

*City of Lake Elsinore, California*  
*Annual Operating Budget*  
*Fiscal Year 2018-2019*





# **ANNUAL OPERATING BUDGET FISCAL YEAR 2018-2019**

## **CITY COUNCIL**

Natasha Johnson, Mayor  
Steve Manos, Mayor Pro Tem  
Daryl Hickman  
Robert E. Magee  
Brian Tisdale

## **CITY TREASURER**

Allen Baldwin

## **CITY MANAGER**

Grant Yates

## **ADMINISTRATIVE SERVICES DEPARTMENT**

Jason Simpson  
Assistant City Manager  
130 South Main Street  
Lake Elsinore, California 92530  
(951) 674-3124  
[www.lake-elsinore.org](http://www.lake-elsinore.org)





# TABLE OF CONTENTS

## INTRODUCTION and OVERVIEW

TRANSMITTAL MESSAGE.....	9
UNDERSTANDING THE BUDGET DOCUMENT.....	17
RESOLUTION ADOPTING THE ANNUAL OPERATING BUDGET .....	18
VISION STATEMENT .....	20
VALUE STATEMENT.....	21
LOCATOR MAP.....	22
COMMUNITY PROFILE .....	23
DIRECTORY.....	24

## FINANCIAL STRUCTURE, POLICY and PROCEDURES

CITY ORGANIZATION CHART .....	25
BUDGETARY FUND STRUCTURE .....	26
GANN APPROPRIATIONS LIMIT .....	28
RESOLUTION ADOPTING THE GANN APPROPRIATIONS LIMIT .....	29
BUDGET and FISCAL POLICIES.....	31
BUDGET and STRATEGIC PLANNING PROCESS.....	31
FINANCIAL REPORTING .....	34
FUND BALANCE and RESERVES.....	34
CONTINGENCY PLANNING .....	36
STAFFING POLICY .....	37
INTER-FUND TRANSFERS and LOANS POLICY .....	41
BUDGET PROCESS .....	42
BUDGET CALENDAR.....	44

## FINANCIAL SUMMARIES

SUMMARY OF REVENUES, EXPENDITURES and CHANGES IN FUND BALANCE GENERAL FUND .....	45
REVENUE SUMMARY BY SOURCE - GENERAL FUND.....	47
EXPENDITURE SUMMARY BY DEPARTMENT - GENERAL FUND .....	49

## DEPARTMENTAL INFORMATION

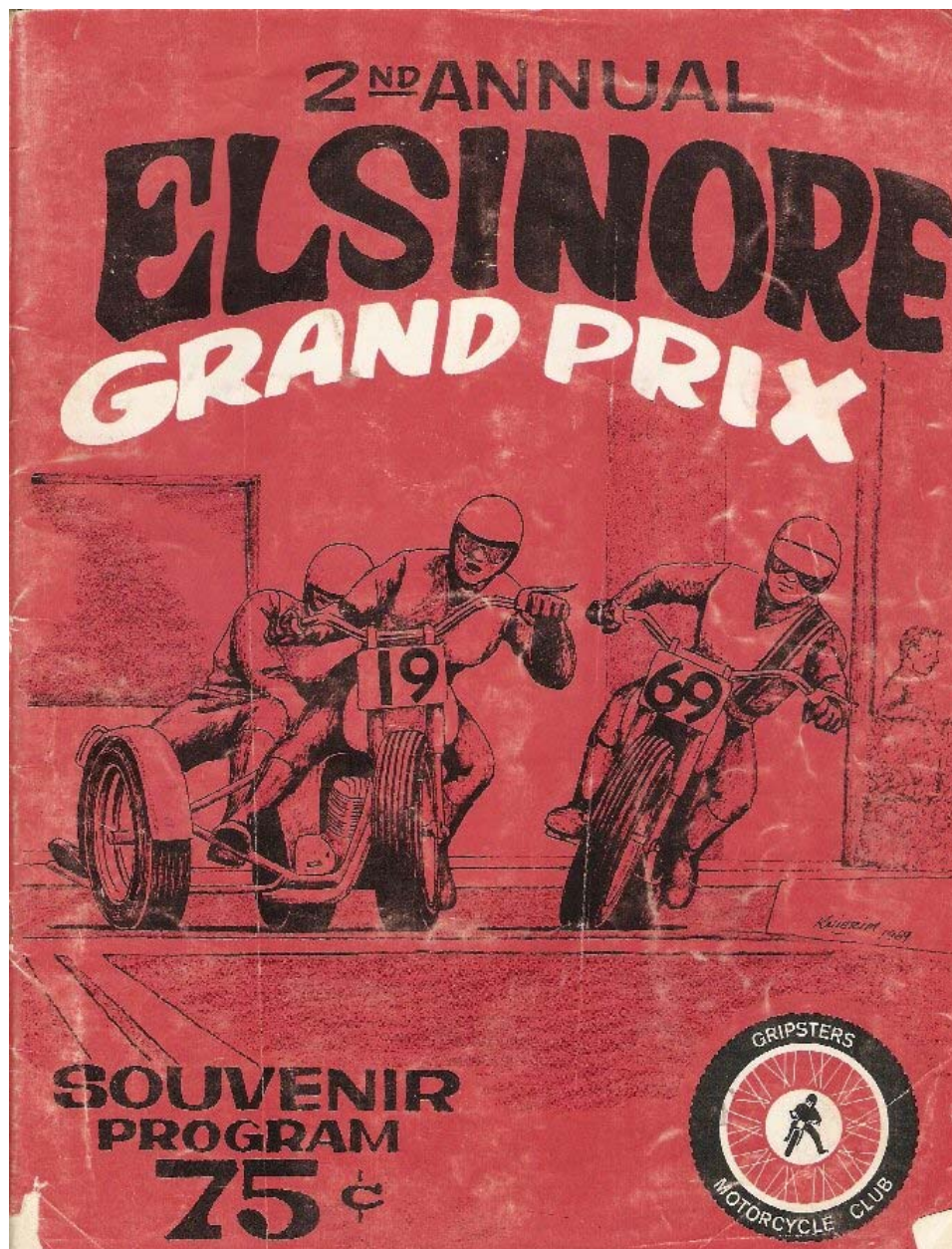
SUMMARY OF CHANGES IN AUTHORIZED POSITIONS, PERSONNEL, and BENEFIT COSTS..	52
SUMMARY OF BUDGETED POSITIONS .....	55

## TABLE OF CONTENTS - CONTINUED

RESOLUTION REVISING THE SCHEDULE OF AUTHORIZED POSITIONS.....	56
GENERAL FUND OVERVIEW BY DEPARTMENT.....	58
CITY COUNCIL .....	60
COMMUNITY SUPPORT .....	64
CITY TREASURER.....	65
CITY CLERK.....	66
CITY ATTORNEY.....	69
CITY MANAGER.....	71
ADMINISTRATIVE SERVICES.....	75
FINANCE.....	77
HUMAN RESOURCES.....	79
POLICE SERVICES .....	80
ADMINISTRATION .....	81
PATROL.....	82
INVESTIGATIONS.....	83
FIRE SERVICES .....	84
ANIMAL SERVICES.....	86
COMMUNITY DEVELOPMENT.....	88
PLANNING & ZONING .....	91
BUILDING & SAFETY .....	93
CODE ENFORCEMENT.....	95
ECONOMIC DEVELOPMENT.....	97
FIRE PREVENTION .....	99
ENGINEERING .....	101
PUBLIC WORKS .....	105
COMMUNITY SERVICES .....	109
ADMINISTRATION .....	111
RECREATION .....	113
SENIOR CENTER .....	115
NON-DEPARTMENTAL .....	116
INTERNAL SERVICE FUNDS .....	117
INSURANCE SERVICES.....	118
INFORMATION TECHNOLOGY.....	120

## TABLE OF CONTENTS - CONTINUED

SUPPORT SERVICES.....	122
FLEET SERVICES .....	123
FACILITY SERVICES.....	124







## TRANSMITTAL MESSAGE

June 11, 2018

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 FY18-19 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 June 12, 2018 the City Council will consider the adoption of the proposed City of Lake Elsinore Annual Operating Budget for FY18-19, which includes a summary of the Special Revenue Funds, Agency Funds, and a complete Five-Year Forecast.

The FY18-19 proposed 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.





## TRANSMITTAL MESSAGE - CONTINUED

### CITY OF LAKE ELSINORE PROFILE

The City of Lake Elsinore is a community comprised of approximately 63,365 citizens. The City maintains 19 parks on 166 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 21,300 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.

### 2018-19 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.

The City Council established the following FY18-19 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, and maintain neighborhood watches.
- 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.



## 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 \$269,471,116 for citywide 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, and facilities.
- 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.

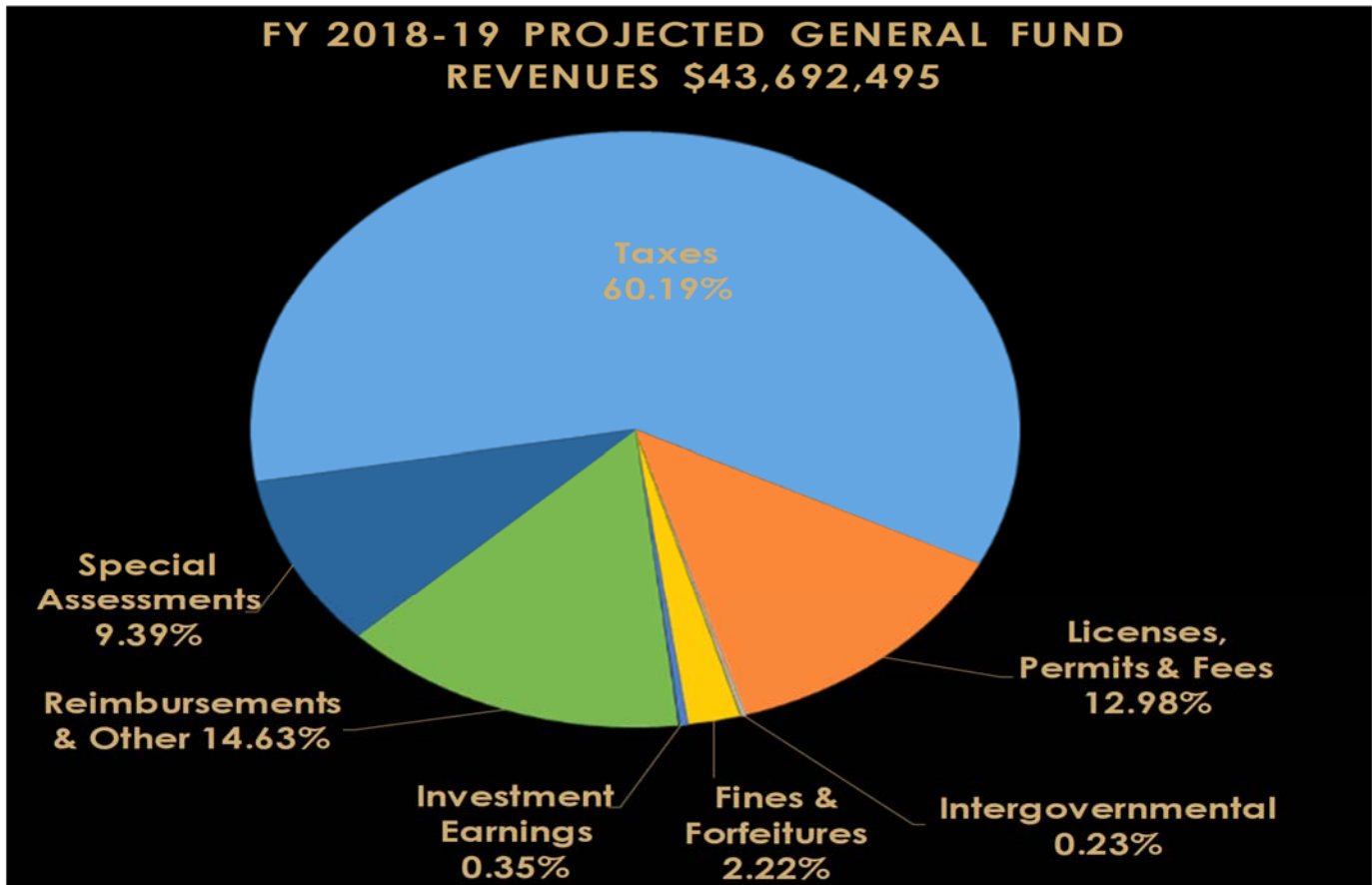
## CHANGES IN REVENUES - GENERAL FUND

FY18-19 General Fund revenues are projected to reach \$43.6 million, an increase of \$295,451 or .68% from FY17-18 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.



## TRANSMITTAL MESSAGE - CONTINUED

The following graph details the major components of the City's General Fund revenues.



### CHANGES IN EXPENDITURES: GENERAL FUND

Despite significant increases in contractual costs facing the City, the Operating Budget of the General Fund is projected to be \$45,170,120 in FY18-19 (excluding operating transfers out). All departments achieved their base targets, equal to the prior fiscal year. This proposed expenditure level results in an increase of \$768,564, due primarily to rising public safety contract costs. The City contracts with Riverside County to provide both Police and Fire services. Expenditures are projected to surpass revenues received during FY18-19. It is important to note that the City of Lake Elsinore has substantial growth and development capacity, but the increase revenue may not offset shortfalls as growth takes place.

Public safety continues to represent the largest single portion of the General Fund operating budget at 49.63%. Proposed expenditures for Police, Fire Services and Animal Control total \$22,419,120 (net of an estimated \$2,909,580 million fire tax credit) an increases of \$671,953 for FY18-19.

**Police Services** make up 31.2% of General Fund expenditures, with a total budget of \$14,112,770 for FY18-19. This represents an increase of \$1,102,524, or 8.47%, over the prior year due to a combination of rising labor costs per the County's union contacts and CalPERS along with the addition of a sworn officer to assist with the homeless crisis. Service levels are projected to remain relatively unchanged with 46.97 sworn officers and 5 Community Service Officers.



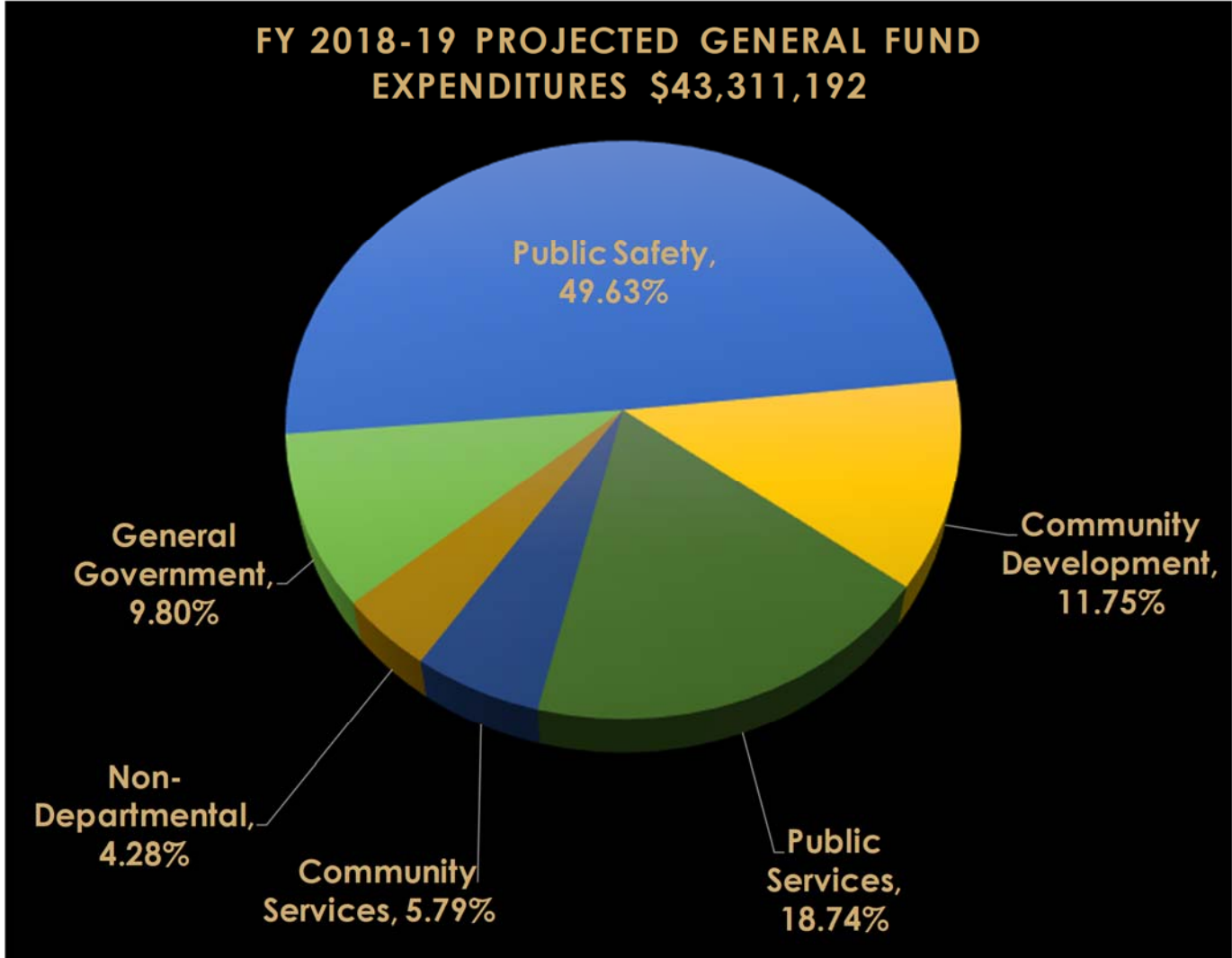
## TRANSMITTAL MESSAGE - CONTINUED

**Fire Services** constitute 16.9% of General Fund expenditures, with a total budget of \$7,650,940 projected for FY18-19, which is a \$249,341, or 3.16%, decrease over the prior year due to the continued unfunding for Station #10. The County contracts with CalFire to provide Fire Services.

**Operating Transfers Out** total \$542,600 for FY18-19, which is an increase of \$10,102 from the prior year. Transfers Out provides funding from the General Fund to the Citywide Lighting, Landscape, and Maintenance District and Citywide Lighting, Landscape, and Maintenance District No. 1 for operation costs.

**Ending Fund Balance** for the General Fund is estimated to be \$9,431,467 for FY18-19. The Economic Uncertainty Reserve, which is equal to 17.5% of Operating Expenditures, is fully funded at \$7,999,726.

The following graph details the major components of the City's General Fund expenditures





## TRANSMITTAL MESSAGE - CONTINUED

### 2017-18 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 authorized positions for FY18-19 is 135, five of which are City Council members, five City Planning Commissioners, five Public Safety Advisory Commissioners 84 regular full-time equivalent positions of which four positions are unfunded and 51 part-time positions.

Two new positions are included in this budget to be added to the schedule of authorized positions one to mainly to support the campground and the other to support the front counter. One part-time position was removed from the list of authorized positions and seven full-time positions are being re-classed or moved to another department to better suite the restructure of the organization.

### 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.

For FY18-19, General Fund expenditures are projected to exceed revenues by \$2,020,225, reserves will be fully funded at 17.5% of total expenditures, and the Ending Fund Balance is projected to be \$9,431,467, thus causing a structural deficit within the General Fund due to anticipated cost increases related to public safety. Police service costs are projected to increase by 47.5% over the ensuing five-years based on contract escalation related to union negotiations and rising CalPERS retirement benefit rates. Fire service costs are expected to increase by 31.4% over this same period.

The value of long-range fiscal planning is to proactively alert decision makers early enough to course-correct, and implement the necessary measures to ensure long-term fiscal solvency. The City of Lake Elsinore is fortunate to only be 33% built out and has much room for future revenue growth. In order to remain fiscally solvent, the City must address these rising public safety costs to ensure ongoing revenues are adequate to cover ongoing expenditures. As such, the City has joined other Riverside County cities that contract for Police Services to study alternative, more cost effective law enforcement delivery models. Additionally, City management staff has created several possible scenarios comprising expenditure reduction measures that will be necessary to balance the General Fund and ensure long-term fiscal solvency.

### INTERNAL SERVICE FUNDS

Internal Service Funds are established to accumulate the costs of services that are provided to other City departments. The costs are allocated to those departments benefiting from the services.





## TRANSMITTAL MESSAGE - CONTINUED

**Insurance Fund** expenditures of \$931,820 are projected to decrease from the prior year due to a decrease in the liability insurance premium.

**Information Technology Fund** is to accumulate the necessary funds for the future replacement of technology equipment and software upon the end of the useful life of assets. Expenditures in this fund are projected to be \$1,284,750 for FY18-19 and increase of \$130,760 from prior year. This increase is due to the GASB 68 adjustment done at year-end to reflect the unfunded liability for retirement for this division.

**Support Services Fund** expenditures of \$111,060 are projected to decrease from prior year due to the re-negotiation of the copier leases.

**Vehicles and Equipment Fund** expenditures in FY18-19 are projected to be \$1,176,200, an increase of \$485,150 from prior year. This increase is due to purchase of two new vehicles for Building & Safety, two new vehicles for Fire Prevention and a new motorcycle for the Police Department.

**Facilities Fund** expenditures reflect an increase of \$125,660 or 27.22% from prior year with a total budget of \$589,540 for FY18-19. Increase is due to the GASB 68 adjustment done at year-end to reflect the unfunded liability for retirement for this division along with increased services for additional facility rental for City Hall.

### 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, Facilities, Infrastructure, Park, and Successor Agency projects are identified in the CIP budget with estimated current year project costs totaling \$60,482,361.

### OBJECTIVES and PERFORMANCE MEASURES

The budget document has been formatted to detail the short term operational objectives for completion in FY18-19, 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 proposed Annual Operating Budget submittals.

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 - CONTINUED

### CONCLUSION

The FY18-19 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. However, with the rising costs of Public Safety contracts, the City must address these rising costs and I am committed to working with the City Council to develop viable solutions in the coming year to ensure that the City's operating revenues are sufficient to cover its operating expenditures, while maintaining adequate reserves.

The budget was constructed by utilizing a conservative approach in projecting revenues and corresponding expenditures. However, it does include utilization of fund balance 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 creating a successful operating budget. 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,

A handwritten signature in black ink, appearing to read 'Grant Yates'.

Grant Yates  
City Manager



## UNDERSTANDING THE BUDGET DOCUMENT

This budget document provides the public with concise and readable information about City government, and displays the objectives and budget for the City of Lake Elsinore for FY18-19. The budget document is divided into the following sections:

### INTRODUCTION and OVERVIEW

The budget document begins with the transmittal letter by the City Manager, which provides an overview of the FY18-19 proposed Annual Operating Budget by highlighting programs, major projects and changes in revenue and expenditure allocations for the upcoming fiscal year along with the draft Resolution for adopting the proposed Annual Operating Budget. The introduction section details Lake Elsinore's Mission and Value Statements. The Locator Map shows graphically where Lake Elsinore lays within the State of California and the Community Profile lists community demographics. The City Directory outlines the Executive Management Team and the Finance Team who work on a daily basis implementing the goals and strategies outlined in the proposed Annual Operating Budget.

### FINANCIAL STRUCTURE, POLICY and PROCEDURES

The Citywide Organization Chart displays City Departments and reporting structure. The Budgetary Fund Structure provides a quick graphic overview of the City's budgetary fund structure and includes all funds that are subject to appropriation. The Description of Funds provides a narrative description of these funds which are graphically depicted in the Fund Use by Department section. The Gann Appropriations Limit Section details the appropriations limit for the current fiscal year. Budget and Fiscal Policies outlines City policies related to budget preparation, financial reporting requirements, fund balance and reserves, contingency planning, staffing, and inter-fund transfers and loan policy. The Budget Process and Budget Calendar sections describe the City's process for preparing this year's Annual Operating budget.

### FINANCIAL SUMMARIES

The Financial Summaries section provides a complete overview and analysis of the total resources budgeted by the organization. There is detail on each specific fund, fund balance changes, and a complete budget picture for the current and previous two fiscal years. This section includes summaries of revenues and expenditures for all appropriated Operating Budget funds. Fund balance, revenue and expenditure changes are explained in this section as well. Historical and categorical data are provided for comparative purposes.

### DEPARTMENTAL INFORMATION

The Departmental Information Section includes the department/program description, mission statements, and expenditures, staffing levels, goals and performance measures for each operating program in the General Fund and Internal Service Funds.



## RESOLUTION NO. 2018-XXX

### RESOLUTION OF THE CITY COUNCIL OF THE CITY OF LAKE ELSINORE, CALIFORNIA, ADOPTING THE FY2018-19 ANNUAL OPERATING BUDGET AND ESTABLISHING THE CONTROLS ON CHANGES IN THE APPROPRIATIONS

**Whereas**, the City Council (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 (City) Municipal Code Section 3.04.010 defines the fiscal year for the City of Lake Elsinore as extending from July 1<sup>st</sup> of each year to and including June 30<sup>th</sup> 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 2018-19 fiscal year and as amended herein for the 2017-18 fiscal year as attached per Exhibit A to this Resolution.

**Section 2.** A copy of the City of Lake Elsinore Operating Budget hereby adopted and certified by the City Clerk 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.
- (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.



## RESOLUTION NO. 2018-XXX

(f) Outstanding encumbrances shown on the City books at June 30, 2018, that are approved by the City Manager, are hereby appropriated for such contracts or obligations for FY2018-19.

(g) The City of Lake Elsinore Annual Operating Budget is hereby approved.

