CITY OF LANCASTER
FISCAL YEAR 2015-2016

BUDGET
&
FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

CITY COUNCIL MEMBERS

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Term Expires</th>
</tr>
</thead>
<tbody>
<tr>
<td>R. Rex Parris</td>
<td>Mayor</td>
<td>2016</td>
</tr>
<tr>
<td>Marvin E. Crist</td>
<td>Vice-Mayor</td>
<td>2018</td>
</tr>
<tr>
<td>Ronald D. Smith</td>
<td>Council Member</td>
<td>2018</td>
</tr>
<tr>
<td>Kenneth G. Mann</td>
<td>Council Member</td>
<td>2016</td>
</tr>
<tr>
<td>Angela Underwood-Jacobs</td>
<td>Council Member</td>
<td>2016</td>
</tr>
</tbody>
</table>

CITY OFFICIALS

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mark V. Bozigian</td>
<td>City Manager</td>
</tr>
<tr>
<td>Allison E. Burns</td>
<td>City Attorney</td>
</tr>
<tr>
<td>Jason D. Caudle</td>
<td>Deputy City Manager</td>
</tr>
<tr>
<td>Kelvin Tainatongo</td>
<td>Assistant to the City Manager</td>
</tr>
<tr>
<td>Barbara Boswell</td>
<td>Lancaster Choice Energy Director</td>
</tr>
<tr>
<td>Elizabeth Brubaker</td>
<td>Housing &amp; Neighborhood Revitalization Director</td>
</tr>
<tr>
<td>Britt Avrit</td>
<td>City Clerk</td>
</tr>
<tr>
<td>Beverly Glode</td>
<td>Human Resources and Risk Management Director</td>
</tr>
<tr>
<td>Vern Lawson</td>
<td>Economic Development Director</td>
</tr>
<tr>
<td>Ronda Perez</td>
<td>Parks, Recreation, and Arts Director</td>
</tr>
<tr>
<td>Brian S. Ludicke</td>
<td>Planning Director</td>
</tr>
<tr>
<td>Vacant</td>
<td>Development Services Director</td>
</tr>
</tbody>
</table>
VISION

The vision for the City of Lancaster is to be a most desirable place to live, work, visit and play.

~

VALUES

The values of the City of Lancaster are

1) CARE,

Integrity, Involvement, Courage, Accountability,

Respect and Excellence

~

MISSION

The mission of the City of Lancaster is to achieve our vision through the delivery of highly effective public services for the common good.
BUDGET & FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

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City Manager’s Message

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

We are excited about what is in store for the 2015-2016 Fiscal Year, and proudly present you with this comprehensive financial plan. This budget is far more than a list of anticipated expenditures; it is your City Council’s bold vision of Lancaster’s short and long-term futures. It demonstrates the sincere efforts to build the City’s prosperity, and is motivated by service to and partnership with city residents, business owners, and visitors. It is a reflection of the Mayor and City Council’s unparalleled dedication toward fiscal responsibility, financial stability, and love for our community.

This dedication, along with the combined effort of City staff, has persisted throughout the Nation’s recovery from the 2008 Great Recession. As our major revenues gradually increase, we continue to handle our finances conservatively. We make every effort to seek funding sources, such as grants, and manage our department budgets at a level needed to provide quality services.

Healthy and thoughtful finances are imperative. We combine our creativity and cost efficiency to produce what have become some of the City’s greatest projects since its incorporation: more on that later. Fiscal responsibility is a top priority, and the City strives to achieve this with the highest forms of integrity, transparency, and conservatism. We do this without neglecting the very reason for which we manage finances, namely, the wellbeing of the community at large.

Thus, we uphold our perennial vision: to make Lancaster a most desirable place to live, work, visit, and play. We seek to foster communal growth and relational prosperity by way of maintaining fiscal responsibility. Every financial decision need pass through the question “What do the citizens get out of this expenditure?” Fiscal responsibility maintains its highest value and worth in virtue of the people it services, and this is a principle that drives the bold and relentless leadership of our Council Members and City Mayor. What follows are the results of our deepest convictions to Lancaster.
Business Ventures

**Lancaster Choice Energy**
With optimism and a bright vision of the City’s future, Lancaster has recently launched a brand new electric utility service for residents and businesses: Lancaster Choice Energy (LCE). Southern California Edison continues to provide the City’s customers with electric delivery services, maintain power lines, and bill customers; however, LCE provides the electricity itself. LCE reflects affordable rates and increased renewable energy availability, making it a truly significant step toward Lancaster’s goal to become the country’s first net-zero City.

