

FY
18/19

City of Lancaster

Adopted Budget & 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

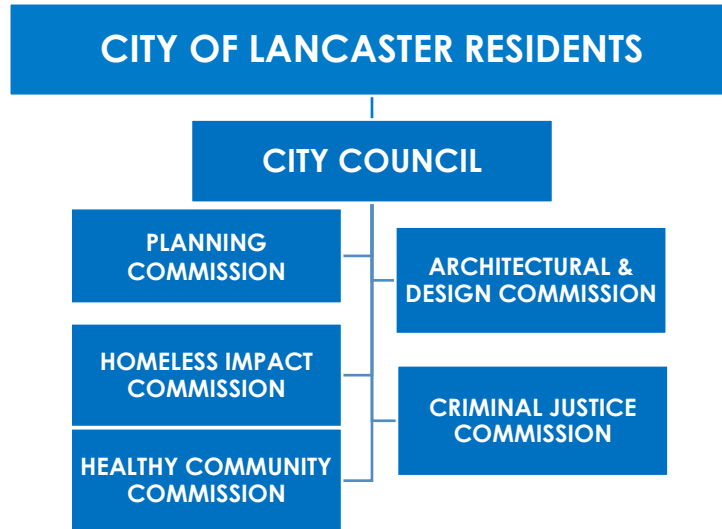
Accountability

Respect

Excellence

City of Lancaster

FISCAL YEAR 2018-2019 PROPOSED BUDGET & CAPITAL IMPROVEMENT PROGRAM



CITY COUNCIL

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

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Allison E. Burns, City Attorney
Elizabeth Brubaker, Housing & Neighborhood Revitalization Director
Toi Chisom, Administrative & Community Services Director
Lee D'Errico, Public Safety Director
Jeff Hogan, Development Services Director
Ronda Perez, Parks, Recreation & Arts Director
Pam 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 2019. This section also includes a three-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. The components are:

- Program Description or Department Function - mission of the unit;
- Line Item Detail - dollars allocated for the operation of the program.

The **Personnel Analysis** presents the current staffing by position and proposed changes for Fiscal Year 2018-2019.

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 **Operating Transfers** recap the transfer between separate funds to fund operations.

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**.



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INTRODUCTION

Community Profile



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.



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.lancsd.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 2017 U.S. Census, Lancaster's population was 160,316 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.

DOWNTOWN LANCASTER: THE BLVD CULTURAL DISTRICT



Lancaster's property business improvement District, otherwise known as The BLVD, often regarded as the jewel of Lancaster, was established in 2014 as a public private partnership to obtain collective services for the downtown. The BLVD District extends from Sierra Highway to 10th street (east to west), Jackman, and Milling (north to south).

Since its inception, the BLVD has been the recipient of several awards including the Environmental Protection Agency's National Award for Smart Growth Achievement; the

International Downtown Association's Pinnacle Award; as well as the designation of The BLVD as a California Cultural District, making it one of only 14 destinations so deemed.

In 2016, the BLVD Ambassador Program was introduced as a means to provide downtown patrons with additional hospitality and safety services seven days a week. The addition of the "Ambassadors" has significantly affected response times to customer and business concerns, ensuring that both feel embraced, valued and secure in their day-to-day experiences on The BLVD.

The limelight continues to shine abundantly on The BLVD and is expected to continue to grow, as media sources vie to feature this hub of art, entertainment, shopping, and dining. The BLVD has been highlighted in a number of Media sources including: AAA Westways, Forbes Travel, Visit California among others.

While The BLVD has continued to flourish socially, it has grown economically as well. Businesses continue to be attracted to the downtown area and the anticipation soars as The BLVD experiences its next iteration with business expansion adding to the downtown area's eclectic urban mix, which now includes several world-class brands.

LANCASTER BUSINESSES

Lancaster's economy continues to enjoy sustained growth as industrial and retail businesses alike expand and open new locations, fueling job creation alongside increased tax revenues.

BYD

BYD celebrated the grand opening of its expansion to 450,000 square feet and 800 employees in late 2017, with plans for another industrial facility and the addition of hundreds more jobs on the immediate horizon.



LANCE CAMPER

Lance Camper has also seen significant expansion here in Lancaster. An additional 61,000 square feet and 150 jobs has brought Lance's total presence in the Lancaster Business Park to more than 200,000 square feet and 650 employees. In January 2018, Lance was acquired by REV Group, a \$2.3 billion manufacturer and distributor of specialty vehicles. Lance's existing management will continue to run the company, leveraging REV Group's distribution footprint to solidify Lance's status as one of the highest-quality and highest-performing brands in the recreational vehicle industry.



LANCASTER AUTO MALL

The Lancaster Auto Mall has enjoyed triple-digit sales increases since 2010, spurring growth across several dealerships. Hunter Dodge is expanding its operations across 10th Street West with the development of "RAM of the West." The largest Dodge truck center in North America, the new dealership is slated to open in summer 2018. Honda Lancaster and Antelope Valley Subaru were acquired by the "LA Car Guy," a network of dealerships throughout southern California. Antelope Valley Subaru will soon have a new home, with a newly renovated showroom. The dealership has also leased space across 10th Street West to accommodate additional vehicles. Toyota of Lancaster was also acquired, and is in the process of purchasing eight additional acres for further growth.



THE OASIS AT 10K

The Oasis at 10K, a retail development located at the key intersection of 10th Street West and Avenue K, has completed construction. Tenants including The Habit, Blaze Pizza, Dunkin' Donuts, and Jimmy John's – all brands that are new to Lancaster, and the latter of which are new to the Antelope Valley – are now open in this beautifully designed center.



THE BLVD

Downtown Lancaster has seen marked growth in the past year. The former BeX complex has evolved into Buckle & Boots, a country western bar; Don Sal, a Mexican cantina; and the perennially popular Underground Bowl, an upscale bowling lounge. The BLVD has also attracted substantial investment from national brands, including Regency Theatres and Starbucks. In addition, a 105-room Marriott Residence Inn is now under construction. The first hotel in the downtown area, the Marriott will feature a rooftop pool and high-end amenities. It is slated for completion in late 2019.



PALOMA LANE WEST

This 11,380-square-foot spec retail development, located on the northwest corner of Avenue L-6 and 60th Street West, is fully leased. It will feature a variety of locally-owned commercial businesses including the Raven's Nest, a new restaurant concept from the owners of Fresco II.



PUBLIC TRANSIT

To meet the growing need for public transportation in the Antelope Valley, the Cities of Lancaster and Palmdale as well as 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 operating 85 new all-electric buses by the end of 2018.

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.



City Manager's Message

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

It is my great honor to present to you a balanced budget that allows the City to serve the community in the manner it deserves and expects.

The City of Lancaster's Fiscal Year (FY) 2018-19 Proposed Budget, both Operating and Capital, makes possible the many services, programs, facilities, and infrastructure provided by the City--contributing to the quality of life for Lancaster residents, and a destination location for visitors, as well as business owners alike, offering an array of experiences and entertainment.

Moreover, the FY 2018-2019 Proposed Budget seeks to continue maintaining essential services such as public safety, neighborhood revitalization, keeping our roads and parks in good condition, supporting youth and adult programs, providing community events, and other services that make our City a great place to live, visit, and do business.

This Proposed Budget implements the City Council's priorities, provides a financial plan that continues the delivery of first-rate services to the community, and is quick to respond to the needs of our residents. The core values of innovation, integrity, flexibility, and responsiveness guide our allocation of resources to meet the demands of a growing city.

Through City Council's forward-thinking and bold leadership, we have tackled challenges of public safety and sustainability successfully—with homeless being the next community challenge to be solved, all while maintaining a strong fiscal position and reputation for excellence. This said, we are not a City satisfied with prior accomplishments, and, as such, we continuously strive to do what we do better.

The FY 2018-2019 Proposed Budget reflects the City's unwavering commitment to providing excellent service to a growing city. To that end, this budget includes additional expenses for key service areas such as community safety, recreational and cultural services, community engagement, street repair and improvements, traffic management, and reinvestment in critical infrastructure-- where the increasing population has a direct impact on service levels.

As I share with and often remind staff, the budget is a road map for the City and budget preparation is our business-planning tool, which should remain flexible and collaborative in approach to ensure we make the necessary adjustments to stay on course. As well, 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. These solutions are multi-pronged, including strategic revenue growth and development, alternative business practices or service delivery models, internal service fund evaluations, and a revised labor strategy—all in the effort of financial solvency and resilience.

The FY 2018-2019 Proposed Budget exceeds the City Council's Reserve policy of 20% and the process included tracking and trending current and anticipated revenues and expenses, resulting in a strong Financial Forecast.

It is my pleasure to present the Fiscal Year 2018-2019 Budget Focuses—creating a better Lancaster.

BUDGET FOCUSES

Lancaster Homelessness Initiative

One facet of our community remains in need of swift and direct action: homelessness. In response to this need the Lancaster City Council and City staff have cultivated a multi-faceted approach to tackling this complex challenge. These strategies include a new facility, Kensington Campus; the Lancaster Community Homelessness Plan, tailored specifically to our community needs; and a number of key partnerships, including a newly formed Homeless Impact Commission.

By employing multiple approaches to mitigating homelessness, along with cultivating vital relationships locally and with key regional supporters, the City of Lancaster will effect positive change throughout our valley, while providing relief and measurable progress to the benefit of Lancaster residents and businesses alike.

The Lancaster Homelessness Initiative will engage the community and provide solutions that are specific and unique to Lancaster—proving once again we can overcome the seemingly impossible through unwavering tenacity and progressive, imaginative resourcefulness.

Impact Initiative

IMPACT (Innovative Municipal Programs Achieving Community Transformation) addresses beautification of the community, a top priority of the Mayor and Council, as well as City Administration.

The goal is to enhance the quality of life of our residents. Lancaster’s IMPACT Initiative will plan, create, contribute to and support activities and innovative programs that transform the visual character of our City. Through the combined efforts of City staff and various stakeholders, we can develop and implement strategic and tactical programs utilizing a coordinated holistic approach that results in renewed civic pride. People of all ages will have access to improved neighborhoods, facilities, and thoroughfares.

IMPACT will employ efforts to improve aesthetics and reduce illegal dumping and graffiti.

IMPACT envisions a community where blighted areas are substantially eliminated and the investment in visual improvement instills civic pride and enhances social trust citywide.



Lancaster Engage

Lancaster Engage empowers residents to have a greater say in what happens in their City. It is an online portal into the City's process for a number of significant outreach opportunities that affect the community. Progress starts with a conversation with residents being crucial to the dialogue.

Lancaster Engage welcomes the process of working together and collectively bringing about positive change that strengthens our community and individuals. Through this inclusive, meaningful, accountable, and responsive method of engaging local residents, business owners, and the community at-large; several new initiatives have gotten off to an impressive beginning, while long-time staple programs have been revisited and refreshed to meet current public needs. Recent engagement topics include the Lancaster Community Homelessness Plan, the Library Needs Assessment, and the reimagined Lancaster Television (LTV) Channel.

Engage is an opportunity to Connect + Share + Participate + Be Informed!

The City's Government Access Television Channel- Lancaster Television (LTV)

A reimagined Channel 28, with a twist including an all-new look and feel. LTV is where you can watch relevant, engaging shows, created especially for the community by people who live and work in Lancaster. Undeniably, LTV has flipped the script to bring a lot of fresh programming to residents.

The City of Lancaster's government channel looks to engage, educate, and inform the various constituent groups comprising the City, via relevant and topical programming. This quality programming will deliver valuable, reliable, and comprehensive information regarding the many programs and services offered by the City—ensuring that all who live, work, and visit in the City of Lancaster are well informed and engaged.

LTV will be livestreamed via the City's website.



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 commercial endeavors such as health food stores, restaurants and workout facilities.

A \$675,000 planning process is currently underway, with efforts such as a full environmental impact report (EIR), health district and use plan, infrastructure analysis, and market study scheduled for completion by early 2019. This work will play a significant role in priming the vacant acreage throughout the district for fast-track development. Economic Development is working to attract private-sector investment to the area, while Development Services is embarking on the design process for a \$15 million initiative to install the needed infrastructure to maximize connectivity within the district and establish developable sites.



Smart Signals

The Internet of intelligent devices in our lives is growing rapidly. Smart thermostats can adjust room temperatures just before you arrive home. Interactive doorbells inform us of who is on the front porch, day or night. It is only logical that new technology is being employed to better serve those traveling throughout the Antelope Valley, especially our Lancaster residents.

Thanks to a new network of computerized traffic controls currently being deployed across nearly 150 intersections in the City, signals will be able to better communicate with one another and adjust their cycles based on real time traffic patterns. This advanced traffic management system is replacing legacy controllers, which have been in service for years and lack the sophistication of modern computerized systems. The new signals will communicate via high-speed fiber optic cables and coordinate their actions with neighboring signals, even across city boundaries.

An additional benefit of upgrading the traffic system is that 28 miles of fiber optic cable will be added to the City's infrastructure. This high capacity, high-speed communications network will have extra bandwidth, which can be harnessed to support a wide range of other "Smart City" applications, from public safety to community Wi-Fi to the support of communicating with future autonomous vehicles.

The \$4.3 million project was funded in part by a METRO grant designed to better coordinate traffic across northern Los Angeles County. The new network will be operational this summer.

Lancaster Choice Energy

Lancaster Choice Energy (LCE) allows customers to reduce their impact on the environment by offering much of its power from renewable resources. An even better way to save the planet and your budget is by simply using less energy in the first place. This is the goal of LCE's new Energy Efficiency Program recently approved by the California Public Utilities Commission. The three-year plan authorizes more than a million dollars to fund programs to help both residential and small business customers find new ways to lower their energy use and bills. As such, programs like the Energy Advisor Program and Energy Efficiency Program were developed unique to Lancaster residents. The City of Lancaster has set a lofty goal of becoming a true Zero Net city. These new energy efficiency programs will aid us all in achieving our goals sooner, while also helping our consumers save money. LCE is Southern California's first Community Choice Aggregate program to receive approval to offer this free energy efficiency program to customers—our residents.



FINANCIAL SUMMARY

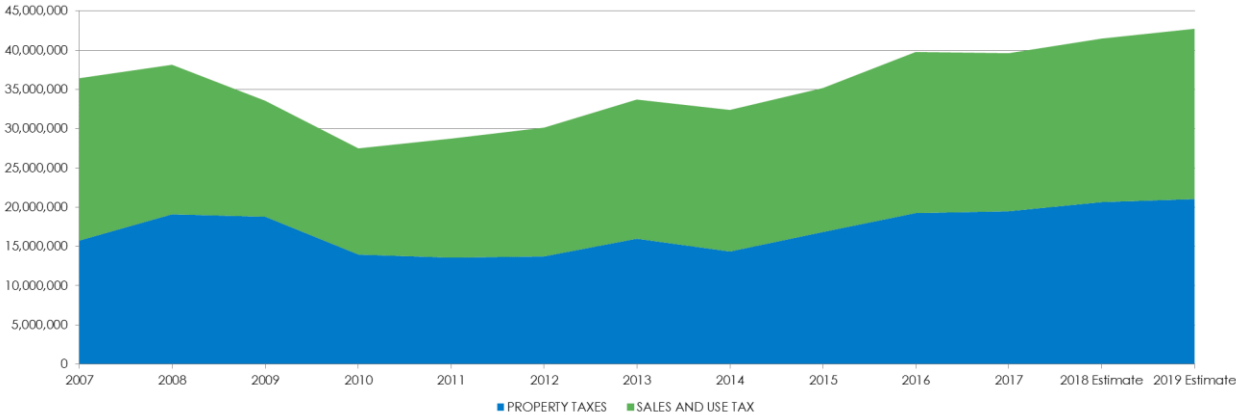
The City budget, proposed at \$188.1 million for Fiscal Year 2019, is summarized below:

By Category	Actuals	Year End	Proposed
	FY 2017	Estimates FY 2018	FY 2019
Personnel	\$ 33,199,813	\$ 33,780,735	\$ 37,975,405
Operations & Maintenance	100,270,380	107,023,357	105,502,574
Capital Outlay	15,960,860	5,343,503	1,219,355
Capital Improvements	10,569,076	108,468,958	43,427,077
SUM	\$ 160,000,129	\$ 254,616,553	\$ 188,124,411

The FY 2019 budget, excluding capital improvements, is within one percent of the FY 2018 year-end estimates. The FY 2018 year-end estimates for capital improvements include funds which will be carried forward to FY 2019 if unspent.

How We Maintain Fiscal Health

Lancaster was hit hard by the sharp economic decline and the resulting long-term recession. The 2019 property and sales tax collections are estimated to be higher than prerecession years.



Lancaster City Council’s firm commitment to fiscal responsibility and long-term financial stability helped to soften the impact of the declines. The City also maintains other reserves for specific purposes, such as equipment replacement and other contingencies, in addition to the general fund reserve.

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.

CAPITAL IMPROVEMENT PROGRAM

The Capital Improvement Program (CIP) amounts to a total of over \$43.4 million to be funded in fiscal year 2019. 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. We are proud of our aggressive, proactive approach in allocating more capital improvement and equipment monies than ever before.

Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	TOTAL
2019	2020	2021	2022	2023	
43,427,077	37,144,335	43,761,547	36,448,018	12,590,000	\$173,370,977

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 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.



CIP Progress...

Some of the major streets re-surfaced were:

- ◆ 60th Street West, Avenue I to Avenue J
 - ◆ Avenue L, 52nd Street West to 55th Street West
 - ◆ Avenue L-8, 55th Street West to 60th street West
 - ◆ 40th Street West, Avenue L to Avenue K
 - ◆ Lancaster Boulevard, Valley Central Way to 10th Street West
 - ◆ 20th Street West, Avenue I to Avenue J-8
 - ◆ Avenue I, 15th Street West to 10th Street West
 - ◆ Auto Mall (Auto Mall Drive, Driver's Way, 12th Street West and Motor Lane)
 - ◆ 10th Street West, Avenue L to Avenue M
 - ◆ Lancaster Boulevard, 30th Street East to 40th Street East
 - ◆ Avenue J-8, Rodin Avenue to 20th Street East
 - ◆ Avenue K, Division Street to Challenger Way
 - ◆ Avenue L, 4th Street East to 30th Street East
 - ◆ 20th Street East, Avenue J to Avenue K
 - ◆ 20th Street East, Avenue K-8 to Avenue L
-

CIP Planned...

Street segments planned in fiscal years **2019** include, but are not limited to:

- 5th Street East, Avenue H-8 to Avenue J
- Avenue I, Challenger to Price Lane
- Avenue I, Price Lane to 32nd Street East
- 15th Street East, Kettering Street to Avenue J
- Lancaster Boulevard Challenger Way to 20th Street East
- 10th Street West, Avenue H to Lancaster Boulevard
- 10th Street West, Lancaster Boulevard to Avenue J
- Avenue J, 10th Street West to Challenger Way
- Neighborhood: Avenue K-4 to K-8, 25th Street West to 30th Street West
- Neighborhood: Norberry to West Avenue J, 12th Street West to 15th Street West

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 \$82 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

Mayor, City Council, and residents I am confident we will enter this new budget cycle and those to come strongly positioned to accomplish amazing things and meet the challenges that lie ahead. Lancaster continues to be recognized for its excellence with innovative, creativity, resourceful programs, and non-beauacratic approach.

I would like to thank the employees of the City of Lancaster for their hard work and ongoing dedication and the City Council for its visionary, inspirational, and effective policy leadership and support as we work together to ensure Lancaster's continued prominence as a municipal leader and desirable place to live, do business, and visit. Working together, we will continue our commitment to ensuring public resources are managed as prudently and wisely as possible.

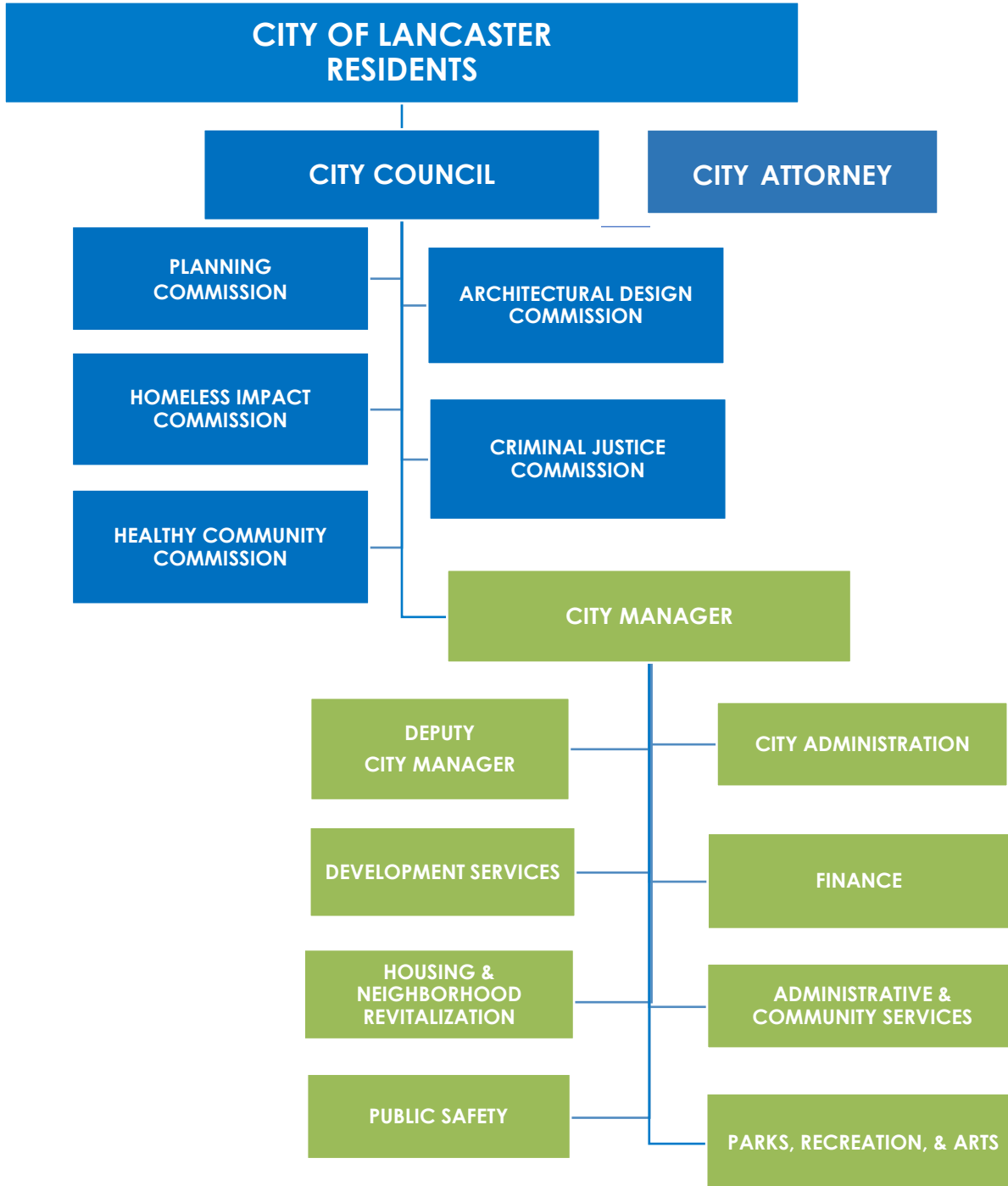
In closing, this budget is the result of the hard work and strategizing by the entire City staff, I want to particularly thank our Finance Director, Pamela Statsmann, for her leadership in managing the City's finances, and Michael Allen, Marisa Diaz, Jessica Haney, and Melissa Varela. Together they produced a comprehensive, high-quality document for the FY 2018-2019 Proposed Budget and Capital Improvement Plan.

The future is promising and we will continue to serve our entire community with deep fervor and great intention.



Mark V. Bozigian
City Manager

ORGANIZATIONAL STRUCTURE



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 January, 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 2018 and prepare their revenue and expenditure projections for FY 2019.

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.

April: The budget team and departments meet to review and discuss their budget submittals. The budget meetings are interactive and informative in making critical policy and funding decisions, as well as strategic and economic decisions for long-term planning.

Subsequent meetings are held to review Capital Outlay, Capital Replacement and Information Technology needs. The purpose of the meetings are to ensure consistency and accuracy for equipment needs, and to develop funding strategies to meet these needs.

By the end of April, rewrites of the department' 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 adopted, it can be modified to fit the changes necessary to run the City smoothly. The City Council adopts the budget; the City Manager has the authority to modify line items within each fund as long as the total appropriation for that fund remains the same. An increase to the total budget appropriation 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.

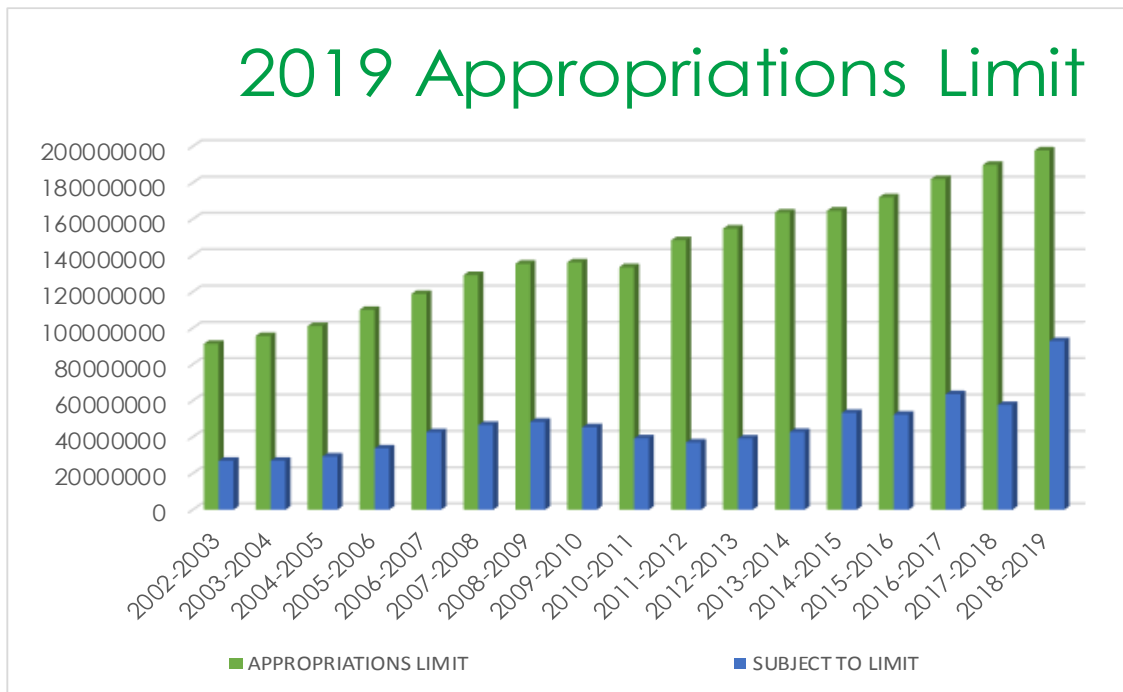
Under the guidelines set forth by Proposition 111, beginning with the FY 1990-91 appropriations limit, a city may choose between two annual adjustment factors. The factors include the growth in the California per capita personal income or the change in the local assessment tax roll due to local nonresidential 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 \$104,919,474 the City remains well below its Appropriations Limit of \$197,793,953 for FY 2018-2019.

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	115,592,797
2013-2014	163,613,543	42,811,559	120,801,984
2014-2015	164,612,436	53,294,778	111,317,658
2015-2016	172,012,494	52,343,991	119,668,503
2016-2017	182,030,983	63,605,300	118,425,683
2017-2018	189,823,789	57,668,840	132,154,949
2018-2019	\$ 197,793,953	\$ 92,874,479	\$ 104,919,474



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 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 currently 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



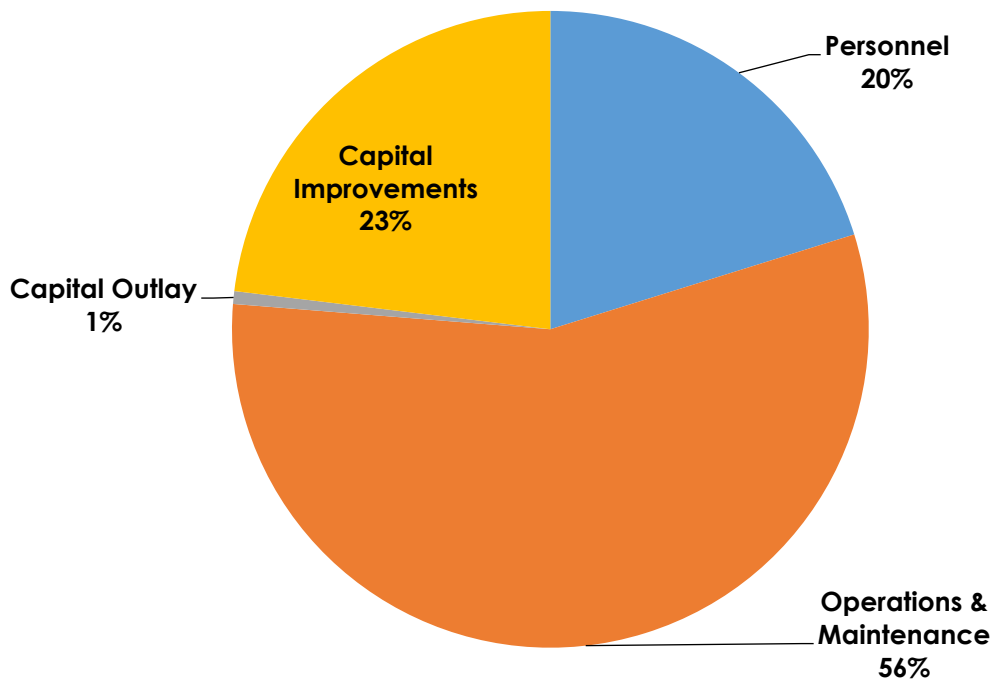
BUDGET OVERVIEW

Citywide Budget Expenditure Summary

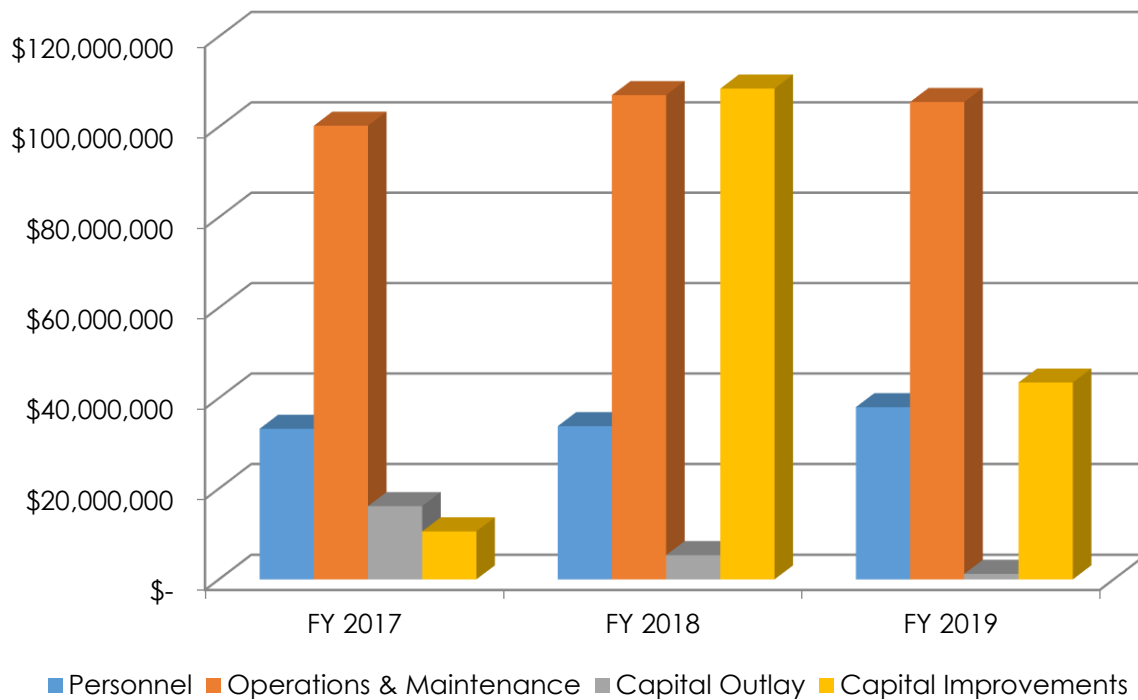
*excludes transfers between funds

By Category	Actuals	Year End	Proposed
	FY 2017	Estimates FY 2018	FY 2019
Personnel	\$ 33,199,813	\$ 33,780,735	\$ 37,975,405
Operations & Maintenance	100,270,380	107,023,357	105,502,574
Capital Outlay	15,960,860	5,343,503	1,219,355
Capital Improvements	10,569,076	108,468,958	43,427,077
SUM	\$ 160,000,129	\$ 254,616,553	\$ 188,124,411

Proposed FY 2019 Expenditures by Category



Expenditure Overview by Category

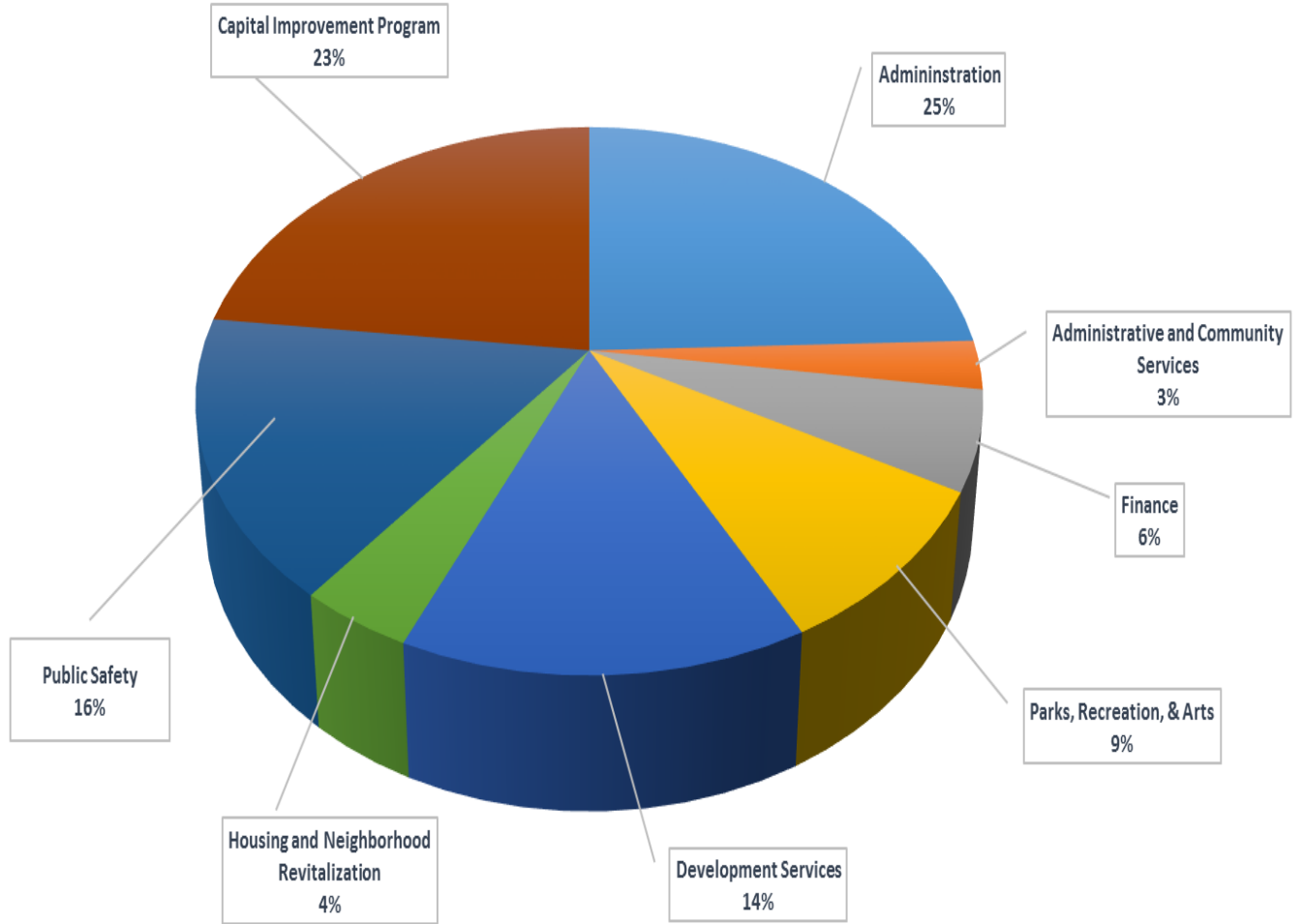


Expenditures by Department/Function

*excludes transfers between funds

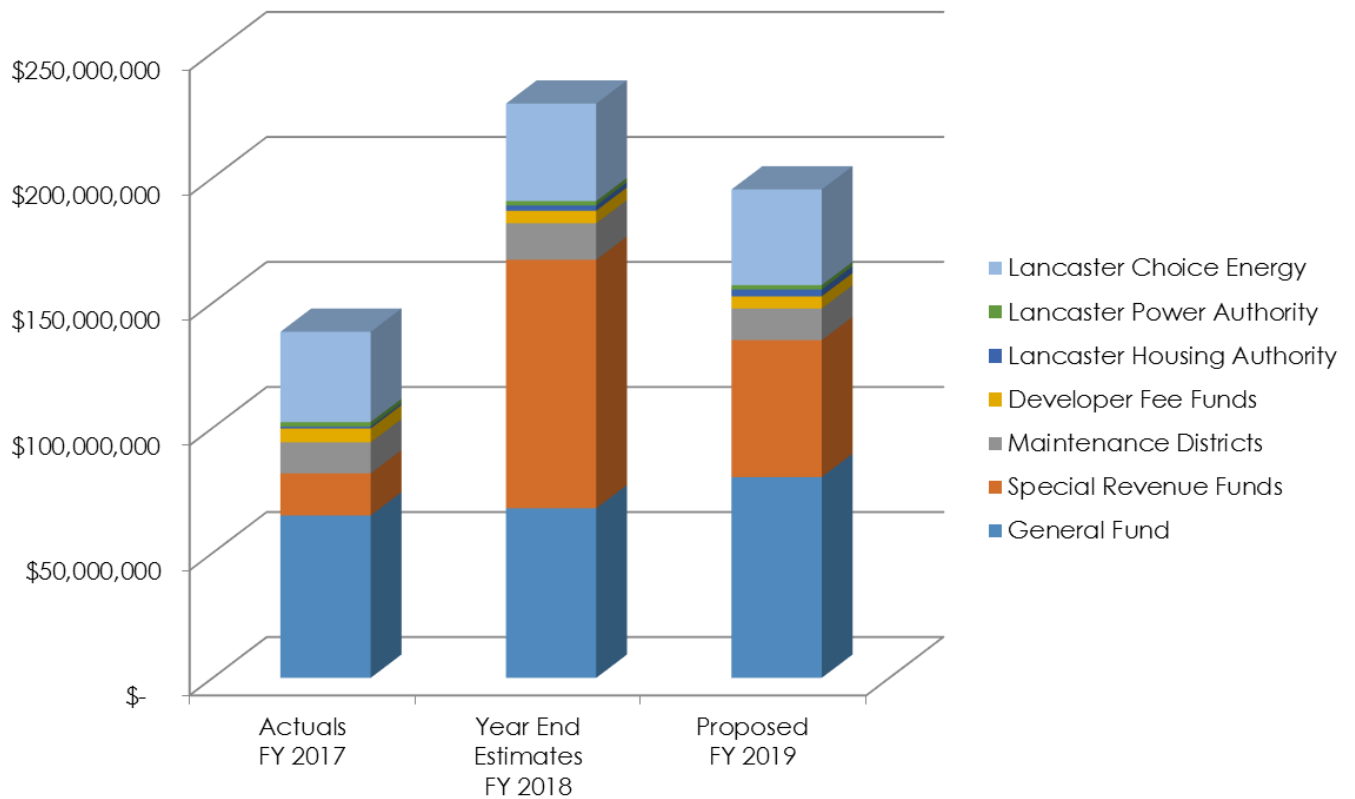
	Actuals		Year End Estimates		Proposed	
	FY 2017		FY 2018		FY 2019	
By Department						
Administration	\$ 45,201,902	\$	50,023,821	\$	45,919,775	
Administrative and Community Services	4,303,955		5,789,600		5,430,458	
Finance	10,758,252		9,993,734		10,953,675	
Parks, Recreation, & Arts	16,409,274		16,752,818		17,485,828	
Development Services	38,758,687		28,022,068		26,553,393	
Housing and Neighborhood Revitalization	5,597,915		5,826,690		7,513,629	
Public Safety	28,401,068		29,738,864		30,840,576	
Capital Improvement Program	10,569,076		108,468,958		43,427,077	
SUM	\$ 160,000,129	\$	254,616,553	\$	188,124,411	

Percentage of Proposed FY 2019 Expenditures by Department



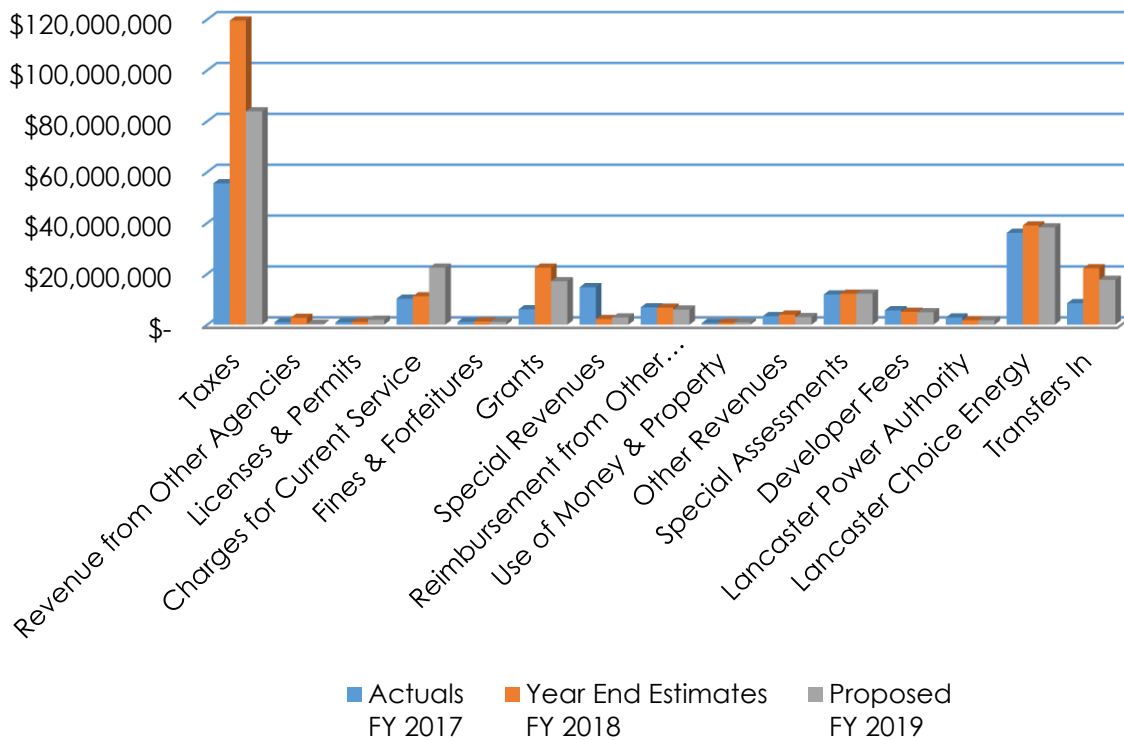
Revenue Overview

FUND TYPE	Actuals FY 2017	Year End Estimates FY 2018	Proposed FY 2019
General Fund (including Reserves and LPAC)	\$ 64,805,602	\$ 67,822,989	\$ 80,317,091
Special Revenue Funds	16,845,020	99,391,701	54,731,160
Maintenance Districts	12,427,101	14,577,426	12,650,900
Developer Fee Funds	5,544,622	5,004,220	4,857,510
Lancaster Housing Authority	776,346	2,120,773	2,762,227
Lancaster Power Authority	1,773,794	1,750,000	1,750,000
Lancaster Choice Energy	36,101,945	38,992,715	38,254,818
	\$ 138,274,430	\$ 229,659,824	\$ 195,323,706



