647.

### **SOLID WASTE UTILITY FUND**

The Solid Waste Utility Fund budget includes the cost of providing refuse service to City customers. Revenues are projected at \$10,290,780 and appropriations and transfers out are \$9,999,423. The Solid Waste fund balance is projected to be (\$59,450), an improvement of \$406,644 from prior year.

### **SEWER UTILITY FUND**

The Sewer Utility Fund operating budget includes the cost of providing sewer services to City customers and to maintain the system. Total appropriations are \$10,956,204, an increase of \$1.1 million from the prior year due to a combination of increased personnel, maintenance and operations, and capital expenditures. Revenues and transfers in are projected to be \$9,007,100, leaving a year-end fund balance of \$5,544,854.

## **INTERNAL SERVICE FUNDS**

### **SELF-FUNDED INSURANCE FUND**

This fund contains revenues (derived from charge-outs) and expenditures of \$3,833,629, an increase of \$83,629 from the prior year budget. For FY 2016-17, Self-Funded Insurance expenses have been allocated to other funds based on a fund's percentage of salary cost. Unlike the previous fiscal year, the liability and worker's compensation budget is allocated to General Fund and Enterprise Funds.

### **FLEET MANAGEMENT FUND**

The Fleet Management Fund provides for the operation of the City's Fleet Management division, which accounts for repairs and routine maintenance of City vehicles. In FY 2016-17, Fleet Management revenues are \$804,038 and expenditures are \$640,928. The fund is projected to have a balance of \$163,110 at year-end, which will go towards the purchase of new vehicles in future years.

### **INFORMATION SYSTEMS FUND**

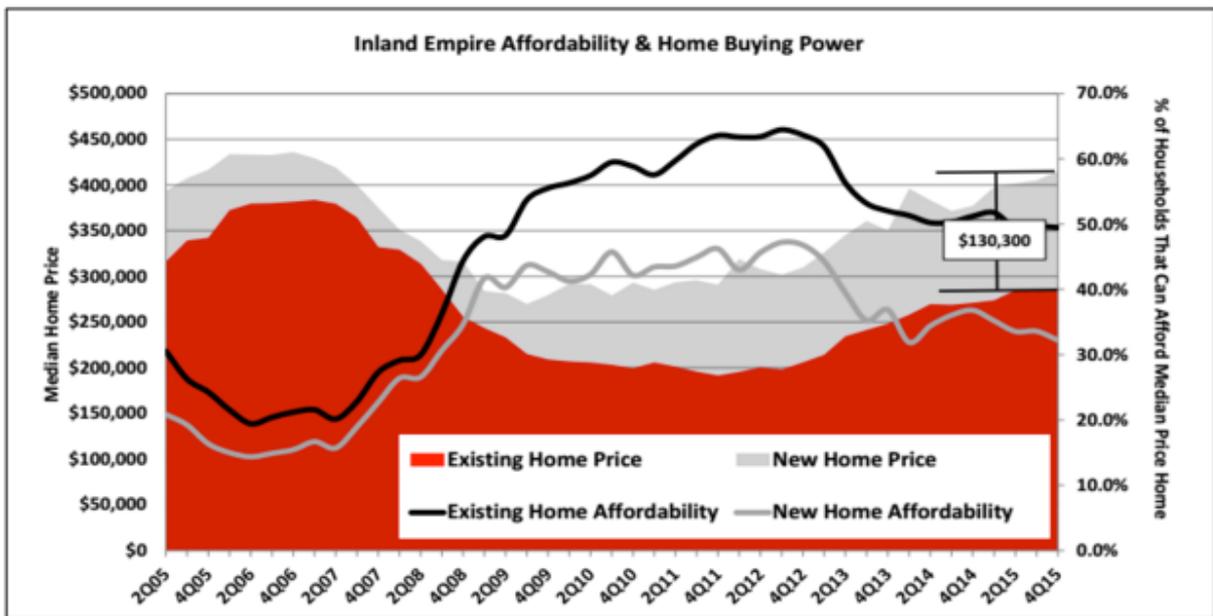
The Information Systems Fund provides for the operation of the City's Information Systems Division, including maintenance of the City's computer network and hardware infrastructure. In FY 2016-17, Information Systems revenues are \$1,469,197 and expenditures are \$1,401,230. The fund is projected to have a balance of \$481,881 at year-end, to be used for computer replacement in future years.

### **BUILDING MAINTENANCE & OPERATIONS FUND**

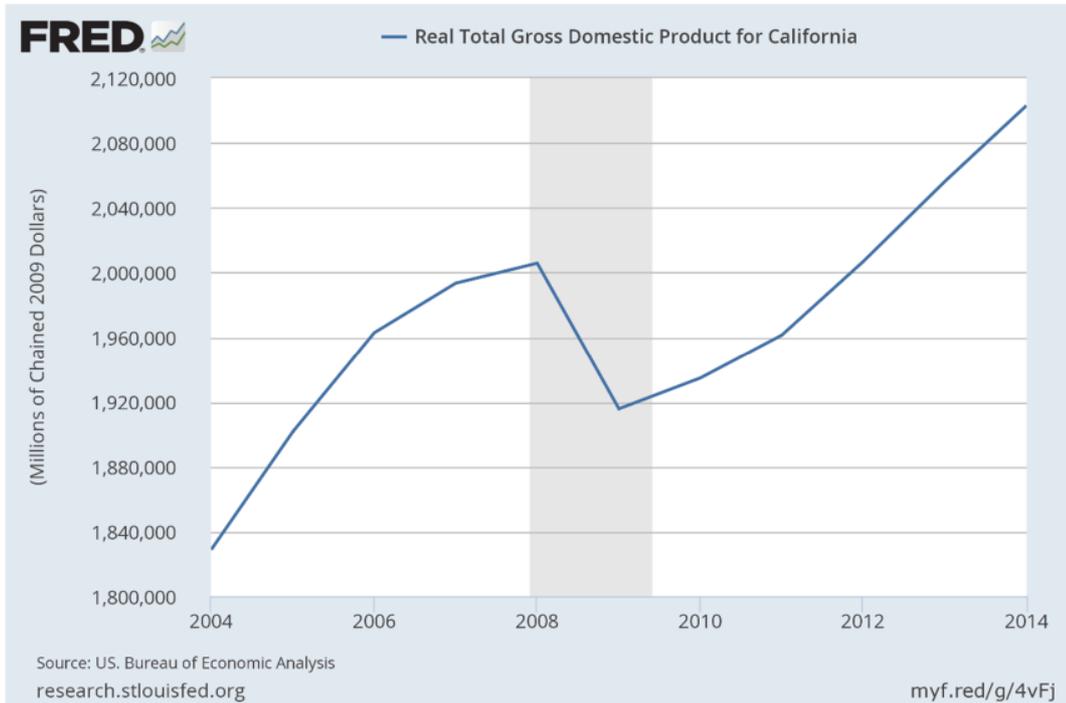
The Building Maintenance & Operations Fund provides for the operation of the City's Building Maintenance & Operations Division which maintains the City's facilities. In FY 2016-17, Building Maintenance & Operations revenues are \$1,099,650 and expenditures are \$1,099,650. The fund is projected to have a fund balance of \$34,234 at year-end.

## ECONOMIC OUTLOOK

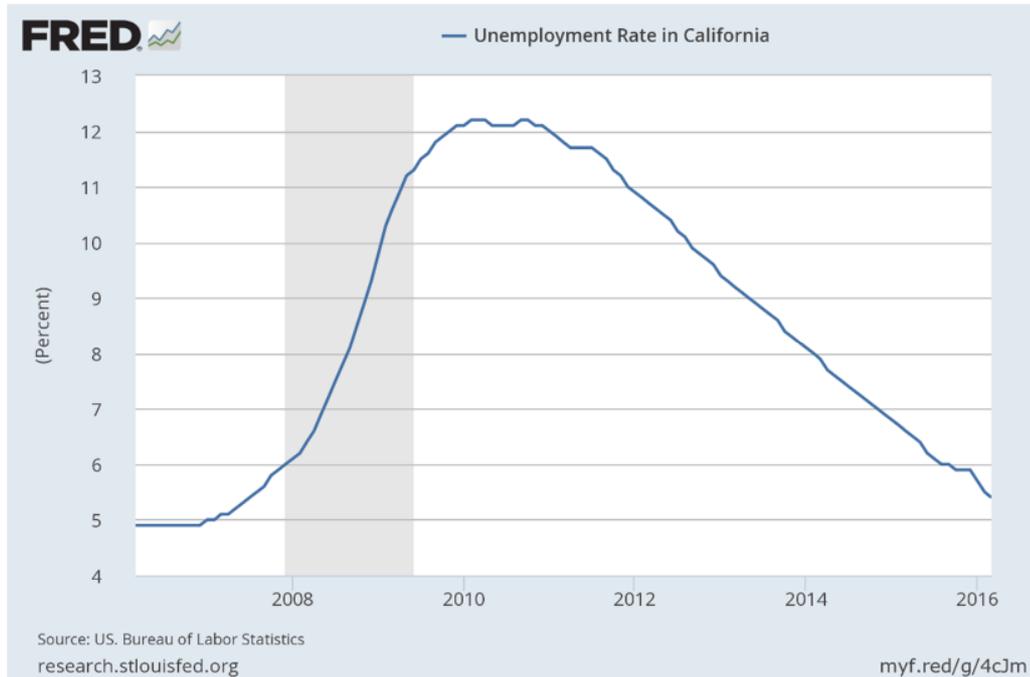
Very similar to the previous year, the national economy has continued to grow at a modest but steady pace. According to the City's property tax consulting firm, HdL, existing home sales followed a trend of year over year increases of about 5%. Total non-performing loans are still at pre-2008 levels, and the national housing supply is at about four months, which is considered low for current demand. According to the California Association of Realtors, "supply of available homes on the market is operating at roughly 60 percent of normal inventory levels." This is especially true in the southern California region, where demand continues to outpace supply. Although sales have slowed in recent months, low interest rates and other factors continue to drive price appreciation that is expected to continue at a moderate pace through 2016. One element of the housing market according to Metrostudy, is the affordability of housing within the Inland Empire. The driver to this trend is the limited supply due to lack of affordable housing in new construction. The results of this trend are shown below:



California's economy has continued to advance at a modest but steady pace. Beacon Economics forecasts growth, "in the 2.5% plus range for the year," citing retail sales and low unemployment as drivers. The statewide GDP since the trough of the recession has continued to steadily, though modestly move forward:



California’s job growth has continued at a remarkable pace, dropping its national unemployment ranking from the top ten in the nation to number 34, according to the Bureau of Labor Statistics. The trend since just before the Great Recession shows forward movement with a steady decrease in the rate of unemployment:



One particular challenge for the labor force in California and the economy of the Inland Empire in particular, as noted by Beacon Economics is the quality of wages for new jobs:

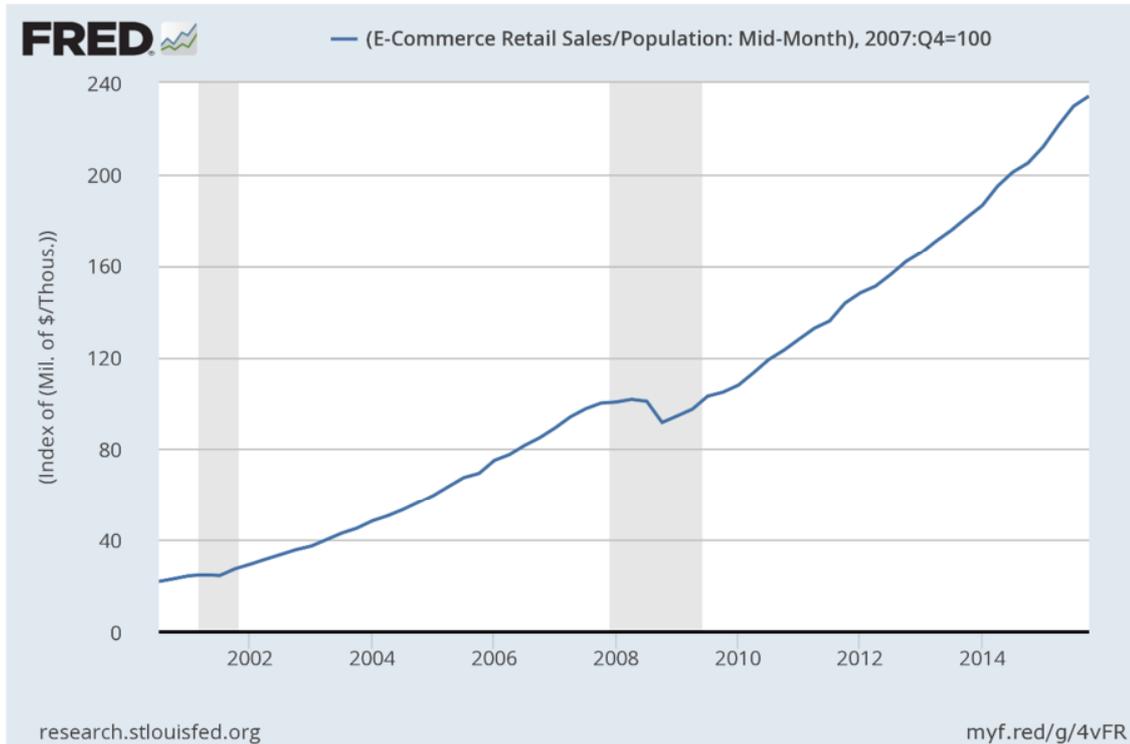
Unfortunately, employment growth and a tightening labor market, *have not yet translated into higher wages*. Wage growth in the Inland Empire has been lackluster. From 2013 to 2014, wages grew a mere 2.1%, compared to 3.4% in California overall and 3.1% in the nation.

However, this challenge could, over time produce an unexpected bright spot in the region:

Employment growth will have widespread impacts on the region such as wage growth, local spending growth, population migration, productivity gains, and less commuting as local employment opportunities become more plentiful and residents acquire those jobs. In short, the Inland Empire could transform from a bedroom community into a self-sustaining community. (Regional Outlook, 2016).

One significant, though yet to be determined impact will be California's minimum wage increase. The impacts to local businesses will be felt as their costs increase, ultimately affecting the consumer as well as the City as a recipient of sales tax revenue.

Another means for concern is the continued and growing trend away from shopping at brick and mortar establishments to online purchases that has proved challenging for local economies across the state. The advent of online shopping has not leveled since the beginning of its measurement in 1999:

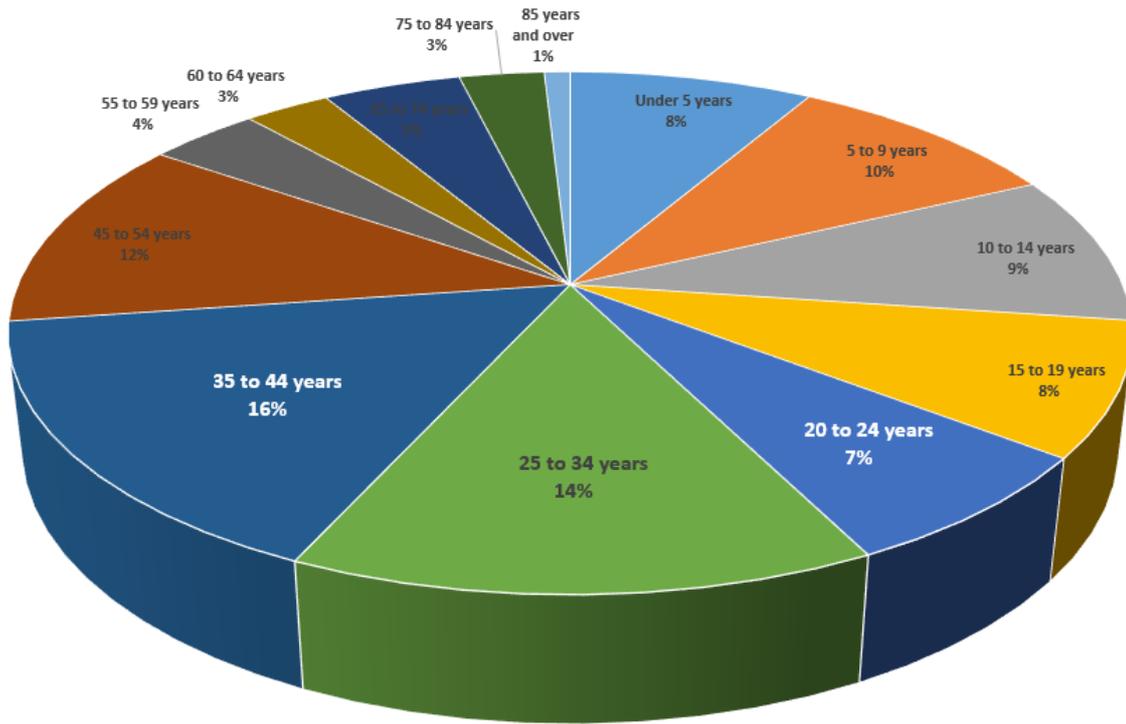


The threat of this trend is the diversion of sales tax revenue per capita, which creates a disproportionate loss of resources to the City, inverse to population growth. While a portion of revenue is returned to the City through a pooled distribution, there are always winners and losers when these changes occur, and the full impact of these changes on sales tax revenue is uncertain.

As noted last year, sales tax through online shopping is one among other trends that illustrate the challenge for the City of Upland in respect to sustainable revenue growth, when matched off against rising expenses. The City has benefitted from an increase to overall revenue due to additional businesses and an overall improvement in the economy. But the trend away from sales tax revenue per capita, and limitations of future development creates a disproportionate spread between available resources to the City, moving at inverse to its current rising expenses increasing at a higher rate.

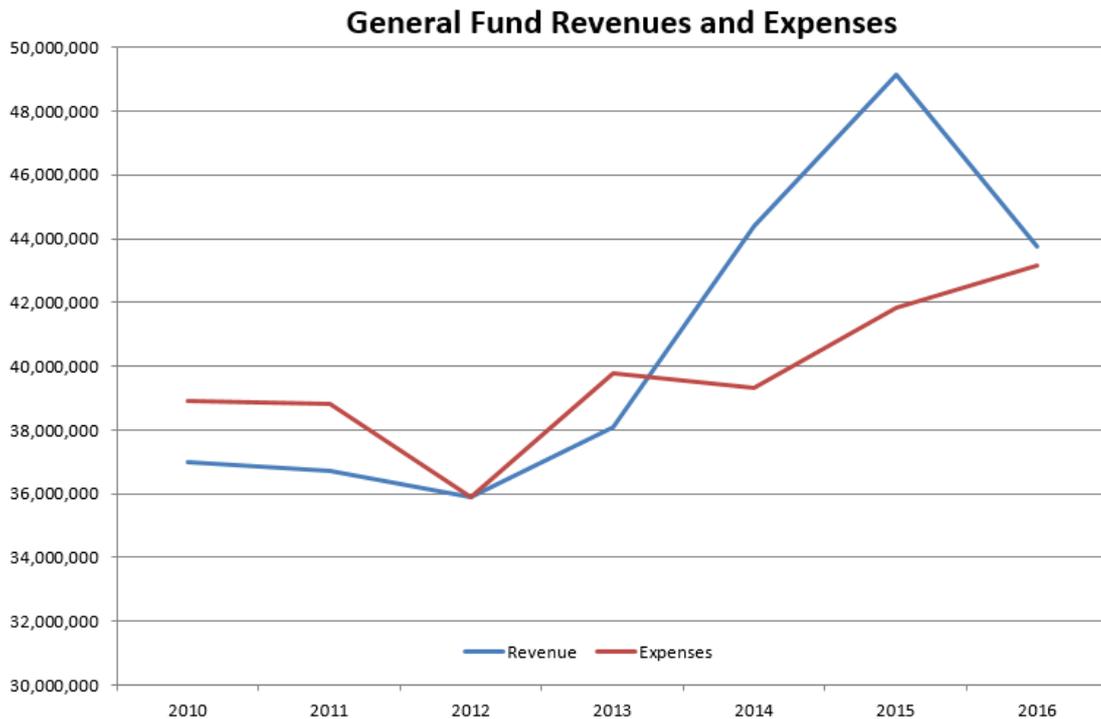
The Inland Empire has many promising characteristics that could act as drivers of economic expansion. As previously discussed regarding employment, the makeup of the Inland Empire shows a population that could facilitate growth. According to the U.S. Census Bureau, the County is continuing to grow in its younger population, in part due to birthrates as a ratio of the population. The distribution of age groups are as follows:

**County of San Bernardino Population Distribution**



These demographics are potentially good for the growth of the region, as the socio-economic context is future oriented, and the impacts on local economies will include household formation and a labor base that could facilitate expansion among local industries such as professional services, technical and manufacturing. According Dr. Husing, expansion is expected to continue in part due to “continued growth in health care, and a small addition of jobs in higher paying sectors. As these sectors add workers, they will bring dollars to the area that then circulate through its population serving sectors causing them to expand as well.” These elements could particularly benefit the City of Upland and its local economy.

The City of Upland has benefited in the last few years as these components have assisted with the growth of its local economy. Development in the last two fiscal years was somewhat better than expected and this activity has resulted in a modest increase in permit and related revenues. Property taxes, the City’s largest General Fund revenue source increased at a rate of 5% this last fiscal year and are expected to continue growing. Sales tax revenue growth has benefitted the City but is projected to level off somewhat in 2016.



Given these elements, where does the future of the City of Upland fit into the regional economy? In recent years, it is significant that the City has benefitted from improving revenues, but also from one-time revenues. City leadership has opted for reserving residual fund balance that was partly the result of these additional revenues. Fiscal policy has also included increasing the level of the City’s reserves. These have been excellent decisions, and prudent given the uncertain and modest nature of economic growth. There is no doubt about the fact that the City’s fiscal condition has improved in recent years. However, the City’s previously balanced budgets were the result of *both* increased revenues *and* cost reductions in the form of deferred maintenance, deferring long-term liabilities, insufficient levels of reserve, and reduction in workforce. It was noted last year that the current revenue structure will have difficulty meeting ongoing and increasing costs in future years.

Building on these principles, it should be noted that in order to continue providing an acceptable level of service delivery to the community, the City must adopt near term, mid-term and long-term strategic goals, and the execution of these goals will require courage and willpower at every level of the organization. We are repeatedly provided with feedback from the community and the Council that organizational solvency is a top priority, yet economic realities make this a challenging goal. It is our belief that if a citywide vision for these goals is put into practice, and difficult choices are made that support this vision, we have everything we need for success.

## CONCLUSION

The fiscal health and future outlook of the City of Upland has improved significantly over the last 24 months, thanks to hard work by the City Council and staff. I would like to thank the dedicated staff of the Administrative Services Department, as well as those Finance Division staff members that spent many hours preparing this budget document. On behalf of your Executive Management Team, as well as all Upland staff members, I submit this comprehensive financial plan for FY 2016-17.

Respectfully submitted,



Rod Butler  
City Manager

## **BUDGET PROCESS**

### **Purpose of the Budget Document**

The Budget sets forth a strategic resource allocation plan that is distinctly aligned with community goals, preferences, and needs. The Budget is a policy document, financial plan, operations guide, and communication device all in one.

The Budget:

- ◆ Determines the quality and quantity of City programs and services;
- ◆ States expenditure requirements for the allocation plan and estimated available revenues to finance it;
- ◆ Sets targets and provides a means of measuring accomplishments against goals, actual versus planned outcomes; and,
- ◆ Serves as a communication device for elected officials, the public, and the City organization that promotes the City's vision and direction, fiscal health and vitality, and what the public is getting for its tax dollars.

Through the Budget document, the City demonstrates its accountability to its residents, customers, and community.

### **The Relationship Between the Operating Budget and Capital Improvement Program**

The Budget document is comprised of both the Annual Operating Budget and the Capital Budget. The development of the two budgets, however, takes place on two separate, albeit interrelated, tracks.

The Operating Budget is the complete budget used to finance all day-to-day operations and obligations of the City. The budget includes general government administration and operations, debt service, capital expenditures, and transfer payments for a particular fiscal year. The funding for this budget is derived from taxes, fees, licenses, fines, and inter-governmental revenues (state and federal).

The Capital Improvement Program (CIP) is a multi-year instrument that drives the identification, evaluation, and financing of capital infrastructure projects that are in need of renovation, repair and/or construction. Capital projects range from road maintenance or construction to the renovation of municipal buildings, recreation centers, water main and sewer system replacement. The CIP relates these capital project needs to the financial sources that will support their realization and the timeframe in which both the financial and work will take place. Capital improvement projects typically carry considerable future impact, meaning, they have a life span of at least five years or more. They are usually financed over a longer period of time, in effect spreading the cost of the project across a generation of users.

## **Guide to the Budget**

The City of Upland's fiscal year begins each July 1<sup>st</sup> and concludes on June 30<sup>th</sup>. The development of the annual budget is comprised of distinct phases. First, the City Council identifies the priority service requirements for the community, during the Strategic Goals workshop. Second, is the planning and assessment that includes both strategic plan development and data gathering, such as performance measurement information. A select group of performance measures used in the development process is featured in the budget document.

The budget kickoff begins in mid-January at a meeting to which the City Manager, Finance staff, and all Department Heads and their budget staff attend. The City Manager briefs the participants on policy directives and general budgeting guidelines and Finance staff follows with a discussion on the technical and procedural aspects of preparing the budget. Departments have approximately two months to prepare their budgets.

Subsequent to budget submittals, the City Manager, Finance staff, and Department Heads hold meetings to discuss proposed budgets. Participants discuss the budget, including reductions or other significant changes, goals and objectives, and performance measures.

Once the City Manager reviews have taken place and all departmental budget issues are resolved, the Finance staff prepares the preliminary budget. The Finance Manager presents the proposed budget at a special meeting of the Finance/Economic Development Committee. Following the Committee review, the Finance Manager presents the proposed budget to the City Council, at which time the City Manager will recommend to the City Council the adoption of the budget with any necessary revisions made between the time of publication of the preliminary budget and the date of adoption.

The budget plays a crucial role in communicating to elected officials, City employees, and the public the City's plans for the use of its resources. Yet budgets are complex documents that can be difficult to grasp at first hand. Although the City has made every effort to make the document as easy to navigate as possible, some discussion as to how the book is organized is deemed warranted. This section provides the reader with some basic understanding of the constituent components of a budget document.

## **Organization of the Budget Document**

The Budget document is comprised of the following sections:

### City Manager's Budget Message

The City Manager's Budget Message is a transmittal letter addressed to the Mayor and City Council that introduces the FY 2015-16 annual budget. The Budget Message outlines the organizing principles of the budget and the assumptions on which the budget was developed. The City Manager's Budget Message aims to provide the reader with highlights of the operating and capital budgets, and sufficient context to understand how and why the budgetary changes occurred between fiscal years.

## Financial and Budgetary Policies

This section provides the reader an understanding of the City's financial policies and budgetary practices. It describes the purpose of the budget, its development, reading the budget, and the financial and operational policies followed in the budget development and planning process. Additionally, this section includes the resolutions for the appropriations limit and adoption of the budget and a matrix illustrating department/fund relationships.

## General Information

The City Profile provides a snapshot of the City for which the Budget has been developed. The purpose of this section is to give the reader an at-a-glance look at the City's organizational structure, demographic data, and other statistics.

## Budget Summaries

The budget summaries section is the nuts and bolts of the Budget. It provides the following information: Summary of Changes in Fund Balance, Schedule of Revenues by Fund and Category, Schedule of Revenue Detail by Fund, Schedule of Expenditures by Fund, Schedule of Expenditures by Fund and Category, Expenditures by Department Program and the Summary of Operating Transfers.

## Department Summaries

The Department Summaries contain detailed budget information for the basic organizational units of the City, its departments. Each department summary presents the following information:

- ◆ Expenditures by Category - The table and graph provide information on budgeted expenditures organized by the following categories: personnel, maintenance and operations, capital outlay and capital improvement projects.
- ◆ Expenditures by Funding Source - The table and graph provide information on the funding sources for the budgeted expenditures.
- ◆ Mission Statement - Each department has formulated a mission statement that presents the "what, for whom, and why" the department exists.
- ◆ Goals and Objectives - Departments are comprised of smaller organizational units that allow the department to attain its mission.
- ◆ Performance Measurements - Each department has established performance measures for assessing progress made toward achieving goals. These measures are used during the budget process to ascertain program performance, workload, and future targets.
- ◆ Major Accomplishments - This section lists a department's achievements over the past fiscal year.

- ◆ Expenditure Summary by Object Code – This table provides line-item budgetary detail for the department.

### Capital Improvement Program

This section looks at the City’s capital improvement program, funding sources, project highlights, and the specific projects for which funds are allocated for the budget year.

### Schedule of Positions

The Schedule of Positions section includes the titles of the Full Time Equivalent (FTE) positions authorized for each department. A comparative table that provides four years of data is also presented in this section.

### Chart of Accounts

This section provides a list of the City’s funds, divisions and object codes.

### Glossary of Terms

Budget documents may be difficult to read and may contain terms unfamiliar to the reader. This section covers key terms used throughout the budget document and in the budgeting process in general.

### List of Acronyms

A list of acronyms used throughout the budget document is included.

**City of Upland  
Operating and CIP Budget Calendar  
Fiscal Year 2016-17**

<b>Date</b>	<b>Responsibility</b>	<b>Action</b>
<b>February 16, 2016</b>	City Manager, Deputy City Manager and Finance	Budget kickoff meeting with City Manager, Deputy City Manager and Department Heads. Salary and benefit worksheets are distributed to Department Heads.
<b>February 25, 2016</b>	Departments	Departments submit personnel allocations to Finance.
<b>February 29, 2016</b>	Departments	Departments submit revenue projections to Finance.
<b>March 8, 2016</b>	Departments	Departments submit expenditure projections and requests for new positions and/or reclassifications.
<b>March 10, 2016</b>	Departments	Departments submit Capital Improvement Project requests and preliminary expenditure projections to <b>Public Works and/or Engineering Division.</b>
<b>March 24, 2016</b>	Finance Departments	Finance prepares first draft of budget summaries. Public Works Department submits draft of Capital Improvement Project budget. All Departments submit any budget or personnel revisions.
<b>April 4- 7, 2016</b>	Finance and Departments	City Manager, Deputy City Manger, Finance Manager and staff members assigned with budget preparation meet with Departments to review revenues and operating and capital improvement project budgets.
<b>May 1, 2016</b>	Finance and Departments	Finance completes a second draft of the budget document and submits budget summaries to the Departments for final review. Departments submit narratives, goals and objectives, performance measures and major accomplishments.
<b>June 20, 2016</b>	Finance	Proposed budget presented to the Finance Committee (special meeting)
<b>June 27, 2016</b>	Finance	Proposed budget presented to the City Council for formal adoption of the Fiscal Year 2016-17 Budget and Appropriations Limit.

## FINANCIAL POLICIES

The City of Upland was incorporated on May 15, 1906, under the general laws of the State of California and enjoys all the rights and privileges pertaining to “General Law” cities. The City is governed by an elected five-member board. Included within the financial reporting entity of the City are the Successor Agency to the Upland Community Redevelopment Agency and the Upland Public Financing Authority.

### **Basis of Accounting and Budgeting**

The City’s accounting system is organized on a fund basis. Each fund is a separate accounting entity with a self-balancing set of accounts recording its assets, liabilities, fund equity, revenues, and expenditures. The funds are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations.

Governmental funds are classified into three broad categories: governmental (general, special, debt service, and capital improvement projects), proprietary, and fiduciary funds. Governmental funds include activities usually associated with typical or local government operations. Proprietary funds are financed and operated in a manner similar to private business enterprises, where the intent is to recover the cost of providing goods and services from user charges. Fiduciary funds are utilized in situations where the government is acting in a fiduciary capacity as a trustee or agent.

The City’s accounting and budgeting systems are in compliance with the Generally Accepted Accounting Principles (GAAP). This means that the modified accrual basis of accounting is used for governmental fund types and that the accrual basis of accounting is used for proprietary fund types. These funds are described as follows:

#### ***General Fund***

The General Fund is the City’s primary operating fund. It accounts for all financial resources of the general government, except those required to be accounted for in another fund. The General Fund finances basic services to residents, including police, fire, library, and recreation.

#### ***Special Revenue Funds***

Housing - This fund accounts for the housing activities of the City that were previously accounted for in the low and moderate housing redevelopment agency fund.

SB509 Public Safety Augmentation - This fund accounts for the half-cent sales tax enacted by Proposition 172 and SB509. Funds are used to cover operational expenditures of the Police Department.

Gas Tax - This fund accounts for State gasoline taxes received by the City. These funds may be used for street maintenance, right-of-way acquisition, and street construction. Gas Tax funds are used for capital projects established within the Gas Tax Fund.

Measure I - This fund accounts for revenues which were approved by the San Bernardino County voters in a General Election authorizing a one-half percent (1/2%) sales tax on all retail transaction within the incorporated and unincorporated territory of the County of San Bernardino for a period not to exceed twenty years, proceeds of which are to be solely for county-wide transportation improvements and traffic management programs.

Home/CalHome Investment Partnership Program - These funds account for housing rehab grants from the California Department of Housing and Community Development. These grants are then loaned to local citizens for single-family rehabilitation, neighborhood restoration, first-time homebuyers, tenant based assistance and rental rehabilitation programs.

Community Development Block Grant (CDBG) - This fund accounts for receipt and disbursement of the Upland Community Development Block Grant Program of the United States Department of Housing and Urban Development. Program accountability follows the guidelines of Office Management and Budget Circulars A102 and A87.

Parking Business Improvement Area (PBIA) - This fund accounts for revenues received from an additional levy on the general business license tax imposed on businesses to be used for the acquisition, construction and maintenance of parking facilities for the benefit of the area.

Air Quality Management District - This fund was established to account for the receipt and disbursement of funds generated by Assembly Bill 2766 which sets forth requirements for reduction of air pollution from mobile sources as promulgated by the South Coast Air Quality Management District (SCAQMD).

Proposition 30 - This fund accounts for the financial activity related to the City's share of Proposition 30/SB109 monies to provide local law enforcement with a portion of a State income tax increase to be utilized for costs associated with parolees and probationers.

Citizen's Option for Public Safety (COPS) - This fund is used to account for the receipt of funds generated by AB3299 and expenditures for front-line police activity.

### ***Debt Service Funds***

Upland Public Financing Authority - The Upland Public Financing Authority is a joint exercise of powers under the laws of the State of California, authorized to issue bonds under the Mello-Roos Local Bond Pooling Act of 1985 (Article 1 through 4, Section 6500, Chapter 5, Division 7, Title 1 of the State of California Government Code). The City of Upland and the Successor Agency (formerly known as Upland Community Redevelopment Agency) formed the Financing Authority by execution of a joint exercise of powers agreement to provide financing by agreements and loans to the Agency for various project purposes.

### ***Capital Projects Funds***

Capital projects funds are established to account for acquisition and construction of capital facilities other than those financed by proprietary funds.

General Capital Improvements - This fund was established under the provision of Section 53731 of the Government Code and Section 3.44.050 of the Upland Municipal Code to account for projects of general nature which are supported by available General Funds, Special Revenue Funds, or Development Impact Fees from new development.

Park Acquisition and Development - This fund accounts for all revenue from the Dwelling Unit Construction Tax, in accordance with Section 3.44.020 of the Upland Municipal Code which must be used for the acquisition and development of park facilities within the City of Upland.

Storm Drain Development - This fund, established by Section 3.44.040 of the Upland Municipal Code, is used to account for the revenues received from fees on various building permits which are set aside to provide for the creation of a storm drain system in cooperation with the other governmental entities in the surrounding area.

Street and Traffic Facility Development - This fund is supplementary to the Gas Tax and Public Transportation Funds. This fund was established under Upland Municipal Code Section 3.44.030 to provide for improved quality of street and traffic facilities in the City. The revenue source of this fund is from a fee on building permits.

### ***Proprietary Funds and Fiduciary Funds***

Proprietary fund revenues and expenses are budgeted and recognized on the accrual basis of accounting. Revenues are recognized in the accounting period in which they are earned and measurable. Expenses are recognized in the period incurred, if measurable.

Fiduciary or private-purpose trust funds are reported using the economic resources measurement focus and the accrual basis of accounting.

Successor Agency - This fund handles all aspects of the Successor Agency to the Upland Community Redevelopment Agency, including but not limited to the accumulation and disbursement of monies to meet debt service requirements.

### ***Enterprise Funds***

Water Utility - This fund accounts for the sale of water to Upland's citizens and businesses and also records expenditures for water capital improvement projects.

Solid Waste Utility - This fund accounts for the refuse pick-up services provided by private contract. Billing and collection is accomplished by City staff. Activities include recycling and green waste programs.

Sewer Utility - This fund records all City sewer service transactions and includes the additional services of street cleaning, tree trimming, storm drain maintenance and NPDES programs.

### ***Internal Service Funds***

Self-funded Insurance - This fund accounts for self-funded insurance. City Departments are charged for the services provided or benefits received from this fund.

Fleet Management - This fund provides for the operation of the City's Fleet Management Division, which accounts for repairs and routine maintenance of City vehicles.

Information Systems - This fund provides for the operation of the City's Information Systems Division, including maintenance of the City's computer network and hardware infrastructure.

Building Maintenance & Operations - This fund provides for the operation of the City's Building Maintenance & Operations Division which maintains the City's facilities.

### **Budgetary Control and Policies**

Budgetary control is exercised by (1) the annual budget adoption by the City Council (2) formal budgetary integration within the accounting system (3) the mid-year review presented to the City Council in February (4) the encumbrance of estimated purchase/contract amounts prior to the release of purchase orders to vendors (5) properly and adequately documented City Council approved budget adjustments to appropriation and revenue estimates (6) monthly review of departmental expenditure reports comparing budget to actual amounts and (7) the established review process of carry-overs in which departments are requested to submit justification and funding sources for unencumbered, budgeted amounts requested for carryover. The final list of continued operations becomes part of the City's annual budget.

The City Council approves each year's budget submitted by the City Manager prior to the beginning of the fiscal year. Public meetings are conducted prior to the adoption by City Council. It is the City Council's goal to adopt an annual balanced budget, a budget in which current revenues equal recurring expenditures. The City Manager has authority to adjust the amounts appropriated between the funds and activities of a fund, provided, however, that the total appropriations for each fund may not exceed the amounts provided in the budget resolution. The City Manager is also authorized to approve continuing appropriations at year-end for capital improvement projects and other expenditures previously approved by the City Council.

### **Cash and Investment Policies**

The City's cash and investments are reported at fair value. Changes in fair value that occur during a fiscal year are recognized as interest revenue reported for that fiscal year. Interest revenue includes interest earnings, changes in fair value, and any gains or losses realized upon the liquidation or sale of investments.

Cash accounts of all funds are pooled for investment purposes to enhance safety and liquidity while maximizing interest earnings. Interest revenue earned by the pooled investments is allocated to the various funds based on each fund's average monthly cash and investment balance.

## Reserve Policy

In order to prudently protect the fiscal solvency of the City, it is important to maintain some minimum level of reserves. Reserves are important in order to mitigate the negative impact to revenues from economic fluctuations, to fund unforeseen expenditure requirements, to provide a minimum level of cash investment interest revenue, and to avoid the need to borrow for cash management purposes. The General Fund Reserve is currently at the reserve policy limit of 10% of operating expenditures.

## Capital Assets

Capital assets (including infrastructure) greater than \$5,000 are capitalized and recorded at cost or at the estimated fair value of the assets at the time of acquisition where complete historical records have not been maintained. The costs of normal maintenance and repairs that do not add to the value of the asset or materially extend asset lives are not capitalized.

Capital assets include public domain (infrastructure) general fixed assets consisting of certain improvements including roads, curbs and gutters, streets and sidewalks, medians, sewers and storm drains.

## Debt Management

The California Constitution requires that long-term debt pledged by the full faith and credit of the City can only be approved by voter referendum. Currently, the City does not have any general obligation debt. However, per State of California statute, the City's debt limit is set at 15% of total assessed valuation for purposes of City taxation for all the real and personal property within the city.

### Legal Debt Margin Calculation for Fiscal Year 2014-15

Assessed Valuation	\$7,682,100,008
Debit Limit (15% of assessed value)	1,152,315,001
Debt applicable to limit:	
General obligation bonds	_____ -
Total net debt applicable to limit	\$ _____ -
Legal debt margin	<u>\$1,152,315,001</u>

RESOLUTION NO. 6344

A RESOLUTION OF THE CITY COUNCIL ADOPTING THE FISCAL YEAR 2016-17 ANNUAL BUDGET INCLUDING AMENDING THE COMPENSATION PLANS FOR THE MID-MANAGEMENT EMPLOYEES AND GENERAL EMPLOYEES

Intent of the Parties and Findings

(i) The City Manager has caused a budget document to be prepared and presented to the City Council covering the Fiscal Year July 1, 2016 through June 30, 2017; and

(ii) This budget document has been placed on file in the office of the City Clerk and made available for public examination.

NOW, THEREFORE, the Upland City Council hereby finds, determines and resolves as follows:

Section 1. The City Council hereby adopts the Fiscal Year 2016-17 Annual Budget.

Section 2. The following funds and appropriations, therefore, are hereby authorized for the fiscal year beginning July 1, 2016:

General Fund	\$45,962,403
Housing Fund	5,676,750
Public Safety Augmentation Fund	801,000
Gas Tax	6,761,678
Measure I	3,088,299
HOME/CALHOME Investment Partnership Program	1,610,000
Community Development Block Grant	812,909
Parking Business Improvement Area	50,000
Air Quality Management District	34,930
Prop 30	140,000
COPS	502,139
Asset Forfeiture Fund	40,000
Public Financing Authority	280,650
General Capital Improvements	636,771
Park Acquisition & Development	430,590
Storm Drain Development	241,744
Street & Traffic Safety Development	200,000
Street & Alley Repairs	400,000
Water Utility	26,488,484
Solid Waste Utility	10,244,423
Sewer Utility	10,956,204
Self-Funded Insurance	3,833,629

Fleet Management	640,928
Information Systems	1,401,230
Building Maintenance & Operations	1,099,650
Successor Agency Housing	<u>3,532,319</u>
Total	<u>\$125,867,330</u>

Section 3. The City Manager is hereby authorized to make expenditures, including capital outlay items, provided for in said budget.

Section 4. The City Manager is hereby authorized to increase appropriations in those instances where there is an offsetting source of revenue such as when money has been received or put on deposit with the City.

Section 5. The City Manager is hereby authorized to approve continuing appropriations for capital improvement projects and other expenditures approved by the City Council but not yet expended prior to July 1, 2016.

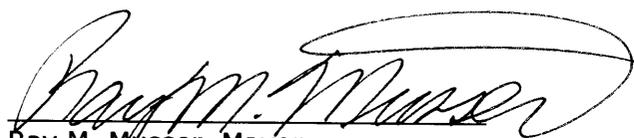
Section 6. The City Manager is hereby authorized to redistribute allocated budgeted amounts within or between departments.

Section 7. The City Manager is hereby authorized to transfer up to \$20,000 of any allocated fund balance to or between departments. Any transfer revision above this amount must be approved by the City Council.

Section 8. The City Council approves the following position changes: the addition of a Police Sergeant, addition of an Economic Development Coordinator, and the reclassification of Flight Nurse to Medical Crew Lead.

Section 9. The City Clerk shall certify to the passage and adoption of this resolution and enter it into the book of original resolutions.

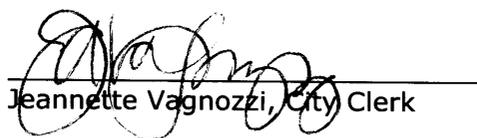
PASSED, ADOPTED AND APPROVED this 27<sup>th</sup> day of June, 2016.

  
 Ray M. Musser, Mayor

I, Jeannette Vagnozzi, City Clerk of the City of Upland, do hereby certify that the foregoing Resolution was passed and adopted at a regular meeting of the City Council of the City of Upland held on the 27th day of June, 2016, by the following vote:

AYES: Mayor Musser, Councilmembers Filippi, Stone, Timm  
 NOES: Councilmember Bozar  
 ABSENT: None  
 ABSTAINED: None

ATTEST:

  
 Jeannette Vagnozzi, City Clerk

RESOLUTION NO. 6353

A RESOLUTION OF THE CITY COUNCIL ESTABLISHING THE APPROPRIATIONS LIMIT FOR THE CITY OF UPLAND FOR FISCAL YEAR 2016-17

Intent of the Parties and Findings

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

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

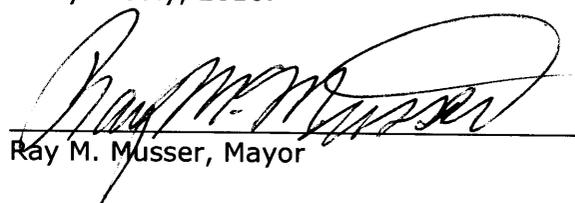
(iii) The Finance Manager of the City of Upland has determined the City's appropriations limit for Fiscal Year 2016-17 in accordance with said provisions of the Constitution and laws of the State of California and the documentation used in said determination is available in the Finance Division of the City of Upland.

NOW, THEREFORE, the Upland City Council hereby finds, determines and resolves as follows:

Section 1. Calculation of said limit for the City shall be determined by (1) Using the California Per Capita Income and the population growth of San Bernardino County, both as determined by the California Department of Finance; and (2) Based upon the above said factors, the appropriations limit of the City of Upland for the Fiscal Year 2016-17 is hereby found and determined to be \$79,571,677.

Section 2. Certification. The City Clerk of the City of Upland shall certify to the passage and adoption of this resolution and enter it into the book of original resolutions.

PASSED, APPROVED and ADOPTED this 11<sup>th</sup> day of July, 2016.

  
Ray M. Musser, Mayor

I, Jeannette Vagnozzi, City Clerk of the City of Upland, do hereby certify that the foregoing Resolution was adopted at a regular meeting of the City Council held on the 11<sup>th</sup> day of July, 2016, by the following vote:

AYES: Mayor Musser, Councilmembers Bozar, Filippi, Stone, Timm  
NOES: None  
ABSENT: None  
ABSTAINED: None

ATTEST:

  
Jeannette Vagnozzi, City Clerk

# APPROPRIATIONS LIMIT CALCULATION

Article XIII B of the State Constitution, commonly referred to as the "Gann Limit", was adopted when California's voters approved Proposition 4 in November 1979. The limit has been modified by two subsequent initiatives-- Proposition 98 in 1998 and Proposition 11 in 1990--but its basic framework remains in place today.

Article XIII B places an annual limit on the appropriation of tax proceeds that can be made by the state, school districts and local governments in California. These limits are based on the amount of appropriations in the 1978-79 "base" year, as adjusted each year for population growth and cost-of-living factors. State and local governments are precluded from retaining any "excess revenues" above the limit. Article XIII B also requires the state to reimburse local governments for the cost of certain state mandates. The limit is different for every agency and changes each year.

For fiscal year 2016-17, the estimated tax proceeds appropriated by the Upland City Council are under the limit. The Appropriations Limit for fiscal year 2016-17 is \$79,571,667. This amount is the maximum amount of tax proceeds the City is able to appropriate and spend in fiscal year 2016-17. The appropriations subject to the limit are \$39,720,808 leaving the City with an appropriations capacity under the limit of \$39,850,859.

## APPROPRIATIONS LIMIT CALCULATION - FISCAL YEAR 2016-17

### **Part I - Calculation of Appropriations Limit**

Appropriations Limit - Fiscal Year 2015-16:		\$ 74,820,561
Change in Per Capita Personal Income (5.37%)	1.0537 <sup>(a)</sup>	
Change in County Population (0.93%):	1.0093 <sup>(a)</sup>	
Calculation of Growth Factor (1.0537 x 1.0093)		1.0635
<b>Appropriations Limit - Fiscal Year 2016-17:</b>		<b>\$ 79,571,667</b>

### **Part II - Appropriations Subject to the Limit**

Proceeds from Taxes from Schedule B:		\$ 40,001,458
Less: Debt Service Payments		(280,650)
<b>Total Appropriations Subject to the Limit</b>		<b>\$ 39,720,808</b>

### **Part III - Calculation of Appropriations Over/Under the Limit**

Appropriations Limit - Fiscal Year 2016-17:		\$ 79,571,667
Less: Appropriations Subject to Limitation		(39,720,808)
<b>Total Appropriations Under the Limit</b>		<b>\$ 39,850,859</b>

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<sup>(a)</sup> Source: State of California, Department of Finance, Price and Population Information, May 2016

Department / Fund Matrix	General Government	Administrative Services	Community Services	Development Services	Fire	Police	Public Works
General Fund	✓	✓	✓	✓	✓	✓	✓
Housing Fund				✓			
Public Safety Augmentation Fund						✓	
Gas Tax Fund							✓
Measure I Fund							✓
HOME Investment Partnership Fund				✓			
Community Development Block Grant Fund				✓			
Parking Business Improvement Area Fund				✓			
Air Quality Management District Fund		✓					
Homeland Security Grants Fund - PD						✓	
Prop 30 Fund						✓	
COPS Fund						✓	
Other Grants Fund		✓					
Office of Traffic Safety Fund						✓	
Local Law Enforcement Block Grant Fund						✓	
Asset Forfeiture Fund						✓	
Homeland Security Grants Fund - Fire					✓		
CalHOME Fund				✓			
Public Financing Authority Fund		✓					
General Capital Improvements Fund							✓
Park Acquisition & Development Fund							✓
Storm Drain Development Fund							✓
Street & Traffic Facility Development Fund							✓
Water Utility Fund							✓
Solid Waste Utility Fund							✓
Sewer Utility Fund							✓
Self-Funded Liability Insurance Fund		✓					
Fleet Management Fund Fund							✓
Information Systems Fund		✓					
Building Maintenance & Ops Fund							✓
Successor Agency Fund				✓			

## **City of Upland Strategic Goals**

**In the past, the City has relied on various tools to identify strategic goals for the City. The following goals have been established to meet the needs of the community:**

◆ **Responsive Leadership**

To enhance the public's confidence in the City's current leadership, both elected and staff, by fostering public and private partnerships.

◆ **Sense of Community**

To ensure an excellent quality of life by facilitating continuous, open dialogue with the City's civic, non-profit, and faith-based organizations, the business community, residents and local government.

◆ **Community Oriented Public Safety**

To assure residents and their families will be safe in their homes and in their neighborhoods, as well as provide basic instructions on disaster protection and preparation for their family and property.

◆ **Economic and Workforce Development**

To be an even more economically vibrant and diverse City that is a vital commercial and cultural crossroads between the greater Los Angeles Area and the Inland Empire, while attracting creative professionals and the cutting edge organizations wishing to employ them.

◆ **Historic Preservation and Enhancement**

To enhance Historic Downtown Upland as the heart of the community where pedestrians enjoy charming shops, restaurants and cultural arts attractions.

◆ **Improvement of City Infrastructure**

To maintain and manage streets, sidewalks, sewers, parks and public facilities with emphasis on the revitalization of the Foothill Corridor and Historic Downtown Upland.

Departmental goals and objectives are updated annually and are included in the Operating Budget, listed by division within each department. The following is a listing of Fiscal Year 2015-16 goals and objectives, as they relate to the City's long-term strategic goals.

## **Responsive Leadership**

- ◆ Continue managing the City's resources in a conservative, fiscally responsible manner while maintaining a General Fund reserve of 10% of the current operating budget, for economic uncertainty and unforeseen expenditure requirements.
- ◆ Continue work on the City's General Plan, which sets forth a long-term comprehensive plan for the physical development of the City.

## **Sense of Community**

- ◆ Improve City communication by producing the Upland Today newsletter and City website upgrades such that communication is found to be core in our service to Upland residents and business owners.
- ◆ Continue to nurture and promote public communications and engagement by maintaining open government ideals and developing programs/projects that support the constant pursuit of excellence in municipal services, as well as model public sector status.

## **Community Oriented Public Safety**

- ◆ To promote fire and life safety in the community by making fire and life safety educational presentations at public and private schools, businesses and community service group meetings.
- ◆ To have well-trained disaster response employees by providing training on the Incident Command System and Emergency Operations Center functions so that a course of action to respond to, contain, control, and recover from an emergency is coordinated efficiently.
- ◆ Promote the safe movement of vehicles and pedestrians throughout the City by educating the motoring public and by enforcing traffic laws to reduce motor vehicle collisions.
- ◆ To protect the community from gang activity and graffiti by participating in regional enforcement of gang and graffiti violations, the Graffiti Reward Program, a graffiti/tagger database, proactive gang enforcement, and by participating in countywide SMASH operations.
- ◆ To keep pace, through ongoing training, with the technological advances in computers, servers and telecommunications devices such as smart phones and PDA devices.
- ◆ To operate the Animal Services Shelter such that public safety and welfare is upheld and animal adoptions are increased, as well as enhancing the service level of animal services in Upland.

- ◆ Provide the best emergency medical support system to Upland residents and visitors by providing the most up to date medical equipment and training so that morbidity and mortality may be reduced, including air medical transport for trauma and critically ill patients.

### **Economic and Workforce Development**

- ◆ Market the following programs designed to retain and attract retail businesses within Upland: Commercial Rehabilitation Program, Restaurant Attraction/Incentive Program, Downtown Anti-Graffiti Film Program, and Downtown Surveillance Camera Program.
- ◆ Acquire property in the downtown area for the purpose of assembling land for development.
- ◆ Strengthen relationships with the County of San Bernardino Economic Development Agency and other regional agencies to encourage economic growth by raising public awareness of existing business and employment resources to promote job creation and retention.
- ◆ Explore and assist in the facilitation of building and site reuse opportunities to accommodate evolving retail trends and the reuse and/or expansion of existing retail spaces.

### **Historic Preservation and Enhancement**

- ◆ Continue to market the Historical Home Rehabilitation Program.
- ◆ Update the Historic Preservation Survey, and develop policies and implementation strategies in conjunction with the comprehensive General Plan Update.
- ◆ Continue to acquire key commercial properties in Downtown to facilitate development of mixed-use development, including public parking.
- ◆ Continue implementation of the Downtown Specific Plan by facilitating development opportunities within the plan area.

### **Improvement of City Infrastructure**

- ◆ Ensure an attractive and well maintained City by providing parks and recreational facilities that are kept in good condition and are fully functional, and ensuring that recreational facilities are in compliance with ADA guidelines.