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

**Passed and Adopted** on this 12th day of June, 2018.

---

Natasha Johnson, Mayor

**Attest:**

---

Susan M. Domen, MMC  
City Clerk

STATE OF CALIFORNIA     )  
COUNTY OF RIVERSIDE    ) ss.  
CITY OF LAKE ELSINORE    )

I, Susan M. Domen, MMC, City Clerk of the City of Lake Elsinore, California, do hereby certify that Resolution No. 2018-xxx was adopted by the City Council of the City of Lake Elsinore, California, at the Regular meeting of June 12, 2018, and that the same was adopted by the following vote:

AYES:

NOES:

ABSENT:

ABSTAIN:

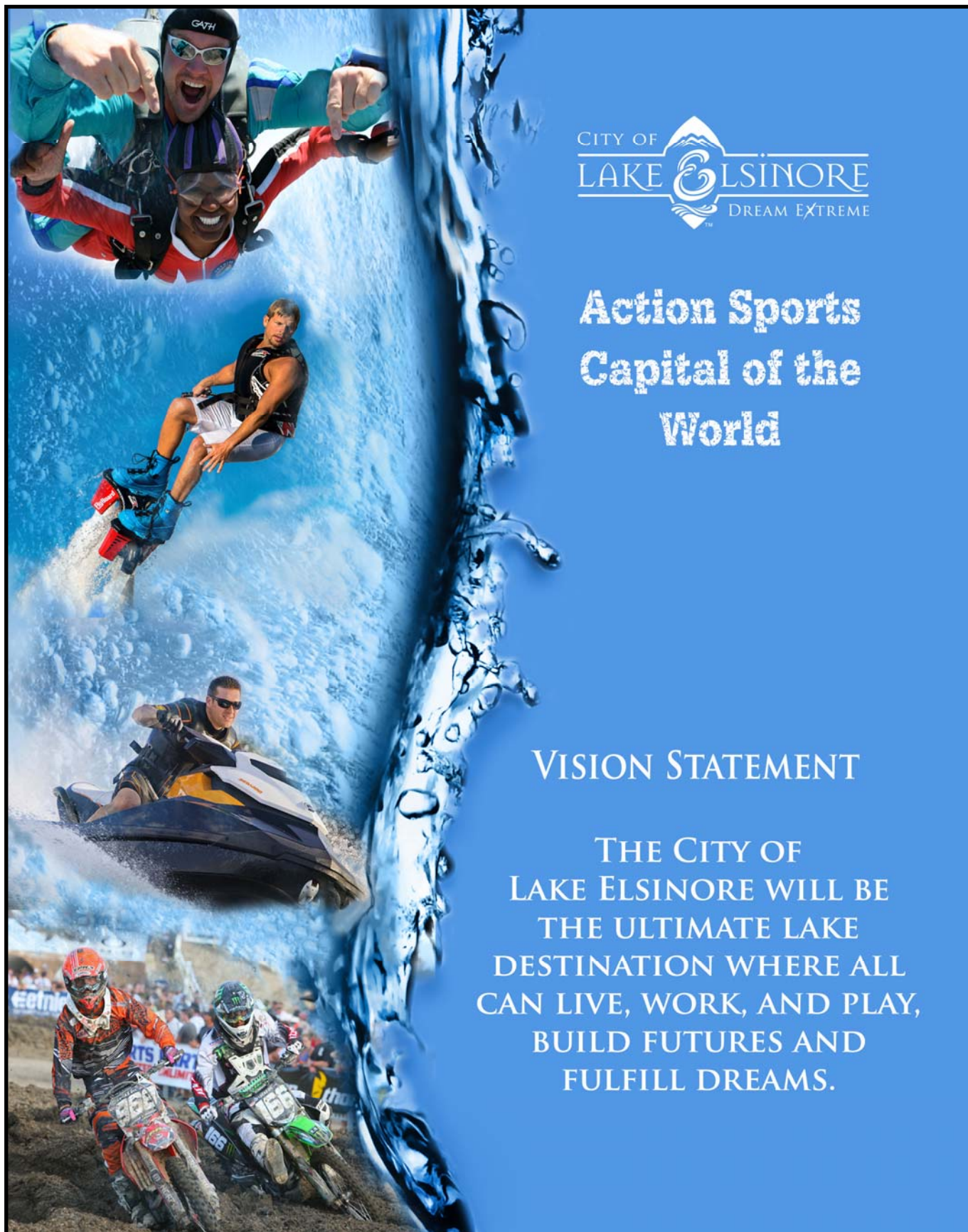
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Susan Domen, MMC City Clerk





## VISION STATEMENT



**Action Sports  
Capital of the  
World**

### VISION STATEMENT

THE CITY OF  
LAKE ELSINORE WILL BE  
THE ULTIMATE LAKE  
DESTINATION WHERE ALL  
CAN LIVE, WORK, AND PLAY,  
BUILD FUTURES AND  
FULFILL DREAMS.



## 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.A.R.E.

##### **C**USTOMER 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!

##### **A**UTHENTIC 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!

##### **A**NTICIPATE CUSTOMER NEEDS

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

##### **R**ESPOND 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.

##### **E**XTREME CUSTOMER SERVICE

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







## LOCATOR MAP





## COMMUNITY PROFILE

### General City Data

Date of Incorporation	April 20, 1888
Form of Government	City Manager
Area	43.44 Square Miles
Lake Surface Area	5.394 Square Miles
Population (2018)	63,365
Annual Average Temperature	80.58 Degrees
Annual Average Rainfall	12.01"
Number of Police Officers per 1,000 Residents	.92
Number of Fire Stations	4
Number of Parks	19

### Income and Housing

Median Household Income	\$63,306
Average Household Income	\$74,706
Number of Households	20,323
Median Household Size	3.74
Median Family Size	4.08
Median Age	30.6
Median Housing Price	\$340,104

### Educational Data

#### LAKE ELSINORE UNIFIED SCHOOL DISTRICT

Number of Schools	24
Number of Teachers	975
Number of Students	21,300
Number of Public Libraries	2



## DIRECTORY

### EXECUTIVE MANAGEMENT

---

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

### FINANCE DEPARTMENT

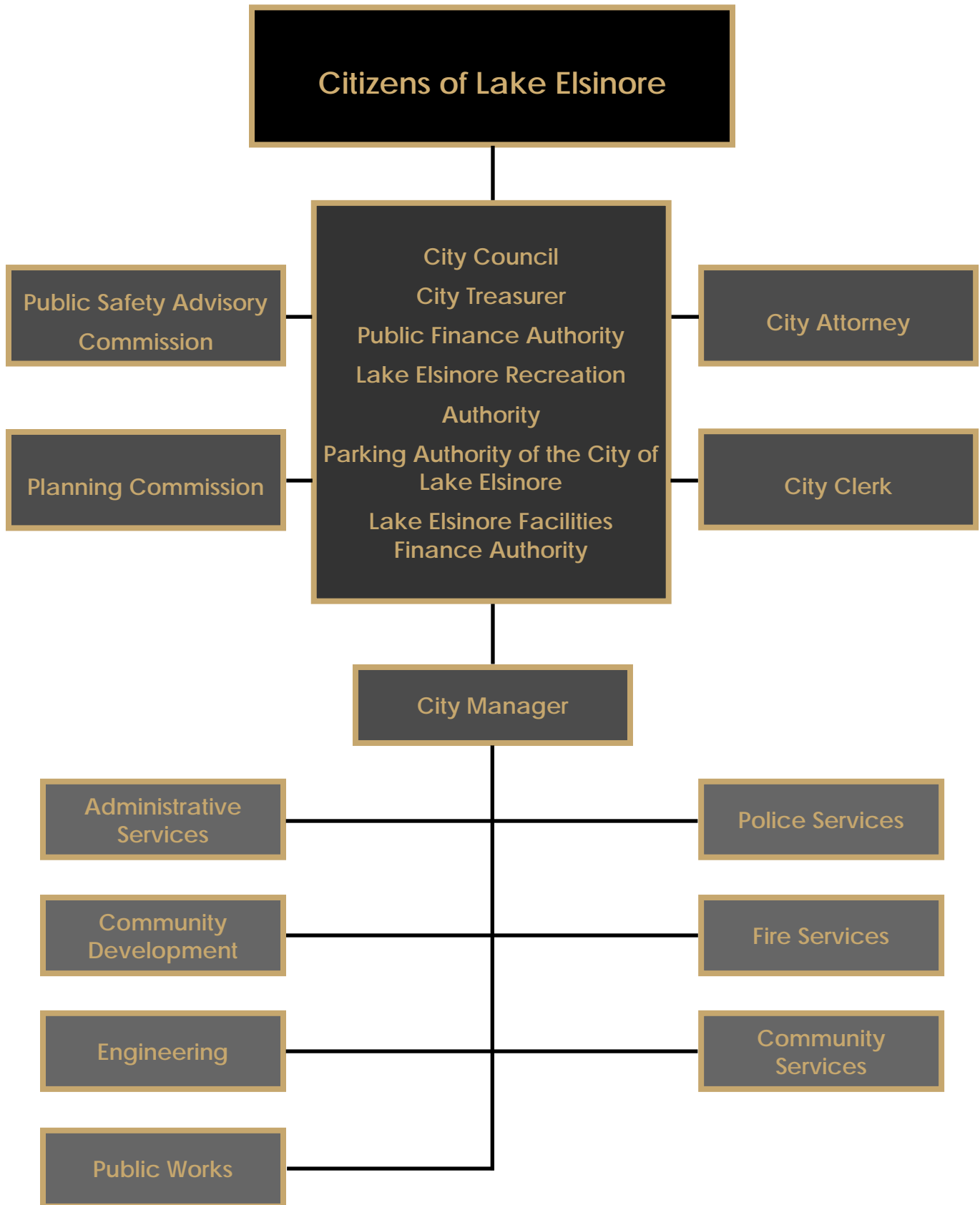
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Finance Manager	Shannon Buckley
Finance Administrator	Nancy Lassey
Fiscal Officer	Brendan Rafferty
Accountant	Monica Fernandez
Accountant	Andrew Zavala
Account Specialist	Frances Ramirez
Account Specialist	Joanne Jackson





## CITY ORGANIZATION CHART





## BUDGETARY FUND STRUCTURE

### GOVERNMENT FUNDS

#### GENERAL FUND

#### SPECIAL REVENUE FUNDS

- Supplemental Law Enforcement Services
- Traffic Offender
- Affordable Housing in Lieu
- Developer Agreement
- Gas Tax
- Measure A
- Senate Bill 821 Bicycle and Pedestrian Facilities Program
- Senate Bill 1186 California Disability Access and Education Fee
- Traffic Safety
- Lighting, Landscape and Maintenance Districts
- Geothermal
- Community Development Block Grant
- National Pollutant Discharge Elimination System
- Public Education and Government Grant
- Assembly Bill 2766 Motor Vehicle Subvention
- Low/Moderate Income Housing

#### DEBT SERVICE FUNDS

- 2013 Lease Revenue Bonds
- 2016 Lease Revenue Bonds

#### CAPITAL PROJECTS FUNDS

- Miscellaneous General Projects
- Transportation Uniform Mitigation Fee
- Total Road Improvements
- Development Impact Fees
- Storm Drain
- Quimby
- Traffic Impact Fee
- Assessment Districts
- Community Facilities Districts
- Public Improvement In-Lieu
- Diamond Stadium



## BUDGETARY FUND STRUCTURE - CONTINUED

### PROPRIETARY FUNDS

#### INTERNAL SERVICES FUNDS

- Insurance Services
- Information Technology Services
- Support Services
- Fleet Services
- Facilities Services

#### ENTERPRISE FUND

- Launch Pointe Campground Fund

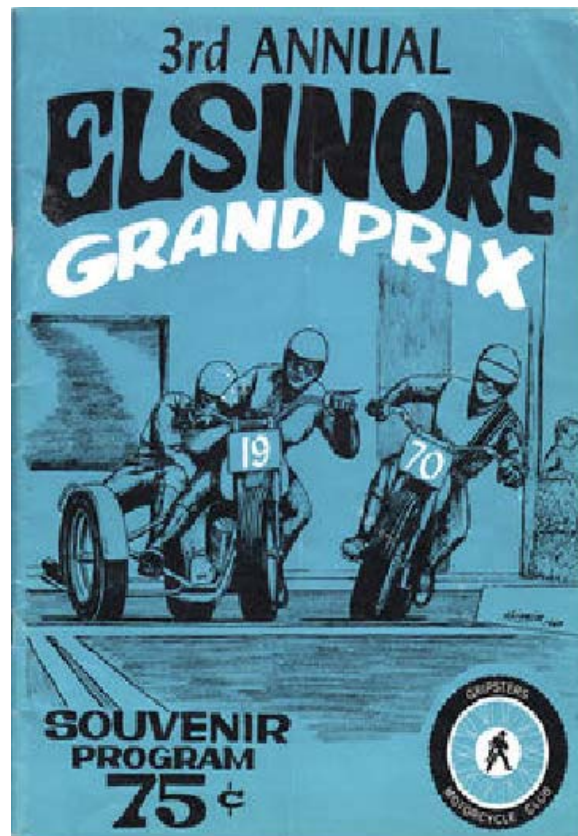
### FIDUCIARY FUNDS

#### PRIVATE-PURPOSE TRUST FUNDS

- Successor Agency to the Redevelopment Agency (SARDA) Debt Service Fund
- Permanent Endowment Trust Fund

#### AGENCY FUNDS

- Developer Deposit Trust
- Lake Maintenance
- Destratification Equipment Replacement



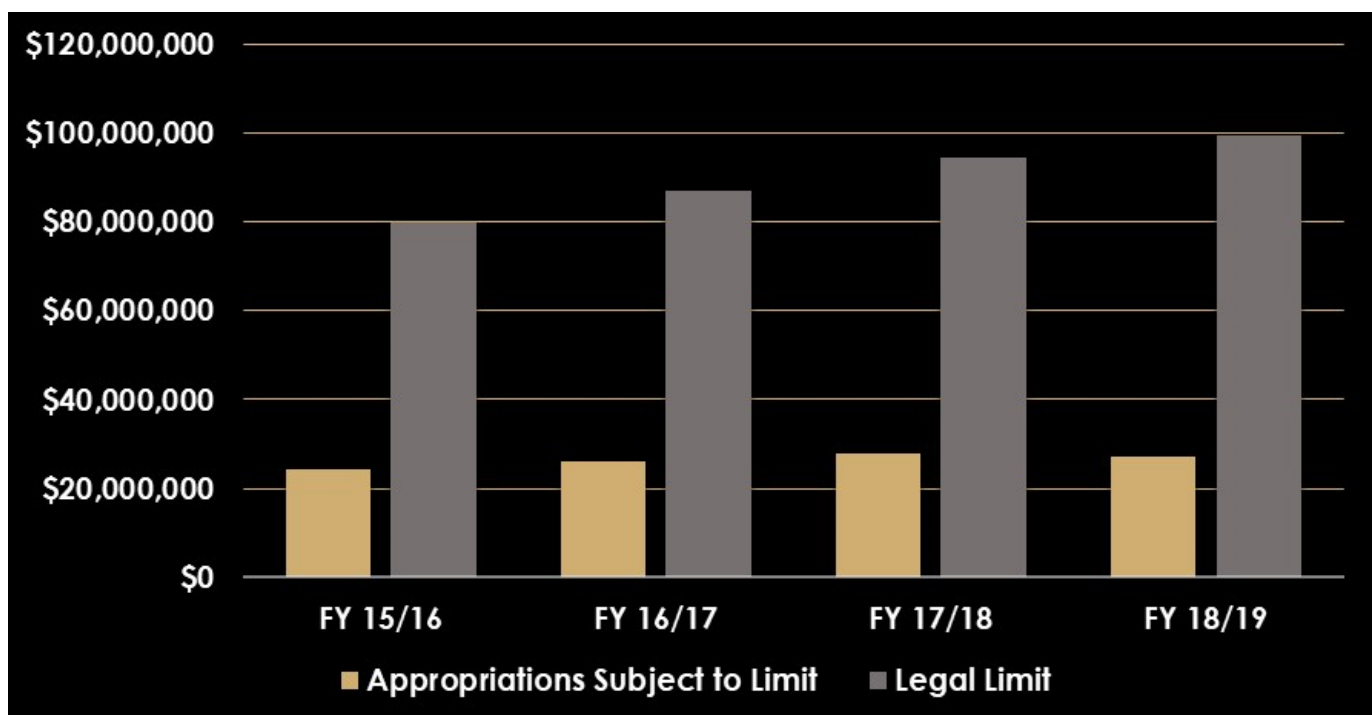


## GANN APPROPRIATIONS LIMIT

Article XIII B 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 FY1978-79, 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 2017-18 Appropriation Limit	\$94,300,401
City Population Growth	1.60%
Per Capita Personal Income Change	3.67%
Fiscal Year 2018-19 Appropriations Limit ( $\$94,300,401 \times 1.0532872$ )	\$99,325,405

Appropriations subject to the limit in the FY18-19 budget totaled \$27,026,113 which is \$72,299,292 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 \$72,299,292 variance indicated. Further, any overall actual receipts from tax sources greater than \$72,299,292 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.





## RESOLUTION NO. 2018-XXX

### RESOLUTION OF THE CITY COUNCIL OF THE CITY OF LAKE ELSINORE, CALIFORNIA, ESTABLISHING THE APPROPRIATIONS GANN LIMIT FOR FY 2018-19 AND SELECTING THE POPULATION AND INFLATION FACTOR ACCORDINGLY

**Whereas**, Voters approved Proposition 4, the "Gann Limit" Initiative, on November 6, 1979 in a statewide special election ballot as an initiated constitutional amendment, which would limit the growth in appropriations, made by the state and individual local governments. The limit in the rate of growth is the percentage increase in the cost of living and the percentage increase in the state or local government's population. Require state and local governments to return any funds to taxpayers in excess of the amount appropriated for a given fiscal year. Require the state to reimburse local governments for the cost of complying with state mandates.

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

**Section 1.** The Appropriations Limit will be calculated based on the changes in City population and California per capita personal income.

**Section 2.** The Appropriations Limit for the City of Lake Elsinore for FY 2018-19, attached hereto, (Exhibit A) is hereby adopted.

**Section 3.** The City Clerk shall certify to the adoption of this Resolution and shall cause a certified Resolution to be filed in the office of the City Clerk.

**Passed and Adopted** on this 12th day of June, 2018.

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Natasha Johnson, Mayor

**Attest:**

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Susan M. Domen, MMC  
City Clerk





## RESOLUTION NO. 2018-XXX

STATE OF CALIFORNIA     )  
COUNTY OF RIVERSIDE    ) ss.  
CITY OF LAKE ELSINORE    )

I, Susan M. Domen, MMC, City Clerk of the City of Lake Elsinore, California, do hereby certify that Resolution No. 2018-xxx was adopted by the City Council of the City of Lake Elsinore, California, at the Regular meeting of June 12, 2018, and that the same was adopted by the following vote:

AYES:

NOES:

ABSENT:

ABSTAIN:

---

Susan Domen, MMC City Clerk



## BUDGET AND FISCAL POLICIES

### BUDGET AND STRATEGIC PLANNING PROCESS

#### ANNUAL OPERATING BUDGET (AOB)

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.

#### FIVE- YEAR FINANCIAL FORECAST

The City will prepare a five-year financial forecast annually to assist in 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 and maintenance costs, capital expenditures, as well as operating costs related to future capital improvement projects. Revenues are projected using a conservative approach, and are based on historical trends, stable residential development projections, internal analysis, and commercial growth that incorporates known development projects. Separate sets of assumptions are developed for major revenue types such as sales tax property tax, community development fees, transient occupancy taxes, and investment income. Departmental expenditure projections are developed using anticipated cost of living increases for general administrative operating costs. Additional assumptions are



## BUDGET AND FISCAL POLICIES - CONTINUED

incorporated for major expenditure categories such as public safety to ensure that commercial and residential growth projections are addressed to main current service levels.

The five-year forecast indicates whether projected revenue growth will support anticipated expenditures for current levels of service. 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 forecast is a dynamic tool that requires annual update and review of its underlying assumptions to keep the City in a position of strong fiscal condition.

### CAPITAL IMPROVEMENT PLAN (CIP)

The purpose of the CIP budget document is to serve as a planning tool, which coordinates the level ranking, financing, and scheduling of major projects undertaken by the City. All projects presented in the five-year CIP budget are carefully programmed to ensure the community's capital improvement needs are met both now and in the future. In addition, the projects provide additional opportunities and access to the City and improve the overall quality of life.

This document is dynamic and, consequently, must be revised annually to address changing needs, level rankings, and financial conditions.

The City's goal in providing a CIP Budget is to develop a multi-year plan for capital improvement, update it annually, and follow through with all capital improvements in accordance with the plan. It also allows staff to budget operating and maintenance costs into the five year projection in order to determine the total cost of each project before it is undertaken.

This CIP budget document is developed by incorporating input from City Council and key management team members, based on community comments and feedback received throughout the year. This team then, through several workshops, identifies and evaluates community needs in the areas of roads/streets, bridges, public buildings, parks and recreation facilities, and redevelopment projects. Each proposed project is reviewed and discussed to ensure funding, timing, and necessity. A CIP City Council workshop is held to provide the City Council with an opportunity to review each project in detail, and to receive public comments concerning the five-year program.

The capital improvements presented in the budget are the City's major projects, which exceed \$30,000 in cost, have long-term life spans, and are generally non-recurring. These projects include land and right of way acquisition, design, construction or rehabilitation of public buildings or facilities, public infrastructure design and construction, park design and construction, and redevelopment projects. Every CIP project will have a Project Manager who will prepare the project proposal, ensure that required phases are completed on schedule, authorize all project expenditures, ensure that all regulations and laws are observed, and periodically report project status. Projects must identify a benefit. In determining the relative merit of a proposed project



## BUDGET AND FISCAL POLICIES - CONTINUED

key management team members evaluate projects for feasibility, community enhancement, infrastructure and historic preservation, and safety.

Projects in the CIP are scheduled in each of five fiscal years based on community needs, as determined by the City Council and availability of funding. Level rankings in each major category (Circulation, Facilities, Infrastructure, Parks, and SARDA/Housing) are assigned in accordance with the following guidelines:

LEVEL I: The project is urgent and must be completed as soon as feasible. Failure to address the project may impact the health, safety, or welfare of the community or have a potential significant impact on the financial well-being of the City. The project must be initiated or financial opportunity losses may result.

LEVEL II: The project is important and addressing it is necessary. The project impacts safety, law enforcement, health, welfare, economic base, quality of life.

LEVEL III: The project will enhance quality of life and will provide a benefit to the community. Completion of the project will improve the community by providing cultural, recreational, and/or aesthetic value, or is deemed as a necessary improvement to a public facility.

Future Years Projects: The project will be an improvement to the community, but does not necessarily need to be completed within a five year capital improvement program time frame.

The administrative costs associated with managing CIP projects are estimated (generally as five to ten percent of estimated construction costs), and included in each project budget. Future operations and maintenance costs that result from CIP projects are estimated and identified in the CIP project sheets.

The City's annual CIP appropriation for study, design, acquisition and/or construction is based on the projects designated by the Council CIP Plan. Adoption of the CIP Plan appropriation does not automatically authorize funding for specific project phases. This authorization generally occurs only after the preceding project phase has been completed and approved by the Council and costs for the succeeding phases have been fully developed. If project costs at the time of bid award are less than the budgeted amount, the balance will be unappropriated and returned to fund balance or allocated to another project.

If project costs at the time of bid award are greater than budget amounts, five basic options are available: eliminate the project; defer the project for consideration to the next CIP Plan period; re-scope or change the phasing of the project to meet the existing budget; transfer funding from another specified, lower level ranking project; or appropriate additional resources as necessary from fund balance. Project accounts, which have been appropriated, will not lapse until completion of the project phase. Project phases will be listed as objectives in the program narratives of the programs, which manage the projects.



## BUDGET AND FISCAL POLICIES - CONTINUED

All projects are evaluated by the City's Planning Commission to ensure consistency with the provisions of the City of Lake Elsinore General Plan, while considering the City's long-term vision as developed by the City Council. The proposed Circulation, Facilities; Infrastructure, Park, and Successor Agency/Housing projects are reviewed and approved by the Planning Commission.

### FINANCIAL REPORTING

#### ANNUAL REPORTING

The City will contract for an annual audit by a qualified independent certified public accountant (or accounting firm). The City will strive for an unqualified auditors' opinion. The City will use generally accepted accounting principles in preparing its annual financial statements, and will strive to meet the requirements of the GFOA's Award for Excellence in Financial Reporting program. The City will issue audited financial statements within 180 days after year-end.

#### BUDGET ADJUSTMENTS

The Council may amend or supplement the budget at any time after its adoption by majority vote of the Council members. The City Manager has the authority to make administrative adjustments to the budget as long as those changes will not have a significant policy impact nor affect budgeted year-end fund balances.

#### EXTENDED ANNUAL REPORTING

The City will prepare extended annual reports as required by federal and state requirements including, but not limited to the State Controller Report and Street Reports.

### FUND BALANCE and RESERVES

#### FUND BALANCE POLICY

Fund balance represents the accumulation of actual revenues and other financing sources in excess of actual expenditures and other uses at year-end. In general terms, it represents the City's accumulated "savings" from year to year, as any fund balance realized at year-end is added to (or deducted from if expenditures exceeded revenues for that particular year) the previous year's fund balance. Fund balance is often referred to as "reserves".

#### RESERVE FOR ECONOMIC UNCERTAINTY

The City will maintain a minimum fund balance of at least 17.5% of operating expenditures in the General Fund, in order to adequately provide resources in the event of an unexpected draw on City finances. Eligible uses of these reserve funds include:

- Expenditures due to local disasters/acts of nature
- Loss of major revenue source(s) due to financial hardship or economic downturn
- State-imposed take of local revenue/mandated payments





## BUDGET AND FISCAL POLICIES - CONTINUED

- Significant unanticipated expenditures
- Significant payout of Comprehensive Annual Leave for employees leaving City service

### FUTURE CAPITAL PROJECT DESIGNATIONS

The Council may designate specific fund balance levels for future development of capital projects that it has determined to be in the best long-term interests of the City.

### OTHER DESIGNATIONS AND RESERVES

In addition to the designations noted above, fund balance levels will be sufficient to meet funding requirements for projects approved in prior years which are carried forward into the new year; debt service reserve requirements; reserves for encumbrances, and other reserves or designations required by contractual obligations, state law, or generally accepted accounting principles.

