

CITY OF LANCASTER

Proposed Budget & Five-Year Capital Improvement Program



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it's positively clear

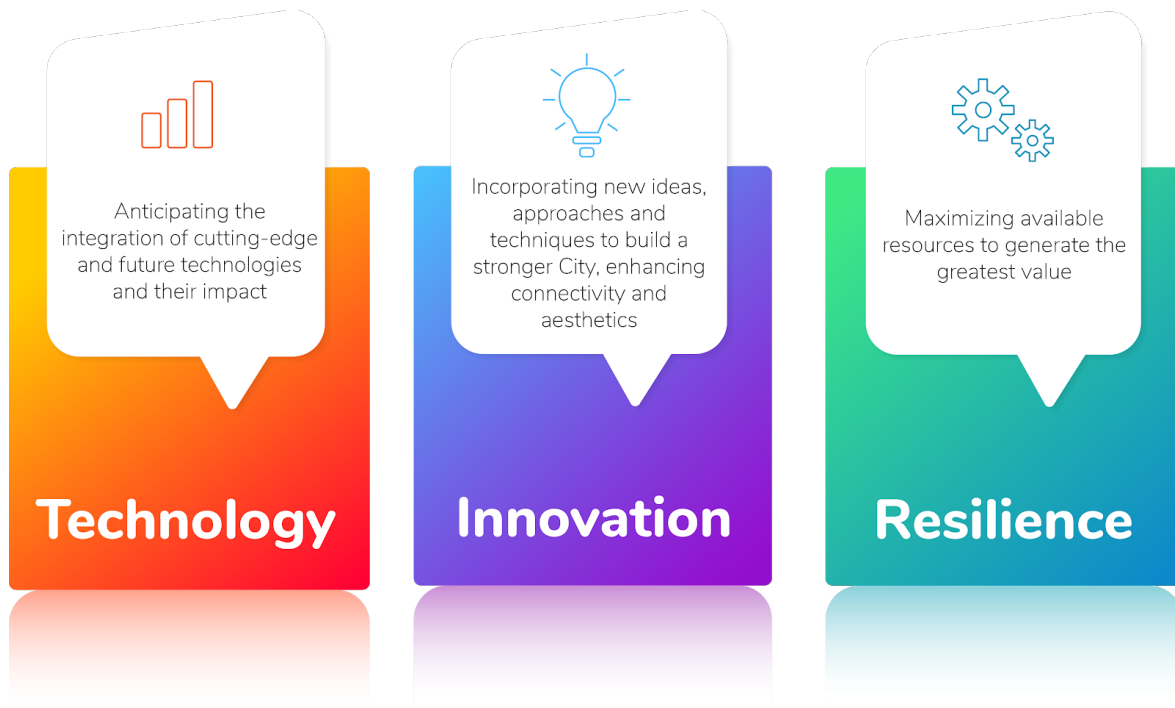
City of Lancaster

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noun

a most desirable place to live, work, visit and play.

The vision of the City of Lancaster is to build a city known for its economic and environmental sustainability, commitment to design excellence and relentless innovation.



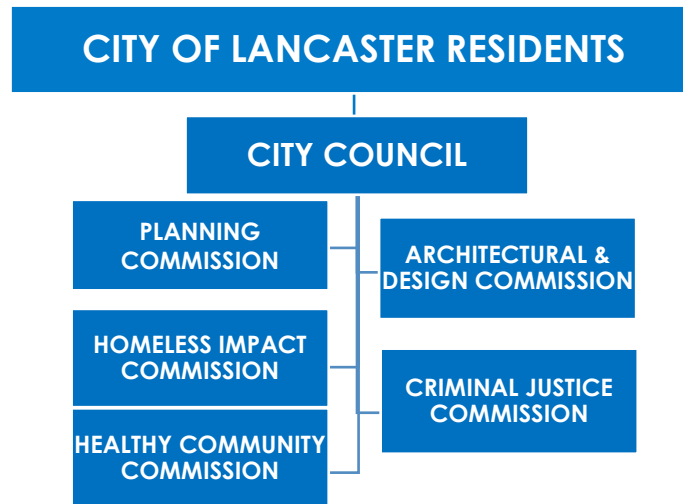
With guiding principles that include putting people first, enhancing quality of life and incorporating technology, innovation and resilience to propel our city into a successful future, the City of Lancaster is strategically positioned to achieve our vision through the delivery of highly effective public services for the common good.

Our Values

- Integrity
- Involvement
- Courage
- Accountability
- Respect
- Excellence
- Commitment
- Pride

City of Lancaster

FISCAL YEAR 2020-2021 ADOPTED BUDGET & CAPITAL IMPROVEMENT PROGRAM



CITY COUNCIL

R. Rex Parris – Mayor

Marvin E. Crist – Vice Mayor

Raj Malhi – Council Member

Kenneth Mann – Council Member

Darrell Dorris – Council Member

CITY DIRECTORS/MANAGERS

Jason D. Caudle – City Manager

Ronda Perez – Assistant City Manager

Allison E. Burns – City Attorney

Toi Chisom – Administrative & Community Services Director

Jeff Hogan – Development Services Director

George N. Harris II – Finance Director

Jeff Campbell – Parks, Recreation & Arts Director

Lee D'Errico – Public Safety 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** includes a detailed explanation of the budget process, the basis of budgeting and financial policies. This section also provides the budget summary for the current fiscal year as well as the projected budget for the coming fiscal year.

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 (CAFR) – 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 Council approved appropriations that make up the operating budget. This section is segregated into Departments and the Divisions within the Departments.

The **Personnel Analysis** presents the current staffing by position and adopted changes for the upcoming Fiscal Year.

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

The **Appendix** contains budget supplemental information. This outlines revenue sources, taxes, fees and all City funds. A Glossary, list of Acronyms, a Fund Listing, and Object Code list is provided as well.

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

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INTRODUCTION

COMMUNITY PROFILE



POPULATION

According to recent U.S. Census data, Lancaster's population was 172,237 or about 1,821 persons per square mile in 2018. According to the U.S. 2010 Census, Lancaster's population was 156,633 – an increase of nearly 32% over the 2000 Census total.

PERSONS PER HOUSEHOLD

The average number of persons per household in Lancaster owner-occupied and renter-occupied homes was 3.21.

HOUSING UNITS

In 2018, Lancaster housing units totaled 52,881.



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 semiarid 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 to March) can dip into the low 20s.

AREA

94.6 square miles

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. U.S. Air Force Plant 42 – located just south of the city limits – sits on 5,840 acres and is the main construction, modification and test center for the United States Advanced Aviation programs. It is home to aerospace behemoths including Boeing, Lockheed Martin and Northrop Grumman Companies. Lockheed Martin's location is home to the iconic Skunk Works which is known for their state-of-the-art solutions focused on innovative design, development, rapid prototyping, advanced manufacture, integration and sustainment of both manned and unmanned aircraft. Northrop was recently awarded the B-21 long-range striker bomber contract and is in the midst of hiring 7,000 new employees.

DOWNTOWN LANCASTER: THE BLVD CULTURAL DISTRICT

Lancaster's downtown area called "The BLVD" is often regarded as the jewel of Lancaster. Renovated in 2010 and supported by the establishment of a property business improvement district in 2014, The BLVD district is bounded by Sierra Highway, 10th Street West, Jackman Street and Milling Street.

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, and the designation of "The BLVD" as a California Cultural District by the California Arts Council – 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.

Live escape room Twisted Exit and Lucky Luke Brew Pub were recently added to The BLVD's already diverse entertainment lineup. With places such as Pour d' Vino (wine bar), Buckle & Boots (country

western bar), Don Sal (Mexican cantina), and the perennially popular Underground Bowl (an upscale bowling lounge already in existence), The BLVD has become a one-stop shop for nightlife and entertainment.

The BLVD has also attracted substantial investment from national brands – including Regency Theaters and Starbucks. In addition, a 105-room Marriot Residence Inn is now under construction as the first hotel in the downtown area and will also feature a rooftop pool and high-end amenities.

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 business expansion adding to the downtown area’s eclectic urban mix, which 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 and AVTA celebrated two important milestones this year: BYD’s 300th battery-electric bus build right here in Lancaster, and AVTA’s 2,000,000th electric service mile running BYD buses. Not only are electric buses great for the environment, building them locally is great for the community. Continuously growing, BYD now resides in 550,000 square feet with more than 800 employees.

LANCE CAMPER

Nationally award-winning recreational vehicle manufacturer Lance Camper has been a key member of the Lancaster business community for more than 20 years. Following a major expansion in 2017, Lance was acquired in 2018 by industry-leading specialty vehicle manufacturer REV Group. The acquisition enables Lance to take advantage of REV Group’s extensive nationwide distribution network.



LANCASTER AUTO MALL

The Lancaster Auto Mall has experienced tremendous growth over the last year. North America's largest RAM Truck Center "Ram of the West," opened a state-of-the-art facility at 10th Street West and Avenue K-8. The dealership saw immediate growth in sales – attracting significant investment from outside the Antelope Valley.



Toyota of Lancaster also had an exciting year, being named the number one Toyota dealership in the Los Angeles region for growth in 2018. The recognition is based on Toyota's sales data – which showed that the dealership led the Los Angeles region in year-over-year growth with more than 100% increases in both new and used vehicle sales.

Subaru Antelope Valley recently celebrated the grand opening in their new showroom. Mike Sullivan, the "LA Car Guy," has seen an estimated 104% growth in sales since acquiring the dealership.

Additionally – to further enhance the visitor experience as well as improve traffic safety – the City engaged in extensive public improvement throughout the Auto Mall. These included road right-sizing, traffic calming, pedestrian amenities, bike lanes and safety measures.

COMMERCIAL DEVELOPMENT



Retail revitalization and development is occurring throughout the City. Oasis at 10K, located at the key intersection of 10th Street West and Avenue K, redeveloped an old car lot into a retail center with tenants including The Habit, Blaze Pizza, Dunkin' Donuts, and Jimmy John's – all brands that are new to Lancaster. This year we anticipate the opening of a new Waba Grill Restaurant, nail salon, and more.

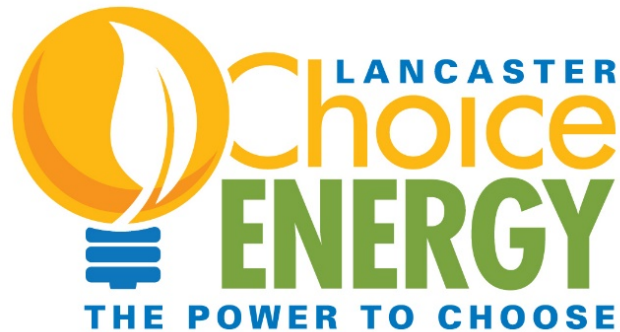
An 11,000-square-foot retail development at the northwest corner of Avenue L-6 and 60th Street West, Paloma Lane West, features a variety of locally-owned commercial businesses that add more options for consumers in the area.

Additionally, Burlington opened its doors in 40,000 square feet of redeveloped commercial space at Valley Central Way and Lancaster Boulevard.

ENERGY

LANCASTER CHOICE ENERGY (LCE)

Through a desire to offer the community greener power and increased local control, the City sought to create its own utility. Lancaster seized the opportunity in 2014 when it registered as a Community Choice Aggregator (CCA) with the California Public Utilities Commission (CPUC), forming Lancaster Choice Energy (LCE). In May 2015, LCE became the first municipally operated CCA in the State of California and the first in Southern California Edison territory.



LCE customers automatically enjoy 35% renewable energy through LCE's standard product "Clear Choice." In addition, LCE's Smart Choice rate plan offers customers the option of "opting-up" to 100% renewable energy content at a competitive price. With approximately 50,000 Clear Choice customer accounts, 516 Smart Choice customer accounts and 5,060 Net Energy Metering (NEM) customers, LCE currently services 93% of the Lancaster community. Furthermore, every October through LCE's Personal Choice Program, solar customers whose energy production exceeds their energy consumption are issued a rebate based on \$0.06 per kilowatt-hour.

With programs such as *Energy Advisor* and *Small Commercial Direct Install* – which provides qualifying small commercial businesses with complimentary energy efficiency upgrades – LCE continues its efforts to advance the community towards a more sustainable and energy-efficient community. Just this year LCE launched Ready Set Charge – where qualifying Lancaster Choice Energy (LCE) customers will receive a voucher valued up to \$3,000 off the cost of a new All-Electric or Plug-in Hybrid vehicle purchase OR \$1,500 off a lease from a participating Lancaster Auto Mall dealer or Antelope Valley Harley Davidson. Also launched this year is the Grocery Worker Appreciation Program in response to COVID-19 – where qualifying grocery workers will be awarded a reimbursement on their LCE utility bill.

ZERO NET ENERGY (ZNE)

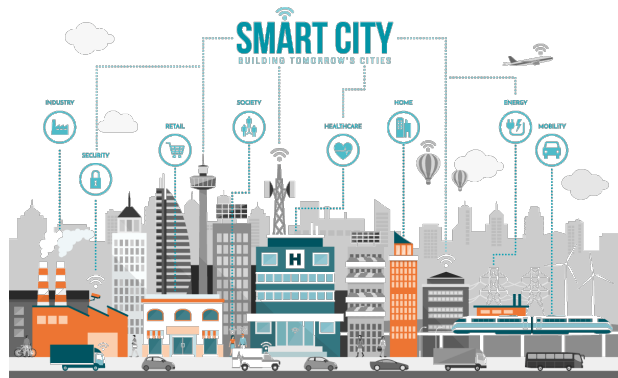
In 2011, the City of Lancaster announced its goal of becoming one of the first Zero Net Energy (ZNE) cities in the world by the year 2020, a goal we met a year early. ZNE is defined as procuring or producing more energy via renewable sources than is consumed within City limits. Over the last eight years, Lancaster has explored every avenue possible to reach its goal through efforts and partnerships such as the Lancaster Power Authority (LPA); partnering with BYD and KB Home to build the first Net Zero Home; Lancaster Choice Energy (LCE); the Better Built Homes Program; a 20-year Power Purchase Agreement with sPower; ZNE Home Ordinance; and becoming the first municipality in Southern California Edison (SCE) territory to purchase over 17,000 streetlights from SCE – which were immediately converted to energy-efficient LEDs – just to name a few.

To date, a total of 526 Megawatts (MW) of solar energy have been installed in Lancaster. This includes 7.5 MW among 25 school facilities throughout the Lancaster and Eastside School Districts, 1.45 MW installed throughout City facilities, and another 484 MW installed among utility-scale projects within City limits. Additionally, 6,339 single-family residential permits have been issued for a total of 33 MW. Adding to this

solar production, Lancaster Choice Energy procured 354,521 MWh of renewable sourced energy for the community, bringing Lancaster to 100% of its lofty Zero Net Energy goal in 2019!

What's next in green energy? Heliogen, founded by Bill Gross and funded by Bill Gates, is the clean energy company that is transforming sunlight to replace fossil fuels used in critical industrial processes, such as cement, steel, and petrochemicals production. Heliogen's scientific achievement of concentrating solar energy to exceed temperatures over 1,000 degrees Celsius will dramatically reduce greenhouse gas emissions. This was accomplished at Heliogen's commercial facility in Lancaster, California. The project re-energizes the space formally occupied by the golf center and poses a significant improvement to the surrounding community. Another utility-scale project located in Lancaster's backyard is Solena. Utilizing a plasma-assisted gasifier, Solena is doing some very high-tech stuff for sustainable transportation fuels and green bio-energy right here in Lancaster.

SMART CITY INITIATIVES



Lancaster is evolving into a *smart city* – one that leverages technology to improve the quality of life of its residents. Advances in smart technology provide opportunities for enhanced public safety, communication and city services, ultimately making the city safer and more livable.

Public-private partnerships are key to implementing smart city initiatives. In 2017, Lancaster connected with locally-based BYD Energy to convert all 17,825 of the City's street lights to LED. To expand the city's cellular network coverage, a strategic partnership with Landmark Infrastructure Partners is underway to install several smart cellular towers by the end of 2019. A single tower can hold equipment for up to four cellular carriers, and will also house new technology including sensors and Wi-Fi antennas for testing.

In addition to smart infrastructure, data is a powerful asset for every smart city. Lancaster is collaborating with IBM to aggregate data across multiple departments and gain insights on internal operations. These insights will facilitate data-driven decision making for the City's biggest issues and opportunities for improvement.

Going forward, Lancaster will continue to implement technology solutions to benefit citizens. The City is exploring IBM's machine learning capabilities, the addition of smart city controls atop street lights and ways to provide the community better digital access including an expansion of the City's fiber network.

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.



Today, 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% electric bus fleet. AVTA accomplished this goal during the 2019-2020 fiscal year, thus making it the first transit agency in America to establish an all-electric bus fleet. AVTA will realize \$61,000,000 savings over the life of the fleet which will fully fund the future inventory replacement entirely from savings.

In addition to bus service through AVTA, Lancaster is also served by Metrolink rail. This service allows residents to 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 called the Los Angeles County Sanitation District. 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



The COVID-19 pandemic has truly changed our way of life, not only in Lancaster, but across America. Each of us has been impacted in some way by the virus itself or our efforts to mitigate its impact. From the health effect to the financial toll it has taken on our businesses, we are experiencing this together. It has been a unique year with circumstances no one could have predicted.

Last year, the City of Lancaster rolled out STIR - Strategic Technology, Innovation & Resilience. This three-pronged initiative established a new mindset among City staff and stakeholders regarding our approach to not only development, but also to the way we do business as a whole.

The three pillars of the STIR initiative consist of:

- ❖ Technology – anticipating the integration of cutting-edge and future technologies and their impact on the community, as well as implementing smart infrastructure to create value for residents and businesses
- ❖ Innovation – incorporating new ideas, approaches, and techniques to build a stronger City, from enhancing connectivity and aesthetics to policing and addressing homelessness
- ❖ Economic Resilience – maximizing available resources, including land, to generate the greatest value possible for the community

This year, STIR has never been more important. City government operations are completely different today than they were just months ago. Our team was poised to leverage “Technology” by moving to a “Virtual City Hall”, “Innovation” by finding new ways to maintain essential services and create new services to facilitate a full recovery, and finally “Resilience” by weathering this storm and continuing to adapt and evolve even through the fiscal impact of COVID-19.

As the nation reels from the effects of COVID-19, communities everywhere are looking to public infrastructure to help ignite an economic recovery. Lancaster has secured funding for a host of capital improvement projects that will not only significantly improve the community, but provide much-needed local employment opportunities over the next several years.

Approximately \$98.3 million will be invested into the Capital Improvement Program this fiscal year.

\$15 million is earmarked for construction to build Measure R Interchange Improvements; roadway rehabilitation projects within neighborhoods and along arterial streets; pedestrian gap closure and safety improvements; as well as bus stop and drainage improvements. Over half of these construction contracts have been awarded to local firms, providing local job opportunities and supporting our local economy.

Proceeds from Measure M and Measure R will also fuel local infrastructure investments.

Measure M is a sales tax proposed by the Los Angeles County Metropolitan Transportation Authority (METRO) and approved by voters in 2016 that will fund \$50 million in Lancaster roadway preservation and rehabilitation through 2023.

Measure R is another funding source through METRO that will invest \$107 million to enhance five interchanges along SR-138/SR-14 at Avenue G, Avenue J, Avenue L, and Avenue M from now until 2025. These complex projects will improve operational capacity at the interchanges and surrounding local streets, eliminate congestion, improve mobility, and enhance safety. The installation of a 24" recycled waterline along Avenue K from 10th to 20th Street West and the local portion of Avenue J will begin in fall as part of this work.

Capital Construction (Spring/Summer)

Community Center Renovation

Desert Woodlands Preserve Trail Enhancement

Desert Woodland Preserve Street Improvements along K-4

2020 Pavement Management-Surface Patching

Locations Crack Sealing J to J-8 50th West to 45th

2020 Citywide Concrete Repair to

Ave I from Price Lane to 35th East

Ave I from Challenger to Price

Summer of Sidewalks

10th Street West Bikeway and Road Diet

City Wide Striping Program

Traffic Signal Upgrade Program



Capital Construction (Fall/Winter)

Fall Pavement Management Program

Winter of Walkways Concrete Program

Measure R Avenue K Recycled Water Line Improvements

Measure R Avenue J Local Streets Project

Pedestrian Gap Closure

Sewer Rehabilitation Program

Conclusion

The foresight of our City Council to be bold and invest in these infrastructure projects will certainly help catapult Lancaster's economic recovery in the months and years ahead.

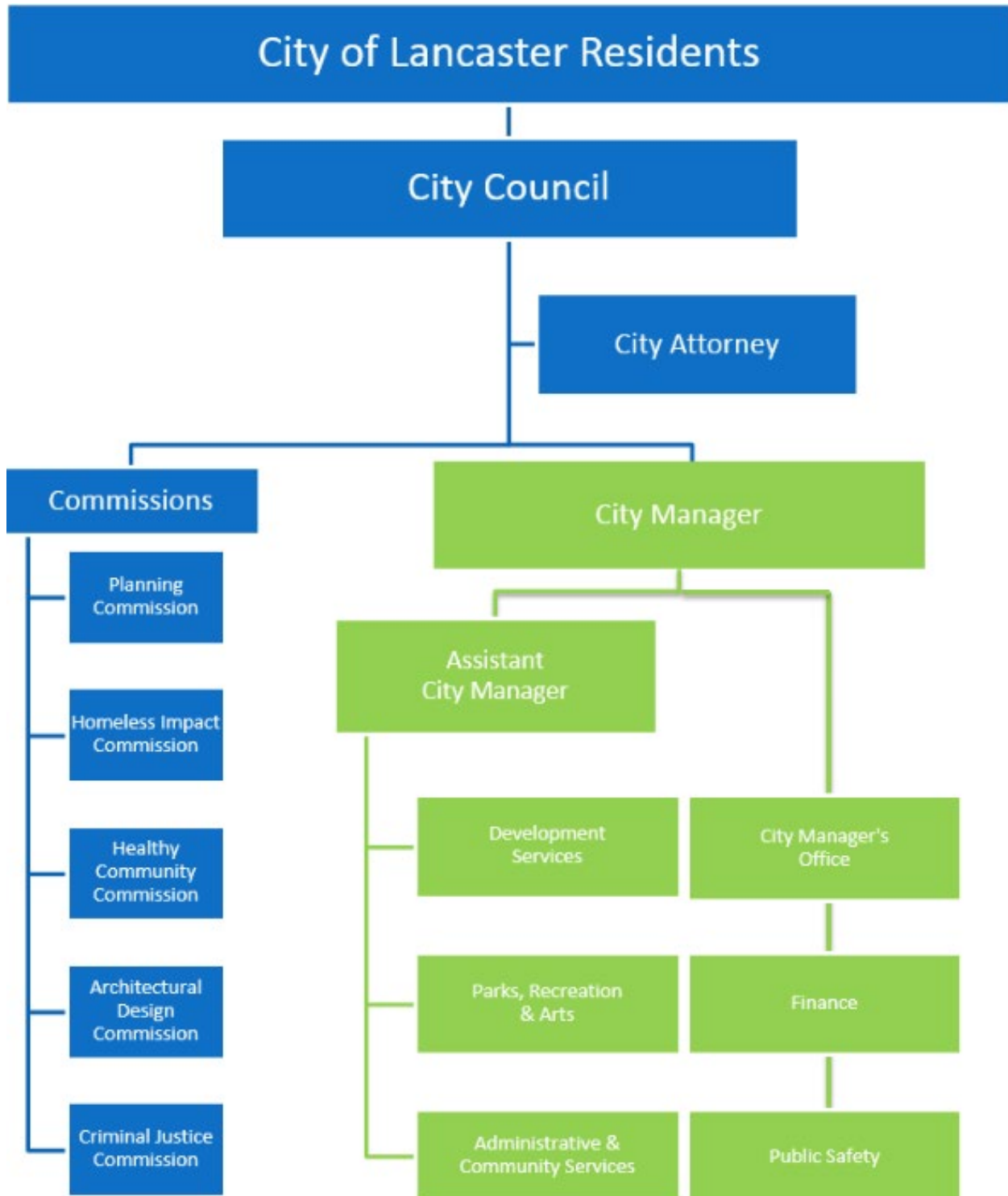
While capital projects will be a large focus this fiscal year, we will continue to build upon programs such as IMPACT and the Public Improvement Program. We will continue to bring in smart technologies, automations, and focus on economic development.

With healthy reserves, a balanced budget, and resiliency, the City is positioned to not only recover but thrive. We will continue to adapt. Changing and innovating is what we do here, it is built into our Lancaster DNA. Together, we will continue to build a city known for its economic and environmental sustainability, commitment to design excellence, and relentless innovation.



Jason D. Caudle
City Manager

ORGANIZATIONAL STRUCTURE



BUDGET OVERVIEW

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 develop year-end estimates for the current fiscal year and prepare their revenue and expenditure projections for coming fiscal year.

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 present 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 adopted 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 1990-1991 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 1986-1987. Although the limits for FY 1986-1987 through FY 1989-1990 were not affected, municipalities were required to recalculate these years using the new method to determine the correct limit for FY 1990-1991 and future years.

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% 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

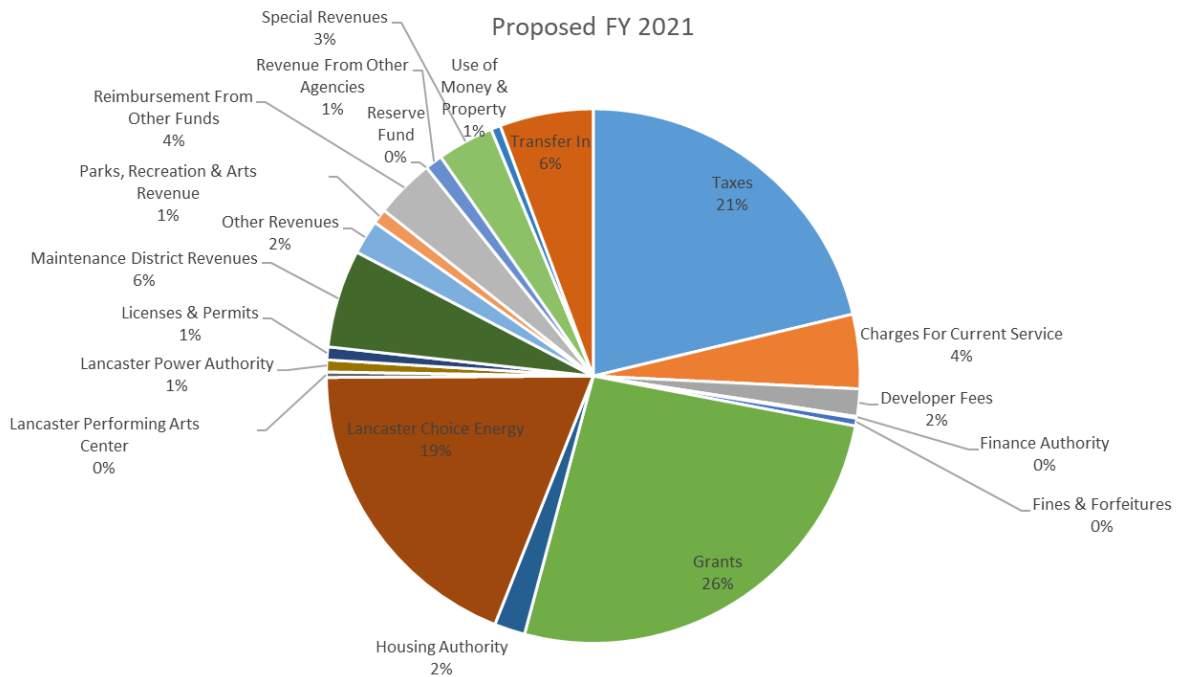
- The City will have an independent audit performed annually. An interim audit will be performed mid-way through the fiscal year to ensure correct accounting and internal control procedures are followed
- The City will produce a Comprehensive Annual Financial Report (CAFR) each year in accordance with 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

Citywide Budget Summary

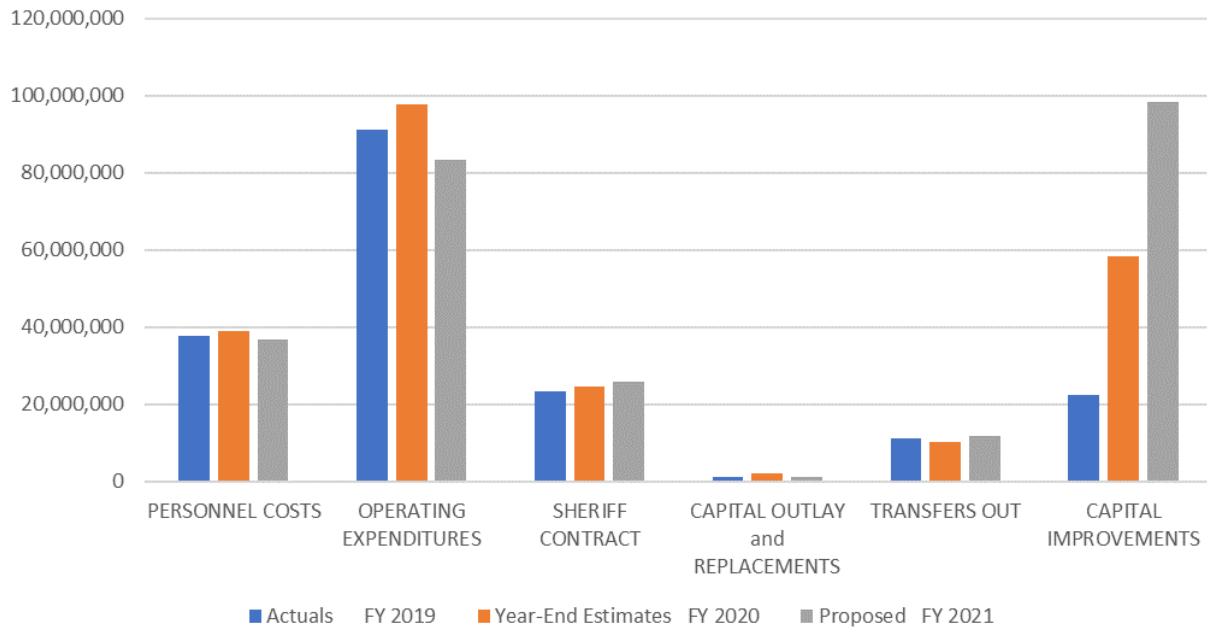
Where the Revenue Comes From



	Actuals FY 2019	Year-End Estimate FY 2020	Proposed FY 2021
Taxes	48,947,007	44,704,598	43,949,475
Charges For Current Service	9,947,651	10,002,737	9,272,814
Developer Fees	4,620,450	3,827,460	3,429,500
Finance Authority	15,601,876	55,888,805	215,000
Fines & Forfeitures	1,029,821	811,500	965,500
Grants	28,137,824	53,497,011	54,035,936
Housing Authority	381,418	4,330,057	3,845,518
Lancaster Choice Energy	36,947,141	45,078,194	39,051,856
Lancaster Performing Arts Center	1,044,440	803,955	676,600
Lancaster Power Authority	1,709,495	1,500,000	1,500,000
Licenses & Permits	1,019,445	817,147	1,604,569
Maintenance District Revenues	13,233,356	12,238,800	12,248,300
Other Revenues	1,410,823	6,193,440	4,270,612
Parks, Recreation & Arts Revenue	3,614,173	2,398,274	1,880,150
Reimbursement From Other Funds	6,819,284	7,458,295	7,458,295
Reserve Fund	9,057,187	318,000	-
Revenue From Other Agencies	167,424	177,902	2,177,902
Special Revenues	6,752,999	6,879,746	7,077,080
Use of Money & Property	2,090,076	1,195,525	1,214,943
Transfer In	10,813,464	10,141,197	11,705,706
Total	\$203,345,353	\$268,262,643	\$206,579,756

Citywide Budget Summary

Where the Expenditures Go

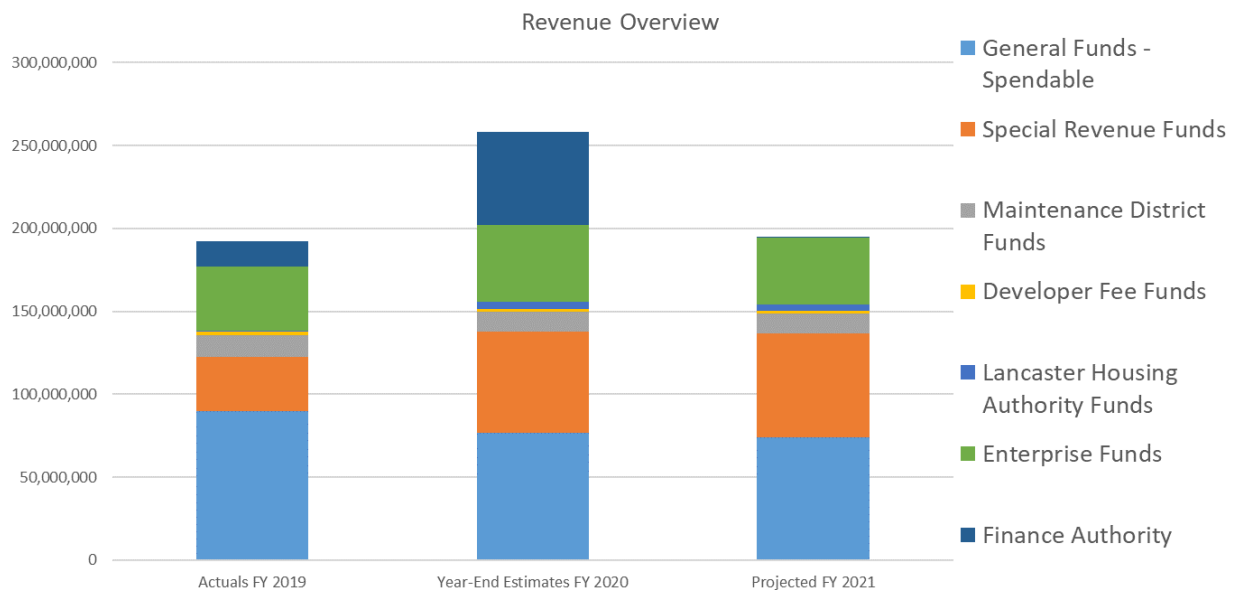


	Actuals FY 2019	Year-End Estimates FY 2020	Proposed FY 2021
PERSONNEL COSTS	37,857,558	38,899,693	36,787,496
OPERATING EXPENDITURES	91,157,267	97,741,916	83,251,405
SHERIFF CONTRACT	23,424,179	24,576,349	25,991,719
CAPITAL OUTLAY and REPLACEMENTS	1,128,501	2,146,151	1,085,840
TRANSFERS OUT	11,030,863	10,141,197	11,705,706
CAPITAL IMPROVEMENTS	22,472,491	58,339,598	98,266,107
Total	\$187,070,858	\$231,844,904	\$257,088,273

Citywide Budget Summary (Excluding Transfers)

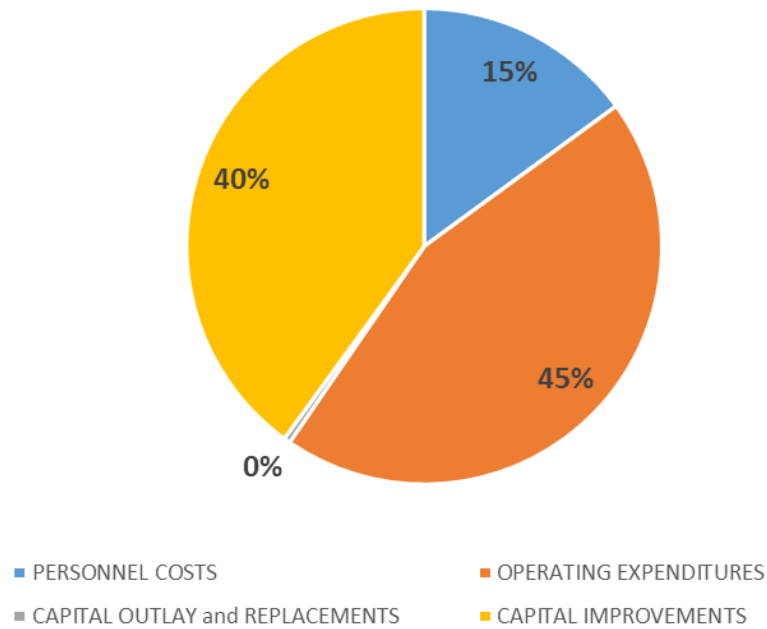
Revenue Overview

	Actuals FY 2019	Year-End Estimates FY 2020	Projected FY 2021
General Funds - Spendable	89,523,653	76,780,804	74,037,327
Special Revenue Funds	33,065,874	60,977,326	62,526,549
Maintenance District Funds	13,233,356	12,238,800	12,248,300
Developer Fee Funds	2,066,422	1,327,460	1,449,500
Lancaster Housing Authority Funds	381,418	4,330,057	3,845,518
Enterprise Funds	38,659,291	46,578,194	40,551,856
Finance Authority	15,601,876	55,888,805	215,000
Grand Total	\$192,531,889	\$258,121,446	\$194,874,050



*Excludes Transfers

Expenditures by Category



	Actuals FY 2019	Year-End Estimates FY 2020	Proposed FY 2021
PERSONNEL COSTS	37,857,558	38,899,693	36,787,496
OPERATING EXPENDITURES	114,581,446	122,318,265	109,243,124
CAPITAL OUTLAY and REPLACEMENTS	1,128,501	2,146,151	1,085,840
CAPITAL IMPROVEMENTS	22,472,491	58,339,598	98,266,107
Total	\$176,039,995	\$221,703,707	\$245,382,567

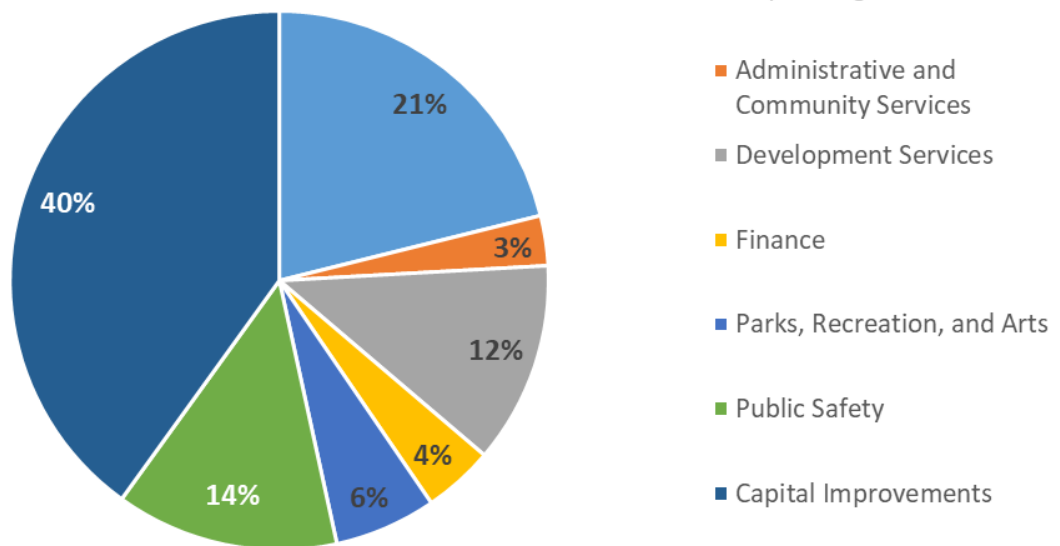
*Excludes Transfers

Expenditures by Department/Function

	Actuals FY 2019	Year-End Estimates FY 2020	Proposed FY 2021
City Manager's Office	50,138,583	57,379,314	51,826,507
Administrative and Community Services	5,434,026	9,016,387	7,356,519
Development Services	25,374,438	30,195,316	29,690,362
Finance	21,030,793	16,661,930	10,387,346
Housing and Neighborhood Revitalization	2,993,138		
Parks, Recreation, and Arts	18,306,117	17,858,511	14,999,888
Public Safety	30,290,410	32,252,652	32,855,838
Capital Improvements	22,472,491	58,339,598	98,266,107
Total	\$176,039,995	\$221,703,707	\$245,382,567

Percentage of Proposed FY 2021 Expenditures by Department

Proposed FY 2021



*Excludes Transfers

STATEMENT OF FUND BALANCES

Statement of Fund Balance

2019-2020 Year-End Estimates

FUND	DESCRIPTION	FY20 Beginning Fund Balance	FY20 Revenue	FY20 Total Resources Available	FY20 Expenditures	FY20 Capital	FY20 Operating Transfers Out	FY20 Operating Transfers In	FY20 Estimated Ending Funding Balance
GENERAL FUNDS - SPENDABLE									
101	GENERAL FUND	6,850,270	76,462,804	83,313,074	80,838,466	69,921	425,000	779,817	2,759,505
104	CAPITAL REPLACEMENT FUND	1,769,375		1,769,375	459,030	11,955			1,298,390
109	GENERAL FUND RESERVES	24,987,023	318,000	25,305,023	3,620,563			796,770	22,481,230
GENERAL FUNDS SPENDABLE TOTAL		\$33,606,668	\$76,780,804	\$110,387,472	\$84,918,059	\$81,876	\$425,000	\$1,576,587	\$26,539,124
GENERAL FUNDS - NON-SPENDABLE									
GENERAL FUNDS - NON-SPENDABLE		29,262,812		29,262,812					29,262,812
GENERAL FUNDS NON-SPENDABLE TOTAL		\$29,262,812		\$29,262,812					\$29,262,812
SPECIAL REVENUE FUNDS									
203	GAS TAX	2,766,510	6,440,258	9,206,768	9,981,544	5,127,031	362,900	4,950,510	(1,314,197)
204	AQMD	(2,902)	100,000	97,098	42,800	4,604			49,694
205	PROP 1B	185,709	-	185,709		181,474			4,235
206	TDA ARTICLE 8 FUND	539,354	8,057,160	8,596,514	-	3,621,000	4,415,174		560,340
207	PROP "A" TRANSIT FUND	2,743,701	3,279,717	6,023,418	2,978,355	908,124	11,613		2,125,326
208	TDA ARTICLE 3 BIKEWAY FUND	(4,090)	60,853	56,763		267,722			(210,959)
209	PROPOSITION "C" FUND	4,834,087	2,726,793	7,560,880	207,360	5,837,911			1,515,609
210	MEASURE R FUND	1,578,021	14,195,850	15,773,871	-	14,177,544	1,000,000		596,327
211	MEASURE M	2,913,173	2,487,474	5,400,647	294,286	2,881,557	2,735,000		(510,196)
212	MEASURE A	-324,023	969,835	645,812	13,026	291,599	325,040		16,147
248	TRAFFIC SAFETY FUND	19,800	170,000	189,800			170,000		19,800
252	PROP 42 CONGESTION MANAGEMENT	96,091	-	96,091		25,869			70,222
261	LOS ANGELES COUNTY REIMB	(22,654)	1,294,642	1,271,988	449,642	225,270			597,076
321	MTA GRANT - LOCAL	(1,514,865)	3,419,587	1,904,722		1,892,671			12,051
323	STATE GRANT - STPL	-	1,388,000	1,388,000		1,388,000			-
324	STATE GRANT - OTS	(493)	77,280	76,787	63,926				12,861
330	STATE GRANT RECYCLING	180,586	93,665	274,251	193,543				80,708
331	STATE GRANT - OIL RECYCLING	31,685	55,958	87,643	56,119				31,524
349	MISC STATE GRANTS	(109,709)	5,927,533	5,817,824	170,176	5,441,086			206,562
361	CDBG	(270,373)	3,046,780	2,776,407	1,980,132	700,000			96,275
363	NBRHD STABILIZATION PRGM	2,157,052	500,000	2,657,052	755				2,656,297
391	LANCASTER HOME PROGRAM	837,030	48,488	885,518	10,335				875,183
399	FEDERAL MISCELLANEOUS GRANTS	(2,941,167)	6,516,453	3,575,286	251,084	3,747,111			(422,909)

Statement of Fund Balance

2019-2020 Year-End Estimates (Cont.)