Where the Revenue Comes From

(Includes Operating Transfers)

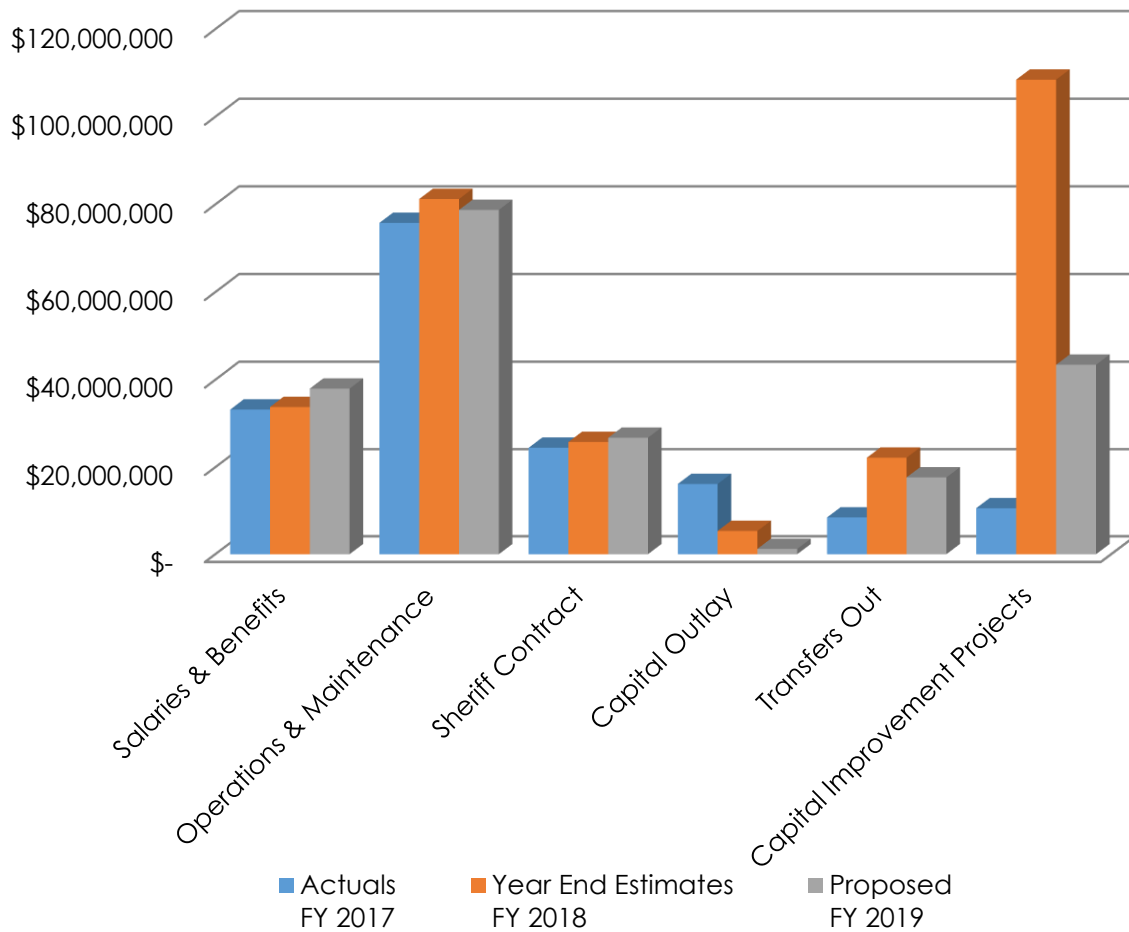


Revenue by Type (Includes Transfers)

	Actuals FY 2017	Year End Estimates FY 2018	Proposed FY 2019
Taxes	\$ 55,568,449	\$ 119,535,828	\$ 83,850,105
Revenue from Other Agencies	411,957	2,685,640	321,120
Licenses & Permits	955,728	1,036,919	1,959,550
Charges for Current Service	10,206,789	11,180,640	22,404,400
Fines & Forfeitures	1,078,477	1,263,480	1,096,500
Grants	4,573,457	22,421,483	17,064,179
Special Revenues	893,307	2,210,773	2,852,227
Reimbursement from Other Funds	6,340,890	6,678,070	5,938,767
Use of Money & Property	881,610	737,005	861,020
Other Revenues	1,960,236	3,973,691	1,867,450
Special Assessments	11,892,235	12,145,160	12,220,160
Developer Fees	5,635,556	5,048,420	4,883,410
Lancaster Power Authority	1,773,794	1,750,000	1,750,000
Lancaster Choice Energy	36,101,945	38,992,715	38,254,818
Transfers In	8,445,750	22,172,020	17,647,650
SUM	\$ 146,720,180	\$ 251,831,844	\$ 212,971,356

Where the Expenditures Go

(Includes Operating Transfers)



Expense by Type (Includes Transfers)	Actuals	Year End Estimates	Proposed
	FY 2017	FY 2018	FY 2019
Salaries & Benefits	33,199,813	33,780,735	37,975,405
Operations & Maintenance	75,808,800	81,234,328	78,740,439
Sheriff Contract	24,461,580	25,789,029	26,762,135
Capital Outlay	15,960,860	5,343,503	1,219,355
Transfers Out	8,445,750	22,172,020	17,647,650
Capital Improvement Projects	10,569,076	108,468,958	43,427,077
SUM	\$ 168,445,879	\$ 276,788,573	\$ 205,772,061



Citywide Three-Year Comparison

(Includes Operating Transfers)

	FY 2017 Actual		FY 2018 Estimated		FY 2019 Proposed	
	Revenues	Expenditures	Revenues	Expenditures	Revenues	Expenditures
General Fund	64,494,096	62,778,129	67,953,100	81,272,906	78,965,861	71,659,978
Capital Replacement Fund	-	468,754	-	632,655	-	387,655
Reserves	2,675,470	4,777,166	14,529,707	4,397,887	11,352,720	10,711,005
Performing Arts Center Fund	1,803,558	1,546,861	1,504,180	1,504,181	1,594,300	1,593,901
Gas Tax Fund	5,221,792	6,403,498	7,119,462	9,910,119	10,349,855	10,348,863
AB 2766 Air Quality Improvement Fund	-	43,817	25,525	176,174	-	-
Proposition 1B - Transportation Fund	-	30,944	-	67,704	-	-
TDA Article 8	50,824	3,387,475	16,666,660	13,462,790	6,310,965	6,097,285
Proposition A Funds	2,945,810	2,963,766	2,925,200	4,972,885	3,101,970	4,569,187
TDA Article 3 Bikeway	1,768	3,091	363,060	272,970	106,970	198,727
Proposition C Funds	2,436,211	2,911,368	2,490,985	7,281,305	2,579,720	3,933,591
Measure R Funds	5,001,003	3,486,529	47,197,671	54,339,032	17,531,705	15,938,639
Measure M	-	-	1,576,025	1,500,000	2,177,890	2,253,915
Traffic Safety Fund	263,593	230,000	257,480	260,000	260,000	260,000
Proposition 42	5,711	288,221	-	412,315	-	-
LA County Reimbursement	299,042	703,003	2,339,755	2,277,295	-	-
MTA Grant - Local	22,446	137,427	4,371,453	4,218,028	1,536,270	1,536,270
MTA Grant - STPL	-	174,492	1,143,705	1,143,705	673,000	673,000
State Grant - OTS	63,609	67,125	23,985	16,988	-	-
State Grant Recycling Beverage	178,360	521,557	309,392	186,717	95,938	78,472
State Grant - Oil Recycling	72,143	61,894	118,644	132,307	-	42,542
Misc. State Grants	-	-	959,957	670,800	5,272,000	5,272,000
Community Development Block Grant	1,166,587	1,273,120	1,778,327	1,726,821	1,776,841	1,776,841
Neighborhood Stabilization Grant	1,200,970	1,077,059	1,220,148	1,004,401	1,450,000	-
Federal TEA	-	-	-	29,263	-	-
EDA Grant	-	-	-	19,494	-	-

Citywide Three-Year Comparison (Continued)

(Includes Operating Transfers)

	FY 2017 Actual		FY 2018 Estimated		FY 2019 Proposed	
	Revenues	Expenditures	Revenues	Expenditures	Revenues	Expenditures
EDI Grant Fund	-	-	-	139,653	-	-
FEMA Grants	-	-	-	276,825	-	-
Lancaster HOME Program	99,254	10,139	97,000	10,000	97,000	10,000
Federal Misc. Grants	422,035	672,524	11,594,834	11,169,793	5,066,036	5,066,036
Reimbursable Grants Fund	-	-	-	25,506	-	-
Still Meadow Sewer Assessment District	11,505	10,000	11,000	10,000	11,000	12,500
Recycled Water Fund	226,961	196,561	200,000	276,996	235,030	235,026
Lancaster Sewer Maintenance Fund	4,322,952	5,765,445	4,337,900	5,187,509	4,307,400	4,256,395
Landscape Maintenance District	1,769,273	1,821,304	1,760,800	2,075,018	1,816,500	2,921,698
Lancaster Lighting District	5,020,155	19,784,864	7,425,726	7,218,805	5,311,000	5,310,753
Lancaster Drainage Maintenance District	1,660,229	1,475,729	1,642,000	1,391,932	1,655,000	1,795,293
Parks Development - Dwelling Unit Fee	84,938	31,014	100,000	640,376	100,000	200,000
Signals - Developer Fee	497,236	488,164	282,500	3,744,599	250,000	548,106
Drainage - Developer Fee	1,093,394	154,933	650,000	2,861,810	670,000	218,311
Biological Impact Fee	538,226	2,176,723	1,323,185	1,840,802	450,000	45,000
Urban Structure Program - Parks	286,342	225,792	350,000	1,072,843	285,000	100,000
Urban Structure Program - Admin	20,362	34,000	11,000	34,555	14,000	-
Urban Structure Program - Yard	20,413	-	11,000	145,000	15,000	-
Traffic Impact Fees Fund	640,245	180,125	350,000	2,252,675	300,000	1,295,794
Engineering Fees Fund	3,030,039	3,039,781	3,946,990	3,946,989	4,485,340	4,485,340
Community Services Foundation	-	-	-	20,000	-	-
Lancaster Housing Authority	777,625	1,830,212	2,120,773	2,017,094	2,762,227	4,082,093
Lancaster Power Authority	1,773,794	2,089,941	1,750,000	1,574,886	1,750,000	1,428,757
Lancaster Choice Energy	36,101,945	35,116,688	38,992,715	36,966,165	38,254,818	36,429,088
Total All Funds	\$ 146,720,180	\$ 168,445,877	\$ 251,831,844	\$ 276,788,573	\$ 212,971,356	\$ 205,772,061





FUND BALANCE STATEMENTS

Statement of Fund Balance 2017-2018 Year-End Estimate

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	19,610,030	66,900,069	86,510,099	65,319,354	141,500	15,812,052	1,053,031	6,290,224
104	Capital Replacement Fund	2,424,110	-	2,424,110	332,655	300,000	-	-	1,791,455
109	Reserves	1,140,207	-	1,140,207	4,397,887	-	-	14,529,707	11,272,027
402	Performing Arts Center Fund	(596,366)	922,920	326,554	1,504,181	-	-	581,260	(596,367)
Total General Funds		\$ 22,577,982	\$ 67,822,989	\$ 90,400,971	\$ 71,554,077	\$ 441,500	\$ 15,812,052	\$ 16,163,998	\$ 18,757,340
Special Revenue Funds									
203	Gas Tax Fund	2,790,766	4,319,462	7,110,228	6,741,448	2,964,806	203,865	2,800,000	109
204	AB 2766 - Air Quality Imp Fund	173,800	25,525	199,325	50,115	126,059	-	-	23,151
205	Proposition 1B Transportation Funds	248,156	-	248,156	-	67,704	-	-	180,452
206	TDA Article 8	(2,999,998)	16,507,513	13,507,515	-	9,601,090	3,861,700	159,147	203,872
207	Proposition A Fund	3,514,902	2,925,200	6,440,102	3,182,031	1,771,854	19,000	-	1,467,217
208	TDA Article 3 Bikeway	1,668	363,060	364,728	-	272,970	-	-	91,758
209	Proposition C Fund	6,144,192	2,490,985	8,635,177	59,313	7,221,992	-	-	1,353,872
210	Measure R Local Return Funds	5,636,584	47,168,408	52,804,992	-	54,339,032	-	29,263	(1,504,777)
211	Measure M	-	1,576,025	1,576,025	-	1,500,000	-	-	76,025
248	Traffic Safety Fund	2,520	257,480	260,000	-	-	260,000	-	0
252	Proposition 42	492,161	-	492,161	-	412,315	-	-	79,846
261	LA County Reimbursement	(128,956)	2,339,755	2,210,799	70,000	1,542,110	665,185	-	(66,496)
321	MTA Grant - Local	(130,482)	4,371,453	4,240,971	-	4,218,028	-	-	22,943
323	MTA Grant - STPL	0	1,143,705	1,143,705	-	1,143,705	-	-	0
324	State Grant - OTS	(1,631)	23,985	22,354	16,988	-	-	-	5,366
330	State Grant Recycling	66,225	309,392	375,617	186,717	-	-	-	188,900
331	State Grant - Oil Recycling	(133)	118,644	118,511	132,307	-	-	-	(13,796)
349	Misc. State Grants	(293,355)	670,800	377,445	225,000	445,800	-	289,157	(4,198)
361	CDBG	(97,442)	1,778,327	1,680,885	1,726,821	-	-	-	(45,936)
363	Neighborhood Stabilization Grant	1,243,833	1,220,148	2,463,981	1,004,401	-	-	-	1,459,580
371	Federal TEA	29,264	-	29,264	-	-	29,263	-	1
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	-	(0)
391	Lancaster HOME Program	694,558	97,000	791,558	10,000	-	-	-	781,558
399	Federal Misc. Grants	(102,225)	11,594,834	11,492,609	111,551	11,058,242	-	-	322,816
409	Reimbursable Grants Fund	25,506	-	25,506	-	-	25,506	-	(0)

Statement of Fund Balance 2017-2018 Estimated

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
456	Still Meadow Sewer Assmt Dist	1,508	11,000	12,508	-	-	10,000	-	2,508
485	Recycled Water Fund	(168,987)	90,000	(78,987)	276,996	-	-	110,000	(245,983)
Total Special Revenue Funds		\$ 17,578,407	\$ 99,402,701	\$ 116,981,108	\$ 13,793,688	\$ 96,685,707	\$ 5,510,491	\$ 3,387,567	\$ 4,378,789
Maintenance District Funds									
480	Lancaster Sewer Maint.	4,522,459	4,337,900	8,860,359	4,321,618	596,716	269,175	-	3,672,850
482	Landscape Maint. District	2,541,285	1,760,800	4,302,085	1,885,110	164,968	24,940	-	2,227,067
483	Lancaster Lighting District	(134,173)	6,825,726	6,691,553	7,153,800	-	65,005	600,000	72,748
484	Lancaster Drainage Maint. District	1,515,273	1,642,000	3,157,273	1,335,952	-	55,980	-	1,765,341
Total Maintenance Districts		\$ 8,444,843	\$ 14,566,426	\$ 23,011,269	\$ 14,696,480	\$ 761,684	\$ 415,100	\$ 600,000	\$ 7,738,005
Developer Fee Funds									
213	Parks Development Fund	836,811	100,000	936,811	40,000	600,376	-	-	296,435
217	Signals - Developer Fee	3,760,205	282,500	4,042,705	-	3,744,599	-	-	298,106
220	Drainage - Developer Fee Fund	4,479,396	650,000	5,129,396	248,538	2,613,272	-	-	2,267,586
224	Biological Impact Fee	656,289	658,000	1,314,289	1,714,500	126,302	-	665,185	138,672
226	USP - Operations	2,570	-	2,570	-	-	-	-	2,570
227	USP - Parks	1,289,045	350,000	1,639,045	-	1,072,843	-	-	566,202
228	USP - Administration	35,709	11,000	46,709	29,555	5,000	-	-	12,154
229	USP - Yard	136,953	11,000	147,953	-	145,000	-	-	2,953
230	Mariposa Lily Impact Fee	62,733	-	62,733	-	-	-	-	62,733
232	Traffic Impact Fees Fund	2,898,469	350,000	3,248,469	-	2,252,675	-	-	995,794
251	Engineering Fees Fund	(145,559)	2,591,720	2,446,161	3,801,769	-	145,220	1,355,270	(145,558)
Total Developer Fee Funds		\$ 14,012,618	\$ 5,004,220	\$ 19,016,838	\$ 5,834,362	\$ 10,560,067	\$ 145,220	\$ 2,020,455	\$ 4,497,644
Lancaster Community Services Foundation									
106	Community Services Foundation	101,775	-	101,775	-	20,000	-	-	81,775
Total Lancaster Community Services Foundati		\$ 101,775	\$ -	\$ 101,775	\$ -	\$ 20,000	\$ -	\$ -	\$ 81,775
Lancaster Housing Authority Funds									
301	Lancaster Housing Authority Ops.	3,429,819	-	3,429,819	681,610	-	289,157	-	2,459,052
306	Housing Successor	4,968,858	2,120,773	7,089,631	1,046,327	-	-	-	6,043,304
Total Housing Authority Funds		\$ 8,398,677	\$ 2,120,773	\$ 10,519,450	\$ 1,727,937	\$ -	\$ 289,157	\$ -	\$ 8,502,356
Enterprise Funds									
486	Lancaster Power Authority	945,560	1,750,000	2,695,560	1,574,886	-	-	-	1,120,674
490	Lancaster Choice Energy	1,345,695	38,992,715	40,338,410	36,966,165	-	-	-	3,372,245
Total Enterprise Funds		\$ 2,291,255	\$ 40,742,715	\$ 43,033,970	\$ 38,541,051	\$ -	\$ -	\$ -	\$ 4,492,919
TOTAL FUNDS		\$ 73,405,557	\$ 229,659,824	\$ 303,065,381	\$ 146,147,595	\$ 108,468,958	\$ 22,172,020	\$ 22,172,020	\$ 48,448,828

Statement of Fund Balance 2018-2019 Proposed

Fund No.	Fund	July 1, 2018 Beginning Balance	Revenue	Total Resources Available	Operating Expenditures	Capital Projects	Operating Transfers Out	Operating Transfers In	June 30, 2019 Proj. Ending Balance
General Funds									
101	General Fund	6,290,224	71,697,791	77,988,015	66,587,713	-	5,072,265	7,268,070	13,596,107
104	Capital Replacement Fund	1,791,455	-	1,791,455	387,655	-	-	-	1,403,800
109	Reserves	11,272,027	7,500,000	18,772,027	4,332,720	-	6,378,285	3,852,720	11,913,742
402	Performing Arts Center Fund	(596,367)	1,119,300	522,933	1,593,901	-	-	475,000	(595,968)
Total General Funds		\$ 18,757,340	\$ 80,317,091	\$ 99,074,431	\$ 72,901,989	\$ -	\$ 11,450,550	\$ 11,595,790	\$ 26,317,682
Special Revenue Funds									
203	Gas Tax Fund	109	6,604,855	6,604,964	7,276,813	2,800,180	271,870	3,745,000	1,101
204	AB 2766 - Air Quality Imp Fund	23,151	-	23,151	-	-	-	-	23,151
205	Proposition 1B Transportation Funds	180,452	-	180,452	-	-	-	-	180,452
206	TDA Article 8	203,872	6,310,965	6,514,837	-	1,305,000	4,792,285	-	417,552
207	Proposition A Fund	1,467,217	3,101,970	4,569,187	3,188,679	1,360,508	20,000	-	0
208	TDA Article 3 Bikeway	91,758	106,970	198,728	-	198,727	-	-	1
209	Proposition C Fund	1,353,872	2,579,720	3,933,592	118,000	3,815,591	-	-	1
210	Measure R Local Return Funds	(1,504,777)	17,531,705	16,026,928	-	15,938,639	-	-	88,289
211	Measure M	76,025	2,177,890	2,253,915	200,000	2,053,915	-	-	-
248	Traffic Safety Fund	0	260,000	260,000	-	-	260,000	-	0
252	Proposition 42	79,846	-	79,846	-	-	-	-	79,846
261	LA County Reimbursement	(66,496)	-	(66,496)	-	-	-	-	(66,496)
321	MTA Grant - Local	22,943	1,536,270	1,559,213	-	1,536,270	-	-	22,943
323	MTA Grant - STPL	0	673,000	673,000	-	673,000	-	-	0
324	State Grant - OTS	5,366	-	5,366	-	-	-	-	5,366
330	State Grant Recycling	188,900	95,938	284,838	78,472	-	-	-	206,366
331	State Grant - Oil Recycling	(13,796)	-	(13,796)	42,542	-	-	-	(56,338)
349	Misc. State Grants	(4,198)	5,272,000	5,267,802	-	5,272,000	-	-	(4,198)
361	CDBG	(45,936)	1,776,841	1,730,905	1,776,841	-	-	-	(45,936)
363	Neighborhood Stabilization Grant	1,459,580	1,450,000	2,909,580	-	-	-	-	2,909,580
391	Lancaster HOME Program	781,558	97,000	878,558	10,000	-	-	-	868,558
399	Federal Misc. Grants	322,816	5,066,036	5,388,852	-	5,066,036	-	-	322,816
409	Reimbursable Grants Fund	(0)	-	(0)	-	-	-	-	(0)
456	Still Meadow Sewer Assmt Dist	2,508	11,000	13,508	-	-	12,500	-	1,008
485	Recycled Water Fund	(245,983)	90,000	(155,983)	229,416	-	5,610	145,030	(245,979)
Total Special Revenue Funds		\$ 4,378,789	\$ 54,742,160	\$ 59,120,949	\$ 12,920,763	\$ 40,019,866	\$ 5,362,265	\$ 3,890,030	\$ 4,708,085

Statement of Fund Balance 2018-2019 Proposed

Fund No.	Fund	July 1, 2018 Beginning Balance	Revenue	Total Resources Available	Operating Expenditures	Capital Projects	Operating Transfers Out	Operating Transfers In	June 30, 2019 Proj. Ending Balance
Maintenance District Funds									
480	Lancaster Sewer Maint.	3,672,850	4,307,400	7,980,250	4,007,310	-	249,085	-	3,723,855
482	Landscape Maint. District	2,227,067	1,816,500	4,043,567	1,899,278	1,000,000	22,420	-	1,121,869
483	Lancaster Lighting District	72,748	4,861,000	4,933,748	5,204,253	-	106,500	450,000	72,995
484	Lancaster Drainage Maint. District	1,765,341	1,655,000	3,420,341	1,750,453	-	44,840	-	1,625,048
Total Maintenance District Funds		\$ 7,738,006	\$ 12,639,900	\$ 20,377,906	\$ 12,861,294	\$ 1,000,000	\$ 422,845	\$ 450,000	\$ 6,543,767
Developer Fee Funds									
213	Parks Development Fund	296,435	100,000	396,435	-	200,000	-	-	196,435
217	Signals - Developer Fee	298,106	250,000	548,106	-	548,106	-	-	0
220	Drainage - Developer Fee Fund	2,267,586	670,000	2,937,586	-	218,311	-	-	2,719,275
224	Biological Impact Fee	138,672	450,000	588,672	-	45,000	-	-	543,672
226	USP - Operations	2,570	-	2,570	-	-	-	-	2,570
227	USP - Parks	566,202	285,000	851,202	-	100,000	-	-	751,202
228	USP - Administration	12,154	14,000	26,154	-	-	-	-	26,154
229	USP - Yard	2,953	15,000	17,953	-	-	-	-	17,953
230	Mariposa Lily Impact Fee	62,733	-	62,733	-	-	-	-	62,733
232	Traffic Impact Fees Fund	995,794	300,000	1,295,794	-	1,295,794	-	-	(0)
251	Engineering Fees Fund	(145,558)	2,773,510	2,627,952	4,238,700	-	246,640	1,711,830	(145,558)
Total Developer Fee Funds		\$ 4,497,644	\$ 4,857,510	\$ 9,355,154	\$ 4,238,700	\$ 2,407,211	\$ 246,640	\$ 1,711,830	\$ 4,174,433
Lancaster Community Services Foundation									
106	Community Services Foundation	81,775	-	81,775	-	-	-	-	81,775
Total Lancaster Community Services Four		\$ 81,775	\$ -	\$ 81,775	\$ -	\$ -	\$ -	\$ -	\$ 81,775
Lancaster Housing Authority Funds									
301	Lancaster Housing Authority Ops.	2,459,052	-	2,459,052	720,921	-	-	-	1,738,131
306	Housing Successor	6,043,304	2,762,227	8,805,531	3,274,292	-	86,880	-	5,444,359
Total Housing Authority Funds		\$ 8,502,356	\$ 2,762,227	\$ 11,264,583	\$ 3,995,213	\$ -	\$ 86,880	\$ -	\$ 7,182,490
Enterprise Funds									
486	Lancaster Power Authority	1,120,674	1,750,000	2,870,674	1,425,957	-	2,800	-	1,441,917
490	Lancaster Choice Energy	3,372,245	38,254,818	41,627,063	36,353,418	-	75,670	-	5,197,975
Total Enterprise Funds		\$ 4,492,919	\$ 40,004,818	\$ 44,497,737	\$ 37,779,375	\$ -	\$ 78,470	\$ -	\$ 6,639,892
TOTAL FUNDS		\$ 48,448,828	\$ 195,323,706	\$ 243,772,534	\$ 144,697,334	\$ 43,427,077	\$ 17,647,650	\$ 17,647,650	\$ 55,648,123



REVENUE

Citywide Revenue Detail

Fund	Acct #	Description	Actuals FY 2017	Year End Estimates FY 2018	Proposed FY 2019
GENERAL FUND					
TAXES					
101	3100100	PROPERTY TAXES	\$6,205,335	\$6,771,000	\$6,906,420
101	3100101	PROPERTY TAXES - IN LIEU OF VLF	13,263,591	13,862,855	14,140,115
		TOTAL PROPERTY TAX	\$ 19,468,926	\$ 20,633,855	\$ 21,046,535
101	3101100	SALES & USE TAX	\$20,186,983	\$20,820,355	\$21,701,730
		TOTAL SALES & USE TAX	\$ 20,186,983	\$ 20,820,355	\$ 21,701,730
101	3103100	TRANSIENT OCCUPANCY TAX	\$2,064,522	\$2,145,625	\$2,145,625
101	3105100	REAL PROPERTY TRANSFER TAX	549,141	650,000	600,000
		TOTAL OTHER TAXES	\$ 2,613,663	\$ 2,795,625	\$ 2,745,625
REVENUE FROM OTHER AGENCIES					
101	3303100	VEHICLE IN-LIEU FEE	\$70,376	\$83,075	\$83,000
101	3305100	STATE MANDATED COST REIMBURSEMENT	98,814	139,165	140,000
101	3614100	OTHER AGENCY FEE ADMIN	97,335	98,120	98,120
		TOTAL REVENUE FROM OTHER AGENCIES	\$ 266,525	\$ 320,360	\$ 321,120
LICENSES & PERMITS					
101	3102200	BUSINESS LICENSE FEES	\$471,158	\$491,250	\$505,100
101	3102250	BUSINESS LICENSE PROCESS FEES	237,527	218,300	218,300
101	3102251	TOBACCO LICENSE PROCESSING	2,755	2,700	2,700
101	3102300	BUSINESS LICENSE PENALTY FEES	34,003	32,000	32,000
101	3102400	RENTAL HOUSING BUSINESS LIC	92,235	118,250	118,000
101	3102500	RENTAL HOUSING BUS LIC PENALTY	4,920	4,000	6,000
101	3102600	TAXI & TOW LICENSE FEES	9,650	6,460	9,500
101	3102700	TAXI & TOW LICENSE PENALTY	113	-	350
101	3102800	LICENSE APPEALS	3,240	4,700	2,500
101	3102900	SB1186 DISABILITY ACCESS FEE	6,970	16,555	17,000
101	3201240	FILM PERMIT FEES	3,600	5,000	5,000
101	3201420	MEDICAL CANNABIS	46,700	93,820	-
101	3420110	MEDICAL CANNABIS - TENANT LICENSE FEE	-	-	3,732
101	3420120	MEDICAL CANNABIS - EMPLOYEE LICENSE FEE	-	-	6,795
101	3420170	MEDICAL CANNABIS - SECURITY DEPOSIT	-	-	60,000
101	3420130	MEDICAL CANNABIS - SITE REGULATION FEE	-	-	206,661
101	3420140	MEDICAL CANNABIS - CULTIVATION SURCHARGE	-	-	684,885
101	3420150	MEDICAL CANNABIS - MANUFACTURING SURCHARG	-	-	37,927
101	3411100	MHP - PERMIT/LOT/INSPECTION	42,857	43,884	43,100
		TOTAL LICENSES & PERMITS	\$ 955,728	\$ 1,036,919	\$ 1,959,550
CHARGES FOR CURRENT SERVICE					
101	3102100	FRANCHISE FEES	\$2,926,257	\$2,940,470	\$3,002,575
101	3102110	PEG FEES	65,255	330,200	265,450
101	3102150	CONTRACT FEES - AB939	1,817,961	2,828,800	6,452,560
101	3102401	RENTAL HOUSING INSPECTIONS	171,284	145,000	145,000
101	3102402	MOBILE HOME INSPECTIONS	7,644	6,000	6,000
101	3203100	PLANNING & ZONING FEES	414,725	400,000	400,000
101	3208100	PLANNING - LANDSCAPE	15,659	12,000	12,000

Fund	Acct #	Description	Actuals FY 2017	Year End Estimates FY 2018	Proposed FY 2019
101	3209100	PLANNING BUILDING PLAN REVIEW	20,778	14,000	14,500
101	3210100	PLANNING - GENERAL PLAN UPDATE	23,023	32,000	32,000
101	3310500	FALSE ALARM FEES	100	500	500
101	3584100	PW REIMBURSED SERVICES	11,472	6,000	7,000
101	3588100	PW STRONG MOTION SEISMIC	1,031	700	700
101	3605100	PASSPORT EXECUTION FEE	56,270	50,300	54,000
101	3605200	PASSPORT PHOTO FEE	11,632	9,500	10,000
101	3608100	PUBLIC WORKS SERVICES	23,029	20,000	20,000
TOTAL CHARGES FOR CURRENT SERVICE			\$ 5,566,120	\$ 6,795,470	\$ 10,422,285

FINES & FORFEITURES

101	3309100	PUBLIC SAFETY-ADMIN CIT	\$1,747	\$1,000	\$1,000
101	3310200	PARKING VIOLATION FINES	621,461	650,000	650,000
101	3310300	IMPOUND FEES	56,080	50,000	50,000
101	3310400	CODE ENFORCEMENT FINES	135,596	300,000	130,000
101	3310410	CODE ENF-CRT ORDERED	-	5,000	1,500
101	3310600	YOUTH COURT FEES	-	-	4,000
TOTAL FINES & FORFEITURES			\$ 814,884	\$ 1,006,000	\$ 836,500

GRANTS

101	3308100	C.O.P.S. REVENUE	\$318,139	\$285,000	\$285,000
101	3409100	MEASURE A OPERATIONS	661,124	123,175	127,074
101	3409200	AFTER SCHOOL GRANT	643,632	685,020	685,020
TOTAL GRANTS			\$ 1,622,895	\$ 1,093,195	\$ 1,097,094

PARKS, RECREATION & ARTS REVENUE

101	3401100	RECREATION FEES	\$370,755	\$376,000	\$345,000
101	3401150	DAY CAMP	122,410	125,000	121,500
101	3401199	RECREATION SPONSORSHIPS	442,634	325,000	325,000
101	3401200	OUTLOOK MARKETING SPONSORSHIP	124,000	130,000	130,000
101	3401250	BATTING FACILITY FEES	92,778	90,000	103,000
101	3401300	ATHLETIC FEES	238,485	235,000	245,000
101	3401310	TOURNAMENT PROMOTIONS	26,566	30,000	30,000
101	3401320	TOURNAMENT FEES	13,583	15,000	5,000
101	3401330	TOURNAMENT GATE REVENUE	161,476	180,000	175,000
101	3401340	SOCCER GATE REVENUE	145,567	150,000	143,000
101	3401400	POOL FEES	93,698	96,000	108,000
101	3401500	SPECIAL CLASSES	170,827	175,000	180,000
101	3401600	MUSEUM AND ARTS	9,497	10,000	14,000
101	3401805	MOAH - FACILITY RENTAL	73,615	60,000	60,000
101	3401815	MOAH - CLEANING FEES	5,175	5,000	5,000
101	3401900	POPPY FESTIVAL REVENUE	328,884	305,000	305,000
101	3402100	CONCESSION/LEASE FEES	318,410	348,000	307,000
101	3402101	SOCCER CONCESSION	8,160	9,000	11,000
101	3402102	SOFTBALL CONCESSION	15,779	25,000	50,000
101	3402200	INDOOR FACILITY RENTAL FEES	20,150	20,000	25,000
101	3402300	OUTDOOR FACILITY RENTAL FEES	18,459	3,000	5,000
101	3402350	FACILITY RENTAL STAFF	20,430	21,000	14,000
101	3402400	INSURANCE FOR FACILITY RENTALS	2,836	2,300	3,000
101	3402701	RECREATION EVENT REVENUE	15,262	15,000	20,000

Fund	Acct #	Description	Actuals FY 2017	Year End Estimates FY 2018	Proposed FY 2019
101	3402751	SPECIAL EVENT REVENUE	187,675	170,000	175,000
101	3402900	STADIUM RENTAL FEES	6,043	12,000	-
101	3402950	STADIUM RENTAL STAFF	3,787	4,000	-
101	3402960	STADIUM UTILITY FEES	168,171	180,000	130,000
101	3405103	CEDAR STREET MONTHLY	37,137	29,385	45,000
101	3406100	STADIUM LEASE REVENUES	80,750	41,815	41,815
101	3406110	STADIUM MAINT. REVENUE	75,000	100,000	100,000
101	3450100	OTHER PARKS REVENUES	33,688	47,250	37,000
TOTAL PARKS, RECREATION & ARTS			\$ 3,431,687	\$ 3,334,750	\$ 3,258,315

OTHER REVENUES

101	3601100	MISCELLANEOUS REVENUES	\$104,268	\$45,000	\$35,000
101	3403100	PUBLICATIONS & COPIES	3,388	2,500	2,500
101	3601120	WASTE MGMT COMMUNITY PROGRAMS	-	35,000	35,000
101	3606100	SALE OF SURPLUS PROPERTY	406	500	1,000
101	3610400	NOTE PAYMENTS-SPICE UP LANCASTER	15,999	5,500	-
101	3615150	BID/TBID STAFFING	99,750	114,200	108,750
101	3615151	MOAH STAFFING REIMBURSEMENT	-	21,000	50,000
101	3616200	E WASTE RECYCLING	69,249	30,000	50,000
101	3650101	OTHER FINANCING SOURCES	997,500	997,500	997,500
101	3703160	SA ADMIN EXP REIMB TO CITY	368,837	268,000	270,000
101	3703490	LCE - LOAN REPMT/MISC REMB	-	168,765	-
TOTAL OTHER REVENUES			\$ 1,659,397	\$ 1,687,965	\$ 1,549,750

REIMBURSEMENT FROM OTHER FUNDS

101	3705100	OVERHEAD - LANDSCAPE MAINTENANCE	\$246,830	\$251,765	\$255,944
101	3705110	OVERHEAD - DRAINAGE MAINTENANCE	445,475	454,385	461,932
101	3705130	OVERHEAD - LANC LIGHTING MAINT	357,025	364,165	370,225
101	3705140	OVERHEAD - RECYCLED WATER	57,230	58,375	60,533
101	3705207	OVERHEAD - PROP A	37,175	37,915	54,981
101	3705301	OVERHEAD - HOUSING AUTHORITY	13,995	13,995	720,921
101	3705306	OVERHEAD - HOUSING SUCCESSOR AGENCY	667,615	667,615	-
101	3705480	OVERHEAD - SEWER MAINTENANCE	1,143,355	1,166,220	1,185,598
101	3706110	OVERHEAD - SUBDIVISION ENGINEERING	698,200	712,165	723,988
101	3706203	OVERHEAD - STREET MAINTENANCE	1,373,990	1,401,470	1,304,645
101	3706486	OVERHEAD - POWER AUTHORITY	50,000	50,000	50,000
101	3706490	OVERHEAD - LANC CHOICE ENERGY REIMB	1,250,000	1,500,000	750,000
TOTAL REIMBURSEMENT FROM OTHER FUNDS			\$ 6,340,890	\$ 6,678,070	\$ 5,938,767

USE OF MONEY & PROPERTY

101	3501100	INTEREST INCOME	\$412,325	\$344,405	\$400,000
101	3610200	FORMER ED LAND RENTAL INCOME	240,603	194,100	248,520
101	3620300	INCUBATOR RENT INCOME	157,793	147,000	160,000
101	3621300	PW SHARED INFRASTRUCTURE	12,000	12,000	12,000
TOTAL USE OF MONEY & PROPERTY			\$ 822,721	\$ 697,505	\$ 820,520

TOTAL GENERAL FUND			\$ 63,750,419	\$ 66,900,069	\$ 71,697,791
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Fund	Acct #	Description	Actuals FY 2017	Year End Estimates FY 2018	Proposed FY 2019
RESERVES FUND					
109	3102100	CONTRACT EXTENSION MODIFICATION FEE	\$0	\$0	\$7,500,000
TOTAL RESERVES FUND			-	-	7,500,000
GAS TAX FUND					
203	3108100	GAS TAX - 2103	\$396,389	\$628,430	\$1,209,945
203	3109100	GAS TAX - 2105	884,732	914,275	908,615
203	3110100	GAS TAX - 2106	523,651	534,785	531,435
203	3112100	GAS TAX - 2107	1,167,444	1,127,320	1,127,320
203	3112200	HIGHWAY USERS TAX DEFERRAL - 2036 (SB1)	-	1,079,492	2,800,180
203	3113100	GAS TAX - 2107.5	10,000	10,000	10,000
203	3601100	IFD 93-2 ASSESSMENTS	9,159	9,160	9,160
203	3603100	OTHER REIMBURSEMENTS	1,547	16,000	8,200
TOTAL GAS TAX FUND			\$2,992,922	\$4,319,462	\$6,604,855
AB2766 AIR QUALITY IMPROVEMENT FUND					
204	3301100	AB2766 - AIR QUALITY IMPROVEMENT	\$0	\$25,525	\$0
TOTAL AB2766 AIR QUALITY IMPROVEMENT FUND			\$0	\$25,525	\$0
TDA ARTICLE 8 FUND					
206	3312100	TDA ARTICLE 8	\$0	\$16,507,513	\$6,310,965
TOTAL TDA ARTICLE 8 FUND			\$0	\$16,507,513	\$6,310,965
PROPOSITION A FUND					
207	3314100	PROP A 1/2% TAX	\$2,933,883	\$2,913,200	\$3,088,970
207	3501100	INTEREST	11,927	12,000	13,000
TOTAL PROPOSITION A FUND			\$ 2,945,810	\$ 2,925,200	\$ 3,101,970
TDA ARTICLE 3 BIKEWAY FUND					
208	3313100	TDA ARTICLE 3 BIKEWAY	\$1,768	\$363,060	\$106,970
TOTAL TDA ARTICLE 3 BIKEWAY FUND			\$ 1,768	\$ 363,060	\$ 106,970
PROPOSITION C FUND					
209	3315100	PROP C 1/2% TAX	\$2,400,022	\$2,473,485	\$2,562,220
209	3501100	INTEREST INCOME	28,688	17,500	17,500
TOTAL PROPOSITION C FUND			\$ 2,428,710	\$ 2,490,985	\$ 2,579,720
MEASURE R FUNDS					
210	3315100	MEASURE R TAX	\$1,825,625	\$1,805,920	\$1,921,705
210	3320100	MEASURE R-HIGHWAY EQUITY	3,155,363	45,352,488	15,600,000
210	3501100	INTEREST INCOME	18,274	10,000	10,000
TOTAL MEASURE R FUNDS			\$ 4,999,262	\$ 47,168,408	\$ 17,531,705
MEASURE M FUNDS					
211	3315100	MEASURE M FUNDS	\$0	\$1,576,025	\$2,177,890
TOTAL MEASURE M FUNDS			\$0	\$1,576,025	\$2,177,890
PARK DWELLING UNIT FEE FUND					
213	3208100	DWELLING UNIT FEES	\$84,938	\$100,000	\$100,000
TOTAL PARK DWELLING UNIT FEE FUND			\$ 84,938	\$ 100,000	\$ 100,000

Fund	Acct #	Description	Actuals FY 2017	Year End Estimates FY 2018	Proposed FY 2019
SIGNAL IMPACT FEE FUND					
217	3100100	DEVELOPER PAID SIGNAL IMPACT FEE	\$497,236	\$280,000	\$250,000
217	3119100	OTHER REIMBURSEMENTS	-	2,500	-
TOTAL SIGNAL IMPACT FEE FUND			\$ 497,236	\$ 282,500	\$ 250,000
DRAINAGE IMPACT FEE FUND					
220	3200100	DEVELOPER PAID DRAINAGE IMPACT FEE	\$1,093,394	\$650,000	\$670,000
TOTAL DRAINAGE IMPACT FEE FUND			\$ 1,093,394	\$ 650,000	\$ 670,000
BIOLOGICAL IMPACT FEE FUND					
224	3201100	BIOLOGICAL IMPACT FEE	\$538,226	\$658,000	\$450,000
TOTAL BIOLOGICAL IMPACT FEE FUND			\$ 538,226	\$ 658,000	\$ 450,000
URBAN STRUCTURE FACILITIES IMPACT FEE FUND					
227	3201100	FACILITIES IMPACT - PARK	\$286,342	\$350,000	\$285,000
TOTAL URBAN STRUCTURE FACILITIES IMPACT FEE FUND			\$ 286,342	\$ 350,000	\$ 285,000
URBAN STRUCTURE ADMIN FACILITIES IMPACT FEE FUND					
228	3202100	FACILITIES IMPACT - ADMIN	\$20,362	\$11,000	\$14,000
TOTAL URBAN STRUCTURE ADMIN FACILITIES IMPACT FEE FUND			\$ 20,362	\$ 11,000	\$ 14,000
URBAN STRUCTURE YARD FACILITIES IMPACT FEE FUND					
229	3203100	FACILITIES IMPACT - YARD	\$20,413	\$11,000	\$15,000
TOTAL URBAN STRUCTURE YARD FACILITIES IMPACT FEE FUND			\$ 20,413	\$ 11,000	\$ 15,000
TRAFFIC IMPACT FEE FUND					
232	3216100	DEV. PAID TRAFFIC IMPACT FEES	\$637,062	\$350,000	\$300,000
TOTAL TRAFFIC IMPACT FEE FUND			\$ 637,062	\$ 350,000	\$ 300,000
TRAFFIC SAFETY FUND					
248	3104100	MISC. COURT FINES - LOCAL	\$35,789	\$70,000	\$100,000
248	3310100	VEHICLE CODE FINES	227,804	187,480	160,000
TOTAL TRAFFIC SAFETY FUND			\$ 263,593	\$ 257,480	\$ 260,000
DEVELOPMENT FEES FUND					
251	3201100	BUILDING & SAFETY FEES	\$944,912	\$840,660	\$910,995
251	3201102	PLUMBING PERMIT FEES	38,535	59,470	64,205
251	3201104	ELECTRICAL PERMIT FEE	309,093	308,670	313,005
251	3201106	MECHANICAL PERMIT FEE	73,260	67,740	69,110
251	3201118	GRADING PLAN CHECK FEE	116,541	107,800	124,200
251	3201119	TRAFFIC PLAN CHECK FEE	61,987	112,810	119,215
251	3201120	ENGINEERING FEES - PRMT	685,403	950,190	1,025,285
251	3201200	ENGINEERING ADD'L	37,460	38,530	38,720
251	3202100	ENGINEERING FEES - TR & P MAPS	99,458	105,850	108,775
TOTAL DEVELOPMENT FEES FUND			\$2,366,649	\$2,591,720	\$2,773,510
LA COUNTY REIMBURSEMENT FUND					
261	3301100	L A COUNTY REIMBURSEMENTS	\$145,432	\$1,604,570	-
261	3303130	LA CNTY MSR M-HOMELESS	-	70,000	-
261	3405100	L A CO REIMBURSEMENTS	-	665,185	-
TOTAL LA COUNTY REIMBURSEMENT FUND			\$ 145,432	\$ 2,339,755	\$ -