- ◆ Continue to seek opportunities to develop all or a portion of the City-owned open space located at Baseline and the 210 Freeway.
- ◆ To maintain the established asset protection and management plan that ensures infrastructure is effectively renewed, replaced, and maintained.
- ◆ To ensure City compliance with federal and state regulations pertaining to storm water and the area-wide National Pollutant Discharge Elimination System (NPDES).
- ◆ To complete the following major Capital Improvement Projects:
  1. Mountain Avenue Water Main Replacement and Street Rehabilitation (9<sup>th</sup> Street to Foothill Blvd.)
  2. Mountain Avenue Water Main Replacement and Street Rehabilitation (16<sup>th</sup> Street to 19<sup>th</sup> Street)
  3. Foothill Boulevard Rehabilitation (Campus Avenue to Grove Avenue)
  4. 13<sup>th</sup> Street Water Main Replacement and Street Reconstruction (Euclid Avenue to Campus Avenue)
  5. 14<sup>th</sup> Street Water Main Replacement and Street Reconstruction (Euclid Avenue to Campus Avenue)
  6. 22<sup>nd</sup> Street Water Main Replacement and Street Reconstruction (Mountain Avenue to Euclid Avenue)
  7. Arrow Highway Water Main Replacement and Street Reconstruction (Mountain Avenue to San Antonio Avenue)
  8. Citywide and CDBG Concrete Repairs
  9. Citywide Pavement Slurry Seal
  10. Citywide Sewer Rehabilitation

# Officials of the City of Upland

## Elected Officials

**Ray Musser, Mayor**

**Glenn Bozar**

**Gino L. Filippi**

**Debbie Stone**

**Carol Timm**

**Dan Morgan**

**Mayor Pro Tem**

**Councilmember**

**Councilmember**

**Councilmember**

**City Treasurer**

## Executive Staff

**Rod Butler, City Manager**

**Jeannette Vagnozzi, Deputy City Manager**

**Roberta Knighten**

**Jeff Zwack**

**Rosemary Hoerning**

**Brian Johnson**

**Richard Mayhew**

**Richard L. Adams II**

**Community Services Director**

**Development Services Director**

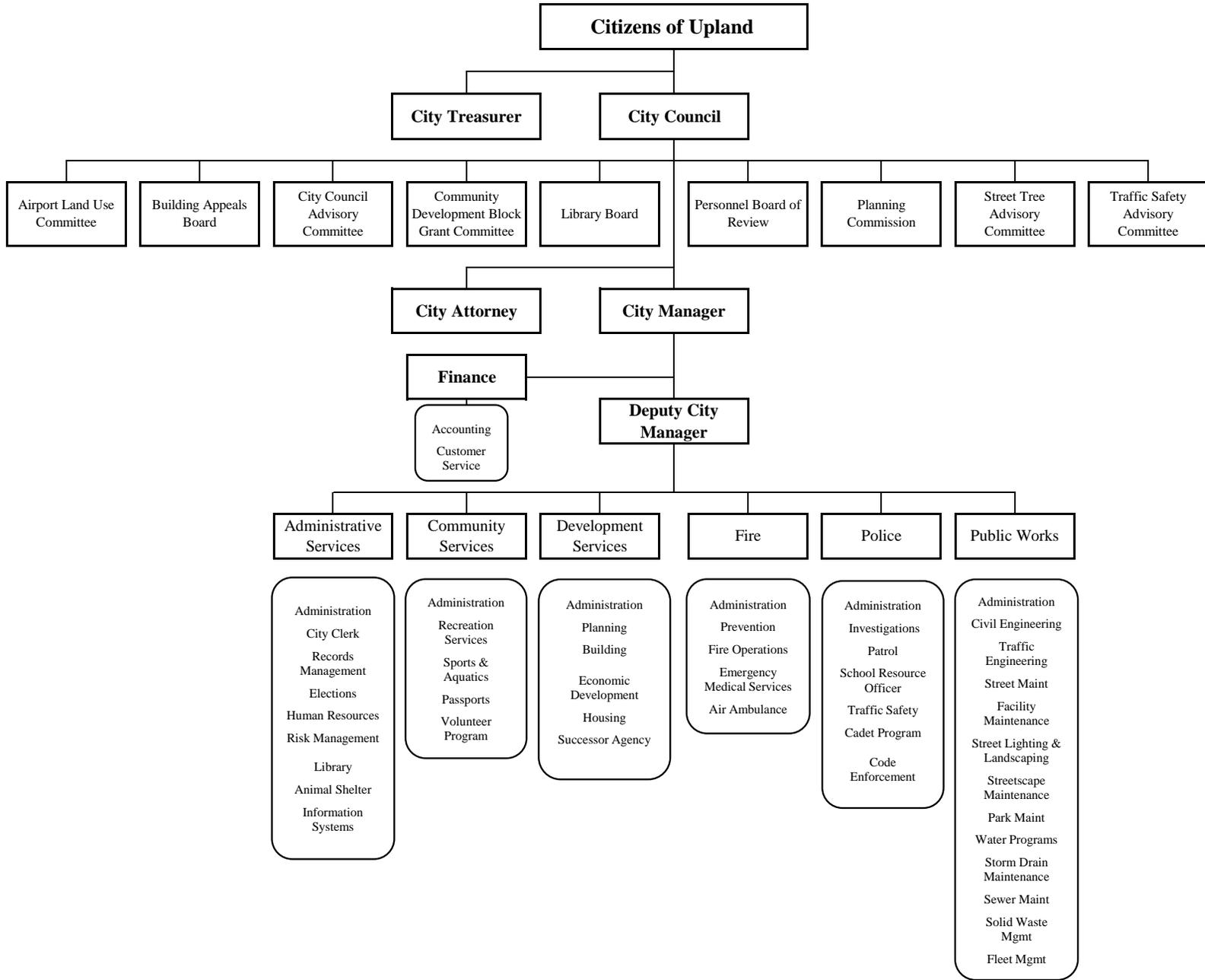
**Public Works Director**

**Police Chief**

**Fire Chief**

**City Attorney**

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Upland  
California**

For the Fiscal Year Beginning

**July 1, 2015**

Executive Director

## History of Upland

In 1882, George Chaffey arrived in Upland, and shortly after engineered the historic Euclid Avenue. Euclid Avenue was designed to be 200 feet wide, with a spacious median, and various tree species lining the thoroughfare. Chaffey also developed a water system for the area that depended on gravity flow from the canyons of the San Gabriel Mountains to the valley below. With access to a reliable source of water, lemon grower associations were started. According to sources of the day, oranges and lemons from the Upland groves were always met with a great amount of satisfaction with buyers in the East.

In 1897, citrus grower Charles D. Adams suggested the name “Upland” for a new citrus association proposed in the rich farm area. Adams offered the name of Upland – indicating its location uphill from its more established neighbor, Ontario. It was at that time that 1,000 or so residents persuaded the San Bernardino County Board of Supervisors to rename the community.

Incorporation had not yet come for Upland by the time she received her new name and in the next few years Ontario made moves to push its boundaries northward. Upland residents could not bear to think of their railroad station and post office being within Ontario’s boundaries. In early 1906, a committee was named to appear before the Board of Supervisors and request an incorporation election. At the conclusion of that session, the Board declared the election for incorporation should take place. On May 5, 1906, Upland voters approved cityhood.

The City of Upland is situated on the western border of San Bernardino County, bordered by the cities of Claremont, Montclair, Ontario and Rancho Cucamonga. Upland, known as the "City of Gracious Living", is nestled at the base of the San Gabriel Mountains and encompasses 15.3 square miles. It has an estimated population of 75,147 as of 2013.

Upland is a general law city with a Council-Manager form of government. The City provides a wide range of traditional municipal and public enterprise services.

### Services Provided by the City Of Upland

#### Municipal Services

General Administrative Support  
Highways and Streets  
Planning and Zoning  
Police and Fire Protection  
Library and Animal Services  
Recreation and Parks  
Housing and Community Development  
Public Improvements

#### Public Enterprise Services

Water Utility  
Solid Waste Utility  
Sewer Utility

City of Upland  
City Demographics

**Community Profile**

**City Services**

Date of Incorporation	May 15, 1906	Fire Protection	
		Stations	5
Form of Government	General Law	Sworn Firefighters	40
		Total Fire Department Employees	49
Population	76,443		
		Police Protection	
Number of City Employees	272.5	Patrol Units	22
		Motorcycles	5
Employees per capita	1 per 281 residents	Sworn Officers	75
		Total Police Department Employees	105.0
Area in Square Miles	15.3		
		Library	
Average Elevation	1,328 feet	Facilities	1
		Volumes	113,146
Average Temperature	66.5 F	Current Periodical & Serial Subscriptions	83
Average Rainfall	15.04 inches	Audio-visual items	5,947
		Registered patrons	66,344
Number of Public Schools	14		
		Recreation	
Miles of City Streets	208.90	Buildings	4
		Parks	13
Miles of State Highways	6.7	Soccer fields (lighted)	6
		Baseball fields (lighted)	8
Miles of Sewer Lines	228.00	Softball fields (lighted)	3
Miles of Water Mains	240.88		

City of Upland  
Top 25 Sales Tax Producers

<u>Business Name</u>	<u>Business Category</u>
Bed Bath & Beyond	Home Furnishings
Campus Arco Am/Pm	Service Stations
Chevron	Service Stations
Circle K	Service Stations
Dick's Sporting Goods	Sporting Goods/Bike Stores
Euclid Arco	Service Stations
Ford of Upland	New Motor Vehicle Dealers
Holliday Rock	Contractors
Home Depot	Lumber/Building Materials
Kohls	Department Stores
Lowe's	Lumber/Building Materials
Marshalls	Family Apparel
Mountain View Chevrolet	New Motor Vehicle Dealers
Nordstrom Rack	Department Stores
Petsmart	Specialty Stores
Sensitech	Office Equipment
Shell	Service Stations
Stater Bros	Grocery Stores Liquor
Target	Discount Dept Stores
Tesoro Refining & Marketing	Service Stations
TJ Maxx	Family Apparel
Toys R Us	Specialty Stores
Vons Gasoline Sales	Service Stations
Walmart	Discount Dept Stores

City of Upland  
Principal Property Taxpayers

For the Fiscal Year Ending June 30, 2015

Taxpayer	Taxable Assessed Value	Rank	Percentage of Total Taxable Assessed Value
Colonies-Pacific LLC	\$ 127,888,106	1	1.75%
College Park Apartment Homes LP	56,458,161	2	0.77%
MG Stoneridge Village Grove LLC	42,000,000	3	0.58%
Rancho Monte Vista Apartment Homes	40,882,293	4	0.56%
CT Retail Properties Finance II LLC	39,151,218	5	0.54%
WNG Mountain Springs GP	35,816,674	6	0.49%
Koll Per College Business Park LLC	34,726,001	7	0.48%
Dee Matreyek Kurth Non ExemptTrust	32,939,541	8	0.45%
NU-168 Apartments LLC	31,972,698	9	0.44%
North Benson Apartments LLC	26,851,433	10	0.37%
Totals	<u>\$ 468,686,125</u>		<u>6.43%</u>

Source: HdL Coren & Cone

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## 2016-2017 SUMMARY OF CHANGES IN FUND BALANCE

	Estimated Fund Balance (Unreserved) 7/1/16	2016-2017 Estimated Revenue	Transfers In	Available Sources	2016-2017 Operating Expenditures	Transfers Out	Total Uses	Change in Fund Balance	Fund Balance 6/30/17
<b>General Fund</b>	5,459,875	45,790,570	-	45,790,570	45,942,403	20,000	45,962,403	(171,832)	5,288,043
General Fund: One-Time Revenue	-	-	-	-	-	-	-	-	-
General Fund: One-Time Revenue	-	-	396,960	396,960	-	-	-	396,960	396,960
	<b>5,459,875</b>	<b>45,790,570</b>	<b>396,960</b>	<b>46,187,530</b>	<b>45,942,403</b>	<b>20,000</b>	<b>45,962,403</b>	<b>225,128</b>	<b>5,685,003</b>
Housing	6,322,005	3,358,905	-	3,358,905	5,676,750	-	5,676,750	(2,317,845)	4,004,160
Public Safety Augmentation	-	801,000	-	801,000	801,000	-	801,000	-	-
Gas Tax	8,256,797	1,552,744	-	1,552,744	6,761,678	-	6,761,678	(5,208,934)	3,047,863
Measure I	3,773,119	1,001,400	-	1,001,400	3,088,299	-	3,088,299	(2,086,899)	1,686,220
HOME Investment Partnership Program	736,760	116,000	-	116,000	790,000	-	790,000	(674,000)	62,760
Community Development Block Grant	56,575	812,909	-	812,909	812,909	-	812,909	-	56,575
Parking Business Improvement Area	74,793	40,000	-	40,000	50,000	-	50,000	(10,000)	64,793
Air Quality Management District	83,389	92,400	-	92,400	34,930	-	34,930	57,470	140,859
Prop 30	65,762	75,000	-	75,000	140,000	-	140,000	(65,000)	762
COPS	322,282	105,645	-	105,645	383,689	-	383,689	(278,044)	44,238
Other Grants	5,557	-	-	-	-	-	-	-	5,557
Office of Traffic Safety*	-	118,450	-	118,450	118,450	-	118,450	-	-
Local Law Enforcement Block Grant	39,144	-	-	-	-	-	-	-	39,144
Asset Forfeiture	65,661	40,000	-	40,000	40,000	-	40,000	-	65,661
CalHOME	153,159	826,600	-	826,600	820,600	-	820,600	6,000	159,159
<b>Total Special Revenue Funds</b>	<b>19,955,003</b>	<b>8,941,053</b>	<b>-</b>	<b>8,941,053</b>	<b>19,518,305</b>	<b>-</b>	<b>19,518,305</b>	<b>(10,577,252)</b>	<b>9,377,751</b>
Public Financing Authority	269,146	-	20,000	20,000	280,650	-	280,650	(260,650)	8,496
<b>Total Debt Service Funds</b>	<b>269,146</b>	<b>-</b>	<b>20,000</b>	<b>20,000</b>	<b>280,650</b>	<b>-</b>	<b>280,650</b>	<b>(260,650)</b>	<b>8,496</b>
General Capital Improvements	462,588	270,000	-	270,000	239,811	396,960	636,771	(366,771)	95,817
Park Acquisition & Development	2,746,267	600,000	-	600,000	430,590	-	430,590	169,410	2,915,677
Storm Drain Development	1,964,096	215,018	-	215,018	241,744	-	241,744	(26,726)	1,937,370
Street & Traffic Facility Development	564,103	270,000	-	270,000	200,000	-	200,000	70,000	634,103
Street & Alley Repairs	339,497	204,484	-	204,484	400,000	-	400,000	(195,516)	143,981
<b>Total Capital Project Funds</b>	<b>6,076,551</b>	<b>1,559,502</b>	<b>-</b>	<b>1,559,502</b>	<b>1,512,145</b>	<b>396,960</b>	<b>1,909,105</b>	<b>(349,603)</b>	<b>5,726,948</b>
Water Utility	8,027,209	19,592,922	-	19,592,922	26,488,484	-	26,488,484	(6,895,562)	1,131,647
Solid Waste Utility	(105,807)	10,290,780	-	10,290,780	9,999,423	245,000	10,244,423	46,357	(59,450)
Environmental Enterprise	7,493,958	8,762,100	245,000	9,007,100	10,956,204	-	10,956,204	(1,949,104)	5,544,854
<b>Total Enterprise Funds</b>	<b>15,415,360</b>	<b>38,645,802</b>	<b>245,000</b>	<b>38,890,802</b>	<b>47,444,111</b>	<b>245,000</b>	<b>47,689,111</b>	<b>(8,798,310)</b>	<b>6,617,050</b>
Self-Funded Liability Insurance	(9,588,982)	3,833,629	-	3,833,629	3,833,629	-	3,833,629	-	(9,588,982)
Vehicle Replacement Fund	-	804,038	-	804,038	640,928	-	640,928	163,110	163,110
Information Systems	413,914	1,469,197	-	1,469,197	1,401,230	-	1,401,230	67,967	481,881
Building Maintenance & Operations	34,234	1,099,650	-	1,099,650	1,099,650	-	1,099,650	-	34,234
<b>Total Internal Service Fund</b>	<b>(9,140,834)</b>	<b>7,206,514</b>	<b>-</b>	<b>7,206,514</b>	<b>6,975,437</b>	<b>-</b>	<b>6,975,437</b>	<b>231,077</b>	<b>(8,909,757)</b>
Successor Agency Housing	2,158,557	3,549,773	-	3,549,773	3,532,319	-	3,532,319	17,454	2,176,011
<b>Total Private Purpose Trust Fund</b>	<b>2,158,557</b>	<b>3,549,773</b>	<b>-</b>	<b>3,549,773</b>	<b>3,532,319</b>	<b>-</b>	<b>3,532,319</b>	<b>17,454</b>	<b>2,176,011</b>
<b>Grand Total</b>	<b>\$ 40,193,658</b>	<b>\$ 105,693,214</b>	<b>\$ 661,960</b>	<b>\$ 105,958,214</b>	<b>\$ 125,205,370</b>	<b>\$ 661,960</b>	<b>\$ 125,867,330</b>	<b>\$ (19,909,116)</b>	<b>\$ 20,681,502</b>

## 2016-2017 SCHEDULE OF REVENUES BY FUND & CATEGORY

	2013-14 Actual	2014-15 Actual	2015-16 Adopted	2016-17 Adopted
<b>General Fund *</b>	<b>\$ 44,740,944</b>	<b>\$ 49,206,147</b>	<b>\$ 43,746,692</b>	<b>\$ 45,790,570</b>
Housing	\$ 3,340,829	\$ 3,380,413	\$ 3,245,972	\$ 3,358,905
Public Safety Augmentation Fund	768,385	821,319	815,000	801,000
Gas Tax	2,371,001	2,125,631	2,046,211	1,552,744
Measure I	1,118,962	2,025,468	1,000,000	1,001,400
HOME Investment Partnership Program	109,763	374,763	701,630	116,000
Community Development Block Grant	512,399	358,885	546,540	812,909
Parking Business Improvement Area	45,755	43,701	33,000	40,000
Air Quality Management District	92,955	93,557	94,000	92,400
Homeland Security Grants-PD	41,302	34,391	-	-
Prop 30	152,074	110,759	75,000	75,000
COPS	130,751	127,051	100,000	105,645
Other Grants	20,670	59,521	-	-
Office of Traffic Safety	105,091	60,205	-	118,450
Local Law Enforcement Block Grant	122	6,937	-	-
Asset Forfeiture	29,106	21,692	10,000	40,000
Homeland Security Grants-Fire	12,530	15,398	-	-
CalHOME	140,703	424,279	849,000	826,600
<b>Total Special Revenue Funds</b>	<b>\$ 8,992,398</b>	<b>\$ 10,083,969</b>	<b>\$ 9,516,353</b>	<b>\$ 8,941,053</b>
Public Financing Authority	\$ 92	\$ 71	\$ -	\$ -
<b>Total Debt Service Fund</b>	<b>\$ 92</b>	<b>\$ 71</b>	<b>\$ -</b>	<b>\$ -</b>
General Capital Improvements	\$ 514,703	\$ 239,166	\$ 138,144	\$ 270,000
Park Acquisition & Development	225,464	1,057,943	614,287	600,000
Storm Drain Development	226,279	338,323	159,646	215,018
Street & Traffic Facility Development	102,216	165,497	53,713	270,000
Street & Alley Repairs	-	200,004	200,000	204,484
<b>Total Capital Project Funds</b>	<b>\$ 1,068,662</b>	<b>\$ 2,000,933</b>	<b>\$ 1,165,790</b>	<b>\$ 1,559,502</b>
Water Utility	\$ 18,190,510	\$ 22,746,827	\$ 19,669,623	\$ 19,592,922
Solid Waste Utility	9,626,062	10,394,070	10,353,000	10,290,780
Solid Waste Utility	6,444,727	7,283,208	8,152,651	8,762,100
<b>Total Enterprise Funds</b>	<b>\$ 34,261,299</b>	<b>\$ 40,424,104</b>	<b>\$ 38,175,274</b>	<b>\$ 38,645,802</b>
Self-Funded Insurance	\$ 2,756,573	\$ 3,656,200	\$ 3,750,000	\$ 3,833,629
Fleet Management	36,415	522,531	745,367	804,038
Information Systems	-	1,945,376	1,378,929	1,469,197
Building Maintenance & Operations	-	609,933	735,010	1,099,650
<b>Total Internal Service Funds</b>	<b>\$ 2,792,988</b>	<b>\$ 6,734,040</b>	<b>\$ 6,609,306</b>	<b>\$ 7,206,514</b>
Successor Agency	\$ 3,496,549	\$ 2,907,735	\$ 5,046,426	\$ 3,549,773
<b>Total Private Purpose Trust Fund</b>	<b>\$ 3,496,549</b>	<b>\$ 2,907,735</b>	<b>\$ 5,046,426</b>	<b>\$ 3,549,773</b>
<b>Grand Total</b>	<b>\$ 95,352,931</b>	<b>\$ 111,356,999</b>	<b>\$ 104,259,841</b>	<b>\$ 105,693,214</b>

## 2016-2017 SCHEDULE OF REVENUE DETAIL BY FUND

		2013-14 Actual	2014-15 Actual	2015-16 Adopted	2016-17 Adopted
<b>General Fund</b>					
4001	Current Secured Tax	\$ 15,996,876	\$ 16,875,198	\$ 11,116,466	\$ 11,967,771
4001	Property Tax (In-Lieu)			6,642,739	6,959,643
4002	Current Unsecured Tax	442,668	456,230	430,000	440,000
4003	Aircraft Taxes	58,914	51,593	49,315	50,000
4004	Prior Year Collections	812,656	612,982	400,000	400,000
4005	Current Supplemental	91,157	131,198	15,000	25,000
4006	Homeowner Property Tax Relief	136,891	133,902	130,000	132,000
4009	Weed Abatement Assessment	14,672	27,939	16,320	28,050
4010	SB2557 Property Tax Admin Fee	(127,867)	(154,164)	-	(173,500)
<b>Revenue from Property Tax</b>		<b>\$ 17,425,967</b>	<b>\$ 18,134,879</b>	<b>\$ 18,799,840</b>	<b>\$ 19,828,964</b>
4101	Sales and Use Tax	\$ 8,683,590	\$ 9,287,590	\$ 12,062,941	\$ 13,600,000
4101	Sales and Use Tax (In-Lieu)	2,599,240	3,189,717	1,608,059	-
4102	Business License Tax	870,394	994,195	820,000	850,000
4103	Rock Extraction Tax	221,067	247,316	220,000	240,000
4104	Transient Occupancy Tax	138,500	151,204	140,000	150,000
4105	Real Property Transfer Tax	304,386	320,725	240,000	325,000
4110	Disability Access Fee	3,001	4,063	3,064	5,000
4121	Franchise Tax	1,308,289	1,270,508	1,230,000	1,230,000
4125	PEG Fees	-	137,939	-	-
<b>Revenue from Other Taxes</b>		<b>\$ 14,128,467</b>	<b>\$ 15,603,256</b>	<b>\$ 16,324,064</b>	<b>\$ 16,400,000</b>
4201	Building Permits	\$ 371,115	\$ 529,301	\$ 410,000	\$ 467,500
4202	Plumbing Permits	90,481	94,588	75,000	82,500
4203	Electrical Permits	109,537	109,549	86,000	93,500
4204	Heating & Cooling Permits	69,280	64,694	60,000	69,300
4205	Public Works Construction Permits	40,803	36,530	30,000	49,500
4206	Grading Permits	2,895	1,681	2,000	2,420
4207	Wall Permits	13,635	13,512	15,000	19,800
4208	Roofing Permits	45,180	61,678	45,000	49,500
4222	Yard Sale Permits	5,296	4,461	3,000	4,400
4223	Alarm Permits	1,795	-	-	-
4215	Other Permits	14,763	3,335	7,000	7,700
4216	Bicycle Licenses	63	96	60	66
4217	Animal Licenses	173,440	203,611	175,000	220,000
<b>Revenue from Licenses &amp; Permits</b>		<b>\$ 938,283</b>	<b>\$ 1,123,036</b>	<b>\$ 908,060</b>	<b>\$ 1,066,186</b>
4401	Trailer Coach in Lieu Tax	\$ 170,166	\$ 178,649	\$ 150,000	\$ 175,000
4402	State Mandated Costs	47,278	642,546	38,000	100,000
4403	Motor Vehicle in Lieu Tax	-	31,189	-	30,000
4421	Police Officer Standard Training	34,735	18,884	-	-
4424	OTS-TOP Local Revenue	2,300	-	-	-
4429	Fair Share Allocation	1,179,128	1,547,865	700,000	1,575,000
4482	State Literacy Program	19,756	24,717	10,000	28,000
<b>Revenue from Other Governments</b>		<b>\$ 1,453,363</b>	<b>\$ 2,443,849</b>	<b>\$ 898,000</b>	<b>\$ 1,908,000</b>
4601	Finance Department Fees	\$ 33,483	\$ 20,629	\$ 30,000	\$ 20,000
4602	City Clerk Fees	3,538	7,532	1,000	1,000
4603	Damage to City Property	5,765	22,192	-	-
4611	Planning - Department Fees	287,399	111,032	120,000	120,000
4612	Planning - Map and Check Fees				80,000
4613	Planning - Deposit Fees	-	63,321	80,000	155,000
4614	Building - Plan Check Fees	190,334	176,191	155,000	143,000

## 2016-2017 SCHEDULE OF REVENUE DETAIL BY FUND

	2013-14 Actual	2014-15 Actual	2015-16 Adopted	2016-17 Adopted
4615 Building - Department Fees	7,966	6,492	3,000	550
4616 Building - Special Inspection Fees	410	518	500	-
4617 Economic Development Fees	-	11,528	-	-
4622 Police - Department Fees	119,821	182,629	130,000	23,000
4623 Police - Special Service Fees	34,414	28,764	20,000	23,000
4624 Animal Services - Animal Impounds	21,302	23,150	21,000	29,000
4625 Animal Services - Animal Adoptions	39,082	39,165	43,000	-
4626 Police - 30 Day Vehicle Impound Fee	396,592	369,579	260,000	260,000
4627 Police - School Resources Officer	52,637	61,351	61,476	52,976
4628 Police - Emergency Response	-	7,261	4,000	-
4629 Animal Services - Spay/Neuter Fees	63,866	90,387	120,000	-
4630 Animal Services - Animal Control Fees	12,170	10,420	10,000	10,000
4631 Animal Service- Store Sales	2,770	1,938	-	-
4635 Fire - Department Fees	131,758	195,976	100,000	100,000
4638 Fire - Emergency Response	31,375	13,940	11,828	11,830
4640 Fire - Permit Fees	145,420	93,041	115,000	95,000
4641 Fire - Air Ambulance	1,317,809	1,437,610	1,525,210	1,525,210
4642 Fire Merger Reimbursement	73,877	151,697	140,000	140,000
4645 Public Works - Department Fees	262,968	163,289	148,808	68,000
4646 Public Works - Engr Map & Plan Check Fees	240,316	224,862	80,000	105,000
4655 Recreation - Recreation Program Fees	13,588	6,740	13,000	13,000
4656 Recreation - Youth Sports	76,710	83,669	87,500	84,000
4657 Recreation - User Fees	283,905	287,337	300,000	305,000
4658 Recreation - Special Events	51,930	63,129	46,500	46,500
4659 Senior Center Program Fees	5,150	6,778	5,000	6,000
4660 Youth Partnership Program	20,939	28,960	40,000	40,000
4661 ACCESS Program	469,208	491,510	491,500	511,500
4665 Library - Photocopy Revenue	7,339	7,089	7,000	7,000
4666 Library - Audio/Visual Fees	7,402	3,669	-	-
4667 Landecena - Program Fees	3,015	720	-	1,000
4668 Library - Department Fees	-	61	-	-
4679 Library - Passport Services	29,629	34,130	27,400	29,450
4680 User Dept- OPEB	70,462	71,647	81,934	86,031
<b>Revenue from Charges for Service</b>	<b>\$ 4,514,349</b>	<b>\$ 4,599,934</b>	<b>\$ 4,279,656</b>	<b>\$ 4,092,047</b>
4701 Non-Vehicle Code Fines	\$ 855	\$ 761	\$ 1,000	\$ 1,000
4702 Vehicle Code Fines	284,217	274,606	260,000	156,000
4703 Red Light Code Fines	19,258	20,095	-	-
4704 Muni Code - Code Enforcement Fines	16,397	21,465	20,000	20,000
4705 Muni Code - Animal Fines	28,046	22,215	30,000	25,000
4706 Muni Code - Parking Citation Fines	60,127	57,720	40,000	40,000
4707 Muni Code - Business License Fines	50,972	73,174	45,000	50,000
4708 Muni Code - False Alarm Fines	70,637	102,828	70,000	110,000
4709 Muni Code - Library Fines	30,818	31,645	30,000	32,000
<b>Revenue from Fines &amp; Forfeitures</b>	<b>\$ 561,327</b>	<b>\$ 604,508</b>	<b>\$ 496,000</b>	<b>\$ 434,000</b>
4801 Interest Earnings	\$ 38,704	\$ 34,887	\$ 28,280	\$ 30,000
4802 Lease of City Property	456,020	436,934	436,044	453,560
4803 Rents - Recreation	32,399	32,451	30,000	35,000
4804 Rents - Park Sites	44,681	43,608	40,000	42,000
4806 Rents- Landecena	-	(375)	-	-
4807 Rents - Library	-	7,430	4,500	6,000
4811 Non Residentail Fee- Rotary Field	-	596	-	-
4814 City Stop Sales	75	107	300	-

## 2016-2017 SCHEDULE OF REVENUE DETAIL BY FUND

	2013-14 Actual	2014-15 Actual	2015-16 Adopted	2016-17 Adopted
<b>Revenue from Use of Money &amp; Property</b>	<b>\$ 571,879</b>	<b>\$ 555,638</b>	<b>\$ 539,124</b>	<b>\$ 566,560</b>
4902 Lease Proceeds	\$ 145,000	\$ 174,000	\$ -	\$ -
4904 Donations - General	54,276	19,146	-	-
4906 Donation - Library/Literacy	19,272	8,820	-	-
4908 Miscellaneous Reimbursements	3,549,901	4,235,365	22,000	24,400
4909 Other Revenue	23,807	108,366	-	-
4910 Water - Administrative Service Fee	887,004	1,058,902	916,604	901,380
4911 Solid Waste - Administrative Service Fee	308,034	335,418	331,296	329,305
4912 Sewer - Administrative Service Fee	159,884	172,756	194,848	207,528
4913 Cash- Over/ Short	131	1	-	-
4915 Donations - Animal	-	21,868	30,000	25,000
4916 Miscellaneous Reimbursements - Animal	-	6,403	7,200	7,200
<b>Other Revenue</b>	<b>\$ 5,147,309</b>	<b>\$ 6,141,046</b>	<b>\$ 1,501,948</b>	<b>\$ 1,494,813</b>
<b>Total General Fund</b>	<b>\$ 44,740,944</b>	<b>\$ 49,206,147</b>	<b>\$ 43,746,692</b>	<b>\$ 45,790,570</b>
<b>Housing Fund</b>				
4801 Interest Earnings	\$ 9,902	\$ 14,984	\$ 3,000	\$ 3,000
4805 Rents- Apartment	3,203,772	3,317,756	3,189,732	3,305,905
4908 Miscellaneous Reimbursements	2,944	3,240	3,240	-
4909 Other Revenue	124,211	44,434	50,000	50,000
<b>Total Housing Fund</b>	<b>\$ 3,340,829</b>	<b>\$ 3,380,413</b>	<b>\$ 3,245,972</b>	<b>\$ 3,358,905</b>
<b>Public Safety Augmentation Fund</b>				
4106 Sales Tax- Prop 172	\$ 768,385	\$ 821,317	\$ 815,000	\$ 801,000
4801 Interest Earnings	-	2	-	-
<b>Total Public Safety Augmentation Fund</b>	<b>\$ 768,385</b>	<b>\$ 821,319</b>	<b>\$ 815,000</b>	<b>\$ 801,000</b>
<b>Gas Tax Fund</b>				
4450 Gas Tax Apportionment - 2107.5	\$ 7,500	\$ 15,000	\$ 7,500	\$ 7,500
4451 Gas Tax Apportionment - 2106	247,278	282,710	215,751	235,842
4452 Gas Tax Apportionment - 2107	548,700	577,862	597,656	657,309
4453 Gas Tax Apportionment - 2105	512,931	449,401	434,811	473,340
4456 Gas Tax Apportionment - 2103	1,050,710	782,837	790,493	178,753
4801 Interest Earnings	3,882	17,820	-	-
4909 Other Revenue	-	-	-	-
<b>Total Gas Tax Fund</b>	<b>\$ 2,371,001</b>	<b>\$ 2,125,631</b>	<b>\$ 2,046,211</b>	<b>\$ 1,552,744</b>
<b>Measure I Fund</b>				
4501 Measure I Apportionment	\$ 1,116,906	\$ 1,197,866	\$ 1,000,000	\$ 1,000,000
4801 Interest Earnings	1,616	5,971	-	1,000
4908 Miscellaneous Reimbursements	-	820,895	-	-
4909 Other Revenue	440	735	-	400
<b>Total Measure I Fund</b>	<b>\$ 1,118,962</b>	<b>\$ 2,025,468</b>	<b>\$ 1,000,000</b>	<b>\$ 1,001,400</b>
<b>HOME Investment Partnership Program Fund</b>				
431X HOME Program Apportionment	\$ -	\$ -	\$ 682,500	\$ -
4801 Interest Earnings	304	2,342	-	-
4909 Other Revenue	102,062	344,547	-	-
4921 Program Income- Admin 10%	7,397	27,874	1,913	60,600
4923 Program Income Revenue- HIP	-	-	-	30,400
4924 Program Income Revenue- FTHB	-	-	-	25,000
4925 Program Income Revenue - Rental Rehab	-	-	17,217	-

## 2016-2017 SCHEDULE OF REVENUE DETAIL BY FUND

		2013-14 Actual	2014-15 Actual	2015-16 Adopted	2016-17 Adopted
<b>Total HOME Fund</b>	\$	<b>109,763</b>	\$ <b>374,763</b>	\$ <b>701,630</b>	\$ <b>116,000</b>
<b>Community Development Block Grant Fund</b>					
4310 CDBG Apportionment	\$	512,129	\$ 358,875	\$ 546,540	\$ 812,909
4801 Interest Earnings		-	11	-	-
4909 Other Revenue		270	-	-	-
<b>Total Community Development Block Grant Fund</b>	\$	<b>512,399</b>	\$ <b>358,885</b>	\$ <b>546,540</b>	\$ <b>812,909</b>
<b>Parking Business Improvement Area Fund</b>					
4108 Park & Bus Imp Tax- Zone A	\$	38,902	\$ 32,870	\$ 27,000	\$ 31,000
4109 Park & Bus Imp Tax- Zone B		6,790	10,591	6,000	9,000
4801 Interest Earnings		63	240	-	-
4909 Other Revenue		-	-	-	-
<b>Total Parking Business Improvement Area Fund</b>	\$	<b>45,755</b>	\$ <b>43,701</b>	\$ <b>33,000</b>	\$ <b>40,000</b>
<b>Air Quality Management District Fund</b>					
4502 Motor Vehicle AB2766 Fees	\$	92,931	\$ 93,236	\$ 94,000	\$ 92,400
4801 Interest Earnings		24	321	-	-
<b>Total Air Quality Management District Fund</b>	\$	<b>92,955</b>	\$ <b>93,557</b>	\$ <b>94,000</b>	\$ <b>92,400</b>
<b>Homeland Security Grants Fund - PD</b>					
4340 Homeland Security Grant- 2013		-	34,391	-	-
4427 Homeland Security Grants - PD	\$	41,302	-	-	-
4428 911 Grant		-	-	-	-
<b>Total Homeland Security Grants Fund - PD</b>	\$	<b>41,302</b>	\$ <b>34,391</b>	\$ -	\$ -
<b>Proposition 30 Fund</b>					
4420 Proposition 30 Allocation	\$	151,840	\$ 110,429	\$ 75,000	\$ 75,000
4801 Interest Earnings		234	330	-	-
<b>Total Proposition 30 Fund</b>	\$	<b>152,074</b>	\$ <b>110,759</b>	\$ <b>75,000</b>	\$ <b>75,000</b>
<b>COPS Fund</b>					
4423 COPS Allocation	\$	130,463	\$ 126,150	\$ 100,000	\$ 105,645
4801 Interest Earnings		288	901	-	-
<b>Total COPS Fund</b>	\$	<b>130,751</b>	\$ <b>127,051</b>	\$ <b>100,000</b>	\$ <b>105,645</b>
<b>Other Grants Fund</b>					
4481 Public Library Funding	\$	1,370	\$ -	\$ -	\$ -
4506 County Fire Grant		2,143	-	-	-
4507 County Gazebo Grant		7,197	-	-	-
4508 Future Force Grant - Library		10,000	-	-	-
4509 JPL Nasa Grant		-	3,500	-	-
4510 Dept of Forestry/ Fire Grant		-	56,000	-	-
4801 Interest Earnings		(40)	21	-	-
4908 Miscellaneous Reimbursements		-	-	-	-
4909 Other Revenue		-	-	-	-
<b>Total Other Grants Fund</b>	\$	<b>20,670</b>	\$ <b>59,521</b>	\$ -	\$ -
<b>Office of Traffic Safety Fund</b>					
4419 OTS-Alcohol Beverage Control	\$	5,097	\$ 1,635	\$ -	\$ -
4426 OTS-Other Grants		49,112	29,266	-	-
4432 OTS-Sobriety Checkpoint Grants		42,994	21,686	-	118,450
4433 OTS-Avoid the 25 Grants		7,888	7,618	-	-
<b>Total Office of Traffic Safety Fund</b>	\$	<b>105,091</b>	\$ <b>60,205</b>	\$ -	\$ <b>118,450</b>

## 2016-2017 SCHEDULE OF REVENUE DETAIL BY FUND

		2013-14		2014-15		2015-16		2016-17
		Actual		Actual		Adopted		Adopted
<b>Local Law Enforcement Block Grants Fund</b>								
4302	Byrne Justice Asst Grant 2009	\$ -	\$	-	\$	-	\$	-
4322	Local Law Enforcement Block Grant	-		-		-		-
4434	JAG Grants	82		6,752		-		-
4801	Interest Earnings	40		185		-		-
<b>Total Local Law Enforcement Block Grants Fund</b>		<b>\$ 122</b>	<b>\$</b>	<b>6,937</b>	<b>\$</b>	<b>-</b>	<b>\$</b>	<b>-</b>
<b>Asset Forfeiture Fund</b>								
4321	H&S Police Forfeiture	\$ 2,580	\$	7,925	\$	10,000	\$	-
4422	Asset Forfeiture - State	5,909		-		-		10,000
4435	Asset Forfeiture - Federal	20,312		12,342		-		30,000
4801	Interest Earnings	305		1,425		-		-
<b>Total Asset Forfeiture Fund</b>		<b>\$ 29,106</b>	<b>\$</b>	<b>21,692</b>	<b>\$</b>	<b>10,000</b>	<b>\$</b>	<b>40,000</b>
<b>Homeland Security Grants Fund - Fire</b>								
4425	St Homeland Security Grant Program	\$ 4,231	\$	15,398	\$	-	\$	-
4908	Miscellaneous Reimbursements	8,299		-		-		-
<b>Total Homeland Security Grants Fund - Fire</b>		<b>\$ 12,530</b>	<b>\$</b>	<b>15,398</b>	<b>\$</b>	<b>-</b>	<b>\$</b>	<b>-</b>
<b>CalHOME Investment Partnership Program Fund</b>								
4314	CalHOME - State Project Reimbursement	\$ 117,137	\$	328,969	\$	844,000	\$	820,600
4XXX	CalHOME - Program Income	19,498		95,273		5,000		6,000
4801	Interest Earnings	4,068		36		-		-
<b>Total CalHOME Fund</b>		<b>\$ 140,703</b>	<b>\$</b>	<b>424,279</b>	<b>\$</b>	<b>849,000</b>	<b>\$</b>	<b>826,600</b>
<b>Public Financing Authority Fund</b>								
4801	Interest Earnings	\$ 92	\$	71	\$	-	\$	-
<b>Total Public Financing Authority Fund</b>		<b>\$ 92</b>	<b>\$</b>	<b>71</b>	<b>\$</b>	<b>-</b>	<b>\$</b>	<b>-</b>
<b>General Capital Improvements Fund</b>								
4219	General Capital Impact Fee	\$ 24,127	\$	98,691	\$	57,174	\$	60,000
4220	Fire Capital Impact Fee	15,381		50,192		29,080		150,000
4221	Police Capital Impact Fee	21,946		90,096		51,890		60,000
4801	Interest Earnings	453,249		187		-		-
4908	Miscellaneous Reimbursements	-		-		-		-
4909	Other Revenue	-		-		-		-
<b>Total General Capital Improvements Fund</b>		<b>\$ 514,703</b>	<b>\$</b>	<b>239,166</b>	<b>\$</b>	<b>138,144</b>	<b>\$</b>	<b>270,000</b>
<b>Park Acquisition &amp; Development Fund</b>								
4107	Construction Tax	\$ 224,700	\$	1,052,228	\$	614,287	\$	600,000
4801	Interest Earnings	764		5,715		-		-
4909	Other Revenue	-		-		-		-
<b>Total Park Acquisition &amp; Development Fund</b>		<b>\$ 225,464</b>	<b>\$</b>	<b>1,057,943</b>	<b>\$</b>	<b>614,287</b>	<b>\$</b>	<b>600,000</b>
<b>Storm Drain Development Fund</b>								
4211	Storm Drain Permits	\$ 141,738	\$	276,378	\$	159,646	\$	150,000
4801	Interest Earnings	919		5,437		-		-
4902	Lease Proceeds	83,622		56,508		-		65,018
4908	Miscellaneous Reimbursements	-		-		-		-
<b>Total Storm Drain Development Fund</b>		<b>\$ 226,279</b>	<b>\$</b>	<b>338,323</b>	<b>\$</b>	<b>159,646</b>	<b>\$</b>	<b>215,018</b>
<b>Street &amp; Traffic Facility Development Fund</b>								
4212	Street & Traffic Facility Permits	\$ 102,207	\$	164,038	\$	53,713	\$	270,000

## 2016-2017 SCHEDULE OF REVENUE DETAIL BY FUND

		2013-14	2014-15	2015-16	2016-17
		Actual	Actual	Adopted	Adopted
4801 Interest Earnings		9	1,459	-	-
4908 Miscellaneous Reimbursements		-	-	-	-
<b>Total Street &amp; Traffic Facility Development Fund</b>	<b>\$</b>	<b>102,216</b>	<b>\$ 165,497</b>	<b>\$ 53,713</b>	<b>\$ 270,000</b>
<b>Street &amp; Alley Repairs Fund</b>					
4225 Street & Alley - Burrtec		-	200,004	200,000	204,484
<b>Total Street &amp; Alley Repairs Fund</b>	<b>\$</b>	<b>-</b>	<b>\$ 200,004</b>	<b>\$ 200,000</b>	<b>\$ 204,484</b>
<b>Water Utility Fund</b>					
4214 Water Construction Permits	\$	123,721	\$ 400,262	\$ 199,623	\$ 250,000
4681 Water Sales - Metered		16,688,476	21,117,729	18,285,000	17,682,922
4682 Water Sales - Flat Rate		230,404	72,098	100,000	40,000
4688 Water Sales - Recycled		263,625	258,199	470,000	630,000
4690 Water Connection Fee		87,013	139,362	100,000	50,000
4691 Water Meter Installation		29,350	60,940	25,000	75,000
4710 Municipal Code - Late Charges		215,807	249,652	200,000	250,000
4801 Interest Earnings		6,167	33,266	10,000	15,000
4908 Miscellaneous Reimbursements		203,784	341,782	-	-
4909 Other Revenue		342,163	73,538	280,000	600,000
<b>Total Water Utility Fund</b>	<b>\$</b>	<b>18,190,510</b>	<b>\$ 22,746,827</b>	<b>\$ 19,669,623</b>	<b>\$ 19,592,922</b>
<b>Solid Waste Utility Fund</b>					
4351 Beverage Recycling Grant	\$	3,000	\$ -	\$ -	\$ -
4352 Used Oil Block Grant		20,220	21,672	-	-
4685 Solid Waste - Residential		4,071,422	4,193,637	4,284,000	4,287,825
4686 Solid Waste - Non-Residential		5,520,443	6,012,052	5,916,000	6,002,955
4689 HHW Transfer In		-	150,000	153,000	-
4801 Interest Earnings		10,478	16,699	-	-
4909 Other Revenue		499	10	-	-
<b>Total Solid Waste Utility Fund</b>	<b>\$</b>	<b>9,626,062</b>	<b>\$ 10,394,070</b>	<b>\$ 10,353,000</b>	<b>\$ 10,290,780</b>
<b>Sewer Utility Fund</b>					
4210 Sanitary Sewer Permits - City	\$	88,153	\$ 172,310	\$ 64,701	\$ 240,500
4213 Wastewater Permits		56,524	58,477	60,000	62,000
4683 Sewer Collection Charges		1,988,324	2,350,377	2,795,740	2,963,600
4684 Sewer Treatment - IEUA		4,239,069	4,585,086	5,166,430	5,432,700
4687 Sewer Connection Fees		16,658	8,351	18,300	16,900
4693 Stormwater Service Fees		168	86	-	-
4694 Sewer - Pass - Thru - Montclair		475	542	490	500
4695 Sewer - Pass - Thru - Ontario		37,448	38,393	35,000	33,100
4696 Sewer - Pass - Thru - La County		11,975	12,374	11,990	12,800
4801 Interest Earnings		11,904	49,867	-	-
4901 Sale of Assets		-	-	-	-
4908 Miscellaneous Reimbursements		50	-	-	-
4909 Other Revenue		(6,021)	7,345	-	-
<b>Total Sewer Utility Fund</b>	<b>\$</b>	<b>6,444,727</b>	<b>\$ 7,283,208</b>	<b>\$ 8,152,651</b>	<b>\$ 8,762,100</b>

## 2016-2017 SCHEDULE OF REVENUE DETAIL BY FUND

	2013-14 Actual	2014-15 Actual	2015-16 Adopted	2016-17 Adopted
<b>Self-Funded Insurance Fund</b>				
4603 Damage to City Property	\$ 200	\$ 576	\$ -	\$ -
4671 User Departments - Workers Compensation	1,040,840	1,363,928	1,475,008	1,792,083
4672 User Departments - Unemployment	72,520	-	-	86,170
4673 User Departments - Long-term Disability	52,220	-	-	119,440
4674 User Departments - Liability	1,410,340	2,221,338	2,274,992	1,722,290
4675 User Departments - Loss Prevention	119,150	-	-	113,646
4801 Interest Earnings	-	32	-	-
4908 Miscellaneous Reimbursements	61,303	70,325	-	-
<b>Total Self-Funded Insurance Fund</b>	<b>\$ 2,756,573</b>	<b>\$ 3,656,200</b>	<b>\$ 3,750,000</b>	<b>\$ 3,833,629</b>
<b>Fleet Management Fund</b>				
4662 Replacement Charges	\$ -	\$ -	\$ 184,940	\$ 134,940
4676 User Departments - Vehicle Replacement	-	507,697	560,427	638,098
4801 Interest Earnings	111	53	-	-
4901 Sale of Assets	36,304	14,151	-	31,000
4909 Other Revenue	-	630	-	-
<b>Total Fleet Management Fund</b>	<b>\$ 36,415</b>	<b>\$ 522,531</b>	<b>\$ 745,367</b>	<b>\$ 804,038</b>
<b>Information Systems Fund</b>				
4125 PEG Fees	\$ -	\$ -	\$ 120,000	\$ 120,000
4662 Replacement Charges	-	-	50,000	50,000
4669 User Departments - Information Systems	-	1,941,815	1,208,929	1,299,197
4801 Interest Earnings	-	1,178	-	-
4908 Miscellaneous Reimbursements	-	2,383	-	-
<b>Total Information Systems Fund</b>	<b>\$ -</b>	<b>\$ 1,945,376</b>	<b>\$ 1,378,929</b>	<b>\$ 1,469,197</b>
<b>Building Maintenance &amp; Operations Fund</b>				
4670 User Departments - Building Main & Operations	\$ -	\$ 609,729	\$ 735,010	\$ 1,099,650
4801 Interest Earnings	-	204	-	-
<b>Total Building Maintenance &amp; Operations Fund</b>	<b>\$ -</b>	<b>\$ 609,933</b>	<b>\$ 735,010</b>	<b>\$ 1,099,650</b>
<b>Successor Agency Fund</b>				
4430 SA Administrative Allowance	\$ 112,473	\$ 125,000	\$ 250,000	\$ 250,000
4431 SA RPTTF	3,334,493	2,720,961	4,777,393	3,280,679
4801 Interest Earnings	29,124	37,882	-	-
4802 Rents General	18,300	18,690	19,033	19,094
4908 Miscellaneous Reimbursements	2,159	-	-	-
4909 Other Revenue	-	5,203	-	-
<b>Total Successor Agency Fund</b>	<b>\$ 3,496,549</b>	<b>\$ 2,907,735</b>	<b>\$ 5,046,426</b>	<b>\$ 3,549,773</b>
<b>Grand Total</b>	<b>\$ 95,352,931</b>	<b>\$ 111,356,999</b>	<b>\$ 104,259,841</b>	<b>\$ 105,693,214</b>

## 2016-2017 SCHEDULE OF EXPENDITURES BY FUND

	2013-14 Actual	2014-15 Actual	2015-16 Adopted	2016-17 Adopted
<b>General Fund</b>	<b>\$ 38,923,451</b>	<b>\$ 39,382,871</b>	<b>\$ 42,891,550</b>	<b>\$ 45,942,403</b>
Housing	\$ 2,608,833	\$ 3,829,026	\$ 5,102,267	\$ 5,676,750
Public Safety Augmentation	768,740	821,318	815,000	801,000
Gas Tax	88,704	287,413	6,827,212	6,761,678
Measure I	491,797	636,930	2,840,407	3,088,299
HOME Investment Partnership Program	48,243	12,500	1,322,500	790,000
Community Development Block Grant	512,130	358,875	744,382	812,909
Parking Business Improvement Area	5,840	58,759	30,000	50,000
Air Quality Management District	39,362	19,462	96,510	34,930
Homeland Security Grants - PD	75,692	20,372	-	-
Prop 30	75,920	99,152	103,000	140,000
COPS	153,829	82,232	375,025	383,689
Other Grants	13,764	59,500	-	-
Office of Traffic Safety	101,681	90,774	-	118,450
Local Law Enforcement Block Grant	3,680	6,752	-	-
Asset Forfeiture	29,432	20,954	10,200	40,000
Homeland Security Grants - Fire	3,488	15,398	-	-
CalHOME	175,504	156,000	886,000	820,600
<b>Total Special Revenue Funds</b>	<b>\$ 5,196,639</b>	<b>\$ 6,575,415</b>	<b>\$ 19,152,503</b>	<b>\$ 19,518,305</b>
Public Financing Authority	\$ 261,940	\$ 273,409	\$ 266,135	\$ 280,650
<b>Total Debt Service Fund</b>	<b>\$ 261,940</b>	<b>\$ 273,409</b>	<b>\$ 266,135</b>	<b>\$ 280,650</b>
General Capital Improvements	\$ 148,403	\$ 131,035	\$ 247,807	\$ 239,811
Park Acquisition & Development	28,876	56,722	517,936	430,590
Storm Drain Development	29,166	-	451,748	241,744
Street & Traffic Facility Development	182,491	-	150,000	200,000
Street & Alley Repairs	-	-	200,000	400,000
<b>Total Capital Project Funds</b>	<b>\$ 388,936</b>	<b>\$ 187,757</b>	<b>\$ 1,567,491</b>	<b>\$ 1,512,145</b>
Water Utility	\$ 17,897,290	\$ 17,998,154	\$ 27,544,948	\$ 26,488,484
Solid Waste Utility	9,321,918	9,832,652	9,962,339	9,999,423
Sewer Utility	5,936,004	6,842,168	9,815,076	10,956,204
<b>Total Enterprise Funds</b>	<b>\$ 33,155,212</b>	<b>\$ 34,672,974</b>	<b>\$ 47,322,363</b>	<b>\$ 47,444,111</b>
Self-Funded Insurance	\$ 2,834,793	\$ 4,017,923	\$ 3,750,000	\$ 3,833,629
Fleet Management	15,586	611,374	705,078	640,928
Information Systems	-	755,437	1,272,730	1,401,230
Building Maintenance & Operations	-	553,110	735,010	1,099,650
<b>Total Internal Service Funds</b>	<b>\$ 2,850,379</b>	<b>\$ 5,937,844</b>	<b>\$ 6,462,818</b>	<b>\$ 6,975,437</b>
Successor Agency	\$ 743,431	\$ 1,444,861	\$ 5,046,426	\$ 3,532,319
<b>Total Private Purpose Trust Fund</b>	<b>\$ 743,431</b>	<b>\$ 1,444,861</b>	<b>\$ 5,046,426</b>	<b>\$ 3,532,319</b>
<b>Grand Total</b>	<b>\$ 81,519,988</b>	<b>\$ 88,475,130</b>	<b>\$ 122,709,286</b>	<b>\$ 125,205,370</b>

Transfers not included in the Schedule of Expenditures by Fund.

## 2016-2017 SCHEDULE OF EXPENDITURES BY FUND & CATEGORY

	Salaries & Benefits	Maintenance & Operations	Capital Projects & Equipment	Total
<b>General Fund</b>	<b>\$ 30,156,716</b>	<b>\$ 15,739,832</b>	<b>\$ 45,855</b>	<b>\$ 45,942,403</b>
Housing	\$ 1,144,110	\$ 3,157,640	\$ 1,375,000	\$ 5,676,750
Public Safety Augmentation	801,000	-	-	801,000
Gas Tax	-	-	6,761,678	6,761,678
Measure I	-	-	3,088,299	3,088,299
HOME Investment Partnership Program	-	790,000	-	790,000
Community Development Block Grant	78,100	108,795	626,014	812,909
Parking Business Improvement Area	-	50,000	-	50,000
Air Quality Management District	4,620	30,310	-	34,930
Homeland Security Grants - PD	-	-	-	-
Prop 30	-	140,000	-	140,000
COPS	-	119,000	264,689	383,689
Other Grants	-	-	-	-
Office of Traffic Safety	112,274	6,176	-	118,450
Local Law Enforcement Block Grant	-	-	-	-
Asset Forfeiture	-	40,000	-	40,000
Homeland Security Grants - Fire	-	-	-	-
CalHOME	-	820,600	-	820,600
<b>Total Special Revenue Funds</b>	<b>\$ 2,140,104</b>	<b>\$ 5,262,521</b>	<b>\$ 12,115,680</b>	<b>\$ 19,518,305</b>
Public Financing Authority	\$ -	\$ 280,650	\$ -	\$ 280,650
<b>Total Debt Service Fund</b>	<b>\$ -</b>	<b>\$ 280,650</b>	<b>\$ -</b>	<b>\$ 280,650</b>
General Capital Improvements	\$ -	\$ -	\$ 239,811	\$ 239,811
Park Acquisition & Development	-	-	430,590	430,590
Storm Drain Development	-	-	241,744	241,744
Street & Traffic Facility Development	-	-	200,000	200,000
Street & Alley Repairs	-	-	400,000	400,000
<b>Total Capital Project Funds</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,512,145</b>	<b>\$ 1,512,145</b>
Water Utility	\$ 3,447,350	\$ 17,408,099	\$ 5,633,035	\$ 26,488,484
Solid Waste Utility	355,880	9,643,543	-	9,999,423
Sewer Utility	1,228,670	7,929,034	1,798,500	10,956,204
<b>Total Enterprise Funds</b>	<b>\$ 5,031,900</b>	<b>\$ 34,980,676</b>	<b>\$ 7,431,535</b>	<b>\$ 47,444,111</b>
Self-Funded Insurance	\$ 306,940	\$ 3,526,689	\$ -	\$ 3,833,629
Fleet Management	378,610	262,318	-	640,928
Information Systems	315,360	1,039,870	46,000	1,401,230
Building Maintenance & Operations	515,660	414,990	169,000	1,099,650
<b>Total Internal Service Funds</b>	<b>\$ 1,516,570</b>	<b>\$ 5,243,867</b>	<b>\$ 215,000</b>	<b>\$ 6,975,437</b>
Successor Agency	\$ 235,340	\$ 3,296,979	\$ -	\$ 3,532,319
<b>Total Private Purpose Trust Fund</b>	<b>\$ 235,340</b>	<b>\$ 3,296,979</b>	<b>\$ -</b>	<b>\$ 3,532,319</b>
<b>Grand Total</b>	<b>\$ 39,080,630</b>	<b>\$ 64,804,525</b>	<b>\$ 21,320,215</b>	<b>\$ 125,205,370</b>

Transfers not included in the Schedule of Expenditures by Fund and Category.

