

City of Lake Elsinore, California

Annual Operating Budget

Fiscal Year 2016-2017





Annual Operating Budget

Fiscal Year 2016-2017

City Council

Brian Tisdale, Mayor

Robert E. Magee, Mayor Pro Tem

Daryl Hickman

Natasha Johnson

Steve Manos

City Manager

Grant Yates

Administrative Services Department

Jason Simpson

Assistant City Manager

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ROSETTA CANYON SPORTS PARK

CITY OF LAKE ELSINORE ANNUAL OPERATING BUDGET FY2016-17

TRANSMITTAL MESSAGE

May 13, 2016

The Honorable Mayor and Members of City Council:

On behalf of City Staff, it is my privilege to submit for your information and consideration the proposed Annual Operating Budget for Fiscal Year 2016-17 for the City of Lake Elsinore. Once again, staff developed the adopted budget in support of the Mayor, and City Council adopted key initiatives and the vision statement; Lake Elsinore will be the ultimate lake destination where all can live, work and play, build futures and fulfill dreams.

The City of Lake Elsinore has met or exceeded its budget expectations over the past several years, and this year, once again the City is well positioned for growth and success in the coming fiscal year. On May 13, 2016 the City Council will consider the adoption of the proposed City of Lake Elsinore Annual Operating Budget for Fiscal Year 2016-17, which includes a summary of the Special Revenue Funds, Agency Funds, and a complete Five-Year Forecast.

The fiscal year 2016-17 Annual Operating Budget has been developed after a considerable review process. Departmental budget submittals were prepared and reviewed by line item in connection with projected revenues and detailed performance objectives. Five-year revenue and expenditure projections were developed to identify the future impacts of proposed staffing and program changes, as well as the impact of proposed capital improvement projects. The result is this document: a conservative, balanced budget that provides for quality services while effectively utilizing available resources.

This budget document serves not only as a financial plan for the immediate future, but also as a management and communications tool outlining the City Council's vision and key initiatives for the year. By focusing on public safety, improving recreational opportunities and neighborhoods, delivering the highest quality of public services, preserving and enhancing the City's economic prosperity, and celebrating the diversity of our citizens, we have outlined plans to make the City of Lake Elsinore the desirable place to live, work and play.

Each fiscal year, staff and the City Council has the responsibility to identify its budget priorities, immediate and future fiscal issues, community needs, and the resources required to enhance capital programs and services within the City in order to maintain a strong community and take advantage of upcoming growth and development opportunities.

ROSETTA CANYON SPORTS PARK

CITY OF LAKE ELSINORE ANNUAL OPERATING BUDGET FY2016-17

TRANSMITTAL MESSAGE (continued)

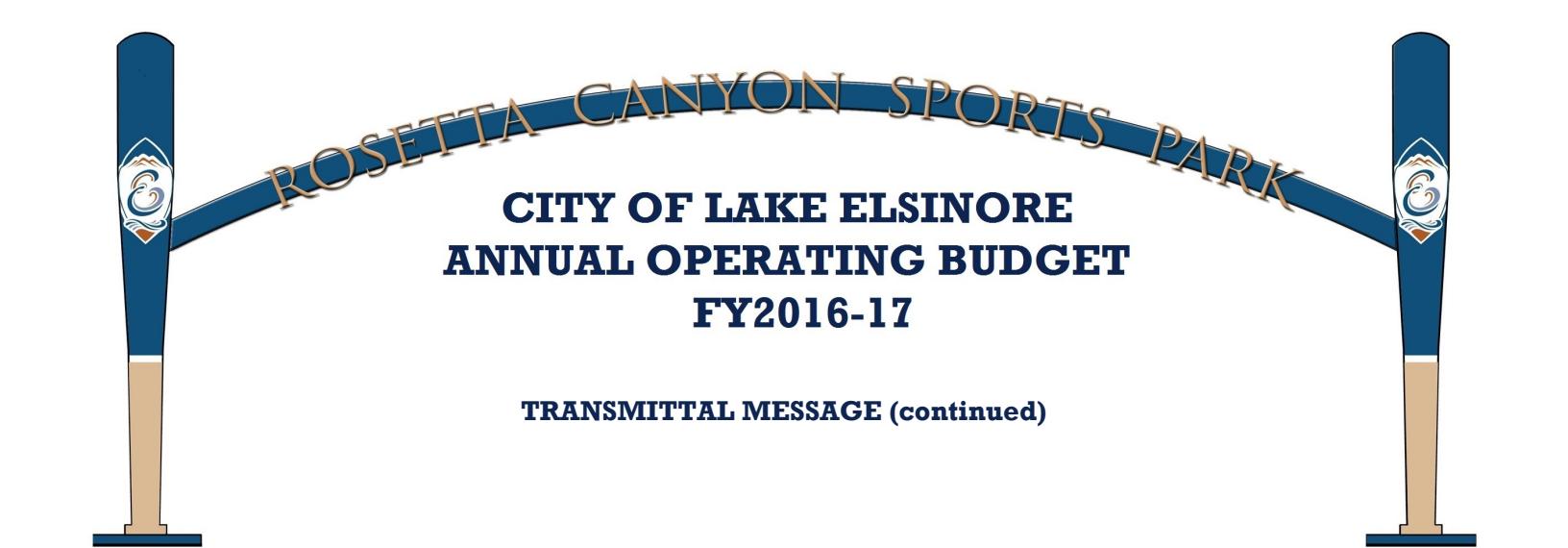
CITY OF LAKE ELSINORE PROFILE

The City of Lake Elsinore is a community comprised of approximately 61,006 citizens. The City maintains 18 parks on 71 acres throughout the community, which provides recreation opportunities for both the citizens of Lake Elsinore, as well as surrounding communities. Police and Fire protection are provided through a contract with Riverside County. The Lake Elsinore Unified School District provides 24 schools for 21,559 students. The City of Lake Elsinore prides itself on its community focus and quality of life.

Lake Elsinore residents enjoy perfect climate, blue sky, clean air, world-famous thermal winds for aerial sports and, their crowning jewel, a sparkling 3,000-acre recreational lake for exciting water sports. All of this is set against the spectacular Ortega Mountains and Cleveland National Forest, providing opportunities for hiking, biking, bird watching or just plain relaxing in the beauty that abounds in this outdoor recreation destination. It is impossible to review the economic forces affecting Lake Elsinore and the Inland Empire without predicting a prospering future for the city. The region's geographic location, competitive cost structure and sophisticated logistics have put it in a position to remain one of the fastest growing communities in the Inland Empire.



Lake Elsinore—View from the Ortega Highway



ROSETTA CANYON SPORTS PARK

CITY OF LAKE ELSINORE ANNUAL OPERATING BUDGET FY2016-17

TRANSMITTAL MESSAGE (continued)

IMPACT OF LEGISLATION ON THE BUDGET

On May 13, 2016, the Governor presented his May Budget Revision to the adopted budget released in January 2015. Since the January Budget, the state's revenues have lagged expectations while the Governor and the Legislature have made major new spending commitments.

Barring any significant changes, the budget over the next two years is in balance. Proposition 2's required contributions to debt payment and the Rainy Day Fund have been reduced by a combined \$1.6 billion since January. These reductions, based on declining revenues and reduced capital gains expectations, keep the budget from being worse off. The May Revision forecast has been reduced by \$1.9 billion in 2016-17. Among the highlights for the cities are:

- ♦ The Governor's Budget reflected repayment of loans based on the operational needs of various special fund programs and Proposition 2's dedicated funding stream for reducing debts and liabilities. The May Revision reflects a total of \$647 million in loan repayments to special funds in 2016-17, which is a decrease of \$244 million compared to the Governor's Budget. Total funding available for Proposition 2 debt payments decreased due to lower forecasted revenues and capital gains since the Governor's Budget.
- ♦ Provides \$5.8 million in backfill payments to several cities and counties where there is insufficient revenue in the county ERAF fund to reimburse the agencies for losses due to the VLF Swap and the "Triple-Flip."
- ♦ The Governor's Budget proposed an additional \$323.1 million to continue the state's emergency response to the drought. The May Revision proposes an additional \$11.4 million, for a total of \$334.5 million, for emergency drought response, based on current drought conditions.
- ♦ The May Revision includes the following changes related to California's public safety; \$10.6 billion. \$10.3 billion General Fund and \$248 million other for the operations of the Department in 2016-17. Including capital outlay, General Fund spending for the Department represents 8.6 percent of total General Fund spending, compared to a peak of 11.4 percent growth rates estimated in the Governor's Budget.

Overall, the May Revision General Fund revenues under the May Revision forecast are lower than the Governor's Budget by \$537 million in 2015-16 and \$553 million in 2016-17.

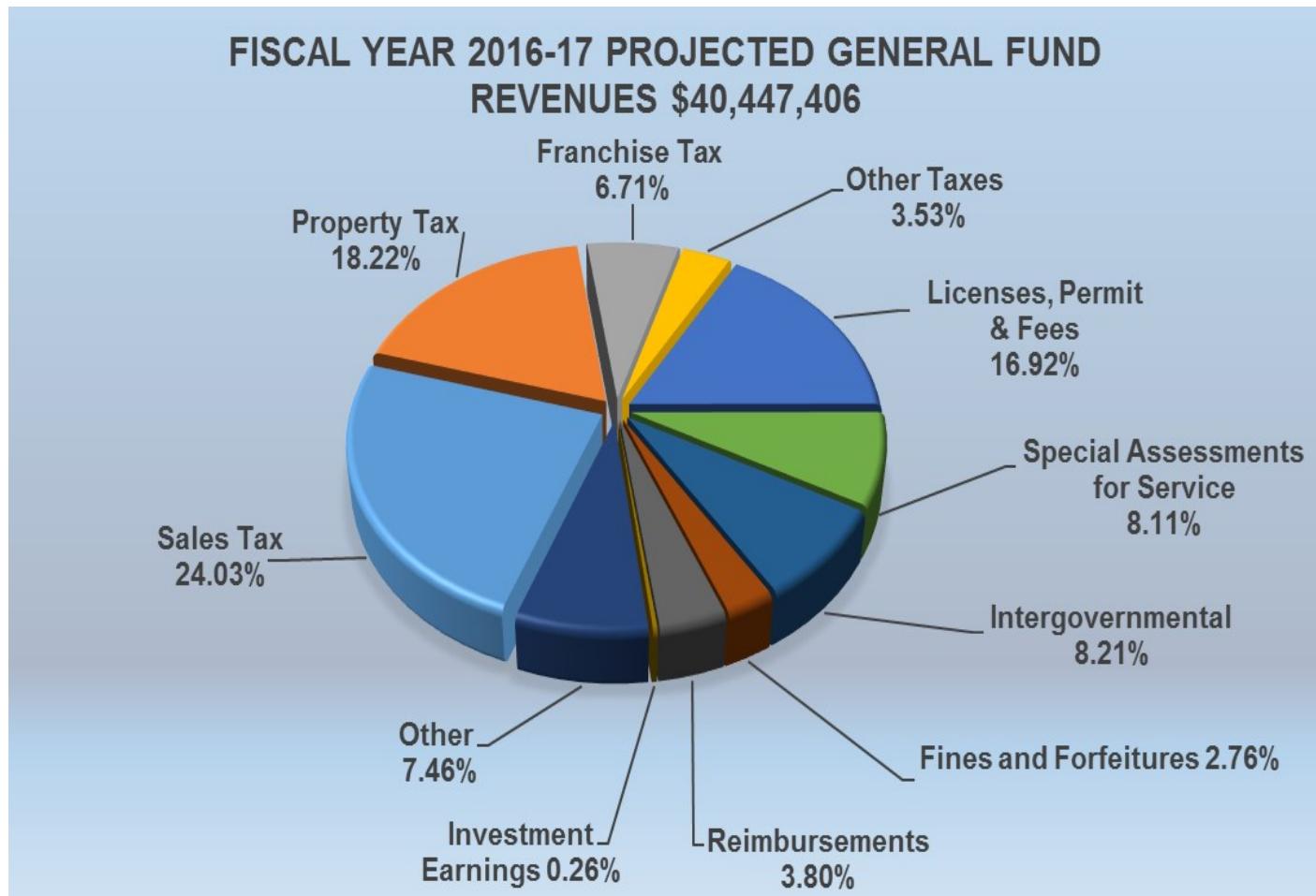
ROSETTA CANYON SPORTS PARK

CITY OF LAKE ELSINORE ANNUAL OPERATING BUDGET FY2016-17

TRANSMITTAL MESSAGE (continued)

REVENUE AND ECONOMIC CONDITIONS

Fiscal Year 2016-17 General Fund revenues are projected to reach \$40.4 million, an increase of \$1,936,308 or 5.03% from Fiscal Year 2015-16 and reflect continued growth of the local economy. The City has continued to work with the Chamber of Commerce and Visitor's Bureau in its effort to encourage the expansion and relocation of industries that generate local sales tax and employment opportunities. The City has also worked with these organizations to develop and market Lake Elsinore as a tourist destination. The following graph details the major components of the City's General Fund revenues.





ROSETTA CANYON SPORTS PARK

CITY OF LAKE ELSINORE ANNUAL OPERATING BUDGET FY2016-17

TRANSMITTAL MESSAGE (continued)

CHANGES IN REVENUES: GENERAL FUND

Sales and Use Tax: Sales and Use Tax revenue is projected to decrease by \$306,560 from an estimated \$10,026,860 in fiscal year 2015-16 to \$9,720,300 in fiscal year 2016-17 due to the repayment of the Prop 57 bonds otherwise known as the Triple Flip. Sales tax is one of the City's largest revenue sources, representing approximately 24.03% of the total General Fund revenue.

Property Tax: The fiscal year 2016-17 revenue for property taxes will increase to an estimate of \$513,070 representing 18.22% of the total General Fund revenues due to an increase in assessed valuations of homes.

Licenses, Permits, and Fees: An overall increase from \$6,339,875 in fiscal year 2015-16 to \$6,845,092 is projected in Fiscal Year 2016-17. This increase is due to an update for the user fees. This category is comprised of building permit fees,

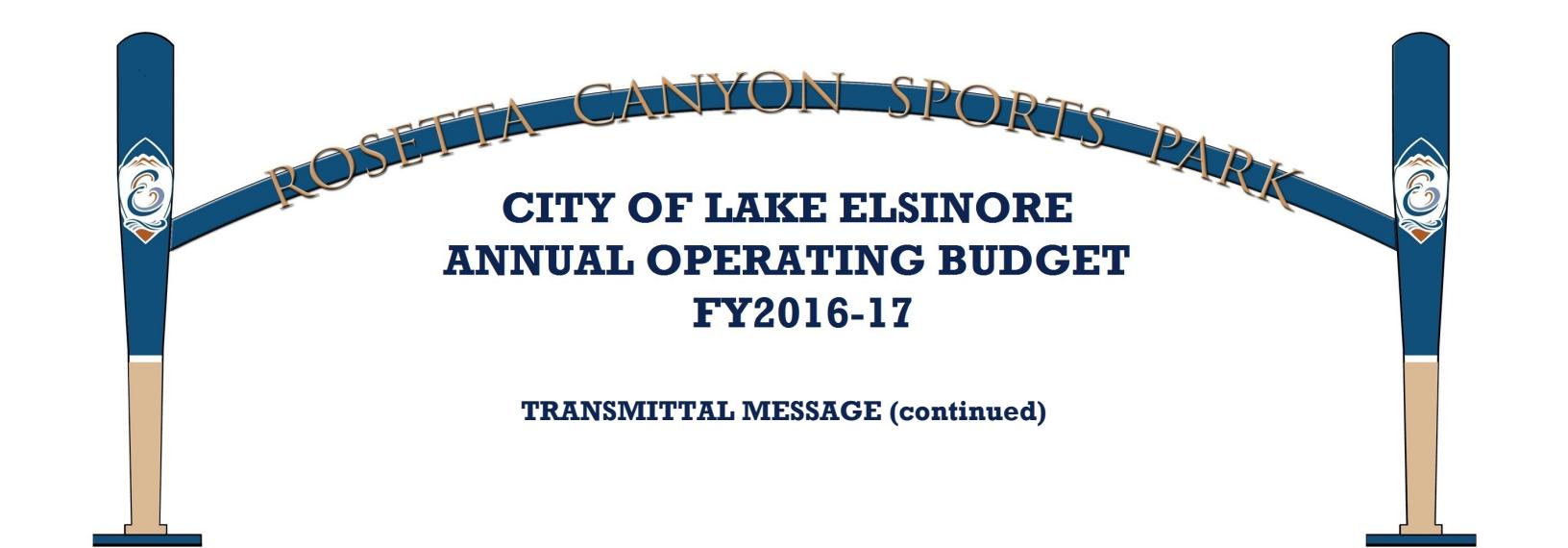
Intergovernmental: The Intergovernmental revenue category represents approximately 8.21% of the General Fund revenues. The main source of intergovernmental revenue are grants and Fire Service Tax Credit.

Special Assessments: These special taxes are assessed to all real property owners. They are used for ongoing operation and maintenance of the City's parks, open space, storm drains, street lighting along with public safety services. These assessments are anticipated to increase \$89,653 which represents 8.11% of the General Fund revenues.

Franchise and Other Tax: An overall increase of \$371,007 from an estimated \$2,973,750 in fiscal year 2015-16 to a projected \$3,344,757 for fiscal year 2016-17. Franchise fees are the amount of fees paid by phone, cable, natural gas, refuse collection, and electricity companies for use of the public right of way. Other taxes include the City's Transient Occupancy Tax (TOT) and Property Transfer Tax. The City collects a 10% tax on the amount of all transient (30 days or less) lodging rentals. Property Transfer Tax is collected when real estate is transferred (most commonly, when it is sold).

CHANGES IN REVENUES: OTHER FUNDS

Gas Tax: Gas Tax is estimated to increase \$244,134 to a total of \$1,509,760 in fiscal year 2016-17 due to the Governor's proposed additional funds thus increasing the fuel tax. This revenue source funds the maintenance, rehabilitation, and improvement of public streets.



ROSETTA CANYON SPORTS PARK

CITY OF LAKE ELSINORE ANNUAL OPERATING BUDGET FY2016-17

TRANSMITTAL MESSAGE (continued)

Measure A: Measure A revenues are expected to increase \$123,000 from \$1,159,000 in fiscal year 2015-16 to \$1,282,000 in fiscal year 2016-17 due to an estimated increase in sales tax receipts within the County.

Citywide Lighting, Landscape, and Maintenance District: This special tax is assessed on all real property. The District was formed to provide a source of funds for the installation, servicing, maintenance, repair, and operation of street lighting (including traffic signals), landscaping, street trees, and appurtenant facilities within the District. The special tax is projected to decrease slightly from the prior fiscal year due to a change in the number of units levied.

Citywide Lighting, Landscape, and Maintenance District No. 1: This special tax is assessed on all real property. The District was formed to provide a source of funds for the operation, servicing, maintenance and repair of landscaping, street lighting, public park and recreation facilities, and appurtenant facilities within the District. The special tax is projected to increase slightly from the prior fiscal year due to a change in the number of units levied.

EXPENDITURES

Total General Fund expenditures (excluding operating transfers out) are proposed to be \$41,678,025 million in fiscal year 2016-17. This proposed expenditure level results in an increase of \$1,230,622 or 77.09% for projected operating revenues over proposed operating expenditures in the General Fund. It is important to note that the City of Lake Elsinore has substantial growth and development capacity, which will increase revenues and offset shortfalls as growth takes place.

Public safety continues to represent the largest single portion of the General Fund operating budget at 50.07%. Proposed expenditures for Police, Fire Services and Animal Control total \$20,868,247 (net of an estimated \$2,478,981 million fire tax credit). Proposed public safety expenditure increases total \$1,330,064 for fiscal year 2016-17 and includes increased personnel costs passed through the County and sharing in the costs of the Southwest Communities Animal Shelter.



ROSETTA CANYON SPORTS PARK

CITY OF LAKE ELSINORE ANNUAL OPERATING BUDGET FY2016-17

TRANSMITTAL MESSAGE (continued)

2016-17 GOALS AND OBJECTIVES

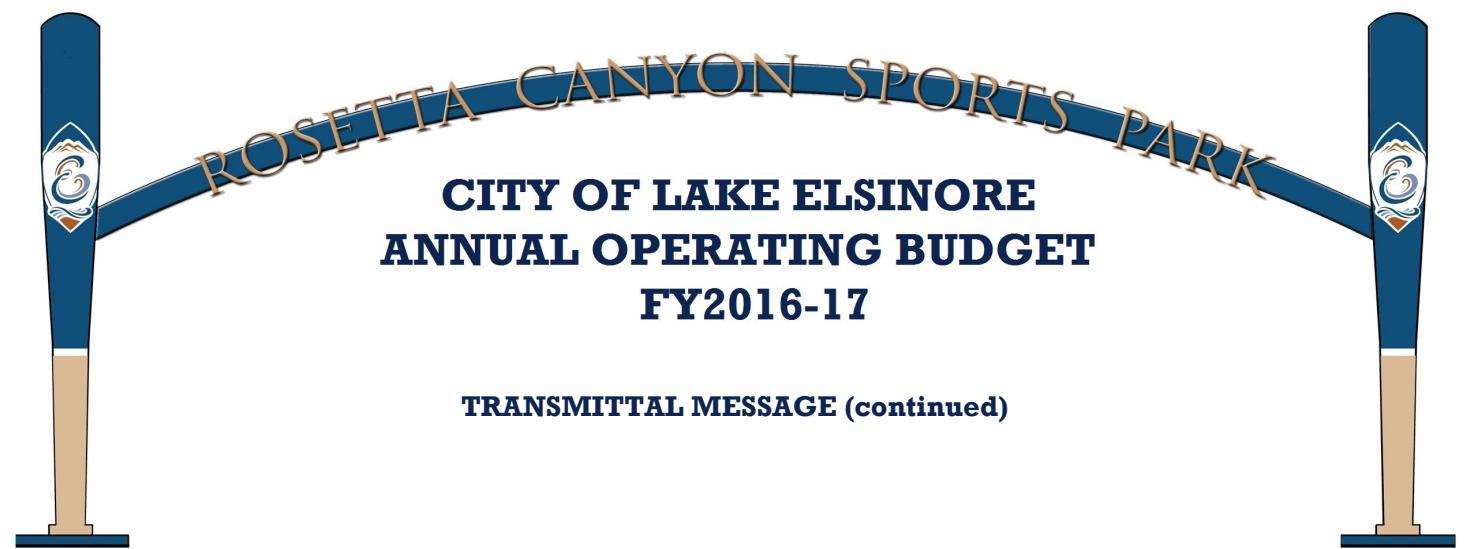
During the 2013-14 Fiscal Year, the City Council adopted the City's Vision Statement. The Vision Statement is used as 1) a tool in the employee hiring/selection process, 2) a guide in conducting city business, and 3) a statement to the citizens affirming what the city as an organization stands for, and the level of service they can expect from the city.

Departmental goals and objectives are updated annually and are included in the Operating Budget section of this document. Goals and objectives are listed by program within each department. The budget document has been formatted to detail the operational goals, objectives, and performance measures of each department. Administrative Services staff has worked with all departments to identify significant accomplishments, as well as to develop qualitative and quantitative performance measures. The goal of the organization is to establish a comprehensive reporting system, which will give the public, City Council, and City Staff the ability to evaluate the level and value of service provided to the community.

The City Council established the following Fiscal Year 2016-17 budget guidelines, or key initiatives, with fiscal stability and community responsibility as they relate to the City's Vision Statement; Public Safety, Recreation, Transportation, Economic Development, Education and Service:

MAINTAIN A SAFE AND SECURE ENVIRONMENT

- Working with our regional partners to respond to calls for police services in a timely manner
- Perform public safety educational programs, maintain neighborhood watches, and conduct timely traffic investigations
- Encourage community participation in public safety and emergency preparedness.
- Promote high quality animal control services
- Utilize social media to keep the community informed and involved
- Minimize the impact of life, property, and the environment from natural hazards and emergency situations



ROSETTA CANYON SPORTS PARK

CITY OF LAKE ELSINORE ANNUAL OPERATING BUDGET FY2016-17

TRANSMITTAL MESSAGE (continued)

ENCOURAGE PROGRAMS FOR ALL AGES

- Promote family oriented program opportunities at the Community Center
- Provide signature special events and cultural opportunities
- Maintain a safe and family oriented environment
- Maintain the natural beauty of the community

PROVIDE INFRASTRUCTURE CONCURRENT WITH DEVELOPMENT

- Continue to maintain local roads and streets
- Update the five-year Capital Improvement Program (CIP)
- Design and construct capital projects within funding the time requirements
- Allocate \$330,941,336 for city wide circulation, facilities, infrastructure and park projects
- Maintain significant access and available frontage space on the Inland Empire's main transportation artery (Interstate 15)

PROVIDE QUALITY JOBS AND PROMOTE COMMERCE

- Encourage growth and expansion by providing high quality municipal services, facilities, and economic assistance
- Create a business friendly regulatory environment
- Promote a jobs/housing balance
- Maintain effective marketing program to promote increasing awareness on City's comprehensive, recognizable tourist destination with a range of attractions
- Continue to collaborate with current property owners, business owners, business alliances and the Chamber of Commerce in promoting the City's unique location and opportunities

ACCOUNTING, AUDITING AND FINANCIAL REPORTING POLICY

The City of Lake Elsinore receives an independent audit annually and maintains a solid internal audit capacity. The City prepares all annual financial reports in strict compliance with Generally Accepted Accounting Procedures (GAAP), as outlined by the Governmental Accounting Standards Board (GASB). The City maintains a strong system of internal controls, which has resulted in an unqualified audit opinion for the past several years.

City of Lake Elsinore

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PERFORMANCE MEASURES

The budget document has been formatted to detail the short term operational objectives for completion in fiscal year 2016-17, and the performance measures for evaluating the completion of those objectives. These objectives were developed in a collaborative process with all City staff members in order to collaboratively identify where each department can contribute to the overall long term goals of the City. The objectives were then used by the departments in order to identify and justify their Annual Operating Budget submittals.

Once the objectives were determined, departments developed qualitative and quantitative performance measures which will be reported quarterly in order to track the completion of each of these objectives. The goal is to establish a comprehensive reporting system which will give the public, City Council, and City staff the ability to evaluate the level and value of service provided to the community as well as the status of the City's progress toward realizing the Core Values established in QLMP.

The short term objectives are detailed by Department in the Citywide Five Year Goals section of this budget document. Each Department section also includes the objectives and performance measures, along with significant accomplishments, and a detail of the expenditure requests and personnel allocations which will be used to meet the identified objectives.

Transmittal Message (*cont'd*)

2016-17 AUTHORIZED STAFFING

The City continues to restructure the organization to ensure core staffing, internally and externally, is in place to meet current and future economic opportunities, while also providing the highest level of service. The City has established a policy of annually focusing on reorganizing department structures in an effort to streamline processes and enhance efficiencies without reducing essential public services to the community. The total staffing for Fiscal Year 2016-17 is projected to include 85 regular full-time equivalent positions and 47 part-time positions, an increase of 1 full-time and 33 part-time positions from the prior year. These totals include vacant unfunded positions as well as positions due to promotion. Of the 85 positions, 3 of the positions were upgraded.

<u>Department</u>	<u>Position Eliminated</u>	<u>Proposed Position</u>
Public Works	New Position	Office Assistant - Part Time
Public Works	New Position	Administrative Assistant
City Manager/Finance	Director Of Administrative Services	Assistant City Manager
Finance	New Position	Executive Assistant
Engineering	New Position	Senior Civil Engineer

City of Lake Elsinore

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Transmittal Message (*cont'd*)

FIVE-YEAR FORECAST

A five-year forecast is developed as part of the budget process to assist in the long range planning and policy development. The five-year forecast provides a tool to evaluate the ability of the City to fund proposed programs, operating costs, and meet the operational requirements of capital improvement projects in the future.

RESERVE POLICY

The City Council previously identified an objective of developing and maintaining a reserve in the General Fund for economic uncertainties and contingencies at 17.5%.

LAKE ELSINORE PUBLIC FINANCE AUTHORITY

The Lake Elsinore Public Financing Authority is a joint exercise of powers between the City of Lake Elsinore and the Lake Elsinore Redevelopment Agency, created by a joint powers agreement dated July 25, 1989. The purpose of the LEPFA is to provide financing for public capital improvements for the City and the former Redevelopment Agency. Revenue includes investment earnings and expenditures are restricted for debt service payments.

LAKE ELSINORE RECREATION AUTHORITY

The Lake Elsinore Recreation Authority is a joint exercise of powers between the City of Lake Elsinore and the Lake Elsinore Redevelopment Agency created by a joint powers agreement dated December 1, 1996. The Recreation Authority continues to function without the Agency. The purpose of the Authority is to provide, through the issuance of revenue bonds, a financing pool to fund capital improvement projects. These revenue bonds are to be repaid solely from the revenues of certain public obligations.

City of Lake Elsinore

Annual Operating Budget

Fiscal Year 2016-2017

Transmittal Message (*cont'd*)

SUCCESSOR AGENCY TO THE REDEVELOPMENT AGENCY (SARDA)

In June 2011, the Governor of California signed ABx1 26, which dissolved redevelopment agencies effective February 1, 2012 and provided for the designation of successor agencies to oversee the completion of previously obligated redevelopment activities. As a result, all assets of the redevelopment agency were transferred to the Successor Agency of the Redevelopment Agency on February 1, 2012 and the City Council began serving as the Successor Agency.

CAPITAL IMPROVEMENT

The City's five-year Capital Improvement Plan (CIP) is presented to the City Council under a separate cover. This program provides a multi-year plan for capital improvements that is updated annually to ensure compliance with the program. The impact of capital projects on maintenance and operating costs were taken into consideration in the development of the operating budget. Circulation, Infrastructure and Park projects are identified in the CIP budget with estimated current year project costs totaling \$41,752,748.

City of Lake Elsinore

Annual Operating Budget

Fiscal Year 2016-2017

Transmittal Message (*cont'd*)

CONCLUSION

The fiscal year 2016-17 Operating Budget demonstrates the City Council's continued investment in public safety and other services as the City moves forward out of the effects of the recession. The budget was constructed by utilizing a conservative approach in projecting revenues and corresponding expenditures. However, it does include utilization of fund balances to provide for core services to the community. This conservative approach is necessary, as the City must continue to be sensitive to potential changes in the condition of the State and local economy. If there are any legislative actions that create any adverse impacts to the City, or if local conditions change that negatively impact the projected revenue stream, staff will return to the City Council with recommendations to make appropriate adjustments.

I would like to express my appreciation to the City Council for providing the direction and support which are crucial to the ability of the City to achieve its goals. I would also like to recognize the contributions of every staff member for not only creating a successful operating budget, but also contributing to the City's annual budget process. Their efforts and dedication indicate the meaning of "team" work, which is reflected in this report and in other documents resulting from the annual financial management process. Special recognition should go to the Administrative Services staff for their long hours and dedication to the City and this budget process. I would also like to recognize our Elected Treasurer, Allen Baldwin, for his dedication and commitment to the City. His oversight in the budget process is invaluable.

I commend the Mayor, Budget Committee, members of the City Council and Management for their continued interest, dedication and support in conducting business on behalf of the Citizens of Lake Elsinore in a responsible and progressive manner while still preserving an economical quality of the City.

Respectfully Submitted,

Grant Yates

City Manager

City of Lake Elsinore

Annual Operating Budget

Fiscal Year 2016-2017

RESOLUTION NO. 2016-064

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF LAKE ELSINORE, CALIFORNIA, ADOPTING THE FISCAL YEAR 2016-17 ANNUAL OPERATING BUDGET AND ESTABLISHING THE CONTROLS ON CHANGES IN THE APPROPRIATIONS

WHEREAS, the City Council has a policy of adopting an annual operating budget to plan expenditures and to match anticipated revenues available in various City accounts in order to make the most efficient use of the City's limited resources for each fiscal year; and,

WHEREAS, the City of Lake Elsinore Municipal Code Section 3.04.010 defines the fiscal year for the City of Lake Elsinore as extending from July 1st of each year to and including June 30th of the following year.

**NOW, THEREFORE, THE CITY COUNCIL OF THE CITY OF LAKE ELSINORE DOES
HEREBY RESOLVE, DETERMINE AND ORDER AS FOLLOWS:**

SECTION 1. The City of Lake Elsinore Annual Operating Budget is hereby approved and adopted for the 2016-17 FY as attached per Exhibit A to this resolution.

SECTION 2. A copy of the City of Lake Elsinore Operating Budget is hereby adopted and certified by the City Clerk and shall be filed with the City Manager or a designated representative, and a further copy so certified shall be placed and shall remain on file in the Office of the City Clerk where it shall be available for inspection. Copies of the certified budgets shall be made available for the use of departments, offices and agencies of the City.

SECTION 3. That the following controls are hereby placed on the use and transfer of budget appropriations:

- A. No expenditure of funds shall be made unless there is an unencumbered appropriation available to cover the expenditure.
- B. The Department Director may prepare a transfer of appropriations within departmental budget accounts, with the approval of the City Manager.
- C. The City Council must authorize transfers (appropriations) of funds from the Unreserved Fund Balance and transfers between departmental budget accounts.

City of Lake Elsinore

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D. The City Council must authorize any changes to the Schedule of Authorized Positions. The City Manager may authorize the hiring of temporary or part-time staff as necessary within the limits imposed by the controls listed above.

E. The City Manager may approve change orders on Public Works contracts approved by the City Council in amounts up to project contingency established by the City Council.

F. Outstanding encumbrances shown on the City books on June 30, 2016, that are approved by the City Manager, are hereby appropriated for such contracts or obligations for FY 2016-17.

G. The City of Lake Elsinore Annual Operating Budget is hereby approved and amended for the FY 2016-17. See attached Exhibit A to this resolution.

SECTION 4. This Resolution shall take effect from and after the date of its passage and adoption.

PASSED AND ADOPTED at a meeting of the City Council of the City of Lake Elsinore, California, on the 31st day of May, 2016.