Fund	Acct #	Description	Actuals FY 2017	Year End Estimates FY 2018	Proposed FY 2019
LANCASTER HOUSING AUTHORITY - SUCCESSOR					
306	3101100	MRB REVENUE	\$79,030	\$68,030	\$64,750
306	3102100	COND, COVENANTS & RESTRICTIONS	86,868	64,680	-
306	3605400	RENTAL INCOME - NEIGHBORHOOD HOUSING	22,800	25,800	25,800
306	3606100	LAND SALES	140,690	202,016	200,000
306	3607100	LAND LEASE AGREEMENTS	25,612	25,612	25,615
306	3610100	NO INTEREST DEF HSG LOAN PROGRAM	126,541	225,290	200,000
306	3703100	SA - LOAN REPAYMENT	294,805	1,509,345	2,246,062
TOTAL LANCASTER HOUSING AUTHORITY - SUCCESSOR			\$776,346	\$2,120,773	\$2,762,227
MTA GRANT - PROP C					
321	3402100	METRO CFP - AVENUE I CORRIDOR	\$0	\$366,013	\$0
321	3350100	PROP C GRANT-TRAFFIC OPS	-	1,400,000	-
321	3350101	PROP C GRANT-10TH ST W	-	1,596,650	-
321	3350102	PROP C GRANT-10TH ST W	-	1,008,790	-
321	3350103	PROP C Grant - MEDICAL	-	-	1,022,760
321	3350104	PROP C GRANT - TRANS	-	-	250,510
321	3350105	PROP C GRANT - 10TH ST W	-	-	263,000
TOTAL MTA GRANT - PROP C			\$0	\$4,371,453	\$1,536,270
MTA GRANT - STPL FUND					
323	3351101	STPL-PVMT MGMT-REV 25	\$0	\$211,000	\$0
323	3351102	STPL-PEDEST GAP CLOSURE	-	217,705	-
323	3351103	STPL-10TH ST W BIKE & DIET	-	715,000	-
323	3351104	STPL - 2017 TRAFFIC	-	-	673,000
TOTAL MTA GRANT - STPL FUND			\$0	\$1,143,705	\$673,000
STATE GRANT - OTS					
324	3307200	OTS GRANT-SAFE RTS TO SCHOOL	\$39,526	\$23,985	\$0
TOTAL STATE GRANT - OTS			\$39,526	\$23,985	\$0
STATE RECYCLING GRANT FUND					
330	3304100	RECYCLING - BEVERAGE	(\$14,717)	\$28,703	\$0
330	3304115	BVRG CONTAINER CCP-17/18	-	-	40,000
330	3304112	BVRG CONTAINER INCENTIV	37,599	4,579	-
330	3304113	BVRG CONTAINER CCP-15/16	(93)	40,853	-
330	3304114	BVRG CONTAINER CCP-16/17	-	39,277	-
330	3304210	WASTE TIRE CLEAN-UP	-	55,938	55,938
330	3304502	HOUSEHOLD HAZARDOUS WASTE	-	49,074	-
330	3304503	HOUSEHOLD HAZARDOUS WASTE HD26	-	78,456	-
330	3304504	HOUSEHOLD HAZARDOUS WASTE HD27	41,558	8,173	-
330	3304506	HOUSEHOLD HAZARDOUS WASTE	-	4,339	-
TOTAL STATE RECYCLING GRANT FUND			\$ 64,347	\$ 309,392	\$ 95,938
USED OIL GRANT FUND					
331	3306200	USED OIL COMPETITIVE	\$46,021	\$37,691	\$0
331	3306786	USED OIL GRANT OPP7	6,056	38,411	-
331	3306787	USED OIL GRANT OPP8	-	42,542	-
TOTAL USED OIL GRANT FUND			\$ 52,077	\$ 118,644	\$ -

Fund	Acct #	Description	Actuals FY 2017	Year End Estimates FY 2018	Proposed FY 2019
MISC. STATE GRANT FUND					
349	3304100	ATP-2020 SRTS PED IMPV	\$0	\$0	\$5,272,000
349	3307200	SAFE ROUTES TO SCHOOL	-	445,800	-
349	3308100	CALTRANS SYS SAFETY	-	225,000	-
TOTAL MISC. STATE GRANT FUND			\$ -	\$ 670,800	\$ 5,272,000
COMMUNITY DEVELOPMENT BLOCK GRANT FUND					
361	3380100	CDBG GRANTS	\$706,234	\$1,309,617	\$1,291,311
361	3381100	CDBG - SECTION 108	460,353	468,710	485,530
TOTAL COMMUNITY DEVELOPMENT BLOCK GRANT FUND			\$1,166,587	\$1,778,327	\$ 1,776,841
NEIGHBORHOOD STABILIZATION PROGRAM FUND					
363	3100100	NBRHD STABILIZATION			
363	3100500	NSP - SALE OF PROP/PROG INCOME	\$810,691	\$1,000,000	\$1,000,000
363	3200500	NSP - 3 SALES OF PROP/PROG INCOME	390,279	220,148	450,000
TOTAL NEIGHBORHOOD STABILIZATION PROGRAM FUND			\$1,200,970	\$1,220,148	\$1,450,000
HOME GRANT FUND					
391	3604100	HOME PROGRAM INCOME	\$89,329	\$90,000	\$90,000
391	3604110	HOME PROGRAM INCOME	9,925	7,000	7,000
TOTAL HOME GRANT FUND			\$ 99,254	\$ 97,000	\$ 97,000
FEDERAL MISC. GRANTS					
399	3301203	HSIP GRANT - 5TH E CORRIDOR	\$85,000	\$1,352,971	\$0
399	3301205	HSIP - AVENUE I-CHALLENGER TO PRICE	872	1,223,812	-
399	3301206	HSIP - AVENUE I-PRICE TO 35TH E	871	1,476,687	-
399	3301207	HSIP INTERSECTION IMP I & 10	11,276	167,300	-
399	3301208	HSIP-15TH ST W/LANC BLVD ROUNDABOUT	-	769,550	-
399	3301209	HSIP-15TH ST E LANCASTER BLVD	-	756,900	-
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	-	112,206	-
399	3301303	ATP - 10W BIKEWAYS & RD DIET	-	785,000	-
399	3301304	ATP - PED GAP CLOSURE	-	1,426,000	5,066,036
399	3302102	BTA-BIKE FUND	156,654	225,980	-
399	3308215	LAW ENFORCEMENT GRANT	50,576	2,476	-
399	3308216	LAW ENFORCEMENT GRANT	22,552	98,522	-
TOTAL FEDERAL MISC. GRANTS			\$327,801	\$11,594,834	\$5,066,036
LANCASTER PERFORMING ARTS CENTER					
402	3405100	THEATER SEASON TICKET	\$614,220	\$620,000	\$705,000
402	3405101	LOBBY SALES	4,425	4,000	3,200
402	3405102	CONVENIENCE FEES	33,298	32,000	30,000
402	3405127	THEATRE RENTAL FEES - LABOR	118,804	90,000	96,000
402	3405200	COSPONSORSHIP PROGRAM	(2,000)	-	10,000
402	3405300	BUILDING RENTAL	62,818	60,000	60,000
402	3405301	ZELDA'S BUILDING RENT	4,425	1,100	-
402	3405302	CREDIT CARD CHARGES TO RENTERS	8,820	7,500	4,500

Fund	Acct #	Description	Actuals FY 2017	Year End Estimates FY 2018	Proposed FY 2019
402	3405303	THEATRE RENTAL FEES	27,531	18,000	14,000
402	3405304	MUSIC LICENSE FEE	960	500	600
402	3405305	CLEANING DAMAGE FEE	2,040	-	1,000
402	3405306	THEATRE RNTL FEES-EQUIP CHARGE	6,564	4,500	4,000
402	3405307	THEATER CONCESSIONS	39,062	9,820	32,000
402	3405308	ZELDA'S CONCESSIONS	130,716	72,000	159,000
402	3405400	SPONSORSHIPS	3,500	3,500	-
TOTAL LANCASTER PERFORMING ARTS CENTER			\$1,055,183	\$922,920	\$1,119,300

STILL MEADOW LN SEWER ASSESSMENT DISTRICT

456	3100100	TAX REVENUE - STILL MEADOW	\$11,505	\$11,000	\$11,000
TOTAL STILL MEADOW LN SEWER ASSESSMENT DISTRICT			\$ 11,505	\$ 11,000	\$ 11,000

SEWER MAINTENANCE FUND

480	3100100	SEWER MAINTENANCE TX ROLL ASSESSMENTS	\$4,127,695	\$4,200,000	\$4,200,000
480	3213100	SEWER FRONTAGE CHARGE	4,644	400	400
480	3400100	DEVELOPER SEWER PAYMENT	36,270	8,000	8,000
480	3601100	FOG PROGRAM APPLICATION FEE	7,208	15,000	12,000
480	3602100	FOG PROGRAM ANNUAL FEE	107,750	100,000	80,000
480	3604100	FOG - PLAN REVIEW	2,571	4,500	4,500
480	3801100	INSPECTIONS	10,132	10,000	2,500
TOTAL SEWER MAINTENANCE FUND			\$ 4,296,270	\$ 4,337,900	\$ 4,307,400

LANDSCAPE MAINTENANCE DISTRICT FUND

482	3101100	DEVELOPER CONTRIBUTIONS	\$630	\$10,800	\$9,500
482	3102100	LANDSCAPE MAINTENANCE TAX ROLL ASSESSMENTS	1,737,150	1,750,000	1,800,000
482	3315100	PROPERTY DAMAGE REIMB	187	-	7,000
TOTAL LANDSCAPE MAINTENANCE DISTRICT FUND			\$ 1,737,967	\$ 1,760,800	\$ 1,816,500

LIGHTING MAINTENANCE DISTRICT FUND

483	3100100	LIGHTING DISTRICT TAX ROLL ASSESSMENTS	\$4,393,662	\$4,550,000	\$4,550,000
483	3100200	LIGHTING DISTRICT - DEVELOPER	38,495	16,000	11,000
483	3314100	OTHER REIMBURSEMENTS	19,230	55,000	-
483	3314200	LED REBATES	108,466	1,904,726	-
483	3315100	PROPERTY DAMAGE REIMBURSEMENT	161,277	200,000	200,000
483	3315200	ST LIGHT DAMAGE REIMBURSEMENT	-	100,000	100,000
TOTAL LIGHTING MAINTENANCE DISTRICT FUND			\$4,721,130	\$6,825,726	\$4,861,000

DRAINAGE MAINTENANCE DISTRICT FUND

484	3100100	DRAINAGE DISTRICT ROLL ASSESSMENTS	\$1,613,064	\$1,625,000	\$1,650,000
484	3100200	DRAINAGE DISTRICT ANNEX. & 1ST YEAR FEES	47,165	17,000	5,000
TOTAL DRAINAGE MAINTENANCE DISTRICT FUND			\$1,660,229	\$1,642,000	\$1,655,000

RECYCLED WATER FUND

485	3630100	RECYCLED WATER SALES	\$116,961	\$90,000	\$90,000
TOTAL RECYCLED WATER FUND			\$ 116,961	\$ 90,000	\$ 90,000

LANCASTER POWER AUTHORITY

486	3630100	POWER PURCHASE AGREEMENT REVENUE	\$1,773,794	\$1,750,000	\$1,750,000
TOTAL LANCASTER POWER AUTHORITY			\$ 1,773,794	\$ 1,750,000	\$ 1,750,000

Fund	Acct #	Description	Actuals FY 2017	Year End Estimates FY 2018	Proposed FY 2019
LANCASTER CHOICE ENERGY					
490	3470100	LCE ENERGY EFFICIENCY	\$0	\$372,341	\$401,318
490	3601100	MISCELLANEOUS REVENUE	78,128	5,874	-
490	3630100	LCE ENERGY GENERATION REVENUE	35,807,283	36,450,000	36,303,000
490	3630200	LCE SMART CHOICE REVENUE	77,644	70,000	210,000
490	3631100	S-POWER GENERATION	138,890	850,000	96,000
490	3990491	CALIFORNIA CHOICE ENERGY AUTHORITY	-	1,244,500	1,244,500
TOTAL LANCASTER CHOICE ENERGY			\$36,101,945	\$38,992,715	\$38,254,818
TOTAL ALL FUNDS			\$ 138,274,430	\$ 229,659,824	\$ 195,323,706

ADMINISTRATION

Administration

Budget Summary

	Year End		
	Actuals FY 2017	Estimates FY 2018	Proposed FY 2019
Dollars by Division			
Administration	\$ 45,201,902	\$ 50,023,821	\$ 45,919,775
Dollars by Category			
Personnel	5,317,326	5,085,654	5,120,718
Operations & Maintenance	37,656,423	40,278,171	40,699,057
Capital Outlay	2,228,153	4,659,996	100,000
Total Dollars by Category	\$ 45,201,902	\$ 50,023,821	\$ 45,919,775
Dollars by Funding Source			
General Fund	5,863,019	9,385,270	8,138,200
City Special Reserves	24,800	335,500	-
Los Angeles County Reimbursement	-	70,000	-
Sewer Maintenance District	-	-	2,200
Lancaster Power Authority	2,089,941	1,574,886	1,425,957
Lancaster Choice Energy	35,058,624	36,966,165	36,353,418
Biological Impact Fees	2,165,518	1,692,000	-
Total Dollars by Funding Source	\$ 45,201,902	\$ 50,023,821	\$ 45,919,775

Description

CITY COUNCIL (Division no. 4100) 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.

CITY MANAGER (Division no. 4200) 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.

CITY CLERK (Division no. 4110) 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.

CITY ATTORNEY (Division no. 4400) 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.

HUMAN RESOURCES (Division no. 4320) 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.

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.

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.

Org Detail- City Council

Division no. 4100



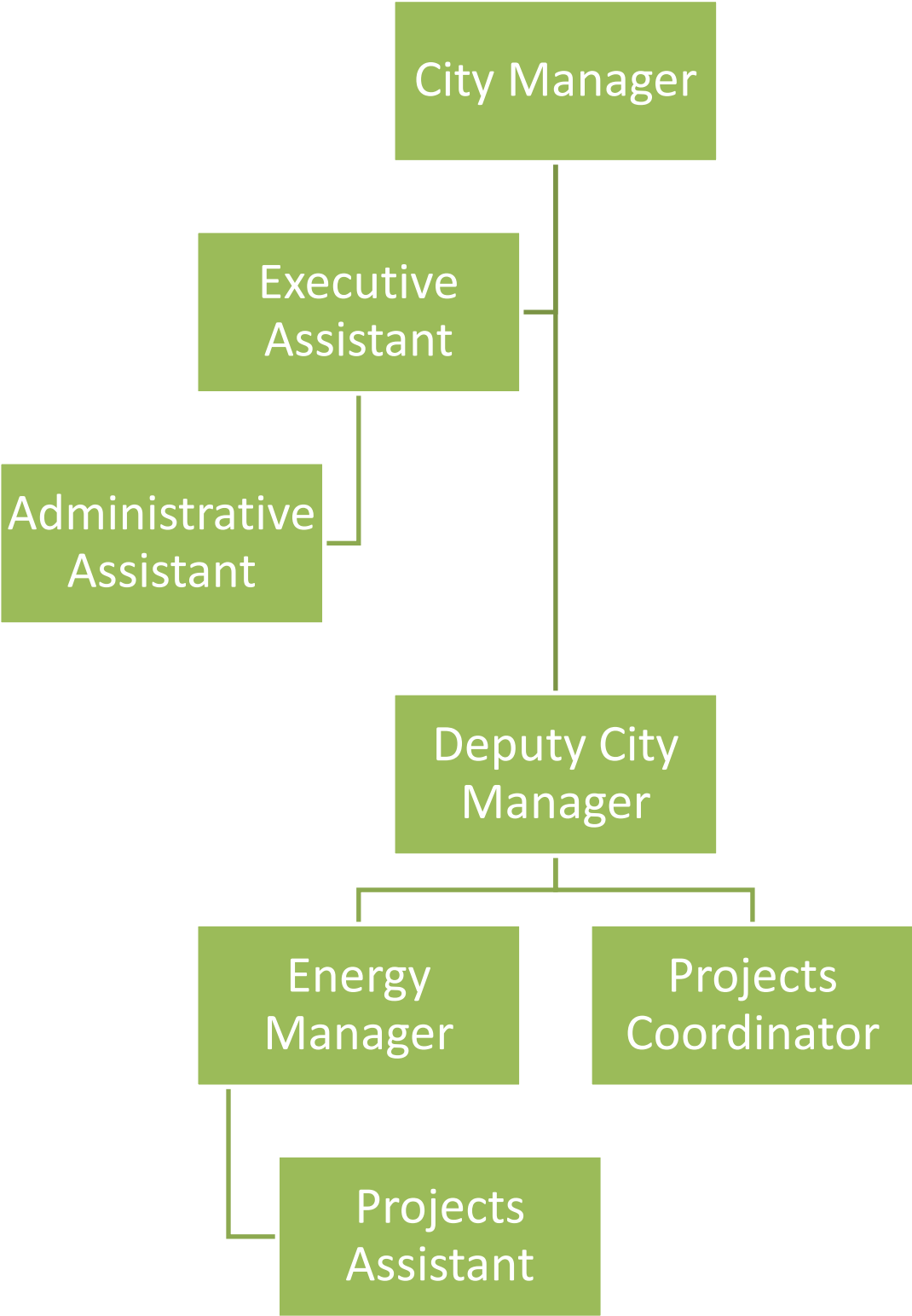
Budget Detail - City Council

Division no. 4100

Obj.	Obj. Description	Year End		
		Actuals FY 2017	Estimates FY 2018	Proposed FY 2019
Personnel				
111	SALARIES-SPECIAL	36,000	38,700	38,700
121	FRINGE BENEFITS	2,027	2,313	3,393
122	PERS	10,808	7,216	13,035
124	HEALTH INSURANCE	100,804	113,490	116,050
125	WORKER'S COMP	1,690	1,603	1,610
Personnel Total		\$ 151,329	\$ 163,322	\$ 172,788
Operations & Maintenance				
200	REGISTRATION	-	3,000	3,835
201	TRAVEL EXPENSE	3	4,500	6,055
202	LOCAL & REGIONAL EVENTS	17,019	2,500	3,300
203	MILEAGE	6,000	6,000	6,000
205	CITY PROMOTION & ADVERTISING	17,656	22,000	22,000
206	PUBLICATIONS & DUES	25,816	30,000	31,584
207	VEHICLE OPERATIONS	83	-	-
212	POSTAGE-SPECIAL MAILING	-	20	-
217	VEHICLE - FUEL	545	-	-
251	SPECIAL ACTIVITY SUPPLIES	30,590	30,000	30,000
253	REPROGRAPHICS	510	300	500
259	OFFICE SUPPLIES	305	250	250
261	COMMUNITY AWARDS	-	25,000	25,000
291	FURN & OFFICE EQUIP (NON CAP)	2,379	-	-
301	PROFESSIONAL SERVICES	36,664	105,075	30,075
303	LEGAL SERVICES	-	-	800,000
351	EMERGENCY LOGISTICS	501	-	-
Operations & Maintenance Total		\$ 138,071	\$ 228,645	\$ 958,599
Capital Outlay				
753	EQUIPMENT & MACHINERY	-	-	100,000
Capital Outlay Total		\$ -	\$ -	\$ 100,000
GRAND TOTAL		\$ 289,400	\$ 391,967	\$ 1,231,387
Funding Sources				
101	GENERAL FUND	289,400	391,967	1,231,387
GRAND TOTAL		\$ 289,400	\$ 391,967	\$ 1,231,387

Org Detail- City Manager

Division no. 4200



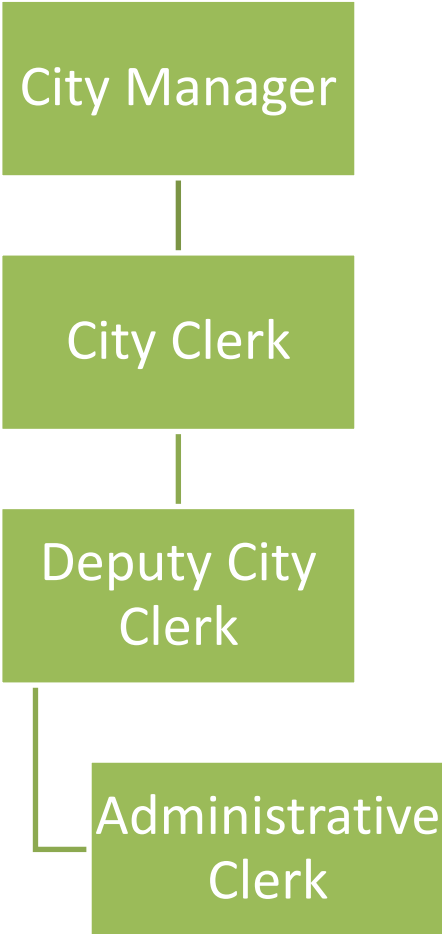
Budget Detail- City Manager

Division no. 4200

Obj.	Obj. Description	Actuals FY 2017	Year End Estimates FY 2018	Proposed FY 2019
Personnel				
101	SALARIES-PERMANENT	1,182,351	1,344,038	927,094
121	FRINGE BENEFITS	102,026	51,806	41,435
122	PERS	289,248	328,342	240,433
124	HEALTH INSURANCE	167,389	205,382	129,000
125	WORKER'S COMP	56,319	60,039	40,607
129	DEFERRED COMP	98,506	122,221	99,208
112	SALARIES-TEMPORARY	20,088	10,000	19,000
Personnel Total		\$ 1,915,927	\$ 2,121,828	\$ 1,496,777
Operations & Maintenance				
200	REGISTRATION	3,476	3,500	2,500
201	TRAVEL EXPENSE	3,838	7,500	2,000
202	LOCAL & REGIONAL EVENTS	1,704	1,200	500
203	MILEAGE	3,658	4,200	4,200
205	CITY PROMOTION & ADVERTISING	4,835	9,000	4,500
206	PUBLICATIONS & DUES	52,881	52,725	52,725
207	VEHICLE OPERATIONS	1,226	1,500	2,700
212	POSTAGE-SPECIAL MAILING	144	-	-
217	VEHICLE - FUEL	2,774	2,000	2,400
251	SPECIAL ACTIVITY SUPPLIES	1,791	6,500	3,450
253	REPROGRAPHICS	772	250	500
259	OFFICE SUPPLIES	2,544	2,000	2,500
301	PROFESSIONAL SERVICES	13,702	215,500	126,250
350	EMERGENCY PREPAREDNESS	60,134	64,455	78,455
402	SECURITY PLAN IMPLEMENTATION	-	-	178,360
Operations & Maintenance Total		\$ 153,479	\$ 370,330	\$ 461,040
Capital Outlay				
912	PROPERTY ACQUISITION	2,165,518	1,692,000	-
Capital Outlay Total		\$ 2,165,518	\$ 1,692,000	\$ -
GRAND TOTAL		\$ 4,234,924	\$ 4,184,158	\$ 1,957,817
Funding Sources				
101	GENERAL FUND	2,059,406	2,289,658	1,957,817
109	CITY SPECIAL RESERVES	10,000	132,500	-
224	BIOLOGICAL IMPACT FEES	2,165,518	1,692,000	-
261	LOS ANGELES COUNTY REIMBURSEMENT	-	70,000	-
GRAND TOTAL		\$ 4,234,924	\$ 4,184,158	\$ 1,957,817

Org Detail- City Clerk

Division no. 4110



Budget Detail- City Clerk

Division no. 4110

Obj.	Obj. Description	Year End		
		Actuals FY 2017	Estimates FY 2018	Proposed FY 2019
Personnel				
101	SALARIES-PERMANENT	207,890	233,929	243,191
121	FRINGE BENEFITS	11,338	11,131	10,711
122	PERS	50,754	57,328	63,069
124	HEALTH INSURANCE	26,095	30,710	50,400
125	WORKER'S COMP	9,747	10,248	10,652
129	DEFERRED COMP	15,419	17,529	24,914
112	SALARIES-TEMPORARY	279	-	50,000
Personnel Total		\$ 321,522	\$ 360,875	\$ 452,937
Operations & Maintenance				
200	REGISTRATION	-	200	400
202	LOCAL & REGIONAL EVENTS	160	100	200
203	MILEAGE	237	350	600
206	PUBLICATIONS & DUES	1,145	1,000	1,150
211	POSTAGE	(30)	-	-
212	POSTAGE-SPECIAL MAILING	117	500	500
251	SPECIAL ACTIVITY SUPPLIES	2,708	2,450	3,200
259	OFFICE SUPPLIES	1,505	2,000	1,250
262	ELECTION EXPENSE	191,440	285,790	-
263	LEGAL ADVERTISING	16,133	12,000	12,000
301	PROFESSIONAL SERVICES	14,800	62,550	-
308	CONTRACT SERVICES	2,455	-	-
360	CODIFICATION	3,130	5,500	5,500
Operations & Maintenance Total		\$ 233,800	\$ 372,440	\$ 24,800
751	FURNITURE & OFFICE EQUIPMENT	-	140,450	-
Capital Outlay Total		\$ -	\$ 140,450	\$ -
GRAND TOTAL		\$ 555,322	\$ 873,765	\$ 477,737
Funding Sources				
101	GENERAL FUND	540,522	670,765	477,737
109	CITY SPECIAL RESERVES	14,800	203,000	-
GRAND TOTAL		\$ 555,322	\$ 873,765	\$ 477,737

Org Detail- Legal & Risk Management

Division no. 4400



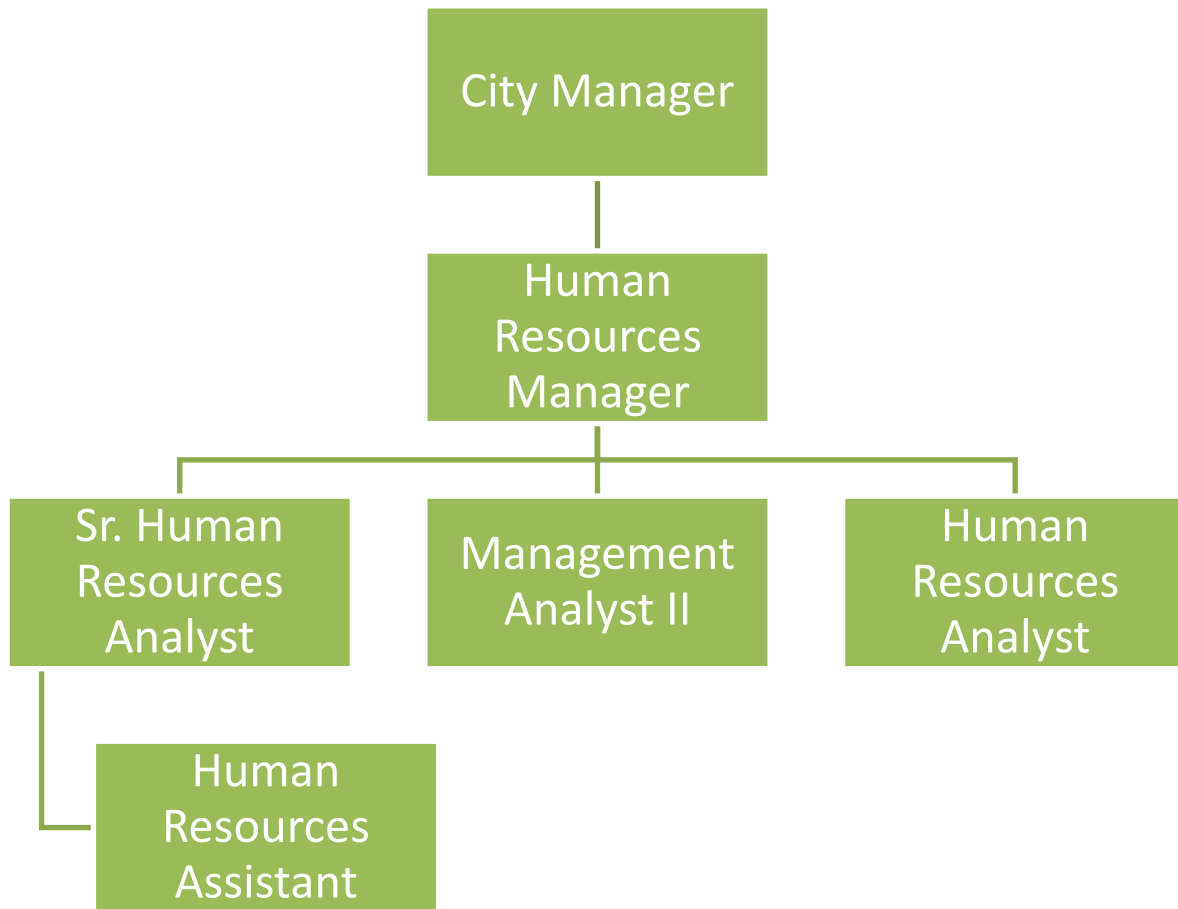
Budget Detail- Legal & Risk Management

Division no. 4400

Obj.	Obj. Description	Actuals FY 2017	Year End Estimates FY 2018	Proposed FY 2019
Personnel				
101	SALARIES-PERMANENT	131,874	141,399	237,420
121	FRINGE BENEFITS	6,262	5,899	9,529
122	PERS	29,990	34,032	61,572
124	HEALTH INSURANCE	11,047	13,235	30,900
125	WORKER'S COMP	6,180	6,193	10,399
129	DEFERRED COMP	9,231	9,898	25,124
Personnel Total		\$ 194,584	\$ 210,656	\$ 374,944
Operations & Maintenance				
200	REGISTRATION	349	525	3,150
206	PUBLICATIONS & DUES	2,720	1,072	2,900
212	POSTAGE-SPECIAL MAILING	147	69	200
253	REPROGRAPHICS	185	93	-
256	STAFF DEVELOPMENT	50	-	650
259	OFFICE SUPPLIES	208	180	750
260	INSURANCE EXPENSE	-	-	1,217,400
291	FURN & OFFICE EQUIP (NON CAP)	1,953	-	-
301	PROFESSIONAL SERVICES	17,588	16,000	162,200
303	LEGAL SERVICES	758,325	800,000	200,000
Operations & Maintenance Total		\$ 781,525	\$ 817,939	\$ 1,587,250
GRAND TOTAL		\$ 976,109	\$ 1,028,595	\$ 1,962,194
Funding Sources				
101	GENERAL FUND	976,109	1,028,595	1,962,194
GRAND TOTAL		\$ 976,109	\$ 1,028,595	\$ 1,962,194

Org Detail- Human Resources

Division no. 4320



Budget Detail- Human Resources

Division no. 4320

Obj.	Obj. Description	Year End		
		Actuals FY 2017	Estimates FY 2018	Proposed FY 2019
Personnel				
101	SALARIES-PERMANENT	587,187	654,811	684,978
121	FRINGE BENEFITS	29,693	26,212	27,532
122	PERS	140,064	158,795	177,642
124	HEALTH INSURANCE	89,283	99,523	108,000
125	WORKER'S COMP	28,395	29,795	30,002
129	DEFERRED COMP	46,732	50,478	58,059
112	SALARIES-TEMPORARY	20,728	-	23,000
Personnel Total		\$ 942,082	\$ 1,019,614	\$ 1,109,213
Operations & Maintenance				
201	TRAVEL EXPENSE	599	555	-
202	LOCAL & REGIONAL EVENTS	596	800	2,700
203	MILEAGE	149	500	1,150
206	PUBLICATIONS & DUES	2,450	2,870	7,800
212	POSTAGE-SPECIAL MAILING	208	80	-
245	ORGANIZATIONAL DEVELOPMENT	31,085	50,000	50,000
251	SPECIAL ACTIVITY SUPPLIES	12,141	25,000	50,000
253	REPROGRAPHICS	194	300	600
255	RECRUITMENT EXPENSE	23,828	10,000	35,000
256	STAFF DEVELOPMENT	51,073	72,000	128,000
259	OFFICE SUPPLIES	2,782	1,500	2,000
260	INSURANCE EXPENSE	9,402	-	-
290	TUITION REIMBURSEMENT	29,150	32,000	40,000
301	PROFESSIONAL SERVICES	164,279	199,000	217,000
302	COMPUTER SOFTWARE AND SUPPORT	3,374	2,300	1,500
303	LEGAL SERVICES	-	50,934	-
308	CONTRACT SERVICES	21,366	14,347	-
311	GOVERNMENT FILING FEES	5,179	5,000	5,000
327	DOT DRUG SCREENING COSTS	-	1,750	1,750
402	MAINTENANCE SERVICE-PRIVATE	184	-	-
Operations & Maintenance Total		\$ 358,039	\$ 468,936	\$ 542,500
GRAND TOTAL		\$ 1,300,121	\$ 1,488,550	\$ 1,651,713
Funding Sources				
101	GENERAL FUND	1,300,121	1,488,550	1,649,513
480	SEWER MAINTENANCE DISTRICT	-	-	2,200
GRAND TOTAL		\$ 1,300,121	\$ 1,488,550	\$ 1,651,713

Org Detail- Economic Development

Division no. 4540



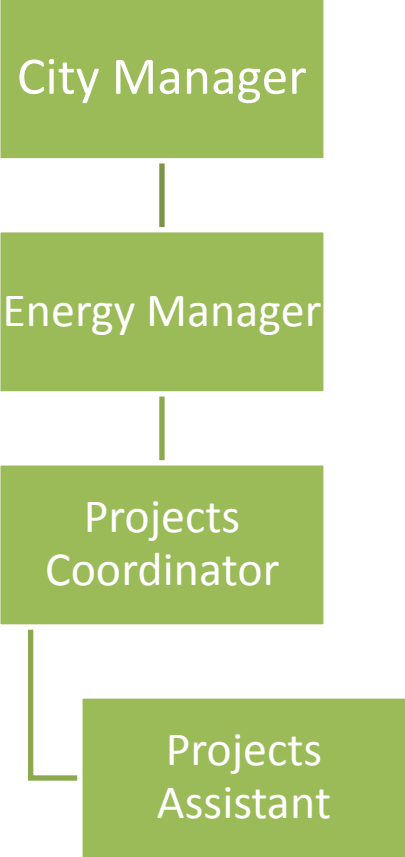
Budget Detail- Economic Development

Division no. 4540

Obj.	Obj. Description	Actuals FY 2017	Year End Estimates FY 2018	Proposed FY 2019
Personnel				
101	SALARIES-PERMANENT	340,867	307,817	320,980
121	FRINGE BENEFITS	17,706	15,671	12,965
122	PERS	83,028	72,549	83,242
124	HEALTH INSURANCE	52,491	53,135	50,400
125	WORKER'S COMP	16,472	13,814	14,059
129	DEFERRED COMP	28,547	23,991	36,206
112	SALARIES-TEMPORARY	10,659	-	11,305
Personnel Total		\$ 549,770	\$ 486,977	\$ 529,157
Operations & Maintenance				
200	REGISTRATION	170	2,385	1,100
201	TRAVEL EXPENSE	-	309	900
202	LOCAL & REGIONAL EVENTS	780	614	-
206	PUBLICATIONS & DUES	32,273	17,579	32,005
212	POSTAGE-SPECIAL MAILING	66	327	390
217	VEHICLE - FUEL	25	-	-
251	SPECIAL ACTIVITY SUPPLIES	-	100	-
259	OFFICE SUPPLIES	373	350	500
291	FURN & OFFICE EQUIP (NON CAP)	116	-	-
301	PROFESSIONAL SERVICES	27,418	44,223	177,000
339	ENTREPRENEURAL TRAINING	-	-	21,000
340	ED EXPENSES PD BY GEN FUND	81,319	182,000	97,500
902	OPER OF ACQ PROP-LANC COMM SHL	5,151	3,325	-
Operations & Maintenance Total		\$ 147,691	\$ 251,212	\$ 330,395
Capital Outlay				
912	PROPERTY ACQUISITION	-	2,777,546	-
Capital Outlay Total		\$ -	\$ 2,777,546	\$ -
GRAND TOTAL		\$ 697,461	\$ 3,515,735	\$ 859,552
Funding Sources				
101	GENERAL FUND	697,461	3,515,735	859,552
GRAND TOTAL		\$ 697,461	\$ 3,515,735	\$ 859,552

Org Detail- Lancaster Choice Energy

Division no. 4370



Budget Detail- Lancaster Choice Energy

Division no. 4370

Obj.	Obj. Description	Year End		
		Actuals FY 2017	Estimates FY 2018	Proposed FY 2019
Personnel				
101	SALARIES-PERMANENT	687,246	397,926	616,174
104	SALARIES-OVERTIME	82	-	-
121	FRINGE BENEFITS	32,852	15,867	25,052
122	PERS	169,367	95,877	159,799
124	HEALTH INSURANCE	86,715	57,746	76,893
125	WORKER'S COMP	32,773	17,943	26,988
129	DEFERRED COMP	63,473	27,813	53,733
112	SALARIES-TEMPORARY	16,332	-	4,000
192	OVERTIME SALARY OFFSET CIP			
Personnel Total		\$ 1,088,840	\$ 613,172	\$ 962,639

Operations & Maintenance				
200	REGISTRATION	604	-	1,100
201	TRAVEL EXPENSE	28,172	53,639	56,400
202	LOCAL & REGIONAL EVENTS	2,614	-	1,000
203	MILEAGE	78	-	100
205	CITY PROMOTION & ADVERTISING	94,047	96,292	95,500
206	PUBLICATIONS & DUES	38,520	33,548	26,500
207	VEHICLE OPERATIONS	83	-	250
212	POSTAGE-SPECIAL MAILING	24,345	244	24,500
213	REQUIRED CUSTOMER MAILINGS	52,566	70,237	47,600
217	VEHICLE - FUEL	296	375	1,200
251	SPECIAL ACTIVITY SUPPLIES	448	-	2,500
253	REPROGRAPHICS	564	1,513	-
259	OFFICE SUPPLIES	1,433	728	2,500
287	BAD DEBT EXPENSE	483,163	142,000	-
291	FURN & OFFICE EQUIP (NON CAP)	4,292	500	-
301	PROFESSIONAL SERVICES	2,265,625	625,000	765,635
302	COMPUTER SOFTWARE AND SUPPORT	60	-	-
303	LEGAL SERVICES	448,075	405,000	690,000
304	AUDIT SERVICES	-	600	600
308	CONTRACT SERVICES	-	19,500	-
319	LCE PROGRAMS	14,757	15,000	50,000
491	CALIFORNIA CHOICE ENERGY AUTHORITY	-	2,230,961	1,730,266
651	TELEPHONE	1,650	-	4,000
652	ELECTRICITY	-	6,000	-

Budget Detail- Lancaster Choice Energy

Division no. 4370

Obj.	Obj. Description	Actuals FY 2017	Year End Estimates FY 2018	Proposed FY 2019
653	POWER PROCUREMENT	29,075,834	30,640,515	30,640,515
658	NEM TRUE-UP PAYOUTS	63,685	89,000	65,000
770	GRANT EXPENSES	-	372,341	401,318
779	GENERAL FUND OVERHEAD	1,250,000	1,500,000	784,295
982	DEBT SERVICE - INTEREST	56,238	-	-
Operations & Maintenance Total		\$ 33,907,149	\$ 36,302,993	\$ 35,390,779
Capital Outlay				
755	SPECIALIZED EQUIPMENT	62,635	50,000	-
Capital Outlay Total		\$ 62,635	\$ 50,000	\$ -
GRAND TOTAL		\$ 35,058,624	\$ 36,966,165	\$ 36,353,418
Funding Sources				
490	LANCASTER CHOICE ENERGY	35,058,624	36,966,165	36,353,418
GRAND TOTAL		\$ 35,058,624	\$ 36,966,165	\$ 36,353,418

Budget Detail- Lancaster Power Authority

Division no. 4370

Obj.	Obj. Description	Actuals FY 2017	Year End Estimates FY 2018	Proposed FY 2019
Personnel				
101	SALARIES-PERMANENT	98,181	71,205	14,272
121	FRINGE BENEFITS	4,163	2,011	762
122	PERS	24,316	17,160	3,701
124	HEALTH INSURANCE	9,507	7,488	2,475
125	WORKER'S COMP	4,648	3,119	625
129	DEFERRED COMP	11,248	8,227	428
112	SALARIES-TEMPORARY	1,209	-	-
Personnel Total		\$ 153,272	\$ 109,210	\$ 22,263
Operations & Maintenance				
301	PROFESSIONAL SERVICES	450	-	-
303	LEGAL SERVICES	-	-	1,000
652	ELECTRICITY	939,471	-	-
779	GENERAL FUND OVERHEAD	50,000	-	50,000
908	DEBT SERVICE	2,068,731	1,465,676	-
909	CITY LOAN PRINCIPAL REDUCTION	(2,068,731)	-	-
961	BOND INCIDENTALS / COI	23,454	-	-
981	DEBT SERVICE - PRINCIPAL	-	-	460,000
982	DEBT SERVICE - INTEREST	923,294	-	892,694
Operations & Maintenance Total		\$ 1,936,669	\$ 1,465,676	\$ 1,403,694
GRAND TOTAL		\$ 2,089,941	\$ 1,574,886	\$ 1,425,957
Funding Sources				
486	LANCASTER POWER AUTHORITY	2,089,941	1,574,886	1,425,957
GRAND TOTAL		\$ 2,089,941	\$ 1,574,886	\$ 1,425,957

ADMINISTRATIVE & COMMUNITY SERVICES

Administrative & Community Service

Budget Summary

	Actuals	Year End	Proposed
	FY 2017	Estimates	FY 2019
		FY 2018	

Dollars by Division

Administrative & Community Services	\$	-	\$	-	\$	-
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Dollars by Category

Personnel	1,239,388	1,417,079	2,500,758
Operations & Maintenance	3,046,862	4,078,857	2,729,700
Capital Outlay	17,705	293,664	200,000
Total Dollars by Category	\$ 4,303,955	\$ 5,789,600	\$ 5,430,458

Dollars by Funding Source

General Fund	3,891,165	4,959,753	4,835,408
City Special Reserves	234,199	634,537	380,000
Gas Tax	63,524	56,500	87,340
Engineering Fees	101,167	136,040	124,940
Sewer Maintenance District	13,900	2,770	2,770
Total Dollars by Funding Source	\$ 4,303,955	\$ 5,789,600	\$ 5,430,458

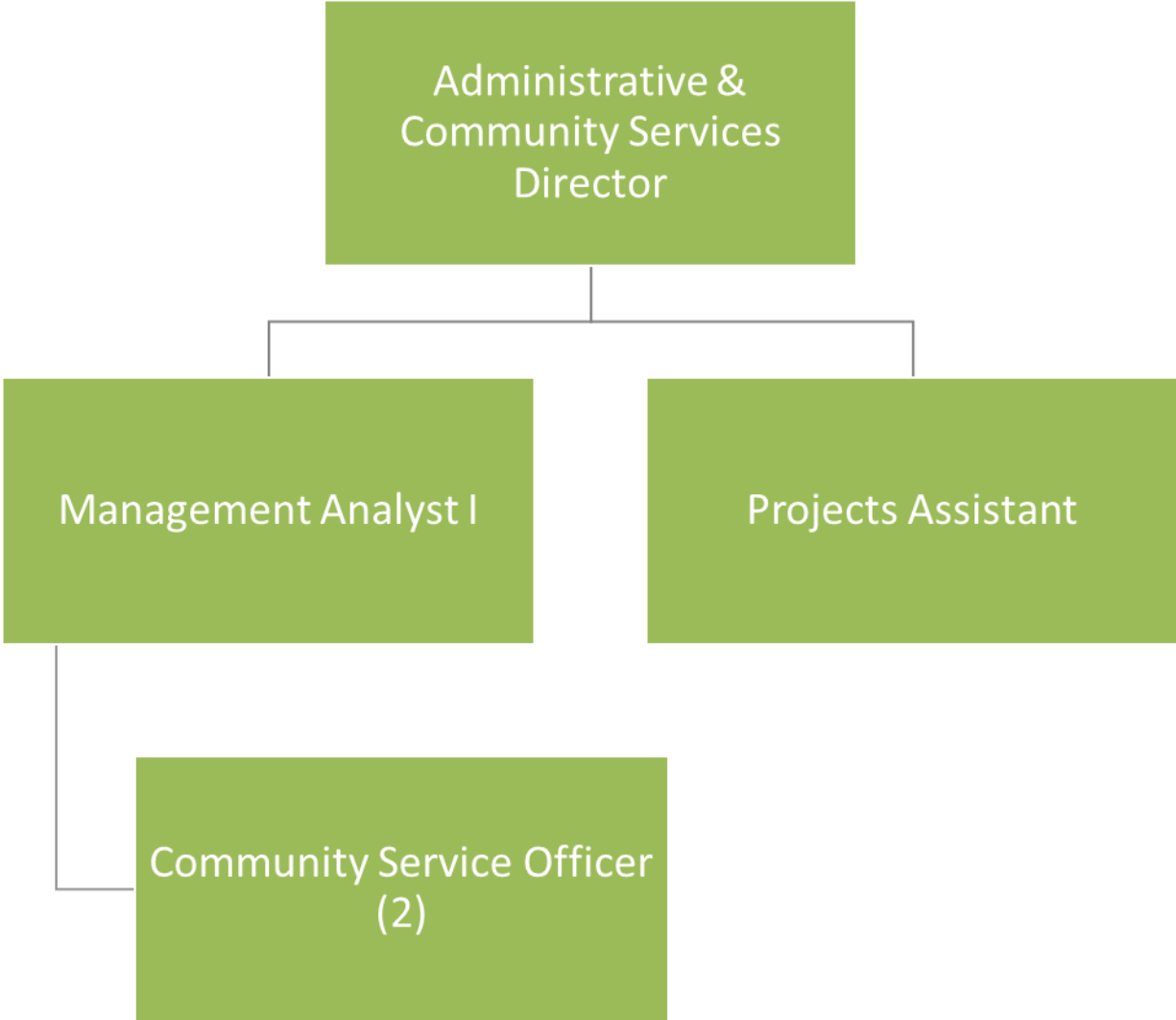
Description

ADMINISTRATION (Division no. 4330) The Administration division, through a collaborative role, supports the priorities of the City Council and the major objectives of the Organization, as well as the general operations of the City, and in engaging the community.

