David Fredendall, Mayor, District 2
Michael Allawos, Mayor Pro Tem, District 1
Karen Davis, Council Member, District 4
Shaunna Elias, Council Member, District 3
Mendell Thompson, Council Member, District 5

CITY COUNCIL, SUCCESSOR AGENCY AND HOUSING AUTHORITY

5:00 PM CLOSED SESSION

7:00 PM GENERAL SESSION

Tuesday, September 23, 2025, 5:00 PM
City Hall Council Chamber
116 E. Foothill Boulevard, Glendora

AGENDA

CALL TO ORDER

ROLL CALL

CLOSED SESSION

1. CONFERENCE WITH REAL PROPERTY NEGOTIATORS A closed session will be held, pursuant to Government Code § 54956.8, to enable the City Council to consider negotiations with Glendora Preservation Foundation, and give direction to its negotiator(s) City Manager Adam Raymond, City Attorney Danny Aleshire, Assistant City Manager Moises Lopez, and Community Development Director Jeff Kugel, regarding certain real property located at 725 E. Mauna Loa Avenue, APN 8644-027-906. The City's real property negotiators will seek direction from the City Council regarding the use of the property and terms for negotiation.

2. CONFERENCE WITH LEGAL COUNSEL – EXISTING LITIGATION A closed session will be held, pursuant to Government Code § 54956.9 (d)(1), to confer with legal counsel regarding pending litigation to which the City is a party. The title of such litigation matters are as follows: Dana Joseph Sukarieh v. City of Glendora, Los Angeles Superior Court Case Number 24PSCV03167; Diane M. Bularz, Ron F. Bularz v. City of Glendora, et al., Los Angeles Superior Court Case Number 24PSCV02188; Brandon Perucho v. City of Glendora, Los Angeles Superior Court Case Number 24PSCV02539.

INVOCATION AND PLEDGE OF ALLEGIANCE

In permitting a nonsectarian invocation, the City does not intend to proselytize, advance, or disparage any faith or belief. Neither the City nor the City Council endorses any particular belief or form of invocation.

REORDERING OF AND ADDITIONS TO THE AGENDA

PUBLIC COMMENT

The City of Glendora encourages community participation at its public meetings. Speakers are limited to three minutes, and time may not be shared or transferred. A total of 30 minutes is reserved for public comment, which may be extended by majority vote of the legislative body. At regular meetings, comments may address both agenda and non-agenda items during the Public Comment portion, with additional opportunities to speak provided during Public Hearings. At special meetings, public comment is limited to agenda items. Residents may participate in person or submit comments by email, phone, mail, or other available methods. Participation options may be adjusted if a State of Emergency, Health Order, or Executive Order limits in-person attendance. For more information, see the Guide to Public Meetings and Participating in Public Meetings on the City's website at www.cityofglendora.gov/citymeetings.

3. Public Comments Received

MEMBER STATEMENTS/REPORTS

CITY MANAGER AND CITY ATTORNEY STATEMENTS

CONSENT CALENDAR

Items on the Consent Calendar will be enacted by one motion without individual discussion. There will be no separate discussion of these items unless a member of the governing body requests specific item(s) be removed from the Consent Calendar for separate action. Items removed from the Consent Calendar will be considered after the Consent Calendar is approved. Anyone wishing to address a Consent Calendar item should do so during the Public Comment Period.

4. Affirm minutes from the September 9, 2025 meeting

Recommended Action for the City Council, Successor Agency and Housing Authority:

— 1. Affirm minutes as presented.

5. City of Glendora and Glendora Successor Agency Investment Report for August 2025

Recommended Action for the City Council and Successor Agency:

— 1. Receive and file the Monthly Investment Activity Report for August 2025.

6. Consolidated Annual Performance and Evaluation Report (CAPER) for the 2024-2025 Community Development Block Grant (CDBG) Program

Recommended Action for the City Council:

— 1. Approve the submittal of the City of Glendora's FY 2024–2025 Consolidated Annual Performance and Evaluation Report (CAPER) to the U.S. Department of Housing and Urban Development (HUD); and

— 2. Authorize the City Manager to submit the report to HUD.

UNFINISHED BUSINESS

7. Update on Addressing Homelessness

Recommended Action for the City Council:

— 1. Receive an update on services provided and efforts undertaken to assist individuals experiencing homelessness in the City.

NEW BUSINESS

8. Presentation of Cost Allocation Plan and User Fee Study Results and Scheduling of the Required Public Hearing

Recommended Action for the City Council:

— 1. Receive the Cost Allocation Plan and User Fee Study prepared by Matrix Consulting Group; and

— 2. Provide direction to staff on proceeding with a public hearing to consider adoption of updated user fees.

MEMBER/STAFF CLOSING COMMENTS

ADJOURNMENT

Date Posted: September 19, 2025 01:42 pm

STAFF REPORT

TO:	**Mayor and Council Members**	**DATE:**	**September 23, 2025**
FROM:	**City Clerk**	**DISTRICT(S):**	**Not Applicable**
SUBJECT:	**Affirm minutes from the September 9, 2025 meeting**		

RECOMMENDATION
That the City Council, Successor Agency and Housing Authority:

1. Affirm minutes as presented.

STRATEGIC FOCUS AREAS
Not Applicable

EXECUTIVE SUMMARY
This staff report requests affirmation of the minutes from previous meetings. The minutes have been prepared and reviewed in accordance with city procedures and transparency requirements. Affirming these minutes ensures the accuracy and integrity of the official record. Staff recommends approval to maintain proper documentation and compliance with meeting protocols.

LEGISLATIVE HISTORY / PREVIOUS ACTIONS
Not Applicable

DISCUSSION
Pursuant to the City's standard practices and the Brown Act, meeting action minutes are reviewed and affirmed by the legislative body to ensure transparency and accuracy in government proceedings. The action minutes for the September 9, 2025 meeting was compiled based on staff notes and official recordings. No requests for revisions or amendments have been received to date.

By affirming minutes, the legislative body acknowledges their accuracy and preserve them as an official record of the meeting. If any corrections or amendments are desired, they can be addressed before final affirmation.

FISCAL IMPACT
There is no fiscal impact associated with this action.

ENVIRONMENTAL DETERMINATION
There are no environmental impacts associated with this action.

Prepared By:	Roxanne Breceda, Deputy City Clerk / Records Manager
Concurs With:	Not Applicable
Reviewed By:	Kathleen R. Sessman, City Clerk/Communications Director

Certified to Availability of Funds:	Not Applicable
Approved By:	Not Applicable
Legal Review:	Not Applicable
CEQA Review:	Not Applicable

Attachments

A_September_9_2025_Reg_Mtg_Minutes.pdf

The City Council also serves as members of the Board of Directors of the Successor Agency of the former Community Redevelopment Agency, Housing Authority, which are concurrently convening this evening.

CALL TO ORDER

The City Council, Successor Agency and Housing Authority meeting was called to order at 5:00 PM.

ROLL CALL

Members Present: Karen Davis, Shaunna Elias, Mendell L. Thompson, Mayor Pro Tem/Vice-Chair Michael Allawos, Mayor/Chair David Fredendall

Members Absent: None

Staff Present: City Manager/Executive Director Adam Raymond, City/Agency Attorney Danny Aleshire, Assistant City Manager Moises Lopez, Deputy City Manager Marie Ricci, Chief of Police Mike Randazzo, Public Works Director William Wittkopf, Finance Director/City Treasurer Kyle Johnson, City Clerk/Communications Director Kathleen Sessman, Captain Chris Stabio, Assistant Public Works Director Valerie Velasquez-Santoya, Specialist Craig Gill, Senior Media Specialist Greg Morton, City Clerk Specialist Lorena Cordova, and Deputy City Clerk/Records Manager Roxanne Breceda

CLOSED SESSION

Closed Session titles were read into the record. There was no one wishing to provide comment. The meeting convened into Closed Session at 5:02 PM.

1. CONFERENCE WITH LEGAL COUNSEL ANTICIPATED LITIGATION A closed session will be held, pursuant to Government Code§ 54956.9(d)(2) and (e)(1) because there is a significant exposure to litigation but which the City believes are not yet known to a potential plaintiff or plaintiffs, which facts and circumstances need not be disclosed.

2. CONFERENCE WITH LABOR NEGOTIATOR A closed session will be held, pursuant to Government Code §54957.6 to conduct labor negotiations. City Manager Adam Raymond, City Attorney Danny Aleshire, Assistant City Manager Moises Lopez, Deputy City Manager Marie Ricci, and Human Resources Analyst Jaclyn Brown. Employee Organizations: American Federation of State, County & Municipal Employees (AFSCME).

Closed Session adjourned at 6:18 PM and the meeting reconvened into Open Session at 7:00 PM with all members present. City Attorney Aleshire reported confidential briefings were held and no reportable actions were taken.

INVOCATION AND PLEDGE OF ALLEGIANCE

The Invocation was given by Pastor Karen Rouggly of Vineyard Church Glendora.

The Pledge of Allegiance was led by Erica Landmann.

REORDERING OF AND ADDITIONS TO THE AGENDA

Mayor Fredendall requested that the agenda be reordered and that Special Items, Agenda No. 4 and 5 be conducted prior to Public Comment. There were no objections, agenda was reordered.

SPECIAL ITEMS

4. Charter Oak Unified School District – Banner Program from Superintendent Dr. Danny Kim

Presentation given by Superintendent Dr. Danny Kim.

5. Moka Sister City Student Exchange Program

Presentation given by Assistant City Manager Lopez and introduced exchange students Haruto Hiwata and Maya Kokubo.

PUBLIC COMMENT

3. Public Comments received

   Comments were received from: Andrew Jared, Erica Landmann, Braedon Elias, and Bob Moore.

MEMBER STATEMENT/REPORTS

Mayor Pro Tem/Vice-Chair Allawos requested that the meeting be adjourned in memory of Daniel Chakbazof; provided a report on the Council of Governments Executive Committee meeting; commended Charter Oak Superintendent Dr. Danny Kim for the banner program; shared comments regarding the Glendora Skate Park and the proposed revamp; inquired about the City's official policy on flags flown at half-staff; and requested information on past Mayor photographs.

Councilmember/Commissioner Thompson announced that the Glendora Station Metro A Line official opening date is scheduled for September 19, 2025; and commented on the Glendora Tartan Band performance at a University of Southern California (USC) football game and the recent article published in the San Gabriel Valley Examiner relating to the Civic Center renderings.

Councilmember/Commissioner Elias commented on the Glendora Skate Park and revamping request.

Councilmember/Commissioner Davis commented on the City's partnership with Sister City Moka Japan; announced upcoming September 11th Remembrance Ceremony in front of City Hall on September 11, 2025 at 6:00 PM.

Mayor/Chair Fredendall commented on Glendora Vision Plan community educational workshop scheduled for Tuesday, September 30, 2025 at 6:00 PM in Bidwell.

CITY MANAGER AND CITY ATTORNEY STATEMENTS

There were no statements or reports given.

CONSENT CALENDAR

A motion was made by Mayor Pro Tem/Vice-Chair Allawos, seconded by Councilmember/Commissioner Thompson, to approved Consent Calendar Items #6 - #11 as presented, affirming the actions appropriate to each item. Motion carried 5-0 as follows: AYES: Davis, Elias, Thompson, Allawos, Fredendall; NOES: None; ABSENT: None; ABSTAIN: None.

6. Affirm minutes from the August 26, 2025 and August 28, 2025 Meetings

The City Council, Successor Agency and Housing Authority affirmed minutes as presented.

7. Review and Affirm Disbursements for August in the Amount of $7,557,057.23

The City Council and Successor Agency reviewed and affirmed disbursements for August 2025 in the amount of $7,557,691.19.

8. Consideration of a City Council Resolution Approving the Los Angeles Region Safe, Clean Water Program Municipal Transfer Agreement with the Los Angeles County Flood Control District for Fiscal Years 2024/25 through 2027/28

The City Council adopted **Resolution CC 2025-33** entitled, “A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF GLENDORA, APPROVING THE LOS ANGELES REGION SAFE, CLEAN WATER PROGRAM MUNICIPAL TRANSFER AGREEMENT WITH THE LOS ANGELES COUNTY FLOOD CONTROL DISTRICT FOR FISCAL YEARS 2024/25 THROUGH 2027/28 AND AUTHORIZING THE CITY MANAGER TO EXECUTE THE SAME.”

9. Consideration of a City Council Resolution Approving the updated Sewer System Management Plan for the City of Glendora and Authorize the Legally Responsible Official to certify and submit to the California State Water Resources Control Board

The City Council adopted **Resolution CC 2025-34** entitled, "A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF GLENDORA APPROVING THE 2025 UPDATE TO THE SEWER SYSTEM MANAGEMENT PLAN AND AUTHORIZING THE CITY ENGINEER TO CERTIFY AND SUBMIT THE UPDATED PLAN TO THE STATE WATER RESOURCES CONTROL BOARD."

10. Approve an Agreement for Contract Services with Pestmaster Services, L.P., a Delaware limited partnership, for Pest Control Services for a three-year term in an amount not to exceed $82,500

The City Council 1. Approved an Agreement for Contract Services with Pestmaster Services, LP., a Delaware limited partnership, for Pest Control Services for a three-year term in an amount not to exceed $82,500; 2. Authorized the Public Works Director to execute any necessary contingency in an amount not to exceed ten percent (10%) of the original contract amount; and 3. Authorize the City Manager to execute the Agreement.

11. Authorize the Purchase of Backfill Materials in an amount not to exceed a total of $125,000

The City Council authorized the Purchase of Backfill Materials in an amount not to exceed $125,000 from All American Asphalt.

MEMBER AGENDA ITEMS

12. Consideration of a Resolution adopting a Code of Conduct Policy for the Glendora City Council (Fredendall and Elias)

Following discussion, Mayor Pro Tem Allawos requested the following revisions:

- Page 2, Section III. General Conduct Guidelines, Section D., Bullet 6: Strike the first sentence: "Council Members will frequently be asked to explain a Council action or to give their opinion about an issue as they meet and talk with constituents in the community."
- Page 5, Section D. Remedies, Item 7: Replace the words "Penalties" with "Remedies."

A motion was made by Councilmember Davis, seconded by Councilmember Thompson, that the City Council 1. Adopt **Resolution CC 2025-35** entitled, "RESOLUTION ADOPTING A CITY COUNCIL OF THE CITY OF GLENDORA POLICY ESTABLISHING A CITY COUNCIL CODE OF CONDUCT," incorporating the requested amendments to Exhibit A as noted above. Motion carried 4-0-0-1 as follows: AYES: Davis, Elias, Thompson, Fredendall; NOES: None; ABSENT: None; ABSTAIN: Allawos.

UNFINISHED BUSINESS

13. Continuation of the Annual Comprehensive Financial Report for Fiscal Year ending June 30, 2024

A motion was made by Mayor Pro Tem Allawos, seconded by Councilmember Thompson, that the City Council 1. Receive and file the Annual Comprehensive Financial Report for Fiscal Year Ending June 30, 2024. Motion carried 5-0 as follows: AYES: Davis, Elias, Thompson, Allawos, Fredendall; NOES: None; ABSENT: None; ABSTAIN: None.

14. Civic Center Update

Following discussion, a motion was made by Mayor Pro Tem Allawos, seconded by Councilmember Thompson, that the City Council 1. Receive the report on civic center renderings and cost estimates. Motion carried 5-0 as follows: AYES: Davis, Elias, Thompson, Allawos, Fredendall; NOES: None; ABSENT: None; ABSTAIN: None.

15. Glendora Bus Fleet Electrification – Acquisition of Three Electric Minibuses

Following discussion, a motion was made by Mayor Pro Tem Allawos, seconded by Councilmember Thompson, that the City Council 1. Authorize the purchase of three (3) Karsan Model eJEST battery-electric minibuses in the amount of $937,676.25; 2. Authorize the City Manager, or his designee, to execute the purchase order and related documents; and 3. Approve a supplemental appropriation and an increase in estimated revenues in the amount of $1,000,000 in Proposition C funds (Fund 232). Motion carried 5-0 as follows: AYES: Davis, Elias, Thompson, Allawos, Fredendall; NOES: None; ABSENT: None; ABSTAIN: None.

MEMBER/STAFF CLOSING COMMENTS

Councilmember/Commissioner Davis announced that the yellow ribbons displayed on trees in Glendora Village signify observance of September as Mental Health Awareness Month, and that this week marks Suicide Prevention Week.

Mayor/Chair Fredendall wished his wife a Happy Anniversary.

ADJOURNMENT
Meeting adjourned at 9:01 PM in memory of Daniel Chakbazof.

Kathleen R. Sessman, MMC
City Clerk/Communications Director

Minutes were approved on ___________.

STAFF REPORT

TO: **Mayor and Council Members** **DATE:** **September 23, 2025**

FROM: **Finance** **DISTRICT(S):** **Citywide**

SUBJECT: **City of Glendora and Glendora Successor Agency Investment Report for August 2025**

RECOMMENDATION

That the City Council and Successor Agency:

1. Receive and file the Monthly Investment Activity Report for August 2025.

STRATEGIC FOCUS AREAS

Goal 2: Maintain Financial Stability and Sustainability (MFSS)

EXECUTIVE SUMMARY

The City’s book value of cash and investments for August 2025 totaled $114,719,207. This is a decrease of $2,394,009 (-2.04%) compared to the previous month. The decrease is due the the City's final principal and interest on the Glendora Community Redevelopment Agency 2006 Tax Allocation Bonds in the amount of $2,760,750.00.

LEGISLATIVE HISTORY / PREVIOUS ACTIONS

Pursuant to Section 19 of the City’s FY 2025-26 Investment Policy, a monthly investment report must be provided to the City Council to provide a clear picture of the status of the current portfolio.

DISCUSSION

As prescribed in the Investment Policy for FY 2025-26, the attached investment reports provides a listing of individual securities held at the end of the reporting period by authorized investment category, the average life and final maturity of all investments listed, coupon rate, discount or earnings rate, Par Value, Market Value and Book Value of each investment in the portfolio, including funds managed for the City by third parties.

In the month of August, there were seven investment purchases (consisting of Medium-Term Corporate Notes, Federal Agency Securities, Limited-Term Government Funds, and Certificates of Deposit) totaling $2,706,700; there were three securities that matured at $3,723,000, resulting in neither a gain nor a loss.

FISCAL IMPACT

There is no fiscal impact associated with the recommended action.

ENVIRONMENTAL DETERMINATION

Not Applicable

Prepared By: Natasha Woolford, Assistant Director of Finance

Concurs With:	Not Applicable
Reviewed By:	Natasha Woolford, Assistant Director of Finance
Certified to Availability of Funds:	Kyle Johnson, Finance Director/City Treasurer
Approved By:	Adam Raymond, City Manager
Legal Review:	Not Applicable
CEQA Review:	Not Applicable

Attachments

A_August_2025_Investment_Report.pdf

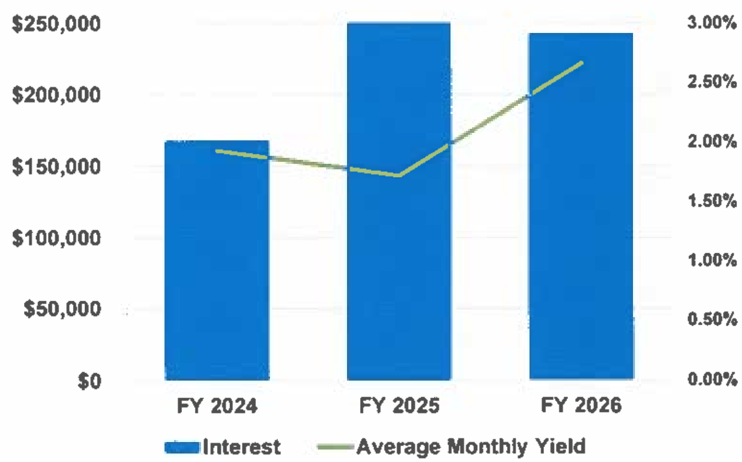
CITY OF GLENDORA
INVESTMENT REPORT SUMMARY
August 31, 2025

Pursuant to California Government Code Section 53600 et seq. and Section 16 of the City of Glendora's Investment Policy, a monthly investment report must be provided to the City Council providing a clear picture of the status of the current investment portfolio. Included in the report are several specific items relating to portfolio holdings including, but not limited to, investment type, par value, market value, book value, coupon rate and yield to maturity.

The report is in conformity with the City's Investment Policy and California Government Code 53601. Per the policy, the report reflects pooled cash from all city funds. It does not reflect any restrictions associated with how each individual fund can be utilized. This information is provided through other financial reports that include the budget, Annual Comprehensive Financial Report and other financial reports available through the website.

The objective of the City investments is to provide safety of principal and liquidity, while then providing a return on investments. (Section 4 of the policy). All brokered transactions are held by a third-party custodian designated by the Treasurer. (Section 14 of the policy). There is currently one custodial account, which is UBS.

Below is a comparison of the average monthly yield and interest received from prior years for the same month, along with a visual graph:



August	FY 2024	FY 2025	FY 2026
Interest	$167,706	$304,106	$242,618
Average Monthly Yield	1.93%	1.72%	2.66%

I hereby certify that the investments are in compliance with the investment policy adopted by the City Council. The investment portfolio provides sufficient funds to meet the budgeted expenditures over the next six months.

Approved By:

Kyle Johnson, Finance Director/City Treasurer

Branch office
251 South Lake Avenue
10th Floor
Pasadena, CA 911013003

Financial Advisor
GIORDANO CRAWFORD
WEALTH MANAGEMENT
626-405-4753

UBS Client Review

As of August 31, 2025

Report Prepared for: City of Glendora

*** excluded from performance exhibits**

Account Number	Account Name	Type
SX XX180	City of Glendora	Business Service Account
@SX XXX279*	CITY OF GL	Non UBS Investment LAIF
@SX XXX283*	CITY OF GL	Non UBS Investment Bank of America

What's inside

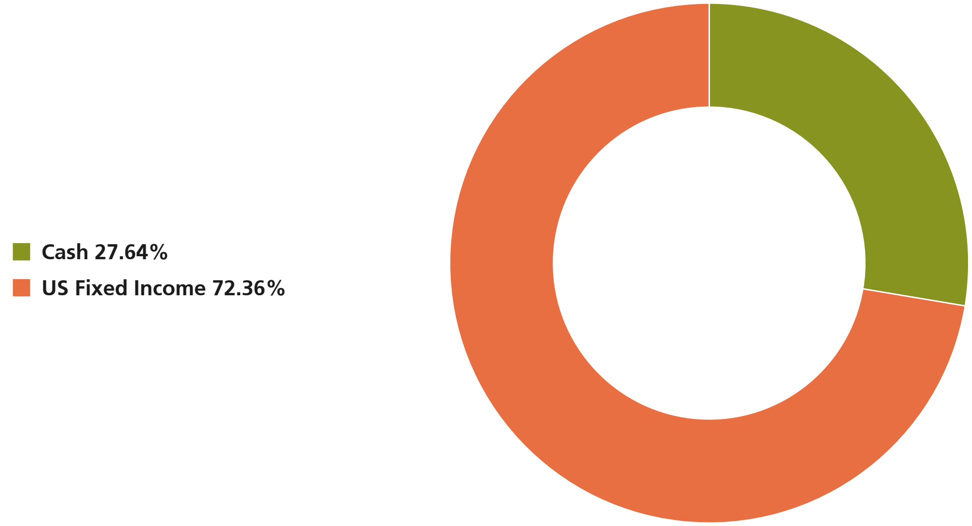
Asset Allocation Review
as of August 31, 2025

Summary of Asset Allocation

	Market value ($)	% of Portfolio
Cash	**31,762,574.75**	**27.64**
Cash	**31,762,574.75**	**27.64**
US	31,762,574.75	27.64
Fixed Income	**83,166,177.00**	**72.36**
US	**83,166,177.00**	**72.36**
US Fixed Income	13,043,590.16	11.35
Government	47,209,905.36	41.08
Corporate IG Credit	22,912,681.49	19.94
Equity	**0.00**	**0.00**
Commodities	**0.00**	**0.00**
Non-Traditional	**0.00**	**0.00**
Other	**0.00**	**0.00**
Total Portfolio	**$114,928,751.75**	**100%**

Balanced mutual funds and Insurance & Annuity products are allocated in the 'Other' category

Total Value: $114,928,751.75



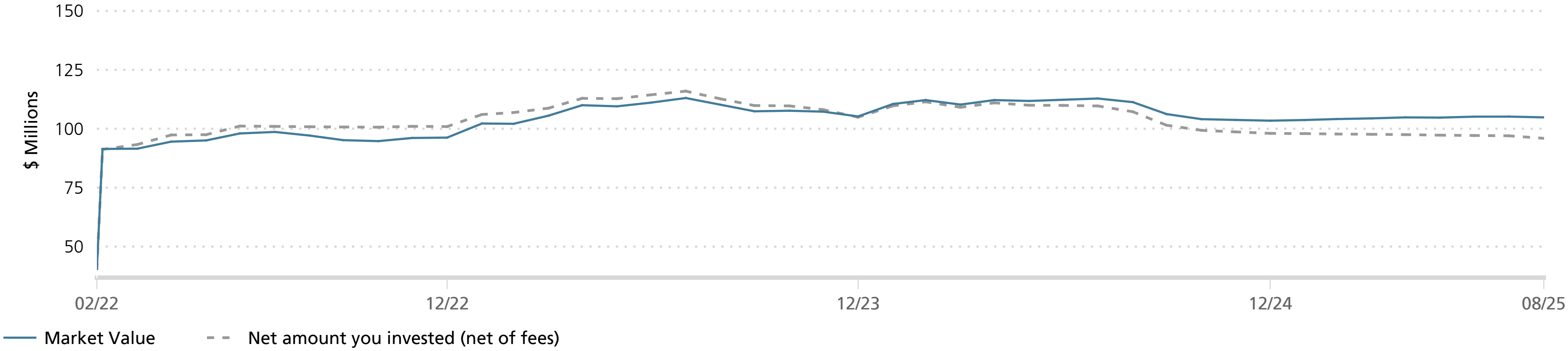
Assets held at other financial institutions are included in this report. We have not verified, and are not responsible for, the accuracy or completeness of this information.
Accrued interest, if any, has been included in the total market value.

Report created on: September 02, 2025

UBS

Sources of Portfolio Value

as of August 31, 2025



	MTD 07/31/2025 to 08/31/2025	QTD 06/30/2025 to 08/31/2025	YTD 12/31/2024 to 08/31/2025	ITD 02/23/2022 to 08/31/2025
Opening value	**105,153,020.46**	**105,122,633.07**	**103,422,623.88**	**40,589,214.16**
Net deposits/withdrawals	-1,072,775.12	-1,201,180.68	-2,103,285.16	55,344,918.41
Div./interest income	242,174.56	346,052.38	1,484,133.34	6,746,874.75
Change in accr. interest	26,472.53	163,573.73	140,352.31	424,557.67
Change in value	473,832.19	391,646.13	1,878,900.25	1,717,159.62
Closing value	**104,822,724.62**	**104,822,724.62**	**104,822,724.62**	**104,822,724.62**
Net Time-weighted ROR	0.71	0.86	3.41	2.20

Performance returns are annualized after 1 year. Net deposits and withdrawals include program and account fees.

Benchmarks - Annualized time-weighted returns

US Treasury Bill - 3 Mos	0.38	0.75	2.90	4.22
BofA Corp/Gov 1-5Y	1.04	0.98	4.54	2.67
BBG Agg Bond	1.20	0.93	4.99	0.52

Past performance does not guarantee future results and current performance may be lower/higher than past data presented.

Bond Summary
as of August 31, 2025

Bond Overview

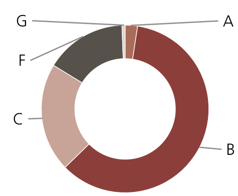
Total quantity	83,619,000
Total market value	$82,674,351.83
Total accrued interest	$491,825.17
Total market value plus accrued interest	$83,166,177.00
Total estimated annual bond interest	$2,108,629.75
Average coupon	2.54%
Average current yield	2.55%
Average yield to maturity	4.10%
Average yield to worst	4.05%
Average modified duration	1.86
Average effective maturity	2.21

Investment Type Allocation

Investment type	Taxable ($)	Tax-exempt / deferred ($)	Total ($)	% of bond port.
Certificates of deposit	13,043,590.16	0.00	13,043,590.16	15.68
U.S. corporates	22,912,681.49	0.00	22,912,681.49	27.55
U.S. federal agencies	39,598,437.89	0.00	39,598,437.89	47.61
U.S. treasuries	7,611,467.47	0.00	7,611,467.47	9.15
Total	**$83,166,177.01**	**$0.00**	**$83,166,177.01**	**100%**

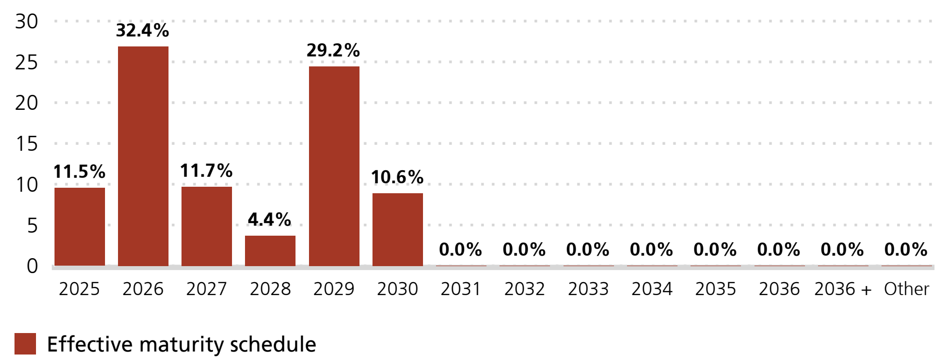
Credit Quality of Bond Holdings

	Effective credit rating	Issues	Value on 08/31/2025 ($)	% of port.
A	Aaa/AAA/AAA	1	1,986,484.44	2.40
B	Aa/AA/AA	34	50,173,130.25	60.27
C	A/A/A	15	17,463,717.16	21.01
D	Baa/BBB/BBB	0	0.00	0.00
E	Non-investment grade	0	0.00	0.00
F	Certificate of deposit	54	13,043,590.16	15.72
G	Not rated	1	499,255.00	0.60
Total		**105**	**$83,166,177.00**	**100%**



Bond Maturity Schedule

$ Millions



Cash, mutual funds and some preferred securities are not included.

Includes all fixed income securities in the selected portfolio. Average yields and durations exclude Structured Product, Pass-Through, Perpetual Preferred, and Foreign securities.
Accrued interest, if any, has been included in the total market value.

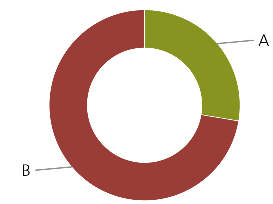
UBS

Portfolio Holdings

as of August 31, 2025

Summary of Portfolio Holdings

	Cost basis ($)	Value on 08/31/2025 ($)	Unrealized gain/loss ($)	Unrealized gain/loss (%)	Est. annual income ($)	Current yield (%)	% of portfolio
A Cash	**31,762,575**	**31,762,575**	**0**	**0.00%**	**831,313**	**2.62%**	**27.64%**
Cash	**31,762,575**	**31,762,575**	**0**	**0.00%**	**831,313**	**2.62%**	**27.64%**
US	31,762,575	31,762,575	0	0.00%	831,313	2.62%	27.64%
B Fixed Income	**82,956,632**	**83,166,177**	**209,545**	**0.25%**	**2,108,630**	**2.54%**	**72.36%**
US	**82,956,632**	**83,166,177**	**209,545**	**0.25%**	**2,108,630**	**2.54%**	**72.36%**
US Fixed Income	13,056,034	13,043,590	-12,443	-0.10%	405,090	3.11%	11.35%
Government	47,102,214	47,209,905	107,691	0.23%	1,100,505	2.33%	41.07%
Corporate IG Credit	22,798,384	22,912,681	114,297	0.50%	603,035	2.63%	19.94%
C Equity	**0**	**0**	**0**	**0.00%**	**NA**	**NA**	**0.00%**
D Commodities	**0**	**0**	**0**	**0.00%**	**NA**	**NA**	**0.00%**
E Non-Traditional	**0**	**0**	**0**	**0.00%**	**NA**	**NA**	**0.00%**
F Other	**0**	**0**	**0**	**0.00%**	**NA**	**NA**	**0.00%**
Total Portfolio	**$114,719,207**	**$114,928,752**	**$209,545**	**0.18%**	**$2,939,943**	**2.56%**	**100%**



Balanced mutual funds and Insurance & Annuity products are allocated in the 'Other' category

Accrued interest, if any, has been included in the total market value.

UBS

Portfolio Holdings

as of August 31, 2025 *(continued)*

Details of Portfolio Holdings

	Cost basis ($)	Market value ($)	Unrealized gain/loss ($)	Unrealized gain/loss (%)	Est. annual income ($)	Current yield (%)	% of asset class	% of portfolio
Total Portfolio	**$114,719,207**	**$114,928,752**	**$209,545**	**0.18%**	**$2,939,943**	**2.56%**	**100%**	**100%**

Cash	Quantity	Purchase price ($) / Avg Price	Price on 08/31/2025 ($)	Cost basis ($)	Market value ($)	Unrealized gain/loss ($)	Unrealized gain/loss (%)	Est. annual income ($)	Current yield (%)	% of Cash	% of portfolio
Cash											
US											
Outside ASSET[1] [Outside Account @SX XXX279]		1.00	1.00	7,333,058.99	7,333,058.99	0.00	0.00%	NA	NA	23.09%	6.38%
Outside ASSET[1] [Outside Account @SX XXX283]		1.00	1.00	2,772,968.14	2,772,968.14	0.00	0.00%	NA	NA	8.73%	2.41%
UBS INSURED SWEEP PROGRAM	2,201,531.26	1.00	1.00	2,201,531.26	2,201,531.26	0.00	0.00%	2,201.53	0.10%	6.93%	1.92%
UBS SELECT TREASURY INSTITUTIONAL FUND	19,882,771.73	1.00	1.00	19,882,771.73	19,882,771.73	0.00	0.00%	829,111.58	4.17%	62.60%	17.30%
USD CASH	-427,755.37	1.00	1.00	-427,755.37	-427,755.37	0.00	0.00%	NA	NA	-1.35%	-0.37%
Total US				**$31,762,575**	**$31,762,575**	**$0**	**0.00%**	**$831,313**	**2.62%**	**100%**	**27.64%**
Total Cash				**$31,762,575**	**$31,762,575**	**$0**	**0.00%**	**$831,313**	**2.62%**	**100%**	**27.64%**
Total Cash				**$31,762,575**	**$31,762,575**	**$0**	**0.00%**	**$831,313**	**2.62%**	**100%**	**27.64%**

[1]Assets held at other financial institutions are included in this report. We have not verified, and are not responsible for, the accuracy or completeness of this information.

Accrued interest, if any, has been included in the total market value.

Portfolio Holdings

as of August 31, 2025 *(continued)*

Fixed Income	Quantity	Purchase price ($) / Avg Price	Price on 08/31/2025 ($)	Cost basis ($)	Market value ($)	Amort/Accr.($) as of 08/29/2025	Unrealized gain/loss ($)	Unrealized gain/loss (%)	Est. annual income ($)	Current yield (%)	% of Fixed Income	% of portfolio
US												
US Fixed Income												
AFFINITY PLUS MN US RT 05.0500% MAT 03/20/26 LICU SHARE CERTIFICATE	245,000.00	100.00	100.58	245,000.00	246,791.42	0.00	1,791.42	0.73%	12,372.50	5.01%	0.30%	0.21%
ALLY BK UT US RT 03.5500% MAT 06/30/26 FIXED RATE CD	245,000.00	100.00	99.66	245,000.00	245,644.38	0.00	644.38	0.26%	8,697.50	3.54%	0.30%	0.21%
AMER EXPRESS NATL UT US RT 03.6000% MAT 09/25/29 FIXED RATE CD	245,000.00	98.05	98.89	240,222.50	246,127.54	0.00	5,905.04	2.46%	8,820.00	3.58%	0.30%	0.21%
AMER NATL BK OMA NE US RT 04.2500% MAT 03/21/28 FIXED RATE CD	245,000.00	100.00	100.10	245,000.00	245,520.47	0.00	520.47	0.21%	10,412.50	4.24%	0.30%	0.21%
AMERICAN COMM BK GA US RT 00.4000% MAT 09/22/25 FIXED RATE CD	245,000.00	100.00	99.74	245,000.00	244,389.61	0.00	-610.39	-0.25%	980.00	0.40%	0.29%	0.21%
ARBOR FINL CREDIT MI US RT 05.0000% MAT 04/03/28 FIXED RATE CD	245,000.00	100.00	100.54	245,000.00	247,265.18	0.00	2,265.18	0.92%	12,250.00	4.95%	0.30%	0.22%
BANKUNITED NA FLOR FL US RT 00.9500% MAT 03/31/26 FIXED RATE CD	245,000.00	100.00	98.24	245,000.00	240,893.03	0.00	-4,106.97	-1.68%	2,327.50	0.97%	0.29%	0.21%
BK HAPOALIM BM NY US RT 00.5000% MAT 12/15/25 FIXED RATE CD	245,000.00	100.00	98.91	245,000.00	242,586.38	0.00	-2,413.62	-0.99%	1,225.00	0.50%	0.29%	0.21%
BMO HARRIS BK NA IL US RT 00.8000% MAT 03/18/26 FIXED RATE CD	245,000.00	100.00	98.26	245,000.00	241,124.57	0.00	-3,875.43	-1.58%	1,960.00	0.81%	0.29%	0.21%
BRIGHTSTAR CR UN FL US RT 03.9000% MAT 08/20/27 LICU SHARE CERTIFICATE	245,000.00	100.00	100.08	245,000.00	245,483.96	0.00	483.96	0.20%	9,555.00	3.89%	0.30%	0.21%
CAPITAL ONE BK USA VA US RT 01.1500% MAT 11/24/26 FIXED RATE CD	245,000.00	100.00	96.67	245,000.00	237,608.15	0.00	-7,391.85	-3.02%	2,817.50	1.19%	0.29%	0.21%
CAPITAL ONE NA VA US RT 01.1500% MAT 11/24/26 FIXED RATE CD	245,000.00	100.00	96.67	245,000.00	237,608.15	0.00	-7,391.85	-3.02%	2,817.50	1.19%	0.29%	0.21%

[(1)]Assets held at other financial institutions are included in this report. We have not verified, and are not responsible for, the accuracy or completeness of this information.

Accrued interest, if any, has been included in the total market value.

UBS

Portfolio Holdings

as of August 31, 2025 *(continued)*

Fixed Income	Quantity	Purchase price ($) / Avg Price	Price on 08/31/2025 ($)	Cost basis ($)	Market value ($)	Amort/Accr.($) as of 08/29/2025	Unrealized gain/loss ($)	Unrealized gain/loss (%)	Est. annual income ($)	Current yield (%)	% of Fixed Income	% of portfolio
US												
US Fixed Income												
CELTIC BK UT US RT 03.6500% MAT 04/29/30 FIXED RATE CD	245,000.00	98.17	98.82	240,525.91	242,162.90	0.00	1,636.99	0.68%	8,942.50	3.69%	0.29%	0.21%
CENTRAL BK AR US RT 04.2000% MAT 08/19/30 FIXED RATE CD	245,000.00	100.00	100.00	245,000.00	245,345.65	0.00	345.65	0.14%	10,290.00	4.19%	0.30%	0.21%
CFG COMMUNITY BANK MD US RT 03.8000% MAT 03/11/26 FIXED RATE CD	245,000.00	100.00	99.90	245,000.00	245,252.89	0.00	252.89	0.10%	9,310.00	3.80%	0.29%	0.21%
CHAMBERS BANK AK US RT 00.3500% MAT 09/22/25 FIXED RATE CD	108,000.00	100.00	99.74	108,000.00	107,886.97	0.00	-113.03	-0.10%	378.00	0.35%	0.13%	0.09%
CIBC BANK ILLINOIS IL US RT 05.0000% MAT 03/24/26 FIXED RATE CD	245,000.00	100.00	100.52	245,000.00	251,631.61	0.00	6,631.61	2.71%	12,250.00	4.87%	0.30%	0.22%
CONNEXUS CREDIT UN WI US RT 04.0000% MAT 09/03/27 LICU SHARE CERTIFICATE	245,000.00	100.00	100.00	245,000.00	245,000.00	0.00	0.00	0.00%	9,800.00	4.00%	0.29%	0.21%
CY-FAIR FED CREDIT TX US RT 05.3000% MAT 07/14/28 FIXED RATE CD	245,000.00	100.00	100.14	245,000.00	245,952.68	0.00	952.68	0.39%	12,985.00	5.28%	0.30%	0.21%
DISCOVER BANK DE US RT 03.2000% MAT 05/24/27 FIXED RATE CD	245,000.00	100.00	98.84	245,000.00	244,286.92	0.00	-713.08	-0.29%	7,840.00	3.21%	0.29%	0.21%
DIVERSIFIED MEMBER MI US RT 04.3000% MAT 04/28/28 LICU SHARE CERTIFICATE	245,000.00	100.00	100.03	245,000.00	245,992.22	0.00	992.22	0.40%	10,535.00	4.28%	0.30%	0.21%
EAGLEMARK SVGS BK NV US RT 02.0000% MAT 03/02/27 FIXED RATE CD	245,000.00	100.14	97.23	245,343.32	240,659.24	-759.79	-4,684.08	-1.91%	4,900.00	2.04%	0.29%	0.21%
EATON CMNTY BK MI US RT 05.1000% MAT 03/08/29 FIXED RATE CD	245,000.00	99.90	100.10	244,755.00	246,022.56	0.00	1,267.56	0.52%	12,495.00	5.08%	0.30%	0.21%

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Accrued interest, if any, has been included in the total market value.

Portfolio Holdings

as of August 31, 2025 *(continued)*

Fixed Income	Quantity	Purchase price ($) / Avg Price	Price on 08/31/2025 ($)	Cost basis ($)	Market value ($)	Amort/Accr.($) as of 08/29/2025	Unrealized gain/loss ($)	Unrealized gain/loss (%)	Est. annual income ($)	Current yield (%)	% of Fixed Income	% of portfolio
US												
US Fixed Income												
ESSENTIAL FED CRED LA US RT 04.7000% MAT 06/15/27 LICU SHARE CERTIFICATE	245,000.00	100.00	101.43	245,000.00	249,013.17	0.00	4,013.17	1.64%	11,515.00	4.62%	0.30%	0.22%
FARMERS & MERCHANT WI US RT 03.8500% MAT 11/08/27 FIXED RATE CD	245,000.00	100.00	100.01	245,000.00	245,663.21	0.00	663.21	0.27%	9,432.50	3.84%	0.30%	0.21%
FIRST FED SVGS BK IN US RT 04.2000% MAT 07/11/28 FIXED RATE CD	245,000.00	100.00	100.04	245,000.00	245,652.04	0.00	652.04	0.27%	10,290.00	4.19%	0.30%	0.21%
FIRST GTY BK HAMMO LA US RT 04.3500% MAT 11/06/28 FIXED RATE CD	219,000.00	100.00	100.00	219,000.00	222,047.13	0.00	3,047.13	1.39%	9,526.50	4.29%	0.27%	0.19%
GOLDMAN SACHS BANK NY US RT 04.0000% MAT 03/20/28 FIXED RATE CD	245,000.00	100.00	100.36	245,000.00	250,348.79	0.00	5,348.79	2.18%	9,800.00	3.91%	0.30%	0.22%
GREAT STHN BK MO US RT 04.5000% MAT 10/20/25 FIXED RATE CD	245,000.00	100.00	100.00	245,000.00	245,334.71	0.00	334.71	0.14%	11,025.00	4.49%	0.29%	0.21%
GREENSTATE CREDIT IA US RT 00.9500% MAT 04/16/26 FIXED RATE CD	245,000.00	100.00	98.12	245,000.00	240,587.75	0.00	-4,412.25	-1.80%	2,327.50	0.97%	0.29%	0.21%
GUARANTY BK MO US RT 03.8000% MAT 01/12/29 FIXED RATE CD	245,000.00	99.49	99.84	243,750.40	245,080.38	0.00	1,329.98	0.55%	9,310.00	3.80%	0.29%	0.21%
JPMORGAN CHASE BK OH US RT 00.7000% MAT 09/30/25 FIXED RATE CD	245,000.00	100.00	99.68	245,000.00	244,932.44	0.00	-67.56	-0.03%	1,715.00	0.70%	0.29%	0.21%
LAFAYETTE FED CRED MD US RT 03.2500% MAT 06/15/27 LICU SHARE CERTIFICATE	245,000.00	100.00	98.92	245,000.00	242,707.94	0.00	-2,292.06	-0.94%	7,962.50	3.28%	0.29%	0.21%
LIVE OAK BKG CO NC US RT 00.8000% MAT 08/13/26 FIXED RATE CD	245,000.00	100.00	97.06	245,000.00	237,967.90	0.00	-7,032.10	-2.87%	1,960.00	0.82%	0.29%	0.21%

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Accrued interest, if any, has been included in the total market value.

UBS

Portfolio Holdings

as of August 31, 2025 *(continued)*

Fixed Income	Quantity	Purchase price ($) / Avg Price	Price on 08/31/2025 ($)	Cost basis ($)	Market value ($)	Amort/Accr.($) as of 08/29/2025	Unrealized gain/loss ($)	Unrealized gain/loss (%)	Est. annual income ($)	Current yield (%)	% of Fixed Income	% of portfolio
US												
US Fixed Income												
METRO CREDIT UNION MA US RT 01.7000% MAT 02/18/27 LICU SHARE CERTIFICATE	245,000.00	100.00	96.85	245,000.00	237,627.28	0.00	-7,372.72	-3.01%	4,165.00	1.75%	0.29%	0.21%
MORGAN STANLEY BK UT US RT 04.2500% MAT 02/02/26 FIXED RATE CD	245,000.00	100.00	100.03	245,000.00	245,900.79	0.00	900.79	0.37%	10,412.50	4.23%	0.30%	0.21%
NEW ORLEANS FIREME LA US RT 05.0000% MAT 07/17/28 FIXED RATE CD	245,000.00	100.00	103.17	245,000.00	253,241.26	0.00	8,241.26	3.36%	12,250.00	4.84%	0.30%	0.22%
NEW YORK CMNTY BK NY US RT 00.7000% MAT 07/01/26 FIXED RATE CD	245,000.00	100.00	97.35	245,000.00	238,786.57	0.00	-6,213.43	-2.54%	1,715.00	0.72%	0.29%	0.21%
PENTAGON FED CREDI VA US RT 01.7000% MAT 02/18/27 CREDIT UNION SHARE CERT	245,000.00	100.00	96.86	245,000.00	237,465.14	0.00	-7,534.86	-3.08%	4,165.00	1.75%	0.29%	0.21%
SALLIE MAE BANK UT US RT 04.0500% MAT 11/21/29 FIXED RATE CD	245,000.00	99.80	100.55	244,510.00	249,108.11	0.00	4,598.11	1.88%	9,922.50	3.98%	0.30%	0.22%
STATE BANK OF INDI NY US RT 00.9000% MAT 03/25/26 FIXED RATE CD	245,000.00	100.00	98.26	245,000.00	241,692.63	0.00	-3,307.37	-1.35%	2,205.00	0.91%	0.29%	0.21%
STATE BK IL US RT 04.1000% MAT 11/26/29 FIXED RATE CD	245,000.00	100.00	100.74	245,000.00	249,472.69	0.00	4,472.69	1.83%	10,045.00	4.03%	0.30%	0.22%
TAB BANK INC UT US RT 03.8000% MAT 08/13/27 FIXED RATE CD	245,000.00	100.00	99.90	245,000.00	245,158.21	0.00	158.21	0.06%	9,310.00	3.80%	0.29%	0.21%
TECHNOLOGY CREDIT CA US RT 05.0000% MAT 03/23/26 CREDIT UNION SHARE CERT	245,000.00	100.00	100.57	245,000.00	247,400.90	0.00	2,400.90	0.98%	12,250.00	4.95%	0.30%	0.22%
TEXAS EXCHANGE BK TX US RT 00.6000% MAT 10/23/25 FIXED RATE CD	245,000.00	100.00	99.41	245,000.00	243,591.62	0.00	-1,408.38	-0.57%	1,470.00	0.60%	0.29%	0.21%

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Accrued interest, if any, has been included in the total market value.

UBS

Portfolio Holdings

as of August 31, 2025 *(continued)*

Fixed Income	Quantity	Purchase price ($) / Avg Price	Price on 08/31/2025 ($)	Cost basis ($)	Market value ($)	Amort/Accr.($) as of 08/29/2025	Unrealized gain/loss ($)	Unrealized gain/loss (%)	Est. annual income ($)	Current yield (%)	% of Fixed Income	% of portfolio
US												
US Fixed Income												
TOYOTA FINL SVG BK NV US RT 00.9000% MAT 04/22/26 FIXED RATE CD	245,000.00	100.00	98.05	245,000.00	241,021.23	0.00	-3,978.77	-1.62%	2,205.00	0.91%	0.29%	0.21%
TRUIST BK NC US RT 04.4500% MAT 06/27/30 FIXED RATE CD	245,000.00	100.00	100.16	245,000.00	247,333.54	0.00	2,333.54	0.95%	10,902.50	4.41%	0.30%	0.22%
TRUXTON TR CO NASH TN US RT 04.1000% MAT 02/27/30 FIXED RATE CD	245,000.00	99.98	99.81	244,938.75	244,604.81	0.00	-333.94	-0.14%	10,045.00	4.11%	0.29%	0.21%
UBS BANK UT US RT 00.8500% MAT 06/16/26 FIXED RATE CD	245,000.00	100.00	97.58	245,000.00	239,161.48	0.00	-5,838.52	-2.38%	2,082.50	0.87%	0.29%	0.21%
USALLIANCE FED CRE NY US RT 00.5000% MAT 09/29/25 FIXED RATE CD	245,000.00	100.00	99.67	245,000.00	244,412.74	0.00	-587.26	-0.24%	1,225.00	0.50%	0.29%	0.21%
USF FED CREDIT UNI FL US RT 03.9000% MAT 05/01/28 LICU SHARE CERTIFICATE	245,000.00	100.00	100.15	245,000.00	246,152.84	0.00	1,152.84	0.47%	9,555.00	3.88%	0.30%	0.21%
VALLEYSTAR CR UN M VA US RT 05.0000% MAT 03/20/26 LICU SHARE CERTIFICATE	245,000.00	100.00	100.55	245,000.00	246,719.13	0.00	1,719.13	0.70%	12,250.00	4.97%	0.30%	0.21%
WELLS FARGO BK NA SD US RT 04.1000% MAT 02/06/29 FIXED RATE CD	245,000.00	100.00	100.79	244,987.75	247,613.71	0.00	2,625.96	1.07%	10,045.00	4.06%	0.30%	0.22%
WORKERS CREDIT UNI MA US RT 04.1000% MAT 11/22/27 LICU SHARE CERTIFICATE	245,000.00	100.00	100.53	245,000.00	246,553.53	0.00	1,553.53	0.63%	10,045.00	4.07%	0.30%	0.21%
Total US Fixed Income				**$13,056,034**	**$13,043,590**	**-$759.79**	**-$12,443**	**-0.10%**	**$405,090**	**3.11%**	**15.68%**	**11.35%**
Government												
FARMER MAC MED TERM NTS 04.330 % DUE 090429 DTD 090425 FC 03042026	500,000.00	100.00	99.85	500,005.25	499,255.00	0.00	-750.25	-0.15%	21,650.00	4.34%	0.60%	0.43%

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Accrued interest, if any, has been included in the total market value.

Portfolio Holdings

as of August 31, 2025 *(continued)*

Fixed Income	Quantity	Purchase price ($) / Avg Price	Price on 08/31/2025 ($)	Cost basis ($)	Market value ($)	Amort/Accr.($) as of 08/29/2025	Unrealized gain/loss ($)	Unrealized gain/loss (%)	Est. annual income ($)	Current yield (%)	% of Fixed Income	% of portfolio
US												
Government												
FEDERAL HOME LN BANK NTS 04.175 % DUE 031229 DTD 031225 FC 09122025	1,000,000.00	100.00	100.10	1,000,004.68	1,020,629.31	-0.57	20,624.63	2.06%	41,750.00	4.09%	1.23%	0.89%
FFCB BOND 00.600 % DUE 112425 DTD 112420 FC 05242021	2,000,000.00	100.00	99.14	2,000,000.00	1,986,113.33	0.00	-13,886.67	-0.69%	12,000.00	0.60%	2.39%	1.73%
FFCB BOND 00.660 % DUE 091525 DTD 091521 FC 03152022	2,000,000.00	100.00	99.83	2,000,000.00	2,002,666.67	0.00	2,666.67	0.13%	13,200.00	0.66%	2.41%	1.74%
FFCB BOND 01.840 % DUE 012627 DTD 012622 FC 07262022	2,000,000.00	100.00	97.29	2,000,000.00	1,949,397.78	0.00	-50,602.22	-2.53%	36,800.00	1.89%	2.34%	1.70%
FFCB BOND 04.000 % DUE 040130 DTD 040125 FC 10012025	1,000,000.00	100.14	101.09	1,001,374.27	1,027,606.67	-101.26	26,232.40	2.62%	40,000.00	3.89%	1.24%	0.89%
FFCB BOND 04.090 % DUE 071629 DTD 071625 FC 01162026	2,000,000.00	99.95	100.64	1,999,005.25	2,023,005.00	0.00	23,999.75	1.20%	81,800.00	4.04%	2.43%	1.76%
FFCB BOND 04.520 % DUE 051430 DTD 051425 FC 11142025	1,000,000.00	100.00	100.34	1,000,005.09	1,016,794.44	-0.16	16,789.35	1.68%	45,200.00	4.45%	1.22%	0.88%
FFCB BOND 04.620 % DUE 100129 DTD 100124 FC 04012025	1,500,000.00	99.92	99.93	1,498,850.25	1,527,825.00	0.00	28,974.75	1.93%	69,300.00	4.54%	1.84%	1.33%
FFCB NTS 00.940 % DUE 092826 DTD 092821 FC 03282022	2,000,000.00	100.00	96.86	2,000,000.00	1,945,250.00	0.00	-54,750.00	-2.74%	18,800.00	0.97%	2.34%	1.69%
FHLB BOND 01.050 % DUE 081326 DTD 081321 FC 02132022	1,000,000.00	96.84	97.36	968,385.25	974,075.00	0.00	5,689.75	0.59%	10,500.00	1.08%	1.17%	0.85%
FHLB BOND 01.780 % DUE 021027 DTD 021022 FC 08102022	2,000,000.00	100.00	97.12	2,000,000.00	1,944,556.67	0.00	-55,443.33	-2.77%	35,600.00	1.83%	2.34%	1.69%
FHLB BOND 02.010 % DUE 022527 DTD 022522 FC 08252022	3,215,000.00	95.65	97.38	3,075,098.40	3,131,844.03	0.00	56,745.63	1.85%	64,621.50	2.06%	3.77%	2.73%

[(1)]Assets held at other financial institutions are included in this report. We have not verified, and are not responsible for, the accuracy or completeness of this information.

Accrued interest, if any, has been included in the total market value.

Portfolio Holdings

as of August 31, 2025 *(continued)*

Fixed Income	Quantity	Purchase price ($) / Avg Price	Price on 08/31/2025 ($)	Cost basis ($)	Market value ($)	Amort/Accr.($) as of 08/29/2025	Unrealized gain/loss ($)	Unrealized gain/loss (%)	Est. annual income ($)	Current yield (%)	% of Fixed Income	% of portfolio
US												
Government												
FHLB BOND STEP-UP 1.5000% DUE 063026 DTD 063021 FC 12302021	2,000,000.00	100.00	98.90	2,000,000.00	1,983,020.00	0.00	-16,980.00	-0.85%	30,000.00	1.51%	2.38%	1.73%
FHLB NTS 1.0500% DUE 033026 DTD 033021 FC 09302021	2,000,000.00	100.00	98.32	2,000,000.00	1,975,230.00	0.00	-24,770.00	-1.24%	21,000.00	1.06%	2.38%	1.72%
FHLB NTS 1.1500% DUE 082626 DTD 082621 FC 02262022	2,000,000.00	100.00	97.10	2,000,000.00	1,942,299.44	0.00	-57,700.56	-2.89%	23,000.00	1.18%	2.34%	1.69%
FHLB NTS 1.5000% DUE 063026 DTD 063021 FC 12302021	2,000,000.00	100.00	98.05	2,000,000.00	1,966,060.00	0.00	-33,940.00	-1.70%	30,000.00	1.53%	2.36%	1.71%
FHLB NTS 04.500 % DUE 011730 DTD 071725 FC 01172026	1,000,000.00	100.00	100.36	1,000,005.13	1,009,110.00	-0.13	9,104.87	0.91%	45,000.00	4.46%	1.21%	0.88%
FHLB NTS 04.625 % DUE 101529 DTD 101524 FC 04152025	1,000,000.00	99.76	99.81	997,555.25	1,015,562.22	0.00	18,006.97	1.81%	46,250.00	4.55%	1.22%	0.88%
FHLMC NTS 04.000 % DUE 043029 DTD 043025 FC 10302025	650,000.00	99.75	99.84	648,380.25	657,633.17	0.00	9,252.92	1.43%	26,000.00	3.95%	0.79%	0.57%
FNMA NTS 00.540 % DUE 102725 DTD 102720 FC 04272021	2,000,000.00	100.00	99.43	2,000,000.00	1,992,280.00	0.00	-7,720.00	-0.39%	10,800.00	0.54%	2.40%	1.73%
FNMA NTS 00.560 % DUE 111725 DTD 111720 FC 05172021	2,000,000.00	100.00	99.22	2,000,000.00	1,987,655.56	0.00	-12,344.44	-0.62%	11,200.00	0.56%	2.39%	1.73%
FNMA NTS 04.300 % DUE 030430 DTD 031225 FC 09042025	1,000,000.00	100.00	100.34	1,000,004.81	1,023,626.11	-0.45	23,621.30	2.36%	43,000.00	4.20%	1.23%	0.89%
FNMA NTS 05.050 % DUE 062629 DTD 062824 FC 12262024	1,000,000.00	100.00	100.13	1,000,000.00	1,010,458.06	0.00	10,458.06	1.05%	50,500.00	5.00%	1.21%	0.88%
INTL FIN CORP NTS 00.500 % DUE 051526 DTD 052821 FC 11152021	2,000,000.00	100.00	99.18	2,000,000.00	1,986,484.44	0.00	-13,515.56	-0.68%	10,000.00	0.50%	2.39%	1.73%

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Accrued interest, if any, has been included in the total market value.

Portfolio Holdings

as of August 31, 2025 *(continued)*

Fixed Income	Quantity	Purchase price ($) / Avg Price	Price on 08/31/2025 ($)	Cost basis ($)	Market value ($)	Amort/Accr.($) as of 08/29/2025	Unrealized gain/loss ($)	Unrealized gain/loss (%)	Est. annual income ($)	Current yield (%)	% of Fixed Income	% of portfolio
US												
Government												
US TSY NOTE 01.125 % DUE 10/31/26 DTD 10/31/21 FC 04/30/22	1,000,000.00	98.21	96.95	982,052.13	973,250.19	0.00	-8,801.94	-0.90%	11,250.00	1.16%	1.17%	0.85%
US TSY NOTE 03.500 % DUE 09/30/29 DTD 09/30/24 FC 03/31/25	1,000,000.00	98.47	99.44	984,716.19	1,009,041.15	0.00	24,324.96	2.47%	35,000.00	3.47%	1.21%	0.88%
US TSY NOTE 03.750 % DUE 05/31/30 DTD 05/31/23 FC 11/30/23	1,000,000.00	98.65	100.23	986,458.38	1,011,736.23	0.00	25,277.85	2.56%	37,500.00	3.71%	1.22%	0.88%
US TSY NOTE 03.875 % DUE 11/30/29 DTD 11/30/22 FC 05/31/23	1,500,000.00	99.38	100.82	1,490,677.13	1,526,970.66	0.00	36,293.53	2.43%	58,125.00	3.81%	1.84%	1.33%
US TSY NOTE 03.875 % DUE 12/31/29 DTD 12/31/22 FC 06/30/23	1,017,000.00	97.76	100.84	994,218.09	1,032,182.32	0.00	37,964.23	3.82%	39,408.75	3.82%	1.24%	0.90%
US TSY NOTE 04.000 % DUE 10/31/29 DTD 10/31/22 FC 04/30/23	1,000,000.00	99.16	101.33	991,647.22	1,026,649.57	0.00	35,002.35	3.53%	40,000.00	3.90%	1.23%	0.89%
US TSY NOTE 04.125 % DUE 10/31/29 DTD 10/31/24 FC 04/30/25	1,000,000.00	98.38	101.79	983,770.88	1,031,637.36	0.00	47,866.48	4.87%	41,250.00	4.00%	1.24%	0.90%
Total Government				**$47,102,214**	**$47,209,905**	**-$102.57**	**$107,691**	**0.23%**	**$1,100,505**	**2.33%**	**56.77%**	**41.07%**
Corporate IG Credit												
ACCENTURE CAPITAL INC 04.050% 100429 DTD100424 FC040425 CALL@MW+10BP	3,000,000.00	99.12	99.85	2,973,745.75	3,045,202.50	0.00	71,456.75	2.40%	121,500.00	3.99%	3.66%	2.65%
AMAZON.COM INC B/E 01.500% 060330 DTD060320 CALL@MW+15BP	1,000,000.00	88.91	89.29	889,135.25	896,536.67	0.00	7,401.42	0.83%	15,000.00	1.67%	1.08%	0.78%
AMEREN ILL CO NTS B/E 03.800% 051528 DTD052218 FC111518 CALL@MW+15BP	1,500,000.00	99.67	99.60	1,494,995.25	1,510,738.33	0.00	15,743.08	1.05%	57,000.00	3.77%	1.82%	1.31%

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Accrued interest, if any, has been included in the total market value.

UBS

Portfolio Holdings

as of August 31, 2025 *(continued)*

Fixed Income	Quantity	Purchase price ($) / Avg Price	Price on 08/31/2025 ($)	Cost basis ($)	Market value ($)	Amort/Accr.($) as of 08/29/2025	Unrealized gain/loss ($)	Unrealized gain/loss (%)	Est. annual income ($)	Current yield (%)	% of Fixed Income	% of portfolio
US												
Corporate IG Credit												
CHARLES SCHWAB CORP B/E 03.250% 052229 DTD052219 FC112219	470,000.00	94.17	97.25	442,604.25	461,256.83	0.00	18,652.58	4.21%	15,275.00	3.31%	0.55%	0.40%
CHARLES SCHWAB CORP NTS 00.900% 031126 DTD121120 FC031121 CALL@MW+10BP	2,000,000.00	99.49	98.25	1,989,860.00	1,973,460.00	0.00	-16,400.00	-0.82%	18,000.00	0.91%	2.37%	1.72%
DTE ELEC CO B/E 02.250% 030130 DTD022620 CALL@MW+15BP	1,000,000.00	91.95	92.25	919,485.25	933,780.00	0.00	14,294.75	1.55%	22,500.00	2.41%	1.12%	0.81%
JOHN DEERE CPTL CORP 00.700% 011526 DTD010721 FC071521 MED TERM NTS	2,000,000.00	100.02	98.68	2,000,300.70	1,975,348.89	-3,601.52	-24,951.81	-1.25%	14,000.00	0.71%	2.38%	1.72%
JOHN DEERE CPTL CORP 03.350% 041829 DTD041822 FC101822 MED TERM NTS	1,000,000.00	97.50	97.77	975,045.25	990,106.39	0.00	15,061.14	1.54%	33,500.00	3.38%	1.19%	0.86%
JPMORGAN CHASE & CO 00.800% 022626 DTD022621 FC082621 MED TERM NTS	1,200,000.00	100.00	98.10	1,200,000.00	1,177,297.33	0.00	-22,702.67	-1.89%	9,600.00	0.82%	1.42%	1.02%
JPMORGAN CHASE & CO NTS 05.012% 012330 DTD012324 FC072324 CALL@MW+20BP	500,000.00	99.92	102.40	499,615.25	514,635.22	0.00	15,019.97	3.01%	25,060.00	4.87%	0.62%	0.45%
MORGAN STANLEY FIN LLC 01.050% 082726 DTD082721 FC022722 MED TERM NTS	2,000,000.00	100.00	96.99	2,000,000.00	1,940,053.33	0.00	-59,946.67	-3.00%	21,000.00	1.08%	2.33%	1.69%
ONCOR ELEC DELIVERY CO 04.650% 110129 DTD111324 FC050125 CALL@MW+10BP	500,000.00	100.11	101.65	500,566.36	516,010.00	-59.23	15,443.64	3.09%	23,250.00	4.51%	0.62%	0.45%
PACIFICORP B/E 03.500% 061529 DTD030119 FC061519 CALL@MW+15BP	1,000,000.00	97.14	97.26	971,415.25	979,988.89	0.00	8,573.64	0.88%	35,000.00	3.57%	1.18%	0.85%

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Accrued interest, if any, has been included in the total market value.