AYES: Council Members Hickman and Johnson, Mayor Pro Tem Magee, and Mayor Tisdale

NOES: None

ABSENT: Council Member Manos

ABSTAIN: None

Brian Tisdale, Mayor

City of Lake Elsinore

ATTEST:

Susan Domen, City Clerk

City of Lake Elsinore

APPROVED AS TO FORM:

Barbara Zeid Leibold, City Attorney

City of Lake Elsinore

City of Lake Elsinore

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I, Susan M. Domen, MMC, City Clerk of the City of Lake Elsinore, California, do hereby certify that Resolution No. 2016-064 was adopted by the City Council of the City of Lake Elsinore, California, at the meeting of May 31, 2016, and that the same was adopted by the following vote:

AYES: Council Members Hickman and Johnson, Mayor Pro Tem Magee, and Mayor Tisdale

NOES: None

ABSENT: Council Member Manos

ABSTAIN: None

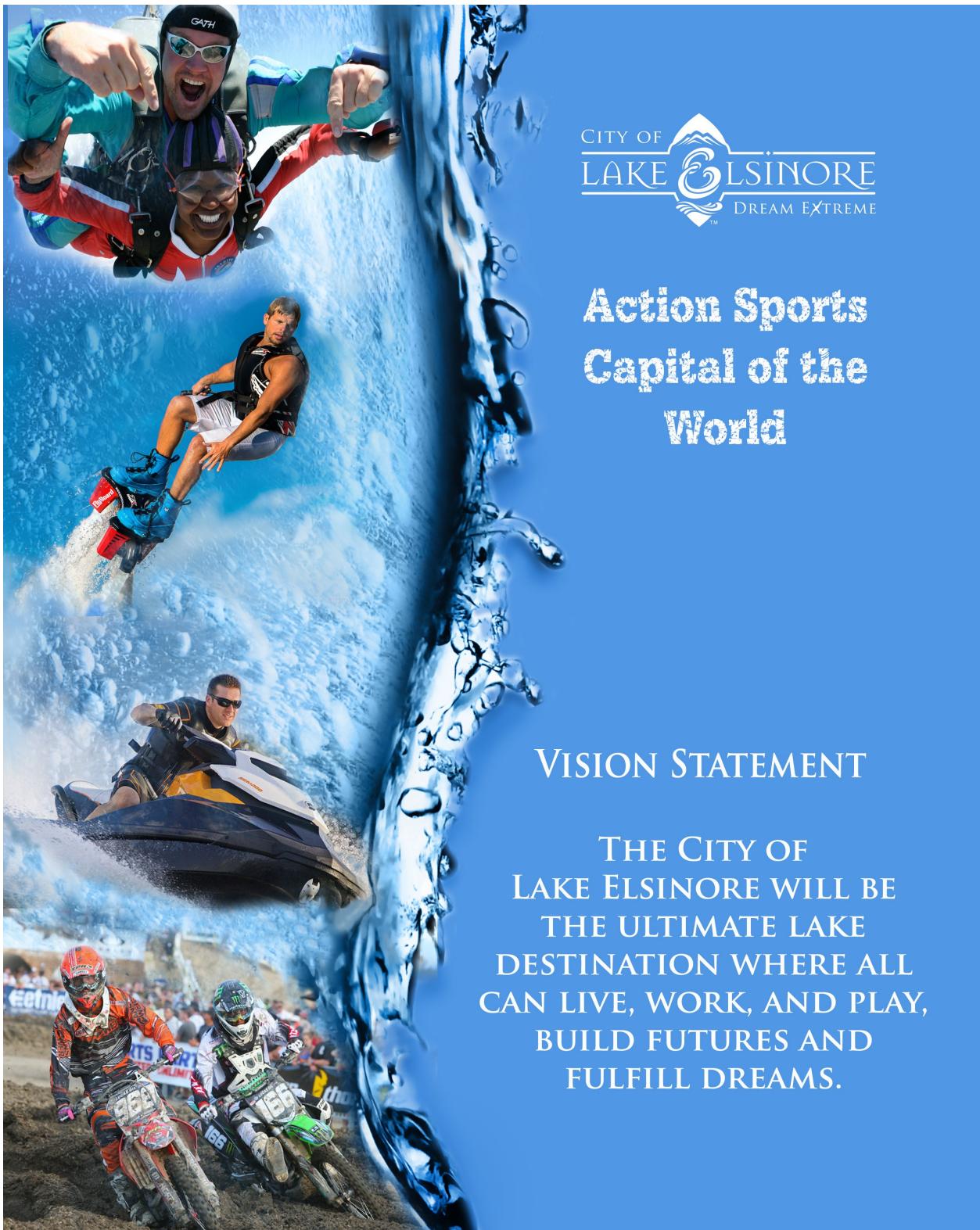
Susan Domen, CMC

City Clerk

City of Lake Elsinore

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City of Lake Elsinore

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VALUE STATEMENT

As employees of the City of Lake Elsinore, in striving to be dedicated to our local government, we value the following:



CITY OF LAKE ELSINORE
Expressions of Extreme Customer Service

C.A.R.E.

CUSTOMER SERVICE PERSPECTIVE

- Treat your customer the way you would want to be treated.
- Be overtly courteous, a good listener and extremely respectful.
- Treat your fellow employees as your customers!

AUTHENTIC BEST

- Be your best self and provide sincere customer service.
- Always remember, there is no way that the quality of customer service can exceed the quality of the people who provide it!

ANTICIPATE CUSTOMER NEEDS

- Improve the quality of customer service by preparing in advance for common inquiries.

RESPOND TO CUSTOMER'S NEEDS

- Provide responses that are timely, accurate and complete.
- Respond within a business day, and assure customers that you are personally accessible if they have further concerns.

EXTREME CUSTOMER SERVICE

- Make it extremely easy to do business with!
- Providing Extreme Customer Service is our business.

City of Lake Elsinore
Annual Operating Budget
Fiscal Year 2016-2017

LOCATOR MAP



City of Lake Elsinore

Annual Operating Budget

Fiscal Year 2016-2017

COMMUNITY PROFILE

GENERAL CITY DATA

Date of Incorporation	April 9, 1988
Form of Government	City Manager
Area	43 Square Miles
Lake Surface Area	3,000 Acres
Population (2015)	61,006
Annual Average Temperature	78.5 Degrees
Annual Average Rainfall	11"
Number of Police Officers per 1,000 Residents	.92
Number of Fire Stations	4
Number of Parks	18

INCOME AND HOUSING

Median Household Income	\$56,972
Average Household Income	\$75,998
Number of Households	16,343
Median Household Size	3.5
Median Family Size	3.8
Median Age	30.6
Median Housing Price	\$298,660

EDUCATIONAL DATA

LAKE ELSINORE UNIFIED SCHOOL DISTRICT

Number of Schools	24
Number of Teachers	969
Number of Students	21,559
Number of Public Libraries	2

City of Lake Elsinore

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ELECTED OFFICIALS

Mayor	Brian Tisdale
Mayor Pro Tem	Robert E. Magee
Councilmember	Daryl Hickman
Councilmember	Natasha Johnson
Councilmember	Steve Manos
Treasurer	Allen Baldwin

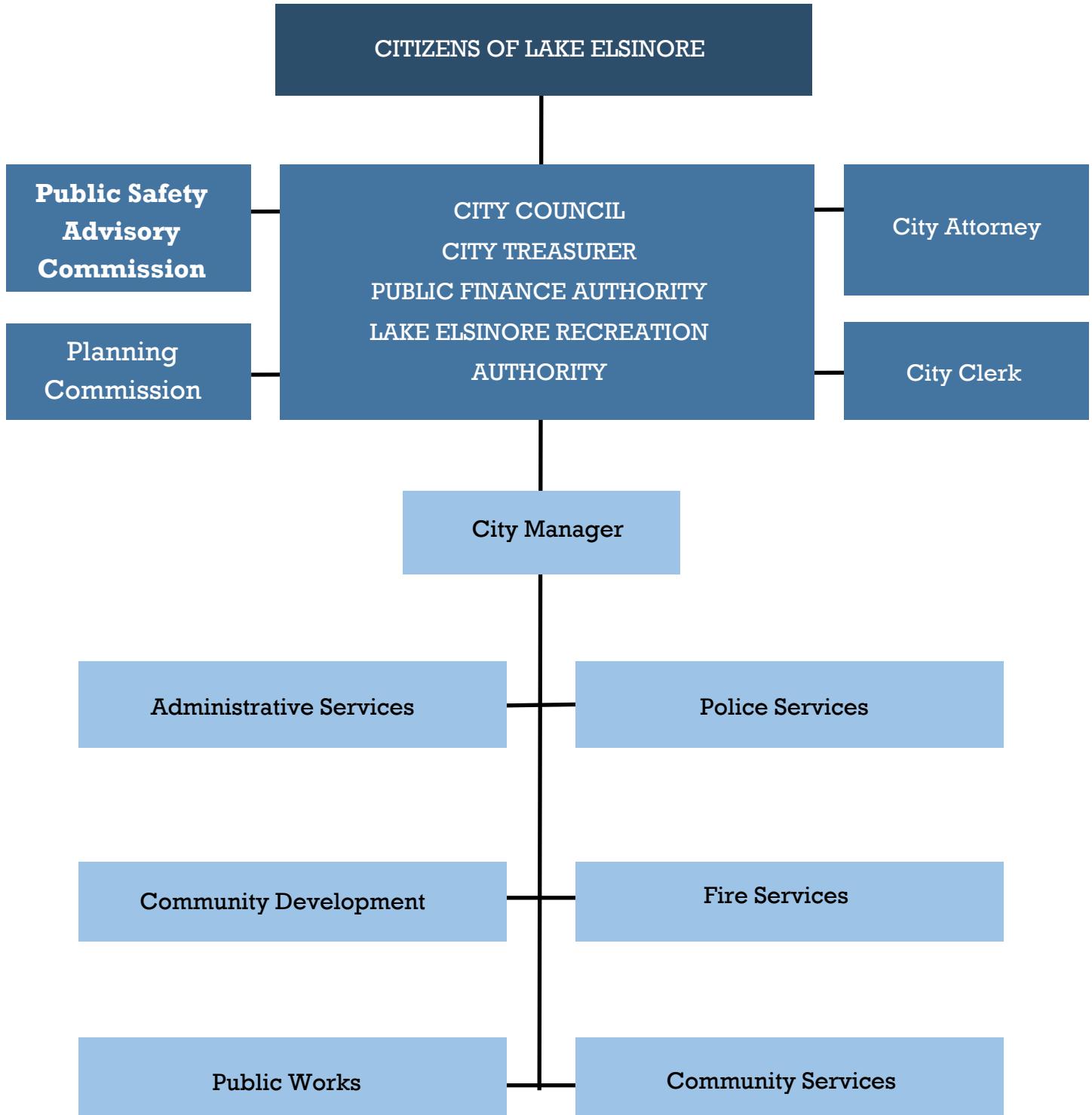
EXECUTIVE MANAGEMENT TEAM

City Manager	Grant Yates
Assistant City Manager	Jason Simpson
City Clerk	Susan Domen
City Attorney	Barbara Leibold
Director of Community Development	Grant Taylor
Director of Community Services	Johnathan O. Skinner
City Engineer	Brad Fagrall
Chief of Police	Leonard Hollingsworth
Fire Chief	Sean Dakin

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UNDERSTANDING THE BUDGET DOCUMENT

This budget document provides the public with concise and readable information about City government and displays the City's objectives and budget for the Fiscal Year 2016-17.

The budget document begins with the City Manager's transmittal letter, which provides an overview of the FY2016-17 Operating Budget by highlighting programs and major projects.

The budget document is then divided into the following sections:

- Introduction
- Budget Summaries
- General Fund
- Lake Elsinore Public Financing Authority
- Lake Elsinore Recreation Authority
- Successor Agency
- Five Year Forecast
- Capital Improvement Program
- Appendix

The Budget Summaries section contains the program description, key objectives, performance measures, and resource allocation plans for each operating program.

Budget information is organized by department and identifies the major services provided by the City.

Finally, the Appendix includes:

Supplemental financial and statistical information such as, property tax information, and comparative cost information. These is also a glossary of acronyms and terms to guide the reviewer in understanding this document.

Additional information on the City's fiscal affairs is available in the following documents which are available at www.lake-elsinore.org/Departments and Services/Finance/Financial Reports.

For further information, please contact the Lake Elsinore Administrative Services Department at (951)674-3124.

City of Lake Elsinore

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BUDGETARY FUND STRUCTURE

GOVERNMENTAL FUNDS

◊ GENERAL FUNDS

◊ SPECIAL REVENUE FUNDS

- Supplemental Law Enforcement Services Fund (SLESF)
- Office of Traffic and Safety Fund
- Traffic Offender Fund
- Developer Agreement Fund
- Gas Tax Fund
- Transportation Uniform Mitigation Fee Fund (TUMF)
- Measure A Fund
- Senate Bill 821 Bicycle and Pedestrian Facilities Program Fund
- Senate Bill 1186 California Disability Access and Education Fee Fund
- Traffic Safety Fund
- Affordable Housing in Lieu
- Development Impact Fees
- Lighting, Landscape and Maintenance District (LLMD) Funds
- Geothermal Fund
- Community Development Block Grant (CDBG)
- National Pollutant Discharge System (N.P.D.E.S.) Fund
- Public Education and Government Grant (PEG) Fund
- Community Facilities Districts (CFD)
- Public Improvement In-Lieu

City of Lake Elsinore

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BUDGETARY FUND STRUCTURE

GOVERNMENTAL FUNDS

- ◊ SPECIAL REVENUE FUNDS (*Cont'd*)
 - Assembly Bill 766 Air Pollution Reduction
 - Successor Agency Housing Fund

PROPRIETARY FUNDS

- ◊ INTERNAL SERVICES FUND
 - 1. Insurance and Worker's Compensation
 - 2. Information Technology
 - 3. Support Services
 - 4. Fleet
 - 5. Facilities

- ◊ CAPITAL IMPROVEMENT PROJECT FUND

FIDUCIARY FUNDS

- ◊ PRIVATE-PURPOSE TRUST FUNDS
 - Successor Agency to the Redevelopment Agency (SARDA) Debt Service Fund
 - Endowment Trust Fund
 - Successor Agency Housing Fund

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DESCRIPTION OF FUNDS

The City of Lake Elsinore revenues and expenditures are accounted for in a series of funds. Each fund is an autonomous accounting entity, established in accordance with legal and professional accounting standards. Funds are used to segregate the various financial activities of a governmental entity and to demonstrate compliance with specific regulations, restrictions or limitations (i.e. demonstrating the restricted revenues are spent only for allowed purposes). Funds used in government are classified into three broad categories; governmental, proprietary and fiduciary. Governmental funds include activities usually associated with the operations of a typical state or local government (public safety, general government activities, etc.). Proprietary funds are used in government to account for activities often found in the private sector (utilities, stadiums, and golf courses are prime examples). Fiduciary funds are utilized in situations where the government is acting in a fiduciary capacity as a trustee or agent.

The funds utilized by the City of Lake Elsinore are as follows:

GOVERNMENTAL FUNDS

GENERAL FUND

This is the general operating fund for the City, utilized to account for all resources not required to be accounted for in another fund.

SPECIAL REVENUE FUNDS

Special Revenue Funds are used to account for specific resources that are legally restricted to expenditure for particular purposes:

Supplemental Law Enforcement Services Fund (SLESF) - The City maintains this fund to account for the Supplemental Law Enforcement Services (SLESF) monies, which are exclusively expended to provide front line law enforcement services provided by the State of California. These monies supplement existing services and are unable to be used to supplant any existing funding for law enforcement services provided by the City.

Office of Traffic and Safety Fund - This fund is to account for monies received for a grant by the State to local and state public agencies for programs that help them enforce traffic laws, educate the public in traffic safety, and provide varied and effective means of reducing fatalities, injuries and economic losses from collisions.

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Description of Funds (cont'd)

Traffic Offender Fund - This fund is for the purposes of receiving and expending administrative fees generated from charges to drivers who have been arrested for DUI, who are driving on suspended/revoked licenses, or have never been issued a driver's license. These funds may only be used to further the traffic safety goals of the City and are not subject to OTS audit.

Developer Agreement Fund - This fund is maintained to account for developer fees.

Gas Tax Fund - The City maintains this fund to account for the Highway User's Tax revenues received from the State of California under Sections 2013, 2015, 2107, of the Streets and Highways Code.

Transportation Uniform Mitigation Fee Fund (TUMF) - Under the TUMF, developers of residential, industrial, and commercial property pay a development fee to fund transportation projects that will be required because of the growth the projects create. The Western Riverside Council of Governments administers the TUMF. The TUMF funds both local and regional arterial projects. Local area projects receive 48.1% of all funds and the funds are programmed in each of five "zones" proportionately to the fees paid. These zone projects are proposed by local jurisdictions.

Measure A Fund - This fund was established to account for the City's share of the County of Riverside's additional one-half percent sales tax allocation. These monies are restricted for use on local streets and roads.

Senate Bill 821 Bicycle and Pedestrian Facilities Program Fund - This fund tracks the grant revenue and expenditures received from RCTC for eligible projects. Each year 2% of the Local Transportation Fund (LTF) revenue is made available for use on bicycle and pedestrian facility projects through the Commission's SB 821 Program. All of the cities and the county are notified of the SB 821 Program estimate of available funding and are requested to submit project proposals. Eligible projects include sidewalks, bike paths (Class I), bike lanes (Class II), bike routes (Class III), and access ramps or curb cuts.

Senate Bill 1186 California Disability Access and Education Fee Fund - This fund collects and tracks the law requiring State fee of \$1.00 on every applicant for a local business license or renewal. The purpose is to increase disability access and compliance with construction related accessibility requirements and to develop educational resources for businesses in order to facilitate compliance with Federal and State disability laws.

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Description of Funds (cont'd)

Traffic Safety Fund - Used to account for revenue generated from enforcement of California vehicle codes and city ordinances. These restricted funds may be used only for traffic signals, school crossing guards, and other related traffic safety expenditures.

Affordable Housing In-Lieu - The Affordable Housing Fund contains the assets as well as loan and rental income from the former Redevelopment Agency which have been transferred to the City of Lake Elsinore.

Development Impact Fees - These funds are used to track revenues and expenditures of fees collected by developers to mitigate impacts of new development in the level of service capacity.

Lighting, Landscape and Maintenance District (LLMD) - These funds account for revenues derived from annual assessments which are used to pay the costs incurred by the City for landscape maintenance and street light maintenance. Benefit assessments, and a special tax are charged to property owners within the District (City), and funds are received to provide recreations, park development, street lighting, slope maintenance, refuse collection, emergency road construction and maintenance, and library services.

Geothermal Fund - A fund to track expenditures for State grant monies used to maintain hot water wells owned by the City.

Community Development Block Grant (CDBG) - This fund is used to account for grants received from the U.S. Department of Housing and Urban Development (HUD). These grants are used for the community development activities and projects.

National Pollutant Discharge System (N.P.D.E.S.) Fund - This is to track fees assessed to property owners for the N.P.D.E.S. program, which is mandated by the federal government. This requires cities to clean up storm water runoff.

Public Education and Government Grant (PEG) Fund - This fund is used to track the expenditures used to purchase applicable media equipment.

Community Facilities District (CFD) - These funds are established by the City as a means of obtaining community funding to be used to pay for public works and other public services, maintenance, new construction, and debt service payments.

Public Improvement In-Lieu - This fund accounts for special designated improvements to City property, financed by developer fees.

City of Lake Elsinore

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Description of Funds (cont'd)

Successor Agency Housing Fund - This account is used to track low and moderate-income projects, expenditures for this fund are restricted to low and moderate income housing projects.



Aimee McPherson Castle

City of Lake Elsinore

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PROPRIETARY FUNDS

INTERNAL SERVICES FUNDS

Internal Services Funds are used to account for the financing of goods or services by one department to other departments of the City on a cost reimbursement basis.

Insurance - This Internal Service Fund was established to fund and account for the City's liability and property insurance costs.

Worker's Compensation - This fund was created to cover any future Worker's Compensation liabilities.

Fleet and Equipment - This Internal Service Fund was created to depreciate vehicles and large capital equipment over their estimated useful lives, and to accumulate resources for the purchase of future replacement vehicles and equipment.

Information Technology - This Internal Service Fund was developed to fund and account for computer and telephone systems operating and maintenance expenses, depreciation of all related computer and telephone equipment over their estimated useful lives, and to accumulate resources for future equipment purchases. This fund was also formed to account for computer and telephone and the accumulated depreciation for future equipment purchases.

Support Services - This Internal Service Fund was established as a cost center for the City's central duplicating, printing, and mailing activities.

Facilities - This Internal Service Fund was established to account for the cost of the City Facilities operations and maintenance.

CAPITAL IMPROVEMENT PROJECT FUND

Capital Improvement Project Funds are used to account for financial resources used for the acquisition and improvement of major capital facilities.

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FIDUCIARY FUNDS

PRIVATE-PURPOSE TRUST FUNDS

Private-Purpose Trust Funds are used to account for resources held and administered by the reporting government when it is acting in a fiduciary capacity for other governments.

Successor Agency to the Redevelopment Agency (SARDA) Debt Service Fund - This fund is used to account for payment obligations of the successor agency as a result of the State's dissolution of Redevelopment Agencies.

Endowment Trust Fund - This fund is to account for assets held by the City in a trustee capacity for the Adolph Korn Estate. Money is held for building a nurses home for the proposed medical facility in the City. Until that time, interest earnings from the estate are used as a scholarship fund for college tuition for students seeking a degree in the nursing field.



McVicker Park

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FUND USE BY DEPARTMENT

DEPARTMENT	GF	SPECIAL REVENUE FUNDS										SARDA	SPECIAL ASSESSMENT FUNDS					INTERNAL SERVICE FUNDS							
		SLESF	TOF	DAG	GT	CAS	TSF	CW	LLMD1	CDBG	NPDES		CFD 03-1	CFD 06-5	CFD 07-1	CFD 09-1	CFD 03-2	IN	IT	SS	FL	FA			
City Council	X																X	X	X						
Community Support	X																								
City Clerk	X																	X	X	X		X			
City Attorney	X																								
City Manager	X																	X	X	X		X			
Finance	X																	X	X	X		X			
Human Resources	X																	X	X	X		X			
Police	X	X	X											X	X				X	X	X	X			
Fire	X														X			X		X	X	X			
Animal Services	X																		X	X	X		X		
Planning & Zoning	X																		X	X	X		X		
Building & Safety	X																		X	X	X		X		
Code Enforcement	X																		X	X	X		X		
Economic Development	X																		X	X	X		X		
Fire Prevention	X																		X	X	X		X		
Graffiti	X																		X	X	X				
Engineering	X																		X	X	X	X	X	X	
Public Works	X																		X	X	X	X	X	X	
Park Maintenance	X																		X	X	X	X	X	X	
Weed Abatement	X																		X	X	X		X		
Lake Maintenance	X																		X	X	X	X	X	X	
Recreation	X																								
Community Center	X																								
Senior Center	X																								
Campground	X																								
Insurance																									
Information Technology																									
Support Services																									
Fleet																									
Facilities																									

GF GENERAL FUND

SPECIAL REVENUE FUNDS:

SLESF	Supplemental Law Enforcement Services Fund
TOF	Traffic Offender Fund
DAG	Developer Agreement Fund
GT	Gas Tax Fund
CAS	Certified Access Specialist Program Fund
TSF	Traffic Safety Fund
CW	Citywide LLMD Fund
LLMD 1	LLMD No. 1 Fund
CDBG	Community Development Block Grant Fund
NPDES	National Pollutant Discharge Elimination System Fund

SUCCESOR AGENCY TO THE REDEVELOPMENT AGENCY FUND:

AH Affordable Housing Fund

SPECIAL ASSESSMENT FUNDS:

CFD 03-01	CFD 2003-15 Law, Fire & Paramedic Services Fund
CFD 06-05	CFD 2006-55 Park, Open Space & Storm Drain Fund
CFD 07-01	CFD 2007-15 Law, Fire & Paramedic Services Fund
CFD 09-01	CFD 2009-15 Park, Open Space & Street Lighting Fund
CFD 03-2	CFD 2003-2 Fire Tax Services Fund

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GANN APPROPRIATIONS LIMIT

Article XIIIIB of the California State Constitution, more commonly referred to as the Gann Initiative or Gann Limit, was approved by California voters in November 1979, and placed limits on the amount of proceeds of taxes that state and local government agencies can receive and spend each year. For cities that incorporated after fiscal year 1978-79, the voters set the initial appropriations limit at the time of incorporation. Proposition 111 was approved by California voters in June 1990, which provided new adjustment formulas which make the appropriations limit more responsive to local growth issues. Each year the City Council must adopt, by resolution, the appropriations limit for the following year.

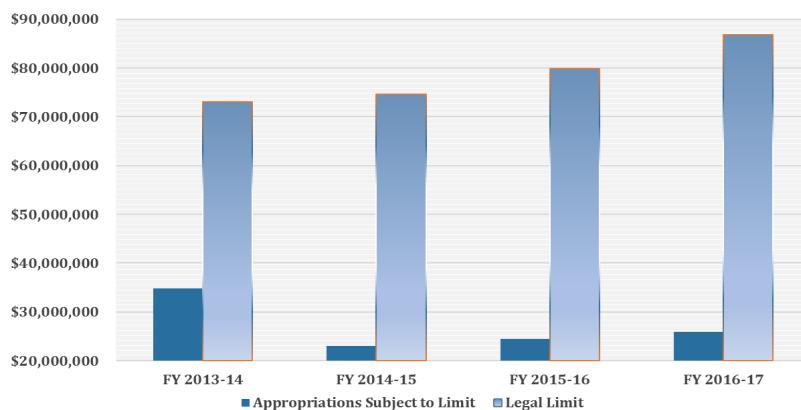
Fiscal Year 2015-16 Appropriation Limits\$79,809,475

City Population Growth 3.16%

Per Capita Personal Income Change 5.37%

Fiscal Year 2016-17 Appropriations Limit ($79,809,475 \times 1.0870$)\$86,752,899

Appropriations subject to the limit in the fiscal year 2016-17 budget totaled \$25,958,879 which is \$60,794,020 less than the computed limit. Additional appropriations to the budget funded by non-tax sources such as service charges, restricted revenues from other agencies, grants or beginning fund balances would be unaffected by the appropriations limit. However, any supplemental appropriations funded through increased tax sources would be subject to the appropriations limit and could not exceed the \$60,794,020 variance indicated. Further, any overall actual receipts from tax sources greater than \$60,794,020 from budget estimates will result in proceeds from taxes in excess within the next two fiscal years or voter approval of an increase in the City's appropriations limit. Voter approval for an increase in the City's appropriations limit is not anticipated in the future due to the margin between the limit and tax revenue.



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SUMMARY OF ACCOUNTING PRINCIPLES

FUND ACCOUNTING

The accounts of the City are organized based on funds and account groups, each of which is considered a separate accounting entity. The operations of each fund are accounted for with a separate set of self-balancing accounts that comprise its assets, liabilities, fund equity, revenues, and expenditures or expenses, as appropriate. Government resources are allocated to, and accounted for, in individual funds based upon the purposes for which they are to be spent and the means by which spending activities are controlled. The various funds are grouped in the financial section in this report into generic fund types and broad fund categories as follows:

GOVERNMENTAL FUNDS

General Fund
Special Revenue Fund
Capital Projects Fund
Internal Services Funds

FIDUCIARY FUNDS

Private-Purpose Trust Funds

ACCOUNTING BASIS

All governmental funds are accounted for and budgeted using the modified accrual basis of accounting. Their revenues are recognized when they become measurable and available as net current assets. The primary revenue sources susceptible to accrual are property and sales taxes, franchise fees, transient occupancy taxes, investment income, fines and forfeitures collected by County courts, and motor vehicle-in-lieu subventions.

Expenditures are generally recognized under the modified accrual basis of accounting when the related fund liability is incurred. An exception to this general rule is principal and interest due on general long-term debt which is recognized when due.

Proprietary and Fiduciary funds are accounted for and budgeted using the full accrual basis of accounting, i.e., revenues are recognized in the period earned and expenses are recognized in the period incurred.

Encumbrance accounting, under which purchase orders, contracts, and other commitments for the expenditure of funds are recorded in order to reserve that portion of the applicable appropriation, is employed in the governmental funds. Outstanding encumbrances at the end of the fiscal year are recorded as reservation of fund balances since the commitments will be paid in the subsequent year. Encumbrances do not constitute expenditures or liabilities.

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GENERAL FUND FINANCIAL POLICIES

1) INTRODUCTION

The purpose of this document is to set out the policies and procedures that enhance opportunities for a prudent and systematic investment program and to organize and formalize investment-related activities.

The investment policies and practices of the City of Lake Elsinore (the “City”) are, in every case, subject to and limited by applicable provisions of state law and to prudent money management applicable provisions of Chapter 4 of Part 1 of Division 2 Title 5 of the California Government Code (Section 53600 et seq.).

2) SCOPE

The investment policy applies to all financial assets, except bond proceeds and retirement funds, accounted for in the City of Lake Elsinore Comprehensive Annual Financial Report (CAFR) and any new fund created by the City Council, unless specifically exempted.

The investment of bond proceeds will be governed by the provisions of relevant bond documents.

3) OBJECTIVES

The primary objectives, in priority order, of the City’s investment activities shall be:

A) Safety of Principal

Safety of Principal is the foremost objective of the City. Investments of the City shall be undertaken in a manner that seeks to ensure the preservation of capital in the overall portfolio. The City shall seek to preserve principal by mitigating two types of risk: credit risk and interest rate risk.

1. **Credit Risk:** The City will minimize credit risk, which is the risk of loss due to the failure of the security issuer or backer, by:

- Limiting investments to the types of securities listed in the Authorized Investments section of this Investment Policy
- Diversifying the investment portfolio so that the impact of potential losses from any one type of security or from any one individual issuer will be minimized

2. **Interest Rate Risk:** The City will minimize interest rate risk, which is the risk that the market value of securities in the portfolio will fall due to changes in market interest rates, by:

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- Structuring the investment portfolio with marketable securities so that securities can be liquidated to meet cash flow needs or structuring the portfolio to meet cash requirements for ongoing operations

B) Liquidity

Historical cash flow trends are compared to current cash flow requirements on an ongoing basis in an effort to ensure that the City's investment portfolio will remain sufficiently liquid to enable the City to meet all reasonably anticipated operating requirements.

C) Yield

The investment portfolio shall be designed with the objective of attaining a market rate of return throughout budgetary and economic cycles, taking into account the investment risk constraints and the cash flow characteristics of the portfolio.

4) PRUDENCE

In managing its investment program, the City will observe the "Prudent Investor" standard as stated in Government Code Section 53600.3, applied in the context of managing an overall portfolio. Investments will be made with care, skill, prudence and diligence under the circumstances then prevailing, including, but not limited to, the general economic conditions and the anticipated needs of the City, that a prudent person acting in a like capacity and familiarity with those matters would use in the conduct of funds of a like character and with like aims, to safeguard the principal and maintain the liquidity needs of the City. Within the limitations of this section and considering individual investments as part of an overall strategy, investments may be acquired as authorized by law.

This standard of prudence shall be applied in the context of managing an overall portfolio. Investment officers acting in accordance with written procedures and the investment policy and exercising due diligence shall be relieved of personal responsibility for an individual security's credit risk or market price changes provided deviations from expectations are reported in a timely fashion and appropriate action is taken to control adverse developments.

5) PERFORMANCE EVALUATION

Investment performance is to be continually monitored and evaluated by the Assistant City Manager. The City's primary portfolio performance will be measured against a total return index with securities with similar attributes and similar average maturity, e.g., the Merrill Lynch 1-5 Year U.S. Treasury Index.

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6) DELEGATION OF AUTHORITY

In accordance with the City Council Policy of the City of Lake Elsinore and under authority granted by the City Council, the City Treasurer's function and responsibility for investing the unexpended cash in the City Treasury has been delegated to the City Manager.

The responsibility for conducting the City's investment program has been delegated to the Assistant City Manager, who shall establish written procedures for the operation of the investment program consistent with this investment policy. Such procedures shall include explicit delegation of authority to persons responsible for all investment activities.

No person may engage in an investment transaction except as provided under the terms of the policy and the procedures established by the Assistant City Manager. Portfolio management and transactions may be delegated to an independent investment advisor registered with the SEC.

7) INVESTMENT PROCEDURES

The Assistant City Manager shall establish written investment procedures and a system of controls to regulate the operation of the investment program and the activities of subordinate officials consistent with this policy. The procedures should include references to: safekeeping, repurchase agreements, wire transfer agreements, banking service contracts and collateral/depository agreements. Such procedures shall include explicit delegation of authority to persons responsible for investment transactions. No person may engage in an investment transaction except as provided under the terms of the policy and procedures established by the Assistant City Manager.

8) ETHICS AND CONFLICTS OF INTEREST

Officers and employees involved in the investment process shall refrain from personal business activity that conflicts with proper executions of the investment program, or impairs their ability to make impartial investment decisions. Additionally, City Officials are required to annually file applicable financial disclosures as required by the Fair Political Practices Commission (FPPC).

9) SAFEKEEPING AND CUSTODY

To protect against fraud or embezzlement of losses caused by collapse of an individual securities dealer, all securities owned by the City shall be held in safekeeping by a third party bank/trust department.

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All security transactions entered into by the City of Lake Elsinore shall be conducted on delivery-versus-payment (DVP) basis. All securities purchased or acquired shall be delivered to the City of Lake Elsinore by book entry, physical delivery, or by third party custodial agreement as required by CGC 53601.

Securities held custody of the City shall be independently audited on an annual basis to verify investment holdings.

All exceptions to this safekeeping policy must be approved by the City Manager in written form and included in monthly reporting to the City Council.

10) DIVERSIFICATION

The City of Lake Elsinore will diversify its investments by security type and institution. It is the policy of the City of Lake Elsinore to diversify its investment portfolio. Assets shall be diversified to eliminate the risk of loss resulting from over concentration of assets in a specific maturity, a specific issuer, or a specific class of securities. Diversification strategies shall be determined and revised periodically. In establishing specific diversification strategies, the following general policies and constraints shall apply:

- (a) Maturities selected shall provide for stability of income and liquidity
- (b) Disbursement and payroll dates shall be covered through maturity investments and marketable securities

11) INTERNAL CONTROL

The investment portfolio and all related transactions are reviewed and balanced to appropriate general ledger accounts by the Finance Staff on a monthly basis.

