

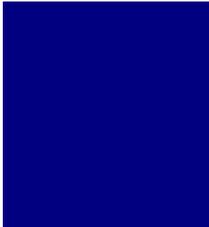


**CITY OF LANCASTER**

www.lancaster-tx.com



TREE CITY USA.



Education

Safe



FY 2013 - 2014

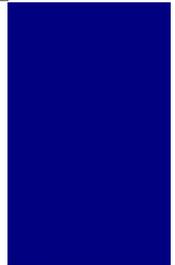
**Budget**



Quality  
Development



Vibrant



Diversity

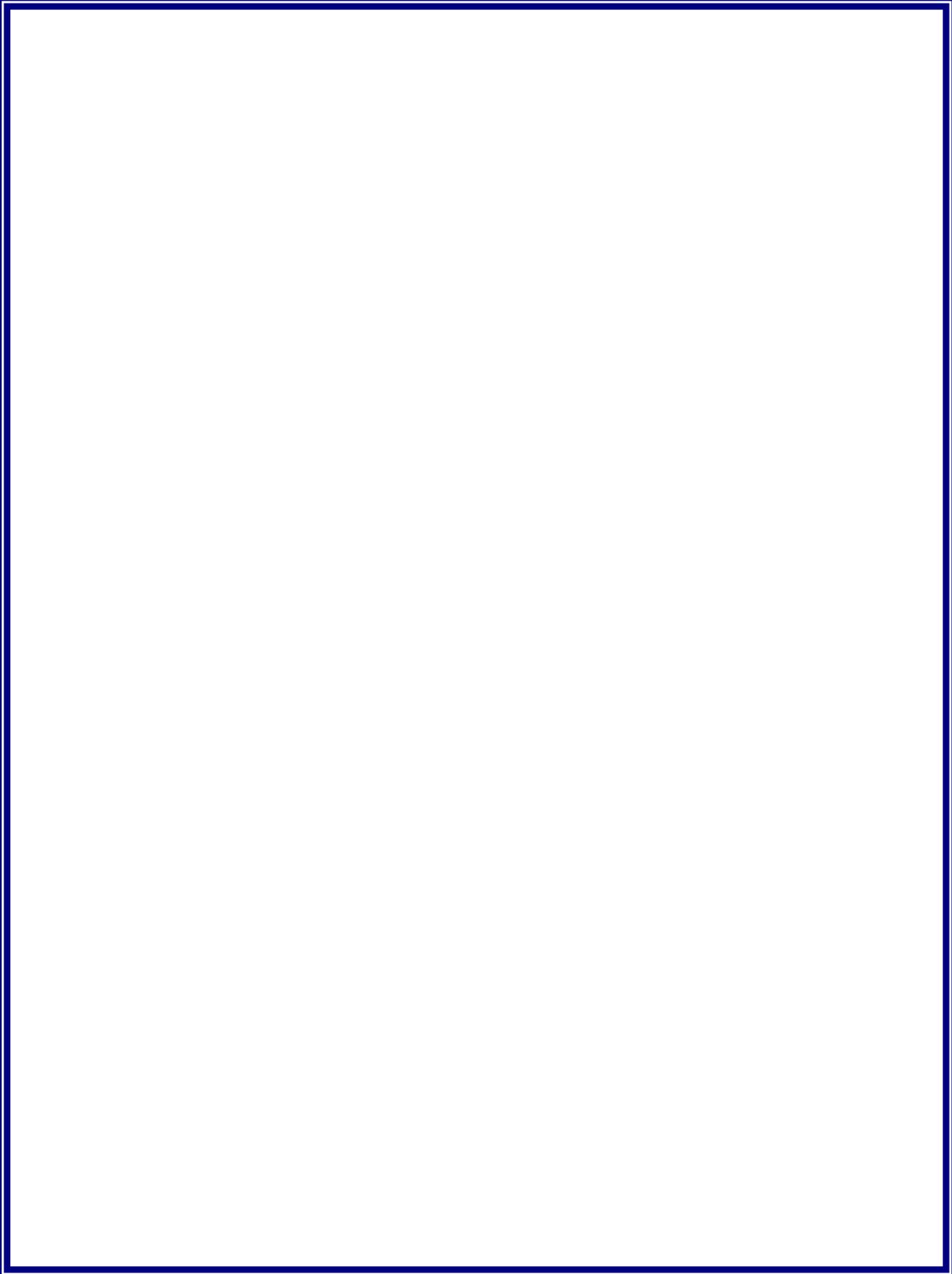


History



Civic  
Engagement





# **City of Lancaster, Texas** Annual Budget



**For Fiscal Year**

October 1, 2013 to September 30, 2014

**As Presented to Mayor and City Council**

# City of Lancaster

2013-2014 Annual Budget

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FY 2013-2014



Back row: Stanley Jaglowski (District 2), Mayor Pro Tem James Daniels (District 4), Mayor Marcus E. Knight, Marco Mejia (District 3), Front row: LaShonja Harris (District 5), Deputy Mayor Pro Tem Nina Morris (District 6), Carol Strain-Burk (District 1)

vision >>>

Lancaster is a proud, vibrant city. We celebrate our diversity and history, preserve our natural beauty and are the economic hub of the south DFW metroplex. Our citizens take pride in our city. The Lancaster community is the best place to live with excellent schools and educational opportunities, attractive corridors and neighborhoods. Our citizens enjoy convenient living.

# Goals objectives

## Financially Sound City Government

The City has a long-range financial plan and has prudent fiscal policies and processes in place. It has met or exceeded its general fund reserve goals, has funds available to address the needs of community and responsibly manages its debt. The community continues to move toward a more competitive tax rate.

- => Ensure the City's Tax Rate is Competitive.

## Civic Engagement

The City provides opportunities for involvement through special events, boards and commissions, youth and parent volunteer opportunities in recreation, sports teams, City elections, Civic Leadership Academy, and City-wide celebrations.

- => Support Lancaster neighborhoods in the creation of Public Improvement Districts (PIDS) throughout the city to strengthen and connect neighborhoods.

## Healthy, Safe & Vibrant Neighborhoods

Lancaster is a safe place where neighbors know each other. The community unites at citywide events that keep neighborhoods strong. Compassionate code enforcement maintains our residential neighborhoods and all residents have access to parks near where they live.

- => Assess Community Policing Strategy and determine appropriate staffing levels and deployment.

## Professional & Committed City Workforce

Lancaster City government is an employer of choice with competitive pay that attracts an engaged, responsive, customer-oriented, innovative, and effective workforce. Some employees live in the City and all have a sense of ownership of the community. City employees feel needed and appreciated by elected officials, residents and businesses, and are respectful to and appreciative of their customers and the City's governing body. The City's executive staff is engaged with residents and attends community events, upholds strong customer service, and uses technology to aid them in working smarter.

- => Update our Compensation Survey and provide data to the Council on where our pay is relative to the established policy.

## Quality Development

The City encourages high quality construction in its housing, commercial buildings and public facilities. The City employs sustainable building practices and encourages conservation and the use of alternative energy sources. The City has a diverse housing stock with walkable neighborhoods and other high quality neighborhood amenities. A diversity of commercial businesses include corporate business parks and distribution facilities, which make use of the expanded airport, rail, and highway system. Retail areas have grown because of growth in industrial, commercial and residential development.

- => Promote the development of a nationally branded hotel/convention center in Lancaster-pursue opportunities and develop a strategy.
- => Gauge the interest of the development community in pursuing development on the north side of I-20 at Houston School Road.

mission >>>

Lancaster city government is financially sustainable and provides efficient customer-friendly services. Our citizens have trust and confidence in city government and leaders.

## Sound Infrastructure

The City has well-maintained streets and well-planned preventative maintenance programs for infrastructure and assets.

- => Prioritize maintenance initiatives based on Pavement Management Program results.
- => Plan for new Fleet Maintenance Facility.

# City of Lancaster

## Principal City Officials

### City Council

Marcus E. Knight .....	Mayor .....	Term Expires May 2015
Carol Strain Burk.....	Council Member, District 1 .....	Term Expires May 2016
Stanley Jaglowski .....	Council Member, District 2 .....	Term Expires May 2014
Marco Mejia.....	Council Member, District 3 .....	Term Expires May 2016
James Daniels .....	Mayor Pro Tem, District 4.....	Term Expires May 2014
LaShonjia Harris .....	Council Member, District 5 .....	Term Expires May 2016
Nina Morris.....	Dep. Mayor Pro Tem, District 6...	Term Expires May 2014

### City Executive Staff

Opal Mauldin Robertson.....	City Manager
Aretha Adams .....	Assistant City Manager
Dolle Downe .....	City Secretary
Rona Stringfellow .....	Managing Director of Development Services & Public Works
Ed Brady .....	Director of Economic Development
Susan Cluse .....	Interim Director of Finance
Thomas Griffith .....	Fire Chief
Dori Lee .....	Director of Human Resources
Sean Johnson.....	Director of Parks, Recreation & Library
Cheryl Wilson.....	Police Chief

# City of Lancaster

Our Mission



**LANCASTER CITY GOVERNMENT**

Is ***FINANCIALLY SUSTAINABLE***

And provides

***EFFICIENT, CUSTOMER-FRIENDLY SERVICES.***

Our citizens have

***TRUST AND CONFIDENCE IN***

***CITY GOVERNMENT AND LEADERS.***





City of Lancaster  
OFFICE OF THE CITY MANAGER

211 N. Henry St. \* Lancaster, TX 75146 \* 972.218.1302 \* 972.275.0917 FAX  
www.lancaster-tx.com



October 1, 2013

The Honorable Marcus E. Knight &  
Members of the City Council  
211 N. Henry St.  
Lancaster, Texas 75146

Mayor Knight and Members of Council:

It is with great pleasure that I present the Fiscal Year 2013-2014 City of Lancaster Annual Operating Budget. The adopted budget is submitted with the goal of providing quality, innovative services that set the standard for professionalism and excellence.

To this end, this budget portrays the strategy to accomplish the City's program of services and priorities during the fiscal year by incorporating the following objectives in financial terms:

- Maintaining core services with consideration for current economic conditions
- Implementing City Council goals responsibly while managing resources
- Strategically positioning the City to effectively handle growth
- Accountable and proactive execution of the budget based on identified needs

The total proposed budget for all funds for Fiscal Year 2013-2014 is \$44,257,717 with total authorized staff of 258.73 (FTE) employees.

#### **BUDGET HIGHLIGHTS**

##### General Fund Revenues

The City's total tax base increased by 0.75%, or approximately \$10,978,083. Based on the Certified Tax Roll received from the Dallas Central Appraisal District, the City's tax base is \$1,468,815,516. From the current tax rate of \$0.8675 per \$100 of assessed valuation, the maintenance and operations apportionment of the tax rate is \$0.6012 and the interest and sinking fund requirements of the tax rate is \$0.2663. These rates did not change from the prior fiscal year.

The budgeted revenue in the General Fund is \$19,233,587 compared to the estimated \$18,752,803 in the prior fiscal year. This represents an increase of approximately \$480,784, or .02%. In the upcoming budget year, we estimated sales tax revenue of \$7,800,000.

##### General Fund Expenditures

General Fund expenditures are budgeted at \$19,784,942 a .00876% increase from the FY 2012-2013 budget.

Other Budget Highlights

The focus of this budget is financial responsibility that proactively addresses current economic restraints. As a Municipal government we are implementing strategies that maintain the quality of services delivered to our community, in a lean fiscal environment. With this in mind, this budget was prepared to address service needs while preparing an approach for long-term operational sustainability.

Water and Wastewater Fund

Expenses for fiscal year 2013-2014 are budgeted at \$12,884,342 or \$167,650 less than the budgeted fiscal year 2012-2013.

Summary

The Executive summary portion of this document will provide a more detailed overview of items included in the adopted budget.

The City of Lancaster continues toward a goal of excellence based in the productivity, resourcefulness, integrity and dedication of City Council and staff. It is my honor to present this budget as the product of diligent work with confidence that this sound financial plan parallels the positive future of our organization and our city.

Respectfully submitted,



Opal Mauldin Robertson  
City Manager

# **EXECUTIVE SUMMARY**

## **EXECUTIVE OVERVIEW**

This Executive Overview has been prepared as a general overview to the FY 2013-2014 Budget for the City of Lancaster. It provides a brief review of the fiscal plans of the City Council and Administration.

Annually Lancaster City Council conducts a Strategic Planning Retreat. With facilitator assistance, the Council reviews the progress of current projects and initiatives and develops goals and objectives for the upcoming budget year. The City Manager communicates the City Council Goals & Objectives to staff as a guide during preparation of the budget and as the framework of department work plans.

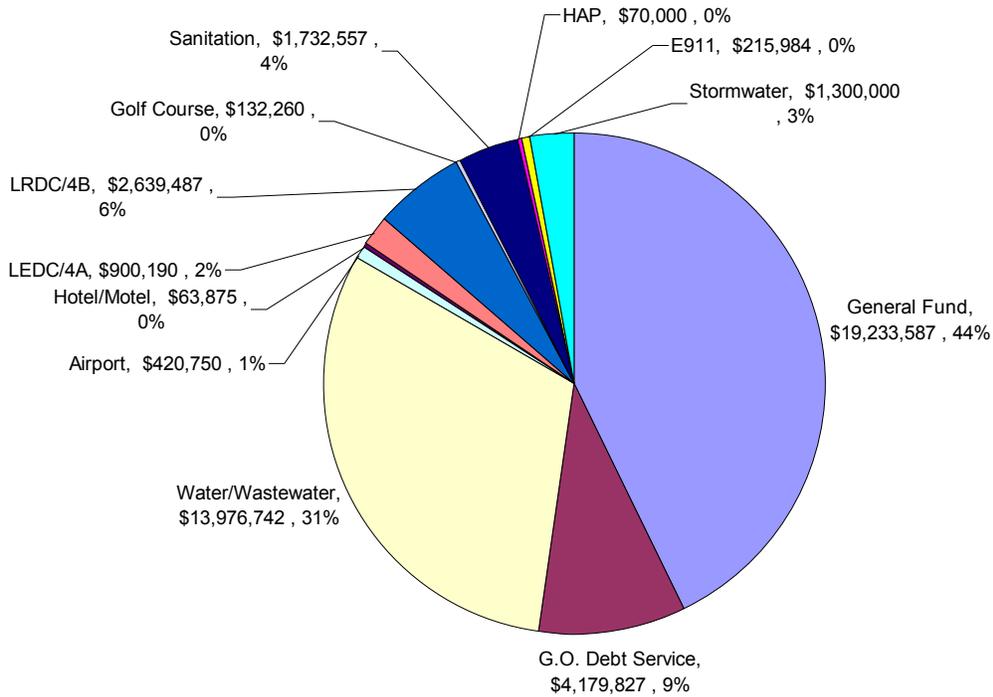
The City Council has adopted six goals aimed at guiding Lancaster's future growth and development as well as focusing on the efforts of the City organization. The goals incorporated in the 2013/2014 budget are as follows:

1. Financially Sound City Government
2. Civic Engagement
3. Healthy, Safe and Vibrant Neighborhoods
4. Professional and Committed City Workforce
5. Sound Infrastructure
6. Quality Development

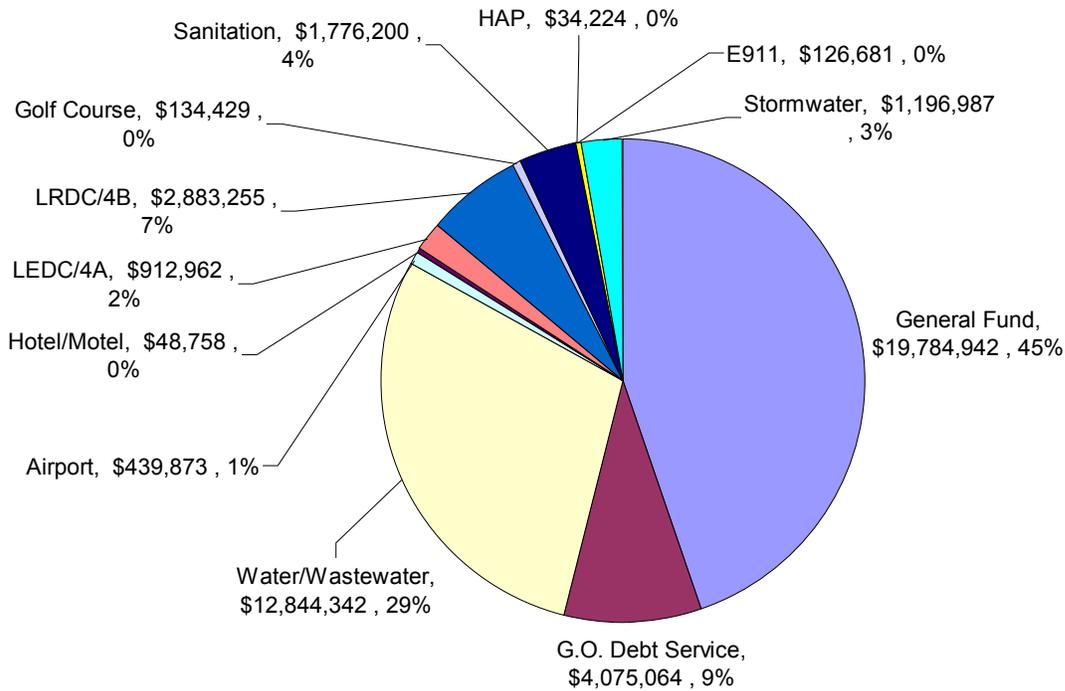
Detailed definitions of each of the listed goals are discussed comprehensively within the executive summary. The City Council Goals & Objectives are evaluated annually to ensure planned progress and consistency with the Lancaster City Council Vision and Mission.

# EXECUTIVE OVERVIEW

## SUMMARY OF REVENUES BY FUND



## SUMMARY OF EXPENDITURES BY FUND



# **EXECUTIVE OVERVIEW**

## **GENERAL FUND**

The General Fund provides basic City services that are supported through tax revenues and user fees. The General Fund accounts for approximately 44% of total revenues of the City. Based on historical information and economic trends, the FY2013-2014 adopted budget for the General Fund reflects a revenue projection of \$19,233,587 million. Total budgeted General Fund revenue increased by approximately 2.5% compared to 2012-2013 revenues of approximately \$18,752,803 million. A discussion of each of the primary sources of revenue in the General Fund is included in the following pages.

## **PROPERTY TAX**

The General Fund's single largest source of revenue is the property tax. Except those with specific exemptions or abatements, property taxes are assessed to all property owners in Lancaster. General property tax revenues are derived from taxes levied based upon the assessed value of real property and personal property. The City of Lancaster contracts with the Dallas Central Appraisal District and Dallas County to appraise property and collect taxes for the City. Article 11, Section 5, of the State of Texas Constitution limits the City's property tax rate to \$2.50 per \$100 of assessed valuation. The City's tax rate, of \$0.8675 per \$100 of assessed valuation, is well within the tax limit.

Property tax revenue budgeted this year has increased approximately 1.1% compared to 2012-2013. Current property tax revenue for 2013-2014 is budgeted at \$8,783,909, an increase of approximately \$94,680. Over the past ten years, Lancaster's property tax base has increased from \$869,203,524 in 2001 to the current base of approximately \$1,468,815,516. The benefits to the City derived from the property tax revenue are listed below:

### **SERVICES PROVIDED TO CITIZENS**

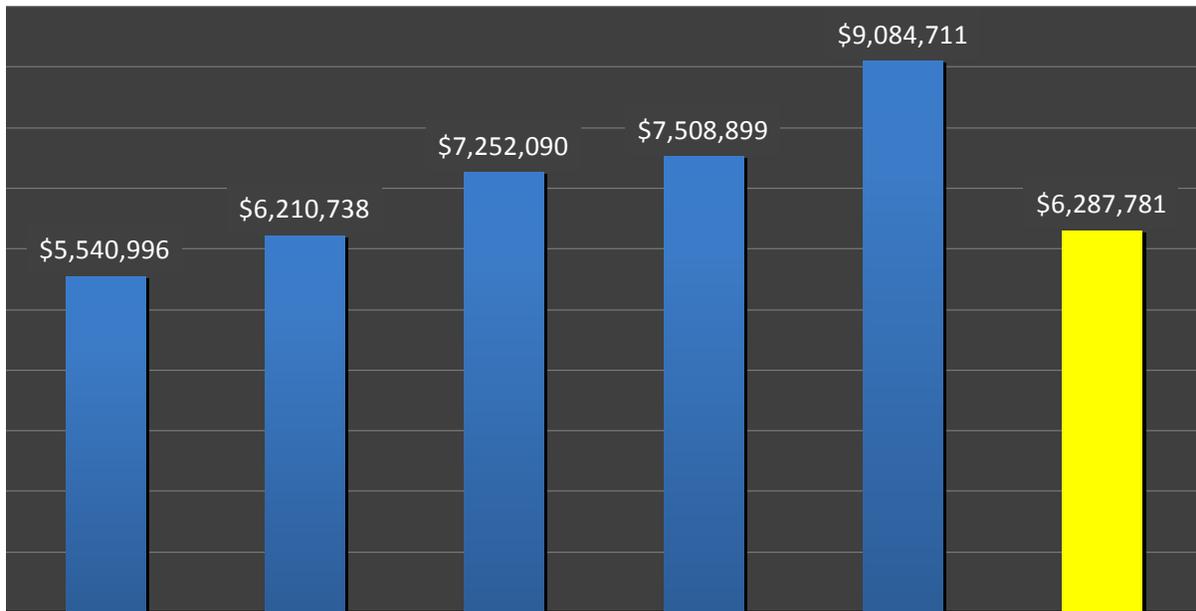
- ❖ 24 Hour Police Protection
- ❖ 24 Hour Fire Protection
- ❖ Park Facilities
- ❖ Neighborhood Services/Code Compliance
- ❖ Public Streets Maintenance
- ❖ Animal Control Services
- ❖ Emergency Management Services

# EXECUTIVE OVERVIEW

## SALES TAX

Sales tax is comprised of 8.25% of receipts from goods and services sold within the City boundaries. The tax is assessed by local businesses and collected by the State of Texas. Of the total sales tax collected, 2% is remitted to the City. Accounted for in the General Fund is 1.25% of the tax (1% for operations and .25% for property tax reduction). The Lancaster Economic Development Fund (LEDC-4A) receives 0.25% of the tax and the Lancaster Recreation Development Fund (LRDC-4B) receives 0.50% of the tax. The State retains 6.25% of the tax.

General Fund Sales tax is budgeted at \$4,635,000 which accounts for 25% of General Fund revenue. The following chart reflects the trend of actual sales tax collections for the city as a whole. In the later half of the decade, we have seen growth in this area of our revenue base.



## Franchise Fees

Franchise Fees are charged for the continued use of the public rights-of-way. Franchise Fees account for 9% of General Fund revenue. The largest portion of franchise revenue is derived from electric franchise. Total Franchise Fees are projected at \$ 1,795,467. This is roughly equal to the expected receipts from the previous year.

## **EXECUTIVE OVERVIEW**

### **Inter Fund Transfers**

Inter Fund transfers represent those revenues that are transferred from one fund to another to recover administrative cost of the General Fund. The transfers are from the following funds to the General Fund:

Water/Wastewater Fund	Stormwater
LEDC Fund	LRDC
Golf	Airport
Housing	Sanitation

The City periodically brings in a consulting firm to perform a Cost Allocation Study to assist in determining the administrative cost of the General Fund to provide service to the other funds. The transfers are based on data from the study. Transfers make up approximately 9% of the General Fund budgeted revenue. The budget for transfers is \$1,736,903.

### **Fines and Forfeitures**

Fines and Forfeitures include revenue derived from various sources such as court fines, animal fees, and other public safety fees including warrant, subpoena, and probation fees. Fines and forfeitures account for approximately 4% of General Fund revenue. Fines and Fees are budgeted at \$690,500.

### **Charges for Service, Interest, and Other Revenue**

Other revenue consists of various sources including ambulance service, interest earnings, refunds and recoveries of expenditures. The 2013-2014 budget for other revenue is \$1,591,808.

## **GENERAL FUND EXPENDITURES**

The Adopted General Fund Budget for 2013-2014 is \$19,784,942. This is an increase of .86% from the 2012-2013 adopted budget. The following narrative section describes the changes in detail.

### **Public Safety (Police and Fire)**

Public Safety is the largest component of General Fund expenditures. Public Safety includes the Police Department, the Fire Department, and all support function departments such as Emergency Communications and Emergency Management. The Police Department's mission is to protect the lives and property of Lancaster citizens through the enforcement of state and local laws. The City's Fire Department protects the lives and property of Lancaster citizens by providing fire suppression, emergency medical assistance, and education programs.

Public Safety accounts for 65% of the General Fund budget. The total Public Safety budget increased from the prior year's budget of \$12,724,606 to \$12,870,813. This represents a 1% increase from the 2012-2013 budget. All the Public Safety departments continue to be active in promoting the safety of the community.

# **EXECUTIVE OVERVIEW**

## **General Government**

The general government function accounts for approximately 12.6% of General Fund expenditures. The General Government function includes the following departments:

City Council	Finance
City Manager's Office	Purchasing
Legal	Human Resources
City Secretary	Information Technology

These departments provide the administrative functions to ensure the City operates efficiently. Due to the slowdown in the national economy and its effects on the City of Lancaster's revenue stream, it was necessary to maintain the cost of city administrative functions. The approved budget for these divisions is \$2,494,242.

## **Other Divisions**

Other departments include Public Works, Community Services, Community Development and Non-Departmental. These divisions make up approximately 20% of General Fund Expenditures.

## **Fund Balance**

The General Fund is estimated to end the 2013-2014 fiscal year with an estimated fund balance of \$7,843,967. This represents approximately 39.65% of operating expenditures.

## **WATER AND WASTEWATER (SEWER) FUND**

The municipal water system serves approximately 12,010 connections with an average consumption of 8,007 gallons annually. There are roughly 11,422 connections to the City's Sewer System. The Water and Wastewater Fund accounts for approximately 31% of the City's total revenues and 29% of the City's total expenditures. Water and Wastewater revenues and expenditures vary from year to year.

Fiscal year 2013-2014 water and wastewater revenues are expected to increase by approximately \$1,226,992 or almost 8.7% from year end estimates for fiscal year 2012-2013. Budgeted Expenditures are \$12,844,342 this fiscal year compared to the prior year of \$13,011,992.

## **DEBT OVERVIEW**

The City of Lancaster, Texas is a political subdivision located in Dallas County operating as a Home-Rule City under the laws of the State of Texas and a charter approved by the voters in 1956 and last amended in 2006. As a Home-Rule City, the City of Lancaster is not limited by State law in the amount of debt it may issue. An overview of our Debt Service Fund and long-term debt obligations are detailed in the Debt Service portion of this reference.

# **COMMUNITY INFORMATION**

## **City of Lancaster**

Established in 1852, Lancaster is a proud community landmarked by its charming Historic Town Square. Residents and newcomers are invited to explore the distinct identity that sets the City of Lancaster apart. With an array of cultural and recreational activities to choose from within close proximity, residents and visitors can enjoy a trendsetting community that promotes diversity, engagement, and values great customer service and serves as an intricate part of the Dallas/Ft. Worth Metroplex.

Emerging as a significant regional transportation hub, with its own regional airport, a freight rail line and three major interstate highways (IH 20, IH 35 & IH 45) within or in close proximity, the City of Lancaster is located in the southwestern portion of Dallas County, approximately 15 minutes south of Dallas.

## **Historical Overview**

Lancaster is one of the oldest communities in north central Texas. The area was first settled by members of the Peters Colony. On August 30, 1841, Republic of Texas President Lamar signed a contract with the W.S. Peters Company, authorizing the introduction of 600 families into Texas. The first group to arrive in the Lancaster area was led by Roderick Rawlins and his family. The Rawlins group set out from Greene County, Illinois, in September 1844 and arrived in the Lancaster area on January 2, 1845. They settled on the north bank of Ten Mile Creek, forming a community known as Hardscrabble. This temporary community consisted of two rows of log structures near the north edge of what is today Edgewood Cemetery on Nokomis Road.

Pleasant Run, the second community to be established in the Lancaster area, was founded in 1846, several miles north of Hardscrabble. M.M. Miller, and his wife Polly, who was one of Roderick Rawlins' daughters, built a two-room structure near what is now the intersection of Pleasant Run Road and Dallas Avenue. The Millers lived in one half of the building and established a general store in the other half. In 1848, the Miller's store became a post office as well, with biweekly delivery, and Miller was appointed postmaster. By the 1850's, Miller had laid out a town and sold lots; however, he never filed a plat of the town with Dallas County. At its peak, Pleasant Run boasted a stage stop, a hotel, a tin shop, a blacksmith, a woodworking shop, a steam powered grist mill, and a school, in addition to the Miller's store.

The founder of Lancaster was "Honest A" Bledsoe. Bledsoe was born in Lancaster, Garrard County, Kentucky in 1801. An interesting note about his name: according to family lore, when his father, Moses Bledsoe, first looked at his newborn son, he is said to have remarked, "He looks like a Bledsoe". Thus his name, A Bledsoe, is unmarked by a period. As

a young man, Bledsoe had settled in Missouri. In 1846, he ventured to the new state of Texas. Liking what he saw, he secured a 640-acre tract of land one mile west of what was later to become the town site of Lancaster and returned to Missouri to collect his wife and six children. Once his family was settled in Texas, Bledsoe began various speculative enterprises by which he hoped to make his fortune.

Bledsoe surveyed and staked off the original town of Lancaster in 1852. He purchased the land for the site of his new town from the widow of Roderick Rawlins, Mildred Parks Rawlins. Bledsoe laid out the town square and adjacent streets in the exact pattern of his birthplace, Lancaster, Kentucky. In this pattern, the streets enter the town square from the center of each side rather than from the corners. A Bledsoe's grandfather, Joseph Bledsoe, had used this same design when he laid out the town in Kentucky, borrowing the pattern from Independence Square in Philadelphia. Incorporated in May 1866, Lancaster was one of the first incorporated communities in Dallas County.

## **Community Information**

**Housing** – The average new housing costs in the City of Lancaster range from the 120,000-140,000's and up. The residential housing in the community consist of: single family 75%, multi family 24% and other 1%. The median household income is \$57,542. The average family size is 3.47. Source: North Central Council of Governments, U.S. 2010 Census and Dallas Central Appraisal District.

**Health Facilities** – Alpha Medical Center opened its facility in 2003. The Center provides quality and comprehensive primary health care with compassion and convenience. Services include school physicals, urgent care, dentistry, work injuries, podiatry, physical therapy, pharmacy, X-ray, immunizations, internal medicine, and family medicine.

There are a number of senior care facilities in the area to meet the needs of a diverse and active aging population. Crescent Medical Center opened this year on Pleasant Run in the old Lancaster Hospital facility with physician offices and walk-in emergency care. Within close proximity are Methodist Charlton Medical Center, Baylor Medical Center, and Methodist Dallas Medical Center.

**Recreational Opportunities** – Lancaster offers a \$17+ million leisure complex, which includes a 470 acre Community Park, 60,000 square foot Recreation Center and Indoor Water Park, and a 23,000 square foot Library.

The Community Park features a 6 acre pond with a fishing pier, walking trails, grassy amphitheater with a performance stage by the water, lighted youth football and soccer fields, two picnic pavilions, a large multi-age level playground, and the Royce Clayton/Texas Rangers Youth Ballpark which is lighted, irrigated and has a covered grandstand for 500

spectators. The same architect who designed the Texas Rangers' Ballpark in Arlington designed the Ballpark.

The Recreation Center features an Indoor Water Park with a double loop water slide, lazy river, zero depth entry, vortex, 4-lane lap pool, and party area. The building also includes a youth room, double gym, elevated jogging track, 2,000 square foot fitness atrium with 27 stations of state-of-the-art fitness equipment, an aerobics dance room with a neo-shock floor, a multi-purpose classroom and a 3,300 square foot banquet room and catering kitchen for receptions, weddings and every type of social event and meeting. The banquet facility has a covered outdoor terrace and courtyard that overlooks the 6 acre pond.

In addition to Community Park, Lancaster is home to five (5) playgrounds at the Lancaster Independent School District elementary schools, three (3) additional playgrounds at City Park and Cedardale Athletic Complex, six (6) neighborhood parks (Meadow Creek, Dewberry, Rocky Crest, Verona, Stanford, and Kids Square).

Lancaster Community Park is also home to a 11,500 square foot Senior "Life" Center. The Center features a dining hall with a capacity of 150 diners, and large arts and craft room, billiard room, card room and medical consultation room. The center offers internet access and classes for senior citizens. The dining room has a 100 square foot stage and a commercial kitchen. The center is located adjacent to the lake in Community Park providing opportunities for fishing and miles of walking trails.

**Bear Creek Nature Park** – The Park features equestrian and walking trails with interpretive signage, two ponds, and a fishing pier, campsites that include facilities for overnight camping, an outdoor classroom, a large pavilion for picnics, a butterfly garden, and outdoor education programs.

**Public Library** – The Lancaster Veterans Memorial Library is a 23,000 square foot facility located in the Lancaster Community Park. The library offers free membership to residents which include materials check-out and public computer use. Genealogy resources are notable and services are extensive. Children's programs include reading readiness activities; teens enjoy Manga writing and book club activities. Classes are offered on computer basics.

**Public Schools** – The Lancaster Independent School District (LISD) educates over 6,190 students annually. The LISD operates on a \$53 million annual budget to provide numerous fundamental and extra-curricular educational opportunities for Lancaster children. LISD currently has seven elementary schools, one STEM Learning Center, one Middle School, one High School and one Alternative Learning Center.



**Colleges and Universities** – Cedar Valley College is located on the border of Lancaster and Dallas on North Dallas Avenue. This two-year accredited institution offers workforce



training, continuing education and college preparatory programs to 2,560 students. It is affiliated with the Dallas County Community College District and has numerous resources available for residents and businesses to utilize.

In August 2010, UNT Dallas accepted its first freshman class, the Class of 2014. UNT Dallas offers 14 undergraduate and five graduate degrees in high-demand fields such as criminal justice, teacher education, business administration, and counseling. As of December 2012, UNT Dallas is in the process of acquiring separate accreditation from the Southern Association of Colleges and Schools (SACS) Compliance and Reports Committee and continues to operate under the accreditation of the UNT System flagship, UNT.

**Lancaster Convention and Visitors Center**

– The Visitors Center, formerly known as the Interurban building, has welcomed visitors and businesses to our City for over one hundred years.

Built in 1911, the Interurban Building was home to the Texas Interurban Railway that ran from Waxahachie through Red Oak, Lancaster, and Dallas to Sherman-Denison until the 1950’s. It was also the regions’ first electric-powered building and where area residents’ electricity bills were paid for more than 50 years. The Lancaster Visitors Center and City of Lancaster State Auxiliary Museum continue in this rich tradition.



In keeping with the history of the City of Lancaster and the Interurban Building, the City of Lancaster State Auxiliary Museum was established by the Texas legislature in 2010 to showcase the history of the State of Texas and educate patrons on the historical artifacts represented within the exhibit. This premier attraction serves as a unique resource for residents, educators and visitors of Texas alike.

**Best Southwest Partnership** – In 1988 the partnership was established to include the Cities and Chambers of Commerce of Lancaster, Cedar Hill, DeSoto and Duncanville. The four Cities are all in close proximity to one another and cooperate on economic development, legislative issues, joint purchasing, public safety, mutual aid and numerous other beneficial endeavors. The result has been improved working relationships among the four member Cities.

In 2010 six associate member cities Ferris, Glenn Heights, Hutchins, Midlothian, Ovilla, and Wilmer joined the partnership and in 2011 Red Oak joined. The spirit of cooperation among eleven communities provides a competitive advantage when attracting attention to Southwest Dallas County and Northern Ellis County.



**Lancaster Regional Airport** – The Airport offers our aviation community a range of value-added services, including a pilot's lounge, complimentary high-speed wireless internet and hanger space. A newly completed 24-hour self-service fuel station adds to the resources available to aviators. The Airport has extended its runway to 6,500 feet and has plans for future improvements that will make flying

more accommodating for visiting aviators.

Patrons also enjoy an on-site full service restaurant and caterer, The Runway Café, which is Monday through Saturday. Customers have the option of visiting two museums, the Commemorative Air Force Museum and the Cold War Air Museum. The Cold War Air Museum is a non-profit educational institution whose mission is to exhibit, educate and eternalize the role of Cold War aircraft, pilots and other personnel. The Commemorative Air Force Museum is an educational organization dedicated to the preservation of the great combat aircraft of World War II and a portion of our military aviation heritage.

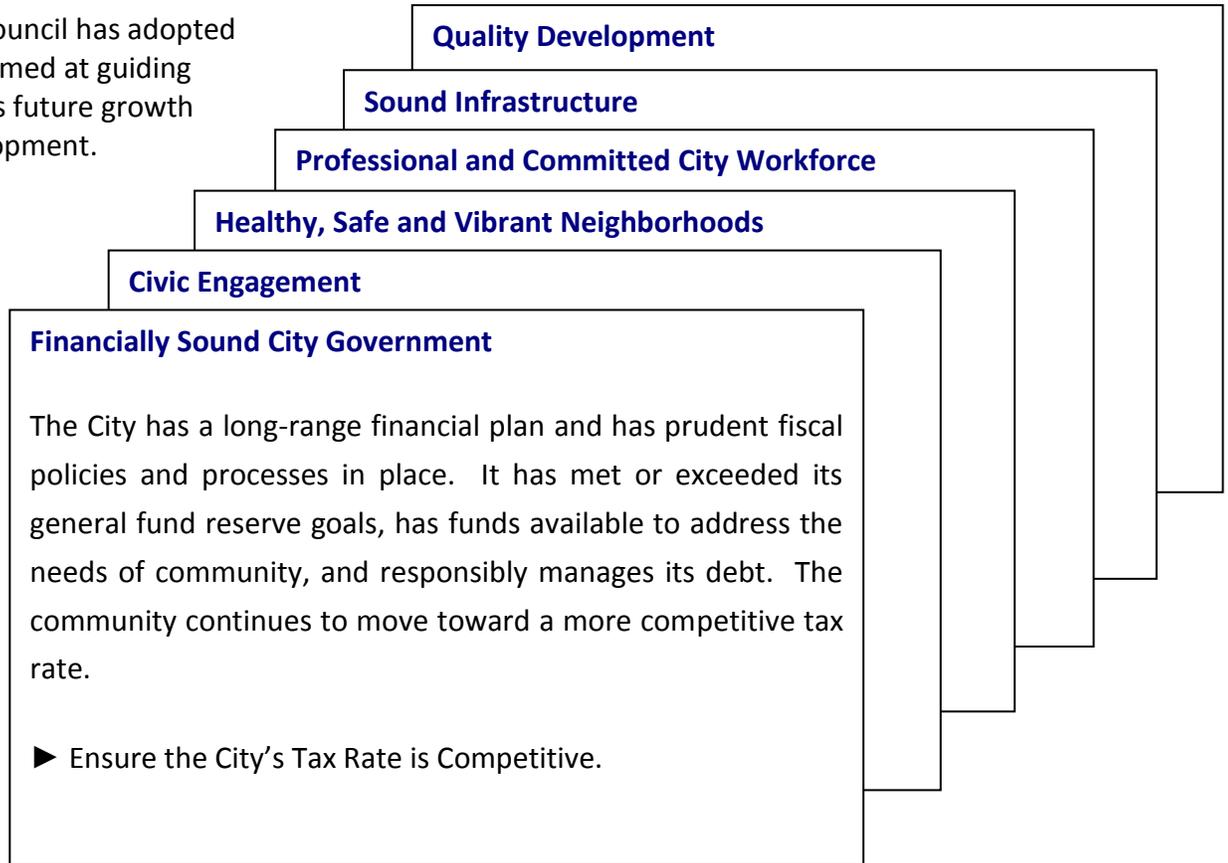
**Industrial/Warehouse Opportunities** – Opportunities for Logistic Solutions - many of the country's leading industrial developers like ProLogis, Duke, IDI and KTR Partners offer strategic sites in Lancaster for companies seeking cost effective solutions to their needs for manufacturing, warehousing and the distribution of their products. Additionally, the future BNSF Railroad's 200 acre freight Intermodal facility will create additional logistic options for companies. The Lancaster Regional Airport who's recent and future improvements will round out the logistic options of road, rail and air for companies seeking to expand or relocate their business operations.

## Mayor & City Council

						
<b>Mayor</b>	<b>District 1</b>	<b>District 2</b>	<b>District 3</b>	<b>District 4</b>	<b>District 5</b>	<b>District 6</b>
<b>Marcus E. Knight</b>	<b>Carol Strain Burk</b>	<b>Stanley Jaglowski</b>	<b>Marco Mejia</b>	<b>Mayor Pro Tem James Daniels</b>	<b>La Shonja Harris</b>	<b>Deputy Mayor Pro Tem Nina Morris</b>

## 2013-2014 Goals and Objectives

The City Council has adopted six goals aimed at guiding Lancaster’s future growth and development.



## **Civic Engagement**

The City provides opportunities for involvement through special events, boards and commissions, youth and parent volunteer opportunities in recreation, sports teams, City elections, Civic Leadership Academy, and City-wide celebrations.

- ▶ Support Lancaster neighborhoods in the creation of Public Improvement Districts (PIDS) throughout the city to strengthen and connect neighborhoods.

## **Healthy, Safe and Vibrant Neighborhoods**

Lancaster is a safe place where neighbors know each other. The community unites at citywide events that keep neighborhoods strong. Compassionate code enforcement maintains our residential neighborhoods, and all residents have access to parks near where they live.

- ▶ Assess Community Policing Strategy and determine appropriate staffing levels and deployment.

## **Professional and Committed City Workforce**

Lancaster city government is an employer of choice with competitive pay that attracts an engaged, responsive, customer-oriented, innovative, and effective workforce. Some employees live in the City and all have a sense of ownership of the community. City employees feel needed and appreciated by elected officials, residents and businesses and are respectful to and appreciative of their customers and the City's governing body. The City's executive staff is engaged with residents and attends community events, upholds strong customer service, and uses technology to aid them in working smarter.

- ▶ Update our Compensation Survey and provide data to the Council on where our pay is relative to the established policy.

## **Sound Infrastructure**

The City has well-maintained streets and well-planned preventative maintenance programs for infrastructure and assets.

- ▶ Prioritize maintenance initiatives based on Pavement Management Program results.
- ▶ Plan for new Fleet Maintenance Facility.

### **Quality Development**

The City encourages high quality construction in its housing, commercial buildings and public facilities. The City employs sustainable building practices and encourages conservation and the use of alternative energy sources. The City has a diverse housing stock with walkable neighborhoods and other high quality neighborhood amenities. A diversity of commercial businesses include corporate business parks and distribution facilities, which make use of the expanded airport, rail, and highway system. Retail areas have grown because of growth in industrial, commercial and residential development.

- ▶ Promote the development of a nationally branded hotel/convention center in Lancaster-pursue opportunities and develop a strategy.
- ▶ Gauge the interest of the development community in pursuing development on the north side of I-20 at Houston School Road.

## Executive Leadership Team



### **City Manager Opal Mauldin Robertson**

Committed to providing quality, innovative services that set a standard for professionalism and excellence.



### **Assistant City Manager Aretha Adams**

Responsible for operations of the Lancaster Regional Airport, Municipal Court, Library Services, Fleet Maintenance, Purchasing and Building Services. Committed to providing excellent customer service through our Community Relations Division as well as in working with neighborhoods in the formation of Public Improvement Districts.



### **Director of Economic Development Ed Brady**

Seeks to assist developers with favorable site-selection for new and existing businesses designed to create a growing tax base for the community.



### **City Secretary Dolle Downe**

Responsible for administering municipal elections, directing the publication of legal notices and maintaining official documents of the city.



### **Police Chief Cheryl Wilson**

Works collaboratively with the members of our community to foster a safe environment and enhance the quality of life for all of our citizens, through police protection and emergency communications.



**Fire Chief Thomas Griffith**

Is driven by the mission to “Protect the Public, Be Polite, and ultimately Go Home Safe”.



**Managing Director of Public Works and Development Services  
Rona Stringfellow**

Oversees the development services divisions, which includes planning, inspections, code compliance and animal services as well as four public works divisions which include storm water, engineering, streets, waste water and water and ensures the safe operational function of each division.



**Interim Director of Finance Susan Cluse**

Has the responsibility of documenting revenues, expenditures, accounts receivable/payable, purchasing and utility billing for adherence to the approved budget.



**Director of Parks, Recreation and Library Services Sean Johnson**

Ensures residents have well-maintained, quality parks, as well as affordable recreational and library opportunities.



**Director of Human Resources Dori Lee**

Manages procedures pertaining to personnel, developing and managing recruitment, training, risk management and policy development.

## City Excellence

**Is it right for the community?**

**Is it right for the department?**

**Is it ethical and legal?**

**Is it consistent with our values and policies?**

**Is it something I am to be accountable for?**

We ask these questions to ensure that we are building a high performing organization that is accountable, well respected, and worthy of the community's trust.

The result of our high performing organization is Engaged Employees at all Levels, Improved Service Quality, Strong Customer Relationships, Enhanced Financial Performance, and Good Stewards that Make Good Decisions.



**Productivity**: Place accountability, authority, tools, and information into the hands of employees closest to the customer for superior results.



**Resourcefulness**: Provide internal and external customers a cost effective return for citizen's tax dollars by working within a structured budget. Encourage innovative and responsible risk taking for continuous process improvement.



**Integrity**: Be ethically and morally responsible – “There’s no right way to do the wrong thing.” Be accountable to the success of others through our professionalism and willingness to embrace new colleagues.



**Dedication**: Each person finishes their role in the process and completes the work with passion. Loyalty and commitment to the success of others through our professionalism and willingness to embrace new colleagues.



**Excellence**: Working together to win trust, capitalize on our creative talents, acknowledging and sharing ideas, to create a high performing organization.

# **CITYWIDE FINANCIAL POLICY**

**RESOLUTION NO. 2013-09-70**

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF LANCASTER, TEXAS, ADOPTING THE CITY OF LANCASTER FINANCIAL POLICY PROVIDING FOR PRUDENT FINANCIAL MANAGEMENT OF ALL FUNDS TO ENABLE THE CITY TO MAINTAIN A LONG TERM STABLE AND POSITIVE FINANCIAL CONDITION AND PROVIDE GUIDELINES FOR THE DAY-TO-DAY PLANNING AND OPERATION OF THE CITY'S FINANCIAL MATTERS; AND PROVIDING AN EFFECTIVE DATE.**

**WHEREAS**, the City of Lancaster Financial Policy is reviewed and refined annually as part of the budget preparation process; and

**WHEREAS**, the City of Lancaster Financial Policy provides for financial management through integrity, prudent stewardship, planning, accountability, full disclosure and communication regarding all City funds;

**NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF LANCASTER, TEXAS THAT:**

**SECTION 1.** The City of Lancaster Financial Policy, attached hereto and incorporated herein by reference as Exhibit "A", having been reviewed by the City Council of the City of Lancaster, Texas, and found to be acceptable and in the best interest of the City and its citizens is hereby in all things approved.

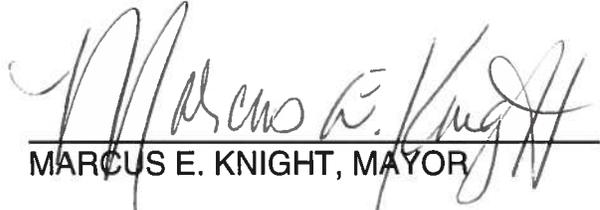
**SECTION 2.** This resolution shall take effect immediately from and after its passage, as the law and charter in such cases provide.

**DULY PASSED** and approved by the City Council of the City of Lancaster, Texas, on this the 9<sup>th</sup> day of September, 2013.

**ATTEST:**

  
\_\_\_\_\_  
DOLLE K. DOWNE, CITY SECRETARY

**APPROVED:**

  
\_\_\_\_\_  
MARCUS E. KNIGHT, MAYOR

**APPROVED AS TO FORM:**

  
\_\_\_\_\_  
ROBERT E. HAGER, CITY ATTORNEY

# City of Lancaster, Texas

## Financial Policy Statement

### I. Purpose

The City of Lancaster is committed to financial management through integrity, prudent stewardship, planning, accountability, full disclosure and communication. The broad purpose of the Financial Policies is to enable the City to achieve and maintain a long-term stable and positive financial condition, and provide guidelines for the day-to-day planning and operations of the City's financial affairs.

The financial policy statements provide guidelines for the Finance Director in their role as Chief Financial Officer for the City.