### FUND BALANCE COMPONENTS

This policy establishes the procedures for reporting unrestricted fund balance in the General Fund financial statements, as well as a fund balance expenditures hierarchy. Fund Balance commitments and assignments ensure that there will be adequate financial resources to protect the City against circumstances such as revenue shortfalls and unanticipated expenditures. The Policy also authorizes and directs the Director of Administrative Services to prepare financial reports and categorize fund balance per Governmental Accounting Standards Board (GASB) Statement No. 54, Fund Balance Reporting and Governmental Fund Type Definitions. There are five separate components of fund balance which identify the specific purposes for which amounts can be spent: (1) Nonexpendable Fund Balance – inherently nonexpendable; (2) Restricted Fund Balance – externally enforceable limitations on use; (3) Committed Fund Balance – self-imposed limitations on use; (4) Assigned Fund Balance – limitation resulting from intended use; (5) Unassigned Fund Balance – residual net resources.

- **Nonexpendable Fund Balance** - Amounts that cannot be spent because they are either (a) not in spendable form, such as prepaid items or inventories; or (b) legally required to be maintained intact, such as the principal portion of an endowment.
- **Restricted Fund Balance** - Amounts for a specific purpose that are either (a) externally imposed by creditors (such as through debt covenants), grantors, contributors, other governments' regulations; or (b) imposed by law through constitutional provisions or enabling legislation.
- **Committed Fund Balance** - Amounts authorized for specific purposes by a government's highest level of decision making authority (City Council). These committed amounts cannot be used for any other purpose unless the City Council removes or changes the specified use through the same formal action taken to establish the commitment. City Council action to commit fund balance needs to occur within the fiscal reporting period however, the amount can be determined subsequently. The City's committed fund



## BUDGET AND FISCAL POLICIES - CONTINUED

balance includes a reserve for economic uncertainty. It is City policy to maintain a reserve of 17.5% of Annual General Fund appropriations. Amounts are committed to finance any significant unanticipated revenue shortfalls, negative State budget impacts or impacts from natural disasters or other catastrophic events.

- **Assigned Fund Balance** - Amounts that are constrained for specific purposes, but are neither restricted nor committed. For all governmental funds other than the General Fund, any remaining amounts not classified as nonexpendable, restricted, or committed are considered assigned. For the General Fund, this policy delegates the authority to assign amounts to be used for specific purposes to the Director of Administrative Services in consultation with the City Manager for the purpose of reporting these amounts in annual financial statements.
- **Unassigned Fund Balance** - Residual net resources of the General Fund in excess of what can be classified in one of the other four categories.

### HIERARCHY OF SPENDING FUND BALANCE

Restricted fund balance should be spent first when an expenditure is incurred for which both restricted and unrestricted fund balance is available. When an expenditure is incurred for purposes where amounts in any of the unrestricted classifications of fund balance could be used, committed amounts are to be spent first, followed by assigned amounts and then unassigned amounts.

### CONTINGENCY PLANNING

In response to adverse financial and economic conditions that could negatively impact the City's fiscal health, a Contingency Plan will provide for a measured response to potential fiscal challenges, as opposed to reactionary decision-making that could hinder the long-term financial solvency of the City. In accordance with Budget Policies, the City will strive to maintain reserves in the amount of 17.5% of General Fund operating expenditures. Eligible uses of these reserve funds are outlined in the aforementioned policy; however this Contingency Plan will address the hierarchy of utilizing reserve funds, in the event the City experiences significant or sudden fiscal constraints. The type of fiscal challenge will dictate the appropriate budgetary measure to implement in order to ensure solvency. If the fiscal constraint cannot be absorbed by annual budgetary savings, the following hierarchy shall be followed: One Time Events and Ongoing Fiscal Constraints.

### ONE-TIME EVENTS

In the event the City is faced with a non-recurring fiscal constraint, such as a State mandated payment or a natural disaster, the use of reserve funds is an appropriate mitigation. The Reserve for Contingencies shall be utilized first, and fully exhausted prior to utilizing the Economic Uncertainty Reserve.



## BUDGET AND FISCAL POLICIES - CONTINUED

### ONGOING FISCAL CONSTRAINTS

In the event the City experiences the loss of a major revenue source outside of the City's control (i.e. acts of legislation, corporate decisions and/or economic downturn), the City will need to adjust its operations in order to maintain a balanced budget. Circumstances may arise when the City is unable to react quick enough to offset a sudden loss in revenue, and will be required to utilize reserves to supplant the current Operating Budget. The Reserve for Contingencies shall be utilized first, and fully exhausted prior to utilizing the Economic Uncertainty Reserve. Continued use of reserve funds shall not exceed two budget cycles, to allow adequate time for the implementation of operational changes, while limiting the ongoing dependency on reserves. Implementation of Contingency Plan actions requires the majority approval of the City Council.

### STAFFING POLICY

#### REGULAR STAFFING

The budget will fully appropriate the resources needed for authorized regular staffing. Regular full-time benefitted employees will represent the core work force and the preferred means of staffing ongoing, year-round program activities and services. The City will strive to provide competitive compensation and benefit schedules for its authorized regular work force. Each regular employee will fill an authorized regular position; receive salary and benefits consistent with labor agreements or other City Council approved compensation plans.

To manage the growth of the regular work force and overall staffing costs, the City will follow these procedures:

- City Council will authorize all regular positions.
- The Human Resources Department will coordinate and approve the hiring of all regular employees.
- Supplement core staff with a balanced workforce consisting of part-time, contract and independent contractors.
- All requests for additional regular positions will include evaluations of:
  - The necessity, term and expected results of the proposed activity;
  - Staffing and material costs including salary, benefits, equipment, uniforms, clerical support and facilities;
  - The ability of private industry to provide the proposed service;
  - Additional revenues or cost savings, which may be realized.
- Periodically, and before any request for additional regular positions, existing programs will be re-evaluated to determine if services can be provided with existing regular employees.
- The City will make every effort to conduct an internal recruitment to fill regular positions. The City will evaluate the advantages and disadvantages of conducting an internal recruitment versus an external recruitment on a case-by-case basis.



## BUDGET AND FISCAL POLICIES - CONTINUED

### PROJECT STAFFING

The hiring of project employees will not be used as an incremental method for expanding the City's regular work force. Project employees include all employees other than regular employees, temporary staffing, elected officials and volunteers. Project employees will generally augment regular City staffing as extra-help employees, seasonal employees, contract employees, interns and work-study assistants. The City Manager and Department Directors will encourage the use of project employees to meet peak workload requirements, fill interim vacancies, and accomplish tasks where less than full-time, year-round staffing is required. Under this guideline, project employees will be hired for up to one year at a time in conjunction with the annual operating budget on an at-will basis. Moreover, project employee hours will generally not exceed 50% of a regular, full-time position (1,000 hours annually). There may be limited circumstances where the use of project employees on an ongoing basis in excess of this target may be appropriate due to unique programming or staffing requirements. However, any such exceptions must be approved by the City Manager based on the review and recommendation of the Administrative Services Department.

### TEMPORARY STAFFING

Temporary Staffing agencies can be contacted only in the case of a short-term assignment such as sick leave, disability leave, maternity leave, etc. The City will pay the Temporary Staffing Agency a fair base rate for the employee with a negotiated markup while the temporary employee is providing work for the City.

### WORK HOURS

Regular employee, project employee, and temporary employee work hours will be based on the needs of the City and the position. Employee work hours may be flexed in an effort to minimize overtime.

### OVERTIME MANAGEMENT

Overtime should be used only when necessary and when other alternatives are not feasible or cost effective. All overtime must be pre-authorized by a Department Director or delegated in accordance with existing policy. Departmental operating budgets should reflect anticipated annual overtime costs and departments will regularly monitor overtime use and expenditures. When considering the addition of regular, project, or temporary staffing, the use of overtime as an alternative will be considered. The department will take into account: the duration that additional staff resources may be needed; the cost of overtime versus the cost of additional staff; the skills and abilities of current staff; training costs associated with hiring additional staff; the impact of overtime on existing staff; and the impact on quality of services.

### INDEPENDENT CONTRACTORS

Independent contractors are not City employees. They may be used in two situations: short-term, peak workload assignments and construction of public works projects.



## BUDGET AND FISCAL POLICIES - CONTINUED

Short-term, peak workload assignments to be accomplished using personnel contracted through an Outside Employment Agency (OEA). In this situation, it is anticipated that City staff will closely monitor the work of OEA employees and minimal training will be required. However, they will always be considered the employees of the OEA and not the City. All placements through an OEA will be coordinated through the Human Resources Department and subject to the approval of the Administrative Services Department.

Construction of public works projects and delivery of operating, maintenance or specialized professional services not routinely performed by City employees. Such services will be provided without close supervision by City staff, and the required methods, skills and equipment will generally be determined and provided by the contractor.

### PRODUCTIVITY

The City will repeatedly monitor and review the City's methods of operation to ensure that services continue to be delivered in the most cost-effective manner possible. This review process encompasses a wide range of productivity issues, including:

- Analyzing systems and procedures to identify and remove unnecessary review requirements.
- Evaluating the ability of new technologies and related capital investments to improve productivity.
- Developing the skills and abilities of all City employees.
- Developing and implementing appropriate methods of recognizing and rewarding exceptional employee performance.
- Evaluating the ability of the private sector to perform the same level of service at a lower cost.
- Periodic formal reviews of operations on a systematic, ongoing basis.
- Maintaining a decentralized approach in managing the City's support service functions. Although some level of centralization is necessary for review and control purposes, decentralization supports productivity by:
  - Encouraging accountability by delegating responsibility to the lowest possible level;
  - Stimulating creativity, innovation and individual initiative;
  - Reducing the administrative costs of operation by eliminating unnecessary review procedures;
  - Improving the ability of the organization to respond to changing needs, and identify and implement cost-saving programs;
  - Assigning responsibility for effective operations and citizen responsiveness to the department.

### PRIVATE SECTOR CONTRACTS

Contracting with the private sector for the delivery of services may provide the City with a significant opportunity for cost containment and productivity enhancements. As such, the City is committed to using private sector resources in delivering municipal





## BUDGET AND FISCAL POLICIES - CONTINUED

services as a key element in our continuing efforts to provide cost-effective programs. Private sector contracting approaches under this policy include construction projects, professional services, outside employment agencies and ongoing operating and maintenance services. In evaluating the costs of private sector contracts compared with in-house performance of the service, indirect, direct, and contract administration costs of the City will be identified and considered. Whenever private sector providers are available and can meet established service levels, they will be seriously considered as viable service delivery alternatives using the evaluation criteria outlined below. For programs and activities currently provided by City employees, conversions to contract services will generally be made through attrition, reassignment or absorption by the contractor.

Within the general policy guidelines stated above, the cost effectiveness of contract services in meeting established service levels will be determined on a case-by-case basis using the following criteria:

- Is a sufficient private sector market available to competitively deliver this service and assure a reasonable range of alternative service providers?
- Can the contract be effectively and efficiently administered?
- What are the consequences if the contractor fails to perform, and can the contract reasonably be written to compensate the City for any such damages?
- Can a private sector contractor better respond to expansions, contractions or special requirements of the service?
- Can the work scope be sufficiently defined to ensure that competing proposals can be fairly and fully evaluated, as well as the contractor's performance after bid award?
- Does the use of contract services provide us with an opportunity to redefine service levels?
- Will the contract limit our ability to deliver emergency or other high priority services?
- Overall, can the City successfully delegate the performance of the service but still retain accountability and responsibility for its delivery?

### GOVERNMENT SERVICE CONTRACTS

Contracting with other government entities for the delivery of services such as police and fire provides the City with significant opportunities for cost containment and productivity enhancements. The City utilizes government service contracts to deliver municipal services as a key element in the City's continuing efforts to provide cost-effective programs.

The City contracts with Riverside County Sheriff's Department for police services. Under this contract the City maintains a ratio of one (1) uniformed police officer for every one thousand three hundred (1,300) residents. The City will ensure that contracted staffing levels are compatible with the City population and needs. Contracting with the County facilitates an efficient, effective and affordable model of policing for the



## BUDGET AND FISCAL POLICIES - CONTINUED

community. The police contract allows the city to partner with the County to leverage resources to reduce costs for supervision, administration, training, clerical support, vehicles and equipment.

The City contracts with the Riverside County Fire Department for all fire services. Contracting with the County facilitates an efficient, effective and affordable model of fire protection, disaster preparedness, fire prevention, and emergency operation services for the community. The fire contract allows the City to partner with the County to leverage resources to reduce costs for supervision, administration, training, clerical support, vehicles and equipment.

### REGIONAL CONTRACTS

A regional approach to public services leverages economies of scale to improve outcomes and services to the citizens. Therefore, prior to entering into private or government service contracts, the City will require the completion of a systematic assessment to determine whether a regional approach to providing services is necessary. The City contracts with Animal Friends of the Valleys for animal control services and the County of Riverside (via the Southwest Community Financing Authority) for animal sheltering services. Contracting with multi-agencies for these services demonstrates a regional approach of leveraging resources to provide efficient services (at a reduced cost).

## INTER-FUND TRANSFERS AND LOAN POLICY

### ESTABLISHMENT OF VARIOUS FUNDS

The City has established various funds to account for revenues whose use should be restricted to certain activities. Accordingly, each fund exists as a separate financing entity from other funds, with its own revenue sources, expenditures and fund equity.

### TRANSFER BETWEEN FUNDS

Any transfers between funds for operating purposes are set forth in the budget. These operating transfers, under which financial resources are transferred from one fund to another, are distinctly different from inter-fund borrowings, which are usually made for temporary cash flow reasons, and are not intended to result in a transfer of financial resources. In summary, inter-fund transfers result in a change in fund equity; inter-fund borrowings do not, as the intent is to repay the loan in the near term.

### INTER-FUND LOANS

Inter-fund loans may be appropriate whenever the loan is expected to be repaid within the immediate future. The most common use of inter-fund loans is for grant programs, where costs are incurred before drawdowns are initiated and received. Receipt of funds is typically received shortly after the request for funds has been made.



## BUDGET PROCESS

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 February. 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. 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 FY18-19 budget process calendar, and 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 outline the policies and procedures to be used in preparing the FY18-19 budget. Clearly defined budget requirements and time sensitive budget document objectives were discussed, ensuring complete and accurate understanding by all.

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. 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 for the following:

- Significant expenditure changes
- Personnel costs, including all temporary personnel costs and proposed staffing reclassifications
- Contracted services
- Purchases of new equipment (greater than \$5,000)

Analysis was conducted of each department's request. 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



## BUDGET PROCESS - CONTINUED

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 budget sub-committee 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 the Administrative Services Department.

The Lake Elsinore Municipal Code requires that the City Manager submit the proposed annual budget and salary plan to the City Council for approval prior to the beginning of the new fiscal year. All appropriations lapse at year-end. 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 is at the department level.

The City has a formalized midyear budget review process which is used to update the appropriations and revenue projections halfway through the fiscal year. The City begins this process in December by analyzing revenue projections, service contracts, new City Council priorities, and the impacts of legislation from the State and Federal Government. This is compiled into an updated five year projection. In early January, departments review their individual budgets to identify any savings or to request additional funds to meet the needs of new programs or spending priorities. The result is a final budget document that ensures that sufficient funding is available to meet the updated objectives and priorities for the remainder of the fiscal year. This document is taken to the City Council for adoption at the second meeting in January.



## BUDGET CALENDAR

<b>JANUARY</b>	Mid-year budget analysis and revision Prepare agenda reports and proposed mid-year budget documents Council adoption of mid-year operating and CIP budgets
<b>FEBRUARY</b>	Development of budget parameters/strategic goals Distribution of Budget Preparation Guidelines Budget workshop with key City staff Development of program goals, objectives, and performance measures "New" Budget requests submitted to Finance for review Proposed CIP ("Capital Improvement Plan") projects submitted to Finance
<b>MARCH</b>	Department operating budget submittals reviewed All revenue estimates completed by Finance Budget analysis prepared for review by City Manager
<b>APRIL</b>	Preliminary operating and CIP budgets prepared CIP project timing and priorities modified based on available revenues Five-year financial projection completed
<b>MAY</b>	Public budget workshop with City Council allowing for public input Public Hearing Planning Commission - CIP Conformance with General Plan
<b>JUNE</b>	Prepare agenda reports and proposed budget documents Council adoption of final operating and CIP budgets Council adoption of schedule of authorized positions and Gann Appropriations Limit





## SUMMARY of REVENUES, EXPENDITURES, and CHANGES IN FUND BALANCE

	FY 16-17 ACTUALS	FY 17-18 PROPOSED CURRENT	FY 18-19 FORECAST	\$ Inc/ (Dec)	% Inc/ (Dec)
<b>Revenues:</b>					
Sales Tax	\$ 9,745,714	\$ 10,205,112	\$ 10,538,030	\$ 332,918	3.26%
Property Tax	7,033,142	7,593,732	7,904,450	310,718	4.09%
Franchise Tax	2,329,566	2,556,358	2,548,600	(7,758)	-0.30%
Building Permit Fee	2,119,709	2,343,250	1,720,720	(622,530)	-26.57%
Property Transfer Tax	375,262	337,486	350,000	12,514	3.71%
Transient Occupancy Tax	565,961	508,800	575,000	66,200	13.01%
Other Licenses & Permits	1,318,716	1,318,327	906,260	(412,067)	-31.26%
Intergovernmental	92,573	92,185	101,500	9,315	10.10%
Fees	2,735,270	4,403,752	4,408,500	4,748	0.11%
Fines and Forfeitures	653,023	773,598	488,100	(285,498)	-36.91%
Fire Service Tax Credit	2,599,314	2,683,134	2,909,580	226,446	8.44%
Investment Earnings	7,707	108,150	155,000	46,850	43.32%
Reimbursements and Other	5,705,977	4,158,251	5,652,475	1,494,224	35.93%
Special Assessments	3,513,535	3,982,539	4,142,400	159,861	4.01%
Traffic Safety, Traffic Offender	260,778	533,870	491,880	(41,990)	-7.87%
Reimbursements for Street Programs	950,435	1,798,500	800,000	(998,500)	-55.52%
Total Revenues	40,006,682	43,397,044	43,692,495	295,451	0.68%
<b>Expenditures by Department:</b>					
<b>General Government:</b>					
City Council	232,226	227,299	\$ 230,910	\$ 3,611	1.59%
Community Support	33,484	92,900	47,500	(45,400)	-48.87%
City Treasurer	-	-	-	-	0.00%
City Clerk	528,511	653,590	650,500	(3,090)	-0.47%
City Attorney	587,649	500,000	498,020	(1,980)	-0.40%
City Manager	789,166	901,293	968,100	66,807	7.41%
<i>Administrative Services</i>					
Finance	1,433,928	1,518,371	1,552,900	34,529	2.27%
Human Resources	257,865	447,149	477,840	30,691	6.86%
<b>Public Safety:</b>					
Police Services	11,705,026	13,010,246	14,112,770	1,102,524	8.47%
Fire Services	7,938,614	7,900,281	7,650,940	(249,341)	-3.16%
Animal Services	807,243	836,640	655,410	(181,230)	-21.66%
<b>Community Development:</b>					
Planning	1,165,703	1,122,113	1,086,550	(35,563)	-3.17%
Building & Safety	1,459,221	1,940,266	1,848,320	(91,946)	-4.74%
Code Enforcement	764,065	962,062	1,292,340	330,278	34.33%
Economic Development	443,952	278,043	291,500	13,457	4.84%
Fire Prevention/Weed Abatement	300,448	754,949	790,460	35,511	4.70%

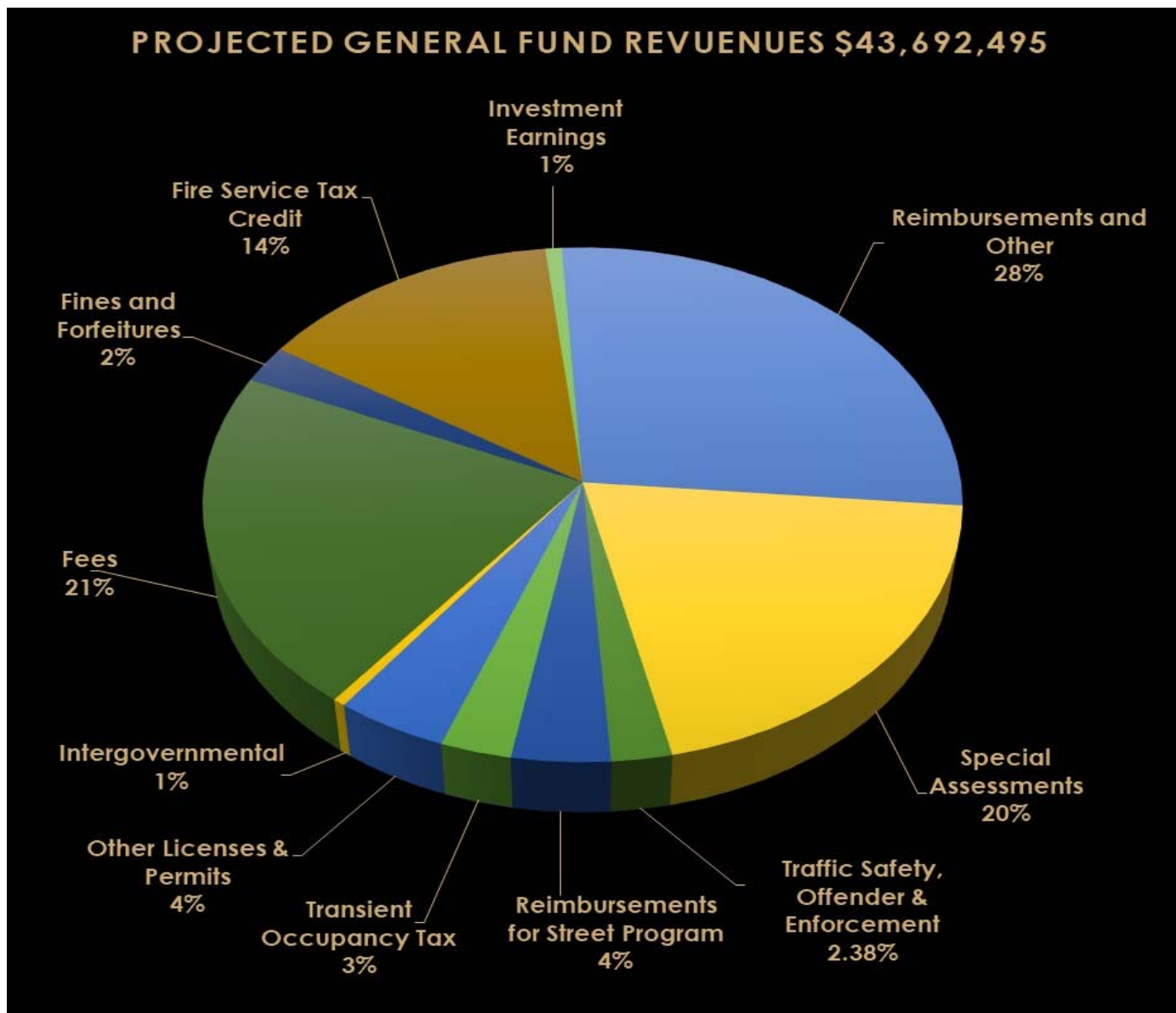


## SUMMARY of REVENUES, EXPENDITURES, and CHANGES IN FUND BALANCE - Continued

	FY 16-17 ACTUALS	FY 17-18 PROPOSED CURRENT	FY 18-19 FORECAST	\$ Inc/ (Dec)	% Inc/ (Dec)
<b>Public Services:</b>					
Engineering	1,919,098	2,062,723	2,183,820	121,097	5.87%
Public Works	2,286,318	2,453,025	2,600,170	147,145	6.00%
Park Maintenance	1,913,141	2,215,420	2,453,750	238,330	10.76%
Lake Maintenance	1,149,644	1,265,440	1,227,080	(38,360)	-3.03%
<b>Community Services:</b>					
Community Services	827,835	674,866	695,630	20,764	3.08%
Recreation	585,929	1,134,387	1,493,700	359,313	31.67%
Senior Center	155,906	264,079	427,290	163,211	61.80%
Campground	427,642	527,777	-	(527,777)	-100.00%
<b>Non-Departmental - Operating</b>	2,970,771	2,658,637	1,934,670	(723,967)	-27.23%
<b>Total Expenditures</b>	<b>40,683,385</b>	<b>44,401,555</b>	<b>45,170,170</b>	<b>768,614</b>	<b>1.73%</b>
Excess of Revenues Over (Under) Expenditures	(676,703)	(1,004,511)	(1,477,675)	(473,163)	
<b>Operating Transfers:</b>					
Operating Transfers In	2,193,813	190,001	-	(190,001)	
Operating Transfers Out	(1,113,319)	(532,498)	(542,600)	(10,102)	
Excess of Revenues Over (Under) Expenditures & Op Transfers In/(Out)	403,791	(1,347,008)	(2,020,275)	(673,266)	
Fund Balance, Beg. of Year	12,394,909	12,798,700	11,451,692		
Fund Balance, End of Year	<b>\$12,798,700</b>	<b>\$11,451,692</b>	<b>\$ 9,431,417</b>		
<b>Detail of Fund Balance</b>					
<b>Nonspendable:</b>					
Deposits and prepaid items	\$ 29,015	\$ 25,000	\$ 25,000		
Loans Receivable	1,000,000	1,000,000	1,000,000		
<b>Assigned</b>					
Uncertainty reserve (17.5%)	7,314,423	7,863,459	7,999,735		
<b>Unassigned</b>					
Unallocated reserve	4,455,262	2,563,233	406,682		
<b>Total Fund Balance (net)</b>	<b>\$12,798,700</b>	<b>\$11,451,692</b>	<b>\$ 9,431,417</b>		



## REVENUE SUMMARY BY SOURCE - GENERAL FUND



### GENERAL FUND

**Building Permits:** These charges comprise of building permit activities within the City. This category is projected to decrease 26.75% from \$2,343,250 to \$1,720,720 in FY18-19. This decrease is due to the conservative approach of development activity with the adoption of the user fee study.

**Transient Occupancy Tax:** This revenue source is projected to increase 13.01% from \$508,800 to \$575,000 in FY18-19. The anticipated growth is due to start of construction for the La Quinta Inn hotel.