An independent analysis by an external auditor shall be conducted annually to review internal control; account activity, and compliance with policies and procedures and reported to City Council.

12) REPORTING

Each month the Assistant City Manager shall submit to City Council, the City Manager, and the City Treasurer a monthly report of investment transactions. The report shall also include a detailed security report. If all funds are placed in LAIF, FDIC-insured accounts, and/or in a county investment pool, the foregoing report elements may be replaced by copies of the latest statements from such institutions. The Assistant City Manager shall maintain a complete and timely record of all investment transactions.

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Additionally, every quarter the Assistant City Manager shall render to the City Manager, City Council and the City Treasurer a quarterly investment report, which shall include, at a minimum, the following information for each individual investment:

- Type of investment instrument (i.e., Treasury Bill, medium term note)
- Issuer name (i.e., General Electric Credit Corporation)
- Purchase date (trade and settlement date)
- Maturity date
- Par value
- Purchase price
- Current market value and the source of the valuation
- Overall portfolio yield based on cost

The quarterly report shall a) state compliance of the portfolio to the statement of investment policy, or manner in which the portfolio is not in compliance; b) include a description of any of the City's funds, investments, or programs that are under the management of contracted parties, including lending programs; and c) include a statement denoting the ability of the City to meet its expenditure requirements for the next six months, or provide an explanation as to why sufficient money shall, or shall not, be available.

13) AUTHORIZED FINANCIAL DEALERS AND INSTITUTIONS

The Assistant City Manager will maintain a list of financial institutions authorized to provide investment services. In addition, a list will also be maintained of approved security broker/dealers selected by credit worthiness with at least five years of operation. The Assistant City Manager will review the financial condition and registrations of qualified bidders annually.

All financial institutions and broker/dealers who desire to become qualified for investment transactions must supply the following as appropriate:

- Audited financial statements demonstrating compliance with state and federal capital adequacy guidelines to be submitted annually
- Proof of Financial Industry Regulatory Authority (FINRA) certification (not applicable to Certificate of Deposit counterparties)
- Proof of state registration
- Complete broker/dealer questionnaire (not applicable to Certificate of Deposit counterparties)

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- Certification of having read and understood and agreeing to comply with the City's Investment Policy prior to commencing trading
- Evidence of adequate insurance coverage

The City may also use brokers/dealers approved and evaluated by SEC registered investment advisor acting in a fiduciary capacity for the City.

An annual review of the financial condition and registrations of qualified bidders will be conducted by the Assistant City Manager.

The City is required to obtain at least 3 competing bids from different brokers/dealers for every purchase or sale of a security.

14) AUTHORIZED INVESTMENTS

Investment of City funds is governed by the California Government Code sections 53601 et seq. Unless otherwise specified in this section, no investment shall be made in any security, other than a security underlying a repurchase agreement as authorized by this section, that at the time of the investment has a term remaining to maturity in excess of five years.

The Assistant City Manager, or designee is authorized to purchase the following investment

- A. U.S. Treasury, notes, bonds, bills, or other certificates of indebtedness, or those for which the full faith and credit of the United States are pledged for the payment of principal and interest.
- B. Federal agency or United States government-sponsored enterprise obligations, participation, or other instruments, including those issued by or fully guaranteed as to principal and interest by federal agencies or United States government-sponsored enterprises. No more than 40% of the City's portfolio may be invested in any one federal agency.
- C. Obligations of the State of California or any local agency within the state, including bonds payable solely out of revenues from a revenue producing property owned, controlled or operated by the state or any local agency or by a department, board, agency or authority of the state or any local agency, provided that such obligations are rated in one of the top three rating categories by a NRSRO and are general obligation bonds or essential service bonds secured with revenue from a water, sewer, power, or electric system.

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D. Registered treasury notes or bonds of any of the other 49 United States in addition to California, including bonds payable solely out of the revenues from a revenue-producing property owned, controlled, or operated by a state or by a department, board, agency, or authority of any of the other 49 United States, in addition to California, provided that such obligations are rated in one of the top three rating categories by a NRSRO and are general obligation bonds or essential service bonds secured with revenue from a water, sewer, power, or electric system.

E. Repurchase Agreements. Repurchase agreements are to be used solely as short-term investments not to exceed 30 days. The City may enter into repurchase agreements with primary government securities dealers rated "A" or better by two nationally recognized rating services. Counterparties should also have

(i) a short-term credit rating in the highest category by a nationally recognized statistical rating organization (NRSRO); (ii) minimum assets and capital size of \$25 billion in assets and \$350 million in capital; (iii) five years of acceptable audited financial results; and (iv) a strong reputation among market participants.

The following collateral restrictions will be observed: Only U.S. Treasury securities or Federal Agency securities will be acceptable collateral. All securities underlying repurchase agreements must be delivered to the City's custodian bank versus payment or be handled under a properly executed

tri-party repurchase agreement. The total market value of all collateral for each repurchase agreement must equal or exceed 102% of the total dollar value of the money invested by the City for the term of the investment. For any repurchase agreement with a term of more than one day, the value of the underlying securities must be reviewed on an on-going basis according to market conditions. Market value must also be calculated each time there is a substitution of collateral. Since the market value of the underlying securities is subject to daily market fluctuations, the investments in repurchase agreements shall be in compliance if the value of the underlying securities is brought back up to 102% no later than the next business day.

The City or its trustee shall have a perfected first security interest under the Uniform Commercial Code in all securities subject to repurchase agreement. The City shall have properly executed a Master Repurchase Agreement with each counter party with which it enters into repurchase agreements.

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F. Bills of exchange or time drafts drawn on and accepted by a commercial bank and brokered to investors in the secondary market, otherwise known as bankers' acceptances. Purchases of bankers' acceptances may not exceed 180 days' maturity, or 40% of the City's surplus money that may be invested. However, no more than 30% of the City's surplus funds may be invested in the bankers' acceptances of any one commercial bank. Eligible bankers' acceptances are restricted to issuing financial institutions with short-term paper rated in the highest category by one NRSRO.

G. Commercial paper of "prime" quality of the highest ranking or of the highest letter and number rating as provided for by a NRSRO. The entity that issues the commercial paper shall meet all of the following conditions in either paragraph (1) or paragraph (2) below:

1. The entity meets the following criteria: (a) is organized and operating in the United States as a general corporation. (b) Has total assets in excess of five hundred million dollars (\$500,000,000). (c) Has debt other than commercial paper, if any, that is rated "A" or higher by a NRSRO
2. The entity meets the following criteria: (a) Is organized within the United States as a special purpose corporation, trust, or limited liability company. (b) Has program wide credit enhancements including, but not limited to, over collateralization, letters of credit, or surety bond. (c) Has commercial paper that is rated "A-1" or higher, or the equivalent, by a NRSRO

The City may invest no more than 25% of its portfolio in eligible commercial paper with a maximum maturity of 270 days, and the City may purchase no more than 10% of the outstanding commercial paper of any single issuer.

H. Medium term notes with a maximum remaining maturity of five years or less issued by corporations organized and operating within the United States or by depository institutions licensed by the United States or any state and operating within the United States. Notes eligible for investment under this subsection must be rated in one of the top three rating categories by a NRSRO and shall not be on credit watch for a potential downgrade by a NRSRO. Purchases of medium term notes may not exceed 30% of the City's portfolio.

I. FDIC-insured or fully collateralized time certificates of deposit in financial institutions located in California, including U.S. branches of foreign banks licensed to do business in California. Any amounts invested in excess of the FDIC insured deposit limit must be collateralized in accordance with California Government Code Section 53561.

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- J. Negotiable certificates of deposit issued by a nationally or state-chartered bank, a savings association or a federal association (as defined by Section 5102 of the Financial Code), a state or federal credit union, or by a federally- or state-licensed branch of a foreign bank. Securities eligible for investment under this subdivision shall be rated with the highest letter and number rating by a NRSRO for short-term ratings and in the second highest category for longer-term ratings. Purchases of negotiable certificates of deposit may not exceed 30% of the portfolio.
- K. State of California's Local Agency Investment Fund (LAIF). Investment in LAIF may not exceed \$65 million. The LAIF portfolio should be reviewed periodically.
- L. California Asset Management Program (CAMP).
- M. Shares of beneficial interest issued by diversified management companies that are money market funds registered with the Securities and Exchange Commission under the Investment Company Act of 1940 (15 U.S.C. Sec. 80a-1, et seq.). The purchase price of shares shall not exceed 20 percent of the investment portfolio of the City. To be eligible for investment pursuant to this subdivision these companies shall either:
 - 1. Attain the highest ranking letter or numerical rating provided by not less than two of the three largest NRSRO or
 - 2. Have an investment advisor registered or exempt from registration with the securities and Exchange Commission with not less than five years of experience managing money market mutual funds and with assets under management in excess of \$500,000,000.
- N. Insured savings account or money market account. To be eligible to receive local agency deposits, a financial institution must have received a minimum overall satisfactory rating for meeting the credit needs of California Communities in its most recent evaluation.
- O. Supranationals, specifically the International Bank for Reconstruction and Development, International Finance Corporation, and Inter-American Development Bank.
Purchases restricted to debt denominated in U.S. dollars.

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Supranationals eligible for investment under this subsection must be rated in one of the top two rating categories by a NRSRO.

Purchases of supranationals may not exceed 30% of the City's portfolio.

P. Asset-Backed Securities (ABS)

ABS eligible for investment under this subsection must be rated in one of the top two rating categories by a NRSRO. Credit rating of issuer's debt must be rated in one of the top three rating categories by a NRSRO. Purchase of ABS may not exceed 20% of the City's portfolio.

15) PROHIBITED INVESTMENTS

Any security type or structure not specifically approved by this policy is hereby specifically prohibited. Security types which are thereby prohibited include, but are not limited to, inverse floaters, derivatives, range notes, interest only strips that are derived from a pool of mortgages, or in any investment that could result in zero interest accrual if held to maturity.

16) LEGISLATIVE CHANGES

Any State of California legislative action that further restricts allowable maturities, investment type or percentage allocations will be deemed to be incorporated into the City of Lake Elsinore's investment policy and will supersede any and all applicable language.

17) INTEREST EARNINGS

All moneys earned and collected from investments authorized in this policy shall be allocated quarterly to various fund accounts based on the cash balance in each fund as a percentage of the entire pooled portfolio.

18) POLICY REVIEW

The City of Lake Elsinore's investment policy shall be adopted by the City Council on an annual basis. This investment policy shall be reviewed at least annually to insure its consistency with the overall objectives of preservation of principal, liquidity and yield, and its relevance to current law and financial and economic trends. Any amendments to the policy shall be forwarded to the City Council for approval.

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INVESTMENT PROCEDURES

INTERNAL CONTROL GUIDELINES

OBJECTIVES OF INTERNAL CONTROL

Internal control is the plan of organization and all the related systems established by the management's objective of ensuring, as far as practicable:

- The orderly and efficient conduct of its business, including adherence to management policies
- The safeguarding of assets
- The prevention or detection of errors and fraud
- The timely preparation of reliable financial information

LIMITATIONS OF INTERNAL CONTROL

No internal control system, however elaborate, can by itself guarantee the achievement of management's objectives. Internal control can provide only reasonable assurance that the objectives are met, because of its inherent limitations, including:

- Management's usual requirement that a control be cost-effective
- The direction of most controls at recurring, rather than unusual, types of transactions
- Human error due to misunderstanding, carelessness, fatigue, or distraction
- Potential for collusion that circumvents controls dependent on the segregation of functions
- Potential for a person responsible for exercising control abusing that responsibility; a responsible staff member could be in a position to override controls which management has set up

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ELEMENTS OF INTERNAL CONTROL

Elements of a system of internal control are the means by which an organization can satisfy the objectives of internal control. These elements are:

1. ORGANIZATION

Specific responsibility for the performance of duties should be assigned and lines of authority and reporting clearly identified and understood.

2. PERSONNEL

Personnel should have capabilities commensurate with their responsibilities. Personnel selection and training policies together with the quality and quantity of supervision are thus important.

3. SEGREGATION OF FUNCTIONS

Segregation of incompatible functions reduces the risk that a person is in a position both to perpetrate and conceal errors or fraud in the normal course of duty. If two parts of a transaction are handled by different people, collusion is necessary to conceal errors or fraud. In particular, the functions that should be considered when evaluating segregation of functions are authorization, execution, recording, custody of assets, and performing reconciliations.

4. AUTHORIZATION

All transactions should be authorized by an appropriate responsible individual. The responsibilities and limits of authorization should be clearly delineated. The individual or group authorizing a specific transaction or granting general authority for transactions should be in a position commensurate with the nature and significance of the transactions. Delegation of authority to authorize transactions should be handled very carefully.

5. CONTROLS OVER AN ACCOUNT SYSTEM

Controls over an accounting system include the procedures, both manual and computerized, carried out independently to ascertain the transactions are complete, valid, authorized, and properly recorded.

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INVESTMENT PROCEDURES

CASH CONTROLS

PROCEDURES PERFORMED BY EXTERNAL AUDITORS WITH RESPECT TO CASH RECEIPTS

- A.** City procedures and controls are reviewed. Some of the system strengths are:
 - Receipts are controlled upon receipt by proper registration devices
 - Receipts are reconciled on a daily basis
 - Amounts are deposited intact
 - Bank reconciliations are reviewed
 - Prompt posting of cash receipt entries in books
 - Proper approval required for write-offs of customer accounts
 - Checks are restrictively endorsed upon receipt or when run through cash register
 - Adequate physical security over cash
 - Individuals that handle cash do not post to customer account records or process billing statements
 - Adequate supervision of Finance Department operations
- B.** Significant revenues are confirmed directly with payer and compared with City books to make sure amounts are recorded properly.
- C.** Cash balances are substantiated by confirming all account balances recorded in books. Bank reconciliations are reviewed for propriety and recalculated by the auditor. All significant reconciling items on bank reconciliations are verified as valid reconciling items by proving to subsequent bank statements.

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BUDGET AND STRATEGIC PLANNING PROCESS

The Annual Budget sets forth as strategic resource allocation plan that addresses the City Council's Strategic Goals. The Budget can be thought of as a policy document, financial plan, operations guide, and communication device all in one document as a guide for the public as well as staff.

The Budget also performs the following:

- Determines the quality and quantity of the City programs and services
- Details expenditures requirements and the estimated revenue available to meet these requirements
- Connects the activities of individual City Departments to the City Council's Strategic Goals
- Sets targets and provides a means of measuring actual accomplishments against goals

The Annual Budget provides the legal authority for expenditures and means for control of municipal operations throughout the fiscal year. Accordingly, the City Council mandates that a budget be adopted prior to the beginning of the fiscal year, which begins July 1st of each year.

The Budget process gives the department director an opportunity to justify departmental work programs, to propose changes in services, and to recommend revisions in organizational structure and work methods. It also enables the City Manager to review these aspects and make appropriate recommendations to the City Council.

Presenting the annual proposed budget to the City Council usually takes place in May of each year, which allows the Council to judge the adequacy of the proposed operating programs, to determine basic organizational and personnel staffing requirements and to establish the level of municipal services to be rendered with the available resources. The annual proposed budget is presented at one of the City Council meetings during the month of June of each year for adoption.

The City of Lake Elsinore's fiscal year begins each July 1st and concludes on June 30th. In accordance with fundamental democratic principles, the City embraces citizen participation, especially in key planning and resource allocation activities. In addition, departments obtain citizen input through Board and Commission meetings, Mayor's Forums, public hearings, and other forms of written and oral communication.

The Administrative Services Department began the annual budget process in January. The budget team updated the policies and procedures for budget preparation, created the budget process calendar, and prepared current budget schedules for each department to use in preparing the new budget.

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Budget and Strategic Planning Process (cont'd)

A Budget Kickoff Workshop was held with the City Manager, Department Directors, and Department Analysts. This workshop included a briefing on the status of the current fiscal year budget, a review of the fiscal year 2016-17 budget process calendar, and a discussion on essential principals and elements of the budget process. Staff was provided with a practical application to assist in the development of the departmental budget requests which included:

- Review and evaluate current goals (and performance measurements)
- Identify new goals and programs
- Identify the impacts of new programs on existing resources, examine organizational efficiency and locate existing resources to address the impacts
- Identify additional resource requirements (if existing resources will be exhausted)

The operating budget preparation guidelines were distributed at this time. The guidelines service to outline the policies and procedures to be used in preparing the fiscal year 2016-17 budget. Clearly defined budget requirements and time sensitive budget document objectives were discussed, ensuring complete and accurate understanding by all. The milestones were outlined in the guidelines, along with the concurrent development of financial projections, objectives, and requirements at the staff level. With this approach, the policies and priorities that guide expenditure considerations were incorporated into the proposed budget prior to formal submission to the City Council. The City Manager and key Administrative Services Department staff later held individual meetings with each department to assist in the budget process. Assistance was provided to each department in reviewing historical expenditure information, personnel costs, and in refining departmental goals, objectives, and performance measures.

For the purpose of budget preparation and formulation, department budget submittals consisted of detail by expenditure line item. Specific justification was required to the following:

- Significant expenditure changes
- Personnel costs, including all temporary personnel costs and proposed staffing reclassifications
- Contracted services and supplies
- Purchases of new equipment (greater than \$5,000)
- Outlays for improvements and facility repairs
- All special project expenses and one-time expenses

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Budget and Strategic Planning Process (cont'd)

- Travel, conference, and education expenses
- Dues, memberships, and publications

Analysis was conducted of each department's request. The review of the budget requests included comparative analysis of historical and current expenditure levels. Revenue estimates were compiled from department projections. Five-year revenue and expenditure projections were developed by the Administrative Services Department to assist in identifying the long-range impacts of proposed staffing and program changes. The information was compiled for the City Manager review.

In the last two weeks of April, the City Manager and key Administrative Services Department staff held meetings with each Department Director to discuss their department budget requests and to obtain additional information to assist in the assessment of the requests.

Following this review, department Directors adjusted line item requests in accordance with the City Manager's direction. Finally, a budget workshop is held with the City Council to receive public comment and to review the components of the proposed budget, prior to formal consideration for adoption. Any changes or modifications based on this review was prepared by Administrative Services.

The Lake Elsinore Municipal Code requires that the City Manager submit the proposed annual budget and salary plan to the City Council for approval.

The City Council approves the annual operating budget submitted by the City Manager prior to the beginning of the new fiscal year. All appropriations lapse at year-end, except for those relating to encumbrances, which are approved for carryover for the subsequent year. The City Council has the legal authority to amend the budget at any time during the fiscal year. The City Manager has the authority to make adjustments within departmental budgets. Adjustments between departments and additional appropriations require the approval of the City Council. Budgetary controls are maintained to ensure compliance with the budget as approved by the City Council. The level of budgetary control (that is, the level at which expenditures cannot legally exceed the appropriated amount) is at the department level.

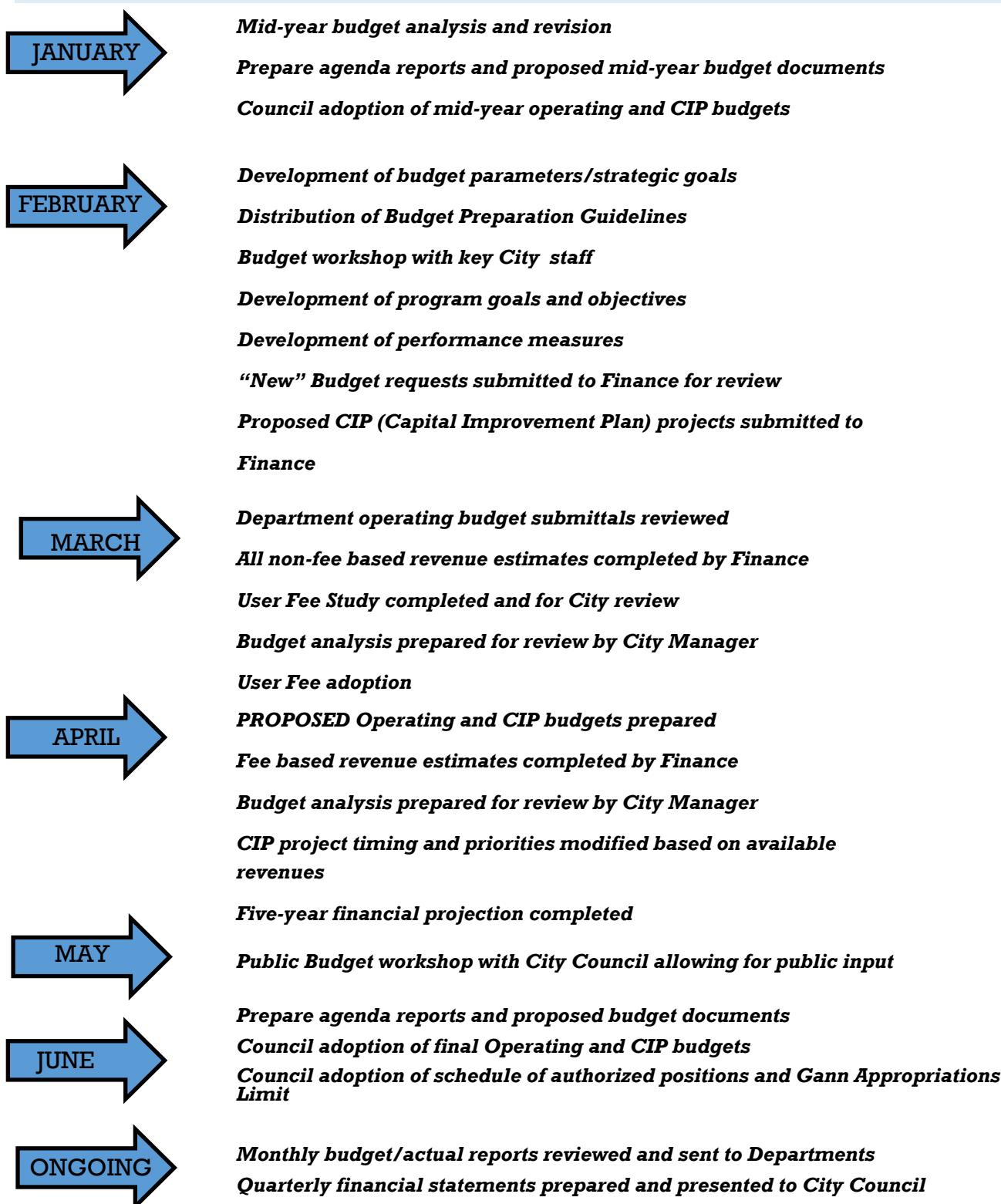
Department Directors and other management staff with budgetary responsibilities are provided with bi-weekly budget versus actual expenditure reports. Quarterly financial statements are prepared for the City Council, which include a budget-to-actual analysis for both revenues and expenditures. Revenue projections are revised as part of the mid-year budget analysis, and appropriations are adjusted if required.

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BUDGET CALENDAR 2016-17



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TOTAL OPERATING BUDGET SUMMARY

	Actual FY 2014-15	Projected FY 2015-16	Adopted FY 2016-17	Increase (Decrease)	% Increase (Decrease)
Beginning Operating Fund Balances:	<u>\$11,312,641</u>	<u>\$11,970,943</u>	<u>\$10,293,169</u>	<u>(\$1,677,774)</u>	<u>-14.09%</u>
Revenues and Other Financing Sources:					
Sales Tax	\$8,572,066	\$10,026,860	\$9,720,300	(\$306,560)	-3.06%
Property Tax	6,221,584	6,555,512	7,068,582	513,070	7.83%
Property Transfer Tax	292,324	275,000	302,656	27,656	10.06%
Transient Occupancy Tax	451,490	288,750	330,000	41,250	14.29%
Franchise Tax	2,389,413	2,410,000	2,712,101	302,101	12.54%
Building Permit Fee	1,496,211	1,850,000	2,000,000	150,000	8.11%
Fire Service Tax Credit	2,193,315	2,288,085	2,478,981	190,896	8.34%
Investment Earnings	156,420	110,000	105,000	(5,000)	-4.55%
Fees	3,609,823	3,130,476	3,714,021	583,545	18.64%
Other Licenses & Permits	823,567	1,260,000	1,131,071	(128,929)	-10.23%
Fines & Forfeitures	566,983	493,500	510,450	16,950	3.43%
Intergovernmental	157,077	288,755	86,500	(202,255)	-70.04%
Reimbursements and Other	4,210,235	4,855,124	5,504,872	649,748	13.38%
Special Assessments	3,636,515	3,189,219	3,278,872	89,653	2.81%
Traffic Safety and Offender Enforcement	569,291	696,000	705,500	9,500	1.36%
Reimbursements for Street Program	1,730,669	793,817	798,500	4,683	0.59%
Total Revenues and Other Financing Uses	<u>\$37,076,983</u>	<u>\$38,511,098</u>	<u>\$40,447,406</u>	<u>\$1,936,308</u>	<u>5.03%</u>
Expenditures and Other Financing Sources:					
Salaries & Benefits	(\$8,273,482)	(\$10,440,464)	(\$11,165,245)	(\$724,781)	1.07%
Operations & Maintenance	(27,226,165)	(29,819,611)	(31,539,170)	(1,719,559)	1.06%
Capital Outlay	(68,792)	(36,250)	(38,000)	(1,750)	1.05%
Charges for Service	-	(2,482,873)	(2,875,535)	(392,662)	1.16%
Debt Services - Principal	(885,214)	(655,420)	(660,000)	(4,580)	1.01%
Debt Services - Interest	(564,050)	(762,030)	(766,600)	(4,570)	1.01%
Operating Transfers Out	(1,390,184)	(425,000)	(1,451,645)	(1,026,645)	3.42%
Total Expenditures and Other Financing Uses	<u>(\$38,407,887)</u>	<u>(\$44,621,648)</u>	<u>(\$48,496,195)</u>	<u>(\$3,874,547)</u>	<u>1.09%</u>
End Operating Fund Balances	<u>\$11,970,943</u>	<u>\$11,702,906</u>	<u>\$10,293,169</u>		

This schedule presents all appropriated funds in the aggregate for purposes of comparing total operating budget activity and fund balance. Additional schedules in this section detail revenue for each fund by category in detail and explain any significant changes from the previous fiscal year. Expenditure detail for major funds can also be found in this section with the category expenditure detail by department for the General Fund. Successor to the Redevelopment Agency, Internal Services Funds found in the departmental section.

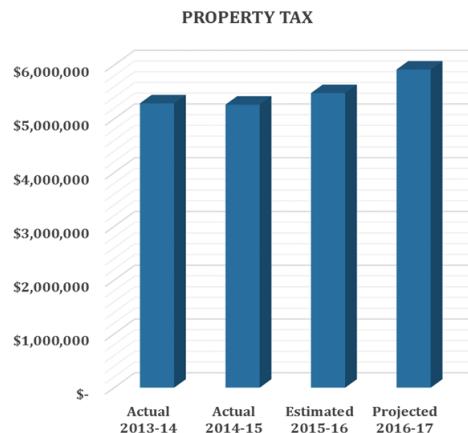
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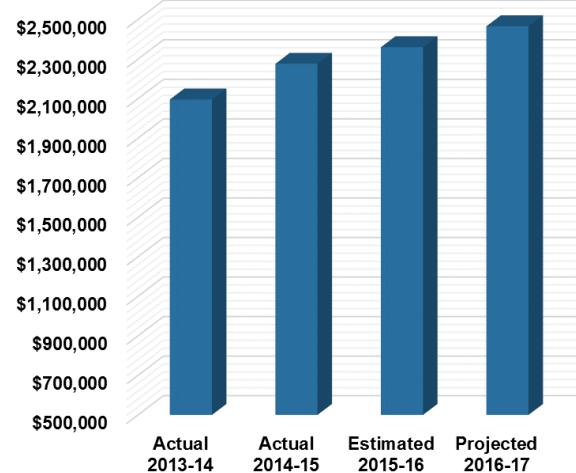
MAJOR REVENUE SOURCES

GENERAL FUND

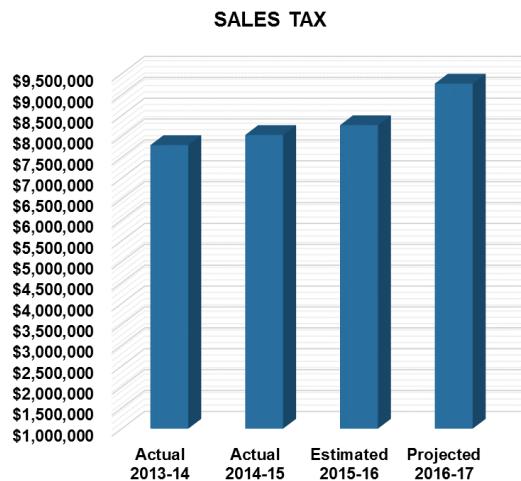


Property Tax: The valuation of property tax in the City is determined by the Riverside County Tax Assessor. The County levies a base tax at the rate of 1% of assessed valuation. Approximately 4.78% of the base 1% levy is allocated to the City. Fiscal Year 2016-17 revenue estimate for property tax reflects an 11.91% increase over the projected Fiscal Year 2015-16 amount. This increase is a reflection of increasing property values, new commercial, and franchise fees.

FRANCHISE FEES



Franchise Fee: The City imposes fees primarily on refuse hauling, gas, electric, and cable television operating in the City. The fee is 5% of gross receipts for utility companies and \$3,000 per year for towing companies. Overall, a 4.57% increase is projected in Fiscal Year 2016-17 from the Fiscal Year 2015-16 estimated amounts. This increase is a result of anticipated increases in electricity rates and usage, and cable subscribers.



Sales and Use Tax: In accordance with the California Revenue and Taxation code, the State of California imposes an 8% sales and use tax on all taxable sales in the City. Of the 8%, the City receives 1% of the taxable sales in the City. Sales and Use Tax is the City's largest revenue source representing 24.03% of the total General Fund Revenues. As a result, the FY 2016-17 revenue projections for sales tax reflects a 12.041% increase from FY 2015-16 estimates. This increase is primarily due to an anticipated increase in consumer activity as economic indicators begin to show a slight turnaround in the economy.

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Explanation of Major Revenue Sources (cont'd)

Property Transfer Tax: The Lake Elsinore Municipal Code authorizes the imposition of a transfer tax on real property sold in the City. The tax rate is \$0.275 for each \$500 of purchase value. The amount projected for FY 2016-17 of \$302,656 represents an increase of \$45,406 from FY 2015-16.

Special Assessments for Service: Fees or service charges are imposed on the user for a service type for operating activities and does not result in the purchase or construction of fixed assets. In fiscal year 2016-17, Special Assessment revenue is projected to decrease \$84,728 from an estimated \$3,363,600 in fiscal year 2015-16 to \$3,278,872 in fiscal year 2016-17.

Licenses, Permits & Fees: The California Government Code and State Constitution authorizes the City to assess certain license and permit fees as a means of recovering the cost of regulation various activities. Examples include building permits and business licenses. In fiscal year 2016-17, licenses, permits, and fee revenue is projected to increase \$696,086 from an estimated \$6,149,006 in fiscal year 2015-16 to a projected \$6,845,092 in fiscal year 2016-17.

Intergovernmental: Intergovernmental Revenues include grants and other sources of revenue from governmental agencies. Major intergovernmental revenues include Motor Vehicle in Lieu and the Motor Vehicle in Lieu Triple Flip, FEMA Grants, Fire Grants, Law Enforcement Grants, Transportation Revenue and Lake Grants. The estimated intergovernmental revenue for Fiscal Year 2016-17 increased by \$86,308 or 8.21%

Fines and Forfeitures: The City Vehicle and Penal Codes impose fines and penalties for traffic violations and vehicular parking. These revenues are collected by Riverside County through the County court system and a portion distributed to the City, less an administrative fee. The City has the responsibility for administering and collecting parking citation fines.

Reimbursements: This category of revenue includes the recovery of personnel costs that are allocated to various capital improvement projects, and are thus reimbursed by various special revenue funding sources. Also included in this category is the Lake Elsinore Recreation Authority RDA lease payment. This payment is reimbursing the General Fund for making the debt service payment on this bond.

Investment Earning: The City pools its available cash from various funds and invests in instruments allowed in the City's investment policy approved by City Council. Earnings are allocated to various funds on the basis of proportionate cash balances.

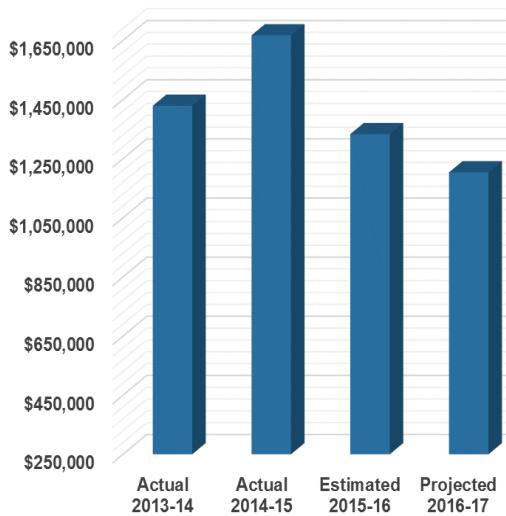
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Explanation for Major Revenue Sources (cont'd)

GAS TAX

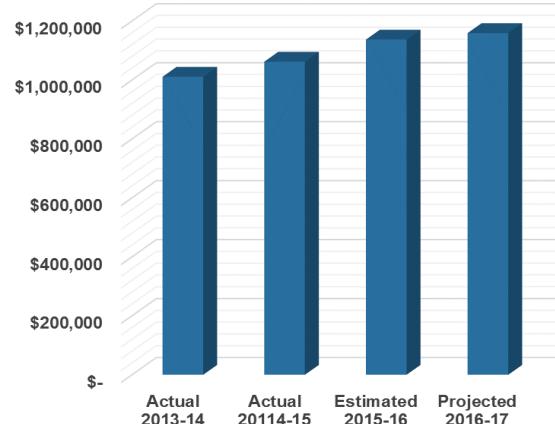


Gas Tax Fund: The State of California assesses a tax on gasoline purchases as authorized by Sections 2015, 2016, 2107, 2107.5 and 2103 of the California Streets and Highways Code. Section 2105 (b) allocated 11.5% of the tax revenues in excess of 9 cents per gallon monthly among cities based on population. Section 2016 revenues equal to 1.04 cents per gallon and are allocated as follows: \$7.2 million per year to the State Bicycle Transportation Account, \$400 per month to each city, and \$800 per month to counties, with the remainder of the residual amount to each county and the cities in that county based on registered vehicles. Section 2107 provides monthly allocations of 1.315 cents per gallon of gasoline, 1.8 cents per gallon of diesel and 2.59 cents per liquefied petroleum gas as follows:

Each city with snow removal consists in excess of \$5,000 is allocated annually in July to cities in fixed amounts based on population. This section fines must be used for engineering costs and administrative expenses related to city streets. Section 2103 (Prop 42 Replace) provides for the distribution of the new gasoline excise tax revenues under 2010 fuel tax swap. These revenues are allocated as follows: State transportation debt service 44%, State Transportation Improvement Plan (STIP) 12%, State Highway Operation and Protection Program (SHOPP - the States highway improvement program), and 44% evenly split between cities and counties. Section 2103 funds are allocated to cities on a per capita basis. Gas Tax revenue is projected to \$1,203,342.