UBS

Portfolio Holdings

as of August 31, 2025 *(continued)*

Fixed Income	Quantity	Purchase price ($) / Avg Price	Price on 08/31/2025 ($)	Cost basis ($)	Market value ($)	Amort/Accr.($) as of 08/29/2025	Unrealized gain/loss ($)	Unrealized gain/loss (%)	Est. annual income ($)	Current yield (%)	% of Fixed Income	% of portfolio
US												
Corporate IG Credit												
SOUTHERN CALIF GAS CO 02.550% 020130 DTD010920 CALL@MW+15BP	500,000.00	92.98	93.14	464,875.25	466,747.50	0.00	1,872.25	0.40%	12,750.00	2.73%	0.56%	0.41%
ST STREET BK & TR CO NTS 04.782% 112329 DTD112524 FC052325 B/E	1,000,000.00	99.84	102.75	998,380.50	1,040,477.67	0.00	42,097.17	4.22%	47,820.00	4.60%	1.25%	0.91%
TOYOTA MOTOR CREDIT CORP 04.450% 062929 DTD063022 FC122922 CALL@MW+20BP	500,000.00	99.82	101.21	499,085.25	509,871.94	0.00	10,786.69	2.16%	22,250.00	4.36%	0.61%	0.44%
UNITED HEALTH GROUP INC 01.150% 051526 DTD051921 FC111521 CALL@MW+07.50BP	2,000,000.00	100.03	97.83	2,000,694.19	1,963,312.22	-4,068.51	-37,381.97	-1.87%	23,000.00	1.17%	2.36%	1.71%
UNITED HEALTH GROUP INC 04.000% 051529 DTD052022 FC111522 CALL@MW+20BP	1,000,000.00	98.46	99.47	984,595.25	1,006,457.78	0.00	21,862.53	2.22%	40,000.00	3.97%	1.21%	0.88%
US BANCORP NTS B/E 04.653% 020129 DTD020123 FC080123	1,000,000.00	99.40	101.14	993,985.50	1,011,400.00	0.00	17,414.50	1.75%	46,530.00	4.60%	1.22%	0.88%
Total Corporate IG Credit				**$22,798,384**	**$22,912,681**	**-$7,729.26**	**$114,297**	**0.50%**	**$603,035**	**2.63%**	**27.55%**	**19.94%**
Total US				**$82,956,632**	**$83,166,177**	**-$8,591.62**	**$209,545**	**0.25%**	**$2,108,630**	**2.54%**	**100%**	**72.36%**
Total Fixed Income				**$82,956,632**	**$83,166,177**	**-$8,591.62**	**$209,545**	**0.25%**	**$2,108,630**	**2.54%**	**100%**	**72.36%**

[1] Assets held at other financial institutions are included in this report. We have not verified, and are not responsible for, the accuracy or completeness of this information.

Accrued interest, if any, has been included in the total market value.

UBS

Portfolio Holdings

as of August 31, 2025 *(continued)*

	Cost basis ($)	Market value ($)	Unrealized gain/loss ($)	Unrealized gain/loss (%)	Est. annual income ($)	Current yield (%)	% of asset class	% of portfolio
Total Portfolio	**$114,719,207**	**$114,928,752**	**$209,545**	**0.18%**	**$2,939,943**	**2.56%**	**100%**	**100%**

Total accrued interest (included in market values): $491,825.17

[(1)]Assets held at other financial institutions are included in this report. We have not verified, and are not responsible for, the accuracy or completeness of this information.

Accrued interest, if any, has been included in the total market value.

UBS

Bond Holdings

as of August 31, 2025

Summary of Bond Holdings

Maturity Year	Issues	Quantity	Est. annual income ($)	Current yield (%)	Yield to maturity (%)	Yield to worst (%)	Modified duration	Adjusted cost basis ($)	Unrealized gain/loss ($)	Mkt. value ($)	% of bond portfolio maturing
2025	11	9,578,000	65,218.00	0.68%	4.28%	4.28%	0.15	9,578,000	-54,174.05	9,541,850.03	11.52%
2026	30	27,365,000	340,110.00	1.27%	4.14%	4.14%	0.73	27,306,292.27	-471,613.92	26,900,933.44	32.46%
2027	14	9,910,000	225,711.50	2.33%	3.85%	3.85%	1.50	9,770,441.72	-79,260.17	9,705,417.07	11.72%
2028	10	3,679,000	154,604.00	4.20%	4.15%	4.01%	1.66	3,673,995.25	10,049.23	3,712,910.94	4.46%
2029	27	24,107,000	996,796.25	4.13%	4.08%	4.01%	3.19	23,891,479.45	255,371.55	24,425,045.79	29.21%
2030	13	8,980,000	326,190.00	3.71%	4.13%	4.01%	2.85	8,736,423.34	57,347.16	8,880,019.75	10.64%
2031	0	0			N/A	N/A	N/A				
2032	0	0			N/A	N/A	N/A				
2033	0	0			N/A	N/A	N/A				
2034	0	0			N/A	N/A	N/A				
2035	0	0			N/A	N/A	N/A				
2036	0	0			N/A	N/A	N/A				
2037	0	0			N/A	N/A	N/A				
2038	0	0			N/A	N/A	N/A				
2039	0	0			N/A	N/A	N/A				
2040	0	0			N/A	N/A	N/A				
2041	0	0			N/A	N/A	N/A				
2042	0	0			N/A	N/A	N/A				
2043	0	0			N/A	N/A	N/A				
2044	0	0			N/A	N/A	N/A				
2045	0	0			N/A	N/A	N/A				
2046	0	0			N/A	N/A	N/A				
2047	0	0			N/A	N/A	N/A				
2048	0	0			N/A	N/A	N/A				
2049	0	0			N/A	N/A	N/A				
2050	0	0			N/A	N/A	N/A				
2050 +	0	0			N/A	N/A	N/A				
Other	0	0			N/A	N/A	N/A				
Total	**105**	**83,619,000**	**$2,108,629.75**	**2.55%**	**4.10%**	**4.05%**	**1.86**	**$82,956,632.03**	**$-282,280.20**	**$83,166,177.00**	

Includes all fixed-rate securities in the selected portfolio. Average yields and durations exclude Structured Product, Pass-Through, Perpetual Preferred, and Foreign securities.
Accrued interest, if any, has been included in the total market value.

Bond Holdings

as of August 31, 2025 *(continued)*

Details of Bond Holdings

	Effective rating/ Underlying rating (Mdy/Fitch/S&P)	Quantity	Coupon	Effective maturity	Call date/ Call price ($)	Est. annual income ($)/ Curr. yield (%)	YTM (%)/ YTW (%)	Modified duration	Adjusted cost basis ($)/ Unreal. g/l ($)	Market price ($)	Mkt. value ($)/ Accr. interest ($)	% of bond port.
Total Bond Portfolio		**83,619,000**	**2.54%**	**11/17/2027**	**N/A**	**$2,108,629.75** **2.55%**	**4.10%** **4.05%**	**1.86**	**$82,956,632.03** **$-282,280.20**	**N/A**	**$82,674,351.83** **$491,825.17** **$83,166,177.00**	**100%**

	Effective rating/ Underlying rating (Mdy/Fitch/S&P)	Quantity	Coupon	Effective maturity	Call date/ Call price ($)	Est. annual income ($)/ Curr. yield (%)	YTM (%)/ YTW (%)	Modified duration	Adjusted cost basis ($)/ Unreal. g/l ($)	Market price ($)	Mkt. value ($)/ Accr. interest ($)	% of bond port.
Maturing 2025												
FFCB BOND 00.660 % DUE 091525 DTD 091521 FC 03152022	Aa1/AA+/AA+ NR/NR/NR	2,000,000	0.66%	09/15/2025		13,200.00 0.66%	4.50% 4.50%	0.04	2,000,000.00 -3,420.00	99.829	1,996,580.00 6,086.67	2.41%
AMERICAN COMM BK GA US RT 00.4000% MAT 09/22/25 FIXED RATE CD /GA	CD	245,000	0.40%	09/22/2025		980.00 0.40%	4.35% 4.35%	0.07	245,000.00 -634.55	99.741	244,365.45 24.16	0.30%
CHAMBERS BANK AK US RT 00.3500% MAT 09/22/25 FIXED RATE CD /AK	CD	108,000	0.35%	09/22/2025		378.00 0.35%	4.31% 4.31%	0.07	108,000.00 -280.80	99.740	107,719.20 167.77	0.13%
USALLIANCE FED CRE NY US RT 00.5000% MAT 09/29/25 FIXED RATE CD /NY	CD	245,000	0.50%	09/29/2025		1,225.00 0.50%	4.35% 4.35%	0.08	245,000.00 -798.70	99.674	244,201.30 211.44	0.30%
JPMORGAN CHASE BK OH US RT 00.7000% MAT 09/30/25 FIXED RATE CD /OH	CD	245,000	0.70%	09/30/2025		1,715.00 0.70%	4.36% 4.36%	0.09	245,000.00 -786.45	99.679	244,213.55 718.89	0.30%
GREAT STHN BK MO US RT 04.5000% MAT 10/20/25 FIXED RATE CD /MO	CD	245,000	4.50%	10/20/2025	09/20/2025 100.00	11,025.00 4.50%	4.49% 4.48%	0.06	245,000.00 2.45	100.001	245,002.45 332.26	0.30%
TEXAS EXCHANGE BK TX US RT 00.6000% MAT 10/23/25 FIXED RATE CD /TX	CD	245,000	0.60%	10/23/2025	09/23/2025 100.00	1,470.00 0.60%	4.52% 4.52%	0.15	245,000.00 -1,440.60	99.412	243,559.40 32.22	0.29%
FNMA NTS 00.540 % DUE 102725 DTD 102720 FC 04272021	Aa1/AA+/AA+ NR/NR/NR	2,000,000	0.54%	10/27/2025		10,800.00 0.54%	4.11% 4.11%	0.16	2,000,000.00 -11,440.00	99.428	1,988,560.00 3,720.00	2.41%
FNMA NTS 00.560 % DUE 111725 DTD 111720 FC 05172021	Aa1/AA+/AA+ NR/NR/NR	2,000,000	0.56%	11/17/2025		11,200.00 0.56%	4.18% 4.18%	0.21	2,000,000.00 -15,580.00	99.221	1,984,420.00 3,235.56	2.40%

Includes all fixed-rate securities in the selected portfolio. Average yields and durations exclude Structured Product, Pass-Through, Perpetual Preferred, and Foreign securities.
Accrued interest, if any, has been included in the total market value.

Bond Holdings

as of August 31, 2025 *(continued)*

	Effective rating/ Underlying rating (Mdy/Fitch/S&P)	Quantity	Coupon	Effective maturity	Call date/ Call price ($)	Est. annual income ($)/ Curr. yield (%)	YTM (%)/ YTW (%)	Modified duration	Adjusted cost basis ($)/ Unreal. g/l ($)	Market price ($)	Mkt. value ($)/ Accr. interest ($)	% of bond port.
Maturing 2025												
FFCB BOND 00.600 % DUE 112425 DTD 112420 FC 05242021	Aa1/AA+/AA+ NR/NR/NR	2,000,000	0.60%	11/24/2025		12,000.00 0.61%	4.26% 4.26%	0.23	2,000,000.00 -17,120.00	99.144	1,982,880.00 3,233.33	2.40%
BK HAPOALIM BM NY US RT 00.5000% MAT 12/15/25 FIXED RATE CD /NY	CD	245,000	0.50%	12/15/2025		1,225.00 0.51%	4.23% 4.23%	0.29	245,000.00 -2,675.40	98.908	242,324.60 261.78	0.29%
Total 2025		**9,578,000**	**0.68%**	**10/27/2025**		**$65,218.00** **0.68%**	**4.28%** **4.28%**	**0.15**	**$9,578,000.00** **$-54,174.05**		**$9,523,825.95** **$18,024.08**	**11.52%**

	Effective rating/ Underlying rating (Mdy/Fitch/S&P)	Quantity	Coupon	Effective maturity	Call date/ Call price ($)	Est. annual income ($)/ Curr. yield (%)	YTM (%)/ YTW (%)	Modified duration	Adjusted cost basis ($)/ Unreal. g/l ($)	Market price ($)	Mkt. value ($)/ Accr. interest ($)	% of bond port.
Maturing 2026												
JOHN DEERE CPTL CORP 00.700% 011526 DTD010721 FC071521 MED TERM NTS	A1/A+/A NR/NR/NR	2,000,000	0.70%	01/15/2026		14,000.00 0.71%	4.25% 4.25%	0.37	2,000,300.70 -26,740.70	98.678	1,973,560.00 1,788.89	2.39%
MORGAN STANLEY BK UT US RT 04.2500% MAT 02/02/26 FIXED RATE CD /UT	CD	245,000	4.25%	02/02/2026		10,412.50 4.25%	4.17% 4.17%	0.42	245,000.00 73.50	100.030	245,073.50 827.29	0.30%
JPMORGAN CHASE & CO 00.800% 022626 DTD022621 FC082621 MED TERM NTS	A1/AA-/A NR/NR/NR	1,200,000	0.80%	02/26/2026		9,600.00 0.82%	4.76% 4.76%	0.48	1,200,000.00 -22,836.00	98.097	1,177,164.00 133.33	1.42%
CFG COMMUNITY BANK MD US RT 03.8000% MAT 03/11/26 FIXED RATE CD /MD	CD	245,000	3.80%	03/11/2026	09/11/2025 100.00	9,310.00 3.80%	3.99% 3.99%	0.51	245,000.00 -257.25	99.895	244,742.75 510.14	0.30%
CHARLES SCHWAB CORP NTS 00.900% 031126 DTD121120 FC031121 CALL@MW+10BP	A2/A/A- NR/NR/NR	2,000,000	0.90%	03/11/2026	02/11/2026 100.00	18,000.00 0.92%	4.26% 4.26%	0.52	1,989,860.00 -24,900.00	98.248	1,964,960.00 8,500.00	2.38%
BMO HARRIS BK NA IL US RT 00.8000% MAT 03/18/26 FIXED RATE CD /IL	CD	245,000	0.80%	03/18/2026	09/18/2025 100.00	1,960.00 0.81%	4.02% 4.02%	0.54	245,000.00 -4,272.80	98.256	240,727.20 397.37	0.29%

Includes all fixed-rate securities in the selected portfolio. Average yields and durations exclude Structured Product, Pass-Through, Perpetual Preferred, and Foreign securities.
Accrued interest, if any, has been included in the total market value.

Bond Holdings

as of August 31, 2025 *(continued)*

	Effective rating/ Underlying rating (Mdy/Fitch/S&P)	Quantity	Coupon	Effective maturity	Call date/ Call price ($)	Est. annual income ($)/ Curr. yield (%)	YTM (%)/ YTW (%)	Modified duration	Adjusted cost basis ($)/ Unreal. g/l ($)	Market price ($)	Mkt. value ($)/ Accr. interest ($)	% of bond port.
Maturing 2026												
AFFINITY PLUS MN US RT 05.0500% MAT 03/20/26 LICU SHARE CERTIFICATE /MN	CD	245,000	5.05%	03/20/2026		12,372.50 5.02%	4.00% 4.00%	0.55	245,000.00 1,418.55	100.579	246,418.55 372.87	0.30%
VALLEYSTAR CR UN M VA US RT 05.0000% MAT 03/20/26 LICU SHARE CERTIFICATE /VA	CD	245,000	5.00%	03/20/2026		12,250.00 4.97%	4.00% 4.00%	0.55	245,000.00 1,349.95	100.551	246,349.95 369.18	0.30%
TECHNOLOGY CREDIT CA US RT 05.0000% MAT 03/23/26 CREDIT UNION SHARE CERT /CA	CD	245,000	5.00%	03/23/2026		12,250.00 4.97%	3.98% 3.98%	0.56	245,000.00 1,394.05	100.569	246,394.05 1,006.85	0.30%
CIBC BANK ILLINOIS IL US RT 05.0000% MAT 03/24/26 FIXED RATE CD /IL	CD	245,000	5.00%	03/24/2026		12,250.00 4.97%	4.06% 4.06%	0.55	245,000.00 1,261.75	100.515	246,261.75 5,369.86	0.30%
STATE BANK OF INDI NY US RT 00.9000% MAT 03/25/26 FIXED RATE CD /NY	CD	245,000	0.90%	03/25/2026		2,205.00 0.92%	4.02% 4.02%	0.56	245,000.00 -4,267.90	98.258	240,732.10 960.53	0.29%
FHLB NTS 1.0500% DUE 033026 DTD 033021 FC 09302021	Aa1/NR/AA+ NR/NR/NR	2,000,000	1.05%	03/30/2026		21,000.00 1.07%	N/A N/A	N/A	2,000,000.00 -33,520.00	98.324	1,966,480.00 8,750.00	2.38%
BANKUNITED NA FLOR FL US RT 00.9500% MAT 03/31/26 FIXED RATE CD /FL	CD	245,000	0.95%	03/31/2026	08/31/2025 100.00	2,327.50 0.97%	N/A N/A	N/A	245,000.00 -4,304.65	98.243	240,695.35 197.68	0.29%
GREENSTATE CREDIT IA US RT 00.9500% MAT 04/16/26 FIXED RATE CD /IA	CD	245,000	0.95%	04/16/2026		2,327.50 0.97%	3.97% 3.97%	0.63	245,000.00 -4,603.55	98.121	240,396.45 191.30	0.29%
TOYOTA FINL SVG BK NV US RT 00.9000% MAT 04/22/26 FIXED RATE CD /NV	CD	245,000	0.90%	04/22/2026		2,205.00 0.92%	3.97% 3.97%	0.63	245,000.00 -4,770.15	98.053	240,229.85 791.38	0.29%
INTL FIN CORP NTS 00.500 % DUE 051526 DTD 052821 FC 11152021	Aaa/NR/AAA NR/NR/NR	2,000,000	0.50%	05/15/2026	11/15/2025 100.00	10,000.00 0.50%	N/A N/A	N/A	2,000,000.00 -16,460.00	99.177	1,983,540.00 2,944.44	2.40%

Includes all fixed-rate securities in the selected portfolio. Average yields and durations exclude Structured Product, Pass-Through, Perpetual Preferred, and Foreign securities.
Accrued interest, if any, has been included in the total market value.

UBS

Bond Holdings

as of August 31, 2025 *(continued)*

	Effective rating/ Underlying rating (Mdy/Fitch/S&P)	Quantity	Coupon	Effective maturity	Call date/ Call price ($)	Est. annual income ($)/ Curr. yield (%)	YTM (%)/ YTW (%)	Modified duration	Adjusted cost basis ($)/ Unreal. g/l ($)	Market price ($)	Mkt. value ($)/ Accr. interest ($)	% of bond port.
Maturing 2026												
UNITED HEALTH GROUP INC 01.150% 051526 DTD051921 FC111521 CALL@MW+07.50BP	A2/A/A+ NR/NR/NR	2,000,000	1.15%	05/15/2026	04/15/2026 100.00	23,000.00 1.18%	4.28% 4.28%	0.69	2,000,694.19 -44,154.19	97.827	1,956,540.00 6,772.22	2.37%
UBS BANK UT US RT 00.8500% MAT 06/16/26 FIXED RATE CD /UT	CD	245,000	0.85%	06/16/2026	12/16/2025 100.00	2,082.50 0.87%	3.94% 3.94%	0.79	245,000.00 -5,924.10	97.582	239,075.90 85.58	0.29%
ALLY BK UT US RT 03.5500% MAT 06/30/26 FIXED RATE CD /UT	CD	245,000	3.55%	06/30/2026	08/30/2025 100.00	8,697.50 3.56%	3.96% 3.96%	0.81	245,000.00 -833.00	99.660	244,167.00 1,477.38	0.30%
FHLB BOND STEP-UP 1.5000% DUE 063026 DTD 063021 FC 12302021	Aa1/NR/AA+ NR/NR/NR	2,000,000	1.50%	06/30/2026	09/30/2025 100.00	30,000.00 1.52%	N/A N/A	N/A	2,000,000.00 -21,980.00	98.901	1,978,020.00 5,000.00	2.39%
FHLB NTS 1.5000% DUE 063026 DTD 063021 FC 12302021	Aa1/NR/AA+ NR/NR/NR	2,000,000	1.50%	06/30/2026		30,000.00 1.53%	N/A N/A	N/A	2,000,000.00 -38,940.00	98.053	1,961,060.00 5,000.00	2.37%
NEW YORK CMNTY BK NY US RT 00.7000% MAT 07/01/26 FIXED RATE CD /NY	CD	245,000	0.70%	07/01/2026		1,715.00 0.72%	3.94% 3.94%	0.82	245,000.00 -6,504.75	97.345	238,495.25 291.32	0.29%
FHLB BOND 01.050 % DUE 081326 DTD 081321 FC 02132022	Aa1/NR/AA+ NR/NR/NR	1,000,000	1.05%	08/13/2026	09/13/2025 100.00	10,500.00 1.08%	3.90% 3.90%	0.93	968,385.25 5,164.75	97.355	973,550.00 525.00	1.18%
LIVE OAK BKG CO NC US RT 00.8000% MAT 08/13/26 FIXED RATE CD /NC	CD	245,000	0.80%	08/13/2026		1,960.00 0.82%	3.93% 3.93%	0.95	245,000.00 -7,193.20	97.064	237,806.80 161.10	0.29%
FHLB NTS 1.1500% DUE 082626 DTD 082621 FC 02262022	Aa1/NR/AA+ NR/NR/NR	2,000,000	1.15%	08/26/2026		23,000.00 1.18%	N/A N/A	N/A	2,000,000.00 -58,020.00	97.099	1,941,980.00 319.44	2.35%
MORGAN STANLEY FIN LLC 01.050% 082726 DTD082721 FC022722 MED TERM NTS	A1/A+/A- NR/NR/NR	2,000,000	1.05%	08/27/2026		21,000.00 1.08%	4.17% 4.17%	0.97	2,000,000.00 -60,180.00	96.991	1,939,820.00 233.33	2.35%
FFCB NTS 00.940 % DUE 092826 DTD 092821 FC 03282022	Aa1/AA+/AA+ NR/NR/NR	2,000,000	0.94%	09/28/2026		18,800.00 0.97%	3.93% 3.93%	1.05	2,000,000.00 -62,740.00	96.863	1,937,260.00 7,990.00	2.34%

Includes all fixed-rate securities in the selected portfolio. Average yields and durations exclude Structured Product, Pass-Through, Perpetual Preferred, and Foreign securities.
Accrued interest, if any, has been included in the total market value.

Bond Holdings

as of August 31, 2025 *(continued)*

	Effective rating/ Underlying rating (Mdy/Fitch/S&P)	Quantity	Coupon	Effective maturity	Call date/ Call price ($)	Est. annual income ($)/ Curr. yield (%)	YTM (%)/ YTW (%)	Modified duration	Adjusted cost basis ($)/ Unreal. g/l ($)	Market price ($)	Mkt. value ($)/ Accr. interest ($)	% of bond port.
Maturing 2026												
US TSY NOTE 01.125 % DUE 10/31/26 DTD 10/31/21 FC 04/30/22	NR/AA+/NR NR/NR/NR	1,000,000	1.13%	10/31/2026		11,250.00 1.16%	3.81% 3.81%	1.14	982,052.13 -12,562.13	96.949	969,490.00 3,760.19	1.17%
CAPITAL ONE BK USA VA US RT 01.1500% MAT 11/24/26 FIXED RATE CD /VA	CD	245,000	1.15%	11/24/2026		2,817.50 1.19%	3.93% 3.93%	1.21	245,000.00 -8,156.05	96.671	236,843.95 764.20	0.29%
CAPITAL ONE NA VA US RT 01.1500% MAT 11/24/26 FIXED RATE CD /VA	CD	245,000	1.15%	11/24/2026		2,817.50 1.19%	3.93% 3.93%	1.21	245,000.00 -8,156.05	96.671	236,843.95 764.20	0.29%
Total 2026		**27,365,000**	**1.25%**	**06/05/2026**		**$340,110.00 1.27%**	**4.14% 4.14%**	**0.73**	**$27,306,292.27 $-471,613.92**		**$26,834,678.35 $66,255.09**	**32.46%**

	Effective rating/ Underlying rating (Mdy/Fitch/S&P)	Quantity	Coupon	Effective maturity	Call date/ Call price ($)	Est. annual income ($)/ Curr. yield (%)	YTM (%)/ YTW (%)	Modified duration	Adjusted cost basis ($)/ Unreal. g/l ($)	Market price ($)	Mkt. value ($)/ Accr. interest ($)	% of bond port.
Maturing 2027												
FFCB BOND 01.840 % DUE 012627 DTD 012622 FC 07262022	Aa1/AA+/AA+ NR/NR/NR	2,000,000	1.84%	01/26/2027		36,800.00 1.89%	3.83% 3.83%	1.37	2,000,000.00 -54,180.00	97.291	1,945,820.00 3,577.78	2.35%
FHLB BOND 01.780 % DUE 021027 DTD 021022 FC 08102022	Aa1/NR/AA+ NR/NR/NR	2,000,000	1.78%	02/10/2027	11/10/2025 100.00	35,600.00 1.83%	3.84% 3.84%	1.41	2,000,000.00 -57,520.00	97.124	1,942,480.00 2,076.67	2.35%
METRO CREDIT UNION MA US RT 01.7000% MAT 02/18/27 LICU SHARE CERTIFICATE /MA	CD	245,000	1.70%	02/18/2027		4,165.00 1.76%	3.90% 3.90%	1.45	245,000.00 -7,715.05	96.851	237,284.95 342.33	0.29%
PENTAGON FED CREDI VA US RT 01.7000% MAT 02/18/27 CREDIT UNION SHARE CERT /VA	CD	245,000	1.70%	02/18/2027		4,165.00 1.76%	3.89% 3.89%	1.45	245,000.00 -7,683.20	96.864	237,316.80 148.34	0.29%
FHLB BOND 02.010 % DUE 022527 DTD 022522 FC 08252022	Aa1/NR/AA+ NR/NR/NR	3,215,000	2.01%	02/25/2027	11/25/2025 100.00	64,621.50 2.06%	3.84% 3.84%	1.45	3,075,098.40 55,668.60	97.380	3,130,767.00 1,077.03	3.79%
EAGLEMARK SVGS BK NV US RT 02.0000% MAT 03/02/27 FIXED RATE CD /NV	CD	245,000	2.00%	03/02/2027		4,900.00 2.06%	3.91% 3.91%	1.45	245,343.32 -7,127.37	97.231	238,215.95 2,443.29	0.29%

Includes all fixed-rate securities in the selected portfolio. Average yields and durations exclude Structured Product, Pass-Through, Perpetual Preferred, and Foreign securities.
Accrued interest, if any, has been included in the total market value.

UBS

Bond Holdings

as of August 31, 2025 *(continued)*

	Effective rating/ Underlying rating (Mdy/Fitch/S&P)	Quantity	Coupon	Effective maturity	Call date/ Call price ($)	Est. annual income ($)/ Curr. yield (%)	YTM (%)/ YTW (%)	Modified duration	Adjusted cost basis ($)/ Unreal. g/l ($)	Market price ($)	Mkt. value ($)/ Accr. interest ($)	% of bond port.
Maturing 2027												
DISCOVER BANK DE US RT 03.2000% MAT 05/24/27 FIXED RATE CD /DE	CD	245,000	3.20%	05/24/2027		7,840.00 3.24%	3.89% 3.89%	1.66	245,000.00 -2,839.55	98.841	242,160.45 2,126.47	0.29%
ESSENTIAL FED CRED LA US RT 04.7000% MAT 06/15/27 LICU SHARE CERTIFICATE /LA	CD	245,000	4.70%	06/15/2027		11,515.00 4.63%	3.87% 3.87%	1.72	245,000.00 3,508.40	101.432	248,508.40 504.77	0.30%
LAFAYETTE FED CRED MD US RT 03.2500% MAT 06/15/27 LICU SHARE CERTIFICATE /MD	CD	245,000	3.25%	06/15/2027		7,962.50 3.29%	3.87% 3.87%	1.74	245,000.00 -2,641.10	98.922	242,358.90 349.04	0.29%
TAB BANK INC UT US RT 03.8000% MAT 08/13/27 FIXED RATE CD /UT	CD	245,000	3.80%	08/13/2027		9,310.00 3.80%	3.85% 3.85%	1.88	245,000.00 -249.90	99.898	244,750.10 408.11	0.30%
BRIGHTSTAR CR UN FL US RT 03.9000% MAT 08/20/27 LICU SHARE CERTIFICATE /FL	CD	245,000	3.90%	08/20/2027		9,555.00 3.90%	3.86% 3.86%	1.90	245,000.00 196.00	100.080	245,196.00 287.96	0.30%
CONNEXUS CREDIT UN WI US RT 04.0000% MAT 09/03/27 LICU SHARE CERTIFICATE /WI	CD	245,000	4.00%	09/03/2027		9,800.00 4.00%	N/A N/A	N/A	245,000.00 0.00	100.000	245,000.00 0.00	0.30%
FARMERS & MERCHANT WI US RT 03.8500% MAT 11/08/27 FIXED RATE CD /WI	CD	245,000	3.85%	11/08/2027		9,432.50 3.85%	3.85% 3.85%	2.09	245,000.00 17.15	100.007	245,017.15 646.06	0.30%
WORKERS CREDIT UNI MA US RT 04.1000% MAT 11/22/27 LICU SHARE CERTIFICATE /MA	CD	245,000	4.10%	11/22/2027		10,045.00 4.08%	3.85% 3.85%	2.13	245,000.00 1,305.85	100.533	246,305.85 247.68	0.30%
Total 2027		**9,910,000**	**2.29%**	**03/23/2027**		**$225,711.50** **2.33%**	**3.85%** **3.85%**	**1.50**	**$9,770,441.72** **$-79,260.17**		**$9,691,181.55** **$14,235.52**	**11.72%**

Includes all fixed-rate securities in the selected portfolio. Average yields and durations exclude Structured Product, Pass-Through, Perpetual Preferred, and Foreign securities.
Accrued interest, if any, has been included in the total market value.

Bond Holdings

as of August 31, 2025 *(continued)*

	Effective rating/ Underlying rating (Mdy/Fitch/S&P)	Quantity	Coupon	Effective maturity	Call date/ Call price ($)	Est. annual income ($)/ Curr. yield (%)	YTM (%)/ YTW (%)	Modified duration	Adjusted cost basis ($)/ Unreal. g/l ($)	Market price ($)	Mkt. value ($)/ Accr. interest ($)	% of bond port.
Maturing 2028												
GOLDMAN SACHS BANK NY US RT 04.0000% MAT 03/20/28 FIXED RATE CD /NY	CD	245,000	4.00%	03/20/2028		9,800.00 3.99%	3.85% 3.85%	2.37	245,000.00 891.80	100.364	245,891.80 4,456.99	0.30%
AMER NATL BK OMA NE US RT 04.2500% MAT 03/21/28 FIXED RATE CD /NE	CD	245,000	4.25%	03/21/2028	03/21/2026 100.00	10,412.50 4.25%	4.21% 4.08%	0.55	245,000.00 235.20	100.096	245,235.20 285.27	0.30%
ARBOR FINL CREDIT MI US RT 05.0000% MAT 04/03/28 FIXED RATE CD /MI	CD	245,000	5.00%	04/03/2028	04/03/2026 100.00	12,250.00 4.97%	4.78% 4.08%	0.58	245,000.00 1,325.45	100.541	246,325.45 939.73	0.30%
DIVERSIFIED MEMBER MI US RT 04.3000% MAT 04/28/28 LICU SHARE CERTIFICATE /MI	CD	245,000	4.30%	04/28/2028	10/30/2025 100.00	10,535.00 4.30%	4.29% 4.13%	0.17	245,000.00 68.60	100.028	245,068.60 923.62	0.30%
USF FED CREDIT UNI FL US RT 03.9000% MAT 05/01/28 LICU SHARE CERTIFICATE /FL	CD	245,000	3.90%	05/01/2028		9,555.00 3.89%	3.84% 3.84%	2.53	245,000.00 367.50	100.150	245,367.50 785.34	0.30%
AMEREN ILL CO NTS B/E 03.800% 051528 DTD052218 FC111518 CALL@MW+15BP	A1/WD/A NR/NR/NR	1,500,000	3.80%	05/15/2028	02/15/2028 100.00	57,000.00 3.82%	3.96% 3.96%	2.52	1,494,995.25 -1,040.25	99.597	1,493,955.00 16,783.33	1.81%
FIRST FED SVGS BK IN US RT 04.2000% MAT 07/11/28 FIXED RATE CD /IN	CD	245,000	4.20%	07/11/2028	01/11/2026 100.00	10,290.00 4.20%	4.19% 4.10%	0.37	245,000.00 88.20	100.036	245,088.20 563.84	0.30%
CY-FAIR FED CREDIT TX US RT 05.3000% MAT 07/14/28 FIXED RATE CD /TX	CD	245,000	5.30%	07/14/2028	10/14/2025 100.00	12,985.00 5.29%	5.25% 4.17%	0.13	245,000.00 347.90	100.142	245,347.90 604.78	0.30%
NEW ORLEANS FIREME LA US RT 05.0000% MAT 07/17/28 FIXED RATE CD /LA	CD	245,000	5.00%	07/17/2028		12,250.00 4.85%	3.84% 3.84%	2.68	245,000.00 7,771.40	103.172	252,771.40 469.86	0.31%
FIRST GTY BK HAMMO LA US RT 04.3500% MAT 11/06/28 FIXED RATE CD /LA	CD	219,000	4.35%	11/06/2028	11/06/2025 100.00	9,526.50 4.35%	4.35% 4.31%	0.19	219,000.00 -6.57	99.997	218,993.43 3,053.70	0.26%
Total 2028		**3,679,000**	**4.20%**	**05/26/2028**		**$154,604.00** **4.20%**	**4.15%** **4.01%**	**1.66**	**$3,673,995.25** **$10,049.23**		**$3,684,044.48** **$28,866.46**	**4.46%**

Includes all fixed-rate securities in the selected portfolio. Average yields and durations exclude Structured Product, Pass-Through, Perpetual Preferred, and Foreign securities.
Accrued interest, if any, has been included in the total market value.

Bond Holdings

as of August 31, 2025 *(continued)*

	Effective rating/ Underlying rating (Mdy/Fitch/S&P)	Quantity	Coupon	Effective maturity	Call date/ Call price ($)	Est. annual income ($)/ Curr. yield (%)	YTM (%)/ YTW (%)	Modified duration	Adjusted cost basis ($)/ Unreal. g/l ($)	Market price ($)	Mkt. value ($)/ Accr. interest ($)	% of bond port.
Maturing 2029												
GUARANTY BK MO US RT 03.8000% MAT 01/12/29 FIXED RATE CD /MO	CD	245,000	3.80%	01/12/2029		9,310.00 3.81%	3.85% 3.85%	3.15	243,750.40 845.35	99.835	244,595.75 484.63	0.30%
US BANCORP NTS B/E 04.653% 020129 DTD020123 FC080123	A3/A/A NR/NR/NR	1,000,000	4.65%	02/01/2029	02/01/2028 100.00	46,530.00 4.60%	N/A N/A	N/A	993,985.50 17,414.50	101.140	1,011,400.00 0.00	1.22%
WELLS FARGO BK NA SD US RT 04.1000% MAT 02/06/29 FIXED RATE CD /SD	CD	245,000	4.10%	02/06/2029		10,045.00 4.07%	3.86% 3.86%	3.20	244,987.75 1,937.95	100.786	246,925.70 688.01	0.30%
EATON CMNTY BK MI US RT 05.1000% MAT 03/08/29 FIXED RATE CD /MI	CD	245,000	5.10%	03/08/2029	09/08/2025 100.00	12,495.00 5.10%	5.07% 1.59%	0.03	244,755.00 480.20	100.096	245,235.20 787.36	0.30%
FEDERAL HOME LN BANK NTS 04.175 % DUE 031229 DTD 031225 FC 09122025	Aa1/NR/AA+ NR/NR/NR	1,000,000	4.18%	03/12/2029	03/12/2027 100.00	41,750.00 4.17%	4.14% 4.10%	1.45	1,000,004.68 1,025.32	100.103	1,001,030.00 19,599.31	1.21%
JOHN DEERE CPTL CORP 03.350% 041829 DTD041822 FC101822 MED TERM NTS	A1/A+/A NR/NR/NR	1,000,000	3.35%	04/18/2029		33,500.00 3.43%	4.01% 4.01%	3.34	975,045.25 2,684.75	97.773	977,730.00 12,376.39	1.18%
FHLMC NTS 04.000 % DUE 043029 DTD 043025 FC 10302025	Aa1/AA+/AA+ NR/NR/NR	650,000	4.00%	04/30/2029	04/30/2026 100.00	26,000.00 4.01%	4.05% 4.05%	3.34	648,380.25 586.25	99.841	648,966.50 8,666.67	0.78%
UNITED HEALTH GROUP INC 04.000% 051529 DTD052022 FC111522 CALL@MW+20BP	A2/A/A+ NR/NR/NR	1,000,000	4.00%	05/15/2029	03/15/2029 100.00	40,000.00 4.02%	4.15% 4.15%	3.38	984,595.25 10,084.75	99.468	994,680.00 11,777.78	1.20%
CHARLES SCHWAB CORP B/E 03.250% 052229 DTD052219 FC112219	A2/A/A- NR/NR/NR	470,000	3.25%	05/22/2029	02/22/2029 100.00	15,275.00 3.34%	4.05% 4.05%	3.44	442,604.25 14,451.95	97.246	457,056.20 4,200.63	0.55%
PACIFICORP B/E 03.500% 061529 DTD030119 FC061519 CALL@MW+15BP	A3/NR/A- NR/NR/NR	1,000,000	3.50%	06/15/2029	03/15/2029 100.00	35,000.00 3.60%	4.29% 4.29%	3.48	971,415.25 1,184.75	97.260	972,600.00 7,388.89	1.18%
FNMA NTS 05.050 % DUE 062629 DTD 062824 FC 12262024	Aa1/AA+/AA+ NR/NR/NR	1,000,000	5.05%	06/26/2029	12/26/2025 100.00	50,500.00 5.04%	5.01% 4.59%	0.32	1,000,000.00 1,340.00	100.134	1,001,340.00 9,118.06	1.21%

Includes all fixed-rate securities in the selected portfolio. Average yields and durations exclude Structured Product, Pass-Through, Perpetual Preferred, and Foreign securities.
Accrued interest, if any, has been included in the total market value.

Bond Holdings

as of August 31, 2025 *(continued)*

	Effective rating/ Underlying rating (Mdy/Fitch/S&P)	Quantity	Coupon	Effective maturity	Call date/ Call price ($)	Est. annual income ($)/ Curr. yield (%)	YTM (%)/ YTW (%)	Modified duration	Adjusted cost basis ($)/ Unreal. g/l ($)	Market price ($)	Mkt. value ($)/ Accr. interest ($)	% of bond port.
Maturing 2029												
TOYOTA MOTOR CREDIT CORP 04.450% 062929 DTD063022 FC122922 CALL@MW+20BP	A1/A+/A+ NR/NR/NR	500,000	4.45%	06/29/2029		22,250.00 4.40%	4.10% 4.10%	3.47	499,085.25 6,954.75	101.208	506,040.00 3,831.94	0.61%
FFCB BOND 04.090 % DUE 071629 DTD 071625 FC 01162026	Aa1/AA+/AA+ NR/NR/NR	2,000,000	4.09%	07/16/2029	07/16/2027 100.00	81,800.00 4.06%	3.91% 3.73%	1.79	1,999,005.25 13,774.75	100.639	2,012,780.00 10,225.00	2.43%
FARMER MAC MED TERM NTS 04.330 % DUE 090429 DTD 090425 FC 03042026	NR/NR/NR NR/NR/NR	500,000	4.33%	09/04/2029	03/04/2026 100.00	21,650.00 4.34%	N/A N/A	N/A	500,005.25 -750.25	99.851	499,255.00 0.00	0.60%
AMER EXPRESS NATL UT US RT 03.6000% MAT 09/25/29 FIXED RATE CD /UT	CD	245,000	3.60%	09/25/2029		8,820.00 3.64%	3.90% 3.90%	3.69	240,222.50 2,062.90	98.892	242,285.40 3,842.14	0.29%
US TSY NOTE 03.500 % DUE 09/30/29 DTD 09/30/24 FC 03/31/25	Aa1/AA+/AA+ NR/NR/NR	1,000,000	3.50%	09/30/2029		35,000.00 3.52%	3.65% 3.65%	3.72	984,716.19 9,693.81	99.441	994,410.00 14,631.15	1.20%
FFCB BOND 04.620 % DUE 100129 DTD 100124 FC 04012025	Aa1/AA+/AA+ NR/NR/NR	1,500,000	4.62%	10/01/2029		69,300.00 4.62%	4.64% 4.64%	3.62	1,498,850.25 99.75	99.930	1,498,950.00 28,875.00	1.81%
ACCENTURE CAPITAL INC 04.050% 100429 DTD100424 FC040425 CALL@MW+10BP	Aa3/WD/AA- NR/NR/NR	3,000,000	4.05%	10/04/2029	09/04/2029 100.00	121,500.00 4.06%	4.09% 4.09%	3.68	2,973,745.75 21,844.25	99.853	2,995,590.00 49,612.50	3.62%
FHLB NTS 04.625 % DUE 101529 DTD 101524 FC 04152025	Aa1/NR/AA+ NR/NR/NR	1,000,000	4.63%	10/15/2029		46,250.00 4.63%	4.68% 4.68%	3.66	997,555.25 534.75	99.809	998,090.00 17,472.22	1.21%
US TSY NOTE 04.000 % DUE 10/31/29 DTD 10/31/22 FC 04/30/23	Aa1/AA+/AA+ NR/NR/NR	1,000,000	4.00%	10/31/2029		40,000.00 3.95%	3.65% 3.65%	3.77	991,647.22 21,632.78	101.328	1,013,280.00 13,369.57	1.23%
US TSY NOTE 04.125 % DUE 10/31/29 DTD 10/31/24 FC 04/30/25	Aa1/AA+/AA+ NR/NR/NR	1,000,000	4.13%	10/31/2029		41,250.00 4.05%	3.66% 3.66%	3.76	983,770.88 34,079.12	101.785	1,017,850.00 13,787.36	1.23%
ONCOR ELEC DELIVERY CO 04.650% 110129 DTD111324 FC050125 CALL@MW+10BP	A2/A/A NR/NR/NR	500,000	4.65%	11/01/2029	10/01/2029 100.00	23,250.00 4.57%	4.21% 4.21%	3.63	500,566.36 7,693.64	101.652	508,260.00 7,750.00	0.61%

Includes all fixed-rate securities in the selected portfolio. Average yields and durations exclude Structured Product, Pass-Through, Perpetual Preferred, and Foreign securities.
Accrued interest, if any, has been included in the total market value.

Bond Holdings
as of August 31, 2025 *(continued)*

	Effective rating/ Underlying rating (Mdy/Fitch/S&P)	Quantity	Coupon	Effective maturity	Call date/ Call price ($)	Est. annual income ($)/ Curr. yield (%)	YTM (%)/ YTW (%)	Modified duration	Adjusted cost basis ($)/ Unreal. g/l ($)	Market price ($)	Mkt. value ($)/ Accr. interest ($)	% of bond port.
Maturing 2029												
SALLIE MAE BANK UT US RT 04.0500% MAT 11/21/29 FIXED RATE CD /UT	CD	245,000	4.05%	11/21/2029		9,922.50 4.03%	3.91% 3.91%	3.82	244,510.00 1,825.25	100.545	246,335.25 2,772.86	0.30%
ST STREET BK & TR CO NTS 04.782% 112329 DTD112524 FC052325 B/E	Aa2/AA/AA- NR/NR/NR	1,000,000	4.78%	11/23/2029		47,820.00 4.65%	4.07% 4.07%	3.77	998,380.50 29,079.50	102.746	1,027,460.00 13,017.67	1.24%
STATE BK IL US RT 04.1000% MAT 11/26/29 FIXED RATE CD /IL	CD	245,000	4.10%	11/26/2029		10,045.00 4.07%	3.91% 3.91%	3.83	245,000.00 1,803.20	100.736	246,803.20 2,669.49	0.30%
US TSY NOTE 03.875 % DUE 11/30/29 DTD 11/30/22 FC 05/31/23	Aa1/AA+/NR NR/NR/NR	1,500,000	3.88%	11/30/2029		58,125.00 3.84%	3.66% 3.66%	3.86	1,490,677.13 21,682.87	100.824	1,512,360.00 14,610.66	1.83%
US TSY NOTE 03.875 % DUE 12/31/29 DTD 12/31/22 FC 06/30/23	Aa1/AA+/AA+ NR/NR/NR	1,017,000	3.88%	12/31/2029		39,408.75 3.84%	3.66% 3.66%	3.94	994,218.09 31,324.71	100.840	1,025,542.80 6,639.52	1.24%
Total 2029		**24,107,000**	**4.14%**	**08/15/2029**		**$996,796.25** **4.13%**	**4.08%** **4.01%**	**3.19**	**$23,891,479.45** **$255,371.55**		**$24,146,851.00** **$278,194.79**	**29.21%**

	Effective rating/ Underlying rating (Mdy/Fitch/S&P)	Quantity	Coupon	Effective maturity	Call date/ Call price ($)	Est. annual income ($)/ Curr. yield (%)	YTM (%)/ YTW (%)	Modified duration	Adjusted cost basis ($)/ Unreal. g/l ($)	Market price ($)	Mkt. value ($)/ Accr. interest ($)	% of bond port.
Maturing 2030												
FHLB NTS 04.500 % DUE 011730 DTD 071725 FC 01172026	Aa1/NR/AA+ NR/NR/NR	1,000,000	4.50%	01/17/2030	07/17/2026 100.00	45,000.00 4.48%	4.41% 4.08%	0.85	1,000,005.13 3,604.87	100.361	1,003,610.00 5,500.00	1.21%
JPMORGAN CHASE & CO NTS 05.012% 012330 DTD012324 FC072324 CALL@MW+20BP	A1/AA-/A NR/NR/NR	500,000	5.01%	01/23/2030	01/23/2029 100.00	25,060.00 4.89%	4.41% 4.25%	3.09	499,615.25 12,374.75	102.398	511,990.00 2,645.22	0.62%
SOUTHERN CALIF GAS CO 02.550% 020130 DTD010920 CALL@MW+15BP	Aa3/AA-/A NR/NR/NR	500,000	2.55%	02/01/2030	11/01/2029 100.00	12,750.00 2.74%	4.27% 4.27%	4.10	464,875.25 809.75	93.137	465,685.00 1,062.50	0.56%
TRUXTON TR CO NASH TN US RT 04.1000% MAT 02/27/30 FIXED RATE CD /TN	CD	245,000	4.10%	02/27/2030	02/28/2026 100.00	10,045.00 4.11%	4.15% 4.15%	4.10	244,938.75 -416.50	99.805	244,522.25 82.56	0.30%

Includes all fixed-rate securities in the selected portfolio. Average yields and durations exclude Structured Product, Pass-Through, Perpetual Preferred, and Foreign securities.
Accrued interest, if any, has been included in the total market value.

Bond Holdings

as of August 31, 2025 *(continued)*

	Effective rating/ Underlying rating (Mdy/Fitch/S&P)	Quantity	Coupon	Effective maturity	Call date/ Call price ($)	Est. annual income ($)/ Curr. yield (%)	YTM (%)/ YTW (%)	Modified duration	Adjusted cost basis ($)/ Unreal. g/l ($)	Market price ($)	Mkt. value ($)/ Accr. interest ($)	% of bond port.
Maturing 2030												
DTE ELEC CO B/E 02.250% 030130 DTD022620 CALL@MW+15BP	Aa3/A+/A NR/NR/NR	1,000,000	2.25%	03/01/2030	12/01/2029 100.00	22,500.00 2.44%	4.15% 4.15%	4.16	919,485.25 3,044.75	92.253	922,530.00 11,250.00	1.12%
FNMA NTS 04.300 % DUE 030430 DTD 031225 FC 09042025	Aa1/AA+/AA+ NR/NR/NR	1,000,000	4.30%	03/04/2030	03/04/2027 100.00	43,000.00 4.29%	4.22% 4.06%	1.42	1,000,004.81 3,435.19	100.344	1,003,440.00 20,186.11	1.21%
FFCB BOND 04.000 % DUE 040130 DTD 040125 FC 10012025	Aa1/AA+/AA+ NR/NR/NR	1,000,000	4.00%	04/01/2030		40,000.00 3.96%	3.74% 3.74%	4.10	1,001,374.27 9,565.73	101.094	1,010,940.00 16,666.67	1.22%
CELTIC BK UT US RT 03.6500% MAT 04/29/30 FIXED RATE CD /UT	CD	245,000	3.65%	04/29/2030		8,942.50 3.69%	3.93% 3.93%	4.28	240,525.91 1,587.99	98.822	242,113.90 49.00	0.29%
FFCB BOND 04.520 % DUE 051430 DTD 051425 FC 11142025	Aa1/AA+/AA+ NR/NR/NR	1,000,000	4.52%	05/14/2030	05/14/2026 100.00	45,200.00 4.50%	4.44% 4.03%	0.68	1,000,005.09 3,354.91	100.336	1,003,360.00 13,434.44	1.21%
US TSY NOTE 03.750 % DUE 05/31/30 DTD 05/31/23 FC 11/30/23	Aa1/AA+/AA+ NR/NR/NR	1,000,000	3.75%	05/31/2030		37,500.00 3.74%	3.70% 3.70%	4.28	986,458.38 15,851.62	100.231	1,002,310.00 9,426.23	1.21%
AMAZON.COM INC B/E 01.500% 060330 DTD060320 CALL@MW+15BP	A1/AA-/AA NR/NR/NR	1,000,000	1.50%	06/03/2030	03/03/2030 100.00	15,000.00 1.68%	3.99% 3.99%	4.49	889,135.25 3,734.75	89.287	892,870.00 3,666.67	1.08%
TRUIST BK NC US RT 04.4500% MAT 06/27/30 FIXED RATE CD /NC	CD	245,000	4.45%	06/27/2030	06/27/2026 100.00	10,902.50 4.44%	4.41% 4.22%	0.80	245,000.00 392.00	100.160	245,392.00 1,941.54	0.30%
CENTRAL BK AR US RT 04.2000% MAT 08/19/30 FIXED RATE CD /AR	CD	245,000	4.20%	08/19/2030	02/19/2026 100.00	10,290.00 4.20%	4.20% 4.19%	0.47	245,000.00 7.35	100.003	245,007.35 338.30	0.30%
Total 2030		**8,980,000**	**3.68%**	**04/04/2030**		**$326,190.00 3.71%**	**4.13% 4.01%**	**2.85**	**$8,736,423.34 $57,347.16**		**$8,793,770.50 $86,249.25**	**10.64%**

Includes all fixed-rate securities in the selected portfolio. Average yields and durations exclude Structured Product, Pass-Through, Perpetual Preferred, and Foreign securities.
Accrued interest, if any, has been included in the total market value.

Bond Holdings
as of August 31, 2025 *(continued)*

	Effective rating/ Underlying rating (Mdy/Fitch/S&P)	Quantity	Coupon	Effective maturity	Call date/ Call price ($)	Est. annual income ($)/ Curr. yield (%)	YTM (%)/ YTW (%)	Modified duration	Adjusted cost basis ($)/ Unreal. g/l ($)	Market price ($)	Mkt. value ($)/ Accr. interest ($)	% of bond port.
Total Bond Portfolio		**83,619,000**	**2.54%**	**11/17/2027**	**N/A**	**$2,108,629.75** **2.55%**	**4.10%** **4.05%**	**1.86**	**$82,956,632.03** **$-282,280.20**	**N/A**	**$82,674,351.83** **$491,825.17** **$83,166,177.00**	**100%**

Includes all fixed-rate securities in the selected portfolio. Average yields and durations exclude Structured Product, Pass-Through, Perpetual Preferred, and Foreign securities.
Accrued interest, if any, has been included in the total market value.

Disclosures Applicable to Accounts at UBS Financial Services Inc.

This section contains important disclosures regarding the information and valuations presented here. All information presented is subject to change at any time and is provided only as of the date indicated. The information in this report is for informational purposes only and should not be relied upon as the basis of an investment or liquidation decision. UBS FS account statements and official tax documents are the only official record of your accounts and are not replaced, amended or superseded by any of the information presented in these reports. You should not rely on this information in making purchase or sell decisions, for tax purposes or otherwise.

UBS FS offers a number of investment advisory programs to clients, acting in our capacity as an investment adviser, including fee-based financial planning, discretionary account management, non-discretionary investment advisory programs, and advice on the selection of investment managers and mutual funds offered through our investment advisory programs. When we act as your investment adviser, we will have a written agreement with you expressly acknowledging our investment advisory relationship with you and describing our obligations to you. At the beginning of our advisory relationship, we will give you our Form ADV brochure(s) for the program(s) you selected that provides detailed information about, among other things, the advisory services we provide, our fees, our personnel, our other business activities and financial industry affiliations and conflicts between our interests and your interests.

In our attempt to provide you with the highest quality information available, we have compiled this report using data obtained from recognized statistical sources and authorities in the financial industry. While we believe this information to be reliable, we cannot make any representations regarding its accuracy or completeness. Please keep this guide as your Advisory Review.

Please keep in mind that most investment objectives are long term. Although it is important to evaluate your portfolio's performance over multiple time periods, we believe the greatest emphasis should be placed on the longer period returns.

Please review the report content carefully and contact your Financial Advisor with any questions.

Client Accounts: This report may include all assets in the accounts listed and may include eligible and ineligible assets in a fee-based program. Since ineligible assets are not considered fee-based program assets, the inclusion of such securities will distort the actual performance of your accounts and does not reflect the performance of your accounts in the fee-based program. As a result, the performance reflected in this report can vary substantially from the individual account performance reflected in the performance reports provided to you as part of those programs. For fee-based programs, fees are charged on the market value of eligible assets in the accounts and assessed quarterly in advance, prorated according to the number of calendar days in the billing period. When shown on a report, the risk profile and return objectives describe your overall goals for these accounts. For each account you maintain, you choose one return objective and a primary risk profile. If you have questions regarding these objectives or wish to change them, please contact your Financial Advisor to update your account records.

Performance: This report presents account activity and performance depending on which inception type you've chosen. The two options are: (1) All Assets (Since Performance Start): This presents performance for all assets since the earliest possible date; (2) Advisory Assets (Advisory Strategy Start) for individual advisory accounts: This presents Advisory level performance since the Latest Strategy Start date; If an account that has never been managed is included in the consolidated report, the total performance of that unmanaged account will be included since inception.

Time-weighted Returns for accounts / SWP/AAP sleeves (Monthly periods): The report displays a time weighted rate of return (TWR) that is calculated using the Modified Dietz Method. This calculation uses the beginning and ending portfolio values for the month and weighs each contribution/withdrawal based upon the day the cash flow occurred. Periods greater than one month are calculated by linking the monthly returns. The TWR gives equal weighting to every return regardless of amount of money invested, so it is an effective measure for returns on a fee based account. All periods shown which are greater than 12 months are annualized. This applies to all performance for all assets before 09/30/2010, Advisory assets before 12/31/2010 and SWP sleeves before 04/30/2018.

Time-weighted Returns for accounts / SWP/AAP sleeves (Daily periods): The report displays a time weighted rate of return (TWR) that is calculated by dividing the portfolio's daily gain/loss by the previous day's closing market value plus the net value of cash flows that occurred during the day, if it was positive. The TWR gives equal weighting to every return regardless of amount of money invested, so it is an effective measure for returns on a fee based account. Periods greater than one day are calculated by linking the daily returns. All periods shown which are greater than 12 months are annualized. For reports generated prior to 01/26/2018, the performance calculations used the account's end of day value on the performance inception (listed in the report under the column "ITD") and all cash flows were posted at end of day. As a result of the change, the overall rate of return (TWR) and beginning market value displayed can vary from prior generated reports. This applies to all performance for all assets on or after 09/30/2010, Advisory assets on or after 12/31/2010, SWP/AAP sleeves on or after 04/30/2018 as well as all Asset Class and Security level returns.

Money-weighted returns: Money-weighted return (MWR) is a measure of the rate of return for an asset or portfolio of assets. It is calculated by finding the daily Internal Rate of Return (IRR) for the period and then compounding this return by the number of days in the period being measured. The MWR incorporates the size and timing of cash flows, so it is an effective measure of returns on a portfolio.

Annualized Performance: All performance periods greater than one year are calculated (unless otherwise stated) on an annualized basis, which represents the return on an investment multiplied or divided to give a comparable one year return.

Cumulative Performance: A cumulative return is the aggregate amount that an investment has gained or lost over time, independent of the period of time involved.

Net of Fees and Gross of Fees Performance: Performance is presented on a "net of fees" and "gross of fees" basis, where indicated. Net returns do not reflect Program and wrap fees prior to 10/31/10 for accounts that are billed separately via invoice through a separate account billing arrangement. Gross returns do not reflect the deduction of fees, commissions or other charges. The payment of actual fees and expenses will reduce a client's return. The compound effect of such fees and expenses should be considered when reviewing returns. For example, the net effect of the deduction of fees on annualized performance, including the compounded effect over time, is determined by the relative size of the fee and the account's investment performance. It should also be noted that where gross returns are compared to an index, the index performance also does not reflect any transaction costs, which would lower the performance results. Market index data maybe subject to review and revision.

Benchmark/Major Indices: The past performance of an index is not a guarantee of future results. Any benchmark is shown for informational purposes only and relates to historical performance of market indices and not the performance of actual investments. Although most portfolios use indices as benchmarks, portfolios are actively managed and generally are not restricted to investing only in securities in the index. As a result, your portfolio holdings and performance may vary substantially from the index. Each index reflects an unmanaged universe of securities without any deduction for advisory fees or other expenses that would reduce actual returns, as well as the reinvestment of all income and dividends. An actual investment in the securities included in the index would require an investor to incur transaction costs, which would lower the performance results. Indices are not actively managed and investors cannot invest directly in the indices. Market index data maybe subject to review and revision. The benchmark index is selected from among the indices for which UBSFS has licensing agreements with the index provider. UBSFS does not have licensing agreements for all available indices. The benchmarks may vary from those used by the Money Manager or those listed in the prospectus. Further, there is no guarantee that an investor's account will meet or exceed the stated benchmark. Index performance information has been obtained from third parties deemed to be reliable. We have not independently verified this information, nor do we make any representations or warranties to the accuracy or completeness of this information.

Blended Index - For Advisory accounts, Blended Index is designed to reflect the asset categories in which your account is invested. For Brokerage accounts, you have the option to select any benchmark from the list.

For certain products, the blended index represents the investment style corresponding to your client target allocation. If you change your client target allocation, your blended index will change in step with your change to your client target allocation.

Blended Index 2 - 8 - are optional indices selected by you which may consist of a blend of indexes. For advisory accounts, these indices are for informational purposes only. Depending on the selection, the benchmark selected may not be an appropriate basis for comparison of your portfolio based on its holdings.

For alternative investments and strategies that are highly customized, such as Concentrated Equity Solutions (CES), benchmarks are broad market indices included for general reference and are not intended to show comparative market performance or potential portfolios with risk or return profiles similar to your account. Benchmark indices are shown for illustrative purposes only.

Custom Time Periods: If represented on this report, the performance start date and the performance end date have been selected by your Financial Advisor in order to provide performance and account activity information for your account for the specified period of time only. As a result, only a portion of your account's activity and performance information is presented in the performance report, and, therefore, presents a distorted representation of your account's activity and performance.

Net Deposits/Withdrawals: When shown on a report, this information represents the net value of all cash and securities contributions and withdrawals, program fees (including wrap fees) and other fees added to or subtracted from your accounts from the first day to the last day of the period including assets transferred to or from other UBS accounts. When fees are shown separately, net deposits / withdrawals does not include program fees (including wrap fees). When investment return is displayed net deposits / withdrawals does not include program fees (including wrap fees). For security contributions and withdrawals, securities are calculated using the end of day UBS FS price on the day securities are delivered in or out of the accounts. Wrap fees will be included in this calculation except when paid via an invoice or through a separate accounts billing arrangement. When shown on Client summary and/or Portfolio review report, program fees (including wrap fees) may not be included in net deposits/withdrawals. PACE Program fees paid from sources other than your PACE account are treated as a contribution. A PACE Program Fee rebate that is not reinvested is treated as a withdrawal.

Net Deposits/Withdrawals (external): When shown on a report, this information represents the net value of all cash and securities contributions and withdrawals, program fees (including wrap fees) and other fees added to or subtracted from your accounts from the first day to the last day of the period, excluding assets transferred to or from other UBS accounts after 12/31/2010. When fees are shown separately, net deposits / withdrawals does not include program fees (including wrap fees). When investment return is displayed net deposits / withdrawals does not include program fees (including wrap fees). For security contributions and withdrawals, securities are calculated using the end of day UBS FS price on the day securities are delivered in or out of the accounts. Wrap fees will be included in this calculation except when paid via an invoice or through a separate accounts billing arrangement. When shown on Client summary and/or Portfolio review report, program fees (including wrap fees) may not be included in net deposits/withdrawals. PACE Program fees paid from sources other than your PACE account are treated as a contribution. A PACE Program Fee rebate that is not reinvested is treated as a withdrawal.

Deposits: When shown on a report, this information represents the net value of all cash and securities contributions added to your accounts from the first day to the last day of the period, including assets transferred from other UBS accounts. On Client Summary Report and/or Portfolio Review Report, this may exclude the Opening balance. For security contributions, securities are calculated using the end of day UBS FS price on the day securities are delivered in or out of the accounts.

Deposits (external): When shown on a report, this information represents the net value of all cash and securities contributions added to your accounts from the first day to the last day of the period, excluding assets transferred from other UBS accounts after 12/31/2010. On Client Summary Report and/or Portfolio Review Report, this may exclude the Opening balance. For security contributions, securities are calculated using the end of day UBS FS price on the day securities are delivered in or out of the accounts.

Withdrawals: When shown on a report, this information represents the net value of all cash and securities withdrawals subtracted from your accounts from the first day to the last day of the period, including asset transferred to other UBS accounts. On Client summary and/or portfolio review report Withdrawals may not include program fees (including wrap fees). For security withdrawals, securities are calculated using the end of day UBS FS price on the day securities are delivered in or out of the accounts.

Withdrawals (external): When shown on a report, this information represents the net value of all cash and securities withdrawals subtracted from your accounts from the first day to the last day of the period, excluding assets transferred to other UBS accounts after 12/31/2010. On Client summary and/or portfolio review report Withdrawals may not include program fees (including wrap fees). For security withdrawals, securities are calculated using the end of day UBS FS price on the day securities are delivered in or out of the accounts.

Net Transfers (Internal): When shown on a report, this information represents the net value of all cash and securities transferred between your UBS accounts from the first day to the last day of the period.

Transfers In (Internal): When shown on a report, this information represents the net value of all cash and securities transferred to your UBS accounts from the first day to the last day of the period.

Transfers Out (Internal): When shown on a report, this information represents the net value of all cash and securities transferred from your UBS accounts from the first day to the last day of the period.

Dividends/Interest: Dividend and interest earned, when shown on a report, does not include income on securities that have been lent out & does not reflect your account's tax status or reporting requirements. Use only official tax reporting documents (i.e. 1099) for tax reporting purposes. The classification of private investment distributions can only be determined by referring to the official year-end tax-reporting document provided by the issuer.

Change in Accrued Interest: When shown on a report, this information represents the difference between the accrued interest at the beginning of the period from the accrued interest at the end of the period.

Change in Value: Represents the change in value of the portfolio during the reporting period, excluding additions/withdrawals, dividend and interest income earned and accrued interest. Change in Value may include programs fees (including wrap fees) and other fees.

Fees: Fees represented in this report include program and wrap fees. Program and wrap fees prior to October 1, 2010 for accounts that are billed separately via invoice through a separate account billing arrangement are not included in this report.

Performance Start Date Changes: The Performance Start Date for accounts marked with a '^' have changed. Performance figures of an account with a changed Performance Start Date may not include the entire history of the account. The new Performance Start Date will generate performance returns and activity information for a shorter period than is available at UBS FS. As a result, the overall performance of these accounts may generate better performance than the period of time that would be included if the report used the inception date of the account. UBS FS recommends reviewing performance reports that use the inception date of the account because reports with longer time frames are usually more helpful when evaluating investment programs and strategies. Performance reports may include accounts with inception dates that precede the new Performance Start Date and will show performance and activity information from the earliest available inception date.
The change in Performance Start Date may be the result of a performance gap due to a zero-balance that prevents the calculation of continuous returns from the inception of the account. The Performance Start Date may also change if an account has failed one of our performance data integrity tests. In such instances, the account will be labeled as 'Review Required' and performance prior to that failure will be restricted. Finally, the Performance Start Date will change if you have explicitly requested a performance restart. Please contact your Financial Advisor for additional details regarding your new Performance Start Date.

Closed Account Performance: Accounts that have been closed may be included in the consolidated performance report. When closed accounts are included in the consolidated report, the performance report will only include information for the time period the account was active during the consolidated performance reporting time period.

Important information on options-based strategies: Options involve risk and are not suitable for everyone. Prior to buying or selling an option investors must read a copy of the Characteristics & Risks of Standardized Options, also known as the options disclosure document (ODD). It explains the characteristics and risks of exchange traded options. The options risk disclosure document can be accessed at the following web address: www.optionsclearing.com/about/publications/character-risks.

Concentrated Equity Solutions (CES) managers are not involved in the selection of the underlying stock positions. The Manager will advise only on the options selection in order to pursue the strategy in connection with the underlying stock position(s) deposited in the account. It is important to keep this in mind when evaluating the manager's performance since the account's performance will include the performance of the underlying equity position that is not being managed. CES use options to seek to achieve your investment objectives regarding your concentration stock position. Options strategies change the potential return profile of your stock. In certain scenarios, such as call writing, the call position will limit your ability to participate in any potential increase in the underlying equity position upon which the call was written. Therefore, in some market conditions, particularly during periods of significant appreciation of the underlying equity position(s), the CES account will decrease the performance that would have been achieved had the stock been held long without implementing the CES strategy.

Portfolio: For purposes of this report "portfolio" is defined as all of the accounts presented on the cover page or the header of this report and does not necessarily include all of the client's accounts held at UBS FS or elsewhere.

Percentage: Portfolio (in the "% Portfolio / Total" column) includes all holdings held in the account(s) selected when this report was generated. Broad asset class (in the "% broad asset class" column) includes all holdings held in that broad asset class in the account(s) selected when this report was generated.

Tax lots: This report displays security tax lots as either one line item (i.e., lumped tax lots) or as separate tax lot level information. If you choose to display security tax lots as one line item, the total cost equals the total value of all tax lots. The unit cost is an average of the total cost divided by the total number of shares. If the shares were purchased in different lots, the unit price listed does not represent the actual cost paid for each lot. The unrealized gain/loss value is calculated by combining the total value of all tax lots plus or minus the total market value of the security.

If you choose to display tax lot level information as separate line items on the Portfolio Holdings report, the tax lot information may include information from sources other than UBS FS. The Firm does not independently verify or guarantee the accuracy or validity of any information provided by sources other than UBS FS. As a result this information may not be accurate and is provided for informational purposes only. Clients should not rely on this information in making purchase or sell decisions, for tax purposes or otherwise. See your monthly statement for additional information.