Moving energy in-house gives the community a twofold opportunity: to orient electricity provision to meet the needs of our residents and businesses while simultaneously meeting our goals to increase local energy efficiency. Locally approved electricity usage rates provide consumers with greater tracking and control over their energy bills. LCE offers customers the ability to choose between two products with varying levels of renewable energy content. Clear Choice—the option in which all customers will be automatically enrolled—includes a 35% renewable energy content at a lower rate than SCE. The Smart Choice option includes 100% renewable energy at a slightly higher price.

In addition to a more personalized yet energy efficient utility, LCE enhances the City of Lancaster in several major ways. LCE creates another long-term, sustainable revenue source to benefit LCE ratepayers and Lancaster citizens.

LCE permits the City to create an energy generation portfolio, giving Lancaster the ability to govern the amount of renewable energy sources that will be used in its service area. This will offer the potential to harness local sustainable resources, such as solar and wind power. As a result, not only will we meet the state of California’s requirement of using 33% of renewable energy supplies, but we will also provide our citizens with cleaner energy, local control, and competitive rates.
energy by 2020, but we will surpass this goal and take a significant step toward becoming the nation’s first net-zero city. These achievements have been quickly noticed; in April 2015, Lancaster was awarded the Green California Leadership Award in the category of “Renewable Energy” in recognition of Lancaster Choice Energy.

Job creation is yet another benefit that the implementation of LCE will bring about in the City. Lancaster will now have the ability to build its own energy generation facilities or contract directly with such facilities to provide power. As such, power provided through LCE can potentially be local power, providing local construction jobs devoted to building and running facilities that will provide this energy.

Finally, through LCE we are able to personalize customer service and enhance the City’s relationship with its residents and businesses. Because Lancaster’s City Council sets the energy rates, LCE customers have more influence over their own electrical rates than with Southern California Edison. This allows residents concerned about these and other related issues to interact with our City Council rather than travel to San Francisco to interact with the California Public Utilities Commission.

LCE service for municipal accounts and service for customers requesting early enrollment began on May 1, 2015. LCE service for all other commercial, industrial, and residential accounts will begin on October 1 of this year.

**TractionSeal™**

Lancaster has partnered with Ecostar Science and Technology to produce Ecostar’s innovative new road surfacing product, TractionSeal™. TractionSeal™ exhibits superior toughness, durability, and skid resistance, while utilizing sustainable and cost effective application methods.

The City manufactures TractionSeal™ products and holds the exclusive rights to distribute the products throughout parts of the southwestern United States. Manufacturing and utilizing these superior road surfacing materials gives City road crews the ability to make significant inroads in the maintenance of Lancaster streets, while also sharing the technology with other agencies. Ecostar and Lancaster share the same goal of being a leader in advancing businesses in an environmentally conscious manner. This partnership will go far beyond revolutionizing the way the City maintains its streets, as these road surfacing products will one day be utilized by governments throughout the United States.

The first sale of TractionSeal™ was to the Antelope Valley Fairgrounds which had approximately 13,000 gallons of TractionSeal™ applied on its main parking lot. The first stretch of road paved in Lancaster was on Avenue L-8 and 35th Street West in the vicinity of Valley View School.
Streetlight Acquisition
Furthering the pursuit of energy efficiency and cost savings, the City has been working diligently with SCE to acquire Edison-owned streetlights and maintain them for a significantly lower price than what Edison currently charges. In fiscal year 2014-15, the City signed an agreement with SCE to purchase a total of 18,000 streetlights. The California Public Utilities Commission (PUC) is currently reviewing the agreement and we anticipate the City will receive final approval for the purchase in the fall of 2015.

Upon receiving approval from the PUC, City staff and SCE will collaboratively inventory, tag, and transfer all 18,000 lights that will be purchased—a process expected to take up to 18 months to complete. Owning our own streetlights will be immensely beneficial. As new technological advancements become available, Lancaster will be free to incorporate them into our streetlights to increase light efficiency and decrease maintenance costs.

We anticipate owning all of our streetlights by September 2017, which will save the City approximately $600,000 annually. These savings would progressively grow as we begin converting lights from inefficient high pressure sodium to “green” LED lights with a solar power system.

Successes from Fiscal Year 2014-2015

Recycling / E-waste Program
In April 2012, Lancaster launched its 24-hour Recycling Center, a service that allows for proper disposal of hazardous materials and helps to curb illegal dumping. When the program began, used motor oil and electronic waste (e-waste) were the only materials collected. The program’s
services are continuously being expanded and now a significantly wider variety of items are accepted on a daily basis including used oil filters, antifreeze, batteries of all kinds, labeled paint, and used cooking oil.