Policy scope generally spans, among other issues, general goals, accounting, auditing, financial reporting, internal controls, operating and capital budgeting, fund balance or operating position concepts, revenue management, cash and investment management, expenditure control, debt management, and planning concepts, in order to:

- (a) Present fairly and with full disclosure the financial position and results of financial operations of the City in conformity to U.S. generally accepted accounting principles (GAAP); and
- (b) Determine and demonstrate compliance with finance-related legal and contractual issues in accordance with provisions of the City Charter, the Texas Local Government Code and other pertinent legal documents and mandates; and
- (c) Demonstrate good fiscal administration of the City's funds and promote accountability to its citizens; and
- (d) Provide precedents for future policy-makers and financial managers on common financial goals and strategies.

These fiscal policies will be reviewed and refined annually as part of the budget preparation process to reflect current laws as well as significant changes in the City which will impact the prevailing policy.

The budgeted funds for the City of Lancaster include:

- (a) **General Fund:** Accounts that are for all financial resources excluding those required to be accounted for in another fund, include basic governmental services such as police, fire, and public works.
- (b) **Special Revenue Fund:** Accounts that are for specific resources that are legally restricted for a specified purpose.

- (c) Debt Service Fund: Account used for the payment of general long-term debt principal and interest requirements.
- (d) Capital Projects Fund: Account used for the acquisition or construction of major capital facilities other than those financed by enterprise activities.
- (e) Enterprise Fund: This account includes the City's "business like" activities such as Water Waste Water, Golf, Airport and Sanitation Funds.

## **II. General**

The City will follow a five-year review and optional rotation of external (independent) auditors. The auditors must demonstrate that they have the experience and adequate staffing to handle the City's audit in a timely manner. The audited financial statements should be prepared within 120 days of the close of the fiscal year.

Annual reporting will be done within the guidelines set forth in the Governmental Accounting and Auditing Financial Review and under the standards currently being set by the Governmental Accounting Standards Board. Interim activity reports will be made available to council and management.

Full disclosure will be provided in the financial statements and bond representations.

Financial systems will be maintained to monitor expenditures and revenues on a monthly basis with a thorough analysis and adjustment (if required) at mid-year.

The City will strive to maintain accounting policies and practices in the preparation of its annual financial report. The report will be presented to the Governmental Finance Officers Association for review of qualifications that meet those necessary to obtain the Certificate of Achievement for Excellence in Financial Reporting.

## **III. Staffing and Training**

Staffing levels shall be adequate for the fiscal departments of the City to function effectively. Overtime shall be used only to address temporary or seasonal demands that require excessive hours. Possible ways to increase efficiency shall be explored before adding staff. However, the staffing levels shall not be inadequate or marginal such that the internal controls are jeopardized or personnel turnover rates are unacceptable.

The City shall support the continuing education efforts of all financial staff including the investment in time and materials for maintaining a current perspective concerning financial issues. Staff shall be held accountable for communicating, teaching, and sharing with other staff members all information and training materials acquired from seminars, conferences and related educational efforts.

#### **IV. Revenues**

The City shall strive to keep the revenue system simple which will result in a decrease of compliance costs for the taxpayer or service recipient and a corresponding decrease in avoidance to pay.

A certainty of the revenue source increases the reliability of the revenue system. The City shall try to establish certain revenue sources as well as consistent collection policies so that assurances can be provided that the revenue base will materialize according to budgets and plans.

The revenue system of the City shall strive to maintain equity in its structure. That is, the City shall seek to minimize or eliminate all forms for subsidization between entities, funds, services, utilities, or customers.

The benefits of a revenue shall exceed the cost of producing the revenue.

The City shall require that there be a balance in the revenue system. That is, the revenue base shall have the characteristic of neutrality as it applies to cost of service, willingness to pay and ability to pay issues.

The City shall use due caution in the analysis of any tax incentives that are used to encourage development.

Quarterly reports shall be prepared to compare actual revenues to budgeted and to determine the variances and decide actions to take thereon.

A desirable balance between elastic and inelastic revenue sources shall be attempted. Any changes in revenue structure shall result in the examination of this change.

Any potential grants shall be examined for matching requirements so that the source and availability of these funds may be determined before grant application is made. These revenue sources should be used only for capital improvements that are consistent with the Capital Improvements Plan whose operating and maintenance costs have been included in the operating budget.

One-time revenues shall not be used for on-going operations. Non-recurring revenues shall be used only for non-recurring expenditures. Care shall be taken not to use these revenues for budget balancing purposes.

The cumulative increase of revenue from the levy of property tax will not exceed the preceding fiscal year:

- Excluding taxable value gained through annexation or consolidation;
- Excluding the taxable value gained through new construction;
- Excluding increases mandated by the voters for debt service;
- Excluding 3% of the effective tax rate.

For services associated with a user fee or charge, the direct and indirect costs of that service shall be offset by a fee.

The fees based on user charges shall be reviewed annually to ensure continuing coverage of the cost of services. The City shall revise user fees with review of the City Council to adjust for the costs of inflation and additional recovery increments.

The City shall review and adopt utility rates annually that shall generate revenues required to fully cover operating expenditures, meet the legal restrictions of all applicable bond covenants, and provide for an adequate level of working capital needs.

A method is established whereby the General Fund can impose a charge to the Utility Fund(s) for general and administrative services performed on the Enterprise Fund's behalf. The process shall be documented and disclosed to the City's auditors for review.

Interest earned from investment of available funds, whether pooled or not, shall be distributed to the funds from which monies were provided to be invested.

All revenue collections will be consolidated under Finance and be audited annually.

## **V. Expenditures**

Quarterly reports shall be prepared showing actual expenditures compared to the adopted budget. Modifications within the operating categories (materials, supplies, and services) and/or modifications within the personnel and capital categories may be made with the approval of the City Manager.

Where appropriate, performance measures and productivity indicators shall be used as guidelines and reviewed for efficiency and effectiveness. This information shall be included in the annual budgeting process.

Purchases shall be made in conformation with the States formal bidding process and requirements. Recommendations of bids and contracts in excess of \$50,000 shall be presented to City Council for their formal approval.

## **VI. Operating Budget**

Current operating revenue will be sufficient to support current operating expenditures. Debt or bond financing will not be used to finance current expenditures. Annually recurring revenue will not be less than annually recurring operating budget expenditures (operating budget minus capital outlay) or Council may authorize the City Manager to utilize unrestricted fund balance to make up the difference.

The City has developed a program to integrate performance measures and productivity indicators within the annual budget.

## VII. Operating Position

Current expenditures shall be paid with current revenues. Deferrals, short-term loans, or one-time sources shall be avoided as budget balancing techniques. Reserves may be used for unanticipated emergencies or designated by Council.

The City will maintain an unallocated fund balance of an amount equal to a minimum of twelve (12) percent of the general operating budget. Any excess above the minimum will be designated to the Capital Improvement Program and the Equipment Replacement Program. These designations will be reviewed annually and authorized by the Council. The minimum twelve (12) percent unallocated fund balance will be used to avoid cash-flow interruptions, generate interest income, reduce need for short-term borrowing and assist in maintaining an investment-grade bond rating. The unallocated fund balance of other funds should be maintained as follows:

<b><u>Fund</u></b>	<b><u>Minimum</u></b>	<b><u>Target</u></b>	<b><u>Maximum</u></b>
Water/Wastewater Fund	12.00%	18.00%	25.00%
Airport Fund	12.00%	18.00%	25.00%
Golf Fund	12.00%	18.00%	25.00%
Debt Service Funds	10% of Current Year Debt Payment		

Periodic review of cash flow position shall be performed to determine performance of cash management and investment policies. A detailed policy structure shall be followed with respect to Cash/Treasury Management. The underlying theme shall be that idle cash shall be invested with the goals and objectives as identified in the City's Investment Policy.

Procedures shall be taken so as to maximize any discounts offered by creditors. Current liabilities shall be paid within 30 days of receiving the invoice. Accounts receivable procedures shall target for a maximum of 60 days of service.

## VIII. Debt

Long Term Debt shall not be used for operating purposes. The life of the bonds shall not exceed the useful life of the projects.

When appropriate, self-supporting revenue bonds shall be issued before general obligation bonds.

Full disclosure of operations and open lines of communication shall be made to bond rating agencies. The City staff, with the assistance of bond counsel/advisors, shall prepare the necessary materials and presentation to the rating agencies.

The Debt Services Fund(s) reserves should equal ten percent (10%) of the current year's debt payment. This minimum does not include the amounts accruing for the next debt payment.

Interest earnings on bond proceeds shall be credited to the appropriate bond/capital fund.

The City shall elect to use a competitive bidding process in the sale of bonds unless the nature of the issue warrants a negotiated bid. In situations where a competitive bidding process is not elected, the bond counsel/advisors shall present the reasons why to the City. Also, the City shall participate in the selection of the underwriter with the assistance of the bond counsel/advisors in the case of a negotiated bid.

The bonds shall have a provision which allows them to be recalled after the tenth year of issue.

The City shall be actively involved in the selection of all bond counsel, advisors, underwriters, and paying agents. The City shall evaluate the merits of rotating professional advisors and consultants and the kinds of services and fee structures available from independent financial advisors, investment banking firms and commercial banks. Also, the City shall carefully itemize and scrutinize all costs associated with the issuance of bonds.

The City shall explore all funding alternatives in addition to long-term debt including leasing, grants, and other aid, developer contributions, capital recovery fees, and current funds.

The City will establish and maintain an equipment replacement fund. If any equipment is secured through a lease/purchase agreement, it will have a useful life of at least seven (7) years.

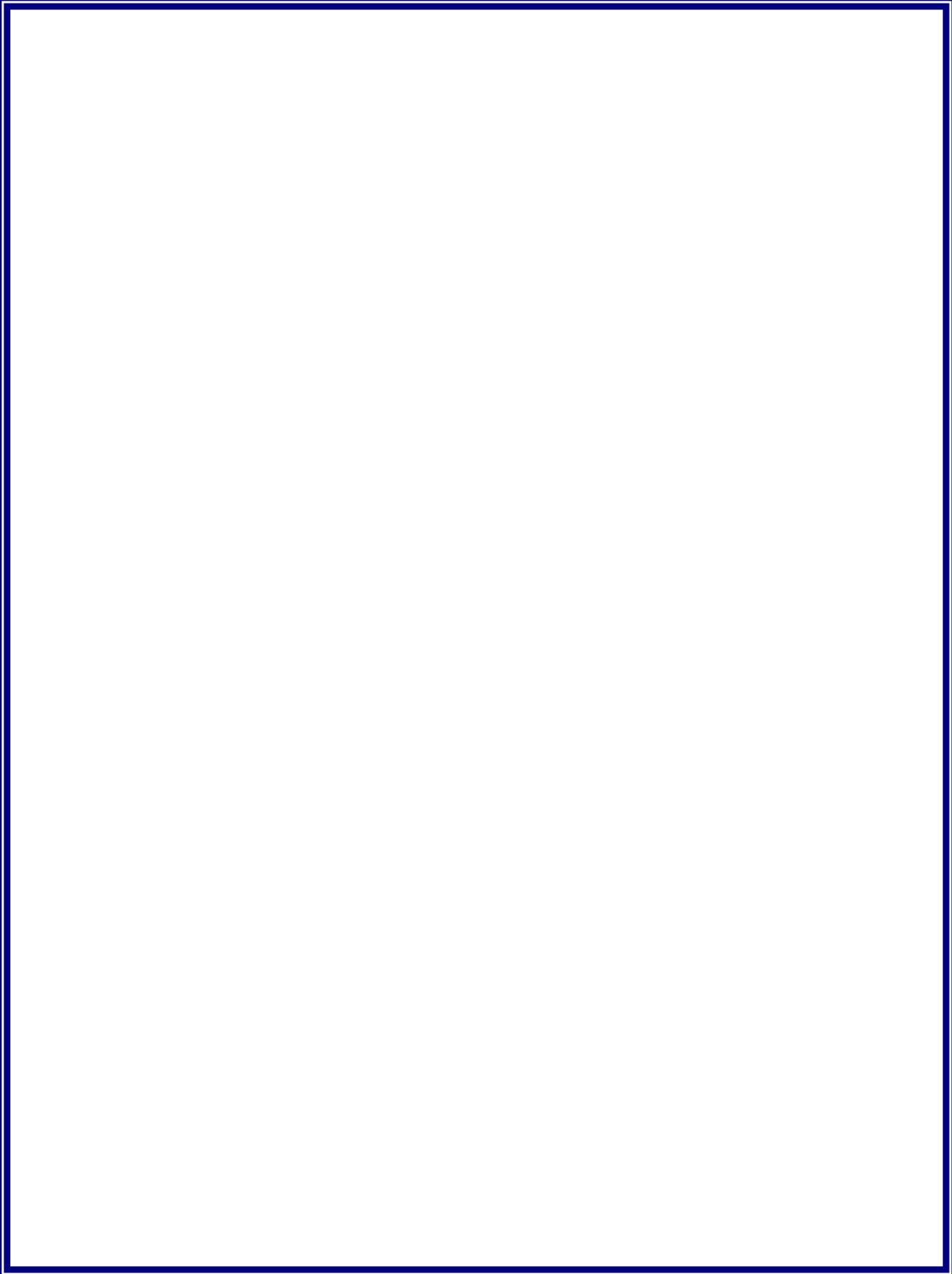
#### **IX. Capital Infrastructure and Equipment Replacement**

A Capital Improvement Program shall be adopted for a period of five (5) years and reviewed annually for prioritization, based on analysis of the City's infrastructure. The replacement and maintenance for capital items shall also be projected for the next five (5) years. Future maintenance shall be fully cost, providing sufficient funding for future maintenance and replacement. The City shall identify the estimated costs and potential funding sources for each capital project proposal before it is submitted to council for approval. The City shall determine the least costly financing method for all new projects.

Where applicable, assessments, pro-rata charges or other user-based fees should be used to fund capital projects which have a limited benefit to the whole City.

Assets shall be maintained to protect the government's investment and minimize the future replacement and maintenance costs.

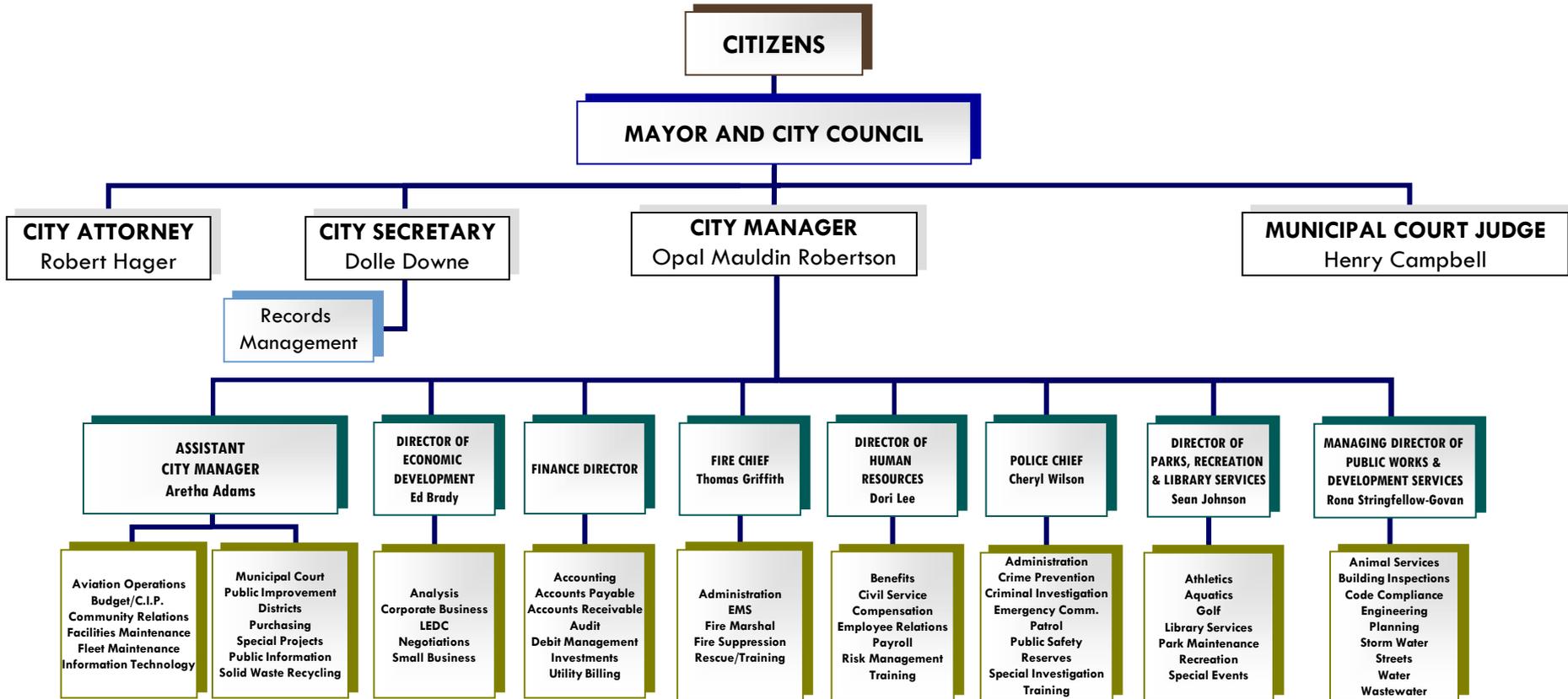
The annual operating budget shall provide for adequate maintenance and issuance of all capital plant and equipment.



# **PERSONNEL AND SALARY INFORMATION**

# FY 2013-2014 Organizational Chart

## City of Lancaster



PERSONNEL SCHEDULE

Adopted 10/1/2013

City Manager's Office 01-02	Position	Pay Grade	Adopted 10/11	Adopted 11/12	Adopted 12/13	Adopted 13/14
	City Manager	N/A	1	1	1	1
	Assistant City Manager	N/A	1	0	1	1
	Assistant to the City Manager	15-E	0	1	0.75	0.75
	Budget Analyst	14-E	0.75	0	0	0
	CM Executive Assistant	60-N	1	1	1	1
	Community Relations Assist.	55-N	0.5	0.5	0.5	0.5
Total			4.25	3.5	4.25	4.25

Building Services 01-06	Position	Pay Grade	Adopted 10/11	Adopted 11/12	Adopted 12/13	Adopted 13/14
	Building & Contract Svs. Mgr.	14-E	1	0	0	0
	Building Maint. Worker I	54-N	1	1	1	1
Total			2	1	1	1

Municipal Court 01-08	Position	Pay Grade	Adopted 10/11	Adopted 11/12	Adopted 12/13	Adopted 13/14
	Court Administrator	14-E	1	1	0	1
	City Marshal	60-N	0	1	1	1
	Lead Court Clerk	55-N	0	0	1	1
	Court Clerk	54-N	2	2	2	2
	Deputy City Marshal	01-N	0	0	0.5	0.5
	Part-time court clerk	01-N	0.5	0.5	0.5	0
Total			3.5	4.5	5	5.5

Building Inspections 01-09	Position	Pay Grade	Adopted 10/11	Adopted 11/12	Adopted 12/13	Adopted 13/14
	Building Official	16-E	1	1	1	1
	Asst. Building Official	13-E	1	1	0	0
	Building Inspector	59-N	1	1	1	1
	Permit Technician	56-N	1	1	1	1
Total			4	4	3	3

Fleet Services 01-10	Position	Pay Grade	Adopted 10/11	Adopted 11/12	Adopted 12/13	Adopted 13/14
	Superintendent—Fleet	15-E	1	1	1	1
	Mechanic/Fleet Services	56-N	3	3	3	3
Total			4	4	4	4

Streets 01-12	Position	Pay Grade	Adopted 10/11	Adopted 11/12	Adopted 12/13	Adopted 13/14
	Foreman II	59-N	1	0	0	1
	Signs & Signals Technician	57-N	1	1	1	0
	Heavy Equipment Operator II	57-N	1	1	1	1
	Heavy Equipment Operator I	54-N	1	1	1	1
	Maintenance Worker I	51-N	2	2	2	1
Total			6	5	5	4

Parks 01-13	Position	Pay Grade	Adopted 10/11	Adopted 11/12	Adopted 12/13	Adopted 13/14
	Park Operations Manager	15-E	1	1	1	1
	Foreman II	59-N	0	0	1	1
	Foreman I	57-N	2	2	1	1
	Maintenance Worker II	52-N	4	5	5	6
Total			7	8	8	9

PERSONNEL SCHEDULE

Adopted 10/1/2013

Police 01-14	Position	Pay Grade	Adopted 10/11	Adopted 11/12	Adopted 12/13	Adopted 13/14
		Police Chief	N/A	1	1	1
	Assistant Police Chief	P4-CS	2	2	2	2
	Lieutenant	P3-CS	6	6	6	6
	Sergeant	P2-CS	7	7	7	7
	Police Officer	P1-CS	36	35	35	35
	Office & Records Manager	12-E	0	0	1	1
	Records Supervisor	12-E	1	1	0	0
	Office Manager	59-N	1	1	0	0
	CID Technician	57-N	1	1	1	1
	Property & Evidence Tech.	57-N	1	1	1	1
	Police Technicians	54-N	1	1	2	2
	PT Hourly-Police (value .5)	01-N	0.5	0	0	0
	<b>Total</b>		<b>57.5</b>	<b>56</b>	<b>56</b>	<b>56</b>

Victims Grant 01-14-10	Position	Pay Grade	Adopted 10/11	Adopted 11/12	Adopted 12/13	Adopted 13/14
		Victims Assistance Coordinator (Value .25)	01-N	0.25	0	0
	Hourly Clerk (Value .25)	01-N	0.25	0	0	0
	<b>Total</b>		<b>0.5</b>	<b>0</b>	<b>0</b>	<b>0</b>

COPS Grant 01-14-11	Position	Pay Grade	Adopted 10/11	Adopted 11/12	Adopted 12/13	Adopted 13/14
		Police Officer	P1-CS	3	3	3
	<b>Total</b>		<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>

Fire 01-15	Position	Pay Grade	Adopted 10/11	Adopted 11/12	Adopted 12/13	Adopted 13/14
		Fire Chief	N/A	1	1	1
	Asst. Fire Chief	F5-CS	1	1	1	1
	Battalion Chief	F4-CS	3	3	3	3
	Captain	F3-CS	10	10	11	11
	Fire Engineer	F2-CS	22	22	21	21
	Fire Fighter	F1-CS	19	19	19	19
	Office Manager	59-N	1	0	0	0
	Administrative Secretary	53-N	0	0	0	1
	<b>Total</b>		<b>57</b>	<b>56</b>	<b>56</b>	<b>57</b>

Planning & Development 01-17	Position	Pay Grade	Adopted 10/11	Adopted 11/12	Adopted 12/13	Adopted 13/14
		Senior Planner	15-E	1	1	1
	<b>Total</b>		<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>

City Secretary 01-18	Position	Pay Grade	Adopted 10/11	Adopted 11/12	Adopted 12/13	Adopted 13/14
		City Secretary	N/A	1	1	1
	Assistant City Secretary	55-N	1	1	1	1
	<b>Total</b>		<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>

Finance 01-19	Position	Pay Grade	Adopted 10/11	Adopted 11/12	Adopted 12/13	Adopted 13/14
		Director of Finance	N/A	1	1	1
	Asst. Director of Finance	16-E	1	1	1	1
	Chief Accountant	15-E	1	0	0	0
	Accountant	60-N	0	0	0.75	0.75
	Account Payables Specialist	55-N	1	1	1	1
	<b>Total</b>		<b>4</b>	<b>3</b>	<b>3.75</b>	<b>3.75</b>

Animal Services 01-24	Position	Pay Grade	Adopted 10/11	Adopted 11/12	Adopted 12/13	Adopted 13/14
		Animal Services Officer	57-N	2	2	2
	Animal Shelter Attendant	51-N	0.5	0.5	0.5	1
	<b>Total</b>		<b>2.5</b>	<b>2.5</b>	<b>2.5</b>	<b>3</b>

PERSONNEL SCHEDULE

Adopted 10/1/2013

<b>Purchasing</b> 01-29	Position	Pay Grade	Adopted 10/11	Adopted 11/12	Adopted 12/13	Adopted 13/14
	Purchasing Agent	15-E	1	1	1	1
	Total		1	1	1	1

<b>Human Resources</b> 01-31	Position	Pay Grade	Adopted 10/11	Adopted 11/12	Adopted 12/13	Adopted 13/14
	Director of Human Resources	N/A	1	1	1	1
	Human Resources Supervisor	15-E	1	0	0	0
	Human Resources Assistant	55-N	0	1	1	1
Total		2	2	2	2	

<b>Emergency Communications</b> 01-34	Position	Pay Grade	Adopted 10/11	Adopted 11/12	Adopted 12/13	Adopted 13/14
	Lead 911 Dispatcher	57-N	4	4	4	4
	911 Dispatchers	56-N	6	6	6	6
	PT Dispatcher (value .5)	01-N	1	1	1	1
	PT Dispatcher (value .25)	01-N	0.25	0.25	0.25	0.25
Total		11.25	11.25	11.25	11.25	

<b>Code Compliance</b> 01-35	Position	Pay Grade	Adopted 10/11	Adopted 11/12	Adopted 12/13	Adopted 13/14
	Code Compliance Officer	57-N	4	3	3	3
	Total		4	3	3	3

<b>Development Services</b> 01-36	Position	Pay Grade	Adopted 10/11	Adopted 11/12	Adopted 12/13	Adopted 13/14
	Managing Director of Dev. Svc & PW	N/A	0	0	0.33	0.33
	Director of Development Services	N/A	0.5	0.5	0	0
	Asst. Development Services Director	17-E	0	0	0.33	0.33
	Office Manager	59-N	0.5	0	0	0
Total		1	0.5	0.66	0.66	

<b>Information Technology</b> 01-37	Position	Pay Grade	Adopted 10/11	Adopted 11/12	Adopted 12/13	Adopted 13/14
	IT Manager	16-E	0.75	0.75	0.75	0.75
	GIS Coordinator	15-E	0	0	0.5	0.5
	Computer Systems Admin.	60-N	2	2	2	2
	PT Hourly IT (value .5)	01-N	0.5	0.5	0.5	0.5
Total		3.25	3.25	3.75	3.75	

<b>Fire Marshal</b> 01-38	Position	Pay Grade	Adopted 10/11	Adopted 11/12	Adopted 12/13	Adopted 13/14
	Fire Marshal	16-E	0.25	0	1	1
	Administrative Secretary	53-N	1	1	1	1
Total		1.25	1	2	2	

<b>GENERAL FUND TOTAL</b>		<b>182</b>	<b>175.5</b>	<b>178.16</b>	<b>180.16</b>
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PERSONNEL SCHEDULE

Adopted 10/1/2013

PW - Administration Engineering 05-02	Position	Pay Grade	Adopted 10/11	Adopted 11/12	Adopted 12/13	Adopted 13/14
	Director of Public Works	N/A	1	1	0	0
	Managing Director of Dev. Srvc & PW	N/A	0	0	0.33	0.33
	Asst. Development Services Director	17-E	0	0	0.33	0.33
	City Engineer	16-E	1	1	1	1
	IT Manager	16-E	0.25	0.25	0.25	0.25
	GIS Coordinator	15-E	1	1	0.25	0.25
	Assistant to the City Manager	15-E	0.25	0.25	0.25	0.25
	Project Manager	14-E	2	1	1	1
	Construction Inspector	59-N	2	2	2	2
	Office Manager	59-N	1	1	1	1
Total			8.5	7.5	6.41	6.41

Utility Billing 05-20	Position	Pay Grade	Adopted 10/11	Adopted 11/12	Adopted 12/13	Adopted 13/14
	Utility Billing Manager	15-E	1	1	1	1
	Accountant	60-N	0	0	0.25	0.25
	Accounting Generalist	55-N	1	1	0	0
	Sr. Utility Billing Clerk	55-N	1	1	1	0
	Community Relations Assistant	55-N	0.25	0.25	0.25	0.25
	Utility Billing Clerk	54-N	2	2	2	3
Total			5.25	5.25	4.5	4.5

Water 05-21	Position	Pay Grade	Adopted 10/11	Adopted 11/12	Adopted 12/13	Adopted 13/14
	Superintendent-W/WW	16-E	1	1	1	1
	Crew Leader	57-N	1	1	1	1
	Water Systems Operator	57-N	1	1	1	1
	Admin Secretary	53-N	1	1	1	1
	Maintenance Worker II	52-N	1	1	1	1
Total			5	5	5	5

Meter Readers 05-27	Position	Pay Grade	Adopted 10/11	Adopted 11/12	Adopted 12/13	Adopted 13/14
	Meter Technician	53-N	2	2	2	2
Total			2	2	2	2

Waste Water 05-30	Position	Pay Grade	Adopted 10/11	Adopted 11/12	Adopted 12/13	Adopted 13/14
	Foreman III	60-N	1	1	1	1
	Crew Leader	57-N	4	4	4	4
	Heavy Equipment Operator I	54-N	1	1	1	1
	Maintenance Worker II	52-N	4	4	4	4
Total			10	10	10	10
<b>WATER FUND TOTAL</b>			<b>30.75</b>	<b>29.75</b>	<b>27.91</b>	<b>27.91</b>

Airport 09-40	Position	Pay Grade	Adopted 10/11	Adopted 11/12	Adopted 12/13	Adopted 13/14
	Airport Manager	16-E	1	1	1	1
	Airport Operations Supervisor	57-N	1	1	1	1
	Airport Operations Agent	51-N	0	0	0	1
	PT Airport Labor (value .5)	01-N	1.5	1.5	1.5	1
<b>AIRPORT FUND TOTAL</b>			<b>3.5</b>	<b>3.5</b>	<b>3.5</b>	<b>4</b>

LEDC 16-02	Position	Pay Grade	Adopted 10/11	Adopted 11/12	Adopted 12/13	Adopted 13/14
	Director of Economic Development	N/A	1	1	1	1
	Community Relations Assist.	55-N	0.25	0.25	0.25	0.25
	Executive Secretary	59-N	1	0	0	0
<b>LEDC FUND TOTAL</b>			<b>2.25</b>	<b>1.25</b>	<b>1.25</b>	<b>1.25</b>

PERSONNEL SCHEDULE

Adopted 10/1/2013

P&R Administration 17-02	Position	Pay Grade	Adopted 10/11	Adopted 11/12	Adopted 12/13	Adopted 13/14
	Director of Parks & Recreation	N/A	1	1	1	1
	Informal Education Coordinator	12-E	1	0	0	0
	Administrative Secretary	53-N	1	1	1	1
	<b>Total</b>		<b>3</b>	<b>2</b>	<b>2</b>	<b>2</b>

Library 17-07	Position	Pay Grade	Adopted 10/11	Adopted 11/12	Adopted 12/13	Adopted 13/14
	Library Director	N/A	1	1	0	0
	Library Manager	15-E	0	0	1	1
	Assistant Library Manager	13-E	1	1	1	1
	Volunteer Coordinator	53-N	0	0	1	1
	PT Library Assistant (.75 value)	01-N	0	0.75	0.75	0.75
	PT Library Attendant (.5 value)	01-N	6.5	4.5	4	4.5
	PT Library Clerk (.25 value)	01-N	0	0.75	0.75	0.25
	<b>Total</b>		<b>8.5</b>	<b>8</b>	<b>8.5</b>	<b>8.5</b>

Senior Life Center 17-54	Position	Pay Grade	Adopted 10/11	Adopted 11/12	Adopted 12/13	Adopted 13/14
	Senior Center Supervisor	12-E	1	1	1	1
	Recreation Leader	51-N	1	0	0	0
	PT Senior Van Driver (value .75)	01-N	0.75	0.75	0.75	0.75
<b>Total</b>		<b>2.75</b>	<b>1.75</b>	<b>1.75</b>	<b>1.75</b>	

Recreation 17-56	Position	Pay Grade	Adopted 10/11	Adopted 11/12	Adopted 12/13	Adopted 13/14
	Recreation Superintendent	15-E	1	1	1	1
	Recreation Supervisor	12-E	2	2	2	3
	Senior Center Supervisor	12-E	1	0	0	0
	Information Education Coordinator	12-E	0	1	1	0
	Aquatics Coordinator	51-N	1	1	1	1
	Recreation Leader	51-N	0	1	1	1
	PT Senior Lifeguard (value .50)	01-N	2	2	2	2
	PT Summer Lifeguard (value .25)	01-N	1.25	1.25	1.25	1.25
	PT Year-round Lifeguards (value .5)	01-N	5	5	5	5
	PT Hourly Clerical (value .5)	01-N	4	4	4	4
<b>Total</b>		<b>17.25</b>	<b>18.25</b>	<b>18.25</b>	<b>18.25</b>	

Youth Program 17-56-01	Position	Pay Grade	Adopted 10/11	Adopted 11/12	Adopted 12/13	Adopted 13/14
	PT Youth Program Leaders (value .50)	01-N	0	2	2	2
	<b>Total</b>		<b>0</b>	<b>2</b>	<b>2</b>	<b>2</b>
<b>RECREATION FUND TOTAL</b>			<b>31.5</b>	<b>32</b>	<b>32.5</b>	<b>32.5</b>

PERSONNEL SCHEDULE

Adopted 10/1/2013

Housing 20-25	Position	Pay Grade	Adopted 10/11	Adopted 11/12	Adopted 12/13	Adopted 13/14
	Managing Director of Dev. Srvc & PW	N/A	0	0	0	0
	Director of Development Services	N/A	0.5	0.5	0	0
	Housing Manager	15-E	1	1	1	0
	Housing Compliance Supervisor	12-E	0	1	0.3	0
	Housing Counselor Sup.	12-E	1	0	0	0
	Housing Inspector Sup.	12-E	1	0	0	0
	Office Manager	59-N	0.5	0	0	0
	Housing Inspector	57-N	2	2	1.3	0
	Housing Choice Voucher Specialist	57-N	0	3	0.9	0
	Housing Counselor I	55-N	3	0	0	0
	Administrative Secretary	53-N	2	1	0.3	0
	PT Clerical (value .5)	01-N	0.5	0	0	0
	<b>HOUSING FUND TOTAL</b>			<b>11.5</b>	<b>8.5</b>	<b>3.8</b>

Storm Water 53-04	Position	Pay Grade	Adopted 10/11	Adopted 11/12	Adopted 12/13	Adopted 13/14	
	Managing Director of Dev. Srvc & PW	N/A	0	0	0.33	0.33	
	Superintendent-Streets/Drain.	15-E	1	0	1	1	
	Asst. Development Services Director	17-E	0	0	0.33	0.33	
	GIS Coordinator	15-E	0	0	0.25	0.25	
	Foreman III	60-N	0	1	1	0	
	Foreman II	59-N	1	0	0	1	
	Heavy Equipment Operator II	57-N	1	1	1	1	
	Heavy Equipment Operator I	54-N	2	2	2	2	
	Light Equipment Operator	53-N	3	3	3	3	
	Maintenance Worker I	51-N	4	4	4	4	
	<b>STORMWATER TOTAL</b>			<b>12</b>	<b>11</b>	<b>12.91</b>	<b>12.91</b>

<b>GRAND TOTAL</b>	<b>273.5</b>	<b>261.5</b>	<b>260.03</b>	<b>258.73</b>
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**City of Lancaster**  
2013/2014 Adopted General Government Pay Plan  
Effective 10/01/2013



**Annual**

PAY GRADE	STEP 1	STEP 2	STEP 3	STEP 4	STEP 5	STEP 6	STEP 7	STEP 8	STEP 9
	<i>Minimum</i>		<i>1st Quartile</i>		<i>Midpoint</i>		<i>3rd Quartile</i>		<i>Maximum</i>
51	\$24,145	\$25,364	\$26,583	\$27,800	\$29,021	\$30,238	\$31,457	\$32,676	\$33,895
52	\$25,538	\$26,844	\$28,149	\$29,456	\$30,763	\$32,067	\$33,372	\$34,679	\$35,986
53	\$27,012	\$28,410	\$29,811	\$31,210	\$32,612	\$34,013	\$35,411	\$36,811	\$38,212
54	\$28,571	\$30,073	\$31,573	\$33,072	\$34,574	\$36,074	\$37,575	\$39,075	\$40,575
55	\$30,238	\$31,845	\$33,451	\$35,058	\$36,667	\$38,274	\$39,881	\$41,487	\$43,096
56	\$31,960	\$33,683	\$35,405	\$37,127	\$38,851	\$40,573	\$42,293	\$44,016	\$45,738
57	\$33,824	\$35,669	\$37,514	\$39,360	\$41,205	\$43,050	\$44,894	\$46,738	\$48,585
58	\$35,768	\$38,124	\$39,716	\$41,691	\$43,667	\$45,639	\$47,615	\$49,590	\$51,563
59	\$37,847	\$39,962	\$42,077	\$44,191	\$46,304	\$48,420	\$50,353	\$52,649	\$54,764
60	\$40,037	\$42,302	\$44,566	\$46,831	\$49,095	\$51,360	\$53,624	\$55,889	\$58,154
11	\$35,816	\$37,809	\$39,803	\$41,796	\$43,788	\$45,784	\$47,776	\$49,768	\$51,763
12	\$39,386	\$41,606	\$43,822	\$46,042	\$48,262	\$50,481	\$52,701	\$54,919	\$57,138
13	\$43,600	\$46,085	\$48,569	\$51,053	\$53,538	\$56,024	\$58,507	\$60,992	\$63,477
14	\$48,613	\$51,416	\$54,220	\$57,022	\$59,827	\$62,629	\$65,431	\$68,235	\$71,038
15	\$54,542	\$57,722	\$60,906	\$64,088	\$67,271	\$70,453	\$73,635	\$76,815	\$79,999
16	\$61,616	\$65,248	\$68,884	\$72,520	\$76,154	\$79,789	\$83,423	\$87,059	\$90,695
17	\$70,076	\$74,258	\$78,438	\$82,527	\$86,801	\$90,983	\$95,166	\$99,346	\$103,529
18	\$80,217	\$85,057	\$89,897	\$94,737	\$99,574	\$104,414	\$109,254	\$114,091	\$118,931
19	\$91,415	\$96,745	\$102,070	\$107,400	\$112,728	\$118,057	\$123,385	\$128,713	\$134,041

**Bi-weekly**

PAY GRADE	STEP 1	STEP 2	STEP 3	STEP 4	STEP 5	STEP 6	STEP 7	STEP 8	STEP 9
	<i>Minimum</i>		<i>1st Quartile</i>		<i>Midpoint</i>		<i>3rd Quartile</i>		<i>Maximum</i>
51	\$928.65	\$975.54	\$1,022.42	\$1,069.23	\$1,116.19	\$1,163.00	\$1,209.88	\$1,256.77	\$1,303.65
52	\$982.23	\$1,032.46	\$1,082.65	\$1,132.92	\$1,183.19	\$1,233.35	\$1,283.54	\$1,333.81	\$1,384.08
53	\$1,038.92	\$1,092.69	\$1,146.58	\$1,200.38	\$1,254.31	\$1,308.19	\$1,361.96	\$1,415.81	\$1,469.69
54	\$1,098.88	\$1,156.65	\$1,214.35	\$1,272.00	\$1,329.77	\$1,387.46	\$1,445.19	\$1,502.88	\$1,560.58
55	\$1,163.00	\$1,224.81	\$1,286.58	\$1,348.38	\$1,410.27	\$1,472.08	\$1,533.88	\$1,595.65	\$1,657.54
56	\$1,229.23	\$1,295.50	\$1,361.73	\$1,427.96	\$1,494.27	\$1,560.50	\$1,626.65	\$1,692.92	\$1,759.15
57	\$1,300.92	\$1,371.88	\$1,442.85	\$1,513.85	\$1,584.81	\$1,655.77	\$1,726.69	\$1,797.62	\$1,868.65
58	\$1,375.69	\$1,466.31	\$1,527.54	\$1,603.50	\$1,679.50	\$1,755.35	\$1,831.35	\$1,907.31	\$1,983.19
59	\$1,455.65	\$1,537.00	\$1,618.35	\$1,699.65	\$1,780.92	\$1,862.31	\$1,936.65	\$2,024.96	\$2,106.31
60	\$1,539.88	\$1,627.00	\$1,714.08	\$1,801.19	\$1,888.27	\$1,975.38	\$2,062.46	\$2,149.58	\$2,236.69
11	\$1,377.54	\$1,454.19	\$1,530.88	\$1,607.54	\$1,684.15	\$1,760.92	\$1,837.54	\$1,914.15	\$1,990.88
12	\$1,514.85	\$1,600.23	\$1,685.46	\$1,770.85	\$1,856.23	\$1,941.58	\$2,026.96	\$2,112.27	\$2,197.62
13	\$1,676.92	\$1,772.50	\$1,868.04	\$1,963.58	\$2,059.15	\$2,154.77	\$2,250.27	\$2,345.85	\$2,441.42
14	\$1,869.73	\$1,977.54	\$2,085.38	\$2,193.15	\$2,301.04	\$2,408.81	\$2,516.58	\$2,624.42	\$2,732.23
15	\$2,097.77	\$2,220.08	\$2,342.54	\$2,464.92	\$2,587.35	\$2,709.73	\$2,832.12	\$2,954.42	\$3,076.88
16	\$2,369.85	\$2,509.54	\$2,649.38	\$2,789.23	\$2,929.00	\$3,068.81	\$3,208.58	\$3,348.42	\$3,488.27
17	\$2,695.23	\$2,856.08	\$3,016.85	\$3,174.12	\$3,338.50	\$3,499.35	\$3,660.23	\$3,821.00	\$3,981.88
18	\$3,085.27	\$3,271.42	\$3,457.58	\$3,643.73	\$3,829.77	\$4,015.92	\$4,202.08	\$4,388.12	\$4,574.27
19	\$3,515.96	\$3,720.96	\$3,925.77	\$4,130.77	\$4,335.69	\$4,540.65	\$4,745.58	\$4,950.50	\$5,155.42

**Hourly**

PAY GRADE	STEP 1	STEP 2	STEP 3	STEP 4	STEP 5	STEP 6	STEP 7	STEP 8	STEP 9
	<i>Minimum</i>		<i>1st Quartile</i>		<i>Midpoint</i>		<i>3rd Quartile</i>		<i>Maximum</i>
51	\$11.61	\$12.19	\$12.78	\$13.37	\$13.95	\$14.54	\$15.12	\$15.71	\$16.30
52	\$12.28	\$12.91	\$13.53	\$14.16	\$14.79	\$15.42	\$16.04	\$16.67	\$17.30
53	\$12.99	\$13.66	\$14.33	\$15.00	\$15.68	\$16.35	\$17.02	\$17.70	\$18.37
54	\$13.74	\$14.46	\$15.18	\$15.90	\$16.62	\$17.34	\$18.06	\$18.79	\$19.51
55	\$14.54	\$15.31	\$16.08	\$16.85	\$17.63	\$18.40	\$19.17	\$19.95	\$20.72
56	\$15.37	\$16.19	\$17.02	\$17.85	\$18.68	\$19.51	\$20.33	\$21.16	\$21.99
57	\$16.26	\$17.15	\$18.04	\$18.92	\$19.81	\$20.70	\$21.58	\$22.47	\$23.36
58	\$17.20	\$18.33	\$19.09	\$20.04	\$20.99	\$21.94	\$22.89	\$23.84	\$24.79
59	\$18.20	\$19.21	\$20.23	\$21.25	\$22.26	\$23.28	\$24.21	\$25.31	\$26.33
60	\$19.25	\$20.34	\$21.43	\$22.51	\$23.60	\$24.69	\$25.78	\$26.87	\$27.96
11	Exempt	Exempt	Exempt	Exempt	Exempt	Exempt	Exempt	Exempt	Exempt
12	Exempt	Exempt	Exempt	Exempt	Exempt	Exempt	Exempt	Exempt	Exempt
13	Exempt	Exempt	Exempt	Exempt	Exempt	Exempt	Exempt	Exempt	Exempt
14	Exempt	Exempt	Exempt	Exempt	Exempt	Exempt	Exempt	Exempt	Exempt
15	Exempt	Exempt	Exempt	Exempt	Exempt	Exempt	Exempt	Exempt	Exempt
16	Exempt	Exempt	Exempt	Exempt	Exempt	Exempt	Exempt	Exempt	Exempt
17	Exempt	Exempt	Exempt	Exempt	Exempt	Exempt	Exempt	Exempt	Exempt
18	Exempt	Exempt	Exempt	Exempt	Exempt	Exempt	Exempt	Exempt	Exempt
19	Exempt	Exempt	Exempt	Exempt	Exempt	Exempt	Exempt	Exempt	Exempt



City of Lancaster  
**2013-2014 Adopted Salary Structure Detail**  
 Civil Service Personnel  
 October 1, 2013



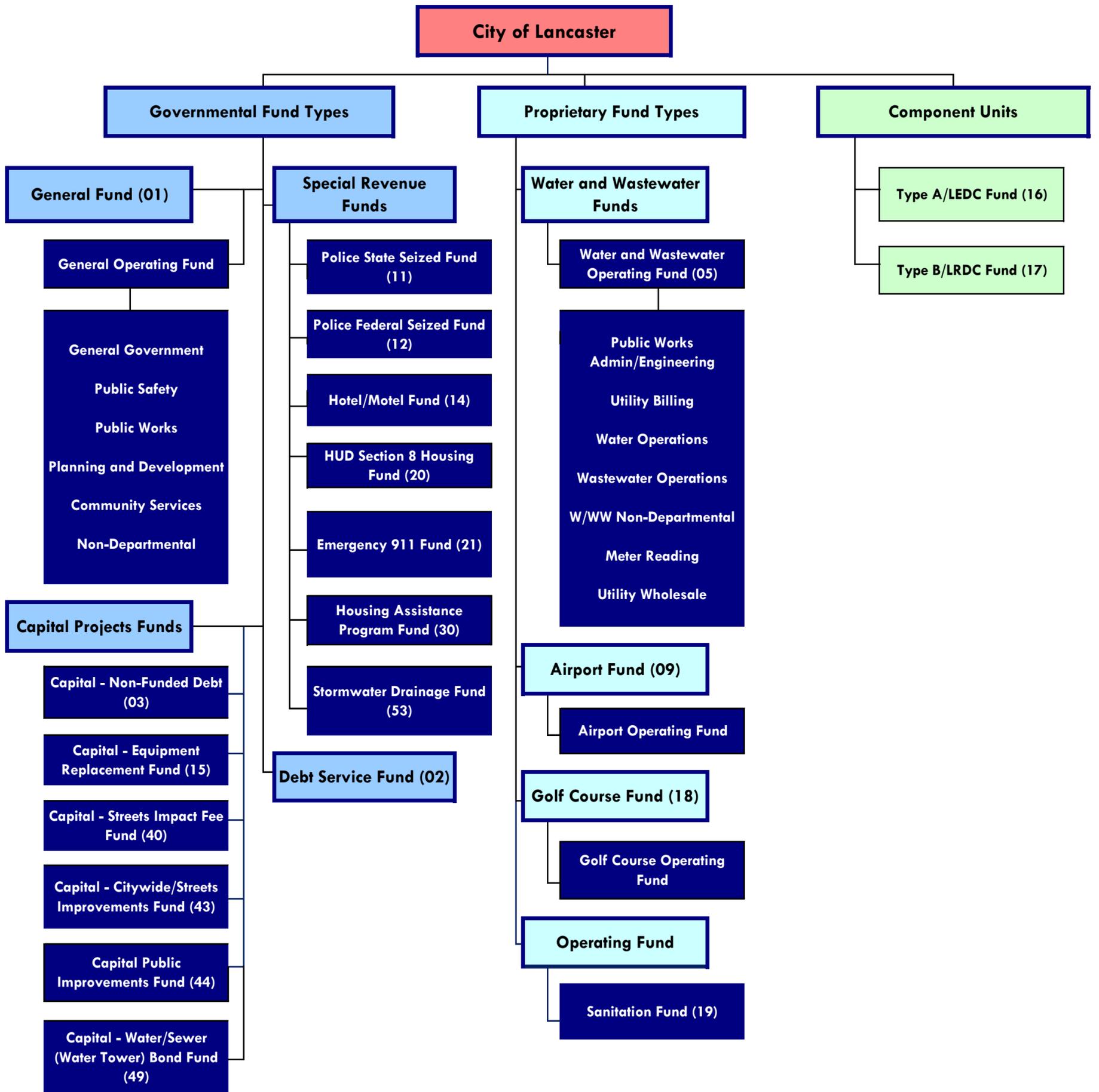
Department Pay Grade Code Position	ADOPTED 13/14									
<b>Police</b>  Pay Grade: P1-CS  3001 Police Officer*	38	Frequency:		Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7
		hourly		21.16	22.09	23.07	23.89	24.75	25.64	26.57
		<b>bi-weekly</b>		<b>1,692.42</b>	<b>1,767.08</b>	<b>1,845.46</b>	<b>1,911.46</b>	<b>1,979.97</b>	<b>2,051.15</b>	<b>2,125.23</b>
		monthly		3,666.92	3,828.67	3,998.50	4,141.50	4,289.92	4,444.17	4,604.67
		annually		44,003.00	45,944.00	47,982.00	49,698.00	51,479.00	53,330.00	55,256.00
<b>Police</b>  Pay Grade: P2-CS  3101 Police Sergeant	7	Frequency:	Entry	Step 1	Step 2	Step 3	Step 4			
		hourly	29.60	30.53	31.46	32.39	33.33			
		<b>bi-weekly</b>	<b>2,368.15</b>	<b>2,442.69</b>	<b>2,517.15</b>	<b>2,591.58</b>	<b>2,666.04</b>			
		monthly	5,131.00	5,292.50	5,453.83	5,615.08	5,776.42			
		annually	61,572.00	63,510.00	65,446.00	67,381.00	69,317.00			
<b>Police</b>  Pay Grade: P3-CS  3201 Police Lieutenant	6	Frequency:	Entry	Step 1	Step 2	Step 3	Step 4			
		hourly	35.09	36.20	37.31	38.42	39.53			
		<b>bi-weekly</b>	<b>2,807.54</b>	<b>2,896.27</b>	<b>2,985.04</b>	<b>3,073.77</b>	<b>3,162.50</b>			
		monthly	6,083.00	6,275.25	6,467.58	6,659.83	6,852.08			
		annually	72,996.00	75,303.00	77,611.00	79,918.00	82,225.00			
<b>Police</b>  Pay Grade: P4-CS  3301 Assistant Chief	2	Frequency:	Entry	Step 1	Step 2	Step 3	Step 4			
		hourly	41.68	43.00	44.33	45.65	46.98			
		<b>bi-weekly</b>	<b>3,334.15</b>	<b>3,440.19</b>	<b>3,546.35</b>	<b>3,652.38</b>	<b>3,758.50</b>			
		monthly	7,224.00	7,453.75	7,683.75	7,913.50	8,143.42			
		annually	86,688.00	89,445.00	92,205.00	94,962.00	97,721.00			
<b>TOTAL POLICE</b>	<b>53</b>									
<b>Fire</b>  Pay Grade: F1-CS  4001 Fire Fighter	19	Frequency:		Step 1	Step 2	Step 3	Step 4	Step 5		
		hourly		20.73	21.66	22.62	23.44	24.28		
		* hourly		15.65	16.34	17.07	17.69	18.32		
		<b>bi-weekly</b>		<b>1,658.77</b>	<b>1,732.46</b>	<b>1,809.85</b>	<b>1,874.85</b>	<b>1,942.35</b>		
		monthly		3,594.00	3,753.67	3,921.33	4,062.17	4,208.42		
annually		43,128.00	45,044.00	47,056.00	48,746.00	50,501.00				
* hourly rate for 24-hour shift personnel only										
<b>Fire</b>  Pay Grade: F2-CS  4101 Fire Engineer	21	Frequency:	Entry	Step 1	Step 2	Step 3	Step 4			
		hourly	26.79	27.34	27.89	28.44	28.99			
		* hourly	20.22	20.63	21.05	21.46	21.88			
		<b>bi-weekly</b>	<b>2,143.38</b>	<b>2,187.23</b>	<b>2,231.15</b>	<b>2,275.00</b>	<b>2,318.81</b>			
		monthly	4,644.00	4,739.00	4,834.17	4,929.17	5,024.08			
annually	55,728.00	56,868.00	58,010.00	59,150.00	60,289.00					
* hourly rate for 24-hour shift personnel only										
<b>Fire</b>  Pay Grade: F3-CS  4201 Fire Captain	11	Frequency:	Entry	Step 1	Step 2	Step 3	Step 4			
		hourly	30.35	31.20	32.06	32.91	33.77			
		* hourly	22.90	23.55	24.19	24.84	25.48			
		<b>bi-weekly</b>	<b>2,427.85</b>	<b>2,496.12</b>	<b>2,564.54</b>	<b>2,632.85</b>	<b>2,701.27</b>			
		monthly	5,260.33	5,408.25	5,556.50	5,704.50	5,852.75			
annually	63,124.00	64,899.00	66,678.00	68,454.00	70,233.00					
* hourly rate for 24-hour shift personnel only										
<b>Fire</b> Pay Grade: F4-CS Fire Suppression 4301 Battalion Chief Fire Prevention 4301 Fire Marshal	3	Frequency:	Entry	Step 1	Step 2	Step 3	Step 4			
		hourly	35.26	35.89	36.51	37.14	37.76			
	1	* hourly	26.61	27.08	27.56	28.03	28.50			
		<b>bi-weekly</b>	<b>2,821.04</b>	<b>2,870.96</b>	<b>2,921.00</b>	<b>2,970.92</b>	<b>3,020.96</b>			
		monthly	6,112.25	6,220.42	6,328.83	6,437.00	6,545.42			
annually	73,347.00	74,645.00	75,946.00	77,244.00	78,545.00					
* hourly rate for 24-hour shift personnel only										
<b>Fire</b>  Pay Grade: F5-CS  4401 Asst. Chief	1	Frequency:	Entry	Step 1	Step 2	Step 3	Step 4			
		hourly	39.19	40.51	41.84	43.17	44.49			
		* hourly	29.58	30.58	31.58	32.58	33.58			
		<b>bi-weekly</b>	<b>3,135.00</b>	<b>3,241.12</b>	<b>3,347.19</b>	<b>3,453.31</b>	<b>3,559.35</b>			
		monthly	6,792.50	7,022.42	7,252.25	7,482.17	7,711.92			
annually	81,510.00	84,269.00	87,027.00	89,786.00	92,543.00					
<b>TOTAL FIRE</b>	<b>56</b>									
	109	<b>Total Public Safety - Civil Service Employees</b>								

\*Three officer positions funded through a four year grant effective 10/1/2009.