MEASURE A REVENUE

Measure A: In 1988 voters approved Measure A, Riverside County's half-cent sales tax for transportation congestion. In 2002, Measure A was extended by Riverside County voters. Now, Measure A will continue to fund transportation improvements through 2039. Measure A revenue is projected to increase to \$1,159,000 in Fiscal year 2016-17.



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BUDGET SUMMARIES OVERVIEW

The Budget Summaries Section includes a breakdown of revenues and expenditures by funds including General fund specifics and City Totals.

The graphs and summaries presented include the following:

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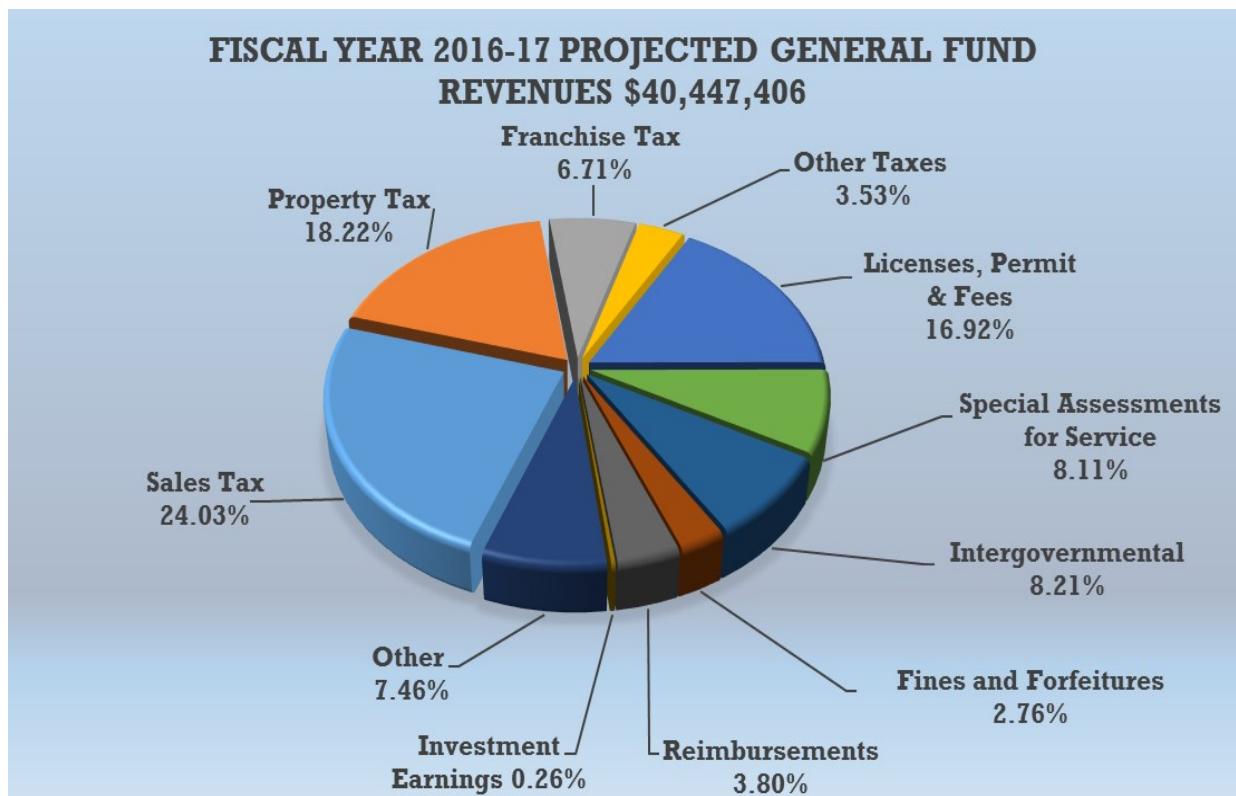
Lake Elsinore Motocross Track - Vicki Golden

City of Lake Elsinore

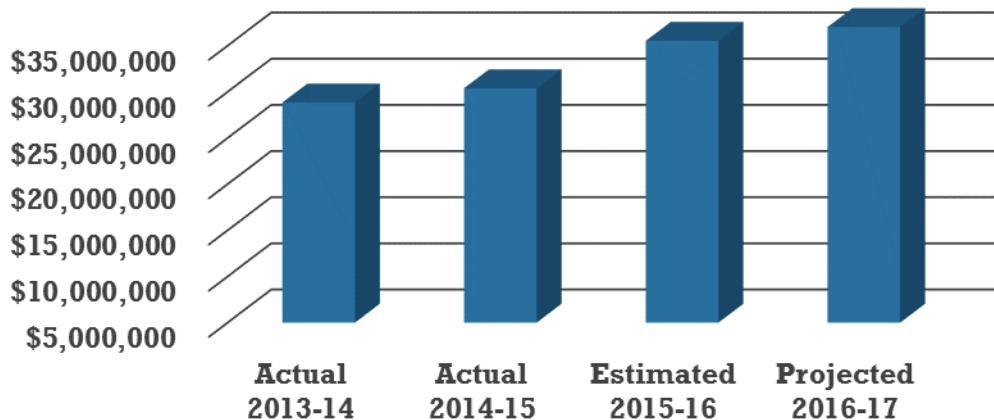
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GENERAL FUND REVENUES



FOUR YEAR COMPARISON



City of Lake Elsinore
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GENERAL FUND REVENUES BY SOURCE

	FY13-14 ACTUALS	FY 14-15 ACTUALS	FY 15-16 ACTUALS	FY 16-17 ADOPTED BUDGET
Taxes and Franchises				
Sales Tax	\$7,938,727	\$8,572,066	\$10,026,860	\$9,720,300
Property Tax	5,478,917	6,221,584	6,555,512	7,068,582
Franchise Tax	2,102,000	2,389,413	2,410,000	2,712,101
Property Transfer Tax	225,000	292,324	275,000	302,656
Transient Occupancy Tax	252,000	451,490	288,750	330,000
Fire Service & Tax Credit	1,917,662	2,193,315	2,288,085	2,478,981
RDA SB211 Pass Through	98,000	342,040	185,000	300,000
Reimbursements for Street Program	574,147	1,730,669	793,817	798,500
Special Assessments - Law & Fire 2003-1	2,150,389	1,988,436	2,209,139	2,275,413
Special Assessments - Law & Fire 2007-1	50,000	80,897	79,938	-
Special Assessments -Fire 2003-2	-	1,196,493	394,716	564,543
Special Assessments - Parks, OS & Drainage 2006-5	-	370,689	505,426	438,916
Licenses, Permits and Fees				
Building Permit Fee	1,900,000	1,496,211	1,850,000	2,000,000
Other Licenses and Permits	1,149,624	823,567	1,260,000	1,131,071
Fees	2,458,180	3,609,823	3,130,476	3,714,021
Intergovernmental				
Intergovernmental	118,407	157,077	288,755	86,500
Supplemental Law Enforcement Services Fund	100,000	106,230	100,000	100,000
County of Riverside - Station 97 (Truck)	-	529,362	616,235	1,440,014
Fines and Forfeitures				
Fines and Forfeitures	440,200	566,983	493,500	510,450
Traffic Safety Fund	565,000	405,393	475,000	484,500
Traffic Offender Fund	121,000	57,668	121,000	121,000
Reimbursements				
Reimbursements from RDA	321,180	302,979	321,180	405,352
RDA Lease Payments (LERA)	760,281	1,129,050	1,130,200	1,130,200
Investment Earnings	195,000	156,420	110,000	105,000
Other Miscellaneous Revenue	<u>354,000</u>	<u>1,906,803</u>	<u>2,602,509</u>	<u>2,229,306</u>
Total	<u>\$29,269,714</u>	<u>\$37,076,982</u>	<u>\$38,511,098</u>	<u>\$40,447,406</u>

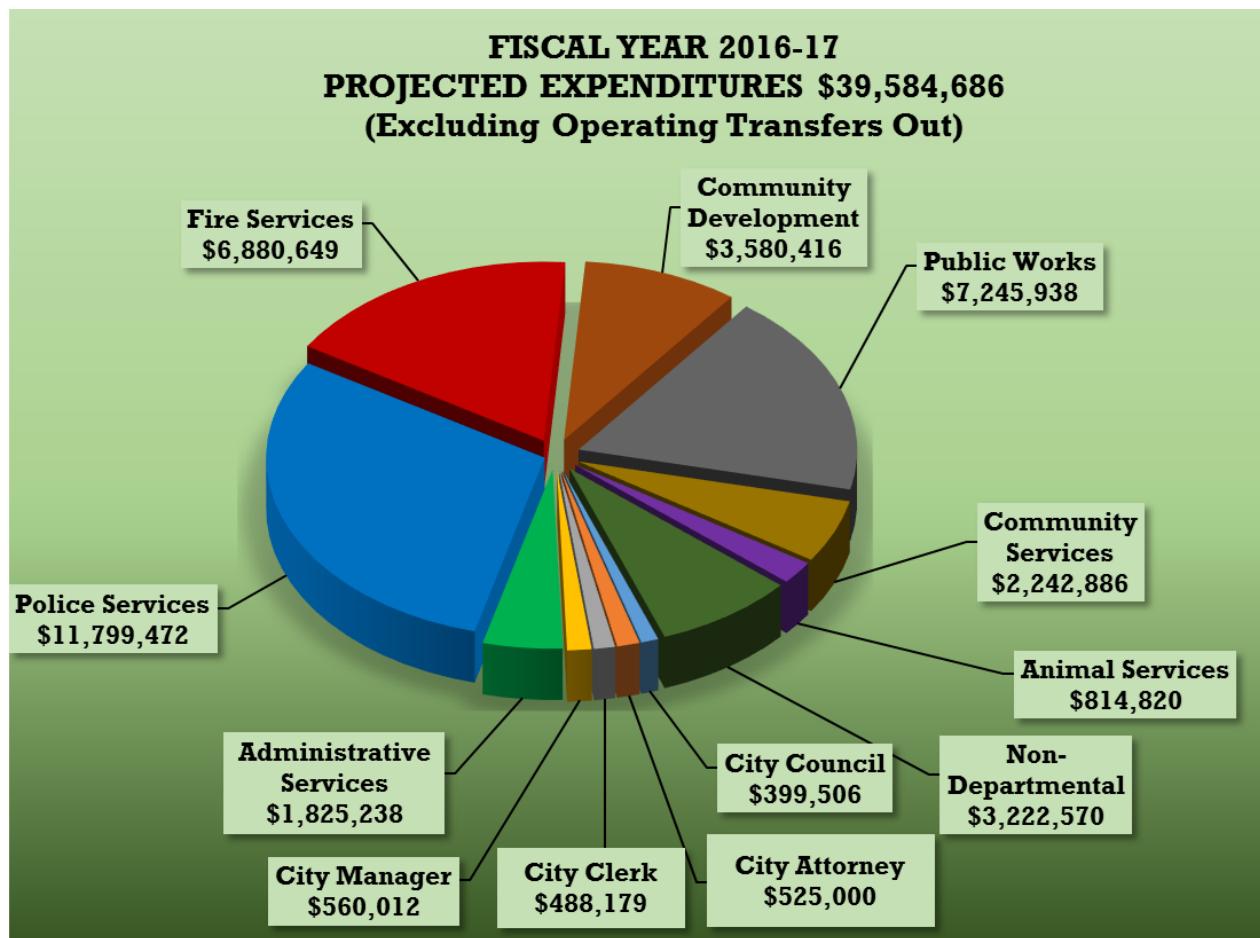
City of Lake Elsinore

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EXPENDITURE BY DEPARTMENT

GENERAL FUND



City of Lake Elsinore

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EXPENDITURE SUMMARY BY DEPARTMENT - GENERAL FUND

	FY 13-14 ACTUALS	FY 14-15 ACTUALS	FY 15-16 BUDGETED	FY 16-17 ADOPTED
CITY COUNCIL				
Salaries & Benefits	\$65,219	\$80,737	\$94,190	\$95,830
Operations & Maintenance	177,446	196,134	130,350	131,350
Charges for Services	<u>-</u>	<u>-</u>	83,338	75,184
Total	<u>\$242,665</u>	<u>\$276,871</u>	<u>\$307,878</u>	<u>\$302,364</u>
COMMUNITY SUPPORT				
Salaries & Benefits	\$ -	\$ -	\$13,520	\$10,000
Operations & Maintenance	<u>-</u>	<u>-</u>	77,010	79,200
Total	<u>-</u>	<u>-</u>	<u>\$90,530</u>	<u>\$89,200</u>
CITY CLERK				
Salaries & Benefits	\$269,170	\$315,577	\$342,940	\$407,934
Operations & Maintenance	31,021	75,736	67,300	103,095
Charges for Services	<u>-</u>	<u>-</u>	82,668	92,944
Total	<u>\$300,191</u>	<u>\$391,313</u>	<u>\$429,908</u>	<u>\$603,973</u>
CITY ATTORNEY				
Operations & Maintenance	\$358,230	\$431,103	\$525,000	\$500,000
Total	<u>\$358,230</u>	<u>\$431,103</u>	<u>\$525,000</u>	<u>\$500,000</u>

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	FY 13-14 ACTUALS	FY 14-15 ACTUALS	FY 15-16 BUDGETED	FY 16-17 ADOPTED
CITY MANAGER				
Salaries & Benefits	\$408,804	\$417,109	\$427,120	\$644,463
Operations & Maintenance	53,775	44,344	20,200	20,200
Charges for Services	7,952	-	74,710	93,458
Total	<u>\$470,531</u>	<u>\$461,453</u>	<u>\$522,030</u>	<u>\$758,121</u>
ADMINISTRATIVE SERVICES				
Division: Finance				
Salaries & Benefits	\$557,563	\$867,087	\$1,153,123	\$1,199,188
Operations & Maintenance	270,953	168,442	278,170	313,650
Charges for Services	-	-	200,064	223,186
Total	<u>\$828,516</u>	<u>\$1,035,529</u>	<u>\$1,631,357</u>	<u>\$1,736,024</u>
ADMINISTRATIVE SERVICES				
Division: Human Resources				
Salaries & Benefits	\$271,034	\$197,309	\$245,520	\$130,274
Operations & Maintenance	36,885	39,154	83,770	112,540
Charges for Services	-	-	50,539	50,371
Total	<u>\$307,919</u>	<u>\$236,463</u>	<u>\$379,829</u>	<u>\$293,185</u>
PUBLIC SAFETY				
Division: Police Services				
Salaries & Benefits	\$73,730	\$41,354	\$ -	\$ -
Operations & Maintenance	10,194,612	10,689,068	11,638,814	12,365,438
Charges for Services	36,058	-	73,220	65,972
Capital Outlay	47,511	-	-	-
Total	<u>\$10,351,911</u>	<u>\$10,730,422</u>	<u>\$11,712,034</u>	<u>\$12,431,410</u>

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PUBLIC SAFETY	FY 13-14	FY 14-15	FY 15-16	FY 16-17
	ACTUALS	ACTUALS	BUDGETED	ADOPTED
Division: Fire Services				
Operations & Maintenance	\$5,416,245	\$7,165,108	\$6,744,030	\$7,268,915
Capital Outlay	-	-	-	-
Charges for Services	24,658	-	267,299	328,722
Total	\$5,440,903	\$7,165,108	\$7,011,329	\$7,597,637

PUBLIC SAFETY	FY 13-14	FY 14-15	FY 15-16	FY 16-17
	ACTUALS	ACTUALS	BUDGETED	ADOPTED
Division: Animal Services				
Operations & Maintenance	\$395,887	\$468,421	\$504,800	\$520,300
Debt Service	527	320,214	310,020	318,900
Total	\$396,414	\$788,635	\$814,820	\$839,200

COMMUNITY DEVELOPMENT	FY 13-14	FY 14-15	FY 15-16	FY 16-17
	ACTUALS	ACTUALS	BUDGETED	ADOPTED
Division: Planning and Zoning				
Salaries & Benefits	\$639,429	\$690,856	\$824,646	\$941,527
Operations & Maintenance	192,871	239,636	203,020	116,000
Charges for Services	1,238	-	195,404	185,891
Total	\$833,538	\$930,492	\$1,223,070	\$1,243,418

COMMUNITY DEVELOPMENT	FY 13-14	FY 14-15	FY 15-16	FY 16-17
	ACTUALS	ACTUALS	BUDGETED	ADOPTED
Division: Building and Safety				
Salaries & Benefits	\$499,174	\$658,580	\$801,360	\$839,415
Operations & Maintenance	114,403	\$162,994	140,230	209,430
Charges for Services	8,958	-	159,401	160,076
Total	\$622,535	\$821,574	\$1,100,991	\$1,208,921

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<u>COMMUNITY DEVELOPMENT</u>	FY 13-14	FY 14-15	FY 15-16	FY 16-17
	ACTUALS	ACTUALS	BUDGETED	ADOPTED
Division: Code Enforcement				
Salaries & Benefits	\$173,111	\$385,890	\$463,900	\$474,929
Operations & Maintenance	35,641	32,523	13,000	15,200
Charges for Services	8,310	-	85,716	131,099
Total	<u>\$217,062</u>	<u>\$418,413</u>	<u>\$562,616</u>	<u>\$621,228</u>

<u>COMMUNITY DEVELOPMENT</u>	FY 13-14	FY 14-15	FY 15-16	FY 16-17
	ACTUALS	ACTUALS	BUDGETED	ADOPTED
Division: Economic Development				
Salaries & Benefits	\$123,260	\$128,636	\$266,482	\$134,714
Operations & Maintenance	44,210	75,923	197,020	202,520
Charges for Services	8,036	-	21,346	20,662
Total	<u>\$175,506</u>	<u>\$204,559</u>	<u>\$484,848</u>	<u>\$357,896</u>

<u>COMMUNITY DEVELOPMENT</u>	FY 13-14	FY 14-15	FY 15-16	FY 16-17
	ACTUALS	ACTUALS	BUDGETED	ADOPTED
Division: Fire Prevention				
Operations & Maintenance	\$181,013	\$236,208	\$249,860	\$269,860
Charges for Services	8,959	-	33,829	47,745
Total	<u>\$189,972</u>	<u>\$236,208</u>	<u>\$283,689</u>	<u>\$317,605</u>

<u>COMMUNITY DEVELOPMENT</u>	FY 13-14	FY 14-15	FY 15-16	FY 16-17
	ACTUALS	ACTUALS	BUDGETED	ADOPTED
Division: Graffiti				
Salaries & Benefits	\$167,973	\$130,066	\$99,260	\$93,085
Operations & Maintenance	1,612	5,431	15,100	15,100
Charges for Services	9,684	-	18,683	16,513
Total	<u>\$179,269</u>	<u>\$135,497</u>	<u>\$133,043</u>	<u>\$124,698</u>

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Funding Source: General Fund				
PUBLIC WORKS	FY 13-14	FY 14-15	FY 15-16	FY 16-17
	ACTUALS	ACTUALS	BUDGETED	ADOPTED
Division: Engineering				
Salaries & Benefits	\$429,259	\$896,248	\$1,210,850	\$1,193,657
Operations & Maintenance	860,003	955,581	716,910	394,480
Charges for Services	3,333	-	195,893	211,087
Total	<u>\$1,292,595</u>	<u>\$1,851,829</u>	<u>\$2,123,653</u>	<u>\$1,799,224</u>
PUBLIC WORKS				
Division: Administration				
Salaries & Benefits	\$259,058	\$706,160	\$758,970	\$1,503,124
Operations & Maintenance	120,851	270,032	35,350	91,550
Capital Outlay	-	-	-	-
Charges for Services	-	-	378,222	497,995
Total	<u>\$379,909</u>	<u>\$976,192</u>	<u>\$1,172,542</u>	<u>\$2,092,669</u>
PUBLIC WORKS				
Division: Park Maintenance				
Salaries & Benefits	\$423,892	\$392,317	\$473,060	\$595,524
Operations & Maintenance	928,302	1,002,438	943,670	1,300,100
Capital Outlay	61,796	-	-	-
Charges for Services	-	-	119,612	146,007
Total	<u>\$1,413,990</u>	<u>\$1,394,755</u>	<u>\$1,536,342</u>	<u>\$2,041,631</u>
PUBLIC WORKS				
Division: Weed Abatement				
Salaries & Benefits	\$167,973	\$384,247	\$411,970	\$ -
Operations & Maintenance	23,607	62,735	21,250	375,000
Charges for Services	-	-	83,119	-
Capital Outlay	-	-	-	-
Total	<u>\$191,580</u>	<u>\$446,982</u>	<u>\$516,339</u>	<u>\$375,000</u>

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LAKE SERVICES	FY 13-14 ACTUALS	FY 14-15 ACTUALS	FY 15-16 BUDGETED	FY 16-17 ADOPTED
Division: Lake Maintenance				
Salaries & Benefits	\$765,009	\$300,369	\$246,043	\$166,458
Operations & Maintenance	887,921	967,468	1,201,597	1,141,060
Charges for Services	28,869	-	72,641	68,551
Capital Outlay	16,667	-	-	-
Total	<u>\$1,698,466</u>	<u>\$1,267,837</u>	<u>\$1,520,281</u>	<u>\$1,376,069</u>



Lupine's bloom along the shores of the lake.

Lupine's bloom along the shores of the lake.

City of Lake Elsinore

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COMMUNITY SERVICES	FY 13-14	FY 14-15	FY 15-16	FY 16-17
	ACTUALS	ACTUALS	BUDGETED	ADOPTED
Division: Recreation				
Salaries & Benefits	\$195,284	\$619,688	\$570,100	\$571,690
Operations & Maintenance	61,767	94,915	124,600	228,070
Charges for Services	<u>-</u>	<u>-</u>	<u>120,913</u>	<u>127,046</u>
Total	<u>\$257,051</u>	<u>\$714,603</u>	<u>\$815,613</u>	<u>\$926,806</u>

COMMUNITY SERVICES	FY 13-14	FY 14-15	FY 15-16	FY 16-17
	ACTUALS	ACTUALS	BUDGETED	ADOPTED
Division: Community Center				
Salaries & Benefits	\$318,833	\$228,257	\$417,180	\$386,655
Operations & Maintenance	214,651	229,285	213,650	264,100
Charges for Services	<u>-</u>	<u>-</u>	<u>105,357</u>	<u>184,018</u>
Total	<u>\$533,484</u>	<u>\$457,542</u>	<u>\$736,187</u>	<u>\$834,773</u>

COMMUNITY SERVICES	FY 13-14	FY 14-15	FY 15-16	FY 16-17
	ACTUALS	ACTUALS	BUDGETED	ADOPTED
Division: Senior Center				
Salaries & Benefits	\$122,642	\$113,544	\$152,780	\$149,036
Operations & Maintenance	42,256	51,647	79,590	63,330
Charges for Services	<u>5,175</u>	<u>-</u>	<u>38,199</u>	<u>89,478</u>
Total	<u>\$170,073</u>	<u>\$165,191</u>	<u>\$270,569</u>	<u>\$301,844</u>

COMMUNITY SERVICES	FY 13-14	FY 14-15	FY 15-16	FY 16-17
	ACTUALS	ACTUALS	BUDGETED	ADOPTED
Division: Campground				
Salaries & Benefits	\$ -	\$ -	\$13,020	\$ -
Operations & Maintenance	<u>-</u>	<u>34,017</u>	<u>388,850</u>	<u>278,100</u>
Charges for Services	<u>-</u>	<u>-</u>	<u>22,700</u>	<u>59,530</u>
Total	<u>\$ -</u>	<u>\$34,017</u>	<u>\$424,570</u>	<u>\$337,630</u>

City of Lake Elsinore

Annual Operating Budget

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DEPARTMENTAL EXPENDITURE BY CATEGORY

FISCAL YEAR 2016-17

<u>Department</u>	<u>Salaries & Benefits</u>	<u>Operation & Maintenance</u>	<u>Capital Outlay</u>	<u>Charges for Services</u>	<u>Total</u>
City Council	\$ 95,830	\$ 131,350	\$ -	\$ 75,184	\$302,364
Community Support	10,000	79,200	-	-	89,200
City Clerk	407,934	103,095	-	92,944	603,973
City Attorney	-	500,000	-	-	500,000
City Manager	644,463	20,200	-	93,458	758,121
Administrative Services					
Finance	1,199,188	313,650	-	223,186	1,736,024
Human Resources	130,274	112,540	-	50,371	293,185
Public Safety					
Police Services	-	12,365,438	-	65,972	12,431,410
Fire Services	-	7,268,915	-	328,722	7,597,637
Animal Services	-	520,300	-	-	520,300
Community Development					
Planning & Zoning	941,527	116,000	-	185,891	1,243,418
Building & Safety	839,415	209,430	-	160,076	1,208,921
Code Enforcement	474,929	15,200	-	131,099	621,228
Economic Development	134,714	202,520	-	20,662	357,896
Fire Prevention	-	269,860	-	47,745	317,605
Graffiti	93,085	15,100	-	16,513	124,698
Public Works					
Engineering	1,193,657	394,480	-	211,087	1,799,224
Administration	1,503,124	91,550	-	497,995	2,092,669
Park Maintenance	595,524	1,300,100	-	146,007	2,041,631
Weed Abatement	-	375,000	-	-	375,000
Lake Services					
Lake Maintenance	166,458	1,141,060	-	68,551	1,376,069
Community Services					
Recreation	571,690	228,070	-	127,046	926,806
Community Center	386,655	264,100	-	184,018	834,773
Senior Center	149,036	63,330	-	89,478	301,844
Campground	-	278,100	-	59,530	337,630
Non-Departmental	707,100	730,200	-	-	1,437,300
Internal Services					
Insurance	-	339,327	-	-	339,327
Information Systems	588,668	479,995	32,000	-	1,100,663
Support Services	-	123,900	6,000	-	129,900
Fleet	237,719	368,900	-	-	606,619
Facilities	94,255	363,650	-	-	457,905
Total	\$11,165,245	\$28,784,560	\$38,000	\$2,875,535	\$42,863,340

City of Lake Elsinore

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SUMMARY OF AUTHORIZED POSITIONS

	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17
City Council	5.00	5.00	5.00	5.00
City Treasurer	1.00	1.00	1.00	1.00
City Clerk	3.00	3.00	3.00	3.00
City Manager	3.00	3.00	3.00	3.50
Administrative Services				
Finance	8.00	7.00	10.00	9.50
Human Resources	3.00	3.00	3.00	2.00
Community Development				
Planning Commission	5.00	5.00	5.00	5.00
Planning & Zoning	5.00	7.00	7.00	7.00
Building & Safety	8.00	7.00	7.00	7.00
Code Enforcement	4.00	4.00	6.00	6.00
Economic Development	1.00	1.00	1.00	1.00
Graffiti	2.00	2.00	1.00	1.00
Police	1.00	1.00	-	-
Public Works:				
Engineering	7.00	8.00	8.00	9.00
Administration	10.00	10.00	11.00	16.00
Park Maintenance	5.00	5.00	5.00	7.00
Weed Abatement	5.00	5.00	5.00	-
Lake Services	5.00	3.00	3.00	2.00
Lake Administration				
Recreation	3.00	6.00	6.00	6.00
Community Center	15.00	18.00	29.00	29.00
Senior Center	2.00	2.00	4.00	4.00
Campground	-	-	1.00	1.00
Internal Services				
Information Technology	4.00	2.00	4.00	4.00
Fleet	2.00	2.00	2.00	2.00
Facility Maintenance	1.00	1.00	1.00	1.00
Total Authorized Positions	<u>108.00</u>	<u>111.00</u>	<u>131.00</u>	<u>132.00</u>

City of Lake Elsinore
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CORE STAFFING ALLOCATION PLAN BY DEPARTMENT

	AUTHORIZED FY 2015-16	CHANGES	AUTHORIZED FY 2016-17
<u>CITY COUNCIL</u>			
Council Member	<u>5.00</u>	-	<u>5.00</u>
<u>CITY TREASURER</u>			
City Treasurer	<u>1.00</u>	-	<u>1.00</u>
<u>CITY CLERK</u>			
City Clerk	1.00	-	1.00
Deputy City Clerk	1.00	-	1.00
Office Specialist II	<u>1.00</u>	-	<u>1.00</u>
Total	<u>3.00</u>	-	<u>3.00</u>
<u>CITY MANAGER</u>			
City Manager	1.00	-	1.00
Executive Assistant	1.00	-	1.00
Assistant City Manager	-	0.50	0.50
Senior Management Analyst	<u>1.00</u>	-	<u>1.00</u>
Total	<u>3.00</u>	<u>0.50</u>	<u>3.50</u>
<u>ADMINISTRATIVE SERVICES</u>			
FINANCE			
Director of Administrative Services (Unfunded)	1.00	(1.00)	-
Assistant City Manager	-	0.50	0.50
Executive Assistant	-	1.00	1.00
Finance Manager	1.00	-	1.00
Finance Administrator	1.00	-	1.00
Fiscal Officer	1.00	-	1.00
Graphics Technician	1.00	(1.00)	-
Project Accountant - PT	1.00	(1.00)	-
Accountant I	1.00	1.00	2.00
Account Specialist II	<u>2.00</u>	<u>1.00</u>	<u>3.00</u>
Total	<u>9.00</u>	<u>0.50</u>	<u>9.50</u>

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CORE STAFFING ALLOCATION PLAN BY DEPARTMENT

<u>ADMINISTRATIVE SERVICES (cont.)</u>	AUTHORIZED	CHANGES	AUTHORIZED	
	FY 2015-16		FY 2016-17	
HUMAN RESOURCES				
Human Resources Administrator	1.00	(1.00)	-	
Human Resources Analyst	1.00	-	1.00	
Human Resources Specialist	1.00	-	1.00	
Total	3.00	(1.00)	2.00	
POLICE SERVICES				
Account Specialist II	1.00	(1.00)	-	
COMMUNITY DEVELOPMENT				
PLANNING COMMISSION				
Planning Commissioner - PT	5.00	-	5.00	
PLANNING & ZONING				
Director of Community Development	1.00	-	1.00	
Planning Manager	1.00	-	1.00	
Principal Planner	1.00	-	1.00	
Senior Planner	1.00	-	1.00	
Associate Planner	1.00	-	1.00	
Community Development Technician	1.00	-	1.00	
Office Specialist III	1.00	-	1.00	
Total	7.00	-	7.00	
BUILDING & SAFETY				
Building & Safety Manager	1.00	-	1.00	
Building Inspector	2.00	-	2.00	
Building Inspector - PT	1.00	-	1.00	
Senior Community Development Technician	1.00	-	1.00	
Community Development Technician	1.00	-	1.00	
Office Specialist III	1.00	-	1.00	
Total	7.00	-	7.00	

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CORE STAFFING ALLOCATION PLAN BY DEPARTMENT

<u>COMMUNITY DEVELOPMENT (cont.)</u>	AUTHORIZED 2015-16	CHANGES	AUTHORIZED 2016-17
CODE ENFORCEMENT			
Code Enforcement Supervisor	1.00	(1.00)	-
Code Enforcement Administrator	-	1.00	1.00
Code Enforcement Officer II (Unfunded)	2.00	-	2.00
Code Enforcement Officer I	2.00	-	2.00
Community Development Technician II	1.00	-	1.00
Total	6.00	-	6.00
ECONOMIC DEVELOPMENT			
GIS Analyst	1.00	-	1.00
GRAFFITI			
Graffiti Technician	1.00	-	1.00
PUBLIC SERVICES			
ENGINEERING			
City Engineer	1.00	-	1.00
Senior Civil Engineer	-	2.00	2.00
Engineer Inspector	2.00	-	2.00
Senior Engineer Technician	3.00	-	3.00
Management Analyst (Unfunded)	1.00	(1.00)	-
Office Specialist II	-	1.00	1.00
Administrative Assistant	1.00	(1.00)	-
Total	8.00	1.00	9.00
PUBLIC WORKS ADMINISTRATION			
General Services Manager	1.00	-	1.00
Public Works Superintendent	1.00	-	1.00
Public Works Supervisor	-	1.00	1.00
Senior Lead Worker	1.00	(1.00)	-
Equipment Operator	1.00	1.00	2.00
Maintenance Worker II	2.00	-	2.00
Maintenance Worker I	-	4.00	4.00
Maintenance Worker I (Unfunded)	3.00	(1.00)	2.00
Maintenance Worker I - PT (Unfunded)	1.00	(1.00)	-
Administrative Assistant	-	1.00	1.00
Office Assistant - PT	-	1.00	1.00
Office Specialist III	1.00	-	1.00
Total	11.00	5.00	16.00