FUND	DESCRIPTION	FY20 Beginning Fund Balance	FY20 Revenue	FY20 Total Resources Available	FY20 Expenditures	FY20 Capital	FY20 Operating Transfers Out	FY20 Operating Transfers In	FY20 Estimated Ending Funding Balance
456	STILL MEADOW LN SWR ASSMNT DST	2,018	11,000	13,018			12,500		518
485	RECYCLED WATER FUND	126,501	110,000	236,501	168,498		4,690	25,000	88,313
SPECIAL REVENUE FUNDS TOTAL		\$13,821,041	\$60,977,326	\$74,798,366	\$16,861,581	\$46,718,573	\$9,036,917	\$4,975,510	\$7,156,806
MAINTENANCE DISTRICT FUNDS									
480	SEWER MAINT FUND	4,267,064	4,228,300	8,495,364	5,067,009	534,370	239,250		2,654,735
482	LANDSCAPE MAINTENANCE DISTRICT	2,041,605	1,710,500	3,752,105	2,093,219	29,850	133,730		1,495,306
483	LIGHTING MAINTENANCE DISTRICT	43,822	4,665,000	4,708,822	4,520,049		13,860	235,000	409,913
484	DRAINAGE MAINTENANCE DISTRICT	1,998,971	1,635,000	3,633,971	1,880,643		76,030		1,677,298
MAINTENANCE DISTRICT FUNDS TOTAL		\$8,351,461	\$12,238,800	\$20,590,261	\$13,560,920	\$564,220	\$462,870	\$235,000	\$6,237,251
DEVELOPER FEE FUNDS									
213	PARKS DEVELOPMENT FUND	418,930	100,000	518,930	-	150,216			368,714
217	SIGNALS - DEVELOPER FEES FUND	2,289,775	160,000	2,449,775		1,005,455			1,444,320
220	DRAINAGE - DEVELOPER FEES FUND	4,248,112	450,000	4,698,112	-	2,151,909			2,546,203
224	BIOLOGICAL IMPACT FEE FUND	816,215	55,000	871,215	-	237,277			633,938
226	USP - OPERATION	2,569		2,569					2,569
227	USP - PARKS	1,298,153	260,000	1,558,153		806,212	42,500		709,441
228	USP - ADMIN	19,183	8,500	27,683	-	-			27,683
229	USP - CORP YARD	155,062	8,500	163,562		15,725			147,837
230	MARIPOSA LILY FUND	62,733		62,733					62,733
232	TRAFFIC IMPACT FEES FUND	1,815,347	270,000	2,085,347		1,490,956			594,391
233	Zero Net Energy (Solar)	88,320	15,460	103,780					103,780
DEVELOPER FEE FUNDS TOTAL		\$11,214,399	\$1,327,460	\$12,541,859	\$0	\$5,857,750	\$42,500		\$6,641,609
LANCASTER HOUSING AUTHORITY FUNDS									
301	LANCASTER HOUSING AUTH. OPS.	1,864,205		1,864,205	-				1,864,205
306	LOW & MOD INCOME HOUSING	6,345,533	4,330,057	10,675,590	2,957,753	266,250	77,590		7,373,997
LANCASTER HOUSING AUTHORITY FUNDS TOTAL		\$8,209,737	\$4,330,057	\$12,539,794	\$2,957,753	\$266,250	\$77,590		\$9,238,201
ENTERPRISE FUNDS									
486	LANCASTER POWER AUTHORITY	483,067	1,500,000	1,983,067	1,420,294				562,773
490	LANCASTER CHOICE ENERGY	1,743,041	45,078,194	46,821,235	39,276,560	-	96,320	(0)	7,448,355
ENTERPRISE FUNDS TOTAL		\$2,226,108	\$46,578,194	\$48,804,302	\$40,696,854	\$0	\$96,320	\$0	\$8,011,128

Statement of Fund Balance

2019-2020 Year-End Estimates (Cont.)

FUND	DESCRIPTION	FY20 Beginning Fund Balance	FY20 Revenue	FY20 Total Resources Available	FY20 Expenditures	FY20 Capital	FY20 Operating Transfers Out	FY20 Operating Transfers In	FY20 Estimated Ending Funding Balance
FINANCE AUTHORITY									
701	FINANCE AUTHORITY		55,888,805	55,888,805	4,368,943	4,850,929		3,354,100	50,023,033
FINANCE AUTHORITY TOTAL			\$55,888,805	\$55,888,805	\$4,368,943	\$4,850,929		\$3,354,100	\$50,023,033
GRAND TOTAL		\$ 106,692,225	\$ 258,121,446	\$ 364,813,671	\$ 163,364,109	\$ 58,339,598	\$ 10,141,197	\$ 10,141,197	\$ 143,109,964

Statement of Fund Balance 2020-2021 Proposed

FUND	DESCRIPTION	FY20 Beginning Fund Balance	FY21 Revenue	FY21 Total Resources Available	FY21 Expenditures	FY21 Capital	FY21 Operating Transfers Out	FY21 Operating Transfers In	FY21 Ending Fund Balance
GENERAL FUNDS - SPENDABLE									
101	GENERAL FUND	6,850,270	74,037,327	76,796,832	72,945,041.00		425,000	954,704	4,381,495
104	CAPITAL REPLACEMENT FUND	1,769,375		1,298,390	533,840.00	0			764,550
109	GENERAL FUND RESERVES	24,987,023	0	22,481,230	1,300,000.00			170,450	21,351,680
GENERAL FUNDS SPENDABLE TOTAL		\$33,606,668	\$74,037,327	\$100,576,452	\$74,778,881	\$0	\$425,000	\$1,125,154	\$26,497,725
GENERAL FUNDS - NON-SPENDABLE									
GENERAL FUNDS - NON-SPENDABLE		29,262,812		29,262,812					29,262,812
GENERAL FUNDS NON-SPENDABLE TOTAL		\$29,262,812		\$29,262,812					\$29,262,812
SPECIAL REVENUE FUNDS									
203	GAS TAX	2,766,510	6,757,592	5,443,395	10,307,473	2,032,189	92,320	6,988,587	(0)
204	AQMD	(2,902)	100,000	149,694	50,000	138			99,556
205	PROP 1B	185,709	-	4,235					4,235
206	TDA ARTICLE 8 FUND	539,354	9,510,910	10,071,250	-	2,328,014	7,531,251		211,985
207	PROP "A" TRANSIT FUND	2,743,701	3,420,285	5,545,611	1,856,862	1,887,471	20,000		1,781,278
208	TDA ARTICLE 3 BIKEWAY FUND	(4,090)	564,654	353,695		353,695			(0)
209	PROPOSITION "C" FUND	4,834,087	2,843,390	4,358,999	-	4,358,999			(0)
210	MEASURE R FUND	1,578,021	22,796,174	23,392,501	5,000	22,142,689	1,080,800		164,012
211	MEASURE M	2,913,173	3,652,068	3,141,872	205,000	1,240,486	1,636,200		60,186
212	MEASURE A	-324,023	623,040	639,187	0		316,305		322,882
248	TRAFFIC SAFETY FUND	19,800	260,000	279,800			260,000		19,800
252	PROP 42 CONGESTION MANAGEMENT	96,091	-	70,222					70,222
261	LOS ANGELES COUNTY REIMB	(22,654)	-	597,076	600,000				(2,924)
321	MTA GRANT - LOCAL	(1,514,865)	95,576	107,627		95,576			12,051
323	STATE GRANT - STPL	-	459,361	459,361		459,361			-
324	STATE GRANT - OTS	(493)	-	12,861	-				12,861
330	STATE GRANT RECYCLING	180,586	95,657	176,365	-				176,365
331	STATE GRANT - OIL RECYCLING	31,685	-	31,524	-				31,524
349	MISC STATE GRANTS	(109,709)	9,140	215,702	206,000	9,140			562
361	CDBG	(270,373)	1,486,234	1,582,509	500,860	200,000			881,649
363	NBRHD STABILIZATION PRGM	2,157,052	-	2,656,297	-				2,656,297
391	LANCASTER HOME PROGRAM	837,030	700,752	1,575,935	10,000				1,565,935
399	FEDERAL MISCELLANEOUS GRANTS	(2,941,167)	9,040,716	8,617,807	-	8,789,632			(171,825)

Statement of Fund Balance 2020-2021 Proposed (Cont.)

FUND	DESCRIPTION	FY20 Beginning Fund Balance	FY21 Revenue	FY21 Total Resources Available	FY21 Expenditures	FY21 Capital	FY21 Operating Transfers Out	FY21 Operating Transfers In	FY21 Ending Fund Balance
456	STILL MEADOW LN SWR ASSMNT DST	2,018	11,000	11,518			11,000		518
485	RECYCLED WATER FUND	126,501	100,000	188,313	178,772		1,400	25,000	33,141
SPECIAL REVENUE FUNDS TOTAL		\$13,821,041	\$62,526,549	\$69,683,355	\$13,919,967	\$43,897,390	\$10,949,276	\$7,013,587	\$7,930,309
MAINTENANCE DISTRICT FUNDS									
480	SEWER MAINT FUND	4,267,064	4,223,300	6,878,035	4,831,142		76,080		1,970,813
482	LANDSCAPE MAINTENANCE DISTRICT	2,041,605	1,710,000	3,205,306	2,097,647	1,030,540	115,830		(38,711)
483	LIGHTING MAINTENANCE DISTRICT	43,822	4,665,000	5,074,913	4,258,976		3,570	15,000	827,367
484	DRAINAGE MAINTENANCE DISTRICT	1,998,971	1,650,000	3,327,298	2,240,056	230,000	43,390		813,852
MAINTENANCE DISTRICT FUNDS TOTAL		\$8,351,461	\$12,248,300	\$18,485,551	\$13,427,821	\$1,260,540	\$238,870	\$15,000	\$3,573,320
DEVELOPER FEE FUNDS									
213	PARKS DEVELOPMENT FUND	418,930	100,000	468,714	-				468,714
217	SIGNALS - DEVELOPER FEES FUND	2,289,775	160,000	1,604,320		970,315			634,005
220	DRAINAGE - DEVELOPER FEES FUND	4,248,112	450,000	2,996,203	-	777,000			2,219,203
224	BIOLOGICAL IMPACT FEE FUND	816,215	175,000	808,938	-	10,000			798,938
226	USP - OPERATION	2,569		2,569					2,569
227	USP - PARKS	1,298,153	260,000	969,441		160,481	42,450		766,510
228	USP - ADMIN	19,183	8,500	36,183	-	5,000			31,183
229	USP - CORP YARD	155,062	8,500	156,337		83,750			72,587
230	MARIPOSA LILY FUND	62,733		62,733					62,733
232	TRAFFIC IMPACT FEES FUND	1,815,347	270,000	864,391		862,620			1,771
233	Zero Net Energy (Solar)	88,320	17,500	121,280					121,280
DEVELOPER FEE FUNDS TOTAL		\$11,214,399	\$1,449,500	\$8,091,109	\$0	\$2,869,166	\$42,450		\$5,179,493
LANCASTER HOUSING AUTHORITY FUNDS									
301	LANCASTER HOUSING AUTH. OPS.	1,864,205		1,864,205	-				1,864,205
306	LOW & MOD INCOME HOUSING	6,345,533	3,845,518	11,219,515	1,533,179		10,360		9,675,976
LANCASTER HOUSING AUTHORITY FUNDS TOTAL		\$8,209,737	\$3,845,518	\$13,083,719	\$1,533,179		\$10,360		\$11,540,180
ENTERPRISE FUNDS									
486	LANCASTER POWER AUTHORITY	483,067	1,500,000	2,062,773	1,463,794				598,979
490	LANCASTER CHOICE ENERGY	1,743,041	39,051,856	46,500,211	38,441,838		39,750	-	8,018,623
ENTERPRISE FUNDS TOTAL		\$2,226,108	\$40,551,856	\$48,562,984	\$39,905,632		\$39,750	\$0	\$8,617,602

Statement of Fund Balance 2020-2021 Proposed (Cont.)

FUND	DESCRIPTION	FY20 Beginning Fund Balance	FY21 Revenue	FY21 Total Resources Available	FY21 Expenditures	FY21 Capital	FY21 Operating Transfers Out	FY21 Operating Transfers In	FY21 Ending Fund Balance
FINANCE AUTHORITY									
701	FINANCE AUTHORITY		215,000	50,238,033	3,550,980.00	50,239,011		3,551,965	7
FINANCE AUTHORITY TOTAL			\$215,000	\$50,238,033	\$3,550,980	\$50,239,011		\$3,551,965	\$7
GRAND TOTAL		\$ 106,692,225	\$ 194,874,050	\$ 337,984,014	\$ 147,116,460	\$ 98,266,107	\$ 11,705,706	\$ 11,705,706	\$ 92,601,447

REVENUE

Citywide Revenue Detail

Fund	Account Number	Description	Actuals FY 2019	Year-End Estimates FY 2020	Proposed FY 2021
GENERAL FUND					
TAXES	101 3100100	PROPERTY TAXES (AD VALOREM)	7,931,274	8,210,515	5,953,320
	101 3100101	PROPERTY TAXES - IN LIEU VLF	14,652,333	15,791,754	16,107,589
	101 3101100	SALES AND USE TAX	23,614,323	18,367,329	19,918,566
	101 3103100	TRANSIENT OCCUPANCY TAX	2,210,515	1,735,000	1,370,000
	101 3103101	TRANSIENT OCCUPANCY PENALTIES	716	0	0
	101 3105100	PROPERTY TAX TRANSFER	537,846	600,000	600,000
		TOTAL TAXES	\$48,947,007	\$44,704,598	\$43,949,475
REVENUE FROM OTHER AGENCIES	101 3303100	VEHICLE IN-LIEU FEE	77,514	127,902	127,902
	101 3305100	SB-90 MANDATED COSTS REIMB	69,697	0	0
	101 3614100	OTHER AGENCY FEE ADMIN	20,214	50,000	50,000
		REVENUE FROM OTHER AGENCIES TOTAL	\$167,424	\$177,902	\$177,902
LICENSES & PERMITS	101 3102200	BUSINESS LICENSES	482,103	510,000	600,000
	101 3102250	BUSINESS LICENSE-PROCESS FEE	198,682	0	0
	101 3102251	TOBACCO LICENSE-PROCESS FEE	9,360	8,683	11,500
	101 3102300	BUSINESS LICENSE - PENALTY	33,482	0	0
	101 3102400	RENTAL HOUSING BUSINESS LIC	122,085	65,000	110,000
	101 3102500	RENTAL HOUSING BUS LIC PENALTY	2,947	0	0
	101 3102600	TAXI AND TOW LICENSE FEE	10,066	2,587	8,000
	101 3102700	TAXI AND TOW LIC FEE PENALTY	62	0	0
	101 3102800	LICENSING APPEALS	1,497	2,500	2,500
	101 3102900	SB1186-DISABTY ACCESS BL FEE	34,224	23,800	25,000
	101 3201240	FILMING PERMIT FEES	9,490	7,537	5,000
	101 3201250	PARADE/SPECL EVENT PERMIT FEES	250	400	0
	101 3411100	MHP-PERMIT/LOT/INSPECTION FEES	42,857	78,927	78,927
	101 3420100	MC-PRIMARY LICENSE/RENEWAL FEE	9,952	3,218	3,218
	101 3420102	MC-PRIMARY LICENSE MOD FEE	2,488		
	101 3420110	MC - TENANT LICENSE FEE	6,220	0	0
	101 3420120	MC - EMPLOYEE LICENSE FEE		1,420	7,420
	101 3420130	MC-PRIMARY LIC SITE REG FEE		68,887	206,661
	101 3420140	MC - CULTIVATION SURCHARGE		0	482,155
	101 3420160	MC - CONDITIONAL USE PERMIT	53,679	24,188	24,188
	101 3420170	MC - SECURITY DEPOSIT		20,000	40,000
		LICENSE & PERMITS TOTAL	\$1,019,445	\$817,147	\$1,604,569
CHARGES FOR CURRENT SERVICE	101 3102100	FRANCHISES	7,637,948	7,982,243	7,217,701
	101 3102110	PEG FEES	335,742	279,480	279,480
	101 3102150	CONTRACT FEES-AB939	203,686	199,914	220,883
	101 3102401	RENTAL HOUSING INSPECTION FEE	175,448	100,000	120,000
	101 3102402	MOBILE HOME INSPECTION FEE	7,840	6,000	6,000
	101 3201100	OTHER IMPACT FEES	1,000,000	1,000,000	1,000,000
	101 3203100	PLANNING AND ZONE FEES	427,588	295,000	350,000
	101 3208100	PLANNING - LANDSCAPE FEES	3,685	7,500	11,000
	101 3209100	PLANNING - PLAN/BLDG PLAN REV	15,709	15,000	15,000
	101 3210100	PLANNING - GENERAL PLAN MAINT	13,940	30,000	30,000
	101 3310500	FALSE ALARM FEES	1,204	500	500
	101 3550100	TRACTION SEAL REVENUE	6,000		
	101 3584100	PW REIMBURSED SERVICES	4,509	10,000	7,000
	101 3585100	DEVELOPER IN LIEU REVENUE	38,008	0	0
	101 3588100	PW STRONG MOTION SEISMIC ED	256	600	250
	101 3605100	PASSPORT EXECUTION FEE	57,255	54,000	
	101 3605200	PASSPORT PHOTO FEE	8,380	7,500	
	101 3608100	PUBLIC WORKS SERVICES	10,454	15,000	15,000
		CHARGES FOR CURRENT SERVICES TOTAL	\$9,947,651	\$10,002,737	\$9,272,814
FINES & FORFEITURES	101 3309100	PUBLIC SAFETY-ADMIN CITATION	14,350	10,000	10,000
	101 3310200	PARKING VIOLATION FINES	698,667	500,000	650,000
	101 3310300	IMPOUND FEES	55,176	50,000	50,000
	101 3310400	CODE ENFORCEMENT FINES	208,612	250,000	250,000
	101 3310410	CODE ENF-CRT ORDERED REST	53,016	1,500	1,500
	101 3310600	YOUTH COURT FEES & FINES		0	4,000
		FINES & FORFEITURES TOTAL	\$1,029,821	\$811,500	\$965,500

Citywide Revenue Detail (Cont.)

Fund	Account Number	Description	Actuals FY 2019	Year-End Estimates FY 2020	Proposed FY 2021
GRANTS	101 3308100	C. O. P. S. REVENUE	389,810	285,000	285,000
	101 3409100	MEASURE A OPERATIONS GRANT	121,701	63,143	0
	101 3409200	AFTER SCHOOL GRANT	701,953	518,043	685,020
	GRANTS TOTAL		\$1,213,464	\$866,186	\$970,020
PARKS, RECREATION & ARTS REVENUE	101 3401100	RECREATION FEES	413,995	289,815	210,000
	101 3401150	DAY CAMP	120,318	16,329	40,000
	101 3401199	RECREATION SPNSRSHP DONATION	426,983	200,000	200,000
	101 3401200	OUTLOOK MARKETING SPONSORSHIP	145,067	130,000	130,000
	101 3401250	BATTING FACILITY FEES	87,511	56,000	52,000
	101 3401300	ATHLETIC FEES	211,624	369,000	116,000
	101 3401310	ATHLETIC FACILITY RENTALS	20,380	15,320	8,400
	101 3401320	ATHLETIC TOURN FEES (EXCL NSC)	13,568	11,441	4,000
	101 3401330	SOCCER LEAGUE FEES/RENTALS	214,508	142,000	110,000
	101 3401340	SOCCER GATE REVENUE	216,905	93,731	115,000
	101 3401400	POOL FEES	47,354	55,938	46,950
	101 3401500	SPECIAL CLASSES	217,072	82,207	90,000
	101 3401600	MUSEUM AND ARTS	15,899	6,187	7,000
	101 3401770	FEE WAIVER PROGRAM CDBG	-125	0	0
	101 3401805	MOAH - FACILITY RENTAL FEES	84,049	46,790	34,000
	101 3401810	MOAH - STAFF FEES	1,727	9,492	0
	101 3401815	MOAH - CLEANING FEES	-246	0	0
	101 3401900	POPPY FESTIVAL REVENUE	314,302	0	305,000
	101 3402100	CONCESSION / LEASE FEES	357,944	357,000	307,000
	101 3402101	SOCCER CONCESSION / LEASE FEES	11,296	4,700	5,000
	101 3402102	SOFTBALL CONCESSION	17,120	15,000	6,000
	101 3402200	INDOOR FACILITY RENTAL FEES	25,463	20,000	10,000
	101 3402300	OUTDOOR FACILITY RENTAL FEES	10,245	4,000	1,000
	101 3402350	FACILITY RENTAL STAFF FEES	23,585	14,000	6,000
	101 3402400	INSURANCE FOR FACILITY RENTAL	4,116	1,600	800
	101 3402701	RECREATION EVENT REVENUE	15,176	12,603	1,000
	101 3402751	SPECIAL EVENT REVENUE	158,400	124,575	20,000
	101 3402900	STADIUM RENTAL FEES	38,201	1,975	2,000
	101 3402950	STADIUM RENTAL STAFF FEES	7,864	2,774	3,000
	101 3402960	STADIUM UTILITY FEES	183,821	152,500	0
	101 3405103	CEDAR STREET MONTHLY RENTAL	20,068	13,505	13,000
	101 3406100	STADIUM LEASE REVENUE-JETHAWKS	106,958	129,792	0
	101 3406110	STADIUM MAINT REVENUE-JETHAWKS	50,000	0	0
	101 3450100	OTHER PRKS REVENUE AND REIMB	33,025	20,000	37,000
	PARKS, RECREATION & ARTS REVENUE TOTAL		\$3,614,173	\$2,398,274	\$1,880,150
OTHER REVENUES	101 3403100	PUBLICATIONS AND COPIES	1,910	1,000	1,000
	101 3412100	MAKERSPACE SPONSORSHIPS		0	25,000
	101 3412101	COMMUNITY CENTER PROGRAMS		0	25,000
	101 3431000	COVID REVENUE- MISCELLANEOUS		307,166	76,008
	101 3431001	COVID STAND STRONG LOAN REPAYM			72,474
	101 3601100	MISCELLANEOUS	380,485	2,257,779	100,000
	101 3601120	WASTE MGMT COMMUNITY PROGRAMS	35,000	35,000	35,000
	101 3601130	BOZIGIAN RETIREMENT DONATIONS	650	0	0
	101 3601200	REV-UNCLAIMED CHECKS	5,625		
	101 3604500	AUTO MALL EXPENSE REIMBURSEMNT	4,713	0	0
	101 3606100	SALE OF SURPLUS PROPERTY	5,258	0	0
	101 3610400	NOTE PAYMENTS-SPICE UP LANC	30	0	0
	101 3615150	BID/TBID STAFFING REIMB	74,813	25,000	25,000
	101 3615151	MOAH STAFFING REIMB	49,702	20,000	50,132
	101 3616200	E WASTE RECYCLING	59,115	80,000	75,000
	101 3650101	OTHER FINANCING SOURCES	997,500	1,595,000	997,500
	101 3703160	SA ADMIN EXP REIMB TO CITY	404,854	405,740	404,945
	OTHER REVENUES TOTAL		\$2,019,653	\$4,726,685	\$1,887,059

Fund	Account Number	Description	Year-End			
			Actuals FY 2019	Estimates FY 2020	Proposed FY 2021	
REIMBURSEMENT FROM OTHER FUNDS	101 3705100	TRANSF-LANDSCAPE MAINT DIST	319,853	381,073	381,073	
	101 3705110	TRANSF-DRAINAGE MAINT DIST 1	404,887	554,528	554,528	
	101 3705130	TRNSF-LANC LIGHT MAINT DIST	727,184	318,487	318,487	
	101 3705207	OVERHEAD - PROP A	127,473	201,479	201,479	
	101 3705301	OVERHEAD - HOUSING AUTHORITY	594,849	498,379	498,379	
	101 3705480	OVERHEAD - SEWER MAINTENANCE	1,359,359	1,568,090	1,568,090	
	101 3706200	SHERIFF CONTRACT REIMBURSEMENT			2,000,000	
	101 3706203	STREET MAINT OVERHEAD REIMB	2,521,161	2,996,935	2,996,935	
	101 3706486	LANC POWER AUTHORITY OH REIMB	50,000	11,246	11,246	
	101 3706490	LANC CHOICE ENERGY OH REIMB	690,675	786,898	786,898	
	101 3706491	CALCHOICE ADMIN OH REIMB		141,180	141,180	
		REIMBURSEMENT OTHER FUNDS TOTAL	\$6,795,441	\$7,458,295	\$9,458,295	
	USE OF MONEY & PROPERTY	101 3470100	BLVD BANNERS & TREES	65	145	0
		101 3501100	INTEREST INCOME	877,550	475,000	488,787
101 3501110		NET SWEEP INTEREST	-54,524	0	0	
101 3501120		INTEREST - UNREALIZED	665,161	0	0	
101 3610200		FORMER ED LAND RENTAL INCOME	267,579	292,180	292,180	
101 3610201		FORMER ED LAND SALES REV	202,197	255,000	260,476	
101 3620300		INCUBATOR RENTAL INCOME	117,930	160,000	160,000	
101 3621300		PW SHARED INFRASTRUCTURE SPACE	14,119	13,200	13,500	
		USE OF MONEY & PROPERTY TOTAL	\$2,090,076	\$1,195,525	\$1,214,943	
DEVELOPMENT FEES		101 3201102	PLUMBING PERMIT FEES	90,208	55,000	55,000
	101 3201103	BUILDING AND SAFETY FEES	876,607	1,000,000	750,000	
	101 3201104	ELECTRICAL PERMIT FEES	345,645	300,000	300,000	
	101 3201106	MECHANICAL PERMIT FEES	98,548	75,000	70,000	
	101 3201118	GRADING PLAN CHECK FEES	119,291	120,000	100,000	
	101 3201119	TRAFFIC PLAN CHECK FEES	59,255	60,000	60,000	
	101 3201120	ENGRNG FEES - PERMITS AND MISC	828,283	700,000	500,000	
	101 3201200	ENGINEERING ADD'L FEES	29,662	80,000	35,000	
	101 3202100	ENGINEERING FEES - TR & P MAPS	106,530	110,000	110,000	
		DEVELOPMENT FEES TOTAL	\$2,554,029	\$2,500,000	\$1,980,000	
LANCASTER PERFORMING ARTS CENTER (LPAC)	101 3405100	CEDAR STREET FACILITY RENTAL	-2,714	2,500	0	
	101 3405101	LOBBY SALES - CEDAR		2,030	0	
	101 3405102	CEDAR STREET ALCOHL PERMIT FEE	95	0	0	
	101 3405104	THEATER SEASON TICKET SALES	782,132	671,000	550,000	
	101 3405105	FACILITY FEE	31,233	24,000	21,000	
	101 3405106	LOBBY SALES - PERF. ARTS CENTE	3,489	3,534	2,000	
	101 3405127	THEATRE RENTAL FEES - LABOR	80,781	46,799	50,000	
	101 3405200	CO-SPONSORSHIP PROGRAM	3,500	3,500	0	
	101 3405300	THEATER BLDG RENTAL-EXCL ZELDA	33,840	21,165	30,000	
	101 3405302	CREDIT CARD CHARGES	10,114	4,514	4,500	
	101 3405303	THEATRE RENTAL FEES -TICKETING	22,685	14,454	11,000	
	101 3405304	THEATRE RNTL FEES-MUSICLICFEES	400	3,639	600	
	101 3405305	THEATRE RNTL FEES-CLNG/DMG FEE	1,071	0	500	
	101 3405306	THEATRE RNTL FEES-EQUIP CHARGE	2,430	320	500	
	101 3405307	THEATER EASTEND CONCESSIONS	10,472	0	0	
	101 3405308	ZELDA'S CONCESSIONS	64,911	6,500	6,500	
		LPAC TOTAL	\$1,044,440	\$803,955	\$676,600	
	GENERAL FUND TOTAL	\$80,442,623	\$76,462,804	\$74,037,327		
CAPITAL REPLACEMENT FUND						
REIMBURSEMENT FROM OTHER FUNDS	104 3606100	SALE OF SURPLUS PROPERTY	23,844			
		CAPITAL REPLACEMENT FUND TOTAL	\$23,844			
GENERAL FUND RESERVES						
OTHER REVENUES	109 3606100	SALE OF SURPLUS PROPERTY		0	0	
		OTHER REVENUES TOTAL		\$0	\$0	
RESERVE FUND	109 3102100	CONTRACT NEGOT-WASTE MGMT	7,500,000	0	0	
	109 3200110	RELATED REVENUES-LEGAL CLAIMS	1,557,187	318,000		
		GENERAL FUND RESERVES TOTAL	\$9,057,187	\$318,000	\$0	

Citywide Revenue Detail (Cont.)

Fund	Account Number	Description	Actuals FY 2019	Year-End Estimates FY 2020	Proposed FY 2021
GAS TAX FUND	203 3108100	GAS TAX - 2103	543,644	1,189,034	1,365,429
	203 3109100	GAS TAX - 2105	882,100	825,020	856,593
	203 3110100	GAS TAX - 2106	532,302	489,689	508,651
	203 3112100	GAS TAX - 2107	1,108,598	1,030,488	1,030,488
	203 3112200	S81-ROAD MAINT & REHABILITN	3,143,451	2,691,647	2,777,431
	203 3113100	GAS TAX - 2107.5	10,000	10,000	10,000
	203 3116100	AB2928 CONGESTION RELIEF		181,680	0
	203 3501100	INTEREST INCOME	9,944		
	203 3501120	INTEREST - UNREALIZED	4,971		
	203 3601100	IFD93-2 ASSESSMENTS	9,159	9,200	0
	203 3603100	OTHER REIMB	22,149	13,500	9,000
	203 3603200	SIGNAL DAMAGE REIMBURSEMENT		0	200,000
		GAS TAX FUND TOTAL	\$6,266,317	\$6,440,258	\$6,757,592
AQMD	204 3301100	AB2766-AIR QUALITY GRANT REVS	0	50,000	50,000
	204 3751100	AVAQMD PLUG-IN INFR		50,000	50,000
		AB2766 AIR QUALITY IMPROVEMENT FUND TOTAL	\$0	\$100,000	\$100,000
PROPOSITION 1B	205 3501100	INTEREST	2,315	0	0
	205 3501120	INTEREST - UNREALIZED	1,920	0	0
		PROPOSITION 1B TOTAL	\$4,235	\$0	\$0
TDA ARTICLE 8 FUND	206 3312100	TDA GRANTS	10,873,330	8,057,160	9,510,910
	206 3501100	INTEREST		0	0
		TDA ARTICLE 8 FUND TOTAL	\$10,873,330	\$8,057,160	\$9,510,910
TDA ARTICLE 3 BIKEWAY FUND	208 3313100	BIKEWAY FUNDS	66,862	60,853	564,654
		TDA ARTICLE 3 BIKEWAY FUND TOTAL	\$66,862	\$60,853	\$564,654
MEASURE R FUNDS	210 3315100	MEASURE R - LOCAL RETURN	1,971,647	2,031,813	2,119,043
	210 3320100	MEASURE R-HIGHWAY EQUITY	422,963	12,143,537	20,656,631
	210 3501100	INTEREST	37,536	20,500	20,500
	210 3501120	INTEREST - UNREALIZED	24,931	0	0
		MEASURE R FUNDS TOTAL	\$2,457,076	\$14,195,850	\$22,796,174
MEASURE M FUNDS	211 3315100	MEASURE M - LOCAL RETURN	2,219,424	2,302,474	2,401,582
	211 3320100	MEASURE M - COMP GRANT PORTION		175,000	1,240,486
	211 3501100	INTEREST INCOME	27,964	10,000	10,000
	211 3501120	INTEREST UNREALIZED	16,316	0	0
		MEASURE M FUNDS TOTAL	\$2,263,704	\$2,487,474	\$3,652,068
MEASURE A FUNDS	212 3315100	MEASURE A TAX REVENUE		969,835	623,040
		MEASURE A FUNDS TOTAL		\$969,835	\$623,040
PARK DWELLING UNIT FEE FUND	213 3208100	DWELLING UNIT FEES	126,500	100,000	100,000
		PARK DWELLING UNIT FEE FUND TOTAL	\$126,500	\$100,000	\$100,000
SIGNAL IMPACT FEE FUND	217 3100100	DEVELOPER SIGNAL PAYMENTS	217,118	160,000	160,000
		SIGNAL IMPACT FEE FUND TOTAL	\$217,118	\$160,000	\$160,000
DRAINAGE IMPACT FEE FUND	220 3200100	DEVELOPER DRAINAGE PAYMENTS	368,330	450,000	450,000
		DRAINAGE IMPACT FEE FUND TOTAL	\$368,330	\$450,000	\$450,000
BIOLOGICAL IMPACT FEE FUND	224 3201100	BIOLOGICAL IMPACT FEE	596,290	55,000	175,000
		BIOLOGICAL IMPACT FEE FUND TOTAL	\$596,290	\$55,000	\$175,000
USP - PARKS FUND	227 3201100	FACILITIES IMPACT-PARKS	385,168	260,000	260,000
		URBAN STRUCTURE FACILITIES IMPACT FEE TOTAL	\$385,168	\$260,000	\$260,000
USP - ADMIN FUND	228 3202100	FACILITIES IMPACT-ADMIN	10,702	8,500	8,500
		URBAN STRUCTURE ADMIN FACILITIES IMPACT FEE TOTAL	\$10,702	\$8,500	\$8,500
UPS - CORP YARD FUND	229 3203100	FACILITIES IMPACT-YARD	10,050	8,500	8,500
		URBAN STRUCTURE YARD FACILITIES IMPACT FEE TOTAL	\$10,050	\$8,500	\$8,500

Citywide Revenue Detail (Cont.)

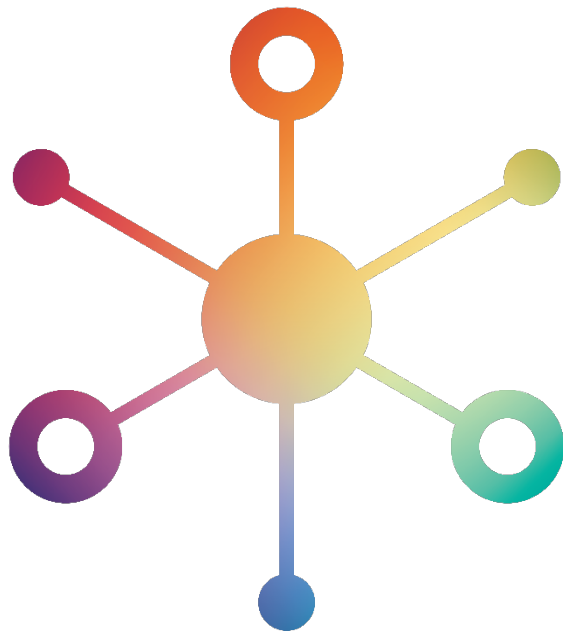
Fund	Account Number	Description	Actuals FY 2019	Year-End Estimates FY 2020	Proposed FY 2021
TRAFFIC IMPACT FEE FUND	232 3216100	TRAFFIC IMPACT FEES	310,055	270,000	270,000
		TRAFFIC IMPACT FEE FUND TOTAL	\$310,055	\$270,000	\$270,000
TRAFFIC SAFETY FUND	248 3104100	MISC COURT FINES - LOCAL	69,078	40,000	100,000
	248 3310100	VEHICLE CODE FINES	210,723	130,000	160,000
		TRAFFIC SAFETY FUND TOTAL	\$279,801	\$170,000	\$260,000
LA COUNTY REIMBURSEMENT FUND	261 3301100	LA COUNTY REIMB	239,995	0	0
	261 3303130	LA CNTY MSR H-HOMELESS GRNT #1	70,000		
	261 3303131	HOMELESSNESS PLAN IMPLM GRANT		600,000	0
	261 3303132	HOMELESSNESS-INNOVATION FUNDS		449,642	0
	261 3303140	L A CO GRANT-OWEN MEMORIAL		245,000	0
	261 3405100	L A COUNTY REIMBURSEMENTS	250,000	0	0
		LA COUNTY REIMBURSEMENT FUND TOTAL	\$559,995	\$1,294,642	\$0
LANCASTER HOUSING AUTHORITY - SUCCESSOR	306 3101100	MRB REVENUES	75,563	64,750	64,750
	306 3601100	MISC REVENUE - HOUSING	5,203	0	0
	306 3605400	RENTAL INCOME-NBRHD HOMES	19,800	9,650	0
	306 3606100	LAND SALES	233,960	109,000	0
	306 3606101	CONTRA - LAND SALES	-233,960	0	0
	306 3606200	LAND SALE GAIN	163,014	0	0
	306 3607100	LAND LEASE AGREEMENTS	25,628	25,615	25,615
	306 3610100	NO INTEREST DEF HSG LN PRGM	141,885	999,025	50,000
	306 3610101	CONTRA DEF LN	-49,675	0	0
	306 3703100	SA - LOAN REPAYMENT	2,246,062	3,122,017	3,705,153
	306 3703101	CONTRA SA - LOAN REPAYMENT	-2,246,062	0	0
		LANCASTER HOUSING AUTHORITY SUCCESSOR TOTAL	\$381,418	\$4,330,057	\$3,845,518
MTA GRANT - PROP C	321 3350100	PROP C GRANT - TRAFFIC OPS	541,607	1,091,323	0
	321 3350101	PROP C GRANT - 10ST W GAP CLSR	518,001	46,487	0
	321 3350102	PROP C GRANT-TRAFFIC SIG MNTN		136,791	0
	321 3350103	PROP C Grant - MEDICAL MAIN ST		927,184	95,576
	321 3350104	PROP C GRANT - TRANS MGMT CENT		577,362	0
	321 3350105	PROP C GRANT - 10TH ST W BIKE		263,000	0
	321 3402100	AVE I CORR IMPR 10TH W-20TH W	0	377,440	0
		MTA GRANT - PROP C TOTAL	\$1,059,608	\$3,419,587	\$95,576
MTA GRANT - STPL FUND	323 3351103	STPL-10TH W BIKE & DIET		715,000	0
	323 3351104	STPL - 2017 TRAFFIC SIGNAL UPG		673,000	459,361
		MTA GRANT - STPL FUND TOTAL		\$1,388,000	\$459,361
STATE GRANT - OTS	324 3306101	OTS-PED/BICYCLE SAFETY PS19008	22,227	32,280	0
	324 3307200	OTS GRANT- SAFE RTS TO SCHOOL		45,000	0
		STATE GRANT - OTS TOTAL	\$22,227	\$77,280	\$0
STATE RECYCLING GRANT FUND	330 3304112	BVRG CONTAINER CCP	-13,288	0	0
	330 3304113	BVRG CONTAINER CCP-15/16	-40,760	0	0
	330 3304114	BVRG CONTAINER CCP-16/17	-4,526	0	0
	330 3304115	BVRG CONTAINER CCP-17/18	-17,912	40,040	0
	330 3304117	CCP 19/20 AWARD		0	39,719
	330 3304210	WASTE TIRE CLEAN-UP TCU-16	15,577		
	330 3304211	WASTE TIRE CLEAN-UP TCU-17		53,625	55,938
	330 3304302	ILLEGAL DISPOSAL GRANT-SWC58	-2,373	0	0
	330 3304503	HOUSEHOLD HAZARDOUS WASTE-HD26	26,354	0	0
	330 3304504	HOUSEHOLD HAZARDOUS WASTE-HD27	4,618	0	0
	330 3304506	HOUSEHOLD HAZARDOUS WASTE-HD29	-3,870	0	0
	330 3501100	INTEREST INCOME-BEVERAGE GRANT	1,943	0	0
	330 3501120	INTEREST - UNREALIZED	1,056	0	0
		STATE RECYCLING GRANT FUND TOTAL	-\$33,181	\$93,665	\$95,657
USED OIL GRANT FUND	331 3306200	USED OIL COMP GRANT (UCO1)		0	0
	331 3306787	USED OIL GRANT OPP8	-11,692	0	0
	331 3306788	USED OIL GRANT OPP9	31,807	12,547	0
	331 3306789	USED OIL GRANT OPP10		43,411	0
	331 3501100	INTEREST INCOME	117	0	0
	331 3501120	INTEREST - UNREALIZED	292	0	0
		USED OIL GRANT FUND TOTAL	\$20,524	\$55,958	\$0

Citywide Revenue Detail (Cont.)