# FUND STRUCTURE

# FUND STRUCTURE

City of Lancaster



# City of Lancaster

## Fund Structure

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The City's financial structure is organized on a fund or account group basis. Each fund is independent of all others and is created to account for the receipt and use of specific revenues. The operations of each fund are accounted for with a separate set of self-balancing accounts that comprise its assets, liabilities, fund balanced/retained earnings, revenues, and expenditures. The City exercises budgetary control over governmental and proprietary fund types.

### **Governmental Fund Types**

The funds are used to account for the acquisition, use and balances of expendable financial resources and the related current liabilities – except those accounted for in proprietary or fiduciary funds. The measurement focus in these fund types is on the determination of financial position rather than net income determination. There are four government fund types: general funds, special revenue funds, debt service funds, and capital project funds.

### **General Funds**

#### **I. General Operating Fund (01)**

This fund is used to account for all financial resources except those required to be accounted for in another fund. This fund accounts for the majority of government operations, and is made up of a wide variety of revenue sources. The resources of the General Fund are largely expended and replenished on an annual basis. The General fund is divided into 6 major divisions.

#### **A. General Government Division**

- City Council
- City Secretary
- Office of the City Manager
- Legal
- Finance
- Purchasing
- Human Resources

#### **B. Public Safety Division**

- Police
- Emergency Communications
- Municipal Court
- Fire
- Emergency Management
- Fire Marshal
- Civil Service

#### **C. Public Works Division**

- Streets

## **D. Planning and Development Division**

- Development Services Administration
- Planning
- Building Inspections
- Code Compliance
- Animal Services

## **E. Community Services Division**

- Parks Operations

## **F. Non-Departmental Division**

- Fleet Services
- Building Services
- Non-Departmental
- Transfers

## **II. Special Revenue Funds**

Special Revenue Funds are used to account for the proceeds of specific revenue sources that are restricted to expenditures for specific purposes.

### **A. Police Seized Fund (11)**

This fund accounts for financial resources to be used by the Police Department for special investigations. Resources are provided by the confiscation of illegally obtained merchandise and other contraband.

### **B. Hotel/Motel Occupancy Fees Fund (14)**

Revenue from hotel/motel occupancy taxes provide the resources used for city promotions. Expenditures include funding the Lancaster Convention and Visitors Center.

### **C. HUD Section 8 Housing Fund (20)**

This fund is used to account for the Lancaster Housing Agency administration of the Section 8 Housing assistance program administered by the City of Lancaster and the Housing Assistance Payments.

### **D. Emergency 911 Fund (21)**

The Emergency 911 Fund accounts for financial resources to be used for emergency communications for public safety.

### **E. Housing Assistance Program Fund (30)**

This fund is used to account for costs associated with payments of HUD Housing Assistance payments.

## **F. Stormwater Drainage Fund (53)**

The Stormwater Drainage Fund accounts for the costs associated with providing water drainage to the streets and land of the City of Lancaster. Revenues are provided by Stormwater drainage fees assessed.

## **III. Debt Service Funds**

These funds are used to account for the accumulation of resources for, and the payment of principal, interest, and related costs of general long-term liabilities.

### **A. General Obligation Debt Service Fund (02)**

The General Obligation Debt Service Fund accounts for the accumulation and payment of debt related to General Fund activities. The revenue is provided by ad valorem taxes on an annual basis.

## **IV. Capital Improvement Funds**

These funds are used to account for financial resources associated with major capital facilities, construction and improvements.

### **A. Capital – Non Funded Debt (03)**

### **B. Capital – Equipment Replacement Fund (15)**

### **C. Capital - Streets Impact Fee Fund (40)**

### **D. Capital – Citywide/Streets Improvements Fund (43)**

This fund accounts for other major capital projects undertaken by the City of Lancaster, and tracks their associated costs. The primary source of revenue for this fund is the sale of general obligation bonds and certificates of obligation.

The Capital Streets Improvement Fund is used to account for resources and costs associated with street and drainage improvements. The primary source of revenue for this fund is the sale of general obligation bonds. Funds are derived from the voter approved 2007 bond program.

### **E. Capital – Public Improvements Fund (44)**

This fund accounts for major public improvements for Public Works such as road, bridge, and sidewalk projects. The primary source of revenues for this fund is from the sale of general obligation bonds.

### **F. Capital – Water/Sewer Bond Fund (49)**

2011 CO Bond for the construction of the Water Tower and Waterline improvements.

## **Proprietary (Enterprise) Type Funds**

Proprietary funds are used to account for the operations that are financed and operated in a manner similar to private business enterprises where the intent of the governing body is that the costs (expenses plus depreciation) of providing goods or services to the general public on a continuing basis be financed or

recovered primarily through user charges. The City's water and wastewater system, regional airport operations, golf course, and their respective debt service obligations are examples of proprietary funds.

**I. Water and Wastewater Fund Operating Fund (05)**

These funds account for water and wastewater services provided to the residents of the city. All activities necessary to provide such services are accounted for as a proprietary fund. This fund accounts for all operations associated with the utility services of the city.

**A. Public Works Administration / Engineering (02)**

**B. Utility Billing Administration (20)**

**C. Water Operations (21)**

**D. Wastewater Operations (30)**

**E. Water and Wastewater Non-Departmental (22)**

**F. Meter Reading (27)**

**G. Utility Wholesale Costs (42)**

**H. Water/Wastewater Debt Service (50)**

**I. Transfers (80)**

**II. Airport Operating Fund (09)**

The Airport Operating Fund accounts for all revenues and expenditures related to the Lancaster Regional Airport.

**III. Golf Course Operating Fund (18)**

The Golf Course Operating Fund accounts for all revenues and expenditures associated with the Country View Golf Course.

**IV. Sanitation Operating Fund (19)**

**Component Units**

**I. Type A/Lancaster Economic Development Corporation Fund (16)**

The Type A Fund provides the support and resources for the operation of the Lancaster Economic Development Corporation (LEDC). Revenues are provided by ¼ cent sales tax, and support the promotion and development of new and expanded business enterprises in the city.

**II. Type B/Lancaster Recreational Development Corporation Fund (17)**

The Type B Fund provides the support and resources for the operation of the Lancaster Recreational Development Corporation (LRDC). Revenues are provided by ½ cent sales tax, and support the promotion of recreational opportunities such as recreation center, library, senior life center, and their associated maintenance, operations and debt.

# **GENERAL FUND**

## CITY-WIDE OPERATING FUND TOTALS

TOTAL REVENUES		2011	2012	2013		2014
Fund Number	Fund	Actual	Actual	Year to Date	Budget	Proposed
	1 General Fund	20,735,533	21,364,816	18,241,746	18,752,803	19,233,587
	2 G.O. Debt Service	4,255,302	17,311,333	4,132,411	4,175,748	4,179,827
	5 WaterWastewater	11,902,006	14,222,923	12,425,864	12,749,750	13,976,742
	9 Airport	2,451,975	639,611	377,462	483,750	420,750
	14 HotelMotel	79,783	110,001	70,534	84,035	63,875
	16 LEDC/4A	941,902	1,144,870	914,448	900,190	900,190
	17 LRDC/4B	3,075,579	3,430,415	2,639,838	2,698,708	2,639,487
	18 Golf Course	84,744	95,065	77,873	84,404	132,260
	19 Sanitation	2,105,899	2,095,917	1,756,398	1,739,999	1,732,557
	20 HAP	8,842,183	8,408,176	1,361,145	8,590,710	70,000
	21 E911	313,794	271,580	217,364	215,984	215,984
	53 Stormwater	1,980,918	1,238,121	1,092,052	1,260,000	1,300,000
Total		\$ 56,769,619	\$ 70,332,829	\$ 43,307,136	\$ 51,736,081	\$ 44,865,259

TOTAL EXPENDITURES		2011	2012	2013		2014
Fund Number	Fund	Actual	Actual	Year to Date	Budget	Proposed
	1 General Fund	19,937,975	19,124,221	15,620,166	19,613,051	19,784,942
	2 G.O. Debt Service	5,145,540	17,717,010	4,518,405	3,948,547	4,075,064
	5 WaterWastewater	10,937,606	12,303,701	8,394,072	13,011,992	12,844,342
	9 Airport	466,262	495,306	290,340	413,807	439,873
	14 HotelMotel	54,387	63,180	40,598	45,276	48,758
	16 LEDC/4A	534,514	802,738	660,515	1,118,674	912,962
	17 LRDC/4B	2,612,373	2,380,171	1,729,198	2,644,259	2,883,255
	18 Golf Course	91,362	146,621	87,938	138,224	134,429
	19 Sanitation	2,356,063	2,528,245	1,552,128	1,539,275	1,776,200
	20 HAP	8,694,330	8,555,008	2,105,737	8,075,026	34,224
	21 E911	103,758	116,558	46,932	455,243	126,681
	53 Stormwater	1,764,557	872,899	927,187	1,116,388	1,196,987
Total		\$ 52,698,726	\$ 65,105,658	\$ 35,973,218	\$ 52,119,762	\$ 44,257,717

Net Gain (Loss)	\$ 4,070,893	\$ 5,227,171	\$ 7,333,918	\$ (383,681)	\$ 607,542
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# GENERAL FUND

REVENUES		2011	2012	2013		2014
Department No	Revenue Source	Actual	Actual	Year to Date	Budget	Proposed
	PROPERTY TAX	10,152,163	9,165,421	8,715,154	8,689,229	8,783,909
	SALES TAX	4,693,061	5,676,841	4,557,733	4,635,000	4,635,000
	FRANCHISE TAX	1,690,292	2,210,481	1,105,323	1,722,467	1,795,467
	OTHER TAXES	40,625	46,987	25,746	30,000	32,000
	LICENSES AND PERMITS	571,119	707,872	791,413	447,214	602,308
	INTERGOVERNMENTAL	350,154	139,691	2,507	213,000	213,000
	CHARGES FOR SERVICES	648,479	804,297	629,567	601,340	659,850
	FINES AND FORFEITURES	729,583	703,727	563,509	686,500	690,500
	INTEREST	5,021	6,045	4,169	4,000	4,000
	MISCELLANEOUS	256,569	229,358	87,033	60,150	65,650
	OPERATING TRANSFERS IN	1,598,236	1,598,236	1,753,072	1,648,903	1,736,903
	GRANT & Other Income	231	75,861	6,522	15,000	15,000
	<b>Total</b>	<b>\$ 20,735,533</b>	<b>\$ 21,364,816</b>	<b>\$ 18,241,746</b>	<b>\$ 18,752,803</b>	<b>\$ 19,233,587</b>

EXPENDITURES		2011	2012	2013		2014
Department No		Actual	Actual	Year to Date	Budget	Proposed
1	City Council	87,118	47,738	45,453	70,842	66,098
2	City Manager's Office	686,786	473,276	478,149	508,462	583,399
5	Legal	116,885	151,670	81,121	150,000	151,000
6	Building Services	877,596	1,081,948	464,141	721,338	917,655
8	Municipal Court	454,184	450,078	374,793	455,517	518,631
9	Building Inspections	278,994	345,509	212,675	273,206	302,288
10	Vehicle Maintenance	260,546	256,700	195,556	262,903	267,228
12	Streets Operations	785,285	758,026	560,803	737,975	416,402
13	Parks	537,853	537,094	490,795	592,998	584,093
13	Parks Prison Labor	1,546	6,701	2,915	6,360	3,700
14	Police	5,589,531	5,552,194	4,563,684	5,499,979	5,461,234
14	Police COPS Grant	103,389	114,174	65,571	163,958	143,747
14	Police-FBI Hwy Interdiction Grant	-	-	952	15,000	11,347
15	Fire	5,679,488	5,473,588	4,744,817	5,606,199	5,709,806
15	Emergency Management	43,304	35,192	43,346	47,580	64,660
16	Non-Departmental	845,427	612,140	585,781	964,587	949,549
17	Planning	92,263	82,939	43,989	82,460	178,286
18	City Secretary	173,555	178,917	147,622	190,076	189,385
19	Finance	538,880	482,484	407,021	547,733	554,715
24	Animal Services	148,015	138,261	123,442	152,729	184,750
29	Purchasing	108,637	112,192	89,465	113,522	114,024
31	Human Resources	326,071	327,562	253,107	310,872	344,985
32	Civil Service	5,563	6,130	7,103	7,850	7,350
34	Emergency Communications	675,752	677,027	611,920	772,003	775,486
35	Code Compliance	264,535	254,642	161,864	273,013	267,449
36	Development Services	179,802	114,451	88,153	131,352	148,488
37	Information Technology	379,813	343,487	388,157	528,016	490,636
38	Fire Marshal	96,914	59,976	116,240	156,520	178,552
80	Transfers Out	600,000	450,000	270,000	270,000	200,000
	<b>Total</b>	<b>19,937,975</b>	<b>19,124,221</b>	<b>15,620,166</b>	<b>19,613,051</b>	<b>19,784,942</b>

BALANCES		2011	2012	2013		2014
		Actual	Actual	Year to Date	Budget	Proposed
	Net Gain (Loss)	797,558	2,240,594	2,621,580	(860,248)	(551,355)
	Beginning Balance	3,595,837	4,393,395	6,633,990	9,255,570	8,395,322
	Ending Balance	4,393,395	6,633,990	9,255,570	8,395,322	7,843,967
	Ending Balance as % of Expenditures	22.04%	34.69%	59.25%	42.80%	39.65%



# Lancaster City Council



## Organization Chart



## Department Narrative

The City of Lancaster operates under a Home Rule City Charter. Regular City Council meetings are held on the second and fourth Monday of each month, with other meetings called as needed under the guidelines of the Texas Open Meetings Act. The City Council is made up of six single-member districts and a Mayor elected at-large. All members serve three-year staggered terms. The scope of the City Council’s policy-making duties include: 1) Adoption of the annual tax rate, water and wastewater rates, annual operating budget, and regulatory ordinances; 2) Approval of contracts and agreements; and 3) Review and approval of the Council’s rules of procedure. As provided by the City Charter, the City Council appoints a professional City Manager who is responsible for carrying out the policies set by Council, and for the effective administration of all departments. The City Manager is also charged with the enforcement of all laws and ordinances of the City. The City Council also appoints the Municipal Judge, City Attorney and City Secretary. The Council makes appointments to a number of standing boards, commissions, committees and ad hoc committees as it deems necessary or as State law mandates. Members of such boards, commissions and committees serve in an advisory capacity to City Council or carry out the functions of government as provided by law.

**Departmental Goals**

**Financially Sound City Government**

- Adopt a balanced budget for FY 2013-2014 by September 30, 2013 that maintains basic service levels and minimizes the impact on City taxpayers and ratepayers.
- Amend financial policies to maintain a minimum 12% fund balance and designate any excess to the Capital Improvements Projects (CIP) and Equipment Replacement funds.

**Civic Engagement**

- Write and release positive press releases weekly.
- Meet with LISD trustees periodically to discuss areas of mutual concern.

**Healthy, Safe and Vibrant Neighborhoods**

- Expand Police visibility and involvement in the community through community watch programs, teen/youth activities and education.
- Support neighborhoods in the creation of Public Improvement Districts (PID's) throughout the City to strengthen and connect neighborhoods.

**Professional and Committed City Workforce**

- Lancaster city government is an employer of choice with competitive pay that attracts an engaged, responsive, customer oriented, innovative, and effective workforce.

**Sound Infrastructure**

- FCC Compliance with narrowband requirements.
- Street Maintenance Program.
- Plan for new Fleet Maintenance Facility.

**Quality Development**

- Update the Comprehensive Plan.
- Update and amend the storm water ordinance.
- Recruit quality commercial, industrial and retail jobs.
- Target marketing program to commercial, industrial and retail brokerage community.
- Continue to implement Airport Master Plan.

Line Item Detail Totals	2011-2012	2012-2013		2013-2014
	Actual	Estimate	Budget	Budget
Personnel	-	-	-	-
Supplies	1,166	9,793	1,875	950
Maintenance	-	-	-	-
Services	84,747	35,055	66,710	64,752
Capital Outlay	-	-	-	-
<b>Total Expenditures</b>	<b>85,912</b>	<b>44,848</b>	<b>68,585</b>	<b>65,702</b>

# Lancaster City Council

		2011	2012	2013	2013	2014
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
	201 OFFICE SUPPLIES	\$ 1,206	\$ 77	\$ 222	\$ 1,300	\$ 1,300
	202 UNIFORMS AND CLOTHING	\$ 201	\$ 72	\$ -	\$ -	\$ -
	204 MINOR EQUIP/FURN/FIX/TOOLS/ETC	\$ -	\$ 200	\$ -	\$ -	\$ -
	210 FOOD/BEV-MEETINGS/FUNCTIONS	\$ 804	\$ 522	\$ 377	\$ 850	\$ 1,000
	214 POSTAGE/SHIPPING/DELIVERY	\$ 161	\$ 7	\$ 1	\$ 100	\$ 100
	242 COMPUTERS/SERVERS	\$ -	\$ 8,992	\$ -	\$ -	\$ -
<b>Supplies Sub Total</b>		<b>\$ 2,372</b>	<b>\$ 9,870</b>	<b>\$ 600</b>	<b>\$ 2,250</b>	<b>\$ 2,400</b>
	401 TELEPHONE & COMMUNICATIONS	\$ -	\$ 1,031	\$ 1,961	\$ 3,240	\$ 3,240
	402 RENTAL OF EQUIPMENT	\$ 2,703	\$ 2,463	\$ 967	\$ 2,172	\$ 828
	407 SPECIAL SERVICES	\$ 10,342	\$ 10,000	\$ 8,000	\$ 12,000	\$ 10,000
	409 TRAVEL & EDUCATION	\$ -	\$ -	\$ 174	\$ -	\$ -
	414 DUES & SUBSCRIPTIONS	\$ 790	\$ 415	\$ 525	\$ 1,090	\$ 1,165
	416 OTHER/PROFESSIONAL SERVICES	\$ 26,269	\$ 12,612	\$ 20,135	\$ 22,375	\$ 20,375
	419 AWARDS	\$ -	\$ 62	\$ -	\$ 100	\$ 150
	421 PRINTING	\$ 734	\$ 412	\$ 358	\$ 1,475	\$ 1,300
	424 ELECTION EXPENSE	\$ 32,611	\$ 5,143	\$ 7,407	\$ 12,500	\$ 14,500
	434 SPECIAL EVENTS	\$ -	\$ 60	\$ -	\$ -	\$ -
	462 CELLULAR TELEPHONE & PAGERS	\$ -	\$ -	\$ 1,316	\$ 2,320	\$ 2,640
	526 TRAVEL & EDUC: CC-MAYOR	\$ 3,027	\$ 2,087	\$ 2,538	\$ 2,600	\$ 2,000
	527 TRAVEL & EDUC: CC-DISTRICT 1	\$ 20	\$ -	\$ 96	\$ 1,500	\$ 1,500
	528 TRAVEL & EDUC: CC-DISTRICT 2	\$ 3,227	\$ 822	\$ 294	\$ 1,500	\$ 1,500
	529 TRAVEL & EDUC: CC-DISTRICT 3	\$ -	\$ 381	\$ (763)	\$ 1,500	\$ -
	530 TRAVEL & EDUC: CC-DISTRICT 4	\$ 1,002	\$ 504	\$ 132	\$ 1,500	\$ 1,500
	531 TRAVEL & EDUC: CC-DISTRICT 5	\$ 1,652	\$ 1,165	\$ 649	\$ 1,220	\$ 1,500
	532 TRAVEL & EDUC: CC-DISTRICT 6	\$ 2,370	\$ 712	\$ 1,064	\$ 1,500	\$ 1,500
<b>Services Sub Total</b>		<b>\$ 84,747</b>	<b>\$ 37,868</b>	<b>\$ 44,854</b>	<b>\$ 68,592</b>	<b>\$ 63,698</b>
<b>Department Total</b>		<b>\$ 87,118</b>	<b>\$ 47,738</b>	<b>\$ 45,453</b>	<b>\$ 70,842</b>	<b>\$ 66,098</b>



### Department Goals

- Maintain a competitive tax rate.
- Support Lancaster neighborhoods in the creation of Public Improvement Districts (PIDS) throughout the city to strengthen and connect neighborhoods.
- Assess Community Policing Strategy and determining appropriate staffing levels and deployment.
- Update our Compensation Survey and provide data to the Council on where our pay is relative to the established policy.
- Promote the development of a nationally branded hotel/convention center in Lancaster – pursue opportunities and develop a strategy.
- Gauge the interest of the development community in pursuing development on the North Side of 120 at Houston School Road.
- Prioritize maintenance initiatives based on Pavement Management Program results.

### Workload Indicators

Indicator	Actual '11-12	Actual '12-13	Target '13-14
<b>Population</b>	36,390	36,700	
<b>City Council Meetings</b>	45	45	
<b>Executive Team Meetings</b>	50	50	
<b>General Fund Expenditures</b>	\$19,441,532	19598051	
<b>Total Municipal Budgeted Expenditures</b>	\$50,483,982	51929078	
<b>City Sponsored Special Events</b>	14	14	
<b>Citizen Relationship Management Requests</b>	1,600	1,600	

### Performance Measurement

Position	Actual '11-12	Actual '12-13	Target '13-14
<b>Proposed budget presented to City Council on or before August 5</b>	Completed	Completed	Completed
<b>Weekly updates presented on-time</b>	100%	100%	100%
<b>Responses to policy questions within 24 hours</b>	100%	100%	100%
<b>General Fund budget per capita</b>	\$534.24	\$534.01	
<b>CMO as percentage of General Fund Expenditures</b>	2.90%	2.50%	
<b>Operations and Maintenance Tax Rate (per \$100 assessed value)</b>	\$0.6002	\$0.6012	\$0.6012
<b>Total Tax Rate</b>	\$0.8675	\$0.8675	\$0.8675

### Budget Summary

Position	Actual '11-12	Adopted '12-13	Proposed '13-14
<b>Personnel</b>			
<b>Supplies</b>			
<b>Maintenance</b>			
<b>Other Services</b>			
<b>Capital Outlay</b>			
<b>Total</b>			

City Manager's Office



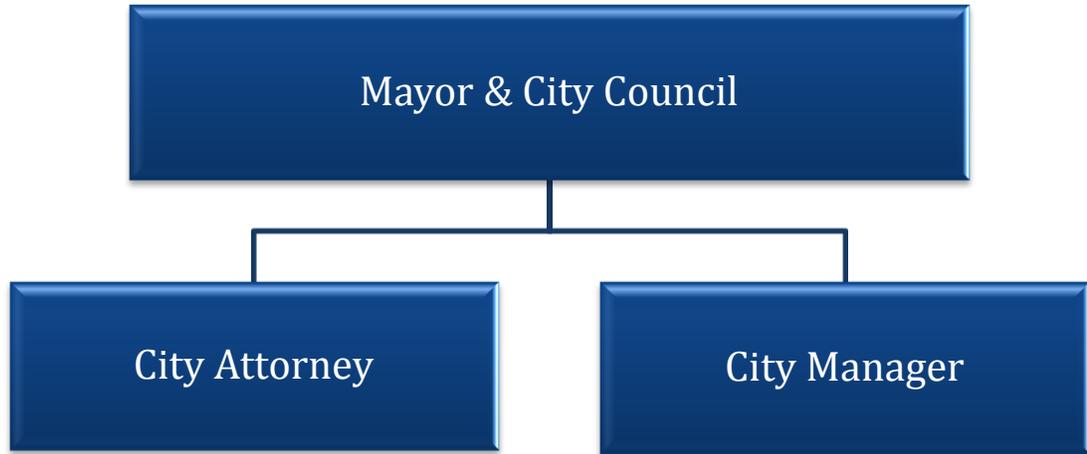
Departmental Goals				
<b>City Council Goals:</b>				
<ul style="list-style-type: none"> <li>• Adopt a balance budget for 2013-2014 by September 30, 2013 that maintains basic service levels and minimizes the impact on City taxpayers and ratepayers</li> <li>• Direct staff to monitor budget and scrutinize expenses to yield savings to be put toward funding of the City reserves</li> <li>• Direct staff to write and release positive press releases weekly</li> <li>• Develop schedule of regular meetings with LISD to discuss issues of mutual concern</li> <li>• Support Lancaster neighborhoods in the creation of Public Improvement Districts (PID's) throughout the City to strengthen and connect neighborhoods</li> <li>• Create presentation/display boards or information kiosks for placement in high-traffic local businesses to provide civic information</li> <li>• Direct and coordinate the successful implementation of High Performance Organization (HPO) activities and objectives</li> <li>• Increase accountability and efficiency of departments through quarterly budget and performance measurement analysis</li> <li>• Implement a new strategic planning, budgeting, and performance measuring procedure that answers the needs and priorities of the citizens, the city council, and the administration</li> <li>• Use the WebQA system to improve communication between city staff and residents thus placing Lancaster on the cutting edge of e-government technology</li> <li>• Coordinate community relations activities including special events</li> <li>• Address the funding and implementation of capital improvement projects deemed beneficial to the City</li> <li>• Support historical preservation, beautification, and conservation initiatives through leadership and community outreach</li> <li>• Represent the City of Lancaster to federal and state legislative agencies, the Chamber of Commerce, school district, Economic Development Corporation, and business leaders throughout the community</li> </ul>				
<b>Workload Indicators</b>	<b>11-12 Actual</b>	<b>12-13 Actual</b>		<b>2013-2014 Target</b>
Population	36,361	36,390		36,700
City Council Meetings	45	45		45
Executive Team Meetings	50	50		50
General Fund Expenditures	\$20,161,881	\$19,441,532		
Total Municipal Budgeted Expenditures	\$51,898,546	\$50,483,982		
City Sponsored Special Events	14	14		14
Citizen Relationship Management Requests	1,515	1,600		
<b>Performance Measurement</b>	<b>11-12 Actual</b>	<b>12-13 Actual</b>		<b>2013-2014 Target</b>
Proposed budget presented to City Council on or before August 1	Completed	Completed		Completed
Weekly updates presented on-time	100%	100%		100%
Responses to policy questions within 24 hours	100%	100%		
General Fund budget per capita	\$560.05	\$534.24		
CMO as percentage of General Fund Expenditures	3.10%	2.90%		
Operations and Maintenance Tax Rate (per \$100 assessed value)	\$0.65020	\$0.60020		
Total Tax Rate	\$0.86750	\$0.86750		\$0.86750
<b>Budget Summary</b>	<b>2011-2012 Actual</b>	<b>2012-2013</b>		<b>2013-2014 Budget</b>
		<b>Estimate</b>	<b>Budget</b>	
Personnel	475,704	425,911	379,393	459,174
Supplies	12,673	9,315	12,080	12,752
Maintenance	191	-	-	-
Services	198,218	119,288	171,413	27,536
Capital Outlay	-	-	-	-
<b>TOTAL</b>	<b>686,786</b>	<b>554,515</b>	<b>562,886</b>	<b>499,462</b>

# City Manager's Office

		2011	2012	2013	2013	2014
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
101	SALARIES-REGULAR	\$ 335,972	\$ 211,948	\$ 245,654	\$ 312,593	\$ 379,149
103	SALARIES-OVERTIME	\$ 2,490	\$ 5,556	\$ 1,791	\$ 700	\$ 700
104	SALARIES-LONGEVITY	\$ 904	\$ 968	\$ 1,096	\$ 1,116	\$ 1,332
105	GROUP HEALTH INSURANCE	\$ 26,529	\$ 26,518	\$ 92,274	\$ 38,532	\$ 36,210
106	TMRS	\$ 64,893	\$ 57,034	\$ 49,540	\$ 59,756	\$ 71,788
107	FICA	\$ 26,116	\$ 21,149	\$ 18,597	\$ 21,749	\$ 24,790
109	SALARIES-WELL PAY	\$ 921	\$ 1,077	\$ 538	\$ 1,736	\$ 2,114
110	DENTAL INSURANCE	\$ 1,575	\$ 2,057	\$ 1,566	\$ 2,613	\$ 2,214
111	CITY MANAGER BENEFITS	\$ 6,436	\$ 11,256	\$ 9,129	\$ 9,300	\$ 11,300
113	SALARIES-CAR ALLOWANCE	\$ 8,757	\$ 7,242	\$ 7,729	\$ 9,600	\$ 12,000
118	CELL PHONE ALLOWANCE	\$ -	\$ 411	\$ 20	\$ 240	\$ -
120	GROUP LIFE INSURANCE	\$ 64	\$ 333	\$ 445	\$ 485	\$ 536
130	WORKERS COMPENSATION	\$ 1,045	\$ 582	\$ 502	\$ 630	\$ 933
131	EAP EXPENSE	\$ 2	\$ 110	\$ 84	\$ 124	\$ 137
<b>Personnel Sub Total</b>		<b>\$ 475,704</b>	<b>\$ 346,242</b>	<b>\$ 428,965</b>	<b>\$ 459,174</b>	<b>\$ 543,203</b>
201	OFFICE SUPPLIES	\$ 2,741	\$ 1,802	\$ 2,049	\$ 1,767	\$ 2,000
202	UNIFORMS AND CLOTHING	\$ -	\$ -	\$ -	\$ 300	\$ -
204	MINOR EQUIP/FURN/FIX/TOOLS/ETC	\$ 670	\$ 400	\$ 400	\$ 200	\$ -
210	FOOD-BEV-MEETINGS/FUNCTIONS	\$ 830	\$ 383	\$ 481	\$ 900	\$ 900
214	POSTAGE/SHIPPING/DELIVERY	\$ 8,432	\$ 6,731	\$ 10,097	\$ 9,585	\$ 10,000
<b>Supplies Sub Total</b>		<b>\$ 12,673</b>	<b>\$ 9,315</b>	<b>\$ 13,026</b>	<b>\$ 12,752</b>	<b>\$ 12,900</b>
302	MAINT-MOTOR VEHICLES	\$ 191	\$ -	\$ -	\$ -	\$ -
<b>Maintenance Sub Total</b>		<b>\$ 191</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
401	TELEPHONE & COMMUNICATIONS	\$ 289	\$ -	\$ 20	\$ -	\$ -
402	RENTAL OF EQUIPMENT	\$ 2,967	\$ 2,463	\$ 967	\$ 2,172	\$ 818
407	SPECIAL SERVICES	\$ 133,359	\$ 70,761	\$ -	\$ 202	\$ -
408	ADVERTISING	\$ 789	\$ 555	\$ -	\$ -	\$ -
409	TRAVEL & EDUCATION	\$ 12,746	\$ 5,928	\$ 12,719	\$ 14,080	\$ 12,400
414	DUES & SUBSCRIPTIONS	\$ 2,304	\$ 4,140	\$ 3,320	\$ 2,580	\$ 4,470
416	OTHER/PROFESSIONAL SERVICES	\$ 5,031	\$ -	\$ 1,090	\$ -	\$ -
421	PRINTING	\$ 19,041	\$ 18,180	\$ 11,964	\$ 15,882	\$ 15,882
434	SPECIAL EVENTS	\$ 1,062	\$ -	\$ -	\$ -	\$ -
442	COMPUTER PROFESSIONAL SERVICES	\$ 7,042	\$ 12,383	\$ 4,917	\$ -	\$ -
462	CELLULAR TELEPHONE & PAGERS	\$ -	\$ -	\$ 1,161	\$ 1,620	\$ 804
559	CONTRACT/TEMPORARY LABOR	\$ 13,589	\$ 3,308	\$ -	\$ -	\$ -
<b>Services Sub Total</b>		<b>\$ 198,218</b>	<b>\$ 117,718</b>	<b>\$ 36,157</b>	<b>\$ 36,536</b>	<b>\$ 34,374</b>
<b>Department Total</b>		<b>\$ 686,786</b>	<b>\$ 473,276</b>	<b>\$ 478,149</b>	<b>\$ 508,462</b>	<b>\$ 590,477</b>



## Personnel Organization Chart



## Personnel Summary

There is no personnel for this program.

## Department Narrative

The City contracts its legal services with the law firm of Nichols, Jackson, Dillard, Hager, and Smith, L.L.P. The City is able to utilize the firm's specialists in the fields of Election Law, Charter Revision, Annexation, Trial Preparation and Litigation. The firm also provides general counsel to the Mayor and City Council, City Manager, City Secretary and City Departments; advises on matters of litigation that are not litigated by the City's insurance-appointed counsel; reviews and prepares policy manuals, contracts and agreements, ordinances, resolutions, by-laws for Council, appointed corporations, and other legal documents.

# Legal

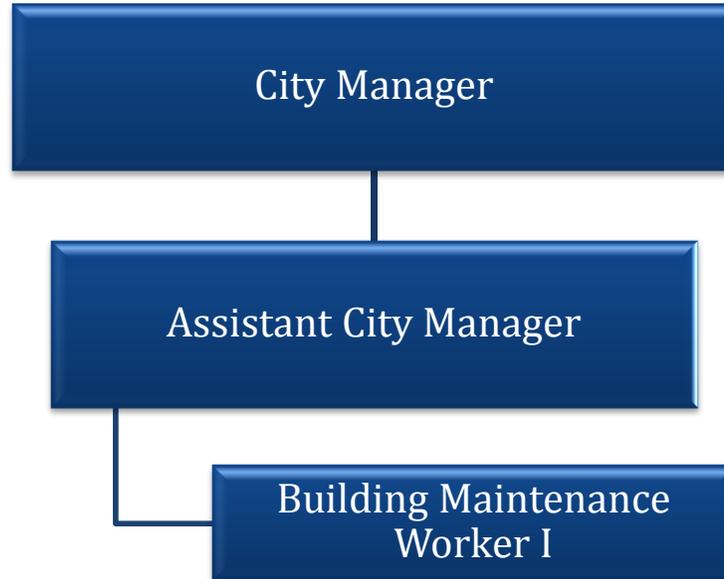
		2011	2012	2013	2013	2014
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
	416 OTHER/PROFESSIONAL SERVICES	\$ 3,580	\$ 5,370	\$ -	\$ -	\$ -
	446 CITY ATTORNEY FEES	\$ 113,305	\$ 146,300	\$ 81,121	\$ 150,000	\$ 151,000
	460 SETTLEMENT	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Services Sub Total</b>		<b>\$ 116,885</b>	<b>\$ 151,670</b>	<b>\$ 81,121</b>	<b>\$ 150,000</b>	<b>\$ 151,000</b>
<b>Department Total</b>		<b>\$ 116,885</b>	<b>\$ 151,670</b>	<b>\$ 81,121</b>	<b>\$ 150,000</b>	<b>\$ 151,000</b>



# Building Services



## Personnel Organization Chart



## Personnel Summary

Position	Adopted '11-12	Adopted '12-13	Adopted '13-14
Building Maintenance Worker I	1	1	1
<b>Total</b>	<b>1</b>	<b>1</b>	<b>1</b>

## Department Narrative

The Building Services Department is responsible for routine maintenance and repair of all city buildings and facilities. The department manages professional service contracts with individual contractors to complete major repairs, maintenance of HVAC, janitorial services, electrical, plumbing and security monitoring systems. Responsibilities also include monitoring and evaluation of telephone services and electricity usage .

Departmental Goals				
<b>City Council Goals</b>				
<ul style="list-style-type: none"> <li>• Reduce maintenance costs of heating and air conditioning equipment systems by performing routine maintenance of filters, motors, coils, etc. through a yearly HVAC contract</li> <li>• Secure the lowest cost and the most reliable and dependable contractors, when maintenance of city facilities requires out-sourcing expertise</li> <li>• Establish Operation and Maintenance cost for Municipal Buildings and Facilities.</li> <li>• Monitor and review all charges for materials and labor cost to ensure compliance with contracts</li> <li>• Evaluate all annual contracts to ensure most efficient use of city funds and resources</li> <li>• Develop a preventative maintenance schedule for all municipal buildings to include inspection of ceilings, lighting, plumbing, electrical, structural, and exteriors.</li> <li>• Provide prompt response to request for repairs and maintenance issues</li> <li>• Maintain safe, clean facilities for our citizens and employees</li> <li>• Plan, develop and implement a scheduled replacement program for replacement of equipment and fixtures</li> <li>• Develop and implement a 5% energy consumption reduction plan for all city buildings</li> </ul>				
Workload Indicators	11-12 Actual	12-13 Actual		2013-2014 Target
Number of Buildings	20	20		
Number of Full-Time Employees	3	1		
Web QA Requests Per Year	430	450		
Square Footage of Buildings (Maintenance)	210,126	210,126		
Square Footage of Buildings (Janitorial Services)	146,840	146,840		
Performance Measurement	11-12 Actual	12-13 Actual		2013-2014 Target
Electrical Accounts Audited and Evaluated	85%	100%		
Documented Minor Service Repairs	100%	100%		
Sq. Ft of Building Maintenance per Full-Time Employee	105,063	210,126		
Routine Service Requests Completed within 48 Hours	100%	100%		
Inspection of Janitorial Maintenance	100%	100%		
Monthly Meetings with Contract Service Providers	85%	100%		
HUB Vendors Included in Consideration for All Projects	100%	100%		
Annual number of requests for service received				
Average number of calendar days from date of service request to date of completion				
Inspection of Janitorial maintenance (percentage)				
Monthly meetings with contract providers (percentage)				
Electrical accounts audited and evaluated (percentage)				
Budget Summary	2011-2012 Actual	2012-2013		2012-2014 Budget
		Budget	Estimate	
Personnel	118,129	43,016	45,936	46,220
Supplies	6,087	4,469	3,750	5,005
Maintenance	54,815	78,886	46,049	47,551
Services	698,566	894,001	797,156	607,571
Capital Outlay	-	10,812	-	-
<b>TOTAL</b>	<b>877,596</b>	<b>1,031,184</b>	<b>892,891</b>	<b>706,347</b>

# Building Services

Account Object	Description	2011	2012	2013	2013	2014
		Actual	Actual	YTD Actual	Budget	Proposed
101	SALARIES-REGULAR	\$ 81,740	\$ 27,889	\$ 23,863	\$ 28,739	\$ 28,571
103	SALARIES-OVERTIME	\$ 924	\$ 1,502	\$ 1,569	\$ 2,000	\$ 2,000
104	SALARIES-LONGEVITY	\$ 604	\$ 281	\$ 277	\$ 324	\$ 372
105	GROUP HEALTH INSURANCE	\$ 14,335	\$ 5,881	\$ 5,452	\$ 6,824	\$ 6,824
106	TMRS	\$ 11,839	\$ 4,111	\$ 3,665	\$ 4,419	\$ 4,522
107	FICA	\$ 6,148	\$ 2,269	\$ 1,964	\$ 2,388	\$ 2,354
109	SALARIES-WELL PAY	\$ 320	\$ -	\$ 213	\$ 149	\$ 153
110	DENTAL INSURANCE	\$ 949	\$ 432	\$ 366	\$ 515	\$ 468
120	GROUP LIFE INSURANCE	\$ 30	\$ 41	\$ 34	\$ 204	\$ 204
130	WORKERS COMPENSATION	\$ 1,240	\$ 586	\$ 509	\$ 606	\$ 731
131	EAP EXPENSE	\$ 0	\$ 25	\$ 23	\$ 52	\$ 52
<b>Personnel Sub Total</b>		<b>\$ 118,129</b>	<b>\$ 43,016</b>	<b>\$ 37,935</b>	<b>\$ 46,220</b>	<b>\$ 46,251</b>
<b>Supplies</b>						
Account Object	Description	2011	2012	2013	2013	2014
202	UNIFORMS AND CLOTHING	\$ 130	\$ -	\$ -	\$ 36	\$ 100
203	MOTOR VEHICLE SUPPLIES	\$ -	\$ 471	\$ 365	\$ 940	\$ 100
204	MINOR EQUIP/FURN/FIX/TOOLS/ETC	\$ 2,267	\$ 1,470	\$ 2,821	\$ 2,874	\$ 1,045
205	JANITORIAL & CLEANING SUPPLIES	\$ 464	\$ 569	\$ -	\$ 260	\$ 280
218	FUEL & OIL	\$ 3,226	\$ 1,959	\$ 1,085	\$ 2,400	\$ 1,200
<b>Supplies Sub Total</b>		<b>\$ 6,087</b>	<b>\$ 4,469</b>	<b>\$ 4,271</b>	<b>\$ 6,510</b>	<b>\$ 2,725</b>
<b>Maintenance</b>						
Account Object	Description	2011	2012	2013	2013	2014
301	MAINT-BLDG & STRUCTURES	\$ 41,089	\$ 67,400	\$ 35,140	\$ 38,310	\$ 48,960
302	MAINT-MOTOR VEHICLES	\$ 398	\$ 791	\$ 186	\$ 391	\$ 220
345	MAINT-ATHLETIC FACILITY	\$ -	\$ -	\$ 2,000	\$ -	\$ -
346	MAINT-HEATING & COOLING SYSTEM	\$ 7,737	\$ 9,747	\$ 5,910	\$ 6,000	\$ 7,000
363	MAINT-LOCKS & KEYS	\$ 5,591	\$ 1,623	\$ 2,226	\$ 2,500	\$ 1,000
<b>Maintenance Sub Total</b>		<b>\$ 54,815</b>	<b>\$ 79,560</b>	<b>\$ 45,911</b>	<b>\$ 47,651</b>	<b>\$ 62,280</b>
<b>Services</b>						
Account Object	Description	2011	2012	2013	2013	2014
401	TELEPHONE & COMMUNICATIONS	\$ 106,826	\$ 115,382	\$ (192)	\$ -	\$ -
402	RENTAL OF EQUIPMENT	\$ 140	\$ 641	\$ -	\$ 1,300	\$ 1,400
409	TRAVEL & EDUCATION	\$ 172	\$ 100	\$ 63	\$ 62	\$ -
410	UTILITIES - ELECTRICITY	\$ 423,493	\$ 449,720	\$ 204,818	\$ 395,000	\$ 678,400
414	DUES & SUBSCRIPTIONS	\$ 160	\$ -	\$ -	\$ 111	\$ 120
416	OTHER/PROFESSIONAL SERVICES	\$ 83,381	\$ 226,176	\$ 58,071	\$ 64,279	\$ 34,519
436	IMPROVEMENTS BY CONTRACTORS	\$ -	\$ 120,549	\$ -	\$ -	\$ 7,285
462	CELLULAR TELEPHONE & PAGERS	\$ -	\$ -	\$ 437	\$ 720	\$ 360
498	UTILITIES - GAS	\$ 33,454	\$ 30,670	\$ 31,456	\$ 65,450	\$ 20,297
543	JANITORIAL CONTRACT	\$ 28,183	\$ -	\$ 30,090	\$ 35,044	\$ 31,968
544	PEST CONTROL SERVICES	\$ 6,749	\$ 853	\$ 3,733	\$ 5,520	\$ 5,034
548	FIRE SYSTEM INSPECTION CONTRAC	\$ -	\$ -	\$ 9,357	\$ 11,857	\$ 6,415
549	HVAC MAINTENANCE CONTRACT	\$ 16,009	\$ -	\$ 38,190	\$ 41,614	\$ 20,601
<b>Services Sub Total</b>		<b>\$ 698,566</b>	<b>\$ 944,090</b>	<b>\$ 376,023</b>	<b>\$ 620,957</b>	<b>\$ 806,399</b>
<b>Capital</b>						
Account Object	Description	2011	2012	2013	2013	2014
602	CAPITAL-BUILDING & STRUCTURE	\$ -	\$ 3,517	\$ -	\$ -	\$ -
609	CAPITAL-MACHINERY & EQUIPMENT	\$ -	\$ 7,295	\$ -	\$ -	\$ -
<b>Capital Sub Total</b>		<b>\$ -</b>	<b>\$ 10,812</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Department Total</b>		<b>\$ 877,596</b>	<b>\$ 1,081,948</b>	<b>\$ 464,141</b>	<b>\$ 721,338</b>	<b>\$ 917,655</b>



# Municipal Court

## Personnel Organization Chart



## Personnel Summary

Position	Adopted '11-12	Adopted '12-13	Adopted '13-14
<b>Court Administrator</b>	1	0	1
<b>City Marshal</b>	1	1	1
<b>Lead Court Clerk</b>	0	1	1
<b>Court Clerk</b>	2	2	2
<b>Deputy City Marshal</b>	0	0.5	0.5
<b>PT Court Clerk</b>	0.5	0.5	0
<b>Total</b>	4.5	5	5.5

## Department Narrative

The Lancaster Municipal Court of Record, under laws of the State of Texas and the Lancaster Code of Ordinances, provides service to all persons who have been issued citations, warnings, warrants, and/or needing information. The Court processes all court cases to include: citations, City code violations, jury summons, court dockets, and warrants. The Lancaster Municipal Court operates under the guidelines of the Texas Penal Code, Texas Code of Criminal Procedures, City of Lancaster Code of ordinances, and the Texas Uniform Traffic Code.