**Other Licenses & Permits:** 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. Example include business licenses. In FY18-19, Other Licenses & Permits revenue is projected to decrease 31.26% from an estimated \$1,318,327 in FY17-18 to a projected \$906,260 in FY18-19. due to the reallocation of revenue sources to the enterprise fund.



## REVENUE SUMMARY BY SOURCE - GENERAL FUND - Continued

**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. The estimated revenue for FY18-19 decreased 36.91% to \$488,100.

**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. Projected investment earnings for FY18-19 are \$155,000, up 43.32% from prior fiscal year.

**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. Reimbursements are projected to increase \$1,494,224 or 35.93% due to another year of AB109 funding for one PACT Team member, increased CIP project administration, and CFD Benefit District reimbursements for public safety and maintenance costs.

**Reimbursements from Street Programs:** Includes the recovery of personnel costs that are allocated to various street programs, and are thus reimbursed by various special revenue funding sources. This revenue source is projected to decrease \$998,500 due to a one-time reimbursement from prior fiscal year.





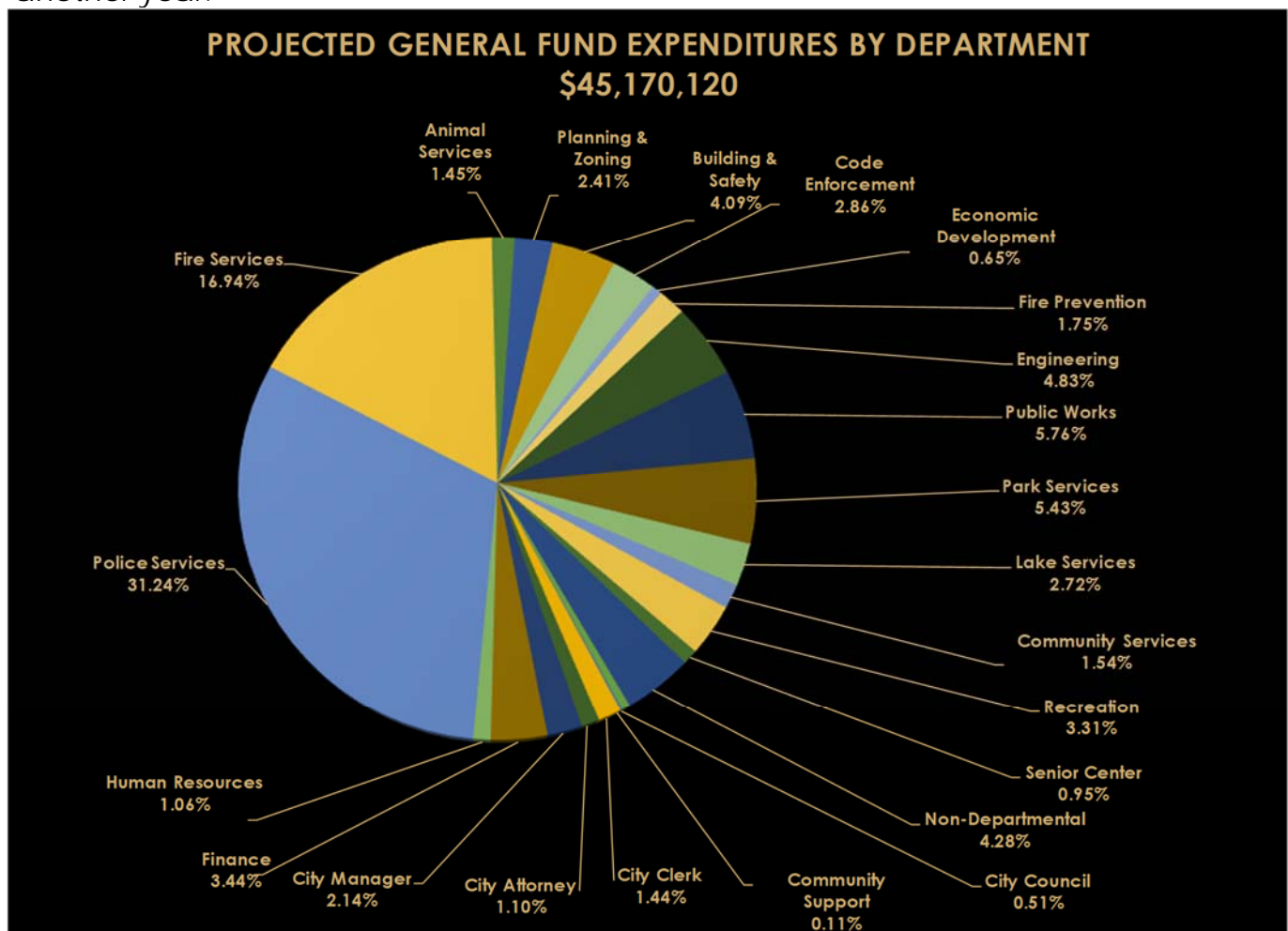


## EXPENDITURE SUMMARY BY DEPARTMENT GENERAL FUND

The General Fund is the main operating fund for the City of Lake Elsinore. It is used to account for all financial resources for the city that are not restricted to a special purpose and otherwise required to be accounted for in another fund. The General Fund provides the resources necessary to sustain the day-to-day activities and pays for all administrative and operating expenses.

Although the economy shows signs of improving, revenues for the General Fund continue to recover at a slow pace. Overall General Fund Revenues are projected to increase 1.73% over FY17-18 projections. Due to this relatively conservative growth, departments maintained their allocations at the FY17 -18 levels. Any requests for incremental increases in allocations were analyzed on a case by case basis and prioritized based on community benefit. Personnel costs are projected to increase due to the rise in CalPERS retirement employer contribution costs.

Sheriff contract rates are estimated to increase 5-7% in FY18-19. In order to absorb this cost, the Police Department will continue to hold one vacant Community Service Officer position. Fire contract cost is expected to decrease by 3.16% over the previous fiscal year. In order to maintain this cost and in conjunction with the extension of staffing for the Canyon Lake fire station, the City will continue to unfund Station #10 another year.







## EXPENDITURE SUMMARY BY DEPARTMENT GENERAL FUND - Continued

**Community Support:** Is a program under the City Council and is responsible for funding various special programs within the City. Expenditures are projected to decrease by \$45,400 in FY18-19 from prior fiscal year due to the reallocation of overtime to various departments for citywide events and the reduction in other outside services contracts.

**Animal Services:** Is comprised of contracts with Animal Friends of the Valley for animal control sheltering and field services. Expenditures are projected to decrease by 21.66% for FY18-19 due to the re-financing of the Debt Service Bonds related to the Animal Shelter.

**Code Enforcement:** This division is projected to increase by \$330,278 or 34.33% for FY18-19 due to the reallocation of personnel and other outside service contracts from various departments.

**Recreation:** A division under Community Services is projected to increase \$359,313 for FY18-19 due to the increase in other outside service contracts for the management of Rosetta Sport Park along with the increase for the Internal Service Funds charges for services.

**Senior Center:** A division under Community Services is projected to increase \$163,211 for FY18-19 due to the increase in Internal Service Funds charges for services.

**Campground:** A division under Community Services is projected to decrease 100% from the General Fund due to the reallocation to an Enterprise Fund beginning FY18-19.

**Non-Departmental:** This department is projected to decrease 27.23% or \$723,967 for FY18-19 due to the completion of the reimbursement agreement for Cambern and the reallocation of the debt service payments for the campground to the Enterprise Fund.



75



## EXPENDITURE SUMMARY BY DEPARTMENT - GENERAL FUND

DEPARTMENT	SALARIES & BENEFITS	OPERATIONS & MAINTENANCE	DEBT SERVICE	CHARGES FOR SERVICES	TOTAL
City Council	\$ 103,740	\$ 47,250	\$ -	\$ 79,920	\$ 230,910
Community Support	-	47,500	-	-	47,500
City Clerk	416,410	118,520	-	115,570	650,500
City Attorney	-	490,000	-	8,020	498,020
City Manager	767,710	16,640	-	183,740	968,090
Finance	1,091,870	229,250	-	231,780	1,552,900
Human Resources	310,070	105,620	-	62,140	477,830
Police Services	-	14,003,310	-	109,460	14,112,770
Fire Services	-	7,627,520	-	23,420	7,650,940
Animal Services	-	425,460	229,950	-	655,410
Planning & Zoning	853,760	34,250	-	198,540	1,086,550
Building & Safety	1,019,980	416,180	-	412,150	1,848,310
Code Enforcement	792,160	197,700	-	302,480	1,292,340
Economic Development	12,750	273,200	-	5,550	291,500
Fire Prevention	-	643,900	-	146,560	790,460
Engineering Department	1,370,590	566,120	-	247,110	2,183,820
Public Works - Administration	1,544,140	154,900	-	901,110	2,600,150
Park Services	898,750	1,555,000	-	-	2,453,750
Lake Services	210,460	1,016,620	-	-	1,227,080
Community Services - Administration	501,130	40,770	-	153,730	695,630
Recreation	647,280	563,300	-	283,120	1,493,700
Senior Center	167,950	60,330	-	199,010	427,290
Non-Departmental - Operating	676,570	130,000	1,128,100	-	1,934,670
Total	<u>\$ 11,385,320</u>	<u>\$ 28,763,340</u>	<u>\$ 1,358,050</u>	<u>\$ 3,663,410</u>	<u>\$ 45,170,120</u>



## SUMMARY OF CHANGES IN AUTHORIZED POSITIONS, PERSONNEL AND BENEFIT COSTS

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 total authorized positions for FY18-19 is 136, 16 of which are City Council members, City Planning Commissioners, Public Safety Advisory Commissioners, and Treasurer. The City maintains 86 regular full-time equivalent positions of which six positions are unfunded. The City also has 34 part-time positions of which four positions are unfunded.

One new position is included in this budget to be added to the schedule of authorized positions due mainly to support the campground.

<u>Department</u>	<u>Proposed Position</u>
Campground	Custodian

One part-time positions were removed from the list of authorized positions.

<u>Department</u>	<u>Current Position</u>
Planning & Zoning	Project Analyst

In addition to the changes above, six full-time positions are being either re-classed or moved to another department to better suit the restructure of the organization.

<u>Department</u>	<u>Current Position</u>	<u>Proposed Position/ Department</u>
City Clerk	Office Specialist II	Office Specialist III
City Manager	Senior Management Analyst	Assistant to the City Manager
Finance	Finance Manager	Assistant Director of Administrative Services
Planning & Zoning	Principal Planner	Assistant Director of Community Development
Building & Safety	Building Inspector	Senior Building Inspector
Code Enforcement	Graffiti Technician	Code Enforcement Officer I

The City contributes to the California Public Employees Retirement System (CalPERS). CalPERS acts as a common investment and administrative agent for participating public entities with the State of California. The annual cost of CalPERS pension for authorized employees for FY18-19 is estimated to be \$1,651,040. Benefit provisions and all other requirements are established by the State statute and City ordinance, with the City providing benefits based on "2.5% at 55" formula for current employees hired prior to July 1, 2011, "2.0% at 60" formula for employees hired between July 1, 2011 and January 1, 2013 or hired from a Reciprocal Agency within 6 month break in service, and "2.0% at 62" formula for employees hired after January 1, 2013 and new to CalPERS and was not a member of a Reciprocal Agency or had a break in service longer than six (6) months).



## SUMMARY OF CHANGES IN AUTHORIZED POSITIONS, PERSONNEL AND BENEFIT COSTS - Continued

On September 12, 2017 the City approved the Memorandum of Understanding (MOU) between the City of Lake Elsinore and the General Employees of the City of Lake Elsinore, represented by LiUNA Local 777, to be effective July 1, 2017. In addition, Council approved the Amended Salary Schedule also to be effective July 1, 2017. As part of this agreement, the Council has approved the following:

- A four (4) year agreement effective July 1, 2017 to June 30, 2021
- Compensation increase of:
  - .5% on January 1, 2019
  - .5% on July 1, 2019
  - 2% on July 1, 2020.
  - Salary ranges for Maintenance Worker I, Maintenance Worker II, Mechanic, Accountant I, Account Specialist I, Account Specialist II, and Account Specialist III shall be increased by 5% effective upon adoption of the agreement, and by an additional 5% effective the first pay period in July 2018.
  - Salary ranges Code Enforcement Officer I and Code Enforcement Officer II will increase by 2.5% effective upon adoption of the agreement, and by an additional 2.5% effective the first pay period in July 2018.
- Medical Contribution will increase by the following:
  - \$1,250 upon adoption of the agreement
  - \$1,300 effective July 1, 2018
  - \$1,325 effective July 1, 2019
  - \$1,350 effective July 1, 2020
  - If an employee elects not to participate in the City's medical coverage program, and meet other program requirements, the City will contribute a maximum of \$350 Deferred Compensation Program (ICMA 457 Plan).
- Employees shall receive Annual Leave in lieu of vacation and sick leave credits. This included the conversion of existing vacation and sick leave balances to a new annual leave bank for all employees, with a cap of 708 at conversion, with a maximum accrual cap of 788.
- Standby Pay from \$175 to \$200 (each seven day standby period)
- Completion of a Parity and Classification Study by December 31, 2020 by the City
- The Deputy City Clerk position will be a confidential position, removed from LIUNA represented group
- Eliminated the following positions:
  - GIS Data Analyst
  - GIS Specialist
  - GIS Technician I
  - Lead Worker – Weed Abatement
  - Graphics Technician



## SUMMARY OF CHANGES IN AUTHORIZED POSITIONS, PERSONNEL AND BENEFIT COSTS - Continued

- Add Senior Community Development Technician position
- Various wording changes (mutually agreed upon)
- The City will meet and confer on Personnel Rules and Regulations changes being proposed but still in process. LIUNA agreed that items not legally subject to meet and confer could not go to impasse if they do not agree with changes proposed. However, the goal is to keep lines of communication open and work through issues collaboratively
- Labor/Management Committee formed to address issues of mutual concern in a problem-solving context for efficiency, effective or improving quality of service delivery.







## SUMMARY OF BUDGETED POSITIONS

	<u>FY15-16</u>	<u>FY 16-17</u>	<u>FY 17-18</u>	<u>FY18-19</u>
Department				
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	3.30	3.50	3.50
Administrative Services:				
Finance	10.00	9.70	7.83	7.83
Human Resources	3.00	2.00	2.33	2.33
Community Development:				
Planning Commission	5.00	5.00	5.00	5.00
Planning & Zoning	7.00	7.00	7.40	7.40
Building & Safety	7.00	7.00	7.50	7.50
Code Enforcement	6.00	6.00	7.05	7.05
Economic Development	1.00	1.00	0.05	0.05
Graffiti	1.00	1.00	1.00	0.00
Engineering				
Public Safety Advisory Commission	5.00	5.00	5.00	5.00
Engineering	8.00	9.00	9.00	9.00
Public Works:				
Public Works Administration	11.00	16.00	11.00	13.00
Park Services	5.00	7.00	9.00	9.00
Weed Abatement	5.00	0.00	0.00	0.00
Lake Services	3.00	2.00	2.00	2.00
Community Services				
Administration	6.00	6.00	4.00	4.00
Recreation	29.00	29.00	31.00	30.00
Senior Center	4.00	4.00	5.00	5.00
Campground	1.00	1.00	1.00	1.00
Internal Service Funds				
Insurances Services	0.00	0.00	0.34	0.34
Information Technology	4.00	4.00	4.00	4.00
Fleet Services	2.00	2.00	2.00	2.00
Facilities Services	1.00	1.00	1.00	2.00
Total Authorized Positions	<u>136.00</u>	<u>137.00</u>	<u>135.00</u>	<u>136.00</u>



## RESOLUTION NO. 2018-XXX

### RESOLUTION OF THE CITY COUNCIL OF THE CITY OF LAKE ELSINORE, CALIFORNIA, REVISING THE SCHEDULE OF AUTHORIZED POSITIONS

**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 Council, pursuant to Section 4501 of the California Government Code, has a policy of adopting a schedule of authorized positions for each fiscal year; and,

**Whereas**, the City Council has a policy of promoting transparency and adopting a schedule of authorized positions for each fiscal year so that CalPERS may verify pay-rates in accordance with publically available salary schedules.

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

**Section 1.** The Schedule of Authorized Positions, attached hereto, Exhibit A is hereby adopted pursuant to Section 4501 of the California Government Code.

**Section 2.** The Schedule of Authorized Positions shall become effective July 1, 2018, and may be, thereafter, amended.

**Section 3.** The City Manager shall implement the attached Schedule of Authorized Positions and has the authority to select and appoint employees in accordance with the City's personnel policies.

**Section 4.** All prior Resolutions in conflict with this Resolution are hereby rescinded.

**Section 5.** The City Clerk shall certify to the adoption of this Resolution and enter it into the book of original Resolutions.

**Passed and Adopted** on this 12th day of June, 2018.

---

Natasha Johnson, Mayor

**Attest:**

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Susan M. Domen, MMC  
City Clerk



## RESOLUTION NO. 2018-XXX

STATE OF CALIFORNIA     )  
COUNTY OF RIVERSIDE    ) ss.  
CITY OF LAKE ELSINORE    )

I, Susan M. Domen, MMC, City Clerk of the City of Lake Elsinore, California, do hereby certify that Resolution No. 2018-xxx was adopted by the City Council of the City of Lake Elsinore, California, at the Regular meeting of June 12, 2018, and that the same was adopted by the following vote:

AYES:

NOES:

ABSENT:

ABSTAIN:

---

Susan Domen, MMC City Clerk



## GENERAL FUND OVERVIEW BY DEPARTMENT

The following section includes an expenditure summary with narrative account of the General Fund Operating Budget. Each Department section includes the short term objectives staff has developed for the upcoming fiscal year which has been used to develop their operating budgets. Each Department's objectives are measurable and include performance measures which demonstrate the progress made in the recent fiscal years toward their objectives.

The General Fund serves as the City Council's primary operating fund used to finance the majority of City services including; Public Safety, Public Works, Community Development and City Administration. The primary sources of revenue for the General Fund include Sales Tax, Property Tax, Development-related revenue, and other revenues that are not specifically designated to be accounted for in another fund. General Fund revenue may be appropriated by the City Council on any expenditure that serves a public purpose.

### DEPARTMENT

City Council .....	60
Community Support .....	64
City Treasurer .....	65
City Clerk .....	66
City Attorney .....	69
City Manager .....	71
Administrative Services .....	75
Finance .....	77
Human Resources .....	79
Police Services .....	80
Administration .....	81
Patrol .....	82
Investigations .....	83
Fire Services .....	84
Animal Services .....	86
Community Development .....	88
Planning & Zoning .....	91
Building & Safety .....	93
Code Enforcement .....	95
Economic Development .....	97
Fire Prevention .....	99



## GENERAL FUND OVERVIEW BY DEPARTMENT - CONTINUED

Engineering.....	101
Public Works .....	105
Community Services .....	109
Administration .....	111
Recreation .....	113
Senior Center .....	115
Non-Departmental.....	116





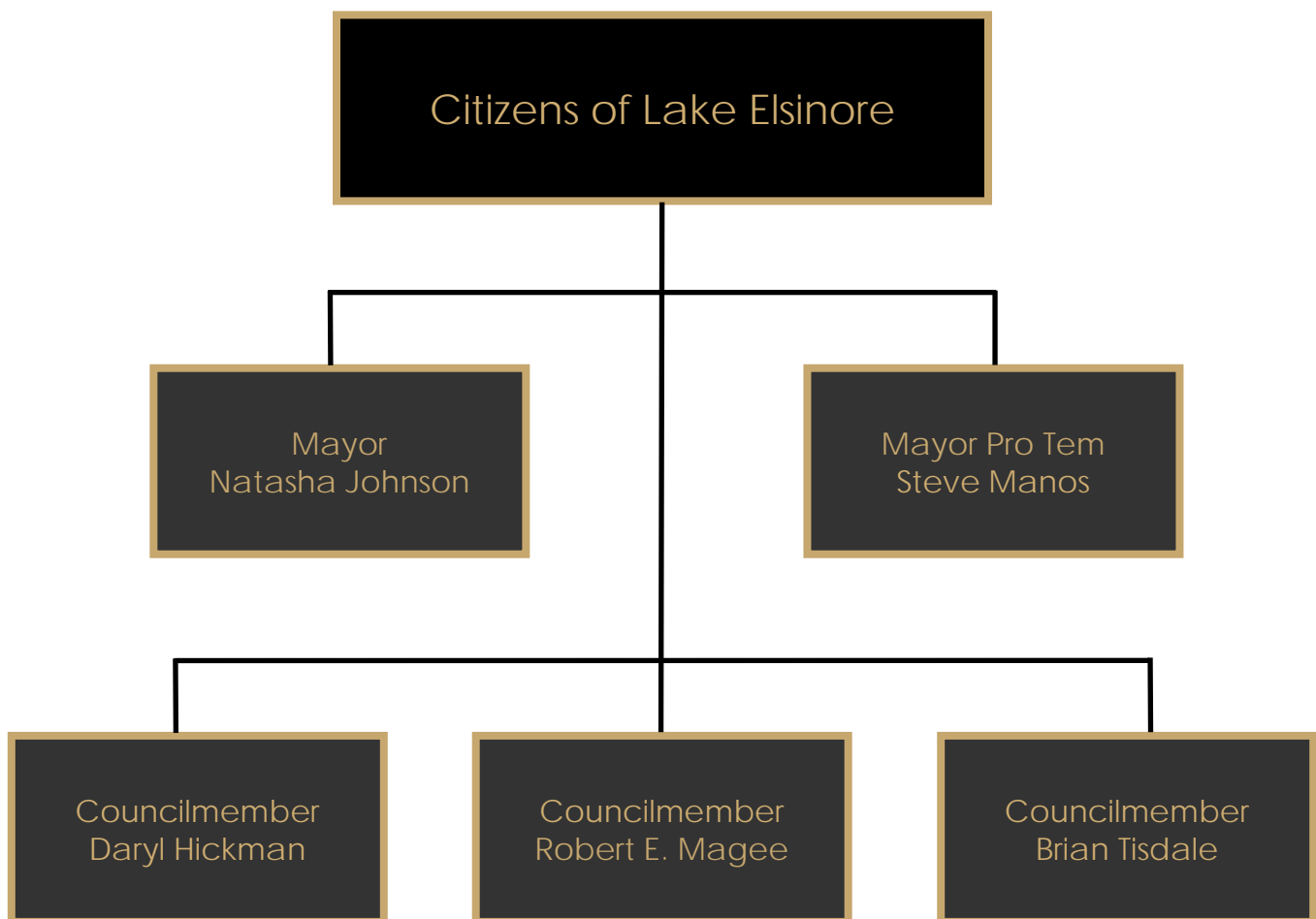


## CITY COUNCIL

### 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.

### ORGANIZATIONAL CHART





## CITY COUNCIL - CONTINUED

### EXPENDITURES BY CATEGORY

	<u>FY16-17</u> <u>ACTUALS</u>	<u>FY17-18</u> <u>ADOPTED</u>	<u>FY18-19</u> <u>REQUESTED</u>	<u>INCREASE/</u> <u>DECREASE</u>	<u>%</u> <u>CHANGE</u>
<u>CITY COUNCIL</u>					
Salaries & Benefits	\$ 79,456	\$ 83,835	\$ 103,740	\$ 19,905	23.74%
Operations & Maintenance	56,767	49,965	47,250	(2,715)	-5.43%
Charges for Services	96,003	93,499	79,920	(13,579)	-14.52%
Total	<u>\$ 232,226</u>	<u>\$ 227,299</u>	<u>\$ 230,910</u>	<u>\$ 3,611</u>	<u>1.59%</u>

	<u>FY16-17</u> <u>ACTUALS</u>	<u>FY17-18</u> <u>ADOPTED</u>	<u>FY18-19</u> <u>REQUESTED</u>	<u>INCREASE/</u> <u>DECREASE</u>	<u>%</u> <u>CHANGE</u>
<u>COMMUNITY SUPPORT</u>					
Salaries & Benefits	\$ -	\$ 17,500	\$ -	\$ (17,500)	-100.00%
Operations & Maintenance	33,484	75,400	47,500	(27,900)	-37.00%
Total	<u>\$ 33,484</u>	<u>\$ 92,900</u>	<u>\$ 47,500</u>	<u>\$ (45,400)</u>	<u>-48.87%</u>

### PERSONNEL ALLOCATION

	<u>AUTHORIZED</u> <u>FY17-18</u>	<u>CHANGES</u>	<u>AUTHORIZED</u> <u>FY18-19</u>
<u>CITY COUNCIL</u>			
Council Member	5.00	-	5.00
Total	<u>5.00</u>	<u>-</u>	<u>5.00</u>

### ACCOMPLISHMENTS - CITY COUNCIL

- Approved several municipal code ordinance updates to align City policies and regulations with the needs of the community and future development.
- In response to a costly legal challenge, successfully completed the transition to a by-district election system from an at-large system.
- Rebranded La Laguna Resort & Boat Launch to Launch Pointe, which included identifying a brand identity, key messaging and placemaking elements to be incorporated throughout the campground upon completion.
- Reviewed the Final Report on the Police Services Joint Powers Authority Feasibility Study conducted on behalf of nine contract cities in Riverside County.
- Proactively developed key strategies to protect the best interest of the community related to critical electrical projects including transmission lines and hydroelectric facilities.



## CITY COUNCIL - CONTINUED

### ACCOMPLISHMENTS - CITY COUNCIL - Continued

- Established a City Council Subcommittee to address homelessness and created a Homeless Task Force to work with the staff and community to develop strategic initiatives.
- Hired a new Community Services Deputy to focus solely on Quality of Life issues in the community including business outreach, homelessness and safety programs.
- Approved an agreement and began development of the City's first strategic plan – the Dream Extreme 2040 Plan.
- Participated in regional efforts to address homelessness, cancer initiatives and regional transportation concerns including the new Move 1-15 initiative.
- Furthered the City's efforts to inspire a healthy community through regular activities and initiatives as part of the City's Healthy LE Program.
- Supported critical policy decisions to improve traffic congestion at all five intersections within the City including Railroad Canyon, Central Avenue, Main Street and Camino Del Norte.
- Reviewed and prioritized the City's Capital Improvement Projects including the establishment of realistic timelines and/or financial constraints.