Fund	Account Number	Description	Actuals FY 2019	Year-End Estimates FY 2020	Proposed FY 2021
MISC. STATE GRANT FUND	349 3302100	CENSUS GRANT		56,115	
	349 3304100	ATP-2020 SRTS PED IMPV		5,462,000	9,140
	349 3307200	SAFE ROUTES TO SCHOOL GRANT	450,000	0	0
	349 3308100	CALTRANS SYS SAFETY GRANT	115,582	109,418	0
	349 3311000	CALOES-POWER SHUTOFF RESILIENC		300,000	
	MISC STATE GRANT FUND TOTAL		\$565,582	\$5,927,533	\$9,140
COMMUNITY DEVELOPMENT BLOCK GRANT FUND	361 3380100	CDBG GRANTS	1,167,993	2,608,126	1,284,355
	361 3381100	CDBG - SECTION 108 REVENUE	622,608	228,821	201,879
	361 3382100	CDBG - COVID CARES ALLOCATION		209,833	
	361 3601100	CDBG PROG INCOME	-1,823	0	0
	COMMUNITY DEVELOPMENT BLOCK GRANT TOTAL		\$1,788,778	\$3,046,780	\$1,486,234
NEIGHBORHOOD STABILIZATION PROGRAM FUND	363 3100500	NSP 1 & 3-SALE OF PROPERTY	924,040	350,000	0
	363 3100501	CONTRA LAND HELD-NSP 1 & 3	-752,863		
	363 3100502	GAIN ON SALES	104,237		
	363 3200500	NSP 3-SALE OF PROP/PROG INC		150,000	0
	NEIGHBORHOOD STABILIZATION PROGRAM TOTAL		\$275,414	\$500,000	\$0
HOME GRANT FUND	391 3604100	HOME PROGRAM INCOME-NON ADMIN	84,610	43,639	43,639
	391 3604110	HOME PROGRAM INCOME ADMIN	9,374	4,849	4,849
	391 3605100	HUD HOME ENTITLEMENT		0	652,264
	HOME GRANT FUND TOTAL		\$93,984	\$48,488	\$700,752
FEDERAL MISC GRANTS	399 3301203	HSIP GRANT - NEIGHBOR CALM	26,384	1,333,855	0
	399 3301205	HSIP GRANT-AVE I-CHLLNGR/PRICE	26,699	1,195,068	0
	399 3301206	HSIP GRANT-AVE I -PRICE/35TH E	0	1,448,264	0
	399 3301207	HSIP-INTRSCN IMP I &10W/K&30W	0	157,865	0
	399 3301208	HSIP-15TH ST W/JENNER TO AVE J	33,891	669,840	0
	399 3301209	HSIP-15TH E/LANC BLVD ROUNDABT	2,152	702,728	0
	399 3301211	HSIP-10W & AVE J IMPROVEMENTS		122,963	2,280,723
	399 3301212	HSIP-AVE G@SIERRA (ICE IMPS)	48,846	0	0
	399 3301213	HSIP-AVE I @ 60TH W (ICE IMPS)		0	214,000
	399 3301303	ATP-10 W BIKE & ROAD DIET	49,178	736,316	0
	399 3301304	ATP-PEDESTRIAN GAP CLSR IMPR	26,796	147,663	6,294,909
	399 3302102	BTA-BIKE FUND	236,119	1,891	0
	399 3308300	DOJ- COVID 19			251,084
	FEDERAL MISC GRANTS TOTAL		\$450,064	\$6,516,453	\$9,040,716
STILL MEADOW LN SEWER ASSESSMENT DISTRICT	456 3100100	TAX REVENUE-STILL MEADOW LANE	11,505	11,000	11,000
	STILL MEADOW LN SEWER ASSESSMENT TOTAL		\$11,505	\$11,000	\$11,000
SEWER MAINTENANCE FUND	480 3100100	SEWER ASSESSMENT	4,319,785	4,100,000	4,100,000
	480 3213100	SEWER FRONTAGE CHARGE	7,823	6,000	1,000
	480 3400100	DEVELOPER SEWER FEES	47,699	20,000	20,000
	480 3601100	FOG APPLICATION FEE	18,400	1,500	1,500
	480 3602100	FOG ANNUAL FEE	116,240	100,000	100,000
	480 3604100	FOG - PLAN REVIEW	786	500	500
	480 3704100	IND WASTE PRGM PLAN REVIEW	456	0	0
	480 3801100	INSPECTIONS	326	300	300
	SEWER MAINTENANCE FUND TOTAL		\$4,511,515	\$4,228,300	\$4,223,300
LANDSCAPE MAINTENANCE DISTRICT FUND	482 3101100	DEVELOPER CONTRIBUTIONS	8,033	3,500	3,000
	482 3102100	ASSESSMENT PAYMENT	1,781,821	1,700,000	1,700,000
	482 3315100	PROPERTY DAMAGE REIMBURSEMENTS	4,862	7,000	7,000
	LANDSCAPE MAINTENANCE DISTRICT TOTAL		\$1,794,715	\$1,710,500	\$1,710,000
LIGHTING MAINTENANCE DISTRICT FUND	483 3100100	LIGHTING ASSESSMENTS	4,782,533	4,450,000	4,450,000
	483 3100200	LIGHTING ASSESSMNTS-DEVELOPERS	29,188	15,000	15,000
	483 3314100	OTHER REIMBURSEMENTS	3,966	0	0
	483 3315100	PROPERTY DAMAGE REIMBURSEMENT	153,762	0	0
	483 3315200	ST LIGHT DAMAGE REIMBURSEMENT	177,229	200,000	200,000
	483 3501100	INTEREST	10,100	0	0
	LIGHTING MAINTENANCE DISTRICT TOTAL		\$5,156,778	\$4,665,000	\$4,665,000

Citywide Revenue Detail (Cont.)

Fund	Account Number	Description	Actuals FY 2019	Year-End Estimates FY 2020	Proposed FY 2021
DRAINAGE MAINTENANCE DISTRICT FUND	484 3100100	DRAINAGE ASSESSMENTS	1,726,056	1,620,000	1,620,000
	484 3100200	DRAINAGE ASSESSMNTS-DEVELOPERS	44,292	15,000	30,000
		DRAINAGE MAINTENANCE DISTRICT TOTAL	\$1,770,348	\$1,635,000	\$1,650,000
RECYCLED WATER FUND	485 3219100	OTHER REIMBURSEMENTS	11,416	0	0
	485 3630100	RECYCLED WATER SALES	100,655	110,000	100,000
		RECYCLED WATER FUND TOTAL	\$112,071	\$110,000	\$100,000
LANCASTER POWER AUTHORITY	486 3501100	INTEREST INCOME	48,219	0	0
	486 3630100	POWER PURCHASE AGREEMENT REVEN	1,661,277	1,500,000	1,500,000
	486 3630200	PBI REVENUE		0	0
		LANCASTER POWER AUTHORITY TOTAL	\$1,709,495	\$1,500,000	\$1,500,000
LANCASTER CHOICE ENERGY	490 3450100	LCE REIMBURSEMENTS	19,388	8,154	0
	490 3460100	EV CHARGING STATION REVENUE	8,713	6,700	7,000
	490 3470100	LCE ENERGY EFFICIENCY PROGRAM	-145,322	802,635	0
	490 3501100	MISCELLANEOUS REVENUE	2,655		
	490 3601100	MISCELLANEOUS REVENUE	5,208	2,217,194	0
	490 3630100	LCE ENERGY GENERATION REV	36,129,659	41,255,195	38,644,856
	490 3630200	LCE SMART CHOICE REVENUE	70,936	38,000	0
	490 3631100	S-POWER GENERATION REVENUE	858,558	426,996	400,000
	490 3631491	TRANSFER IN - CCEA		323,320	0
		LANCASTER CHOICE ENERGY TOTAL	\$36,949,796	\$45,078,194	\$39,051,856
FINANCE AUTHORITY	701 3501100	INTEREST INCOME	259,306	215,000	215,000
	701 3602100	OTHER SOURCES-DEBT ISSUANCE	14,955,000	48,405,000	0
	701 3602200	OTHER SOURCES-ISSUE PREMIUM	387,570	7,268,805	0
		FINANCE AUTHORITY TOTAL	\$15,601,876	\$55,888,805	\$215,000
PROPOSITION A FUND	207 3314100	PROP 'A' 1/2% TAX	3,168,410	3,265,677	3,406,245
	207 3501100	INTEREST	26,014	14,040	14,040
	207 3501120	INTEREST - UNREALIZED	26,412	0	0
		PROPOSITION A FUND TOTAL	\$3,220,836	\$3,279,717	\$3,420,285
PROPOSITION C FUND	209 3315100	PROP 'C' 1/2% TAX	2,628,107	2,708,793	2,825,390
	209 3501100	INTEREST	46,326	18,000	18,000
	209 3501120	INTEREST - UNREALIZED	32,709	0	0
		PROPOSITION C FUND TOTAL	\$2,707,143	\$2,726,793	\$2,843,390
TRAFFIC IMPACT FEE FUND	233 3100100	ZNE-SOLAR MITIGATION IN LIEU	42,209	15,460	17,500
		TRAFFIC IMPACT FEE FUND TOTAL	\$42,209	\$15,460	\$17,500
GRAND TOTAL ALL FUNDS			\$192,531,889	\$258,121,446	\$194,874,050



CITY MANAGER'S OFFICE

City Manager's Office

Budget Summary

Dollars by Division

	Actuals FY 2019	Year-End Estimates FY 2020	Proposed FY 2021
City Council	1,435,825	1,364,346	1,148,031
Administration	3,547,482	1,861,040	1,166,134
City Clerk	465,834	1,441,746	579,525
Human Resources	1,508,634	2,049,525	1,746,034
Legal and Risk Management	1,796,589	2,208,225	2,937,156
Economic Development	500,607	5,331,689	1,760,345
Code Enforcement & Emergency Management	1,448,596	2,425,889	2,583,650
Lancaster Choice Energy (LCE) & Lancaster Power Authority (LPA)	39,435,015	40,696,854	39,905,632
Total Dollars by Division (City Manager's Office)	\$50,138,583	\$57,379,314	\$51,826,507

Dollars by Category

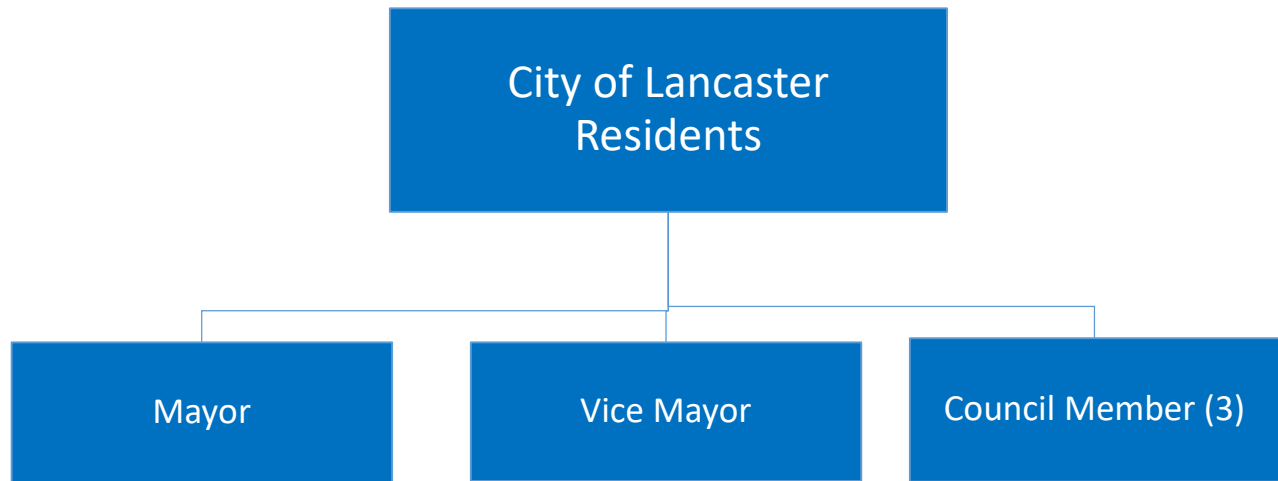
	Actuals FY 2019	Year-End Estimates FY 2020	Proposed FY 2021
Personnel Costs	5,856,118	7,231,104	7,261,160
Operating Expenditures	44,185,866	50,148,210	44,565,347
Capital Outlay and Replacements	96,599	0	0
Total Dollars by Category	\$50,138,583	\$57,379,314	\$51,826,507

Dollars by Funding Source

	Actuals FY 2019	Year-End Estimates FY 2020	Proposed FY 2021
Genral Fund	9,423,726	14,625,294	11,119,125
General Fund Reserves	35,587	31,910	0
Low & Mod Income Housing		1,823,591	544,215
Sewer Maintenance Fund	502	51,535	51,535
Biological Impact Fee Fund	1,220,000	0	0
Lancaster Choice Energy	37,416,316	39,276,560	38,441,838
Lancaster Power Authority	2,018,699	1,420,294	1,463,794
Misc State Grants		150,115	206,000
TDA Article 8 Fund	17,662	0	0
State Grant Recycling	6,091	0	
Total Dollars by Funding Source	\$50,138,583	\$57,379,299	\$51,826,507

Organizational Detail – City Council

Division No. 4100



Budget Detail – City Council

Division No. 4100

	Actuals FY 2019	Year-End Estimates FY 2020	Proposed FY 2021
PERSONNEL COSTS			
SALARIES - SPECIAL	40,500	46,350	46,800
FRINGE BENEFITS	2,340	2,617	1,930
HEALTH INSURANCE	135,678	184,850	151,890
PERS	11,438	15,823	14,440
WORKERS' COMP	2,196	3,563	3,890
PERSONNEL COSTS Total	\$192,152	\$253,203	\$218,950
OPERATING EXPENDITURES			
CITY PROMOTION & ADVERTISING	52,599	22,000	22,000
COMMUNITY AWARDS	1,035	58,274	25,000
FURNITURE & OFFICE EQUIPMENT (NON CAP)	3,046	0	0
LEGAL SERVICES	959,970	680,000	680,000
LOCAL & REGIONAL EVENTS	21,910	3,300	3,300
OFFICE SUPPLIES	566	250	250
POSTAGE-SPECIAL MAILING	334	0	0
PROFESSIONAL SERVICES	56,465	274,735	150,075
PUBLICATIONS & DUES	15,868	31,584	15,889
REGISTRATION	525	1,500	3,445
REIMBURSED MILEAGE	6,000	6,000	6,000
REPROGRAPHICS	652	500	362
SPECIAL ACTIVITY SUPPLIES	38,787	30,000	20,069
VEHICLE - FUEL	1,449	0	0
TRAVEL EXPENSES	2,921	3,000	2,691
OPERATING EXPENDITURES Total	\$1,162,124	\$1,111,143	\$929,081
CAPITAL OUTLAY and REPLACEMENTS			
EQUIPMENT & MACHINERY	81,549	0	0
CAPITAL OUTLAY and REPLACEMENTS Total	\$81,549	\$0	\$0
TOTAL	\$1,435,825	\$1,364,346	\$1,148,031

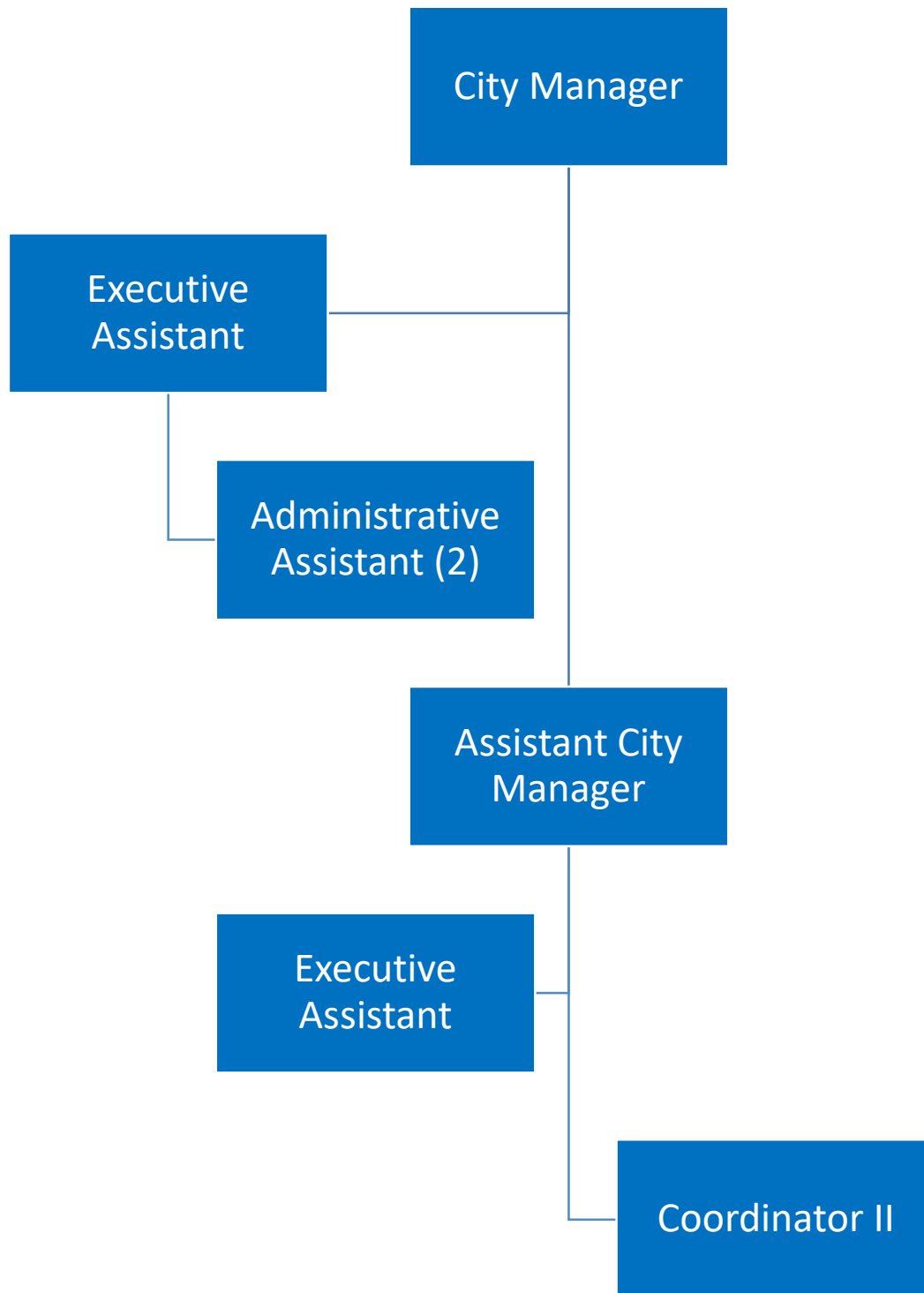
Budget Detail – City Council (Cont.)

Division No. 4100

	Actuals FY 2019	Year-End Estimates FY 2020	Proposed FY 2021
GENERAL FUND	1,418,163	1,364,346	1,148,031
TDA ARTICLE 8 FUND	17,662	0	0
Total Dollars by Funding Source	\$1,435,825	\$1,364,346	\$1,148,031

Organizational Detail – City Manager's Office - Administration

Division No. 4200



Budget Detail – Administration

Division No. 4200

	Actuals FY 2019	Year-End Estimates FY 2020	Proposed FY 2021
PERSONNEL COSTS			
SALARIES - PERMANENT	946,959	919,752	667,402
PERS	257,007	275,114	218,241
HEALTH INSURANCE	131,869	123,711	111,600
DEFERRED COMP	82,639	74,188	78,350
SALARIES - TEMPORARY	13,915	72,400	34,275
WORKERS' COMP	39,944	41,568	29,232
FRINGE BENEFITS	57,490	56,957	19,704
FRINGE SALARY OFFSET - CAPITAL PROGRAMS			-70,511
SALARY OFFSET - CAPITAL PROGRAMS			-110,748
PERSONNEL COSTS Total	\$1,529,824	\$1,563,690	\$977,545
OPERATING EXPENDITURES			
PROFESSIONAL SERVICES	180,543	207,450	112,658
PUBLICATIONS & DUES	48,690	49,000	53,565
REIMBURSED MILEAGE	5,028	4,200	4,074
REGISTRATION	6,270	3,000	3,000
CITY PROMOTION & ADVERTISING	3,662	2,000	2,784
VEHICLE OPERATIONS	1,228	1,800	2,700
TRAVEL EXPENSES	4,970	2,500	2,500
OFFICE SUPPLIES	2,163	1,500	2,500
VEHICLE - FUEL	1,271	800	2,312
SPECIAL ACTIVITY SUPPLIES	3,594	3,450	1,162
LOCAL & REGIONAL EVENTS	1,835	1,000	1,000
REPROGRAPHICS	1,360	500	315
POSTAGE-SPECIAL MAILING	231	150	19
COMPUTER SOFTWARE & SUPPORT	351,271	0	0
EMERGENCY PREPAREDNESS	57,475	10,000	0
MAINTENANCE SERVICE	128,067	0	0
SPECIALIZED EQUIP (NON CAP)		10,000	0
PROPERTY ACQUISITION EXPENSE	1,220,000	0	0
OPERATING EXPENDITURES Total	\$2,017,658	\$297,350	\$188,589
TOTAL	\$3,547,482	\$1,861,040	\$1,166,134

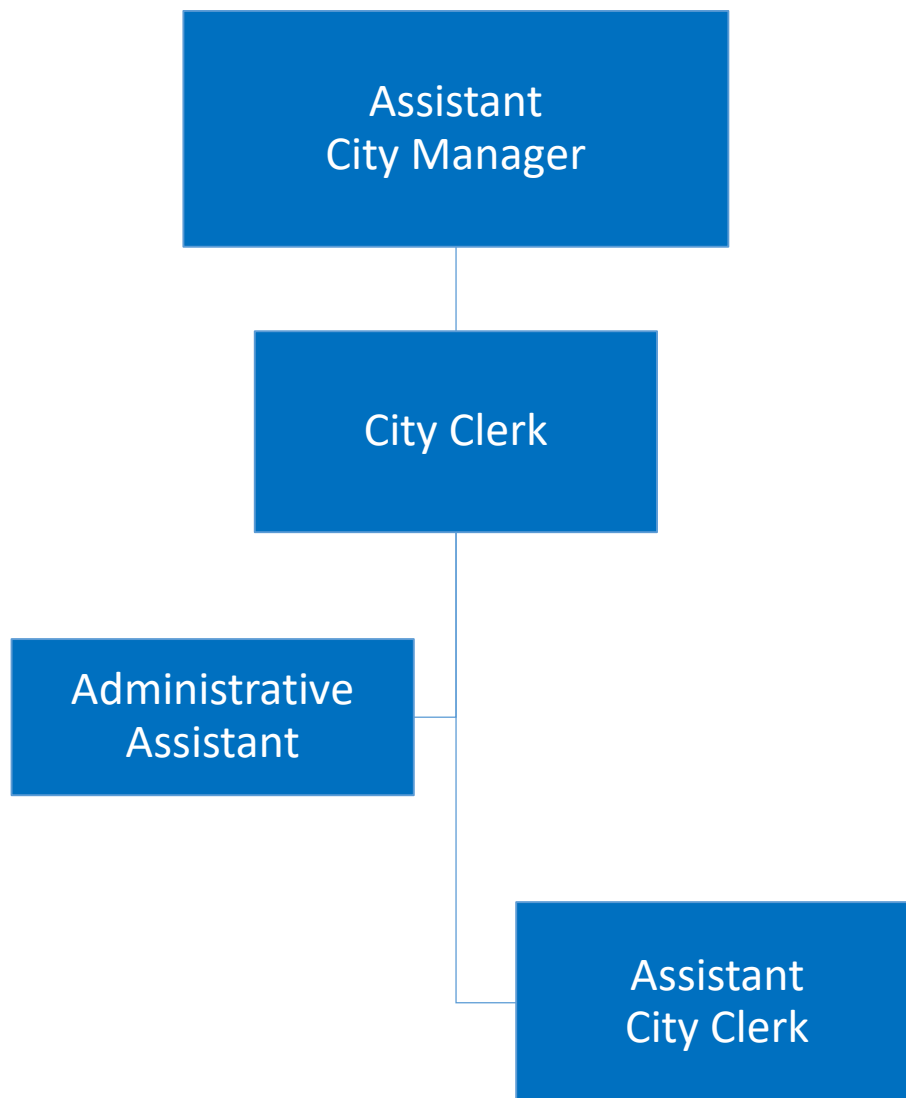
Budget Detail – Administration (Cont.)

Division No. 4200

	Actuals FY 2019	Year-End Estimates FY 2020	Proposed FY 2021
GENERAL FUND	2,310,372	1,833,140	1,166,134
BIOLOGICAL IMPACT FEE FUND	1,220,000	0	0
GENERAL FUND RESERVES	17,110	27,900	0
Total Dollars by Funding Source	\$3,547,482	\$1,861,040	\$1,166,134

Organizational Detail – City Clerk

Division No. 4210



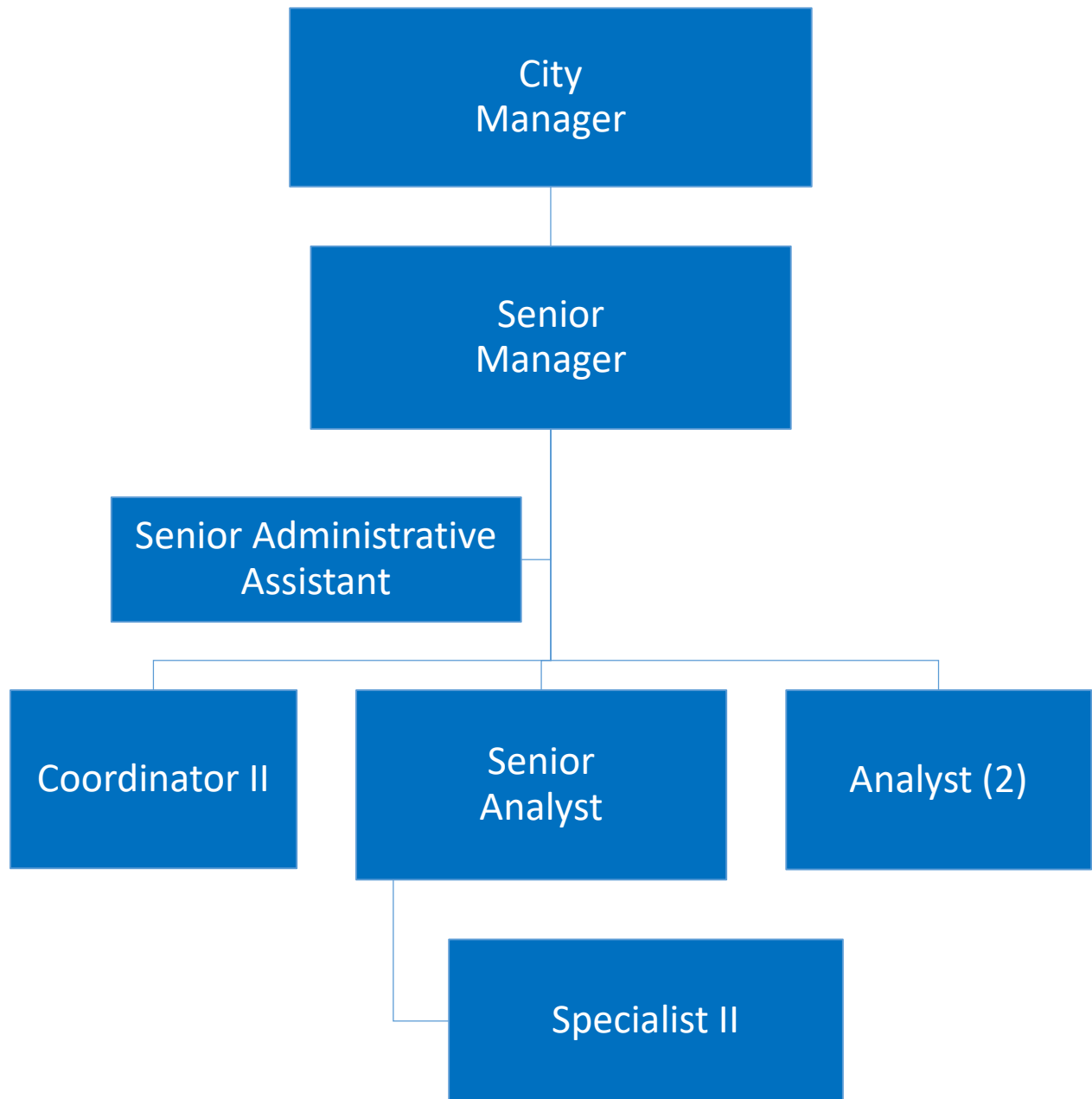
Budget Detail – City Clerk

Division No. 4210

	Actuals FY 2019	Year-End Estimates FY 2020	Proposed FY 2021
PERSONNEL COSTS			
SALARIES - PERMANENT	239,808	214,730	256,823
PERS	63,442	62,081	83,981
HEALTH INSURANCE	26,820	33,617	54,000
DEFERRED COMP	17,294	7,466	19,045
WORKERS' COMP	10,419	8,646	11,249
SALARIES - TEMPORARY	5,231	10,000	7,500
FRINGE BENEFITS	14,602	11,631	6,460
SALARIES - OVERTIME		700	700
PERSONNEL COSTS Total	\$377,615	\$348,871	\$439,758
OPERATING EXPENDITURES			
PROFESSIONAL SERVICES	48,038	126,000	121,250
LEGAL ADVERTISING	18,817	12,000	12,000
CODIFICATION	4,056	5,500	3,953
OFFICE SUPPLIES	2,224	1,750	1,250
PUBLICATIONS & DUES	932	250	859
REIMBURSED MILEAGE		0	267
LOCAL & REGIONAL EVENTS	399	200	112
REGISTRATION	175	175	50
POSTAGE-SPECIAL MAILING		500	26
POSTAGE	-4	0	0
ELECTION EXPENSE	120	946,000	0
COMPUTER SOFTWARE & SUPPORT	12,124	0	0
CASH VARIANCE	-8	0	0
RECORDS MANAGEMENT SUPPLIES	1,347	500	0
OPERATING EXPENDITURES Total	\$88,219	\$1,092,875	\$139,767
TOTAL	\$465,834	\$1,441,746	\$579,525
FUNDING SOURCES			
GENERAL FUND	447,357	1,437,736	579,525
GENERAL FUND RESERVES	18,477	4,010	0
Total Dollars by Funding Source	\$465,834	\$1,441,746	\$579,525

Organizational Detail – Human Resources

Division No. 4220



Budget Detail – Human Resources

Division No. 4220

	Actuals FY 2019	Year-End Estimates FY 2020	Proposed FY 2021
PERSONNEL COSTS			
SALARIES - PERMANENT	592,425	722,407	733,975
PERS	157,242	210,652	240,010
HEALTH INSURANCE	83,064	129,721	136,800
DEFERRED COMP	39,182	40,063	65,536
WORKERS' COMP	27,531	36,257	32,148
SALARIES - TEMPORARY	54,081	40,000	30,000
FRINGE BENEFITS	32,164	40,712	20,771
SALARIES - OVERTIME	7,182		
PERSONNEL COSTS Total	\$992,871	\$1,219,812	\$1,259,240
OPERATING EXPENDITURES			
PROFESSIONAL SERVICES	207,044	377,712	248,969
STAFF DEVELOPMENT	121,429	202,408	62,108
ORGANIZATIONAL DEVELOPMENT	7,336	50,000	50,000
GENERAL FUND OVERHEAD	502	49,335	49,335
TUITION REIMBURSEMENT	31,989	30,000	31,823
SPECIAL ACTIVITY SUPPLIES	63,917	50,000	29,223
GOVERNMENT FEES / LICENSES	4,865	5,000	5,000
RECRUITMENT EXPENSES	4,551	3,500	3,292
LOCAL & REGIONAL EVENTS	1,097	2,700	2,700
OFFICE SUPPLIES	1,950	2,000	2,500
PUBLICATIONS & DUES	3,022	5,100	1,351
REPROGRAPHICS		0	493
SPECIALIZED EQUIP (NON CAP)	13,614	29,565	0
CONTRACT SERVICES	28,757	9,243	0
REIMBURSED MILEAGE	0	1,150	0
UNIFORMS	21,504	0	0
POSTAGE-SPECIAL MAILING	266	0	0
COMPUTER SOFTWARE & SUPPORT	1,114	12,000	0
BUILDING MAINTENANCE	2,807	0	0
OPERATING EXPENDITURES Total	\$515,762	\$829,713	\$486,794
TOTAL	\$1,508,634	\$2,049,525	\$1,746,034

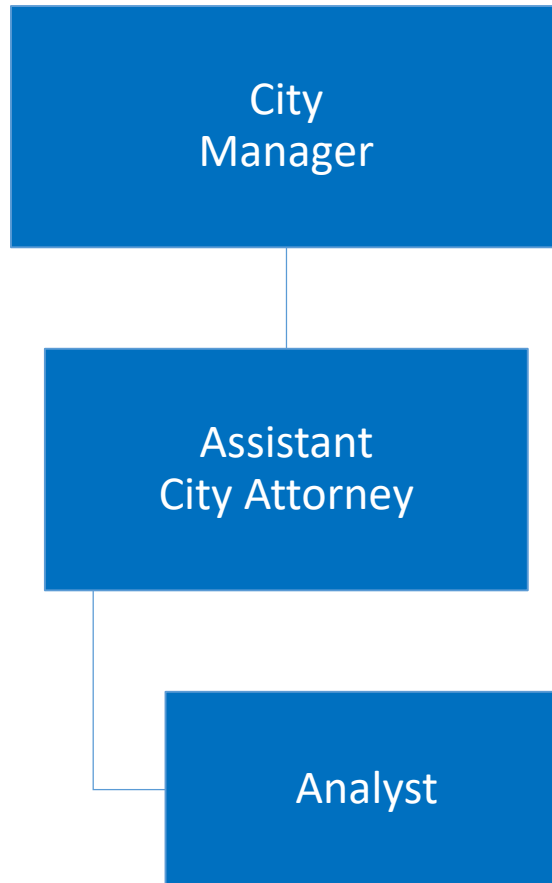
Budget Detail – Human Resources (Cont.)

Division No. 4220

	Actuals FY 2019	Year-End Estimates FY 2020	Proposed FY 2021
GENERAL FUND	1,508,132	1,997,990	1,694,499
SEWER MAINT FUND	502	51,535	51,535
Total Dollars by Funding Source	\$1,508,634	\$2,049,525	\$1,746,034

Organizational Detail – Legal & Risk

Division No. 4230



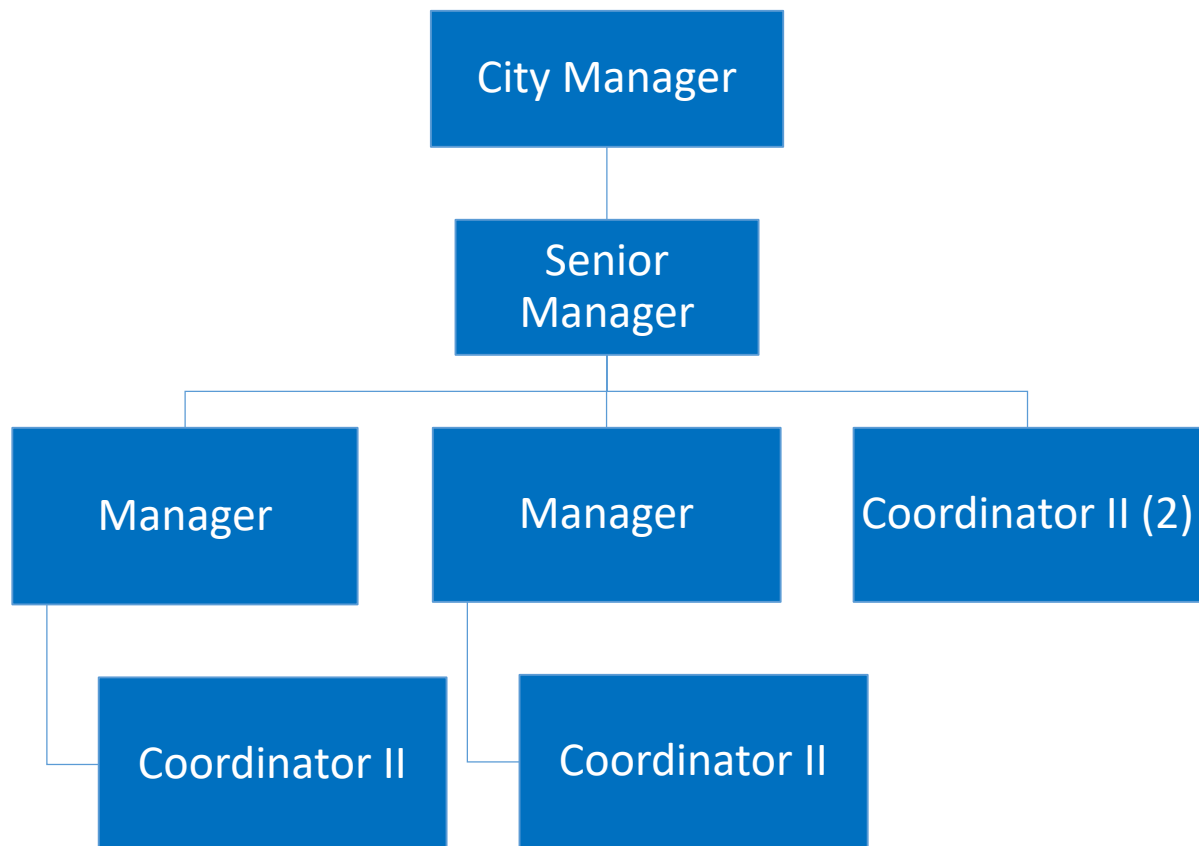
Budget Detail – Legal & Risk

Division No. 4230

	Actuals FY 2019	Year-End Estimates FY 2020	Proposed FY 2021
PERSONNEL COSTS			
SALARIES - PERMANENT	234,057	236,766	288,452
PERS	61,199	68,638	94,324
HEALTH INSURANCE	28,695	32,706	50,400
DEFERRED COMP	19,010	16,540	26,552
WORKERS' COMP	10,007	10,370	12,634
FRINGE BENEFITS	13,219	15,521	7,950
PERSONNEL COSTS Total	\$366,187	\$380,541	\$480,312
OPERATING EXPENDITURES			
INSURANCE EXPENSE	1,302,632	1,609,644	2,071,156
LEGAL SERVICES	4,506	30,000	200,000
PROFESSIONAL SERVICES	111,580	181,000	181,000
PUBLICATIONS & DUES	3,500	2,790	2,019
REGISTRATION	896	1,800	1,150
TRAVEL EXPENSES	2,079	1,000	1,000
OFFICE SUPPLIES	1,103	500	222
REIMBURSED MILEAGE	88	250	201
POSTAGE-SPECIAL MAILING	296	200	96
STAFF DEVELOPMENT	1,468	500	0
LOCAL & REGIONAL EVENTS	30	0	0
SPECIAL ACTIVITY SUPPLIES	2,224	0	0
OPERATING EXPENDITURES Total	\$1,430,402	\$1,827,684	\$2,456,844
TOTAL	\$1,796,589	\$2,208,225	\$2,937,156
FUNDING SOURCES			
GENERAL FUND	1,796,589	2,208,225	2,937,156
Total Dollars by Funding Source	\$1,796,589	\$2,208,225	\$2,937,156

Organizational Detail – Economic Development

Division No. 4240



Budget Detail – Economic Development

Division No. 4240

	Actuals FY 2019	Year-End Estimates FY 2020	Proposed FY 2021
PERSONNEL COSTS			
SALARIES - PERMANENT	189,994	458,564	614,968
PERS	50,270	133,262	201,095
HEALTH INSURANCE	30,526	69,680	124,200
DEFERRED COMP	15,501	31,693	49,595
WORKERS' COMP	8,668	20,220	26,936
FRINGE BENEFITS	10,934	31,102	18,472
SALARIES - TEMPORARY	6,924	11,305	8,479
PERSONNEL COSTS Total	\$312,818	\$755,826	\$1,043,745
OPERATING EXPENDITURES			
NON REIMBURSEABLE GRANT EXPENDITURE		1,350,115	206,000
GENERAL FUND OVERHEAD		201,793	201,793
PROFESSIONAL SERVICES	80,371	697,000	181,500
BUSINESS ATTRACTION	61,678	35,000	97,160
PUBLICATIONS & DUES	32,649	29,000	27,998
TRAVEL EXPENSES	2,857	7,400	900
LOCAL & REGIONAL EVENTS	645	500	500
OFFICE SUPPLIES	717	750	433
REGISTRATION	1,365	4,100	216
POSTAGE-SPECIAL MAILING	30	130	100
PROPERTY ACQUISITION (CONTRA)	-2,782,104	0	0
SPECIAL PROGRAMS		2,250,000	
SPECIAL ACTIVITY SUPPLIES	122	40	0
PROPERTY ACQUISITION EXPENSE	2,782,104	0	0
CITY PROMOTION & ADVERTISING		35	0
OPER OF ACQ PROP-LAN AUTO MALL	6,357	0	0
ENTREPRENEUR TRAINING PROGRAM	1,000	0	0
OPERATING EXPENDITURES Total	\$187,789	\$4,575,863	\$716,600
TOTAL	\$500,607	\$5,331,689	\$1,760,345

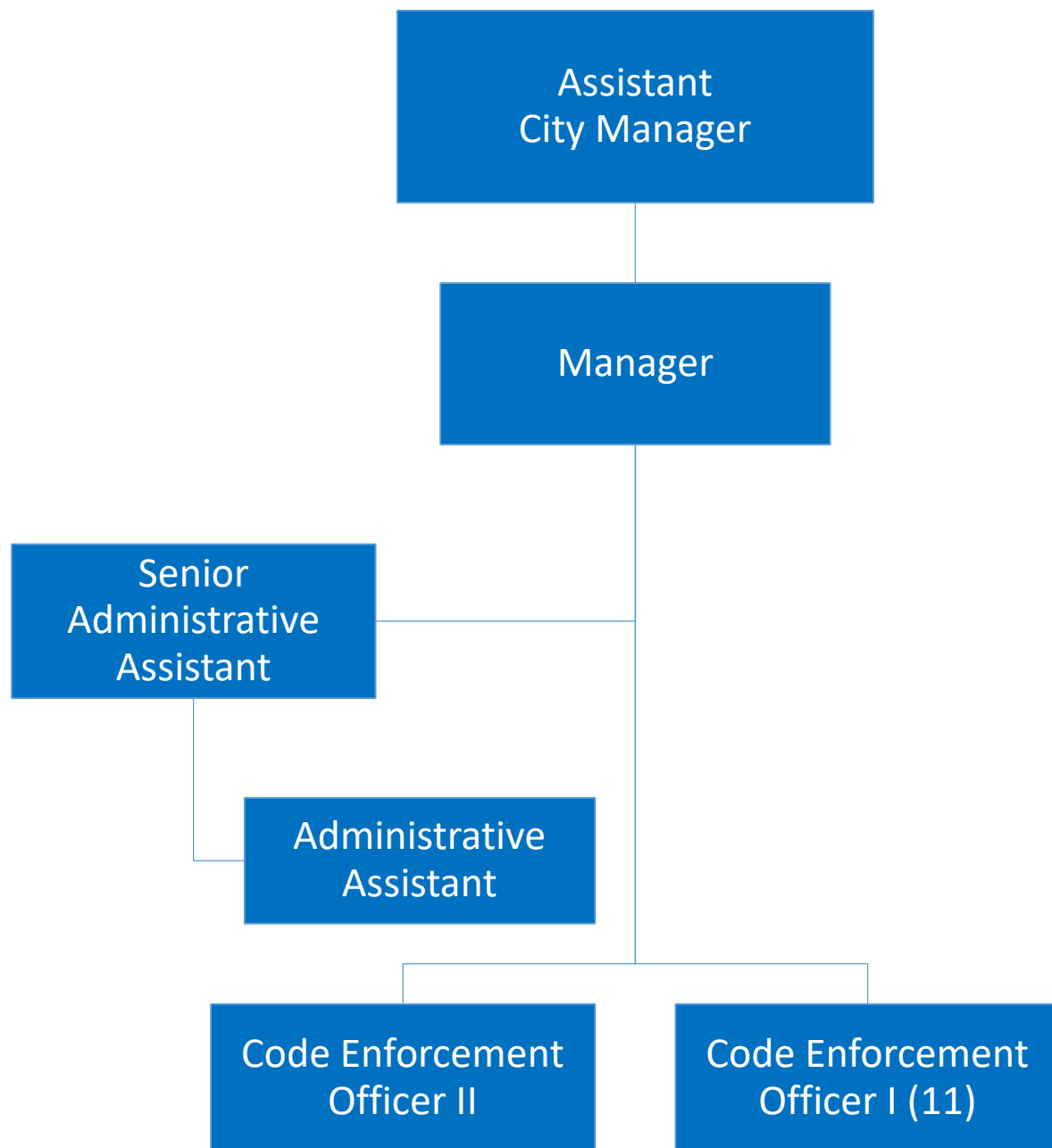
Budget Detail – Economic Development (Cont.)