Departmental Goals				
<p><b>City Council Goals</b></p> <ul style="list-style-type: none"> <li>• Hire 1 Deputy marshal</li> <li>• Retrenchment strategy for court date(s) in a timely manner</li> <li>• Implementing Scofflaw</li> <li>• Continuing education and completion of current level certification for clerks/all clerks cross train</li> <li>• Update processes/complaints or offense information for legislative update 2012</li> <li>• Scanning warrants to a secure PDF (document imaging)</li> <li>• Modify Code Court Process</li> </ul>				
Workload Indicators	11-12 Actual	12-13 Actual		2013-2014 Target
Cases Filed	14,000	12,800		
Bond Forfeitures	900	700		
Trials	10,000	9,750		
Jury Trials	10	10		
Warrants Issued	11,000	8,077		
Warrants Cleared	8,500	9,435		
Full-Time Employees	3	3		
Part-Time Employee	2	1		
City Marshal	2	1		
Deputy	n/a	1		
Performance Measurement	11-12 Actual	12-13 Actual		2013-2014 Target
Warrants Issued within 2 Days of Non-Compliance	100%	100%		
Cases Entered within 2 Days of Filing	100%	100%		
Average Age of Warrant	30 Days	30 Days		
Cases Disposed	70%	78%		
Cases Appealed	0%	0%		
Continuing Education Certificates Received	98 hours	98 hours		
Budget Summary	2011-2012 Actual	2012-2013		2013-2014 Budget
		Budget	Estimate	
Personnel	287,643	270,853	284,561	290,354
Supplies	8,950	13,377	12,200	9,550
Maintenance	5,106	6,783	5,500	6,700
Services	152,486	151,372	124,513	148,913
Capital Outlay	-	-	-	-
<b>TOTAL</b>	<b>454,184</b>	<b>442,385</b>	<b>426,774</b>	<b>455,517</b>

# Lancaster Municipal Court

		2011	2012	2013	2013	2014
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
101	SALARIES-REGULAR	\$ 169,066	\$ 157,601	\$ 156,072	\$ 183,440	\$ 239,159
102	SALARIES-PART TIME	\$ 13,110	\$ 14,137	\$ 9,674	\$ 13,874	\$ 14,290
103	SALARIES-OVERTIME	\$ 392	\$ 384	\$ 1,823	\$ 1,218	\$ 450
104	SALARIES-LONGEVITY	\$ 1,944	\$ 2,251	\$ 2,072	\$ 2,324	\$ 2,516
105	GROUP HEALTH INSURANCE	\$ 34,847	\$ 30,945	\$ 28,092	\$ 43,736	\$ 42,001
106	TMRS	\$ 27,394	\$ 25,376	\$ 23,137	\$ 24,198	\$ 31,568
107	FICA	\$ 15,233	\$ 14,361	\$ 12,373	\$ 14,926	\$ 18,784
109	SALARIES-WELL PAY	\$ 1,342	\$ 1,342	\$ 1,505	\$ 1,505	\$ 1,066
110	DENTAL INSURANCE	\$ 1,388	\$ 1,296	\$ 1,097	\$ 1,545	\$ 1,872
114	SALARIES-ASSIGNMENT PAY	\$ 19,510	\$ 19,349	\$ 161	\$ 161	\$ -
115	CERTIFICATION PAY	\$ 1,875	\$ 1,810	\$ 1,484	\$ 2,406	\$ 2,406
118	CELL PHONE ALLOWANCE	\$ -	\$ 271	\$ 409	\$ 480	\$ 480
120	GROUP LIFE INSURANCE	\$ 60	\$ 217	\$ 183	\$ 561	\$ 664
130	WORKERS COMPENSATION	\$ 1,481	\$ 1,376	\$ 1,313	\$ 1,439	\$ 2,049
131	EAP EXPENSE	\$ 2	\$ 137	\$ 137	\$ 156	\$ 183
<b>Personnel Sub Total</b>		<b>\$ 287,643</b>	<b>\$ 270,853</b>	<b>\$ 239,533</b>	<b>\$ 291,969</b>	<b>\$ 357,488</b>
<b>Supplies</b>						
Account Object	Description					
201	OFFICE SUPPLIES	\$ 2,132	\$ 2,091	\$ 4,636	\$ 4,235	\$ 2,000
202	UNIFORMS AND CLOTHING	\$ 1,447	\$ 2,308	\$ 222	\$ -	\$ 500
204	MINOR EQUIP/FURN/FIX/TOOLS/ETC	\$ 314	\$ 45	\$ -	\$ 250	\$ 500
210	FOOD/BEV-MEETINGS/FUNCTIONS	\$ -	\$ -	\$ -	\$ 100	\$ 100
214	POSTAGE/SHIPPING/DELIVERY	\$ 1,913	\$ 2,226	\$ 5,561	\$ 7,000	\$ 3,000
218	FUEL & OIL	\$ 3,143	\$ 2,955	\$ 3,012	\$ 3,200	\$ 3,500
231	SOFTWARE	\$ -	\$ 3,820	\$ -	\$ -	\$ -
<b>Supplies Sub Total</b>		<b>\$ 8,950</b>	<b>\$ 13,444</b>	<b>\$ 13,431</b>	<b>\$ 14,785</b>	<b>\$ 9,600</b>
<b>Maintenance</b>						
Account Object	Description					
301	MAINT-BLDG & STRUCTURES	\$ 161	\$ 985	\$ -	\$ 200	\$ -
302	MAINT-MOTOR VEHICLES	\$ 493	\$ 832	\$ 1,460	\$ 1,000	\$ 1,500
370	MAINT-SOFTWARE	\$ 4,452	\$ 12,593	\$ -	\$ 1,000	\$ 3,000
<b>Maintenance Sub Total</b>		<b>\$ 5,106</b>	<b>\$ 14,410</b>	<b>\$ 1,460</b>	<b>\$ 2,200</b>	<b>\$ 4,500</b>
<b>Services</b>						
Account Object	Description					
401	TELEPHONE & COMMUNICATIONS	\$ 481	\$ 211	\$ -	\$ -	\$ -
402	RENTAL OF EQUIPMENT	\$ 3,225	\$ 2,786	\$ 2,097	\$ 4,000	\$ 4,080
409	TRAVEL & EDUCATION	\$ 3,669	\$ 2,861	\$ 2,044	\$ 2,250	\$ 2,900
414	DUES & SUBSCRIPTIONS	\$ 948	\$ 575	\$ -	\$ 200	\$ 600
416	OTHER/PROFESSIONAL SERVICES	\$ 939	\$ 1,986	\$ 1,239	\$ 2,000	\$ 1,300
421	PRINTING	\$ 4,111	\$ 5,775	\$ 2,467	\$ 2,300	\$ 3,000
442	COMPUTER PROFESSIONAL SERVICES	\$ 166	\$ 489	\$ 1,095	\$ 4,000	\$ -
446	CITY ATTORNEY FEES	\$ -	\$ -	\$ 3,889	\$ -	\$ -
462	CELLULAR TELEPHONE & PAGERS	\$ -	\$ 269	\$ -	\$ -	\$ -
482	CREDIT CARD PROCESSING FEES	\$ 9,581	\$ 14,806	\$ 13,521	\$ 15,000	\$ 15,000
540	COURT-PROSECUTOR SERVICES	\$ 55,742	\$ 47,163	\$ 31,875	\$ 39,163	\$ 39,163
541	COURT-JUDGE SERVICES	\$ 60,824	\$ 59,899	\$ 55,161	\$ 61,000	\$ 61,000
557	CITY JAIL CONTRACT	\$ 12,800	\$ 12,800	\$ 6,400	\$ 15,000	\$ 15,000
559	CONTRACT/TEMPORARY LABOR	\$ -	\$ 1,752	\$ 581	\$ 1,650	\$ -
<b>Services Sub Total</b>		<b>\$ 152,486</b>	<b>\$ 151,372</b>	<b>\$ 120,369</b>	<b>\$ 146,563</b>	<b>\$ 142,043</b>
<b>Capital</b>						
Account Object	Description					
610	CAPITAL-MOTOR VEHICLES	\$ -	\$ -	\$ -	\$ -	\$ 5,000
<b>Capital Sub Total</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 5,000</b>
<b>Department Total</b>		<b>\$ 454,184</b>	<b>\$ 450,078</b>	<b>\$ 374,793</b>	<b>\$ 455,517</b>	<b>\$ 518,631</b>



## Personnel Organization Chart



## Personnel Summary

Position	Adopted '11-12	Adopted '12-13	Adopted '13-14
<b>Building Official</b>	1	1	1
<b>Asst. Building Official</b>	1	0	0
<b>Building Inspector</b>	1	1	1
<b>Permit Technician</b>	1	1	1
<b>Total</b>	4	3	3

## Department Narrative

The Building Inspections Division is established for the purpose of providing standards to safeguard life, health, safety, property and the public welfare by regulating and controlling the design, construction, quality of materials, occupancy, use, location and maintenance of all buildings and structures constructed within the City of Lancaster. The primary activities of the Building Inspections Division are permit issuance, inspections, plan review, public consultation and the Certificate of Occupancy process. The Building Inspections Division maintains an active Apartment Inspection Program and Hotel/Motel Inspection Program.



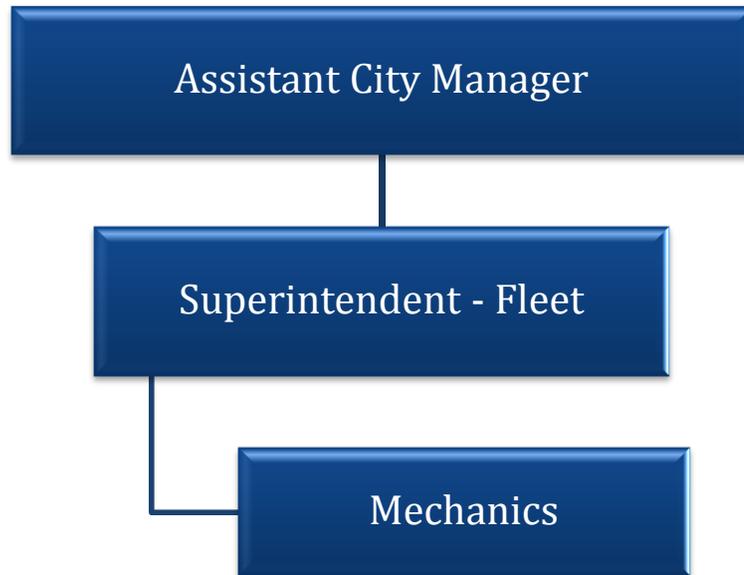
Departmental Goals				
<b>City Council Goal:</b>				
<ul style="list-style-type: none"> <li>• Create a public awareness program to inform citizens on permit requirements</li> <li>• Make garage sale permits available online</li> <li>• Enforce all ordinances consistently</li> <li>• Continue demolition program</li> <li>• Continue to enhance apartment inspection program</li> <li>• Enforce obsolete and abandoned signage</li> <li>• Create and implement a public swimming pool inspection program</li> <li>• Enhance food inspection program</li> </ul>				
Workload Indicators	11-12 Actual	12-13 Actual		2013-2014 Target
Full Time Employees	4	3		
Single Family Permits Issued	50	60		
Commercial Permits Issued	6	6		
Home Add On	79	100		
Commercial Add On	40	40		
Electrical Permits Issued	127	175		
Plumbing Permits Issued	152	200		
Fence Permits Issued	167	350		
Mechanical Permits Issued	61	80		
Contractor Registrations	373	400		
Plans Reviewed	1,604	1,800		
Inspections Made	3,426	3,500		
Demolition Permits	30	50		
Garage Sale Permits	361	400		
Signs permits	70	100		
Utility Verifications	35	50		
Certificate of Occupancies	74	100		
Back Flow Tests	253	250		
Food Inspections	53	60		
Performance Measurement	11-12 Actual	12-13 Actual		2013-2014 Target
Requested inspections performed within 8 hours	100%	100%		
Complaints addressed within 8 hours	95%	95%		
Same day telephone call return from residents and contractors	95%	95%		
Single family permits issued				
Commercial permits issued				
Average number of days from date of inspection request until completion				
Number of inspections completed				
Number of contractor plans reviewed				
Budget Summary	2011-2012 Actual	2012-2013		2013-2014 Budget
		Estimate	Budget	
Personnel	224,863	280,999	275,761	217,108
Supplies	5,154	5,507	7,500	6,550
Maintenance	1,762	501	2,500	2,500
Services	47,215	58,377	59,993	47,048
Capital Outlay	-	-	-	-
<b>TOTAL</b>	<b>278,994</b>	<b>345,384</b>	<b>345,754</b>	<b>273,206</b>

# Building Inspections

		2011	2012	2013	2013	2014
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
101	SALARIES-REGULAR	\$ 163,727	\$ 209,521	\$ 115,042	\$ 141,182	\$ 139,880
103	SALARIES-OVERTIME	\$ -	\$ 430	\$ -	\$ -	\$ -
104	SALARIES-LONGEVITY	\$ 710	\$ 839	\$ 356	\$ 540	\$ 372
105	GROUP HEALTH INSURANCE	\$ 21,181	\$ 21,326	\$ 19,061	\$ 40,695	\$ 27,636
106	TMRS	\$ 23,438	\$ 29,406	\$ 15,549	\$ 20,160	\$ 20,497
107	FICA	\$ 12,521	\$ 16,047	\$ 8,434	\$ 10,894	\$ 10,032
109	SALARIES-WELL PAY	\$ 812	\$ 1,534	\$ 832	\$ 691	\$ 700
110	DENTAL INSURANCE	\$ 1,463	\$ 1,243	\$ 457	\$ 2,060	\$ 468
120	GROUP LIFE INSURANCE	\$ 45	\$ 232	\$ 78	\$ 306	\$ 306
130	WORKERS COMPENSATION	\$ 964	\$ 348	\$ 403	\$ 502	\$ 602
131	EAP EXPENSE	\$ 1	\$ 74	\$ 44	\$ 78	\$ 78
<b>Personnel Sub Total</b>		<b>\$ 224,863</b>	<b>\$ 280,999</b>	<b>\$ 160,256</b>	<b>\$ 217,108</b>	<b>\$ 200,571</b>
<b>Account Object Description</b>						
201	OFFICE SUPPLIES	\$ 1,430	\$ 1,396	\$ 915	\$ 1,500	\$ -
202	UNIFORMS AND CLOTHING	\$ -	\$ -	\$ 10	\$ 350	\$ 150
204	MINOR EQUIP/FURN/FIX/TOOLS/ETC	\$ 386	\$ 334	\$ 183	\$ 500	\$ 500
210	FOOD-BEV-MEETINGS/FUNCTIONS	\$ -	\$ -	\$ -	\$ 100	\$ -
214	POSTAGE/SHIPPING/DELIVERY	\$ 178	\$ 126	\$ 157	\$ 600	\$ 300
215	TRAINING SUPPLIES	\$ 99	\$ 477	\$ 2,066	\$ 2,448	\$ 500
218	FUEL & OIL	\$ 3,062	\$ 3,175	\$ 1,628	\$ 3,000	\$ 3,120
<b>Supplies Sub Total</b>		<b>\$ 5,154</b>	<b>\$ 5,507</b>	<b>\$ 5,438</b>	<b>\$ 8,498</b>	<b>\$ 4,570</b>
<b>Account Object Description</b>						
302	MAINT-MOTOR VEHICLES	\$ 1,762	\$ 509	\$ 1,053	\$ 2,500	\$ 2,000
<b>Maintenance Sub Total</b>		<b>\$ 1,762</b>	<b>\$ 509</b>	<b>\$ 1,053</b>	<b>\$ 2,644</b>	<b>\$ 2,000</b>
<b>Account Object Description</b>						
402	RENTAL OF EQUIPMENT	\$ -	\$ 359	\$ -	\$ 9,000	\$ -
408	ADVERTISING	\$ -	\$ -	\$ -	\$ -	\$ -
409	TRAVEL & EDUCATION	\$ 1,247	\$ 1,459	\$ 1,845	\$ 2,893	\$ 3,015
414	DUES & SUBSCRIPTIONS	\$ 5,135	\$ 4,940	\$ 3,859	\$ 4,975	\$ 4,318
421	PRINTING	\$ 1,278	\$ 582	\$ 287	\$ 1,000	\$ 600
429	DEMOLITION EXPENSE	\$ 30,600	\$ 9,448	\$ 19,973	\$ 21,052	\$ -
452	FILING FEES	\$ -	\$ -	\$ -	\$ 500	\$ 500
455	CERTIFICATION FEES	\$ 295	\$ 330	\$ -	\$ 456	\$ 130
462	CELLULAR TELEPHONE & PAGERS	\$ -	\$ -	\$ 848	\$ 2,880	\$ 2,040
482	CREDIT CARD PROCESSING FEES	\$ 2,736	\$ 11,037	\$ 11,833	\$ 2,200	\$ 12,000
559	CONTRACT/TEMPORARY LABOR	\$ 5,924	\$ 30,338	\$ 7,284	\$ -	\$ -
<b>Services Sub Total</b>		<b>\$ 47,215</b>	<b>\$ 58,494</b>	<b>\$ 45,928</b>	<b>\$ 44,956</b>	<b>\$ 22,603</b>
<b>Department Total</b>		<b>\$ 278,994</b>	<b>\$ 345,509</b>	<b>\$ 212,675</b>	<b>\$ 273,206</b>	<b>\$ 229,744</b>



## Personnel Organization Chart



## Personnel Summary

Position	Adopted '11-12	Adopted '12-13	Adopted '13-14
Superintendent - Fleet	1	1	1
Mechanic/Fleet Services	3	3	3
<b>Total</b>	<b>4</b>	<b>4</b>	<b>4</b>

## Department Narrative

Fleet Services is a team of professionals dedicated to enhancing service by providing City Departments with safe and effective vehicles and equipment. The Department is committed to the most responsible use of resources by managing the maintenance of vehicles and equipment. The Department’s goal is the reduction of equipment down time and decreased interruption of services. Other duties of the Department include welding and fabrication, fuel management and vehicle records.

Departmental Goals				
<b>City Council Goals:</b>				
<ul style="list-style-type: none"> <li>• Develop a city-wide vehicle replacement schedule by June 2013</li> <li>• Provide non-routine and emergency repairs</li> <li>• Increase service level for vehicles through preventative maintenance routines</li> <li>• Extend the life of our fleet and reduce down time</li> <li>• Continue training and education for our mechanics</li> <li>• Help increase job knowledge, productivity, and reduce repair costs</li> <li>• Provide drivers with professional and quality repair in a timely manner</li> <li>• Ensure safe, reliable vehicles and equipment through feedback from daily inspection form</li> <li>• Reduce departmental vehicle downtime through communication and coordination</li> <li>• Help reduce fuel consumption through education and service</li> <li>• Provide a comprehensive program of preventive maintenance</li> </ul>				
Workload Indicators	11-12 Actual	12-13 Actual		13-14 Target
Total Fleet Services Employees	4			
Non-Emergency Vehicles	13			
Light Trucks	56			
Heavy Trucks	14			
Small Equipment	50			
Light Equipment	32			
Heavy Equipment	15			
Trailers	24			
Emergency Vehicles	50			
Fueling Station (Gas & Diesel)	1			
Fueling Station (Propane)	1			
Annual Fleet Work Orders	1,300			
Gallons of Unleaded Fuel Consumed	93,000			
Gallons of Diesel Fuel Consumed	37,000			
Annual Oil Changes	400			
Annual Repairs	900			
Annual Road Trips for Service	600			
Annual Drive-by Maintenance Checks	900			
Performance Measurement	11-12 Actual	12-13 Actual		13-14 Target
Percentage of maintenance classified preventative	30%			
Average downtime of vehicle repaired	2 days			
Work orders processed within 24 hours	75%			
Budget Summary	2011-2012	2012-2013		2013-2014
	Actual	Budget	Estimate	Budget
Personnel	241,373	245,304	235,100	245,113
Supplies	13,874	6,396	5,800	7,350
Maintenance	4,379	3,787	3,300	5,400
Other Services	1,374	1,213	1,340	5,040
Capital Outlay	-	-	-	-
<b>TOTAL</b>	<b>261,000</b>	<b>256,700</b>	<b>245,540</b>	<b>262,903</b>

# Vehicle Maintenance

		2011	2012	2013	2013	2014
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
101	SALARIES-REGULAR	\$ 167,465	\$ 167,880	\$ 127,529	\$ 171,015	\$ 172,029
103	SALARIES-OVERTIME	\$ -	\$ 643	\$ -	\$ 1,000	\$ 1,000
104	SALARIES-LONGEVITY	\$ 1,620	\$ 1,933	\$ 2,290	\$ 2,056	\$ 2,068
105	GROUP HEALTH INSURANCE	\$ 29,300	\$ 31,040	\$ 21,913	\$ 26,400	\$ 31,260
106	TMRS	\$ 24,173	\$ 23,899	\$ 18,483	\$ 24,761	\$ 25,588
107	FICA	\$ 12,986	\$ 12,666	\$ 9,681	\$ 13,313	\$ 13,049
109	SALARIES-WELL PAY	\$ 1,398	\$ 1,927	\$ 995	\$ 840	\$ 865
110	DENTAL INSURANCE	\$ 1,469	\$ 1,342	\$ 864	\$ 1,545	\$ 1,404
120	GROUP LIFE INSURANCE	\$ 60	\$ 247	\$ 188	\$ 510	\$ 510
130	WORKERS COMPENSATION	\$ 2,900	\$ 3,627	\$ 2,747	\$ 3,543	\$ 4,403
131	EAP EXPENSE	\$ 2	\$ 101	\$ 82	\$ 130	\$ 130
<b>Personnel Sub Total</b>		<b>\$ 241,373</b>	<b>\$ 245,304</b>	<b>\$ 184,774</b>	<b>\$ 245,113</b>	<b>\$ 252,306</b>
Account Object	Description					
201	OFFICE SUPPLIES	\$ 6,122	\$ 392	\$ 1,884	\$ 500	\$ 1,000
202	UNIFORMS AND CLOTHING	\$ 1,579	\$ 1,306	\$ 1,056	\$ 1,000	\$ 1,000
203	MOTOR VEHICLE SUPPLIES	\$ 415	\$ 484	\$ -	\$ 750	\$ 687
204	MINOR EQUIP/FURN/FIX/TOOLS/ETC	\$ 1,595	\$ 761	\$ 1,258	\$ 1,000	\$ 1,450
205	JANITORIAL & CLEANING SUPPLIES	\$ -	\$ -	\$ -	\$ 250	\$ 350
206	CHEMICALS	\$ 768	\$ 774	\$ 1,018	\$ 800	\$ 500
214	POSTAGE/SHIPPING/DELIVERY	\$ 33	\$ 5	\$ -	\$ 50	\$ 200
216	MEDICAL SUPPLIES	\$ 143	\$ -	\$ -	\$ 100	\$ 75
218	FUEL & OIL	\$ 2,765	\$ 2,674	\$ 1,986	\$ 2,400	\$ 2,400
231	SOFTWARE	\$ -	\$ -	\$ 240	\$ 500	\$ 1,000
<b>Supplies Sub Total</b>		<b>\$ 13,420</b>	<b>\$ 6,396</b>	<b>\$ 7,442</b>	<b>\$ 7,350</b>	<b>\$ 8,662</b>
Account Object	Description					
301	MAINT-BLDG & STRUCTURES	\$ 856	\$ 614	\$ 418	\$ 1,000	\$ 500
302	MAINT-MOTOR VEHICLES	\$ 199	\$ 864	\$ 132	\$ 1,000	\$ 500
303	MAINT-EQUIP & MACHINERY	\$ 3,133	\$ 1,805	\$ 401	\$ 2,400	\$ 1,500
314	MAINT-RADIO EQUIPMENT	\$ -	\$ -	\$ -	\$ 1,000	\$ -
342	MAINT-DATA PROC EQUIPMENT	\$ 191	\$ 504	\$ 216	\$ -	\$ 500
<b>Maintenance Sub Total</b>		<b>\$ 4,379</b>	<b>\$ 3,787</b>	<b>\$ 2,040</b>	<b>\$ 5,400</b>	<b>\$ 3,000</b>
Account Object	Description					
407	SPECIAL SERVICES	\$ -	\$ 280	\$ 216	\$ 500	\$ 300
409	TRAVEL & EDUCATION	\$ -	\$ 163	\$ -	\$ 1,000	\$ 500
414	DUES & SUBSCRIPTIONS	\$ -	\$ -	\$ -	\$ 100	\$ 100
416	OTHER/PROFESSIONAL SERVICES	\$ 1,374	\$ 770	\$ -	\$ 2,000	\$ 2,000
462	CELLULAR TELEPHONE & PAGERS	\$ -	\$ -	\$ 873	\$ 1,440	\$ 360
<b>Services Sub Total</b>		<b>\$ 1,374</b>	<b>\$ 1,213</b>	<b>\$ 1,300</b>	<b>\$ 5,040</b>	<b>\$ 3,260</b>
<b>Department Total</b>		<b>\$ 260,546</b>	<b>\$ 256,700</b>	<b>\$ 195,556</b>	<b>\$ 262,903</b>	<b>\$ 267,228</b>



# Streets

## Personnel Organization Chart



## Personnel Summary

Position	Adopted '11-12	Adopted '12-13	Adopted '13-14
Foreman II	0	0	1
Signs & Signals Technician	1	1	0
Heavy Equipment Operator II	1	1	1
Heavy Equipment Operator I	1	1	1
Maintenance Worker I	2	2	1
<b>Total</b>	<b>5</b>	<b>5</b>	<b>4</b>

## Department Narrative

The Streets Division strives to make all roadways and alleys safe. The Streets Division endeavors to excel in the preventative maintenance of all paved surfaces in the City of Lancaster.



Departmental Goals				
<b>City Council Goals</b>				
<ul style="list-style-type: none"> <li>• Increase the maintenance of all paved surfaces through the identification of problem areas</li> <li>• Formulate programs to enhance and extend the life cycle of all Lancaster streets</li> <li>• Increase emergency preparedness and recovery abilities</li> <li>• Respond to emergency situations in both pavement failures, sign repairs and traffic and school signal outages</li> <li>• Continue training section employees in proper repair and maintenance of pavement surfaces,</li> <li>• Reduce severe safety issues by preventative identification, scheduling, and repair of municipal roadways</li> </ul>				
Workload Indicators	11-12 Actual	12-13 Actual		2013-2014 Target
Full Time Employees	4	4		
Current Miles of Streets and Alleys	262	262		
Square Yards of Concrete Streets and Alleys Repaired	900	800		
Tonnage of Asphalt Used on Street Repairs	1,500	1,000		
Current Miles of Street and Alley Evaluations	25	25		
Phone calls and CRM Requests Responded to within 24 Hours	100%	100%		
Snow and Ice Plan Implementation Date	November	November		
Emergency Storm Response within 30 Minutes	90%	90%		
Emergency Pavement and Pothole Repair within 24 Hours	90%	90%		
Procure Replacement Parts within 5 Days	85%	85%		
Weekly Street and Alley Evaluations	92%	92%		
Traffic Signal Response within 30 Minutes	90%	90%		
Traffic Signal Permanent Repair within 3 Days	85%	85%		
Sign Hazards Eliminated within 30 Minutes	90%	90%		
Sign Re-Order within 2 Days	95%	95%		
Performance Measurement	11-12 Actual	12-13 Actual		
Phone calls and CRM Requests Responded to within 24 Hours	100%	100%		
Snow and Ice Plan Implementation Date	November	November		
Emergency Pavement and Pothole Repair within 24 Hours	95%	95%		
Procure Replacement Parts within 5 Days	90%	90%		
Weekly Street and Alley Evaluations	92%	90%		
Traffic Signal Response within 30 Minutes	95%	95%		
Traffic Signal Permanent Repair within 3 Days	98%	98%		
Sign Hazards Eliminated within 30 Minutes	95%	95%		
Sign Re-Order within 2 Days	95%	95%		
Budget Summary	2011-2012 Actual	2012-2013		2013-2014 Budget
		Estimate	Budget	
Personnel	209,396	156,753	245,003	247,884
Supplies	26,802	27,055	26,381	32,471
Maintenance	170,033	133,083	170,300	154,350
Other Services	379,055	334,306	372,000	303,270
Capital Outlay	-	-	-	-
<b>TOTAL</b>	<b>785,285</b>	<b>651,197</b>	<b>813,684</b>	<b>737,975</b>

# Streets Operations

		2011	2012	2013	2013	2014
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
101	SALARIES-REGULAR	\$ 129,270	\$ 97,521	\$ 81,501	\$ 149,458	\$ 130,462
103	SALARIES-OVERTIME	\$ 3,212	\$ 2,636	\$ 1,243	\$ 6,000	\$ 6,000
104	SALARIES-LONGEVITY	\$ 805	\$ 843	\$ 517	\$ 876	\$ 684
105	GROUP HEALTH INSURANCE	\$ 43,079	\$ 29,932	\$ 17,257	\$ 49,253	\$ 40,589
106	TMRS	\$ 18,742	\$ 13,991	\$ 11,744	\$ 22,239	\$ 20,042
107	FICA	\$ 9,324	\$ 6,844	\$ 5,932	\$ 10,531	\$ 9,262
109	SALARIES-WELL PAY	\$ 333	\$ -	\$ -	\$ 752	\$ 682
110	DENTAL INSURANCE	\$ 1,059	\$ 436	\$ 366	\$ 1,545	\$ 468
120	GROUP LIFE INSURANCE	\$ 54	\$ 140	\$ 88	\$ 612	\$ 510
130	WORKERS COMPENSATION	\$ 3,516	\$ 4,591	\$ 3,564	\$ 6,462	\$ 6,849
131	EAP EXPENSE	\$ 1	\$ 79	\$ 75	\$ 156	\$ 130
<b>Personnel Sub Total</b>		<b>\$ 209,396</b>	<b>\$ 157,013</b>	<b>\$ 122,288</b>	<b>\$ 247,884</b>	<b>\$ 215,678</b>
Account Object	Description					
201	OFFICE SUPPLIES	\$ 189	\$ 134	\$ 92	\$ 200	\$ -
202	UNIFORMS AND CLOTHING	\$ 937	\$ 1,000	\$ 1,011	\$ 1,060	\$ 1,160
203	MOTOR VEHICLE SUPPLIES	\$ 1,184	\$ 2,286	\$ 1,964	\$ 1,985	\$ 1,985
204	MINOR EQUIP/FURN/FIX/TOOLS/ETC	\$ 329	\$ 1,160	\$ 4,708	\$ 5,226	\$ 2,196
206	CHEMICALS	\$ 79	\$ -	\$ 392	\$ 800	\$ 500
207	SIGNS	\$ 75	\$ -	\$ -	\$ -	\$ -
210	FOOD/BEV-MEETINGS/FUNCTIONS	\$ -	\$ -	\$ 12	\$ 100	\$ 100
214	POSTAGE/SHIPPING/DELIVERY	\$ 8	\$ -	\$ 6	\$ 50	\$ 50
216	MEDICAL SUPPLIES	\$ -	\$ -	\$ -	\$ 50	\$ 100
218	FUEL & OIL	\$ 24,001	\$ 22,475	\$ 19,063	\$ 23,000	\$ 23,000
<b>Supplies Sub Total</b>		<b>\$ 26,802</b>	<b>\$ 27,055</b>	<b>\$ 27,248</b>	<b>\$ 32,471</b>	<b>\$ 29,091</b>
Account Object	Description					
301	MAINT-BLDG & STRUCTURES	\$ 1,304	\$ 45	\$ -	\$ 1,000	\$ -
302	MAINT-MOTOR VEHICLES	\$ 4,849	\$ 5,831	\$ 2,907	\$ 7,000	\$ 3,500
303	MAINT-EQUIP & MACHINERY	\$ 3,838	\$ 4,349	\$ 4,655	\$ 10,000	\$ 5,000
304	MAINT-STREETS	\$ 94,086	\$ 94,575	\$ 95,592	\$ 100,000	\$ 100,000
305	MAINT-SIDEWALKS & ALLEYS	\$ 305	\$ 6,258	\$ 512	\$ 2,000	\$ 1,000
307	MAINT-INSTRUMENTS & APPARATUS	\$ -	\$ -	\$ 824	\$ 2,650	\$ 2,650
319	MAINT-TRAFFIC SIGN SYSTEM	\$ 42,016	\$ 21,113	\$ 21,826	\$ 36,475	\$ 42,700
320	MAINT-STREET MARKINGS	\$ 23,635	\$ 5,959	\$ 9,351	\$ 10,000	\$ 10,000
<b>Maintenance Sub Total</b>		<b>\$ 170,033</b>	<b>\$ 138,130</b>	<b>\$ 135,666</b>	<b>\$ 169,125</b>	<b>\$ 164,850</b>
Account Object	Description					
402	RENTAL OF EQUIPMENT	\$ 1,497	\$ 483	\$ 499	\$ 1,000	\$ 1,000
409	TRAVEL & EDUCATION	\$ 122	\$ -	\$ 190	\$ 400	\$ 400
410	UTILITIES - ELECTRICITY	\$ 377,364	\$ 434,978	\$ 273,990	\$ 285,225	\$ -
413	SANITARY LANDFILL	\$ -	\$ -	\$ -	\$ 1,000	\$ -
414	DUES & SUBSCRIPTIONS	\$ -	\$ -	\$ 68	\$ 150	\$ 3,943
421	PRINTING	\$ 72	\$ 367	\$ 200	\$ -	\$ -
462	CELLULAR TELEPHONE & PAGERS	\$ -	\$ -	\$ 655	\$ 720	\$ 1,440
<b>Services Sub Total</b>		<b>\$ 379,055</b>	<b>\$ 435,828</b>	<b>\$ 275,602</b>	<b>\$ 288,495</b>	<b>\$ 6,783</b>
<b>Department Total</b>		<b>\$ 785,285</b>	<b>\$ 758,026</b>	<b>\$ 560,803</b>	<b>\$ 737,975</b>	<b>\$ 416,402</b>



## Personnel Organization Chart



### Personnel Summary

Position	Adopted '11-12	Adopted '12-13	Adopted '13-14
Park Operations Manager	1	1	1
Foreman II	0	1	1
Foreman I	2	1	1
Maintenance Worker II	5	5	6
<b>Total</b>	<b>8</b>	<b>8</b>	<b>9</b>

### Department Narrative

The Parks Department is responsible for the administration, coordination, and implementation of numerous diverse projects and programs associated with the City of Lancaster's park land and rights-of-way. This includes: parks design and development, athletic field and public grounds maintenance, mowing and beautification, playground design, inspection and maintenance, pesticide application, park irrigation, seeding and fertilization, special events support, grant writing and grant administration.



Departmental Goals				
<b>City Council Goals:</b>				
<ul style="list-style-type: none"> <li>• Assist, coordinate and update Park, Recreation and Open Space five (5) year Master Plan</li> <li>• Assist, coordinate and update Hike and Bike Trail System Master Plan</li> <li>• Establish the Operation and Maintenance cost for Park land maintained</li> <li>• Coordinate and assist with the development of a staff proposal for implementation of recreation tourism</li> <li>• Management and oversight of the Interlocal Facility Usage Agreement between the City and LISD</li> <li>• Assist with the development and recommendation of the entrance beautification design</li> </ul>				
Workload Indicators	11-12 Actual	12-13 Actual		2013-2014 Target
Number of current parks	16	17		17
School facilities maintained in summer	7	7		7
Acreage of parks maintained	324	324		324
Acreage of athletic facilities maintained	32	42		42
Acreage of municipal facilities maintained	17	17		17
Acreage of large areas maintained	68	265		265
Acreage of Country View Golf Course maintained	214	214		214
Total number of Park Acres	655	862		862
Full-Time Employees	14	7		8
Total acreage per full time employee	47	123		108
Rights of Way/Median Acreage	220	372		372
Special Events Requiring Park Staffing	11	8		6
Outdoor restrooms maintained	8	8		8
Monthly Safety meetings	12	12		12
Trail Miles Maintained	2.4	2.4		2.4
Performance Measurement	11-12 Actual	12-13 Actual		2013-2014 Target
Mow/Trim Parks	n/a	44%		46%
Athletic Maintenance	n/a	19%		19%
Litter Removal	n/a	16%		16%
Administration	n/a	8%		8%
Special Events - set up/break down	n/a	6%		4%
Playground Inspection/Maintenance	n/a	2%		2%
Forestry	n/a	1%		1%
Janitorial	n/a	1%		1%
Chemical Application	n/a	1%		1%
Construction	n/a	1%		1%
Intra Department Support	n/a	1%		1%
Budget Summary	2011-2012	2012-2013		2013-2014
	Actual	Budget	Estimate	Budget
Personnel	561,287	354,029	342,967	428,365
Supplies	50,414	30,500	33,030	28,000
Maintenance	64,620	41,000	47,323	40,000
Services	37,927	31,628	71,667	49,808
Capital Outlay	22,700	-	-	-
<b>TOTAL</b>	<b>736,948</b>	<b>457,157</b>	<b>494,987</b>	<b>546,173</b>

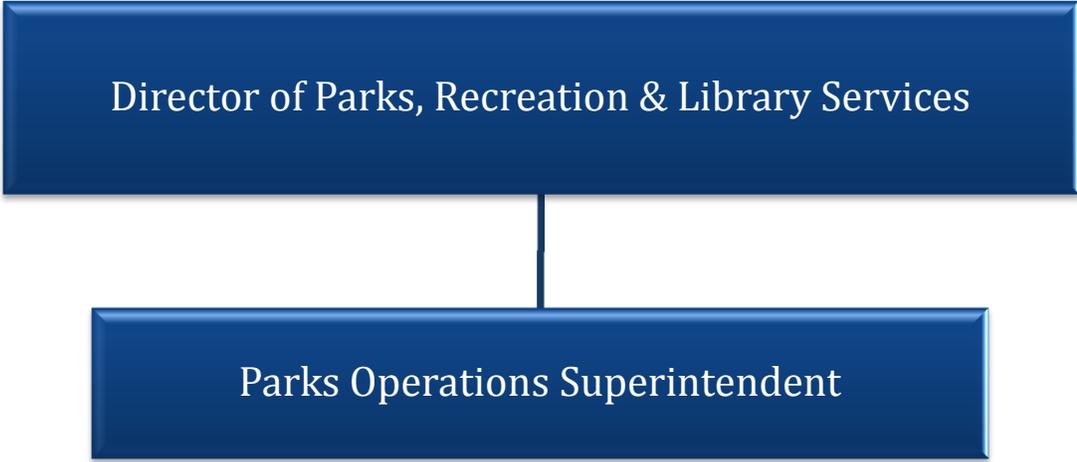
# Parks

		2011	2012	2013	2013	2014
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
101	SALARIES-REGULAR	\$ 245,311	\$ 260,047	\$ 236,735	\$ 298,564	\$ 299,971
103	SALARIES-OVERTIME	\$ 5,941	\$ 10,148	\$ 8,204	\$ 4,500	\$ 4,500
104	SALARIES-LONGEVITY	\$ 1,698	\$ 1,613	\$ 828	\$ 1,588	\$ 1,312
105	GROUP HEALTH INSURANCE	\$ 56,492	\$ 47,233	\$ 45,489	\$ 75,224	\$ 72,539
106	TMRS	\$ 36,060	\$ 37,822	\$ 35,363	\$ 43,404	\$ 44,757
107	FICA	\$ 18,693	\$ 20,395	\$ 18,496	\$ 21,601	\$ 22,893
109	SALARIES-WELL PAY	\$ 1,231	\$ 825	\$ 1,094	\$ 1,479	\$ 1,527
110	DENTAL INSURANCE	\$ 2,273	\$ 2,193	\$ 2,097	\$ 3,605	\$ 3,276
118	CELL PHONE ALLOWANCE	\$ -	\$ 271	\$ 309	\$ 480	\$ 480
120	GROUP LIFE INSURANCE	\$ 99	\$ 290	\$ 136	\$ 918	\$ 945
130	WORKERS COMPENSATION	\$ 3,542	\$ 6,562	\$ 5,146	\$ 7,336	\$ 7,495
131	EAP EXPENSE	\$ 3	\$ 156	\$ 161	\$ 234	\$ 242
<b>Personnel Sub Total</b>		<b>\$ 371,342</b>	<b>\$ 387,556</b>	<b>\$ 354,058</b>	<b>\$ 458,933</b>	<b>\$ 459,937</b>
Account Object	Description					
201	OFFICE SUPPLIES	\$ 2,534	\$ 1,022	\$ 1,121	\$ 500	\$ 500
202	UNIFORMS AND CLOTHING	\$ 3,155	\$ 2,637	\$ 762	\$ 2,007	\$ 2,500
203	MOTOR VEHICLE SUPPLIES	\$ -	\$ 3,724	\$ 2,772	\$ 1,625	\$ 2,000
204	MINOR EQUIP/FURN/FIX/TOOLS/ETC	\$ 6,177	\$ 5,211	\$ 3,739	\$ 5,001	\$ 5,236
205	JANITORIAL & CLEANING SUPPLIES	\$ 964	\$ 1,751	\$ 40	\$ 1,800	\$ -
206	CHEMICALS	\$ 2,982	\$ 3,961	\$ 1,237	\$ 5,000	\$ 5,000
209	BOTANICAL & AGR SUPPLIES	\$ 1,952	\$ 6,728	\$ 2,442	\$ 4,000	\$ 4,000
210	FOOD-BEV-MEETINGS/FUNCTIONS	\$ 944	\$ -	\$ -	\$ -	\$ -
211	OTHER OPERATIONAL SUPPLIES	\$ -	\$ -	\$ 30	\$ -	\$ -
214	POSTAGE/SHIPPING/DELIVERY	\$ -	\$ 26	\$ -	\$ -	\$ -
218	FUEL & OIL	\$ 19,369	\$ 22,259	\$ 19,557	\$ 15,000	\$ 25,945
<b>Services Sub Total</b>		<b>\$ 38,077</b>	<b>\$ 47,318</b>	<b>\$ 31,700</b>	<b>\$ 34,933</b>	<b>\$ 45,181</b>
Account Object	Description					
301	MAINT-BLDG & STRUCTURES	\$ 4,716	\$ 7,378	\$ 2,434	\$ 4,500	\$ 4,500
302	MAINT-MOTOR VEHICLES	\$ 6,113	\$ 5,733	\$ 3,941	\$ 2,738	\$ 4,500
303	MAINT-EQUIP & MACHINERY	\$ 18,432	\$ 18,970	\$ 10,063	\$ 16,000	\$ 12,800
315	MAINT-PARK EQUIPMENT/FIXTURES	\$ 18,398	\$ 15,901	\$ 12,342	\$ 16,350	\$ 17,510
345	MAINT-ATHLETIC FACILITY	\$ -	\$ -	\$ 100	\$ -	\$ -
363	MAINT-LOCKS & KEYS	\$ 27	\$ -	\$ -	\$ -	\$ -
<b>Maintenance Sub Total</b>		<b>\$ 47,687</b>	<b>\$ 47,981</b>	<b>\$ 28,880</b>	<b>\$ 39,588</b>	<b>\$ 39,310</b>
Account Object	Description					
401	TELEPHONE & COMMUNICATIONS	\$ 461	\$ 211	\$ -	\$ -	\$ -
402	RENTAL OF EQUIPMENT	\$ 4,535	\$ 4,572	\$ 4,974	\$ 4,966	\$ 4,052
409	TRAVEL & EDUCATION	\$ 494	\$ 959	\$ 1,229	\$ 1,999	\$ 2,091
410	UTILITIES - ELECTRICITY	\$ 45,822	\$ 28,921	\$ 38,804	\$ 40,000	\$ -
414	DUES & SUBSCRIPTIONS	\$ 240	\$ 328	\$ 159	\$ 415	\$ 415
416	OTHER/PROFESSIONAL SERVICES	\$ -	\$ 538	\$ 9,073	\$ 9,405	\$ 10,325
421	PRINTING	\$ 72	\$ 205	\$ 200	\$ -	\$ -
436	IMPROVMENTS BY CONTRACTORS	\$ 565	\$ -	\$ 2,000	\$ -	\$ -
442	COMPUTER PROFESSIONAL SERVICES	\$ -	\$ -	\$ 88	\$ -	\$ -
462	CELLULAR TELEPHONE & PAGERS	\$ 83	\$ -	\$ 1,624	\$ 2,760	\$ 2,520
559	CONTRACT/TEMPORARY LABOR	\$ 28,475	\$ 18,505	\$ 18,005	\$ -	\$ 20,262
<b>Services Sub Total</b>		<b>\$ 80,748</b>	<b>\$ 54,239</b>	<b>\$ 76,157</b>	<b>\$ 59,544</b>	<b>\$ 39,665</b>
<b>Department Total</b>		<b>\$ 537,853</b>	<b>\$ 537,094</b>	<b>\$ 490,795</b>	<b>\$ 592,998</b>	<b>\$ 584,093</b>



# Parks-Prison Labor

## Personnel Organization Chart



## Personnel Summary

### **Parks-Prison Labor**

**No city personnel in this budget line item.**

## Department Narrative

The Parks Prison Labor Program is a joint partnership agreement with The Texas Department of Corrections (Hutchins State Jail Region II Trustee) and The City of Lancaster. In an effort to assist the state with re-entry/ transitioning initiatives into society, trustees (non-violent, sex or drug offenders) from this facility volunteer and assist Park operations with special projects such as ROW clean ups, forestry, painting projects and planting of seasonal color beds (horticulture). Funds appropriated by the city are used for daily lunch, safety equipment (i.e. hard hats, eye protection, ear protection, safety vests, etc.), as well as funding for transportation, cell phone and an on-site portable restroom.