The 24-hour Recycling Center continues to improve and expand. Lancaster recently launched its E-waste Recycling Campaign in partnership with multiple local electronics retailers. This campaign provides Lancaster shoppers with e-waste recycling information at the point of sale in order to educate the public on the proper disposal of old electronics while promoting the 24-hour Recycling Center.

The Recycling Center regularly partners with CalRecycle to host Tire Amnesty Recycling Events, where the public can dispose of old tires, along with household hazardous waste collection events; both of which are free to the public. Lancaster also recently hosted its 8th Annual Martin Luther King Jr. Day of Service, a project where residents could sign-up to have electronic waste picked up at their home.

New Recycling Center services will be offered in the upcoming fiscal year. A California Department of Resources Recycling and Recovery (CalRecycle) grant funded the purchase of an equipped truck that will allow staff to offer Lancaster residents and businesses curbside pickup of their used oil and e-waste. The grant also funds the extension of e-waste recycling opportunities to a larger number of apartment complexes.

Two oil and e-waste satellite collection centers will be opened on the east and west sides of Lancaster, providing residents more convenient access to recycling facilities. Our staff is
currently working on a process to permit a permanent household hazardous waste facility. This would enable residents even more opportunities to properly dispose of such wastes.

In the previous two fiscal years, various products and items were collected, many of which generated a revenue stream for the City. The amount of items collected was towering: 22,627 gallons (over 700 tons) of used motor oil; 907 gallons of antifreeze; 1,863 gallons of cooking oil; 988,256 pounds of e-waste; 5,950 pounds of beverage/metal/cardboard; and in the 14-15 fiscal year alone, 36,764 pounds of paint and 2,111 pounds of batteries.

These “green” successes earned the City the “Environmental Project of the Year” award from the American Public Works Association in 2012, as well as the “Outstanding Hazardous Household Waste/E-Waste Recycling Program” award by the California Resource Recovery Association in 2013.

Financial Successes and Grants
Among the various ways the City can enhance services, staff doggedly pursue both public and private grants. In the previous fiscal year, along with the aforementioned CalRecycle Grant, Lancaster secured Emergency Watershed Grant funding through the United States Department of Agriculture in order to mitigate dust storms throughout the City. The City treated a total of four areas in the community with resources including mulch, seeding, and fencing. This work was fully funded with grants.

CalRecycle provided the City with two additional grants, one of $210,936 and the other of $99,402, to be used to expand and improve City oil collection facilities, and to perform dumping abatement at two sites burdened with frequent illegal dumping. The larger of the two grants also allows the City to purchase an oil collection truck, enabling the curbside pickup of used oil. The second grant will also fund the clean-up of illegal dumping at former agricultural sites.

Fiscal year 2014-2015 marked the beginning of a new street sweeping contract. The new contract ensures additional street sweeping services, including bi-weekly sweeping as opposed to monthly sweeping. Although the City secured additional services, the new contract will be at a lower cost than the previous 7-year-old contract.

In an effort to eliminate an ongoing expense, the City worked with tenants at the Lancaster Business Park to move the cost of “common area maintenance” to Business Park tenants. In the past, the City covered the cost of Business Park landscaping through the Lancaster Redevelopment Agency. However, upon the agency’s dissolution, the City requested that tenants perform financial self-assessments in order to cover the costs of Business Park landscaping, to which the tenants agreed.

Through a competitive effort for the Proposition A Excess Funds Grant, Los Angeles County awarded the City a grant totaling $250,000 to renovate Eastside Pool. The 31-year-old pool has been used to offer award-winning aquatics programs for every skill level, as well as lifeguard and safety certification courses. Some of the upgrades to the pool will include painting portions of the interior of the pool structure, resurfacing the pool deck, purchasing and installing new partitions for the restrooms and showers, adding a variable speed pool pump, improving the

*City of Lancaster*
lifeguard office and floor, and re-grouting the shower tile. These refurbishments will provide the community with a much cleaner and enjoyable experience at the already popular facility. We anticipate the project will be completed this October.

The Lancaster Performing Arts Center will provide local students with greater educational and theatrical experiences through a $10,000 grant, given to the City by U.S. Bank in August 2014. This is a fantastic opportunity for the continued function and improvement of one of the City’s cultural gems.