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CORE STAFFING ALLOCATION PLAN BY DEPARTMENT

	AUTHORIZED FY 2015-16	CHANGES	AUTHORIZED FY 2016-17
PARKS MAINTENANCE			
Senior Lead Worker	1.00	-	1.00
Park Specialist	1.00	(1.00)	-
Maintenance Worker II	1.00	-	1.00
Maintenance Worker I	2.00	3.00	5.00
Total	5.00	2.00	7.00
WEED ABATEMENT			
Senior Lead Worker	1.00	(1.00)	-
Equipment Operator	1.00	(1.00)	-
Maintenance Worker II	1.00	(1.00)	-
Maintenance Worker I	2.00	(2.00)	-
Total	5.00	(5.00)	-
LAKE SERVICES			
LAKE MAINTENANCE			
Senior Lead Worker	1.00	(1.00)	-
Lead Worker	1.00	(1.00)	-
Maintenance Worker I	-	1.00	1.00
Maintenance Worker II	1.00	-	1.00
Total	3.00	(1.00)	2.00
COMMUNITY SERVICES			
RECREATION			
Director of Community Services	1.00	-	1.00
Management Analyst	1.00	-	1.00
Project Analyst - PT	1.00	-	1.00
Special Events Coordinator	1.00	-	1.00
Volunteer Coordinator - PT	1.00	-	1.00
Office Specialist III	-	1.00	1.00
Office Specialist II	1.00	(1.00)	-
Total	6.00	-	6.00

City of Lake Elsinore
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CORE STAFFING ALLOCATION PLAN BY DEPARTMENT

	AUTHORIZED FY 2015-16	CHANGES	AUTHORIZED FY 2016-17
COMMUNITY CENTER			
Recreation Supervisor	1.00	-	1.00
Recreation Aide - PT	11.00	-	11.00
Recreation Specialist - PT	2.00	-	2.00
Recreation Leader - PT	5.00	-	5.00
Aquatics Program Coordinator - PT	2.00	(2.00)	-
Lifeguard - PT	1.00	(1.00)	-
Water Safety Instructor - PT	7.00	3.00	10.00
Total	29.00	-	29.00
SENIOR CENTER			
Community Services Coordinator	1.00	-	1.00
Recreation Specialist - PT	1.00	-	1.00
Recreation Leader - PT	2.00	-	2.00
Total	4.00	-	4.00
CAMPGROUND			
Recreation Leader - PT	1.00	-	1.00
Total	1.00	-	1.00
INTERNAL SERVICE FUND			
INFORMATION TECHNOLOGY			
Information Technology Manager	1.00	-	1.00
Information Technician I	1.00	-	1.00
Business Process Analyst	1.00	-	1.00
Information Technology Database Analyst	1.00	-	1.00
Total	4.00	-	4.00
FLEET			
Chief Mechanic	1.00	-	1.00
Mechanic	1.00	-	1.00
Total	2.00	-	2.00
FACILITY MAINTENANCE			
Maintenance Worker II	1.00	-	1.00
General Fund Total	131.00	1.00	132.00

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GENERAL FUND OVERVIEW BY DEPARTMENT

The following section includes an expenditure summary with narrative accounts of the General Fund Operating Budget. The City functions have been categorized by department and operating program, and are presented in the following order:

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General Fund Overview by Department (cont'd)

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Lake Elsinore Motocross Track - Lucas Oil Series

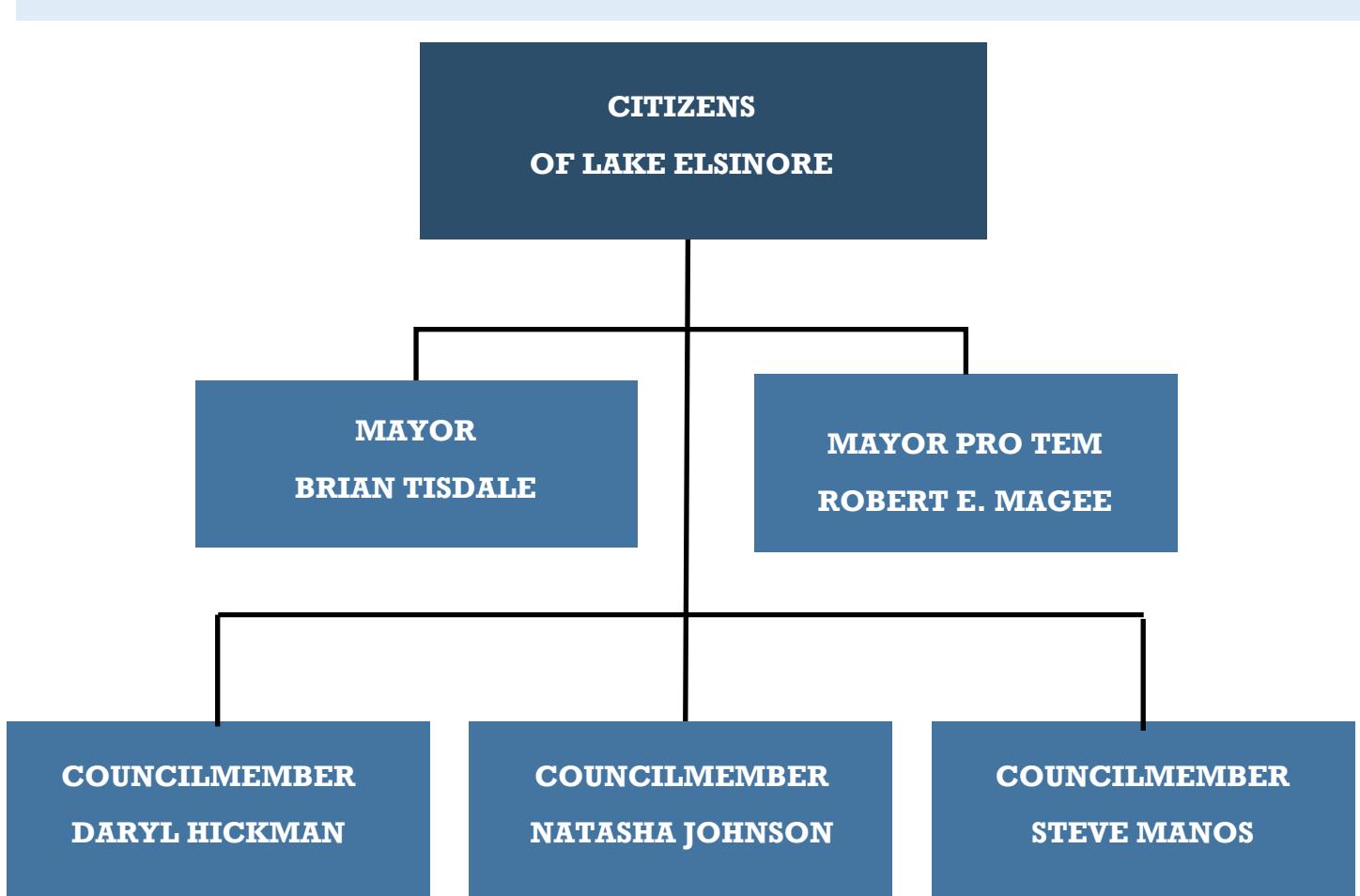
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CITY COUNCIL

Mission: *To provide an overall quality of life in the City of Lake Elsinore by enhancing our security, recreation, and neighborhoods, delivering quality public services, preserving and enhancing the City's economic prosperity, embracing the diversity of our citizens, and making Lake Elsinore a desirable place to raise a family. The City Council oversees two additional programs; Public Advisory Committee and Citizen Corp.*



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CITY COUNCIL
EXPENDITURE AND PERSONNEL SUMMARIES

Division: City Council	Funding Source: General Fund			
	FY 13-14	FY 14-15	FY 15-16	FY 16-17
	ACTUALS	ACTUALS	BUDGETED	ADOPTED
EXPENDITURE SUMMARY				
Salaries & Benefits	\$65,219	\$80,737	\$94,190	\$95,830
Operations & Maintenance	177,446	196,134	130,350	131,350
Charges for Services	<u>-</u>	<u>-</u>	83,338	75,184
Total	<u>\$242,665</u>	<u>\$276,871</u>	<u>\$307,878</u>	<u>\$302,364</u>

Division: City Council	AUTHORIZED		ADOPTED
	FY 2015-16	CHANGES	FY 2016-17
Councilmember	5.00	<u>-</u>	5.00
Total	<u>5.00</u>	<u>-</u>	<u>5.00</u>

Division: Community Support	Funding Source: General Fund			
	FY 13-14	FY 14-15	FY 15-16	FY 16-17
	ACTUALS	ACTUALS	BUDGETED	ADOPTED
EXPENDITURE SUMMARY				
Salaries & Benefits	\$ -	\$ -	\$13,520	\$10,000
Operations & Maintenance	<u>-</u>	<u>-</u>	<u>77,010</u>	<u>79,200</u>
Total	<u>\$ -</u>	<u>\$ -</u>	<u>\$90,530</u>	<u>\$89,200</u>



Council Chambers

City of Lake Elsinore

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CITY COUNCIL

ACCOMPLISHMENTS AND GOALS

Division: City Council

Mission: *The City Council is elected by the voters of Lake Elsinore to establish and adopt overall policies, legislative and otherwise, to give direction to the City Manager, to ensure effective and efficient operation of the City, and to identify the types and levels of programs and services to be provided to its residents. The Mayor and City Council serves to provide an overall quality of life in the City of Lake Elsinore by enhancing security, recreation, and neighborhoods, delivering quality public services, preserving and enhancing the City's economic prosperity, and embracing the diversity of the citizens.*

ACCOMPLISHMENTS FISCAL YEAR 2015-16 - City Council

- Secured more than \$8 million in bond financing to establish and implement a full scale pavement management program and complete critical roadway improvements
- Refinanced more than \$12 million in bonds, reducing property taxes for thousands of property owners and securing much needed funding to complete critical projects and improvements in the community
- Continued studying four alternatives as part of the Project Approval & Environmental Document (PA&ED) phase of the I-15/Railroad Canyon Road & Franklin Interchange Project and launched public outreach including hosting two public outreach meetings to gather valuable feedback from the community
- Offered Free Boating on Wednesdays and Sundays for eight weeks during the summer to increase tourism, economic development, and enjoyments of Lake Elsinore. The effort was also undertaken to determine what, if any, impact increased activities have on the water quality. More than 1,500 vessels were launched for free, most of which occurred at La Laguna Resort & Boat Launch
- Welcomed the City's first quint fire truck at Station #97 in Rosetta Canyon
- Provided eight homeowners with up to \$5,000 in grants as part of the City Home Improvement Program (CHIP) for exterior beautification projects
- Increased financial support and instituted new initiatives with the local Chamber of Commerce for economic development and visitor's bureau activities including initiating efforts for a tourism/business improvement district
- Actively participated and supported the Pathway Project to address local homelessness
- Approved updates and revisions to many outdated City ordinances and policies to ensure it aligns with today's environmental needs of the growing community
- Expanded business recognition and collaboration efforts including new business announcements, business of the quarter, business of the year and business retention visits

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CITY COUNCIL
ACCOMPLISHMENTS AND GOALS

GOALS FISCAL YEAR 2016-17 - City Council

- Maintain regular, ongoing participation in regional, statewide, and national intergovernmental committees such as the League of California Cities, Western Regional Council of Governments, and Riverside Transit Agency.
- Maintain and participate in ongoing communication and regional efforts to address local homeless issues to ensure mutually beneficial options for the community, the homeless, and the region
- Consider launching a new series of events with the Mayor to engage in one-on-one communication with residents and businesses
- Support and participate in City's website redesign to ensure improved communication and access to key services 24/7
- Seek opportunities to launch healthy cities initiatives within the community
- To establish a formal process and provide financial assistance to local non-profit agencies for community programs that benefit the citizens of Lake Elsinore
- Support policy decisions that improve traffic congestion at all five intersections within the City including; Central Avenue, Main Street and Camino Del Norte
- Select a preferred design alternative and move forward in securing the necessary approvals and funding to expedite the I-15 Railroad Canyon Road and Franklin Street Interchange Project
- Review and prioritize the City's Capital Improvement Projects including the establishments of realistic timelines and/or financial constraints
- Assess City-wide revenue resources including; adopting new fee schedules and reviewing applicable franchise agreement fees

City of Lake Elsinore
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CITY COUNCIL

PERFORMANCE MEASURES

PERFORMANCE MEASURES - City Council	FY 2014-15	FY 2015-16	FY 2016-17
	ACTUALS	ACTUALS	TARGET
Provide ongoing financial assistance to a variety of local community groups.	\$43,000	\$39,000	\$38,000
Number of community organizations supported through General Fund	8	6	6
Number of outside regional organization meetings attended	25	48	48
Number of businesses recognized through Business of the Quarter and Business of the Year program.	4	5	5



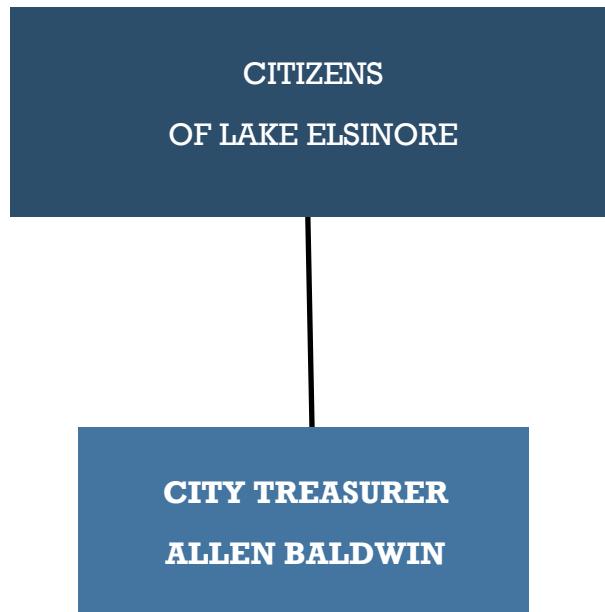
City of Lake Elsinore

Annual Operating Budget

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CITY TREASURER

Mission: *The City Treasurer is elected by the voters of Lake Elsinore to monitor and validate the safe collection, investment, custody and disbursement of City Funds. The City Treasurer serves a four year term and works closely with the City Manager and Administrative Services Departments. The City Treasurer is a member of the Mayor's Audit and Budget Committee.*



City of Lake Elsinore

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CITY ATTORNEY

CITY COUNCIL

CITY ATTORNEY

BARBARA LEIBOLD

City of Lake Elsinore

Annual Operating Budget

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CITY ATTORNEY

ACCOMPLISHMENTS AND GOALS

ACCOMPLISHMENTS FISCAL YEAR 2015-16 - CITY ATTORNEY

- Provided timely, cost effective quality legal services to the City Council, the City Manager and all City departments, boards, commissions and committees in achieving the City Council's goals while limiting risk and costs to the City of Lake Elsinore. Attended meetings, conferences and work sessions as needed or directed.

GOALS FISCAL YEAR 2016-17 - CITY ATTORNEY

- Provide timely, cost effective quality legal services to the City Council, the City Manager and all City departments, boards, commissions and committees to achieve the City Council's goals while limiting risk and costs to the City of Lake Elsinore. Attend meetings, conferences and work sessions as needed or directed.

CITY ATTORNEY

EXPENDITURE SUMMARIES

Division: City Attorney

Funding Source: General Fund

	FY 13-14 ACTUALS	FY 14-15 ACTUALS	FY 15-16 BUDGETED	FY 16-17 ADOPTED
EXPENDITURE SUMMARY				
Operations & Maintenance	\$358,230	\$431,103	\$525,000	\$500,000
Total	\$358,230	\$431,103	\$525,000	\$500,000

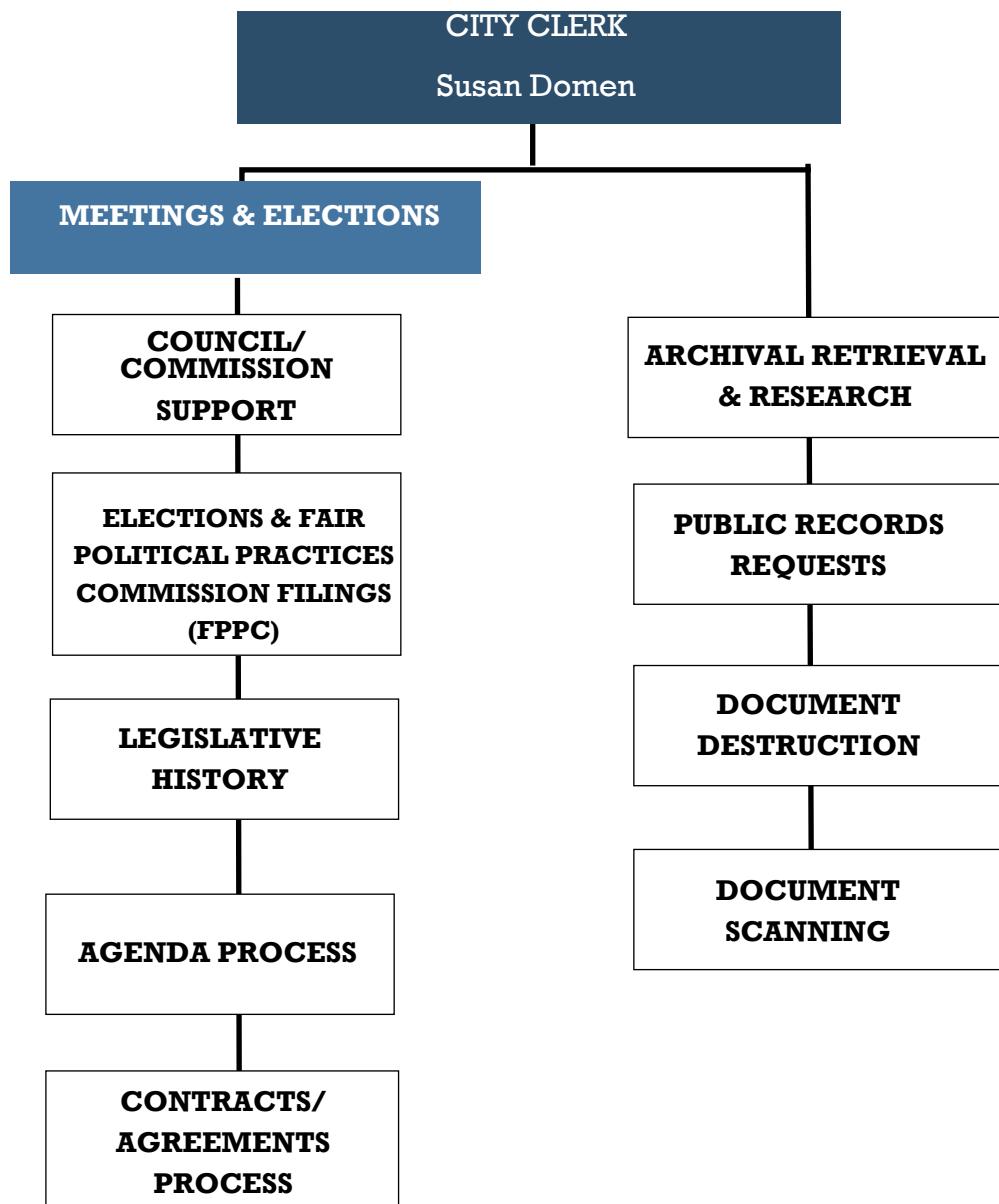
City of Lake Elsinore

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CITY CLERK

Mission: *To compile and maintain the official records of the City and to make them readily accessible to all; to conduct fair and impartial municipal elections; to prepare, certify, and/or adhere to public notice requirements with regard to legal documents, ordinances, resolutions, public hearings, etc./to codify and disseminate the City's Municipal Code; to promote public awareness of the processes of government; to provide meeting, administrative, and legislative support to the Mayor, City Councilmembers, and its Commissions and Committees.*



City of Lake Elsinore

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CITY CLERK

ACCOMPLISHMENTS AND GOALS

ACCOMPLISHMENTS FISCAL YEAR 2015-16

- Implemented procedures for Agenda, Agreement and Staff Reports citywide for improved efficiencies and consistency
- Updated Retention Schedule
- Increased efficiencies and cost savings by updating office procedures to current industry standards
- Updated templates for citywide documents such as Resolutions, Ordinances and Staff Reports
- Improved customer service with online submittal for Public Records Requests, Claims and Commission applications
- Increased transparency with updated website pages and posting of FPPC filings and commission rosters
- Developed fee schedule for department

GOALS FISCAL YEAR 2016-17

- Implement a Records Management program citywide
- Review and revise Council Policies and City Clerk's Department Procedure manuals
- Devise and conduct trainings for City employees in various areas, including but not limited to: customer service, public record requests and records management
- Finalize the conversion to electronic agenda and meeting management including the implementation of electronic voting
- Increase community outreach in relation to meetings, elections and governmental process through social media, website and brochures

City of Lake Elsinore
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CITY CLERK
EXPENDITURE AND PERSONNEL SUMMARIES

Division: City Clerk

	Funding Source: General Fund			
	FY 13-14 ACTUALS	FY 14-15 ACTUALS	FY 15-16 BUDGETED	FY 16-17 ADOPTED
EXPENDITURE SUMMARY				
Salaries & Benefits	\$296,170	\$315,577	\$342,940	\$407,934
Operations & Maintenance	31,021	75,736	67,300	103,095
Charges for Services	-	-	82,668	92,944
Total	\$327,191	\$391,313	\$492,908	\$603,973

PERSONNEL SUMMARY

	AUTHORIZED		ADOPTED
	FY 2015-16	CHANGES	FY 2016-17
PERSONNEL SUMMARY			
City Clerk	1.00	-	1.00
Deputy City Clerk	1.00	-	1.00
Office Specialist II	1.00	-	1.00
Total	3.00	-	3.00



Lake Elsinore Cultural Center

City of Lake Elsinore
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CITY CLERK
PERFORMANCE MEASURES

Division: City Clerk

PERFORMANCE MEASURES	FY 2014-15	FY 2015-16	FY 2016-17
	<u>ACTUALS</u>	<u>ACTUALS</u>	<u>TARGET</u>
Agenda Packet Production (Thursday prior to meeting)	-	-	98%
City Council/Successor Agency	-	-	24
Oversight Board	-	-	4
Number of Claims Processed	26	40	100%
Number of Resolutions Processed	68	-	98%
Number of Ordinances Processed	15	19	98%
Number of Agreements Processed (within 2 weeks of approval)	-	-	85%
Number of Bid Openings	-	15	100%
Number of Legal Notices Prepared	-	71	100%
Number of Proclamations/Certificates Prepared	-	43	100%
Number of Public Records Requests Processed	-	384	98%



Lake Elsinore City Hall - 130 S. Main Street

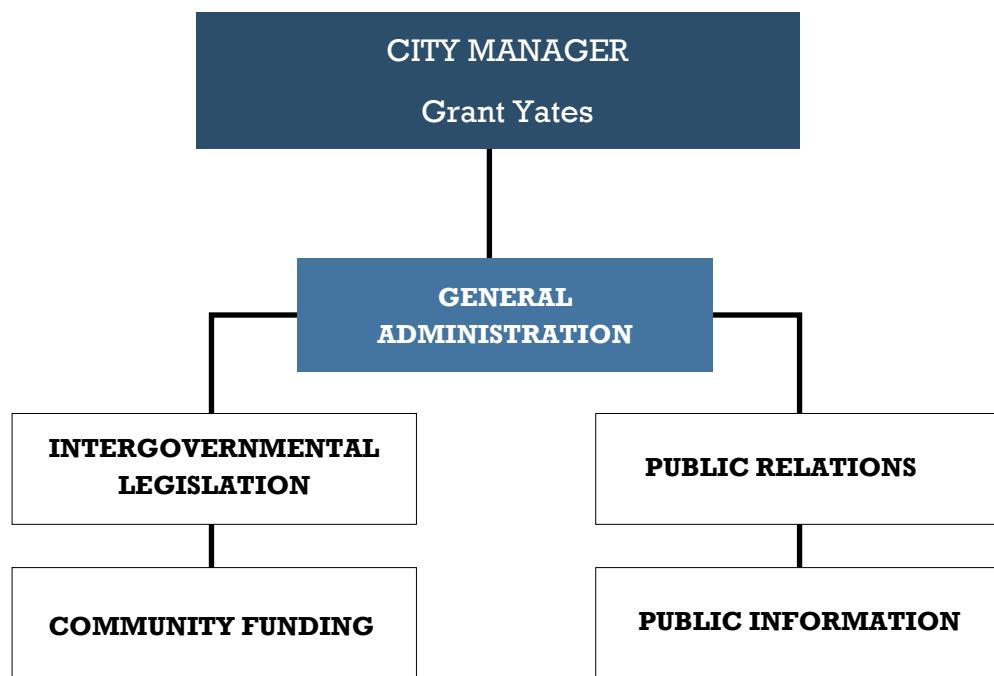
City of Lake Elsinore

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CITY MANAGER

Mission: *The City Manager is appointed by the City Council to serve as the Chief Administrative Officer of the organization. The City Manager's Office coordinates the implementation of policy and programs established by the City Council. The City Manager provides overall direction to the administration of City programs and services; coordinates economic development and marketing activities; intergovernmental relations, lobbying, and public relations efforts; oversees interdepartmental programs for strategic planning, emergency preparedness and animal control. The City Manager's Office is committed to the policy of providing extreme customer service to the community, and promoting overall safety to the staff and citizens of Lake Elsinore.*



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CITY MANAGER
EXPENDITURE AND PERSONNEL SUMMARIES

Division: City Manager

	Funding Source: General Fund			
	FY 13-14 ACTUALS	FY 14-15 ACTUALS	FY 15-16 BUDGETED	FY 16-17 ADOPTED
EXPENDITURE SUMMARY				
Salaries & Benefits	\$408,404	\$417,109	\$427,120	\$644,463
Operations & Maintenance	53,775	44,344	20,200	20,200
Charges for Services	-	-	74,710	93,458
Total	\$462,179	\$461,453	\$522,030	\$758,121

Division: City Manager

PERSONNEL SUMMARY	AUTHORIZED		ADOPTED
	FY 2015-16	CHANGES	FY 2016-17
City Manager	1.00	-	1.00
Assistant City Manager	-	0.50	0.50
Executive Assistant	1.00	-	1.00
Senior Management Analyst	1.00	-	1.00
Total	3.00	0.50	3.50



Veteran's Memorial - Diamond Stadium

City of Lake Elsinore

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CITY MANAGER

ACCOMPLISHMENTS AND GOALS

ACCOMPLISHMENTS FISCAL YEAR 2015-16 - CITY MANAGER

- Presented a balanced budget to City Council while providing high quality services for the community and launched efforts for a user fee and development impact fee study to ensure long-term financial stability
- Restructured City departments including; restructured the Parks & Recreation Department into Community Services, and filled key positions within City Hall due to resignations, retirements and/or additional staffing needs.
- Completed the long-awaited Veteran's Memorial at the Diamond Stadium and hosted a special Veterans Memorial Unveiling & Observance Ceremony. More than 170 memorial bricks were placed to honor of the brave men and women who have served to preserve our freedom
- Received a Public Relations Society of America (PRSA) Inland Empire Polaris Award and California Association of Public Information Officers (CAPIO) Excellence in Communications Award for our community relations efforts through the Clean Extreme event and program
- Hosted another successful Clean Extreme event for 2015 along the Grand Avenue/ Highway 74 corridor. Hundreds of volunteers and dozens of donors participated
- Leveraged opportunities to create short, relatable videos of key events and activities in the City to post on YouTube and promote on Facebook. In total, these videos have been viewed more than 5,000 times
- Launched Regional Coordinated Marketing Program with surrounding Southwest Communities Financing Authority to promote responsible animal control measures throughout the region
- Maintained regular, ongoing communications with the community through various media outreach opportunities including the website, social media, and newspapers. Increased followers on social media sites including Facebook and Twitter by more than 1,000 people

City of Lake Elsinore

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CITY MANAGER

ACCOMPLISHMENTS AND GOALS

ACCOMPLISHMENTS FISCAL YEAR 2015-16 - City Manager, cont'd

- Increased City-wide transparency access by conducting three community workshops and/or study sessions with City Council to strategize priorities for the future of the City including Capital Improvement Projects, development Standards, and Budget Planning
- Coordinated and participated in the Riverside County 2015 Point-in-Time Homeless Count
- Hosted and actively participated in several regional task force meetings to address regional concerns and challenges

GOALS FISCAL YEAR 2016-17 - City Manager

- Establish core values and facilitate ongoing communication and collaboration across departments
- Continue to foster positive working relationships with area stakeholders by participating in regional, collaborative meetings with surrounding cities, agencies and stakeholders
- Finalize City-wide Strategic Plan with short and long-term goals
- Review and develop a plan of proposed updates to existing, outdated ordinances, policies and procedures to ensure they are up-to-date and align with today's standard practices
- Identify short and long-term facility needs for City Hall including completing minor renovations such as a new City Council area and server room
- Explore opportunities to conduct a community-wide citizen survey to gather feedback on services, projects and plans for the future
- Create a three-year communications and community outreach plan
- Maintain regular, ongoing communications with the community through various media outreach opportunities including; the website, social media, and newspapers. Increase the City's social media following by 25%. This includes launching an Instagram account for the City

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CITY MANAGER
ACCOMPLISHMENTS AND GOALS

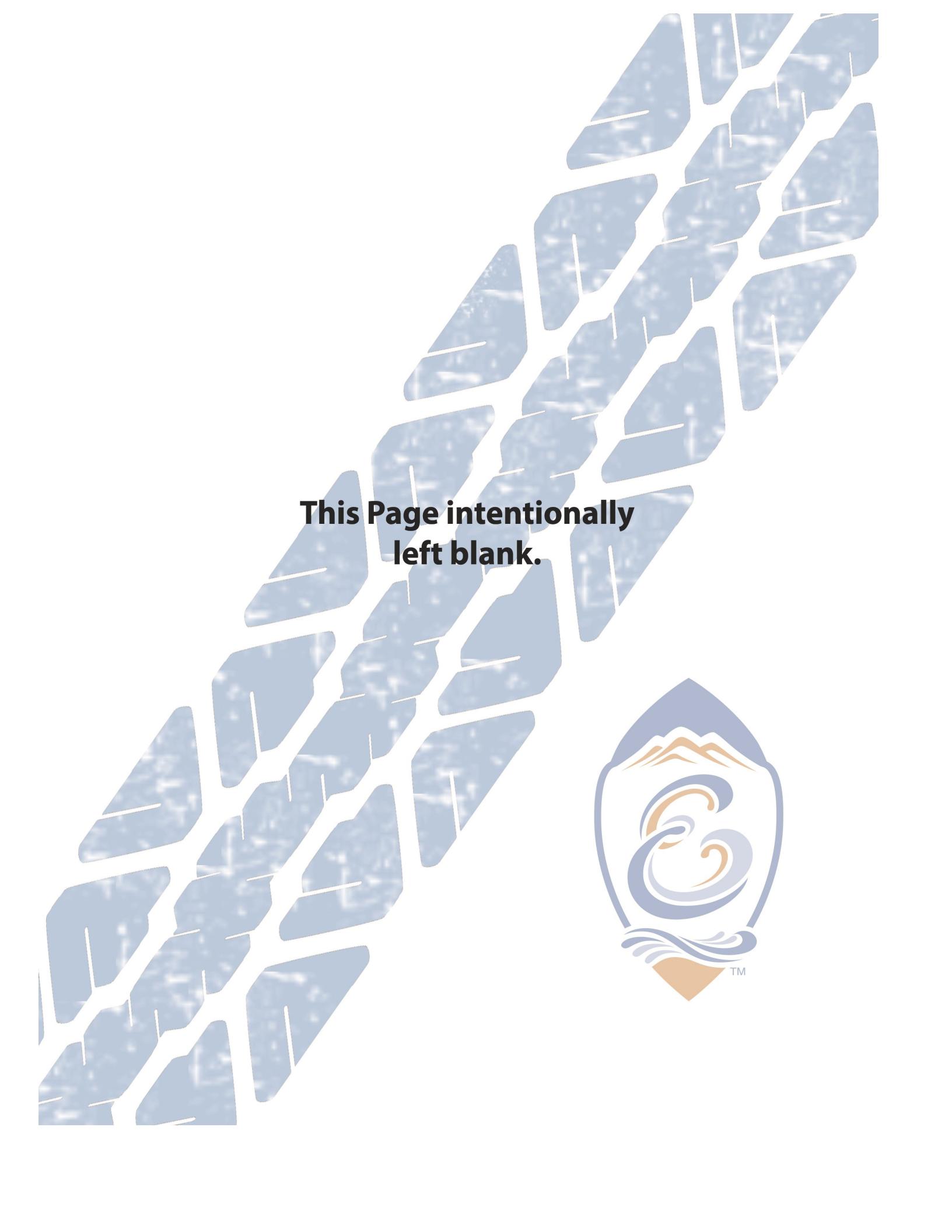
GOALS FISCAL YEAR 2016-17 - City Manager, cont'd

- Promote, support, and grow community engagement through activities such as the City's Clean Extreme and Veterans Observation Day events to build positive relationships and community pride
- Kick off efforts to identify short and long-term projects to improve and maintain the Lake's water quality in coordination with local and regional partners
- Launch a redesigned website with increased functionality to allow residents and businesses to complete transactions and service requests online
- Collaborate with Elsinore Valley Municipal Water District to identify ways to conserve water in alignment with Executive Order for Drought

CITY MANAGER
PERFORMANCE MEASURES

DIVISION: City Manager

PERFORMANCE MEASURES	FY 2014-15	FY 2015-16	FY 2016-17
	<u>ACTUALS</u>	<u>ACTUALS</u>	<u>TARGET</u>
Conduct Community Workshops/Study Session to strategize regarding future Capital Improvement Projects and Budget Planning	3	3	2
Meet weekly with the Executive Management team to brainstorm and collaborate regarding key projects and programs within the City	80%	80%	80\$
Host a State of the City Program on behalf of the City Council in coordination with the Chamber of Commerce	1	1	1
Restructure and hire key personnel or consultants to create a core staffing model for the City	100%	100%	100%
Initiate and attend monthly collaboration meetings with the Elsinore Valley Municipal Water District	8	9	8
Increase followers on social media sites (e.g., Facebook and Twitter) by 25%	1,454	2,360	2,950
Host a minimum of one large Clean Extreme event and expand participation by 10% per year	700	Unknown	770
Review and update outdated ordinances, policies and procedures	4	16	6



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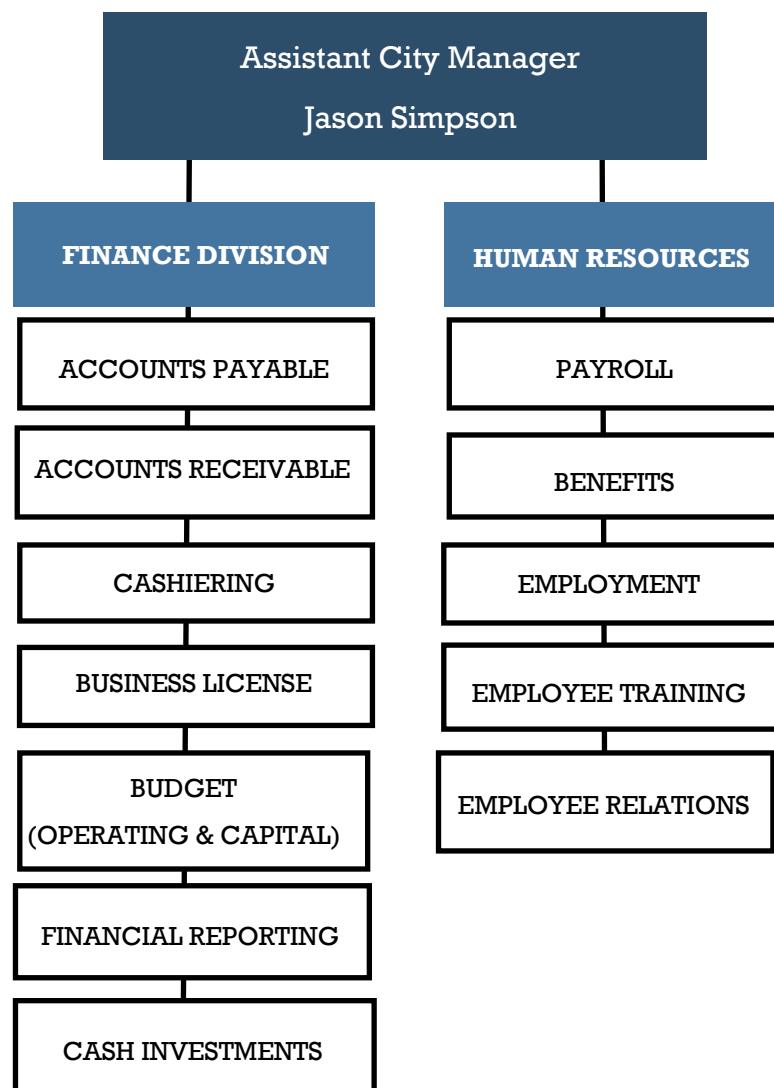
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ADMINISTRATIVE SERVICES

Mission: The Administrative Services Department provides customer support for all City Departments, provides timely and accurate financial information and to pursue continuous improvement practices across all City Departments. The Department is comprised of Finance and Human Resources.