# Parks Prison Labor

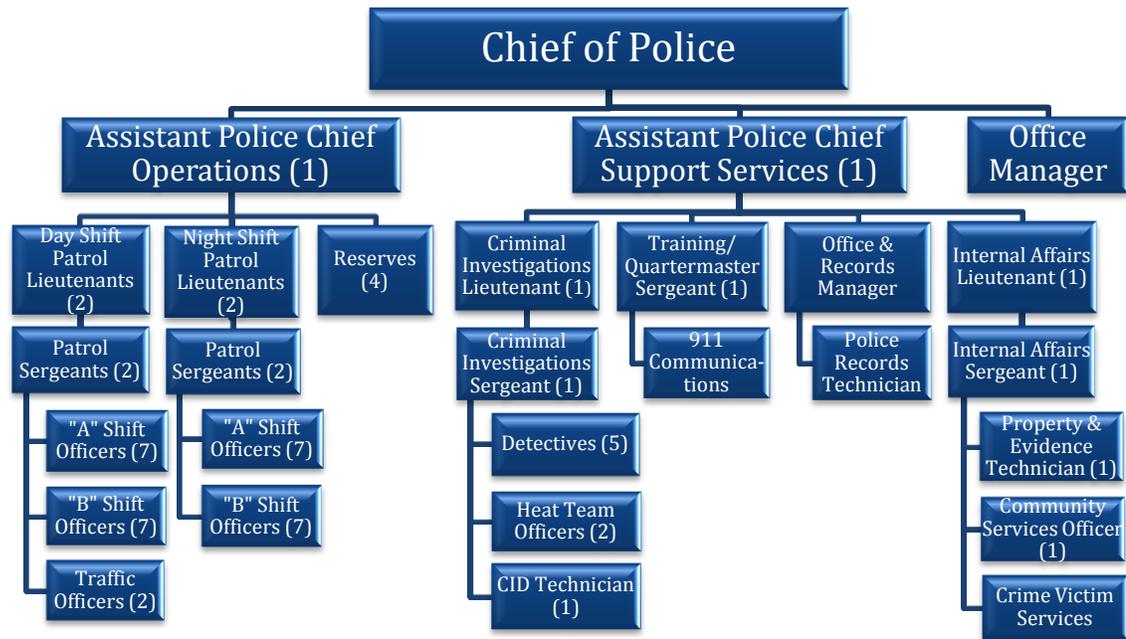
	2011	2012	2013	2013	2014
Description	Actual	Actual	YTD Actual	Budget	Proposed
211 OTHER OPERATIONAL SUPPLIES	\$ 1,546	\$ 6,701	\$ 2,697	\$ 6,000	\$ 3,700
<b>Supplies Sub Total</b>	<b>\$ 1,546</b>	<b>\$ 6,701</b>	<b>\$ 2,697</b>	<b>\$ 6,000</b>	<b>\$ 3,700</b>
Description					
462 CELLULAR TELEPHONE & PAGERS	\$ -	\$ -	\$ 218	\$ 360	\$ -
<b>Services Sub Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 218</b>	<b>\$ 360</b>	<b>\$ -</b>
<b>Department Total</b>	<b>\$ 1,546</b>	<b>\$ 6,701</b>	<b>\$ 2,915</b>	<b>\$ 6,360</b>	<b>\$ 3,700</b>



# Lancaster Police Department



## Personnel Organization Chart



## Personnel Summary

Position	Adopted '11-12	Adopted '12-13	Adopted '13-14
<b>Chief of Police</b>	1	1	1
<b>Assistant Police Chief</b>	2	2	2
<b>Lieutenant</b>	6	6	6
<b>Sergeant</b>	7	7	7
<b>Police Officer</b>	35	35	35
<b>Office &amp; Records Manager</b>	0	1	1
<b>Records Supervisor</b>	1	0	0
<b>Office Manager</b>	1	0	0
<b>CID Technician</b>	1	1	1
<b>Property &amp; Evidence Technician</b>	1	1	1
<b>Police Technicians</b>	1	2	2
<b>PT Hourly - Police (.5)</b>	1	0	0
<b>Total</b>	56	56	56

## Department Narrative

The Police Department is tasked with providing law enforcement and crime prevention services for citizens and visitors to the City of Lancaster. This is done through frequent and random patrols throughout the city by police officers, traffic enforcement, criminal investigations and community outreach events. The department participates in many community outreach and crime prevention/education events such as National Night Out, Neighborhood watch meetings, business watch meetings and the Citizen's Public Safety Academy. The police department also investigates criminal activity within the city and prepares cases for prosecution with the Dallas County District Attorney's Office.

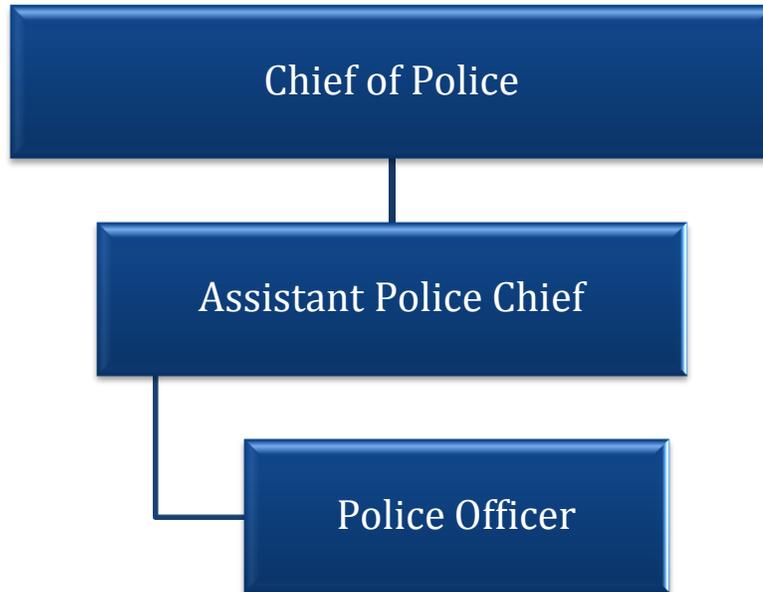
Departmental Goals				
<b>City Council Goals:</b>				
<ul style="list-style-type: none"> <li>• Increase the Department's partnership with citizens, neighborhoods, schools, and other community groups</li> <li>• Increase awareness of crime prevention measures by creating community watch groups for businesses</li> <li>• Foster citizen interaction and education by hosting Public Safety Academy Programs</li> <li>• Encourage citizen participation through programs such as Citizens Public Safety Academy, Crime Victim's Assistance, and Volunteer Program</li> <li>• Enhance departmental efficiency by reducing officer downtime and developing user friendly reports</li> <li>• Enhance law enforcement accountability through strengthening patrol reporting, increasing traffic safety enforcement, enhancing the Reserve Police Officer Program.</li> <li>• Investigate cooperative agreements with other law enforcement agencies on items such as training, intelligence sharing, and grant opportunities</li> </ul>				
Workload Indicators	11-12 Actual	12-13 Actual		2013-2014 Target
City Population / Square City Miles	36,000/30	36,390/33		36,700/33
Sworn Officers	54	53		
Calls for Service	41,340	43,000		
Citations / Violations	9095/14000	9095/14,000		
Arrests	2,782	2,708		
Accidents Reported	310	310		
Part I Crimes	2,143	1,948		
Public Safety Academies	1	1		
Attendance at National Night Out Events	15	15		
Performance Measurement	11-12 Actual	12-13 Actual		2013-2014 Target
Homeowner's Association Meeting Attendance	5	5		
New Community Watch Groups Created	10	9		
New Business Crime Watch Areas Created	2	2		
Crime Victim Liaison Program	n/a	n/a		
Partnership with UNT-Dallas Criminal Justice Program	Ongoing	n/a		
Average Offense Report Completion Time	45 Minutes	45 Minutes		
Average Arrest Report Completion Time	60 Minutes	60 Minutes		
Average Accident Report Completion Time	50 Minutes	50 Minutes		
Average Emergency Response Time	4.51 Minutes	4.51 Minutes		
Average Non-Emergency Response Time	9 Minutes	9 Minutes		
Part I Crimes per 1000 Population	59	59		
Sworn Officers per 1000 Population/per Square City Mile	1.5/ 1.8	1.5/ 1.6		
Budget Summary	2011-2012 Actual	2012-2013		
		Budget	Estimate	
Personnel	4,731,415	4,666,899	4,942,593	4,807,954
Supplies	248,084	261,821	172,765	211,425
Maintenance	52,267	66,171	53,420	59,000
Services	393,714	420,549	370,290	421,600
Capital Outlay	(12,325)	-	-	-
<b>TOTAL</b>	<b>5,413,155</b>	<b>5,415,440</b>	<b>5,539,068</b>	<b>5,499,979</b>

# Lancaster Police Department

Account Object	Description	2011	2012	2013	2013	2014
		Actual	Actual	YTD Actual	Budget	Proposed
101	SALARIES-REGULAR	\$ 3,084,234	\$ 3,115,083	\$ 2,560,959	\$ 3,128,447	\$ 3,156,808
102	SALARIES-PART TIME	\$ 31,221	\$ 94	\$ -	\$ -	\$ -
103	SALARIES-OVERTIME	\$ 201,591	\$ 305,256	\$ 277,216	\$ 215,400	\$ 215,400
104	SALARIES-LONGEVITY	\$ 21,066	\$ 22,216	\$ 19,293	\$ 22,252	\$ 21,832
105	GROUP HEALTH INSURANCE	\$ 531,907	\$ 396,635	\$ 315,541	\$ 535,789	\$ 428,131
106	TMRS	\$ 483,444	\$ 491,837	\$ 417,892	\$ 491,437	\$ 506,611
107	FICA	\$ 261,409	\$ 254,730	\$ 217,012	\$ 238,505	\$ 247,154
109	SALARIES-WELL PAY	\$ 32,106	\$ 28,712	\$ 34,832	\$ 16,898	\$ 17,227
110	DENTAL INSURANCE	\$ 10,727	\$ 10,121	\$ 7,926	\$ 11,244	\$ 11,700
113	SALARIES-CAR ALLOWANCE	\$ 1,400	\$ -	\$ -	\$ -	\$ -
114	SALARIES-ASSIGNMENT PAY	\$ 29,779	\$ 31,538	\$ 23,351	\$ 35,360	\$ 27,040
115	CERTIFICATION PAY	\$ 32,567	\$ 35,768	\$ 27,875	\$ 35,485	\$ 31,869
118	CELL PHONE ALLOWANCE	\$ -	\$ 4,665	\$ 4,404	\$ 5,280	\$ 8,640
120	GROUP LIFE INSURANCE	\$ 879	\$ 4,001	\$ 3,012	\$ 5,662	\$ 5,662
121	UNIFORMS	\$ -	\$ -	\$ 5,000	\$ 5,000	\$ 5,000
130	WORKERS COMPENSATION	\$ 37,063	\$ 52,652	\$ 42,023	\$ 50,501	\$ 61,439
131	EAP EXPENSE	\$ 25	\$ 1,284	\$ 1,166	\$ 1,444	\$ 1,444
<b>Personnel Sub Total</b>		<b>\$ 4,759,418</b>	<b>\$ 4,754,592</b>	<b>\$ 3,957,501</b>	<b>\$ 4,798,704</b>	<b>\$ 4,745,957</b>
<b>Supplies</b>						
Account Object	Description	2011	2012	2013	2013	2014
201	SUPPLIES	\$ 6,266	\$ 4,990	\$ 6,010	\$ 6,700	\$ 5,870
202	UNIFORMS AND CLOTHING	\$ 14,237	\$ 16,610	\$ 19,963	\$ 22,000	\$ 18,500
203	MOTOR VEHICLE SUPPLIES	\$ 16,088	\$ 15,754	\$ 14,475	\$ 12,500	\$ -
204	MINOR EQUIP/FURN/FIX/TOOLS/ETC	\$ 3,907	\$ 25,098	\$ 248	\$ 2,450	\$ 2,200
205	JANITORIAL & CLEANING SUPPLIES	\$ 193	\$ -	\$ 163	\$ 250	\$ -
208	EDUCATION & REC SUPPLIES	\$ 709	\$ -	\$ -	\$ 500	\$ 515
210	FOOD/BEV-MEETINGS/FUNCTIONS	\$ 1,208	\$ 419	\$ 773	\$ 850	\$ 1,000
211	OTHER OPERATIONAL SUPPLIES	\$ 3,174	\$ 5,661	\$ 1,630	\$ 5,925	\$ 3,500
212	AMMUNITION	\$ 5,085	\$ -	\$ 3,000	\$ 5,000	\$ 5,000
214	POSTAGE/SHIPPING/DELIVERY	\$ 2,723	\$ 1,770	\$ 1,785	\$ 2,000	\$ 1,977
215	TRAINING SUPPLIES	\$ 4,797	\$ 2,804	\$ 2,278	\$ 2,500	\$ 2,060
218	FUEL & OIL	\$ 185,652	\$ 200,708	\$ 146,675	\$ 150,000	\$ 145,000
219	DATA PROCESSING SUPPLIES	\$ 5,229	\$ 5,253	\$ 5,845	\$ 6,000	\$ 4,120
220	INVESTIGATION SUPPLIES	\$ 1,596	\$ 5,078	\$ 3,044	\$ 4,500	\$ 2,000
<b>Supplies Sub Total</b>		<b>\$ 250,865</b>	<b>\$ 284,146</b>	<b>\$ 205,889</b>	<b>\$ 221,175</b>	<b>\$ 191,742</b>
<b>Maintenance</b>						
Account Object	Description	2011	2012	2013	2013	2014
301	MAINT-BLDG & STRUCTURES	\$ 4,100	\$ 2,220	\$ 958	\$ 1,500	\$ -
302	MAINT-MOTOR VEHICLES	\$ 43,130	\$ 61,991	\$ 56,673	\$ 55,000	\$ 51,500
303	MAINT-EQUIP & MACHINERY	\$ 735	\$ 1,803	\$ -	\$ 1,500	\$ 950
314	MAINT-RADIO EQUIPMENT	\$ 3,749	\$ -	\$ 1,297	\$ 1,500	\$ 2,575
342	MAINT-DATA PROCESSING EQUIP	\$ 117	\$ 355	\$ -	\$ -	\$ -
346	MAINT-HEATING & COOLING SYSTEM	\$ 436	\$ -	\$ 403	\$ -	\$ -
<b>Maintenance Sub Total</b>		<b>\$ 52,267</b>	<b>\$ 66,369</b>	<b>\$ 59,331</b>	<b>\$ 59,500</b>	<b>\$ 55,025</b>
<b>Services</b>						
Account Object	Description	2011	2012	2013	2013	2014
401	TELEPHONE & COMMUNICATIONS	\$ 3,620	\$ -	\$ -	\$ -	\$ -
402	RENTAL OF EQUIPMENT	\$ 9,762	\$ 8,949	\$ 6,794	\$ 9,800	\$ 8,160
407	SPECIAL SERVICES	\$ 50,123	\$ 49,763	\$ 26,573	\$ 43,000	\$ 69,290
409	TRAVEL & EDUCATION	\$ 30,678	\$ 36,961	\$ 21,835	\$ 29,800	\$ 18,500
414	DUES & SUBSCRIPTIONS	\$ 11,842	\$ 14,829	\$ 12,559	\$ 13,750	\$ 9,365
416	OTHER/PROFESSIONAL SERVICES	\$ 94,947	\$ 31,763	\$ 32,623	\$ 42,050	\$ 51,625
419	AWARDS	\$ 712	\$ -	\$ 99	\$ 500	\$ 550
421	PRINTING	\$ 3,862	\$ 589	\$ 830	\$ 1,500	\$ 1,750
434	SPECIAL EVENTS	\$ 563	\$ 344	\$ 69	\$ -	\$ 1,200
435	LABORATORY CHARGES	\$ 6,795	\$ 4,181	\$ 4,298	\$ 5,000	\$ 4,000
462	CELLULAR TELEPHONE & PAGERS	\$ 751	\$ 1,942	\$ 2,198	\$ 4,200	\$ 720
476	ACCT ANALYSIS FEES-JPM	\$ 5,013	\$ 1,594	\$ 1,021	\$ -	\$ -
544	PEST CONTROL SERVICES	\$ -	\$ -	\$ 182	\$ -	\$ -
557	CITY JAIL CONTRACT	\$ 240,850	\$ 263,734	\$ 225,737	\$ 271,000	\$ 303,350
559	CONTRACT/TEMPORARY LABOR	\$ 18,982	\$ 8,871	\$ 6,146	\$ -	\$ -
<b>Services Sub Total</b>		<b>\$ 478,499</b>	<b>\$ 423,519</b>	<b>\$ 340,962</b>	<b>\$ 420,600</b>	<b>\$ 468,510</b>
<b>Capital</b>						
Account Object	Description	2011	2012	2013	2013	2014
609	CAPITAL-MACHINERY & EQUIPMENT	\$ 10,380	\$ 6,068	\$ -	\$ -	\$ -
610	CAPITAL-MOTOR VEHICLES	\$ (12,325)	\$ -	\$ -	\$ -	\$ -
617	CAPITAL-OFFICE EQUIPMENT	\$ 50,428	\$ 17,500	\$ -	\$ -	\$ -
<b>Capital Sub Total</b>		<b>\$ 48,482</b>	<b>\$ 23,568</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Department Total</b>		<b>\$ 5,589,531</b>	<b>\$ 5,552,194</b>	<b>\$ 4,563,684</b>	<b>\$ 5,499,979</b>	<b>\$ 5,461,234</b>



## Personnel Organization Chart



## Personnel Summary

Position	Adopted '11-12	Adopted '12-13	Adopted '13-14
Police Officer	3	3	3
<b>Total</b>	<b>3</b>	<b>3</b>	<b>3</b>

## Department Narrative

The COPS Grant is a federally funded grant that provides the Police Department with funding for 3 police officers (salary and benefits). The funding is for a 3 year time period per officer and enhances the department's ability to staff patrol shifts and engage in community oriented policing activities that otherwise would not be possible.

Departmental Goals				
<b>City Council Goals:</b>				
<ul style="list-style-type: none"> <li>• Increase the Department's partnership with citizens, neighborhoods, schools, and other community groups</li> <li>• Increase awareness of crime prevention measures by creating community watch groups for businesses</li> <li>• Foster citizen interaction and education by hosting Public Safety Academy Programs</li> <li>• Encourage citizen participation through programs such as Citizens Public Safety Academy, Crime Victim's Assistance, and Volunteer Program</li> <li>• Enhance departmental efficiency by reducing officer downtime and developing user friendly reports</li> <li>• Enhance law enforcement accountability through strengthening patrol reporting, increasing traffic safety enforcement, enhancing the Reserve Police Officer Program.</li> <li>• Investigate cooperative agreements with other law enforcement agencies on items such as training, intelligence sharing, and grant opportunities</li> </ul>				
Workload Indicators	11-12 Actual	12-13 Actual		2013-2014 Target
City Population / Square City Miles	36,000/30	36,390/33		36,700/33
Sworn Officers	54	53		53
Calls for Service	41,340	43,000		43,000
Citations / Violations	9095/14000	9095/14,000		9095/14000
Arrests	2,782	2,708		2,708
Accidents Reported	310	310		310
Part I Crimes	2,143	1,948		1,948
Public Safety Academies	1	1		1
Attendance at National Night Out Events	15	15		15
Performance Measurement	11-12 Actual	12-13 Actual		2013-2014 Target
Homeowner's Association Meeting Attendance	5	5		5
New Community Watch Groups Created	10	9		9
New Business Crime Watch Areas Created	2	2		2
Crime Victim Liaison Program	n/a	n/a		n/a
Partnership with UNT-Dallas Criminal Justice Program	Ongoing	n/a		n/a
Average Offense Report Completion Time	45 Minutes	45 Minutes		45minutes
Average Arrest Report Completion Time	60 Minutes	60 Minutes		60minutes
Average Accident Report Completion Time	50 Minutes	50 Minutes		50minutes
Average Emergency Response Time	4.51 Minutes	4.51 Minutes		4.51minutes
Average Non-Emergency Response Time	9 Minutes	9 Minutes		9minutes
Part I Crimes per 1000 Population	59	59		59
Sworn Officers per 1000 Population/per Square City Mile	1.5/ 1.8	1.5/ 1.6		1.5/1.6
Budget Summary	2011-2012 Actual	2012-2013		2013-2014 Budget
		Budget	Estimate	
Personnel	103,389	112,952	171,417	163,958
Supplies	-	-	-	-
Maintenance	-	-	-	-
Services	-	-	-	-
Capital Outlay	-	-	-	-
<b>TOTAL</b>	<b>103,389</b>	<b>112,952</b>	<b>171,417</b>	<b>163,958</b>

# COPS Grant

		2011	2012	2013	2013	2014
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
101	SALARIES-REGULAR	\$ 69,273	\$ 75,550	\$ 39,545	\$ 120,233	\$ 102,984
103	SALARIES-OVERTIME	\$ 2,059	\$ 6,245	\$ 7,803	\$ -	\$ -
104	SALARIES-LONGEVITY	\$ 1	\$ 58	\$ 63	\$ 76	\$ 124
105	GROUP HEALTH INSURANCE	\$ 16,739	\$ 12,360	\$ 5,732	\$ 13,648	\$ 14,030
106	TMRS	\$ 10,192	\$ 11,363	\$ 6,814	\$ 17,115	\$ 15,068
107	FICA	\$ 4,783	\$ 5,997	\$ 3,653	\$ 9,249	\$ 7,891
109	SALARIES-WELL PAY	\$ -	\$ -	\$ 772	\$ 588	\$ 515
110	DENTAL INSURANCE	\$ 209	\$ 426	\$ 384	\$ 858	\$ 936
120	GROUP LIFE INSURANCE	\$ 26	\$ 102	\$ 55	\$ 281	\$ 230
130	WORKERS COMPENSATION	\$ 106	\$ 2,032	\$ 725	\$ 1,838	\$ 1,910
131	EAP EXPENSE	\$ 1	\$ 39	\$ 24	\$ 72	\$ 59
<b>Personnel Sub Total</b>		<b>\$ 103,389</b>	<b>\$ 114,174</b>	<b>\$ 65,571</b>	<b>\$ 163,958</b>	<b>\$ 143,747</b>
<b>Department Total</b>		<b>\$ 103,389</b>	<b>\$ 114,174</b>	<b>\$ 65,571</b>	<b>\$ 163,958</b>	<b>\$ 143,747</b>



## Personnel Organization Chart



## Personnel Summary

Position	Adopted '11-12	Adopted '12-13	Adopted '13-14
Officer K-9	0	1	1
<b>Total</b>	0	1	1

## Department Narrative

The K-9 unit patrols all parts of the City of Lancaster and respond to assist on alarm calls; burglary calls; building searches; article searches; suspect tracking; area and building searches for suspects; narcotics; and officer safety assists. The K-9 unit may also assist on other police calls but try to stay available for calls where the dog might be deployed. The dog is a proven deterrent to criminals who might otherwise try to confront the officer. The K-9 unit also participates in many civic functions and educational demonstrations throughout the year.

# Police - FBI Highway Interdiction Grant

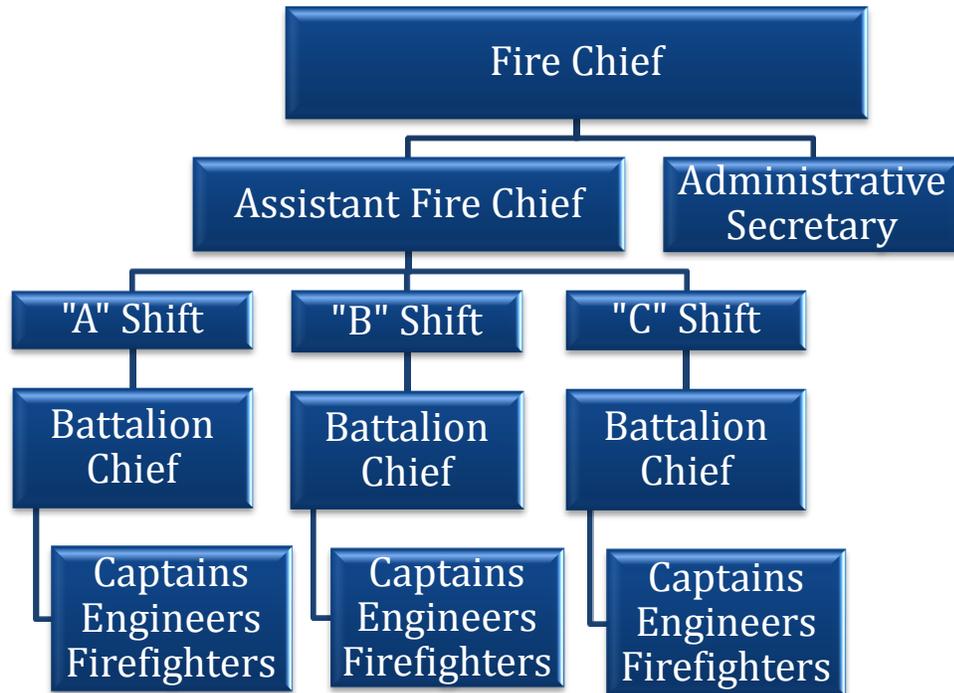
		2011	2012	2013	2013	2014
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
	103 SALARIES-OVERTIME	\$ -	\$ -	\$ -	\$ 9,000	\$ 9,000
	105 GROUP HEALTH INSURANCE	\$ -	\$ -	\$ 59	\$ -	\$ -
	106 TMRS	\$ -	\$ -	\$ 101	\$ -	\$ 1,315
	107 FICA	\$ -	\$ -	\$ 55	\$ -	\$ 692
	109 SALARIES-WELL PAY	\$ -	\$ -	\$ -	\$ -	\$ 45
	110 DENTAL INSURANCE	\$ -	\$ -	\$ 5	\$ -	\$ -
	114 SALARIES-ASSIGNMENT PAY	\$ -	\$ -	\$ 720	\$ 1,920	\$ -
	120 GROUP LIFE INSURANCE	\$ -	\$ -	\$ 1	\$ -	\$ 102
	130 WORKERS COMPENSATION	\$ -	\$ -	\$ 12	\$ -	\$ 167
	131 EAP EXPENSE	\$ -	\$ -	\$ 0	\$ -	\$ 26
<b>Personnel Sub Total</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ 952</b>	<b>\$ 10,920</b>	<b>\$ 11,347</b>
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
	409 TRAVEL & EDUCATION	\$ -	\$ -	\$ -	\$ 4,080	\$ -
<b>Services Sub Total</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 4,080</b>	<b>\$ -</b>
<b>Department Total</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ 952</b>	<b>\$ 15,000</b>	<b>\$ 11,347</b>



TREE CITY USA

Fire

## Personnel Organization Chart



## Personnel Summary

Position	Adopted '11-12	Adopted '12-13	Adopted '13-14
<b>Fire Chief</b>	1	1	1
<b>Assistant Fire Chief</b>	1	1	1
<b>Battalion Chief</b>	3	3	3
<b>Captain</b>	10	11	11
<b>Fire Engineer</b>	22	21	21
<b>Fire Fighter</b>	19	19	19
<b>Office Manager</b>	0	0	0
<b>Administrative Secretary</b>	0	0	1
<b>Total</b>	56	56	57

## Department Narrative

Fire Administration organizes and directs all functions of the Lancaster Fire Department. Activities include all communications, coordination of emergency services, and interaction with outside agencies. The Lancaster Fire Department responds to fires, rescues, vehicle accidents, hazardous material incidents and performs public fire safety education. The Department also provides Advanced Life Support Emergency Medical Services through its paramedic personnel. Emergency transportation to medical facilities is provided via Mobile Intensive Care Units.



Departmental Goals				
<p><b>City Council Goals:</b></p> <ul style="list-style-type: none"> <li>• Healthy, Safe and Vibrant Neighborhoods</li> <li>• Improve staffing on fire trucks above an average of two personnel</li> <li>• Keep all three ambulances in-service as much as possible. Staff 75% of time.</li> <li>• Staff ambulances 20% of the time with two paramedics.</li> <li>• Provide advanced care to patients suffering from strokes, heart attacks, trauma, or other medical problems.</li> <li>• Maintain response times as low as possible with increasing call volume and population growth.</li> <li>• Improve response capabilities for large scale disasters such as floods, tornados, terrorism, etc.</li> <li>• Maintain service level of one Mobile Intensive Care Unit (MICU) at each fire station.</li> <li>• Encourage fire station personnel to visit their neighborhoods during the year.</li> <li>• Maintain the Fire Department comprehensive wellness-fitness program.</li> <li>• Follow equipment replacement plan as possible.</li> </ul>				
Workload Indicators	11-12 Actual	12-13 Actual		2013-2014 Target
City Population	36,000	36,390		36,700
Calls for Service "Responses"	9,741	9,500		
Stations	3	3		
Uniformed Personnel	53	57		
Responses (Average per day)	27.00	26.00		
Units staffed	7	7		
Performance Measurement	11-12 Actual	12-13 Actual		2013-2014 Target
Percent of property saved from fire	97%	90%		
Paramedics trained	2	7		
Apparatus staffing per unit	2	2.25		
Response times with increased call volume	4.59 minutes	5.50 minutes		
Percentage of 4 firefighters on scene in 5 minutes	9%	10%		
Percentage of 14 firefighters on scene in 9 minutes	54%	20%		
Increase ambulance billing revenue	3%	10%		
Dependency on mutual aid assistance	210	300		
Public Fire Safety Education contacts	1,323	8,500		
In the field CPR recesutations	6	20		
Budget Summary	2011-2012 Actual	2012-2013 Estimate Budget		2013-2014 Budget
Personnel	5,155,231	4,841,428	4,909,841	5,089,912
Supplies	257,765	230,614	230,950	259,268
Maintenance	105,934	87,948	77,250	83,300
Services	154,559	167,447	145,145	173,710
Capital Outlay	6,000	15,483	-	-
<b>TOTAL</b>	<b>5,679,488</b>	<b>5,342,921</b>	<b>5,363,186</b>	<b>5,606,190</b>

# Lancaster Fire Department

Account Object	Description	2011 Actual	2012 Actual	2013 YTD Actual	2013 Budget	2014 Proposed
101	SALARIES-REGULAR	\$ 3,293,568	\$ 3,168,758	\$ 2,719,536	\$ 3,306,457	\$ 3,333,575
103	SALARIES-OVERTIME	\$ 164,251	\$ 216,631	\$ 227,005	\$ 140,000	\$ 140,000
104	SALARIES-LONGEVITY	\$ 28,641	\$ 29,802	\$ 25,356	\$ 30,948	\$ 28,104
105	GROUP HEALTH INSURANCE	\$ 658,167	\$ 555,102	\$ 439,742	\$ 573,421	\$ 548,002
106	TMRS	\$ 518,773	\$ 497,862	\$ 443,362	\$ 514,877	\$ 532,975
107	FICA	\$ 265,905	\$ 256,735	\$ 228,138	\$ 257,614	\$ 267,813
108	SALARIES-PARAMEDIC	\$ 91,825	\$ 95,268	\$ 82,014	\$ 99,999	\$ 101,474
109	SALARIES-WELL PAY	\$ 11,346	\$ 6,923	\$ 12,147	\$ 17,664	\$ 18,094
110	DENTAL INSURANCE	\$ 11,827	\$ 10,380	\$ 9,860	\$ 12,531	\$ 14,040
112	SALARIES-OUT OF CLASS	\$ 12,128	\$ 9,862	\$ 7,457	\$ 13,000	\$ 13,000
113	SALARIES-CAR ALLOWANCE	\$ 1,928	\$ -	\$ -	\$ -	\$ -
114	SALARIES-ASSIGNMENT PAY	\$ -	\$ 2,086	\$ 1,714	\$ 2,080	\$ 2,080
115	CERTIFICATION PAY	\$ 34,148	\$ 36,157	\$ 30,717	\$ 38,524	\$ 40,332
118	CELL PHONE ALLOWANCE	\$ -	\$ 394	\$ 1,226	\$ 1,440	\$ 1,440
120	GROUP LIFE INSURANCE	\$ 875	\$ 4,287	\$ 3,267	\$ 6,018	\$ 6,120
125	SALARIES-FLSA OVERTIME	\$ 22,176	\$ 24,777	\$ 23,591	\$ 25,000	\$ 25,000
130	WORKERS COMPENSATION	\$ 39,327	\$ 45,884	\$ 39,927	\$ 47,805	\$ 57,933
131	EAP EXPENSE	\$ 24	\$ 1,360	\$ 1,249	\$ 1,534	\$ 1,560
149	TLFFRA ANNUITY PAYMENT	\$ 325	\$ -	\$ -	\$ 1,000	\$ 1,000
<b>Personnel Sub Total</b>		<b>\$ 5,155,231</b>	<b>\$ 4,962,267</b>	<b>\$ 4,296,309</b>	<b>\$ 5,089,912</b>	<b>\$ 5,132,542</b>
<b>Account Object Description</b>						
201	OFFICE SUPPLIES	\$ 5,918	\$ 4,946	\$ 2,807	\$ 5,000	\$ 4,000
202	UNIFORMS AND CLOTHING	\$ 42,827	\$ 46,734	\$ 47,137	\$ 47,020	\$ 47,150
203	MOTOR VEHICLE SUPPLIES	\$ 1,758	\$ -	\$ 432	\$ 4,128	\$ 8,900
204	MINOR EQUIP/FURN/FIX/TOOLS/ETC	\$ 61,180	\$ 29,322	\$ 14,901	\$ 33,780	\$ 49,990
205	JANITORIAL & CLEANING SUPPLIES	\$ 63	\$ -	\$ 5,209	\$ 5,759	\$ 3,000
206	CHEMICALS	\$ 39	\$ -	\$ -	\$ -	\$ -
208	EDUCATION & REC SUPPLIES	\$ 3,360	\$ 3,098	\$ (5)	\$ 600	\$ 2,000
210	FOOD-BEV-MEETINGS/FUNCTIONS	\$ 283	\$ 74	\$ 162	\$ 250	\$ 400
211	OTHER OPERATIONAL SUPPLIES	\$ 7,404	\$ 6,312	\$ 2,092	\$ 2,480	\$ 3,500
214	POSTAGE/SHIPPING/DELIVERY	\$ 797	\$ 611	\$ 430	\$ 850	\$ 500
216	MEDICAL SUPPLIES	\$ 71,185	\$ 78,200	\$ 68,211	\$ 73,440	\$ 71,380
218	FUEL & OIL	\$ 62,952	\$ 64,826	\$ 50,537	\$ 65,000	\$ 64,996
231	SOFTWARE	\$ -	\$ -	\$ -	\$ 4,000	\$ 4,400
<b>Total</b>		<b>\$ 257,765</b>	<b>\$ 234,124</b>	<b>\$ 191,913</b>	<b>\$ 242,307</b>	<b>\$ 260,216</b>
<b>Account Object Description</b>						
301	MAINT-BLDG & STRUCTURES	\$ 28,450	\$ 7,701	\$ 6,001	\$ 4,000	\$ -
302	MAINT-MOTOR VEHICLES	\$ 61,604	\$ 64,915	\$ 49,255	\$ 69,300	\$ 50,540
303	MAINT-EQUIP & MACHINERY	\$ 6,556	\$ 5,088	\$ 11,092	\$ 20,600	\$ 34,175
307	MAINT-INSTRUMENTS & APPARATUS	\$ 6,649	\$ 6,021	\$ 3,799	\$ 6,000	\$ 9,000
314	MAINT-RADIO EQUIPMENT	\$ 2,239	\$ 2,455	\$ 948	\$ 1,500	\$ 3,000
321	MAINT-HYDRANTS	\$ -	\$ -	\$ -	\$ -	\$ 1,000
342	MAINT-DATA PROCESSING EQUIP	\$ -	\$ 1,020	\$ -	\$ -	\$ -
346	MAINT-HEATING & COOLING SYSTEM	\$ 436	\$ -	\$ (1,176)	\$ 9	\$ -
<b>Total</b>		<b>\$ 105,934</b>	<b>\$ 87,199</b>	<b>\$ 69,920</b>	<b>\$ 101,409</b>	<b>\$ 97,715</b>
<b>Account Object Description</b>						
401	TELEPHONE & COMMUNICATIONS	\$ 1,043	\$ 503	\$ -	\$ -	\$ 1,620
402	RENTAL OF EQUIPMENT	\$ 5,300	\$ 5,219	\$ 4,197	\$ 7,820	\$ 9,838
407	SPECIAL SERVICES	\$ 2,333	\$ 5,336	\$ 5,700	\$ 6,000	\$ 5,300
409	TRAVEL & EDUCATION	\$ 23,940	\$ 28,442	\$ 26,275	\$ 29,700	\$ 30,475
414	DUES & SUBSCRIPTIONS	\$ 2,872	\$ 1,469	\$ 2,655	\$ 2,850	\$ 2,050
415	TRANS TO VEHICLE REPL FUND	\$ 247	\$ -	\$ -	\$ -	\$ -
416	PROFESSIONAL SERVICES	\$ 3,840	\$ 600	\$ 9,689	\$ 8,000	\$ 28,100
418	MEDICAL EXPENSE	\$ -	\$ 170	\$ 110	\$ 1,000	\$ 1,000
419	AWARDS	\$ -	\$ -	\$ 311	\$ 311	\$ 500
420	INTERNAL TRAINING	\$ -	\$ -	\$ -	\$ -	\$ 2,200
421	PRINTING	\$ 1,911	\$ 121	\$ 1,278	\$ 1,650	\$ 1,470
426	VOLUNTEER FIREMENS PENSION	\$ 650	\$ 650	\$ 1,300	\$ 1,000	\$ 1,000
434	SPECIAL EVENTS	\$ 5,665	\$ 66	\$ 352	\$ 425	\$ 200
446	CITY ATTORNEY FEES	\$ 420	\$ -	\$ -	\$ -	\$ -
451	RADIO TIE-IN TO PARKLAND	\$ 15,914	\$ 18,169	\$ 2,255	\$ 22,000	\$ 23,000
453	E M S TRAINING	\$ 27,020	\$ 27,252	\$ 25,801	\$ 26,000	\$ 32,000
455	CERTIFICATION FEES	\$ 5,005	\$ 7,327	\$ 11,247	\$ 11,725	\$ 12,440
462	CELLULAR TELEPHONE & PAGERS	\$ 5,946	\$ 183	\$ 2,606	\$ 3,240	\$ 3,240
476	ACCT ANALYSIS FEES-JPM	\$ 5,404	\$ 6,061	\$ 4,711	\$ 6,000	\$ 6,000
544	PEST CONTROL SERVICES	\$ -	\$ 180	\$ 182	\$ -	\$ -
554	AMBULANCE BILLING SERVICE FEE	\$ 35,199	\$ 54,185	\$ 30,867	\$ 28,000	\$ 40,000
558	EMPLOYEE PHYSICAL ASSESSMENT	\$ 11,850	\$ 11,915	\$ 12,340	\$ 12,900	\$ 18,900
<b>Total</b>		<b>\$ 154,559</b>	<b>\$ 167,847</b>	<b>\$ 141,877</b>	<b>\$ 168,621</b>	<b>\$ 219,333</b>
<b>Account Object Description</b>						
609	CAPITAL-MACHINERY & EQUIPMENT	\$ -	\$ 12,197	\$ 44,171	\$ 3,950	\$ -
610	CAPITAL-MOTOR VEHICLES	\$ 6,000	\$ -	\$ 628	\$ -	\$ -
618	CAPITAL-COMPUTER EQUIPMENT	\$ -	\$ 3,286	\$ -	\$ -	\$ -
622	CAPITAL-VEHICLE ACCESSORIES	\$ -	\$ 6,617	\$ -	\$ -	\$ -
<b>Total</b>		<b>\$ 6,000</b>	<b>\$ 22,100</b>	<b>\$ 44,799</b>	<b>\$ 3,950</b>	<b>\$ -</b>
<b>Department Total</b>		<b>\$ 5,679,488</b>	<b>\$ 5,473,537</b>	<b>\$ 4,744,817</b>	<b>\$ 5,606,199</b>	<b>\$ 5,709,806</b>



## Personnel Organization Chart



## Personnel Summary

There is no personnel for this program.

## Department Narrative

The Fire Chief is responsible for the coordination of the Emergency Management Plan in the City of Lancaster. The Emergency Operations Center is opened in response to potentially disastrous situations such as severe weather and hazardous materials incidents.

Departmental Goals				
<b>City Council Goals:</b>				
<ul style="list-style-type: none"> <li>• Maintain emergency generators and early warning sirens</li> <li>• Maintaining a credible Emergency Operations Plan (EOP)</li> <li>• Maintain the City of Lancaster's Emergency Operations Center (EOC)</li> <li>• Coordinate with Regional partners in the response to disasters</li> <li>• Maintain response capabilities for large scale disasters such as floods, tornados and terrorism</li> </ul>				
Workload Indicators	11-12 Actual	12-13 Actual		2013-2014 Target
Siren activation testing	198	200		
Severe Weather events monitored	44	52		
Emergency Plan Annexe updates	4	12		
Code Red maintenance	153	150		
Generator Checks	60	60		
Performance Measurement	11-12 Actual	12-13 Actual		2013-2014 Target
Siren activations	4	6		
Emergency Operation Center (EOC) activations	32	30		
Emergency Operation Plan (EOP) rating	Intermediate	Advanced		
Generator Activations	4	5		
City Disaster Training	3	4		
Regional Disaster meetings	4	6		
Disaster Drill	4	6		
Code Red notifications	1	2		
Budget Summary	2011-2012 Actual	2012-2013		2013-2014 Budget
		Budget	Estimate	
Personnel	254	-	-	-
Supplies	2,275	2,300	3,000	3,300
Maintenance	12,590	5,083	11,500	21,700
Services	28,185	27,810	52,500	22,580
Capital Outlay	-	-	-	-
<b>TOTAL</b>	<b>43,304</b>	<b>35,192</b>	<b>67,000</b>	<b>47,580</b>

# Emergency Management

		2011	2012	2013	2013	2014
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
105	GROUP HEALTH INSURANCE	\$ 105	\$ -	\$ -	\$ -	\$ -
106	TMRS	\$ 16	\$ -	\$ -	\$ -	\$ -
107	FICA	\$ 9	\$ -	\$ -	\$ -	\$ -
108	SALARIES-PARAMEDIC	\$ 89	\$ -	\$ -	\$ -	\$ -
110	DENTAL INSURANCE	\$ 5	\$ -	\$ -	\$ -	\$ -
115	CERTIFICATION PAY	\$ 30	\$ -	\$ -	\$ -	\$ -
120	GROUP LIFE INSURANCE	\$ 0	\$ -	\$ -	\$ -	\$ -
130	WORKERS COMPENSATION	\$ 1	\$ -	\$ -	\$ -	\$ -
<b>Personnel Sub Total</b>		<b>\$ 254</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Supplies</b>						
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
201	OFFICE SUPPLIES	\$ 752	\$ 436	\$ 114	\$ 200	\$ -
203	MOTOR VEHICLE SUPPLIES	\$ -	\$ 428	\$ -	\$ -	\$ 500
204	MINOR EQUIP/FURN/FIX/TOOLS/ETC	\$ -	\$ 164	\$ 201	\$ 202	\$ 250
208	EDUCATION & REC SUPPLIES	\$ -	\$ -	\$ -	\$ -	\$ 100
211	OTHER OPERATIONAL SUPPLIES	\$ -	\$ -	\$ 502	\$ 502	\$ -
218	FUEL & OIL	\$ 1,522	\$ 1,272	\$ 1,599	\$ 2,000	\$ 2,000
<b>Supplies Sub Total</b>		<b>\$ 2,275</b>	<b>\$ 2,300</b>	<b>\$ 2,416</b>	<b>\$ 2,904</b>	<b>\$ 2,850</b>
<b>Equipment</b>						
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
301	MAINT-BLDG & STRUCTURES	\$ -	\$ -	\$ 741	\$ 2,500	\$ -
302	MAINT-MOTOR VEHICLES	\$ 38	\$ 16	\$ 20	\$ -	\$ 250
303	MAINT-EQUIP & MACHINERY	\$ -	\$ -	\$ 2,970	\$ 3,067	\$ 1,000
307	MAINT-INSTRUMENTS & APPARATUS	\$ -	\$ -	\$ -	\$ 200	\$ 200
314	MAINT-RADIO EQUIPMENT	\$ -	\$ 250	\$ 523	\$ 1,000	\$ 1,000
341	MAINT-EARLY WARNING SIRENS	\$ 12,552	\$ 4,817	\$ 10,775	\$ 11,000	\$ 18,000
342	MAINT-DATA PROC EQUIPMENT	\$ 12,590	\$ 5,083	\$ 15,028	\$ 17,767	\$ 20,450
<b>Services</b>						
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
401	TELEPHONE & COMMUNICATIONS	\$ -	\$ -	\$ -	\$ -	\$ 1,280
407	SPECIAL SERVICES	\$ 17,185	\$ 19,440	\$ 4,932	\$ 4,933	\$ -
409	TRAVEL & EDUCATION	\$ -	\$ -	\$ -	\$ 196	\$ 800
414	DUES & SUBSCRIPTIONS	\$ -	\$ 1,000	\$ 89	\$ -	\$ -
416	PROFESSIONAL SERVICES	\$ 11,000	\$ 4,490	\$ 18,000	\$ 18,000	\$ 35,000
462	CELLULAR TELEPHONE & PAGERS	\$ -	\$ -	\$ -	\$ 780	\$ 1,280
481	GROUND LEASE FOR RADIO TOWER	\$ -	\$ 2,880	\$ 2,880	\$ 3,000	\$ 3,000
<b>Services Sub Total</b>		<b>\$ 28,185</b>	<b>\$ 27,810</b>	<b>\$ 25,901</b>	<b>\$ 26,909</b>	<b>\$ 41,360</b>
<b>Department Total</b>		<b>\$ 43,304</b>	<b>\$ 35,192</b>	<b>\$ 43,346</b>	<b>\$ 47,580</b>	<b>\$ 64,660</b>



# Non-Departmental

## Personnel Organization Chart



## Personnel Summary

There is no personnel for this program.

## Department Narrative

The Non-Departmental Activity includes funds that are used jointly by all departments or the city as a whole. Items include city insurance, dues and subscriptions, special events and other similar items.

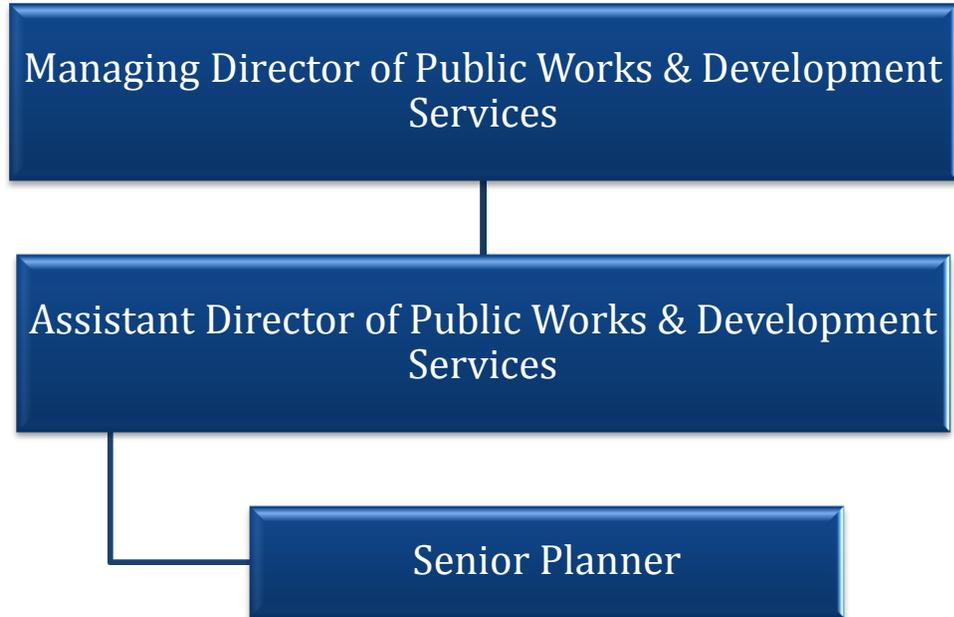


# Non-Departmental

		2011	2012	2013	2013	2014
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
122	COBRA HEALTH INSUR W/IRS CRED	\$ -	\$ 307	\$ -	\$ -	\$ -
130	WORKERS COMPENSATION	\$ -	\$ -	\$ -	\$ -	\$ 4,000
<b>Personnel Sub Total</b>		<b>\$ -</b>	<b>\$ 307</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 4,000</b>
<hr/>						
Account Object	Description					
214	POSTAGE/SHIPPING/DELIVERY	\$ 190	\$ 1,042	\$ -	\$ -	\$ -
<b>Supplies Sub Total</b>		<b>\$ 190</b>	<b>\$ 1,042</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<hr/>						
Account Object	Description					
301	MAINT-BLDG & STRUCTURES	\$ 14,379	\$ -	\$ -	\$ -	\$ -
<b>Maintenance Sub Total</b>		<b>\$ 14,379</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<hr/>						
Account Object	Description					
401	TELEPHONE & COMMUNICATIONS	\$ 30,398	\$ 30,401	\$ 147,390	\$ 83,769	\$ 83,769
403	CASUALTY INSURANCE	\$ 354,872	\$ 359,459	\$ 311,362	\$ 380,000	\$ 452,966
406	UNEMPLOYMENT INSURANCE	\$ 115,781	\$ 48,719	\$ 13,804	\$ 117,000	\$ 70,000
407	SPECIAL SERVICES	\$ 13,935	\$ -	\$ -	\$ -	\$ 4,000
414	DUES & SUBSCRIPTIONS	\$ 26,750	\$ 32,998	\$ 26,527	\$ 48,048	\$ 43,685
416	OTHER/PROFESSIONAL SERVICES	\$ 5,101	\$ 21,030	\$ 17,540	\$ 46,875	\$ 49,000
421	PRINTING	\$ 80	\$ -	\$ -	\$ -	\$ -
422	DO NOT USE	\$ 90	\$ -	\$ -	\$ -	\$ -
434	SPECIAL EVENTS	\$ 11,116	\$ 10,904	\$ 27,265	\$ 28,758	\$ 32,458
442	COMPUTER PROFESSIONAL SERVICES	\$ -	\$ -	\$ -	\$ 4,000	\$ 4,000
445	TORNADO INS-CC TO DESIGNATE	\$ -	\$ 71,598	\$ 290	\$ -	\$ -
446	CITY ATTORNEY FEES	\$ -	\$ -	\$ 1,064	\$ -	\$ -
462	CELLULAR TELEPHONE & PAGERS	\$ 38,152	\$ 30,652	\$ 4,092	\$ -	\$ -
463	ADMIN FEES-FLEX SPENDING PLAN	\$ 4,435	\$ 3,507	\$ 1,323	\$ 8,000	\$ 8,000
470	BAD DEBT EXPENSE	\$ 79,622	\$ (25,566)	\$ -	\$ -	\$ -
497	TUITION REIMBURSEMENT	\$ 6,070	\$ 5,825	\$ 2,809	\$ 7,000	\$ 7,000
507	LEASE PAYMENTS	\$ 138,654	\$ 17,282	\$ -	\$ -	\$ -
539	MISC. HEALTH BENEFIT	\$ 5,802	\$ 3,291	\$ 6,097	\$ 9,500	\$ 9,500
544	PEST CONTROL SERVICES	\$ -	\$ 692	\$ -	\$ -	\$ -
562	INCENTIVES-PROPERTY TAX REBATE	\$ -	\$ -	\$ 26,218	\$ 231,638	\$ 246,638
<b>Services Sub Total</b>		<b>\$ 830,858</b>	<b>\$ 610,792</b>	<b>\$ 585,781</b>	<b>\$ 964,587</b>	<b>\$ 1,011,015</b>
<hr/>						
<b>Department Total</b>		<b>\$ 845,427</b>	<b>\$ 612,140</b>	<b>\$ 585,781</b>	<b>\$ 964,587</b>	<b>\$ 1,015,015</b>



## Personnel Organization Chart



## Personnel Summary

Position	Adopted '11-12	Adopted '12-13	Adopted '13-14
Senior Planner	1	1	1
<b>Total</b>	<b>1</b>	<b>1</b>	<b>1</b>

## Department Narrative

The Planning Division is the primary coordinating element working to integrate political, economic, and physical conditions in the community into a system for land use and development ensuring long-term sustainability. Planning strives to facilitate decision-making, minimize conflicts between developments, improve efficiency of available resources, forecast service needs, and ensure that development occurs in a rational and coordinated manner. Planning staff is able to accomplish its goals by providing clear technical assistance and professional advice to city officials, citizens and developers. Information is collected, analyzed and disseminated regarding residential and non-residential growth. Greater emphasis will also be devoted to long range planning efforts in estimating population trends, modeling development trends, and comparing competing development interests in order to create diverse remedies for problems that may arise.

