



Budget Workshop

Fiscal Year 2024-25 & 2025-26

May 20, 2024

Stephen Parker, Assistant City Manager

Overview

- **Economic Overview**
- **Summary of Sources and Uses**
- **General Fund Budget Overview**
- **Change in Positions**
- **Department Presentations**



Economic Overview

UPLAND CITY HALL

- First Two-Year Budget
- One-Time Opportunities with Remaining ARPA Funds
- Interest Rates holding at decade highs
- Slight revenue growth
- Expenditure increases primarily PERS-UAL and personnel costs



FY 2024-25 Summary of Sources and Uses

FY 2024-25 SUMMARY OF SOURCES AND USES

Fund	Estimated Fund Balance (Unassigned) 7/1/24	FY 2024-25 Estimated Revenue	Transfers In	Available Sources	2024-25 Operating Expenditures	Capital Improvement Projects	Transfers Out	Total Uses	Change in Fund Balance	Fund Balance 6/30/25
General Fund	\$ 9,585,260	\$ 61,671,040	\$ -	\$ 61,671,040	\$ 61,458,660	\$ -	\$ -	\$ 61,458,660	\$ 212,380	\$ 9,797,640
Special Revenue Funds	39,128,770	16,842,990	-	16,842,990	12,122,140	22,713,900	-	34,836,040	(17,993,050)	21,135,720
Capital Project Funds	26,528,100	4,451,710	-	4,451,710	73,920	10,624,950	-	10,698,870	(6,247,160)	20,280,940
Enterprise Funds	49,728,590	57,478,850	265,000	57,743,850	65,601,670	26,814,840	265,000	92,681,510	(34,937,660)	14,790,930
Internal Service Fund	2,761,540	20,930,160	-	20,930,160	22,177,160	-	-	22,177,160	(1,247,000)	1,514,540
Private Purpose Trust Fund	(8,480,890)	2,800,520	-	2,800,520	2,798,430	-	-	2,798,430	2,090	(8,478,800)
Grand Total	\$119,251,370	\$164,175,270	\$ 265,000	\$164,440,270	\$164,231,980	\$ 60,153,690	\$ 265,000	\$224,650,670	\$ (60,210,400)	\$ 59,040,970



FY 2025-26 Summary of Sources and Uses

FY 2025-26 SUMMARY OF SOURCES AND USES

Fund	Estimated Fund Balance (Unassigned) 7/1/25	FY 2025-26 Estimated Revenue	Transfers In	Available Sources	2025-26 Operating Expenditures	Capital Improvement Projects	Transfers Out	Total Uses	Change in Fund Balance	Fund Balance 6/30/26
General Fund	\$ 9,797,640	\$ 63,331,790	\$ -	\$ 63,331,790	\$ 63,135,270	\$ -	\$ -	\$ 63,135,270	\$ 196,520	\$ 9,994,160
Special Revenue Funds	22,635,720	16,414,510	-	16,414,510	10,603,510	13,691,670	-	24,295,180	(7,880,670)	14,755,050
Capital Project Funds	20,280,940	2,819,550	200,000	3,019,550	76,470	2,548,580	-	2,625,050	394,500	20,675,440
Enterprise Funds	26,790,930	61,526,490	265,000	61,791,490	67,218,520	6,550,000	265,000	74,033,520	(12,242,030)	14,548,900
Internal Service Fund	1,514,540	20,868,790	-	20,868,790	22,810,810	-	200,000	23,010,810	(2,142,020)	(627,480)
Private Purpose Trust Fund	(8,478,800)	2,812,390	-	2,812,390	2,810,870	-	-	2,810,870	1,520	(8,477,280)
Grand Total	\$ 72,540,970	\$167,773,520	\$ 465,000	\$168,238,520	\$166,655,450	\$ 22,790,250	\$ 465,000	\$189,910,700	\$ (21,672,180)	\$ 50,868,790



FY 2024-26 General Fund – Revenue by Source

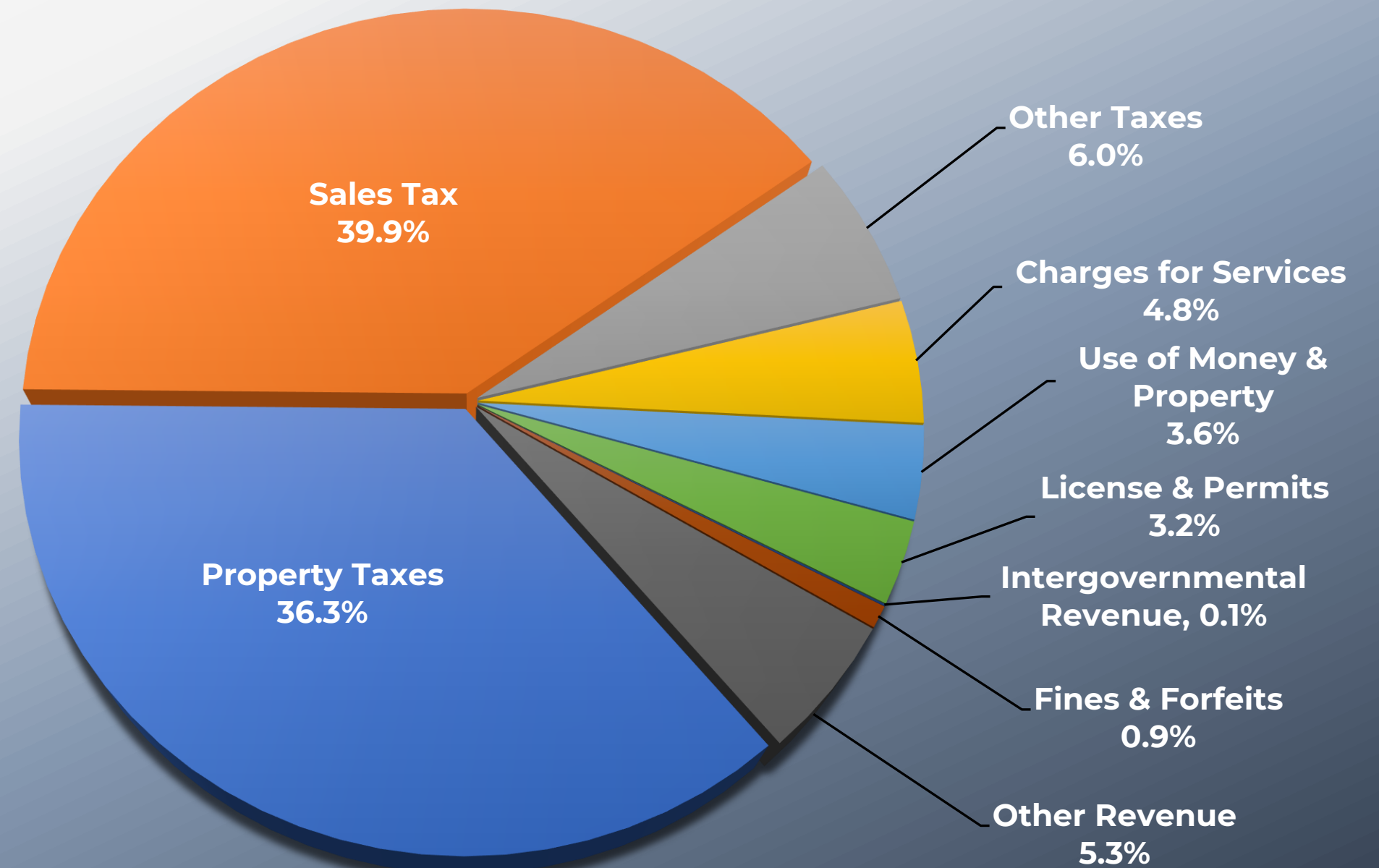
Revenue Source	FY 2021-22 Actual Collected	FY 2022-23 Actual Collected	FY 2023-24 Adopted Budget	FY 2023-24 Amended Budget	FY 2024-25 Proposed Budget	FY 2025-26 Proposed Budget	% Change FY 23/24 Amended/ FY 24/25 Proposed	% Change FY 24/25 Proposed/ FY 25/26 Proposed
Property Taxes	\$19,180,400	\$20,481,660	\$21,049,090	\$21,994,530	\$22,371,510	\$23,065,040	1.7%	3.1%
Sales Tax	18,469,790	21,274,690	20,451,030	24,188,600	24,591,400	25,346,900	1.7%	3.1%
Other Taxes	3,637,140	3,669,660	3,442,380	3,580,280	3,709,420	3,746,330	3.6%	1.0%
Charges For Services	2,836,040	2,887,160	3,053,060	2,791,690	2,961,180	3,037,620	6.1%	2.6%
Licenses and Permits	2,071,970	2,820,350	2,150,320	1,985,930	1,981,030	2,017,790	-0.2%	1.9%
Intergovernmental	117,020	66,460	49,000	49,000	49,000	49,900	0.0%	1.8%
Fine & Forfeitures	600,190	640,860	506,270	634,270	526,910	537,260	-16.9%	2.0%
Use of Money & Property	(38,520)	994,190	1,556,920	2,237,720	2,223,640	2,266,070	-0.6%	1.9%
Other Revenue	3,763,770	3,784,880	3,549,680	3,650,250	3,256,950	3,264,880	-10.8%	0.2%
Total General Fund	\$50,637,800	\$56,619,910	\$55,807,750	\$61,112,270	\$61,671,040	\$63,331,790	0.9%	2.7%



