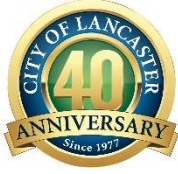


ADOPTED BUDGET
FISCAL YEAR 2017-2018
&
FIVE-YEAR CAPITAL
IMPROVEMENT
PROGRAM





CITY OF
LANCASTER

City of Lancaster

The vision for the City of Lancaster is to be a most desirable place to live, work, visit and play. We achieve our vision through the delivery of highly effective public services for the common good.

Our Values

Integrity

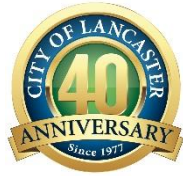
Involvement

Courage

Accountability

Respect

Excellence

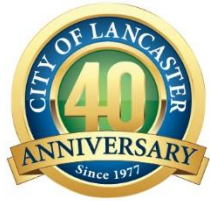


CITY OF
LANCASTER
FISCAL YEAR 2017-2018
ADOPTED BUDGET
&
FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

CITY COUNCIL

R. Rex Parris, Mayor
Marvin E. Crist, Vice Mayor
Raj Malhi
Kenneth G. Mann
Angela Underwood-Jacobs

Mark V. Bozigian, City Manager
Allison E. Burns, City Attorney
Jason D. Caudle, Deputy City Manager
Kathleen Abaied, Human Resources Manager
Britt Avrit, City Clerk
Elizabeth Brubaker, Housing & Neighborhood Revitalization Director
Toi Chisom, Assistant to the City Manager
Lee D'Errico, Public Safety Director
Jeff Hogan, Development Services Director
Vern Lawson, Economic Development Director
Brian S. Ludicke, Planning Director
Ronda Perez, Parks, Recreation, and Arts Director
Pamela Statsmann, Finance Director





Understanding the Budget Document

The **Introduction** features the **City Manager's Message**, which presents the budget document to the City Council and the citizens of Lancaster highlighting policy directives and budget priorities.

The **Community Profile**, found in the **Introduction** provides specific details about Lancaster, including city demographics, sales and property tax contributors, development activity and important statistics.

The **Budget Overview** outlines all City funds, reviews federal and state economic projections, and provides the budget summary for fiscal year 2018. This section also includes a four-year comparison of revenues and expenditures.

The **Fund Balances section** shows in summary form the status of the General Fund, along with the other funds (component units) that comprise the comprehensive financial unit of the City of Lancaster. These are the same units that are included in the City's Comprehensive Annual Financial Report; the City's other main financial document.

The **Revenue Sources** explains the source of the City's revenue, how it is determined, the basis for estimating it, and any restrictions placed on its use.

The **Department Sections** provide information on the programs that make up the operating budget. This section is segregated into departments and the divisions within the departments. Each program is laid out the same way. The components are:

- Program Description or Department Function - mission of the unit;
- Accomplishments for the previous year - progress towards goals;
- Budget Goals; goals for meeting the City's overall policies; and
- Line Item Detail - dollars allocated for the operation of the program.

The **Personnel Analysis** presents the current staffing by position and proposed changes for the coming fiscal year.

The **Capital Improvement Program** contains the Five Year Capital Improvement Program (CIP) for the City. This section includes the CIP policy, summary pages, detail of each capital improvement project with a map, and expenditure plan for the current year and four years into the future.

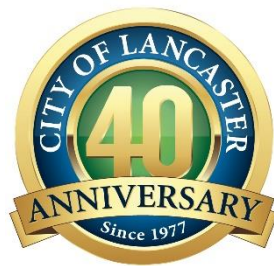
The **Appendix** contains budget supplemental information. This includes a detailed explanation of the budget process, the budget calendar, the basis of budgeting, financial policies, past budget awards, and the glossary.

To find any of this information, please refer to the **Table of Contents**.



CITY OF LANCASTER

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INTRODUCTION



California Poppy Festival

City Manager's Message

To: Honorable Mayor, Council Members, and Residents of Lancaster

As City Manager, one of my highest priorities and greatest honors is to present a balanced and responsible budget. A budget that allows the City to not only continue but also expand the delivery of high quality municipal services to residents and businesses of Lancaster.

The budget is a key City policy document--not just a series of numbers or a list of planned expenditures. The fundamental purpose of the City's budget is to link what City Council desires to accomplish for the community with the resources necessary to do so. The budget reflects the vision and goals of the City Council and supports the many responsibilities that comprise the programs and services provided by the City. The budget for these critical services allows us to provide value and results that impact, as well as improve, the daily lives of those who live and work in the City of Lancaster.

It is a pleasure to work for such a Mayor and City Council who develop and create many inventive policies that staff eagerly work to implement, in all areas of service deliverance. This budget is full of programs and services that will continue to push the boundaries of a bold and diverse City governance, approach, and effectiveness.

Groundbreaking, innovative, and pioneering initiatives such as Zero Net Energy, Revive25, Streetlight Acquisition, Lancaster Choice Energy, California Choice Energy Authority, and others have favorably positioned Lancaster at the very forefront of local government.

Yet, even as our major revenues gradually increase and new revenue sources are generated, we continue to manage our finances conservatively. We make all efforts to seek alternative funding sources, such as grants, at a level needed to ensure services continue to be of quality.

Our Management Team's budgeting philosophy continues to focus on finding cost effective ways to fulfill operational objectives and (financially) advancing the City of Lancaster, in ways that look different from yesterday.

I am pleased to present a balanced budget that continues our commitment to remain fiscally responsible and adaptive in addition to meeting community and Council priorities.

It is my pleasure to present to you a comprehensive financial plan for Fiscal Year 2017-2018.

BUDGET GOALS

Future Ready

As the landscape of local government continues to evolve, the City is of course taking a proactive approach. Lancaster is thinking beyond this year and next year—even further than ten years—to envision what Lancaster will look like 50 years in the future. ‘Next 50’ is a vision of sensible growth, which balances environmental, economic, individual and collective needs. The City looks to set new standards for how local government can best fulfill its role in a future where new challenges and opportunities will arise.



Coupled with Next 50 are our efforts to become a ‘Smart City’. A smart city gathers data from smart devices and sensors embedded in its roadways, power grids, buildings, and other assets—like streetlights. It shares that data via a smart communications system that is typically a combination of wired and wireless. It then uses smart software to create valuable information and digitally enhanced services.

Some of those services are used by the City itself. Examples include emergency response centers and citywide control centers. Likewise, enhancements such as smart power grids and smart water grids improve efficiency and reliability while also giving customers detailed information to help them reduce their bills. In addition, smart transportation uses the power of computers to optimize travel throughout the city.

Some of those services are delivered digitally via computer or smart phone. Examples include online permitting, online lookup of information such as buried cables, water mains, bus arrival times, traffic maps, crime reports, emergency warnings, and much more.

Lancaster is on its way to becoming a smart city and staff looks forward to future initiatives, developments, and projects to achieve the vision, ultimately improving quality of life by using technology to improve the efficiency and effectiveness services, meet residents’ needs, and engage the community.

Medical Main Street

In collaboration with Antelope Valley Hospital, the City is working to develop “Medical Main Street” – a 21st Century health district designed to provide easily accessible, state-of-the-art health care to Antelope Valley residents in an environment that both encourages and facilitates active and healthy living. The project is envisioned as a walkable, bikeable district housing a wide variety of health care facilities and specialists, with Antelope Valley Hospital as its centerpiece. This initiative aims to capitalize on the 100 acres of vacant land surrounding the existing hospital campus, re-purposing it for mixed-use facilities that integrate health care alongside supporting commercial endeavors such as health food stores, restaurants and workout facilities.

Infrastructure needs could exceed \$20M, and \$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 (EIR), Health District and Use Plan, Infrastructure Analysis, Parking Analysis, and Sales and Marketing Proposal. The EIR is currently in progress and will play a significant role in priming the vacant acreage throughout the district for fast-track development. Additionally, a number of stakeholder meetings have taken place in the last year to ensure that the vision of the district is clearly understood and welcomed by all property owners involved. In the coming year, the Economic Development Division will work to produce marketing brochures and other materials to help raise awareness of and attract health-oriented uses to Medical Main Street. Economic Development will also work to establish a proposed governing process to help guide the Medical Main Street effort as it evolves.



The City's Government Access Television Channel

The City's Government Television Channel broadcasts live all City Council meetings, as well as the majority of the City's many Commission meetings. These meetings are then re-broadcast at various times/days, in order to allow for increased transparency and citizen engagement. The channel also airs a number of shows regarding City programs, services and events. In addition, it airs programming about government related organizations, programs and entities.

The City's Government Television Channel can be viewed throughout the Antelope Valley region, on Spectrum Network's Channel 28. In 2016, the City added the capability for the channel to be viewed on the AT&T U-Verse network. As a result, the channel can now be viewed throughout the entire Southern California region.

In 2017, the City undertook a review of the City's Government Television Channel. FY 2017-2018 will see a number of City-produced shows, as well as a few programs produced by others. Recently, the City also began receiving Public, Educational and Government (PEG) fees, which are to be used for the operation and enhancement of the City's Government Television Channel—to increase community engagement with Lancaster residents.

Streetlight Acquisition

Lancaster's lighting maintenance district fund has been, for years, running an average annual deficit of approximately a quarter of a million dollars. This forced us to backfill that fund with transportation funds to pay Southern California Edison (SCE) to supply electricity and maintain nearly 18,000 Lancaster street lights. The City of Lancaster worked with SCE to come to an agreement, which would allow the City to be the first city in SCE territory, to buy back its streetlights from SCE and maintain them. By buying back City streetlights, Lancaster will have the opportunity to achieve greater operational efficiency and substantial cost savings for the community, while greatly enhancing services.

The savings the City will achieve are a conglomeration of several factors. One, streetlights will be powered with energy purchased by Lancaster Choice Energy (LCE). Since the launch of LCE in May 2015, rates have consistently been below those of SCE. City staff will maintain the streetlights at rates much lower than what SCE charges the City and will be similar to other operations that the City maintains with quicker and better overall service. The City has started the process of converting streetlight lighting from inefficient high-pressure sodium to "green" LED lights, which will decrease energy use by 40% and reduce the need for regular maintenance. LED lights have an average 10-year life span in comparison to high-pressure sodium lights, which typically last 2-3 years. The streetlight acquisition was completed at the end of March, with the transition to LED's anticipated to be complete by November of 2017.



FINANCIAL SUMMARY

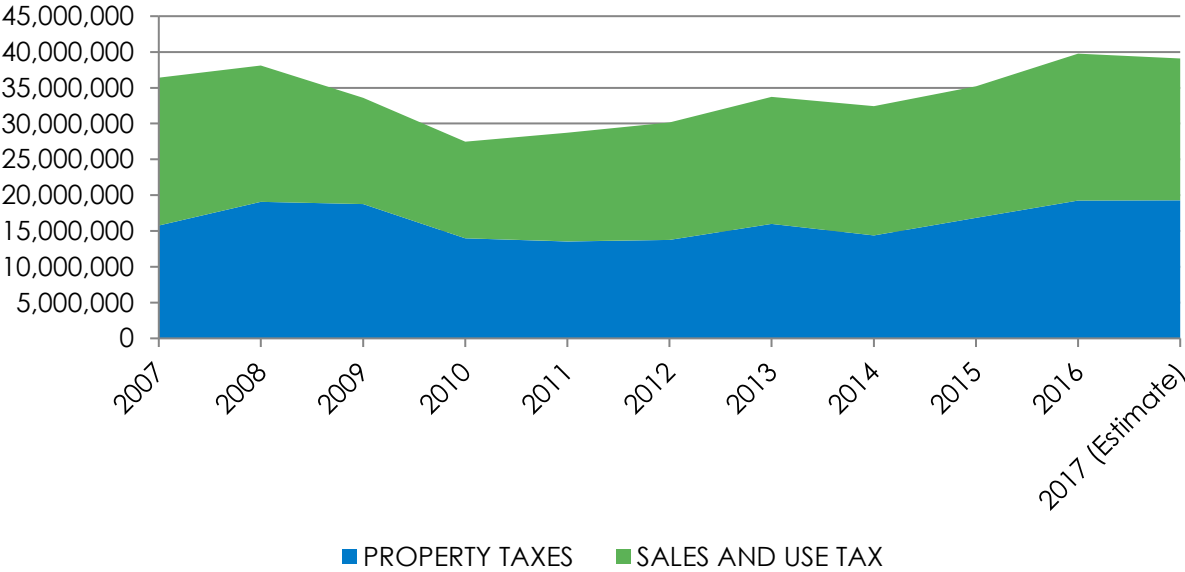
The City budget, adopted at \$187.7 million for fiscal year 2018 is summarized below:

By Category	Actuals FY 2016	Year End Estimates FY 2017	Adopted FY 2018
Personnel	33,028,224	36,489,445	38,635,510
Operations & Maintenance	74,320,438	106,981,754	102,785,329
Capital Outlay	220,019	14,200,160	589,855
Capital Improvements	16,853,158	74,831,055	45,675,350
SUM	\$124,421,839	\$232,502,414	\$187,686,044

The FY 2018 budget, excluding capital improvements is 10% less than FY 2017 year-end estimates. This decrease is primarily due to the one-time capital outlay expenditure in FY 17 to acquire the streetlights from Southern California Edison.

How We Maintain Fiscal Health

Lancaster was hit hard by the sharp economic decline and the resulting long-term recession. While in 2007 Lancaster had the largest increase (21.1%) in assessed property valuation in Los Angeles County, by 2009 assessed valuation had fallen by 15.4%. Similarly, sales and use tax collections decreased by 35% between 2007 and 2010.



Lancaster City Council’s firm commitment to fiscal responsibility and long-term financial stability helped to soften the impact of the declines. Years before the 2008 crash the Council made it a policy to contribute to reserves during economic upswings and maintain those reserves well over the required 10% level. The City also maintains other reserves for specific purposes, such as equipment replacement and other contingencies, in addition to the general fund reserve. Lancaster carries absolutely no general obligation debt.

Having sufficient reserves has enabled us to make thoughtful, rational reductions in our budget while still maintaining, and in many cases expanding public services. As the economy continues to improve, we replenish our reserves in order to position us to be prepared to meet the challenges of the next economic downturn that will inevitably come in future years.

Reserves accumulated during years when revenues exceeded expenditures cushion the City's transition to a lower revenue base and allow the City to adjust spending in response to economic downturns, emergencies, State revenue takeaways, and/or investment opportunities.

Just one example of this involves our dynamic economic development division who aggressively pursued and successfully attracted manufacturing giants BYD (electric buses) and Morton Manufacturing, creating hundreds of jobs for the community. Kaiser Permanente also expanded significantly in Lancaster improving local health care options, for residents.



Mayor Parris and BYD Employee

CAPITAL IMPROVEMENT PROGRAM

The Capital Improvement Program (CIP) amounts to a total of over \$45.7 million to be funded in in fiscal year 2018. Projects are funded by a variety of special and restricted funding sources you can read about in the ‘City Funds’ section of the budget. Several new projects are funded in large part with state and federal grant funds, successfully secured by our committed staff.

To continue transforming the City, we must continue focusing on the infrastructure in the City, through our Capital Improvement Program (CIP). We are proud of our aggressive, proactive approach in allocating more capital improvement and equipment monies than ever before.

Fiscal Year 2017	Fiscal Year 2018	Fiscal Year 2019	Fiscal Year 2020	Fiscal Year 2021	TOTAL
74,831,055	45,675,350	49,762,213	67,612,724	40,825,980	\$278,707,322

We have many exciting projects in the pipeline. In 2015, the City launched REVIVE 25—an innovative, cost effective road maintenance program. Lancaster has nearly 1,700 lane miles of roads—that’s the distance from Los Angeles to Chicago. Complete reconstruction of all those miles of roads would cost the city and taxpayers over \$500 million dollars.

REVIVE 25 is a plan to maximize the life of all Lancaster roads by investing more in preventing road issues before they occur. This preventative approach will enable us to postpone or completely avoid more expensive treatment down the line, saving taxpayers more than \$280 million dollars over the next 10 years as we work to treat every square foot of road in Lancaster by 2025. Follow the REVIVE 25 journey at www.ABetterRoadAhead.com.

In this past year, some of the major streets re-surfaced were:

- ◆ Avenue M from 45th Street West to 20th Street West (joint project with Los Angeles County)
- ◆ Avenue G from 30th Street West to 50th Street West
- ◆ Avenue J from 50th Street East to 70th Street East
- ◆ 40th Street East from Avenue K to Avenue K-8
- ◆ 10th Street W from Avenue H to Avenue G

Street segments planned in fiscal years 2017 and 2018 include, but not limited to:

- Avenue K from Division Street to Challenger Way
- 20th Street West from Lancaster Blvd to Avenue J
- 10th Street West from Avenue I to Avenue J
- 40th Street West from Avenue K to Avenue L
- Avenue L from 30th Street East to 35th Street East
- 35th Street East from Avenue K to Avenue L
- 20th Street East from Avenue J to Avenue K-8

In addition to road maintenance projects, staff is hard at work on the five freeway (State Route 14) interchange projects (Avenue K, Avenue L, Avenue M, Avenue G, and Avenue J). These ambitious and

transformative projects are funded entirely with Los Angeles County Measure R Highway Equity funds. All of these projects, with a budget in excess of \$88 million, will be completed by 2020.

In the CIP section of the budget document, you can read about and see detailed maps of all budgeted capital projects.

CONCLUSION

Lancaster continues to be recognized for its excellence with innovative, creative and resourceful programs and strategy efforts. We are very proud of Lancaster and look forward to what is in-store for our City, not just over the next few years but also far beyond.

The dedication and commitment of our City employees is second to none. Whether it is by obtaining competitive grants, gathering the community together at Downtown events and the hugely popular Field of Drafts, or providing excellent customer service in all the “routine” functions of a city, Lancaster staff is always available to lend a hand. We hope after reading this message you have a sense of just how much your City government is committed to the City of Lancaster.

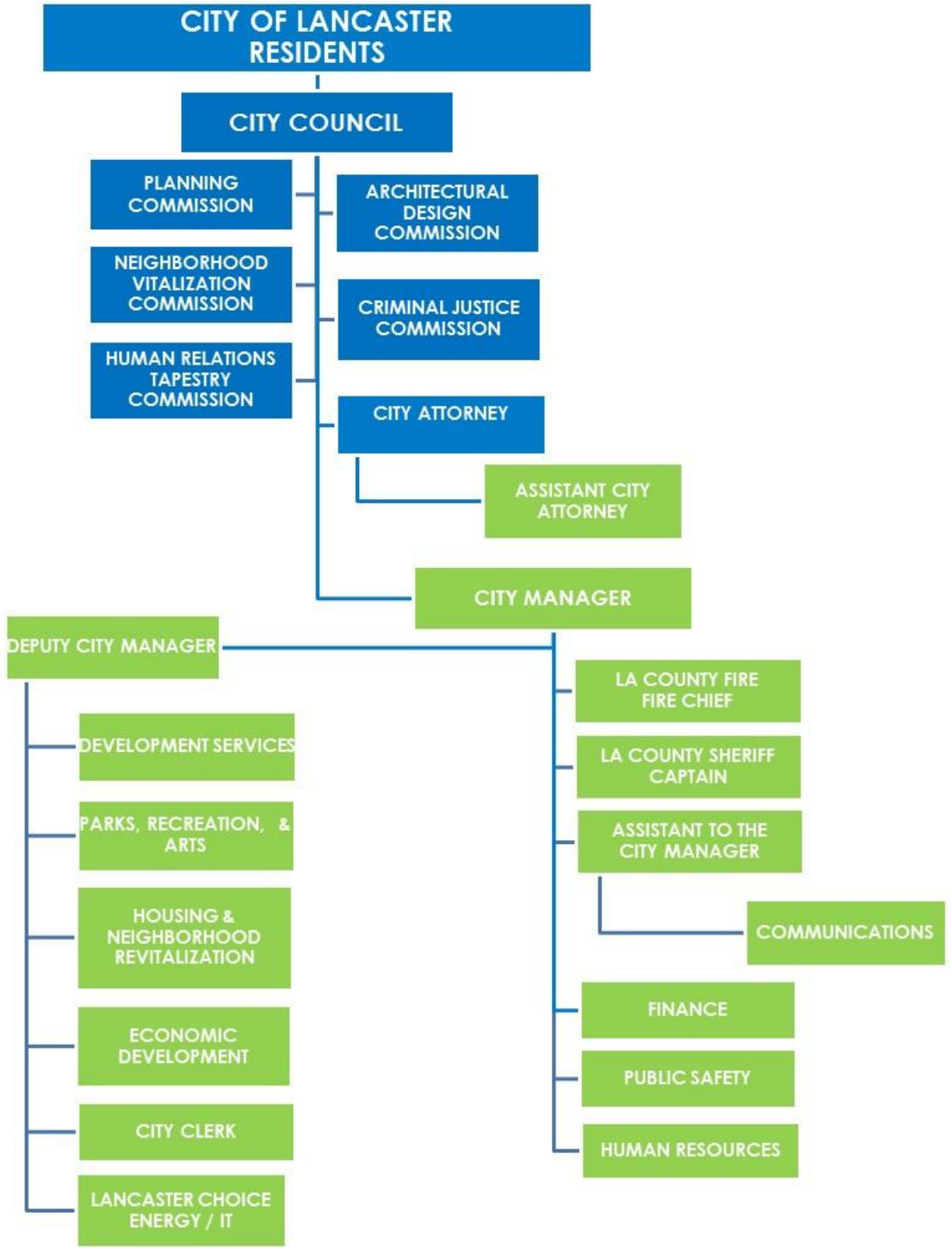
Much of the focus of this budget is a direct result of our City Council and their priorities on behalf of the residents of Lancaster. Mayor Parris and Council’s unparalleled leadership and ingenuity safeguard the continued successes and plans of Lancaster.

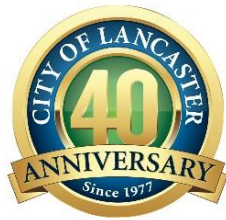
In closing, this budget is the result of the hard work and strategizing by the entire City staff, I want to particularly thank our Finance Director, Pamela Statsmann, for her leadership in managing the City’s finances, Jessica Haney, Administrative Assistant and City Administration staff, Toi Chisom, Assistant to the City Manager, and Melissa Varela, Management Analyst. Together they produced a comprehensive, high-quality document for our Adopted 2017-2018 Budget and Capital Improvement Plan. We are confident we as a community and team of Council, citizens, and staff are resolute and will work together to continue to make Lancaster a great place to live, work, and visit.

Sincerely,



Mark V. Bozigian
City Manager





CITY OF LANCASTER

Community Profile



INCORPORATION

November 22, 1977

GOVERNMENT

Lancaster is a charter city operating under the Council-Manager form of government.

COUNTY

Los Angeles County

www.lacounty.gov

SCHOOL DISTRICTS

Antelope Valley High School District

www.avdistrict.org

Lancaster School District

<http://www.lanccd.org>

Westside Union School District

www.westside.k12.ca.us

Eastside Union School District

www.eastside.k12.ca.us

LOCATION

The City is situated on the north side of Los Angeles County, about 70 miles from downtown Los Angeles. It is bordered by unincorporated Los Angeles County and the city of Palmdale. Lancaster is served by state route 14.

CLIMATE

Lancaster has a pleasant semi-arid prairie-like climate. The average daytime highs in the summertime are around the mid-90s and the average winter daytime highs are in the upper 50s. Overnight lows during the coldest months (December-March) can dip into the low 20s.

AREA

94.6 square miles

ELEVATION

2,359 feet

HISTORY

Following the completion of the Southern Pacific Railroad in 1867, Lancaster was established as a water stop along the route. In 1898, gold was discovered in the hills north of Lancaster and attracted many prospectors to the area.

The 1930s introduced the first airplane to the area and the Air Force started conducting flight tests at Muroc Air Base (now Edwards Air Force Base). Today, the activity in the area is probably most recognized for significantly contributing to the aerospace industry. Edwards Air Force Base, which is famous for its space shuttle landings and Air Force Flight Test Center programs, sits just to the northeast of Lancaster. Lockheed resides just south of Lancaster in the city of Palmdale. This is home to the visiting space shuttle and countless exciting test flights of the B-1b, B-2 stealth bomber and F117A stealth fighter.

POPULATION



According to the 2000 U.S. Census, Lancaster's population was 118,718, or about 1,262 persons per square mile. According to the 2010 Census, Lancaster's population was 156,633, an increase of nearly 32% over the 2000 Census total. For the year 2017, the CA Department of Finance estimates Lancaster's population to be 157,820.

EDUCATION

Of residents aged 25 and older, 26.6% have at least attended some college. 26.2% of residents

carry college degrees, with 16.6% having a four-year college degree or higher.

The City of Lancaster has many innovative educational opportunities, one of which is Discovery STEM (Science, Technology, Engineering, and Math). Discovery STEM is a partnership between multiple school districts and government agencies that develops electives and core course materials that focus on teaching students about Science, Technology, Engineering, and Math.

The local community college, Antelope Valley College (AVC), takes pride in providing a quality, comprehensive education for a wide variety of learners. AVC is committed to student success, offering value and opportunity for all members of our community. AVC was founded in 1929 as a department of Antelope Valley Joint Union High School in Lancaster. Today AVC has a service area of 1,945 square miles with annual unduplicated headcount of more than 18,000, and employs more than 850 people. Antelope Valley College is fully accredited by the Accrediting Commission for Community and Junior Colleges/Western Association of Schools and Colleges (ACCJC/WASC). AVC offers an array of popular, education programs, certificates, and degrees.

Residents can earn a B.S. in Engineering from the College of Engineering at CSULB within two and a half years! The Bachelor of Science in Engineering Degree Completion Program is designed for students who are interested in completing their B.S. degree in Electrical or Mechanical Engineering. The program's location is at the Lancaster University Center (LUC)--providing unprecedented access to the industry, including internships with local companies and organizations. Participants must have completed their first two years of coursework at a community college or other university.

HEALTH CARE

The City of Lancaster strives to maximize the quality of life of its residents, and continuing to evolve its local healthcare resources is a critical component of achieving this goal.

The City's Medical Main Street effort is one key way that the City is proactively working to improve the health of its citizens. Envisioned as a regional center for health and wellness, the 300-acre district surrounding the Antelope Valley Hospital campus, currently in its planning phase, will be a crossroads of medical facilities and a number of other health-oriented uses – whether they be walking paseos, bike paths, health food markets, apartments or gyms. In partnership with the Hospital, and with the support of the many property owners throughout the 300 acres, the City has made great strides toward bringing this wellness community to fruition. Over this next year, a significant push will be placed on marketing to help raise awareness and attract uses to the district.

In addition to Antelope Valley Hospital and the Medical Main Street effort, Lancaster is home to progressive, award-winning medical facilities such as Kaiser, which opened the doors to its brand new facility in 2014. After only three years in operation, the facility is already bursting at the seams with both staff and patients. This center is only Phase I of a larger master plan for the 40 acres they own on Avenue L, which is planned to be a medical campus that will complement the Armargosa Creek Commercial Center (currently in its design phase for the site directly north of the Kaiser land).



INCOME

The median household income in Lancaster in 2016 was \$66,634.

PERSONS PER HOUSEHOLD

The average number of persons per household in Lancaster owner-occupied and renter-occupied homes was 3.14.

HOUSING UNITS

In 2016, Lancaster housing units totaled 52,733.

LANCASTER BUSINESSES

Lancaster has seen tremendous growth in its business sector, with 19 new businesses having opened on The BLVD in the last six months alone and several of its major sales tax revenue generators experiencing significant expansions in just the last year.

BYD



One such company includes BYD, which is undergoing a 340,000 SF expansion that will bring its facility to more than 450,000 SF, enabling them to reach 1,500 employees by the end of 2018.

LANCE CAMPER

Lance Camper has also seen significant expansion, as it recently purchased a 61,000 SF building at the southern end of the Lancaster Business Park. This acquisition brings its total facility square footage to more than 200,000 and provides enough space to create 150 new manufacturing jobs, increasing their employment to 650.



RAM OF THE WEST

The Lancaster Auto Mall has seen a 139% increase in sales since 2010 which has spurred growth throughout the Auto Mall. Notably, Hunter Dodge is expanding its operations across 10th Street West with the development of “Ram of the West,” which will be the largest Dodge truck center in North America.



PUBLIC TRANSIT

To meet the growing need for public transportation in the Antelope Valley, the Cities of Lancaster and Palmdale and the County of Los Angeles joined in 1992 and created the Antelope Valley Transit Authority (AVTA). AVTA began transit service on July 1 of that year.

AVTA began operations with three bus services: Transit, Commuter, and Dial-A-Ride. A fourth service, Access Services was added in 1996 to serve the disabled as a “complementary paratransit service” in accordance with the Americans with Disabilities Act. In 1998 the Tuesday Medical Shuttle was created, which offered rides to nine major medical facilities in the Los Angeles basin and San Fernando Valley.

The Antelope Valley Transit Authority (AVTA) is bringing a fresh new energy to public transportation in the Antelope Valley! The transit agency has set a major goal to convert all of its aging diesel buses to a 100% battery electric bus fleet, by purchasing up to 85 new all-electric buses over the next three years.

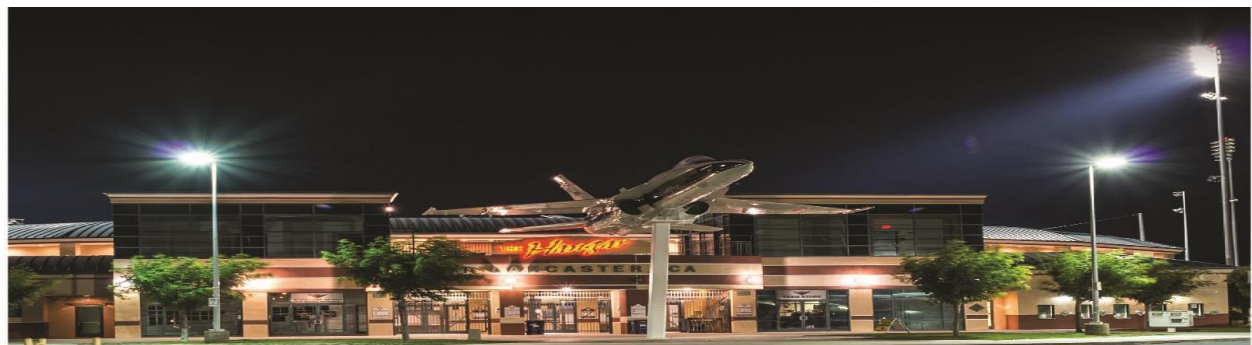
Lancaster is also served by Metrolink rail and therefore residents can travel to six different counties in Southern California.

CONTRACTING

Lancaster contracts with Los Angeles County for many services including law enforcement, fire, water, library, and animal care and control.

The City contracts with Waste Management for refuse collection and recycling. Sewage water is treated by a special district, Los Angeles County Sanitation Districts.

By contracting out major public services, the City enjoys the benefits of these essential services while keeping its overhead costs at a minimum.





Principal Property Taxpayers

Rank	Taxpayer	Primary Land Use	Taxable Assessed Value
1	Kaiser Foundation Hospitals	Commercial	\$108,735,132
2	Wal Mart Real Estate	Commercial	\$58,539,290
3	USIR II-Lancaster LLC	Industrial	\$45,284,000
4	CP Antelope Shops LLC	Commercial	\$39,779,205
5	Thrifty Payless Inc.	Industrial	\$36,712,346
6	MGF Cordova Park LP	Multi-family Residential	\$34,796,789
7	FTS Property Holdings LLC	Vacant Land	\$33,213,456
8	MK RRP 176 Holston Drive LLC	Commercial	\$32,231,365
9	MGP 1X Properties LLC	Commercial	\$28,942,025
10	Sygma Network Inc.	Multi-family Residential	\$26,442,628

Source: MuniServices, LLC. with information from the Los Angeles County 2015-16 Secured Property Tax Roll

Principal Employers in the Greater Antelope Valley

Rank	Employer	Number of Employees
1	Edwards Air Force Base	11,457
2	Naval Weapons Air Station – China Lake	6,520
3	Northrup Grumman	4,200
4	Los Angeles County	4,136
5	Lockheed Martin	3,700
6	Antelope Valley Hospital Medical Center	2,500
7	Antelope Valley Union High School District	2,500
8	Lancaster School District	2,200
9	Wal-Mart (5)	1,922
10	Antelope Valley Mall (All STORES)	1,800

Source: Greater Antelope Valley Economic Alliance 2017 Annual Report

Parks, Recreation and Community Centers

Item	Number
Maintained City facilities	54 buildings
Maintained park land	462.8 acres
Lancaster Performing Arts Center low/no cost programs	16,040 participants
Coordinated after school programming	3,340 children
Organized softball tournament season	542 teams
City special events & programs	24 events

Public Works

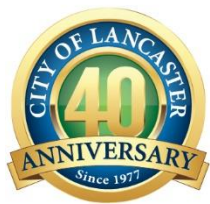
Item	Number
Potholes repaired	10,881
Graffiti requests addressed	5,361
Pounds of E-Waste recycled	652,000
Gallons of motor oil recycled	14,800
Gallons of cooking oil recycled	1,410
Gallons of anti-freeze recycled	975
Abandoned shopping carts collected	5,805

Public Safety

Item	Number
Total arrests	7,282 arrests
Felony arrests made by Burglary Suppression Team	198 arrests
Sworn deputies	225
Lancaster station support staff	75

Licensing and Business

Item	Number
Active City business licenses	8,544
New businesses opened on the BLVD	19
Increase in retail sales between 2015 and 2016	4.7%
Value of new dwelling units constructed in FY 16-17 through April 2017	\$37,787,116
City change in unemployment rate between April 2015 and April 2016	-1.9%





CITY OF LANCASTER

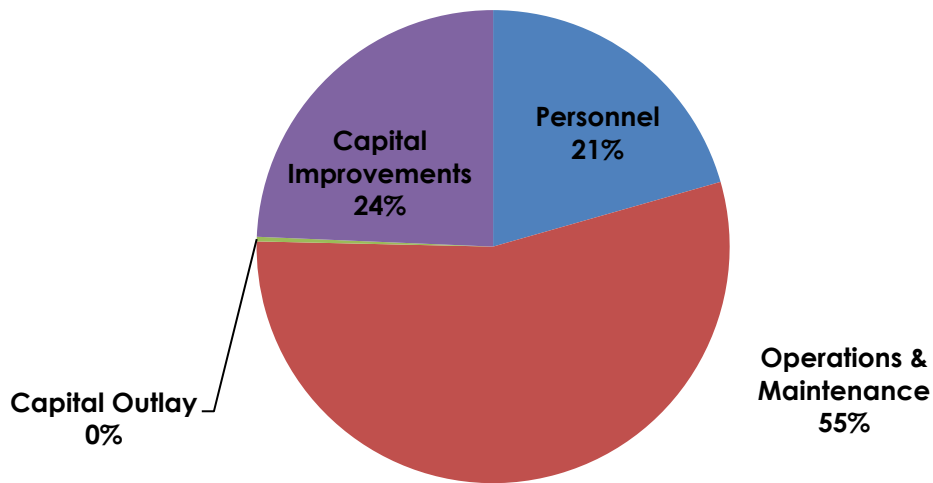
BUDGET OVERVIEW

Citywide Budget Summary

*excludes transfers between funds

By Category	Actuals FY 2016	Year End Estimates FY 2017	Adopted FY 2018
Personnel	33,028,224	36,489,445	38,635,510
Operations & Maintenance	74,320,438	106,981,754	102,785,329
Capital Outlay	220,019	14,200,160	589,855
Capital Improvements	16,853,158	74,831,055	45,675,350
SUM	\$ 124,421,839	\$ 232,502,414	\$ 187,686,044

Adopted Expenditures by Category FY 2018



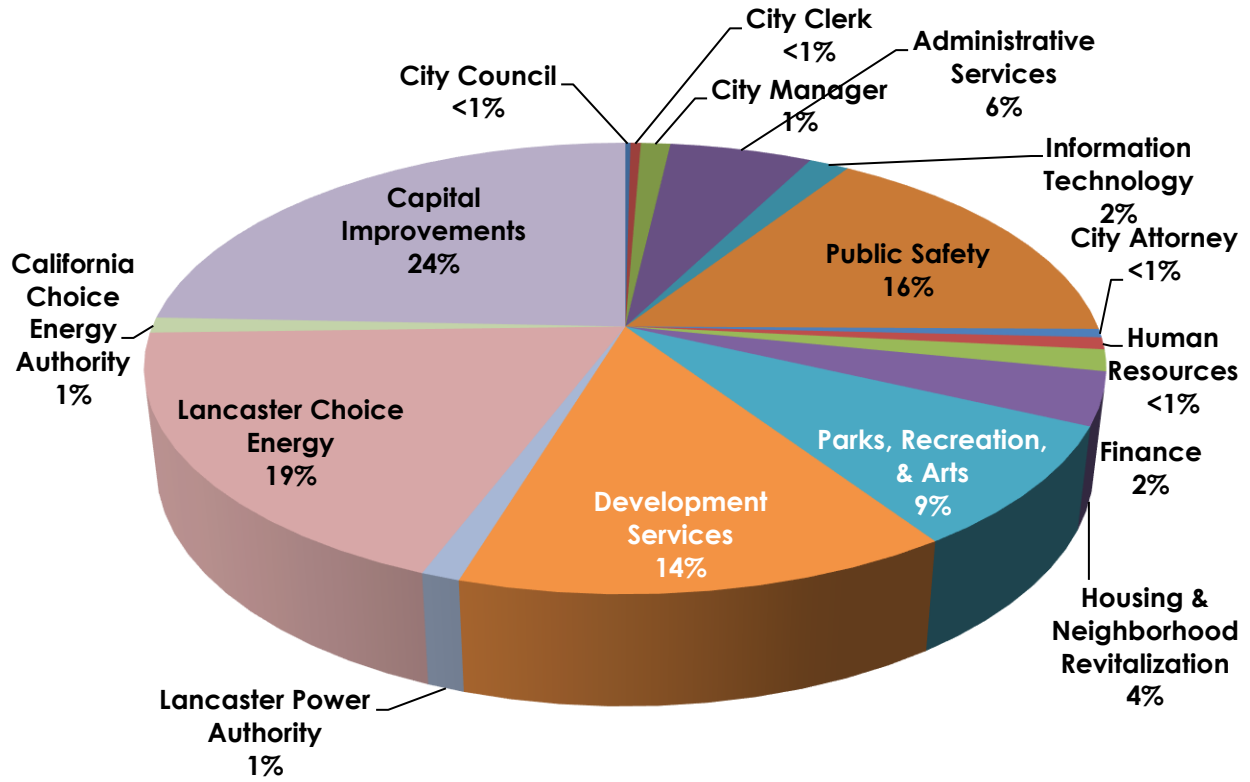
Adopted Expenditures by Dept. & Function

	Actuals FY 2016	Year End Estimates FY 2017	Adopted FY 2018
By Department			
City Council	225,495	376,475	387,019
City Clerk	561,903	741,500	777,545
City Manager	1,547,690	3,040,465	2,231,735
Administrative Services	7,425,231	11,392,599	10,751,100
Information Technology	2,098,110	2,930,055	3,023,820
Public Safety	26,217,123	28,873,954	30,076,855
City Attorney	952,396	1,020,745	1,140,300
Human Resources	2,058,875	1,294,670	1,608,235
Finance	2,271,106	2,368,705	2,881,830
Housing & Neighborhood Revitalization	6,071,736	9,417,275	7,077,235
Parks, Recreation, & Arts	15,490,481	16,703,080	16,361,095
Development Services	17,651,310	40,974,520	26,295,480
Lancaster Power Authority	3,813,020	2,272,230	2,068,820
Lancaster Choice Energy	21,184,205	36,158,420	35,252,170
California Choice Energy Authority	-	106,666	2,077,455
Capital Improvements	16,853,158	74,831,055	45,675,350
SUM	\$ 124,421,839	\$ 232,502,414	\$ 187,686,044

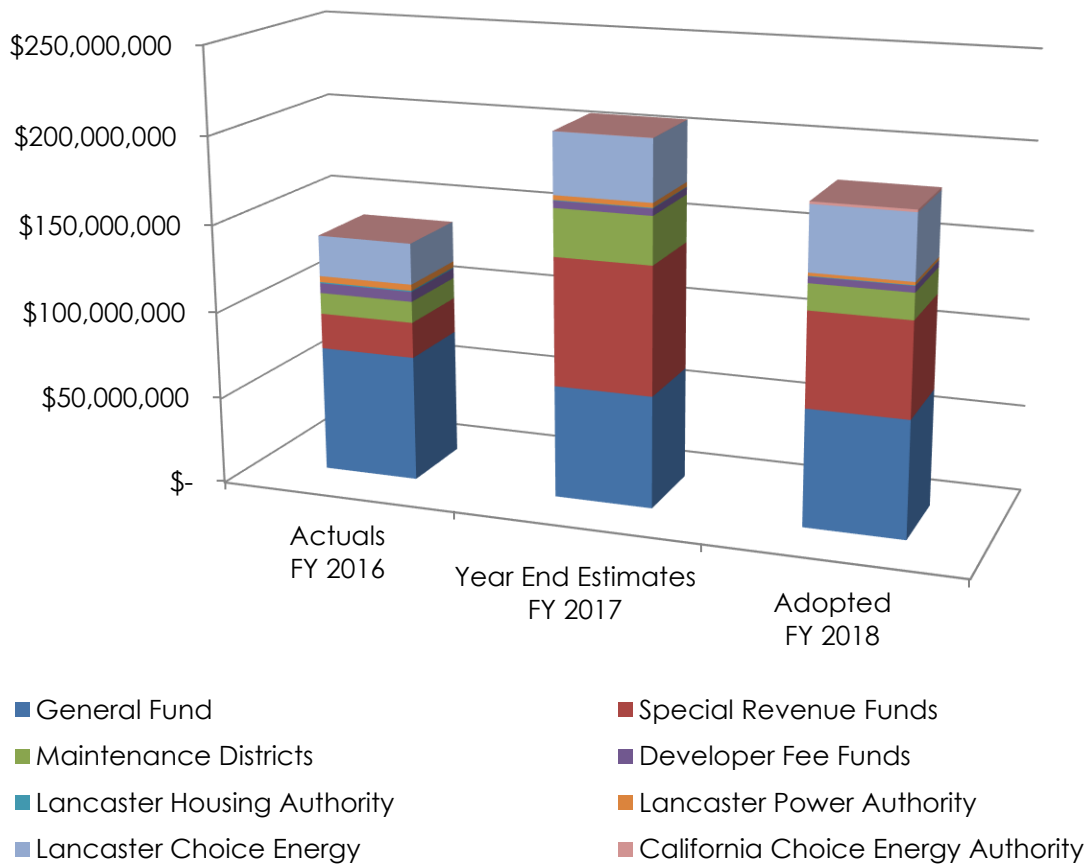
Adopted Expenditures by Dept. & Function

	Actuals FY 2016	Year End Estimates FY 2017	Adopted FY 2018
By Department			
City Council	225,495	376,475	387,019
City Clerk	561,903	741,500	777,545
City Manager	1,547,690	3,040,465	2,231,735
Administrative Services	7,425,231	11,392,599	10,751,100
Information Technology	2,098,110	2,930,055	3,023,820
Public Safety	26,217,123	28,873,954	30,076,855
City Attorney	952,396	1,020,745	1,140,300
Human Resources	2,058,875	1,294,670	1,608,235
Finance	2,271,106	2,368,705	2,881,830
Housing & Neighborhood Revitalization	6,071,736	9,417,275	7,077,235
Parks, Recreation, & Arts	15,490,481	16,703,080	16,361,095
Development Services	17,651,310	40,974,520	26,295,480
Lancaster Power Authority	3,813,020	2,272,230	2,068,820
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California Choice Energy Authority	-	106,666	2,077,455
Capital Improvements	16,853,158	74,831,055	45,675,350
SUM	\$ 124,421,839	\$ 232,502,414	\$ 187,686,044

Adopted Expenditures by Department FY 18



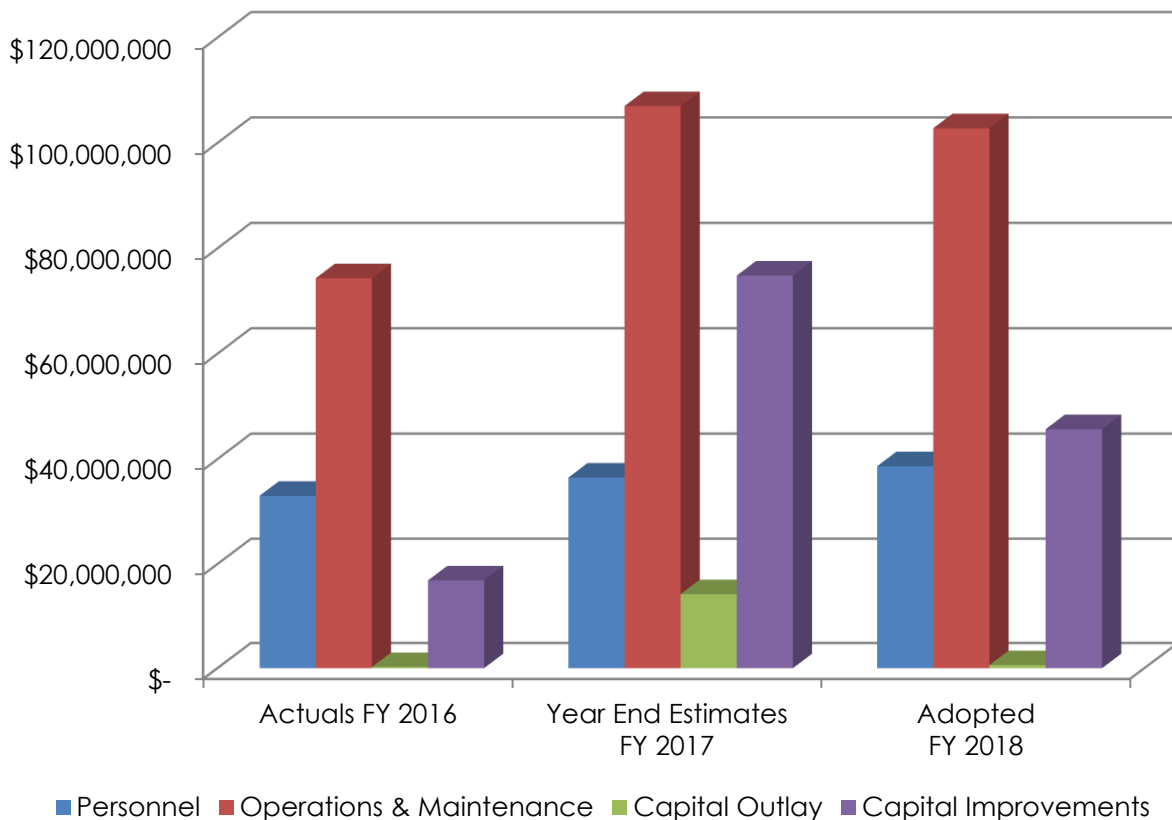
Revenue Overview



The total City of Lancaster estimated revenues for FY 2017 total \$207,459,485. FY 2018 revenues are projected to be lower at \$181,355,096. This primarily is due to one-time bond proceeds revenue received in FY 2017 in the amount of \$14.8 million. General fund revenues are expected to increase mainly due to an increase in Waste Management franchise fees. Lancaster Choice Energy revenues are projected to increase in FY 2018 due to increasing customer demand.

Sales and property tax are the two largest sources of revenue for the General fund. The General fund is the least restrictive and is used for the City's operations and maintenance expenses. Lancaster Power Authority, Lancaster Choice Energy, and California Clean Energy Authority are enterprise funds, which account for operations financed and operated similar to a business. You can read more about sales and property tax in the Revenue section of the budget.

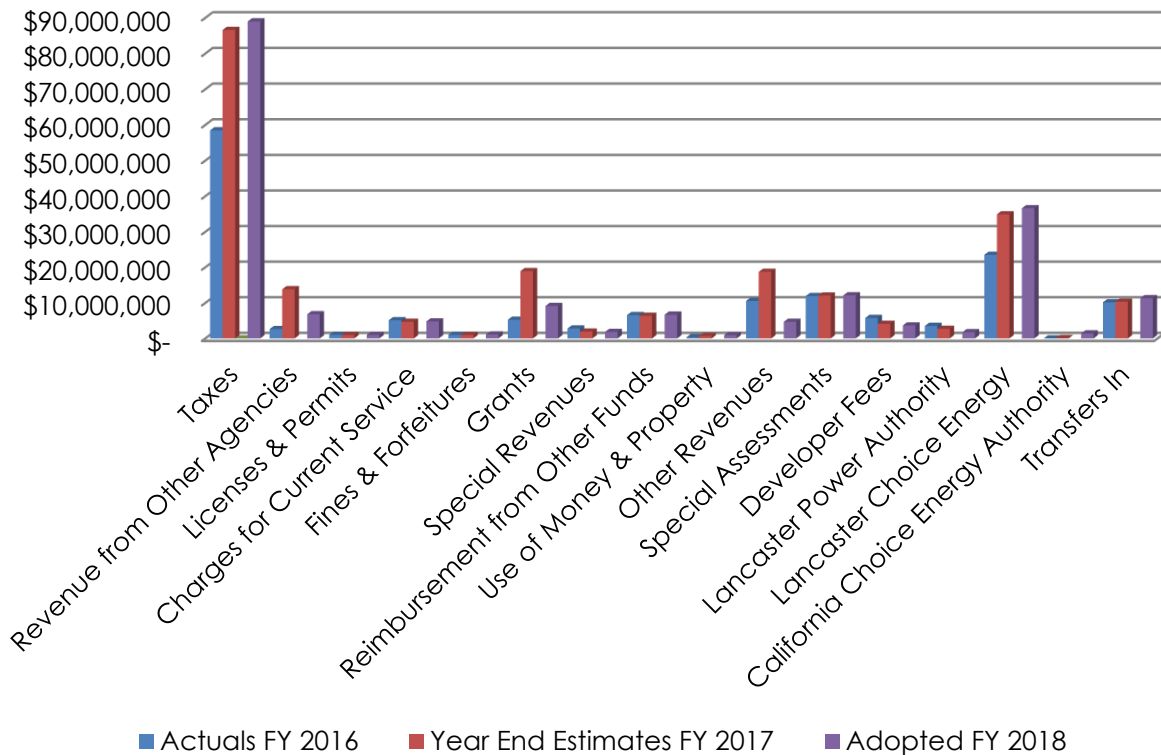
Expenditure Overview



The overall FY 2017 year end estimate totals \$232,502,414. This total decreased to \$187,686,044 for the FY 2018 proposed budget. As shown in the graph above, Capital Outlay is significantly higher in FY 2017 than in the past and in FY 2018. This is due to Lancaster's acquisition of over 18,000 streetlights from Southern California Edison and the retrofitting of those lights with LED fixtures. The purchase will be funded with revenue bonds repaid by Lighting Assessment fees. These fees are paid as part of an owner's property tax bill.

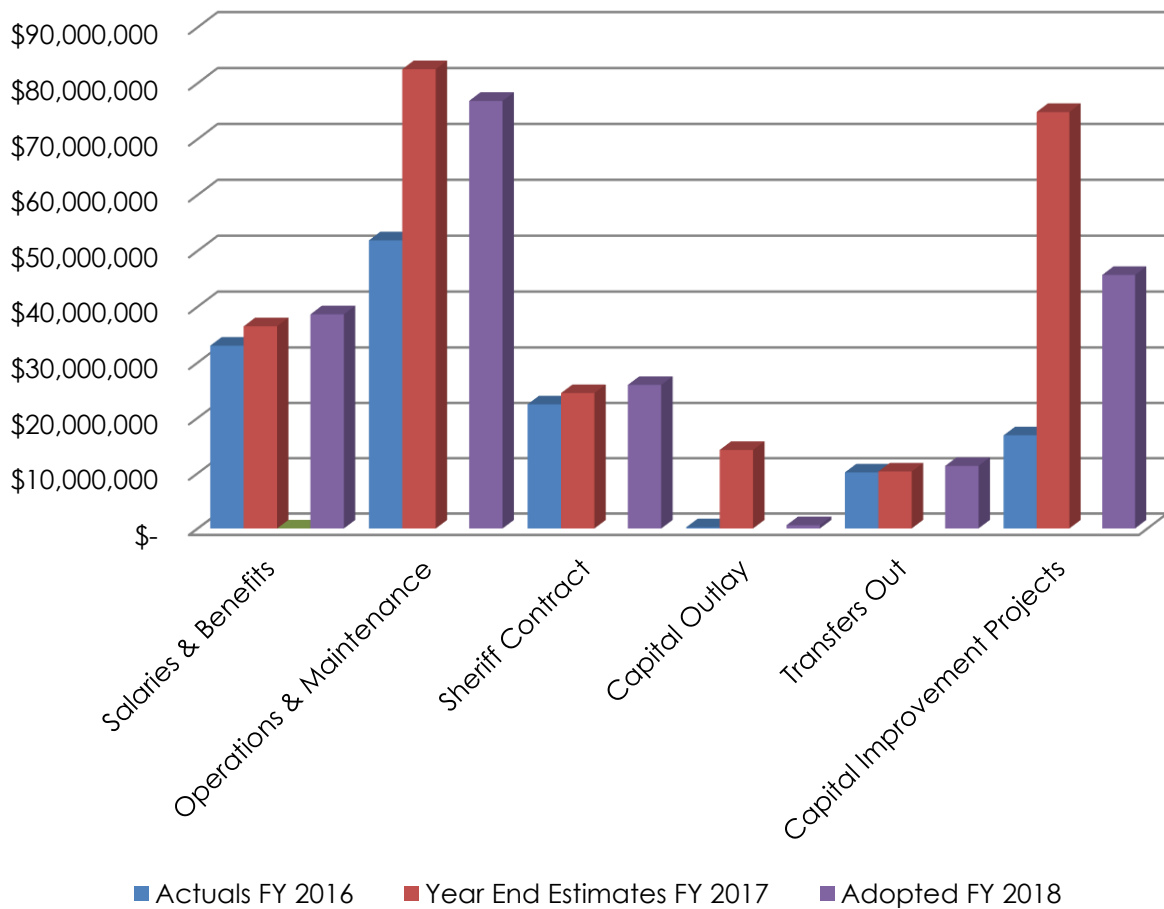
Personnel expenses will rise slightly from FY 2017 to FY 2018. Operations and Maintenance expenditures will fall between FY 2017 and FY 2018.

Where the Money Comes From



	Actuals FY 2016	Year End Estimates FY 2017	Adopted FY 2018
Revenue by Type			
Taxes	\$ 58,488,438	\$ 86,606,361	\$ 88,993,595
Revenue from Other Agencies	\$2,618,449	\$13,829,255	\$6,802,655
Licenses & Permits	\$993,506	\$958,945	\$978,050
Charges for Current Service	\$5,107,252	\$4,681,935	\$4,770,865
Fines & Forfeitures	964,692	962,500	1,096,500
Grants	\$5,259,158	\$18,905,150	\$9,132,106
Special Revenues	\$2,775,768	\$1,906,630	\$1,822,695
Reimbursement from Other Funds	6,560,533	6,352,890	6,678,070
Use of Money & Property	\$329,458	\$708,825	\$917,270
Other Revenues	\$10,549,799	\$18,714,555	\$4,666,800
Special Assessments	\$11,906,828	\$12,056,500	\$12,106,505
Developer Fees	5,746,215	4,106,274	3,641,150
Lancaster Power Authority	3,512,717	2,674,000	1,750,000
Lancaster Choice Energy	\$23,503,927	\$34,889,000	\$36,609,000
California Choice Energy Authority	\$0	\$106,665	\$1,389,835
Transfers In	10,141,584	10,310,795	11,320,360
SUM	\$ 148,458,318	\$ 217,770,275	\$ 192,675,456

Where the Money Goes



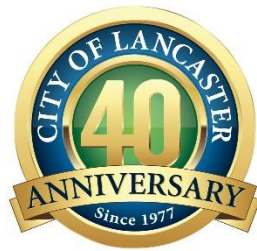
	Actuals FY 2016	Year End Estimates FY 2017	Adopted FY 2018
Expense by Type			
Salaries & Benefits	33,028,224	36,489,445	38,635,510
Operations & Maintenance	51,874,771	82,491,304	76,823,939
Sheriff Contract	22,445,667	24,490,450	25,961,390
Capital Outlay	220,019	14,200,160	589,855
Transfers Out	10,141,584	10,310,795	11,320,360
Capital Improvement Projects	16,853,158	74,831,055	45,675,350
SUM	\$ 134,563,423	\$ 242,813,206	\$ 199,006,405

Citywide Four Year Comparison

(includes Operating Transfers)

	FY 2016 Actual		FY 2017 Estimated		FY 2018 Adopted	
	Revenues	Expenditures	Revenues	Expenditures	Revenues	Expenditures
General Fund	70,927,008	58,231,695	64,641,645	65,492,526	67,629,975	67,608,794
Capital Replacement Fund	-	29,306	-	132,995	-	632,655
Legal Claims Reserve	254,000	548,449	812,000	1,050,000	500,000	500,000
Employee Benefits Reserve	2,391,735	2,605,266	2,670,470	2,927,850	2,334,135	2,777,850
Building Replacement Reserve	-	5,192	-	-	-	-
Capital Facilities Reserve	-	-	-	85,000	-	-
Technology Infrastructure Reserve	5,192	164,438	55,000	690,250	-	580,000
Performing Arts Center Fund	1,427,221	1,442,317	1,645,125	1,645,125	1,430,735	1,430,735
Gas Tax Fund	6,164,810	7,382,837	6,117,520	10,089,354	7,334,175	7,324,810
AB 2766 Air Quality Improvement Fund	100,000	56,838	30,120	178,000	-	-
Proposition 1B - Transportation Fund	106,715	74,425	-	98,648	-	-
TDA Article 8	1,944,364	5,694,940	10,485,493	10,670,290	6,376,000	6,299,780
Proposition A Funds	2,903,547	2,510,819	2,955,930	3,878,979	2,967,575	5,128,800
TDA Article 3 Bikeway	209,427	162,071	260,690	4,760	105,000	272,970
Proposition C Funds	2,392,071	1,473,043	2,461,075	8,727,068	2,467,500	2,832,095
Measure R Funds	3,245,184	3,614,027	31,887,636	30,046,886	27,581,540	27,774,770
Measure M Funds	-	-	-	-	1,500,000	1,500,000
CCA-Fairgrounds Construction	444,386	-	-	-	-	-
Roberti Zberg	338,482	-	-	-	-	-
State Park Bond Fund (Prop A)	40,410	-	-	-	-	-
Traffic Safety Fund	313,022	368,260	180,000	180,000	260,000	260,000
Proposition 42	290	188,165	-	691,173	-	-
LA County Reimbursement	266,168	264,567	2,931,577	2,576,480	-	-
LA County Park Bond	153,360	-	-	-	-	-
Private Developer Reimbursement	50,000	-	-	-	-	-
MTA Grant - Local	11,095	22,446	4,155,453	4,155,455	216,000	200,000
MTA Grant - STPL	838,523	1,210,850	569,710	177,852	932,705	932,705
State Grant - OTS	-	-	100,000	100,000	-	-
MTA Grant – Measure R	-	-	6,647	-	-	-

State Grant Recycling Beverage	218,157	321,870	666,861	585,755	40,000	-
State Grant - Oil Recycling	126,666	160,068	120,311	48,485	44,215	44,215
Misc. State Grants	187,815	85,459	1,985,580	2,054,725	70,000	-
Community Development Block Grant	1,735,815	1,735,815	1,698,000	1,519,305	1,596,545	1,596,545
Low & Moderate Income Housing	-	286,994	-	-	-	-
Neighborhood Stabilization Grant	1,261,195	788,779	1,728,000	2,155,510	1,350,000	-
HPRR Grant	2,522	-	-	-	-	-
Federal TEA	127,761	36,358	-	-	-	-
FEMA Grants	559	-	-	-	-	-
Lancaster HOME Program	85,180	6,358	110,000	10,000	110,000	10,000
Federal Misc. Grants	1,147,919	1,474,536	7,690,490	6,914,248	5,070,621	4,837,620
Still Meadow Sewer Assessment District	10,349	12,115	11,500	10,000	11,505	10,000
Recycled Water Fund	220,758	193,103	220,000	207,300	220,000	217,445
Landscape Maintenance District	1,729,891	1,779,760	1,751,630	1,975,286	1,816,284	1,851,355
Lancaster Lighting District	4,888,698	4,989,908	19,741,255	19,727,690	6,926,000	6,285,290
Lancaster Drainage Maintenance District	1,629,055	1,715,621	1,685,500	1,423,085	1,655,000	1,564,450
Lancaster Sewer Maintenance Fund	4,292,720	4,556,827	4,316,969	6,047,036	4,326,916	5,454,835
Parks Development - Dwelling Unit Fee	464,556	585,906	50,000	605,000	100,000	100,000
Signals - Developer Fee	325,285	1,170,384	250,000	3,843,067	220,000	271,000
Drainage - Developer Fee	608,229	1,451,654	590,000	2,973,244	670,000	-
Biological Impact Fee	1,846,840	20,005	1,250,000	2,280,867	450,000	40,000
Urban Structure Program - Parks	611,061	606,178	130,000	550,876	254,000	749,000
Urban Structure Program - Admin	14,436	-	18,000	34,000	14,000	5,000
Urban Structure Program - Yard	13,636	-	17,000	45,000	130,000	100,000
Traffic Impact Fees Fund	392,012	1,707,381	460,000	1,691,395	230,000	575,000
Engineering Fees Fund	2,776,901	2,849,668	3,215,000	3,054,200	3,233,350	3,262,855
Community Services Foundation	76,452	84,935	72,265	145,335	51,330	68,800
Lancaster Housing Authority	880,956	1,949,647	356,165	4,170,575	1,236,165	5,043,235
Lancaster Power Authority	3,598,761	2,766,532	2,674,000	2,272,230	1,750,000	2,068,820
Lancaster Choice Energy	23,530,764	21,238,596	34,889,000	34,763,640	36,997,865	36,328,655
California Choice Energy Authority	-	-	106,665	106,665	2,466,320	2,466,320
Total All Funds	\$ 147,331,960	\$ 138,624,406	\$ 217,770,282	\$ 242,813,210	\$ 192,675,456	\$ 199,006,404



CITY OF LANCASTER

FUND BALANCE STATEMENTS

Statement of Fund Balance 2015-2016 Actuals

Fund No.	Fund	July 1, 2015 Beginning Balance	Revenue	Total Resources Available	Operating Expenditures	Capital Projects	Operating Transfers Out	Operating Transfers In	June 30, 2016 Ending Balance
General Funds									
101	General Fund	4,959,063	70,185,689	75,144,752	54,618,634	121,412	3,491,649	741,319	17,654,376
104	Capital Replacement Fund	2,548,011		2,548,011	29,306				2,518,705
109	Reserves								
	Legal Claims	660,421	4,000	664,421	548,449			250,000	365,972
	Employee Benefits	1,201,178		1,201,178	2,605,266			2,391,735	987,647
	Building Replacement	5,192		5,192			5,192		0
	Capital Facilities Reserve	87,750		87,750					87,750
	Technology Infrastructure Reser	1,470,736		1,470,736	164,438			5,192	1,311,490
402	Performing Arts Center Fund	(837,975)	738,651	(99,323)	1,442,317			688,570	(853,070)
Total General Funds		\$ 10,094,376	\$ 70,928,341	\$ 81,022,717	\$ 59,408,410	\$ 121,412	\$ 3,496,841	\$ 4,076,816	\$ 22,072,870
Special Revenues Fund									
203	Gas Tax Fund	5,190,499	3,282,807	8,473,306	6,149,516	983,320	250,000	2,882,003	3,972,472
204	AB 2766 - Air Quality Imp Fund	174,455	100,000	274,455	46,250	10,588			217,617
205	Proposition 1B Transportation Fun	246,137	106,715	352,852		73,179	1,247		278,427
206	TDA Article 8	4,086,170	1,842,546	5,928,716		2,054,227	3,640,713	101,818	335,594
207	Proposition A Fund	3,148,320	2,903,547	6,051,867	1,773,608	640,272	96,940		3,541,047
208	TDA Article 3 Bikeway	(44,362)	209,427	165,065		162,071			2,994
209	Proposition C Fund	5,713,055	2,392,071	8,105,127	58,505	1,400,938	13,600		6,632,084
210	Measure R Local Return Funds	4,502,395	3,239,198	7,741,593		3,592,848	21,179	5,986	4,133,552
212	CCA-Fairgrounds Construction	(444,386)		(444,386)				444,386	(0)
215	Roberti Zberg	(338,482)		(338,482)				338,482	(0)
219	State Park Bond Fund (Prop A)	(40,410)		(40,410)				40,410	0
248	Traffic Safety Fund	24,164	313,022	337,186			368,260		(31,074)
252	Proposition 42	962,546	290	962,837		188,165			774,671
261	LA County Reimbursement	(155,211)	266,168	110,957	245,367	19,200			(153,610)
263	LA County Park Bond	(153,360)		(153,360)				153,360	-
299	Private Developer Reimbursemer	(85,915)		(85,915)				50,000	(35,915)
315	Local Private Grants	6,205		6,205					6,205

Statement of Fund Balance 2015-2016 Actuals

Fund No.	Fund	July 1, 2015 Beginning Balance	Revenue	Total Resources Available	Operating Expenditures	Capital Projects	Operating Transfers Out	Operating Transfers In	June 30, 2016 Ending Balance
320	State Grant - Parks	(6,389)		(6,389)					(6,389)
321	MTA Grant - Local	146,477	6,944	153,421		22,446		4,150	135,126
323	MTA Grant - STPL	(22,891)	838,523	815,632		1,210,850			(395,218)
324	State Grant - OTS	1,886		1,886					1,886
327	MTA Grant - Measure R	(6,647)		(6,647)					(6,647)
330	State Grant Recycling	(61,747)	218,157	156,410	277,316		44,554		(165,460)
331	State Grant - Oil Recycling	(19,851)	126,666	106,815	160,068				(53,254)
349	Misc. State Grants	(439,830)	150,304	(289,526)	85,459			37,511	(337,474)
361	CDBG	(91,980)	1,735,815	1,643,835	1,262,383	473,432			(91,980)
362	CDBG - Section 108	286,994		286,994			286,994		-
363	Neighborhood Stabilization Grant	1,133,926	1,261,195	2,395,120	788,724		54		1,606,342
364	HPRR Grant	(2,523)		(2,523)				2,522	(0)
371	Federal TEA	(62,139)	127,761.03	65,622		36,358			29,264
381	EDA Grant	19,494		19,494					19,494
382	EDI Grant Fund	139,653		139,653					139,653
390	FEMA Grants	276,266	559	276,825					276,825
391	Lancaster HOME Program	526,621	85,180	611,801	6,358				605,443
399	Federal Misc. Grants	(393,403)	989,789	596,386	315,405	1,053,863	105,268	158,130	(720,020)
404	Grants Fund	(291,754)		(291,754)					(291,754)
408	Aerospace Grants Fund	(86,205)		(86,205)					(86,205)
409	Reimbursable Grants Fund	25,506		25,506					25,506
456	Still Meadow Sewer Assmt Dist	1,769	10,349	12,118			12,115		3
485	Recycled Water Fund	(239,370)	110,758	(128,613)	193,103			110,000	(211,715)
Total Special Revenue Funds		\$ 23,625,680	\$ 20,317,792	\$ 43,943,472	\$ 11,362,062	\$ 11,921,757	\$ 4,840,923	\$ 4,328,758	\$ 20,147,489
Maintenance Districts									
480	Lancaster Sewer Maint.	6,228,641	4,292,720	10,521,361	4,243,410	8,417	305,000		5,964,534
481	Fox Field Landscape District	435		435					435
482	Landscape Maint. District	2,643,179	1,729,891	4,373,070	1,727,599	17,160	35,000		2,593,311
483	Lancaster Lighting District	87,885	4,502,758	4,590,643	4,914,908		75,000	385,940	(13,325)
484	Lancaster Drainage Maint. Distric	1,191,688	1,629,055	2,820,744	1,305,147	335,474	75,000		1,105,122
Total Maintenance Districts		\$ 10,151,828	\$ 12,154,424	\$ 22,306,252	\$ 12,191,064	\$ 361,052	\$ 490,000	\$ 385,940	\$ 9,650,076

