

ADMINISTRATIVE SERVICES / NON DEPARTMENTAL



CITY OF LANCASTER

Administration & Non-Departmental Budget Summary

	Actuals FY 2015	Year End Estimates FY 2016	Proposed Budget FY 2017	Proposed Budget FY 2018
Dollars by Division				
Communications	603,720	728,263	955,245	969,235
Economic Development	420,822	495,549	554,640	718,385
Central Services	3,896,313	4,312,022	4,196,425	4,239,325
TractionSeal™	88,289	2,056,650	1,968,000	1,968,000
Public Transit	2,331,657	1,977,755	1,645,160	1,645,975
Lancaster Power Authority	2,770,134	2,847,440	2,345,775	2,255,015
Administration & Non-Departmental	\$ 10,110,935	\$ 12,417,679	\$ 11,665,245	\$ 11,795,935
Dollars by Category				
Personnel	2,817,229	3,578,068	3,833,110	3,976,150
Operations & Maintenance	7,293,706	8,839,611	7,632,135	7,619,785
Capital Outlay	-	-	200,000	200,000
Total Dollars by Category	\$ 10,110,935	\$ 12,417,679	\$ 11,665,245	\$ 11,795,935
Dollars by Funding Source				
General Fund	2,126,822	4,302,657	4,499,360	4,730,495
Community Services Foundation	26,778	98,092	47,100	36,600
City Special Reserves	2,855,544	3,091,735	3,127,850	3,127,850
Air Quality Management District	-	100,000	-	-
Proposition A	2,331,657	1,977,755	1,645,160	1,645,975
Lancaster Power Authority	2,770,134	2,847,440	2,345,775	2,255,015
Total Dollars by Fund	\$ 10,110,935	\$ 12,417,679	\$ 11,665,245	\$ 11,795,935

Description

The Administrative Services Department is responsible for the following functions:

COMMUNICATIONS (Division no. 4305)

The Communications division under direction of the Communications Manager is responsible for all internal and external City communications including media relations, event publicity, press releases, City publications, website management and employee communications.

ECONOMIC DEVELOPMENT (Division no. 4540)

The commercial and industrial development arm of the City, responsible for creating jobs for the community and enhancing Lancaster's tax base in an effort to stimulate local economic growth.

LANCASTER POWER AUTHORITY (Division no. 4370)

The Lancaster Power Authority (LPA) was formed on March 8, 2011. The LPA affords the City the opportunity to pursue and develop solar energy opportunities for the community, partners, and affiliated

agencies. Such opportunities include the generation, sale and transmission of solar energy in an effort to accomplish the City's goal of becoming a worldwide leader in renewable energy.

Accomplishments

COMMUNICATIONS (Division no. 4305)

- The City launched its new improved website during Q4 2015. This upgrade included a major website redesign (the last one of which resulted in the City receiving the 3CMA national award for best website design).
- The City implemented a completely redesigned weekly E-newsletter format, to correlate with the newly redesigned website. This redesign immediately resulted in an increased amount of opt-in subscribers.
- The City implemented the very user-friendly Instagram platform. This platform allows the City to easily share pictures of its news and events, as well as photos of a wide variety of community events. Community members are now able to easily access and forward these pictures, as well as comment on them. The City ended the year with more than 500 Instagram followers.
- The new City Council Chambers television system incorporates much higher resolution cameras, as well as an improved graphical-look for all meetings televised in the City Council Chamber. The system features a much more robust Channel 28 playback unit, which also incorporates an updated 'look and feel' for City-produced content.
- In conjunction with Antelope Valley Partners for Health (AVPH), the City implemented a year-long Lancaster Wellness Challenge. This was the first campaign to be launched as part of an overarching Wellness PACT (Prevention, Advocacy, Commitment and Teaching). The Wellness PACT calls upon partner organizations in the community to provide healthy options which will make healthy habits fun, simple and attainable for all. The Wellness Challenge urges residents to get the most out of life by making healthy choices and cultivating healthy habits at every opportunity.