Division No. 4240

	Actuals FY 2019	Year-End Estimates FY 2020	Proposed FY 2021
FUNDING SOURCES			
GENERAL FUND	500,607	3,357,983	1,010,130
LOW & MOD INCOME HOUSING		1,823,591	544,215
MISC STATE GRANTS		150,115	206,000
Total Dollars by Funding Source	\$500,607	\$5,331,689	\$1,760,345

Organizational Detail – Code Enforcement & Emergency Management

Division No. 4245



Budget Detail – Code Enforcement & Emergency Mgmt.

Division No. 4245

	Actuals FY 2019	Year-End Estimates FY 2020	Proposed FY 2021
PERSONNEL COSTS			
SALARIES - PERMANENT	882,718	1,313,616	1,316,866
PERS	232,243	381,158	430,615
HEALTH INSURANCE	164,506	257,461	316,800
WORKERS' COMP	38,272	57,574	57,679
DEFERRED COMP	18,981	37,004	48,750
FRINGE BENEFITS	42,725	58,261	43,190
SALARIES - OVERTIME		9,000	9,000
SALARIES - TEMPORARY		6,800	5,100
PERSONNEL COSTS Total	\$1,379,446	\$2,120,874	\$2,228,000
OPERATING EXPENDITURES			
PROFESSIONAL SERVICES	9,054	130,000	130,000
CODE/DEMOLITION ACTIVITY	16,366	43,000	90,000
EMERGENCY PREPAREDNESS	1,187	86,455	86,455
VEHICLE - FUEL	10,612	11,350	12,950
VEHICLE OPERATIONS	4,696	7,000	7,000
MHP RENT ARBITRATION		0	5,000
REGISTRATION	3,434	4,050	4,050
TRAVEL EXPENSES		3,600	3,600
UNIFORMS	827	3,250	3,250
OFFICE SUPPLIES	1,483	2,000	2,935
REPROGRAPHICS	657	1,700	2,300
COMMUNICATION EQUIPMENT		0	2,250
LEGAL SERVICES	3,233	0	2,000
PUBLICATIONS & DUES	2,191	1,985	1,985
SPECIAL ACTIVITY SUPPLIES	359	500	500
CITY PROMOTION & ADVERTISING		0	500
LOCAL & REGIONAL EVENTS		0	500
REIMBURSED MILEAGE		0	250
POSTAGE-SPECIAL MAILING		125	125
STAFF DEVELOPMENT		10,000	0
OPERATING EXPENDITURES Total	\$54,101	\$305,015	\$355,650
CAPITAL OUTLAY and REPLACEMENTS			
REPLACEMENT - SPECIALIZED EQUIPMENT	15,050	0	0
CAPITAL OUTLAY and REPLACEMENTS Total	\$15,050	\$0	\$0
TOTAL	\$1,448,596	\$2,425,889	\$2,583,650

Budget Detail – Code Enforcement & Emergency Mgmt.

(Cont.)

Division No. 4245

	Actuals FY 2019	Year-End Estimates FY 2020	Proposed FY 2021
GENERAL FUND	1,442,505	2,425,874	2,583,650
CDBG		15	0
STATE GRANT RECYCLING	6,091	0	
Total Dollars by Funding Source	\$1,448,596	\$2,425,889	\$2,583,650

Budget Detail – Lancaster Choice Energy (LCE) & Lancaster Power Authority (LPA)

Division No. 4250

	Actuals FY 2019	Year-End Estimates FY 2020	Proposed FY 2021
PERSONNEL COSTS			
SALARIES - PERMANENT	446,080	370,948	356,688
PERS	116,389	104,627	116,637
HEALTH INSURANCE	60,834	47,243	55,800
DEFERRED COMP	29,444	23,904	38,569
SALARIES - TEMPORARY	10,665	8,000	20,800
WORKERS' COMP	19,649	16,798	15,623
FRINGE BENEFITS	22,144	16,767	9,493
PERSONNEL COSTS Total	\$705,205	\$588,287	\$613,610
OPERATING EXPENDITURES			
POWER PROCUREMENT	33,519,290	33,863,027	34,576,165
PROFESSIONAL SERVICES	1,352,141	1,300,732	901,643
DEBT SERVICE INTEREST	890,394	875,594	859,094
TRANSFER OUT - CCEA SHARE		797,796	817,796
GENERAL FUND OVERHEAD	740,675	798,144	798,144
DEBT SERVICE PRINCIPAL	0	510,000	570,000
BAD DEBT EXPENSE	409,414	135,221	200,000
NEM TRUE-UP PAYOUTS	104,698	181,267	182,000
PUBLICATIONS & DUES	21,475	95,101	128,376
PROGRAM EXPENSES - CDBG	14,425	74,126	78,000
CITY PROMOTION & ADVERTISING	94,891	158,718	61,000
LCE PROGRAMS		335,607	50,000
LEGAL SERVICES	297,861	8,154	25,000
INTEREST EXPENSE/DISCOUNT	23,454	23,454	23,454
TRAVEL EXPENSES	31,164	8,413	8,900
POSTAGE-SPECIAL MAILING	21,289	5,500	5,500
ELECTRICITY	946,203	2,168	3,000
REGISTRATION	100	0	1,100
LOCAL & REGIONAL EVENTS	896	50	600
SPECIAL ACTIVITY SUPPLIES	109	0	500
REPROGRAPHICS	218	0	500
TELEPHONE	2,500	250	500
OFFICE SUPPLIES	2,175	56	500

Budget Detail – Lancaster Choice Energy (LCE) & Lancaster Power Authority (LPA) (Cont.)

Division No. 4250

	Actuals FY 2019	Year-End Estimates FY 2020	Proposed FY 2021
VEHICLE - FUEL	261	63	250
EV (AUTO) INCENTIVE PROGRAM		132,491	0
COMPUTER SOFTWARE & SUPPORT	546	0	0
CONTRACT SERVICES	41,805	0	0
FURNITURE & OFFICE EQUIPMENT (NON CAP)	27	0	0
VEHICLE OPERATIONS	106	0	0
LCE ENERGY EFFICIENCY PROGRAM	213,244	802,635	0
REIMBURSED MILEAGE	450	0	0
OPERATING EXPENDITURES Total	\$38,729,811	\$40,108,567	\$39,292,022
TOTAL	\$39,435,015	\$40,696,854	\$39,905,632
FUNDING SOURCES			
LANCASTER CHOICE ENERGY	37,416,316	39,276,560	38,441,838
LANCASTER POWER AUTHORITY	2,018,699	1,420,294	1,463,794
Total Dollars by Funding Source	\$39,435,015	\$40,696,854	\$39,905,632

ADMINISTRATIVE & COMMUNITY SERVICES

Administrative & Community Services

Budget Summary

	Actuals	Year-End	
	FY 2019	Estimates	Proposed
Dollars by Division	FY 2019	FY 2020	FY 2021
Administration	1,051,465	1,765,539	1,799,089
Communications	1,092,372	651,826	711,821
Lancaster Television (LTV)	360	449,621	334,830
Information Technology	2,694,118	3,067,248	3,015,270
ACS Housing	595,710	3,082,153	1,495,509
Total Dollars by Division	\$5,434,026	\$9,016,387	\$7,356,519

	Actuals	Year-End	
	FY 2019	Estimates	Proposed
Dollars by Category	FY 2019	FY 2020	FY 2021
PERSONNEL COSTS	2,112,428	2,517,928	2,896,761
OPERATING EXPENDITURES	3,201,676	6,091,654	4,194,758
CAPITAL OUTLAY and REPLACEMENTS	119,922	406,805	265,000
Total Dollars by Category	\$5,434,026	\$9,016,387	\$7,356,519

	Actuals	Year-End	
	FY 2019	Estimates	Proposed
Dollars by Funding Source	FY 2019	FY 2020	FY 2021
GENERAL FUND	4,486,581	5,413,452	5,260,962
GENERAL FUND RESERVES	208,266	71,092	0
CDBG		1,980,117	500,860
DRAINAGE MAINTENANCE DISTRICT	120	0	0
GAS TAX	340	24	24
LANCASTER HOME PROGRAM		10,335	10,000
LANCASTER HOUSING AUTH. OPS.	594,849	0	0
LOS ANGELES COUNTY REIMB	70,000	449,642	600,000
LOW & MOD INCOME HOUSING	861	1,090,946	984,649
NBRHD STABILIZATION PRGM		755	0
SEWER MAINT FUND	73,008	24	24
Total Dollars by Funding Source	\$5,434,026	\$9,016,387	\$7,356,519

Organizational Detail – Administrative & Community Services

Division No. 4300



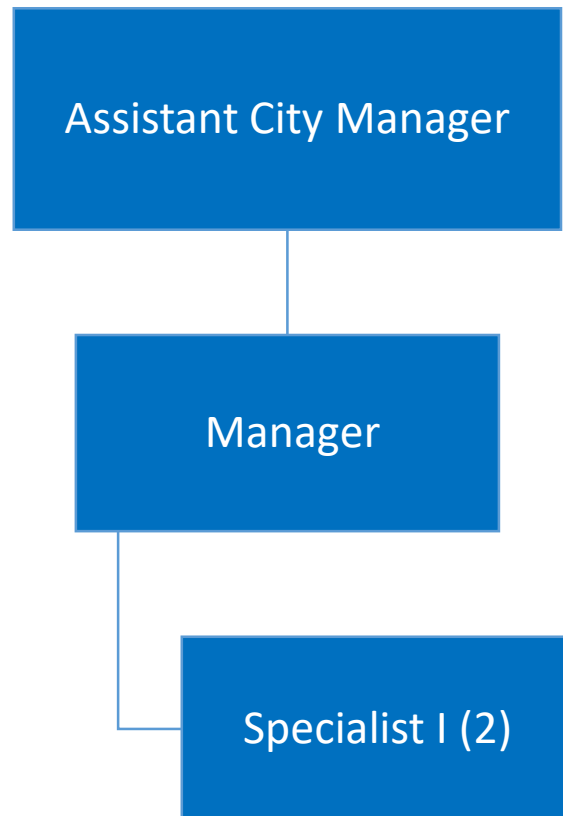
Budget Detail – Administrative & Community Services

Division No. 4300

	Actuals FY 2019	Year-End Estimates FY 2020	Proposed FY 2021
PERSONNEL COSTS			
SALARIES - PERMANENT	488,168	517,527	562,457
PERS	127,530	149,801	183,924
HEALTH INSURANCE	69,244	71,265	120,600
DEFERRED COMP	30,187	27,270	45,310
WORKERS' COMP	21,803	23,470	24,636
SALARIES - TEMPORARY	16,383	32,000	24,000
FRINGE BENEFITS	30,064	33,099	15,587
PERSONNEL COSTS Total	\$783,378	\$854,432	\$976,514
OPERATING EXPENDITURES			
PROFESSIONAL SERVICES	187,486	135,500	712,000
COMPUTER SOFTWARE & SUPPORT		274,700	95,600
SPECIAL ACTIVITY SUPPLIES	6,294	7,950	7,950
PUBLICATIONS & DUES	445	2,725	2,725
OFFICE SUPPLIES	2,899	2,000	2,000
VEHICLE OPERATIONS	16	0	1,000
GOVERNMENT FEES / LICENSES	169	800	800
VEHICLE - FUEL		500	500
CONTRACT SERVICES	69,028	0	0
SPECIAL PROGRAMS-WASTE MGMT	1,726	0	0
LOCAL & REGIONAL EVENTS	25	0	0
EQUIPMENT & MACHINERY		8,290	0
HOMELESS - INNOVATION FUNDS		449,642	0
OPERATING EXPENDITURES Total	\$268,087	\$882,107	\$822,575
CAPITAL OUTLAY and REPLACEMENTS			
EQUIPMENT & MACHINERY		29,000	0
CAPITAL OUTLAY and REPLACEMENTS Total		\$29,000	\$0
TOTAL	\$1,051,465	\$1,765,539	\$1,799,089
FUNDING SOURCES			
GENERAL FUND	981,465	1,315,897	1,199,089
LOS ANGELES COUNTY REIMB	70,000	449,642	600,000
Total Dollars by Funding Source	\$1,051,465	\$1,765,539	\$1,799,089

Organizational Detail – Communications

Division No. 4205



Budget Detail – Communications

Division No. 4305

	Actuals FY 2019	Year-End Estimates FY 2020	Proposed FY 2021
PERSONNEL COSTS			
SALARIES - PERMANENT	318,752	176,005	253,490
PERS	94,912	50,251	82,892
HEALTH INSURANCE	45,019	35,284	54,000
SALARIES - TEMPORARY	74,693	54,000	30,000
DEFERRED COMP	26,310	9,970	16,464
WORKERS' COMP	16,311	9,715	11,103
FRINGE BENEFITS	20,513	12,181	6,377
PERSONNEL COSTS Total	\$596,511	\$347,406	\$454,326
OPERATING EXPENDITURES			
PROFESSIONAL SERVICES	84,326	128,580	83,830
REPROGRAPHICS	79,769	84,200	75,000
COMPUTER SOFTWARE & SUPPORT	3,065	45,070	45,070
POSTAGE	20,625	33,000	33,000
CITY PROMOTION & ADVERTISING	24,494	10,900	17,000
LOCAL & REGIONAL EVENTS	75	750	1,500
OFFICE SUPPLIES	1,545	995	995
SPECIAL ACTIVITY SUPPLIES	245	750	750
REIMBURSED MILEAGE		175	350
PUBLICATIONS & DUES	1,290	0	0
MAINTENANCE SERVICE	37,170	0	0
PEG FEE EXPENSES (NON CAP)	123,337	0	0
OPERATING EXPENDITURES Total	\$375,940	\$304,420	\$257,495
CAPITAL OUTLAY and REPLACEMENTS			
EQUIPMENT & MACHINERY	119,922	0	0
CAPITAL OUTLAY and REPLACEMENTS Total	\$119,922	\$0	\$0
TOTAL	\$1,092,372	\$651,826	\$711,821
FUNDING SOURCES			
GENERAL FUND	1,092,372	651,826	711,821
Total Dollars by Funding Source	\$1,092,372	\$651,826	\$711,821

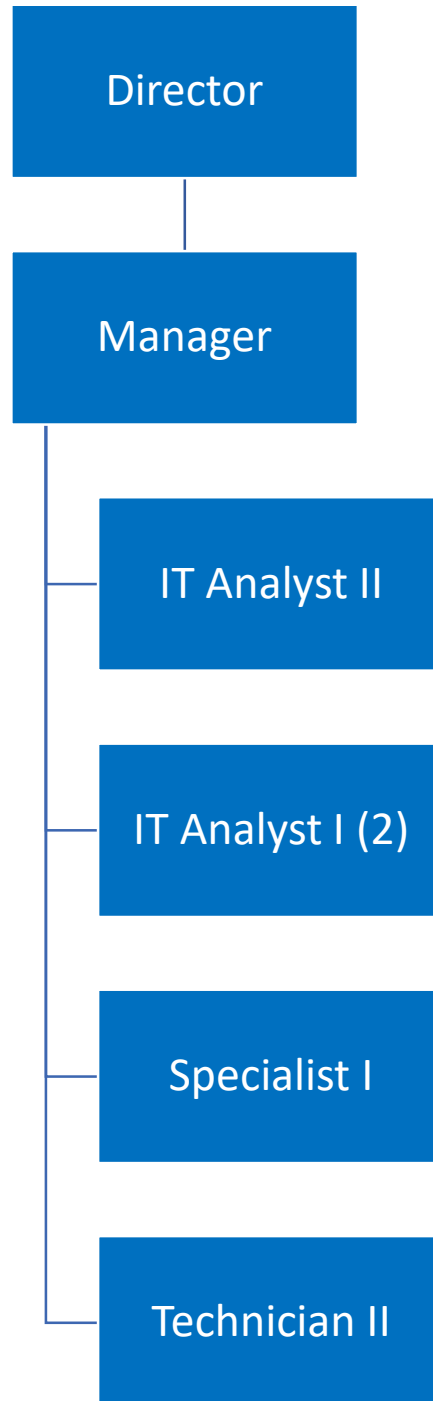
Budget Detail – Lancaster Television (LTV)

Division No. 4307

	Actuals FY 2019	Year-End Estimates FY 2020	Proposed FY 2021
PERSONNEL COSTS			
SALARIES - TEMPORARY		36,000	42,000
FRINGE BENEFITS		686	
WORKERS' COMP		1,636	
PERS		7,670	
SALARIES - PERMANENT		2,594	
PERSONNEL COSTS Total		\$48,586	\$42,000
OPERATING EXPENDITURES			
MAINTENANCE SERVICE		21,600	21,600
CITY PROMOTION & ADVERTISING		400	5,000
PUBLICATIONS & DUES		725	725
OFFICE SUPPLIES		505	505
PEG FEE EXPENSES (NON CAP)	360	0	0
OPERATING EXPENDITURES Total	\$360	\$23,230	\$27,830
CAPITAL OUTLAY and REPLACEMENTS			
EQUIPMENT & MACHINERY		377,805	265,000
CAPITAL OUTLAY and REPLACEMENTS Total		\$377,805	\$265,000
TOTAL	\$360	\$449,621	\$334,830
FUNDING SOURCES			
GENERAL FUND	360	449,621	334,830
Total Dollars by Funding Source	\$360	\$449,621	\$334,830

Organizational Detail – Information Technology

Division No. 4315



Budget Detail – Information Technology

Division No. 4315

	Actuals FY 2019	Year-End Estimates FY 2020	Proposed FY 2021
PERSONNEL COSTS			
SALARIES - PERMANENT	454,595	509,863	559,535
PERS	120,362	147,637	182,968
HEALTH INSURANCE	93,490	112,104	118,800
DEFERRED COMP	22,666	18,884	34,271
WORKERS' COMP	19,336	22,073	24,508
FRINGE BENEFITS	22,091	25,776	17,700
SALARIES - OVERTIME		5,000	5,000
SALARIES - TEMPORARY		10,581	0
PERSONNEL COSTS Total	\$732,539	\$851,918	\$942,782
OPERATING EXPENDITURES			
COMPUTER SOFTWARE & SUPPORT	1,088,120	1,210,876	1,134,520
PROFESSIONAL SERVICES	227,376	365,464	347,000
TELEPHONE	280,479	324,612	287,380
FURNITURE & OFFICE EQUIPMENT (NON CAP)	247,221	187,790	178,000
MAINTENANCE SERVICE	98,879	100,140	100,140
STAFF DEVELOPMENT	7,776	10,000	10,000
SPECIAL ACTIVITY SUPPLIES	9,773	11,000	10,000
OFFICE SUPPLIES	624	2,000	2,000
VEHICLE - FUEL	244	1,000	1,000
VEHICLE OPERATIONS	15	1,000	1,000
TRAVEL EXPENSES	73	500	500
PUBLICATIONS & DUES	130	500	500
POSTAGE-SPECIAL MAILING	85	400	400
GENERAL FUND OVERHEAD	688	48	48
REIMBURSED MILEAGE	96	0	0
OPERATING EXPENDITURES Total	\$1,961,579	\$2,215,330	\$2,072,488
TOTAL	\$2,694,118	\$3,067,248	\$3,015,270

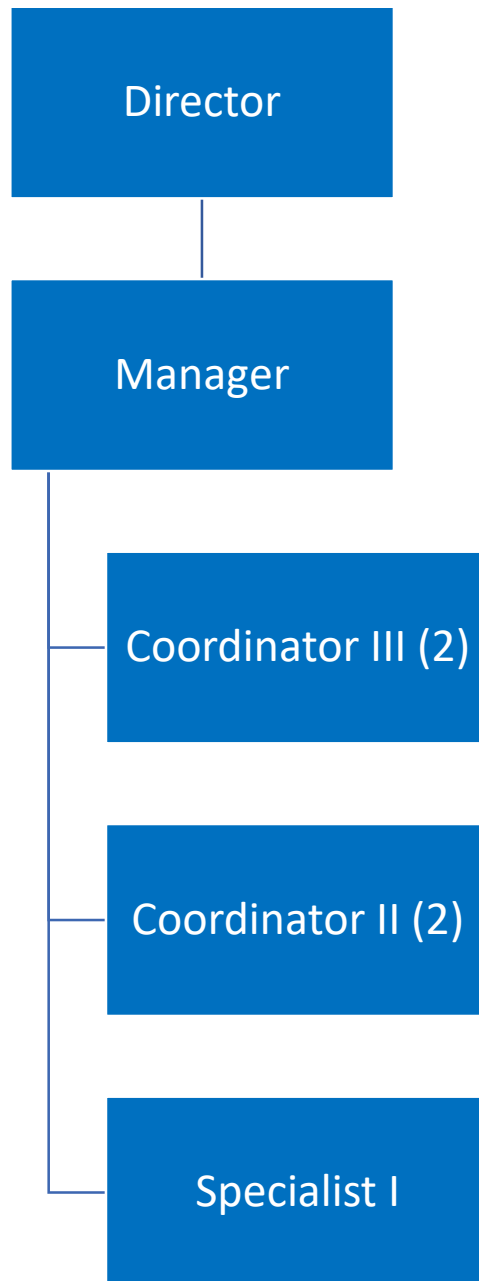
Budget Detail – Information Technology (Cont.)

Division No. 4315

Dollars by Funding Source	Actuals	Year-End	Proposed
	FY 2019	Estimates FY 2020	FY 2021
GENERAL FUND	2,412,384	2,996,108	3,015,222
DRAINAGE MAINTENANCE DISTRICT	120	0	0
GAS TAX	340	24	24
GENERAL FUND RESERVES	208,266	71,092	0
SEWER MAINT FUND	73,008	24	24
Total Dollars by Funding Source	\$2,694,118	\$3,067,248	\$3,015,270

Organizational Detail – Community Programs & Housing

Division No. 4342



Budget Detail – Community Programs & Housing

Division No. 4342

	Actuals FY 2019	Year-End Estimates FY 2020	Proposed FY 2021
PERSONNEL COSTS			
SALARIES - PERMANENT		254,817	289,655
PERS		74,924	94,717
HEALTH INSURANCE		54,974	63,000
WORKERS' COMP		11,162	12,687
DEFERRED COMP		7,962	12,003
FRINGE BENEFITS		11,747	9,077
SALARIES - TEMPORARY		0	0
PERSONNEL COSTS Total		\$415,586	\$481,139
OPERATING EXPENDITURES			
GENERAL FUND OVERHEAD	594,849	296,585	296,585
SECTION 108 DEBT SERVICE PAYMENT		228,821	201,879
PROFESSIONAL SERVICES		229,040	171,000
SPECIAL PROGRAMS		15,000	163,066
PROPERTY MAINTENANCE		341,000	125,000
ELECTRICITY		2,640	10,200
SECTION 108 DEBT SERVICE PAYMENT		10,000	10,000
WATER		1,980	7,800
PROGRAM INC ADMIN		7,000	7,000
GAS		2,310	6,600
RECORDING FEES/CREDIT FEES		3,000	3,000
OFFICE SUPPLIES		2,685	2,685
CITY PROMOTION & ADVERTISING		2,500	2,500
POSTAGE-SPECIAL MAILING		1,600	1,600
LEGAL ADVERTISING		7,165	1,500
VEHICLE OPERATIONS		1,500	1,500
VEHICLE - FUEL		1,100	1,000
LOCAL & REGIONAL EVENTS		500	500
REPROGRAPHICS		400	400
REIMBURSED MILEAGE		355	355
SPECIAL ACTIVITY SUPPLIES	71	200	200

Budget Detail – Community Programs & Housing (Cont.)

Division No. 4342

	Actuals FY 2019	Year-End Estimates FY 2020	Proposed FY 2021
COMMUNITY CENTER		194,834	0
BUILDING MAINTENANCE		8,250	0
TRAVEL EXPENSES	790	3,000	0
GROUNDS MAINTENANCE		8,250	0
COVID 19 EMERGENCY RESPONSE (CARES)		209,833	
MAPS		1,085,447	0
PUBLICATIONS & DUES		1,470	0
PROGRAM EXPENSES - CDBG		102	0
OPERATING EXPENDITURES Total	\$595,710	\$2,666,567	\$1,014,370
TOTAL	\$595,710	\$3,082,153	\$1,495,509

	Actuals FY 2019	Year-End Estimates FY 2020	Proposed FY 2021
Dollars by Funding Source:			
CDBG		1,980,117	500,860
LANCASTER HOME PROGRAM		10,335	10,000
LANCASTER HOUSING AUTH. OPS.	594,849	0	0
LOW & MOD INCOME HOUSING	861	1,090,946	984,649
NBRHD STABILIZATION PRGM		755	0
Total Dollars by Funding Source	\$595,710	\$3,082,153	\$1,495,509

FINANCE

Finance Department

Budget Summary

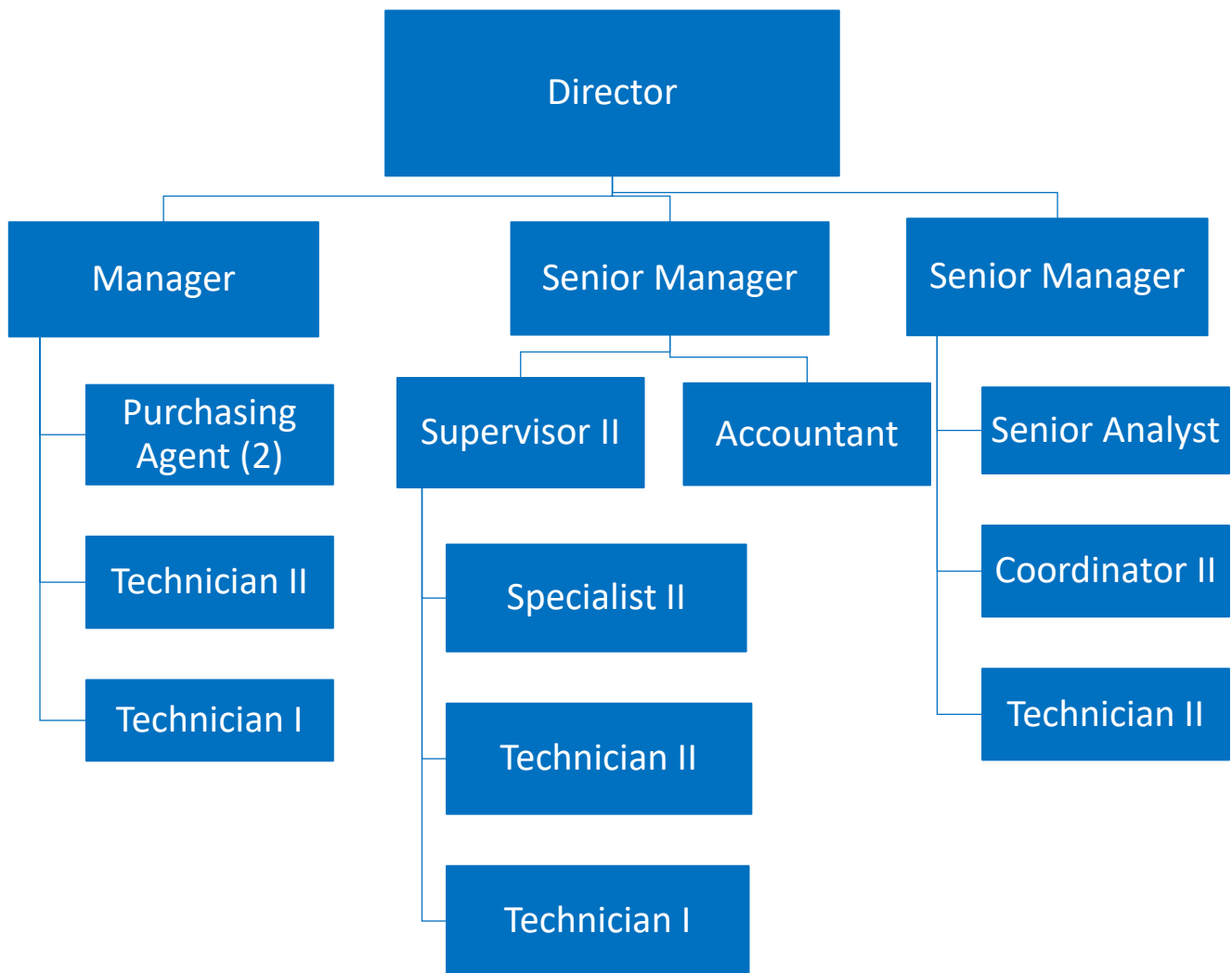
Dollars by Division	Actuals	Year-End	Proposed
	FY 2019	Estimates FY 2020	FY 2021
Finance	3,374,844	2,949,682	2,897,357
Non-Departmental	17,655,949	13,712,248	7,489,989
Total Dollars by Division (Finance)	\$21,030,793	\$16,661,930	\$10,387,346

Dollars by Category			
PERSONNEL COSTS	5,821,782	5,268,338	3,057,393
OPERATING EXPENDITURES	15,209,011	11,384,802	7,329,953
CAPITAL OUTLAY and REPLACEMENTS		8,790	0
Total Dollars by Category	\$21,030,793	\$16,661,930	\$10,387,346

Dollars by Funding Source			
GENERAL FUND	10,827,587	6,260,259	3,793,117
GENERAL FUND RESERVES	5,296,158	3,456,561	1,200,000
AQMD	36,625	42,800	50,000
FINANCE AUTHORITY	1,545,449	4,000,554	3,550,980
GAS TAX	17,878	6,086	6,086
LANDSCAPE MAINTENANCE DISTRICT	4,862	0	0
LIGHTING MAINTENANCE DISTRICT	190,142	20,000	20,000
MEASURE M		0	5,000
MEASURE R FUND		0	5,000
PROP "A" TRANSIT FUND	3,098,898	2,875,670	1,757,163
RECYCLED WATER FUND	12,104	0	0
SEWER MAINT FUND	1,089		
Total Dollars by Funding Source	\$21,030,793	\$16,661,930	\$10,387,346

Organizational Detail – Finance

Division No. 4400



Budget Detail – Finance

Division No. 4410

	Actuals FY 2019	Year-End Estimates FY 2020	Proposed FY 2021
PERSONNEL COSTS			
SALARIES - PERMANENT	1,244,731	1,373,088	1,437,786
PERS	331,690	387,545	470,156
HEALTH INSURANCE	202,628	239,996	288,000
DEFERRED COMP	64,685	66,208	104,709
WORKERS' COMP	55,690	60,659	62,975
FRINGE BENEFITS	77,512	78,412	39,846
SALARIES - TEMPORARY	64,977	70,140	30,000
SALARIES - OVERTIME	7,377	9,445	4,000
FRINGE SALARY OFFSET - CAPITAL PROGRAMS			-44,481
SALARY OFFSET - CAPITAL PROGRAMS			-65,429
PERSONNEL COSTS Total	\$2,049,289	\$2,285,493	\$2,327,562
OPERATING EXPENDITURES			
PROFESSIONAL SERVICES	153,241	258,276	278,280
COPY MACHINE COSTS	133,532	128,910	135,000
AUDIT SERVICES	95,288	91,642	115,000
CREDIT CARD CHARGES	12,339	21,760	21,760
COMPUTER SOFTWARE & SUPPORT	15,500	31,215	13,622
OFFICE SUPPLIES	5,012	4,545	3,000
PUBLICATIONS & DUES	1,726	3,620	2,836
POSTAGE-SPECIAL MAILING	177	1,245	297
REPROGRAPHICS	5,282	8,410	0
VEHICLE - FUEL	59	100	0
STAFF DEVELOPMENT	1,434	1,171	0
CASH VARIANCE	3,644	0	0
LOCAL & REGIONAL EVENTS	380	25	0
CONTRACT SERVICES	34,253	100,410	0
SPECIAL ACTIVITY SUPPLIES	2,008	0	0
DEBT SERVICE	849,842		
TRAVEL EXPENSES	6,156	0	0

Budget Detail – Finance (Cont.)

Division No. 4410

	Actuals FY 2019	Year-End Estimates FY 2020	Proposed FY 2021
FURNITURE & OFFICE EQUIPMENT (NON CAP)	2,898	0	0
VEHICLE OPERATIONS	34	4,000	0
REGISTRATION	1,966	0	0
REIMBURSED MILEAGE	782	70	0
OPERATING EXPENDITURES Total	\$1,325,555	\$655,399	\$569,795
CAPITAL OUTLAY and REPLACEMENTS			
FURNITURE & OFFICE EQUIPMENT		8,790	0
CAPITAL OUTLAY and REPLACEMENTS Total		\$8,790	\$0
TOTAL	\$3,374,844	\$2,949,682	\$2,897,357
FUNDING SOURCES			
GENERAL FUND	2,525,002	2,949,682	2,897,357
FINANCE AUTHORITY	849,842		
Total Dollars by Funding Source	\$3,374,844	\$2,949,682	\$2,897,357

Budget Detail – Other Non-Departmental Payments

Division No. 4430

	Actuals FY 2019	Year-End Estimates FY 2020	Proposed FY 2021
PERSONNEL COSTS			
SALARIES - PERMANENT	968,192	689,712	716,553
PERS	741	4,972	5,413
HEALTH INSURANCE	2,802,896	2,284,000	4,320
DEFERRED COMP	320	1,715	2,406
WORKERS' COMP	125	751	725
FRINGE BENEFITS	219	1,695	414
PERSONNEL COSTS Total	\$3,772,493	\$2,982,845	\$729,831
OPERATING EXPENDITURES			
DEBT SERVICE	-849,842	3,551,949	3,550,980
TRANSACTION EXCHANGE WITH OTHER AGENCIES	1,425,000	1,425,000	1,425,000
RENT - BUILDINGS & GROUNDS	884,009	872,840	890,760
LEGAL CLAIMS	1,528,092	500,000	500,000
GENERAL FUND OVERHEAD	66,831	182,488	182,488
GROUNDS MAINTENANCE	79,200	81,180	83,180
SENIOR SUBSIDY GRANT	36,625	42,800	50,000
PROFESSIONAL SERVICES	1,535,290	1,166,804	42,750
BAD DEBT EXPENSE	263,575	152,480	25,000
FISCAL AGENT FEES	1,025	0	10,000
COVID-19		83,147	
COST OF ISSUANCE	337,515	448,605	0
DEBT SERVICE PRINCIPAL	918,911		
RENT - OTHER EQUIPMENT		11,890	
SMALL TOOLS		44,671	
STAND STRONG LOAN PROGRAM		1,250,000	
SPECIALIZED EQUIP (NON CAP)		23,170	
DEBT SERVICE INTEREST	289,024		
EMERGENCY PREPAREDNESS		236,175	
OTHER FINANCING USES	7,368,200	597,500	0
JANITORIAL SUPPLIES		58,704	
OPERATING EXPENDITURES Total	\$13,883,456	\$10,729,403	\$6,760,158
TOTAL	\$17,655,949	\$13,712,248	\$7,489,989

Budget Detail – Other Non-Departmental Payments

(Cont.)