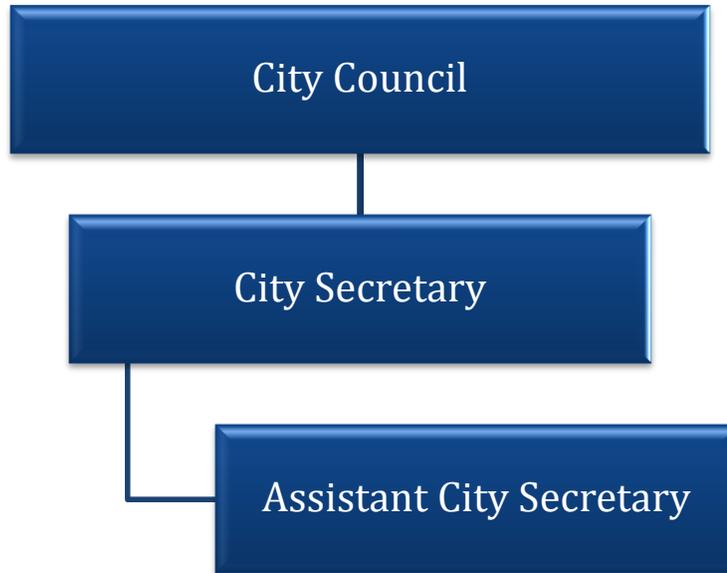
Departmental Goals				
<b>City Council Goals:</b>				
<ul style="list-style-type: none"> <li>Promote high quality commercial and residential growth through quality planning procedures and processes</li> <li>Minimize conflict between developments</li> <li>Provide clear technical assistance and professional advice to City Council, City Management, and Lancaster residents</li> <li>Update codes, regulations, and ordinances for consistency to City Council objectives</li> <li>Forecast service needs and improve efficiency of available resources</li> </ul>				
Workload Indicators	11-12 Actual	12-13 Actual		2013-2014 Target
Full Time Employees	2	1		
Lancaster Development Code Review Sessions	8	4 (Quarterly)		
Historic Downtown Beautification Project	50%	100%		
Floating Zones (Design Review)	n/a	n/a		
Total Plats Received and Reviewed	22	9		
Total Zoning Requests Received and Processed	19	9		
Total Site Plans Received and Reviewed	19	7		
Zoning Board of Adjustment Cases	2	2		
Historic Committee Landmark Cases	7	2		
Performance Measurement	11-12 Actual	12-13 Actual		2013-2014 Target
Process Certifications of Occupancies within 3 Days	85%	100%		
Comment on Civil Plans with Planning Elements within 3 Days	85%	95%		
Comment on Building Plans with Planning Elements within 3 Days	85%	90%		
Process Administrative Permits within 3 Days	85%	90%		
Complete Site Plan and Plat Applications within 30 days	90%	90%		
Zoning Applications Completed with 45 days	85%	90%		
Annexation Requests Complying with Procedural Requirements	100%	100%		
Citizen Planning Inquiries Resolved Within 24 Hours	85%	90%		
Continuing Education Units Received	40 Units	60 Units		
Budget Summary	2011-2012 Actual	2012-2013		
		Estimate	Budget	
Personnel	75,791	76,548	74,646	78,110
Supplies	1,598	1,667	2,200	850
Maintenance	217	-	-	200
Services	14,657	4,763	3,300	3,300
Capital Outlay	-	-	-	-
<b>TOTAL</b>	<b>92,263</b>	<b>82,978</b>	<b>80,146</b>	<b>82,460</b>

# Planning

		2011	2012	2013	2013	2014
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
101	SALARIES-REGULAR	\$ 57,241	\$ 56,343	\$ 30,152	\$ 57,041	\$ 67,271
104	SALARIES-LONGEVITY	\$ 15	\$ 63	\$ 10	\$ 108	\$ 24
105	GROUP HEALTH INSURANCE	\$ 5,438	\$ 6,272	\$ 3,687	\$ 6,824	\$ 6,824
106	TMRS	\$ 8,113	\$ 7,944	\$ 4,277	\$ 8,198	\$ 9,835
107	FICA	\$ 4,397	\$ 4,383	\$ 2,301	\$ 4,431	\$ 5,149
109	SALARIES-WELL PAY	\$ -	\$ 647	\$ -	\$ 283	\$ 336
110	DENTAL INSURANCE	\$ 487	\$ 432	\$ 205	\$ 515	\$ 468
118	CELL PHONE ALLOWANCE	\$ -	\$ 251	\$ 49	\$ 49	\$ -
120	GROUP LIFE INSURANCE	\$ 14	\$ 83	\$ 8	\$ 102	\$ 102
130	WORKERS COMPENSATION	\$ 86	\$ 103	\$ 54	\$ 102	\$ 146
131	EAP EXPENSE	\$ 0	\$ 25	\$ 13	\$ 26	\$ 26
<b>Personnel Sub Total</b>		<b>\$ 75,791</b>	<b>\$ 76,548</b>	<b>\$ 40,755</b>	<b>\$ 77,679</b>	<b>\$ 90,181</b>
Account Object	Description					
201	OFFICE SUPPLIES	\$ 924	\$ 178	\$ -	\$ -	\$ -
204	MINOR EQUIP/FURN/FIX/TOOLS/ETC	\$ 266	\$ -	\$ 305	\$ 300	\$ -
210	FOOD-BEV-MEETINGS/FUNCTIONS	\$ 140	\$ 124	\$ 23	\$ 150	\$ -
214	POSTAGE/SHIPPING/DELIVERY	\$ 84	\$ 884	\$ 288	\$ 200	\$ 500
218	FUEL & OIL	\$ 184	\$ 325	\$ 72	\$ 200	\$ -
<b>Supplies Sub Total</b>		<b>\$ 1,598</b>	<b>\$ 1,511</b>	<b>\$ 689</b>	<b>\$ 850</b>	<b>\$ 500</b>
Account Object	Description					
302	MAINT-MOTOR VEHICLES	\$ 217	\$ -	\$ 38	\$ 200	\$ -
<b>Maintenance Sub Total</b>		<b>\$ 217</b>	<b>\$ -</b>	<b>\$ 38</b>	<b>\$ 200</b>	<b>\$ -</b>
Account Object	Description					
402	RENTAL OF EQUIPMENT	\$ 300	\$ -	\$ 47	\$ 1,150	\$ -
408	ADVERTISING	\$ 582	\$ 153	\$ -	\$ 150	\$ 600
409	TRAVEL & EDUCATION	\$ 7,617	\$ 1,478	\$ 1,278	\$ 100	\$ 545
414	DUES & SUBSCRIPTIONS	\$ 732	\$ 1,903	\$ 260	\$ 500	\$ 600
416	OTHER/PROFESSIONAL SERVICES	\$ 3,388	\$ 979	\$ -	\$ 919	\$ 85,000
421	PRINTING	\$ 2,037	\$ 368	\$ 480	\$ 481	\$ 500
462	CELLULAR TELEPHONE & PAGERS	\$ -	\$ -	\$ 70	\$ 431	\$ 360
544	PEST CONTROL SERVICES	\$ -	\$ -	\$ 372	\$ -	\$ -
<b>Services Sub Total</b>		<b>\$ 14,657</b>	<b>\$ 4,880</b>	<b>\$ 2,508</b>	<b>\$ 3,731</b>	<b>\$ 87,605</b>
<b>Department Total</b>		<b>\$ 92,263</b>	<b>\$ 82,939</b>	<b>\$ 43,989</b>	<b>\$ 82,460</b>	<b>\$ 178,286</b>



## Personnel Organization Chart



## Personnel Summary

Position	Adopted '11-12	Adopted '12-13	Adopted '13-14
City Secretary	1	1	1
Assistant City Secretary	1	1	1
<b>Total</b>	<b>2</b>	<b>2</b>	<b>2</b>

## Department Narrative

The Office of the City Secretary maintains custody and filing for all proceedings of the City Council including Council legislation, minutes, contracts/agreements and other written and recorded documents pertaining to the operation of city government. The City Secretary prepares City Council agendas and gives notice of City Council meetings. The City Secretary serves as the City's Records Management Officer and is responsible for record requests in accordance with the Texas Public Information Act. The City Secretary coordinates and conducts all regular and special city elections. The City Secretary's office issues local alcohol beverage permits. The City Secretary's office coordinates board and commission appointments, and provides administrative assistance to the Mayor and Council.

Departmental Goals				
<b>City Secretary Office Goals:</b>				
<ul style="list-style-type: none"> <li>Prepare Lancaster City Council meeting agendas and maintain an accurate account of such proceedings including Council minutes and enrollment of ordinances and resolutions as approved by the City Council</li> <li>Conduct General Municipal Election to be held in May 2014</li> <li>Process local permit applications for alcohol beverage permits in compliance with state laws and local ordinances</li> <li>Scan and index Ordinances and Resolutions as adopted</li> <li>Serve as a document and information resource for Council, citizens and staff</li> </ul>				
Workload Indicators	11-12 Actual	12-13 Actual		2013-2014 Target
City Council Meetings	45	44		45
Population	36,200	36,390		36,700
Registered Voters	20,125	20,862		20,990
Ordinances Adopted	52	33		35
Resolutions Approved	97	109		110
Ordinances Codified	52	33		35
Proclamations Prepared	12	19		20
Open Records Requests Processed	289	252		280
Elections Held	2	1		1
Quantity of Records Eligible for Destruction (lbs.)	n/a	9,797		9,500
Agenda Packet Pages Produced (electronic)	6,050	5,925		6,050
Legal Notices Published	28	25		25
Performance Measurement	11-12 Actual	12-13 Actual		2013-2014 Target
Agenda Packets Prepared by Thursday Before Council	100%	100%		100%
Open Records Requests processed in accordance with state law	100%	100%		100%
Ordinances codified	100%	100%		100%
Citywide destruction of eligible records (lbs.)	n/a	9,797		9,500
"Local" Alcohol Beverage Permits issued	16	10		12
Ordinances and Resolutions indexed/scanned as adopted	100%	100%		100%
Council minutes prepared; ordinances and resolutions	100%	100%		100%
Line Item Details Totals	2011-2012	2012-2013		2013-2014
	Actual	Estimate	Budget	Budget
Personnel	165,407	170,525	169,504	174,958
Supplies	870	283	1,125	1,100
Maintenance	-	-	-	-
Services	7,279	7,710	8,125	14,018
Capital Outlay	-	-	-	-
<b>Total Expenditures</b>	<b>173,555</b>	<b>178,518</b>	<b>178,754</b>	<b>190,076</b>

# City Secretary's Office

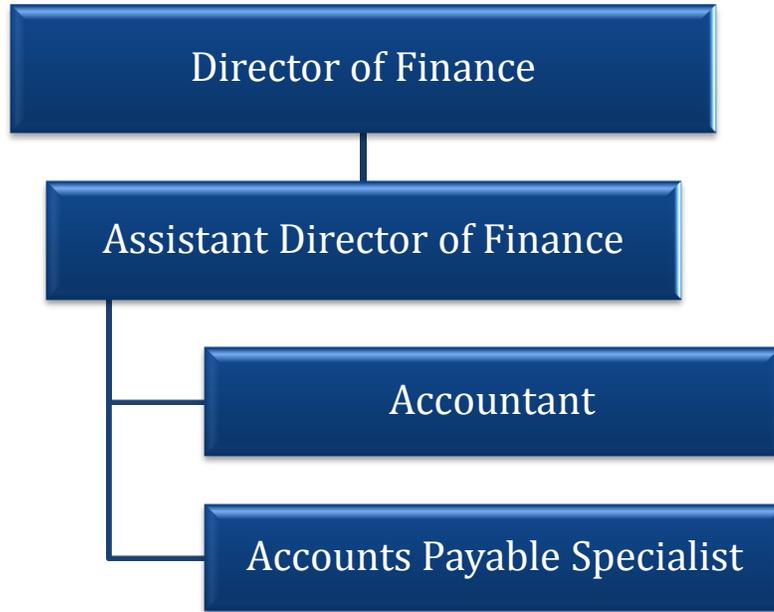
		2011	2012	2013	2013	2014
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
	101 SALARIES-REGULAR	\$ 120,667	\$ 124,736	\$ 103,243	\$ 125,037	\$ 127,757
	103 SALARIES-OVERTIME	\$ -	\$ 375	\$ 59	\$ 500	\$ 500
	104 SALARIES-LONGEVITY	\$ 347	\$ 457	\$ 465	\$ 548	\$ 644
	105 GROUP HEALTH INSURANCE	\$ 11,412	\$ 10,811	\$ 6,290	\$ 13,200	\$ 7,206
	106 TMRS	\$ 17,841	\$ 18,120	\$ 15,313	\$ 18,620	\$ 19,540
	107 FICA	\$ 9,462	\$ 9,523	\$ 8,217	\$ 9,954	\$ 9,999
	109 SALARIES-WELL PAY	\$ -	\$ 346	\$ 346	\$ 647	\$ 666
	110 DENTAL INSURANCE	\$ 841	\$ 864	\$ 730	\$ 1,030	\$ 936
	113 SALARIES-CAR ALLOWANCE	\$ 4,614	\$ 4,828	\$ 4,086	\$ 4,800	\$ 4,800
	120 GROUP LIFE INSURANCE	\$ 33	\$ 180	\$ 152	\$ 306	\$ 306
	130 WORKERS COMPENSATION	\$ 189	\$ 236	\$ 195	\$ 238	\$ 298
	131 EAP EXPENSE	\$ 1	\$ 50	\$ 46	\$ 78	\$ 78
<b>Personnel Sub Total</b>		<b>\$ 165,407</b>	<b>\$ 170,525</b>	<b>\$ 139,142</b>	<b>\$ 174,958</b>	<b>\$ 172,730</b>
Account Object	Description	2011	2012	2013	2013	2014
	201 OFFICE SUPPLIES	\$ 728	\$ 136	\$ 160	\$ 975	\$ 500
	214 POSTAGE/SHIPPING/DELIVERY	\$ 142	\$ 148	\$ 16	\$ 125	\$ 120
<b>Supplies Sub Total</b>		<b>\$ 870</b>	<b>\$ 283</b>	<b>\$ 276</b>	<b>\$ 1,100</b>	<b>\$ 720</b>
		\$ 870				
Account Object	Description	2011	2012	2013	2013	2014
	401 TELEPHONE & COMMUNICATIONS	\$ -	\$ 274	\$ 342	\$ 540	\$ 540
	402 RENTAL OF EQUIPMENT	\$ 2,703	\$ 2,463	\$ 541	\$ 2,172	\$ 828
	407 SPECIAL SERVICES	\$ 936	\$ 1,073	\$ 400	\$ 1,725	\$ 2,450
	408 ADVERTISING	\$ 118	\$ 612	\$ 182	\$ 225	\$ 225
	409 TRAVEL & EDUCATION	\$ 2,794	\$ 2,229	\$ 1,407	\$ 3,240	\$ 3,455
	414 DUES & SUBSCRIPTIONS	\$ 160	\$ 309	\$ 280	\$ 390	\$ 465
	416 OTHER/PROFESSIONAL SERVICES	\$ -	\$ 798	\$ 4,489	\$ 4,788	\$ 5,988
	421 PRINTING	\$ 568	\$ 351	\$ 127	\$ 275	\$ 1,225
	452 FILING FEES	\$ -	\$ -	\$ -	\$ 75	\$ 75
	462 CELLULAR TELEPHONE & PAGERS	\$ -	\$ -	\$ 437	\$ 588	\$ 684
<b>Sub Total</b>		<b>\$ 7,279</b>	<b>\$ 8,109</b>	<b>\$ 8,205</b>	<b>\$ 14,018</b>	<b>\$ 15,935</b>
<b>Department Total</b>		<b>\$ 173,555</b>	<b>\$ 178,917</b>	<b>\$ 147,622</b>	<b>\$ 190,076</b>	<b>\$ 189,385</b>



TREE CITY USA

# Finance

## Personnel Organization Chart



## Personnel Summary

Position	Adopted '11-12	Adopted '12-13	Adopted '13-14
Director of Finance	1	1	1
Assistant Finance Director	1	1	1
Accountant	0	0.75	0.75
Account Payables Specialist	1	1	1
<b>Total</b>	<b>3</b>	<b>3.75</b>	<b>3.75</b>

## Department Narrative

The Finance Department monitors revenues and expenses; maintains the financial records of the City as mandated by State statutes, the City charter and ordinances, and generally accepted accounting principles; manages financial resources to efficiently and effectively pay City vendors; prepares financial reports and analyses to assist management and Council in carrying out day-to-day operations and long-range planning; prepares historical information required for bond rating purposes; develops, administers, and monitors controls for public funds to ensure safety and liquidity and to maximize yield; manages banking relationships; and facilitates the implementations of automated financial systems needed for departments to perform their functions. These activities are necessary for the efficient and effective delivery of all other City Services.



Departmental Goals				
<ul style="list-style-type: none"> <li>• Provide financial information to all users in the form, frequency, and the timeliness needed for management</li> <li>• Coordinate the preparation of the Comprehensive Annual Financial Report (CAFR) with the external auditors</li> <li>• Coordinate with the City Manager's Office in the preparation of the Annual Operating Budget and Five-Year Forecasts</li> <li>• Develop and implement city-wide accounting and purchasing procedures and policies</li> <li>• Provide assistance to City departments for securing materials/services in the most efficient and economical way adhering to all related Texas purchasing statues and internal purchasing policies</li> <li>• Safeguard the City's fixed assets through periodic inventories and reports</li> <li>• Maintain the City's accounting system to meet the needs of all users.</li> </ul>				
Workload Indicators	11-12 Actual	12-13 Actual		2013-2014 Target
Checking Accounts	8	8		
Journal Entries Made	8,292	8,000		
Bank Statements Reconciled	96	96		
Monthly Operations Reports - P.I.D.'s	12	12		
Accounts Payable Checks Processed	4,760	4,600		
Void Checks (a measurement for accuracy)	180	100		
Quarterly Financial & Investment Reporting	0	4		
Performance Measurement	11-12 Actual	12-13 Actual		2013-2014 Target
Bank Reconciliations Finished by Month End	95%	100%		
Monthly Closeouts within 10 Days of Month End	11	12		
Vendors Paid within 30 Days	99%	99%		
Checks Available for Review every Monday	100%	100%		
Audit presentation to Council (Months after year end)	11 mos.	6 mos.		
Budget Summary	2011-2012 Actual	2012-2013		2013-2014 Budget
		Budget	Estimate	
Personnel	284,501	292,942	292,129	343,685
Supplies	8,808	5,609	6,800	7,805
Maintenance	-	-	-	-
Services	245,570	183,126	198,868	196,243
Capital Outlay	-	-	-	-
<b>TOTAL</b>	<b>538,880</b>	<b>481,677</b>	<b>497,797</b>	<b>547,733</b>

# Finance

		2011	2012	2013	2013	2014
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
101	SALARIES-REGULAR	\$ 197,370	\$ 211,960	\$ 147,195	\$ 249,184	\$ 249,215
103	SALARIES-OVERTIME	\$ 190	\$ 611	\$ 889	\$ 600	\$ 600
104	SALARIES-LONGEVITY	\$ 460	\$ 463	\$ 387	\$ 560	\$ 376
105	GROUP HEALTH INSURANCE	\$ 35,263	\$ 26,170	\$ 18,666	\$ 30,054	\$ 38,424
106	TMRS	\$ 28,963	\$ 30,258	\$ 22,426	\$ 36,365	\$ 37,336
107	FICA	\$ 14,878	\$ 16,536	\$ 11,857	\$ 18,280	\$ 17,608
109	SALARIES-WELL PAY	\$ 412	\$ -	\$ -	\$ 1,262	\$ 1,275
110	DENTAL INSURANCE	\$ 638	\$ 864	\$ 589	\$ 1,030	\$ 468
113	SALARIES-CAR ALLOWANCE	\$ 1,014	\$ 4,828	\$ 3,886	\$ 4,800	\$ 4,800
114	SALARIES-ASSIGNMENT PAY	\$ 4,959	\$ -	\$ 6,245	\$ -	\$ -
118	CELL PHONE ALLOWANCE	\$ -	\$ 483	\$ 389	\$ 480	\$ 480
120	GROUP LIFE INSURANCE	\$ 46	\$ 300	\$ 167	\$ 485	\$ 485
130	WORKERS COMPENSATION	\$ 307	\$ 394	\$ 286	\$ 461	\$ 564
131	EAP EXPENSE	\$ 1	\$ 75	\$ 66	\$ 124	\$ 124
<b>Personnel Sub Total</b>		<b>\$ 284,501</b>	<b>\$ 292,942</b>	<b>\$ 213,047</b>	<b>\$ 343,685</b>	<b>\$ 351,755</b>
Account Object	Description					
201	SUPPLIES	\$ 5,710	\$ 2,819	\$ 2,823	\$ 4,900	\$ 3,000
202	UNIFORMS AND CLOTHING	\$ -	\$ -	\$ 47	\$ 180	\$ -
204	MINOR EQUIP/FURN/FIX/TOOLS/ETC	\$ 1,277	\$ -	\$ 625	\$ 625	\$ -
210	FOOD-BEV-MEETINGS/FUNCTIONS	\$ 22	\$ 195	\$ 23	\$ 100	\$ -
214	POSTAGE/SHIPPING/DELIVERY	\$ 1,799	\$ 1,755	\$ 1,364	\$ 2,000	\$ 2,200
231	SOFTWARE	\$ -	\$ -	\$ -	\$ -	\$ 300
242	COMPUTERS/SERVERS	\$ -	\$ 841	\$ -	\$ -	\$ -
<b>Supplies Sub Total</b>		<b>\$ 8,808</b>	<b>\$ 5,609</b>	<b>\$ 4,883</b>	<b>\$ 7,805</b>	<b>\$ 5,500</b>
Account Object	Description					
401	TELEPHONE & COMMUNICATIONS	\$ 101	\$ -	\$ -	\$ -	\$ -
402	RENTAL OF EQUIPMENT	\$ 2,800	\$ 2,435	\$ 1,223	\$ 2,388	\$ 1,540
407	SPECIAL SERVICES	\$ 15,126	\$ -	\$ -	\$ -	\$ -
409	TRAVEL & EDUCATION	\$ 5,779	\$ 3,740	\$ 2,577	\$ 4,600	\$ 4,440
414	DUES & SUBSCRIPTIONS	\$ 1,004	\$ 704	\$ 440	\$ 1,295	\$ 1,610
416	OTHER/PROFESSIONAL SERVICES	\$ 1,040	\$ -	\$ 1,105	\$ 12,000	\$ 4,970
421	PRINTING	\$ 1,080	\$ 2,080	\$ 518	\$ 1,960	\$ 1,900
437	CONTRACT AUDIT SERVICES	\$ 89,735	\$ 53,200	\$ 47,350	\$ 37,500	\$ 50,000
440	CONSULTANT AND ADVISORY FEES	\$ 1,604	\$ -	\$ -	\$ -	\$ -
442	COMPUTER PROFESSIONAL SERVICES	\$ 18,893	\$ 16,421	\$ 10,413	\$ 25,000	\$ 20,000
444	TAX APPRAISAL	\$ 59,728	\$ 61,892	\$ 47,760	\$ 63,000	\$ 63,000
476	ACCT ANALYSIS FEES-JPM	\$ 27,472	\$ 27,967	\$ 20,418	\$ 27,500	\$ 28,000
493	MOVING EXPENSE	\$ 1,000	\$ -	\$ -	\$ -	\$ -
537	DALLAS COUNTY TAX COLL SVCS	\$ 20,207	\$ (52)	\$ 19,578	\$ 21,000	\$ 22,000
559	CONTRACT/TEMPORARY LABOR	\$ -	\$ 15,548	\$ 37,710	\$ -	\$ -
<b>Services Sub Total</b>		<b>\$ 245,570</b>	<b>\$ 183,934</b>	<b>\$ 189,092</b>	<b>\$ 196,243</b>	<b>\$ 197,460</b>
<b>Department Total</b>		<b>\$ 538,880</b>	<b>\$ 482,484</b>	<b>\$ 407,021</b>	<b>\$ 547,733</b>	<b>\$ 554,715</b>



# Animal Services

## Personnel Organization Chart



## Personnel Summary

Position	Adopted '11-12	Adopted '12-13	Adopted '13-14
Animal Services Officer	2	2	2
Animal Shelter Attendant	0.5	0.5	1
<b>Total</b>	<b>2.5</b>	<b>2.5</b>	<b>3</b>

## Department Narrative

Animal Services seeks a safe and healthy relationship between citizens and the animals in the community. Animal Services works with residents to obtain and encourage continued compliance with the city and state laws. Animal Services focuses mainly on domestic animals, but officers are also trained to assist customers with birds, coyotes and other species. This includes the employment of two full-time Animal Control Officers (ACOs) and a full-time shelter attendant. Animal Shelter Staff also conducts shot and adoption clinics bi-annually that assist in controlling the growing population of stray animals in the City.



# Animal Services

		2011	2012	2013	2013	2014
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
101	SALARIES-REGULAR	\$ 73,279	\$ 71,449	\$ 60,642	\$ 73,053	\$ 97,330
102	SALARIES-PART TIME	\$ 8,856	\$ 4,534	\$ 4,398	\$ 10,400	\$ -
103	SALARIES-OVERTIME	\$ 1,847	\$ 4,628	\$ 4,288	\$ 2,400	\$ 2,400
104	SALARIES-LONGEVITY	\$ 408	\$ 563	\$ 463	\$ 552	\$ 668
105	GROUP HEALTH INSURANCE	\$ 25,697	\$ 22,717	\$ 20,594	\$ 24,473	\$ 32,666
106	TMRS	\$ 10,840	\$ 10,621	\$ 9,318	\$ 10,810	\$ 14,672
107	FICA	\$ 5,864	\$ 5,273	\$ 4,481	\$ 5,561	\$ 6,611
109	SALARIES-WELL PAY	\$ -	\$ -	\$ 441	\$ 367	\$ 499
110	DENTAL INSURANCE	\$ 412	\$ -	\$ -	\$ 515	\$ 468
120	GROUP LIFE INSURANCE	\$ 32	\$ 105	\$ 89	\$ 306	\$ 408
130	WORKERS COMPENSATION	\$ 290	\$ 1,248	\$ 1,059	\$ 1,360	\$ 1,991
131	EAP EXPENSE	\$ 1	\$ 62	\$ 61	\$ 91	\$ 104
<b>Personnel Sub Total</b>		<b>\$ 127,526</b>	<b>\$ 121,200</b>	<b>\$ 105,833</b>	<b>\$ 129,888</b>	<b>\$ 157,817</b>
<b>Supplies</b>						
Account Object	Description					
202	UNIFORMS AND CLOTHING	\$ -	\$ 56	\$ 517	\$ 517	\$ 985
203	MOTOR VEHICLE SUPPLIES	\$ 332	\$ 451	\$ 599	\$ 350	\$ -
204	MINOR EQUIP/FURN/FIX/TOOLS/ETC	\$ 2,430	\$ 209	\$ 1,083	\$ 2,350	\$ 1,240
205	JANITORIAL & CLEANING SUPPLIES	\$ 1,859	\$ 1,376	\$ 1,521	\$ 1,290	\$ 1,500
206	CHEMICALS	\$ 1,430	\$ 649	\$ 785	\$ 1,500	\$ 1,000
214	POSTAGE/SHIPPING/DELIVERY	\$ -	\$ 15	\$ -	\$ 25	\$ 25
216	MEDICAL SUPPLIES	\$ 163	\$ 155	\$ 77	\$ 150	\$ 150
218	FUEL & OIL	\$ 7,645	\$ 8,627	\$ 6,607	\$ 6,000	\$ 9,000
223	ANIMAL FOOD	\$ -	\$ -	\$ -	\$ 400	\$ -
224	ANIMAL CARE SUPPLIES	\$ 254	\$ 537	\$ 43	\$ 600	\$ 600
<b>Supplies Sub Total</b>		<b>\$ 14,113</b>	<b>\$ 12,075</b>	<b>\$ 11,905</b>	<b>\$ 13,182</b>	<b>\$ 14,500</b>
<b>Maintenance</b>						
Account Object	Description					
302	MAINT-MOTOR VEHICLES	\$ 1,053	\$ 303	\$ 514	\$ 1,000	\$ 1,000
<b>Maintenance Sub Total</b>		<b>\$ 1,053</b>	<b>\$ 303</b>	<b>\$ 514</b>	<b>\$ 1,000</b>	<b>\$ 1,000</b>
<b>Services</b>						
Account Object	Description					
409	TRAVEL & EDUCATION	\$ 138	\$ 14	\$ 136	\$ 500	\$ 2,700
414	DUES & SUBSCRIPTIONS	\$ 4,875	\$ 4,532	\$ 3,531	\$ 4,600	\$ 4,043
416	OTHER/PROFESSIONAL SERVICES	\$ 75	\$ -	\$ 125	\$ 633	\$ -
421	PRINTING	\$ 235	\$ 138	\$ 42	\$ 400	\$ 900
435	LABORATORY CHARGES	\$ -	\$ -	\$ 205	\$ 500	\$ 500
455	CERTIFICATION FEES	\$ -	\$ -	\$ 50	\$ 106	\$ -
462	CELLULAR TELEPHONE & PAGERS	\$ -	\$ -	\$ 1,007	\$ 1,920	\$ 2,040
<b>Services Sub Total</b>		<b>\$ 5,323</b>	<b>\$ 4,683</b>	<b>\$ 5,189</b>	<b>\$ 8,659</b>	<b>\$ 11,433</b>
<b>Department Total</b>		<b>\$ 148,015</b>	<b>\$ 138,261</b>	<b>\$ 123,442</b>	<b>\$ 152,729</b>	<b>\$ 184,750</b>



# Purchasing

## Personnel Organization Chart



## Personnel Summary

Position	Adopted '11-12	Adopted '12-13	Adopted '13-14
Purchasing Agent	1	1	1
<b>Total</b>	<b>1</b>	<b>1</b>	<b>1</b>

## Department Narrative

The Purchasing Division is responsible for handling all purchasing related activities including formal and informal bids, quotes, and requests for proposals and qualifications.



Departmental Goals				
<b>City Council Goals:</b>				
<ul style="list-style-type: none"> <li>• Provide assistance to departments within the City for procuring materials / services in the most efficient and economical way that adheres to all related Texas purchasing statutes and the internal purchasing policy</li> <li>• Update purchasing policy and conduct training for all employees involved in the buying process.</li> </ul>				
Workload Indicators	11-12 Actual	12-13 Actual		2013-2014 Target
Bid Types Processed	74	80		
ITQ-Invitation to Quote	38	44		
ITB-Invitation to Bid	29	30		
RFQ-Request for Qualifications	2	2		
RFP-Request for Proposal	4	4		
RFI-Request for Information	0	0		
Requisitions Processed	1,198	1,200		
Procurement Card Transactions	3,416	3,500		
Purchase Orders Processed	1,128	1,200		
Performance Measurement	11-12 Actual	12-13 Actual		2013-2014 Target
Vendor Inquiries Resolved Within 48 Hours	99%	100%		
Electronic Vendor Self Update	99%	100%		
Electronic Procurement System Operational	100%	100%		
Contract Management System Operational	100%	100%		
Budget Summary	2011-2012 Actual	2012-2013		2013-2014 Budget
		Budget	Estimate	
Personnel	85,161	84,693	83,731	85,885
Supplies	1,052	1,747	1,220	1,420
Maintenance	-	-	-	-
Services	22,424	25,176	24,108	26,217
Capital Outlay	-	-	-	-
<b>TOTAL</b>	<b>108,637</b>	<b>111,615</b>	<b>109,059</b>	<b>113,522</b>

# Purchasing

		2011	2012	2013	2013	2014
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
101	SALARIES-REGULAR	\$ 62,389	\$ 62,556	\$ 52,285	\$ 63,221	\$ 64,089
104	SALARIES-LONGEVITY	\$ 288	\$ 349	\$ 331	\$ 392	\$ 440
105	GROUP HEALTH INSURANCE	\$ 7,369	\$ 6,278	\$ 6,351	\$ 6,824	\$ 7,206
106	TMRS	\$ 9,052	\$ 8,888	\$ 7,504	\$ 9,118	\$ 9,500
107	FICA	\$ 4,746	\$ 4,756	\$ 3,923	\$ 4,780	\$ 4,842
109	SALARIES-WELL PAY	\$ 718	\$ 718	\$ -	\$ 314	\$ 323
110	DENTAL INSURANCE	\$ 487	\$ 432	\$ 366	\$ 515	\$ 468
118	CELL PHONE ALLOWANCE	\$ -	\$ 483	\$ 409	\$ 480	\$ 480
120	GROUP LIFE INSURANCE	\$ 17	\$ 91	\$ 77	\$ 102	\$ 102
130	WORKERS COMPENSATION	\$ 96	\$ 116	\$ 95	\$ 113	\$ 141
131	EAP EXPENSE	\$ 0	\$ 25	\$ 23	\$ 26	\$ 26
<b>Personnel Sub Total</b>		<b>\$ 85,161</b>	<b>\$ 84,693</b>	<b>\$ 71,364</b>	<b>\$ 85,885</b>	<b>\$ 87,617</b>
Account Object	Description					
201	OFFICE SUPPLIES	\$ 775	\$ 297	\$ 212	\$ 600	\$ 300
204	MINOR EQUIP/FURN/FIX/TOOLS/ETC	\$ -	\$ 1,307	\$ -	\$ 400	\$ -
210	FOOD/BEV-MEETINGS/FUNCTIONS	\$ 33	\$ -	\$ -	\$ 20	\$ 20
214	POSTAGE/SHIPPING/DELIVERY	\$ 244	\$ 150	\$ 38	\$ 400	\$ 200
215	TRAINING SUPPLIES	\$ -	\$ -	\$ -	\$ -	\$ 200
<b>Supplies Sub Total</b>		<b>\$ 1,052</b>	<b>\$ 1,755</b>	<b>\$ 251</b>	<b>\$ 1,420</b>	<b>\$ 720</b>
Account Object	Description					
401	TELEPHONE & COMMUNICATIONS	\$ 461	\$ -	\$ -	\$ -	\$ -
402	RENTAL OF EQUIPMENT	\$ 2,385	\$ 2,385	\$ 965	\$ 2,400	\$ 1,560
407	SPECIAL SERVICES	\$ 2,460	\$ 6,441	\$ 600	\$ 250	\$ 600
408	ADVERTISING	\$ 383	\$ 226	\$ 222	\$ 460	\$ 700
409	TRAVEL & EDUCATION	\$ 2,413	\$ 1,478	\$ 843	\$ 1,246	\$ 1,246
414	DUES & SUBSCRIPTIONS	\$ 621	\$ 612	\$ 425	\$ 620	\$ 640
421	PRINTING	\$ 301	\$ 300	\$ 63	\$ 700	\$ 400
434	SPECIAL EVENTS	\$ 356	\$ 88	\$ -	\$ 275	\$ 275
442	COMPUTER PROFESSIONAL SERVICES	\$ 13,044	\$ 14,214	\$ 14,345	\$ 19,750	\$ 19,750
462	CELLULAR TELEPHONE & PAGERS	\$ -	\$ -	\$ 386	\$ 516	\$ 516
<b>Services Sub Total</b>		<b>\$ 22,424</b>	<b>\$ 25,745</b>	<b>\$ 17,850</b>	<b>\$ 26,217</b>	<b>\$ 25,687</b>
<b>Department Total</b>		<b>\$ 108,637</b>	<b>\$ 112,192</b>	<b>\$ 89,465</b>	<b>\$ 113,522</b>	<b>\$ 114,024</b>



# Human Resources

## Personnel Organization Chart



## Personnel Summary

Position	Adopted '11-12	Adopted '12-13	Adopted '13-14
<b>Director of Human Resources</b>	1	1	1
<b>Human Resources Assistant</b>	1	1	1
<b>Total</b>	2	2	2

## Department Narrative

The Human Resources Department is responsible for the city safety program, property and liability management, payroll, recruitment oversight, training and policy development, and procedure advisement pertaining to personnel. In addition, the Human Resources Department manages the city's compensation and benefits plans; maintains positive employee relations; and monitors policies and procedures to ensure compliance with federal and state regulations.



Departmental Goals				
<b>City Council Goals:</b>				
<ul style="list-style-type: none"> <li>• Recruit, attract and select the best employees for Lancaster</li> <li>• Empower managers and employees throughout the city organization</li> <li>• Have a market-based compensation system</li> <li>• Job Description Updates</li> <li>• Policy Procedure Manual Update</li> </ul>				
Workload Indicators	11-12 Actual	12-13 Actual		2013-2014 Target
Total Full-time City of Lancaster Employees	254	243		268.25
Applications Received and Processed	2187	2500		3000
Liability and Property Claims	40	30		25
pre-Hire Drug Screens and Background Checks	56	40		40
In-House Training Programs	11	11		11
Benefit Programs Managed	17	17		18
Workers Compensation Claims	26	30		25
Performance Measurement	11-12 Actual	12-13 Actual		2013-2014 Target
Turnover in Agency (Calendar year)	18%	15%		10%
Accurate Payroll Checks	100%	100%		100%
Evaluations Completed On-Time	95%	95%		100%
Job Postings within 24 Hours	100%	100%		100%
Claims Processed within 7 Days	100%	100%		100%
Budget Summary	2011-2012	2012-2013		2013-2014
	Actual	Estimate	Budget	Budget
Personnel	182,712	183,162	178,827	183,755
Supplies	6,261	6,565	7,400	8,050
Maintenance	13	-	-	-
Other Services	137,085	136,928	142,314	119,067
Capital Outlay	-	-	-	-
<b>TOTAL</b>	<b>326,071</b>	<b>326,655</b>	<b>328,541</b>	<b>310,872</b>

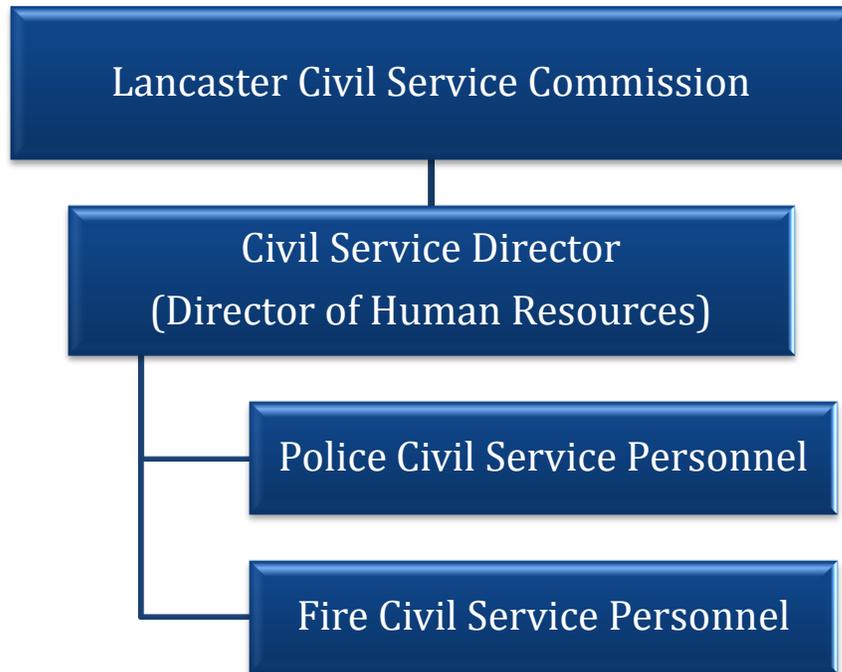
# Human Resources

		2011	2012	2013	2013	2014
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
101	SALARIES-REGULAR	\$ 135,298	\$ 133,002	\$ 110,038	\$ 133,290	\$ 136,259
103	SALARIES-OVERTIME	\$ -	\$ 1,318	\$ -	\$ 500	\$ 500
104	SALARIES-LONGEVITY	\$ 374	\$ 429	\$ 537	\$ 520	\$ 616
105	GROUP HEALTH INSURANCE	\$ 10,278	\$ 12,565	\$ 12,709	\$ 13,200	\$ 14,412
106	TMRS	\$ 19,987	\$ 19,397	\$ 16,389	\$ 19,790	\$ 20,777
107	FICA	\$ 10,379	\$ 10,316	\$ 8,695	\$ 9,813	\$ 9,907
109	SALARIES-WELL PAY	\$ -	\$ 390	\$ 1,170	\$ 689	\$ 708
110	DENTAL INSURANCE	\$ 192	\$ 432	\$ 366	\$ 515	\$ 468
113	SALARIES-CAR ALLOWANCE	\$ 4,614	\$ 4,828	\$ 4,086	\$ 4,800	\$ 4,800
114	SALARIES-ASSIGNMENT PAY	\$ 927	\$ -	\$ -	\$ -	\$ -
120	GROUP LIFE INSURANCE	\$ 32	\$ 190	\$ 161	\$ 306	\$ 306
130	WORKERS COMPENSATION	\$ 629	\$ 246	\$ 208	\$ 254	\$ 316
131	EAP EXPENSE	\$ 1	\$ 50	\$ 46	\$ 78	\$ 78
<b>Personnel Sub Total</b>		<b>\$ 182,712</b>	<b>\$ 183,162</b>	<b>\$ 154,404</b>	<b>\$ 183,755</b>	<b>\$ 189,147</b>
Account Object	Description					
201	OFFICE SUPPLIES	\$ 4,489	\$ 4,322	\$ 3,434	\$ 6,000	\$ 4,000
210	FOOD-BEV-MEETINGS/FUNCTIONS	\$ 651	\$ 1,159	\$ 722	\$ 1,000	\$ 1,450
214	POSTAGE/SHIPPING/DELIVERY	\$ 939	\$ 1,084	\$ 488	\$ 500	\$ 1,000
215	TRAINING SUPPLIES	\$ 182	\$ -	\$ 105	\$ 550	\$ -
<b>Supplies Sub Total</b>		<b>\$ 6,261</b>	<b>\$ 6,565</b>	<b>\$ 4,876</b>	<b>\$ 8,050</b>	<b>\$ 6,450</b>
			\$ 6,261			
Account Object	Description					
402	RENTAL OF EQUIPMENT	\$ 2,494	\$ 2,162	\$ 1,152	\$ 2,172	\$ 818
408	ADVERTISING	\$ -	\$ 1,345	\$ 3,236	\$ 3,000	\$ 2,000
409	TRAVEL & EDUCATION	\$ 2,314	\$ 807	\$ 1,098	\$ 3,550	\$ 1,300
410	UTILITIES - ELECTRICITY	\$ 3,360	\$ 3,701	\$ -	\$ -	\$ -
414	DUES & SUBSCRIPTIONS	\$ 986	\$ 1,384	\$ 1,159	\$ 1,055	\$ 1,150
416	OTHER/PROFESSIONAL SERVICES	\$ 20,454	\$ 26,728	\$ 16,816	\$ 22,100	\$ 22,480
418	MEDICAL EXPENSE	\$ 1,800	\$ 1,800	\$ 1,055	\$ 3,500	\$ 2,800
419	AWARDS	\$ 1,386	\$ 943	\$ 153	\$ 500	\$ 500
420	INTERNAL TRAINING	\$ 7,583	\$ -	\$ 6,157	\$ 7,800	\$ 9,000
421	PRINTING	\$ 2,687	\$ 2,149	\$ 218	\$ 2,550	\$ 1,500
440	CONSULTANT AND ADVISORY FEES	\$ 8,345	\$ 12,933	\$ 15,498	\$ 15,000	\$ 20,000
442	COMPUTER PROFESSIONAL SERVICES	\$ 58,897	\$ 63,556	\$ 46,767	\$ 57,000	\$ 87,000
462	CELLULAR TELEPHONE & PAGERS	\$ -	\$ -	\$ 515	\$ 840	\$ 840
464	RENTAL OF OFFICE SPACE	\$ 19,898	\$ 20,329	\$ -	\$ -	\$ -
543	JANITORIAL CONTRACT	\$ 504	\$ -	\$ -	\$ -	\$ -
549	HVAC MAINTENANCE CONTRACT	\$ 78	\$ -	\$ -	\$ -	\$ -
559	CONTRACT/TEMPORARY LABOR	\$ 6,299	\$ -	\$ -	\$ -	\$ -
<b>Services Sub Total</b>		<b>\$ 137,085</b>	<b>\$ 137,836</b>	<b>\$ 93,826</b>	<b>\$ 119,067</b>	<b>\$ 149,388</b>
<b>Department Total</b>		<b>\$ 326,071</b>	<b>\$ 327,562</b>	<b>\$ 253,107</b>	<b>\$ 310,872</b>	<b>\$ 344,985</b>



# Civil Service

## Personnel Organization Chart



## Personnel Summary

There is no personnel for this program.

## Department Narrative

The Lancaster Civil Service Commission was formed to set policy for the Lancaster Police and Fire Fighters within the Civil Service Rules and Regulations, City of Lancaster, and the Civil Service Statue Code of the Texas Local Government Code. It aids in the regulation of Civil Service Rules and Regulations; maintains a process for the Lancaster Police Officers and Fire Fighters to communicate their concerns and problems; and administers Police and Fire Fighter Civil Service entrance exams for employment and promotional exams for promotional purposes within each department.