Pricing: All securities are priced using the closing price reported on the last business day preceding the date of this report. Every reasonable attempt has been made to accurately price securities; however, we make no warranty with respect to any security's price. Please refer to the back of the first page of your UBS FS account statement for important information regarding the pricing used for certain types of securities, the sources of pricing data and other qualifications concerning the pricing of securities. To determine the value of securities in your account, we generally rely on third party quotation services. If a price is unavailable or believed to be unreliable, we may determine the price in good faith and may use other sources such as the last recorded transaction. When securities are held at another custodian or if you hold illiquid or restricted securities for which there is no published price, we will generally rely on the value provided by the custodian or issuer of that security.

Cash: Cash on deposit at UBS Bank USA is protected by the Federal Deposit Insurance Corporation (FDIC) up to $250,000 in principal and accrued interest per depositor for each ownership type. Deposits made in an individual's own name, joint name, or individual retirement account are each held in a separate type of ownership. Such deposits are not guaranteed by UBS FS. More information is available upon request.

Margin: The quantity value may indicate that all or part of this position is held on margin or held in the short account. When an account holds a debit balance, this debit balance is incorporated into the account's total market value and deducted from the total value. When calculating the percent of portfolio on each security, the percentage will be impacted by the total market value of the account. Therefore, if the account's market value is reduced by a debit value of a holding the percent of portfolio will be greater and if the account's market value is increased by a holding then the percent of portfolio will be less.

Asset Allocation: Your allocation analysis is based on your current portfolio. The Asset Allocation portion of this report shows the mix of various investment classes in your account. An asset allocation that shows a significantly higher percentage of equity investments may be more appropriate for an investor with a more aggressive investment strategy and higher tolerance for risk. Similarly, the asset allocation of a more conservative investor may show a higher percentage of fixed income investments.

Separately Managed Accounts and Pooled Investment Vehicles (such as mutual funds, closed end funds and exchanged traded funds): The asset classification displayed is based on firm's proprietary methodology for classifying assets. Please note that the asset classification assigned to rolled up strategies may include individual investments that provide exposure to other asset classes. For example, an International Developed Markets strategy may include exposure to Emerging Markets, and a US Large Cap strategy may include exposure to Mid Cap and Small Cap, etc.

Mutual Fund Asset Allocation: If the option to unbundle balanced mutual funds is selected and if a fund's holdings data is available, mutual funds will be classified by the asset class, subclass, and style breakdown of their underlying holdings. Where a mutual fund or ETF contains equity holdings from multiple equity sectors, this report will proportionately allocate the underlying holdings of the fund to those sectors measured as a percentage of the total fund's asset value as of the date shown.

This information is supplied by Morningstar, Inc. on a daily basis to UBS FS based on data supplied by the fund which may not be current. Mutual funds change their portfolio holdings on a regular (often daily) basis. Accordingly, any analysis that includes mutual funds may not accurately reflect the current composition of these funds. If a fund's underlying holding data is not available, it will be classified based on its corresponding overall Morningstar classification. All data is as of the date indicated in the report.

All pooled investment vehicles (such as mutual funds, closed end mutual funds, and exchange traded funds) incorporate internal management and operation expenses, which are reflected in the performance returns. Please see relevant fund prospectus for more information. Please note, performance for mutual funds is inclusive of multiple share classes.

Ineligible Assets: We require that you hold and purchase only eligible managed assets in your advisory accounts. Please contact your Financial Advisor for a list of the eligible assets in your program. These reports may provide performance information for eligible and ineligible assets in a fee-based program. Since ineligible assets are not considered fee-based program assets, the inclusion of such securities will distort the actual performance of your advisory assets. As a result, the performance reflected in this report can vary substantially from the individual account performance reflected in the performance reports provided to you as part of those programs. For fee-based programs, fees are charged on the market value of eligible assets in the accounts and assessed quarterly in advance, prorated according to the number of calendar days in the billing period. Neither UBS nor your Financial Advisor will act as your investment adviser with respect to Ineligible Assets.

Variable Annuity Asset Allocation: If the option to unbundle a variable annuity is selected and if a variable annuity's holdings data is available, variable annuities will be classified by the asset class, subclass, and style breakdown for their underlying holdings. Where a variable annuity contains equity holdings from multiple equity sectors, this report will proportionately allocate the underlying holdings of the variable annuity to those sectors measured as a percentage of the total variable annuity's asset value as of the date shown.

This information is supplied by Morningstar, Inc. on a weekly basis to UBS FS based on data supplied by the variable annuity which may not be current. Portfolio holdings of variable annuities change on a regular (often daily) basis. Accordingly, any analysis that includes variable annuities may not accurately reflect the current composition of these variable annuities. If a variable annuity's underlying holding data is not available, it will remain classified as an annuity. All data is as of the date indicated in the report.

Equity Style: The Growth, Value and Core labels are determined by Morningstar. If an Equity Style is unclassified, it is due to non-availability of data required by Morningstar to assign it a particular style.

Equity Capitalization: Market Capitalization is determined by Morningstar. Equity securities are classified as Large Cap, Mid Cap or Small Cap by Morningstar. Unclassified securities are those for which no capitalization is available on Morningstar.

Equity Sectors: The Equity sector analysis may include a variety of accounts, each with different investment and risk parameters. As a result, the overweighting or underweighting in a particular sector or asset class should not be viewed as an isolated factor in making investment/liquidation decisions; but should be assessed on an account by account basis to determine the overall impact on the account's portfolio.

Classified Equity: Classified equities are defined as those equities for which the firm can confirm the specific industry and sector of the underlying equity instrument.

Estimated Annual Income: The Estimated Annual Income is for informational purposes only and is calculated by the annualized per share dividends/interest paid, multiplied by the quantity of the shares held in the selected account(s). For Expected Cash Flow and Portfolio Holdings reports prior to June 23, 2023, savings products & sweep funds do not display such calculations and instead, values are displayed as N/A. For all other reports, Estimated Annual Income for savings products & sweep funds is not calculated or factored into aggregate calculations and will be displayed as 0.

Current Yield: Current Yield is estimated for informational purposes only and may not reflect changes in price. It's calculated by dividing the total estimated annual income by the current market value displayed. Current yield calculations display the current yield of the investment solely as of the date of this report. For Portfolio Holdings report generated prior to June 23, 2023, savings products & sweep funds do not include such information and instead, values are displayed as N/A. For all other reports, Current Yield for savings products & sweep funds is not calculated or factored into aggregate calculations and will be displayed as 0.

YTM (at Market): Yield to Maturity (at Market) is the expected return of an interest-bearing security from the report date, assuming that it is held to maturity with all coupon payments paid. For displays at the tax lot level, the Yield to Maturity is calculated based on the cost basis of that specific tax lot. For position level displays (consisting of multiple tax lots), Yield to Maturity is derived by using the weighted average cost basis of all the underlying tax lots.

YTW (at Market): Yield to Worst (at Market) is the expected return of an interest-bearing security from the report date, assuming that it is held to the next call date or until maturity (if no next call date) with all coupon payments paid. For displays at the tax lot level, the Yield to Worst is calculated based on the cost basis of that specific tax lot. For position level displays (consisting of multiple tax lots), Yield to Worst is derived by using the weighted average cost basis of all the underlying tax lots.

Bond Rating: These ratings are obtained from independent industry sources and are not verified by UBS FS.

Securities without rating information are left blank. Rating agencies may discontinue ratings on high yield securities.

NR: When NR is displayed under bond rating column, no ratings are currently available from that rating agency.

High Yield: This report may designate a security as a high yield fixed income security even though one or more rating agencies rate the security as an investment grade security. Further, this report may incorporate a rating that is no longer current with the rating agency. For more information about the rating for any high yield fixed income security, or to consider whether to hold or sell a high yield fixed income security, please contact your financial advisor or representative and do not make any investment decision based on this report.

Credit/Event Risk: Investments are subject to event risk and changes in credit quality of the issuer. Issuers can experience economic situations that may have adverse effects on the market value of their securities.

Interest Rate Risk: Bonds are subject to market value fluctuations as interest rates rise and fall. If sold prior to maturity, the price received for an issue may be less than the original purchase price.

Reinvestment Risk: Since most corporate issues pay interest semiannually, the coupon payments over the life of the bond can have a major impact on the bond's total return.

Call Provisions: When evaluating the purchase of a corporate bond, one should be aware of any features that may allow the issuer to call the security. This is particularly important when considering an issue that is trading at a premium to its call price, since the return may be negatively impacted if the issue is redeemed. Should an issue be called, investors may be faced with an earlier than anticipated reinvestment decision, and may be unable to reinvest their principal at equally favorable rates.

Effective Maturity: Effective maturity is the expected redemption due to pre-refunding, puts, or maturity and does not reflect any sinking fund activity, optional or extraordinary calls. Securities without a maturity date are left blank and typically include Preferred Securities, Mutual Funds and Fixed Income UITs.

Yields: Yield to Maturity and Yield to Worst are calculated to the worst call.

Accrued Interest: Interest that has accumulated between the most recent payment and the report date may be reflected in market values for interest bearing securities.

Bond Averages: All averages are weighted averages calculated based on market value of the holding, not including accrued interest.

Tax Status: "Taxable" includes all securities held in a taxable account that are subject to federal and/or state or local taxation. "Tax-exempt" includes all securities held in a taxable account that are exempt from federal, state and local taxation. "Tax-deferred" includes all securities held in a tax-deferred account, regardless of the status of the security.

Bond sensitivity analysis: This analysis uses Modified Duration which approximates the percentage price change of a security for a given change in yield. The higher the modified duration of a security, the higher its risk. For callable securities, modified duration does not address the impact of changing interest rates on a bond's expected cash flow as a result of a call or prepayment.

Amortization and Accretion: Prior to March 2008, amortization was calculated using the straight line method for tax exempt securities and was not calculated for taxable securities. Post March 2008, amortization is calculated using the constant yield method. Prior to October 2008, accretion due to original issue discount was not calculated. Post October 2008, accretion due to original issue discount is calculated using the constant yield method. Prior to January 2015, accretion due to market discount was calculated using the straight line method. Post January 2015, accretion due to market discount is calculated using the constant yield method. We assume the securities are held to par and premiums are calculated to call date. Amortization and accretion values may be incorrect due to adjustments related to cost basis. You may hold additional fixed income securities that may not appear on this report. Please refer to your account statements for information regarding all of your holdings.

Gain/Loss: The gain/loss information may include calculations based upon non-UBS FS cost basis information. The firm does not independently verify or guarantee the accuracy or validity of any information provided by sources other than UBS FS. In addition, for Schedule K-1 reported investments, such as alternative investment funds, please refer to your annual K-1 and 1099 tax forms. If this report contains positions with unavailable cost basis, the gain/(loss) for these positions are excluded in the calculation for the Gain/(Loss). As a result these figures may not be accurate and are provided for informational purposes only. Clients should not rely on this information in making purchase or sell decisions, for tax purposes or otherwise. Rely only on year-end tax forms when preparing your tax return. See your monthly statement for additional information.

Accounts Included in this Report: The account listing may or may not include all of your accounts with UBS FS. The accounts included in this report are listed under the "Accounts included in this review" shown on the first page or listed at the top of each page. If the account is a donor advised fund account, the assets in those accounts are owned by the Sponsoring Charitable Organization, and not the donor. You and your financial advisor have procured the appropriate authorization to view the assets in the donor advised fund account. If an account number begins with "@" this denotes assets or liabilities held at other financial institutions. Information about these assets, including valuation, account type and cost basis, is based on the information you provided to us, or provided to us by third party data aggregators or custodians at your direction. We have not verified, and are not responsible for, the accuracy or completeness of this information.

Account name(s) displayed in this report and labels used for groupings of accounts can be customizable "nicknames" chosen by you to assist you with your recordkeeping or may have been included by your financial advisor for reference purposes only. The names used have no legal effect, are not intended to reflect any strategy, product, recommendation, investment objective or risk profile associated with your accounts or any group of accounts, and are not a promise or guarantee that wealth, or any financial results, can or will be achieved. All investments involve the risk of loss, including the risk of loss of the entire investment.

For more information about account or group names, or to make changes, contact your Financial Advisor.

Account changes: At UBS, we are committed to helping you work toward your financial goals. So that we may continue providing you with financial advice that is consistent with your investment objectives, please consider the following two questions:
1) Have there been any changes to your financial situation or investment objectives?
2) Would you like to implement or modify any restrictions regarding the management of your account?
If the answer to either question is "yes," it is important that you contact your Financial Advisor as soon as possible to discuss these changes. For MAC advisory accounts, please contact your investment manager directly if you would like to impose or change any investment restrictions on your account.

Disclosures Applicable to Accounts at UBS Financial Services Inc. *(continued)*

ADV disclosure: A complimentary copy of our current Form ADV Disclosure Brochure that describes the advisory program and related fees is available through your Financial Advisor. Please contact your Financial Advisor if you have any questions.

Important information for former Piper Jaffray and McDonald Investments clients: As an accommodation to former Piper Jaffray and McDonald Investments clients, these reports include performance history for their Piper Jaffray accounts prior to August 12, 2006 and McDonald Investments accounts prior to February 9, 2007, the date the respective accounts were converted to UBS FS. UBS FS has not independently verified this information nor do we make any representations or warranties as to the accuracy or completeness of that information and will not be liable to you if any such information is unavailable, delayed or inaccurate.

For insurance, annuities, and 529 Plans, UBS FS relies on information obtained from third party services it believes to be reliable. UBS FS does not independently verify or guarantee the accuracy or validity of any information provided by third parties. Information for insurance, annuities, and 529 Plans that has been provided by a third party service may not reflect the quantity and market value as of the previous business day. When available, an "as of" date is included in the description.

Investors outside the U.S. are subject to securities and tax regulations within their applicable jurisdiction that are not addressed in this report. Nothing in this report shall be construed to be a solicitation to buy or offer to sell any security, product or service to any non-U.S. investor, nor shall any such security, product or service be solicited, offered or sold in any jurisdiction where such activity would be contrary to the securities laws or other local laws and regulations or would subject UBS to any registration requirement within such jurisdiction.

Performance History prior to the account's inception at UBS Financial Services, Inc. may have been included in this report and is based on data provided by third party sources. UBS Financial Services Inc. has not independently verified this information nor does UBS Financial Services Inc. guarantee the accuracy or validity of the information.

Important information about brokerage and advisory services. As a firm providing wealth management services to clients, UBS Financial Services Inc. offers investment advisory services in its capacity as an SEC-registered investment adviser and brokerage services in its capacity as an SEC-registered broker-dealer. Investment advisory services and brokerage services are separate and distinct, differ in material ways and are governed by different laws and separate arrangements. It is important that clients understand the ways in which we conduct business, that they carefully read the agreements and disclosures that we provide to them about the products or services we offer. For more information, please review client relationship summary provided at **ubs.com/relationshipsummary**.

UBS Financial Services account protection

The Firm is a member of the Securities Investor Protection Corporation (SIPC), which protects securities customers of its members up to $500,000 (including $250,000 for claims for cash). Explanatory brochure available upon request or at www.sipc.org. The SIPC asset protection limits apply to all accounts that you hold in a particular capacity.

The Firm, together with certain affiliates, has also purchased supplemental insurance. The maximum amount payable to all eligible clients, collectively under this protection is $500 million as of December 10, 2019. Subject to the policy conditions and limitations, cash at the Firm is further protected for up to $1.9 million in the aggregate for all your accounts held in a particular capacity. A full copy of the policy wording is available upon request.

Neither the SIPC protection nor the supplemental protection apply to:

- Certain financial assets controlled by (and included in your account value) but held away from UBS Financial Services. For example certain (i) insurance products, including variable annuities, and (ii) shares of mutual funds registered in the name of the account holder on the books of the issuer or transfer agent);
- Investment contracts or investment interests (e.g., limited partnerships and private placements) that are not registered under the Securities Act of 1933;
- Commodities contracts (e.g., foreign exchange and precious metal contracts), including futures contracts and commodity option contracts;
- Securities on loan to UBS Financial Services; and
- Deposit accounts (except certificates of deposit) at UBS Bank USA, UBS AG U.S. branches and banks in the FDIC Insured Deposit Program.

The SIPC protection and the supplemental protection do not apply to these assets even if they otherwise appear on your statements. The SIPC protection and the supplemental protection do not protect against changes in the market value of your investments (whether as a result of market movement, issuer bankruptcy or otherwise).

Non-UBS Assets and Liabilities: This report is not intended to provide you with consolidated information or reporting regarding your holdings at other firms. However, at your request, this report may include information regarding assets that you hold at other financial institutions so that you may review your asset allocation and/or investment strategy in the context of your overall holdings. You should review and maintain the original documents for these assets, such as the statements for individual accounts held away from UBS. Those documents may contain notices, disclosures and other information important to you, and may also serve as a reference should questions arise regarding the accuracy of that information as presented in this report.

The information presented for accounts held at other financial institutions has been provided to UBS at your direction through your agreement with an Outside Asset Data Aggregation Service. These accounts have been added to this report at your request and are automatically updated to reflect the most recent data received from the custodian. Information may have also been provided based on documents and valuation you provided to your Financial Advisor. These accounts have been added to this report at your request and may not reflect the current valuation.

If an account number begins with "@" this denotes assets or liabilities held at other financial institutions. Information about these assets, including valuation, account type and cost basis, is based on the information you provided to us, or provided to us by third party data aggregators or custodians at your direction. We have not verified, and are not responsible for, the accuracy or completeness of this information.

If the information you or your custodians provided to us is not current, inclusion of these assets will impact the accuracy of the current asset allocation and other analysis presented. We do not provide purchase, sale or hold recommendations or advice with respect to your assets at other firms and do not assume responsibility for activity you conduct at other financial institutions.

UBS's SIPC coverage applies to assets held at UBS. If you maintain assets at other firms that may be SIPC members, you should contact their financial representative or the other entity or refer to the other entitys statement regarding SIPC membership. Your UBS Financial Services Inc. account statements are the only official record of your UBS holdings and account and are not replaced, amended or superseded by any of the information presented in this report.

Assets that you hold at other financial institutions are priced using the closing price reported on the last business day preceding the date of this report. Every reasonable attempt has been made to accurately price securities; however, we make no warranty with respect to any security's price. To determine the value of securities in your account, we generally rely on third party quotation services. If a price is unavailable or believed to be unreliable, we may determine the price in good faith and may use other sources such as the last recorded transaction. When securities are held at another custodian or if you hold illiquid or restricted securities for which there is no published price, we will generally rely on the value provided by the custodian or issuer of that security.

The value of assets held at other financial institutions is based on the "Last Refresh Date" displayed. Up to date valuation and information can be obtained directly from the custodian of your assets. The account statements you receive from your third party custodian regarding the assets you hold with them are the official record of your holdings and accounts and are not impacted or superseded by the information in this report.

Account balances and security pricing will always display in U.S. Dollars even if assets in your Outside Accounts are denominated in other currencies. UBS will convert any values received in the Outside Account Information to U.S. Dollars using foreign exchange rates from UBS as of the previous business.

STAFF REPORT

TO:	**Mayor and Council Members**	**DATE:**	**September 23, 2025**
FROM:	**Community Development**	**DISTRICT(S):**	**Citywide**

SUBJECT: Consolidated Annual Performance and Evaluation Report (CAPER) for the 2024-2025 Community Development Block Grant (CDBG) Program

RECOMMENDATION

That the City Council:

1. Approve the submittal of the City of Glendora's FY 2024–2025 Consolidated Annual Performance and Evaluation Report (CAPER) to the U.S. Department of Housing and Urban Development (HUD); and
2. Authorize the City Manager to submit the report to HUD.

STRATEGIC FOCUS AREAS

Goal 2: Maintain Financial Stability and Sustainability (MFSS)
Goal 5: Improve and Maintain the City's Infrastructure and Facilities (IMCIF)

EXECUTIVE SUMMARY

The City of Glendora annually receives a Community Development Block Grant (CDBG) allocation from the U.S. Department of Housing and Urban Development (HUD). Due to the entitlement jurisdiction status, the Consolidated Annual Performance and Evaluation Report (CAPER) is required by HUD to disclose accomplishments completed and expenditures made during the fiscal year. The receiving and filing of the attached performance report enables the City to comply with HUD's reporting requirements.

LEGISLATIVE HISTORY / PREVIOUS ACTIONS

On May 9, 2023, the City Council adopted the 2023–2027 Consolidated Plan, which established the City's five-year strategy for the use of CDBG funds. Each year, the City is required to prepare and submit a Consolidated Annual Performance and Evaluation Report (CAPER) to HUD within 90 days after the close of the program year. The FY 2024–2025 CAPER represents the second year of reporting under the current Consolidated Plan and covers program activities completed between July 1, 2024, and June 30, 2025.

DISCUSSION

The City of Glendora receives CDBG funds from HUD on an annual basis. The CAPER is the annual report required by HUD that outlines the progress the City has made towards implementation of the Consolidated Plan. It provides a detailed account of how the City used CDBG funding during the program year to meet the priorities established in the 2023–2027 Consolidated Plan and to remain in compliance with federal requirements. The FY 2024–2025 CAPER is the second year of reporting under this five-year plan and covers program activities carried out between July 1, 2024, and June 30, 2025.

The Draft CAPER was available for the required 15-day public review period from September 8 through September 23, 2025. The Notice was posted on the City's website and published in the newspaper on September 4, 2025. Written or oral comments received by the City must be incorporated into the CAPER submitted to HUD.

For FY 2024–2025, the City received a CDBG entitlement allocation of $314,125 from HUD, along with $171,577 in program income generated from prior year CDBG funding, for a total of $485,702 in available funds. Of this amount, $411,511.15 was expended. Consistent with the Consolidated Plan, the City directed the majority of funds toward infrastructure improvements in low- and moderate-income neighborhoods and provided fair housing services to residents. These funds were allocated/expended as outlined below:

CDBG FUNDS (FY 2024-2025)				
Category	Objective/Outcome	Funds Allocated	Funds Expanded	Accomplishments
Infrastructure & Public Facilities - Street Improvement Project	Suitable Living Environment / Availability & Accessibility (SL-1)	$422,877	$374,590	2023 completed (3,5 (2,955 residents to b
Fair Housing Program - Housing Rights Center	Decent Housing / Availability & Accessibility (DH-1)	$20,000	$20,000	48 residents receivec seniors, female-head
Administration & Planning	Suitable Living Environment / Availability & Accessibility (SL-1)	$42,825	$16,921	Program managemer
Program Income		$171,577	$171,577	Applied to infrastruct
Total CDBG Entitlement + Program Income		$485,702	$411,511	

Key accomplishments include completion of the 2023 Street Improvement/Accessibility Project, benefiting 3,585 residents, and allocation of $422,877 for the 2024 Street Improvement/Accessibility Project, which is currently underway and will serve 2,955 residents upon completion. The City also allocated $20,000 to the Housing Rights Center, assisting 48 residents with fair housing services. Administration and oversight of the CDBG program continued with $42,825 budgeted, of which $16,921 was expended.

Attached for the City Council to review and approval is the City of Glendora's FY 2024–2025 CAPER. The report will enable the City to remain in compliance with HUD's reporting requirements and demonstrate the City's continued progress in meeting the goals outlined in the Consolidated Plan.

FISCAL IMPACT

There is no fiscal impact to the City's General Fund. The CAPER program activities were funded entirely with federal CDBG entitlement and program funds. By submitting the reports in compliance with CDBG requirements, the City will continue to receive grant funding, as included in the FY 2025-2026 adopted budget.

ENVIRONMENTAL DETERMINATION

There are no CEQA impacts associated with the recommendations in this report.

Prepared By:	Shantelle Coria , Management Aide
Concurs With:	Not Applicable
Reviewed By:	Jeff Kugel, Community Development Director
Certified to Availability of Funds:	Kyle Johnson, Finance Director/City Treasurer
Approved By:	Adam Raymond. City Manager
Legal Review:	Danny Aleshire, City Attorney
CEQA Review:	Not Applicable

Attachments

A. Draft FY24-25 CAPER.pdf

B. Proof of Publication.pdf

FY 2024-2025
Consolidated Annual Performance Evaluation Report (CAPER)

Second Year of the 2023-2027
Five-Year Consolidated Plan

DRAFT 2024-2025 CAPER

September 2025

CR-05 - Goals and Outcomes

Progress the jurisdiction has made in carrying out its strategic plan and its action plan. 91.520(a)

The City of Glendora (City) was incorporated in 1911 and is 19.6 square miles with approximately 50,000 residents. The City receives Community Development Block Grant Program (CDBG) Entitlement funds annually from United States Department of Housing and Urban Development (HUD). The City's CDBG Entitlement allocation for FY 2024-2025 was $314,125.00. Program Income in the amount of $171,577.00 was also identified, bringing the total of available resources to $485,702.00.

This FY 2024-2025 Consolidated Annual Performance Evaluation Report (CAPER) is the second year CAPER for the five-year 2023-2027 Consolidated Plan (Con Plan) and reviews the City's specific achievements using CDBG Entitlement funds over the last program year (July 1, 2024, through June 30, 2025) and the City's achievements using CDBG-CV funds from program inception through June 30, 2025.

The CARES Act provided additional CDBG funds (CDBG-CV) to prevent, prepare for, and respond to the coronavirus pandemic (pandemic). The City's initial allocation was $179,204.00 (CV1). The second allocation was $266,983.00 (CV3) for a total of $446,187.00. All CDBG-CV activities were completed prior to the start of FY 2024-2025.

The City of Glendora has developed the objectives, outcomes, and quantifiable goals below for each priority need category listed in the 2023-2027 Consolidated Plan. All CDBG funds, whether Entitlement or CDBG-CV, must serve the residents of the community in one of the three areas of benefiting low- and moderate-income persons, eliminating slum and blight, and meeting a particularly urgent community need.

- **Infrastructure and Public Facilities:** Improve and expand infrastructure and public facilities that benefit low- and moderate-income neighborhoods and residents. The Objective/Outcome categories will be A Suitable Living Environment/Availability/Accessibility (SL-1), with a goal of assisting 5 public facilities/infrastructure projects (1 annually).
- **Economic and Human Development:** Provide for the economic development needs of low- and moderate-income persons. The program will also create or retain jobs for low- and moderate-income residents. The Objective/Outcome categories will be Economic Opportunity/Availability/ Accessibility (EO-1), with a goal of assisting one (1) business over five years.
- **Public Service:** Provide supportive services for the City's low- and moderate-income residents and persons with special needs. The Objective/Outcome categories will be public service activities other than low-/moderate-income housing benefit with the goal of assisting 50 persons.
- **Fair Housing:** Promote fair and equal housing choice for all persons, promote housing that is accessible to and usable by persons with disabilities, and comply with the non-discrimination requirements of the various Fair Housing laws. The Objective/Outcome categories will be Decent Housing/Availability/Accessibility (DH-1). with a goal of assisting 175 low- and moderate-income persons (35 annually).
- **Administration and Planning:** Provide administration and planning activities to develop housing

and community development strategies and programs needed to conduct actions that address identified needs in the Consolidated Plan. The Objective/Outcome categories will be A Suitable Living Environment/Availability/Accessibility (SL-1), with a goal of successfully administering the CDBG program per HUD regulations.

The following are accomplishments achieved in FY 2024-2025, including the cumulative accomplishments for multi-year CDBG Entitlement Activities which were co, as well as the cumulative accomplishments for CDBG-CV Activities.

<u>**CDBG Entitlement Funds**</u>

- **Infrastructure and Public Facilities:** The 2023 Street Improvement/Accessibility Activity completed in FY 2024-2025, benefitting 3,585 residents. In FY 2024-2025, the City allocated $422,877.00 for the 2024 Street Improvement/Accessibility Activity, which is expected to benefit 2,955 residents. That Activity remains in progress and will be reported in next year's CAPER.
- **Economic and Human Development:** No funds were allocated to this area in FY 2024-2025.
- **Public Services:** No funds were allocated to this area in FY 2024-2025.
- **Fair Housing:** In FY 2024-2025, $20,000.00 was allocated to a contract with The Housing Rights Center to provide fair housing services to City resident, which was funded under the CDBG Administration cap. All those inquiring regarding fair housing were provided services.
- **Administration and Planning:** The City continued to effectively manage the CDBG program in FY 2024-2025 by allocating $42,825.00 in FY 2024-2025 CDBG funds.

<u>**CDBG-CV Funds**</u>

- **Economic and Human Development:** In FY 2019-2020, the City launched a Small Business Assistance Loan program using CDBG-CV funds specifically to assist businesses to prevent, prepare for, and respond to coronavirus. To date, this program has assisted one business impacted by the effects of the pandemic. This Activity was completed in FY 2023-2024.
- **Fair Housing:** As part of the second Substantial Amendment to the FY 2019-2020 Annual Action Plan, the City allocated $312,088.00 for a COVID Emergency Rental Assistance Program. To date, this program has assisted 47 households deal with the effects of the pandemic by providing short-term rental assistance. This Activity was completed in FY 2023-2024.
- **Administration and Planning:** The City effectively managed the CDBG-CV program. This Activity was completed in FY 2022-2023.

Comparison of the proposed versus actual outcomes for each outcome measure submitted with the consolidated plan and explain, if applicable, why progress was not made toward meeting goals and objectives. 91.520(g)

Goal	Category	Source / Amount	Indicator	Unit of Measure	Expected – Strategic Plan	Actual – Strategic Plan	Percent Complete	Expected – Program Year	Actual – Program Year	Percent Complete
Administration	Administration	CDBG: $42,825.00	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Fair Housing	Non-Housing Community Development	CDBG: $20,000.00	Public Service Activities for Low/Moderate Income Housing Benefit	Persons Assisted	175	103	74.28%	60	48	80.00%
Infrastructure and Public Facilities	Non-Housing Community Development	CDBG: $422,877.00	Public Facility or Infrastructure other than Low/Moderate Income Housing Benefit	Persons Assisted	6,500	9,050	139.23%	2,955	3,585	121.32%

Table 1 - Accomplishments – Program Year & Strategic Plan to Date

Assess how the jurisdiction's use of funds, particularly CDBG, addresses the priorities and specific objectives identified in the plan, giving special attention to the highest priority activities identified.

Only eligible activities that received a High Priority level are funded during each of the five years of the 2023-2027 Consolidated Plan. In FY 2024-2025, $239,934.15 in entitlement funds and $171,577.00 were used to implement the second year of the Consolidated Plan. In FY 2024-2025, the City of Glendora addressed all the Consolidated Plan Priorities listed below by providing CDBG funding as follows:

CDBG Entitlement Funding

1. Infrastructure and Public Facilities

In FY 2023-2024 the City allocated $231,946.00 for the 2023 Street Improvement/Accessibility Project. The project was completed in FY 2024-2025.

In FY 2024-2025, the City allocated $422,877.00 to the 2024 Street Improvement/Accessibility Project to continue to make the City more accessible to seniors and people with disabilities. That project is expected to be completed in FY 2025-2026.

2. Economic and Human Development

In FY 2024-2025, no CDBG Entitlement funds were allocated to Economic and Human Development.

3. Public Services

In FY 2024-2025, no CDBG Entitlement funds were allocated to Public Services.

4. Fair Housing

The City allocated $20,000.00 in CDBG Administrative funds for fair housing services through a contract the Housing Rights Center. A total of $20,000.00 was expended to serve the residents of the City.

5. Administration and Planning

In FY 2024-2025, the City allocated $42,825.00 for general planning and administration, of which $16,921.00 was expended.

CDBG-CV Funding

1. Infrastructure and Public Facilities

No CDBG-CV funds were allocated to Infrastructure and Public Facilities.

2. Economic and Human Development

A cumulative total of $14,862.00 in CDBG-CV funds was used to provide assistance to one business affected by the pandemic. This activity has been completed.

3. Fair Housing

Since the inception of CDBG-CV program, the City has allocated $312,088.00 in CDBG-CV funds for an Emergency Rental Assistance Program. $261,820.46 has been expended to date, assisting 47 renters impacted by the pandemic. This represents 90.38 percent of the goal of 52. This activity has been completed.

4. Administration and Planning

In 2019-2020 the City allocated $89,237.00 of CDBG-CV funds for Administration and Planning and $28,203.72 has been expended to date. No additional CDBG-CV funds were allocated for Administration and Planning in FY 2020-2021, FY 2022-2023, or FY 2024-2025. This activity has been completed.

CR-10 - Racial and Ethnic Composition of Families Assisted.

Describe the families assisted (including the racial and ethnic status of families assisted). 91.520(a)

	CDBG
White	0
Black or African American	0
Asian	0
American Indian or American Native	0
Native Hawaiian or Other Pacific Islander	0
Total	0
Hispanic	0
Not Hispanic	0

Table 2 – Table of assistance to racial and ethnic populations by source of funds

Narrative

In FY 2024-2025, no CDBG Entitlement Activities were funded in which race and ethnicity data was collected. The CDBG-CV Emergency Rental Assistance Program, which was funded under the Administration cap, served 27 households from inception of the program through the end of FY 2024-2025. Of the 47 households served by this program, 42 were White, three were Black, and two were Asian. 27 identified themselves as Hispanic.

CR-15 - Resources and Investments 91.520(a)

Identify the resources made available.

Source of Funds	Source	Resources Made Available	Amount Expended During Program Year
CDBG Entitlement	Public – federal	$314,125.00	$239,934.15
CDBG Program Income	Public – federal	$171,577.00	$171,577.00
CDBG-CV	Public – federal	$446,187.00	$304,886.18

Table 3 - Resources Made Available

Narrative

For FY 2024-2025, the City was allocated $314,125.00 in Entitlement funds. The City had also received $171,577.00 in Program Income, bringing the total of available resources to $485,702.00. A total of $411,511.15 was expended.

In addition, in FY 2019-2020, the City received two allocations of CARES Act funds totaling $446,187.00 which were allocated for the Business Assistance Program, an Emergency Rental Assistance Program, and Administration to address residents needs related to the Coronavirus. A total of $304,866.18 was expended. All CDBG-CV programs were completed prior to FY 2024-2025.

Identify the geographic distribution and location of investments.

Target Area	Planned Percentage of Allocation	Actual Percentage of Allocation	Narrative Description
CDBG Low-Mod Income Target Areas	87.00%	N/A	low- and moderate-income area (LMA) census tracts and block groups

Table 3 – Identify the Geographic Distribution and Location of Investments

Narrative

In FY 2024-2025, the City allocated $422,877.00 for the 2024 Street Improvement/Accessibility Project, which equals 87 percent of their total available resources. That project is currently in process and is expected to be completed in the first quarter of FY 2025-2026.

Leveraging

Explain how federal funds leveraged additional resources (private, state and local funds), including a description of how matching requirements were satisfied, as well as how any publicly owned land or property located within the jurisdiction that were used to address the needs identified in the plan.

Federal funds will leverage additional resources as grant opportunities become available. In FY 2024-2025, no funds were leveraged; however, the City does benefit from County funding for rental assistance provided by HUD through the Housing Choice Voucher program.

The City of Glendora has not identified any publicly owned land for housing and community development activities.

The City does not receive HOME funds, so there are no matching requirements.

CR-20 - Affordable Housing 91.520(b)

Evaluation of the jurisdiction's progress in providing affordable housing, including the number and types of families served, the number of extremely low-income, low-income, moderate-income, and middle-income persons served.

	One-Year Goal	Actual
Number of Homeless households to be provided affordable housing units	0	0
Number of Non-Homeless households to be provided affordable housing units	0	0
Number of Special-Needs households to be provided affordable housing units	0	0
Total	**0**	**0**

Table 4 – Number of Households

	One-Year Goal	Actual
Number of households supported through Rental Assistance	0	0
Number of households supported through The Production of New Units	0	0
Number of households supported through Rehab of Existing Units	0	0
Number of households supported through Acquisition of Existing Units	0	0
Total	**0**	**0**

Table 5 – Number of Households Supported

Discuss the difference between goals and outcomes and problems encountered in meeting these goals.

The City did not set any goals for affordable housing as it is not identified as a Priority in the 2023-2027 Con Plan. In prior years, two affordable housing complexes were funded by the city. Those complexes continue to provide 52 affordable units (27 extremely low-, 19 very low-, and six low-income) through Heritage Oaks and 87 affordable units (13 extremely low-, 55 very low-, and 19 low-income) through Elwood Family Apartments. These units will remain affordable throughout the Consolidated Plan period.

Discuss how these outcomes will impact future annual action plans.

The City does not plan to make any changes in the way funds are allocated currently. The streets infrastructure projects and fair housing program (funded with Administration funds), continue to provide important benefit to the community.

Include the number of extremely low-income, low-income, and moderate-income persons served by each activity where information on income by family size is required to determine the eligibility of the activity.

Number of Households Served	**CDBG Actual**	**HOME Actual**
Extremely Low-income	0	0
Low-income	0	0
Moderate-income	0	0
Total	**0**	**0**

Table 6 – Number of Households Served

Narrative Information

Income information was not required nor collected for any of the projects funded in FY 2024-2025. The City's fair housing activities were funded under the Administration cap and as allowed, all residents requesting assistance were served regardless of their family income. The 2024 Street Improvement/Accessibility Project was conducted under the Low/Mod Area National Objective and information about individual families is not collected.

CR-25 - Homeless and Other Special Needs 91.220(d, e); 91.320(d, e); 91.520(c)

Evaluate the jurisdiction's progress in meeting its specific objectives for reducing and ending homelessness through:

Reaching out to homeless persons (especially unsheltered persons) and assessing their individual needs

Given the City's limited CDBG resources and small number of homeless in the City of Glendora, and the significant other City and regional resources committed to addressing homelessness, homeless activities were not a high priority in the 2023-2027 Consolidated Plan

A Point-in-Time Homeless Count and Homeless Inventory Count (PIT-HIC) was conducted by the Los Angeles Homeless Services Authority (LAHSA) in 2025. That data indicates that in the City of Glendora there are 23 persons experiencing homelessness who are unsheltered. There are no homeless shelter facilities in the City, therefore the number of individuals residing in such facilities is zero. An exact count of sheltered individuals (living in cars, vans, recreational vehicles, tents, and makeshift shelters) was not available, but the PIT-HIC indicated that there were 26 of these dwellings.

The City of Glendora Plan to Combat Homelessness (Plan), developed in 2018, was developed by conducting outreach to almost a dozen homelessness services providers and Glendora residents to facilitate input. The Plan outlines actions to serve populations experiencing homelessness, including collaboration with other jurisdictions. As part of Service Planning Area (SPA) 3 the City may collaborate with other members of SPA including, but not limited to:

- Alhambra
- Altadena
- Arcadia
- Azusa
- Baldwin Park
- Claremont
- Covina
- Diamond Bar
- Duarte
- El Monte
- Irwindale
- Monrovia
- Monterey Park
- Pasadena
- Pomona
- San Dimas
- Temple City
- Walnut
- San Gabriel
- San Marino
- West Covina

Glendora also collaborates with local and regional agencies to implement the priorities identified in the Con Plan. Monthly Homeless Taskforce meetings with the Glendora Police Department CIT team, LA County Department of Mental Health, Los Angeles Centers for Alcohol and Drug Abuse (LA CADA) and Glendora Human Services staff are conducted to organize services for vulnerable populations of persons experiencing homelessness such as those with mental illnesses. City staff participate in regional care coordination meetings with homeless service providers and other city and county staff to discuss resources and changes to the homeless service system. City staff also works with local non-profits such as the Glendora Ministerial Association and Shepherd's Pantry. The La Fetra Center, open from 8:00 am to 5:00 pm, is operated by the City and provides access to in-person information on services for persons experiencing homelessness.

In May 2022, the City entered into a multi-year contract with LA CADA to provide homeless services and temporary housing. FY 2025-2025 was the fourth year of that agreement. LA CADA is a certified substance use, and behavioral treatment provider licensed by the State of California Department of Health Care services and the County of Los Angeles Department of Public Health- Substance Abuse Prevention and Control. LA CADA treats people with addiction and behavioral problems by providing client-centered, trauma-informed, and recovery-oriented services.

LA CADA interviews each client and designs a plan for services tailored to that individual's needs. They offer a wide continuum of care and treatment, including outpatient, intensive outpatient, and residential programs and eight shelter beds specifically for Glendora residents. LA CADA began their contract in May 2022, and since then they have had first encounters with individuals since the start of the contract. They have placed individuals in housing: permanent housing and interim housing which may include bridge housing, detox facilities, sober living homes and/or respite care.

Addressing the emergency shelter and transitional housing needs of homeless persons

There is no shelter or transitional housing located in the City of Glendora. However, the City contract with LA CADA outlined in the prior section includes eight shelter beds to be used specifically for Glendora residents. LA CADA and city staff also help sheltered and unsheltered homeless individuals get benefits like health insurance, Cal Fresh, and Social Security, and to replace vital documents at the DMV and Social Security offices. By getting homeless individuals the necessary documents and benefits, they are better prepared to move out of shelter/transitional housing and into more permanent housing.

The City received measure H funds through the San Gabriel Valley Council of Governments' (SCVCOG) Housing Solution Fund for FY 2023-2024 and FY 2024-2025. The City was awarded $50,000.00 in December 2023 to use in FY 2024-2025 and an additional $50,000.00 to be used in FY 2024-2025. This grant was intended to provide one-time financial assistance to help eligible households obtain permanent housing or retain their current housing.

The City has been utilizing allocations from its General Fund to continue to fund programs operated by LA CADA. The Human Services Manager directly oversees homeless programming and is supported by the Human Services Supervisor who coordinates with regional service providers in other cities. Case managers and homeless navigators collaborate with the community members experiencing homelessness to determine their greatest needs and coordinate supportive services to bring them closer to interim and permanent housing opportunities.

Helping low-income individuals and families avoid becoming homeless, especially extremely low-income individuals and families and those who are: likely to become homeless after being discharged from publicly funded institutions and systems of care (such as health care facilities, mental health facilities, foster care and other youth facilities, and corrections programs and institutions); and, receiving assistance from public or private agencies that address housing, health, social services, employment, education, or youth needs

In FY 2024-2025, the City received $50,000.00 in Measure H funds from the San Gabriel Valley Council of Governments (SGVCOG). These funds are used to provide one-time emergency assistance to help households obtain housing or avoid homelessness by retaining existing housing.

In FY 2024-2025, the City received $50,000.00 in Measure H funds from the San Gabriel Valley Council of Governments (SGVCOG). These funds were used to provide one-time emergency assistance to help households obtain housing or avoid homelessness by retaining existing housing. Since utilizing these funds, staff have established procedures to screen households for assistance and have strengthened relationships with regional providers like Catholic Charities, the Society of St. Vincent de Paul, the YWCA, and Shepherd's Pantry to refer households to additional support. After approval of the new LA County sales tax, Measure A, the City of Glendora has applied for funding to continue to provide, among other services, homelessness prevention assistance. These requests are currently pending.

Helping homeless persons (especially chronically homeless individuals and families, families with children, veterans and their families, and unaccompanied youth) make the transition to permanent housing and independent living, including shortening the period of time that individuals and families experience homelessness, facilitating access for homeless individuals and families to affordable housing units, and preventing individuals and families who were recently homeless from becoming homeless again

The collaborations noted above include services that assist in the transition to permanent housing and independent living, including shortening the period that individuals and families experience homelessness, facilitating access for homeless individuals and families to affordable housing units, and preventing individuals and families who were recently homeless from becoming homeless again.

CR-30 - Public Housing 91.220(h); 91.320(j)

Actions taken to address the needs of public housing.

No public housing is located in the City of Glendora; therefore, there were no actions taken to address the needs of public housing.

Actions taken to encourage public housing residents to become more involved in management and participate in homeownership.

No public housing is located in the City of Glendora; therefore, there were no actions taken to encourage public housing residents to become more involved in management and participate in homeownership.

Actions taken to provide assistance to troubled PHAs.

The Housing Authority of the County of Los Angeles (HACoLA) is identified as a High Performing Housing Authority according to the Agency's Action Plan; therefore, there were no actions taken to provide assistance to a troubled PHA.

CR-35 - Other Actions 91.220(j)-(k); 91.320(i)-(j)

Actions taken to remove or ameliorate the negative effects of public policies that serve as barriers to affordable housing such as land use controls, tax policies affecting land, zoning ordinances, building codes, fees and charges, growth limitations, and policies affecting the return on residential investment. 91.220 (j); 91.320 (i)

The City implements a Housing Element consistent with California State law to remove barriers to affordable housing and take actions to reduce costs and/or facilitate the development of safe, high-quality affordable housing. Glendora actively implements services and incentives to remove governmental constraints on housing. The City offers a one-stop streamlined permitting process to facilitate efficient entitlement and building permit processing and additional local and regional incentives to foster affordable housing development, such as the State density bonus law. However, despite the City’s best efforts, the provision of affordable housing may be constrained by market and county, state, and federal policies. These constraints, which are out of the City’s control, often affect lower- and moderate-income households with limited resources disproportionately.

City will continue to foster affordable housing development in the community through incentives such as density bonuses for affordable housing, mixed use development, and lot consolidation. The City has updated its Housing Element for the 2021-2029 planning period. The 2021-2029 Housing Element was adopted by the City Council and was determined to be in compliance by the State of California Department of Housing and Community Development in August 2023.

Actions taken to address obstacles to meeting underserved needs. 91.220(k); 91.320(j)

As previously mentioned, in FY 2024-2025, the City used County of Los Angeles Measure H grants in collaboration with four other San Gabriel Valley cities to provide case management services to assist persons experiencing homelessness. Additionally, the City annually uses CDBG funds to support the fair housing program that targets many of the City's underserved residents. Providing fair housing services is an important homeless prevention strategy, allowing many residents equal accesses to housing and assisting those facing unfair treatment in the housing market. Underserved or vulnerable populations in Glendora include the elderly, disabled, homeless and at-risk homeless families and individuals.

The City provides supportive services to underserved groups through its existing network of public and nonprofit service agencies, along with the City's Community Services Department. Although Measure H funds were exhausted in FY 2024-2025, the City will continue working with the four other San Gabriel Valley cities to provide case management services to assist the homeless through other funding sources.

Actions taken to reduce lead-based paint hazards. 91.220(k); 91.320(j)

The City previously provided lead-based paint hazard testing through rehabilitation programs. The rehabilitation programs are no longer offered.

Actions taken to reduce the number of poverty-level families. 91.220(k); 91.320(j)

The network of existing agencies in the City provides social services to families below the poverty level.

Actions taken to develop institutional structure. 91.220(k); 91.320(j)

City's Planning Department manages CDBG programs. City staff consult HUD staff and attend HUD training to craft a cost-effective CDBG program. City staff will continue to communicate and work with HUD staff to implement the CDBG program and develop institutional structure.

Actions taken to enhance coordination between public and private housing and social service agencies. 91.220(k); 91.320(j)

The City will continue to coordinate with public and private housing and services agencies to deliver housing and community development activities in the community. Various agencies will continue to be invited to attend public meetings to provide input related to the CDBG program.

Identify actions taken to overcome the effects of any impediments identified in the jurisdictions analysis of impediments to fair housing choice. 91.520(a)

The City's updated Housing Element for the 2021-2029 planning period was certified by the State Department of Housing and Community Development (HCD) in 2023. The City will work towards implementing the goals, policies and programs identified in the Housing Element as well as completing any rezoning within the time period outlined in the Housing Element.

The City updated its Analysis of Impediments (AI) to Fair Housing Choice in FY 2017-2018, and the City continues to address impediments identified in the AI to comply with the Fair Housing Act's requirement that each Grantee take steps to Affirmatively Further Fair Housing. Impediments identified in the 2018 AI include a need for increased outreach and education activities, monitoring real estate advertisement, investigation of housing discrimination claims and violations, and monitoring of lending practices.

CDBG funds are used to contract with the Housing Rights Center (HRC) annually to operate the Fair Housing program and maintain access to fair housing information and assistance for residents. HRC provides fair housing services and landlord/tenant information to all residents who request counseling, resource referral, complaint investigation, and public education on all forms of housing discrimination. These services help prevent/reduce housing discrimination, predatory lending, and hate crimes in the City of Glendora.

During FY 2024–2025, a total of 48 Glendora residents received fair housing services through a CDBG-funded contract with the Housing Rights Center. Of those assisted, 33 were extremely low-income, 10 were very low-income, and three were low-income. In addition, seven persons were disabled, three were from female-headed households, two were at risk of homelessness, and nine were seniors. These accomplishments are not reported in IDIS since the activity is funded under the Administration cap.

CR-40 - Monitoring 91.220 and 91.230

Describe the standards and procedures used to monitor activities carried out in furtherance of the plan and used to ensure long-term compliance with requirements of the programs involved, including minority business outreach and the comprehensive planning requirements.

Monitoring of other agencies was not conducted as the City does not have any subrecipients. The Community Development Department has executed a memorandum of understanding (MOU) with the Public Works Department to ensure compliance with CDBG regulations and other cross-cutting regulations for CDBG-funded infrastructure projects.

The City has a contract with The Housing Rights Center for fair housing services and quarterly reports are received and reviewed to ensure services are being offered to the community as required. All other CDBG and CDBG-CV activities are operated and managed internally by City staff.

Citizen Participation Plan 91.105(d); 91.115(d)

Describe the efforts to provide citizens with reasonable notice and an opportunity to comment on performance reports.

The Draft CAPER was available for the required 15-day public review from September 8, through September 23, 2025. A notice was posted on the City's website and published in the newspaper on September 4, 2025. Proof of publication may be found in Appendix A. The City Council reviewed the document at their regularly scheduled meeting on September 23, 2025. No public comments were received at the City Council meeting or during the 15-day comment period.

CR-45 - CDBG 91.520(c)

Specify the nature of, and reasons for, any changes in the jurisdiction's program objectives and indications of how the jurisdiction would change its programs as a result of its experiences.

The activities undertaken in FY 2024-2025 were effective in serving the needs of Glendora residents. No changes were made during FY 2024-2025.

The City pursued all resources identified in the Consolidated Plan and did not hinder plan implementation by action or willful inaction.

Does this jurisdiction have any open Brownfields Economic Development Initiative (BEDI) grants?

No

[BEDI grantees] Describe accomplishments and program outcomes during the last year.

N/A

CR-45 - CDBG 91.520(c)

Specify the nature of, and reasons for, any changes in the jurisdiction's program objectives and indications of how the jurisdiction would change its programs as a result of its experiences.

The City did not make any changes in the program objectives in FY 2024-2025 and does not plan to change the program in FY 2025-2026.

Does this jurisdiction have any open Brownfields Economic Development Initiative (BEDI) grants?

[BEDI grantees] Describe accomplishments and program outcomes during the last year.

CR-58 – Section 3

Identify the number of individuals assisted and the types of assistance provided.

Section 3 compliance was triggered by the use of CDBG funds for the City's 2024 Street Improvement/Accessibility project.

Total Labor Hours	CDBG	HOME	ESG	HOPWA	HTF
Total Number of Activities	1	0	0	0	0
Total Labor Hours	930				
Total Section 3 Worker Hours	305				
Total Targeted Section 3 Worker Hours	0				

Table 7 – Total Labor Hours

Qualitative Efforts - Number of Activities by Program	CDBG	HOME	ESG	HOPWA	HTF
Outreach efforts to generate job applicants who are Public Housing Targeted Workers					
Outreach efforts to generate job applicants who are Other Funding Targeted Workers.					
Direct, on-the job training (including apprenticeships).					
Indirect training such as arranging for, contracting for, or paying tuition for, off-site training.					
Technical assistance to help Section 3 workers compete for jobs (e.g., resume assistance, coaching).					
Outreach efforts to identify and secure bids from Section 3 business concerns.					
Technical assistance to help Section 3 business concerns understand and bid on contracts.					
Division of contracts into smaller jobs to facilitate participation by Section 3 business concerns.					
Provided or connected residents with assistance in seeking employment including: drafting resumes, preparing for interviews, finding job opportunities, connecting residents to job placement services.					
Held one or more job fairs.					
Provided or connected residents with supportive services that can provide direct services or referrals.					
Provided or connected residents with supportive services that provide one or more of the following: work readiness health screenings, interview clothing, uniforms, test fees, transportation.					
Assisted residents with finding child care.					

Assisted residents to apply for or attend community college or a four year educational institution.					
Assisted residents to apply for or attend vocational/technical training.					
Assisted residents to obtain financial literacy training and/or coaching.					
Bonding assistance, guaranties, or other efforts to support viable bids from Section 3 business concerns.					
Provided or connected residents with training on computer use or online technologies.					
Promoting the use of a business registry designed to create opportunities for disadvantaged and small businesses.					
Outreach, engagement, or referrals with the state one-stop system, as designed in Section 121(e)(2) of the Workforce Innovation and Opportunity Act.					
Other. See actions taken in the Narrative below.	1				

Table 8 – Qualitative Efforts - Number of Activities by Program

Narrative

The numbers reported above are for the 2023 Street Improvement/Accessibility Project which was completed in FY 2024-2025. The City made efforts to include low-income workers in the 2023 Street Improvement/Accessibility project by distributing flyers about the project to the Elwood Apartments affordable housing project and to The Housing Rights Center. These organizations primarily serve low- and moderate-income residents who would qualify as Section 3 or Targeted Section 3 Workers. The City also posted the information on the City's website, at the City's Community Services counter, and at the public library. In addition, the construction contractor posted the flyer on the back of their work trucks.

APPENDIX A

Proof of Publication – 15-Day Public Comment Period

Public Comments

- No public comments were received.

APPENDIX B

CDBG FY 2024-2025 Project

2024 Street Improvement/Accessibility Map

Census Tract 4039.02, Block Group 1

San Gabriel Valley Examiner
709 E. Route 66 Ste. A
Glendora, CA 91740
626-852-3374

City of Glendora
Attn: City Clerk
116 E. Foothill Blvd.
Glendora, CA 91741

PROOF OF PUBLICATION
(201 5.5 C.C.P.)

STATE OF CALIFORNIA
County of Los Angeles

I am a citizen of the United States. I am over the age of eighteen years. I am not a party to the above-entitled matter. I am the principal clerk of the Publisher of the San Gabriel Valley Examiner, an adjudicated newspaper of general circulation printed and published weekly in the City of Glendora, County of Los Angeles. The San Gabriel Valley Examiner has been adjudged a newspaper of general circulation by the Superior Court of the County of Los Angeles, State of California, under the date of July 19, 1999, case Number KS 005341. The notice, of which the annexed is a true printed copy, has been published in each regular and entitled issue of said newspaper and not any supplement thereof on the following dates to wit:

September 4, 2025

I declare under penalty of perjury that the foregoing is true and correct.

Executed in the City of Glendora, Los Angeles County, California
On this 4th day of September 2025.

Signature

NOTICE OF AVAILABILITY
CONSOLIDATED ANNUAL PERFORMANCE EVALUATION REPORT
(CAPER) REVIEW PERIOD

NOTICE IS HEREBY GIVEN that the Fiscal Year 2024-2025 Consolidated Annual Performance Evaluation Report (CAPER) for the Community Development Block Grant (CDBG) Program will be available for a 15-day public review period beginning September 8, 2025, and ending September 23, 2025. The CAPER, along with comments from the public review, will be considered by City Council on September 23, 2025, at 7:00 p.m. in the City Council Chamber of City Hall, 116 E. Foothill Boulevard, Glendora, California.

PUBLIC REVIEW AND COMMENT PERIOD
All interested persons are invited to review and comment on the City's proposed Consolidated Annual Performance Evaluation Report (CAPER) for Fiscal Year 2024-2025.

Should you be unable to attend the public hearing, your comments must be made in writing and delivered to the Community Development Department. City staff can be contacted via email at scoria@cityofglendora.gov or by telephone at (626) 852-5252.

Further information and related documents on the Consolidated Annual Performance Evaluation Report (CAPER) for Fiscal Year 2024-2025, related Five-Year Consolidated Plan and Annual Action Plan will be available beginning September 8, 2025 and may be obtained or viewed on the City's website www.cityofglendora.org, under Departments: Community Development: Housing Authority/CDBG; and also at the Planning Counter and Office of the City Clerk, Glendora City Hall, 116 E. Foothill Boulevard Glendora, California, between the hours of 8:00 a.m. and 5:00 p.m. Monday through Friday exclusive of holidays through September 23, 2025.

If you challenge this action(s) in court, you may be limited to raising only those issues you or someone else raised in written correspondence delivered to the City Council.

Kathleen R. Sessman, MMC
City Clerk/Communications Director

Publish in the San Gabriel Valley Examiner on September 4, 2025. #GI01

STAFF REPORT

TO: Mayor and Council Members **DATE:** September 23, 2025

FROM: Recreation and Human Services **DISTRICT(S):** Citywide

SUBJECT: Update on Addressing Homelessness

RECOMMENDATION

That the City Council:

1. Receive an update on services provided and efforts undertaken to assist individuals experiencing homelessness in the City.

STRATEGIC FOCUS AREAS

Goal 6: Implement Strategic Homelessness Solutions (ISHS)

EXECUTIVE SUMMARY

This report serves as an update on the efforts taken and programs implemented by the City to address the challenge of homelessness. Staff have directed City resources toward direct assistance to unsheltered residents while also providing case management, referrals, and financial assistance to housed residents experiencing housing instability. With major changes taking place impacting funding sources and the broader system of homeless service delivery, City homeless programs have remained consistent in their approach to addressing homelessness. The efforts and programs implemented to date reflect the City's response to ongoing concerns related to the challenge of homelessness in Glendora, through a proactive and holistic approach that balances maintaining order in public areas while providing individuals experiencing housing crises access to needed services.

LEGISLATIVE HISTORY / PREVIOUS ACTIONS

On March 25, 2025, the City Council received an update on the efforts undertaken to address homelessness in Glendora since September 2024. The City Council awarded a Professional Services Agreement to the Los Angeles Centers for Alcohol and Drug Abuse (L.A. CADA) in the amount of $262,500 a year for a two-year term for homeless services and temporary housing, with one optional one-year extension, for a not to exceed amount of $525,000.

On July 8, 2025, the City Council approved an exclusive rights to negotiate agreement with Mercy Housing, regarding development of property at 1762 Dale Road, to negotiate the terms of "Conveyance Documents" which will outline the specific terms of the development, including the number of affordable housing units, the income levels to be served, and the timeline for construction.

DISCUSSION

Homeless Count

The Greater Los Angeles Homeless Count is coordinated by the Los Angeles Homeless Services Authority (LAHSA) each year and executed by thousands of volunteers including City and County staff, homeless service providers, and community members. The Count fulfills the mandate of the United States Department of Housing and Urban Development (HUD) to take an inventory of individuals who are sheltered and unsheltered within a Continuum of Care (CoC). This data helps the government and service providers analyze trends and shifts in homelessness and respond with the appropriate resources. The 2025 count was held in Glendora on February 19th, and implemented by Human Services and LAHSA staff at the La Fetra Center. City Council members and Community Services Commissioners participated along with residents, county staff, and the Glendora Police Department.

The results of the PIT Count were evaluated by a team of researchers from the University of Southern California Suzanne Dworak-Peck School of Social Work, LAHSA and HUD, and were made available this summer. Multipliers were applied to the raw data collected the night of the count to account for variations in household size for observed dwellings such as vehicles and tents, where the number of individuals inside may be difficult to determine. The research team maintains that this provides the most statistically accurate view of homelessness at the Service Provider Area (SPA) level. Results indicate that unsheltered homelessness is declining county-wide by 4%, chronic homelessness is declining, and more people are accessing shelters. Results have also highlighted that throughout LA County, permanent housing placements have increased.

The City of Glendora's raw, or unadjusted, data help track trends at the local level. During the City's 2025 Count, 23 individuals were observed unsheltered, a 62% decrease since the previous year's tally (61 individuals). Likewise, 26 dwellings were counted this year, a 49% decrease since last year (51 dwellings). In SPA 3, there was a 2.98% decrease in the unsheltered count and a 7.79 % decrease in vehicle or improvised dwelling homelessness.

	Greater Los Angeles Homeless Count Raw Data			
	Region	Sheltered	Unsheltered	Dwellings
2024	Glendora	0	61	51
	SPA 3	357	1,275	1,156
	Los Angeles County	13,098	11,717	21,288
2025	Glendora	0	23	26
	SPA 3	496	1,237	1,066
	Los Angeles County	15,522	10,483	18,616

The City of Glendora will conduct its own detailed homeless count and survey with contractor, CityNet, on September 23rd and 25th, 2025. Funds have already been allocated for this expense through the Human Services Division budget. CityNet, the Glendora Police Department, L.A. CADA and Human Services staff will conduct this count and survey during the day and again in the evening to gather important data to better understand homelessness within the City. A detailed analysis of the count and survey results will be provided to the City and presented to the City Council by staff.

Funding And Homeless System Changes

In fiscal year 2024-2025, the City received a $50,000 Measure H grant from the San Gabriel Valley Council of Governments (SGVCOG) Housing Solutions Fund to supplement the City's own outreach and homelessness prevention programs. In the previous fiscal year, 2023-2024, the City had also received a grant award of $50,000. $21,397.17 remained unspent at the end of FY 2023-2024 so that balance was rolled-over into FY 2024-2025. The City was given an extension to spend down these grant funds by August 31, 2025 and staff spent $91,266.59 of this Measure H funding by this date.

Since the March City Council homeless update, the City spent $26,912.71 from this Measure H grant. One household was provided $1,655.89 in rental arrears to prevent an eviction and a gas card to offset employment transportation costs for the single parent. Another household was assisted with vehicle repairs so he could return to work and increase his income for his housing search. Motel vouchers were the most frequent expense and 14 unique individuals were provided a motel voucher with these funds, for a total of 306 nights. A youth was provided a motel stay while they waited for transitional housing to become available. They maintained employment, graduated from school, and are now stably housed through Sycamores' program and receiving ongoing case management support. A single-parent family was provided a motel voucher to facilitate a shelter placement and another unsheltered pregnant mother and partner were provided a voucher until their child was born. Two individuals fleeing domestic violence were provided a motel to facilitate shelter referrals and placement.

Housing Solutions Fund Expenses (Apr 2025 - Aug 2025)		
Expense Category	Households Served	Amount
Host Family Assistance	0	$0.00
Deposit/Rent Assistance	0	$0.00
Move-in Assistance (Furniture)	0	$0.00
Rental Arrears	1	$1,655.89
Motel Vouchers	10	$24,668.64
Miscellaneous	2	$588.18
	Total Spent:	**$26,912.71**

The table below highlights total expenses made from the Housing Solutions Fund grant between 2023 and 2025.

Total Housing Solutions Fund Expenses (2023-2025)		
Expense Category	Households Served	Amount
Host Family Assistance	2	$800.00
Deposit/Rent Assistance	9	$15,078.09
Move-in Assistance (Furniture)	7	$5,160.15
Rental Arrears	7	$10,704.84
Motel Vouchers	44	$57,336.38
Miscellaneous	13	$2,187.13
	Total Spent:	**$91,266.59**

On April 1, 2025, the Los Angeles County Measure A sales tax went into affect, repealing and replacing Measure H. This sales tax will fund affordable housing, mental health and addiction treatment, and services to children, families, veterans, domestic violence survivors, seniors, and disabled people experiencing homelessness. 60% of the funds raised with this tax will be allocated to comprehensive homelessness services through the Local Solutions Fund. Eligible uses of these funds include 1) Homelessness Prevention, Permanent Housing for People Experiencing Homelessness, Interim Housing, and services to expedite permanent housing placement; 2) Enhanced Interim Housing, such as recuperative care, Mental Health and Substance Abuse Services, and Case Management and Outreach Services; 3) Construction of new Affordable Housing, Preservation of Affordable Housing, Homelessness Prevention, and Technical Assistance related to Affordable Housing and Land Use.

The City of Glendora is eligible to receive $180,536 from this Local Solutions Fund and staff have submitted an application and proposed spending plan to the SGVCOG to receive these funds. Human Services staff requested that the following programs and services be funded with this Measure A revenue: homelessness prevention, move-in assistance, time-limited rental subsidies, motel vouchers, landlord incentives, problem solving, reunification support, and case management and outreach services.

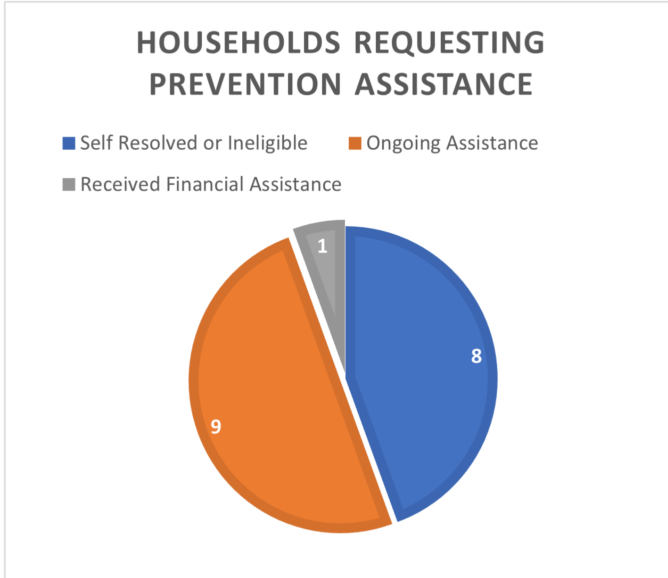
Revenue from the Measure A sales tax will be shared between LA County, councils of governments like the SGVCOG, the Los Angeles County Development Authority, cities, and the LA County Affordable Housing Solutions Agency (LACAHSA). 33.75% of Measure A funds will be allocated to LACAHSA, the new county agency created to 'fund, build and protect' affordable housing in LA County and will be funded with a mix of sources but primarily with Measure A funds. The City of Glendora will also be able to request Measure A funding from LACAHSA in addition to the Local Solutions Fund and staff will pursue these funding opportunities as they are available.

In addition to the creation of LACAHSA, in April 2025, the LA County Board of Supervisors voted to defund the Los Angeles Homeless Services Authority (LAHSA), shifting over $300,000,000 to the creation of a new county homeless services department. In July, 2025, the Board of Supervisors named this entity the LA County Department of Homeless Services and Housing (DHSH) and appointed its first Director, Sarah Mahin. The County is in the first phase of the department implementation which brings together the LA County CEO's Homeless Initiative and the Department of Health Service's Housing for Health team. The Housing for Health model is anticipated to be the model of the new Department's service delivery, providing a continuum of services from street outreach to permanent housing with a historical focus on health services.

The DHSH is expected to oversee coordination of LA County outreach services, interim and permanent housing programs, benefits assistance, homeless prevention and system coordination. It will also oversee clinical services to people experiencing homelessness, data & analytics, community engagement and external affairs related to policy, homelessness governance, and municipal relations. County leadership aims to officially establish DHSH by January 1, 2026. The County CEO's office expects that by July 1, 2026, full integration of County-funded programs and services administered by LAHSA will be complete. The County is soliciting public feedback on the details of this implementation and Measure A spending recommendations on how to address homelessness. Human Services Manager, Debbie Lopez, will attend a two-day workshop on October 22-23rd to participate in this process.