Division No. 4430

	Actuals FY 2019	Year-End Estimates FY 2020	Proposed FY 2021
GENERAL FUND	8,302,585	3,310,577	895,760
AQMD	36,625	42,800	50,000
FINANCE AUTHORITY	695,608	4,000,554	3,550,980
GAS TAX	17,878	6,086	6,086
GENERAL FUND RESERVES	5,296,158	3,456,561	1,200,000
LANDSCAPE MAINTENANCE DISTRICT	4,862	0	0
LIGHTING MAINTENANCE DISTRICT	190,142	20,000	20,000
MEASURE M		0	5,000
MEASURE R FUND		0	5,000
PROP "A" TRANSIT FUND	3,098,898	2,875,670	1,757,163
RECYCLED WATER FUND	12,104	0	0
SEWER MAINT FUND	1,089		
Total Dollars by Funding Source	\$17,655,949	\$13,712,248	\$7,489,989

PARKS, RECREATION & ARTS

Parks, Recreation & Arts Department

Budget Summary

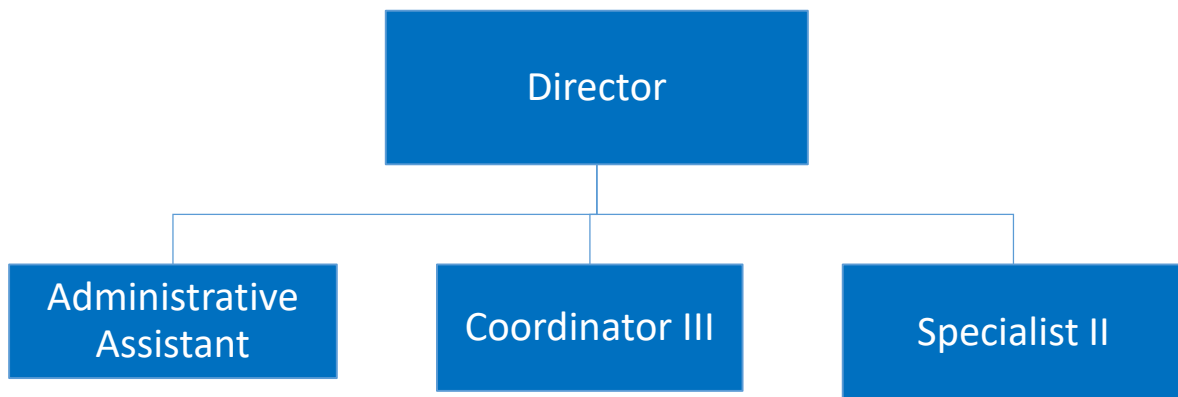
Dollars by Division	Actuals	Year-End	
	FY 2019	Estimates	Proposed
		FY 2020	FY 2021
Administration	1,090,112	915,783	854,936
Arts	2,569,195	2,665,068	2,211,829
Parks & Facilities	9,949,264	10,067,855	8,718,460
Recreation	4,697,547	4,209,805	3,214,663
Dollars by Division (Parks)	\$18,306,117	\$17,858,511	\$14,999,888

Dollars by Category			
PERSONNEL COSTS	8,456,349	8,560,807	7,327,706
OPERATING EXPENDITURES	9,600,335	8,654,367	7,652,127
CAPITAL OUTLAY and REPLACEMENTS	249,433	643,337	20,055
Total Dollars by Category	\$18,306,117	\$17,858,511	\$14,999,888

Dollars by Funding Source			
GENERAL FUND	14,732,667	13,647,630	11,421,514
CAPITAL REPLACEMENT FUND	351,129	265,936	220,055
GENERAL FUND RESERVES	36,413	61,000	100,000
FEDERAL MISCELLANEOUS GRANTS	-71	0	0
FINANCE AUTHORITY	8,949	368,389	0
GAS TAX	1,092,637	1,187,686	1,054,420
LANDSCAPE MAINTENANCE DISTRICT	1,836,275	2,013,501	2,032,762
LIGHTING MAINTENANCE DISTRICT	96,842	101,556	101,556
LOW & MOD INCOME HOUSING		35,720	0
MEASURE A		13,026	0
PARKS DEVELOPMENT FUND	21,700	0	0
PROP "A" TRANSIT FUND	118,077	72,567	69,581
PROPOSITION "C" FUND		91,500	0
USP - ADMIN	11,498	0	0
Total Dollars by Funding Source	\$18,306,117	\$17,858,511	\$14,999,888

Organizational Detail – Parks, Recreation & Arts

Division Nos. 4600



Budget Detail – Parks, Recreation & Arts

Division Nos. 4600

	Actuals FY 2019	Year-End Estimates FY 2020	Proposed FY 2021
PERSONNEL COSTS			
SALARIES - PERMANENT	521,069	389,612	386,376
PERS	139,787	112,366	126,345
HEALTH INSURANCE	65,192	65,517	86,400
DEFERRED COMP	42,322	23,002	26,275
SALARIES - TEMPORARY	67,063	54,000	26,250
WORKERS' COMP	24,947	19,630	16,923
FRINGE BENEFITS	27,223	20,979	13,858
SALARIES - OVERTIME	47	357	0
FRINGE SALARY OFFSET - CAPITAL PROGRAMS			-49,867
SALARY OFFSET - CAPITAL PROGRAMS			-71,549
PERSONNEL COSTS Total	\$887,650	\$685,463	\$561,011
OPERATING EXPENDITURES			
SPECIAL PROGRAMS	36,413	61,000	100,000
CONTRACT SERVICES	31,251	46,625	72,000
PROFESSIONAL SERVICES	74,863	69,710	68,000
POSTAGE	44,170	35,000	40,000
OFFICE SUPPLIES	9,818	8,500	8,000
SPECIAL ACTIVITY SUPPLIES	623	2,220	2,500
POSTAGE-SPECIAL MAILING	879	1,000	1,500
PROPERTY TAX-LAND OUTSIDE CITY	1,229	1,238	1,200
PUBLICATIONS & DUES	620	1,575	425
LOCAL & REGIONAL EVENTS		200	200
GOVERNMENT FEES / LICENSES		100	100
VEHICLE - FUEL	798	314	0
REGISTRATION	580	530	0
VEHICLE OPERATIONS	362	500	0
STAFF DEVELOPMENT	75	0	0
TRAVEL EXPENSES	780	1,808	0
OPERATING EXPENDITURES Total	\$202,462	\$230,320	\$293,925
TOTAL	\$1,090,112	\$915,783	\$854,936

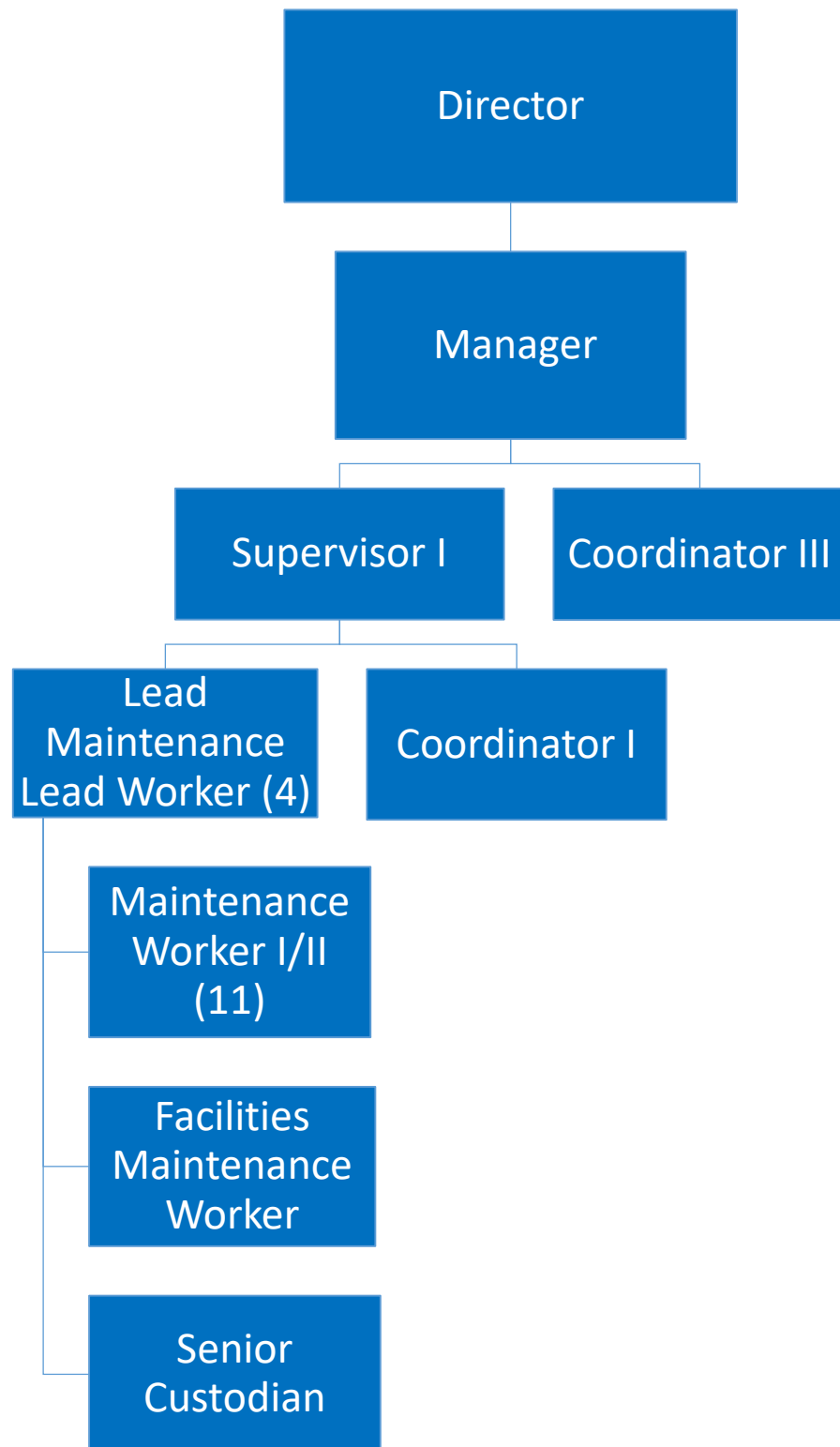
Budget Detail – Parks, Recreation & Arts (Cont.)

Division Nos. 4600

Dollars by Funding Source	Actuals	Year-End	
	FY 2019	Estimates	Proposed
	FY 2020	FY 2021	
GENERAL FUND	1,053,698	854,783	754,936
GENERAL FUND RESERVES	36,413	61,000	100,000
Total Dollars by Funding Source	\$1,090,112	\$915,783	\$854,936

Organizational Detail – Parks & Facilities

Division Nos. 4631 - 4636



Budget Detail – Parks & Facilities

Division Nos. 4631 - 4636

	Actuals FY 2019	Year-End Estimates FY 2020	Proposed FY 2021
PERSONNEL COSTS			
SALARIES - PERMANENT	1,511,002	1,497,789	1,378,369
SALARIES - TEMPORARY	662,033	727,949	504,082
PERS	405,954	429,799	450,726
HEALTH INSURANCE	347,389	376,535	434,880
WORKERS' COMP	90,942	99,667	60,373
SALARIES - OVERTIME	136,563	71,957	57,000
DEFERRED COMP	47,424	40,284	55,959
FRINGE BENEFITS	77,994	137,456	43,161
PERSONNEL COSTS Total	\$3,279,300	\$3,381,436	\$2,984,550
OPERATING EXPENDITURES			
MAINTENANCE SERVICE	1,675,590	1,379,144	1,417,955
WATER	1,171,410	1,231,445	1,209,480
GENERAL FUND OVERHEAD	555,352	625,491	625,491
ELECTRICITY	989,602	640,294	594,025
HORTICULTURAL - PRIVATE	489,241	490,094	488,000
LANDSCAPE MAINTENANCE	295,536	321,915	318,915
GROUPS MAINTENANCE	424,361	462,343	301,370
PROFESSIONAL SERVICES	110,846	121,106	109,380
BUILDING MAINTENANCE	171,065	163,174	101,000
JANITORIAL SUPPLIES	120,012	100,315	95,410
GOVERNMENT FEES / LICENSES	75,395	84,007	84,740
GAS	109,901	96,975	82,780
MAINTENANCE LANCASTER BUSINESS PARK	36,262	82,252	75,000
VEHICLE OPERATIONS	74,277	62,773	52,960
VEHICLE - FUEL	52,437	44,554	47,660
AQUATICS MAINTENANCE	50,587	30,000	25,000
UNIFORMS	31,989	19,100	16,780
SOIL STERILE & WEED CONTROL	15,944	18,100	11,100
TREE & PLANT MATERIAL	3,928	12,811	10,600
TELEPHONE	8,473	11,061	10,000
REIMBURSEMENT DAMAGE REPAIRS	16,443	20,000	10,000
RENT - OTHER EQUIPMENT	12,064	21,074	6,815

Budget Detail – Parks & Facilities (Cont.)

Division Nos. 4631 - 4636

	Actuals FY 2019	Year-End Estimates FY 2020	Proposed FY 2021
PROPERTY TAX ON LAND	5,861	5,894	5,894
TRAFFIC SIGNAL - DAMAGE REPAIR	2,800	25,000	5,000
SMALL EQUIPMENT OPER	4,350	6,116	4,800
SMALL TOOLS	9,991	10,442	3,000
COMMUNICATION EQUIPMENT	856	661	500
SMALL EQUIPMENT OPERATIONS		200	200
FURNITURE & OFFICE EQUIPMENT (NON CAP)	109	0	0
DEBT SERVICE INTEREST	2,837	0	0
STAFF DEVELOPMENT	275	0	0
EQUIPMENT & MACHINERY	1,314	2,034	0
LEGAL ADVERTISING	981	1,000	0
OFFICE SUPPLIES	92	47	0
CONTRA-CAPITAL REPLACEMENT	-18,707	0	0
PROPERTY MAINTENANCE	15,871	0	0
REGISTRATION	210	0	0
SPECIAL ACTIVITY SUPPLIES	156	0	0
RENT - BUILDINGS & GROUNDS	9,020	245	0
REIMBURSED MILEAGE		37	0
OPERATING EXPENDITURES Total	\$6,526,732	\$6,089,704	\$5,713,855
CAPITAL OUTLAY and REPLACEMENTS			
REPLACEMENT-EQUIP & MACHINERY	94,441	75,485	20,055
REPLACEMENT - OUTDOOR FURNITURE & EQUIPMENT		381,415	0
EQUIPMENT & MACHINERY		139,815	0
OUTDOOR FURNITURE & EQUIPMENT	48,791	0	0
CAPITAL OUTLAY and REPLACEMENTS Total	\$143,232	\$596,715	\$20,055
TOTAL	\$9,949,264	\$10,067,855	\$8,718,460

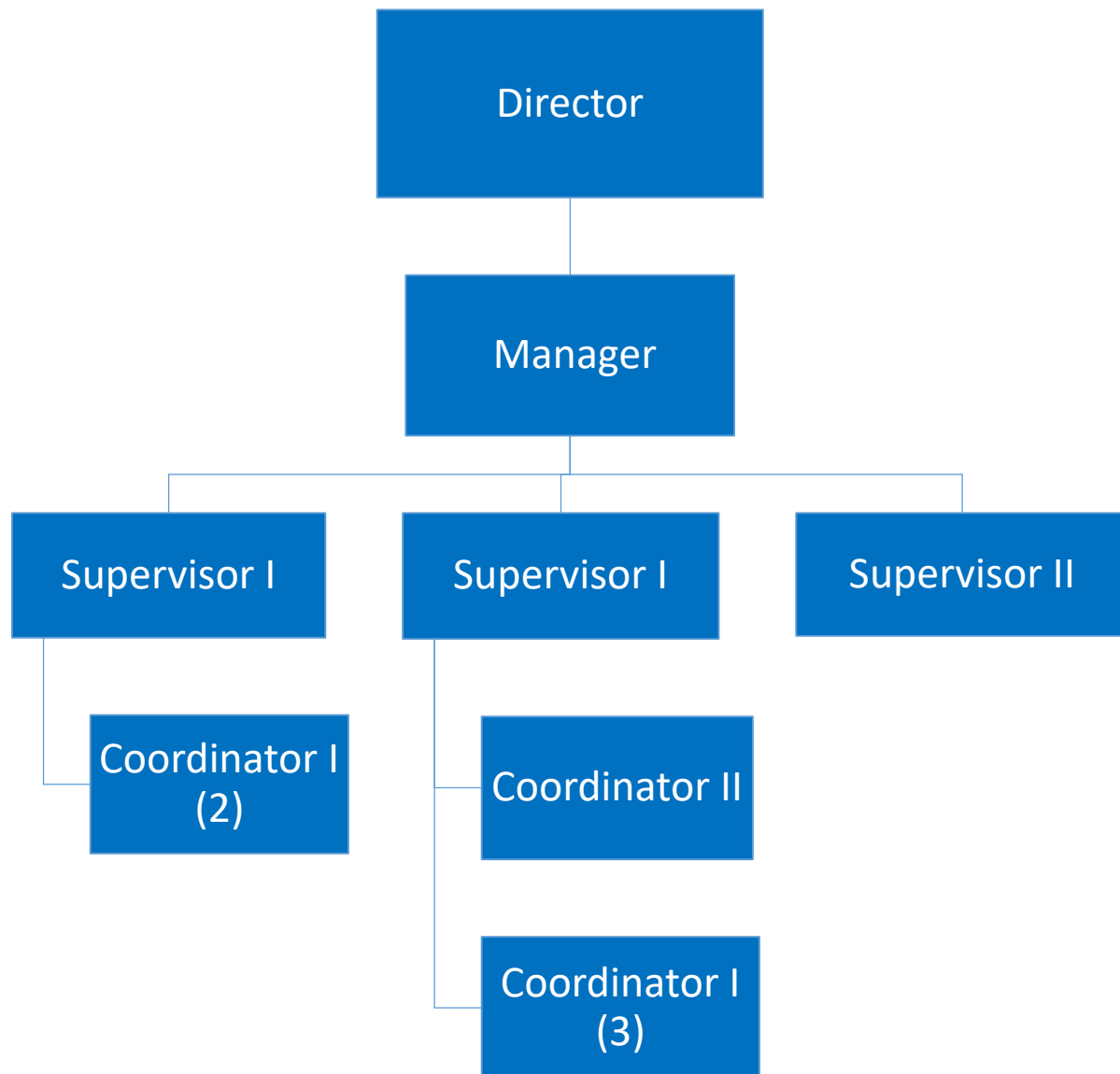
Budget Detail – Parks & Facilities (Cont.)

Division Nos. 4631 - 4636

Dollars by Funding Source	Actuals	Year-End	Proposed
	FY 2019	Estimates	FY 2021
GENERAL FUND	6,433,857	5,917,974	5,240,086
CAPITAL REPLACEMENT FUND	351,129	265,936	220,055
FINANCE AUTHORITY	8,949	368,389	0
GAS TAX	1,092,637	1,187,686	1,054,420
LANDSCAPE MAINTENANCE DISTRICT	1,836,275	2,013,501	2,032,762
LIGHTING MAINTENANCE DISTRICT	96,842	101,556	101,556
LOW & MOD INCOME HOUSING		35,720	0
MEASURE A		13,026	0
PROP "A" TRANSIT FUND	118,077	72,567	69,581
PROPOSITION "C" FUND		91,500	0
USP - ADMIN	11,498	0	0
Total Dollars by Funding Source	\$9,949,264	\$10,067,855	\$8,718,460

Organizational Detail – Recreation

Division Nos. 4640 – 4649



Budget Detail – Recreation

Division Nos. 4640 - 4649

	Actuals FY 2019	Year-End Estimates FY 2020	Proposed FY 2021
PERSONNEL COSTS			
SALARIES - TEMPORARY	1,823,679	1,514,500	1,158,015
SALARIES - PERMANENT	653,031	841,759	792,836
PERS	213,122	260,433	259,258
HEALTH INSURANCE	117,374	157,770	208,800
DEFERRED COMP	19,602	24,546	39,161
WORKERS' COMP	105,278	101,467	34,726
FRINGE BENEFITS	65,653	104,526	27,002
SALARIES - OVERTIME	5,328	0	0
PERSONNEL COSTS Total	\$3,003,066	\$3,005,001	\$2,519,798
OPERATING EXPENDITURES			
POPPY FESTIVAL	287,369	9,806	231,375
CONTRACT SERVICES	178,015	109,423	106,200
SPECIAL ACTIVITY SUPPLIES	179,010	137,739	105,200
SPONSORSHIP EXPENSES	130,011	180,000	70,000
FIELD OF DRAFTS	163,083	161,171	50,000
SOCCER GATE EXPENSE	30,202	9,317	29,000
4TH OF JULY	16,976	29,051	26,400
RECREATION SERVICES	41,545	16,621	13,500
RECREATION BUS SERVI	21,168	11,613	12,000
MLK DAY	10,417	9,500	11,000
CREDIT CARD CHARGES	52,051	15,000	10,200
UNIFORMS	6,251	12,604	9,790
VEHICLE - FUEL	8,554	8,400	5,750
VEHICLE OPERATIONS	9,746	7,390	4,450
RENT - OTHER EQUIPMENT	6,856	5,366	4,300
PROFESSIONAL SERVICES	2,750	3,100	3,100
CITY PROMOTION & ADVERTISING	1,361	200	1,600
STAFF DEVELOPMENT		1,000	1,000
SPECIAL EVENTS	-2,251	0	0
OFFICE SUPPLIES	111	-953	0
CELEBRATE AMERICA	35,211	971	0
MAGICAL BLVD CHRISTMAS	57,005	59,469	0

Budget Detail – Recreation (Cont.)

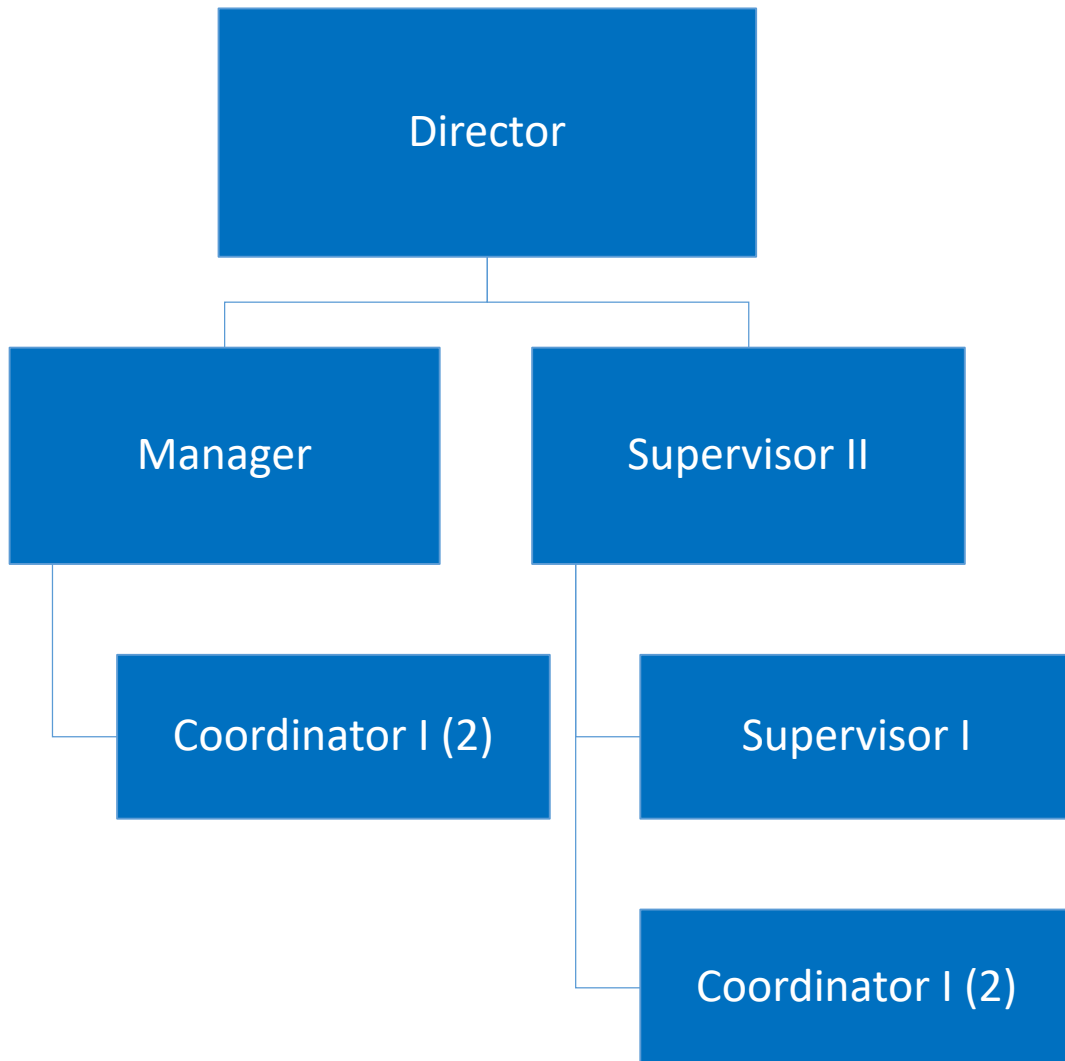
Division Nos. 4640 - 4649

	Actuals FY 2019	Year-End Estimates FY 2020	Proposed FY 2021
BLVD Block Party	99,682	0	0
CASH VARIANCE	-274	0	0
PUBLICATIONS & DUES		150	0
STREETS OF LANCASTER	249,307	307,942	0
REPROGRAPHICS	53,179	47,226	0
HOLIDAY EVENTS	623	754	0
BooLVD	42,923	47,424	0
POSTAGE	13,600	14,520	0
OPERATING EXPENDITURES Total	\$1,694,481	\$1,204,804	\$694,865
TOTAL	\$4,697,547	\$4,209,805	\$3,214,663

	Actuals FY 2019	Year-End Estimates FY 2020	Proposed FY 2021
Dollars by Funding Source			
GENERAL FUND	4,697,618	4,209,805	3,214,663
FEDERAL MISCELLANEOUS GRANTS	-71	0	0
Total Dollars by Funding Source	\$4,697,547	\$4,209,805	\$3,214,663

Organizational Detail – Arts

Division Nos. 4650 - 4653



Budget Detail – Arts

Division Nos. 4650 - 4653

	Actuals FY 2019	Year-End Estimates FY 2020	Proposed FY 2021
PERSONNEL COSTS			
SALARIES - PERMANENT	439,535	598,925	573,488
SALARIES - TEMPORARY	507,861	454,241	286,988
PERS	126,617	172,497	187,531
HEALTH INSURANCE	74,038	101,547	141,120
DEFERRED COMP	16,128	19,427	32,212
WORKERS' COMP	42,189	46,688	25,119
FRINGE BENEFITS	35,628	74,777	15,889
RENTAL LABOR - LPAC ONLY	44,336	20,805	
PERSONNEL COSTS Total	\$1,286,333	\$1,488,907	\$1,262,347
OPERATING EXPENDITURES			
PERFORMER SERVICES	489,817	475,250	400,000
SPECIAL ACTIVITY SUPPLIES	133,253	67,064	76,625
CITY PROMOTION & ADVERTISING	86,229	43,568	56,350
PROFESSIONAL SERVICES	71,047	60,443	55,000
MAINTENANCE SERVICE	20,134	87,172	53,715
ELECTRICITY	106,163	90,700	50,000
BUILDING MAINTENANCE	15,833	126,020	45,575
PERFORMER RENTAL COSTS	61,117	35,564	45,000
PERFORMER SUPPLIES AND COSTS	34,457	19,000	38,000
COMPUTER SOFTWARE & SUPPORT	28,593	30,000	30,615
CREDIT CARD CHARGES	19,358	11,000	20,000
POSTAGE	1,695	1,168	19,650
PROPERTY TAX ON LAND	10,103	10,071	10,071
CONTRACT SERVICES	20,500	0	10,000
ROYALTIES	3,246	5,179	9,000
GAS	22,855	19,300	6,500
THEATER PROGRAMS		2,500	6,500
JANITORIAL SUPPLIES	15,907	15,800	5,000
IN-HOUSE PRODUCTION		0	3,000
WATER	4,726	4,000	2,700
PUBLICATIONS & DUES	230	0	1,570
VEHICLE - FUEL	2,358	2,000	1,445
GROUNDS MAINTENANCE	329	5,925	1,200
GOVERNMENT FEES / LICENSES	1,043	1,337	691

Budget Detail – Arts (Cont.)

Division Nos. 4650 - 4653

	Actuals FY 2019	Year-End Estimates FY 2020	Proposed FY 2021
POSTAGE-SPECIAL MAILING	400	300	500
SMALL TOOLS	22	0	400
UNIFORMS	714	1,183	375
SPECIALIZED EQUIP (NON CAP)		1,500	0
VEHICLE OPERATIONS	1,534	600	0
TRAVEL EXPENSES	1,409	1,922	0
HONORARIUMS		1,200	0
RENT - BUILDINGS & GROUNDS	6,300	0	0
RENT - OTHER EQUIPMENT	16,739	8,016	0
CASH VARIANCE	37	0	0
OFFICE SUPPLIES	512	495	0
REGISTRATION		1,190	0
PHOTO FILM & PROCESSING		72	0
OPERATING EXPENDITURES Total	\$1,176,660	\$1,129,539	\$949,482
CAPITAL OUTLAY and REPLACEMENTS			
REPLACEMENT-EQUIP & MACHINERY	21,983	0	0
FURNITURE & OFFICE EQUIPMENT	21,700	0	0
CAPITAL REPLACEMENT FUND	62,518	0	0
EQUIPMENT & MACHINERY		46,622	0
CAPITAL OUTLAY and REPLACEMENTS Total	\$106,201	\$46,622	\$0
TOTAL	\$2,569,195	\$2,665,068	\$2,211,829

	Actuals FY 2019	Year-End Estimates FY 2020	Proposed FY 2021
Dollars by Funding Source			
GENERAL FUND	2,547,495	2,665,068	2,211,829
PARKS DEVELOPMENT FUND	21,700	0	0
Total Dollars by Funding Source	\$2,569,195	\$2,665,068	\$2,211,829

DEVELOPMENT SERVICES

Development Services Department

Budget Summary

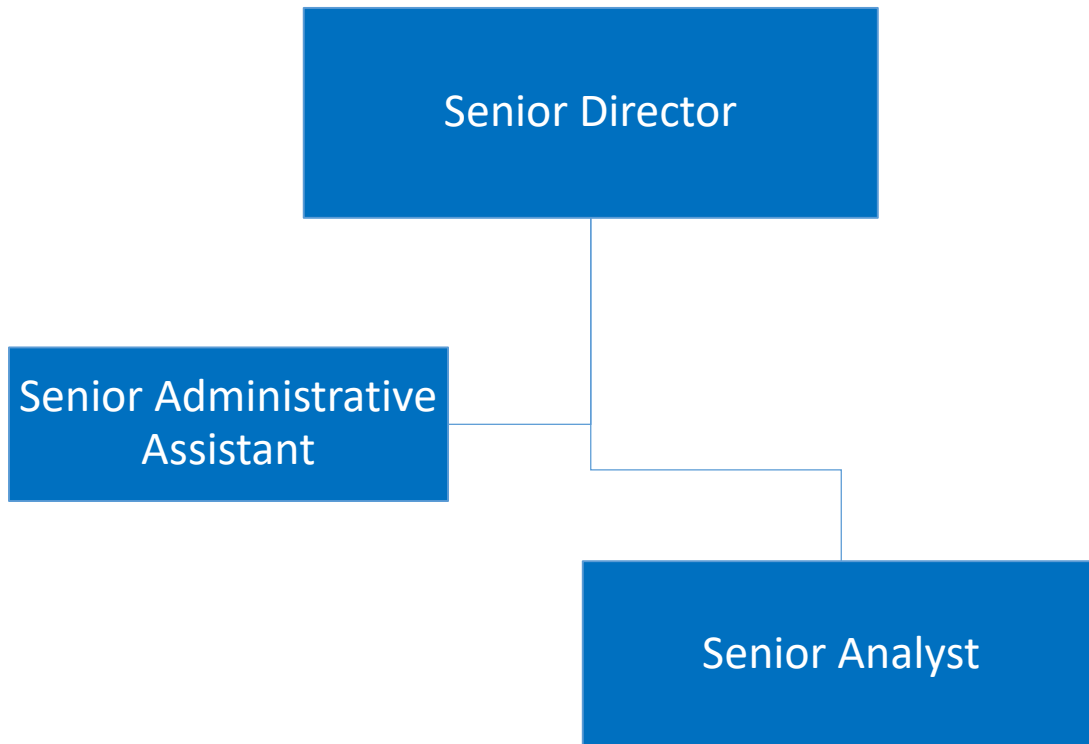
	Actuals	Year-End	
	FY 2019	Estimates	Proposed
		FY 2020	FY 2021
Dollars by Division			
Administration	918,493	1,141,005	1,070,994
Public Works	7,409,736	8,390,689	8,684,352
Utility Services	5,114,306	6,114,064	6,056,195
Capital Engineering	2,842,747	3,018,011	2,819,654
Community Development	907,372	1,297,859	1,198,836
City Engineering	8,181,784	10,233,688	9,860,331
Total Dollars by Division (Development Services)	\$25,374,438	\$30,195,316	\$29,690,362

Dollars by Category			
PERSONNEL COSTS	12,996,800	13,940,980	14,757,647
OPERATING EXPENDITURES	11,715,091	15,167,117	14,131,930
CAPITAL OUTLAY and REPLACEMENTS	662,547	1,087,219	800,785
Total Dollars by Category	\$25,374,438	\$30,195,316	\$29,690,362

Dollars by Funding Source			
GENERAL FUND	7,220,125	8,890,263	8,494,485
CAPITAL REPLACEMENT FUND	189,057	193,094	313,785
BIOLOGICAL IMPACT FEE FUND	17,322	0	0
DRAINAGE - DEVELOPER FEES FUND	37,191	0	0
DRAINAGE MAINTENANCE DISTRICT	1,581,939	1,880,643	2,240,056
GAS TAX	6,414,441	8,787,748	9,246,943
LANDSCAPE MAINTENANCE DISTRICT	114,803	79,718	64,885
LIGHTING MAINTENANCE DISTRICT	4,719,472	4,398,493	4,137,420
LOW & MOD INCOME HOUSING	1,134	7,496	4,315
MEASURE M	93,960	294,286	200,000
MISC STATE GRANTS	179,044	20,061	0
PROP "A" TRANSIT FUND	51,748	30,118	30,118
PROPOSITION "C" FUND		115,860	0
RECYCLED WATER FUND	167,887	168,498	178,772
SEWER MAINT FUND	4,430,882	5,015,450	4,779,583
STATE GRANT - OIL RECYCLING	46,139	56,119	0
STATE GRANT - OTS	22,720	63,926	0
STATE GRANT RECYCLING	86,574	193,543	0
Total Dollars by Funding Source	\$25,374,438	\$30,195,316	\$29,690,362

Organizational Detail – Administration

Division No. 4700



Budget Detail – Administration

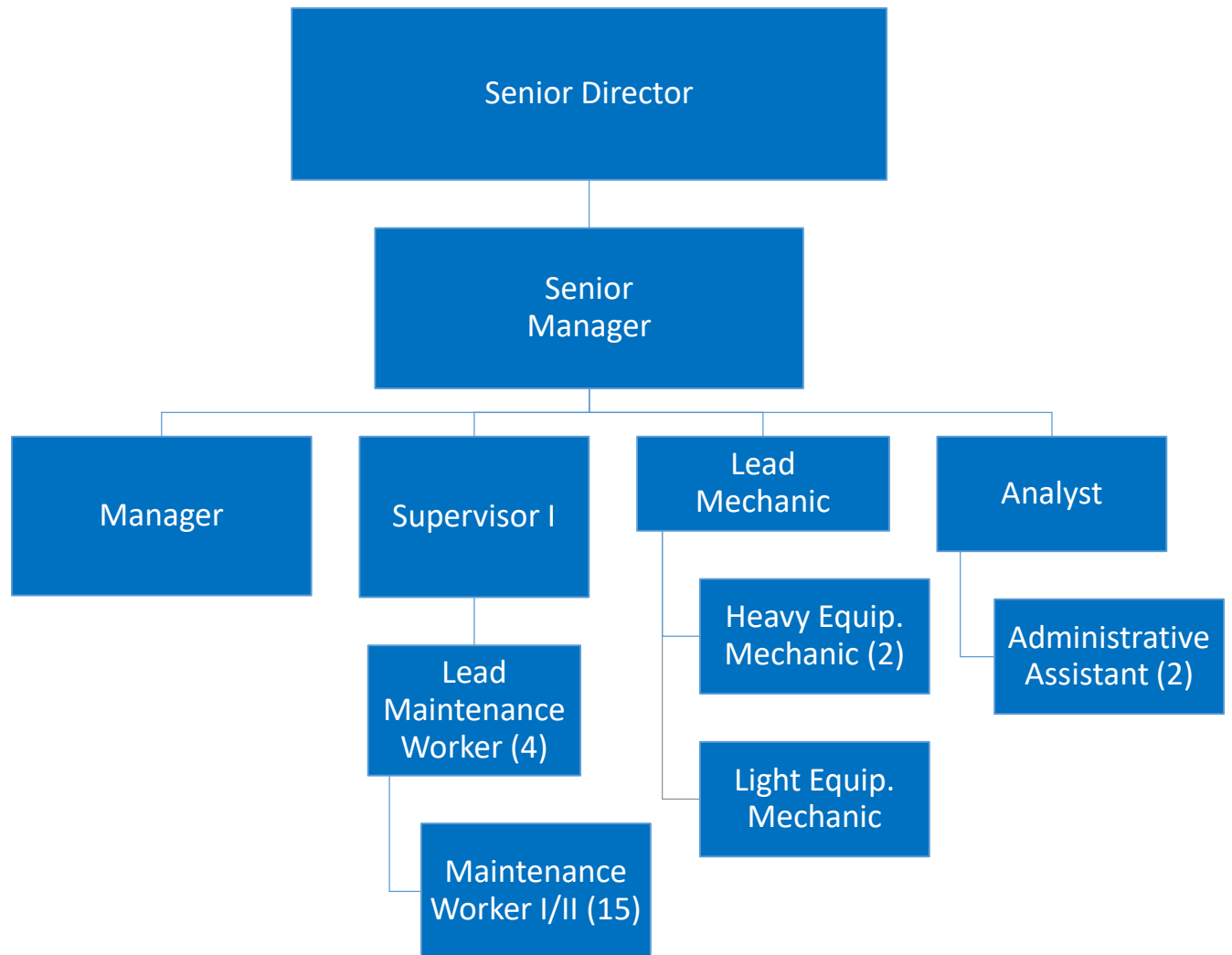
Division No. 4700

	Actuals FY 2019	Year-End Estimates FY 2020	Proposed FY 2021
PERSONNEL COSTS			
SALARIES - PERMANENT	389,001	418,001	409,278
SALARIES - TEMPORARY	145,997	174,772	160,267
PERS	105,593	127,622	133,834
HEALTH INSURANCE	51,794	60,412	61,200
DEFERRED COMP	31,221	31,210	39,649
WORKERS' COMP	22,746	22,494	17,926
FRINGE BENEFITS	22,524	22,399	11,574
PERSONNEL COSTS Total	\$768,877	\$856,910	\$833,728
OPERATING EXPENDITURES			
GENERAL FUND OVERHEAD	39,140	144,681	144,681
PROFESSIONAL SERVICES	102,252	102,094	53,500
SPECIAL PROGRAMS		35,000	35,000
PUBLICATIONS & DUES	1,050	1,100	1,595
OFFICE SUPPLIES	246	200	850
SPECIAL ACTIVITY SUPPLIES		600	600
LOCAL & REGIONAL EVENTS	419	250	600
REPROGRAPHICS		100	390
REIMBURSED MILEAGE		50	50
POSTAGE-SPECIAL MAILING	74	0	0
TRAVEL EXPENSES		20	0
FURNITURE & OFFICE EQUIPMENT (NON CAP)	6,436	0	0
OPERATING EXPENDITURES Total	\$149,617	\$284,095	\$237,266
TOTAL	\$918,493	\$1,141,005	\$1,070,994

	Actuals FY 2019	Year-End Estimates FY 2020	Proposed FY 2021
Dollars by Funding Source			
GENERAL FUND	696,006	764,236	756,060
DRAINAGE MAINTENANCE DISTRICT	72,128	112,705	96,280
GAS TAX	10,345	87,925	78,872
LANDSCAPE MAINTENANCE DISTRICT	19,403	39,985	29,040
LIGHTING MAINTENANCE DISTRICT	14,262	36,436	18,436
SEWER MAINT FUND	106,351	99,718	92,306
Total Dollars by Funding Source	\$918,493	\$1,141,005	\$1,070,994

Organizational Detail – Public Works

Division Nos. 4752 - 4753



Budget Detail – Public Works

Division Nos. 4752 - 4753

	Actuals FY 2019	Year-End Estimates FY 2020	Proposed FY 2021
PERSONNEL COSTS			
SALARIES - PERMANENT	1,887,937	1,926,819	2,031,931
PERS	508,383	558,077	664,441
HEALTH INSURANCE	461,049	478,545	586,800
SALARIES - TEMPORARY	84,883	157,908	229,098
SALARIES - OVERTIME	93,381	137,300	137,300
DEFERRED COMP	68,807	56,038	97,301
WORKERS' COMP	83,955	89,405	88,999
FRINGE BENEFITS	102,520	102,519	60,395
PERSONNEL COSTS Total	\$3,290,916	\$3,506,611	\$3,896,265
OPERATING EXPENDITURES			
GENERAL FUND OVERHEAD	2,240,599	2,374,351	2,374,351
STREET SWEEPING CONTRACT	501,183	537,850	487,000
HORTICULTURAL - HERBICIDE & PESTICIDE	137,888	202,776	200,000
VEHICLE OPERATIONS	187,079	174,610	174,610
PROFESSIONAL SERVICES	115,309	138,050	164,525
STREET MATERIALS	88,515	159,208	155,000
VEHICLE - FUEL	114,575	138,120	140,120
CONTRACT SERVICES	69,410	105,400	117,600
SOIL STERILE & WEED CONTROL	37,170	97,880	81,919
MAINTENANCE SERVICE	58,630	73,409	68,900
GROUPS MAINTENANCE	8,528	47,500	62,500
GRAFFITI REMOVAL	42,184	49,900	49,900
UNIFORMS	16,494	32,715	31,360
SMALL TOOLS	38,574	31,385	30,900
BULK VEHICLE MAINT SUPPLIES	21,864	23,000	28,000
BUILDING MAINTENANCE	8,203	20,500	20,500
TRAFFIC SIGNAL - DAMAGE REPAIR	29,104	14,000	20,000
WATER	15,201	17,047	17,047
JANITORIAL SUPPLIES	4,378	14,500	14,500
EQUIPMENT MAINTENANCE	4,791	10,000	13,900
SPECIALIZED EQUIP (NON CAP)	21,654	22,935	12,000

Budget Detail – Public Works (Cont.)

Division Nos. 4752 - 4753

	Actuals FY 2019	Year-End Estimates FY 2020	Proposed FY 2021
TRAVEL EXPENSES	6,423	12,021	11,900
BOOT AND PANT ALLOWANCE	8,350	11,358	11,050
REGISTRATION	6,556	6,450	9,000
RENT - OTHER EQUIPMENT	1,208	6,500	6,500
TRAFFIC & REGULATORY SIGNS	10,928	6,000	6,000
GOVERNMENT FEES / LICENSES	3,512	23,705	5,135
STREET NAME SIGN MAINTENANCE		5,000	5,000
HAZARDOUS WASTE HANDLING	1,556	4,000	5,000
SMALL EQUIPMENT OPERATIONS	1,514	3,300	2,300
SPECIAL ACTIVITY SUPPLIES	1,602	2,115	2,115
OFFICE SUPPLIES	1,133	1,725	2,000
REPROGRAPHICS	1,130	1,500	1,500
LEGAL ADVERTISING	1,217	1,000	1,000
FURNITURE & OFFICE EQUIPMENT (NON CAP)		200	1,000
LOCAL & REGIONAL EVENTS	172	790	790
PUBLICATIONS & DUES	974	985	680
TREE & PLANT MATERIAL		400	400
CONTRA-CAPITAL REPLACEMENT	-163,074	0	0
DEBT SERVICE INTEREST	17,905	0	0
COMPUTER SOFTWARE & SUPPORT	2,775	1,700	0
DEBT SERVICE PRINCIPAL	179,868	0	0
OPERATING EXPENDITURES Total	\$3,845,079	\$4,373,885	\$4,336,002
CAPITAL OUTLAY and REPLACEMENTS			
REPLACEMENT-MOTOR VEHICLES	163,074	390,188	313,785
REPLACEMENT-EQUIP & MACHINERY	46,408	69,466	138,300
EQUIPMENT & MACHINERY	64,259	50,539	0
CAPITAL OUTLAY and REPLACEMENTS Total	\$273,741	\$510,193	\$452,085
TOTAL	\$7,409,736	\$8,390,689	\$8,684,352

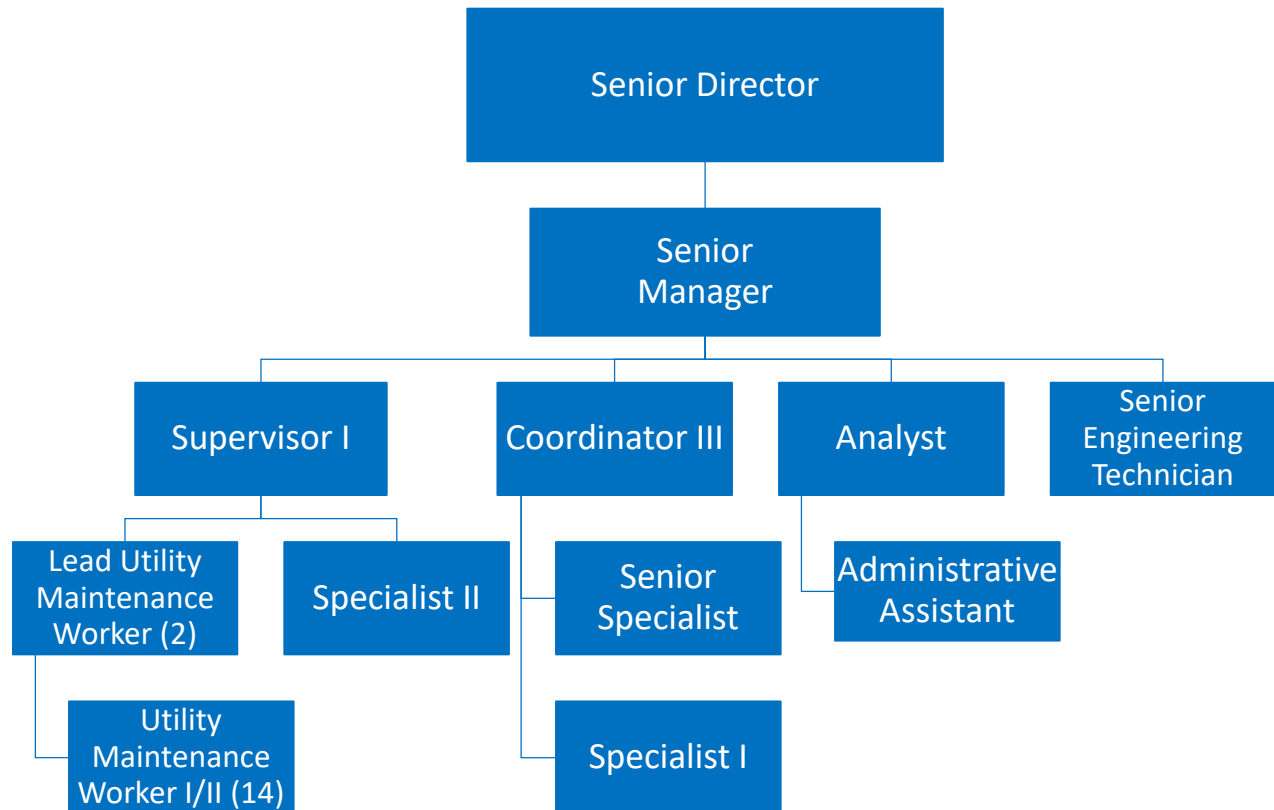
Budget Detail – Public Works (Cont.)