Departmental Goals				
<b>City Council Goals:</b>				
<ul style="list-style-type: none"> <li>• Work with all Civil Servants and the respective Chiefs to build mutual respect and understanding within each department in an attempt to retain quality employees</li> <li>• Schedule testing for all civil service new hires, vacant positions, or promotions</li> <li>• Work with the Human Resources department to recruit and hire qualified employees</li> <li>• Provide an avenue for Lancaster Civil Servants employed by the City of Lancaster to communicate areas for concern to the Lancaster Civil Service Commission</li> <li>• Increase communication with the Civil Servants of the City of Lancaster through more open dialog</li> <li>• Handle hearings and appeals of possible violations of the Civil Service Code that are brought to the Commission by Civil Servants</li> <li>• Maintain a process whereby Lancaster Civil Servants can feel comfortable in trying to work out possible problems and concerns before violation of the Civil Service Code are affected</li> </ul>				
Workload Indicators	11-12 Actual	12-13 Actual		2013-2014 Target
Total Police Civil Service Personnel	52	53		54
Total Fire Civil Service Personnel	55	55		56
Civil Service Applications for Employment	500	500		500
Civil Service Applications for Promotion	15	20		20
Performance Measurement	11-12 Actual	12-13 Actual		2013-2014 Target
Number of Service Appeals	3	3		3
Number of Hearings	2	2		2
Number of Commission Meetings	1	2		1
Budget Summary	2011-2012 Actual	2012-2013 Budget Estimate		2013-2014 Budget
Personnel	-	-	-	-
Supplies	5,263	5,104	4,500	500
Maintenance	-	-	-	-
Services	300	1,025	1,350	7,350
Capital Outlay	-	-	-	-
<b>TOTAL</b>	<b>5,563</b>	<b>6,130</b>	<b>5,850</b>	<b>7,850</b>

# Civil Service

		2011	2012	2013	2013	2014
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
210	FOOD-BEV-MEETINGS/FUNCTIONS	\$ -	\$ 72	\$ 39	\$ 300	\$ 150
214	POSTAGE/SHIPPING/DELIVERY	\$ -	\$ -	\$ -	\$ 200	\$ 50
230	CIVIL SERVICE SUPPLIES	\$ 5,263	\$ 5,033	\$ -	\$ -	\$ -
<b>Supplies Sub Total</b>		<b>\$ 5,263</b>	<b>\$ 5,104</b>	<b>\$ 39</b>	<b>\$ 500</b>	<b>\$ 200</b>
Account Object	Description					
408	ADVERTISING	\$ -	\$ 930	\$ -	\$ 500	\$ 500
409	TRAVEL & EDUCATION	\$ 300	\$ -	\$ 89	\$ 700	\$ 500
414	DUES & SUBSCRIPTIONS	\$ -	\$ 58	\$ 85	\$ 150	\$ 150
416	OTHER/PROFESSIONAL SERVICES	\$ -	\$ 38	\$ -	\$ -	\$ -
440	CONSULTANT AND ADVISORY FEES	\$ -	\$ -	\$ 5,389	\$ 6,000	\$ 6,000
<b>Sub Total</b>		<b>\$ 300</b>	<b>\$ 1,025</b>	<b>\$ 7,063</b>	<b>\$ 7,350</b>	<b>\$ 7,150</b>
<b>Department Total</b>		<b>\$ 5,563</b>	<b>\$ 6,130</b>	<b>\$ 7,103</b>	<b>\$ 7,850</b>	<b>\$ 7,350</b>



## Personnel Organization Chart



## Personnel Summary

Position	Adopted '11-12	Adopted '12-13	Adopted '13-14
Lead 911 Dispatcher	4	4	4
911 Dispatchers	6	6	6
PT Dispatcher (.50)	1	1	1
PT Dispatcher (.25)	0.25	0.25	0.25
<b>Total</b>	<b>11.25</b>	<b>11.25</b>	<b>11.25</b>

## Department Narrative

The Emergency Communications Department is responsible for answering (911 calls) and directing law enforcement, fire and EMS personnel to emergency calls from the citizens. Additionally, Emergency Communications provides assistance to police officers and fire fighters on the scenes of emergency situations. Other responsibilities of the department include answering non-emergency and after hours calls, for public works, and animal services.

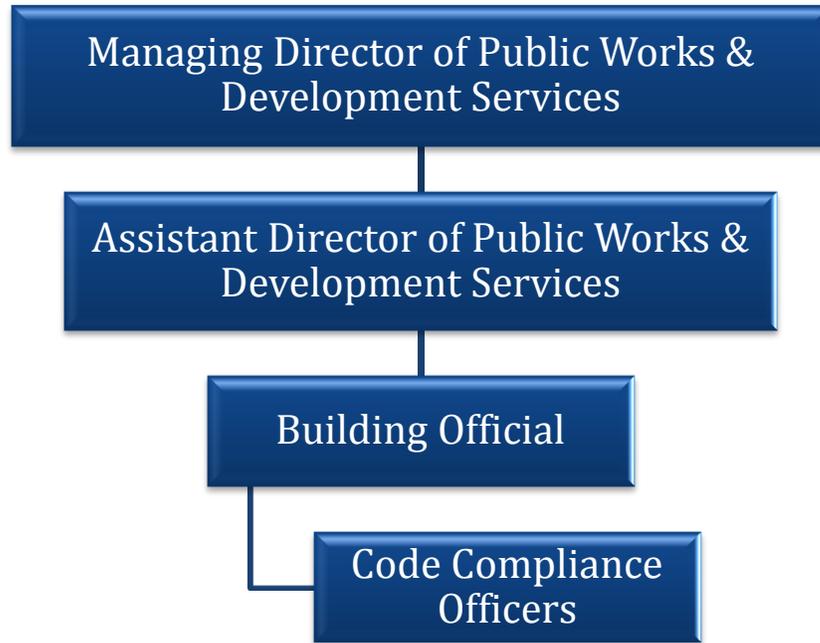
Departmental Goals				
<b>City Council Goals:</b>				
<ul style="list-style-type: none"> <li>• Aim to provide the most effective and efficient communications program possible</li> <li>• Satisfy emergency and routine communications and informational needs for the City's Public Safety Departments</li> <li>• Increase departmental efficiency through the recruitment, selection, and training of qualified communication personnel</li> <li>• Establish and maintain a positive relationship with other departments, citizens, and public safety agencies</li> <li>• Maintain effective staffing by sustaining an operational vacancy rate at or below 10%</li> <li>• Promote employee development through education and succession planning</li> </ul>				
Workload Indicators	11-12 Actual	12-13 Actual		2013-2014 Target
Wireless 911 Calls	14,000	14,000		
Total 911 Calls	35,450	35,450		
Non-Emergency Calls	163,000	163,000		
Total Police Calls For Service (CFS)	33,000	33,000		
Police Priority 1 or 2 Calls For Service	1,900	1,900		
Total Fire Calls For Service	7,250	7,250		
Performance Measurement	11-12 Actual	12-13 Actual		2013-2014 Target
911 Calls Answered within 6 Seconds	78%	78%		
911 Calls Answered within 10 Seconds	88%	88%		
Abandoned 911 Calls	1683	1665		
Average Time to Dispatch Police Priority 1 or 2 CFS	41 SEC	37 SEC		
Average Time to Dispatch Fire/EMS CFS	32 SEC	29 SEC		
Budget Summary	2011-2012	2012-2013		2013-2014
	Actual	Budget	Estimate	Budget
Personnel	631,193	575,047	702,649	662,708
Supplies	8,170	1,079	1,900	1,900
Maintenance	5,650	74,528	78,000	77,000
Services	32,094	26,373	31,491	30,395
Capital Outlay	(1,355)	-	-	-
<b>TOTAL</b>	<b>675,752</b>	<b>677,027</b>	<b>814,040</b>	<b>772,003</b>

# Emergency Communications

Account Object	Description	2011	2012	2013	2013	2014
		Actual	Actual	YTD Actual	Budget	Proposed
101	SALARIES-REGULAR	\$ 362,940	\$ 322,310	\$ 249,350	\$ 362,388	\$ 362,959
102	SALARIES-PART TIME	\$ 22,802	\$ 14,809	\$ 14,259	\$ 38,793	\$ 39,259
103	SALARIES-OVERTIME	\$ 54,547	\$ 80,803	\$ 105,910	\$ 70,000	\$ 70,000
104	SALARIES-LONGEVITY	\$ 1,322	\$ 1,749	\$ 1,293	\$ 1,848	\$ 1,752
105	GROUP HEALTH INSURANCE	\$ 94,814	\$ 62,324	\$ 57,294	\$ 85,054	\$ 89,123
106	TMRS	\$ 56,855	\$ 56,341	\$ 50,636	\$ 61,770	\$ 63,527
107	FICA	\$ 31,684	\$ 30,221	\$ 26,806	\$ 34,430	\$ 35,145
109	SALARIES-WELL PAY	\$ 1,839	\$ 1,609	\$ 1,190	\$ 2,112	\$ 2,166
110	DENTAL INSURANCE	\$ 3,194	\$ 2,929	\$ 1,711	\$ 3,090	\$ 2,340
120	GROUP LIFE INSURANCE	\$ 166	\$ 463	\$ 352	\$ 1,122	\$ 1,122
130	WORKERS COMPENSATION	\$ 1,025	\$ 1,225	\$ 1,039	\$ 1,782	\$ 2,174
131	EAP EXPENSE	\$ 6	\$ 266	\$ 218	\$ 319	\$ 319
<b>Personnel Sub Total</b>		<b>\$ 631,193</b>	<b>\$ 575,047</b>	<b>\$ 510,059</b>	<b>\$ 662,708</b>	<b>\$ 669,886</b>
<b>Account Object Description</b>						
201	OFFICE SUPPLIES	\$ 445	\$ 266	\$ 54	\$ -	\$ -
204	MINOR EQUIP/FURN/FIX/TOOLS/ETC	\$ 4,975	\$ -	\$ 200	\$ -	\$ -
234	PRINTING SUPPLIES	\$ 2,750	\$ 814	\$ 854	\$ 1,900	\$ 1,000
<b>Supplies Sub Total</b>		<b>\$ 8,170</b>	<b>\$ 1,079</b>	<b>\$ 1,108</b>	<b>\$ 1,900</b>	<b>\$ 1,000</b>
<b>Account Object Description</b>						
303	MAINT-EQUIP & MACHINERY	\$ 3,748	\$ 74,040	\$ 74,040	\$ 75,000	\$ 75,000
314	MAINT-RADIO EQUIPMENT	\$ 1,902	\$ 488	\$ 10,151	\$ 2,000	\$ -
<b>Services Sub Total</b>		<b>\$ 5,650</b>	<b>\$ 74,528</b>	<b>\$ 84,191</b>	<b>\$ 77,000</b>	<b>\$ 75,000</b>
<b>Account Object Description</b>						
401	TELEPHONE & COMMUNICATIONS	\$ 13,168	\$ -	\$ -	\$ -	\$ -
409	TRAVEL & EDUCATION	\$ 436	\$ -	\$ -	\$ 1,500	\$ 1,500
414	DUES & SUBSCRIPTIONS	\$ 931	\$ -	\$ -	\$ 1,000	\$ 1,700
416	OTHER/PROFESSIONAL SERVICES	\$ 616	\$ 1,377	\$ 713	\$ 2,025	\$ 540
462	CELLULAR TELEPHONE & PAGERS	\$ 16,943	\$ 24,997	\$ 15,849	\$ 25,870	\$ 25,860
<b>Services Sub Total</b>		<b>\$ 32,094</b>	<b>\$ 26,373</b>	<b>\$ 16,562</b>	<b>\$ 30,395</b>	<b>\$ 29,600</b>
<b>Account Object Description</b>						
620	CAPITAL-LG SYSTEM SOFTWARE	\$ (1,355)	\$ -	\$ -	\$ -	\$ -
<b>Capital Sub Total</b>		<b>\$ (1,355)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Department Total</b>		<b>\$ 675,752</b>	<b>\$ 677,027</b>	<b>\$ 611,920</b>	<b>\$ 772,003</b>	<b>\$ 775,486</b>



## Personnel Organization Chart



## Personnel Summary

Position	Adopted '11-12	Adopted '12-13	Adopted '13-14
Code Compliance Officers	3	3	3
<b>Total</b>	<b>3</b>	<b>3</b>	<b>3</b>

## Department Narrative

The Code Compliance division seeks to achieve compliance with the property maintenance codes contained within the adopted International Property Maintenance Code (IPMC). IPMC outlines minimum standards on existing structures and properties in both residential and commercial properties within the City. Code Compliance seeks adherence of these standards which assist in eliminating the City of unhealthy and unsanitary living and working conditions. By their efforts they help maintain property values in the City.



Departmental Goals				
<b>City Council Goals:</b>				
<ul style="list-style-type: none"> <li>• Train staff to be more compassionate and compliance friendly</li> <li>• Evaluate and modify all ordinances concerning Code compliance to be consistent</li> <li>• Create program to make residents and/or business owners more aware of local regulations and educate them to achieve compliance</li> <li>• Provide weekend coverage of City ordinance violations</li> <li>• Continuous education of Homeowner Association's to become better equipped to handle violations</li> <li>• Enforce all in a consistent and professional manner</li> <li>• Review and evaluate current bulk trash ordinance to develop a more consistent way to address violations</li> </ul>				
Workload Indicators	11-12 Actual	12-13 Actual		13-14 Target
Full Time Employees	4	3		
Weed and Grass Violations	2,366	2,000		
Bulk Trash Violations	950	900		
Junk/Inoperable Vehicles	241	200		
Overhanging Limbs	324	300		
Parking Violations	755	800		
Sign Violations	1,430	1,000		
Trash/Junk Violations	534	600		
Fence Violations	355	300		
Illegal Dumping	167	100		
72 Hour Parking on Street	129	100		
Inspections	13,146	10,000		
Brush/Rubbish/Garbage Accumulation outside Storage	751	600		
Performance Measurement	11-12 Actual	12-13 Actual		13-14 Target
Code violations addressed within 48 hours of report	85%	85%		
Emergency complaints addressed immediately upon receipt	90%	90%		
Management complaint addressed within one work day	95%	95%		
Budget Summary	2011-2012	2012-2013		2013-2014
	Actual	Estimate	Budget	Budget
Personnel	168,144	150,130	171,281	157,798
Supplies	11,725	11,239	14,500	12,605
Maintenance	1,684	842	3,000	2,000
Services	82,983	89,425	93,200	100,610
Capital Outlay	-	-	-	-
<b>TOTAL</b>	<b>264,535</b>	<b>251,636</b>	<b>281,981</b>	<b>273,013</b>

# Code Compliance

		2011	2012	2013	2013	2014
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
101	SALARIES-REGULAR	\$ 114,356	\$ 106,381	\$ 80,891	\$ 108,681	\$ 105,165
103	SALARIES-OVERTIME	\$ 48	\$ 833	\$ 290	\$ 400	\$ 400
104	SALARIES-LONGEVITY	\$ 294	\$ 425	\$ 547	\$ 560	\$ 716
105	GROUP HEALTH INSURANCE	\$ 24,767	\$ 17,666	\$ 11,184	\$ 20,024	\$ 14,030
106	TMRS	\$ 16,230	\$ 14,916	\$ 11,573	\$ 15,596	\$ 15,531
107	FICA	\$ 8,525	\$ 7,964	\$ 6,063	\$ 8,223	\$ 8,014
109	SALARIES-WELL PAY	\$ 140	\$ -	\$ 140	\$ 530	\$ 528
110	DENTAL INSURANCE	\$ 1,655	\$ 1,296	\$ 596	\$ 1,545	\$ 468
120	GROUP LIFE INSURANCE	\$ 48	\$ 156	\$ 100	\$ 408	\$ 408
130	WORKERS COMPENSATION	\$ 2,081	\$ 418	\$ 335	\$ 1,727	\$ 2,112
131	EAP EXPENSE	\$ 1	\$ 75	\$ 63	\$ 104	\$ 104
<b>Personnel Sub Total</b>		<b>\$ 168,144</b>	<b>\$ 150,130</b>	<b>\$ 111,801</b>	<b>\$ 157,798</b>	<b>\$ 147,476</b>
<b>Account Object Description</b>						
202	UNIFORMS AND CLOTHING	\$ -	\$ -	\$ 345	\$ 500	\$ 500
203	MOTOR VEHICLE SUPPLIES	\$ 831	\$ 329	\$ -	\$ 800	\$ 450
204	MINOR EQUIP/FURN/FIX/TOOLS/ETC	\$ 260	\$ 444	\$ 392	\$ 505	\$ 1,400
214	POSTAGE/SHIPPING/DELIVERY	\$ 4,097	\$ 4,227	\$ 3,996	\$ 14,000	\$ 5,000
218	FUEL & OIL	\$ 6,536	\$ 6,239	\$ 3,497	\$ 6,800	\$ 7,000
<b>Supplies Sub Total</b>		<b>\$ 11,725</b>	<b>\$ 11,239</b>	<b>\$ 8,230</b>	<b>\$ 22,605</b>	<b>\$ 14,350</b>
<b>Account Object Description</b>						
302	MAINT-MOTOR VEHICLES	\$ 1,684	\$ 858	\$ 585	\$ 2,000	\$ 1,500
<b>Maintenance Sub Total</b>		<b>\$ 1,684</b>	<b>\$ 858</b>	<b>\$ 585</b>	<b>\$ 2,000</b>	<b>\$ 1,500</b>
<b>Account Object Description</b>						
402	RENTAL OF EQUIPMENT	\$ 18	\$ -	\$ -	\$ -	\$ -
409	TRAVEL & EDUCATION	\$ 8	\$ 372	\$ 781	\$ 692	\$ 1,000
414	DUES & SUBSCRIPTIONS	\$ 5,284	\$ 5,069	\$ 3,905	\$ 5,200	\$ 3,943
421	PRINTING	\$ 1,785	\$ 1,458	\$ 822	\$ 2,000	\$ 2,000
423	CONTRACT MOWING	\$ 56,958	\$ 72,876	\$ 27,035	\$ 69,808	\$ 85,000
452	FILING FEES	\$ 18,624	\$ 12,640	\$ 8,992	\$ 8,000	\$ 10,000
455	CERTIFICATION FEES	\$ 306	\$ -	\$ 461	\$ 1,070	\$ 1,100
462	CELLULAR TELEPHONE & PAGERS	\$ -	\$ -	\$ 753	\$ 3,840	\$ 1,080
<b>Services Sub Total</b>		<b>\$ 82,983</b>	<b>\$ 92,415</b>	<b>\$ 41,249</b>	<b>\$ 90,610</b>	<b>\$ 104,123</b>
<b>Department Total</b>		<b>\$ 264,535</b>	<b>\$ 254,642</b>	<b>\$ 161,864</b>	<b>\$ 273,013</b>	<b>\$ 267,449</b>



TREE CITY USA



## Personnel Organization Chart



## Personnel Summary

Position	Adopted '11-12	Adopted '12-13	Adopted '13-14
<b>Managing Director of Public Works &amp; Development Services</b>	0	0.33	0.33
<b>Director of Development Services</b>	0.5	0	0
<b>Assistant Director of Public Works &amp; Development Services</b>	0	0.33	0.33
<b>Total</b>	0.5	0.66	0.66

## Department Narrative

The Public Works and Development Services Administration program is used to account for administrative and overhead costs. Personnel costs include the Managing Director of Public Works and Development Services, who maintains the responsibility of administering the day to day responsibilities of the Public Works and Development Services Divisions. The Department also ensures a quality engineered infrastructure and safe environment for our customers through technical review of proposed developments and monitoring for conformance to city design standards. They provide construction inspections and information services for engineering issues in a professional and responsive manner.

Departmental Goals				
<b>City Council Goals</b>				
<ul style="list-style-type: none"> <li>Enhance the local economy by improving city infrastructure through the design and construction of CIP designated projects</li> <li>Provide a streamlined development review process with emphasis on protecting the City's interests and long term users</li> <li>Provide technical support and access to data through GIS for citizens, other departments, and the development community</li> <li>Oversee the master planning of the storm water program, thoroughfares, wastewater and water distribution systems</li> <li>Serve as the City's regulatory authority to assure conformance to City Ordinance for the design and construction of private development projects through plan review, plan approval, construction inspection and final project acceptance</li> <li>Serve as the City's Rights of Way and Flood Plain manager</li> <li>Review master plans annually and make recommendations to update when needed</li> </ul>				
Workload Indicators	11-12 Actual	12-13 Actual		2013-2014 Target
Construction Plans Reviewed	15	15		
Development Review Committee Meetings	45	45		
Utility Coordination Committee Meetings	2	2		
Right of Way Permits Issued	500	350		
GIS Data Inputs from Residential and Commercial Plats	8	8		
Residential Developments Constructed and Accepted	1	1		
Commercial Developments Constructed and Accepted	8	8		
Performance Measurement	11-12 Actual	12-13 Actual		2013-2014 Target
Consulting and Contractor Pay Estimates within 1 Week	100%	100%		
Expenditure Reports Reviewed Monthly	100%	100%		
Revenue Reports Reviewed Monthly	100%	100%		
Weekly Staff Meetings	50	50		
Construction Plans Completed within 7 Days	100%	100%		
Short Term GIS Projects Completed	100%	100%		
Long Term GIS Projects Completed	50%	50%		
Customer Infrastructure Requests Completed in 48 Hours	90%	90%		
Budget Summary	2011-2012	2012-2013		2013-2014
	Actual	Estimate	Budget	Budget
Personnel	675,396	489,216	634,821	535,997
Supplies	6,221	2,333	6,500	2,945
Maintenance	14,241	23,047	35,800	37,800
Services	51,493	20,395	105,010	44,164
Capital Outlay	-	-	-	-
<b>TOTAL</b>	<b>747,351</b>	<b>534,991</b>	<b>782,131</b>	<b>620,906</b>

# Development Services Public Works Administration

	2011	2012	2013	2013	2014
Account Object                      Description	Actual	Actual	YTD Actual	Budget	Proposed
101 SALARIES-REGULAR	\$ 65,352	\$ 50,916	\$ 51,567	\$ 63,581	\$ 65,146
103 SALARIES-OVERTIME	\$ 45	\$ -	\$ -	\$ -	\$ -
104 SALARIES-LONGEVITY	\$ 491	\$ 339	\$ 244	\$ 864	\$ 960
105 GROUP HEALTH INSURANCE	\$ 4,863	\$ 5,122	\$ 6,234	\$ 17,287	\$ 18,315
106 TMRS	\$ 10,060	\$ 7,822	\$ 7,674	\$ 9,244	\$ 9,738
107 FICA	\$ 5,112	\$ 3,959	\$ 3,904	\$ 4,617	\$ 4,691
109 SALARIES-WELL PAY	\$ 471	\$ 371	\$ 1,019	\$ 319	\$ 329
110 DENTAL INSURANCE	\$ 254	\$ -	\$ 118	\$ 515	\$ 468
113 SALARIES-CAR ALLOWANCE	\$ 4,614	\$ 4,828	\$ 1,406	\$ 1,600	\$ 1,600
120 GROUP LIFE INSURANCE	\$ 15	\$ 76	\$ 68	\$ 68	\$ 68
130 WORKERS COMPENSATION	\$ 140	\$ 102	\$ 155	\$ 115	\$ 145
131 EAP EXPENSE	\$ 0	\$ 14	\$ 15	\$ 18	\$ 18
<b>Personnel Sub Total</b>	<b>\$ 91,418</b>	<b>\$ 73,549</b>	<b>\$ 72,406</b>	<b>\$ 98,228</b>	<b>\$ 101,478</b>
Account Object                      Description					
201 OFFICE SUPPLIES	\$ 3,595	\$ 1,755	\$ 317	\$ 1,000	\$ 2,500
210 FOOD/BEV-MEETINGS/FUNCTIONS	\$ 58	\$ 91	\$ 295	\$ 750	\$ 250
214 POSTAGE/SHIPPING/DELIVERY	\$ -	\$ 87	\$ 463	\$ 500	\$ 500
<b>Supplies Sub Total</b>	<b>\$ 3,653</b>	<b>\$ 1,933</b>	<b>\$ 1,240</b>	<b>\$ 2,250</b>	<b>\$ 3,250</b>
Account Object                      Description					
402 RENTAL OF EQUIPMENT	\$ 5,140	\$ 3,535	\$ 527	\$ -	\$ 2,052
409 TRAVEL & EDUCATION	\$ 974	\$ 2,739	\$ 1,793	\$ 2,000	\$ 1,600
410 UTILITIES - ELECTRICITY	\$ 2,240	\$ 3,701	\$ -	\$ -	\$ -
414 DUES & SUBSCRIPTIONS	\$ 1,017	\$ 712	\$ 832	\$ 738	\$ 672
416 OTHER/PROFESSIONAL SERVICES	\$ 272	\$ 729	\$ -	\$ 1,000	\$ -
421 PRINTING	\$ 208	\$ 747	\$ 242	\$ 200	\$ 500
462 CELLULAR TELEPHONE & PAGERS	\$ -	\$ -	\$ 4,050	\$ 936	\$ 936
464 RENTAL OF OFFICE SPACE	\$ 13,265	\$ 13,552	\$ -	\$ -	\$ -
535 HEALTH DEPARTMENT	\$ 61,060	\$ 13,145	\$ 7,062	\$ 26,000	\$ 12,000
543 JANITORIAL CONTRACT	\$ 96	\$ 48	\$ -	\$ -	\$ -
549 HVAC MAINTENANCE CONTRACT	\$ 52	\$ 61	\$ -	\$ -	\$ -
559 CONTRACT/TEMPORARY LABOR	\$ 397	\$ -	\$ -	\$ -	\$ -
<b>Sub Total</b>	<b>\$ 84,722</b>	<b>\$ 38,969</b>	<b>\$ 14,506</b>	<b>\$ 30,874</b>	<b>\$ 43,760</b>
<b>Department Total</b>	<b>\$ 179,802</b>	<b>\$ 114,451</b>	<b>\$ 88,153</b>	<b>\$ 131,352</b>	<b>\$ 148,488</b>



## Personnel Organization Chart



## Personnel Summary

Position	Adopted '11-12	Adopted '12-13	Adopted '13-14
IT Manager	0.75	0.75	0.75
GIS Coordinator	0	0.5	0.5
Computer Systems Administrator	2	2	2
PT Hourly IT (.50)	0.5	0.5	0.5
<b>Total</b>	<b>3.25</b>	<b>3.75</b>	<b>3.75</b>

## Department Narrative

The Information Technology department is essential to the effective implementation of technology solutions at all levels of City government. The information technology department is vital to the cost-effective and efficient operation of the various City departments and the delivery of services to the public. Information Technology assists in the technology plans of all city departments, including plans for the procurement and deployment of all technology projects.



Departmental Goals				
<b>City Council Goal</b>				
<ul style="list-style-type: none"> <li>• Administer IT contract with school district</li> <li>• Maintain the city computer infrastructure ensuring the reliability and security of electronic resources.</li> <li>• Support the technology needed to conduct the administrative functions of the city</li> <li>• Enhance municipal operations by providing the technological resources necessary for insuring technically competent employees</li> <li>• Manage and maintain the life cycle of software to ensure performance and quality in municipal computer systems</li> <li>• Purchase citywide capital computer equipment</li> </ul>				
Workload Indicators	11-12 Actual	12-13 Actual		2013-2014 Target
Information Technology Staff	3.5	4.5		4.5
City Employees being Supported	274	274		260
City Desktop/Laptops Supported	216	300		275
City Servers Supported	34	34		32
Public Library Computer Replacement	66 (Possible)	55		0
City Server Replacement	5	5		5
CRM - Helpdesk Requests	446	1100		832
City PC Replacements	53	0		50
Replace T1 Internet Circuit with higher speed Opteman Circuit	n/a	n/a		n/a
Performance Measurement	11-12 Actual	12-13 Actual		2013-2014 Target
Supported End User per IT Personnel	78	60		58
Supported Computer System per IT Personnel	62	74		78
Average CRM - Help desk call per day	1.9	4.2		3.5
Technical Training Class per Staff Member	1	0.5		3
Percentage of Computers Replaced City Wide	24%	0%		25%
Max # of hours passed before responding to helpdesk request	6	4		4
Budget Summary	2011-2012 Actual	2012-2013		2013-2014 Budget
		Estimate	Budget	
Personnel	244,555	246,441	243,119	304,267
Supplies	50,663	13,108	50,464	139,317
Maintenance	41,717	28,328	37,922	47,717
Other Services	42,878	33,661	50,795	36,715
Capital Outlay	-	21,950	-	-
<b>TOTAL</b>	<b>379,813</b>	<b>343,487</b>	<b>382,300</b>	<b>528,016</b>

# Information Technology

	2011	2012	2013	2013	2014
Account Object	Actual	Actual	YTD Actual	Budget	Proposed
101 SALARIES-REGULAR	\$ 168,616	\$ 169,799	\$ 150,914	\$ 204,278	\$ 185,728
102 SALARIES-PART TIME	\$ 8,084	\$ 15,245	\$ 15,797	\$ 14,560	\$ 14,997
103 SALARIES-OVERTIME	\$ 2,575	\$ 3,382	\$ 1,282	\$ 2,400	\$ 2,400
104 SALARIES-LONGEVITY	\$ 391	\$ 734	\$ 492	\$ 868	\$ 892
105 GROUP HEALTH INSURANCE	\$ 25,226	\$ 16,517	\$ 13,736	\$ 30,487	\$ 21,236
106 TMRS	\$ 24,507	\$ 24,235	\$ 21,753	\$ 29,661	\$ 27,694
107 FICA	\$ 13,281	\$ 14,128	\$ 12,621	\$ 16,934	\$ 15,558
109 SALARIES-WELL PAY	\$ 217	\$ -	\$ 569	\$ 1,022	\$ 943
110 DENTAL INSURANCE	\$ 1,340	\$ 1,188	\$ 819	\$ 2,060	\$ 1,404
118 CELL PHONE ALLOWANCE	\$ -	\$ 531	\$ 409	\$ 960	\$ 480
120 GROUP LIFE INSURANCE	\$ 47	\$ 246	\$ 177	\$ 485	\$ 460
130 WORKERS COMPENSATION	\$ 270	\$ 341	\$ 304	\$ 428	\$ 482
131 EAP EXPENSE	\$ 2	\$ 94	\$ 93	\$ 124	\$ 118
<b>Personnel Sub Total</b>	<b>\$ 244,555</b>	<b>\$ 246,441</b>	<b>\$ 218,966</b>	<b>\$ 304,267</b>	<b>\$ 272,392</b>
<b>Account Object</b>	<b>Description</b>				
201 OFFICE SUPPLIES	\$ 3,615	\$ 251	\$ 2,139	\$ -	\$ -
204 MINOR EQUIP/FURN/FIX/TOOLS/ETC	\$ 4,772	\$ -	\$ 200	\$ 200	\$ -
210 FOOD/BEV-MEETINGS/FUNCTIONS	\$ -	\$ 120	\$ -	\$ -	\$ -
211 OTHER OPERATIONAL SUPPLIES	\$ 1,325	\$ 33	\$ 3,576	\$ 4,502	\$ 6,700
214 POSTAGE/SHIPPING/DELIVERY	\$ -	\$ 19	\$ -	\$ -	\$ -
231 SOFTWARE	\$ 15,707	\$ 2,615	\$ 30,662	\$ 49,301	\$ 30,240
240 CIRCUIT CONNECTIVITY	\$ 9,032	\$ 6,372	\$ 4,382	\$ 15,100	\$ 30,000
241 IT HARDWARE-NON COMPUTER	\$ 4,922	\$ 3,698	\$ 3,718	\$ 5,100	\$ 4,000
242 COMPUTERS/SERVERS	\$ 2,355	\$ -	\$ 51,435	\$ 54,000	\$ 21,100
243 NETWORK EQUIPMENT	\$ 8,935	\$ -	\$ -	\$ 9,116	\$ 13,674
<b>Supplies Sub Total</b>	<b>\$ 50,663</b>	<b>\$ 13,108</b>	<b>\$ 96,112</b>	<b>\$ 137,319</b>	<b>\$ 105,714</b>
<b>Account Object</b>	<b>Description</b>				
342 MAINT-DATA PROC EQUIPMENT	\$ -	\$ -	\$ -	\$ 1,965	\$ 1,965
370 MAINT-SOFTWARE	\$ 26,010	\$ 10,053	\$ 17,508	\$ 25,952	\$ 50,000
371 MAINT-HARDWARE	\$ 8,740	\$ 11,308	\$ 11,900	\$ 11,900	\$ 16,000
372 MAINT-NETWORK EQUIPMENT	\$ 6,967	\$ 6,967	\$ 6,851	\$ 7,900	\$ 7,900
<b>Services Sub Total</b>	<b>\$ 41,717</b>	<b>\$ 28,328</b>	<b>\$ 36,260</b>	<b>\$ 47,717</b>	<b>\$ 75,865</b>
<b>Account Object</b>	<b>Description</b>				
401 TELEPHONE & COMMUNICATIONS	\$ 923	\$ 423	\$ -	\$ -	\$ -
409 TRAVEL & EDUCATION	\$ 2,037	\$ 3,336	\$ 8,397	\$ 9,800	\$ 7,650
414 DUES & SUBSCRIPTIONS	\$ -	\$ 100	\$ -	\$ 195	\$ 195
416 OTHER/PROFESSIONAL SERVICES	\$ -	\$ 1,489	\$ -	\$ -	\$ -
421 PRINTING	\$ 21	\$ -	\$ 74	\$ 74	\$ -
442 COMPUTER PROFESSIONAL SERVICES	\$ 39,806	\$ 28,313	\$ 26,224	\$ 26,224	\$ 26,000
462 CELLULAR TELEPHONE & PAGERS	\$ 91	\$ -	\$ 1,272	\$ 1,520	\$ 720
<b>Services Sub Total</b>	<b>\$ 42,878</b>	<b>\$ 33,661</b>	<b>\$ 36,818</b>	<b>\$ 38,713</b>	<b>\$ 36,665</b>
<b>Account Object</b>	<b>Description</b>				
618 CAPITAL-COMPUTER EQUIPMENT	\$ -	\$ 21,950	\$ -	\$ -	\$ -
<b>Capital Sub Total</b>	<b>\$ -</b>	<b>\$ 21,950</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Department Total</b>	<b>\$ 379,813</b>	<b>\$ 343,487</b>	<b>\$ 388,157</b>	<b>\$ 528,016</b>	<b>\$ 490,636</b>



## Personnel Organization Chart



## Personnel Summary

Position	Adopted '11-12	Adopted '12-13	Adopted '13-14
Fire Marshal	0	1	1
Administrative Secretary	1	1	1
<b>Total</b>	<b>1</b>	<b>2</b>	<b>2</b>

## Department Narrative

The Fire Marshal is responsible for the coordination of fire prevention activities in the City of Lancaster. Working closely with other personnel in the Fire Department and Development Services Division, the Fire Marshal organizes fire-related education, code compliance, life safety inspections, fire inspection and emergency preparedness efforts. The Fire Marshal conducts certificate of occupancy inspections. The Fire Marshal conducts yearly inspections on schools, daycares and other businesses that are required by the state to have a yearly fire inspection. The Fire Marshal conducts plan reviews of all new businesses. The Fire Marshal conducts fire investigations to determine the cause of fires and also works with the Insurance Companies to assist the home or business owner. The Fire Marshal investigates all Arson related fires and all related law enforcement activities related to arson fires.



Departmental Goals				
<b>City Council Goals:</b>				
<ul style="list-style-type: none"> <li>• Continue our assessment of the hazards in the community.</li> <li>• Consult with prospective builders on fire code requirements and insurance requirements.</li> <li>• Review and issue permits for dangerous processes such as hazardous materials, fireworks, and new fuel tanks.</li> <li>• Investigate fires within the city not only to determine the cause of the fire, but also if a certain product is a fire hazard.</li> <li>• Educate youths and adults through fire prevention classes using printed material and the educational mobile fire house.</li> <li>• Serve on the Development Review Committee.</li> </ul>				
Workload Indicators	11-12 Actual	12-13 Actual		2013-2014 Target
Review building plans and fire protection system plans	193	200		
Conduct fire safety demonstrations/presentations	204	0		
Conduct arson fire investigations/prosecutions	3	4		
Conduct fire inspections	210	200		
Performance Measurement	11-12 Actual	12-13 Actual		2013-2014 Target
CO inspection within 8 days of request	100%	75%		
Increase in arson fire prosecution rate and fire	10%	0%		
State required inspection within 8 days of request	100%	75%		
Plan review within 8 days of submittal	100%	75%		
Budget Summary	2011-2012	2012-2013		2013-2014
	Actual	Budget	Estimate	Budget
Personnel	95,780	56,408	62,634	149,149
Supplies	969	1,088	2,900	3,650
Maintenance	40	126	-	800
Other Services	125	2,088	7,449	2,921
Capital Outlay	-	-	-	-
<b>TOTAL</b>	<b>96,914</b>	<b>59,709</b>	<b>72,983</b>	<b>156,520</b>

# Fire Marshal

		2011	2012	2013	2013	2014
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
101	SALARIES-REGULAR	\$ 73,366	\$ 36,453	\$ 61,085	\$ 101,881	\$ 110,159
103	SALARIES-OVERTIME	\$ -	\$ 7,548	\$ 20,567	\$ 10,000	\$ 10,000
104	SALARIES-LONGEVITY	\$ 779	\$ 581	\$ 531	\$ 624	\$ 1,688
105	GROUP HEALTH INSURANCE	\$ 2,966	\$ 1,192	\$ 8,338	\$ 6,824	\$ 15,436
106	TMRS	\$ 10,605	\$ 6,225	\$ 11,851	\$ 16,247	\$ 18,447
107	FICA	\$ 5,790	\$ 3,340	\$ 5,998	\$ 8,780	\$ 8,958
108	SALARIES-PARAMEDIC	\$ -	\$ -	\$ 889	\$ -	\$ 2,101
109	SALARIES-WELL PAY	\$ 1,072	\$ 412	\$ -	\$ 555	\$ 623
110	DENTAL INSURANCE	\$ 194	\$ -	\$ -	\$ 515	\$ -
115	CERTIFICATION PAY	\$ 498	\$ -	\$ 316	\$ 1,801	\$ 1,801
118	CELL PHONE ALLOWANCE	\$ -	\$ 420	\$ -	\$ 480	\$ 480
120	GROUP LIFE INSURANCE	\$ 19	\$ 58	\$ 95	\$ 281	\$ 306
130	WORKERS COMPENSATION	\$ 490	\$ 152	\$ 643	\$ 1,089	\$ 1,504
131	EAP EXPENSE	\$ 0	\$ 27	\$ 41	\$ 72	\$ 78
<b>Personnel Sub Total</b>		<b>\$ 95,780</b>	<b>\$ 56,408</b>	<b>\$ 110,354</b>	<b>\$ 149,149</b>	<b>\$ 171,581</b>
Account Object	Description					
201	OFFICE SUPPLIES	\$ -	\$ 13	\$ 123	\$ 300	\$ 300
202	UNIFORMS AND CLOTHING	\$ -	\$ -	\$ 231	\$ 250	\$ 250
203	MOTOR VEHICLE SUPPLIES	\$ -	\$ -	\$ 478	\$ 200	\$ 200
204	MINOR EQUIP/FURN/FIX/TOOLS/ETC	\$ -	\$ -	\$ 592	\$ 500	\$ 500
208	EDUCATION & REC SUPPLIES	\$ -	\$ 97	\$ 380	\$ 500	\$ 500
214	POSTAGE/SHIPPING/DELIVERY	\$ -	\$ -	\$ 45	\$ 300	\$ 300
215	TRAINING SUPPLIES	\$ -	\$ -	\$ -	\$ -	\$ 100
218	FUEL & OIL	\$ 969	\$ 978	\$ 718	\$ 1,150	\$ 1,150
232	FILM	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Supplies Sub Total</b>		<b>\$ 969</b>	<b>\$ 1,088</b>	<b>\$ 2,568</b>	<b>\$ 3,200</b>	<b>\$ 3,300</b>
Account Object	Description					
302	MAINT-MOTOR VEHICLES	\$ 40	\$ 126	\$ 529	\$ 500	\$ 500
303	MAINT-EQUIP & MACHINERY	\$ -	\$ 126	\$ -	\$ 300	\$ 200
341	MAINT-EARLY WARNING SIRENS	\$ -	\$ 126	\$ -	\$ -	\$ -
<b>Maintenance Sub Total</b>		<b>\$ 40</b>	<b>\$ 378</b>	<b>\$ 529</b>	<b>\$ 800</b>	<b>\$ 700</b>
Account Object	Description					
409	TRAVEL & EDUCATION	\$ 70	\$ 260	\$ 1,945	\$ 2,000	\$ 1,800
414	DUES & SUBSCRIPTIONS	\$ 55	\$ 170	\$ 495	\$ 400	\$ 400
416	OTHER/PROFESSIONAL SERVICES	\$ -	\$ 1,924	\$ 349	\$ 750	\$ 750
421	PRINTING	\$ -	\$ -	\$ -	\$ 200	\$ -
539	MISC. HEALTH BENEFIT	\$ -	\$ -	\$ -	\$ 21	\$ 21
<b>Services Sub Total</b>		<b>\$ 125</b>	<b>\$ 2,354</b>	<b>\$ 2,789</b>	<b>\$ 3,371</b>	<b>\$ 2,971</b>
<b>Department Total</b>		<b>\$ 96,914</b>	<b>\$ 59,976</b>	<b>\$ 116,240</b>	<b>\$ 156,520</b>	<b>\$ 178,552</b>

# **WATER/WASTEWATER FUND**

## WATER AND WASTEWATER FUND

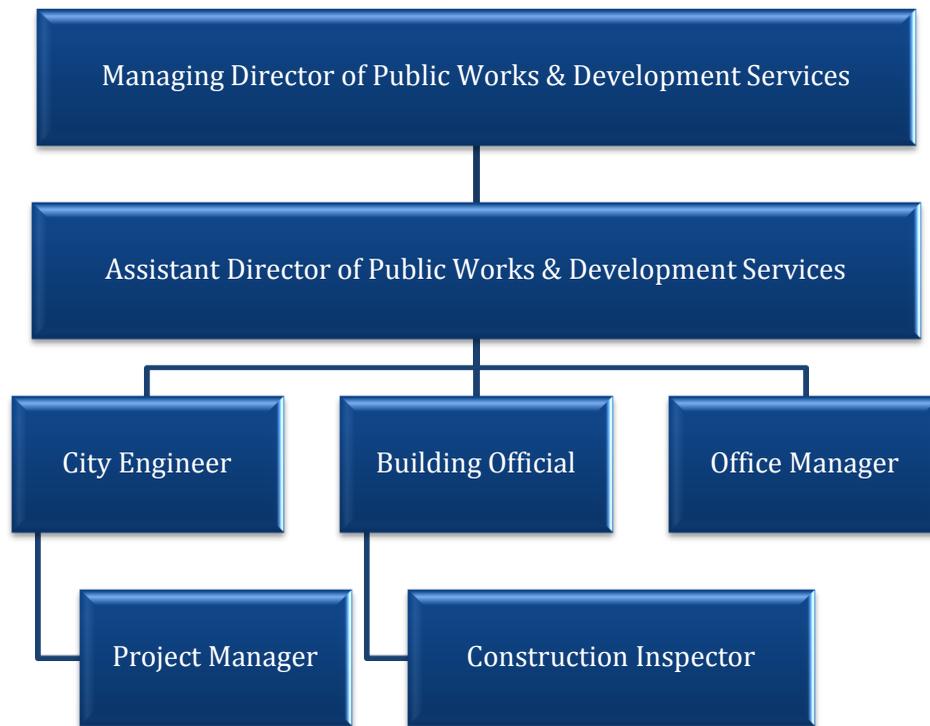
REVENUES		2011	2012	2013		2014
Department No	Revenue Source	Actual	Actual	Year to Date	Budget	Proposed
	Water	5,186,446	6,429,656	5,354,883	5,500,000	6,440,892
	Wastewater	5,429,750	7,028,243	6,075,966	6,700,000	7,000,000
	Fees	426,929	304,045	574,061	164,750	150,850
	Impact Fees	101,481	97,133	232,031	80,000	80,000
	Other Revenue	742,630	350,003	176,260	293,000	293,000
	Interest	14,770	13,843	12,663	12,000	12,000
	<b>Total</b>	<b>\$ 11,902,006</b>	<b>\$ 14,222,923</b>	<b>\$ 12,425,864</b>	<b>\$ 12,749,750</b>	<b>\$ 13,976,742</b>

EXPENDITURES		2011	2012	2013		2014
Department No		Actual	Actual	Year to Date	Budget	Proposed
	2 Public Works Administration	747,351	535,376	477,878	620,906	645,500
	20 Utility Billing	493,166	512,263	466,153	456,743	570,848
	21 Water Operations	660,183	666,202	403,904	713,778	737,608
	22 Non-Departmental	1,599,063	1,567,527	22,753	184,677	12,177
	27 Meter Reading	138,472	155,523	327,045	370,342	274,746
	30 Wastewater Operations	503,103	387,013	459,853	648,067	643,134
	42 Wholesale Costs	4,996,473	6,262,091	4,103,194	6,736,959	6,843,979
	50 Debt Service	375,559	793,471	709,055	1,813,557	1,649,388
	80 Transfers Out	1,424,236	1,424,236	1,424,236	1,466,963	1,466,963
	<b>Total</b>	<b>\$ 10,937,606</b>	<b>\$ 12,303,701</b>	<b>\$ 8,394,072</b>	<b>\$ 13,011,992</b>	<b>\$ 12,844,342</b>

BALANCES		2011	2012	2013		2014
		Actual	Actual	Year to Date	Budget	Proposed
	Net Gain (Loss)	964,400	1,919,222	4,031,792	(262,242)	1,132,400



## Personnel Organization Chart



## Personnel Summary

Position	Adopted '11-12	Adopted '12-13	Adopted '13-14
<b>Director of Public Works</b>	1	0	0
<b>Managing Director of Public Works &amp; Development Services</b>	0	0.33	0.33
<b>Assistant Director of Public Works &amp; Development Services</b>	0	0.33	0.33
<b>City Engineer</b>	1	1	1
<b>IT Manager</b>	0.25	0.25	0.25
<b>GIS Coordinator</b>	1	0.25	0.25
<b>Assistant to the City Manager</b>	0.25	0.25	0.25
<b>Project Manager</b>	1	1	1
<b>Construction Inspector</b>	2	2	2
<b>Office Manager</b>	1	1	1
<b>Total</b>	7.5	6.41	6.41

## Department Narrative

The Public Works Administration's primary purpose is to provide leadership and manage the administrative functions for several divisions including Water & Wastewater, Streets and Storm Water Drainage. They also oversee the design and construction of major infrastructure projects in accordance with the Capital Improvement Program.