ECONOMIC DEVELOPMENT (Division no. 4540)

- Develop a comprehensive marketing campaign aimed at attracting manufactures and other major job creators to Lancaster. Boasting our abundance of available and affordable land, the campaign will target existing companies who already operate in nearby markets, and are ripe for expansion and/or relocation. While entities everywhere are struggling to stay relevant in this digital age, this campaign has been specifically designed to enable the City of Lancaster to break into the new, still largely-uncharted online marketing world; it will consist of drip email communications, social media advertising, search engine optimization, Customer Relationship Management, and a number of other modern communication techniques.
- In partnership with Destination Lancaster Convention and Visitors Bureau, Lancaster's transient occupancy tax has risen 27% over the past five years.
- Hired specialized staff to ensure that new, innovative events and growth opportunities are created for both efforts, such as the first year of the 'Bacon, Blues and Brews' event, which debuted on The BLVD in May 2016, and the development of a brand-new website for Destination Lancaster.

- Other efforts to promote growth of our tourism and downtown efforts include the development of metric tracking systems to better understand the spending patterns of various local market groups. To initiate this effort, a pedestrian traffic counter was recently installed on The BLVD.
- A complete overhaul of the Lancaster Auto Mall streetscape has made significant progress, with the planning phase nearing completion and construction projected to begin in 2016. The redesign will feature traffic-calming techniques and a wide variety of pedestrian-oriented amenities – a design style with proven success in cultivating an atmosphere that encourages foot traffic and, therefore, sales. Staff worked with several existing dealerships to facilitate significant expansions, including Lancaster Honda and Hunter Dodge/Hunter Fiat.
- Approximately \$675,000 has already been raised to begin implementing the planning phase of this project. Initially, this funding will go toward the development of a full Environmental Impact Report, Health District and Use Plan, Infrastructure Analysis, Parking Analysis, and Sales and Marketing Proposal.

Budget Goals / Performance Objectives

COMMUNICATIONS (Division no. 4305)

- **Increase Traffic to the City’s newly redesigned Website, Channel 28, E-News and Social Media Sites.** In 2015, the City updated its many communications platforms. As such, we will be implementing cross-promotional marketing campaigns, in order to further increase traffic to these popular platforms.
- **Increase offerings on the City’s Channel 28.** The City has re-joined SCAN/NATOA in order to once again offer a few of this program-sharing service’s offerings to our many Channel 28 viewers. Viewers should be able to begin enjoying these offerings by early 2017.
- **Continue to increase the Marketing, Public Relations and Outreach efforts for the City’s many upcoming and ongoing Economic Development Initiatives.** The City will increase its marketing, public relations and outreach efforts for the many upcoming and ongoing Economic Development initiatives, including: Lancaster Choice Energy; Destination Lancaster; and Medical Main Street.
- **Provide Marketing, Public Relations and Outreach efforts for the City’s Revive 25 Public Works initiative.** Communications will provide the above mentioned services for this exciting new initiative.
- Increase marketing and outreach for the City’s many initiatives including Lancaster Choice Energy, YOLO Lancaster, and the Antelope Valley Job Creation Guiding Coalition
- Ensure economies of scale are realized for the City’s many advertising and marketing initiatives
- Implement the new City Council chambers television system
- Implement upgrades to the City’s website

- Increase traffic to the City’s website, E-News and social media sites
- Continue to ensure that select City accomplishments receive placements throughout the Regional and National Media
- Continue to build and use the City’s interactive media tools including Facebook, Instagram and YouTube to connect with residents and visitors

ECONOMIC DEVELOPMENT (Division no. 4540)