Preventing Homelessness

The Human Services Division has continued to provide preventative supportive services to residents who are at risk of losing their housing. These services require close coordination between City staff and social service organizations like the YWCA, Shepherd's Pantry, Catholic Charities, and Helping Hands Senior Foundation. Human Services staff at the La Fetra Center have noted an increase in requests from housed seniors in need of social services related to caregiving, meal delivery, utility assistance, and medical care coordination. Staff have helped families with minors connect to services ranging from rental assistance, shelter, employment, and legal aide. The majority of homeless prevention requests are followed by multiple conversations with Human Services staff to provide resources and referrals. Since April 2025, 18 requests for assistance have been received from households at imminent risk of unsheltered homelessness. Many of these households were given resources and information to help them self-resolve, and only 1 of these households (that were eligible for assistance) were provided financial assistance to prevent loss of shelter. This household received support with $1655.89 in rental arrears and a gas gift card to help the head of household save money on their employment commute. 8 households were either ineligible for assistance or self-resolved after resources were provided by staff.



Of the total households requesting homelessness prevention assistance and social service support since April, 2025, 67% were seniors. To best respond to this growing need Human Services staff have consulted with YWCA case management, who provides weekly on-site services to seniors at the La Fetra Center, and a DMH clinician who partners with the Glendora Police Department Mental Evaluation Team (MET). This group will begin meeting monthly to discuss the community's changing needs, available resources, and to facilitate referrals to appropriate services.

Addressing Community Concerns

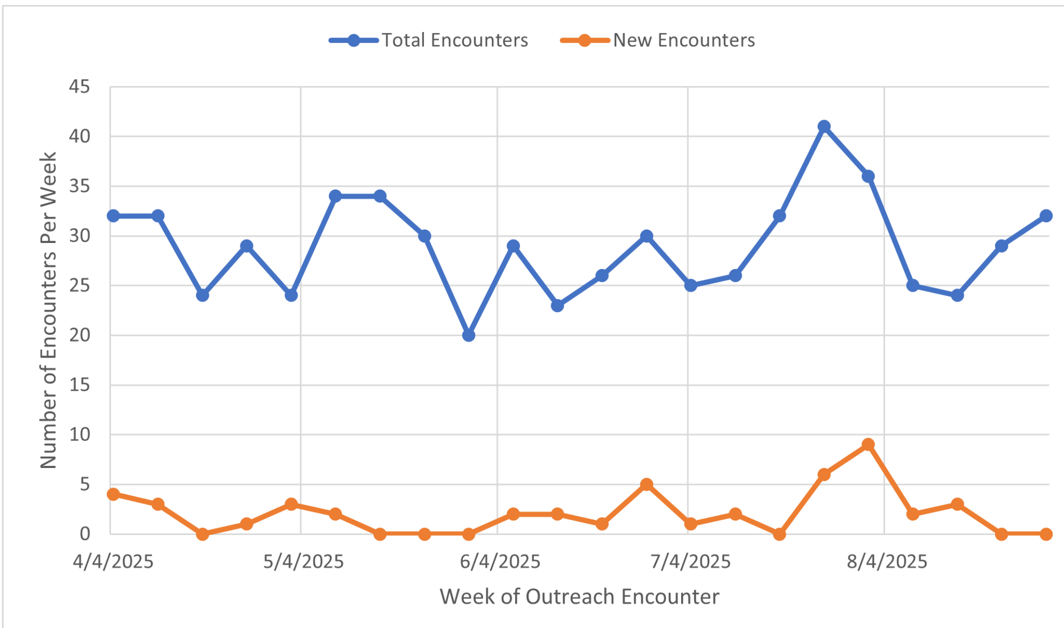
The City has continued to respond to homelessness-related community concerns through the balanced approach of maintaining public safety while providing a range of social services and progressive, trauma-informed, rapport building with individuals experiencing housing crises. A Homeless Task Force, comprised of Human Services staff, Glendora Police Department Community Impact Team (CIT) members, a Department of Mental Health (DMH) clinician and L.A. CADA outreach workers meet monthly to discuss current homeless related concerns. The DMH clinician accompanies a CIT officer each week as part of the Mental Evaluation Team (MET) program, conducting community-based crisis intervention, assessments, and mental health holds, as appropriate. This team responds to all mental health crisis calls regardless of housing status. This multi-disciplinary approach allows staff to understand local homelessness from different perspectives and provide interventions to individuals who may be housed but at-risk of homelessness, those who are currently without shelter, and those who have obtained housing but may need additional support. While the entire Glendora Police Department responds to homelessness related issues throughout the city, the department's CIT gives particular attention to these areas such as camping on private property, crime, litter, and mediating wildfire risks. The CIT is expanding by adding two additional members this month.

City departments have continued to coordinate with each other to respond to concerns expressed by residents which include encampments near residential communities and public open spaces, trash accumulation, and reports of behavior creating a public disturbance. Since the March 2025 update, there was one environmental services cleanup at multiple sites throughout the city. The total cost of this trash, debris, and biohazard material removal and remediation was $10,000.

Outreach and Outcomes

The L.A. CADA outreach team is the primary method of providing supportive services to unsheltered residents of Glendora. Their full-time presence in the community allows them to build relationships with chronically unsheltered individuals and facilitate appointments to obtain documentation, access healthcare, and connect with employment and other benefits. This team provides comprehensive support that works to address common barriers to housing, including lack of transportation, low and fixed incomes, lack of community support and advocacy to navigate heavily bureaucratic systems.

L.A. CADA documents client progress and provides weekly updates to City staff about the type and quantity of services provided, allowing the City to track and respond to changing trends quickly. The graph below shows the trend in the number of total outreach encounters the LA CADA team has had between April 2025 and August 2025 and the number of encounters with new individuals during the same period. During this period there were 637 total encounters, 46 of which were new encounters. A new encounter is an intentional interaction, with an individual not already contacted, to provide or offer services meant to address basic needs and move the individual closer to housing. The majority of encounters are follow-ups with existing clients, however, and the same individual may have multiple services provided in a given week.



Human Services staff utilize GIS outreach data to target areas of higher concentrations of homelessness. Outreach staff, for example, are currently making consistent efforts to engage with unsheltered individuals weekly along Lone Hill Avenue and the 210 Freeway. Due to limited public access around these areas there is less visibility to the public and individuals may not be engaged as frequently with outreach services. The Glendora PD Community Impact Team has been essential in helping outreach staff access these areas and build rapport with individuals who may otherwise remain isolated from the public. Since April, 2025, the team has helped 7 households (9 individuals) obtain interim housing. The team has also facilitated 39 health services and 58 benefits-related services.

- The outreach team supported a high school student through their senior year and graduation with a motel voucher, food assistance, and employment resources. The youth was linked to a transitional housing program through the Coordinated Entry System and has confirmed that they are doing well and receiving ongoing case management support through their housing program.
- The outreach team has also continued to support another youth who had graduated from high school while experiencing homelessness last year. Staff have provided ongoing assistance since then with their education and employment goals.
- Another unsheltered individual who had stayed in the South Hills recreation area worked with outreach staff for months to transfer their benefits into Los Angeles County to ensure his eligibility for a Medi-Cal funded

interim housing program. He has remained in contact with staff since his June placement and confirmed he has enrolled in a trade school, is actively pursuing employment, and is linked to behavioral health services.

- Outreach staff assisted a mother and adult son who were living in their vehicle as they attempted to access housing and health services. The son was linked to substance abuse services and staff supported him as he navigated residential treatment and planned his next steps.
- Two individuals have been matched to permanent supportive housing vouchers and staff have assisted both with navigating the application and eligibility process. Outreach staff helped one of these individuals move into their unit this month with support from the City to purchase household essentials and furniture

Motel Voucher Program

The City's motel voucher funding continues to be utilized as a strategic intervention to assist unsheltered households in progressing toward their housing goals. This resource may be offered to help someone transition into substance abuse treatment, interim housing, permanent housing, or to facilitate linkage to important health services. Motel vouchers have also been used as a form of crisis housing for unsheltered individuals during severe weather events. The table below shows motel vouchers provided since April 2025 and is inclusive of the city's Motel Voucher Program and funding from the SGVCOG Housing Solutions Fund grant.

Motel Expenses (Apr 2025-Jul 2025)	
Individuals Served	14
# of Nights	323
Average Night Cost	$81.37
Total Cost	$26,283.64

Motel vouchers have helped to facilitate linkage to shelter, substance abuse treatment and permanent housing. The table below shows how motel vouchers have been utilized to reach these outcomes since the last City Council update.

Housed with Use of Motel Vouchers (Apr 2025-Aug 2025)			
	Permanent Housing	Interim Housing	Substance Use Treatment
Total Housed	0	9	1
Housed with Use of Motel Voucher	0	5	0

Community Engagement/Partnerships

The City has continued to provide services to residents by partnering closely with local organizations, churches, and individuals. Staff have received donated gift cards from community members that are used to support unsheltered individuals and build rapport when staff are attempting first encounters. Clients are transported by staff to Shepherd's Pantry where they can receive food and clothing assistance monthly. Staff have also coordinated closely with Glenkirk Church who has provided space for individuals to shower and receive hygiene supplies. Through this relationship, individuals that are working with the homeless services team confirm appointments each week to receive a shower, are transported to Glenkirk Church by outreach staff, and transported off the property after which the outreach team regularly schedules follow-up appointments.

Human Services staff at the La Fetra Center receive referrals for outreach or rental assistance from walk-in visitors or calls from City Hall, the Glendora Library, or Glendora Police Department. In addition to word-of-mouth referrals for assistance, the seasonal Glendora Report, the City's Homelessness and Community Outreach website, and social media remain avenues for community members to learn how to contact homeless services staff to receive support. Through phone (626-852-5200) or email (homelessness@CityOfGlendora.gov), homeless services staff receive referrals for assistance, concerns about encampments, and questions about how to volunteer and give back to the community.

Staff engaged with the community and City events like the Earth Day Festival and National Night Out events at Finkbiner Park. Human Services staff continue to attend ongoing monthly care coordination meetings held by Service Provider Area (SPA) 3 lead homeless service providers, Union Station Homeless Services (USHS) and Sycamores Child & Family Services, to discuss updates to Coordinated Entry System (CES) resources and programs available to the adult, family, and youth populations. Staff coordinate with public, private, and nonprofit partners including Citrus College, Glendora Unified School District, Glendora Ministerial Association, multiple Los Angeles County Departments (Health Services, Mental Health, Public Social Services), Foothill Family Services, Foothill Unity Center, LAHSA, USHS, Veteran Administration, Volunteers of America, and the YWCA, among others.

FISCAL IMPACT

There is no fiscal impact associated with the recommended actions.

ENVIRONMENTAL DETERMINATION

There are no CEQA impacts associated with the recommendations in this report.

Prepared by	Erik Deurmeier, Human Services Supervisor
Concurred By	Not Applicable
Reviewed by	John Aguirre, Recreation and Human Services Director
Certified to Availability of Funds	Kyle Johnson, Finance Director/City Treasurer
Approved by	Adam Raymond, City Manager
Legal Review	Danny Aleshire, City Attorney
CEQA Review	Not Applicable

ATTACHMENTS:

A. Homeless Update Staff Report 03-25-2025
B. Greater LA Homeless Count Results 2025
C. Homeless Update Presentation 09-23-2025

Attachments

A_Homeless_Update_Staff_Report_03-25-25.pdf

B_Greater_LA_Homeless_Count_Results_2025.pdf

C_Homeless_Update_Presentation_09-23-2025.pdf

STAFF REPORT

TO:	**Mayor and Council Members**	**DATE:**	**March 25, 2025**
FROM:	**Recreation and Human Services**	**DISTRICT(S):**	**Citywide**
SUBJECT:	**Update on Addressing Homelessness**		

RECOMMENDATION

That the City Council:

1. Receive an update on services provided and efforts undertaken to assist individuals experiencing homelessness in the City;
2. Award a Professional Services Agreement to the Los Angeles Centers for Alcohol and Drug Abuse (L.A. CADA) in the amount of $262,500 a year for a two-year term for homeless services and temporary housing, with one optional one-year extension, for a not to exceed amount of $525,000; and
3. Authorize the City Manager, or his designee, to execute the two-year Professional Services Agreement with L.A. CADA with one optional one-year extension, including making minor non-substantive changes.

STRATEGIC FOCUS AREAS

- Goal 6: Implement Strategic Homelessness Solutions (ISHS)

EXECUTIVE SUMMARY

This report serves as an update on the efforts taken and programs implemented by the City to address the challenge of homelessness. Staff have directed City resources toward direct assistance to unsheltered residents while also providing case management, referrals, and financial assistance to housed residents experiencing housing instability. The efforts and programs implemented to date reflect the City's response to ongoing concerns related to the challenge of homelessness in Glendora, through a proactive and holistic approach that balances maintaining order in public areas while providing individuals experiencing homelessness access to needed services. To continue providing these services staff recommend that the City Council award a Professional Services Agreement to the Los Angeles Centers for Alcohol and Drug Abuse (L.A. CADA) to continue providing homeless services and temporary housing.

LEGISLATIVE HISTORY / PREVIOUS ACTIONS

On September 24, 2024, the City Council received an update on the efforts undertaken to address homelessness in Glendora since April 2024. The City Council accepted the FY 2024-2025 Grant Award from the San Gabriel Valley Council of Governments Housing Solutions Fund (SGVCOG HSF) in the amount of $50,000 and approved an increase in estimated revenues and a supplemental appropriation of $50,000 in the Measure H Fund (245) for the SGVCOG HSF Grant Award.

On December 2 and 3, 2024, the City Council held a City Council Retreat during which they reviewed the City's Strategic Plan goals and reviewed potential goals for the 2025-2027 Strategic Plan, including homelessness related priorities.

DISCUSSION

Since the September 2024 City Council update on the efforts to address homelessness in Glendora, Human Services staff, Los Angeles Centers for Alcohol and Drug Abuse (L.A. CADA) staff, and the Glendora Police Department Community Impact Team (CIT) have continued to provide services to community members experiencing homelessness or being at-risk of homelessness. This homeless services team, which includes a clinician from the Department of Mental Health who partners with CIT officers once a week, maintains a consistent presence in the community's residential, commercial, and wilderness areas.

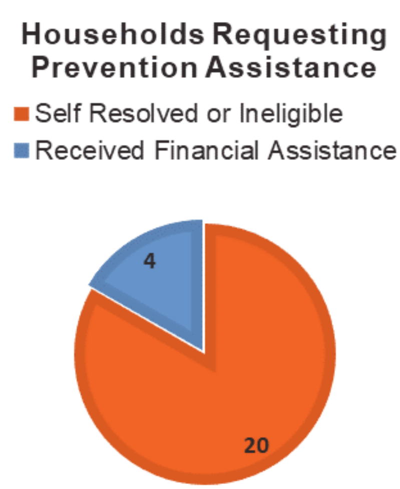
While the needs of each individual vary, staff provide a standardized screening for new clients which includes questions about the individuals' demographic details, income, housing barriers, health concerns, and history of benefits and services already attempted. Staff then work with the individual to create a housing and stability plan that may include referrals to partner agencies that specialize in their needs. Services offered directly by staff include assistance obtaining vital documents (identification, social security cards, birth certificates), assistance with applying for health insurance, food, or cash aid, obtaining health appointments and transportation to these appointments, obtaining food and clothing, applying for housing, applying for employment, mediation between the individual and family members, accessing education, transportation benefits, and food gift cards. Staff can provide referrals to clients that include programs facilitating social security applications, legal aid services, immigration services, employment agencies, referrals to shelter, and population-specific case management including those for youth, families, and veterans.

Preventing Homelessness

The Human Services Division oversees services that support both unsheltered residents served by L.A. CADA and housed residents who are at imminent risk of losing their housing. Both populations include households with a variety of physical, economic, and social needs. Staff have worked closely with single adults, who make up the majority of this population, families with young children, youth enrolled in Glendora Unified School District (GUSD) schools, and seniors.

From the LA Fetra Center, Human Services and L.A. CADA staff have been able to increase their visual presence in the community while also responding quickly to referrals throughout the City. Many of the referrals received from residents at risk of homelessness are the result of relationships with visitors to the La Fetra Center or partnerships built with community groups like Shepherd's Pantry, GUSD, and local faith communities. This close proximity to recreation and social service programs already serving older adults and individuals with disabilities has allowed staff to engage with and support vulnerable households.

The majority of homeless prevention requests are followed by multiple conversations with Human Services staff to provide resources and referrals. Since September 2024, 24 requests for assistance have been received from households at imminent risk of unsheltered homelessness. Many of these households were given resources and information to help them self-resolve, and only four of these households (that were eligible for assistance) were provided financial assistance to prevent loss of shelter.



Grant Funding

The City continues to supplement its outreach and homelessness prevention programs with a $50,000 grant received from the San Gabriel Valley Council of Governments (SGVCOG) Housing Solutions Fund. This funding, which has been particularly essential in supporting residents at risk of homelessness, must be spent by May 30, 2025.

Housing Solutions Fund Expenses (Sep 2024-Feb 2025)		
Expense Category	Households Served	Amount
Host Family Assistance	1	$400.00
Deposit/Rent Assistance	4	$6,803.72
Move-in Assistance (Furniture)	3	$2,570.93
Rental Arrears	2	$3,758.00
Motel Vouchers	13	$5,342.80
Miscellaneous	3	$194.95
	Total Spent:	**$19,070.40**

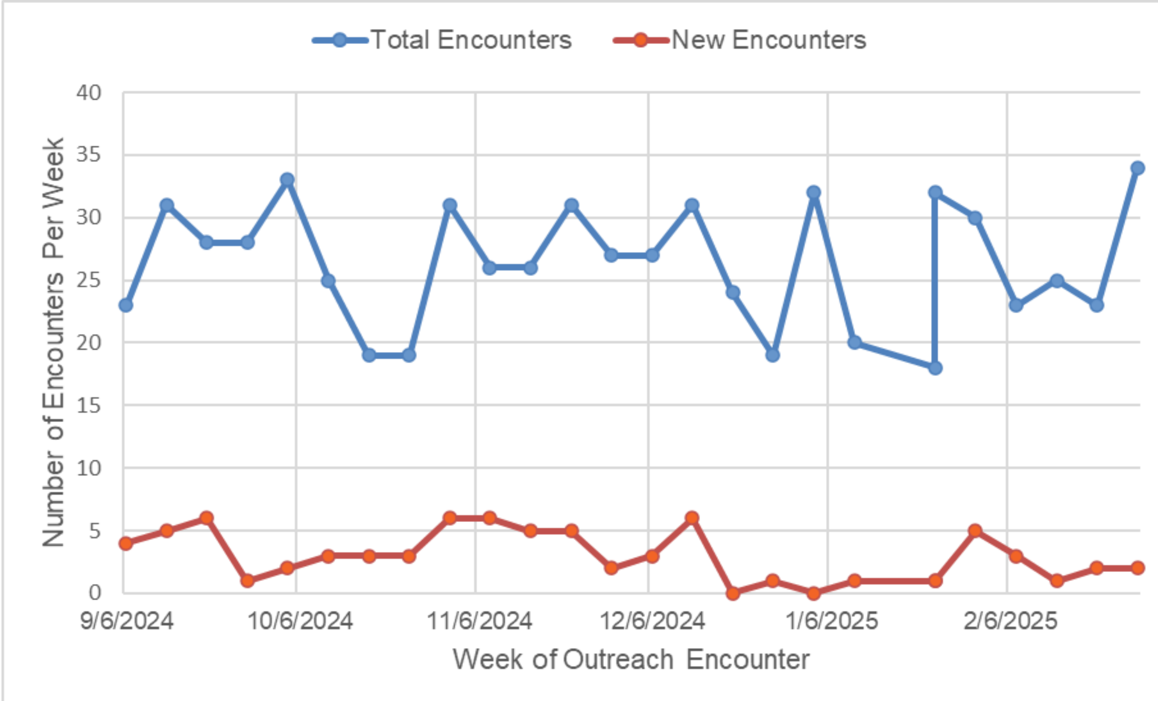
- From September 2024 to February 2025, Human Services staff provided 50 motel voucher nights with these funds. With the use of these short-term motel vouchers, one household obtained permanent housing, five households (nine individuals) obtained interim housing, and one person was linked to substance abuse treatment.

- These households include a family fleeing from domestic violence, two pregnant women and their partners, and a youth who left an abusive home environment. A veteran with multiple health issues was connected to interim housing and Veteran Affairs (VA) services. Another chronically homeless veteran moved into permanent housing and had new furniture purchased through these funds.

Outreach and Outcomes

The L.A. CADA outreach team is the primary method of providing supportive services to the unsheltered residents of Glendora. Their Monday-Friday full-time presence in the community allows them to build on relationships with chronically unsheltered individuals and facilitate appointments to help clients obtain documentation, access healthcare, and connect with employment and other benefits. This team provides comprehensive support that works to address common barriers to housing, including lack of transportation, low and fixed incomes, lack of community support and advocacy to navigate heavily bureaucratic systems.

L.A. CADA staff document client progress and provide weekly updates to City staff about the type and quantity of services provided, allowing the City to track and respond to changing trends quickly. Overall, L.A. CADA staff have interacted with 561 unique individuals. The graph below shows the trend in the number of total outreach encounters the LA CADA team has had between September 2024 and February 2025 and the number of encounters with new individuals during the same period. During this period there were 685 total encounters, 77 of which were new encounters. A new encounter is an intentional interaction, with an individual not already contacted, to provide or offer services meant to address basic needs and move the individual closer to housing. The majority of encounters are follow-ups with existing clients, however, and the same individual may have multiple services provided in a given week. An example of this may include meeting “Client A” on Monday and referring them to a shelter (New Encounter #1). “Client A” may meet with staff again on Tuesday for a DMV appointment (Encounter #2), and again on Friday for assistance applying for health insurance (Encounter #3).



The City entered into its two-year homeless services street outreach contract with L.A. CADA in 2022 and opted to extend the contract an additional year. The outreach team has had notable successes in obtaining housing and shelter for some of the most vulnerable individuals in the city. The majority of the clients encountered by the LA CADA team have experienced chronic homelessness, which is defined as any individual who has been homeless for 12 consecutive months or more, often in Glendora. Since the start of their contract, the team helped one individual who has lived without shelter for 10 years and another individual who had been unsheltered for over 20 years obtain permanent supportive housing. Another individual with mental health conditions and a substance abuse disorder obtained a housing choice voucher and was assisted moving into their new unit. Another individual living in their vehicle for over 20 years was assisted with obtaining an income-based affordable housing unit and they were also given move-in assistance. These outcomes were all the result of many encounters with each individual to build rapport, overcome housing barriers, make multiple attempts to connect to supportive services, and countless hours of advocacy.

The relationships built with the unsheltered has laid the foundation for ongoing successes as the team continues to make its presence felt throughout the City. From July 2023 to February 2025, when LA CADA began its operations in Glendora, there were 23 permanent housing successes, 48 individuals who obtained interim housing and 9 individuals who were connected to substance abuse treatment services. This current contract extension will expire April 30, 2025, and staff are recommending that the City Council approve the same contract with L.A. CADA with a five percent increase to $525,000 for two-years, with one optional one-year extension. As part of this contract, L.A. CADA will continue to provide two full-time outreach workers to the city.

The services L.A. CADA provides are complemented by funding sources from the previously discussed SGVCOG Housing Solutions Fund grant and the City's own homeless assistance and motel voucher program funding. Staff have used City homeless assistance funding to respond to a range of needs from the unsheltered community: hygiene supplies, emergency clothing, food and thrift store vouchers, transportation, and move-in assistance. Staff has also used this funding previously to cover transportation costs for individuals reuniting with family out of the area. The City's motel voucher funding continues to be utilized as a strategic intervention, as well, to assist unsheltered households in progressing toward their housing goals. This resource may be offered to help someone transition into substance abuse treatment, interim housing, permanent housing, or to facilitate linkage to important health services. Motel vouchers have also been used as a form of crisis housing for unsheltered individuals during severe weather events. The table below shows motel vouchers provided since September 2024 and is inclusive of the city's Motel

Voucher Program and funding from the SGVCOG Housing Solutions Fund grant.

Motel Expenses (Sep 2024-Feb 2025)		
Individuals Served	Room Nights	Amount
25	143	$11,995.18
	Average Cost Per Night:	$83.88

Since September 2024, two households (three individuals) obtained permanent housing. During this same period 15 households (17 individuals) obtained interim or host housing. Two individuals accepted substance use treatment/detox services. Outreach staff provided 40 health related support services, and 71 services related to obtaining or renewing a client's benefits. The motel voucher program has increased the success of the City's homeless service efforts. It has been an important strategic tool to address basic needs and facilitate linkage to shelter, substance abuse treatment and permanent housing. The table below shows how often motel vouchers are utilized to reach these outcomes.

Outcomes Facilitated by Motel Vouchers (Sep 2024-Feb 2025)			
	Permanent Housing	Interim/Host Housing	Substance Abuse Treatment
Total Outcomes	2	15	2
With Motel Voucher	1	10	1

Some success stories are noted below:

- Concerned residents referred an individual to outreach staff, with multiple health concerns who was unsheltered in front of their homes. Upon engaging the individual staff realized he was a veteran who had no access to his benefits and who had discharged from the hospital in need of shelter, clothing, and food. Staff provided the veteran with clothing, food, and a shelter referral. While staff connected him to a Veteran's Affairs (VA) representative, he was provided a night in a motel and was transported to his shelter where VA staff followed-up with him for ongoing support.

- A mother fleeing from domestic violence requested emergency shelter after she had exhausted all other resources. Human Services and LA CADA staff engaged her quickly and helped the family contact multiple shelters and domestic violence resources. Staff was unable to locate any shelters with immediate openings, so the family was provided a motel voucher while the mother and staff continued to search for availability. After two weeks of attempts, the family was linked to a shelter and LA CADA staff transported them safely to their intake.

- A veteran that staff had been assisting with obtaining his vital documents and a match to permanent supportive housing moved into his unit with staff assistance in October 2024. Staff purchased new furniture for his unit, took him shopping for new clothes and groceries, and helped him set up his new apartment. The veteran was appreciative of the city's support and has remained in contact with staff as he adjusts to his new home.

Housing Resources

With consistent follow-up staff are often successful addressing basic needs for their clients: healthcare, documentation, minimal cash and food assistance, medical and mental health services. Shelter, or interim housing, resources are more scarce locally, however, and the majority of successes are due to placement in programs outside of the San Gabriel Valley. One such program is Soul Housing, a Medi-Cal-funded transitional housing program. Clients who accept this resource are willing to relocate to Los Angeles or San Fernando Valley, share a room with up to 2 other adults, have their belongings searched upon entry to the property, limit personal belongings to two bags, and adhere to daily curfew. Those that refuse this resource usually cite a desire to remain close to family and friends and a preference for being unsheltered in a safe community over shelter in what they may consider a higher-risk environment.

Success obtaining permanent housing has become more difficult due to limited affordable housing opportunities. Staff strive to help each individual obtain the necessary documents to become eligible for Section 8 housing vouchers or, if possible, to identify and lease-up their own unit. However, due to the cost of housing and economic or social barriers faced by clients with homeless histories, staff often attempt to implement alternative housing plans that may include reunification with family members and helping clients find room rentals or shared housing. Because the Section 8 program is federally funded, the amount of vouchers received locally is impacted when federal funding is reduced. On average, a housing voucher match is a rare occurrence and may occur 1-2 times a year for Glendora clients.

Funding changes at the federal level are already starting to be felt locally. The Housing Authority for the City of Los Angeles (HACLA), for example, released a statement on March 6, 2025:

> "...Due to funding reductions in the Section 8 program, HACLA has announced the need to pause housing application processing for 3,300 families, a decision made with great difficulty and careful consideration of all possible alternatives. HACLA is working tirelessly to ensure that current voucher holders remain supported and families receiving housing assistance remain housed regardless of uncertainties in federal funding."

Staff continue to monitor to see how this impact will be felt at the county level and if there will be any decrease in voucher opportunities through the Los Angeles County Development Authority. The Los Angeles Homeless Services Authority (LAHSA) is currently the agency managing the matching and distribution of housing vouchers for unsheltered individuals. No clients have been matched to housing vouchers since July 2024.

Community Engagement

Human Services staff have continued to engage the community through City-wide events and smaller community group meetings to spread awareness about available homeless and housing services. This has included:

- November: Human Services, L.A. CADA and Officer Ed Meeker delivered a presentation on the City's homeless services program to Easter Seals, a nonprofit that provides health and human services to adults with disabilities. Staff received donated turkeys from First Christian Church and delivered them to households served by the city's homeless services programs.

- December: Staff received donated Christmas trees from The Wild Noble and delivered them to households served by the city's homeless services programs. Staff received donated gift cards from community members to distribute to unsheltered clients. Staff received donated hygiene kits from Glendora Friend's Church and Glenkirk Church to distribute to unsheltered clients.

- February: Staff participated in a panel discussion at the GUSD Teen Summit. The homeless services team gave a presentation on city homeless services to the Glendora Coordinating Council.

- March: Staff attended the San Gabriel Valley Consortium on Homelessness Housing Summit at the Buddhist Tzu Chi Temple. Staff gave a presentation on city homeless services to the Glendora Rotary Club.

- Staff continue to attend monthly San Gabriel Valley Council of Governments' Homeless Committee Meetings, San Gabriel Valley Consortium on Homelessness meetings and GUSD Student Attendance Review Board meetings.

Community Partnerships

The City continues to find success in its collaborative, community-based, approach to addressing homelessness, and continues to strengthen relationships with service providers, community stakeholders, and public and private resources. In addition to word-of-mouth referrals for assistance, the seasonal Glendora Report, the City's Homelessness and Community Outreach website, and social media remain avenues for community members to learn how to contact homeless services staff to receive support. Through phone (626-852-5200) or email (homelessness@CityOfGlendora.gov), homeless services staff receive referrals for assistance, concerns about encampments, and questions about how to volunteer and give back to the community.

Homeless services staff continue to attend ongoing monthly care coordination meetings held by Service Provider Area (SPA) 3 lead homeless service providers, Union Station Homeless Services (USHS) and Sycamores Child & Family Services, to discuss updates to Coordinated Entry System (CES) resources and programs available to the adult, family, and youth populations. Staff coordinate with public, private, and nonprofit partners including Citrus College, Glendora Unified School District, Glendora Ministerial Association, multiple Los Angeles County Departments (Health Services, Mental Health, Public Social Services), Foothill Family Services, Foothill Unity Center, LAHSA, USHS, Veteran Administration, Volunteers of America, and the YWCA, among others. Homeless services staff and outreach workers from L.A. CADA, work closely with partners like Glenkirk Church who have provided a local shower resource for Glendora residents, and Shepherd's Pantry which offers food and clothing resources, case management and faith-based services. These basic needs services are a valuable tool to build relationships with clients and help clients connect to community members interested in supporting city efforts.

Addressing Community Concerns

The City's collaborative partnership between Human Services, the Glendora Police Department and L.A. CADA, has provided a multi-disciplinary approach to addressing community quality of life concerns such as camping on private property, crime, litter and hygiene-related issues, and mediating wildfire risks. While the entire Glendora Police Department responds to concerns throughout the city, the department's Community Impact Team (CIT) gives particular attention to these areas. L.A. CADA's outreach team works closely with CIT officers in responding to requests for outreach and homeless services, particularly for those in crisis. An important component to their success is building relationships with individuals experiencing homelessness and working together to creatively find solutions to overcome barriers to housing. Our law enforcement officers are also responsible for assisting individuals experiencing homelessness when they become victims of crimes, as well as enforcing City laws and codes. They have been instrumental in addressing concerns from the housed community while also providing services and support to the unhoused community.

In June 2024 the United States Supreme Court ruled, in the Grants Pass v. Johnson case, to grant local cities more enforcement power to address homeless related concerns in public spaces, particularly camping and sleeping. This decision overturned previous protections for unsheltered individuals in the 9th Circuit given by the 2018 Supreme Court decision, Martin v. Boise. While cities are no longer required to offer shelter before enforcing camping ordinances city staff remain committed to offering services to individuals experiencing homelessness and providing the ongoing support needed to help navigate the limited housing resources available.

City staff undertake a proactive role to address the concerns related to homelessness and its impact on quality of life within the community. City departments have increased coordination to direct community concerns to the appropriate bodies. Some concerns expressed by residents include encampments near residential communities and public open spaces, trash accumulation, and reports of behavior creating a public disturbance. Since the September 2024 update, five cleanups of encampments in and around frequently used public spaces in the City have been undertaken. These locations included wilderness areas in the South Hills, CalTrans property near Lone Hill Ave, and residential neighborhoods adjacent to Glendora Ave. The total cost of this trash, debris, and biohazard material removal and remediation was $30,759.55.

FISCAL IMPACT

The Professional Services Agreement with L.A. CADA for a two-year term to begin May 1, 2025. Sufficient budget is available in the FY2024-25 Adopted Midcycle Budget for the months of May and June in Measure E Fund 103 and Affordable Housing Fund 228. The remainder of the contract will be addressed with the FY2025-27 Two-Year Budget in Measure E Fund 103.

ENVIRONMENTAL DETERMINATION

There are no CEQA impacts associated with the recommendations in this report.

Prepared By	Erik Deurmeier, Human Services Supervisor
Concurs With	Debbie Lopez, Human Services Manager
Reviewed By	John Aguirre, Recreation and Human Services Director
Certified to Availability of Funds	Kyle Johnson, Finance Director/City Treasurer
Approved By	Adam Raymond, City Manager
Legal Review	Danny Aleshire, City Attorney
CEQA Review	Not Applicable

ATTACHMENTS:

A. September 24, 2024 Staff Report
B. Agreement for Contract Services with LA CADA
C. City Attorney Briefing on Grants Pass v. Johnson
D. Homelessness Update Presentation 03-25-2025

Los Angeles
HOMELESS SERVICES AUTHORITY

"We drive the collaborative strategic vision to create solutions for the crisis of homelessness grounded in compassion, equity, and inclusion".

2025 Homeless Count Data Release Key Messages

The 2025 PIT count shows **substantial movement off the streets, into shelter, and out of homelessness**. **For the second year in a row, we're seeing a trend of point-in-time homelessness declining in the region,** and our homeless services system continues to move people into permanent housing in greater numbers. This progress is thanks to our region's focused emergency response, innovative new programs, and the coordinated efforts of LAHSA, our partners at the City and County, and service providers working on the ground every day:

- Homelessness in LA County is down 4.0% to 72,308 and down 3.4% in the City of LA to 43,699
- Unsheltered homelessness is down 9.5% percent across the county, and down 7.9% in the city
  - Over the last two years unsheltered homelessness is down 14% across the county and 17.5% in LA city.
- Permanent housing placements reached an all-time high of 27,994 in 2024 — a 2.5% increase from the previous year
- All of this was made possible by the focus on encampment resolution and coordinated efforts between cities and the county, and the increase of permanent housing resources through time-limited subsidy slots and more project-based housing units coming online from HHH.

Although this year's results are hopeful, the number of people experiencing homelessness in our region remains unacceptably high, and the work isn't nearly done. Meanwhile, federal, state, and local funding cuts threaten the progress of our system going forward. In addition, economics continues to drive homelessness across the nation.

- Across the board in LA County, rent continues to be too high for too many people
  - According to the California Housing Partnership, nearly 500,000 households in LA County do not have access to an affordable home
  - In LA County, renters need to earn $49.58 per hour or 2.9 times the City of LA's minimum wage to afford the $2,578 average cost of a two-bedroom home
- Through Measure ULA in the City of LA and Measure A in LA County, voters chose to dramatically increase our region's investments in affordable housing and prevention.
- However, funding for critical tools like time-limited subsidies and access centers have been cut.
- In response, our community must come together to maintain our momentum and continue to move our unhoused neighbors inside and through the rehousing system into permanent housing.

LA County voters entrusted the homeless services system with a massive responsibility and the resources to address it. **We've done so much good with this investment, and as governance of our**

system shifts, key partners must continue to work in collaboration and use data to align our collective efforts around life-saving policies that are showing results.

- The coordinated focus on ending unsheltered homelessness is showing results: unsheltered homelessness is down 9.5% in the County and 7.9% in the City.
  - **Encampment resolution efforts are making a difference.**
    - Pathway Home: 56 encampment resolutions, 1,605 people in interim, 311 permanently housed (Data as of 7/1/2025)
    - Inside Safe: 104 encampment resolutions, 4,712 people in interim, 1,138 permanently housed (Data as of 5/31/2025)
- In 2024, LAHSA's systemic improvements and innovations allowed it to serve and move more people through the interim housing system.
  - New enrollments in interim housing increased by 8.9% to 39,952
  - Active participants in interim housing increased by 11.5% to 55,324
  - People moving from interim to permanent housing increased by 23.5% to 11,146
- LAHSA helped bring unprecedented innovation to our homeless response system.
  - **Master leasing:** LAHSA and providers are leasing up entire buildings, which lets us fully lease up buildings in just a few weeks, compared to a past average of 120 days.
  - **Housing location:** To increase the supply and access to available housing units and landlords, LAHSA is piloting a platform to track available housing inventory in real-time.
  - **Batch matching:** Multiple people are now identified for each unit through one universal housing application.
  - **Reimagining systems:** LAHSA is removing roadblocks to who gets rehoused, increasing speed by prioritizing people who are in the highest need, have documents ready, live near an open permanent unit, and are in contact with system staff.

Fast Facts

The Count remains best interpreted as a snapshot of homelessness at the regional level. It goes through extensive quality control in order to provide a countywide view and is generally not a useful guide to neighborhood-level homelessness. USC produces the final estimate by combining the precise sheltered counts with the estimates from the unsheltered count and the youth count.

LA County PIT Count: 72,308, -4.0%

- Unsheltered Count: 47,413, -9.5%
- Sheltered Count: 24,895, +8.5%

City of Los Angeles PIT Count: 43,699, -3.4%

- Unsheltered Count: 26,934, -7.9%
- Sheltered Count: 16,727, +4.7%

There were 12.6% fewer dwellings counted in the CoC this year:

- Cars: 3,019, -18.6%

- Vans: 2,690, -9.8%
- RVs: 6,282, -8.3%
- Tents: 3,453, -18.4%
- Makeshift Shelters: 3,158, -9.9%

Other key stats:

- There was a 13.9% decrease in people experiencing unsheltered chronic homelessness in the CoC.
- There was a decrease in most SPAs.

Other 2025 Homeless Counts

- Denver: +7.7%
- San Diego: -7%
- Santa Clara County (San Jose): +8.2% (preliminary data)
- Maricopa County (Phoenix): +3%

2025 Greater Los Angeles Homeless Count
Los Angeles County

Los Angeles County includes all of the county by combining reporting from the Los Angeles, Pasadena, Glendale , and Long Beach Continuums of Care (CoCs). Data from each CoC's Point-In-Time Count estimate the number and demographic characteristics of the homeless population on a single night in January/February 2025 and are reported to HUD. Data presented reflect the estimated number of persons unless labeled as a household count. If you have any questions about the data presented, please submit a ticket at https://lahsa.freshservice.com/support/home and include "HC 2025 Data Summary" in the subject line.

Population	Sheltered	Unsheltered	Total	Prevalence in Homeless Pop. (%)
TOTALS				
All Persons	24,895	47,413	72,308	100%
All Households	19,525	44,958	64,483	100%
HOUSEHOLD COMPOSITION *A Household has one or more members. A Family Household is composed of at least one minor (under 18), and at least one person over 18.*				
Individuals (those not in family units)	16,864	43,891	60,755	84%
Adults 25+	15,629	42,691	58,320	81%
Transitional Age Youth 18-24	1,197	1,181	2,378	3%
Unaccompanied Minors (under 18)	38	19	57	0%
Family Households (at least 1 child under 18)	2,661	1,067	3,728	6%
All Family Members	8,031	3,522	11,553	16%
Adult-headed Households	2,425	997	3,422	5%
Family Members 18+	3,099	1,573	4,672	6%
Family Members under 18 (children)	4,373	1,730	6,103	8%
Transitional Age Youth-headed Households	236	70	306	0%
Family Members 18-24	250	71	321	0%
Family Members under 18 (children)	309	148	457	1%
CHRONIC HOMELESSNESS *A household is considered chronically homeless if any members have (1) a long-term disabling condition; and (2) been homeless for 12 months or more within the last 3 years as specified by HUD.*				
People Experiencing Chronic Homelessness (all)	7,165	22,479	29,644	41%
AGE				
Under 18	4,720	1,897	6,617	9%
18 - 24	1,874	1,353	3,227	4%
25 - 34	4,719	8,773	13,492	19%
35 - 44	4,886	12,688	17,574	24%
45 - 54	3,660	10,842	14,502	20%
55 - 64	3,307	8,042	11,349	16%
65 and Over	1,729	3,818	5,547	8%

Data submitted to HUD by 06/13/2025
PDF created 7/14/2025

2025 Greater Los Angeles Homeless Count
Service Planning Area 3

Service Planning Area 3 covers the San Gabriel Valley within the boundaries of the Los Angeles Continuum of Care. Pasadena is excluded from this boundary. Data from the 2025 Greater Los Angeles Point-In-Time Count estimate the number and demographic characteristics of the homeless population on a single night in Feb 2025. Data presented reflect the estimated number of persons unless labeled as a household count. If you have any questions about the data, please submit a ticket at https://lahsa.freshservice.com/support/home including "HC 2025 Data Summary" as the subject.

A margin of error is the difference between an estimate and its upper or lower confidence bounds. Margins of error presented here are based on a 95 percent confidence level.

*This year, we introduce a **precision scale** to help the public understand the likelihood of the presented statistical estimate reflecting the state of homelessness on the night of the 2025 Homeless Count. The scale has four levels: Very Precise (VP), Moderately Precise (MP), Moderately Imprecise (MI), and Very Imprecise (VI). To determine the level of uncertainty, multiply the margin of error by 2. That number is then compared to the original unsheltered estimate to determine the precision level the estimate falls into.*

- *> Very Precise (VP) : The value is less than 15% of the estimate*
- *> Moderately Precise (MP) : The value is between 15% and 66% of the estimate*
- *> Moderately Imprecise (MI) : The value is between 66% and 130% of the estimate*
- *> Very Imprecise (VI) : The value over 1.3 times the estimate*

In the precision scale column, LAHSA has noted where on the scale each estimate falls. LAHSA does not recommend using estimates labeled as Very Imprecise. LAHSA also advises readers to use extreme caution when using Moderately Imprecise estimates. Both Imprecise categories are less likely to reflect state of homelessness for their population on the night of the Homeless Count.

Population	Total	Sheltered	Unsheltered		Margin of Error	Precision Scale	Prevalence in Homeless Pop. (%)
TOTALS							
All Persons	4,487	1,335	3,152	±	263	MP	100%
All Households	3,855	840	3,015	±	260	MP	100%
HOUSEHOLD COMPOSITION *A Household has one or more members. A Family Household is composed of at least one minor (under 18), and at least one person over 18.*							
Individuals (those not in family units)	3,556	601	2,955	±	260	MP	79%
Adults 25+	3,416	488	2,928	±	259	MP	76%
Transitional Age Youth 18-24	138	111	27	±	16	MI	3%
Unaccompanied Minors (under 18)	2	2	-	±	N/A	N/A	N/A
Family Households (at least 1 child under 18)	299	239	60	±	18	MP	8%
All Family Members	931	734	197	±	39	MP	21%
Adult-headed Households	277	220	57	±	17	MP	7%
Family Members 18+	365	274	91	±	48	MI	8%
Family Members under 18 (children)	513	413	100	±	29	MP	11%
Transitional Age Youth-headed Households	22	19	3	±	3	VI	1%
Family Members 18-24	25	22	3	±	5	VI	1%
Family Members under 18 (children)	28	25	3	±	3	VI	1%

Data as of 07/10/2025
PDF created 7/14/2025

2025 Greater Los Angeles Homeless Count
Service Planning Area 3

Population	Total	Sheltered	Unsheltered		Margin of Error	Precision Scale	Prevalence in Homeless Pop. (%)
CHRONIC HOMELESSNESS: *A household is considered chronically homeless if any members have (1) a long-term disabling condition; and (2) been homeless for 12 months or more within the last 3 years as specified by HUD.*							
People Experiencing Chronic Homelessness (all)	1,974	320	1,654	±	225	MP	44%
Chronically Homeless who are individuals	1,837	232	1,605	±	224	MP	41%
Chronically Homeless Family Members (all)	137	88	49	±	25	MI	3%
Chronically Homeless Youth (24 & under)	32	25	7	±	6	VI	1%
GENDER: *The categories below include persons who identify with the gender category alone or in combination with other genders; persons with multiple identities will be represented in multiple categories. Categories were updated based on HUD HMIS Data Standards.*							
Woman (or girl, if child)	1,608	736	872	±	198	MP	36%
Man (or boy, if child)	2,843	590	2,253	±	262	MP	63%
Culturally Specific Identity (e.g. Two-Spirit)	-	-	-	±	N/A	N/A	N/A
Transgender	22	10	12	±	25	VI	0%
Non-Binary	8	3	5	±	7	VI	0%
Questioning	10	-	10	±	22	VI	0%
Different Identity	-	-	-	±	N/A	N/A	N/A
RACE / ETHNICITY: *The categories below include persons who identify with the race/ethnicity category alone or in combination with other races/ethnicities; persons with multiple identities will be represented in multiple categories. Categories were updated based on HUD HMIS Data Standards.*							
American Indian, Alaskan Native, or Indigenous	266	19	247	±	329	VI	6%
Asian or Asian American	71	21	50	±	51	VI	2%
Black, African American, or African	1,171	448	723	±	365	MI	26%
Hispanic/Latina/e/o	2,527	742	1,785	±	575	MP	56%
Middle Eastern or North African	3	3	-	±	N/A	N/A	N/A
Native Hawaiian or Other Pacific Islander	16	12	4	±	8	VI	0%
White	1,122	428	694	±	206	MP	25%
AGE							
Under 18	543	440	103	±	29	MP	12%
18 - 24	197	161	36	±	16	MI	4%
25 - 34	950	237	713	±	161	MP	21%
35 - 44	1,002	210	792	±	244	MP	22%
45 - 54	1,073	138	935	±	200	MP	24%
55 - 59	257	61	196	±	147	VI	6%
60 - 61	78	24	54	±	63	VI	2%
62 - 64	177	23	154	±	102	VI	4%
65 - 69	156	25	131	±	75	MI	3%
70 - 79	52	14	38	±	53	VI	1%
80 and Over	2	2	-	±	N/A	N/A	N/A

Data as of 07/10/2025
PDF created 7/14/2025

2025 Greater Los Angeles Homeless Count
Service Planning Area 3

The following data are reported for 18+ population only.

Population	Total	Sheltered	Unsheltered		Margin of Error	Precision Scale	Prevalence in 18+ Homeless Pop. (%)
SEXUAL ORIENTATION							
Straight	3,756	831	2,925	±	266	MP	95%
Gay or lesbian	105	25	80	±	75	VI	3%
Bisexual	70	26	44	±	51	VI	2%
Questioning	13	13	-	±	N/A	N/A	N/A
HEALTH & DISABILITY *Health & disability indicators are not mutually exclusive; a single person may report more than one condition and thus be represented among more than one health & disability subpopulation.*							
Substance Use Disorder	904	138	766	±	216	MP	23%
HIV/AIDS	100	21	79	±	80	VI	3%
Serious Mental Illness	1,187	229	958	±	265	MP	30%
Developmental Disability	449	112	337	±	333	VI	11%
Physical Disability	1,059	148	911	±	194	MP	27%
DOMESTIC / INTIMATE PARTNER VIOLENCE							
DV/IPV Experience	1,666	242	1,424	±	342	MP	42%
Homeless Due to Fleeing DV/IPV	246	63	183	±	126	VI	6%

Data as of 07/10/2025
PDF created 7/14/2025

2025 Homeless Count:
Raw Data Totals

Glendora

Select City:
Glendora

Actual Persons Counted:

	2024	2025	Diff
Sheltered:	0	0	0
Unsheltered:	61	23	-38
Total Actual Persons:	61	23	-38

Improvised Dwellings Counted:

	2024	2025	Diff
Cars:	11	3	-8
Vans:	16	1	-15
RVs:	7	3	-4
Tents:	2	5	3
Makeshift shelters:	15	14	-1
Total Dwellings:	51	26	-25

Notes:

***** The data presented above are actual counts of the persons and improvised dwellings and have not been adjusted by a multiplier to estimate the persons living in the counted dwellings.

***** These actual counts of persons and improvised dwellings include data collected by volunteers the night of the count along with data collected by special outreach teams who canvass hard-to-reach and/or dangerous areas.

***** Sheltered counts do not include clients sheltered with vouchers or in programs with confidential addresses, such as shelters for clients fleeing domestic violence. Data for voucher-based programs, Inside Safe, and Pathway Home is also not available at the census tract level. Data for confidential sites is included only in summaries at the SPA-level or larger to protect their confidentiality.

UPDATE: ADDRESSING HOMELESSNESS IN GLENDORA

RECREATION AND HUMAN SERVICES DEPARTMENT
CITY COUNCIL MEETING
SEPTEMBER 23, 2025
ERIK DEURMEIER, HUMAN SERVICES SUPERVISOR

COMMUNITY ENGAGEMENT

INCREASING AWARENESS OF CITY PROGRAMS & SERVICES

- **EARTH DAY FESTIVAL**
- **NATIONAL NIGHT OUT**

LOCAL AND REGIONAL COORDINATION

- **SAN GABRIEL VALLEY COUNCIL OF GOVERNMENTS**
  - Homeless Committee Monthly Meetings
- **SAN GABRIEL VALLEY CONSORTIUM ON HOMELESSNESS**
  - Annual Summit, and Monthly Meetings

Glendora

COMMUNITY PARTNERSHIPS

CONTINUED CROSS-SECTOR COLLABORATION

- **SHEPHERD'S PANTRY**
- **GLENDORA UNIFIED SCHOOL DISTRICT**
- **YWCA**
  - Case management at La Fetra Center ongoing
  - Case conferencing for homeless prevention and domestic violence situations
- **DEPARTMENT OF MENTAL HEALTH**
  - Referrals and Assessments, through Glendora PD Community Impact Team
  - Coordination with providers from local clinics

HOMELESS COUNT

GREATER LOS ANGELES POINT IN TIME COUNT

- **LOS ANGELES HOMELESS SERVICES AUTHORITY (LAHSA)**
- **RESULTS ARE MOST ACCURATE REGIONALLY, BY SPA**
- **CITY SPECIFIC RAW DATA PROVIDED AFTER REQUESTED BY CITIES**

Greater Los Angeles Homeless Count- Raw Data				
	Region	**Sheltered**	**Unsheltered**	**Dwellings**
2024	Glendora	0	61	51
	SPA 3	357	1,275	1,156
	Los Angeles County	13,098	11,717	21,288
2025	Glendora	0	23	26
	SPA 3	496	1,237	1,066
	Los Angeles County	15,522	10,483	18,616

HOMELESS COUNT

CITYNET

- **CITY OF GLENDORA FUNDED**
- **VISUAL COUNT AND SURVEY = MORE DETAILED DEMOGRAPHIC DATA**
- **LAST COUNT IN 2023**
- **CURRENT COUNT AND SURVEY UNDERWAY SEPTEMBER 2025**

CityNet Glendora Homeless Count			
	Unsheltered *	**Dwellings***	**Total**
2021	50	41	**113**
2023	76	15	**106**

*LIVING SITUATION RESULTS FROM PARTICIPANTS WHO CHOSE TO COMPLETE THE SURVEY

GRANT FUNDING

SGVCOG HOUSING SOLUTIONS FUND FY 2024-2025

- **$50,000 GRANT FOR HOUSING STABILIZATION FOR ELIGIBLE HOUSEHOLDS**
  - Grant period ended August 2025

Housing Solutions Fund Expenses (Apr 2025-Aug 2025)		
Expense Category	**Households Served**	**Amount**
Host Family Assistance	0	$0.00
Deposit/Rent Assistance	0	$0.00
Move-in Assistance (Furniture)	0	$0.00
Rental Arrears	1	$1,655.89
Motel Vouchers	10	$24,668.64
Miscellaneous (Documentation, Transportation)	2	$588.18
	Total Expenses:	**$26,912.71**

GRANT FUNDING

HOUSING SOLUTIONS FUND TOTAL EXPENSES

- **$50,000 AWARDED FY 2023-2024**
- **$50,000 AWARDED FY 2024-2025**

Total Housing Solutions Fund Expenses (2023-2025)		
Expense Category	**Households Served**	**Amount**
Host Family Assistance	2	$800.00
Deposit/Rent Assistance	9	$15,078.09
Move-in Assistance (Furniture)	7	$5,160.15
Rental Arrears	7	$10,704.84
Motel Vouchers	44	$57,336.38
Miscellaneous (Documentation, Transportation)	13	$2,187.13
	Total Expenses:	**$91,266.59**

Glendora

MEASURE A FUNDING

LOCAL SOLUTIONS FUND (LSF)

- **60% OF COUNTY MEASURE A FUNDS WILL BE DIRECTED TO THE LSF**
- **GLENDORA ELIGIBLE TO RECEIVE UP TO $180,536**
- **APPLICATION PROCESS CURRENTLY UNDERWAY**
  - Requesting for: Outreach Services, Homeless Prevention, Motel Vouchers, Move-in Assistance and Rental Assistance, Reunification Assistance

LA COUNTY AFFORDABLE HOUSING SOLUTIONS AGENCY (LACAHSA)

- **33.75% OF COUNTY MEASURE A FUNDS WILL BE DIRECTED TO LACAHSA**
- **ADDITIONAL FUNDING SOURCE FOR GLENDORA PROGRAMS**
- Pending feedback from LA County/SGVCOG to apply for funds

HOMELESS SYSTEM CHANGES

DEPARTMENT OF HOMELESS SERVICES AND HOUSING

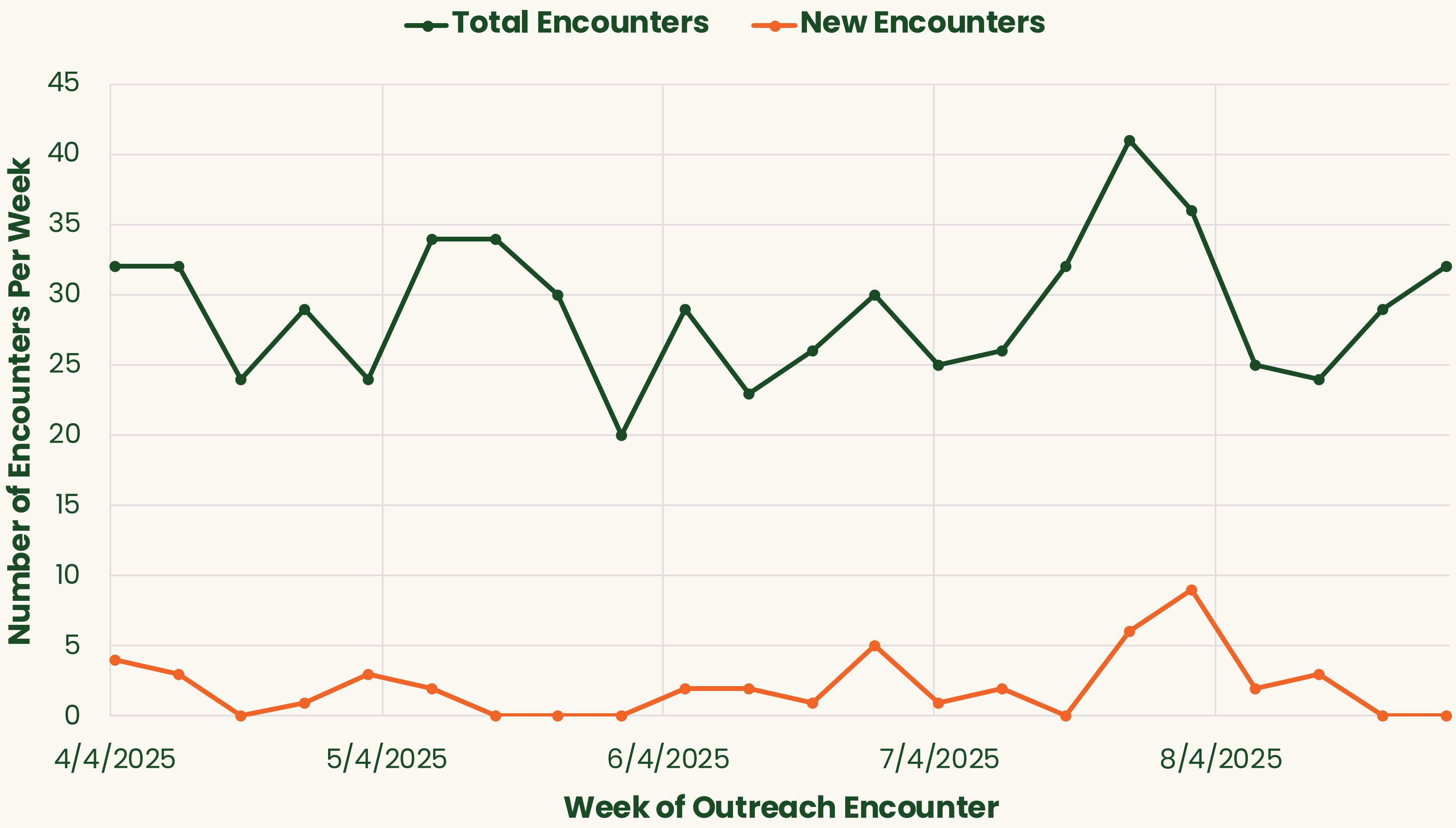
- **LAHSA DEFUNDED AND $300,000,000 MOVED TO NEW COUNTY DEPARTMENT**
- **WILL COORDINATE AND OVERSEE:**
  - Interim and Permanent Housing Programs
  - County outreach coordination
  - Field-based clinical services
  - Data and Analytics
  - Municipal Relations
  - Policy and Intergovernmental Relations
- **FULL INTEGRATION OF SERVICES BY JULY 1, 2026**
- **CEO.LACOUNTY.GOV/DH**

ONGOING EFFORTS

OUTREACH AND ENGAGEMENT

- **CONTINUING COORDINATION BETWEEN HUMAN SERVICES DIVISION, L.A. CADA AND GLENDORA POLICE DEPARTMENT**
- **SUCCESSES SINCE APRIL 2025**
  - 1 individual into permanent housing
  - 9 individuals into interim housing
  - 1 individual received substance use treatment
- **OUTREACH ENCOUNTERS SINCE APRIL 2025**
  - 46 new interactions
  - 637 total outreach encounters

OUTREACH ENCOUNTERS



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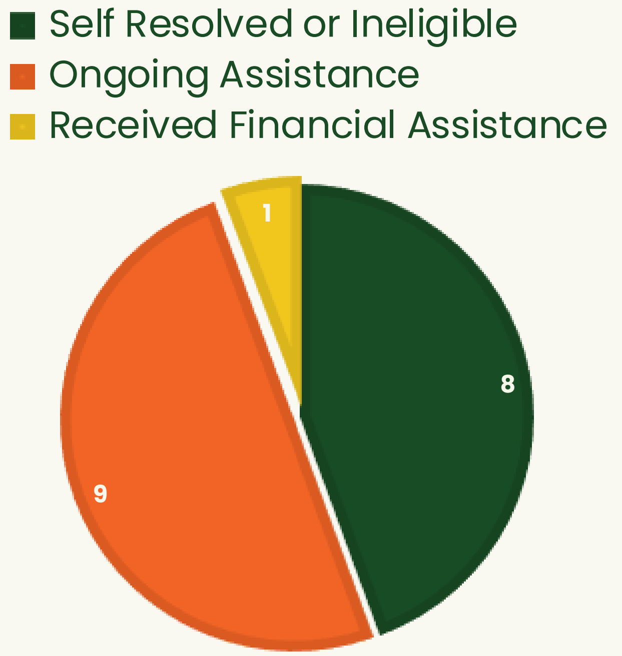
ONGOING EFFORTS

HOMELESSNESS PREVENTION ASSISTANCE

- **67% OF REQUESTS FROM SENIORS**
- **33% OF REQUESTS FROM FAMILIES**
- **SERVICES PROVIDED:**
  - Referrals to legal aide
  - Referrals to home-based medical services
  - Referrals for utility assistance
  - Information about utility assistance programs
  - Landlord engagement
  - Rental assistance

HOUSEHOLDS REQUESTING PREVENTION ASSISTANCE



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ONGOING EFFORTS

MOTEL VOUCHERS

- **TO TRANSITION CLIENTS INTO PERMANENT OR INTERIM HOUSING**
  - 5 of 9 individuals received a motel prior to interim housing intake
- **AS CRISIS HOUSING DURING SEVERE WEATHER EVENTS**
- **TO FACILITATE LINKAGE TO IMPORTANT HEALTH OR HOUSING APPOINTMENTS**

Motel Expenses: (Apr 2025-Aug 2025)		
Individuals Served	**Room Nights**	**Amount**
14	323	$26,283.64
	Average Cost Per Night:	**$81.37**

*Includes Glendora Motel Voucher Program and SGVCOG Housing Solutions Fund

Glendora

ADDRESSING COMMUNITY CONCERNS

BALANCED OUTREACH AND ENFORCEMENT APPROACH

- **GLENDORA POLICE DEPARTMENT COMMUNITY IMPACT TEAM (CIT)**
  - 2 new CIT Officers added this month.
  - CIT engages with community members and business owners, addresses community concerns, and tracks data on crime-related homeless activity
  - Coordinated outreach between LA CADA, Human Services and Glendora PD balances delivery of services to those in need with maintaining public health and safety
  - 1 encampment clean-up since April 2025 at cost of $10,000.00.

Glendora

SUCCESS STORIES

- A high school student was supported through their senior year and graduation with a motel voucher, food assistance, and employment resources. Linked to a transitional housing program through the Coordinated Entry System and confirmed they are doing well with ongoing case management support the program.
- One individual in South Hills willing to accept Medi-Cal funded transitional housing but not eligible due to his health insurance. Outreach staff worked with him for months to transfer his benefits and confirm his eligibility. He has done well in the program since June and is enrolled in a trade school and actively pursuing employment.
- Two individuals matched to permanent supportive housing vouchers. Staff assisted both with navigating the application and eligibility process. One of these individuals moved into their unit this month with support from the City to purchase household essentials and furniture

Glendora

RECOMMENDATIONS

THAT THE CITY COUNCIL:

1) Receive an update on services provided and efforts undertaken to assist individuals experiencing homelessness in the City;

STAFF REPORT

TO:	**Mayor and Council Members**	**DATE:**	**September 23, 2025**
FROM:	**Finance**	**DISTRICT(S):**	**Citywide**

SUBJECT: **Presentation of Cost Allocation Plan and User Fee Study Results and Scheduling of the Required Public Hearing**

RECOMMENDATION

That the City Council:

1. Receive the Cost Allocation Plan and User Fee Study prepared by Matrix Consulting Group; and
2. Provide direction to staff on proceeding with a public hearing to consider adoption of updated user fees.

STRATEGIC FOCUS AREAS

Goal 2: Maintain Financial Stability and Sustainability (MFSS)

EXECUTIVE SUMMARY

The City retained Matrix Consulting to prepare a Comprehensive Cost Allocation Plan (CAP) and User Fee Study Guide. The purpose of these studies is to identify the full cost of providing City services, allocate central service costs across departments, and evaluate the extent to which user fees recover those costs.

The consultant has completed the analysis and prepared a report summarizing findings and recommendations. Tonight's item introduces the study results to the City Council and seeks direction to proceed with a public hearing, at which time the City Council will consider adopting updated fees.

LEGISLATIVE HISTORY / PREVIOUS ACTIONS

- On April 22, 2025, the City entered into an agreement with Matrix Consulting Group to prepare a Cost Allocation Plan and User Fee Study Guide.
- The consultant met with City departments several times to review the current fee schedule and staff time allocations to ensure the study reflects the actual cost of services.
- The last comprehensive study was conducted in 2003. Since then, only limited adjustments have been made to select fees.
- State law requires that fees charged for services do not exceed the reasonable cost of providing those services. Periodic updates ensure compliance, transparency, and fiscal responsibility.

DISCUSSION

The CAP identifies overhead costs from central service departments and distributes them across operating departments to reflect the true cost of delivering programs and services.

The User Fee Study examines fees for planning, building, public safety, recreation, and other services. It compares the full cost of providing each service with the City's current fee levels to determine cost recovery rates and the extent of General Fund subsidies.

Key findings from the consultant's report include:

- Several existing fees recover only a portion of the City's actual service costs.
- Some fees are outdated and do not reflect current staffing or operating costs.
- Updated fees will provide the City Council with options to increase cost recovery while maintaining policy discretion to subsidize services as appropriate, such as recreational classes.

Staff recommends that the City Council receive the study and provide direction to proceed with scheduling a public hearing. At that hearing, the City Council will review proposed fee adjustments and consider adoption of an updated Citywide Fee Schedule.

FISCAL IMPACT

There is no fiscal impact associated with receiving this report. Any fiscal impact will depend on future City Council action to adopt updated user fees. Adoption of updated fees would increase cost recovery, reduce reliance on the General Fund, and promote long-term fiscal sustainability.

ENVIRONMENTAL DETERMINATION

There is no CEQA impacts associated with the recommendations in this report.

Prepared By:	Desiree Valdivia, Office Coordinator
Concurs With:	Not Applicable
Reviewed By:	Marie Ricci, Deputy City Manager
Certified to Availability of Funds:	Kyle Johnson, Finance Director
Approved By:	Adam Raymond, City Manager
Legal Review:	Danny Aleshire, City Attorney
CEQA Review:	Not Applicable

Attachments

A. Fee Study Report

B. Fee Study Presentation

Supplemental Item #8 - Master Fee Schedule.pdf

COMPREHENSIVE USER FEE STUDY REPORT

FINAL REPORT

September 2025

GLENDORA, CA

MATRIX
CONSULTING GROUP

TABLE OF CONTENTS

INTRODUCTION AND EXECUTIVE SUMMARY

The report, which follows, presents the results of the Comprehensive User Fee study conducted by Matrix Consulting Group for the City of Glendora, California.