Statement of Fund Balance 2015-2016 Actuals

Fund No.	Fund	July 1, 2015 Beginning Balance	Revenue	Total Resources Available	Operating Expenditures	Capital Projects	Operating Transfers Out	Operating Transfers In	June 30, 2016 Ending Balance
Developer Fee Funds									
213	Parks Development Fund	904,236	177,563	1,081,798		94,064	491,842	286,994	\$ 782,887
217	Signals - Developer Fee	4,596,233	325,285	4,921,517		675,998	494,386		3,751,133
220	Drainage - Developer Fee Fund	4,384,359	608,229	4,992,588	4,730	1,446,924			3,540,935
224	Biological Impact Fee	467,951	1,846,840	2,314,791		20,005			2,294,786
226	USP - Operations	2,570		2,570					2,570
227	USP - Parks	1,223,613	611,061	1,834,673		565,768	40,410.22		1,228,495
228	USP - Administration	34,910	14,436	49,347					49,347
229	USP - Yard	102,903	13,636	116,540					116,540
230	Mariposa Lily Impact Fee	62,733		62,733					62,733
232	Traffic Impact Fees Fund	3,753,719	390,765	4,144,485		1,689,771	17,611	1,247	2,438,350
251	Engineering Fees Fund	(86,007)	1,757,011	1,671,004	2,699,668		150,000	1,019,890	(158,773)
Total Developer Fee Funds		\$ 15,447,220	\$ 5,744,825	\$ 21,192,045	\$ 2,704,398	\$ 4,492,530	\$ 1,194,248	\$ 1,308,131	\$ 14,109,000
Lancaster Community Services Foundation									
106	Community Services Foundation	110,258	76,452	186,710	82,885		2,050		101,775
Total Lancaster Community Services Fo		\$ 110,258	\$ 76,452	\$ 186,710	\$ 82,885	\$ -	\$ 2,050	\$ -	\$ 101,775
Lancaster Housing Authority									
301	Lancaster Housing Authority Ops.	4,155,689	510	4,156,199	29,359				4,126,839
306	Housing Successor	6,361,263	838,504	7,199,767	1,802,765		117,522	41,942	5,321,421
Total Housing Authority		\$ 10,516,952	\$ 839,014	\$ 11,355,966	\$ 1,832,125	\$ -	\$ 117,522	\$ 41,942	\$ 9,448,260
Lancaster Power Authority									
486	Lancaster Power Authority	(619,936)	3,598,761	2,978,825	2,766,532				212,293
Total Power Authority		\$ (619,936)	\$ 3,598,761	\$ 2,978,825	\$ 2,766,532	\$ -	\$ -	\$ -	\$ 212,293
Enterprise Fund									
490	Lancaster Choice Energy	(1,931,726)	23,530,764	21,599,038	21,238,596				360,442
Total Enterprise Funds		\$ (1,931,726)	\$ 23,530,764	\$ 21,599,038	\$ 21,238,596	\$ -	\$ -	\$ -	\$ 360,442
TOTAL FUNDS		\$ 67,394,652	\$ 137,190,373	\$ 204,585,026	\$ 111,586,072	\$ 16,896,750	\$ 10,141,584	\$ 10,141,587	\$ 76,102,207

Statement of Fund Balance 2016-2017 Estimated

Fund No.	Fund	July 1, 2016 Beginning Balance	Revenue	Total Resources Available	Operating Expenditures	Capital Projects	Operating Transfers Out	Operating Transfers In	June 30, 2017 Proj. Ending Balance
General Funds									
101	General Fund	17,654,376	63,841,210	81,495,587	60,351,169	298,365	4,842,990	800,435	16,803,498
104	Capital Replacement Fund	2,518,705		2,518,705	132,995				2,385,710
109	Reserves	-							
	Legal Claims	365,972	12,000	377,972	1,050,000			800,000	127,972
	Employee Benefits	987,647		987,647	2,927,850			2,670,470	730,267
	Capital Facilities Reserve	87,750		87,750		85,000			2,750
	Technology Infrastructure Reser	1,311,490		1,311,490	690,250			55,000	676,240
402	Performing Arts Center Fund	(853,070)	896,750	43,680	1,645,125			748,375	(853,070)
Total General Funds		\$ 22,072,870	\$ 64,749,960	\$ 86,822,830	\$ 66,797,389	\$ 383,365	\$ 4,842,990	\$ 5,074,280	\$ 19,873,366
Special Revenues Fund									
203	Gas Tax Fund	3,972,472	3,262,570	7,235,042	6,792,825	3,090,664	205,865	2,854,950	638
204	AB 2766 - Air Quality Imp Fund	217,617	30,120	247,737	28,000	150,000			69,737
205	Proposition 1B Transportation Fun	278,427		278,427		98,648			179,779
206	TDA Article 8	335,594	10,485,493	10,821,087		7,094,315	3,575,975		150,797
207	Proposition A Fund	3,541,047	2,955,930	6,496,977	2,890,544	800,000	188,435		2,617,998
208	TDA Article 3 Bikeway	2,994	260,690	263,684		4,760			258,924
209	Proposition C Fund	6,632,084	2,461,075	9,093,159	453,920	8,273,148			366,091
210	Measure R Local Return Funds	4,133,552	31,887,636	36,021,188		30,046,886			5,974,302
248	Traffic Safety Fund	(31,074)	180,000	148,926			180,000		(31,074)
252	Proposition 42	774,671		774,671		691,173			83,498
261	LA County Reimbursement	(153,610)	2,931,577	2,777,967	76,480	1,750,000	750,000		201,487
263	LA County Park Bond	-		-		-			-
299	Private Developer Reimbursemer	(35,915)		(35,915)					(35,915)
315	Local Private Grants	6,205		6,205					6,205
320	State Grant - Parks	(6,389)		(6,389)					(6,389)
321	MTA Grant - Local	135,126	4,155,453	4,290,579		4,155,455			135,124
323	MTA Grant - STPL	(395,218)	569,710	174,492		177,852			(3,360)
324	State Grant - OTS	1,886	100,000	101,886	100,000				1,886
327	MTA Grant - Measure R	(6,647)	6,647	(0)					(0)
330	State Grant Recycling	(165,460)	666,861	501,401	585,755				(84,354)
331	State Grant - Oil Recycling	(53,254)	120,311	67,057	48,485				18,572

Statement of Fund Balance 2016-2017 Estimated

Fund No.	Fund	July 1, 2016 Beginning Balance	Revenue	Total Resources Available	Operating Expenditures	Capital Projects	Operating Transfers Out	Operating Transfers In	June 30, 2017 Proj. Ending Balance
349	Misc. State Grants	(337,474)	1,985,580	1,648,106	1,608,925	445,800			(406,619)
361	CDBG	(91,980)	1,698,000	1,606,020	1,519,305				86,715
363	Neighborhood Stabilization Grant	1,606,342	1,728,000	3,334,342	2,155,510				1,178,832
371	Federal TEA	29,264		29,264					29,264
381	EDA Grant	19,494		19,494					19,494
382	EDI Grant Fund	139,653		139,653					139,653
390	FEMA Grants	276,825		276,825					276,825
391	Lancaster HOME Program	605,443	110,000	715,443	10,000				705,443
399	Federal Misc. Grants	(720,020)	7,677,948	6,957,928	133,690	6,780,558		12,540	56,220
404	Grants Fund	(291,754)		(291,754)					(291,754)
408	Aerospace Grants Fund	(86,205)		(86,205)					(86,205)
409	Reimbursable Grants Fund	25,506		25,506					25,506
456	Still Meadow Sewer Assmt Dist	3	11,500	11,503			10,000		1,503
485	Recycled Water Fund	(211,715)	110,000	(101,715)	207,300			110,000	(199,015)
Total Special Revenue Funds		\$ 20,147,491	\$ 73,395,101	\$ 93,542,592	\$ 16,610,739	\$ 63,559,259	\$ 4,910,275	\$ 2,977,490	\$ 11,439,809
Maintenance Districts									
480	Lancaster Sewer Maint.	5,964,534	4,316,969	10,281,503	4,626,515	1,149,966	270,555		4,234,467
481	Fox Field Landscape District	435		435					435
482	Landscape Maint. District	2,593,311	1,751,630	4,344,941	1,759,185	190,876	25,225		2,369,655
483	Lancaster Lighting District	(13,325)	19,442,230	19,428,905	19,667,710		59,980	299,025	240
484	Lancaster Drainage Maint. District	1,105,122	1,685,500	2,790,622	1,366,875		56,210		1,367,537
Total Maintenance Districts		\$ 9,650,076	\$ 27,196,329	\$ 36,846,405	\$ 27,420,285	\$ 1,340,842	\$ 411,970	\$ 299,025	\$ 7,972,333
Developer Fee Funds									
213	Parks Development Fund	782,887	50,000	832,887	80,000	525,000			227,887
217	Signals - Developer Fee	3,751,133	250,000	4,001,133		3,843,067			158,066
220	Drainage - Developer Fee Fund	3,540,935	590,000	4,130,935	310,000	2,663,244			1,157,691
224	Biological Impact Fee	2,294,786	500,000	2,794,786	2,160,860	120,007		750,000	1,263,919
226	USP - Operations	2,570		2,570					2,570
227	USP - Parks	1,228,495	130,000	1,358,495		550,876			807,619
228	USP - Administration	49,347	18,000	67,347		34,000			33,347
229	USP - Yard	116,540	17,000	133,540		45,000			88,540
230	Mariposa Lily Impact Fee	62,733		62,733					62,733
232	Traffic Impact Fees Fund	2,438,350	460,000	2,898,350		1,691,395			1,206,955
251	Engineering Fees Fund	(158,773)	2,005,000	1,846,227	2,908,640		145,560	1,210,000	2,027
Total Developer Fee Funds		\$ 14,109,000	\$ 4,020,000	\$ 18,129,000	\$ 5,459,500	\$ 9,472,589	\$ 145,560	\$ 1,960,000	\$ 5,011,351

Statement of Fund Balance 2016-2017 Estimated

Fund No.	Fund	July 1, 2016 Beginning Balance	Revenue	Total Resources Available	Operating Expenditures	Capital Projects	Operating Transfers Out	Operating Transfers In	June 30, 2017 Proj. Ending Balance
Lancaster Community Services Foundation									
106	Community Services Foundation	101,775	72,265	174,040	145,335				28,705
Total Lancaster Community Services Fc		\$ 101,775	\$ 72,265	\$ 174,040	\$ 145,335	\$ -	\$ -	\$ -	\$ 28,705
Lancaster Housing Authority									
301	Lancaster Housing Authority Ops.	4,126,839		4,126,839	700,245				3,426,594
306	Housing Successor	5,321,421	356,165	5,677,586	3,470,330				2,207,256
Total Housing Authority		\$ 9,448,260	\$ 356,165	\$ 9,804,425	\$ 4,170,575	\$ -	\$ -	\$ -	\$ 5,633,850
Enterprise Funds									
486	Lancaster Power Authority	212,293	2,674,000	2,886,293	2,272,230				614,063
490	Lancaster Choice Energy	360,442	34,889,000	35,249,442	34,688,640	75,000			485,802
491	California Choice Energy Authori	-	106,665	106,665	106,665				-
Total Enterprise Funds		\$ 572,735	\$ 37,669,665	\$ 38,242,400	\$ 37,067,535	\$ 75,000	\$ -	\$ -	\$ 1,099,865
TOTAL FUNDS		\$ 76,102,207	\$ 207,459,485	\$ 283,561,693	\$ 157,671,358	\$ 74,831,055	\$ 10,310,795	\$ 10,310,795	\$ 51,059,280

Statement of Fund Balance 2017-2018 Adopted

Fund No.	Fund	July 1, 2017 Beginning Balance	Revenue	Total Resources Available	Operating Expenditures	Capital Projects	Operating Transfers Out	Operating Transfers In	June 30, 2018 Proj. Ending Balance
General Funds									
101	General Fund	16,803,498	66,723,535	83,527,033	63,184,409		4,424,385	906,440	16,824,679
104	Capital Replacement Fund	2,385,710		2,385,710	332,655	300,000			1,753,055
109	Reserves	-							
	Legal Claims	127,972		127,972	500,000			500,000	127,972
	Employee Benefits	730,267		730,267	2,777,850			2,334,135	286,552
	Capital Facilities Reserve	2,750		2,750					2,750
	Technology Infrastructure Reser	676,240		676,240	580,000				96,240
402	Performing Arts Center Fund	(853,070)	881,300	28,230	1,430,735			549,435	(853,070)
Total General Funds		\$ 19,873,366	\$ 67,604,835	\$ 87,478,201	\$ 68,805,649	\$ 300,000	\$ 4,424,385	\$ 4,290,010	\$ 18,238,177
Special Revenues Fund									
203	Gas Tax Fund	638	4,494,175	4,494,813	7,120,945		203,865	2,840,000	10,003
204	AB 2766 - Air Quality Imp Fund	69,737		69,737					69,737
205	Proposition 1B Transportation Fun	179,779		179,779					179,779
206	TDA Article 8	150,797	6,376,000	6,526,797		2,998,080	3,301,700		227,017
207	Proposition A Fund	2,617,998	2,967,575	5,585,573	3,154,060	1,800,000	174,740		456,773
208	TDA Article 3 Bikeway	258,924	105,000	363,924		272,970			90,954
209	Proposition C Fund	366,091	2,467,500	2,833,591	60,700	2,771,395			1,496
210	Measure R Local Return Funds	5,974,302	27,581,540	33,555,842		27,774,770			5,781,072
211	Measure M		1,500,000	1,500,000		1,500,000			-
248	Traffic Safety Fund	(31,074)	260,000	228,926			260,000		(31,074)
252	Proposition 42	83,498		83,498					83,498
261	LA County Reimbursement	201,487		201,487					201,487
299	Private Developer Reimbursemer	(35,915)		(35,915)					(35,915)
315	Local Private Grants	6,205		6,205					6,205
320	State Grant - Parks	(6,389)		(6,389)					(6,389)
321	MTA Grant - Local	135,124	216,000	351,124		200,000			151,124
323	MTA Grant - STPL	(3,360)	932,705	929,345		932,705			(3,360)
324	State Grant - OTS	1,886		1,886					1,886
327	MTA Grant - Measure R	(0)		(0)					(0)
330	State Grant Recycling	(84,354)	40,000	(44,354)					(44,354)
331	State Grant - Oil Recycling	18,572	44,215	62,787	44,215				18,572
349	Misc. State Grants	(406,619)	70,000	(336,619)					(336,619)

Statement of Fund Balance 2017-2018 Adopted

Fund No.	Fund	July 1, 2017 Beginning Balance	Revenue	Total Resources Available	Operating Expenditures	Capital Projects	Operating Transfers Out	Operating Transfers In	June 30, 2018 Proj. Ending Balance
361	CDBG	86,715	1,596,545	1,683,260	1,596,545				86,715
363	Neighborhood Stabilization Grant	1,178,832	1,350,000	2,528,832					2,528,832
371	Federal TEA	29,264		29,264					29,264
381	EDA Grant	19,494		19,494					19,494
382	EDI Grant Fund	139,653		139,653					139,653
390	FEMA Grants	276,825		276,825					276,825
391	Lancaster HOME Program	705,443	110,000	815,443	10,000				805,443
399	Federal Misc. Grants	56,220	5,070,621	5,126,841	52,190	4,785,430			289,221
404	Grants Fund	(291,754)		(291,754)					(291,754)
408	Aerospace Grants Fund	(86,205)		(86,205)					(86,205)
409	Reimbursable Grants Fund	25,506		25,506					25,506
456	Still Meadow Sewer Assmt Dist	1,503	11,505	13,008			10,000		3,008
485	Recycled Water Fund	(199,015)	110,000	(89,015)	217,445			110,000	(196,460)
Total Special Revenue Funds		\$ 11,439,809	\$ 55,303,381	\$ 66,743,190	\$ 12,256,100	\$ 43,035,350	\$ 3,950,305	\$ 2,950,000	\$ 10,451,435
Maintenance Districts									
480	Lancaster Sewer Maint.	4,234,467	4,326,916	8,561,383	4,685,660	500,000	269,175		3,106,548
481	Fox Field Landscape District	435		435					435
482	Landscape Maint. District	2,369,655	1,816,284	4,185,939	1,826,415		24,940		2,334,584
483	Lancaster Lighting District	240	6,926,000	6,926,240	6,220,285		65,005		640,950
484	Lancaster Drainage Maint. District	1,367,537	1,655,000	3,022,537	1,508,470		55,980		1,458,087
Total Maintenance Districts		\$ 7,972,333	\$ 14,724,200	\$ 22,696,533	\$ 14,240,830	\$ 500,000	\$ 415,100	\$ -	\$ 7,540,603
Developer Fee Funds									
213	Parks Development Fund	227,887	100,000	327,887		100,000			227,887
217	Signals - Developer Fee	158,066	220,000	378,066		271,000			107,066
220	Drainage - Developer Fee Fund	1,157,691	670,000	1,827,691					1,827,691
224	Biological Impact Fee	1,263,919	450,000	1,713,919		40,000			1,673,919
226	USP - Operations	2,570		2,570					2,570
227	USP - Parks	807,619	254,000	1,061,619		749,000			312,619
228	USP - Administration	33,347	14,000	47,347		5,000			42,347
229	USP - Yard	88,540	130,000	218,540		100,000			118,540
230	Mariposa Lily Impact Fee	62,733		62,733					62,733
232	Traffic Impact Fees Fund	1,206,955	230,000	1,436,955		575,000			861,955
251	Engineering Fees Fund	2,027	1,538,350	1,540,377	3,117,635		145,220	1,695,000	(27,478)
Total Developer Fee Funds		\$ 5,011,351	\$ 3,606,350	\$ 8,617,701	\$ 3,117,635	\$ 1,840,000	\$ 145,220	\$ 1,695,000	\$ 5,209,846

Statement of Fund Balance 2017-2018 Adopted

Fund No.	Fund	July 1, 2017 Beginning Balance	Revenue	Total Resources Available	Operating Expenditures	Capital Projects	Operating Transfers Out	Operating Transfers In	June 30, 2018 Proj. Ending Balance
Lancaster Community Services Foundation									
106	Community Services Foundation	28,705	51,330	80,035	68,800				11,235
Total Lancaster Community Services F		\$ 28,705	\$ 51,330	\$ 80,035	\$ 68,800	\$ -	\$ -	\$ -	\$ 11,235
Lancaster Housing Authority									
301	Lancaster Housing Authority Ops.	3,426,594		3,426,594	681,610		920,000		1,824,984
306	Housing Successor	2,207,256	316,165	2,523,421	3,441,625			920,000	1,796
Total Housing Authority		\$ 5,633,850	\$ 316,165	\$ 5,950,015	\$ 4,123,235	\$ -	\$ 920,000	\$ 920,000	\$ 1,826,780
Enterprise Funds									
486	Lancaster Power Authority	614,063	1,750,000	2,364,063	2,068,820				295,243
490	Lancaster Choice Energy	485,802	36,609,000	37,094,802	35,252,170		1,076,485	388,865	1,155,012
491	California Choice Energy Auth.	-	1,389,835	1,389,835	2,077,455		388,865	1,076,485	-
Total Enterprise Funds		\$ 1,099,865	\$ 39,748,835	\$ 40,848,700	\$ 39,398,445	\$ -	\$ 1,465,350	\$ 1,465,350	\$ 1,450,255
TOTAL FUNDS		\$ 51,059,280	\$ 181,355,096	\$ 232,414,376	\$ 142,010,694	\$ 45,675,350	\$ 11,320,360	\$ 11,320,360	\$ 44,728,332

OPERATING TRANSFERS

Detail of Operating Transfers

Year End Estimate

FY 2016-17

Fund Number & Description	Description of Transfer	Transfer Out	Transfer In
FUND 101 - GENERAL FUND			
Fund 109 - Employee Benefit Reserve	Retiree Health Benefits	1,412,075	
Fund 109 - Employee Benefit Reserve	Vacation Buyback	550,000	
Fund 109 - Employee Benefit Reserve	Legal Reserve	800,000	
Fund 109 - Technology Reserve	Fund Operations	55,000	
Fund 251 - Development Engineering	Fund Operations	1,210,000	
Fund 399 - Miscellaneous Federal Grants	Cover Match within Federal Grants	12,540	
Fund 402 - Lancaster Performing Arts Center	Fund Operations	748,375	
Fund 485 - Recycled Water Fund	Funding for operations	55,000	
Fund 206 - TDA Article 8	Fund Traffic Operations Division		422,000
Fund 207 - Proposition A	Recreation Bus Service		24,165
Fund 207 - Proposition A	Park n Ride Security		164,270
Fund 248 - Traffic Safety Funds	Transfer for Public Safety		180,000
Fund 456 - Stillmeadow Assessment	Reimburse Capital Imp.		10,000
TOTAL GENERAL FUND		\$ 4,842,990	\$ 800,435
Fund 109 Reserves			
Fund 101 - Retiree Health Benefits			1,412,075
Fund 101 - Vacation Buyback			550,000
Fund 101 - Legal Reserves			800,000
Fund 101 - Technology Reserve			55,000
Fund 203 - Retiree Health Benefits			205,865
Fund 251 - Retiree Health Benefits			145,560
Fund 480 - Retiree Health Benefits			215,555
Fund 482 - Retiree Health Benefits			25,225
Fund 483 - Retiree Health Benefits			59,980
Fund 484 - Retiree Health Benefits			56,210
TOTAL RESERVES		\$ -	\$ 3,525,470
Fund 203 - Gas Tax Fund			
Fund 109 - Reserves	Retiree Health Benefits	205,865	
Fund 206 - TDA Article 8	Fund Street Maintenance Operations		2,854,950
TOTAL GAS TAX		\$ 205,865	\$ 2,854,950
Fund 206 - TDA Article 8			
Fund 101 - General Fund	Fund Traffic Operations	422,000	
Fund 203 - Gas Tax	Fund Street Maintenance Operations	2,854,950	
Fund 483 - Lancaster Lighting Maintenance Dist	Fund Operations	299,025	
TOTAL TDA ARTICLE 8		\$ 3,575,975	\$ -
Fund 207 - Proposition A			
Fund 101 - General Fund	Recreation Bus Service	24,165	
Fund 101 - General Fund	Park n Ride Security	164,270	
TOTAL PROPOSITION A		\$ 188,435	\$ -

Detail of Operating Transfers Year End Estimate FY 2016-17

Fund Number & Description	Description of Transfer	Transfer Out	Transfer In
Fund 224 - Biological Impact Fee			
Fund 261 - Los Angeles County Reimbursements	Fund Land Acquisition	-	750,000
TOTAL TRAFFIC SAFETY FUND		\$ -	\$ 750,000
Fund 248 - Traffic Safety Fund			
Fund 101 - General Fund	Fund Public Safety	180,000	
TOTAL TRAFFIC SAFETY FUND		\$ 180,000	\$ -
Fund 251 - Development Engineering			
Fund 101 - General Fund	Fund Operations		1,210,000
Fund 109 - Reserves	Retiree Health Benefits	145,560	
TOTAL DEVELOPMENT ENGINEERING		\$ 145,560	\$ 1,210,000
Fund 261 - Los Angeles County Reimbursements			
Fund 224 - Biological Impact Fees	Fund Land Acquisition	750,000	-
TOTAL LOS ANGELES COUNTY REIMBURSEMENTS		\$ 750,000	\$ -
Fund 399 - Miscellaneous Federal Grants			
Fund 101 - General Fund	Cover Match within Federal Grants		12,540
TOTAL LANCASTER PERFORMING ARTS			\$ 12,540
Fund 402 - Lancaster Performing Arts Center			
Fund 101 - General Fund	Fund Operations		748,375
TOTAL LANCASTER PERFORMING ARTS			\$ 748,375
Fund 456 - Still Meadow Assessment District			
Fund 101 - General Fund	Reimburse Capital Imp	10,000	
TOTAL STILL MEADOW ASSESSMENT DISTRICT		\$ 10,000	\$ -
Fund 480 - Sewer Maintenance Fund			
Fund 109 - Reserves	Retiree Health Benefits	215,555	
Fund 485 - Recycled Water Fund	Funding for Recycled Water Usage	55,000	
TOTAL SEWER MAINTENANCE FUND		\$ 270,555	\$ -
Fund 482 - Landscape Maintenance District			
Fund 109 - Reserves	Retiree Health Benefits	25,225	
TOTAL LANDSCAPE MAINTENANCE DISTRICT		\$ 25,225	\$ -
Fund 483 - Lighting Maintenance Fund			
Fund 109 - Reserves	Retiree Health Benefits	59,980	
Fund 206 - TDA Article 8	Fund Operations		299,025
TOTAL LIGHTING MAINTENANCE DISTRICT		\$ 59,980	\$ 299,025
Fund 484 - Drainage Maintenance District			
Fund 109 - Reserves	Retiree Health Benefits	56,210	
TOTAL DRAINAGE MAINTENANCE DISTRICT		\$ 56,210	\$ -

Detail of Operating Transfers Year End Estimate FY 2016-17

Fund Number & Description	Description of Transfer	Transfer Out	Transfer In
Fund 485 - Recycled Water Fund			
Fund 101 - General Fund	Funding for Operations		55,000
Fund 480 - Sewer Maintenance District	Funding for Recycled Water Usage		55,000
TOTAL RECYCLED WATER			\$ 110,000
TOTAL TRANSFERS		\$ 10,310,795	\$ 10,310,795

Detail of Operating Transfers FY 2017-18

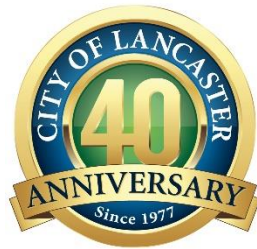
Fund Number & Description	Description of Transfer	Transfer Out	Transfer In
Fund 101 General Fund			
Fund 109 - Employee Benefit Reserve	Retiree Health Benefits	1,374,950	
Fund 109 - Employee Benefit Reserve	Vacation Buyback	250,000	
Fund 109 - Employee Benefit Reserve	Legal Reserve	500,000	
Fund 251 - Development Engineering	Fund Operations	1,695,000	
Fund 402 - Lancaster Performing Arts Center	Fund Operations	549,435	
Fund 485 - Recycled Water Fund	Funding for operations	55,000	
Fund 206 - TDA Article 8	Fund Traffic Operations Division		461,700
Fund 207 - Proposition A	Recreation Bus Service		20,000
Fund 207 - Proposition A	Park n Ride Security		154,740
Fund 248 - Traffic Safety Funds	Transfer for Public Safety		260,000
Fund 456 - Stillmeadow Assessment	Reimburse Capital Imp.		10,000
TOTAL GENERAL FUND		\$ 4,424,385	\$ 906,440
Fund 109 Reserves			
Fund 101 - Retiree Health Benefits			1,374,950
Fund 101 - Vacation Buyback			250,000
Fund 101 - Legal Reserves			500,000
Fund 203 - Retiree Health Benefits			203,865
Fund 251 - Retiree Health Benefits			145,220
Fund 480 - Retiree Health Benefits			214,175
Fund 482 - Retiree Health Benefits			24,940
Fund 483 - Retiree Health Benefits			65,005
Fund 484 - Retiree Health Benefits			55,980
TOTAL RESERVES		\$ -	\$ 2,834,135
Fund 203 - Gas Tax Fund			
Fund 109 - Reserves	Retiree Health Benefits	203,865	
Fund 206 - TDA Article 8	Fund Street Maintenance Operations		2,840,000
TOTAL GAS TAX		\$ 203,865	\$ 2,840,000
Fund 206 - TDA Article 8			
Fund 101 - General Fund	Fund Traffic Operations	461,700	
Fund 203 - Gas Tax	Fund Street Maintenance Operations	2,840,000	
TOTAL TDA ARTICLE 8		\$ 3,301,700	\$ -
Fund 207 - Proposition A			
Fund 101 - General Fund	Recreation Bus Service	20,000	
Fund 101 - General Fund	Park n Ride Security	154,740	
TOTAL PROPOSITION A		\$ 174,740	\$ -
Fund 248 - Traffic Safety Fund			
Fund 101 - General Fund	Fund Public Safety	260,000	
TOTAL TRAFFIC SAFETY FUND		\$ 260,000	\$ -

Detail of Operating Transfers FY 2017-18

Fund Number & Description	Description of Transfer	Transfer Out	Transfer In
Fund 251 - Development Engineering			
Fund 101 - General Fund	Fund Operations		1,695,000
Fund 109 - Reserves	Retiree Health Benefits	145,220	
TOTAL DEVELOPMENT ENGINEERING		\$ 145,220	\$ 1,695,000
Fund 301 - Lancaster Housing Authority			
Fund 306 - Lanc Housing Successor	Fund Operations	920,000	-
TOTAL LANCASTER HOUSING AUTHORITY		\$ 920,000	\$ -
Fund 306 - Lancaster Housing Successor			
Fund 301 - Lanc Housing Authority	Fund Operations	-	920,000
TOTAL LANCASTER HOUSING SUCCESSOR		\$ -	\$ 920,000
Fund 402 - Lancaster Performing Arts Center			
Fund 101 - General Fund	Fund Operations	-	549,435
TOTAL LANCASTER PERFORMING ARTS		\$ -	\$ 549,435
Fund 456 - Still Meadow Assessment District			
Fund 101 - General Fund	Reimburse Capital Imp	10,000	-
TOTAL STILL MEADOW ASSESSMENT DISTRICT		\$ 10,000	\$ -
Fund 480 - Sewer Maintenance Fund			
Fund 109 - Reserves	Retiree Health Benefits	214,175	
Fund 485 - Recycled Water Fund	Funding for Recycled Water Usage	55,000	
TOTAL SEWER MAINTENANCE FUND		\$ 269,175	\$ -
Fund 482 - Landscape Maintenance District			
Fund 109 - Reserves	Retiree Health Benefits	24,940	
TOTAL LANDSCAPE MAINTENANCE DISTRICT		\$ 24,940	\$ -
Fund 483 - Lighting Maintenance Fund			
Fund 109 - Reserves	Retiree Health Benefits	65,005	
TOTAL LIGHTING MAINTENANCE DISTRICT		\$ 65,005	\$ -
Fund 484 - Drainage Maintenance District			
Fund 109 - Reserves	Retiree Health Benefits	55,980	
TOTAL DRAINAGE MAINTENANCE DISTRICT		\$ 55,980	\$ -
Fund 485 - Recycled Water Fund			
Fund 101 - General Fund	Funding for Operations	-	55,000
Fund 480 - Sewer Maintenance District	Funding for Recycled Water Usage	-	55,000
TOTAL RECYCLED WATER		\$ -	\$ 110,000
Fund 490 - Lancaster Choice Energy			
Fund 491 - California Choice Energy Auth.	Fund Operations	1,076,485	388,865
TOTAL LANCASTER CHOICE ENERGY		\$ 1,076,485	\$ 388,865

Detail of Operating Transfers FY 2017-18

Fund Number & Description	Description of Transfer	Transfer Out	Transfer In
Fund 491 - California Choice Energy Authority			
Fund 490 - Lancaster Choice Energy	Fund Operations	388,865	1,076,485
TOTAL DRAINAGE MAINTENANCE DISTRICT		\$ 388,865	\$ 1,076,485
TOTAL TRANSFERS		11,320,360	11,320,360



CITY OF LANCASTER

REVENUE

Revenue Detail

Fund	Acct #	Description	Actuals FY 2016	Year End Estimates FY 2017	Adopted FY 2018
GENERAL FUND					
TAXES					
101	3100100	PROPERTY TAXES	\$6,698,981	\$6,016,725	\$6,276,895
101	3100101	PROPERTY TAXES - IN LIEU OF VLF	\$12,553,175	\$13,263,590	\$13,448,630
		TOTAL PROPERTY TAX	\$ 19,252,156	\$ 19,280,315	\$19,725,525
101	3101100	SALES & USE TAX	\$20,504,654	\$19,794,240	\$20,368,490
101	3101101	SALES & USE TAX - TRIPLE FLIP	(\$1,274,918)		
101	3101102	"IN-LIEU" SALES & USE TAX	\$1,284,486		
		TOTAL SALES & USE TAX	\$ 20,514,222	\$ 19,794,240	\$ 20,368,490
101	3103100	TRANSIENT OCCUPANCY TAX	\$1,866,299	\$1,856,650	\$1,893,780
101	3105100	REAL PROPERTY TRANSFER TAX	\$418,302	\$418,615	\$428,610
		TOTAL OTHER TAXES	\$ 2,284,601	\$ 2,275,265	\$2,322,390
REVENUE FROM OTHER AGENCIES					
101	3303100	VEHICLE IN-LIEU FEE	\$64,874	\$70,375	\$70,000
101	3305100	STATE MANDATED COST REIMBURSEMENT	\$159,434		\$100,000
101	3614100	OTHER AGENCY FEE ADMIN	\$93,549	\$65,000	\$165,655
		TOTAL REVENUE FROM OTHER AGENCIES	\$ 317,857	\$ 135,375	\$ 335,655
LICENSES & PERMITS					
101	3102200	BUSINESS LICENSE FEES	\$508,678	\$495,000	\$505,100
101	3102250	BUSINESS LICENSE PROCESS FEES	\$201,235	\$195,820	\$195,365
101	3102251	TOBACCO LICENSE PROCESSING	\$14,316	\$12,150	\$14,200
101	3102300	BUSINESS LICENSE PENALTY FEES	\$28,271	\$25,000	\$32,000
101	3102400	RENTAL HOUSING BUSINESS LIC	\$150,927	\$150,000	\$150,000
101	3102500	RENTAL HOUSING BUS LIC PENALTY	\$12,313	\$12,250	\$12,250
101	3102600	TAXI & TOW LICENSE FEES	\$15,198	\$10,500	\$10,500
101	3102700	TAXI & TOW LICENSE PENALTY	\$651	\$350	\$350
101	3102800	LICENSE APPEALS	\$6,133	\$2,500	\$2,500
101	3102900	SB1186 DISABILITY ACCESS FEE	\$7,700	\$7,340	\$7,485
101	3201240	FILM PERMIT FEES	\$4,950	\$5,000	\$5,000
101	3410100	BINGO LICENSES & FEES	\$277	\$180	\$200
101	3411100	MHP - PERMIT/LOT/INSPECTION	\$42,857	\$42,855	\$43,100
		TOTAL LICENSES & PERMITS	\$ 993,506	\$ 958,945	\$978,050
CHARGES FOR CURRENT SERVICE					
101	3102100	FRANCHISE FEES	\$2,821,855	\$2,908,010	\$3,002,575
101	3102101	PEG FEES		\$50,000	\$200,000
101	3102150	CONTRACT FEES - AB939	\$1,723,401	\$1,627,755	\$4,440,005
101	3102401	RENTAL HOUSING INSPECTIONS	\$148,917	\$145,000	\$145,000
101	3102402	MOBILE HOME INSPECTIONS	\$7,142	\$5,490	\$5,490
101	3203100	PLANNING & ZONING FEES	\$524,055	\$325,000	\$250,000
101	3208100	PLANNING - LANDSCAPE	\$2,992	\$15,000	\$1,750
101	3209100	PLANNING BUILDING PLAN REVIEW	\$7,263	\$10,000	\$4,500
101	3210100	PLANNING - GENERAL PLAN UPDATE	\$4,427	\$15,000	\$4,000
101	3310500	FALSE ALARM FEES	\$1,200	\$200	\$500

Fund	Acct #	Description	Actuals FY 2016	Year End Estimates FY 2017	Adopted FY 2018
101	3584100	PW REIMBURSED SERVICES	\$29,396	\$12,000	\$7,000
101	3588100	PW STRONG MOTION SEISMIC	\$316	\$100	\$300
101	3605100	PASSPORT EXECUTION FEE	\$28,125	\$51,845	\$70,800
101	3605200	PASSPORT PHOTO FEE	\$5,560	\$10,960	\$10,000
101	3608100	PUBLIC WORKS SERVICES	\$38,402	\$20,000	\$20,000
TOTAL CHARGES FOR CURRENT SERVICE			\$ 5,343,051	\$ 5,196,360	\$8,161,920

FINES & FORFEITURES

101	3104200	NARCOTIC SEIZURE REVENUE	\$1,396		
101	3309100	PUBLIC SAFETY-ADMIN CIT	\$7,313	\$1,000	\$1,000
101	3310200	PARKING VIOLATION FINES	\$449,916	\$600,000	\$650,000
101	3310300	IMPOUND FEES	\$58,720	\$50,000	\$50,000
101	3310400	CODE ENFORCEMENT FINES	\$128,615	\$130,000	\$130,000
101	3310410	CODE ENF-CRT ORDERED	\$1,414	\$1,500	\$1,500
101	3310600	YOUTH COURT FEES	\$4,296		\$4,000
TOTAL FINES & FORFEITURES			\$ 651,670	\$ 782,500	\$836,500

GRANTS

101	3308100	C.O.P.S. REVENUE	\$289,780	\$275,000	\$285,000
101	3409100	MEASURE A OPERATIONS	\$474,886	\$661,125	\$186,000
101	3409200	AFTER SCHOOL GRANT	\$638,558	\$627,515	\$685,020
TOTAL GRANTS			\$ 1,403,224	\$ 1,563,640	\$1,156,020

PARKS, RECREATION & ARTS REVENUE

101	3401100	RECREATION FEES	\$340,560	\$366,000	\$345,000
101	3401150	DAY CAMP	\$112,245	\$129,000	\$121,500
101	3401199	RECREATION SPONSORSHIPS	\$305,064	\$310,000	\$325,000
101	3401200	OUTLOOK MARKETING SPONSORSHIP	\$93,750	\$130,000	\$130,000
101	3401250	BATTING FACILITY FEES	\$92,932	\$100,000	\$103,000
101	3401300	ATHLETIC FEES	\$249,143	\$240,000	\$245,000
101	3401310	TOURNAMENT PROMOTIONS	\$4,302	\$10,270	\$30,000
101	3401320	TOURNAMENT FEES	\$29,469	\$22,810	\$5,000
101	3401330	TOURNAMENT GATE REVENUE	\$191,275	\$170,000	\$175,000
101	3401340	SOCCER GATE REVENUE	\$230,965	\$143,000	\$143,000
101	3401400	POOL FEES	\$104,184	\$104,000	\$108,000
101	3401500	SPECIAL CLASSES	\$161,651	\$163,000	\$180,000
101	3401600	MUSEUM AND ARTS	\$7,373	\$7,180	\$14,000
101	3401805	MOAH - FACILITY RENTAL	\$49,969	\$61,185	\$60,000
101	3401815	MOAH - CLEANING FEES	\$3,500	\$4,675	\$5,000
101	3401900	POPPY FESTIVAL REVENUE	\$290,880	\$225,000	\$305,000
101	3402100	CONCESSION/LEASE FEES	\$308,440	\$307,000	\$307,000
101	3402101	SOCCER CONCESSION	\$10,285	\$11,000	\$11,000
101	3402102	SOFTBALL CONCESSION	\$6,093	\$10,000	\$50,000
101	3402200	INDOOR FACILITY RENTAL FEES	\$14,590	\$16,000	\$25,000
101	3402300	OUTDOOR FACILITY RENTAL FEES	\$7,794	\$10,000	\$5,000
101	3402350	FACILITY RENTAL STAFF	\$14,050	\$14,000	\$14,000
101	3402400	INSURANCE FOR FACILITY RENTALS	\$3,384	\$3,000	\$3,000
101	3402701	RECREATION EVENT REVENUE	\$13,967	\$15,000	\$20,000
101	3402751	SPECIAL EVENT REVENUE	\$181,404	\$180,000	\$175,000

Fund	Acct #	Description	Actuals FY 2016	Year End Estimates FY 2017	Adopted FY 2018
101	3402752	THUNDER ON THE LOT	\$33,682	\$35,000	\$35,000
101	3402960	STADIUM UTILITY FEES	\$221,688	\$115,000	\$130,000
101	3405103	CEDAR STREET MONTHLY	\$83,526	\$45,000	\$45,000
101	3406100	STADIUM LEASE REVENUES	\$69,688	\$41,815	\$41,815
101	3406110	STADIUM MAINT. REVENUE	\$125,000	\$100,000	\$100,000
101	3408100	SPONSORSHIP REVENUE-STADIUM	\$60,000		
101	3450100	OTHER PARKS REVENUES	\$79,507	\$36,320	\$37,000
TOTAL PARKS, RECREATION & ARTS			\$ 3,500,360	\$ 3,125,255	\$3,293,315

OTHER REVENUES

101	3307100	CRT SETTLEMENT FUND GRANT		\$150,000	
101	3601100	MISCELLANEOUS REVENUES	\$140,167	\$35,000	\$35,000
101	3403100	PUBLICATIONS & COPIES	\$2,492	\$2,500	\$2,500
101	3470100	CITY STORE REVENUE	\$67	\$80	
101	3550100	TRACTION SEAL	\$193,601		
101	3601120	WASTE MGMT COMMUNITY PROGRAMS			\$35,000
101	3606100	SALE OF SURPLUS PROPERTY	\$5,848	\$1,000	\$1,000
101	3610300	NOTE PAYMENTS-OPER COVENANTS	\$133,989	\$198,240	
101	3610400	NOTE PAYMENTS-SPICE UP LANCASTER	\$15,250	\$16,000	\$15,000
101	3615150	BID/TBID STAFFING	\$42,750	\$114,200	\$114,200
101	3616200	E WASTE RECYCLING	\$42,498	\$70,000	\$80,000
101	3650101	OTHER FINANCING SOURCES	\$7,339,730	\$997,500	\$997,500
101	370XXXX	LCE LOAN REPAYMENT		\$1,500,000	\$449,600
101	3703100	SA - LOAN REPMT (POST DISSOLUTION)	\$2,144,669	\$294,805	
101	3703160	SA ADMIN EXP REIMB TO CITY	\$341,871	\$350,000	\$450,000
TOTAL OTHER REVENUES			\$ 10,402,932	\$ 3,729,325	\$2,179,800

REIMBURSEMENT FROM OTHER FUNDS

101	3705100	OVERHEAD - LANDSCAPE MAINTENANCE	\$241,990	\$246,830	\$251,765
101	3705110	OVERHEAD - DRAINAGE MAINTENANCE	\$436,740	\$445,475	\$454,385
101	3705130	OVERHEAD - LANC LIGHTING MAINT	\$350,025	\$357,025	\$364,165
101	3705140	OVERHEAD - RECYCLED WATER	\$57,230	\$57,230	\$58,375
101	3705207	OVERHEAD - PROP A	\$36,445	\$37,175	\$37,915
101	3705301	OVERHEAD - HOUSING AUTHORITY	\$13,995	\$13,995	\$13,995
101	3705306	OVERHEAD - HOUSING SUCCESSOR AGENCY	\$667,615	\$667,615	\$667,615
101	3705480	OVERHEAD - SEWER MAINTENANCE	\$1,120,935	\$1,143,355	\$1,166,220
101	3706110	OVERHEAD - SUBDIVISION ENGINEERING	\$684,510	\$698,200	\$712,165
101	3706203	OVERHEAD - STREET MAINTENANCE	\$1,347,048	\$1,373,990	\$1,401,470
101	3706486	OVERHEAD - POWER AUTHORITY	\$600,000	\$50,000	\$50,000
101	3706490	OVERHEAD - LANC CHOICE ENERGY REIMB	\$1,000,000	\$1,250,000	\$1,500,000
TOTAL REIMBURSEMENT FROM OTHER FUNDS			\$ 6,556,533	\$ 6,340,890	\$6,678,070

USE OF MONEY & PROPERTY

101	3501100	INTEREST INCOME		\$250,000	\$255,340
101	3610200	FORMER ED LAND RENTAL INCOME	\$104,069	\$240,600	\$260,460
101	3620300	INCUBATOR RENT INCOME	\$168,690	\$156,500	\$160,000
101	3621300	PW SHARED INFRASTRUCTURE	\$12,000	\$12,000	\$12,000
TOTAL USE OF MONEY & PROPERTY			\$ 284,759	\$ 659,100	\$ 687,800

TOTAL GENERAL FUND			\$ 71,504,871	\$ 63,841,210	\$ 66,723,535
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Fund	Acct #	Description	Actuals FY 2016	Year End Estimates FY 2017	Adopted FY 2018
LANCASTER PERFORMING ARTS CENTER					
402	3405100	THEATER SEASON TICKET	\$490,752	\$550,000	\$560,000
402	3405101	LOBBY SALES	\$3,779	\$3,200	\$3,200
402	3405102	CONVENIENCE FEES		\$30,000	\$30,000
402	3405127	THEATRE RENTAL FEES - LABOR	\$106,213	\$96,000	\$96,000
402	3405200	COSPONSORSHIP PROGRAM	\$4,000		\$10,000
402	3405300	BUILDING RENTAL	\$55,490	\$55,000	\$60,000
402	3405301	ZELDA'S BUILDING RENT	\$3,075	\$5,000	
402	3405302	CREDIT CARD CHARGES TO RENTERS	\$7,456	\$5,500	\$4,500
402	3405303	THEATRE RENTAL FEES	\$11,529	\$15,000	\$14,000
402	3405304	MUSIC LICENSE FEE	\$900	\$650	\$600
402	3405305	CLEANING DAMAGE FEE	\$1,150	\$1,000	\$1,000
402	3405306	THEATRE RNTL FEES-EQUIP CHARGE	\$3,570	\$3,400	\$4,000
402	3405307	THEATER CONCESSIONS	\$30,620	\$32,000	\$32,000
402	3405308	ZELDA'S CONCESSIONS	\$18,118	\$100,000	\$66,000
TOTAL LANCASTER PERFORMING ARTS CENTER			\$ 736,652	\$ 896,750	\$ 881,300
LANCASTER COMMUNITY SERVICES FOUNDATION					
106	3204101	MUSEUM ART GALLERY SPONSORSHIPS	\$27,500	\$5,000	\$10,000
106	3223100	PRIME DSRT WDLND DONATION		\$1,200	\$1,000
106	3226100	BOEING RECREATION GRANT	\$6,000	\$6,000	\$6,000
106	3230100	MAYORS SCHOLARSHIP	\$9,437	\$24,915	\$15,330
106	3230110	MAYORS HEALTH/WELLNESS	\$20,856	\$13,000	\$10,000
106	3232100	BLVD EVENTS DONATIONS	\$8,000	\$8,000	\$8,000
106	3234100	LUNCH BOX PROGRAM-YOUTH COMM		\$5,450	\$1,000
106	3402900	JETHAWKS BASEBALL FOUNDATION		\$8,700	
TOTAL LANCASTER COMMUNITY SERVICES FOUNDATION			\$ 71,793	\$ 72,265	\$ 51,330
RESERVES FUND					
109	3200100	TRANS FROM CITY-LEGAL CLAIMS	\$4,000	\$12,000	
TOTAL RESERVES FUND			\$ 4,000	\$ 12,000	-
GAS TAX FUND					
203	3108100	GAS TAX - 2103	\$734,166	\$431,910	\$693,835
203	3109100	GAS TAX - 2105	\$899,522	\$968,170	\$934,400
203	3110100	GAS TAX - 2106	\$531,473	\$589,770	\$569,405
203	3112100	GAS TAX - 2107	\$1,099,963	\$1,251,520	\$1,207,990
203	3112200	HIGHWAY USERS TAX DEFERRAL			\$887,600
203	3113100	GAS TAX - 2107.5	\$10,000	\$10,000	\$10,000
203	3114100	GAS TAX INTEREST			\$179,745
203	3601100	IFD 93-2 ASSESSMENTS	\$9,159	\$10,000	\$10,000
203	3603100	OTHER REIMBURSEMENTS	(\$1,475)	\$1,200	\$1,200
TOTAL GAS TAX FUND			\$3,282,808	\$3,262,570	\$4,494,175
AB2766 AIR QUALITY IMPROVEMENT FUND					
204	3750100	AVAQMD CHARGE READY		\$30,120	
TOTAL AB2766 AIR QUALITY IMPROVEMENT FUND			\$0	\$30,120	\$0

Fund	Acct #	Description	Actuals FY 2016	Year End Estimates FY 2017	Adopted FY 2018
TDA ARTICLE 8 FUND					
206	3312100	TDA GRANTS	\$1,825,000	\$10,471,493	\$6,362,000
206	3501100	INTEREST INCOME	\$4,927	\$14,000	\$14,000
TOTAL TDA ARTICLE 8 FUND			\$ 1,829,927	\$ 10,485,493	\$ 6,376,000
PROPOSITION A FUND					
207	3314100	PROP A 1/2% TAX	\$2,885,838	\$2,945,930	\$2,957,575
207	3501100	INTEREST	\$9,887	\$10,000	\$10,000
TOTAL PROPOSITION A FUND			\$ 2,895,725	\$ 2,955,930	\$ 2,967,575
TDA ARTICLE 3 BIKEWAY FUND					
208	3313100	TDA ARTICLE 3 BIKEWAY	\$209,424	\$260,690	\$105,000
TOTAL TDA ARTICLE 3 BIKEWAY FUND			\$ 209,424	\$ 260,690	\$ 105,000
PROPOSITION C FUND					
209	3315100	PROP C 1/2% TAX	\$2,358,983	\$2,443,575	\$2,450,000
209	3501100	INTEREST INCOME	\$18,853	\$17,500	\$17,500
TOTAL PROPOSITION C FUND			\$ 2,377,836	\$ 2,461,075	\$ 2,467,500
MEASURE R FUNDS					
210	3315100	MEASURE R TAX	\$1,796,381	\$1,832,545	\$1,832,545
210	3320100	MEASURE R-HIGHWAY EQUITY	\$1,419,818	\$30,046,866	\$25,740,770
210	3501100	INTEREST INCOME	\$11,032	\$8,225	\$8,225
TOTAL MEASURE R FUNDS			\$ 3,227,231	\$ 31,887,636	\$ 27,581,540
MEASURE M FUNDS					
211	3315100	MEASURE M FUNDS			\$1,500,000
TOTAL MEASURE M FUNDS			\$0	\$0	\$1,500,000
PARK DWELLING UNIT FEE FUND					
213	3208100	DWELLING UNIT FEES	\$177,563	\$50,000	\$100,000
TOTAL PARK DWELLING UNIT FEE FUND			\$ 177,563	\$ 50,000	\$ 100,000
SIGNAL IMPACT FEE FUND					
217	3100100	DEVELOPER PAID SIGNAL IMPACT FEE	\$325,285	\$250,000	\$220,000
TOTAL SIGNAL IMPACT FEE FUND			\$ 325,285	\$ 250,000	\$ 220,000
DRAINAGE IMPACT FEE FUND					
220	3200100	DEVELOPER PAID DRAINAGE IMPACT FEE	\$608,229	\$590,000	\$670,000
TOTAL DRAINAGE IMPACT FEE FUND			\$ 608,229	\$ 590,000	\$ 670,000
BIOLOGICAL IMPACT FEE FUND					
224	3201100	BIOLOGICAL IMPACT FEE	\$1,846,840	\$500,000	\$450,000
TOTAL BIOLOGICAL IMPACT FEE FUND			\$ 1,846,840	\$ 500,000	\$ 450,000
URBAN STRUCTURE FACILITIES IMPACT FEE FUND					
227	3201100	FACILITIES IMPACT - PARK	\$591,056	\$130,000	\$254,000
TOTAL URBAN STRUCTURE FACILITIES IMPACT FEE FUND			\$ 591,056	\$ 130,000	\$ 254,000

Fund	Acct #	Description	Actuals FY 2016	Year End Estimates FY 2017	Adopted FY 2018
URBAN STRUCTURE ADMIN FACILITIES IMPACT FEE FUND					
228	3202100	FACILITIES IMPACT - ADMIN	\$14,436	\$18,000	\$14,000
TOTAL URBAN STRUCTURE ADMIN FACILITIES IMPACT FEE FUND			\$ 14,436	\$ 18,000	\$ 14,000
URBAN STRUCTURE YARD FACILITIES IMPACT FEE FUND					
229	3203100	FACILITIES IMPACT - YARD	\$13,636	\$17,000	\$130,000
TOTAL URBAN STRUCTURE YARD FACILITIES IMPACT FEE FUND			\$ 13,636	\$ 17,000	\$ 130,000
TRAFFIC IMPACT FEE FUND					
232	3216100	DEV. PAID TRAFFIC IMPACT FEES	\$390,765	\$460,000	\$230,000
TOTAL TRAFFIC IMPACT FEE FUND			\$ 390,765	\$ 460,000	\$ 230,000
TRAFFIC SAFETY FUND					
248	3104100	MISC. COURT FINES - LOCAL	\$107,450	\$20,000	\$100,000
248	3310100	VEHICLE CODE FINES	\$205,572	\$160,000	\$160,000
TOTAL TRAFFIC SAFETY FUND			\$ 313,022	\$ 180,000	\$ 260,000
DEVELOPMENT FEES FUND					
251	3201100	BUILDING & SAFETY FEES	\$597,384	\$900,000	\$650,000
251	3201102	PLUMBING PERMIT FEES	\$31,876	\$45,000	\$50,000
251	3201104	ELECTRICAL PERMIT FEE	\$301,581	\$260,000	\$350,000
251	3201106	MECHANICAL PERMIT FEE	\$66,488	\$75,000	\$60,000
251	3201118	GRADING PLAN CHECK FEE	\$46,384	\$90,000	\$35,000
251	3201119	TRAFFIC PLAN CHECK FEE	\$37,085	\$45,000	\$15,000
251	3201120	ENGINEERING FEES - PRMT	\$556,596	\$500,000	\$250,000
251	3201200	ENGINEERING ADD'L	\$15,643	\$30,000	\$25,000
251	3202100	ENGINEERING FEES - TR & P MAPS	\$103,974	\$60,000	\$103,350
TOTAL DEVELOPMENT FEES FUND			\$ 1,757,011	\$ 2,005,000	\$ 1,538,350
LA COUNTY REIMBURSEMENT FUND					
261	3301100	L A COUNTY REIMBURSEMENTS	\$19,200	\$1,750,000	
261	3303120	L A COUNTY REVIVE 25 REIMBURSEMENT		\$267,000	
261	3306100	WINTER SHELTER -HOME	\$167,588	\$82,393	
261	3307100	YEAR-RND WINTER SHELTER -HOME	\$78,080	\$76,479	
261	3308100	L A CNTY ARTS COMMISSION	\$1,300	\$5,705	
261	3405100	L A CO REIMBURSEMENTS		\$750,000	
TOTAL LA COUNTY REIMBURSEMENT FUND			\$ 266,168	\$ 2,931,577	\$ -
LANCASTER HOUSING AUTHORITY - SUCCESSOR					
306	3101100	MRB REVENUE	\$82,170	\$64,750	\$64,750
306	3102100	COND, COVENANTS & RESTRICTIONS	\$20,925	\$31,000	
306	3601100	MISC REVENUE - HOUSING	\$2,069	\$9,000	
306	3605400	RENTAL INCOME - NEIGHBORHOOD HOUSING	\$22,900	\$25,800	\$25,800
306	3606100	LAND SALES	\$387,266	\$150,000	\$150,000
306	3607100	LAND LEASE AGREEMENTS	\$25,612	\$25,615	\$25,615
306	3610100	NO INTEREST DEF HSG LOAN PROGRAM	\$121,388	\$50,000	\$50,000
TOTAL LANCASTER HOUSING AUTHORITY - SUCCESSOR			\$ 662,330	\$ 356,165	\$ 316,165

Fund	Acct #	Description	Actuals FY 2016	Year End Estimates FY 2017	Adopted FY 2018
MTA GRANT - PROP C					
321	3350100	PROP C GRANT-TRAFFIC OPS		\$1,533,790	\$200,000
321	3350101	PROP C GRANT-10TH ST W		\$1,596,650	
321	3350102	PROP C GRANT-10TH ST W		\$675,000	
321	3402100	AVE I CORR IMPR 10TH W-20TH W	\$6,944	\$350,013	\$16,000
TOTAL MTA GRANT - PROP C			\$6,944	\$4,155,453	\$216,000
MTA GRANT - STPL FUND					
323	3351100	STPL - AVENUE H REHAB	\$838,523	\$569,710	
323	3351101	STPL-PVMT MGMT-REV 25			
323	3351102	STPL-PEDEST GAP CLOSURE			\$217,705
323	3351103	STPL-10TH ST W BIKE & DIET			\$715,000
TOTAL MTA GRANT - STPL FUND			\$ 838,523	\$ 569,710	\$ 932,705
STATE GRANT - OTS					
324	3307200	OTS GRANT-SAFE RTS TO SCHOOL		\$100,000	
TOTAL STATE GRANT - OTS			\$0	\$100,000	\$0
MTA GRANT - MEASURE R					
327	3300100	TOD PLANNING GRANT		6,647	
TOTAL MTA GRANT - MEASURE R			\$ -	\$ 6,647	-
STATE RECYCLING GRANT FUND					
330	3304100	RECYCLING - BEVERAGE	\$22,466	\$13,986	
330	3304112	BVRG CONTAINER INCENTIV		\$42,178	
330	3304113	BVRG CONTAINER CCP-15/16		\$40,760	
330	3304XXX	BVRG CONTAINER INCENTIV			\$40,000
330	3304208	WASTE TIRE CLEANUP TCU 15		\$74,000	
330	3304209	WASTE TIRE ENFORCEMENT TEA 22	\$16,702	\$36,327	
330	3304302	ILLEGAL DISPOSAL GRANT	\$73,090	\$282,350	
330	3304502	HOUSEHOLD HAZARDOUS WASTE	\$6,460	\$49,074	
330	3304503	HOUSEHOLD HAZARDOUS WASTE HD26		\$78,456	
330	3304504	HOUSEHOLD HAZARDOUS WASTE HD27		\$49,730	
330	3501100	INTEREST INCOME-BEVERAG	\$30		
330	3501120	INTEREST - UNREALIZED	\$116		
TOTAL STATE RECYCLING GRANT FUND			\$ 118,864	\$ 666,861	\$ 40,000
USED OIL GRANT FUND					
331	3306200	USED OIL COMPETITIVE	\$80,885	\$32,976	
331	3306785	USED OIL GRANT OPP6	\$1,345	\$42,868	
331	3306786	USED OIL GRANT OPP7		\$44,467	
331	3306787	USED OIL GRANT OPP8			\$44,215
331	3501100	INTEREST INCOME	\$42		
331	3501120	INTEREST - UNREALIZED	\$117		
TOTAL USED OIL GRANT FUND			\$ 82,389	\$ 120,311	\$ 44,215
MISC. STATE GRANT FUND					
349	3301101	WTR RES BRD - REIMB	\$150,304	\$70,000	\$70,000
349	3307200	SAFE ROUTES TO SCHOOL		\$445,800	
349	3310101	CA ENERGY COMM-EPIC/AEC PRJ		\$1,469,780	
TOTAL MISC. STATE GRANT FUND			\$ 150,304	\$ 1,985,580	\$ 70,000

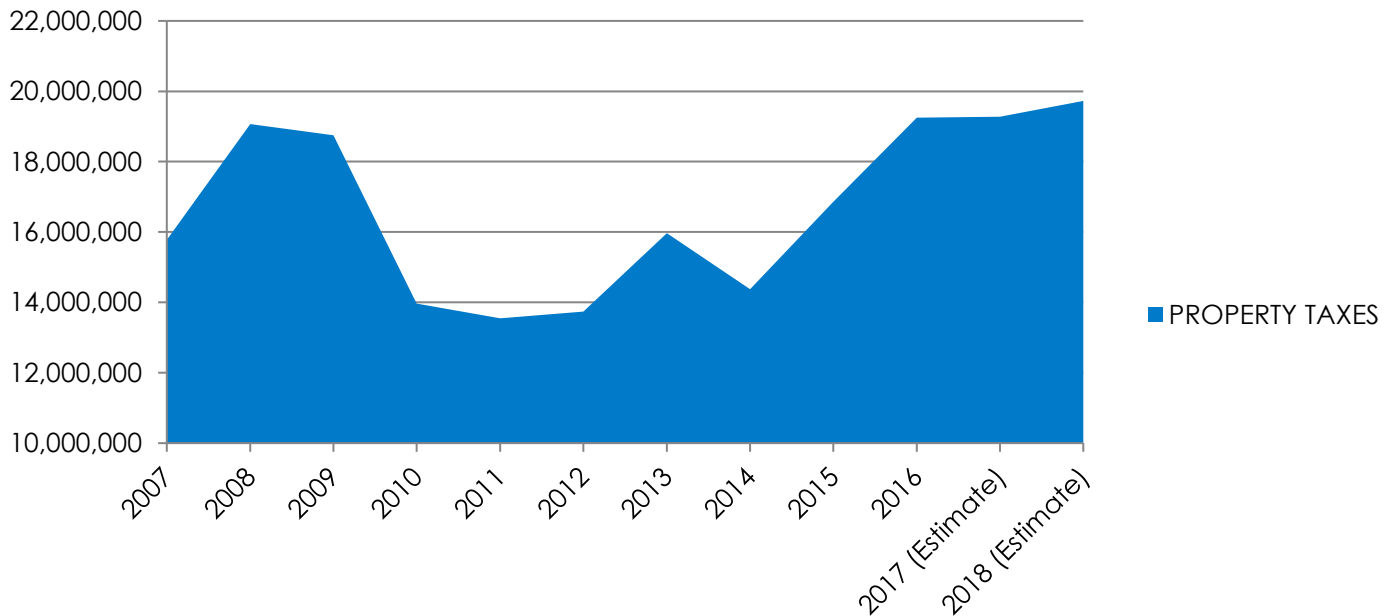
Fund	Acct #	Description	Actuals FY 2016	Year End Estimates FY 2017	Adopted FY 2018
COMMUNITY DEVELOPMENT BLOCK GRANT FUND					
361	3380100	CDBG GRANTS	\$1,250,949	\$1,200,000	\$1,127,835
361	3381100	CDBG - SECTION 108	\$484,867	\$460,000	\$468,710
361	3601100	CDBG PROGRAM INCOME		\$38,000	
TOTAL COMMUNITY DEVELOPMENT BLOCK GRANT FUND			\$ 1,735,816	\$1,698,000	\$ 1,596,545
NEIGHBORHOOD STABILIZATION PROGRAM FUND					
363	3100500	NSP - SALE OF PROP/PROG INCOME	\$1,169,932	\$900,000	\$900,000
363	3102100	COND, COVENANTS & RESTRICTIONS NSP1		\$23,000	
363	3200100	NSP - 3 REVENUE	\$43,185	\$355,000	
363	3200500	NSP - 3 SALES OF PROP/PROG INCOME	\$794,008	\$450,000	\$450,000
TOTAL NEIGHBORHOOD STABILIZATION PROGRAM FUND			\$2,007,125	\$1,728,000	\$1,350,000
HOME GRANT FUND					
391	3604100	HOME PROGRAM INCOME	\$76,662	\$100,000	\$100,000
391	3604110	HOME PROGRAM INCOME	\$8,518	\$10,000	\$10,000
TOTAL HOME GRANT FUND			\$ 85,180	\$ 110,000	\$ 110,000
FEDERAL MISC. GRANTS					
399	3301201	HIGHWAY SAFETY IMP PR	\$103,578		
399	3301203	HSIP GRANT - 5TH E CORRIDOR		\$1,438,297	
399	3301204	HSIP GRANT - AVE L CHLNDR ROUND	\$500,540	\$44,229	
399	3301205	HSIP - AVENUE I-CHALLENGER TO PRICE	\$6,716	\$1,202,003	
399	3301206	HSIP - AVENUE I-PRICE TO 35TH E	\$5,041	\$1,479,033	
399	3301207	HSIP INTERSECTION IMP I & 10	\$4,513	\$180,900	
399	3301208	HSIP-15TH ST W/LANC BLVD ROUNDABOUT	\$27,025	\$769,550	
399	3301209	HSIP-15TH ST E LANCASTER BLVD	\$9,563	\$756,900	
399	3301210	HSIP - RURAL INTERSECTION	\$59,005		
399	3301211	HSIP - 10W & AVE J IMPRVMENTS			\$2,456,730
399	3301212	HSIP - AVE G @ SIERRA HWY (ICE IMPROV)			\$526,700
399	3301213	HSIP - AVE I @ 60TH ST W (ICE IMPROV)			\$214,000
399	3301302	ATP-SRTS MASTER PLAN GRANT	\$148,351	\$112,206	
399	3301303	ATP - 10W BIKEWAYS & RD DIET		\$70,000	\$715,000
399	3301304	ATP - PED GAP CLOSURE		\$320,000	\$1,106,000
399	3302102	BTA-BIKE FUND		\$360,810	
399	3302104	BIKE TRANS GRANT-K-8 B		\$822,085	
399	3308215	LAW ENFORCEMENT GRANT	\$9,577	\$53,052	
399	3308216	LAW ENFORCEMENT GRANT		\$68,883	\$52,191
TOTAL FEDERAL MISC. GRANTS			\$873,909	\$7,677,948	\$5,070,621
STILL MEADOW LN SEWER ASSESSMENT DISTRICT					
456	3100100	TAX REVENUE - STILL MEADOW	\$10,349	\$11,500	\$11,505
TOTAL STILL MEADOW LN SEWER ASSESSMENT DISTRICT			\$ 10,349	\$ 11,500	\$ 11,505
SEWER MAINTENANCE FUND					
480	3100100	LSMD TAX ROLL ASSESS.	\$4,173,726	\$4,200,000	\$4,200,000
480	3213100	SEWER FRONTAGE CHARGE		\$400	\$400
480	3400100	DEVELOPER SEWER PAYMENT	\$1,248	\$27,144	\$9,516
480	3601100	FOG PROGRAM APPLICATION FEE	\$10,258	\$9,200	\$12,000
480	3602100	FOG PROGRAM ANNUAL FEE	\$100,500	\$76,700	\$100,000
480	3604100	FOG - PLAN REVIEW	\$3,039	\$2,975	\$4,500

Fund	Acct #	Description	Actuals FY 2016	Year End Estimates FY 2017	Adopted FY 2018
480	3704100	IND WASTE PROGRAM PLAN REV	\$470		
480	3801100	INSPECTIONS	\$3,479	\$550	\$500
TOTAL SEWER MAINTENANCE FUND			\$ 4,292,720	\$ 4,316,969	\$ 4,326,916
LANDSCAPE MAINTENANCE DISTRICT FUND					
482	3101100	DEVELOPER CONTRIBUTIONS		\$630	\$9,284
482	3102100	LMD TAX ROLL ASSESSMENTS	\$1,745,894	\$1,750,000	\$1,800,000
482	3315100	PROPERTY DAMAGE REIMB	\$4,852	\$1,000	\$7,000
TOTAL LANDSCAPE MAINTENANCE DISTRICT FUND			\$ 1,750,746	\$ 1,751,630	\$ 1,816,284
LIGHTING MAINTENANCE DISTRICT FUND					
483	3100100	LIGHTING DISTRICT TAX ROLL ASSESS.	\$4,355,699	\$4,435,000	\$4,435,000
483	3100200	LIGHTING DISTRICT - DEVELOPER	\$3,092	\$23,000	\$11,000
483	3314200	LED REBATES		\$5,000	\$2,280,000
483	3315100	PROPERTY DAMAGE REIMB	\$142,015	\$200,000	\$200,000
483	3602100	BOND PROCEEDS		\$14,779,230	
TOTAL LIGHTING MAINTENANCE DISTRICT FUND			\$ 4,500,806	\$ 19,442,230	\$ 6,926,000
DRAINAGE MAINTENANCE DISTRICT FUND					
484	3100100	DRAINAGE DISTRICT ROLL ASSESSMENTS	\$1,612,001	\$1,650,000	\$1,650,000
484	3100200	DRAINAGE DISTRICT ANNEX. & 1ST YEAR FEES	\$17,054	\$35,500	\$5,000
TOTAL DRAINAGE MAINTENANCE DISTRICT FUND			\$ 1,629,055	\$ 1,685,500	\$ 1,655,000
RECYCLED WATER FUND					
485	3630100	RECYCLED WATER SALES	\$110,758	\$110,000	\$110,000
TOTAL RECYCLED WATER FUND			\$ 110,758	\$ 110,000	\$ 110,000
LANCASTER POWER AUTHORITY					
486	3630100	POWER PURCHASE AGREEMENT REVENUE	\$1,755,405	\$1,750,000	\$1,750,000
486	3630200	PBI REVENUE	\$1,757,312	\$924,000	
TOTAL LANCASTER POWER AUTHORITY			\$ 3,512,717	\$ 2,674,000	\$ 1,750,000
LANCASTER CHOICE ENERGY					
490	3601100	MISCELLANEOUS REVENUE	\$66,245	\$150,000	
490	3630100	LCE ENERGY GENERATION R	\$23,374,098	\$34,569,000	\$36,303,000
490	3630200	LCE SMART CHOICE REVENU	\$63,584	\$83,000	\$210,000
490	3631100	S-POWER GENERATION		\$87,000	\$96,000
TOTAL LANCASTER CHOICE ENERGY			\$23,503,927	\$34,889,000	\$36,609,000
CALIFORNIA CHOICE ENERGY AUTHORITY					
491	3100001	MEMBER - SAN JACINTO		\$26,665	\$717,905
491	3100002	MEMBER - PICO RIVERA (PRIME)		\$80,000	\$671,930
TOTAL CALIFORNIA CHOICE ENERGY AUTHORITY			\$0	\$106,665	\$1,389,835
TOTAL ALL FUNDS			\$ 138,316,740	\$ 207,459,485	\$ 181,355,096

Revenue Sources, Taxes and Fees

Property Tax - Property tax is imposed on real property (land and permanently attached improvements such as buildings) and tangible personal property (movable property) located within the state. The California property tax is ad valorem, based on the value of property rather than on a fixed amount or benefit to the property or persons. Proposition 13 (Article XIII A of the California Constitution) limits the real property tax rate to 1 percent of a property's assessed value. Counties are responsible for the administration of property tax.