## 2016-17 EXPENDITURES BY DEPARTMENT PROGRAM

	2013-14 Actual	2014-15 Actual	2015-16 Adopted	2016-17 Adopted
<b>General Government</b>				
City Council	\$ 178,733	\$ 148,407	\$ 111,874	\$ 86,653
City Treasurer	13,485	14,666	15,632	8,240
Administration	731,392	241,591	680,837	305,695
<b>Total General Government</b>	<b>\$ 923,610</b>	<b>\$ 404,663</b>	<b>\$ 808,343</b>	<b>\$ 400,588</b>
<b>Administrative Services</b>				
Finance	\$ 1,613,654	\$ 2,222,877	\$ 1,901,547	\$ 2,153,792
Information Technology	112,819	756,664	1,272,730	1,401,230
Human Resources	503,203	474,894	517,887	494,537
Risk Management	2,834,793	4,017,923	3,750,000	3,833,629
City Attorney	262,462	392,907	350,000	400,000
City Clerk	400,127	221,327	246,665	333,305
Non-Departmental	1,160,050	(31)	-	-
<b>Total Administrative Services</b>	<b>\$ 6,887,108</b>	<b>\$ 8,086,561</b>	<b>\$ 8,038,829</b>	<b>\$ 8,616,493</b>
<b>Development Services</b>				
Building & Safety	\$ 735,396	\$ 530,356	\$ 703,551	\$ 677,578
Weed Abatement	41,548	41,054	48,239	49,940
Economic Development	-	73,572	140,537	154,020
Planning Commission	7,352	10,800	12,740	12,740
Planning	599,371	544,437	538,763	518,362
Housing	2,608,833	3,829,026	5,102,267	5,676,750
CBDG	512,130	358,875	744,382	812,909
HOME Program	48,243	12,500	1,322,500	790,000
CalHOME Program	175,504	156,000	886,000	820,600
PBIA	5,840	58,759	30,000	50,000
Successor Agency	743,431	1,444,861	5,046,426	3,532,319
<b>Total Development Services</b>	<b>\$ 5,477,648</b>	<b>\$ 7,060,239</b>	<b>\$ 14,575,405</b>	<b>\$ 13,095,218</b>
<b>Fire</b>				
Administration	\$ 1,566,094	\$ 2,412,609	\$ 1,868,398	\$ 2,938,683
Fire Reserves	-	-	6,631	6,630
Fire Station I	2,221,654	1,594,685	1,805,426	1,615,016
Fire Station II	1,563,676	1,587,176	1,675,028	1,858,593
Fire Station III	1,462,524	1,523,099	1,673,185	1,810,186
Fire Station IV	1,570,480	1,667,548	1,749,728	1,933,565
Emergency Medical Services	129,835	107,855	149,540	142,606
Special Operations	7,892	23,975	37,099	38,437
Air Ambulance	1,021,985	1,051,796	1,094,264	1,280,723
Historic Fire Station	6,212	16,970	19,202	23,005
Fire Prevention	225,569	232,683	248,336	309,870
Fire Training & Emergency	31,622	50,023	52,343	53,030
Fire Grants	5,631	71,398	-	-
<b>Total Fire</b>	<b>\$ 9,813,174</b>	<b>\$ 10,339,817</b>	<b>\$ 10,379,180</b>	<b>\$ 12,010,344</b>

## 2016-17 EXPENDITURES BY DEPARTMENT PROGRAM

	2013-14 Actual	2014-15 Actual	2015-16 Adopted	2016-17 Adopted
<b>Police</b>				
Administration	\$ 3,068,722	\$ 3,475,817	\$ 4,342,660	\$ 4,499,072
Investigations	1,825,800	1,764,546	1,918,975	2,211,488
Community Relations	5,066	-	-	-
Patrol	10,573,340	10,582,030	11,613,761	12,986,029
Police Special Events & Community Outreach	19,974	36,754	17,282	5,110
Police Reserves	1,307	919	3,635	4,020
Code Enforcement	259,070	304,076	216,835	238,316
Animal Services	863,150	998,036	566,303	626,896
Police Grants	440,234	320,235	488,225	682,139
<b>Total Police</b>	<b>\$ 17,056,663</b>	<b>\$ 17,482,412</b>	<b>\$ 19,167,676</b>	<b>\$ 21,253,070</b>
<b>Public Works</b>				
Public Works Administration	\$ 284,309	\$ 412,056	\$ 290,526	\$ 339,278
Engineering Administration	94,618	288,971	263,974	268,683
Development/Traffic Engineering	290,614	354,830	404,667	437,364
Street Maintenance	684,802	361,437	499,330	594,776
Street Sweeping	235,443	14,228	18,213	19,080
Sidewalk Maintenance	204,976	176,121	1,162,405	216,860
Street Lighting	800,988	827,162	871,432	874,591
Traffic Control	15,613	95,563	160,373	190,698
Traffic Facility Maintenance	170,707	185,493	206,300	212,600
Weed Abatement	17,847	30,161	28,368	30,432
Flood Control	2,309	8,520	17,775	15,243
Street Tree Maintenance	400,746	456,783	650,257	462,765
Public ROW Maintenance	641,170	428,723	541,467	537,639
Maintenance - Main Street	1,038	42,908	43,004	51,100
Maintenance - Metrolink	10,366	9,237	12,500	15,500
Damage to City Property	35,801	35,935	44,000	54,000
Park Maintenance	416	550,270	567,765	642,564
Sports Field Maintenance	-	201,001	229,889	271,290
Civic Center	-	178,599	207,615	232,680
Street Projects	580,501	924,343	9,667,619	9,849,977
General Capital Improvement	148,403	131,035	247,807	239,811
Park Acquisition & Development	28,876	56,722	517,936	430,590
Storm Drain Development	29,166	-	451,748	241,744
Street & Traffic Facility Development	182,491	-	150,000	200,000
Street & Alley Repairs	-	-	200,000	400,000
Water Utility	17,897,290	17,998,154	27,544,948	26,488,484
Solid Waste Utility	9,322,169	9,832,652	9,962,339	9,999,423
Sewer Utility	5,936,004	6,842,168	9,815,076	10,956,204
Fleet Management	165,509	649,573	705,078	640,928
Building Maintenance & Operations	-	553,110	735,010	1,099,650
<b>Total Public Works</b>	<b>\$ 38,182,172</b>	<b>\$ 41,645,755</b>	<b>\$ 66,217,421</b>	<b>\$ 66,013,955</b>

## 2016-17 EXPENDITURES BY DEPARTMENT PROGRAM

	2013-14 Actual	2014-15 Actual	2015-16 Adopted	2016-17 Adopted
<b>Community Services</b>				
Recreation Administration	\$ 718,848	\$ 631,882	\$ 728,271	\$ 744,232
Recreation Classes	185,689	193,435	231,200	231,000
Recreation Facilities	8,617	28,135	41,647	106,842
Youth Programs/Sports	61,584	63,275	75,777	76,440
Senior Center	156,550	238,774	294,329	328,092
Special Events	63,986	55,637	58,328	60,320
Community Outreach Services	22,911	28,160	33,696	33,900
ACCESS Program	465,632	476,467	443,845	485,928
Landecena Center	13,086	8,042	17,640	15,825
Library	1,392,335	1,675,285	1,541,937	1,671,652
Carnegie Library Operation	13,386	32,493	41,445	47,152
Library Literacy Program	76,989	13,587	-	-
Passports	-	10,511	14,317	14,320
<b>Total Community Services</b>	<b>\$ 3,179,613</b>	<b>\$ 3,455,683</b>	<b>\$ 3,522,432</b>	<b>\$ 3,815,703</b>
<b>Grand Total</b>	<b>\$ 81,519,988</b>	<b>\$ 88,475,130</b>	<b>122,709,286</b>	<b>\$ 125,205,370</b>

\*FY17 budget in this schedule varies to budgets in department sections due to adjustments in vacant positions held open.

**FISCAL YEAR 2016-17****SUMMARY OF OPERATING TRANSFERS**

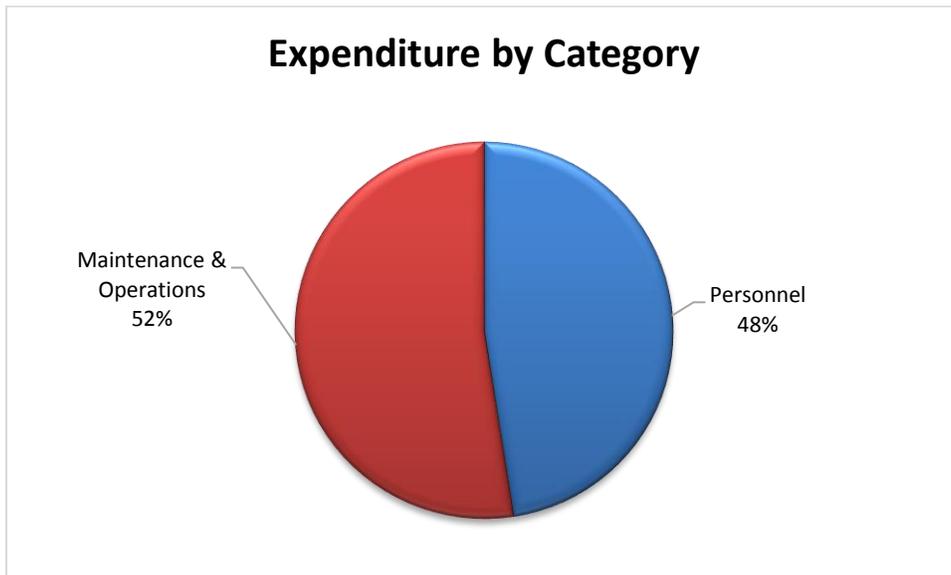
Fund No.	Fund Name	Transfers In	Transfers Out
101	General Fund	396,960	
420	General Capital Improvement To Reimburse General Fund.		396,960
301	Public Financing Authority	20,000	
101	General Fund To Fund Debt Service Payment on Police Building Bond Issue.		\$ 20,000
645	Sewer Utility	245,000	
641	Solid Waste Utility To Transfer for Landfill Costs.		245,000
	<b>Total</b>	<b>\$ 661,960</b>	<b>\$ 661,960</b>

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# GENERAL GOVERNMENT

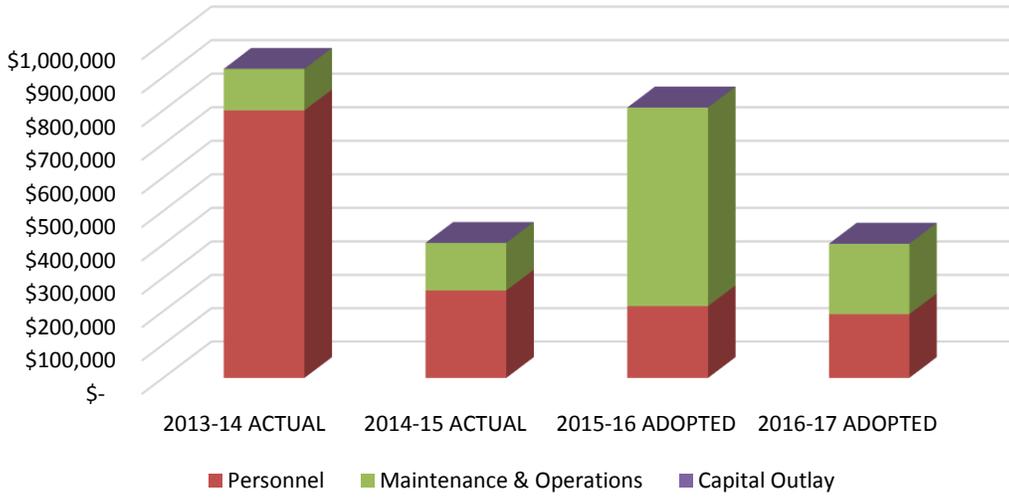
## MISSION STATEMENT

To provide accessible, proactive leadership and governance for the community through the establishment of policies that pursue City Council goals and directives, and to promote the best interest of the City locally and with other governmental agencies.

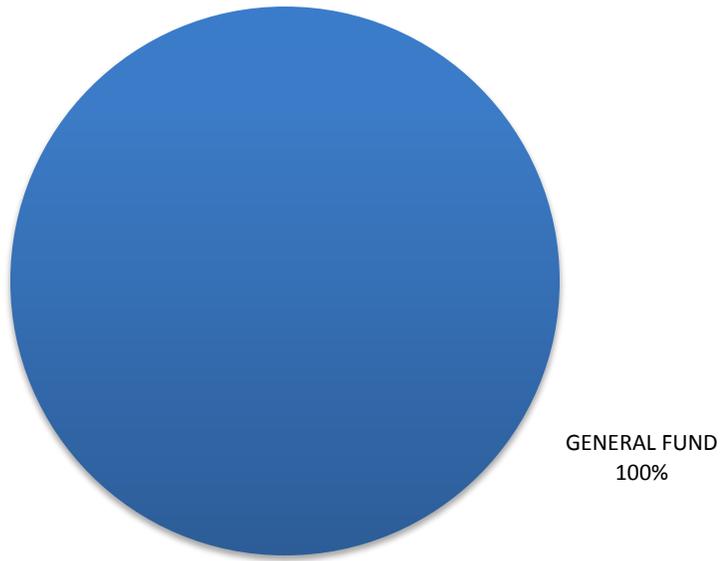


	2013-14 ACTUAL	2014-15 ACTUAL	2015-16 ADOPTED	2016-17 ADOPTED
<b>EXPENSE CLASSIFICATION</b>				
Personnel	\$ 799,761	\$ 262,541	\$ 215,365	\$ 191,250
Maintenance & Operations	123,849	142,122	592,979	211,176
Capital Outlay	-	-	-	-
<b>TOTAL BUDGET</b>	<b>\$ 923,610</b>	<b>\$ 404,663</b>	<b>\$ 808,344</b>	<b>402,426</b>

### General Government Expense Classification



### Expenditures by Funding Source



	2013-14 ACTUAL	2014-15 ACTUAL	2015-16 ADOPTED	2016-17 ADOPTED
<b>FUNDING SOURCES*</b>				
GENERAL FUND	\$ 923,610	\$ 404,663	\$ 808,344	\$ 402,426
TOTAL BUDGET	\$ 923,610	\$ 404,663	\$ 808,344	402,426

## **CITY COUNCIL**

The City Council is the governing body of the City of Upland and has the power to make all laws and regulations with respect to municipal affairs subject only to the limitations of the State and Federal Constitutions.

The City Council is an elected five person governing body. The Mayor is elected independently with the same voting power as other members of the Council. City Councilmembers each serve four-year terms with elections every other year; therefore, three Councilmembers are elected at one election and the Mayor and one Councilmember at the other.

The City Council appoints the City Manager and City Attorney, all of whom serve at the City Council's discretion. The City Council establishes policies of the City, which are implemented by staff under the direction of the City Manager. The City Council approves all ordinances, resolutions, and contracts.

## **FY 2016-17 GOALS AND OBJECTIVES**

- ◆ To continue to expand citizen participation in local government through advisory commissions, boards, committees, and semi-monthly council meetings.
- ◆ To enhance the quality of life for Upland residents by developing long and short-term fiscal and operational plans and policies.
- ◆ To participate and initiate programs of regional and local importance including the improvement of air quality and reduction of traffic congestion.
- ◆ To revitalize commercial activity and expand economic development opportunities to promote a healthy local government economy.

## **CITY TREASURER**

The residents of Upland elect the City Treasurer. It is the Treasurer's responsibility to oversee the investment of City funds in a safe and secure manner while ensuring maximum return on all investments within limitations set by State law. The City Treasurer operates under the restrictions of Section 53646 of the Government Code of the State of California and Resolution 6133 of the Upland City Council – a resolution that affirms the Investment Policy for Public Funds. The Treasurer appoints the Deputy City Treasurer.

The City follows the practice of pooling cash and investments for all funds except for funds required to be held by outside fiscal agents. Investment income is allocated quarterly to various funds based on the average monthly cash balances.

**FY 2016-17 GOALS AND OBJECTIVES**

- ◆ To maximize the City’s return on its investments consistent with the requirements of state law and the need for safety, liquidity, and yield. No investment may be made unless it is in conformity with the City’s Investment Policy.

**CITY MANAGER**

The City Manager is appointed by the City Council to direct the operation of all City Departments through department heads. He enforces the ordinances and resolutions of the City Council and is responsible for the administration of City programs to ensure the delivery of high quality services.

The City Manager is responsible for the executive management of all City departments and serves as Executive Director of the Successor Agency of the Upland Community Redevelopment Agency (UCRA), coordinating the dissolution of the UCRA.

This office provides services such as responding to inquiries and requests of citizens, disseminating information regarding City activities, and providing input on regional, state and federal issues that affect the City of Upland.

<b>PERSONNEL</b>				
<b>PERMANENT POSITIONS</b>	2013-14 ACTUAL	2014-15 ACTUAL	2015-16 ADOPTED	2016-17 ADOPTED
<b>ADMINISTRATION</b>				
CITY MANAGER	1.00	1.00	1.00	1.00
DEPUTY CITY MANAGER	0.00	0.00	1.00	1.00
EXECUTIVE ASSISTANT TO CITY MANAGER	2.00	2.00	1.00	1.00
<b>TOTAL DEPARTMENT</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>

**FY 2016-17 GOALS AND OBJECTIVES**

- ◆ To be responsive to Upland’s citizens, organizations, City Council, and staff.
- ◆ To be accessible to citizens, the City Council, business owners and employees in a timely manner.
- ◆ Implement the goals set forth by the City Council, which include fiscal stabilization, economic development, infrastructure repair and replacement, and outstanding customer service.
- ◆ To provide outstanding Council relations by informing Councilmembers of relevant City affairs/business such that staff trust and integrity is maintained and promoted.
- ◆ To provide funding for City projects by pursuing federal and state grants for a variety of

projects.

- ◆ To provide for outstanding City services by meeting regularly with the development community such that solid, financially viable projects are developed in Upland.
- ◆ To provide excellent fiscal stewardship by initiating the Fiscal Year 2017-2018 budget process in December 2016 ensuring that the Fiscal Year 2017-2018 City budget is adopted by the City Council prior to the close of Fiscal Year 2016-2017.
- ◆ To promote effective and efficient service delivery by analyzing City operations on a continual basis and making adjustments as needed.
- ◆ To continue to pursue measures to reduce operating costs.
- ◆ To research and/or implement remaining recommendations of the Fiscal Response Task Force.
- ◆ To continue to nurture and promote public communications and engagement by maintaining open government ideals and developing programs/projects that support constant pursuit of excellence in municipal services, as well as model public sector status.
- ◆ Continue to address Police Department Staffing Challenges.
- ◆ Continue to implement Succession Planning strategies for Executive and Mid-Management retirements and transitions.

<b>PERFORMANCE MEASUREMENTS</b>	<b>2013-14 ACTUAL</b>	<b>2014-15 ACTUAL</b>	<b>2015-16 PROJECTED</b>	<b>2016-17 TARGET</b>
Percentage of Agenda items reviewed and approved within two days	100%	100%	100%	100%
Percentage of calls referred to responsible employees and/or departments within the organization within 2 hours, and bring closure to citizens' concerns within 2 business days	100%	100%	100%	100%
Percentage of inquiries from various Department personnel responded within one day	100%	100%	100%	100%
Review incoming departmental correspondence and respond or disseminate as directed on same day	100%	100%	100%	100%
Percentage of Electronic Message Board Requests posted within 24 hours of receipt	100%	100%	100%	100%

Percentage of Euclid Avenue Median parking permits processed by electronic methods within 24 hours of receipt	100%	100%	100%	100%
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**FY 2015-16 MAJOR ACCOMPLISHMENTS**

- ◆ General Plan approved.
- ◆ Facilitated continued development in the Colonies Crossroads project.
- ◆ Facilitated continued Historic Downtown Upland revitalization efforts, including promoting the location to, and meeting with, potential developers.
- ◆ Continued successful teamwork and goal setting activities at the executive level.
- ◆ Implemented and facilitated several recommendations of the Fiscal Response Task Force.
- ◆ Began researching and implementing remaining measures recommended by the Fiscal Response Task Force.
- ◆ Explored various options for service delivery.
- ◆ Responded to hundreds of requests for service from citizens and City Councilmembers.
- ◆ Made significant progress in working with the property owner and a new developer on the revitalization of the Foothill Village retail center.
- ◆ Entered into a professional services agreement with California Consulting for grant-writing services.
- ◆ Negotiated labor agreements with all of the City’s seven bargaining groups.
- ◆ Began implementation of the ERP software package which will improve City processes by eliminating duplication of work efforts and integrating technology that will benefit all departments.
- ◆ Hired new Fire Chief and Deputy City Manager.

**CITY OF UPLAND**  
**EXPENDITURE SUMMARY BY DIVISION**  
**FY 2016-17 ADOPTED BUDGET**

2013-14 ACTUAL	2014-15 ACTUAL	2015-16 ADOPTED	2016-17 ADOPTED
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**GENERAL GOVERNMENT**

<b>1101</b>	<b>CITY COUNCIL</b>				
	Personnel	\$ 125,419	\$ 88,799	\$ 47,754	\$ 32,510
	Maintenance & Operations	53,314	59,608	64,122	78,700
	Capital Outlay	-	-	-	-
	<b>TOTAL CITY COUNCIL</b>	<b>\$ 178,733</b>	<b>\$ 148,407</b>	<b>\$ 111,876</b>	<b>111,210</b>

<b>1104</b>	<b>CITY TREASURER</b>				
	Personnel	\$ 13,204	\$ 14,336	\$ 15,281	\$ 7,690
	Maintenance & Operations	280	330	350	550
	Capital Outlay	-	-	-	-
	<b>TOTAL CITY TREASURER</b>	<b>\$ 13,484</b>	<b>\$ 14,666</b>	<b>\$ 15,631</b>	<b>8,240</b>

<b>1201</b>	<b>ADMINISTRATION</b>				
	Personnel	\$ 661,138	\$ 159,406	\$ 152,330	\$ 151,050
	Maintenance & Operations	21,957	82,185	528,507	131,926
	Capital Outlay	-	-	-	-
	<b>TOTAL ADMINISTRATION</b>	<b>\$ 683,095</b>	<b>\$ 241,591</b>	<b>\$ 680,837</b>	<b>282,976</b>

<b>1202</b>	<b>PUBLIC INFORMATION OFFICE</b>				
	Personnel	\$ -	\$ -	\$ -	\$ -
	Maintenance & Operations	48,298	-	-	-
	Capital Outlay	-	-	-	-
	<b>TOTAL ADMINISTRATION</b>	<b>\$ 48,298</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>

<b>TOTAL GENERAL GOVERNMENT</b>					
	Personnel	\$ 799,761	\$ 262,541	\$ 215,365	\$ 191,250
	Maintenance & Operations	123,849	142,122	592,979	211,176
	Capital Outlay	-	-	-	-
	<b>TOTAL GENERAL GOVERNMENT</b>	<b>\$ 923,610</b>	<b>\$ 404,663</b>	<b>\$ 808,344</b>	<b>402,426</b>

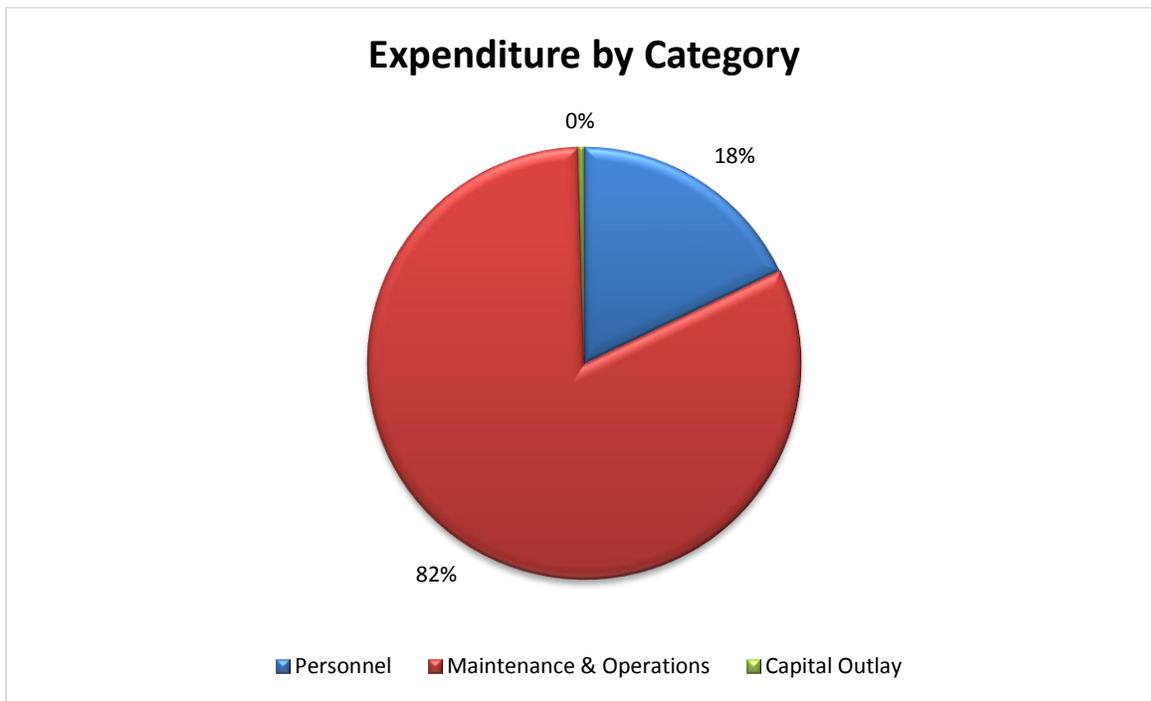
**CITY OF UPLAND  
GENERAL GOVERNMENT  
GENERAL FUND  
FY 2016-17 ANNUAL BUDGET  
SUMMARY BY OBJECT CODE**

OBJECT CODE	EXPENSE CLASSIFICATION	2013-14 ACTUAL	2014-15 ACTUAL	2015-16 ADOPTED	2016-17 ADOPTED
	<b>PERSONNEL EXPENSE</b>				
5110	Buy Backs	13,920	1,960	7,350	7,700
5111	Salaries- Full Time	552,042	164,943	145,400	123,820
5112	Salaries- Temporary/ Part Time	0	0	0	0
5113	Overtime	0	0	0	0
5115	Compensated Absences	0	0	0	0
5116	Fringe Benefits	170,360	72,370	33,731	29,110
5117	Retirement Contributions	63,439	23,268	28,884	30,620
	<b>TOTAL PERSONNEL EXPENSES</b>	<b>799,761</b>	<b>262,541</b>	<b>215,365</b>	<b>191,250</b>
	<b>MAINTENANCE &amp; OPERATIONS</b>				
5211	Postage	4,293	4,399	50	4,550
5212	Advertising	500	20	12,900	21,300
5213	Dues & Subscriptions	32,074	46,561	48,425	48,155
5215	Training/ Conferences/ Meetings	4,395	5,998	8,737	32,040
5216	Office Supplies	554	1,133	1,650	1,000
5217	Other Supplies/Materials	1,406	1,152	1,800	400
5220	Fuel Usage	0	0	0	0
5221	Mileage Reimbursement	1,394	1,576	1,600	2,000
5222	Central Duplicating Charges	310	1,392	0	0
5223	Information Systems Charges	5,560	9,048	14,597	13,930
5232	Computer Equip (Under 5,000)	2,108	0	0	0
5233	Other Equipment	0	0	150	0
5243	Utilities- Telephone	0	0	0	0
5248	Maintenance- Other	0	0	0	0
5252	Professional Services	10,000	46,183	33,600	64,600
5254	Data Processing Services	0	0	0	0
5258	Other Services	52,698	14,796	9,000	21,000
5271	Insurance Premium	225	150	300	375
5273	Workers Compensation Charges	5,960	7,786	0	0
5274	Unemployment Charges	390	0	0	493
5275	Long-term Disability Charges	300	0	0	684
5276	Liability Charges	0	0	460,170	0
5277	Loss Prevention	0	0	0	649
5278	Legal Service Charges	0	0	0	0
5421	Lease Principal Expense	1,682	1,927	0	0
	<b>TOTAL MAINTENANCE &amp; OPERATIONS</b>	<b>123,849</b>	<b>142,122</b>	<b>592,979</b>	<b>211,176</b>
	<b>CAPITAL OUTLAY</b>				
5530	Machinery & Equipment	0	0	0	0
5531	Vehicles	0	0	0	0
	<b>TOTAL CAPITAL OUTLAY</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>TOTAL DEPARTMENT</b>	<b>923,610</b>	<b>404,663</b>	<b>808,344</b>	<b>402,426</b>

# ADMINISTRATIVE SERVICES

## MISSION STATEMENT

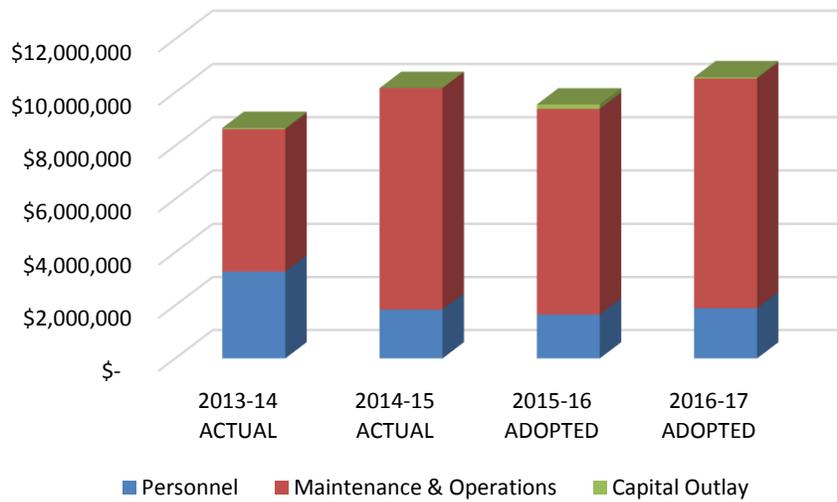
To manage the fiscal and financial affairs of the City, and to support City officials and all departmental operations through a variety of financial services and risk management; to administer top quality personnel services with the highest level of professionalism and integrity in order to attract, retain, train and develop a competent workforce; to provide accessible, proactive leadership for the community through the establishment of policies encouraging a high standard of governance; and to develop opportunities for the use of technology to improve and enhance services to the community.



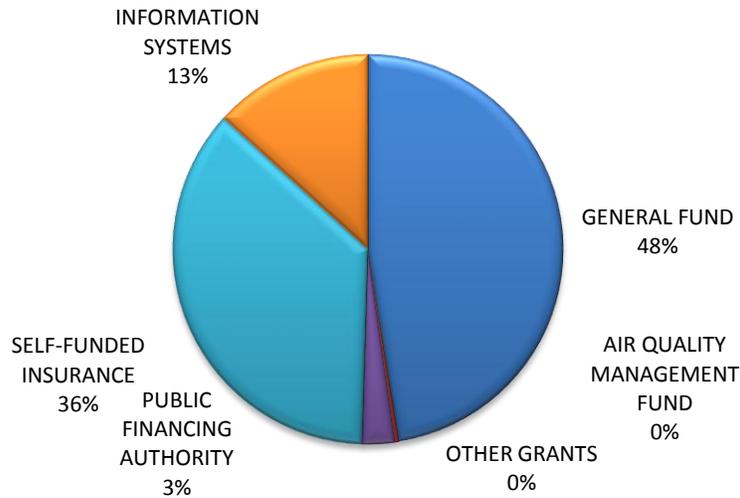
	2013-14 ACTUAL	2014-15 ACTUAL	2015-16 ADOPTED	2016-17 ADOPTED
<b>EXPENSE CLASSIFICATION</b>				
Personnel	\$ 3,273,209	\$ 1,840,449	\$ 1,656,079	\$ 1,892,696
Maintenance & Operations	5,347,293	8,325,246	7,730,157	8,632,016
Capital Outlay	47,898	-	163,000	46,000
<b>TOTAL BUDGET</b>	<b>\$ 8,668,401</b>	<b>\$ 10,165,695</b>	<b>\$ 9,549,236</b>	<b>10,570,712</b>

\*In FY17, Library was transferred to Administrative Services from Community Services.

### Administrative Services Expense Classification



### Expenditures by Funding Source



	2013-14 ACTUAL	2014-15 ACTUAL	2015-16 ADOPTED	2016-17 ADOPTED
<b>FUNDING SOURCES</b>				
GENERAL FUND	\$ 5,520,937	\$ 5,095,964	\$ 4,163,861	\$ 5,020,273
AIR QUALITY MANAGEMENT FUND	39,362	19,462	96,510	34,930
OTHER GRANTS	11,370	3,500	-	-
PUBLIC FINANCING AUTHORITY	261,940	273,409	266,135	280,650
SELF-FUNDED INSURANCE	2,834,793	4,017,923	3,750,000	3,833,629
INFORMATION SYSTEMS	-	755,437	1,272,730	1,401,230
<b>TOTAL BUDGET</b>	<b>\$ 8,668,401</b>	<b>\$ 10,165,695</b>	<b>\$ 9,549,236</b>	<b>\$ 10,570,712</b>

## CITY CLERK

This position fulfills the statutory requirements of City Clerk. The City Clerk's Office prepares Council meeting agendas and minutes, advertises legal notices relating to Council agendas and other City issues, maintains advisory commissions' records and the City seal, and attests all City documents. As filing officer, the City Clerk oversees the filing requirements of the Fair Political Practices Commission, manages the City Conflict of Interest Code, and maintains the Upland Municipal Code and Zoning Code. The City Clerk's Office serves as the information center for City Hall and is responsible for all official City records such as ordinances, resolutions, deeds, agreements, and formal bid contracts. The office also coordinates the records management program for all City departments.

All City elections are the responsibility of the City Clerk. Citywide municipal elections are conducted in November of even-numbered years. Elections require compliance with State mandated deadlines, legal notices, and the cooperation of several outside agencies, which are all coordinated by the City Clerk.

<b>PERSONNEL</b>				
<b>PERMANENT POSITIONS</b>	2013-14 ACTUAL	2014-15 ACTUAL	2015-16 ADOPTED	2016-17 ADOPTED
<b>CITY CLERK</b>				
ADMINISTRATIVE SERVICES DIRECTOR	1.00	1.00	1.00	0.00
SENIOR ADMINISTRATIVE ASSISTANT	1.00	1.00	1.00	0.00
DEPUTY CITY CLERK	0.00	0.00	0.00	1.00
ADMINISTRATIVE ASSISTANT II	0.50	0.50	0.00	0.00
ADMINISTRATIVE ASSISTANT III	0.00	0.00	0.00	1.00
<b>TOTAL DIVISION</b>	<b>2.00</b>	<b>2.50</b>	<b>2.50</b>	<b>2.00</b>

## FY 2016-17 GOALS AND OBJECTIVES

- ◆ Complete all activities related to the 2016 General Municipal Election for the election of Mayor, Council Member (1), and Treasurer.
- ◆ Develop a plan to create a new Records Center to accommodate city-wide records retention.
- ◆ Assist the Police Department with records retention to eliminate unnecessary retention of records.
- ◆ Continue with implementation of the electronic record keeping system for City-wide records management program.

<b>PERFORMANCE MEASUREMENTS</b>	<b>2013-14 ACTUAL</b>	<b>2014-15 ACTUAL</b>	<b>2015-16 PROJECTED</b>	<b>2016-17 TARGET</b>
Placement of agenda material on the website by Thursday prior to the Council meeting	95%	95%	100%	100%
Compliance with AB1234	100%	100%	100%	100%
Average time to finalize meeting minutes	1 week	3 days	3 days	2 days
Records requests handled by staff	244	356	308	325

### **FY 2015-16 MAJOR ACCOMPLISHMENTS**

- ◆ Based on the City’s Records Retention Schedule, staff coordinated the destruction of obsolete records with all City departments.
- ◆ Obtained nearly 100% compliance with FPPC requirements related to the filing of Form 700 for all code filers and designated filers identified in the Conflict of Interest Code.
- ◆ Completed the Records Retention Schedule.

### **LIBRARY**

The Upland Public Library provides services to assist the community in obtaining information that meets their personal, educational, and recreational needs. The Library serves as a learning and cultural resource center for all residents and businesses.

The Library provides reference services that include periodicals, audiovisual, and youth services. Staff answers reference questions, selects materials, maintains collections, and assists the public in the use of the library. Other activities include acquiring and cataloging library materials in all formats, maintaining bibliographic databases for public access, processing library materials for public use and preserving the collections in good physical condition.

As authorized in State Education Code Sections 18900-18965, the Library Board of Trustees manages the Library under the direction and legislative authority of the City Council.

The City elected to enter into a public-private partnership with Library Systems & Services, Inc. which began managing the Library on August 1, 2014. LSSI manages the Library’s staff in accordance with the community’s needs in cooperation with the City and Library Board of Trustees. All Library materials, furnishings and buildings remain the property of the citizens and City of Upland.

### **FY 2016-17 GOALS AND OBJECTIVES**

- ◆ Continue to provide, improve, and expand successful, enriching and popular adult, teen, and children’s programs.

- ◆ Encourage joint use of library resources through outreach partnerships with public and private agencies at locations such as schools and community centers.
- ◆ Increase use of the library’s online and print resources through presentations to schools and community groups.
- ◆ Develop a curated collection on online-accessible materials supporting Upland students and learners at all levels.
- ◆ Develop a strategy to encourage community members to engage with the library through social media outreach.
- ◆ Continue to improve our Literacy Program to support adults seeking to improve their reading, writing and English language skills.
- ◆ Continue to create a comfortable, welcoming atmosphere by improving the Library’s environment and displays.

<b>PERFORMANCE MEASUREMENTS</b>	<b>2015-16 PROJECTED</b>	<b>2015-16 ACTUAL</b>	<b>2016-17 TARGET</b>
Library programs provided to the community	60	544	575
Library requests filled during the year	25,000	15,831*	20,000
Adult literacy students	85	88	85
Presentations about Upland and the Inland Empire’s history	5	3	4
School visits	14	28	30
Online database users	12,000	18,769	20,000
Online database transfers	25,000	22,604	20,000**
Website users	22,000	18,268	20,000
Internet use by patrons	30,000	31,844	32,000
Grants requested	10	9	10
Grants approved	6	5	6
Total grant money approved	\$25,000	\$33,000	\$25,000
Long-term volunteers/interns	100	170	200

## FY 2015-16 MAJOR ACCOMPLISHMENTS

- ◆ Upland Public Library is now a Veterans Connect site, where skilled volunteers assist veterans in accessing their benefits and services. This is a grant funded project through the California State Library.
- ◆ The American Library Association has funded the purchase of recording equipment to support our Oral History collection. We have so far added several personal life stories focusing on the experience of Latino Americans in the Inland Empire.
- ◆ Library staff developed ongoing programs encouraging adults to develop new skills, engage with others, and find entertainment and relaxation at the library. Programs include Crafts for Adults, and Movies for Grownups and National Novel Writing Month.
- ◆ We now house a Seed Library where gardeners can get free organic, heirloom seeds. Gardeners are encouraged to return seeds they grow to the library, maintaining a collection of genetically diverse plants. The Seed Library is supported by monthly gardening programs.
- ◆ Library staff engaged with the community outside of the library by participating in the Christmas Parade and Air Fair. This allowed us to engage people who are not presently library users and encourage them, especially families, to sign up for library cards.
- ◆ Twenty of thirty four participants completed all sixteen sessions of our Citizenship Classes, graduating prepared to become US Citizens.
- ◆ We have partnered with Upland High School and Barnes & Noble to host a major award-winning teen author at a book launch event. John Corey Whaley's novel *Highly Illogical Behavior* is set in Upland, making this an especially exciting event for local teens.
- ◆ Literacy Center staff developed a volunteer-led program for people to practice conversational English. Successful learners who achieve a baseline competency will be able to progress in social integration, job success, and ability to support their children's education.
- ◆ The Upland Interfaith Council continued its partnership with staff to support the monthly "Conversations About God" series with knowledgeable speakers. These events are well-attended, with audiences averaging 40-50 attendees. The goal of these programs is to increase understanding and awareness of different faith groups in our community.

Alternate sources of funding received by the Library:

- Received a \$30,000 grant from the California State Library to purchase equipment to improve internet capacity. This grant is in partnership with the City's IT department.
- Received LSTA grants to offer citizenship preparation programs, which are now the model for state-wide programs to be funded by the California State Library.
- Qualified for an additional \$11,000 in state funding for the adult literacy program based on participation numbers.

- Received over \$20,000 from private donors, Barnes & Noble and the Friends of the Library to support services and programs.

## **CITY ATTORNEY**

The City Attorney is appointed by the City Council and is charged with advising and giving legal opinions to Council, Boards, Commissions, and City Staff regarding legal matters. The City Attorney apprises all City officials of changes in statutes or case law as they affect the City. The City Attorney also ensures that violations of City laws are prosecuted where necessary. The City Attorney furnishes services at all meetings of the Council, and prepares ordinances, resolutions, contracts, and other legal documents.

Certain other attorneys identified by Staff may represent the City in matters of special expertise such as worker's compensation and public liability defense.

## **FY 2016-17 GOALS AND OBJECTIVES**

- ◆ To provide reliable and timely legal services to the City Council, advisory committees and City staff in order to ensure the City is lawfully governed and the community effectively served.
- ◆ Upon approval of the City Council, represent the City in litigation.

## **FINANCE**

The Finance Division provides a comprehensive financial accounting and reporting system that meets the information requirements of its users, and complies with all applicable laws and regulations, including Generally Accepted Accounting Principles (GAAP). In advising City officials on the City's financial position and condition, the Division provides timely financial information necessary for decision-making, and assists City staff in implementing and developing appropriate internal controls and financial systems.

The Division safeguards all City assets and promotes their efficient use while adhering to prescribed City Council and management policies. It provides the framework for the processing of all financial management services that include general ledger accounting, budget preparation and analysis, purchasing, payroll, accounts payable and receivable, cash receipting, utility billing, and animal licensing. Under the direction of the City Manager, the Division organizes, reviews, and prepares the annual budget document for the City. It also produces federal, state and other reports as required by law in conformance with municipal accounting regulations and standards.

<b>PERSONNEL</b>				
<b>PERMANENT POSITIONS</b>	2013-14 ACTUAL	2014-15 ACTUAL	2015-16 ADOPTED	2016-17 ADOPTED
<b>FINANCE</b>				
FINANCE MANAGER	1.00	1.00	1.00	1.00
ACCOUNTING SUPERVISOR	0.00	1.00	1.00	1.00
SENIOR ACCOUNTANT	1.00	1.00	1.00	1.00
ACCOUNTANT	1.00	1.00	1.00	1.00
SENIOR ACCOUNTING TECHNICIAN	3.00	1.00	1.00	1.00
ACCOUNTING TECHNICIAN	1.00	3.00	3.00	3.00
CUSTOMER SERVICES SUPERVISOR	0.00	0.00	1.00	1.00
REVENUE COORDINATOR	1.00	1.00	0.00	0.00
SENIOR CUSTOMER SERVICE SPECIALIST	1.00	0.00	0.00	0.00
CUSTOMER SERVICE SPECIALIST	0.00	0.00	0.00	5.00
CUSTOMER SERVICE SPECIALIST II	4.00	3.00	3.00	0.00
CUSTOMER SERVICE SPECIALIST I	0.00	2.00	2.00	0.00
BUSINESS LICENSE INSPECTOR	1.00	0.00	0.00	0.00
BUDGET CLERK	0.00	1.00	1.00	1.00
<b>TOTAL DIVISION</b>	<b>14.00</b>	<b>15.00</b>	<b>15.00</b>	<b>15.00</b>

#### **FY 2016-17 GOALS AND OBJECTIVES**

- ◆ Monitor the City budget and present the City Manager with monthly reviews.
- ◆ Continue to monitor City procurements for compliance with the adopted purchasing policy to ensure fiscal control.
- ◆ Continue to meet regularly with the Finance and Economic Development Committee to thoroughly discuss and evaluate significant projects of financial impact to the City.
- ◆ Continue to provide monthly financial information to Departments, the City Council, and the Public so that the City's financial position is continuously reviewed and evaluated.
- ◆ Prepare a Government Finance Officers Association award winning Comprehensive Annual Financial Report for the Fiscal Year ended June 30, 2016.
- ◆ Prepare the annual mid-year budget review for Fiscal Year 2016-17 and present budget recommendations to the City Council in February 2017.
- ◆ Provide good fiscal stewardship by initiating the Fiscal Year 2016-17 budget process in November 2016, ensuring that the Fiscal Year 2016-17 City budget is adopted by the City Council prior to the close of Fiscal Year 2016-17.
- ◆ Receive the Government Finance Officers Association Award for both Distinguished Budget Presentation and Excellence in Financial Reporting.

- ◆ Continue to encourage utility customers to enroll in the online pay program.
- ◆ Implement policies and procedures to reduce the number of utility account Final Notices processed annually.
- ◆ Develop and distribute welcome packets for new residents to the City.
- ◆ Assist in various phases of implementation of new enterprise-wide software.
- ◆ Implement and convert Fixed Assets to new ERP system by December 31, 2016.
- ◆ Implement and convert Payroll module to the new ERP system by January 1, 2017.
- ◆ Decentralize Accounts Payables data entry by November 30, 2017.
- ◆ Enhance customer service through internal training.
- ◆ Implement and convert Utility Billing to the new ERP system.
- ◆ Continue to improve and enhance utility statements design and payment options

<b>PERFORMANCE MEASUREMENTS</b>	<b>2013-14 ACTUAL</b>	<b>2014-15 ACTUAL</b>	<b>2015-16 PROJECTED</b>	<b>2016-17 TARGET</b>
Receive the Government Finance Officers Association Award for Excellence in Financial Reporting	YES	YES	YES	YES
Receive the Government Finance Officers Association Award for Distinguished Budget Presentation	YES	YES	YES	YES
Financial reports submitted to City Council on a monthly basis	100%	100%	100%	100%
Number of days from fiscal year-end until CAFR is issued	176	174	170	170
Percentage of utility accounts enrolled in the online pay program	40%	40%	43%	57%
Selection and implementation of new enterprise-wide software	N/A	N/A	Yes	Ongoing implementation

## **FY 2015-16 MAJOR ACCOMPLISHMENTS**

- ◆ Prepared the City's annual program-based budget for Fiscal Year 2016-17.
- ◆ Received the Government Finance Officers Association award for Distinguished Budget Presentation.
- ◆ Received the Government Finance Officers Association award for Excellence in Financial Reporting for fiscal year ending June 30, 2015.
- ◆ Reduced the number of days from fiscal year end until the Comprehensive Annual Financial Report is issued.
- ◆ Implemented core financial modules from the newly purchased ERP system (Tyler Munis) including Cash Receipting and General Billing.
- ◆ Implemented Utility Billing Payment mobile device application.
- ◆ Prepared the annual mid-year budget review for Fiscal Year 2015-16, and presented budget recommendations to the City Council in March 2016.
- ◆ Assisted in Utility Bill redesign.
- ◆ Conducted Commercial Sewer and San Antonio Heights billing audit that resulted in increased revenue.
- ◆ Adopted an updated and simplified Purchasing Policy for the City's procurement.
- ◆ Supervisors conducted regular staff meetings with Accounting and Customer Service.
- ◆ Maintained the timeliness of revenue and expenditure report distribution.

## **INFORMATION SYSTEMS**

The Information Systems Division is responsible for ensuring the City's information technology resources are effectively managed and used as key organizational tools in improving productivity, customer service, and public access to City information. This Division is also responsible for developing and implementing long-range goals, policies, and standards for acquiring, maintaining, and achieving full use of information technology resources; and, for providing ongoing support, maintenance, and training for computers and related peripherals.

<b>PERSONNEL</b>				
<b>PERMANENT POSITIONS</b>	2013-14 ACTUAL	2014-15 ACTUAL	2015-16 ADOPTED	2016-17 ADOPTED
<b>INFORMATION SYSTEMS</b>				
IT MANAGER	1.00	1.00	1.00	1.00
SENIOR IT TECHNICIAN	0.00	0.00	0.00	1.00
IT TECHNICIAN	1.00	1.00	1.00	0.00
<b>TOTAL DIVISION</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>

## **FY 2016-17 GOALS AND OBJECTIVES**

- ◆ Upgrade at least 60% of Police car laptops.
- ◆ Go-live with Munis payroll module project.
- ◆ Go-live with Building, planning, inspection and code enforcement modules of Energov project.
- ◆ Implement live streaming of Council meetings.
- ◆ Upgrade Council meeting Agenda Viewer and voting systems.
- ◆ Upgrade Council member iPads and implement voting through iPads.
- ◆ Upgrade e-mail server to Exchange 2016.
- ◆ Install gigabit internet connection for Library patron use.
- ◆ Upgrade Senior Center lab computers.
- ◆ Upgrade Library security systems.
- ◆ Install a new recording hardware and software for Animal Shelter surveillance cameras.
- ◆ Complete the conversion of phones to VOIP.
- ◆ Implement a new internal helpdesk system.
- ◆ Implement an event log management system.
- ◆ Move some of the backup data to Microsoft Azure services.

<b>PERFORMANCE MEASUREMENTS</b>	<b>2013-14 ACTUAL</b>	<b>2014-15 ACTUAL</b>	<b>2015-16 PROJECTED</b>	<b>2016-17 TARGET</b>
Percentage of information systems service requests resolved within 24 hours	95%	95%	100%	100%
Number of unplanned network outages	NA	NA	1	0
Number of unplanned server/ service outages	NA	NA	0	0

## **FY 2016-17 MAJOR ACCOMPLISHMENTS**

- ◆ Went live with Munis Finance module project.
- ◆ Upgraded all phones to VOIP except Public Works.
- ◆ Converted most of the servers to virtual servers.
- ◆ Configured and deployed a new security patch update software.
- ◆ Installed surveillance cameras for the City Hall courtyard to cover the Veterans' Monument.
- ◆ Upgraded Council chambers with new TV's, monitors and connectors.
- ◆ Upgraded 10% of staff with new computers and another 20% of staffs' computers with new and improved components.
- ◆ Completed network upgrade for Station 4 and the Animal Shelter.
- ◆ Started the Energov project implementation.
- ◆ Assisted with separation of Animal Services and Animal Control and also helped move the Code Enforcement staff to the Police Department.

## **HUMAN RESOURCES**

The Human Resources Division is responsible for the recruitment and retention of the City's workforce, labor relations, employee benefits, training and development, classification and pay, affirmative action, safety, and transportation management programs. The Division also administers the self-funded insurance programs that include: workers' compensation, unemployment, long-term disability and liability.

Through the development and implementation of City-wide personnel policies and procedures, the Human Resources Division assists other departments in recruiting, developing and retaining high-quality employees. The Division's responsibilities are to adopt, amend, and enforce merit system

rules and employment practices. The Division also manages the recruitment and certification of employees, creates employee job descriptions, and administers the employee performance evaluation program and disciplinary appeals process. The labor relations function includes negotiations with representatives of the City's seven bargaining units, and administration of negotiated labor contracts and grievance procedures.

The Division coordinates and contracts for group health, life, dental and vision insurance programs for City employees; administers the deferred compensation program, Employee Assistance Program, the City's service awards program; and, coordinates the employee training and development program.

The Division also manages the employee Rideshare program, including purchasing vehicles that meet the emission standards using AQMD funding. In addition, the Division manages the Safety program to insure that best practices are used in maintaining a safe work environment and compliance with CalOSHA requirements.

<b>PERSONNEL</b>				
<b>PERMANENT POSITIONS</b>	2013-14 ACTUAL	2014-15 ACTUAL	2015-16 ADOPTED	2016-17 ADOPTED
<b>HUMAN RESOURCES</b>				
HR MANAGER	0.00	0.00	1.00	1.00
SENIOR HUMAN RESOURCES ANALYST	1.00	1.00	0.00	0.00
HUMAN RESOURCES ANALYST	1.00	1.00	1.00	1.00
HUMAN RESOURCES SPECIALIST	1.00	1.00	1.00	1.00
ADMINISTRATIVE ASSISTANT II	0.75	0.75	0.00	0.00
ADMINISTRATIVE ASSISTANT I	0.00	0.00	1.00	1.00
<b>TOTAL DIVISION</b>	<b>3.75</b>	<b>3.75</b>	<b>4.00</b>	<b>4.00</b>

## **FY 2016-17 GOALS AND OBJECTIVES**

- ◆ Implement "Munis" a new Financial and Personnel Software System which will replace two current Employee Database program (Abra & DataNow) effective January 1, 2017.
- ◆ Conduct an RFP process for the Liability & Loss Prevention Program to ensure competitive pricing and services provided by a third party administrator.
- ◆ Continue to monitor the performance evaluation system to obtain optimum performance from City employees while setting achievable goals and objectives for all staff annually.
- ◆ Continue to update various City's Administrative Policies and Procedures to ensure compliance with State and Federal regulations as required.
- ◆ Update the City Merit Rules and Regulations to ensure consistency with applicable laws annually as required.
- ◆ Continue to update the New Hire Orientation Program by developing a more comprehensive video-sharing website process so that new employees become knowledgeable of the City's

department functions, municipal government operations, and to better understand their employee benefits without leaving their worksites.

- ◆ Develop a partnership with Upland High School Career Development Program to expand the current Internship Program focus on student leadership in government.
- ◆ Updated the Employer-Employee Resolution to meet AB 646 requirements so that orderly and uniform procedures are provided in the administration of employer-employee relations between the City and its employee organizations.
- ◆ Increase Partnership agreements with local University/Colleges to offer employees discounts toward tuition.
- ◆ Improve the timeline of filling positions by creating a recruitment and succession strategy for addressing future vacancies with the City.
- ◆ Conduct a survey of available Health Plans other than CalPERS to ensure the City is receiving the optima benefit coverage available for its employees in the marketplace.
- ◆ Continue with the partnership with Keenan and Humana to enhance the current Wellness Program for employees.
- ◆ Implement an In-House Supervisory Training Program including highlights on Policies and Procedures of the City as well as updated laws and regulations that affect Public Agencies.

<b>PERFORMANCE MEASUREMENTS</b>	<b>2014-15 ACTUAL</b>	<b>2015-16 ACTUAL</b>	<b>2015-16 PROJECTED</b>	<b>2016-17 TARGET</b>
Number of recruitments concluded	56	56	58	70
Number of employees participating in the Rideshare program	43	43	45	45
Number of employee safety meetings	2	2	2	4
Number of applications processed	5,500	5,500	5,450	5,500
Percent of recruitments completed within 8-week timeline	90%	90%	80%	100%
Percent of claims processed within 45-day timeline	100%	100%	100%	100%

**FY 2015-16 MAJOR ACCOMPLISHMENTS**

- ◆ Filled a total of 92 Full and Part-Time positions. However, due to high employee turnover this fiscal year the percent of recruitments completed within 8-weeks decreased by 10%.
- ◆ Completed the labor negotiations with all seven labor groups which expired June 30, 2015.

- ◆ Completed a market survey of competitive pricing for benefit programs, which may resulted in an overall impact to the City's OPEB liability.
- ◆ Monitored the performance evaluation system to obtain optimum performance from City employees while setting achievable goals and objectives for all staff annually.
- ◆ Continued to update various City's Administrative Policies and Procedures to ensure compliance with State and Federal regulations as required.
- ◆ Increased Rideshare participation and activities by increase marketing strategies and incentives.
- ◆ Continued to enhanced the open enrollment process by implementing Keenan's "Benefit Bridge" on-line system for City employees. The system provides employees with 24/7 access to view all benefit options, make changes on-line during open enrollment, and the ability to compare coverage and cost of benefits offered by the City.
- ◆ Monitored Keenan's on-line safety training program for City Employees to view videos and webinars to meet training goals and requirements.
- ◆ Successfully offered training workshops for employees at little or no cost to meet the City's training goals and objectives. Some of the highlighted topics included Supervisory Leadership Academy, Effectively Dealing with Changing Workplace, Strengthening the Team, Building a Cohesive Inclusive Team, Understanding Your 457 Plan, Investing for a Lifetime, Importance Financial Planning, Workers' Compensation 101, Supervisory Skills for the First Line Supervisor/Manager, Managing the Marginal Employee, Managing Performance Through Evaluation, Public Sector Employment Law Update, and, Preventing Workplace Harassment, Discrimination and Retaliation.
- ◆ Continued the partnership agreement with the University's' of La Verne and Phoenix to offer employees a 10% discount towards tuition.
- ◆ Updated the New Hire Orientation Program by developing a more comprehensive and interactive program so that new employees become knowledgeable of the City's department functions, municipal government operations, and to better understand their employee benefits.

#### **SELF-FUNDED INSURANCE**

The City of Upland is self-funded for workers' compensation, unemployment, long-term disability, and liability claims. The insurance programs are managed by the Human Resources Department, with the assistance of third-party administrators. The costs of managing the Self-Insurance programs of the City are allocated back to the specific departments involved in the claims. Revenue is generated by internal user fees.

The City has coverage for incidents with expense in excess of seven hundred and fifty thousand dollars (\$750,000) for workers compensation, and five hundred thousand dollars (\$500,000) for public liability claims.

## **MISSION STATEMENT**

To protect the City's assets and service capabilities against the financial consequences of loss. To provide advice and support to City Departments in hazard identification and mitigation activities as it relates to the areas of liability, occupational health and safety, and property loss risks.