PROJECT BACKGROUND AND OVERVIEW

The City of Glendora has not conducted a formal fee analysis in over 10 years. The purpose of this study is to evaluate and determine the full cost (direct and indirect) of providing a variety of city services. The Matrix Consulting Group analyzed the cost-of-service relationships that exist between fees for service activities in the following areas: Building, Engineering, Environmental Services, Finance, Library, Planning, Police, Recreation & Human Services, and Utilities. The results of this study provide a tool for understanding current service levels and the cost for those services.

GENERAL PROJECT APPROACH AND METHODOLOGY

The methodology employed by Matrix Consulting Group is a widely accepted "bottom up" approach to cost analysis, where time spent per unit of fee activity is determined for each position within a Department or Program. Once time spent for a fee activity is determined, all applicable City costs are then considered in the calculation of the "full" cost of providing each service. The following table provides an overview of types of costs applied in establishing the "full" cost of services provided by the City:

TABLE 1: OVERVIEW OF COST COMPONENTS

Cost Component	*Description*
Direct	Fiscal Year 2025-26 Budgeted salaries, benefits, and allowable expenditures.
Indirect	Division, departmental, clerical, and Citywide support.

Together, the cost components in the table above comprise the calculation of the total "full" cost of providing a service, regardless of whether a fee for that service is charged. The work accomplished by Matrix Consulting Group in the analysis of the proposed fees for service involved the following steps:

- **Department / Program Staff Interviews:** The project team interviewed department / program staff regarding their needs for clarification to the structure of existing fee items or for addition of new fee items.
- **Data Collection:** Data was collected for each permit / service, including time estimates. In addition, all budgeted costs and staffing levels for Fiscal Year 2025-26 were entered into Matrix Consulting Group's analytical software model.
- **Cost Analysis:** The full cost of providing each service included in the analysis was established.

- **Review and Approval of Results with City Staff:** Department management has reviewed and approved these documented results.

A more detailed description of user fee methodology and legal and policy considerations are provided in subsequent chapters of this report.

SUMMARY OF RESULTS

When comparing fee-related revenue with the calculated total annual cost, the City is under-recovering its costs by approximately $1.37 million or recovering 67% of its costs. The following table shows the revenue collected, the total annual cost, the resulting difference, and the resulting cost recovery percentage by major division.

TABLE 2: ANNUAL COST RECOVERY ANALYSIS

Division	Fee-Related Revenue	Fee-Related Cost	Difference	Cost Recovery %
Building	$1,381,145	$1,682,861	($301,717)	82%
Engineering	$438,381	$637,465	($199,083)	69%
Environmental Services	$67,510	$100,325	($32,815)	67%
Finance	$110,048	$183,876	($73,828)	60%
Library	$32,690	$66,829	($34,139)	49%
Planning	$238,622	$389,291	($150,669)	61%
Police	$289,449	$522,247	($232,798)	55%
Recreation & Human Services	$59,320	$312,420	($253,100)	19%
Water	$120,040	$212,856	($92,816)	56%
Total	**$2,737,206**	**$4,108,170**	**($1,370,964)**	**67%**

The largest deficit is in relation to Building fees and is due to building permit and plan check fees for valuation-based projects. Other large deficits are related to Recreation, due to field rental fees, and Police, caused by carry concealed weapon permits.

The differences highlight the disparity between current fees charged and the actual cost of providing services. As such, the City should closely evaluate and modify fees where appropriate to help bridge the cost-recovery gap.

The detailed documentation of this study will show an over-collection for some fees (on a per unit basis) and an undercharge for most others. The results of this analysis will provide the Department and the City with guidance on how to right-size their fees to ensure that each service unit is set at an amount that does not exceed the full cost of providing that service. The display of the cost recovery figures shown in this report are meant to provide a basis for policy development discussions among City Councilmembers and City staff and do not represent a recommendation for where or how the City Council should act. The setting of the “rate” or “price” for services, whether at full cost recovery or lower, is a policy decision to be made only by the City Council with input from City staff and the community.

CONSIDERATIONS FOR COST RECOVERY POLICY AND UPDATES

The Matrix Consulting Group recommends that the City use the information contained in this report to discuss, adopt, and implement a formal Cost Recovery Policy, including a mechanism for the annual update of fees for service.

ADOPT A FORMAL COST RECOVERY POLICY

The Government Finance Officers Association's (GFOA) best practices for *Establishing Government Charges and Fees* states that governmental entities should adopt formal policies regarding charges and fees which include the jurisdiction's intention to recover the full cost or partial costs of providing services, sets forth circumstances under which the jurisdiction might set a charge for fee at less than or more than 100% of full cost, and outlines the considerations that might influence the jurisdiction's pricing decision.

The Matrix Consulting Group strongly recommends that the Council adopt a formalized, individual cost recovery policy for each service area included in this Study. Whenever a cost recovery policy is established at less than 100% of the full cost of providing services, a known gap in funding is recognized and may then potentially be recovered through other revenue sources. The Matrix Consulting Group considers a formalized cost recovery policy for various fees for service an industry Best Management Practice.

ADOPT AN ANNUAL FEE UPDATE / INCREASE MECHANISM

GFOA best practices for *Establishing Government Charges and Fees* states that governmental entities should review, and update charges and fees periodically based on factors such as the impact of inflation, other cost increases, adequacy of cost recovery, use of services, and the competitiveness of current rates to avoid large infrequent fee increases.

The purpose of a comprehensive update is to completely revisit the analytical structure, service level estimates and assumptions, and to account for any major shifts in cost components or organizational structures that have occurred since the City's previous analysis. It's recommended the City establish a practice of conducting comprehensive analyses every five to seven years as this practice captures any changes to organizational structure, processes, as well as any new service areas.

In between comprehensive updates, the City should continue to utilize published industry economic factors such as Consumer Price Index (CPI) or other regional factors to update the cost calculations established in the Study on an annual basis.

LEGAL FRAMEWORK

This section of the report is intended to provide an overview of the legal rules and regulations that govern what is considered a fee for service, how those fees can be calculated, general principles, philosophies, and general policy considerations for setting fees for service.

LEGAL FRAMEWORK

A "user fee" is a charge for service provided by a governmental agency to a public citizen or group. California has several Government Codes and Propositions that regulate fees for service, with the purpose of ensuring that fees are reasonable and justified. The most prominent and relevant of these includes:

- **Proposition 26:** Passed in 2010, specifically outlined the difference between a fee and a tax and dictates that fees must be directly related to a service and cannot exceed the reasonable cost of that service.
- **Government Code § 50076:** clarifies that fees for service costs are not special taxes and do not need voter approval.
- **Government Code § 65104:** gives local governments the authority to charge planning and zoning fees to recover processing costs.

When determining fees for service it is important to ensure there is a **direct benefit** – the service is provided directly to the payer, and that it is **cost based**, and does not exceed the reasonable cost of providing the service.

EXCEPTIONS TO THE RULE

While Proposition 26 defines what constitutes a user fee, and how those fees can be determined, it also provides a key exception for fees charged for facility or property rentals. This exception outlines that fees for use of government property (e.g., renting public buildings, parks, or event spaces) are voluntary transactions. Therefore, governments can charge **market-based** rental fees for these services.

GENERAL PRINCIPLES AND PHILOSOPHIES REGARDING USER FEES

Local governments are providers of many types of general services to their communities. While all services provided by local government are beneficial to constituents, some services can be classified as globally beneficial to all citizens, while others provide more of a direct benefit to a specific group or individual. The following table provides examples of services provided by local government within a continuum of the degree of community benefit received:

TABLE 3: SERVICES IN RELATION TO BENEFIT RECEIVED

"Global" Community Benefit	"Global" Benefit and an Individual or Group Benefit	Individual or Group Benefit
• Police • Park Maintenance • Fire Suppression	• Recreation / Community Services • Fire Prevention	• Building Permits • Planning and Zoning Approval • Engineering Development Review

Funding for local government is obtained from myriad revenue sources such as taxes, fines, grants, special charges, user fees, etc. In recent years, alternative tax revenues, which typically offset subsidies for services provided to the community, have become increasingly limited. These limitations have caused increased attention on user fee activities as a revenue source that can offset costs otherwise subsidized (usually) by the general fund. In Table 3, services in the "global community benefit" section tend to be funded primarily through voter-approved tax revenues. In the middle of the table, one typically finds a mixture of taxes, user fees, and other funding sources. Finally, in the "individual / group benefit" section of the table are the services provided by local government that are typically funded almost entirely by user fee revenue.

The following are two central concepts regarding the establishment of user fees:

- **Fees should be assessed according to the degree of individual or private benefit gained from services.** For example, the processing and approval of a land use or building permit will generally result in monetary gain to the applicant, whereas Police services and Fire Suppression are examples of services that are essential to the safety of the community at large.
- **A profit-making objective should not be included in the assessment of user fees.** In fact, California laws require that the charges for service be in direct proportion to the costs associated with providing those services. Once a charge for service is assessed at a level higher than the actual cost of providing a service, the term "user fee" no longer applies. The charge then becomes a tax subject to voter approval.

Therefore, it is commonly accepted that user fees are established at a level that will recover up to, and not more than, the cost of providing a particular service.

GENERAL POLICY CONSIDERATIONS REGARDING USER FEES

Undoubtedly, there are programs, circumstances, and services that justify a subsidy from a tax-based or alternative revenue source. However, it is essential that jurisdictions prioritize the use of revenue sources for the provision of services based on the continuum of benefit received.

Within the services that are typically funded by user fees, the Matrix Consulting Group recognizes several reasons why City staff or City Council may not advocate the full cost recovery of services. The following factors are key policy considerations in setting fees at less than 100 percent of cost recovery:

- **Limitations posed by an external agency.** The State or an outside agency will occasionally set a maximum, minimum, or limit on the jurisdiction's ability to charge a fee. Examples includes time spent copying and retrieving public documents and / or transportation permits.
- **Encouragement of desired behaviors.** Keeping fees for certain services below full cost recovery may provide better compliance from the community. For example, if the cost of a permit for changing a water heater in a residential home is higher than the cost of the water heater itself, many citizens will avoid pulling the permit.
- **Benefit received by user of the service and the community at large is mutual.** Many services that directly benefit a group or individual equally benefit the community. Examples include Planning Design Review, historical dedications, and certain types of special events.

The Matrix Consulting Group recognizes the need for policies that intentionally subsidize certain activities. The primary goals of a User Fee Study are to provide a fair and equitable basis for determining the costs of providing services and ensure that the City complies with State law.

SUMMARY OF LEGAL RESTRICTIONS AND POLICY CONSIDERATIONS

Once the full cost of providing services is known, the next step is to determine the "rate" or "price" for services at a level which is up to, and not more than, the full cost amount. The City Council is responsible for this decision, which often becomes a question of balancing service levels and funding sources. The placement of a service or activity within the continuum of benefit received may require extensive discussion and at times fall into a "grey area." However, with the resulting cost of services information from a User Fee Study, the City Council can be assured that the adopted fee for service is reasonable, fair, and legal. Overall, city staff has reviewed all fees for service in this analysis and where subsidies were identified, they recommended increases where appropriate to reduce the deficit; and where over-recoveries were identified, reduced the fee to comply with the law.

USER FEE STUDY METHODOLOGY

The Matrix Consulting Group utilizes a cost allocation methodology commonly known and accepted as the "bottom-up" approach to establishing User Fees. The term means that several cost components are calculated for each fee or service. These components then build upon each other to comprise the total cost for providing the service. The following chart describes the components of a full cost calculation:

TIME ASSUMPTION (by position) × **FULLY BURDENED HOURLY RATE** = **Total Cost**

The following subsections discuss the two components of the basis of the full cost.

TIME ESTIMATION

Utilization of time estimates is a reasonable and defensible approach, especially since experienced staff members who understand service levels and processes unique to the City developed these estimates. The project team worked closely with City staff in developing time estimates with the following criteria:

- Estimates are representative of **average times** for providing services. Extremely difficult or abnormally simple projects are not factored in the analysis.
- Estimates reflect the time associated with the **position or positions** that typically perform a service.
- Estimates are reviewed by the project team for "**reasonableness**" against their experience with other agencies.
- Estimates were not based on time in motion studies, as they are not practical for the scope of services and time frame for this project.
- Estimates match the current or proposed staffing levels to ensure there is no over-allocation of staff resources to fee and non-fee related activities.

The Matrix Consulting Group agrees that while the use of time estimates is not perfect, it is the best alternative available for setting a standard level of service on which to base a jurisdiction's fees for service and meets the requirements of California law.

The alternative to time estimating is actual time tracking, often referred to billing on a "time and materials" basis. Except in the case of anomalous or very large and complex projects, Matrix Consulting Group believes this approach to not be cost effective or reasonable for the following reasons:

- Accuracy in time tracking is compromised by the additional administrative burden required to track, bill, and collect for services in this manner.
- Additional costs are associated with administrative staff's billing, refunding, and monitoring deposit accounts.
- Customers often prefer to know the fees for services in advance of applying for permits or participating in programs.
- Departments can better predict revenue streams and staff needs using standardized time estimates and anticipated permit volumes.

Situations arise where the size and complexity of a given project warrants time tracking and billing on a "time and materials" basis. The Matrix Consulting Group has recommended taking a deposit and charging Actual Costs for such fees as appropriate and itemized within the current fee schedule.

FULLY BURDENED HOURLY RATES

The fully burdened hourly rates calculated through this study include the following components:

- **Salaries**: FY25-26 Budgeted salaries were utilized and consolidated at the positional level.
- **Benefits:** FY25-26 Budgeted benefits were utilized and consolidated at the positional level.
- **Productive Hours:** Based on Glendora's current personnel system rules, working or productive hours were calculated. This means taking the starting total working hours and reducing the hours by vacation, sick, holidays, training, and administrative leave based on each bargaining unit
- **Departmental / Divisional Overhead:** This captures any internal service charges or operating supply costs such as vehicles, supplies, etc. Additionally, this component includes the cost associated with support from Director, Administrative and Analytical staff that do not directly work on fees.
- **Citywide Overhead:** This captures support provided by the City Council, City Manager, City Clerk, City Attorney, Finance, and Human Resources. The costs are based on the Citywide Cost Allocation Plan (provided under separate cover).

Together these components result in the generation of fully burdened hourly rates by position / classification and / or department / division. These rates were multiplied against the time assumptions to calculate the full cost of services noted in this report.

RESULTS OVERVIEW

The motivation behind a cost of services (User Fee) analysis is for City Council and Departmental staff to maintain services at a level that is both accepted and effective for the community and to maintain control over the policy and management of these services.

It should be noted that the results presented in this report are not a precise measurement. In general, a cost-of-service analysis takes a "snapshot in time," where a fiscal year of financial and operational information is utilized. Changes to the structure of fee names, along with the use of time estimates, allow only for a reasonable projection of subsidies and revenue. Consequently, City Council and Department staff should rely conservatively upon these estimates to gauge the impact of implementation going forward.

Discussion of results in the following chapters is intended as a summary of extensive and voluminous cost allocation documentation produced during the Study. Each chapter will include detailed cost calculation results for each fee including the following:

- **Modifications:** discussions regarding any proposed revisions to the current fee schedule, including elimination or addition of fees.
- **"Per Unit" Results:** comparison of the full cost of providing each unit of service to the current fee for each unit of service (where applicable).
- **Annualized Results:** utilizing volume of activity estimates, annual subsidies, and revenue impacts were projected where workload was available.

The full analytical results were provided to City staff under separate cover from this summary report.

BUILDING & SAFETY

The Building and Safety Division is part of Community Development Department. The Building & Safety Division performs plan reviews, inspections, permit issuances, and ensures that all new construction and buildings occupancies are in line with the current health and safety standards as well as the California building standards code. The following subsections discuss fee schedule modifications, detailed per unit results, and annual revenue impacts for the fee-related services provided by the Building & Safety Division.

FEE SCHEDULE MODIFICATIONS

In discussions with Building and Safety Division, the following modifications were proposed to the current fee schedule:

- **Eliminated Fees:** Staff proposed eliminating the following fees, as these services are no longer offered by City staff, covered under other fees, or are now offered by other departments within the City:
    - 'Saddle Main Line'
    - 'Excavation (Under Sidewalk/Public Improvement)'
    - 'Pea Trap'
    - 'Ventilation System'
    - 'Overflow Seepage Pit Drain Field Ext.'
- **New Fees:** Staff proposed the addition of the following fees, to capture services already provided but not codified or new services being provided:
    - 'Bathroom Remodel / Kitchen Remodel (no structural changes)'
    - 'EV Charging Station'
    - 'Battery Backup'
    - 'Residential HVAC Replacement'
    - 'Swimming Pool / Spa'
    - 'Commercial Kitchen Hood & Exhaust System'
    - 'Minimum Permit Fee' for Building, Mechanical, Electrical, and Plumbing.
    - 'Additional Building Plan Check Fee'
    - 'Mechanical, Electrical, or Plumbing Plan Check Fee'
    - 'Sewer Plan Check Fee'

- **Expanded Fees**: Staff proposed expanding the building valuation schedule from beyond $1,000,000 to be tiered all the way up to $25,000,000 and exponentially increase thereafter. This better captures the development environment in the City of Glendora.
- **Consolidated Fees:** Staff proposed the following consolidations to the fee schedule:
  - Receptacles, Lights / Switches were consolidated into a singular category to be each – rather than based on ranges.
  - 'Motors with a Combined and Not Combined Rating over were combined into a singular fee category
  - 'Vented Decorative Appliance', 'Up to 100,000 BTU Up to 1,000,000 BTU', and 'Over 1,000,000 BTU' were consolidated into the following fees 'Refrigeration Compressor', 'Absorption Unit', 'Fuel Burning Heater or Furnace', and Boiler')
  - 'Air Handling Unit', 'Up to 2,000 CFM Up to 10,000 CFM Over', and '10,000 CFM', were consolidated into a single fee 'Air Handling Unit'.
  - 'Ranges/Clothes Dryers/ Water Heaters/Other Outlets' and 'Dishwasher/Stationary Cooktop/ Stationary Appliance' was consolidated into a single fee 'Fixed Appliances & Dedicated Outlets (Ranges, Dryers, Water Heaters, Cooktops, Dishwashers, etc.)'
- **Modified Fees**: Staff proposed the modification of the following fees, to better reflect the services offered by the City:
  - 'Battery Backup' was changed to 'Energy Storage System (ESS)' to more accurately reflect the services offered.
  - 'Carnival' was changed to 'Carnival Ride / Attraction' to more accurately reflect the services offered.
  - 'Gas System' was changed to 'Gas System (Includes up to 5 Outlets)' to more accurately reflect the services offered.
  - 'Refrigeration Compressor, Absorption Unit, or Fuel Burning Heater, Boiler, Furnace;' was broken out into the following fees, 'Refrigeration Compressor', 'Absorption Unit', 'Fuel Burning Heater or Furnace', 'and 'Boiler' to more accurately reflect the services offered.
  - 'House Sewer Connecting to Public Sewer' was changed to 'Building Sewer Connection to Public Sewer' to more accurately reflect the services offered.
  - 'Septic Tank Seepage Pit Drain Field Ext.' was changed to 'Septic Tank, Seepage Pit, or Drain Field (Per Unit)' to more accurately reflect the services offered.
  - 'Alter, Repair or Abandon House Sewer' was changed to 'Alter, Repair or Abandon Building Sewer' to more accurately reflect the services offered.
  - 'Not over 200 Amp' was changed to 'Not Over 225 Amp' to more accurately reflect the services offered.
  - 'Over 200 Amp' was changed to 'Over 225 Amp' to more accurately reflect the services offered.

The modifications noted ensure that the proposed fee schedule more accurately reflects the services being provided by Building and Safety staff.

DETAILED RESULTS

The Building and Safety Division collects fees for plan checks, building permits, application fees, combo permits, electrical permits, plumbing permits, mechanical permits, sewer permits, and other permits like change of occupancy, lost inspection cards, and solar. The total cost calculated for each service includes direct staff costs, Divisional, Departmental, and Citywide overhead. The following table details the fee name, current fee, total cost, and difference associated with each service offered.

TABLE 4: TOTAL COST PER UNIT RESULTS – BUILDING & SAFETY

Fee Name	Current Fee	Total Cost	Difference
Intake Processing	$25	$31	($6)
Building Permit Application Fee			
$1 to $500	$23.50	$128.65	($105.15)
$501 to $2,000			
First $500	$23.50	$128.65	($105.15)
Each Additional $100	$3.05	$5.31	($2.26)
$2,001 to $25,000			
First $2,000	$69.25	$208.26	($139.01)
Each additional $1,000	$14.00	$17.04	($3.04)
$25,001 to $50,000			
First $25,000	$391.25	$600.07	($208.82)
Each additional $1,000	$10.10	$14.21	($4.11)
$50,001 to $100,000			
First $50,000	$643.75	$955.42	($311.67)
Each additional $1,000	$7.00	$8.21	($1.21)
$100,001 to $500,000			
First $100,000	$993.75	$1,366.08	($372.33)
Each additional $1,000	$5.60	$4.92	$0.68
$500,001 to $1,000.000			
First $500,000	$3,233.75	$3,332.23	($98.48)
Each additional $1,000	$4.75	$4.56	$0.19
$1,000,000 to $5,000,000			
First $1,000,000	$5,608.75	$5,610.16	($1.41)
Each additional $1,000	$3.15	$0.57	$2.58
$5,000,000 to $10,000,000			
First $5,000,000	Modified	$7,888.09	N/A
Each additional $1,000	Modified	$0.54	N/A
$10,000,000 to $25,000,000			
First $10,000,000	Modified	$10,608.50	N/A
Each additional $1,000	Modified	$0.40	N/A
$25,000,000+			
First $25,000,000	Modified	$16,661.13	N/A
Each additional $1,000	Modified	$0.20	N/A

Fee Name	Current Fee	Total Cost	Difference
Building Plan Check Fee			
Building Plan Check Fee	65%	65%	0%
Additional Building Plan Check Fee	New	$213	N/A
Mechanical, Electrical, or Plumbing Plan Check Fee	New	$213	N/A
Sewer Plan Check Fee	New	$213	N/A
Building Permit Fees - Other Inspections and Fees			
Inspections outside of normal business hours (minimum charge - two hours)	$94	$146	($52)
Re-inspection fees assessed under provisions of the California Building Code	$94	$122	($28)
Inspection for which no fee is specifically indicated minimum charge - one half hour)	$94	$122	($28)
Additional plan review required by changes, additions or revisions on plans (minimum charge - one half hour)	$94	$213	($119)
For use of outside consultants for plan checking and inspections, or both		Actual Cost	
Other Building permit Application fees			
Building Address Processing w/o Map	$555	$432	$123
Building Investigation	$85	$327	($242)
Building Permit Surcharge for NPDES (SWPPP) Inspections	5%	5%	0%
Building Re-Address Processing	$555	$432	$123
Building Re-inspection	$70	$177	($107)
Change of Occupancy	$185	$945	($760)
Lost Inspection Card	$42	$116	($74)
Temporary Occupancy Review	$225	$452	($227)
Combo Permits - Single Family Residential			
Bathroom Remodel / Kitchen Remodel (no structural changes)	New	$300	N/A
EV Charging Station	New	$177	N/A
Energy Storage System (ESS)	New	$307	N/A
Residential HVAC Replacement	New	$235	N/A
Swimming Pool / Spa	New	$1,161	N/A
Electrical Permit Application			
Receptacles/Lights/Switches	$1.40	$4.08	($2.68)
Fixed Appliances & Dedicated Outlets (Ranges, Dryers, Water Heaters, Cooktops, Dishwashers, etc.)	$5.65	$8.16	($2.51)
Motors	Modified	$40	N/A
Signs	$56.35	$91	($34.65)
Timers	$14.10	$48	($33.90)
Service 0-600V			
Not Over 225 Amp	$70.27	$122.36	($52.09)
Over 225 amp	$56.35	$152	($95.65)
New Dwellings	$0.07	$0.10	($0.03)
Temporary Power Poles	$28.25	$122	($93.75)
Temporary Distribution Poles	$14.10	$61	($46.90)
Carnival Ride / Attraction	$23.50	$61	($37.50)
Swimming Pool/Spas	$61.35	$183	($121.65)
Where No Fee is Set	$75	$91	($16)

Fee Name	Current Fee	Total Cost	Difference
Minimum Permit Fee	New	$122	N/A
Issuance Fee Per Permit	$42	$55	($13)
Plumbing Permit Application			
Toilet	$11.30	$30	($18.70)
Bath Tub	$11.30	$30	($18.70)
Shower	$11.30	$30	($18.70)
Wash Basin	$11.30	$30	($18.70)
Kitchen Sink	$11.30	$30	($18.70)
Dishwasher	$15	$30	($15)
Laundry Tub or Tray	$11.30	$30	($18.70)
Automatic Washer	$11.30	$30	($18.70)
Water Heater	$40.57	$61	($20.43)
Solar Water Heater	$31.50	$122	($90.50)
Water Softener	$11.30	$30	($18.70)
Gas System (up to 5 Outlets)	$15	$61	($46)
Additional Gas Outlet Over 5	$2.65	$12	($9.35)
Floor Drain	$11.30	$30	($18.70)
Lawn Sprinkler System	$17	$61	($44)
Misc. Water Piping	$15	$61	($46)
Swimming Pool Piping	$24.25	$91	($66.75)
Where No Fee is Set	$75	$91	($16)
Minimum Permit Fee	New	$122	N/A
Issuance Fee Per Permit	$42	$55	($13)
Mechanical Permit Application			
Refrigeration Compressor	Modified	$91	N/A
Absorption Unit	Modified	$91	N/A
Boiler	Modified	$91	N/A
Fuel Burning Heater or Furnace	Modified	$91	N/A
Air Handling Unit	Modified	$91	N/A
Air Inlet or Outlet	$7.90	$15	($7.10)
Appliance Vent (not included above)	$7.90	$42	($34.10)
Evaporative Cooler	$12.80	$91	($78.20)
Ventilation Fans	$11.30	$30	($18.70)
Residential Kitchen Hood & Exhaust System	$39	$61	($22)
Commercial Kitchen Hood & Exhaust System	New	$91	N/A
Spray Booth, Exhaust System	$39	$122	($83)
Fire Dampers	$7.50	$91	($83.50)
Alter Duct System (not included above)	$18.50	$91	($72.50)
Where No Fee is Set	$75	$91	($16)
Minimum Permit Fee	New	$122	N/A
Issuance Fee Per Permit	$42	$55	($13)
Sewer Permit Application			
Building Sewer Connection to Public Sewer	$56.75	$122	($65.25)
Septic Tank, Seepage Pit, or Drain Field	$84.75	$214	($129.25)
Connect Additional Building/Work	$28.25	$122	($93.75)

Fee Name	Current Fee	Total Cost	Difference
Alter, Repair or Abandon Building Sewer	$28.25	$122	($93.75)
Grease Interceptor	$56.75	$183	($126.25)
Where No Fee is Set	$75	$122	($47)
Minimum Permit Fee	New	$122	N/A
Issuance Fee Per Permit	$42	$55	($13)
Other Permits			
Building Re-inspection	$72	$177	($105)
Investigation	$170	$327	($157)
Lost Inspection Card	$42	$116	($74)
Commercial Solar			
50kw or Less	$1,000	$1,218	($218)
50-250kW (Base)	$1,000	$1,218	($218)
50-250kW (per kW above 50 kW)	$7	$5	$2
250 kW (Base)	$2,400	$2,271	$129
250 kW (per kW above 250 kW)	$5	$4	$1
Residential Solar:			
Base	$500	$559	($59)
Per Kw above 15Kw	$15	$16	($1)

The fees administered by the Building and Safety Division generally under-recover for its services. For Building Permit fees, the most significant deficit is in relation to the '$100,001 to $500,000' base fee at $372.33.

For Permits outside the Building Permit fee category, the most significant deficit is in relation to the 'Change of Occupancy' under the Other Building Permit Application Fees category at $760. The smallest under recovery is for the 'New Dwellings' under the Electrical Permit Application category at $0.03 per square foot.

ANNUAL REVENUE IMPACT

Based on the prior year's workload information, Building and Safety has a deficit of roughly $302,000. The following table shows the revenue at the current fee, total projected annual cost, and the resulting difference by major fee category.

TABLE 5: ANNUAL RESULTS – BUILDING AND SAFETY

Fee Category	Revenue at Current Fee	Annual Cost	Difference
Building Valuation-Based Fees	$1,160,447	$1,420,565	($260,118)
Other Inspections and Fees	$925	$4,725	($3,800)
Combo Permits - Single Family Residential	$104,528	$82,132	$22,396
Electrical Permit Application	$23,149	$42,114	($18,966)
Plumbing Permit Application	$18,817	$39,929	($21,112)
Mechanical Permit Application	$8,871	$10,752	($1,882)
Sewer Permit Application	$11,447	$24,213	($12,766)
Other Permits	$52,962	$58,431	($5,469)
Total	**$1,381,145**	**$1,682,861**	**($301,717)**

Building and Safety has an annual cost recovery of roughly 82%. The largest source of this deficit is the valuation-based fees at $260,000. The primary source of that deficit is plan check fees. Even though the plan check rate doesn't change, the change in the building permit fee, results in a large deficit for plan check fees. Reviewing and right-sizing these fees is critical to help achieving higher cost recovery.

ENGINEERING

The Engineering Division is part of the Public Works Department. The Engineering Division is responsible for developing and maintaining long term infrastructure development and replacement projects, CIP, and conducting plan checks for improvements and grading plans. The following sections discuss fee schedule modifications and detailed per unit results for the fee-related services associated with Engineering.

FEE SCHEDULE MODIFICATIONS

In discussions with City staff, the following modifications were proposed to the current fee schedule:

- **Eliminated Fees:** Staff proposed eliminating the 'Newsrack Registration (Per Rack)' as this service is no longer offered by the City.
- **Modified Fees**: Staff proposed modifying the '3rd Party Consultants' from a flat fee to a per hour fee to better reflect the services offered by the City.
- **Consolidated Fees:** Staff proposed the following consolidations to the fee schedule:
    - The 'Single-Family / ADU' and 'Multi-Family (more than 1) / Commercial' were consolidated into '1 acre or more' under SWPPP Review Fee.
    - The 'Flat Fee for Review (Includes First and Second Submittals)' was consolidated into a single deposit under Administrative Wireless Telecommunications Facility Permit Fees - Small Wireless Facilities.

The modifications proposed ensure that the proposed fee schedule more accurately reflects the services being provided by Engineering staff.

DETAILED RESULTS

The Engineering Division collects fees for parcel map/tract map developments, drainage related inspections and reviews, encroachment permits, plan checks, driveway approach permits, excavation permits, curb, gutter, sidewalk & paving permits, sewer permits, right of way, and other miscellaneous fees like waste disposal/cleanup and quitclaims. The total cost calculated for each service includes direct staff costs and Division and Citywide overhead. The following table details the fee name, current fee, total cost, and difference associated with each service offered.

TABLE 6: TOTAL COST PER UNIT RESULTS – ENGINEERING

Fee Name	Current Fee	Total Cost	Difference
Street Name Signs	$310	$418	($108)
Traffic Signs	$300	$1,112	($812)
Street Lights (Administration)			
Administration Fee	$350	$561	($211)

Fee Name	Current Fee	Total Cost	Difference
Curb Stenciling	$11	$33	($22)
Parcel Map/Tract Map Development Fees			
Final Parcel Map Review	$1,805	$3,376	($1,571)
Final Tract Map Review			
Application	$1,954	$3,702	($1,748)
Over 4 lots	$13	$46	($33)
Final Map Amendment Review	$550	$3,114	($2,564)
Street Name Processing w/o Map	$2,011	$2,332	($321)
Street Re-Name Processing	$2,011	$2,332	($321)
Street/Right-of-Way Abandonment Processing	$1,774	$2,055	($281)
Building Address or Re-Address Processing without Map	$555	$705	($150)
Drainage			
Drainage Plan/Check/Inspections/ SWPP			
Single-Family / ADU	$350	$634	($284)
Multi-Family (more than 1) / Commercial	Actual Cost	$1,007	N/A
Geotechnical/Soils Report Review			
Single-Family / ADU	$550	$785	($235)
Multi-Family (more than 1) / Commercial	Actual Cost	$1,015	N/A
Low Impact Development (LID Report)			
Single-Family / ADU	$550	$785	($235)
Multi-Family (more than 1) / Commercial	Actual Cost	$1,015	N/A
Encroachment Permits			
Temporary Placement on Street Permit	$86	$336	($250)
Temporary Encroachment Permit	$86	$368	($282)
Permanent Encroachment Permit	$241	$782	($541)
Plan Checks			
Public Improvement Plan Check/ Inspection	5.00%	5.00%	$0
Traffic Control Plan Review	$350	$733	($383)
Miscellaneous Plan Review			
Single-Family / ADU	$350	$785	($435)
Multi-Family (more than 1) / Commercial	Actual Cost	$1,292	N/A
Signing/Striping Plan Check	$307	$870	($563)
SWPPP Review Fee			
Less than 1 acre	$350	$497	($147)
1 acre or more	$550	$864	($314)
Traffic Study Review Fee	$550	$742	($192)
Delta Revision Fee	$307	$777	($470)
Delta Revision to Drainage/Grading Plans	$350	$432	($82)
Stock Pile Plan Review Fee	$307	$733	($426)
Hydrology & Hydraulics Report Review Fee			
Single-Family / ADU	$550	$872	($322)

Fee Name	Current Fee	Total Cost	Difference
Multi-Family (more than 1) / Commercial		Actual Cost	
Drive Approach Permits			
Residential Drive Approach	$145	$520	($375)
Commercial Drive Approach	$300	$740	($440)
Excavation Permits			
Natural Soil Excavation (sod/earth)	$145	$603	($458)
Paved Surfaces:			
1 – 50 square foot	$145	$300	($155)
51 – 300 square foot	$300	$366	($66)
301 – 600 square foot	$450	$485	($35)
601 – 1,000 square foot	$691	$702	($11)
Over 1,000 square foot	$691	$870	($179)
Each Addl. 100 sq. ft. over 1,000	$25	$29	($4)
Curb, Gutter, Sidewalk & Paving Permits			
Curb and/or Gutter			
0 - 100 linear foot	$145	$466	($321)
Over 100 linear foot	$1.00	$1.34	($0.34)
Sidewalk			
0 - 100 sq. ft.	$145	$603	($458)
Over 100 sq. ft.	$1.00	$1.21	($0.21)
Minor Curb Cut/Drilling (Core)	$145	$538	($393)
Sewer Fees			
House Sewer Connecting to Public Sewer	$145	$777	($632)
Sewer Front Footage	$6.50	$6.59	($0.09)
Sewer Acreage	$730	$780	($50)
Sewer Main Inspection Fee	$1.00	$1.68	($0.68)
Manhole, Junction Structure, etc. Inspection	$71	$304	($233)
Sewer Area Study Review Fee			
Single-Family / ADU	$550	$923	($373)
Multi-Family (more than 1) / Commercial		Actual Cost	
Miscellaneous Fees			
Pool Drainage Permit	$73	$236	($163)
Sign Impound Fee	$100	$199	($99)
Easement Quitclaim Deed Processing	$445	$923	($478)
Oversized Transportation Permit	$16	$215	($199)
Moving Building/House			
Permit Fee	$75	$181	($106)
Hazardous Material Spill: Cleanup & Disposal Sewage Spill Cleanup Damage to City Property/ Repair		$273	($273)
Construction and Demolition (C&D) Waste Management Plan Administration			
Projects with a valuation less than $100,000:			
City Approved Haul	$0	$99	($99)
Self-Haul	$80	$99	($19)
Projects with a valuation greater than $100,000:			
City Approved Haul	$80	$99	($19)

Fee Name	Current Fee	Total Cost	Difference
Self-Haul	$160	$99	$61
Preferential Parking District - Establishment or Modification		Actual Cost	
Miscellaneous Inspections			
Inspections (after hours/weekends)	Actual Cost	$162	N/A
Re-inspections	Actual Cost	$136	N/A
Inspection (no indicated fee)	Actual Cost	$136	N/A
3rd Party Consultants	Actual Cost	$294	N/A
Wireless Telecommunication Facilities (Public Right-of-Way)			
Administrative Wireless Telecommunications Facility Permit Fees - Small Wireless Facilities - Deposit	$1,650	$4,000	($2,350)
Administrative Wireless Telecommunications Facility Permit Fees - Eligible Facilities Request - Flat fee for review	$450	$543	($93)
Major Wireless Telecommunications Facility Permit Fees - Non-Administrative - Deposit	$1,650	$8,000	($6,350)
Grading & Drainage Plan Check/Inspection Fees Grading Permit Fees			
51-1000 Cubic Yards			
For First 50 Cubic Yards	$677	$809	($132)
Each add'l 100 Cubic Yards or Fraction Thereof	$154	$171	($17)
1,001-10,000 Cubic Yards			
For First 1,001 Cubic Yards	$2,252	$2,439	($187)
Each add'l 1000 Cubic Yards or Fraction Thereof	$192	$196	($4)
10,001-50,000 Cubic Yards			
For First 10,001 Cubic Yards	$4,057	$4,206	($149)
Each add'l 1000 Cubic Yards or Fraction Thereof	$270	$81	$189
50,001-100,000 Cubic Yards			
For First 50,001 Cubic Yards	$7,238	$7,467	($229)
Each add'l 1000 Cubic Yards or Fraction Thereof	$115	$113	$2
Over 100,000 Cubic Yards			
For First 100,000 Cubic Yards	$12,998	$13,166	($168)
Each add'l 1000 Cubic Yards or Fraction Thereof	$58	$56	$2

The fees administered by the Engineering Division generally under-recover for its services. The largest non-deposit related deficit is in relation to ‘Final Map Amendment Review’ fee under the Parcel Map/Tract Map Development Fees category for $2,564. The smallest under recoveries are in relation to Sewer Fees, specifically for a ‘Sewer Front Footage’ fee for $0.09 per square foot.

There are also a handful of over-recoveries as it relates to the grading and drainage plan check and inspection fees. Right-sizing those fees will ensure that the City can achieve greater cost recovery.

ANNUAL REVENUE IMPACT

Based on the prior year's workload information, Engineering has a deficit of roughly $199,000. The following table shows the revenue at the current fee, total projected annual cost, and the resulting difference by major fee category.

TABLE 7: ANNUAL RESULTS – ENGINEERING

Fee Category	Revenue at Current Fee	Annual Cost	Difference
Encroachment Permits	$11,508	$46,372	($34,864)
Plan Checks	$103,371	$109,104	($5,733)
Drive Approach Permits	$15,585	$53,540	($37,955)
Excavation Permits	$237,384	$344,408	($107,024)
Curb, Gutter, Sidewalk & Paving Permits	$668	$2,404	($1,736)
Miscellaneous Fees	$1,876	$10,310	($8,434)
Wireless Telecommunication Facilities (Public Right-of-Way)	$11,250	$13,575	($2,325)
Grading & Drainage	$56,739	$57,751	($1,012)
Total	**$438,381**	**$637,465**	**($199,083)**

Engineering has an annual cost recovery of roughly 69%. The largest under-recovery is in relation to the Excavation Permits, specifically $75,570 of the difference is due to the 'Natural Soil Excavation (sod/earth)'. Currently, The City charges $145 per excavation, the total cost was calculated to be $603, resulting in a per unit deficit of $458. The large per unit deficit coupled with the roughly 165 times these permits were administered in the past year resulted in the large cost recovery gap. The department should review these results and adjust fees appropriately to align with divisional and departmental cost recovery goals.

ENVIRONMENTAL SERVICES

The Environmental Services Division is part of the Public Works Department. Environmental Services is responsible for handling the city's recycling and solid waste programs, regulatory compliance, and community outreach around environmental education. This program is currently administered through a third party consultant that is managed by City staff. The following subsections discuss fee schedule modifications, detailed per unit results, and annual revenue impacts as appropriate for the fee-related services provided by the Environmental Services Division.

FEE SCHEDULE MODIFICATIONS

In discussions with City staff, the following modifications were proposed to the current fee schedule:

- **Eliminated Fees:** Staff proposed eliminating 'FOG Program Wastewater Sampling and Analysis' as this service is not offered.
- **New Fees:** Staff proposed the addition of the following fees as they highlight services already offered but not codified on the fee schedule:
  - 'NPDES - Current Construction Re-inspection'
  - 'Environmental Services Hourly Fee'

The modifications noted ensure that the proposed fee schedule more accurately reflects the services being provided by Environmental Services staff.

DETAILED RESULTS

The Environmental Services Division collects fees for Fats, Oils, and Grease inspections, and NPDES inspections. The total cost calculated for each service includes direct consultant costs, Departmental, and Citywide overhead. The following table details the fee name, current fee, total cost, and difference associated with each service offered.

TABLE 8: TOTAL COST PER UNIT RESULTS – ENVIRONMENTAL SERVICES

Fee Name	Current Fee	Total Cost	Difference
FOG Fees			
FOG (Fats, Oil and Grease) Application Fee for New Restaurants	$250	$276	($26)
FOG Program Inspections	$180	$193	($13)
FOG Program, Industrial, Automotive, and Gas Station Re-inspection Fee	$100	$193	($93)
National Pollutant Discharge Elimination Services (NPDES)			
NPDES - Current Construction Inspection	$145	$383	($238)
NPDES - Current Construction Re-inspection	New	$191	N/A
NPDES Automotive Inspection			
Inspection	$240	$257	($17)

Fee Name	Current Fee	Total Cost	Difference
Follow-up	$150	$177	($27)
NPDES Gas Station Inspection			
Inspection	$230	$257	($27)
Follow-up	$150	$177	($27)
NPDES Industrial Inspection			
Inspection	$270	$386	($116)
Follow-up	$140	$281	($141)
NPDES Restaurant Inspection			
Inspection	$140	$193	($53)
Follow-up	$150	$156	($6)
NPDES - Nursery			
Inspection	$240	$257	($17)
Follow-up	$150	$177	($27)
NPDES Non-Industrial Inspection			
Inspection	$240	$257	($17)
Follow-up	$150	$177	($27)
Other Fees			
Environmental Services Hourly Fee	New	$184	N/A

The fees administered by the Environmental Services Division under-recover. The largest deficit is in relation to 'NPDES - Current Construction Inspection' under National Pollutant Discharge Elimination Services (NPDES) at $238. The smallest under recovery is for the 'NPDES Restaurant Inspection – Follow up' under the National Pollutant Discharge Elimination Services (NPDES) category at $6.

ANNUAL REVENUE IMPACT

Based on the prior year's workload information, Environmental Services has a deficit of roughly $33,000. The following table shows the revenue at the current fee, total projected annual cost, and the resulting difference by major fee category.

TABLE 9: ANNUAL RESULTS – ENVIRONMENTAL SERVICES

Fee Category	Revenue at Current Fee	Annual Cost	Difference
FOG Fees	$22,500	$27,995	($5,495)
NPDES	$45,010	$72,330	($27,320)
Total	**$67,510**	**$100,325**	**($32,815)**

Environmental Services has an annual cost recovery of roughly 67%. The largest under-recovery is in relation to (NPDES), specifically $23,000 of the difference is due to 'Current Construction Inspection'. Currently, the City charges $145 per inspection; the total cost was calculated to be $383, resulting in a per-unit deficit of $238. This large per-unit deficit, coupled with the roughly 96 times these inspections were administered in the past year, results in the large cost recovery gap. The department should review these results and adjust fees appropriately to align with divisional and departmental cost recovery goals.

FINANCE

The Finance Division is part of the Administrative Services Department. The finance division provides minimal fee-related services for business licenses and utility billing support (captured under utilities). The following subsections discuss fee schedule modifications, detailed per unit results, and annual results for the fee-related services provided by the Finance Division.

FEE SCHEDULE MODIFICATIONS

In discussions with city staff, the only modification proposed to the fee schedule was the elimination of 'Reprint of Business Licenses' as this service is no longer offered. This update more accurately reflects the services being provided by Finance Staff.

DETAILED RESULTS

The Finance Division collects fees for Business License and Special Events. The total cost calculated for each service includes direct staff costs and Division and Citywide overhead. The following table details the fee name, current fee, total cost, and difference associated with each service offered.

TABLE 10: TOTAL COST PER UNIT RESULTS – FINANCE

Fee Name	Current Fee	Total Cost	Difference
Business License Fees			
New Business License Application Review	$77	$88	($11)
Business License Renewal	$10	$29	($19)
Bingo Permit	$50	$70	($20)
Dance Permit	$30	$35	($5)
Solicitation and Peddling Permit			
First Vendor	$50	$77	($27)
Each Additional Vendor	$20	$44	($24)
Vending Machines, Amusement Devices			
Machine Fee	$35	$52	($17)
Special Events			
Parade/Special Event / Outdoor Display Permit			
New (PD Parade/Special Event)	$580	$612	($32)
Business Permit Fee (Special Outdoor Event Display)	$100	$95	$5
Non-Profit Permit Fee (Special Outdoor Event Display)	$50	$60	($10)
Repeat (PD Parade/Special Event)	$216	$230	($14)
Business Permit Fee (Special Outdoor Event Display)	$100	$95	$5
Non-Profit Permit Fee (Special Outdoor Event Display)	$50	$60	($10)

Nearly all of the fees administered by the Finance Division are under-recovering for their associated costs. The largest under-recovery is for a 'New (PD Parade / Special Event)' at $32. The smallest undercharge is in the Business License Fees category for a 'Dance Permit' at $5. There are a handful of over-recoveries in relation to the business permit fees for special outdoor event display.

ANNUAL REVENUE IMPACT

Based on the prior year's workload information, Finance has a deficit of roughly $74,000. The following table shows the revenue at the current fee, total projected annual cost, and the resulting difference by major fee category.

TABLE 11: ANNUAL RESULTS – FINANCE

Fee Category	Revenue at Current Fee	Annual Cost	Difference
Business License Fees	$97,416	$170,478	($73,062)
Special Events	$12,632	$13,398	($766)
Total	**$110,048**	**$183,876**	**($73,828)**

Finance has an annual cost recovery of roughly 60%. 'Business License Renewal' makes up roughly $64,000 of the $64,000. Currently, the City charges $10 per renewal, the total cost was calculated to be $29, resulting in a per unit deficit of $19. While the per unit deficit is not particularly large, this service was administered 3,366 times in the past year, resulting in the large deficit amount. The department should review these results and adjust fees appropriately to align with divisional and departmental cost recovery goals.

LIBRARY

The Library Department manages and administers the Library's budget, collections, and strategic planning to provide modern, community-centered library services. The Library also offers public programs, materials, and technology resources for all ages. The majority of the Library's services are free for the public to utilize. The scope of this analysis was rental fees, processing fees, and administering / proctoring test fees. The following sections discuss fee schedule modifications, detailed per-unit results, and annual results for the fee-related services provided by Library staff.

FEE SCHEDULE MODIFICATIONS

In discussions with Library staff, staff proposed modifying the following fees for Other Fees and Charges:

- 'Books, videos, software, compact discs, audio tapes & playaways, laptops/tablets' was changed to 'All physical materials except magazines, pamphlets & passes'
- 'Magazines, and pamphlets' was changed to 'Magazines, pamphlets and passes'

The modifications noted ensure that the proposed fee schedule more accurately reflects the services being provided by Library staff.

DETAILED RESULTS

Of the Library fees evaluated in this analysis, the Library Department collects fees for event facility rentals, interlibrary loans, and administering/proctoring tests. The total cost calculated for each service includes direct staff costs and department and citywide overhead. The following table details the fee name, current fee, total cost, and difference associated with each service offered.

TABLE 12: TOTAL COST PER UNIT RESULTS – LIBRARY

Fee Name	Current Fee	Total Cost	Difference
Library Meeting/Event Facilities Fees (Resident Non-Profit)			
Facility Deposit	$0	$500	($500)
Bidwell Forum	$0	$140	($140)
Bidwell Forum with Plaza	$0	$172	($172)
Friends Room	$0	$83	($83)
Cleaning Deposit	$250	$250	$0
Person-on-duty	$25	$59	($34)
Microphone Fee	$0	$24	($24)
Video Equipment (VHS/DVD Players, TV Monitors, Screens, Laptops, Projectors)	$0	$33	($33)
Library Meting/Event Facilities Fees (All Other Groups			
Facility Deposit	$250	$500	($250)

Fee Name	Current Fee	Total Cost	Difference
Bidwell Forum	$100	$140	($40)
Bidwell Forum with Plaza	$150	$172	($22)
Friends Room	$75	$83	($8)
Cleaning Deposit	$250	$250	$0
Person-on-duty	$25	$59	($34)
Microphone Fee	$10	$24	($14)
Video Equipment (VHS/DVD Players, TV Monitors, Screens, Laptops, Projectors)	$25	$33	($8)
Other Fees and Charges			
Processing:			
All physical materials except magazines, pamphlets & passes	$10	$21	($11)
Magazines, and pamphlets, and passes	$2	$2	$0
Lost Library Card	$2	$2	$0
Holds on material:			
Per item Unclaimed	$0	$2	($2)
Interlibrary Loan Request	$2	$30	($28)
Administrating/proctoring tests	$40	$43	($3)

The Library Department under-recovers on all fees. The largest under-recovery that is not in relation to a deposit is at $172 for a 'Bidwell Forum with Plaza' usage under Library Meeting/Event Facilities Fees (Resident Non-Profit). This is because the City does not currently charge non-profit resident groups for the use of the facility, but there is still a cost incurred. The smallest under-recovery is in relation to the 'Holds on Material – Per Item Unclaimed' fee under the Other Fees and Charges category for $2.

ANNUAL REVENUE IMPACT

Based on the prior year's workload information, the Library has a deficit of roughly $34,000. The following table shows the revenue at the current fees, total projected annual cost, and the resulting difference by major fee category.

TABLE 13: ANNUAL RESULTS – LIBRARY

Fee Category	Revenue at Current Fee	Annual Cost	Difference
Library Meeting/Event Facilities Fees	$350	$826	($476)
Other Fees and Charges	$32,340	$66,003	($33,663)
Total	**$32,690**	**$66,829**	**($34,139)**

The Library has an annual cost recovery of roughly 49%. The largest under-recovery is in relation to the Other Fees and Charges; specifically $31,526 of the difference is due to the processing fees. Currently, the Library charges $10 per item processed; the total cost was calculated to be $21, resulting in a per-unit deficit of $11.The per-unit deficit, coupled with the roughly 2,866 times it was charged, resulted in the large cost recovery gap. The department should review these results and adjust fees appropriately to align with divisional and departmental cost recovery goals.

PLANNING

The Planning Division part of the Community Development. The Planning Division is responsible for ensuring that construction is in compliance with the city's zoning and land usage regulations, plan checks, environmental reviews, grading, and zoning. The Planning Division also responsible for developing the city's community development policies, general plans, zoning codes, regional planning activities, and land use studies. The following subsections discuss fee schedule modifications and detailed per unit results for the fee-related services provided by Planning.

FEE SCHEDULE MODIFICATIONS

In discussions with City staff, the following modifications were proposed to the current fee schedule:

- **Eliminated Fees:** Staff proposed eliminating the following fees as these services are no longer offered by City staff or are now incorporated into the general use permit (CUP) process:
    - 'Radius Map and Labels'
    - 'Animal Conditional Use Permit'
- **Moved Fees:** To better align with where and how services are provided, the following fees have been reassigned to their respective departments.
    - 'Building Address Processing w/o Map', 'Building Investigation', 'Building Permit Surcharge for NPDES (SWPPP) Inspections', 'Building Plan Check/Inspection', 'Building Re-Address Processing', 'Building Re-inspection', 'Change of Occupancy', 'Fire Alarm Plan Check/Inspection', 'Fire Hood/Duct Plan Check/Inspection', 'Lost Inspection Card', 'Temporary Occupancy Review' were moved from Planning to Building.
    - 'FOG (Fire, Oil and Gas) Application Fee for New Restaurants', 'FOG Program Inspections', 'FOG Program Wastewater Sampling and Analysis', 'FOG Program, Industrial, Automotive, and Gas Station Re-inspection Fee' were moved from Planning to Environmental Services.
    - Public Transit Service and Transportation were moved from Planning to Recreation and Human Services.
- **New Fees:** Staff proposed the addition of the following fees, to capture services already provided but not codified:
    - 'Administrative Subdivision (SB9, SB684, and AB1033)'
    - Wireless Telecommunications Facilities
    - 'SB330 Applications'
    - 'Technical Review'

The modifications noted ensure that the proposed fee schedule better reflects the services being provided by Planning staff.

DETAILED RESULTS

The Planning Division collects fees for appeals, development plans, street/sidewalk vendor permits, and wireless telecommunication facility fees. The total cost calculated for each service includes direct staff costs and Departmental and Citywide overhead. The following table details the fee name, current fee, total cost, and difference associated with each service offered.

TABLE 14: TOTAL COST PER UNIT RESULTS – PLANNING

Fee Name	Current Fee	Total Cost	Difference
Animal Conditional Use Permit	Actual Cost		
Annexation	Actual Cost		
Appeal to City Council			
Initial Deposit	$2,000	$3,064	($1,064)
Subsequent Deposits	$1,000	$1,532	($532)
Appeal to Planning Commission			
Initial Deposit	$2,000	$3,064	($1,064)
Subsequent Deposits	$1,000	$1,532	($532)
Certificate of Compliance	$1,481	$1,079	$402
Conceptual Review	$1,041	$5,167	($4,126)
Conditional Use Permit	$2,425	$8,705	($6,280)
Development Agreement	Actual Cost		
Development Plan Review – Minor			
Director	$2,483	$4,415	($1,932)
Commission	$3,297	$5,028	($1,731)
Development Plan Review – Major	$5,000	$7,628	($2,628)
Environmental Impact Report Review	Actual Cost		
Environmental Initial Study	Actual Cost		
Environmental: Categorical Exemption Review	$214	$432	($218)
General Plan Amendment - Map	$4,000	$8,705	($4,705)
General Plan Amendment - Other	$15,000	$8,705	$6,295
Business License Zoning Verification	$29	$101	($72)
Landscape Plans Applications	$400	$355	$45
Legal Review of CC&Rs	Actual Cost		
Lot Line Adjustment	$1,554	$717	$837
Lot Merger	$1,554	$717	$837
Minor Modification	$1,422	$3,802	($2,380)
Mitigation Monitoring	Actual Cost		
Modification Review (CUP or Variance)	$2,067	$3,802	($1,735)
Planned Development	$10,000	$8,705	$1,295
Planned Redevelopment	$10,000	$8,705	$1,295
Reversion to Acreage	Actual Cost		
Review of CC&Rs	Actual Cost		
Sign Variance	$1,951	$1,198	$753

Fee Name	Current Fee	Total Cost	Difference
Specific Plan Review	Actual Cost		
Renewals	$165	$125	$40
Tentative Parcel Map Review (Lot Split)	$4,006	$4,275	($269)
Administrative Subdivision (SB9, SB684, & AB1033)	New	$4,679	N/A
Tentative Tract Map (Subdivision)	$5,286	$5,487	($201)
Time Extension Review	$1,042	$738	$304
Variance	$2,224	$3,802	($1,578)
Zone Change - Map	$4,000	$8,705	($4,705)
Zone Change - Other	$15,000	$8,705	$6,295
Zoning Verification Letter	$214	$1,657	($1,443)
Conditional Use Permit - Minor	$1,315	$738	$577
Recreational Vehicle Admin Review Permit Appeal	$200	$585	($385)
Wireless Telecommunications Facilities			
Eligible Facility Requests (EFR)	New	$1,351	N/A
Minor Wireless Facility Permit	New	$6,253	N/A
Major Wireless Facility Permit	New	$8,705	N/A
SB330 Applications	New	$891	N/A
Technical Review (Applicable to Administrative Subdivisions, Tentative Parcel Map / Tentative Tract Map, Certificate of Compliance, Lot Line Adjustment, and Lot Merger)	New	Actual Cost	N/A

Nearly all of the fees administered by the Planning Division under-recover for their associated costs. The largest under-recovery is $6,280 for ‘Conditional Use Permit’ under the Planning fees. The smallest undercharge is in the Planning Fees category for the ‘Business License Zoning Verification’ fee at $72.

ANNUAL REVENUE IMPACT

Based on the prior year’s workload information, Planning has a deficit of roughly $151,000. The following table shows the revenue at the current fee, total projected annual cost, and the resulting difference by major fee category.

TABLE 15: ANNUAL RESULTS – PLANNING

Fee Category	Revenue at Current Fee	Annual Cost	Difference
Conceptual Review	$11,451	$56,837	($45,386)
Conditional Use Permit	$21,577	$77,453	($55,876)
Development Plan Review	$65,352	$100,337	($34,984)
Planned Development	$32,797	$28,550	$4,247
SB9 Lot Split Applications	$17,524	$18,716	($1,192)
Tentative Tract Map (Subdivision)	$34,036	$35,330	($1,294)
Variance	$21,924	$37,480	($15,556)
Zoning Verification Letter	$1,070	$8,285	($7,215)
Misc. Planning Applications	$32,892	$26,303	$6,588
Total	**$238,622**	**$389,291**	**($150,669)**

Planning has an annual cost recovery of roughly 61%. The largest under-recovery is in relation to the 'Conditional Use Permit'. Currently, the city charges $2,425 per permit but it costs them $8,705 to provide the service. The division should review these results and adjust fees appropriately to align with divisional and departmental cost recovery goals.

POLICE

The Police Department is responsible for preserving public safety and maintaining the peace within the city through patrolling, investigating crimes, traffic enforcement, and 24/7 rapid responses to emergencies. As it relates to fee-related services, the police department is responsible for records-related services and false alarms. The following subsections discuss fee schedule modifications, detailed per unit results, and annual revenue impacts for the fee-related services provided by the Police Department.

FEE SCHEDULE MODIFICATIONS

In discussions with City staff, the following modifications were proposed to the current fee schedule:

- **Eliminated Fees:** Staff proposed eliminating the following fees, as these services are no longer offered by City staff, covered under other fees, or are now offered by other departments within the City:
    - 'Adult Business Entertainer Permit'
    - 'Adult Business License'
    - 'Disabled Placard Valid but Not Properly Displayed'
    - 'Police Computer Records Search'
    - Street Vendor Permit
    - Alarm System Appeal Fees and other Alarm system penalties
- **Moved Fees:** Staff proposed moving the Parade/Special Event Permit category from Police to Finance in order to better align with where and how services are provided.
- **Contracted Fees:** Animal control services are contracted with an external agency; therefore, these fees were not evaluated through this analysis.

The modifications noted ensure that the proposed fee schedule more accurately reflects the services being provided by Police staff.

DETAILED RESULTS

The Police Department collects fees for bicycle licenses, code enforcement investigations, noise disturbances response call-backs / alcohol consumed by a minor, parking permits, police report copies, alarm fees, and CCW licenses. The total cost calculated for each service includes direct staff costs and Departmental and Citywide overhead. The following table details the fee name and total cost associated with each service offered.

TABLE 16: TOTAL COST PER UNIT RESULTS – POLICE

Fee Name	Current Fee	Total Cost	Difference
Bicycle Licenses			
New license	$6	$8	($2)
Renewal	$3	$8	($5)
Cost Recovery of Graffiti Damage Caused by a Minor	Actual Cost	Actual Cost	N/A
DUI Incident Response Investigation	Actual Cost	Actual Cost	N/A
Fingerprint Card	$20	$24	($4)
Impound Vehicle Release	$120	$162	($42)
Inspection, documentation and registration of vacant property or property in foreclosure	$200	$83	$117
Massage Business Permit	$350	$335	$15
Massage Business Permit Renewal	$350	$167	$183
Massage Tech/Practitioner Permit	$297	$167	$130
Massage Tech/Practitioner Permit Renewal	$297	$83	$214
Massage Business Location Change	$182	$167	$15
Massage Business Sale/Transfer	$350	$167	$183
Parking Permit - Early Morning			
Early Morning/Per Day	$5	$5	$0
Early Morning/Per Year	$75	$83	($8)
Police Photo Reproduction	$33	$37	($4)
Police Report Copy			
First Five (5) pages	Free	$0	N/A
Additional Pages After 5	$0.15	$0.15	$0.00
Police Special Services	Actual Cost	Actual Cost	N/A
Records Check/Clearance Letter	$25	$42	($17)
Vehicle Equipment Correction Inspection	$25	$29	($4)
Video/Audio Disk Reproduction	$25	$37	($12)
Weapons Storage Processing	$50	$61	($11)
Traffic Collision Report	$20	$21	($1)
Sidewalk Vendor - Impounding Equipment & Merchandise	$200	$209	($9)
Alarm Fees			
Alarm Permit			
Residential	$40	$52	($12)
Commercial	$50	$52	($2)
False Alarm Fines			
Permitted			
1st Alarm	$0	$138	($138)
2nd Alarm	$75	$138	($63)
3rd Alarm	$150	$138	$12
4th Alarm	$250	$138	$112
5th Alarm	$250	$138	$112
Non-Permitted			
1st Alarm	$50	$138	($88)
2nd Alarm	$175	$138	$37
3rd Alarm	$200	$138	$62

Fee Name	Current Fee	Total Cost	Difference
4th Alarm	$350	$138	$212
5th Alarm	$350	$138	$212
Carry Concealed Weapon (CCW)			
Carry Concealed Weapon (CCW) - New Application	$389	$1,454	($1,065)
Carry Concealed Weapon (CCW) - Amended Application	$10	$435	($425)
Carry Concealed Weapon (CCW) - Live Scan	$20	$24	($4)
Carry Concealed Weapon (CCW) - Renewal	$129	$871	($742)

The majority of the fees administered by the Police Department under-recover for their associated costs. The largest under-recovery is $1,065 for 'Carry Concealed Weapon (CCW) - New Application' under Carry Concealed Weapon (CCW). The largest over-recovery is for $214 for 'Massage Tech/Practitioner Permit Renewal' Under Police Fees. The smallest undercharge is for a 'Each Additional Card' and 'Traffic Collision Report' fee at $1. The smallest over-recovery outside of penalties is for a 'Massage Permit' and a 'Massage Business Location Change' for $15.

ANNUAL REVENUE IMPACT

Based on the prior year's workload information, Police has a deficit of roughly $233,000. The following table shows the revenue at the current fee, total projected annual cost, and the resulting difference by major fee category.

TABLE 17: ANNUAL RESULTS – POLICE

Fee Category	Revenue at Current Fee	Annual Cost	Difference
Police Fees	$175,588	$233,852	($58,264)
Alarm Fees	$77,250	$153,640	($76,390)
Carry Concealed Weapon (CCW)	$36,611	$134,755	($98,144)
Total	**$289,449**	**$522,247**	**($232,798)**

Police has an annual cost recovery of roughly 55%. The largest under-recovery is in relation to the 'Carry Concealed Weapon (CCW)', specifically $94,785 of the difference is due to the 'Carry Concealed Weapon (CCW) - New Application'. Currently, the City Charges $389 per permit; the total cost was calculated to be $1,454, resulting in a per unit deficit of $1,065. This per-unit deficit, coupled with the roughly 89 times the fee was charged in the past year, resulted in the large cost recovery gap. The department should review these results and adjust fees appropriately to align with divisional and departmental cost recovery goals.

RECREATION

The Recreation Division is part of the Recreation and Human Services Department. The Recreation Division is responsible for developing, managing, and coordinating recreational activities, educational programs, spring and summer camps, 21 city-wide special events, and the city's various facilities/fields that can be utilized by residents. While Recreation and Human Services administers other fees, for the purposes of this analysis we only evaluated the field rental fees. The following subsections discuss fee schedule modifications, detailed per unit results, and annual revenue impacts for the fee-related services provided by the Recreation Division.

FEE SCHEDULE MODIFICATIONS

In discussions with City staff, no modifications were proposed to the to the fee schedule.

DETAILED RESULTS

The Recreation Division is responsible for collecting fees for field rentals. The Recreation Division assesses different fees based on the "group" that is receiving the service. The City currently has six group classifications. The following points identify each group:

- Group 1: Sanctioned Glendora Youth Leagues/Official GUSD Programs or events
- Group 2: Educational and Nonprofit Groups
- Group 3: Resident Single Day Use
- Group 4: Resident Travel
- Group 5: Non-Resident Travel
- Group 6: Tournaments

The total cost calculated for each service includes direct staff costs and Division and Citywide overhead. The following table details the fee name and total cost associated with each service offered by the group category.

TABLE 18: TOTAL COST PER UNIT RESULTS – RECREATION FIELDS

Fee Name	Current Fee	Total Cost	Difference
Pompei Turf Fields[1]			
Field Rental			
Group 1	$0	$213	($213)
Group 2	$30	$213	($183)
Group 3	$50	$213	($163)
Group 4	$100	$213	($113)
Group 5	$150	$213	($63)

[1]Insurance is required for the rental of the noted buildings/facilities

Fee Name	Current Fee	Total Cost	Difference
Group 6	$200	$213	($13)
Lights			
Group 1	$12	$12	$0
Group 2	$15	$12	$3
Group 3	$15	$12	$3
Group 4	$20	$12	$8
Group 5	$25	$12	$13
Group 6	$30	$12	$18
Administration Fee			
Group 1	$10	$32	($22)
Group 2	$10	$32	($22)
Group 3	$10	$32	($22)
Group 4	$10	$32	($22)
Group 5	$10	$32	($22)
Group 6	$10	$32	($22)
Facility Deposit			
Group 1	$0	$673	($673)
Group 2	$0	$673	($673)
Group 3	$0	$673	($673)
Group 4	$0	$673	($673)
Group 5	$0	$673	($673)
Group 6	$500	$673	($173)
Finkbiner Park Fields[2]			
Field Rental			
Group 1	$0	$66	($66)
Group 2	$15	$66	($51)
Group 3	$20	$66	($46)
Group 4	$40	$66	($26)
Group 5	$80	$66	$14
Group 6	$100	$66	$34
Lights			
Group 1	$12	$12	$0
Group 2	$15	$12	$3
Group 3	$15	$12	$3
Group 4	$20	$12	$8
Group 5	$25	$12	$13
Group 6	$30	$12	$18
Administration Fee			
Group 1	$10	$38	($28)
Group 2	$10	$38	($28)
Group 3	$10	$38	($28)
Group 4	$10	$38	($28)
Group 5	$10	$38	($28)

[2] Insurance is required for the rental of the noted buildings/facilities

Fee Name	Current Fee	Total Cost	Difference
Group 6	$10	$38	($28)
Facility Deposit			
Group 1	$0	$236	($236)
Group 2	$0	$236	($236)
Group 3	$0	$236	($236)
Group 4	$0	$236	($236)
Group 5	$0	$236	($236)
Group 6	$500	$236	$264
Glendora Unified Fields[3]			
Field Rental			
Group 1	$0	$199	($199)
Group 2	$15	$199	($184)
Group 3	$20	$199	($179)
Group 4	$40	$199	($159)
Group 5	$80	$199	($119)
Group 6	$100	$199	($99)
Lights			
Group 1	$12	$12	$0
Group 2	$15	$12	$3
Group 3	$15	$12	$3
Group 4	$20	$12	$8
Group 5	$25	$12	$13
Group 6	$30	$12	$18
Administration Fee			
Group 1	$10	$89	($79)
Group 2	$10	$89	($79)
Group 3	$10	$89	($79)
Group 4	$10	$89	($79)
Group 5	$10	$89	($79)
Group 6	$10	$89	($79)
Facility Deposit			
Group 1	$0	$688	($688)
Group 2	$0	$688	($688)
Group 3	$0	$688	($688)
Group 4	$0	$688	($688)
Group 5	$0	$688	($688)
Group 6	$500	$688	($188)

The fees administered by the Recreation Division generally under-recover for its services. For fees outside of deposits, the largest under recovery is in relation to Pompei Turf Fields, specifically 'Field Rentals – Group 1' at $213. The smallest undercharge is for a 'Field Rental – Group 6' under Pompei Turf Fields at $13. There is a handful of over-recoveries associated with 'Lights' for Pompei Turf Fields, Finkbiner Park Fields, and Glendora Unified Fields. While the Parks and Recreation fees generally under

[3] Insurance is required for the rental of the noted buildings/facilities

recover, these fees are different in the sense that they're based on what the market can bear and as such do not have to be set based on the cost of the service, but rather the market rate.