Property Tax Receipts



Property Tax in Lieu - The portion of property taxes allocated by the State of California to cities to replace vehicle license fees. In 2004 the State permanently swapped 90% of city VLF revenue for property tax, which was distributed on a per capita basis. On-going growth of this revenue is tied to growth in assessed valuation.

Sales & Use Tax - Sales tax is paid by consumers purchasing items in Lancaster and use tax allocated by the State from the State and County pools. The City receives one percent of all sales tax collected in Lancaster.

Sales taxes have slowly rebounded from a low of \$13.5 million in FY 2010 to a projected new high of \$19.8 million in FY 2017. Sales tax receipts are expected to rise slightly to \$20.4 million in FY 2018, with the largest being auto sales.

Sales tax projections are based on an independent, in-depth review of the state's Board of Equalization data on Lancaster, southern and central California, and areas in the City's sphere of influence.

Franchise fees - Taxes paid by businesses that have a franchise to operate in Lancaster. The businesses include Southern California Edison, The Gas Company, Time Warner (cable), AT&T U-Verse, Verizon, and Waste Management. Current year estimate is based on "new construction" and rate change analysis for the individual franchisees.

Business Licenses - Fees levied to recover the cost of licensing businesses to operate within the City.

SB1186 - Disability Access Fee - A \$1.00 tax required on business licenses. Portion of revenue remitted to the State to fund the expanded CASP Inspection Program.

Transient Occupancy Tax - The seven percent tax charged on all motel/hotel room rates in the City. Current year estimate based on information from motel/hotels.

Misc. Court Fines-Local - Fines paid by persons who violated local ordinances.

Maintenance District Tax - Assessments on properties within each district.

Parking Violation Fines - Fines paid for parking violations with the City. These became the responsibility of the City on November 1, 1993.

Property Transfer Tax - A tax imposed on all transfers of real property in the City.

STATE SUBVENTIONS

A "subvention" is defined as "a providing of assistance or support" and a "subsidy from the government" (Webster's Third International Dictionary). Taxes levied by the state and subvented to cities are Gasoline Tax and Motor Vehicle In-Lieu Tax.

Vehicle In-Lieu Tax - The annual fee paid by automobile owners registering their vehicle with the State Department of Motor Vehicles.

AB 2766 Fees - The portion of additional charges levied on automobile owners dedicated for the purpose of reducing air pollution from motor vehicles.

Gasoline Tax - Taxes collected from the purchase of gasoline and remitted to the City pursuant to Section 2105, 2106, 2107, and 2107.5 of the California Street & Highways Code. This is allocated mostly on a per capita basis.

FEES

All cities may levy fees which are limited to recovering the cost of regulatory activities or services provided. This authority was derived from the city's police powers as defined by Article XI, Section 7 of the California Constitution, Propositions 13 and 4, Assembly Bill 1600.

However, California Proposition 26, or the Supermajority Vote to Pass New Taxes and Fees Act, was approved on the [November 2, 2010 ballot](#) in [California](#) as an [initiated constitutional amendment](#). Proposition 26 requires that certain local fees be approved by two-thirds of voters. Proposition 26 also increased legislative vote requirement to two-thirds for certain tax measures, including those that do not result in a net increase in revenue, currently subject to majority vote. Proposition 26 amended these parts of the state's constitution: [Section 3 of Article XIII A](#) and [Section 1 of Article XIII C](#).

DEVELOPMENT FEES

Building & Safety Fees - Fees charged for the issuance of certain permits, plan checks, and inspections on construction projects. These are designed to recover the cost of providing the services. Current year estimate is based on information from developers about their construction projects.

Engineering Fees - Fees charged to developers for inspections.

Planning & Zoning Fees - Fees charged for processing zoning and development proposals.

Traffic Signal Fees - Fees collected from developers to pay for traffic signal installation and upgrades necessitated by the development.

Drainage Fees - Fees collected from developers to pay for drainage channels, retention/detention basins, and other facilities necessitated by the development; based on a per residential unit fee and impervious surface of commercial industrial developments.

Park-In-Lieu Fees - Fees collected from developers to pay for additional park facilities necessitated by the development; based on a fee per dwelling unit according to number of bedrooms.

Traffic Impact Fees – As of January 1, 1990, these fees are collected from developers to pay for specific traffic improvement projects necessitated by new development; based on a flat fee per dwelling unit or trip generation factor for commercial, industrial, and multi-family development.

Urban Structure Program Fees - Collected from developers to defray the extra operating costs generated by development away from the urban core. This fee is calculated by a complex matrix of formulas that have won state awards for innovation in infrastructure and operations funding.

LOCAL FEES

Recreation Fees - Fees charged for various recreational programs. Current estimate for recreation fees are based on the prior year demand, and the rate established for the programs.

Concession/Lease Fees - Private concessions on City property and lease of City park facilities.

Publications & Copies - Derived from the sale of City publications.

Stadium Fees - Derived from the lease agreement with the Lancaster Jethawks, the California League baseball franchisee, and from individual rentals.

Theatre Fees - Derived from ticket sales, concessions, and rents charged at the Performing Arts Theatre. This is budgeted through the Performer Fees "Fund" with process set to provide a small surplus over the performance costs to offset some operating costs.

Recycled Water Fees - Derived from recycled water sales and water connection fees.

OTHER REVENUE SOURCES

Cities are authorized to raise revenue through certain other activities, such as investing idle funds and a variety of entrepreneurial ventures.

Interest Income - Derived from the investment of City cash in various interest bearing accounts. Estimates are based on the earnings rate in the market, a projection of monthly cash available for investment, and a projection of Federal Reserve policy.

Election Fees - Fees charged to candidates in municipal elections for the costs of printing the candidates' statements and other related services.

Miscellaneous Revenues - Various payments made to the City which do not come within other revenue definitions.

Insurance Payments - Payments made by insurance companies for damage to City property.

Narcotics Seizure Revenues - Derived from the assets used in illegal drug activities, and confiscated to pay for specific enforcement.

City Property Sales - Derived from sale of City owned property.

REIMBURSEMENT FROM OTHER FUNDS

Overhead/Administration - Payments from special districts for administrative services rendered by the City.

TRANSPORTATION/ROAD FUNDS

Transportation Development Act - The one quarter percent of the sales tax returned to the County for public transportation services. The estimate is derived from a formula which is based on Sales Tax state-wide.

Bikeway Improvement - A portion of the transportation development fund to be used for the construction, improvement, and maintenance of the City's bicycle lanes.

Proposition A - The special half-cent sales tax in Los Angeles County for mass transit related projects.

Proposition C - The special half-cent sales tax in Los Angeles County for other transit and road related projects.

Proposition 1B - Highway safety, traffic reduction, air quality and Port Security Bond Act of 2006. These are state funds to be used for transportation related projects.

Proposition 42 - Transportation Congestion Improvement Act of 2002 - These are state funds to be used for projects that would reduce traffic congestion.

Measure M - A special half-cent sales tax in Los Angeles County and allocated on a “per capita” basis for the developing and/or improvement of transit and highway related projects.

Measure R - A special half-cent sales tax in Los Angeles County and allocated on a “per capita” basis for the developing and/or improvement of transit and highway related projects.

STPL – Surface Transportation Program – Local - Federal funds given to local jurisdictions annually based on a population formula.

GRANTS

CDBG - The Community Development Block Grant program authorized under the Housing and Community Development Act of 1974, as amended for specific types of projects. Revenue estimate provided by the U. S. Housing and Urban Development Department.

FEMA Grant - The Federal Emergency Management Agency to fund emergency preparedness programs and reimbursement from damages of Declared Emergencies.

Parks Bond Act - A grant from the State Department of Parks and Recreation.

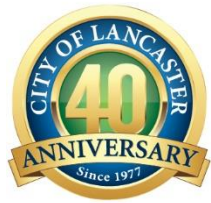
COURT FINES – STATE

Vehicle Code Fines - This revenue source is derived from court fines imposed on State motor vehicle violation citations issued within the City.

CITY COUNCIL



Lancaster City Council Meeting



City Council

Budget Summary

	Actuals FY 2016	Year End Estimates FY 2017	Adopted Budget FY 2018
Dollars by Division			
City Council	\$ 225,495	\$ 376,475	\$387,019
Dollars by Category			
Personnel	133,284	149,080	\$147,220
Operations & Maintenance	92,211	227,395	\$239,799
Total Dollars by Category	\$ 225,495	\$ 376,475	\$ 387,019
Dollars by Funding Source			
General Fund	\$216,430	\$323,910	\$380,819
Community Services Foundation	\$9,065	\$52,565	\$6,200
Total Dollars by Funding Source	\$ 225,495	\$ 376,475	\$ 387,019

Description

The Mayor and four Council Members comprise the governing body of the City of Lancaster and also serve as the Lancaster Redevelopment Agency Successor Agency and Lancaster Financing and Lancaster Power Authority and California Choice Energy Authority Board of Directors. All legislative powers of the City as set forth in the California State Constitution, California Government Code, and Lancaster Municipal Code are vested in the City Council. The Council's major responsibilities include:

- City government administration through the City Manager
- Enactment, amendment, and repeal of laws, ordinances, and policies that govern City operations and services as related to the health, safety, and general welfare of Lancaster residents, businesses, and visitors, and as affecting the environmental interests, physical growth, and economic development of the community
- Public leadership through involvement and promotion of community-wide programs and mobilization of maximized local resources
- Positive promotion of City government and its services
- Identification of and responsiveness to community needs and desires
- Oversight of the financial affairs of the City

City Council meetings are held the second and fourth Tuesday of each month with special or adjourned meetings scheduled as needed.

Accomplishments

All of the accomplishments listed by departments in this budget document were accomplished at the direction and with the active support of the City Council. The accomplishment in FY 2016-2017 and focus 2017-2018 addresses the following priority areas:

- Sustainability
- Public Safety / Enhanced Crime Prevention Measures

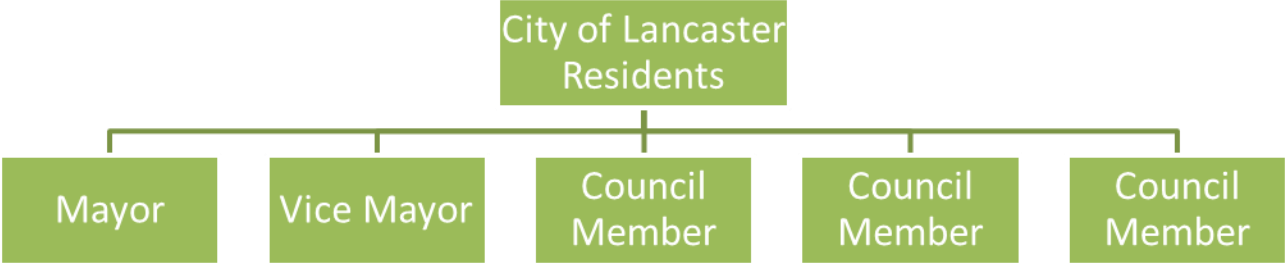
- Fiscal Responsibility / Stability
- Culture and Recreation
- Growth and Development
- Business Retention and Attraction

Budget Goals / Performance Objectives

- Continue to strategically address emerging public issues through City Council initiated plans and community engagement
- Provide policy direction to the City Manager relative to public safety, economic development, future planning, and government efficiency
- Actively support legislation that addresses community concerns and/or benefits economic development in the Antelope Valley and provide effective public forums for public engagement
- Continue to explore the use and expansion of recycled water opportunities
- Continue to create alternative energy solutions and partnerships as we attain our position as a “Net Zero” City

Org Detail- City Council

Division no. 4100

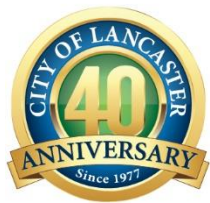


Budget Detail - City Council

Division no. 4100

Div.	Obj.	Obj. Description	Actuals FY 2016	Year End Estimates FY 2017	Adopted Budget FY 2018
Personnel					
4100	111	SALARIES-SPECIAL	35,400	36,000	36,000
4100	121	FRINGE BENEFITS	684	3,105	525
4100	122	PERS	10,024	10,810	13,035
4100	124	HEALTH INSURANCE	85,659	97,585	96,050
4100	125	WORKER'S COMP	1,517	1,580	1,610
Personnel Total			\$ 133,284	\$ 149,080	\$ 147,220
Operations & Maintenance					
4100	200	REGISTRATION	40	3,835	3,835
4100	201	TRAVEL EXPENSE	-	6,055	6,055
4100	202	LOCAL & REGIONAL EVENTS	5,848	5,620	3,300
4100	203	MILEAGE	5,900	6,000	6,000
4100	205	CITY PROMOTION & ADVERTISING	14,008	22,000	22,000
4100	206	PUBLICATIONS & DUES	4,824	20,820	31,584
4100	251	SPECIAL ACTIVITY SUPPLIES	410	30,000	30,000
4100	253	REPROGRAPHICS	512	250	500
4100	259	OFFICE SUPPLIES	677	250	250
4100	261	COMMUNITY AWARDS	-	-	25,000
4100	291	FURN & OFFICE EQUIP (NON CAP)	1,848	-	-
4100	301	PROFESSIONAL SERVICES	49,079	80,000	105,075
4100	301	PROFESSIONAL SERVICES	6,708	30,000	6,200
4100	311	GOVERNMENT FILING FEES	60	-	-
4100	770	MAYOR'S KAISER WELLNESS	2,297	22,565	-
Operations & Maintenance Total			\$ 92,211	\$ 227,395	\$ 239,799
GRAND TOTAL			\$ 225,495	\$ 376,475	\$ 387,019
Funding Sources					
	101	GENERAL FUND	216,430	323,910	380,819
	106	COMMUNITY SERVICES FND	9,065	52,565	6,200
GRAND TOTAL			\$ 225,495	\$ 376,475	\$ 387,019

CITY MANAGER



City Manager

Budget Summary

	Actuals FY 2016	Year End Estimates FY 2017	Adopted Budget FY 2018
Dollars by Division			
City Manager	\$ 1,547,690	\$ 3,040,465	\$ 2,231,735
Dollars by Category			
Personnel	1,453,244	1,881,390	2,018,995
Operations & Maintenance	94,446	159,075	212,740
Capital Outlay	-	1,000,000	-
Total Dollars by Category	\$ 1,547,690	\$ 3,040,465	\$ 2,231,735
Dollars by Funding Source			
General Fund	1,547,690	2,040,465	2,181,735
City Special Reserves	-	-	50,000
Biological Impact Fees	-	1,000,000	-
Total Dollars by Funding Source	\$ 1,547,690	\$ 3,040,465	\$ 2,231,735

Description

The City Manager is the Chief Executive Officer of the City as well as the Executive Director of the Financing Authority and Housing Authority and the California Choice Energy Authority. The City Manager is appointed by, responsible to, and takes direction from the City Council. He is responsible for the day-to-day efficient performance of all City operations, implementing Council policy, formulating staff recommendations to Council on policy and other matters, and preparing and submitting the annual budget.

Major functions included in this program are Council administrative support and policy analysis, organizational management and development, administrative analyses, community relations, intergovernmental relations, and general leadership/oversight of City operations. The City Manager establishes the implementation actions for the City Council's goals and objectives identified to enhance the quality of life for residents, businesses, community organizations, and visitors. The Deputy City Manager and Assistant to the City Manager manage and coordinate administrative services to ensure achievement of operating department goals and objectives.

Accomplishments

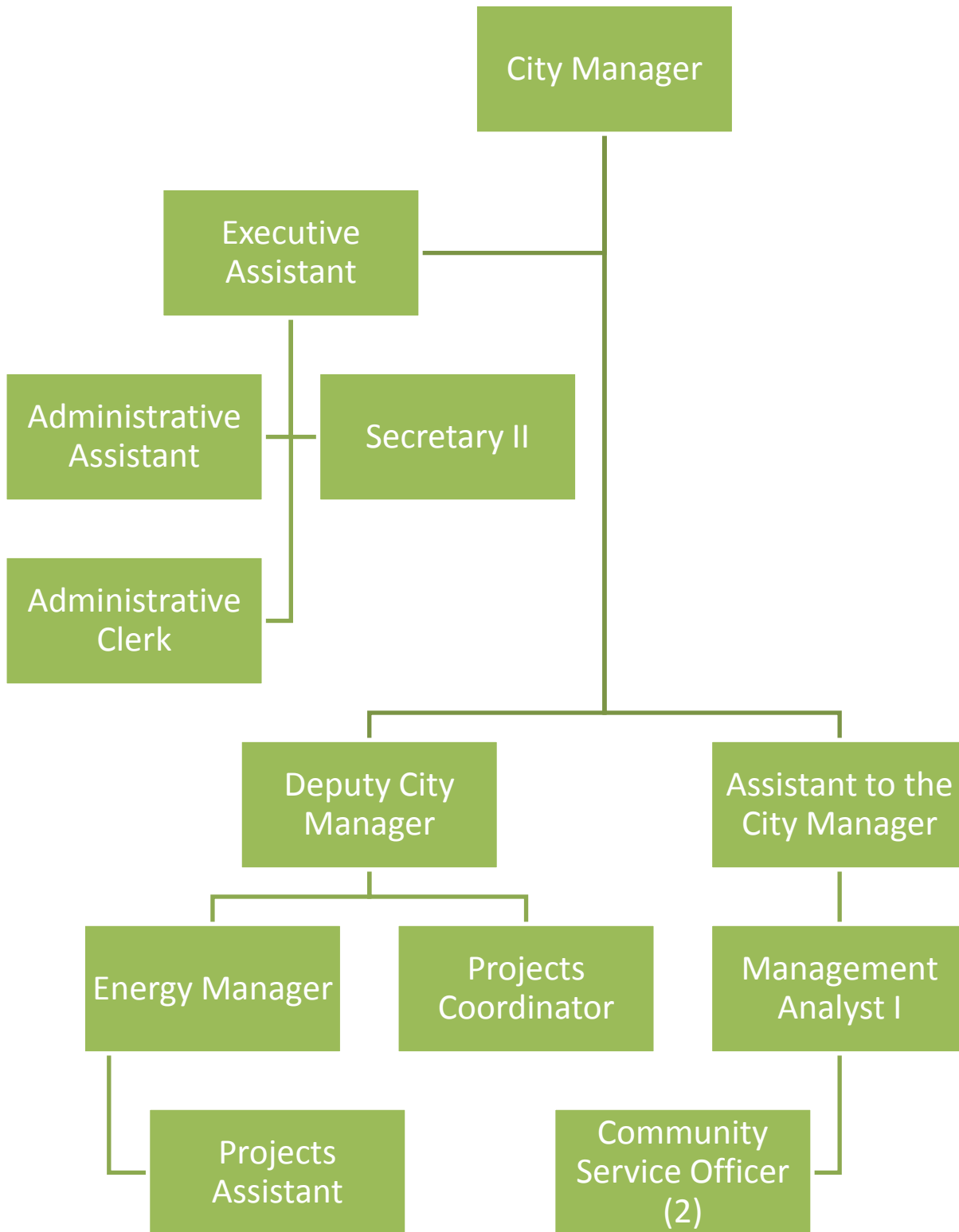
- Approved and managed a balanced budget for FY 2016-2017; continued the internal revenue generation by soliciting, reviewing and analyzing City employee innovative revenue ideas such as streetlight acquisition, the implementation of Public Education Government
- Successfully enhanced our partnerships and continued our concentrated efforts in creating a City where citizens and governmental agencies work together to help residents, businesses, and visitors through concepts including Medical Main Street, Revive 25, Antelope Valley Partners for Health, Destination Lancaster, BLVD Association and the County of Los Angeles
- Partnered with the County of Los Angeles to acquire 20 acres of additional park land for future expansion of the Prime Desert Woodland Preserve
- Collaborated with the business community on the creation and implementation ordinance 1015, with a committed goal to enhance the partnership between the City, the Sheriff's and the alcohol business community

Budget Goals / Performance Objectives

- Support the Mayor and Council initiatives on addressing community health and homelessness
- Support Council Commissions, to assist them in their efforts to meet their missions of providing a safe, livable, sustainable and economically viable community for the residents, businesses, and visitors of Lancaster
- Ensure Fiscal Stability through expansion of our local economic stimulus programs including the implementation of revenue generation efforts such as California Choice Energy Authority, continuing programs such as the local business expansion and attraction programs, creating and fostering partnerships with other agencies and non-profit/community based organizations to provide improved and expanded services, and adopting and maintaining a balanced budget
- Continue to focus on ideas to effectively address Public Safety, with proven results of lower crime rates
- Provide cultural and recreational opportunities including delivering programming and events through recreation, the Lancaster Performing Arts Center, the Museum of Art and History and MOAH: Cedar, while continuing development of plans for an enhanced Downtown events schedule
- Enhance and expand avenues to increase public engagement with residents and businesses
- Implement new Emergency Notification System- Nixle
- Continue coordination with the BLVD Association in hosting quality events that draw people to the BLVD to experience shopping, dining, and services it has to offer

Org Detail- City Manager

Division no. 4200

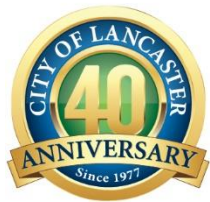


Budget Detail- City Manager

Division no. 4200

Div.	Obj.	Obj. Description	Actuals FY 2016	Year End Estimates FY 2017	Adopted Budget FY 2018
Personnel					
4200	101	SALARIES-PERMANENT	874,093	1,183,970	1,269,075
4200	121	FRINGE BENEFITS	65,673	62,200	55,690
4200	122	PERS	223,202	289,700	307,275
4200	124	HEALTH INSURANCE	136,002	175,120	179,160
4200	125	WORKER'S COMP	40,035	52,800	56,295
4200	129	DEFERRED COMP	81,557	98,600	132,500
4200	112	SALARIES-TEMPORARY	32,682	19,000	19,000
Personnel Total			\$ 1,453,244	\$ 1,881,390	\$ 2,018,995
Operations & Maintenance					
4200	200	REGISTRATION	1,300	2,325	2,500
4200	201	TRAVEL EXPENSE	3,375	1,920	2,000
4200	202	LOCAL & REGIONAL EVENTS	1,699	1,500	500
4200	203	MILEAGE	1,663	4,200	4,200
4200	205	CITY PROMOTION & ADVERTISING	1,557	9,000	9,000
4200	206	PUBLICATIONS & DUES	36,871	52,870	52,725
4200	207	VEHICLE OPERATIONS	1,321	2,700	2,700
4200	212	POSTAGE-SPECIAL MAILING	68	-	-
4200	217	VEHICLE - FUEL	3,084	2,400	2,400
4200	251	SPECIAL ACTIVITY SUPPLIES	3,146	7,160	6,900
4200	253	REPROGRAPHICS	1,101	500	500
4200	259	OFFICE SUPPLIES	2,849	2,500	2,500
4200	301	PROFESSIONAL SERVICES	10,388	12,000	12,000
4200	301	PROFESSIONAL SERVICES	-	-	50,000
4200	303	LEGAL SERVICES	-	-	-
4200	350	EMERGENCY PREPAREDNESS	25,537	60,000	64,455
4200	402	MAINTENANCE SERVICE-PRIVATE	-	-	360
Operations & Maintenance Total			\$ 94,446	\$ 159,075	\$ 212,740
Capital Outlay					
4200	912	PROPERTY ACQUISITION	-	1,000,000	-
Capital Outlay Total			\$ -	\$ 1,000,000	\$ -
GRAND TOTAL			\$ 1,547,690	\$ 3,040,465	\$ 2,231,735
Funding Sources					
101	GENERAL FUND		1,547,690	2,040,465	2,181,735
109	CITY SPECIAL RESERVES		-	-	50,000
224	BIOLOGICAL IMPACT FEES		-	1,000,000	-
GRAND TOTAL			\$ 1,547,690	\$ 3,040,465	\$ 2,231,735

CITY CLERK



City Clerk

Budget Summary

	Actuals FY 2016	Year End Estimates FY 2017	Adopted Budget FY 2018
Dollars by Division			
City Clerk	\$ 561,903	\$ 741,500	\$ 777,545
Dollars by Category			
Personnel	268,361	322,800	356,745
Operations & Maintenance	293,542	268,700	270,800
Capital Outlay	-	150,000	150,000
Total Dollars by Category	\$ 561,903	\$ 741,500	\$ 777,545
Dollars by Funding Source			
General Fund	561,903	591,500	627,545
City Special Reserves	-	150,000	150,000
Total Dollars by Funding Source	\$ 561,903	\$ 741,500	\$ 777,545

Description

The City Clerk is the Chief Elections Official who is responsible for conducting the City's General Municipal Election and acts as a compliance officer for federal, state and local statutes such as the Ralph M. Brown Act, the Political Reform Act and the Public Records Act. The Department is responsible for the preparation and distribution of official agendas and minutes for the City Council, the Criminal Justice Commission, the Neighborhood Vitalization Commission and the Lancaster Successor Agency Oversight Board. The City Clerk is the custodian of city records and acts as the Filing Officer for Conflict of Interest filings. Additional duties of the City Clerk Department include processing passport applications, administering oaths of office, attesting and sealing documents, receiving appeals and conducting bid openings.

Accomplishments

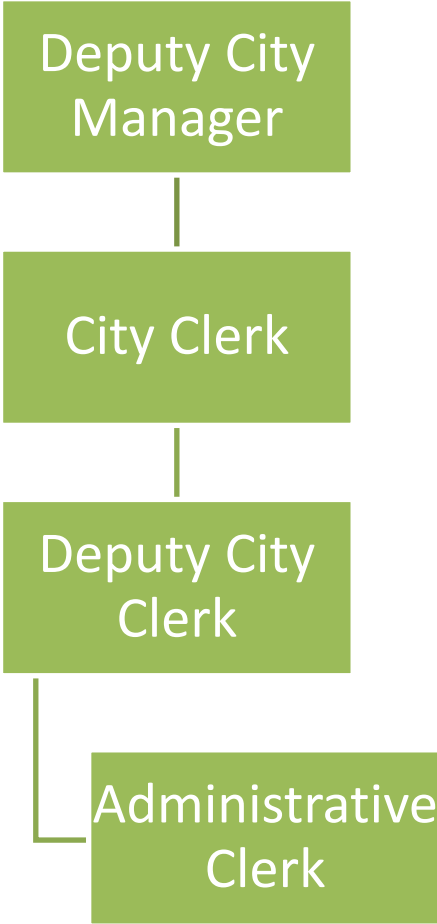
- Successfully processed 2,000 passport applications
- Conducted a successful Special Municipal Election
- Processed approximately 650 requests for public records
- Processed more than 500 contracts
- Completed a comprehensive update to the City's Records Retention Schedule

Budget Goals / Performance Objectives

- Continue to provide passport processing services which ensures an essential need in our community is met
- Implement an electronic records management program
- Conduct a successful 2018 General Municipal Election
- Provide training and staff development for City Clerk staff to ensure compliance with state and federal laws
- Provide access to agendas, minutes, and videos of public meetings through the City's website
- Remain compliant with the City's adopted Retention Schedule through the destruction of records that have reached the end of their legally approved life cycle
- Provide required documents to the Fair Political Practices Commission in accordance with related laws
- Continue to update the department website with required notices and public documents

Org Detail- City Clerk

Division no. 4110

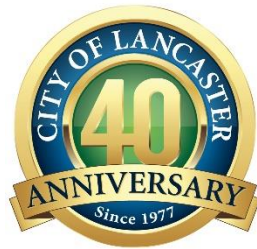


Budget Detail- City Clerk

Division no. 4110

Div	Obj	Obj. Description	Actuals FY 2016	Year End Estimates FY 2017	Adopted Budget FY 2018
Personnel					
4110	101	SALARIES-PERMANENT	165,828	207,280	231,060
4110	104	SALARIES-OVERTIME	-	110	700
4110	112	SALARIES-TEMPORARY	8,041	280	-
4110	121	FRINGE BENEFITS	6,884	12,600	9,220
4110	122	PERS	41,445	50,610	53,745
4110	124	HEALTH INSURANCE	24,836	27,510	31,680
4110	125	WORKER'S COMP	7,560	9,080	9,970
4110	129	DEFERRED COMP	13,767	15,330	20,370
Personnel Total			\$ 268,361	\$ 322,800	\$ 356,745
Operations & Maintenance					
4110	200	REGISTRATION	-	-	400
4110	202	LOCAL & REGIONAL EVENTS	40	200	200
4110	203	MILEAGE	51	200	600
4110	206	PUBLICATIONS & DUES	369	1,150	1,150
4110	211	POSTAGE	44,964	-	-
4110	212	POSTAGE-SPECIAL MAILING	5	150	500
4110	251	SPECIAL ACTIVITY SUPPLIES	1,522	2,500	3,200
4110	259	OFFICE SUPPLIES	1,204	1,000	1,250
4110	262	ELECTION EXPENSE	229,613	246,000	246,000
4110	263	LEGAL ADVERTISING	12,932	12,000	12,000
4110	360	CODIFICATION	2,842	5,500	5,500
Operations & Maintenance Total			\$ 293,542	\$ 268,700	\$ 270,800
Capital Outlay					
4110	751	FURNITURE & EQUIPMENT	-	150,000	150,000
Capital Outlay Total			\$ -	\$ 150,000	\$ 150,000
GRAND TOTAL			\$ 561,903	\$ 741,500	\$ 777,545
Funding Sources					
	101	GENERAL FUND	561,903	591,500	627,545
	109	CITY SPECIAL RESERVES		150,000	150,000
GRAND TOTAL			\$ 561,903	\$ 741,500	\$ 777,545

CITY ATTORNEY



CITY OF LANCASTER

City Attorney

Budget Summary

	Actuals FY 2016	Year End Estimates FY 2017	Adopted Budget FY 2018
Dollars by Division			
City Attorney	\$ 952,396	\$ 1,020,745	\$ 1,140,300
Dollars by Category			
Personnel	176,237	195,920	340,300
Operations & Maintenance	776,159	824,825	800,000
Total Dollars by Category	\$ 952,396	\$ 1,020,745	\$ 1,140,300
Dollars by Funding Source			
General Fund	\$ 952,396	\$ 1,020,745	\$ 1,140,300

Description:

The City Attorney's office is responsible for Legal Services and Risk Management. The City Attorney works under contract to the City Council. Legal services include attending all City Council Meetings, Planning Commission Meetings, and other commission meetings, and providing legal advice to the City Council, City Manager, commissions and City departments. The office represents the City in court cases, drafts ordinances and resolutions, develops legal opinions on contracts and other legal documents, and is responsible for claims administration. Special legal services may be provided through this department by other, outside counsel.

Risk Management responsibilities include procuring and maintaining the City's insurance policies, managing the certificate tracking program for vendors, reviewing insurance requirements and certificates for contracts, and making recommendations to departments to reduce the City's liability exposures.

Accomplishments:

- Prepared City Ordinances and Resolutions as requested by City Council and City Manager
- Provided special counsel on specific issues related to City development projects and employee relations
- Reviewed Request for Proposals (RFPs), Request for Qualifications (RFQs), and contracts and agreements for City
- Worked with Code Enforcement, Public Safety and Development Services to bring properties and businesses into compliance with the Municipal Code
- Prepared defenses for legal actions initiated against the City
- Coordinated all claims-related activities to ensure the proper and efficient handling of claims, as well as resolving bona fide claims with the least possible impact to the City
- Recouped \$65,000 through the claims process for damage to City property
- Expanded responsibilities by overseeing the City's Risk Management Program

Budget Goals/Performance Objectives:

- Continue to provide legal advice and prepare legal documents to City Council and staff.
- Represent the City in legal actions initiated against City government.
- Increase coordination with executive staff through participation in weekly executive staff meetings.
- Continue to streamline the insurance compliance and contracting processes.
- Develop strategies to mitigate costs and minimize risks, in coordination with other City departments, based on thorough analysis of previous claims.
- Continue to provide code enforcement legal services.
- Create enhanced interdepartmental cooperation to address problem properties and businesses in the city.

Org Detail- City Attorney

Division no. 4400



Budget Detail- City Attorney

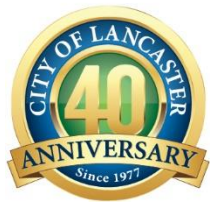
Division no. 4400

Div.	Obj.	Obj. Description	Actuals FY 2016	Year End Estimates FY 2017	Adopted Budget FY 2018
Personnel					
4400	101	SALARIES-PERMANENT	120,030	132,180	217,835
4400	121	FRINGE BENEFITS	6,127	7,110	8,775
4400	122	PERS	25,201	30,030	61,160
4400	124	HEALTH INSURANCE	11,260	11,560	24,260
4400	125	WORKER'S COMP	5,217	5,790	11,240
4400	129	DEFERRED COMP	8,402	9,250	17,030
Personnel Costs Subtotal			\$ 176,237	\$ 195,920	\$ 340,300
Operations & Maintenance					
4400	200	REGISTRATION	625	200	-
4400	201	TRAVEL EXPENSE	1,323	-	-
4400	206	PUBLICATIONS & DUES	3,128	2,300	-
4400	259	OFFICE SUPPLIES	122	40	-
4400	291	FURN & OFFICE EQUIP (NON CAP)	-	1,900	-
4400	303	LEGAL SERVICES	761,542	800,000	800,000
Operations & Maintenance Subtotal			\$ 776,159	\$ 824,825	\$ 800,000
GRAND TOTAL			\$ 952,396	\$ 1,020,745	\$ 1,140,300
Funding Sources					
	101	GENERAL FUND	952,396	1,020,745	1,140,300
GRAND TOTAL			\$ 952,396	\$ 1,020,745	\$ 1,140,300

HUMAN RESOURCES



Employee Health Fair



Human Resources

Budget Summary

	Actuals FY 2016	Year End Estimates FY 2017	Adopted Budget FY 2018
Dollars by Division			
Human Resources	\$ 2,058,875	\$ 1,294,670	\$ 1,608,235
Dollars by Category			
Personnel	609,819	950,290	1,107,365
Operations & Maintenance	1,449,056	344,380	500,870
Total Dollars by Category	\$ 2,058,875	\$ 1,294,670	\$ 1,608,235
Dollars by Funding Source			
General Fund	\$ 2,058,875	\$ 1,294,670	\$ 1,608,235

Description

The Human Resources Department (HR) is a strategic partner responsible for developing and administering the City's policies and programs as it relates to the various aspects of employment. We are committed to providing the highest quality of customer service and delivering effective results in our partnered responsibilities of Employee & Labor Relations, Recruitment & Retention, Training & Development, Compensation & Benefits, and Compliance & Safety. It is through this commitment that we strive to recruit, develop and retain extraordinary talent who accomplish much for Lancaster through a safe, innovative and productive work environment.

Accomplishments

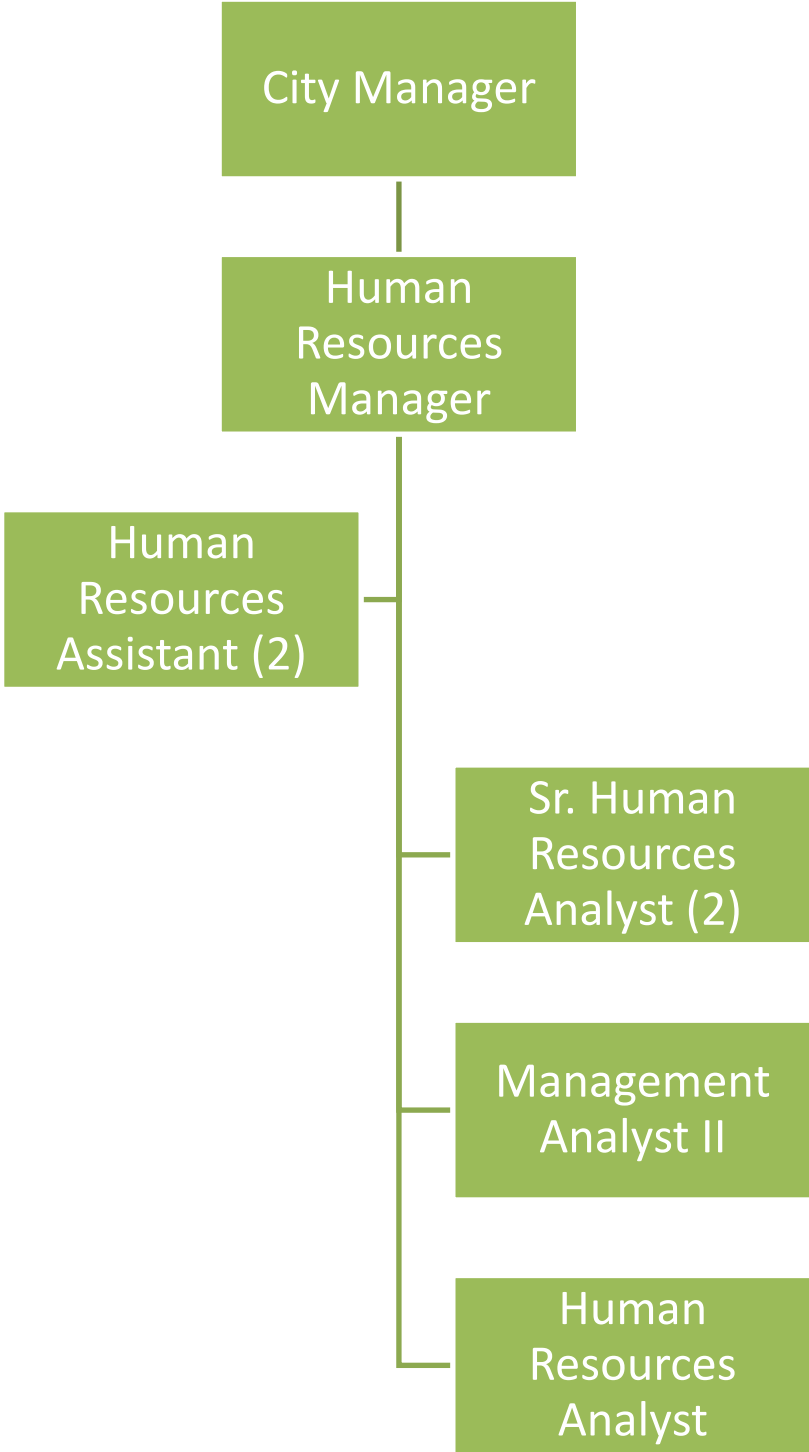
- Expanded staff to focus on enhanced recruitment strategies and retention of top talent.
- Revamped and streamlined recruitment process that incorporated social media platforms such as LinkedIn to highlight City opportunities.
- Enhanced benefit options that included the launch of an online benefits management program for ease of access.
- Enhanced employee engagement activities such as Employee Recognition Breakfast, Health & Wellness Fair, Holiday Wrapping Party and Bring Your Kid to Work Day with great participation and success.
- Launched new HR brand initiative: It's Positively Clear...Our Employees are important!
- Reduced employee injuries with improved emphasis on safety, training and department partnerships.

Budget Goals /Performance Objectives

- Be a "Best in Class" service provider to the organization and community by anticipating and meeting the changing needs employees, creating and enhancing strategic partnerships, and enhancing services through technology.
- Recruit and retain top talent to meet the needs of the organization and provide a robust “new employee orientation” program to set new employees up for success from day one.
- Design and implement a comprehensive performance management system that aligns goals, performance, compensation and training to improve individual and organizational effectiveness.
- Administer HR policy and programs effectively and efficiently to ensure compliance in all aspects of compensation, safety, labor relations, and records management with a pragmatic approach that focuses on both automated processes and improved internal and external customer satisfaction.

Org Detail- Human Resources

Division no. 4320

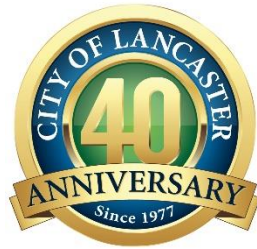


Budget Detail- Human Resources

Division no. 4320

Div.	Obj.	Personnel	Actuals FY 2016	Year End Estimates FY 2017	Adopted Budget FY 2018
4320	101	SALARIES-PERMANENT	373,864	586,690	686,095
4320	104	SALARIES-OVERTIME	-	4,000	-
4320	112	SALARIES-TEMPORARY	12,112	23,000	23,000
4320	121	FRINGE BENEFITS	14,015	29,070	28,050
4320	122	PERS	94,736	140,340	165,350
4320	124	HEALTH INSURANCE	64,060	93,870	102,320
4320	125	WORKER'S COMP	16,776	26,490	30,970
4320	129	DEFERRED COMP	34,256	46,830	71,580
Personnel Total			\$ 609,819	\$ 950,290	\$ 1,107,365
Operations & Maintenance					
4320	202	LOCAL & REGIONAL EVENTS	78	300	500
4320	203	MILEAGE	-	100	1,150
4320	206	PUBLICATIONS & DUES	2,387	900	2,870
4320	212	POSTAGE-SPECIAL MAILING	137	-	-
4320	245	ORGANIZATIONAL DEVELOPMENT	40,140	51,890	50,000
4320	251	SPECIAL ACTIVITY SUPPLIES	5,629	18,890	25,000
4320	253	REPROGRAPHICS	371	600	600
4320	255	RECRUITMENT EXPENSE	41,082	22,495	10,000
4320	256	STAFF DEVELOPMENT	22,193	72,000	72,000
4320	259	OFFICE SUPPLIES	1,581	2,000	2,000
4320	260	INSURANCE EXPENSE	1,212,237	9,405	-
4320	290	TUITION REIMBURSEMENT	25,000	32,000	32,000
4320	301	PROFESSIONAL SERVICES	90,512	125,800	296,500
4320	302	COMPUTER SOFTWARE AND SUPPORT	1,242	3,000	1,500
4320	311	GOVERNMENT FILING FEES	6,142	5,000	5,000
4320	327	DOT DRUG SCREENING COSTS	325	-	1,750
Operations & Maintenance Total			\$ 1,449,056	\$ 344,380	\$ 500,870
GRAND TOTAL			\$ 2,058,875	\$ 1,294,670	\$ 1,608,235
Funding Sources					
101	GENERAL FUND		2,058,875	1,294,670	1,608,235
GRAND TOTAL			\$ 2,058,875	\$ 1,294,670	\$ 1,608,235

ADMINISTRATIVE SERVICES / NON DEPARTMENTAL



CITY OF LANCASTER

Administration & Non-Departmental

Budget Summary

	Actuals FY 2016	Year End Estimates FY 2017	Adopted Budget FY 2018
Dollars by Division			
Communications	673,444	781,725	988,920
Economic Development	438,491	758,245	802,725
Central Services	4,176,301	6,816,185	5,758,450
TractionSeal™	424,662	186,600	87,000
Public Transit	1,712,333	2,849,844	3,114,005
Administration & Non-Departmental	\$ 7,425,231	\$ 11,392,599	\$ 10,751,100
Dollars by Category			
Personnel	3,366,948	3,955,885	3,982,765
Operations & Maintenance	3,950,999	7,406,714	6,568,335
Capital Outlay	107,284	30,000	200,000
Total Dollars by Category	\$ 7,425,231	\$ 11,392,599	\$ 10,751,100
Dollars by Funding Source			
General Fund	2,492,083	3,895,570	4,235,645
Community Services Foundation	20,850	62,830	36,600
City Special Reserves	3,153,715	3,977,850	3,277,850
Gas Tax	-	186,600	87,000
Air Quality Management District	46,250	28,000	-
Proposition A	1,712,333	2,849,844	3,114,005
Proposition C	-	391,905	-
Total Dollars by Fund	\$ 7,425,231	\$ 11,392,599	\$ 10,751,100

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, social media management, and employee communications.

ECONOMIC DEVELOPMENT (Division no. 4540)

The Economic Development Division seeks to improve the economic well-being and quality of life for the Lancaster community by creating/retaining jobs that facilitate growth and provide a stable tax-base. To achieve this ultimate goal, ED Staff focuses its efforts on such items as business retention/expansion, marketing, community and workforce development, infrastructure and real estate development, business finance, industrial rehabilitation, international trade, entrepreneurship and tourism development.

Accomplishments

COMMUNICATIONS (Division no. 4305)

- The recently upgraded City Council Chambers television system incorporates much higher resolution cameras, as well as an improved graphical-look for meetings televised in the City Council Chamber. The system features a much more robust playback unit, which also incorporates an improved ‘look and feel’ for City-produced programs
- The City now receives Public, Education and Government (PEG) fees, which are being utilized for the operation of the City’s Government Channel. The City also began broadcasting the Government Channel over the AT&T U-Verse network (in addition to the pre-existing Spectrum Channel 28). As such, the City’s Government Channel can now be viewed throughout the entire Southern California region
- The Communications department developed the campaign strategy for the City’s 2017 year-round 40th Anniversary celebration. This celebration continues through the end of calendar year 2017
- The City continued to organize and host the North Los Angeles County Regional Public Information Officer Group meetings, which focus on emergency preparedness. Highlights have included a presentation from the Los Angeles County Sheriff’s Department regarding the proper use of social media by governmental agencies. The group also heard from the two main PIO’s during the recent San Bernardino terrorist tragedy
- In conjunction with Antelope Valley Partners for Health (AVPH), the City implemented a yearlong 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)

- Over the past year, ED has worked with Development Services to facilitate BYD’s 340,000 SF expansion, construction of which is now nearing completion. This project will bring the facility to more than 450,000 SF, enabling them to reach 1,500 employees by the end of 2018.
- Hunter Dodge this year announced their plans to develop Ram of the West, the largest Dodge truck center in North America, across from the Lancaster Auto Mall on 10th Street West. Since this announcement, ED Staff and Development services have worked to bring the deal to life, and construction on the new dealership is expected to begin in the coming months.
- Lance Camper recently purchased the 61,000 SF former Signature Fundraising building, bringing their total facility square footage to more than 200,000 SF and providing enough space to create 150 new manufacturing jobs. This will increase their employment to 650 workers. ED Staff and Development Services have worked closely with them to ensure their expansion plans move forward smoothly.
- Medical Main Street has made significant progress, with an Environmental Impact Report currently underway. A number of stakeholder meetings have taken place in the last year to ensure that the vision of the 300-acre district is clearly understood and agreed upon by all property owners involved. In addition to funding the EIR, the \$675,000 that has been raised toward the effort so far will go toward the development of a Health District and Use Plan, Infrastructure Analysis, Parking Analysis, and Sales and Marketing Proposal.
- ED Staff and Development Services have worked with Valencia-based Intertex Companies to assist in the development of the shopping center on 10th Street West and Avenue K. Construction is expected to begin in the coming months, and tenants confirmed so far include Blaze Pizza, Dunkin’ Donuts, and The Habit.
- Since the 2013 inception of the Destination Lancaster Convention and Visitors Bureau, Lancaster’s transient occupancy tax has risen 29%. In the past year alone, Average Daily Rate for hotel room prices has

increased by 10%. Additionally, the redesigned Destination Lancaster website that was unveiled last year has had 1.7 million visitors since its relaunch.

- The BLVD association has been invited to participate in a survey in June 2017 to identify and quantify the true value that downtowns bring to a community. Conducted by the International Downtown Association (IDA), Lancaster is one of only 13 cities that will be included in the study. Others include Pittsburgh, PA, Seattle Washington, and San Antonio, TX. The BLVD will be representing California alongside such major downtown destinations as Union Square in San Francisco and the Third Street Promenade in Santa Monica.
- Just over 6 months ago, The BLVD Ambassador Program was launched in downtown Lancaster in partnership with The BLVD Association and the Public Safety Division. In the mere months that the program has existed, business owners have already reported reduced instances of vagrancy, greater access to resources, reduced response time, and better connectivity to patrons because of the ambassador's presence.
- In partnership with The BLVD Association, more than nineteen new businesses have opened on The BLVD in the last six months, alone. Additionally, two popular BLVD restaurants, Olives Mediterranean Cafe and Rio Brazilian Grill, have both doubled their square footage in the past year to accommodate high customer volumes. Pedestrian counts are also up 11-18% on parts of The BLVD.

Budget Goals / Performance Objectives

COMMUNICATIONS (Division no. 4305)

- Increase community engagement through a variety of marketing and media outlets
- Ensure a number of City accomplishments and information receives placements throughout the Regional and National Media
- Continue marketing, public relations and outreach efforts for the many upcoming and ongoing Economic Development initiatives, including: Lancaster Choice Energy; Destination Lancaster; and the Lancaster Health District
- Implement the City's new Government Television Channel strategic plan, which will increase offerings on the City's Channel 28
- Utilize PEG funding to further improve the production capabilities of the City's Government Television Channel
- Improve City Council Chambers equipment related to Government Television Channel productions
- Increase traffic/viewership of the City's Website, Government Television Channel, E-Newsletter, and all Social Media sites
- Implement additional upgrades to the City's website
- Provide marketing, public relations and outreach efforts for the City's priority initiatives such as Revive 25 and Zero Net Energy efforts

ECONOMIC DEVELOPMENT (Division no. 4540)

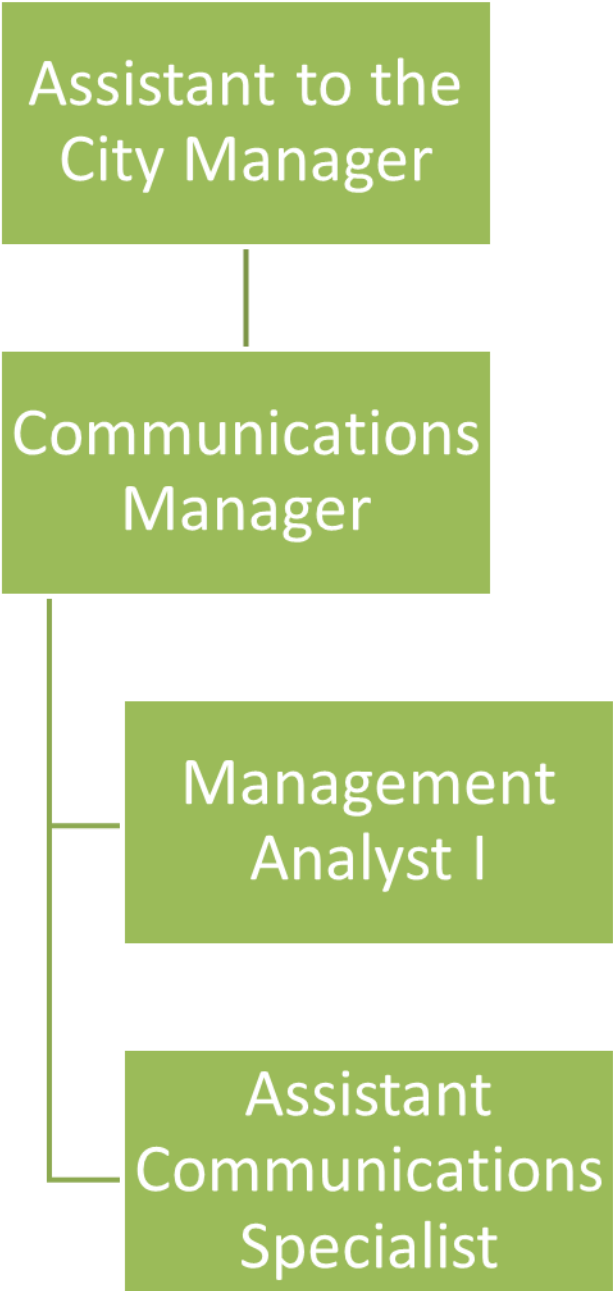
- Work with the nine Destination Lancaster hotel partners to renew the Tourism-Business Improvement District (TBID), and The BLVD Association to renew the Property-Based Improvement District (PBID). Renewal of these BIDs will ensure the continued existence of both Destination Lancaster and The BLVD Association, enabling each entity to continue generating funds that will enhance Lancaster's sales tax base by generating over-night stays, as well as creating general tourism and downtown spending opportunities.
- Use the results of the IDA survey, which will establish metrics in such categories as Economy, Density, Identity, Inclusion, and Resilience, to evaluate what has been achieved thus far in the downtown, as well as what areas could be further explored and improved upon. ED will also work with The BLVD Association

to establish benchmark figures for the Ambassador program that can be used to track and ensure its continued success in improving safety and increasing business owner satisfaction.

- Produce marketing brochures and other materials to help raise awareness of and attract health-oriented uses to Medical Main Street. We will also work to establish a governing process to help guide the Medical Main Street effort as it evolves.
- Partner with Development Services and the Auto Mall Association to enhance the Lancaster Auto Mall by working to address traffic and pedestrian concerns, improve aesthetics, and create an environment in which the dealers can continue to flourish and generate sales tax revenue.
- Continue working to sell the under-utilized City-owned properties under the Property Management Plan so that they can be developed into tax-base enhancing uses.
- Partner with brokers and developers to find ways to stimulate development in the City's underutilized commercial centers.
- Continue working hand in hand with local businesses, as well as businesses interested in coming to the area, by helping them identify potential expansion sites in Lancaster.

Org Detail- Communications

Division no. 4305



Budget Detail- Communications

Division no. 4305

Div.	Obj.	Description	Actuals FY 2016	Year End Estimates FY 2017	Adopted Budget FY 2018
Personnel					
4305	101	SALARIES-PERMANENT	207,565	247,190	258,725
4305	104	SALARIES-OVERTIME	63	-	-
4305	112	SALARIES-TEMPORARY	37,903	50,000	80,000
4305	121	FRINGE BENEFITS	36,388	14,140	11,865
4305	122	PERS	62,845	65,680	62,355
4305	124	HEALTH INSURANCE	40,076	42,600	42,700
4305	125	WORKER'S COMP	11,637	13,080	13,665
4305	129	DEFERRED COMP	20,260	24,800	31,210
Personnel Total			\$ 416,737	\$ 457,490	\$ 500,520
Operations & Maintenance					
4305	201	TRAVEL EXPENSE	-	95	-
4305	202	LOCAL & REGIONAL EVENTS	551	750	750
4305	203	MILEAGE	-	-	175
4305	205	CITY PROMOTION & ADVERTISING	16,987	26,760	22,000
4305	206	PUBLICATIONS & DUES	1,287	725	725
4305	211	POSTAGE	29,775	33,000	33,000
4305	251	SPECIAL ACTIVITY SUPPLIES	621	810	750
4305	253	REPROGRAPHICS	63,939	75,185	75,000
4305	259	OFFICE SUPPLIES	1,560	1,500	1,500
4305	301	PROFESSIONAL SERVICES	77,179	88,195	87,830
4305	302	COMPUTER SOFTWARE AND SUPPORT	43,772	45,615	45,070
4305	402	MAINTENANCE SERVICE-PRIVATE	21,036	21,600	21,600
Operations & Maintenance Total			\$ 256,707	\$ 294,235	\$ 288,400
Capital Outlay					
4305	753	EQUIPMENT & MACHINERY	-	30,000	200,000
Capital Outlay Total			\$ -	\$ 30,000	\$ 200,000
GRAND TOTAL			\$ 673,444	\$ 781,725	\$ 988,920
Funding Sources					
	101	GENERAL FUND	673,444	781,725	988,920
GRAND TOTAL			\$ 673,444	\$ 781,725	\$ 988,920

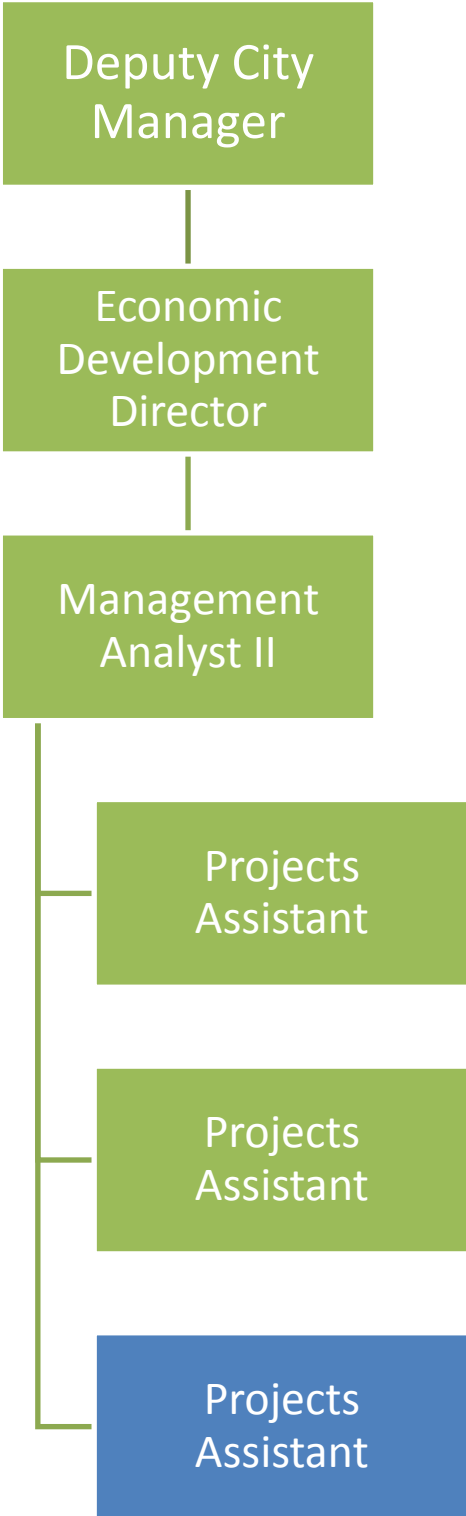
Budget Detail- Traction Seal

Division no. 4306

Div.	Obj.	Description	Actuals FY 2016	Year End Estimates FY 2017	Adopted Budget FY 2018
Operations & Maintenance					
4306	208	SMALL TOOLS	2,460	-	-
4306	209	UNIFORMS	425	-	-
4306	260	INSURANCE EXPENSE	46,744	74,485	74,500
4306	301	PROFESSIONAL SERVICES	168,431	108,355	8,740
4306	311	GOVERNMENT FILING FEES	1,188	-	-
4306	410	STREET MATERIALS	95,590	-	-
4306	603	RENT - BUILDINGS & GROUNDS	2,540	3,760	3,760
Operations & Maintenance Total			\$ 317,378	\$ 186,600	\$ 87,000
Capital Outlay					
4306	753	Equipment and Machinery	\$107,284	-	-
Capital Outlay Total			\$ 107,284	\$ -	\$ -
GRAND TOTAL			\$ 424,662	\$ 186,600	\$ 87,000
Funding Sources					
	101	GENERAL FUND	424,662	-	
	203	GAS TAX	-	186,600	87,000
GRAND TOTAL			\$ 424,662	\$ 186,600	\$ 87,000

Org Detail- Economic Development

Division no. 4540



Budget Detail- Economic Development

Division no. 4540

Div.	Obj.	Description	Actuals FY 2016	Year End Estimates FY 2017	Adopted Budget FY 2018
Personnel					
4540	101	SALARIES-PERMANENT	208,083	341,510	404,840
4540	112	SALARIES-TEMPORARY	24	16,215	15,000
4540	121	FRINGE BENEFITS	10,193	20,330	97,565
4540	122	PERS	50,487	83,240	66,400
4540	124	HEALTH INSURANCE	27,712	54,970	15,790
4540	125	WORKER'S COMP	9,298	15,590	37,930
4540	129	DEFERRED COMP	20,762	28,780	11,305
Personnel Costs Total			\$ 326,559	\$ 560,635	\$ 648,830
Operations & Maintenance					
4540	200	REGISTRATION	-	1,100	1,100
4540	201	TRAVEL EXPENSE	-	900	900
4540	202	LOCAL & REGIONAL EVENTS	261	245	-
4540	205	CITY PROMOTION & ADVERTISING	1,503	-	-
4540	206	PUBLICATIONS & DUES	31,840	32,005	32,005
4540	212	POSTAGE-SPECIAL MAILING	148	200	390
4540	259	OFFICE SUPPLIES	866	200	500
4540	291	FURN & OFFICE EQUIP (NON CAP)	7,227	-	-
4540	301	PROFESSIONAL SERVICES	6,120	22,505	21,500
4540	340	BUSINESS ATTRACTION	63,967	140,455	97,500
Operations & Maintenance Total			\$ 111,932	\$ 197,610	\$ 153,895
GRAND TOTAL			\$ 438,491	\$ 758,245	\$ 802,725
Funding Sources					
	101	GENERAL FUND	438,491	758,245	802,725
GRAND TOTAL			\$ 438,491	\$ 758,245	\$ 802,725

Budget Detail- Central Services

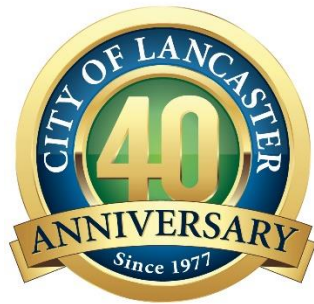
Division no. 4330

Div.	Obj.	Description	Actuals FY 2016	Year End Estimates FY 2017	Adopted Budget FY 2018
Personnel					
4330	101	VACATION PAYOUTS	463,531	550,000	400,000
4330	122	PARS CONTRIBUTION	-	-	50,000
4330	124	OPEB	2,123,735	2,359,850	2,359,850
4330	136	LONG TERM CARE - RETIREES	18,000	18,000	18,000
Personnel Costs Total			\$ 2,605,266	\$ 2,927,850	\$ 2,827,850
Operations & Maintenance					
4330	200	MAYORS SCHOLARSHIP EXPENSES	3,000	29,980	14,000
4330	201	MAYORS HEALTH/WELLNESS PROGRAM	17,850	32,250	22,000
4330	260	INSURANCE EXPENSE	(11,290)	1,380,000	1,380,000
4330	287	BAD DEBT EXPENSE	-	-	-
4330	300	LEGAL CLAIMS	548,449	1,050,000	500,000
4330	301	PROFESSIONAL SERVICES	-	392,505	600
4330	311	GOVERNMENT FILING FEES	79,502	37,800	37,800
4330	355	SPECIAL PROGRAMS	-	-	35,000
4330	603	RENT - BUILDINGS & GROUNDS	887,274	937,800	941,200
4330	652	ELECTRICITY	-	-	-
4330	770	GRANT EXPENSES	46,250	28,000	-
Operations & Maintenance Total			\$ 1,571,035	\$ 3,888,335	\$ 2,930,600
GRAND TOTAL			\$ 4,176,301	\$ 6,816,185	\$ 5,758,450
Funding Sources					
	101	GENERAL FUND	955,486	2,355,600	2,444,000
	106	COMMUNITY SERVICES FOUNDATION	20,850	62,830	36,600
	109	CITY SPECIAL RESERVES	3,153,715	3,977,850	3,277,850
	204	AIR QUALITY MANAGEMENT	46,250	28,000	-
	209	PROPOSITION C	0	391,905	-
GRAND TOTAL			\$ 4,176,301	\$ 6,816,185	\$ 5,758,450

Budget Detail- Public Transit/ Proposition A

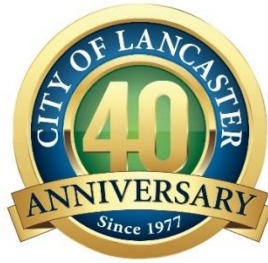
Division no. 4330

Div.	Obj.	Description	Actuals FY 2016	Year End Estimates FY 2017	Adopted Budget FY 2018
Personnel					
4330	101	SALARIES-PERMANENT	11,605	6,170	-
4330	121	FRINGE BENEFITS	467	380	515
4330	122	PERS	2,900	1,530	2,125
4330	124	HEALTH INSURANCE	1,502	820	1,430
4330	125	WORKER'S COMP	519	270	395
4330	129	DEFERRED COMP	1,393	740	1,100
Personnel Costs Total			18,386	9,910	5,565
Operations & Maintenance					
4330	301	ANTELOPE VALLEY TRANSIT AUTHORITY	1,615,460	1,251,084	1,550,525
4330	308	CONTRACT SERVICES	20,000	30,000	30,000
4330	404	GROUNDS MAINTENANCE	22,042	96,675	65,000
4330	779	GENERAL FUND OVERHEAD	36,445	37,175	37,915
4330	991	TRANS/EXCH W OTHER AGENCIES	-	1,425,000	1,425,000
Operations & Maintenance Total			1,693,947	2,839,934	3,108,440
GRAND TOTAL			1,712,333	2,849,844	3,114,005
Funding Sources					
	207	PROPOSITION A	1,712,333	2,849,844	3,114,005
GRAND TOTAL			1,712,333	2,849,844	3,114,005



City of Lancaster

INFORMATION TECHNOLOGY



City of Lancaster

Information Technology

Budget Summary

	Actuals FY 2016	Year End Estimates FY 2017	Adopted Budget FY 2018
Dollars by Division			
Information Technology	\$ 2,098,110	\$ 2,930,055	\$ 3,023,820
Dollars by Category			
Personnel	787,624	787,980	1,036,270
Operations & Maintenance	1,310,486	2,048,355	1,987,550
Capital Outlay	-	93,720	-
Total Dollars by Category	\$ 2,098,110	\$ 2,930,055	\$ 3,023,820
Dollars by Funding Source			
General Fund	1,706,054	2,269,815	2,393,320
City Special Reserves	164,438	526,720	380,000
Gas Tax	310	-	340
Engineering Fees	109,074	119,620	124,940
Sewer Maintenance District	118,234	13,900	125,220
Total Dollars by Funding Source	\$ 2,098,110	\$ 2,930,055	\$ 3,023,820

Description

The Information Technology division provides technology solutions that support City departments in delivering quality services to the community.