U.S. Bank also presented the Lancaster Museum and Public Art Foundation with a $5,000 grant early in the fiscal year. The grant will support the 2014 Green MOAH Initiative project CrossWINDS: The intersection between Art and Sustainable Energy. The project is undertaken to teach young people how to harness wind by making kinetic sculptures that produce renewable energy.

**Graffiti Elimination**
The City has worked hard to mitigate graffiti throughout Lancaster. In 2014, maintenance staff received a total of 5,631 service requests for graffiti coverage. Every single service request was met, totaling 18,114 locations where graffiti was abated.

Our success in abating graffiti is accompanied by success in being financially responsible with abatement procedures. We consistently examine costs for employee crews, paint supplies, vehicles, equipment, etc. to find ways of reducing prices as much as possible. This fiscal year, by utilizing our inventory of supplies from the previous fiscal year, we anticipate being able to meet all demands for graffiti abatement while significantly reducing our budget cost for abatement materials.

**Highlighted FY 2015-2016 Budget Priorities**

**Medical Main Street**
In a creative effort to expand and enhance valley-wide health care services, improve community health outcomes, and stimulate the local economy, the City of Lancaster has partnered with the Antelope Valley Healthcare District to plan a brand new medical district: Medical Main Street. This is a project envisioned to revolutionize the landscape surrounding the existing Antelope Valley Hospital, while being economically and financially sustainable. Aimed at creating a well-designed medical campus atmosphere, Medical Main Street will include a mixed use of residential and commercial locations, public parks, and other amenities. The area will be connected by streets designed and operated to enable safe access for all users, including pedestrians, bicyclists, motorists, and transit riders of all ages.
Medical Main Street will also enhance health services with new physicians’ offices, additional office space, and specific locations for specialty practices. Existing vacant buildings in the area will be taken full advantage of for these locations. Medical Main Street will provide new, local jobs for the regional economy and promote medical pursuits within Lancaster.

The City along with Antelope Valley Hospital recently drafted a Request for Qualifications (RFQ) for a comprehensive Medical Main Street master plan. The master plan will establish a form based code, providing a streamlined flexible development process that serves as a powerful graphic tool for visualizing ideal development. The master plan itself is expected to be complete within 18 months.

**Revive 25**

The City always seeks to improve the safety and economic vitality of its roadway network, and the ‘Revive 25’ project is designed to do just that. ‘Revive 25’ is a plan to ‘revive’ or renew and restore every lane mile within the City of Lancaster by the year 2025. In addition to street maintenance, ‘Revive 25’ also encompasses a branding strategy. The goal of this strategy is to widely communicate the story behind our roadway network and the innovative measures being taken to ensure its health. Also heightened is overall drive safety, accompanied by a decrease in future road maintenance. Although work on ‘Revive 25’ is already underway, the campaign is expected to officially launch this coming summer.

**Next 50**

The pursuit of long-term community excellence and financial sustainability has given rise to the ‘Next 50’ plan. ‘Next 50’ demonstrates a change in mindset regarding the growth and development of Lancaster. The plan includes an assessment of current development patterns and
practices, such as long-term maintenance and public service costs. ‘Next 50’ prioritizes productive growth and community sustainability, as well as maintenance and service provisions. Some of the goals of ‘Next 50’ are the creation of healthy communities, safe streets, and enhanced neighborhood and streetscape designs. Projects such as Medical Main Street and the High Desert Regional Health Center, which provides numerous medical services and actively serves the community, are reflective of the ‘Next 50’ mindset.

City Services
Among the multitude of services provided by the City are the Enrichment Centers. Available weekday afternoons, Enrichment Centers are after school programs designed to aid children in cultivating their academic skills, creativity, and peer relationships. The City has offered this service for over 15 years at a very low cost to participants. Currently programs are offered at Sundown, Valley View and West Wind elementary schools for grades K-6. In the upcoming 2015-2016 school year, Nancy Cory Elementary will be offering a new Enrichment Center as well.
Conclusion

Each year brings its own set of economic challenges and uncertainties. More importantly, each year also brings great possibilities and opportunities. The road toward communal prosperity has not been without its obstacles. However, through the combined effort of our relentless City staff and the courageous leadership of our Mayor and City Council, we have stood strong in the midst of economic downturns. Far beyond breaking even, we have crafted solutions that have elevated the City. This can only be done in trust and partnership with City residents, business, and faith-based organizations. Their power to create, innovate, and refurbish while fostering individual care and communal growth has advanced Lancaster to venture into places that some cities only dream of. Their engagement is critical to any success Lancaster achieves.