FY 2024-25 General Fund Revenue

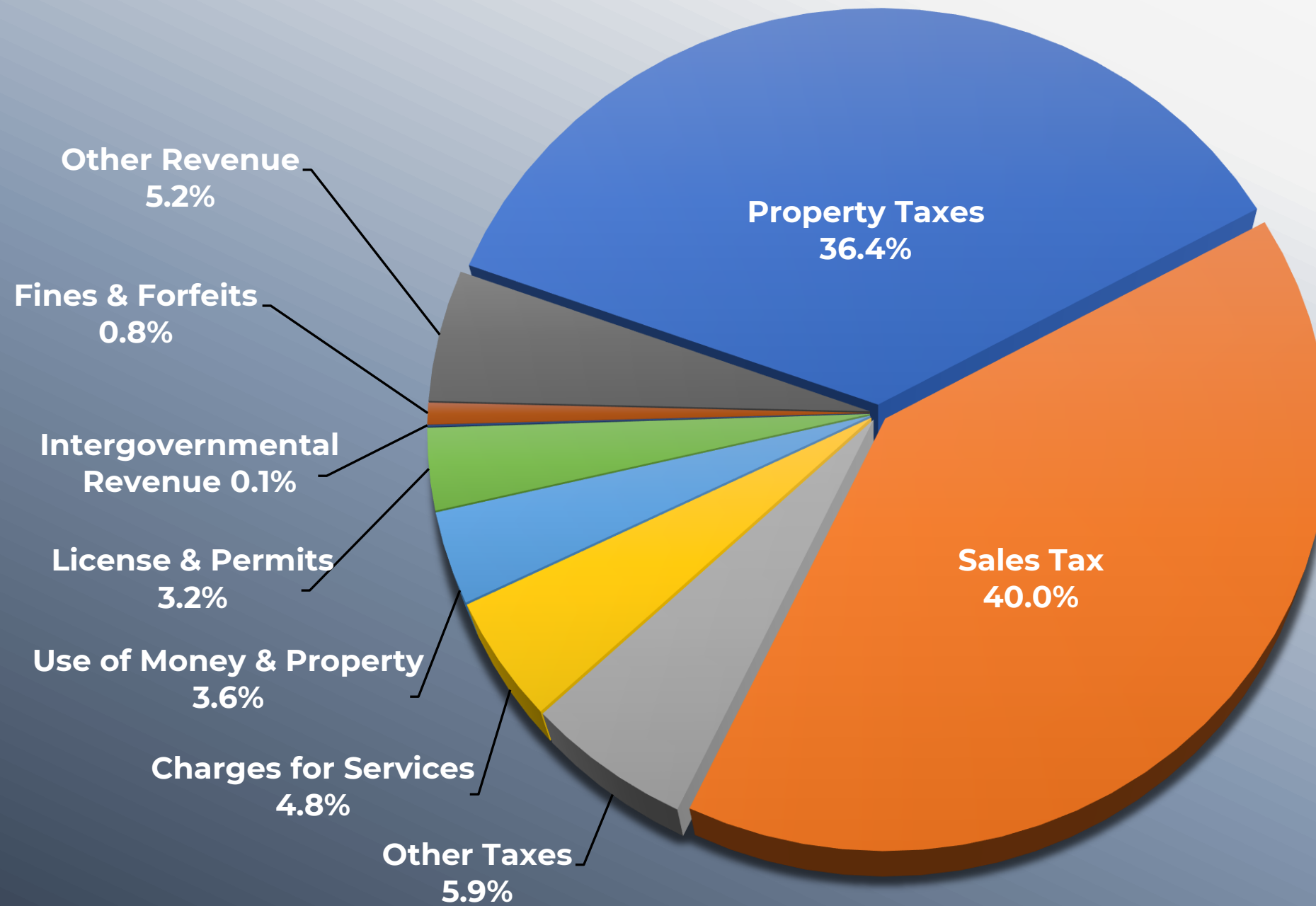
Revenue Source	FY 2024-25 Revenue	Variance FY 2023-24/ FY 2024-25
Property Taxes	\$ 22,371,510	\$ 376,980
Sales Tax	24,591,400	402,800
Other Taxes	3,709,420	129,140
Charges for Services	2,961,180	169,490
Use of Money & Property	2,223,640	(14,080)
License & Permits	1,981,030	(4,900)
Intergovernmental Revenue	49,000	-
Fines & Forfeits	526,910	(107,360)
Other Revenue	3,256,950	(393,300)
Total General Fund	\$ 61,671,040	\$ 558,770

FY 2024-25 General Fund Revenues by Source \$61,671,040



FY 2025-26 General Fund Revenue

FY 2025-26 General Fund Revenues by Source \$63,331,790



Revenue Source	Variance	
	FY 2025-26 Revenue	FY 2024-25/ FY 2025-26
Property Taxes	\$ 23,065,040	\$ 693,530
Sales Tax	25,346,900	755,500
Other Taxes	3,746,330	36,910
Charges for Services	3,037,620	76,440
Use of Money & Property	2,266,070	42,430
License & Permits	2,017,790	36,760
Intergovernmental Revenue	49,900	900
Fines & Forfeits	537,260	10,350
Other Revenue	3,264,880	7,930
Total General Fund	\$ 63,331,790	\$ 1,660,750



FY 2024-26 Total Expenditure Budget:

Fund Type	FY 2023-24 Amended Budget	FY 2024-25 Proposed Expenditures	% Change FY 23/24 Amended FY 24/25 Proposed	FY 2025-26 Proposed Expenditures	% Change FY 24/25 Proposed/ FY 25/26 Proposed
General Fund	\$ 55,823,533	\$ 61,305,400	9.8%	\$ 62,977,830	2.7%
Water Enterprise	54,722,116	57,404,760	4.9%	40,277,150	-29.8%
Solid Waste Enterprise	17,725,766	18,383,330	3.7%	19,121,300	4.0%
Sewer Enterprise	16,284,491	16,628,420	2.1%	14,370,070	-13.6%
Street Improvement Funds	22,167,907	21,703,090	-2.1%	14,912,150	-31.3%
All Other Funds	61,297,045	48,807,410	-20.4%	37,629,760	-22.9%
Total Use of Funds	\$ 228,020,858	\$ 224,232,410	-1.7%	\$ 189,288,260	-15.6%



General Fund

FY 2024-26 Uses by Expenditure Category

UPLAND CITY HALL

Department	FY 2023-24 Amended Budget	FY 2024-25 Proposed Budget	Variance FY 23/24 Amended/ FY 24/25 Proposed	FY 2025-26 Proposed Budget	Variance FY 24/25 Amended/ FY 25/26 Proposed
Salaries & Benefits	\$ 23,957,350	\$ 26,629,840	\$ 2,672,490	\$ 28,269,280	\$ 1,639,440
Maintenace & Operations	16,980,490	17,611,490	631,000	17,803,100	191,610
Capital Outlay	300,700	40,000	(260,700)	45,000	5,000
Allocated Costs	14,585,000	17,024,070	2,439,070	16,860,450	(163,620)
General Fund Total Use	\$ 55,823,540	\$ 61,305,400	\$ 5,481,860	\$ 62,977,830	\$ 1,672,430



General Fund

FY 2024-26 Expenditures by Department

UPLAND CITY HALL

Department	FY 2023-24 Amended Budget	FY 2024-25 Proposed Expenditures	% Change FY 23/24 Amended/ FY 24/25 Proposed	FY 2025-26 Proposed Expenditures	% Change FY 24/25 Proposed/ FY 25/26 Proposed
General Government	\$ 2,153,790	\$ 2,528,540	17.4%	\$ 2,474,300	-2.1%
Administrative Services	10,169,709	10,657,080	4.8%	10,026,270	-5.9%
Development Services	2,924,605	3,378,400	15.5%	3,459,740	2.4%
Police Department	30,299,196	33,578,650	10.8%	35,183,140	4.8%
Public Works	10,276,233	11,162,730	8.6%	11,834,380	6.0%
General Fund Total Use	\$55,823,533	\$61,305,400	9.8%	\$62,977,830	2.7%



FY 2024-26 Change in Positions

Department	Action	# of Positions	Position Title
Administrative Services			
Human Resources	Add	1.0	Risk Management Coordinator
Development Services			
Administration	Reclass	1.0	Accounting Technician to Budget Specialist
Administration	Add	1.0	Administrative Assistant
Building	Unfreeze	1.0	Building Official
Building	Unfreeze	1.0	Plans Examiner
Public Works			
Operations	Add	2.0	Operations Supervisor
Operations	Freeze	1.0	Warehouse & Inventory Technician
Sewer	Freeze	1.0	Assistant/Associate Engineer
Police			
Patrol	Add	2.0	Police Officer



Police Department

- Divisions
- Accomplishments
- Expenses
- Grants/Donations
- Staffing Information
- Goals



Police Department Divisions

- **Operations/Patrol – Captain**

- **Patrol Lieutenant**

- Field Patrol Operations
- Traffic Enforcement
- Parking Enforcement
- Dispatch
- Reserve Officers
- Chaplains
- School Resource Officer

- **Special Services – Lieutenant**

- Internal Affairs Investigations
- Records
- Cadets
- Volunteers
- Animal Services

- **Administrative Services – Captain**

- **Administrative Lieutenant**

- Detective Bureau
- Crime Analyst
- Property and Evidence
- Special Investigations Unit
- IMPACT Team
- Homeless Services
- Park Rangers
- Code Enforcement
- K9
- Personnel & Training
- Crime Prevention & Community Outreach
- Budget
- Facilities Maintenance



Accomplishments

- Priority 1 Calls* – Average Response time (Down 17%) from 07:38 to 06:19
 - *Priority 1 calls - In progress emergency calls with an immediate threat to life or an immediate need for assistance -
- Priority 2 Calls* – Average Response Time (Down 33%) from 22:22 to 14:56
 - *Priority 2 calls – In progress or just occurred serious felony/misdemeanor crimes
- Priority 3 Calls* – Average Response Time (Down 14%) from 1:12:28 to 1:01:59
 - *Priority 3 calls – Public nuisance calls, lesser felony/misdemeanor reports
- 54,735 Calls for Service (Up 5%)
- 232 Homeless Coordinator Contacts
- 29 Individuals placed in Shelters/Housed

- Introduced Park Ranger Program
- Hired Crime Prevention/Community Outreach Specialist – Held over 15 Community Events/Courses
- Volunteer Hours
 - CERT Team contributed over 5,479 hours
 - VIPS contributed over 965 hours
 - Explorer Program – 25 members/contributed 315 hours



Expenses

FY 2024-25

FY 2025-26

Police Administration

(Includes Animal Services, Special Events & Community Outreach, and Code Enforcement)

\$14,517,070

\$14,926,850

Police Investigations

\$ 3,685,280

\$3,984,760

Police Operations/Patrol

(Includes Police Reserves)

\$15,376,300

\$16,271,530



Grants

- **OTS Step Grant PT24211 - \$200,000**

- Sworn Overtime Costs-DUI Checkpoints, Traffic Enforcement, Distracted Driving
- Travel Expenses (Training/Seminars)
- DUI Checkpoint Supplies/Phlebotomist
- Police Motorcycle/Motorcycle Helmet

- **OTS Ride to Live Motorcycle Safety Education Grant MC24012 - \$24,000**

- Overtime Costs – Educate Upland Residents in Motorcycle Safety
- Supplies and Materials for Training Classes



- **Justice Assistance Grant Award (JAG)**

- JAG 19 - \$15,732 – Archer Anti-Vehicle Barrier
- JAG 20 - \$15,597 – Archer Anti-Vehicle Barrier
- JAG 21 - \$19,513 – Recon Robotics Throwbot/First Responder Kit
- JAG 22 - \$23,094 – Archer Rapid Gate Kits (2)
- JAG 23 - \$24,873 – To be determined

- **COPS Grant - \$80,897**

- Tactical Less Lethal Munition Launcher
- Wellness & Personal Development Courses
- Cubicles & Fiber for Quality-of-Life Team Offices/ Carnegie Building



Grants/Settlements

• Other Grants

- **Homeland Security 21 Grant Program - \$22,527**
 - Outfit Mobil Command Unit
 - Pole Camera
- **Homeland Security 2022 Grant Program - \$20,118**
 - Gas Masks
- **Homeland Security 2024 Grant Program – TBD**
- **National Opioid Settlement - \$58,189 (Distributor) and \$33,665.50 (Janssen)**
 - Homeless outreach and treatment
- **NOAT II – Mallinkrodt Settlement - \$10,129**
 - Opioid Remediation
- **Asset Forfeiture – Federal - \$225,000**
 - (1) School Resource Officer
 - New Cubicles - Records Department



Staffing Information

Current Officer Vacancies: **5** Includes 2 School Resource Officers (one to be funded by the Upland School District, and the other to be funded with Federal Asset Forfeiture dollars)

New Officers: **1** in academy**(*not counted in current vacancies*)
3 lateral (Sworn in 4/29/24)

From application to in the field on their own with only basic training time

Pre-service/lateral officer: 10 mo. to 1 yr.