City of Lake Elsinore
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ADMINISTRATIVE SERVICES
EXPENDITURE SUMMARIES

Division: Finance

	Funding Source: General Fund			
	FY 13-14	FY 14-15	FY 15-16	FY 16-17
	ACTUALS	ACTUALS	BUDGETED	ADOPTED
<u>EXPENDITURE SUMMARY</u>				
Salaries & Benefits	\$557,563	\$867,087	\$1,153,123	\$1,199,188
Operations & Maintenance	270,953	168,442	278,170	313,650
Charges for Services	-	-	200,064	223,186
Total	<u>\$828,516</u>	<u>\$1,035,529</u>	<u>\$1,631,357</u>	<u>\$1,736,024</u>

Division: Human Resources

	Funding Source: General Fund			
	FY 13-14	FY 14-15	FY 15-16	FY 16-17
	ACTUALS	ACTUALS	BUDGETED	ADOPTED
<u>EXPENDITURE SUMMARY</u>				
Salaries & Benefits	\$271,034	\$197,309	\$245,520	\$130,274
Operations & Maintenance	36,591	39,154	83,770	112,540
Charges for Services	294	-	50,539	50,371
Total	<u>\$307,919</u>	<u>\$236,463</u>	<u>\$379,829</u>	<u>\$293,185</u>



Lucas Oil Off-Road Series- Lake Elsinore

City of Lake Elsinore
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ADMINISTRATIVE SERVICES

PERSONNEL SUMMARIES

Division: Finance	AUTHORIZED	ADOPTED	
PERSONNEL SUMMARY	FY 2015-16	CHANGES	FY 2016-17
Director of Administrative Services	1.00	(1.00)	-
Assistant City Manager	-	0.50	0.50
Executive Assistant	-	1.00	1.00
Finance Manager	1.00	-	1.00
Finance Administrator	1.00	-	1.00
Fiscal Officer	1.00	-	1.00
Graphics Technician	1.00	(1.00)	-
Project Accountant - PT	1.00	(1.00)	-
Accountant I	1.00	1.00	2.00
Account Specialist II	<u>2.00</u>	<u>1.00</u>	<u>3.00</u>
Total	<u>9.00</u>	<u>0.50</u>	<u>9.50</u>

Division: Human Resources	AUTHORIZED	ADOPTED	
PERSONNEL SUMMARY	FY 2015-16	CHANGES	FY 2016-17
Human Resources Administrator	1.00	(1.00)	-
Human Resources Analyst	1.00	-	1.00
Human Resources Specialist	<u>1.00</u>	<u>-</u>	<u>1.00</u>
Total	<u>3.00</u>	<u>(1.00)</u>	<u>2.00</u>

City of Lake Elsinore

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ADMINISTRATIVE SERVICES ACCOMPLISHMENTS AND GOALS

Division: Finance

Mission: *The Finance Division is responsible for general accounting, payroll, accounts payable, cash management, fixed assets, special districts formation and administration, accounts receivable, cashiering, and business licenses. Financial transactions are recorded in compliance with Generally Accepted Accounting Principles (GAAP). In addition, the Department oversees the annual budget, city audits, and the comprehensive annual financial report (CAFR).*

ACCOMPLISHMENTS FISCAL YEAR 2015-16 - FINANCE

- Utilized new accounting system software for improved internal controls
- Decentralized accounts payable data entry process
- Improved purchasing and payable process with paperless system approvals
- Implemented the Positive Pay banking system
- Implemented the Remote Deposit banking system
- Improved accounts payable paperless document storage with new accounting system
- Issued Community Facilities District bonds for the Summerly project Improvement Area B in order to fund infrastructure improvements within the development
- Formed the Community Facilities District 2015-1 for Police, Fire and Paramedic Services to new development
- Refinanced Community Facilities District 88-3 West Lake Elsinore with a Net Present Value savings of \$278,034.96
- Refinanced Subordinated Tax Allocation Bonds for the Summerly and Boat Launch projects with a Net Present Value savings of \$1,356,786.29
- Implemented the California Statewide Communities Development Authority Tax Receivable Program to recover delinquent Communities Facilities District tax receivables
- Reduced Fiscal Agent Activity Recording prior to year-end

City of Lake Elsinore

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ADMINISTRATIVE SERVICES

ACCOMPLISHMENTS AND GOALS

GOALS FISCAL YEAR 2016-17 - FINANCE

- Reduce CAFR completion time to 5 months from close of fiscal year
- Reduce Fiscal Agent Activity Recording to one month after statements are received
- Utilize new accounting software to streamline daily financial operations and improve internal controls
- Obtain Certificate of Achievement of Excellence in Financial Reporting from GFOA
- Implement the direct deposit payment with vendors in the Incode Accounting Software
- Implement new time keeping system

Division: Finance	FY 2014-15	FY 2015-16	FY 2016-17
PERFORMANCE MEASURES	<u>ACTUALS</u>	<u>ACTUALS</u>	<u>TARGET</u>
Percentage of bank reconciliations performed before the close of the subsequent month	75%	50%	100%
Invoices processed per year	3,400	8,435	8,400
Number of new business licenses issued per year	362	597	700
Number of business licenses renewed	839	1,480	1,500
Number of cash receipts issued	6,600	10,698	8,000
Complete quarterly reporting to State and County by the 15 th of the subsequent month	4	4	4
Complete monthly reporting to County for MSHCP and TUMF within 10 days of the reporting month end	12	12	12
Complete and distribute monthly internal reports within 30 days of month end	12	12	12
Prepare and present investment reporting to Council in the second council meeting of each month	8	6	12
Months from close of fiscal year to completion of annual audit	5	6	5
Months from close of fiscal year and audit to completion of CAFR	6	7	5
Complete monthly budget reports for each City department by the second of each month	12	12	12
GFOA and CSMFO award winning budgets presented	0	0	2
GFOA award winning comprehensive Annual Financial Report presented	0	0	1

City of Lake Elsinore

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ADMINISTRATIVE SERVICES

ACCOMPLISHMENTS AND GOALS

Division: Human Resources

Mission: *The Human Resources Division is to maintain a comprehensive employment package for the City. The Division is involved in compensation studies, labor negotiations, and comprehensive personnel management including benefits analysis, self-insurance liability, worker's compensation, recruitment, and advertising personnel administration.*

ACCOMPLISHMENTS FISCAL YEAR 2015-16 - Human Resources

- Implemented a web-based timekeeping system
- Implemented a web-based personnel management system
- Contracted with Wells Fargo to provide benefit broker services
- Negotiated lower benefit premium rates for life insurance
- Now offering a new identity theft protection benefit
- Switched to a new dental insurance carrier
- Held two Red Cross blood drives
- Held multiple trainings for staff, including; CPR, First Aid, Active Shooter, Economic Development
- Organized a Bring Your Child to Work Day
- Handled eleven recruitments
- Hired and conducted orientation for twenty four people

City of Lake Elsinore

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ADMINISTRATIVE SERVICES ACCOMPLISHMENTS AND GOALS

GOALS FISCAL YEAR 2016-17 - Human Resources

- Revise and update the current Personnel Rules and Regulations
- Streamline the recruitment process
- Streamline the onboarding process
- Implement a new personnel management system through Paychex
- Implement a benefit management portal
- Implement a new timekeeping system through Paychex
- Improving on the timeframe in which employee evaluations are completed
- Complete a salary survey
- Revise job descriptions
- Update business forms
- Continue to assess and revamp current processes and procedures

ADMINISTRATIVE SERVICES PERFORMANCE MEASURES

Division: Human Resources	FY 2014-15	FY 2015-16	FY 2016-17
PERFORMANCE MEASURES	ACTUALS	ACTUALS	TARGET
Number of recruitments conducted	12	12	14
Number of applications processed	782	800	850
Number of administrative support group meetings	10	12	12
Percentage of evaluations processed within prescribed timeframes	25%	50%	90%

City of Lake Elsinore

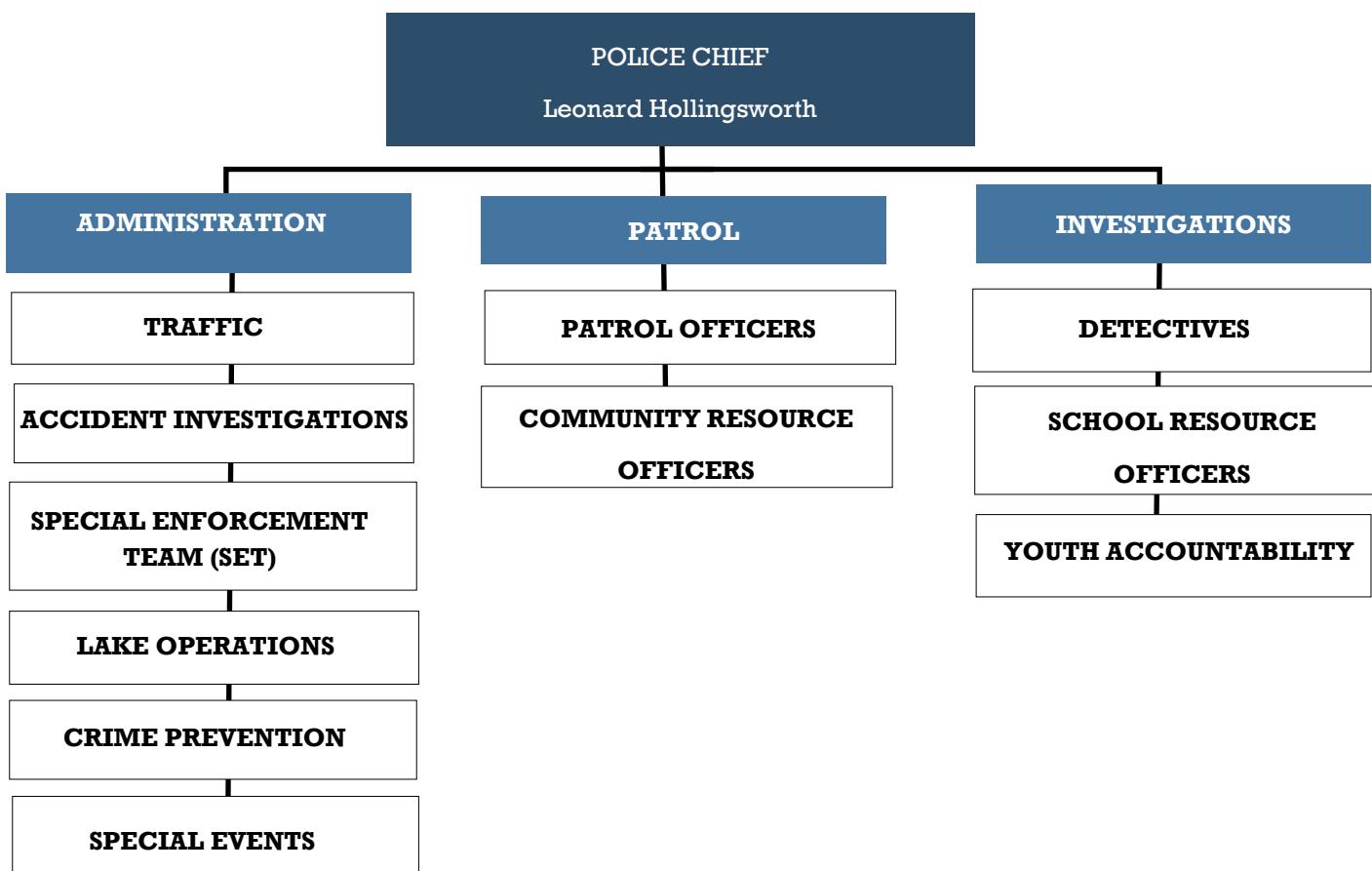
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POLICE SERVICES

Mission: *To protect and serve the Lake Elsinore Community with courage, compassion and clarity of purpose. We will utilize professional policing tactics to maintain trust when pursuing justice and safeguarding our citizens. The police department will preserve life and property, thus allowing citizens, businesses, and visitors to live out their dreams. The City of Lake Elsinore enjoys a partnership with the Riverside County Sheriff's Department, which supplies professional and ethical law enforcement services, 24 hours a day, and seven days a week. The Police Department provides a wide-range of services to the community, including Administration, Investigations, Patrol Operations, Traffic Safety and Enforcement, Special Enforcement/Problem Oriented Policing, Special Event Services, Crime Prevention, Neighborhood Watch, and Lake Patrol. Department members serve impartially, courteously and effectively with citizens in a partnership, based on mutual trust and communication so that all who live, work and visit may truly -*

Dream Extreme



City of Lake Elsinore
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POLICE SERVICES
EXPENDITURE AND PERSONNEL SUMMARIES

Division: Police Services	Funding Source: General Fund			
	FY 13-14	FY 14-15	FY 15-16	FY 16-17
	ACTUALS	ACTUALS	BUDGETED	ADOPTED
<u>EXPENDITURE SUMMARY</u>				
Salaries & Benefits	\$ 73,730	\$ 41,354	\$ -	\$ -
Operations & Maintenance	10,194,612	10,689,068	11,638,814	12,365,438
Charges for Services	13,500	-	73,220	65,972
Capital Outlay	<u>16,500</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total	<u>\$10,298,342</u>	<u>\$10,730,422</u>	<u>\$11,712,034</u>	<u>\$12,431,410</u>

Division: Police Services	Funding Source: Supplement Law Enforcement Services Fund			
	FY 13-14	FY 14-15	FY 15-16	FY 16-17
	ACTUALS	ACTUALS	BUDGETED	ADOPTED
<u>EXPENDITURE SUMMARY</u>				
Operations & Maintenance	\$ 79,500	\$ 100,000	\$ 100,000	\$ 100,000
Charges for Services	10,500	-	-	-
Capital Outlay	<u>10,000</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total	<u>\$100,000</u>	<u>\$100,000</u>	<u>\$100,000</u>	<u>\$100,000</u>

Division: Police Services	AUTHORIZED		ADOPTED
	FY 2015-16	CHANGES	
<u>PERSONNEL SUMMARY</u>			
Account Specialist II	1.00	(1.00)	-
Total	<u>1.00</u>	<u>(1.00)</u>	<u>-</u>

City of Lake Elsinore

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POLICE SERVICES

ACCOMPLISHMENTS AND GOALS

Division: Police Administration

Mission: *The Police Administration Division is responsible for administrative support required for effective and efficient law enforcement. It provides leadership and direction to the other divisions. The division also includes budget coordination and management, personnel and payroll administration, planning, organizational development and community support. Additionally, this division ensures cooperation between the Police Department and the City Council, City Manager, and other departments.*

ACCOMPLISHMENTS FISCAL YEAR 2015-16 - Police Administration

- Implementation of a Child Safety Education Program
- Continued cooperation with the City of Lake Elsinore in planning and staffing of public safety personnel for over 17 special events occurring in the City
- Solidified outreach to the local Spanish speaking community
- Began expansion of Neighborhood Watch - Included Spanish speaking community
- Implement Theft Suppression Team



Lake Elsinore Sheriff's Station

City of Lake Elsinore

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POLICE SERVICES

ACCOMPLISHMENTS AND GOALS

GOALS FISCAL YEAR 2016-17 - Police Administration

- The submission and approval of grant application to Department of Boating & Waterways for a new police patrol boat in 2016
- Working together to maintain and possibly increase patrol hour funding at an optimal level for public safety
- Implementation of Crime Free Business Program modeled after the Crime Free Multi Housing Program within local business community
- Continued open working relationship with the City of Lake Elsinore in the growth and development of special events within the City
- Continue and expand the Spanish speaking community outreach
- Continue to expand and develop the Neighborhood Watch program
- Expand and develop new inroads with various community groups
- Continue to develop and improve the community's general perception of peace officers
- Continue to work closely with City personnel and County agencies in developing programs to assist the homeless
- Enhance Theft Suppression Team

POLICE SERVICES

PERFORMANCE MEASURES

Division: Police Administration	FY 2014-15	FY 2015-16	FY 2016-17
PERFORMANCE MEASURES	<u>ACTUALS</u>	<u>ACTUALS</u>	<u>TARGET</u>
Number of volunteers	25	27	77
Percent of City Council and Public Safety Advisory Committee meetings attended	98%	100%	100%
Number of Livescans taken	10	29	468

City of Lake Elsinore

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POLICE SERVICES

ACCOMPLISHMENTS AND GOALS

Division - Patrol Services

Mission: *The mission of the Patrol Services Division is to provide our community with police services through the determined pursuit of criminal offenders and by using innovative crime prevention tactics. This is accomplished through a partnership with the community that uses mutual trust and transparency to enhance quality of life issues, while reducing crime and protecting the individual rights of every citizen. The Patrol Services Division encompasses officers assigned to Patrol, Traffic and Community Services.*

ACCOMPLISHMENTS FISCAL YEAR 2015-16 - Patrol Services

- Expansion of the Crime Free Multi Housing Program to a number of new communities participating in the program
- Conducted several AB 109 compliance checks visits which resulted in the arrest of several individuals and the recovery of weapons and stolen property
- Solved several in-progress burglaries where suspects were arrested and property recovered
- Realigning of traffic enforcement policy to reduce DUI related collisions by targeting major thoroughfares within the City
- Strict enforcement of vessel safety inspections and enforcing hazardous boating violations
- Trained the Special Enforcement Team in effective bike patrol strategies



Lake Elsinore Marina

City of Lake Elsinore

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POLICE SERVICES

ACCOMPLISHMENTS AND GOALS

GOALS FISCAL YEAR 2016-17 - Patrol Services

- Ensure effective, fair and efficient law enforcement in the community
- Increase level of training for patrol officers and supervision to maintain a high level of proactive enforcement
- Maintain quick response on priority 1 and 2 calls, while also ensuring a high level of proactive enforcement
- Use Problem Oriented Policing concepts to establish and maintain good communication with the public we serve
- Continue to use crime mapping and statistical data to ensure effective deployment strategies
- Reduce the number of injury traffic collisions through enforcement and public education in traffic, pedestrian, and bicycle safety
- Maintain a high visibility, crime deterring presence in business and residential areas
- Increased and varied special operations to include prostitution stings, narcotic enforcement, and BAIT car operations
- Increase the Special Enforcement Team's bicycle patrol operation in and around the downtown area, business districts, and recreational campgrounds

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POLICE SERVICES
PERFORMANCE MEASURES

Division: Patrol Services	FY 2014-15	FY 2015-16	FY 2016-17
PERFORMANCE MEASURES	ACTUALS	ACTUALS	TARGET
Number of general patrol officer hours provided per day	130.8	130.8	130.8
Response time for Priority 1 calls (minutes)	8.45	6.72	6.18
Response time for Priority 2 calls (minutes)	18.53	18.53	11.45
Number of traffic collision investigations	275	560	578
Number of high visibility traffic checkpoints	4 of 11	12	5
Number of priority 1 calls	359	468	461
Overall calls for service	35,247	47,837	41,711
Number of boating citations	287	425	400
Number of DUI arrests	142	203	150



Lake Patrol

City of Lake Elsinore
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POLICE SERVICES

ACCOMPLISHMENTS AND GOALS

Division: Investigations

Mission: *The Investigation's Division investigates all crimes not solved by patrol officers' initial Investigations, and investigators assist patrol officers in more serious investigations. The Investigation's Bureau is comprised of a Crimes Against Property unit and Crimes Against Persons unit. Investigators from either unit may also be utilized at times to initiate and complete investigations that are high profile in nature, in order to expedite the investigative process, and provide a single source contact for victims and prosecutors. The Division's focus is to take initial investigations conducted by Patrol Services, and complete the necessary steps that cannot be completed by a field officer, due to time and resources, in order to ensure the identity and successful prosecution of criminal offenders. This Investigation's Division works alongside School Resource Officers (SRO) and the Youth Accountability Team (YAT).*

ACCOMPLISHMENTS FISCAL YEAR 2015-16 - Investigations

- Investigators solved several child molestation cases that resulted in convictions with significant prison sentences
- Several identity theft cases were solved through forensic analysis of computers
- Investigators identified and arrested several burglary suspects through video surveillance and press releases which cultivated community involvement and support
- School Resource officers and investigators immediately acted upon information about threats of school violence at our local high schools and successfully identified and arrested the perpetrator in each case

City of Lake Elsinore

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POLICE SERVICES

ACCOMPLISHMENTS AND GOALS

GOALS FISCAL YEAR 2016-17 - Investigations

- Continue to offer advanced training for investigators which enables them to investigate higher level, complicated criminal investigations
- Maintain high quality level of investigations which will result in successful criminal prosecutions
- Continue to provide effective and efficient investigations of criminal violations
- Contact victims of crimes in a timely manner and ensure investigators meet the needs of the community
- Act as a liaison between the District Attorney's Office and the victim (s) to ensure successful prosecution
- Maintain a high level tracking mechanism when investigating and tracking sexual predators
- Continue to work closely with local task forces with parole and probation compliance programs
- Continue our efforts in providing active shooter training to City personnel, the school district, local businesses, and the community

POLICE SERVICES

PERFORMANCE MEASURES

Division: Investigations	FY 2014-15	FY 2015-16	FY 2016-17
PERFORMANCE MEASURES	<u>ACTUALS</u>	<u>ACTUALS</u>	<u>TARGET</u>
Number of Crime Free Housing checks	27	20	26
Number of cases closed by investigations unit	641	700	694
Case closure rate	44%	59%	83%
Number of open cases per detective	12	12	15

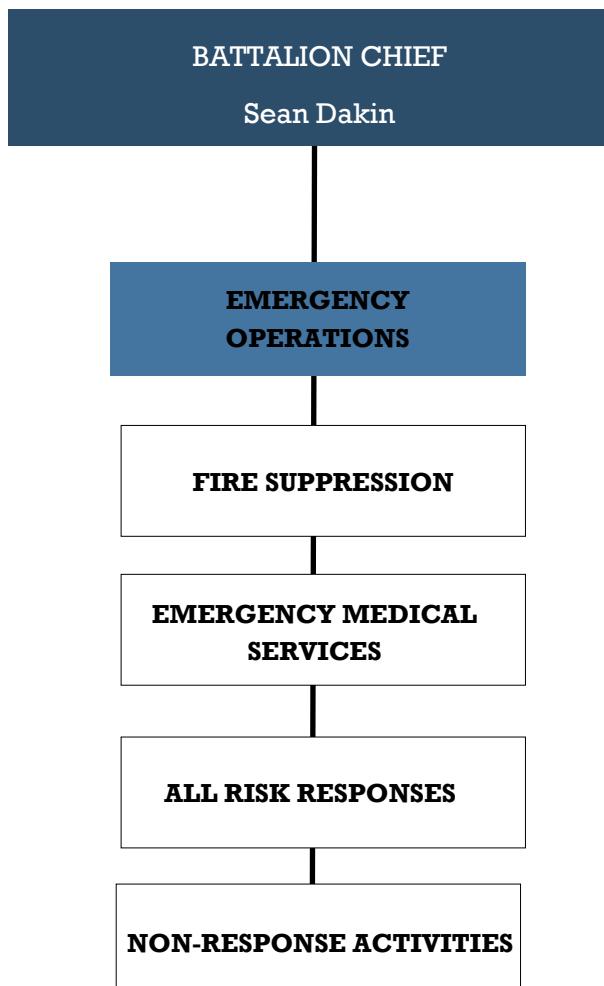
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FIRE SERVICES

Mission: The Fire Department maintains the highest levels of fire and disaster preparedness, prevention, and community involvement in order to ensure the safety of both our residents and visitors. The City contracts with the Riverside County Fire Department for Fire Services. Emergency Operations provides comprehensive emergency services utilizing a highly trained work force, progressive technology and modern equipment to provide Fire and Paramedic services. The Lake Elsinore Fire Department is dedicated to protect life, property, and the environment throughout the City, accomplished by a comprehensive emergency service response program utilizing responsible fiscal management, a highly trained work force, progressive technology and modern equipment.



City of Lake Elsinore

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FIRE SERVICES

ACCOMPLISHMENTS AND GOALS

ACCOMPLISHMENTS FISCAL YEAR 2015-16 - Fire Services

- Successfully deployed the ALS Fire/Rescue Boat 85 on all three holiday weekends of the summer
- Reviewed and renewed Lake Elsinore Wildland Fire Protection Contract with CAL FIRE to ensure adequate coverage and remove developed areas that no longer needed to be protected
- Worked with the City on negotiating contract with Canyon Lake
- Worked with the city on its fee study to help insure fiscal sustainability of our fire protection system

GOALS FISCAL YEAR 2016-17 - Fire Services

- Renew the current Wildland Fire Protection Agreement with CAL FIRE at its current acres
- Review cost of staffing, training, maintenance for City funded boat and rescue watercraft program. Establish budgeted line item for staffing boat program on major holiday weekends
- Continue best management practices to maintain fiscal accountability
- Develop boat and rescue watercraft use agreements to address staffing, training, maintenance and loaning of watercraft

City of Lake Elsinore

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ANIMAL SERVICES

ACCOMPLISHMENTS AND GOALS

DIVISION: Animal Services

Mission: *To contract with and support the Animal Friends of the Valley to provide adequate and reasonable animal control sheltering and field services for our residents including; dog and cat licensing, community patrols, spay and neuter, microchipping and adoption services to protect the public safety of our community while reducing pet overpopulation and saving animals lives.*

ACCOMPLISHMENTS FISCAL YEAR 2015-16 - Animal Services

- Partnered with the Southwest Communities Financing Authority's member agencies to launch a Regional Coordinated Marketing Program to leverage existing resources to educate and increase public awareness throughout the region about important pet ownership measures including licensing, spay and neutering and microchipping to reduce pet overpopulation in the shelter by 10% and adoptable euthanasia by 15%
- Implemented reduced license fees and fee holiday and amnesty programs to encourage more pet owners to license their pets including; sterilized or unsterilized dogs and cats
- Offer spay and neuter and microchipping incentives for approximately 250 free spay and neuter services and 1,000 microchips within our City

ANIMAL SERVICES

EXPENDITURE SUMMARIES

PUBLIC SAFETY	FY 13-14	FY 14-15	FY 15-16	FY 16-17
	ACTUALS	ACTUALS	BUDGETED	ADOPTED
Division: Animal Services				
Operations & Maintenance	\$395,887	\$468,421	\$504,800	\$520,300
Debt Services	527	320,214	310,020	318,900
Total	<u>\$396,414</u>	<u>\$788,635</u>	<u>\$814,820</u>	<u>\$839,200</u>

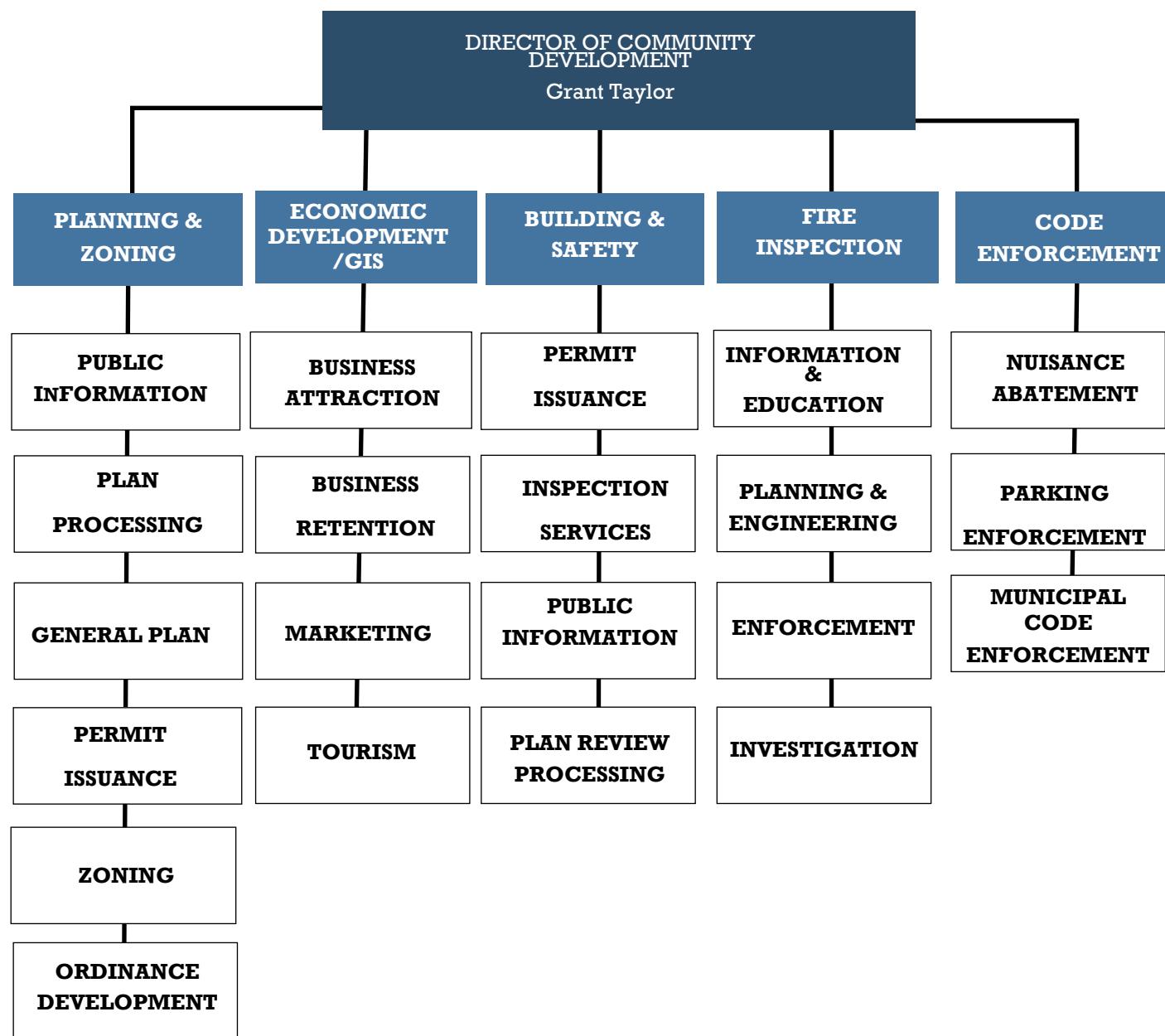
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COMMUNITY DEVELOPMENT DEPARTMENT

Mission: Community Development is a multi-disciplinary department providing a range of planning, development services, and affordable housing and related programs to citizens, elected officials, appointed boards, commissions, and City Departments. The department ensures that all development is consistent with the Municipal and Building Codes, the goals of the community, life safety, and neighborhood preservation. The Community Development Department is comprised of six Divisions: Planning Commission, Planning & Zoning, Economic Development/GIS, Building & Safety, Fire Inspection, and Code Enforcement. The Community Development activities are primarily involved in the Planning Division, which provides support for the Planning Commission, and assists the Commission and community in fulfilling the vision, goals, and policies as defined by the City Council.