ANNUAL REVENUE IMPACT

Based on the prior year's workload information, Recreation has a deficit of roughly $253,000 for field rentals. The following table shows the revenue at the current fee, total projected annual cost, and the resulting difference by major fee category.

TABLE 19: ANNUAL RESULTS – RECREATION

Fee Category	Revenue at Current Fee	Annual Cost	Difference
Pompei Turf Fields	$58,820	$310,340	($251,520)
Finkbiner Park Fields	$500	$2,080	($1,580)
Total	**$59,320**	**$312,420**	**($253,100)**

Recreation has an annual cost recovery of roughly 19%. The largest under-recovery is in relation to the Pompei Turf Fields, specifically due to 'Field rentals – Group 2'. The city currently charges only $30, but the full cost is $213. The department should review these results and adjust fees appropriately to align with divisional and departmental cost recovery goals.

WATER

The Water Department is part of Public Works. It is responsible for treating, maintaining, and distributing safe and clean water to all residents across the city. While the majority of its services are covered through rates, there are a handful of fees that are assessed by the Water Department in relation to service disconnects, reconnects, meter testing, installation, etc. The following subsections discuss fee schedule modifications, detailed per unit results, and annual revenue impacts for the fee-related services provided by the Water Department.

FEE SCHEDULE MODIFICATIONS

In discussions with City staff, staff proposed eliminating the following fees, as these services are no longer offered by City staff, covered under other fees, or are now offered by other departments within the City:

- 'Quitclaims of Water Easement'
- 'Convert Private Pipe to City'
- 'Fire Hydrant Inspections (Private Hydrant Inspection)'

The modifications noted ensure that the proposed fee schedule more accurately reflects the services being provided by Water staff.

DETAILED RESULTS

The Water Department is responsible for collecting fees for Service Reconnection Fees, clean-up of sewage and hazardous materials, water system inspections, installation charges, and various other fees like fire hydrant flow tests, fire hydrant inspections, and irrigation plan reviews. The total cost calculated for each service includes direct staff costs and Department and Citywide overhead. The following table details the fee name and total cost associated with each service offered.

TABLE 20: TOTAL COST PER UNIT RESULTS – UTILITY FEES

Fee Name	Current Fee	Total Cost	Difference
Damage to City Property Repair		Actual Cost	
Service Reconnect Fees			
Delinquent (Business hours, Customer receiving social assistance):	$50	$107	($57)
Delinquent (Outside of business hours, Customer receiving social assistance):	$150	$297	($147)
Delinquent (Business Hours):	$70	$107	($37)
Delinquent (Outside of Business Hours):	$150	$297	($147)
Non-Delinquent (Business Hours):	$77	$107	($30)
Non-Delinquent (Outside of Business Hours):	$112	$297	($185)
Non-Delinquent (After midnight):	$128	$297	($169)

Fee Name	Current Fee	Total Cost	Difference
Hazardous Material Spill Cleanup and Disposal		Actual Cost	
Sewage Spill Cleanup		Actual Cost	
Temporary Water Meter Rental Service	$29	$78	($49)
Water System Inspection			
Lateral for ADU	$935	$491	$444
Manual Meter Read Fee	$60	$234	($174)
ACH Return Fee (incorrect bank information)	$27	$57	($30)
Chargeback Fee (Customer Disputed Bill Penalty)	$35	$57	($22)
New Account Application/Activation Fee (Processing Fee, excluding meter installation)	$77	$86	($9)
Deposits for Service	$200	$200	$0
Door Hanger Fee	$20	$48	($28)
Trip Charge for Additional Visit	$76	$146	($70)
Temporary Construction Meter	$281	$292	($11)
Water Service Installation Charges			
Water Service Installation			
3/4-1"	Modified	$5,000	N/A
2"	Modified	$7,000	N/A
4"	Modified	$10,000	N/A
6"	Modified	$12,000	N/A
Miscellaneous Water Fees and Charges			
Backflow Preventer Installation	$152	$152	$0
Fire Hydrant Flow Test (office study performed with hydraulic model)	$551	$882	($331)
Fire Hydrant Flow Test (Field Test)	$512	$663	($151)
Fire Flow Availability Form	$299	$409	($110)
Fire Hydrant Meter Deposit	$1,851	$2,000	($149)
Irrigation Plan Review/Water System Inspection (Non-Tract)	$235	$132	$103
Fire Service Plan Review/Water Service Installation Plan Review	$310	$132	$178
Water Meter Test			
¾" – 2":	$308	$234	$74
Water Quality Testing		Actual Cost	
Bacterial Sample Test	$517	$401	$116
Pressure Test	$296	$401	($105)
Hydrant Lock Fee (new lock with installation)	$212	$287	($75)
Hydrant- Handle replacement fee	$79	$167	($88)
Broken lock/ damage costs & service.	$212	$217	($5)

Most of the fees administered by the Water Department under-recover for their associated costs. The largest under-recovery is $331 for ‘Fire Hydrant Flow Test (office study performed with hydraulic model)’ under Miscellaneous Water Fees and Charges. The largest over-recovery is $444 for ‘Water System Inspection - Lateral for ADU’. The smallest undercharge is for a ‘Broken lock/ damage costs & service’ fee under Miscellaneous Water Fees and Charges at $5. The smallest overcharge is for a ‘Water Meter Test – ¾” – 2”’ fee under Miscellaneous Water Fees and Charges at $74.

ANNUAL REVENUE IMPACT

Based on the prior year's workload information, Water has a deficit of roughly $160,000. The following table shows the revenue at the current fee, total projected annual cost, and the resulting difference by major fee category.

TABLE 21: ANNUAL RESULTS – UTILITY FEES

Fee Category	Revenue at Current Fee	Annual Cost	Difference
Service Reconnect Fees	$31,920	$115,824	($83,904)
New Account	$36,960	$41,280	($4,320)
Door Hanger Fee	$51,160	$122,784	($71,624)
Total	**$120,040**	**$212,856**	**($92,816)**

Water has an annual cost recovery of roughly 56%. The largest under-recovery is in relation to the 'Door Hanger Fee'. The per unit difference is approximately $28, and the City charged this fee approximately 2,558 times. The department should review these results and adjust fees appropriately to align with divisional and departmental cost recovery goals.

DEVELOPMENT SERVICES SURCHARGES

There are two typical surcharges assessed as part of the development review process – General Plan Maintenance Fee and Technology fee. Currently, the City of Glendora assesses both of these fees. The following subsections discuss the calculation and application of the General Plan Maintenance Fee and Technology Fee and provides comparative context to other jurisdictions.

GENERAL PLAN MAINTENANCE FEE

A General Plan Maintenance fee is meant to account for updates to the general plan, zoning ordinance, housing elements, and other long-range planning activities that are part of the larger General Plan.

The General Plan Maintenance fee is governed by Government Code Section 66014(b) which states that fees "may include the costs reasonably necessary to prepare and revise the plans and policies that a local agency is required to adopt before it can make any necessary findings and recommendations." This code states that fees can be charged against zoning changes, zoning variances, use permits, building inspections, and filing applications.

More typically, the fee is charged during the building permit phase to ensure any development project, which gets to that phase, makes enough of an impact to require the need for an update to the Zoning Code or the General Plan. This fee should only be applied to major building permits (i.e., new or remodel / tenant improvements) rather than standalone permits for water heaters or electrical outlets.

The project team took the estimated cost associated with updating the General Plan as budgeted in the City's General Plan budget and divided it by the years over which those contracted services would be provided, to calculate the annualized cost. The following table breaks out by category the components that comprise the total annual cost calculation.

TABLE 22: GENERAL PLAN MAINTENANCE FEE – ANNUAL COSTS

Task	Budget	Annualized	Per Year Cost
General Plan Contract	$500,000	3	$166,667
Total Annual Cost	**$500,000**		**$166,667**

The annual cost to the City for updating their general plan is roughly $166,667. The City currently charges the fee as a percentage of its building permit fees, which is the most common methodology. The project team calculated the full cost of the General Plan Fee based upon the Percentage of Building Permit Fee methodologies. The following table shows this calculation:

TABLE 23: GENERAL PLAN MAINTENANCE FEE CALCULATION

Category	Calculation
Annual Cost	$166,667
Total Building Permit Costs	$1,312,038
General Plan Maintenance Fee	**12.7%**

As the table indicates, the calculated Comprehensive Plan Maintenance Fee is 12.7% of the building valuation. The following table compares the city's current fee to the full cost fee calculated through this study:

TABLE 24: GENERAL PLAN MAINTENANCE FEE PER UNIT RESULTS

Category	Current Fee	Full Cost	Difference
General Plan Maintenance Fee	12%	12.7%	(0.70%)

The City's current fee is 12% of the fee paid for a building permit, while the full cost was calculated to be 12.7% of the fee paid for a building permit. This results in a per unit difference of 0.70%.

As part of this analysis, the project team conducted a comparative survey of other local jurisdictions and their assessment of a General Plan Maintenance Fee. Like other comparative efforts, the survey below simply shows the fees charged by the jurisdiction and does not include the basis upon which the other jurisdictions calculated or developed their fee. The following table shows the results of this comparative analysis:

TABLE 25: GENERAL PLAN MAINTENANCE FEE – COMPARATIVE SURVEY

Jurisdiction	Fee Amount
Arcadia	5% of Planning Applications
Azusa	10% of Permit
Brea	$0.00196 x valuation
Covina	$2.00 per $1,000 of Valuation
La Verne	4% of the Building Permit
Monrovia	15% of bldg & plan check fees
Upland	6% of the Permit Fee

As the table indicates the current fee charged by jurisdictions varies based upon project type and / or building permit. The full cost and current fee are generally higher than all of the other jurisdictions surveyed with the exception of Monrovia. However, like other comparative analyses, this only reflects the fee being charged, not necessarily the full cost of those services.

TECHNOLOGY SURCHARGE FEE

A Technology Fee allows a jurisdiction to support the costs associated with its permitting system, staff time for managing the systems, acquiring the system, mobile devices used for permitting, etc. The City of Glendora currently charges a plan maintenance fee to capture the costs for technology and develops a budget annually for those technology-related needs. The project team utilized the annual contract budget of $500,000 for Plan Maintenance to calculate the updated technology fee.

The most defensible methodology for assessing a technology fee is based proportionately on the percentage of the permit fee, as the greater the permit fee, the more software utilization and storage space is required. This is how the City currently assesses its fee. Therefore, the project team took the total Technology Annual Cost and divided it by the annual fee-related cost associated with Building, Planning, and Engineering. The following table shows this calculation:

TABLE 26: TECHNOLOGY SURCHARGE CALCULATION

Category	Technology Fee Calculation
Total Annual Technology Cost	$500,000
Total Annual Permitting Costs	$2,709,617
Technology Surcharge	**18.5%**

Based upon this calculation, the City's full cost Technology fee would be 18.5% of the permit fee. Therefore, if a permit fee was $100, the Technology fee collected would be $18.50; whereas if a permit fee was $1,000; the Technology fee collected would be $185. This type of structure enables the Technology fee to be more proportionately distributed based upon the projects and their impact upon the system. The following table compares the City's current fee to the full cost fee:

TABLE 27: TECHNOLOGY SURCHARRGE PER UNIT RESULTS

Category	Current Fee	Full Cost	Difference
Technology Surcharge	13%	18.5%	(5.5%)

The City's current fee is 13% of the permit fee, while the full cost was calculated to be 18.5% of the permit fee. This results in a per unit difference of 5.5%.

As part of this analysis, the project team conducted a comparative survey of other local jurisdictions and their assessment of a Technology Fee. Like other comparative efforts, the survey below simply shows the fees charged by the jurisdiction. The following table shows the results of this comparative analysis:

TABLE 28: TECHNOLOGY SURCHARGE – COMPARATIVE SURVEY

Jurisdiction	Fee Amount
Arcadia	5.5% of Permit & Plan Check Fees
Azusa	5% of permit and plan check fee
Brea	$0.0008 x valuation
Covina	N/A
La Verne	2% on all Building Permits
Monrovia	$8 per Permit
Upland	N/A

As the table indicates the current fee charged by jurisdictions varies based upon project type and / or valuation. The current and full cost calculated for the City is higher than all the other jurisdictions surveyed. However, like other comparative analyses, this only reflects the fee being charged, not necessarily the full cost of those services.

SURCHARGE FUND BEST PRACTICES

It is a best practice to collect and account for General Plan Maintenance and Technology surcharges in separate accounts, as doing so ensures compliance with funding requirements, enables appropriate allocation of funds to general plan or technology-related activities, and mitigates any potential issues with the comingling of funds. The City already follows this best practice and should continue to do so.

COST RECOVERY CONSIDERATIONS

The following sections provide guidance regarding how and where to increase fees, determine annual update factors, and develop cost recovery policies and procedures.

FEE ADJUSTMENTS

This study has documented and outlined on a fee-by-fee basis where the City is under- and over-collecting for its fee-related services. City and Department management will now need to review the study results and adjust fees per Departmental and City philosophies and policies. The following points outline the major options the City has in adjusting its fees:

- **Over-Collection:** Upon review of the fees that were shown to be over-collecting for costs of services provided, the City should reduce the current fee to be in line with the full cost of providing the service.
- **Full Cost Recovery:** For fees that show an under-collection for costs of services provided, the City may decide to increase the fee to full cost recovery immediately.
- **Phased Increase:** For fees with significantly low-cost recovery levels, or which would have a significant impact on the community, the City could choose to increase fees gradually over a set period.

The City will need to review the results of the fee study and associated cost recovery levels and determine how best to adjust fees. While decisions regarding fees that currently show an over-recovery are straightforward, the following subsections provide further detail on why and how the City should consider either implementing Full Cost Recovery or a Phased Increase approach to adjusting its fees.

FULL COST RECOVERY

Based on the permit or review type, the City may wish to increase the fee to cover the full cost of providing services. Certain permits may be close to cost recovery already, and an increase to full cost may not be significant. Other permits may have a more significant increase associated with full cost recovery.

Increasing fees associated with permits and services that are already close to full cost recovery can potentially bring a Department's overall cost recovery level higher. Often, these minimal increases can provide necessary revenue to counterbalance fees that cannot be increased.

The City should consider increasing fees for permits for which services are rarely engaged to full cost recovery. These services often require specific expertise and can involve more complex research and review due to their infrequent nature. As such, setting these fees at full cost recovery will ensure that when the permit or review is requested, the City is recovering the full cost of its services.

PHASED INCREASES

Depending on current cost recovery levels, some current fees may need to be increased significantly to comply with established or proposed cost recovery policies. Due to the type of permit or review or the amount by which a fee needs to be increased, it may be best for the City to use a phased approach to reaching its cost recovery goals.

As an example, you may have a current fee of $200 with a full cost of $1,000, representing 20% cost recovery. If the current policy is 80% cost recovery, the current fee would need to increase by $600, bringing the fee to $800, to comply with proposed recovery levels. Assuming this service is something the City provides quite often and affects various members of the community, an instant increase of $600 may not be feasible. Therefore, the City could take a phased approach, whereby it increases the fee annually over a set period until cost recovery is achieved.

Raising fees over a set period not only allows the City to monitor and control the impact to applicants but also ensure that applicants have time to adjust to significant increases. Continuing with the example above, the City could increase the fee by $150 per year for the next four years, spreading out the increase. Depending on the desired overall increase and the impact to applicants, the City could choose to vary the number of years by which it chooses to increase fees. However, the project team recommends that the City not phase increases for periods greater than five years, as that is the maximum window after which a comprehensive fee assessment should be completed.

ANNUAL ADJUSTMENTS

Conducting a comprehensive analysis of fee-related services and costs annually would be quite cumbersome and costly. The general recommendation is that a comprehensive fee analysis should be conducted every three to five years. This allows jurisdictions to ensure they account for organizational changes, such as staffing levels and merit increases, and process efficiencies, code or rule changes, or technology improvements. Developing annual update mechanisms allow jurisdictions to maintain current levels of cost recovery, while accounting for increases in staffing or expenditures related to permit services. The two most common types of update mechanisms are Consumer Price Index (CPI) and Cost of Living Adjustment (COLA) factors. The following points provide further detail on each of these mechanisms:

- **COLA / Personnel Cost Factor:** Jurisdictions often provide their staff with annual salary adjustments to account for increases in local cost of living. These increases are not tied to merit or seniority but rather meant to offset rising costs associated with housing, gas, and other livability factors. Sometimes these factors vary depending on the bargaining group of a specific employee. Generally, these factors are around two or three percent annually.
- **CPI / ECI Factor:** A common method of increasing fees or cost is to look at regional cost indicators, such as the Consumer Price Index or Employment Cost Index. These factors are calculated by the Bureau of Labor Statistics, are put out at various intervals within a year, and are specific to states and regions.

The City of Glendora already utilizes a CPI factor and it should continue to do so to ensure that fees are increased in alignment with cost increases.

POLICIES AND PROCEDURES

This study has identified areas where the City is under-collecting the costs associated with providing services. This known funding gap is therefore being subsidized by other City revenue sources.

Development of cost recovery policies and procedures will ensure that current and future decision makers understand how and why fees were determined and set, as well as provide a road map for ensuring consistency when moving forward. The following subsections outline typical cost recovery levels and discuss the benefits of developing target cost recovery goals and procedures for achieving and increasing cost recovery.

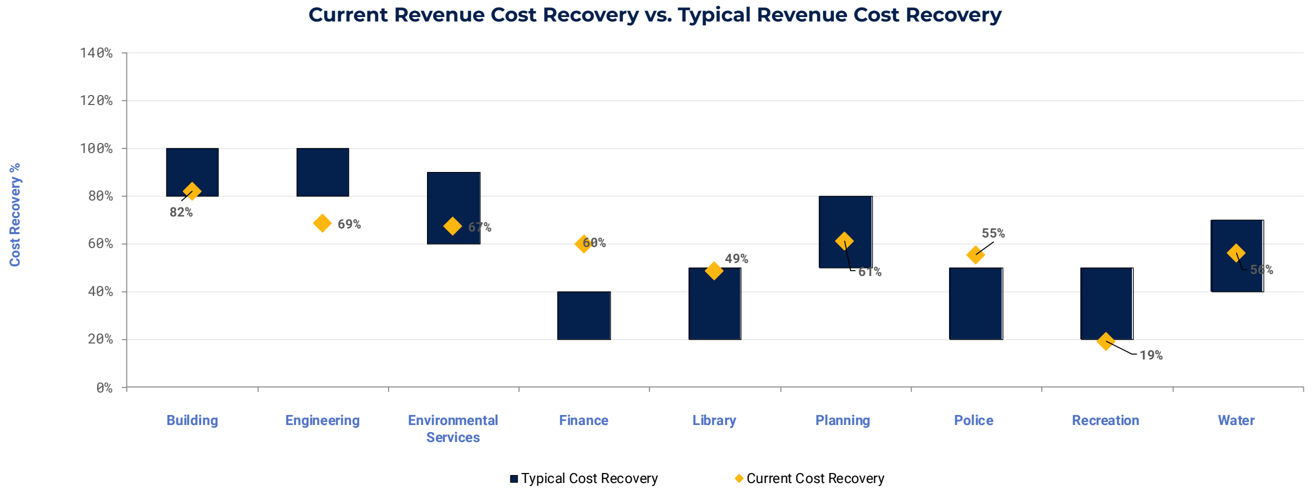
TYPICAL COST RECOVERY

The Matrix Consulting Group has extensive experience in analyzing local government operations across the United States and has calculated typical cost recovery ranges. The following table outlines cost recovery ranges by major service area.

TABLE 29: TYPICAL COST RECOVERY RANGES BY MAJOR SERVICE AREA

Service Areas	Typical Cost Recovery Ranges
Building	80-100%
Engineering	80-100%
Environmental Services	60-80%
Finance	20-40%
Library	20-50%
Planning	50-80%
Police	20-50%
Recreation & Human Services	20-50%
Water	40-70%

The following graph depicts how Glendora compares to industry cost recovery range standards.



Building, Environmental Services, Library, Planning, and Water are within the typical cost recovery range, while Finance and Police are above the typical cost recovery ranges. Engineering and Recreation & Human Services are below the typical recovery ranges.

DEVELOPMENT OF COST RECOVERY POLICIES AND PROCEDURES

The City should review the current cost recovery levels and adopt a formal policy regarding cost recovery. This policy can be general in nature and can apply broadly to the City as a whole or to each department and division specifically. A department-specific cost recovery policy would allow the City to better control the cost recovery associated with different types of services being provided and the community benefit received.

APPENDIX – COMPARATIVE SURVEY

As part of the Cost of Services (User Fee) study for the City of Glendora, Matrix Consulting Group conducted a comparative survey of user fees. The City identified seven municipalities to be included in the comparative survey: Arcadia, Azusa, Brea, Covina, La Verne, Monrovia, and Upland. The project team then reviewed public documents (i.e., agenda items, staff reports, budgets, fee schedules, and ordinances) and or contacted jurisdictions to get comparative information.

While this full report provides the City with a reasonable estimate and understanding of the true costs of providing services, many jurisdictions also wish to benchmark themselves against other comparable jurisdictions to understand the local "rates" for comparable services. This type of comparative analysis allows for the City to assess what types of changes in fee levels their community can bear. However, benchmarking does not provide adequate information regarding the relationship of other jurisdictions' costs to their fees (i.e., policy decisions to subsidize, cost recovery goals, etc.). To contextualize this portion of the analysis, the project team provided economic and recency factors for the comparable jurisdictions.

The following sections detail various factors to consider when reviewing comparative survey results, as well as graphical comparisons of current fees and total calculated costs for various permits issued or services provided by the City.

ECONOMIC FACTORS

To provide additional context to the comparative survey information, the project team collected economic factors for the jurisdictions included. Three important economic factors to consider when comparing fees across multiple jurisdictions are: population, budget, and workforce size. These factors can impact how and when fees are administered, as a jurisdiction with a smaller population may choose to not charge a fee, or a smaller workforce size may inhibit their ability to administer a fee.

The following tables rank each jurisdiction from smallest to largest for each of these economic factors:

TABLE 30: RANKING OF JURISDICTIONS BY POPULATION

Jurisdiction	Population[4]
La Verne	32,300
Monrovia	38,920
Brea	47,900
Azusa	48,988
Covina	51,090
Glendora	**51,254**
Arcadia	56,116
Upland	79,140

[4] California Finance estimates as of 1/1/2024 were used to determine each jurisdiction's population.

TABLE 31: RANKING OF JURISDICTIONS BY CITYWIDE TOTAL BUDGET

Jurisdiction	FY25-26 Budget[5]
La Verne	$78,164,008
Arcadia	$88,313,900
Monrovia	$96,099,951
Glendora	$110,778,077
Brea	$134,193,644
Upland	$167,058,490
Covina	$181,475,751
Azusa	$183,300,000

TABLE 32: RANKING OF JURISDICTIONS BY FTE

Jurisdiction	FY25-26 Authorized FTE
La Verne	195
Covina	232
Monrovia	243.75
Upland	268
Glendora	270.01
Arcadia	312.31
Azusa	378.01
Brea	406.014

When compared to the surveyed jurisdictions, the City of Glendora ranks near the top in terms of population, but on the middle for budget and staffing.

RECENCY FACTOR

While the above comparative information can provide some perspective when paralleling Glendora's fees with surveyed jurisdictions, other key factors to consider are when a jurisdiction's fee schedule was last updated and when the last comprehensive analysis was undertaken. It is important to note that even though jurisdictions may have conducted recent fee studies, their fees are not always adopted at full cost recovery. The comparative results only show the adopted fee for the surveyed jurisdiction, not necessarily the full cost associated with the comparable service.

The following tables detail when each surveyed jurisdiction last conducted a fee analysis and when they last updated their fee schedule:

TABLE 33: LAST FEE SCHEDULE UPDATE

Jurisdiction	Response
Arcadia	2025
Azusa	2025
Brea	2025
Covina	2025

[5] To ensure appropriate comparisons, full operating budget (all funds) has been used for all jurisdictions.

Jurisdiction	Response
La Verne	2025
Monrovia	2024
Upland	2025

TABLE 34: LAST FEE STUDY CONDUCTED

Jurisdiction	Response
Arcadia	2021
Azusa	2016
Brea	2017
Covina	2016
La Verne	N/A
Monrovia	2024
Upland	2023

Most of the surveyed jurisdictions have published an updated fee schedule within the last year. However, Monrovia last updated their fee schedule in 2024. Additionally, only half of the jurisdictions except for Azusa, Brea, and La Verne have conducted a fee study within the last five years.

ADDITIONAL FACTORS

Along with keeping the statistics outlined in the previous sections in mind, the following issues should also be noted regarding the use of market surveys in the setting of fees for service:

- **Cost Recovery Factors:** Each jurisdiction and its fees are different, and many are not based on the actual cost of providing services as various policy decisions may subsidize services.
- **Fee Variance Factors:** A fee with the same name may encompass different types of services or activities across jurisdictions. Variability may stem from differences in service delivery models (e.g., in-house vs. contracted), the scope of work included under the fee, and staffing configurations, all of which can influence how indirect and overhead costs are allocated.

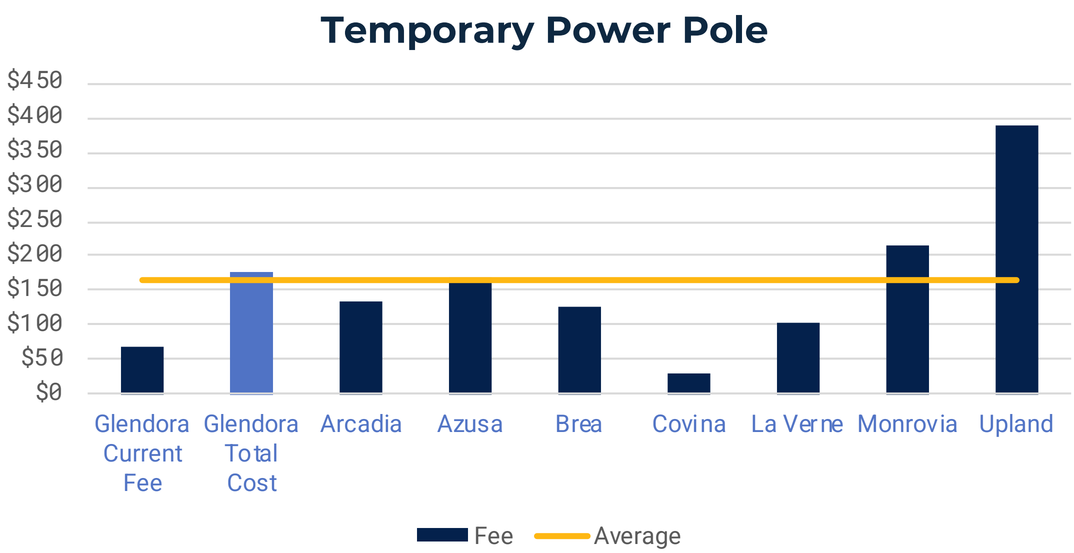
In addition to the issues noted, market surveys can also run the risk of creating a confusing excess of data that will obscure rather than clarify policy issues. Because each jurisdiction is different, the Matrix Consulting Group recommends that the information contained in the market comparison of fees be used as a secondary decision-making tool, rather than the primary method for determining an acceptable price point for services.

COMPARATIVE SURVEY RESULTS

As part of this study, the project team conducted a survey of how the City's current user fees and calculated full cost compare to other identified jurisdictions. The following subsections provide a comparative look at several fee-related services provided by the City versus the surveyed jurisdictions.

TEMPORARY POWER POLE

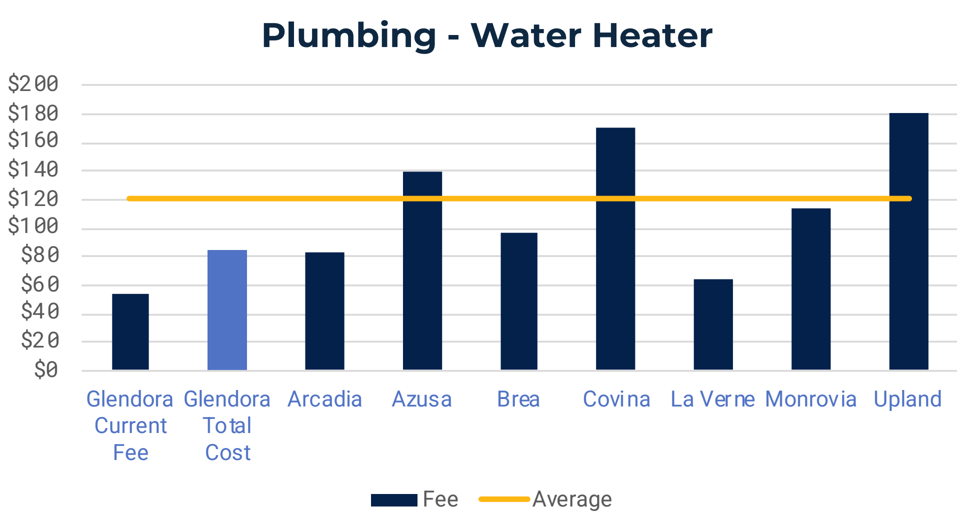
Building currently charges a fee of $70 for Temporary Power Pole. Through this study, the project team calculated the full cost of this service to be $177. The following graph shows how Glendora's current fee and full cost compare to surveyed jurisdictions.



Glendora's current fee is the second lowest when compared to other jurisdictions at $70. However, its full cost of $177 is above the jurisdictional average of $167. The City's current fee is most comparable to La Verne's fee of $103, while the calculated full cost is most comparable to Azusa's fee of $169.

PLUMBING - WATER HEATER

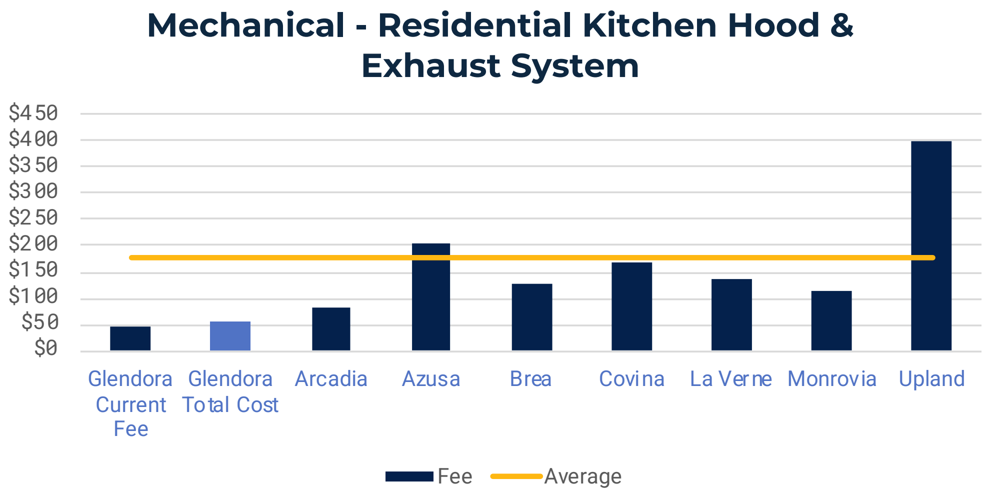
Building currently charges a fee of $53 for Plumbing - Water Heater. Through this study, the project team calculated the full cost of this service to be $85. The following graph shows how Glendora's current fee and full cost compare to surveyed jurisdictions.



Glendora's current fee is the lowest when compared to other jurisdictions at $53. However, its full cost of $85 is below the jurisdictional average of $121. The City's current fee is most comparable to La Verne's fee of $64, while the calculated full cost is most comparable to Arcadia's fee of $83.

MECHANICAL - RESIDENTIAL KITCHEN HOOD & EXHAUST SYSTEM

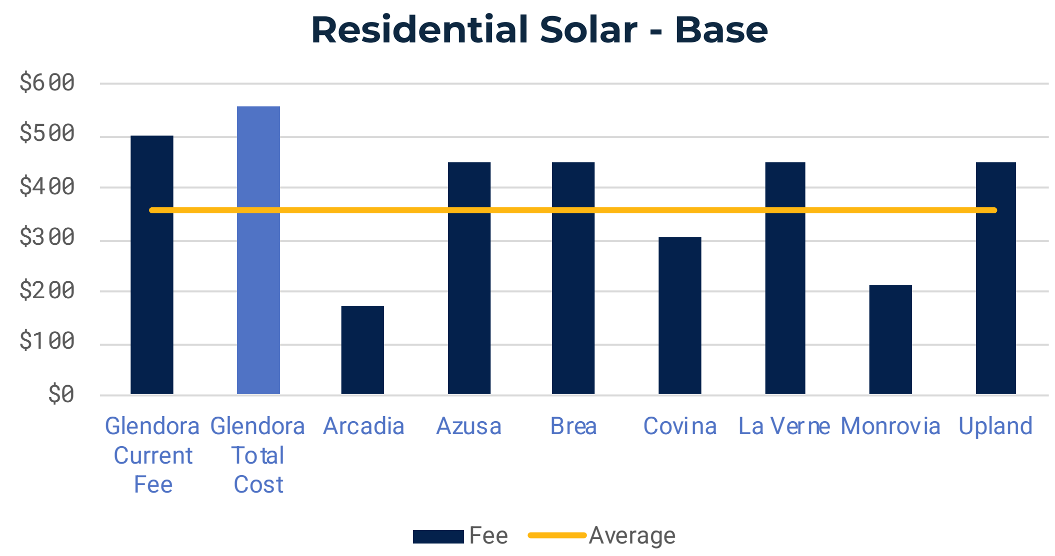
Building currently charges a fee of $46 for Mechanical - Residential Kitchen Hood & Exhaust System. Through this study, the project team calculated the full cost of this service to be $55. The following graph shows how Glendora's current fee and full cost compare to surveyed jurisdictions.



Glendora's current fee is the lowest when compared to other jurisdictions at $46. However, its full cost of $55 is below the jurisdictional average of $176. The City's current fee and full cost is most comparable to Arcadia's fee of $81.

RESIDENTIAL SOLAR

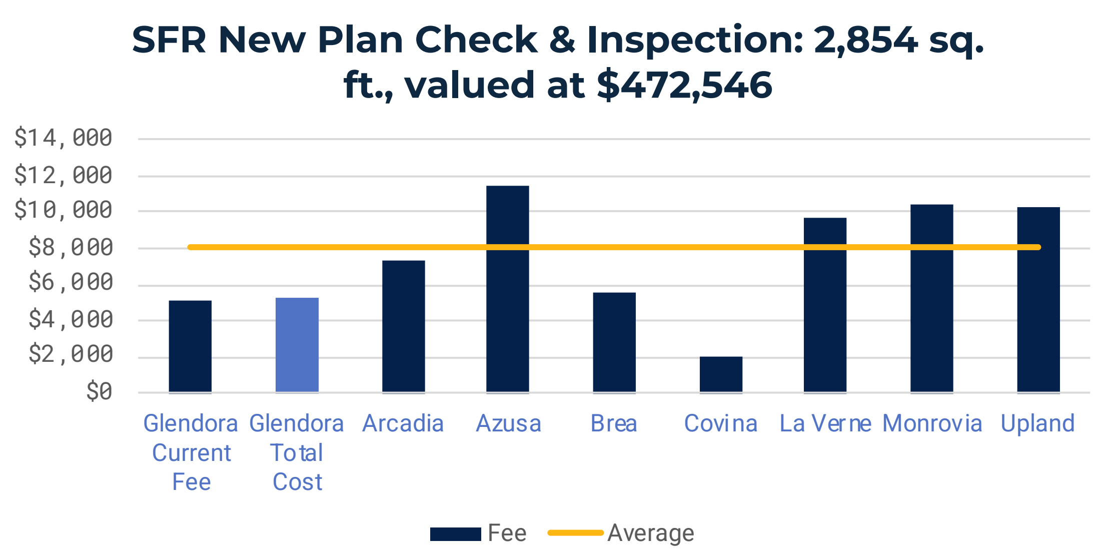
Building currently charges a fee of $500 for Residential Solar. Through this study, the project team calculated the full cost of this service to be $559. The following graph shows how Glendora's current fee and full cost compare to surveyed jurisdictions.



Glendora's current fee is the highest when compared to other jurisdictions at $500. However, its full cost of $559 is above the jurisdictional average of $356. The City's current fee and full cost are most comparable to Upland's fee of $450.

SFR NEW PLAN CHECK & INSPECTION: 2,854 SQ. FT., VALUED AT $472,546

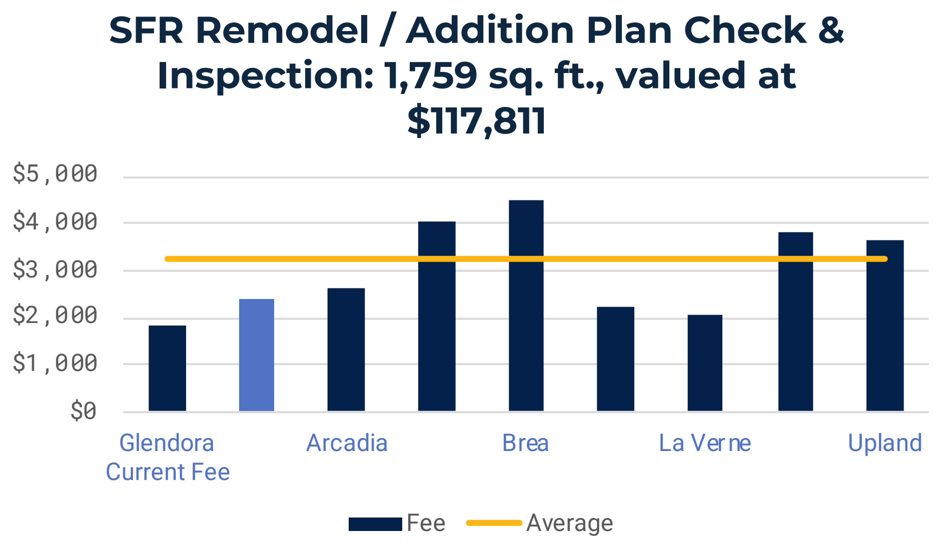
Building currently charges a fee of $5,082 for plan check and inspection of a new single family home that is 2,854 sq. ft., valued at $472,546. Through this study, the project team calculated the full cost of this service to be $5,276. The following graph shows how Glendora's current fee and full cost compare to surveyed jurisdictions.



Glendora's current fee is the second lowest when compared to other jurisdictions at $5,082. However, its full cost of $5,276 is below the jurisdictional average of $8,111. The City's current fee and full cost is most comparable to Brea's fee of $5,500.

SFR REMODEL / ADDITION PLAN CHECK & INSPECTION: 1,759 SQ. FT., VALUED AT $117,811

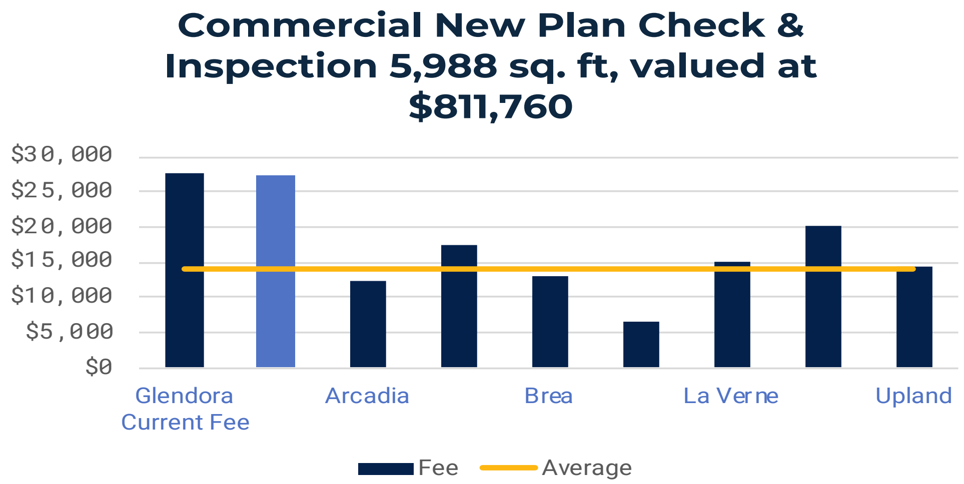
Building currently charges a fee of $1,804 for plan check and inspection of a Remodel / Addition that is 1,759 sq. ft., valued at $117,811. Through this study, the project team calculated the full cost of this service to be $2,398. The following graph shows how Glendora's current fee and full cost compare to surveyed jurisdictions.



Glendora's current fee is the lowest when compared to other jurisdictions at $1,804. However, its full cost of $2,398 is below the jurisdictional average of $3,272. The City's current fee is most comparable to La Verne's fee of $2,039, while the calculated full cost is most comparable to Covina's fee of $2,250.

COMMERCIAL NEW PLAN CHECK & INSPECTION 5,988 SQ. FT, VALUED AT $811,760

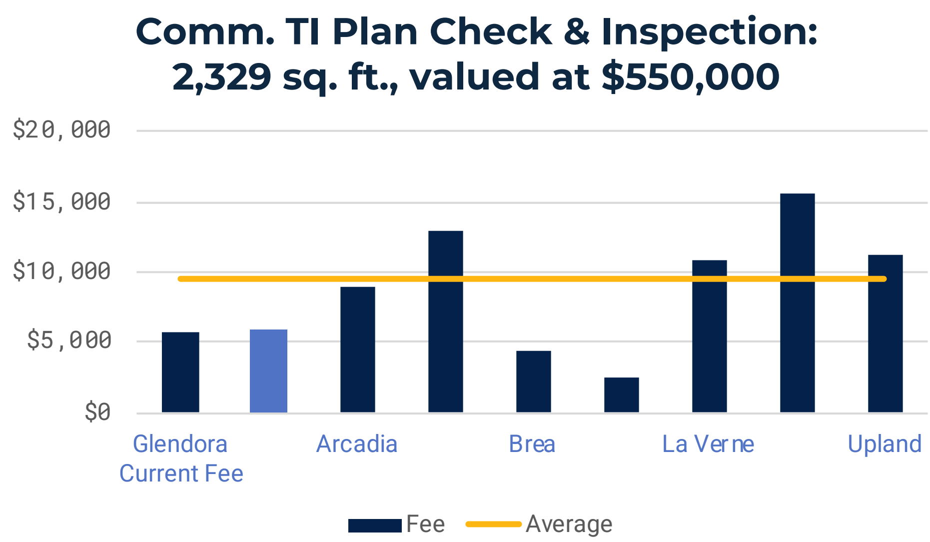
Building currently charges a fee of $27,788 for Plan Check & Inspection of a new commercial building that is 5,988 sq. ft, valued at $811,760. Through this study, the project team calculated the full cost of this service to be $27,392. The following graph shows how Glendora's current fee and full cost compare to surveyed jurisdictions.



Glendora's current and full cost fees are the highest when compared to other jurisdictions. The City's current and full cost fee is most comparable to Monrovia's fee of $20,327.

COMM. TI PLAN CHECK & INSPECTION: 2,329 SQ. FT., VALUED AT $550,000

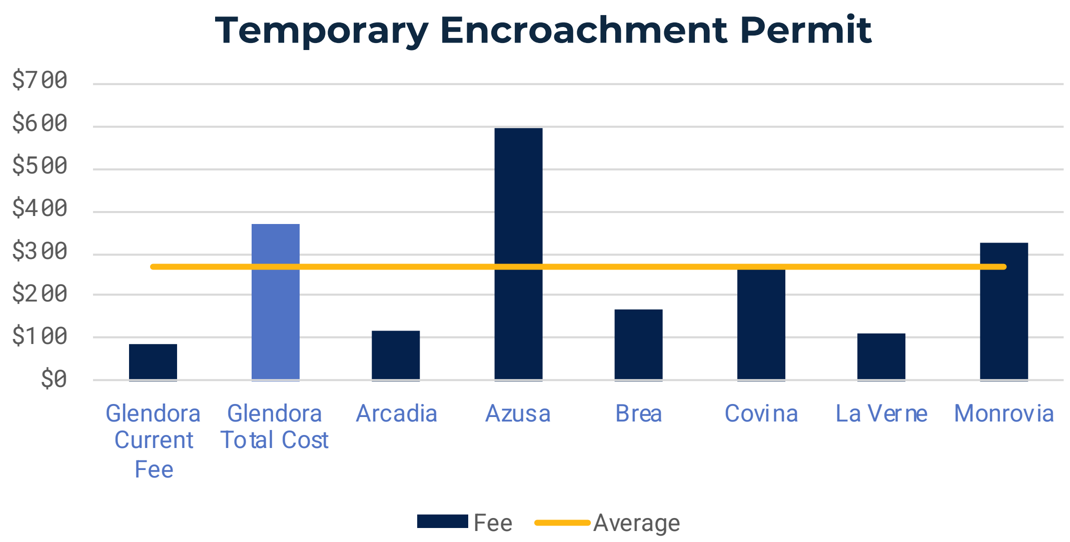
Building currently charges a fee of $5,728 for Plan Check & Inspection of a tenant improvement of a commercial project that is 2,329 sq. ft., valued at $550,000. Through this study, the project team calculated the full cost of this service to be $5,874. The following graph shows how Glendora's current fee and full cost compare to surveyed jurisdictions.



Glendora's current fee is the lowest when compared to other jurisdictions at $5,728. However, its full cost of $5,874 is below the jurisdictional average of $9,519. The City's current fee and full cost is most comparable to Brea's fee of $4,500.

TEMPORARY ENCROACHMENT PERMIT

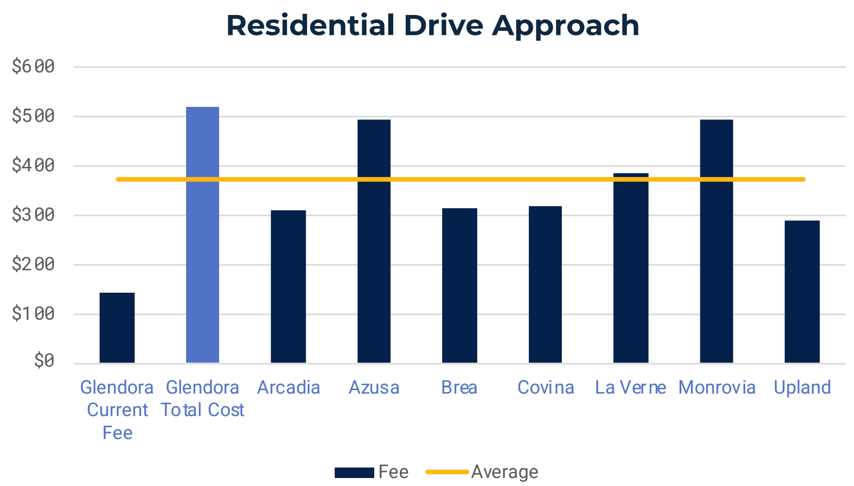
Engineering currently charges a fee of $86 for a Temporary Encroachment Permit. Through this study, the project team calculated the full cost of this service to be $368. The following graph shows how Glendora's current fee and full cost compare to surveyed jurisdictions.



Glendora's current fee is the lowest when compared to other jurisdictions at $86. However, its full cost of $368 is above the jurisdictional average of $267. The City's current fee is most comparable to La Verne's fee of $110, while the calculated full cost is most comparable to Monrovia's fee of $324.

RESIDENTIAL DRIVE APPROACH

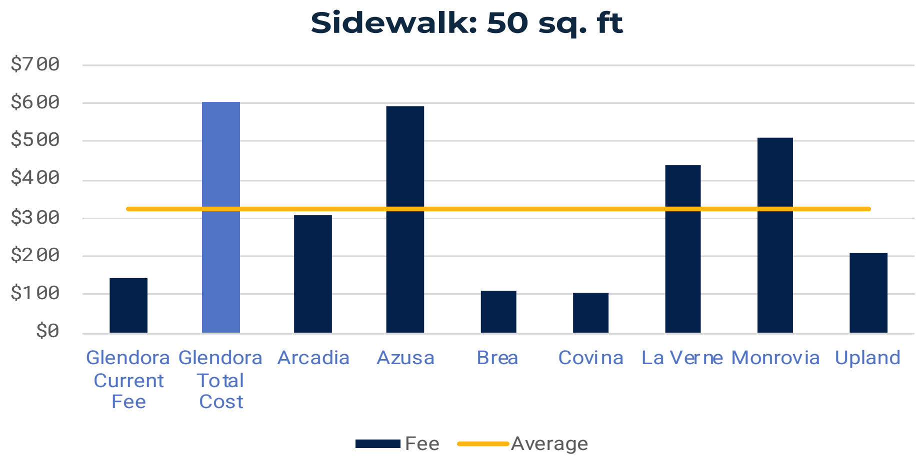
Engineering currently charges a fee of $145 for the Residential Drive Approach. Through this study, the project team calculated the full cost of this service to be $520. The following graph shows how Glendora's current fee and full cost compares to surveyed jurisdictions.



Glendora's current fee is the lowest when compared to other jurisdictions at $145. However, its full cost of $520 is above the jurisdictional average of $372. The City's current fee is most comparable to Upland's fee of $290, while the calculated full cost is most comparable to Monrovia's and Azusa's fee of $495.

SIDEWALK: 50 SQ. FT

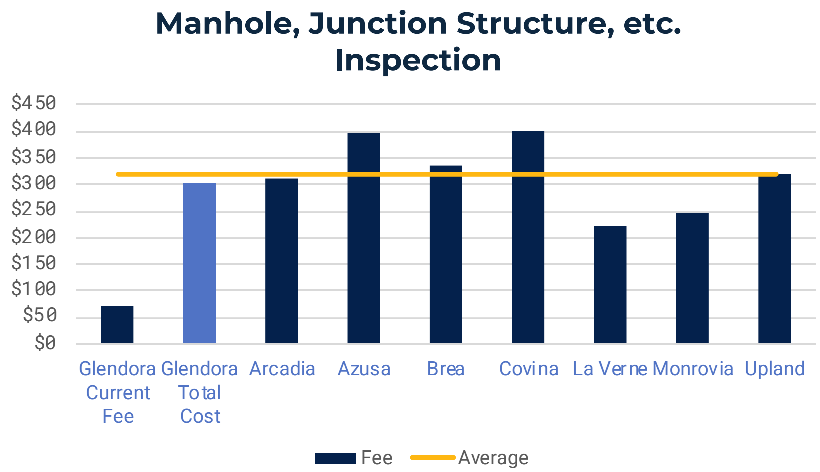
Engineering currently charges a fee of $145 for Sidewalk: 50 sq. ft. Through this study, the project team calculated the full cost of this service to be $603. The following graph shows how Glendora's current fee and full cost compares to surveyed jurisdictions.



Glendora's current fee is the third lowest when compared to other jurisdictions at $145. However, its full cost of $603 is above the jurisdictional average of $325. The City's current fee is most comparable to Brea's fee of $110, while the calculated full cost is most comparable to Azusa's fee of $594.

MANHOLE, JUNCTION STRUCTURE, ETC. INSPECTION

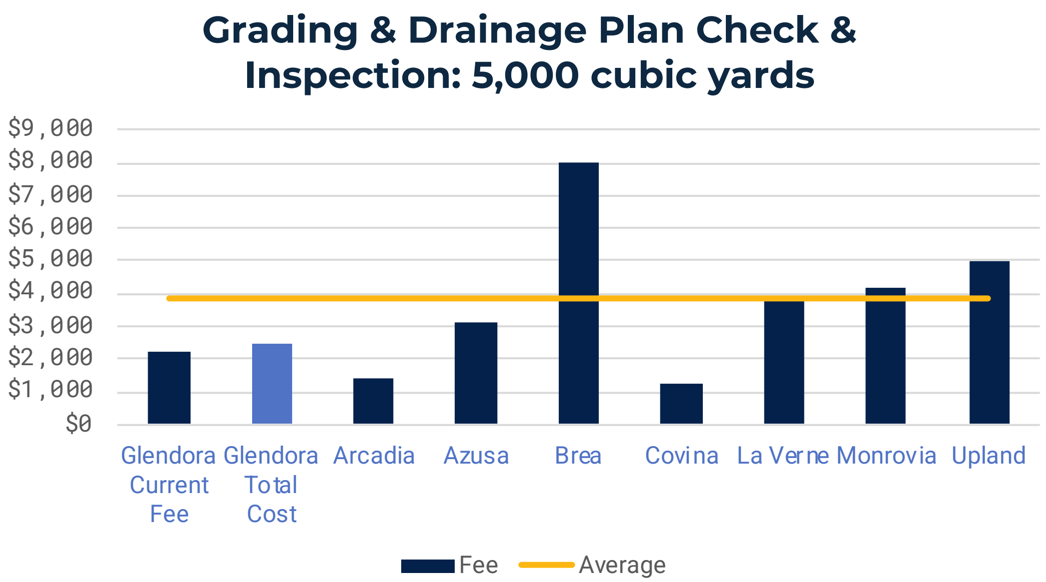
Engineering currently charges a fee of $71 for Manhole, Junction Structure, etc. Inspection. Through this study, the project team calculated the full cost of this service to be $304. The following graph shows how Glendora's current fee and full cost compares to surveyed jurisdictions.



Glendora's current fee is the lowest when compared to other jurisdictions at $71. However, its full cost of $304 is barely below the jurisdictional average of $318. The City's current fee is most comparable to La Verne's fee of $220, while the calculated full cost is most comparable to Arcadia's fee of $310.

GRADING & DRAINAGE PLAN CHECK & INSPECTION: 5,000 CUBIC YARDS

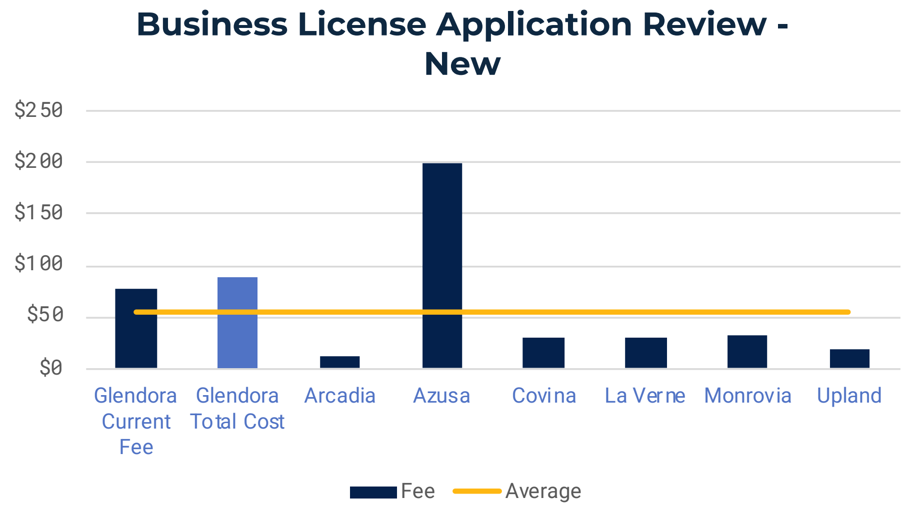
Engineering currently charges a fee of $2,252 for Grading & Drainage Plan Check & Inspection: 5,000 cubic yards. Through this study, the project team calculated the full cost of this service to be $2,439. The following graph shows how Glendora's current fee and full cost compares to surveyed jurisdictions.



Glendora's current fee is the third lowest when compared to other jurisdictions at $2,252. However, its full cost of $2,439 is below the jurisdictional average of $3,855. The City's current fee is most comparable to Arcadia's fee of $1,390, while the calculated full cost is most comparable to Azusa's fee of $3,139.

BUSINESS LICENSE APPLICATION REVIEW - NEW

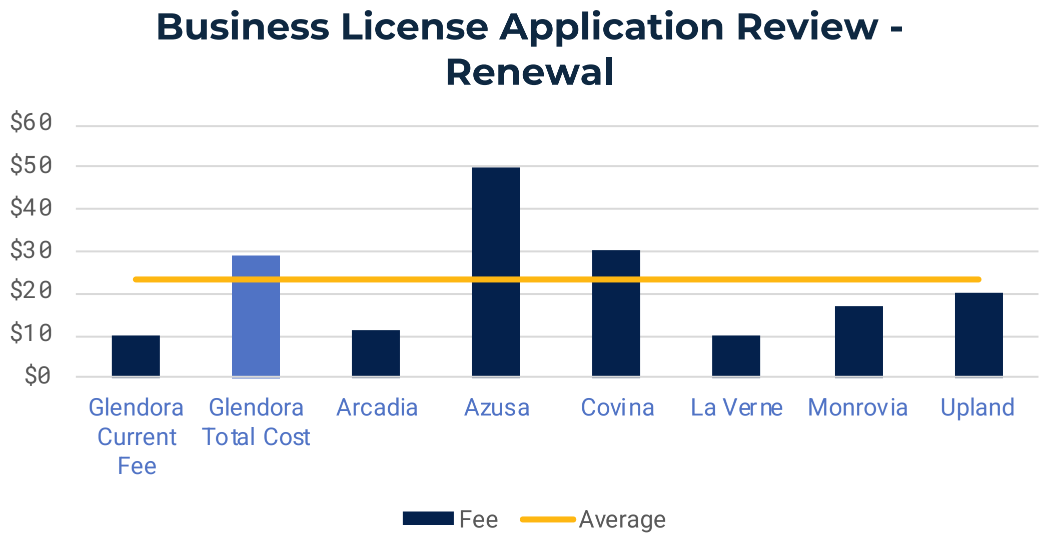
Finance currently charges a fee of $77 for Business License Application Review - New. Through this study, the project team calculated the full cost of this service to be $88. The following graph shows how Glendora's current fee and full cost compares to surveyed jurisdictions.



Glendora's current fee is the second highest when compared to other jurisdictions at $77. However, its full cost of $88 is above the jurisdictional average of $54.

BUSINESS LICENSE APPLICATION REVIEW - RENEWAL

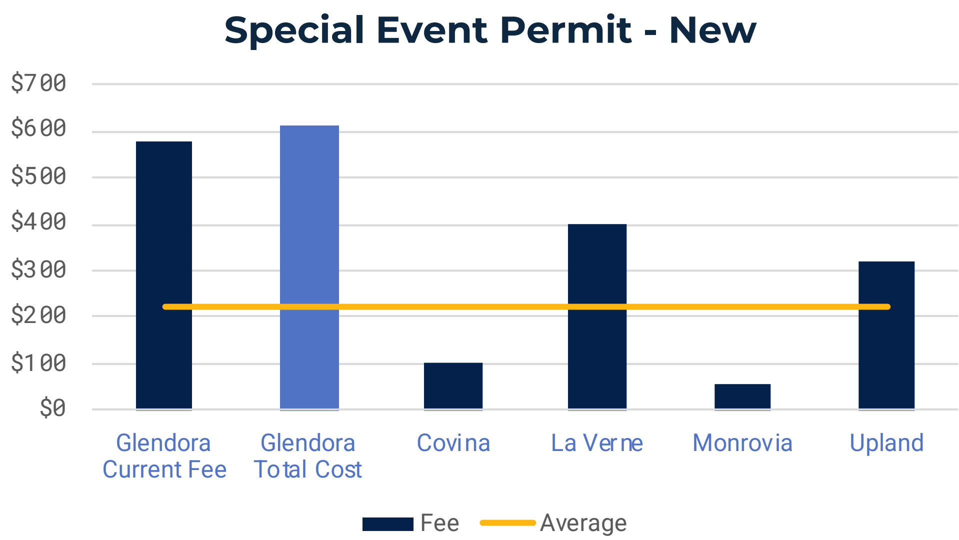
Finance currently charges a fee of $10 for Business License Application Review - Renewal. Through this study, the project team calculated the full cost of this service to be $29. The following graph shows how Glendora's current fee and full cost compares to surveyed jurisdictions.



Glendora's current fee is the lowest when compared to other jurisdictions at $10. However, its full cost of $29 is above the jurisdictional average of $23. The City's current fee is most comparable to La Verne's fee of $10, while the calculated full cost is most comparable to Covina's fee of $30.

SPECIAL EVENT PERMIT - NEW

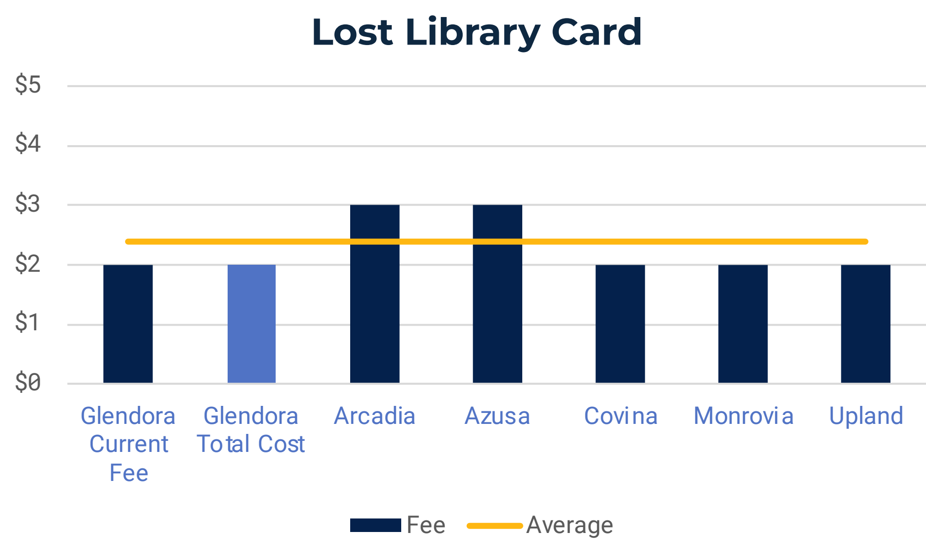
Finance currently charges a fee of $580 for Special Event Permit - New. Through this study, the project team calculated the full cost of this service to be $611. The following graph shows how Glendora's current fee and full cost compares to surveyed jurisdictions.



Glendora's current fee is the highest when compared to other jurisdictions at $580. However, its full cost of $612 is above the jurisdictional average of $221. The City's current fee and full cost are most comparable to La Verne's fee of $400.

LOST LIBRARY CARD

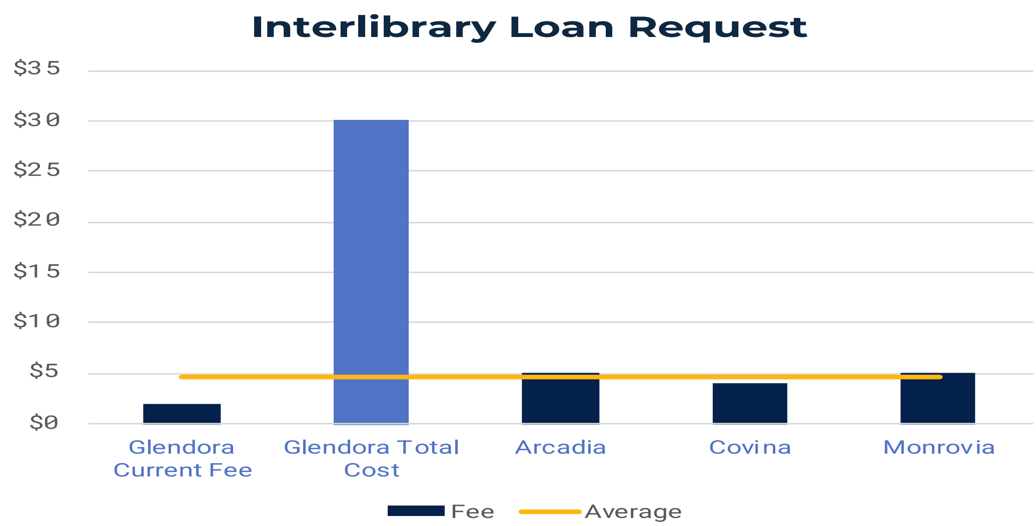
Library currently charges a fee of $2 for Lost Library Card. Through this study, the project team calculated the full cost of this service to be $2. The following graph shows how Glendora's current fee and full cost compares to surveyed jurisdictions.



Glendora's current and full cost fee are aligned with fees charged by Covina, Monrovia, and Upland. The cities of Arcadia and Azusa both charge $3.