Accomplishments

- Wi-Fi at City Hall, MOAH, LPAC, and Maintenance Yard
- Implementation of Land Module of Accela
- Online Permitting
- Installation of Security Cameras at Various Facilities
- Upgrade of Various Conference Rooms
- Development of Public Works Viewer

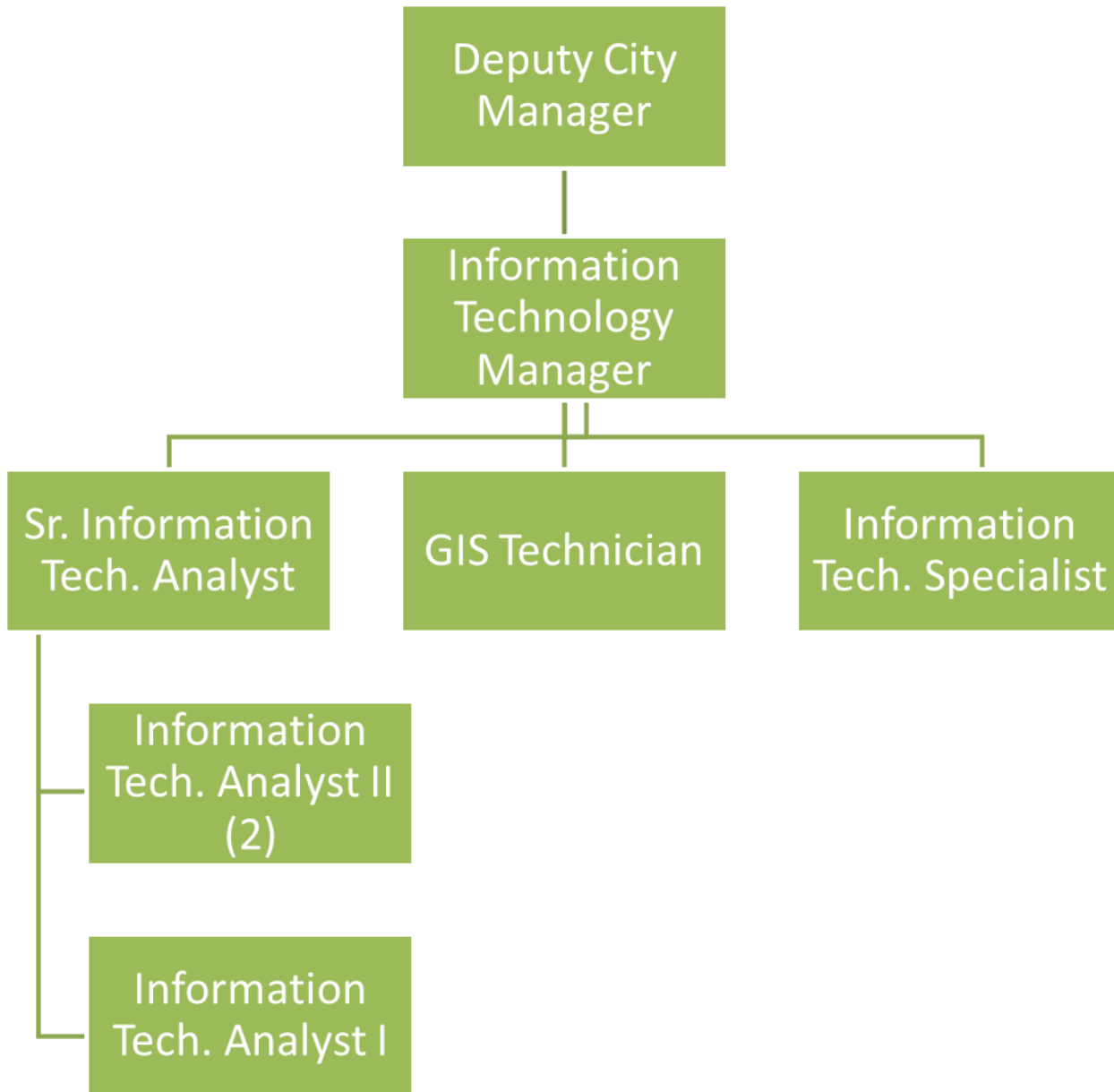
Budget Goals / Performance Objectives

- Development of Security Plan
- Installation of Additional Security Cameras at Various Facilities
- Upgrade of Various Servers
- Upgrade of LPAC ticketing software
- Implementation of Business License and Asset Module of Accela
- Technology Upgrade of Additional Conference Rooms and Council Chambers

- Wi-Fi Expansion
- Upgrade of Fuel Management System
- Records Management (Electronic Document Scanning, Maintenance, and Storage)
- Open Data Initiative
- Expansion of Mobility for field Staff
- Additional Virtualization of Servers
- Windows Upgrade of Servers
- Identification of Fiber Connections/Expansion
- Additional Technology upgrades of EOC
- Expansion of Open Data
- Upgrade of PRA Rec Software
- Expansion of GIS Data
- Continual Monitoring of Server Health
- Continual expansion/upgrade of Public Works Viewer
- Upgrade of Shoretel
- Upgrade of Microsoft Office
- Windows Server Upgrade

Org Detail- Information Technology

Division no. 4315



Budget Detail- Information Technology

Division no. 4315

Div.	Obj.	Description	Actuals FY 2016	Year End Estimates FY 2017	Adopted Budget FY 2018
Personnel					
4315	101	SALARIES-PERMANENT	434,955	490,110	581,660
4315	104	SALARIES-OVERTIME	-	-	5,000
4315	121	FRINGE BENEFITS	16,425	26,190	22,075
4315	122	PERS	106,225	120,500	140,180
4315	124	HEALTH INSURANCE	71,426	89,810	95,320
4315	125	WORKER'S COMP	19,187	21,450	23,220
4315	129	DEFERRED COMP	23,686	28,660	46,365
4315	101	SALARIES-PERMANENT	70,886	7,370	74,325
4315	121	FRINGE BENEFITS	3,937	340	2,985
4315	122	PERS	17,432	1,800	17,910
4315	124	HEALTH INSURANCE	18,604	1,260	19,945
4315	125	WORKER'S COMP	3,117	310	3,325
4315	129	DEFERRED COMP	1,744	180	3,960
Personnel Total			\$ 787,624	\$ 787,980	\$ 1,036,270
Operations & Maintenance					
4315	201	TRAVEL EXPENSE	-	195	500
4315	206	PUBLICATIONS & DUES	160	160	500
4315	207	VEHICLE OPERATIONS	175	500	1,000
4315	212	POSTAGE-SPECIAL MAILING	23	265	400
4315	217	VEHICLE-FUEL	197	500	1,000
4315	251	SPECIAL ACTIVITY SUPPLIES	207	1,900	10,000
4315	256	STAFF DEVELOPMENT	3,757	10,000	10,000
4315	259	OFFICE SUPPLIES	-	-	2,000
4315	291	FURN & OFFICE EQUIP (NON CAP)	164,438	228,000	558,000
4315	301	PROFESSIONAL SERVICES	24,465	270,000	150,000
4315	302	COMPUTER SOFTWARE AND SUPPORT	755,232	1,109,655	752,580
4315	302	COMPUTER SOFTWARE AND SUPPORT	310	-	340
4315	302	COMPUTER SOFTWARE AND SUPPORT	109,074	119,620	124,940
4315	302	COMPUTER SOFTWARE AND SUPPORT	2,514	2,640	2,770
4315	402	MAINTENANCE SERVICE-PRIVATE	44,500	44,500	100,140
4315	651	TELEPHONE	205,434	260,420	273,380
Operations & Maintenance Total			\$ 1,310,486	\$ 2,048,355	\$ 1,987,550

Budget Detail- Information Technology

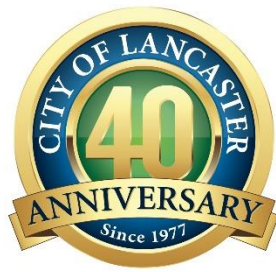
Division no. 4315

Div.	Obj.	Description	Actuals FY 2016	Year End Estimates FY 2017	Adopted Budget FY 2018
Capital Outlay					
4315	751	FURNITURE & OFFICE EQUIPMENT	-	93,720	-
Capital Outlay Total			\$ -	\$ 93,720	\$ -
GRAND TOTAL			\$2,098,110	\$2,930,055	\$3,023,820
Funding Sources					
	101	GENERAL FUND	1,706,054	2,269,815	2,393,320
	109	CITY SPECIAL RESERVES	164,438	526,720	380,000
	203	GAS TAX	310	-	340
	251	ENGINEERING FEES	109,074	119,620	124,940
	480	SEWER MAINTENANCE DISTRICT	118,234	13,900	125,220
GRAND TOTAL			\$2,098,110	\$2,930,055	\$3,023,820



City of Lancaster

FINANCE



CITY OF LANCASTER

Finance

Budget Summary

	Actuals FY 2016	Year End Estimates FY 2017	Adopted Budget FY 2018
Dollars by Division			
Finance	2,271,106	2,368,705	2,881,830
Finance	\$ 2,271,106	\$ 2,368,705	\$ 2,881,830
Dollars by Category			
Personnel	1,804,323	1,818,210	2,283,420
Operations & Maintenance	466,783	550,495	598,410
Total Dollars by Category	\$ 2,271,106	\$ 2,368,705	\$ 2,881,830
Dollars by Funding Source			
General Fund	2,271,106	2,368,705	2,881,830
Total Dollars by Funding Source	\$ 2,271,106	\$ 2,368,705	\$ 2,881,830

Description

The Finance Department is responsible for the following functions:

ADMINISTRATION (Division no. 4310)

Finance Administration manages all financial activities of the City, including the disbursement of financial resources and assurance that adequate resources are available.

ACCOUNTING (Division no. 4310)

The City's Accounting Division is responsible for accounts payable, accounts receivable, payroll, fixed assets, special assessments, and financial reporting. The Division provides accurate and timely financial information to the public, bondholders, grantors, auditors, City Council, and City Management.

BUSINESS LICENSING (Division no. 4310)

The Business Licensing Division is responsible for the processing of new business license and rental housing applications, along with the processing of annual renewals of these licenses. The Division ensures that all applicants comply with Municipal Code Chapter 5 when applying and renewing their licenses.

TREASURY (Division no. 4310)

The Treasury Division is responsible for all banking, investments, and budget functions for the City. Ancillary tasks include Mello Roos and assessment district management, submitting SB 90 claims of reimbursement from the State, post bond issue compliance, and acting as a liaison between Finance and Development Service's Capital Engineering Division.

PROCUREMENT & CONTRACTS (Division no. 4310)

The Procurement & Contracts division performs and coordinates the centralized purchasing activities for all city departments in the procurement of supplies, services, and equipment necessary for city operations including the management of supplier risk. The Division reviews all City contracts that have a procurement component and suggests and drafts revisions to those contracts if necessary.

Accomplishments

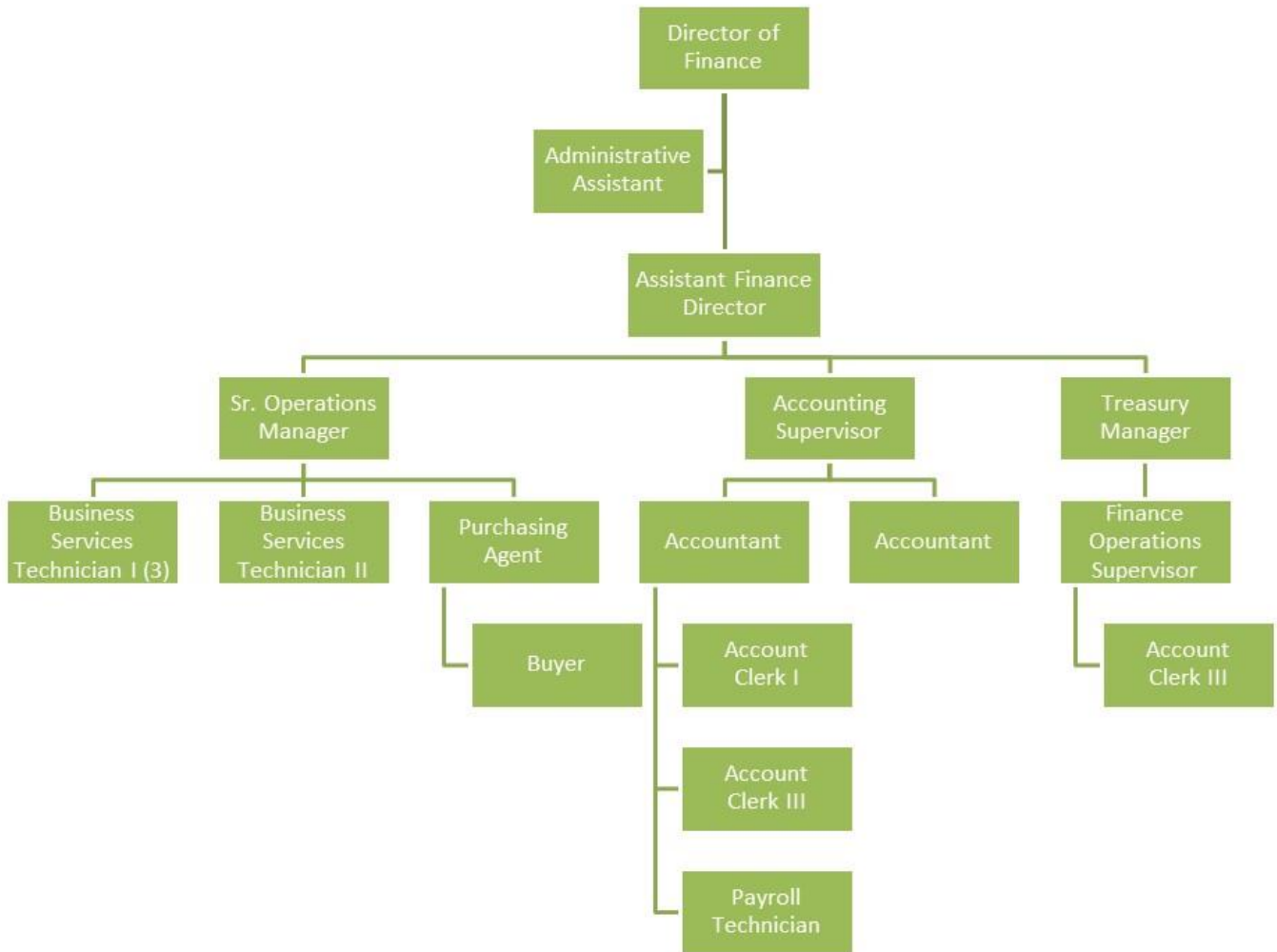
- Granted the Government Finance Officers Association's Distinguished Budget Award for the fiscal year 2017 budget.
- Implemented a comprehensive fee, bail, and fine schedule for the entire City.
- Implementation of Business Licensing module of Accela
- Ensured Long-Term Financial Stability by maintaining conservative financial practices, continually monitoring the economy, providing prudent and effective budgeting and accounting, investing wisely and planning strategically

Budget Goals / Performance Objectives

- Receive an unqualified independent audit opinion for Fiscal 2016-2017 by January 2018
- Receive the Government Finance Officers Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting for our June 30, 2017 Comprehensive Annual Financial Report
- Implement 100% of all applicable audit comments for the prior year by June 30 and review and implement appropriate management audit comments within 90 days of receipt
- Receive the GFOA Distinguished Budget Award for fiscal year 2018
- Implement full-scale electronic payments to City vendors
- Deploy online licensing application and renewal processing
- Establish policies and procedures in order to apply for the Achievement of Excellence in Procurement in May 2018.

Org Detail- Finance

Division no. 4310



Budget Detail- Finance

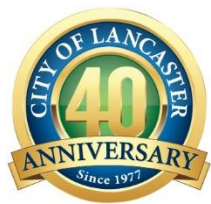
Division no. 4310

Div.	Obj.	Description	Actuals FY 2016	Year End Estimates FY 2017	Adopted Budget FY 2018
Personnel					
4310	101	SALARIES-PERMANENT	1,130,203	1,127,680	1,457,660
4310	104	SALARIES-OVERTIME	1,087	15,000	4,000
4310	112	SALARIES-TEMPORARY	23,879	24,000	17,750
4310	121	FRINGE BENEFITS	61,942	68,300	58,220
4310	122	PERS	272,852	273,210	351,300
4310	124	HEALTH INSURANCE	199,731	202,600	215,500
4310	125	WORKER'S COMP	49,554	50,160	61,810
4310	129	DEFERRED COMP	65,075	57,260	117,180
Personnel Total			\$ 1,804,323	\$ 1,818,210	\$ 2,283,420
Operations & Maintenance					
4310	200	REGISTRATION	2,547	750	-
4310	201	TRAVEL EXPENSE	4,163	3,500	-
4310	202	LOCAL & REGIONAL EVENTS	768	675	550
4310	203	MILEAGE	188	450	450
4310	206	PUBLICATIONS & DUES	2,706	1,500	2,500
4310	207	VEHICLE OPERATIONS	52	200	950
4310	212	POSTAGE-SPECIAL MAILING	151	140	-
4310	217	VEHICLE - FUEL	180	40	400
4310	235	CREDIT CARD CHARGES	17,369	16,000	16,000
4310	251	SPECIAL ACTIVITY SUPPLIES	411	2,600	-
4310	253	REPROGRAPHICS	7,495	5,000	8,410
4310	254	PHOTOCOPY MACHINE COSTS	171,764	230,000	243,820
4310	256	STAFF DEVELOPMENT	496	150	-
4310	259	OFFICE SUPPLIES	4,768	4,000	4,000
4310	301	PROFESSIONAL SERVICES	132,446	104,560	120,480
4310	302	COMPUTER SOFTWARE AND SUPPORT	14,493	19,000	17,000
4310	304	AUDIT SERVICES	106,763	161,830	183,750
4310	402	MAINTENANCE SERVICE-PRIVATE	-	100	100
4310	651	TELEPHONE	23	-	-
Operations & Maintenance Total			\$ 466,783	\$ 550,495	\$ 598,410
GRAND TOTAL			\$ 2,271,106	\$ 2,368,705	\$ 2,881,830
Funding Sources					
	101	GENERAL FUND	2,271,106	2,368,705	2,881,830
GRAND TOTAL			\$ 2,271,106	\$ 2,368,705	\$ 2,881,830

PARKS, RECREATION, & ARTS



BooLVD Halloween and Harvest Festival



Parks, Recreation, & Arts

Budget Summary

	Actuals FY 2016	Year End Estimates FY 2017	Adopted Budget FY 2018
Dollars by Division			
Administration & Film	1,322,728	1,499,955	1,597,555
Parks Maintenance	8,244,089	8,559,220	8,643,115
Recreation	3,891,080	4,228,905	3,995,275
Arts Program	2,032,584	2,415,000	2,125,150
Parks, Recreation, & Arts	\$ 15,490,481	\$ 16,703,080	\$ 16,361,095
Dollars by Category			
Personnel	7,630,174	7,949,030	8,120,700
Operations & Maintenance	7,853,108	8,664,685	8,202,340
Capital Outlay	7,199	89,365	38,055
Total Dollars by Category	\$ 15,490,481	\$ 16,703,080	\$ 16,361,095
Dollars by Funding Source			
General Fund	11,573,387	12,475,260	12,070,965
Capital Replacement	-	20,935	220,055
Community Services Foundation	1,131,550	29,940	26,000
City Special Reserves	61,107	13,530	-
Gas Tax	-	1,068,790	1,136,810
TDA Article 8	1,288,935	-	-
Proposition A	8,432	40,700	40,055
Parks Development Fund	-	80,000	-
LA County Reimbursement	1,300	-	-
Performing Arts Center	1,425,770	1,645,125	1,430,735
Landscape Maintenance District	-	1,318,800	1,351,475
Lighting Maintenance District	-	10,000	85,000
Total Dollars by Fund	\$ 15,490,481	\$ 16,703,080	\$ 16,361,095

Description

The Parks, Recreation & Arts Department is responsible for the following functions

ADMINISTRATION (Division no. 4620)

The Director of Parks, Recreation and Arts heads the administrative program which directs and supports the related divisions and sections within the Department in matters of budgeting, personnel, program development, service delivery, training, clerical and other comparable areas. Additionally, the Director supervises the Department's Capital Improvement Program and works with the development community to ensure that parkland and facilities are provided for the future.

FILM LIASION (Division no. 4621)

The Antelope Valley Film Office was established to create a friendly environment and location for the feature film, television and video industry. The goals include: the continuation of a growing marketing presence in the film industry, being an active member of the Film Liaisons in California Statewide (FLICS), coordination of the permitting process among jurisdictions, coordination of the local businesses serving the industry and keeping the Antelope Valley community abreast of film activity.

PARKS (Division no. 4630-36)

Staff in this program area provide for the physical care of all park sites, small business incubator property, landscape maintenance districts, city trees and facilities including: grounds maintenance, irrigation system installation/maintenance (including water conserving renovations), equipment maintenance, chemical control programs, turf care, energy management, horticultural needs (including xeriscape and annual floral displays), tree planting, trimming and spraying. This division is also responsible for maintenance and repair of City buildings and facilities and assists with set up for special events, meetings and rentals.

ATHLETICS & RECREATION (Division nos. 4640-43, 46, 60, 62, 70, 80)

The Recreation Division provides a variety of recreation programs, services and special events for residents of all ages in the City of Lancaster. This Division consists of Administration, Community Recreation, Athletics, Aquatics, Special Classes and Facility Reservations, James C. Gilley Lancaster National Soccer Center Operations, Park Rangers and Special Events. Additionally, the Recreation Division coordinates the computer registration system and partners with the Lancaster School District in providing the Lancaster CARES After School and Enrichment Center Programs.

ARTS (Division nos. 4644, 51, 402-4650)

The Cultural Arts Program offers a wide range of artistic programming designed to entertain and educate the Antelope Valley community. Through the Performing Arts Center, the City offers a presenting season of regional, national and international performing artists, as well as two theatres available for rent to the Antelope Valley community. The Lancaster Museum of Art and History presents renowned art and historical exhibitions in nine galleries rotating five times a year. Additionally, the Cultural Arts Program includes: Arts for Youth programming and the Van-Go Trunk Program, each consisting of tours, outreaches, master classes, workshops and school visits from performing and visual artists. All of the programming for Arts for Youth meets California Visual and Performing Arts state standards for K-12 education. The newly restored Cedar Center for the Arts provides access for unique recreational programming focused on local youth and artistic development. Included in the renovation is MOAH: Cedar which serves as a catalyst for engaging a diverse audience through captivating exhibitions, innovative artists and dynamic programming.

Accomplishments

- Completed analysis of past media buys which resulted in coordination of advertising contracts, strategized ad placement/frequency and reduction of overall advertising expenses Citywide
- Increased the partner and sponsor program proceeds to over \$1 million (a combination of cash and in kind services)
- Hosted the fourth annual Field of Drafts Craft Beer Festival with record attendance and profitability
- Celebrated the eighth annual Streets of Lancaster Grand Prix, attracting over 150 professional go-kart drivers from throughout the United States

- Partnered in hosting the fourth annual Los Angeles County Air Show which drew more than 100,000 attendees over the two-day event
- Reinvigorated the California Poppy Festival™ in honor of the 25th anniversary and hosted a record breaking attendance for the 26th year
- Partnered with Kid's Charities in hosting the 23rd annual Thunder on the Lot at Sgt. Steve Owen Memorial Park raising money for local organizations
- Revamped and expanded the weekly BLVD Farmers Market
- Enhanced the type and scope of Martin Luther King, Jr. Day of Service projects to be more involved and have a greater impact on the community with an emphasis in conservation, recycling and environmental awareness in conjunction with GAC initiatives
- Increased social media presence
- Hired temporary part-time production specialist for the expected ramp up of production with the successful outcome of Assembly Bill #1839 including a 5% increase in the tax credit for filming done outside of the Los Angeles Studio Zone
- Upgraded Antelope Valley Film Office's website database to expand interactive design and added filmography and videos
- Worked with industry unions/guilds to expand the 30-mile studio zone
- Worked to provide rapid film permit issuance: two to five business days from permit application submission
- Reduced water usage throughout parks, landscape maintenance districts and greenbelt areas
- Responded to approximately 900 Comcate service requests for Landscape Maintenance Districts, right of way/public easement issues and street tree maintenance
- Met all California state mandated water rationing requirements while considering aggressive and innovative means and reducing consumption by partnering with our landscape contractor to pursue and achieve this goal
- Leased to capacity and completed renovation of landscaping at the incubator property as a part of the overall facility rehabilitation process
- Installed two new three-ton air conditioning units in the Lantern room at the Lancaster Museum of Art and History to better meet the needs for cooling in the warm seasons
- Completed phase one of the City Hall facelift
- Converted lighting throughout the Lancaster University Center to energy-saving T7 lamps and ballasts from outdated T12 components
- Provided setup and support for 50 media events and press conferences for announcements and introductions of City accomplishments, events and new businesses
- Secured a \$250,000 grant from Los Angeles County for the rehabilitation of Eastside Pool
- Restored the chlorine generator at Eastside Pool making it self-sufficient and saving the cost of purchasing chlorine
- Improved the off-leash dog area and decreased water consumption at Hull Park by removing damaged turf and planting shade trees
- Renovated two fields and replaced high water use plant material in the 10th Street West planter areas with drought tolerant shrubs at Sgt. Steve Owen Memorial Park
- Implemented a comprehensive tree trimming program at all City parks
- Completed installation of solar panels at the James C. Gilley Lancaster National Soccer Center to offset electrical costs for irrigation
- Repaired lighting deficiencies in all parks and implemented a lighting management programs
- Install exercise path and equipment at Mariposa and Whit Carter Parks
- Completed additional capital improvement projects at Lancaster Municipal Stadium in partnership with the new JetHawks Baseball Club owners including: renovation of the playing field, relocation and painting of the exterior wrought iron fencing and began seat replacement
- Introduce a winter day camp offering to increase revenue and provide a safe place for children to recreate during the December school break
- Provided year-round aquatics programs to 56,000 attendees including swim lessons, lap and recreational swimming, senior swim program and aquatic exercise classes

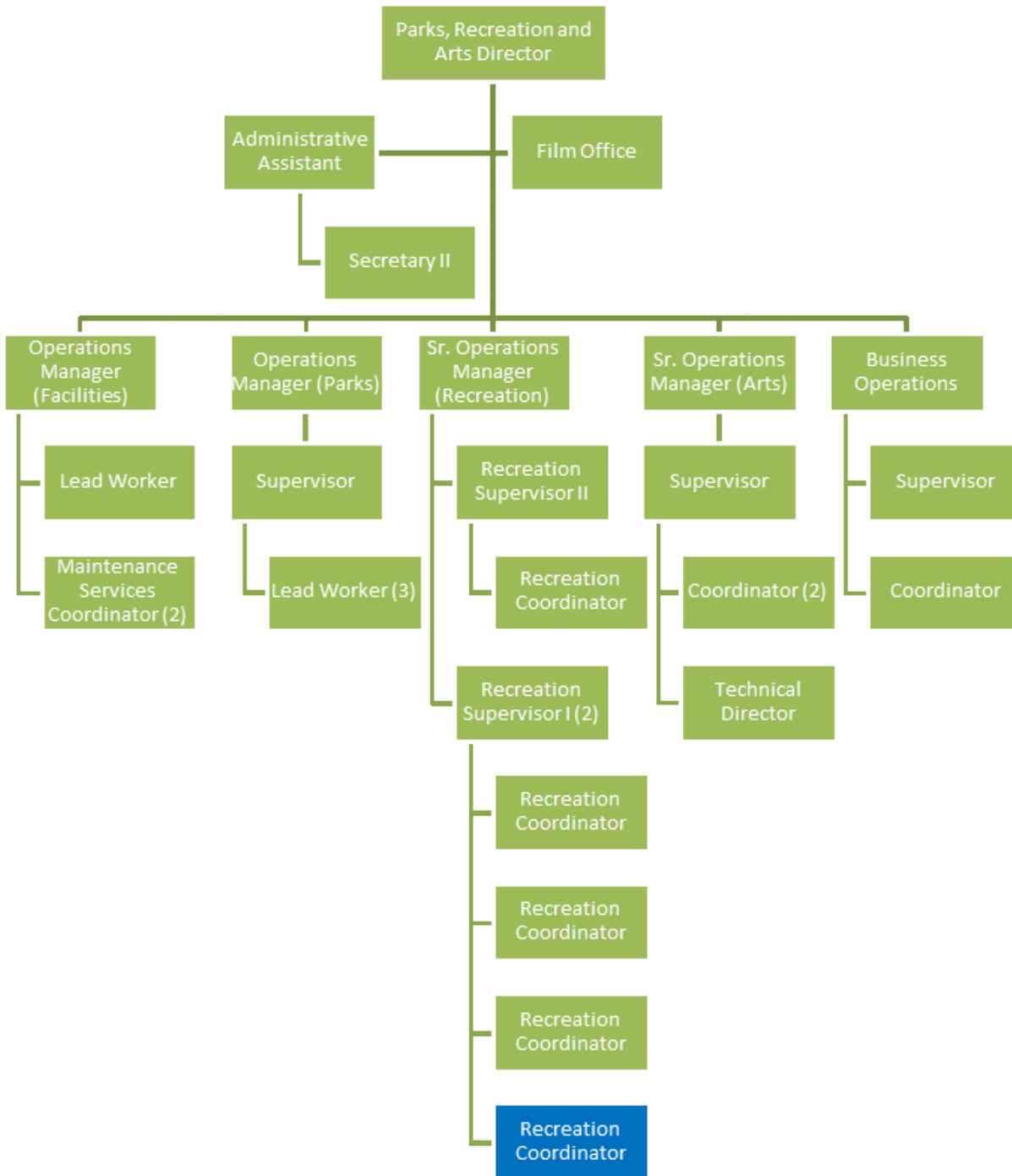
- Hosted the Dan Tran Invitational Swim Meet with teams coming from schools in the Pasadena, Santa Clarita and Los Angeles areas, as well as Orange and Ventura Counties with a total attendance of over 5,200 people, including over 1,220 participants
- Expanded the Park Ranger Outreach Program to provide presentations to 3,000 students through 35 tours and 20 site visits on various topics teaching children about park safety, “stranger danger” and the importance of conservation and preservation of our natural resources
- Enhanced Prime Desert Woodland Preserve programming and marketing to include 35 guided tours by Park Rangers and developed a quarterly newsletter outlining programs, tours and presentations
- Youth basketball participation increased by 25% a growth unmatched since 2004
- Completed Lancaster Batting Range improvements including the installment of a PA system to better communicate with patrons and a new canopy netting
- Softball tournaments included 542 teams, approximately 18,000 visitors and produced an estimated economic impact of \$3.6 million; this included bringing slow pitch softball back to the Big 8
- Hosted 955 State Cup and National Cup teams and approximately 29,000 visitors at the James C. Gilley Lancaster National Soccer Center resulting in an estimated economic impact of \$4.5 million
- Updated and claimed ownership of all park sites on social media platforms to utilize for online marketing purposes of the City’s facility rentals
- Increased presence in community by attending at least one outreach event each month
- Doubled arts education and performing arts programming held at the Cedar Center for the Arts and Lancaster Museum of Art and History
- Expanded the Enrichment Center Program to Nancy Cory Elementary School; procured grant funding for three additional years for 11 CARES After School Program sites
- The Lancaster Performing Arts Center presented 32 season performances, 16 Arts for Youth shows and two school outreaches for underserved youth, hosted 110 rental performances on the main stage and in the Nellie and Lou Bozigian Family Theatre and recovered more than 115% of artist fees
- Took a large underutilized space at the Lancaster Performing Arts Center and created Zelda’s 750 West to create an enhanced experience for attendees at the theatre as well as the public seeking a place to gather with friends
- Renovated the East End Concessions at the Lancaster Performing Arts Center which increased overall revenue and offered food and drink options to the public during shows
- Hosted two fundraising events netting nearly \$100,000 in support for the Lancaster Performing Arts Center Foundation and LPAC’s Arts for Youth programming, providing ticket scholarships, transportation assistance and on campus outreaches for K-12 students
- Hosted 30+ exhibitions at all City museum facilities and opened the Andrew Frieder Creative Space in MOAH CEDAR’s west gallery that serves as a drop-in art studio during regular operating hours
- Expanded Green MOAH Initiative to reach 3,500 Antelope Valley teens – includes Wasteland Project and Crosswinds Project
- Secured a core operating grant from California Community Foundation through the Lancaster Museum and Public Art Foundation to enhance programs and exhibitions at MOAH
- Expanded community engagement with the VanGo Trunk Program serving 6,000 students across all districts and hosted 12 monthly Young Artist Workshops, bringing free art programming to more than 700 youth
- Re-designed the Lancaster Museum of Art and History’s website
- Met all California Community Foundation grant objectives
- Implemented Master Cultural Plan, wrote and wrote Lancaster Museum and Public Art Foundation’s five-year Strategic Plan
- Celebrated the Museum’s 30-year history with enhanced high school and juried art exhibitions, festival at the Cedar Center for the Arts complex and an annual year-end report
- Completed multi-phase launch for the MOAH Arts for Youth bus program

Budget Goals / Performance Objectives

- Reduce the City's subsidy of the James C. Gilley Lancaster National Soccer Center, the Lancaster Municipal Stadium and the Lancaster Performing Arts Center
- Increase sponsorships to offset special event costs
- Develop a comprehensive Citywide facility and event naming and sponsorship opportunity listing
- Actively pursue grants beneficial to Parks, Recreation and Arts programs
- Provide expanded marketing menu options to interested Departments to decrease costs and increase both buying power and reach
- Expand media relations, seeking alternative target marketing prospects
- Hire a PR firm to create, manage and monitor AV Film's Facebook page and newsletter
- Continue tree trimming program at all City parks
- Set up and implement annual tree pruning program establishing a five-year cycle to complete trimming of the 30,000 trees throughout the City
- Conduct over 20 annual special events, as well as provide support for other community programs
- Continue to provide recreation programs and services with an increased emphasis on health and fitness
- Launch a user-friendly online facility rental application through the City's website that raises public awareness and interest
- Continue to collaborate with local event planning companies and related vendors to enhance the awareness of City facility rental options, classes and resources
- Create a "Parent Night Out" option for participants at Enrichment Center Program sites
- Increase attendance at the Nancy Cory Elementary School Enrichment Center
- Maximize pool attendance for the year while continuing to streamline the aquatics swim lesson program to increase cost recovery, as well as maintaining safety and increasing effectiveness of lessons
- Expand Aquatic program to include Jr. Lifeguard Program to create a pool of trained lifeguard candidates to mitigate attrition
- Seek additional soccer organizations and other sports, such as lacrosse and a passing tournament, bringing more tournaments to the Lancaster National Soccer Center and increasing local tourism opportunities
- Secure additional sponsors and increase advertising for the Lancaster Batting Range in addition to developing new turf field ideas for the facility
- Continue to increase youth basketball participation and research adding a summer league
- Renovate the snack bar at Sgt. Steve Owen Memorial Park Fields 1-4 to increase revenue through additional concession opportunities
- Implementation of new state required "Quality Standards of Expanded Learning" at the CARES After School Program sites through an introduction of site specific and programmatic quality standards
- Continue the relaunch, branding, marketing and operation refinement efforts of the Lancaster Performing Arts Center by soliciting business sponsorships, analyzing current policies for efficiency, broadening programming and creating a unique entertainment option for Valley residents
- Continue the re-invigoration of the Arts for Youth Program at the LPAC
- Increase revenue at Zelda's 750 West through regular hours and rentals
- Implementation of a Cultural Plan and Public Art Policy to inform the accreditation process and beautify various City amenities
- Collaborate with National and International groups to expand cultural experiences both at Museum sites and throughout the community

Org Detail- Parks, Recreation & Arts

Division no. 4600



Budget Detail- Administration & Film Office

Division Nos. 4620 & 4621

Obj.	Obj. Description	Actuals FY 2016	Year End Estimates FY 2017	Adopted Budget FY 2018
Personnel				
101	SALARIES – PERMANENT	740,875	757,720	815,980
104	SALARIES – OVERTIME	2,930	2,000	1,455
112	SALARIES – TEMPORARY	17,634	25,000	39,000
121	OTHER FRINGE BENEFITS	38,483	44,320	40,335
122	PERS	182,998	194,560	196,650
124	HEALTH INSURANCE	109,373	95,860	99,535
125	WORKER'S COMPENSATION	33,041	34,390	39,280
129	DEFERRED COMPENSATION	58,257	60,410	80,495
Personnel Total		\$ 1,183,591	\$ 1,214,260	\$ 1,312,730
Operations & Maintenance				
200	REGISTRATION	550	-	-
201	TRAVEL & EXPENSES	-	1,000	-
202	LOCAL & REGIONAL EXPENSES	71	100	200
203	REIMBURSED MILEAGE	487	100	100
206	PUBLICATIONS & DUES	335	425	425
207	VEHICLE OPERATIONS	48	200	-
211	POSTAGE	-	45,000	45,000
212	POSTAGE – SPECIAL MAILING	69	1,200	2,000
217	VEHICLE FUEL	360	300	-
251	SPECIAL ACTIVITY SUPPLIES	1,035	1,010	700
253	REPROGRAPHICS	185	-	-
259	OFFICE SUPPLIES	3,727	4,200	4,200
301	PROFESSIONAL SERVICES	67,995	68,000	68,000
308	CONTRACT SERVICES	63,000	63,000	63,000
311	GOVERNMENT FEES & LICENSES	-	-	100
323	PASS-THROUGH PAYMENTS	-	100,000	100,000
334	BLVD BANNERS & TREES	79	-	-
416	PROPERTY TAX ON LAND	1,196	1,160	1,100
Operations & Maintenance Total		\$ 139,137	\$ 285,695	\$ 284,825
GRAND TOTAL		\$ 1,322,728	\$ 1,499,955	\$ 1,597,555
Funding Sources				
101	GENERAL FUND	1,322,728	1,499,955	1,597,555
GRAND TOTAL		\$ 1,322,728	\$ 1,499,955	\$ 1,597,555

Budget Detail- Parks

Division Nos. 4631-36

Obj.	Obj. Description	Actuals FY 2016	Year End Estimates FY 2017	Adopted Budget FY 2018
Personnel				
101	SALARIES – PERMANENT	1,506,991	1,539,740	1,648,085
104	SALARIES – OVERTIME	143,704	142,000	140,560
112	SALARIES – TEMPORARY	447,871	474,445	483,530
121	OTHER FRINGE BENEFITS	58,821	79,860	66,980
122	PERS	384,987	398,510	390,195
124	HEALTH INSURANCE	362,741	369,430	383,715
125	WORKER'S COMPENSATION	84,748	87,550	83,545
129	DEFERRED COMPENSATION	52,569	54,910	77,870
135	UNEMPLOYMENT	49	270	-
137	MEDICARE	300	-	-
Personnel Total		\$ 3,042,781	\$ 3,146,715	\$ 3,274,480
Operations & Maintenance				
202	LOCAL & REGIONAL EXPENSES	-	40	-
207	VEHICLE OPERATIONS	65,890	43,440	48,460
208	SMALL TOOLS	6,490	6,730	3,520
209	UNIFORMS	27,639	25,480	21,055
212	POSTAGE – SPECIAL MAILING	36	190	-
217	VEHICLE FUEL	44,618	36,950	46,160
230	SMALL EQUIPMENT OPERATIONS	4,031	4,700	6,700
251	SPECIAL ACTIVITY SUPPLIES	1,543	880	800
253	REPROGRAPHICS	282	520	75
256	STAFF DEVELOPMENT	486	380	-
259	OFFICE SUPPLIES	3,206	2,230	550
263	LEGAL ADVERTISING	-	-	1,000
264	LANDSCAPE MAINTENANCE	137,117	293,380	159,545
265	TREE & PLANT MATERIAL	4,116	5,790	14,550
267	HORTICULTURAL – TREE TRIMMING	372,590	353,000	520,000
268	HORTICULTURAL	40,499	-	37,820
269	HORTICULTURAL	115,563	-	121,550
293	SPECIAL EQUIPMENT – OFFICE	10	1,200	2,500
301	PROFESSIONAL SERVICES	34,659	44,260	40,000
311	GOVERNMENT FEES & LICENSES	49,880	74,805	68,170
401	MAINT - LANC BUSINESS PARK	74,539	75,000	75,000
402	MAINTENANCE SERVICE – PRIVATE	1,295,228	1,482,105	1,446,905
403	BUILDING MAINTENANCE	159,679	120,250	125,710
404	GROUNDS MAINTENANCE	381,788	312,500	307,750

Budget Detail- Parks

Division Nos. 4631-36

Obj.	Obj. Description	Actuals FY 2016	Year End Estimates FY 2017	Adopted Budget FY 2018
406	JANITORIAL SUPPLIES	114,509	108,840	127,675
408	SOIL STERILE & WEED CONTROL	6,218	18,100	18,100
413	COMMUNICATIONS MAINTENANCE	-	20	1,335
416	PROPERTY TAX ON LAND	5,174	5,250	5,075
455	TRAFFIC & REGULATORY SIGNS	-	35,440	-
460	TRAFFIC SIGNAL – DAMAGE REPAIR	-	-	5,000
462	REIMBURSED DAMAGE REPAIRS	19,955	10,000	10,000
602	RENT – OTHER EQUIPMENT	12,859	8,400	5,315
651	TELEPHONE	7,360	6,910	5,000
652	ELECTRICITY	902,214	895,440	930,805
654	WATER	993,171	993,950	844,730
655	GAS	87,222	90,730	96,150
670	AQUATIC MAINTENANCE	23,481	110,300	38,000
779	GENERAL FUND OVERHEAD ALLOCATION	202,057	191,740	195,575
Operations & Maintenance Total		\$ 5,194,109	\$ 5,363,140	\$ 5,330,580
Capital Outlay				
752	MOTOR VEHICLES	-	14,900	8,000
753	EQUIPMENT & MACHINERY	7,199	13,530	10,000
763	REPLACEMENT – EQUIPMENT & MACHINERY	-	20,935	20,055
Capital Outlay Total		\$ 7,199	\$ 49,365	\$ 38,055
GRAND TOTAL		\$ 8,244,089	\$ 8,559,220	\$ 8,643,115
Funding Sources				
101	GENERAL FUND	5,806,223	6,086,465	5,809,720
104	CAPITAL REPLACEMENT	-	20,935	220,055
109	CITY SPECIAL RESERVES	-	13,530	-
203	GAS TAX	1,079,392	1,068,790	1,136,810
207	PROPOSITION A	61,107	40,700	40,055
482	LANDSCAPE MAINTENANCE DISTRICT	1,288,935	1,318,800	1,351,475
483	LIGHTING MAINTENANCE DISTRICT	8,432	10,000	85,000
GRAND TOTAL		\$ 8,244,089	\$ 8,559,220	\$ 8,643,115

Budget Detail- Recreation

Division Nos. 4640-43; 4646; 4660; 4662; 4670; 4680

Obj.	Obj. Description	Actuals FY 2016	Year End Estimates FY 2017	Adopted Budget FY 2018
Personnel				
101	SALARIES – PERMANENT	464,723	500,310	517,685
104	SALARIES – OVERTIME	6,235	20,895	20,505
112	SALARIES – TEMPORARY	1,572,879	1,704,940	1,724,570
121	OTHER FRINGE BENEFITS	50,993	56,470	50,705
122	PERS	171,444	157,680	138,125
124	HEALTH INSURANCE	87,437	85,950	86,240
125	WORKER'S COMPENSATION	88,693	87,830	81,045
129	DEFERRED COMPENSATION	14,132	14,980	28,170
135	UNEMPLOYMENT	59	-	-
137	MEDICARE	297	-	-
Personnel Total		\$ 2,456,892	\$ 2,629,055	\$ 2,647,045
Operations & Maintenance				
203	REIMBURSED MILEAGE	-	-	150
205	CITY PROMOTION & ADVERTISING	1,411	1,500	1,500
206	PUBLICATIONS & DUES	150	150	150
207	VEHICLE OPERATIONS	2,259	9,700	5,700
209	UNIFORMS	7,875	9,790	9,790
211	POSTAGE	19,700	19,780	13,440
212	POSTAGE – SPECIAL MAILING	17	-	-
217	VEHICLE FUEL	4,435	5,750	6,250
222	SPECIAL EVENTS	758,926	428,490	388,085
222C	CELEBRATE AMERICA	4,000	39,835	29,005
222S	STREETS OF LANCASTER	-	234,840	189,810
222B	BOOLVD	-	49,815	44,850
222M	MAGICAL BLVD CHRISTMAS	-	50,460	42,840
223	SOCCER GATE EXPENSES	32,528	29,000	29,000
225	SPONSORSHIP EXPENSES	111,239	200,000	70,000
235	CREDIT CARD CHARGES	16,544	16,500	10,200
251	SPECIAL ACTIVITY SUPPLIES	144,363	147,405	195,070
253	REPROGRAPHICS	43,917	42,930	40,550
256	STAFF DEVELOPMENT	1,380	1,000	1,000
259	OFFICE SUPPLIES	642	950	950
270	RECREATION SERVICES	33,463	37,165	37,165
271	RECREATION BUS SERVICES - PROP A	14,775	24,165	20,000
286	CASH VARIANCE	20	-	-

Budget Detail- Recreation

Division Nos. 4640-43; 4646; 4660; 4662; 4670; 4680

Obj.	Obj. Description	Actuals FY 2016	Year End Estimates FY 2017	Adopted Budget FY 2018
301	PROFESSIONAL SERVICES	2,389	3,100	3,100
308	CONTRACT SERVICES	229,855	197,300	199,300
413	COMMUNICATIONS MAINTENANCE	-	-	100
602	RENT – OTHER EQUIPMENT	3,000	4,725	4,725
651	TELEPHONE	-	5,500	5,500
770	GRANT EXPENSES	1,300	-	-
Operations & Maintenance Total		\$ 1,434,188	\$ 1,559,850	\$ 1,348,230
Capital Outlay				
752	MOTOR VEHICLES	-	\$40,000	-
Capital Outlay Total		-	\$40,000	-
GRAND TOTAL		\$ 3,891,080	\$ 4,228,905	\$ 3,995,275
Funding Sources				
101	GENERAL FUND	3,864,735	4,208,965	3,979,275
106	LANCASTER COMMUNITY SERVICES FOUNDATION	25,045	19,940	16,000
261	LOS ANGELES COUNTY REIMBURSEMENT	1,300	-	-
GRAND TOTAL		\$ 3,891,080	\$ 4,228,905	\$ 3,995,275

Budget Detail- Arts

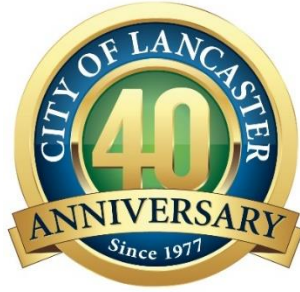
Division Nos. 4644; 4650-51

Obj.	Obj. Description	Actuals FY 2016	Year End Estimates FY 2017	Adopted Budget FY 2018
Personnel				
101	SALARIES – PERMANENT	246,324	278,490	270,090
104	SALARIES – OVERTIME	1,288	1,500	1,500
112	SALARIES – TEMPORARY	410,945	400,750	381,845
114	RENTAL LABOR	72,920	62,000	52,000
121	OTHER FRINGE BENEFITS	16,847	23,440	21,000
122	PERS	91,891	90,900	65,600
124	HEALTH INSURANCE	67,741	61,300	49,900
125	WORKER'S COMPENSATION	31,921	32,750	29,825
129	DEFERRED COMPENSATION	7,033	7,870	14,685
Personnel Total		\$ 946,910	\$ 959,000	\$ 886,445
Operations & Maintenance				
200	REGISTRATION	-	1,070	1,050
201	TRAVEL & EXPENSES	30	3,500	3,500
203	REIMBURSED MILEAGE	-	-	150
205	CITY PROMOTION & ADVERTISING	41,083	78,560	73,560
206	PUBLICATIONS & DUES	1,011	1,570	1,570
207	VEHICLE OPERATIONS	384	200	-
208	SMALL TOOLS	25	400	400
209	UNIFORMS	2,197	1,500	375
211	POSTAGE	1,599	4,500	21,750
212	POSTAGE – SPECIAL MAILING	1,491	1,500	500
217	VEHICLE FUEL	752	1,000	1,445
225	SPONSORSHIP EXPENSES	27,240	10,000	10,000
235	CREDIT CARD CHARGES	15,962	20,000	20,000
251	SPECIAL ACTIVITY SUPPLIES	139,955	186,040	83,550
253	REPROGRAPHICS	3,349	500	1,250
256	STAFF DEVELOPMENT	639	-	-
257	PERFORMANCE COSTS	20,346	26,000	20,000
259	OFFICE SUPPLIES	3,162	2,200	2,775
270	RECREATION SERVICES	-	-	3,000
272	THEATER PROGRAMS	-	-	1,500
286	CASH VARIANCE	60	150	-
301	PROFESSIONAL SERVICES	30,076	11,000	33,875
302	COMPUTER SOFTWARE & SUPPORT	4,151	35,000	30,615
308	CONTRACT SERVICES	119,525	187,800	141,000
311	GOVERNMENT FEES & LICENSES	7	6,375	2,135
318	PERFORMER SERVICES	441,690	500,000	500,000
330	ROYALTIES	5,168	9,000	9,250

Budget Detail- Arts

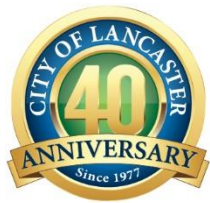
Division Nos. 4644; 4650-51

Obj.	Obj. Description	Actuals FY 2016	Year End Estimates FY 2017	Adopted Budget FY 2018
402	MAINTENANCE SERVICE – PRIVATE	34,484	47,000	41,715
403	BUILDING MAINTENANCE	26,870	126,250	45,575
404	GROUNDS MAINTENANCE	480	500	1,200
406	JANITORIAL SUPPLIES	1,870	8,350	6,000
416	PROPERTY TAX ON LAND	7,679	7,695	7,800
602	RENT – OTHER EQUIPMENT	39,453	55,000	49,525
603	RENT – BUILDINGS & GROUNDS	-	1,000	2,500
651	TELEPHONE	182	200	-
652	ELECTRICITY	97,482	103,940	100,940
654	WATER	3,564	3,700	5,700
655	GAS	13,708	14,500	14,500
Operations & Maintenance Total		\$ 1,085,674	\$ 1,456,000	\$ 1,238,705
GRAND TOTAL		\$ 2,032,584	\$ 2,415,000	\$ 2,125,150
Funding Sources				
101	GENERAL FUND	579,701	679,875	684,415
106	LANCASTER COMMUNITY SERVICES FOUNE	27,113	10,000	10,000
213	PARKS DEVELOPMENT FUND	-	80,000	-
402	LANCASTER PERFORMING ARTS CENTER	1,425,770	1,645,125	1,430,735
GRAND TOTAL		\$ 2,032,584	\$ 2,415,000	\$ 2,125,150



CITY OF LANCASTER

DEVELOPMENT SERVICES



Development Services

Budget Summary

	Actuals FY 2016	Year End Estimates FY 2017	Adopted Budget FY 2018
Dollars by Division			
Administration	424,719	565,380	693,075
Community Development	5,317,532	7,314,590	6,080,490
Public Works	11,245,138	31,085,175	16,949,065
Capital Engineering	663,921	2,009,375	2,572,850
Development Services	\$ 17,651,310	\$ 40,974,520	\$ 26,295,480
Dollars by Category			
Personnel	11,256,483	13,084,890	14,185,280
Operations & Maintenance	6,320,651	15,103,005	11,908,400
Capital Outlay	74,176	12,786,625	201,800
Total Dollars by Category	\$ 17,651,310	\$ 40,974,520	\$ 26,295,480
Dollars by Funding Source			
General Fund	3,399,078	3,940,845	4,291,895
Capital Replacement	24,274	112,060	112,600
Gas Tax	4,960,063	5,537,435	5,896,795
Proposition C	58,505	62,015	60,700
Drainage Impact Fees	4,730	310,000	-
Biological Impact Fees	-	1,160,860	-
Engineering Fees	2,590,166	2,789,020	2,992,695
State Grant - OTS	-	100,000	-
State Grant Recycling Beverage	157,299	564,965	-
State Grant Recycling Oil	100,497	48,485	44,215
Federal Miscellaneous Grants	190,194	63,950	-
Sewer Maintenance District	4,099,682	4,612,615	4,441,520
Landscape Maintenance District	434,659	440,385	474,940
Lighting Maintenance District	123,252	19,657,710	6,135,285
Drainage Maintenance District	1,315,808	1,366,875	1,627,390
Recycled Water	193,103	207,300	217,445
Total Dollars by Fund	\$ 17,651,310	\$ 40,974,520	\$ 26,295,480

Description

The Development Services Department is responsible for the following functions:

ADMINISTRATION (Division no. 4701)

Provides support and coordination amongst all Development Services divisions including: budget preparation and control; acting as the liaison between the community and Development Services divisions; management of staff, purchasing and other support services. Staff administers the street sweeping, shopping cart retrieval, bus shelter cleaning contracts.

COMMUNITY DEVELOPMENT (Division nos. 82, 83, 85)

The Community Development Division has three distinct sections: Planning, Traffic, and Building and Safety.

The Planning Section facilitates the implementation of the City's General Plan, zoning ordinance, and development of Master Plans. Staff support is provided to both the City's Planning Commission and the Architectural Design Commission. The division manages the overall development and environmental review processing and approval protocol.

The Traffic Section encompasses the Traffic Engineering, Traffic Signal Maintenance and Traffic Signs and Markings. The section is directly involved in long-range street, bicycle, and pedestrian planning, safety, and design. In addition, the section maintains all the signalized intersections within the City and maintains all the street signs and roadway striping and markings.

The Building and Safety Section manages the building plan-check, permit, and inspection processes for residential, commercial and industrial construction within the City.

PUBLIC WORKS (Division nos. 4751, 52, 53, 55)

The Public Works Division has two distinct sections: Utility Services (USD) and Maintenance Services.

The Utility Services Section manages, operates and maintains the City owned recycled water program, storm drain system, the sanitary sewer collection system, environmental and recycling programs, and Municipal Utility programs.

The Maintenance Services Section conducts right-of-way and transportation maintenance operations, which encompass streets, sidewalks, storm drain channels, flow lines, and basins, removal of illegally dumped debris and weeds within the public right-of-way, graffiti abatement, and fleet maintenance.

CAPITAL AND DEVELOPMENT ENGINEERING (Division nos. 4761, 4762)

The Capital Program and Development Engineering Division has two distinct sections: Capital Program Section and Development Engineering Section.

The Capital Program Section is responsible for the design and construction of the 5-Year Capital Improvements Program (CIP). Included in this overall responsibility are the planning, design, utilities coordination, right-of-way coordination/acquisition, environmental clearance, grant management, project design management, inspection, construction management labor compliance, and contract administration for City projects.

The Development Engineering Section is responsible for plan check and permitting of grading and right-of-way infrastructure improvements; map check processing and approval of final maps; and development of Engineering standards. Included in this overall responsibility are the utilities coordination, right-of-way

coordination/acquisition, permit management, right-of-way inspections, undertaking agreements and securities management, initiation of annexations and management of the Public Works Assessment Districts, supporting the Community Development Division in the planning and conditions of approval process, implementing and enforcing conditions of approval within the right-of-way, and other Subdivision Map Act responsibilities for private development installed projects.

This Division consistently evaluates and assists in the development of innovative materials and practices for the cost effective stewardship of the City infrastructure whether installed under City contract or by private development.

Accomplishments

- Completed the public review of the City's Safe Routes to School Master Plan
- The Environmental section launched a new mattress recycling program resulting in a new revenue stream to support operations and has recycled 1,273 mattresses since launch in October 2016
- The Environmental section has recycled over 63,000 gallons of paint and almost 13,000 gallons of used oil. Throughout the year the section has administered educational outreach to thousands of resident and businesses through attendance at events such as the Poppy Festival and monthly neighborhood "pop-up" events. Additionally, the section has reached over 7,000 school-age children at 22 different school sites with education presentations
- Continued preparation of a Master Plan of Complete Streets, which is intended to revise street design to be more contextual in nature to safely accommodate multiple modes of travel, including walking, biking, driving, and transit
- Applied for and received over \$6 million worth of grants to fund traffic safety and active transportation improvements, including intersection improvements, bicycle facilities, traffic calming, and pedestrian walkways and crossings
- Completed and adopted the City's Climate Action Plan
- Completed planning and environmental process for several high profile projects such as BYD Phases II and III, Dodge Ram and Intertex 10th & Avenue K retail center
- Developed time of day coordination plans to synchronize traffic signals along key transportation corridors and implemented new timing at 139 signalized intersections to improve traffic flow, increase pedestrian safety, decrease traffic collisions and reduce vehicle emissions
- Utilized over 66 million gallons of recycled water for irrigation and construction use around the City
- Cleaned and inspected an average of over 32,000 sewer lines monthly; inspected and repaired manholes; mitigated sewer system overflows and operated below the state average
- Fats Oils & Grease Program: permitted 11 new restaurants; performed over 300 inspections throughout City; conducted 4 FOG outreach classes to multifamily and senior living facilities; reviewed 21 grease recovery device plans; participated in the 2017 Poppy Festival and interacted with over 1,500 attendees
- Performed right-of-way maintenance to include Crack Sealing, filling of potholes, repairing/replacing concrete sidewalks and curbs, weed abatement, illegal dump clean-ups, graffiti abatement, shoulder grading, maintenance of storm drain channel, basins and flow lines
- Completed 43 lane miles of chip seal operations within the City and County unincorporated area under agreement with Los Angeles county Public Works and receiving reimbursement of \$293,538
- Completed a 5-day pothole repair project where over 7,263 potholes were filled
- Implemented an aggressive BLVD maintenance program; steam cleaned ramblas, sidewalks, sidewalk furniture, established parkway crossing repaired Arco retaining wall, polished all street lamps and bollards
- Under the REVIVE 25 Program, the City has treated more than 235 lane miles of roads throughout Lancaster, with another 325 lane miles planned for treatment by the end of the calendar year

- Received an Active Transportation Program (ATP) grant valued at \$5.27 million. This grant is for the 2020 Safe Routes to Schools Pedestrian Improvements at and around Desert View Elementary, Mariposa Elementary, Sierra Elementary, and Sunnydale Elementary Schools
- Completed design of the City's second and third roundabouts. Projects funded in part with Highway Safety Improvements Program (HSIP) grant funds
- Constructed safety and bicycle improvements along two (2) miles of Avenue K-8. Project funded in part with Bicycle Transportation Authority (BTA) grant funds
- Continued environmental processes for the Metro Measure R Highway Equity Fund Improvements located at the following interchanges at SR 138 (14): Avenue M, Avenue K, Avenue G, and Avenue J and started the planning phase process for the interchange at Avenue L
- Constructed Sewer Mainline and Sewer Manhole rehabilitation improvements at various locations throughout the City
- Constructed Neighborhood Traffic Calming improvements (speed humps) at various locations throughout the City
- Awarded and began construction of sidewalk repairs and curb and gutter repairs that will eliminate backlog of PW Division concrete work orders
- Completed the selection process and awarded the Design Phase of the City's first "Design-Build" project for the county of Los Angeles Antelope Valley Senior Center Renovations project
- Completed Phase II of the wayfinding signs in support of Destination Lancaster
- Initiated recycled water system study that will evaluate our existing system and recommend improvements that will solve current maintenance issues and optimize operations
- Initiated Master Plan of Drainage update
- Awarded Multi-Year Professional Services Contracts to 19 pre-qualified consulting firms for services through September 2018

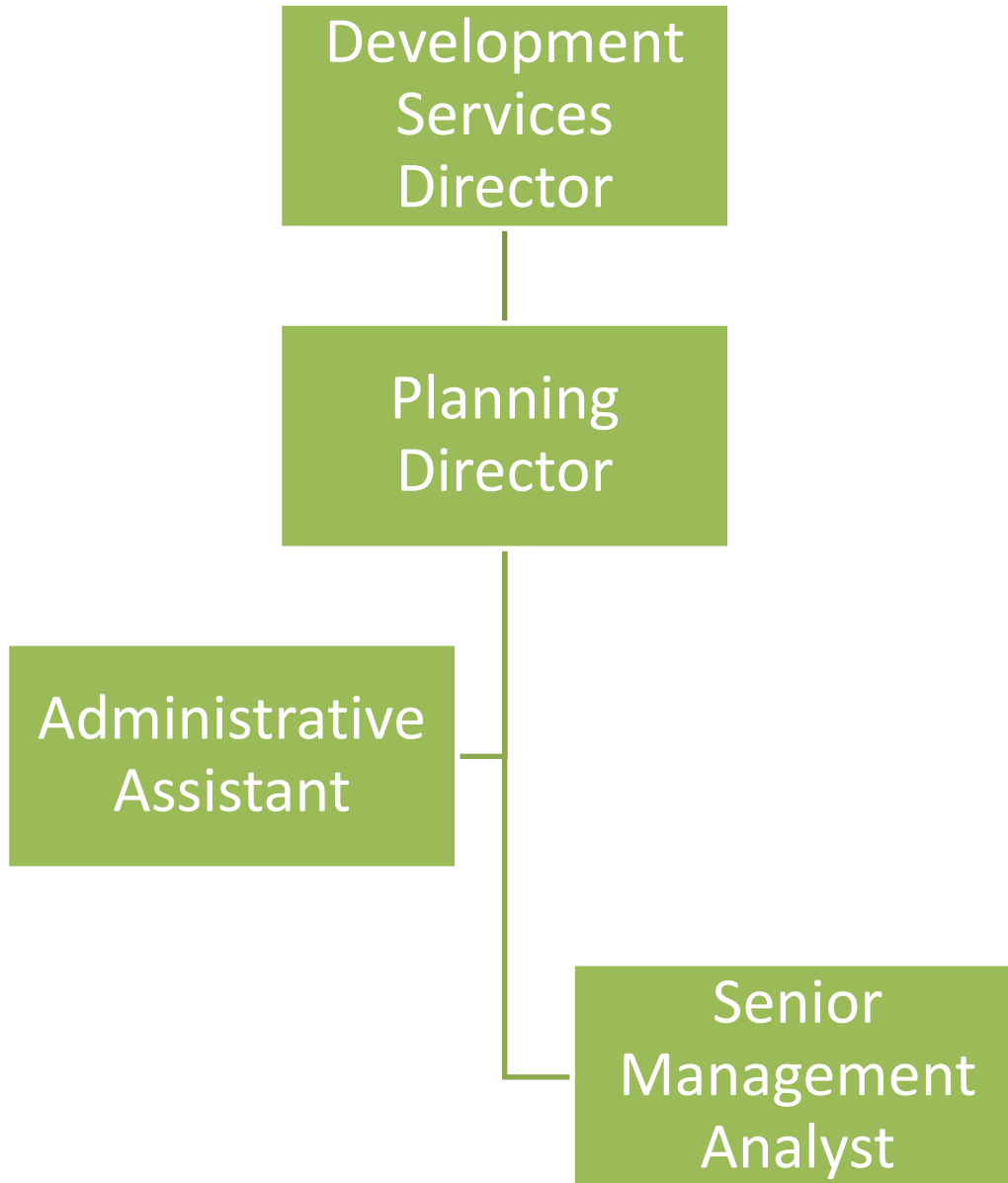
Budget Goals / Performance Objectives

- Adopt Safe Routes to School Master Plan
- Adopt Complete Streets Master Plan
- Complete planning work and environmental clearances for the "medical main street" during 2017/2018
- Complete planning work and environmental clearances for two Master Plan Communities: Avanti North (CV Communities) and Avanti South (Royal Investors) by the end of 2017
- Continue to improve and update the City's traffic signal communications system including the replacement of its aging controllers and firmware with advanced technologies, installing Ethernet and fiber optic communications and install WIFI communication links to outlying traffic signals.
- Continue to improve traffic safety by recommending and implementing traffic calming measures at warranted locations and right sizing roadways with the resurfacing projects as part of Revive 25
- Incorporate pavement preservation techniques into Asphalt winter responsibilities
- Continue to promote and convert other agencies to recycled water systems
- FOG Outreach for Multiple Family Units and Single Family Residences in FY 2018
- Update Recycled Water Master Plan and complete Storm Drain Master Plan
- Update Sewer System Management Plan
- Receive Household Hazardous Waste permit
- Complete Streetlight Acquisition project and conversion to LED lighting throughout the City
- Under the REVIVE 25 Program, treat another 325 lane miles of roads

- Begin construction of the City's second and third roundabouts. Projects funded in part with Highway Safety Improvements Program (HSIP) grant funds; \$1,780,700 in grant funds
- Construct safety and bicycle improvements associated with one (1) Bicycle Transportation Authority (BTA) projects with grant funds
- Complete construction of 10th Street West Gap Closure project. Project funded in part with Metro Call for Projects grant funds
- Begin construction of Avenue I Streetscape Enhancements, 10th Street West to 15th Street West. Project funded in part with Metro Call for Projects grant funds
- Continued progression toward design completion and construction of the Metro Measure R Highway Equity funded projects
- Complete the grant activities for the Office of Traffic Safety Pedestrian and Bicycle Safety grant to educate 3rd grade students at all 19 elementary schools about bicycle and helmet safety. Activities include the distribution of bicycle reflectors, personal reflective gear, crossing guard safety equipment and 1,100 properly fit bicycle helmets. Workshops held at each school and community events.