In addition, a singular asset to Lancaster’s prosperity is our citizen commissions, which include the Planning, Criminal Justice, Architectural and Design, Lancaster Neighborhood Vitalization, and Human Relations Tapestry Commissions. Citizen commissions have direct input in City Council’s decision-making processes, and fervently engage with various segments of the community. By working hand-in-hand with both the City Council and residents, our commissions allow citizen’s voices to not only be heard, but also utilized in creating positive changes throughout the City.

Another group that deserves great thanks and respect is our City employees. I am humbled and honored every day to work with such fine women and men. In the face of a reduction in staffing numbers, our employees have remained undeterred. They have seized every opportunity to improve Lancaster, from landing competitive grants, to coordinating sports tournaments, to providing outstanding customer service throughout the daily functions of the City. Moreover, with their willingness to lend a hand, we truly hope that the City government’s genuine commitment to serving Lancaster is apparent.

This budget is the product of hard work and thoughtful strategizing by the Mayor and City Council, as well as City staff as a whole. The City Manager message is a brief overview of what is in store for Lancaster next year. The remainder of this book will examine the City’s priorities, projects, and financial plan for FY 2015-2016 in detail.

I extend thanks to our Finance Director, Barbara Boswell, for her continued leadership in managing the City’s finances, as well as her staff: Assistant Finance Director Pam Statsmann, Operations Manager Nicole Rizzo, Administrative Assistant Julie Worrell, and Administrative Trainee Joseph Vallin. Fiscal Year 2015-2016 promises to be exciting and rewarding. We are confident that as a committed team of citizens, businesses, faith-based organizations, Council, and staff, we can continue to make Lancaster a wonderful place to live, work, visit, and thrive.

Sincerely,

Mark V. Bozigian
City Manager
**City Statistics**

Dedicated City staff perform a variety of functions which have significant positive impacts on our residents, visitors, and businesses. Below are just some of the projects, duties and tasks performed in 2014 that help make Lancaster a truly wonderful place to live, work, visit, and thrive.