Academy trainee: 1.5 years

Estimated Cost to Hire/Train a New Employee to be a Police Officer \$153,000



Goals

○ Fill Staff Vacancies

Full Time

- 5 Sworn Positions (includes 2 School Resource Officers)
- 2 Dispatchers
- 1 Code Enforcement Officer
- 2 Police Service Technicians
- 1 Park Ranger
- 1 Property & Evidence Clerk
- 2 Animal Service Officers

Part-Time

- 1 Dispatcher
- 2 Shelter Attendants
- 4 Cadets
- 1 Code Enforcement Officer

○ Reduce Group “A” Offenses



Goals *(Continued)*

- Improve Quality of Life for the Community
- Implement a Peer Support Team aimed at providing confidential assistance and guidance to all personnel to cultivate a supportive culture within our Department
- Develop a new Civilian Investigator position to assist the Detective Bureau
- Create a Wellness Room to offer personnel opportunities and strategies for improving health and wellness. Departments designed with employee health and wellbeing in mind help to improve employee retention, lower absenteeism and boost productivity
- Enhance Operational Effectiveness
- Boost Employee Development, & Training



Public Works



Public Works

Services

UPLAND CITY HALL

The Public Works Department is comprised of three main Divisions. These Divisions contain multiple sections which accomplish very different tasks:

- **Engineering Division**

- Capital Improvement Section
- Traffic and Development Services Section
- Environmental Compliance Section

- **Maintenance and Operation Division**

- Urban Forest and Parks Maintenance Section
- Fleet and Facilities Maintenance Section
- Streets Maintenance Section
- Right-of-Way Maintenance Section

- **Utilities Division**

- Water Production, Treatment, Distribution and Maintenance Section
- Recycled Water Distribution and Maintenance Section
- Sewer Collections and Maintenance Section
- Solid Waste Management Section



Engineering Capital Improvement Section

Goals

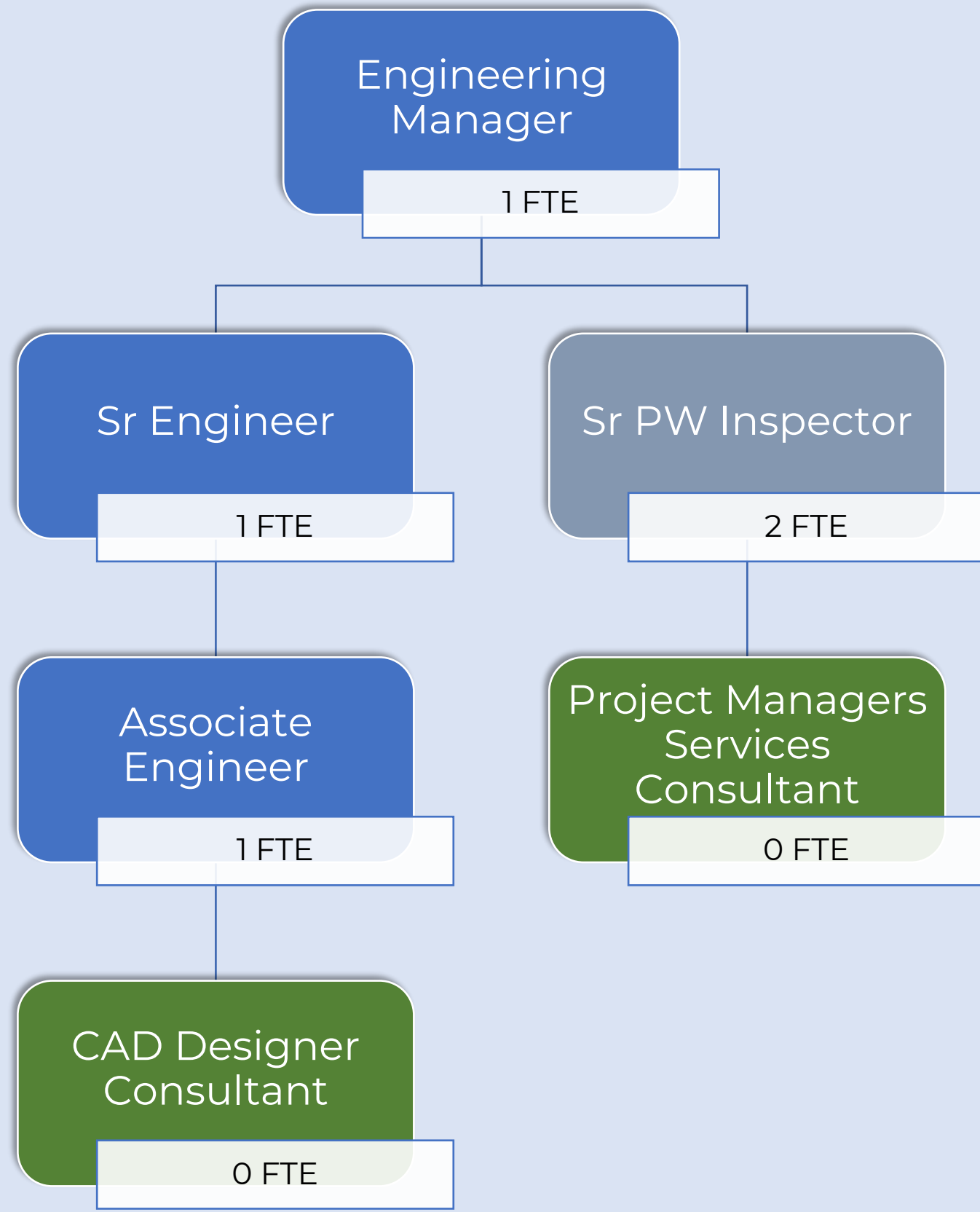
- Manages the Capital Improvement Program (CIP)

Staffing and O&M

- 3 Engineers, 1 CAD Consultant & 2 PM Consultants.
- 2 Inspectors (shared)
- \$573,040 Operational Budget (+\$33,990 +13.7%)

CIP Phases

- FY 2024-25 & 2025-26 CIP Budget of \$87.2 M and 188 projects
- \$17.4 M and 37 projects per engineer & PM



• Engineering (Capital)

5FTE 0PTE



Engineering

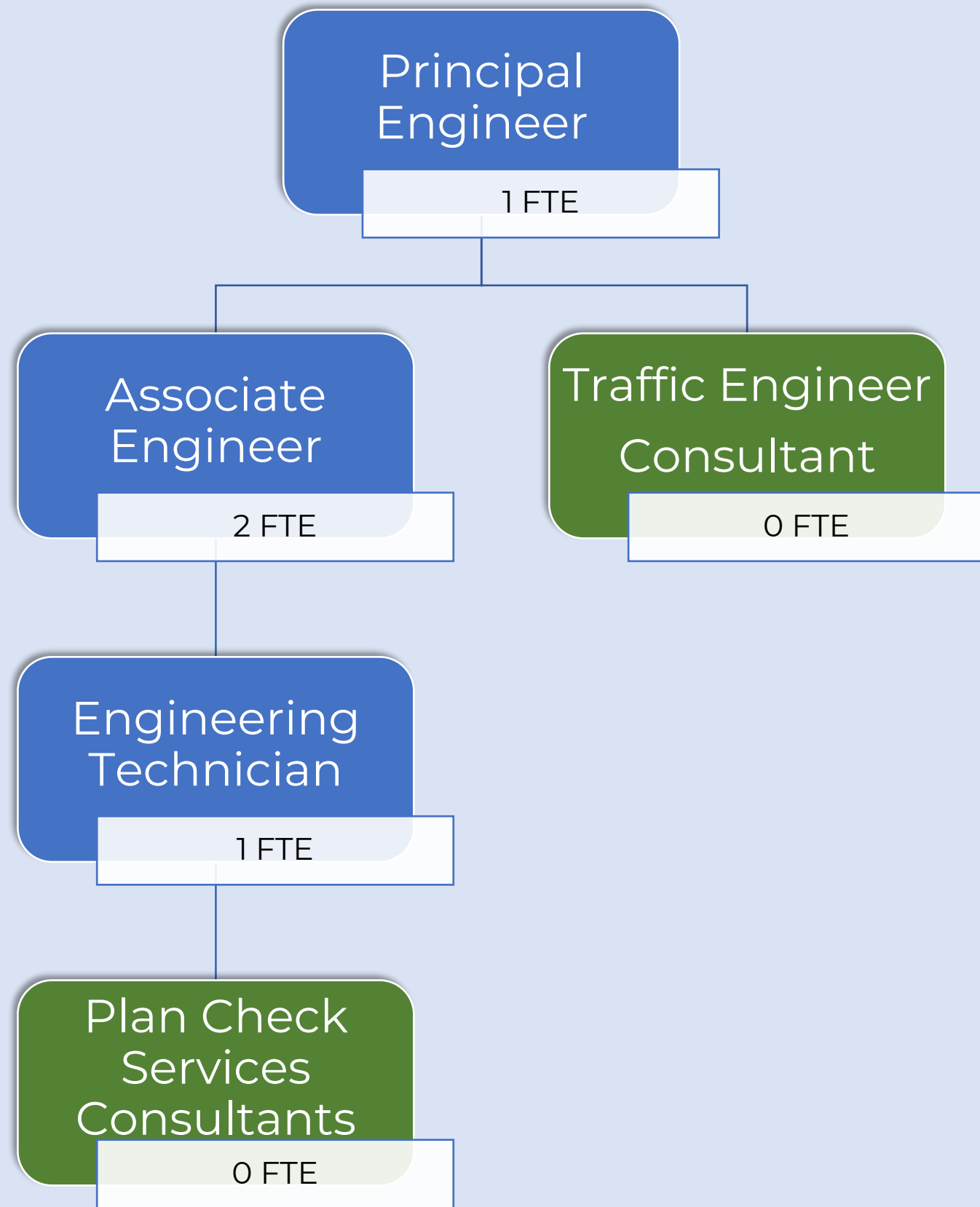
Traffic & Development Services Section

Goal

- Manages Traffic and Development Service

Staffing and O&M

- 3 Engineers, 1 Traffic Engineer Consultant & 3 Plan Check Services Consultants
- 1 Engineering Tech
- 2 Inspectors (shared)
- \$962,220 Operational Budget FY2025
- \$1,095,560 Operational Budget FY2026