Org Detail- Administration

Division no. 4701



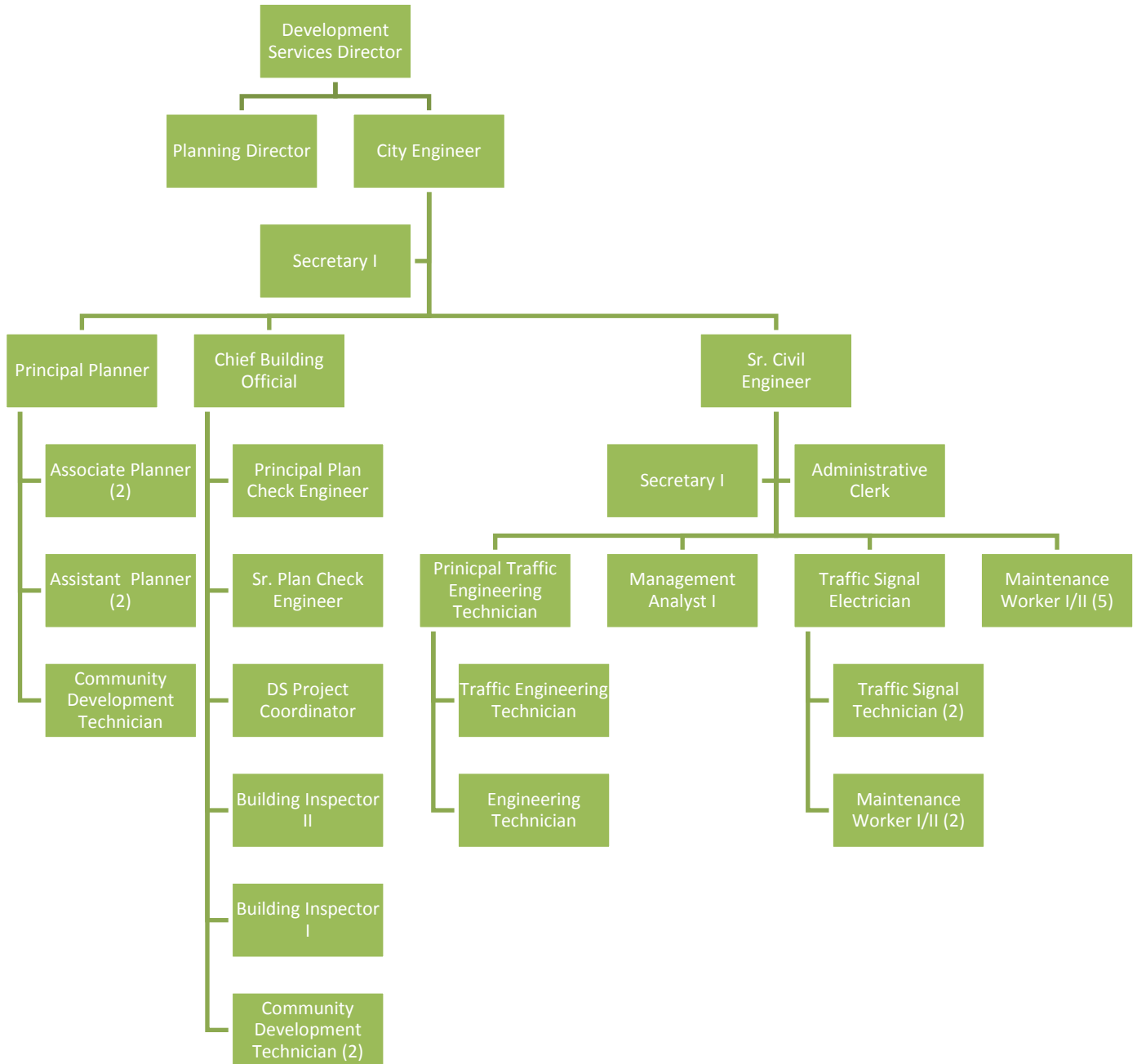
Budget Detail- Administration

Division no. 4701

Obj.	Obj. Description	Actuals FY 2016	Year End Estimates FY 2017	Adopted Budget FY 2018
Personnel				
101	SALARIES – PERMANENT	239,158	350,890	372,405
112	SALARIES – TEMPORARY	29,336	300	71,160
121	OTHER FRINGE BENEFITS	9,960	15,850	16,755
122	PERS	56,870	83,350	89,750
124	HEALTH INSURANCE	43,421	54,380	54,290
125	WORKER'S COMPENSATION	11,045	15,380	18,650
129	DEFERRED COMPENSATION	21,303	32,050	45,980
Personnel Subtotal		\$ 411,093	\$ 552,200	\$ 668,990
Operations & Maintenance				
200	REGISTRATION	585	-	-
201	TRAVEL & EXPENSES	161	-	-
202	LOCAL & REGIONAL EXPENSES	165	600	600
203	REIMBURSED MILEAGE	69	50	50
206	PUBLICATIONS & DUES	1,293	1,595	1,595
251	SPECIAL ACTIVITY SUPPLIES	1,302	2,550	600
253	REPROGRAPHICS	-	390	390
259	OFFICE SUPPLIES	390	850	850
291	FURNITURE & OFFICE EQUIPMENT	4,714	3,230	-
301	PROFESSIONAL SERVICES	4,947	3,915	20,000
Operations & Maintenance Subtotal		\$ 13,626	\$ 13,180	\$ 24,085
GRAND TOTAL		\$ 424,719	\$ 565,380	\$ 693,075
Funding Sources				
101	GENERAL FUND	410,051	565,230	639,735
203	GAS TAX	-	-	21,500
251	ENGINEERING FEES	-	-	4,840
480	SEWER MAINTENANCE	-	-	12,000
484	DRAINAGE MAINTENANCE DISTRICT	14,668	150	15,000
GRAND TOTAL		\$ 424,719	\$ 565,380	\$ 693,075

Org Detail- Community Development

Division nos. 4780, 4782, 4783 & 4785



Budget Detail- Community Development

Division nos. 4780, 4782, 4783 & 4785

Obj.	Obj. Description	Actuals FY 2016	Year End Estimates FY 2017	Adopted Budget FY 2018
Personnel				
101	SALARIES – PERMANENT	2,673,729	2,752,540	2,796,780
104	SALARIES – OVERTIME	15,015	50,650	46,200
111	SALARIES – SPECIAL	10,275	12,600	12,600
112	SALARIES – TEMPORARY	56,099	55,655	-
121	OTHER FRINGE BENEFITS	112,683	135,170	115,275
122	PERS	665,579	656,150	680,170
124	HEALTH INSURANCE	435,934	435,290	462,525
125	WORKER'S COMPENSATION	118,310	119,240	128,540
129	DEFERRED COMPENSATION	154,063	143,490	191,540
191	SALARY OFFSET – CAPITAL PROJECTS	(91,785)	(26,070)	(58,030)
194	FRINGE OFFSET-CIP	(40,400)	(12,790)	(24,430)
Personnel Total		\$ 4,109,502	\$ 4,321,925	\$ 4,351,170
Operations & Maintenance				
200	REGISTRATION	2,133	1,995	1,995
201	TRAVEL & EXPENSES	2,335	3,400	3,400
202	LOCAL & REGIONAL EXPENSES	366	7,125	600
203	REIMBURSED MILEAGE	56	670	620
206	PUBLICATIONS & DUES	6,329	8,785	7,135
207	VEHICLE OPERATIONS	21,888	18,230	17,650
208	SMALL TOOLS	555	3,330	5,330
209	UNIFORMS	299	6,975	6,975
210	MAPS & PUBLICATIONS	-	220	220
212	POSTAGE – SPECIAL MAILING	1,095	1,190	1,000
217	VEHICLE FUEL	16,385	46,145	45,865
220	BOOT/PANT REIMBURSEMENT	(100)	2,185	4,185
230	SMALL EQUIPMENT OPERATIONS	-	1,000	1,000
235	CREDIT CARD CHARGES	11,378	11,500	11,500
251	SPECIAL ACTIVITY SUPPLIES	36,228	32,100	100
253	REPROGRAPHICS	1,782	1,720	1,590
256	STAFF DEVELOPMENT	-	780	780
259	OFFICE SUPPLIES	6,874	6,590	9,740
263	LEGAL ADVERTISING	34,722	25,000	25,000
291	FURNITURE & OFFICE EQUIPMENT	167	800	-
294	OUTDOOR FURNITURE & EQUIPMENT	52,851	4,940	-
301	PROFESSIONAL SERVICES	158,994	146,170	201,250
302	COMPUTER SOFTWARE & SUPPORT	3,001	12,620	12,620
310	RECYCLED WATER PURCHASE	-	-	-

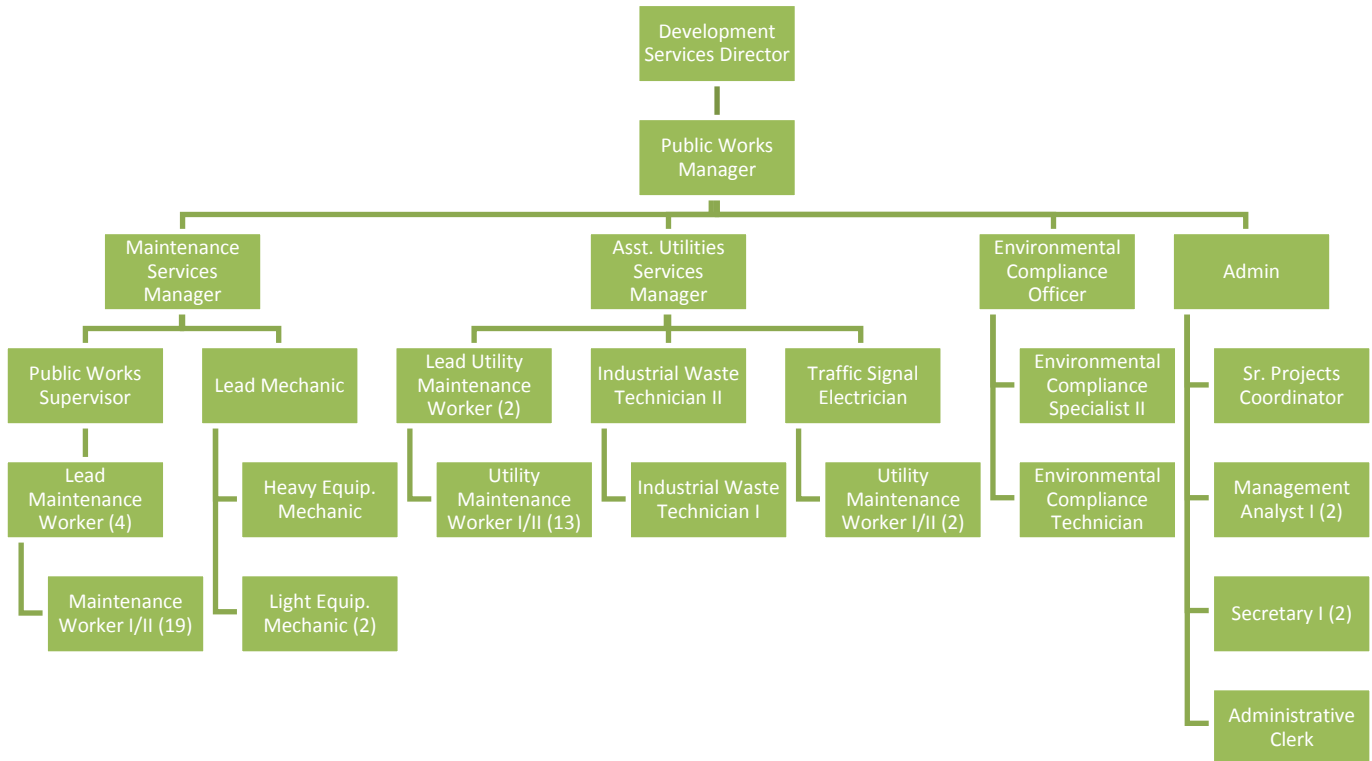
Budget Detail- Community Development

Division nos. 4780, 4782, 4783 & 4785

Obj.	Obj. Description	Actuals FY 2016	Year End Estimates FY 2017	Adopted Budget FY 2018
311	GOVERNMENT FEES & LICENSES	4,859	5,080	-
317	GENERAL PLAN UPDATE	20,159	80,900	-
355	SPECIAL PROGRAMS	66,812	9,030	-
361	RECORDING & CREDIT FEES	3,268	3,500	4,000
	MAINTENANCE SERVICE –			
402	PRIVATE	41,768	2,610	-
405	EQUIPMENT MAINTENANCE	-	1,400	1,500
454	MARKING & STRIPING	-	97,035	138,500
455	TRAFFIC & REGULATORY SIGNS	-	60,735	78,000
456	STREET NAME SIGN MAINTENANCE	-	1,000	10,000
457	ROADSIDE MAINTENANCE	-	2,000	2,000
460	TRAFFIC SIGNAL – DAMAGE REPAI	-	160,000	110,000
461	TRAFFIC SIGNAL – CITY	18,553	133,105	133,000
652	ELECTRICITY	-	124,545	125,150
657	HAZARDOUS WASTE HANDLING	7,000	-	-
665	STREET LIGHT FIXTURES	-	-	11,250
770	GRANT EXPENSES	-	53,590	-
773	RECYCLING - BEVERAGE	2,418	6,110	-
	GENERAL FUND OVERHEAD			
779	ALLOCATION	684,510	698,200	712,165
785	USED OIL GRANT OPP6	1,345	7,525	-
912	PROPERTY ACQUISITION	-	1,160,860	-
Operations & Maintenance Total		\$ 1,208,030	\$ 2,950,695	\$ 1,684,120
Capital Outlay				
752	MOTOR VEHICLES	-	-	\$33,700
753	EQUIPMENT & MACHINERY	-	\$14,740	11,500
762	REPLACEMENT – MOTOR VEHICLE:	-	27,230	-
Capital Outlay Total		\$ -	\$ 41,970	\$ 45,200
GRAND TOTAL		\$ 5,317,532	\$ 7,314,590	\$ 6,080,490
Funding Sources				
101	GENERAL FUND	1,868,593	1,887,060	1,887,685
203	GAS TAX	-	523,460	894,090
209	PROPOSITION C	3,001	2,700	2,700
224	BIOLOGICAL IMPACT FEES	-	1,160,860	-
251	ENGINEERING FEES	2,590,166	2,328,520	1,898,465
324	STATE GRANT-OTS	-	100,000	-
330	STATE GRANT RECYC. BEVERAGE	157,299	77,935	-
331	STATE GRANT - OIL RECYCLING	100,497	32,165	-
399	FEDERAL MISC. GRANTS	190,194	63,950	-
480	SEWER MAINTENANCE DISTRICT	406,282	318,715	168,320
483	LIGHTING MAINT. DISTRICT	-	819,225	1,229,230
484	DRAINAGE MAINT. DISTRICT	1,500	-	-
GRAND TOTAL		\$ 5,317,532	\$ 7,314,590	\$ 6,080,490

Org Detail- Public Works

Division nos. 4751, 4752, 4753 & 4755



Budget Detail- Public Works

Division nos. 4751, 4752, 4753 & 4755

Obj.	Obj. Description	Actuals FY 2016	Year End Estimates FY 2017	Adopted Budget FY 2018
Personnel				
101	SALARIES – PERMANENT	3,820,567	4,010,470	4,134,345
104	SALARIES – OVERTIME	197,730	257,040	193,145
112	SALARIES – TEMPORARY	20,548	45,845	-
121	OTHER FRINGE BENEFITS	170,110	216,230	177,605
122	PERS	944,126	993,300	1,000,530
124	HEALTH INSURANCE	893,076	956,760	966,350
125	WORKER'S COMPENSATION	167,032	176,850	187,185
129	DEFERRED COMPENSATION	136,082	124,100	225,000
191	SALARY OFFSET – CAPITAL PROJECTS	(123,601)	(25,480)	(42,000)
194	FRINGE OFFSET-CIP	(70,824)	(12,100)	(19,800)
Personnel Total		\$ 6,154,846	\$ 6,743,015	\$ 6,822,360
Operations & Maintenance				
200	REGISTRATION	15,778	16,375	36,205
201	TRAVEL & EXPENSES	9,343	27,270	29,740
202	LOCAL & REGIONAL EXPENSES	2,009	4,290	4,290
203	REIMBURSED MILEAGE	45	-	-
205	CITY PROMOTION	16,171	4,350	-
206	PUBLICATIONS & DUES	3,641	6,275	5,130
207	VEHICLE OPERATIONS	238,217	216,910	215,610
208	SMALL TOOLS	42,538	64,370	64,310
209	UNIFORMS	45,794	46,160	46,160
212	POSTAGE – SPECIAL MAILING	353	870	850
214	BULK VEHICLE MAINT. SUPPLIES	21,554	28,000	28,000
215	EQUIPMENT CHARGES	-	156,480	-
217	VEHICLE FUEL	164,580	204,035	206,420
220	BOOT/PANT REIMBURSEMENT	17,543	21,490	18,800
230	SMALL EQUIPMENT OPERATIONS	1,888	2,850	2,400
251	SPECIAL ACTIVITY SUPPLIES	2,593	105,400	1,900
253	REPROGRAPHICS	2,589	2,940	2,750
259	OFFICE SUPPLIES	5,211	5,000	4,600
260	INSURANCE EXPENSE	84,277	84,300	84,300
263	LEGAL ADVERTISING	-	500	1,000
265	TREE & PLANT MATERIAL	397	400	400
291	FURNITURE & OFFICE EQUIPMENT	-	1,500	2,500
294	OUTDOOR FURNITURE & EQUIPMENT	-	25,360	12,000
295	SPECIALIZED EQUIPMENT	24,983	25,685	18,000
301	PROFESSIONAL SERVICES	2,664	317,360	414,400

Budget Detail- Public Works

Division nos. 4751, 4752, 4753 & 4755

Obj.	Obj. Description	Actuals FY 2016	Year End Estimates FY 2017	Adopted Budget FY 2018
302	COMPUTER SOFTWARE & SUPPORT	175	500	500
308	CONTRACT SERVICES	59,238	73,000	73,000
310	RECYCLED WATER PURCHASE	27,059	23,000	23,000
311	GOVERNMENT FEES & LICENSES	14,093	20,920	20,135
355	SPECIAL PROGRAMS	-	68,975	75,000
402	MAINTENANCE SERVICE – PRIVATE	77,736	125,765	118,900
403	BUILDING MAINTENANCE	164	27,000	22,500
404	GROUNDS MAINTENANCE	44,810	53,000	57,500
405	EQUIPMENT MAINTENANCE	32,195	48,045	42,585
406	JANITORIAL SUPPLIES	-	-	14,500
408	SOIL STERILE & WEED CONTROL	25,075	42,700	52,350
409	DRAINAGE CHANNELS MAINTENANCE	17,208	48,825	35,000
410	STREET MATERIALS	153,057	172,650	187,000
413	COMMUNICATION EQUIPMENT MAINTENANC	-	400	400
450	STREET SWEEPING CONTRACT	503,516	482,700	487,000
454	MARKING & STRIPING	123,221	41,465	-
455	TRAFFIC & REGULATORY SIGNS	78,519	41,880	16,000
456	STREET NAME SIGN MAINTENANCE	9,946	-	-
457	ROADSIDE MAINTENANCE	397	5,000	5,000
460	TRAFFIC SIGNAL – DAMAGE REPAIR	8,715	73,075	67,000
461	TRAFFIC SIGNAL – CITY	-	9,930	-
470	SEWER MAINTENANCE	4,431	10,000	10,000
502	GRAFFITI REMOVAL	22,868	19,490	49,490
602	RENT – OTHER EQUIPMENT	41,253	11,650	16,250
603	RENT – BUILDINGS & GROUNDS	2,300	2,395	2,300
652	ELECTRICITY	32,223	53,905	53,300
654	WATER	26,863	19,450	19,450
657	HAZARDOUS WASTE HANDLING	3,422	10,500	7,500
660	STREET LIGHTS – MAINTENANCE & POWER	-	2,563,590	1,367,180
665	STREET LIGHT FIXTURES	3,578	2,170,790	1,425,725
773	RECYCLING - BEVERAGE	-	74,855	-
775	BEVERAGE CONTAINER INCENTIVE GRANT	-	43,360	-
779	GENERAL FUND OVERHEAD ALLOCATION	3,001,886	3,432,165	3,500,805
786	USED OIL GRANT OPP7	-	-	44,215
965	COST OF ISSUANCE	-	317,715	-
978	DEBT SERVICE	-	140,640	976,755
Operations & Maintenance Total		\$ 5,016,116	\$ 11,597,505	\$ 9,970,105

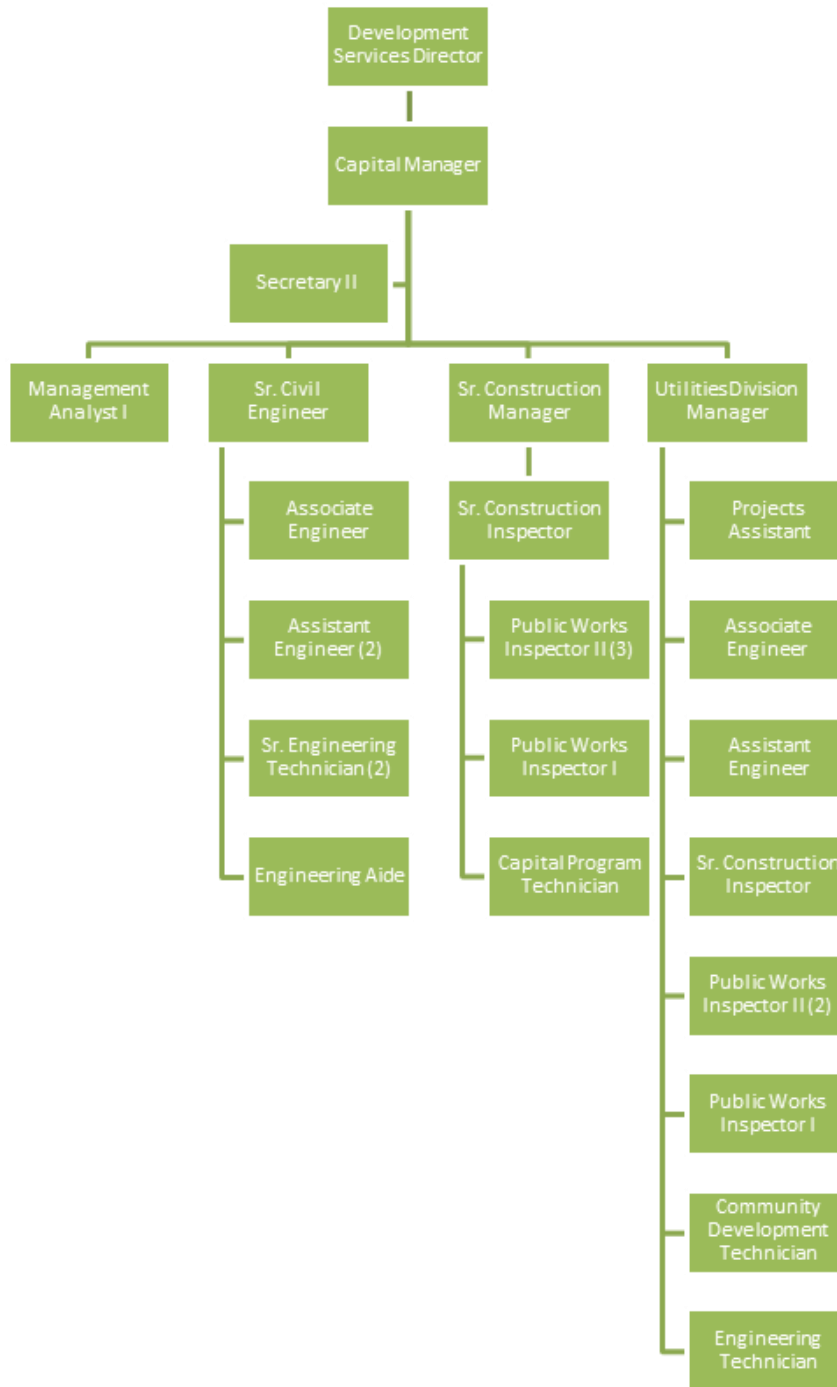
Budget Detail- Public Works

Division nos. 4751, 4752, 4753 & 4755

Obj.	Obj. Description	Actuals FY 2016	Year End Estimates FY 2017	Adopted Budget FY 2018
Capital Outlay				
752	MOTOR VEHICLES	-	246,925	-
753	EQUIPMENT & MACHINERY	36,019	12,314,520	-
754	OUTDOOR FURNITURE & EQUIPMENT	-	15,225	-
762	REPLACEMENT – MOTOR VEHICLES	24,274	112,060	112,600
763	REPLACEMENT – EQUIPMENT & MACHINERY	-	55,250	44,000
765	REPLACEMENT – SPECIALIZED EQUIPMENT	13,883	675	-
Capital Outlay Total		\$ 74,176	\$ 12,744,655	\$ 156,600
GRAND TOTAL		\$ 11,245,138	\$ 31,085,175	\$ 16,949,065
Funding Sources				
101	GENERAL FUND	516,747	611,055	643,075
104	CAPITAL REPLACEMENT	24,274	112,060	112,600
203	GAS TAX	4,960,063	4,938,975	4,981,205
209	PROPOSITION C	-	-	58,000
330	STATE GRANT RECYCLING BEVERAGE	-	487,030	-
331	STATE GRANT OIL RECYCLING	-	16,320	44,215
480	SEWER MAINTENANCE DISTRICT	3,693,400	4,105,320	3,979,280
482	LANDSCAPE MAINTENANCE DISTRICT	434,659	440,085	463,450
483	LIGHTING MAINTENANCE DISTRICT	123,252	18,829,585	4,894,565
484	DRAINAGE MAINTENANCE DISTRICT	1,299,640	1,337,445	1,555,230
485	RECYCLED WATER	193,103	207,300	217,445
GRAND TOTAL		\$ 11,245,138	\$ 31,085,175	\$ 16,949,065

Org Detail- Capital Engineering

Division no. 4761



Budget Detail- Capital Engineering

Division no. 4761

Obj.	Obj. Description	Actuals FY 2016	Year End Estimates FY 2017	Adopted Budget FY 2018
Personnel				
101	SALARIES – PERMANENT	1,484,074	1,848,660	2,520,795
104	SALARIES – OVERTIME	8,522	1,490	17,600
112	SALARIES – TEMPORARY	479	500	-
121	OTHER FRINGE BENEFITS	69,552	88,190	102,190
122	PERS	363,787	435,350	606,415
124	HEALTH INSURANCE	210,099	258,370	363,435
125	WORKER'S COMPENSATION	64,474	78,220	108,390
129	DEFERRED COMPENSATION	82,672	92,280	159,355
191	SALARY OFFSET – CAPITAL PROJECTS	(1,108,422)	(875,880)	(1,129,500)
192	OVERTIME SALARY OFFSET – CIP	(8,071)	-	(14,500)
194	FRINGE OFFSET-CIP	(586,124)	(459,430)	(391,420)
Personnel Subtotal		\$ 581,042	\$ 1,467,750	\$ 2,342,760
Operations & Maintenance				
200	REGISTRATION	-	300	300
201	TRAVEL & EXPENSES	-	300	300
202	LOCAL & REGIONAL EXPENSES	-	150	150
206	PUBLICATIONS & DUES	1,518	3,610	3,610
207	VEHICLE OPERATIONS	6,645	4,300	8,900
208	SMALL TOOLS	477	500	500
209	UNIFORMS	602	495	1,125
212	POSTAGE – SPECIAL MAILING	24	200	200
217	VEHICLE FUEL	7,050	15,380	17,380
251	SPECIAL ACTIVITY SUPPLIES	180	180	280
253	REPROGRAPHICS	2,248	2,050	2,150
259	OFFICE SUPPLIES	3,007	4,845	4,845
301	PROFESSIONAL SERVICES	60,234	494,315	70,350
308	CONTRACT SERVICES	-	15,000	120,000
409	DRAINAGE CHANNELS MAINTENANCE	894	-	-
Operations & Maintenance Subtotal		\$ 82,879	\$ 541,625	\$ 230,090
GRAND TOTAL		\$ 663,921	\$ 2,009,375	\$ 2,572,850

Budget Detail- Capital Engineering

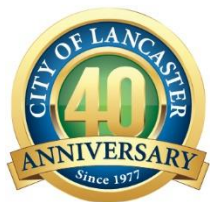
Division no. 4761

Obj.	Obj. Description	Actuals FY 2016	Year End Estimates FY 2017	Adopted Budget FY 2018
Funding Sources				
101	GENERAL FUND	603,687	877,500	1,121,400
203	GAS TAX	-	75,000	-
209	PROPOSITION C	55,504	59,315	-
220	DRAINAGE DEVELOPER FEES	4,730	310,000	-
251	ENGINEERING FEES	-	460,500	1,089,390
480	SEWER MAINTENANCE	-	188,580	281,920
482	LANDSCAPE MAINTENANCE DISTRICT	-	300	11,490
483	LIGHTING MAINTENANCE DISTRICT	-	8,900	11,490
484	DRAINAGE MAINTENANCE DISTRICT	-	29,280	57,160
GRAND TOTAL		\$ 663,921	\$2,009,375	\$2,572,850



CITY OF LANCASTER

HOUSING & NEIGHBORHOOD REVITALIZATION



Housing & Neighborhood Revitalization

Budget Summary

	Actuals FY 2016	Year End Estimates FY 2017	Adopted Budget FY 2018
Dollars by Division			
Community Development Block Grant	1,262,383	1,519,305	1,596,545
Low & Moderate Income Housing	3,723,626	6,559,680	4,133,235
Code Enforcement	1,085,727	1,338,290	1,347,455
Housing & Neighborhood Vitalization	\$ 6,071,736	\$ 9,417,275	\$ 7,077,235
Dollars by Category			
Personnel	2,385,025	2,552,460	2,571,535
Operations & Maintenance	3,681,679	6,864,815	4,505,700
Capital Outlay	5,032	-	-
Total Dollars by Category	\$ 6,071,736	\$ 9,417,275	\$ 7,077,235
Dollars by Funding Source			
General Fund	1,050,892	1,325,470	1,347,455
Capital Replacement	5,032	-	-
LA County Reimbursement	244,067	76,480	-
Lancaster Housing Authority	15,364	700,245	681,610
Low & Moderate Income Housing	1,802,765	3,470,330	3,441,625
State Grant Recycling Beverage	54,861	20,790	-
Misc. State Grants	85,459	139,145	-
Community Development Block Grant	1,262,383	1,519,305	1,596,545
Neighborhood Stabiliz. Program	1,544,555	2,155,510	-
Federal HOME Grant	6,358	10,000	10,000
Total Dollars by Fund	\$ 6,071,736	\$ 9,417,275	\$ 7,077,235

Description

The Housing/Neighborhood Vitalization Department is responsible for the following functions:

LOW & MODERATE INCOME HOUSING (Division no. 4542)

Establish and implement housing programs and projects to improve the quality of life within the City's limits for person and families of very low to low income. Activities are funded from the Housing property disposition and Housing loan pay-offs and utilized to implement housing programs and project activities of the Lancaster Housing Authority. The Division is responsible for the removal of blight and prevention of recurring blight conditions by providing affordable housing and rehabilitation of existing housing through housing programs and projects.

The Lancaster Housing Authority is responsible for the implementation and administration of the Fair Housing outreach plan and Non-Discrimination Policy to promote non-discrimination and ensure fair and equal housing opportunities for all, and to inform the general public that the City encourages, supports, and welcomes all of the citizens in the City of Lancaster.

The Division is responsible for the long-term monitoring of the affordability housing Conditions, Covenants and Restrictions (CC&Rs) on all directly assisted housing projects such as the Lancaster Housing Authority Homes, Neighborhood Stabilization Program 1 and 3, and mobile-home and revenue bond housing projects.

The Lancaster Housing Authority promotes health and wellness through the implementation and monitoring of the Wellness and Impact Homes located in various neighborhoods designed to proactively address and provide physical and emotional support as well as helping community residents understand the importance of good health by providing services assistance and holistic health care alternative for our residents.

The Division is responsible for the implementation and monitoring of the YOLO (You Only Live Once) Wellness Challenge. A long-term public awareness initiative established with Antelope Valley Partners for Health to educate the public and steer them toward healthier lifestyles.

The Lancaster Housing Authority also provides in-kind staff support and funding for maintenance of the Lancaster Community Shelter. The Lancaster Community Shelter is the only homeless shelter located in the Antelope Valley. The Division applies for and administers grants that support the operations and services of the homeless shelter operator.

The Lancaster Housing Authority implements and administers the Mobile Home Rent Stabilization Ordinance, which was adopted to assist in resolving rent increase disputes between park owners and park tenants. Staff receives and reviews the applications for Permissive Rent Increases/Adjustments and acts as a facilitator for meeting between owners and tenants. The Lancaster Housing Authority Director conducts a hearing and then renders a decision on the increase or adjustment.

COMMUNITY DEVELOPMENT BLOCK GRANT (Division no. 4541)

Establish and implement program activities benefitting persons of low to moderate income utilizing funds from the Community Development Block Grant (CDBG). Responsibilities include budget preparation and monitoring of CDBG activities for compliance with federal, state and local regulations.

CODE ENFORCEMENT (Division no. 4545)

The Code Enforcement Program is predicated on Geographic-Based Enforcement: a strategic plan that designates area where a prescribed code enforcement effort is needed. This plan is implemented by identifying blighted neighborhoods within redevelopment areas, but is also applicable to areas where a sustained effort could keep the neighborhood from falling into blight. Object-Based Enforcement operated on a strategic plan that identifies particular types of code compliance violations which are more broadly distributed throughout a community.

Code Enforcement responds to citizen complaints for enforcement activity, City Council requests for service, and City departmental referrals for investigation/compliance, inter-governmental enforcement agency referrals and proactive enforcement. Code Enforcement also conducts field inspections and investigations; prepares written Municipal warnings; administers notices to correct violations, administrative citations, parking citations, and order; verifies compliance measures and prepares reports and request for action by the District Attorney for judicial hearings and trials.

Code Enforcement highlights education for voluntary non-judicial compliance with an emphasis on public awareness of governmental regulatory provisions. However, education for voluntary compliance is not always successful and in many instances is submitted to the District Attorney to prosecute and constitute a significant commitment of staff resources and program costs. Eventually, the results are permanent compliance. The programs

implemented to comply with the Lancaster Municipal Code constitute a significant commitment of staff resources and program costs.

Accomplishments

- Continued implementation of our Fair Housing outreach plan and Non-Discrimination Policy to promote non-discrimination and ensure fair and equal housing opportunities for all, and to inform the general public that the City encourages, supports, and welcomes all of the citizens in the City of Lancaster
- Continued to acquire foreclosed homes, rehabilitate and market for resell to provide workforce housing for the citizens of Lancaster
- Continued to implement and maintain the Neighborhood Foreclosure Program (NFP), sold one foreclosed homes to date to eligible and qualified households and have one sale pending
- Continued to implement the Neighborhood Stabilization Program I; acquired and completed rehabilitation of eleven foreclosed homes; sold four foreclosed homes to date; six homes available for future sale to eligible and qualified households
- Continued to implement the Neighborhood Stabilization Program III; acquired and completed rehabilitation of seven foreclosed homes; sold two foreclosed homes to date; two homes available for future sale to eligible and qualified households
- Implemented, administered and completed the second year of the City of Lancaster YOLO (You Only Live Once) Wellness Challenge. The top winner announced on January 21, 2017. This is a long-term public awareness initiative to promote healthier habits
- Implemented, administered and completed the YOLO (You Only Live Once) Teen Wellness Challenge. The top winner announced on May 18, 2017. This is a public awareness initiative to promote healthier habits among the youth population
- Continued successful partnerships with organizations involved in the Neighborhood Impact and Wellness Homes
- Continued to implement the CDBG program through the following activities:
 - Initiated the development of subdivision maps for master plan communities
 - Administered the Emergency Repair Grant Program to provide emergency repair/rehabilitation to residences for Veterans and non-Veterans who are very low to low income persons;
 - Provided Fair Housing services to the citizens of Lancaster;
 - Provided funding for the maintenance/operations of the Lancaster Community Shelter
 - Provided code enforcement support in targeted neighborhoods
 - Encouraged citizen participation, supported Fair Housing activities and promoted compliance with Section 504 as part of the City's ongoing efforts to adhere to federal regulations
 - Provided in-kind staff support for the maintenance of the Lancaster Community Shelter
 - Awarded and administered two grants from the Los Angeles Homeless Services Authority (LAHSA) for the Year Round Shelter Program and Winter Shelter Program
 - Supported Homelessness initiatives and Continuum of Care priorities through City representation at regional and local meetings
 - Performed Long-Term Monitoring to ensure that affordability restrictions are adhered to for the life of HOME-assisted rental projects
 - Conducted Davis-Bacon Labor Standards Monitoring for federally assisted projects to ensure compliance with wage orders and federal regulations
 - Acted as mobile home ombudsmen for all mobile home parks located within the City of Lancaster in relation to fielding complaints, investigations, and enforcement of Title 25
 - Continued to implement Rent Control Ordinance to ensure that rents for mobile home parks remain affordable and reasonable
 - Prepared and submitted quarterly reports and correspondence, serviced loans, and maintained records for mobile home units

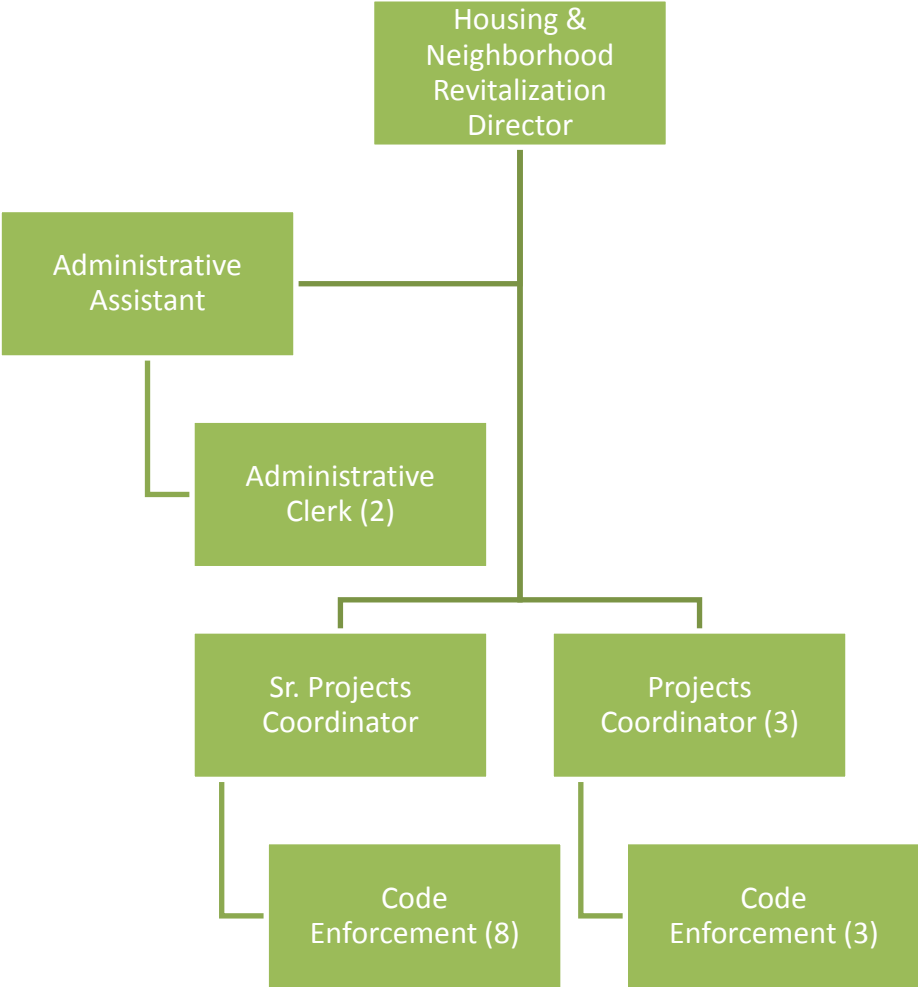
- Continued to inspect the twenty-eight mobile home parks located in the City of Lancaster to promote compliance in order to correct health and safety issues in conjunction with Title 25
- Continued implementation of strategic actions to target problem areas and neighborhoods in correspondence with Housing and Community Neighborhood Building efforts to eliminate blight, preserve and provide affordable housing, foster neighbor relations, and create positive change in established neighborhoods
- Officers observed over 11,899 violations that resulted in 6,004 new cases. Officers also successfully closed over 5,430 cases for compliance
- Successfully applied for and received a \$55,938 Waste Tire Grant to clean up tires throughout the City and remove hazardous waste tires from the desert contributing to the City's goal of being a "Green" City
- Successfully conducted multi-agency operations within the targeted neighborhoods to identify property and criminal violations, which resulted in improving the appearance of the neighborhoods and effectively reducing crime
- Continued to implement the Rental Inspection Program and established a systematic method to effectively and efficiently schedule and inspect the 18,614 plus units within the City
- Continued to prepare and provide audit records and applicable comments for fiscal and programmatic monitoring

Budget Goals / Performance Objectives

- Focus on providing residents with safe, affordable housing opportunities through rehabilitation of existing housing and construction of new housing
- Create innovative subdivision maps for workforce housing on land owned by the Lancaster Housing Authority
- Continue to purchase foreclosed homes and rehabilitate them to provide workforce housing for the citizens of Lancaster
- Continue to administer and manage the Fair Housing Outreach Plan and Non-Discrimination Policy to promote non-discrimination and ensure fair and equal housing opportunities for all, and to inform the general public that the City encourages, supports, and welcomes all of the citizens in the City of Lancaster
- Continue to work with designated sub-recipient(s) to address emergency homelessness in the City of Lancaster through LAHSA and CDBG funding
- Continue to administer CDBG programs
- Continue to administer and manage the City of Lancaster's Wellness Challenge (YOLO)
- Continue to partner with organizations involved in the Neighborhood Impact and Wellness Homes
- Continue to improve neighborhoods and eliminate blight conditions through Code Enforcement efforts

Org Detail- Housing and Neighborhood Revitalization

Division nos. 4541, 4542 & 4545



Budget Detail- CDBG Program

Division no. 4541

Div.	Obj.	Obj. Description	Actuals FY 2016	Year End Estimates FY 2017	Adopted Budget FY 2018
Personnel					
4541	101	SALARIES – PERMANENT	258,275	237,540	267,580
4541	112	SALARIES – TEMPORARY	2,509	-	-
4541	121	OTHER FRINGE BENEFITS	8,377	10,970	14,170
4541	122	PERS	64,583	58,100	58,965
4541	124	HEALTH INSURANCE	43,619	48,860	48,210
4541	125	WORKER'S COMPENSATION	11,603	10,410	12,240
4541	129	DEFERRED COMPENSATION	11,939	12,730	16,320
Personnel Total			\$ 400,905	\$ 378,610	\$ 417,485
Operations & Maintenance					
4541	201	TRAVEL & EXPENSES	-	2,000	-
4541	205	CITY PROMOTION & ADVERTISING	-	1,000	-
4541	206	PUBLICATIONS & DUES	-	1,000	-
4541	213	PROGRAM EXPENSES – CDBG	1,210	4,000	-
4541	263	LEGAL ADVERTISING	-	4,000	1,665
4541	301	PROFESSIONAL SERVICES	30,000	35,000	35,000
4541	773	ADA EMER ACCESS GRANT-VET/NON-VET	66,906	25,580	-
4541	775	DOWN PAYMENT ASSISTANCE-VET/NON-VET	-	154,835	-
4541	776	LANCASTER COMMUNITY SHELTER OPS	197,200	193,000	194,835
4541	777	EMERGENCY REHAB GRANT-VET/NON-VET	81,295	50,000	-
4541	900	MASTER PLAN COMMUNITY DEVELOPMENTS	-	209,925	478,850
4541	908	SECTION 108 DEBT SERVICE PAYMENTS	484,867	460,355	468,710
Operations & Maintenance Total			\$ 861,478	\$ 1,140,695	\$ 1,179,060
GRAND TOTAL			\$ 1,262,383	\$ 1,519,305	\$ 1,596,545
Funding Sources					
361	COMMUNITY DEVELOPMENT BLOCK GRANT		1,262,383	1,519,305	1,596,545
GRAND TOTAL			\$ 1,262,383	\$ 1,519,305	\$ 1,596,545

Budget Detail- Housing Authority

Division no. 4542

Div.	Obj.	Obj. Description	Actuals FY 2016	Year End Estimates FY 2017	Adopted Budget FY 2018
Personnel					
4542	101	SALARIES – PERMANENT	603,565	601,370	587,925
4542	121	OTHER FRINGE BENEFITS	24,274	27,330	27,615
4542	122	PERS	149,458	148,230	141,690
4542	124	HEALTH INSURANCE	89,552	103,720	105,680
4542	125	WORKER'S COMPENSATION	24,996	26,340	30,400
4542	129	DEFERRED COMPENSATION	44,112	39,590	41,735
4542	101	SALARIES – PERMANENT	13,898	1,730	-
4542	121	OTHER FRINGE BENEFITS	463	40	-
4542	122	PERS	3,479	450	-
4542	124	HEALTH INSURANCE	2,815	190	-
4542	125	WORKER'S COMPENSATION	621	80	-
4542	129	DEFERRED COMPENSATION	409	50	-
4542	101	SALARIES – PERMANENT	14,734	11,170	-
4542	121	OTHER FRINGE BENEFITS	526	430	-
4542	122	PERS	3,687	2,780	-
4542	124	HEALTH INSURANCE	2,949	2,020	-
4542	125	WORKER'S COMPENSATION	658	490	-
4542	129	DEFERRED COMPENSATION	442	340	-
4542	112	SALARIES – TEMPORARY	49	60	-
Personnel Subtotal			\$ 980,687	\$ 966,410	\$ 935,045
Operations & Maintenance					
4542	200	REGISTRATION	-	450	-
4542	201	TRAVEL & EXPENSES	2,557	-	-
4542	202	LOCAL & REGIONAL EXPENSES	222	500	500
4542	203	REIMBURSED MILEAGE	-	355	355
4542	203	REIMBURSED MILEAGE	85	1,500	-
4542	205	CITY PROMOTION & ADVERTISING	-	2,500	2,500
4542	207	VEHICLE OPERATIONS	-	1,500	1,500
4542	212	POSTAGE – SPECIAL MAILING	1,090	1,600	1,600
4542	217	VEHICLE FUEL	-	3,200	3,200
4542	251	SPECIAL ACTIVITY SUPPLIES	200	580	200
4542	253	REPROGRAPHICS	-	895	800
4542	256	STAFF DEVELOPMENT	5,000	-	-
4542	259	OFFICE SUPPLIES	2,801	5,000	5,000
4542	263	LEGAL ADVERTISING	9,777	1,500	1,500

Budget Detail- Housing Authority

Division no. 4542

Div.	Obj.	Obj. Description	Actuals FY 2016	Year End Estimates FY 2017	Adopted Budget FY 2018
4542	301	PROFESSIONAL SERVICES	15,364	18,635	-
4542	301	PROFESSIONAL SERVICES	43,618	64,635	46,000
4542	303	LEGAL SERVICES	-	25,000	25,000
4542	304	AUDIT SERVICES	-	16,275	16,275
4542	355	SPECIAL PROGRAMS	55,272	101,000	100,000
4542	361	RECORDING & CREDIT FEES	-	3,000	3,000
4542	402	MAINTENANCE SERVICE – PRIVATE	125	130	130
4542	656	REFUSE COLLECTION	731	3,480	-
4542	682	PROPERTY MAINTENANCE	44,121	117,000	120,000
4542	684	PROPERTY MAINTENANCE - BOND	15,657	78,510	78,510
4542	770	WINTER SHELTER - HOMELESS GRANT	167,588	-	-
4542	770	HOME PROGRAM INCOME ADMINISTRATIC	6,358	7,000	7,000
4542	771	YEAR-ROUND SHELTER - HOMELESS GRANT	76,479	76,480	-
4542	771	NSP - 3 EXPENSE	398,738	920,800	-
4542	900	MASTER PLAN COMMUNITY DEVELOPMENT	-	2,000,000	2,000,000
4542	924	CONSTRUCTION INFILL/HOUSING	4,807	25,000	25,000
4542	940	CODE/DEMOLITION ACTIVITY	-	78,510	78,510
Operations & Maintenance Subtotal			\$ 2,742,939	\$ 5,593,270	\$ 3,198,190
GRAND TOTAL			\$ 3,723,626	\$ 6,559,680	\$ 4,133,235
Funding Sources					
261	LA County Reimbursement		244,067	76,480	-
301	Lancaster Housing Authority		15,364	700,245	681,610
306	Low & Moderate Income Housing		1,802,765	3,470,330	3,441,625
330	State Grant Recycling Beverage		25,058	7,970	-
349	Misc. State Grants		85,459	139,145	-
363	Neighborhood Stabiliz. Program		1,544,555	2,155,510	-
391	Federal HOME Grant		6,358	10,000	10,000
GRAND TOTAL			\$ 3,723,626	\$ 6,559,680	\$ 4,133,235

Budget Detail- Code Enforcement

Division no. 4545

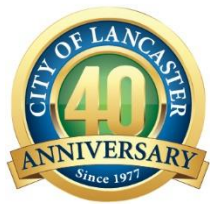
Div.	Obj.	Obj. Description	Actuals FY 2016	Year End Estimates FY 2017	Adopted Budget FY 2018
Personnel					
4545	101	SALARIES – PERMANENT	636,659	794,500	794,820
4545	121	OTHER FRINGE BENEFITS	27,602	35,980	28,855
4545	122	PERS	157,583	184,650	192,825
4545	124	HEALTH INSURANCE	111,871	133,450	145,440
4545	125	WORKER'S COMPENSATION	28,435	32,910	31,125
4545	129	DEFERRED COMPENSATION	12,769	15,530	25,940
4545	101	SALARIES – PERMANENT	27,289	10,030	-
4545	121	OTHER FRINGE BENEFITS	1,225	390	-
Personnel Subtotal			\$ 1,003,433	\$ 1,207,440	\$ 1,219,005
Operations & Maintenance					
4545	200	REGISTRATION	2,133	1,000	1,000
4545	201	TRAVEL & EXPENSES	2,438	-	-
4545	201	TRAVEL & EXPENSES	854	100	-
4545	203	REIMBURSED MILEAGE	435	2,025	-
4545	206	PUBLICATIONS & DUES	1,170	1,200	1,200
4545	207	VEHICLE OPERATIONS	12,058	6,000	6,000
4545	216	MHP RENT ARBITRATION	4,317	5,000	5,000
4545	217	VEHICLE FUEL	10,218	11,950	11,950
4545	253	REPROGRAPHICS	463	800	800
4545	259	OFFICE SUPPLIES	1,677	2,000	2,000
4545	259	OFFICE SUPPLIES	-	275	-
4545	301	PROFESSIONAL SERVICES	9,853	10,000	10,000
4545	413	COMMUNICATIONS MAINTENANCE	-	500	500
4545	940	CODE/DEMOLITION ACTIVITY	31,646	90,000	90,000
Operations & Maintenance Subtotal			\$ 77,262	\$ 130,850	\$ 128,450
Capital Outlay					
4545	762	REPLACEMENT – MOTOR VEHICLES	5,032	-	-
TOTAL CAPITAL OUTLAY			\$ 5,032	\$ -	\$ -
GRAND TOTAL			\$ 1,085,727	\$ 1,338,290	\$ 1,347,455

Budget Detail- Code Enforcement

Division no. 4545

Div.	Obj.	Obj. Description	Actuals FY 2016	Year End Estimates FY 2017	Adopted Budget FY 2018
Funding Sources					
101		GENERAL FUND	1,050,892	1,325,470	1,347,455
104		CAPITAL REPLACEMENT	5,032	-	-
330		STATE GRANT RECYCLING - BEVERAGE	29,803	12,820	-
GRAND TOTAL			\$ 1,085,727	\$ 1,338,290	\$ 1,347,455

PUBLIC SAFETY



Public Safety

Budget Summary

	Actuals FY 2016	Year End Estimates FY 2017	Adopted Budget FY 2018
Dollars by Division			
Administration	1,482,290	1,564,565	1,646,360
Operations	24,734,833	27,309,389	28,430,495
Public Safety	\$ 26,217,123	\$ 28,873,954	\$ 30,076,855
Dollars by Category			
Personnel	1,824,501	1,593,900	1,657,245
Operations & Maintenance	24,392,622	27,229,604	28,419,610
Capital Outlay	-	50,450	-
Total Dollars by Category	\$ 26,217,123	\$ 28,873,954	\$ 30,076,855
Dollars by Funding Source			
General Fund	26,174,096	28,804,214	30,024,665
Misc. Federal Grants	43,027	69,740	52,190
Total Dollars by Funding Source	\$ 26,217,123	\$ 28,873,954	\$ 30,076,855

Description

The Public Safety Department is responsible for the following functions:

ADMINISTRATION (Division no. 4810)

The Public Safety Department provides programs and services affecting the safety and quality of life of our residents, businesses, and visitors to the City. Public Safety administers Neighborhood Watch and Business Watch programs to educate and engage the public. It coordinates with local service providers and administers youth diversion programs including A V Community Youth Court, Teen Court and A V Education Alliance truancy programs as well as participates in all four school district's Student Attendance Review Boards promoting education and good citizenship. Public Safety coordinates safety for City events, City Hall, its employees and City residents. The Department enforces parking laws, issues truancy citations and administrative citations and offers conflict resolution through the administration of the City's Neighbor to Neighbor Mediation program. It provides staff support to the Criminal Justice Commission and Human Relations Tapestry Commission.

OPERATIONS (Division no. 4820)

This program consists of coordination of contracted services delivered to the general public that are intended to provide for the general safety of the residents of the City. Los Angeles Sheriff's Department (LASD) provides law enforcement services to the City of Lancaster under a general services agreement. LASD provides enforcement for local, state, and federal statutes. Lancaster Sheriff Station is the busiest station in Los Angeles County. Los Angeles Animal Care and Control provides services to ensure the quality care of animals in the community, enforces laws regarding the humane treatment of animals, provides education services, housing and care for animals in transition, maintains the animal shelter and adoption center. This program also monitors and coordinates with other agencies providing services to Lancaster such as the Los Angeles County Fire Department and Health Department and California Department of Corrections.

Accomplishments

- Concentrated Law Enforcement patrol more toward problem-solving and crime reduction and reallocated Law Enforcement resources to suit the needs of the community
- Continued focus on burglary and larceny to reduce these crimes
- Continued to provide and improve in-depth crime analysis, crime mapping, and predictive analysis to provide better and timelier information to Lancaster Station Command Staff
- Developed and fostered a relationship with newly elected Sheriff McDonnell
- Wrote and revised ordinances to enhance the ability of the City to reduce specific recurring crimes including the Nuisance Gatherings and Social Host Accountability Ordinance, Business License Ordinance, etc.
- Developed and implemented the Administrative Citation Program to dissuade persons from committing the crimes specified in Proposition 47 and other low-level misdemeanor offenses as well as nuisance parties
- Instrumental in addressing blight and crime ridden apartment complexes and homes that resulted in rehabilitation and significantly reduced the crime in the areas
- Continue to address homeless issues throughout the City
- Arranged and participated in weekend operations to address vagrancy, unauthorized used car lots, unauthorized swap meets or other unlawful sales/activity on vacant lots, medians, etc.
- In conjunction with the City Attorney's Office, monitored legislation with potential impact on the safety and quality of life in Lancaster
- Created Ordinance #1004 Nuisance Gatherings Social Host Ordinance to address issues related to parties, #1001 Administrative Penalties for State Offenses, #1012 Medical Marijuana Urgency Ordinance, recommended and assisted in revising the Business License Ordinance to address issues of public safety
- Established protocols and a more extensive process for approval, denial, and revocation of business licenses especially in regards to Taxi/Tow, Massage, Smoke Shops, Hookah Lounges, etc.
- Began working towards revision of the Municipal Code for Chronic Nuisance Properties, an Ordinance for appropriate recreational vehicle parking, and improving the DOJ livescan procedure
- Through the Criminal Justice Commission, strengthened partnerships with local agencies to address issues including repeat offenders, juvenile crime, daytime loitering, truancy, and intervention and prevention efforts
- Through the Human Relations Tapestry Commission, continued to offer Neighbor to Neighbor Mediation services, promoted programs and opportunities for community members to be involved and feel comfortable in the community, and encouraged celebrating the uniqueness of our community member's belief systems and customs.
- Expanded and enhanced Public Safety programs to engage the community through Neighborhood Watch, Business Watch, and other programs that empower citizens to be responsible and proactive in working with the City and the Lancaster Sheriff's Station to improve Public Safety
- Established protocols and implemented a pilot program empowering Wal-Mart stores to write their own crime reports reducing the need for Sheriff resources and making the process more efficient for the stores
- Significantly decreased larceny crimes and enhance the shopping experience of our residents by continuing to expand the Business Watch program
- Continue to improve our restitution recovery process
- Evaluated and enhanced our Youth Diversion programs, developing closer relationships with other agencies, identified and began vetting all community groups and organizations offering the necessary youth services as well as identifying gaps in services, established a position on all four School District's Student Attendance Review Boards to help address truancy and daytime crimes committed by youth
- Measured the productivity of the Truancy Program to ensure student success for possible expansion of the program district wide and established goals and protocols
- Provided safety training for all City customer service counter staff

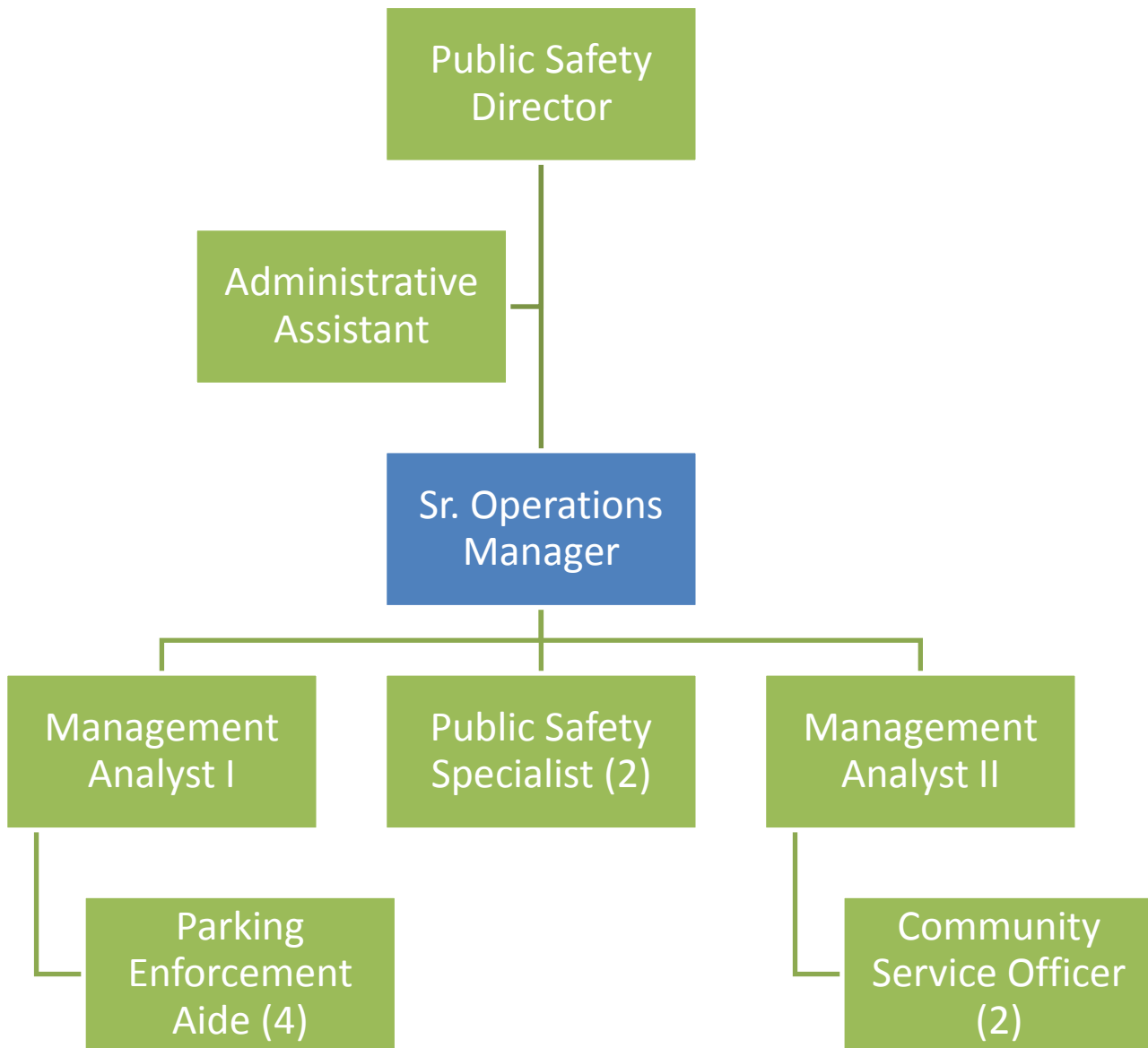
Budget Goals / Performance Objectives

- Continue to concentrate Law Enforcement patrol more toward problem-solving and crime reduction
- Reallocate Law Enforcement resources to suit the needs of the community
- Continue focus on burglary and larceny to reduce these crimes
- Continue to provide and improve in-depth crime analysis, crime mapping, and predictive analysis to provide better and timelier information to Lancaster Station Command Staff
- Continue to develop and foster a relationship with newly elected Sheriff McDonnell and meet with Contract Law and North County Contract Cities on a regular basis
- Through the Criminal Justice Commission, continue to strengthen partnerships with local agencies to address issues including repeat offenders, juvenile crime, daytime loitering, truancy, and intervention and prevention efforts
- Provide support, analysis and reporting to the Human Relations Tapestry Commission in their various current and planned projects, events and programs, including administering the Neighbor to Neighbor Mediation program involving scheduling of all parties and management of the volunteer mediators
- Expand and enhance Public Safety programs to engage the community through Neighborhood Watch and other programs that empower citizens to be responsible and proactive in working with the City and the Lancaster Sheriff's Station to improve Public Safety
- Continue to enhance the Business Watch program including empowering businesses to take their own crime reports
- Significantly impact larceny crimes and enhance the shopping experience of our residents by continuing to expand the Business Watch program
- Continue to improve our restitution recovery process
- Fully implement the Administrative Citation Process and associated hearing process
- Measure the productivity of the Truancy Program to ensure student success for possible expansion of the program district wide
- Establish retention schedule for Public Safety Department
- Continue vetting all local non-profit service organizations especially as relates to juvenile wrap-around services to enhance the diversion programs
- Work with Assistant City Attorney and the District Attorney's Office to proactively address potential and current legislation that directly impacts the community
- Establish ordinances and programs as necessary to continue to protect the community from crime
- Expand the usage of our A V Community Youth Court and Teen Court programs
- Continue expanding diversion programs, working with the School Districts, Sheriff, Judiciary, Probation, and service providers
- Represent the City on the School District Student Attendance Review Boards and work with the School Districts to affect attendance and reduce youth related crimes
- Provide safety plans and support for City facilities and programs, City and community events, Emergency Preparedness, and Basic Crime Prevention Through Environmental Design (CPTED) evaluations for local businesses
- Continue to grow and develop the Neighborhood Watch and Business Watch programs
- Continue to focus on all aspects of criminal behavior as it relates to the quality of life issues within the City
- Coordinate with High Schools to reduce truancy and educate students on public safety issues
- Coordinate with local schools to identify at risk youth to prevent and deter potential juvenile delinquency, working with local non-profit agencies to encourage and teach positive life skills and job preparation
- Utilize crime mapping and predictive analysis to enhance the deployment of City and Sheriff resources
- Implement additional Community Support programs that focus on intervention, prevention and mentoring
- Work in support of other City Departments to identify and recover other revenue sources

- Continue a City-wide community based program that encompasses the efforts of all current neighborhood improvement programs, such as Safer and Stronger Neighborhoods, Housing and Neighborhood Revitalization programs, and other community support and good citizenship programs
- Continue to focus law enforcement patrol personnel toward problem-solving and crime reduction
- Continue to focus on burglary and larceny
- Continue and strengthen partnerships with the State Department of Corrections and Rehabilitation (CDCR), Los Angeles County Probation Department, Los Angeles County District Attorney's Office, Parole, Antelope Valley College (AVC), Antelope Valley Union High School District (AVUHSD) to address issues including repeat offenders, juvenile crime, and intervention and prevention
- Continue to monitor and evaluate the Los Angeles County Department of Animal Care and Control in order to develop a more service oriented program for residents and animals alike
- Act as a liaison with community resources including non-profit, social service providers and civic groups for the continued growth of our community-based programs to ensure a livable community focused on quality of life for residents and visitors

Org Detail- Public Safety

Division nos. 4810 & 4820



Budget Detail- Public Safety Administration

Division no. 4810

Div.	Obj.	Personnel	Actuals FY 2016	Year End Estimates FY 2017	Adopted Budget FY 2018
4810	101	SALARIES – PERMANENT	807,856	802,650	889,565
4810	104	SALARIES – OVERTIME	21,774	85,730	16,000
4810	112	SALARIES – TEMPORARY	3,538	10,380	11,000
4810	121	OTHER FRINGE BENEFITS	35,673	49,150	42,080
4810	122	PERS	203,075	191,640	214,385
4810	124	HEALTH INSURANCE	147,868	127,570	135,580
4810	125	WORKER'S COMPENSATION	35,404	34,650	42,600
4810	129	DEFERRED COMPENSATION	62,654	60,910	84,365
Personnel Costs Subtotal			\$ 1,317,842	\$ 1,362,680	\$ 1,435,575
Operations & Maintenance					
4810	200	REGISTRATION	-	725	-
4810	201	TRAVEL & EXPENSES	-	1,110	-
4810	202	LOCAL & REGIONAL EXPENSES	166	215	-
4810	203	REIMBURSED MILEAGE	-	-	-
4810	205	CITY PROMOTION & ADVERTISING	10,425	14,735	15,000
4810	206	PUBLICATIONS & DUES	85	100	460
4810	207	VEHICLE OPERATIONS	6,589	5,200	3,250
4810	209	UNIFORMS	2,185	1,145	1,025
4810	212	POSTAGE – SPECIAL MAILING	11	-	-
4810	217	VEHICLE FUEL	8,580	7,345	28,250
4810	251	SPECIAL ACTIVITY SUPPLIES	1,745	3,990	4,000
4810	253	REPROGRAPHICS	8,033	2,780	8,700
4810	254	PHOTOCOPY MACHINE COSTS	1,607	1,890	-
4810	259	OFFICE SUPPLIES	412	670	1,000
4810	261	COMMUNITY AWARDS	-	15,000	15,000
4810	301	PROFESSIONAL SERVICES	64,413	90,330	132,100
4810	356	SHERIFF DEPT SPECIAL GRANT PROGRAM	54,032	-	-
4810	402	MAINTENANCE SERVICE – PRIVATE	1,404	-	-
4810	403	BUILDING MAINTENANCE	4,356	4,200	-
Operations & Maintenance Subtotal			\$ 164,448	\$ 151,435	\$ 210,785
Capital Outlay					
4810	752	MOTOR VEHICLES	-	50,450	-
Capital Outlay Subtotal			\$ -	\$ 50,450	\$ -
GRAND TOTAL			\$ 1,482,290	\$ 1,564,565	\$ 1,646,360
Funding Sources					
101	GENERAL FUND		1,482,290	1,564,565	1,646,360
GRAND TOTAL			\$ 1,482,290	\$ 1,564,565	\$ 1,646,360

Budget Detail- Public Safety Operations

Division no. 4820

Div.	Obj.	Personnel	Actuals FY 2016	Year End Estimates FY 2017	Adopted Budget FY 2018
4820	101	SALARIES – PERMANENT	286,350	116,750	119,025
4820	121	OTHER FRINGE BENEFITS	10,121	5,710	7,295
4820	122	PERS	71,624	28,970	28,690
4820	124	HEALTH INSURANCE	71,878	34,370	34,610
4820	125	WORKER'S COMPENSATION	12,560	5,120	7,980
4820	129	DEFERRED COMPENSATION	7,168	2,960	6,670
4820	125	WORKER'S COMPENSATION	1,563	-	-
4820	135	UNEMPLOYMENT	70	-	-
4820	137	MEDICARE	507	-	-
4820	104	SALARIES – OVERTIME	9,778	37,340	17,400
4820	112	SALARIES – TEMPORARY	34,968	-	-
Personnel Costs Subtotal			\$ 506,659	\$ 231,220	\$ 221,670
Operations & Maintenance					
4820	201	TRAVEL & EXPENSES	-	1,120	-
4820	202	LOCAL & REGIONAL EXPENSES	134	1,070	-
4820	207	VEHICLE OPERATIONS	305	195	500
4820	217	VEHICLE FUEL	287	535	2,000
4820	251	SPECIAL ACTIVITY SUPPLIES	2,889	3,350	4,500
4820	259	OFFICE SUPPLIES	281	125	500
4820	291	FURNITURE & OFFICE EQUIPMENT	4,022	-	-
4820	301	PROFESSIONAL SERVICES	1,180,734	1,388,550	1,287,335
4820	302	COMPUTER SOFTWARE & SUPPORT	-	-	6,000
4820	304	AV COMMUNITY YOUTH COMMISSION	474	-	15,000
4820	304	AUDIT SERVICES	-	-	-
4820	354	COMMUNITY SAFETY – SHERIFF	20,908,818	22,423,173	23,281,255
4820	355	SHERIFF CONTRACT SUPPLEMENTAL	226,949	255,080	255,080
4820	356	SHERIFF CONTRACT SUPPLEMENTAL-reimbursed	70,489	65,000	165,655
4820	357	SHERIFF CONTRACT LIABILITY	1,239,411	2,068,756	2,259,400
4820	363	ANIMAL CONTROL SERVICES - CONTRACT	570,838	784,115	851,410
4820	651	TELEPHONE	16,624	17,360	28,000
4820	775	JAG 2015 PROGRAM EXPENSES	5,919	53,050	-
4820	776	JAG 2016 PROGRAM EXPENSES	-	16,690	52,190
Operations & Maintenance Subtotal			\$ 24,228,174	\$ 27,078,169	\$ 28,208,825
GRAND TOTAL			\$ 24,734,833	\$ 27,309,389	\$ 28,430,495
Funding Sources					
101	GENERAL FUND		24,691,806	27,239,649	28,378,305
399	MISC. FEDERAL GRANTS		43,027	69,740	52,190
GRAND TOTAL			\$ 24,734,833	\$ 27,309,389	\$ 28,430,495



City of Lancaster

LANCASTER CHOICE ENERGY



Lancaster Choice Energy, Lancaster Power Authority & California Choice Energy Authority

Budget Summary

	Actuals FY 2016	Year End Estimates FY 2017	Adopted Budget FY 2018
Dollars by Division			
Lancaster Power Authority	3,813,020	2,272,230	2,068,820
Lancaster Choice Energy	21,184,205	36,158,420	\$35,252,170
California Choice Energy Authority	-	10,666	2,077,455
Lancaster Choice Energy	\$ 24,997,225	\$ 38,441,316	\$ 39,398,445
Dollars by Category			
Personnel	1,332,201	1,247,610	827,670
Operations & Maintenance	23,638,696	37,289,706	38,570,775
Capital Outlay	26,328	-	-
Total Dollars by Category	\$ 24,997,225	\$ 38,537,316	\$ 39,398,445
Dollars by Funding Source			
Miscellaneous State Grants	-	1,469,780	-
Lancaster Power Authority	3,813,020	2,272,230	2,068,820
Lancaster Choice Energy	21,184,205	34,688,640	35,252,170
California Choice Energy Authority	-	106,666	2,077,455
Total Dollars by Funding Source	\$ 24,997,225	\$ 38,537,316	\$ 39,398,445

Description

LANCASTER CHOICE ENERGY (Division no. 4370)

Lancaster Choice Energy (LCE) is a City of Lancaster municipal service formed to enable customers within its service area to take advantage of the opportunities granted by Assembly Bill 117 (AB 117), the Community Choice Aggregation law. As a Community Choice Aggregator, Lancaster Choice Energy provides local control of power procurement, rate setting, and generation choices for City residents.