<table>
<thead>
<tr>
<th>Quantity</th>
<th>Units</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sent out press releases &amp; media advisories to main media list</td>
<td>461 press releases &amp; media advisories</td>
</tr>
<tr>
<td>Media events hosted by Communications</td>
<td>48 media events</td>
</tr>
<tr>
<td>Videos produced and aired on City's channel 28 and YouTube channel</td>
<td>80 videos</td>
</tr>
<tr>
<td>Editions of e-News that went to approximately 15,000 contacts</td>
<td>53 editions</td>
</tr>
<tr>
<td>Collected abandoned shopping carts</td>
<td>5,911 carts</td>
</tr>
<tr>
<td>Swept City streets</td>
<td>18,930 curb miles</td>
</tr>
<tr>
<td>Steam clean BLVD pavers</td>
<td>275 hours</td>
</tr>
<tr>
<td>Assisted customers at Development Services counters</td>
<td>9,920 customers</td>
</tr>
<tr>
<td>Completed construction projects</td>
<td>$8,500,000 dollars</td>
</tr>
<tr>
<td>Restored basin floor</td>
<td>10,461 square feet</td>
</tr>
<tr>
<td>Restored basins - side slopes</td>
<td>8,000 square feet</td>
</tr>
<tr>
<td>Applied crack seal materials</td>
<td>2,000 pounds</td>
</tr>
<tr>
<td>Applied street line painting - glass beads</td>
<td>45,600 pounds</td>
</tr>
<tr>
<td>Grubbed and graded earthen flow line</td>
<td>71,408 linear feet</td>
</tr>
<tr>
<td>Repaired potholes</td>
<td>14,436 potholes</td>
</tr>
<tr>
<td>Removed &amp; replaced concrete cross gutters &amp; splash aprons</td>
<td>15 yards</td>
</tr>
<tr>
<td>Maintained signs throughout the City</td>
<td>2,221 orders</td>
</tr>
<tr>
<td>Applied herbicide in right of ways</td>
<td>1,318 gallons</td>
</tr>
<tr>
<td>Responded to graffiti requests</td>
<td>5,631 requests</td>
</tr>
<tr>
<td>Chip seal / RAP application</td>
<td>22 lane miles</td>
</tr>
<tr>
<td>Chip seal / RAP application</td>
<td>2,727 tons</td>
</tr>
<tr>
<td>Applied street line painting - yellow paint</td>
<td>4,182 gallons</td>
</tr>
<tr>
<td>Street line painting - white paint applied</td>
<td>3,732 gallons</td>
</tr>
<tr>
<td>Applied asphalt for repairs, refurbishment &amp; potholes</td>
<td>730 tons</td>
</tr>
<tr>
<td>Refurbished yellow crosswalks</td>
<td>1,456 feet</td>
</tr>
<tr>
<td>Installed yellow crosswalks</td>
<td>104 feet</td>
</tr>
<tr>
<td>Performed fleet repairs conducted outside safety inspections</td>
<td>832 repairs</td>
</tr>
<tr>
<td>Responded to illegal dumping sites (3,100 locations)</td>
<td>864 tons of debris removed</td>
</tr>
<tr>
<td>Performed safety inspections on City fleet</td>
<td>643 inspections</td>
</tr>
<tr>
<td>Repaired/replaced signs damaged by graffiti</td>
<td>22 signs</td>
</tr>
<tr>
<td>Performed signs repairs</td>
<td>207 signs</td>
</tr>
</tbody>
</table>
Repaired & replaced sidewalks, curbs & gutters: 391 yards
Shoulder reconstruction: 4 miles
Graded shoulder miles: 203 miles
Performed fleet lubrication service: 251 services
Graded shoulder miles: 203 miles
Performed fleet field service calls: 40 calls
Repaired signs due to traffic collisions: 89 signs
Responded to high priority concrete repair jobs: 71 service requests
Installed/repaired/replaced street sweeping signs: 72 signs
Processed Engineering generated work orders for signs/street markings: 18 requests
Curb & gutter/swale cleaning: 67,572 linear feet
Street curb & gutter replacement - slot back operations: 140 tons of asphalt
Manhole roach treatment: 586 each
Manhole repairs: 16 each
Responded to grinding and patching service requests: 357 service requests
Arranged smog inspections: 49 inspections
Cleared properties acquired by the former Redevelopment Agency: 64 lots
Installed/removed Neighborhood Watch signs: 11 signs
Cleaned sewer lines: 237,074 linear feet
Inspected sewer manholes: 1,302 each
Hydro-cleaned sewer lines: 129,453 linear feet
Responded to sewer system overflows: 5 each
Camera sewer lines: 101,750 linear feet
Hydro cut sewer lines: 107,621 linear feet
Hydro-flush/jet storm drain pipes: 13,415 linear feet
Cleaned drainage catch basins: 787 each
GIS database development: 450 layers/maps
Dig alerts marked: 2,373 each
E-waste recycled: 516,774 pounds
Waste oil recycled: 11,945 gallons
Cooking oil recycled: 670 gallons
Antifreeze recycled: 907 gallons
<table>
<thead>
<tr>
<th>Category</th>
<th>Quantity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Income from E-waste</td>
<td>$98,431</td>
</tr>
<tr>
<td>Income from waste oil</td>
<td>$18,000</td>
</tr>
<tr>
<td>Utility scale solar project under construction</td>
<td>4 projects</td>
</tr>
<tr>
<td>Utility scale solar project under construction</td>
<td>34 MW</td>
</tr>
<tr>
<td>Total MW solar operational/under construction</td>