### GOALS - 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.
- Actively participate in numerous economic development activities in the City to attract new businesses, more jobs and critical development to the City of Lake Elsinore.
- Explore innovative approaches to addressing rising public safety costs while maintaining the same level of public safety services to the community.
- Assess City-wide revenue resources including adopting new user/developer fee schedules and reviewing applicable franchise agreement fees.
- Oversee the City's aggressive Capital Improvement Plan for the coming year including the start of several critical projects including Camino Del Norte extension, Railroad Canyon Road Widening, and Launch Pointe Resort Rehabilitation.
- Promote the use of the City's Alert LE mobile app as the mechanism for community concerns and issues to provide valuable data for future strategic initiatives.
- Continue to seek ways to reduce the overall homeless population within the City.



## CITY COUNCIL - CONTINUED

### PERFORMANCE MEASURES - CITY COUNCIL

	FY16-17 ACTUALS	FY17-18 PROJECTED	FY18-19 TARGET
Number of State, Regional and Local Meetings Attended	50	50	50
Number of Businesses and Citizens Recognized through Business/Citizen of the Quarter Programs	4	4	4
Number of Regular City Council and Special Meeting Held	25	25	25
Number of Ordinances Adopted	15	15	6
Number of Commissioners Appointed	7	3	3
Homeless Point -in-Time Count	62	68	50
State of the City Attendance	300	320	340





## CITY COUNCIL - CONTINUED

### ACCOMPLISHMENTS - COMMUNITY SUPPORT

- Established a formal Community Support Program to provide financial assistance to serve as a funding resource to nonprofit organizations that provide programs or services that benefit Lake Elsinore residents.
- Provided financial support to several nonprofit organizations that offer services and programs that directly benefit the community.
- Supported several local community events through in-kind services and other financial incentives.
- Participated and supported in the return of the 49<sup>th</sup> Annual Lake Elsinore Grand Prix to the street, which celebrated the City's heritage.
- Regularly participated in and supported local and groups and events including the Regional Homeless Alliance, Lake Elsinore Valley Chamber of Commerce, and the Downtown Merchants Association.

### GOALS - COMMUNITY SUPPORT

- Provide financial support to those non-profit organizations that offer programs to assist residents within the City of Lake Elsinore.
- Offer in-kind and financial support to key special events that encourage tourism, economic development and civic pride.
- Promote the City's 130<sup>th</sup> Anniversary since incorporation in 1888.

### PERFORMANCE MEASURES - COMMUNITY SUPPORT

	FY16-17 ACTUALS	FY17-18 PROJECTED	FY18-19 TARGET
Amount Awarded To Local Non-Profit Organizations	\$23,000	\$25,000	\$40,000
Number of Community Organizations Supported	2	4	8
Number of Events Supported	10	12	8





## 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 Department. The City Treasurer is a member of the Mayor's Audit and Budget Committee.

### ORGANIZATIONAL CHART



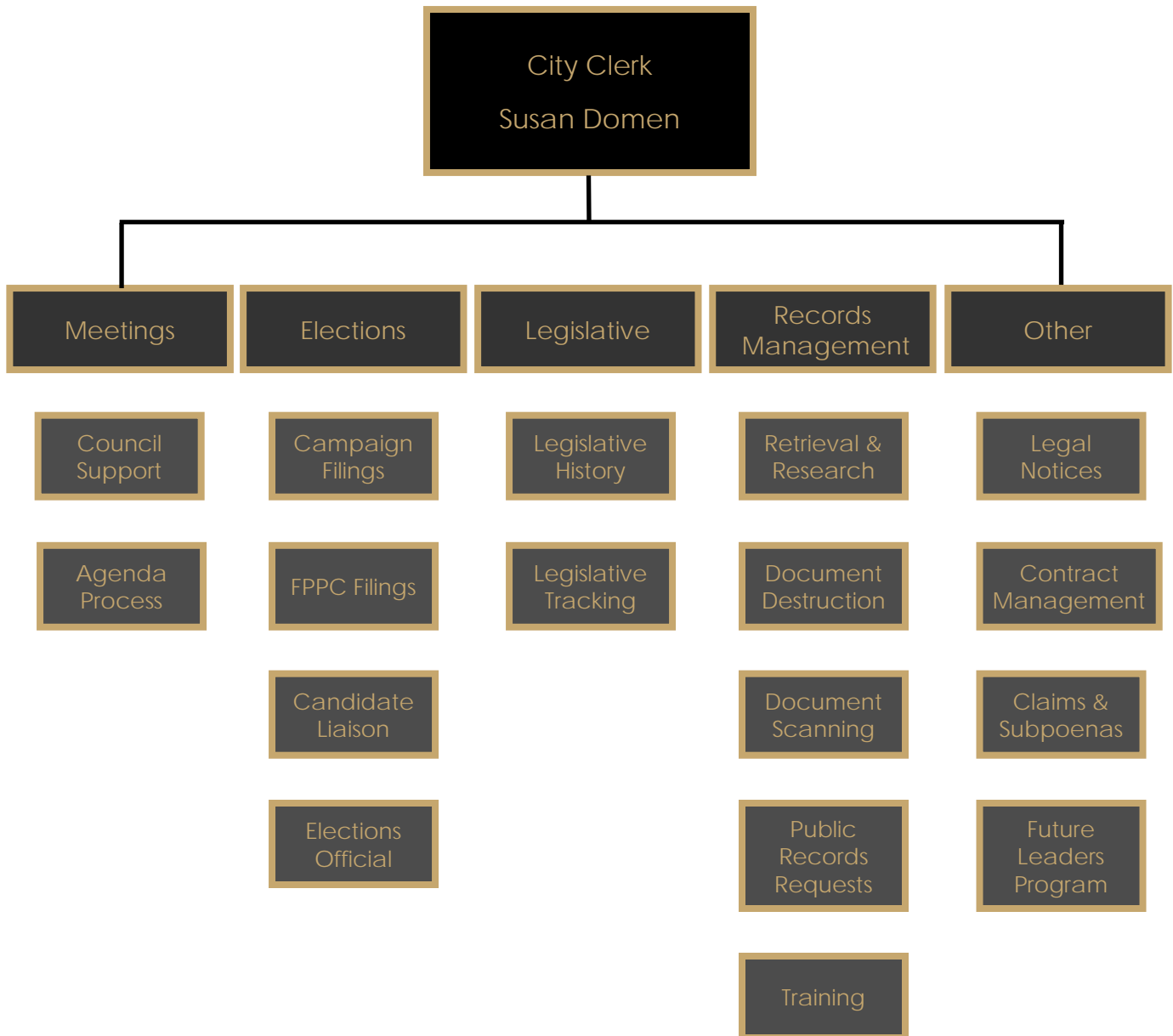


## CITY CLERK

### 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, 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.

### ORGANIZATIONAL CHART





## CITY CLERK - CONTINUED

### EXPENDITURES BY CATEGORY

	<u>FY16-17</u>	<u>FY17-18</u>	<u>FY18-19</u>	<u>INCREASE/</u>	<u>%</u>
	<u>ACTUALS</u>	<u>ADOPTED</u>	<u>REQUESTED</u>	<u>DECREASE</u>	<u>CHANGE</u>
<u>CITY CLERK</u>					
Salaries & Benefits	\$337,922	\$ 383,600	\$ 416,410	\$ 32,810	8.55%
Operations & Maintenance	100,395	153,145	118,520	(34,625)	-22.61%
Charges for Services	90,194	116,845	115,570	(1,275)	-1.09%
Total	<u>\$528,511</u>	<u>\$ 653,590</u>	<u>\$ 650,500</u>	<u>\$ (3,090)</u>	<u>-0.47%</u>

### PERSONNEL ALLOCATION

	<u>AUTHORIZED</u>	<u>CHANGES</u>	<u>AUTHORIZED</u>
	<u>FY17-18</u>		<u>FY18-19</u>
<u>CITY CLERK</u>			
City Clerk	1.00	-	1.00
Deputy City Clerk	1.00	-	1.00
Office Specialist III	-	1.00	1.00
Office Specialist II	1.00	(1.00)	-
Total	<u>3.00</u>	<u>-</u>	<u>3.00</u>

### ACCOMPLISHMENTS

- Implementation of electronic voting.
- Increased community outreach in relation to meetings, elections and governmental process through social media, website, community meetings and brochures.
- Implemented electronic signature software.
- Created and Implemented the Dream Extreme's Future Leaders Program.
- Completed the conversion of the election system to By-District elections for Council Members.
- New Records Vault and Storage System conversion.

### GOALS

- Review and revise Council Policies and City Clerk's Department Procedure manuals.
- Continue trainings for City employees in various areas, including but not limited to: customer service, public record requests and records management.
- Expand City Clerk's Office and review opportunities for implementing revenue generating services.
- Continue review of, and digitize records throughout City implementing savings on storage.
- Provide Public Portal for Records to view City documents.
- Implement records retention software for recording and storage of staff electronic communication and social media use.



## CITY CLERK - CONTINUED

### GOALS - Continued

- Improve Public Records Request response time.
- Increase City Clerk's Department staff and services.
- Implement Annual Records Clean-Up Day.

### PERFORMANCE MEASURES

	FY16-17 ACTUALS	FY17-18 PROJECTED	FY18-19 TARGET
Agenda Packet Production (Thursday Prior to Meeting)	47	42	45
Number of Resolutions Processed	98	91	100
Number of Ordinances Processed	6	6	6
Number of Agreements Processed	277	300	320
Number of Bid Openings	6	10	10
Number of Legal Notices Prepared	39	40	40
Commission Appointments	7	3	3
Number of Public Records Requests Processed	456	300	400
Recorded Documents	95	90	100



## CITY ATTORNEY

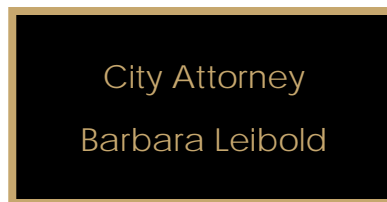
### MISSION

The mission of the City Attorney's Office is to provide the City with the highest quality, responsive and preventative legal services and to identify legal options and strategies for implementing and achieving the City Council's goals, objectives and policies.

The City Attorney's office provides a wide range of professional legal services from complex and sophisticated transactions and litigation to general matters of municipal law, including open meeting laws, conflicts of interest, public records, planning and zoning, public contracts, real property, redevelopment dissolution, water and environmental laws, mining, and election laws. The City Attorney's Office strives to provide effective analysis and preparation/review of resolutions, ordinances, contracts and other legal documents necessary to the accomplishment of the City's municipal functions and City Council goals.

The City Attorney is appointed by the Lake Elsinore City Council. The City Attorney serves as legal advisor to the City Council, Successor Agency, City Commissions and Committees, City Manager, City Clerk and City Departments. City Attorney services are performed under contract with the law firm of Leibold McClendon & Mann.

### ORGANIZATIONAL CHART



### EXPENDITURES BY CATEGORY

	FY16-17 ACTUALS	FY17-18 ADOPTED	FY18-19 REQUESTED	INCREASE/ DECREASE	% CHANGE
<u>CITY ATTORNEY</u>					
Operations & Maintenance	\$587,649	\$ 500,000	\$ 490,000	\$ (10,000)	-2.00%
Charges for Services	-	-	8,020	8,020	n/a
Total	<u>\$587,649</u>	<u>\$ 500,000</u>	<u>\$ 498,020</u>	<u>\$ (1,980)</u>	<u>-0.40%</u>

### ACCOMPLISHMENTS

- Provided timely, cost effective quality legal services to the City Council, Commissions, City Manager and all City departments in furtherance of the City Council's goals while limiting risk and costs to the City of Lake Elsinore.
- Assisted and advised City regarding the East Lake Specific Plan Update, Back Basin conservation, flood storage, 404 permit and regulatory compliance in connection with potential development activity and Lake related projects.
- Advised City regarding SCE Valley-Ivyglen and LEAPS Projects, reviewed project documents and prepared correspondence and pleadings to protect City interests.





## CITY ATTORNEY - CONTINUED

### ACCOMPLISHMENTS - Continued

- Advised City in the formation of the Southwest Riverside County Energy Authority (SRCEA) and prepared/reviewed formation and related documents.
- Advised City regarding California Voting Rights Act and transition to Council Districts.
- Represented and protected City interests in resolving pending and threatened litigation, including resolution of dispute with Western Riverside County Regional Conservation Authority relating to MSHCP fees and dispute with Summerly developer relating to 2004 Development Agreement.
- Advised Successor Agency in redevelopment dissolution procedures and secured DOF funding for enforceable obligations, including existing bonded indebtedness, ongoing Stadium, management, maintenance, operations and capital improvements, implementation of Summerly DDA and issuance of new Tax Allocation Bonds.
- Assisted and advised City staff on Mission Trail Apartments and Cottages at Mission Trail Affordable Housing Projects and the disposition and protection of affordable housing assets, including seeking appropriate remedies from DOF to repay Housing Fund Loan.
- Prepared/reviewed and approved all City Council and Planning Commission Agenda Reports and attachments, including miscellaneous agreements, resolutions and ordinances, and attended all City Council and Planning Commission meetings.

### GOALS

- 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.
- Assist and advise City staff and City Council regarding implementation of the Memoranda of Understanding with WRCOG and RCA and to protect the City's interests relating to TUMF and MSHCP, including implementation of specific transportation improvements and open space conservation easements.
- Continue to represent the City and advance City interests in connection with the proposed SCE Valley-Ivyglen and LEAPS Projects.
- Assist and advise City staff and City Council in meetings with RCA and environmental resource agencies to balance environmental and economic development goals citywide.
- Guide the Successor Agency in the preparation of the ROPS, implementation of its enforceable obligations, property disposition to promote local projects and protect local assets.
- Advise City regarding implementation and prioritization of EOC planning/procedures.
- Collaborate with City staff and prepare recommendations to City Council regarding Municipal Code and City Council Policy Update and revised standard conditions of approval.

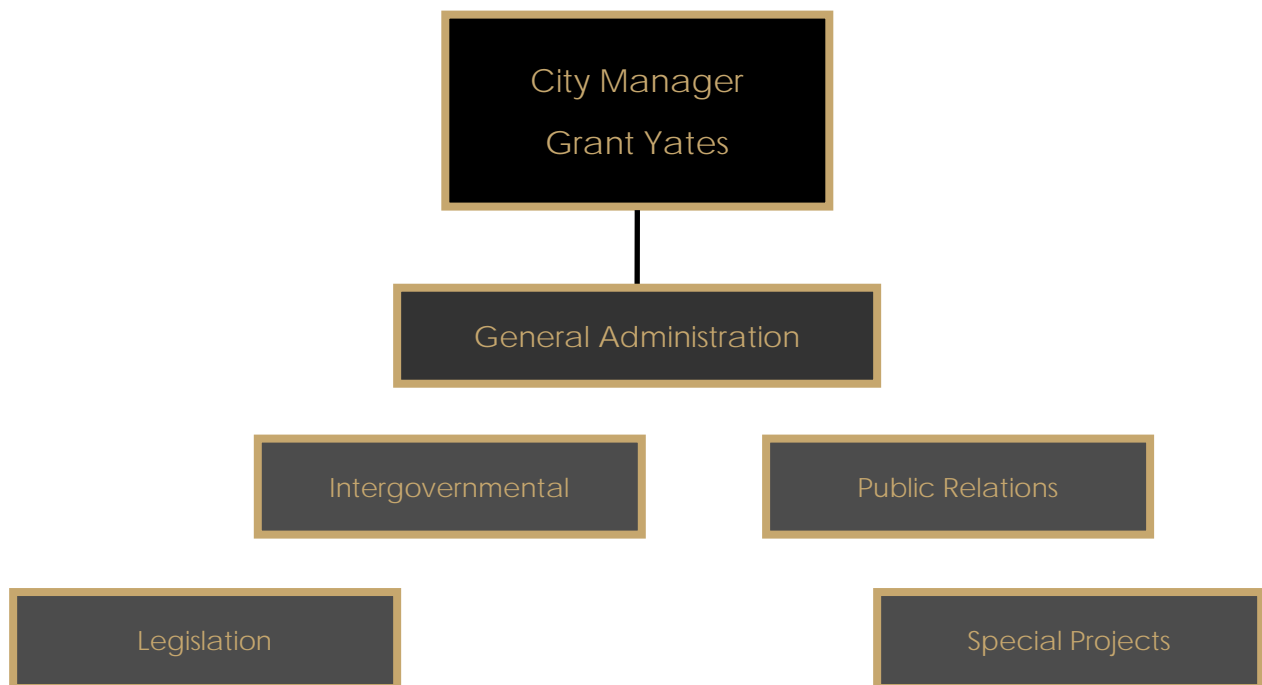


## CITY MANAGER

### 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 services to the community, and promoting overall safety to the staff and citizens of Lake Elsinore.

### ORGANIZATIONAL CHART





## CITY MANAGER- CONTINUED

### EXPENDITURES BY CATEGORY

	FY16-17	FY17-18	FY18-19	INCREASE/ DECREASE	% CHANGE
	<u>ACTUALS</u>	<u>ADOPTED</u>	<u>REQUESTED</u>		
<u>CITY MANAGER</u>					
Salaries & Benefits	\$618,057	\$ 702,530	\$ 767,710	\$ 65,180	9.28%
Operations & Maintenance	70,150	79,160	16,640	(62,520)	-78.98%
Charges for Services	100,959	119,603	183,740	64,137	53.62%
Total	<u>\$789,166</u>	<u>\$ 901,293</u>	<u>\$ 968,090</u>	<u>\$ 66,797</u>	<u>7.41%</u>

### PERSONNEL ALLOCATION

	AUTHORIZED FY17-18	CHANGES	AUTHORIZED FY18-19
<u>CITY MANAGER</u>			
City Manager	1.00	-	1.00
Assistant City Manager	0.50	-	0.50
Assistant to the City Manager	-	1.00	1.00
Executive Assistant II	1.00	-	1.00
Senior Management Analyst	1.00	(1.00)	-
Total	<u>3.50</u>	<u>-</u>	<u>3.50</u>

### ACCOMPLISHMENTS

- Finalized an agreement and began developing the City's first long-term strategic plan, i.e. the Dream Extreme 2040 Plan.
- Grew the City's following and engagement on all social media channels including Facebook, Instagram, Twitter and YouTube. And, launched a City Snap Chat page.
- Maintained ongoing, regular communication with the media resulting in regular stories in local newspapers.
- Hosted and actively participated in several regional task force meetings to address regional concerns and challenges including WRCOG, homelessness, development fees, transportation and cancer.
- Hosted the City's largest State of the City Address ever in coordination with the Chamber of Commerce.
- Completed Clean LE pilot program in coordination with the Western Riverside Council of Governments (WRCOG), CR&R and Riverside County Watershed Protection Agency.
- Successfully managed a significant blue-green algae bloom on Lake Elsinore and implemented an ongoing monitoring program for harmful algae blooms.



## CITY MANAGER - CONTINUED

### ACCOMPLISHMENTS - Continued

- Began the complete rehabilitation of La Laguna Resort & Boat Launch and completed a strategic rebranding process for this future destination.
- Completed the renovation and expansion of City Hall including a space planning and furniture that ensures greater collaboration amongst departments, improved service to the community and a healthier work environment for employees.
- Started monthly marketing meetings with staff to coordinate and improve outreach to the community via all communication channels while maximizing the City's limited resources.
- Created a Homeless Task Force to develop and execute strategic objectives to reduce homelessness within the City including establishing a Community Coalition to build an effective network of help, conducting regular presentations to the community about the City's efforts and promoting responsible compassion to our community.
- Secured a free 60 second prime time television commercial spot showcasing the City of Lake Elsinore as part of So Cal Chevy Dealers Roads to New Destinations series.
- Developed new public information resources to communicate the community about capital improvement projects planned, under construction and recently completed within the City.
- Resolved critical negotiations and litigation threats to ensure a positive outcome for all parties that allow for continued progress within the City particularly for new development and critical infrastructure improvements.

### GOALS

- 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.
- Identify and facilitate the purchase and/or acquisition of key properties throughout the City that will provide valuable resources for future community projects.
- Maintain regular, ongoing communications with the community through various media outreach opportunities including the website, social media, and newspapers.
- Promote, support, and grow community engagement through activities such as the City's Clean Extreme, Clean LE, and Veterans Day Observance Ceremony events to build positive relationships and community pride.



## CITY MANAGER - CONTINUED

### GOALS - Continued

- Develop a strategic outline for the Lake that includes challenges, key strategies and next steps for future consideration to preserve, protect and improve the City's most valuable asset.
- Continue developing and executing strategic objectives to reduce homelessness within the City and help those in need. This includes using outside experts to assist in helping those in our community to end homelessness.
- Manage and facilitate the complete rehabilitation and future marketing efforts for the City's latest economic development catalyst project – the campground.
- Promote the celebrate the City's 130<sup>th</sup> Anniversary since incorporation in 1888.
- Create and promote professional development opportunities throughout the organization to allow for positive succession amongst employees at all levels of the organization.
- Implement the City's Economic Development Strategic Plan.
- Continue to develop new public information resources to communicate the community about capital improvement and privately funded projects under review, approved, under construction and recently completed within the City.

### PERFORMANCE MEASURES

	FY16-17 ACTUALS	FY17-18 PROJECTED	FY18-19 TARGET
Number of Community Update Outreach Presentations	n/a	5	5
Percentage of Weekly Meetings with the Executive Management Team	90%	90%	90%
Host a State of the City Program on behalf of the City Council in Coordination with the Chamber of Commerce	1	1	1
Number of Volunteer Clean Up Events Held To Encourage Civic Pride	1	10	4
Number of Followers on City Hall Facebook Page	5,434	7,000	8,500
Number of Followers on City Hall Instagram Account	552	1,000	2,000
Number of Billboards Posted For Community Events and Support	46	60	50
Number of Times the City Has Received Media Coverage	50	52	52
Number of Homeless Task Force and Collaborative Meetings	n/a	26	18
Number of Homeless That Request For Help	n/a	45	65



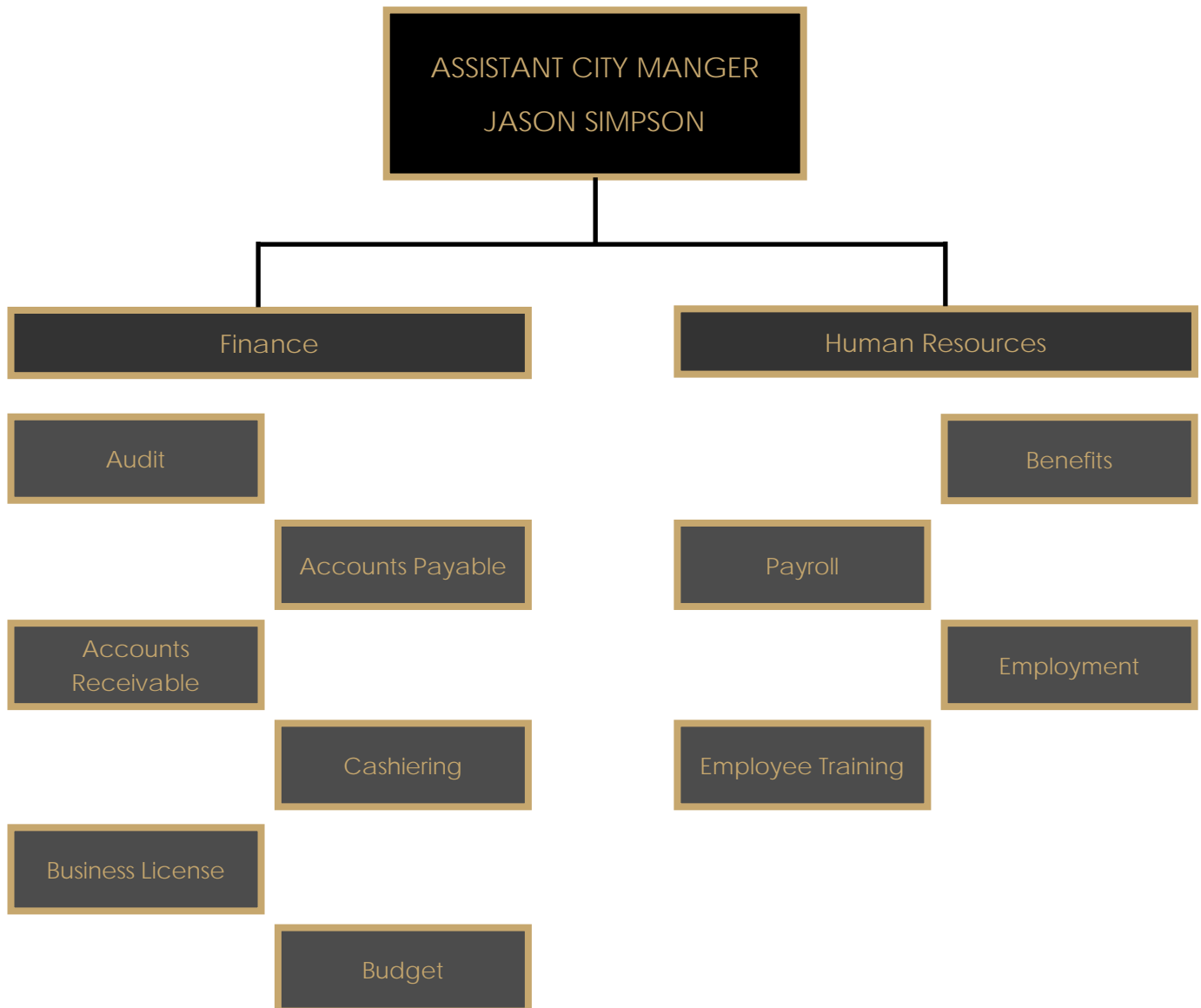


## ADMINISTRATIVE SERVICES

### MISSION

The Administrative Services Department responsibilities include cash and investment management, financial reporting, coordination and preparation of the Annual Operating Budget and Capital Improvement Plan, internal audit, payroll, accounts receivable, financial oversight, business licensing, purchasing and contracts, financial management of Police, and Fire contracts, and administration of all city funds and accounts. The Department is comprised of Finance and Human Resources.