COMMUNICATIONS (Division no. 4305) The Communications division 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.

INFORMATION TECHNOLOGY (Division no. 4315) The Information Technology division provides technology solutions that support City departments in delivering quality services to the community.

Org Detail- Administration



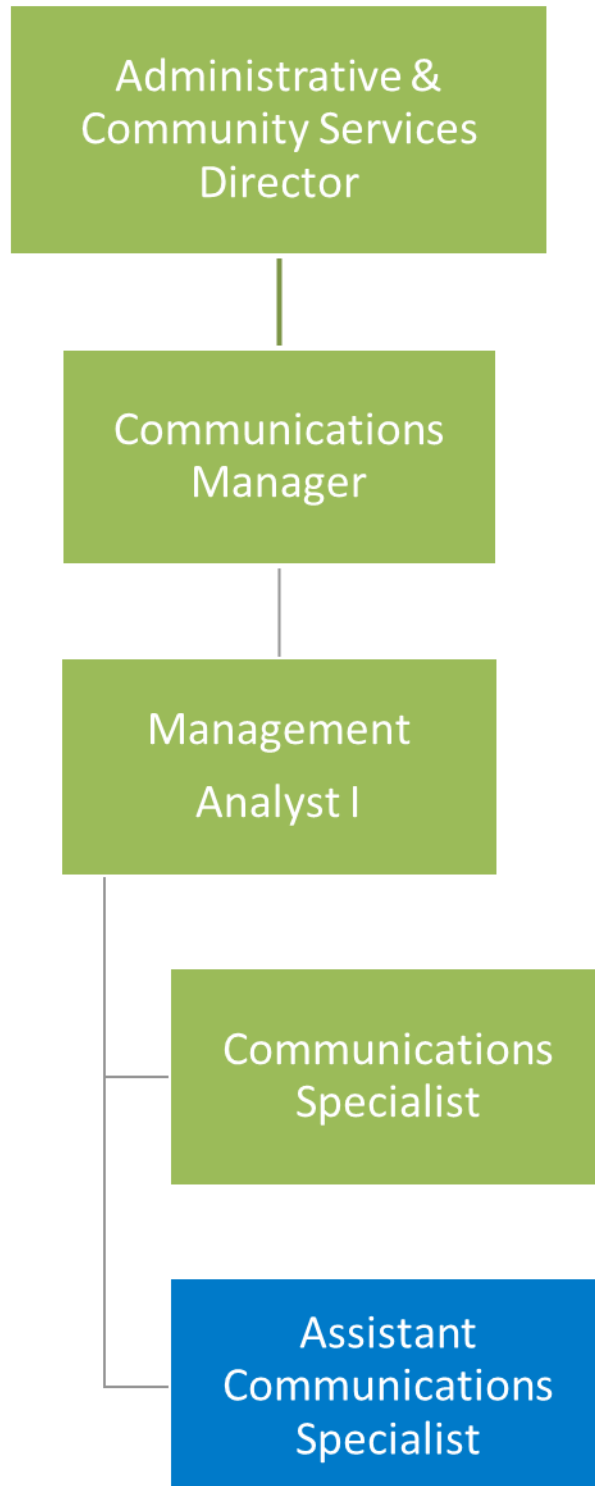
Org Detail – Administration

Division no. 4330

Obj.	Obj. Description	Actuals	Year End	Proposed
		FY 2017	Estimates FY 2018	FY 2019
Personnel				
101	SALARIES-PERMANENT	-	-	464,234
121	FRINGE BENEFITS	2	-	18,746
122	PERS	26	50,000	120,394
124	HEALTH INSURANCE	-	-	81,300
125	WORKER'S COMP	-	-	20,333
129	DEFERRED COMP	-	-	40,455
112	SALARIES-TEMPORARY	115	-	32,000
Personnel Total		\$ 143	\$ 50,000	\$ 777,462
Operations & Maintenance				
206	PUBLICATIONS & DUES	-	-	2,000
251	SPECIAL ACTIVITY SUPPLIES	-	31,356	7,950
259	OFFICE SUPPLIES	-	-	2,000
260	INSURANCE EXPENSE	1,097,969	1,091,960	-
287	BAD DEBT EXPENSE	12,708	500	-
301	PROFESSIONAL SERVICES	20,982	-	212,000
308	CONTRACT SERVICES	-	-	72,000
311	GOVERNMENT FILING FEES	74,219	470	800
355	SPECIAL PROGRAMS	-	35,000	35,000
403	BUILDING MAINTENANCE	47	-	-
416	PROPERTY TAX ON LAND	-	-	25,000
Operations & Maintenance Total		\$ 1,205,925	\$ 1,159,286	\$ 356,750
GRAND TOTAL		\$ 1,206,068	\$ 1,209,286	\$ 1,134,212
Funding Sources				
101	GENERAL FUND	1,206,068	1,209,286	1,134,212
GRAND TOTAL		\$ 1,206,068	\$ 1,209,286	\$ 1,134,212

Org Detail - Communications

Division no. 4305



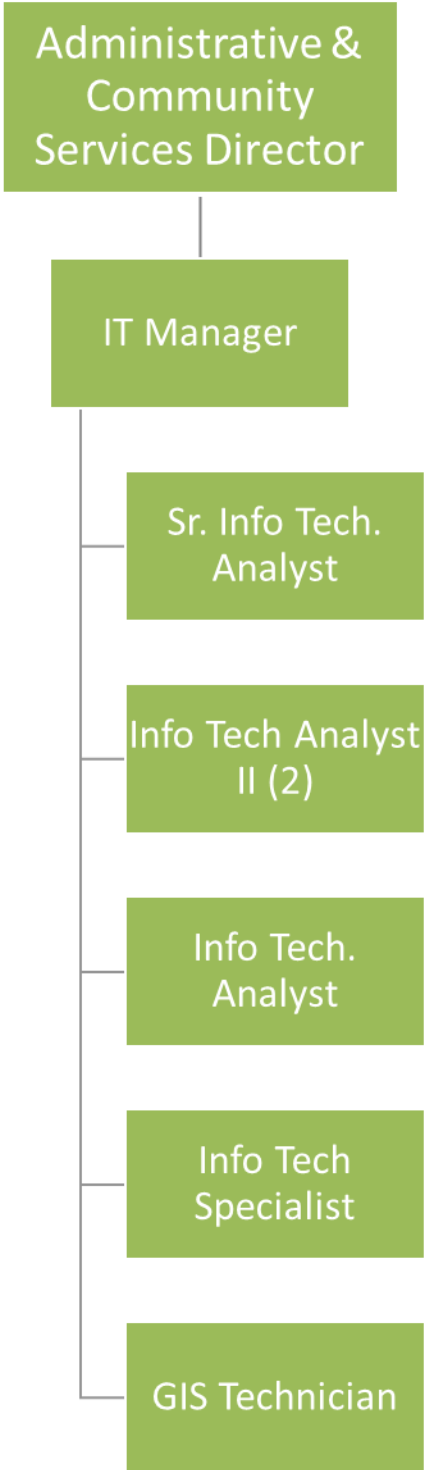
Budget Detail - Communications

Division no. 4305

Obj.	Obj. Description	Actuals FY 2017	Year End Estimates FY 2018	Proposed FY 2019
Personnel				
101	SALARIES-PERMANENT	246,619	252,850	339,646
121	FRINGE BENEFITS	4,207	(7,163)	14,057
122	PERS	67,419	77,087	88,084
124	HEALTH INSURANCE	40,595	43,532	59,700
125	WORKER'S COMP	14,278	14,116	14,876
129	DEFERRED COMP	24,741	25,354	36,364
112	SALARIES-TEMPORARY	58,595	80,000	96,000
Personnel Total		\$ 456,454	\$ 485,776	\$ 648,727
Operations & Maintenance				
200	REGISTRATION	-	1,132	-
201	TRAVEL EXPENSE	237	1,878	-
202	LOCAL & REGIONAL EVENTS	781	800	750
203	MILEAGE	-	-	175
205	CITY PROMOTION & ADVERTISING	27,637	33,000	22,000
206	PUBLICATIONS & DUES	1,382	1,300	725
209	UNIFORMS	420	-	-
211	POSTAGE	29,315	33,000	33,000
251	SPECIAL ACTIVITY SUPPLIES	576	-	750
253	REPROGRAPHICS	69,608	87,375	75,000
259	OFFICE SUPPLIES	2,295	1,500	1,500
260	INSURANCE EXPENSE	52,293	52,400	74,500
295	SPECIALIZED EQUIP (NON CAP)	9,763	-	-
301	PROFESSIONAL SERVICES	86,196	87,830	92,570
302	COMPUTER SOFTWARE AND SUPPORT	43,942	45,070	45,070
402	MAINTENANCE SERVICE-PRIVATE	21,386	22,586	21,600
603	RENT - BUILDINGS & GROUNDS	3,028	3,760	3,760
Operations & Maintenance Total		\$ 348,859	\$ 371,631	\$ 371,400
Capital Outlay				
753	EQUIPMENT & MACHINERY	-	200,000	200,000
Capital Outlay Total		\$ -	\$ 200,000	\$ 200,000
GRAND TOTAL		\$ 805,313	\$ 1,057,407	\$ 1,220,127
Funding Sources				
101	GENERAL FUND	741,789	1,001,247	1,133,127
203	GAS TAX	63,524	56,160	87,000
GRAND TOTAL		\$ 805,313	\$ 1,057,407	\$ 1,220,127

Org Detail- Information Technology

Division no. 4315



Budget Detail- Information Technology

Division no. 4315

Obj.	Obj. Description	Actuals FY 2017	Year End Estimates FY 2018	Proposed FY 2019
Personnel				
101	SALARIES-PERMANENT	497,784	548,138	659,111
121	FRINGE BENEFITS	23,525	27,618	32,859
122	PERS	122,352	132,093	170,934
124	HEALTH INSURANCE	86,998	113,032	129,600
125	WORKER'S COMP	23,306	24,008	28,869
129	DEFERRED COMP	28,826	36,414	53,196
Personnel Total		\$ 782,791	\$ 881,303	\$ 1,074,569
Operations & Maintenance				
201	TRAVEL EXPENSE	196	1,043	500
203	MILEAGE	-	164	-
205	CITY PROMOTION & ADVERTISING	-	314	-
206	PUBLICATIONS & DUES	160	500	500
207	VEHICLE OPERATIONS	181	1,000	1,000
212	POSTAGE-SPECIAL MAILING	327	400	400
217	VEHICLE - FUEL	166	1,000	1,000
251	SPECIAL ACTIVITY SUPPLIES	2,065	10,000	10,000
256	STAFF DEVELOPMENT	5,673	10,000	10,000
259	OFFICE SUPPLIES	122	2,000	2,000
291	FURN & OFFICE EQUIP (NON CAP)	279,056	407,000	178,000
301	PROFESSIONAL SERVICES	21,515	286,354	150,000
302	COMPUTER SOFTWARE AND SUPPORT	916,575	1,439,692	1,260,630
402	MAINTENANCE SERVICE-PRIVATE	39,983	100,140	100,140
651	TELEPHONE	226,059	288,333	287,380
Operations & Maintenance Total		\$ 1,492,078	\$ 2,547,940	\$ 2,001,550
Capital Outlay				
753	EQUIPMENT & MACHINERY	17,705	93,664	-
Capital Outlay Total		\$ 17,705	\$ 93,664	\$ -
GRAND TOTAL		\$ 2,292,574	\$ 3,522,907	\$ 3,076,119
Funding Sources				
101	GENERAL FUND	1,943,308	2,749,220	2,568,069
109	CITY SPECIAL RESERVES	234,199	634,537	380,000
203	GAS TAX	-	340	340
251	ENGINEERING FEES	101,167	136,040	124,940
480	SEWER MAINTENANCE DISTRICT	13,900	2,770	2,770
GRAND TOTAL		\$ 2,292,574	\$ 3,522,907	\$ 3,076,119

FINANCE



Finance

Budget Summary

	Actuals	Year End	Proposed
	FY 2017	Estimates	FY 2019
		FY 2018	
Dollars by Division			
Finance	10,758,252	9,993,734	10,953,675
Finance	\$ 10,758,252	\$ 9,993,734	\$ 10,953,675
Dollars by Category			
Personnel	1,855,603	1,982,278	2,409,539
Operations & Maintenance	8,902,649	8,011,456	8,544,136
Capital Outlay			
Total Dollars by Category	\$ 10,758,252	\$ 9,993,734	\$ 10,953,675
Dollars by Funding Source			
General Fund	3,173,581	3,445,607	3,952,331
City Special Reserves	4,419,637	3,427,850	3,852,720
Air Quality Management District	19,875	22,285	-
Proposition A	2,753,255	3,097,992	3,148,624
Proposition C	391,904	-	-
Lighting Maintenance District	-	-	-
Total Dollars by Funding Source	\$ 10,758,252	\$ 9,993,734	\$ 10,953,675

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.

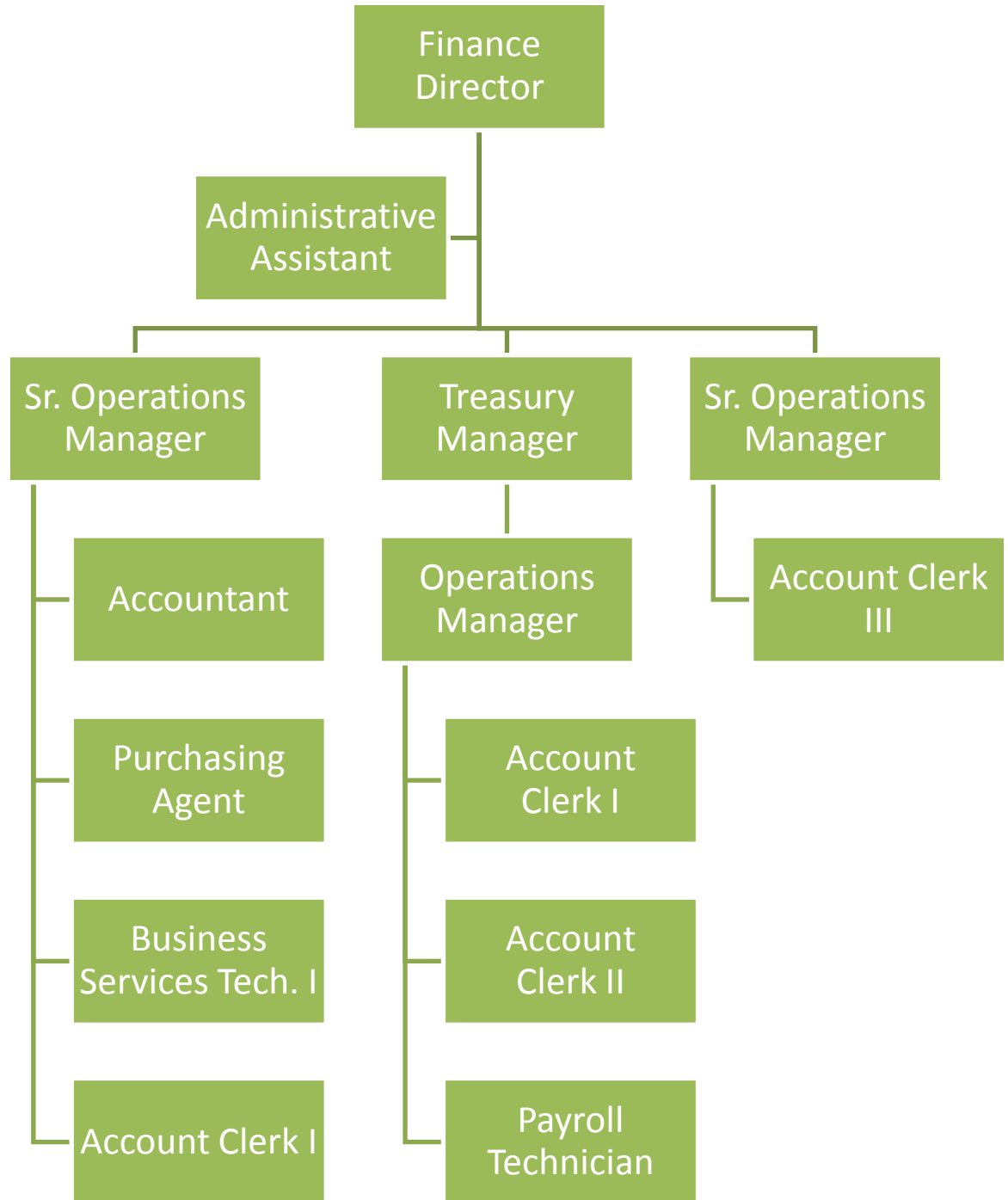
BUSINESS LICENSING (Division no. 4310) The Business Licensing Division is responsible for the processing of new business license and rental housing applications, along with the processing of annual renewals of these licenses. The Division ensures that all applicants comply with Municipal Code Chapter 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.

Org Detail- Finance

Division no. 4310



Budget Detail- Finance

Division no. 4310

Obj.	Obj. Description	Year End		
		Actuals FY 2017	Estimates FY 2018	Proposed FY 2019
Personnel				
101	SALARIES-PERMANENT	1,154,617	1,240,752	1,480,241
121	FRINGE BENEFITS	78,499	74,457	65,234
122	PERS	279,358	300,830	383,886
124	HEALTH INSURANCE	196,475	213,583	280,962
125	WORKER'S COMP	54,998	55,209	64,835
129	DEFERRED COMP	59,231	66,161	107,713
112	SALARIES-TEMPORARY	23,693	25,000	17,750
Personnel Total		\$ 1,846,871	\$ 1,975,992	\$ 2,400,621
Operations & Maintenance				
200	REGISTRATION	(96)	395	-
201	TRAVEL EXPENSE	3,284	1,000	-
202	LOCAL & REGIONAL EVENTS	858	550	550
203	MILEAGE	103	450	450
206	PUBLICATIONS & DUES	2,885	2,200	2,500
207	VEHICLE OPERATIONS	131	100	950
212	POSTAGE-SPECIAL MAILING	380	100	-
217	VEHICLE - FUEL	18	100	400
235	CREDIT CARD CHARGES	16,733	16,000	16,000
251	SPECIAL ACTIVITY SUPPLIES	2,670	395	-
253	REPROGRAPHICS	3,692	7,000	8,410
254	PHOTOCOPY MACHINE COSTS	190,582	200,000	243,820
256	STAFF DEVELOPMENT	587	1,390	-
259	OFFICE SUPPLIES	4,136	4,000	4,000
263	LEGAL ADVERTISING	345	-	-
286	CASH VARIANCE	40	205	-
291	FURN & OFFICE EQUIP (NON CAP)	2,410	-	-
301	PROFESSIONAL SERVICES	62,623	120,480	120,480
302	COMPUTER SOFTWARE AND SUPPORT	8,649	11,000	17,000
304	AUDIT SERVICES	140,738	150,000	197,930
308	CONTRACT SERVICES	-	60,960	48,360
402	SECURITY PLAN IMPLEMENTATION	68	100	100
Operations & Maintenance Total		\$ 440,836	\$ 576,425	\$ 660,950
GRAND TOTAL		\$ 2,287,707	\$ 2,552,417	\$ 3,061,571
Funding Sources				
101	GENERAL FUND	2,287,707	2,552,417	3,061,571
GRAND TOTAL		\$ 2,287,707	\$ 2,552,417	\$ 3,061,571

Budget Detail- Other Non-Departmental Payments

Division no. 4330

Obj.	Obj. Description	Actuals FY 2017	Year End Estimates FY 2018	Proposed FY 2019
Personnel				
101	SALARIES-PERMANENT	5,476	3,947	5,439
121	FRINGE BENEFITS	307	188	426
122	PERS	1,359	952	1,411
124	HEALTH INSURANCE	676	552	720
125	WORKER'S COMP	257	173	238
129	DEFERRED COMP	657	474	684
Personnel Total		\$ 8,732	\$ 6,286	\$ 8,918
Operations & Maintenance				
101	SALARIES-PERMANENT	544,651	550,000	550,000
124	HEALTH INSURANCE	2,359,850	2,359,850	2,802,720
136	LONG TERM CARE	18,000	18,000	-
300	LEGAL CLAIMS	1,497,136	500,000	500,000
301	PROFESSIONAL SERVICES	1,594,988	1,550,525	1,550,525
308	CONTRACT SERVICES	-	-	30,000
404	GROUND MAINTENANCE	79,264	78,266	79,200
603	RENT - BUILDINGS & GROUNDS	885,874	893,190	890,760
770	GRANT EXPENSES	19,875	22,285	-
779	GENERAL FUND OVERHEAD	37,175	37,915	54,981
991	TRANS/EXCH W OTHER AGENCIES	1,425,000	1,425,000	1,425,000
Operations & Maintenance Total		\$ 8,461,813	\$ 7,435,031	\$ 7,883,186
GRAND TOTAL		\$ 8,470,545	\$ 7,441,317	\$ 7,892,104
Funding Sources				
101	GENERAL FUND	885,874	893,190	890,760
109	CITY SPECIAL RESERVES	4,419,637	3,427,850	3,852,720
204	AIR QUALITY MANAGEMENT DISTRICT	19,875	22,285	-
207	PROPOSITION "A" TRANSIT	2,753,255	3,097,992	3,148,624
209	PROPOSITION "C"	391,904	-	-
GRAND TOTAL		\$ 8,470,545	\$ 7,441,317	\$ 7,892,104



PARKS, RECREATION, & ARTS

Parks, Recreation, & Arts

Budget Summary

	Actuals FY 2017	Year End Estimates FY 2018	Proposed FY 2019
Dollars by Division			
Administration & Film	1,410,599	1,467,420	1,647,594
Parks Maintenance	8,605,607	8,889,441	9,385,188
Recreation	4,307,695	4,243,806	4,202,781
Arts Program	2,085,373	2,152,151	2,250,265
Parks, Recreation, & Arts	\$ 16,409,274	\$ 16,752,818	\$ 17,485,828
Dollars by Category			
Personnel	7,868,654	8,032,895	8,510,053
Operations & Maintenance	8,365,360	8,616,730	8,885,720
Capital Outlay	175,260	103,193	90,055
Total Dollars by Category	\$ 16,409,274	\$ 16,752,818	\$ 17,485,828
Dollars by Funding Source			
General Fund	12,283,015	12,145,056	12,613,300
Capital Replacement	106,814	220,055	220,055
City Special Reserves	13,530	-	100,000
Gas Tax	1,054,486	1,136,619	1,243,236
Air Quality Management District	-	27,830	-
Engineering Fees	-	-	-
Proposition A	40,990	41,039	40,055
Parks Development Fund	-	40,000	-
Urban Structure Program - Administration	-	29,555	-
Federal Miscellaneous Grants	-	29	-
Performing Arts Center	1,546,861	1,504,181	1,593,901
Landscape Maintenance District	1,352,973	1,523,454	1,590,281
Lighting Maintenance District	10,605	85,000	85,000
Total Dollars by Fund	\$ 16,409,274	\$ 16,752,818	\$ 17,485,828

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.

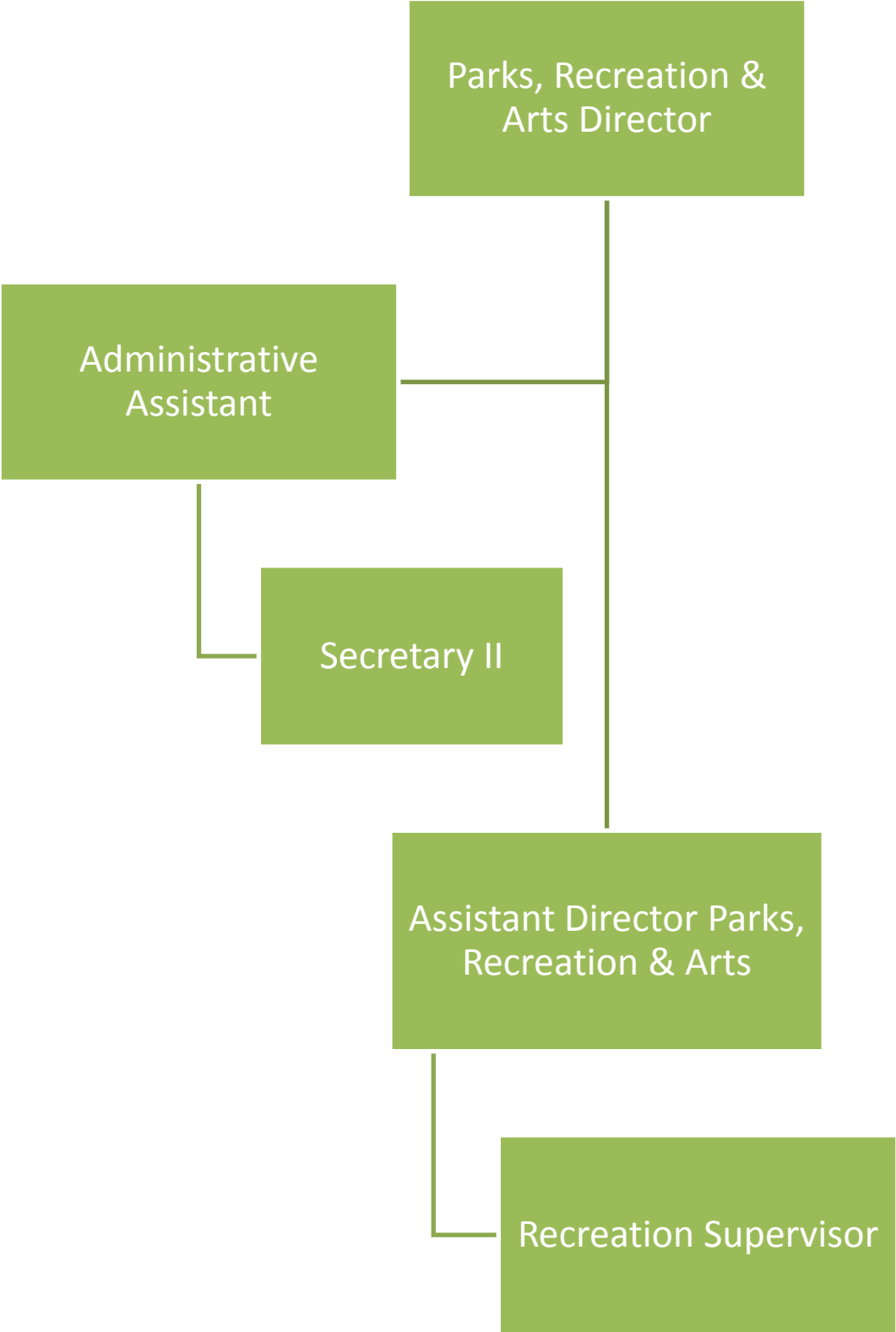
PARKS (Division no. 4630-36) Staff in this program area provide for the physical care of all park sites, small business incubator property, landscape maintenance districts, city trees and facilities including: grounds maintenance, irrigation system installation/maintenance (including water conserving 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.

Org Detail- Administration

Division no. 4620



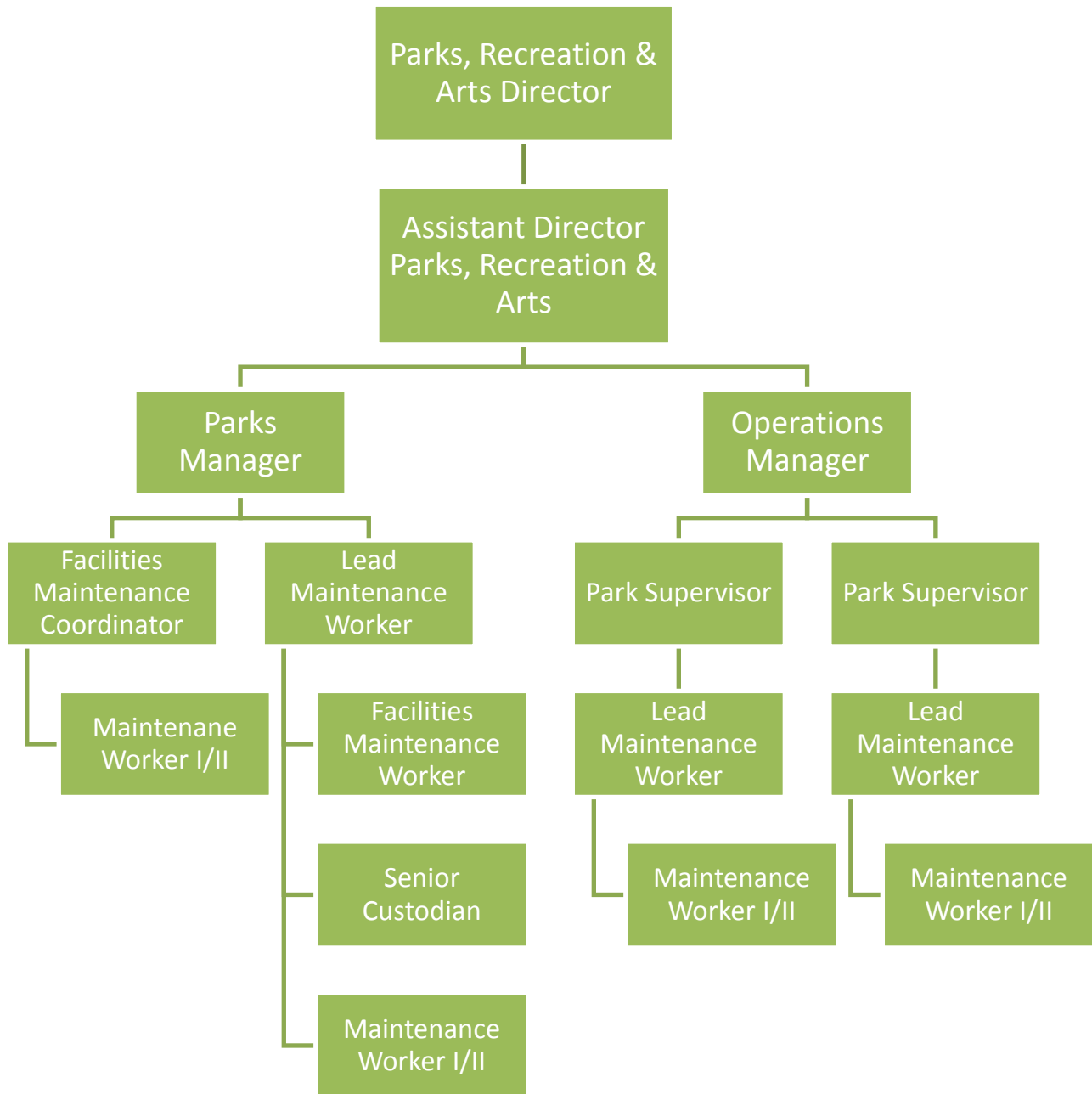
Budget Detail- Administration

Division Nos. 4620

Obj.	Obj. Description	Actuals FY 2017	Year End Estimates FY 2018	Proposed FY 2019
Personnel				
101	SALARIES-PERMANENT	763,092	796,445	805,917
121	FRINGE BENEFITS	41,787	36,515	37,637
122	PERS	195,183	195,552	209,005
124	HEALTH INSURANCE	92,410	106,244	119,400
125	WORKER'S COMP	37,371	37,324	35,301
129	DEFERRED COMP	60,794	65,255	76,234
112	SALARIES-TEMPORARY	35,348	43,000	39,000
Personnel Total		\$ 1,225,985	\$ 1,280,335	\$ 1,322,494
Operations & Maintenance				
201	TRAVEL EXPENSE	1,055	920	-
202	LOCAL & REGIONAL EVENTS	112	-	200
203	MILEAGE	-	-	100
206	PUBLICATIONS & DUES	255	1,725	425
207	VEHICLE OPERATIONS	167	300	-
211	POSTAGE	44,900	45,000	45,000
212	POSTAGE-SPECIAL MAILING	767	2,000	2,000
217	VEHICLE - FUEL	338	400	-
251	SPECIAL ACTIVITY SUPPLIES	1,123	840	700
259	OFFICE SUPPLIES	3,663	3,700	8,475
301	PROFESSIONAL SERVICES	68,075	68,000	68,000
308	CONTRACT SERVICES	63,000	63,000	99,000
311	GOVERNMENT FILING FEES	-	-	100
355	SPECIAL PROGRAMS	-	-	100,000
416	PROPERTY TAX ON LAND	1,159	1,200	1,100
Operations & Maintenance Total		\$ 184,614	\$ 187,085	\$ 325,100
GRAND TOTAL		\$ 1,410,599	\$ 1,467,420	\$ 1,647,594
Funding Sources				
101	GENERAL FUND	1,410,599	1,467,420	1,547,594
109	CITY SPECIAL RESERVES	-	-	100,000
GRAND TOTAL		\$ 1,410,599	\$ 1,467,420	\$ 1,647,594

Org Detail- Parks

Division Nos. 4631-36



Budget Detail- Parks

Division Nos. 4631-36

Obj.	Obj. Description	Actuals FY 2017	Year End Estimates FY 2018	Proposed FY 2019
Personnel				
101	SALARIES-PERMANENT	1,514,946	1,578,435	1,756,381
104	SALARIES-OVERTIME	149,283	127,000	140,560
121	FRINGE BENEFITS	65,686	63,841	76,075
122	PERS	389,183	398,561	455,501
124	HEALTH INSURANCE	350,534	399,726	452,700
125	WORKER'S COMP	94,023	89,135	76,929
129	DEFERRED COMP	51,445	44,976	70,547
112	SALARIES-TEMPORARY	486,893	497,785	488,030
Personnel Total		\$ 3,101,993	\$ 3,199,459	\$ 3,516,723
Operations & Maintenance				
200	REGISTRATION	-	300	-
202	LOCAL & REGIONAL EVENTS	40	-	-
203	MILEAGE	239	-	-
207	VEHICLE OPERATIONS	44,743	45,910	48,460
208	SMALL TOOLS	9,393	6,200	3,520
209	UNIFORMS	28,261	23,860	21,055
212	POSTAGE-SPECIAL MAILING	264	80	-
217	VEHICLE - FUEL	43,264	43,400	46,160
230	SMALL EQUIPMENT OPERATIONS	5,276	3,500	6,700
251	SPECIAL ACTIVITY SUPPLIES	2,135	-	800
253	REPROGRAPHICS	577	-	75
254	PHOTOCOPY MACHINE COSTS	85	50	-
256	STAFF DEVELOPMENT	470	25	-
259	OFFICE SUPPLIES	2,001	1,740	-
263	LEGAL ADVERTISING	678	30	1,000
264	LANDSCAPE MAINTENANCE	293,350	293,380	159,545
265	TREE & PLANT MATERIAL	2,710	7,135	14,550
267	HORTICULTURAL - PRIVATE	333,510	508,000	520,000
268	HORTICULTURAL - BIKEWAY MAINT	-	-	37,820
269	HORTICULTURE - FREEWAY	-	-	121,550
291	FURN & OFFICE EQUIP (NON CAP)	1,416	-	-
293	SPECIAL EQUIPMENT - OFFICE	969	1,200	2,500
301	PROFESSIONAL SERVICES	96,521	71,690	40,950
311	GOVERNMENT FILING FEES	76,282	71,805	81,920
401	MAINT - LANC BUSINESS PARK	73,996	75,000	75,000
402	MAINTENANCE SERVICE-PRIVATE	1,331,515	1,423,285	1,454,905

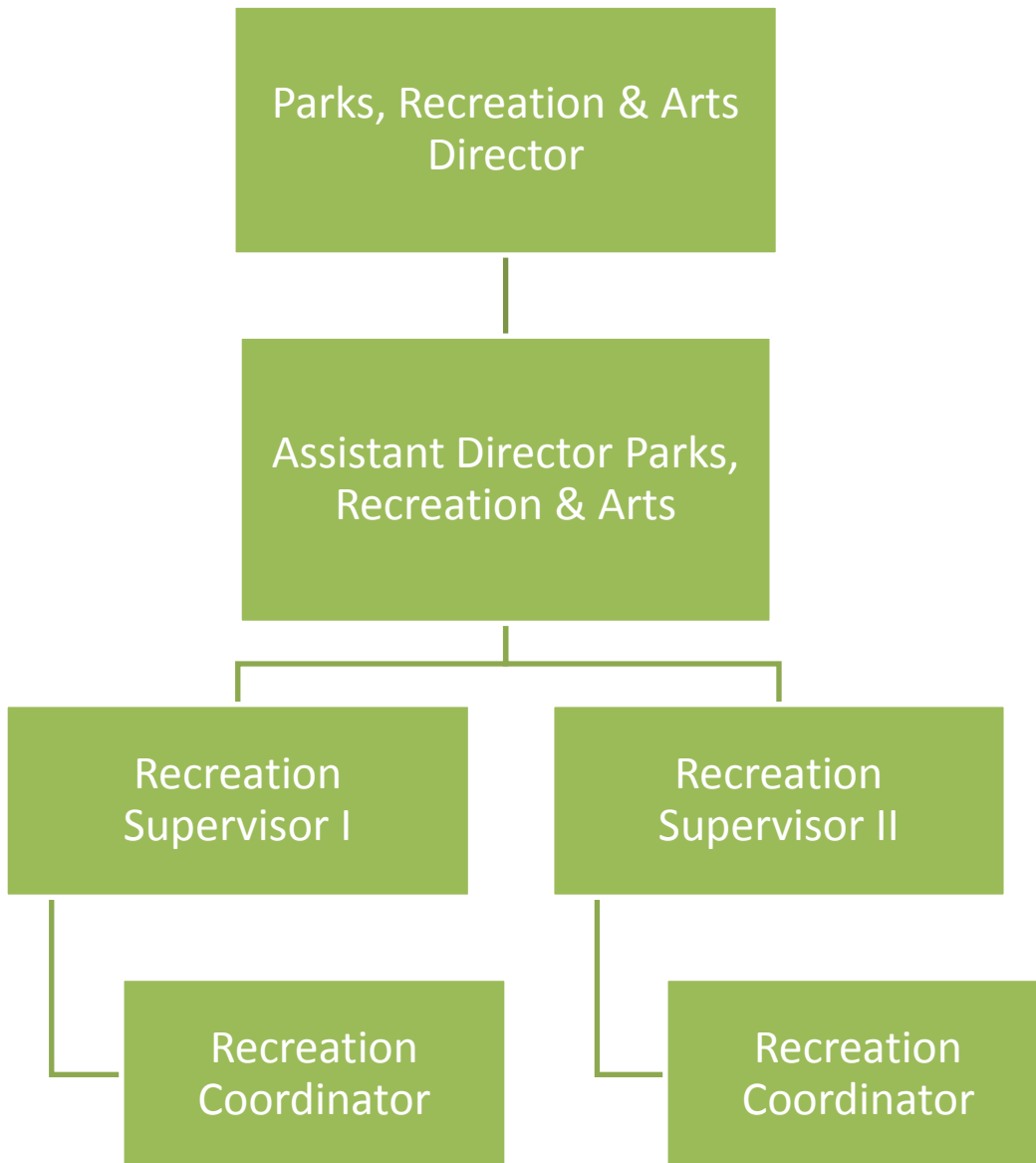
Budget Detail- Parks

Division Nos. 4631-36

Obj.	Obj. Description	Actuals FY 2017	Year End Estimates FY 2018	Proposed FY 2019
403	BUILDING MAINTENANCE	122,109	75,010	125,710
404	GROUNDS MAINTENANCE	340,325	318,865	316,750
406	JANITORIAL SUPPLIES	100,994	107,865	127,675
408	SOIL STERILE & WEED CONTROL	5,437	18,100	18,100
413	COMMUNICATION EQUIP MAINT	15	-	1,335
416	PROPERTY TAX ON LAND	5,248	6,925	5,075
455	TRAFFIC & REGULATORY SIGNS	26,457	4,000	-
460	TRAFFIC SIGNAL-DAMAGE REPAIR	-	25,000	5,000
462	REIMBURSED DAMAGE REPAIRS	2,285	40,000	10,000
602	RENT - OTHER EQUIPMENT	14,223	12,350	5,315
603	RENT - BUILDINGS & GROUNDS	4,314	-	-
651	TELEPHONE	6,872	7,000	5,000
652	ELECTRICITY	995,338	975,750	1,064,325
654	WATER	1,075,980	1,059,680	1,106,445
655	GAS	85,596	73,200	96,150
670	AQUATIC MAINTENANCE	43,726	101,000	38,000
779	GENERAL FUND OVERHEAD	191,740	195,575	287,020
799	TRANSFER-AGENCY LOAN BALANCE	(18,707)	-	-
981	DEBT SERVICE - PRINCIPAL	18,707	-	-
Operations & Maintenance Total		\$ 5,368,354	\$ 5,596,910	\$ 5,848,410
Capital Outlay				
752	MOTOR VEHICLES	14,916	-	-
753	EQUIPMENT & MACHINERY	13,530	44,465	-
754	OUTDOOR FURNITURE & EQUIPMENT	-	4,302	-
763	REPL-EQUIPMENT & MACHINERY	106,814	44,305	20,055
Capital Outlay Total		\$ 135,260	\$ 93,072	\$ 20,055
GRAND TOTAL		\$ 8,605,607	\$ 8,889,441	\$ 9,385,188
Funding Sources				
101	GENERAL FUND	6,026,209	5,825,889	6,206,561
104	CAPITAL REPLACEMENT	106,814	220,055	220,055
109	CITY SPECIAL RESERVES	13,530	-	-
203	GAS TAX	1,054,486	1,136,619	1,243,236
204	AIR QUALITY MANAGEMENT DISTRICT	-	27,830	-
207	PROPOSITION "A" TRANSIT	40,990	41,039	40,055
228	URBAN STRUCTURE PROGRAM - ADMINISTR	-	29,555	-
482	LANDSCAPE MAINTENANCE DISTRICT	1,352,973	1,523,454	1,590,281
483	LIGHTING MAINTENANCE DISTRICT	10,605	85,000	85,000
GRAND TOTAL		\$ 8,605,607	\$ 8,889,441	\$ 9,385,188