Lancaster Choice Energy purchases electricity and provides it to Lancaster electric customers, focusing on affordable rates and increased renewable energy content. The Lancaster City Council sets the rates for electric generation, providing local consumers with greater local control over their energy bills. Southern California Edison (SCE) continues to provide transmission and distribution services, including maintenance of power lines, customer service, and billing. LCE customers receive a single monthly bill from SCE that contains charges from SCE and LCE.

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.

CALIFORNIA CHOICE ENERGY AUTHORITY (Division no. 4370)

California Choice Energy Authority (CCEA) is a joint powers authority (JPA) designed to help cities in Southern California Edison territory participate in community choice aggregation (CCA) without having to sacrifice control or any of the benefits associated with a traditional JPA. The CCEA is governed by the Lancaster City Council with each City joining as an associate member of the JPA.

Accomplishments

LANCASTER CHOICE ENERGY

- Two years of successful operation, now serving over 50,000 domestic and commercial customers
- Began receiving energy from a 10 MW local solar project providing local jobs to the community
- Awarded grant funding to support energy efficiency and electric vehicle charging station infrastructure to support the City's Net Zero and Climate Action goals
- Introduced California Choice Energy Authority to assist other municipalities in forming and operating CCAs
- The MOAH battery storage project provided annual savings of \$5,000.

LANCASTER POWER AUTHORITY

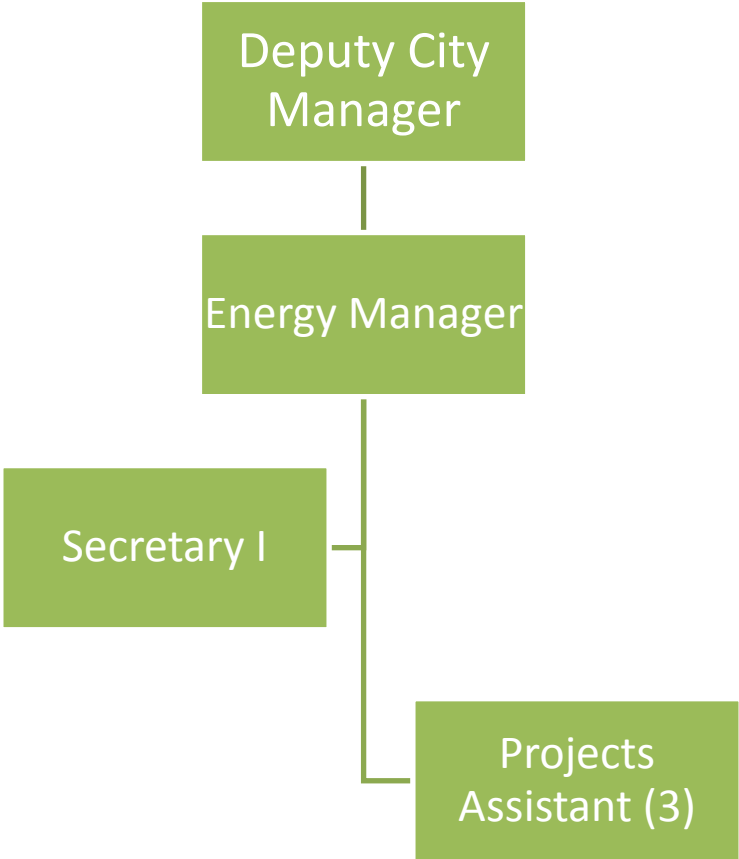
- Increase number of megawatts of electricity installed in Lancaster
- Pursue and execute partnership agreements for the design, development and construction of renewable energy plants in the Antelope Valley
- Provide environmental and regulatory reviews of renewable energy projects
- Provide economic 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

Budget Goals / Performance Objectives

- Increase participation in Smart Choice
- Develop Integrated Resource Plan
- Provide electric vehicle charging station infrastructure at various locations throughout the City
- Explore Energy Efficiency Programs and funding available through the Public Utilities Commission
- Develop programs to meet LCE's energy storage mandate
- Increase local Resource Adequacy in power portfolio

Org Detail- Lancaster Choice Energy

Division no. 4370



Budget Detail- Lancaster Choice Energy

Division no. 4370

Div.	Obj.	Description	Actuals FY 2016	Year End Estimates FY 2017	Adopted Budget FY 2018
Personnel					
4370	101	SALARIES-PERMANENT	680,495	684,580	531,760
4370	121	FRINGE BENEFITS	31,427	36,970	22,055
4370	122	PERS	169,267	169,850	128,155
4370	124	HEALTH INSURANCE	91,686	90,630	66,515
4370	125	WORKER'S COMP	30,981	30,880	23,245
4370	129	DEFERRED COMP	65,537	63,320	51,940
4370	104	SALARIES-OVERTIME	46	45	-
4370	112	SALARIES-TEMPORARY	11,681	18,445	4,000
Personnel Costs Subtotal			\$1,081,120	\$ 1,094,720	\$ 827,670
Operations & Maintenance					
4370	200	REGISTRATION	25	620	1,100
4370	201	TRAVEL EXPENSE	37,649	21,735	56,400
4370	202	LOCAL & REGIONAL EVENTS	1,694	1,985	1,000
4370	203	MILEAGE	337	115	100
4370	205	CITY PROMOTION & ADVERTISING	247,789	86,705	95,500
4370	206	PUBLICATIONS & DUES	550	26,500	26,500
4370	207	VEHICLE OPERATIONS	81	80	250
4370	212	POSTAGE-SPECIAL MAILING	56,575	24,500	24,500
4370	213	REQUIRED CUSTOMER MAILINGS	-	45,325	47,600
4370	217	VEHICLE - FUEL	127	255	1,200
4370	251	SPECIAL ACTIVITY SUPPLIES	1,463	2,500	2,500
4370	253	REPROGRAPHICS	840	-	-
4370	254	PHOTOCOPY MACHINE COSTS	-	-	-
4370	259	OFFICE SUPPLIES	3,205	1,435	2,500
4370	291	FURN & OFFICE EQUIP (NON CAP)	6,108	1,000	-
4370	301	PROFESSIONAL SERVICES	1,820,373	2,037,650	765,635
4370	303	LEGAL SERVICES	281,573	447,100	690,000
4370	304	AUDIT SERVICES	15,959	600	600
4370	308	CONTRACT SERVICES	400	-	-
4370	319	LCE PROGRAMS	-	4,155	50,000
4370	651	TELEPHONE	2,258	2,155	4,000
4370	653	POWER PROCUREMENT	16,595,067	28,075,645	30,640,515
4370	658	NEM TRUE-UP PAYOUTS	4,684	63,860	65,000
4370	770	CA ENERGY COMM-EPIC/AEC PRJ	-	1,469,780	-
4370	779	GENERAL FUND OVERHEAD	1,000,000	1,250,000	1,500,000
4370	951	CITY ADMIN LOAN REPAYMENT	-	1,500,000	449,600
Operations & Maintenance Subtotal			\$ 20,076,757	\$ 35,063,700	\$ 34,424,500

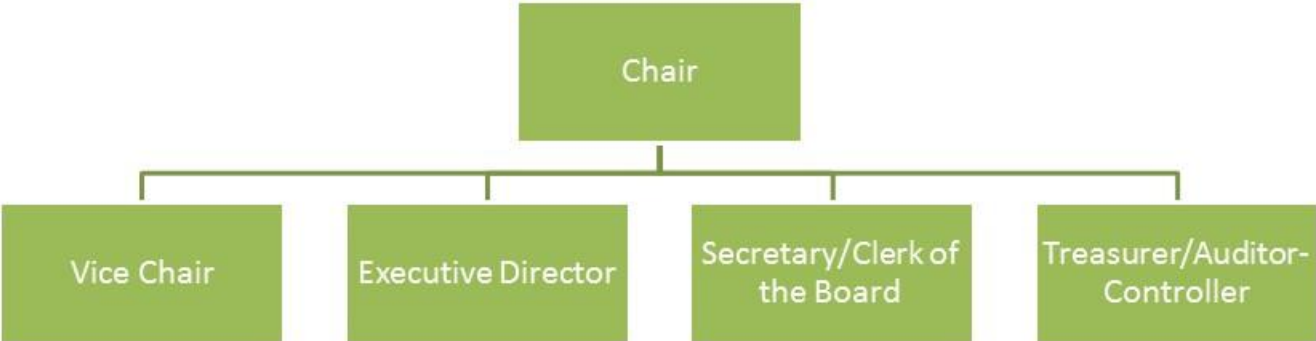
Budget Detail- Lancaster Choice Energy

Division no. 4370

Div.	Obj.	Description	Actuals FY 2016	Year End Estimates FY 2017	Adopted Budget FY 2018
Capital Outlay					
4370	751	FURNITURE & OFFICE EQUIPMENT	3,571	-	-
4370	753	EQUIPMENT & MACHINERY	22,757	-	-
Capital Outlay Subtotal			\$ 26,328	\$ -	\$ -
GRAND TOTAL			\$ 21,184,205	\$ 36,158,420	\$ 35,252,170
Funding Sources					
	349	MISCELLANEOUS STATE GRANTS	-	1,469,780	-
	490	LANCASTER CHOICE ENERGY	21,184,205	34,688,640	35,252,170
GRAND TOTAL			\$ 21,184,205	\$ 36,158,420	\$ 35,252,170

Org Detail- California Choice Energy Authority

Division no. 4370



Budget Detail- California Choice Energy Authority

Division no. 4370

Div.	Obj.	Description	Actuals FY 2016	Year End Estimates FY 2017	Adopted Budget FY 2018
Operations & Maintenance					
4370	001	Service Agreements-San Jacinto	-	26,666	545,395
4370	002	Service Agreements-Pico Rivera	-	80,000	455,575
4370	003	Service Agreements-Lancaster	-	-	1,076,485
Operations & Maintenance Subtotal			\$ -	\$ 106,666	\$ 2,077,455
GRAND TOTAL			\$ -	\$ 106,666	\$ 2,077,455
Funding Sources					
491	CALIFORNIA CHOICE ENERGY AUTHORITY		-	106,666	2,077,455
GRAND TOTAL			\$ -	\$ 106,666	\$ 2,077,455

Budget Detail- Lancaster Power Authority

Division no. 4370

Div.	Obj.	Description	Actuals FY 2016	Year End Estimates FY 2017	Adopted Budget FY 2018
Personnel					
4370	101	SALARIES-PERMANENT	157,864	97,630	-
4370	121	FRINGE BENEFITS	6,997	4,530	-
4370	122	PERS	39,387	24,190	-
4370	124	HEALTH INSURANCE	21,670	9,820	-
4370	125	WORKER'S COMP	6,366	4,320	-
4370	129	DEFERRED COMP	17,771	11,190	-
4370	104	SALARIES-OVERTIME	1,005	1,210	-
4370	112	SALARIES-TEMPORARY	21	-	-
Personnel Costs Subtotal			\$251,081	\$ 152,890	\$ -
Operations & Maintenance					
4370	200	REGISTRATION	100	-	-
4370	201	TRAVEL EXPENSE	99	-	-
4370	202	LOCAL & REGIONAL EVENTS	-	-	-
4370	205	CITY PROMOTION & ADVERTISING	-	-	-
4370	212	POSTAGE-SPECIAL MAILING	-	-	-
4370	251	SPECIAL ACTIVITY SUPPLIES	-	-	-
4370	259	OFFICE SUPPLIES	-	-	-
4370	260	INSURANCE EXPENSE	-	-	-
4370	301	PROFESSIONAL SERVICES	2,150	450	1,000
4370	303	LEGAL SERVICES	-	-	-
4370	308	CONTRACT SERVICES	400	-	-
4370	652	ELECTRICITY	939,471	-	-
4370	779	GENERAL FUND OVERHEAD ALLOCATION	600,000	50,000	50,000
4370	908	DEBT SERVICE	2,019,719	2,068,890	2,017,820
Operations & Maintenance Subtotal			\$ 3,561,939	\$ 2,119,340	\$ 2,068,820
GRAND TOTAL			\$ 3,813,020	\$ 2,272,230	\$ 2,068,820
Funding Sources					
486	LANCASTER POWER AUTHORITY		3,813,020	2,272,230	2,068,820
GRAND TOTAL			\$ 3,813,020	\$ 2,272,230	\$ 2,068,820

PERSONNEL ANALYSIS

Personnel by Department and Division

Department	Division	Position	2016-2017 Adopted	2017-2018 Adopted
CITY MANAGER'S OFFICE				
		City Manager	1	1
		Deputy City Manager	1	1
		Assist. To the City Manager	1	1
		Executive Assistant	1	1
		Administrative Assistant	1	1
		Secretary II	1	1
		Administrative Clerk	0.75	0.75
		Management Analyst II	1	1
		Community Services Officer	2	2
		<i>Subtotal Admin</i>	9.75	9.75
	City Attorney			
		Assistant City Attorney	1	1
		Claims Assistant	1	0
		Management Analyst I	0	1
		<i>Subtotal City Attorney</i>	2	2
	Communications			
		Communications Manager	1	1
		Management Analyst I	1	1
		Assist. Communications Specialist	1	1
		<i>Subtotal Communications</i>	3	3
TOTAL CITY MANAGER'S OFFICE			14.75	14.75
ADMINISTRATIVE SERVICES				
	City Clerk			
		City Clerk	1	1
		Deputy City Clerk	1	1
		Administrative Clerk	1	1
		<i>Subtotal City Clerk</i>	3	3
	Information Technology (IT)			
		IT/Customer Care Manager	0	1
		Sr. Information Tech Analyst	0	1
		Information Tech Analyst I	0	1
		Information Tech Analyst II	0	2
		GIS Technician	0	1
		Information Tech Specialist	0	1
		<i>Subtotal IT</i>	0 *	7

*IT was a part of the Finance Dept. in previous fiscal years

Department	Division	Position	2016-2017 Adopted	2017-2018 Adopted
Lancaster Choice Energy				
		Energy Manager	2	1
		Treasury Manager	1	0
		Sr. Project Coordinator	1	0
		Project Assistant	2	3
		Secretary I	1	1
		<i>Subtotal Lancaster Choice Energy</i>	7	5
Programs				
		Energy Manager	0	1
		Project Assistant	1	1
		<i>Subtotal Programs</i>	1	2
Emergency Services				
		Projects Coordinator	1	1
TOTAL ADMINISTRATIVE SERVICES			12	18

FINANCE

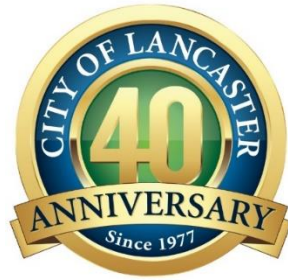
		Director of Finance	1	1
		Assistant Finance Director	1	1
		Operations Manager	1	0
		Sr. Operations Manager	0	1
		Treasury Manager	0	1
		Accounting Supervisor	1	1
		Accountant I	1	2
		Finance Operations Supervisor	1	1
		Purchasing Agent	1	1
		Administrative Assistant	1	1
		Payroll Technician	1	1
		Administrative Clerk	1	0
		Business Services Tech I	2	3
		Account Clerk II	1	1
		Account Clerk III	1	1
		Finance Operations Tech	2	1
		Business Services Tech II	1	1
		Buyer	1	1
		IT/Customer Care Manager	1	0 *
		Sr. Information Tech Analyst	1	0 *
		Information Tech Analyst I	1	0 *
		Information Tech Analyst II	2	0 *
		GIS Technician	1	0 *
		Information Tech Specialist	1	0 *
		<i>* Division moved to Administrative Services</i>		
TOTAL FINANCE			25	19

Department	Division	Position	2016-2017 Adopted	2017-2018 Adopted
HUMAN RESOURCES				
		Human Resources Manager	1	1
		Sr. Human Resources Analyst	2	2
		Management Analyst II	0	1
		Human Resources Analyst	1	1
		Human Resources Assistant	2	2
TOTAL HUMAN RESOURCES			6	7
PUBLIC SAFETY				
		Director of Public Safety	1	1
		Sr. Operations Manager	0	1
		Management Analyst I	1	1
		Management Analyst II	1	1
		Administrative Assistant	1	1
		Parking Enforcement Aide	4	4
		Public Safety Services Specialist	2	2
		Community Services Officer	2	2
TOTAL PUBLIC SAFETY			12	13
ECONOMIC DEVELOPMENT				
		Director of Economic Development	1	1
		Management Analyst II	1	1
		Project Assistant	2	3
TOTAL ECONOMIC DEVELOPMENT			4	5
HOUSING & NEIGHBORHOOD REVITALIZATION				
		Director of Housing & Neighborhood Revitalization	1	1
		Sr. Projects Coordinator	2	2
		Administrative Clerk	1	1
		Projects Coordinator	3	3
		Administrative Assistant	1	1
		Business License Enforce. Officer	1	0
		Community Services Officer	1	0
		Code Enforcement Officer	9	10
		Code Enforcement Officer II	1	1
TOTAL HOUSING & NEIGHBORHOOD REVITALIZATION			20	19

Department	Division	Position	2016-2017 Adopted	2017-2018 Adopted
PARKS, RECREATION & ARTS				
<i>Admin</i>				
		Director of Parks, Recreation & Arts	1	1
		Administrative Assistant	1	1
		Secretary II	1	1
		Administrative Clerk	1	0
		Recreation Supervisor I	1	1
		Recreation Program Coordinator	2	2
		<i>Subtotal PRA - Admin</i>	7	6
<i>Parks & Facilities</i>				
		Parks Manager	2	2
		Parks Supervisor	1	1
		Facilities Maintenance Coordinator	2	2
		Maintenance Lead Worker	3	3
		Facilities Maintenance Worker	1	1
		Sr. Custodian	1	1
		Groundskeeper	1	1
		Maintenance Worker I/II	14	14
		<i>Subtotal PRA - Parks & Facilities</i>	25	25
<i>Recreation</i>				
		Sr. Operations Manager	1	1
		Recreation Program Coordinator	3	4
		Recreation Supervisor I	2	2
		Recreation Supervisor II	2	2
		<i>Subtotal PRA - Recreation</i>	8	9
<i>Arts</i>				
		Sr. Operations Manager	1	1
		Technical Director	1	1
		Recreation Supervisor I	2	2
		Recreation Program Coordinator	1	1
		<i>Subtotal PRA - Arts</i>	5	5
TOTAL PARKS, RECREATION & ARTS			45	45

Department	Division	Position	2016-2017 Adopted	2017-2018 Adopted
DEVELOPMENT SERVICES				
<i>Admin</i>				
		Director of Development Services	1	1
		Sr. Management Analyst	1	1
		Administrative Assistant	2	1
		<i>Subtotal Development Services Admin</i>	4	3
<i>City Engineering & Community Development</i>				
		Director of Planning	1	1
		City Engineer	1	1
		Administrative Assistant	1	0
		Secretary I	1	1
		Secretary II	1	1
		Administrative Clerk	0	1
		Management Analyst I	0	1
		Management Analyst II	1	0
		Principal Planner	2	2
		Associate Planner	0	1
		Assistant Planner	3	2
		Community Development Technician	3	3
		Chief Building Official	1	1
		Principal Plan Check Engineer	1	1
		Senior Plan Check Engineer	1	1
		Development Services Project Coordinator	1	1
		Senior Building Inspector	1	1
		Building Inspector II	1	1
		Sr. Civil Engineer	0	1
		Associate Traffic Engineer	1	0
		Principal Traffic Engineering Technician	1	1
		Traffic Engineering Technician	1	1
		Engineering Technician	0	1
		Maintenance Worker I/II	8	7
		Traffic Signal Electrician	1	1
		Traffic Signal Technician	2	2
		<i>Subtotal City Engineering & Community Development</i>	34	34
<i>Development Engineering & Capital</i>				
		Capital Program Manager	1	1
		Secretary II	1	1
		Management Analyst I	1	1

Department	Division	Position	2016-2017 Adopted	2017-2018 Adopted
		Projects Assistant	0	1
		Sr. Civil Engineer	1	1
		Associate Civil Engineer	2	2
		Assistant Engineer	4	3
		Sr. Construction Manager	1	1
		Sr. Construction Project Inspector	2	2
		Public Works Inspector II	6	6
		Public Works Inspector I	0	1
		Capital Program Technician	1	1
		Utilities Division Manager	1	1
		Engineering Technician	1	1
		Senior Engineering Technician	3	3
		Community Development Technician	1	1
		<i>Subtotal Development Engineering & Capital Programming</i>	26	27
Public Works				
		Public Works Manager	1	1
		Maintenance Services Manager	1	1
		Asst. Utilities Services Mgr.	0	1
		Sr. Projects Coordinator	1	1
		Management Analyst I	1	2
		Secretary II	1	1
		Administrative Clerk	1	1
		Public Works Supervisor	3	2
		Environmental Compliance Officer	1	1
		Environmental Compliance Inspector II	1	1
		Environment Compliance Technician	1	1
		Recycling Coordinator	1	0
		Lead Maintenance Worker	5	4
		Lead Equipment Mechanic	1	1
		Heavy Equipment Mechanic	1	1
		Light Equipment Mechanic	2	2
		Maintenance Worker I/II	25	19
		Traffic Signal Electrician	1	1
		Utility Maintenance Worker I/II	14	15
		Industrial Waste Tech I	2	1
		Industrial Waste Tech II	1	1
		Lead Utility Maintenance Worker	2	2
		<i>Subtotal Public Works</i>	67	60
TOTAL DEVELOPMENT SERVICES			131	124
TOTAL AUTHORIZED POSITIONS			269.75	264.75



City of Lancaster

CAPITAL IMPROVEMENT PROGRAM

ADOPTED FY 2017-2018 & PROJECTED FY 2019-2021



Challenger Way and Avenue L, Roundabout

FY 2017 ACCOMPLISHMENTS

The Capital Improvement Program (CIP) budget in FY 2017 totaled over \$77.9 million.

Projects completed during the 2017 fiscal year include:

- K-8 Bike Path Improvements
- Ave H Rehabilitation – 20th Street West to Sierra Hwy
- Sewer Manhole Repair Project
- Sewer Main Restoration Project
- Corridors Project
- Avenue G/Sierra Highway Intersection Control Evaluation
- Ave H Restriping – 20th Street West to Trevor
- Ave H Restriping – 20th Street West to Trevor
- Ave L & Challenger Roundabout
- Avenue K-8 Drainage Improvement from 5th to 7th Street East

About Revive 25

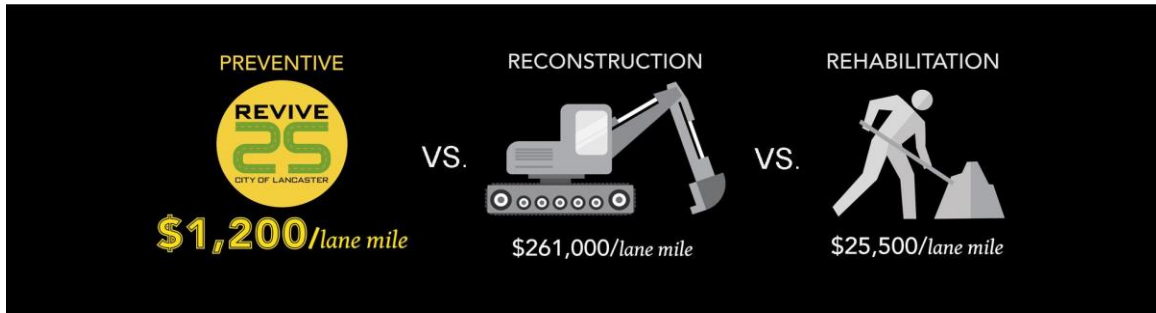
Revive 25, launched in 2016 is Lancaster's innovative, cost effective road maintenance program. But it's more than just a program – it's a **plan** to maximize the life of **all** of our roads by investing more in **preventing** road issues before they occur. This preventative approach will enable us to postpone or completely avoid much more expensive treatment down the line, saving tax payers more than 280 million dollars over the next 10 years as we work to treat every road in Lancaster by 2025.

Revive 25 is not a plan to repave every road in Lancaster – it is a plan to maintain and strengthen every road in Lancaster. But it isn't just a great thing for our roads – it has efficiency, financial, convenience and safety benefits that are worth taking a look at.

Revive 25 is going to enable the City to treat 10 times more roads throughout Lancaster than could be achieved through major road reconstruction. It's also going to utilize new technology and strategies that will maximize the durability those treated roads.

That means less time and money will need to be spent on costly, disruptive reconstruction and less major reconstruction means less lengthy road closures, less impact on adjacent businesses in construction areas, and less wait time for you to get back on the road it also means savings -- tax payers will save more than 280 million over the next 10 years because Revive 25 doesn't just reduce the need for costly reconstruction -- it maximizes a road's durability so much that it may never need any kind of maintenance.





PROJECT DEVELOPMENT/PRIORITIZATION

Projects included in the CIP budget are developed using master plans, studies, observation, and staff, council and citizen input. Each department proposes projects, determines the scope of work to be accomplished, develops estimates and prioritizes their proposals.

Capital projects are often adopted using a “corridor” approach where the City is viewed as paths or corridors running either north and south or east and west through the city. A corridor may contain a master planned drainage facility, (in or out of the street right-of-way), incomplete street improvements, need for sewer or waterlines, warranted traffic signal or lack of other improvement. There may be needed improvements due to traffic safety concerns, drainage or flooding problems, or environmental issues. At times solutions are bundled together as a single project to address the concerns, problems or issues within the same general area. Street resurfacing is prioritized using the City’s Pavement Management System. There are various needs throughout the City and projects are adopted and prioritized with these needs in mind.

Projects are prioritized utilizing an “urgent”, “necessary” and “desirable” ranking system. “Urgent” priority projects are funded first with available resources, followed by “necessary” and then “desirable” if there are funds remaining. The projects are reviewed and recommended for funding by the full executive team in order to ensure the Capital Improvement Program is consistent with city goals and objectives for the coming year.

CIP POLICY

The City has enjoyed a significant CIP budget in past years and anticipates continuing to be successful in obtaining grants and other sources of funding for CIP projects. To manage the CIP most effectively, a multi-year approach is desirable with all affected Departments involved in the CIP process.

The purpose of the CIP is to provide an organized approach to the development of the City of Lancaster for a five-year period. Comprehensive and cost-effective approaches will address the needs of the City.

1. A Capital Improvement is considered a major, non-routine expenditure for improvements to an existing building, facility, land, streets, storm drains, utilities or the expansion of the City park system in excess of \$125,000. All new construction projects are categorized as a capital improvement projects regardless of their cost. If a project is clearly a repair or upgrade to an existing facility, then such project shall be performed as an operating expense.
2. The City recognizes the need for a multi-year CIP as a way to address the needs of the City through responsible City government with a comprehensive and cost-effective approach for obtaining the benefits described below.
3. The CIP is a long-term program and is intended to achieve the following benefits:

- a. Focuses attention of community goals and needs. Capital projects can be brought into line with the City's objectives, allowing projects to be prioritized based on need. Furthermore, the CIP can be used as an effective tool for achieving the goals set forth in the City's General Plan.
 - b. Allows for an informed public. The CIP keeps the public informed about the future capital investment plans of the City and allows them to play a more active role in the process.
 - c. Encourages more efficient program administration. By enhancing the level of communication among the various departments implementing capital improvement projects, we are able to better coordinate efforts and avoid potential conflicts. Work can be more effectively scheduled and available personnel and equipment can be better utilized when it is known in advance what, when and where projects will be undertaken.
 - d. Identifies the most economically sound means of funding projects. Through proper planning, the need for bond issues or other revenue production measures can be foreseen and action can be taken before the need becomes so critical that emergency financing measures are required. By fiscally constraining all five years of the CIP, the City is able to identify projects without a viable funding source and work to put in place sources of funding.
 - e. Enhances the City's credit rating. Dramatic changes in the tax structure and bonded indebtedness may be avoided with proper planning which allows the City to minimize the impact of capital improvement projects. By keeping planned projects within the financial capabilities of the City, it is better able to preserve its credit rating and make the City more attractive to business industry.
4. The development of the CIP is a continual process and, consequently, should be viewed as a working document. Therefore, while the CIP document covers multi-year planning perspective, it is revised every year in order to accommodate new projects, reflect changes in ongoing projects and extend the program an additional year.
 5. The first year of the plan is incorporated into the annual budget to appropriate funds. Improvements identified in subsequent years are approved only on a planning basis and do not receive expenditure appropriation. Cost estimates for years two and beyond are also for planning purposes only, to be used in conjunction with the City's long-range financial plan.
 6. The CIP development process utilizes a "project-ready" approach whereby the scope and budget for an adopted improvement are clearly defined prior to the appropriation of funds for construction.
 7. In recognizing the importance of a CIP that allows the City to continue to be a "great place to live and work", City Council considers input from citizens, the Planning Commission, and City staff members in the preparation of the CIP.
 8. The City Finance Department coordinates the preparation of the CIP for the City. Each Department affected by the CIP will participate in its development in accordance with a schedule to be determined. The schedule will be prepared by Finance and provide timelines for proposing, estimating, ranking, reviewing and funding of projects.

CIP SUMMARY BY PROGRAM

		Year End Estimate FY 2017 ◊	Adopted Budget FY 2018
Facilities/Fixtures			
11BS018	Maintenance Yard Storage Building Phase II	125,931	-
11BS019	City Hall and Maintenance Yard Improvements	355,000	405,000
11BS022	LPAC Improvements	150,000	125,000
11BS023	OMP Concession Building Renovation	550,000	-
11BS025	Senior Center Expansion and Upgrade	1,500,000	-
* 11FW002	Ave K-8 Fence Installation	-	220,000
11GS010	Municipal Golf Center	23,676	-
* 11GS011	Prime Desert Woodland Expansion	-	40,000
11TR008	Tierra Bonita Park Improvement Phase II	177,324	-
* 11ZZ004	ADA Compliance	-	100,000
12ZZ003	Eastside Pool Rehabilitation	289,034	-
		3,170,965	890,000
Maintenance & Repair			
12BS014	Municipal Stadium Rehabilitation	136,227	100,000
12GB001	LMD Restoration Program	190,876	-
* 12GS006	2017 Parks Concrete Repair	-	524,000
12ST031	Ave H Rehabilitation 20th Street West To Sierra Hwy	497,337	-
12ST032	20th Street West Rehabilitation Lancaster Blvd to Ave J	1,553,844	-
12ST033	Lancaster Blvd Rehabilitation 30th to 40th Street East	154,182	-
12ST034	2015 Pavement Management Program - Revive 25	4,343,126	-
12ST035	2016 Pavement Management Program - Revive 25	3,624,631	-
12ST036	2017 Pavement Management Program - Revive 25	8,536,411	-
* 12ST037	2018 Pavement Management Program - Revive 25	-	8,705,245
* 12ST038	2019 Pavement Management Program - Revive 25	-	200,000
* 12ST039	10th Street West & Avenue J Improvements (HSIP)	-	2,729,700
		19,036,634	12,258,945
Streets & Right-of-Way			
15BA008	Corridors Project	24,442	-
15BR004	Ave K and SR 14 Interchange – Measure R Hwy Equity	14,173,013	-
15BR005	Ave M and SR 14 Interchange – Measure R Hwy Equity	2,804,917	-
15BR006	Ave G and SR 14 Interchange – Measure R Hwy Equity	2,287,352	-
15BR007	Ave J and SR 14 Interchange – Measure R Hwy Equity	2,728,494	-
15BR008	Ave L and SR 14 Interchange – Measure R Hwy Equity	741,374	-
* 15BR009	Interchange Enhancement Projects		23,900,000
15BW005	Lancaster Auto Mall	816,301	-
15BW007	Ave K-8 Bike Facility Imp	683,774	-
15BW008	10th Street West Bikeway & Road Diet	140,000	1,430,000
15ST026	10Th St W Gap Clsr Ave L-Ave M	7,238,999	-

CIP SUMMARY BY PROGRAM

		Year End Estimate FY 2017 ♦	Adopted Budget FY 2018
15ST037	Cole Mid Schl & T Bnta Ped Imp	563,170	-
15ST038	Lancaster Blvd Road Diets, 10Th	263,527	-
15ST042	Ave I Streetscape Enhance	925,449	-
15ST046	2014 Citywide Gap Closures	153,246	-
15ST048	Genoa St Imp At Oldfield	52,331	-
15ST050	Ave J-2 St Imp At 17Th St E	98,648	-
15ST053	Ave I St Imp Challenger-Price	1,359,346	-
15ST054	Ave I St Imp Price-35Th St E	1,637,028	-
15ST055	5Th St E Corridor Improvements	1,458,411	-
15ST056	15/16 Neighborhood Speed Humps	192,472	-
15ST057	Trevor Ave Widening	825,279	-
15ST058	Medical Main Street	656,480	-
15ST059	2017 Bus Stop Improvements	800,000	-
* 15ST062	2018 Bus Stop Improvements	-	800,000
* 15ST064	Ave H & 7Th St W Improvements (Byd)	-	1,450,000
* 15ST065	Ave K -8 & 10Th St W Improvements (Viper)	-	1,100,000
15SW015	Sidewalk Imp At Rr Crossings	234,614	-
15SW016	Pedestrian Gap Closure Improvement	400,000	1,090,705
* 15SW017	2020 ATP - SRTS Ped Improvements	-	469,000
15TC002	Ave H Restrip 20Th W To Trevor	60,019	-
16ST003	Ave L & Challenger Roundabout	18,433	-
16ST005	15Th St W/Lanc Blvd Roundabout	897,302	-
16ST006	15Th St E/Lanc Blvd Roundabout	810,341	-
16ST007	Intersctn Imp-10W/I & 30W/K	912,310	-
16ST010	Tierra Del Sol Imp, Phiiia	544,499	-
		44,501,571	30,239,705
Transportation Safety			
11TS001	Traffic Op Center & Signal Con	1,378,139	251,000
13ST002	Ave G/Sierra- Int Cntrl Eval	6,824	-
13ST003	Ave I/50Th & 60Th W Intrs Eval	264,293	-
* 16ST028	Avenue G at Sierra Highway (ICE Improvements)	-	741,700
* 16ST029	Avenue I at 50th Street West (ICE Improvements)	-	180,000
* 16ST030	Avenue I at 60th Street West (ICE Improvements)	-	394,000
16TS024	Traffic Signal Upgrades	204,849	-
16TS026	Traffic Signal Synchronization	3,250	-
16TS027	1/4 Traffic Signal, Ave L/42 W	70,000	-
16TS028	Traffic Signal System Modernization	2,017,567	-
16TS029	2017 Traffic Signal Upgrades	1,298,274	-
* 16TS030	2018 Traffic Signal Upgrades	-	220,000
		5,243,196	1,786,700

CIP SUMMARY BY PROGRAM

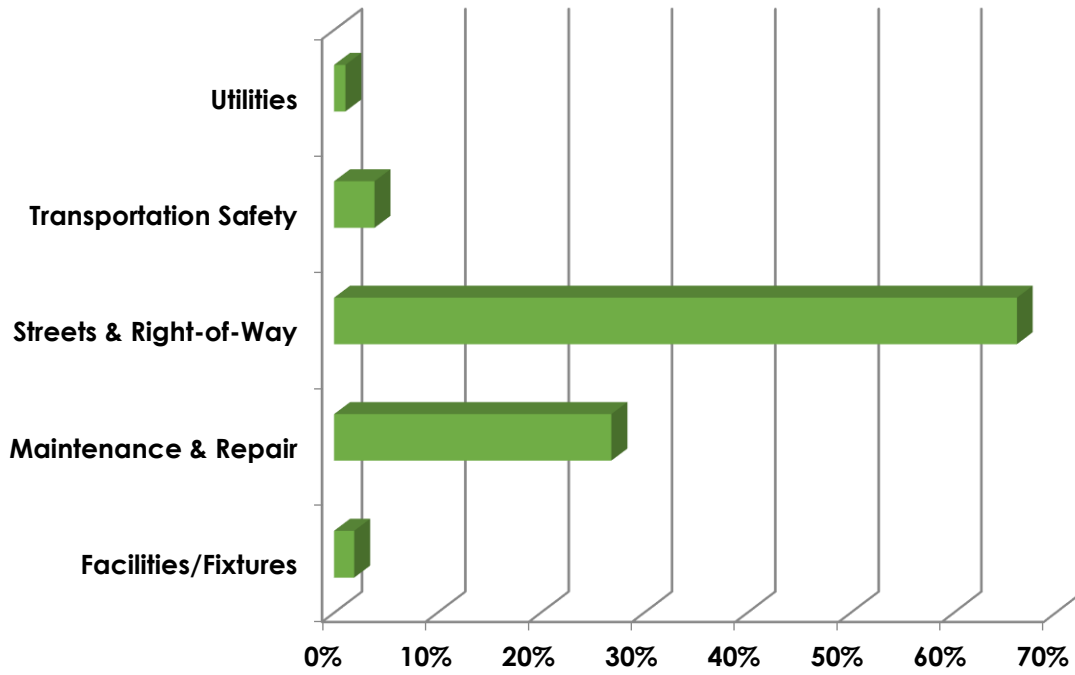
	Year End Estimate FY 2017 ◊	Adopted Budget FY 2018
Utilities		
13EV001 Amargosa Crk Habitat Mitigatn	125,507	-
13EV002 Ave M Drain Imp Habitat & Mitig	247,334	-
13ZZ004 Solar Interconnect Study	75,000	-
17SD021 Drainage Impact Fees Refunded	1,017,167	-
17SD026 Avenue K-8, 5th Street East to 7th Street East Drainage Improvements	363,715	-
17SR004 Sewer Maintenance	1,049,966	500,000
	2,878,689	500,000

GRAND TOTAL	74,831,055	45,675,350
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◊ Unspent Capital funds at year end eligible for carry forward to FY 18

* Approved/proposed new Capital projects for FY 18

FY 2018 - Projects by Program Type



CIP SUMMARY BY FUNDING SOURCE

		Year End Estimate FY 2017 ◊	Adopted Budget FY 2018
101 - General Fund			
11BS019	City Hall and Maintenance Yard Improvements	136,000	-
12BS014	Municipal Stadium Rehabilitation	385	-
13EV001	Amargosa Crk Habitat Mitigatn	5,500	-
15ST058	Medical Main Street	156,480	-
		298,365	-
104 - Capital Replacement			
11BS019	City Hall and Maintenance Yard Improvements	85,000	300,000
		85,000	300,000
203 - Gas Tax			
11BS018	Maintenance Yard Storage Building Phase II	80,931	-
12ST034	2015 Pavement Management Program - Revive 25	3,009,733	-
		3,090,664	-
204 - Air Quality Management District			
15BW008	10th Street West Bikeway & Road Diet	70,000	-
15SW016	Pedestrian Gap Closure Improvement	80,000	-
		150,000	-
205 - Proposition 1B			
15ST050	Ave J-2 St Imp At 17Th St E	98,648	-
		98,648	-
206 - TDA Article 8			
* 11FW002	Ave K-8 Fence Installation	-	220,000
12ST033	Lancaster Blvd Rehabilitation 30th to 40th Street East	154,182	-
12ST034	2015 Pavement Management Program - Revive 25	196,132	-
12ST035	2016 Pavement Management Program - Revive 25	2,042,053	-
12ST036	2017 Pavement Management Program - Revive 25	3,164,377	-
* 12ST037	2018 Pavement Management Program - Revive 25	-	2,578,080
* 12ST038	2019 Pavement Management Program - Revive 25	-	200,000
15BA008	Corridors Project	20,694	-
15ST026	10Th St W Gap Clsr Ave L-Ave M	967,287	-
15ST046	2014 Citywide Gap Closures	45,000	-
15ST058	Medical Main Street	500,000	-
17SD026	Avenue K-8, 5th Street East to 7th Street East Drainage	4,590	-
		7,094,315	2,998,080
207 - Proposition A			
* 12ST037	2018 Pavement Management Program - Revive 25	-	1,000,000
15ST059	2017 Bus Stop Improvements	800,000	-
* 15ST062	2018 Bus Stop Improvements	-	800,000
		800,000	1,800,000
208 - TDA Article 3			
* 12ST039	10th Street West & Avenue J Improvements (HSIP)	-	272,970
15BW007	Ave K-8 Bike Facility Imp	4,760	-
		4,760	272,970

CIP SUMMARY BY FUNDING SOURCE

		Year End Estimate FY 2017 ◊	Adopted Budget FY 2018
209 - Proposition C			
12ST031	Ave H Rehabilitation 20th Street West To Sierra Hwy	330,485	-
12ST032	20th Street West Rehabilitation Lancaster Blvd to Ave J	1,553,844	-
12ST034	2015 Pavement Management Program - Revive 25	99,525	-
12ST035	2016 Pavement Management Program - Revive 25	1,582,578	-
12ST036	2017 Pavement Management Program - Revive 25	579,957	-
* 12ST037	2018 Pavement Management Program - Revive 25	-	1,786,395
15BW005	Lancaster Auto Mall	420,000	-
15ST026	10Th St W Gap Clsr Ave L-Ave M	1,759,234	-
15ST037	Cole Mid Schl & T Bnta Ped Imp	117,370	-
15ST042	Ave I Streetscape Enhance	575,436	-
* 15ST064	Ave H & 7Th St W Improvements (Byd)	-	935,000
* 15ST065	Ave K -8 & 10Th St W Improvements (Viper)	-	50,000
15SW015	Sidewalk Imp At Rr Crossings	234,614	-
15TC002	Ave H Restrip 20Th W To Trevor	60,019	-
16ST007	Intersctn Imp-10W/I & 30W/K	736,086	-
17SD026	Avenue K-8, 5th Street East to 7th Street East Drainage Improvements	224,000	-
		8,273,148	2,771,395
210 - Measure R			
* 15SW017	2020 ATP - SRTS Ped Improvements	-	469,000
12ST034	2015 Pavement Management Program - Revive 25	1,009,819	-
12ST036	2017 Pavement Management Program - Revive 25	4,375,077	-
* 12ST037	2018 Pavement Management Program - Revive 25	-	1,840,770
15BR004	Ave K and SR 14 Interchange – Measure R Hwy Equity	14,173,013	-
15BR005	Ave M and SR 14 Interchange – Measure R Hwy Equity	2,804,917	-
15BR006	Ave G and SR 14 Interchange – Measure R Hwy Equity	2,287,352	-
15BR007	Ave J and SR 14 Interchange – Measure R Hwy Equity	2,728,494	-
15BR008	Ave L and SR 14 Interchange – Measure R Hwy Equity	741,374	900,000
* 15BR009	Interchange Enhancement Projects		23,000,000
15ST026	10Th St W Gap Clsr Ave L-Ave M	601,455	-
15ST053	Ave I St Imp Challenger-Price	134,075	-
15ST054	Ave I St Imp Price-35Th St E	158,559	-
15ST055	5Th St E Corridor Improvements	70,000	-
15ST056	15/16 Neighborhood Speed Humps	137,472	-
15ST057	Trevor Ave Widening	825,279	-
* 15ST064	Ave H & 7Th St W Improvements (Byd)	-	515,000
* 15ST065	Ave K -8 & 10Th St W Improvements (Viper)	-	1,050,000
		30,046,886	27,774,770
211 - Measure M			
* 12ST037	2018 Pavement Management Program - Revive 25	-	1,500,000
			1,500,000

CIP SUMMARY BY FUNDING SOURCE

		Year End Estimate FY 2017 ◊	Adopted Budget FY 2018
213 - Parks Development			
11BS022	LPAC Improvements	150,000	-
11BS023	LCP Concession Building Renovation	350,000	-
* 11BS024	Indoor Playground Facility	-	-
12BS014	Municipal Stadium Rehabilitation	25,000	100,000
		525,000	100,000
217 - Developer Fees - Traffic Signals			
11TS001	Traffic Op Center & Signal Con	178,139	51,000
13ST002	Ave G/Sierra- Int Cntrl Eval	6,824	-
13ST003	Ave I/50Th & 60Th W Intrs Eval	264,293	-
16ST005	15Th St W/Lanc Blvd Roundabout	158,705	-
16ST006	15Th St E/Lanc Blvd Roundabout	105,459	-
16ST010	Tierra Del Sol Imp, Phiiiia	544,499	-
16TS024	Traffic Signal Upgrades	204,849	-
16TS026	Traffic Signal Synchronization	3,250	-
16TS027	1/4 Traffic Signal, Ave L/42 W	70,000	-
16TS028	Traffic Signal System Modernization	1,008,775	-
16TS029	2017 Traffic Signal Upgrades	1,298,274	-
* 16TS030	2018 Traffic Signal Upgrades	-	220,000
		3,843,067	271,000
220 - Developer Fees - Drainage			
13EV002	Ave M Drain Imp Habitat & Mitig	247,334	-
15ST026	10Th St W Gap Clsr Ave L-Ave M	1,256,206	-
15ST046	2014 Citywide Gap Closures	25,000	-
17SD021	Drainage Impact Fees Refunded	1,017,167	-
17SD026	Avenue K-8, 5th Street East to 7th Street East Drainage Improvements	117,537	-
		2,663,244	-
224 - Biological Impact Fees			
* 11GS011	Prime Desert Woodland Expansion	-	40,000
13EV001	Amargosa Crk Habitat Mitigatn	120,007	-
		120,007	40,000
227 - Urban Structure Program – Parks			
11BS022	LPAC Improvements	-	125,000
11BS023	LCP Concession Building Renovation	200,000	-
11GS010	Municipal Golf Center	23,676	-
11TR008	Tierra Bonita Park Improvement Phase II	177,324	-
* 11ZZ004	ADA Compliance	-	100,000
12BS014	Municipal Stadium Rehabilitation	110,842	-
* 12GS006	2017 Parks Concrete Repair	-	524,000
12ZZ003	Eastside Pool Rehabilitation	39,034	-
		550,876	749,000

CIP SUMMARY BY FUNDING SOURCE

		Year End Estimate FY 2017 ◊	Adopted Budget FY 2018
<u>228 - Urban Structure Program - Administration</u>			
11BS019	City Hall and Maintenance Yard Improvements	34,000	5,000
		34,000	5,000
<u>229 - Urban Structure Program – Corporate Yard</u>			
11BS018	Maintenance Yard Storage Building Phase II	45,000	-
11BS019	City Hall and Maintenance Yard Improvements	-	100,000
		45,000	100,000
<u>232 - Traffic Impact Fees</u>			
12ST034	2015 Pavement Management Program - Revive 25	27,917	-
15BW005	Lancaster Auto Mall	396,301	-
15ST026	10Th St W Gap Clsr Ave L-Ave M	1,058,167	-
15ST046	2014 Citywide Gap Closures	83,246	-
15ST048	Genoa St Imp At Oldfield	52,331	-
15ST056	15/16 Neighborhood Speed Humps	55,000	-
16ST003	Ave L & Challenger Roundabout	18,433	-
* 16ST028	Avenue G at Sierra Highway (ICE Improvements)	-	215,000
* 16ST029	Avenue I at 50th Street West (ICE Improvements)	-	180,000
* 16ST030	Avenue I at 60th Street West (ICE Improvements)	-	180,000
		1,691,395	575,000
<u>252 - Congestion Management (Proposition 42)</u>			
12ST036	2017 Pavement Management Program - Revive 25	406,000	-
15BA008	Corridors Project	3,748	-
15BW007	Ave K-8 Bike Facility Imp	226,290	-
15ST038	Lancaster Blvd Road Diets, 10Th	37,547	-
17SD026	Avenue K-8, 5th Street East to 7th Street East Drainage Improvements	17,588	-
		691,173	-
<u>261 - Los Angeles County Reimbursement</u>			
11BS025	Senior Center Expansion and Upgrade	1,500,000	-
12ZZ003	Eastside Pool Rehabilitation	250,000	-
		1,750,000	-
<u>321 - Metropolitan Transportation Agency Grant - Local</u>			
11TS001	Traffic Op Center & Signal Con	1,200,000	200,000
15ST026	10Th St W Gap Clsr Ave L-Ave M	1,596,650	-
15ST042	Ave I Streetscape Enhance	350,013	-
16TS028	Traffic Signal System Modernization	1,008,792	-
		4,155,455	200,000
<u>323 - State Grant – Surface Transportation Program Local</u>			
12ST031	Ave H Rehabilitation 20th Street West To Sierra Hwy	166,852	-
12ST036	2017 Pavement Management Program - Revive 25	11,000	-
12ST037	2018 Pavement Management Program - Revive 25	-	-
15BW008	10th Street West Bikeway & Road Diet	-	715,000
15SW016	Pedestrian Gap Closure Improvement	-	217,705
		177,852	932,705

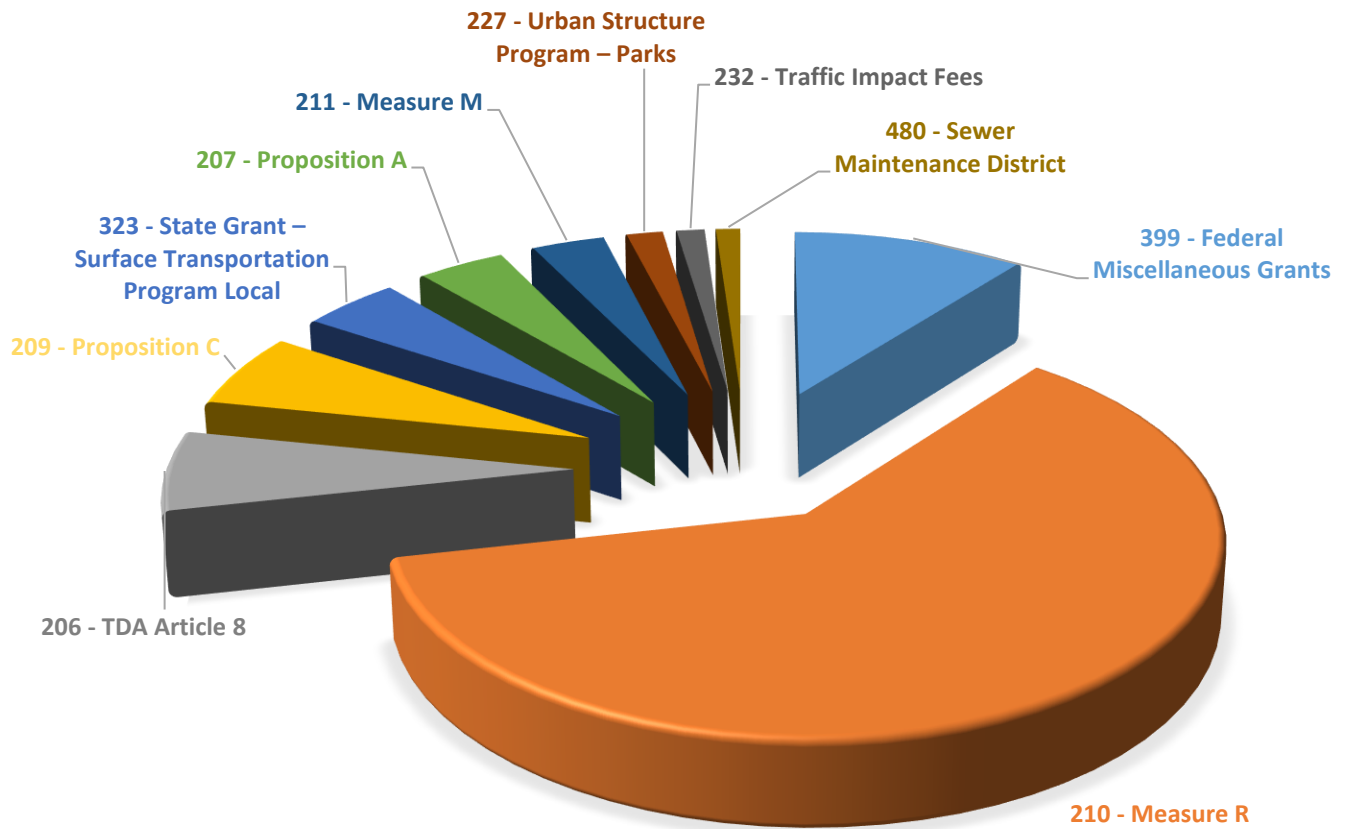
CIP SUMMARY BY FUNDING SOURCE

		Year End Estimate FY 2017 [◇]	Adopted Budget FY 2018
349 - Miscellaneous State Grants			
15ST037	Cole Mid Schl & T Bnta Ped Imp	445,800	-
		445,800	-
399 - Federal Miscellaneous Grants			
12ST039	10th Street West & Avenue J Improvements (HSIP)	-	2,456,730
15BW007	Ave K-8 Bike Facility Imp	452,724	-
15BW008	10th Street West Bikeway & Road Diet	70,000	715,000
15ST038	Lancaster Blvd Road Diets, 10Th	225,980	-
15ST053	Ave I St Imp Challenger-Price	1,225,271	-
15ST054	Ave I St Imp Price-35Th St E	1,478,469	-
15ST055	5Th St E Corridor Improvements	1,388,411	-
15SW016	Pedestrian Gap Closure Improvement	320,000	873,000
16ST005	15Th St W/Lanc Blvd Roundabout	738,597	-
16ST006	15Th St E/Lanc Blvd Roundabout	704,882	-
16ST007	Intersctn Imp-10W/I & 30W/K	176,224	-
16ST028	Avenue G at Sierra Highway (ICE Improvements)	-	526,700
16ST030	Avenue I at 60th Street West (ICE Improvements)	-	214,000
		6,780,558	4,785,430
480 - Sewer Maintenance District			
11BS019	City Hall and Maintenance Yard Improvements	100,000	-
17SR004	Sewer Maintenance	1,049,966	500,000
		1,149,966	500,000
482 - Landscape Maintenance District			
12GB001	LMD Restoration Program	190,876	-
		190,876	-
490 - Lancaster Choice Energy			
13ZZ004	Solar Interconnect Study	75,000	-
		75,000	-
Grand Total		74,831,055	45,675,350

[◇] Unspent Capital funds at year end eligible for carry forward to FY 18

* Approved/proposed new Capital projects for FY 18

FY 2018 PROJECTS BY FUNDING SOURCE



FY 2017 – FY 2021 Capital Improvement Program

Proj. No.	Project Description	Year End Estimate FY 2017	Adopted Budget FY 2018	FY 2019	FY 2020	FY 2021
11BS018	Maintenance Yard Storage Building Phase II	125,931				
11BS019	City Hall Face Lift	355,000	405,000	300,000	300,000	300,000
11BS022	LPAC Improvements	150,000	125,000			
11BS023	OMP Concession Building Renovation	550,000				
11BS025	Senior Center Expansion and Upgrade	1,500,000				
* 11FW002	Ave K-8 Fence Installation		220,000			
11GS007	Park Improvements					
11GS010	Municipal Golf Center	23,676				
* 11GS011	Prime Desert Woodland Expansion		40,000			
11TR008	Tierra Bonita Park Improvement Phase II	177,324				
11TS001	Traffic Op Center & Signal Con	1,378,139	251,000			
* 11ZZ004	ADA Compliance		100,000	100,000	100,000	100,000
12ZZ003	Eastside Pool Rehabilitation	289,034				
12BS014	Municipal Stadium Rehabilitation	136,227	100,000	100,000	100,000	100,000
12GB001	LMD Restoration Program	190,876				
* 12GS006	2017 Parks Concrete Repair		524,000			
12ST031	Ave H Rehabilitation 20th Street West to Sierra Hwy	497,337				
12ST032	20th Street West Rehabilitation Lancaster Blvd to Ave J	1,553,844				
12ST033	Lancaster Blvd Rehabilitation 30th to 40th Street East	154,182				
12ST034	2015 Pavement Management Program - Revive 25	4,343,126				
12ST035	2016 Pavement Management Program - Revive 25	3,624,631				
12ST036	2017 Pavement Management Program - Revive 25	8,536,411				
12ST037	2018 Pavement Management Program - Revive 25		8,705,245			
* 12ST038	2019 Pavement Management Program - Revive 25		200,000	9,800,000		
* 12ST039	10th Street West & Avenue J Improvements (HSIP)		2,729,700			
13EV001	Amargosa Crk Habitat Mitigatn	125,507				
13EV002	Ave M Drain Imp Habitat & Mitig	247,334				
13ST002	Ave G/Sierra - Int Cntral Eval	6,824				
13ST003	Ave I/50th & 60th W Intrs Eval	264,293				
13ZZ004	Solar Interconnect Study	75,000				
15BA008	Corridors Project	24,442				
15BR004	Ave K and SR 14 Interchange	14,173,013				
15BR005	Ave M and SR 14 Interchange	2,804,917		15,600,000		
15BR006	Ave G and SR 14 Interchange	2,287,352			11,900,000	

Proj. No.	Project Description	Year End Estimate FY 2017	Adopted Budget FY 2018	FY 2019	FY 2020	FY 2021
15BR007	Ave J and SR 14 Interchange	2,728,494			6,700,000	
15BR008	Ave L and SR 14 Interchange	741,374	900,000		3,358,626	
* 15BR009	Interchange Enhancement Projects		23,000,000			
15BW005	Lancaster Auto Mall	816,301				
15BW007	Ave K-8 Bike Facility Imp	683,774				
15BW008	10th Street West Bikeway & Road Diet	140,000	1,430,000			
15ST026	10TH St W Gap Clsr Ave L-Ave M	7,238,999				
15ST037	Cole Mid Schl & T Bnta Ped Imp	563,170				
15ST038	Lancaster Blvd Roads Diets, 10th	263,527				
15ST042	Ave I Streetscape Enhance	925,449				
15ST046	2014 Citywide Gap Closures	153,246				
15ST048	Genoa St Imp at Oldfield	52,331				
15ST050	Ave J-2 St Imp at 17th St E	98,648				
15ST053	Ave I St Imp Challenger-Price	1,359,346				
15ST054	Ave I St Imp Price-35th St E	1,637,028				
15ST055	5th St E Corridor Improvements	1,458,411				
15ST056	15/16 Neighborhood Speed Humps	192,472				
15ST057	Trevor Ave Widening	825,279				
15ST058	Medical Main Street	656,480		2,512,924		10,417,646
15ST059	2017 Bus Stop Improvements	800,000				
15ST060	Avenue J and 20th Street East Southeast Corner Improvements					
* 15ST062	2018 Bus Stop Improvements		800,000			
* 15ST064	Ave H & 7th St W Improvements (Byd)		1,450,000			
* 15ST065	Ave K-8 & 10th St W Improvements (Viper)		1,100,000			
15SW015	Sidealk Imp at Rr Crossing	234,614				
15SW016	Pedestrian Gap Closure Improvement	400,000	1,090,705	6,332,545		
* 15SW017	2020 ATP-SRTS Ped Improvements		469,000	322,000	6,652,000	
15TC002	Ave H Restrip 20th W to Trevor	60,019				
16ST003	Ave L & Challenger Roundabout	18,433				
16ST005	15th St W/Lanc Blvd Roundabout	897,302				
16ST006	15th St E/Lanc Blvd Roundabout	810,341				
16ST007	Intersctn Imp-10W/I & 30W/K	912,310				
16ST010	Tierra Del Sol Imp, Phiiia	544,499				
* 16ST028	Avenue G at Sierra Highway (ICE Improvements)		741,700	1,708,300		

Proj. No.	Project Description	Year End Estimate FY 2017	Proposed Budget FY 2018	FY 2019	FY 2020	FY 2021
* 16ST029	Avenue I at 50th Street West (ICE Improvements)		180,000	1,250,000	1,000,000	
* 16ST030	Avenue I at 60th Street West (ICE Improvements)		394,000	1,416,000	1,000,000	
16TS024	Traffic Signal Upgrades	204,849				
16TS026	Traffic Signal Synchronization	3,250				
16TS027	1/4 Traffic Signal, Ave L/42 W	70,000				
16TS028	Traffic Signal System Modernization	2,017,567				
16TS029	2017 Traffic Signal Upgrades	1,298,274				
* 16TS030	2018 Traffic Signal Upgrades		220,000			
17SD021	Drainage Impact Fees Refunded	1,017,167				
17SD026	Avenue K-8, 5th Street East to 7th Street East Drainage Improver	363,715				
17SR004	Sewer Maintenance	1,049,966	500,000	400,000	400,000	300,000
**	FY 20 Pavement Management Program (Revive 25)			200,000	9,800,000	
**	FY 21 Pavement Management Program (Revive 25)				200,000	9,800,000
**	FY 22 Pavement Management Program (Revive 25)					200,000
**	FY 19 Neighborhood Speed Humps			150,000		
**	FY 20 Neighborhood Speed Humps				150,000	
**	FY 21 Neighborhood Speed Humps					150,000
**	FY 19 Bus Stop Improvements			800,000		
**	FY 20 Bus Stop Improvements				800,000	
**	FY 21 Bus Stop Improvements					800,000
**	Transporation Management Center			355,444	463,764	
**	Recycled Water 1-Million Gallon Tank			350,000	1,650,000	
**	Central Court Driveway Realignment			300,000		
**	COL Safe Routes to Schools			500,000	500,000	
**	50th W & Ave K SL Roundabout			200,000	1,300,000	
**	20th St W, Ave K-10 to Ave K-8 and 20th St W @ Ave L Drainage Repair			150,000	1,255,000	
**	Traffic Signal, L-8 & 65th W			400,000		
**	Installation of Pumps and Nuisance Water Diversions at Five Basins			1,000,000	83,334	83,334
**	Ave H-8 Recycled Water Main Extension			700,000		
**	Ave K Storm Drain Improvements from Yaffa to Challenger Way			675,000		
**	1/2 Traffic Signal, Columbia and 4th St E			400,000		
**	Traffic Signal, Ave K-8 & 25th St W			400,000		
**	Ave H-12 and 17th St W Pedestrian Improvements 14-15			400,000		
**	Ave I Gap Closure, 7th St E to Challenger Way			350,000		
**	1/4 Traffic Signal, Ave M and 55th St W			325,000		
**	Watford/Woodington Pedestrian Improvements			248,000		

Proj. No.	Project Description	Year End Estimate FY 2017	Proposed Budget FY 2018	FY 2019	FY 2020	FY 2021
**	Intersection Pedestrian Improvements Sierra Hwy and Jackman St			245,000		
**	1/4 Traffic Signal, Columbia and Challenger Way			225,000		
**	Ave L Pedestrian Improvements, 65th to 70th St W			200,000	900,000	
**	40th W and 30th W Pedestrian Improvements 14-15			200,000		
**	Ave K Ped Improvements, 40th W to 42nd St W			185,000		
**	Newberry/Newgrove Pedestrian Improvements			175,000		
**	Ave J Widening, 20th to 30th Sts E			96,000	1,075,000	
**	5th St E and Ave J-8 St Improvements			95,000	1,020,000	
**	Traffic Signal, Ave L and 55th St W			85,000	550,000	
**	Newberry/Newgrove Pedestrian Improvements			175,000		
**	Ave J Widening, 20th to 30th Sts E			96,000	1,075,000	
**	5th St E and Ave J-8 St Improvements			95,000	1,020,000	
**	Traffic Signal, Ave L and 55th St W			85,000	550,000	
**	Traffic Signal, Ave L and 70th St W			60,000	380,000	
**	20th St E Line A				5,200,000	
**	Ave K Widening Projects				2,700,000	
**	North Valley Recycled Water Pump Station, Reservoir & Main Extension				1,700,000	18,000,000
**	Ave L Widening Projects - Phase I				1,200,000	
**	Carter Park Recycled Water Main Extension				1,200,000	
**	Ave I, Amargosa Creek to 15th St W				750,000	
**	1/4 Traffic Signal, Columbia and 65th St W				315,000	
**	1/4 Traffic Signal, Columbia and 60th St W				190,000	
**	Traffic Signal, Ave K-8 and 60th St W				75,000	575,000
GRAND TOTAL		\$74,831,055	\$45,675,350	\$49,762,213	\$67,612,724	\$40,825,980

* Approved/proposed new Capital project for FY 18

** Proposed new Capital project FY 2019 or later

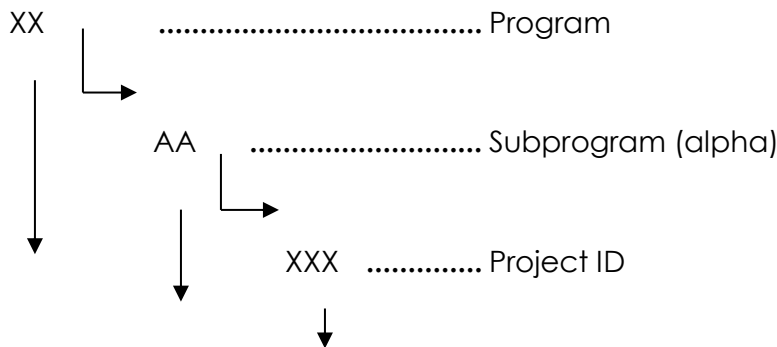
Project Identification System

The sequence of numbers/letters is formed as shown below. By creating project numbers in this way the main information about a project, such as Program Type, Subprogram Type and Project ID, can be known. Collectively the sequence is referred to as the Project Number and is shown with each funded project in the CIP.