## **FY 2016-17 GOALS AND OBJECTIVES**

- ◆ To continue improving the health and welfare programs to include resources such as on-going health related webinars, newsletters and healthy tips to develop and maintain a balanced personal and work lifestyle for employees, thereby, increasing employees moral and productivity in the workplace.
- ◆ To continue exploring effective cost containments strategies through conducting monthly bill review of claim payments, monitoring utilization review referrals, and conducting quarterly claim reviews so that best practices in workers' compensation claims handling is used and monetary savings are realized.
- ◆ To engage departments in the workers' compensation process such as providing on-going education to employees on minimizing injuries and proper safety precautions when performing job functions; providing on-going education to supervisors and managers on the interactive process for returning employees to work with restrictions; and, implement a safe workplace campaign to promote employees participation in reporting unsafe conditions and activities which may lead to potential injuries.
- ◆ To continue to conduct employee training on mandated regulatory programs utilizing Keenan & Associates on-line training programs, Keenan Safe Personnel, so that the City complies with OSHA requirements, minimizes employee injuries, and employs best safety practices.
- ◆ To conduct an RFP process for the Liability and Worker's Compensation Program to ensure the City obtains the most cost effective and efficient services by a third party administrator.
- ◆ To develop additional oversight strategies in litigation claims management, so that effective cost containment methods are used and a reduction in costs realized.
- ◆ To update the City's Contractual Risk Protocols Manual and conduct departmental training by June 2017, so that the City's liability in contractual matters with various vendor and contractors is minimized by transfer of risk

**PERFORMANCE MEASUREMENTS**

<b>PERFORMANCE MEASUREMENTS</b>	<b>2013-14 ACTUAL</b>	<b>2014-15 ACTUAL</b>	<b>2015-16 PROJECTED</b>	<b>2016-17 TARGET</b>
Achieve and maintain the acceptable standard by the excess insurance authority for workers compensation	96%	96%	96%	100%

**FY 2015-16 MAJOR ACCOMPLISHMENTS**

- ◆ Conducted two educational training sessions on Workers Compensation Reporting Procedures for supervisors and managers to obtain a clearer understanding of the workers compensation process and the role of the third party administrator (TPA) and accident investigation training.
- ◆ Coordinated two major Safety Inspections of City Buildings and followed up with recommendations to avoid reoccurrences of unsafe incidents.
- ◆ Continued to monitor the procedures for handling general liability claims and lawsuits to ensure proper and timely handling by the third party administrator.

**CITY OF UPLAND**  
**EXPENDITURE SUMMARY BY DIVISION**  
**FY 2016-17 ADOPTED BUDGET**

	2013-14 <u>ACTUAL</u> <u>EXPENSE</u>	2014-15 <u>ACTUAL</u> <u>EXPENSE</u>	2015-16 <u>ADOPTED</u> <u>BUDGET</u>	2016-17 <u>ADOPTED</u> <u>BUDGET</u>
<b><u>ADMINISTRATIVE SERVICES</u></b>				
<b>1301 FINANCE</b>				
Personnel	\$ 1,129,541	\$ 632,843	\$ 624,508	\$ 804,346
Maintenance & Operations	166,513	1,315,989	915,349	1,041,340
Capital Outlay	-	-	-	-
<b>TOTAL FINANCE</b>	<b>\$ 1,296,054</b>	<b>\$ 1,948,832</b>	<b>\$ 1,539,857</b>	<b>1,845,686</b>
<b>1302 MAIL/PRINTING SERVICES</b>				
Personnel	\$ -	\$ 13,592	\$ 14,477	16,820
Maintenance & Operations	55,660	(12,956)	81,078	81,262
Capital Outlay	-	-	-	-
<b>TOTAL MAIL/PRINTING SERVICES</b>	<b>\$ 55,660</b>	<b>\$ 636</b>	<b>\$ 95,555</b>	<b>98,082</b>
<b>140X INFORMATION SYSTEMS</b>				
Personnel	\$ 235,398	\$ -	\$ -	-
Maintenance & Operations	(170,477)	1,227	-	-
Capital Outlay	47,898	-	-	-
<b>TOTAL NON-DEPARTMENTAL</b>	<b>\$ 112,819</b>	<b>\$ 1,227</b>	<b>\$ -</b>	<b>-</b>
<b>1504 NON-DEPARTMENTAL</b>				
Personnel	\$ 22,078	\$ -	\$ -	-
Maintenance & Operations	1,137,972	(31)	-	-
Capital Outlay	-	-	-	-
<b>TOTAL NON-DEPARTMENTAL</b>	<b>\$ 1,160,050</b>	<b>\$ (31)</b>	<b>\$ -</b>	<b>-</b>
(Move the expenses to the appropriate division)				
<b>1601 HUMAN RESOURCES</b>				
Personnel	\$ 354,017	\$ 236,426	\$ 194,490	\$ 200,620
Maintenance & Operations	99,828	175,856	180,553	199,782
Capital Outlay	-	-	-	-
<b>TOTAL HUMAN RESOURCES</b>	<b>\$ 453,845</b>	<b>\$ 412,282</b>	<b>\$ 375,043</b>	<b>400,402</b>
<b>1602 DEVELOPMENT &amp; TRAINING</b>				
Personnel	\$ 753	\$ 30,601	\$ 30,834	\$ 35,290
Maintenance & Operations	9,243	12,549	15,500	25,500
Capital Outlay	-	-	-	-
<b>TOTAL DEVELOPMENT &amp; TRAINING</b>	<b>\$ 9,996</b>	<b>\$ 43,150</b>	<b>\$ 46,334</b>	<b>60,790</b>
<b>1603 CITY ATTORNEY</b>				
Personnel	\$ -	\$ -	\$ -	\$ -
Maintenance & Operations	262,462	392,907	350,000	400,000
Capital Outlay	-	-	-	-
<b>TOTAL LEGAL SERVICES</b>	<b>262,462</b>	<b>392,907</b>	<b>350,000</b>	<b>400,000</b>

<b>1701</b>	<b>CITY CLERK</b>				
	Personnel	\$ 352,953	\$ 146,663	\$ 201,119	\$ 208,700
	Maintenance & Operations	47,174	74,664	45,546	126,247
	Capital Outlay	-	-	-	-
	<b>TOTAL CITY CLERK</b>	<b>\$ 400,127</b>	<b>\$ 221,327</b>	<b>\$ 246,665</b>	<b>334,947</b>
<b>4401</b>	<b>LIBRARY</b>				
	Personnel	\$ 1,071,939	\$ 254,748	\$ -	\$ -
	Maintenance & Operations	309,027	1,420,537	1,541,937	1,671,352
	Capital Outlay	-	-	-	-
	<b>TOTAL CITY CLERK</b>	<b>\$ 1,380,966</b>	<b>\$ 1,675,285</b>	<b>\$ 1,541,937</b>	<b>1,671,352</b>
<b>4403</b>	<b>LIBRARY LITERACY PROGRAM</b>				
	Personnel	\$ 76,142	\$ 13,547	\$ -	\$ -
	Maintenance & Operations	847	-	-	-
	Capital Outlay	-	-	-	-
	<b>TOTAL CITY CLERK</b>	<b>\$ 76,990</b>	<b>\$ 13,547</b>	<b>\$ -</b>	<b>-</b>
<b>4408</b>	<b>FUTURE FORCE- LIB GRANT</b>				
	Personnel	\$ -	\$ -	\$ -	\$ -
	Maintenance & Operations	-	40	-	-
	Capital Outlay	-	-	-	-
	<b>TOTAL CITY CLERK</b>	<b>\$ -</b>	<b>\$ 40</b>	<b>\$ -</b>	<b>-</b>
<b>4501</b>	<b>ANIMAL CONTROL*</b>				
	Personnel	\$ -	\$ -	\$ -	\$ -
	Maintenance & Operations	311,967	386,762	(31,530)	209,014
	Capital Outlay	-	-	-	-
	<b>TOTAL CITY CLERK</b>	<b>\$ 311,967</b>	<b>\$ 386,762</b>	<b>\$ (31,530)</b>	<b>209,014</b>
<b>101</b>	<b>TOTAL- GENERAL FUND</b>				
	Personnel	\$ 3,242,821	\$ 1,328,420	\$ 1,065,428	\$ 1,265,776
	Maintenance & Operations	2,230,217	3,767,545	3,098,433	3,754,497
	Capital Outlay	47,898	-	-	-
	<b>TOTAL</b>	<b>\$ 5,520,936</b>	<b>\$ 5,095,964</b>	<b>\$ 4,163,861</b>	<b>5,020,273</b>
<b>211</b>	<b>TOTAL AIR QUALITY MANAGEMENT DISTRICT</b>				
	Personnel	\$ -	\$ 4,662	\$ 4,700	4,620
	Maintenance & Operations	39,362	14,800	31,810	30,310
	Capital Outlay	-	-	60,000	-
	<b>TOTAL AIR QUALITY MANAGEMENT DISTRICT</b>	<b>\$ 39,362</b>	<b>\$ 19,462</b>	<b>\$ 96,510</b>	<b>34,930</b>
<b>217</b>	<b>OTHER LIBRARY GRANTS</b>				
	Personnel	\$ 2,184	\$ -	\$ -	\$ -
	Maintenance & Operations	9,186	3,500	-	-
	Capital Outlay	-	-	-	-
	<b>TOTAL OTHER GRANTS</b>	<b>\$ 11,370</b>	<b>\$ 3,500</b>	<b>\$ -</b>	<b>-</b>
<b>301</b>	<b>TOTAL PUBLIC FINANCING AUTHORITY</b>				
	Personnel	\$ -	\$ -	\$ -	\$ -
	Maintenance & Operations	261,940	273,409	266,135	280,650
	Capital Outlay	-	-	-	-
	<b>TOTAL PUBLIC FINANCING AUTHORITY</b>	<b>\$ 261,940</b>	<b>\$ 273,409</b>	<b>\$ 266,135</b>	<b>280,650</b>

<b>751 TOTAL SELF-FUNDED INSURANCE</b>					
Personnel	\$ 28,204	\$ 194,005	\$ 291,078	306,940	
Maintenance & Operations	2,806,589	3,823,918	3,458,922	3,526,689	
Capital Outlay	-	-	-	-	
<b>TOTAL SELF-FUNDED INSURANCE</b>	<b>\$ 2,834,793</b>	<b>\$ 4,017,923</b>	<b>\$ 3,750,000</b>	<b>3,833,629</b>	

<b>753 INFORMATION SYSTEMS FUND</b>					
Personnel	\$ -	\$ 313,363	\$ 294,873	315,360	
Maintenance & Operations	-	442,074	874,857	1,039,870	
Capital Outlay	-	-	103,000	46,000	
<b>TOTAL INFORMATION SYSTEMS FUND</b>	<b>\$ -</b>	<b>\$ 755,437</b>	<b>\$ 1,272,730</b>	<b>1,401,230</b>	

<b>TOTAL ADMINISTRATIVE SERVICES</b>					
Personnel	\$ 3,273,209	\$ 1,840,449	\$ 1,656,079	\$ 1,892,696	
Maintenance & Operations	5,347,293	8,325,246	7,730,157	8,632,016	
Capital Outlay	47,898	-	163,000	46,000	
<b>TOTAL ADMINISTRATIVE SERVICES</b>	<b>\$ 8,668,401</b>	<b>\$ 10,165,695</b>	<b>\$ 9,549,236</b>	<b>10,570,712</b>	

\*Animal Control salaries budgeted under Police Department.

**CITY OF UPLAND**  
**ADMINISTRATIVE SERVICES DEPARTMENT**  
**ALL FUNDS**  
FY 2016-17 ANNUAL BUDGET  
SUMMARY BY OBJECT CODE

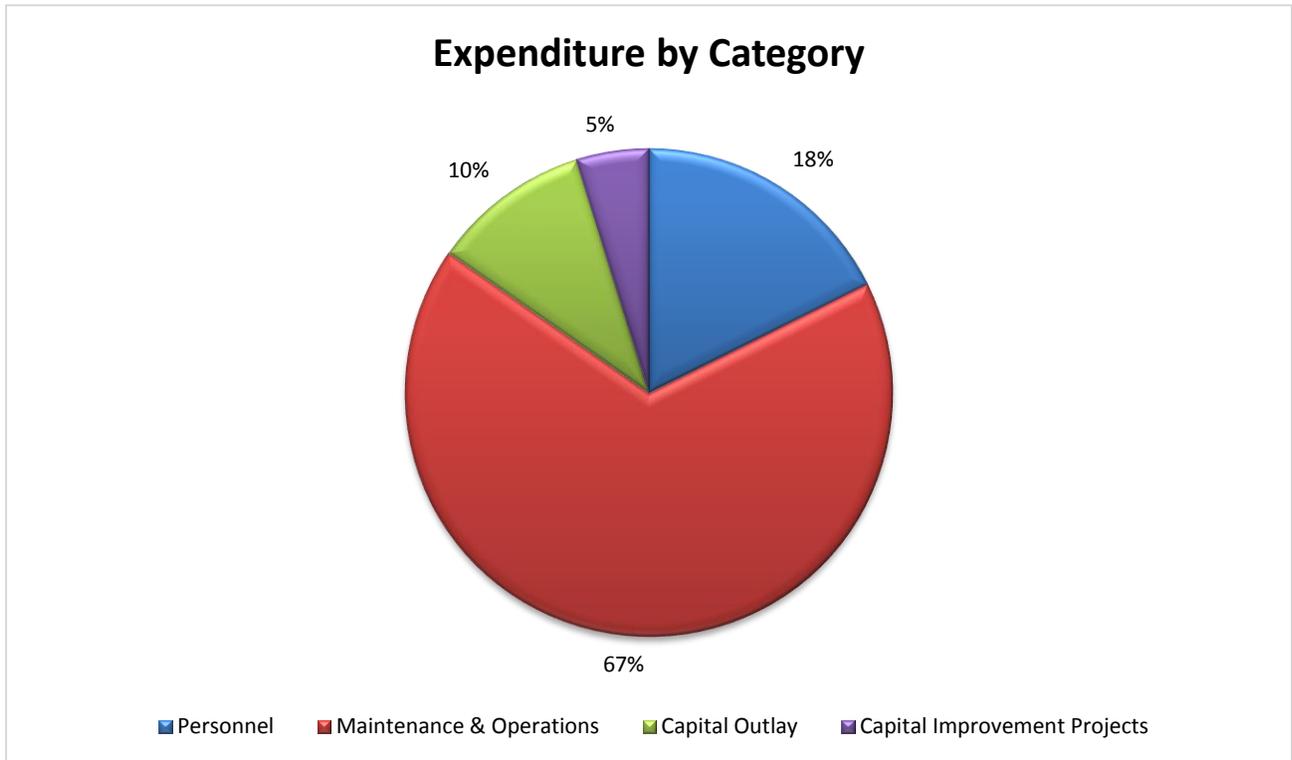
OBJECT CODE	EXPENSE CLASSIFICATION	2013-14 ACTUAL	2014-15 ACTUAL	2015-16 ADOPTED	2016-17 ADOPTED
<b>PERSONNEL EXPENSE</b>					
5110	Buy Backs	33,375	18,483	19,110	38,860
5111	Salaries- Full Time	2,155,497	1,203,179	1,005,735	1,097,306
5112	Salaries- Temporary/ Part Time	161,997	98,493	98,857	103,010
5113	Overtime	6,364	9,377	26,560	47,000
5116	Fringe Benefits	458,316	226,080	210,072	255,240
5117	Retirement Contributions	420,627	246,817	249,710	305,250
5118	Employee LTD Costs	37,032	38,015	46,034	46,030
5126	Fringe Benefits- Sworn Fire	0	6	0	0
<b>TOTAL PERSONNEL EXPENSES</b>		<b>3,273,209</b>	<b>1,840,449</b>	<b>1,656,079</b>	<b>1,892,696</b>
<b>MAINTENANCE &amp; OPERATIONS</b>					
5211	Postage	44,980	44,069	46,640	46,640
5212	Advertising	28,460	20,038	21,000	19,600
5213	Dues & Subscriptions	21,180	4,112	12,194	11,195
5215	Training/ Conferences/ Meetings	18,129	28,719	30,210	31,620
5216	Office Supplies	28,675	18,576	36,540	35,950
5217	Other Supplies/Materials	82,995	67,189	66,550	14,250
5218	Uniforms	266	124	630	630
5219	Registration/ License/ Permits	0	0	0	8,600
5220	Fuel Usage	8,190	7,564	10,811	10,930
5221	Mileage Reimbursement	342	346	600	700
5222	Print/ Mail Charges	4,835	(53,524)	0	0
5223	Information Systems Charges	86,392	395,417	308,443	361,316
5224	Vehicle Charges	0	7,176	8,535	9,932
5225	Building Maint & Operations	0	112,880	116,714	150,692
5232	Computer Equip (Under 5,000)	10,224	24,970	68,226	110,390
5233	Other Equipment (Under 5,000)	0	9,253	0	0
5241	Utilities- Electric	97,015	103,692	113,740	113,740
5242	Utilities- Gas	10,221	8,207	10,700	10,700
5243	Utilities- Telephone	92,996	98,633	301,149	385,445
5245	Maint- Build/ Struct/ Grounds	21,700	0	0	0
5246	Maintenance- Equipment	42,016	54	0	0
5247	Maint- Vehicles	5,830	347	0	1,500
5248	Maintenance- Other	20,128	53,228	56,200	67,700
5251	Legal Services	642,767	911,341	901,400	981,400
5252	Professional Services	108,856	146,602	288,990	270,646
5253	Contract Services	29,236	1,001,075	1,117,003	1,144,010
5254	Data Processing Services	121,370	235,365	278,915	291,200
5255	Banking Services	31,275	44,810	67,460	67,460
5258	Other Services	895,298	699,705	490,327	601,326
5261	Books & Digital Materials	23,080	95,087	103,000	120,000
5262	Library Books- Children	13,894	0	0	0
5263	Reference Materials	18,306	0	0	0
5264	Magazines/ Periodicals	4,701	0	0	0
5265	Audio Visual	7,260	0	0	0
5271	Insurance Premium	875,269	845,658	904,092	908,815
5272	Claims Expense	1,438,800	2,383,051	1,811,024	1,868,000
5273	Workers Compensation Charges	91,770	119,751	986	0
5274	Unemployment Charges	5,960	0	0	3,602
5275	Long-term Disability Charges	4,610	0	0	4,992
5276	Liability Charges	38,670	66,659	0	23,224
5277	Loss Prevention Charges	7,230	0	0	4,750
5297	Other Expenses	1,140	0	(350,000)	0
5321	Employee Incentive	20,577	14,634	30,310	29,110
5322	Health Premiums- Retirees	449,024	471,831	485,400	510,330
5323	PERS Supplement	34,556	35,507	36,700	44,975
5421	Lease Principal Expense	68,816	39,928	93,533	93,646
5424	Bond Principal Payment	220,000	235,000	245,000	250,000
5425	Bond Interest Expense	38,640	28,175	17,135	23,000
5499	Department Allocation Charges	(468,384)	0	0	0
<b>TOTAL MAINTENANCE &amp; OPERATIONS</b>		<b>5,347,294</b>	<b>8,325,246</b>	<b>7,730,157</b>	<b>8,632,016</b>
<b>CAPITAL OUTLAY</b>					
5530	Machinery & Equipment	47,898	0	103,000	46,000
5531	Vehicles	0	0	60,000	0
<b>TOTAL CAPITAL OUTLAY</b>		<b>47,898</b>	<b>0</b>	<b>163,000</b>	<b>46,000</b>
<b>TOTAL DEPARTMENT</b>		<b>8,668,401</b>	<b>10,165,694</b>	<b>9,549,236</b>	<b>10,570,712</b>

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# DEVELOPMENT SERVICES

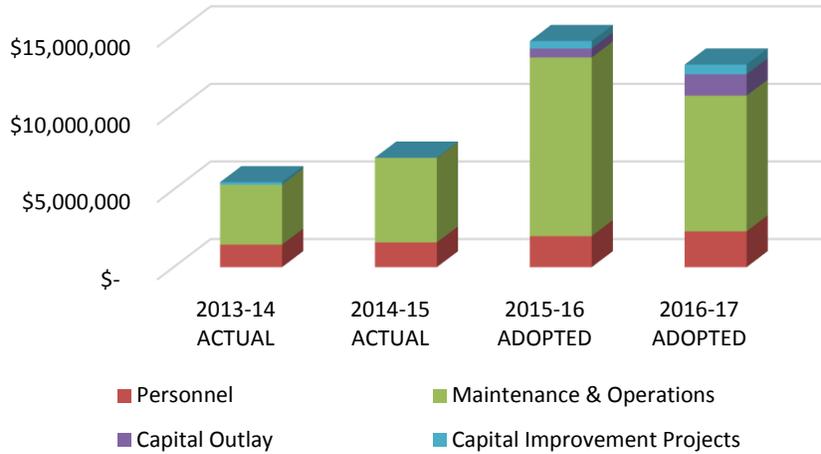
## MISSION STATEMENT

To guide development of a viable community, including both quality living environments and expanded economic opportunities, while protecting the public health, safety, and welfare of the residents and general community.

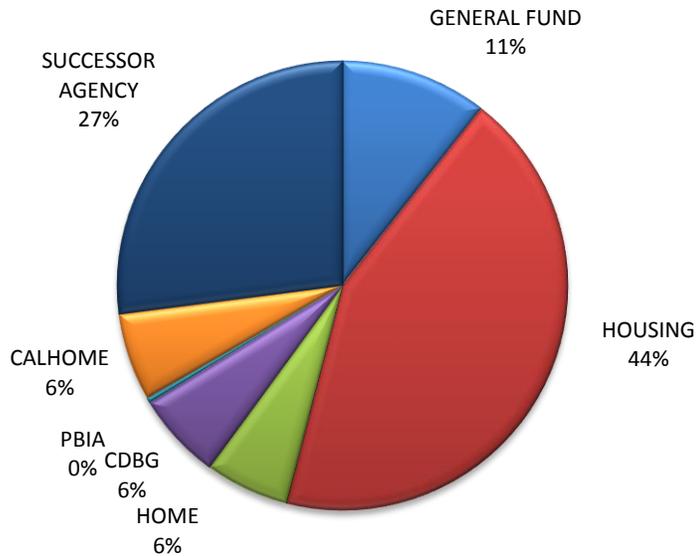


	2013-14 ACTUAL	2014-15 ACTUAL	2015-16 ADOPTED	2016-17 ADOPTED
<b>EXPENSE CLASSIFICATION</b>				
Personnel	\$ 1,451,678	\$ 1,594,745	\$ 2,003,056	\$ 2,307,550
Maintenance & Operations	3,865,191	5,453,195	11,513,912	8,750,390
Capital Outlay	-	6,858	575,000	1,375,000
Capital Improvement Projects	160,778	5,441	483,437	626,014
<b>TOTAL BUDGET</b>	<b>\$ 5,477,648</b>	<b>\$ 7,060,239</b>	<b>\$ 14,575,405</b>	<b>13,058,954</b>

### Development Services Expense Classification



### Expenditures by Funding Source



	2013-14 ACTUAL	2014-15 ACTUAL	2015-16 ADOPTED	2016-17 ADOPTED
<b>FUNDING SOURCES</b>				
GENERAL FUND	\$ 1,383,668	\$ 1,200,218	\$ 1,443,829	\$ 1,376,376
HOUSING	2,608,834	3,829,026	5,102,268	5,676,750
HOME	48,243	12,500	1,322,500	790,000
CDBG	512,128	358,875	744,382	812,909
PBIA	5,840	58,759	30,000	50,000
CALHOME	175,504	156,000	886,000	820,600
SUCCESSOR AGENCY	743,431	1,444,861	5,046,426	3,532,319
<b>TOTAL BUDGET</b>	<b>\$ 5,477,648</b>	<b>\$ 7,060,239</b>	<b>\$ 14,575,405</b>	<b>\$ 13,058,954</b>

## **PLANNING**

The Planning Division plays a critical role in achieving Upland's goals and objectives for the physical development of the community. By reviewing development proposals from developers, business owners, and homeowners, the Division ensures that new development complements the community and is consistent with the City's policies and regulatory requirements. The Division also ensures conformance with the California Environmental Quality Act (CEQA), National Environmental Protection Act (NEPA), and the State Subdivision Map Act (SMA). Planning staff also provides support to Code Enforcement activities and prepares environmental documentation for Capital Improvement Projects.

To ensure projects are reviewed comprehensively, staff in the Planning Division act as project managers and coordinate the review of other City departments and outside agencies to ensure that development is consistent with their area of responsibility, requirements, and operational duties as well. The Planning Division also coordinates and participates in the Administrative Committee and Design Review Committee, supports and acts as the liaison to the Planning Commission, and supports the City Council in all planning matters.

The Division also focuses on a variety of advance planning topics such as policy development related to development, historic preservation, land use compatibility with Cable Airport, and regional planning efforts. During the past few years, the Division has been working on a comprehensive update to the City's major land use policies and regulations, including the General Plan, Zoning Code, Cable Airport Land Use Compatibility Plan, and Climate Action Plan which is anticipated to be completed in 2015.

## **BUILDING AND SAFETY**

The Building Division is responsible for providing reasonable controls for construction, occupancy of buildings, and structures consistent with state and federal laws. Building enforces all building-related municipal codes. It also serves and protects the public with plan review services, permit issuance, record keeping, and routine and special inspections to assure City code compliance.

## **WEED ABATEMENT**

The Weed Abatement Division is responsible for removing the potential for fire hazards, safety hazards, or public nuisance that may exist from extensive weed overgrowth and rubbish accumulations on public and private properties.

## **ECONOMIC DEVELOPMENT**

The Economic Development Division is responsible for developing and administering fiscally sound programs designed to stimulate economic activity and enhance City revenues through business attraction, retention, and expansion by promoting and assisting primary commercial districts within the City in a manner to benefit the residents and general community. Economic Development is also responsible for asset management and administration, which manages City-

owned properties.

<b>PERSONNEL</b>				
<b>PERMANENT POSITIONS</b>	2013-14 ACTUAL	2014-15 ACTUAL	2015-16 ADOPTED	2016-17 ADOPTED
<b>BUILDING AND PLANNING</b>				
DEVELOPMENT SERVICES				
DIRECTOR	1.00	1.00	1.00	1.00
DEVELOPMENT SERVICES MGR	1.00	1.00	1.00	1.00
ECONOMIC DEVELOPMENT				
COORDINATOR	0.00	0.00	0.00	1.00
DEVELOPMENT SPECIALIST	1.00	1.00	1.00	1.00
SENIOR PLANNER	1.00	1.00	1.00	1.00
ASSOCIATE PLANNER	0.00	0.00	0.00	1.00
ASSISTANT PLANNER	2.00	2.00	2.00	1.00
SENIOR ADMINISTRATIVE				
ASSISTANT	1.00	2.00	2.00	1.00
ADMINISTRATIVE ASSISTANT II	0.00	0.00	0.00	1.00
BUILDING OFFICIAL	1.00	1.00	1.00	1.00
BUILDING INSPECTOR I	0.00	0.00	1.00	1.00
BUILDING INSPECTOR II	2.00	2.00	2.00	2.00
PLANS EXAMINER	1.00	1.00	1.00	1.00
SENIOR COUNTER TECHNICIAN	0.00	0.00	0.00	1.00
COUNTER TECHNICIAN	1.00	1.00	1.00	0.00
<b>CODE ENFORCEMENT</b>				
CODE ENFORCEMENT OFFICER	3.00	3.00	0.00	0.00
<b>TOTAL DIVISIONS</b>	<b>15.00</b>	<b>16.00</b>	<b>14.00</b>	<b>15.00</b>

## **FY 2016-17 GOALS AND OBJECTIVES**

### **PLANNING**

- ◆ To continue to initiate the General Plan Update implementation actions to achieve the community’s vision over time and incorporate the goals, policies, and actions articulated in the General Plan Update into the City’s budgeting process.
- ◆ To initiate zoning code updates to Chapter 17.15 Signs and Chapter 17.12 Landscaping that were not included in the recent comprehensive Zoning Code update.
- ◆ To prepare zoning code update to regulate e-cigarette uses; this update may include other related uses such as vape shops/lounges, Hookah, cigar/smoking lounges, etc.
- ◆ To improve the on line experience by posting application forms, submittal requirements, and information about commonly requested information.
- ◆ To implement the Blue Ribbon Committee’s recommendations related to the development process.

- ◆ To coordinate with IT in the implementation of Energov permitting and land management software system with modules for Planning, Engineering, Building, Fire, Code Enforcement, and Business License.
- ◆ To continue to process land use entitlements and provide plan review and inspection services in a timely manner.

## **BUILDING AND SAFETY**

- ◆ To provide the highest level of service to our customers.
- ◆ To continue to provide over-the-counter service for pools, patio covers, re-roofs, water heaters and other similar construction to facilitate our streamlined permit process.
- ◆ To assure that all construction meets local, state and federal guidelines and codes delivering safe new construction in our City.
- ◆ To provide options for Inspectors to learn plan review techniques as a method to cross train staff.

## **WEED ABATEMENT**

- ◆ To continue the weed abatement program.
- ◆ To inspect 900 properties for possible violations.
- ◆ To resolve all violations as efficiently and effectively as possible.

## **ECONOMIC DEVELOPMENT**

- ◆ To continue to strengthen relationships with the County of San Bernardino Economic Development Agency and other regional agencies to encourage economic growth by raising public awareness of existing business and employment resources and/or services to promote job creation and retention.
- ◆ To continue to seek outside financial resources (i.e., Federal, State or private grants/loans) to carry out economic development programs and/or activities.
- ◆ To continue to partner with the Upland Chamber of Commerce to promote essential business resources to the community.
- ◆ To continue to develop a citywide economic development marketing strategy that will focus on business attraction and retention.

- ◆ To continue to provide training and business assistance services to businesses through Upland's Small Business Development Center.
- ◆ To continue to efficiently manage City-owned real estate assets including leasing of City-owned parcels.
- ◆ To continue to explore and assist in the facilitation of building and site reuse opportunities to accommodate evolving retail trends and the reuse and/or expansion of existing retail spaces.
- ◆ To continue to encourage the development of sustainable revenue-generating commercial, office, residential, and light industrial uses citywide to diversify the community's industrial base.
- ◆ To continue to support the Downtown Specific Plan, General Plan policies, College Heights Economic Development Strategy, and zoning code regulations that work to promote and encourage a mixture of pedestrian friendly retail, service, and mixed-use lifestyle land uses.
- ◆ To evaluate opportunities to assist new and existing businesses related to permitting, land entitlement, and long-term business retention and development.
- ◆ To continue to support the City's efforts to develop a green and sustainable program intended to increase the conservation of resources and reduce environmental impacts with an emphasis on energy, water, air quality, solid waste, land use, and transportation.
- ◆ To continue to assist SANBAG in marketing the PACE program.

## **FY 2015-16 MAJOR ACCOMPLISHMENTS**

### **PLANNING**

- ◆ Completed the Comprehensive General Plan and Zoning Code Update
- ◆ Participated in and coordinated the review of more than 249 planning projects through the Administrative Approval, Design Review Committee, Planning Commission and City Council by April 2016.
- ◆ Coordinated with other City Departments to process and issue approximately 100 Special Event Permits and Film Permits.
- ◆ Continued to work with the Finance Division to implement a streamlined process for reviewing and approving zoning clearances for business license applications.
- ◆ Worked with Community Services to review Special Projects and Event Permits for City-sponsored events.

- ◆ Provided environmental review and assistance to Public Works on CIP projects.
- ◆ Provided support to Code Enforcement in interpreting and applying the requirements of the Upland Municipal Code for code enforcement cases.
- ◆ The Planning Division is working with regional agencies such as SANBAG and Caltrans for regional planning projects. Such projects include conducting a land use and constraints analysis for the potential development of the SANBAG properties located south of the Upland Metrolink Station and the San Bernardino I-10 Freeway Corridor Improvement Project.

## **BUILDING AND SAFETY**

- ◆ Continue to issue permits and perform inspections for various single-family development projects. In addition, continue to provide inspections for new retail and multi-family developments, as well as various small commercial and industrial developments throughout the City.

## **WEED ABATEMENT**

- ◆ Inspected 21,800 properties.
- ◆ Sent out 410 notices.
- ◆ Privately abated 85 properties.
- ◆ Abated 33 properties via the City (private contractor).
- ◆ Assessed and placed liens on 90 properties.

## **ECONOMIC DEVELOPMENT**

- ◆ Provided training and business assistance services to businesses through Upland's Small Business Development Center.
- ◆ Assisted in implementing the City's participation with SANBAG's PACE program.
- ◆ Prepared one Lease Amendment to one existing cell tower carrier.
- ◆ Approved equipment upgrades to three cell tower sites.
- ◆ Prepared a lease for a new cell tower facility.
- ◆ Continued to promote mixed-use development in Downtown.

- ◆ Continued to implement a rent reduction policy for City-owned property.
- ◆ Continued to efficiently manage City-owned real estate assets including leasing of City-owned parcels.
- ◆ Assisted with the disposition efforts for a vacant City lot located on Foothill Blvd.
- ◆ Assisted Public Works with the installation new LED lights on all of the downtown trees within the historic downtown area.
- ◆ Prepared and submitted the Possessory Interest Report to the County of San Bernardino's Assessor's Office by February 15, 2015.
- ◆ Reissued two RFP to lease 2 City-owned properties.
- ◆ Continued to renegotiate the Pacific Wine Merchants and Eden Garden lease.
- ◆ Prepared and executed a Purchase and Sale Agreement for city owned property in historic downtown.
- ◆ Reviewed feasibility for updating downtown directory maps.
- ◆ Continued to renegotiate the lease with Bank of America for the kiosk located within the Civic Center parking lot.
- ◆ Reviewed cell tower rent rates for two cell tower sites on City-owned property.
- ◆ Prepared a subordination to a Covenant and Agreement to defer payment of capital impact fees for the Winston Heights project.
- ◆ Renegotiated the Contract Agreement with SBDC for a reduced annual cost.
- ◆ Assisted historic downtown Upland merchants group in restarting the Farmers Market.
- ◆ Prepared a Lease Agreement with the YMCA to expand their leased space to construct additional outdoor amenities.
- ◆ Prepared an MOU with the San Bernardino County Department of Environmental Health Services
- ◆ Continued to coordinate adding retail vacancies on the City's website.

## PLANNING

PERFORMANCE MEASUREMENTS	2012-13 ACTUAL	2013-14 ACTUAL	2015-16 PROJECTED	2016-17 TARGET
General Plan Amendments	0	0	0	1
Zone Change/Code Amendments	0	0	1	1
Specific Plan Reviews	0	0	3	1
Conditional Use Permits	13	13	27	20
Site Plan Reviews	15	15	28	30
Design Reviews	78	78	31	30
Sign Design Reviews	NA	N/A	63	65
Parcel Map/Tract Maps	3	3	6	8
Administrative Wireless Permits	16	16	10	15
Administrative Determinations	22	22	5	10
Environmental Impact Reports/Negative Declarations	5	5	8	5
Special Event Permits	102	102	67	70
Appeals	0	0	0	1

\*Sign Design Reviews separated from Project Design Reviews in July 2013

## BUILDING AND SAFETY

PERFORMANCE MEASUREMENTS	2012-13 ACTUAL	2013-14 ACTUAL	2015-16 PROJECTED	2016-17 TARGET
Inspections within 24 hours	99%	99%	99%	99%
Total number of inspections	4,225	4,225	5,423	6,000
Plan check turn-around time (business days)	2 – 4 weeks	2 – 4 weeks	2 – 4 weeks	2 – 4 weeks
Total number of plan checks	330	330	623	600
Total number of building permits issues	1,563	1,563	1,629	1,600
New commercial buildings	12	12	3	5
New residential buildings	78	78	80	172
New multi-family units	0	0	56	0

## WEED ABATEMENT

<b>PERFORMANCE MEASUREMENTS</b>	<b>ACTUAL 2013-14</b>	<b>ACTUAL 2014-15</b>	<b>PROJECTED 2015-16</b>	<b>TARGET 2016-17</b>
Properties Inspected	850	850	820	900
Properties Assessed/Liened	40	40	65	75

# HOUSING

## MISSION STATEMENT

To administer and implement the Low- and Moderate-Income (LMI) Housing program consistent with available resources, provide for the development and implementation of housing programs to increase, improve or preserve affordable housing within the City’s corporate limits for persons or families of low- to moderate-incomes.

<b>PERSONNEL</b>				
<b>PERMANENT POSITIONS</b>	2013-14 ACTUAL	2014-15 ACTUAL	2015-16 ADOPTED	2016-17 ADOPTED
<b>HOUSING HOUSING COORDINATOR</b>	1.00	1.00	1.00	1.00
<b>TOTAL DIVISION</b>	<b>1</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>

## LOW AND MODERATE INCOME HOUSING PROGRAM

The Housing Division is responsible for the administration and implementation of the Low- and Moderate-Income (LMI) Housing program consistent with available resources, provide for the development and implementation of housing programs to increase, improve or preserve affordable housing within the City’s corporate limits for persons or families of low- to moderate-incomes.

## FY 2016-17 GOALS AND OBJECTIVES

- ◆ To acquire one (1) four-plex apartment building to create Homeless/Affordable housing in the Magnolia Colony/9<sup>th</sup> Street/San Antonio Area.
- ◆ To pursue the DDA with Upland Community Housing Inc. (“UCHI”), work cooperatively with UCHI for the construction of a 72-unit enhanced senior residential development (expansion of the “Coy Estes” senior housing apartments).
- ◆ To issue RFP’s to develop the Washington Avenue, 1<sup>st</sup> and A Street, and 3<sup>rd</sup>/ “C” Street sites as appropriate.
- ◆ To pursue the Emergency Repair Program (ERP), assist up to 25 very low-income families with small-scale emergent code repairs on their owner-occupied single-family homes or mobile homes.
- ◆ To subsidize financing of approximately one (1) new Housing Improvement Program (HIP) single-family housing rehabilitation project loans.

- ◆ To continue to assist in marketing the County’s Home Weatherization Grant Program and the Neighborhood Stabilization Program, Building Industry Association Housing Action Resource Trust Program and California Department of Insurance Earthquake Retrofit Loan Program.
- ◆ To continue to support the Homeless Stakeholders objectives.
- ◆ To prepare and submit the annual Housing Element activities report to HCD.
- ◆ To consider new unsolicited housing proposals as appropriate or necessary.
- ◆ To continue to discuss the Diamond Court apartment unit’s financial strategy.
- ◆ To administer the City’s Mobilehome Park Rent Control Ordinance.
- ◆ To prepare the year-end financial statement for the Housing Fund properties.

#### **FY 2015-16 MAJOR ACCOMPLISHMENTS**

- ◆ Earned approximately a net \$1.5M from the efficient operation of the Sunset Ridge, Village and Magnolia Colony Apartments.
- ◆ Completed 9 Agency-funded Emergency Repairs Program (ERP) small-scale rehabilitation projects.
- ◆ Developed Policy and Procedures and council approval for a new Commercial Rehabilitation Program for the Historic Downtown Façade Revitalization project area.
- ◆ Continued discussions to create a financial strategy for the housing rental properties.
- ◆ Continued to implement UCHI’s loan agreement which will assist with the construction of a proposed 72 unit senior affordable housing development project.
- ◆ Assisted in marketing the County’s Home Weatherization Grant Program, Building Industry Association Housing Action Resource Trust Program and California Department of Insurance Earthquake Retrofit Loan Program.
- ◆ Prepared and submitted the Annual Housing Element activities report to the Department of Housing and Community Development.
- ◆ Provided monitoring oversight to 306 affordable housing units.
- ◆ Participated with the San Bernardino County Office of Homeless Services to conduct the HUD required “Point in Time Count” for the homeless population.
- ◆ Reviewed the Homeless Stakeholders Committee benchmark report.
- ◆ Entered into agreement for property management services with RPM.

- ◆ Administered the City's Mobilehome Park Rent Control Ordinance.
- ◆ Reconciled program loans related to the financial audit.
- ◆ Balanced the Housing Rent Revenue budget for FY 15-16.
- ◆ Received 1 loan payoff for FY 2015-16.
- ◆ Conduct financing by the CA Municipal Finance Authority for the Sycamore Terrace Apartments Senior Affordable Housing project in the amount of \$15,000,000.00
- ◆ Amended Pacific Wine Merchants Lease
- ◆ Entered into a new Agreement for Professional Services to provide consulting services for the State HOME Administrative and Program activities.

# **HOME INVESTMENT PARTNERSHIP PROGRAM**

The Housing Division is responsible for the administration of the State HOME/CALHOME Programs consistent with applicable Federal and State rules and regulations, as well as City Council policies and directives in order to improve the City's housing stock and promote home ownership.

## **MISSION STATEMENT**

To administer the City's State HOME/CALHOME Program consistent with applicable Federal and State rules and regulations, as well as City Council policies and directives in order to improve the City's housing stock and promote home ownership.

## **FY 2016-17 GOALS AND OBJECTIVES**

- ◆ To implement the City's State HOME program/CalHome program grant resources to finance approximately 6 new Housing Improvement Program (HIP) single-family housing rehabilitation project loans.
- ◆ To service the approximately \$11.675 million State HOME program/CalHome program loan portfolio.
- ◆ To continue to implement the new green building standards to the Housing Improvement Program.
- ◆ Apply for new funding upon NOFA notice.
- ◆ To update program manuals, as needed.
- ◆ To issue a RFP and enter into a new Agreement for Professional Services to provide consulting services for the State HOME Administrative and Program activities.
- ◆ To prepare and submit timely all State HOME program/CalHome program HCD annual financial and performance reporting documents.
- ◆ To continue to development TBRA program & RRAP.

## **FY 2015-16 MAJOR ACCOMPLISHMENTS**

- ◆ Completed two (2) and processed two (2) Housing Improvement Program (HIP) loan-funded large-scale rehabilitation projects.
- ◆ Advertised both programs via the tag line in utility billing and the local newspaper.
- ◆ Updated the Program manuals for the State HOME program/CalHome program.

- ◆ Prepared and submitted quarterly reports to HCD for both the State HOME program/CalHome program.
- ◆ Successfully completed HCD's annual review of both State HOME program/CalHome program grant.
- ◆ Reconciled program loans relative to the City's financial audit.
- ◆ Completed two (2) subordinations in FY 2015-16 and processed 3 subordination requests.
- ◆ Received four (4) loan payoffs for FY 2015-16 and 1 interest only payment.
- ◆ Received the requested waiver for the Sales/Value limit (203b) to Housing and Community Development (HCD).
- ◆ Processed three (3) loan modifications for Foothill Family Shelter.

# **COMMUNITY DEVELOPMENT BLOCK GRANT**

The Housing Division is responsible for administering the City's annual CDBG Program consistent with applicable Federal rules and regulations, as well as City Council policies and directives.

## **MISSION STATEMENT**

To administer the City's annual Community Development Block Grant Program (CDBG) consistent with applicable Federal rules and regulations, as well as City Council policies and directives.

## **FY 2016-17 GOALS AND OBJECTIVES**

- ◆ To implement the City's \$822,058 CDBG Funds/Program for FY 2016-17 (inclusive of FY 2016-17 funding allocation and prior year carry-over funds).
- ◆ To administer and monitor all sub-recipient CDBG contracts.
- ◆ To continue to provide Fair Housing services through the Inland Fair Housing and Mediation Board.
- ◆ Establish and Implement the Business Assistance and Attraction Program (BAAP) to businesses located in the downtown area to create new local jobs to persons of low to moderate income.
- ◆ Implement the Commercial Rehabilitation Program – Historic Downtown Revitalization façade improvement to preserve and beautify historical commercial corridors.
- ◆ To continue to provide Fair Housing services through the Inland Fair Housing and Mediation Board.
- ◆ To develop and file with HUD the annual CDBG Action Plan and e-con planning suite for FY 2016-17.
- ◆ To prepare and submit timely to HUD all annual financial and performance reporting documents.
- ◆ To comply with all applicable HUD directives with respect to the operation of the CDBG program.
- ◆ To continue to participate with HUD training opportunities.
- ◆ To continue implementing the Emergency Repairs Program (ERP) to assist up to 25 very low-income owner-occupied households.

## **FY 2015-16 MAJOR ACCOMPLISHMENTS**

- ◆ Administered the City's \$546,540 CDBG Program for FY 2015-16.
- ◆ Prepared with the CDBG Committee and the City Council the adoption of the City's CDBG program for FY 2016-17.
- ◆ Administered and monitored all sub-recipient CDBG contracts.
- ◆ Entered into an agreement for Professional Services to provide consulting services for the CDBG Program.
- ◆ Implemented and Emergency Repair Program (ERP) which assisted 14 very low-income owner-occupied households
- ◆ Continued to provide Fair Housing services through the Inland Fair Housing and Mediation Board
- ◆ Prepared and filed with HUD all required financial and performance reporting documents.
- ◆ Prepared and submitted the year-end report (CAPER) for FY 2014-15 to HUD and received approval.
- ◆ Received HUD's favorable written approval with respect to the quality of the City's CDBG program operations.
- ◆ Continued to review the goals of the current Analysis of Impediments to Fair Housing Choice with the Inland Fair Housing and Mediation Board.

Prepared the guidelines, program application, brochures for the Historic Downtown Revitalization Façade improvement program.

## **SUCCESSOR AGENCY ADMINISTRATION**

The Successor Agency Administration Division is responsible for providing for the administration and implementation of all wind-down activities related to the Successor Agency to the Upland Community Redevelopment Agency.

### **MISSION STATEMENT**

To provide for the administration and implementation of all wind-down activities related to the Successor Agency to the Upland Community Redevelopment Agency.

### **FY 2016-17 GOALS AND OBJECTIVES**

- ◆ To prepare Recognized Obligation Payment Schedule (ROPS) when required and submit to the Department of Finance and the County Auditor-Controller Office.
- ◆ To prepare RFPs for the disposition of Successor Agency properties (private reuse properties).
- ◆ To review proposal submittals for the sale of Successor Agency properties and provide a recommendation to the Oversight Board.
- ◆ To prepare purchase and sale agreements for Successor Agency properties.
- ◆ To continue to provide staff support for the Oversight Board with oral and written communication and reports.

### **FY 2015-16 MAJOR ACCOMPLISHMENTS**

- ◆ Prepared two final ROPS which were reviewed and approved by the Oversight Board, the Department of Finance, and the County Auditor-Controller.
- ◆ Conducted and held four Oversight Board meetings.
- ◆ Obtained Long Range Property Management Plan approval from Department of Finance
- ◆ Completed appraisals on all Agency owned property.

**CITY OF UPLAND**  
**EXPENDITURE SUMMARY BY DIVISION**  
**FY 2016-17 ADOPTED BUDGET**

	2013-14 <u>ACTUAL</u> <u>EXPENSE</u>	2014-15 <u>ACTUAL</u> <u>EXPENSE</u>	2015-16 <u>ADOPTED</u> <u>BUDGET</u>	2016-17 <u>ADOPTED</u> <u>BUDGET</u>
<b><u>DEVELOPMENT SERVICES</u></b>				
<b>2201 BUILDING AND SAFETY</b>				
Personnel	\$ 538,177	\$ 214,317	\$ 463,232	\$ 464,440
Maintenance & Operations	197,219	316,039	240,319	176,874
Capital Outlay	-	-	-	-
<b>TOTAL BUILDING AND SAFETY</b>	<b><u>\$ 735,396</u></b>	<b><u>\$ 530,356</u></b>	<b><u>\$ 703,551</u></b>	<b><u>\$ 641,314</u></b>
<b>2202 WEED ABATEMENT</b>				
Personnel	\$ 20,752	\$ 21,874	\$ 27,939	\$ 29,340
Maintenance & Operations	20,796	19,180	20,300	20,600
Capital Outlay	-	-	-	-
<b>TOTAL WEED ABATEMENT</b>	<b><u>\$ 41,548</u></b>	<b><u>\$ 41,054</u></b>	<b><u>\$ 48,239</u></b>	<b><u>\$ 49,940</u></b>
<b>2203 ECONOMIC DEVELOPMENT</b>				
Personnel	\$ -	\$ -	\$ -	\$ -
Maintenance & Operations	-	73,572	140,537	154,020
Capital Outlay	-	-	-	-
<b>TOTAL ECONOMIC DEVELOPMENT</b>	<b><u>\$ -</u></b>	<b><u>\$ 73,572</u></b>	<b><u>\$ 140,537</u></b>	<b><u>\$ 154,020</u></b>
<b>2204 PLANNING COMMISSION</b>				
Personnel	\$ -	\$ -	\$ -	\$ -
Maintenance & Operations	7,352	10,800	12,740	12,740
Capital Outlay	-	-	-	-
<b>TOTAL PLANNING COMMISSION</b>	<b><u>\$ 7,352</u></b>	<b><u>\$ 10,800</u></b>	<b><u>\$ 12,740</u></b>	<b><u>\$ 12,740</u></b>
<b>2205 PLANNING</b>				
Personnel	\$ 398,452	\$ 243,343	\$ 296,127	\$ 306,220
Maintenance & Operations	200,919	301,094	242,635	212,142
Capital Outlay	-	-	-	-
<b>TOTAL PLANNING</b>	<b><u>\$ 599,371</u></b>	<b><u>\$ 544,437</u></b>	<b><u>\$ 538,762</u></b>	<b><u>\$ 518,362</u></b>
<b>101 TOTAL GENERAL FUND</b>				
Personnel	\$ 957,381	\$ 479,534	\$ 787,298	\$ 800,000
Maintenance & Operations	426,287	720,684	656,531	576,376
Capital Outlay	-	-	-	-
<b>TOTAL</b>	<b><u>\$ 1,383,668</u></b>	<b><u>\$ 1,200,218</u></b>	<b><u>\$ 1,443,829</u></b>	<b><u>\$ 1,376,376</u></b>

<b>201</b>	<b>TOTAL HOUSING</b>				
	Personnel	\$ 244,483	\$ 617,358	\$ 806,832	\$ 1,144,110
	Maintenance & Operations	2,364,351	3,204,810	3,720,436	3,157,640
	Capital Outlay	-	6,858	575,000	1,375,000
	<b>TOTAL HOUSING</b>	<b>\$ 2,608,834</b>	<b>\$ 3,829,026</b>	<b>\$ 5,102,268</b>	<b>5,676,750</b>
<b>209</b>	<b>TOTAL CDBG</b>				
	Personnel	\$ 227,829	\$ 209,552	\$ 153,871	\$ 78,100
	Maintenance & Operations	123,521	143,882	107,074	108,795
	Capital Outlay	-	-	-	-
	Capital Improvement Projects	160,778	5,441	483,437	626,014
	<b>TOTAL CDBG</b>	<b>\$ 512,128</b>	<b>\$ 358,875</b>	<b>\$ 744,382</b>	<b>812,909</b>
<b>208</b>	<b>TOTAL HOME PROGRAM</b>				
	Personnel	\$ -	\$ -	\$ -	\$ -
	Maintenance & Operations	48,243	12,500	1,322,500	790,000
	Capital Outlay	-	-	-	-
	<b>TOTAL HOME PROGRAM</b>	<b>\$ 48,243</b>	<b>\$ 12,500</b>	<b>\$ 1,322,500</b>	<b>790,000</b>
<b>222</b>	<b>TOTAL CALHOME PROGRAM</b>				
	Personnel	\$ -	\$ -	\$ -	\$ -
	Maintenance & Operations	175,504	156,000	886,000	820,600
	Capital Outlay	-	-	-	-
	<b>TOTAL CALHOME PROGRAM</b>	<b>\$ 175,504</b>	<b>\$ 156,000</b>	<b>\$ 886,000</b>	<b>820,600</b>
<b>210</b>	<b>TOTAL PARKING BUSINESS IMPROVEMENT AREA</b>				
	Personnel	\$ 5,840	\$ 58,759	\$ 30,000	\$ 50,000
	Maintenance & Operations	-	-	-	-
	Capital Outlay	-	-	-	-
	<b>TOTAL PARKING &amp; BUSINESS IMPROVEMENT</b>	<b>\$ 5,840</b>	<b>\$ 58,759</b>	<b>\$ 30,000</b>	<b>50,000</b>
<b>805</b>	<b>TOTAL SUCCESSOR AGENCY</b>				
	Personnel	\$ 16,145	\$ 229,542	\$ 225,055	\$ 235,340
	Maintenance & Operations	727,286	1,215,319	4,821,371	3,296,979
	Capital Outlay	-	-	-	-
	<b>TOTAL SUCCESSOR AGENCY</b>	<b>\$ 743,431</b>	<b>\$ 1,444,861</b>	<b>\$ 5,046,426</b>	<b>3,532,319</b>
	<b>TOTAL DEVELOPMENT SERVICES</b>				
	Personnel	\$ 1,451,678	\$ 1,594,745	\$ 2,003,056	\$ 2,307,550
	Maintenance & Operations	3,865,192	5,453,195	11,513,912	8,750,390
	Capital Outlay	-	6,858	575,000	1,375,000
	Capital Improvement Projects	160,778	5,441	483,437	626,014
	<b>TOTAL DEVELOPMENT SERVICES</b>	<b>\$ 5,477,648</b>	<b>\$ 7,060,239</b>	<b>\$ 14,575,405</b>	<b>13,058,954</b>

**CITY OF UPLAND**  
**DEVELOPMENT SERVICES DEPARTMENT**  
**ALL FUNDS**  
FY 2016-17 ANNUAL BUDGET  
SUMMARY BY OBJECT CODE

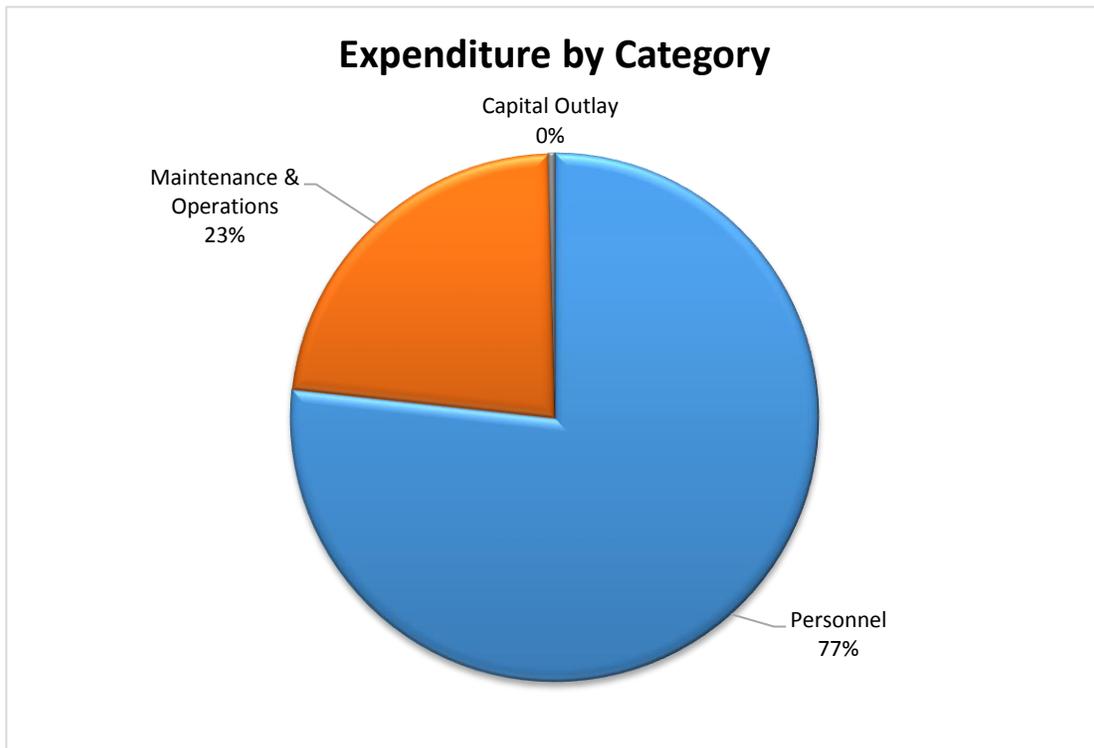
OBJECT CODE	EXPENSE CLASSIFICATION	2013-14 ACTUAL	2014-15 ACTUAL	2015-16 ADOPTED	2016-17 ADOPTED
	<b>PERSONNEL EXPENSE</b>				
5110	Buy Backs	14,164	16,146	13,651	15,560
5111	Salaries- Full Time	980,068	1,000,771	1,229,516	1,392,900
5112	Salaries- Temporary/ Part Time	73,129	113,896	138,961	110,970
5113	Overtime	7,081	13,905	20,000	12,500
5116	Fringe Benefits	181,993	181,497	257,109	325,910
5117	Retirement Contributions	189,402	209,772	313,819	399,710
	<b>TOTAL PERSONNEL EXPENSES</b>	<b>1,445,837</b>	<b>1,535,987</b>	<b>1,973,056</b>	<b>2,257,550</b>
	<b>MAINTENANCE &amp; OPERATIONS</b>				
5211	Postage	1,085	220	3,300	3,200
5212	Advertising	9,369	20,035	21,585	22,500
5213	Dues & Subscriptions	635	556	3,701	3,480
5215	Training/ Conferences/ Meetings	2,357	4,191	6,900	13,150
5216	Office Supplies	3,955	6,194	7,300	7,550
5217	Other Supplies/Materials	3,094	1,324	4,350	4,350
5218	Uniform Expense	233	1,128	1,000	1,000
5220	Fuel Usage	2,933	2,613	4,500	4,000
5222	Print/ Mail Charges	2,277	7,647	0	0
5223	Information Systems Charges	38,360	294,755	100,952	101,152
5224	Vehicle Charges	0	3,076	7,992	8,754
5232	Computer Equip (Under 5,000)	0	3,428	0	0
5241	Utilities- Electric	140	198	0	0
5243	Utilities- Telephone	533	1,150	0	0
5245	Maint- Build/ Struct/ Grounds	28,379	11,159	3,000	3,000
5247	Maint- Vehicles	2,751	0	0	0
5251	Legal Services	15,969	8,240	35,457	21,000
5252	Professional Services	529,188	916,176	1,004,340	882,515
5253	Contract Services	0	0	154,760	47,400
5255	Banking Services	31,893	25,316	53,100	36,700
5258	Other Services	1,935,665	2,344,054	2,480,902	2,635,769
5273	Workers Compensation Charges	40,790	53,231	101,558	65,323
5274	Unemployment Charges	2,650	0	0	5,110
5275	Long-term Disability Charges	2,050	0	0	7,084
5276	Liability Charges	53,420	82,922	0	79,182
5277	Loss Prevention Charges	3,680	0	0	6,740
5296	Pass-Thru Expense	0	0	42,961	0
5302	Loans	338,262	115,400	1,487,938	125,000
5304	Contributions	2,996	0	0	0
5305	Emergency Repairs Program	9,928	18,561	125,000	125,000
5309	First Time Home Buyer Program			30,000	60,000
5313	Program Income	48,243	0	0	0
5314	HIP Loans	0	156,000	946,250	1,025,300
5315	FRHB Loans	0	0	1,062,250	585,300
5316	TBRA Loans	0	0	200,000	
5324	Other Post Employee Benefits	7,120	7,279	12,333	12,181
5421	Lease Principal Expense	15,358	8,676	0	0
5424	Bond Principal Expense	0	0	1,995,000	2,035,000
5425	Bond Interest Expense	898,497	1,423,865	2,130,919	1,499,664
	<b>TOTAL MAINTENANCE &amp; OPERATIONS</b>	<b>4,031,811</b>	<b>5,517,394</b>	<b>12,027,348</b>	<b>9,426,404</b>
	<b>CAPITAL OUTLAY</b>				
5521	Land	0	0	575,000	1,375,000
5530	Machinery & Equipment	0	6,858	0	0
	<b>TOTAL CAPITAL OUTLAY</b>	<b>0</b>	<b>6,858</b>	<b>575,000</b>	<b>1,375,000</b>
	<b>TOTAL DEPARTMENT</b>	<b>5,477,648</b>	<b>7,060,239</b>	<b>14,575,404</b>	<b>13,058,954</b>

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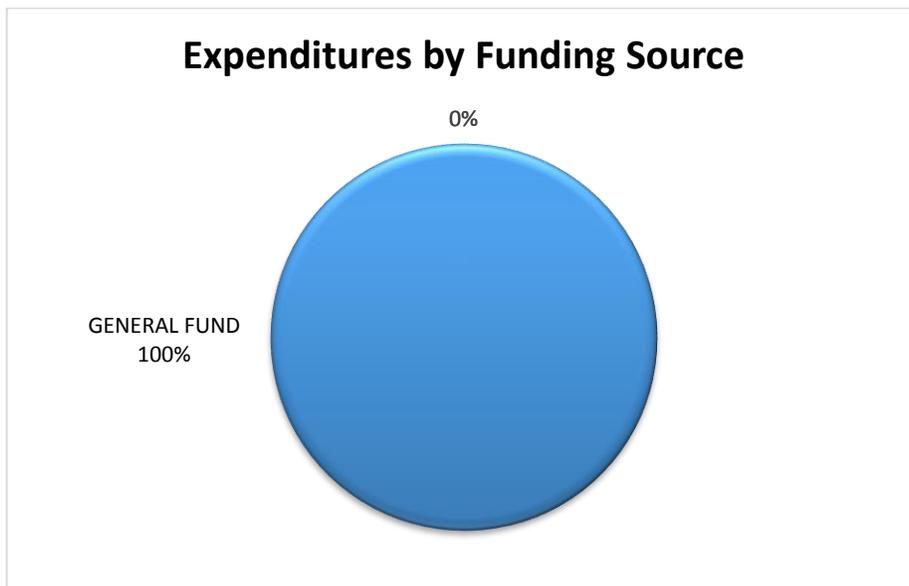
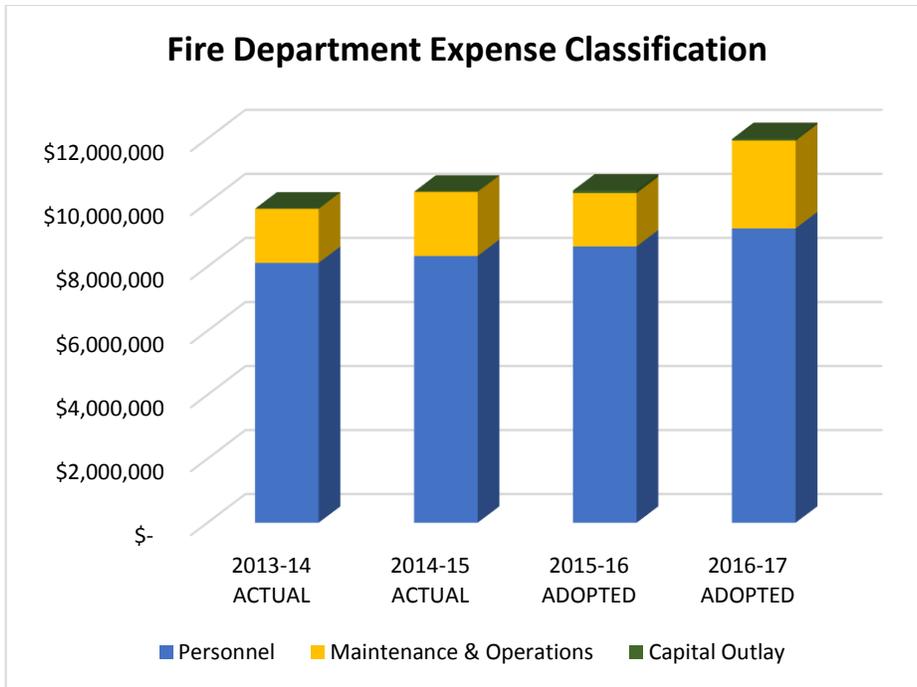
# FIRE DEPARTMENT

## MISSION STATEMENT

To provide an “all risk” level of emergency service for the cities of Upland and Montclair through the “Fire Administration Merger and Service Boundary Expansion Agreement”. Fire personnel will dedicate themselves to protecting life, property, and the environment.