Org Detail- Recreation

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



Budget Detail- Recreation

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

Obj.	Obj. Description	Actuals FY 2017	Year End Estimates FY 2018	Proposed FY 2019
Personnel				
101	SALARIES-PERMANENT	496,030	544,321	613,062
104	SALARIES-OVERTIME	389	-	20,505
121	FRINGE BENEFITS	55,532	45,431	27,506
122	PERS	165,210	172,659	158,992
124	HEALTH INSURANCE	82,168	99,785	131,700
125	WORKER'S COMP	100,898	96,362	26,853
129	DEFERRED COMP	14,937	16,318	29,313
112	SALARIES-TEMPORARY	1,660,325	1,742,365	1,793,570
Personnel Total		\$ 2,575,489	\$ 2,717,241	\$ 2,801,501
Operations & Maintenance				
203	MILEAGE	-	-	150
205	CITY PROMOTION & ADVERTISING	1,510	2,120	1,500
206	PUBLICATIONS & DUES	-	-	150
207	VEHICLE OPERATIONS	9,201	6,700	5,700
209	UNIFORMS	7,519	9,990	9,790
211	POSTAGE	19,400	14,500	13,440
212	POSTAGE-SPECIAL MAILING	-	35	-
217	VEHICLE - FUEL	5,481	6,250	6,250
222	SPECIAL EVENTS	889,155	772,825	686,590
223	SOCCER GATE EXPENSE	20,900	24,000	29,000
225	SPONSORSHIPS	156,414	180,000	70,000
235	CREDIT CARD CHARGES	20,768	10,200	10,200
251	SPECIAL ACTIVITY SUPPLIES	214,220	197,070	265,070
253	REPROGRAPHICS	46,201	42,495	40,550
256	STAFF DEVELOPMENT	773	1,000	1,000
259	OFFICE SUPPLIES	984	950	-
270	RECREATION SERVICES	32,343	37,565	37,165
271	RECREATION BUS SERVICES-PROP A	22,350	19,000	20,000
286	CASH VARIANCE	143	5	-
301	PROFESSIONAL SERVICES	1,889	3,100	3,100
308	CONTRACT SERVICES	237,778	189,300	191,300
402	MAINTENANCE SERVICE-PRIVATE	2,192	-	-
403	BUILDING MAINTENANCE	-	5,160	-
404	GROUNDS MAINTENANCE	18	-	-
413	COMMUNICATION EQUIP MAINT	-	-	100
602	RENT - OTHER EQUIPMENT	2,967	4,300	4,725
651	TELEPHONE	-	-	5,500
Operations & Maintenance Total		\$ 1,692,206	\$ 1,526,565	\$ 1,401,280

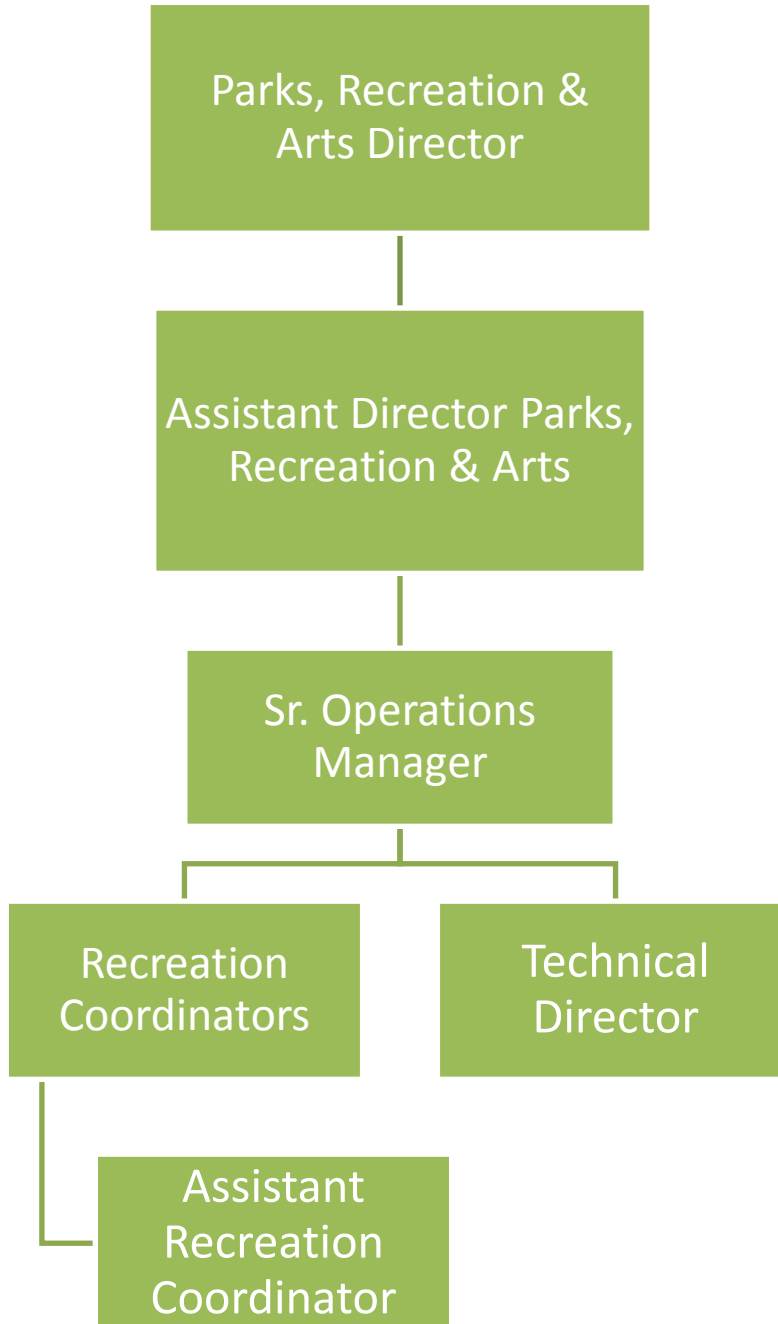
Budget Detail- Recreation

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

Obj.	Obj. Description	Actuals FY 2017	Year End Estimates FY 2018	Proposed FY 2019
Capital Outlay				
	752 MOTOR VEHICLES	40,000	-	-
Capital Outlay Total		\$ 40,000	\$ -	\$ -
GRAND TOTAL		\$ 4,307,695	\$ 4,243,806	\$ 4,202,781
Funding Sources				
101	GENERAL FUND	4,171,036	4,243,577	4,202,781
399	FEDERAL MISCELLANEOUS GRANTS	-	29	-
402	PERFORMING ARTS CENTER	136,659	200	-
GRAND TOTAL		\$ 4,307,695	\$ 4,243,806	\$ 4,202,781

Org Detail- Arts

Division Nos. 4644; 4650-51



Budget Detail- Arts

Division Nos. 4644; 4650-51

Obj.	Obj. Description	Actuals FY 2017	Year End Estimates FY 2018	Proposed FY 2019
Personnel				
101	SALARIES-PERMANENT	276,790	220,953	263,431
104	SALARIES-OVERTIME	741	-	1,500
121	FRINGE BENEFITS	85,578	69,429	63,070
122	PERS	90,258	69,703	68,318
124	HEALTH INSURANCE	58,501	46,103	64,800
125	WORKER'S COMP	35,098	31,042	11,538
129	DEFERRED COMP	7,824	6,630	14,833
112	SALARIES-TEMPORARY	410,397	392,000	381,845
Personnel Total		\$ 965,187	\$ 835,860	\$ 869,335
Operations & Maintenance				
200	REGISTRATION	1,558	-	1,050
201	TRAVEL EXPENSE	3,291	1,225	3,500
203	MILEAGE	-	-	150
205	CITY PROMOTION & ADVERTISING	78,238	55,750	77,410
206	PUBLICATIONS & DUES	1,395	1,300	1,570
207	VEHICLE OPERATIONS	691	10	-
208	SMALL TOOLS	150	400	400
209	UNIFORMS	571	835	1,375
211	POSTAGE	1,738	6,250	20,150
212	POSTAGE-SPECIAL MAILING	862	640	500
217	VEHICLE - FUEL	1,659	1,445	1,445
235	CREDIT CARD CHARGES	21,317	21,000	20,000
251	SPECIAL ACTIVITY SUPPLIES	95,231	83,550	83,550
256	STAFF DEVELOPMENT	-	25	-
257	PERFORMER SUPPLIES/COSTS	15,886	20,000	20,000
259	OFFICE SUPPLIES	3,090	2,775	-
270	RECREATION SERVICES	-	-	3,000
272	THEATER PROGRAMS	-	-	1,500
274	THEATER CONCESSIONS	7,792	-	-
286	CASH VARIANCE	(38)	10	-
301	PROFESSIONAL SERVICES	15,445	71,000	48,875
302	COMPUTER SOFTWARE AND SUPPORT	28,042	27,000	30,615
308	CONTRACT SERVICES	135,224	128,200	141,000
311	GOVERNMENT FILING FEES	4,879	35	135
318	PERFORMER SERVICES	467,755	500,000	600,000
330	ROYALTIES	3,000	7,000	9,250
402	MAINTENANCE SERVICE-PRIVATE	19,702	77,420	41,715
403	BUILDING MAINTENANCE	24,592	86,200	45,575

Budget Detail- Arts

Division Nos. 4644; 4650-51

Obj.	Obj. Description	Actuals FY 2017	Year End Estimates FY 2018	Proposed FY 2019
404	GROUNDS MAINTENANCE	212	1,200	1,200
406	JANITORIAL SUPPLIES	5,275	12,000	6,000
416	PROPERTY TAX ON LAND	7,693	7,800	7,800
602	RENT - OTHER EQUIPMENT	53,370	78,800	22,025
651	TELEPHONE	250	100	-
652	ELECTRICITY	101,684	99,000	100,940
654	WATER	4,008	3,200	5,700
655	GAS	15,624	12,000	14,500
Operations & Maintenance Total		\$ 1,120,186	\$ 1,306,170	\$ 1,310,930
Capital Outlay				
750	CAPITAL REPLACEMENT FUND	-	10,121	70,000
Capital Outlay Total		\$ -	\$ 10,121	\$ 70,000
GRAND TOTAL		\$ 2,085,373	\$ 2,152,151	\$ 2,250,265
Funding Sources				
101	GENERAL FUND	675,171	608,170	656,364
213	PARKS DEVELOPMENT	-	40,000	-
402	PERFORMING ARTS CENTER	1,410,202	1,503,981	1,593,901
GRAND TOTAL		\$ 2,085,373	\$ 2,152,151	\$ 2,250,265



DEVELOPMENT SERVICES

Development Services

Budget Summary

	Actuals FY 2017	Year End Estimates FY 2018	Proposed FY 2019
Dollars by Division			
Administration	560,359	726,445	707,373
Community Development	5,903,171	6,464,714	6,367,031
Public Works	30,778,444	17,585,142	16,151,583
Capital Engineering	1,516,713	3,245,767	3,327,406
Development Services	\$ 38,758,687	\$ 28,022,068	\$ 26,553,393
Dollars by Category			
Personnel	12,832,540	13,435,531	14,851,309
Operations & Maintenance	12,435,209	14,299,887	10,872,784
Capital Outlay	13,490,938	286,650	829,300
Total Dollars by Category	\$ 38,758,687	\$ 28,022,068	\$ 26,553,393
Dollars by Funding Source			
General Fund	3,748,669	4,414,959	4,476,323
Capital Replacement	361,940	112,600	167,600
Gas Tax	4,953,765	5,548,329	5,946,237
Proposition A	-	43,000	-
Proposition C	101,349	59,313	118,000
Measure R	-	-	200,000
Drainage Development Fees	4,961	248,538	-
Biological Impact Fees	-	22,500	-
Engineering Fees	2,793,054	3,665,729	4,113,760
State Grant - OTS	41,157	16,988	-
State Grant Recycling Beverage	441,331	160,029	78,472
State Grant Recycling Oil	58,586	132,307	42,542
Miscellaneous State Grants	-	225,000	-
Federal Miscellaneous Grants	65,180	10,524	-
Sewer Maintenance District	4,441,138	4,318,848	4,002,340
Landscape Maintenance District	417,198	361,656	308,997
Lighting Maintenance District	19,714,279	7,068,800	5,119,253
Drainage Maintenance District	1,419,519	1,335,952	1,750,453
Recycled Water	196,561	276,996	229,416
Total Dollars by Fund	\$ 38,758,687	\$ 28,022,068	\$ 26,553,393

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.

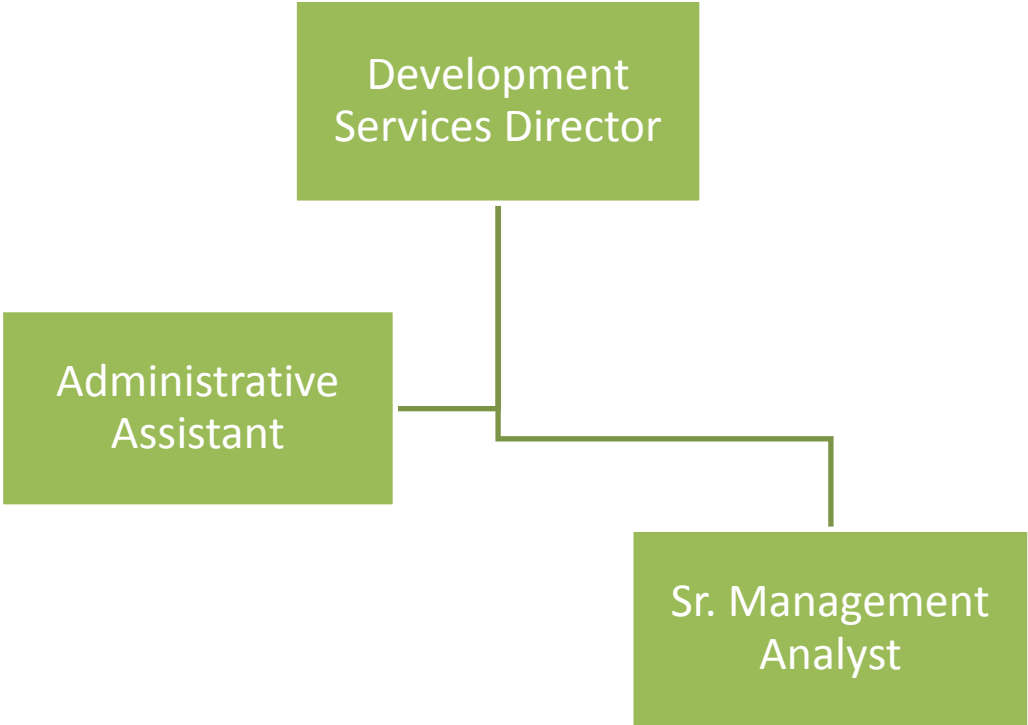
The Capital Program Section is responsible for the design and construction of the 5-Year Capital Improvements Program (CIP). Included in this overall responsibility are the planning, design, utilities coordination, right-of-way coordination/acquisition, environmental clearance, grant management, project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

Org Detail- Administration

Division no. 4701



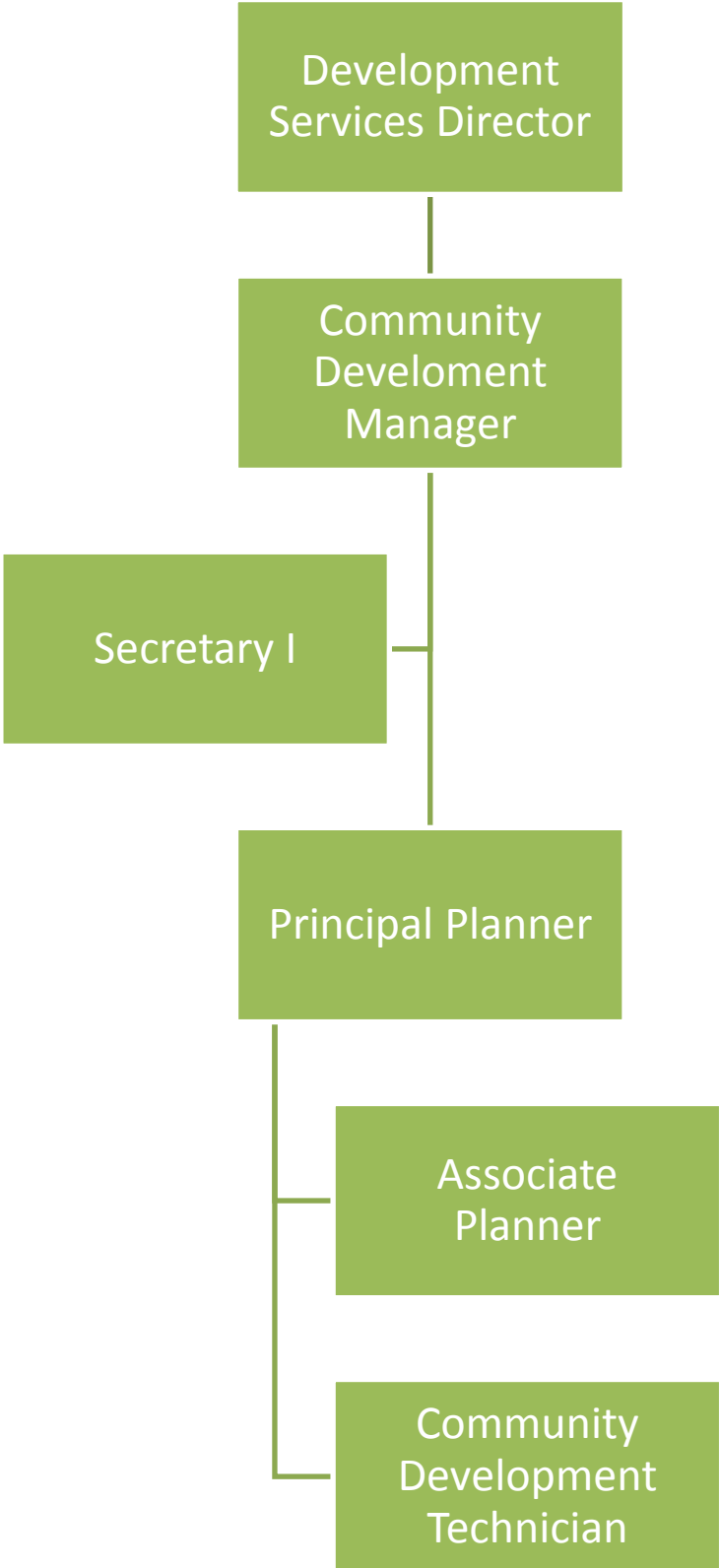
Budget Detail- Administration

Division no. 4701

Obj.	Obj. Description	Actuals FY 2017	Year End Estimates FY 2018	Proposed FY 2019
Personnel				
101	SALARIES-PERMANENT	354,167	372,664	386,497
121	FRINGE BENEFITS	13,834	7,243	15,738
122	PERS	84,127	90,549	100,234
124	HEALTH INSURANCE	52,050	55,513	52,500
125	WORKER'S COMP	16,873	19,311	16,929
129	DEFERRED COMP	32,390	34,480	40,230
112	SALARIES-TEMPORARY	555	71,160	71,160
Personnel Total		\$ 553,996	\$ 650,920	\$ 683,288
Operations & Maintenance				
202	LOCAL & REGIONAL EVENTS	208	500	600
203	MILEAGE	-	-	50
206	PUBLICATIONS & DUES	1,423	1,500	1,595
251	SPECIAL ACTIVITY SUPPLIES	2,695	600	600
253	REPROGRAPHICS	92	100	390
259	OFFICE SUPPLIES	1,995	1,031	850
291	FURN & OFFICE EQUIP (NON CAP)	-	109	-
301	PROFESSIONAL SERVICES	-	71,685	20,000
502	GRAFFITI REMOVAL	(50)	-	-
Operations & Maintenance Total		\$ 6,363	\$ 75,525	\$ 24,085
GRAND TOTAL		\$ 560,359	\$ 726,445	\$ 707,373
Funding Sources				
101	GENERAL FUND	560,409	622,588	654,033
203	GAS TAX	(50)	22,726	21,500
251	ENGINEERING FEES	-	4,840	4,840
480	SEWER MAINTENANCE DISTRICT	-	59,770	12,000
484	DRAINAGE - MAINTENANCE DISTRICT	-	16,521	15,000
GRAND TOTAL		\$ 560,359	\$ 726,445	\$ 707,373

Org Detail- Community Development

Division nos. 4780 & 4782



Budget Detail- Community Development

Division nos. 4780 & 4782

Obj.	Obj. Description	Year End		
		Actuals FY 2017	Estimates FY 2018	Proposed FY 2019
Personnel				
101	SALARIES-PERMANENT	904,651	813,483	679,819
104	SALARIES-OVERTIME	3,771	950	-
121	FRINGE BENEFITS	53,132	43,129	5,231
122	PERS	220,116	177,901	176,305
124	HEALTH INSURANCE	135,431	80,796	115,200
125	WORKER'S COMP	43,837	29,331	29,776
129	DEFERRED COMP	62,119	54,955	67,750
112	SALARIES-TEMPORARY	28,607	-	18,000
Personnel Total		\$ 1,451,664	\$ 1,200,545	\$ 1,092,081
Operations & Maintenance				
200	REGISTRATION	1,040	995	995
201	TRAVEL EXPENSE	1,940	1,900	1,900
202	LOCAL & REGIONAL EVENTS	110	450	450
203	MILEAGE	-	-	570
206	PUBLICATIONS & DUES	862	1,120	1,120
207	VEHICLE OPERATIONS	1,620	700	700
210	MAPS & PUBLICATIONS	-	220	220
212	POSTAGE-SPECIAL MAILING	824	700	700
215	EQUIPMENT CHARGES	157,827	-	-
217	VEHICLE - FUEL	4,267	300	-
235	CREDIT CARD CHARGES	-	-	5,000
251	SPECIAL ACTIVITY SUPPLIES	15,720	-	-
253	REPROGRAPHICS	859	710	710
256	STAFF DEVELOPMENT	-	780	780
259	OFFICE SUPPLIES	1,566	4,150	4,150
263	LEGAL ADVERTISING	34,096	34,000	35,000
294	OUTDOOR FURN & EQUIP (NON CAP)	4,941	-	-
301	PROFESSIONAL SERVICES	48,100	15,655	56,250

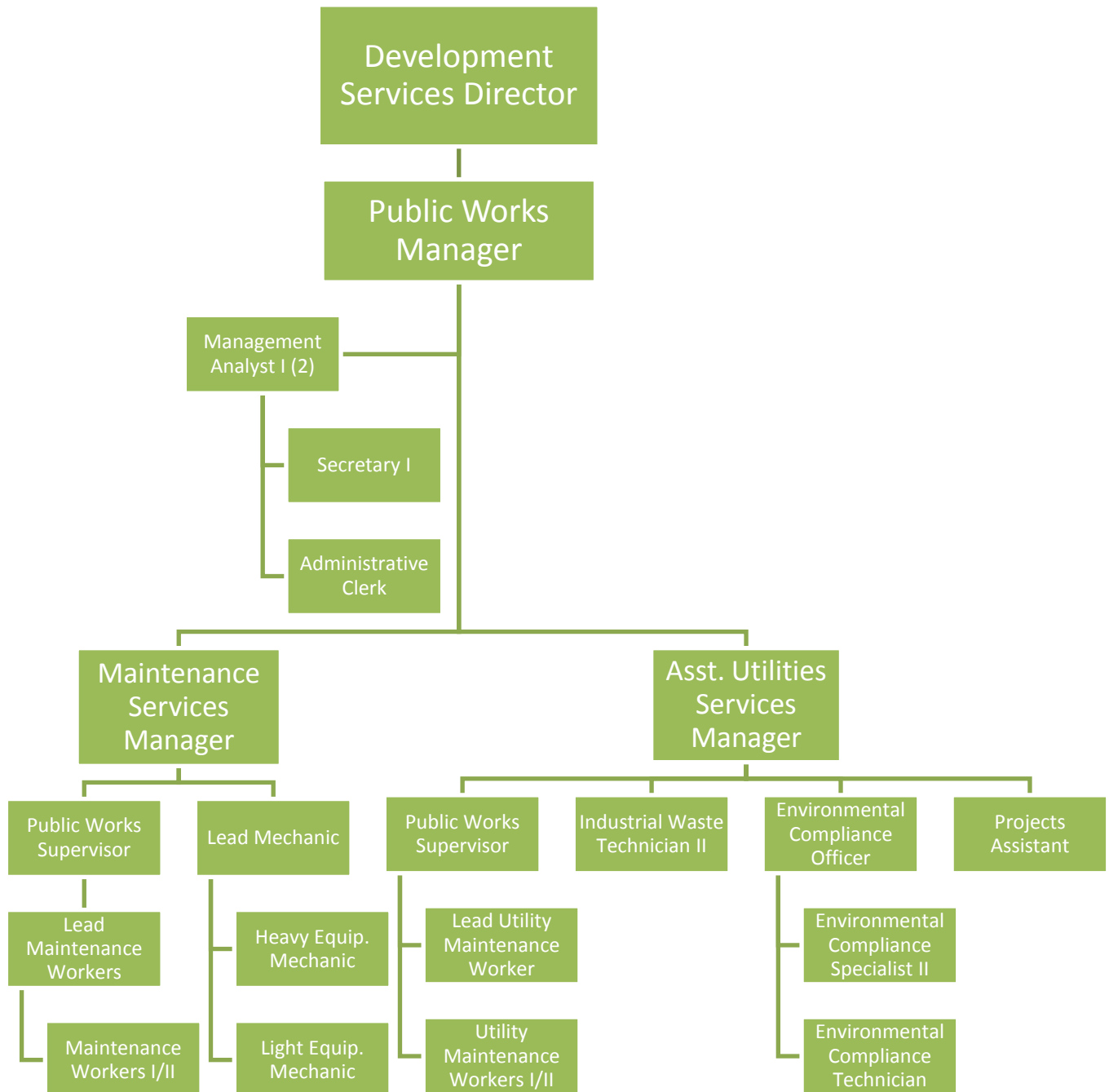
Budget Detail- Community Development

Division nos. 4780 & 4782

Obj.	Obj. Description	Actuals FY 2017	Year End Estimates FY 2018	Proposed FY 2019
302	COMPUTER SOFTWARE AND SUPPORT	-	-	700
311	GOVERNMENT FILING FEES	5,082	-	-
317	GENERAL PLAN UPDATE	60,870	-	-
355	SPECIAL PROGRAMS	9,029	-	-
361	RECORDING/CREDIT FEES	2,910	4,000	4,000
402	MAINTENANCE SERVICE-PRIVATE	2,612	-	-
770	GRANT EXPENSES	41,157	16,988	-
773	UBG10-04-0054	5,180	-	-
785	TRANSFER-EMERGENCY REPAIR	7,523	-	-
Operations & Maintenance Total		\$ 408,135	\$ 82,668	\$ 113,245
Capital Outlay				
753	EQUIPMENT & MACHINERY	14,740	-	-
Capital Outlay Total		\$ 14,740	\$ -	\$ -
GRAND TOTAL		\$ 1,874,539	\$ 1,283,213	\$ 1,205,326
Funding Sources				
101	GENERAL FUND	1,137,007	1,213,703	1,205,326
251	ENGINEERING FEES	59,016	41,484	-
324	STATE GRANT - OFFICE OF TRAFFIC SAFETY	41,157	16,988	-
330	STATE GRANT - RECYCLING BEVERAGE	269,292	-	-
331	STATE GRANT - OIL RECYCLING	19,495	-	-
399	FEDERAL MISCELLANEOUS GRANTS	65,180	10,524	-
480	SEWER MAINTENANCE DISTRICT	288,379	514	-
482	LANDSCAPE MAINTENANCE DISTRICT	(4,987)	-	-
GRAND TOTAL		\$ 1,874,539	\$ 1,283,213	\$ 1,205,326

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 2017	Year End Estimates FY 2018	Proposed FY 2019
Personnel				
101	SALARIES-PERMANENT	3,987,338	3,687,878	4,032,355
104	SALARIES-OVERTIME	208,287	219,995	193,145
121	FRINGE BENEFITS	120,750	(53,099)	167,368
122	PERS	987,610	892,107	1,045,751
124	HEALTH INSURANCE	914,290	921,172	1,065,000
125	WORKER'S COMP	188,777	164,095	176,618
129	DEFERRED COMP	126,201	132,123	207,650
112	SALARIES-TEMPORARY	41,486	58,600	29,100
Personnel Total		\$ 6,574,739	\$ 6,022,871	\$ 6,916,987
Operations & Maintenance				
200	REGISTRATION	13,035	36,470	36,205
201	TRAVEL EXPENSE	14,620	29,740	30,090
202	LOCAL & REGIONAL EVENTS	678	4,040	4,290
205	CITY PROMOTION & ADVERTISING	4,350	4,500	-
206	PUBLICATIONS & DUES	5,101	5,310	5,530
207	VEHICLE OPERATIONS	37,940	310,659	218,510
208	SMALL TOOLS	49,685	65,950	67,450
209	UNIFORMS	39,282	46,160	47,860
212	POSTAGE-SPECIAL MAILING	516	572	850
214	BULK VEHICLE MAINT SUPPLIES	17,443	28,000	28,000
215	EQUIPMENT CHARGES	680	6,843	-
217	VEHICLE - FUEL	138,638	204,535	206,420
220	BOOT/PANT ALLOWANCE	18,981	16,775	18,850
230	SMALL EQUIPMENT OPERATIONS	2,446	5,700	2,400
251	SPECIAL ACTIVITY SUPPLIES	18,342	103,754	1,900
253	REPROGRAPHICS	1,335	1,850	2,750
256	STAFF DEVELOPMENT	1,575	-	-
259	OFFICE SUPPLIES	3,366	4,600	4,600
260	INSURANCE EXPENSE	84,277	84,300	84,300
263	LEGAL ADVERTISING	1,232	1,000	1,000
265	TREE & PLANT MATERIAL	-	-	400
266	HORTICULTURE - HERBICIDE/PEST	-	60,000	-
291	FURN & OFFICE EQUIP (NON CAP)	1,160	10,440	2,500
294	OUTDOOR FURN & EQUIP (NON CAP)	56,722	13,713	12,000
295	SPECIALIZED EQUIP (NON CAP)	1,284	24,399	18,000

Budget Detail- Public Works

Division nos. 4751, 4752, 4753 & 4755

Obj.	Obj. Description	Actuals FY 2017	Year End Estimates FY 2018	Proposed FY 2019
301	PROFESSIONAL SERVICES	180,142	468,900	186,550
302	COMPUTER SOFTWARE AND SUPPORT	474	31,996	500
308	CONTRACT SERVICES	62,340	95,500	133,000
310	RECYCLED WATER PURCHASES	16,769	23,000	23,000
311	GOVERNMENT FILING FEES	15,900	23,967	20,135
355	SPECIAL PROGRAMS	57,443	75,000	75,000
402	MAINTENANCE SERVICE-PRIVATE	70,871	123,798	118,400
403	BUILDING MAINTENANCE	24,891	22,500	22,500
404	GROUNDS MAINTENANCE	12,579	53,500	57,500
405	EQUIPMENT MAINTENANCE	32,062	42,585	42,035
406	JANITORIAL SUPPLIES	32	14,500	14,500
408	SOIL STERILE & WEED CONTROL	41,516	52,350	52,350
409	DRAINAGE CHANNELS MAINT	42,322	35,931	35,000
410	STREET MATERIALS	100,290	180,800	187,000
413	COMMUNICATION EQUIP MAINT	286	300	400
450	STREET SWEEPING CONTRACT	482,326	487,000	487,000
454	MARKING & STRIPING	41,464	-	-
455	TRAFFIC & REGULATORY SIGNS	37,480	21,000	16,000
457	ROADSIDE MAINTENANCE	-	-	5,000
460	TRAFFIC SIGNAL-DAMAGE REPAIR	42,218	424,900	420,000
461	TRAFFIC SIGNAL - CITY	9,928	-	-
470	SEWER MAINTENANCE	1,770	77,125	77,125
502	GRAFFITI REMOVAL	45,498	49,490	49,490
602	RENT - OTHER EQUIPMENT	-	16,250	16,250
603	RENT - BUILDINGS & GROUNDS	2,394	2,489	2,300
652	ELECTRICITY	77,868	53,300	53,300
654	WATER	23,083	19,450	19,450
657	HAZARDOUS WASTE HANDLING	6,492	6,500	7,500
660	STREET LIGHTS-MAINT & POWER	3,101,005	1,367,180	1,367,180
665	STREET LIGHT FIXTURES	1,903,485	1,888,533	50,000
773	UBG10-04-0054	-	930	-
775	TRANSFER-NON RECURRING EVENTS	1,016	40,760	-
776	HOMELAND SECURITY GRANT 2004	-	-	39,277
777	RATE STABILIZATION	-	-	39,195
779	GENERAL FUND OVERHEAD	3,432,165	3,500,805	3,351,857
785	TRANSFER-EMERGENCY REPAIR	21,508	38,411	-
786	TRANSFER-CAPITAL LIABILITY	1,532	44,215	-
787	TRANSFER-BUILDING REPLACEMENT	-	-	42,542
799	TRANSFER-AGENCY LOAN BALANCE	(146,275)	-	-
965	CONTRA ERAF LOAN REPAYMENT	317,716	-	-

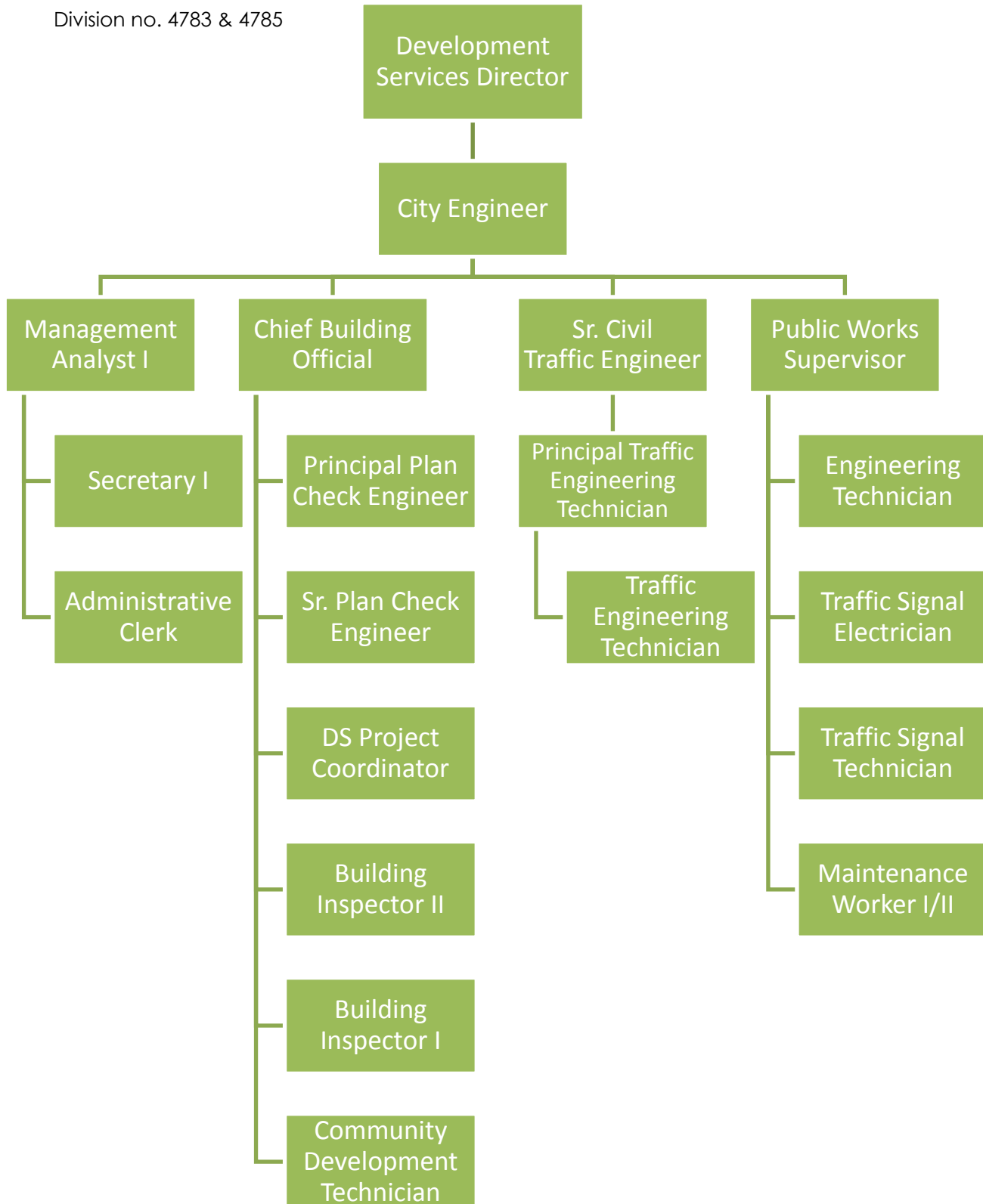
Budget Detail- Public Works

Division nos. 4751, 4752, 4753 & 4755

Obj.	Obj. Description	Actuals FY 2017	Year End Estimates FY 2018	Proposed FY 2019
978	DESERT SANDS MOBILE HOME PARK	140,640	976,755	976,755
979	ADMIN FEES - TAX INCREMENT	(140,640)	-	-
981	DEBT SERVICE - PRINCIPAL	141,963	-	-
982	DEBT SERVICE - INTEREST	144,952	-	-
Operations & Maintenance Total		\$ 10,860,193	\$ 11,329,030	\$ 8,781,996
Capital Outlay				
752	MOTOR VEHICLES	213,337	46,528	-
753	EQUIPMENT & MACHINERY	12,490,619	3,555	200,000
762	REPL-MOTOR VEHICLES	361,940	112,600	167,600
763	REPL-EQUIPMENT & MACHINERY	277,616	70,558	85,000
Capital Outlay Total		\$ 13,343,512	\$ 233,241	\$ 452,600
GRAND TOTAL		\$ 30,778,444	\$ 17,585,142	\$ 16,151,583
Funding Sources				
101	GENERAL FUND	577,065	606,756	674,678
104	CAPITAL REPLACEMENT	361,940	112,600	167,600
203	GAS TAX	4,551,684	4,798,785	5,172,756
207	PROPOSITION "A" TRANSIT	-	43,000	-
209	PROPOSITION "C"	-	58,000	-
224	BIOLOGICAL IMPACT FEES	-	22,500	-
330	STATE GRANT - RECYCLING BEVERAGE	172,039	160,029	78,472
331	STATE GRANT - OIL RECYCLING	39,091	132,307	42,542
480	SEWER MAINTENANCE DISTRICT	3,999,462	4,113,751	3,973,572
482	LANDSCAPE MAINTENANCE DISTRICT	413,362	360,142	292,229
483	LIGHTING MAINTENANCE DISTRICT	19,084,650	5,638,767	3,801,633
484	DRAINAGE - MAINTENANCE DISTRICT	1,382,590	1,261,509	1,718,685
485	RECYCLED WATER	196,561	276,996	229,416
GRAND TOTAL		\$ 30,778,444	\$ 17,585,142	\$ 16,151,583

Org Detail- City Engineering

Division no. 4783 & 4785



Budget Detail- City Engineering

Division no. 4783 & 4785

Obj.	Obj. Description	Actuals FY 2017	Year End Estimates FY 2018	Proposed FY 2019
Personnel				
101	SALARIES-PERMANENT	1,843,142	1,958,283	2,074,542
104	SALARIES-OVERTIME	48,012	54,200	46,200
121	FRINGE BENEFITS	35,894	7,717	(110,887)
122	PERS	451,404	472,515	538,011
124	HEALTH INSURANCE	290,552	337,196	403,500
125	WORKER'S COMP	86,955	85,508	90,864
129	DEFERRED COMP	87,157	88,851	119,407
112	SALARIES-TEMPORARY	15,826	313	-
192	OVERTIME SALARY OFFSET CIP			
Personnel Total		\$ 2,858,942	\$ 3,004,583	\$ 3,161,637
Operations & Maintenance				
200	REGISTRATION	1,575	2,842	1,000
201	TRAVEL EXPENSE	248	1,778	1,500
202	LOCAL & REGIONAL EVENTS	155	150	150
203	MILEAGE	77	50	50
206	PUBLICATIONS & DUES	7,778	7,112	6,015
207	VEHICLE OPERATIONS	21,839	24,940	16,950
208	SMALL TOOLS	3,111	3,810	5,330
209	UNIFORMS	6,672	9,625	6,975
212	POSTAGE-SPECIAL MAILING	83	-	300
217	VEHICLE - FUEL	29,817	34,950	45,865
220	BOOT/PANT ALLOWANCE	-	3,600	4,185
230	SMALL EQUIPMENT OPERATIONS	559	550	1,000
235	CREDIT CARD CHARGES	19,881	22,000	26,000
251	SPECIAL ACTIVITY SUPPLIES	-	100	100
253	REPROGRAPHICS	1,117	1,350	880
259	OFFICE SUPPLIES	2,790	5,590	5,590
291	FURN & OFFICE EQUIP (NON CAP)	800	-	-
301	PROFESSIONAL SERVICES	11,266	294,800	240,000
302	COMPUTER SOFTWARE AND SUPPORT	6,098	9,220	9,220
405	EQUIPMENT MAINTENANCE	1,462	1,500	1,500
454	MARKING & STRIPING	44,091	181,734	57,370
455	TRAFFIC & REGULATORY SIGNS	50,915	78,000	78,000
456	STREET NAME SIGN MAINTENANCE	593	10,000	10,000
457	ROADSIDE MAINTENANCE	-	2,000	2,000
460	TRAFFIC SIGNAL-DAMAGE REPAIR	114,951	210,000	110,000