Division Nos. 4752 - 4753

Dollars by Funding Source	Actuals	Year-End	Proposed
	FY 2019	Estimates FY 2020	FY 2021
GENERAL FUND	421,489	700,182	520,360
DRAINAGE MAINTENANCE DISTRICT	817,823	1,055,472	1,107,486
GAS TAX	5,492,338	6,259,681	6,649,054
LANDSCAPE MAINTENANCE DISTRICT	82,427	39,607	35,719
LIGHTING MAINTENANCE DISTRICT	103,574	1,602	165
SEWER MAINT FUND	258,806	103,437	23,350
BIOLOGICAL IMPACT FEE FUND	17,322	0	0
CAPITAL REPLACEMENT FUND	163,074	193,094	313,785
LOW & MOD INCOME HOUSING	1,134	7,496	4,315
PROP "A" TRANSIT FUND	51,748	30,118	30,118
Total Dollars by Funding Source	\$7,409,736	\$8,390,689	\$8,684,352

Organizational Detail – Utility Services

Division No. 4755



Budget Detail – Utility Services

Division No. 4755

	Actuals FY 2019	Year-End Estimates FY 2020	Proposed FY 2021
PERSONNEL COSTS			
SALARIES - PERMANENT	1,575,224	1,751,678	1,810,969
PERS	417,425	501,142	592,187
HEALTH INSURANCE	359,767	428,773	511,200
DEFERRED COMP	50,922	56,420	93,814
WORKERS' COMP	67,791	76,535	79,321
SALARIES - OVERTIME	69,559	70,100	75,100
FRINGE BENEFITS	80,196	83,504	52,583
SALARIES - TEMPORARY	15,887	20,140	23,500
FRINGE SALARY OFFSET - CAPITAL PROGRAMS			-13,799
SALARY OFFSET - CAPITAL PROGRAMS			-21,850
PERSONNEL COSTS Total	\$2,636,771	\$2,988,292	\$3,203,025
OPERATING EXPENDITURES			
GENERAL FUND OVERHEAD	1,442,890	1,708,394	1,708,394
PROFESSIONAL SERVICES	40,175	129,684	143,250
INSURANCE EXPENSE	137,974	144,506	141,506
SEWER MAINTENANCE	56,228	126,857	110,000
e-waste RECYCLING EXP	68,904	70,000	75,000
RENT - OTHER EQUIPMENT		9,750	59,750
ELECTRICITY	39,136	53,300	53,300
VEHICLE OPERATIONS	51,165	51,650	52,400
MAINTENANCE SERVICE	23,136	39,500	49,500
VEHICLE - FUEL	52,624	60,500	48,000
DRAINAGE CHANNELS MAINTENANCE	53,010	42,400	35,000
STREET MATERIALS	20,126	32,000	32,000
SMALL TOOLS	13,877	31,500	31,500
EQUIPMENT MAINTENANCE	28,176	40,135	30,135
REGISTRATION	20,747	21,040	25,025
RECYCLED WATER PURCHASES	36,356	23,000	23,000
GOVERNMENT FEES / LICENSES	17,856	18,000	21,170
TRAVEL EXPENSES	16,396	18,810	15,740
UNIFORMS	8,592	13,500	13,500
OUTDOOR FURNITURE & EQUIPMENT (NON CAP)		34,200	12,000

Budget Detail – Utility Services (Cont.)

Division No. 4755

	Actuals FY 2019	Year-End Estimates FY 2020	Proposed FY 2021
TRAFFIC & REGULATORY SIGNS		20,000	10,000
HAZARDOUS WASTE HANDLING	2,040	8,000	8,000
WATER	7,799	8,500	7,100
BOOT AND PANT ALLOWANCE	4,350	6,150	6,150
SPECIALIZED EQUIP (NON CAP)	4,351	13,374	6,000
PUBLICATIONS & DUES	3,484	4,900	4,900
LOCAL & REGIONAL EVENTS	2,512	3,500	3,500
OFFICE SUPPLIES	1,601	2,600	2,600
RENT - BUILDINGS & GROUNDS	2,091	2,300	2,300
BUILDING MAINTENANCE	1,319	2,000	2,000
FURNITURE & OFFICE EQUIPMENT (NON CAP)		1,500	1,500
REPROGRAPHICS	970	1,250	1,250
SPECIAL ACTIVITY SUPPLIES	18,535	53,775	900
POSTAGE-SPECIAL MAILING	208	800	800
COMPUTER SOFTWARE & SUPPORT		8,300	500
COMMUNICATION EQUIPMENT	405	400	400
SMALL EQUIPMENT OPERATIONS	289	100	100
GRANTS - OIL RECYCLING	32,235	54,659	0
HOUSEHOLD HAZARDOUS WASTE	6,149	0	0
WASTE TIRE CLEAN-UP	2,313	53,625	0
BEVERAGE CONTAINER CCP	9,110	125	0
GRANTS - RECYCLING	32,040	86,429	0
USED OIL GRANT	0	645	0
OPERATING EXPENDITURES Total	\$2,259,167	\$3,001,658	\$2,738,170
CAPITAL OUTLAY and REPLACEMENTS			
REPLACEMENT-EQUIP & MACHINERY	5,354	41,927	115,000
EQUIPMENT & MACHINERY	166,485	82,187	0
MOTOR VEHICLES	46,528	0	0
CAPITAL OUTLAY and REPLACEMENTS Total	\$218,367	\$124,114	\$115,000
TOTAL	\$5,114,306	\$6,114,064	\$6,056,195

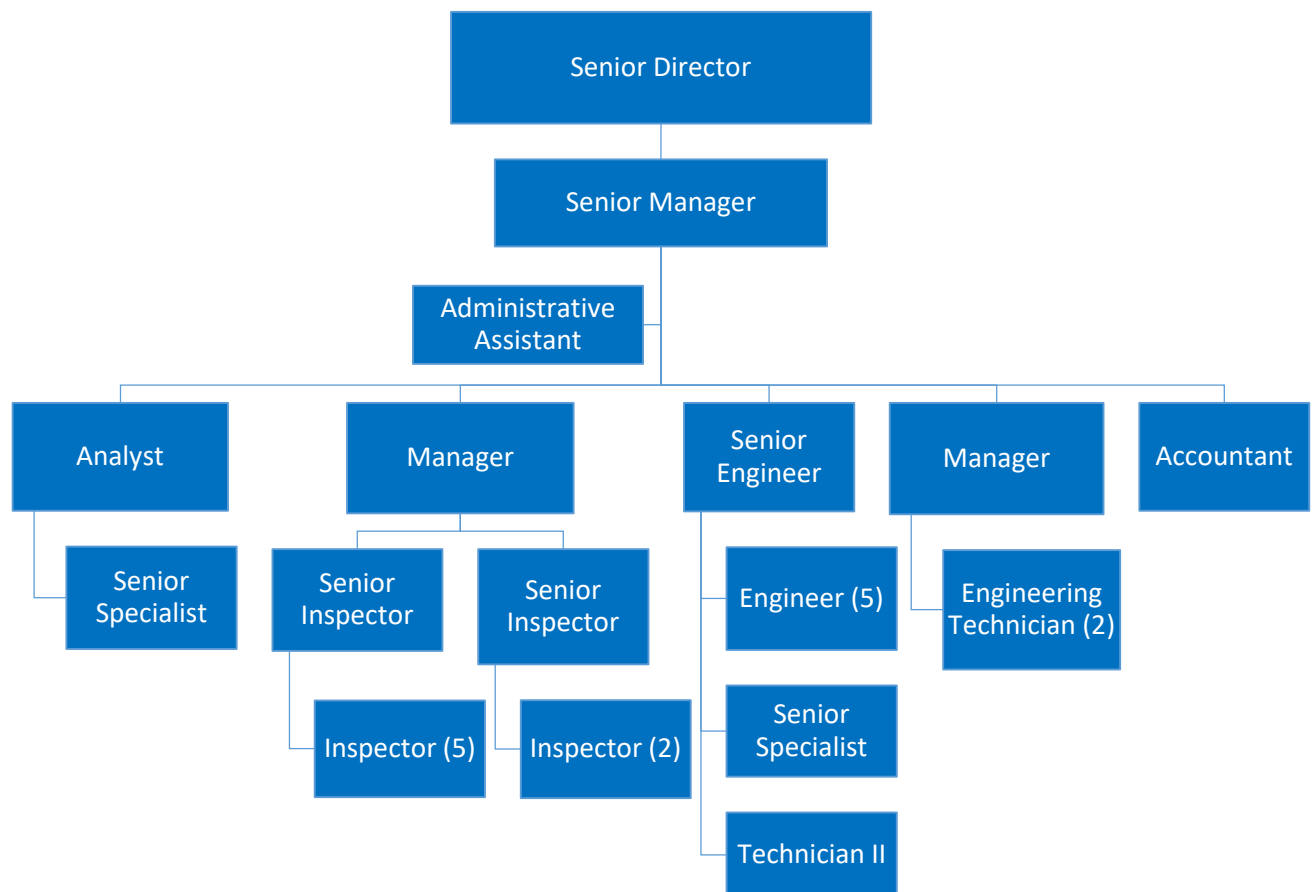
Budget Detail – Utility Services (Cont.)

Division No. 4755

Dollars by Funding Source	Actuals	Year-End	Proposed
	FY 2019	Estimates FY 2020	FY 2021
GENERAL FUND	79,368	84,200	90,115
DRAINAGE MAINTENANCE DISTRICT	672,440	712,201	1,036,025
GAS TAX	21,327	87,382	87,530
SEWER MAINT FUND	4,040,572	4,812,121	4,663,753
RECYCLED WATER FUND	167,887	168,498	178,772
STATE GRANT - OIL RECYCLING	46,139	56,119	0
STATE GRANT RECYCLING	86,574	193,543	0
Total Dollars by Funding Source	\$5,114,306	\$6,114,064	\$6,056,195

Organizational Detail – Capital Engineering

Division Nos. 4761 - 4762



Budget Detail – Capital Engineering

Division Nos. 4761 - 4762

	Actuals FY 2019	Year-End Estimates FY 2020	Proposed FY 2021
PERSONNEL COSTS			
SALARIES - PERMANENT	1,612,357	1,631,450	2,574,742
PERS	438,107	474,280	841,941
HEALTH INSURANCE	245,798	257,218	525,600
DEFERRED COMP	76,314	73,259	142,824
WORKERS' COMP	69,000	70,049	112,774
FRINGE BENEFITS	73,547	86,026	78,367
SALARIES - OVERTIME	3,178	6,100	6,100
FRINGE SALARY OFFSET - CAPITAL PROGRAMS		0	-716,764
SALARY OFFSET - CAPITAL PROGRAMS		0	-1,093,885
PERSONNEL COSTS Total	\$2,518,301	\$2,598,382	\$2,471,699
OPERATING EXPENDITURES			
PROFESSIONAL SERVICES	190,895	274,862	185,350
CONTRACT SERVICES	27,593	120,000	120,000
VEHICLE - FUEL	12,339	12,000	17,380
VEHICLE OPERATIONS	5,725	5,000	10,900
OFFICE SUPPLIES	3,139	1,750	4,700
PUBLICATIONS & DUES	2,489	2,642	3,610
REPROGRAPHICS	1,792	750	2,150
UNIFORMS		300	1,125
REGISTRATION	195	400	600
GENERAL FUND OVERHEAD	53,490	565	565
SMALL TOOLS	469	500	500
TRAVEL EXPENSES	61	300	300
SPECIAL ACTIVITY SUPPLIES		125	280
POSTAGE-SPECIAL MAILING	32	75	200
LOCAL & REGIONAL EVENTS	245	215	150
FURNITURE & OFFICE EQUIPMENT (NON CAP)		145	145
OPERATING EXPENDITURES Total	\$298,463	\$419,629	\$347,955
CAPITAL OUTLAY and REPLACEMENTS			
REPLACEMENT-MOTOR VEHICLES	25,983	0	0
CAPITAL OUTLAY and REPLACEMENTS Total	\$25,983	\$0	\$0
TOTAL	\$2,842,747	\$3,018,011	\$2,819,654

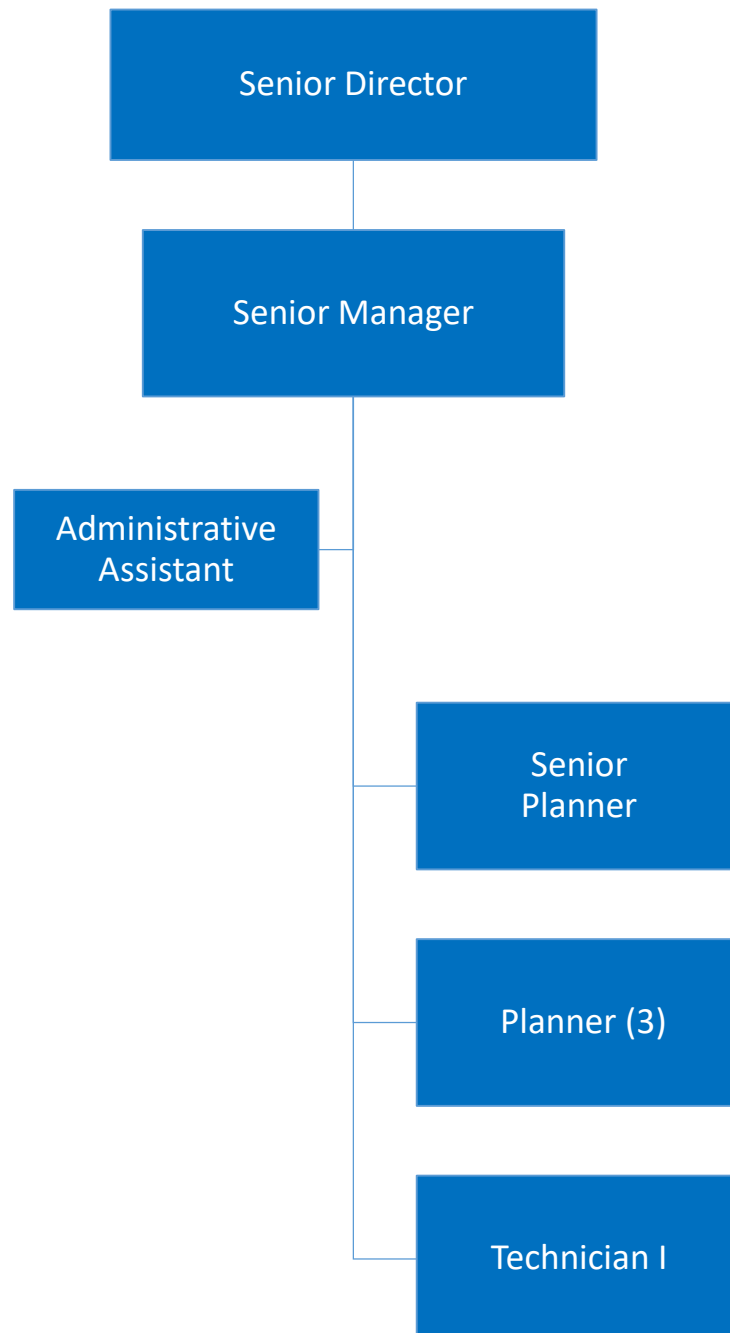
Budget Detail – Capital Engineering (Cont.)

Division Nos. 4761 - 4762

	Actuals	Year-End	
Dollars by Funding Source	FY 2019	Estimates	Proposed
	FY 2020	FY 2021	
GENERAL FUND	2,689,400	3,017,446	2,819,089
DRAINAGE MAINTENANCE DISTRICT	19,549	265	265
GAS TAX	19,535	0	0
LANDSCAPE MAINTENANCE DISTRICT	12,973	126	126
LIGHTING MAINTENANCE DISTRICT	12,962	0	0
SEWER MAINT FUND	25,154	174	174
CAPITAL REPLACEMENT FUND	25,983	0	0
DRAINAGE - DEVELOPER FEES FUND	37,191	0	0
Total Dollars by Funding Source	\$2,842,747	\$3,018,011	\$2,819,654

Organizational Detail – Community Development

Division No. 4770



Budget Detail – Community Development

Division No. 4770

	Actuals FY 2019	Year-End Estimates FY 2020	Proposed FY 2021
PERSONNEL COSTS			
SALARIES - PERMANENT	541,850	513,035	608,280
PERS	142,847	149,235	198,908
HEALTH INSURANCE	63,780	86,064	129,600
DEFERRED COMP	36,391	28,897	57,331
WORKERS' COMP	23,558	22,780	26,643
FRINGE BENEFITS	41,661	38,015	16,329
SALARIES - TEMPORARY	11,942	18,000	13,500
SALARIES - SPECIAL	9,450	4,575	
PERSONNEL COSTS Total	\$871,480	\$860,601	\$1,050,591
OPERATING EXPENDITURES			
PROFESSIONAL SERVICES		410,250	91,250
LEGAL ADVERTISING	24,998	15,000	35,000
CREDIT CARD CHARGES		2,000	5,000
OFFICE SUPPLIES	1,980	1,500	4,150
RECORDING FEES/CREDIT FEES	1,654	1,000	4,000
TRAVEL EXPENSES	1,514	1,900	1,900
PUBLICATIONS & DUES	907	1,000	1,120
REGISTRATION	1,886	995	995
STAFF DEVELOPMENT	290	175	780
REPROGRAPHICS	646	918	710
COMPUTER SOFTWARE & SUPPORT		700	700
VEHICLE OPERATIONS	127	250	700
POSTAGE-SPECIAL MAILING	686	700	700
LOCAL & REGIONAL EVENTS	111	250	450
VEHICLE - FUEL	314	200	370
MAPS & PUBLICATIONS		220	220
REIMBURSED MILEAGE		200	200
CONTRACT SERVICES	779	0	0
OPERATING EXPENDITURES Total	\$35,892	\$437,258	\$148,245
TOTAL	\$907,372	\$1,297,859	\$1,198,836

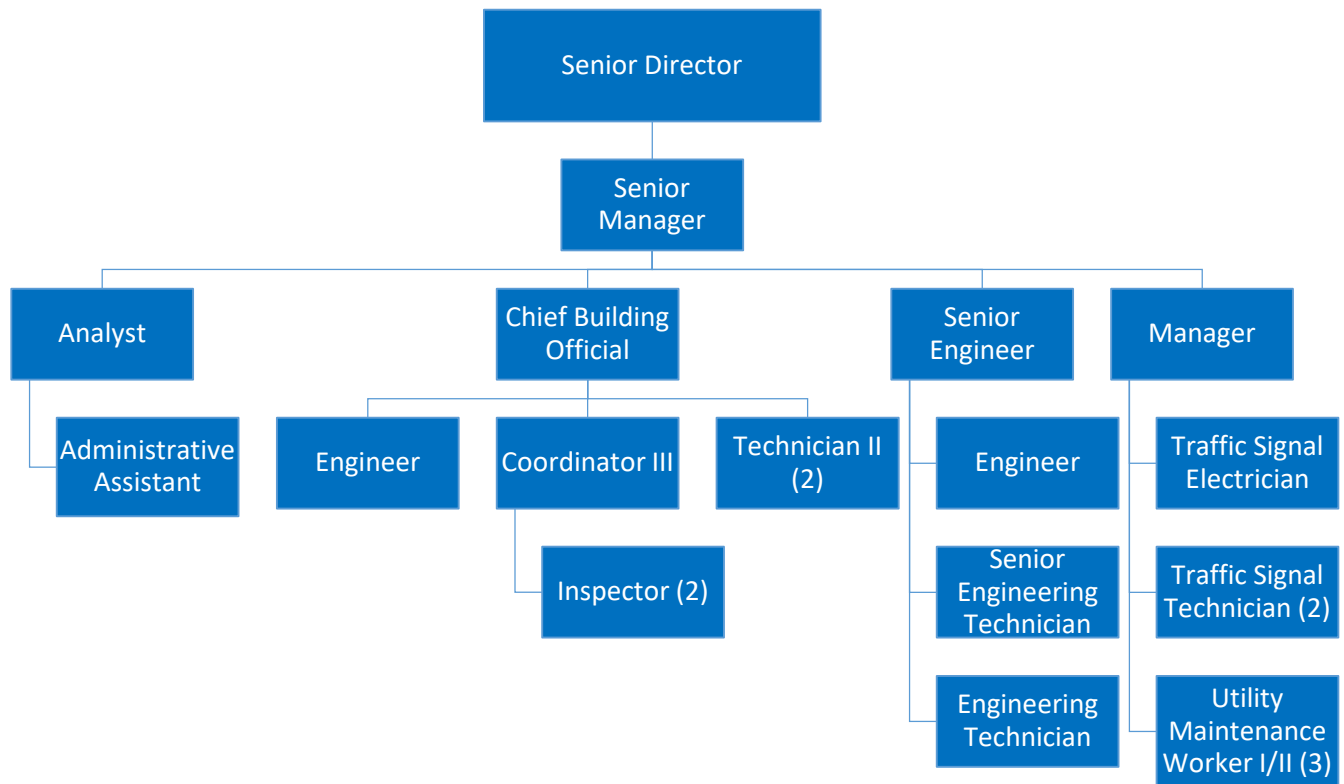
Budget Detail – Community Development (Cont.)

Division No. 4770

Dollars by Funding Source	Actuals	Year-End	
	FY 2019	Estimates	Proposed
	FY 2020	FY 2021	
GENERAL FUND	907,372	1,297,859	1,198,836
Total Dollars by Funding Source	\$907,372	\$1,297,859	\$1,198,836

Organizational Detail – City Engineering

Division Nos. 4783 & 4785



Budget Detail – City Engineering

Division Nos. 4783 & 4785

	Actuals FY 2019	Year-End Estimates FY 2020	Proposed FY 2021
PERSONNEL COSTS			
SALARIES - PERMANENT	1,799,178	1,919,445	1,910,227
PERS	475,327	543,548	624,645
HEALTH INSURANCE	298,697	311,045	420,480
DEFERRED COMP	72,460	74,480	108,154
SALARIES - OVERTIME	80,735	98,700	98,700
WORKERS' COMP	76,105	82,561	83,668
FRINGE BENEFITS	94,141	86,905	56,465
SALARIES - TEMPORARY	13,811	13,500	0
PERSONNEL COSTS Total	\$2,910,455	\$3,130,184	\$3,302,339
OPERATING EXPENDITURES			
STREET LIGHTS - MAINTENANCE and POWER	1,538,040	2,010,215	1,888,177
PROFESSIONAL SERVICES	463,002	1,123,226	1,068,000
DEBT SERVICE	0	976,755	976,755
GENERAL FUND OVERHEAD	1,025,726	935,240	935,240
TRAFFIC SIGNALS - CITY	201,797	619,158	519,610
TRAFFIC SIGNAL - DAMAGE REPAIR	479,842	406,573	463,000
ELECTRICITY	114,225	125,150	125,150
TRAFFIC & REGULATORY SIGNS	59,625	92,627	78,000
MARKING & STRIPING	26,412	69,319	57,370
VEHICLE - FUEL	31,397	53,065	53,065
CREDIT CARD CHARGES	30,576	40,000	40,000
VEHICLE OPERATIONS	26,641	35,650	25,050
STREET LIGHT FIXTURES	77,765	34,951	21,250
STREET NAME SIGN MAINTENANCE	12,223	12,685	12,685
SMALL TOOLS	5,755	8,810	10,330
UNIFORMS	5,732	9,600	9,675
COMPUTER SOFTWARE & SUPPORT		4,720	9,220
REGISTRATION	2,174	5,330	7,180
PUBLICATIONS & DUES	9,820	9,000	6,515
OFFICE SUPPLIES	2,268	3,265	5,590
TRAVEL EXPENSES	2,335	2,816	3,950
BOOT AND PANT ALLOWANCE	2,800	3,000	3,000

Budget Detail – City Engineering (Cont.)

Division Nos. 4783 & 4785

	Actuals FY 2019	Year-End Estimates FY 2020	Proposed FY 2021
EQUIPMENT MAINTENANCE	976	1,500	1,500
FISCAL AGENT FEES		1,500	1,500
SMALL EQUIPMENT OPERATIONS	7,586	1,000	1,000
REPROGRAPHICS	718	650	880
POSTAGE-SPECIAL MAILING	305	300	300
LOCAL & REGIONAL EVENTS	20	450	200
SPECIAL ACTIVITY SUPPLIES	37	111	100
DEBT SERVICE PRINCIPAL	540,000		
OTS GRANT - PED/BICYCLE SAFETY	22,720	63,926	0
LEGAL ADVERTISING	300	0	0
DEBT SERVICE INTEREST	436,056		
OPERATING EXPENDITURES Total	\$5,126,873	\$6,650,592	\$6,324,292
CAPITAL OUTLAY and REPLACEMENTS			
REPLACEMENT-EQUIP & MACHINERY	71,910	303,352	200,000
MOTOR VEHICLES	33,835	149,560	33,700
EQUIPMENT & MACHINERY	38,710	0	0
CAPITAL OUTLAY and REPLACEMENTS Total	\$144,456	\$452,912	\$233,700
TOTAL	\$8,181,784	\$10,233,688	\$9,860,331

	Actuals FY 2019	Year-End Estimates FY 2020	Proposed FY 2021
Dollars by Funding Source			
GENERAL FUND	2,426,492	3,026,340	3,110,025
STATE GRANT - OTS	22,720	63,926	0
GAS TAX	870,896	2,352,760	2,431,487
LIGHTING MAINTENANCE DISTRICT	4,588,673	4,360,455	4,118,819
MEASURE M	93,960	294,286	200,000
MISC STATE GRANTS	179,044	20,061	0
PROPOSITION "C" FUND		115,860	0
Total Dollars by Funding Source	\$8,181,784	\$10,233,688	\$9,860,331

PUBLIC SAFETY

Public Safety Department

Budget Summary

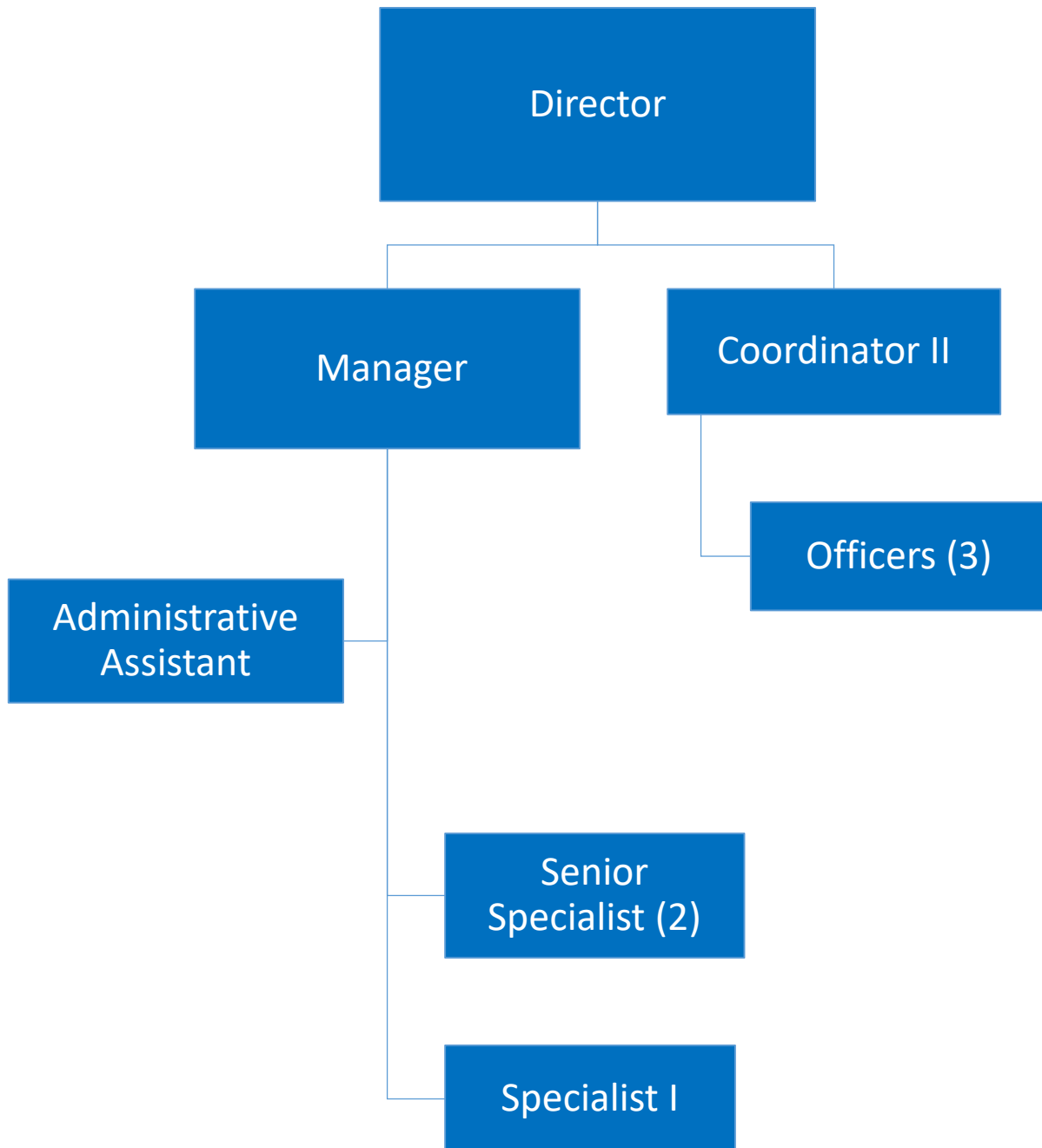
	Actuals FY 2019	Year-End Estimates FY 2020	Proposed FY 2021
Dollars by Division			
Administration	1,266,707	1,453,429	1,772,622
Operations	29,023,703	30,799,223	31,083,216
Total Dollars by Division	\$30,290,410	\$32,252,652	\$32,855,838

Dollars by Category			
PERSONNEL COSTS	1,381,777	1,380,536	1,486,829
OPERATING EXPENDITURES	28,908,633	30,872,116	31,369,009
Total Dollars by Category	\$30,290,410	\$32,252,652	\$32,855,838

Dollars by Funding Source			
GENERAL FUND	30,290,410	32,001,568	32,855,838
FEDERAL MISCELLANEOUS GRANTS		251,084	
Total Dollars by Funding Source	\$30,290,410	\$32,252,652	\$32,855,838

Organizational Detail – Public Safety

Division Nos. 4800



Budget Detail – Administration

Division No. 4800

	Actuals FY 2019	Year-End Estimates FY 2020	Proposed FY 2021
PERSONNEL COSTS			
SALARIES - PERMANENT	692,933	585,724	596,041
PERS	184,715	167,847	194,906
HEALTH INSURANCE	111,516	92,626	144,000
DEFERRED COMP	50,100	41,140	56,004
WORKERS' COMP	30,340	23,515	26,107
FRINGE BENEFITS	44,656	35,674	17,961
SALARIES - OVERTIME	5,489	16,000	16,000
SALARIES - TEMPORARY	12,363	11,000	15,750
PERSONNEL COSTS Total	\$1,132,112	\$973,526	\$1,066,769
OPERATING EXPENDITURES			
PROFESSIONAL SERVICES	92,383	416,968	616,968
VEHICLE - FUEL	8,699	15,000	20,250
CITY PROMOTION & ADVERTISING	6,675	15,000	15,000
COMMUNITY AWARDS		15,000	15,000
BUILDING MAINTENANCE	5,367	0	10,000
REPROGRAPHICS	5,700	7,700	8,700
VEHICLE OPERATIONS	2,572	3,250	6,250
SPECIAL ACTIVITY SUPPLIES	1,893	3,000	4,000
UNIFORMS	981	1,025	3,825
COPY MACHINE COSTS	2,155	0	2,400
EMERGENCY PREPAREDNESS	485	2,000	2,000
OFFICE SUPPLIES	466	500	1,000
PUBLICATIONS & DUES	35	460	460
REIMBURSED MILEAGE	540	0	0
POSTAGE-SPECIAL MAILING	80	0	0
LOCAL & REGIONAL EVENTS	4,460	0	0
TRAVEL EXPENSES	1,287	0	0
REGISTRATION	816	0	0
OPERATING EXPENDITURES Total	\$134,595	\$479,903	\$705,853
TOTAL	\$1,266,707	\$1,453,429	\$1,772,622

Budget Detail – Administration (Cont.)

Division No. 4800

Dollars by Funding Source	Actuals	Year-End	Proposed
	FY 2019	Estimates FY 2020	FY 2021
GENERAL FUND	1,266,707	1,453,429	1,772,622
Total Dollars by Funding Source	\$1,266,707	\$1,453,429	\$1,772,622

Budget Detail – Operations

Division No. 4820

	Actuals FY 2019	Year-End Estimates FY 2020	Proposed FY 2021
PERSONNEL COSTS			
SALARIES - PERMANENT	149,479	238,505	237,202
PERS	39,628	69,143	77,565
HEALTH INSURANCE	38,377	56,523	64,800
SALARIES - OVERTIME	4,930	14,000	14,000
WORKERS' COMP	6,373	10,440	10,389
FRINGE BENEFITS	6,745	11,131	8,988
DEFERRED COMP	4,133	7,268	7,116
SALARIES - TEMPORARY		0	0
PERSONNEL COSTS Total	\$249,666	\$407,010	\$420,060
OPERATING EXPENDITURES			
COMMUNITY SAFETY - SHERIFF CONTRACT	23,424,179	24,576,349	25,991,719
CONTRACT LIABILITY	2,418,885	2,661,750	2,675,059
ANIMAL CONTROL	1,222,473	1,260,000	1,260,000
PROFESSIONAL SERVICES	1,545,124	1,259,265	359,328
SHERIFF CONTRACT - SUPPLEMENTAL	116,216	255,080	255,080
SHERIFF CONTRACT-SUP OPS REIMBURSEMENT		100,185	65,470
TELEPHONE	1,860	15,000	28,000
AV COMMUNITY YOUTH CENTER	18,681	0	15,000
COMPUTER SOFTWARE & SUPPORT	268	6,000	6,000
SPECIAL ACTIVITY SUPPLIES	4,821	4,500	4,500
VEHICLE - FUEL		2,000	2,000
VEHICLE OPERATIONS	45	500	500
OFFICE SUPPLIES	214	500	500
CONTRACT SERVICES	19,717	0	0
PROGRAM EXPENSE - BJA COVID		251,084	
FURNITURE & OFFICE EQUIPMENT (NON CAP)	1,555	0	0
OPERATING EXPENDITURES Total	\$28,774,038	\$30,392,213	\$30,663,156
TOTAL	\$29,023,703	\$30,799,223	\$31,083,216
Dollars by Funding Source			
GENERAL FUND	29,023,703	30,548,139	31,083,216
FEDERAL MISCELLANEOUS GRANTS		251,084	
Total Dollars by Funding Source	\$29,023,703	\$30,799,223	\$31,083,216



PERSONNEL ANALYSIS

Personnel by Department and Division

Department/Division	2018-2019 Approved	2019-2020 Approved	2020-2021 Proposed
CITY MANAGER'S OFFICE			
Administration			
City Manager	1	1	1
Assistant City Manager	1	1	1
Senior Manager	1	1	0
Manager	1	1	0
Coordinator II	2	2	1
Executive Assistant	1	2	2
Administrative Assistant	3	1	2
	10	9	7
City Attorney			
Assistant City Attorney	1	1	1
Analyst	1	1	1
	2	2	2
City Clerk			
City Clerk	1	1	1
Assistant City Clerk	1	1	1
Administrative Assistant	1	1	1
	3	3	3
Code Enforcement & Emergency Management			
Manager	0	1	1
Senior Administrative Assistant	1	1	1
Administrative Assistant	1	1	1
Code Enforcement Officer II	1	1	1
Code Enforcement Officer	10	11	11
	13	15	15
Communications			
Manager	1	1	1
Analyst	1	1	0
Specialist I	1	2	2
	3	4	3
Economic Development			
Senior Manager	1	1	1
Manager	2	1	2
Coordinator III	1	1	0
Coordinator II	5	2	4
	9	5	7

Personnel by Department and Division (cont.)

Department/Divison	2018-2019 Approved	2019-2020 Approved	2020-2021 Proposed
Human Resources			
Senior Manager	1	1	1
Senior Administrative Assistant	0	1	1
Senior Analyst	2	1	1
Analyst	2	2	2
Coordinator II	0	1	1
Specialist II	2	2	1
	7	8	7
TOTAL CITY MANAGER'S OFFICE	47	46	44
ADMINISTRATIVE & COMMUNITY SERVICES			
Admin			
Director	2	1	1
Senior Administrative Assistant	1	1	1
Administrative Assistant	1	1	1
Analyst	1	1	0
	5	4	3
Community Programs & Housing			
Manager	0	0	1
Coordinator III	3	2	2
Coordinator II	2	2	2
Specialist I	1	1	1
	6	5	6
Info. Technology			
Manager	1	1	1
Senior IT Analyst	1	1	0
IT Analyst I	1	1	2
IT Analyst II	2	2	1
Technician II	1	1	1
Specialist I	1	1	1
	7	7	6
TOTAL ADMINISTRATIVE & COMMUNITY SERVICES	18	16	15

Personnel by Department and Division (cont.)

Department/Divison	2018-2019 Approved	2019-2020 Approved	2020-2021 Proposed
FINANCE			
Admin			
Director	1	1	1
Senior Administrative Assistant	1	1	0
	2	2	1
Budget/Treasury & Lancaster Choice Energy			
Senior Manager	0	0	1
Manager	1	1	0
Senior Analyst	0	0	1
Coordinator II	0	0	1
Technician II	1	1	1
	2	2	4
Purchasing & Revenue Operations			
Manager	1	1	1
Purchasing Agent	2	2	2
Accountant	1	1	0
Technician II	1	1	1
Technician I	2	1	1
	7	6	5
Accounting & Payroll			
Senior Manager	1	0	1
Manager	2	2	0
Supervisor II	0	0	1
Accountant	1	2	1
Specialist II	0	0	1
Technician II	1	2	1
Technician I	2	1	1
	7	7	6
TOTAL FINANCE	18	17	16
PUBLIC SAFETY			
Director	1	1	1
Senior Administrative Assistant	1	0	0
Administrative Assistant	0	1	1
Manager	0	1	1
Analyst	1	0	0
Coordinator II	0	1	1
Coordinator III	1	1	0
Senior Specialist	0	2	2
Specialist I	2	1	1
Officer	5	4	3
	11	12	10
TOTAL PUBLIC SAFETY	11	12	10

Personnel by Department and Division (cont.)

Department/Divison	2018-2019 Approved	2019-2020 Approved	2020-2021 Proposed
PARKS, RECREATION & ARTS			
Admin			
Director	1	1	1
Senior Administrative Assistant	1	1	0
Manager	1	0	0
Specialist II	0	0	1
Administrative Assistant	1	2	1
Coordinator III	1	1	1
	5	5	4
Parks & Facilities			
Manager	2	1	1
Supervisor I	2	2	1
Coordinator III	2	2	1
Coordinator I	0	0	1
Maintenance Lead Worker	4	4	4
Facilities Maintenance Worker	1	1	1
Sr. Custodian	1	1	1
Maintenance Worker I/II	14	12	11
	26	23	21
Recreation			
Manager	1	1	1
Supervisor II	2	2	1
Supervisor I	1	1	2
Coordinator II	0	0	1
Coordinator I	5	6	5
	9	10	10
Arts			
Manager	1	1	1
Supervisor II	0	0	1
Supervisor I	1	2	1
Coordinator I	4	4	4
	6	7	7
TOTAL PARKS, RECREATION & ARTS	46	45	42

Personnel by Department and Division (cont.)

Department/Division	2018-2019 Approved	2019-2020 Approved	2020-2021 Proposed
DEVELOPMENT SERVICES			
Admin			
Senior Director	1	1	1
Senior Analyst	1	1	1
Senior Administrative Assistant	1	1	1
	3	3	3
City Engineering			
Senior Manager	1	1	1
Manager	0	1	1
Chief Building Official	1	1	1
Senior Engineer	1	1	1
Engineer	2	2	2
Analyst	1	1	1
Coordinator III	1	1	1
Senior Engineering Technician	1	1	1
Engineering Technician	2	1	1
Inspector	2	2	2
Technician II	2	2	2
Traffic Signal Electrician	1	1	1
Traffic Signal Technician	2	1	2
Utility Maintenance Worker I/II	6	4	3
Administrative Assistant	2	2	1
	25	22	21
Capital Engineering			
Senior Manager	1	1	1
Manager	2	2	2
Senior Engineer	1	1	1
Engineer	5	4	5
Analyst	2	1	1
Administrative Assistant	0	1	1
Senior Coordinator	1	1	0
Accountant	1	1	1
Senior Engineering Technician	3	1	0
Engineering Technician	2	3	2

Personnel by Department and Division (cont.)