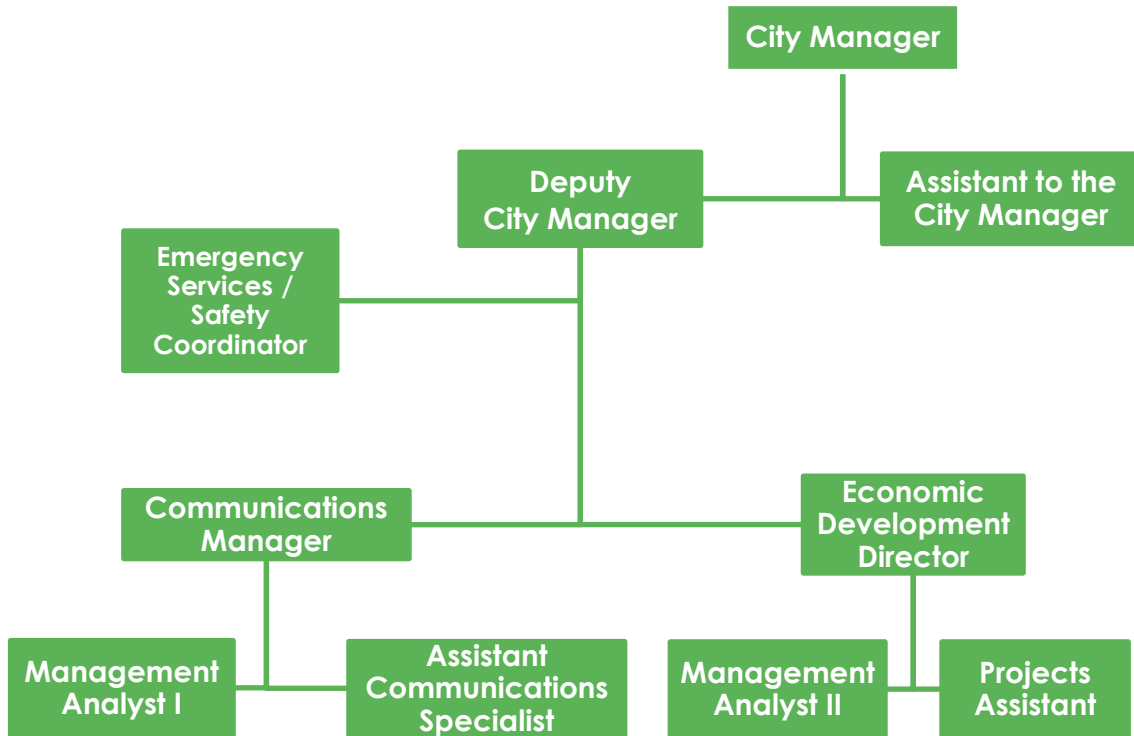
- Attract new jobs to the community by promoting available sites to prospective companies
- Launch electronic marketing campaign which specifically targets manufacturers and companies with large job creation potential
- Proactively grow Lancaster’s tourism-attraction and downtown improvement/promotional efforts; this will be made possible by the addition of ED staff member Angela Riley, whose position is jointly funded by Destination Lancaster, The BLVD Association, and the City
- Enhance tourism efforts by launching Destination Lancaster’s new website
- Attract patrons to the downtown area through a comprehensive marketing and promotions strategy
- Continue building synergy in the downtown area by attracting new businesses that will enhance the downtown tenant mix
- Create metric tracking systems for both Destination Lancaster and The BLVD Association in an effort to better understand the behavior of Lancaster’s various market groups, as well as gauge the effectiveness of activities and programs
- With streetscape renderings for the Lancaster Auto Mall redesign complete, ED will work to find an equitable financing mechanism for the project that will combine funding from grants and the participating auto dealers
- With the State’s recent approval of the City’s Property Management Plan, ED can now focus considerable energy on turning these underutilized properties into opportunities for economic growth. The City has already sold a number of the properties and will continue making this a priority
- Ensure continued progress of the Medical Main Street project; \$675,000 has already been raised from various funding sources including key partner Antelope Valley Hospital. This will be used to fund the following: full Environmental Impact Report, Health District and Use Plan, Infrastructure Analysis, Parking Analysis, and Sales and Marketing Proposal
- Promote proactive leadership for a strong local economy and provide economic expertise to the community
- Develop policies that induce future economic growth for a prosperous and sustainable local economy

- Provide strategic land use planning that encourages highest and best use
- Actively facilitate job creation and tax base expansion through the attraction and retention of businesses and new development
- Partner with Development Services to provide strategic land use planning that encourages highest and best use
- Partner with Antelope Valley stakeholders to foster job creation on a regional basis through the newly formed Antelope Valley Job Creation Guiding Coalition
- Engage in ongoing business retention activities and provide assistance to facilitate expansion
- Work with the BLVD Association to leverage Property-Based Improvement District (PBID) funds to enhance and attract patrons to the BLVD

LANCASTER POWER AUTHORITY (Division no. 4370)

- Increase number of megawatts of electricity installed in Lancaster
- Pursue and execute partnership agreements for the design, development and construction of renewable energy plants in the Antelope Valley
- Provide environmental and regulatory reviews of renewable energy projects
- Provide economic analyses of potential projects and public finance alternatives for renewable energy projects
- Negotiate Power Purchase Agreements and facilitate Interconnection Agreements
- Market and sell power throughout California to municipal utilities and government entities