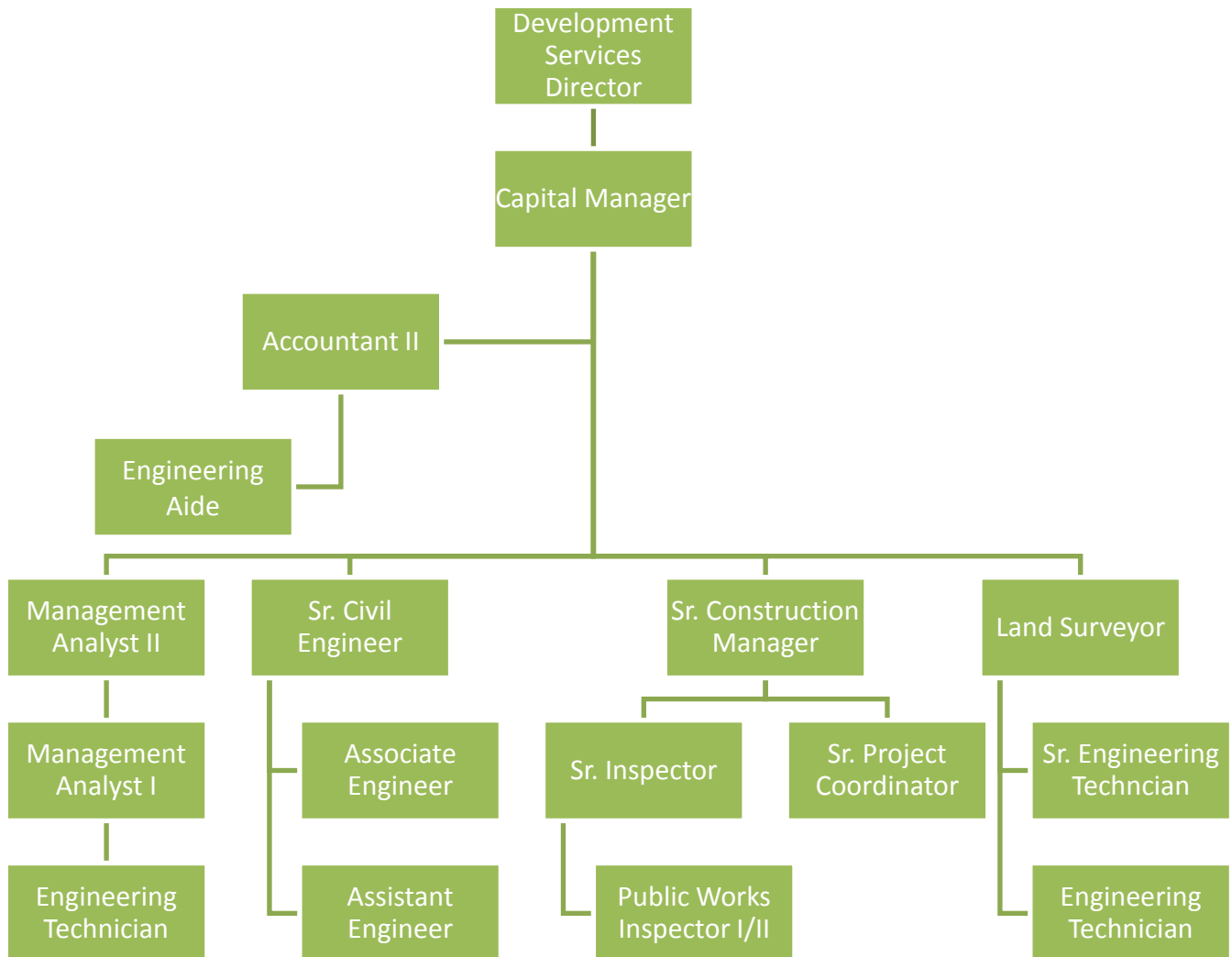
Budget Detail- City Engineering

Division no. 4783 & 4785

Obj.	Obj. Description	Actuals FY 2017	Year End Estimates FY 2018	Proposed FY 2019
461	TRAFFIC SIGNAL - CITY	71,346	363,393	133,000
652	ELECTRICITY	20,486	100,000	125,150
660	STREET LIGHTS-MAINT & POWER	8,771	31,000	-
665	STREET LIGHT FIXTURES	11,224	11,250	11,250
779	GENERAL FUND OVERHEAD	698,200	712,165	723,988
Operations & Maintenance Total		\$ 1,135,905	\$ 2,123,509	\$ 1,623,368
Capital Outlay				
752	MOTOR VEHICLES	-	33,759	151,700
753	EQUIPMENT & MACHINERY	6,557	19,650	-
762	REPL-MOTOR VEHICLES	27,228	-	-
763	REPL-EQUIPMENT & MACHINERY	-	-	225,000
Capital Outlay Total		\$ 33,785	\$ 53,409	\$ 376,700
GRAND TOTAL		\$ 4,028,632	\$ 5,181,501	\$ 5,161,705
Funding Sources				
101	GENERAL FUND	688,529	855,087	706,819
203	GAS TAX	402,131	726,818	704,722
209	PROPOSITION "C"	1,848	-	118,000
211	MEASURE R	-	-	200,000
251	ENGINEERING FEES	2,281,262	1,946,077	2,131,312
349	MISCELLANEOUS STATE GRANT	-	225,000	-
480	SEWER MAINTENANCE DISTRICT	16,825	9,485	-
482	LANDSCAPE MAINTENANCE DISTRICT	8,513	-	-
483	LIGHTING MAINTENANCE DISTRICT	621,009	1,419,034	1,300,852
484	DRAINAGE - MAINTENANCE DISTRICT	8,515	-	-
GRAND TOTAL		\$ 4,028,632	\$ 5,181,501	\$ 5,161,705

Org Detail- Capital Engineering Program

Division no. 4761 & 4762



Budget Detail- Capital Engineering

Division no. 4761 & 4762

Obj.	Obj. Description	Actuals FY 2017	Year End Estimates FY 2018	Proposed FY 2019
Personnel				
101	SALARIES-PERMANENT	1,820,934	2,459,918	2,913,357
104	SALARIES-OVERTIME	5,370	16,000	17,600
121	FRINGE BENEFITS	(1,327,766)	(1,050,278)	(1,519,781)
122	PERS	444,601	527,363	755,552
124	HEALTH INSURANCE	259,030	340,043	526,800
125	WORKER'S COMP	86,322	95,655	127,604
129	DEFERRED COMP	93,893	167,911	176,184
112	SALARIES-TEMPORARY	10,815	-	-
192	OVERTIME SALARY OFFSET CIP			
Personnel Total		\$ 1,393,199	\$ 2,556,612	\$ 2,997,316
Operations & Maintenance				
200	REGISTRATION	-	211	300
201	TRAVEL EXPENSE	-	300	300
202	LOCAL & REGIONAL EVENTS	230	75	150
206	PUBLICATIONS & DUES	1,863	2,260	3,610
207	VEHICLE OPERATIONS	2,045	8,100	8,900
208	SMALL TOOLS	272	500	500
209	UNIFORMS	-	1,025	1,125
212	POSTAGE-SPECIAL MAILING	10	100	200
217	VEHICLE - FUEL	4,654	17,380	17,380
251	SPECIAL ACTIVITY SUPPLIES	-	180	280
253	REPROGRAPHICS	1,311	2,050	2,150
259	OFFICE SUPPLIES	4,026	5,122	4,700
291	FURN & OFFICE EQUIP (NON CAP)	-	142	145
301	PROFESSIONAL SERVICES	10,202	344,710	170,350
308	CONTRACT SERVICES	-	307,000	120,000
Operations & Maintenance Total		\$ 24,613	\$ 689,155	\$ 330,090
Capital Outlay				
753	EQUIPMENT & MACHINERY	98,901	-	-
Capital Outlay Total		\$ 98,901	\$ -	\$ -
GRAND TOTAL		\$ 1,516,713	\$ 3,245,767	\$ 3,327,406

Budget Detail- Capital Engineering

Division no. 4761 & 4762

Obj.	Obj. Description	Actuals FY 2017	Year End Estimates FY 2018	Proposed FY 2019
Funding Sources				
101	GENERAL FUND	785,659	1,116,825	1,235,467
203	GAS TAX	-	-	47,259
209	PROPOSITION "C"	99,501	1,313	-
220	DRAINAGE - DEVELOPMENT FEES	4,961	248,538	-
251	ENGINEERING FEES	452,776	1,673,328	1,977,608
480	SEWER MAINTENANCE DISTRICT	136,472	135,328	16,768
482	LANDSCAPE MAINTENANCE DISTRICT	310	1,514	16,768
483	LIGHTING MAINTENANCE DISTRICT	8,620	10,999	16,768
484	DRAINAGE - MAINTENANCE DISTRICT	28,414	57,922	16,768
GRAND TOTAL		\$ 1,516,713	\$ 3,245,767	\$ 3,327,406



HOUSING & NEIGHBORHOOD REVITALIZATION



Housing & Neighborhood Revitalization

Budget Summary

	Actuals FY 2017	Year End Estimates FY 2018	Proposed FY 2019
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Dollars by Division

Community Development Block Grant	1,273,120	1,726,821	1,776,841
Low & Moderate Income Housing	3,072,495	2,745,656	4,005,213
Code Enforcement	1,252,300	1,354,213	1,731,575
Housing & Neighborhood Vitalization	\$ 5,597,915	\$ 5,826,690	\$ 7,513,629

Dollars by Category

Personnel	2,547,675	2,465,543	3,054,884
Operations & Maintenance	3,050,240	3,361,147	4,458,745
Capital Outlay	-	-	-
Total Dollars by Category	\$ 5,597,915	\$ 5,826,690	\$ 7,513,629

Dollars by Funding Source

General Fund	1,235,678	1,330,843	1,731,575
LA County Reimbursement	147,576	-	-
Lancaster Housing Authority	698,021	681,610	720,921
Low & Moderate Income Housing	1,131,620	1,046,327	3,274,292
State Grant Recycling Beverage	24,702	26,688	-
Community Development Block Grant	1,273,120	1,726,821	1,776,841
Neighborhood Stabiliz. Program	1,077,059	1,004,401	-
Federal HOME Grant	10,139	10,000	10,000
Total Dollars by Fund	\$ 5,597,915	\$ 5,826,690	\$ 7,513,629

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 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.

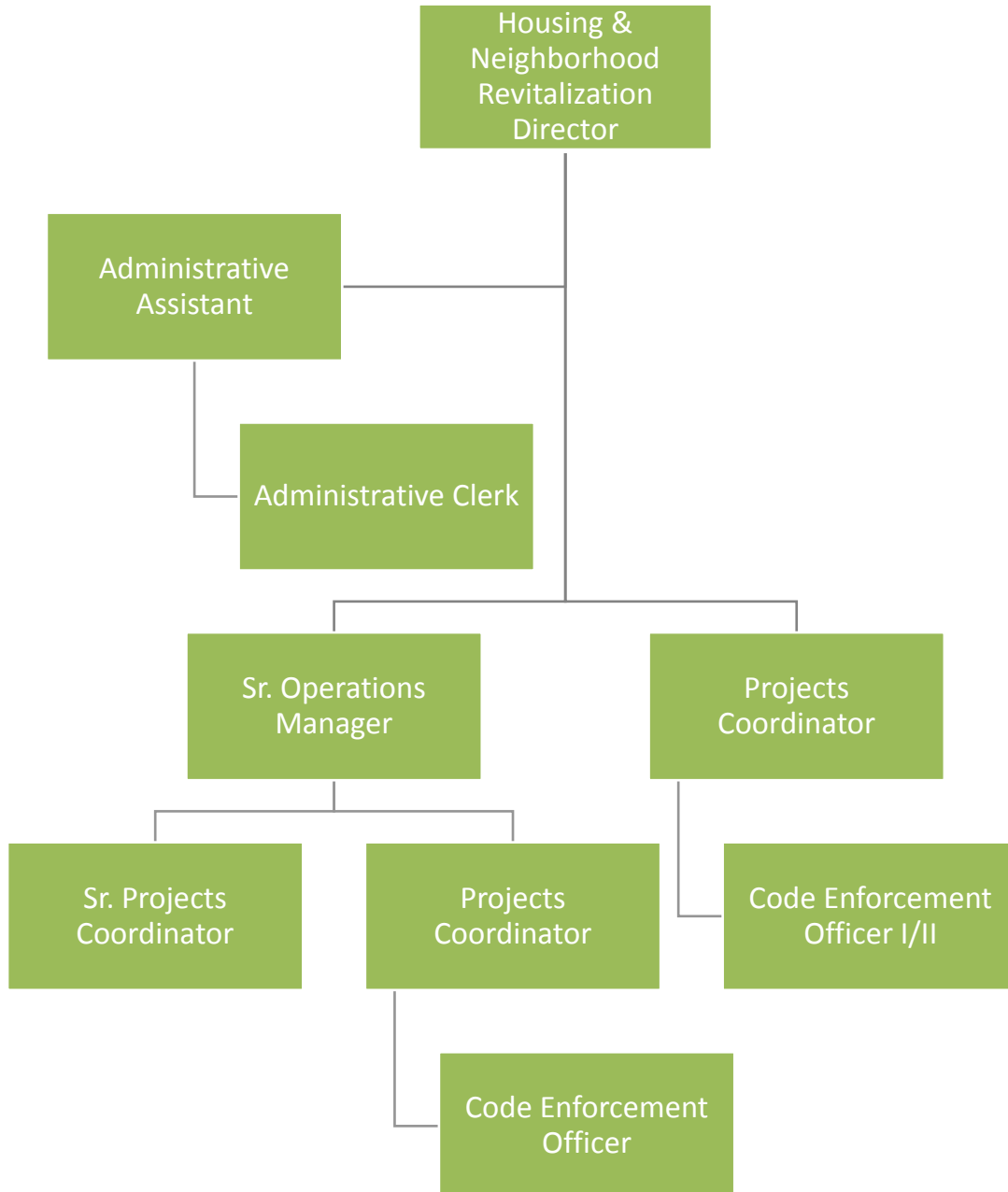
CODE ENFORCEMENT (Division no. 4545) The Code Enforcement Program is predicated on Geographic-Based Enforcement: a strategic plan that designates areas where a prescribed code enforcement effort is needed. This plan is implemented by identifying blighted neighborhoods within redevelopment areas, but is also applicable to areas where a sustained effort could keep the neighborhood from falling into blight. Object-Based Enforcement operates from 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 much needed and significant commitment of staff resources and program costs.

Org Detail- Housing and Neighborhood Revitalization

Division nos. 4541, 4542 & 4545



Budget Detail- CDBG Program

Division no. 4541

Obj.	Obj. Description	Year End		
		Actuals FY 2017	Estimates FY 2018	Proposed FY 2019
Personnel				
101	SALARIES-PERMANENT	251,712	262,194	255,067
121	FRINGE BENEFITS	10,719	9,713	10,808
122	PERS	61,569	63,189	66,268
124	HEALTH INSURANCE	49,882	56,477	47,369
125	WORKER'S COMP	11,026	11,484	11,192
129	DEFERRED COMP	13,845	14,147	17,683
Personnel Total		\$ 398,753	\$ 417,204	\$ 408,387
Operations & Maintenance				
201	TRAVEL EXPENSE	596	3,500	3,500
206	PUBLICATIONS & DUES	-	500	500
213	PROGRAM EXPENSES - CDBG	-	1,000	1,000
217	VEHICLE - FUEL	33	100	100
263	LEGAL ADVERTISING	4,079	3,000	5,665
301	PROFESSIONAL SERVICES	35,000	41,014	35,000
773	UBG10-04-0054	25,425	-	-
775	TRANSFER-NON RECURRING EVENTS	3,899	-	-
776	HOMELAND SECURITY GRANT 2004	158,377	9,856	-
777	RATE STABILIZATION	52,280	-	-
778	YOUTH CENTER	-	-	194,834
900	CITY CONTRIBUTION	134,325	800,488	642,325
908	DEBT SERVICE	460,353	450,159	485,530
Operations & Maintenance Total		\$ 874,367	\$ 1,309,617	\$ 1,368,454
GRAND TOTAL		\$ 1,273,120	\$ 1,726,821	\$ 1,776,841
Funding Sources				
361	COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG)	1,273,120	1,726,821	1,776,841
GRAND TOTAL		\$ 1,273,120	\$ 1,726,821	\$ 1,776,841

Budget Detail- Housing Authority

Division no. 4542

Obj.	Obj. Description	Actuals FY 2017	Year End Estimates FY 2018	Proposed FY 2019
Personnel				
101	SALARIES-PERMANENT	604,503	508,201	654,933
121	FRINGE BENEFITS	22,891	17,720	26,855
122	PERS	149,019	123,848	169,850
124	HEALTH INSURANCE	97,940	86,921	115,095
125	WORKER'S COMP	28,464	22,276	28,686
129	DEFERRED COMP	38,721	36,295	50,688
112	SALARIES-TEMPORARY	81	-	-
Personnel Total		\$ 941,619	\$ 795,261	\$ 1,046,107
Operations & Maintenance				
202	LOCAL & REGIONAL EVENTS	25	500	500
203	MILEAGE	-	355	355
205	CITY PROMOTION & ADVERTISING	-	2,500	2,500
207	VEHICLE OPERATIONS	15	1,500	1,500
212	POSTAGE-SPECIAL MAILING	519	1,600	1,600
217	VEHICLE - FUEL	127	500	1,000
251	SPECIAL ACTIVITY SUPPLIES	-	200	200
253	REPROGRAPHICS	93	400	400
259	OFFICE SUPPLIES	1,194	2,500	2,500
263	LEGAL ADVERTISING	1,068	1,200	1,500
301	PROFESSIONAL SERVICES	69,545	150,000	46,000
355	SPECIAL PROGRAMS	18,976	30,000	100,000
361	RECORDING/CREDIT FEES	-	3,000	3,000
402	MAINTENANCE SERVICE-PRIVATE	125	130	130
682	PROPERTY MAINTENANCE, NON-BOND	59,216	60,000	60,000
684	PROPERTY MAINTENANCE, BOND	7,216	7,000	10,000
656	REFUSE COLLECTION	5,549	-	-
770	GRANT EXPENSES	1,357,710	507,000	7,000
771	NON REIMBURSABLE GRANT EXPEND	696,936	500,000	-
779	GENERAL FUND OVERHEAD	681,610	681,610	720,921
799	TRANSFER-AGENCY LOAN BALANCE	(859,175)	-	-
900	CITY CONTRIBUTION	-	-	2,000,000
901	PARCEL MAP COMPLETION	88,416	-	-
902	OPER OF ACQ PROP-LANC COMM SHL	305	-	-
924	CONSTRUCTION IMPROVEMENTS	1,406	400	-
Operations & Maintenance Total		\$ 2,130,876	\$ 1,950,395	\$ 2,959,106
GRAND TOTAL		\$ 3,072,495	\$ 2,745,656	\$ 4,005,213

Budget Detail- Housing Authority

Division no. 4542

Obj.	Obj. Description	Actuals FY 2017	Year End Estimates FY 2018	Proposed FY 2019
Funding Sources				
261	LOS ANGELES COUNTY REIMBURSEMENT	147,576	-	-
301	LANCASTER HOUSING AUTHORITY	698,021	681,610	720,921
306	LOW & MODERATE INCOME HOUSING	1,131,620	1,046,327	3,274,292
330	STATE GRANT - RECYCLING BEVERAGE	8,080	3,318	-
363	NEIGHBORHOOD STABILIZATION PROGRAM	1,077,059	1,004,401	-
391	FEDERAL HOME GRANT	10,139	10,000	10,000
GRAND TOTAL		\$ 3,072,495	\$ 2,745,656	\$ 4,005,213

Budget Detail- Code Enforcement

Division no. 4545

Obj.	Obj. Description	Actuals FY 2017	Year End Estimates FY 2018	Proposed FY 2019
Personnel				
101	SALARIES-PERMANENT	792,892	820,067	1,012,926
121	FRINGE BENEFITS	50,691	29,734	42,669
122	PERS	184,197	197,791	262,692
124	HEALTH INSURANCE	128,508	153,172	203,694
125	WORKER'S COMP	35,509	35,914	44,366
129	DEFERRED COMP	15,506	16,400	34,043
Personnel Total		\$ 1,207,303	\$ 1,253,078	\$ 1,600,390
Operations & Maintenance				
200	REGISTRATION	-	-	1,200
206	PUBLICATIONS & DUES	935	1,235	1,235
207	VEHICLE OPERATIONS	3,352	6,000	7,000
216	MHP RENT ARBITRATION BOARD	6,000	-	5,000
217	VEHICLE - FUEL	9,705	11,000	12,950
251	SPECIAL ACTIVITY SUPPLIES	272	-	-
253	REPROGRAPHICS	370	800	800
259	OFFICE SUPPLIES	1,385	1,800	2,500
301	PROFESSIONAL SERVICES	9,462	5,000	10,000
413	COMMUNICATION EQUIP MAINT	-	300	500
682	PROPERTY MAINTENANCE, NON-BOND	1,960	-	-
685	RELOCATION COSTS	1,879	-	-
940	CODE/DEMOLITION ACTIVITY	9,677	75,000	90,000
Operations & Maintenance Total		\$ 44,997	\$ 101,135	\$ 131,185
GRAND TOTAL		\$ 1,252,300	\$ 1,354,213	\$ 1,731,575
Funding Sources				
101	GENERAL FUND	1,235,678	1,330,843	1,731,575
330	STATE GRANT - RECYCLING BEVERAGE	16,622	23,370	-
GRAND TOTAL		\$ 1,252,300	\$ 1,354,213	\$ 1,731,575

PUBLIC SAFETY

Public Safety

Budget Summary

	Year End Estimates FY 2017	Approved Budget FY 2018	Proposed Budget FY 2018
Dollars by Division			
Administration	1,508,295	1,329,094	1,510,450
Operations	26,892,773	28,409,770	29,330,126
Public Safety	\$ 28,401,068	\$ 29,738,864	\$ 30,840,576
Dollars by Category			
Personnel	1,538,627	1,361,755	1,528,144
Operations & Maintenance	26,813,637	28,377,109	29,312,432
Capital Outlay	48,804	-	-
Total Dollars by Category	\$ 28,401,068	\$ 29,738,864	\$ 30,840,576
Dollars by Funding Source			
General Fund	28,327,940	29,637,866	30,840,576
Misc. Federal Grants	73,128	100,998	-
Total Dollars by Funding Source	\$ 28,401,068	\$ 29,738,864	\$ 30,840,576

Description

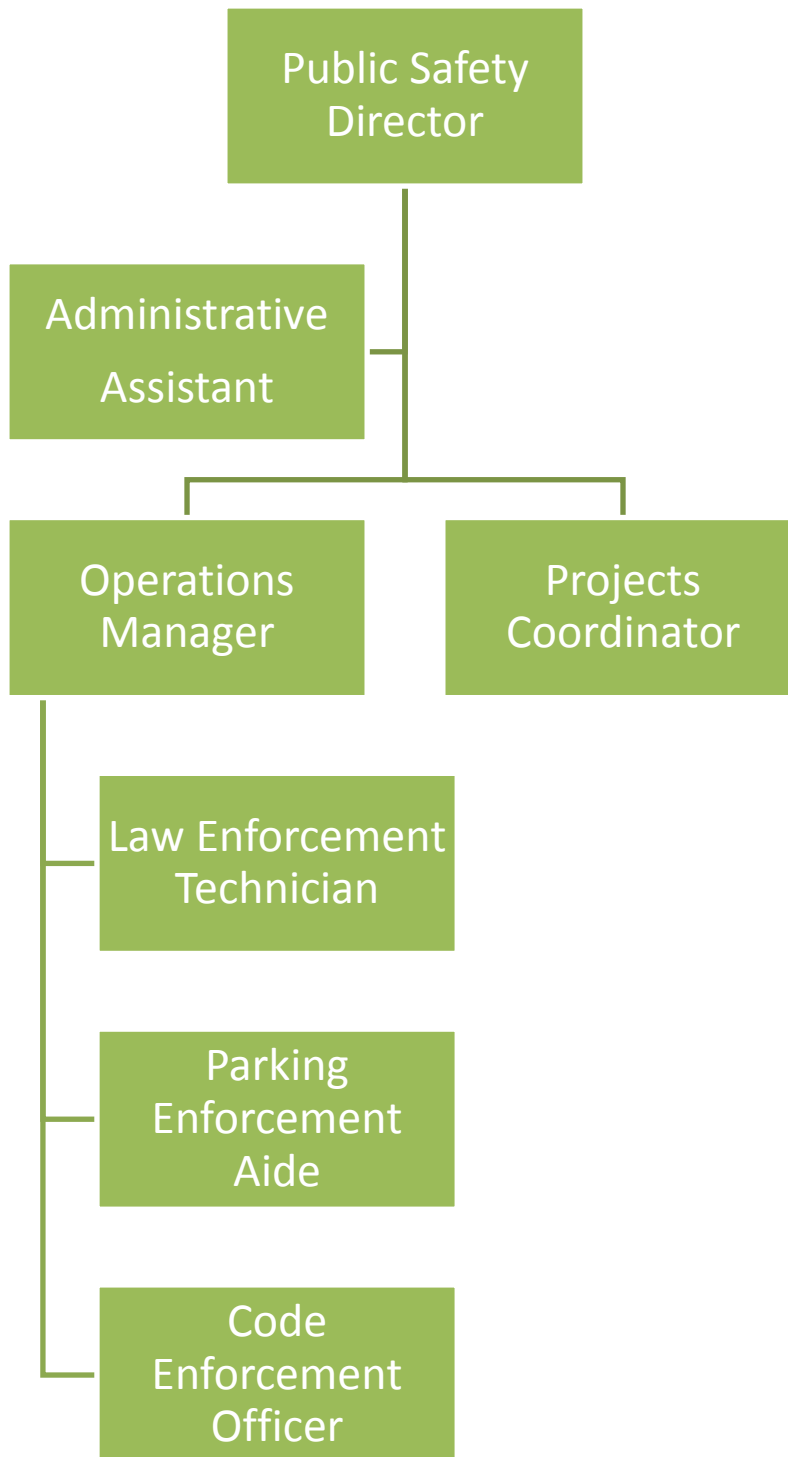
The Public Safety Department is responsible for the following functions:

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.

Org Detail- Public Safety

Division nos. 4810 & 4820



Budget Detail- Public Safety Administration

Division no. 4810

Obj.	Obj. Description	Actuals FY 2017	Year End Estimates FY 2018	Proposed FY 2019
Personnel				
101	SALARIES-PERMANENT	782,938	717,963	780,675
121	FRINGE BENEFITS	107,069	44,211	50,171
122	PERS	192,301	173,284	202,460
124	HEALTH INSURANCE	122,093	121,092	156,540
125	WORKER'S COMP	37,199	32,100	34,194
129	DEFERRED COMP	61,405	53,927	72,625
112	SALARIES-TEMPORARY	9,265	11,000	11,000
Personnel Total		\$ 1,312,270	\$ 1,153,577	\$ 1,307,665
Operations & Maintenance				
200	REGISTRATION	724	565	-
201	TRAVEL EXPENSE	1,108	2,284	-
202	LOCAL & REGIONAL EVENTS	1,018	1,480	-
205	CITY PROMOTION & ADVERTISING	14,599	15,000	15,000
206	PUBLICATIONS & DUES	85	123	460
207	VEHICLE OPERATIONS	6,633	2,800	3,250
209	UNIFORMS	1,180	1,000	1,025
212	POSTAGE-SPECIAL MAILING	-	58	-
217	VEHICLE - FUEL	8,807	4,101	20,250
251	SPECIAL ACTIVITY SUPPLIES	3,631	3,600	4,000
253	REPROGRAPHICS	4,302	4,700	8,700
254	PHOTOCOPY MACHINE COSTS	2,061	1,900	-
259	OFFICE SUPPLIES	529	850	1,000
261	COMMUNITY AWARDS	15,000	15,000	15,000
301	PROFESSIONAL SERVICES	81,146	117,680	132,100
350	EMERGENCY PREPAREDNESS	2,000	-	2,000
403	BUILDING MAINTENANCE	4,398	4,376	-
Operations & Maintenance Total		\$ 147,221	\$ 175,517	\$ 202,785
Capital Outlay				
752	MOTOR VEHICLES	48,804	-	-
Capital Outlay Total		\$ 48,804	\$ -	\$ -
GRAND TOTAL		\$ 1,508,295	\$ 1,329,094	\$ 1,510,450
Funding Sources				
101	GENERAL FUND	1,508,295	1,329,094	1,510,450
GRAND TOTAL		\$ 1,508,295	\$ 1,329,094	\$ 1,510,450

Budget Detail- Public Safety Operations

Division no. 4820

Obj.	Obj. Description	Actuals FY 2017	Year End Estimates FY 2018	Proposed FY 2019
Personnel				
101	SALARIES-PERMANENT	117,596	121,646	122,006
121	FRINGE BENEFITS	38,628	11,403	18,973
122	PERS	28,889	29,317	31,641
124	HEALTH INSURANCE	32,828	37,443	38,100
125	WORKER'S COMP	5,465	5,328	5,344
129	DEFERRED COMP	2,951	3,041	4,415
Personnel Total		\$ 226,357	\$ 208,178	\$ 220,479
Operations & Maintenance				
201	TRAVEL EXPENSE	1,453	-	-
202	LOCAL & REGIONAL EVENTS	1,067	-	-
207	VEHICLE OPERATIONS	143	500	500
217	VEHICLE - FUEL	630	300	2,000
251	SPECIAL ACTIVITY SUPPLIES	4,343	3,500	4,500
259	OFFICE SUPPLIES	139	500	500
291	FURN & OFFICE EQUIP (NON CAP)	(63)	-	-
301	PROFESSIONAL SERVICES	1,318,804	1,316,222	1,319,222
302	COMPUTER SOFTWARE AND SUPPORT	6,000	6,000	6,000
304	AUDIT SERVICES	10	-	15,000
308	CONTRACT SERVICES	-	19,000	-
354	COMMUNITY SAFETY - SHERIFF	22,162,657	23,209,880	23,806,400
355	SPECIAL PROGRAMS	185,211	251,317	255,080
356	SHERIFF DEPT SPECIAL PROGRAM	48,392	65,000	165,655
357	REWARD PROGRAM	2,065,324	2,262,832	2,535,000
363	ANIMAL CONTROL CONTRACT	781,816	948,100	971,790
651	TELEPHONE	17,362	17,443	28,000
775	TRANSFER-NON RECURRING EVENTS	50,576	2,476	-
776	HOMELAND SECURITY GRANT 2004	22,552	98,522	-
Operations & Maintenance Total		\$26,666,416	\$28,201,592	\$29,109,647
GRAND TOTAL		\$26,892,773	\$28,409,770	\$29,330,126
Funding Sources				
101	GENERAL FUND	26,819,645	28,308,772	29,330,126
399	FEDERAL MISCELLANEOUS GRANTS	73,128	100,998	-
GRAND TOTAL		\$26,892,773	\$28,409,770	\$29,330,126

PERSONNEL ANALYSIS

Personnel by Department and Division

Department/Division	2017- 2018 Approved	2018- 2019 Proposed
CITY MANAGER'S OFFICE		
Administration		
City Manager	1	1
Deputy City Manager	1	1
Assist. To the City Manager	1	0
Executive Assistant	1	1
Administrative Assistant	1	2
Secretary II	1	0
Administrative Clerk	0.75	0
Management Analyst I	1	0
Community Services Officer	2	0
Energy Manager	1	1
Project Assistant	1	1
Projects Coordinator	1	1
	12.75	8
City Clerk		
City Clerk	1	1
Deputy City Clerk	1	1
Administrative Clerk	1	1
	3	3
Lancaster Choice Energy		
Energy Manager	1	1
Project Coordinator	0	1
Project Assistant	3	2
Secretary I	1	0
	5	4
Economic Development		
Director of Economic Development	1	1
Energy Manager	0	1
Management Analyst II	1	0
Project Assistant	3	1
	5	3
City Attorney		
Assistant City Attorney	1	1
Management Analyst I	1	1

Department/Division	2017- 2018 Approved	2018- 2019 Proposed
Human Resources		
Human Resources Manager	1	1
Sr. Human Resources Analyst	2	2
Management Analyst II	1	1
Human Resources Analyst	1	1
Human Resources Assistant	2	2
	7	7
TOTAL CITY MANAGER'S OFFICE	34.75	27

ADMINISTRATIVE & COMMUNITY SERVICES

Admin

Director of Administrative & Community Services	0	1
Management Analyst I	0	1
	0	2

Community Programs

Project Assistant	0	1
Community Services Officer	0	2
	0	3

Communications

Communications Manager	1	1
Management Analyst I	1	1
Communications Specialist	0	1
Assist. Communications Specialist	1	1
	3	4

Information Technology

IT/Customer Care Manager	1	1
Sr. Information Tech Analyst	1	1
Information Tech Analyst I	1	1
Information Tech Analyst II	2	2
GIS Technician	1	1
Information Tech Specialist	1	1
	7	7

TOTAL ADMINISTRATIVE & COMMUNITY SERVICES	10	16
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Department/Division	2017- 2018 Approved	2018- 2019 Proposed
FINANCE		
Director of Finance	1	1
Administrative Assistant	1	1
Assistant Finance Director	1	0
Treasury Manager	1	1
Sr. Operations Manager	1	2
Operations Manager	0	1
Accounting Supervisor	1	0
Accountant I	1	2
Finance Operations Supervisor	1	0
Purchasing Agent	1	2
Buyer	1	0
Finance Operations Technician	1	0
Payroll Technician	1	1
Account Clerk III	2	2
Business Services Technician III	0	1
Account Clerk II	0	1
Business Services Technician II	1	0
Account Clerk I	1	2
Business Services Technician I	3	1
TOTAL FINANCE	19	18
PUBLIC SAFETY		
Director of Public Safety	1	1
Administrative Assistant	1	1
Sr. Operations Manager	1	0
Operations Manager	0	1
Management Analyst I	1	0
Management Analyst II	1	0
Project Coordinator	0	1
Public Safety Services Specialist	2	0
Community Services Officer	2	0
Code Enforcement Officer	0	1
Law Enforcement Technician	0	2
Parking Enforcement Aide	4	4
TOTAL PUBLIC SAFETY	13	11

Department/Division	2017-2018 Approved	2018-2019 Proposed
HOUSING & NEIGHBORHOOD REVITALIZATION		
Director of Housing & Neighborhood Revitalization	1	1
Administrative Assistant	1	1
Sr. Operations Manager	0	1
Sr. Projects Coordinator	1	1
Projects Coordinator	3	3
Code Enforcement Officer II	1	1
Code Enforcement Officer	10	11
Administrative Clerk	2	2
TOTAL HOUSING & NEIGHBORHOOD REVITALIZATION	19	21

PARKS, RECREATION & ARTS

Admin

Director of Parks, Recreation & Arts	1	1
Administrative Assistant	1	1
Assistant PRA Director	0	1
Sr. Operations Manager	1	0
Recreation Supervisor I	1	1
Secretary II	1	1
	5	5

Parks & Facilities

Parks Manager	2	1
Operations Manager	0	1
Parks Supervisor	1	2
Facilities Maintenance Coordinator	2	2
Maintenance Lead Worker	3	4
Facilities Maintenance Worker	1	1
Sr. Custodian	1	1
Groundskeeper	1	0
Maintenance Worker I/II	14	14
	25	26

Recreation

Recreation Supervisor II	1	2
Recreation Supervisor I	2	2
Recreation Program Coordinator	7	5

Department/Division	2017-2018 Approved	2018-2019 Proposed
Arts		
Sr. Operations Manager	1	1
Technical Director	1	1
Recreation Supervisor I	1	0
Recreation Program Coordinator	2	3
Assistant Recreation Program Coordinator	0	1
	5	6
TOTAL PARKS, RECREATION & ARTS	45	46

DEVELOPMENT SERVICES

Admin

Director of Development Services	1	1
Sr. Management Analyst	1	1
Administrative Assistant	1	1
	3	3

City Engineering

City Engineer	1	1
Management Analyst I	1	1
Secretary I	2	1
Administrative Clerk	1	1
Chief Building Official	1	1
Principal Plan Check Engineer	1	1
Senior Plan Check Engineer	1	1
Development Services Project Coordinator	1	1
Building Inspector II	1	1
Building Inspector I	1	1
Community Development Technician	3	2
Sr. Civil Engineer	1	1
Principal Traffic Engineering Technician	1	1
Traffic Engineering Technician	1	1
Public Works Supervisor	0	1
Engineering Technician	1	1
Traffic Signal Electrician	1	1
Traffic Signal Technician	2	2
Maintenance Worker I/II	7	5
	28	25

Department/Division	2017- 2018 Approved	2018- 2019 Proposed
Capital Engineering		
Capital Program Manager	1	1
Management Analyst II	0	1
Management Analyst I	1	1
Accountant II	0	1
Secretary II	1	0
Engineering Technician	1	2
Capital Program Technician	1	0
Engineering Aide	1	1
Sr. Civil Engineer	1	1
Associate Civil Engineer	2	1
Assistant Civil Engineer	3	4
Sr. Construction Manager	1	1
Sr. Projects Coordinator	1	1
Sr. Construction Project Inspector	2	2
Public Works Inspector II	5	5
Public Works Inspector I	2	5
Utilities Division Manager	1	0
Land Surveyor	0	1
Senior Engineering Technician	2	2
Engineering Technician	0	1
	26	31
Public Works		
Public Works Manager	1	1
Maintenance Services Manager	1	1
Assistant Utilities Services Manager	1	1
Public Works Supervisor	1	2
Management Analyst I	3	2
Projects Assistant	0	1
Secretary I	2	2
Administrative Clerk	1	1
Environmental Compliance Officer	1	1
Environmental Compliance Specialist II	1	1
Environment Compliance Technician	1	1
Industrial Waste Tech I	1	0
Industrial Waste Tech II	1	1
Lead Maintenance Worker	4	5
Maintenance Worker I/II	19	18

Department/Division	2017- 2018 Approved	2018- 2019 Proposed
Lead Equipment Mechanic	1	1
Heavy Equipment Mechanic	1	3
Light Equipment Mechanic	2	0
Traffic Signal Electrician	1	0
Lead Utility Maintenance Worker	2	2
Utility Maintenance Worker I/II	15	14
	60	58
Community Development		
Director of Planning	1	0
Community Development Manager	0	1
Secretary I	0	1
Principal Planner	1	1
Associate/Assistant Planner	4	3
Community Development Technician	1	1
	7	7
TOTAL DEVELOPMENT SERVICES	124	124
	264.75	263



CAPITAL IMPROVEMENT PROGRAM
PROPOSED FY 2018-2019
and PROJECTED THROUGH FY 2020-2023

FY 2018 ACCOMPLISHMENTS

The adopted Capital Improvement Program (CIP) budget in FY 2018 totaled over \$45 million and carried forward over \$74 million. By year-end, over \$28 million was spent or committed.

Projects completed and closed during the 2018 fiscal year include:

- Maintenance Yard Storage Building, PH 2
- Lancaster Boulevard, 30th to 40th E Improvements
- 2016 Pavement Management Program
- Ave I/50th & 60th W Intrs Eval
- Lancaster Boulevard Bikeway Improvements, Valley Central Way to 10th Street West and Sierra Highway to Division Street
- 15/16 Neighborhood Speed Humps
- Traffic Signal Upgrades
- Traffic Signal Synchronization
- 2017 Curb & Gutter Repairs
- 2017 Sidewalk Repairs
- Solar Interconnect Study

PROGRAMS AND MASTER PLANS

Measure R Interchange Improvements



Five interchanges in the City of Lancaster have been selected by the Los Angeles County Metropolitan Transportation Authority (Metro) to receive SR-138 (SR-14) Measure R Highway “Equity” Funds; these interchanges include Avenue G, Avenue J, Avenue K, Avenue L, and Avenue M.

The purpose of these projects is to improve operational capacity at the interchanges and surrounding local streets, eliminating congestion, improving mobility between the freeway and local streets, enhancing safety and improving way-finding and other context sensitive solutions. Nearly all projects have completed the Planning Phase and are in the Environmental Phase.

Revive 25

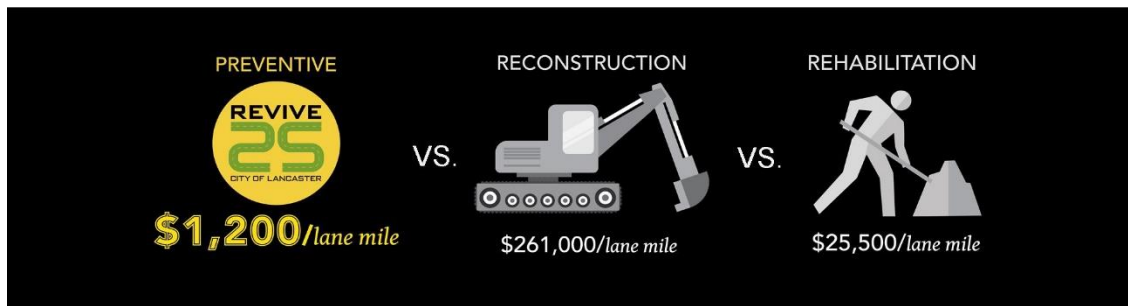
Revive 25, launched in 2016 is Lancaster’s innovative, cost effective road maintenance program. But it’s more than just a program – it’s a **plan** to maximize the life of **all** of our roads by investing more in **preventing** road issues before they occur. This preventative approach will enable us 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 of 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.



Master Plan of Complete Streets



“Complete Streets” refer to streets, sidewalks, and public rights-of way that are designed, operated, and maintained to enable safe access for all users – pedestrians, bicyclists, transit riders, and freight and motor vehicle drivers of all ages and abilities.

The implementation of Complete Streets is intended to increase access and convenience for all users to adjacent land-uses, such as residential neighborhoods, commercial centers, and public institutions, while still providing functional, multimodal street performance for all modes whether the users are traveling to, from, or through the area.

In 2017, the City of Lancaster adopted its Master Plan of Complete Streets which identifies existing and potential Complete Streets in Lancaster, and provides guidance on future development of Complete Streets through flexible development standards and design guidelines.

The Master Plan of Complete Streets seeks to:

- Encourage the development of a Complete Streets network throughout Lancaster to create a more balanced transportation system for all users;
- Provide flexible design concepts and best practices that promote Complete Streets features and concepts; and

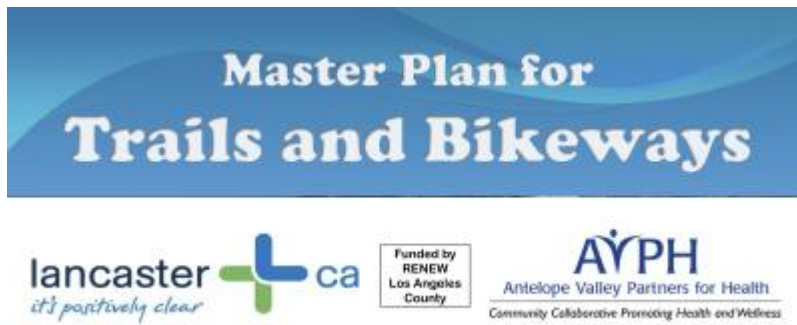
- Ensure that new and updated street projects are planned, design, maintained, and operated to enable safe, comfortable, and convenient travel to the greatest extent possible for users of all ages and abilities, including pedestrians, bicyclists, motorists, and transit riders.

Safe Routes to School Master Plan

Safe Routes to School is an international movement that has taken hold in communities throughout the United States. The concept is to increase the number of children who walk or bicycle to school by funding projects that remove the barriers that currently prevent them from doing so. In 2016, the City of Lancaster adopted its own Safe Routes to School Master Plan that included an in-depth study of the City’s school traffic and road design which resulted in a list of physical improvement plans for each school area.



Master Plan for Trails and Bikeways



In 2012, the City of Lancaster adopted its Master Plan for Trails and Bikeways. The overall intent of the Master Plan for Trails and Bikeways is to guide the planning and design of pedestrian, bicycle and equestrian facilities in a comprehensive manner throughout Lancaster. The City’s vision is to create a connected network of on-

road and off-road trails and bikeway facilities to accommodate users of all ages and abilities including equestrians. When implemented, this network will provide linkages between residential areas, commercial centers, transportation hubs, employment centers, and recreational activities. The overarching, long-term of this Master Plan is to guide the development of a pleasant, safe, and convenient non-motorized transportation network that everyone in Lancaster can use.

The Master Plan for Trails and Bikeways has been a collaborative effort with a variety of community interest, from transportation, public health, law enforcement, people with disabilities, schools, public and community-based bicycling, walking, equestrian groups and general public. The Master Plan directly responds to citizen input from the General Planning process. The Master Plan is a comprehensive plan that will guide the design and development of pedestrian, bicycle and trail facilities that will encourage people to use healthy transportation modes in Lancaster.

Senate Bill 1

Senate Bill 1 (SB1), the Road Repair and Accountability Act of 2017, was signed into law on April 28, 2017. This legislative package invests \$54 billion over the next decade to fix roads, freeways and bridges in communities across California and puts more dollars toward transit and safety. These funds will be split equally between state and local investments. SB 1's investment in transportation is split equally between the state and cities and counties.



The City of Lancaster will receive \$2,800,181 in Road Maintenance and Rehabilitation Account funding in Fiscal Year 2018-2019. This is the second year in which the City is receiving SB1 funding, and will enable the City to continue essential road maintenance and rehabilitation projects, safety improvements, repairing and replacing aging bridges, and increasing access and mobility options for the traveling public that would not have otherwise been possible without SB1.

Measure M



Measure M, known as the “Los Angeles County Traffic Improvement Plan,” is a comprehensive plan that will allocate over \$860 million per year to improve transportation and mobility options for all in Los Angeles County. Measure M adds a 1/2-cent increase to the sales tax, which will increase to 1-cent when the existing Measure R tax expires in 2039.

During the next 50 years, over \$4 billion will be dedicated towards projects that will benefit people of all ages and abilities to walk and bike (especially our youth who often walk to and from school) and complete streets projects. This includes over \$900 million for first-and-last mile improvements that improve access to transit. Metro has also reserved \$857.5 million — about \$20 million per year — for countywide walking and biking programs. This will provide a stable funding source for ongoing program costs currently subject to the uncertainty of grant funding, such as bicycle safety and education classes and public education campaigns.