INTERLIBRARY LOAN REQUEST

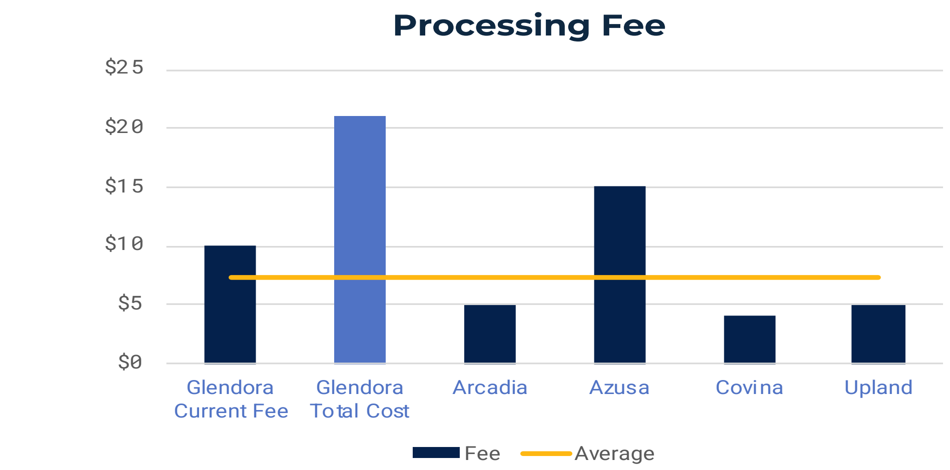
Library currently charges a fee of $2 for Interlibrary Loan Request. Through this study, the project team calculated the full cost of this service to be $30. The following graph shows how Glendora's current fee and full cost compares to surveyed jurisdictions.



Glendora's current fee is the lowest when compared to other jurisdictions at $2. However, its full cost of $30 is above the jurisdictional average of $5. The City's current fee is most comparable to Covina's fee $4 fee.

PROCESSING FEE FOR LOST / DAMAGED MATERIALS

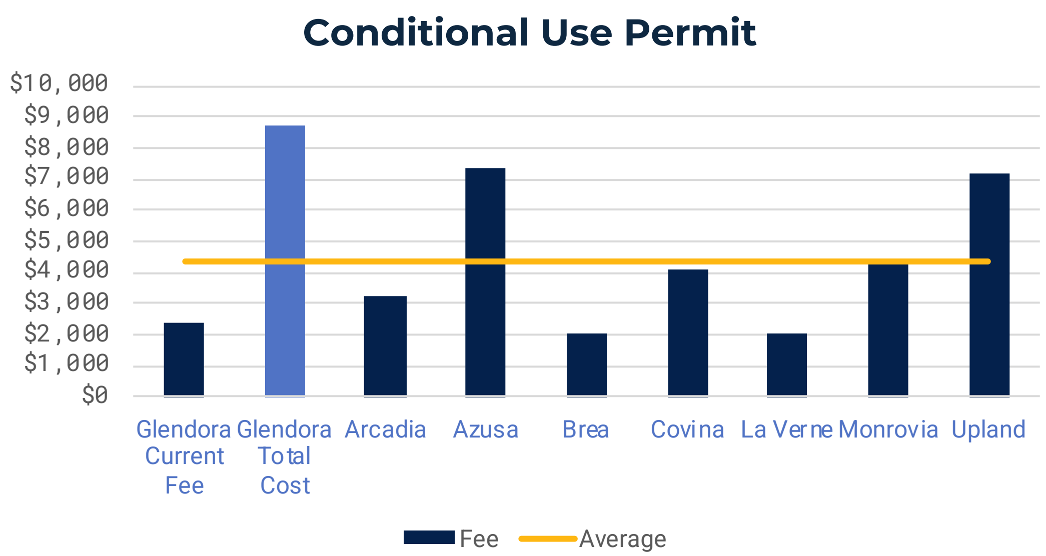
Library currently charges a fee of $10 for Processing Fee for Lost / Damaged Materials. Through this study, the project team calculated the full cost of this service to be $21. The following graph shows how Glendora's current fee and full cost compares to surveyed jurisdictions.



Glendora's current fee is in the middle when compared to other jurisdictions at $10. However, its full cost of $21 is above the jurisdictional average of $7. The City's current fee is most comparable to Arcadia's and Upland's fee of $5 as well as Azusa's fee of $15, while the calculated full cost is most comparable to Azusa's fee of $15.

CONDITIONAL USE PERMIT

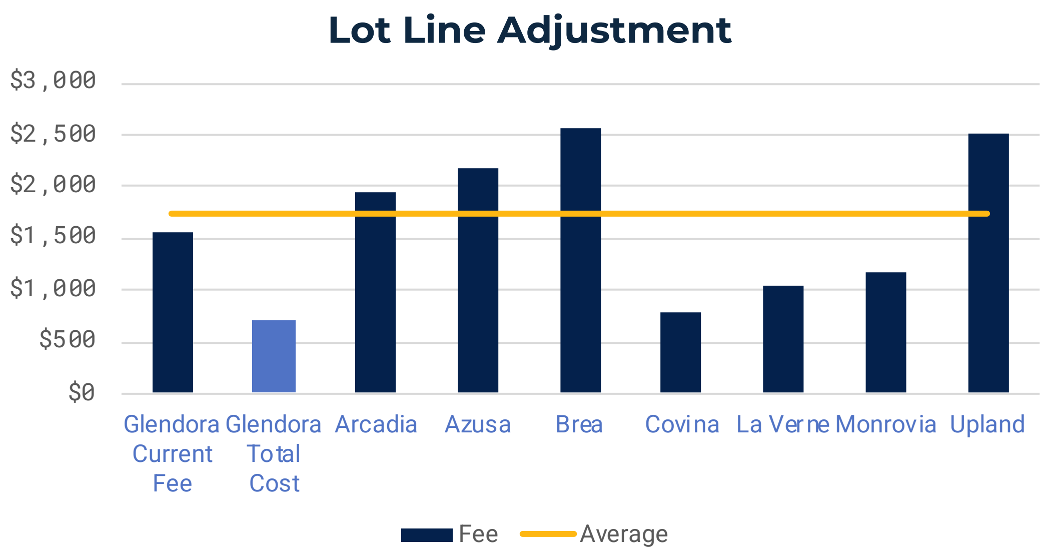
Planning currently charges a fee of $2,425 for Conditional Use Permit. Through this study, the project team calculated the full cost of this service to be $8,705. The following graph shows how Glendora's current fee and full cost compares to surveyed jurisdictions.



Glendora's current fee is the third lowest when compared to other jurisdictions at $2,425. However, its full cost of $8,705 is above the jurisdictional average of $4,315. The City's current fee is most comparable to Brea's Deposit and La Verne's deposit of $2,000, while the calculated full cost is most comparable to Azusa's fee of $7,332. Since other jurisdictions charge it as a deposit it is difficult to accurately compare the cost and the fee that would be ultimately assessed.

LOT LINE ADJUSTMENT

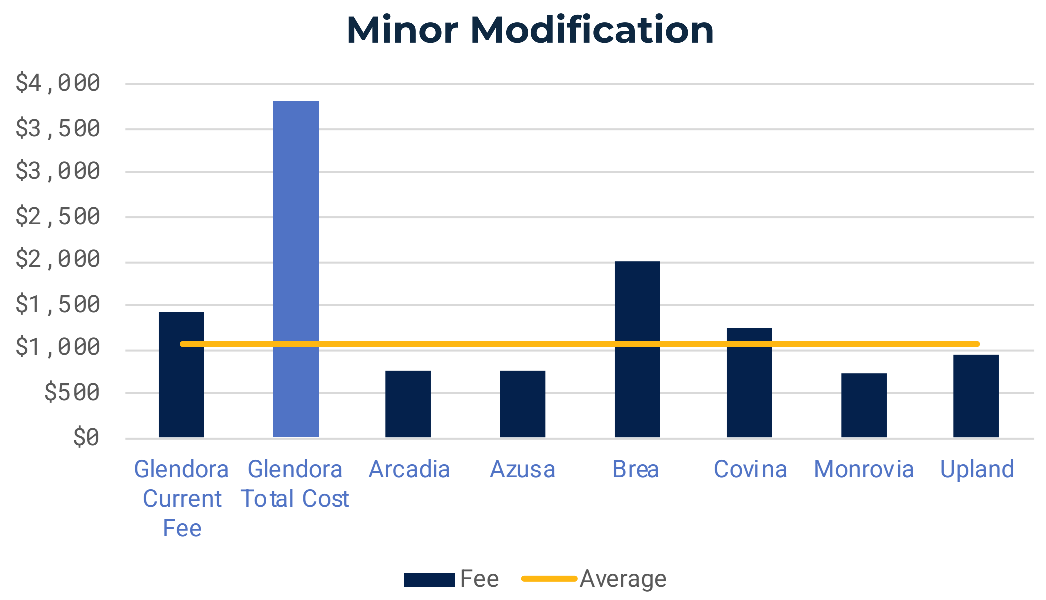
Planning currently charges a fee of $1,554 for Lot Line Adjustment. Through this study, the project team calculated the full cost of this service to be $717. The following graph shows how Glendora's current fee and full cost compares to surveyed jurisdictions.



Glendora's current fee is in the middle when compared to other jurisdictions at $1,554. However, its full cost of $717 is below the jurisdictional average of $1,741. The City's current fee is most comparable to Monrovia's fee of $1,174, while the calculated full cost is most comparable to Covina's fee of $773.

MINOR MODIFICATION

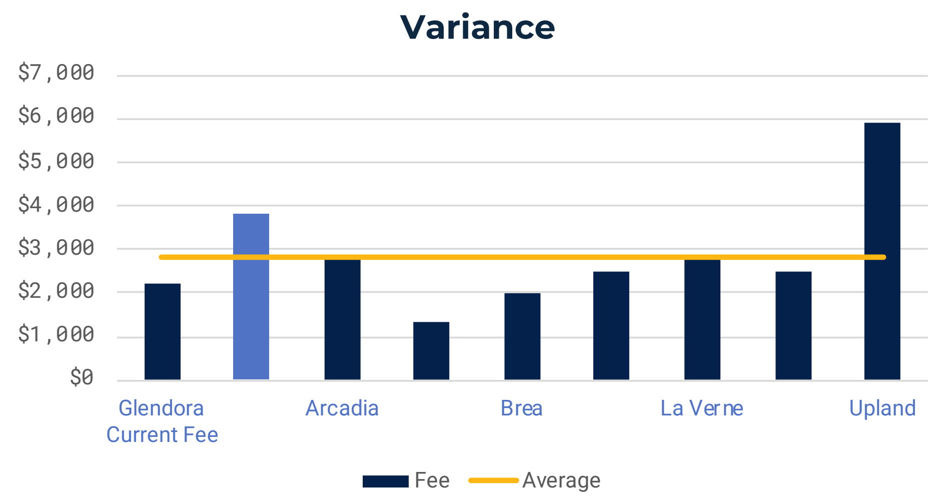
Planning currently charges a fee of $1,422 for Minor Modification. Through this study, the project team calculated the full cost of this service to be $3,802. The following graph shows how Glendora's current fee and full cost compares to surveyed jurisdictions.



Glendora's current fee is the second highest when compared to other jurisdictions at $1,422. However, its full cost of $3,802 is above the jurisdictional average of $1,078. The City's current fee is most comparable to Covina's fee of $1,236, while the calculated full cost is most comparable to Brea's deposit of $2,000.

VARIANCE

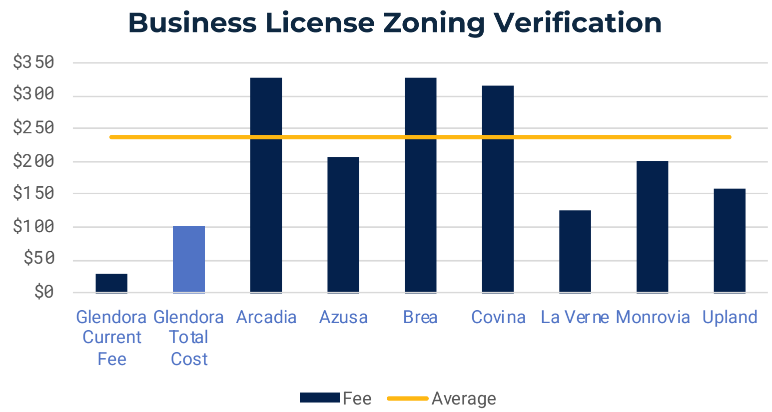
Planning currently charges a fee of $2,224 for Variance. Through this study, the project team calculated the full cost of this service to be $3,802. The following graph shows how Glendora's current fee and full cost compares to surveyed jurisdictions.



Glendora's current fee is the third lowest when compared to other jurisdictions at $2,224. However, its full cost of $3,802 is above the jurisdictional average of $2,828. The City's current fee is most comparable to Brea's deposit of $2,000, while the calculated full cost is most comparable to Arcadia's fee of $2,816.

BUSINESS LICENSE ZONING VERIFICATION

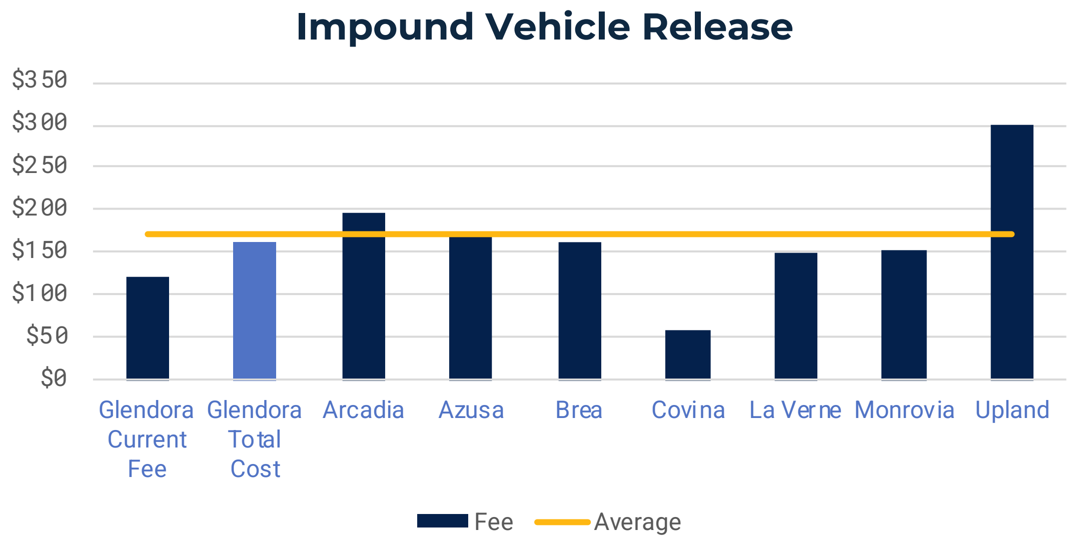
Planning currently charges a fee of $29 for Business License Zoning Verification. Through this study, the project team calculated the full cost of this service to be $101. The following graph shows how Glendora's current fee and full cost compares to surveyed jurisdictions.



Glendora's current fee is the lowest when compared to other jurisdictions at $29. However, its full cost of $101 is below the jurisdictional average of $238. The City's current fee and full cost is most comparable to La Verne's fee of $125.

IMPOUND VEHICLE RELEASE

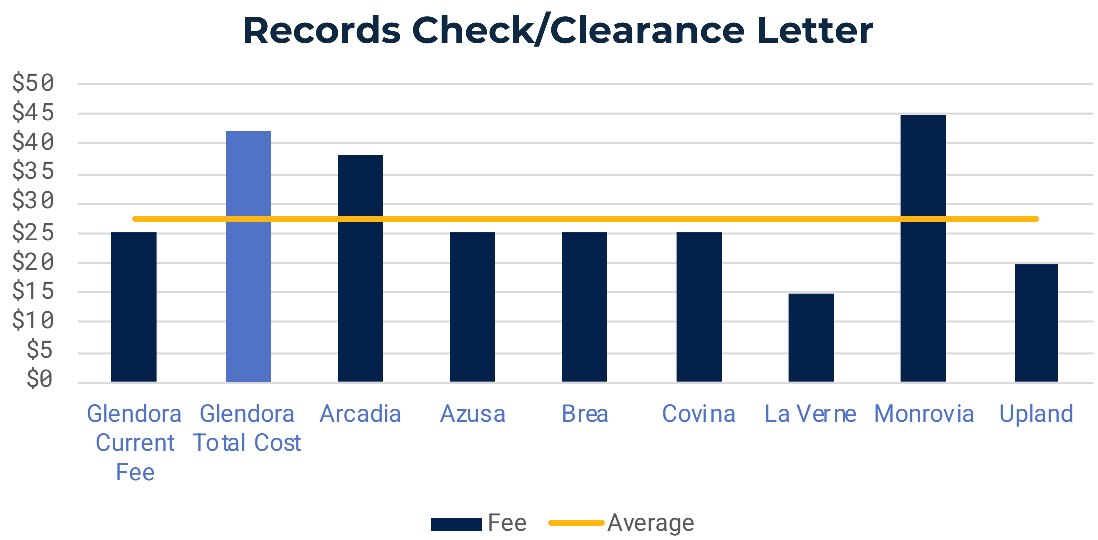
Police currently charges a fee of $120 for Impound Vehicle Release. Through this study, the project team calculated the full cost of this service to be $162. The following graph shows how Glendora's current fee and full cost compares to surveyed jurisdictions.



Glendora's current fee is the second lowest when compared to other jurisdictions at $120. However, its full cost of $162 is below the jurisdictional average of $171. The City's current fee is most comparable to La Verne's fee of $150, while the calculated full cost is most comparable to Brea's fee of $162.

RECORDS CHECK/CLEARANCE LETTER

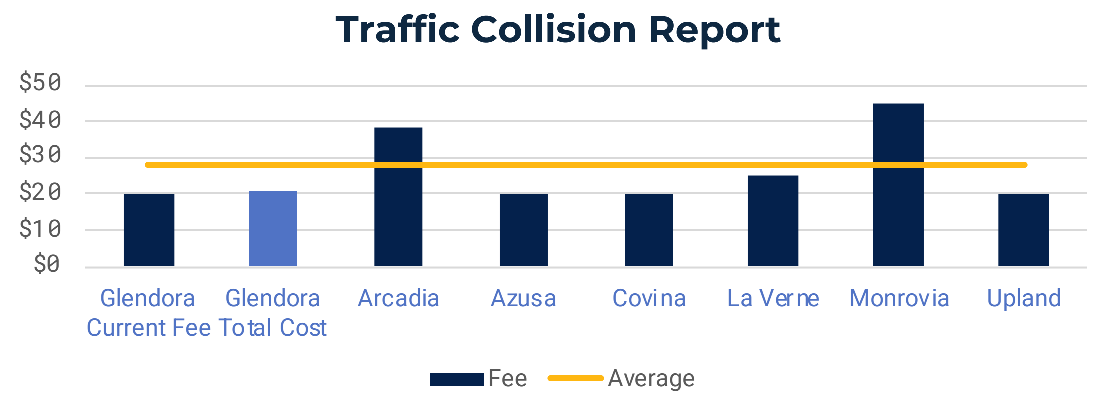
Police currently charges a fee of $25 for Records Check/Clearance Letter. Through this study, the project team calculated the full cost of this service to be $42. The following graph shows how Glendora's current fee and full cost compares to surveyed jurisdictions.



Glendora's current fee is the middle when compared to other jurisdictions at $25. However, its full cost of $42 is above the jurisdictional average of $28. The City's current fee is most comparable to Azusa's, Brea's, and Covina's fee of $25, while the calculated full cost is most comparable to Monrovia's fee of $45.

TRAFFIC COLLISION REPORT

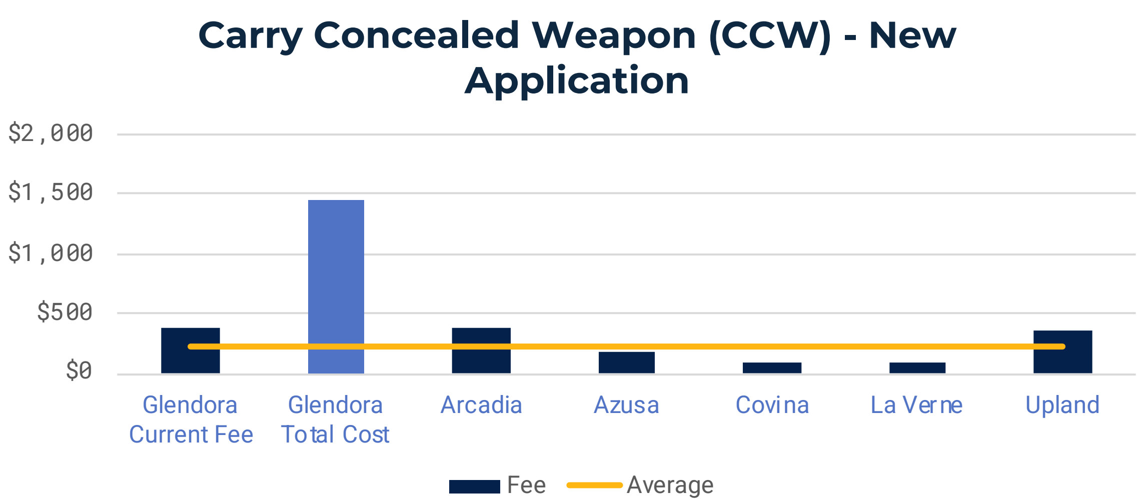
Police currently charges a fee of $20 for Traffic Collision Report. Through this study, the project team calculated the full cost of this service to be $21. The following graph shows how Glendora's current fee and full cost compares to surveyed jurisdictions.



Glendora's current fee is the among the lowest when compared to other jurisdictions at $20. However, its full cost of $21 is below the jurisdictional average of $28. The City's current fee and full cost is most comparable to Azusa's, Covina's, and Upland's fee of $20.

CARRY CONCEALED WEAPON (CCW) - NEW APPLICATION

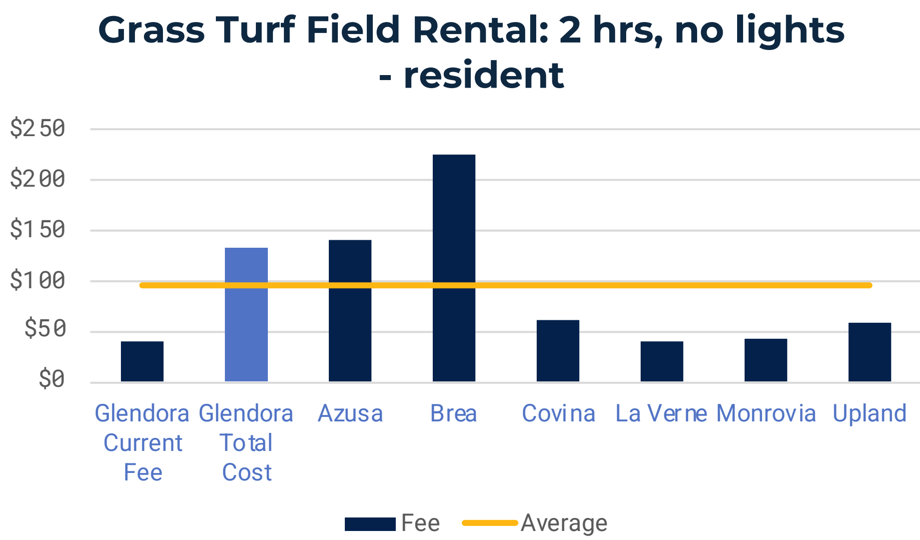
Police currently charges a fee of $389 for Carry Concealed Weapon (CCW) - New Application. Through this study, the project team calculated the full cost of this service to be $1,454. The following graph shows how Glendora's current fee and full cost compares to surveyed jurisdictions.



Glendora's current fee is among the highest when compared to other jurisdictions at $389. However, its full cost of $1,454 is above the jurisdictional average of $230. The City's current fee and full cost is most comparable to Arcadia's fee of $389.

29 GRASS TURF FIELD RENTAL: 2 HRS, NO LIGHTS - RESIDENT

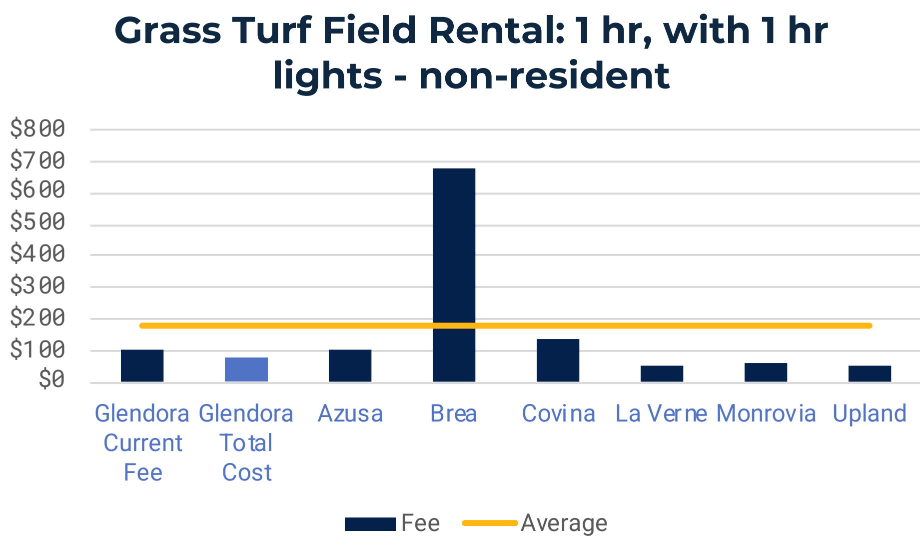
Recreation currently charges a fee of $40 for Grass Turf Field Rental: 2 hrs., no lights - resident. Through this study, the project team calculated the full cost of this service to be $132. The following graph shows how Glendora's current fee and full cost compares to surveyed jurisdictions.



Glendora's current fee is among the lowest when compared to other jurisdictions at $40. However, its full cost of $132 is above the jurisdictional average of $95. The City's current fee is most comparable to La Verne's fee of $40, while the calculated full cost is most comparable to Azusa's fee of $140.

GRASS TURF FIELD RENTAL: 1 HR, WITH 1 HR LIGHTS - NON-RESIDENT

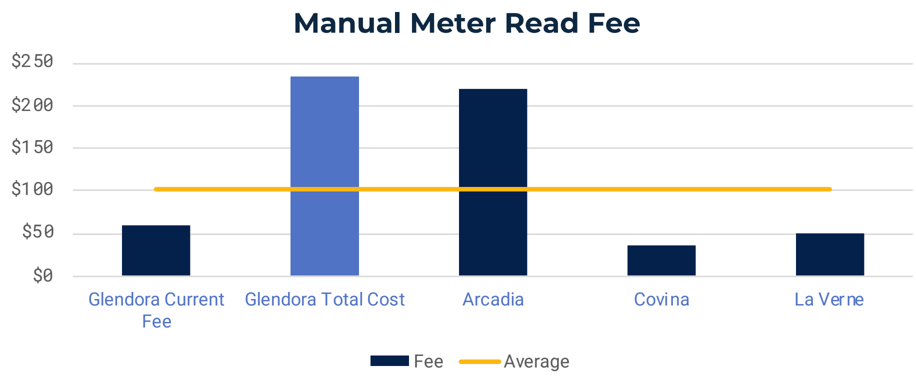
Recreation currently charges a fee of $105 for Grass Turf Field Rental: 1 hr., with 1 hr. lights - non-resident. Through this study, the project team calculated the full cost of this service to be $78. The following graph shows how Glendora's current fee and full cost compares to surveyed jurisdictions.



Glendora's current fee is in the middle when compared to other jurisdictions at $105. However, its full cost of $78 is below the jurisdictional average of $180. The City's current fee is most comparable to Azusa's fee of $105, while the calculated full cost is most comparable to Monrovia's fee of $59.

MANUAL METER READ FEE

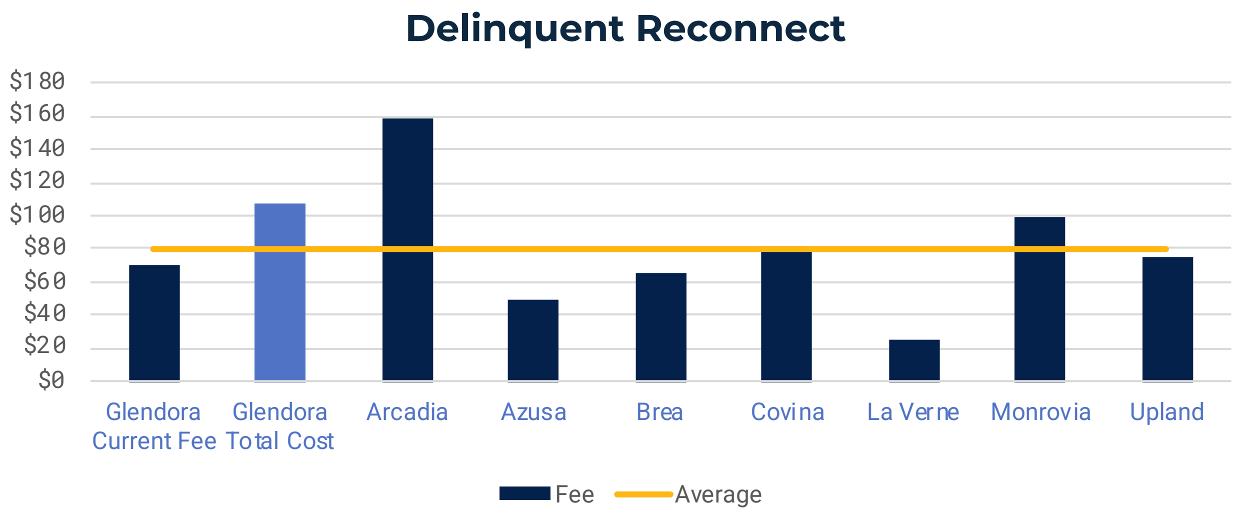
Water currently charges a fee of $60 for Manual Meter Read Fee. Through this study, the project team calculated the full cost of this service to be $234. The following graph shows how Glendora's current fee and full cost compares to surveyed jurisdictions.



Glendora's current fee is in the middle when compared to other jurisdictions at $60. However, its full cost of $234 is above the jurisdictional average of $102. The City's current fee is most comparable to La Verne's fee of $50, while the calculated full cost is most comparable to Arcadia's fee of $219.

DELINQUENT RECONNECT

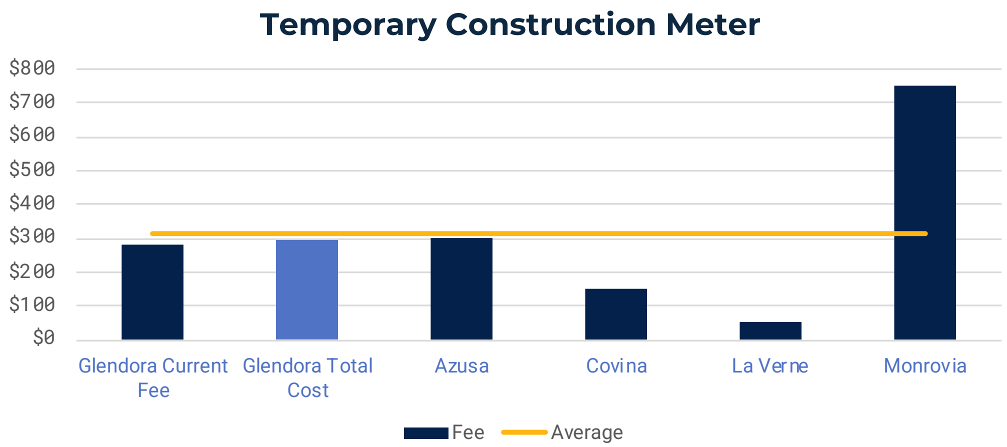
Water currently charges a fee of $70 for Delinquent Reconnect. Through this study, the project team calculated the full cost of this service to be $107. The following graph shows how Glendora's current fee and full cost compares to surveyed jurisdictions.



Glendora's current fee is in the middle when compared to other jurisdictions at $70. However, its full cost of $107 is above the jurisdictional average of $79. The City's current fee is most comparable to Brea's fee of $65 and Upland's fee of $75, while the calculated full cost is most comparable to Monrovia's fee of $99.

TEMPORARY CONSTRUCTION METER

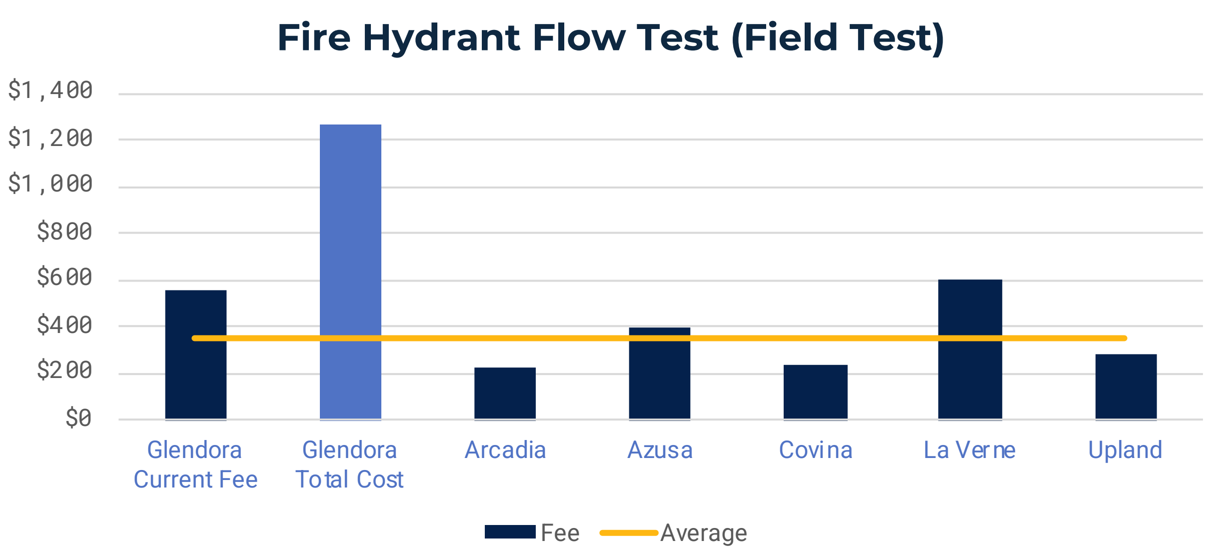
Water currently charges a fee of $281 for Temporary Construction Meter. Through this study, the project team calculated the full cost of this service to be $292. The following graph shows how Glendora's current fee and full cost compares to surveyed jurisdictions.



Glendora's current fee is in the middle when compared to other jurisdictions at $281. However, its full cost of $292 is below the jurisdictional average of $314. The City's current fee and full cost is most comparable to Azusa's fee of $300.

FIRE HYDRANT FLOW TEST (FIELD TEST)

Water currently charges a fee of $551 for Fire Hydrant Flow Test (Field Test). Through this study, the project team calculated the full cost of this service to be $882. The following graph shows how Glendora's current fee and full cost compares to surveyed jurisdictions.



Glendora's current fee is the second highest when compared to other jurisdictions at $551. However, its full cost of $882 is above the jurisdictional average of $348. The City's current fee and full cost is most comparable to La Verne's fee of $600.

SUMMARY

Overall, Glendora generally has current fees that are lower when compared to the fees of the other surveyed jurisdictions. Of the surveyed jurisdictions, Glendora's current fees are most comparable with La Verne, Brea, Upland, Covina, and Azusa, while the City's full cost calculated is most comparable to fees charged by Azusa, Arcadia, and Monrovia. It is important to note that the results of this survey only show the fees adopted by the council, not the cost recovery policy decisions for departments or a jurisdiction. As such, the results of this survey should be used as a secondary decision-making tool.

COMPREHENSIVE CITYWIDE FEE STUDY RESULTS

CITY OF GLENDORA, CALIFORNIA

MATRIX CONSULTING GROUP

STUDY OBJECTIVES

STREAMLINE FEE STRUCTURE

Consolidate, Expand, Add / Remove Fees

LEGAL COMPLIANCE

Compliance with Prop 218 & 26

TIME ASSUMPTIONS

Identify the average level of effort associated with activities

COMPARATIVE SURVEY

Benchmark against other jurisdictions

FULLY BURDENED HOURLY RATES

Determine direct and indirect costs

MASTER FEE SCHEDULE

Provide all existing and proposed fees in a comprehensive manner

FEE CALCULATION METHODOLOGY

TIME ESTIMATE

- Average staff time by position title spent per permit, application, or fee-related activity.

×

FULLY BURDENED HOURLY RATE

- Salaries, Benefits, Productive Hours, Services & Supplies, Supervisory Support, and Citywide Overhead from Cost Allocation Plan.

=

FULL COST FEE

- Maximum justifiable fee that can be assessed

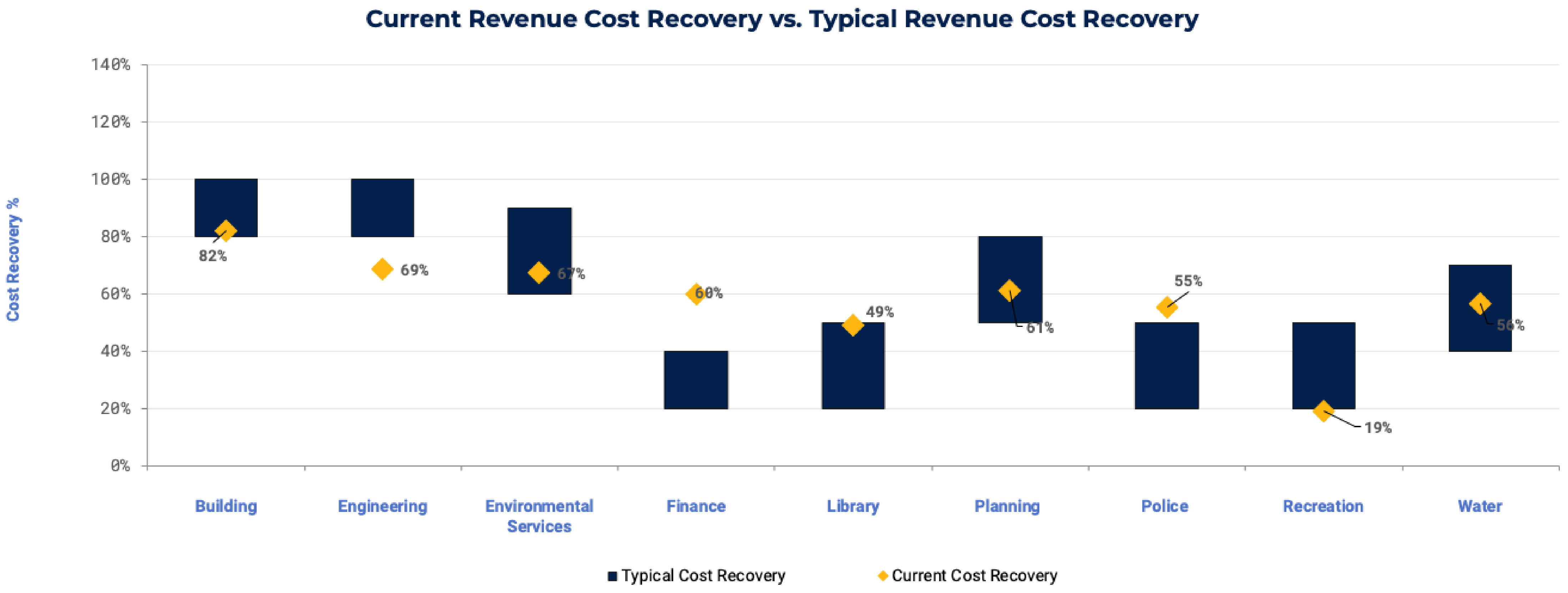
FEE STUDY RESULTS

- Reviewed 464 fee line items – across all City Departments
- Created new combo single-family residential permits for services such as EV chargers, remodels (no structural changes), swimming pools, etc.
- Captured new fees in planning in relation to new state legislation (administrative subdivisions, wireless telecom facilities, etc.)
- Reorganized fee schedule so all services are associated with their correct departments (i.e. Planning fees with Planning, and Environmental fees as their own section).

FEE STUDY RESULTS (2)

Service Area	Total Revenue	Total Annual Cost	Difference	Cost Recovery %
Building	$1,381,145	$1,682,861	($301,717)	82%
Engineering	$438,381	$637,465	($199,083)	69%
Env. Services	$67,510	$100,325	($32,815)	67%
Finance	$110,048	$183,876	($73,828)	60%
Library	$32,690	$66,829	($34,139)	49%
Planning	$238,622	$389,291	($150,669)	61%
Police	$289,449	$522,247	($232,798)	55%
Rec & Human Svcs	$59,320	$312,420	($253,100)	19%
Water	$120,040	$212,856	($92,816)	56%
Total	**$2,737,206**	**$4,108,170**	**($1,370,964)**	**67%**

COST RECOVERY COMPARISON



NEXT STEPS

Seek input from Council on where / how to set fees (Master Fee schedule attachment).

Adopt an annual fee escalator (CPI or COLA), recommended to ensure annual cost increases keep up with fee increases.

Reevaluate fees again in 5-7 years based on organizational / technological changes.

City of Glendora | City Clerk

116 E. Foothill Blvd., Glendora, CA 91741-3380
(626) 914-8210 | (626) 914-8258 Fax | CityOfGlendora.org

DATE:	September 23, 2025
TO:	Honorable Mayor and City Council Members
FROM:	City Clerk's Office/Communications Department
CC:	City Manager Raymond
SUBJECT:	Distribution Under Separate Cover – September 23, 2025 Regular City Council Meeting Agenda Item #8 - Presentation of Cost Allocation Plan and User Fee Study Results and Scheduling of the Required Public Hearing

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Attached is a new document associated with agenda item #8 entitled, "Presentation of Cost Allocation Plan and User Fee Study Results and Scheduling of the Required Public Hearing."

Please review, copies will also be made available on the dais and to the public.

No other changes are being requested.

Old Item No.	New Item No.	Fee Name	Unit	Current Fee	Total Cost	Recommended Fee	Fee Type
City Clerk							
Administrative Fees							
AD-2	CC-1	Document Reproduction[1]	Per Page	$0.10		$0.10	GOV § 7922.530
AD-3	CC-2	**Campaign Statement Reproduction**					
		Campaign Statement Reproduction	Per Page	$0.10		$0.10	GOV § 81008
		Retrieval Fee	Each	$5		$5	GOV § 81008
AD-4	CC-3	Fair Political Practices Commission (FPPC) Forms	Per Page	$0.10		$0.10	CA Govt Code § 81008(a)
AD-5	CC-4	**Returned Check Processing**					
		First NSF Check	Each	$25		$25	CIV § 1719(a)
		Each Additional NSF Check	Each	$35		$35	CIV § 1719(a)
AD-6	CC-5	Video/Audio Reproduction	Per Disc	$1		$1	GOV § 7922.530
AD-9	CC-6	**Credit Card Service Fee**					
		Finance, Police, City Clerk Minimum Fee	Each	$2.50		$2.50	Pass Through
		Service Fee	Each	3.2%		3.2%	Pass Through
		Community Development, Public Works, Minimum Fee	Each	$6.95		$6.95	Pass Through
		Service Fee	Each	3.2%		3.2%	Pass Through
		Transient Occupancy Tax Transactions	Each	2.5%		2.5%	Pass Through
		Recreation and Human Services Transactions	Each	3.0%		3.0%	Pass Through
AD-10	CC-7	**Civil Subpoena**					
		Reproduction Cost	Each	$15		$15	EVI § 1563(b)(6)
		Daily Deposit	Per Day	$275		$275	Deposit
AD-11	CC-8	Duces Tecum Subpoena	Each	$15		$15	EVI § 1563(b)(6)
AD-12	CC-9	Collection Services	Each	15% - 30%		15% - 30%	Rate
AD-14	CC-11	Electronic Requests for Recordation	Each	New		New	GOV § 6253.9(a)

production of the record would require data compilation, extraction, or programming (8 Cal Code Regs §6253.9).

Old Item No.	New Item No.	Fee Name	Unit	Current Fee	Total Cost	Recommended Fee	Fee Type
Adult Passport Book and Card Fees							
	CC-12	**Passport Book - ages 16 & Over (Valid 10 years)**					
		Passport Fee Check or Money Order Payable to the DOS	Each	$130		$130	22 CFR § 22.1
		Execution Fee Cash/Check Payable to City of Glendora	Each	$35		$35	22 CFR § 22.1
	CC-13	**Passport Card - ages 16 & Over (Valid 10 years)**					
		Passport Fee Check or Money Order Payable to the DOS	Each	$30		$30	22 CFR § 22.1
		Execution Fee Cash/Check Payable to City of Glendora	Each	$35		$35	22 CFR § 22.1
	CC-14	**Passport Card & Book - ages 16 & Over (Valid 10 years)**					
		Passport Fee Check or Money Order Payable to the DOS	Each	$160		$160	22 CFR § 22.1
		Execution Fee Cash/Check Payable to City of Glendora	Each	$35		$35	22 CFR § 22.1
	CC-15	**Passport Renewal - ages 16 & Over (valid 10 years)**					
		Passport Fee Check or Money Order Payable to the DOS	Each	$130		$130	22 CFR § 22.1
		Execution Fee Cash/Check Payable to City of Glendora	Each	$0			
	CC-16	**Passport Card Renewal - ages 16 & Over (valid 10 years)**					
		Passport Fee Check or Money Order Payable to the DOS	Each	$30		$30	22 CFR § 22.1
		Execution Fee Cash/Check Payable to City of Glendora	Each	$0			
	CC-17	**Passport Card & Book Renewal - ages 16 & Over (valid 10 years)**					
		Passport Fee Check or Money Order Payable to the DOS	Each	$160		$160	22 CFR § 22.1
		Execution Fee Cash/Check Payable to City of Glendora	Each	$0			
Minor Passport Book and Card Fees							
	CC-18	**Passport Book- ages 15 & Under (valid 5 years)**					
		Passport Fee Check or Money Order Payable to the DOS	Each	$100		$100	22 CFR § 22.1
		Execution Fee Cash/Check Payable to City of Glendora	Each	$35		$35	22 CFR § 22.1
	CC-19	**Passport Card - ages 15 & Under (valid 5 years)**					
		Passport Fee Check or Money Order Payable to the DOS	Each	$15		$15	22 CFR § 22.1

		Execution Fee Cash/Check Payable to City of Glendora	Each	$35		$35	22 CFR § 22.1
	CC-20	**Passport Card & Book - ages 15 & Under (valid 5 years)**					
		Passport Fee Check or Money Order Payable to the DOS	Each	$115		$115	22 CFR § 22.1
		Execution Fee Cash/Check Payable to City of Glendora	Each	$35		$35	22 CFR § 22.1
Additional Services and Fees							
	CC-21	**Passport Photo**					
		Execution Fee Cash/Check Payable to City of Glendora	Each	$15		$15	22 CFR § 22.1
		Electronic Photo	Each				
	CC-22	**Express Mail to Passport Services for Expedited Applications**					
		Execution Fee Cash/Check Payable to City of Glendora	Each	Actual		Actual	22 CFR § 22.1
	CC-23	**Expedite Fee (2-3 weeks)**					
		Passport Fee Check or Money Order Payable to the DOS	Each	$60		$60	22 CFR § 22.1
	CC-24	**Express Mail to Applicant**					
		Passport Fee Check or Money Order Payable to the DOS	Each	Actual		Actual	22 CFR § 22.1
	CC-25	**Mail Out Fee for Passport Renewals**					
		Execution Fee Cash/Check Payable to City of Glendora	Each	Actual		Actual	22 CFR § 22.1
	CC-26	Notary Public - DS-3053	Each	Fees are subject to the Department of State			GOV § 8223 (b)
	CC-27	Notary Public - Journal Public Request for Line Item	Each	Fees are subject to the Department of State			GOV § 8223 (b)
Business Licensing							
Business License Fees							
BLF-1	BLF-1	New Business License Application Review	Each	$77	$88	$88	User Fee
BLF-2	BLF-2	Business License Renewal	Each	$10	$29	$29	User Fee
BLF-4	BLF-3	Bingo Permit	Each	$50	$70	$70	User Fee
BLF-5	BLF-4	Dance Permit	Each	$30	$35	$35	User Fee
BLF-6	BLF-5	**Solicitation and Peddling Permit**					
		First Vendor	Each	$50	$77	$77	User Fee
		Each Additional Vendor	Each	$20	$44	$44	User Fee
BLF-8	BLF-6	**Vending Machines, Amusement Devices**					
		Machine Fee	Per Machine	$35	$52	$35	Tax
		Gross Receipt Fee	Per Receipt	1%		1%	Tax
BLF-9	BLF-7	Business License State Surcharge for American Disabilities Act Compliance	Each	$4		$4	GOV § 4467
Special Events							
	SE-1	**Parade/Special Event / Outdoor Display Permit**					
		New (PD Parade/Special Event)	Each	$580	$611	$611	User Fee
		Business Permit Fee (Special Outdoor Event Display)	Each	$100	$95	$95	User Fee
		Non-Profit Permit Fee (Special Outdoor Event Display)	Each	$50	$60	$60	User Fee
		Repeat (PD Parade/Special Event)	Each	$216	$230	$230	User Fee
		Business Permit Fee (Special Outdoor Event Display)	Each	$100	$95	$95	User Fee
		Non-Profit Permit Fee (Special Outdoor Event Display)	Each	$50	$60	$60	User Fee
Business License Taxes							
BL-1	BLT-1	Accountants, Architects, Civil Engineers, Geologists, Physicists, Lawyers	Each	$88		$88	Taxes
BL-2	BLT-2	Apartments, Mobile Home Parks, Trailer Parks, Industrial and Commercial Rentals	Each	$35		$35	Taxes
BL-3	BLT-3	Apparel & Accessories, Restaurants, Night Clubs, Furniture & Home Furnishings, Appliances, General Merchandise, Liquor or Department Stores, Tires, Batteries, Variety, Trailer Sales, Misc. Goods	Each	$35		$35	Taxes
BL-4	BLT-4	Appraisers, Bookkeepers, Brokers, Consultants, Private Investigators, Taxidermists, Communication Services, Sales Representatives	Each	$63		$63	Taxes
BL-5	BLT-5	Auto Dealers, Gas Stations, Grocery, Meat, Fish, Fruit and Vegetable	Each	$35		$35	Taxes
BL-6	BLT-6	Automotive Repair, Printing Shops, Newspapers, Misc. Retail Firms	Each	$35		$35	Taxes

BL-7	BLT-7	Barber, Beauty Shops, All Other Service Firms at Retail	Each	$35	$35 Taxes
BL-8	BLT-8	Building Materials, Hardware, Farm and Garden Supply	Each	$35	$35 Taxes
BL-9	BLT-9	Circuses, Carnivals	Per Day	$75	$75 Taxes
BL-10	BLT-10	Collection Agencies, Cosmetologists, Insurance Adjusters, Physical Training Schools, Social Workers, Tree Surgeons	Each	$48	$48 Taxes
BL-11	BLT-11	Delivery Vehicles	Per Vehicle	$53	$53 Taxes
BL-12	BLT-12	Dental Hygienists, Physical Therapists, Oculists	Each	$58	$58 Taxes
BL-13	BLT-13	Dentists, Chiropractors, Physicians, Psychologists, Podiatrists, Optometrists, Pharmacists, Other Medical and Health Specialists	Each	$88	$88 Taxes
BL-14	BLT-14	Drug Stores, Dry Goods, Jewelers,Laundry, Dry Cleaners	Each	$35	$35 Taxes
BL-15	BLT-15	Electrical, Plumbing, Heating, Air Conditioning Contractors	Each	$43	$43 Taxes
BL-16	BLT-16	Funeral Home or Mortuary only	Each	$50	$50 Taxes
BL-17	BLT-17	Funeral Chapel & Cemetery, Mortuary & Cemetery	Each	$100	$100 Taxes
BL-18	BLT-18	General Contractors	Each	$43	$43 Taxes
BL-19	BLT-19	Handbill Distributor Permit	Each	$15	$15 Taxes
BL-20	BLT-20	Hotels, Motels	Each	$35	$35 Taxes
BL-21	BLT-21	Motion Picture / Television Production	Each	$750	$750 Taxes
BL-22	BLT-22	Outdoor Billboards	Each	Tax - Based on size of billboard (GMC 5.08.060)	Tax - Based on size of billboard (GMC 5.08.060) Taxes
BL-23	BLT-23	**Public Utilities**			
		Franchise Tax	Each	$150	$150 Taxes
		All Others	Each	$32	$32 Taxes
BL-24	BLT-24	Residential Subdivision Signs	Each	Tax - Based on size of sign (GMC 5.08.060)	Tax - Based on size of sign (GMC 5.08.060) Taxes
BL-25	BLT-25	Rest Homes, Retirement Homes	Each	$35	$35 Taxes
BL-26	BLT-26	Sanitarium, Convalescent Homes, Infirmaries, Hospitals	Each	$35	$35 Taxes
BL-27	BLT-27	Street Vendors	Each	$50	$50 Taxes
BL-28	BLT-28	Sub-Contractors and All Others	Each	$43	$43 Taxes
BL-29	BLT-29	Wholesale / Manufacturers	Each	$53	$53 Taxes
BL-30	BLT-30	All Other Categories	Each	$35	$35 Taxes
Transient Occupancy Tax					
TOT-1	TOT-1	Transient Occupancy Tax	Each	6%	6% Taxes
Recreation & Human Services					
CS-1	RHS-1	Adult Sports	Each	$300 - $400	$300 - $400 User Fee
CS-2	RHS-2	Contract Recreation Classes	Each	25% - 30%	25% - 30% Rate
CS-3	RHS-3	Day Camp Program	Per Child Per Week	$150-$175	$150-$175 User Fee
CS-4	RHS-4	La Fetra Center Events	Each	$4 - $25	$4 - $25 User Fee
CS-5	RHS-5	La Fetra Class Activities	Each	$4 - $100	$4 - $100 User Fee
CS-6	RHS-6	La Fetra Activities	Each	$4	$4 User Fee
CS-7	RHS-7	Parks Playground Trips	Per Child	$10 - $20	$10 - $20 User Fee
CS-8	RHS-8	**Teen Center Activities**			
		Teen Center Trips	Per Participant	$6 - $60	$6 - $60 User Fee
		Events	Per Person	$0 - $10	$0 - $10 User Fee
CS-9	RHS-9	Trips and Tours	Per Person	$20 - $150	$20 - $150 User Fee
CS-10	RHS-10	Administration Fee	Per Class	$10	$10 User Fee
CS-11	RHS-11	Refund Fee	Per Refund	$10	$10 User Fee
CS-12	RHS-12	**Activity Guide Advertisement**			
		Quarter Page	Each	$250	$250 User Fee
		Half Page	Each	$500	$500 User Fee
		Full Page	Each	$1,000	$1,000 User Fee
CS-13	RHS-13	Youth Basketball	Per Player	$120 - $140	$120 - $140 User Fee
CS-14	RHS-14	Sanctioned Youth Sports, per player field charge	Per Player	$10 - $25	$10 - $25 User Fee

Facility Rentals				
SCOUT HUT**				
	Glendora Scout Troops:			
	Group 1	Each	$0	$0 Rental
	Group 2			
	Seasonal	Each	$40	$40 Rental
	Annual	Each	$70	$70 Rental
	Group 3			
	Seasonal	Each	$80	$80 Rental
	Annual	Each	$140	$140 Rental
	Group 4	Each	$0	$0 Rental
	Group 5	Each	$0	$0 Rental
	1-Room			
	Group 1	Per Hour	$50	$50 Rental
	Group 2	Per Hour	$50	$50 Rental
	Group 3	Per Hour	$100	$100 Rental
	Group 4	Per Hour	$125	$125 Rental
	Group 5	Per Hour	$150	$150 Rental
	2-Room			
	Group 1	Per Hour	$75	$75 Rental
	Group 2	Per Hour	$75	$75 Rental
	Group 3	Per Hour	$150	$150 Rental
	Group 4	Per Hour	$175	$175 Rental
	Group 5	Per Hour	$200	$200 Rental
	Cleaning			
	Group 1	Each	$125	$125 Rental
	Group 2	Each	$125	$125 Rental
	Group 3	Each	$125	$125 Rental
	Group 4	Each	$125	$125 Rental
	Group 5	Each	$125	$125 Rental
	Administration Fee			
	Group 1	Each	$10	$10 Rental
	Group 2	Each	$10	$10 Rental
	Group 3	Each	$10	$10 Rental
	Group 4	Each	$10	$10 Rental
	Group 5	Each	$10	$10 Rental
	Facility Deposit			
	Group 1	Each	$100	$100 Rental
	Group 2	Each	$100	$100 Rental
	Group 3	Each	$100	$100 Rental
	Group 4	Each	$100	$100 Rental
	Group 5	Each	$100	$100 Rental
	Staff*			
	Group 1	Each	$25	$25 Rental
	Group 2	Each	$25	$25 Rental
	Group 3	Each	$25	$25 Rental
	Group 4	Each	$25	$25 Rental
	Group 5	Each	$25	$25 Rental

*If alcohol is being served at any building rental, renter must pay for an additional staff member, regardless of party size.
**Insurance is required for the rental of the noted buildings/facilities.

LEGION BUILDING**				
	Main Hall			

Group 1	Per Hour	$100	$100 Rental
Group 2	Per Hour	$150	$150 Rental
Group 3	Per Hour	$200	$200 Rental
Group 4	Per Hour	$225	$225 Rental
Group 5	Per Hour	$250	$250 Rental
Staff 75/1*:			
Group 1	Each	$25	$25 Rental
Group 2	Each	$25	$25 Rental
Group 3	Each	$25	$25 Rental
Group 4	Each	$25	$25 Rental
Group 5	Each	$25	$25 Rental
Cleaning Fee			
Group 1	Each	$125	$125 Rental
Group 2	Each	$125	$125 Rental
Group 3	Each	$125	$125 Rental
Group 4	Each	$125	$125 Rental
Group 5	Each	$125	$125 Rental
Administration Fee			
Group 1	Each	$10	$10 Rental
Group 2	Each	$10	$10 Rental
Group 3	Each	$10	$10 Rental
Group 4	Each	$10	$10 Rental
Group 5	Each	$10	$10 Rental
Facility Deposit			
Group 1	Each	$300	$300 Rental
Group 2	Each	$300	$300 Rental
Group 3	Each	$300	$300 Rental
Group 4	Each	$300	$300 Rental
Group 5	Each	$300	$300 Rental
A/V Equipment (optional)			
Group 1	Each	$75	$75 Rental
Group 2	Each	$75	$75 Rental
Group 3	Each	$75	$75 Rental
Group 4	Each	$75	$75 Rental
Group 5	Each	$75	$75 Rental

*If alcohol is being served at any building rental, renter must pay for an additional staff member, regardless of party size.

**Insurance is required for the rental of the noted buildings/facilities.

BIG TREE PARK - 2 hr reservation, 50 chairs, 1 table and staff set up**

Reservation Fee			
Group 1	Each	$200	$200 Rental
Group 2	Each	$300	$300 Rental
Group 3	Each	$400	$400 Rental
Group 4	Each	$500	$500 Rental
Group 5	Each	$500	$500 Rental
Facility Deposit*			
Group 1	Each	$200	$200 Rental
Group 2	Each	$200	$200 Rental
Group 3	Each	$200	$200 Rental
Group 4	Each	$200	$200 Rental
Group 5	Each	$200	$200 Rental
Administration Fee			
Group 1	Each	$10	$10 Rental

Group 2	Each	$10	$10 Rental
Group 3	Each	$10	$10 Rental
Group 4	Each	$10	$10 Rental
Group 5	Each	$10	$10 Rental

*For Glendora Scouts, key deposit only, all other fees waived

**Insurance is required for the rental of the noted buildings/facilities.

BIG DALTON - Amphitheater or Outside Girl Scout Cabin Area**			
Glendora Scout Troops			
Group 1	Each	$0	$0 Rental
Group 2	Each		
Group 3	Each		
Group 4	Each	$0	$0 Rental
Group 5	Each	$0	$0 Rental
Day Use			
Group 1	Each	$40	$40 Rental
Group 2	Each	$100	$100 Rental
Group 3	Each	$200	$200 Rental
Group 4	Each	$300	$300 Rental
Group 5	Each	$350	$350 Rental
Facility Deposit			
Group 1	Each	$100	$100 Rental
Group 2	Each	$100	$100 Rental
Group 3	Each	$100	$100 Rental
Group 4	Each	$100	$100 Rental
Group 5	Each	$100	$100 Rental
Administration Fee			
Group 1	Each	$10	$10 Rental
Group 2	Each	$10	$10 Rental
Group 3	Each	$10	$10 Rental
Group 4	Each	$10	$10 Rental
Group 5	Each	$10	$10 Rental
Key Deposit			
Group 1	Each	$50	$50 Rental
Group 2	Each	$50	$50 Rental
Group 3	Each	$50	$50 Rental
Group 4	Each	$50	$50 Rental
Group 5	Each	$50	$50 Rental

**Insurance is required for the rental of the noted buildings/facilities.

PARK SPECIAL EVENTS - 2 hr Minimum**			
Day Use			
Group 1	Per Hour	$35	$35 Rental
Group 2	Per Hour	$60	$60 Rental
Group 3	Per Hour	$85	$85 Rental
Group 4	Per Hour	$110	$110 Rental
Group 5	Per Hour	$160	$160 Rental
Facility Deposit			
Group 1	Each	$200	$200 Rental
Group 2	Each	$200	$200 Rental
Group 3	Each	$200	$200 Rental
Group 4	Each	$200	$200 Rental
Group 5	Each	$200	$200 Rental
Administration Fee			

Group 1	Each	$10	$10 Rental
Group 2	Each	$10	$10 Rental
Group 3	Each	$10	$10 Rental
Group 4	Each	$10	$10 Rental
Group 5	Each	$10	$10 Rental

**Insurance is required for the rental of the noted buildings/facilities.

TEEN CENTER**

Teen Center			
Group 1	Per Hour	$240	$240 Rental
Group 2	Per Hour	$250	$250 Rental
Group 3	Per Hour	$500	$500 Rental
Group 4	Per Hour	$700	$700 Rental
Group 5	Per Hour	$725	$725 Rental
Gymnasium			
Group 1	Per Hour	$80	$80 Rental
Group 2	Per Hour	$125	$125 Rental
Group 3	Per Hour	$200	$200 Rental
Group 4	Per Hour	$225	$225 Rental
Group 5	Per Hour	$250	$250 Rental
Meeting Room			
Group 1	Each	$0	$0 Rental
Group 2	Each	$75	$75 Rental
Group 3	Each	$100	$100 Rental
Group 4	Each	$125	$125 Rental
Group 5	Each	$150	$150 Rental
Staff 75/1*			
Group 1	Each	$25	$25 Rental
Group 2	Each	$25	$25 Rental
Group 3	Each	$25	$25 Rental
Group 4	Each	$25	$25 Rental
Group 5	Each	$25	$25 Rental
Administration Fee			
Group 1	Each	$10	$10 Rental
Group 2	Each	$10	$10 Rental
Group 3	Each	$10	$10 Rental
Group 4	Each	$10	$10 Rental
Group 5	Each	$10	$10 Rental
Facility Deposit			
Group 1	Each	$200	$200 Rental
Group 2	Each	$200	$200 Rental
Group 3	Each	$200	$200 Rental
Group 4	Each	$200	$200 Rental
Group 5	Each	$200	$200 Rental

*If alcohol is being served at any building rental, renter must pay for an additional staff member, regardless of party size.

**Insurance is required for the rental of the noted buildings/facilities.

LA FETRA SENIOR CENTER - 2 hr minimum**

Sage Room			
Group 1	Per Hour	$100	$100 Rental
Group 2	Per Hour	$150	$150 Rental
Group 3	Per Hour	$185	$185 Rental
Group 4	Per Hour	$225	$225 Rental
Group 5	Per Hour	$250	$250 Rental

Staff 75/1*			
Group 1	Each	$25	$25 Rental
Group 2	Each	$25	$25 Rental
Group 3	Each	$25	$25 Rental
Group 4	Each	$25	$25 Rental
Group 5	Each	$25	$25 Rental
Cleaning Fee			
Group 1	Each	$125	$125 Rental
Group 2	Each	$125	$125 Rental
Group 3	Each	$125	$125 Rental
Group 4	Each	$125	$125 Rental
Group 5	Each	$125	$125 Rental
Administration			
Group 1	Each	$10	$10 Rental
Group 2	Each	$10	$10 Rental
Group 3	Each	$10	$10 Rental
Group 4	Each	$10	$10 Rental
Group 5	Each	$10	$10 Rental
A/V Equipment (optional)			
Group 1	Each	$75	$75 Rental
Group 2	Each	$75	$75 Rental
Group 3	Each	$75	$75 Rental
Group 4	Each	$75	$75 Rental
Group 5	Each	$75	$75 Rental
Facility Deposit			
Group 1	Each	$300	$300 Rental
Group 2	Each	$300	$300 Rental
Group 3	Each	$300	$300 Rental
Group 4	Each	$300	$300 Rental
Group 5	Each	$300	$300 Rental
Oak/ Elm Room			
Group 1	Per Hour	$100	$100 Rental
Group 2	Per Hour	$150	$150 Rental
Group 3	Per Hour	$200	$200 Rental
Group 4	Per Hour	$225	$225 Rental
Group 5	Per Hour	$250	$250 Rental
Staff 75/1*			
Group 1	Each	$25	$25 Rental
Group 2	Each	$25	$25 Rental
Group 3	Each	$25	$25 Rental
Group 4	Each	$25	$25 Rental
Group 5	Each	$25	$25 Rental
Cleaning Fee			
Group 1	Each	$75	$75 Rental
Group 2	Each	$75	$75 Rental
Group 3	Each	$75	$75 Rental
Group 4	Each	$75	$75 Rental
Group 5	Each	$75	$75 Rental
Administration			
Group 1	Each	$10	$10 Rental
Group 2	Each	$10	$10 Rental
Group 3	Each	$10	$10 Rental

Group 4	Each	$10	$10 Rental
Group 5	Each	$10	$10 Rental
A/V Equipment (optional)			
Group 1	Each	$75	$75 Rental
Group 2	Each	$75	$75 Rental
Group 3	Each	$75	$75 Rental
Group 4	Each	$75	$75 Rental
Group 5	Each	$75	$75 Rental
Facility Deposit			
Group 1	Each	$300	$300 Rental
Group 2	Each	$300	$300 Rental
Group 3	Each	$300	$300 Rental
Group 4	Each	$300	$300 Rental
Group 5	Each	$300	$300 Rental

*If alcohol is being served at any building rental, renter must pay for an additional staff member, regardless of party size.
**Insurance is required for the rental of the noted buildings/facilities.