Program Number	Program Type
11	Facilities/Fixtures
12	Maintenance & Repair
13	Master Plans/Studies
14	Property Acquisition
15	Streets & Right-of-Way
16	Transportation Safety
17	Utilities

Sub-Program Identifier	Sub-Program Type	Sub-Program Identifier	Sub-Program Type
AC	Parking Lots & Hardscape	GS	Parks (Green Space)
BA	Business Assistance	RA	Relocation Assistance
BR	Bridges & Overpasses	RW	Recycled Water
BS	Buildings & Structures	SD	Storm Drainage
BW	Bikeways	SE	Security Systems
CB	Flood Channels & Basins	SG	Street Lighting
DE	Demolition & Removal	SR	Sanitary Sewers
DR	Downtown Renewal	ST	Street, Roads & Alleys
DW	Potable (Drinking) Water	SW	Pedestrian Ways – Sidewalks
EE	Electricity Supply	TC	Traffic Control Markings
EV	Environment Enhancement	TR	Trails and Pathways
FA	Housing Development	TS	Traffic Signals & Beacons
FW	Fences & Walls	WT	Lighting (Outdoor)
GA	Natural Gas Supply	ZZ	Other – Miscellaneous
GB	Landscaping (Green Belt)		

A project that is the 14th Facility or Fixture involving a Parking Lot or Hardscape Improvement would be created as shown below. The Project ID Number is sequential for each Program and Subprogram combination.



11 AC 014 = 11AC014 = Project Number

FY 2018 ADOPTED NEW PROJECTS

Facilities/Fixtures

1. 11FW002 Ave K-8 Fence Installation
2. 11GS011 Prime Desert Woodland Expansion
- * 11ZZ004 ADA Compliance

Maintenance & Repair

- * 12GS006 2017 Parks Concrete Repair
- * 12ST038 2019 Pavement Management – Revive 25
3. 12ST039 10th St W & Ave J Improvements

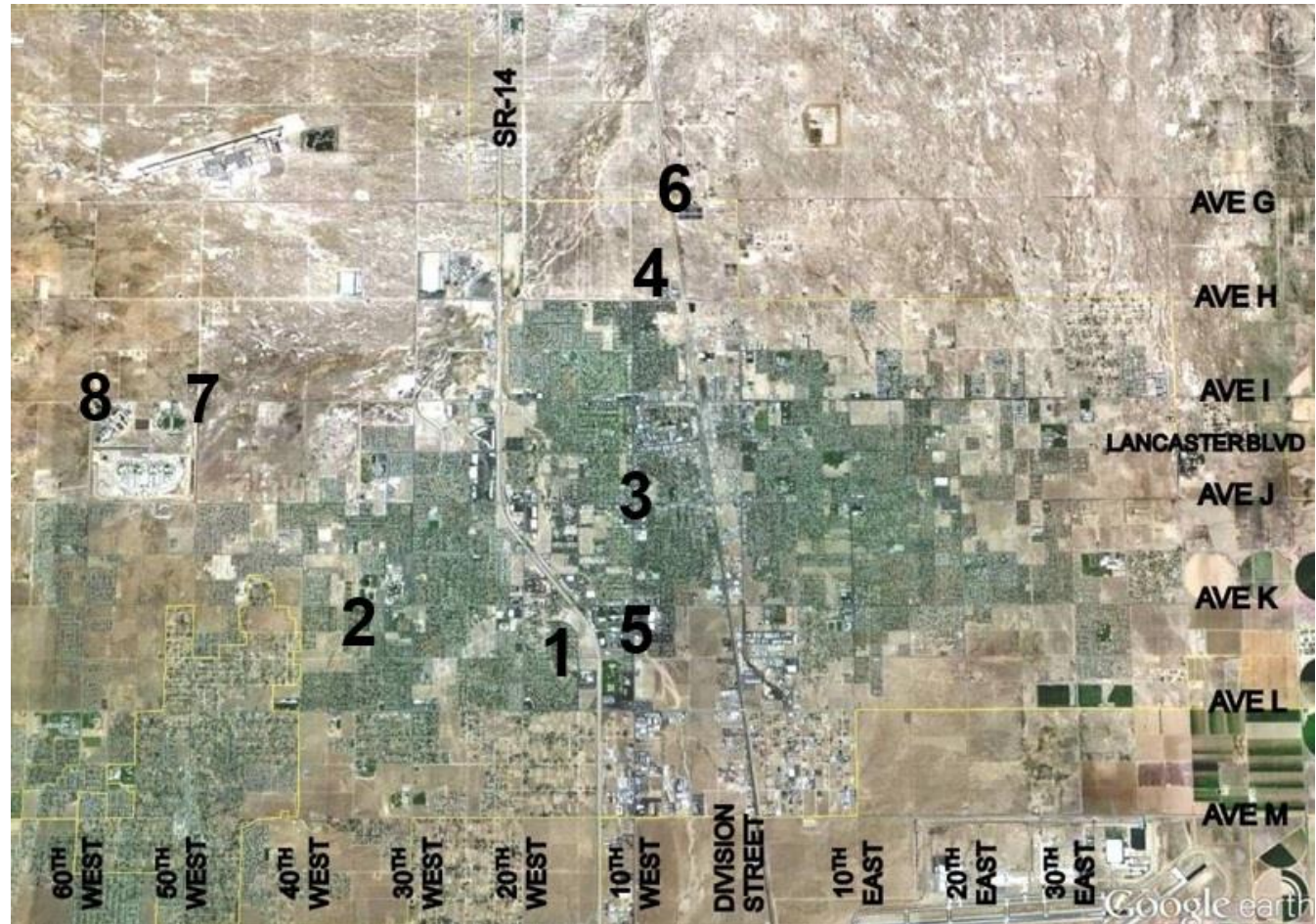
Streets & Right-of-Way

- * 15BR009 Interchange Enhancement Projects
- * 15ST062 2018 Bus Stop Improvements
4. 15ST064 Ave H & 7th St W Improvements
5. 15ST065 Ave K-8 & 10th St W Improvements
- * 15SW017 2020 ATP-SRTS Ped Improvements

Transportation Safety

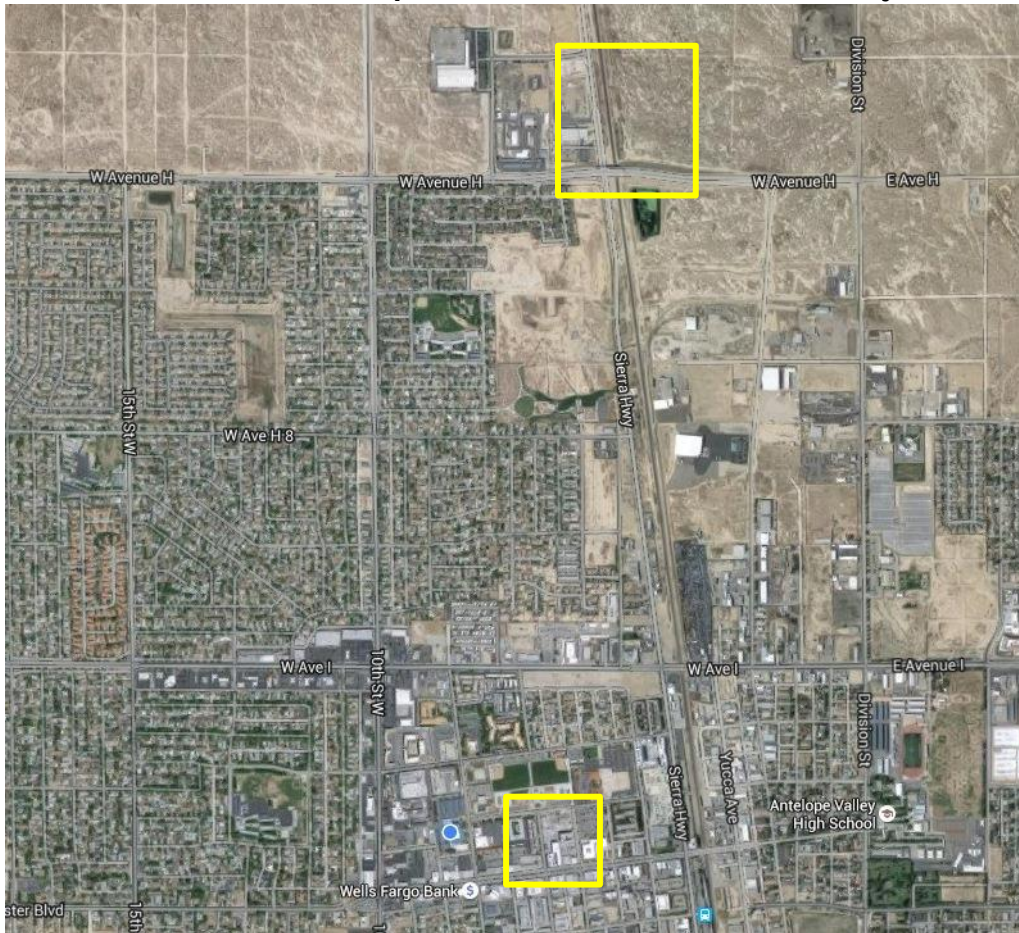
6. 16ST028 Ave G at Sierra Hwy (ICE)
7. 16ST029 Ave I at 50th St W (ICE)
8. 16ST030 Ave I at 60th St W (ICE)
- * 16TS030 2018 Traffic Signal Upgrades

*City Wide Projects (not shown on map)



City Hall & Maintenance Yard Improvements

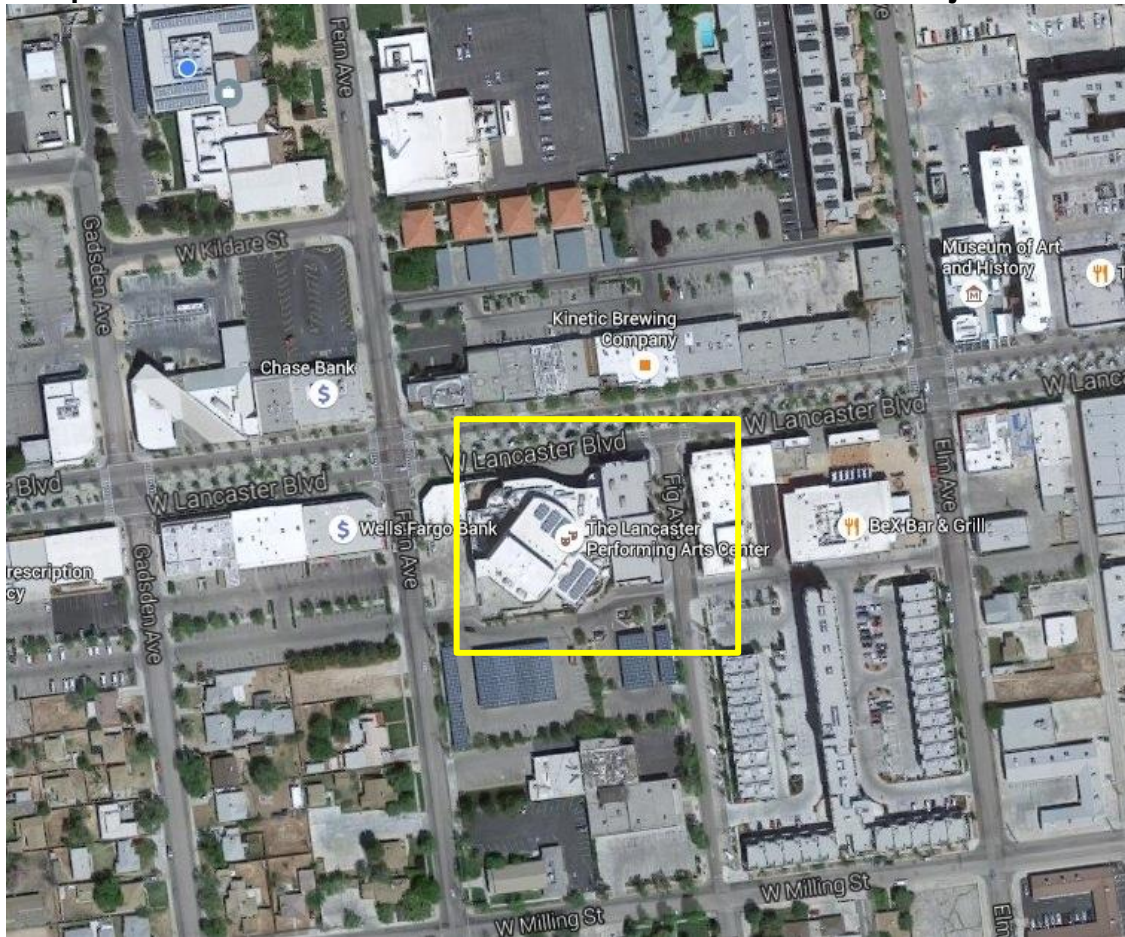
Project # 11BS019



Description

Improvements to City Hall and the Maintenance Yard

Project Budget		<u>Year End</u>	<u>Adopted</u>				<u>Total</u>
<u>Fund #</u>	<u>Fund Desc.</u>	<u>Est 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	
101	Capital Replacement	\$ 136,000					\$ 136,000
104	Capital Replacement	\$ 85,000	\$ 300,000	300,000	300,000	300,000	\$ 1,285,000
228	USP - Admin	\$ 34,000	\$ 5,000				\$ 39,000
229	USP - Yard		\$ 100,000				\$ 100,000
480	Sewer Maint. District	\$ 100,000					\$ 100,000
TOTAL PROJECT		\$ 355,000	\$ 405,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 1,660,000



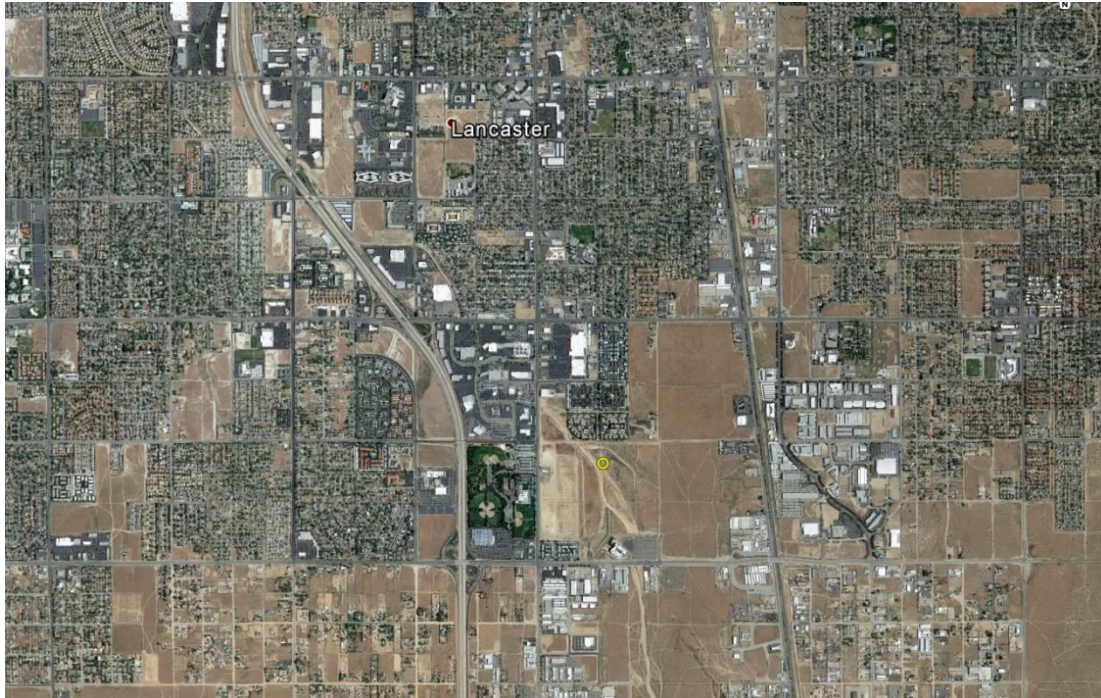
Description

Repaint the exterior of LPAC and stain the mahogany in the lobby.

		<u>Year End</u>	<u>Adopted</u>				
Project Budget		<u>Est 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	Total
<u>Fund #</u>	<u>Fund Desc.</u>						
213	Parks Development	150,000					\$ 150,000
227	USP - Parks		125,000				\$ 125,000
TOTAL PROJECT		\$ 150,000	\$ 125,000				\$ 275,000

Avenue K-8 Fence

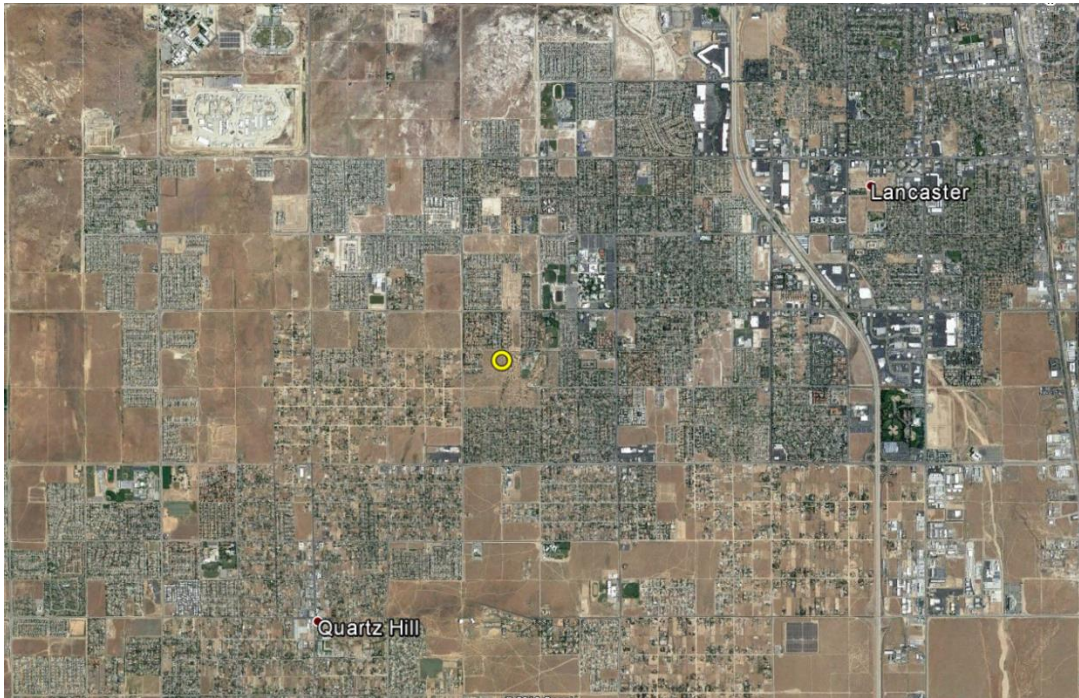
Project # 11FW002



Description

Fence along Aveue K-8

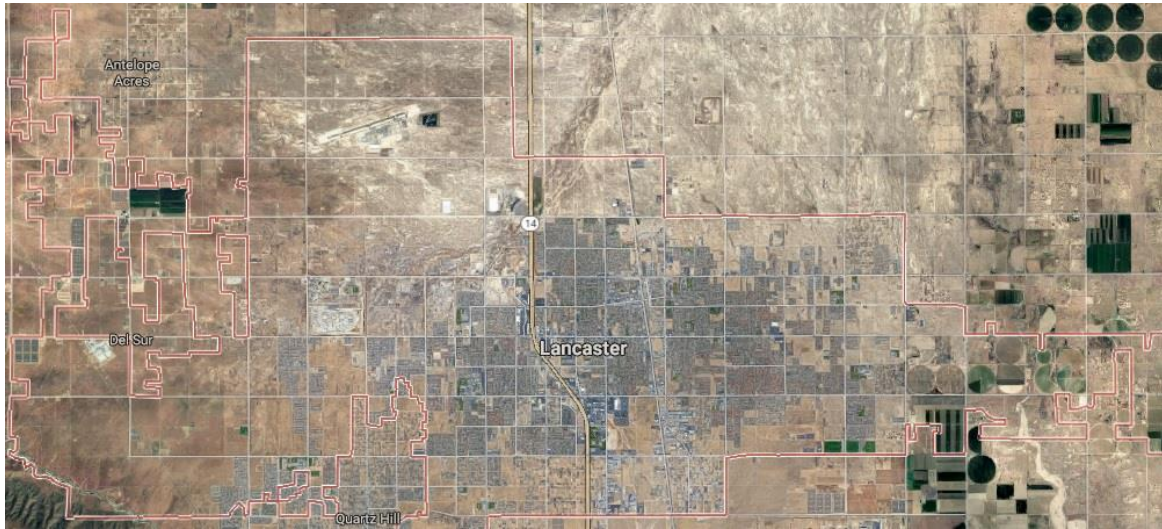
Project Budget		<u>Year End</u>	<u>Adopted</u>				Total
		<u>Est 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	
<u>Fund #</u>	<u>Fund Desc.</u>						
206	206 - TDA Article 8		220,000				\$ 220,000
TOTAL PROJECT			\$ 220,000				\$ 220,000



Description

A Master Planning process which allows for community engagement to help guide the development and operations of the Prime Desert Woodlands expansion and connectivity to the existing parkland.

Project Budget		<u>Year End</u>	<u>Adopted</u>				
<u>Fund #</u>	<u>Fund Desc.</u>	<u>Est 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>Total</u>
224	Biological Impact Fees		40,000				\$ 40,000
TOTAL PROJECT			\$ 40,000				\$ 40,000



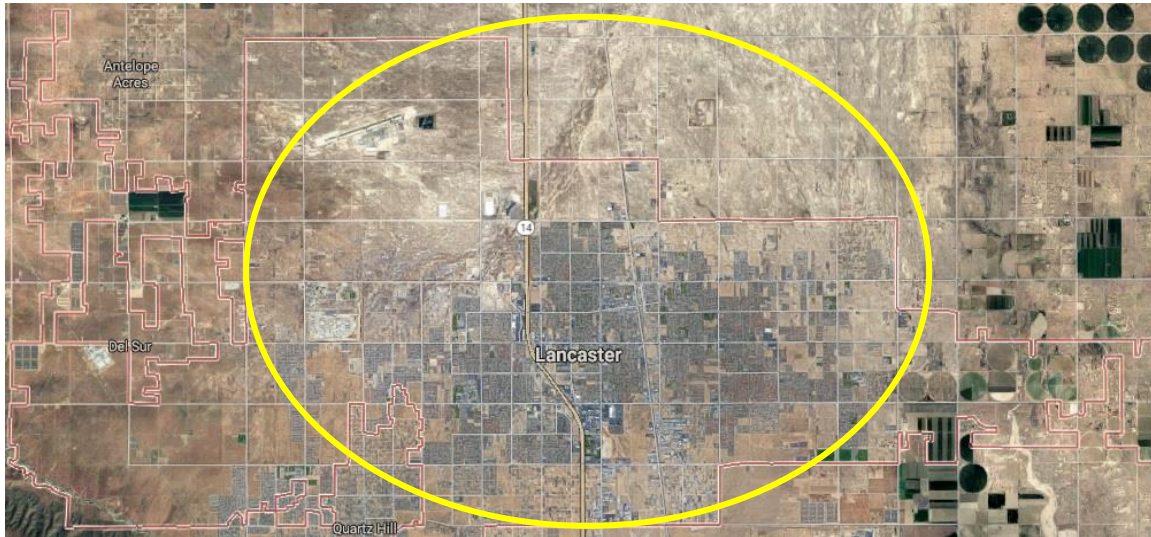
Description

Upgrade Lancaster Central Traffic Control Management System and provide for a connection to the Los Angeles County Information Exchange Network (IEN).

Project Budget		<u>Year End</u>	<u>Adopted</u>				Total
		<u>Est 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	
<u>Fund #</u>	<u>Fund Desc.</u>						
217	Signal Developer Fees	178,139	51,000				\$ 229,139
321	MTA Grant - Local	1,200,000	200,000				\$1,400,000
TOTAL PROJECT		\$1,378,139	\$ 251,000				\$1,629,139

Americans with Disabilities Act (ADA) Compliance

Project # 11ZZ004



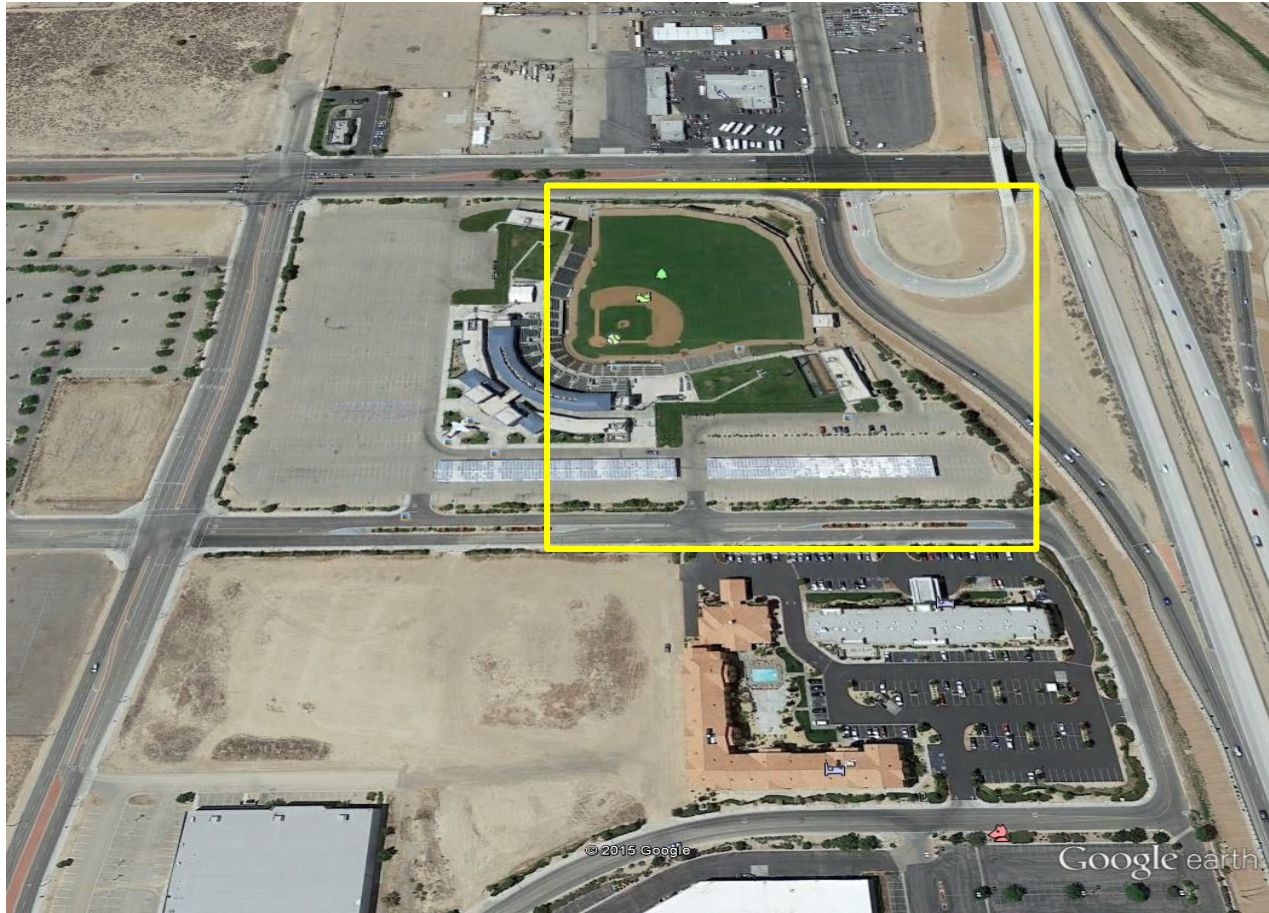
Description

Begin ADA compliance repairs throughout the City as a result of ADA compliance study.

Project Budget		<u>Year End</u> <u>Est 2017</u>	<u>Adopted</u> <u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	Total
<u>Fund #</u>	<u>Fund Desc.</u>						
227	Urban Structure - Parks		100,000				\$ 100,000
unidentified	-			100,000	100,000	100,000	\$ 300,000
TOTAL PROJECT			\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 400,000

Municipal Stadium Rehabilitation

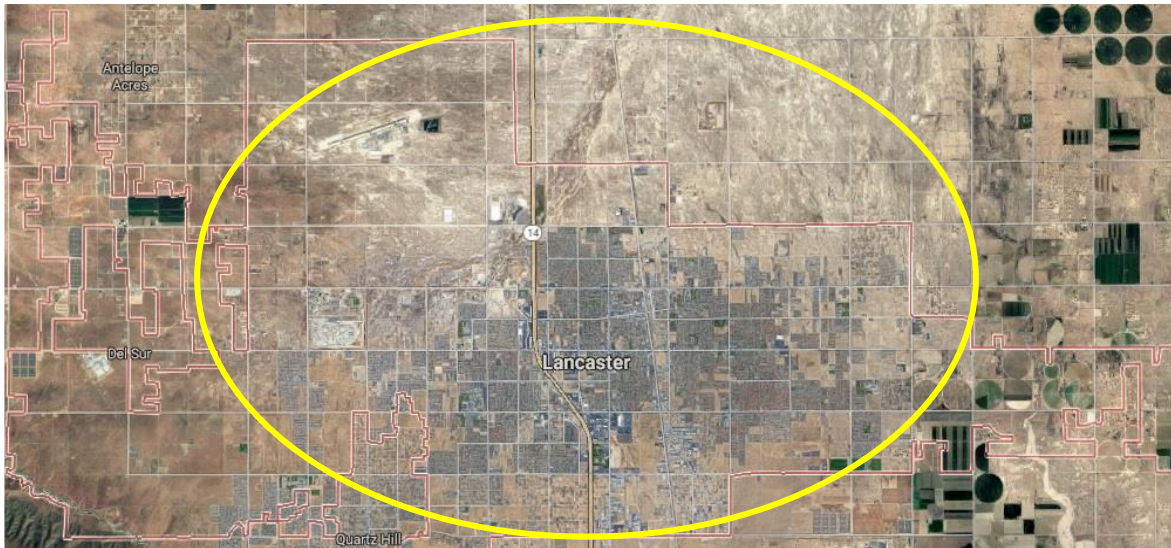
Project # 12BS014



Description

Upgrades and improvements to stadium.

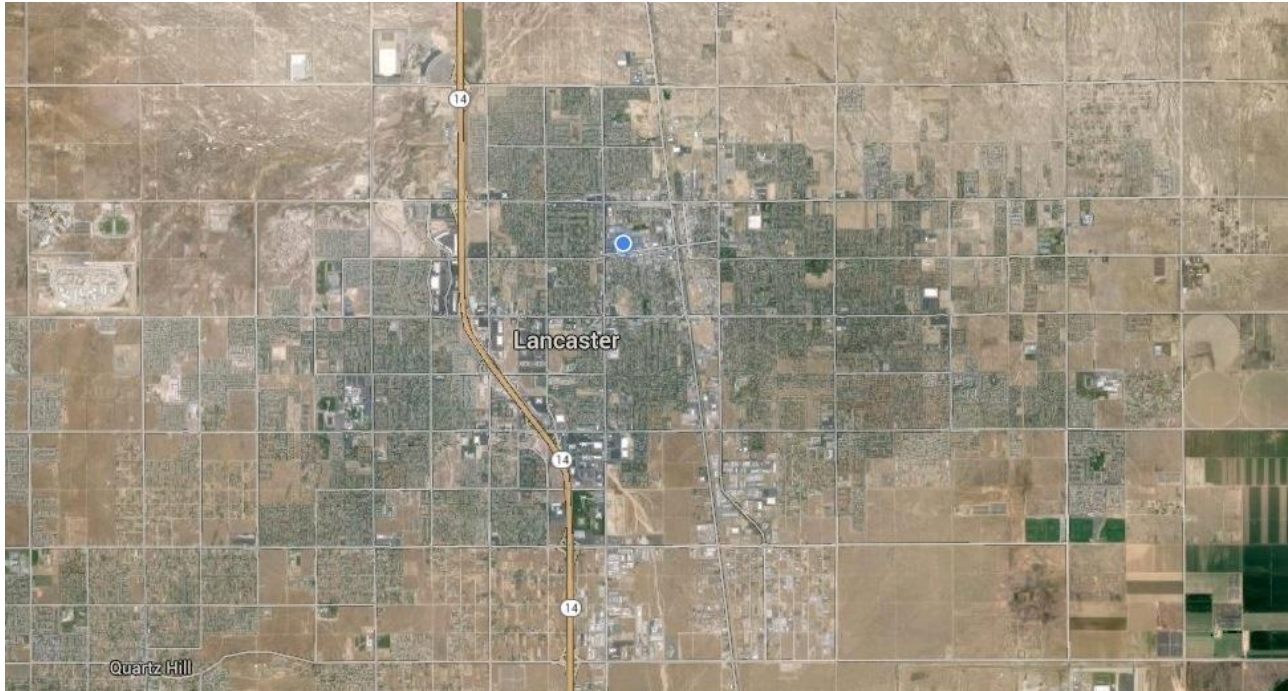
Project Budget		<u>Year End</u>	<u>Adopted</u>				
<u>Fund #</u>	<u>Fund Desc.</u>	<u>Est 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>Total</u>
101	General Fund	385					\$385
213	Parks Development	25,000	100,000				\$125,000
227	USP - Parks	110,842		100,000	100,000	100,000	\$410,842
TOTAL PROJECT		\$136,227	\$100,000	\$100,000	\$100,000	\$100,000	\$535,842



Description

Repairs to sidewalks and other concrete slabs throughout the 12 parks in the City.

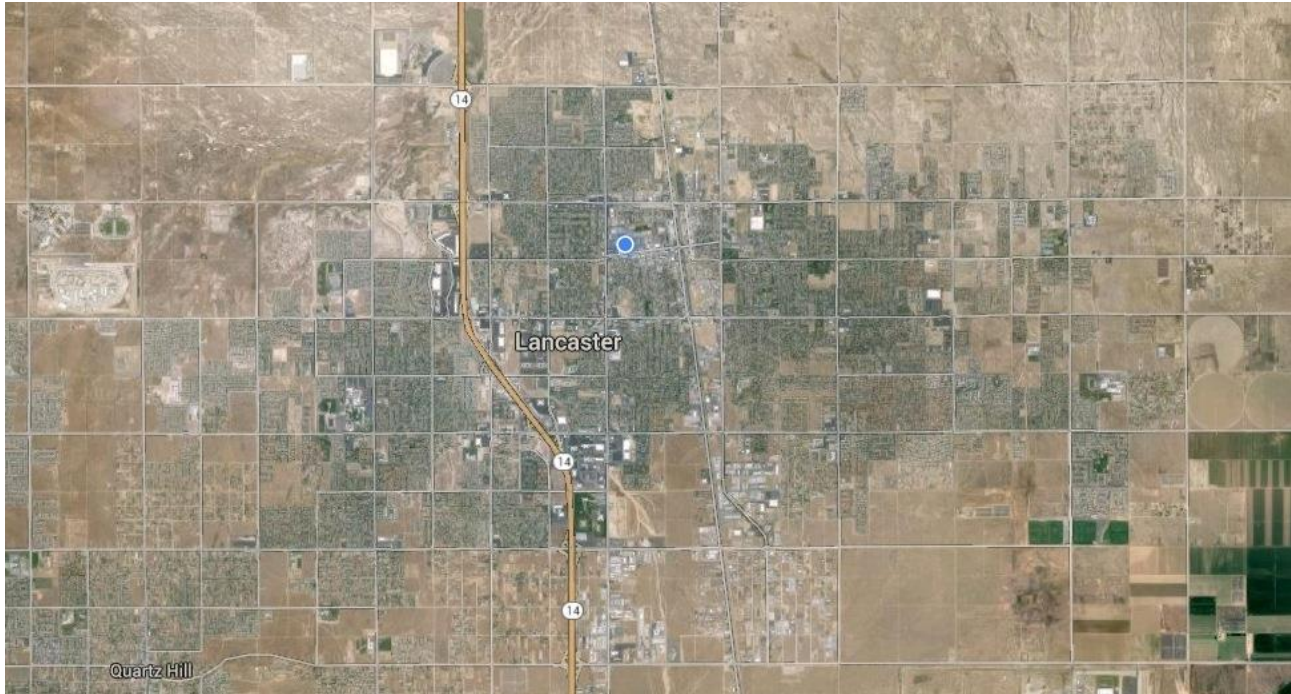
Project Budget		<u>Year End</u>	<u>Adopted</u>				
		<u>Est 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>Total</u>
<u>Fund #</u>	<u>Fund Desc.</u>						
227	USP - Parks		524,000				\$524,000
TOTAL PROJECT			\$524,000				\$524,000



Description

Funding in support of Revive 25. Fiscal year 2018 funding is a continuation of the City of Lancaster's efforts to improve the safety and economic vitality of its roadway network. The Revive 25 program details a plan to 'revive' every lane mile within City limits by the year 2025. Revive 25 will greatly improve the City's road network, which will lead to a number of positive effects – including: more desirable streets, increased property values, increased safety for vehicles and reduced future road maintenance.

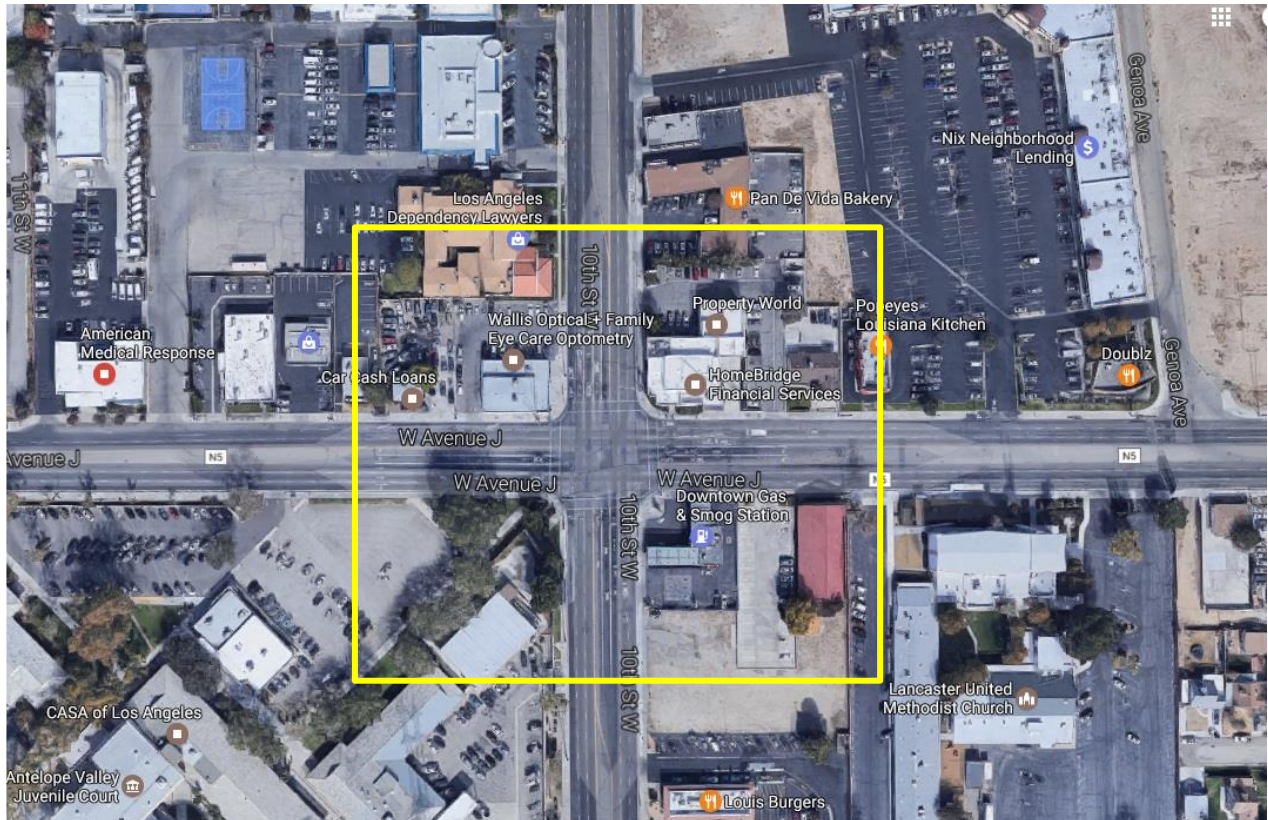
Project Budget		<u>Year End</u>	<u>Adopted</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>Total</u>
<u>Fund #</u>	<u>Fund Desc.</u>	<u>Est 2017</u>	<u>FY 2018</u>				
206	TDA Article 8		2,578,080				\$ 2,578,080
207	Proposition A		1,000,000				\$ 1,000,000
209	Proposition C		1,786,395				\$ 1,786,395
210	Measure R		1,840,770				\$ 1,840,770
211	Measure M		1,500,000				\$ 1,500,000
TOTAL PROJECT			\$ 8,705,245				\$ 8,705,245



Description

Funding in support of Revive 25. Fiscal year 2019 funding is a continuation of the City of Lancaster's efforts to improve the safety and economic vitality of its roadway network. The Revive 25 program details a plan to 'revive' every lane mile within City limits by the year 2025. Revive 25 will greatly improve the City's road network, which will lead to a number of positive effects – including: more desirable streets, increased property values, increased safety for vehicles and reduced future road maintenance.

Project Budget		<u>Year End</u>	<u>Adopted</u>			
<u>Fund #</u>	<u>Fund Desc.</u>	<u>Est 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>
206	TDA Article 8		200,000			\$ 200,000
unidentified				9,800,000		\$ 9,800,000
TOTAL PROJECT			\$ 200,000	9,800,000		\$ 10,000,000



Description

Construction of bike and pedestrian improvements, new traffic striping and mid-block crossing and median refuge islands.

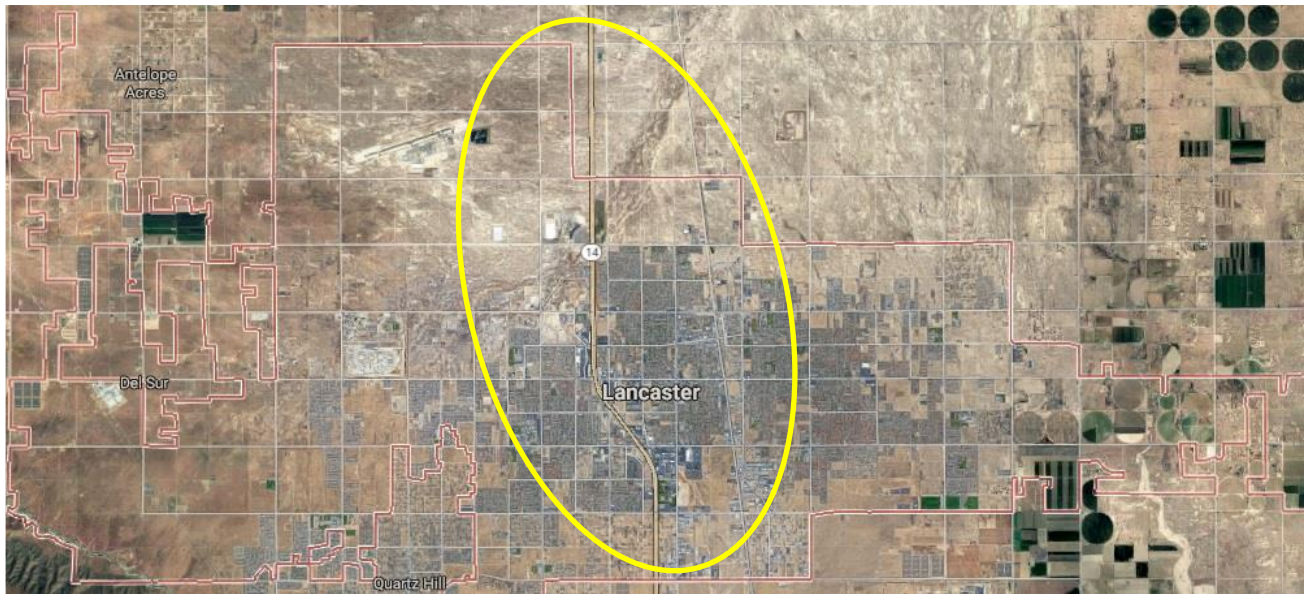
Project Budget		<u>Year End</u>	<u>Adopted</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	Total
		<u>Est 2017</u>	<u>FY 2018</u>				
<u>Fund #</u>	<u>Fund Desc.</u>						
208	TDA Article 3		272,970				\$ 272,970
	Misc. Federal						
399	Grants (HSIP)		2,456,730				\$ 2,456,730
TOTAL PROJECT			\$ 2,729,700				\$ 2,729,700



Description

The Avenue L and SR14 Interchange project will improve the interchange to control traffic on and off freeway to create safer overpass for pedestrian and bike usage. Improvements will extend along Avenue L from 15th to 10th Streets West (at a minimum) and include improved wayfinding signage and other context sensitive solutions. This project will incorporate design elements identified from the following plans: Wayfinding Plan, Master Plan of Trails and Bikeways and the State Route 138 Capacity Improvements (MTA). This project is funded with Measure R Highway Equity funds.

Project Budget		<u>Year End</u>	<u>Adopted</u>				
<u>Fund #</u>	<u>Fund Desc.</u>	<u>Est 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	Total
210	Highway Equity Funds	741,374	900,000		3,358,626		\$ 5,000,000
TOTAL PROJECT		\$ 741,374	\$ 900,000		\$ 3,358,626		\$ 5,000,000



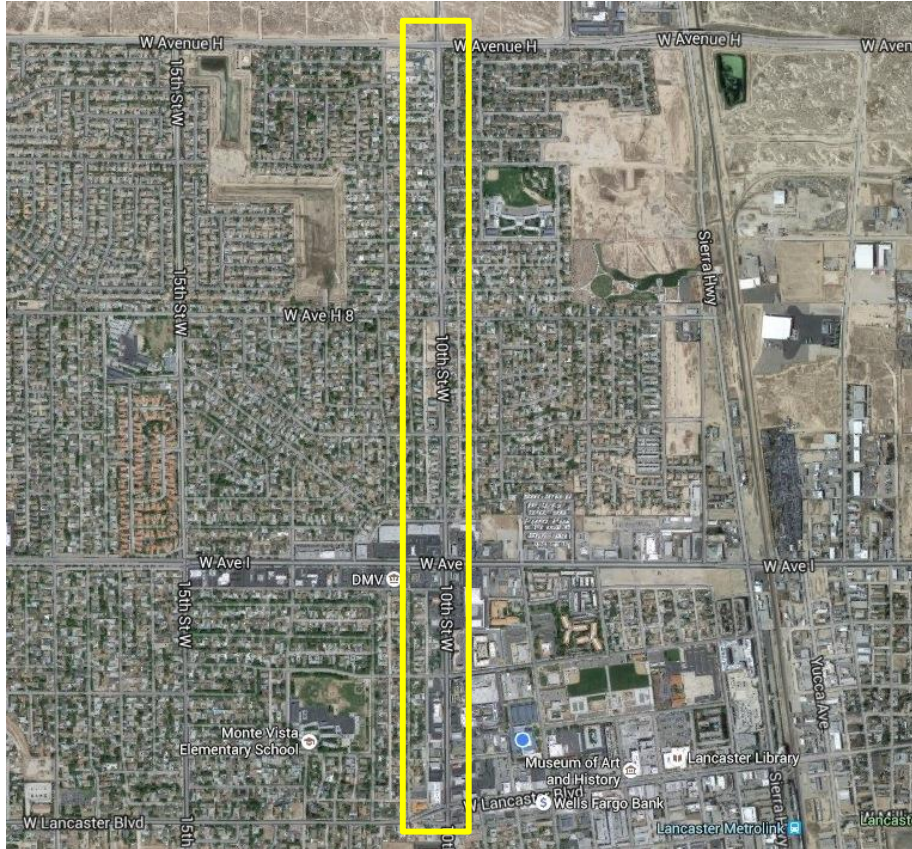
Description

Use City's share of recovered Highway Equity Funds to enhance SR 14 Interchanges within City limits.

Project Budget		<u>Year End</u>	<u>Adopted</u>				Total
		<u>Est 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	
<u>Fund #</u>	<u>Fund Desc.</u>						
210	Highway Equity Funds		23,000,000				\$23,000,000
TOTAL PROJECT			\$ 23,000,000				\$23,000,000

10th Street West Bikeway & Road Diet

Project # 15BW008



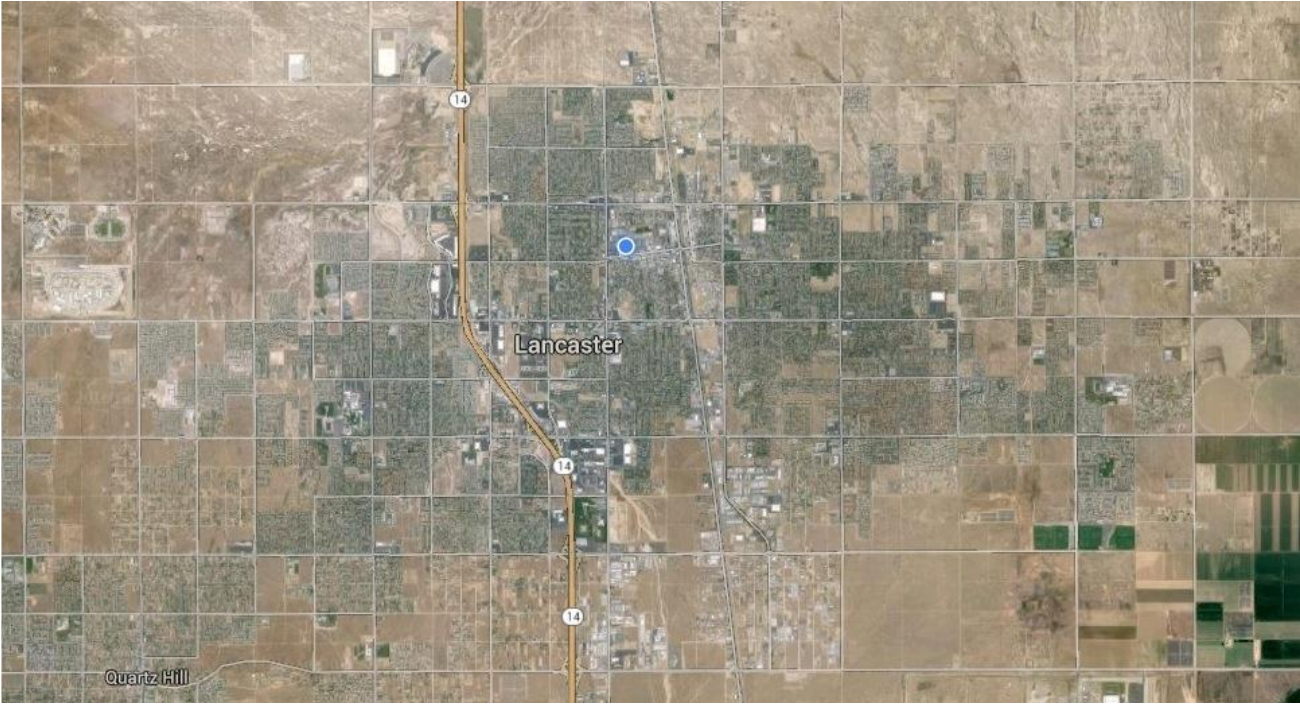
Description

Construction of bicycle and pedestrian improvements, and removal of vehicular traffic lanes. Improvements would create a complete street on 10th Street West and connect to the Downtown

Project Budget		<u>Year End</u>	<u>Adopted</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>Total</u>
		<u>Est 2017</u>	<u>FY 2018</u>				
<u>Fund #</u>	<u>Fund Desc.</u>						
204	Air Quality MTA Grant -	\$70,000					\$70,000
323	STPL Federal Misc.		\$715,000				\$715,000
399	Grants	\$70,000	\$715,000				\$785,000
TOTAL PROJECT		\$140,000	\$1,430,000				\$1,570,000

2018 Bus Stop Improvements

Project # 15ST062



Description

Maintain, improve and install bus stops per the City's Bus Stop Improvement Plan. Project improves safety, accessibility, and provides for ADA compliance.

Project Budget		<u>Year End</u>	<u>Adopted</u>				
<u>Fund #</u>	<u>Fund Desc.</u>	<u>Est 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>Total</u>
207	Proposition A		800,000				\$ 800,000
TOTAL PROJECT			\$ 800,000				\$ 800,000

Avenue H & 7th Street West Improvements

Project # 15ST064



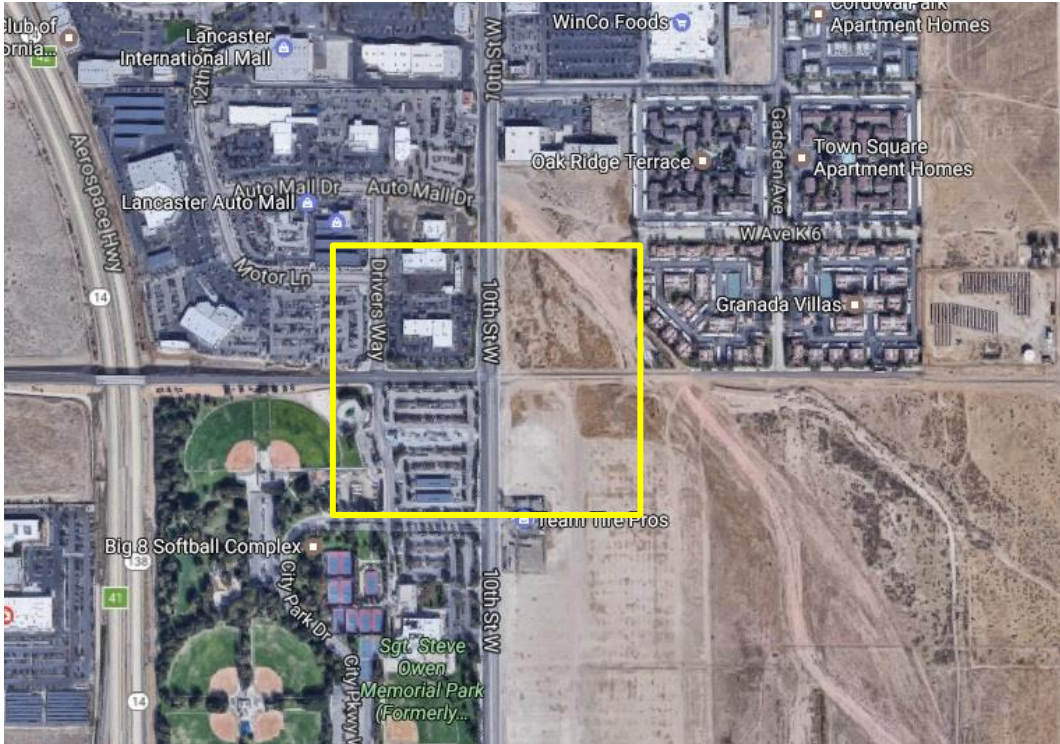
Description

New signalized intersection and extension of existing median at Ave H and 7th St W. These improvements will provide for more control than the current stop sign and provide a physical barrier to reduce conflict points.

Project Budget		<u>Year End</u>	<u>Adopted</u>				Total
		<u>Est 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	
<u>Fund #</u>	<u>Fund Desc.</u>						
209	Prop. C Measure R - Local		935,000				\$ 935,000
210	Return		515,000				\$ 515,000
TOTAL PROJECT			\$1,450,000				\$ 1,450,000

Avenue K-8 & 10th Street West Improvements

Project # 15ST065



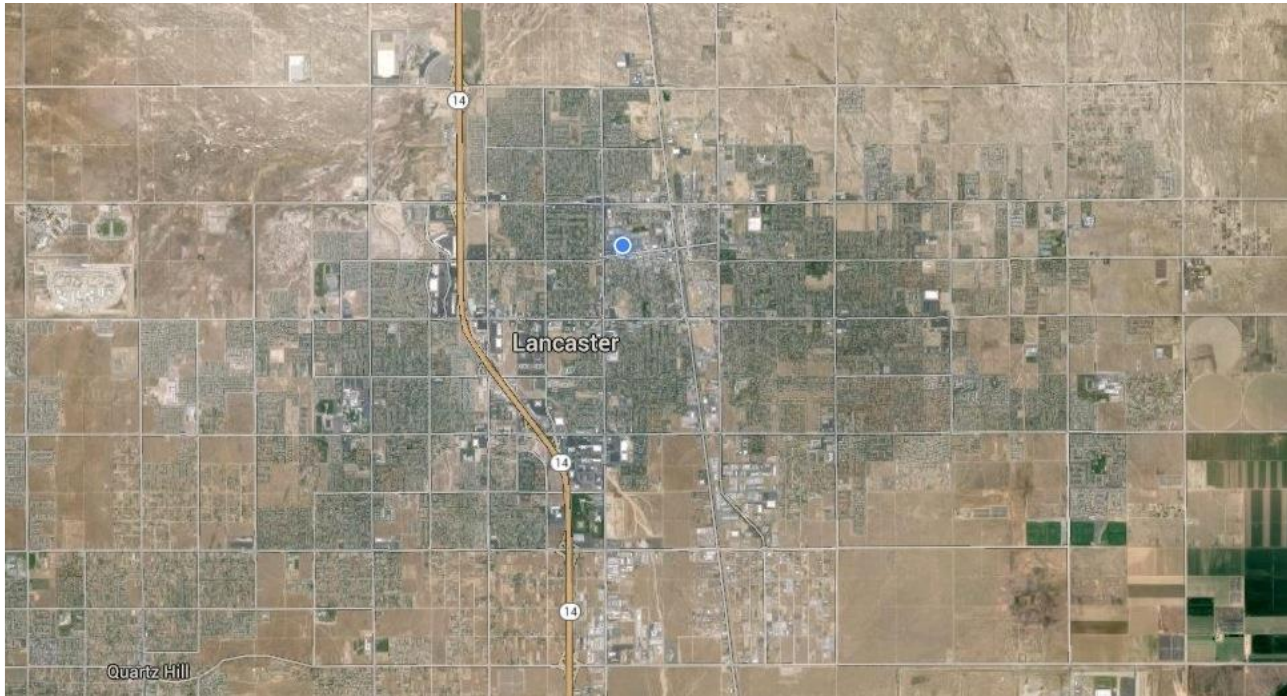
Description

Installation of street improvements including pavement, curb, gutter, sidewalk, street lights and undergrounding of utilities along Ave K-8 and 10th St W. Improvements will also include bike lanes on both sides of Ave K-8 and a transition to existing bike lane on Ave K-8.

Project Budget	Year End	Adopted	FY 2019	FY 2020	FY 2021	Total
	Est 2017	FY 2018				
Fund #	Fund Desc.					
209	Prop. C	50,000				\$ 50,000
	Measure					
	R - Local					
210	Return	1,050,000				\$ 1,050,000
TOTAL PROJECT		\$ 1,100,000				\$ 1,100,000

Pedestrian Gap Closure Improvements

Project # 15SW016



Description

Construction of curb, gutter, and sidewalk improvements to close the gap between existing improvements. Pedestrian safety and mobility is increased with these improvements.

Project Budget		<u>Year End</u>	<u>Adopted</u>				
<u>Fund #</u>	<u>Fund Desc.</u>	<u>Est 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>Total</u>
204	Air Quality State Grant -	80,000					\$ 80,000
323	STPL Federal Misc.		217,705				\$ 217,705
399	Grants	320,000	873,000				\$ 1,193,000
unidentified				6,332,545			\$ 6,332,545
TOTAL PROJECT		\$400,000	\$ 1,090,705	\$6,332,545			\$7,823,250



Description

Continuation of the City's Safe Routes to Schools Program. Five schools: Desert View, Mariposa, Monte Vista, Sierra and Sunnydale will receive many improvements to surrounding intersection and streets, including sidealk improvements, bulb-outs, ramps, street lighting, striping/signage and bike racks.

Project Budget		<u>Year End</u>	<u>Adopted</u>				
		<u>Est 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	Total
<u>Fund #</u>	<u>Fund Desc.</u>						
	Measure						
	R - Local						
210	Return		469,000	322,000			\$ 791,000
	Misc.						
	Federal						
399	Grants				\$ 5,272,000		\$ 5,272,000
	unidentified				\$ 1,380,000		\$ 1,380,000
TOTAL PROJECT			\$ 469,000	\$ 322,000	\$ 6,652,000		\$ 7,443,000

Avenue G at Sierra Highway (ICE Improvements)

Project # 16ST028



Description

Recommended improvements per 2016 Intersection Control Evaluation (ICE) Study - Roundabout Alt. 2. Project improves safety and reduces collisions.

Project Budget		<u>Year End</u>	<u>Adopted</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	Total
<u>Fund #</u>	<u>Fund Desc.</u>	<u>Est 2017</u>	<u>FY 2018</u>				
232	Traffic Impact Fees		215,000				\$ 215,000
399	Federal Miscellaneous Grants (HSIP)		526,700				\$ 526,700
unidentified				1,708,300			\$1,708,300
TOTAL PROJECT			\$ 741,700	\$1,708,300			\$2,450,000

Avenue I at 50th Street West (ICE Improvements)

Project # 16ST029



Description

Recommended improvements per 2016 Intersection Control Evaluation (ICE) Study - Roundabout Alt. 1. Project improves safety and reduces collisions.

Project Budget		<u>Year End</u>	<u>Adopted</u>				Total
<u>Fund #</u>	<u>Fund Desc.</u>	<u>Est 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	
232	Traffic Impact Fees		180,000				\$ 180,000
	unidentified			1,250,000	1,000,000		\$ 2,250,000
TOTAL PROJECT			\$ 180,000	\$1,250,000	\$ 1,000,000		\$ 2,430,000



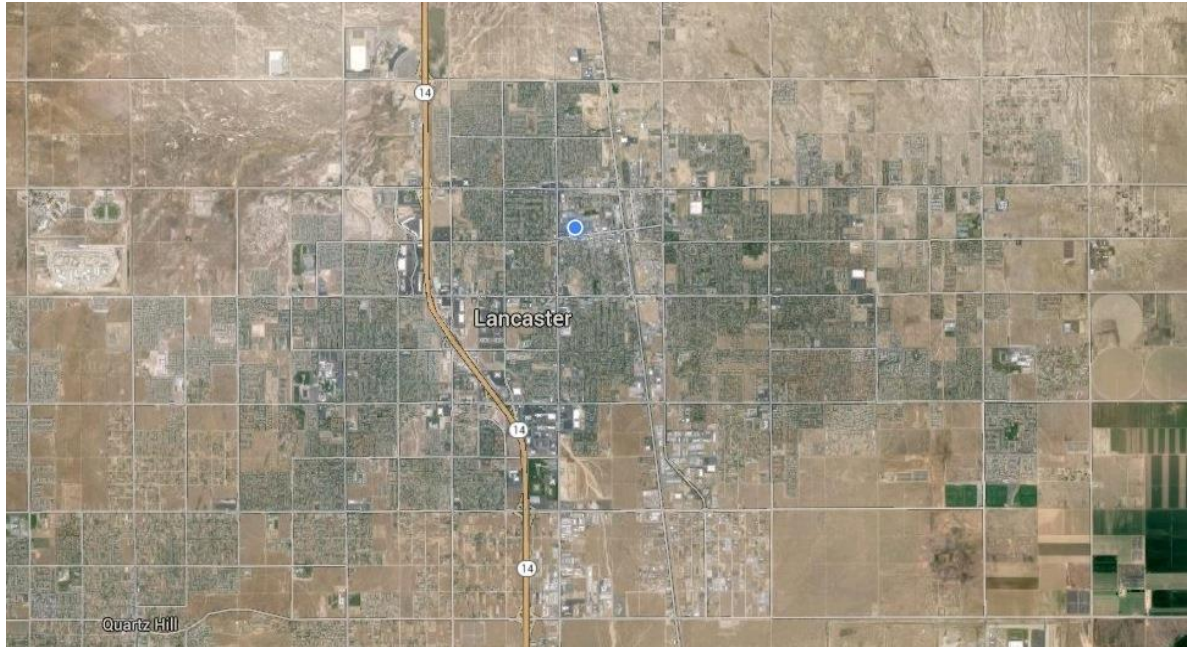
Description

Recommended improvements per 2016 Intersection Control Evaluation (ICE) Study - Roundabout Alt. 1. Project improves safety and reduces collisions.