Additionally, a local return of 17% of the funding is distributed to cities to use at their discretion. They may choose to use a portion or all of that funding for bicycle and pedestrian-related projects.

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 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.

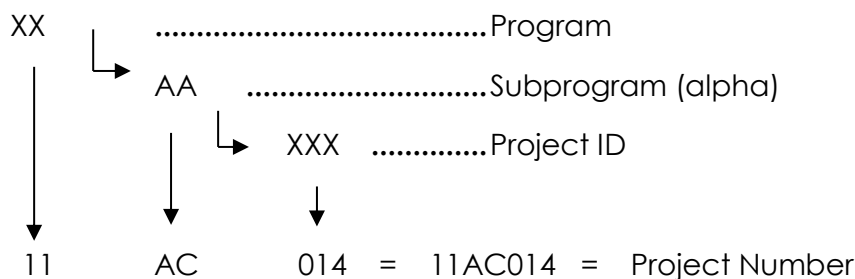
Project Identification System

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.



CIP SUMMARY BY PROGRAM

Proposed Budget
FY 2019

Facilities/Fixtures

11BS026	Sgt Owen Park Memorial	150,000
* 11BS027	Transportation Management Center (CFP)	355,444
* 11FW003	Prime Desert Woodland Expansion - Fence Relocation	45,000
11ZZ004	ADA Compliance	100,000
		650,444

Maintenance & Repair

* 12AC002	BLVD Parking Lot Improvements	700,000
12BS014	Municipal Stadium Rehabilitation	50,000
12BGB001	LMD Restoration	1,000,000
12ST038	2019 Pavement Management Program - Revive 25	5,853,633
* 12ST040	2020 Pavement Management Program (Revive 25)	200,000
		7,803,633

Streets & Right-of-Way

15BR005	Ave M and SR 14 Interchange – Measure R Hwy Equity	15,600,000
15BW008	10th Street West Bikeway & Road Diet	596,000
15ST058	Lancaster Health District (Formerly Medical Main Street)	2,512,924
* 15ST067	18/19 Bus Stop Improvements	555,574
* 15ST068	Gadsden & Kildare Improvements (Marriott)	1,018,311
* 15ST069	Installation of D3-1 Street Name Signs	175,000
* 15ST070	Traffic Overhead Sign Replacement	400,000
* 15ST071	Street Light Improvements	390,000
* 15ST072	2019 Long Line Striping	340,000
15SW016	Pedestrian Gap Closure Improvement	5,190,085
15SW017	2020 ATP - SRTS Ped Improvements	6,974,000
16ST010	Tierra Del Sol Imp, Phiiia	548,106
		34,300,000

Transportation Safety

16TS029	2017 Traffic Signal Upgrades	673,000
		673,000

GRAND TOTAL

43,427,077

*New Capital projects for FY 19

CIP SUMMARY BY FUNDING SOURCE

Proposed Budget
FY 2019

203 - Gas Tax

12ST038	2019 Pavement Management Program - Revive 25	2,800,180
		2,800,180

206 - TDA Article 8

* 15ST069	Installation of D3-1 Street Name Signs	175,000
* 15ST070	Traffic Overhead Sign Replacement	400,000
* 15ST071	Street Light Improvements	390,000
* 15ST072	2019 Long Line Striping	340,000
		1,305,000

207 - Proposition A

* 15ST067	18/19 Bus Stop Improvements	555,574
* 11BS027	Transportation Management Center (CFP)	104,934
* 12AC002	BLVD Parking Lot Improvements	700,000
		1,360,508

208 - TDA Article 3

15BW008	10th Street West Bikeway & Road Diet	198,727
		198,727

209 - Proposition C

12ST038	2019 Pavement Management Program - Revive 25	1,000,000
15BW008	10th Street West Bikeway & Road Diet	134,273
15ST058	Lancaster Health District (Formerly Medical Main Street)	1,490,164
15SW017	2020 ATP - SRTS Ped Improvements	1,191,154
		3,815,591

210 - Measure R

15SW017	2020 ATP - SRTS Ped Improvements	338,639
15BR005	Ave M and SR 14 Interchange – Measure R Hwy Equity	15,600,000
		15,938,639

211 - Measure M

12ST038	2019 Pavement Management Program - Revive 25	757,659
* 12ST040	2020 Pavement Management Program - Revive 25	200,000
15SW016	Pedestrian Gap Closure Improvement	124,049
15SW017	2020 ATP - SRTS Ped Improvements	172,207
* 15ST068	Gadsden & Kildare Improvements (Marriott)	800,000
		2,053,915

213 - Parks Development

11BS026	Sgt Owen Park Memorial	150,000
12BS014	Municipal Stadium Rehabilitation	50,000
		200,000

217 - Developer Fees - Traffic Signals

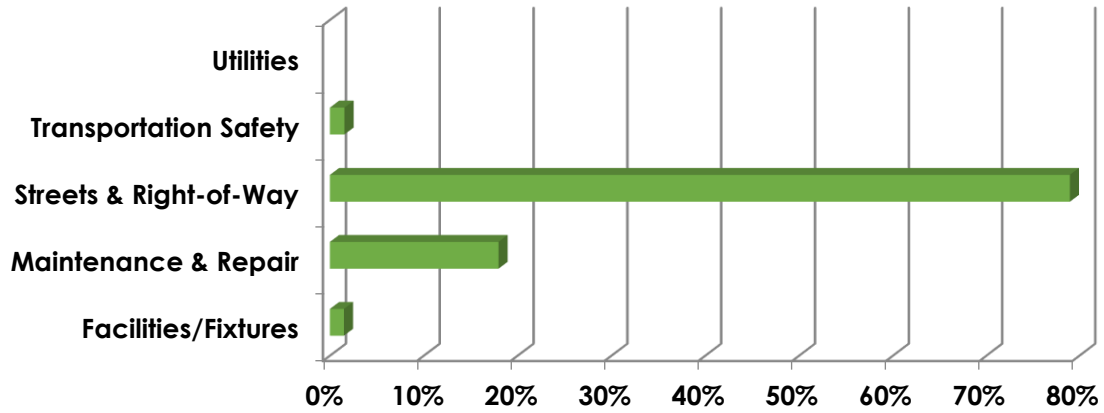
16ST010	Tierra Del Sol Imp, Phiiia	548,106
		548,106

<u>220 - Developer Fees - Drainage</u>		
* 15ST068	Gadsden & Kildare Improvements (Marriott)	218,311
		218,311
<u>224 - Biological Impact Fees</u>		
* 11FW003	Prime Desert Woodland Expansion - Fence Relocation	45,000
		45,000
<u>227 - Urban Structure Program – Parks</u>		
11ZZ004	ADA Compliance	100,000
		100,000
<u>232 - Traffic Impact Fees</u>		
12ST038	2019 Pavement Management Program - Revive 25	1,295,794
		1,295,794
<u>321 - Metropolitan Transportation Agency Grant - Local</u>		
15BW008	10th Street West Bikeway & Road Diet	263,000
15ST058	Lancaster Health District (Formerly Medical Main Street)	1,022,760
* 11BS027	Transportation Management Center (CFP)	250,510
		1,536,270
<u>323 - State Grant – Surface Transportation Program Local</u>		
16TS029	2017 Traffic Signal Upgrades	673,000
		673,000
<u>349 - Miscellaneous State Grants</u>		
15SW017	2020 ATP - SRTS Ped Improvements	5,272,000
		5,272,000
<u>399 - Federal Miscellaneous Grants</u>		
15SW016	Pedestrian Gap Closure Improvement	5,066,036
		5,066,036
<u>482 - Landscape Maintenance District</u>		
12BGB001	LMD Restoration	1,000,000
		1,000,000

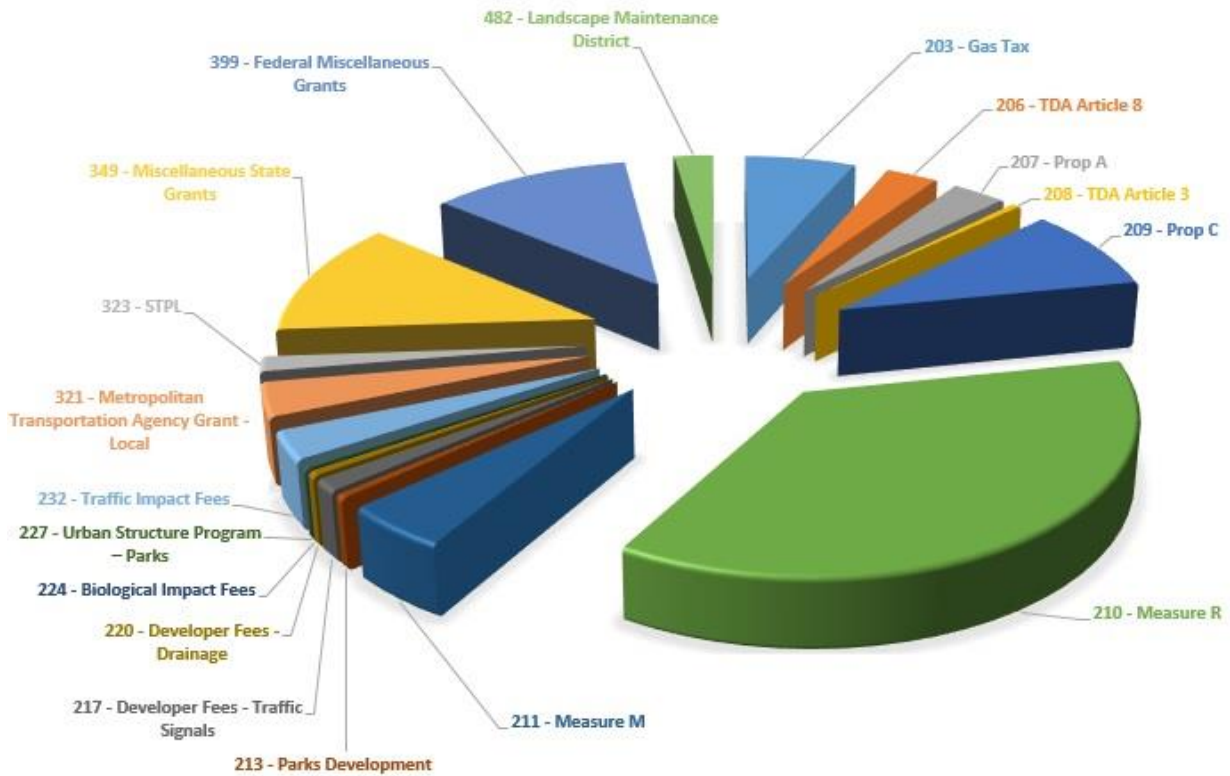
Grand Total		43,427,077
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* Approved new Capital projects for FY 19

Projects by Program Type



Projects by Funding Source



FY 2019 - FY 2023 Capital Improvement Program

Proj. No.	Project Description	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
11BS019	City Hall Face Lift					
11BS022	LPAC Improvements					
11BS023	LCP Concession Building Renovation					
11BS025	Senior Center Expansion and Upgrade					
11BS026	Sgt Owen Park Memorial	150,000				
* 11BS027	Transportation Management Center (CFP)	355,444	463,764			
11FW002	Ave K-8 Fence Installation					
* 11FW003	Prime Desert Woodland Expansion - Fence Relocation	45,000	100,000	100,000	100,000	100,000
11GS007	Park Improvements					
11GS010	Municipal Golf Center					
11GS011	Prime Desert Woodland Expansion					
11TR008	Tierra Bonita Park Improvement Phase II					
11TS001	Traffic Op Center & Signal Con					
11ZZ004	ADA Compliance	100,000	100,000	100,000	100,000	100,000
12ZZ003	Eastside Pool Rehabilitation					
* 12AC002	BLVD Parking Lot Improvements	700,000				
12BS014	Municipal Stadium Rehabilitation	50,000	100,000	100,000	100,000	100,000
12GB001	LMD Restoration Program	1,000,000				
12GS006	2017 Parks Concrete Repair					
12ST032	20th Street West Rehabilitation Lancaster Blvd to Ave J					
12ST036	2017 Pavement Management Program - Revive 25					
12ST037	2018 Pavement Management Program - Revive 25					
12ST038	2019 Pavement Management Program - Revive 25					
12ST039	10th Street West & Avenue J Improvements (HSIP)	5,853,633				
* 12ST040	2020 Pavement Management Program (Revive 25)	200,000				
13EV001	Amargosa Crk Habitat Mitigatn					
13EV002	Ave M Drain Imp Habitat & Mitig					
13ST003	Ave I/50th & 60th W Intrs Eval					
13ZZ004	Solar Interconnect Study					
15BA008	Corridors Project					
15BR004	Ave K and SR 14 Interchange					
15BR005	Ave M and SR 14 Interchange	15,600,000				
15BR006	Ave G and SR 14 Interchange		11,900,000			
15BR007	Ave J and SR 14 Interchange		6,700,000			
15BR008	Ave L and SR 14 Interchange		3,358,626			
15BR009	Interchange Enhancement Projects					
15BW005	Lancaster Auto Mall					
15BW008	10th Street West Bikeway & Road Diet	596,000				
15ST026	10TH St W Gap Clsr Ave L-Ave M					

Proj. No.	Project Description	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
15ST037	Cole Mid Schl & T Bnta Ped Imp					
15ST042	Ave I Streetscape Enhance					
15ST046	2014 Citywide Gap Closures		1,800,000			
15ST048	Genoa St Imp at Oldfield					
15ST050	Ave J-2 St Imp at 17th St E					
15ST053	Ave I St Imp Challenger-Price					
15ST054	Ave I St Imp Price-35th St E					
15ST055	5th St E Corridor Improvements					
15ST057	Trevor Ave Widening					
15ST058	Lancaster Health District (Formerly Medical Main Street)	2,512,924		10,417,646		
15ST059	2017 Bus Stop Improvements					
15ST062	2018 Bus Stop Improvements					
15ST064	Ave H & 7th St W Improvements (Byd)					
15ST065	Ave K-8 & 10th St W Improvements (Viper)					
* 15ST067	18/19 Bus Stop Improvements	555,574				
* 15ST068	Gadsden & Kildare Improvements (Marriott)	1,018,311				
* 15ST069	Installation of D3-1 Street Name Signs	175,000				
* 15ST070	Traffic Overhead Sign Replacement	400,000				
* 15ST071	Street Light Improvements	390,000				
* 15ST072	2019 Long Line Striping	340,000				
15SW015	Sidewalk Imp at Rr Crossing					
15SW016	Pedestrian Gap Closure Improvement	5,190,085	2,633,164			
15SW017	2020 ATP-SRTS Ped Improvements	6,974,000	469,000			
16ST005	15th St W/Lanc Blvd Roundabout					
16ST006	15th St E/Lanc Blvd Roundabout					
16ST007	Intersctn Imp-10W/I & 30W/K					
16ST010	Tierra Del Sol Imp, Phiiia	548,106				
16ST028	Avenue G at Sierra Highway (ICE Improvements)					
16ST029	Avenue I at 50th Street West (ICE Improvements)		1,250,000	1,000,000		
16ST030	Avenue I at 60th Street West (ICE Improvements)					
16TS027	1/4 Traffic Signal, Ave L/42 W					
16TS028	Traffic Signal System Modernization					
16TS029	2017 Traffic Signal Upgrades	673,000				
16TS030	2018 Traffic Signal Upgrades					
17SD021	Drainage Impact Fees Refunded					
17SR004	Sewer Maintenance					400,000
	FY 21 Pavement Management Program (Revive 25)		200,000	9,800,000		
	FY 22 Pavement Management Program (Revive 25)			200,000	9,800,000	
	FY 23 Pavement Management Program (Revive 25)				200,000	9,800,000
	Annual Long Line Striping		340,000	340,000	340,000	340,000
	Annual Traffic Calming		150,000	150,000	150,000	150,000
	Annual Bus Stop Improvements		800,000	800,000	800,000	800,000

Proj. No.	Project Description	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
	Recycled Water 1-Million Gallon Tank		350,000	1,650,000		
	COL Safe Routes to Schools			500,000	500,000	500,000
	20th St W, Ave K-10 to Ave K-8 and 20th St W @ Ave L Drainage Repair		150,000	1,255,000		
	Ave H-8 Recycled Water Main Extension		700,000			
	Ave K Storm Drain Improvements from Yaffa to Challenger Way		675,000			
	Ave I Gap Closure, 7th St E to Challenger Way		350,000			
	Intersection Pedestrian Improvements Sierra Hwy and Jackman St		245,000			
	20th St E Line A			5,200,000		
	North Valley Recycled Water Pump Station, Reservoir & Main Extension			1,700,000	18,000,000	
	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 60th St W		190,000			
	Signal Re-Wiring		250,000			
	Replace PDA's and Output Racks		42,900			
	Annual Pavement Markings		300,000	300,000	300,000	300,000
	Challenger Way Improvements, Ave I to Ave L		336,560	1,077,239	1,951,797	
	Avenue I Improvements, 15th W to 30th W		136,376	613,693	613,693	
	Avenue L Improvements, 15th W to 40th W		200,000	900,000	900,000	
	Avenue I Improvements, Sierra Hwy to 10th W		62,385	280,730	280,731	
	Challenger Way Improvements, Ave I to Ave L		336,560	1,077,239	1,951,797	
	In-ground Lift, Vehicle Maintenance Bay		300,000			
	BLVD Bollard Replacement		400,000			
	BLVD Decorative Street Lights		420,000			
	Security Fencing at Maintenance Yard		145,000			
	MPD Improvements, Basin at Ave M/32nd W to Ave K		200,000	5,000,000		
	Sewer Condition Assessment and Improvements, Lift Station & Force Main				360,000	
	Sewer Capacity Assurance Study and Improvements		240,000			
GRAND TOTAL		43,427,077	\$37,144,335	\$43,761,547	\$36,448,018	\$12,590,000

* New Capital Project



FY 2019 PROPOSED NEW PROJECTS

Facilities/Fixtures

1. 11BS027 Transportation Management Center (CFP)
2. 11FW003 Prime Desert Wood Expansion – Fence Relocation

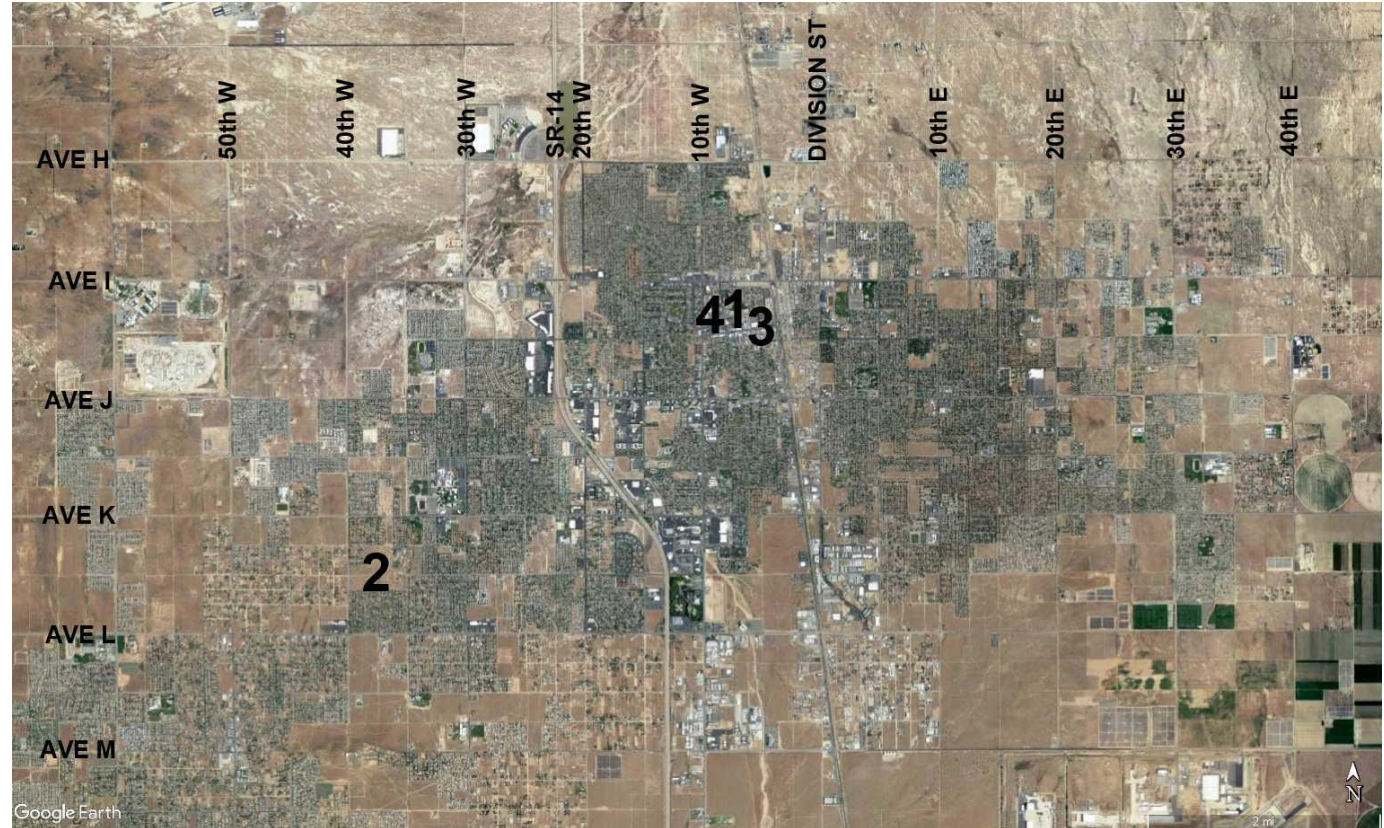
Maintenance & Repair

3. 12AC002 BLVD Parking Lot Improvements
- * 12ST040 2020 Pavement Management Program – Revive 25

Streets & Right-of-Way

- * 15ST067 18/9 Bus Stop Improvements
4. 15ST068 Gadsden & Kildare Improvements (Marriott)
- * 15ST069 Installation of D3-1 Street Name Signs
- * 15ST070 Traffic Overhead Sign Replacement
- * 15ST071 Street Light Improvements
- * 15ST072 2019 Long Line Striping

*Citywide Projects (not shown on map)



FY 2019 PROPOSED CARRYFORWARD PROJECTS WITH NEW FUNDING

Facilities/Fixtures

- 5. 11BS006 Sgt Owen Park Memorial
- * 11ZZ004 ADA Compliance

Maintenance & Repair

- 6. 12BS014 Municipal Stadium Rehabilitation
- * 12ST038 2019 Pavement Management Program – Revive 25
- * 12GB001 LMD Restoration Program

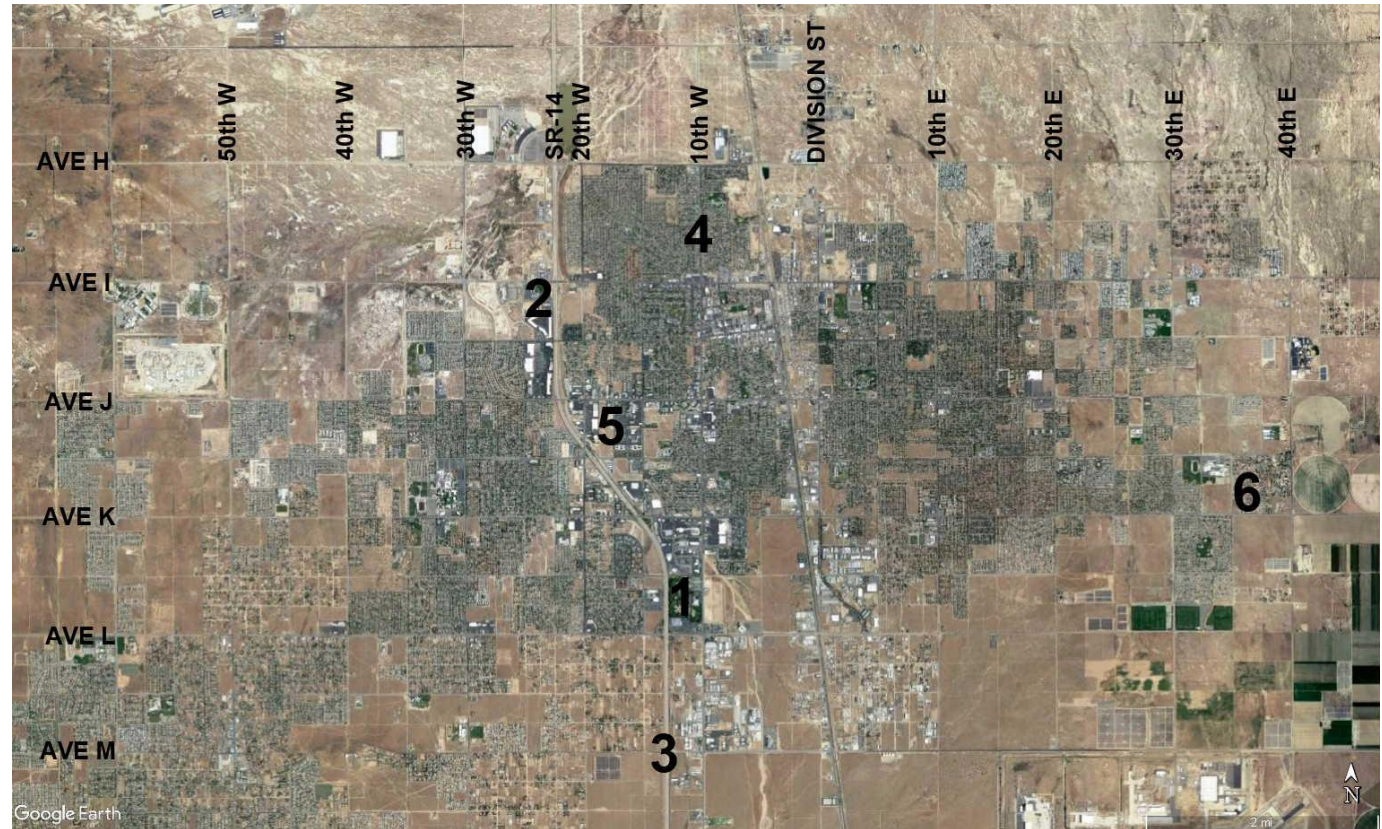
Streets & Right-of-Way

- 7. 15BR005 Ave M and SR 14 Interchange
- 8. 15BW008 10th Street West Bikeway & Road Diet
- 9. 15ST058 Lancaster Health District (Formerly Medical Main Street)
- * 15SW016 Pedestrian Gap Closure Improvements
- * 15SW017 2020 ATP-SRTS Ped Improvements

Transportation Safety

- 10. 16ST010 Tierra Del Sol Imp. Phiiia
- * 16TS029 2017 Traffic Signal Upgrades

*Citywide Projects (not shown on map)



Sgt Owen Park Memorial

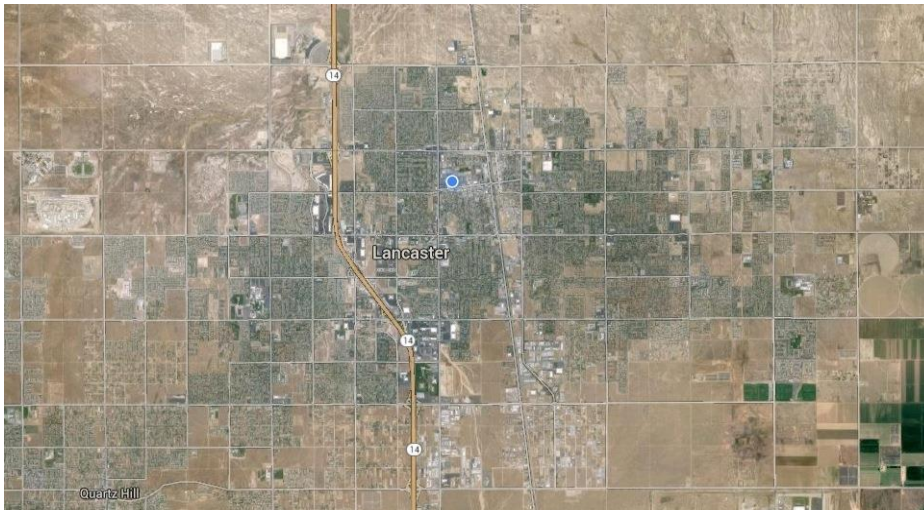
Project # 11BS026



Description

In honor of Sgt. Steve Owen who gave his life on October 5, 2016, a memorial is being constructed at Sgt. Steve Owen Memorial Park (formerly Lancaster City Park) to pay tribute to his heroism and to celebrate the unwavering commitment he showed to the Antelope Valley. The memorial will tell the story of the man he was so generations to come will continue to honor his legacy.

Project Budget		<u>Prior Years</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>	<u>Total</u>
<u>Fund #</u>	<u>Fund Desc.</u>							
213	Parks Development	\$ 20,000	\$ 150,000					\$ 170,000
TOTAL PROJECT		\$ 20,000	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ 170,000



Description

Install Transportation Services Center in DS building. Install TMC interface and video wall in City EOC. Install 6 new CCTV cameras at various locations within the City.

Project Budget		<u>Prior Years</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>	<u>Total</u>
<u>Fund #</u>	<u>Fund Desc.</u>							
207	Prop A		\$ 104,934					\$ 104,934
321	MTA Grant - Local		\$ 250,510	\$ 326,852				\$ 577,362
-	Unidentified			\$ 136,942				\$ 136,942
TOTAL PROJECT		\$ -	\$ 355,444	\$ 463,794	\$ -	\$ -	\$ -	\$ 819,238



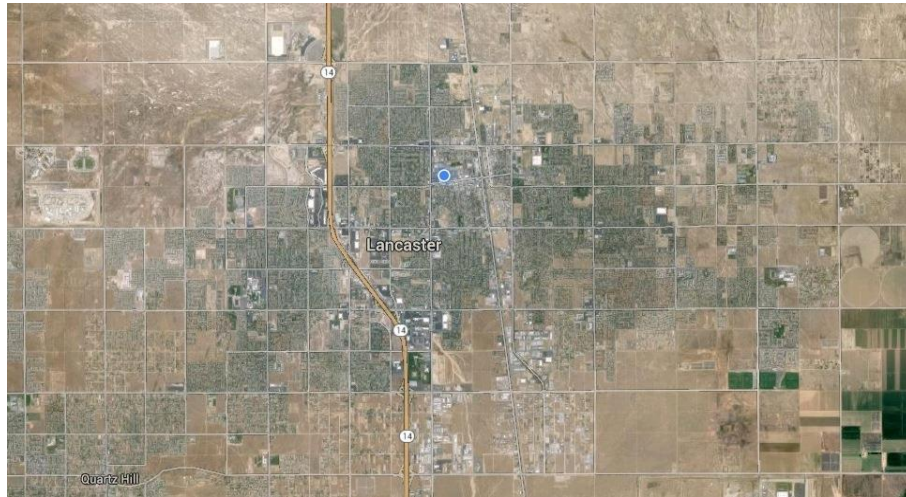
Description

To relocate the existing fence to the new boundary line along Avenue K-4.

Project Budget		<u>Prior Years</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>	<u>Total</u>
<u>Fund #</u>	<u>Fund Desc.</u>							
224	Biological Impact Fee		\$ 45,000					\$ 45,000
TOTAL PROJECT		\$ -	\$ 45,000	\$ -	\$ -	\$ -	\$ -	\$ 45,000

Americans with Disabilities Act (ADA) Compliance

Project # 11Z004



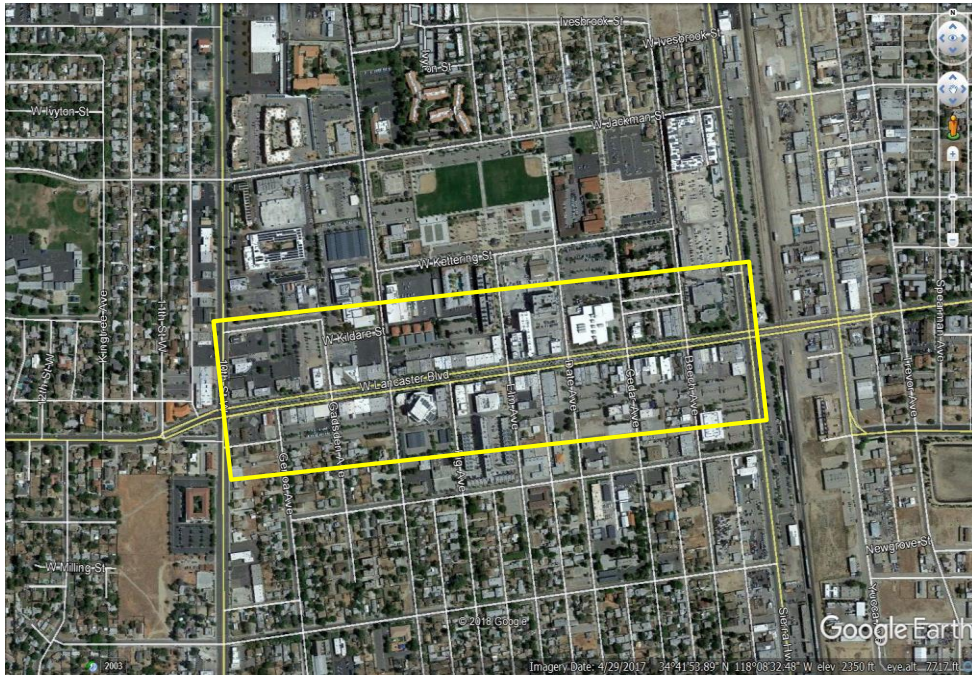
Description

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

Project Budget		<u>Prior Years</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>	Total
<u>Fund #</u>	<u>Fund Desc.</u>							
227	Urban Structure - Parks	\$ 100,000	\$ 100,000					\$ 200,000
-	Unidentified			100,000	100,000	100,000	100,000	\$ 400,000
TOTAL PROJECT		\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 600,000

BLVD Parking Lot Improvements

Project # 12AC002



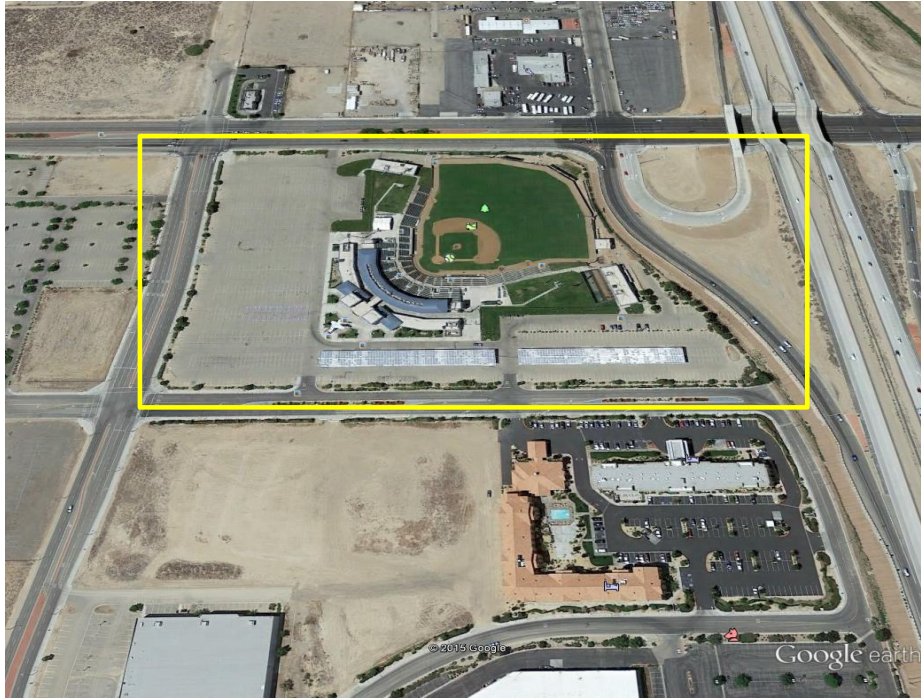
Description

Repave all public parking lots, repair drainage for proper flow, repair/replace all lighting wiring, replace poles as needed, and upgrade all light fixtures to LED. Install Metro signage and designate as park and ride lots - lots are 0 to 1500 feet from AVTA Routes 1, 4, 7, 10, 11 and 12 and, on it's farthest end, project limit is less than 3/4 of a mile from the Lancaster Metrolink Station.

Project Budget		<u>Prior Years</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>	Total
<u>Fund #</u>	<u>Fund Desc.</u>							
207	Prop A		\$ 700,000					\$ 700,000
TOTAL PROJECT		\$ -	\$ 700,000	\$ -	\$ -	\$ -	\$ -	\$ 700,000

Municipal Stadium Rehabilitation

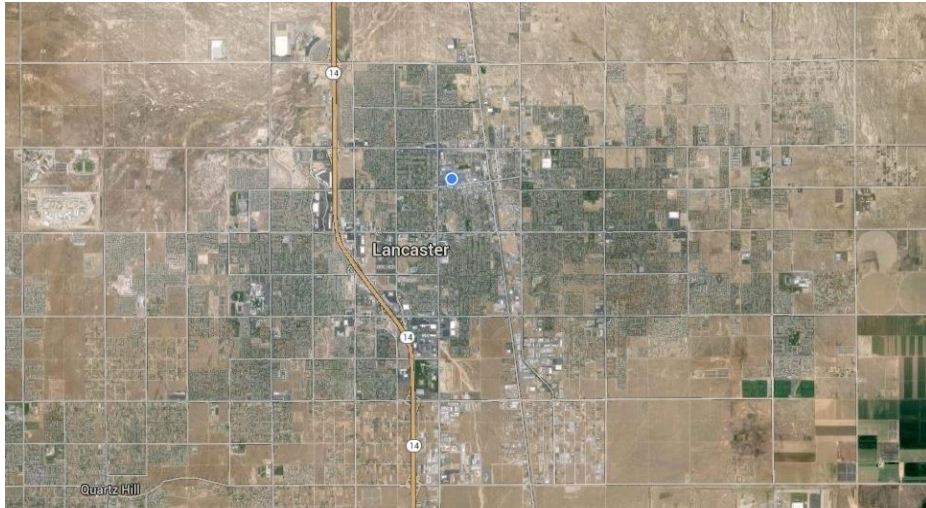
Project # 12BS014



Description

Upgrades and improvements to stadium.

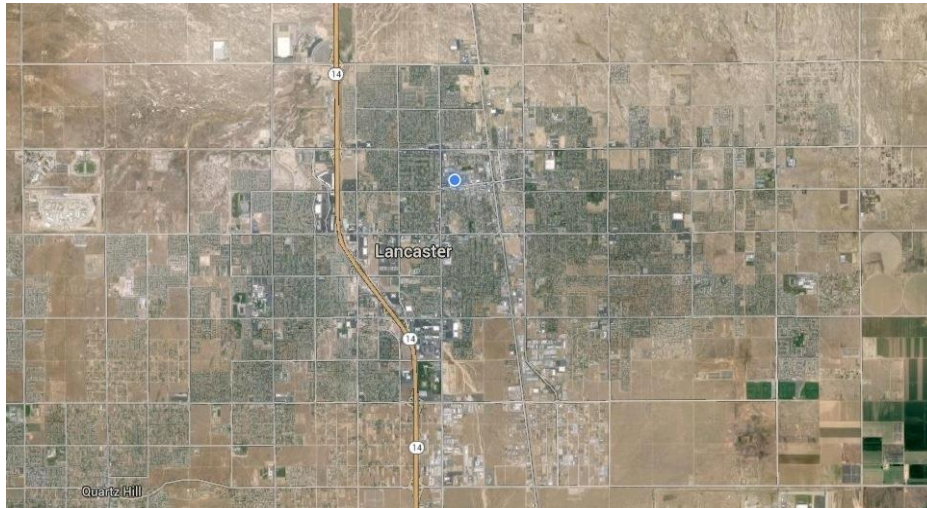
Project Budget		<u>Prior Years</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>	<u>Total</u>
<u>Fund #</u>	<u>Fund Desc.</u>							
101	General Fund	\$ 12,500						\$ 12,500
213	Parks Development	\$ 212,500	\$ 50,000					\$ 262,500
227	USP - Parks	\$ 75,000		100,000	100,000			\$ 275,000
-	Unidentified					100,000	100,000	\$ 200,000
TOTAL PROJECT		\$ 300,000	\$ 50,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 750,000



Description

Reconstruction of irrigation system due to mature vegetation and aesthetic revival to comply with City Landscape Ordinance.

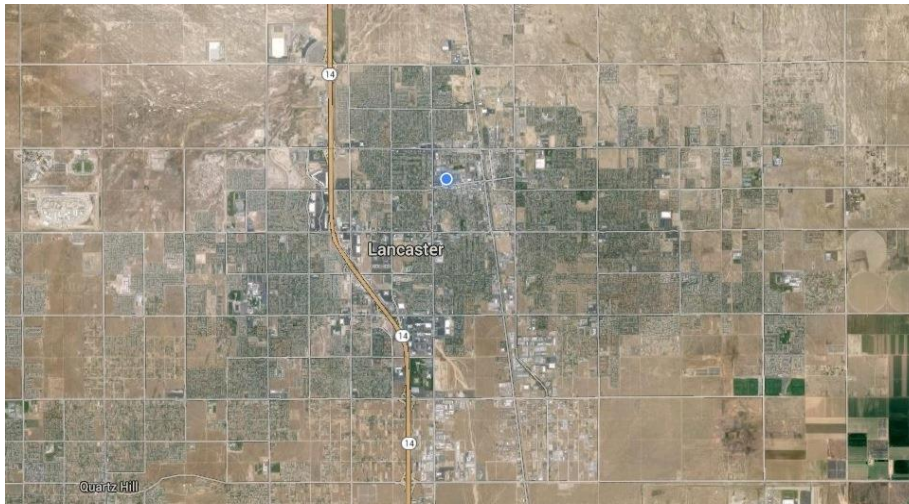
Project Budget		<u>Prior Years</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>	Total
<u>Fund #</u>	<u>Fund Desc.</u>							
482	Maintenance District	\$ 250,000	\$ 1,000,000					\$ 1,250,000
TOTAL PROJECT		\$ 250,000	\$ 1,000,000	\$ -	\$ -	\$ -	\$ -	\$ 1,250,000



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.

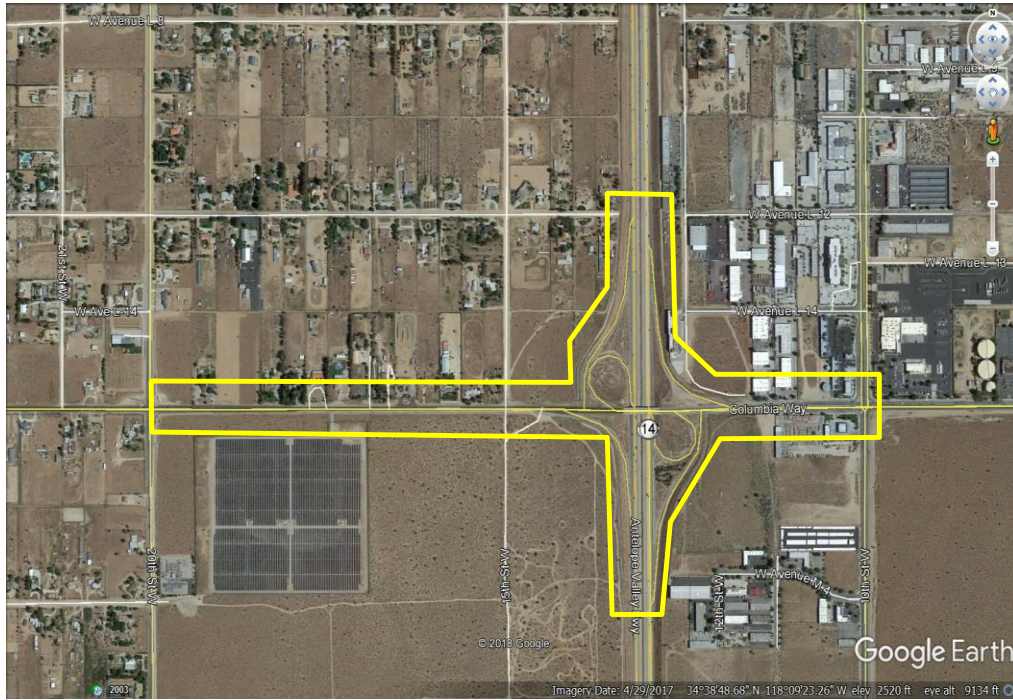
Project Budget		<u>Prior Years</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>	Total
<u>Fund #</u>	<u>Fund Desc.</u>							
203	Gas Tax		\$ 2,800,180					\$ 2,800,180
206	TDA Article 8	\$ 200,000						\$ 200,000
209	Prop C		\$ 1,000,000					\$ 1,000,000
211	Measure M		\$ 757,659					\$ 757,659
232	Traffic Impact Fees		\$ 1,295,794					\$ 1,295,794
TOTAL PROJECT		\$ 200,000	\$ 5,853,633	\$ -	\$ -	\$ -	\$ -	\$ 6,053,633



Description

Funding in support of Revive 25. Fiscal year 2020 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.