	2013-14 ACTUAL	2014-15 ACTUAL	2015-16 ADOPTED	2016-17 ADOPTED
<b>EXPENSE CLASSIFICATION</b>				
Personnel	\$ 8,120,393	\$ 8,335,769	\$ 8,633,380	\$ 9,196,840
Maintenance & Operations	1,689,293	2,004,047	1,665,800	2,743,409
Capital Outlay	3,488	-	80,000	45,855
<b>TOTAL BUDGET</b>	<b>\$ 9,813,174</b>	<b>\$ 10,339,816</b>	<b>\$ 10,379,180</b>	<b>11,986,104</b>



	2013-14 ACTUAL	2014-15 ACTUAL	2015-16 ADOPTED	2016-17 ADOPTED
<b>FUNDING SOURCES</b>				
GENERAL FUND	\$ 9,807,543	\$ 10,268,418	\$ 10,379,180	\$ 11,986,104
OTHER GRANTS	\$ 2,143	\$ 56,000	\$ -	\$ -
HOMELAND SECURITY GRANTS	\$ 3,488	\$ 15,398	\$ -	\$ -
<b>TOTAL BUDGET</b>	<b>\$ 9,813,174</b>	<b>\$ 10,339,816</b>	<b>\$ 10,379,180</b>	<b>\$ 11,986,104</b>

## ADMINISTRATION

Administration is responsible for establishing policy, planning operations, monitoring budgets, evaluating operational effectiveness and implementing improvements. This area continually focuses upon the Department's effectiveness in managing the City's fire protection system in order to minimize loss of life, property, personal injury and environmental damage from fire, accident, medical, and hazardous materials-related emergencies.

## OPERATIONS AND EMERGENCY SERVICES

Operations and Emergency Services are responsible for responding to and effectively mitigating fire, medical, and accident emergencies. It is also responsible for evaluating its preparedness status, evaluating building and other emergency problems, and planning mitigation tactics.

## FIRE PREVENTION

Fire Prevention is responsible for developing and implementing programs and requirements that prevent or reduce the magnitude of emergency occurrences, such as loss of life and property, personal injury, or environmental damage. It also includes the evaluation of emergency access, building evacuation, confinement of fires, and potential for hazardous materials releases.

## EMERGENCY MEDICAL SERVICES

The Upland Fire Department has been a provider of emergency paramedic services since December 2002. The Fire Department continues to deliver the highest possible level of basic and advanced life support through its paramedic program, personnel, training, and delivery.

<b>PERSONNEL</b>				
<b>PERMANENT POSITIONS</b>	2013-14 ACTUAL	2014-15 ACTUAL	2015-16 ADOPTED	2016-17 ADOPTED
<b>FIRE</b>				
FIRE CHIEF	1.00	1.00	1.00	1.00
DEPUTY FIRE CHIEF	0.00	2.00	2.00	2.00
BATTALION CHIEF	3.00	1.00	1.00	1.00
FIRE CAPTAIN	12.00	12.00	12.00	12.0
FIRE ENGINEER	12.00	12.00	12.00	12.0
FIRE FIGHTER	12.00	12.00	12.00	12.0
FLIGHT PARAMEDIC	2.00	2.00	2.00	2.00
MEDICAL CREW LEAD	0.00	0.00	0.00	1.00
FLIGHT NURSE	4.00	4.00	4.00	3.00
DEPUTY FIRE MARSHAL	0.00	0.00	1.00	1.00
FIRE INSPECTOR/INVESTIGATOR	2.00	2.00	1.00	1.00
SENIOR ADMIN ASSISTANT	0.00	0.00	1.00	1.00
ADMINISTRATIVE ASSISTANT I	1.00	1.00	0.00	0.00
<b>TOTAL DEPARTMENT</b>	<b>49.00</b>	<b>49.00</b>	<b>49.00</b>	<b>49.00</b>

## **FY 2016-17 GOALS AND OBJECTIVES**

- ◆ To respond quickly and safely to emergency incidents, provide the highest level of service by maintaining safe staffing levels, assuring that fire stations remain open and fire apparatus are consistently in a state of good repair so as to minimize the loss of life, damage to property, and economic impact to the community.
- ◆ To provide the best emergency medical support system possible to the residents and visitors of by providing the most up-to-date medical equipment and EMT/Paramedic training.
- ◆ To promote fire and life safety in the community by making fire and life safety educational presentations at public and private schools, businesses, community service group meetings and fire station tours.
- ◆ To pursue grant opportunities in order to provide alternate funding.
- ◆ To recruit and train Reserve Firefighters in order to provide potential future hiring candidates.
- ◆ To provide paramedic bicycle response teams for rapid response to and mitigation of emergency incidents.
- ◆ To continue training in Hazardous Materials, Technical Rescue, and Confined Space Rescue Operations in order to provide response levels appropriate with state and federal regulations.
- ◆ To promote the protection of life, property and the environment from the effects of fire and other hazardous events through education, engineering and enforcement, and to provide for the investigation of all fires, as well as investigative support to other departments and agencies.
- ◆ To provide air medical transport for trauma and critically ill patients.
- ◆ Contract with a consulting firm to conduct a feasibility analysis for providing multi-city fire services under joint powers authority jurisdiction, as part of Phase IV of the merger process between the Upland Fire Department and the Montclair Fire Department.
- ◆ To continue collaborative efforts with neighboring Fire Agencies in order to leverage resources and provide an emergency response platform that best benefits the communities we serve.
- ◆ To continue training, equipment procurement, and collaboration with Law Enforcement for Tactical EMS in response to Escalated Threat Incidents.

<b>PERFORMANCE MEASUREMENTS</b>	<b>2013-14 ACTUAL</b>	<b>2014-15 ACTUAL</b>	<b>2015-16 PROJECTED</b>	<b>2016-17 TARGET</b>
Sponsor annual open house event	NO	NO	YES	YES
Percentage of fire and life safety inspections for new and tenant improvement construction within 2 days of request	100%	100%	0%	na
Percentage of fire and life safety inspections for new and tenant improvement construction within 2 weeks of request	NA	NA	100%	100%
Percentage of mutli-family apartment occupancies inspected annually	70%	70%	80%	70%
Percentage of elementary schools inspected annually	100%	100%	100%	100%
Average response time in minutes (EMS)	UNK	UNK	4-9	4-9
Average response time in minutes (Fire)	UNK	UNK	4-9	4-9

## **FY 2015-16 MAJOR ACCOMPLISHMENTS**

- ◆ Hired Fire Chief to fill vacant position.
- ◆ Hired EMS Coordinator to fill vacant position.
- ◆ Successfully completed the 24 month pilot program regarding merged Fire Administration and geo-political boundary drop with the City of Montclair Fire Department and agreed to extend the pilot program for an additional 24 months.
- ◆ Prepared a request for proposals (RFP) and solicited vendors to conduct a feasibility analysis for providing multi-city fire services under joint powers jurisdiction, as part of our continuing merger process with the City of Montclair Fire Department.
- ◆ Initiated a trial boundary-drop project with the Rancho Cucamonga Fire District. This project also includes boundary-drop between RCFD and San Bernardino County Fire Department on the Rancho-Fontana border, and will continue east to encompass all Confire affiliated fire agencies in the valley.
- ◆ Replaced all fire department cardiac monitors.
- ◆ Obtained grant monies to replace radios and purchase flammable liquid evidence lockers.

- ◆ Secured Homeland Security grant funding to update the Mobile Command post capabilities for multi-disciplinary responses and to strengthen our collaboration with law enforcement agencies.
- ◆ Highly involved in community activities through Upland School District, Upland Leadership Academy, and non-profit organizations.
- ◆ Sponsored and conducted successful Fire Department Open House.

**CITY OF UPLAND**  
**EXPENDITURE SUMMARY BY DIVISION**  
**FY 2016-17 ADOPTED BUDGET**

<b><u>FIRE</u></b>	2013-14 ACTUAL	2014-15 ACTUAL	2015-16 ADOPTED	2016-17 ADOPTED
<b>3501 ADMINISTRATION</b>				
Personnel	\$ 1,066,408	\$ 980,665	\$ 1,135,678	\$ 1,187,760
Maintenance & Operations	499,686	1,431,943	652,721	1,709,968
Capital Outlay	-	-	80,000	40,955
<b>TOTAL ADMINISTRATION</b>	<b>\$ 1,566,094</b>	<b>\$ 2,412,608</b>	<b>\$ 1,868,399</b>	<b>2,938,683</b>
<b>3502 FIRE VOLUNTEERS</b>				
Personnel	\$0	\$0	\$0	-
Maintenance & Operations	0	0	0	-
Capital Outlay	0	0	0	-
<b>TOTAL FIRE VOLUNTEERS</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>-</b>
<b>3503 FIRE RESERVES</b>				
Personnel	\$ -	\$ -	\$ -	\$ -
Maintenance & Operations	-	-	6,631	6,630
Capital Outlay	-	-	-	-
<b>TOTAL FIRE RESERVES</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 6,631</b>	<b>6,630</b>
<b>3511 FIRE STATION I</b>				
Personnel	\$ 1,409,544	\$ 1,441,215	\$ 1,547,723	\$ 1,394,370
Maintenance & Operations	812,110	153,470	257,703	220,646
Capital Outlay	-	-	-	-
<b>TOTAL FIRE STATION I</b>	<b>\$ 2,221,654</b>	<b>\$ 1,594,685</b>	<b>\$ 1,805,426</b>	<b>1,615,016</b>
<b>3512 FIRE STATION II</b>				
Personnel	\$ 1,533,306	\$ 1,545,625	\$ 1,567,159	\$ 1,730,440
Maintenance & Operations	30,370	41,550	107,869	123,253
Capital Outlay	-	-	-	4,900
<b>TOTAL FIRE STATION II</b>	<b>\$ 1,563,676</b>	<b>\$ 1,587,175</b>	<b>\$ 1,675,028</b>	<b>1,858,593</b>
<b>3513 FIRE STATION III</b>				
Personnel	\$ 1,389,832	\$ 1,470,884	\$ 1,553,334	\$ 1,676,020
Maintenance & Operations	72,692	52,215	119,851	134,166
Capital Outlay	-	-	-	-
<b>TOTAL FIRE STATION III</b>	<b>\$ 1,462,524</b>	<b>\$ 1,523,099</b>	<b>\$ 1,673,185</b>	<b>1,810,186</b>
<b>3514 FIRE STATION IV</b>				
Personnel	\$ 1,486,729	\$ 1,601,504	\$ 1,586,775	\$ 1,739,820
Maintenance & Operations	83,751	66,044	162,953	193,745
Capital Outlay	-	-	-	-
<b>TOTAL FIRE STATION IV</b>	<b>\$ 1,570,480</b>	<b>\$ 1,667,548</b>	<b>\$ 1,749,728</b>	<b>1,933,565</b>
<b>3515 EMERGENCY MEDICAL SERVICES</b>				
Personnel	\$ 48,528	\$ 44,259	\$ 44,080	\$ 44,080
Maintenance & Operations	81,307	63,597	105,460	98,526
Capital Outlay	-	-	-	-
<b>TOTAL EMERGENCY MEDICAL SERVICES</b>	<b>\$ 129,835</b>	<b>\$ 107,856</b>	<b>\$ 149,540</b>	<b>142,606</b>

<b>3516</b>	<b>SPECIAL OPERATIONS</b>				
	Personnel	\$ 385	\$ 18,915	\$ 20,290	\$ 21,200
	Maintenance & Operations	7,507	5,060	16,809	17,237
	Capital Outlay	-	-	-	-
	<b>TOTAL SPECIAL OPERATIONS</b>	<b>\$ 7,892</b>	<b>\$ 23,975</b>	<b>\$ 37,099</b>	<b>38,437</b>
<b>3517</b>	<b>AIR AMBULANCE</b>				
	Personnel	\$ 976,951	\$ 1,011,416	\$ 951,209	\$ 1,163,890
	Maintenance & Operations	45,034	40,380	143,055	112,093
	Capital Outlay	-	-	-	-
	<b>TOTAL AIR AMBULANCE</b>	<b>\$ 1,021,985</b>	<b>\$ 1,051,796</b>	<b>\$ 1,094,264</b>	<b>1,275,983</b>
<b>3518</b>	<b>HISTORIC FIRE STATION</b>				
	Personnel	\$ -	\$ -	\$ -	\$ -
	Maintenance & Operations	6,212	16,970	19,202	23,005
	Capital Outlay	-	-	-	-
	<b>TOTAL HISTORIC FIRE STATION</b>	<b>\$ 6,212</b>	<b>\$ 16,970</b>	<b>\$ 19,202</b>	<b>23,005</b>
<b>3521</b>	<b>FIRE PREVENTION</b>				
	Personnel	\$ 199,752	\$ 202,048	\$ 211,914	\$ 223,360
	Maintenance & Operations	25,817	30,635	36,421	67,010
	Capital Outlay	-	-	-	-
	<b>TOTAL FIRE PREVENTION</b>	<b>\$ 225,569</b>	<b>\$ 232,683</b>	<b>\$ 248,335</b>	<b>290,370</b>
<b>3522</b>	<b>FIRE TRAINING &amp; EMERGENCY</b>				
	Personnel	\$ 8,958	\$ 19,238	\$ 15,218	\$ 15,900
	Maintenance & Operations	22,664	30,785	37,125	37,130
	Capital Outlay	-	-	-	-
	<b>TOTAL FIRE TRAINING &amp; EMERGENCY</b>	<b>\$ 31,622</b>	<b>\$ 50,023</b>	<b>\$ 52,343</b>	<b>53,030</b>
<b>101</b>	<b>TOTAL GENERAL FUND</b>				
	Personnel	\$ 8,120,393	\$ 8,335,769	\$ 8,633,380	\$ 9,196,840
	Maintenance & Operations	1,687,150	1,932,649	1,665,800	2,743,409
	Capital Outlay	-	-	80,000	45,855
	<b>TOTAL GENERAL FUND</b>	<b>\$9,807,543</b>	<b>\$10,268,418</b>	<b>\$ 10,379,180</b>	<b>11,986,104</b>
<b>217</b>	<b>OTHER GRANTS</b>				
	Personnel	\$ -	\$ -	\$ -	\$ -
	Maintenance & Operations	2,143	56,000	-	-
	Capital Outlay	-	-	-	-
	<b>TOTAL OTHER GRANTS</b>	<b>\$ 2,143</b>	<b>\$ 56,000</b>	<b>\$ -</b>	<b>-</b>
<b>221</b>	<b>HOMELAND SECURITY GRANTS</b>				
	Personnel	\$ -	\$ -	\$ -	\$ -
	Maintenance & Operations	-	15,398	-	-
	Capital Outlay	3,488	-	-	-
	<b>TOTAL HOMELAND SECURITY GRANTS</b>	<b>\$ 3,488</b>	<b>\$ 15,398</b>	<b>\$ -</b>	<b>-</b>
	<b>TOTAL FIRE</b>				
	Personnel	\$ 8,120,393	\$ 8,335,769	\$ 8,633,380	\$ 9,196,840
	Maintenance & Operations	1,689,293	2,004,047	1,665,800	2,743,409
	Capital Outlay	3,488	-	80,000	45,855
	<b>TOTAL FIRE</b>	<b>\$ 9,813,174</b>	<b>\$ 10,339,816</b>	<b>\$ 10,379,180</b>	<b>11,986,104</b>

**CITY OF UPLAND**  
**FIRE DEPARTMENT**  
**ALL FUNDS**  
FY 2016-17 ANNUAL BUDGET  
SUMMARY BY OBJECT CODE

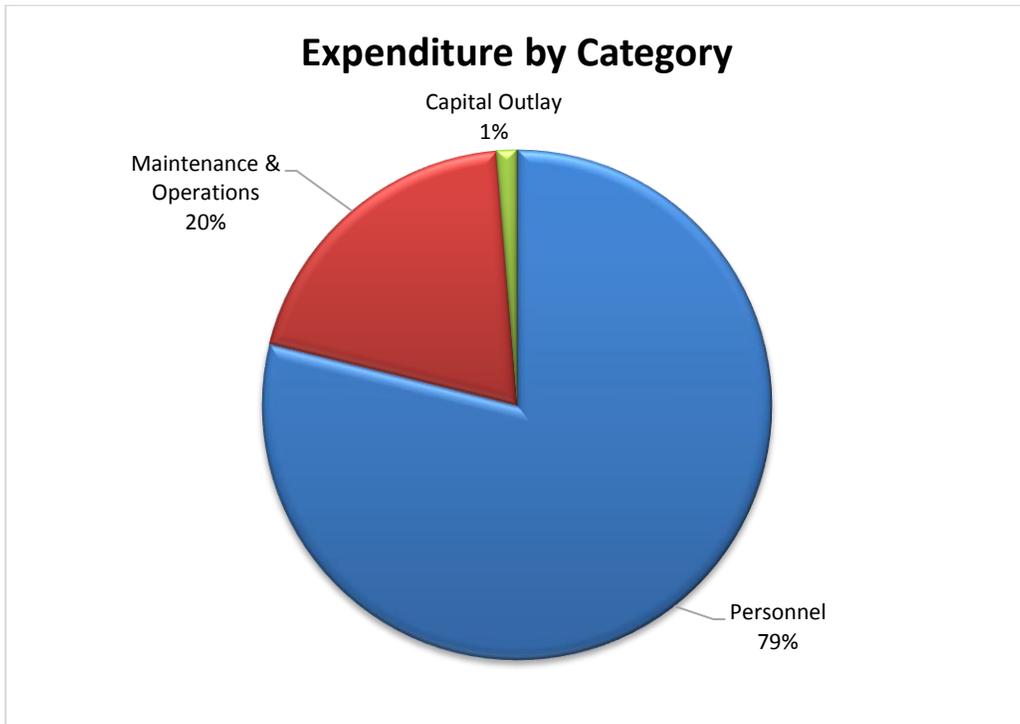
OBJECT CODE	EXPENSE CLASSIFICATION	2013-14 ACTUAL	2014-15 ACTUAL	2015-16 ADOPTED	2016-17 ADOPTED
	<b>PERSONNEL EXPENSE</b>				
5110	Buy Backs	33,169	21,372	39,900	41,900
5111	Salaries- Full Time	646,250	665,101	701,258	800,830
5112	Salaries- Temporary/ Part Time	68,525	51,706	54,519	106,670
5113	Overtime	231,100	211,606	190,000	201,400
5115	Compensated Absences	0	0	0	0
5116	Fringe Benefits	118,107	117,746	109,671	137,130
5117	Retirement Contributions	136,055	153,788	180,342	231,300
5121	Salaries- Sworn Fire	4,156,625	4,302,293	4,335,686	4,329,780
5123	Overtime- Sworn Fire	755,680	781,543	750,000	814,310
5125	Compensated Absences- Sworn Fire	46,406	0	0	0
5126	Fringe Benefits- Sworn Fire	546,052	549,922	558,141	596,540
5127	Retirement Contributions- Sworn Fire	1,374,847	1,480,692	1,713,862	1,936,980
5137	Retirement Contributions- Sworn Police	7,577	0	0	0
	<b>TOTAL PERSONNEL EXPENSES</b>	<b>8,120,393</b>	<b>8,335,769</b>	<b>8,633,379</b>	<b>9,196,840</b>
	<b>MAINTENANCE &amp; OPERATIONS</b>				
5213	Dues & Subscriptions	10,131	9,232	105,423	69,660
5215	Training/ Conferences/ Meetings	22,128	31,741	45,758	49,635
5216	Office Supplies	3,600	4,669	11,005	10,405
5217	Other Supplies/Materials	53,885	111,968	99,460	95,830
5218	Uniform Expense	39,440	50,510	74,750	74,700
5220	Fuel Usage	64,338	55,115	43,900	43,900
5222	Print/ Mail Charges	2,163	694	0	0
5223	Information Systems Charges	39,166	71,369	108,119	132,340
5224	Vehicle Charges	0	124,524	366,190	360,013
5225	Building Maint & Operations	0	68,772	128,922	159,300
5233	Other Equipment	5,272	29,112	24,401	21,900
5241	Utilities- Electric	58,568	64,526	71,700	71,700
5242	Utilities- Gas	10,795	10,177	9,950	9,950
5243	Utilities- Telephone	16,714	17,787	0	1,100
5245	Maint- Build/ Struct/ Grounds	8,133	73	0	0
5246	Maintenance- Equipment	38,941	25,279	46,452	39,225
5247	Maint- Vehicles	155,517	7,587	0	0
5248	Maintenance- Other	1,738	0	0	0
5252	Professional Services	26,885	8,261	39,696	147,360
5253	Contract Services	418,557	377,635	414,282	431,940
5258	Other Services	21,618	22,273	5,000	6,400
5273	Workers Compensation Charges	267,100	348,514	70,793	425,908
5274	Unemployment Charges	17,340	0	0	20,479
5275	Long-term Disability Charges	13,390	0	0	28,386
5276	Liability Charges	351,270	557,279	0	516,269
5277	Loss Prevention Charges	32,460	0	0	27,009
5421	Lease Principal Expense	10,144	6,952	0	0
	<b>TOTAL MAINTENANCE &amp; OPERATIONS</b>	<b>1,689,293</b>	<b>2,004,047</b>	<b>1,665,801</b>	<b>2,743,409</b>
	<b>CAPITAL OUTLAY</b>				
5531	Vehicles	3,488	0	80,000	45,855
	<b>TOTAL CAPITAL OUTLAY</b>	<b>3,488</b>	<b>0</b>	<b>80,000</b>	<b>45,855</b>
	<b>TOTAL DEPARTMENT</b>	<b>9,813,174</b>	<b>10,339,816</b>	<b>10,379,180</b>	<b>11,986,104</b>

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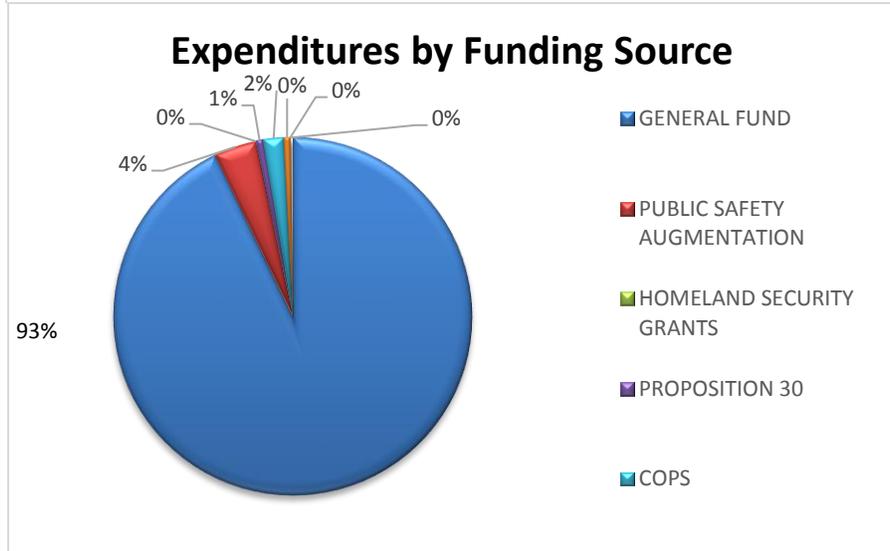
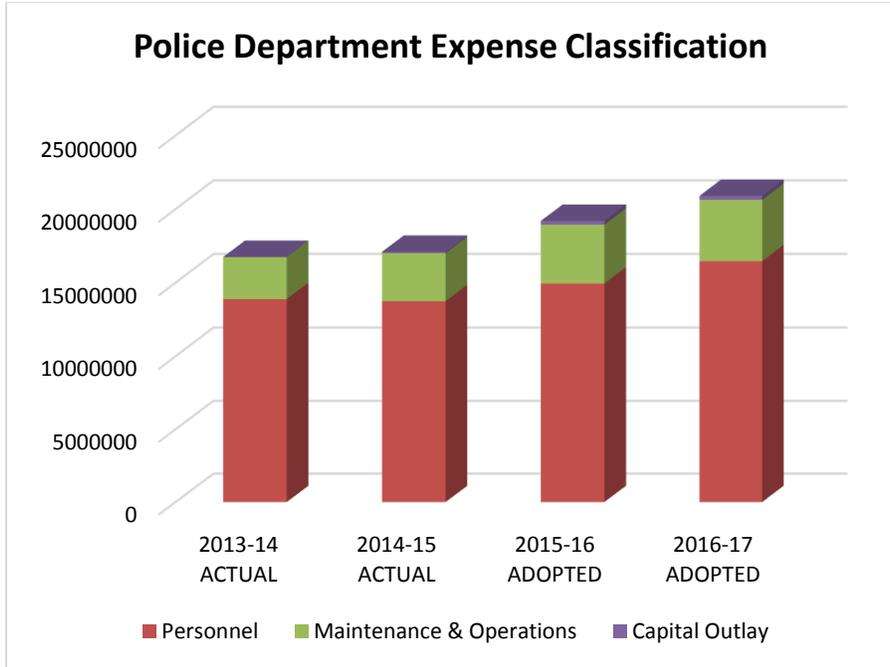
# POLICE DEPARTMENT

## MISSION STATEMENT

To maintain public order by following established ethical and constitutional guidelines in providing a safe and peaceful environment for the citizens of the community. To protect people and property through the effective and fiscally responsible use of police resources.



	2013-14 ACTUAL	2014-15 ACTUAL	2015-16 ADOPTED	2016-17 ADOPTED
<b>EXPENSE CLASSIFICATION</b>				
Personnel	\$ 13,887,870	\$ 13,743,339	\$ 14,945,784	\$ 16,458,784
Maintenance & Operations	2,856,826	3,269,675	3,997,397	4,171,913
Capital Outlay	-	81,949	256,025	264,689
<b>TOTAL BUDGET</b>	<b>\$ 16,744,695</b>	<b>\$ 17,094,963</b>	<b>\$ 19,199,206</b>	<b>20,895,386</b>



	2013-14 ACTUAL	2014-15 ACTUAL	2015-16 ADOPTED	2016-17 PROPOSED
<b>FUNDING SOURCES</b>				
GENERAL FUND	\$ 15,535,722	\$ 15,954,097	\$ 17,895,981	\$ 19,412,247
PUBLIC SAFETY AUGMENTATION	\$ 768,740	\$ 821,318	\$ 815,000	\$ 801,000
HOMELAND SECURITY GRANTS	\$ 75,692	\$ 20,372	\$ -	\$ -
PROPOSITION 30	\$ 75,920	\$ 99,152	\$ 103,000	\$ 140,000
COPS	\$ 153,829	\$ 82,232	\$ 375,025	\$ 383,689
OFFICE OF TRAFFIC SAFETY LOCAL LAW ENFORCEMENT BLOCK GRANT	\$ 3,680	\$ 6,752	\$ -	\$ -
ASSET FORFEITURE	\$ 29,432	\$ 20,267	\$ 10,200	\$ 40,000
<b>TOTAL BUDGET</b>	<b>\$ 16,744,695</b>	<b>\$ 17,094,963</b>	<b>\$ 19,199,206</b>	<b>\$ 20,895,386</b>

## **OPERATIONS DIVISION**

The Operations Division provides direct law enforcement services to the community through the Patrol Division, Dispatch Center and Traffic Unit. The City of Upland is segmented into four Patrol Beats, each with one to three assigned Patrol Officers. Each shift is under the overall command of a Watch Commander (Lieutenant or Sergeant) and includes a minimum of six Officers and a Field Supervisor (Sergeant). The Traffic Unit consists of four Motor Officers. Their primary duties include traffic enforcement, traffic accident investigation, and grant funded traffic activities such as DUI checkpoints, DUI saturation patrols, and distracted driver enforcement. The School Resource Officer (SRO), who primarily works at Upland High School, is also assigned to the Operations Division.

## **ADMINISTRATIVE SERVICES**

The Administrative Services Division oversees the administrative duties of the Department. This consists of the Records Division, Fiscal Services (Budget, Grants, Facilities Maintenance, Purchasing, Accounts Payable, False Alarm Program, Cadet Program, and Volunteers Program.) The Backgrounds and Training Officer, assigned to handle recruitment, training, and background investigations of all police department employee candidates, is also assigned to this division.

## **INVESTIGATIONS BUREAU**

The Investigations Bureau, consisting of the Detective Unit, Narcotics, Forensics & Evidence, and the Impact Team, is tasked with investigating all major crimes, all crime requiring special attention and/or lengthy investigation, crime scene processing/photography and evidence storage. Criminal investigations concerning vice and narcotics are the responsibility of the Narcotics Task Force. The Investigations Bureau Commander also handles internal affairs investigations.

## **CODE ENFORCEMENT**

The Code Enforcement Division is responsible for maintaining the City's motto, "The City of Gracious Living." Code Enforcement is tasked with the responsibility of protecting property values and eliminating blight through the use of the City's Municipal Code.

## **ANIMAL SERVICES**

The Animal Services Division of the Community Development Department is responsible for animal control, animal sheltering, and providing State-mandated services such as licensing and at-cost rabies vaccinations. Animal control functions include enforcing animal-related regulations, impounding stray and homeless cats and dogs found abandoned or lost within the local community, and handling wildlife. Animal sheltering includes caring for sheltered animals and working with the community to give homeless pets every opportunity to be reclaimed by their owner, adopted, or rescued. In conducting these responsibilities, the Division supports responsible pet ownership and the humane treatment of animals.

<b>PERSONNEL</b>				
<b>PERMANENT POSITIONS</b>	2013-14 ACTUAL	2014-15 ACTUAL	2015-16 ADOPTED	2016-17 ADOPTED
<b>POLICE</b>				
CHIEF OF POLICE	1.00	1.00	1.00	1.00
POLICE CAPTAIN	1.00	1.00	2.00	2.00
POLICE LIEUTENANT	5.00	5.00	4.00	4.00
POLICE SERGEANT	8.00	8.00	8.00	9.00
POLICE DETECTIVE	9.00	9.00	9.00	9.00
POLICE OFFICER	46.00	46.00	46.00	50.00
POLICE DISPATCH SUPERVISOR	1.00	1.00	1.00	1.00
POLICE DISPATCHER II	12.00	12.00	12.00	12.00
PROPERTY AND EVIDENCE CLERK	0.00	0.00	0.00	1.00
SENIOR ADMINISTRATIVE ASSISTANT	1.00	1.00	1.00	1.00
ADMINISTRATIVE ASSISTANT II	0.50	0.50	1.00	1.00
POLICE RECORDS SUPERVISOR	0.00	0.00	0.00	1.00
POLICE RECORDS SPECIALIST II	7.00	7.00	6.00	6.00
POLICE RECORDS SPECIALIST I	0.00	0.00	1.00	0.00
ANIMAL SERVICES SUPERVISOR	0.00	0.00	0.00	1.00
ANIMAL SERVICES OFFICER	0.00	0.00	0.00	3.00
CODE ENFORCEMENT	0.00	0.00	3.00	3.00
<b>TOTAL DEPARTMENT</b>	<b>92.50</b>	<b>92.50</b>	<b>96.00</b>	<b>105.00</b>

## **FY 2016-17 GOALS AND OBJECTIVES**

- ◆ Reduce Part 1 crime by 3%.
  - ◆ At least 15% of all POP projects are resolved through a completed SARA project.
  - ◆ Detectives increase detective initiated arrests by 3%.
  - ◆ Detectives increase clearance rate by 3%.
  - ◆ Purchase and utilize the Omega Crime Analysis software.
  
- ◆ Reduce traffic collisions by 3% within the traffic work plan.
  - ◆ Increase traffic enforcement in areas designated in the traffic work plan (TWP).
  - ◆ Focus Office of Traffic Safety Grant enforcement activities within the TWP.
  
- ◆ Commitment to community policing.
  - ◆ Patrol watches will document attendance at all monthly community meetings attended.
  - ◆ Detective will document attendance at all monthly community meetings attended.
  - ◆ Specialized units will document attendance at all monthly community meetings attended.
  - ◆ Community Resource Officers (CRO) will document new neighborhood watch groups started quarterly.
  - ◆ CRO will document closed POP projects quarterly.
  - ◆ Hold at least two Citizens Academies.
  - ◆ Hold at least one Force Options Simulator training for citizens to attend.
  - ◆ Increase Twitter following by 100.

- ◆ Increase Next Door following by 1000.
- ◆ CRO to provide resources to reach at least 75% of Upland’s homeless population.
  
- ◆ Improve employee wellness.
  - ◆ Reduce sick time usage by 3%.
  - ◆ Reduce worker’s compensation related injuries by 3%.
  - ◆ No internal/employee initiated complaints.
  - ◆ No environmental workplace complaints.
  - ◆ In addition to mandated POST training, a 25% increase in non-POST mandated training focused on risk management to include sworn and civilian staff.
  
- ◆ To fully integrate the operations of Animal Control into the Upland Police Department.
  
- ◆ To fully integrate the operations of Code Enforcement into the Upland Police Department.

<b>PERFORMANCE MEASUREMENTS</b>	<b>ACTUAL 2013-14</b>	<b>ACTUAL 2014-15</b>	<b>PROJECTED 2015-16</b>	<b>TARGET 2016-17</b>
Number of Part 1 Crimes	2,440	2,430	2,792	2,708
Percentage compliance with POST and STC requirements	100%	100%	100%	100%
Number of forensic computer and cell phone examinations (approx. 12 man hours per examination)	50	50	48	50
Number of total patrol calls	69,190	67,658	72,792	70,608
Number of injury traffic collisions	410	421	532	516
Number of Reserve volunteer hours	1,430	1,430	1,782	1,800
Number of VIPS volunteer hours	3,045	3,045	3,100	3,100
Number of Graffiti Reward Program	9	9	9	10
Number of Intersections equipped with automated license plate readers	0	0	4	4
Number of code enforcement cases resolved	800	1,003	1,200	1,250
Inspections	4,625	4,305	4,500	4,900
Notice of Vacate	28	53	100	80
Citations	33	0	10	50
Administrative Citations	N/A	92	200	225
Cases filed	23	6	2	15

<b>PERFORMANCE MEASUREMENTS</b>	<b>ACTUAL 2013-14</b>	<b>ACTUAL 2014-15</b>	<b>PROJECTED 2015-16</b>	<b>TARGET 2016-17</b>
Abatements	767	1,003	1,200	1,500
City Prosecutor Conferences	31	8	20	35
Signs	3,700	1,205	1,100	1,500
Carts	500	139	200	400
Animals returned to owner	16%	16%	13.5%	15%
Animals euthanized	18%	18%	14.5%	14.5%
Endowment	\$110,000	\$110,000	\$104,600	\$104,600

## **FY 2015-16 MAJOR ACCOMPLISHMENTS**

- ◆ Prepared applications and received awards for the following grants throughout the year:
  - \$99,810 - Urban Area Security Initiatives joint grant with Upland Fire
  - \$118,894 - 2014 Selective Traffic Enforcement Program Grant
  - \$105,645 - FY15/16 State COPS Funding
  - \$20,598 - 2015 Homeland Security Grant
  
- ◆ Continued to participate in the Southern California Internet Crimes Against Children Task Force. This is a nationwide program funded by the U.S. Department of Justice and is one of 61 nationally coordinated task forces. This gives UPD Investigators access to free training, resources and support to investigate on-line sexual predators.
  
- ◆ Continued use of Volunteers in Police Service (VIPS) provided valuable assistance to the Patrol, Records, and Investigations Division by monitoring foreclosed homes and abandoned properties, conducting vacation checks on resident's homes, and filing records. VIPS donated over 3,000 hours to the Police Department.
  
- ◆ Fully implemented the Automated License Plate Reader program.
  
- ◆ Participated in the National Night Out nationwide event in August.
  
- ◆ Participated in the Holiday Miracles program held at the Colonies Shopping Center. Holiday Miracles partnered with law enforcement agencies, charities, and local businesses providing approximately 200 local disadvantaged children with \$200 in new clothes and toys.

- ◆ On-going outsourcing of the False Alarm Billing program with an outside vendor in a zero-cost revenue sharing program continues to result in efficient and effective revenue collections from resulting fines, and maintains updated contact information for participating households and businesses.
- ◆ Participated in the DEA sponsored Got Drugs? National Prescription Drug Take-Back Initiative to safely dispose of surplus and unused prescription drugs.
- ◆ Currently conducting a session of the Citizens Academy for over a dozen Upland residents.
- ◆ Utilizing the Selective Traffic Enforcement Grant, conducted 9 DUI saturation patrols, 10 Traffic Enforcement operations, and 2 Distracted Driver operations resulting in 8 DUI arrests, 1 other criminal arrest, 9 citations for unlicensed/suspended drivers, 302 other citations, and 7 vehicles being impounded for 30 days.
- ◆ Utilizing the DUI Checkpoint grant, conducted 4 DUI checkpoints which resulted in 10 DUI arrests, 5 other criminal arrests, 37 citations for unlicensed/suspended drivers, 11 other citations, 24 vehicle being for 30 days and 11 vehicles towed for other violations.
- ◆ Narcotics investigations resulted in the seizure of \$146,000 in assets.
- ◆ Performed 4,500 code inspections, posted 100 Notices to Vacate, closed 1,200 abatements and removed 1,100 signs.
- ◆ Continued to implement the Administrative Citation process and prepared 200 citations.
- ◆ Spearheaded the actions to close 10 medical marijuana dispensaries.

**CITY OF UPLAND**  
**EXPENDITURE SUMMARY BY DIVISION**  
**FY 2016-17 ADOPTED BUDGET**

	2013-14 <u>ACTUAL</u> <u>EXPENSE</u>	2014-15 <u>ACTUAL</u> <u>EXPENSE</u>	2015-16 <u>ADOPTED</u> <u>BUDGET</u>	2016-17 <u>ADOPTED</u> <u>BUDGET</u>
<b><u>POLICE</u></b>				
<b>3201 POLICE ADMINISTRATION</b>				
Personnel	\$ 1,247,567	\$ 577,692	\$ 639,322	\$ 634,420
Maintenance & Operations	1,821,156	2,343,323	3,125,367	3,102,778
Capital Outlay	-	-	-	-
<b>TOTAL POLICE ADMINISTRATION</b>	<b>\$ 3,068,723</b>	<b>\$ 2,921,015</b>	<b>\$ 3,764,689</b>	<b>3,737,198</b>
<b>3202 POLICE INVESTIGATIONS</b>				
Personnel	\$ 1,711,944	\$ 1,659,691	\$ 1,738,639	\$ 1,976,430
Maintenance & Operations	113,856	104,855	180,336	235,058
Capital Outlay	-	-	-	-
<b>TOTAL POLICE INVESTIGATIONS</b>	<b>\$ 1,825,800</b>	<b>\$ 1,764,546</b>	<b>\$ 1,918,975</b>	<b>2,211,488</b>
<b>3203 COMMUNITY RELATIONS</b>				
Personnel	\$ -	\$ -	\$ -	-
Maintenance & Operations	5,066	-	-	-
Capital Outlay	-	-	-	-
<b>TOTAL COMMUNITY RELATIONS</b>	<b>\$ 5,066</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>
<b>3206 POLICE ADMINISTRATION SUPPORT</b>				
Personnel	\$ -	\$ 554,802	\$ 577,971	\$ 709,570
Maintenance & Operations	-	-	-	-
Capital Outlay	-	-	-	-
<b>TOTAL POLICE ADMINISTRATION</b>	<b>\$ -</b>	<b>\$ 554,802</b>	<b>\$ 577,971</b>	<b>709,570</b>
<b>3210 POLICE SUPPORT</b>				
Personnel	\$ -	\$ 1,336,899	\$ 1,549,737	\$ 1,687,970
Maintenance & Operations	-	-	-	-
Capital Outlay	-	-	-	-
<b>TOTAL POLICE ADMINISTRATION</b>	<b>\$ -</b>	<b>\$ 1,336,899</b>	<b>\$ 1,549,737</b>	<b>1,687,970</b>
<b>3211 POLICE PATROL</b>				
Personnel	\$ 9,382,458	\$ 7,956,076	\$ 8,871,284	\$ 9,992,190
Maintenance & Operations	422,141	467,737	377,740	427,245
Capital Outlay	-	-	-	-
<b>TOTAL POLICE PATROL</b>	<b>\$ 9,804,599</b>	<b>\$ 8,423,813</b>	<b>\$ 9,249,024</b>	<b>10,419,435</b>
<b>3231 POLICE SPECIAL EVENTS &amp; COMMUNITY OUTREACH</b>				
Personnel	\$ 19,974	\$ 35,026	\$ 16,232	\$ 4,060
Maintenance & Operations	-	1,728	1,050	1,050
Capital Outlay	-	-	-	-
<b>TOTAL POLICE SPECIAL EVENTS &amp; C</b>	<b>\$ 19,974</b>	<b>\$ 36,754</b>	<b>\$ 17,282</b>	<b>5,110</b>
<b>3232 POLICE RESERVES</b>				
Personnel	\$ 857	\$ 919	\$ 635	\$ 1,020
Maintenance & Operations	450	-	3,000	3,000
Capital Outlay	-	-	-	-
<b>TOTAL POLICE RESERVES</b>	<b>\$ 1,307</b>	<b>\$ 919</b>	<b>\$ 3,635</b>	<b>4,020</b>

<b>3233</b>	<b>CODE ENFORCEMENT</b>				
	Personnel	\$ 103,467	\$ 122,034	\$ 139,131	\$ 140,710
	Maintenance & Operations	155,603	182,042	77,704	97,606
	Capital Outlay	-	-	-	-
	<b>TOTAL CODE ENFORCEMENT</b>	<b>\$ 259,070</b>	<b>\$ 304,076</b>	<b>\$ 216,835</b>	<b>238,316</b>
<b>4501</b>	<b>ANIMAL CONTROL*</b>				
	Personnel	\$ 551,182	\$ 611,274	\$ 597,833	\$ 399,140
	Maintenance & Operations	-	-	-	-
	Capital Outlay	-	-	-	-
	<b>TOTAL CODE ENFORCEMENT</b>	<b>\$ 551,182</b>	<b>\$ 611,274</b>	<b>\$ 597,833</b>	<b>399,140</b>
<b>101</b>	<b>TOTAL GENERAL FUND</b>				
	Personnel	\$ 13,017,449	\$ 12,854,413	\$ 14,130,784	\$ 15,545,510
	Maintenance & Operations	2,518,273	3,099,684	3,765,197	3,866,737
	Capital Outlay	-	-	-	-
	<b>TOTAL GENERAL FUND</b>	<b>\$ 15,535,722</b>	<b>\$ 15,954,097</b>	<b>\$ 17,895,981</b>	<b>19,412,247</b>
<b>203</b>	<b>TOTAL PUBLIC SAFETY AUGMENTATION FUND</b>				
	Personnel	\$ 768,740	\$ 821,318	\$ 815,000	801,000
	Maintenance & Operations	-	-	-	-
	Capital Outlay	-	-	-	-
	<b>TOTAL PUBLIC SAFETY AUGMENTA</b>	<b>\$ 768,740</b>	<b>\$ 821,318</b>	<b>\$ 815,000</b>	<b>801,000</b>
<b>2XX</b>	<b>TOTAL GRANTS</b>				
	Personnel	\$ 101,681	\$ 67,609	\$ -	112,274
	Maintenance & Operations	338,553	169,990	232,200	305,176
	Capital Outlay	-	81,949	256,025	264,689
	<b>TOTAL POLICE GRANTS</b>	<b>\$ 440,234</b>	<b>\$ 319,549</b>	<b>\$ 488,225</b>	<b>682,139</b>
	<b>TOTAL POLICE</b>				
	Personnel	\$ 13,887,870	\$ 13,743,339	\$ 14,945,784	16,458,784
	Maintenance & Operations	2,856,826	3,269,675	3,997,397	4,171,913
	Capital Outlay	-	81,949	256,025	264,689
	<b>TOTAL POLICE</b>	<b>\$ 16,744,695</b>	<b>\$ 17,094,963</b>	<b>\$ 19,199,206</b>	<b>20,895,386</b>

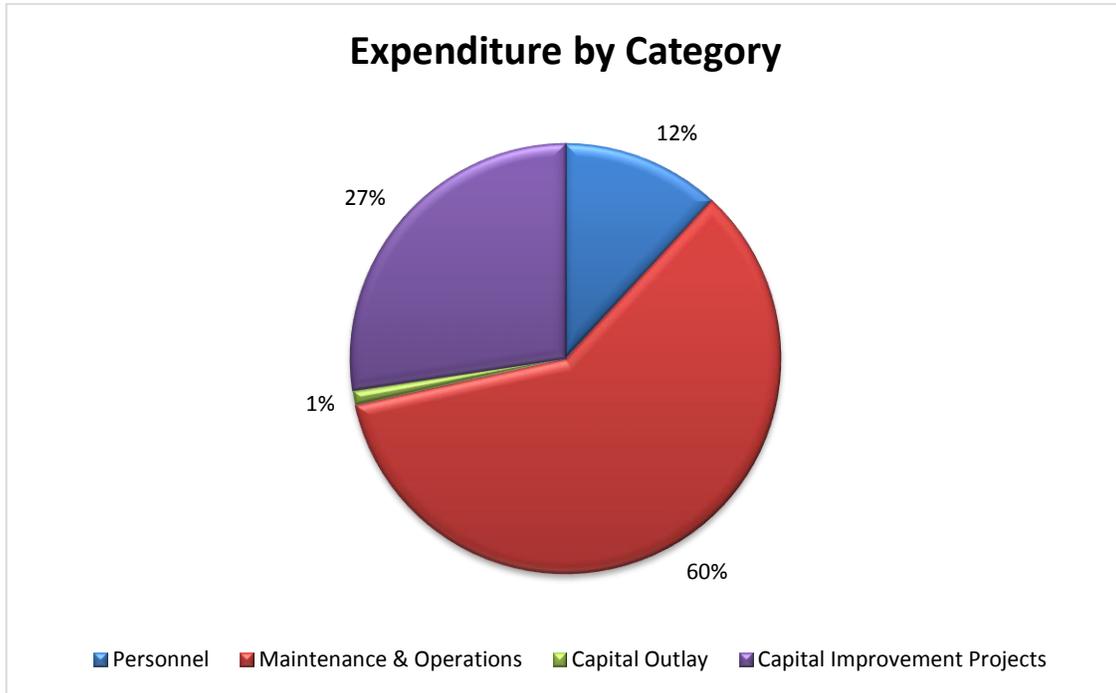
**CITY OF UPLAND  
POLICE DEPARTMENT  
ALL FUNDS  
FY 2016-17 ANNUAL BUDGET  
SUMMARY BY OBJECT CODE**

OBJECT CODE	EXPENSE CLASSIFICATION	2013-14 ACTUAL	2014-15 ACTUAL	2015-16 ADOPTED	2016-17 ADOPTED
<b>PERSONNEL EXPENSE</b>					
5110	Buy Backs	92,495	92,971	93,660	98,300
5111	Salaries- Full Time	1,656,462	1,607,563	1,673,579	1,606,750
5112	Salaries- Temporary/ Part Time	161,734	222,352	383,943	336,430
5113	Overtime	132,847	105,575	86,200	82,800
5116	Fringe Benefits	367,847	369,074	401,864	444,190
5117	Retirement Contributions	318,776	368,808	435,395	466,600
5131	Salaries- Sworn Police	6,989,895	6,870,537	7,016,007	7,651,050
5133	Overtime- Sworn Police	771,877	744,290	479,643	835,594
5136	Fringe Benefits- Sworn Police	1,099,416	1,053,230	1,121,106	1,525,780
5137	Retirement Contributions- Sworn Police	2,296,521	2,308,252	2,801,188	3,411,290
<b>TOTAL PERSONNEL EXPENSES</b>		<b>13,887,870</b>	<b>13,742,652</b>	<b>14,492,586</b>	<b>16,458,784</b>
<b>MAINTENANCE &amp; OPERATIONS</b>					
5211	Postage	693	1,219	1,250	1,250
5213	Dues & Subscriptions	7,008	8,728	14,160	21,767
5214	Training- POST	35,932	30,362	0	0
5215	Training/ Conferences/ Meetings	6,601	12,985	51,610	65,566
5216	Office Supplies	10,803	13,058	13,150	13,150
5217	Other Supplies/Materials	22,544	126,170	121,940	182,850
5218	Uniform Expense	4,702	12,054	13,350	36,980
5220	Fuel Usage	178,978	143,552	211,460	194,300
5222	Print/ Mail Charges	0	2,780	0	0
5223	Information Systems Charges	70,983	176,351	365,334	396,017
5224	Vehicle Charges	0	226,975	86,334	98,299
5225	Building Maint & Operations	0	129,297	132,368	270,616
5231	Office Equipment (Under 5,000)	666	0	250	250
5232	Computer Equip (Under 5,000)	16,137	5,395	119,000	119,000
5233	Other Equipment (Under 5,000)	26,950	52,686	24,772	53,560
5241	Utilities- Electric	99,502	110,546	126,260	126,260
5242	Utilities- Gas	17,165	16,769	17,120	17,120
5243	Utilities- Telephone	79,223	109,814	0	0
5245	Maint- Build/ Struct/ Grounds	69,231	0	0	0
5246	Maintenance- Equipment	744	3,721	5,700	33,800
5247	Maint- Vehicles	185,736	5,562	0	0
5248	Maintenance- Other	722	3,569	0	0
5251	Legal Services	53,519	58,361	60,000	60,000
5252	Professional Services	18,763	30,892	0	0
5253	Contract Services	263,298	255,681	320,812	326,684
5255	Banking Services	2,494	5,807	1,700	1,700
5258	Other Services	382,065	333,534	832,267	371,467
5273	Workers Compensation Charges	379,860	501,430	1,006,747	674,655
5274	Unemployment Charges	29,600	0	0	36,382
5275	Long-term Disability Charges	19,050	0	0	50,429
5276	Liability Charges	552,600	869,564	909,011	946,829
5277	Loss Prevention Charges	46,160	0	0	47,982
5297	Other Expenses	2,500	3,500	0	0
5421	Lease Principal Expense	43,640	19,998	0	0
<b>TOTAL MAINTENANCE &amp; OPERATIONS</b>		<b>2,627,869</b>	<b>3,270,361</b>	<b>4,434,595</b>	<b>4,146,913</b>
<b>CAPITAL OUTLAY</b>					
5530	Machinery & Equipment	217,378	81,949	272,025	289,689
5531	Vehicles	11,578	0	0	0
<b>TOTAL CAPITAL OUTLAY</b>		<b>228,956</b>	<b>81,949</b>	<b>272,025</b>	<b>289,689</b>
<b>TOTAL DEPARTMENT</b>		<b>16,744,695</b>	<b>17,094,963</b>	<b>19,199,206</b>	<b>20,895,386</b>

# PUBLIC WORKS

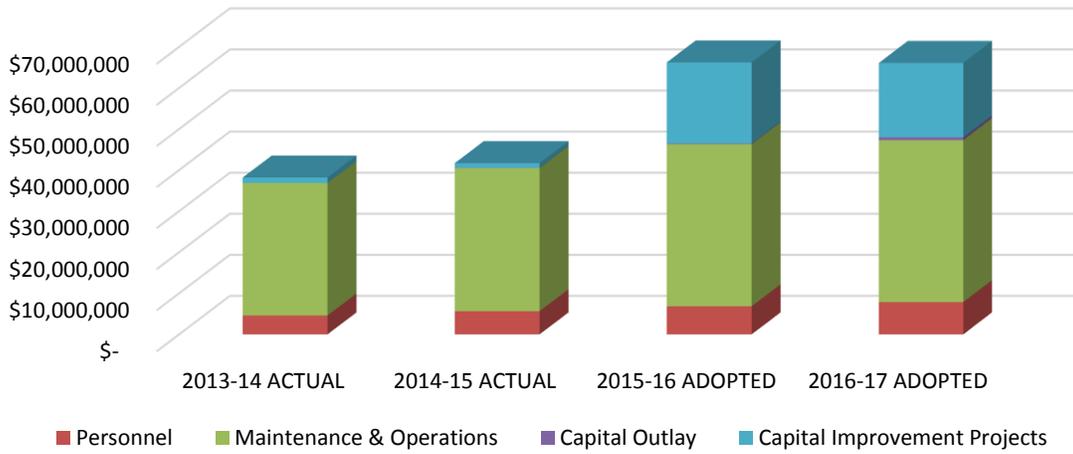
## MISSION STATEMENT

To preserve and enhance Upland’s resources for future generations; to be a responsible custodian of the community’s infrastructure; and to provide responsive, courteous, and cost-effective customer care.