### ORGANIZATIONAL CHART





## ADMINISTRATIVE SERVICES - CONTINUED

### EXPENDITURES BY CATEGORY

	FY16-17 ACTUALS	FY17-18 ADOPTED	FY18-19 REQUESTED	INCREASE/ DECREASE	% CHANGE
<u>FINANCE</u>					
Salaries & Benefits	\$ 969,663	\$ 1,016,130	\$ 1,091,870	\$ 75,740	7.45%
Operations & Maintenance	192,695	241,425	229,250	(12,175)	-5.04%
Charges for Services	271,570	260,816	231,780	(29,036)	-11.13%
Total	<u>\$ 1,433,928</u>	<u>\$ 1,518,371</u>	<u>\$ 1,552,900</u>	<u>\$ 34,529</u>	<u>2.27%</u>

### HUMAN RESOURCES

Salaries & Benefits	\$ 115,622	\$ 286,660	\$ 310,070	\$ 23,410	8.17%
Operations & Maintenance	83,218	114,100	105,620	(8,480)	-7.43%
Charges for Services	59,025	46,389	62,140	15,751	33.95%
Total	<u>\$ 257,865</u>	<u>\$ 447,149</u>	<u>\$ 477,830</u>	<u>\$ 30,681</u>	<u>6.86%</u>

### PERSONNEL ALLOCATION

	AUTHORIZED FY17-18	CHANGES	AUTHORIZED FY18-19
<u>FINANCE</u>			
Assistant City Manager	0.50	-	0.50
Assistant Director of Administrative Services	-	0.33	0.33
Finance Manager	0.33	(0.33)	-
Finance Administrator	1.00	-	1.00
Fiscal Officer	1.00	-	1.00
Executive Assistant I	1.00	-	1.00
Accountant I	2.00	-	2.00
Account Specialist II	2.00	-	2.00
Total	<u>7.83</u>	<u>-</u>	<u>7.83</u>
<u>HUMAN RESOURCES</u>			
Assistant Director of Administrative Services	-	0.33	0.33
Finance Manager	0.33	(0.33)	-
Human Resources Analyst	1.00	-	1.00
Human Resources Specialist	1.00	-	1.00
Total	<u>2.33</u>	<u>-</u>	<u>2.33</u>



## ADMINISTRATIVE SERVICES - CONTINUED

### ACCOMPLISHMENTS - FINANCE

- Implemented Accounts Payable Vendor EFT payment processing.
- Formed the Community Facilities District 2017 for Public Safety Services.
- Reduced Fiscal Agent Activity Recording.
- Completed the Comprehensive Annual Financial Statements (CAFR) for June 30, 2017 by December 31, 2017.
- Received the Governmental Finance Officers Associations (GFOA) award of Excellence in reporting for the FY15-16 CAFR.
- Applied for the Governmental Finance Officers Associations (GFOA) award of Excellence in reporting for the FY16-17 CAFR.
- Received the GFOA Capital budget Excellence Award for FY17-18.
- Received the California Society of Municipal Finance Officers' Association (CSMFO) Operating Budget of Excellence Award for the FY17-18 Annual Operating Budget Report.
- Received the CSMFO Capital Budget of Excellence Award for the FY17-18 to FY21-22 for the City's Annual Capital Improvement Plan Budget Report.
- Continued to improve centralized Grant Tracking and reporting for improved recording and audit results.
- Continued to cross-train staff in accounts payable, cashiering, accounts receivable, and business license processing for improved customer service.
- Facilitated the implementation of online payment gateways related web payment processing for lake activities programs, and rental programs.
- Updated the Investment Policy for 2018.
- Updated the Escheatment Policy for unclaimed moneys

### GOALS - FINANCE

- Complete annual audit within 5 months from close of fiscal year.
- Complete and submit the FY17-18 CAFR to GFOA prior to December 31, 2018.
- Receive GFOA award for Excellence in reporting for the FY16-17.
- Apply and Receive GFOA award for Excellence in reporting for the FY17-18 CAFR.
- Improve the Annual Financial Reporting presentation through alternate software.
- Continue to improve online capabilities for payment acceptance through the website.
-



## ADMINISTRATIVE SERVICES - CONTINUED

### GOALS - FINANCE - Continued

- Complete the Development Impact Fee studies and update Citywide fee schedule.
- Utilize State Board of Equalization's software to find unlicensed businesses within the City Limits.
- Implement P-Cards for improved purchasing power and revenue generation.
- Implement CAFR Building Module in Financial System software.

### PERFORMANCE MEASURES - FINANCE

	FY16-17 ACTUALS	FY17-18 PROJECTED	FY18-19 TARGET
Percentage of Bank Reconciliations Performed Before the Close of Subsequent Month	100%	100%	100%
Invoices Processed per Year	11,000	11,500	11,500
Number of New Business Licenses Issued per Year	550	600	625
Number of Business Licenses Renewed	850	900	900
Number of Cash Receipts Processed	13,000	13,500	15,000
Complete Quarterly Reporting to State and County by 15th of the Subsequent Month	100%	100%	100%
Prepare Investment Reporting to Council in the Second Council Meeting Each Month	100%	100%	100%
GFOA and CSMFO Award Winning Budgets Presented	0	1	2
GFOA Award Winning Comprehensive Annual Financial Report Presented	1	1	1



## ADMINISTRATIVE SERVICES- CONTINUED

### ACCOMPLISHMENTS - HUMAN RESOURCES

- Attended training and began the setup of the new employee management module.
- Attended CalPERS training for retirement benefits.
- Updated and created new business forms and policies.
- Streamlined the payroll process.
- Began the clean up and consolidation of outdated files.
- Decreased the cost of the employee dental insurance plan.
- Held two Red Cross blood drives for staff and the community.
- Held a citywide employee service award luncheon.

### GOALS - HUMAN RESOURCES

- Revise and update the Personnel Rules and Regulations.
- Implement the recruitment and application module through Paychex.
- Complete the setup of the HR module in Paychex.
- Complete the setup of the benefit management module in Paychex.
- Create 360 evaluation forms and continue to improve on the timeframe in which employee evaluations are completed.
- Revise job descriptions.
- Continue to update business forms.
- Continue to assess and revamp current processes and procedures.

### PERFORMANCE MEASURES - HUMAN RESOURCES

	FY16-17 ACTUALS	FY17-18 PROJECTED	FY18-19 TARGET
Number of Recruitments Conducted	7	7	8
Average Recruitment Time for New Hires	NA	NA	3 Months
Number of Applications Processed	275	310	350
Percentage of Evaluations Processed within Prescribed Timeframes	60%	75%	85%



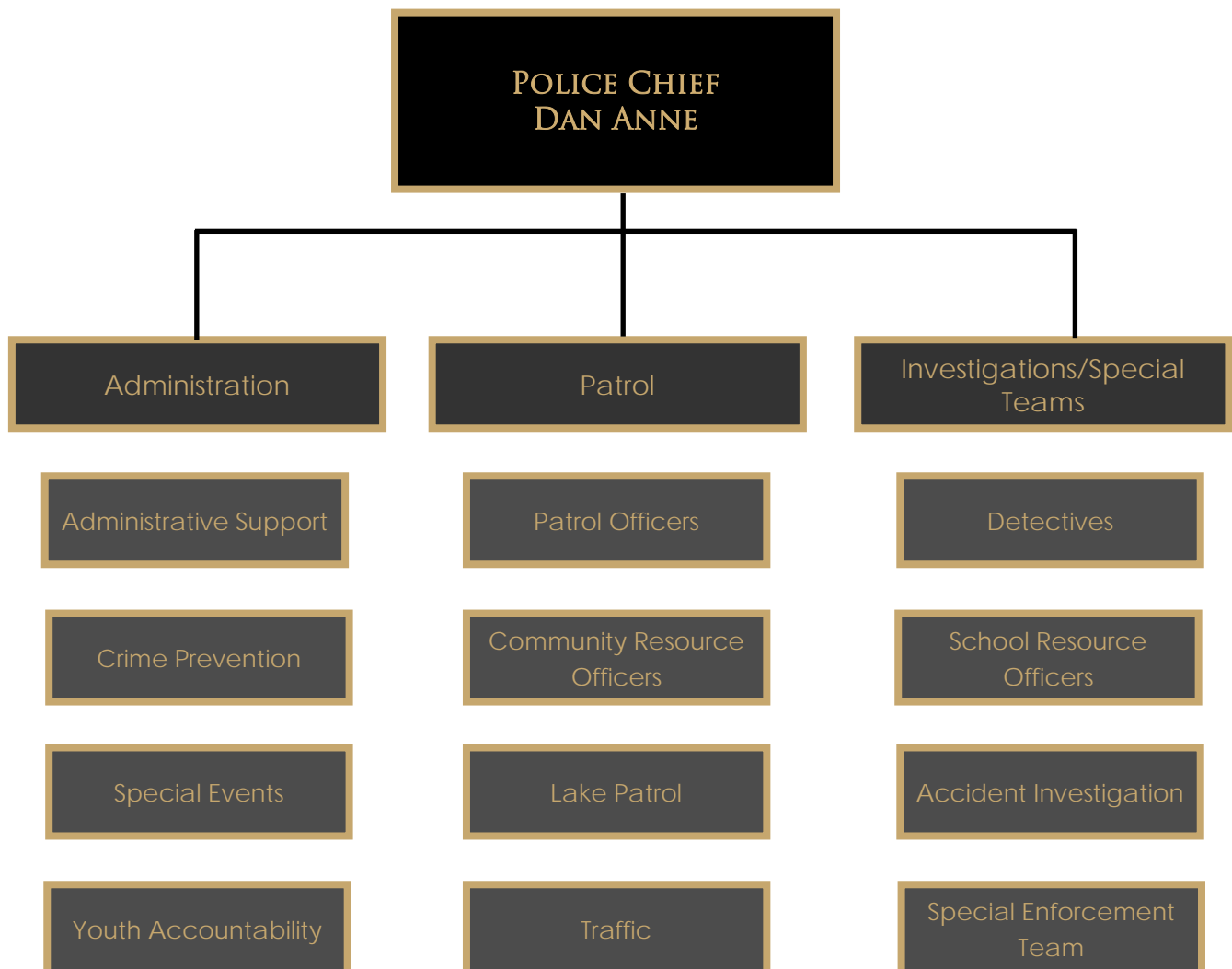


## POLICE SERVICES

### 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.

### ORGANIZATIONAL CHART





## POLICE SERVICES- CONTINUED

### EXPENDITURES BY CATEGORY

	FY16-17 ACTUALS	FY17-18 ADOPTED	FY18-19 REQUESTED	INCREASE/ DECREASE	% CHANGE
<u>POLICE SERVICES</u>					
Operations & Maintenance	\$11,620,716	\$12,915,752	\$14,003,310	\$1,087,558	8.42%
Charges for Services	84,310	94,494	109,460	14,966	15.84%
Total	<u>\$11,705,026</u>	<u>\$13,010,246</u>	<u>\$14,112,770</u>	<u>\$1,102,524</u>	<u>8.47%</u>

### ACCOMPLISHMENTS - ADMINISTRATION

- Continued an open working relationship with the City of Lake Elsinore in general growth and organization of special events.
- Continued to work closely with City personnel and County agencies in the development of programs to assist the homeless.
- Continued to expand the Neighborhood Watch and Crime Free Housing programs.
- Established the new Community Service Deputy position.

### GOALS - ADMINISTRATION

- Working together to maintain and possibly increase patrol hour funding at an optimal level for public safety.
- Increase the Homeless outreach programs and meetings with City officials and the Community Service Deputy.
- Increase/Expand Crime Free Business Programs to deal with new state laws/guidelines.
- Establish an active Citizen on Patrol Volunteer program within the city.

### PERFORMANCE MEASURES - ADMINISTRATION

	FY16-17 ACTUALS	FY17-18 PROJECTED	FY18-19 TARGET
Number of Volunteers	27	60	60
Percent of City Council and Public Safety Advisory Committee Meetings Attended	100%	100%	100%
Number of Live Scans Taken	29	180	180
Number of Crime Free Housing Checks Made	25	25	40



## POLICE SERVICES- CONTINUED

### ACCOMPLISHMENTS - PATROL

- Redirected the Problem Oriented Policing team to focus on Quality of Life issues in partnership with other City departments.
- Continued actions by the traffic enforcement section to reduce the number of injury traffic collisions through enforcement and public education.
- Created an additional Accident Investigation position.
- Continued to enhance community relations by effective, fair and efficient law enforcement services.
- Strict enforcement of vessel safety inspections and enforcing hazardous boating violations. Updated City boats and boating equipment.
- Obtained an OTS Grant for traffic related issues.

### GOALS - PATROL

- Continued involvement of the Community Service Deputy in numerous city projects and business issues.
- Continue proactive traffic enforcement to reduce the number of injury traffic collision through enforcement and public education.
- Monitor and maintain quick responses on Priority 1 and 2 calls, while still maintaining a high level of proactive patrol operations.
- Establish a Citizens on Patrol program within the city to help maintain a high visible, crime deterring presence in the business and residential areas.

### PERFORMANCE MEASURES - PATROL

	FY16-17 ACTUALS	FY17-18 PROJECTED	FY18-19 TARGET
Number of General Patrol Officer Hours Provided Per Day	130.8	130.8	130.8
Response Time for Priority 1 Calls (Minutes)	8.72	8.67	8.00
Response Time for Priority 2 Calls (Minutes)	22.23	23.21	22.00
Number of Traffic Collision Investigations	567	525	500
Number of High Visibility Traffic Checkpoints	5	6	6
Overall Calls for Service	49,187	50,000	50,000
Number of Boating Citations	400	170	400
Number of DUI Arrests	160	170	200



## POLICE SERVICES- CONTINUED

### ACCOMPLISHMENTS - INVESTIGATIONS

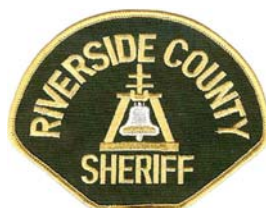
- The Investigations Division solved numerous crimes involving sexual assaults against adults and children, resulting in multiple arrests and convictions with significant prison sentences.
- Multiple crimes against property and persons cases were solved with the assistance of forensic investigations.
- The Division has utilized Cellebrite technology to assist with the forensic analysis of cellular phones and other media devices.
- The Division, alongside the SRO's, investigated numerous school related incidents involving the "Kids with Guns Protocol". These cases were thoroughly investigated with zero cases found with credible threats against our schools.

### GOALS - INVESTIGATIONS

- The Investigations Division will continue to assist the Patrol Division with all work necessary to obtain arrests or filings with the District Attorney's Office; continue to assist the SRO's with all school related investigations.
- The Investigations Division will maintain a high-quality level for all investigations which will result in successful criminal prosecutions. Cases involving crimes against children are amongst the highest priority, along with compliance of sex registrants within the city.
- The Investigations Division will continue to provide effective and efficient public contact, victim contact, and ensure all investigations are conducted in a timely manner and meet the needs of the community.

### PERFORMANCE MEASURES - INVESTIGATIONS

	FY16-17 ACTUALS	FY17-18 PROJECTED	FY18-19 TARGET
Number of Cases Closed by Investigations Unit	58	140	150
Number of Open Cases per Detective	8	10	10



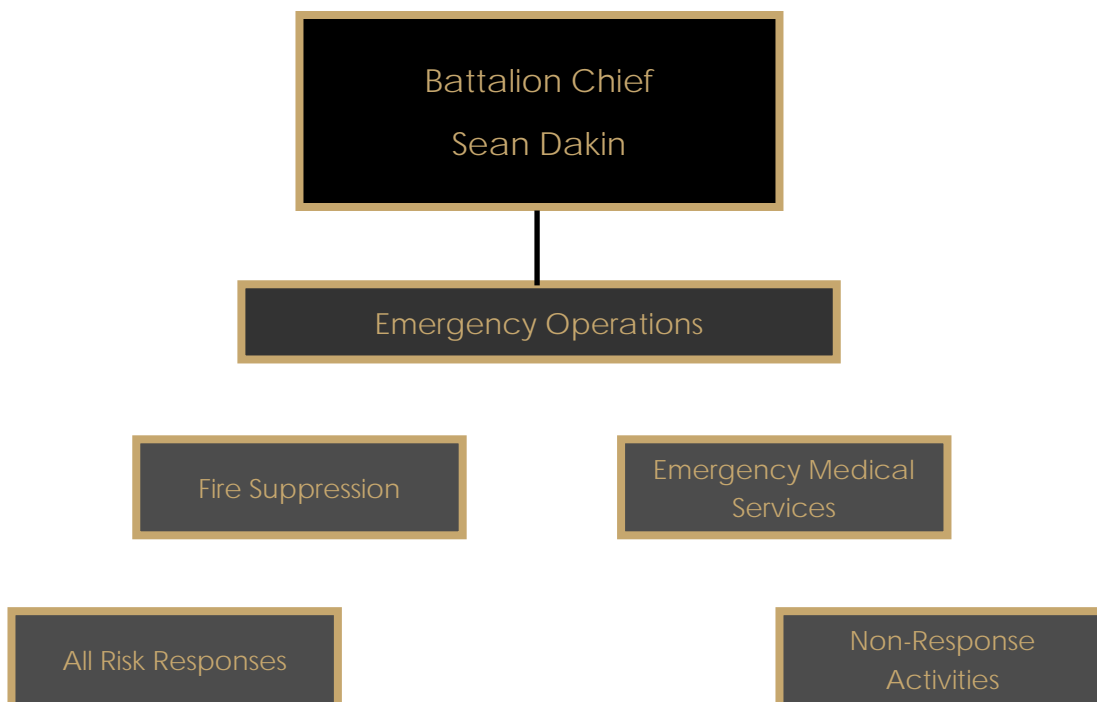


## FIRE SERVICES

### 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.

### ORGANIZATIONAL CHART







## FIRE SERVICES - CONTINUED

### EXPENDITURES BY CATEGORY

	FY16-17 ACTUALS	FY17-18 ADOPTED	FY18-19 REQUESTED	INCREASE/ DECREASE	% CHANGE
<u>FIRE SERVICES</u>					
Operations & Maintenance	\$7,766,397	\$7,560,306	\$7,625,550	\$ 65,244	0.86%
Charges for Services	172,217	339,975	25,420	(314,555)	-92.52%
Total	<u>\$7,938,614</u>	<u>\$7,900,281</u>	<u>\$7,650,970</u>	<u>\$(249,311)</u>	<u>-3.16%</u>

### ACCOMPLISHMENTS

- 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 its CERT, CPR and public education programs.

### GOALS

- Renew the current Wildland Fire Protection Agreement with CAL FIRE at its current acres.
- Renew the Fire Protection Agreement with Cal Fire and Riverside County Fire Department.
- Continue best management practices to maintain fiscal accountability.
- Develop boat and rescue watercraft standard operation guidelines for better accountability and public safety.

### PERFORMANCE MEASURES

	FY16-17 ACTUALS	FY17-18 PROJECTED	FY18-19 TARGET
Respond To all Incidents within Five Minutes of Dispatch	85%	89%	95%
Initiate Emergency Advanced Life Support Within 15 Minutes of Dispatch	100%	100%	100%
Initiate Suppression Action On All Fires Within 15 minutes of Dispatch	85%	89%	90%





## 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 over population and saving animal lives.

### EXPENDITURES BY CATEGORY

	FY16-17 ACTUALS	FY17-18 ADOPTED	FY18-19 REQUESTED	INCREASE/ DECREASE	% CHANGE
<b>ANIMAL SERVICES</b>					
Operations & Maintenance	\$ 502,902	\$ 544,640	\$ 425,460	\$(119,180)	-21.88%
Debt Service	304,341	292,000	229,950	(62,050)	-21.25%
Total	<u>\$ 807,243</u>	<u>\$ 836,640</u>	<u>\$ 655,410</u>	<u>\$(181,230)</u>	<u>-21.66%</u>

### ACCOMPLISHMENTS

- Negotiated and expanded the terms of the City's long-term animal control field services agreement through June 30, 2020, saving the City more than \$117,000 with no impact to service levels.
- Participated regularly in the Southwest Communities Financing Authority Board and Executive Committee meetings.
- Researched possibilities for key policy changes to reduce future animal control and sheltering costs.
- Supported the Southwest Communities Financing Authority (SCFA) efforts to refinance shelter bond debt to save the SCFA nearly \$7 million over for the next 20 years.

### GOALS

- Align existing animal control municipal codes with the County of Riverside to reduce the long-term impacts on the City's pet population and costs related to animal control by ensuring responsible pet ownership including mandatory microchipping and spay/neuter policies.
- Explore funding and cost recovery opportunities to phase in future increases in the total number of active animal control patrol hours per day.
- Support the Animal Friends of the Valleys marketing and donor development opportunity by sharing critical animal control messages through the City's existing communication channels including the Recreation Guide, social media and the City website.
- Identify programs, such as amnesty and vouchers, that encourages pet owners to license and spay/neuter their pets.



## ANIMAL SERVICES

### PERFORMANCE MEASURES

	FY16-17 ACTUALS	FY17-18 PROJECTED	FY18-19 TARGET
Percentage of Licensed Animals In The City	n/a	10%	15%
Number of Animals Taken To The Shelter	2,022	1,914	1,800
Number of New Policies Adopted and Implemented	n/a	n/a	2
Percentage of Cost Recovery Improvement	n/a	10%	10%
Percentage of City Expenses For Regional Animal Shelter	24.7%	22.2%	20%

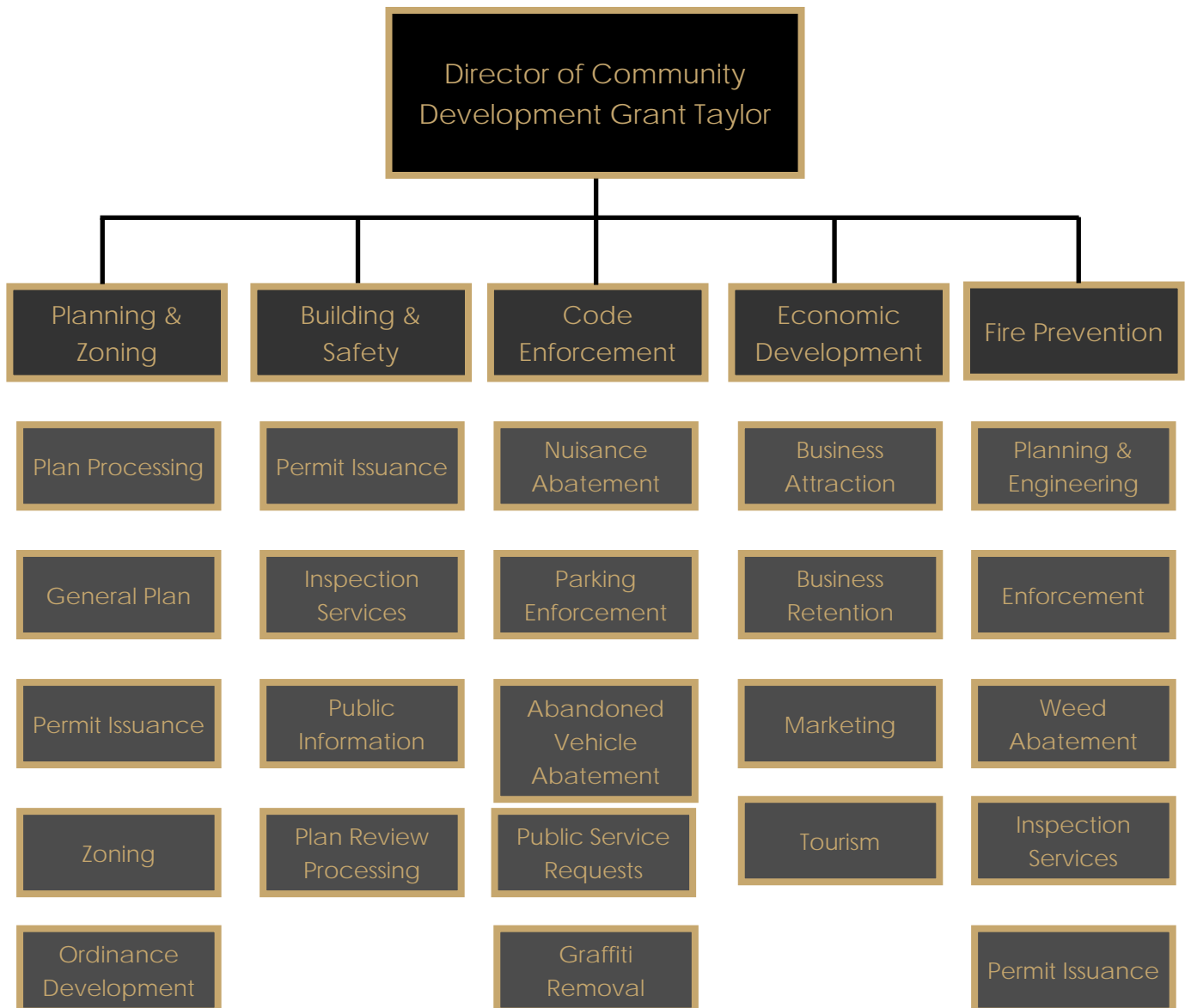


## COMMUNITY DEVELOPMENT

### 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 & Zoning, Building & Safety, Code Enforcement, Economic Development, Fire Prevention, and Graffiti. 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.