<td>117 MW</td>
</tr>
<tr>
<td>Residential tracts</td>
<td>60</td>
</tr>
<tr>
<td>Conditional use permits</td>
<td>17 applications processed</td>
</tr>
<tr>
<td>Tentative maps</td>
<td>4 applications processed</td>
</tr>
<tr>
<td>Lot line adjustments</td>
<td>3 applications processed</td>
</tr>
<tr>
<td>Site plan reviews</td>
<td>5 applications processed</td>
</tr>
<tr>
<td>Director's reviews</td>
<td>145 applications processed</td>
</tr>
<tr>
<td>Home occupations with business licenses</td>
<td>300 permits issued</td>
</tr>
<tr>
<td>Preliminary reviews</td>
<td>10 applications processed</td>
</tr>
<tr>
<td>Solar rooftop permits</td>
<td>1,020 total permits</td>
</tr>
<tr>
<td>Residential rooftop MW</td>
<td>21 MW</td>
</tr>
<tr>
<td>Processed and recorded road deed/easements</td>
<td>21 deeds/assessments</td>
</tr>
<tr>
<td>Processed lot line adjustments</td>
<td>3 lot line adjustments</td>
</tr>
<tr>
<td>Processed certificates of compliance</td>
<td>5 certificates</td>
</tr>
<tr>
<td>Curb miles accepted</td>
<td>2 miles</td>
</tr>
<tr>
<td>Inspected monuments for private developments</td>
<td>5 developments</td>
</tr>
<tr>
<td>Safe Route to School walk audits</td>
<td>7 audits</td>
</tr>
<tr>
<td>Safe Route to School draft plans</td>
<td>13 plans</td>
</tr>
<tr>
<td>Safe Route to School ped./bicycle counts</td>
<td>12 schools</td>
</tr>
<tr>
<td>Safe Route to School walk surveys of parents</td>
<td>8 surveys</td>
</tr>
<tr>
<td>Safe Route to School arrival tally</td>
<td>8 tallies</td>
</tr>
<tr>
<td>Safe Route to School outreach/education</td>
<td>6 efforts</td>
</tr>
<tr>
<td>Lancaster Performing Art Center low or no cost programs for students/youth</td>
<td>10,469 participants</td>
</tr>
<tr>
<td>Processed class registrations (all classes)</td>
<td>9,779 registrants</td>
</tr>
<tr>
<td>Coordinated the Traveling Trunk Museum Program</td>
<td>9,000 participants</td>
</tr>
<tr>
<td>Offered 11 museum exhibits</td>
<td>25,000 participants</td>
</tr>
<tr>
<td>Coordinated After School Programming</td>
<td>1,060 participants</td>
</tr>
<tr>
<td>Organized summer day camp program</td>
<td>800 campers</td>
</tr>
<tr>
<td>Organized a softball tournament season</td>
<td>597 teams</td>
</tr>
<tr>
<td>Organized 3 adult softball seasons</td>
<td>498 teams</td>
</tr>
<tr>
<td>Organized two (2) seasons of youth basketball</td>
<td>320 participants</td>
</tr>
<tr>
<td>Recruitment of volunteers for Prime Desert Woodlands</td>
<td>1 volunteers</td>
</tr>
<tr>
<td>Offered Lancaster Performing Art Center live performances</td>
<td>50 performances</td>
</tr>
<tr>
<td>Organized two (2) seasons of adult basketball</td>
<td>62 teams</td>
</tr>
<tr>
<td>Coordinated City's special events and programs</td>
<td>20 events</td>
</tr>
</tbody>
</table>
Maintained park land 462.8 acres
Maintained City facilities 24 buildings
Tested and certified backflow devices 478 devices
Accepted street trees 65 trees
Received, processed and responded to tree trimming service requests 1,197 requests
Trimmed trees throughout the City 1,791 trees
Replacement of City trees - contracted service 16 trees
Maintained City landscaping 26,416,764 square feet
Inspected and accepted additions to the Lancaster Maintenance Districts 7,280 square feet
Annual arrests 8,711 arrests
Arrests made by LAN-CAP team 721 arrests
Arrest for burglaries made by 6-man Burglary Suppression Team 299 arrests
Processed payroll checks 13,493 checks
Processed accounts payable checks 6,907 checks
Processed accounts receivable invoices 1,427 invoices
Issued business licenses - renewals 4,569 licenses
Issued rental housing licenses - renewals 4,012 licenses
Processed new business licenses 1,405 licenses
Issued new rental housing licenses 513 licenses
Open purchase orders issued 158 purchase orders
Specific purchase orders issued 584 purchase orders
Total purchase orders processed 1,084 purchase orders
Processed employment applications 1,068 applications
Processed City property damage claims 43 claims
Processed requests for public records 525 requests
Destroyed boxes of records per retention schedule 280 boxes
Prepared agenda packets 53 packages
Processed agreements 405 agreements
Job creation +1,500 new jobs in the City of Lancaster
Change in unemployment rate -2.0% percent decrease in unemployment rate
Non-residential construction +120,000 sq. ft. non-residential space constructed
Retail revitalization efforts +6.0% change in taxable sales
Real estate growth +11.0% change in median price of homes
GUIDE TO THE FY 2015-16 BUDGET & FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