Department/Divison	2018-2019 Approved	2019-2020 Approved	2020-2021 Proposed
Senior Inspector	2	2	2
Senior Specialist	0	0	2
Inspector	10	7	7
Technician II	1	2	1
	31	27	26
Public Works			
Senior Manager	1	1	1
Manager	1	1	1
Supervisor I	1	1	1
Analyst	1	1	1
Administrative Assistant	2	2	2
Lead Maintenance Worker	5	4	4
Maintenance Worker I/II	18	16	15
Lead Equipment Mechanic	1	1	1
Heavy Equipment Mechanic	3	2	2
Light Equipment Mechanic	0	0	1
	33	29	29
Utility Services			
Senior Manager	1	1	1
Manager	0	0	0
Supervisor I	1	1	1
Analyst	1	1	1
Coordinator II	1	0	0
Senior Engineering Technician	0	0	1
Administrative Assistant	1	1	1
Coordinator III	1	1	1
Senior Specialist	2	2	1
Specialist II	1	1	1
Specialist I	1	1	1
Lead Utility Maintenance Worker	2	2	2
Utility Maintenance Worker I/II	12	14	14
	25	25	25
Community Development			
Senior Manager	1	1	1
Administrative Assistant	1	1	1
Senior Planner	1	1	1
Planner	3	3	3
Technician I	1	1	1
	7	7	7
TOTAL DEVELOPMENT SERVICES	124	113	111
GRAND TOTAL	263.75	249	238



CAPITAL IMPROVEMENT PROGRAM

PROPOSED FY 2020-2021

and PROJECTED THROUGH FY 2022-2025

FY 2020 ACCOMPLISHMENTS

The Fiscal Year 2020 budget increased the City Capital Improvement Program (CIP) from \$66 million to \$112 million. By year-end, over \$58 million in CIP funds was spent or committed.

Projects that completed Construction during the 2020 fiscal year include:

- 15th Street East and Lancaster Boulevard Roundabout
- 15th Street West and Lancaster Boulevard Roundabout
- 2017 Pavement Management Program
- 2018 Pavement Management Program
- 2019 Pavement Management Program
- 2017 Parks Concrete Repairs
- 2019 Long Line Striping
- 2019 Sidewalk, Curb and Gutter Repairs
- 5th Street East Corridor Improvements
- Eastside Pool Rehabilitation
- Avenue I/10th Street West Intersection Improvements
- Avenue K/30th Street West Intersection Improvements
- Jane Reynolds Skate Park
- Owen Memorial Park Concession Building Renovation
- Owen Memorial Park Memorial

Projects that completed Design during the 2020 fiscal year include:

- 10th Street West Bikeway & Road Diet
- Bus Stop Improvements
- 2017 Traffic Signal Upgrades
- 2020 Long Line Striping
- Avenue G at Sierra Highway (Feasibility)
- Avenue I Improvements, Challenger to Price Lane
- Avenue I Improvements, Price Lane to 35th Street East
- Blvd Parking Lot Improvements
- 42nd Street West and Avenue K Drainage Improvement
- Prime Desert Woodland Preserve (Avenue K-4) Gap Closure
- Redundant Street Lighting
- Sewer Rehabilitation Program

SR-138 (SR-14) Interchange Improvement Phases completed during the 2020 fiscal year include:

- Avenue G Interchange, Project Approval and Environmental Document (PAED)
- Avenue J Interchange Phase I (Local Streets), Plans, Specifications and Estimates (PS&E)
- Avenue K Interchange Recycled Water Line, Plans, Specifications and Estimates (PS&E)



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.

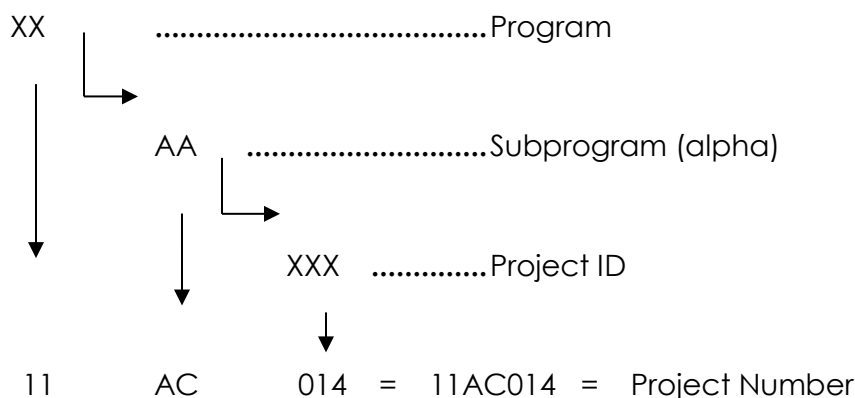
Project Identification System

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.

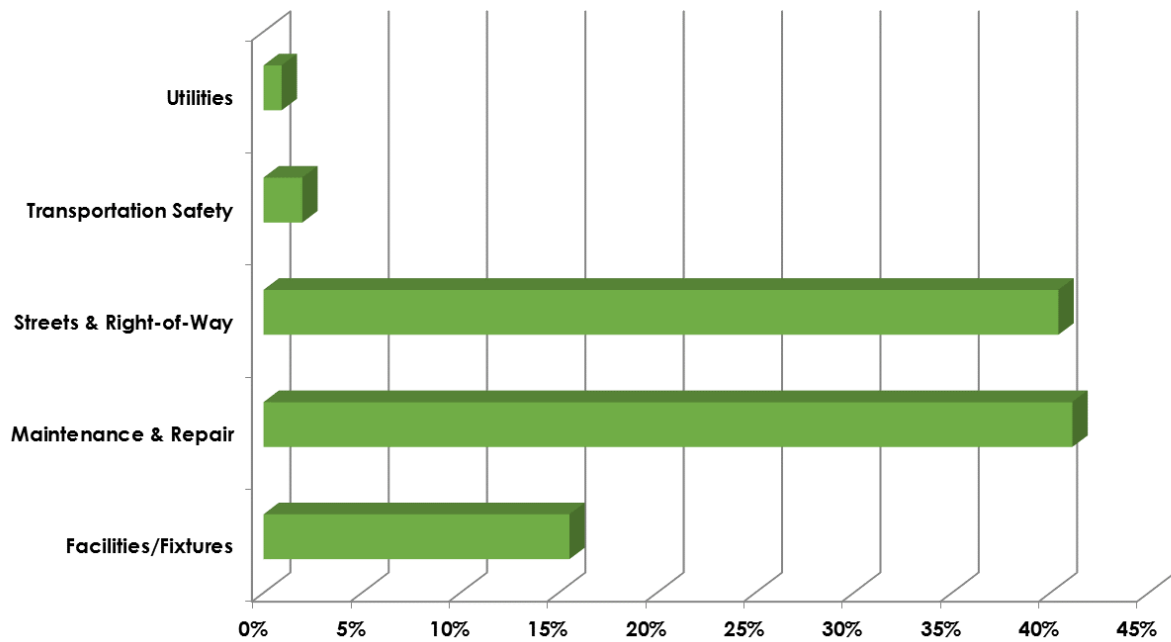
Program Number	Program Type
11	Facilities/Fixtures
12	Maintenance & Repair
13	Master Plans/Studies
14	Property Acquisition
15	Streets & Right-of-Way
16	Transportation Safety
17	Utilities

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)		

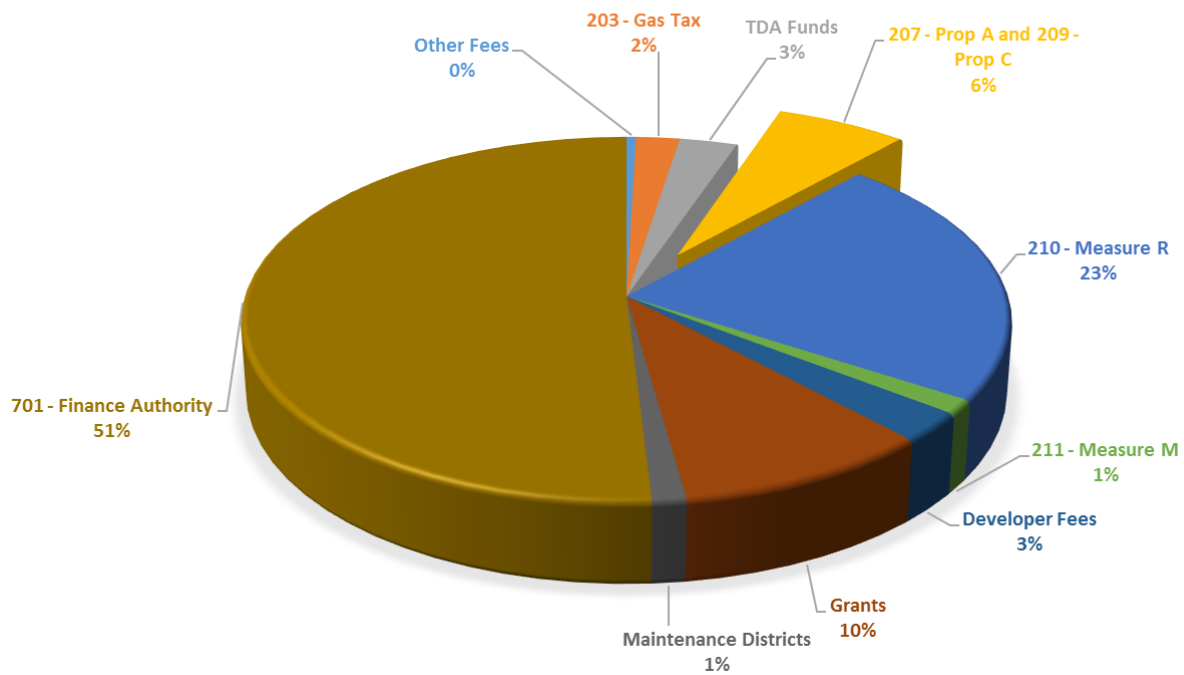
A project that is the 14th Facility or Fixture involving a Parking Lot or Hardscape Improvement would be created as shown below. The Project ID Number is sequential for each Program and Subprogram combination.



PROJECTS BY PROGRAM TYPE



PROJECTS BY FUNDING SOURCE



CIP SUMMARY BY PROGRAM

		FY 21 Carry-Fwd from FY 20 Approp	FY 21 Request for New Funding	FY 21 Total Proposed Funding
<u>Facilities/Fixtures</u>				
* 11AC011	BLVD SATELLITE PKG (MARRIOTT)	-	206,000	206,000
11BS019	CITY HALL FACE LIFT	4,403,975	-	4,403,975
11BS022	LPAC IMPROVEMENTS	40,000	-	40,000
11BS029	PW YARD IMPROVEMENTS	2,000,000	-	2,000,000
11BS030	CIVIC CENTER	2,750,000	-	2,750,000
11BS031	PARK IMPROVEMENTS BOND FUNDS	1,907,610	-	1,907,610
* 11BS033	AVTA BUS STOP IMPROVEMENTS	-	1,681,471	1,681,471
11GS011	PRIME DESERT WOODLANDS EXP	19,140	-	19,140
11ZZ004	ADA COMPLIANCE	-	100,000	100,000
11ZZ005	CITY BEAUTIFICATION	1,978,476	-	1,978,476
11ZZ007	UPGRADES @ OMP (PLAYGROUND EQUIP/FLOORING)	-	200,000	200,000
		13,099,201	2,187,471	15,286,672
<u>Maintenance & Repair</u>				
12AC003	PARK & RIDE PARKING LOTS REFRB	903,654	-	903,654
12BG001	LMD RESTORATION PROGRAM	970,150	-	970,150
12BS014	MUNICIPAL STADIUM REHABILITATN	20,481	-	20,481
12FW003	DRAINAGE FENCING	10,000	-	10,000
12GB001	LMD RESTORATION PROGRAM	60,390	-	60,390
* 12GB004	TREE REMOVALS (GRANT PROJECTS)	-	160,000	160,000
* 12SD026	K-8 & 15TH W BOX REPAIR	-	130,000	130,000
12ST039	10TH ST W & AVE J IMPS (HSIP)	2,457,424	711,550	3,168,974
12ST040	2020 PAVEMENT MGMT PROGRAM	80,000	-	80,000
12ST041	2020 SPRING PMP	6,576,543	-	6,576,543
12ST042	2020 SUMMER PMP	32,298	6,608,332	6,640,630
12ST043	2020 FALL PMP	30,000	6,163,583	6,193,583
* 12ST045	2021 FALL PMP	-	7,973,325	7,973,325
* 12ST046	2021 SUMMER PMP	-	6,746,389	6,746,389
* 12ST047	2022 SPRING PMP	-	380,000	380,000
* 12ST048	2022 SUMMER PMP	-	400,000	400,000
		11,140,940	29,273,179	40,414,119
<u>Streets & Right-of-Way</u>				
15BR004	AVE K/SR 14 INTERCHANGE -MSR R	8,500,000.00	-	8,500,000.00
15BR005	AVE M/SR 14 INTERCHANGE -MSR R	2,000,000.00	-	2,000,000.00
15BR006	AVE G/SR 14 INTERCHANGE -MSR R	1,046,630.50	-	1,046,630.50
15BR007	AVE J/SR 14 INTERCHANGE	5,464,320.73	1,035,679.27	6,500,000.00
15BR008	AVE L & SR 14 INTERCHANGE	2,510,000.00	-	2,510,000.00
* 15BW009	AVE G, 70W TO 1950' W/O 90W (CITY)	-	73,500.00	73,500.00
* 15SG001	BLVD LED LIGHTENING	-	125,000.00	125,000.00
15ST058	LANCASTER HEALTH DISTRICT	353,837.62	300,000.00	653,837.62
15ST069	INSTALL OF D3-1 ST SIGN	174,413.00	-	174,413.00
15ST070	TRAFFIC OVERHEAD SIGN REPLACE	105,000.00	-	105,000.00
* 15ST079	2021 NEIGHBORHOOD IMPROVEMENTS	-	6,618,722.00	6,618,722.00
* 15ST080	ANNUAL LONG LINE STRIPING	-	500,000.00	500,000.00
* 15ST081	TRANSITIONAL STRIPING (NON-GR)	-	100,000.00	100,000.00
15SW015	SIDEWALK IMP AT RR CROSSINGS	49,000.00	-	49,000.00
15SW016	PEDESTRIAN GAP CLOSURE IMPS	7,447,207.89	514,600.00	7,961,807.89
15SW017	2020 ATP-SRTS PED IMP	200,000.00	1,000,000.00	1,200,000.00
* 15SW018	2020 SIDEWALK, CURB AND GUTTER	-	1,500,000.00	1,500,000.00
* 15TC003	TRAFFIC CALMING	-	100,000.00	100,000.00
		27,850,410	11,867,501	39,717,911

CIP SUMMARY BY PROGRAM

		FY 21 Carry-Fwd from FY 20 Approp	FY 21 Request for New Funding	FY 21 Total Proposed Funding
<u>Transportation Safety</u>				
16ST010	AVE K & 35TH E ET AL	844,737	-	844,737
16ST029	AVE I AT 50TH ST W (ICE IMPS)	133,977	-	133,977
16ST030	AVE I AT 60TH ST W (ICE IMPS)	335,111	-	335,111
16ST027	1/4 TRAFFIC SIGNAL, AVE L/42 W	70,000	55,578	125,578
* 16ZZ001	SAFER STREETS ACTION PLAN IMP	-	500,000	500,000
		1,383,825	555,578	1,939,403
<u>Utilities</u>				
17SD021	DRAINAGE IMPACT FEES REFUNDED	75,000	-	75,000
17SD027	K & CHALLENGER DRAINAGE	203,000	-	203,000
* 17SD029	DRAINAGE IMP, 30W & AVE J-8	-	150,000	150,000
* 17SD030	MPDF 35W CHNL-BLVD TO S/O I	-	230,000	230,000
* 17SD031	MPDF CHALLENGER CHNL-K TO BLVD	-	250,000	250,000
		278,000	630,000	908,000
GRAND TOTAL		53,752,376	44,513,729	98,266,105

*New Capital projects for FY 21

CIP SUMMARY BY FUNDING SOURCE

		FY 21 Carry-Fwd from FY 20 Approp	FY 21 Request for New Funding	FY 21 Total Proposed Funding
<u>104 - Capital Replacement Fund</u>				
11BS019	CITY HALL FACE LIFT	190,323	-	190,323
		190,323	-	190,323
<u>203 - Gas Tax</u>				
12ST039	10TH ST W & AVE J IMPS (HSIP)	-	252,189	252,189
12ST040	2020 PAVEMENT MGMG PROGRAM	80,000	-	80,000
15ST058	LANCASTER HEALTH DISTRICT	-	300,000	300,000
15SW016	PEDESTRIAN GAP CLOSURE IMPS	-	300,000	300,000
15SW017	2020 ATP-SRTS PED IMP	100,000	1,000,000	1,100,000
		180,000	1,852,189	2,032,189
<u>204 - AQMD</u>				
15SW016	PEDESTRIAN GAP CLOSURE IMPS	138	-	138
		138	-	138
<u>206 - TDA Article 8</u>				
15ST069	INSTALL OF D3-1 ST SIGN	174,413	-	174,413
15ST070	TRAFFIC OVERHEAD SIGN REPLACE	105,000	-	105,000
15SW016	PEDESTRIAN GAP CLOSURE IMPS	118,744	-	118,744
* 12ST045	2021 FALL PMP	-	1,804,857	1,804,857
* 15SG001	BLVD LED LIGHTENING	-	125,000	125,000
		398,157	1,929,857	2,328,014
<u>207 - Proposition A</u>				
* 11AC011	BLVD SATELLITE PKG (MARRIOTT)	-	206,000	206,000
* 11BS033	AVTA BUS STOP IMPROVEMENTS	-	1,681,471	1,681,471
		-	1,887,471	1,887,471
<u>208 - TDA Article 3</u>				
12ST039	10TH ST W & AVE J IMPS (HSIP)	176,701	-	176,701
* 15BW009	AVE G, 70W TO 1950' W/O 90W (CITY)	-	73,500	73,500
* 15ST080	ANNUAL LONG LINE STRIPING	-	103,494	103,494
		176,701	176,994	353,695
<u>209 - Proposition C</u>				
12AC003	PARK & RIDE PARKING LOTS REFRB	903,654	-	903,654
12ST041	2020 SPRING PMP	22,000	-	22,000
15ST058	LANCASTER HEALTH DISTRICT	258,262	-	258,262
15SW015	SIDEWALK IMP AT RR CROSSINGS	49,000	-	49,000
17SD027	K & CHALLENGER DRAINAGE	41,000	-	41,000
* 12ST046	2021 SUMMER PMP	-	2,585,083	2,585,083
* 16ZZ001	SAFER STREETS ACTION PLAN IMP	-	500,000	500,000
		1,273,916	3,085,083	4,358,999
<u>210 - Measure R</u>				
15BR004	AVE K/SR 14 INTERCHANGE -MSR R	8,500,000	-	8,500,000
15BR005	AVE M/SR 14 INTERCHANGE -MSR R	2,000,000	-	2,000,000
15BR006	AVE G/SR 14 INTERCHANGE -MSR R	1,046,631	-	1,046,631
15BR007	AVE J/SR 14 INTERCHANGE	5,464,321	1,035,679	6,500,000
15BR008	AVE L & SR 14 INTERCHANGE	2,510,000	-	2,510,000
15SW017	2020 ATP-SRTS PED IMP	100,000	-	100,000
* 12GB004	TREE REMOVALS (GRANT PROJECTS)	-	10,000	10,000
* 12ST046	2021 SUMMER PMP	-	1,329,552	1,329,552
* 15ST080	ANNUAL LONG LINE STRIPING	-	146,506	146,506
		19,620,951	2,521,737	22,142,688

CIP SUMMARY BY FUNDING SOURCE

211 - Measure M

15SW016 PEDESTRIAN GAP CLOSURE IMPS

1,240,486

-

1,240,486

1,240,486

-

1,240,486

217 - Developer Fees - Signal

16ST010 AVE K & 35TH E ET AL

844,737

-

844,737

16ST027 1/4 TRAFFIC SIGNAL, AVE L/42 W

70,000

55,578

125,578

914,737

55,578

970,315

220 - Developer Fees - Drainage

12FW003 DRAINAGE FENCING

10,000

-

10,000

17SD021 DRAINAGE IMPACT FEES REFUNDED

75,000

-

75,000

17SD027 K & CHALLENGER DRAINAGE

162,000

-

162,000

* 12SD026 K-8 & 15TH W BOX REPAIR

-

130,000

130,000

* 17SD029 DRAINAGE IMP, 30W & AVE J-8

-

150,000

150,000

* 17SD031 MPDF CHALLENGER CHNL-K TO BLVD

-

250,000

250,000

247,000

530,000

777,000

224 - Developer Fees - Biological

11GS011 PRIME DESERT WOODLANDS EXP

10,000

-

10,000

10,000

-

10,000

227 - Urban Structure Program – Parks

11BS022 LPAC IMPROVEMENTS

40,000

-

40,000

11ZZ004 ADA COMPLIANCE

-

100,000

100,000

12BS014 MUNICIPAL STADIUM REHABILITATN

20,481

-

20,481

60,481

100,000

160,481

228 - Urban Structure Program – Admin

11BS019 CITY HALL FACE LIFT

5,000

-

5,000

5,000

-

5,000

229 - Urban Structure Program – Corp Yard

11BS019 CITY HALL FACE LIFT

83,750

-

83,750

83,750

-

83,750

232 - Developer Fees - Traffic

15SW016 PEDESTRIAN GAP CLOSURE IMPS

7,532

-

7,532

16ST029 AVE I AT 50TH ST W (ICE IMPS)

133,977

-

133,977

16ST030 AVE I AT 60TH ST W (ICE IMPS)

121,111

-

121,111

* 12GB004 TREE REMOVALS (GRANT PROJECTS)

-

150,000

150,000

* 15ST080 ANNUAL LONG LINE STRIPING

-

250,000

250,000

* 15ST081 TRANSITIONAL STRIPING (NON-GR)

-

100,000

100,000

* 15TC003 TRAFFIC CALMING

-

100,000

100,000

262,620

600,000

862,620

321 - MTA Grant - Local

15ST058 LANCASTER HEALTH DISTRICT

95,576

-

95,576

95,576

-

95,576

323 - Federal Grant - STPL

12ST039 10TH ST W & AVE J IMPS (HSIP)

-

459,361

459,361

-

459,361

459,361

349 - Misc State Grant

11GS011 PRIME DESERT WOODLANDS EXP

9,140

-

9,140

9,140

-

9,140

CIP SUMMARY BY FUNDING SOURCE

		FY 21 Carry-Fwd from FY 20 Approp	FY 21 Request for New Funding	FY 21 Total Proposed Funding
361 - CDBG				
11ZZ007	UPGRADES @ OMP (PLAYGROUND EQUIP/FLOORING)	-	200,000	200,000
		-	200,000	200,000
399 - Federal Misc Grant				
12ST039	10TH ST W & AVE J IMPS (HSIP)	2,280,723		2,280,723
15SW016	PEDESTRIAN GAP CLOSURE IMPS	6,080,309	214,600	6,294,909
16ST030	AVE I AT 60TH ST W (ICE IMPS)	214,000	-	214,000
		8,575,032	214,600	8,789,632
482 - Landscape Maintenance District				
12BG001	LMD RESTORATION PROGRAM	970,150	-	970,150
12GB001	LMD RESTORATION PROGRAM	60,390	-	60,390
		1,030,540	-	1,030,540
484 - Drainage Maintenance District				
* 17SD030	MPDF 35W CHNL-BLVD TO S/O I	-	230,000	230,000
		-	230,000	230,000
701 - Finance Authority				
11BS019	CITY HALL FACE LIFT	4,124,902	-	4,124,902
11BS029	PW YARD IMPROVEMENTS	2,000,000	-	2,000,000
11BS030	CIVIC CENTER	2,750,000	-	2,750,000
11BS031	PARK IMPROVMENTS BOND FUNDS	1,907,610	-	1,907,610
11ZZ005	CITY BEAUTIFICATION	1,978,476	-	1,978,476
12ST041	2020 SPRING PMP	6,554,543		6,554,543
12ST042	2020 SUMMER PMP	32,298	6,608,332	6,640,630
12ST043	2020 FALL PMP	30,000	6,163,583	6,193,583
* 12ST045	2021 FALL PMP	-	7,973,325	7,973,325
* 12ST046	2021 SUMMER PMP	-	1,026,897	1,026,897
* 12ST047	2022 SPRING PMP	-	380,000	380,000
* 12ST048	2022 SUMMER PMP	-	400,000	400,000
* 15ST079	2021 NEIGHBORHOOD IMPROVEMENTS	-	6,618,722	6,618,722
* 15SW018	2020 SIDEWALK, CURB AND GUTTER	-	1,500,000	1,500,000
		19,377,829	30,670,859	50,048,688
Grand Total		53,752,376	44,513,729	98,266,105

* New Capital projects for FY 21

FY 2021 - FY 2025 Capital Improvement Program

Proj. No.	Project Description	FY 20 Year End Estimate (Actuals + Commit)	FY 21 Carry-Fwd from FY 20 Approp	FY 21 Request for New Funding	FY 21 Total Proposed Funding	FY 22	FY 23	FY 24	FY 25
* 11AC011	BLVD SATELLITE PARKING (MARRIOTT)			206,000	206,000				
11BS019	CITY HALL FACE LIFT	447,621	4,403,975		4,403,975				
11BS022	LPAC IMPROVEMENTS	122,165	40,000		40,000				
11BS023	OMP CONCESSION BLDG RENOVATION	44,246							
11BS026	SGT STEVE OWEN MEMORIAL IN OMP	221,501							
11BS027	TRANSPORTATION MGMT CENTER	819,209							
11BS028	JANE REYNOLDS SKATE PARK	1,429,289							
11BS029	PW YARD IMPROVEMENTS		2,000,000		2,000,000				
11BS030	CIVIC CENTER		2,750,000		2,750,000				
11BS031	PARK IMPROVEMENTS BOND FUNDS		1,907,610		1,907,610				
11BS032	JANE REYNOLDS SKATE PARK IMPRO	109,818							
* 11BS033	AVTA BUS STOP IMPROVEMENTS			1,681,471	1,681,471				
11FW004	COMMUNITY CTR FENCE/P	266,250							
11GS011	PRIME DESERT WOODLANDS EXP	450,574	19,140		19,140				
11TS001	TRAFFIC OP CENTER & SIGNAL CON	170,242							
11ZZ004	ADA COMPLIANCE	134,194		100,000	100,000	100,000	100,000	100,000	100,000
11ZZ005	CITY BEAUTIFICATION	21,524	1,978,476		1,978,476				
11ZZ006	LANCASTER MAINTENANCE	291,599							
11ZZ007	UPGRADES @ OMP (PLAYGROUND EQUIP/FLOORING)	700,000		200,000	200,000				
12AC002	BLVD PARKING LOT IMPROVEMENTS	700,000							
12AC003	PARK & RIDE PARKING LOTS REFRB	1,346	903,654		903,654				
12BG001	LMD RESTORATION PROGRAM	29,850	970,150		970,150				
12BS014	MUNICIPAL STADIUM REHABILITATN	82,808	20,481		20,481				
12FW003	DRAINAGE FENCING	590,000	10,000		10,000				
12GB001	LMD RESTORATION PROGRAM		60,390		60,390				
* 12GB004	TREE REMOVALS (GRANT PROJECTS)			160,000	160,000				
* 12SD026	K-8 & 15TH W BOX REPAIR			130,000	130,000				
12ST039	10TH ST W & AVE J IMPS (HSIP)	584,076	2,457,424	711,550	3,168,974				
12ST040	2020 PAVEMENT MGMT PROGRAM	2,263,247	80,000		80,000				
12ST041	2020 SPRING PMP	223,457	6,576,543		6,576,543				
12ST042	2020 SUMMER PMP	347,702	32,298	6,608,332	6,640,630				
12ST043	2020 FALL PMP	320,000	30,000	6,163,583	6,193,583				
* 12ST045	2021 SUMMER PMP			6,746,389	6,746,389				
* 12ST046	2021 FALL PMP			7,973,325	7,973,325				
* 12ST047	2022 SPRING PMP			380,000	380,000	4,568,375			
* 12ST048	2022 SUMMER PMP			400,000	400,000	6,078,808			
13EV001	AMARGOSA CRK HABITAT MITIGATN	32,203							
13EV002	AMARGOSA CRK HABITAT MITIGATN	56,495							
15BR004	AVE K/SR 14 INTERCHANGE -MSR R	3,307,398	8,500,000		8,500,000	12,500,000	5,330,096		
15BR005	AVE M/SR 14 INTERCHANGE -MSR R	2,933,199	2,000,000		2,000,000	27,041,333			
15BR006	AVE G/SR 14 INTERCHANGE -MSR R	128,433	1,046,631		1,046,631	700,000			
15BR007	AVE J/SR 14 INTERCHANGE	1,586,656	5,464,321	1,035,679	6,500,000	21,957,455			
15BR008	AVE L & SR 14 INTERCHANGE	1,572,592	2,510,000		2,510,000	8,136,460			
15BW008	10TH ST W BIKEWAY& ROAD DIET	3,240,624							
* 15BW009	AVENUE G, 70TH W TO 1950' W/O 90TH W (CITY)			73,500	73,500				
* 15SG001	BLVD LED LIGHTING			125,000	125,000				
15ST053	AVE I ST IMP CHALLENGER-PRICE	1,825,343							
15ST054	AVE I ST IMP PRICE-35TH ST E	2,089,527							
15ST058	LANCASTER HEALTH DISTRICT	2,667,366	353,838	300,000	653,838	1,700,000			
15ST064	AVE H & 7TH ST W IMPR (BYD)	622,454							
15ST068	GADSDEN & KILDARE IMPROVEMENTS	1,018,310							
15ST069	INSTALL OF D3-1 ST SIGN		174,413		174,413				
15ST070	TRAFFIC OVERHEAD SIGN REPLACE	495,000	105,000		105,000				
15ST071	REDUNDANT STREET LIGHTING	290,000							
15ST077	PDWP GAP CLOSURE (K-4)	703,636							
15ST078	15ST078 2020 LONG LINE STRIPE	340,000							
* 15ST079	2021 NBH IMPROVEMENTS			6,618,722	6,618,722				
* 15ST080	ANNUAL LONG LINE STRIPE			500,000	500,000	500,000	500,000	500,000	500,000
* 15ST081	TRANSITIONAL STRIPING (OUTSIDE OF GRANT LIMITS)			100,000	100,000				
15SW015	SIDEWALK IMP AT RR CROSSINGS		49,000		49,000				
15SW016	PEDESTRIAN GAP CLOSURE IMPS	1,602,508	7,447,208	514,600	7,961,808				

Proj. No.	Project Description	FY 20 Year End Estimate (Actuals + Commit)	FY 21 Carry-Fwd from FY 20 Approp	FY 21 Request for New Funding	FY 21 Total Proposed Funding	FY 22	FY 23	FY 24	FY 25
15SW017	2020 ATP-SRTS PED IMP	7,668,281	200,000	1,000,000	1,200,000				
* 15SW018	2020 SIDEWALK, CURB AND GUTTER			1,500,000	1,500,000				
* 15TC003	TRAFFIC CALMING			100,000	100,000				
16ST010	AVE K & 35TH E ET AL	81,961	844,737		844,737				
16ST029	AVE I AT 50TH ST W (ICE IMPS)	36,063	133,977		133,977				
16ST030	AVE I AT 60TH ST W (ICE IMPS)	50,433	335,111		335,111				
16TS027	1/4 TRAFFIC SIGNAL, AVE L/42 W		70,000	55,577	125,577				
16TS029	16/17 TRAFFIC SIGNAL UPGRADES	1,041,605							
* 16ZZ001	SAFER STREETS ACTION PLAN IMP			500,000	500,000				
17SD021	DRAINAGE IMPACT FEES REFUNDED	75,000	75,000		75,000	75,000	75,000	75,000	75,000
17SD027	K & CHALLENGER DRAINAGE	20,000	203,000		203,000				
17SD028	K & 42ND W DRAINAGE	172,000							
* 17SD029	DRAINAGE IMPROVEMENTS, 30TH W AND AVE J-8			150,000	150,000				
* 17SD030	MPDF 35TH W CHANNEL, BLVD TO S/O AVE I			230,000	230,000				
* 17SD031	MPDF CHALLENGER WAY, AVE K TO BLVD			250,000	250,000	2,135,000	1,407,000		
17SR004	SEWER REHABILITATION PROGRAM	534,370							
	Recycled Water 1-Million Gallon Tank						350,000	1,650,000	
	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		
	North Valley Recycled Water Pump Station, Reservoir & Main Extension						1,700,000	18,000,000	
	Carter Park Recycled Water Main Extension								1,200,000
	BLVD Bollard Replacement						400,000		
	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	
GRAND TOTAL		44,562,175	53,752,377	44,513,729	98,266,105	85,492,430	10,887,096	26,940,000	2,575,000

* New Capital Project

FY 2021 NEW CAPITAL PROJECTS

Facilities/Fixtures

1. 11AC011 BLVD Satellite Pkg (Marriott)
- * 11BS033 AVTA Bus Stop Improvements

Maintenance & Repair

- * 12GB004 Tree Removals
2. 12SD026 K-8 & 15th W Box Repair
- * 12ST045 2021 Fall PMP
- * 12ST046 2021 Summer
- * 12ST047 2022 Spring PMP
- * 12ST048 2022 Summer PMP

Streets & Right-of-Way

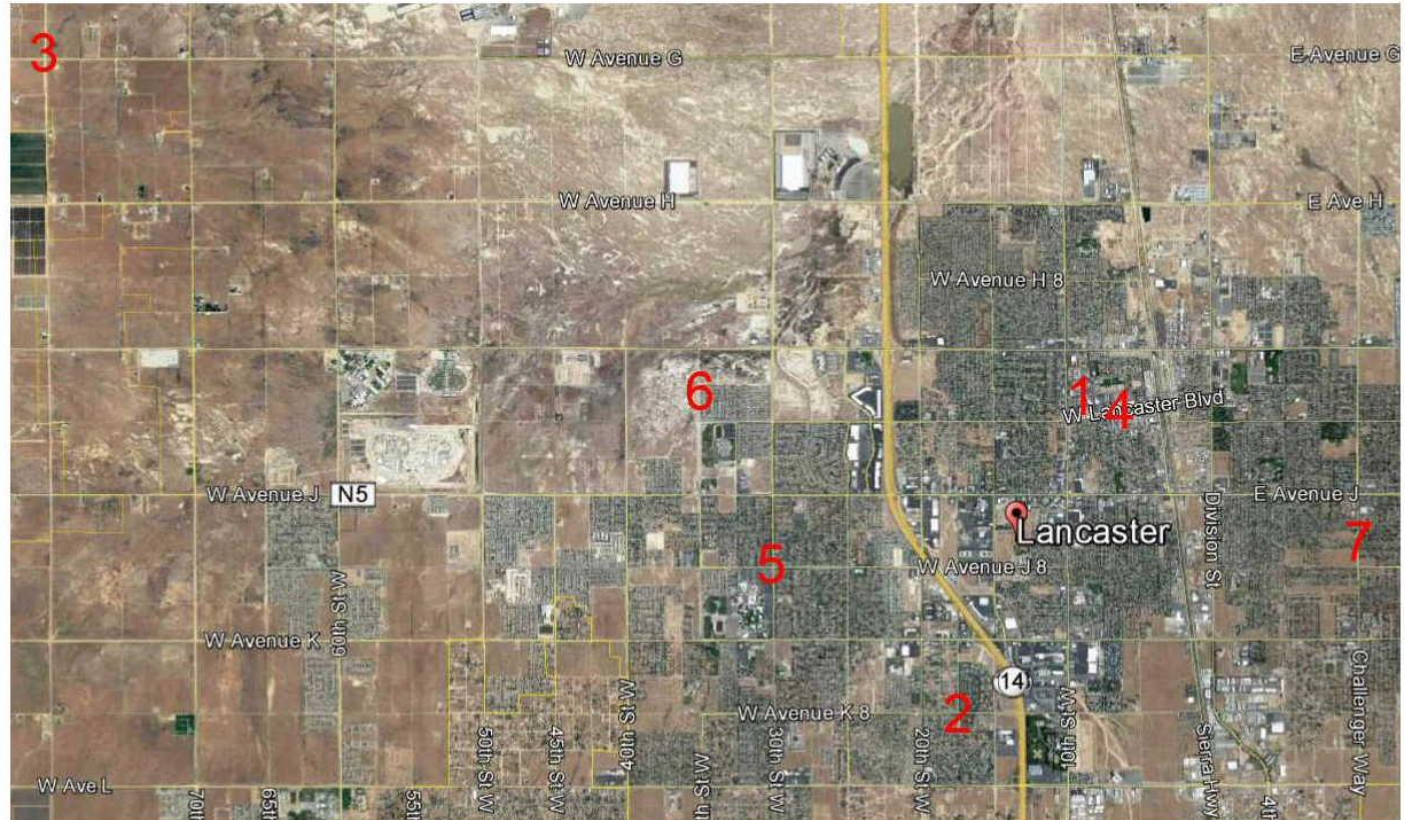
3. 15BW009 Ave G. 70W to 1950' W/O 90W
4. 15SG001 BLVD LED Lighting
- * 15ST079 2021 Neighborhood Improve
- * 15ST080 Annual Long Line Striping
- * 15ST081 Transitional Striping (Non-Gr)
- * 15SW018 2020 Sidewalk, Curb and Gutter
- * 15TC003 Traffic Calming

Transportation Safety

- * 16ZZ001 Safer Streets Action Plan Imp

Utilities

5. 17SD029 Drainage Imp, 30W & Ave J-8
6. 17SD030 MPDF 35W Chnl-BLVD to S/O I
7. 17SD031 MPDF Challenger Chnl-K to BLVD



*City Wide Projects (not shown on map)

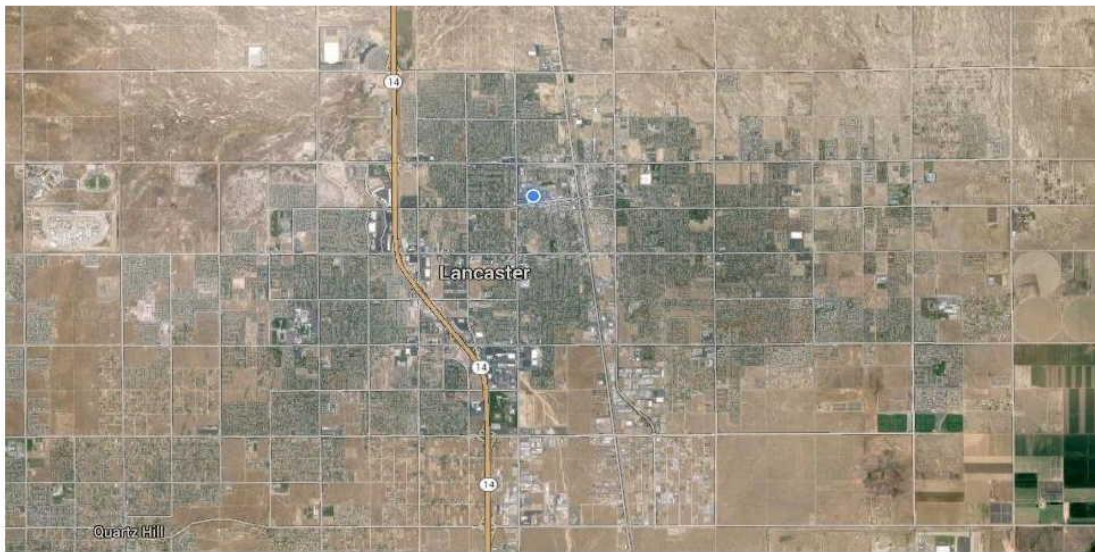


Description

Parking lot rehabilitation southside of Kildare between Gadsden and 10th Street West.

Project Budget

		<u>Prior Years</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>	<u>FY 2024</u>	<u>FY 2025</u>	<u>Total</u>
<u>Fund #</u>	<u>Fund Desc.</u>							
207	Prop A		\$ 206,000					\$ 206,000
TOTAL PROJECT		\$ -	\$ 206,000	\$ -	\$ -	\$ -	\$ -	\$ 206,000



Description

Improving five (5) existing bus stop locations by providing ADA accessibility to signal poles, ADA path of travel, intersection connectivity and median modifications.

Project Budget		<u>Prior Years</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>	<u>FY 2024</u>	<u>FY 2025</u>	<u>Total</u>
<u>Fund #</u>	<u>Fund Desc.</u>							
207	Prop A		\$ 1,681,471					\$ 1,681,471
TOTAL PROJECT		\$ -	\$ 1,681,471	\$ -	\$ -	\$ -	\$ -	\$ 1,681,471

Tree Removals

Project #12GB004



Description

Tree and shrub removals at parkway locations where roadway sidewalk, curb and gutter repairs/installations are needed, ahead of 2 Federal projects, in order to avoid triggering Federal NEPA Environmental requirements.

Project Budget		<u>Prior Years</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>	<u>FY 2024</u>	<u>FY 2025</u>	<u>Total</u>
<u>Fund #</u>	<u>Fund Desc.</u>							
210	Measure R		\$ 10,000				\$	10,000
232	Traffic Impact		\$ 150,000				\$	150,000
TOTAL PROJECT		\$ -	\$ 160,000	\$ -	\$ -	\$ -	\$ -	\$ 160,000

K-8 & 15th W Box Repair

Project #12SD026

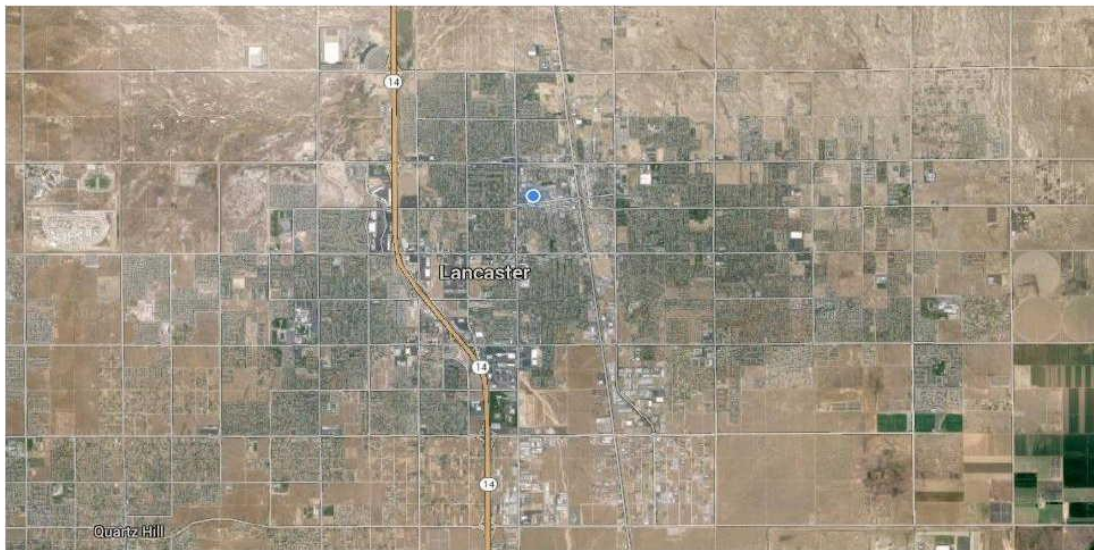


Description

In 2018, a fire damaged the interior of the box culvert. This project will repair damaged concrete surfaces.