- Engineering (Traffic & Development) 4FTE 0PTE



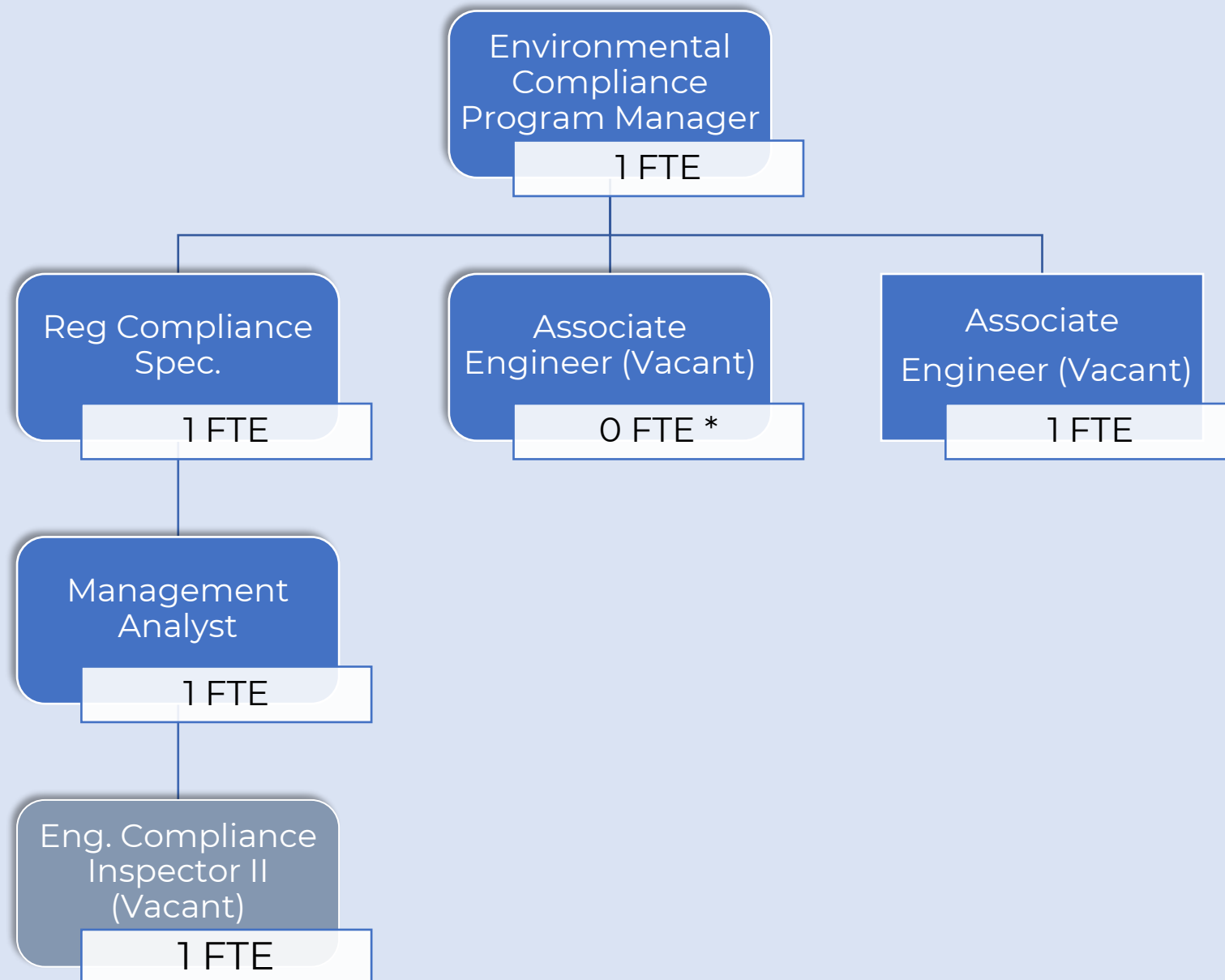
Environmental Compliance

Goal

- Manages Environmental Compliance Program for Solid Waste, Sewer and Storm Drain Systems, Recycled Water System, and Upland Sanitary Landfill

Staffing and O&M

- 1 Manager, 1 Regulatory Compliance Specialist, 1 Engineer (vacant), 1 Management Analyst & 1 Inspector. Budget is a part of Sewer & Water.
- Landfill Budget
 - FY 2024/25 \$575,950
 - FY 2025/26 \$456,510
- Storm Water/Recharge
 - FY 2024/25 \$968,300
 - FY 2025/26 \$1,007,750



*Position is held but is unfunded. Funding transferred to M & O for new OPS Supervisor position.

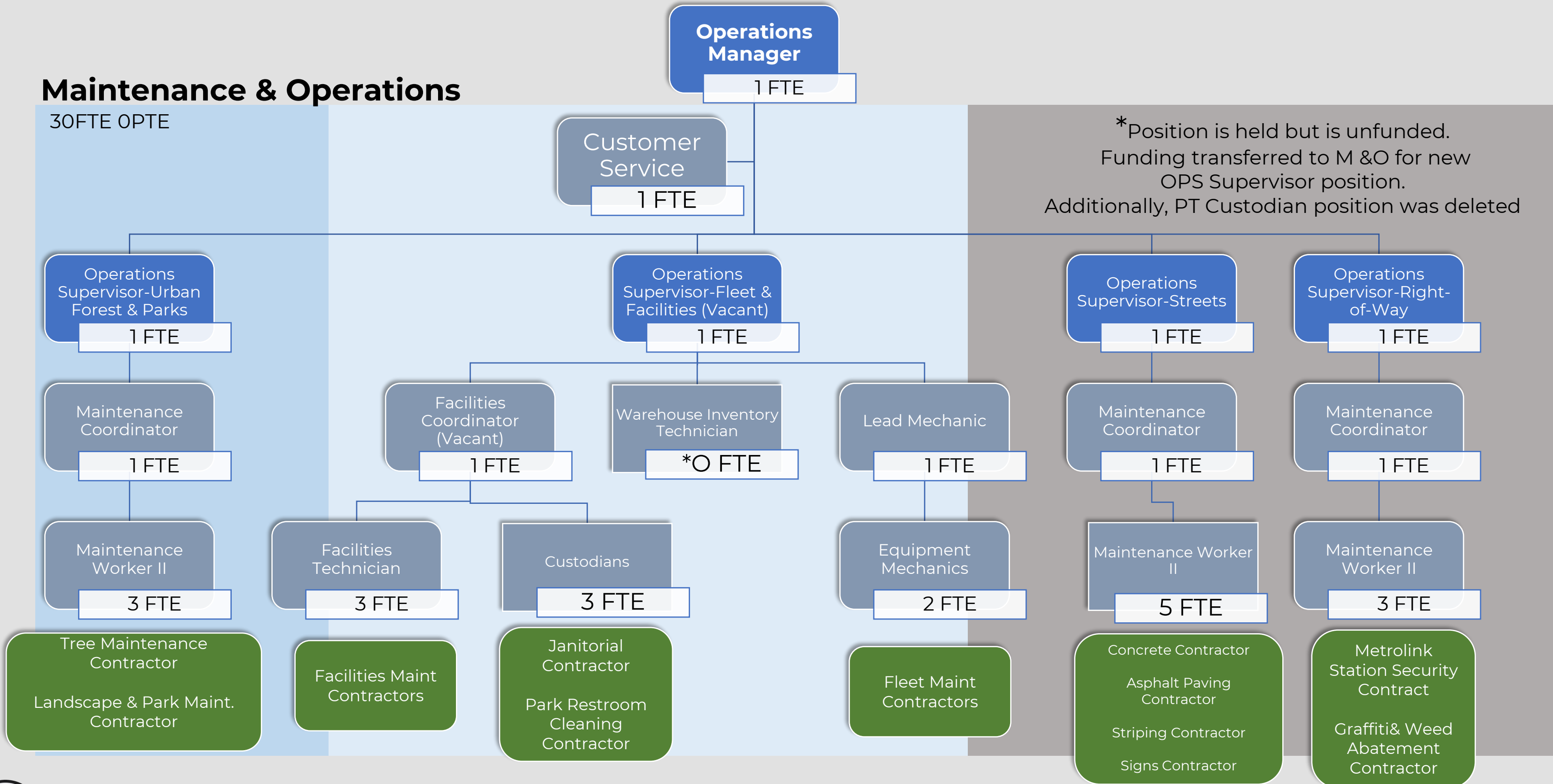
- Environmental Compliance 5FTE 0PTE



Maintenance & Operations Division

Maintenance & Operations

30FTE OPTE



Maintenance & Operations Division

- **Goals**
- **Building Maintenance**
 - 13 City Buildings -145,000 total sq ft.
 - 13 City Parks – Park Facility Maintenance. (Playgrounds, restrooms, lighting, etc.)
- **Fleet Maintenance**
 - 164 PW Vehicles
- **Street Maintenance**
 - 384 miles Sidewalks
 - 229 miles Streets
 - 5,000 Street Signs
 - 73 acres Parkways
 - 25 acres Trails
- **Parks & Street Lights Maintenance**
 - 32,000 Trees (6,000 Pruned)
 - 13 Parks (217 acres)
 - 550 streetlights
- **Maintenance Contracts**
 - 10 Total Maintenance Contracts



Maintenance & Operations Division - \$ 15,494,360

Budget – Operations Budget – FY-2025	FY - 2026	
• Downtown	\$50,000	\$56,690
• Street Maintenance	\$1,611,530	\$1,950,330
• Street Sweeping	\$17,560	\$18,210
• Sidewalk Maintenance	\$113,230	\$118,710
• Street Tree Maintenance	\$1,064,900	\$970,180
• Parkway Maintenance	\$1,162,150	\$1,210,280
• Park Maintenance	\$1,440,120	\$1,500,000
• Sports Field Maintenance	\$470,360	\$491,340
• R.O.W. Damages	\$130,000	\$145,000
• Streetlights	\$947,290	\$973,970
• Metrolink	\$293,000	\$301,000
• Traffic Control	\$132,850	\$140,160
• Graffiti	\$90,000	\$95,000
• Total	\$7,522,990	\$7,971,370