At first glance the budget can be overwhelming to a non-finance person. However, it is specifically designed to give a variety of information about the financial operations of the City that will be understandable to those with no finance background, while providing insightful information to people with many years of budget experience. This guide will assist you with understanding the majority of this document.

The City Manager’s Message is the letter from the City Manager that highlights major aspects of the budget that he feels are most important to present to the Council and the citizens of Lancaster.

The Community Profile section provides historical data and information about the City. This section assists both residents and non-residents to put Lancaster’s budget in perspective.

The Budget Summary gives you a quick picture of the revenues and expenditures for the upcoming year. It includes a three-year comparison: last year, the year just completed, and our proposed budget for the new year. It will provide the ‘big picture’ before delving into the more in-depth detail, history, and projections. Read this if you want to know everything at a high level and don’t have time for the details.

The Fund Balance Summary shows in summary form the status of the General Fund, along with the rest of the funds (component units) that comprise the comprehensive financial unit of the City of Lancaster. These are the same units that are included in the City’s Comprehensive Annual Financial Report, the other main City financial report.

The Budget Overview takes you briefly through the four purposes of the budget (policy document, financial guide, operations guide, and communications device), gives you some insight into the economic climate that the City will be facing in the upcoming year (included with a historical perspective), how the budget was developed, and the flexibility molded into it to accommodate relatively minor changes in the upcoming year.

The Budget Process gives an outline form of how the budget is developed from beginning to adoption, along with a graphic representation of the process.

The Financial Policy Guidelines demonstrate the setting forth of both long-term goals and policies, and some of the specific short-term goals that are used in developing the programs and financial plans.

The Revenue Summary lists the actual and anticipated revenues in all of the City’s funds.

The Narrative and budget summary (Department Sections) provide information on the programs (services, budget trends, and staffing) that make up the operating budget. This section is segregated into departments and the divisions within the departments. Each program is laid out the same way. The components are:

- Program Description or Department Function - mission of the unit;
- Budget Goals for the year - goals for meeting the overall policies set for the City;
- Accomplishments for the previous year - progress towards goals;
• Line Item Detail - dollars allocated for the operation of the program; and
• Performance Objectives - tasks necessary to meet the goals.

The Other Funds identifies those funds listed in the summary in more detail.

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 five years into the future.

The Work Force Analysis presents a two year history of staffing by position and proposed changes for the next fiscal year.

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

The Glossary helps translate some of the unfamiliar budget jargon into more understandable terms and provides a listing of all object codes, funds and definitions.

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

For a copy of this budget document, or for any information not covered here, please refer to the City’s website at: www.cityoflancasterca.org or call Lancaster’s Department of Finance, Barbara Boswell, Finance Director, at (661) 723-6035.
**FINANCIAL AWARDS**

The California Society of Municipal Finance Officers (CSMFO) again awarded an Operating Budget Excellence Award to the City of Lancaster for Fiscal Year 2014-2015. The detailed judging criterion includes the organization, layout and ease of comprehension of various financial reports, financial schedules, budget detail pages and the use of graphics and charts.

The CSMFO promotes excellence in financial management through innovation, continuing education and the professional development with honesty, integrity, and adherence to the highest standards of ethical conduct. CSMFO members are deeply involved in the key issues facing cities, counties, and special districts in the State of California.

The City began receiving awards beginning with the 1991-92 budget and is proud to continue developing an award winning budget. This year’s budget is also being submitted to the Government Finance Officers Association and the CSMFO for their review.
INVESTMENT POLICY

The City’s temporary idle cash, those funds that are not immediately needed to pay current bills and not governed by bond indentures or bond resolutions, is invested in accordance with the City’s adopted Investment Policy. The City Council reviews this policy annually, with the latest policy adopted January 13, 2015, by Resolution No. 15-02.

We designed the City's cash management system to accurately monitor and forecast expenditures and revenues, thus enabling the City to invest funds to the fullest extent possible within the guidelines of this Investment Policy. The City attempts to achieve the highest yield obtainable through a diversified portfolio, only after meeting the criteria established for safety and liquidity, in that order. The principal investment objectives of the City are:

1. Preservation of capital and protection of investment principal
2. Maintenance of sufficient liquidity to meet anticipated cash flows
3. Attainment of a market rate of return
4. Diversification to avoid incurring unreasonable market risks
5. Compliance with the City’s Municipal Code and with all applicable City resolutions, California statutes and Federal regulations

The City’s portfolio is a short-term and intermediate-term fixed income portfolio. The maximum maturity of any investment is 5 years, with consideration of anticipated cash flow requirements and known future liabilities. The City contracts with an investment advisory service (Cutwater Asset Management) to assist in the effort to maximize the return on the City portfolio. The City investments include U.S. Treasury Securities, Federal Instrumentality Securities, Repurchase Agreements, Prime Commercial Paper, Banks’s Acceptances, Medium-Term Notes, Certificates of Deposit, Municipal Bonds, Money Market Funds, and Local Agency Investment Fund (LAIF) under the auspices of the State Treasurer for investment. Funds invested in the LAIF are available within 24 hours, and other investments are available upon maturity at full face value. These investments enable the City and Agency to meet its expenditure requirements for the next six months, as required by state law.

The City’s investments are governed by Sections 53600 et. seq. of the California Government Code. Additional limitations have been placed on the City’s authorized investments by the City’s Investment Policy (a copy is available in the Finance Department or from the City Clerk).