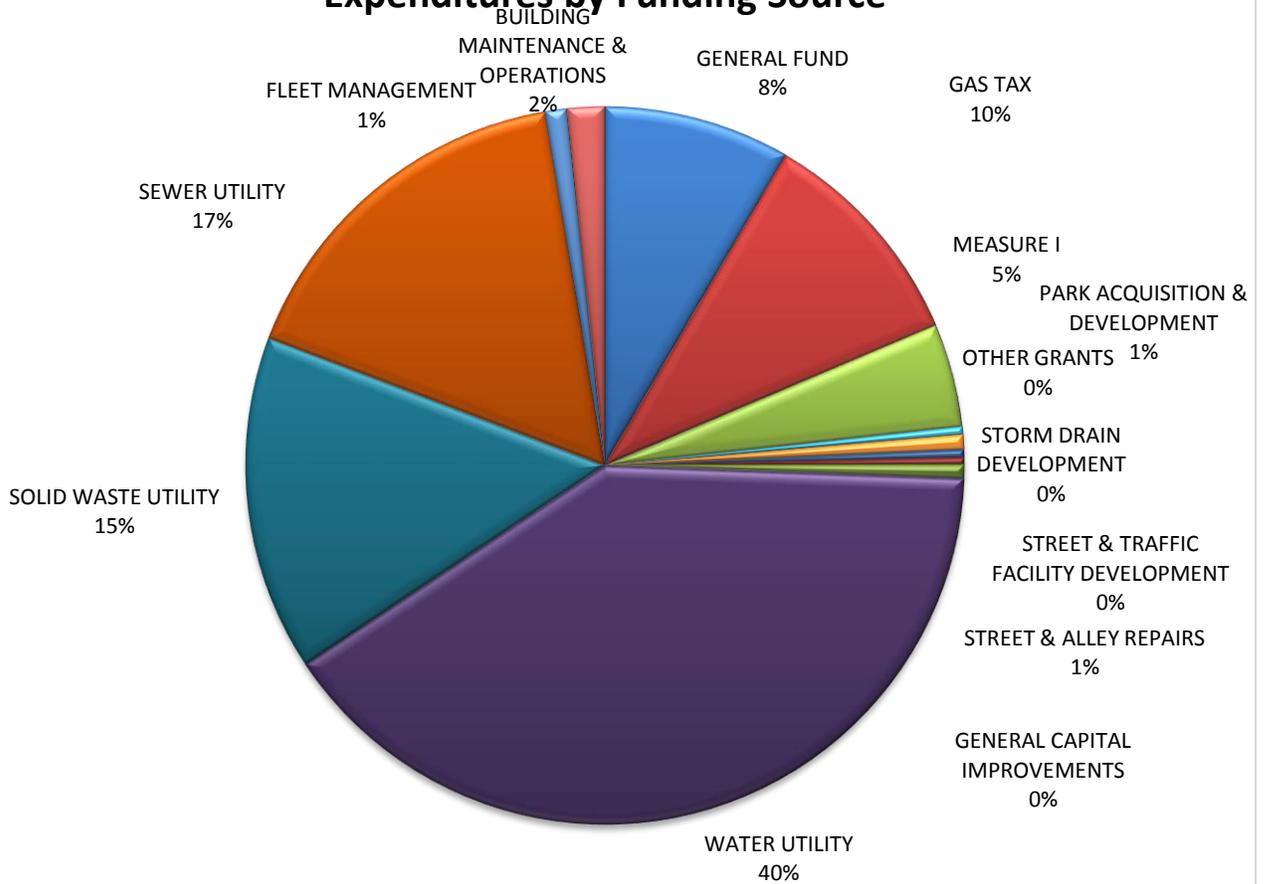


	2013-14 ACTUAL	2014-15 ACTUAL	2015-16 ADOPTED	2016-17 ADOPTED
<b>EXPENSE CLASSIFICATION</b>				
Personnel	\$ 4,599,719	\$ 5,642,455	\$ 6,829,228	\$ 7,849,970
Maintenance & Operations	32,259,294	34,871,569	39,489,958	39,441,617
Capital Outlay	5,835	59,960	151,031	693,000
Capital Improvement Projects	1,317,324	1,110,236	19,747,204	18,100,657
<b>TOTAL BUDGET</b>	<b>\$ 38,182,173</b>	<b>\$ 41,684,220</b>	<b>\$ 66,217,421</b>	<b>66,085,245</b>

### Public Works Expense Classification



### Expenditures by Funding Source



	2013-14 ACTUAL	2014-15 ACTUAL	2015-16 ADOPTED	2016-17 ADOPTED
<b>FUNDING SOURCES*</b>				
GENERAL FUND	\$ 4,041,686	\$ 4,696,198	\$ 6,219,860	\$ 5,538,433
GAS TAX	88,704	287,413	6,827,212	6,761,678
MEASURE I	491,797	636,930	2,840,407	3,088,299
OTHER GRANTS	251	-	-	-
GENERAL CAPITAL IMPROVEMENTS	148,403	131,035	247,807	239,811
PARK ACQUISITION & DEVELOPMENT	28,876	56,722	517,936	430,590
STORM DRAIN DEVELOPMENT	29,166	-	451,748	241,744
STREET & TRAFFIC FACILITY DEVELOPMENT	182,491	-	150,000	200,000
STREET & ALLEY REPAIRS	-	-	200,000	400,000
WATER UTILITY	17,897,290	18,019,593	27,544,948	26,488,484
SOLID WASTE UTILITY	9,321,918	9,841,284	9,962,339	9,999,423
SEWER UTILITY	5,936,004	6,850,562	9,815,076	10,956,204
FLEET MANAGEMENT	15,586	611,374	705,078	640,928
BUILDING MAINTENANCE & OPERATIONS	-	553,110	735,010	1,099,650
TOTAL BUDGET	\$ 38,182,172	\$ 41,684,220	\$ 66,217,421	\$ 66,085,245

## **ENGINEERING - CAPITAL IMPROVEMENTS PROGRAM (CIP)**

The CIP Engineering Division provides engineering, contract administration, and project management for all City capital improvement projects (Street, Traffic Signal, Street Lighting, Storm Drain, Water, Sewer, Public Buildings, Recreation Facilities, etc.). The Division also serves as the liaison between the City and other regional transportation, flood management and local agencies on construction and engineering matters.

## **ENGINEERING - LAND DEVELOPMENT & TRANSPORTATION**

The Land Development and Transportation Engineering Division is responsible for reviewing, placing development conditions of approval and overseeing the development of subdivision maps, public improvement plans, grading plans, and construction projects in accordance with the Upland Municipal Code, the Subdivision Map Act, San Bernardino County, and, state and federal requirements to ensure new development complement the community.

The Transportation Division ensures that the City's traffic circulation system is operating in a safe and efficient manner. This program also plans for growth-related needs for vehicles, bicycles, and pedestrians. This Division is also responsible for managing a contract for the maintenance, operation, and repair of the City's traffic signals and flashing beacons, and the establishment of traffic control and management measures. Additionally, this Division manages the various permit parking areas within the City.

## **OPERATIONS**

The Operations Division is responsible for maintaining and improving the City's infrastructure, (streets, street lights, traffic control measures, storm drainage, City trees and property, parks,

streetscapes, public buildings, fleet maintenance and replacement etc.), in order to improve and enhance the aesthetics of our community.

### **Street Maintenance**

The street maintenance program consists of the maintenance of City streets, alleys, and public right-of-way to ensure safe conditions for motorists, bicyclists, and pedestrian travel. This Division also assists with traffic control measures required for special events. This includes the maintenance of the storm water drainage collection system.

### **Sidewalk Repair/Maintenance**

The concrete maintenance and repair program is responsible for the maintenance of sidewalks, curbs, gutters and other concrete structures within the public right of way. This maintenance includes implementing short and long term corrective measures to provide a safe path of travel for pedestrians.

### **City Parkway Tree & Park Tree Maintenance**

Operations contracts and manages a private landscape maintenance vendor to perform routine tree trimming on approximately 36,000 City trees. Parkway and median tree trimming is performed on a grid trimming schedule, which provides tree trimming on a 5 to 7 year cycle. This method of trimming provides both a cost effective and equitable method and a systematic approach to addressing City trees in our community. Included in the routine maintenance program is the removal of dead and/or severely deteriorated trees and their subsequent replanting.

### **City Parkway, Median, and City Property Maintenance**

Operations contracts and manages a private landscape maintenance vendor to perform routine landscape maintenance, weed abatement, and graffiti removal for City controlled properties. The City has 73.3 acres of parkway and median areas, and 25 acres of public trails that require routine maintenance. This program ensures these properties are maintained in an aesthetical suitable manner to preserve appearance and the quality of life in the community.

### **City Park Maintenance**

The City has approximately 217 acres of active recreational park grounds. The Operations Division is responsible for park, sports field and park restroom facility maintenance to ensure the facilities are safe and clean for the community's enjoyment.

### **Traffic Control Signage and Pavement Striping/Marking Maintenance**

Operations is responsible for the maintenance and repair of all regulatory, warning, directional and advisory signage in the City, as well as the pavement markings, to provide a safe and informative transportation system.

### **Public Building Facility Maintenance**

Operations is responsible for the maintenance and repair of 14 public buildings (Civic Center Complex, Senior Center, Police Department, Public Works, etc.), 12 park restrooms and 5 miscellaneous City facilities. Maintenance and repair of these facilities preserves the asset service life, and provides a safe, suitable environment for City personnel and the public to use for business, educational or recreational activities.

**Fleet Maintenance & City Vehicle Fueling Station**

Operations provides for the procurement, maintenance and repair of City equipment and vehicles necessary for the efficient and effective delivery of community Public Works maintenance, Code Enforcement, Police and Fire Safety sand other municipal services to the community. The Division is also responsible for regulatory compliance and management of the fuel procurement and delivery contract.

**Street Sweeping**

Operations is responsible for managing the contract services provided by Burrtec Waste Industries, the City Solid Waste Collection and Disposal vendor. As part of their contracted responsibilities, Burrtec Waste Industries provide street sweeping services to the community.

Residential and arterial streets are currently swept twice per month. Alleyways are swept once per month.

<b>PERSONNEL</b>				
<b>PERMANENT POSITIONS</b>	2013-14 ACTUAL	2014-15 ACTUAL	2015-16 ADOPTED	2016-17 ADOPTED
<b>PUBLIC WORKS - ADMINISTRATION</b>				
PUBLIC WORKS DIRECTOR	1.00	1.00	1.00	1.00
DEPUTY PUBLIC WORKS DIRECTOR	1.00	1.00	0.00	0.00
OPERATIONS MANAGER	0.00	0.00	1.00	1.00
SENIOR ADMINISTRATIVE ASSISTANT	0.00	0.00	1.00	1.00
ADMINISTRATIVE ASSISTANT II	2.00	2.00	1.00	0.00
ADMINISTRATIVE ASSISTANT I	0.00	0.00	0.00	1.00
<b>PUBLIC WORKS – CAPITAL PROJECTS</b>				
PRINCIPAL ENGINEER	1.00	1.00	0.00	0.00
ENGINEERING MANAGER	0.00	0.00	1.00	1.00
SENIOR ENGINEER	1.00	1.00	1.00	1.00
ASSOCIATE ENGINEER	1.00	1.00	1.00	1.00
ENGINEERING TECHNICIAN	0.00	0.00	0.00	0.00
SENIOR PUBLIC WORKS INSPECTOR	2.00	1.00	1.00	1.00
PUBLIC WORKS INSPECTOR II	0.00	1.00	1.00	1.00
WATER UTILITY INSPECTOR II	1.00	1.00	1.00	0.00
WATER UTILITY INSPECTOR I	0.00	0.00	0.00	0.00
SENIOR WATER UTILITY INSPECTOR	0.00	0.00	0.00	1.00
<b>PUBLIC WORKS – DEVELOPMENT/TRANSPORTATION</b>				
PRINCIPAL ENGINEER	0.00	1.00	1.00	1.00
ASSISTANT ENGINEER	1.00	1.00	1.00	1.00
ASSOCIATE ENGINEER	1.00	0.00	0.00	0.00
ENGINEERING TECHNICIAN	0.00	0.00	0.00	0.00
COUNTER TECHNICIAN	1.00	1.00	1.00	1.00
<b>PUBLIC WORKS – OPERATIONS</b>				
OPERATIONS MAINTENANCE SUPERINTENDENT	1.00	1.00	0.00	0.00
MAINTENANCE SUPERVISOR	0.00	0.00	1.00	1.00
MAINTENANCE CREW LEAD	3.00	3.00	3.00	3.00
MAINTENANCE WORKER II	10.00	10.00	10.00	10.00
SR/LEAD EQUIPMENT MECHANIC	1.00	1.00	1.00	0.00
LEAD EQUIPMENT MECHANIC	0.00	0.00	0.00	1.00
EQUIPMENT MECHANIC II	2.00	2.00	2.00	2.00
INVENTORY SPECIALIST	1.00	1.00	1.00	1.00

FACILITIES MAINTENANCE SUPERINTENDENT	1.00	0.00	0.00	0.00
FACILITIES COORDINATOR	0.00	0.00	0.00	1.00
FACILITIES SPECIALIST	2.00	2.00	2.00	1.00
CUSTODIAN	2.00	2.00	3.50*	3.50
<b>TOTAL DIVISIONS</b>	<b>36.00</b>	<b>35.00</b>	<b>36.50</b>	<b>36.50</b>
* Increase due to transfer of custodian service from Community Services/Recreation to Public Works Department				

**FY 2016-17 GOALS AND OBJECTIVES**

- ◆ To provide high quality, courteous, and prompt customer service.
- ◆ To provide reliable services to residents and businesses at a cost-effective rate.
- ◆ To pursue grant opportunities at the County, State and Federal level.
- ◆ To ensure compliance with County, State and Federal regulations.
- ◆ To maintain City parks in a safe and aesthetically pleasing manner.
- ◆ To monitor and maintain City trees using a GIS based inventory.
- ◆ To remove dead and provide new trees to residents committed to their daily care within the funding allocation.
- ◆ To maintain the Metrolink Station and parking lots to ensure a safe clean environment for passengers.
- ◆ To maintain and preserve the City’s streets utilizing cost-effective pavement rehabilitation methods.
- ◆ Develop project conditions to meet regulatory requirements and mitigate project impacts protecting and preserving community values and quality of life.
- ◆ Provide quality plan check review to ensure conformance with City requirements and standards.
- ◆ Meet and/or exceed the development review time schedules.
- ◆ Provide flexibility without compromising the development quality standards and requirements.
- ◆ Maintain proper operation of the City Traffic Signal system in a safe and reliable manner.
- ◆ Develop an inventory of all regulatory, advisory and directional traffic control signage.

- ◆ Use the recently completed sign management platform to implement the replacement of regulatory, warning and post-mounted guide (excluding street name) signs to meet the minimum retroreflectivity levels in accordance with regulatory requirements.
- ◆ Construct Street Improvements on
  - ◆ 16th Street from Mountain Avenue to Campus Avenue
  - ◆ 14<sup>th</sup> Street from Euclid Avenue to Campus Avenue
  - ◆ 13<sup>th</sup> Street from Euclid Avenue to Campus Avenue
  - ◆ 22<sup>nd</sup> Street from Mountain Avenue to Euclid Avenue
  - ◆ Foothill Boulevard from Grove Avenue to Campus Avenue
  - ◆ Linda Way from 8<sup>th</sup> Street north to the end of the cul-de-sac
- ◆ Construct concrete improvements between 13<sup>th</sup> and 14<sup>th</sup> streets and Benson Avenue and Mountain Avenue
- ◆ Complete construction documents for street improvements on 9<sup>th</sup> from 3<sup>rd</sup> Avenue to Campus Avenue and on Arrow Hwy from Mountain Avenue to San Antonio Avenue
- ◆ Construct a Slurry Seal Pavement Maintenance treatment in the Downtown Area on 9<sup>th</sup> Street and 2<sup>nd</sup> Avenue
- ◆ Complete an Alley Pavement Improvement Project

<b>PERFORMANCE MEASUREMENTS</b>	<b>ACTUAL 2013-14</b>	<b>ACTUAL 2014-15</b>	<b>PROJECTED 2015-16</b>	<b>TARGET 2016-17</b>
Repairs of streets and alleys (a)	2,800	608	1486	650
Street miles swept twice per month	14,170	14,170	14,170	14170
Street lights replaced/reported	108	106	84	275
New and replaced street signs	900	228	119	120
Flood control drains cleaned	820	820	48	60
Tree issues resolved (b)	7,263	1333	1540	1750
Trees planted or replaced	150	33	45	55
Manholes inspected and cleaned (*)	1,850	1058	1100	1150
Park and bike trail issues resolved (c)	67	753	1218	1200
Miles of main sewer lines cleaned (*)	114	60	200	200
Sewer lateral issues resolved (d) (*)	129	351	314	320
Automotive repairs	1,100	1,152	1,175	1,200

(a) Potholes, cracks, paving repairs due to water repairs

(b) Tree inspection, obstruction of sign/light, limb drop, branch damage, pest treatment, root damage, removal work and various pruning, excluding trimming works performed by contractors

<b>PERFORMANCE MEASUREMENTS</b>	<b>ACTUAL 2013-14</b>	<b>ACTUAL 2014-15</b>	<b>PROJECTED 2015-16</b>	<b>TARGET 2016-17</b>
(c) Park & bike trail issues include cleanup, graffiti, landscaping and irrigation, lighting replacement, restroom issues, fountain repair, playground repair, event setup, weeds control, etc.				
(d) Sewer backup, root & blockage, lateral damage due to city tree's roots and lateral repair				
(*) Currently performed by water utilities crew				

## **FY 2015-16 MAJOR ACCOMPLISHMENTS**

- ◆ Maintained compliance with all regulatory agencies including the South Coast Air Quality Management District, California Integrated Waste Management Board, Regional Water Quality Control Board and County of San Bernardino.
- ◆ Maintained compliance with all federal, state and local agencies' regulations pertaining to the pre-treatment and disposal of non-domestic wastewater to the City's sewer system.
- ◆ Maintained compliance with the federal requirements for the Energy Efficiency Community Block Grant, the primary funding source for the City's shade structure solar system construction.
- ◆ Participated in regional efforts to encourage oil recycling.
- ◆ Participated in City events including the Lemon Festival, Arbor Day, Community Clean-Up Day and Upland Fun Day.
- ◆ Completed review of Sycamore, Harvest development entitlements.
- ◆ Colonies - Commercial Center Site Build Out Construction (PA-19).
- ◆ Completed a Citywide Engineering Traffic Speed Survey
- ◆ Completed 80 percent of the sign inventory GIS database.
- ◆ Performed a Crossing Guard Study at the elementary schools.
- ◆ Completed the rehabilitation of Mountain Avenue from 9<sup>th</sup> Street to the 210 freeway, including a water main replacement
- ◆ Complete an Alley Improvement Master Plan
- ◆ Completed Citywide PCC Improvement Project between Arrow Route and 11<sup>th</sup> Street and Benson Avenue and Mountain Avenue
- ◆ Completed Striping and Signage Improvements, Arrow and 5<sup>th</sup> Avenue & Benson and 11<sup>th</sup> Street
- ◆ Convert the Downtown Street Light to energy efficient LED lighting

# **WATER ENTERPRISE**

## **MISSION STATEMENT**

To provide the City with a safe and reliable supply of high quality drinking water, meeting all regulatory requirements, in an efficient and cost effective manner.

## **WATER ENTERPRISE**

The Water Division produces, treats, stores, and distributes adequate supplies of pure, wholesome water for consumption and fire fighting in the most efficient and cost effective way possible. It is responsible for maintaining water quality that continues to meet State and Federal Drinking Water Standards, and in most cases, produces water that is treated to a higher degree than required. The Water Division has also established an asset protection and management plan to ensure infrastructure is effectively renewed, replaced, and maintained.

Additional assignments of the Water Division are asset maintenance for the City's sewer infrastructure; this includes cleaning, customer service, proactive maintenance and emergency response maintenance.

The passage of the Water Conservation Act of 2009 (SBX7-7) requires all urban water suppliers to reduce their water usage 20% by 2020. The Water Division is responsible for meeting this goal and is actively pursuing programs, projects and educational opportunities to ensure compliance. Compliance is measured in Gallons per Capita per Day (GPCD) which accounts for population and all water uses including landscaping, cleaning, cooking and personal needs. The City's benchmark for measuring its water use reduction was set at 273 GPCD based on historical water production records. Although the City has experienced several dry years, progress has been made with a water use reduction. However, on April 1, 2015, the Governor declared a Drought Emergency and signed Executive Order B-29-15, mandating a 25% statewide reduction in drinking water usage. The State Water Resources Control Board (Water Board) was required to develop program compliance regulations. Upland's conservation standard was set at 36%. The City is working to develop a program to meet these mandated reductions.

<b>PERSONNEL</b>				
<b>PERMANENT POSITIONS</b>	<b>2013-14 ACTUAL</b>	<b>2014-15 ACTUAL</b>	<b>2015-16 ADOPTED</b>	<b>2016-17 ADOPTED</b>
<b>PUBLIC WORKS - WATER</b>				
WATER/UTILITIES OPERATIONS MANAGER	1.00	1.00	1.00	1.00
WATER CONSERVATION SPECIALIST	1.00	1.00	1.00	0.00
MANAGEMENT ANALYST	0.00	0.00	0.00	1.00
WATER DISTRIBUTION SUPERVISOR	1.00	1.00	1.00	0.00
UTILITY SYSTEM SUPERVISOR	0.00	0.00	0.00	1.00
GIS/CADD TECHNICIAN	1.00	1.00	1.00	1.00
WATER SYSTEMS OPERATOR CHIEF	1.00	1.00	1.00	0.00
CHIEF WATER TREATMENT OPERATOR	0.00	0.00	0.00	1.00
WATER SYSTEMS OPERATOR IV	4.00	2.00	2.00	0.00
WATER SYSTEMS OPERATOR III	0.00	0.00	0.00	0.00
SENIOR WATER TREATMENT OPERATOR	0.00	0.00	0.00	2.00
WATER SYSTEMS OPERATOR II	0.00	1.00	1.00	0.00
WATER SYSTEMS OPERATOR I	0.00	1.00	1.00	0.00
WATER TREATMENT OPERATOR	0.00	0.00	0.00	2.00
LEAD WATER UTILITY WORKER V	1.00	1.00	1.00	1.00
LEAD WATER UTILITY WORKER III	1.00	1.00	1.00	1.00
SENIOR UTILITY SYSTEM WORKER	0.00	0.00	0.00	2.00
WATER UTILITY WORKER V	0.00	1.00	1.00	0.00
WATER UTILITY WORKER IV	1.00	1.00	1.00	0.00
WATER UTILITY WORKER III	1.00	1.00	1.00	0.00
UTILITY SYSTEM WORKER	0.00	0.00	0.00	4.00
WATER UTILITY WORKER II	4.00	3.00	3.00	0.00
WATER UTILITY WORKER I	0.00	0.00	0.00	0.00
MAINTENANCE WORKER II	4.00	4.00	4.00	4.00
SENIOR WATER METER TECHNICIAN	1.00	1.00	1.00	1.00
WATER METER TECHNICIAN	2.00	2.00	2.00	2.00
<b>TOTAL DIVISION</b>	<b>24.00</b>	<b>24.00</b>	<b>24.00</b>	<b>24.00</b>

## **FY 2015-16 GOALS AND OBJECTIVES**

- ◆ To maintain water quality that meets all State and Federal Drinking Water Standards.
- ◆ To provide high quality, courteous, and prompt customer service.
- ◆ To provide reliable water service at an affordable rate.
- ◆ To enhance water quality by flushing all fire hydrants on a continuous basis.

- ◆ To further develop and expand the recycled water system in a cost-effective manner.
- ◆ To maintain the established asset protection and management plan that ensures infrastructure is effectively, renewed, replaced, and maintained.
- ◆ To continue maintenance operations to improve reliability.
- ◆ To increase water conservation awareness through public outreach and conservation programs.
- ◆ To accelerate the City’s valve replacement program to ensure compliance with the Department of Public Health recommendations.
- ◆ To reduce water usage within the community to achieve compliance with the Governor’s mandated water usage requirements. The Water Board calculated Upland’s per capita use at 235 gpcd and set the City’s conservation standard at 36%. Thus, the reduction requirement is to achieve the per-capita use target of 150 gpcd.

The Water Division encompasses many duties not listed below. The list provides a representative sample of daily activities.

<b>PERFORMANCE MEASUREMENTS</b>	<b>ACTUAL 2013-14</b>	<b>ACTUAL 2014-15</b>	<b>PROJECTED 2015-16</b>	<b>TARGET 2016-17</b>
Water production, acre feet (WFA, SAWCO, WE, & City wells)	23,178	16,612		
Water samples taken	3,000	3000	3,000	3,000
Customer inquires (meter leaks, check reads, quality, high consumption, meter lids, general)	994		1,600	1,650
Meter installations (new service & replacements)	1,109		1,100	1,150
Service maintenance (meter boxes, service leaks, s/c repairs, etc)	341		450	500
Main leaks repaired	111		100	90
Fire Hydrant damages repaired	35		12	15
Fire Hydrants maintained	232		200	250
Flush-outs inspected/maintained	750		760	755
Number of exercised valves	3,263		2,500	2,650
Valve Replacement	38		60	70
USA tickets received and marked	1,757		1,850	1,800

<b>PERFORMANCE MEASUREMENTS</b>	<b>ACTUAL 2013-14</b>	<b>ACTUAL 2014-15</b>	<b>PROJECTED 2015-16</b>	<b>TARGET 2016-17</b>
Service “turn-on” and “turn-off”	2,435		2500	2,450
Water conservation contacts	142		250	300
Educational events	29		30	30
Water efficient landscape classes	2		4	5
New water pipelines and appurtenances installed (linear feet)	7,206		2,500	3,000
Manholes inspected and cleaned	1058		1100	1150
Miles of main sewer lines cleaned	60		80	85
Sewer lateral issues resolved (*)	351		355	360
(*) Sewer backup, root & blockage, lateral damage due to city tree’s roots and lateral repair				

## **FY 2015-16 MAJOR ACCOMPLISHMENTS**

- ◆ Maintained the public infrastructure including potable water lines and valves, sewer lines, manholes, flood control drains, utility pavement repairs, and tree root maintenance.
- ◆ In 2015, residential customers reduced their water use by 23% from 2014.
- ◆ Maintained compliance with weekly, quarterly, and annual Water Quality Monitoring Reports.
- ◆ Completed a multi-year rate review and adjustment process.
- ◆ Participated in several regional conservation programs including the Landscape Retrofit Program, the Inland Empire Landscape Transformation Program, Free Sprinkler Nozzles, a Rain Barrel Rebate Program, School Water Awareness Education Event at Foothill Knolls Elementary, and Turf Removal Program.
- ◆ Completed the 2014 Emergency Business Contingency Plan, the Consumer Confidence Report, California Department of Public Health Annual Report and the Department of Water Resources Annual Report and the State Water Resources Control Board Sanitary Sewer Master Plan Update.
- ◆ Implemented a meter exchange program to replace outdated and worn meters.
- ◆ Implemented a service line replacement program to exchange outdated galvanized steel pipe with copper.
- ◆ Rehabilitated City Well #15.

- ◆ Upgraded remote telemetry at Mountain View Well 4.
- ◆ Rehabilitated the under drain system for the San Antonio Canyon Water Treatment Plant.
- ◆ Implemented the National Major Challenge to reduce water use during the month of April.

# **SOLID WASTE**

## **MISSION STATEMENT**

To provide efficient and cost effective solid waste services including refuse, recycling, and household hazardous waste collection, and to comply with the State's regulatory and reporting requirements pursuant to the objective of solid waste diversion.

## **SOLID WASTE**

The Solid Waste Division is responsible for providing Upland residents with quality refuse collection, disposal, recycling, green waste, sharps and household hazardous waste service in the most efficient manner at the lowest possible cost. The Division is also in charge of the State's regulatory and reporting requirements to meet solid waste diversion objectives including preparation for mandated commercial/multi-family recycling rates.

The City's refuse collection, recycling, and green waste contractor, Burrtec Waste Industries, Inc., is responsible for the collection of solid waste and transportation to an appropriate landfill. In addition, the contractor provides for the collection, processing, and marketing of materials collected through recycling and green waste programs provided by the City.

The Solid Waste Division manages the Household Hazardous Waste Program (HHW) drop-off facility. The facility is open on fair weather Saturdays from 9:00 a.m. – 2:00 p.m. and enables residents to dispose of oil, paint, electronic waste, pharmaceuticals and numerous other items in a safe manner. Now that the Sharps Program has been added to HHW, residents can drive through and drop off their Sharps containers, as well as pick-up new containers free of charge during regular HHW hours. Residents may also pick up free Sharps containers Monday – Thursday between the hours of 8:00 a.m. – 6:00 p.m.

## **FY 2015-16 GOALS AND OBJECTIVES**

- ◆ To provide courteous prompt customer service for all Solid Waste Programs.
- ◆ To complete the renovation of the Household Hazardous Waste Facility.
- ◆ To implement a recycling program for City facilities.
- ◆ To provide prompt and accurate reporting of solid waste programs and diversion statistics for compliance with State regulatory agencies.
- ◆ To provide used oil and beverage container diversion programs pursuant to State grant objectives; to provide prompt and accurate reporting of grant expenditures for compliance with State regulatory agencies.

- ◆ To reduce the solid waste disposal rate complying with the State’s “Not to exceed 5.2 lbs/person/day disposal target” for the City of Upland (SB 1016). The goals of SB 1016 are synonymous with those of State mandated AB 939, necessitating the development of new recycling programs and outreach/educational opportunities to achieve diversion. Additionally, AB 341 mandates commercial and multi-family recycling for those entities that produce four cubic yards or more of refuse per week.
- ◆ Implement a commercial organic waste recycling program in accordance with AB 1826 requirements.
- ◆ To continue recycling programming that will increase diversion which will reduce the City’s solid waste disposal rate.
- ◆ To provide on-going recycling, composting, and Sharps education to residents and businesses, and to continue to encourage proper disposal of all waste materials and recycling.
- ◆ To increase the amount of commercial and multi-family recycling.
- ◆ To provide a safe and convenient facility to the public for the proper disposal of Household Hazardous Waste and Sharps.
- ◆ To educate the community to increase residential green and food waste recycling through composting.

<b>PERFORMANCE MEASUREMENTS</b>	<b>ACTUAL 2013-14</b>	<b>ACTUAL 2014-15</b>	<b>PROJECTED 2015-16</b>	<b>TARGET 2016-17</b>
Disposal rate* (pounds per person per day)	3.6	3.6	3.6	3.6
Number of household hazardous waste participants	4,150	5591	5242	5,300
Household hazardous waste volume (lbs)	293,793	310,100	300,000	305,000
Number of Solid Waste educational events	6	6	6	6

\*Per Senate Bill 1016, the waste diversion measurement system has shifted from a target of diverting at least 50% of municipal waste generated, to a disposal target of (land filling) no more than 50% of municipal waste generated, on a per capita basis. The state has calculated the City of Upland’s - not to exceed - 50% equivalent per capita disposal target to be 5.2 pounds per person per day.

### **FY 2014-15 MAJOR ACCOMPLISHMENTS**

- ◆ Utilized grant funding to provide community outreach on different recycling topics via the City’s website and Time Warner cable channel 3 or Verizon FIOS channel 26.
- ◆ Continued newsletters for residential, commercial and multi-family customers.
- ◆ Implemented a Commercial Recycling Education notification Program in accordance with AB

341.

- ◆ Increased the amount of commercial/multi-family recycling accounts.
- ◆ Received two grants to provide Sharps containers free of charge.
- ◆ Provided two composting classes to residents.
- ◆ Instituted “check-in” procedures for the HHW facility.
- ◆ Completion of Sharps and Hazwoper training for HHW personnel.
- ◆ Participated in City events including the Lemon Festival, July 4<sup>th</sup> Celebration, Community Clean-Up Day and Upland Fun Day.

# **SEWER**

## **MISSION STATEMENT**

To provide the City with a reliable sewage disposal service, watershed management, recycled water program implementation, and other environmental services, in an efficient and cost effective manner.

## **SEWER**

The Sewer Division is responsible for providing sewage collection and disposal for residents and businesses. Additionally, the Division is responsible for the beneficial use of the City's sewer system at an equitable cost; implementing a comprehensive program for storm water pollution control to reduce, prevent, or eliminate contamination of surface and groundwater; planning, administering, and identifying rehabilitation and CIP projects; performing sewer camera inspection and lining projects; and, inspecting sewer construction and maintenance projects.

The Division works closely with its wastewater treatment agency, the Inland Empire Utilities Agency (IEUA) on various issues pertaining to wastewater disposal, including the sewage treatment cost for both new development and existing connections. The City pays IEUA for the acquisition, construction, maintenance, and operation of its regional sewer system, wastewater treatment and reuse, or disposal of treated effluent facilities based on the City's pro-rata share of all net audited costs incurred by IEUA in the maintenance and operation of its regional sewage facilities.

The Division is responsible for implementing the Recycled Water Program, evaluating the City's watershed and storm drain system, developing plans to further capture storm water runoff for groundwater recharge and fulfilling the Sewer System Management Plan requirements, including the update of the sewer model for hydraulic evaluation and project identification that are shared with other Public Works Divisions. The Division's activity includes applying for grants to fund pertinent projects.

In addition, the Division is responsible for monitoring and controlling methane gas generated from the closed Upland Sanitary Landfill, including the operation of the gas extraction system and flare station to prevent methane migration outside the Landfill perimeter in compliance with requirements imposed by AQMD and other regulatory agencies. Included in this responsibility is the monitoring of groundwater quality underneath the Landfill, as required by state and federal regulations.

The Division is tasked with performing the National Pollutant Discharge Elimination System (NPDES) Program, which is required by the Regional Water Quality Control Board, via NPDES Permit No. CAS618036. The NPDES permit was issued to the County of San Bernardino, as principal permittee, and the City, as well as local cities, as co-permittees. The NPDES goal is to prevent and eliminate runoff causing impairment to local surface water. The City is bound to the west by the San Antonio Channel and to the east by the Cucamonga Channel, which both discharge to the Santa Ana River. If left uncontrolled, runoff of pollutions can result in destruction of aquatic life habitats and threats to public health. The NPDES Program has mechanisms designed to prevent harmful contaminants from being washed by runoff into local channels. To fulfill that objective,

Division staff inspects certain sites, of private and public businesses, including construction locations, and participates in a variety of storm water pollution activities, including source control, comprehensive bacteria reduction, watershed action and public education.

It is important to note that the City is required by Federal and State Law to comply with the NPDES Permit, otherwise substantial fines and imprisonment could be imposed.

Division staff also participates in the Administrative Review process and plan checking of development sponsored public improvements.

<b>PERSONNEL</b>				
<b>PERMANENT POSITIONS</b>	2013-14 ACTUAL	2014-15 ACTUAL	2015-16 ADOPTED	2016-17 ADOPTED
<b>PUBLIC WORKS - SEWER</b>				
ENVIRONMENTAL QUALITY ADMIN	1.00	1.00	1.00	1.00
ASSOCIATE ENGINEER	1.00	1.00	1.00	1.00
ASSISTANT ENGINEER	1.00	1.00	1.00	1.00
SR ENVIR CONTROL TECHNICIAN	1.00	1.00	1.00	1.00
<b>TOTAL DEPARTMENT</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>

#### **FY 2016-17 GOALS AND OBJECTIVES**

- ◆ To comply with all regulatory requirements in wastewater collection, treatment, discharge services, and environmental mitigation issues, including the National Pollutant Discharge Elimination System (NPDES) and Sewer System Management Plan (SSMP).
- ◆ To ensure City compliance with federal and state regulations pertaining to storm water and the area-wide NPDES permit.
- ◆ To ensure City compliance with SSMP requirements by developing relevant guidelines and procedures for appropriate updates to the adopted SSMP document.
- ◆ To perform, construct, implement, or continue the following projects:
  - Recycled Water Program and Water Conservation Project implementation
  - Storm Water Drainage Master Plan
  - Sewer rehabilitation and relief projects
  - Sewer System Master Plan Update
  - Grant funding applications for City projects
- ◆ To audit the billings of utility services (water, sewer and solid waste service) to prevent losses of utility revenues and, ultimately, improve the City's financial stability.
- ◆ To manage the post-closure of the Upland Landfill by monitoring, testing, and reporting in accordance with all regulatory requirements.

<b>PERFORMANCE MEASUREMENTS</b>	<b>ACTUAL 2013-14</b>	<b>ACTUAL 2014-15</b>	<b>PROJECTED 2015-16</b>	<b>TARGET 2016-17</b>
Sewer miles cleaned or lined (miles)	60 miles cleaned	101 miles cleaned	125 miles cleaned	130 miles cleaned
Sewer miles inspected by camera (*)	31	-	-	25
Sewer manholes/facilities repaired (*)	-	32	-	45
Permitted dischargers or active permits	193	192	196	200
Trunk Line wastewater samples collected	2	2	2	2
Permitted businesses inspected	211	212	215	220
New sewer connections processed	16	19	18	18
Permit violation letters issued (due to discharge limits and reporting requirements)	159	131	45	50
Interior and perimeter Gas Well Collection System readings obtained	59	59	59	59
Landfill probe readings	63	63	63	63
Landfill interior and perimeter gas groundwater samples taken	36	36	36	36
Storm water inspections	259	101	51 (a)	50
Mandated countywide storm water protection meetings attended	12	12	12	12
Development plan checks	246	246	(b)	(b)
Recycled water retrofit plans submitted and approved by Department of Public Health	2	1	0 (c)	0(c)
Retrofitted sites/new connections	7	6	3	3

(\*) Sewer line cameral inspection is intended to be done alternately with sewer rehabilitation.

(a) Variation in number of storm water inspections performed or to be conducted reflects determination of inspection priorities assigned to industrial and commercial locations, resulting in some years of more inspections than other years.

(b) New development plan checks have been performed by Development Services (DS) and will be reported as part of the DS activities.

(c) Recycled water (RW) retrofit work approaching the end of the first phase RW implementation. New retrofits and connections require additional construction of recycled water lines.

## **FY 2015-16 MAJOR ACCOMPLISHMENTS**

- ◆ Replaced 32 downtown brick manholes, observed to be structurally vulnerable to earthquake damage, with precast concrete manholes.
- ◆ Secured and obtained a rebate of \$27,818 for the removal of approximately 12,400 square feet of turf on two medians, on Monte Vista Avenue and Arrow Route.
- ◆ Successfully convinced the U.S. Bureau of Reclamation (USBR) to allow expansion of the scope of the Smart Median Water Efficient Irrigation Retrofit Project, funded by USBR, to install smart (weather based) controllers at the City parks, and received a funding of \$30,750 (48% of the Project cost).
- ◆ Completed preliminary retrofit plans for installation of drought tolerant plants for nine locations of the City parks or facilities, and entered their information on the waitlist for upcoming water conservation rebates.
- ◆ Issued and obtained proposals for evaluation of the current landfill gas extraction system and modification to the current landfill flare emission control system for use of supplemental gas.
- ◆ In response to the new Order No. R8-2013-0010, issued by the Santa Ana Regional Water Quality Control Board, successfully submitted a proposed modification to the current landfill compliance plan to reduce the current quarterly monitoring to once per six month frequency, and to avoid possible expensive compliance measures such as notification of landfill pollutant release to groundwater to residents and installation of additional ground water monitoring wells.
- ◆ Maintained compliance with all regulatory agencies including the South Coast Air Quality Management District, California Integrated Waste Management Board, Regional Water Quality Control Board and County of San Bernardino.
- ◆ Maintained compliance with all federal, state and local agencies' regulations pertaining to the pre-treatment and disposal of non-domestic wastewater to the City's sewer system.
- ◆ Maintained compliance with federal reporting requirements for the Energy Efficiency Community Block Grant, the primary funding source for the City's shade structure solar system construction.
- ◆ Fulfilled the mandated the annual National Pollutant Discharge Elimination System (NPDES) requirements without a full-time NPDES inspector position.

**CITY OF UPLAND**  
**EXPENDITURE SUMMARY BY DIVISION**  
**FY 2016-17 ADOPTED BUDGET**

	2013-14 <u>ACTUAL</u> <u>EXPENSE</u>	2014-15 <u>ACTUAL</u> <u>EXPENSE</u>	2015-16 <u>ADOPTED</u> <u>BUDGET</u>	2016-17 <u>ADOPTED</u> <u>BUDGET</u>
<b><u>PUBLIC WORKS</u></b>				
<b><u>GENERAL FUND - FUND 101</u></b>				
<b>5201 PUBLIC WORKS ADMINISTRATION</b>				
Personnel	\$ 24,317	\$ 79,459	\$ 100,328	\$ 112,470
Maintenance & Operations	259,992	332,597	190,199	391,220
Capital Outlay	-	-	-	-
<b>TOTAL PUBLIC WORKS ADMINISTRATION</b>	<b>\$ 284,309</b>	<b>\$ 412,056</b>	<b>\$ 290,527</b>	<b>\$ 503,690</b>
<b>5301 ENGINEERING ADMINISTRATION</b>				
Personnel	\$ 76,339	\$ 218,381	\$ 206,895	\$ 195,250
Maintenance & Operations	18,278	60,043	57,079	53,220
Capital Outlay	-	10,547	-	-
<b>TOTAL ENGINEERING ADMINISTRATION</b>	<b>\$ 94,617</b>	<b>\$ 288,971</b>	<b>\$ 263,974</b>	<b>\$ 248,470</b>
<b>5302 DEVELOPMENT/TRAFFIC ENGINEERING</b>				
Personnel	\$ 248,525	\$ 261,104	\$ 341,282	\$ 336,020
Maintenance & Operations	42,089	93,726	63,384	73,504
Capital Outlay	-	-	-	-
<b>TOTAL DEVELOPMENT/TRAFFIC ENGINEERING</b>	<b>\$ 290,614</b>	<b>\$ 354,830</b>	<b>\$ 404,666</b>	<b>\$ 409,524</b>
<b>5401 STREET MAINTENANCE</b>				
Personnel	\$ 632,119	\$ 260,902	\$ 336,049	\$ 489,530
Maintenance & Operations	52,683	100,535	163,281	98,006
Capital Outlay	-	-	-	-
<b>TOTAL STREET MAINTENANCE</b>	<b>\$ 684,802</b>	<b>\$ 361,437</b>	<b>\$ 499,330</b>	<b>\$ 587,536</b>
<b>5402 STREET SWEEPING</b>				
Personnel	\$ 13	\$ 14,228	\$ 18,212	\$ 19,080
Maintenance & Operations	235,430	-	-	-
Capital Outlay	-	-	-	-
<b>TOTAL STREET SWEEPING</b>	<b>\$ 235,443</b>	<b>\$ 14,228</b>	<b>\$ 18,212</b>	<b>\$ 19,080</b>
<b>5403 SIDEWALK MAINTENANCE</b>				
Personnel	\$ 177,283	\$ 144,382	\$ 250,985	\$ 143,320
Maintenance & Operations	27,693	31,739	911,420	54,870
Capital Outlay	-	-	-	-
<b>TOTAL SIDEWALK MAINTENANCE</b>	<b>\$ 204,976</b>	<b>\$ 176,121</b>	<b>\$ 1,162,405</b>	<b>\$ 198,190</b>
<b>5404 STREET LIGHTING</b>				
Personnel	\$ 429	\$ 14,056	\$ 18,212	\$ 19,080
Maintenance & Operations	800,559	813,106	853,219	855,511
Capital Outlay	-	-	-	-
<b>TOTAL STREET LIGHTING</b>	<b>\$ 800,988</b>	<b>\$ 827,162</b>	<b>\$ 871,431</b>	<b>\$ 874,591</b>

<b>5405</b>	<b>TRAFFIC CONTROL</b>					
	Personnel	\$ 5,811	\$ 43,003	\$ 106,789	\$ 128,180	
	Maintenance & Operations	9,802	52,560	53,584	54,528	
	Capital Outlay	-	-	-	-	
	<b>TOTAL TRAFFIC CONTROL</b>	<b>\$ 15,613</b>	<b>\$ 95,563</b>	<b>\$ 160,373</b>	<b>\$ 182,708</b>	
<b>5406</b>	<b>TRAFFIC FACILITY MAINTENANCE</b>					
	Personnel	\$ 538	\$ -	\$ -	\$ -	
	Maintenance & Operations	170,169	185,493	206,300	212,600	
	Capital Outlay	-	-	-	-	
	<b>TOTAL TRAFFIC FACILITY MAINTENANCE</b>	<b>\$ 170,707</b>	<b>\$ 185,493</b>	<b>\$ 206,300</b>	<b>\$ 212,600</b>	
<b>5407</b>	<b>WEED ABATEMENT</b>					
	Personnel	\$ 167	\$ 7,325	\$ 7,454	\$ 8,060	
	Maintenance & Operations	17,680	22,836	20,914	22,372	
	Capital Outlay	-	-	-	-	
	<b>TOTAL WEED ABATEMENT</b>	<b>\$ 17,847</b>	<b>\$ 30,161</b>	<b>\$ 28,368</b>	<b>\$ 30,432</b>	
<b>5408</b>	<b>FLOOD CONTROL</b>					
	Personnel	\$ -	\$ 2,318	\$ 10,284	\$ -	
	Maintenance & Operations	2,309	6,202	7,491	15,243	
	Capital Outlay	-	-	-	-	
	<b>TOTAL FLOOD CONTROL</b>	<b>\$ 2,309</b>	<b>\$ 8,520</b>	<b>\$ 17,775</b>	<b>\$ 15,243</b>	
<b>5409</b>	<b>STREET TREE MAINTENANCE</b>					
	Personnel	\$ 429	\$ 16,546	\$ 28,496	\$ 37,560	
	Maintenance & Operations	400,317	440,237	621,760	425,205	
	Capital Outlay	-	-	-	-	
	<b>TOTAL STREET TREE MAINTENANCE</b>	<b>\$ 400,746</b>	<b>\$ 456,783</b>	<b>\$ 650,256</b>	<b>\$ 462,765</b>	
<b>5410</b>	<b>PUBLIC ROW MAINTENANCE</b>					
	Personnel	\$ 220,549	\$ 97,440	\$ 117,994	\$ 113,340	
	Maintenance & Operations	420,621	331,283	423,473	424,299	
	Capital Outlay	-	-	-	-	
	<b>TOTAL PUBLIC ROW MAINTENANCE</b>	<b>\$ 641,170</b>	<b>\$ 428,723</b>	<b>\$ 541,467</b>	<b>\$ 537,639</b>	
<b>5412</b>	<b>MAINTENANCE - MAIN STREET</b>					
	Personnel	\$ 1,038	\$ 42,908	\$ 42,004	\$ 47,100	
	Maintenance & Operations	-	-	1,000	4,000	
	Capital Outlay	-	-	-	-	
	<b>TOTAL MAINTENANCE - MAIN STREET</b>	<b>\$ 1,038</b>	<b>\$ 42,908</b>	<b>\$ 43,004</b>	<b>\$ 51,100</b>	
<b>5413</b>	<b>MAINTENANCE - METROLINK STATION</b>					
	Personnel	\$ -	\$ -	\$ -	\$ -	
	Maintenance & Operations	10,366	9,237	12,500	15,500	
	Capital Outlay	-	-	-	-	
	<b>TOTAL MAINTENANCE - METROLINK STATION</b>	<b>\$ 10,366</b>	<b>\$ 9,237</b>	<b>\$ 12,500</b>	<b>\$ 15,500</b>	
<b>5414</b>	<b>FLEET MAINTENANCE</b>					
	Personnel	\$ 334,666	\$ -	\$ -	\$ -	
	Maintenance & Operations	(184,743)	38,199	-	-	
	Capital Outlay	-	-	-	-	
	<b>TOTAL FLEET MAINTENANCE</b>	<b>\$ 149,923</b>	<b>\$ 38,199</b>	<b>\$ -</b>	<b>\$ -</b>	

<b>5416</b>	<b>DAMAGE TO CITY PROPERTY</b>				
	Personnel	\$ 338	\$ -	\$ -	\$ -
	Maintenance & Operations	35,463	2,510	44,000	54,000
	Capital Outlay	-	33,425	-	-
	<b>TOTAL DAMAGE TO CITY PROPERTY</b>	<b>\$ 35,801</b>	<b>\$ 35,935</b>	<b>\$ 44,000</b>	<b>\$ 54,000</b>
<b>5420</b>	<b>PARK MAINTENANCE</b>				
	Personnel	\$ 416	\$ 108,413	\$ 131,886	\$ 149,520
	Maintenance & Operations	-	425,869	435,880	493,044
	Capital Outlay	-	15,988	-	-
	<b>TOTAL PARK MAINTENANCE</b>	<b>\$ 416</b>	<b>\$ 550,270</b>	<b>\$ 567,766</b>	<b>\$ 642,564</b>
<b>5421</b>	<b>SPORTS FIELD MAINTENANCE</b>				
	Personnel	\$ -	\$ 68,900	\$ 83,889	\$ 125,290
	Maintenance & Operations	-	132,101	146,000	146,000
	Capital Outlay	-	-	-	-
	<b>TOTAL SPORTS FIELD MAINTENANCE</b>	<b>\$ -</b>	<b>\$ 201,001</b>	<b>\$ 229,889</b>	<b>\$ 271,290</b>
<b>5601</b>	<b>CITY HALL</b>				
	Personnel	\$ -	\$ -	\$ -	\$ -
	Maintenance & Operations	-	178,599	207,615	221,511
	Capital Outlay	-	-	-	-
	<b>TOTAL CIVIC CENTER</b>	<b>\$ -</b>	<b>\$ 178,599</b>	<b>\$ 207,615</b>	<b>\$ 221,511</b>
	<b>TOTAL GENERAL FUND</b>				
	Personnel	\$ 1,722,562	\$ 1,379,365	\$ 1,800,761	\$ 1,923,800
	Maintenance & Operations	2,319,124	3,256,873	4,419,099	3,614,633
	Capital Outlay	-	59,960	-	-
	<b>TOTAL GENERAL FUND</b>	<b>\$ 4,041,686</b>	<b>\$ 4,696,198</b>	<b>\$ 6,219,860</b>	<b>\$ 5,538,433</b>
<b>204</b>	<b>TOTAL GAS TAX</b>				
	Personnel	\$ -	\$ -	\$ -	\$ -
	Maintenance & Operations	2,192	1,864	2,500	-
	Capital Outlay	-	-	-	-
	Capital Improvement Projects	86,512	285,549	6,824,712	6,761,678
	<b>TOTAL GAS TAX</b>	<b>\$ 88,704</b>	<b>\$ 287,413</b>	<b>\$ 6,827,212</b>	<b>6,761,678</b>
<b>205</b>	<b>TOTAL MEASURE I</b>				
	Personnel	\$ -	\$ -	\$ -	\$ -
	Maintenance & Operations	-	-	-	-
	Capital Outlay	-	-	-	-
	Capital Improvement Projects	491,797	636,930	2,840,407	3,088,299
	<b>TOTAL MEASURE I</b>	<b>\$ 491,797</b>	<b>\$ 636,930</b>	<b>\$ 2,840,407</b>	<b>3,088,299</b>
<b>217</b>	<b>TOTAL OTHER GRANTS</b>				
	Personnel	\$ 251	\$ -	\$ -	\$ -
	Maintenance & Operations	-	-	-	-
	Capital Outlay	-	-	-	-
	<b>TOTAL OTHER GRANTS</b>	<b>\$ 251</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>

<b>420 GENERAL CAPITAL IMPROVEMENTS</b>				
Personnel	\$ -	\$ -	\$ -	-
Maintenance & Operations	-	-	-	-
Capital Outlay	-	-	-	-
Capital Improvement Projects	148,403	131,035	247,807	239,811
<b>TOTAL GENERAL CAPITAL IMPROVEMENT</b>	<b>\$ 148,403</b>	<b>\$ 131,035</b>	<b>\$ 247,807</b>	<b>239,811</b>

<b>421 PARK ACQUISITION &amp; DEVELOPMENT</b>				
Personnel	\$ -	\$ -	\$ -	-
Maintenance & Operations	-	-	-	-
Capital Outlay	-	-	-	-
Capital Improvement Projects	28,876	56,722	517,936	430,590
<b>TOTAL PARK ACQUISITION &amp; DVLMP</b>	<b>\$ 28,876</b>	<b>\$ 56,722</b>	<b>\$ 517,936</b>	<b>430,590</b>

<b>422 STORM DRAIN DEVELOPMENT</b>				
Personnel	\$ -	\$ -	\$ -	-
Maintenance & Operations	-	-	-	-
Capital Outlay	-	-	-	-
Capital Improvement Projects	29,166	-	451,748	241,744
<b>TOTAL STORM DRAIN DEVELOPMENT</b>	<b>\$ 29,166</b>	<b>\$ -</b>	<b>451,748</b>	<b>241,744</b>

<b>423 STREET &amp; TRAFFIC FACILITY DVLPM</b>				
Personnel	\$ -	\$ -	-	-
Maintenance & Operations	-	-	-	-
Capital Outlay	-	-	-	-
Capital Improvement Projects	182,491	-	150,000	200,000
<b>TOTAL STREET &amp; TRAFFIC FACILITY</b>	<b>\$ 182,491</b>	<b>\$ -</b>	<b>150,000</b>	<b>200,000</b>

<b>426 STREET &amp; ALLEY REPAIRS</b>				
Personnel	\$ -	\$ -	-	-
Maintenance & Operations	-	-	-	-
Capital Outlay	-	-	-	-
Capital Improvement Projects	-	-	200,000	400,000
<b>TOTAL STREET &amp; ALLEY REPAIRS</b>	<b>\$ -</b>	<b>\$ -</b>	<b>200,000</b>	<b>400,000</b>

**WATER UTILITY - FUND 640**

<b>6201 ADMINISTRATION</b>				
Personnel	\$ 266,287	\$ 397,214	\$ 471,987	\$ 476,600
Maintenance & Operations	1,923,875	2,809,184	2,035,327	2,485,953
Capital Outlay	-	-	-	234,500
<b>TOTAL ADMINISTRATION</b>	<b>\$ 2,190,162</b>	<b>\$ 3,206,398</b>	<b>\$ 2,507,314</b>	<b>\$ 3,197,053</b>