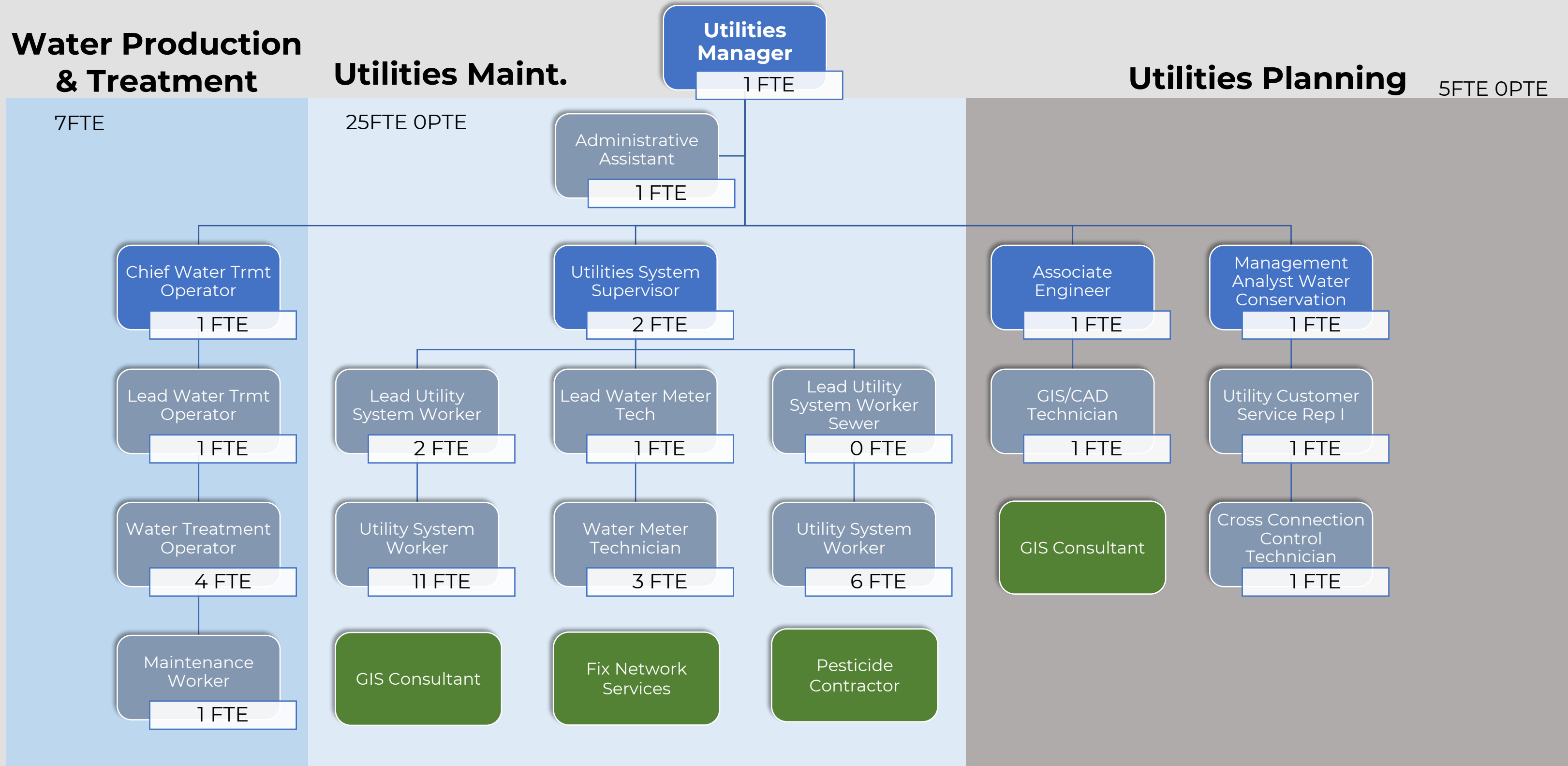
Maintenance & Operations Division

Budget

	<u>FY 2024-25</u>	<u>FY 2025-26</u>
• \$2,809,130 Fleet Maintenance Budget	\$1,290,580	\$1,518,550
• \$3,738,410 Building Maintenance Budget	\$1,870,270	\$1,868,140



Utilities Division



Utilities Division

- **Goals**
- **6 Wells, 13 Reservoirs, 7 Booster Stations and 1 Treatment Plant**
 - Produce and deliver 15,500 AF of water
 - 20,500 Water samples
- **439 miles of Waterline**
 - 2,500 Meter installations (new service & replacements)
 - 200 Fire Hydrants maintained
- **23,450 service meters**
 - Read all meters every other month
 - Turn on/turn off 2,500 water service
- **17,400 Feet (3.3 miles) of Recycled Water lines and 46 RW meters**
 - Streamline the existing Recycled Water Cross Connection inspection program in accordance with State Water Resources Control Board (SWRCB) Division of Drinking Water (DDW) regulations
- **266 miles of Sewer lines and 5,000 manholes**
 - 175 miles to be cleaned
 - 5,000 manhole inspection and cleaning
 - 50 miles of camera inspection
- **60 miles of storm drains and 1,700 catch basins**
 - 250 Storm water inspections



Utilities Division

Budget

	<u>FY2025</u>	<u>FY2026</u>
• Water Budget	\$33,974,330	\$34,327,150
• Water Supply Purchases	\$11,842,380	\$12,557,460
• Storm Water Management	\$968,300	\$1,007,750
• Administrative Service	\$5,136,280	\$5,347,420
• Sewer Budget	\$13,279,340	\$13,697,070
• Sewer Treatment Services (IEUA)	\$8,141,000	\$8,544,000
• Storm Drain Budget	\$968,300	\$1,007,750
• Permit/License/Fee	\$197,800	\$207,700
• Other Services	\$404,000	\$416,000
• Solid Waste Budget	\$18,277,950	\$19,121,300
• Landfill Operations	\$575,950	\$456,510



CIP Project Highlights



- Foothill Blvd. Rehabilitation & Water Improvements
 - Limits: Benson Ave. to San Antonio Ave. (1.2 mi)
 - Scope: Install new potable water main and service laterals, concrete & ADA repairs, asphalt pavement replacement, and new striping.
 - Budget: \$9 million
 - Schedule: Est. design completion Aug. 2024
Advertise/Bid/Award Sep – Nov 2024
Const. Jan 2025 – Aug 2025

- Mulberry Ave. Rehabilitation & Water Improvements
 - Limits: Foothill Blvd. to Pine St. (0.17 mi ~ 925 Ft.)
 - Scope: Install new potable water main and service laterals, concrete & ADA repairs, asphalt pavement replacement, and new striping.
 - Budget: \$1.9 million
 - Schedule: Est. design completion May 2024
Advertise/Bid/Award June – July 2024
Const. Sep 2024 – Dec 2024



CIP Project Highlights



- Lexington St./1st Ave./2nd Ave. Rehabilitation

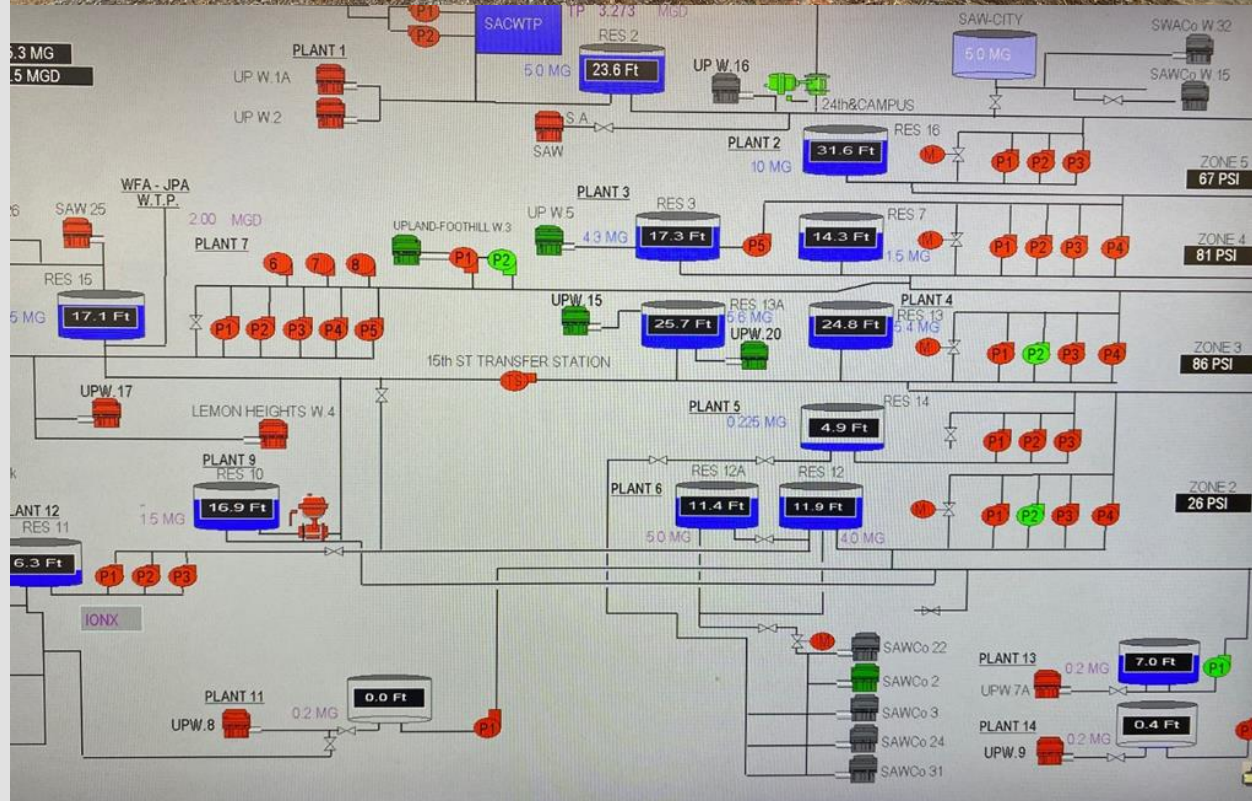
- Limits: South of 21st Street. (0.35 mi ~ 1,885 Ft)
- Scope: Install new potable water service laterals, concrete & ADA repairs, asphalt pavement replacement, and new striping.
- Budget: \$1.5 million
- Schedule: Est. design completion June 2024
Advertise/Bid/Award July – Aug 2024
Const. Oct 2024 – Jan 2025

- 18th Street Rehabilitation & Water Improv.