### ORGANIZATIONAL CHART





## COMMUNITY DEVELOPMENT- CONTINUED

### EXPENDITURES BY CATEGORY

	FY16-17 ACTUALS	FY17-18 ADOPTED	FY18-19 REQUESTED	INCREASE/ DECREASE	% CHANGE
<b>PLANNING &amp; ZONING</b>					
Salaries & Benefits	\$ 861,007	\$ 773,035	\$ 853,760	\$ 80,725	10.44%
Operations & Maintenance	55,240	109,500	34,250	(75,250)	-68.72%
Charges for Services	249,456	239,578	198,540	(41,038)	-17.13%
Total	<u>\$1,165,703</u>	<u>\$1,122,113</u>	<u>\$1,086,550</u>	<u>\$ (35,563)</u>	<u>-3.17%</u>
<b>BUILDING &amp; SAFETY</b>					
Salaries & Benefits	\$ 750,583	\$1,006,150	\$1,019,980	\$ 13,830	1.37%
Operations & Maintenance	488,284	578,615	416,180	(162,435)	-28.07%
Charges for Services	220,354	355,501	412,150	56,649	15.93%
Total	<u>\$1,459,221</u>	<u>\$1,940,266</u>	<u>\$1,848,310</u>	<u>\$ (91,956)</u>	<u>-4.74%</u>
<b>CODE ENFORCEMENT</b>					
Salaries & Benefits	\$ 529,140	\$ 696,840	\$ 792,160	\$ 95,320	13.68%
Operations & Maintenance	13,153	22,200	197,700	175,500	790.54%
Charges for Services	221,771	243,022	302,480	59,458	24.47%
Total	<u>\$ 764,064</u>	<u>\$ 962,062</u>	<u>\$1,292,340</u>	<u>\$ 330,278</u>	<u>34.33%</u>
<b>ECONOMIC DEVELOPMENT</b>					
Salaries & Benefits	\$ 130,213	\$ 3,680	\$ 12,750	\$9,070	246.47%
Operations & Maintenance	288,131	270,270	273,200	2,930	1.08%
Charges for Services	25,609	4,093	5,550	1,457	35.60%
Total	<u>\$ 443,953</u>	<u>\$ 278,043</u>	<u>\$ 291,500</u>	<u>\$ 13,457</u>	<u>4.84%</u>
<b>FIRE PREVENTION</b>					
Operations & Maintenance	\$ 244,975	\$ 662,678	\$ 643,900	(\$18,778)	-2.83%
Charges for Services	55,473	92,271	146,560	54,289	58.84%
Total	<u>\$ 300,448</u>	<u>\$ 754,949</u>	<u>\$ 790,460</u>	<u>\$ 35,511</u>	<u>4.70%</u>



## COMMUNITY DEVELOPMENT- CONTINUED

### PERSONNEL ALLOCATION

	AUTHORIZE D FY17-18	CHANGES	AUTHORIZE D FY18-19
<u>PLANNING COMMISSION</u>			
Planning Commissioner - PT	5.00	-	5.00
Total	5.00	-	5.00
<u>PLANNING &amp; ZONING</u>			
Director of Community Development	0.40	-	0.40
Assistant Director of Community Development	-	1.00	1.00
Planning Manager	1.00	-	1.00
Principal Planner	1.00	(1.00)	-
Project Analyst - PT	1.00	(1.00)	-
Senior Planner	1.00	-	1.00
Associate Planner	1.00	-	1.00
Community Development Technician	1.00	1.00	2.00
Office Specialist III	1.00	-	1.00
Total	7.40	-	7.40
<u>BUILDING &amp; SAFETY</u>			
Director of Community Development	0.50	-	0.50
Building & Safety Manager	1.00	-	1.00
Senior Building Inspector	-	1.00	1.00
Building Inspector	2.00	(1.00)	1.00
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	7.50	-	7.50
<u>CODE ENFORCEMENT</u>			
Director of Community Development	0.05	-	0.05
Code Enforcement Administrator	1.00	-	1.00
Code Enforcement Officer II	2.00	-	2.00
Code Enforcement Officer I	3.00	-	3.00
Community Development Technician II	1.00	-	1.00
Total	7.05	-	7.05
<u>ECONOMIC DEVELOPMENT</u>			
Director of Community Development	0.05	-	0.05
Total	0.05	-	0.05
<u>GRAFFITI</u>			
Graffiti Technician	1.00	(1.00)	-
Total	1.00	(1.00)	-





## COMMUNITY DEVELOPMENT- CONTINUED

### ACCOMPLISHMENTS - PLANNING & ZONING

- Completed East Lake Specific Plan Update.
- Completed Downtown Master Plan Update.
- Completed Cannabis Land Use Ordinance.
- Completed code revisions streamline the entitlement process.
- Completed the entitlement processing guide.
- Completed the Historic Ordinance.
- Review and comment on Valley Ivyglen/Alberhill Substations EIR.
- Completed processing of key planning projects to include: Central Plaza Center, Tige Boats, Lakeview Manor, Mission Trails Apartments, The Cottages at Mission Trail and Tentative Tracts 37381 and 37382.

### GOALS - PLANNING & ZONING

- Review and comment on the LEAPS project.
- Review and comments on Valley Ivyglen/Alberhill Substations FEIR.
- Review and Revisit General Plan.
- Prepare Code Amendments.
  - District Standards
  - Development Standards
- Review and update Standard Conditions of Approval.
- Complete Processing of key planning projects to include: Honda Dealership, Chic fil A, Lakeshore Town Center, Sky Temple, Nichols South Specific Plan, Cannabis related businesses and other residential projects
- Continue to streamline application processes.
- Continue to provide efficient, effective and excellent customer services.



## COMMUNITY DEVELOPMENT- CONTINUED

### PERFORMANCE MEASURES - PLANNING & ZONING

	FY16-17 ACTUALS	FY17-18 PROJECTED	FY18-19 TARGET
Resolutions Adopted Related To Zoning and Development Applications	70	143	120
Current Planning Applications Processed	60	90	60
Advance Planning Applications Processed	16	8	10
Over-The-Public Counter Permit Approvals	150	125	175
Landscaping Plans Received, Plan Checked and Approved	40	75	50
Number of Pre-Application Meetings Scheduled	150	15	15
Percent of All Customer Requests Responded To Within 1 Working Day	75%	75%	75%
Issue All Comment Letters Within 30 Days of Receipt of Application	100%	100%	100%



## COMMUNITY DEVELOPMENT- CONTINUED

### ACCOMPLISHMENTS - BUILDING & SAFETY

- Increased staff levels at counter with a counter tech, added full time Contract Building Inspector.
- Maintaining Laser fiche scanning of Building Plans and Permits.
- Receivership program in full operation.
- Updated staff with latest technology and computer systems.
- Improved reports system and permitting through EnerGov.
- We are now able to schedule inspections through the web site.

### GOALS - BUILDING & SAFETY

- Continue to work with all departments through the EnerGov system for fees, reports and approvals.
- Purchase two trucks for Building Inspectors.
- 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 and EnerGov.
- Remove the Ambassador Hotel and Pioneer Lumber through the Structure Abatement and Receivership Programs.
- Provide education and training for staff.
- Increase staffing.



## COMMUNITY DEVELOPMENT- CONTINUED

### PERFORMANCE MEASURES - BUILDING & SAFETY

	FY16-17 ACTUALS	FY17-18 PROJECTED	FY18-19 TARGET
Total Building Permits Issued	4,000	5,760	
Number of Inspections Performed	40,000	20,870	
Number of Initial Plan Reviews Completed	800	958	
Percentage of Initial Plan Re-Reviews Completed Within 10 Working Days	100%	100%	
Number of Residential Plan Reviews Completed	500	905	
Percentage of Residential Plan Re-Reviews Completed Within 7 Working Days	100%	100%	
Number of Commercial Plan Reviews Completed	30	53	
Percentage of Commercial Plan Re-Reviews Completed Within 10 Working Days	100%	100%	
Number of Certificates of Occupancy Inspections Performed	100	108	



## COMMUNITY DEVELOPMENT- CONTINUED

### ACCOMPLISHMENTS - CODE ENFORCEMENT

- Utilized Abandoned Vehicle Abatement funds to pay for 50% of 3 new vehicles.
- Amended the shopping cart ordinance to hold merchants responsible for their inventory and to establish penalties for individuals illegally removing carts.
- Worked as part of a regional task force to address the transient issues County wide.
- Utilized the City Prosecutors Office to successfully abate several nuisance properties.
- Continued our pro-active approach to cleaning up transient camps located throughout the City.
- Introduced Code Staff to the City's new software program.
- Took pro-active approach to have graffiti removed before any complaint is received.
- To respond to complaints of graffiti within 24 hours.
- Have graffiti removed within 24 hours of receiving complaint.
- Entire Code Enforcement Team cross-trained to address graffiti reports and allow for a quicker response time.

### GOALS - CODE ENFORCEMENT

- Continue our working relationships with outside agencies (Riverside County Sheriff, Social Services, Mental Health and Animal Control) to better serve the Citizens of Lake Elsinore.
- Become proficient in the City's new software program.
- 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.
- Provide more opportunities to educate the public on code enforcement procedures.
- Continue to provide additional enforcement of nuisance violations and increase the quality of life in the City of Lake Elsinore.
- Add an additional Code Enforcement Officer.



## COMMUNITY DEVELOPMENT- CONTINUED

### PERFORMANCE MEASURES - CODE ENFORCEMENT

	FY16-17 ACTUALS	FY17-18 PROJECTED	FY18-19 TARGET
Number of Houses Placed in Structure Abatement	5	5	
Number of Nuisance Cases Processed	2,000	1,900	
Number of Nuisance Cases Resolved	1,900	1,800	
Number of Nuisance Abatement Hearings held	36	0	
Number of Citation Hearings Held	80	48	
Code Enforcement Concerns Responded to within 3 Working Days	100%	100%	
Percent of Resource Information Available To Public within 24 Hours	100%	100%	100%
Number of Closed Cases	2,000	1,900	
Public Service Request Processed Per Day	5	5	
Percent of All Customer Requests Responded To Within 24 Hours	100%	100%	
Number of Sites Removed	2,500	2,500	





## COMMUNITY DEVELOPMENT- CONTINUED

### ACCOMPLISHMENTS - ECONOMIC DEVELOPMENT

- Represented the City at two ICSC Conferences.
- Represented the City at two Fred Hall Shows.
- Provided assistance to 20 Lake Elsinore businesses.
- Create new marketing handouts.
- Worked with Discover IE/Visit California to 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 EnerGov Implementation.
- Updated Zoning Map to incorporate all zone changes approved in 2015-16.
- Provided GIS technical assistance and updates.

### GOALS - ECONOMIC DEVELOPMENT

- 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 Trade Shows.
- Work closely with the Economic Development Coalition to further economic development and business attraction retention in Western Riverside County.
- Pursue development and implementation of a Tourist Business Improvement District.
- Provide meetings and tours to prospective businesses.
- Coordinate with the Building Department on the creation of some standardized permit forms that combine conditions to streamline and expedite the permit application processes.
- Coordinate with the Planning Department and refine some existing forms that streamline and expedite the permit application processes.
- Expand staffing to accommodate added responsibilities, conduct all state mandated inspections and prepare for the extremely large volume of development while maintaining a very high level of customer service.



## COMMUNITY DEVELOPMENT- CONTINUED

### PERFORMANCE MEASURES - ECONOMIC DEVELOPMENT

	FY16-17 ACTUALS	FY17-18 PROJECTED	FY18-19 TARGET
Number of General Requests	125	125	
Number of Local Site Visits	12	12	
Number of Trade Show/Business Attraction Events	5	5	
Number of Media, Networking Events, Speaking Events	30	30	
Number of Ads Placed	8	8	
Companies Assisted in Conjunction With The Economic Development Program	12	12	
Membership in Economic Development Related Organizations	7	7	



## COMMUNITY DEVELOPMENT- CONTINUED

### ACCOMPLISHMENTS - FIRE PREVENTION

- Implementation and the refinement of the EnerGov System and processes in coordination with our roll out person.
- Evaluated and submitted the Fire Department Fee schedule.
- Implemented the City's newly revamped Hazardous Vegetation and Rubbish Abatement Program.
- Write the City municipal Code to Amend and adopt the new Title 24 codes. Additionally, we reviewed and eliminated unnecessary provisions of the municipal where certain sections were redundant and others that were unnecessary. This was completed in coordination with the City Building, City Planning and County Fire to simplify the Municipal Code amendment and to provide safe areas to live work and play.
- Worked with outside Fire agencies to standardize the review processes and code implementation.
- New customer service forms were created to clearly identify responsibility for fire protection maintenance.
- New clearly defined enforcement measures with due process were put into place for unsafe buildings.

### GOALS - FIRE PREVENTION

- Continue to evaluate Fire Planning Processes and refine to provide comprehensive customer service (conducted in coordination with local stakeholders). Including form creation, plan intake processes, and inspection procedures. This is an ongoing process.
- Continue to develop and refine forms, process, procedures, and improve the Fire website.
- Streamline the Hazardous Vegetation processes and utilize the first year experience to provide better customer service to our stakeholders.
- Expand our annual Fire inspection program to all State mandated facilities in our jurisdiction and find ways to remain cost neutral.
- To respond to complaints of graffiti within 24 hours
- Have graffiti removed within 24 hours of receiving complaint
- Frequent high target area within the City and remove the graffiti before it is report.
- Continue to partner with the community through education and outreach in an effort to deter this illegal and costly endeavor.



## COMMUNITY DEVELOPMENT- CONTINUED

### PERFORMANCE MEASURES - FIRE PREVENTION

	FY16-17	FY17-18	FY18-19
Number of Businesses Inspected	364	300	
Number of Plan Checks	267	250	
Number of Fire Planning Reviews	69	75	
Number of Fire Construction Inspections	2,203	1850	
Number of School/Day Care Facility Inspections	28	40	
Number of Special Events/Fireworks Inspections	27	30	
Number of Notices Mailed to Property Owners	7,589	7,500	
Number of Private Lots Cleaned	103	100	
Number of Cases Closed	7,589	7,500	

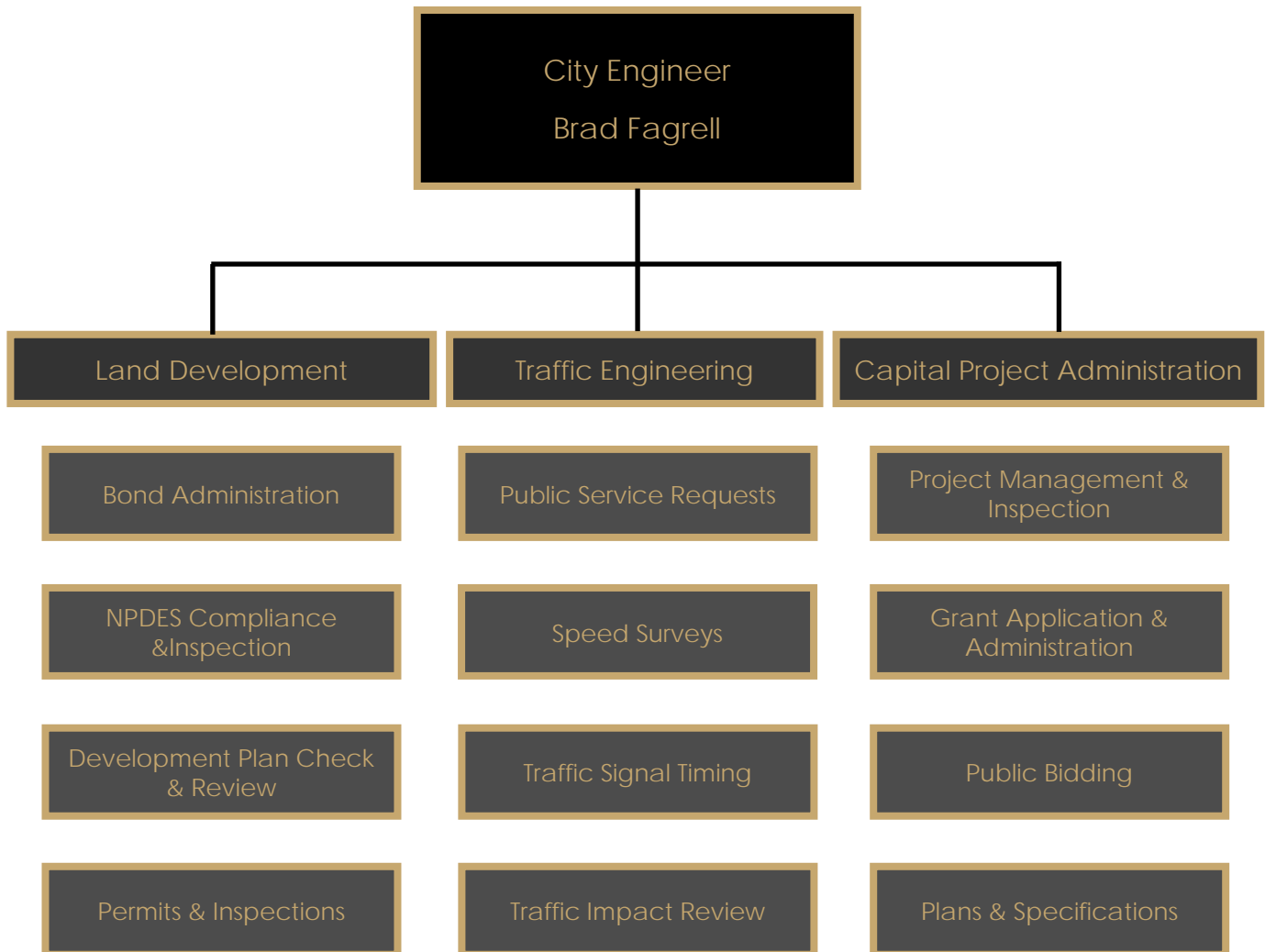


## ENGINEERING

### 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, signage 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.

### ORGANIZATIONAL CHART





## ENGINEERING - CONTINUED

### EXPENDITURES BY CATEGORY

	FY16-17 ACTUALS	FY17-18 ADOPTED	FY18-19 REQUESTED	INCREASE/ DECREASE	% CHANGE
<u>ENGINEERING</u>					
Salaries & Benefits	\$1,065,754	\$1,233,320	\$1,370,590	\$ 137,270	11.13%
Operations & Maintenance	615,653	569,890	566,120	(3,770)	-0.66%
Charges for Services	237,691	259,513	247,110	(12,403)	-4.78%
Total	<u>\$1,919,098</u>	<u>\$2,062,723</u>	<u>\$2,183,820</u>	<u>\$ 121,097</u>	<u>5.87%</u>

### PERSONNEL ALLOCATION

	AUTHORIZED FY 17-18	CHANGES	AUTHORIZED FY 18-19
<u>ENGINEERING</u>			
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
Office Specialist II - PT	1.00	-	1.00
Total	<u>9.00</u>	<u>-</u>	<u>9.00</u>

### ACCOMPLISHMENTS

- Completed requirements of the NPDES and FEMA annual reporting process.
- City/County Slurry Seal Project Central Avenue.
- Pavement Management Program Condition Assessment.
- Completed PA & ED for I-15/Railroad Canyon Ultimate Interchange Phase I project.
- Completed PA & ED for I-15/Franklin Street Interchange Phase II project.
- Completed design for Camino Del Norte/Canyon Estates Drive project.
- Completed design for Third St. Drainage Improvement Phase II & project is out to bid.
- Completed Phase 1 of the Engineering Webpage modification.
- Started Final Design for I-15/Railroad Canyon Interchange Phase I Project.
- Started PA & ED process for I-15/Central Avenue Interchange Project.
- Completed Conditional Assessment Report for Auto Center Drive Bridge.
- Secured more than \$10,000,000 of funding/grants for ongoing projects.
- Applied for more than \$15,000,000 of additional funding (waiting to hear).





## ENGINEERING - CONTINUED

### ACCOMPLISHMENTS - Continued

- Completed Lakeshore Parking Lot Project.
- Cultural Center Parking Lot design complete and out to bid.
- Completed Temescal Canyon Road Bridge PA & ED Phase.

### GOALS

- 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 and WRCOG.
- Continue to work with CR&R on business education for mandatory commercial recycling program.
- Continue with updating the Construction Standards, including Engineering Department information/forms on the City's website.
- Implement Street Light Purchase Agreement with SCE.
- Maintain National Flood Insurance Program (NFIP) discounts for property owners within the City by implementing various NEMA/NFIP activities.
- Ensure completion of Capital Improvement Projects in a cost-effective and timely manner.
- Continue to design and construct long-overdue/much needed improvement projects throughout the City.



## ENGINEERING - CONTINUED

### PERFORMANCE MEASURES

	FY16-17 ACTUALS	FY17-18 PROJECTED	FY18-19 TARGET
Capital Improvement Projects (CIP) Completed	10	7	8
CIP In Planning and/or Design	6	10	16
Grading Plan Checks and Issuance of Grading Permits	71	70	50
Street Improvement Plan Checks For Private Development and Issuance of Permits	208	200	50
Final Maps	11	10	10
Traffic Control and Construction Plan Reviews	107	120	110
Development Review	61	70	50
Building Permits Reviewed	669	750	600
Number of Notices Mailed	360	360	315
Number of Flood Zone Inquiries and Determinations	6	10	25
Number of Site Inspections	289	318	540
Number of Water Quality Complaints Investigated	15	17	20
Number of Hours For Record Keeping	1,300	1,430	1,760
Number of Hours For New Project, Event Review, and Conditioning	156	208	130

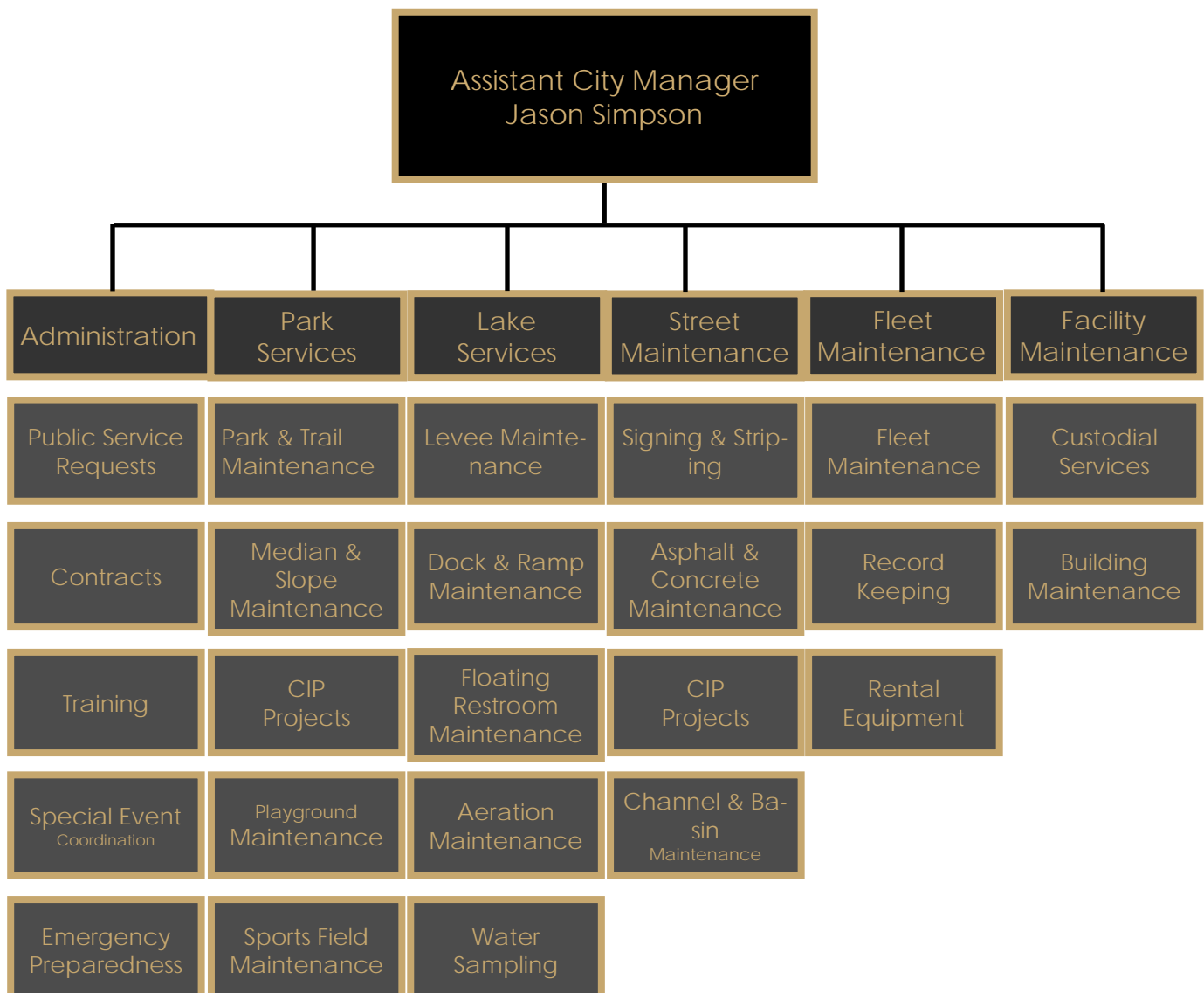


## PUBLIC WORKS

### 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 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.

### ORGANIZATIONAL CHART





## PUBLIC WORKS- CONTINUED

### EXPENDITURES BY CATEGORY

	FY16-17 ACTUALS	FY17-18 ADOPTED	FY18-19 REQUESTED	INCREASE/D ECREASE	% CHANGE
<u>ADMINISTRATION</u>					
Salaries & Benefits	\$ 1,251,404	\$ 1,292,490	\$ 1,544,140	\$ 251,650	19.47%
Operations & Maintenance	207,300	189,050	154,900	(34,150)	-18.06%
Charges for Services	824,614	971,485	901,110	(70,375)	-7.24%
Total	<u>\$ 2,283,318</u>	<u>\$ 2,453,025</u>	<u>\$ 2,600,150</u>	<u>\$ 147,125</u>	<u>6.00%</u>
<u>PARK MAINTENANCE</u>					
Salaries & Benefits	\$ 497,526	\$ 836,320	\$ 898,750	\$ 62,430	7.46%
Operations & Maintenance	1,415,615	1,379,100	1,555,000	175,900	12.75%
Total	<u>\$ 1,913,141</u>	<u>\$ 2,215,420</u>	<u>\$ 2,453,750</u>	<u>\$ 238,330</u>	<u>10.76%</u>
<u>LAKE MAINTENANCE</u>					
Salaries & Benefits	\$ 117,791	\$ 171,660	\$ 210,460	\$ 38,800	22.60%
Operations & Maintenance	1,031,854	1,093,780	1,016,620	(77,160)	-7.05%
Total	<u>\$ 1,149,645</u>	<u>\$ 1,265,440</u>	<u>\$ 1,227,080</u>	<u>\$ (38,360)</u>	<u>-3.03%</u>

### PERSONNEL ALLOCATION

	AUTHORIZED FY17-18	CHANGES	AUTHORIZED FY18-19
<u>ADMINISTRATION</u>			
General Services Manager	1.00	-	1.00
Public Works Superintendent	1.00	-	1.00
Public Works Supervisor	1.00	-	1.00
Administrative Assistant	1.00	-	1.00
Office Specialist III	1.00	-	1.00
Equipment Operator	1.00	-	1.00
Maintenance Worker II	1.00	-	1.00
Maintenance Worker I	6.00	-	6.00
Total	<u>13.00</u>	<u>-</u>	<u>13.00</u>
<u>PARKS MAINTENANCE</u>			
Public Works Supervisor	-	1.00	1.00
Senior Lead Worker	1.00	(1.00)	-
Equipment Operator	1.00	-	1.00
Maintenance Worker II	3.00	-	3.00
Maintenance Worker I	4.00	-	4.00
Total	<u>9.00</u>	<u>-</u>	<u>9.00</u>
<u>LAKE SERVICES</u>			
Maintenance Worker II	1.00	-	1.00
Maintenance Worker I	1.00	-	1.00
Total	<u>2.00</u>	<u>-</u>	<u>2.00</u>



## PUBLIC WORKS- CONTINUED

### ACCOMPLISHMENTS

- Constructed Fitness Trail at Serenity Park.
- Installed permanent SCE power pedestals for all planters on Main Street.
- Assemble and install Dog Play Equipment at Serenity Park.
- Installed solar powered security lighting at the PW Yard.
- Delivered to Community Services floating kayak storage unit.
- Completed Maintenance Shop at Rosetta (power, lights, exhaust, etc.).
- Installed new LED Sports Field lighting at Tuscany Park.
- Obtained all required Riverside County Health Department Inspections and Permits at 7 concession stands.
- Repaired chronically flooded / blocked drain line at Seaport Parking Lot.
- Crafted from old street signs and installed new sign mounted on Senior Center.
- Completed renovations of Senior Center parking lot to meet current ADA requirements.
- Removed unsafe wood skate ramps at McVicker Park.
- Installed new holiday lighting package on City Hall.
- At the request Herk Boris Principal painted additional red curbs and installed no parking signs.
- Replaced city logos in three Main Street Crosswalks.
- Performed substantial clean up at Stadium Maintenance Area.
- Converted antique lights on Lakeshore drive to LED fixtures.