CARLYLE LINDER EQUESTRIAN PARK**

North or South Riding Ring			
Group 1	Per Hour	$25	$25 Rental
Group 2	Per Hour	$60	$60 Rental
Group 3	Per Hour	$85	$85 Rental
Group 4	Per Hour	$110	$110 Rental
Group 5	Per Hour	$0	$0 Rental
Facility Deposit			
Group 1	Each	$200	$200 Rental
Group 2	Each	$200	$200 Rental
Group 3	Each	$200	$200 Rental
Group 4	Each	$500	$500 Rental
Group 5	Each	$0	$0 Rental
Administration Fee			
Group 1	Each	$10	$10 Rental
Group 2	Each	$10	$10 Rental
Group 3	Each	$10	$10 Rental
Group 4	Each	$10	$10 Rental
Group 5	Each	$0	$0 Rental
Picnic Shelter			
Group 1	Each	$0	$0 Rental
Group 2	Each	Same as Park Picnic Reservations	Same as Park Picnic Reservations Rental
Group 3	Each	Same as Park Picnic Reservations	Same as Park Picnic Reservations Rental
Group 4	Each	Same as Park Picnic Reservations	Same as Park Picnic Reservations Rental
Group 5	Each	$0	$0 Rental
Snack Bar			
Group 1	Per Hour	$0	$0 Rental
Group 2	Per Hour	$50	$50 Rental
Group 3	Per Hour	$75	$75 Rental
Group 4	Per Hour	$100	$100 Rental
Group 5	Per Hour	$0	$0 Rental

**Insurance is required for the rental of the noted buildings/facilities.

PARK PICNIC RESERVATION AREA

Day Use			
Group 1			
4 Hours	Each	$20	$20 Rental

8 Hours	Each	$40	$40 Rental
Group 2			
4 Hours	Each	$25	$25 Rental
8 Hours	Each	$50	$50 Rental
Group 3			
4 Hours	Each	$30	$30 Rental
8 Hours	Each	$60	$60 Rental
Group 4			
4 Hours	Each	$50	$50 Rental
8 Hours	Each	$100	$100 Rental
Group 5			
4 Hours	Each	$75	$75 Rental
8 Hours	Each	$150	$150 Rental
Administration Fee			
Group 1	Each	$10	$10 Rental
Group 2	Each	$10	$10 Rental
Group 3	Each	$10	$10 Rental
Group 4	Each	$10	$10 Rental
Group 5	Each	$10	$10 Rental
Park Picnic Reservation - Finkbiner Park Large Shade Structure Site Day Use			
Side 1 or 2 (4 hours)			
Group 1	Each	$70	$70 Rental
Group 2	Each	$75	$75 Rental
Group 3	Each	$80	$80 Rental
Group 4	Each	$100	$100 Rental
Group 5	Each	$125	$125 Rental
Side 1 or 2 (8 hours)			
Group 1	Each	$130	$130 Rental
Group 2	Each	$140	$140 Rental
Group 3	Each	$150	$150 Rental
Group 4	Each	$190	$190 Rental
Group 5	Each	$190	$190 Rental
Both 1 & 2 (4 hours)			
Group 1	Each	$135	$135 Rental
Group 2	Each	$140	$140 Rental
Group 3	Each	$145	$145 Rental
Group 4	Each	$185	$185 Rental
Group 5	Each	$190	$190 Rental
Both 1 & 2 (8 hours)			
Group 1	Each	$240	$240 Rental
Group 2	Each	$250	$250 Rental
Group 3	Each	$255	$255 Rental
Group 4	Each	$295	$295 Rental
Group 5	Each	$295	$295 Rental
Administrative Fee			
Group 1	Each	$10	$10 Rental
Group 2	Each	$10	$10 Rental
Group 3	Each	$10	$10 Rental
Group 4	Each	$10	$10 Rental
Group 5	Each	$10	$10 Rental
DAWSON TENNIS COURTS - 6 courts			
Day Use			

	Group 1	per court per hour	$0		$0 Rental
	Group 2	per court per hour	$5		$5 Rental
	Group 3	per court per hour	$10		$10 Rental
	Group 4	per court per hour	$20		$20 Rental
	Group 5	per court per hour	$25		$25 Rental
	Administration Fee				
	Group 1	Each	$0		$0 Rental
	Group 2	Each	$10		$10 Rental
	Group 3	Each	$10		$10 Rental
	Group 4	Each	$10		$10 Rental
	Group 5	Each	$10		$10 Rental
VOLLEYBALL COURT					
	Day Use				
	Group 1	per court per hour	$0		$0 Rental
	Group 2	per court per hour	$5		$5 Rental
	Group 3	per court per hour	$10		$10 Rental
	Group 4	per court per hour	$20		$20 Rental
	Group 5	per court per hour	$25		$25 Rental
	Administration Fee				
	Group 1	Each	$0		$0 Rental
	Group 2	Each	$10		$10 Rental
	Group 3	Each	$10		$10 Rental
	Group 4	Each	$10		$10 Rental
	Group 5	Each	$10		$10 Rental
CENTENNIAL HERITAGE PARK**					
	Day Use				
	Group 1	Per Hour	$35		$35 Rental
	Group 2	Per Hour	$60		$60 Rental
	Group 3	Per Hour	$85		$85 Rental
	Group 4	Per Hour	$110		$110 Rental
	Group 5	Per Hour	$160		$160 Rental
	Facility Deposit				
	Group 1	Each	$200		$200 Rental
	Group 2	Each	$200		$200 Rental
	Group 3	Each	$200		$200 Rental
	Group 4	Each	$200		$200 Rental
	Group 5	Each	$200		$200 Rental
	Administration Fee				
	Group 1	Each	$10		$10 Rental
	Group 2	Each	$10		$10 Rental
	Group 3	Each	$10		$10 Rental
	Group 4	Each	$10		$10 Rental
	Group 5	Each	$10		$10 Rental
**Insurance is required for the rental of the noted buildings/facilities.					
POMPEI TURF FIELDS**					
	Field Rental				
	Group 1	Per Hour	$0-$50*	$205	$0-$50* Rental
	Group 2	Per Hour	$30	$205	$30 Rental
	Group 3	Per Hour	$50	$205	$50 Rental
	Group 4	Per Hour	$100	$205	$100 Rental
	Group 5	Per Hour	$150	$205	$150 Rental
	Group 6	Per Hour	$200	$205	$200 Rental

Lights				
Group 1	Per Hour	$12	$12	$12 Rental
Group 2	Per Hour	$15	$12	$15 Rental
Group 3	Per Hour	$15	$12	$15 Rental
Group 4	Per Hour	$20	$12	$20 Rental
Group 5	Per Hour	$25	$12	$25 Rental
Group 6	Per Hour	$30	$12	$30 Rental
Administration Fee				
Group 1	Per Hour	$10	$31	$10 Rental
Group 2	Per Hour	$10	$31	$10 Rental
Group 3	Per Hour	$10	$31	$10 Rental
Group 4	Per Hour	$10	$31	$10 Rental
Group 5	Per Hour	$10	$31	$10 Rental
Group 6	Per Hour	$10	$31	$10 Rental
Facility Deposit				
Group 1	Each	$0	$648	$0 Rental
Group 2	Each	$0	$648	$0 Rental
Group 3	Each	$0	$648	$0 Rental
Group 4	Each	$0	$648	$0 Rental
Group 5	Each	$0	$648	$0 Rental
Group 6	Each	$500	$648	$500 Rental

*Individual Agreements are in place with each organization
**Insurance is required for the rental of the noted buildings/facilities.

FINKBINER PARK FIELDS**

Field Rental				
Group 1	Per Hour	$0-$50*	$66	$0-$50* Rental
Group 2	Per Hour	$15	$66	$15 Rental
Group 3	Per Hour	$20	$66	$20 Rental
Group 4	Per Hour	$40	$66	$40 Rental
Group 5	Per Hour	$80	$66	$80 Rental
Group 6	Per Hour	$100	$66	$100 Rental
Lights				
Group 1	Per Hour	$12	$12	$12 Rental
Group 2	Per Hour	$15	$12	$15 Rental
Group 3	Per Hour	$15	$12	$15 Rental
Group 4	Per Hour	$20	$12	$20 Rental
Group 5	Per Hour	$25	$12	$25 Rental
Group 6	Per Hour	$30	$12	$30 Rental
Administration Fee				
Group 1	Per Hour	$10	$38	$10 Rental
Group 2	Per Hour	$10	$38	$10 Rental
Group 3	Per Hour	$10	$38	$10 Rental
Group 4	Per Hour	$10	$38	$10 Rental
Group 5	Per Hour	$10	$38	$10 Rental
Group 6	Per Hour	$10	$38	$10 Rental
Facility Deposit				
Group 1	Each	$0	$236	$0 Rental
Group 2	Each	$0	$236	$0 Rental
Group 3	Each	$0	$236	$0 Rental
Group 4	Each	$0	$236	$0 Rental
Group 5	Each	$0	$236	$0 Rental
Group 6	Each	$500	$236	$500 Rental

*Individual Agreements are in place with each organization
**Insurance is required for the rental of the noted buildings/facilities.

GLENDORA UNIFIED FIELDS**							
		Field Rental					
		Group 1	Per Hour	$0-$50*	$199	$0-$50*	Rental
		Group 2	Per Hour	$15	$199	$15	Rental
		Group 3	Per Hour	$20	$199	$20	Rental
		Group 4	Per Hour	$40	$199	$40	Rental
		Group 5	Per Hour	$80	$199	$80	Rental
		Group 6	Per Hour	$100	$199	$100	Rental
		Lights					
		Group 1	Per Hour	$12	$12	$12	Rental
		Group 2	Per Hour	$15	$12	$15	Rental
		Group 3	Per Hour	$15	$12	$15	Rental
		Group 4	Per Hour	$20	$12	$20	Rental
		Group 5	Per Hour	$25	$12	$25	Rental
		Group 6	Per Hour	$30	$12	$30	Rental
		Administration Fee					
		Group 1	Per Hour	$10	$89	$10	Rental
		Group 2	Per Hour	$10	$89	$10	Rental
		Group 3	Per Hour	$10	$89	$10	Rental
		Group 4	Per Hour	$10	$89	$10	Rental
		Group 5	Per Hour	$10	$89	$10	Rental
		Group 6	Per Hour	$10	$89	$10	Rental
		Facility Deposit					
		Group 1	Each	$0	$688	$0	Rental
		Group 2	Each	$0	$688	$0	Rental
		Group 3	Each	$0	$688	$0	Rental
		Group 4	Each	$0	$688	$0	Rental
		Group 5	Each	$0	$688	$0	Rental
		Group 6	Each	$500	$688	$500	Rental

*Individual Agreements are in place with each organization
**Insurance is required for the rental of the noted buildings/facilities.

Transportation							
P-54	RHS-15	**Public Transit Service**					
		One-way trip within Glendora City Limits	Each	$0.50		$0.50	User Fee
		One-way trip within Azusa, Covina, or San Dimas	Each	$1.50		$1.50	User Fee
		One-way trip within Baldwin Park, Duarte, Pomona, or West Covina	Each	$4		$4	User Fee
		<u>Fixed Route Service Fare Structure</u>					
		General	Each	$1		$1	User Fee
		Student	Each	$0.75		$0.75	User Fee
		Senior Citizen (62+)/Disabled	Each	$0.50		$0.50	User Fee
		<u>Monthly Fare Booklet Fare Structure (Per 30 trips)</u>					
		Senior (62+)/Disabled	Each	$15		$15	User Fee
		Student	Each	$18		$18	User Fee
		General	Each	$30		$30	User Fee
P-55	RHS-16	**Transportation**					
		MTA Bus Pass	Each	$7 - $220		$7 - $220	User Fee
		Foot-hill Transit Bus Passes	Each	$22 - $170		$22 - $170	User Fee
		TAP Card Products	Each	$2 - $300		$2 - $300	User Fee
		Discount	Each	$7		$7	User Fee
Library							

Library Meeting/Event Facilities Fees (Resident Non-Profit)							
LB-1.1	LB-1.1	Facility Deposit	Each	$0	$500	$0	Rental
LB-1.2	LB-1.2	Bidwell Forum	Per Hour	$0	$140	$0	Rental
LB-1.3	LB-1.3	Bidwell Forum with Plaza	Per Hour	$0	$172	$0	Rental
LB-1.4	LB-1.4	Friends Room	Per Hour	$0	$83	$0	Rental
LB-1.5	LB-1.5	Cleaning Deposit	Each	$250	$250	$0	Deposit
LB-1.6	LB-1.6	Person-on-duty	Per Hour Per Person	$25	$59	$25	User Fee
LB-1.7	LB-1.7	Alarm Response	Per Response	$100	$138	$138	Penalty
LB-1.8	LB-1.8	Microphone Fee	Per Mic	$0	$24	$0	Rental
LB-1.9	LB-1.9	Video Equipment (VHS/DVD Players, TV Monitors, Screens, Laptops, Projectors	Flat	$0	$33	$0	Rental
Library Meeting/Event Facilities Fees (All Other Groups)							
LB-2.1	LB-2.1	Facility Deposit	Per Event	$250	$1,049	$250	Rental
LB-2.2	LB-2.2	Bidwell Forum	Per Hour	$100	$140	$125	Rental
LB-2.3	LB-2.3	Bidwell Forum with Plaza	Per Hour	$150	$172	$170	Rental
LB-2.4	LB-2.4	Friends Room	Per Hour	$75	$83	$80	Rental
LB-2.5	LB-2.5	Cleaning Deposit (if food or drink are brought in for event)	Per Event	$250	$250	$250	Deposit
LB-2.6	LB-2.6	Person-on-duty	Per Hour Per Person	$25	$59	$25	User Fee
LB-2.7	LB-2.7	Alarm Response	Per Response	$100	$138	$138	Penalty
LB-2.8	LB-2.8	Microphone Fee	Per Mic	$10	$24	$20	Rental
LB-2.9	LB-2.9	Video Equipment (VHS/DVD Players, TV Monitors, Screens, Laptops, Projectors	Flat	$25	$33	$30	Rental
Overdue Library Fines and Fees							
LB-3	LB-3.1	Books, Magazines, Pamphlets, Compact Discs & Playaways (Adult & Youth)	Each	$0		$0	Penalty
LB-3	LB-3.2	Videos, DVDs and Software	Each	$0		$0	Penalty
LB-3	LB-3.3	Public Use Laptops/Tablets	Each	$0		$0	Penalty
Damaged Material							
LB-5	LB-4.1	Minimum Charge	Each	$2		$1	Penalty
LB-5	LB-4.2	Maximum Charge	Each	Maximum charge - Replacement cost of the item (plus processing fee)		Maximum charge - Replacement cost of the item (plus processing fee)	Penalty
Lost Material							
LB-6	LB-5.1	Replacement charge for lost items	Each	Actual Cost		Actual Cost	Penalty
LB-6	LB-5.2	Replacement charge for lost or stolen public use laptop/tablet	Each	$975.00		$975	Penalty
LB-6	LB-5.3	Materials returned with lost or missing parts	Each	Assessed and charged accordingly		Assessed and charged accordingly	Penalty
Other Fees and Charges							
LB-7	LB-6.1	**Processing:**					
		All physical materials except magazines, pamphlets & passes	Each	$10	$21	$10	User Fee
		Magazines, pamphlets and passes	Each	$2	$2	$2	User Fee
LB-7	LB-6.2	Lost Library Card	Each	$2	$2	$2	User Fee
LB-7	LB-6.3	**Holds on material:**					
		Per item Unclaimed	Each	$0	$2	$0	User Fee
LB-7	LB-6.4	Interlibrary Loan Request	Per search	$2	$30	$2	User Fee
LB-7	LB-6.5	Administrating/proctoring tests	Per test	$40	$43	$40	User Fee
LB-7	LB-6.6	**Printouts & Photocopies**					
		Black & White	Per Page	$0.15		$0.15	GOV § 7922.530
		Color	Per Page	$0.30		$0.30	GOV § 7922.530
LB-7	LB-6.7	Faxing - Incoming Faxes	Each	$0.50		$0.50	Pass Through
LB-7	LB-6.8	Faxing - Outgoing Faxes	Each	$0		$0	No Charge
LB-7	LB-6.9	Scanning to USB/email/smartphone/tablet	Each	$0		$0	Materials
LB-7	LB-6.10	Supplied Office/Stationary Materials	Each	$0-$25		$0-$25	Materials
LB-7	LB-6.11	Supplies at City-wide Special Events	Each	$0-$25		$0-$25	Materials
Planning							
P-1	P-1	Animal Conditional Use Permit	Each	Actual Cost	Actual Cost	Actual Cost	User Fee
P-2	P-2	Annexation	Each	Actual Cost	Actual Cost	Actual Cost	User Fee

P-3	P-3	**Appeal to City Council**				
		Initial Deposit	Deposit	$2,000	$3,064	$3,000 Deposit
		Subsequent Deposits	Deposit	$1,000	$1,532	$1,500 Deposit
P-4	P-4	**Appeal to Planning Commission (e.g. Development Plans, CUPs)**				
		Initial Deposit	Deposit	$2,000	$3,064	$3,000 Deposit
		Subsequent Deposits	Deposit	$1,000	$1,532	$1,500 Deposit
P-11	P-5	Certificate of Compliance	Per Application	$1,481	$1,079	$1,000 User Fee
P-13	P-6	Conceptual Review	Per Application	$1,041	$5,167	$2,000 User Fee
P-14	P-7	Conditional Use Permit	Per Application	$2,425	$8,705	$3,500 User Fee
P-15	P-8	Development Agreement	Each	Actual Cost	Actual Cost	Actual Cost User Fee
P-16	P-9	**Development Plan Review – Minor**				
		Director	Each	$2,483	$4,415	$4,400 User Fee
		Commission	Each	$3,297	$5,028	$5,000 User Fee
P-17	P-10	Development Plan Review – Major	Each	$5,000	$7,628	$7,600 User Fee
P-18	P-11	Environmental Impact Report Review	Each	Actual Cost	Actual Cost	Actual Cost User Fee
P-19	P-12	Environmental Initial Study	Each	Actual Cost	Actual Cost	Actual Cost User Fee
P-20	P-13	Environmental: Categorical Exemption Review	Per Application	$214	$432	$400 User Fee
P-27.1	P-14	General Plan Amendment - Map	Each	$4,000	$8,705	$8,700 User Fee
P-27.2	P-15	General Plan Amendment - Other	Each	$15,000	$8,705	$8,700 User Fee
P-29	P-16	Business License Zoning Verification	Per Application	$29	$101	$100 User Fee
P-30	P-17	Landscape Plans Applications	Each	$400	$355	$300 User Fee
P-31	P-18	Legal Review of CC&Rs	Each	Actual Cost	Actual Cost	Actual Cost User Fee
P-33	P-19	Lot Line Adjustment	Per Application	$1,554	$717	$700 User Fee
P-34	P-20	Lot Merger	Per Application	$1,554	$717	$700 User Fee
P-35	P-21	Minor Modification	Per Application	$1,422	$3,802	$3,800 User Fee
P-36	P-22	Mitigation Monitoring	Each	Actual Cost	Actual Cost	Actual Cost User Fee
P-37	P-23	Modification Review (CUP or Variance)	Per Application	$2,067	$3,802	$3,800 User Fee
P-38	P-24	Planned Development	Each	$10,000	$8,705	$8,700 User Fee
P-39	P-25	Planned Redevelopment	Each	$10,000	$8,705	$8,700 User Fee
P-41	P-26	Reversion to Acreage	Each	Actual Cost	Actual Cost	Actual Cost User Fee
P-42	P-27	Review of CC&Rs	Each	Actual Cost	Actual Cost	Actual Cost User Fee
P-43	P-28	Sign Variance	Per Application	$1,951	$1,044	$1,000 User Fee
P-44	P-29	Specific Plan Review	Each	Actual Cost	Actual Cost	Actual Cost User Fee
P-45	P-30	**Street/Sidewalk Vendor Permit**				
		New Permit	Each	$275	$251	$200 User Fee
		Renewals	Each	$165	$125	$100 User Fee
P-47	P-31	Tentative Parcel Map Review (Lot Split)	Per Application	$4,006	$4,275	$4,000 User Fee
	P-32	Administrative Subdivision (SB 9, SB 684, and AB 1033)	Each	New	$4,679	$4,000 User Fee
P-48	P-33	Tentative Tract Map (Subdivision)	Each	$5,286	$5,487	$5,400 User Fee
P-49	P-34	Time Extension Review	Per Application	$1,042	$738	$700 User Fee
P-50	P-35	Variance	Per Application	$2,224	$3,802	$3,800 User Fee
P-51.1	P-36	Zone Change - Map	Each	$4,000	$8,705	$8,700 User Fee
P-51.2	P-37	Zone Change - Other	Each	$15,000	$8,705	$8,700 User Fee
P-52	P-38	Zoning Verification Letter	Each	$214	$1,657	$1,600 User Fee
P-53	P-39	Public Hearing - Postage/Publication	Each	Actual Cost	Actual Cost	Actual Cost User Fee
P-56	P-40	Temporary Sign/Banner Permit	Per Application	$45	$585	$500 User Fee
P-57	P-41	Conditional Use Permit - Minor	Each	$1,315	$738	$700 User Fee
P-58	P-42	Recreational Vehicle Administrative Review Permit Appeal	Deposit	$200	$585	$200 Deposit
	P-43	**Wireless Telecommunications Facilities**				
		Eligible Facility Requests (EFR)	Each	New	$1,351	$1,000 User Fee
		Minor Wireless Facility Permit	Each	New	$6,253	$2,500 User Fee
		Major Wireless Facility Permit	Each	New	$8,705	$5,000 User Fee

	P-44	SB330 Applications	Each	New	$891	$800	User Fee
		Technical Review (Applicable to Administrative Subdivisions, Tentative Parcel Map / Tentative Tract Map, Certificate of Compiance, Lot Line Adjustment, and Lot Merger)	Each	New	Actual Cost	Actual Cost	User Fee
Surcharges							
	P-45	Technology	% of Permit	13%	18.5%	18.5%	Surcharge
Community Art Program (CAP)							
P-66	P-46	**CAP - Requirement Contribution to In- Lieu Community Art Fund**					
		BPV (building permit valuation) - New commercial / industrial & mixed use with residential as ancillary component (with BPV of $375,000+).	% of Building Permit va	1%		1%	Impact Fee
		BPV - New tenant improvements to existing commercial / industrial & mixed use with residential as ancillary component (with BPV of $375,000+).	% of Building Permit va	0.50%		0.50%	Impact Fee
		BPV - New residential of 11 or more units / houses and new mixed use with residential as primary component.	% of Building Permit va	0.25%		0.25%	Impact Fee
Misc. Fees							
P-67	P-47	**Park Development Fees**					
		Residential	Each	$2,273		$2,273	Reso 2012-46
		Additional Bedroom Beyond 3 Bedrooms	Each	$200		$200	Reso 2012-46
		Second Dwellings, Apartment and Condo units	Per Residential Dwellin	$1,591		$1,591	Reso 2012-46
		Commercial construction fee	Per Sq. Ft.	$0.62		$0.62	Reso 2012-46
Building and Safety							
	B&S-1	Intake Processing Fee	Each	$25	$31	$31	User Fee
Building Permit Application Fee							
BP-1.1	BP-1.1	$1 to $500	Each	$23.50	$128.65	$128.65	User Fee
BP-1.2	BP-1.2	**$501 to $2,000**					
		First $500	Each	$23.50	$128.65	$128.65	User Fee
		Each Additional $100	Each	$3.05	$5.31	$5.31	User Fee
BP-1.3	BP-1.3	**$2,001 to $25,000**					
		First $2,000	Each	$69.25	$208.26	$208.26	User Fee
		Each additional $1,000	Each	$14.00	$17.04	$17.04	User Fee
BP-1.4	BP-1.4	**$25,001 to $50,000**					
		First $25,000	Each	$391.25	$600.07	$600.07	User Fee
		Each additional $1,000	Each	$10.10	$14.21	$14.21	User Fee
BP-1.5	BP-1.5	**$50,001 to $100,000**					
		First $50,000	Each	$643.75	$955.42	$955.42	User Fee
		Each additional $1,000	Each	$7.00	$8.21	$8.21	User Fee
BP-1.6	BP-1.6	**$100,001 to $500,000**					
		First $100,000	Each	$993.75	$1,366.08	$1,366.08	User Fee
		Each additional $1,000	Each	$5.60	$4.92	$4.92	User Fee
BP-1.7	BP-1.7	**$500,001 to $1,000.000**					
		First $500,000	Each	$3,233.75	$3,332.23	$3,332.23	User Fee
		Each additional $1,000	Each	$4.75	$4.56	$4.56	User Fee
BP-1.8	BP-1.8	**$1,000,000 to $5,000,000**					
		First $1,000,000	Each	$5,608.75	$5,610.16	$5,610.16	User Fee
		Each additional $1,000	Each	$3.15	$0.57	$0.57	User Fee
	BP-1.9	**$5,000,000 to $10,000,000**					
		First $5,000,000	Each	Modified	$7,888.09	$7,888.09	User Fee
		Each additional $1,000	Each	Modified	$0.54	$0.54	User Fee
	BP-1.10	**$10,000,000 to $25,000,000**					
		First $10,000,000	Each	Modified	$10,608.50	$10,608.50	User Fee
		Each additional $1,000	Each	Modified	$0.40	$0.40	User Fee
	BP-1.11	**$25,000,000+**					

		First $25,000,000	Each	Modified	$16,661.13	$16,661.13	User Fee
		Each additional $1,000	Each	Modified	$0.20	$0.20	User Fee
Building Plan Check Fee							
	BP-2	Building Plan Check Fee	% of Building Permit	65%	65%	65%	User Fee
	BP-3	Additional Building Plan Check Fee	Per Hour	New	$213	$213	User Fee
	BP-4	Mechanical, Electrical, or Plumbing Plan Check Fee	Per Hour	New	$213	$213	User Fee
	BP-5	Sewer Plan Check Fee	Per Hour	New	$213	$213	User Fee
Building Permit Fees - Other Inspections and Fees							
BP-2.1	BP-3.1	Inspections outside of normal businesshours (minimum charge - two hours)	Per Hour	$94	$146	$146	User Fee
BP-2.2	BP-3.2	Re-inspection fees assessed underprovisions of the California Building Code	Per Hour	$94	$122	$122	User Fee
BP-2.3	BP-3.3	Inspection for which no fee is specifically indicated	Per Hour	$47	$122	$122	User Fee
BP-2.4	BP-3.4	Additional plan review required by changes, additions or revisions on plans	Per Hour	$47	$213	$213	User Fee
BP-2.5	BP-3.5	For use of outside consultants for plan checking and inspections, or both	Each	Actual Cost		Actual Cost	User Fee
Other Building permit Application fees							
P-5	OBP-1	Building Address Processing w/o Map	Per Application	$555	$432	$432	User Fee
P-6	OBP-2	Building Investigation	Per Investigation	$85	$327	$327	User Fee
P-7	OBP-3	Building Permit Surcharge for NPDES (SWPPP) Inspections	Each	5%	5%	5%	Surcharge
P-9	OBP-4	Building Re-Address Processing	Per Application	$555	$432	$432	User Fee
P-10	OBP-5	Building Re-inspection	Per Inspection	$70	$177	$177	User Fee
P-12	OBP-6	Change of Occupancy	Per Application	$185	$945	$945	User Fee
P-32	OBP-7	Lost Inspection Card	Per Card	$42	$116	$116	User Fee
P-46	OBP-8	Temporary Occupancy Review	Per Application	$225	$452	$452	User Fee
Combo Permits - Single Family Residential							
	CP-1	Bathroom Remodel / Kitchen Remodel (no structural changes)	Each	New	$300	$300	User Fee
	CP-2	EV Charging Station	Each	New	$177	$177	User Fee
	CP-3	Energy Storage System (ESS)	Each	New	$307	$307	User Fee
	CP-4	Residential HVAC Replacement	Each	New	$235	$235	User Fee
	CP-5	Swimming Pool / Spa	Each	New	$1,161	$1,161	User Fee
Electrical Permit Application							
Elec - 1	Elec - 1	**Receptacles/Lights/Switches**	Per Outlet	$1.40	$4.08	$4.08	User Fee
Elec - 3	Elec - 2	Fixed Appliances & Dedicated Outlets (Ranges, Dryers, Water Heaters, Cooktop	Each	$5.65	$8.16	$8.16	User Fee
Elec - 5	Elec - 4	**Motors**	Each	Modified	$40	$40	User Fee
Elec - 6	Elec - 5	Signs	Each	$56.35	$91	$91	User Fee
Elec - 7	Elec - 6	Timers	Each	$14.10	$48	$48	User Fee
Elec - 8	Elec - 7	**Service 0-600V**					
		Not Over 225 Amp	Each	$70.27	$122.36	$122.36	User Fee
		Over 225 amp	Each	$56.35	$152	$152	User Fee
	Elec - 8	New Dwellings	Per Sq. Ft.	$0.07	$0.10	$0.10	User Fee
Elec - 11	Elec - 9	Temporary Power Poles	Each	$28.25	$122	$122	User Fee
Elec - 12	Elec - 10	Temporary Distribution Poles	Each	$14.10	$61	$61	User Fee
Elec - 13	Elec - 11	Carnival Ride / Attraction	Per Attraction	$23.50	$61	$61	User Fee
Elec - 14	Elec - 12	Swimming Pool/Spas	Each	$61.35	$183	$183	User Fee
Elec - 15	Elec - 13	Where No Fee is Set	Each	$75	$91	$91	User Fee
	Elec - 14	Minimum Permit Fee	Each	New	$122	$122	User Fee
Elec - 16	Elec - 15	Issuance Fee Per Permit	Each	$42	$55	$55	User Fee
Plumbing Permit Application							
Plum - 1	Plum-1	Toilet	Each	$11.30	$30	$30	User Fee
Plum - 2	Plum-2	Bath Tub	Each	$11.30	$30	$30	User Fee
Plum - 3	Plum-3	Shower	Each	$11.30	$30	$30	User Fee
Plum - 4	Plum-4	Wash Basin	Each	$11.30	$30	$30	User Fee
Plum - 5	Plum-5	Kitchen Sink	Each	$11.30	$30	$30	User Fee
Plum - 6	Plum-6	Dishwasher	Each	$15	$30	$30	User Fee

Plum - 7	Plum-7	Laundry Tub or Tray	Each	$11.30	$30	$30	User Fee
Plum - 8	Plum-8	Automatic Washer	Each	$11.30	$30	$30	User Fee
Plum - 9	Plum-9	Water Heater	Each	$40.57	$61	$61	User Fee
Plum - 10	Plum-10	Solar Water Heater	Each	$31.50	$122	$122	User Fee
Plum - 11	Plum-11	Water Softener	Each	$11.30	$30	$30	User Fee
Plum - 12	Plum-12	Gas System (up to 5 Outlets)	Each	$15	$61	$61	User Fee
Plum - 13	Plum-13	Additional Gas Outlet Over 5	Each	$2.65	$12	$12	User Fee
Plum - 14	Plum-14	Floor Drain	Each	$11.30	$30	$30	User Fee
Plum - 15	Plum-15	Lawn Sprinkler System	Each	$17	$61	$61	User Fee
Plum - 16	Plum-16	Misc. Water Piping	Each	$15	$61	$61	User Fee
Plum - 17	Plum-17	Swimming Pool Piping	Each	$24.25	$91	$91	User Fee
Plum - 19	Plum-19	Where No Fee is Set	Each	$75	$91	$91	User Fee
	Plum-20	Minimum Permit Fee	Each	New	$122	$122	User Fee
Plum - 20	Plum-21	Issuance Fee Per Permit	Each	$42	$55	$55	User Fee
Mechanical Permit Application							
MP - 1	MP-1	Refrigeration Compressor	Each	Modified	$91	$91	User Fee
	MP-2	Absorption Unit	Each	Modified	$91	$91	User Fee
	MP-3	Boiler	Each	Modified	$91	$91	User Fee
	MP-4	Fuel Burning Heater or Furnace	Each	Modified	$91	$91	User Fee
MP - 2	MP-5	Air Handling Unit	Each	Modified	$91	$91	User Fee
MP - 3	MP-6	Air Inlet or Outlet	Each	$7.90	$15	$15	User Fee
MP - 4	MP-7	Appliance Vent (not included above)	Each	$7.90	$42	$42	User Fee
MP - 5	MP-8	Evaporative Cooler	Each	$12.80	$91	$91	User Fee
MP - 6	MP-9	Ventilation Fans	Each	$11.30	$30	$30	User Fee
MP - 8	MP-10	Residential Kitchen Hood & Exhaust System	Each	$39	$61	$61	User Fee
MP - 9	MP-11	Commercial Kitchen Hood & Exhaust System	Each	New	$91	$91	User Fee
MP - 10	MP-12	Spray Booth, Exhaust System	Each	$39	$122	$122	User Fee
MP - 11	MP-13	Fire Dampers	Each	$7.50	$91	$91	User Fee
MP - 12	MP-14	Alter Duct System (not included above)	Each	$18.50	$91	$91	User Fee
MP - 13	MP-15	Where No Fee is Set	Each	$75	$91	$91	User Fee
	MP-16	Minimum Permit Fee	Each	New	$122	$122	User Fee
MP - 14	MP-17	Issuance Fee Per Permit	Each	$42	$55	$55	User Fee
Sewer Permit Application							
	SP-1	Building Sewer Connection to Public Sewer	Each	$56.75	$122	$122	User Fee
	SP-2	Septic Tank, Seepage Pit, or Drain Field	Per Unit	$84.75	$214	$214	User Fee
	SP-3	Connect Additional Building/Work	Each	$28.25	$122	$122	User Fee
	SP-4	Alter, Repair or Abandon Building Sewer	Each	$28.25	$122	$122	User Fee
	SP-5	Grease Interceptor	Each	$56.75	$183	$183	User Fee
	SP-6	Where No Fee is Set	Each	$75.00	$122	$122	User Fee
	SP-7	Minimum Permit Fee	Each	New	$122	$122	User Fee
	SP-8	Issuance Fee Per Permit	Each	$42	$55	$55	User Fee
Building Valuation Data for Specialty Items							
Spec-13	Spec-13	Building Re-inspection	Per inspection	$72	$177	$177	User Fee
Spec-14	Spec-14	Investigation	Per Investigation	$170	$327	$327	User Fee
Spec-15	Spec-15	Lost Inspection Card	Per Card	$42	$116	$116	User Fee
Spec-16	Spec-16	**Commercial Solar**					
		50kw or Less	Flat	$1,000	$1,218	$1,000	Gov. Code 66015 (b)
		50-250kW (Base)	Base	$1,000	$1,218	$1,000	Gov. Code 66015 (b)
		50-250kW (per kW above 50 kW)	Per kw	$7	$5	$7	Gov. Code 66015 (b)
		250 kW (Base)	Base	$2,400	$2,271	$2,400	Gov. Code 66015 (b)
		250 kW (per kW above 250 kW)	Per kw	$5	$4	$5	Gov. Code 66015 (b)
Spec-17	Spec-17	**Residential Solar:**					

		Base	Flat	$500	$559	$450	GOV § 66015 (a)
		Per Kw above 15Kw	per Kw	$15	$16	$15	GOV § 66015 (a)
Surcharges							
	S-1	General Plan Maintenance	% of Permit	12%	12.70%	12.70%	Surcharge
	S-2	Technology	% of Permit	13%	18.5%	18.5%	Surcharge
Environmental Services							
FOG Fees							
P-23	ES-1	FOG (Fats, Oil and Grease) Application Fee for New Restaurants	Each	$250	$276	$276	User Fee
P-24	ES-2	FOG Program Inspections	Each	$180	$193	$193	User Fee
P-26	ES-3	FOG Program, Industrial, Automotive, and Gas Station Re-inspection Fee	Each	$100	$193	$100	User Fee
National Pollutant Discharge Elimination Services (NPDES)							
E-61	ES-4	NPDES - Current Construction Inspection	Each	$145	$382	$382	User Fee
	ES-5	NPDES - Current Construction Re-inspection	Each	New	$191	$191	User Fee
E-62	ES-6	**NPDES Automotive Inspection**					
		Inspection	Each	$240	$257	$257	User Fee
		Follow-up	Each	$150	$177	$177	User Fee
E-63	ES-7	**NPDES Gas Station Inspection**					
		Inspection	Each	$230	$257	$257	User Fee
		Follow-up	Each	$150	$177	$177	User Fee
E-64	ES-8	**NPDES Industrial Inspection**					
		Inspection	Each	$270	$385	$385	User Fee
		Follow-up	Each	$150	$281	$281	User Fee
E-65	ES-9	**NPDES Restaurant Inspection**					
		Inspection	Each	$140	$192	$192	User Fee
		Follow-up	Each	$150	$156	$156	User Fee
E-66	ES-10	**NPDES - Nursery**					
		Inspection	Each	$240	$257	$257	User Fee
		Follow-up	Each	$150	$177	$177	User Fee
E-67	ES-11	**NPDES Non-Industrial Inspection**					
		Inspection	Each	$240	$257	$257	User Fee
		Follow-up	Each	$150	$177	$177	User Fee
Other Fees							
	ES-12	Environmental Services Hourly Fee	Per Hour	New	$184	$184	User Fee
Engineering							
Street Signs/Lights							
E-1	E-1	Street Name Signs	Per Set	$310	$418	$418	User Fee
E-2	E-2	Traffic Signs	Per Sign	$300	$1,112	$1,112	User Fee
E-3	E-3	**Street Lights (Administration)**					
		Administration Fee	Per Light	$350	$561	$561	User Fee
		Marbelite	Deposit	$3,000		$3,000	Pass Through
		Double Davit	Deposit	$4,200		$4,200	Pass Through
E-4	E-4	Curb Stenciling	Per Lot	$11	$33	$33	User Fee
Parcel Map/Tract Map Development Fees							
E-5	E-5	Final Parcel Map Review	Per Application	$1,805	$3,376	$3,376	User Fee
E-6	E-6	**Final Tract Map Review**					
		Application	Per Application	$1,954	$3,702	$3,702	User Fee
		Over 4 lots	Each	$13	$46	$46	User Fee
E-7	E-7	Final Map Amendment Review	Per Application	$550	$3,114	$3,114	User Fee
E-8	E-8	Street Name Processing w/o Map	Per Application	$2,011	$2,332	$2,332	User Fee
E-9	E-9	Street Re-Name Processing	Per Application	$2,011	$2,332	$2,332	User Fee
E-10	E-10	Street/Right-of-Way Abandonment Processing	Per Application	$1,774	$2,055	$2,055	User Fee
E-11	E-11	Building Address or Re-Address Processing without Map	Per Application	$555	$705	$705	User Fee

Drainage							
E-12	E-12	**Drainage Plan/Check/Inspections/ SWPP**					
		Single-Family / ADU	Each	$350	$634	$634	User Fee
		Multi-Family (more than 1) / Commercial	Each	Actual Cost	$1,007	$1,007	User Fee
E-16	E-16	**Geotechnical/Soils Report Review**					
		Single-Family / ADU	Each	$550	$785	$785	User Fee
		Multi-Family (more than 1) / Commercial	Each	Actual Cost	$1,015	$1,015	User Fee
E-17	E-17	**Low Impact Development (LID Report)**					
		Single-Family / ADU	Each	$550	$785	$785	User Fee
		Multi-Family (more than 1) / Commercial	Each	Actual Cost	$1,015	$1,015	User Fee
Encroachment Permits							
E-18	E-18	Temporary Placement on Street Permit	Each	$86	$336	$336	User Fee
E-19	E-19	Temporary Encroachment Permit	Each	$86	$368	$368	User Fee
E-20	E-20	Permanent Encroachment Permit	Each	$241	$782	$782	User Fee
Plan Checks							
	E-21	**Public Improvement Plan Check/ Inspection**	% of Construction Cost	5%	5%	5%	User Fee
E-22	E-22	Traffic Control Plan Review	Each	$350	$733	$733	User Fee
E-23	E-23	**Miscellaneous Plan Review**					
		Single-Family / ADU	Each	$350	$785	$785	User Fee
		Multi-Family (more than 1) / Commercial	Each	Actual Cost	$1,292	$1,015	User Fee
E-24	E-24	Signing/Striping Plan Check	Each	$307	$870	$870	User Fee
E-25	E-25	**SWPPP Review Fee**					
		Less than 1 acre	Each	$350	$497	$497	User Fee
		1 acre or more	Each	$550	$864	$864	User Fee
E-26	E-26	Traffic Study Review Fee	Each	$550	$742	$742	User Fee
E-27	E-27	Delta Revision Fee	Each	$307	$777	$777	User Fee
E-28	E-28	Delta Revision to Drainage/Grading Plans	Each	$350	$432	$432	User Fee
E-29	E-29	Stock Pile Plan Review Fee	Each	Refer to Drainage/Grading Chart	$733	$733	User Fee
E-30	E-30	**Hydrology & Hydraulics Report Review Fee**		$307			
		Single-Family / ADU	Each	$550	$872	$872	User Fee
		Multi-Family (more than 1) / Commercial	Each	Actual Cost	Actual Cost	Actual Cost	User Fee
Drive Approach Permits							
E-31	E-31	Residential Drive Approach	Each	$145	$520	$520	User Fee
E-32	E-32	Commercial Drive Approach	Each	$300	$740	$740	User Fee
Excavation Permits*							
E-33	E-33	Natural Soil Excavation (sod/earth)	Each	$145	$603	$603	User Fee
E-34	E-34	**Paved Surfaces:**					
		1 – 50 square foot	Each	$145	$300	$300	User Fee
		Deposit	Each	$150		$150	Deposit
		51 – 300 square foot	Each	$300	$366	$366	User Fee
		Deposit	Each	$1,000		$1,000	Deposit
		301 – 600 square foot	Each	$450	$485	$485	User Fee
		Deposit	Per Sq. Ft	$4		$4	Deposit
		601 – 1,000 square foot	Each	$691	$702	$702	User Fee
		Deposit	Each	$3,000		$3,000	Deposit
		Over 1,000 square foot	Each	$691	$870	$870	User Fee
		Each Addl. 100 sq. ft. over 1,000	Each Addl. 100 sq. ft.	$25	$29	$29	User Fee
		Deposit	Each	$3,000		$3,000	Deposit
		Each Addl. 100 sq. ft. over 1,000	Each Addl. 100 sq. ft.	$1		$1	Deposit

*Prior to permits being issued, final costs will be calculated and charged to the Applicant if they exceed deposit fees.

Curb, Gutter, Sidewalk & Paving Permits							
E-35	E-35	**Curb and/or Gutter**					

		0 - 100 linear foot	Each	$145	$466	$466	User Fee
		Over 100 linear foot	Per L.F.	$1.00	$1.34	$1.34	User Fee
E-36	E-36	**Sidewalk**					
		0 - 100 sq. ft.	Each	$145	$603	$603	User Fee
		Over 100 sq. ft.	Per Sq. Ft.	$1.00	$1.21	$1.21	User Fee
E-38	E-37	Minor Curb Cut/Drilling (Core)	Per Curb location	$145	$538	$538	User Fee
Sewer Fees							
E-39	E-39	Building Sewer Connection to Public Sewer	Each	$145	$777	$777	User Fee
E-40	E-40	Sewer Front Footage	Per Front Foot	$6.50	$6.59	$6.59	User Fee
E-41	E-41	Sewer Acreage	Per Acre	$730	$780	$780	User Fee
E-42	E-42	Sewer Main Inspection Fee	Per Liner Foot	$1.00	$1.68	$1.68	User Fee
E-43	E-43	Manhole, Junction Structure, etc. Inspection	Each	$71	$304	$304	User Fee
E-44	E-44	**Sewer Area Study Review Fee**					
		Single-Family / ADU	Each	$550	$923	$923	User Fee
		Multi-Family (more than 1) / Commercial	Each	Actual Cost	Actual Cost	Actual Cost	User Fee
Miscellaneous Fees							
E-45	E-45	Pool Drainage Permit	Each	$73	$236	$236	User Fee
E-46	E-46	Sign Impound Fee	Each	$100	$199	$199	User Fee
E-48	E-47	Easement Quitclaim Deed Processing	Each	$445	$923	$923	User Fee
E-49	E-48	Oversized Transportation Permit	Each	$16	$215	$215	User Fee
E-50	E-49	**Moving Building/House**					
		Permit Fee	Each	$75	$181	$181	User Fee
		Deposit	Each	$1,000		$1,000	Deposit
E-51	E-50	Hazardous Material Spill: Cleanup & Disposal Sewage Spill Cleanup Damage to City Property/ Repair	Each	Actual Cost	$273	$273	User Fee
E-52	E-51	**Construction and Demolition (C&D) Waste Management Plan Administration**					
		<u>Projects with a valuation less than $100,000:</u>					
		City Approved Haul	Each	$0	$99	$99	User Fee
		Self-Haul	Each	$80	$99	$99	User Fee
		<u>Projects with a valuation greater than $100,000:</u>					
		City Approved Haul	Each	$80	$99	$99	User Fee
		Self-Haul	Each	$160	$99	$99	User Fee
E-53	E-52	Preferential Parking District -Establishment or Modification	Each	Actual Cost	Actual Cost	Actual Cost	User Fee
Miscellaneous Inspections							
E-54	E-53	Inspections (after hours/weekends)	Per Hour	Actual Cost	$162	$162	User Fee
E-55	E-54	Re-inspections	Per Hour	Actual Cost	$136	$136	User Fee
E-56	E-55	Inspection (no indicated fee)	Per Hour	Actual Cost	$136	$136	User Fee
E-57	E-56	3rd Party Consultants	Per Hour	Actual Cost	$294	$294	User Fee
Wireless Telecommunication Facilities (Public Right-of-Way)							
E-58	E-57	**Administrative Wireless Telecommunications Facility Permit Fees - Small Wireless Facilities**					
		Deposit	Each	$1,650	$4,000	$4,000	User Fee
E-59	E-58	**Administrative Wireless Telecommunications Facility Permit Fees - Eligible Facilities Request**					
		Flat fee for review	Each	$450	$543	$543	User Fee
E-60	E-59	**Major Wireless Telecommunications Facility Permit Fees - Non-Administrative**					
		Deposit	Each	$1,650	$8,000	$8,000	User Fee
Grading & Drainage Plan Check/ Inspection Fees Grading Permit Fees							
	E-60	**51-1000 Cubic Yards**					
		For First 50 Cubic Yards	Each	$677	$809	$809	User Fee
		Each add'l 100 Cubic Yards or Fraction Thereof	Each	$154	$171	$171	User Fee
	E-61	**1,001-10,000 Cubic Yards**					

		For First 1,001 Cubic Yards	Each	$2,252	$2,439	$2,439 User Fee
		Each add'l 1000 Cubic Yards or Fraction Thereof	Each	$192	$196	$196 User Fee
	E-62	**10,001-50,000 Cubic Yards**				
		For First 10,001 Cubic Yards	Each	$4,057	$4,206	$4,206 User Fee
		Each add'l 1000 Cubic Yards or Fraction Thereof	Each	$270	$81	$81 User Fee
	E-63	**50,001-100,000 Cubic Yards**				
		For First 50,001 Cubic Yards	Each	$7,238	$7,467	$7,467 User Fee
		Each add'l 1000 Cubic Yards or Fraction Thereof	Each	$115	$113	$113 User Fee
	E-64	**Over 100,000 Cubic Yards**				
		For First 100,000 Cubic Yards	Each	$12,998	$13,166	$13,166 User Fee
		Each add'l 1000 Cubic Yards or Fraction Thereof	Each	$58	$56	$56 User Fee
Surcharges						
		Technology	% of Permit	13%	18.5%	18.5% Surcharge
Police						
Animal Control						
PD-3	PD-1	**Animal Control Services**				
		Food & Care	Each	$10		$10 Pass Through
		Cat	Each	$10		$10 Pass Through
		Small Animal	Each	$5		$5 Pass Through
		Medium Animal	Each	$10		$10 Pass Through
		Large Animal	Each	$40		$40 Pass Through
		Biter (OBS)	Each	$20		$20 Pass Through
PD-4	PD-2	**Animal Impound**				
		Dog 1st offense—altered	Each	$30		$30 Pass Through
		Dog 1st offense—unaltered	Each	$50		$50 Pass Through
		Dog 2nd offense—altered	Each	$70		$70 Pass Through
		Dog 2nd offense—unaltered	Each	$100		$100 Pass Through
		Dog 3rd offense—altered	Each	$120		$120 Pass Through
		Dog 3rd offense—unaltered	Each	$120		$120 Pass Through
		Cat—altered	Each	$5		$5 Pass Through
		Cat—unaltered	Each	$5		$5 Pass Through
		Small Animal	Each	$15		$15 Pass Through
		Medium Animal	Each	$25		$25 Pass Through
		Large Animal	Each	$60		$60 Pass Through
PD-5	PD-3	**Animal License Issuance**				
		Cat License Altered/S/C $5	Each	$5		$5 Pass Through
		Unaltered/S/C	Each	$10		$10 Pass Through
		Penalty	Each	$10		$10 Pass Through
		Dog License Unaltered	Each	$100		$100 Pass Through
		Altered	Each	$30		$30 Pass Through
		S/C Unaltered	Each	$100		$100 Pass Through
		S/C Altered	Each	$10		$10 Pass Through
		Veteran Disability Altered	Each	$0		$0 Pass Through
		Penalty	Each	$50		$50 Pass Through
		Potentially Dangerous	Each	$125		$125 Pass Through
PD-6	PD-4	**Animal Retrieval/Disposal**				
		Owner Released – licensed: Per Animal	Per Animal	$40		$40 Pass Through
		Per Litter	Per Litter	$30		$30 Pass Through
		O/R pickup live	Each	$30		$30 Pass Through
		O/R pickup dead	Each	$20		$20 Pass Through
		Owner Released – unlicensed: Per Animal	Per Animal	$100		$100 Pass Through
		Per Litter	Per Litter	$100		$100 Pass Through

		O/R pickup live	Each	$100		$100	Pass Through
		O/R pickup dead	Each	$100		$100	Pass Through
Police Fees							
PD-7	PD-5	**Bicycle Licenses**					
		New license	Each	$6	$8	$4	VEH § 39004
		Renewal	Each	$3	$8	$2	VEH § 39004
PD-8	PD-6	**Code Enforcement Investigation**					
		Various Fines	Each	$50 - $1,500		$50 - $1,500	
		Re-investigation	Each	$100	$167	$100	User Fee
PD-9	PD-7	Cost Recovery of Graffiti Damage Caused by a Minor	Each	Actual Cost		Actual Cost	User Fee
PD-11	PD-8	DUI Incident Response Investigation	Each	Actual Cost		Actual Cost	User Fee
PD-12	PD-9	Fingerprint Card	First Card	$20	$24	$24	User Fee
		Fingerprint Card	Each Additional Card	$5	$6	$6	User Fee
PD-13	PD-10	Impound Vehicle Release	Per Vehicle	$120	$162	$162	User Fee
PD-14	PD-11	Inspection, documentation and registration of vacant property or property in foreclosure	Each	$200	$83	$83	User Fee
PD-15	PD-12	Massage Business Permit	Per Application	$350	$335	$335	User Fee
PD-16	PD-13	Massage Business Permit Renewal	Each	$350	$167	$167	User Fee
PD-17	PD-14	Massage Tech/Practitioner Permit	Per Application	$297	$167	$167	User Fee
PD-18	PD-15	Massage Tech/Practitioner Permit Renewal	Each	$297	$83	$83	User Fee
PD-19	PD-16	Massage Business Location Change	Per Application	$182	$167	$167	User Fee
PD-20	PD-17	Massage Business Sale/Transfer	Per Application	$350	$167	$167	User Fee
PD-21	PD-18	**Noise Disturbance Response Call-Back / Alcohol consumed by a Minor**					
		1st Response	Each	$0		$0	Penalty
		2nd Response	Each	$100		$100	Penalty
		3rd Response	Each	$250		$250	Penalty
		4th Response	Each	$500		$500	Penalty
		5th Response	Each	$1,000		$1,000	Penalty
		6th and subsequent Responses	Each	$2,500		$2,500	Penalty
PD-23	PD-19	**Parking Permit - Early Morning**					
		Early Morning/Per Day	Per Day	$5	$5	$5	User Fee
		Early Morning/Per Year	Per Year	$75	$83	$75	User Fee
PD-25	PD-20	Police Photo Reproduction	Per Request	$33	$37	$37	User Fee
PD-26	PD-21	**Police Report Copy**					
		First Five (5) pages	Each	Free		Free	User Fee
		Additional Pages After 5	Per Page	$0.15	$0.15	$0.15	User Fee
PD-27	PD-22	Police Special Services	Each	Actual Cost		Actual Cost	User Fee
PD-28	PD-23	Records Check/Clearance Letter	Per Letter	$25	$42	$42	User Fee
PD-30	PD-24	Vehicle Equipment Correction Inspection	Per Inspection	$25	$29	$25	User Fee
PD-31	PD-25	Video/Audio Disk Reproduction	Per Disk	$25	$37	$37	User Fee
PD-32	PD-26	Weapons Storage Processing	Per Weapon	$50	$61	$50	User Fee
PD-33	PD-27	Traffic Collision Report	Per Report	$20	$21	$21	User Fee
	PD-28	Sidewalk Vendor - Impounding Equipment & Merchandise	Each	$200	$209	$209	User Fee
Alarm Fees							
PD-34	PD-29	**Alarm Permit**					
		Residential	Per Permit	$40	$52	$40	User Fee
		Commercial	Per Permit	$50	$52	$50	User Fee
PD-35	PD-30	**False Alarm Fines**					
		Permitted					
		1st Alarm	Each	$0	$138	$0	Penalty
		2nd Alarm	Each	$75	$138	$75	Penalty
		3rd Alarm	Each	$150	$138	$150	Penalty

		4th Alarm	Each	$250	$138	$250	Penalty
		5th Alarm	Each	$250	$138	$250	Penalty
		Non-Permitted					
		1st Alarm	Each	$50	$138	$50	Penalty
		2nd Alarm	Each	$175	$138	$175	Penalty
		3rd Alarm	Each	$200	$138	$200	Penalty
		4th Alarm	Each	$350	$138	$350	Penalty
		5th Alarm	Each	$350	$138	$350	Penalty
PD-36	PD-31	Alarm Permit Late Registration	Each	$10		$10	Penalty
PD-38	PD-33	Alarm Fee Late Charge	Each	$25		$25	Penalty
PD-39	PD-34	Alarm Permit Reinstatement Fee	Each	$100		$100	Penalty
Carry Concealed Weapon (CCW)							
PD-47.1	PD-42.1	Carry Concealed Weapon (CCW) -New Application	Each	$389	$1,454	$489	User Fee
PD-47.2	PD-42.2	Carry Concealed Weapon (CCW) -Amended Application	Each	$10	$435	$10	User Fee
PD-47.3	PD-42.3	Carry Concealed Weapon (CCW) -Live Scan	Each	$20	$59	$24	User Fee
PD-47.4	PD-42.4	Carry Concealed Weapon (CCW) -Renewal	Each	$129	$871	$398	User Fee
California Vehicle Code Violations							
VEH-1	VEH-1	Prohibited parking on public grounds	Each	$51		$51	Penalty
VEH-2	VEH-2	No front license plate	Each	$51		$51	Penalty
VEH-3	VEH-3	Failure to display registration tab	Each	$51		$51	Penalty
VEH-4	VEH-4	Current year tab required	Each	$51		$51	Penalty
VEH-5	VEH-5	Parked within intersection	Each	$51		$51	Penalty
VEH-6	VEH-6	Parked on crosswalk	Each	$51		$51	Penalty
VEH-7	VEH-7	Parked in painted zone	Each	$51		$51	Penalty
VEH-8	VEH-8	Parked within 15 ft. of fire station	Each	$51		$51	Penalty
VEH-9	VEH-9	Parked on sidewalk	Each	$51		$51	Penalty
VEH-10	VEH-10	Parked at street excavation	Each	$51		$51	Penalty
VEH-11	VEH-11	Double parked	Each	$51		$51	Penalty
VEH-12	VEH-12	Parked in a bus zone	Each	$255		$255	Penalty
VEH-13	VEH-13	Parked on bridge	Each	$51		$51	Penalty
VEH-14	VEH-14	Parked blocking disabled ramp	Each	$336		$336	Penalty
VEH-15	VEH-15	Parked in fire lane	Each	$255		$255	Penalty
VEH-16	VEH-16	Parked in excess of 18 inches of curb/ wrong side	Each	$51		$51	Penalty
VEH-17	VEH-17	Parked/obstructing handicapped space	Each	$336		$336	Penalty
VEH-18	VEH-18	Parked too close to fire hydrant	Each	$51		$51	Penalty
VEH-19	VEH-19	Parked without setting brake, stopping motor	Each	$51		$51	Penalty
VEH-20	VEH-20	Parked blocking access ramp	Each	$336		$336	Penalty
Glendora Municipal Code Parking Violations							
VEH-21	VEH-21	Parked vehicle with for sale sign	Each	$51		$51	Penalty
VEH-22	VEH-22	Early morning parking prohibited	Each	$51		$51	Penalty
VEH-23	VEH-23	Failure to obey curb markings	Each	$51		$51	Penalty
VEH-24	VEH-24	Parking in excess of 72 hours	Each	$51		$51	Penalty
VEH-25	VEH-25	Parking on public property in violationof signs	Each	$51		$51	Penalty
VEH-26	VEH-26	Commercial Vehicle: Parked in residential area	Each	$86		$86	Penalty
VEH-27	VEH-27	Commercial Vehicle: Parked in commercial area	Each	$51		$51	Penalty
VEH-28	VEH-28	Parking in violation of posted sign	Each	$51		$51	Penalty
VEH-29	VEH-29	Parked with sign advertising event	Each	$51		$51	Penalty
VEH-30	VEH-30	Preferential parking permit required	Each	$51		$51	Penalty
VEH-31	VEH-31	Selling from parked vehicle	Each	$51		$51	Penalty
VEH-31	VEH-31	Parked in violation of posted signs	Each	$51		$51	Penalty
VEH-31	VEH-31	Late Penalty	Each	$45		$45	Penalty

Utilities & Maintenance							
UMT-1	UMT-1	Damage to City Property Repair	Each	Actual Cost	Actual Cost	Actual Cost	User Fee
UMT-2	UMT-2	**Service Reconnect Fees**					
		Delinquent (Business hours, Customer receiving social assistance):	Each	$50	$107	$50	User Fee
		Delinquent (Outside of business hours, Customer receiving social assistance):	Each	$150	$297	$150	User Fee
		Delinquent (Business Hours):	Each	$70	$107	$107	User Fee
		Delinquent (Outside of Business Hours):	Each	$150	$297	$297	User Fee
		Non-Delinquent (Business Hours):	Each	$77	$107	$107	User Fee
		Non-Delinquent (Outside of Business Hours):	Each	$112	$297	$297	User Fee
		Non-Delinquent (After midnight):	Each	$128	$297	$297	User Fee
UMT-3	UMT-3	Hazardous Material Spill Cleanup and Disposal	Each	Actual Cost	Actual Cost	Actual Cost	User Fee
UMT-4	UMT-4	Sewage Spill Cleanup	Each	Actual Cost	Actual Cost	Actual Cost	User Fee
UMT-6	UMT-6	Temporary Water Meter Rental Service	Each	$29	$78	$78	Rental
UMT-7	UMT-7	Water Bill Penalties	Each	10%		10%	Penalty
UMT-8	UMT-8	**Water Conservation Violations**					
		First Water Conservation Violation	Each	$0		$0	Penalty
		Second Water Conservation Violation	Each	$150		$150	Penalty
		Third Water Conservation Violation	Each	$250		$250	Penalty
		Fourth Water Conservation Violation	Each	$1,000		$1,000	Penalty
UMT-10	UMT-9	**Water System Inspection**					
		Lateral for ADU	Per Inspection	$935	$491	$491	User Fee
UMT-11	UMT-10	Integrated Waste Management Franchise Fee	Each	11%		11%	Franchise Fee
UMT-13	UMT-12	Manual Meter Read Fee	Each	$60	$234	$234	User Fee
TBD	UMT-13	ACH Return Fee(incorrect bank information)	Each	$27	$57	$57	User Fee
TBD	UMT-14	Chargeback Fee (Customer Disputed Bill Penalty)	Each	$35	$57	$57	User Fee
TBD	UMT-15	New Account Application/Activation Fee (Processing Fee, excluding meter installation)	Each	$77	$86	$86	User Fee
TBD	UMT-16	Deposits for Service	Each	$200	$200	$200	User Fee
TBD	UMT-17	Door Hanger Fee	Each	$20	$48	$48	User Fee
TBD	UMT-18	Trip Charge for Additional Visit	Each	$76	$146	$146	User Fee
TBD	UMT-19	Temporary Construction Meter	Each	$281	$292	$292	User Fee
Water Service Installation Charges							
		Water Service Installation					
		3/4-1"	Deposit	Modified	$5,000	$5,000	Deposit
		2"	Deposit	Modified	$7,000	$7,000	Deposit
		4"	Deposit	Modified	$10,000	$10,000	Deposit
		6"	Deposit	Modified	$12,000	$12,000	Deposit
Miscellaneous Water Fees and Charges							
		Water Front Footage	Per Foot	$8		$8	Rates
		Acreage Charges	Per Acre	$4,658.50		$4,658.50	Rates
		Backflow Preventer Installation	Each	$152	$152	$152	User Fee
		Fire Hydrant Flow Test (office study performed with hydraulic model)	Per Fire Hydrant	$551	$882	$882	User Fee
		Fire Hydrant Flow Test (Field Test)	Per Fire Hydrant	$512	$663	$663	User Fee
		Fire Flow Availability Form	Per Request	$299	$409	$409	User Fee
		Fire Services / Protection (Fixed)	Per Diameter Inch	$9		$9	Rates
		Fire Hydrant Meter Deposit	Deposit	$1,851	$2,000	$2,000	Deposit
		Irrigation Plan Review/Water System Inspection (Non-Tract)	Each	$235	$132	$132	User Fee
		Fire Service Plan Review/Water Service Installation Plan Review	Each	$310	$132	$132	User Fee
		Water Meter Test					
		¾" – 2" :	Each	$308	$234	$234	User Fee
		Water Quality Testing	Each	Actual Cost	Actual Cost	Actual Cost	User Fee

Bacterial Sample Test	Each	$517	$401	$401	User Fee
Pressure Test	Each	$296	$401	$401	User Fee
Hydrant Lock Fee (new lock with installation)	Each	$212	$287	$287	User Fee
Hydrant- Handle replacement fee	Each	$79	$167	$167	User Fee
Broken lock/ damage costs & service.	Each	$212	$217	$217	User Fee
Bi-Monthly Meter Connection Charge*					
5/8 & 3/4 Inch	Each	$87.93		$87.93	Rates
1 Inch	Each	$138.24		$138.24	Rates
1.5 Inch	Each	$264.76		$264.76	Rates
2 Inch	Each	$426.04		$426.04	Rates
3 Inch	Each	$1,013.74		$1,013.74	Rates
4 Inch	Each	$1,013.74		$1,013.74	Rates
6 Inch	Each	$2,225.21		$2,225.21	Rates
8 Inch	Each	$2,225.21		$2,225.21	Rates

*Shall be automatically increased based on the percentage change in the Consumer Price Index (CPI) from October to October for calendar years 2025 – 2028, not to exceed 5% each year. Extraordinary increases may be brought to the City Council for consideration and approval.

Bi-Monthly Consumption Tiers (CCF)					
5/8 Inch					
Tier 1	Each	0-12		0-12	Rates
Tier 2	Each	13-38		13-38	Rates
Tier 3	Each	39-76		39-76	Rates
Tier 4	Each	>76		>76	Rates
3/4 Inch					
Tier 1	Each	0-12		0-12	Rates
Tier 2	Each	13-38		13-38	Rates
Tier 3	Each	39-76		39-76	Rates
Tier 4	Each	>76		>76	Rates
1 Inch					
Tier 1	Each	0-18		0-18	Rates
Tier 2	Each	19-67		19-67	Rates
Tier 3	Each	68-134		68-134	Rates
Tier 4	Each	>134		>134	Rates
1.5 Inch					
Tier 1	Each	0-42		0-42	Rates
Tier 2	Each	43-134		43-134	Rates
Tier 3	Each	135-268		135-268	Rates
Tier 4	Each	>268		>268	Rates
2 Inch					
Tier 1	Each	0-64		0-64	Rates
Tier 2	Each	65-220		65-220	Rates
Tier 3	Each	221-440		221-440	Rates
Tier 4	Each	>440		>440	Rates
3 Inch					
Tier 1	Each	0-181		0-181	Rates
Tier 2	Each	182-419		182-419	Rates
Tier 3	Each	420-838		420-838	Rates
Tier 4	Each	>838		>838	Rates
4 Inch					
Tier 1	Each	0-181		0-181	Rates
Tier 2	Each	182-658		182-658	Rates
Tier 3	Each	659-1316		659-1316	Rates
Tier 4	Each	>1316		>1316	Rates
6 Inch					
Tier 1	Each	0-328		0-328	Rates
Tier 2	Each	329-2,341		329-2,341	Rates
Tier 3	Each	2,342-4,682		2,342-4,682	Rates

Tier 4	Each	>4,682	>4,682 Rates
8 Inch			
Tier 1	Each	0-328	0-328 Rates
Tier 2	Each	329-2,341	329-2,341 Rates
Tier 3	Each	2,342-4,682	2,342-4,682 Rates
Tier 4	Each	>4,682	>4,682 Rates
Consumption Rates for Water & Elevations (CCF)*			
Zone A			
Tier 1	Each	$1.80	$1.80 Rates
Tier 2	Each	$2.76	$2.76 Rates
Tier 3	Each	$3.72	$3.72 Rates
Tier 4	Each	$4.68	$4.68 Rates
Elevation		$0.23	$0.23 Rates
Zone B			
Tier 1	Each	$1.80	$1.80 Rates
Tier 2	Each	$2.76	$2.76 Rates
Tier 3	Each	$3.72	$3.72 Rates
Tier 4	Each	$4.68	$4.68 Rates
Elevation		$1.05	$1.05 Rates
Zone C			
Tier 1	Each	$1.80	$1.80 Rates
Tier 2	Each	$2.76	$2.76 Rates
Tier 3	Each	$3.72	$3.72 Rates
Tier 4	Each	$4.68	$4.68 Rates
Elevation		$2.12	$2.12 Rates
Zone D			
Tier 1	Each	$1.80	$1.80 Rates
Tier 2	Each	$2.76	$2.76 Rates
Tier 3	Each	$3.72	$3.72 Rates
Tier 4	Each	$4.68	$4.68 Rates
Elevation		$3.51	$3.51 Rates

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