<b>6202 CUSTOMER SERVICE</b>				
Personnel	\$ 91,356	\$ 379,803	\$ 455,218	\$ 533,100
Maintenance & Operations	138,343	169,988	153,591	217,687
Capital Outlay	-	-	-	-
<b>TOTAL CUSTOMER SERVICE</b>	<b>\$ 229,699</b>	<b>\$ 549,791</b>	<b>\$ 608,809</b>	<b>\$ 750,787</b>

<b>6203</b>	<b>METER SERVICES</b>				
	Personnel	\$ 148,366	\$ 165,976	\$ 218,457	\$ 230,260
	Maintenance & Operations	218,839	270,019	355,733	411,531
	Capital Outlay	-	-	-	-
	<b>TOTAL METER SERVICES</b>	<b>\$ 367,205</b>	<b>\$ 435,995</b>	<b>\$ 574,190</b>	<b>\$ 641,791</b>
<b>6204</b>	<b>DAMAGE TO CITY PROPERTY</b>				
	Personnel	\$ -	\$ -	\$ -	\$ -
	Maintenance & Operations	8,338	-	9,500	-
	Capital Outlay	-	-	-	-
	<b>DAMAGE TO CITY PROPERTY</b>	<b>\$ 8,338</b>	<b>\$ -</b>	<b>\$ 9,500</b>	<b>\$ -</b>
<b>6205</b>	<b>PRODUCTION &amp; STORAGE</b>				
	Personnel	\$ 554,573	\$ 422,197	\$ 505,893	\$ 625,390
	Maintenance & Operations	11,320,021	11,345,808	13,005,676	13,076,879
	Capital Outlay	5,543	-	-	-
	<b>TOTAL PRODUCTION &amp; STORAGE</b>	<b>\$11,880,137</b>	<b>\$ 11,768,005</b>	<b>\$ 13,511,569</b>	<b>\$ 13,702,269</b>
<b>6206</b>	<b>TRANSMISSION &amp; DISTRIBUTION</b>				
	Personnel	\$ 840,441	\$ 791,056	\$ 957,387	\$ 1,170,350
	Maintenance & Operations	621,592	241,598	415,137	468,894
	Capital Outlay	-	-	4,531	-
	<b>TOTAL TRANSMISSION &amp; DISTRIBUTION</b>	<b>\$ 1,462,033</b>	<b>\$ 1,032,654</b>	<b>\$ 1,377,055</b>	<b>\$ 1,639,244</b>
<b>6207</b>	<b>WECWC MANAGEMENT CONTROL</b>				
	Personnel	\$ 38,148	\$ 93,088	\$ 100,095	\$ 96,960
	Maintenance & Operations	233	45	7,400	7,400
	Capital Outlay	-	-	-	-
	<b>TOTAL WECWC MANAGEMENT CONTROL</b>	<b>\$ 38,381</b>	<b>\$ 93,133</b>	<b>\$ 107,495</b>	<b>\$ 104,360</b>
<b>6208</b>	<b>WATER CONSERVATION</b>				
	Personnel	\$ 108,576	\$ 38,463	\$ 81,308	\$ 106,890
	Maintenance & Operations	48,098	36,558	158,494	158,655
	Capital Outlay	-	-	-	-
	<b>TOTAL WATER CONSERVATION</b>	<b>\$ 156,674</b>	<b>\$ 75,021</b>	<b>\$ 239,802</b>	<b>\$ 265,545</b>
<b>6210</b>	<b>DEBT SERVICE</b>				
	Personnel	\$ -	\$ -	\$ -	\$ -
	Maintenance & Operations	1,146,974	652,587	1,253,000	418,300
	Capital Outlay	-	-	-	-
	<b>TOTAL DEBT SERVICE</b>	<b>\$ 1,146,974</b>	<b>\$ 652,587</b>	<b>\$ 1,253,000</b>	<b>\$ 418,300</b>
<b>6211</b>	<b>STORM WATER MGMT AND RECHARGE</b>				
	Personnel	\$ 30,648	\$ 86,122	\$ 121,720	\$ 207,800
	Maintenance & Operations	107,676	102,091	158,400	162,800
	Capital Outlay	-	-	-	-
	<b>TOTAL STORM WATER MGMT AND RECHA</b>	<b>\$ 138,324</b>	<b>\$ 188,213</b>	<b>\$ 280,120</b>	<b>\$ 370,600</b>

<b>6212</b>	<b>PVPA</b>				
	Personnel	\$ 26,546	\$ 17,308	\$ -	\$ -
	Maintenance & Operations	-	487	-	-
	Capital Outlay	-	-	-	-
	<b>TOTAL PVPA</b>	<b>\$ 26,546</b>	<b>\$ 17,795</b>	<b>\$ -</b>	<b>\$ -</b>

<b>640</b>	<b>TOTAL WATER</b>				
	Personnel	\$ 2,104,941	\$ 2,391,226	\$ 2,912,065	\$ 3,447,350
	Maintenance & Operations	15,533,989	15,628,367	17,552,258	17,408,099
	Capital Outlay	5,543	-	4,531	234,500
	Capital Improvement Projects	252,817	-	7,076,094	5,398,535
	<b>TOTAL WATER</b>	<b>\$17,897,290</b>	<b>\$ 18,019,593</b>	<b>\$ 27,544,948</b>	<b>26,488,484</b>

**SOLID WASTE UTILITY- FUND 641**

<b>6301</b>	<b>SOLID WASTE</b>				
	Personnel	\$ 79,041	\$ 274,024	\$ 223,309	\$ 262,590
	Maintenance & Operations	9,090,801	9,401,915	9,581,670	9,548,043
	Capital Outlay	-	-	-	-
	<b>TOTAL SOLID WASTE</b>	<b>\$ 9,169,842</b>	<b>\$ 9,675,939</b>	<b>\$ 9,804,979</b>	<b>\$ 9,810,633</b>

<b>6302</b>	<b>HOUSEHOLD HAZARDOUS WASTE</b>				
	Personnel	\$ 52,328	\$ 72,250	\$ 59,831	\$ 90,450
	Maintenance & Operations	71,381	71,423	90,500	90,500
	Capital Outlay	-	-	-	-
	<b>TOTAL HOUSEHOLD HAZARDOUS WASTE</b>	<b>\$ 123,709</b>	<b>\$ 143,673</b>	<b>\$ 150,331</b>	<b>\$ 180,950</b>

<b>6303</b>	<b>SHARPS</b>				
	Personnel	\$ -	\$ -	\$ -	\$ -
	Maintenance & Operations	-	-	5,000	5,000
	Capital Outlay	-	-	-	-
	<b>TOTAL SHARPS</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 5,000</b>	<b>\$ 5,000</b>

<b>6311</b>	<b>USED OIL RECYCLING GRANT</b>				
	Personnel	\$ 6,615	\$ -	\$ -	\$ -
	Maintenance & Operations	18,752	-	-	-
	Capital Outlay	-	-	-	-
	<b>TOTAL USED OIL RECYCLING GRANT</b>	<b>\$ 25,367</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

<b>6312</b>	<b>BEVERAGE CONTAINER GRANT</b>				
	Personnel	\$ -	\$ -	\$ 2,029	\$ 2,840
	Maintenance & Operations	3,000	-	-	-
	Capital Outlay	-	-	-	-
	<b>TOTAL BEVERAGE CONTAINER GRANT</b>	<b>\$ 3,000</b>	<b>\$ -</b>	<b>\$ 2,029</b>	<b>\$ 2,840</b>

<b>6324</b>	<b>USED OIL BLOCK GRANT- OPP 4</b>				
	Personnel	\$ -	\$ 141	\$ -	\$ -
	Maintenance & Operations	-	14,340	-	-
	Capital Outlay	-	-	-	-
	<b>TOTAL BEVERAGE CONTAINER GRANT</b>	<b>\$ -</b>	<b>\$ 14,481</b>	<b>\$ -</b>	<b>\$ -</b>

<b>6325</b>	<b>USED OIL BLOCK GRANT- OPP 5</b>				
	Personnel	\$ -	\$ -	\$ -	\$ -
	Maintenance & Operations	-	7,191	-	-
	Capital Outlay	-	-	-	-
	<b>TOTAL BEVERAGE CONTAINER GRANT</b>	<b>\$ -</b>	<b>\$ 7,191</b>	<b>\$ -</b>	<b>\$ -</b>

<b>641</b>	<b>TOTAL SOLID WASTE</b>				
	Personnel	\$ 137,984	\$ 346,415	\$ 285,169	\$ 355,880
	Maintenance & Operations	9,183,934	9,494,869	9,677,170	9,643,543
	Capital Outlay	-	-	-	-
	<b>TOTAL SOLID WASTE</b>	<b>\$ 9,321,918</b>	<b>\$ 9,841,284</b>	<b>\$ 9,962,339</b>	<b>\$ 9,999,423</b>

**SEWER UTILITY - FUND 645**

<b>6401</b>	<b>LANDFILL SITE MAINTENANCE</b>				
	Personnel	\$ 195,814	\$ 85,681	\$ 104,113	\$ 111,670
	Maintenance & Operations	129,193	112,602	196,965	196,875
	Capital Outlay	-	-	-	-
	<b>TOTAL LANDFILL SITE MAINTENANCE</b>	<b>\$ 325,007</b>	<b>\$ 198,283</b>	<b>\$ 301,078</b>	<b>\$ 308,545</b>

<b>6402</b>	<b>MAINTENANCE &amp; OPERATIONS</b>				
	Personnel	\$ 202,341	\$ 519,632	\$ 776,553	\$ 771,710
	Maintenance & Operations	432,603	799,626	401,104	551,354
	Capital Outlay	-	-	-	458,500
	<b>TOTAL MAINTENANCE &amp; OPERATIONS</b>	<b>\$ 634,944</b>	<b>\$ 1,319,258</b>	<b>\$ 1,177,657</b>	<b>\$ 1,781,564</b>

<b>6403</b>	<b>SEWER - RESIDENTIAL</b>				
	Personnel	\$ 159,081	\$ 172,696	\$ 201,744	\$ 237,750
	Maintenance & Operations	4,566,501	4,939,918	5,551,847	5,833,857
	Capital Outlay	-	-	500	-
	<b>TOTAL SEWER - RESIDENTIAL</b>	<b>\$ 4,725,582</b>	<b>\$ 5,112,614</b>	<b>\$ 5,754,091</b>	<b>\$ 6,071,607</b>

<b>6404</b>	<b>SEWER - NON-RESIDENTIAL</b>				
	Personnel	\$ 69,386	\$ 107,743	\$ 101,330	\$ 107,540
	Maintenance & Operations	85,723	112,664	1,044,920	1,346,948
	Capital Outlay	292	-	-	-
	<b>TOTAL SEWER - NON-RESIDENTIAL</b>	<b>\$ 155,401</b>	<b>\$ 220,407</b>	<b>\$ 1,146,250</b>	<b>\$ 1,454,488</b>

<b>645</b>	<b>TOTAL SEWER</b>				
	Personnel	\$ 626,622	\$ 885,752	\$ 1,183,740	\$ 1,228,670
	Maintenance & Operations	5,214,020	5,964,810	7,194,836	7,929,034
	Capital Outlay	292	-	500	458,500
	Capital Improvement Projects	95,070	-	1,436,000	1,340,000
	<b>TOTAL SEWER</b>	<b>\$ 5,936,004</b>	<b>\$ 6,850,562</b>	<b>\$ 9,815,076</b>	<b>10,956,204</b>

<b>752</b>	<b>TOTAL FLEET MANAGEMENT FUND</b>				
	Personnel	\$ 7,359	\$ 323,197	\$ 311,128	378,610
	Maintenance & Operations	8,227	288,177	247,950	262,318
	Capital Outlay	-	-	146,000	-
	<b>TOTAL VEHICLE MANAGEMENT FUND</b>	<b>\$ 15,586</b>	<b>\$ 611,374</b>	<b>\$ 705,078</b>	<b>640,928</b>

<b>754 TOTAL BUILDING MAINT &amp; OPERATIONS FUND</b>						
Personnel	\$	-	\$	316,500	\$	515,660
Maintenance & Operations		-		236,610		583,990
Capital Outlay		-		-		-
<b>TOTAL BUILDING MAINT &amp; OPERATIONS</b>	<b>\$</b>	<b>-</b>	<b>\$</b>	<b>553,110</b>	<b>\$</b>	<b>1,099,650</b>

<b>TOTAL PUBLIC WORKS</b>						
Personnel	\$	4,599,719	\$	5,642,455	\$	7,849,970
Maintenance & Operations		32,259,294		34,871,569		39,441,617
Capital Outlay		5,835		59,960		693,000
Capital Improvement Projects*		1,317,324		1,110,236		18,100,657
<b>TOTAL PUBLIC WORKS</b>	<b>\$</b>	<b>38,182,172</b>	<b>\$</b>	<b>41,684,220</b>	<b>\$</b>	<b>66,085,245</b>

\*For Capital Improvement Projects details, see the Capital Improvement Project section.

**CITY OF UPLAND  
PUBLIC WORKS  
ALL FUNDS  
FY 2016-17 ANNUAL BUDGET  
SUMMARY BY OBJECT CODE**

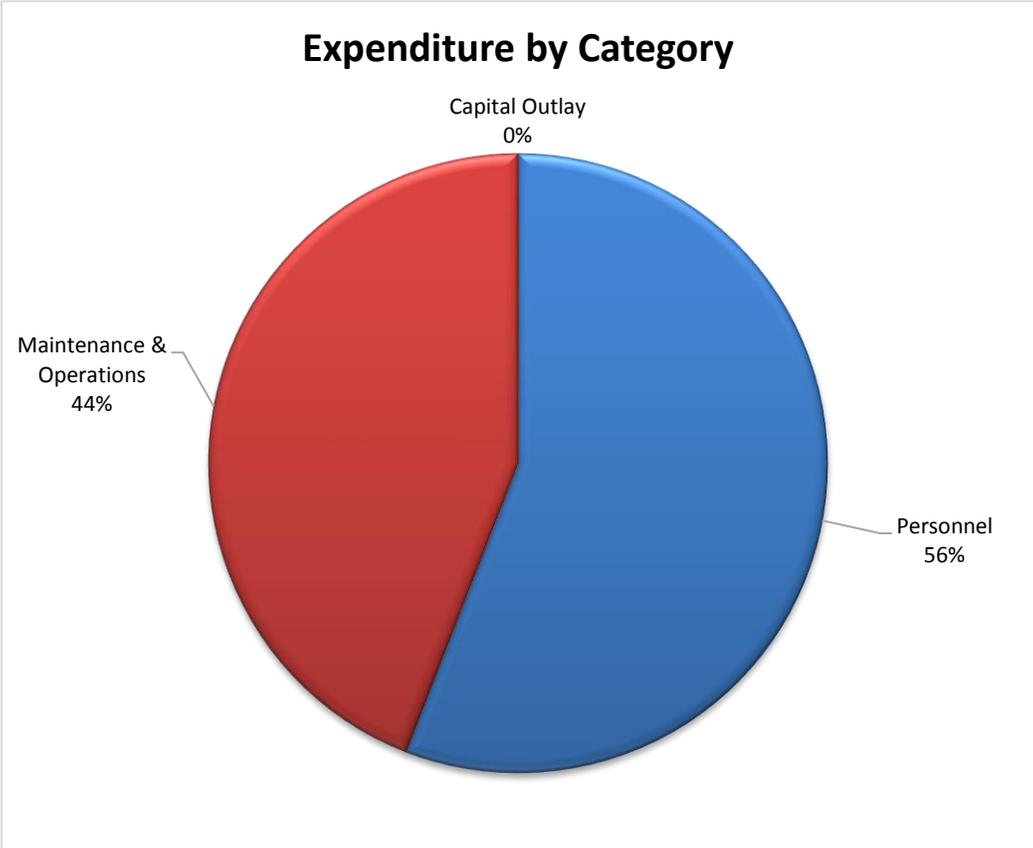
OBJECT CODE	EXPENSE CLASSIFICATION	2013-14 ACTUAL	2014-15 ACTUAL	2015-16 ADOPTED	2016-17 ADOPTED
	<b>PERSONNEL EXPENSE</b>				
5110	Buy Backs	42,003	51,535	62,791	70,920
5111	Salaries- Full Time	3,491,639	3,717,004	4,171,319	4,555,230
5112	Salaries- Temporary/ Part Time	149,955	128,962	396,446	501,250
5113	Overtime	106,664	175,555	185,700	202,000
5116	Fringe Benefits	644,763	765,100	945,971	1,202,110
5117	Retirement Contributions	645,741	804,299	1,067,001	1,318,460
	<b>TOTAL PERSONNEL EXPENSES</b>	<b>5,080,765</b>	<b>5,642,455</b>	<b>6,829,228</b>	<b>7,849,970</b>
	<b>MAINTENANCE &amp; OPERATIONS</b>				
5211	Postage	21,372	13,280	39,200	39,200
5212	Advertising	11,910	13,136	23,300	21,700
5213	Dues & Subscriptions	6,092	2,578	9,680	11,030
5215	Training/ Conferences/ Meetings	9,307	8,379	40,575	46,075
5216	Office Supplies	6,938	2,684	14,600	15,400
5217	Other Supplies/Materials	496,484	552,201	1,027,250	1,156,820
5218	Uniform Expense	14,438	15,819	27,280	39,060
5219	Registration/ Permits/ Licenses	193,797	181,749	254,180	242,200
5220	Fuel Usage	122,136	145,932	150,820	145,120
5222	Print/ Mail Charges	9,713	37,533	0	0
5223	Information Systems Charges	191,339	963,978	235,813	330,663
5224	Vehicle Charges	0	176,887	272,633	292,007
5225	Building Maint & Operations	0	217,144	241,987	263,844
5227	Vehicle Parts/ Materials	75,603	173,819	194,750	194,750
5231	Office Equipment (Under 5,000)	131	0	1,000	1,500
5232	Computer Equip (Under 5,000)	1,806	2,891	0	0
5233	Other Equipment (Under 5,000)	0	14,294	0	0
5241	Utilities- Electric	2,269,509	2,637,006	3,047,200	3,052,900
5242	Utilities- Gas	1,947	14,607	7,700	10,700
5243	Utilities- Telephone	16,993	22,988	0	5,000
5244	Utilities- Water	9,715,383	9,397,878	10,058,000	9,994,200
5245	Maint- Build/ Struct/ Grounds	84,329	236,657	398,645	583,990
5246	Maintenance- Equipment	481	216	7,530	7,700
5247	Maint- Vehicles	112,437	1	0	0
5248	Maintenance- Other	24,951	18,730	40,600	37,000
5249	Other Maintenance	30,645	20	52,500	43,000
5251	Legal Services	83,668	99,597	1,010,000	1,310,000
5252	Professional Services	241,089	132,440	167,550	175,050
5253	Contract Services	781,904	863,454	1,013,100	1,077,100
5254	Data Processing Services	39,541	0	0	0
5255	Banking Services	114,940	108,553	117,000	100,000
5256	Solid Waste Services	8,621,211	8,757,543	9,078,000	8,979,210
5257	Sewer Treatment Disposal Services	4,359,237	4,717,383	5,268,430	5,522,600
5258	Other Services	1,406,063	1,384,557	1,604,685	1,753,825
5259	Recycled Water Purchase	331,137	480,516	1,126,250	1,242,000
5273	Workers Compensation Charges	229,171	314,269	14,819	276,197
5274	Unemployment Charges	14,881	0	0	18,424
5275	Long-term Disability Charges	11,501	0	0	25,533
5276	Liability Charges	388,741	605,102	1,180,449	464,376
5277	Loss Prevention Charges	27,851	0	0	24,296
5291	Bad Debts Expense	(3,358)	38,466	0	0
5292	Administrative Services Expense	1,354,923	1,567,076	1,437,852	1,449,863
5295	Pump/ Diesel Taxes	2,147	2,761	5,000	5,000
5297	Other Expenses	408,438	0	0	0
5324	Other Post-Employment Benefits	63,344	289,571	69,601	74,483
5421	Lease Principal Expense	15,953	9,037	3,479	2,500
5424	Bond Principal Payment	442,652	109,026	790,000	0
5425	Bond Interest Expense	703,187	541,811	461,000	407,300
5499	Department Allocation Charges	(316,362)	0	0	0
	<b>TOTAL MAINTENANCE &amp; OPERATIONS</b>	<b>32,739,600</b>	<b>34,871,571</b>	<b>39,492,458</b>	<b>39,441,616</b>
	<b>CAPITAL OUTLAY</b>				
5530	Machinery & Equipment	5,543	59,960	0	0
5531	Vehicles	8,378	0	151,031	693,000
XXXX	Capital Improvement Projects	347,885	1,110,236	19,744,704	18,100,657
	<b>TOTAL CAPITAL OUTLAY</b>	<b>361,807</b>	<b>1,170,196</b>	<b>19,895,735</b>	<b>18,793,657</b>
	<b>TOTAL DEPARTMENT</b>	<b>38,182,172</b>	<b>41,684,222</b>	<b>66,217,421</b>	<b>66,085,243</b>

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# COMMUNITY SERVICES

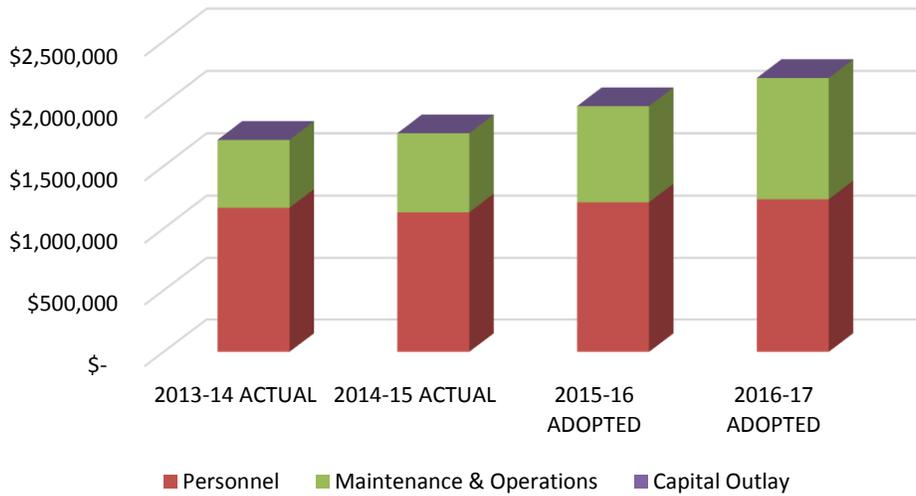
## MISSION STATEMENTS

The Community Services Department is committed to providing the citizens of Upland with quality library services, recreational programs and well maintained parks. The department also serves as a resource to other City Departments and community organizations. We strive to consistently be a model, well-run, efficient department.



	2013-14 ACTUAL	2014-15 ACTUAL	2015-16 ADOPTED	2016-17 ADOPTED
<b>EXPENSE CLASSIFICATION</b>				
Personnel	\$ 1,165,152	\$ 1,128,560	\$ 1,209,163	\$ 1,233,540
Maintenance & Operations	545,137	634,750	771,332	973,004
Capital Outlay	-	-	-	-
<b>TOTAL BUDGET</b>	<b>\$ 1,710,289</b>	<b>\$ 1,763,310</b>	<b>\$ 1,980,495</b>	<b>2,206,544</b>

### Community Services Expense Classification



### Expenditures by Funding Source



	2013-14 ACTUAL	2014-15 ACTUAL	2015-16 ADOPTED	2016-17 ADOPTED
<b>FUNDING SOURCES*</b>				
GENERAL FUND	\$ 1,710,289	\$ 1,763,310	\$ 1,980,495	\$ 2,206,544
TOTAL BUDGET	\$ 1,710,289	\$ 1,763,310	\$ 1,980,495	\$ 2,206,544

\*In FY17, Animal Services was transferred from Community Services to Police, and Library was transferred to Administrative Services and Police.

## RECREATION

The Recreation Division is committed to creating community through people, parks and programs. Our purpose is to provide recreational programs and community services which enrich the quality of life for Upland residents by promoting health, wellness and human development; and to maintain recreational facilities thus enhancing the desirability of the City as a place to live and strengthening community image.

<b>PERSONNEL</b>				
<b>PERMANENT POSITIONS</b>	2013-14 ACTUAL	2014-15 ACTUAL	2015-16 ADOPTED BUDGET	2016-17 ADOPTED BUDGET
<b>RECREATION AND COMMUNITY SERVICES</b>				
COMMUNITY SERVICES DIRECTOR	1.00	1.00	1.00	1.00
RECREATION COORDINATOR	3.00	3.00	3.00	3.00
SENIOR ADMINISTRATIVE ASSISTANT	0.00	0.00	0.00	1.00
ADMINISTRATIVE ASSISTANT III	1.00	1.00	1.00	0.00
ADMINISTRATIVE ASSISTANT II	1.00	1.00	1.00	1.00
CUSTODIAN	1.50	1.50	0.00	0.00
<b>TOTAL DIVISION</b>	<b>7.50</b>	<b>7.50</b>	<b>6.00</b>	<b>6.00</b>

## FY 2016-17 GOALS AND OBJECTIVES

### Goals:

- ◆ **To reduce costs and increase revenue by operating in a more efficient manner**

#### *Objectives*

- Utilize volunteers more efficiently by developing a proactive approach to project assignments.
- Increase sponsorships for programs.
- Work with special interest groups/community groups to share costs for programs and facility maintenance.
- Utilize recreation software to target core audiences for program marketing.

<b>PERFORMANCE MEASUREMENTS</b>	2013-14 ACTUAL	2014-15 ACTUAL	2015-16 PROJECTED	2016-17 TARGET
Volunteer hours provided	13,230	14,808.5	15,500	15,000
Revenue received from sponsorships	\$36,779	\$34,978.95	\$25,000	\$27,000

**2. To enrich the lives of residents by expanding and enhancing the recreational and community services programs offered**

*Objectives*

- Develop a family fitness program which encompasses the benefits of exercise, good nutrition and stress reduction in maintaining a healthy body.
- New Program- Fun-Olympics promoting healthy fun and fitness for friends and family as part of our Healthy Upland campaign
- Host workshops on topics of interest to seniors, families with children, young adults, etc.
- Expand class offerings at the Magnolia Recreational Center and the Gibson Senior Center.
- Partner with other departments and outside agencies to offer programs.
- Promote use of the City’s walking trails and bike trail.

<b>PERFORMANCE MEASUREMENTS</b>	2013-14 ACTUAL	2014-15 ACTUAL	2015-16 PROJECTED	2016-17 TARGET
Classes held	1,232	1,268	1,350	1,300
Special events held	62	54	50	6

**◆ To foster a positive image of the City by creating opportunities to promote the City as being a safe place to live with staff who are concerned about the well-being of its residents.**

*Objectives*

- Partner with merchants on events held in Historic Downtown Upland.
- Homeless outreach-host project connect events to put homeless population in contact with available resources.
- Attend community meetings/meet with concerned citizens.
- Provide professional looking advertising for services offered.
- Emphasize good customer service by providing staff training and staff development opportunities.
- Closely work with large groups wishing to utilize City parks to hold events.

<b>PERFORMANCE MEASUREMENTS</b>	2013-14 ACTUAL	2014-15 ACTUAL	2015-16 PROJECTED	2016-17 TARGET
Community events attended	145	152	170	150

## **FY 2015-16 MAJOR ACCOMPLISHMENTS**

Expansion of the community based programs offered by the Division.

- Partnered with San Antonio Regional Hospital and San Bernardino County Health Department to host senior flu shot clinic and resource fair.
- Added Mobile Fresh, a grocery store on wheels each Friday in an effort to promote healthy eating habits and ease of access to quality products.
- Awarded Let's Move designation – An initiative for a healthier America and to help solve the epidemic of childhood obesity within our generation.
- Provided scholarships to low income youth to participate in recreation programs through the Build A Dream scholarship program.
- Partnered with students from Cal Poly Pomona's Department of Human Nutrition and Food Science to offer after school assemblies on making healthy eating choices.
- Received grant from NASA to offer STEM programming in our after school and summer programs.

Expanded community events offered by the Division.

- In partnership with the Upland Fire Department and CERT, hosted Inside Upland Family Preparedness Day & Upland Fire Department Open House.
- Worked with Upland Service Council on various community outreach events.

The Division put on several events throughout the year as part of our Healthy Upland (Formerly Get Fit Upland) campaign including:

- A 5k Turkey Trot on Thanksgiving morning with over 446 participants.
- Our Biggest Loser Challenge featuring 88 participants dedicated to getting in better shape. Contestants participated in several activities and classes designed to get them moving and keep them motivated. Crunch Fitness Upland was a special partner offering a 10-week membership and a session with a personal trainer. San Antonio Hospital provided a registered dietician to present a nutritional power point.
- The Gibson Senior Center hosted several lecture series regarding health and fitness.
- Incorporated HELP nutrition program in after school programs.
- Additionally, several new fitness related classes were implemented throughout the year for youth, adults and seniors.

**CITY OF UPLAND**  
**EXPENDITURE SUMMARY BY DIVISION**  
**FY 2016-17 ADOPTED BUDGET**

<b>COMMUNITY SERVICES</b>	2013-14 ACTUAL	2014-15 ACTUAL	2015-16 ADOPTED	2016-17 ADOPTED
<b>4201 RECREATION ADMINISTRATION</b>				
Personnel	\$ 586,436	\$ 482,789	\$ 557,390	\$ 562,640
Maintenance & Operations	132,412	145,593	170,881	230,534
Capital Outlay	-	-	-	-
<b>TOTAL RECREATION ADMINISTRATION</b>	<b>\$ 718,848</b>	<b>\$ 628,382</b>	<b>\$ 728,271</b>	<b>793,174</b>
<b>4202 RECREATION CLASSES</b>				
Personnel	\$ -	\$ -	\$ -	\$ -
Maintenance & Operations	185,689	193,435	231,200	231,000
Capital Outlay	-	-	-	-
<b>TOTAL RECREATION CLASSES</b>	<b>\$ 185,689</b>	<b>\$ 193,435</b>	<b>\$ 231,200</b>	<b>231,000</b>
<b>4203 RECREATION FACILITIES</b>				
Personnel	\$ -	\$ -	\$ -	\$ -
Maintenance & Operations	8,617	28,135	41,647	106,842
Capital Outlay	-	-	-	-
<b>TOTAL RECREATION FACILITIES</b>	<b>\$ 8,617</b>	<b>\$ 28,135</b>	<b>\$ 41,647</b>	<b>106,842</b>
<b>4204 YOUTH PROGRAMS/SPORTS</b>				
Personnel	\$ 36,900	\$ 39,567	\$ 47,682	\$ 47,680
Maintenance & Operations	24,684	23,708	28,095	28,760
Capital Outlay	-	-	-	-
<b>TOTAL YOUTH PROGRAMS/SPORTS</b>	<b>\$ 61,584</b>	<b>\$ 63,275</b>	<b>\$ 75,777</b>	<b>76,440</b>
<b>4205 SENIOR CENTER</b>				
Personnel	\$ 87,063	\$ 138,776	\$ 148,071	\$ 125,170
Maintenance & Operations	69,487	99,998	146,258	202,922
Capital Outlay	-	-	-	-
<b>TOTAL SENIOR CENTER</b>	<b>\$ 156,550</b>	<b>\$ 238,774</b>	<b>\$ 294,329</b>	<b>328,092</b>
<b>4206 SPECIAL EVENTS</b>				
Personnel	\$ 14,156	\$ 6,696	\$ 7,203	\$ 7,170
Maintenance & Operations	49,830	48,941	51,125	53,150
Capital Outlay	-	-	-	-
<b>TOTAL SPECIAL EVENTS</b>	<b>\$ 63,986</b>	<b>\$ 55,637</b>	<b>\$ 58,328</b>	<b>60,320</b>
<b>4207 COMMUNITY OUTREACH SERVICES</b>				
Personnel	\$ 16,938	\$ 23,154	\$ 28,406	\$ 28,410
Maintenance & Operations	5,973	5,006	5,290	5,490
Capital Outlay	-	-	-	-
<b>TOTAL COMMUNITY OUTREACH SERVICES</b>	<b>\$ 22,911</b>	<b>\$ 28,160</b>	<b>\$ 33,696</b>	<b>33,900</b>
<b>4208 ACCESS PROGRAM</b>				
Personnel	\$ 422,849	\$ 428,117	\$ 408,744	\$ 450,800
Maintenance & Operations	42,783	48,350	35,101	35,128
Capital Outlay	-	-	-	-
<b>TOTAL ACCESS PROGRAM</b>	<b>\$ 465,632</b>	<b>\$ 476,467</b>	<b>\$ 443,845</b>	<b>485,928</b>

<b>4210 LANDECENA CENTER</b>				
Personnel	\$ 347	\$ 111	\$ -	\$ -
Maintenance & Operations	12,739	7,931	17,640	29,376
Capital Outlay	-	-	-	-
<b>TOTAL LANDECENA CENTER</b>	<b>\$ 13,086</b>	<b>\$ 8,042</b>	<b>\$ 17,640</b>	<b>\$ 29,376</b>
<b>4402 CARNEGIE LIBRARY OPERATION</b>				
Personnel	\$ 463	\$ -	\$ -	\$ -
Maintenance & Operations	12,923	32,493	41,445	47,152
Capital Outlay	-	-	-	-
<b>TOTAL CARNEGIE LIBRARY OPERATION</b>	<b>\$ 13,386</b>	<b>\$ 32,493</b>	<b>\$ 41,445</b>	<b>\$ 47,152</b>
<b>4409 PASSPORTS</b>				
Personnel	\$ -	\$ 9,350	\$ 11,667	\$ 11,670
Maintenance & Operations	-	1,161	2,650	2,650
Capital Outlay	-	-	-	-
<b>TOTAL PASSPORTS</b>	<b>\$ -</b>	<b>\$ 10,511</b>	<b>\$ 14,317</b>	<b>\$ 14,320</b>
<b>TOTAL COMMUNITY SERVICES</b>				
Personnel	\$ 1,165,152	\$ 1,128,560	\$ 1,209,163	\$ 1,233,540
Maintenance & Operations	545,137	634,750	771,332	973,004
Capital Outlay	-	-	-	-
<b>TOTAL COMMUNITY SERVICES</b>	<b>\$ 1,710,289</b>	<b>\$ 1,763,310</b>	<b>\$ 1,980,495</b>	<b>\$ 2,206,544</b>

**CITY OF UPLAND  
COMMUNITY SERVICES  
GENERAL FUND  
FY 2016-17 ANNUAL BUDGET  
SUMMARY BY OBJECT CODE**

OBJECT CODE	EXPENSE CLASSIFICATION	2013-14 ACTUAL	2014-15 ACTUAL	2015-16 ADOPTED	2016-17 ADOPTED
	<b>PERSONNEL EXPENSE</b>				
5110	Buy Backs	14,611	9,638	21,840	23,000
5111	Salaries- Full Time	426,138	433,585	456,844	421,680
5112	Salaries- Temporary/ Part Time	454,472	456,784	499,500	508,530
5113	Overtime	2,162	4,593	2,400	2,400
5116	Fringe Benefits	126,071	94,801	112,059	112,300
5117	Retirement Contributions	135,053	128,688	116,520	165,630
5123	Overtime- Sworn Fire	4,815	345	0	0
5126	Fringe Benefits- Sworn Fire	525	38	0	0
5127	Retirement Contributions- Sworn Fire	1,304	88	0	0
	<b>TOTAL PERSONNEL EXPENSES</b>	<b>1,165,151</b>	<b>1,128,560</b>	<b>1,209,163</b>	<b>1,233,540</b>
	<b>MAINTENANCE &amp; OPERATIONS</b>				
5211	Postage	4,803	4,399	11,300	11,300
5212	Advertising	340	0	0	0
5213	Dues & Subscriptions	1,185	1,044	1,400	1,350
5215	Training/ Conferences/ Meetings	2,159	2,761	8,550	8,550
5216	Office Supplies	424	3,055	5,000	5,000
5217	Other Supplies/Materials	93,162	44,062	60,345	63,265
5218	Uniform Expense	2,328	295	360	0
5220	Fuel Usage	10,401	1,125	2,890	2,890
5221	Mileage Reimbursement	170	427	500	500
5222	Print/ Mail Charges	940	3,478	0	0
5223	Information Systems Charges	(12,991)	30,897	125,541	125,214
5224	Vehicle Charges	0	2,908	3,683	4,193
5225	Building Maint & Operations	0	81,636	115,019	253,399
5241	Utilities- Electric	42,077	83,807	89,990	89,990
5242	Utilities- Gas	4,988	4,197	5,030	5,030
5243	Utilities- Telephone	14,185	12,403	1,800	1,300
5245	Maint- Build/ Struct/ Grounds	25,808	0	0	0
5247	Maint- Vehicles	7,920	0	0	0
5248	Maintenance- Other	2,767	0	0	0
5252	Professional Services	2,134	3,378	0	0
5253	Contract Services	181,178	192,322	195,600	195,600
5255	Banking Services	5,025	5,415	5,100	23,300
5258	Other Services	98,322	88,199	133,755	133,480
5273	Workers Compensation Charges	14,520	18,947	5,099	0
5274	Unemployment Charges	940	0	0	1,682
5275	Long-term Disability Charges	730	0	0	2,332
5276	Liability Charges	25,640	39,812	370	42,410
5277	Loss Prevention Charges	1,770	0	0	2,219
5291	Bad Debts Expense	(57)	0	0	0
5421	Lease Principal Expense	14,269	10,183		0
	<b>TOTAL MAINTENANCE &amp; OPERATIONS</b>	<b>545,138</b>	<b>634,750</b>	<b>771,332</b>	<b>973,004</b>
	<b>CAPITAL OUTLAY</b>				
	<b>TOTAL CAPITAL OUTLAY</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>TOTAL DEPARTMENT</b>	<b>1,710,289</b>	<b>1,763,310</b>	<b>1,980,495</b>	<b>2,206,544</b>

## **CAPITAL IMPROVEMENT PROGRAM**

The Fiscal Year 2016-17 proposed Capital Improvement Program (CIP) budget provides \$4.6 million for new projects and \$14.1 million for carry-over projects. The City of Upland defines a CIP as having (1) a capital asset with a minimum dollar amount of \$10,000 and (2) an estimated useful life of five years or more.

New projects are identified and recommended as necessary in the City of Upland. Throughout the Fiscal Year, the projects scheduled in FY 2016-17 will be presented individually before the City Council to consider the environmental assessment, approve plans and specifications, review costs, and award the contract. Many of these projects are expected to take more than one year to complete. Carry-over projects are projects that have been previously approved by the City Council, either in FY 2015-16 or prior years and were not completed as of June 30, 2016. Therefore the remaining balances of their corresponding appropriations are carried over to the new FY 2016-17 budget and beyond, if necessary.

The proposed FY 2016-17 CIP budget, summarized by categories, is provided below:

<b>FY 2016-17</b>	
BUILDINGS AND FACILITIES	239,811
PARK ACQUISITION & DEVELOPMENT	430,590
STORM DRAIN	241,744
STREET AND TRAFFIC FACILITIES	11,065,991
WATER UTILITY	5,398,535
SEWER UTILITY	1,340,000
<b>TOTAL CIP</b>	<b>\$18,716,671</b>

The administrative costs associated with managing these projects have been estimated (generally five to ten percent of estimated construction costs) and included in each project budget.

### **CIP DEFINED**

The City's CIP is a multi-year planning instrument that drives the evaluation and identification of capital infrastructure projects in need of renovation, repair, and/or construction. Capital projects range from road maintenance or construction to the renovation of municipal buildings, recreation centers, and ball fields, to water main and sewer repair. The CIP relates these projected capital needs to the financial resources that will support their realization and the timeframe in which both the financing and work will take place.

The CIP budget document was developed by incorporating input from key management personnel, based on community comments and feedback received throughout the year. Each proposed project was reviewed and discussed to ensure funding, timing, and necessity were appropriately addressed.

## **BENEFITS OF THE CIP**

Capital improvement programming links short and long-range plans with growth, public and private development, and the annual budget process. The CIP provides the following benefits:

- Focuses attention on citywide priorities and citizen expectations.
- Provides a concrete implementation framework for the General Plan, Citywide Strategic Goals, and Visioning Report.
- Promotes accountability for the long-term planning and investment of public funds for large-scale public purposes.

## **CIP PROGRAMS AND FUNDING SOURCES**

Most of the City's infrastructure has a designated revenue source to pay for its upgrade or replacement as appropriate. For example, water/sewer rates fund utility infrastructure needs; gas tax revenues fund street improvements; and park improvements are paid for with related development impact fees. The following section provides a summary of CIP programs and their funding sources:

### ***Building and Facilities***

The Buildings and Facilities program includes expenditures for Departments that are not described in other areas of the CIP. Most of these projects are funded by the General Fund (Fund 101) by recording a transfer to the General Capital Improvements Fund (Fund 420).

### ***Parks, Recreation and Community Services***

The Parks, Recreation and Community Services program includes projects to construct, maintain, and upgrade parks, fields, community centers, and recreation buildings. Capital expenditures are budgeted in the Park Acquisition and Development Fund (Fund 421). The majority of revenues in Fund 421 are from development fees, fees charged when property is developed that are dedicated to the funding of local and regional parks and recreation facilities. Since these revenues are dependent on development activity, the CIP only shows projects as funded for which fee revenues are already available or that are annual funding obligations.

### ***Storm Drain***

Capital expenditures for the construction and improvement of storm drains are budgeted in the Storm Drain Fund (Fund 422). Revenue sources include development fees charged when property is developed that are dedicated to the funding of storm drain infrastructure projects. Staff participates in the regional development of storm drainage collection facilities in connection with the San Bernardino County Flood Control District Zone 1 Improvement Area.

### ***Street and Traffic Facilities***

The Street and Traffic Facilities program includes projects to extend, widen and resurface streets, construct curbs, gutters and medians, perform right-of-way maintenance and traffic signal improvements, and is responsible for the administration, implementation and coordination of the City's Measure "I" Program; a voter approved half-cent sales tax for County transportation improvements. Staff participates in the regional planning of the transportation facilities and is responsible for the implementation of improvements associated with the County's Measure "I" Program, to include developing local and related regional project programming, construction documents, preparing the required revenue, expenditures and development activity reports for San Bernardino Associated Governments, the County's regional transportation planning organization and designated Measure "I" Program Administrator.

Capital expenditures for these projects are budgeted in the Gas Tax Fund (Fund 204), Measure I Fund (Fund 205), CDBG Fund (Fund 209), General Capital Improvements (Fund 420), the Street and Traffic Facilities Development (Fund 423), and the Street & Alley Program (Fund 426).

### ***Water***

The Water program includes projects to construct additions to the City's water infrastructure and to maintain existing facilities. Capital expenditures are budgeted in the Water Utility Fund (Fund 640), which is an enterprise fund. Revenue sources include water rates, development fees, other agency reimbursements and bond proceeds.

### ***Sewer***

The Sewer program includes projects to increase system capacity for new users, replace aging or obsolete systems, and meet regulatory requirements. Capital expenditures are budgeted in the Sewer Utility Fund (Fund 645), which is an enterprise fund. Revenue sources include sewer rates that are generated from service charges to users of the sewer system. Also included are sewer connection fees that are charged when property is developed that are dedicated to the funding of sewer infrastructure projects.

**City of Upland**  
**Capital Improvement Projects**  
**Fiscal Year 2016-2017**

Fund	Project No.	Project Description	2015-2016 Amended Budget	2015-2016 Projected Expenses	2015-2016 Projected Budget Balance on 6/30/2016	Return to Fund Balance	2016-2017 New Appropriation	2016-2017 Adopted Budget
204	ST-7003	Pavement Management System	43,138	(10,500)	32,638	0	27,362	60,000
204	ST-7031	Traffic Safety Projects - Annual	27,726	0	27,726	0	22,274	50,000
204	ST-7040	Mountain Ave. Overlay (9th to Foothill)	605,177	(459,902)	145,275	(145,275)	0	0
204	ST-7049	16th St. Rehab (Euclid to Campus)	584,755	(9,769)	574,986	0	0	574,986
204	ST-7050	16th St. Rehab (San Antonio to Mountain)	454,501	(18,958)	435,543	0	0	435,543
204	ST-7051	Citywide Crack Seal/Slurry Seal/Rubberized Overlay 2014/15	399,264	(227,661)	171,603	(171,603)	0	0
204	ST-7052	Citywide Concrete Repairs 2014/2015	271,639	(68,349)	203,290	(203,290)	0	0
204	ST-7054	Foothill Blvd. Rehab. (Campus to Grove)	800,000	0	800,000	0	0	800,000
204	ST-7055	16th St. Rehab (San Antonio to Euclid)	480,000	(4,851)	475,149	0	0	475,149
204	ST-7057	Citywide Crack Seal/Slurry Seal/Rubberized Overlay 2015/16	500,000	(3,000)	497,000	0	0	497,000
204	ST-7058	Citywide Concrete Repairs 2015/2016	500,000	(34,000)	466,000	0	0	466,000
204	ST-7059	Citywide Striping Repl. 2015/2016	100,000	(19,000)	81,000	(75,000)	0	6,000
204	ST-7060	ATP Cycle 2 Grant Participation with Ontario	5,000	0	5,000	0	0	5,000
204	ST-9121	9th Street Rehabilitation (3rd Ave. to Campus)	1,000,000	0	1,000,000	0	0	1,000,000
204	ST-9124	Arrow Hwy. Rehabilitation (Mountain to San Antonio)	1,000,000	0	1,000,000	0	0	1,000,000
204	ST-7061	Linda Way Reconstruction	0	0	0	0	292,000	292,000
204	ST-7062	Citywide Crack Seal/Slurry Seal/Rubberized Overlay 2016/17	0	0	0	0	400,000	400,000
204	ST-7063	Citywide Concrete Repairs 2016/2017	0	0	0	0	500,000	500,000
204	ST-7064	Citywide Striping Repl. 2016/2017	0	0	0	0	200,000	200,000
204			0	0	0	0	0	0
		<b>Total Amounts</b>	<b>6,771,200</b>	<b>(855,990)</b>	<b>5,915,210</b>	<b>(595,168)</b>	<b>1,441,636</b>	<b>6,761,678</b>
205	ST-7329	Citywide Pavement Maint. 2013/2014	164,000	(400)	163,600	(163,600)	0	0
205	ST-7330	Mountain Avenue (16th to 18th)	257,208	(64,775)	192,433	(192,433)	0	0
205	ST-7332	Citywide Pavement Maint. 2014/2015	184,700	0	184,700	(184,700)	0	0
205	ST-7333	Mountain Ave. Rehab. (Foothill to 14th St.)	378,612	(264,265)	114,347	(114,347)	0	0
205	ST-9115	14th Street Rehab. (Euclid to Campus)	489,299	(9,000)	480,299	0	0	480,299
205	ST-7334	Citywide Pavement Maint. 2015/2016	150,000	0	150,000	0	0	150,000
205	ST-9122	13th Street Reconstruction (Euclid to Campus)	465,000	(1,000)	464,000	0	0	464,000
205	ST-9123	22nd Street Reconstruction (Mountain to Euclid)	700,000	(6,000)	694,000	0	0	694,000
205	ST-7335	SP/PE Bicycle and Pedestrian Trail Rehabilitation	0	0	0	0	100,000	100,000
205	ST-7336	Citywide Pavement Maint. 2016/2017	0	0	0	0	200,000	200,000
205	ST-7337	Euclid Ave. Rehab. (7th St. to Arrow Hwy.)	0	0	0	0	1,000,000	1,000,000
		<b>Total Amounts</b>	<b>2,788,819</b>	<b>(345,440)</b>	<b>2,443,379</b>	<b>(655,080)</b>	<b>1,300,000</b>	<b>3,088,299</b>
209	ST-7608	CDBG Concrete Improvements 2014/2015	193,973	(180,647)	13,326	0	0	13,326
209	ST-7609	CDBG Concrete Improvements 2015/2016	161,595	0	161,595	0	0	161,595
209	ST-7610	CDBG Downtown Facade Enhancement Prog. 2015-2016	124,000	0	124,000	(30,000)	0	94,000
209	ST-7611	CDBG Downtown Facade Enhancement Prog. 2016-2017	0	0	0	0	125,000	125,000
209	ST-7061	Linda Way Reconstruction	0	0	0	0	97,093	97,093
209	ST-7612	Business Assistance & Attraction Program	0	0	0	0	125,000	125,000
		<b>Total Amounts</b>	<b>479,568</b>	<b>(180,647)</b>	<b>298,921</b>	<b>(30,000)</b>	<b>347,093</b>	<b>616,014</b>
420	CV-8015	General Plan	0	0	0	0	0	0
420	CV-8030	Fire Station #3 (Roof Repair)	119,851	(40)	119,811	0	0	119,811
420	CV-8032	Citywide Records Center Remodel	10,000	0	10,000	0	5,000	15,000
420	CV-8033	Magnolia Rec. Center (Roof Repair)	80,000	(80)	79,920	0	15,080	95,000
420	CV-8034	Police Dept. Parking Lot Seal Coat and Striping	10,000	0	10,000	0	0	10,000
		<b>Total Amounts</b>	<b>219,851</b>	<b>(120)</b>	<b>219,731</b>	<b>0</b>	<b>20,080</b>	<b>239,811</b>

**City of Upland**  
**Capital Improvement Projects**  
**Fiscal Year 2016-2017**

Fund	Project No.	Project Description	2015-2016 Amended Budget	2015-2016 Projected Expenses	2015-2016 Projected Budget Balance on 6/30/2016	Return to Fund Balance	2016-2017 New Appropriation	2016-2017 Adopted Budget
421	PK-8203	Sports Park	260,624	0	260,624	(60,624)	0	200,000
421	PK-8209	Magnolia Restroom ADA Compliance	23,400	0	23,400	0	0	23,400
421	PK-8226	Musco Controllers for Park Sites	16,990	0	16,990	0	0	16,990
421	PK-8231	Memorial Park Rotary Field Safety Netting	30,000	0	30,000	0	0	30,000
421	PK-8232	Misc. Park Improvements	20,200	0	20,200	0	0	20,200
421	PK-8233	Memorial Park Chain Link Fencing around Baker Field	100,000	0	100,000	0	40,000	140,000
421	PK-8234	Landecena Building HVAC Replacement	20,000	0	20,000	(20,000)	0	0
		<b>Total Amounts</b>	<b>471,214</b>	<b>0</b>	<b>471,214</b>	<b>(80,624)</b>	<b>40,000</b>	<b>430,590</b>
422	SD-8402	Misc. Storm Drain Repl. - Annual	50,028	0	50,028	0	0	50,028
422	SD-8403	Storm Drain across SCE ROW s/o 16th	10,000	0	10,000	(10,000)	0	0
422	SD-8405	Euclid Ave. Storm Drain	91,946	0	91,946	0	0	91,946
422	SD-8408	Storm Drain Master Plan Improvements - Phase 1	99,770	0	99,770	0	0	99,770
422	SD-8410	Storm Drain w/o Benson crossing 16th St.	200,004	0	200,004	(200,004)	0	0
		<b>Total Amounts</b>	<b>451,748</b>	<b>0</b>	<b>451,748</b>	<b>(210,004)</b>	<b>0</b>	<b>241,744</b>
423	TS-8617	Arrow Rte. Widening (Monte Vista to Central)	50,000	0	50,000	0	0	50,000
423	TS-8621	Traffic Signal Upgrades	100,000	(60,507)	39,493	0	110,507	150,000
		<b>Total Amounts</b>	<b>150,000</b>	<b>(60,507)</b>	<b>89,493</b>	<b>0</b>	<b>110,507</b>	<b>200,000</b>
426	SA-8801	Street & Alley Program	200,000	0	200,000	0	200,000	400,000
		<b>Total Amounts</b>	<b>200,000</b>	<b>0</b>	<b>200,000</b>	<b>0</b>	<b>200,000</b>	<b>400,000</b>
640	WT-9048	Reservoir 16 Structural Evaluation	180,850	0	180,850	0	0	180,850
640	WT-9049	Citywide Lateral Repl. - Annual	89,994	0	89,994	0	10,006	100,000
640	WT-9050	Citywide Hydrant Repl. - Annual	50,000	0	50,000	0	0	50,000
640	WT-9052	Waste to Drain Discharge Lines	99,850	0	99,850	0	0	99,850
640	WT-9065	Retrofit Designs for Phase 1 Recycled Water Users.	82,508	(60,000)	22,508	0	27,492	50,000
640	WT-9079	Mountain Ave. Water Main Repl. (9th St. to Foothill)	354,940	(249,038)	105,902	(105,902)	0	0
640	WT-9080	Local Main Replacement Program 2015/16	300,000	0	300,000	0	0	300,000
640	WT-9081	Reservoir 16 Repairs	75,000	0	75,000	0	0	75,000
640	WT-9082	Onsite Disinfection Generation (Plant 6 & 7)	31,955	0	31,955	0	0	31,955
640	WT-9084	Plant 3 MCC Upgrades	110,000	0	110,000	(20,000)	0	90,000
640	WT-9087	PRV Stations - Zones 5/4 & Zone 4/3	249,043	0	249,043	0	0	249,043
640	WT-9088	Well Maintenance - Annual	295,539	(2,322)	293,217	0	0	293,217
640	WT-9089	Booster & Motor Maintenance	150,000	0	150,000	0	0	150,000
640	WT-9094	Greentree Road Water Main	99,262	(10,548)	88,714	0	100,000	188,714
640	WT-9095	7th Street Water Main	399,699	(11,564)	388,135	0	0	388,135
640	WT-9098	14th Street Water Recharge	16,879	0	16,879	(16,879)	0	0
640	WT-9099	Mountain Ave. Water Main Repl. (16th to 19th)	418,567	(79,733)	338,834	(338,834)	0	0
640	WT-9100	Onsite Disinfection Generation (Plant 5 & 13)	250,000	0	250,000	0	0	250,000
640	WT-9115	14th Street Main Repl. (Euclid to Campus)	498,905	(1,000)	497,905	0	0	497,905
640	WT-9118	Emergency Replacement Switchgear (Plant 4)	74,724	0	74,724	(74,724)	0	0
640	WT-9119	New Well in Six Basins	400,000	0	400,000	0	0	400,000
640	WT-9120	Alley Water Main Replacement	200,000	0	200,000	0	0	200,000
640	WT-9122	13th Street Water Main Replacement (Euclid to Campus)	400,000	0	400,000	0	0	400,000
640	WT-9123	22nd Street Water Main Replacement (Mountain to Euclid)	550,000	(134)	549,866	0	0	549,866
640	WT-9124	Arrow Hwy. Water Main Replacement (Mountain to San Antonio)	200,000	0	200,000	0	150,000	350,000
640	WT-9125	San Antonio Water Treatment Plant Repairs	700,000	(612,000)	88,000	0	0	88,000
640	WT-9126	Landscape Conservation Project	203,000	(22,169)	180,831	(100,831)	0	80,000
640	WT-9127	Ground Water Nitrate Treatment	0	0	0	0	150,000	150,000
640	WT-7061	Linda Way Water Main Replacement	170	0	0	0	186,000	186,000

**City of Upland  
Capital Improvement Projects  
Fiscal Year 2016-2017**

Fund	Project No.	Project Description	2015-2016 Amended Budget	2015-2016 Projected Expenses	2015-2016 Projected Budget Balance on 6/30/2016	Return to Fund Balance	2016-2017 New Appropriation	2016-2017 Adopted Budget
<b>Total Amounts</b>			<b>6,480,715</b>	<b>(1,048,508)</b>	<b>5,432,207</b>	<b>(657,170)</b>	<b>623,498</b>	<b>5,398,535</b>
645	SW-9301	Upland Landfill Post-Closure Plan	10,000	0	10,000	0	0	10,000
645	SW-9305	Update Sewer Model	30,000	0	30,000	0	0	30,000
645	SW-9324	Landfill Flare Modifications	300,000	0	300,000	0	0	300,000
645	SW-9327	Citywide Sewer Rehabilitation 2014/2015	483,141	(325,000)	158,141	(158,141)	0	0
645	SW-9328	Citywide Sewer Rehabilitation 2015/2016 (Hydraulic Deficiencies, Root Intrusion, Structural Manhole Replacements)	600,000	0	600,000	(100,000)	0	500,000
645	SW-9329	Citywide Sewer Rehabilitation 2016/2017 (Hydraulic Deficiencies, Root Intrusion, Structural Manhole Replacements)	0	0	0	0	500,000	500,000
<b>Total Amounts</b>			<b>1,423,141</b>	<b>(325,000)</b>	<b>1,098,141</b>	<b>(258,141)</b>	<b>500,000</b>	<b>1,340,000</b>

**Totals: 19,436,256 (2,816,212) 16,620,044 (2,486,187) 4,582,814 18,716,671**

**Totals by Fund**

204 Gas Tax	6,771,200	(855,990)	5,915,210	(595,168)	1,441,636	6,761,678
205 Measure I	2,788,819	(345,440)	2,443,379	(655,080)	1,300,000	3,088,299
209 CDBG	479,568	(180,647)	298,921	(30,000)	347,093	616,014
420 General Capital Improvements	219,851	(120)	219,731	0	20,080	239,811
421 Park Acquisition & Development	471,214	0	471,214	(80,624)	40,000	430,590
422 Storm Drain Development	451,748	0	451,748	(210,004)	0	241,744
423 Street & Traffic Facilities Development	150,000	(60,507)	89,493	0	110,507	200,000
426 Street & Alley Program	200,000	0	200,000	0	200,000	400,000
640 Water Utility	6,480,715	(1,048,508)	5,432,207	(657,170)	623,498	5,398,535
645 Sewer Enterprise	1,423,141	(325,000)	1,098,141	(258,141)	500,000	1,340,000
<b>Totals:</b>	<b>19,436,256</b>	<b>(2,816,212)</b>	<b>16,620,044</b>	<b>(2,486,187)</b>	<b>4,582,814</b>	<b>18,716,671</b>

## 2015-2016 Capital Improvement Projects

Fund	Project No.	Project Name	Project Description
204	ST-7003	Pavement Management System	Computer program utilized by the Engineering Division to record historical asphalt roadway repairs/treatments, and to analyze the most cost-effective treatments given current pavement conditions. Annual project also used to respond to public inquiries regarding pavement evaluations and conditions.
204	ST-7031	Traffic Safety Projects - Annual	Recurring project as necessary to mitigate traffic safety hazards, upgrade traffic control devices, etc.
204	ST-7040	Mountain Ave. Overlay (9th to Foothill)	Project will provide for the construction of a 2-inch ARHM overlay. Also funded under 640 for water main replacements.
204	ST-7049	16th St. Rehab (Euclid to Campus)	Project will provide for a 2" rubberized AC overlay on 16th Street, from Euclid Avenue to Campus Avenue.
204	ST-7050	16th St. Rehab (San Antonio to Mountain)	Project will provide for a 2" rubberized AC overlay on 16th Street, from Mountain Avenue to San Antonio Avenue.
204	ST-7051	Citywide Crack Seal/Slurry Seal/Rubberized Overlay 2014/15	Recurring project to crack seal and slurry seal various roadway segments throughout the City.
204	ST-7052	Citywide Concrete Repairs 2014/2015	Recurring project to provide concrete repairs to curbs, gutters, curb ramps, spandrels, sidewalks, driveway approaches, and cross gutters throughout the City.
204	ST-7053	Citywide Striping Repl. 2014/2015	Recurring project as necessary to replace weathered/damaged signs and pavement striping.
204	ST-7054	Foothill Blvd. Rehab. (Campus to Grove)	Project will provide for a 2" rubberized AC overlay on Foothill Boulevard, from Campus Avenue to Grove Avenue.
204	ST-7055	16th St. Rehab (San Antonio to Euclid)	Project will provide for a 2" rubberized AC overlay on 16th Street, from San Antonio Avenue to Euclid Avenue.
204	ST-7056	Arrow Hwy. (Mountain to San Antonio)	Engineering design to rehabilitate/reconstruct the street infrastructure on Arrow Highway, from Mountain Avenue to San Antonio Avenue.
204	ST-7057	Citywide Crack Seal/Slurry Seal/Rubberized Overlay 2015/16	Recurring project to crack seal and slurry seal various roadway segments throughout the City.
204	ST-7058	Citywide Concrete Repairs 2015/2016	Recurring project to provide concrete repairs to curbs, gutters, curb ramps, spandrels, sidewalks, driveway approaches, and cross gutters throughout the City.
204	ST-7059	Citywide Striping Repl. 2015/2016	Recurring project as necessary to replace weathered/damaged signs and pavement striping.
204	ST-7060	ATP Cycle 2 Grant Participation with Ontario	Bike Lane Striping Improvements on San Antonio Ave. Ontario is lead agency
204	ST-9121	9th Street Rehabilitation (3rd Ave. to Campus)	Project will rehabilitate the street infrastructure by repairing/upgrading the roadway surface, curb & gutter, sidewalks, curb ramps, pavement markings, etc.
204	ST-9124	Arrow Hwy. Rehabilitation (Mountain to San Antonio)	Project will rehabilitate the street infrastructure by repairing/upgrading the roadway surface, curb & gutter, sidewalks, curb ramps, pavement markings, etc
205	ST-7320	17th Street (Mountain to San Antonio)	Project will provide for the reconstruction of 17th Street, from Mountain Avenue to San Antonio Avenue. Specific improvements include installation of a new water main and services; reconstruction of asphalt/concrete pavement; reconstruction of concrete curbs, gutters, sidewalks, and curb ramps; and, replacement of pavement markings and striping.
205	ST-7329	Citywide Pavement Maint. 2013/2014	Project provides for asphalt pavement rehabilitation to various roadway segments throughout the City.
205	ST-7330	Mountain Avenue (16th to 18th)	Project will provide for a 2" rubberized AC overlay on Mountain Avenue, from 16th Street to 18th Street. Also funded under 640 for water main replacement.
205	ST-7331	Annual Traffic Census 2014/2015	Funding source for SANBAG's traffic census studies.
205	ST-7332	Citywide Pavement Maint. 2014/2015	Project provides for asphalt pavement rehabilitation to various roadway segments throughout the City.
205	ST-7333	Mountain Ave. Rehab. (Foothill to 14th St.)	Project will provide for a 2" rubberized AC overlay on Mountain Avenue, from Foothill Boulevard to 14th Street.
205	ST-7334	Citywide Pavement Maint. 2015/2016	Project provides for asphalt pavement rehabilitation to various roadway segments throughout the City.
205	ST-9115	14th Street Rehab. (Euclid to Campus)	Project provides for the reconstruction of asphalt pavement and displaced/damaged concrete improvements (i.e. curb & gutter, sidewalks, driveway approaches, handicap ramps, etc.) Also funded under 640 for water main replacement.
205	ST-9122	13th Street Reconstruction (Euclid to Campus)	Project will rehabilitate the street infrastructure by repairing/upgrading the roadway surface, curb & gutter, sidewalks, curb ramps, pavement markings, etc.