Org Detail - Administration & Non-Departmental



Budget Detail - Communications

Div.	Obj.	Description	Actuals FY 2015	Year End Estimates FY 2016	Proposed Budget FY 2017	Proposed Budget FY 2018
Personnel						
4305	101	SALARIES-PERMANENT	215,759	261,250	254,615	264,015
4305	104	SALARIES-OVERTIME	92	-	-	-
4305	112	SALARIES-TEMPORARY	22,630	22,778	50,000	50,000
4305	121	FRINGE BENEFITS	12,166	11,535	11,500	11,865
4305	122	PERS	63,115	69,440	66,500	67,380
4305	124	HEALTH INSURANCE	41,009	47,330	40,510	42,700
4305	125	WORKER'S COMP	10,412	10,535	13,245	13,665
4305	129	DEFERRED COMP	18,994	31,510	30,475	31,210
Personnel Total			\$ 384,177	\$ 454,378	\$ 466,845	\$ 480,835
Operations & Maintenance						
4305	200	REGISTRATION	175	-	-	-
4305	201	TRAVEL EXPENSE	2,428	-	-	-
4305	202	LOCAL & REGIONAL EVENTS	200	750	750	750
4305	203	MILEAGE	65	175	175	175
4305	205	CITY PROMOTION & ADVERTISING	21,642	22,000	22,000	22,000
4305	206	PUBLICATIONS & DUES	1,438	827	725	725
4305	211	POSTAGE	27,050	30,345	33,000	33,000
4305	212	POSTAGE-SPECIAL MAILING	78	-	-	-
4305	251	SPECIAL ACTIVITY SUPPLIES	70	750	750	750
4305	253	REPROGRAPHICS	54,222	75,512	75,000	75,000
4305	259	OFFICE SUPPLIES	1,577	1,500	1,500	1,500
4305	301	PROFESSIONAL SERVICES	88,012	76,108	87,830	87,830
4305	302	COMPUTER SOFTWARE AND SUPPORT	4,500	44,318	45,070	45,070
4305	402	MAINTENANCE SERVICE-PRIVATE	18,086	21,600	21,600	21,600
Operations & Maintenance Total			\$ 219,543	\$ 273,885	\$ 288,400	\$ 288,400
Capital Outlay						
4305	753	EQUIPMENT & MACHINERY	-	-	200,000	200,000
Capital Outlay Total			\$ -	\$ -	\$ 200,000	\$ 200,000
GRAND TOTAL			\$ 603,720	\$ 728,263	\$ 955,245	\$ 969,235
Funding Sources						
101	GENERAL FUND		603,720	728,263	955,245	969,235
GRAND TOTAL			\$ 603,720	\$ 728,263	\$ 955,245	\$ 969,235

Budget Detail - Traction Seal™

Div.	Obj.	Description	Actuals FY 2015	Year End Estimates FY 2016	Proposed Budget FY 2017	Proposed Budget FY 2018
Personnel						
4306	101	SALARIES-PERMANENT	-	-	90,385	94,860
4306	121	FRINGE BENEFITS	-	-	3,870	4,130
4306	122	PERS	-	-	22,345	22,860
4306	124	HEALTH INSURANCE	-	-	21,600	21,600
4306	125	WORKER'S COMP	-	-	4,040	4,240
4306	129	DEFERRED COMP	-	-	4,960	5,500
Personnel Total			-	-	147,200	153,190
Operations & Maintenance						
4306	200	REGISTRATION	1,200	-	1,500	1,500
4306	201	TRAVEL EXPENSE	190	-	500	500
4306	260	INSURANCE EXPENSE	-	-	31,000	31,000
4306	301	PROFESSIONAL SERVICES	23,739	281,000	233,800	233,800
4306	311	GOVERNMENT FILING FEES	-	-	1,200	1,200
4306	410	STREET MATERIALS	63,160	1,775,650	1,552,800	1,546,810
Operations & Maintenance Total			\$ 88,289	\$ 2,056,650	\$ 1,820,800	\$ 1,814,810
GRAND TOTAL			\$ 88,289	\$ 2,056,650	\$ 1,968,000	\$ 1,968,000
Funding Sources						
	101	GENERAL FUND	88,289	2,056,650	1,968,000	1,968,000
GRAND TOTAL			\$ 88,289	\$ 2,056,650	\$ 1,968,000	\$ 1,968,000