- Limits: Mountain Ave. to Euclid Ave. (1.07 mi)
- Scope: Install new potable water main, concrete & ADA repairs, asphalt pavement replacement, and new striping.
- Budget: \$2.5 million
- Schedule: Design in FY 2024/25
Advertise/Bid/Award in FY 2025/26
Const. in FY 2025/26



CIP Project Highlights



- Generators at Water Plants 2 (24th St) & 6 (15th St.)

- Scope: Install new diesel generators to power critical water supply pumps during power outages.
- Budget: \$1.5 million
- Schedule: Est. design completion Aug 2024
Advertise/Bid/Award Sep – Nov 2024
Const. Jan 2025 – Mar 2025

- Citywide Water SCADA System Upgrades

- Scope: Replace all outdated components (more than 20 years old) that are no longer supported by current technology.
- Budget: \$1.4 million
- Schedule: Design and implement programming in FY 2024/25



Development Services Department

- Divisions & Functions
- Building & Safety
- Planning
- Housing
- Economic Development
- Successor Agency



Function of Divisions

BUILDING & SAFETY - Responsible for ensuring new construction and occupancy of residential and nonresidential buildings and structures comply with State, Federal and local laws.

PLANNING - Plays a critical role in achieving the goals and objectives of the City's General Plan and Zoning for the long-term physical development of the community. Provides technical expertise to City Council, Planning Commission and Technical Review Committee on land use and zoning laws and development standards.

HOUSING - Administers the Low and Moderate Income (LMI) Housing program and provides for the implementation of housing programs to increase, improve or preserve affordable housing within the City for persons of low- to moderate-income. Administers CDBG, Housing Fund, HOME, CALHOME, PLHA, Successor Agency, and Weed Abatement Programs.

ECONOMIC DEVELOPMENT - Administers programs to stimulate economic development activity through business attraction, retention, and expansion by assisting primary commercial districts, and responsible for asset management of City-owned properties and leases.



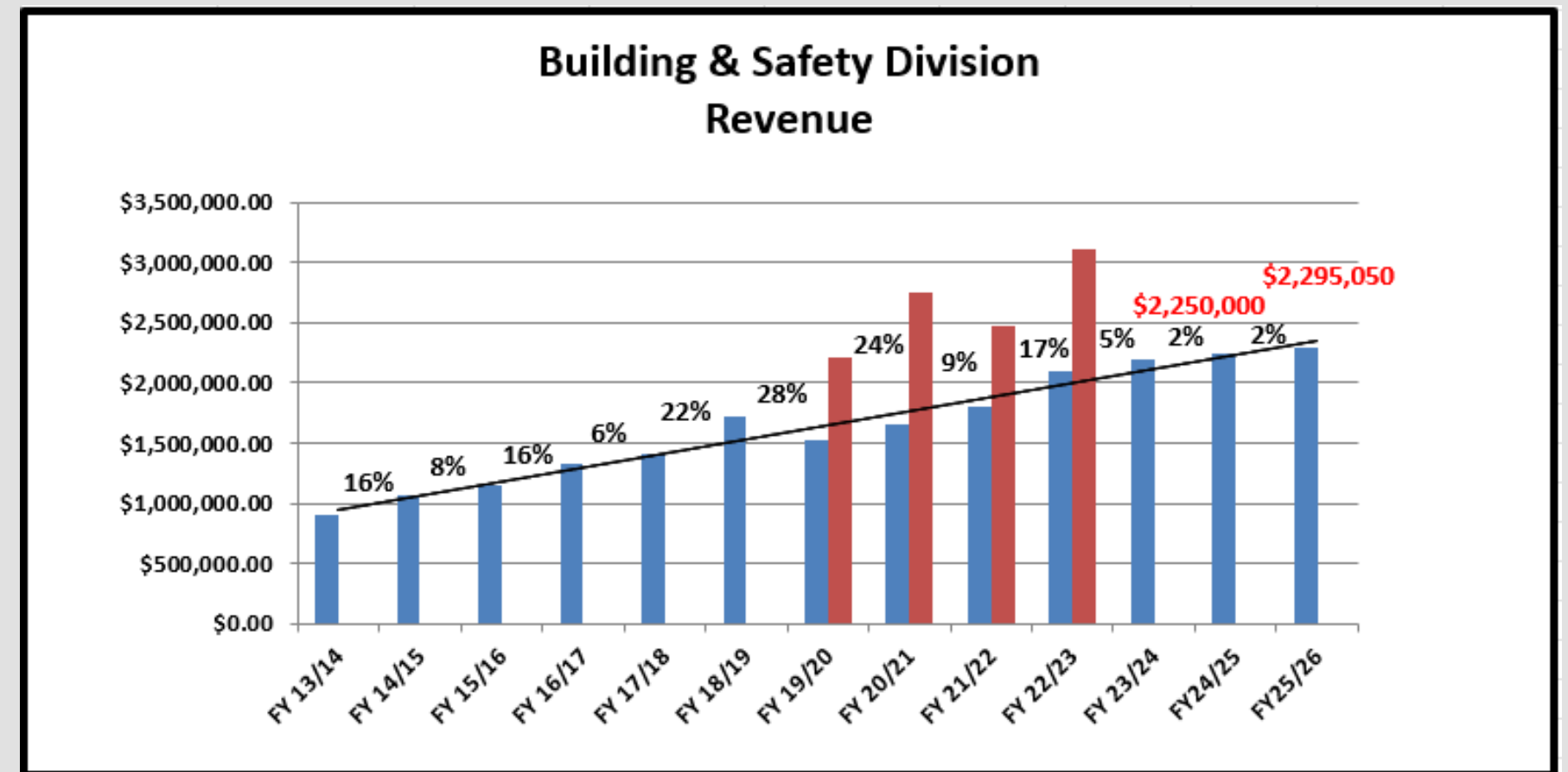
Building & Safety

CHANGES

- Revenue is projected to increase slightly
- Implement 16 business day plan review turn around time
- Implement Online Inspection Scheduling Portal

GOALS

- Continue to maintain Level-of-Service to our customers, including next day building inspections
- In FY23-24, staff accomplished:
 - 1,700 Plan Check reviews within 30 days
 - 13,000 (99%) building inspections done within 24 hours
 - Over 3,200 building permits issued
 - Respond to over 100 public records requests
- All digital plan check submittal and review
- All permits issued online



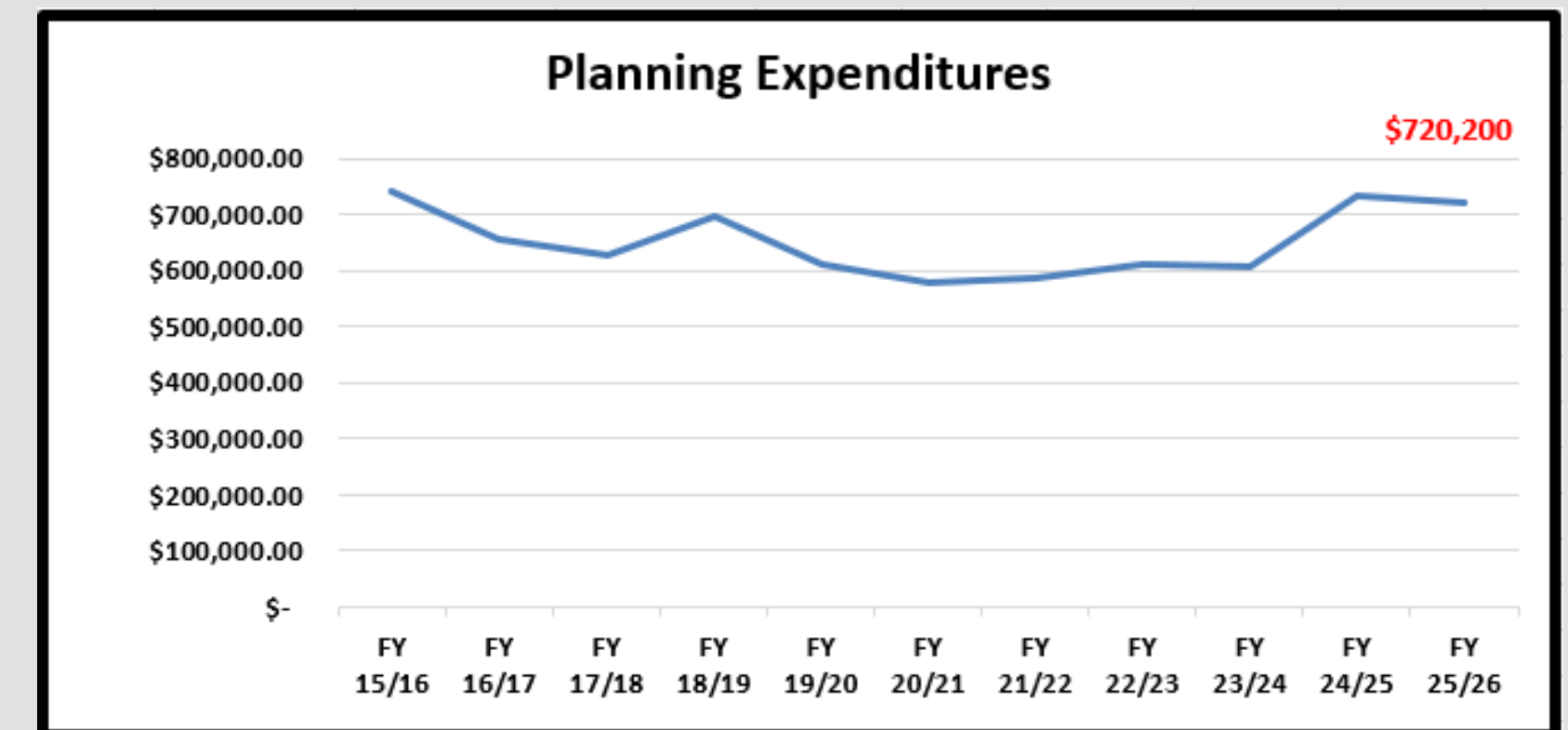
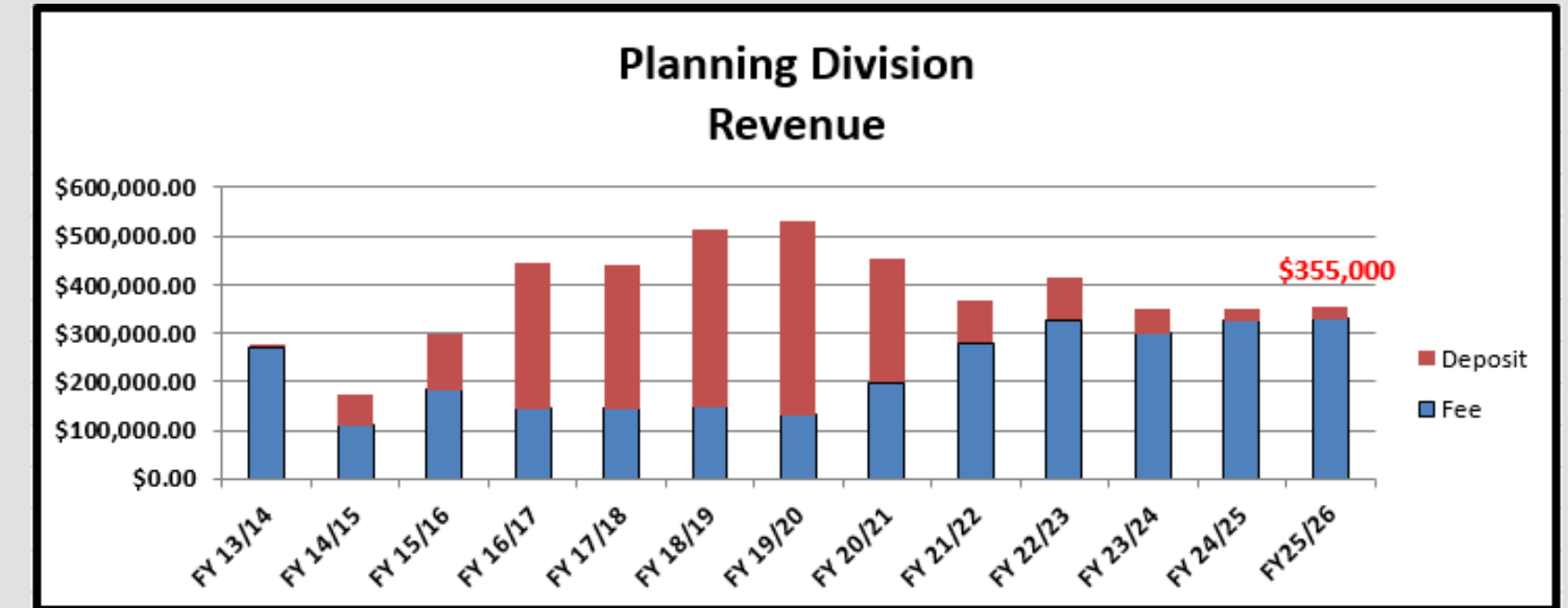
Planning