Project Budget

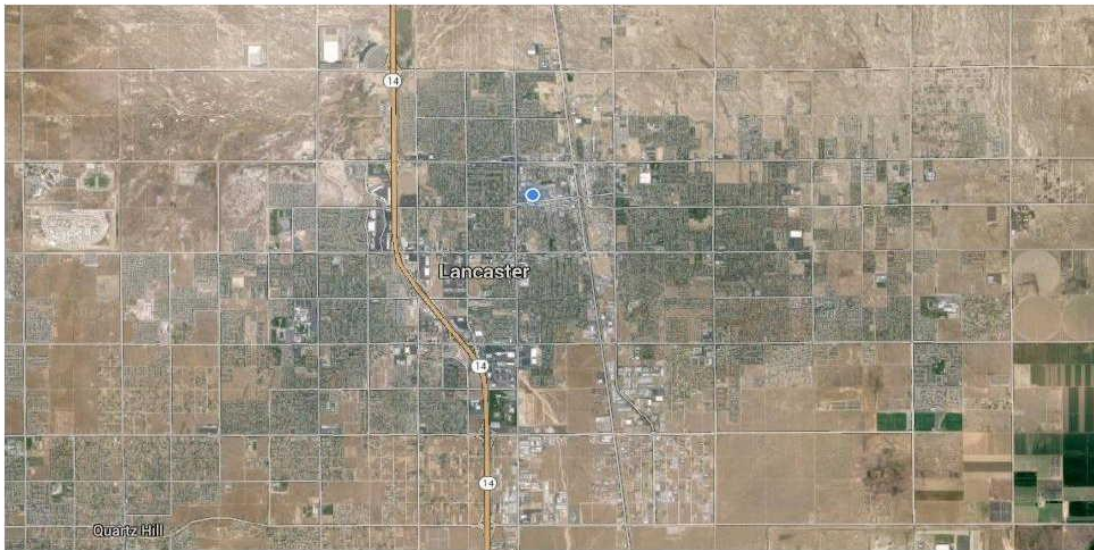
		<u>Prior Years</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>	<u>FY 2024</u>	<u>FY 2025</u>	<u>Total</u>
<u>Fund #</u>	<u>Fund Desc.</u>							
220	Drainage Impact		\$ 130,000					\$ 130,000
TOTAL PROJECT		\$ -	\$ 130,000	\$ -	\$ -	\$ -	\$ -	\$ 130,000



Description

As part of the REVIVE 25 program, this project will repair and resurface approximately 64 lane miles of City streets. Recommended project areas include: (1) NBH – Lancaster Boulevard to Avenue J, 10th Street West to Sierra Highway, (2) NBH – Avenue J to Avenue J-8, 25th Street West to 30th Street West, (3) NBH - Avenue J to Avenue J-8, Sierra Highway to 10th Street West, (4) NBH - Avenue J-8 to Avenue K, 10th Street West to 15th Street West, (5) NBH – Avenue J-8 to Avenue K, 20th Street West to 25th Street West, (6) NBH - Avenue K to Avenue K-4, 25th Street West to 30th Street West, and (7) NBH - Avenue K-8 to Avenue L, 15th Street West to 20th Street West.

Project Budget		<u>Prior Years</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>	<u>FY 2024</u>	<u>FY 2025</u>	<u>Total</u>
<u>Fund #</u>	<u>Fund Desc.</u>							
701	Finance Auth		\$ 7,973,325					\$ 7,973,325
TOTAL PROJECT		\$ -	\$ 7,973,325	\$ -	\$ -	\$ -	\$ -	\$ 7,973,325



Description

As part of the REVIVE 25 program, this project will repair and resurface approximately 29 lane miles of City streets. Recommended project areas include: (1) Avenue J, 10th Street West to Challenger Way, (2) Division Street, Avenue I to Avenue J, (3) Avenue M, Sierra highway to 4th Street East, (4) 15th Street West, Avenue J to Avenue J-8, (5) 25th Street West, Avenue K-8 to Avenue L, and (6) 20th Street West, Avenue K to Avenue L.

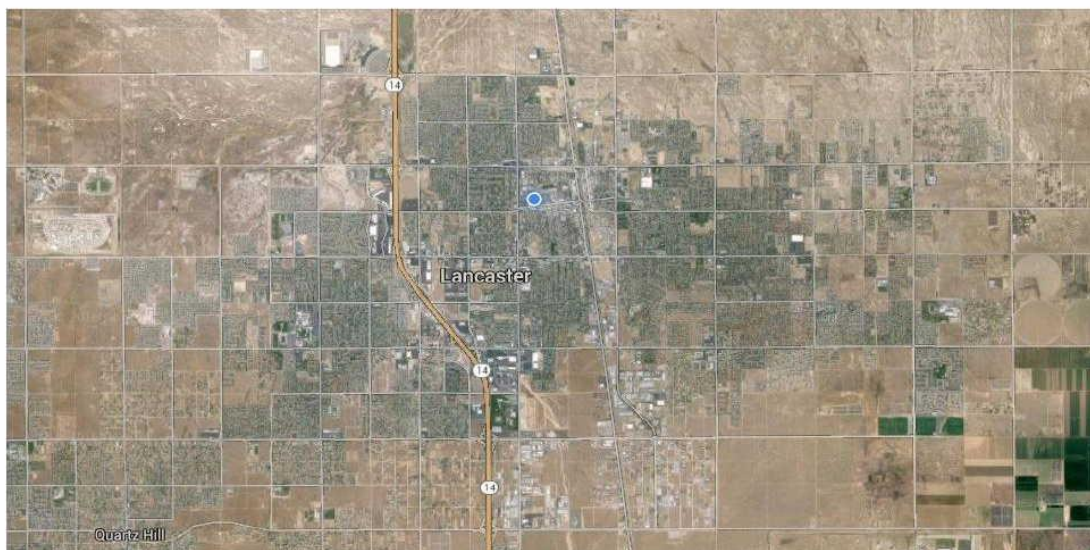
Project Budget		<u>Prior Years</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>	<u>FY 2024</u>	<u>FY 2025</u>	<u>Total</u>
<u>Fund #</u>	<u>Fund Desc.</u>							
206	TDA Article 8		\$ 1,804,857					\$ 1,804,857
209	Prop C		\$ 2,585,083					\$ 2,585,083
210	Measure R		\$ 1,329,552					\$ 1,329,552
710	Finance Auth		\$ 1,026,897					\$ 1,026,897
TOTAL PROJECT		\$ -	\$ 6,746,389	\$ -	\$ -	\$ -	\$ -	\$ 6,746,389

**Description**

As part of the REVIVE 25 program, this project will repair and resurface approximately 33 lane miles of City streets. Recommended project areas include: (1) Lancaster Business Park and (2) NBH - Avenue I to Avenue J, Division Street to Sierra Highway.

Project Budget

	<u>Prior Years</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>	<u>FY 2024</u>	<u>FY 2025</u>	<u>Total</u>
<u>Fund #</u> <u>Fund Desc.</u>							
710 Finance Auth		\$ 380,000					\$ 380,000
TOTAL PROJECT	\$ -	\$ 380,000	\$ -	\$ -	\$ -	\$ -	\$ 380,000

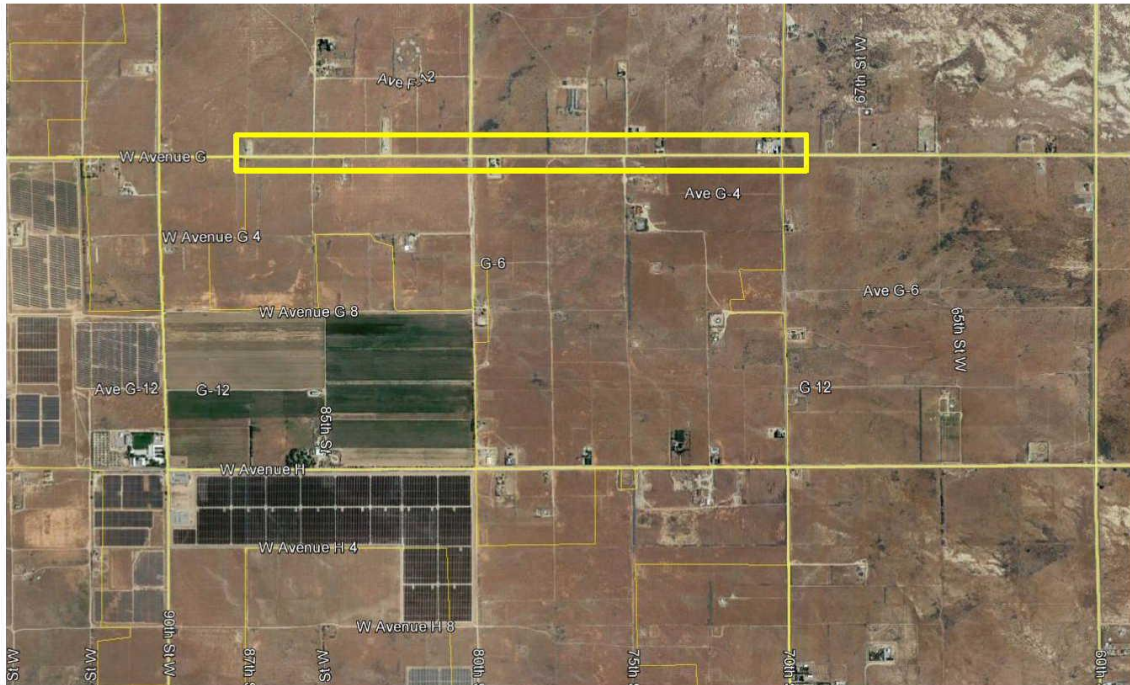


Description

As part of the REVIVE 25 program, this project will repair and resurface approximately 38 lane miles of City streets. Recommended project areas include: (1) New Development Projects and (2) Neighborhood Slurry Seal Program.

Project Budget

		<u>Prior Years</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>	<u>FY 2024</u>	<u>FY 2025</u>	<u>Total</u>
<u>Fund #</u>	<u>Fund Desc.</u>							
710	Finance Auth		\$ 400,000					\$ 400,000
TOTAL PROJECT		\$ -	\$ 400,000	\$ -	\$ -	\$ -	\$ -	\$ 400,000

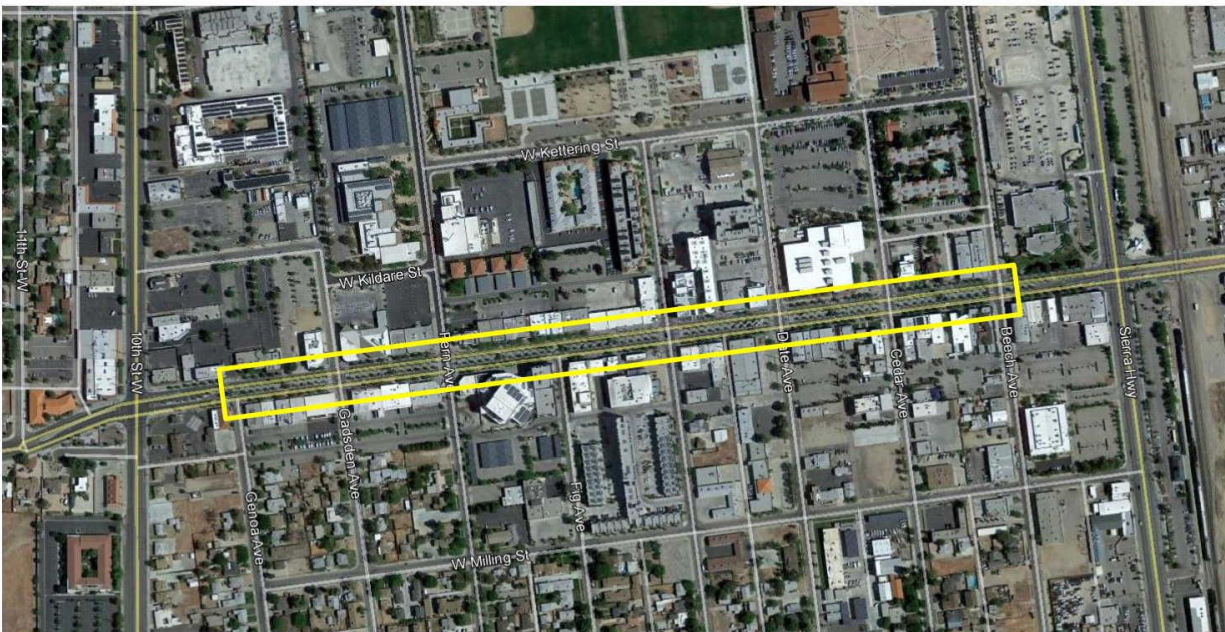


Description

Joint pavement rehabilitation project with the County of Los Angeles.

Project Budget

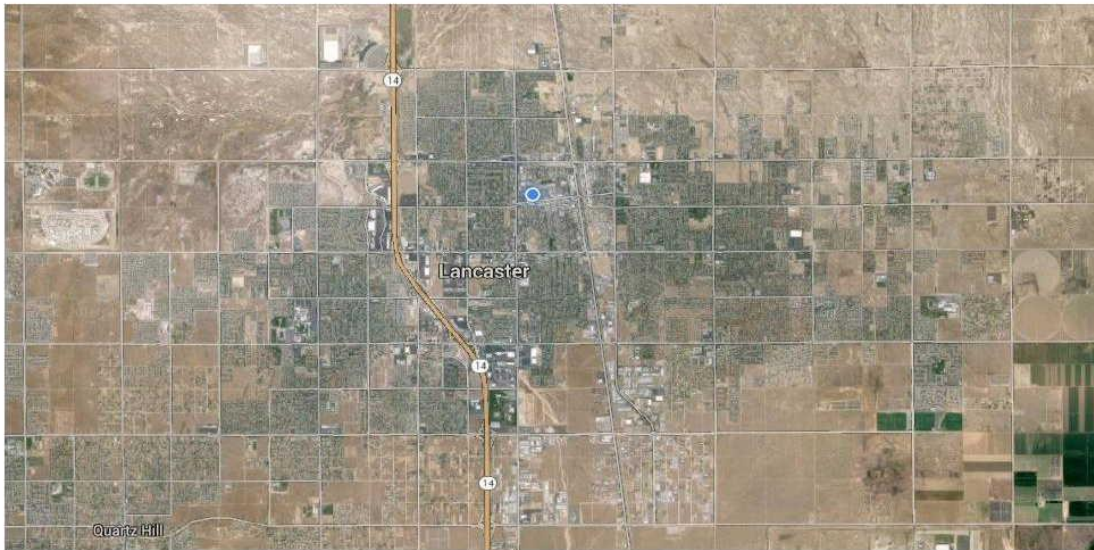
		Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
<u>Fund #</u>	<u>Fund Desc.</u>							
208	TDA Article 3		\$ 73,500					\$ 73,500
TOTAL PROJECT		\$ -	\$ 73,500	\$ -	\$ -	\$ -	\$ -	\$ 73,500

**Description**

Installation of smart LED lighting on the BLVD from Beech to Genoa. Lights can be controlled to change color, brightness, pattern, etc. This is a replacement for the lights we had before.

Project Budget

	<u>Prior Years</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>	<u>FY 2024</u>	<u>FY 2025</u>	<u>Total</u>
<u>Fund #</u> 206							
<u>Fund Desc.</u> TDA Article 8		\$ 125,000					\$ 125,000
TOTAL PROJECT	\$ -	\$ 125,000	\$ -	\$ -	\$ -	\$ -	\$ 125,000



Description

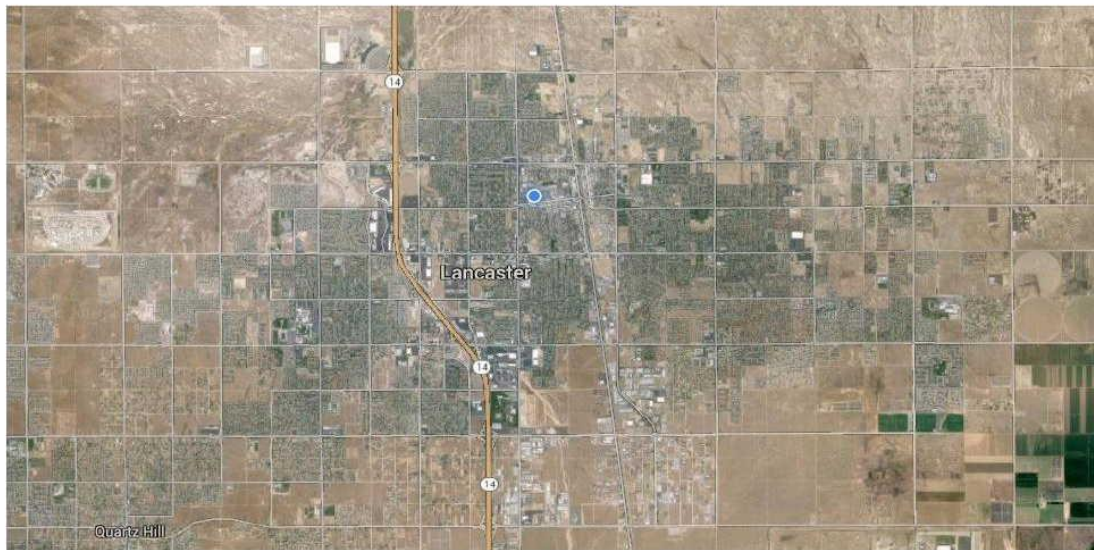
As part of the REVIVE 25 program, this project will repair and resurface approximately 51 lane miles of City streets. Recommended project areas include: (1) NBH – Avenue J to Avenue J-8, Division Street to Raysack, (2) NBH – 10th Street West to Sierra Highway, Avenue I to Lancaster Boulevard, (3) NBH – Avenue J-8 to Avenue K, 15th Street East to Rembrandt, (4) NBH - Lancaster Boulevard Avenue J, Division Street to 5th Street East, and (5) NBH – Division Street to Challenger Way, Avenue J-8 to Avenue K.

Project Budget		<u>Prior Years</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>	<u>FY 2024</u>	<u>FY 2025</u>	<u>Total</u>
<u>Fund #</u>	<u>Fund Desc.</u>							
710	Finance Auth		\$ 6,618,722					\$ 6,618,722
TOTAL PROJECT		\$ -	\$ 6,618,722	\$ -	\$ -	\$ -	\$ -	\$ 6,618,722

**Description**

Refresh long line striping on half of City's arterial streets (approx. 1700 lane miles).

Project Budget		<u>Prior</u> <u>Years</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>	<u>FY 2024</u>	<u>FY 2025</u>	<u>Total</u>
<u>Fund #</u>	<u>Fund Desc.</u>							
208	TDA Article 3		\$ 103,494					\$ 103,494
210	Measure R		\$ 146,506					\$ 146,506
232	Traffic Impact		\$ 250,000					\$ 250,000
-	Unknown			\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 2,000,000
TOTAL PROJECT			\$ -	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 2,500,000



Description

When these projects were scoped, transitional striping on approach and departure were not included in the scopes of work and must be funded separate from the grants. The transitional striping will be for grant funded projects 15SW016, 15ST053 and 15ST054.

Project Budget

		<u>Prior Years</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>	<u>FY 2024</u>	<u>FY 2025</u>	<u>Total</u>
<u>Fund #</u>	<u>Fund Desc.</u>							
232	Traffic Impact		\$ 100,000					\$ 100,000
TOTAL PROJECT		\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ 100,000



Description

This project will repair and replace sidewalk, curb and gutter; as well as upgrade curb ramps to current Americans with Disabilities Act (ADA) standards, at various locations throughout the City. The project will also tree trim and root prune to improve street tree longevity and to prevent future damage to nearby sidewalks, curb, gutter and asphalt. This will help reduce the need to remove mature trees at repair locations, while helping prevent future trip hazards, normally caused by overgrown roots.

Project Budget

		<u>Prior Years</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>	<u>FY 2024</u>	<u>FY 2025</u>	<u>Total</u>
<u>Fund #</u>	<u>Fund Desc.</u>							
701	Finance Auth		\$ 1,500,000					\$ 1,500,000
TOTAL PROJECT		\$ -	\$ 1,500,000	\$ -	\$ -	\$ -	\$ -	\$ 1,500,000

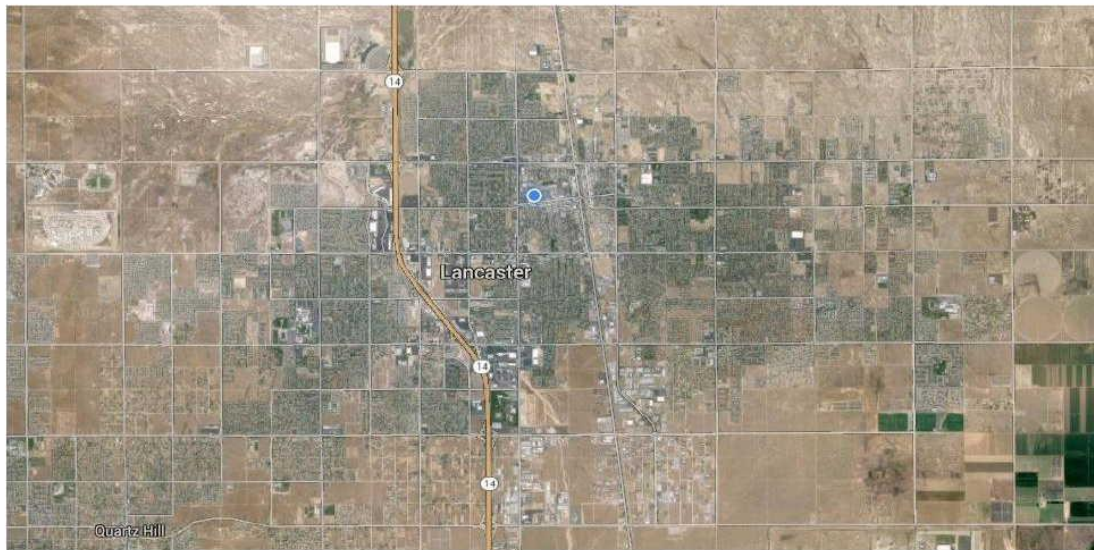


Description

Install speed cushions, signs, and legends at locations where the speed peramiters were met. The locations are Avenue H8 from 10th West to Sierra Hwy, Logue Avenue from Lancaster Blvd to Kettering Street, Avenue J10 from Gadsden Avenue to Beech Avenue, Rembrandt Street from Avenue J12 to Lincoln Avenue. 15 other locations have qualified but have not returned petitions yet.

Project Budget

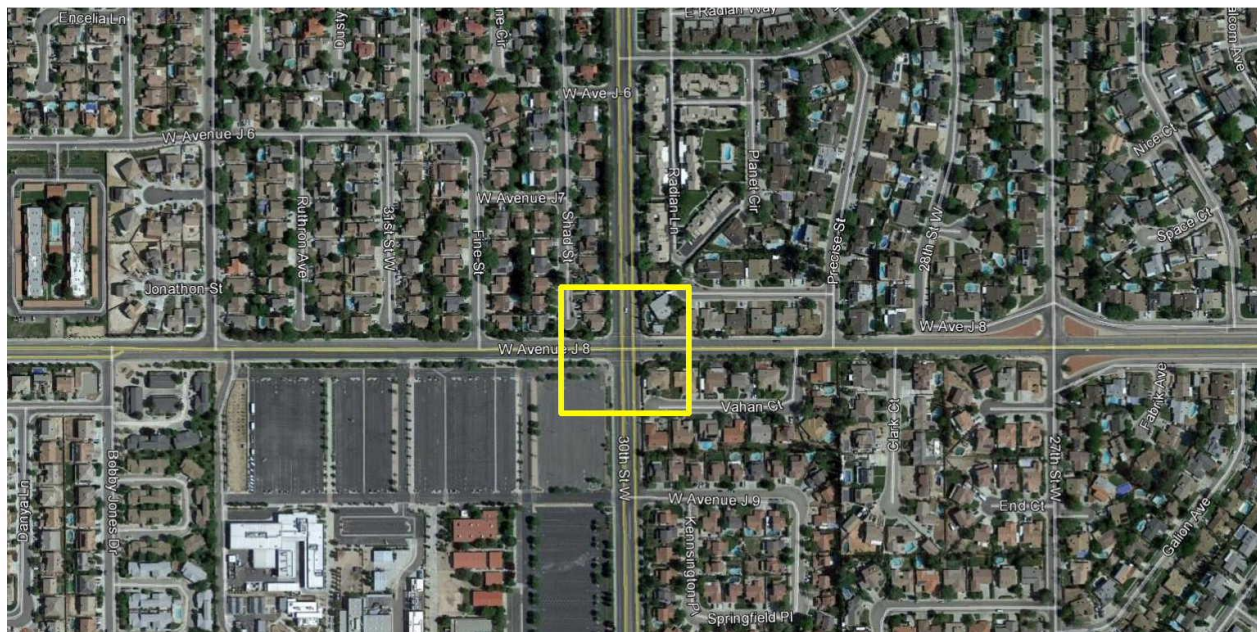
		<u>Prior Years</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>	<u>FY 2024</u>	<u>FY 2025</u>	<u>Total</u>
<u>Fund #</u>	<u>Fund Desc.</u>							
232	Traffic Impact		\$ 100,000					\$ 100,000
TOTAL PROJECT		\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ 100,000



Description

This project would fund traffic safety improvements identified in the Lancaster Safer Streets Action Plan (adopted by City Council in early 2020) as well as provide funding to address other traffic safety issues immediately when they come up.

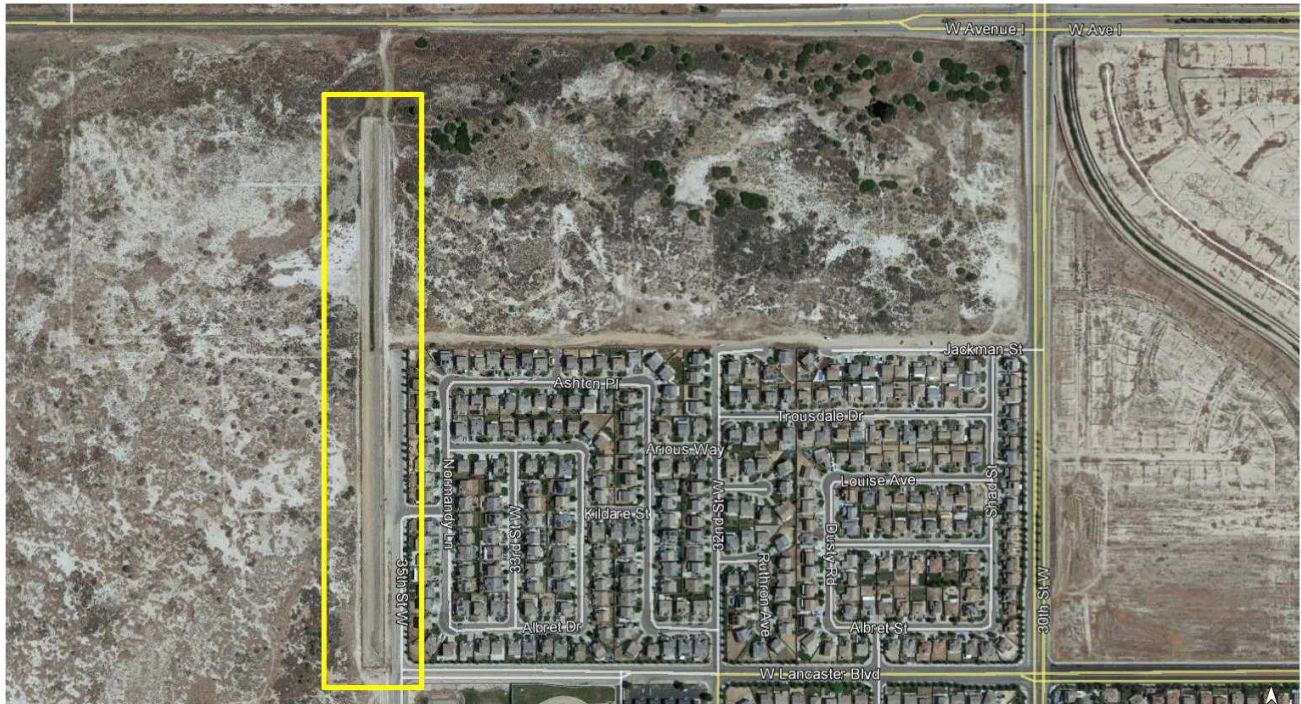
Project Budget		<u>Prior Years</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>	<u>FY 2024</u>	<u>FY 2025</u>	<u>Total</u>
<u>Fund #</u>	<u>Fund Desc.</u>							
209	Prop C		\$ 500,000					\$ 500,000
TOTAL PROJECT		\$ -	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ 500,000



Description

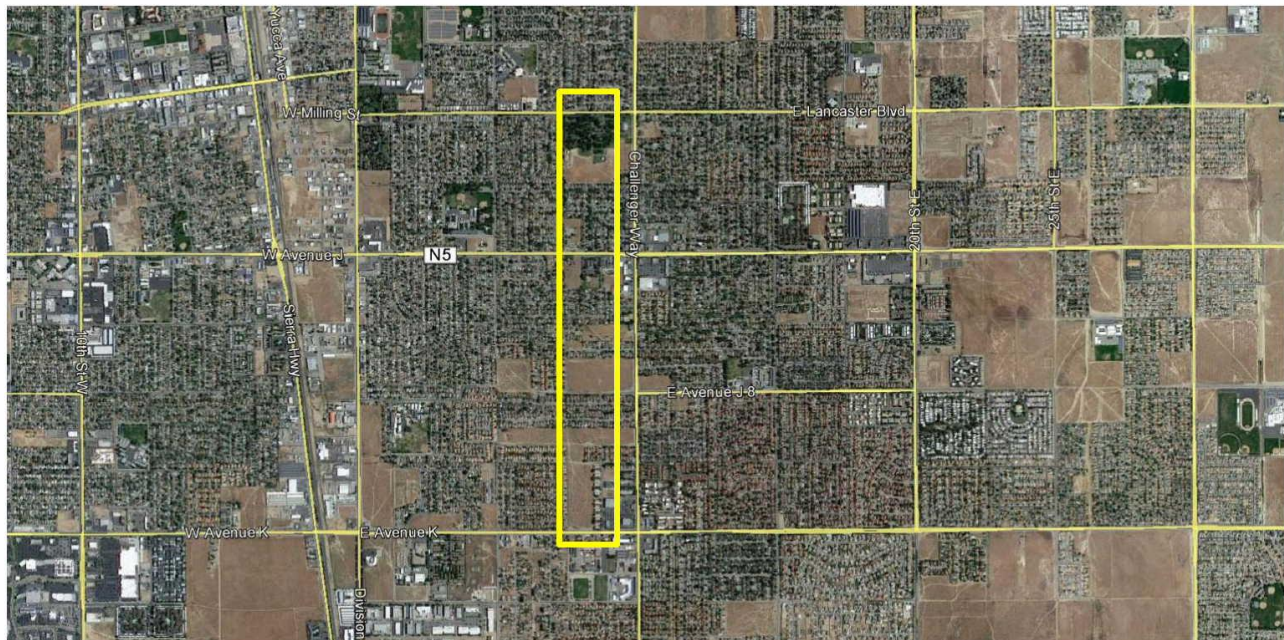
Rail top box (RTB) repair needed for East and West RTBs. Currently, at max capacity and intersection flooding during storm. Funding requested in FY 21 will be to repair RTBs, perform study and preliminary design for long term drainage solution. Will request Construction funds in future Fiscal Year.

Project Budget		Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
<u>Fund #</u>	<u>Fund Desc.</u>							
220	Drainage Impact		\$ 150,000					\$ 150,000
TOTAL PROJECT		\$ -	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ 150,000

**Description**

Basin needs the floor elevation reestablished to increase capacity. (Assumed average depth of removal is $\pm 1/4$ of volume, approx. 1,800 CY; survey to be performed in-house and will contract regrading of channel.)

Project Budget		<u>Prior Years</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>	<u>FY 2024</u>	<u>FY 2025</u>	<u>Total</u>
<u>Fund #</u>	<u>Fund Desc.</u>							
484	Drainage Maintenance		\$ 230,000					\$ 230,000
TOTAL PROJECT		\$ -	\$ 230,000	\$ -	\$ -	\$ -	\$ -	\$ 230,000

**Description**

Implementation of Master Plan of Drainage to relieve flooding of intersection.

Project Budget		<u>Prior</u> <u>Years</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>	<u>FY 2024</u>	<u>FY 2025</u>	<u>Total</u>
<u>Fund #</u>	<u>Fund Desc.</u>							
220	Drainage Impact		\$ 250,000	\$ 2,135,000	\$ 1,407,000			\$ 3,792,000
TOTAL PROJECT			\$ -	\$ 250,000	\$ 2,135,000	\$ 1,407,000	\$ -	\$ 3,792,000

APPENDIX

REVENUE SOURCES, TAXES AND FEES

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

Franchise Fees - Taxes paid by businesses that have a franchise to operate in Lancaster. The businesses include Southern California Edison, The Gas Company, Spectrum, AT&T U-Verse, Verizon, and Waste Management. Estimates are based on "new construction" and rate analysis for the individual franchisees.

Miscellaneous 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 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% 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.

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

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 1% of all sales tax collected in Lancaster.

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.

SB1186 - Disability Access Fee - A \$4.00 tax required on business licenses. Portion of revenue remitted to the State to fund the expanded CASP Inspection Program.

Transient Occupancy Tax - The 7% tax charged on all hotel and motel room rates in the City. Current year estimate based on information from both hotels and motels.

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.

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.

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](#).

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

Engineering Fees - Fees charged to developers for inspections.

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.

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

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.

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

GRANTS

Community Development Block Grant (CDBG) - The CDBG program was 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.

Federal Emergency Management Agency Grant (FEMA) - The FEMA program funds emergency preparedness programs and reimbursement from damages of Declared Emergencies.

LOCAL FEES

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

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

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.

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

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

Theater Fees - Derived from ticket sales, concessions and rents charged at the Lancaster Performing Arts Center.

OTHER REVENUE SOURCES

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

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

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

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.

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

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

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

PARKS IMPROVEMENT FUNDS

Measure A - Los Angeles County Parks and Open Space Parcel Tax.

REIMBURSEMENT FROM OTHER FUNDS

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

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.

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.

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

TRANSPORTATION/ROAD FUNDS

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 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.

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.

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.

Senate Bill 1 (SB 1) - Road Maintenance & Rehabilitation Programs - Created to address deferred maintenance on the State Highway system and local street and road systems.

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

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.

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:

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.

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.

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 and 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.

ENTERPRISE FUNDS

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

Lancaster Choice Energy Authority (CCEA) - a joint powers authority (JPA) designed to help cities in Southern California Edison (SCE) 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 Power Authority (LPA) - affords the city the opportunity to pursue and develop solar energy opportunities for the community.

GENERAL FUNDS

Capital Replacement Fund - accounts for the replacement and depreciation cost of capital assets

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

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

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

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 FINANCING AUTHORITY

Joint Exercise of Powers which undertakes the financing of public capital improvements and other projects for revitalization of the City.

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.

SPECIAL REVENUE FUNDS

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

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

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.

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

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 Administrative & Community Services Department.

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.

Proposition A Fund - accounts for the operation of transit-related projects funded by an allocation from the voter-approved ½ percent 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.

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.

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.

Surface Transportation Program (STPL) - Local - Local competitive grants received. The grants are federal monies managed by the state for the improvement of surface transportation.

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

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

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

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.

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

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).

Antelope Valley Transit Authority (AVTA) - 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 "Property-Based Improvement District."

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/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 adopted budget to the legislative body.

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 adopted 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.

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

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 adopted 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.

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.

Comprehensive Annual Financial Report (CAFR) - 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.

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.

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

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.

Educational Revenue Augmentation Fund (ERAF) - 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.

Employee Assistance Program (EAP) - 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.

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.

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

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

Federal Emergency Management Agency (FEMA) - Agency for emergency preparedness training.

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.

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.

Fair Political Practices Commission (FPPC) - 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.

Full-Time Equivalent (FTE) - Full-time equivalent employee works 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.

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.

Generally Accepted Accounting Principles (GAAP) - 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.

Governmental Accounting Standards Board (GASB) - The current standards-setting board for governmental GAAP.

Government Finance Officers Association of the United States and Canada (GFOA) - 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.

Joint Powers Authority (JPA) – Legally created entities that allow two or more public agencies to jointly exercise common powers. Forming such entities can provide a creative approach to the provision of public services; and permits public agencies with the means to provide services more efficiently and in a cost-effective manner. The Joint Exercise of Powers Act – as codified in California Government Code section 6500 – governs JPAs.

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

license.

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

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

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

Metropolitan Transportation Authority (MTA) - 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 an adopted 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.

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.

Property-Based Improvement District (PBID) - 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.

Proposition A - A countywide sales tax of ½ percent approved by the voters in 1980 for use in transit projects.

Proposition C - A countywide sales tax of ½ percent approved by the voters in 1990 for use in transit projects.

Public, Educational and Governmental Access Programming (PEG)

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

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.

Request for Proposals (RFP) - Similar to a bid but used when the desired product or service is not fully quantifiable – such as ‘design a computer network.’

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

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.

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.

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.

Southern California Association of Governments (SCAG) - An association of government leaders who endeavor to improve the local governing process.

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.

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

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 percent of assessed valuation plus voter approved overrides for indebtedness.

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

Tourism Business Improvement District (TBID) - 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.

Transient Occupancy Tax (TOT) - The tax charged on all hotel and motel 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.

Urban Structure Program (USP) - A computerized fiscal model that calculates the development fees for adopted 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

CRPTF - Community Redevelopment Property Trust Fund

CSI - Crime Stopping Initiatives

CSMFO - California Society of Municipal Finance Officers

CSO - Community Service Officer

CSTI - California Specialized Training Institute

CSU - Cal State University

DOF - California Department of Finance

ED - Economic Development

EDMS - Electronic Document Management Systems

EIA - Energy Information Administration

EIR - Environmental Impact Report

ERAF - Educational Revenue Augmentation Fund

FEMA - Federal Emergency Management Agency

FY - Fiscal Year

FLICS - Film Liaisons in California, Statewide

FLSA - Fair Labor Standards Act

FOMC - Federal Open Market Committee

FPPC - Fair Political Practices Commission

FTE - Full-time Equivalent

GAAP - Generally Accepted Accounting Principles

GASB - Governmental Accounting Standards Board

GAVEA - Greater Antelope Valley Economic Alliance

GPCAC - General Plan Citizens Advisory

GFOA - Government Finance Officers Association

GIS - Graphical Imagery System

GDP - Gross Domestic Product

HCD - Housing and Community Development
HERO - California Home Energy Renovation Opportunity
HRIS - Human Resources Information System
IT - Information Technology
ITSP - Information Technology Strategic Plan
JLUS - Joint Land Use Study
LAEDC - Los Angeles County Economic Development Corporation
LAHSA - Los Angeles Homeless Services Authority
LAIF - Local Agency Investment Fund
LASD - Los Angeles County Sheriff's Department
LBP - Lancaster Business Park
LCE - Lancaster Choice Energy
LCP - Lancaster City Park
LFA - Lancaster Financing Authority
LHA - Lancaster Housing Authority
LLEBG - Local Law Enforcement Block Grant
LNSC - Lancaster National Soccer Center
LPA - Lancaster Power Authority
LPAC - Lancaster Performing Arts Center
LRA - Lancaster Redevelopment Agency
LSA - Lancaster Successor Agency
LSD - Lancaster School District
MCI - Municipal Cost Index
MEA - Master Environmental Assessment
MOAH - The Lancaster Museum of Art and History
MOU - Memorandum of Understanding
MTA - Metropolitan Transportation Authority
O&M - Operations and Maintenance
OMP - Sgt. Steve Owen Memorial Park
OPA - Owner Participation Agreement

OPEB - Other Post-Employment Benefits
OSHA - Occupational Safety and Health Administration
OTS - Office of Traffic Safety
PACE - Property Assessed Clean Energy
PBID - Property-Based Improvement District
PERS - Public Employees Retirement System
PPI - Producer Price Index
PROP - Proposition
PSAHC - Public Safety Ad Hoc Committee
RFP - Request for Proposals
RFQ - Request for Qualifications
SB - Senate Bill
SBAP - Small Business Attraction Program
SCAG - Southern California Association of Governments
SCE - Southern California Edison
SRRE - Source Reduction and Recycling Element
STPL - Surface Transportation Program - Local
TAC - Technical Advisory Committee
TBID - Tourism Business Improvement District
TDA - Transportation Development Act
TOP - Target Oriented Policing
USP - Urban Structure Program
VOP - Volunteers on Patrol
VLF - Vehicle In-Lieu Fee
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)

FUND	DESCRIPTION
390	OES / Federal Emergency Management Agency (FEMA)
391	Federal HOME Grant
399	Federal Miscellaneous Grants
401	Agency Fund
402	Performing Arts Center
404	Grants Fund
408	Aerospace Grants
409	Reimbursable Grants
456	Still Meadow Lane Sewer Assessment District
463	Damage Repairs
480	Sewer Maintenance District
481	Fox Field Landscape Maintenance District
482	Landscape Maintenance District
483	Lighting Maintenance District
484	Drainage Maintenance District
485	Recycled Water
486	Lancaster Power Authority (LPA)
490	Lancaster Choice Energy (LCE)
491	California Choice Energy Authority (CCEA)
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

FUND	DESCRIPTION
993	Debt Service Fund - Schools
994	Debt Service Fund - County
996	Community Redevelopment Property Trust Fund

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 object code 405 for large equipment operations)
- 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 object code 402 for small equipment operations)
- 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 and 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 and 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



BUDGET RESOLUTIONS