Budget Detail - Economic Development

Div.	Obj.	Description	Actuals FY 2015	Year End Estimates FY 2016	Proposed Budget FY 2017	Proposed Budget FY 2018
Personnel						
4540	101	SALARIES-PERMANENT	188,248	212,585	252,705	353,280
4540	112	SALARIES-TEMPORARY	-	-	-	-
4540	121	FRINGE BENEFITS	7,834	9,370	10,935	15,000
4540	122	PERS	44,484	51,735	61,175	85,140
4540	124	HEALTH INSURANCE	18,773	30,515	33,600	57,350
4540	125	WORKER'S COMP	7,081	7,930	11,300	15,790
4540	129	DEFERRED COMP	23,945	27,870	31,030	37,930
Personnel Costs Total			\$ 290,365	\$ 340,005	\$ 400,745	\$ 564,490
Operations & Maintenance						
4540	200	REGISTRATION	1,342	1,100	1,100	1,100
4540	201	TRAVEL EXPENSE	2,500	1,300	900	900
4540	202	LOCAL & REGIONAL EVENTS	235	335	-	-
4540	205	CITY PROMOTION & ADVERTISING	692	692	-	-
4540	206	PUBLICATIONS & DUES	31,985	31,855	32,005	32,005
4540	212	POSTAGE-SPECIAL MAILING	37	248	390	390
4540	251	SPECIAL ACTIVITY SUPPLIES	-	20	-	-
4540	259	OFFICE SUPPLIES	119	38	500	500
4540	291	FURN & OFFICE EQUIP (NON CAP)	4,364	480	-	-
4540	301	PROFESSIONAL SERVICES	25,692	16,299	21,500	21,500
4540	308	CONTRACT SERVICES	-	-	-	-
4540	339	ENTREPRENEUR TRAINING	-	-	-	-
4540	340	BUSINESS ATTRACTION	63,491	103,177	97,500	97,500
Operations & Maintenance Total			\$ 130,457	\$ 155,544	\$ 153,895	\$ 153,895
GRAND TOTAL			\$ 420,822	\$ 495,549	\$ 554,640	\$ 718,385
Funding Sources						
	101	GENERAL FUND	420,822	495,549	554,640	718,385
GRAND TOTAL			\$ 420,822	\$ 495,549	\$ 554,640	\$ 718,385

Budget Detail - Central Services

Div.	Obj.	Description	Actuals FY 2015	Year End Estimates FY 2016	Proposed Budget FY 2017	Proposed Budget FY 2018
Personnel						
4330	101	VACATION PAYOUTS	297,171	450,000	250,000	250,000
4330	122	PARS CONTRIBUTION	-	-	-	50,000
4330	124	OPEB	1,709,985	2,123,735	2,359,850	2,359,850
4330	136	LONG TERM CARE - RETIREES	10,967	18,000	18,000	18,000
Personnel Costs Total			\$2,018,123	\$2,591,735	\$2,627,850	\$2,677,850
Operations & Maintenance						
4330	200	MAYORS SCHOLARSHIP EXPENSES	9,500	18,800	16,500	14,000
4330	201	MAYORS HEALTH/WELLNESS PROGRAM	17,278	79,292	30,000	22,000
4330	212	POSTAGE-SPECIAL MAILING	18	-	-	-
4330	287	BAD DEBT EXPENSE	\$325,603	-	-	-
4330	300	LEGAL CLAIMS	837,403	500,000	500,000	500,000
4330	301	PROFESSIONAL SERVICES	-	-	600	600
4330	311	GOVERNMENT FILING FEES	136	83,675	83,675	83,675
4330	603	RENT - BUILDINGS & GROUNDS	688,252	938,520	937,800	941,200
4330	770	GRANT EXPENSES	-	100,000	-	-
Operations & Maintenance Total			\$1,878,190	\$1,720,287	\$1,568,575	\$1,561,475
GRAND TOTAL			\$3,896,313	\$4,312,022	\$4,196,425	\$4,239,325
Funding Sources						
	101	GENERAL FUND	1,013,991	1,022,195	1,021,475	1,074,875
	106	COMMUNITY SERVICES FOUNDATION	26,778	98,092	47,100	36,600
	109	CITY SPECIAL RESERVES	2,855,544	3,091,735	3,127,850	3,127,850
	204	AIR QUALITY MANAGEMENT	-	100,000	-	-
GRAND TOTAL			\$3,896,313	\$4,312,022	\$4,196,425	\$4,239,325