CHANGES

- Continuing revenue conversion from deposit-based to fee-based projects

GOALS

- Continue to provide an expeditious entitlement process for land use applications. In FY 23/24, Planning staff processed 180 land use applications
- Obtain State certification of the 2021-2029 Housing Element and complete identified re-zonings and up-zonings
- Complete design, preliminary engineering and entitlements for a Downtown Parking Structure
- Complete updates to the City's Zoning Code to comply with new state laws: Density Bonus Law, ADU law requiring pre-approved plans, Reasonable Accommodations, objective design standards for residential development
- Process new housing projects near the downtown area to completion, including 174 senior & workforce affordable housing units on Stowell Street, and 32 townhomes on 1st Avenue & A Street



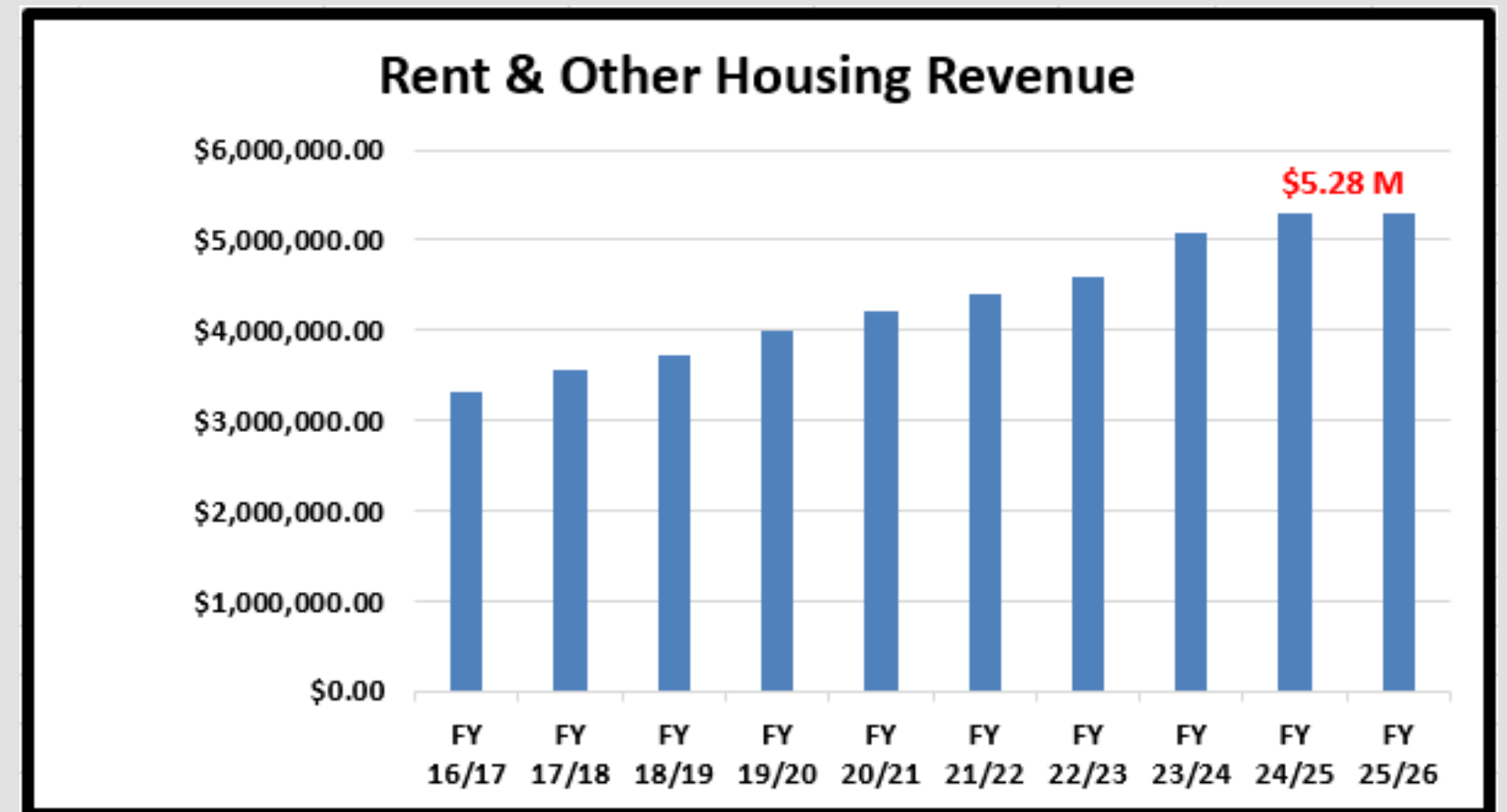
Housing

CHANGES

- Anticipating 4.17% (\$200,000) increase in rent revenue from \$5.08 Million to \$5.28 Million
- Reallocation of Housing funds to more accurately reflect current personnel costs

GOALS

- Collaborate with Upland Community Housing Inc to modify existing loan for Coy D. Estes I Affordable Housing Development
- Collaborate with a housing entity to find 5 qualified, first-time home buyers to purchase the affordable units in City Ventures' 32-unit townhome project at First Avenue and A Street
- Implement a Multi-Family Rehabilitation Program to assist the City's older rental housing stock
- Fine tune the Weed Abatement Program's marketing and noticing efforts
- Preserve the long-term affordability, condition, quality, and viability of mobile home parks in the community through rent stabilization and proactive maintenance and repair of units



Housing - CDBG

CDBG (Community Development Block Grant)

Changes: \$14,938 funding reduction from FY23/24 \$609,068

Funding for:

- Public Service Activities \$ 91,299
- Capital Projects \$395,631
- Planning & Administration \$121,732

- Goal:**
- Continue to implement the HUD 2020-24 Consolidated Plan.
 - Continue to implement the following programs:
 - Business Assistance and Attraction Program
 - Emergency (Housing) Repair Program
 - Commercial Rehabilitation Program
 - Promote equal and fair housing opportunities for residents from all walks of life.
 - Monitor CDBG activities ongoing compliance with the Federal requirements.
 - Prepare and submit timely HUD annual reports.



Housing – Affordable Housing

HOME/CalHOME

Goals: Continue to fund affordable housing programs

Funding for:	• Home Improvement Program (2 households)	\$150,000
	○ 3 HOME	
	• First Time Home Buyer Program (5 households)	\$1,000,000
	○ 5 HOME	
	• Continue to service the \$1.5 Million HOME and CalHOME loan portfolio	

PLHA (Permanent Local Housing Allocation)

Goal: Continue to fund homeless outreach & prevention services and continue to acquire, rehabilitate, & preserve affordable housing

Funding for:	• Year 2 – Rejected (uncertified Housing Element)	\$ 0
	• Year 3 – U-HOPE – homeless prevention services	\$475,232 (5% cap on administration)
	• Year 4 – Acquisition, rehabilitation, & preservation of affordable housing	\$238,187 (5% cap on administration)



Economic Development

CHANGES

- Revenue projected to increase 2.12% (or \$18,800) in FY 25/26 from leases on City-owned properties totaling \$906,870.00
- Implement program funding to revitalize Historic Downtown Upland
- Anticipate attending the ICSC Western Conference in Palm Springs in September 2024
- Manage Parking and Business Improvement Area funds and work with HDU to enhance Downtown
- In escrow as part of the Purchase and Sale Agreement with Crestwood Corporation for Washington Blvd. and Sixth Avenue
- In escrow as part of the Disposition and Development Agreement with City Ventures for First Avenue and A Street
- Received CALED Award of Merit for the City of Upland Historic Downtown Upland Economic Development Program

GOALS

- Start construction on the Tom Thomas Magnolia Plaza
- Continue to complete revitalization efforts in Downtown Upland – urban space, restaurants & Housing
- Sell the City-owned Arrow Highway property
- Continue implementing the 5-year Economic Development Action Plan
- Utilize CALED resources for business assistance
- Continue to assist in streamlining development applications for permits
- Update Economic Development website to improve as a business resource
- Continue relationship with Small Business Development Center assisting with training and counseling services
- Continue to partner with Chamber of Commerce and Historic Downtown Upland



Successor Agency

CHANGES

- Submitted Last and Final Recognized Obligation Payment Schedule (ROPS)
- Administrative Allowance reduced from \$195,000 to \$14,100 given the number and nature of obligations listed on the ROPS

GOALS

- Prepare Prior Period Adjustment Report (PPA) and submit to Department of Finance