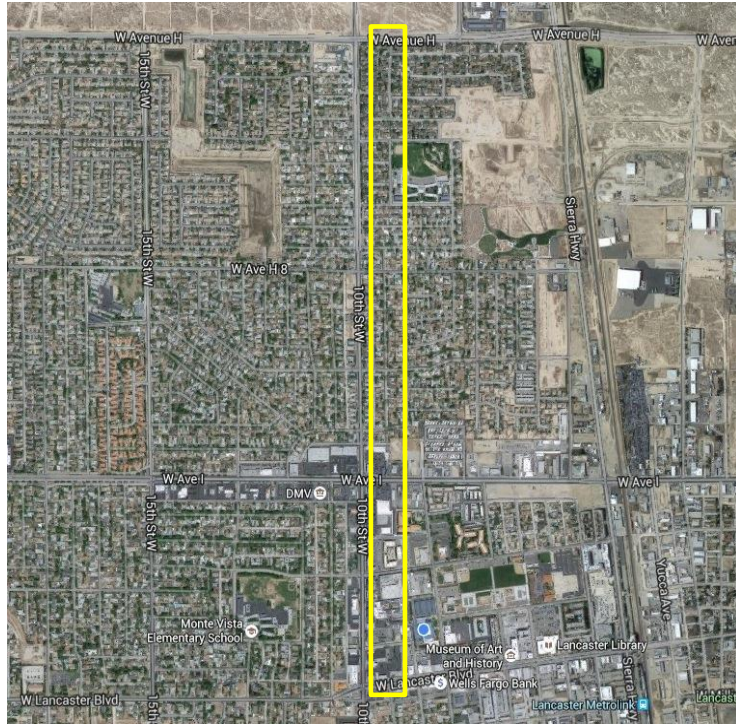
Project Budget		<u>Prior Years</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>	<u>Total</u>
<u>Fund #</u>	<u>Fund Desc.</u>							
	211 Measure M		\$ 200,000					\$ 200,000
-	Unidentified			\$ 9,800,000				\$ 9,800,000
TOTAL PROJECT		\$ -	\$ 200,000	\$ 9,800,000	\$ -	\$ -	\$ -	\$ 10,000,000



Description

Widen overpass multiple lanes in each direction to accommodate future traffic volumes; improvements include signals at on and off ramps; and, improvements along Avenue M from 10th to 20th Streets West (at a minimum). Project may require right-of-way acquisition, and include new medians, landscaping, improvements to 10th Street West and Avenue M and 20th Street West and Avenue M intersections, pedestrian improvements, wayfinding and frontage improvements per "Corridors" plan, and many other context sensitive solutions.

Project Budget		<u>Prior Years</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>	Total
<u>Fund #</u>	<u>Fund Desc.</u>							
210	Highway Equity Funds	\$ 4,400,000	\$ 15,600,000					\$ 20,000,000
TOTAL PROJECT		\$ 4,400,000	\$ 15,600,000	\$ -	\$ -	\$ -	\$ -	\$ 20,000,000



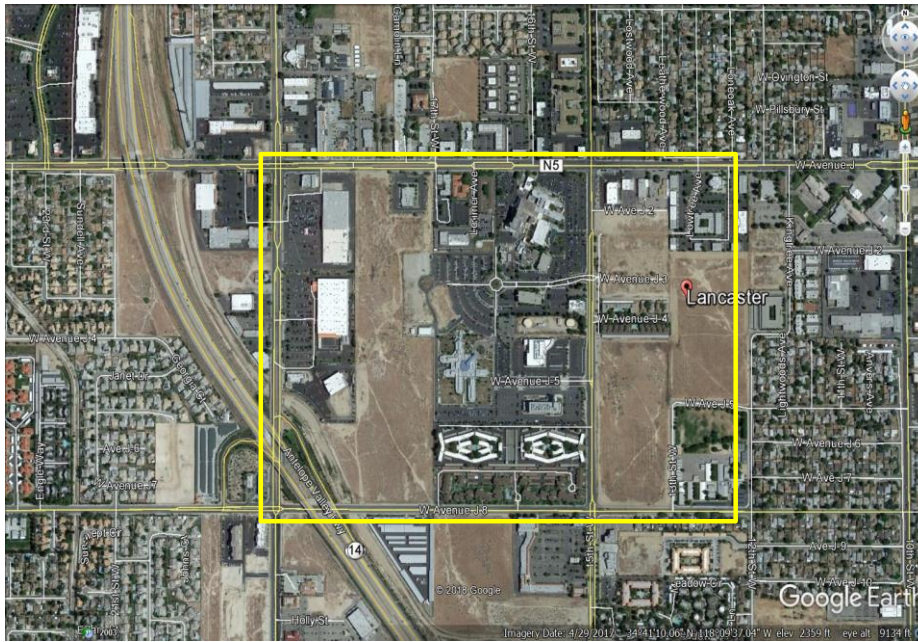
Description

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 Gateway and the BLVD.

Project Budget		<u>Prior Years</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>	<u>Total</u>
<u>Fund #</u>	<u>Fund Desc.</u>							
204	Air Quality	\$ 70,000						\$ 70,000
208	TDA Article 3 Bikeway		\$ 198,727					\$ 198,727
209	Prop C		\$ 134,273					\$ 134,273
323	MTA Grant - STPL	\$ 715,000						\$ 715,000
321	MTA Grant - Local		\$ 263,000					\$ 263,000
399	Federal Misc. Grants	\$ 785,000						\$ 785,000
TOTAL PROJECT		\$ 1,570,000	\$ 596,000	\$ -	\$ -	\$ -	\$ -	\$ 2,166,000

Lancaster Health District (Formerly Medical Main Street)

Project # 15ST058



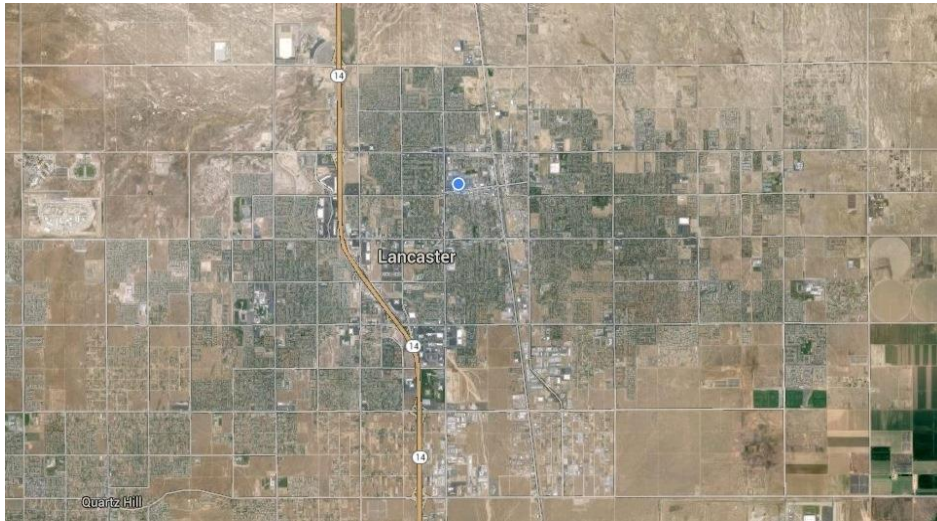
Description

Within the Lancaster Health District (Avenue J to Avenue J-8 and 20th Street West to Kingtree), construct approximately 2 miles of new complete streets to alleviate burden on existing arterial network; and improve safety, mobility and access near the medical facilities commercial centers and residences.

Project Budget	<u>Prior Years</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>	Total
<u>Fund #</u> <u>Fund Desc.</u>							
206 TDA Article 8	\$ 500,000						\$ 500,000
209 Prop C		\$ 1,490,164					\$ 1,490,164
321 MTA Grant - Local		\$ 1,022,760		4,239,982			\$ 5,262,742
- Unidentified				\$ 6,177,664			\$ 6,177,664
TOTAL PROJECT	\$ 500,000	\$ 2,512,924	\$ -	\$ 10,417,646	\$ -	\$ -	\$ 13,430,570

18/19 Bus Stop Improvements

Project # 15ST067



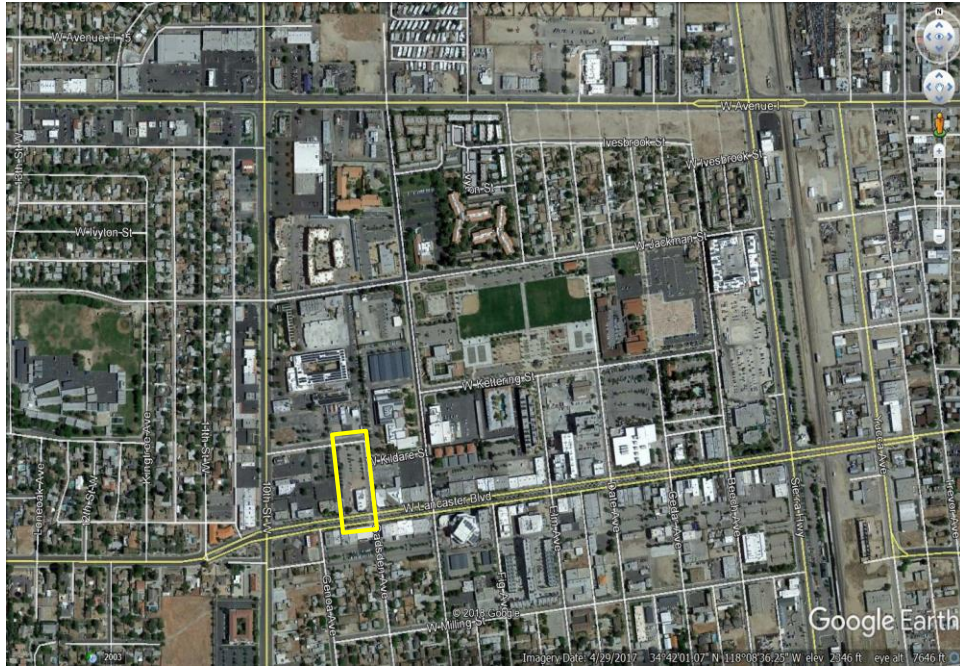
Description

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>Prior Years</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>	<u>Total</u>
<u>Fund #</u>	<u>Fund Desc.</u>							
207	Prop A		\$ 555,574					\$ 555,574
TOTAL PROJECT		\$ -	\$ 555,574	\$ -	\$ -	\$ -	\$ -	\$ 555,574

Gadsden & Kildare Improvements (Marriott)

Project # 15ST068



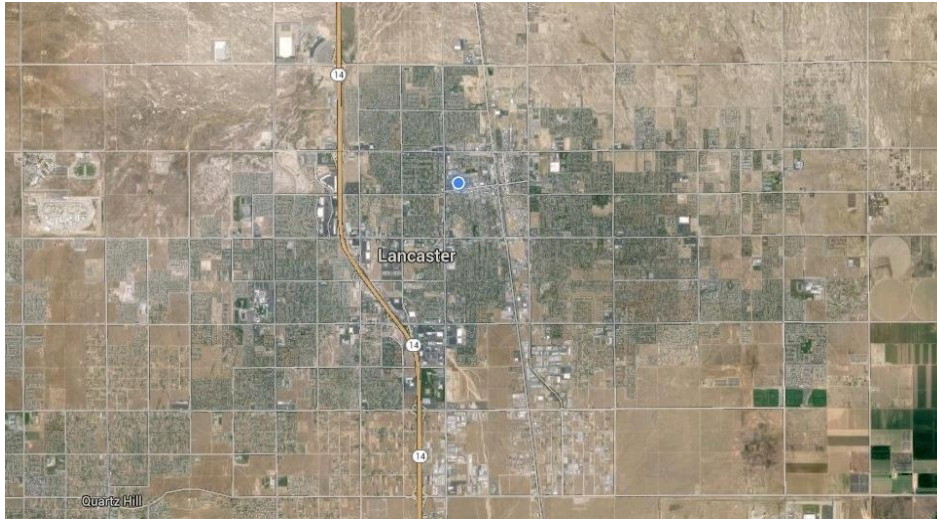
Description

The project will encompass the installation of street improvements, including pavement, curb, gutter, driveways, and sidewalk, along Gadsden and Kildare Avenues. It will incorporate onstreet angled parking along the east side of Gadsden Avenue.

Project Budget		<u>Prior Years</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>	Total
<u>Fund #</u>	<u>Fund Desc.</u>							
211	Measure M		\$ 800,000					\$ 800,000
220	Drainage Developer Fee		\$ 218,311					\$ 218,311
TOTAL PROJECT		\$ -	\$ 1,018,311	\$ -	\$ -	\$ -	\$ -	\$ 1,018,311

Installation of D3-1 Street Name Signs

Project # 15ST069



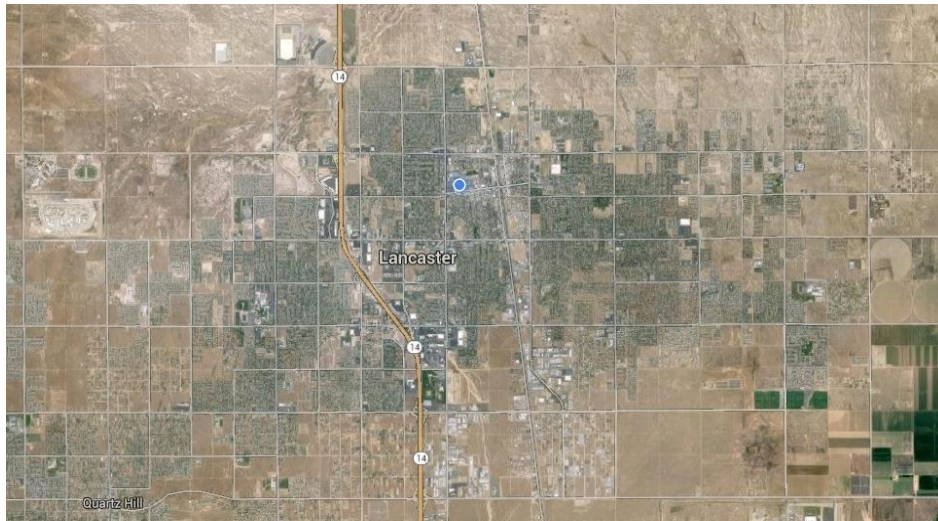
Description

Installation of D3-1 street name signs to current standards on all arterial street locations.

Project Budget		<u>Prior Years</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>	<u>Total</u>
<u>Fund #</u>	<u>Fund Desc.</u>							
206	TDA Article 8		\$ 175,000					\$ 175,000
TOTAL PROJECT		\$ -	\$ 175,000	\$ -	\$ -	\$ -	\$ -	\$ 175,000

Traffic Overhead Sign Replacement

Project # 15ST070



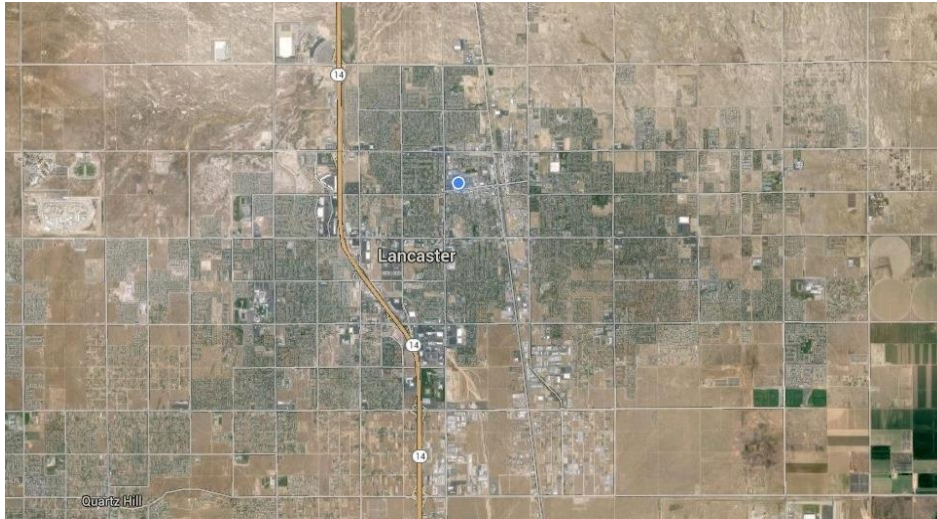
Description

Replace all Traffic overhead signs at all signal locations.

Project Budget		<u>Prior Years</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>	<u>Total</u>
<u>Fund #</u>	<u>Fund Desc.</u>							
206	TDA Article 8		\$ 400,000					\$ 400,000
TOTAL PROJECT		\$ -	\$ 400,000	\$ -	\$ -	\$ -	\$ -	\$ 400,000

Street Light Improvements

Project # 15ST071



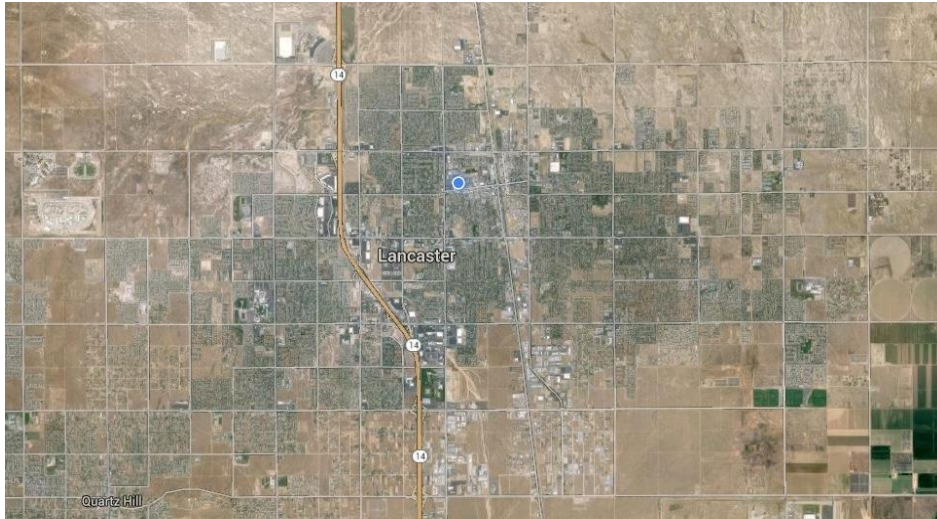
Description

Remove and restock redundant streetlights adjacent to highway safety lights at intersections. 107 locations Citywide.

Project Budget		<u>Prior Years</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>	Total
<u>Fund #</u>	<u>Fund Desc.</u>							
206	TDA Article 8		\$ 390,000					\$ 390,000
TOTAL PROJECT		\$ -	\$ 390,000	\$ -	\$ -	\$ -	\$ -	\$ 390,000

2019 Long Line Striping

Project # 15ST072



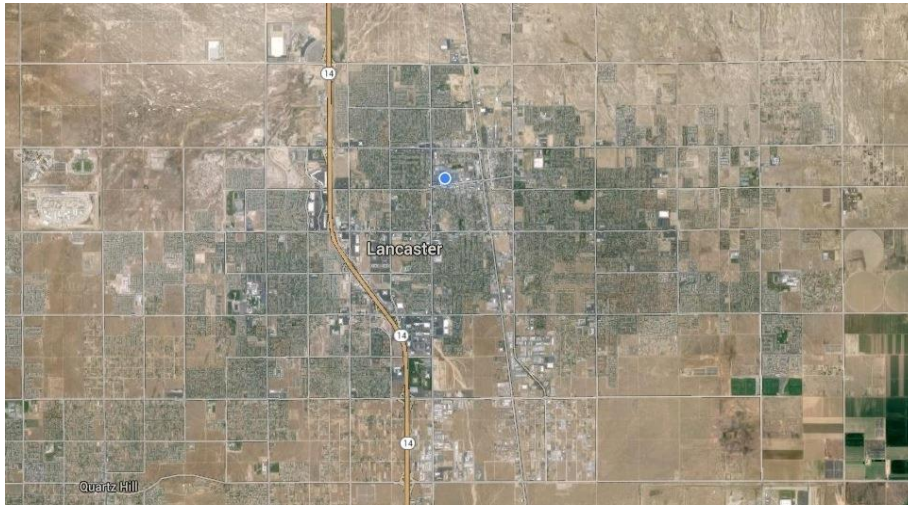
Description

Refresh long line striping on half of City's arterial streets (approx. 425 lane miles).

Project Budget		<u>Prior Years</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>	Total
<u>Fund #</u>	<u>Fund Desc.</u>							
206	TDA Article 8		\$ 340,000					\$ 340,000
TOTAL PROJECT		\$ -	\$ 340,000	\$ -	\$ -	\$ -	\$ -	\$ 340,000

Pedestrian Gap Closure Improvement

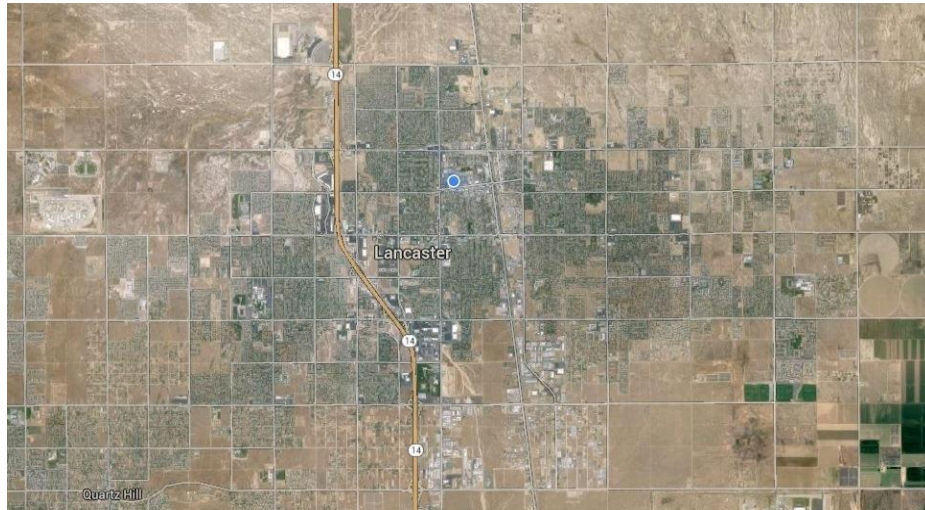
Project # 15SW016



Description

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

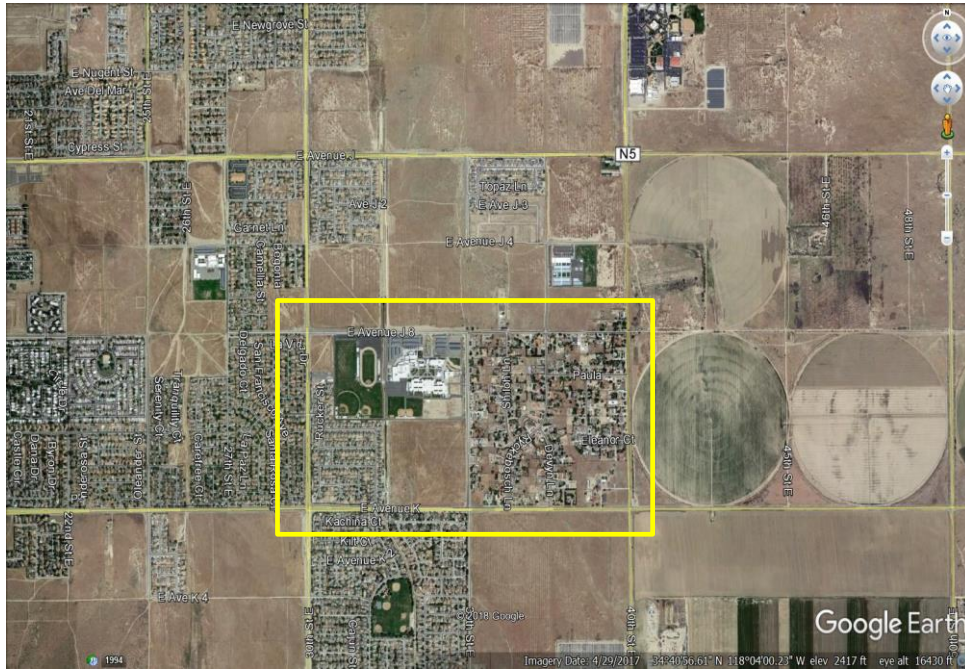
Project Budget		<u>Prior Years</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>	<u>Total</u>
<u>Fund #</u>	<u>Fund Desc.</u>							
204	Air Quality	\$ 80,000						\$ 80,000
211	Measure M		\$ 124,049					\$ 124,049
323	STPL	\$ 217,705						\$ 217,705
399	Federal Misc. Grants	\$ 1,193,000	\$ 5,066,036					\$ 6,259,036
TOTAL PROJECT		\$ 1,490,705	\$ 5,190,085	\$ -	\$ -	\$ -	\$ -	\$ 6,680,790



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 sidewalk improvements, bulb-outs, ramps, street lighting, striping/signage and bike racks.

Project Budget		<u>Prior Years</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>	<u>Total</u>
<u>Fund #</u>	<u>Fund Desc.</u>							
209	Prop C		\$ 1,191,154					\$ 1,191,154
	Measure R - Local							
210	Return	\$ 469,000	\$ 338,639					\$ 807,639
211	Measure M		\$ 172,207					\$ 172,207
349	Misc. State Grants		\$ 5,272,000					\$ 5,272,000
TOTAL PROJECT		\$ 469,000	\$ 6,974,000	\$ -	\$ -	\$ -	\$ -	\$ 7,443,000



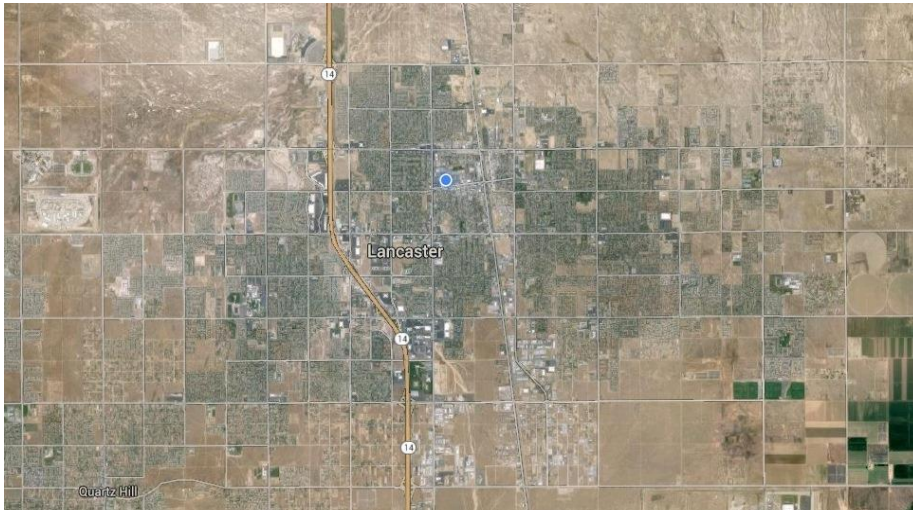
Description

Install Improvements in and around the Tierra Del Sol Tract and schools to improve traffic safety concerns. Widen 35th St East, construct Street Improvements to install sidewalk and bike lanes. Construct intersection improvements at 40th Street East and Avenue J-8 to provide right and left turn lanes Construct Traffic Signal at Avenue K and 35th St East. Upgrade traffic signals at Avenue K and 30th St East to provide protected left turn indications. Install intersection improvements at Avenue K/40th Street East and Avenue J-4/40th Street East.

Project Budget		<u>Prior Years</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>	Total
<u>Fund #</u>	<u>Fund Desc.</u>							
217	Traffic Signal Impact Fee	\$ 610,000	\$ 548,106					\$ 1,158,106
TOTAL PROJECT		\$ 610,000	\$ 548,106	\$ -	\$ -	\$ -	\$ -	\$ 1,158,106

2017 Traffic Signal Upgrades

Project # 16TS029



Description

Replace existing left permissive and left protected/permissive w/protected left at various intersection within the City. Upgrade highway safety lights (HSLs) at all traffic signals to LEDs.

Project Budget		<u>Prior Years</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>	Total
<u>Fund #</u>	<u>Fund Desc.</u>							
	Traffic Signal Impact							
217	Fee	\$ 1,098,274						\$ 1,098,274
323	STPL		\$ 673,000					\$ 673,000
TOTAL PROJECT		\$ 1,098,274	\$ 673,000	\$ -	\$ -	\$ -	\$ -	\$ 1,771,274





OPERATING TRANSFERS

Detail of Operating Transfers

Year End Estimate

FY 2017-18

Fund Number & Description	Description of Transfer	Transfer Out	Transfer In
FUND 101 - GENERAL FUND			
Fund 109 - Reserves	Retiree Health Benefits	1,374,950	
Fund 109 - Reserves	Reallocation to Stability Reserves	11,695,572	
Fund 109 - Reserves	Vacation Buyback	250,000	
Fund 109 - Reserves	Legal Reserve	500,000	
Fund 251 - Development Engineering	Fund Operations	1,355,270	
Fund 402 - Lancaster Performing Arts Center	Fund Operations	581,260	
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		19,000
Fund 248 - Traffic Safety Funds	Transfer for Public Safety		260,000
Fund 390 - OES / FEMA	Transfer to Close Fund		276,825
Fund 409 - Grant Funds	Transfer to Close Fund		25,506
Fund 456 - Stillmeadow Assessment	Reimburse Capital Improvements		10,000
TOTAL GENERAL FUND		\$ 15,812,052	\$ 1,053,031
Fund 109 - General Fund			
Fund 101 - General Fund	Retiree Health Benefits		1,374,950
Fund 101 - General Fund	Reallocation to Stability Reserves		11,695,572
Fund 101 - General Fund	Vacation Buyback		250,000
Fund 101 - General Fund	Legal Reserve		500,000
Fund 203 - Gas Tax	Retiree Health Benefits		203,865
Fund 251 - Development Engineering	Retiree Health Benefits		145,220
Fund 480 - Sewer Maintenance District	Retiree Health Benefits		214,175
Fund 482 - Landscape Maintenance District	Retiree Health Benefits		24,940
Fund 483 - Lighting Maintenance District	Retiree Health Benefits		65,005
Fund 484 - Drainage Maintenance District	Retiree Health Benefits		55,980
TOTAL RESERVES		\$ -	\$ 14,529,707
Fund 203 - Gas Tax Fund			
Fund 109 - Reserves	Retiree Health Benefits	203,865	
Fund 206 - TDA Article 8	Fund Street Maintenance Operations		2,800,000
TOTAL GAS TAX		\$ 203,865	\$ 2,800,000
Fund 206 - TDA Article 8			
Fund 101 - General Fund	Fund Traffic Operations	461,700	
Fund 203 - Gas Tax	Fund Street Maintenance Operations	2,800,000	
Fund 483 - Lighting Maintenance District	Fund Operations	600,000	
Fund 381 - Economic Development Administration	Transfer to Close Fund		19,494
Fund 382 - Economic Development Initiative	Transfer to Close Fund		139,653
TOTAL TDA ARTICLE 8		\$ 3,861,700	\$ 159,147
Fund 207 - Proposition A			
Fund 101 - General Fund	Recreation Bus Service	19,000	
TOTAL PROPOSITION A		\$ 19,000	\$ -

Detail of Operating Transfers Year End Estimate FY 2017-18

Fund Number & Description	Description of Transfer	Transfer Out	Transfer In
Fund 210 - Measure R			
Fund 371 - Federal TEA	Transfer to Close Fund		29,263
TOTAL MEASURE R		\$ -	\$ 29,263
Fund 224 - Biological Impact Fee			
Fund 261 - Los Angeles County Reimbursements	Fund Land Acquisition		665,185
TOTAL BIOLOGICAL IMPACT FEE		\$ -	\$ 665,185
Fund 248 - Traffic Safety Fund			
Fund 101 - General Fund	Fund Public Safety	260,000	
TOTAL TRAFFIC SAFETY FUND		\$ 260,000	\$ -
Fund 251 - Development Engineering			
Fund 101 - General Fund	Fund Operations		1,355,270
Fund 109 - Reserves	Retiree Health Benefits	145,220	
TOTAL DEVELOPMENT ENGINEERING		\$ 145,220	\$ 1,355,270
Fund 261 - Los Angeles County Reimbursements			
Fund 224 - Biological Impact Fees	Fund Land Acquisition	665,185	-
TOTAL LOS ANGELES COUNTY REIMBURSEMENTS		\$ 665,185	\$ -
Fund 301 - Lancaster Housing Authority			
Fund 349 - Miscellaneous State Grants	Cover Ineligible Grant Expenditure	289,157	-
TOTAL LANCASTER HOUSING AUTHORITY		\$ 289,157	\$ -
Fund 349 - Miscellaneous State Grants			
Fund 301 - Lancaster Housing Authority	Cover Ineligible Grant Expenditure		289,157
TOTAL MISCELLANEOUS GRANTS		\$ -	\$ 289,157
Fund 371 - Federal TEA			
Fund 210 - Measure R	Transfer to Close Fund	29,263	-
TOTAL FEDERAL TEA		\$ 29,263	\$ -
Fund 381 - EDA Grant			
Fund 206 - TDA Article 8	Transfer to Close Fund	19,494	-
TOTAL EDA GRANT		\$ 19,494	\$ -
Fund 382 - EDI Grant Fund			
Fund 206 - TDA Article 8	Transfer to Close Fund	139,653	-
TOTAL EDI GRANT FUND		\$ 139,653	\$ -
Fund 390 - FEMA Grants			
Fund 101 - General Fund	Transfer to Close Fund	276,825	-
TOTAL FEMA GRANTS		\$ 276,825	\$ -
Fund 402 - Lancaster Performing Arts Center			
Fund 101 - General Fund	Fund Operations		581,260
TOTAL LANCASTER PERFORMING ARTS		\$	\$ 581,260

Detail of Operating Transfers Year End Estimate FY 2017-18

Fund Number & Description	Description of Transfer	Transfer Out	Transfer In
FUND 409 - Reimbursable Grants			
Fund 101 - General Fund	Transfer to Close Fund	25,506	
TOTAL REIMBURSEABLE GRANTS		\$ 25,506	\$ -
Fund 456 - Still Meadow Assessment District			
Fund 101 - General Fund	Reimburse Capital Improvements	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 District			
Fund 109 - Reserves	Retiree Health Benefits	65,005	
Fund 206 - TDA Article 8	Fund Operations		600,000
TOTAL LIGHTING MAINTENANCE DISTRICT		\$ 65,005	\$ 600,000
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	Fund for Operations		55,000
Fund 480 - Sewer Maintenance District	Fund for Recycled Water Usage		55,000
TOTAL RECYCLED WATER		\$ -	\$ 110,000
TOTAL TRANSFERS		\$ 22,172,020	\$ 22,172,020

Detail of Operating Transfers FY 2018-19

Fund Number & Description	Description of Transfer	Transfer Out	Transfer In
FUND 101 - GENERAL FUND			
Fund 109 - Reserves	Retiree Health Benefits	1,762,920	
Fund 109 - Reserves	Vacation Buyback	550,000	
Fund 109 - Reserves	Legal Reserve	500,000	
Fund 251 - Development Engineering	Fund Operations	1,711,830	
Fund 402 - Lancaster Performing Arts Center	Fund Operations	475,000	
Fund 485 - Recycled Water Fund	Funding for Operations	72,515	
Fund 109 - Reserves	Reallocation - Stability Reserves		6,378,285
Fund 206 - TDA Article 8	Fund Traffic Operations Division		597,285
Fund 207 - Proposition A	Recreation Bus Service		20,000
Fund 248 - Traffic Safety Funds	Transfer for Public Safety		260,000
Fund 456 - Stillmeadow Assessment	Reimburse Capital Improvements		12,500
TOTAL GENERAL FUND		\$ 5,072,265	\$ 7,268,070
Fund 109 - General Fund			
Fund 101 - General Fund	Reallocation - Stability Reserves	6,378,285	
Fund 101 - General Fund	Retiree Health Benefits		1,762,920
Fund 101 - General Fund	Vacation Buyback		550,000
Fund 101 - General Fund	Legal Reserve		500,000
Fund 203 - Gas Tax	Retiree Health Benefits		271,870
Fund 251 - Development Engineering	Retiree Health Benefits		246,640
Fund 306 - Low & Moderate Income Housing	Retiree Health Benefits		86,880
Fund 480 - Sewer Maintenance District	Retiree Health Benefits		176,570
Fund 482 - Landscape Maintenance District	Retiree Health Benefits		22,420
Fund 483 - Lighting Maintenance District	Retiree Health Benefits		106,500
Fund 484 - Drainage Maintenance District	Retiree Health Benefits		44,840
Fund 485 - Recycled Water	Retiree Health Benefits		5,610
Fund 486 - Lancaster Power Authority	Retiree Health Benefits		2,800
Fund 490 - Lancaster Choice Energy	Retiree Health Benefits		75,670
TOTAL RESERVES		\$ 6,378,285	\$ 3,852,720
Fund 203 - Gas Tax Fund			
Fund 109 - Reserves	Retiree Health Benefits	271,870	
Fund 206 - TDA Article 8	Fund Street Maintenance Operations		3,745,000
TOTAL GAS TAX		\$ 271,870	\$ 3,745,000
Fund 206 - TDA Article 8			
Fund 101 - General Fund	Fund Traffic Operations	597,285	
Fund 203 - Gas Tax	Fund Street Maintenance Operations	3,745,000	
Fund 483 - Lighting Maintenance District	Fund Operations	450,000	
TOTAL TDA ARTICLE 8		\$ 4,792,285	\$ -
Fund 207 - Proposition A			
Fund 101 - General Fund	Recreation Bus Service	20,000	
TOTAL PROPOSITION A		\$ 20,000	\$ -
Fund 248 - Traffic Safety Fund			
Fund 101 - General Fund	Fund Public Safety	260,000	
TOTAL TRAFFIC SAFETY FUND		\$ 260,000	\$ -
Fund 251 - Development Engineering			
Fund 101 - General Fund	Fund Operations		1,711,830
Fund 109 - Reserves	Retiree Health Benefits	246,640	
TOTAL DEVELOPMENT ENGINEERING		\$ 246,640	\$ 1,711,830

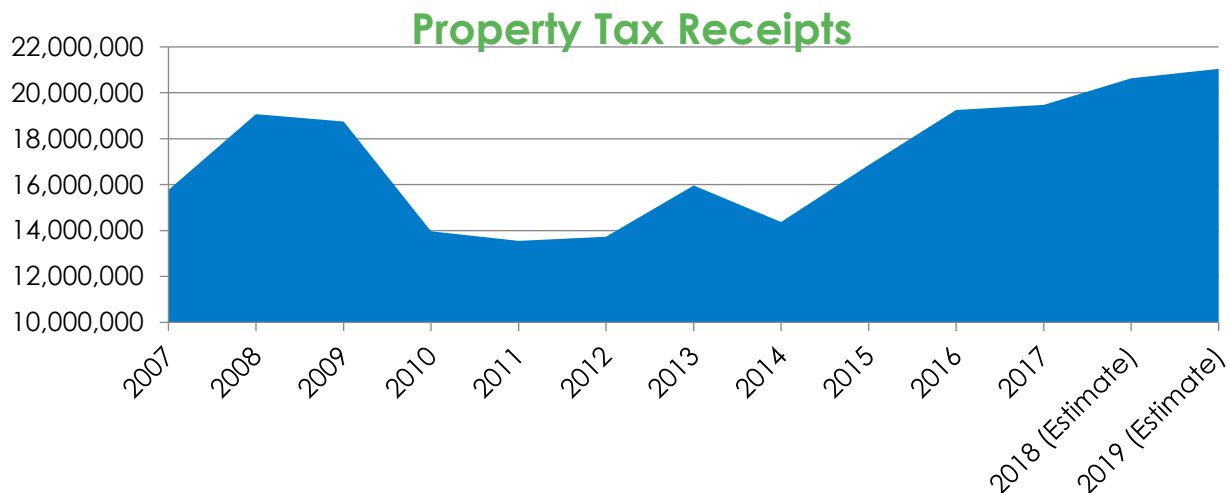
Detail of Operating Transfers FY 2018-19

Fund Number & Description	Description of Transfer	Transfer Out	Transfer In
Fund 306 - Low & Moderate Income Housing			
Fund 109 - Reserves	Retiree Health Benefits	86,880	
TOTAL LOW & MODERATE INCOME HOUSING		\$ 86,880	\$ -
Fund 402 - Lancaster Performing Arts Center			
Fund 101 - General Fund	Fund Operations		475,000
TOTAL LANCASTER PERFORMING ARTS		\$	\$ 475,000
Fund 456 - Still Meadow Assessment District			
Fund 101 - General Fund	Reimburse Capital Improvements	12,500	
TOTAL STILL MEADOW ASSESSMENT DISTRICT		\$ 12,500	\$ -
Fund 480 - Sewer Maintenance Fund			
Fund 109 - Reserves	Retiree Health Benefits	176,570	
Fund 485 - Recycled Water Fund	Funding for Recycled Water Usage	72,515	
TOTAL SEWER MAINTENANCE FUND		\$ 249,085	\$ -
Fund 482 - Landscape Maintenance District			
Fund 109 - Reserves	Retiree Health Benefits	22,420	
TOTAL LANDSCAPE MAINTENANCE DISTRICT		\$ 22,420	\$ -
Fund 483 - Lighting Maintenance District			
Fund 109 - Reserves	Retiree Health Benefits	106,500	
Fund 206 - TDA Article 8	Fund Operations		450,000
TOTAL LIGHTING MAINTENANCE DISTRICT		\$ 106,500	\$ 450,000
Fund 484 - Drainage Maintenance District			
Fund 109 - Reserves	Retiree Health Benefits	44,840	
TOTAL DRAINAGE MAINTENANCE DISTRICT		\$ 44,840	\$ -
Fund 485 - Recycled Water Fund			
Fund 109 - Reserves	Retiree Health Benefits	5,610	
Fund 101 - General Fund	Funding for Operations		72,515
Fund 480 - Sewer Maintenance District	Funding for Recycled Water Usage		72,515
TOTAL RECYCLED WATER		\$ 5,610	\$ 145,030
Fund 486 - Lancaster Power Authority			
Fund 109 - Reserves	Retiree Health Benefits	2,800	
TOTAL LANCASTER POWER AUTHORITY		\$ 2,800	\$ -
Fund 490 - Lancaster Choice Energy			
Fund 109 - Reserves	Retiree Health Benefits	75,670	
TOTAL LANCASTER CHOICE ENERGY		\$ 75,670	\$ -
TOTAL TRANSFERS		\$ 17,647,650	\$ 17,647,650

APPENDIX

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 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 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

VLV – Vehicle in-lieu Fee

WHM - Western Hotel Museum

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
226	Urban Structure Program – Operation
227	Urban Structure Program – Parks

FUND	DESCRIPTION
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)
371	Federal TEA
381	Economic Development Administration (EDA)
382	Economic Development Initiative (EDI)
390	OES / FEMA

FUND	DESCRIPTION
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)
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 GROUNDS 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



lancaster

it's positively clear