City of Lake Elsinore
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COMMUNITY DEVELOPMENT
EXPENDITURE SUMMARIES

Division: Planning and Zoning

	Funding Source: General Fund			
	FY 13-14	FY 14-15	FY 15-16	FY 16-17
	ACTUALS	ACTUALS	BUDGETED	ADOPTED
EXPENDITURE SUMMARY				
Salaries & Benefits	\$639,429	\$690,856	\$824,646	\$941,527
Operations & Maintenance	192,871	239,636	203,020	116,000
Charges for Services	1,238	-	195,404	185,891
Total	<u>\$833,538</u>	<u>\$930,492</u>	<u>\$1,223,070</u>	<u>\$1,243,418</u>

Division: Building and Safety

	Funding Source: General Fund			
	FY 13-14	FY 14-15	FY 15-16	FY 16-17
	ACTUALS	ACTUALS	BUDGETED	ADOPTED
EXPENDITURE SUMMARY				
Salaries & Benefits	\$499,174	\$658,580	\$801,360	\$839,415
Operations & Maintenance	114,403	162,994	140,230	209,430
Charges for Services	8,958	-	159,401	160,076
Total	<u>\$622,535</u>	<u>\$821,574</u>	<u>\$1,100,991</u>	<u>\$1,208,921</u>

Division: Code Enforcement

	Funding Source: General Fund			
	FY 13-14	FY 14-15	FY 15-16	FY 16-17
	ACTUALS	ACTUALS	BUDGETED	ADOPTED
EXPENDITURE SUMMARY				
Salaries & Benefits	\$173,111	\$385,890	\$463,900	\$474,929
Operations & Maintenance	35,641	32,523	13,000	15,200
Charges for Services	8,310	-	85,716	131,099
Total	<u>\$217,062</u>	<u>\$418,413</u>	<u>\$562,616</u>	<u>\$621,228</u>

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COMMUNITY DEVELOPMENT

EXPENDITURE SUMMARIES

Division: Economic Development

	Funding Source: General Fund			
	FY 13-14	FY 14-15	FY 15-16	FY 16-17
	ACTUALS	ACTUALS	BUDGETED	ADOPTED
<u>EXPENDITURE SUMMARY</u>				
Salaries & Benefits	\$123,260	\$128,636	\$266,482	\$134,714
Operations & Maintenance	52,246	75,923	197,020	202,520
Charges for Services	<u>-</u>	<u>-</u>	<u>21,346</u>	<u>20,662</u>
Total	<u>\$175,506</u>	<u>\$204,559</u>	<u>\$484,848</u>	<u>\$357,896</u>

Division: Fire Prevention

	Funding Source: General Fund			
	FY 13-14	FY 14-15	FY 15-16	FY 16-17
	ACTUALS	ACTUALS	BUDGETED	ADOPTED
<u>EXPENDITURE SUMMARY</u>				
Operations & Maintenance	\$181,013	\$236,208	\$249,860	\$269,860
Charges for Services	8,959	<u>-</u>	33,829	47,745
Total	<u>\$189,972</u>	<u>\$236,208</u>	<u>\$283,689</u>	<u>\$317,605</u>

Division: Graffiti

	Funding Source: General Fund			
	FY 13-14	FY 14-15	FY 15-16	FY 16-17
	ACTUALS	ACTUALS	BUDGETED	ADOPTED
<u>EXPENDITURE SUMMARY</u>				
Salaries & Benefits	\$167,973	\$130,066	\$99,260	\$93,085
Operations & Maintenance	1,612	5,431	15,100	15,100
Charges for Services	9,684	<u>-</u>	18,683	16,513
Total	<u>\$179,269</u>	<u>\$135,497</u>	<u>\$133,043</u>	<u>\$124,698</u>

City of Lake Elsinore

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COMMUNITY DEVELOPMENT

ACCOMPLISHMENTS AND GOALS

DIVISION: Planning and Zoning

Mission: *The Planning & Zoning Division provides a variety of planning services to the community, including reviewing and processing of development proposals for conformance with City policies and regulations. In addition, staff provides support to the Planning Commission and City Council and assists the general public and development applicants regarding planning information and application process.*

ACCOMPLISHMENTS FISCAL YEAR 2015-16 - Planning and Zoning

- Adopted Water Efficient Landscape Ordinance
- Updated the Temporary Uses, Weed Abatement, Nuisance, Parking requirements, and Medical Marijuana Municipal code sections
- Adoption of Consistency Zoning Phase VI bringing zoning in the Historic Alberhill, and Lake Elsinore Hills Districts into conformance with the General Plan
- Participated in the Downtown Merchants Association
- Provided professional planning services to the public that is customer friendly, responsive, efficient and effective
- Processed 51 zoning entitlements
- Held sixteen Planning Commission meetings
- Made recommendations to the City Council regarding twenty four current and advanced planning projects
- Made recommendations to the City Council on the Alberhill Villages Specific Plan
- Approved twenty seven development applications

City of Lake Elsinore

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COMMUNITY DEVELOPMENT ACCOMPLISHMENTS AND GOALS

GOALS FISCAL YEAR 2016-17 - Planning and Zoning (cont'd)

- Development of policies and procedures related to streamlining the development review process
- Implement new permit software systems
- Overhaul digital and physical filing systems
- Update telecommunications ordinance
- Update the East Lake Specific Plan
- Update the Downtown Masterplan
- Update applications and submittal forms
- Provide professional planning services to the public that is customer friendly, responsive, efficient and effective
- Continue to review, update and implement City regulations, development codes and specific plans to meet the needs of the community and to comply with legislative changes
- Promote balanced community development with the proper mix of residential, employment opportunities, commercial/retail services and recreation and cultural opportunities for the residents of the City.
- Provide continuing professional and technical support and services to the Planning Commission
- Provide public review regarding proposed land use, design and development projects and related environmental impact analysis and when serving in an advisory capacity, make recommendations regarding these projects to the City Council
- Provide policy recommendations to the City Council regarding land use, development and design regulations and requirements.
- Implement Planning Commission training workshops

City of Lake Elsinore
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COMMUNITY DEVELOPMENT
PERFORMANCE MEASURES

Division: Planning and Zoning	FY 2014-15	FY 2015-16	FY 2016-17
PERFORMANCE MEASURES	<u>ACTUALS</u>	<u>ACTUALS</u>	<u>TARGET</u>
Resolutions adopted related to zoning and development applications	95	70	100
Commission meetings conducted	18	16	20
Current planning applications processed	60	60	75
Advance planning application processed	16	16	10
Over-the-counter permit approvals	150	150	125
Landscaping plans received, plan checked & approved	28	40	60
Customers helped at counter, by telephone & via e-mail	12,500	12,500	12,500
Respond to Public Records Requests within original response deadline	N/A	N/A	75%
Number of pre-application meetings scheduled	150	150	15
Percent of all customer requests responded to within 1 working day	70%	75%	75%
Percent of updated permit handouts	100%	100%	100%
Issue all comment letters within 30 days of receipt of application	100%	100%	100%



Diamond 8 Cinema

City of Lake Elsinore

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COMMUNITY DEVELOPMENT ACCOMPLISHMENTS AND GOALS

Division: Economic Development/GIS

Mission: Economic Development Division is responsible for maintaining a sound and diverse economic base for business development and tourism for the City. Economic Development partners have been a key component to the City's success as they have worked together with City Council and City Staff. This Division builds professional partnerships to create a strong healthy economy and enhance our exceptional quality of life.

ACCOMPLISHMENTS FISCAL YEAR 2015-16 - Economic Development/GIS

- Represented the City of Lake Elsinore at two (2) ICSC Conferences and two (2) Fred Hall Shows to further economic development and tourism
- Provided specialized assistance to 20 Lake Elsinore companies
- Created new marketing handouts
- Worked closely with Discover IE/Visit California to nationally and globally promote Lake Elsinore
- Migrated 16 hardcopy Specific Plans into digital GIS format
- Updated all web-based GIS Gallery maps
- Acquired new 2015 Aerial photography
- Provided GIS Support for Entergov Implementation
- Updated Zoning Map to incorporate all zone changes approved in 2015-16
- Provided GIS technical assistance and updates as needed
- Created interactive online GIS mapping site

City of Lake Elsinore
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COMMUNITY DEVELOPMENT
ACCOMPLISHMENTS AND GOALS

GOALS FISCAL YEAR 2016-17 - Economic Development/GIS

- Work closely with the Chamber of Commerce and other economic development organizations to further economic development opportunities in the city and media
- Represent Lake Elsinore at Economic Development/Tourism specific Trade Shows
- Outreach to local businesses and provide assistance as needed
- Finish conversion of hardcopies of Specific Plans into digital GIS format
- Continue to support Entergov's GIS needs

COMMUNITY DEVELOPMENT
PERFORMANCE MEASURES

Division: Economic Development/GIS	FY 2014-15	FY 2015-16	FY 2016-17
PERFORMANCE MEASURES	<u>ACTUALS</u>	<u>ACTUALS</u>	<u>TARGET</u>
Number of general requests	125	125	200
Number of local site visits	12	12	12
Number of trade show/business attraction events	5	5	5
Number of media, networking events, speaking events	30	30	30
Number of ads placed	8	8	5
Companies assisted in conjunction with the Economic development Program	12	12	12
Membership in Economic Development related organizations	7	7	5

City of Lake Elsinore

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COMMUNITY DEVELOPMENT ACCOMPLISHMENTS AND GOALS

Division: Building and Safety

Mission: Building Division is responsible for enforcing the City's Building and Safety codes along with State laws; performing plan checks on construction documentation to ensure that project proposals meet City codes; distributing plans for review by other agencies or City departments; issuing building permits after plans are completed and corrected; completing final inspections; and issuing certificates of occupancy. The Division also performs special inspections; implements certain State Laws such as the California Disabled Access Regulations; is responsible for updating Building and Fire codes required by the State of California; provides guidance to the general public and development community regarding the Uniform Building codes and project applications.

ACCOMPLISHMENTS FISCAL YEAR 2015-16 - Building and Safety

- Increased staff levels at counter
- Began Laser fiche scanning 100% of Building Plans and Permits. Now maintaining the process
- Demo of 1 structure, fully rehabbed 3 structures and 5 structures through the receivership program
- Receivership program in full operation
- Updated staff with latest technology
- Added part time Building Inspector

City of Lake Elsinore

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COMMUNITY DEVELOPMENT ACCOMPLISHMENTS AND GOALS

GOALS FISCAL YEAR 2016-17 - Building and Safety

- Continue to work with all departments through the Energov system for fees and approvals
- Promote staff and add a full time Building Inspector
- Continue to cross train Code, Building and Fire
- Provide electronic access of archived plans and documents to the public through the internet using Laser fiche and schedule building permits through the web site
- Fix computer system to show accurate count of building permits with all departments
- Continue to update the Building & Safety Division's web site
- Automate the phone inspection request process through the web site
- Continue to work with other departments for fees
- Adopt 2016 CA. Building Codes
- Continue to educate and train staff

COMMUNITY DEVELOPMENT PERFORMANCE MEASURES

Division: Building and Safety	FY 2014-15	FY 2015-16	FY 2016-17
PERFORMANCE MEASURES	<u>ACTUALS</u>	<u>ACTUALS</u>	<u>TARGET</u>
Total building permits issued	4,239	4,000	5,760
Number of inspections performed	20,318	40,000	20,870
Number of initial plan reviews completed	595	800	958
Percentage of initial plan re-reviews completed			
within 10 working days	100%	100%	100%
Number of residential plan reviews completed	313	500	905
Percentage of residential plan re-reviews completed			
within 7 working days	100%	100%	100%
Number of commercial plan reviews completed	26	30	53
Percentage of commercial plan re-reviews completed			
within 10 working days	100%	100%	100%
Number of Certificates of Occupancy inspections performed	87	100	108

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COMMUNITY DEVELOPMENT
ACCOMPLISHMENTS AND GOALS

Division: Fire Inspection

Mission: *The Fire Prevention Division is to preserve and enhance the quality of life for the citizens of Lake Elsinore through the application of a comprehensive fire and hazard program.*

ACCOMPLISHMENTS FISCAL YEAR 2015-16 - Fire Inspection

- Evaluated Fire Planning processes and refined to provide comprehensive customer service in coordination with the Chamber of Commerce including form creation, plan intake process and including inspection process
- Place forms on the internet for ease of use
- Evaluate and refine the Fire Department fee schedule
- Conducted all of the school inspections inside the City of Lake Elsinore to improve child safety
- Conducted business license inspections with the Building Department to improve customer safety
- All fireworks shows and pyrotechnic special effects have been reviewed and inspected by our personnel
- Tablets have been utilized to enhance customer service and streamline the inspection process by providing inspector access to all case related documents in and out of the office to better serve the public

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COMMUNITY DEVELOPMENT ACCOMPLISHMENTS AND GOALS

GOALS FISCAL YEAR 2016-17 - Fire Inspection

- Continue to develop and refine forms, process, and procedures and improve the Fire website
- Utilize new incoming software to better stream line inspection process and conduct on time inspections to obtain public safety
- Work to better promote public awareness for the benefits of fire and hazard prevention
- Implement an Annual Fire Inspection Program in order to provide fire and life safety inspections to all businesses in the City
- Explore better ways to notify and contract building owners for the system maintenance requirements
- Start and maintain Weed Abatement program

COMMUNITY DEVELOPMENT PERFORMANCE MEASURES

Division: Fire Inspection	FY 2014-15	2015-16	FY 2016-17
PERFORMANCE MEASURES	<u>ACTUALS</u>	<u>ACTUALS</u>	<u>TARGET</u>
Number of businesses inspected	185	240	364
Number of plan checks	275	228	267
Number of fire planning reviews	60	100	69
Number of fire construction inspections	1,411	1,500	2,023
Number of school/care facility inspections	22	46	28
Number of special events/fireworks inspections	31	41	27

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COMMUNITY DEVELOPMENT ACCOMPLISHMENTS AND GOALS

Division: Code Enforcement

Mission: *The Code Enforcement Division provides a variety of services to the community, including; monitoring regional agencies and programs; and coordinating with outside agencies to protect the quality of life within the community. This Division provides commercial and residential neighborhood preservation to ensure a high quality standard of living and sustainability in communities. The Code Enforcement Division identifies substandard housing to promote life, health and safety standards.*

ACCOMPLISHMENTS FISCAL YEAR 2015-16 - Code Enforcement

- Updated staff with latest technology
- Established the Nuisance Abatement Board and Receivership Program
- Continued to establish relationship with the Lake Elsinore Police Department (Riverside County Sheriff's Department) by attending briefings
- Increased staffing levels to include weekend coverage to enforce the city's Municipal Code
- Continued to clean up homeless camps
- Maintained and oversaw Graffiti program



Derek Garland - Metal Mulisha Lake Elsinore Motocross Park

City of Lake Elsinore

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COMMUNITY DEVELOPMENT ACCOMPLISHMENTS AND GOALS

GOALS FISCAL YEAR 2016-17 - Code Enforcement

- Continue to coordinate with Riverside County Sheriff's Department to provide better support for Code Enforcement personnel in field situations
- Educate staff with new technology to better service the citizens of Lake Elsinore
- Continue to maintain a level of excellence in the enforcement of codes
- Continue to train Code Enforcement Officers to get Building Inspector certifications for Post Disaster Certification
- Continue to educate the public through public media and website
- Continue to provide additional enforcement of nuisance violations and increase the quality of life in the City of Lake Elsinore
- Add 2 parking code officers for street sweeping
- Reduce homeless camps

COMMUNITY DEVELOPMENT PERFORMANCE MEASURES

Division: Code Enforcement	FY 2014-15	FY 2015-16	FY 2016-17
PERFORMANCE MEASURES	<u>ACTUALS</u>	<u>ACTUALS</u>	<u>TARGET</u>
Neighborhood Enhancement Team (NET) Project areas completed	-	-	-
Number of houses placed in structure abatement	10	5	5
Number of nuisance cases processed	1,600	2,000	1,900
Number of nuisance cases resolved	1,500	1,900	1,800
Number of nuisance Abatement hearings held	10	36	0
Number of citation hearings held	40	80	48
Code Enforcement concerns responded to within 3 working days	100%	100%	100%
Percent of resource information made available to the public within 24 hours	100%	100%	100%
Number of closed cases	1,500	2,000	1,900

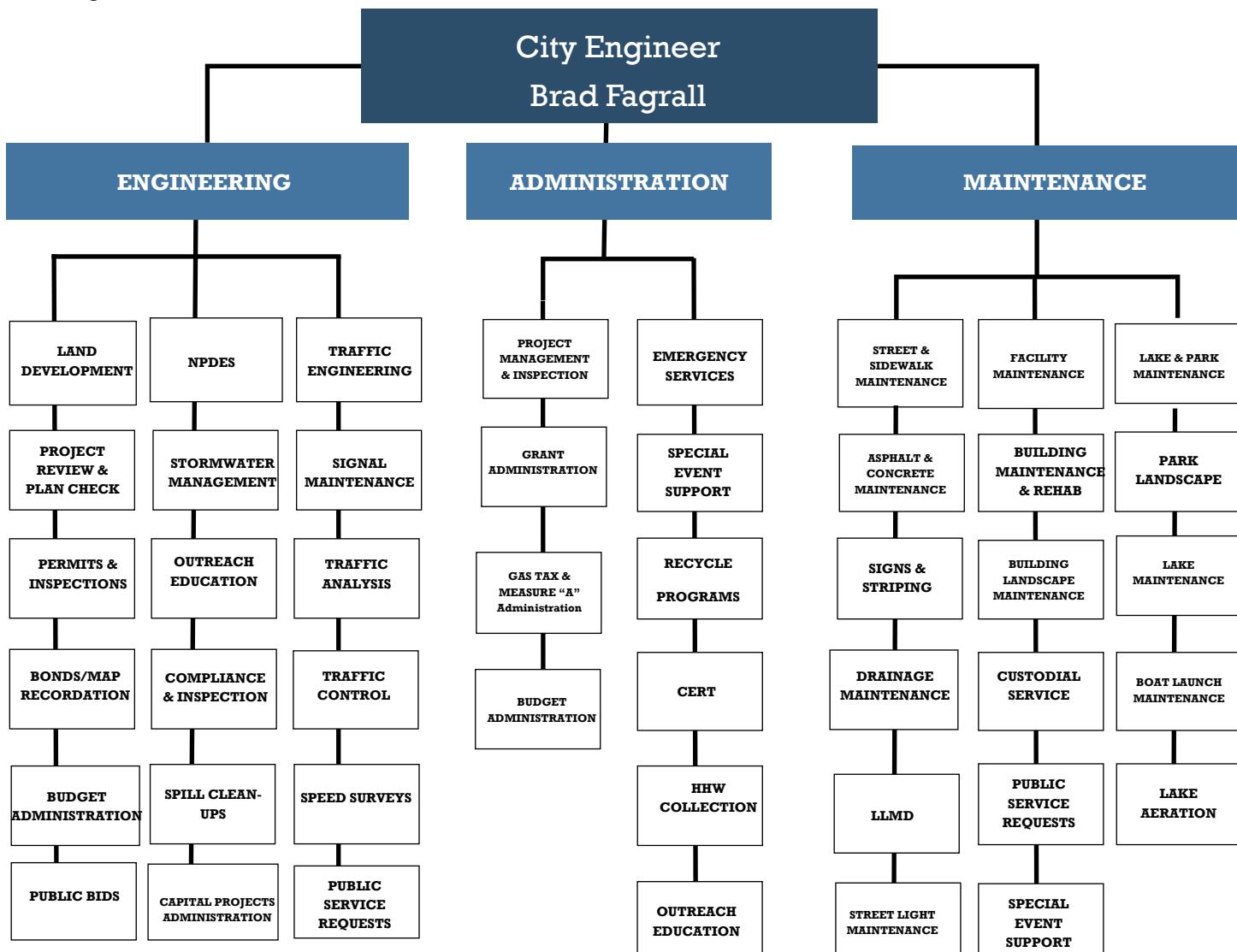
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PUBLIC WORKS DEPARTMENT

Mission: The mission of the Public Works Department is to provide high-quality, responsive and cost-effective engineering and operational services that support current and future infrastructure and circulation improvements, public safety, and environmental assets within the City of Lake Elsinore. This is accomplished through design, construction and engineering oversight of private and public improvement projects; maintenance of the City's public roadways and bike lanes, street lighting, traffic systems, sidewalks, public landscaping, graffiti control, and drainage facilities; implementation and regulation of water quality, pollution prevention and flood damage prevention measures designed for the protection of life, property, water courses and lake in the city. The measures include enforcement of higher construction standards, street sweeping, solid waste management, and recycling programs; public emergency response training, and responding to and aiding in recovery from earthquakes, storms and other emergencies.



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PUBLIC WORKS
EXPENDITURE SUMMARIES

Division: Engineering	Funding Source: General Fund			
	FY 13-14	FY 14-15	FY 15-16	FY 16-17
	ACTUALS	ACTUALS	BUDGETED	ADOPTED
EXPENDITURE SUMMARY				
Salaries & Benefits	\$429,259	\$896,248	\$1,210,850	\$1,193,657
Operations & Maintenance	860,003	955,581	716,910	394,480
Charges for Services	<u>3,333</u>	<u>-</u>	<u>195,893</u>	<u>211,087</u>
Total	<u>\$1,292,595</u>	<u>\$1,851,829</u>	<u>\$2,123,653</u>	<u>\$1,799,224</u>

Division: Administration	Funding Source: General Fund			
	FY 13-14	FY 14-15	FY 15-16	FY 16-17
	ACTUALS	ACTUALS	BUDGETED	ADOPTED
EXPENDITURE SUMMARY				
Salaries & Benefits	\$259,058	\$706,160	\$758,970	\$1,503,124
Operations & Maintenance	120,851	270,032	35,350	91,550
Charges for Services	<u>-</u>	<u>-</u>	<u>378,222</u>	<u>497,995</u>
Capital Outlay	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total	<u>\$379,909</u>	<u>\$976,192</u>	<u>\$1,172,542</u>	<u>\$2,092,669</u>

Division: Park Maintenance	Funding Source: General Fund			
	FY 13-14	FY 14-15	FY 15-16	FY 16-17
	ACTUALS	ACTUALS	BUDGETED	ADOPTED
EXPENDITURE SUMMARY				
Salaries & Benefits	\$423,892	\$392,317	\$473,060	\$595,524
Operations & Maintenance	928,302	1,002,438	943,670	1,300,100
Charges for Services	61,796	<u>-</u>	119,612	146,007
Capital Outlay	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total	<u>\$1,413,990</u>	<u>\$1,394,755</u>	<u>\$1,536,342</u>	<u>\$2,041,631</u>

City of Lake Elsinore

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PUBLIC WORKS EXPENDITURE SUMMARIES

Division: Weed Abatement

	Funding Source: General Fund			
	FY 13-14 ACTUALS	FY 14-15 ACTUALS	FY 15-16 BUDGETED	FY 16-17 ADOPTED
<u>EXPENDITURE SUMMARY</u>				
Salaries & Benefits	\$167,973	\$384,247	\$411,970	\$ -
Operations & Maintenance	23,607	62,735	21,250	375,000
Charges for Services	-	-	83,119	-
Capital Outlay	-	-	-	-
Total	<u>\$191,580</u>	<u>\$446,982</u>	<u>\$516,339</u>	<u>\$375,000</u>



View from the hills above Main Street

City of Lake Elsinore Annual Operating Budget Fiscal Year 2016-2017

PUBLIC WORKS **PERSONNEL SUMMARIES**

Division: Engineering	AUTHORIZED	CHANGES	ADOPTED
PERSONNEL SUMMARY	FY 2015-16	FY 2016-17	
City Engineer	1.00	-	1.00
Senior Civil Engineer	-	2.00	2.00
Engineering Inspector	2.00	-	2.00
Senior Engineer Technician	3.00	-	3.00
Management Analyst (Unfunded)	1.00	(1.00)	
Office Specialist II	-	1.00	1.00
Administrative Assistant	<u>1.00</u>	<u>(1.00)</u>	<u>-</u>
Total	<u>8.00</u>	<u>1.00</u>	<u>9.00</u>

Division: Administration	AUTHORIZED	CHANGES	ADOPTED
PERSONNEL SUMMARY	FY 2015-16	FY 2016-17	
General Services Manager	1.00	-	1.00
Public Works Superintendent	1.00	-	1.00
Public Works Supervisor	-	1.00	1.00
Senior Lead Worker	1.00	(1.00)	-
Equipment Operator	1.00	1.00	2.00
Maintenance Worker II	2.00	-	2.00
Maintenance Worker I	-	4.00	4.00
Maintenance Worker I (Unfunded)	3.00	(1.00)	2.00
Maintenance Worker I - PT (Unfunded)	1.00	(1.00)	-
Administrative Assistant	-	1.00	1.00
Office Assistant (PT)	-	1.00	1.00
Office Specialist III	<u>1.00</u>	<u>-</u>	<u>1.00</u>
Total	<u>11.00</u>	<u>5.00</u>	<u>16.00</u>

Division: Park Maintenance	AUTHORIZED	CHANGES	ADOPTED
PERSONNEL SUMMARY	FY 2015-16	FY 2016-17	
Senior Lead Worker	1.00	-	1.00
Park Specialist	1.00	(1.00)	-
Maintenance Worker II	1.00	-	1.00
Maintenance Worker I	<u>2.00</u>	<u>3.00</u>	<u>5.00</u>
Total	<u>5.00</u>	<u>2.00</u>	<u>7.00</u>

City of Lake Elsinore
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PUBLIC WORKS
PERSONNEL SUMMARIES

Division: Weed Abatement	AUTHORIZED	ADOPTED	
PERSONNEL SUMMARY	FY 2015-16	CHANGES	FY 2016-17
Senior Lead Worker	1.00	(1.00)	-
Equipment Operator	1.00	(1.00)	-
Maintenance Worker II	1.00	(1.00)	-
Maintenance Worker I	<u>2.00</u>	<u>(2.00)</u>	<u>-</u>
Total	<u>5.00</u>	<u>(5.00)</u>	<u>0.00</u>

Division: Facility Maintenance	AUTHORIZED	ADOPTED	
PERSONNEL SUMMARY	FY 2015-16	CHANGES	FY 2016-17
Maintenance Worker II	<u>1.00</u>	<u>-</u>	<u>1.00</u>
Total	<u>1.00</u>	<u>0.00</u>	<u>1.00</u>

Division: Lake Maintenance	AUTHORIZED	ADOPTED	
PERSONNEL SUMMARY	FY 2015-16	CHANGES	FY 2016-17
Senior Lead Worker	1.00	(1.00)	-
Lead Worker	1.00	(1.00)	-
Maintenance Worker I	-	1.00	1.00
Maintenance Worker II	<u>1.00</u>	<u>-</u>	<u>1.00</u>
Total	<u>3.00</u>	<u>(1.00)</u>	<u>2.00</u>

Division: Fleet	AUTHORIZED	ADOPTED	
PERSONNEL SUMMARY	FY 2015-16	CHANGES	FY 2016-17
Chief Mechanic	1.00	-	1.00
Mechanic	<u>1.00</u>	<u>-</u>	<u>1.00</u>
Total	<u>2.00</u>	<u>-</u>	<u>2.00</u>

City of Lake Elsinore
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PUBLIC WORKS

ACCOMPLISHMENT AND GOALS

Division: Engineering

Mission: *The Engineering Division is responsible for the development of public infrastructure and all physical improvements within the public right-of-way. These improvements include the development of public streets (roadways, curbs, gutters, and sidewalks), traffic controls including; signals, striping, and signage, sewer systems, and storm drains. The Department provides public counter support, development review for grading, drainage and traffic issues, and timely inspections of Capital Improvement and private development projects.*

ACCOMPLISHMENTS FISCAL YEAR 2015-16 - Engineering

- Completed McVicker Dog Park Fencing Project
- Completed slurry seal project for over 30 streets citywide (Phase 1) of the Pavement Management Plan (PMP)
- Completed downtown Main Street Rehabilitation overlay project from Sulphur to Heald Avenue
- Completed traffic signal installation at Via Scenica/Summerhill Drive
- Completed traffic signal installation at Canyon Hills Road/Sage Lane
- Completed traffic signal repair at Casino/Diamond Drive
- Completed street rehabilitation of the service road at the Diamond Stadium
- Completed the planning/design and initiated the construction of the EV charging station project
- Completed the planning and initiated design of the HVAC system for Diamond Stadium
- Completed the planning and initiated design of the restroom facilities at the Diamond Stadium
- Completed design and initiated construction of the City Welcome Ground Monuments project
- Completed design and initiated construction of the Senior Center ADA sidewalk project

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PUBLIC WORKS

ACCOMPLISHMENTS AND GOALS

ACCOMPLISHMENTS FISCAL YEAR 2015-16 - Engineering (cont'd)

- Completed design and initiated construction of the Lakepoint Park Electrical Enclosures project
- Completed design and initiated construction of the joint Grand Avenue Street Rehabilitation project with Riverside County
- Completed the planning and initiated the PA&ED phase for the Temescal Canyon Bridge project
- Completed planning and commenced design/build of the playground equipment project at Machado, Summerlake, and Yarborough Parks
- Completed the planning and initiated the design of Whisker's Beach improvement project
- Completed the planning and design of SCADA telemetry improvement for the lake axial flow pump mixing system
- Completed the planning and initiated the design of the Collier Median project at the Outlet Mall
- Completed planning and commenced design/build of the Serenity Skate Park project
- Continued lead agency status for SMARA implementation
- Updated speed limits at various locations for enforcement purposes
- Completed requirements of the NPDES and FEMA annual reporting process

City of Lake Elsinore

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PUBLIC WORKS

ACCOMPLISHMENTS AND GOALS

GOALS FISCAL YEAR 2016-17 - Engineering

- Ensure completion of Capital Improvement Projects in a cost-effective and timely manner
- Facilitate development activity by continuing to implement efficient processing procedures
- Continue to improve responsiveness to resident concerns
- Continue productive working relationships with CalTrans, RCTC, County of Riverside HHW and WRCOG
- Continue to work with CR&R on consumer education for mandatory commercial recycling program
- Update Grading Ordinance & Construction Standards, including Engineering Division information/forms on the City's website
- Implement new ordinance to facilitate street light installation in older developments
- Maintain National Flood Insurance program (NFIP) discounts for property owners within the City by implementing various FEMA/NFIP activities
- Commence the Citywide Sidewalk inventory and survey project
- Commence the update of the Parks Facilities Master plan
- Commence the update of the Citywide Storm Drain Master Plan
- Commence the Third Street drainage improvement project planning and conceptual design
- Initiate planning, environmental documentation, and design of the Gunnerson Street rehabilitation project
- Initiate I-15/Railroad Canyon Southbound exit ramp deceleration lane project construction bidding

City of Lake Elsinore
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PUBLIC WORKS

ACCOMPLISHMENTS AND GOALS

Division: Park Maintenance

Mission: *The Maintenance Division is responsible for all City streets & sidewalks, parks, facilities, and lake maintenance. Street maintenance provides well-maintained right-of-way areas for the safety and mobility of motorists, bicyclists and pedestrians, including traffic signing and striping as directed by the Engineering Division. This program will also maintain city owned storm drains, catch basins, and surface drainage facilities, and monitor illegal dump areas in support of the City's NPDES program. Park maintenance provides services to include mowing and trimming of turf areas, pruning shrubs and ground cover, trimming trees, applying fertilizer applications, litter removal, weed control, repair and monitoring of irrigation systems, and replacement of plant materials. Lake maintenance maximizes the beneficial use of the City's unique aquatic resources for the betterment of the community by developing and implementing measures to protect water quality, stabilize the Lake-level, enhance wildlife habitat, ensure public safety and expand recreational lake activities.*

ACCOMPLISHMENTS FISCAL YEAR 2015-16 - Park Maintenance

- Added a Teen CERT class and a Spanish CERT class to current CERT schedule for public outreach
- Public Works staff completed certification in Confined Space training
- Implemented a citywide Heatwurx Program
- Conducted annual Public Works Week; supported various special events and programs
- Planned and facilitated 2014 Shake Out Expo
- Implemented new facilities work order tracking system
- The right-of-ways and LLMD landscaping were renovated citywide with drought tolerant plant materials and the existing irrigation was converted to water to water efficient irrigation

**City of Lake Elsinore
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PUBLIC WORKS

ACCOMPLISHMENTS AND GOALS

GOALS FISCAL YEAR 2016-17 - Park Maintenance

- Continue effective preventative signal/communication equipment maintenance program to minimize equipment failures. Collaborate with Riverside County on citywide signal inventory
- Implement several maintenance programs including; crack sealing, concrete removal & replacement, pothole repairs and drainage maintenance to reduce costs
- Sport lighting cost analysis
- Finalize retrofitting City owned street lights from high pressure sodium to LED
- Parks parking lot striping
- Develop cost analysis for sports turf renovation
- Axial flow pumps - design and complete installation of SCADA system
- Continue eradication of Tamarisk (invasive plant)
- Hydro seed levee system with a mix of wild flowers for erosion control
- Development/Opening of Summerly Neighborhood and Rosetta Canyon Park
- Install additional restroom buildings at Elmgrove Beach
- Provide staff with Herbicide Training (Public Works Operations)
- Complete tire removal off the levee system
- Evaluate and purchase new fleet maintenance software
- Convert existing turf & irrigation citywide to drought tolerant plants using drip irrigation systems
- Implement new Spanish CERT classes for public outreach
- Conduct NIMS/SIMS training for new personnel

City of Lake Elsinore
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PUBLIC WORKS
ACCOMPLISHMENTS AND GOALS

Division: Administration

Mission: *The Administration Division provides infrastructure maintenance. This Division conducts programs and provides services related to storm drains, hazardous waste collections, citywide clean-up, street repair, weed abatement, city trees, streetscapes, graffiti abatement, fleet maintenance and replacement, environmental and emergency services.*

ACCOMPLISHMENTS FISCAL YEAR 2015-16 - Administration



City of Lake Elsinore
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PUBLIC WORKS
ACCOMPLISHMENTS AND GOALS

GOALS FISCAL YEAR 2015-16 - Administration



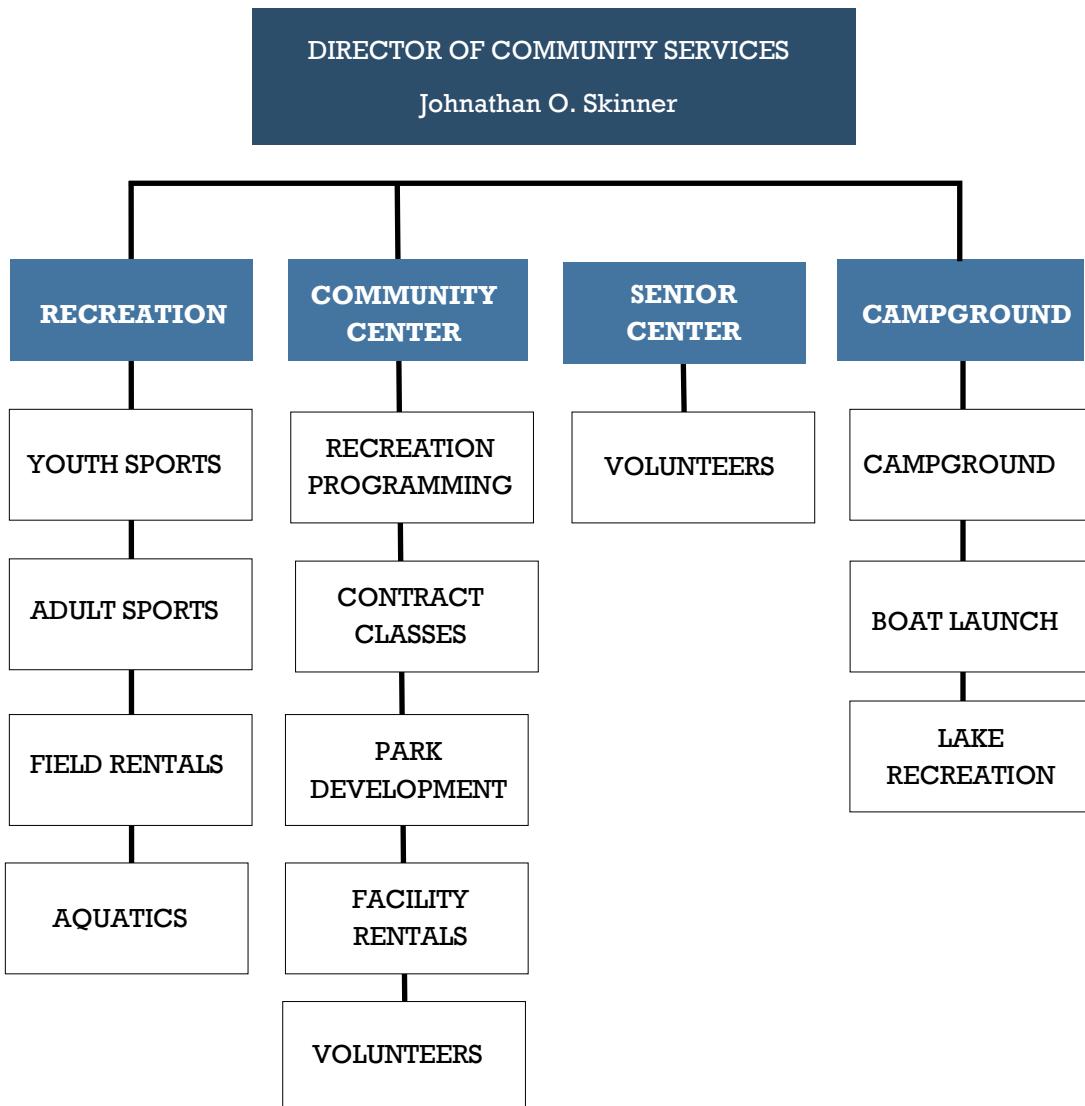
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COMMUNITY SERVICES

Mission: The Community Services Department provides a variety of programs that educate, entertain and enrich the community. The Department delivers exceptional special events for the entire family. Arranges for services and programs that are needed by those with special needs, teens, and seniors. Provides professional leadership through recreational programs, services, and events that enhance the quality of life in the community.