Project Budget		<u>Year End</u>	<u>Adopted</u>				
<u>Fund #</u>	<u>Fund Desc.</u>	<u>Est 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>Total</u>
	Traffic Impact						
232	Fees		180,000				\$ 180,000
	Federal						
399	Miscellaneous		214,000				\$ 214,000
	unidentified			1,416,000	1,000,000		\$ 2,416,000
TOTAL PROJECT			\$ 394,000	\$ 1,416,000	\$ 1,000,000		\$ 2,810,000

2018 Traffic Signal Upgrades

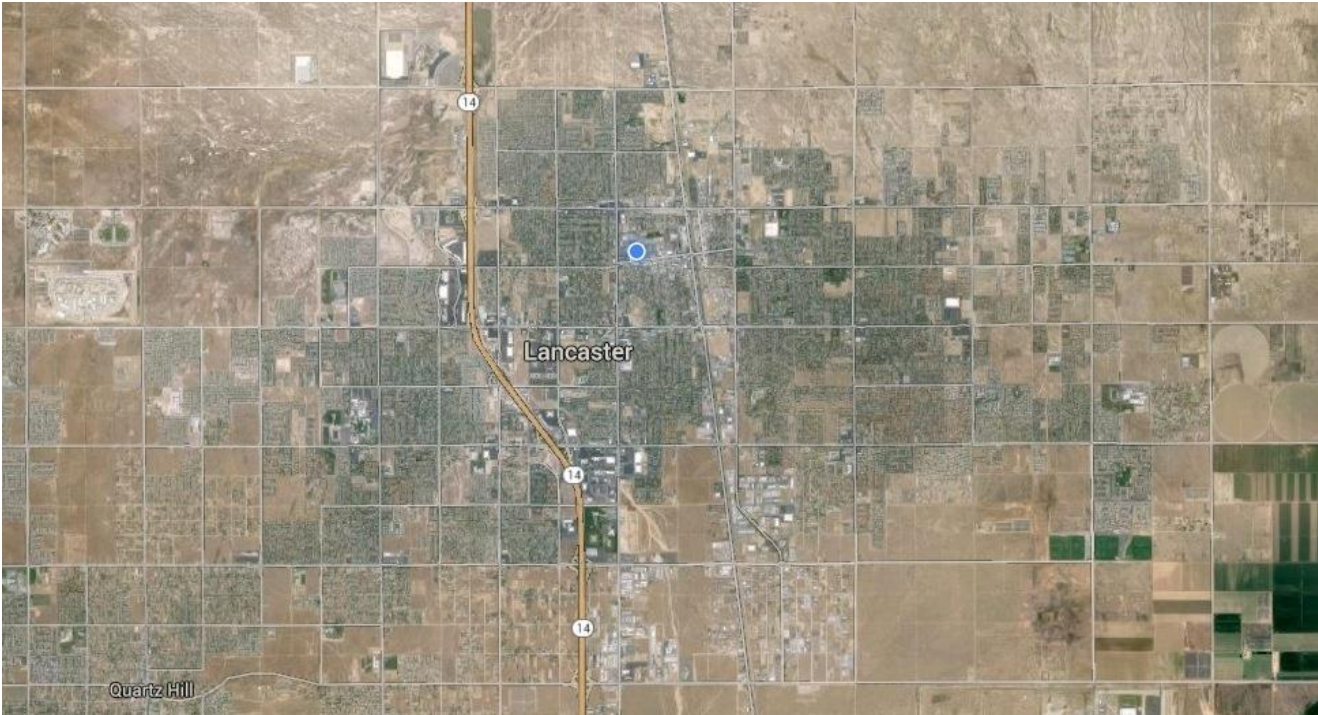
Project # 16TS030



Description

Citywide traffic signal upgrades

Project Budget		<u>Year End</u>	<u>Adopted</u>				Total
<u>Fund #</u>	<u>Fund Desc.</u>	<u>Est 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	
217	Signal Impact Fees		220,000				\$ 220,000
TOTAL PROJECT			\$ 220,000				\$ 220,000



Description

Sewer maintenance projects around the City.

Project Budget		<u>Year End</u>	<u>Adopted</u>				
<u>Fund #</u>	<u>Fund Desc.</u>	<u>Est 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>Total</u>
480	Sewer Maintenance District	1,049,966	500,000	400,000	\$ 400,000	\$ 300,000	\$2,649,966
TOTAL PROJECT		\$1,049,966	\$ 500,000	\$ 500,000	\$ 400,000	\$ 400,000	\$2,649,966

APPENDIX



THE BUDGET PROCESS

December – January: Operating budget preparation begins with determination of the base budget for the upcoming year. The base budget establishes the current year adopted budget service levels with updated costs, removes one-time revenue and expenses (including grants), and adds ongoing expenditures as approved by the City Council. The capital budget preparation process begins with department staff meeting to review and discuss potential modifications to the five-year capital plan.

In December, Finance distributes the Budget Guide to departments. The Budget Guide includes budget preparation calendar, budget priorities, instructions, and sample worksheets to be used in budget development. Finance prepares budget worksheets that include base budget amounts and year to date actuals for current year. Departments use these worksheets to submit small dollar budget requests and for submitting the current year-end estimates.

February – March: Departments developed year-end estimates for FY 2017 and reviewed their revenue projections for FY 2018.

Early in March, Capital Improvement project proposals are submitted to Finance. A meeting is held to review each requested project in detail. A few weeks later, a second meeting is held to determine the highest priority projects.

The selected projects are then incorporated into the budget model, and fund balances are projected for the capital project funds. Since capital projects tend to span more than one fiscal year, the practice is to appropriate the total amount needed to fund the project, (or one 'self-contained' phase of the project). This ensures there is sufficient funding to complete the project the following year. Any unexpended funds at the end of the current fiscal year automatically roll over to the next fiscal year.

At the end of April, the Budget Team and departments met to review and discuss their budget submittals. As we have done the past few years, instead of holding formal budget presentation meetings with each Department, the Executive Team and Budget Team participated in a series of budget meetings which were interactive and informative in making critical policy and funding decisions as well as strategic and economic decisions for long-term planning.

Subsequent meetings with the City Manager, Deputy City Manager, Assistant to the City Manager, and Finance Director were held to review Capital Outlay, Capital Replacement and Information Technology needs. The purpose of the meetings was to ensure consistency and accuracy for equipment needs, and to develop funding strategies to meet these needs.

April: In April, rewrites of the departments' budgets take place as the program expenditures are brought into alignment with the available resources. During periods of abundant resources, additional improvements may be made or additional reserves created; during periods of economic downturns, this

can be a very hard, frustrating time as budget requests may be reduced substantially, depending on how they align with the overall goals, mission, and vision of the City.

May: Budget briefings are held with the City Council. Special meetings are scheduled individually with each Council member to ask questions and/or make modifications to the budget. Based on the questions and concerns of the City Council, these meetings may be as few as one or as many as necessary.

June: The City Manager and budget team formally presents the budget to the City Council at the first Council meeting in June. This is a noticed, formal hearing for the budget that allows for input from the citizens regarding the budget. Modifications may be made to the budget at this time.

The Council formally adopts the budget with a roll call vote by minute action. The budget then becomes effective the beginning of the fiscal year, which starts July 1. It is the policy in Lancaster to adopt the budget before the beginning of the Fiscal Year.

AMENDING THE BUDGET

The budget is a flexible document in that once it is adopted it can be modified to fit the changes necessary to run the City smoothly. The City Council adopts the budget by program (by Division within each Department). The City Manager has the authority to modify line items within each program as long as the total appropriation for that program stays the same. To increase the total budget appropriation of a program requires Council approval.

Basis of Budgeting

The budget is prepared in accordance with Generally Accepted Accounting Principles (GAAP). The City utilizes the modified accrual basis of budgeting; obligations of the City are budgeted as expenses, but revenues are recorded when we know how much to expect (measurable) and we receive the revenues within the time needed to make payments for costs incurred within the fiscal year.

All annual appropriations (authorizations to expend funding) lapse at the end of the fiscal year unless there are outstanding encumbrances (commitments to pay for goods/services ordered through the utilization of a purchase order, a formal authorization of the City, or a contract).

The budget is the City's financial plan for delivering effective services and efficiently managing the revenues which support those services. The City's charter and municipal code provide broad governance for preparation of the operating and capital budgets. The adopted budgets are also developed based on the following:

- The City Council's top priorities and other City Council directives
- The City's Long Range Financial Forecast, which is updated annually and presented to the City Council prior to the release of the proposed budget
- Service level prioritization as identified by the City Manager
- Availability and sustainability of revenues
- Legal mandates
- Prioritization criteria outlined in the capital budget
- The City's policies regarding land use and community design, transportation, housing, natural environment, business and economics

Annual Appropriations Limit

The Appropriations Limit, otherwise known as the “Gann Limit or Gann Initiative”, sets a limit to the amount of tax proceeds municipalities can appropriate each fiscal year. This limit was originally established when California voters approved Proposition 4 during the special election in 1979. It became part of the California State Constitution as Article XIII-B.

In June 1990, Proposition 111 was approved by the California voters which modified Article XIII B and established a new method for municipalities to calculate the annual appropriations limit. Prior to Proposition 111, the annual appropriations limit was adjusted annually by the change in the cost of living (Consumer Price Index) or by the change in California per capita personal income, whichever was less, and by the percentage change in the population of the City as provided by the California Department of Finance.

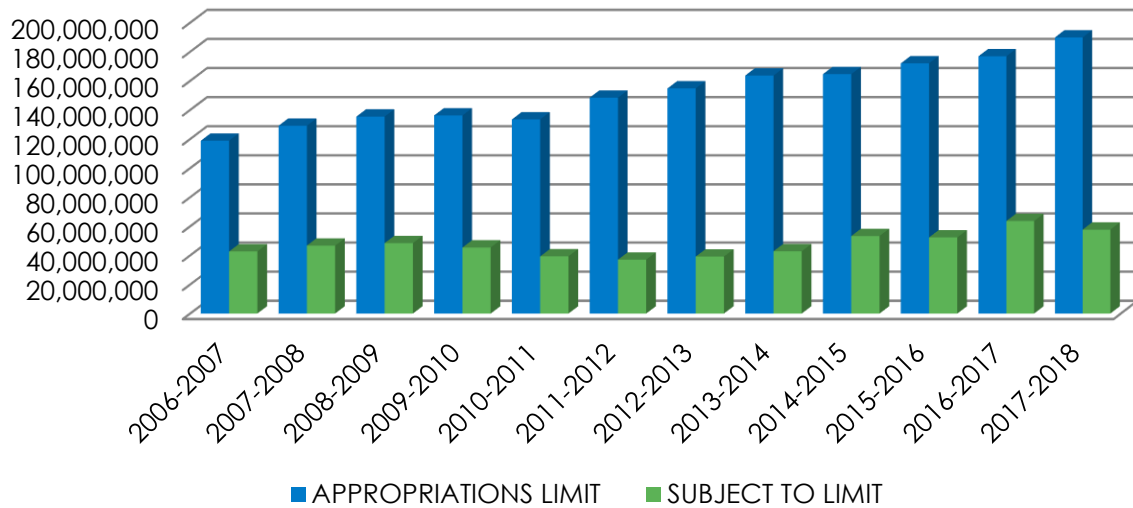
Under the guidelines set forth by Proposition 111, beginning with the FY 1990-91 appropriations limit, a city may choose between two annual adjustment factors. The factors include the growth in the California per capita personal income or the change in the local assessment tax roll due to local nonresidential construction. The annual appropriations limit will not exceed a base year adjusted by the adjustment factor that is chosen by the City.

Proposition 111 also established the base year as FY 1986-87. Although the limits for FY 1986-87 through FY 1989-90 were not affected, municipalities were required to recalculate these years using the new method to determine the correct limit for FY 1990-91 and future years.

The following table compares the difference between Lancaster’s Appropriations Limit and the estimated proceeds of taxes that are subject to the limit. With a gap of \$132,154,949 the City remains well below its Appropriations Limit of \$189,823,789 for FY 2017-18.

FISCAL YEAR	APPROPRIATIONS LIMIT	SUBJECT TO LIMIT	DIFFERENCE
2002-2003	91,318,734	26,921,043	64,397,691
2003-2004	95,694,454	26,965,074	68,729,380
2004-2005	101,127,627	29,302,048	71,825,579
2005-2006	110,052,072	33,768,526	76,283,546
2006-2007	118,860,688	42,692,278	76,168,410
2007-2008	129,148,149	46,709,065	82,439,084
2008-2009	135,422,608	48,420,396	87,002,212
2009-2010	136,181,570	45,392,579	90,788,991
2010-2011	133,481,184	39,317,665	94,163,519
2011-2012	148,401,994	37,047,601	111,354,393
2012-2013	154,784,897	39,192,100	115,592,796
2013-2014	163,613,543	42,811,559	120,801,985
2014-2015	164,612,436	53,294,778	111,317,658
2015-2016	172,012,494	52,343,991	119,668,503
2016-2017	176,895,367	63,605,300	113,290,067
2017-2018	189,823,789	57,668,840	132,154,949

2018 Appropriations Limit



ALLOCATING THE COST OF SERVICES

The City allocates administrative costs among the services and funds that benefit from those activities. The City commissions a full and detailed cost allocation study on a regular basis to ensure utilization of the appropriate allocation amounts for distribution amongst those activities not funded by the General Fund.

FINANCIAL POLICIES

Reserve Policies

Major budget policies include: maintaining a 10% fund balance reserve, maintaining a General Fund with no long-term debt, fully appropriating funding for each capital improvement project (to prevent shortfalls the following year), and conservatively projecting revenues (at the minimum that can be expected to be received) and expenditures (at the maximum to be spent).

One of the key components of a financially stable organization is the adherence to a policy of maintaining an appropriate level of reserves. The Government Finance Officers Association (GFOA) recommends, at a minimum, that general purpose governments, regardless of size, maintain reserves (unrestricted fund balance) in their General Fund of no less than two months of operating revenues or expenditures, or a minimum of approximately 16.6 percent of General Fund operating expenditures. The

GFOA further recommends that reserve levels be directly related to the degree of uncertainty the local government faces; specifically, the greater the uncertainty, the greater the financial resources necessary. Since reserves are used to mitigate risk, during these uncertain economic times, it is crucial that the City continue its practice of adhering to this GFOA guidance. This will provide the City with resources to cope with unforeseen expenditures, unanticipated events, or revenue shortfalls.

The City will maintain an unallocated reserve in the General Fund equal to a minimum of 10% of expenditures and transfers out to buffer any unexpected change in the revenue/expenditure picture for the fiscal year. This was formalized in June of 1996 by Resolution No. 96-111.

The City will maintain a financial stability reserve fund to provide funds to maintain service levels during economic downturns.

Long-Term Policies

OPERATING BUDGET POLICIES

- The City will present to the City Council a Program and Financial Plan that is a balanced document. Expenditures will not exceed available resources, including funding carried over from the previous year
- The City will maintain a General Fund Reserve that provides the necessary cash flow, a safety net for handling the unexpected, and flexibility in day-to-day operations. The City Council has formally established this reserve at 10% of operating expenditures as the minimum desired level. Lancaster, like most cities, has experienced economic cycles; during good economic times, we increase the reserve to a higher level, as cash flow allows, to buffer downturns in the local economy
- The City will maintain a Financial Stability Reserve that provides the funding necessary to maintain the desired levels of service during downturns in the economy
- To ensure that the largest revenue source will cover the largest expenditure item, we closely compare the Sheriff's Department contract to the Sales and Property Tax Revenue
- The City will allocate resources to special law enforcement programs such as, Target Oriented Policing (TOP) to specifically identify and resolve crime that has received substantial attention. Those programs, which include Christmas Shopping Patrols, Anti-Auto Theft Operations, TOP-Bomb (sheriff units available to patrol at will), and Gang Violence Suppression have been highly successful in reducing specific types of crime
- The planning and approval process for any new Capital Improvement Project will include an analysis of future operating costs to ensure that not only is funding available to build the project, but future operational costs can be covered once construction is complete
- The City will seek financial co-sponsors and partners for special events and recreational programs that are a benefit to the community. Prime examples of this include corporate sponsorship for the annual Streets of Lancaster Grand Prix, co-sponsorship of special theatrical performances for students to gain an appreciation of the performing arts, and community partnerships to provide community neighborhood impact homes and wellness homes.

REVENUE POLICIES

- The City will attempt to maintain a diversified and stable revenue system to shelter it from short-term fluctuations of any one revenue source
- The City will diversify its general fund revenue base away from past reliance on sales tax alone. Successful lobbying efforts to obtain a share of the property tax (Lancaster received no property tax for the first 11 years) is one example of this policy
- The City will utilize one-time non-recurring revenues for one-time expenditures or reserves and avoid using one-time revenues for on-going expenses or programs
- The City will seek out additional sources of revenue as a way of enduring a balanced budget necessary for the quality of services expected by our citizens
- The City will require user fees that cover the direct cost of adult recreation programs, and the cost of development services (building permits, etc.) provided to developers
- The City will do cost comparisons with other cities to ensure that our fee structure is reasonable
- The City will update fees annually based on the prior year annual average consumer price index for the Los Angeles-Riverside-Orange Co. All Urban Consumers percentage change

CASH MANAGEMENT/INVESTMENT POLICIES

- Investment of City funds will be in accordance with the Adopted Investment Policy. Safety of principal will continue to be the number one priority, followed closely by ensuring that funds will be available when needed (liquidity). Only after these two priorities have been fully satisfied will the City consider yield as an investment criterion
- The City will aggressively collect revenues on a timely basis

DEBT POLICIES

- The City's General Fund does not have any long-term debt obligations. Current operations will be funded with current revenues.

ACCOUNTING, AUDITING AND FINANCIAL REPORTING POLICIES

- The City will have an independent audit performed annually. An interim audit will be performed mid-way through the fiscal year to ensure correct accounting and internal control procedures are followed
- The City will produce a Comprehensive Annual Financial Report (CAFR) each year in accordance with Generally Accepted Accounting Principles (GAAP) as outlined by the Governmental Accounting Standards Board (GASB). This report is submitted annually to the Government Finance Officers Association of the United States and Canada for their Excellence in Financial Reporting Awards Program (The City has received the award for numerous consecutive years)
- The City will maintain a strong internal audit capability

CAPITAL BUDGET POLICIES

- The City will update its multi-year plan for capital improvements; this will include modification of

existing projects, and adding/deleting projects, in keeping with the General Plan as adopted by the City Council

- The City will maintain a Capital Replacement fund for ensuring that the equipment necessary for the operations of the City is always available
- The City will ensure that prime commercial and industrial acreage is available and ready for development, thus being able to quickly assist in the provision of jobs and diversity in the economy

CITY FUNDS

The City's budget and accounting system includes more than 40 individual funds, which operate much like individual bank accounts with specific sources of revenue. A fund is defined as a fiscal and accounting entity with a self-balancing set of accounts (comprised of assets, liabilities, fund equity, revenues, and expenditures), which are segregated for the purpose of carrying out specific activities or attaining certain objectives in accordance with regulatory requirements. The largest single account is the General Fund. State and Los Angeles County collections of retail sales, property, and other taxes are deposited into this account.

The City has the following fund type categories:

Governmental Fund Types The governmental funds include the General and Special Revenue. Governmental Funds are reported using the current financial resources measurement focus and the modified accrual basis of accounting.

Proprietary Fund Types The proprietary funds, which include the Enterprise and Internal Service Funds, are used to account for the City's business-type activities. Proprietary funds are reported using the economic resources measurement focus and the full accrual basis of accounting. Revenues are recorded when earned, and expenses are recorded at the time liabilities are incurred, regardless of when the related cash flows take place.

Fiduciary Fund Types The Fiduciary Funds account for assets held by the City in trust or as an agent for various assessment and community facilities districts. The City budget process does not include fiduciary funds.

GENERAL FUNDS

General Fund – accounts for all financial resources necessary to carry out basic governmental activities

Reserves – accounts for the legal restriction of a portion of the General Fund for specified purposes

Capital Replacement Fund – accounts for the replacement/depreciation cost of capital assets

Performing Arts Center Fund – accounts for the operation of the Lancaster Performing Arts Center

SPECIAL REVENUE FUNDS

Gas Tax Fund – accounts for the City's share of the state gas tax allocation. Gasoline taxes must be used for the maintenance, construction and improvement of City streets.

AB 2766/Air Quality Improvement Fund – accounts for revenues collected under AB 2766. These funds are restricted to air quality improvement related expenditures.

Proposition 1B Fund – accounts for highway safety, traffic reduction, and air quality projects funded by the State general obligation bond monies which was voter approved in 2006.

TDA Article 3 Bikeway – accounts for Transportation Development Act (Article 3) allocation collected. Revenues are restricted to pedestrian/bikeway projects.

TDA Article 8 – accounts for Transportation Development Act (Article 8) allocation received from the County. Revenues are restricted to street and road projects.

Proposition A Fund – accounts for the operation of transit-related projects funded by an allocation from the voter-approved ½ % sales tax levied within Los Angeles County.

Proposition C Fund – accounts for transit-related projects funded by an allocation from the voter-approved ½ percent sales tax levy.

Measure M - accounts for allocation received from Los Angeles County Metropolitan Transportation Authority on a “per capita” basis for the developing and/or improvement of transit related projects funded by a voter-approved ½ percent sales tax increase at the November 2016 election to begin July 1, 2017.

Measure R – accounts for allocation received from Los Angeles County Metropolitan Transportation Authority on a “per capita” basis for the developing and/or improvement of transit related projects funded by a voter-approved ½ percent sales tax increase at the November 2008 election to begin July 1, 2009.

Traffic Safety Fund – accounts for monies received from vehicle code fines; this fund is used to finance law enforcement expenditures

LA County Reimbursement – accounts for monies received from the County for jointly funded projects

STPL – accounts for Regional Surface Transportation Program – Local competitive grants received. The grants are federal monies managed by the state for the improvement of surface transportation.

State Grant - Oil Recycling – accounts for the annual California Integrated Waste Management Board Used Oil Block Grants. The grant is issued on a per capita basis and is to fund permanent, sustainable used oil recycling programs.

State Grant - Recycling Beverage - accounts for the California Division of Recycling Beverage Container Recycling Grants. The grant is issued on a competitive basis and is to fund beverage container recycling programs. Funding is made available annually on a competitive basis.

State Miscellaneous Grants – accounts for miscellaneous, one-time state grants.

Lancaster HOME Program – accounts for loans made to developers (from federal monies allocated by the state as grant funds to the City), for the construction of multi-family housing and to account for Program Income from previous loans which are used to provide loans for first-time buyers to purchase a mobile home. The HOME program is administered by the Department of Housing and Community Development.

Federal Misc. Grants - accounts for miscellaneous, one-time federal grants.

MTA Grant – Prop C - accounts for competitive grants received for transit-related projects funded by a voter-approved ½ percent sales tax levy.

Recycled Water Fund – accounts for the construction and administration of the City-owned recycled water distribution system.

ENTERPRISE FUNDS

Lancaster Choice Energy – accounts for the first municipally-operated community choice aggregator in the state of California and the first to operate in Southern California.

Lancaster Power Authority – affords the city the opportunity to pursue and develop solar energy opportunities for the community.

Lancaster Choice Energy Authority – a joint powers authority (JPA) designed to help cities in Southern California Edison territory participate in community choice aggregation (CCA) without having to sacrifice control or any of the benefits associated with a traditional JPA. The CCEA is governed by the Lancaster City Council with each City joining as an associate member of the JPA.

LANCASTER COMMUNITY SERVICES FOUNDATION

The Foundation, established by City Council, is a separate non-profit entity. The Foundation provides an avenue for citizens who wish to contribute to specific projects for community benefit.

LANCASTER HOUSING AUTHORITY

Accounts for the purpose of providing affordable, decent housing for lower income residents of the City of Lancaster. The Housing Authority assumed responsibilities for the prior low/moderate Housing Fund.

MAINTENANCE DISTRICTS

Lancaster Drainage Maintenance District - accounts for the revenues and expenditures associated with the operation of the Lancaster Drainage Maintenance District.

Lancaster Lighting District - accounts for the revenues and expenditures associated with the operation of the Lancaster Lighting District.

Landscape Maintenance District – accounts for the revenues and expenditures associated with the operation of the Landscape Maintenance District.

Lancaster Sewer Maintenance District - accounts for the revenues and expenditures associated with the operation of the Lancaster Sewer Maintenance District.

DEVELOPER FEES FUNDS

Biological Impact Fee – accounts for biological impact fees collected to mitigate the long-term incremental impact of additional new development.

Building Fees – accounts for fees collected for services provided by Building and Safety, including inspections. The fees will be used to fund Building & Safety and related operations.

Drainage - Developer Fees - accounts for fees collected under AB1600 to fund new drainage infrastructure.

Engineering Fees - accounts for fees collected for services provided by Engineering, including plan-checks. The fees will be used to fund Subdivision Engineering and related operations.

Parks Development – accounts for park development fees collected to mitigate the impacts of new residential development on the availability of open space land and park and recreational facilities. The park development fee shall provide funds for the development of park, recreation and arts facilities.

Sewer – Developer Fees – accounts for fees collected under AB1600 to fund new sewer infrastructure.

Sewer Frontage Fees – accounts for new development fees for use in the construction of sewer lines in front of affected properties.

Signals – Developer Fees - accounts for fees collected under AB1600 to fund new signal infrastructure.

Traffic Impact Fees – accounts for the traffic impact fees collected on all new development in the City. To mitigate the additional traffic burdens created by new development to the City’s arterial and collector street system, the fee shall be used to finance the costs of street improvements, including acquisition, widening and reconstruction, street landscaping, intersection improvements and freeway interchange improvements.

U.S.P. (URBAN STRUCTURE PROGRAM) OPERATIONS IMPACT FUND

Administration - to account for administrative offices fees collected on all new residential development in the City. To mitigate the burdens and increased demand for providing administrative facilities needed to serve new development and to support the well-being and general welfare of the City’s residents and businesses, the fee shall be used to finance land acquisition, design, construction, equipping and related capital costs for administrative facilities.

Operations - to account for service and maintenance operations fees collected on all new residential development in the City. To provide adequate public services and to support the well-being and general

welfare of the City's growing population, the service and maintenance operations fee shall be used to finance the annual costs for providing service and maintenance of and to infrastructure and facilities.

Parks – to account for park acquisition fees collected on all new residential development in the City. The fee will be used to mitigate the impacts of new residential development on the availability of open space land and park and recreational facilities.

Yard - to account for corporate yard facilities fees collected on all new residential development in the City. To mitigate the burdens and increased demand for governmental services, the corporate yard facilities fee shall be used to finance land acquisition, design, construction, equipping and related capital costs for municipal storage and equipment repair facilities.

GLOSSARY

Accrual Basis Accounting - A method of accounting in which revenues are recorded at the time they are earned and expenditures are recorded when goods are received or services performed.

Agency Fund - A governmental accounting classification used to describe those situations where one jurisdiction is acting on behalf of another.

Agenda - A listing of items that the Governing Body may take action on in a public meeting.

Appropriation – An authorization by the City Council to make expenditures and to incur obligations for a specific purpose within a specific time frame.

Assessed Valuation - The value assigned to properties within the City, which is used in computing the property taxes to be paid by property owners. Under Proposition 13 Assessed Valuation is generally defined as the purchase price if the property was purchased after 1975, adjusted upwards annually by a maximum of 2%.

Audit - An examination of the City's records by an independent firm to determine the accuracy and validity of records and reports and the conformity of procedures with established policy. A systematic collection of evidential matter needed to attest to the fairness of management's assertions in the financial statements. The General Accounting Standards Board (GASB) sets standards for financial reporting for units of government, which are referred to as Generally Accepted Accounting Principles (GAAP).

AVTA - Antelope Valley Transit Authority, a joint powers authority for the provision of bus services within Lancaster, Palmdale, and the unincorporated portions of Los Angeles County.

Balanced Budget - The basic budgetary constraint intended to ensure that a government does not spend beyond its means. Balance should be defined to ensure that a government's use of resources for operating purposes does not exceed available resources over a defined budget period.

Base Budget - The portion of the budget that provides for the continuation of operations at the current service level taking into account the updated costs required to provide these services.

Beginning Fund Balance – The balance available in a fund at the end of the prior year for use in the following year.

Benefit Assessment District - A method of constructing improvements by issuing bonds and debt service being provided by levying assessments on property owners within the district.

BLVD Association – see “PBID”

Bond - A written promise to pay a specified sum of money (the principal) at a specified date or dates in the future, along with periodic interest at a specified rate.

Budget - The financial plan for the operation of a program or organization for the year (or other fiscal period).

Budget Calendar - The schedule of key dates or milestones that a government follows in the preparation and adoption of the budget.

Budget Document - The official written statement prepared by the Finance Department and supporting staff that represents the proposed budget to the legislative body.

CAFR - Comprehensive Annual Financial Report - An annual report prepared by the Finance Department that provides the status of the City's finances on a GAAP basis. This includes the Independent Financial Audit Report as well as other statistical and informative data. This award-winning document is prepared according to guidelines set forth by GFOA and CSMFO.

California Environmental Quality Act (CEQA) - The statutes contained in Sections 21000-21177 of the Public Resources Code of the State of California that establish the requirements for evaluating the environmental effects of proposed projects. The administration of CEQA is governed by the State CEQA Guidelines.

California Society of Municipal Finance Officers (CSMFO) - A non-profit professional association serving the government finance professionals throughout the State of California.

CALSTART - A statewide non-profit consortium of businesses and government agencies dedicated to developing an innovative transportation industry to develop alternative fuel vehicles and infrastructure.

CalTrans - California Department of Transportation, in charge of all regional, state, and federal roadways.

Capital Improvement Budget - A plan of proposed capital expenditures for the year and the means of financing them. The capital budget is enacted as part of the complete annual budget, which includes both operating and capital outlays. Capital project budgets are adopted at the time the project is authorized and continue until completion that, due to the nature of these improvements, may take several years.

Capital Improvement Project - The largely one-time cost for acquisition, construction, improvement, replacement, or renovation of land, structures, and improvements thereon.

Capital Improvement Projects Fund - A fund created to account for financial resources to be used

for the acquisition and/or construction of major capital facilities.

Capital Outlay - Expenditures for furnishings, equipment, vehicles, or machinery that results in the acquisition of assets with a useful life of more than one year, and has a cost in excess of \$5,000.

Cash Basis Accounting - A method of accounting in which revenues are recorded when received in cash and expenditures are recorded when paid.

CMP - Congestion Management Program, designed to reduce traffic congestion throughout the state.

Community Development Block Grant - A federally administered program that provides communities with resources to address a wide range of unique community development needs. The CDBG program provides annual grants on a formula basis to 1209 general units of local government and states.

Conditional Use Permit - A permit, approved by either the Planning Commission or City Council of the City of Lancaster, which allows a land use to be established and operated on a particular piece of property under a specific set of requirements or conditions.

CSTI - California Specialized Training Institute trains government employees in many phases of handling various emergencies such as floods, fires, earthquakes, etc.

Debt - An obligation resulting from the borrowing of money, or the purchase of goods or services.

Debt Service - The annual payment of principal and interest on the City's bonded indebtedness. Bonds are issued to finance the construction of capital projects such as utility facilities and expansion.

Debt Service Fund - A fund established to account for the accumulation of resources for, and the payment of, debt principal and interest.

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

Depreciation - The systematic and rational allocation of the historical cost of a capital asset over its useful life.

Destination Lancaster - The official destination marketing organization for the City. Destination Lancaster's mission is to promote both Lancaster and the Antelope Valley. Born out of a public-private partnership between the City, the Antelope Valley Fair Board, and local hotels and businesses, Destination Lancaster seeks to dramatically increase the level of tourism the City enjoys by means of advertisement and promotion of local businesses and attractions.

Employee Wellness Program - A Citywide employee-driven program designed to provide information and activities promoting good physical and mental health.

Encumbrances - The amount of funds actually committed to vendors for goods or services received or to be received by the City as specified in a City purchase order. Encumbrances may be carried forward into the next fiscal year.

Enterprise Fund - A fund in which the services provided are financed and operated similarly to a private business.

Environmental Impact Report (EIR) - A detailed statement prepared under CEQA describing and analyzing the significant effects of a project and discussing ways to lessen or avoid the effects. The contents of an EIR are discussed in Article 9, beginning with Section 15120 of the State CEQA Guidelines.

ERAF – Educational Revenue Augmentation Fund - The shift of local property tax revenues from cities, counties and special districts to the state for redistribution to the school system. Proposition 98 guaranteed schools 60% of the State General Fund revenues; by creating this mechanism, the State was able to shift some of the cost of schools to the cities, counties and special districts, leaving more dollars for the State to spend and less at the local level.

EAP - Employee Assistance Program - A contract providing employees and their family's confidential assistance with problems that are non-job related but may adversely impact the employee on the job.

Estimated Revenue - The amount of projected revenue to be collected during the fiscal year.

Expenditure - Actual spending of funds in accordance with budgeted appropriations.

Fees - Charges for services levied by the government to recover costs associated with providing a service, or permitting an activity. Major types of fees include construction, recreation, and planning fees.

FEMA - Federal Emergency Management Agency for emergency preparedness training.

Fiscal Year - A twelve-month period used for budgeting, accounting, or tax collection purposes. The City of Lancaster operates on a twelve-month period beginning July 1 and ending June 30.

FPPC - Fair Political Practices Commission, State appointed commission to establish and enforce election guidelines.

Franchise Tax - A tax charged for the privilege of using public rights-of-way and property within the City for public or private purposes. The City charges franchise taxes to natural gas, electricity, cable television and solid waste.

FTE - Full-time equivalent employee; 2,080 hours in a year.

Fund - An accounting concept used to separate or subdivide the financial activity of a city for legal and managerial purposes. All financial activity of a municipality must be classified in relation to a fund. The City's budget consists of a general fund, special revenue funds, debt service funds, capital project funds, and fiduciary funds.

GAAP - Generally Accepted Accounting Principles are uniform, minimum standards used for accounting and reporting for both private industry and governments. The Governmental Accounting Standards Board currently sets government GAAP.

GASB - Governmental Accounting Standards Board is the current standards-setting board for governmental GAAP.

General Plan - The comprehensive plan, required by Section 65300 of the Government Code of the State of California, that contains the goals, objectives, policies, and specific actions that guide the

long-term development and operation of the City of Lancaster.

GFOA - Government Finance Officers Association of the United States and Canada - A non-profit professional association serving government finance professionals throughout North America.

Grant - A contribution from one government unit to another or from a non-profit organization usually made for a specific purpose and time.

Intergovernmental Revenue - Revenue from other governments, primarily shared State revenue from gasoline taxes and vehicle-in-lieu taxes.

Internal Control - The system of controls established by the City to protect the assets from misappropriation and ensure accurate reporting of financial transactions.

Investment Policy - A written, and Council adopted policy delineating permitted investments of the City's idle cash. The City of Lancaster's Investment Policy is typically updated and reaffirmed annually.

LAIF - Local Agency Investment Fund - State Treasurer's Investment Pool of funds from local jurisdictions to take advantage of the State Treasurer's investment expertise.

LASD - Los Angeles County Sheriff's Department provides law enforcement services to the City of Lancaster under a general services agreement. The LASD provides enforcement of local, state and federal statutes.

Licenses and Permits - Revenue category that includes building permits and any other miscellaneous license.

MOU - Memorandum of Understanding, a formalized agreement of processes, results, or operating criteria between two or more entities.

MTA - Metropolitan Transportation Authority administers transportation funds in Los Angeles County.

Municipal Code - A compilation of City Council approved ordinances (laws) presently in effect. The Code defines City policies in various categories.

Negative Declaration - A written statement briefly describing the reasons that a proposed project will not have a significant effect on the environment and therefore does not require the preparation of an Environmental Impact Report (EIR). The contents of a Negative Declaration are described in Section 15071 of the State CEQA Guidelines.

Nixle- Allows for nearly instant emergency communications to residents and businesses via phone, email and the web. It is also a mechanism to give instructions and information to targeted groups in the community.

Objectives - Identifies the desired results of the activities of a program.

Operating Budget - An operational plan, expressed in financial terms, by which a program is funded. It includes: (1) the departmental function; (2) the services provided; and (3) current year resources and funding allocation.

Ordinance - A formal legislative enactment by the City Council. It has the full force and effect of law within the City boundaries unless it is in conflict with any higher form of law, such as a State statute or constitutional provision. An ordinance has higher legal standing than a resolution. A law set forth by a government authority, specifically, a municipal regulation. An Ordinance takes longer to enact than a resolution.

Pass Through – The Tax Increment that is shared with other entities such as the County and School Districts is called a Pass Through.

PBID – Property-Based Improvement District – The special assessment district managed by The BLVD Association for the benefit of the member businesses, which also serve as the source of the fees. These funds help to promote the downtown area in a variety of ways, including joint marketing efforts, training opportunities for businesses, and hosting BLVD Association special events.

PEG - Public, Educational, and Governmental Access Programming

PERS - Public Employees Retirement System provided for government employees within the State of California. Each government agency may contract with PERS if they wish; not all belong.

Personnel Expenses - Salary and fringe benefits such as pensions and insurance for full time, part-time and limited contract employees of the City.

Program - A division of a department that specifies a group of activities.

Program & Financial Plan - The Council approved document stating goals and objectives for a fiscal year and the method of financing thereof.

Proposed Budget - The recommended and unapproved City budget submitted by the City Manager to the City Council and the public.

Proposition A - A countywide sales tax of 1/2% approved by the voters in 1980 for use in transit projects.

Proposition C - A countywide sales tax of 1/2% approved by the voters in 1990 for use in transit projects.

Recognized Obligation Payment Schedule - Per ABx1 26, the Successor Agency is required to prepare a Recognized Obligation Payment Schedule annually. The Recognized Obligation Payment Schedules are approved at public meetings of the Successor Agency and Oversight Board.

Redevelopment Agency - A government body dedicated to urban renewal. Typically, it is a municipal level city department focused on a particular district or corridor that has become neglected or blighted. Redevelopment existed in CA for over 60 years and over 420 agencies were established by cities and counties. Redevelopment was eliminated in 2011 by ABx1 26, a State budget trailer bill.

Reserved Fund Balance - A portion of the fund balance that is not re-appropriated as a source of funds. In the General Fund, it is the city's formal policy to maintain a minimum of 10% of annual budgeted expenditures as a reserved fund balance.

Resolution – A City Council Policy constituting a written action or decision.

Revenue - Funds received by the city as income, including tax payments, licenses and permits, fees for specific services, receipts/reimbursements from other governmental entities, fines and forfeitures, grants, and investment income.

Revenue Estimate - A formal estimate of how much revenue will be earned from a specific revenue source for some future time period.

RFP - Request for Proposals, similar to a bid but used when the desired product or service is not fully quantifiable, such as 'design a computer network'.

RFQ - Request for Qualifications, a process whereby professional services are solicited where the product or service requires substantial assistance to define; example would be when soliciting for architectural services for a baseball stadium.

Sales and Use Tax - A tax imposed on the sale or use of all tangible personal property. As of April 2015, the tax rate for purchases in Lancaster is 9.0%. 6.5% goes to the State, 1.0% to the county/city, and three county transportation levies of 0.5%.

SB 211 – When the life of a Redevelopment Project Area is extended, this triggers the provisions of SB 211; whereby, over time, additional increment is passed through to entities that would have received the property taxes based on the normal property tax allocation formulas. This only applies to entities that do not have a previously existing Pass through Agreement with the Redevelopment Agency.

SCAG - Southern California Association of Governments, an association of government leaders who endeavor to improve the local governing process.

Single Audit - An audit performed in accordance with the Single Audit Act of 1984 and Office of Management and Budget (OMB) Circular A-128, Audits of State and local Governments. The Single Audit Act requires governments to have one audit performed to meet the needs of all Federal grantor agencies, thus reducing the overall costs of audits.

Special Revenue Fund - A fund used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specific purposes.

Successor Agency - On February 1, 2012 the Lancaster Redevelopment Agency was dissolved per ABx1 26. The legislation requires a successor agency to wind down the activities of the dissolved redevelopment agency. On January 24, 2012, the Lancaster City Council assumed the responsibilities of the Successor Agency for the former Redevelopment Agency.

Tax Rate - The amount of real property tax levied for each \$1,000 assessed valuation. This rate is limited in California by Article XIII of the State Constitution to 1% of assessed valuation plus voter approved overrides for indebtedness.

Taxes - Compulsory charges levied by a government to finance services provided for the common benefit.

TBID – Tourism Business Improvement District – In 2013, seven Lancaster hotels recently joined

together to form the Lancaster Tourism Business Improvement District providing funding for Destination Lancaster via a small self-assessment on the hotels.

TOP - Target Oriented Policing - Funds set aside for the specific directed law enforcement designed to immediately and administratively direct law enforcement efforts to specific needs.

TOT – Transient Occupancy Tax - The tax charged on all motel/hotel room rates in the City.

User Fees/Charges - A fee or charge for receipt of a service by the user who benefits from using the service.

USP - Urban Structure Program - A computerized fiscal model that calculates the development fees for proposed projects based on the estimated costs and revenues the project will create to the City. The intent of the Urban Structure Program is to implement Objective 15.3 of the City of Lancaster General Plan by ensuring that new development pays for the costs of providing services and infrastructure needed to serve that development. This program has won the GFOA Award of Excellence award in 1996, as well as the Helen Putnam Award.

Zoning Ordinance - The adopted ordinance of the City of Lancaster that establishes the allowed uses, development standards, and the procedural and administrative requirements related to them for all property within the City. The purpose of the Zoning Ordinance is to implement the City's adopted General Plan.

ACRONYMS

AB – Assembly Bill

ADA – American Disabilities Act

ARC – Annual Required Contribution

AVBOT – Antelope Valley Board of Trade

AVC – Antelope Valley College

AVEK – Antelope Valley-Eastern Kern Water Agency

AVTA - Antelope Valley Transit Authority

AVTTF – Antelope Valley Traffic Task Force

AVUHSD – Antelope Valley Union High School District

AWOH - Aerospace Walk of Honor

BAIP – Business Attraction Incentive Program

BYD – Build Your Dreams

CAFR - Comprehensive Annual Financial Report

CAT – Combat Auto Theft

CCEA – California Choice Energy Authority

CCI – Construction Cost Index

CDBG – Community Development Block Grant

CDCR – California Department of Corrections and Rehabilitation

CEC – California Energy Commission

CERT – Community Emergency Response Team

CEQA - California Environmental Quality Act

CFC - California Film Commission

CHAG - City Hall Art Gallery

CIC - Career Information Center

CIP – Capital Improvement Program

CMP - Congestion Management Program

CNG – Compressed Natural Gas

CORE – Community Oriented Response and Enforcement

CPI – Consumer Price Index

CPTED – Crime Prevention through Environmental Design

CRA - Community Redevelopment Agency

CRM – Customer Relationship Management

CSI – Crime Stopping Initiatives

CSMFO – California Society of Municipal Finance Officers

CSO – Community Service Officer

CSTI - California Specialized Training Institute

CSU – Cal State University

DOF – California Department of Finance

ED – Economic Development

EDMS – Electronic Document Management Systems

EIA – Energy Information Administration

EIR - Environmental Impact Report

ERAF – Educational Revenue Augmentation Fund

FEMA - Federal Emergency Management Agency

FY – Fiscal Year

FLICS – Film Liaisons in California, Statewide

FLSA – Fair Labor Standards Act

FOMC – Federal Open Market Committee

FPPC - Fair Political Practices Commission

FTE - Full-time Equivalent

GAAP - Generally Accepted Accounting Principles

GASB - Governmental Accounting Standards Board

GAVEA – Greater Antelope Valley Economic Alliance

GPCAC - General Plan Citizens Advisory

GFOA - Government Finance Officers Association

GIS - Graphical Imagery System

GDP - Gross Domestic Product

HCD – Housing and Community Development

HERO – California Home Energy Renovation Opportunity

HRIS – Human Resources Information System

IT – Information Technology

ITSP – Information Technology Strategic Plan

JLUS – Joint Land Use Study

LAEDC – Los Angeles County Economic Development Corporation

LAHSA - Los Angeles Homeless Services Authority

LAIF - Local Agency Investment Fund

LASD - Los Angeles County Sheriff's Department

LBP – Lancaster Business Park

LCE – Lancaster Choice Energy

LCP – Lancaster City Park

LFA - Lancaster Financing Authority

LHA – Lancaster Housing Authority

LLEBG – Local Law Enforcement Block Grant

LNSC - Lancaster National Soccer Center

LPA – Lancaster Power Authority

LPAC - Lancaster Performing Arts Center

LRA – Lancaster Redevelopment Agency

LSA – Lancaster Successor Agency

LSD – Lancaster School District

MCI – Municipal Cost Index

MEA - Master Environmental Assessment

MOAH - The Lancaster Museum of Art and History

MOU - Memorandum of Understanding

MTA - Metropolitan Transportation Authority

O&M – Operations and Maintenance

OMP – Sgt. Steve Owen Memorial Park

OPA – Owner Participation Agreement

OPEB – Other Post-Employment Benefits

OSHA – Occupational Safety and Health Administration

OTS – Office of Traffic Safety

PACE – Property Assessed Clean Energy

PBID – Property-Based Improvement District

PERS - Public Employees Retirement System

PPI – Producer Price Index

PROP - Proposition

PSAHC - Public Safety Ad Hoc Committee

RFP - Request for Proposals

RFQ - Request for Qualifications

SB – Senate Bill

SBAP – Small Business Attraction Program

SCAG - Southern California Association of Governments

SCE – Southern California Edison

SRRE - Source Reduction and Recycling Element

STPL – Surface Transportation Program - Local

TAC - Technical Advisory Committee

TBID – Tourism Business Improvement District

TDA – Transportation Development Act

TOP – Target Oriented Policing

USP - Urban Structure Program

VOP – Volunteers on Patrol

VLF – Vehicle in-lieu Fee

FUND LISTING

FUND	DESCRIPTION
101	General Fund
104	Capital Replacement
106	Community Services Foundation
109	City Special Reserves
138	Long Term Debt Account Group
139	Fixed Assets Account Group
150	Capital Projects
203	Gas Tax
204	Air Quality Management District
205	Proposition 1B
206	TDA Article 8
207	Proposition "A" Transit
208	TDA Article 3 Bikeway
209	Proposition "C"
210	Measure R
211	Measure M
213	Parks Development
215	Roberti-Zberg
217	Signals – Developer Fees
219	State Park Bond (Proposition 12)
220	Drainage – Developer Fees (Drainage Impact Fees)
221	Sewer Frontage
222	Sewer – Developer Fees
224	Biological Impact Fees
225	Urban Structure Program – Operations Impact Fund

FUND	DESCRIPTION
226	Urban Structure Program – Operation
227	Urban Structure Program – Parks
228	Urban Structure Program - Administration
229	Urban Structure Program – Corporate Yard
232	Traffic Impact Fees
248	Traffic Safety
251	Engineering Fees
252	Congestion Management (Proposition 42)
261	Los Angeles County Reimbursement
263	Los Angeles County Park Bond
299	Private Developer Reimbursement
301	Lancaster Housing Authority
306	Low & Moderate Income Housing
315	Local Private Grants
320	State Grants - Parks
321	Metropolitan Transportation Agency Grant - Local
323	State Grant – Surface Transportation Program Local
324	State Grant – Office of Traffic Safety
326	State Homeland Security
327	MTA Grant – Measure R
330	State Grant – Recycling Beverage
331	State Grant – Oil Recycling
349	Miscellaneous State Grants
361	Community Development Block Grant (CDBG)
362	CDBG - Section 108
363	Neighborhood Stabilization Program
364	Homeless Prevention & Rapid Re-Housing (HPRR)

FUND	DESCRIPTION
371	Federal TEA
381	Economic Development Administration (EDA)
382	Economic Development Initiative (EDI)
390	OES / FEMA
391	Federal HOME Grant
399	Federal Miscellaneous Grants
401	Agency Fund
402	Performing Arts Center
404	Grants Fund
408	Aerospace Grants
409	Reimbursable Grants
456	Still Meadow Lane Sewer Assessment District
463	Damage Repairs
480	Sewer Maintenance District
481	Fox Field Landscape Maintenance District
482	Landscape Maintenance District
483	Lighting Maintenance District
484	Drainage Maintenance District
485	Recycled Water
486	Lancaster Power Authority
490	Lancaster Choice Energy
491	California Choice Energy Authority
811	Assessment District 93-3
812	Assessment District 92-101
820	Infrastructure Financing District 92-1
831	Community Facilities District 90-1 (Belle Tierra)
832	Community Facilities District 91-1 (Quartz Hill)

FUND	DESCRIPTION
833	Community Facilities District 91-2 (Lancaster Business Park)
990	Lancaster Successor Agency
991	Redevelopment Obligation Retirement Fund
992	Debt Service Fund - Former RDA
993	Debt Service Fund - Schools
994	Debt Service Fund - County

OBJECT CODES

PERSONNEL SERVICES

101	SALARIES – PERMANENT: Provides for compensation for full-time, regular employees.
104	SALARIES – OVERTIME: Provides for compensation for overtime at one and one-half times the regular salary.
105	SALARIES – OVERTIME (REIMB): Provides for compensation for employees to be reimbursed by developers for expedited service.
111	SALARIES – SPECIAL: Provides for compensation paid to Councilmembers, Commissioners, City Treasurer or other positions as designated by City Council.
112	SALARIES – TEMPORARY: Provides for compensation for temporary employees.
113	CONTRACT LABOR: Provides for cost for individuals hired on a contract basis and paid directly through payroll.
114	SALARIES - RENTAL: Provides for cost of billable rental labor.
121	OTHER FRINGE BENEFITS: Provides for long-term disability, Medicare, unemployment and other miscellaneous payroll liabilities.
122	PERS – Provides for retirement benefits for regular employees.
124	HEALTH INSURANCE: Provides for health insurance for all regular employees.
125	WORKER'S COMPENSATION: Provides for Worker's Compensation insurance coverage.
129	DEFERRED COMPENSATION: Provides employer-paid contributions.
134	PARS – Provides supplemental retirement benefits.
136	LONG TERM CARE

- 191 **SALARY OFFSET – CAPITAL PROJECTS:** Provides for charge-back to Capital Project of full-time, regular employees salaries for actual hours worked on projects.
- 192 **OVERTIME SALARY OFFSET – CIP:** Provides for charge-back to Capital Project of full-time, regular employees overtime salaries for actual hours worked on projects.
- 193 **TEMPORARY SALARY OFFSET – CIP:** Provides for charge-back to Capital Project of temporary salaries for actual hours worked on projects.
- 194 **FRINGE OFFSET-CIP:** Provides for charge-back to Capital Project of fringe benefits for actual hours worked on projects.

OPERATING EXPENSES - SUPPLIES & SERVICES

- 200 **REGISTRATION:** Provides for registration expenses incurred in meetings or outside seminars, conferences or workshops.
- 201 **TRAVEL & EXPENSES:** Provides for meetings or outside seminars, conferences or workshops. Examples are: per diem/meals, airfare and hotels.
- 202 **LOCAL & REGIONAL EVENTS:** Provides for local/regional conferences, meetings, training or workshops.
- 203 **REIMBURSED MILEAGE:** Provides for monthly automobile allowance and mileage reimbursement incurred in use of personal vehicle on City business.
- 205 **CITY PROMOTION & ADVERTISING:** Provides for community events and the publicity of the City.
- 206 **PUBLICATIONS & DUES:** Provides for books, publications and membership dues in job-related organizations.
- 207 **VEHICLE OPERATIONS:** Provides for maintenance of City-owned vehicles.
- 208 **SMALL TOOLS:** Provides for tools valued under \$5,000 for use by City employees.
(Use object code 293 for Equipment & Machinery.)
- 209 **UNIFORMS:** Provides for required clothing and protective gear for employees.
- 210 **MAPS & PUBLICATIONS:** Provides for maps, plans, specifications, publications and other printed material provided to contractors, other technical or professional groups and citizens. This is partially offset by the revenue account "Sales of Maps and Publications".
- 211 **POSTAGE:** Provides for mailing expense incurred through use of the City postage meter.
- 212 **POSTAGE – SPECIAL MAILING:** Provides for mailing expenses - bulk mailing, UPS, Express Mail.
- 213 **PROGRAM EXPENSES – CDBG:** Provides for administration of the CDBG Program.

- 214 BULK VEHICLE MAINT. SUPPLIES:** Provides for maintenance supplies for City-owned vehicles.
- 215 EQUIPMENT CHARGES:** Provides for maintenance of City-owned large equipment with EQ#s assigned. Generally utilized by the fleet services division.
- 216 MHP RENT ARBITRATION:** Provides for arbitration for mobile home park rent.
- 217 VEHICLE FUEL:** Provides for fuel for City owned vehicles.
- 218 SPONSOR OFFSET:** Provides for amounts collected from sponsors or donated to the City generally for special events. This will offset the expenditures for the special event.
- 219 STRONG NEIGHBORHOOD INITIATIVE**
- 220 BOOT/PANT ALLOWANCE**
- 221 SPONSORSHIP:** Costs associated with other organization's special community events sponsored by the City.
- 222 SPECIAL EVENTS:** Costs associated with individual events.
- 223 SOCCER GATE EXPENSE**
- 225 SPONSORSHIPS**
- 230 SMALL EQUIPMENT OPERATIONS:** Provides for equipment maintenance and repair under \$5,000 including office equipment and small field equipment. (Use object code 215 for large equipment operations).
- 235 CREDIT CARD CHARGES:** Provides for credit card payments collected by the City.
- 240 SUCCESSOR AGENCY OPERATIONS**
- 245 ORGANIZATIONAL DEVELOPMENT:** Provides for Human Resource's costs for organizational development to enhance performance.
- 250 GENERAL CITY OFFICE SUPPLIES:** Provides for office supplies purchased for all Departments use.
- 251 SPECIAL ACTIVITY SUPPLIES:** Provides for special purpose supplies usually unique to the program wherein budgeted.
- 252 PHOTO FILM & PROCESSING**
- 253 REPROGRAPHICS:** Provides for outside printing or copying services.
- 254 PHOTOCOPY MACHINE COSTS:** Provides for chargebacks to each division for the use of City-owned copiers. Meter readings are taken and associated costs are charged monthly according to usage.
- 255 RECRUITMENT EXPENSE:** Provides for expenses occurred in hiring employees, such as newspaper ads, pre-employment physicals, fingerprinting, relocation expenses.

- 256 STAFF DEVELOPMENT:** Provides for development of employees through job-oriented training, seminars, educational classes, etc.
- 257 PERFORMER SUPPLIES/COSTS:** Provides for supplies for Parks, Recreation and Arts performers.
- 258 CONCESSION SUPPLIES**
- 259 OFFICE SUPPLIES:** Provides for general office supplies for individual divisions not including the purchase or maintenance of office equipment.
- 260 INSURANCE EXPENSE:** Provides for premiums paid for tangible and intangible property insurance including bonds for employees.
- 261 COMMUNITY AWARDS:** Provides for plaques, proclamations, flowers and other presentation-type materials.
- 262 ELECTION EXPENSE**
- 263 LEGAL ADVERTISING:** Provides for advertising handled through the City Clerk's Office for public hearing notices, and other advertising as required by law.
- 264 LANDSCAPE MAINTENANCE**
- 265 TREE & PLANT MATERIAL:** Provides for new or replacement trees and materials purchased for parks, parkways, residential and commercial areas throughout the City.
- 266 HORTICULTURAL – HERBICIDE & PESTICIDE:** Provides for herbicide and pesticide application services.
- 267 HORTICULTURAL – PRIVATE:** Provides for tree trimming services.
- 268 HORTICULTURAL:** Provides for all horticulture services for the Sierra Highway Bikepath.
- 269 HORTICULTURAL:** Provides for all horticulture services for the freeway entrances.
- 270 RECREATION SERVICES:** Provides for facilities and programs for sports and cultural programs.
- 271 RECREATION BUS SERVICES - PROP A:** Provides for bus services for recreation programs, funded by Prop A funds.
- 272 THEATER PROGRAMS**
- 273 IN-HOUSE PRODUCTION COSTS**
- 274 THEATER CONCESSIONS**
- 280 LANDSCAPE MAINTENANCE:** Provides for maintenance of landscape districts.
- 286 CASH VARIANCE:** Provides for amount of variance between amount of payments collected and the amount owed or reported (cash is either short or over).

- 290 TUITION REIMBURSEMENT:** Provides for reimbursement of educational expenses to employees. Generally requested by employee and taken on own time.
- 291 FURNITURE & OFFICE EQUIPMENT (NON CAP):** Provides for furniture & Office Equipment, including computer hardware, purchased for under \$5,000. (See object code 751 for purchases over \$5,000.)
- 293 SPECIAL EQUIPMENT – OFFICE:** Provides for special office equipment purchased for under \$5,000.
(See object code 753 for purchases over \$5,000.)
- 294 OUTDOOR FURNITURE & EQUIPMENT (NON CAP):** Provides for outdoor furniture & equipment purchased for under \$5,000.
(See object code 754 for purchases over \$5,000.)
- 295 SPECIALIZED EQUIPMENT (NON CAP):** Provides for specialized equipment purchased for under \$5,000.
(See object code 755 for purchases over \$5,000.)
- 300 LEGAL CLAIMS:** Provides for legal claims filed with the City Clerk’s Office.
- 301 PROFESSIONAL SERVICES:** Provides for contracting with a firm or company for outside professional services. These services are of a technical nature where special licensing or education is usually required, such as: accountants, appraisers, attorneys, engineers, consultants, information technology specialists, etc. Whenever this account is used, a complete description must be included.
(See object code 308 for contracting for individuals, usually through an agency.)
- 302 COMPUTER SOFTWARE & SUPPORT:** Provides for software costs including subscription, upgrades, licenses, etc.
- 303 LEGAL SERVICES:** Provides for legal services provided to the City.
- 304 AUDIT SERVICES:** Provides for annual audit services and/or any special audits by outside auditing firm.
- 305 COURT COSTS:** Provides for litigation.
- 306 GENERAL ADMINISTRATION**
- 307 FEE REIMBURSEMENT:** Provides for reimbursement of developer fees paid in prior fiscal year.
- 308 CONTRACT SERVICES:** Provides for skilled labor hired on a contract basis, usually through an agency, and paid through accounts payable.
- 309 HONORARIUMS**
- 310 RECYCLED WATER PURCHASES**

- 311 GOVERNMENT FILING FEES:** Provides for government permits, applications, etc.
- 313 COMMUNITY ORGANIZATIONS:** Provides for funds for non-profit organizations serving residents of the City of Lancaster.
- 315 ERAF PAYMENT TO COUNTY**
- 316 SPECIAL STUDIES:** Provides for specific studies contracted for by the City.
- 317 GENERAL PLAN UPDATE:** Provides for costs associated with the General Plan Update every 5 years.
- 318 PERFORMER SERVICES**
- 323 PASS-THROUGH PAYMENTS**
- 327 DOT DRUG SCREENING COSTS**
- 328 LBP CFD91-2 PAYMENTS**
- 330 ROYALTIES**
- 331 LICENSING COSTS**
- 334 CITY STORE EXPENSE**
- 350 EMERGENCY PREPAREDNESS:** Provides for operation of the City's emergency preparedness program.
- 351 EMERGENCY LOGISTICS**
- 354 COMMUNITY SAFETY – SHERIFF:** Provides for police services funded with City general funds.
- 355 SPECIAL PROGRAMS**
- 356-359 SHERIFF DEPT SPECIAL GRANT PROGRAM**
- 360 CODIFICATION:** Provides for costs associated with law or code requirements.
- 361 RECORDING & CREDIT FEES:** Provides for recording of documents by the County Recorder or State of California.
- 363 ANIMAL CONTROL SERVICES - CONTRACT:** Provides for animal control services.
- 369 CONTRACT LIABILITY**
- 370 STORM DAMAGE**
- 402 MAINTENANCE SERVICE – PRIVATE:** Provides for maintenance agreements and service costs for all small equipment and office equipment (see 405 for large equipment).
- 403 BUILDING MAINTENANCE:** Provides for supplies and other expenses incurred for the maintenance of various City buildings and facilities by City staff.

- 404 GROUND MAINTENANCE:** Provides for supplies and other expenses incurred for maintenance of public grounds by City staff.
- 405 EQUIPMENT MAINTENANCE:** Provides for maintenance agreements and service costs for all large equipment (equipment with an EQ# assigned - see 402 for small equipment).
- 406 JANITORIAL SUPPLIES**
- 407 ENERGY MANAGEMENT SYSTEM**
- 408 SOIL STERILE & WEED CONTROL:** Provides for sterilization and/or weed abatement of areas off streets which are deemed to be a public nuisance and require City action.
- 409 DRAINAGE CHANNELS MAINTENANCE:** Provides for clearing and cleaning of drainage channels and box culverts.
- 410 STREET MATERIALS**
- 412 COMMUNICATIONS MAINTENANCE**
- 413 COMMUNICATION EQUIPMENT MAINTENANCE**
- 416 PROPERTY TAX ON LAND**
- 450 STREET SWEEPING CONTRACT**
- 454 MARKING & STRIPING:** Provides for painting of traffic control markings on street pavement surfaces.
- 455 TRAFFIC & REGULATORY SIGNS:** Provides for installation and maintenance of all regulatory, informative and directional signs.
- 456 STREET NAME SIGN MAINTENANCE:** Provides for maintenance of all street name signs.
- 457 ROADSIDE MAINTENANCE:** Provides for maintenance activities for improvements normally located within the parkway; i.e., inside public right-of-way but outside the normal riding surface. This would include maintenance of such things as grading of shoulders, drainage ditches, AC sidewalks and installation of traffic barricades.
- 459 TRAFFIC SIGNAL – STATE & COUNTY:** Provides for City's share of the maintenance of traffic signals under the jurisdiction of the State of California and/or County of Los Angeles and performed by the entity.
- 460 TRAFFIC SIGNAL – DAMAGE REPAIR**
- 461 TRAFFIC SIGNAL – CITY:** Provides for maintenance of traffic signals within the City limits performed by the City or by contract.
- 462 REIMBURSED DAMAGE REPAIRS**
- 470 SEWER MAINTENANCE**
- 502 GRAFFITI REMOVAL:** Provides for removal of graffiti on public or private property.

- 503 MOSQUITO ABATEMENT:** Provides for the clearing of debris, spraying, and otherwise to abate potential mosquito breeding areas through the Mosquito Abatement District.
- 601 RENT – OFFICE EQUIPMENT:** Provides for rental costs of office equipment not owned by the City.
- 602 RENT – OTHER EQUIPMENT:** Provides for rental costs for equipment needed on a temporary basis, other than office equipment.
- 603 RENT – BUILDINGS & GROUNDS:** Provides for rental costs of office or storage trailers and/or buildings and land.
- 605 RENT – MOTOR VEHICLES:** Provides for rental cost for City vehicles.
- 651 TELEPHONE:** Provides for telephone expenses.
- 652 ELECTRICITY:** Provides for electricity used by City facilities.
- 654 WATER:** Provides for water used by City facilities.
- 655 GAS:** Provides for gas used by City facilities.
- 656 REFUSE COLLECTION**
- 657 HAZARDOUS WASTE HANDLING**
- 660 STREET LIGHTS – MAINTENANCE & POWER:** Provides for private maintenance and power necessary to operate all City owned street lights.
- 661 PARKING LOT MAINTENANCE:** Provides for maintenance of City owned parking lots.
- 662 NEW DEVELOPMENT SIGN/STRIPING**
- 665 STREET LIGHT FIXTURES:** Provides for maintenance of street light fixtures.
- 670 AQUATIC MAINTENANCE:** Provides for expenses relating to the maintenance, repairs, and chemicals for City pools.

CAPITAL OUTLAY (Purchases of items costing \$5,000 or more)

- 751 FURNITURE & OFFICE EQUIPMENT:** Office furniture and normal office equipment purchased for over \$5,000.
- 752 MOTOR VEHICLES:** Trucks, cars, tractors, other motor vehicles, purchased for over \$5,000, that are capable of self-propelled travel on any City streets.
- 753 EQUIPMENT & MACHINERY:** Various capital equipment items, purchased for over \$5,000, that are normally associated with field work.
- 754 OUTDOOR FURNITURE & EQUIPMENT:** Various outdoor furniture and equipment used at public facilities, purchased for over \$5,000.

755 SPECIALIZED EQUIPMENT: Special equipment for City photography and audio visual equipment, purchased for over \$5,000.

756 PREPAID CAPITAL EXPENSE

CAPITAL REPLACEMENT (Purchases of items costing \$5,000 or more)

761 REPLACEMENT – FURNITURE & OFFICE EQUIPMENT: To replace Office furniture and normal office equipment purchased for over \$5,000.

762 REPLACEMENT – MOTOR VEHICLES: To replace trucks, cars, tractors, other motor vehicles, purchased for over \$5,000, that are capable of self-propelled travel on any City streets.

763 REPLACEMENT – EQUIPMENT & MACHINERY: To replace various capital equipment items, purchased for over \$5,000, that are normally associated with field work.

764 REPLACEMENT – OUTDOOR FURNITURE & EQUIPMENT: To replace various outdoor furniture and equipment used at public facilities, purchased for over \$5,000.

765 REPLACEMENT – SPECIALIZED EQUIPMENT: To replace special equipment for City photography and audio visual equipment, purchased for over \$5,000.

GRANTS

770 GRANT EXPENSES: Local costs associated with various grant programs.

771 NON REIMBURSEABLE GRANT EXPENDITURE

774 UBG - OIL RECYCLING GRANTS

775 - 778 TRANSFER

779 GENERAL FUND OVERHEAD

780 - 799 VARIOUS TRANSFERS

819 INFILL HOUSING

822 NEIGHBORHOOD FORECLOSURE PRES - NON BOND

824 NEIGHBORHOOD FORECLOSURE PRES - BOND

830 INSURANCE REIMBURSEMENT EXPENSE

900 CITY CONTRIBUTION

CAPITAL IMPROVEMENTS

901 DESIGN & ENGINEERING: Costs associated with preparing detail plans for capital projects other than buildings. Includes both internal costs and outside services contract preparation, bid advertising, award and inspection.

902 OPERATION OF ACQUIRED PROPERTY

- 903 RELOCATION COSTS**
- 906 INTEREST EXPENSE**
- 907 BOND DISCOUNT AMORTIZATION EXPENSE**
- 908 DEBT SERVICE**
- 909 CITY LOAN PRINCIPAL REDUCTION:** Repayment of principal on loans made by the City.
- 911 RIGHT-OF-WAY ACQUISITION:** Procurement of right-of-way for the City and related expenses.
- 912 PROPERTY ACQUISITION:** Purchase of real property holdings by public/private agencies.
- 924 CONSTRUCTION – IMPROVEMENTS:** Costs such as excavation, grading, land preparation, landscaping and internal roads, parking, sidewalks, etc.
- 939 EMERGENCY OPERATIONS**

REHABILITATION

- 940 CODE/DEMOLITION ACTIVITY:** Costs associated with repairs required for code enforcement or demolition of properties.
- 943 REDEVELOPMENT LOAN REPAYMENT**

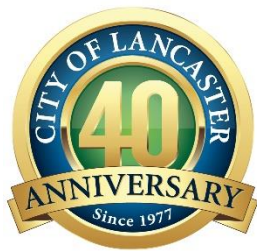
SPECIAL FUNDS

- 950 ADMIN OH COSTS - REIMBURSEMENT TO CITY**
- 958 MISCELLANEOUS ADMINISTRATIVE COSTS**
- 959 LOSS ON SALE OF LAND**

BOND PAYMENTS

- 960 TA NOTE PAYMENTS:** Costs associated with retirement of tax allocation notes.
- 961 BOND INCIDENTALS/COI:** Costs associated with the preparation and sale of bond issues.
- 962 FISCAL AGENT FEES**
- 963 DEVELOPMENT DISPOSITION AGREEMENT (DDA)**
- 963 REIMBURSEMENT AGREEMENT COSTS**
- 964 ERAF LOAN REPAYMENT**
- 978 DEBT SERVICE**
- 981 DEBT SERVICE - PRINCIPAL**
- 982 DEBT SERVICE - INTEREST**
- 986 INTEREST EXPENSE - PREMIUM & DEFEASANCE**

- 991 TRANSFER/EXCHANGE WITH OTHER AGENCIES**
- 998 OTHER FINANCING USES**
- 999 CONTINGENCY**



CITY OF LANCASTER