General Government

- **City Council**
- **City Treasurer**
- **Administration (City Manager's Office)**
- **City Attorney**
- **City Clerk**



General Fund

UPLAND CITY HALL

FY 2024-26 General Government Expenditures by Category

Division	Personnel Expense	Maintenance & Operations	Proposed Budget FY 2024-25	Personnel Expense	Maintenance & Operations	Proposed Budget FY 2025-26
City Council	\$ 167,250	\$ 114,590	\$ 281,840	\$ 187,190	\$ 117,080	\$ 304,270
City Treasurer	16,760	1,270	18,030	18,830	1,340	20,170
Administration (City Manager's Office)	283,750	680,540	964,290	294,280	700,270	994,550
City Attorney	-	550,000	550,000	-	561,000	561,000
City Clerk	315,970	398,410	714,380	337,050	257,260	594,310
Total General Fund	\$ 783,730	\$ 1,744,810	\$ 2,528,540	\$ 837,350	\$ 1,636,950	\$ 2,474,300



City Council & Treasurer

- The City Council's budget reflects an increase of \$31,690 over the amended FY 24/25 budget. This is due primarily to:
 - An increase of \$21,940 in Salaries and Benefits
 - Increase of \$7,920 in Maintenance and Operations expenses.
- **FY 2024-25 & FY 2025-26 Goals**
- Continue to expand citizen participation in local government through advisory commissions, boards, committees, semi-monthly council meetings, and educational workshops. Pursue the enhancement of public engagement
- Enhance the quality of life for Upland residents by developing long and short-term fiscal and operational plans and policies
- Initiate and participate in programs of regional and local importance including the improvement of air quality, water quality, and reduction of traffic congestion
- Revitalize commercial activity and expand economic development opportunities to promote a healthy, local government economy



City Council & Treasurer

- **FY 2024-25 & FY 2025-26 Goals** *(continued)*

- Pursue additional revenue sources to support the services and resources provided to the community.
- Provide transparency through technology and open government platforms and improve the public trust.
- Maximize the City's return on its investments consistent with the requirements of State law while being mindful of the need for safety and liquidity. No investment may be made unless it is in conformity with the City's Investment Policy.
- Participate in the Finance Committee



Administration (City Manager's Office)

- The City Manager Office budget reflects an increase of \$103,810 over the amended FY 24/25 budget. This is due primarily to:
 - An increase of \$63,710 in Allocated Cost expenses due to increase in PERS-UAL Allocation and Information System Charge expenses
 - An increase of \$26,920 in Salaries and Benefits due to step increases

FY 2024-25 & FY 2025-26 Goals

- Be responsive to Upland's citizens, organizations, City Council, and staff in a timely manner
- Be accessible to citizens, the City Council, business owners, and employees
- Nurture and promote public communication 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.
- Provide outstanding Council relations by informing Councilmembers of relevant City affairs/business such that staff trust and integrity is maintained and promoted
- Promote effective and efficient service delivery by analyzing City operations on a continual basis and adjusting as needed



Administration (City Manager's Office)

FY 2024-25 & FY 2025-26 Goals *(continued)*

- Provide outstanding City services by meeting regularly with the development community such that quality, financially viable projects are developed within the City
- Implement the goals set forth by the City Council, which include fiscal stabilization, economic development, infrastructure repair and replacement, and outstanding customer service
- Pursue measures to reduce operating costs and increase revenue opportunities
- Pursue strategies to address the future pension obligations
- Provide funding for various City projects by pursuing State and Federal grants
- Continue to seek reimbursement and grant opportunities from County, State, and Federal Government agencies and seek resources and disseminate information to assist residents and businesses recover economically and socially from the COVID-19 Pandemic
- Continue to implement Succession Planning strategies for Executive and Mid-Management retirements and transitions
- Continue to increase transparency and promote the City in a positive manner



Administration (City Manager's Office)

FY 2024-25 & FY 2025-26 Goals *(continued)*

- Continue to address Police Department staffing challenges
- Hire & retain key personnel
- Seek out Community and Regional partnerships to improve the quality of life for Upland residents



- **The City Clerk’s budget reflects an increase of \$255,430 over the amended FY 23/24 budget. This is primarily due to:**
 - An increase of \$166,700 to Other Services for the November 2024 election.
 - An increase of \$52,160 in Salaries and Benefits.
- **The City Clerk’s budget will reflect an overall net decrease of \$122,680 in FY 25/26 since there is no election scheduled during that fiscal year.**

- **FY 2024-25 & FY 2025-26 Goals**

- Continue to foster transparency by providing additional access to public records via the City’s website through our new document management system.
- Update the City’s Conflict of Interest Code and coordinate ethics training for all designated officials and employees.
- Coordinate the 2024 General Municipal Election.
- Coordinate the Citywide Candidate Tour and Candidates Forum for the 2024 Council District Election.
- Review and update records retention schedule based on California Secretary of State guidelines for local government records management.



Administrative Services

- **General Fund Expenditures**
- **Position Changes**
- **Finance**
- **Human Resources**
- **Information Technology Services**
- **Recreation & Community Services**
- **Next Steps**



Administrative Services

- Finance
- Human Resources/Risk Management
- Information Services
- Recreation & Community Services
- Coordination of contracts at the Library & Animal Shelter



General Fund

Administrative Services – Expenditures by Category

Division	FY 2024-25 Personnel Expense	FY 2024-25 Maintenance & Operations	FY 2024-25 Proposed Budget	FY 2025-26 Personnel Expense	FY 2025-26 Maintenance & Operations	FY 2025-26 Proposed Budget
Finance	\$ 890,050	\$ 1,024,290	\$ 1,914,340	\$ 940,670	\$ 1,034,520	\$ 1,975,190
Human Resources	369,980	427,800	797,780	396,490	442,170	838,660
Community Services	1,328,760	2,262,250	3,591,010	1,374,700	2,255,970	3,630,670
Non-Departmental	(1,514,870)	3,731,600	2,216,730	(1,657,700)	3,050,110	1,392,410
Library	-	2,072,380	2,072,380	-	2,123,060	2,123,060
Total General Fund	\$ 1,073,920	\$ 9,518,320	\$10,592,240	\$ 1,054,160	\$ 8,905,830	\$ 9,959,990



Position Changes

UPLAND CITY HALL

Number of Positions

- Current FY 23/24 Full-Time Staffing: **32**
- Proposed FY 24/25 Full-Time Staffing: **33**

Additions

- Risk Management Coordinator



- **FY 24/25 Finance budget reflects a net decrease of \$102,320 over the amended FY 23/24 budget. This is primarily due to:**
 - 1) A net increase in salaries of \$91,770
 - 2) A net decrease in maintenance and operations of \$74,240
 - 3) A net decrease in allocated costs of \$119,850
- **FY 25/26 Finance budget increased by \$62,290 over the proposed FY 24/25 budget primarily due to:**
 - 1) A net increase in salaries of \$50,620
 - 2) A net decrease in maintenance and operations of \$1,840
 - 3) A net increase in allocated costs of \$13,510
- **FY2024-25 & 2025-26 Goals**
 - Implement online financial transparency module that will enable access to reliable, comprehensive, timely, and understandable information on City's fiscal activities
 - Complete implementation of electronic timecard entry for Payroll
 - Finalize implementation of the online Animal License portal which will allow residents to pay for animal license renewal electronically
 - Continue working towards implementing and converting Utility Billing to the new ERP system
 - Continue to raise current levels of business license compliance



Human Resources

- **Human Resources' budget reflects an increase of \$25,050 when compared to the amended FY 23/24 budget. This is primarily due to:**

- 1) An increase of \$36,330 in Salaries and Benefits due to step increases and reclassifications.
- 2) An increase of \$27,400 in allocated costs.
- 3) A decrease of \$27,400 in maintenance and operation expenses, largely due to a decrease in professional services.

- **Human Resources' budget has a net increase of \$40,880 in FY 25/26 over FY 24/25 proposed budget due to:**

- 1) An increase of \$26,510 in Salary and Benefits due to step increases
- 2) An increase of \$5,800 in maintenance and operations expenses
- 3) An increase of \$8,570 in allocated costs

- **FY 2024-25 & 2025-26 Goals**

- Begin transition from traditional paper-based personnel files to electronic formats for personnel records, medical documentation, and Workers' Compensation files in partnership with IT and City Clerk divisions.
- Continue discussions with bargaining units to complete the revisions of the City's Merit Rules and Regulations to reflect current organizational structure, ensure consistency with applicable laws and to reflect a system of hiring and promoting employees based on competitive examination and ability to perform in the position
- Facilitate reorganization of Human Resources/Payroll workspace for efficient use of space.



Information Technology Services

- **Information Technology’s budget reflects an increase of \$140,180 over the amended FY 23/24 budget. The increase of \$140,180 is primarily due to the following:**
 - 1) Reallocation of budgets from other departments to IT;
 - 2) Increase of yearly maintenance costs due to general inflation;
 - 3) Addition of new software; and
 - 4) Addition of new security and network hardware and software.
- **FY 2024-25 & FY 2025-26 Goals**
 - Complete Memorial Park and Downtown surveillance camera projects
 - Implement a newly redesigned City Website
 - Upgrade Police CAD and RMS Applications
 - Conduct a table-top cybersecurity exercise
 - Complete migration of Utility Module to Munis



Recreation & Community Services

- **The Recreation & Community Services budget reflects an overall increase for expenditures in the amount of \$425,030 for the next two fiscal years when compared to the amended FY 23/24 budget. This is primarily due to:**
 - 1) A net increase of \$39,420 in Personnel Expenses
 - 2) A net increase of \$163,410 in Maintenance & Operations Expenditures due mostly to Equipment Rentals and Contract Services in FY24/25
 - 3) A net increase of \$222,200 in Allocated Costs due mostly to Building Maintenance in FY 24/25
 - 4) An increase of \$83,540 in Revenues
- **FY 2024-25 & FY 2025-26 Goals**
 - Utilize volunteers more efficiently by developing a proactive approach of identifying specific needs in the community and matching them to projects; creating a landing page on the website for a smoother volunteer registration process; and continually increasing our volunteer pool through active recruiting in the community
 - Increase engagement with the business community and service organizations for participation and support of special events
 - Implement new events such as the Community Campout and Tot Summer Games
 - Increase the annual attendance at the Gibson Senior Center by 10%
 - Develop MOUs with all youth sports organizations for use of athletic facilities in City parks



Next Steps

- **Receive Feedback and any Requested Modifications** **5/20/2024**
- **Scheduled Adoption of Final Budget** **6/10/2024**
 - GANN Limit
 - Budget Resolution
 - General Fund Reserve Policy
- **Adoption of Final Budget (If Needed)** **6/24/2024**