## 2015-2016 Capital Improvement Projects

Fund	Project No.	Project Name	Project Description
205	ST-9123	22nd Street Reconstruction (Mountain to Euclid)	Project will rehabilitate the street infrastructure by repairing/upgrading the roadway surface, curb & gutter, sidewalks, curb ramps, pavement markings, etc.
209	ST-7607	CDBG Concrete Improvements 2013/2014	Project to provide various concrete infrastructure repairs within CDBG eligible areas.
209	ST-7608	CDBG Concrete Improvements 2014/2015	Project to provide various concrete infrastructure repairs within CDBG eligible areas.
209	ST-7609	CDBG Concrete Improvements 2015/2016	Project to provide various concrete infrastructure repairs within CDBG eligible areas.
209	ST-7610	CDBG Downtown Facade Enhancement Prog.	Project is identified by Development Services Housing Division to provide various facade enhancement repairs within the downtown CDBG eligible areas.
420	CV-8015	General Plan	Project is identified by Development Services Planning Division to update the City's General Plan document.
420	CV-8030	Fire Station #3 (Roof Repair)	Project will provide for the replacement of the roof at Fire Station #3.
420	CV-8032	Citywide Records Center Remodel	Project will convert the Old Animal Shelter Facility into a records center for the City Clerk's office. Project to be implemented in stages due to budget constraints.
420	CV-8033	Magnolia Rec. Center (Roof Repair)	Project will provide for the repair and/or replacement of the roof at the Magnolia Recreation Center.
420	CV-8034	Police Dept. Parking Lot Seal Coat and Striping	Project to crack seal, seal coat, and re-stripe the parking lot at the Police Department.
421	PK-8203	Sports Park	Project consists of designing construction documents to construct a sports park consisting of soccer and ball fields, restroom, concession stand, sports field lighting, parking lots, underground utility infrastructure, etc.
421	PK-8208	Memorial Park Ph. 4 - SB Field & Plaza	Project will provide for a snack bar, restrooms, batting cages, lighting, parking lots, concrete plaza, etc. Staff providing assistance to Little League and volunteers should the League wish to move portions of the project forward.
421	PK-8209	Magnolia Restroom ADA Compliance	Project will provide ADA upgrades to an existing restroom facility at Magnolia Park.
421	PK-8214	Playground Safety Surfacing Restoration	Project provides for the replacement of decomposed wood chips as needed in all parks.
421	PK-8226	Musco Controllers for Park Sites	Project provides for the installation of Musco light controllers for park sites.
421	PK-8231	Memorial Park Rotary Field Safety Netting	Project provides for fencing and netting improvements to ball field backstop. Public Works seeking supplemental funding sources.
421	PK-8232	Misc. Park Improvements	Project provides for the installation/replacement of public park amenities (i.e. drinking fountains; picnic tables; trash receptacles, etc.)
421	PK-8233	Memorial Park Chain Link Fencing around Baker Field	Project provides for the installation of chain link fencing around Baker Field in Memorial Park.
421	PK-8234	Landecena Building HVAC Replacement	Project provides for the repair/replacement of the HVAC units at the Landecena Building.
422	SD-8402	Misc. Storm Drain Repl. - Annual	Project provides for miscellaneous storm drain design work, replacement of catch basins, replacement of broken pipelines, installation of dry wells, etc.
422	SD-8403	Storm Drain across SCE ROW s/o 16th	Project would convert an open channel storm drain to an underground pipe system.
422	SD-8405	Euclid Ave. Storm Drain	Project consists of designing construction documents for a large master planned storm drain system under Euclid Avenue.
422	SD-8408	Storm Drain Master Plan Improvements - Phase 1	Project consists of flood control, water quality, and groundwater recharge enhancements on the west side of the City, including storm water modeling, etc.
422	SD-8410	Storm Drain w/o Benson crossing 16th St.	Project will provide for the installation of a RCP storm drain pipe across 16th Street (Baseline Rd.), west of Benson Avenue. Storm drain will convey flow from Pit #3 (future sports park) on north side of 16th Street, to the Holliday Pit on the south side of 16th Street.
423	TS-8617	Arrow Rte. Widening (Monte Vista to Central)	Project includes widening the bridge and roadway from 2 to 4 lanes, constructing right- and left-turn lanes to improve traffic operation, and upgrade traffic signals to facilitate traffic flow.

## 2015-2016 Capital Improvement Projects

Fund	Project No.	Project Name	Project Description
423	TS-8621	Traffic Signal Upgrades	Project provides for traffic signal equipment installations/upgrades (i.e. video detection equipment, signal controllers, interconnect conduit, pedestrian push buttons, etc.) in conjunction with CIP projects, or as stand-alone upgrades.
426	SA-8801	Street & Alley Program	Project provides for asphalt pavement rehabilitation/reconstruction to various public alleys throughout the City.
640	WT-9048	Reservoir 16 Structural Evaluation	Project to determine the structural integrity of the reservoir. See also Project 640-9081.
640	WT-9049	Citywide Lateral Repl. - Annual	Project provides for water service lateral replacements in conjunction with CIP projects, or as stand-alone repairs.
640	WT-9050	Citywide Hydrant Repl. - Annual	Project provides for fire hydrant upgrading/replacements in conjunction with CIP projects, or as stand-alone repairs.
640	WT-9052	Waste to Drain Discharge Lines	Project provides for the installation of discharge pipelines at City Wells 3, 8, and 7A.
640	WT-9065	Retrofit Designs for Phase 1 Recycled Water Users.	Project consists of the construction of on-site conversion of irrigation systems from potable to recycled use.
640	WT-9079	Mountain Ave. Water Main Repl. (9th St. to Foothill)	Project consists of replacing water mains and services on Mountain Avenue, from 9th Street to Foothill Blvd. Also funded under 204 for street improvements.
640	WT-9080	Local Main Replacement Program 2015/16	Various water main replacements within specified limits.
640	WT-9081	Reservoir 16 Repairs	Structural repairs of spalling concrete within the reservoir.
640	WT-9082	Onsite Disinfection Generation (Plant 6 & 7)	Design of on-site chlorination systems.
640	WT-9084	Plant 3 Booster Upgrades	Modernization of booster station.
640	WT-9086	Mt. View 4 SCADA	Incorporation of well Mt. View 4 into City SCADA system.
640	WT-9087	PRV Stations - Zones 5/4 & Zone 4/3	Construction of inter-zone pressure reducing stations in the water system. Project will allow for water movement during Reservoir 16 structural repairs.
640	WT-9088	Well Maintenance - Annual	Project is for on-going maintenance at City well sites as necessary.
640	WT-9089	Booster & Motor Maintenance	Project is for on-going maintenance at City well sites as necessary.
640	WT-9090	Reservoir Recoating (#7 (22nd St) & #14)	Project is for repainting reservoir interiors as indicated.
640	WT-9094	Greentree Road Water Main	Aged water main replacement in Greentree Road, from 7th Street to 8th Street. Possible Cooperative Agreement with the City of Ontario or stand-alone project.
640	WT-9095	7th Street Water Main	Aged water main replacement in 7th Street, from San Antonio Avenue to Greentree Road. Possible Cooperative Agreement with the City of Ontario or stand-alone project.
640	WT-9098	14th Street Water Recharge	Project will provide for basin construction and groundwater recharge w/o 14th Street n/o Public Works. Design will be used to seek grant opportunities for construction funding.
640	WT-9099	Mountain Ave. Water Main Repl. (16th to 19th)	Project consists of replacing the aged water main in conjunction with the CIP project.
640	WT-9100	Onsite Disinfection Generation (Plant 5 & 13)	Project consists of new on-site chlorination systems.
640	WT-9114	Smart Median Water Efficiency (US Bureau Grant)	Project provided for the installation of smart/weather-based irrigation controllers at various median island and park locations throughout the City.
640	WT-9115	14th Street Main Repl. (Euclid to Campus)	Aged water main and service lateral replacements in 14th Street, from Euclid Avenue to Campus Avenue. Also funded under 205 for street improvements.
640	WT-9116	Water Telemetry System Software Upgrade	Project provides for software upgrades enabling enhanced communications between water facilities and the water control center at Public Works along with compatibility for Windows 7.
640	WT-9117	Highland Ct. Main Repl. (Campus to 11th Ave.)	Aged water main and service lateral replacements in Highland Court, from Campus Avenue to 11th Avenue.
640	WT-9118	Emergency Replacement Switchgear (Plant 4)	Project provides for the replacement of the electrical switchgear that controls 4 booster pumps that generally boost water from a lower water pressure zone into the upper zone reservoirs.
640	WT-9665	Well #5 Rehab.	Project rehabilitated a potable water well, pump, and motor
640	WT-9119	New Well in Six Basins	Project will provide for a new potable water well in the Six Basins aquifer
640	WT-9120	Alley Water Main Replacement	Project consists of replacing the aged water main in conjunction with the CIP Street & Alley Program project.
640	WT-9121	9th Street Water Main Replacement (3rd Ave. to Campus)	Project consists of replacing the aged water main in conjunction with the CIP project.

## 2015-2016 Capital Improvement Projects

Fund	Project No.	Project Name	Project Description
640	WT-9122	13th Street Water Main Replacement (Euclid to Campus)	Project consists of replacing the aged water main in conjunction with the CIP project.
640	WT-9123	22nd Street Water Main Replacement (Mountain to Euclid)	Project consists of replacing the aged water main in conjunction with the CIP project.
640	WT-9124	Arrow Hwy. Water Main Replacement (Mountain to San Antonio)	Project consists of replacing the aged water main in conjunction with the CIP project.
640	WT-9125	San Antonio Water Treatment Plant Repairs	Project consists of repairing water treatment plant filter beds, media replacement, etc.
640	WT-9126	Landscape Conservation Project	Project will provide for drought tolerant landscaping to help reduce water usage.
645	SW-9301	Upland Landfill Post-Closure Plan	Project identified in order to repair, replace and reconstruct the landfill's monitoring well(s) and equipment to assure its operative conditions as required by State and local regulatory agencies.
645	SW-9305	Update Sewer Model	Project identified to update the City's sewer model.
645	SW-9323	Citywide Trenchless Sewer Rehab & CCTV 2013/2014	Project consists of high pressure flushing and CCTV inspections on existing sewer mains followed by the utilization of cured-in-place pipe (CIPP) technology to line existing sewer mains to ensure safe and reliable sewer collection services in accordance with the sanitary sewer upgrade/maintenance improvement program.
645	SW-9324	Upland Landfill Flare Supplemental Gas Line Installation	Project will consist of the construction of a small diameter gas line to provide supplemental natural gas in order to augment low gas quality at the existing flare inlet.
645	SW-9325	Citywide Sewer Main Replacements 2014/2015 (Hydraulic Deficiencies)	Project consists of constructing various sewer mains that have been identified through sewer modeling to contain hydraulic deficiencies.
645	SW-9326	Citywide Sewer Main Replacements 2014/2015 (Root/Debris Obstructions)	Project consists of constructing various sewer mains that have been identified through CCTV to contain obstructions inhibiting flow (i.e. tree roots, concrete, rocks, debris, etc).
645	SW-9327	Citywide Sewer Rehabilitation 2014/2015	Project consists of high pressure flushing and CCTV inspections on existing sewer mains followed by the utilization of cured-in-place pipe (CIPP) technology to line existing sewer mains to ensure safe and reliable sewer collection services in accordance with the sanitary sewer upgrade/maintenance improvement program.
645	SW-9328	Citywide Sewer Rehabilitation 2015/2016 (Hydraulic Deficiencies, Root Intrusion, Structural Manhole Replacements)	Project consists of constructing various sewer mains that have been identified through sewer modeling and CCTV inspections to contain hydraulic deficiencies and/or obstructions inhibiting flow (i.e. tree roots, concrete, rocks, debris, etc.).

## 2016-17 SCHEDULE OF POSITIONS

	Labor Group	2013-14 Actual	2014-15 Actual	2015-16 Adopted	2016-17 Adopted	2016-17 Change
<b><u>GENERAL GOVERNMENT</u></b>						
<b><u>ELECTED/APPOINTED</u></b>						
MAYOR	ELEC	1.00	1.00	1.00	1.00	0.00
COUNCIL	ELEC	4.00	4.00	4.00	4.00	0.00
TREASURER	ELEC	1.00	1.00	1.00	1.00	0.00
		<u>6.00</u>	<u>6.00</u>	<u>6.00</u>	<u>6.00</u>	<u>0.00</u>
<b><u>ADMINISTRATION</u></b>						
CITY MANAGER	EXEC	1.00	1.00	1.00	1.00	0.00
DEPUTY CITY MANAGER	EXEC	0.00	0.00	1.00	1.00	0.00
EXECUTIVE ASSISTANT TO CITY MANAGER	MMGT	2.00	2.00	1.00	1.00	0.00
		<u>3.00</u>	<u>3.00</u>	<u>3.00</u>	<u>3.00</u>	<u>0.00</u>
		<u>9.00</u>	<u>9.00</u>	<u>9.00</u>	<u>9.00</u>	<u>0.00</u>
<b><u>ADMINISTRATIVE SERVICES</u></b>						
<b><u>CITY CLERK</u></b>						
ADMINISTRATIVE SERVICES DIRECTOR	EXEC	1.00	1.00	0.00	0.00	0.00
DEPUTY CITY CLERK	GENL	0.00	0.00	1.00	1.00	0.00
SENIOR ADMINISTRATIVE ASSISTANT	GENL	1.00	1.00	0.00	0.00	0.00
ADMINISTRATIVE ASSISTANT II	GENL	0.50	0.50	0.00	0.00	0.00
ADMINISTRATIVE ASSISTANT III	GENL	0.00	0.00	1.00	1.00	0.00
		<u>2.50</u>	<u>2.50</u>	<u>2.00</u>	<u>2.00</u>	<u>0.00</u>
<b><u>FINANCE</u></b>						
FINANCE MANAGER	MMGT	1.00	1.00	1.00	1.00	0.00
ACCOUNTING SUPERVISOR	MMGT	0.00	1.00	1.00	1.00	0.00
SENIOR ACCOUNTANT	GENL	1.00	1.00	1.00	1.00	0.00
ACCOUNTANT	GENL	1.00	1.00	1.00	1.00	0.00
SENIOR ACCOUNTING TECHNICIAN	GENL	3.00	1.00	1.00	1.00	0.00
ACCOUNTING TECHNICIAN	GENL	1.00	3.00	3.00	3.00	0.00
REVENUE COORDINATOR	GENL	1.00	1.00	0.00	0.00	0.00
CUSTOMER SERVICES SUPERVISOR	MMGT	0.00	0.00	1.00	1.00	0.00
SENIOR CUSTOMER SERVICE SPECIALIST	GENL	1.00	0.00	0.00	0.00	0.00
CUSTOMER SERVICE SPECIALIST	GENL	0.00	0.00	0.00	5.00	5.00
CUSTOMER SERVICE SPECIALIST II	GENL	4.00	3.00	3.00	0.00	(3.00)
CUSTOMER SERVICE SPECIALIST I	GENL	0.00	2.00	2.00	0.00	(2.00)
BUSINESS LICENSE INSPECTOR	GENL	1.00	0.00	0.00	0.00	0.00
BUDGET CLERK	GENL	0.00	1.00	1.00	1.00	0.00
		<u>14.00</u>	<u>15.00</u>	<u>15.00</u>	<u>15.00</u>	<u>0.00</u>
<b><u>INFORMATION TECHNOLOGY</u></b>						
IT MANAGER	MMGT	1.00	1.00	1.00	1.00	0.00
SENIOR IT TECHNICIAN	GENL	0.00	0.00	0.00	1.00	1.00
IT TECHNICIAN	GENL	1.00	1.00	1.00	0.00	(1.00)
		<u>2.00</u>	<u>2.00</u>	<u>2.00</u>	<u>2.00</u>	<u>0.00</u>
<b><u>HUMAN RESOURCES</u></b>						
HR MANAGER	MMGT	0.00	0.00	1.00	1.00	0.00
SENIOR HR ANALYST	MMGT	1.00	1.00	0.00	0.00	0.00
HR ANALYST	MMGT	1.00	1.00	1.00	1.00	0.00
HR SPECIALIST	GENL	1.00	1.00	1.00	1.00	0.00
ADMINISTRATIVE ASSISTANT II	GENL	0.75	0.75	1.00	0.00	(1.00)
ADMINISTRATIVE ASSISTANT I	GENL	0.00	0.00	0.00	1.00	1.00
		<u>3.75</u>	<u>3.75</u>	<u>4.00</u>	<u>4.00</u>	<u>0.00</u>
		<u>22.25</u>	<u>23.25</u>	<u>23.00</u>	<u>23.00</u>	<u>0.00</u>

## 2016-17 SCHEDULE OF POSITIONS

	Labor Group	2013-14 Actual	2014-15 Actual	2015-16 Adopted	2016-17 Adopted	2016-17 Change
<b><u>DEVELOPMENT SERVICES</u></b>						
<b><u>BUILDING AND PLANNING</u></b>						
DEVELOPMENT SERVICES DIRECTOR	EXEC	1.00	1.00	1.00	1.00	0.00
DEVELOPMENT SERVICES MANAGER	MMGT	1.00	1.00	1.00	1.00	0.00
ECONOMIC DEVELOPMENT COORDINATOR	MMGT	0.00	0.00	0.00	1.00	1.00
DEVELOPMENT SPECIALIST	GENL	1.00	1.00	1.00	1.00	0.00
PLANNING MANAGER	MMGT	1.00	1.00	0.00	0.00	0.00
SENIOR PLANNER	MMGT	0.00	0.00	1.00	1.00	0.00
ASSOCIATE PLANNER	MMGT	0.00	0.00	0.00	1.00	1.00
ASSISTANT PLANNER	MMGT	2.00	2.00	2.00	1.00	(1.00)
SENIOR ADMINISTRATIVE ASSISTANT	GENL	1.00	1.00	2.00	1.00	(1.00)
ADMINISTRATIVE ASSISTANT II	GENL	0.00	0.00	0.00	1.00	1.00
BUILDING OFFICIAL	MMGT	1.00	1.00	1.00	1.00	0.00
BUILDING INSPECTOR I	GENL	0.00	0.00	1.00	1.00	0.00
BUILDING INSPECTOR II	GENL	2.00	2.00	2.00	2.00	0.00
PLANS EXAMINER	GENL	1.00	1.00	1.00	1.00	0.00
SENIOR COUNTER TECHNICIAN	GENL	0.00	0.00	0.00	1.00	1.00
COUNTER TECHNICIAN	GENL	1.00	1.00	1.00	0.00	(1.00)
		<u>12.00</u>	<u>12.00</u>	<u>14.00</u>	<u>15.00</u>	<u>1.00</u>
<b><u>CODE ENFORCEMENT</u></b>						
CODE ENFORCEMENT OFFICER	GENL	<u>3.00</u>	<u>3.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
<b><u>HOUSING / SUCCESSOR AGENCY</u></b>						
HOUSING COORDINATOR	GENL	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>0.00</u>
		<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>0.00</u>
<b><u>DEVELOPMENT SERVICES-TOTAL</u></b>		<u>16.00</u>	<u>16.00</u>	<u>15.00</u>	<u>16.00</u>	<u>1.00</u>
<b><u>PUBLIC WORKS</u></b>						
<b><u>PUBLIC WORKS - ADMINISTRATION</u></b>						
PUBLIC WORKS DIRECTOR	EXEC	1.00	1.00	1.00	1.00	0.00
DEPUTY PW DIRECTOR	MMGT	1.00	1.00	0.00	0.00	0.00
OPERATIONS MANAGER	MMGT	0.00	0.00	1.00	1.00	0.00
SENIOR ADMINISTRATIVE ASSISTANT	GENL	0.00	0.00	1.00	1.00	0.00
ADMINISTRATIVE ASSISTANT II	GENL	2.00	2.00	1.00	0.00	(1.00)
ADMINISTRATIVE ASSISTANT I	GENL	0.00	0.00	0.00	1.00	1.00
		<u>4.00</u>	<u>4.00</u>	<u>4.00</u>	<u>4.00</u>	<u>0.00</u>
<b><u>PUBLIC WORKS - OPERATIONS</u></b>						
FACILITIES & FLEET MAINT. SUPERINTENDENT	MMGT	1.00	0.00	0.00	0.00	0.00
FACILITIES SPECIALIST	GENL	2.00	2.00	2.00	1.00	(1.00)
FACILITIES COORDINATOR	GENL	0.00	0.00	0.00	1.00	1.00
CUSTODIAN	GENL	2.00	2.00	3.50	3.50	0.00
LEAD EQUIPMENT MECHANIC	GENL	1.00	1.00	1.00	1.00	0.00
EQUIPMENT MECHANIC II	GENL	2.00	2.00	2.00	2.00	0.00
INVENTORY SPECIALIST	GENL	1.00	1.00	1.00	1.00	0.00
OPERATIONS MAINT. SUPERINTENDENT	MMGT	1.00	1.00	0.00	0.00	0.00
MAINTENANCE SUPERVISOR	MMGT	0.00	0.00	1.00	1.00	0.00
MAINTENANCE CREW LEAD	GENL	3.00	3.00	3.00	3.00	0.00
MAINTENANCE WORKER II	GENL	10.00	10.00	10.00	10.00	0.00
		<u>23.00</u>	<u>22.00</u>	<u>23.50</u>	<u>23.50</u>	<u>0.00</u>
<b><u>PUBLIC WORKS - CAPITAL PROJECTS</u></b>						
PRINCIPAL ENGINEER	MMGT	1.00	1.00	0.00	0.00	0.00
ENGINEERING MANAGER	MMGT	0.00	0.00	1.00	1.00	0.00
SENIOR ENGINEER	MMGT	1.00	1.00	1.00	1.00	0.00
ASSOCIATE ENGINEER	MMGT	1.00	1.00	1.00	1.00	0.00
ENGINEERING TECHNICIAN	GENL	0.00	0.00	0.00	0.00	0.00
SR PUBLIC WORKS INSPECTOR	GENL	1.00	1.00	1.00	1.00	0.00
PUBLIC WORKS INSPECTOR II	GENL	1.00	1.00	1.00	1.00	0.00
SENIOR WATER UTILITY INSPECTOR	GENL	0.00	0.00	0.00	1.00	1.00
WATER UTILITY INSPECTOR II	GENL	1.00	1.00	1.00	0.00	(1.00)
		<u>6.00</u>	<u>6.00</u>	<u>6.00</u>	<u>6.00</u>	<u>0.00</u>

## 2016-17 SCHEDULE OF POSITIONS

	Labor Group	2013-14 Actual	2014-15 Actual	2015-16 Adopted	2016-17 Adopted	2016-17 Change
<b><u>PUBLIC WORKS-CONT</u></b>						
<b>TRAFFIC ENGINEERING</b>						
PRINCIPAL ENGINEER	MMGT	0.00	1.00	1.00	1.00	0.00
ASSISTANT ENGINEER	MMGT	1.00	1.00	1.00	1.00	0.00
ASSOCIATE ENGINEER	MMGT	1.00	0.00	0.00	0.00	0.00
ENGINEERING TECHNICIAN	GENL	0.00	0.00	0.00	0.00	0.00
COUNTER TECHNICIAN	GENL	1.00	1.00	1.00	1.00	0.00
		<u>3.00</u>	<u>3.00</u>	<u>3.00</u>	<u>3.00</u>	<u>0.00</u>
<b>PUBLIC WORKS - SEWER</b>						
ENVIRONMENTAL QUALITY ADMINISTRATOR	MMGT	1.00	1.00	1.00	1.00	0.00
ASSOCIATE ENGINEER	MMGT	1.00	1.00	1.00	1.00	0.00
ASSISTANT ENGINEER	MMGT	1.00	1.00	1.00	1.00	0.00
SENIOR ENVIRONMENTAL CONTROL TECHNICIAN	GENL	1.00	1.00	1.00	1.00	0.00
		<u>4.00</u>	<u>4.00</u>	<u>4.00</u>	<u>4.00</u>	<u>0.00</u>
<b>PUBLIC WORKS - WATER</b>						
UTILITIES OPERATIONS MANAGER	MMGT	1.00	1.00	1.00	1.00	0.00
MANAGEMENT ANALYST	MMGT	0.00	0.00	0.00	1.00	1.00
WATER CONSERVATION SPECIALIST	GENL	1.00	1.00	1.00	0.00	(1.00)
WATER DISTRIBUTION SUPERVISOR	MMGT	1.00	1.00	1.00	0.00	(1.00)
UTILITY SYSTEM SUPERVISOR	MMGT	0.00	0.00	0.00	1.00	1.00
GIS/CADD TECHNICIAN	GENL	1.00	1.00	1.00	1.00	0.00
WATER SYSTEMS OPERATOR CHIEF	GENL	1.00	1.00	1.00	0.00	(1.00)
CHIEF WATER TREATMENT OPERATOR	GENL	0.00	0.00	0.00	1.00	1.00
SENIOR WATER TREATMENT OPERATOR	GENL	0.00	0.00	0.00	2.00	2.00
WATER SYSTEMS OPERATOR IV	GENL	4.00	2.00	2.00	0.00	(2.00)
WATER SYSTEMS OPERATOR III	GENL	0.00	0.00	0.00	0.00	0.00
WATER TREATMENT OPERATOR	GENL	0.00	0.00	0.00	2.00	2.00
WATER SYSTEMS OPERATOR II	GENL	0.00	1.00	1.00	0.00	(1.00)
WATER SYSTEMS OPERATOR I	GENL	0.00	1.00	1.00	0.00	(1.00)
LEAD WATER UTILITY WORKER V	GENL	1.00	1.00	1.00	1.00	0.00
LEAD WATER UTILITY WORKER III	GENL	1.00	1.00	1.00	1.00	0.00
SENIOR UTILITY SYSTEM WORKER	GENL	0.00	0.00	0.00	2.00	2.00
WATER UTILITY WORKER V	GENL	0.00	1.00	1.00	0.00	(1.00)
WATER UTILITY WORKER IV	GENL	1.00	1.00	1.00	0.00	(1.00)
WATER UTILITY WORKER III	GENL	1.00	0.00	0.00	0.00	0.00
UTILITY SYSTEM WORKER	GENL	0.00	0.00	0.00	4.00	4.00
WATER UTILITY WORKER II	GENL	4.00	4.00	4.00	0.00	(4.00)
WATER UTILITY WORKER I	GENL	0.00	0.00	0.00	0.00	0.00
MAINTENANCE WORKER II	GENL	4.00	4.00	4.00	4.00	0.00
SENIOR WATER METER TECHNICIAN	GENL	1.00	1.00	1.00	1.00	0.00
WATER METER TECHNICIAN	GENL	2.00	2.00	2.00	2.00	0.00
		<u>24.00</u>	<u>24.00</u>	<u>24.00</u>	<u>24.00</u>	<u>0.00</u>
<b><u>PUBLIC WORKS-TOTAL</u></b>		<u>64.00</u>	<u>63.00</u>	<u>64.50</u>	<u>64.50</u>	<u>0.00</u>
<b><u>FIRE</u></b>						
<b>FIRE- SWORN</b>						
FIRE CHIEF	EXEC	1.00	1.00	1.00	1.00	0.00
DEPUTY FIRE CHIEF	FRMG	0.00	2.00	2.00	2.00	0.00
BATTALION CHIEF	FRMG	3.00	1.00	1.00	1.00	0.00
FIRE CAPTAIN	FRSW	12.00	12.00	12.00	12.00	0.00
FIRE ENGINEER	FRSW	12.00	12.00	12.00	12.00	0.00
FIRE FIGHTER	FRSW	12.00	12.00	12.00	12.00	0.00
		<u>40.00</u>	<u>40.00</u>	<u>40.00</u>	<u>40.00</u>	<u>0.00</u>

## 2016-17 SCHEDULE OF POSITIONS

	Labor Group	2013-14 Actual	2014-15 Actual	2015-16 Adopted	2016-17 Adopted	2016-17 Change
<b><u>FIRE-CON'T</u></b>						
<b><u>FIRE- NON-SWORN</u></b>						
FLIGHT PARAMEDIC	GENL	2.00	2.00	2.00	2.00	0.00
MEDICAL CREW LEAD	GENL	0.00	0.00	0.00	1.00	1.00
FLIGHT NURSE	GENL	4.00	4.00	4.00	3.00	(1.00)
FIRE INSPECTOR/INVESTIGATOR	GENL	2.00	2.00	1.00	1.00	0.00
DEPUTY FIRE MARSHAL	GENL	0.00	0.00	1.00	1.00	0.00
SENIOR ADMINISTRATIVE ASSISTANT	GENL	0.00	0.00	1.00	1.00	0.00
ADMINISTRATIVE ASSISTANT I	GENL	1.00	1.00	0.00	0.00	0.00
		<u>9.00</u>	<u>9.00</u>	<u>9.00</u>	<u>9.00</u>	<u>0.00</u>
<b><u>FIRE-TOTAL</u></b>		<u>49.00</u>	<u>49.00</u>	<u>49.00</u>	<u>49.00</u>	<u>0.00</u>
<b><u>POLICE</u></b>						
<b><u>POLICE- SWORN</u></b>						
CHIEF OF POLICE	EXEC	1.00	1.00	1.00	1.00	0.00
POLICE CAPTAIN	PDCP	1.00	2.00	2.00	2.00	0.00
POLICE LIEUTENANT	PD - MMGT	5.00	4.00	4.00	4.00	0.00
POLICE SERGEANT	PD - MMGT	8.00	8.00	8.00	9.00	1.00
POLICE DETECTIVE	PDSW	9.00	9.00	9.00	9.00	0.00
POLICE OFFICER	PDSW	46.00	46.00	50.00	50.00	0.00
		<u>70.00</u>	<u>70.00</u>	<u>74.00</u>	<u>75.00</u>	<u>1.00</u>
<b><u>POLICE- NON-SWORN</u></b>						
POLICE DISPATCH SUPERVISOR	MMGT	1.00	1.00	1.00	1.00	0.00
POLICE DISPATCHER II	GENL	12.00	12.00	12.00	12.00	0.00
FORENSIC SPECIALIST	GENL	1.00	1.00	1.00	1.00	0.00
SENIOR ADMINISTRATIVE ASSISTANT	GENL	1.00	1.00	1.00	1.00	0.00
ADMINISTRATIVE ASSISTANT II	GENL	0.50	0.50	1.00	1.00	0.00
POLICE RECORDS SUPERVISOR	MMGT	0.00	0.00	0.00	1.00	1.00
POLICE RECORDS SPECIALIST II	GENL	7.00	6.00	6.00	6.00	0.00
POLICE RECORDS SPECIALIST I	GENL	0.00	1.00	1.00	0.00	(1.00)
		<u>22.50</u>	<u>22.50</u>	<u>23.00</u>	<u>23.00</u>	<u>0.00</u>
<b><u>ANIMAL SERVICES</u></b>						
ANIMAL SERVICES SUPERVISOR	MMGT	0.00	0.00	0.00	1.00	1.00
ANIMAL CONTROL OFFICER	GENL	0.00	0.00	0.00	3.00	3.00
		<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>4.00</u>	<u>4.00</u>
<b><u>CODE ENFORCEMENT</u></b>						
CODE ENFORCEMENT OFFICER	GENL	0.00	0.00	3.00	3.00	0.00
		<u>0.00</u>	<u>0.00</u>	<u>3.00</u>	<u>3.00</u>	<u>0.00</u>
<b><u>POLICE-TOTAL</u></b>		<u>92.50</u>	<u>92.50</u>	<u>100.00</u>	<u>105.00</u>	<u>5.00</u>
<b><u>COMMUNITY SERVICES</u></b>						
<b><u>LIBRARY</u></b>						
PRINCIPAL LIBRARIAN	MMGT	2.00	2.00	0.00	0.00	0.00
SENIOR LIBRARIAN	MMGT	1.00	0.50	0.00	0.00	0.00
LITERACY COORDINATOR	GENL	1.00	1.00	0.00	0.00	0.00
SENIOR LIBRARY ASSISTANT	GENL	2.00	2.00	0.00	0.00	0.00
LIBRARY TECHNICIAN	GENL	2.00	2.00	0.00	0.00	0.00
LIBRARY ASSISTANT	GENL	0.75	0.75	0.00	0.00	0.00
SENIOR LIBRARY CLERK	GENL	1.50	1.50	0.00	0.00	0.00
LIBRARY CLERK	GENL	1.25	1.25	0.00	0.00	0.00
LIBRARY MONITOR	GENL	0.75	0.75	0.00	0.00	0.00
SENIOR ADMINISTRATIVE ASSISTANT	GENL	1.00	1.00	0.00	0.00	0.00
		<u>13.25</u>	<u>12.75</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>

## 2016-17 SCHEDULE OF POSITIONS

	Labor Group	2013-14 Actual	2014-15 Actual	2015-16 Adopted	2016-17 Adopted	2016-17 Change
<b><u>COMMUNITY SERVICE-CON'T</u></b>						
<b>RECREATION AND COMMUNITY SERVICES</b>						
COMMUNITY SERVICES DIRECTOR	EXEC	1.00	1.00	1.00	1.00	0.00
RECREATION COORDINATOR	GENL	3.00	3.00	3.00	3.00	0.00
SENIOR ADMINISTRATIVE ASSISTANT	GENL	0.00	0.00	0.00	1.00	1.00
ADMINISTRATIVE ASSISTANT III	GENL	1.00	1.00	1.00	0.00	(1.00)
ADMINISTRATIVE ASSISTANT II	GENL	1.00	1.00	1.00	1.00	0.00
CUSTODIAN	GENL	1.50	1.50	0.00	0.00	0.00
		<u>7.50</u>	<u>7.50</u>	<u>6.00</u>	<u>6.00</u>	<u>0.00</u>
<b>ANIMAL SERVICES</b>						
ANIMAL SERVICES SUPERVISOR	MMGT	1.00	1.00	1.00	0.00	(1.00)
ANIMAL CONTROL OFFICER	GENL	3.00	3.00	3.00	0.00	(3.00)
ANIMAL SHELTER ATTENDANT II	GENL	3.00	2.00	2.00	0.00	(2.00)
ANIMAL SHELTER ATTENDANT I	GENL	0.75	1.00	1.00	0.00	(1.00)
		<u>7.75</u>	<u>7.00</u>	<u>7.00</u>	<u>0.00</u>	<u>(7.00)</u>
		<u>28.50</u>	<u>27.25</u>	<u>13.00</u>	<u>6.00</u>	<u>(7.00)</u>
		<u>281.25</u>	<u>280.00</u>	<u>273.50</u>	<u>272.50</u>	<u>(1.00)</u>

# CHART OF ACCOUNTS

Fund No.	Fund Name
101	General Fund
201	Housing
203	Public Safety Augmentation
204	Gas Tax
205	Measure I
208	HOME Investment Partnership Program
209	Community Development Block Grant (CDBG)
210	Parking Business Improvement Area (PBIA)
211	Air Quality Management District (AQMD)
214	Homeland Security Grants - PD
215	Prop 30
216	COPS
217	Other Grants
218	Office of Traffic Safety
219	Local Law Enforcement Block Grant
220	Asset Forfeiture
221	Homeland Security Grants - Fire
222	CalHOME
301	Public Financing Authority
420	General Capital Improvements
421	Park Acquisition & Development
422	Storm Drain Development
423	Street & Traffic Facility Development
426	Street & Alley Repairs
640	Water Utility
641	Solid Waste Utility
645	Sewer Utility
751	Self-Funded Insurance
752	Fleet Management
753	Information Systems
754	Building Maintenance & Operations
805	Successor Agency

# CHART OF ACCOUNTS

Division No.	Division Name
1101	City Council
1104	City Treasurer
1201	City Administration
1301	Finance
1302	Mail/Printing Services
1351	Debt Service
1401	Information Systems
1405	Council Chambers
1601	Human Resources
1602	Development & Training
1603	City Attorney
1611	Workers Compensation
1612	Unemployment
1613	Long-Term Disability
1614	Liability
1615	Loss Prevention
1701	City Clerk
2201	Building And Safety
2202	Weed Abatement
2203	Economic Development
2204	Planning Commission
2205	Planning
2301	CDBG Administration
2302	Rec Class
2303	Code Enforcement
2305	Graffiti Removal
2308	Diamond Court
2309	Fair Housing
2311	Food - St. Joseph
2312	Homeless Services
2314	Housing Mediation
2325	Hope Partners - Food Security
2332	CDBG - Pacific Lifeline Womens' Program
2335	CDBG - Emergency Repair Program FY 2014-15
2342	IVRS
2343	Family Service Association
2407	12-8689 CalHOME Program
2408	Program Income Loans

# CHART OF ACCOUNTS

Division No.	Division Name
2409	12-8558 HOME Grant
2501	PBIA
2502	AQMD
2901	Successor Agency Administration
2931	Housing Administration
3201	Police Administration
3202	Police Investigations
3206	Police Admin Support
3210	Patrol Support
3211	Police Patrol
3231	Special Events & Comm Outreach
3232	Police Reserves
3233	Code Enforcement
3256	COPS Allocation FY 14-15
3262	COPS Allocation FY 15-16
3304	Asset Forfeiture - Federal
3414	Asset Forfeiture - State
3423	Asset Forfeiture - 15%
3501	Fire Administration
3502	Fire Volunteers
3503	Fire Reserves
3511	Fire Station I
3512	Fire Station II
3513	Fire Station III
3514	Fire Station IV
3515	Emergency Medical Services
3516	Special Operations
3517	Air Ambulance
3518	Historic Fire Station
3521	Fire Prevention
3522	Fire Training
4201	Recreation Administration
4202	Recreation Classes
4203	Recreation Facilities
4204	Youth Programs/Sports
4205	Senior Center
4206	Special Events
4207	Community Outreach Services

# CHART OF ACCOUNTS

Division No.	Division Name
4208	ACCESS Program
4210	Landecena Center
4401	Library
4402	Carnegie Library
4409	Passports
4501	Animal Services - Administration
5201	Public Works Administration
5301	Engineering Administration
5302	Development/Traffic Engineering
5401	Street Maintenance
5402	Street Sweeping
5403	Sidewalk Maintenance
5404	Street Lighting
5405	Traffic Control
5406	Traffic Facility Maintenance
5407	Weed Abatement
5408	Flood Control
5409	Street Tree Maintenance
5410	Parkway Maintenance
5412	Maintenance - Main Street
5413	Maintenance - Metrolink Station
5414	Fleet Maintenance
5416	Damage To City Property
5420	Park Maintenance
5421	Sports Field Maintenance
5601	City Hall
5602	Building Maintenance & Operations
6201	Water Administration
6202	Customer Service
6203	Meter Services
6204	Damage To City Property
6205	Production/Storage
6206	Transmission & Distribution
6207	WECWC Management Control
6208	Conservation
6209	Water Treatment Plant
6210	Debt Service
6211	Storm Water Management & Recharge

# CHART OF ACCOUNTS

Division No.	Division Name
6212	PVPA
6301	Solid Waste
6302	Household Hazardous Waste
6303	SHARPS Program
6311	Used Oil Recycling Grant
6312	Beverage Recycling Grant
6401	Landfill Site Maintenance
6402	Sewer Maintenance & Operations
6403	Sewer - Residential
6404	Sewer - Non Residential

## CHART OF ACCOUNTS

Object No.	Object Name
5110	Buy Backs
5111	Salaries - Full Time
5112	Salaries - Temporary/Part Time
5113	Overtime
5116	Fringe Benefits
5117	Retirement Contributions
5118	Other
5121	Salaries - Sworn Fire
5123	Overtime - Sworn Fire
5126	Fringe Benefits - Sworn Fire
5127	Retirement Contributions/Sworn
5131	Salaries - Sworn Police
5133	Overtime - Sworn Police
5136	Fringe Benefits - Sworn Police
5137	Retirement Contributions - Sworn Police
5211	Postage
5212	Advertising
5213	Dues & Subscriptions
5214	Training - POST
5215	Training/Conferences/Meetings
5216	Office Supplies
5217	Other Supplies/Materials
5218	Uniform Expense
5219	Registration Permits/Licenses
5220	Fuel Usage
5221	Mileage Reimbursement
5222	Print/Mail Charges
5223	Information Systems Charges
5224	Vehicle Charges
5225	Building Maintenance & Operations Charges
5227	Vehicle Parts/Materials
5231	Office Equipment (Under \$5,000)
5232	Computer Equipment (Under \$5,000)
5233	Other Equipment (Under \$5,000)
5241	Utilities - Electric
5242	Utilities - Gas
5243	Utilities - Telephone
5244	Utilities - Water

## CHART OF ACCOUNTS

Object No.	Object Name
5245	Maintenance - Buildings/Structures/Grounds
5246	Maintenance - Equipment
5247	Maintenance - Vehicles
5248	Maintenance - Other
5249	Other Maintenance
5251	Legal Services
5252	Professional Services
5253	Contract Services
5254	Data Processing Services
5255	Banking Services
5256	Solid Waste Services
5257	Sewer Treatment Disposal Services
5258	Other Services
5259	Recycled Water Purchase
5261	Books & Digital Materials
5271	Insurance Premium
5272	Claims Expense
5273	Workers Compensation Charges
5276	Liability Charges
5292	Administrative Services Expense
5295	Pump/Diesel Taxes
5296	RDA Pass-Through Expense
5302	Loans
5305	Emergency Repairs Program
5309	First Time Home Buyer Program
5314	Program Income - HIP Loans
5315	Program Income - FTHB Loans
5316	Program Income - TBRA
5321	Employee Incentive
5322	Health Premiums - Retirees
5323	PERS Supplement
5324	Other Post-Employment Benefits
5421	Lease Principal Expense
5424	Bond Principal Payment
5425	Bond Interest Expense
5521	Land
5530	Machinery & Equipment
5531	Vehicles

## Glossary of Terms

**Appropriation-** Legal authorization granted to the City Manager by the City Council to expend monies, and/or to incur legal obligations for specific departmental purposes. An appropriation is usually limited in amount, as well as to the time when it may be expended.

**Assessed Valuation-** A dollar value placed upon real estate or other property by San Bernardino County as a basis for levying property taxes.

**Balanced Budget-** A budget in which current revenues equal recurring expenditures.

**Beginning Fund Balance-** Fund balance available in a fund at the end of the prior fiscal year for use in the following fiscal year.

**Bond-** A city may raise capital by issuing a written promise to pay a specified sum of money, called the face value or principal amount, at a specified date or dates in the future, together with periodic interest at a specific rate.

**Budget Amendment-** A revision of the adopted budget that, when approved by the City Council, replaces the original provision. Budget amendments occur frequently throughout the fiscal year, as spending priorities shift.

**Budget Calendar-** A timetable showing when particular tasks must be completed in order for the City Council to approve the spending plan before the beginning of the next fiscal year.

**Budget Message-** A general discussion of the proposed budget as presented in writing by the City Manager to the City Council. The message contains an explanation of the principal budget items and summarizes the proposed budget relative to the current year adopted budget.

**Capital Improvement Program-** A financial plan of proposed capital improvement projects and the means of financing them for a given period of time.

**Capital Expenditures-** A budget category which budgets all equipment having a unit cost of more than \$5,000. Capital outlay items are budgeted in the operating budget.

**Cash Basis of Accounting-** A method of accounting in which revenues are recorded only when cash is received and expenditures are recorded only when payments are made. Since payments can be delayed to the next fiscal year, cash basis can result in an inaccurate picture of the financial condition of a fund. To be in conformance with GAAP, local governments must use the accrual basis, rather than the cash basis of accounting.

**Chart of Accounts-** A chart that assigns a unique number to each type of transaction and to each budgetary unit in the organization. The chart of accounts provides a system for recording revenues and expenditures that fits the organizational structure.

**Debt Service-** Annual principal and interest payments owed on money that has been borrowed.

Department- An organizational unit comprised of divisions or programs. It is possible for a department to be comprised of only one division.

Disbursement- Payment for goods or services that have been delivered and invoiced.

Division- An organizational unit consisting of programs and/or activities within a department which furthers the objectives of the City Council by providing services or products.

Encumbrance- Financial commitments related to unperformed contracts for goods or services for which part of an appropriation is reserved. They cease to be encumbrances when the obligations are paid or otherwise terminated.

Enterprise Fund- A type of fund established to account for the total costs of those governmental facilities and services which are operated in a manner similar to private enterprises. These funds are entirely or predominately self-supporting.

Fiscal Year- A twelve-month period of time to which the budget applies. For the City of Upland, it is July1 through June 30.

Fund- An independent fiscal and accounting entity used to record all financial transactions related to the specific purposes for which the fund was created. There are five major types of funds: General, Special Revenue, Capital Project, Enterprise Funds, and Fiduciary Funds.

Fund Balance- The amount of financial resources immediately available for use. Generally, this represents the excess of current assets over current liabilities.

Gann Appropriations Limit- Article XIII B of the State constitution was amended by Proposition 4 (Gann initiative) in 1979. Article XIII B limits growth in the spending of tax proceeds appropriated in the “base year” of 1978-79 times the product of the allowable annual percentage change in a cost-of-living factor and the allowable annual percentage change in a population change factor. The cost-of-living factor is the larger of the annual percentage change in the State per capita personal income or the annual percentage change in the local non-residential assessed valuation due to new construction. The population change factor is the larger of the annual percentage change of the jurisdiction’s population or the annual percentage change of the county in which the jurisdiction is located.

Generally Accepted Accounting Principles- Uniform minimum standards used by state and local governments for financial recording and reporting; established by the accounting profession through the Governmental Accounting Standards Board (GASB).

General Fund- The primary fund of the City used to account for all revenues and expenditures of the City not legally restricted as to use. Examples of departments financed by the General Fund include City Council, Finance, Police and Fire Departments.

Grant- Contributions or gifts of cash or other assets from another governmental entity to be used or expended for a specific purpose, activity, or facility.

Infrastructure- The underlying foundation or basic framework of a system or organization, such as the roads, sewers, water lines, and storm drains.

Interfund Transactions- These budgetary transactions consist of quasi-external transactions which would be treated as revenues and expenditures if they involved organizations external to the governmental unit, reimbursements of expenditures initially made in one fund which are attributable to another fund, and operating transfers where monies are appropriated from one fund to another fund to reimburse expenses which are of benefit to the first fund.

Interim Financial Reports- Quarterly or monthly comparisons of budgeted with actual revenues and expenditures to date. These reports provide decision makers with an early warning of impending expenditure overruns or revenue shortfalls.

Modified accrual basis of accounting- A form of accrual accounting in which (1) the expenditures are recognized when the goods or services are received and (2) revenues, such as taxes, are recognized when measurable and available to pay expenditures in the current accounting period.

Operating Budget- A financial, programmatic and organizational plan for furthering the goals of the City Council through the departments of the City, which does not include one-time capital improvement projects.

Performance Budget- A budget that includes (1) performance goals and objectives (2) demand, workload, efficiency, and effectiveness measures for each government program.

Performance Measures- Indicators used in budgets to show, for example, (1) the amount of work accomplished, (2) the efficiency with which tasks were completed, and (3) the effectiveness of a program.

Purchase Order- An agreement to buy goods and services from a specific vendor, with a promise to pay on delivery.

Reimbursements- Payments of amounts remitted on behalf of another party, department, or fund. They are recorded as expenditures or expenses in the reimbursement fund and as reductions of the expenditure or expense in the fund that is reimbursed.

Reserve- An account that is used to earmark a portion of the fund balance as legally segregated for a specific use.

Salary Savings- The reduced expenditures for salaries that result when a position remains unfilled for part of the year or when a more senior employee is replaced by a newer employee at a lower salary.

Unreserved Fund Balance- Money left over from prior years that is not committed for other purposes and can be allocated in the upcoming budget.

## List of Acronyms

ADA- American Disabilities Act. The Federal Americans with Disability Act requires accessibility of public facilities for handicap persons and various accommodations for persons with disabilities.

ALS- Advanced Life Support.

AQMD- Air Quality Management District.

BLS- Basic Life Support.

CAFR- The Comprehensive Annual Financial Report is prepared in conformity with Generally Accepted Accounting Principles (GAAP) as set forth by the Governmental Accounting Standards Board (GASB).

CALTRANS- State of California Department of Transportation.

CDBG- The Community Development Block Grant program is funded by the Federal Department of Housing and Urban Development.

CEQA- California Environmental Quality Act.

CFD- Community Facilities Districts are established as funding mechanisms for capital improvements for a specific area of development.

CIP- Capital Improvements Program or Plan. The CIP identifies the infrastructure capital improvements of the City.

CNG- Compressed Natural Gas.

COPS- Community Oriented Policing Services.

DDA- Disposition Development Agreement.

DIF- Developer Impact Fee.

EIR- Environmental Impact Report.

EOC- Emergency Operations Center.

EMS- Emergency Medical Response.

ERAF- Educational Revenue Augmentation Fund is a state mandated property tax shift to schools.

FEMA- Federal Emergency Management Agency is the governing agency for emergency services nationwide.

FTE- Full Time Equivalent. The FTE is a term used to measure staffing and is 2,080 hours per year (FTE = 1.0) or for 1040 hours (FTE = 0.5).

GAAP- Generally Accepted Accounting Principles.

GASB- Governmental Accounting Standards Board.

GIS- Geographic Information System.

HAZMAT- Hazardous Materials.

HOME- Home Investment Partnership Program.

HVAC- Heating, Ventilation, and Air Conditioning system.

HUD- Housing and Urban Development.

IEUA- Inland Empire Utilities Agency.

ISTEA- Intermodal Surface Transportation Efficiency Act. ISTEA federal funds provide the City funding for various street and traffic signal projects.

LAIF- Local Agency Investment Fund.

LMI- Low-Moderate Income – Affordable Housing programs.

MOU- Memorandum of Understanding- typically a contractual agreement between the City and an employee union or association.

NPDES- National Pollutant Discharge Elimination System.

OSHA- Occupational Safety and Health Administration.

POST- Peace Officer Standards and Training Act; regulates law enforcement standards.

ROPS- Recognized Obligation Payment Schedule.

SANBAG- San Bernardino Associated Governments. SANBAG is the clearinghouse for the intergovernmental agency review of capital facilities and other local government activities.

TPA- Third Party Administrator.

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