### GOALS

- Provide responsive, timely, professional support and service to the residents, business community, neighboring agencies, other city departments, and neighboring agencies.
- Attend all County EMS meetings and training sessions. Participate in county wide Disaster Exercises.
- Return all citizen calls within 24 hours and respond to all Alert LE Work orders the next business day.
- Start a Preventative Maintenance Program for HVAC Systems in all city facilities.
- Continue as available resources allow to implement street repair and preventative maintenance. This would include but not be limited to: pot hole repairs, pavement crack seal where applicable, removal of trip hazards on city-maintained sidewalks, and storm drain cleaning.



## PUBLIC WORKS- CONTINUED

### GOALS - Continued

- Implement GIS system of recording and documenting: paving & sidewalk repairs, striping & legends, tree maintenance & inventory, sign replacement, and drainage maintenance.
- Process invoices in a timely and accurate manner.

### PERFORMANCE MEASURES

	FY16-17 ACTUALS	FY17-18 PROJECTED	FY18-19 TARGET
Number of Public Works Contract Administered	48	45	50
Number of Trainings Completed	3	6	12
Number of CERT Classes Held	2	3	4
Number of Class A/B Drivers Licenses Obtained	n/a	2	4
Number of Trees Trimmed In LLMD's	2,000	2,000	2,000
Number of Trees Trimmed In Parks	370	370	370
Number of LED Fixtures Converted In The Parks	1	2	3
Number of LLMD Landscape Renovation Projects Completed	n/a	1	3
Number of Buoys Replaced	50	70	50
Number of Lake Signs Replaced	25	35	45
Number of Life Jackets Replaced	60	100	100
Number of Boating Safety Courses Completed	n/a	n/a	10



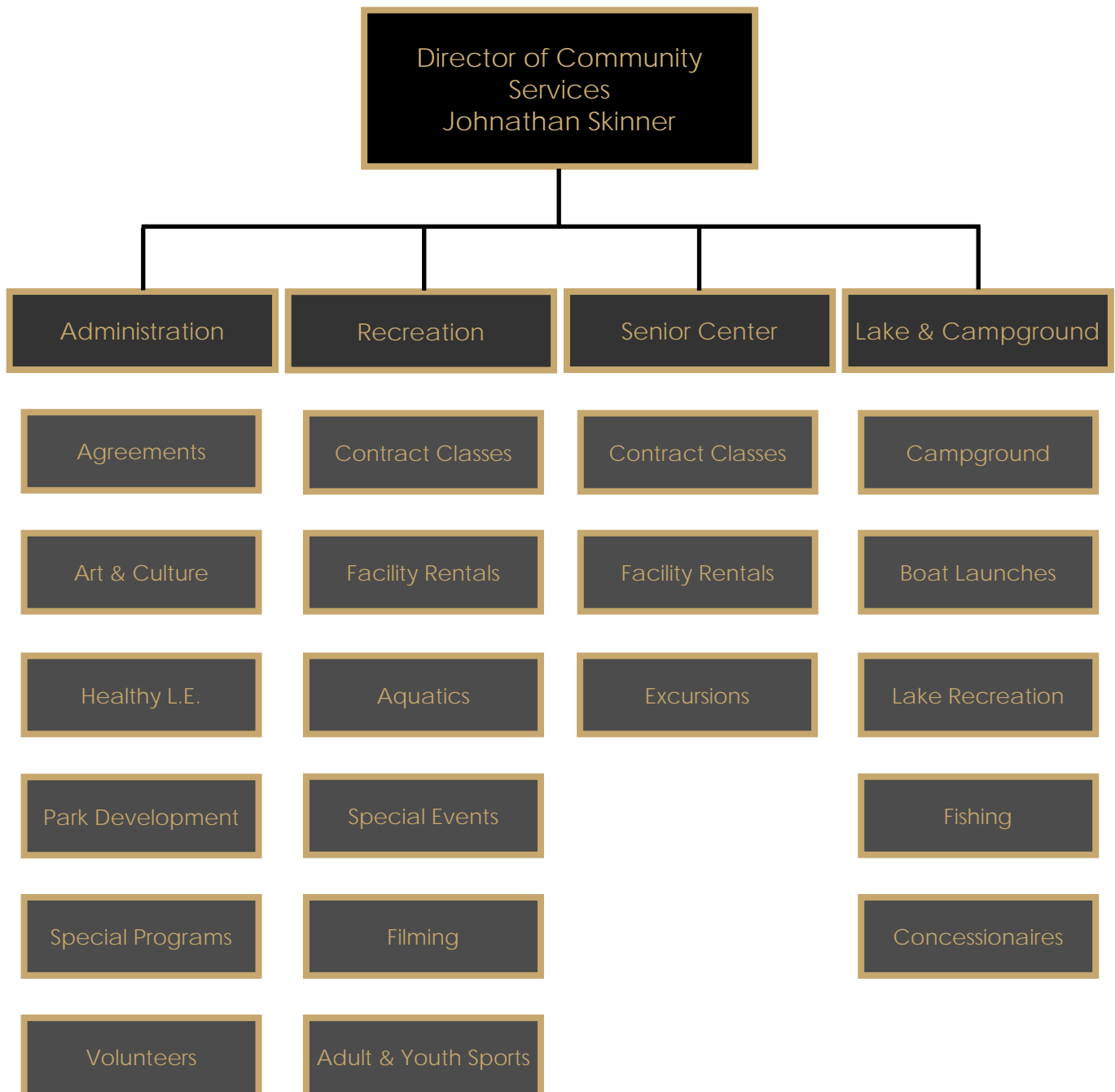


## COMMUNITY SERVICES

### 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.

### ORGANIZATIONAL CHART





## COMMUNITY SERVICES- CONTINUED

### EXPENDITURES BY CATEGORY

	FY16-17 ACTUALS	FY17-18 ADOPTED	FY18-19 REQUESTED	INCREASE/ DECREASE	% CHANGE
<u>ADMINISTRATION</u>					
Salaries & Benefits	\$490,416	\$ 470,440	\$ 501,130	\$ 30,690	6.52%
Operations & Maintenance	216,107	75,470	40,770	(34,700)	-45.98%
Charges for Services	121,312	128,956	153,730	24,774	19.21%
Total	<u>\$827,835</u>	<u>\$ 674,866</u>	<u>\$ 695,630</u>	<u>\$ 20,764</u>	<u>3.08%</u>
<u>RECREATION</u>					
Salaries & Benefits	\$277,271	\$ 607,690	\$ 647,280	\$ 39,590	6.51%
Operations & Maintenance	224,010	372,700	563,300	190,600	51.14%
Charges for Services	84,647	153,997	283,120	129,123	83.85%
Total	<u>\$585,928</u>	<u>\$ 1,134,387</u>	<u>\$ 1,493,700</u>	<u>\$ 359,313</u>	<u>31.67%</u>
<u>SENIOR CENTER</u>					
Salaries & Benefits	\$ 97,691	\$ 137,630	\$ 167,950	\$ 30,320	22.03%
Operations & Maintenance	36,264	60,830	60,330	(500)	-0.82%
Charges for Services	21,951	65,619	199,010	133,391	203.28%
Total	<u>\$155,906</u>	<u>\$ 264,079</u>	<u>\$ 427,290</u>	<u>\$ 163,211</u>	<u>61.80%</u>
<u>LAKE AND CAMPGROUND</u>					
Operations & Maintenance	\$411,490	\$ 492,120	\$ -	\$ (492,120)	-100.00%
Charges for Services	16,152	35,657	-	(35,657)	-100.00%
Total	<u>\$427,642</u>	<u>\$ 527,777</u>	<u>\$ -</u>	<u>\$ (527,777)</u>	<u>-100.00%</u>



## COMMUNITY SERVICES- CONTINUED

### PERSONNEL ALLOCATION

	AUTHORIZED FY17-18	CHANGES	AUTHORIZED FY18-19
<u>ADMINISTRATION</u>			
Director of Community Services	1.00	-	1.00
Management Analyst	1.00	-	1.00
Volunteer Coordinator - PT	1.00		1.00
Office Specialist III	1.00	-	1.00
Total	4.00	-	4.00
<u>RECREATION</u>			
Recreation Supervisor	1.00	-	1.00
Special Events Coordinator	1.00	-	1.00
Recreation Specialist - PT	2.00	1.00	3.00
Water Safety Instructor - PT	10.00	-	10.00
Recreation Leader - PT	5.00	(1.00)	4.00
Recreation Aide - PT	11.00	-	11.00
Total	30.00	-	30.00
<u>SENIOR CENTER</u>			
Community Services Coordinator	1.00	-	1.00
Recreation Specialist - PT	1.00	1.00	2.00
Recreation Leader - PT	1.00	-	1.00
Recreation Aide - PT	1.00	-	1.00
Total	4.00	1.00	5.00

### ACCOMPLISHMENTS - ADMINISTRATION

- Constructed the Serenity BMX track, large/small dog parks, fitness trail, and off-street parking with solar lighting and shade structures.
- Awarded the Caltrans Sustainable Transportation Planning Grant for the preparation of an Active Transportation Master Plan.
- Expanded holiday lighting initiatives to include City Hall and a lighting contest amongst downtown merchants.
- Hosted 25-year Time Capsule reburial event.
- Hosted Future Leaders (Youth in Government) Program for local high school students to shadow City Council and Management.



## COMMUNITY SERVICES- CONTINUED

### GOALS - ADMINISTRATION

- To provide modernized and efficient Customer Service for both internal and external customers and improve marketing strategies to reach all community members.
- Identify unique funding sources and strategies to achieve financial efficiency amongst programs, events, and facilities.
- Expand opportunities to experience, engage, and learn about arts and culture in Lake Elsinore.
- Construct award winning parks, trails, and facilities.
- Improve ambiance in downtown and add improvements for event road closures.
- Improve holiday lighting decorations and festivities.
- Improve and expand emergency preparedness initiatives related to logistics.
- Recruit and seek new resources for volunteers, use innovative ways to organize data base, develop relationships with partners for work placement, and incentivize volunteers to continue volunteering.

### PERFORMANCE MEASURES - ADMINISTRATION

	FY16-17 ACTUALS	FY17-18 PROJECTED	FY18-19 TARGET
Marketing Vehicles	4	7	10
Grant Applications Completed	1	1	2
Public Art Installations	1	1	2
Park/Trail Development	2	3	5
Holiday Lighting Features Installed	2	4	6
Emergency Preparedness Initiatives	n/a	2	4
Volunteer Applications Submitted	72	72	72



## COMMUNITY SERVICES- CONTINUED

### ACCOMPLISHMENTS - RECREATION

- Successfully transitioned Eggapalooza into an afternoon event.
- Increased participant numbers in the annual Howl-O-Ween Spooktacular event.
- Developed strong relationships with local community groups.
- Hosted monthly Healthy LE events, quarterly challenges, and weekly Wellness Wednesday videos.
- Added additional activities to Winterfest which also increased in attendance.
- Started an Adult Softball League serving over 300 participants.
- Hosted over 40 tournaments and Special Events at Rosetta Canyon Sports Park.
- Served nearly 8,000 participants through recreation classes.
- Hosted Stand up to Alzheimer's Paddleboard and Kayak Race, 80 racers.
- Served 50 families during National Safe Boating Week.

### GOALS - RECREATION

- Expanding partnerships with community groups to expand our current special events.
- Bring children and families into our parks and give them great reasons to stay and play for a lifetime.
- Expand opportunities to experience Healthy LE and engage in a healthier lifestyle throughout the community.
- Effectively promote and publicize area recreational programs and events.
- Recognize and incorporate local teens in expanding their knowledge and leadership skills within City Government.
- Expand lake-paddling aquatics.
- Add additional adult sports programming.



## COMMUNITY SERVICES- CONTINUED

### PERFORMANCE MEASURES - RECREATION

	FY16-17 ACTUALS	FY17-18 PROJECTED	FY18-19 TARGET
Special Event Applications Processed	10	30	40
Community Events Held	10	10	12
Co-Sponsored Events	8	9	15
Filming Permits	15	15	25
Rentals	18	20	20
Number of Classes Offered	400	700	700
Number of Class Participants	7,556	7,800	7,800
Community Center Users	45,000	45,000	45,000
Community Meetings	10	18	20
Healthy L.E. Events Participation	500	500	3,000
Healthy L.E. Endorsement Program Applications	n/a	n/a	20





## COMMUNITY SERVICES- CONTINUED

### ACCOMPLISHMENTS - SENIOR CENTER

- New Programs such as; Bunco, Cross Stich , Game Day with Staff and Crafts & Conversation have been very successful and has continued to grow over the last few months.
- Interact club came twice a month for the 17-18 FY, they took the summer off, and have continued to come back twice a month with school being back in session.
- Coffee with Council was a success will continue it once a quarter to keeps the participants updated on the communities activities.
- Senior Center doors have been updated and the senior center now has only one entrance so staff and volunteers can monitor who comes in and how many participants use our facility on a daily basis.

### GOALS - SENIOR CENTER

- Increase Day Trips and Daily Outings for the participants.
- Create new special events and activities for the participants (i.e. table tennis group, monthly card playing group and a chair volleyball team to compete against other senior centers).
- Get the participants to get more involved in more physical activities to keep them active.
- Create and/or host activities, group, events and talks to keep the participants more engaged and staying beyond lunch and until closing time.
- Add local author's books to our book club list and invite the authors to our meeting to discuss their book and the journey it took them to write a book.
- Have a fire and earthquake emergency exit plan so the participants and staff are prepared.

### PERFORMANCE MEASURES - SENIOR CENTER

	FY16-17 ACTUALS	FY17-18 PROJECTED	FY18-19 TARGET
Offer Health Education & Screenings Per Year	59	55	55
Number of Private Rentals	5	5	10
Community Meetings at Senior Center	8	12	12
Average Daily Program Attendance	65	70	75
New Programs and Classes	6	8	8



## 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.

### EXPENDITURES BY CATEGORY

	FY16-17 ACTUALS	FY17-18 ADOPTED	FY18-19 REQUESTED	INCREASE/ DECREASE	% CHANGE
<u>NON-DEPARTMENTAL</u>					
Salaries & Benefits	\$ 694,779	\$ 692,500	\$ 676,570	\$ (15,930)	-2.30%
Operations & Maintenance	850,209	264,200	130,000	(134,200)	-50.79%
Debt Service	1,425,763	1,701,938	1,128,100	(573,838)	-33.72%
Transfer Out	1,113,319	542,600	542,600	-	0.00%
Total	<u>\$4,084,070</u>	<u>\$3,201,238</u>	<u>\$2,477,270</u>	<u>\$ (723,968)</u>	<u>-22.62%</u>



## INTERNAL SERVICE FUNDS OVERVIEW

Internal Service Funds (ISFs) are used to account for the funding of goods and services provided by one department to other benefitting departments on a cost-reimbursement basis. The following section includes an expenses summary of each of the Internal Services Funds.

### DEPARTMENT

Insurance Services .....	118
Information Technology .....	120
Support Services .....	122
Fleet Services .....	123
Facility Services .....	124





## INSURANCE SERVICES

### MISSION

The purpose of the Risk Management Division of the Administrative Services Department is to reduce the financial impact of claims, lawsuits, and employee injuries to the City; to reduce the corresponding frequency and severity of these events through the application of professional risk management practices; and to provide a safe environment for employees to work and the public to enjoy. Precautionary practices allow the Department to make funds available for other beneficial uses throughout the City.

The City of Lake Elsinore is a member of the California Joint Powers Insurance Authority (CJPIA), which is a self-insurance pool which provides liability protection of all of its members. Through the CJPIA, the City is able to procure General Liability, Workers' Compensation, Property, Crime, Environmental liability and Special Events insurance coverage. CJPIA provides third party claims administration through Southern California Risk Management Associates (SCRMA), Alliant and Carl Warren Co. to investigate and process claims.

### EXPENDITURES BY CATEGORY

	FY16-17 ACTUALS	FY17-18 ADOPTED	FY18-19 REQUESTED	INCREASE/ DECREASE	% CHANGE
<u>INSURANCE SERVICES</u>					
Salaries & Benefits	\$ -	\$ 225,367	\$ 245,860	\$ 20,493	9.09%
Operations & Maintenance	477,715	768,373	685,960	(82,413)	-10.73%
Total	<u>\$ 477,715</u>	<u>\$ 993,740</u>	<u>\$ 931,820</u>	<u>\$ (61,920)</u>	<u>-6.23%</u>

### PERSONNEL ALLOCATION

#### INSURANCE SERVICES

Assistant Director of Administrative Service	-	0.34	0.34
Finance Manager	0.34	(0.34)	-
Total	<u>0.34</u>	<u>-</u>	<u>0.34</u>
	<u>AUTHORIZED</u>		<u>AUTHORIZED</u>
	<u>FY17-18</u>	<u>CHANGES</u>	<u>FY18-19</u>

### ACCOMPLISHMENTS

- Reported monthly claims log to City Manager within 14 days after month-end.
- Updated Property and Vehicle schedules with current replacement value.
- Reviewed premiums to ensure City is being cost effective.

### GOALS

- Hold a mandatory training on Social Media.
- Bring forward Risk Management Policy for Council adoption.
- Continue to provide training to employees.



## INSURANCE SERVICES - CONTINUED

### PERFORMANCE MEASURES

	FY16-17 ACTUALS	FY17-18 PROJECTED	FY18-19 TARGET
Number of claims processed	132	75	100
Number of claims accepted	5	10	15
Number of claims rejected	17	65	85
Number of claims billed due to 3rd-Party damage to City property	14	40	50



## INFORMATION TECHNOLOGY

### MISSION

Information Technology (IT) is charged with providing the highest quality of leadership, support, and essential services to the organization's Operating Departments to maintain service levels necessary to efficiently and effectively meet all departmental program requirements at City Hall and off-site facilities. This department establishes policy and direction for the City with respect to technology related initiatives, including strategic planning, project management and implementation of technology based policies and procedures. IT maintains City technology infrastructure including all workstations, servers, mobile devices, communication services, networking appliances and related equipment. This department also manages software and applications utilized by City staff and the public including; City website, databases, electronic document management systems "Cloud" based platforms and other software solutions implemented by the City. IT 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.

### EXPENDITURES BY CATEGORY

	FY16-17 ACTUALS	FY17-18 ADOPTED	FY18-19 REQUESTED	INCREASE/ DECREASE	% CHANGE
<u>INFORMATION TECHNOLOGY</u>					
Salaries & Benefits	\$ 741,882	\$ 522,570	\$ 827,500	\$ 304,930	58.35%
Operations & Maintenance	577,951	564,160	439,460	(124,700)	-22.10%
Charges for Services	8,530	46,100	17,790	(28,310)	-61.41%
Total	<u>\$ 1,328,363</u>	<u>\$ 1,132,830</u>	<u>\$ 1,284,750</u>	<u>\$ 151,920</u>	<u>13.41%</u>

### PERSONNEL ALLOCATION

	AUTHORIZED FY17-18	CHANGES	AUTHORIZED FY18-19
<u>INFORMATION TECHNOLOGY</u>			
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	<u>4.00</u>	<u>-</u>	<u>4.00</u>

### ACCOMPLISHMENTS

- Launched new customer service portal to allow the public to apply for and track certain City provided services (such as Lake Use Passes) via the City's website ("24/7 City Hall")
- Reorganized electronic file storage to make it more flexible, secure and easy to access by City staff





## INFORMATION TECHNOLOGY - CONTINUED

### ACCOMPLISHMENTS - continued

- Upgraded electronic document management solution.
- Started upgrade of physical security at all City owned facilities
- Deployed new servers and software in order to greatly expand the City's GIS capabilities.
- Deployed new print server.
- Replaced Cultural Center A/V Equipment
- Replaced multiple PCs throughout all city facilities.
- Deployed new access control system at City Hall
- Upgraded routing and switching of City wide networks.

### GOALS

- Implement data disaster recovery procedures.
- Deploy infrastructure to facilitate backup and recovery of data.
- Expand City's data storage infrastructure.
- Provide public access to electronic records
- Deploy additional software for use in facilitating legislative meetings.
- Complete upgrade of physical security at all City owned facilities
- Deploy multimedia capabilities to Rosetta Canyon Park
- Expand GIS capabilities and incorporate sharing of data with public.

### PERFORMANCE MEASURES

	FY16-17 ACTUALS	FY17-18 PROJECTED	FY18-19 TARGET
Number of City Council Meetings Supported	22	22	22
Number of Updates to The Local Television Channel	12	24	32
Percentage of Computers That Need To Be Replaced	30%	15%	12%
Number of Help Desk Tickets Opened	3,969	4,000	4,223
Number of Help Desk Tickets Closed Within 24 Hours	2,024	3,744	3,801



## SUPPORT SERVICES

### MISSION

The Support Services Fund is the cost center for the City's central duplicating, printing, and mailing activities. It is also used to depreciate all related copying and mailing equipment over their useful lives, and to accumulate resources for the purchase of future equipment. Departments are charged based on a count of copies made in the previous fiscal year.

### EXPENDITURES BY CATEGORY

	FY16-17 ACTUALS	FY17-18 ADOPTED	FY18-19 REQUESTED	INCREASE/ DECREASE	% CHANGE
<u>SUPPORT SERVICES</u>					
Operations & Maintenance	\$ 77,924	\$ 116,900	\$ 108,900	\$ (8,000)	-6.84%
Charges for Services	2,159	2,200	2,160	(40)	-1.82%
Total	<u>\$ 80,083</u>	<u>\$ 119,100</u>	<u>\$ 111,060</u>	<u>\$ (8,040)</u>	<u>-6.75%</u>

### ACCOMPLISHMENTS

- Added additional copiers to citywide print services
- Replaced print server.

### GOALS

- Add and replace copiers as needed.



## FLEET SERVICES

### EXPENDITURES BY CATEGORY

	FY16-17 ACTUALS	FY17-18 ADOPTED	FY18-19 REQUESTED	INCREASE/ DECREASE	% CHANGE
<u>FLEET SERVICES</u>					
Salaries & Benefits	\$ 569,506	\$ 243,360	\$ 619,990	\$ 376,630	154.76%
Operations & Maintenance	294,103	356,000	357,250	1,250	0.35%
Charges for Services	69,461	86,160	198,960	112,800	130.92%
Total	<u>\$ 933,070</u>	<u>\$ 685,520</u>	<u>\$ 1,176,200</u>	<u>\$ 490,680</u>	<u>71.58%</u>

### PERSONNEL ALLOCATION

	AUTHORIZED FY17-18	CHANGES	AUTHORIZED FY18-19
<u>FLEET SERVICES</u>			
Chief Mechanic	1.00	-	1.00
Mechanic	1.00	-	1.00
Total	<u>2.00</u>	<u>-</u>	<u>2.00</u>



## FACILITY SERVICES

### EXPENDITURES BY CATEGORY

	FY16-17 ACTUALS	FY17-18 ADOPTED	FY18-19 REQUESTED	INCREASE/ DECREASE	% CHANGE
<u>FACILITY SERVICES</u>					
Salaries & Benefits	\$ 112,318	\$ 78,020	\$ 138,800	\$ 60,780	77.90%
Operations & Maintenance	391,255	383,650	444,000	60,350	15.73%
Charges for Services	4,236	-	6,740	6,740	n/a
Total	<u>\$ 507,809</u>	<u>\$ 461,670</u>	<u>\$ 589,540</u>	<u>\$ 127,870</u>	<u>27.70%</u>

### PERSONNEL ALLOCATION

	AUTHORIZED FY 17-18	CHANGES	AUTHORIZED FY 18-19
<u>FACILITY SERVICES</u>			
Maintenance Worker II	1.00	-	1.00
Total	<u>1.00</u>	<u>-</u>	<u>1.00</u>