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COMMUNITY SERVICES
EXPENDITURE SUMMARIES

Division: Recreation

	Funding Source: General Fund			
	FY 13-14	FY 14-15	FY 15-16	FY 16-17
	ACTUALS	ACTUALS	BUDGETED	ADOPTED
<u>EXPENDITURE SUMMARY</u>				
Salaries & Benefits	\$195,284	\$619,688	\$570,100	\$571,690
Operations & Maintenance	61,767	94,915	124,600	228,070
Charges for Services	<u>-</u>	<u>-</u>	<u>120,913</u>	<u>127,046</u>
Total	<u>\$257,051</u>	<u>\$714,603</u>	<u>\$815,613</u>	<u>\$926,806</u>

Division: Community Center

	Funding Source: General Fund			
	FY 13-14	FY 14-15	FY 15-16	FY 16-17
	ACTUALS	ACTUALS	BUDGETED	ADOPTED
<u>EXPENDITURE SUMMARY</u>				
Personnel Services	\$318,833	\$228,257	\$417,180	\$386,655
Operations & Maintenance	214,651	229,285	213,650	264,100
Charges for Services	25,329	<u>-</u>	105,357	184,018
Capital Outlay	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total	<u>\$558,813</u>	<u>\$457,542</u>	<u>\$736,187</u>	<u>\$834,773</u>

Division: Senior Center

	Funding Source: General Fund			
	FY 13-14	FY 14-15	FY 15-16	FY 16-17
	ACTUALS	ACTUALS	BUDGETED	ADOPTED
<u>EXPENDITURE SUMMARY</u>				
Personnel Services	\$122,642	\$113,544	\$152,780	\$149,036
Operations & Maintenance	42,256	51,647	79,590	63,330
Charges for Services	5,175	<u>-</u>	38,199	89,478
Capital Outlay	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total	<u>\$170,073</u>	<u>\$165,191</u>	<u>\$270,569</u>	<u>\$301,844</u>

City of Lake Elsinore

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COMMUNITY SERVICES EXPENDITURE SUMMARIES

Division: Campground

Funding Source: General Fund			
	FY 13-14 <u>ACTUALS</u>	FY 14-15 <u>ACTUALS</u>	FY 15-16 <u>BUDGETED</u>
			FY 16-17 <u>ADOPTED</u>

EXPENDITURE SUMMARY

Salaries & Benefits	\$ -	\$ -	\$13,020	\$ -
Operations & Maintenance	-	34,017	388,850	278,100
Charges for Services	—	—	22,700	59,530
Total	\$ —	\$34,017	\$424,570	\$337,630



La Laguna Resort and Boat Launch

City of Lake Elsinore

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COMMUNITY SERVICES PERSONNEL SUMMARIES

Division: Recreation

	AUTHORIZED FY 2015-16	CHANGES	ADOPTED FY 2016-17
Director of Community Services	1.00	-	1.00
Management Analyst	1.00	-	1.00
Project Analyst - PT	1.00	-	1.00
Special Events Coordinator	1.00	-	1.00
Volunteer Coordinator - PT	1.00	-	1.00
Office Specialist III	-	1.00	1.00
Office Specialist II	1.00	(1.00)	-
Total	<u>6.00</u>	<u>=</u>	<u>6.00</u>

Division: Community Center

	AUTHORIZED FY 2015-16	CHANGES	ADOPTED FY 2016-17
Recreation Supervisor	1.00	0.00	1.00
Recreation Aide - PT	11.00	0.00	11.00
Recreation Specialist - PT	2.00	0.00	2.00
Recreation Leader - PT	5.00	0.00	5.00
Aquatics Program Coordinator - PT	2.00	(2.00)	0.00
Lifeguard - PT	1.00	(1.00)	0.00
Water Safety Instructor - PT	7.00	3.00	10.00
Total	<u>29.00</u>	<u>0.00</u>	<u>29.00</u>

Division: Senior Center

	AUTHORIZED FY 2015-16	CHANGES	ADOPTED FY 2016-17
Community Services Coordinator	1.00	0.00	1.00
Recreation Specialist - PT	1.00	0.00	1.00
Recreation Leader - PT	2.00	0.00	2.00
Total	<u>4.00</u>	<u>0.00</u>	<u>4.00</u>

Division: La Laguna Campground & Lake Rec.

	AUTHORIZED FY 2015-16	CHANGES	ADOPTED FY 2016-17
Recreation Leader - PT	1.00	0.00	1.00
Total	<u>0.00</u>	<u>1.00</u>	<u>1.00</u>

COMMUNITY SERVICES

ACCOMPLISHMENTS AND GOALS

Division: Recreation

Mission: *The Recreation Division is responsible for providing comprehensive, Citywide recreation programs that meet the recreation and human services need within the community.*

ACCOMPLISHMENTS FISCAL YEAR 2015-16 - Recreation

- Obtained DBW Grant for Lake Elsinore Aquatics Center
- Expanded programming for the Arts with Studio 395; including the creation of an Arts and Culture Subcommittee
- Hosted a National Trails Day event signaling the grand opening of the Murrieta Creek Regional Trail
- Implement Healthy LE programming including City wide physical challenges and educational opportunities
- Completed the construction and opening of Whiskers Fishing Beach Parking lot
- Completed the construction of the Yarbrough Splash Pad and the renovation of City park amenities with the Housing-Related Parks Program Grant
- Continued the process to develop specific categories for “Park User Fees”

GOALS FISCAL YEAR 2016-17 - Recreation

- Seek Alternative revenue sources through grants, stimulus funding, and fees
- Implementation of the “Park User Fee” study to increase revenue for facility rentals
- Assist with administration of CDBG funds for improvements to the Old County Court House and future Community Services Department Building
- Establish location for Arts and Culture Subcommittee and Studio 395 to offer art based programs to the community
- Continue to participate in the Regional Trails program
- Continue to expand opportunities and exposure of the Healthy LE program
- Strengthen the partnership and collaborations between the Lake Elsinore Storm Staff and City Staff
- Help revitalize and host the Lake Elsinore Grand Prix

City of Lake Elsinore
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COMMUNITY SERVICES
PERFORMANCE MEASURES

Division: Recreation	FY 2014-15	FY 2015-16	FY 2016-17
PERFORMANCE MEASURES	ACTUALS	ACTUALS	TARGET
Process special event applications	22	30	50
Number of private rentals held at the Cultural Center	30	52	4
Community meetings at the Cultural Center	120	120	120
Co-Sponsored events	7	9	10

COMMUNITY SERVICES
ACCOMPLISHMENTS AND GOALS

Division: Community Center

Mission: *The Community Center Division provides an array of activities that are both educational and entertaining for the community.*

ACCOMPLISHMENTS FISCAL YEAR 2015-16 - Community Center

- Expanded recreation programming from two (2) to five (5) days a week at Terra Cotta Middle School Gymnasium. Recruited four (4) new contractor instructors and averaged over \$26,600 per month in registration/reservation fees.
- Had above normal participation in Children's fair with twice as many vendors in attendance; saw over 7,000 people visit Lakepoint Park for the 4th of July celebrations
- Processed ten (10) new special event applications and issued 15 filming permits
- Assisted local youth organization in starting an Adult Softball League
- Opened McVicker Skate Park to the public with no fees in coordination with the Grand Opening of Serenity Skate Park
- Developed teaching and program for Learn 2 Kayak program; hosted inaugural Learn 2 Kayak activity for students at Lake Elsinore Middle School
- Taught 480 students in the Learn to Swim program at Lakeside High School

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COMMUNITY SERVICES

ACCOMPLISHMENTS AND GOALS

GOALS FISCAL YEAR 2016-17 - Community Center

- Repurpose a floating bathroom into an on water storage facility for the Lake Aquatics Center
- Formalize agreement for contract instructors to include tiered registration fee split based on amenities used
- Officially take over the National Night Out event and create a community event with a committee of HOA representatives, Law Enforcement, Fire and school district members
- Implement newly created participant funded scholarship program (LEAP - Lake Elsinore All Play). Program offers participants an opportunity to contribute at time of program registration for disadvantaged students to receive a scholarship

COMMUNITY SERVICES

PERFORMANCE MEASURES

Division: Community Center	FY 2014-15	FY 2015-16	FY 2016-17
PERFORMANCE MEASURES	ACTUALS	ACTUALS	TARGET
Special Events	10	10	10
Rentals	18	18	18
Number of classes offered	30	400	425
Number of class participants	N/A	N/A	6,250
Community Center users	43,000	45,000	47,000
Community meetings	10	10	10

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COMMUNITY SERVICES

ACCOMPLISHMENT AND GOALS

Division: Senior Center

Mission: *The Senior Center Division provides a wide variety of recreational, self-enrichment and educational programs for the over 50 generation. The facility includes a state of the art computer lab, billiard room, television lounge, a reading room, dining hall, activity room, patio areas, garden boxes and a service kitchen. The Division provides social, recreational, physical and educational opportunities at low or no cost.*

ACCOMPLISHMENTS FISCAL YEAR 2015-16 - Senior Center

- Continued current relationships with agencies such as Office on Aging, RTA, and Community Action in providing senior information and programs offering senior assistance and developed new relationships with local doctor providing information on senior health, as well as, improved our information distribution center
- Fully integrated Rec1 into daily use. All participants are now registered with an official membership
- Code of Conduct signed by all current participants and any new member using the facility
- Revived the arts and crafts program, as well as, the painting program
- Helped facilitate over 320 residence getting their income taxes prepared by VITA

GOALS FISCAL YEAR 2016-17 - Senior Center

- Improvements to facility for better access for senior participants
- Create a daily check-in to have an accurate number of members participating on a daily basis
- Continue to partner with the Interact Club in providing education for seniors using the computer and cell phones
- Develop new programs or activities to increase afternoon attendance
- Start a monthly billiard tournament including 8 Ball, 9 Ball and a tournament including the youth of the community

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COMMUNITY SERVICES PERFORMANCE MEASURES

Division: Senior Center	FY 2014-15	FY 2015-16	FY 2016-17
PERFORMANCE MEASURES	ACTUALS	ACTUALS	TARGET
Offer health education & screenings per year	48	50	50
Number of private rentals	6	5	5
Community meetings at Senior Center	10	12	12
Average daily program attendance	120	120	55
New programs and classes	5	5	5

COMMUNITY SERVICES ACCOMPLISHMENTS AND GOALS

Division: La Laguna Campground and Lake Recreation

Mission: *The La Laguna Resort (campground) and Boat Launch is a recreational facility providing camping, lake and recreational activities to the community and guests. As a “destination location”, La Laguna strives to be the premier campground that serves as a multiuse venue for campers, special events and groups and organizations to experience Lake Elsinore.*

ACCOMPLISHMENTS FISCAL YEAR 2015-16 - La Laguna Campground & Lake Recreation

- Hired Campground Consultant to review La Laguna Resort and Boat Launch facilities to identify best and highest use
- Replaced campground management and began campground maintenance to improve facility for patrons
- Increased fish stocking program
- Held City sponsored organizational luncheon on premises

City of Lake Elsinore

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COMMUNITY SERVICES

ACCOMPLISHMENTS AND GOALS

GOALS FISCAL YEAR 2016-17 - La Laguna Campground & Lake Recreation

- Supervision of La Laguna Resort and Boat Launch
- Implement Customer Service training with staff
- Begin reconstruction of campground
- Develop and implement marketing program to increase campers and fishing
- Increase annual campground occupancy by 5% from 16% to 21% during operations
- Develop fish stocking program to increase fishing on the Lake
- Implement water classes (Paddle Boarding, etc.) to increase use of Lake Recreation

COMMUNITY SERVICES

PERFORMANCE MEASURES

Division: La Laguna Campground & Lake Recreation	<u>FY 2014-15</u>	<u>FY 2015-16</u>	<u>FY 2016-17</u>
PERFORMANCE MEASURES	<u>ACTUALS</u>	<u>ACTUALS</u>	<u>TARGET</u>
Campground Occupancy	-	11%	21%
Number of special events by City	-	-	2
Annual Fish Stocking	-	-	1
Corporate Functions	-	-	1
Corporate Sponsorship of Activities	-	-	1



Lake Elsinore Marina

City of Lake Elsinore
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NON-DEPARTMENTAL
EXPENDITURE SUMMARY

Division: Non-Departmental

Mission: *The Non-Departmental Division is a cost center for general administrative expenditures such as retiree medical premiums, sales tax agreements, property tax administration fee, and miscellaneous banking fees.*

Division: Non-Departmental	Funding Source: General Fund			
	FY 13-14	FY 14-15	FY 15-16	FY 16-17
	ACTUALS	ACTUALS	BUDGETED	ADOPTED
EXPENDITURE SUMMARY				
Salaries & Benefits	\$570,505	\$646,935	\$707,370	\$707,100
Operations & Maintenance	1,136,201	1,019,443	975,800	730,200
Debt Service	761,282	1,129,050	1,130,200	1,130,200
Charges for Services	2,674	-	-	-
Capital Outlay	-	1,512	-	-
Transfers	<u>285,504</u>	<u>186,489</u>	<u>425,000</u>	<u>260,000</u>
Total	<u>\$2,756,166</u>	<u>\$2,983,429</u>	<u>\$3,238,370</u>	<u>\$2,827,500</u>



Lake Elsinore Levee

City of Lake Elsinore

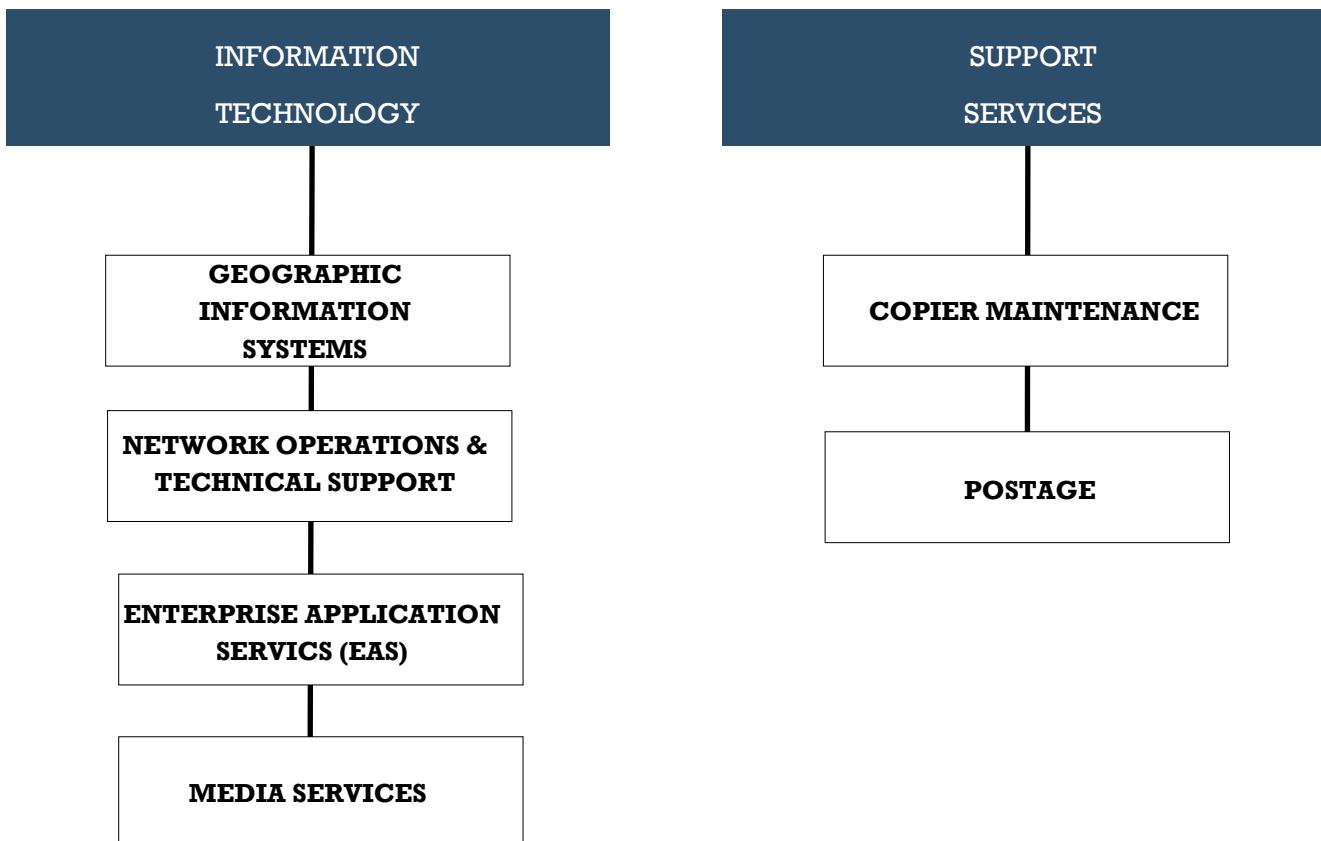
Annual Operating Budget

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INTERNAL SERVICES FUND

INFORMATION TECHNOLOGY AND SUPPORT SERVICES

Mission: This division establishes policy and direction for the City with respect to technology related initiatives, including strategic planning, release of RFP's, proposal review and nomination, project management and implementation of technology based policies and procedures. Maintains City technology infrastructure including all workstations, servers, mobile devices, communication services, networking appliances and related equipment. Manages software/applications utilized by City staff and the public including; City website, ERP systems, databases, electronic document management systems, "Cloud" based platforms and other software solutions implemented by the City. Provides support and customer service to all City staff with respect to information technology related service requests (Help Desk). IT is responsible for electronic and physical security of all City owned and operated facilities. Information Technology coordinates technology aspects related to Emergency Operations including the management and support of all equipment utilized by the City's Emergency Operations Center (EOC). This division also provides multimedia services for City events and official meetings.



City of Lake Elsinore

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INTERNAL SERVICES FUND

INFORMATION TECHNOLOGY AND SUPPORT SERVICES

ACCOMPLISHMENTS FISCAL YEAR 2015-16 - Internal Services

- Expanded server and storage capacity to facilitate future growth and provided added redundancy
- Consolidated remaining physical servers where appropriate to reduce resource consumption and decrease total required IT footprint
- Implemented new ERP solution and migrated away from legacy platform to improve efficiency and customer service
- Launched new City website utilizing updated standards and a more modern look designed for reading and interacting via mobile devices
- Upgraded video surveillance equipment at City facilities

GOALS FISCAL YEAR 2016-17 - Internal Services

- Launch new customer service portal to allow the public to apply for and track certain City provided services (such as permits) via the City's website ("24/7 City Hall")
- Implement new Citywide document management and retention policy. Reorganize electronic file storage to make it more flexible, secure and easy to access by City staff
- Re-evaluate data disaster recovery procedures. Implement a solution that provides for more rapid recovery and security of data backups/replication
- Upgrade electronic document management solution and provide public access to electronic records
- Update help desk procedures and issue tracking solution to improve customer service and IT resource utilization
- Upgrade physical security at all City owned facilities
- Deploy multimedia capabilities to Rosetta Canyon Park

City of Lake Elsinore
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INTERNAL SERVICE FUNDS
EXPENDITURE SUMMARIES

Division: Insurance	Funding Source: General Fund			
	FY 13-14	FY 14-15	FY 15-16	FY 16-17
	ACTUALS	ACTUALS	BUDGETED	ADOPTED
EXPENDITURE SUMMARY				
Operations & Maintenance	<u>\$462,132</u>	<u>\$434,974</u>	<u>\$567,320</u>	<u>\$339,327</u>
Total	<u>\$462,132</u>	<u>\$434,974</u>	<u>\$567,320</u>	<u>\$339,327</u>

Division: Information Systems	Funding Source: General Fund			
	FY 13-14	FY 14-15	FY 15-16	FY 16-17
	ACTUALS	ACTUALS	BUDGETED	ADOPTED
EXPENDITURE SUMMARY				
Salaries & Benefits	\$163,617	\$63,400	\$366,170	\$588,668
Operations & Maintenance	306,109	281,538	421,200	479,995
Charges for Services	\$44,417	-	-	-
Capital Outlay	<u>9,745</u>	<u>67,280</u>	<u>31,250</u>	<u>32,000</u>
Total	<u>\$523,888</u>	<u>\$412,218</u>	<u>\$818,620</u>	<u>\$1,100,663</u>

Division: Support Services	Funding Source: General Fund			
	FY 13-14	FY 14-15	FY 15-16	FY 16-17
	ACTUALS	ACTUALS	BUDGETED	ADOPTED
EXPENDITURE SUMMARY				
Operations & Maintenance	\$ -	\$5,992	\$126,300	\$123,900
Capital Outlay	<u>-</u>	<u>-</u>	<u>5,000</u>	<u>6,000</u>
Total	<u>\$ -</u>	<u>\$5,992</u>	<u>\$131,300</u>	<u>\$129,900</u>

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INTERNAL SERVICE FUNDS
EXPENDITURE SUMMARIES

Division: Fleet

	Funding Source: General Fund			
	FY 13-14	FY 14-15	FY 15-16	FY 16-17
	ACTUALS	ACTUALS	BUDGETED	ADOPTED
<u>EXPENDITURE SUMMARY</u>				
Salaries & Benefits	\$72,338	\$4,665	\$243,530	\$237,719
Operations & Maintenance	261,364	258,244	279,970	368,900
Charges for Services	76,198	-	-	-
Total	\$409,900	\$262,909	\$523,500	\$606,619

Division: Facilities

	Funding Source: General Fund			
	FY 13-14	FY 14-15	FY 15-16	FY 16-17
	ACTUALS	ACTUALS	BUDGETED	ADOPTED
<u>EXPENDITURE SUMMARY</u>				
Salaries & Benefits	\$89,119	\$970	\$96,930	\$94,255
Operations & Maintenance	197,036	187,377	223,110	363,650
Charges for Services	12,660	-	-	-
Total	\$298,815	\$188,347	\$320,040	\$457,905



Lake Elsinore Levee

City of Lake Elsinore
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LAKE ELSINORE PUBLIC FINANCING AUTHORITY

The Lake Elsinore Public Financing Authority (LEPFA) is a joint exercise of powers between the City of Lake Elsinore and the Lake Elsinore Redevelopment Agency, created by a joint powers agreement dated July 25, 1989. The LEPFA provides financing for public capital improvements for revenue bonds to pay the cost of any public capital improvement



Thermal winds off the Ortega Mountains, make Lake Elsinore the ultimate Hang Gliding Destination

City of Lake Elsinore
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LAKE ELSINORE RECREATION AUTHORITY

The Lake Elsinore Recreation Authority (LERA) is a joint exercise of powers between the City of Lake Elsinore and the Lake Elsinore Redevelopment Agency, which was created by a joint powers agreement dated December 1, 1996. The LERA continues to function without the Agency. The purpose of the LERA is to provide, through the issuance of revenue bonds, a financing pool to fund capital improvement projects. These revenue bonds are to be repaid solely from the revenues of certain public obligations.



Diamond Stadium - Home of the Lake Elsinore Storm Baseball Team

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**SUCCESSOR AGENCY TO THE LAKE ELSINORE
REDEVELOPMENT AGENCY**

In June 2011, the Governor of California signed ABx1 26, which dissolved redevelopment agencies effective February 1, 2012 and provided for the designation of successor agencies to oversee the completion of previously obligated redevelopment activities. As a result, all assets of the redevelopment agency were transferred to the Successor Agency of the Redevelopment Agency (SARDA) on February 1, 2012 and the City Council began serving as the Successor Agency.



Lake Elsinore Grand Prix - November 2014

City of Lake Elsinore
Annual Operating Budget
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FIVE-YEAR FINANCIAL FORECAST

The five-year financial forecast was developed to assist in long range planning and policy development. The five-year financial forecast provides a tool to evaluate the ability of the City to fund proposed programs, operating and maintenance costs, capital expenditures, as well as operating costs related to future capital improvement projects. However, as the City continues to grow, it is important to ensure that it can meet increasing demands, and be in a position to respond to possible changes in economic conditions. The five-year financial forecast is a dynamic tool that requires periodic update and monitoring of its underlying assumptions to keep the City in a position of strong fiscal condition.



City of Lake Elsinore

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GLOSSARY OF TERMS

ACCRUAL BASIS - The recording of the financial effects on a government of transactions and other events and circumstances that have cash consequences for the government in the period in which those transactions, events, and circumstances occur, rather than only in the periods in which cash is received or paid by the government.

ACTUAL - Represents the actual costs from the results of operations.

ADOPTED - Represents the budget as approved by the City Council.

AGENCY FUND - A fund normally used to account for assets held by a government as an agent for individuals, private organizations or other governments and/or other funds.

APPROPRIATION - A legal authorization granted by the City Council to make expenditures and incur obligations for specific purposes.

AUDIT - A systematic collection of the sufficient, competent evidential matter needed to attest to the fairness of management's assertions in the financial statements or to evaluate whether management has efficiently and effectively carried out its responsibilities.

BALANCE SHEET - The financial statement disclosing the assets, liabilities, and equity of an entity at a specified date.

BUDGET - A plan of financial operation embodying an estimate of proposed expenditures for a given period and the proposed means of financing them. Used without any modifier, the term usually indicates a financial plan for a single fiscal year.

BUDGETARY CONTROL - The control or management of a government or enterprise in accordance with an approved budget for the purpose of keeping expenditures within the limitations of available appropriations and revenues.

CAPITAL EXPENDITURES - Expenditures resulting in the acquisition of or addition to the government's general fixed assets having a unit cost of greater than \$5,000 and a useful life exceeding five years.

CAPITAL IMPROVEMENT PROGRAM (CIP) - A comprehensive plan which projects the capital needs of the community. Generally, it is a cyclical process that projects the needs for a set number of years. Capital improvements plans are essential to sound infrastructure and financial planning. The annual capital budget is derived from the long-term CIP.

CAPITAL OUTLAY - Expenditures which qualify as capital costs according to accounting standards. This includes furniture, fixtures, machinery, equipment, and other relatively minor fixed assets.

COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) - Funds allocated to local government from the federal government, usually through a local clearinghouse (Riverside County Economic Development Agency), based on a formula, but required to be applied for and required to be used within a broad functional area such as community development.

City of Lake Elsinore

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GLOSSARY OF TERMS (cont'd)

CONTINGENCY - A budgetary reserve set aside for emergency or unanticipated expenditures.

DEBT SERVICE FUND - A fund established to account for the accumulation of resources for, and the payment of, general long-term debt principal and interest. Sometimes referred to as a Sinking Fund.

DESIGNATED FUND BALANCE - Management's intended use of available expendable financial resources in governmental fund reflecting actual plans approved by the City Council.

ENCUMBRANCE - Obligations in the form of purchase orders, contracts, or other commitments. They cease to be encumbrances when paid, cancelled, or when the actual liability is set up.

ESTIMATED - Represents the original adopted budget plus any approved changes and anticipated year-end adjustments.

EXPENDITURES - Decreases in net financial resources that include current operating expenses that require the current or future use of net current assets, debt services, and capital outlays.

FEES - Charges for specific services.

FISCAL YEAR - The period designated by the City for the beginning and ending of financial transactions. The fiscal year begins July 1st and ends June 30th.

FRANCHISE - A special privilege granted by a government, permitting the continued use of public property, such as refuse disposal and cable television, and usually involving the elements of monopoly and regulation.

FULL-TIME EQUIVALENTS (FTE) - The amount of time a position has been budgeted for in terms of the amount of time a regular, full-time employee normally works in a year. Most full-time employees are paid for 2,080 hours in a year.

FUND - A fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources together with all related liabilities and residual equities or balances and changes therein which are segregated for the purpose of carry on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations.

GANN APPROPRIATIONS LIMIT - This term refers to Article XIIIIB of the California State Constitution that places limits on the amount of proceeds from taxes that state and local governmental agencies can receive and spend each year.

GENERAL FUND - The fund used to account for all financial resources except those required to be accounted for in another fund (i.e., enterprise or grant funds). Usually, the General Fund is the largest fund in a municipality.

GENERALLY ACCEPTED ACCOUNTING PRINCIPLES (GAAP) -The uniform minimum standards of and guidelines to financial accounting and reporting. They govern the form and content of the basic financial statements of an entity. GAAP encompass the conventions, rules, and procedures necessary to define the accepted accounting practices at a particular tie. They include both broad guidelines of general application and detailed practices and procedures. GAAP provides a standard by which to measure financial presentations.

City of Lake Elsinore

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GLOSSARY OF TERMS (cont'd)

GOALS - The desired result of accomplishments within a given time frame.

GRANTS - Contributions or gifts of cash or other assets from another government to be used or expended for a specified purpose, activity, or facility.

INTERNAL SERVICE FUNDS - A fund used to account for financing of goods or services provided by one department to other departments on a cost-reimbursement basis.

LONG-TERM DEBT - Debt with a maturity of more than one year after the date of issue.

MODIFIED ACCRUAL BASIS - The accrual basis of accounting adapted to the governmental fund-type measurement focus. Under it, revenues and other financial resource increments are recognized. When they become susceptible to accrual that is when they become both "measurable" and "available" to finance expenditures of the current period. Expenditures are recognized when the fund liability is incurred except for (1) inventories of materials and supplies that may be considered expenditures either when purchased or when used. All governmental funds, expendable trust funds and agency funds are accounted for using the modified accrual basis for accounting.

OBJECTIVES - The necessary steps that need to be accomplished to achieve a desired goal.

OPERATING BUDGET - Plans of current expenditures and the proposed means of financing them. The annual operating budget is the primary means by which most of the financing, acquisition, spending and service delivery activities of a government are controlled.

OPERATIONS & MAINTENANCE - Supplies and other materials used in the normal operations of City departments. Includes items such as books, maintenance materials, and contractual services.

REVENUES - The yield of taxes and other resources of income that a governmental unit collects and receives for public use.

SUCCESSOR AGENCY TO THE REDEVELOPMENT AGENCY (SARDA) - Successor agency established due to ABx1 26 which dissolved the Redevelopment Agencies. Established to pay the debts and obligations and to perform the obligated activities of the former Lake Elsinore Redevelopment Agency (RDA).

SPECIAL ASSESSMENT - A compulsory levy made against certain properties to defray all or part of the cost of a specific capital improvement of service deemed to benefit primarily those properties.

TAXES - Compulsory charges levied by a government to finance services performed for the common benefit. This term does not include specific charges made against particular persons or property for current or permanent benefits, such as special assessments. Neither does the term include charges for services rendered only to those paying such charges.

TRANSFERS IN/OUT - Authorized exchanges of cash or other resources between funds.

UNDESIGNATED FUND BALANCE - Available expendable financial resources in a governmental fund that are not the object of tentative management plans (i.e. designations).

USER CHARGES/FEES - The payment of a fee for direct receipt of a public service by the party benefiting from the service (i.e., building permit fees, recreation classes).



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