Budget Detail - Lancaster Power Authority

Div.	Obj.	Description	Actuals FY 2015	Year End Estimates FY 2016	Proposed Budget FY 2017	Proposed Budget FY 2018
Personnel						
4370	101	SALARIES-PERMANENT	57,726	108,050	113,085	54,635
4370	104	SALARIES-OVERTIME	92	-	-	-
4370	112	SALARIES-TEMPORARY	4,347	-	-	-
4370	121	FRINGE BENEFITS	2,616	4,545	4,580	2,230
4370	122	PERS	12,838	26,980	27,955	13,165
4370	124	HEALTH INSURANCE	8,503	11,740	11,620	7,455
4370	125	WORKER'S COMP	2,142	4,030	5,055	2,440
4370	129	DEFERRED COMP	5,719	13,375	13,860	5,470
Personnel Total			\$ 93,983	\$ 168,720	\$ 176,155	\$ 85,395
Operations & Maintenance						
4370	200	REGISTRATION	500	200	500	500
4370	201	TRAVEL EXPENSE	1,652	200	14,200	14,200
4370	202	LOCAL & REGIONAL EVENTS	238	-	150	150
4370	205	CITY PROMOTION & ADVERTISING	4,689	-	6,000	6,000
4370	212	POSTAGE-SPECIAL MAILING	76	100	100	100
4370	251	SPECIAL ACTIVITY SUPPLIES	513	500	2,450	2,450
4370	259	OFFICE SUPPLIES	383	-	500	500
4370	260	INSURANCE EXPENSE	49,264	56,700	56,700	56,700
4370	287	BAD DEBT EXPENSE	71,242	-	-	-
4370	301	PROFESSIONAL SERVICES	8,612	2,000	10,000	10,000
4370	303	LEGAL SERVICES	6,664	-	10,000	10,000
4370	308	CONTRACT SERVICES	1,799	1,200	1,200	1,200
4370	652	ELECTRICITY	939,471	-	-	-
4370	779	GENERAL FUND OVERHEAD ALLOCATION	600,000	600,000	50,000	50,000
4370	908	DEBT SERVICE	2,017,815	2,017,820	2,017,820	2,017,820
4370	909	CITY LOAN PRINCIPAL REDUCTION	(2,017,815)	-	-	-
4370	961	BOND INCIDENTALS / COI	23,454	-	-	-
4370	982	DEBT SERVICE - INTEREST	967,594	-	-	-
Operations & Maintenance Total			\$2,676,151	\$2,678,720	\$2,169,620	\$2,169,620
GRAND TOTAL			\$2,770,134	\$2,847,440	\$2,345,775	\$2,255,015
Funding Sources						
486	LANCASTER POWER AUTHORITY		2,770,134	2,847,440	2,345,775	2,255,015
GRAND TOTAL			\$2,770,134	\$2,847,440	\$2,345,775	\$2,255,015

Budget Detail - Public Transit / Proposition A

Div.	Obj.	Description	Actuals FY 2015	Year End Estimates FY 2016	Proposed Budget FY 2017	Proposed Budget FY 2018
Personnel						
4330	101	SALARIES-PERMANENT	19,510	14,020	8,840	8,825
4330	121	FRINGE BENEFITS	621	950	530	515
4330	122	PERS	4,642	3,500	2,185	2,125
4330	123	RETIREE HEALTH SAVINGS	31	-	-	-
4330	124	HEALTH INSURANCE	2,679	2,190	1,145	1,430
4330	125	WORKER'S COMP	736	525	400	395
4330	129	DEFERRED COMP	2,362	2,045	1,215	1,100
Personnel Costs Total			30,581	23,230	14,315	14,390
Operations & Maintenance						
4330	301	ANTELOPE VALLEY TRANSIT AUTHORITY	1,530,123	1,821,995	1,498,670	1,498,670
4330	303	LEGAL SERVICES	-	13,000	-	-
4330	306	GENERAL ADMINISTRATION	-	-	-	-
4330	308	CONTRACT SERVICES	20,000	16,250	30,000	30,000
4330	404	GROUPS MAINTENANCE	20,468	66,835	65,000	65,000
4330	779	GENERAL FUND OVERHEAD	30,485	36,445	37,175	37,915
4330	991	TRANS/EXCH W OTHER AGENCIES	700,000	-	-	-
Operations & Maintenance Total			2,301,076	1,954,525	1,630,845	1,631,585
GRAND TOTAL			2,331,657	1,977,755	1,645,160	1,645,975
Funding Sources						
	207	PROPOSITION A	2,331,657	1,977,755	1,645,160	1,645,975
GRAND TOTAL			2,331,657	1,977,755	1,645,160	1,645,975