Departmental Goals				
<p><b>City Council Goals: Sound Infrastructure, Financially sound city</b></p> <ul style="list-style-type: none"> <li>• Administer departmental operations</li> <li>• Enhance the local economy by improving city infrastructure through the design and construction of CIP designated projects</li> </ul>				
Workload Indicators	11-12 Actual	2012-2013 Actual		2013-2014 Target
Construction Plans Reviewed	15	12		17
Development Review Committee Meetings	45	27		48
Utility Coordination Committee Meetings	2	0		1
Right of Way Permits Issued	350	90		355
GIS Data Inputs from Residential and Commercial Plats	8	6		10
Residential Developments Constructed and Accepted	1	0		0
Commercial Developments Constructed and Accepted	8	5		10
Performance Measurement	11-12 Actual	2012-2013 Actual		2013-2014 Target
Consulting and Contractor Pay Estimates within 1 Week	100%	95%		100%
Expenditure Reports Reviewed Monthly	100%	95%		100%
Construction Plans Completed within 7 Days	100%	100%		100%
Customer Infrastructure Requests Completed in 48 Hours	90%	100%		100%
Budget Summary	2011-2012 Actual	2012-2013		2013-2014 Budget
		Estimate	Budget	
Personnel			535,997	
Supplies			2,945	
Maintenance			37,800	
Services			44,164	
Capital Outlay				
<b>TOTAL</b>			<b>620,906</b>	

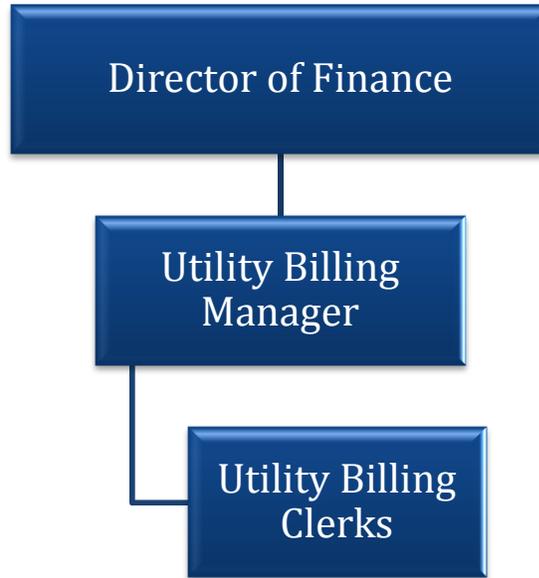
# Public Works Administration

		2011	2012	2013	2013	2014
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
101	SALARIES-REGULAR	\$ 479,277	\$ 367,958	\$ 288,156	\$ 379,341	\$ 388,344
103	SALARIES-OVERTIME	\$ 327	\$ 1,753	\$ 2,515	\$ 1,000	\$ 1,000
104	SALARIES-LONGEVITY	\$ 2,148	\$ 2,290	\$ 2,100	\$ 3,372	\$ 4,528
105	GROUP HEALTH INSURANCE	\$ 74,210	\$ 38,115	\$ 57,137	\$ 61,770	\$ 68,654
106	TMRS	\$ 70,244	\$ 47,755	\$ 41,809	\$ 54,659	\$ 57,944
107	FICA	\$ 35,652	\$ 25,116	\$ 21,108	\$ 27,527	\$ 28,693
109	SALARIES-WELL PAY	\$ -	\$ -	\$ 448	\$ 1,873	\$ 1,961
110	DENTAL INSURANCE	\$ 2,469	\$ 1,143	\$ 861	\$ 3,004	\$ 2,340
113	SALARIES-CAR ALLOWANCE	\$ 5,086	\$ 114	\$ 1,320	\$ 1,600	\$ 1,600
118	CELL PHONE ALLOWANCE	\$ -	\$ -	\$ 120	\$ -	\$ -
120	GROUP LIFE INSURANCE	\$ 120	\$ 419	\$ 330	\$ 758	\$ 758
130	WORKERS COMPENSATION	\$ 5,860	\$ 4,425	\$ 3,389	\$ 898	\$ 1,145
131	EAP EXPENSE	\$ 2	\$ 128	\$ 108	\$ 195	\$ 195
<b>Personnel Sub Total</b>		<b>\$ 675,396</b>	<b>\$ 489,216</b>	<b>\$ 420,018</b>	<b>\$ 535,997</b>	<b>\$ 557,162</b>
<b>Supplies</b>						
Account Object	Description					
201	OFFICE SUPPLIES	\$ 353	\$ 1,127	\$ 1,463	\$ 2,000	\$ 3,000
202	UNIFORMS AND CLOTHING	\$ 108	\$ 40	\$ 125	\$ 195	\$ 250
203	MOTOR VEHICLE SUPPLIES	\$ 237	\$ -	\$ -	\$ -	\$ -
204	MINOR EQUIP/FURN/FIX/TOOLS/ECT	\$ 100	\$ 134	\$ 177	\$ 250	\$ 300
210	FOOD/BEV-MEETINGS/FUNCTIONS	\$ 74	\$ 416	\$ 85	\$ 200	\$ 350
214	POSTAGE/SHIPPING/DELIVERY	\$ 4	\$ 13	\$ 9	\$ 50	\$ 100
218	FUEL & OIL	\$ 5,346	\$ 603	\$ 658	\$ 500	\$ 7,308
<b>Supplies Sub Total</b>		<b>\$ 6,221</b>	<b>\$ 2,333</b>	<b>\$ 2,518</b>	<b>\$ 3,195</b>	<b>\$ 11,358</b>
<b>Maintenance</b>						
Account Object	Description					
301	MAINT-BLDG & STRUCTURES	\$ 125	\$ 52	\$ -	\$ 144	\$ -
302	MAINT-MOTOR VEHICLES	\$ 1,068	\$ 632	\$ 115	\$ 500	\$ 1,000
342	MAINT-DATA PROCESSING EQUIP	\$ 13,026	\$ 22,371	\$ 16,336	\$ 37,300	\$ 34,200
346	MAINT-HEATING & COOLING SYSTEM	\$ 22	\$ -	\$ -	\$ -	\$ -
<b>Maintenance Sub Total</b>		<b>\$ 14,241</b>	<b>\$ 23,055</b>	<b>\$ 16,451</b>	<b>\$ 37,944</b>	<b>\$ 35,200</b>
<b>Services</b>						
Account Object	Description					
401	TELEPHONE & COMMUNICATIONS	\$ 160	\$ -	\$ -	\$ -	\$ -
402	RENTAL OF EQUIPMENT	\$ 2,229	\$ 986	\$ 3,498	\$ 2,237	\$ 4,092
409	TRAVEL & EDUCATION	\$ 1,502	\$ 5,029	\$ 2,959	\$ 2,225	\$ 3,000
410	UTILITIES - ELECTRICITY	\$ 5,600	\$ -	\$ -	\$ -	\$ -
414	DUES & SUBSCRIPTIONS	\$ 1,360	\$ 1,836	\$ 6,838	\$ 7,039	\$ 1,958
416	OTHER/PROFESSIONAL SERVICES	\$ 681	\$ 9,142	\$ 24,322	\$ 25,000	\$ 27,000
420	INTERNAL TRAINING	\$ 130	\$ 40	\$ -	\$ 200	\$ 250
421	PRINTING	\$ 640	\$ 388	\$ 620	\$ 900	\$ 900
427	ENGINEERING	\$ 4,925	\$ -	\$ -	\$ 3,622	\$ -
462	CELLULAR TELEPHONE & PAGERS	\$ -	\$ -	\$ 655	\$ 1,080	\$ 1,080
464	RENTAL OFFICE SPACE	\$ 33,163	\$ 2,874	\$ -	\$ -	\$ -
543	JANITORIAL CONTRACT	\$ 840	\$ -	\$ -	\$ -	\$ -
544	PEST CONTROL SERVICES	\$ 131	\$ 315	\$ -	\$ -	\$ -
548	FIRE SYSTEM INSPECTION CONTRAC	\$ -	\$ -	\$ -	\$ 1,467	\$ 1,500
549	HVAC MAINTENANCE CONTRACT	\$ 131	\$ 164	\$ -	\$ -	\$ -
<b>Services Sub Total</b>		<b>\$ 51,493</b>	<b>\$ 20,772</b>	<b>\$ 38,892</b>	<b>\$ 43,770</b>	<b>\$ 41,780</b>
<b>Department Total</b>		<b>\$ 747,351</b>	<b>\$ 535,376</b>	<b>\$ 477,878</b>	<b>\$ 620,906</b>	<b>\$ 645,500</b>



# Utility Billing

## Personnel Organization Chart



## Personnel Summary

Position	Adopted '11-12	Adopted '12-13	Adopted '13-14
Utility Billing Manager	1	1	1
Accountant	0	0.25	0.25
Accounting Generalist	1	0	0
Sr. Utility Billing Clerk	1	0	0
Community Relations Assistant	0.25	0.25	0.25
Utility Billing Clerk	2	2	3
<b>Total</b>	<b>5.25</b>	<b>4.5</b>	<b>4.5</b>

## Department Narrative

The Utility Billing Department generates and processes all billing for water, wastewater, refuse, and storm water accounts.



Departmental Goals				
<b>City Council Goals:</b>				
<ul style="list-style-type: none"> <li>• Maximize sources of revenue through continuous monitoring and review of consumption and customer accounts</li> <li>• Create a positive and friendly impression of the City of Lancaster for newcomers, visitors, and residents with friendly customer service</li> <li>• Process all activities in the most economical and efficient manner</li> <li>• Serve the City of Lancaster's utility customers through courteous service, knowledgeable staff, and convenient hours</li> <li>• Respond to customer inquiries in a timely manner, and maintain the timely and accurate posting of payments to accounts</li> <li>• Notify management and Council of potential problem areas and opportunities for improvement in all areas concerning the City of Lancaster Utilities' financial health</li> </ul>				
Workload Indicators	11-12 Actual	12-13 Actual		2013-2014 Target
Population		36,390		36,700
Water Customers	12,326	12,400		
Wastewater Customers	12,084	12,100		
Bills Processed Monthly	11,234	11,500		
Service Orders Processed	800	400		
Bill Adjustments	100	55		
Cut-off of Services	1,000	500		
Returned Checks Processed (Year)	236	100		
Payments Processed (per Month)	2,500	1,500		
Performance Measurement	11-12 Actual	12-13 Actual		2013-2014 Target
Billing counter staffed with at least 2 employees at all	100%	100%		
Phone calls resolved within 24 hours	96%	100%		
Accurate Account Billings	98%	99%		
Accurate Posting of Payments	99%	100%		
Budget Summary	2011-2012	2012-2013		2013-2014
	Actual	Budget	Estimate	Budget
Personnel	258,143	226,467	253,827	246,761
Supplies	4,888	5,418	2,670	4,450
Maintenance	1,590	708	1,000	2,687
Services	228,545	267,159	209,728	202,845
Capital Outlay	-	-	-	-
<b>TOTAL</b>	<b>493,166</b>	<b>499,751</b>	<b>467,225</b>	<b>456,743</b>

# Utility Billing

		2011	2012	2013	2013	2014
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
101	SALARIES-REGULAR	\$ 175,766	\$ 160,561	\$ 150,599	\$ 166,566	\$ 160,490
103	SALARIES-OVERTIME	\$ 10,026	\$ 7,982	\$ 3,312	\$ 2,794	\$ 5,000
104	SALARIES-LONGEVITY	\$ 769	\$ 726	\$ 562	\$ 820	\$ 684
105	GROUP HEALTH INSURANCE	\$ 28,006	\$ 18,268	\$ 23,453	\$ 34,014	\$ 40,280
106	TMRS	\$ 26,459	\$ 23,501	\$ 22,663	\$ 24,513	\$ 24,284
107	FICA	\$ 14,287	\$ 12,843	\$ 11,918	\$ 13,032	\$ 12,563
109	SALARIES-WELL PAY	\$ 125	\$ 125	\$ 232	\$ 829	\$ 828
110	DENTAL INSURANCE	\$ 2,355	\$ 1,850	\$ 1,475	\$ 3,117	\$ 3,276
114	SALARIES-ASSIGNMENT PAY	\$ -	\$ -	\$ 5,276	\$ -	\$ -
120	GROUP LIFE INSURANCE	\$ 71	\$ 199	\$ 115	\$ 562	\$ 562
130	WORKERS COMPENSATION	\$ 276	\$ 300	\$ 283	\$ 370	\$ 442
131	EAP EXPENSE	\$ 2	\$ 111	\$ 110	\$ 144	\$ 144
<b>Personnel Sub Total</b>		<b>\$ 258,143</b>	<b>\$ 226,467</b>	<b>\$ 219,996</b>	<b>\$ 246,761</b>	<b>\$ 248,553</b>
<b>Supplies</b>						
Account Object	Description					
201	OFFICE SUPPLIES	\$ 2,542	\$ 2,108	\$ 596	\$ 1,475	\$ 3,000
202	UNIFORMS AND CLOTHING	\$ 296	\$ 25	\$ 24	\$ 30	\$ -
204	MINOR EQUIP/FURN/FIX/TOOLS/ETC	\$ -	\$ 1	\$ 492	\$ -	\$ 1,200
210	FOOD/BEV-MEETINGS/FUNCTIONS	\$ 23	\$ -	\$ -	\$ -	\$ -
214	POSTAGE/SHIPPING/DELIVERY	\$ 2,027	\$ 3,074	\$ 543	\$ 2,945	\$ 3,080
242	COMPUTERS/SERVERS	\$ -	\$ 210	\$ -	\$ -	\$ -
<b>Supplies Sub Total</b>		<b>\$ 4,888</b>	<b>\$ 5,418</b>	<b>\$ 1,655</b>	<b>\$ 4,450</b>	<b>\$ 7,280</b>
<b>Maintenance</b>						
Account Object	Description					
303	MAINT-EQUIP & MACHINERY	\$ 131	\$ -	\$ -	\$ -	\$ -
318	MAINT-OFFICE EQUIPMENT	\$ 1,460	\$ 708	\$ 754	\$ 1,187	\$ 2,700
<b>Maintenance Sub Total</b>		<b>\$ 1,590</b>	<b>\$ 708</b>	<b>\$ 754</b>	<b>\$ 1,187</b>	<b>\$ 2,700</b>
<b>Services</b>						
Account Object	Description					
402	RENTAL OF EQUIPMENT	\$ 3,984	\$ 4,536	\$ 1,481	\$ 2,385	\$ 3,300
407	SPECIAL SERVICES	\$ 5,473	\$ 5,390	\$ 3,509	\$ 4,980	\$ 4,980
409	TRAVEL & EDUCATION	\$ 369	\$ 824	\$ 21	\$ 500	\$ 6,285
414	DUES & SUBSCRIPTIONS	\$ 277	\$ -	\$ -	\$ -	\$ 700
416	OTHER/PROFESSIONAL SERVICES	\$ 83,111	\$ 97,206	\$ 79,000	\$ 78,700	\$ 110,000
421	PRINTING	\$ 752	\$ 815	\$ 36	\$ 125	\$ 600
437	AUDIT SERVICES	\$ -	\$ -	\$ -	\$ -	\$ 15,200
442	COMPUTER PROFESSIONAL SERVICES	\$ 9,474	\$ 9,387	\$ 10,375	\$ 8,255	\$ 10,800
462	CELLULAR TELEPHONE & PAGERS	\$ -	\$ -	\$ -	\$ -	\$ 450
482	CREDIT CARD PROCESSING FEES	\$ 116,048	\$ 156,506	\$ 143,401	\$ 102,200	\$ 160,000
559	CONTRACT/TEMPORARY LABOR	\$ 9,057	\$ 5,007	\$ 5,925	\$ 7,200	\$ -
<b>Services Sub Total</b>		<b>\$ 228,545</b>	<b>\$ 279,671</b>	<b>\$ 243,748</b>	<b>\$ 204,345</b>	<b>\$ 312,315</b>
<b>Department Total</b>		<b>\$ 493,166</b>	<b>\$ 512,263</b>	<b>\$ 466,153</b>	<b>\$ 456,743</b>	<b>\$ 570,848</b>



# Water

## Personnel Organization Chart



## Personnel Summary

Position	Adopted '11-12	Adopted '12-13	Adopted '13-14
Superintendent - Water/Wastewater	1	1	1
Crew Leader	1	1	1
Water Systems Operator	1	1	1
Administrative Secretary	1	1	1
Maintenance Worker II	1	1	1
<b>Total</b>	<b>5</b>	<b>5</b>	<b>5</b>

## Department Narrative

The Water Department works to maintain and operate the City's water distribution system in a manner that provides a safe working environment for the field personnel and continuous service to the customers of the City and maximizes the investment in the system through the use of properly trained, experienced, and certified employees and necessary equipment. The Department is responsible for the construction/replacement of water mains and service lines. It also checks for leaks in the water mains and water lines on a regular basis. The department uses a combined force of water and wastewater employees to maintain three water distribution stations and four lift stations. The Water Division works with all utility companies and contractors to locate all city services and review plans for construction to insure proper size of water mains; proper number of fire hydrants; and proper numbers and locations for services and design.



# Water Operations

		2011	2012	2013	2013	2014
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
101	SALARIES-REGULAR	\$ 158,114	\$ 169,274	\$ 131,052	\$ 185,045	\$ 186,847
103	SALARIES-OVERTIME	\$ 12,504	\$ 16,165	\$ 10,589	\$ 17,000	\$ 17,000
104	SALARIES-LONGEVITY	\$ 854	\$ 811	\$ 527	\$ 624	\$ 760
105	GROUP HEALTH INSURANCE	\$ 29,860	\$ 24,869	\$ 26,727	\$ 33,224	\$ 39,551
106	TMRS	\$ 24,745	\$ 26,645	\$ 20,094	\$ 29,272	\$ 30,355
107	FICA	\$ 13,275	\$ 14,622	\$ 10,526	\$ 15,819	\$ 15,865
109	SALARIES-WELL PAY	\$ 474	\$ 794	\$ -	\$ 1,000	\$ 1,035
110	DENTAL INSURANCE	\$ 1,622	\$ 1,596	\$ 1,061	\$ 2,575	\$ 1,872
113	SALARIES-CAR ALLOWANCE	\$ -	\$ 2,800	\$ -	\$ -	\$ -
115	CERTIFICATION PAY	\$ 2,519	\$ 2,489	\$ 1,949	\$ 3,108	\$ 3,108
120	GROUP LIFE INSURANCE	\$ 62	\$ 191	\$ 86	\$ 612	\$ 612
130	WORKERS COMPENSATION	\$ 2,142	\$ 2,758	\$ 2,487	\$ 3,533	\$ 4,305
131	EAP EXPENSE	\$ 2	\$ 101	\$ 90	\$ 156	\$ 156
<b>Personnel Sub Total</b>		<b>\$ 246,172</b>	<b>\$ 263,115</b>	<b>\$ 205,187</b>	<b>\$ 291,968</b>	<b>\$ 301,466</b>
Account Object	Description					
201	OFFICE SUPPLIES	\$ 518	\$ 538	\$ 66	\$ 40	\$ -
202	UNIFORMS AND CLOTHING	\$ 270	\$ 1,080	\$ 1,380	\$ 3,380	\$ 875
203	MOTOR VEHICLE SUPPLIES	\$ 1,600	\$ 1,371	\$ 409	\$ 409	\$ -
204	MINOR EQUIP/FURN/FIX/TOOLS/ETC	\$ 6,992	\$ 2,312	\$ 6,810	\$ 24,000	\$ 5,000
206	CHEMICALS	\$ 11,303	\$ 760	\$ 393	\$ 520	\$ 5,000
210	FOOD/BEV-MEETINGS/FUNCTIONS	\$ -	\$ 530	\$ 513	\$ 515	\$ 530
214	POSTAGE/SHIPPING/DELIVERY	\$ 2,116	\$ 1,334	\$ 63	\$ 3,200	\$ 1,400
216	MEDICAL SUPPLIES	\$ -	\$ -	\$ -	\$ 310	\$ 120
218	FUEL & OIL	\$ 16,218	\$ 13,291	\$ 12,696	\$ 15,800	\$ 18,000
<b>Supplies Sub Total</b>		<b>\$ 39,016</b>	<b>\$ 21,216</b>	<b>\$ 22,329</b>	<b>\$ 48,174</b>	<b>\$ 30,925</b>
Account Object	Description					
301	MAINT-BLDG & STRUCTURES	\$ 10,255	\$ 9,520	\$ 1,329	\$ 1,500	\$ 3,500
302	MAINT-MOTOR VEHICLES	\$ 638	\$ 4,020	\$ 805	\$ 15,566	\$ 3,000
303	MAINT-EQUIP & MACHINERY	\$ 3,689	\$ 7,789	\$ 912	\$ 5,155	\$ 3,000
304	MAINTENANCE-STREETS	\$ 56,740	\$ 61,533	\$ 3,272	\$ 24,000	\$ 28,000
306	MAINT-WATER MAINS	\$ 25,826	\$ 24,380	\$ 8,238	\$ 58,500	\$ 40,000
309	MAINT-METERS & SETTINGS	\$ 1,897	\$ 814	\$ -	\$ -	\$ -
310	MAINT-STORAGE & DISTRBTN PUMPS	\$ 23,424	\$ 44,916	\$ 5,261	\$ 35,000	\$ 40,000
314	MAINT-RADIO EQUIPMENT	\$ 1,551	\$ 1,637	\$ 1,610	\$ 1,700	\$ 1,700
318	MAINT-OFFICE EQUIPMENT	\$ -	\$ 262	\$ -	\$ -	\$ -
321	MAINT-HYDRANTS	\$ 713	\$ 3,575	\$ 4,153	\$ 14,000	\$ 15,000
346	MAINT-HEATING & COOLING SYSTEM	\$ -	\$ -	\$ 3,587	\$ 5,000	\$ -
351	MAINT-MISC	\$ -	\$ -	\$ -	\$ -	\$ 10,900
<b>Maintenance Sub Total</b>		<b>\$ 124,732</b>	<b>\$ 158,445</b>	<b>\$ 29,166</b>	<b>\$ 160,421</b>	<b>\$ 145,100</b>
Account Object	Description					
402	RENTAL OF EQUIPMENT	\$ 882	\$ -	\$ -	\$ -	\$ -
409	TRAVEL & EDUCATION	\$ 1,622	\$ 2,442	\$ 3,007	\$ 3,450	\$ 3,000
410	UTILITIES - ELECTRICITY	\$ 150,946	\$ 143,003	\$ 91,445	\$ 143,000	\$ 196,300
414	DUES & SUBSCRIPTIONS	\$ 26,876	\$ 33,283	\$ 34,734	\$ 37,414	\$ 38,925
416	OTHER/PROFESSIONAL SERVICES	\$ 228	\$ 20,180	\$ 12,759	\$ 14,235	\$ 8,000
421	PRINTING	\$ 1,525	\$ -	\$ 96	\$ 3,800	\$ 300
429	DEMOLITION EXPENSE	\$ 46,345	\$ -	\$ -	\$ -	\$ -
438	TESTING	\$ 2,512	\$ 3,333	\$ 1,255	\$ 5,000	\$ 5,000
446	ATTORNEY FEES	\$ 18,727	\$ 21,116	\$ 463	\$ -	\$ -
462	CELLULAR TELEPHONE & PAGERS	\$ -	\$ -	\$ 1,068	\$ 1,800	\$ 1,800
543	JANITORIAL CONTRACT	\$ -	\$ -	\$ 1,268	\$ 2,280	\$ -
544	PEST CONTROL SERVICES	\$ -	\$ 70	\$ 280	\$ 540	\$ 420
549	HVAC MAINTENANCE CONTRACT	\$ 600	\$ -	\$ 848	\$ 1,696	\$ 6,372
<b>Services Sub Total</b>		<b>\$ 250,263</b>	<b>\$ 223,426</b>	<b>\$ 147,222</b>	<b>\$ 213,215</b>	<b>\$ 260,117</b>
<b>Department Total</b>		<b>\$ 660,183</b>	<b>\$ 666,202</b>	<b>\$ 403,904</b>	<b>\$ 713,778</b>	<b>\$ 737,608</b>



# Meter Readers

## Personnel Organization Chart



## Personnel Summary

Position	Adopted '11-12	Adopted '12-13	Adopted '13-14
Meter Technician	2	2	2
<b>Total</b>	2	2	2

## Department Narrative

The Meter Reading Division is responsible for the reading, maintenance, and replacement of utility meters. The Meter Reading Function includes costs associated with the City's Meter Reading Technicians.



Departmental Goals				
<b>City Council Goals:</b>				
<ul style="list-style-type: none"> <li>• Maximize sources of revenue through continuous monitoring and review of consumption and customer accounts</li> <li>• Create a positive impression of the City of Lancaster for new residents, visitors, and current residents with friendly customer service</li> <li>• Serve the City of Lancaster's utility customers through courteous service, knowledgeable staff, and convenient hours</li> </ul>				
Workload Indicators	11-12 Actual	12-13 Actual		2013-2014 Target
Population		36,390		36,700
Water Customers	12,326	10,946		11,000
Wastewater Customers	12,084	10,565		11,000
Cut-off of Services	800	1,656		1,000
Meter Changes	75	100		200
Performance Measurement	11-12 Actual	12-13 Actual		2013-2014 Target
Satisfactory Monthly Meter Maintenance	100%	100%		100%
Accurate Meter Readings	95%	90%		95%
Budget Summary	2011-2012 Actual	2012-2013		2013-2014 Budget
		Estimate	Budget	
Personnel	92,053	113,349	109,731	94,542
Supplies	10,360	13,976	9,500	6,700
Maintenance	9,309	26,781	48,300	67,600
Other Services	9,858	249	950	1,500
Capital Outlay	16,892	1,168	10,000	-
<b>TOTAL</b>	<b>138,472</b>	<b>155,523</b>	<b>178,481</b>	<b>170,342</b>

# Meter Reading

		2011	2012	2013	2013	2014
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
101	SALARIES-REGULAR	\$ 43,853	\$ 54,388	\$ 46,360	\$ 55,808	\$ 55,424
103	SALARIES-OVERTIME	\$ 17,063	\$ 19,374	\$ 4,990	\$ 5,000	\$ 5,000
104	SALARIES-LONGEVITY	\$ 247	\$ 326	\$ 349	\$ 416	\$ 512
105	GROUP HEALTH INSURANCE	\$ 16,423	\$ 22,752	\$ 17,759	\$ 17,287	\$ 22,642
106	TMRS	\$ 8,710	\$ 10,278	\$ 7,333	\$ 8,708	\$ 8,906
107	FICA	\$ 4,346	\$ 4,724	\$ 3,331	\$ 4,416	\$ 3,890
109	SALARIES-WELL PAY	\$ 303	\$ -	\$ 101	\$ 294	\$ 302
110	DENTAL INSURANCE	\$ 145	\$ 10	\$ 366	\$ 1,030	\$ 468
120	GROUP LIFE INSURANCE	\$ 23	\$ 80	\$ 67	\$ 306	\$ 306
130	WORKERS COMPENSATION	\$ 938	\$ 1,367	\$ 1,005	\$ 1,199	\$ 1,448
131	EAP EXPENSE	\$ 1	\$ 50	\$ 46	\$ 78	\$ 78
<b>Personnel Sub Total</b>		<b>\$ 92,053</b>	<b>\$ 113,349</b>	<b>\$ 81,708</b>	<b>\$ 94,542</b>	<b>\$ 98,976</b>
<b>Account Object Description</b>						
201	SUPPLIES	\$ -	\$ -	\$ 90	\$ 90	\$ -
202	UNIFORMS AND CLOTHING	\$ 486	\$ 50	\$ 433	\$ 500	\$ 500
203	MOTOR VEHICLE SUPPLIES	\$ -	\$ 451	\$ 488	\$ -	\$ -
204	MINOR EQUIP AND METERS	\$ 861	\$ 280	\$ 318	\$ 244	\$ 300
218	FUEL & OIL	\$ 9,013	\$ 13,194	\$ 9,316	\$ 13,000	\$ 13,500
<b>Supplies Sub Total</b>		<b>\$ 10,360</b>	<b>\$ 13,976</b>	<b>\$ 10,645</b>	<b>\$ 13,834</b>	<b>\$ 14,300</b>
<b>Account Object Description</b>						
302	MAINT-MOTOR VEHICLES	\$ 271	\$ 1,310	\$ 470	\$ 1,100	\$ 1,550
303	MAINT-EQUIP & MACHINERY	\$ (41)	\$ -	\$ -	\$ -	\$ -
309	MAINT-METERS & SETTINGS	\$ 7,579	\$ 20,017	\$ 230,720	\$ 255,500	\$ 150,000
342	MAINT-DATA PROCESSING EQUIP	\$ 1,500	\$ -	\$ 1,533	\$ 1,866	\$ 2,500
351	METER TESTING	\$ -	\$ 5,455	\$ 400	\$ 2,000	\$ 2,500
<b>Maintenance Sub Total</b>		<b>\$ 9,309</b>	<b>\$ 26,781</b>	<b>\$ 233,123</b>	<b>\$ 260,466</b>	<b>\$ 156,550</b>
<b>Account Object Description</b>						
409	TRAVEL & EDUCATION	\$ -	\$ 249	\$ 752	\$ 780	\$ 700
416	OTHER/PROFESSIONAL SERVICES	\$ 7,994	\$ -	\$ -	\$ -	\$ 3,500
462	CELLULAR TELEPHONE & PAGERS	\$ -	\$ -	\$ 631	\$ 720	\$ 720
559	CONTRACT/TEMPORARY LABOR	\$ 1,864	\$ -	\$ -	\$ -	\$ -
<b>Services Sub Total</b>		<b>\$ 9,858</b>	<b>\$ 249</b>	<b>\$ 1,569</b>	<b>\$ 1,500</b>	<b>\$ 4,920</b>
<b>Account Object Description</b>						
618	CAPITAL-COMPUTER EQUIPMENT	\$ 16,892	\$ 1,168	\$ -	\$ -	\$ -
<b>Capital Sub Total</b>		<b>\$ 16,892</b>	<b>\$ 1,168</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Department Total</b>		<b>\$ 138,472</b>	<b>\$ 155,523</b>	<b>\$ 327,045</b>	<b>\$ 370,342</b>	<b>\$ 274,746</b>



# Waste Water

## Personnel Organization Chart



## Personnel Summary

Position	Adopted '11-12	Adopted '12-13	Adopted '13-14
<b>Foreman</b>	1	1	1
<b>Crew Leader</b>	4	4	4
<b>Heavy Equipment Operator I</b>	1	1	1
<b>Maintenance Worker II</b>	4	4	4
<b>Total</b>	10	10	10

## Department Narrative

The Wastewater Division seeks to fulfill the requirements of the Clean Water Act that all cities must have in an ongoing pretreatment program. The program affects any industry that discharges processed wastewater into the sanitary system and whose process uses or produces toxic materials or causes that facility's sewage to be stronger than normal wastewater. The Division maximizes the investment in the system through the use of properly trained, experienced, and certified employees and necessary equipment. The Wastewater Division is a program oriented operation, with the responsibilities of plan review, industrial pretreatment program, preventative cleaning, video inspection, point repair and inflow & infiltration reduction.



Departmental Goals				
<b>City Council Goals</b>				
<ul style="list-style-type: none"> <li>• Work to minimize inflow/infiltration and to continue inflow and infiltration studies, testing, and identification</li> <li>• Provide the best possible information to engineers, contractors, and builders requesting wastewater information</li> <li>•</li> <li>• Work with other City departments to insure that all parties are making proper repairs and installations to the sewer system</li> <li>• Replace and repair aging mains in the sanitary sewer system (including sewer lift station upgrades)</li> <li>• Maintain the physical integrity of utility infrastructure to maximize City investment</li> <li>• Continue TCEQ Sanitary Sewer Overflow Outreach Initiative</li> <li>• Attend HOA and community meetings to educate citizens on the proper care of sewer lines</li> </ul>				
Workload Indicators	11-12 Actual	12-13 Actual		2013-2014 Target
Full-Time Wastewater Employees	10	8		
Total Municipal Sewer Line	700,000 feet	871,200 feet		
Sewer Line Replacement	5,000 feet	600 feet		
Sewer Line Cleaned	560,000 feet	871,200 feet		
Grease Trap Inspections Monthly	50	50		
Weekly Safety Meetings	52	52		
Performance Measurement	11-12 Actual	12-13 Actual		2013-2014 Target
Sewer Backups Resolved within 30 Minutes	100%	100%		
Phone Inquiries Responded to within 24 Hours	90%	90%		
Sewer System Cleaned Annually (700,000 Total Feet)	80%	100%		
Main Stoppages Re-Televised within 24 Hours	91%	91%		
Grease Traps Inspected on Monthly Basis	100%	100%		
Weekly Safety Meetings Completed	100%	100%		
Budget Summary	2011-2012 Actual	2012-2013		2013-2014 Budget
		Estimate	Budget	
Personnel	437,454	317,497	488,573	502,329
Supplies	22,977	20,013	24,700	25,150
Maintenance	28,946	28,590	108,812	94,428
Services	13,726	14,182	13,688	26,160
Capital Outlay	-	6,072	10,000	-
<b>TOTAL</b>	<b>503,103</b>	<b>386,353</b>	<b>645,773</b>	<b>648,067</b>

# Wastewater Operations

		2011	2012	2013	2013	2014
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
101	SALARIES-REGULAR	\$ 262,358	\$ 196,184	\$ 229,720	\$ 310,201	\$ 306,061
103	SALARIES-OVERTIME	\$ 23,314	\$ 20,900	\$ 25,763	\$ 20,000	\$ 20,000
104	SALARIES-LONGEVITY	\$ 981	\$ 995	\$ 995	\$ 1,112	\$ 1,552
105	GROUP HEALTH INSURANCE	\$ 77,334	\$ 38,726	\$ 44,963	\$ 81,963	\$ 64,854
106	TMRS	\$ 41,108	\$ 31,085	\$ 37,462	\$ 47,565	\$ 48,414
107	FICA	\$ 21,499	\$ 17,162	\$ 20,123	\$ 24,473	\$ 25,413
109	SALARIES-WELL PAY	\$ 1,280	\$ 1,351	\$ 528	\$ 1,617	\$ 1,649
110	DENTAL INSURANCE	\$ 3,271	\$ 2,658	\$ 2,900	\$ 5,150	\$ 4,212
114	SALARIES-ASSIGNMENT PAY	\$ 396	\$ 3,720	\$ 5,599	\$ -	\$ -
115	CERTIFICATION PAY	\$ 1,615	\$ 1,217	\$ 1,966	\$ 3,065	\$ 3,670
120	GROUP LIFE INSURANCE	\$ 126	\$ 247	\$ 189	\$ 1,122	\$ 1,122
130	WORKERS COMPENSATION	\$ 4,171	\$ 3,093	\$ 3,595	\$ 5,775	\$ 6,211
131	EAP EXPENSE	\$ 3	\$ 157	\$ 207	\$ 286	\$ 286
<b>Personnel Sub Total</b>		<b>\$ 437,454</b>	<b>\$ 317,497</b>	<b>\$ 374,012</b>	<b>\$ 502,329</b>	<b>\$ 483,444</b>
Account Object	Description					
201	OFFICE SUPPLIES	\$ 111	\$ 394	\$ 203	\$ 203	\$ -
202	UNIFORMS AND CLOTHING	\$ 1,934	\$ 1,343	\$ 1,950	\$ 1,950	\$ 2,000
203	MOTOR VEHICLE SUPPLIES	\$ 3,975	\$ 1,878	\$ 1,321	\$ 861	\$ -
204	MINOR EQUIP/FURN/FIX/TOOLS/ETC	\$ 1,426	\$ 2,451	\$ 3,655	\$ 3,655	\$ 5,000
206	CHEMICALS	\$ -	\$ -	\$ -	\$ -	\$ 4,000
214	POSTAGE/SHIPPING/DELIVERY	\$ -	\$ 7	\$ 418	\$ 418	\$ -
216	MEDICAL SUPPLIES	\$ -	\$ 143	\$ -	\$ 200	\$ 200
218	FUEL & OIL	\$ 15,530	\$ 13,797	\$ 15,445	\$ 20,000	\$ 22,000
<b>Supplies Sub Total</b>		<b>\$ 22,977</b>	<b>\$ 20,013</b>	<b>\$ 22,991</b>	<b>\$ 27,287</b>	<b>\$ 33,200</b>
Account Object	Description					
302	MAINT-MOTOR VEHICLES	\$ 721	\$ 1,506	\$ 8,476	\$ 8,000	\$ 9,000
303	MAINT-EQUIP & MACHINERY	\$ 6,326	\$ 9,117	\$ 3,796	\$ 5,500	\$ 4,000
304	MAINTENANCE-STREETS	\$ 554	\$ 344	\$ 725	\$ 8,828	\$ 27,057
306	DO NOT USE	\$ 192	\$ -	\$ -	\$ -	\$ -
308	MAINT-SANITARY SEWER MAIN	\$ 17,058	\$ 4,086	\$ 14,265	\$ 34,593	\$ 23,000
312	MAINT-LIFT STATION	\$ 4,094	\$ 13,537	\$ 22,941	\$ 35,407	\$ 27,850
<b>Maintenance Sub Total</b>		<b>\$ 28,946</b>	<b>\$ 28,590</b>	<b>\$ 50,203</b>	<b>\$ 92,328</b>	<b>\$ 90,907</b>
Account Object	Description					
402	RENTAL OF EQUIPMENT	\$ 87	\$ -	\$ -	\$ -	\$ -
409	TRAVEL & EDUCATION	\$ 2,062	\$ 1,701	\$ 1,161	\$ 4,100	\$ 4,600
410	UTILITIES - ELECTRICITY	\$ 11,252	\$ 11,250	\$ 6,510	\$ 9,863	\$ -
412	SEWAGE TREATMENT	\$ -	\$ -	\$ -	\$ -	\$ 8,000
413	SANITARY LAND FILL	\$ -	\$ -	\$ 1,046	\$ 5,000	\$ 5,000
414	DUES & SUBSCRIPTIONS	\$ 324	\$ 168	\$ 2,119	\$ 4,440	\$ 4,743
421	PRINTING	\$ -	\$ 42	\$ -	\$ 200	\$ -
446	ATTORNEY FEES	\$ -	\$ 1,680	\$ -	\$ -	\$ -
462	CELLULAR TELEPHONE & PAGERS	\$ -	\$ -	\$ 1,811	\$ 2,520	\$ 3,240
559	CONTRACT/TEMPORARY LABOR	\$ 13,726	\$ 14,842	\$ 12,647	\$ 26,123	\$ 25,583
Account Object	Description					
609	CAPITAL-MACHINERY & EQUIPMENT	\$ -	\$ 6,072	\$ -	\$ -	\$ 10,000
<b>Capital Sub Total</b>		<b>\$ -</b>	<b>\$ 6,072</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 10,000</b>
<b>Department Total</b>		<b>\$ 503,103</b>	<b>\$ 387,013</b>	<b>\$ 459,853</b>	<b>\$ 648,067</b>	<b>\$ 643,134</b>



TREE CITY USA

# Utility Wholesale

## Personnel Organization Chart



## Personnel Summary

There is no personnel for this program.

## Department Narrative

The Utility Wholesale Department accounts for costs associated with the purchase of water and wastewater treatment from Dallas Water Utilities and the Trinity River Authority, respectively.



# Wholesale Costs

		2011	2012	2013	2013	2014
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
	411 WATER PURCHASES	\$ 1,797,499	\$ 2,374,153	\$ 1,602,686	\$ 2,592,980	\$ 2,700,000
	412 SEWAGE TREATMENT	\$ 3,198,974	\$ 3,887,939	\$ 2,500,508	\$ 4,143,979	\$ 4,143,979
	<b>Maintenance Sub Total</b>	<b>\$ 4,996,473</b>	<b>\$ 6,262,091</b>	<b>\$ 4,103,194</b>	<b>\$ 6,736,959</b>	<b>\$ 6,843,979</b>
	<b>Department Total</b>	<b>\$ 4,996,473</b>	<b>\$ 6,262,091</b>	<b>\$ 4,103,194</b>	<b>\$ 6,736,959</b>	<b>\$ 6,843,979</b>

# **SPECIAL REVENUE FUNDS**

# **HOTEL/MOTEL TAX FUND**

## HOTEL/MOTEL TAX FUND

### HOTEL TAX FUND

REVENUES		2011	2012	2013		2014
Department No	Revenue Source	Actual	Actual	Year to Date	Budget	Proposed
	HOTEL/MOTEL TAX	63,905	94,121	57,282	68,160	48,000
	RENTAL INCOME	15,600	15,600	13,000	15,600	15,600
	INTEREST	278	280	252	275	275
	Total	\$ 79,783	\$ 110,001	\$ 70,534	\$ 84,035	\$ 63,875

EXPENDITURES		2011	2012	2013		2014
Department No		Actual	Actual	Year to Date	Budget	Proposed
46	HOTEL/MOTEL	37,866	43,815	27,425	30,000	30,000
52	Visitor Center	16,521	19,365	13,173	15,276	18,758
	Total	\$ 54,387	\$ 63,180	\$ 40,598	\$ 45,276	\$ 48,758

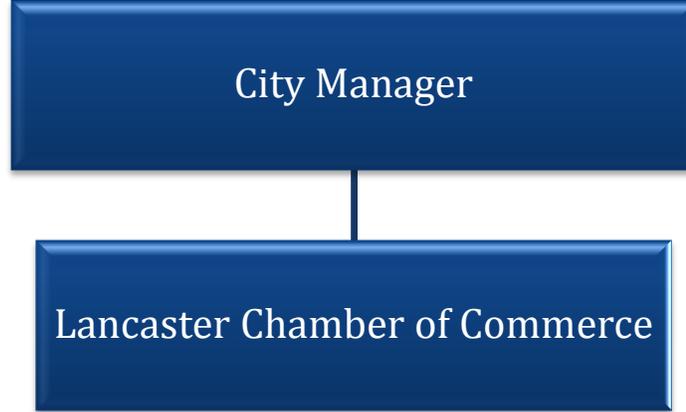
BALANCES		2011	2012	2013		2014
		Actual	Actual	Year to Date	Budget	Proposed
	Net Gain (Loss)	25,396	46,822	29,936	38,758	15,117



TREE CITY USA



## Personnel Organization Chart



## Personnel Summary

Operated by Lancaster Chamber of Commerce staff.

## Department Narrative

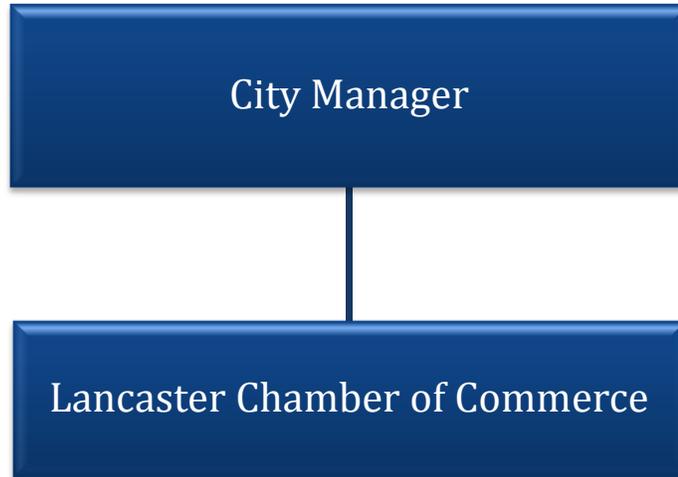
In keeping the history of the City of Lancaster and the Interurban Building, the City of Lancaster State Auxiliary Museum was established to showcase the history of the State of Texas and educate patrons on the historical artifacts represented within the exhibit. This premier attraction serves as a unique resource for residents, educators and visitors of Texas alike.

# Lancaster Visitors Center State Auxiliary Museum

		2011	2012	2013	2013	2014
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
201	SUPPLIES	\$ -	\$ 5	\$ -	\$ -	\$ -
204	MINOR EQUIP/FURN/FIX/TOOLS/ETC	\$ 3,301	\$ 6,205	\$ -	\$ -	\$ -
214	POSTAGE/SHIPPING/DELIVERY	\$ -	\$ 12	\$ -	\$ -	\$ -
<b>Supplies Sub Total</b>		<b>\$ 3,301</b>	<b>\$ 6,222</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
Account Object	Description					
301	MAINT-BLDGS & STRUCTURES	\$ 636	\$ 40	\$ 102	\$ 1,249	\$ -
<b>Maintenance Sub Total</b>		<b>\$ 636</b>	<b>\$ 40</b>	<b>\$ 102</b>	<b>\$ 1,249</b>	<b>\$ -</b>
Account Object	Description					
401	TELEPHONE & COMMUNICATIONS	\$ -	\$ 153	\$ 891	\$ -	\$ 2,160
408	ADVERTISING	\$ -	\$ -	\$ -	\$ -	\$ 850
410	UTILITIES-ELECTRICITY	\$ 8,074	\$ 6,593	\$ 6,257	\$ 7,809	\$ 9,000
411	ALARM SERVICE	\$ -	\$ 554	\$ 436	\$ 600	\$ 630
414	DUES & SUBSCRIPTIONS	\$ -	\$ -	\$ -	\$ -	\$ 315
416	OTHER/PROFESSIONAL SERVICES	\$ 2,605	\$ 3,072	\$ 3,043	\$ 1,324	\$ 762
543	JANITORIAL SERVICE	\$ 1,855	\$ 2,650	\$ 2,120	\$ 3,180	\$ 3,180
544	PEST CONTROL SERVICES	\$ 50	\$ 81	\$ 324	\$ 650	\$ -
548	SPRINKLER SYSTEM CONTRACT	\$ -	\$ -	\$ -	\$ 465	\$ -
549	HVAC SERVICES CONTRACT	\$ -	\$ -	\$ -	\$ -	\$ 1,375
554	PEST CONTROL	\$ -	\$ -	\$ -	\$ -	\$ 486
<b>Services Sub Total</b>		<b>\$ 12,584</b>	<b>\$ 13,103</b>	<b>\$ 13,072</b>	<b>\$ 14,027</b>	<b>\$ 18,758</b>
<b>Department Total</b>		<b>\$ 16,521</b>	<b>\$ 19,365</b>	<b>\$ 13,173</b>	<b>\$ 15,276</b>	<b>\$ 18,758</b>



## Personnel Organization Chart



## Personnel Summary

Operated by Lancaster Chamber of Commerce staff.

## Department Narrative

This department accounts for costs associated with the operations of the Lancaster Convention & Visitors Bureau. This service is contracted with the Lancaster Chamber of Commerce.

# Lancaster Convention and Visitors Bureau

	2011	2012	2013	2013	2014
Description	Actual	Actual	YTD Actual	Budget	Adopted
DUES & SUBSCRIPTIONS	\$ 150	\$ -	\$ -	\$ -	\$ -
LANCASTER CHAMBER OF COMMERCE	\$ 37,716	\$ 43,815	\$ 27,425	\$ 30,000	\$ 30,000
<b>Services Sub Total</b>	<b>\$ 37,866</b>	<b>\$ 43,815</b>	<b>\$ 27,425</b>	<b>\$ 30,000</b>	<b>\$ 30,000</b>
<b>Department Total</b>	<b>\$ 37,866</b>	<b>\$ 43,815</b>	<b>\$ 27,425</b>	<b>\$ 30,000</b>	<b>\$ 30,000</b>

**4A LEDC  
FUND**

## SALES TAX 4A-ECONOMIC DEVELOPMENT

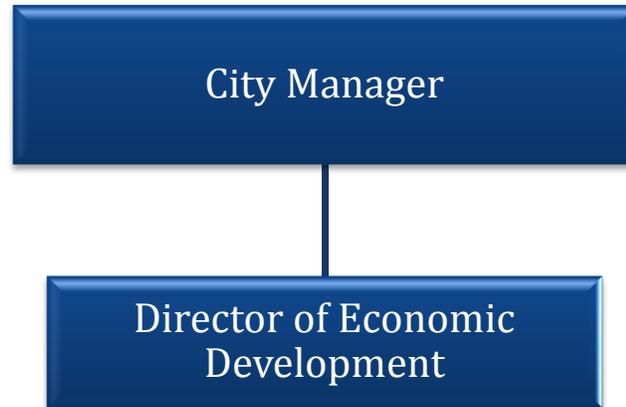
REVENUES		2011	2012	2013		2014
Department No	Revenue Source	Actual	Actual	Year to Date	Budget	Proposed
	SALES TAXES	938,612	1,141,631	911,547	899,190	899,190
	INTEREST	3,290	3,240	2,901	1,000	1,000
	Total	\$ 941,902	\$ 1,144,870	\$ 914,448	\$ 900,190	\$ 900,190

EXPENDITURES		2011	2012	2013		2014
Department No		Actual	Actual	Year to Date	Budget	Proposed
	2 ECON DEV ADMINISTRATION	180,148	179,031	145,911	181,617	180,427
	50 4A DEBT SERVICE	227,750	228,126	443,406	456,300	456,100
	60 MARKETING AND ADVERTISING	8,282	6,850	6,363	21,600	21,600
	63 INCENTIVE PROGRAMS	68,333	338,730	10,000	404,322	200,000
	80 TRANSFERS OUT	50,000	50,000	54,835	54,835	54,835
	Total	\$ 534,514	\$ 802,738	\$ 660,515	\$ 1,118,674	\$ 912,962

BALANCES		2011	2012	2013		2014
		Actual	Actual	Year to Date	Budget	Proposed
	Net Gain (Loss)	407,389	342,133	253,933	(218,484)	(12,772)



## Personnel Organization Chart



## Personnel Summary

Position	Adopted '11-12	Adopted '12-13	Adopted '13-14
Director of Economic Development	1	1	1
Community Relations Assistant	0.25	0.25	0.25
<b>Total</b>	<b>1.25</b>	<b>1.25</b>	<b>1.25</b>

## Department Narrative

The Department of Economic Development is Lancaster’s lead organization for economic development including the recruitment of new business ventures, the expansion of existing industry and the evaluation of requests for incentives from business ventures seeking to create, expand or relocate commercial operations to Lancaster. The department administers the Type A Economic Development sales tax as its primary source of funding. The Department's services are a community resource and are provided at no charge. Review and evaluation of incentives requests is overseen by a seven-person board of directors which includes five voting members and two ex-officio members. These individuals review applications for Type A incentives and recommend projects for funding to the City Council for approval.

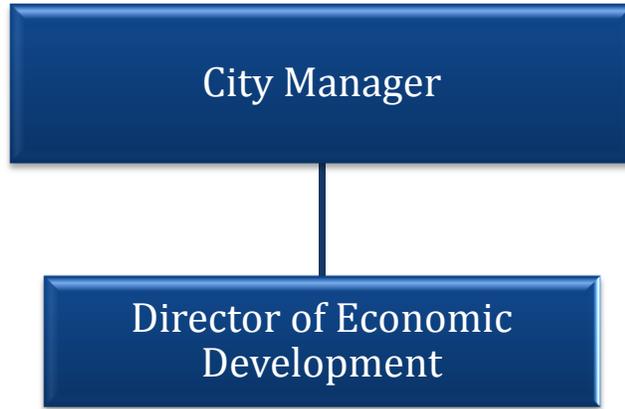
Departmental Goals				
<b>City Council Goals:</b>				
<ul style="list-style-type: none"> <li>• Develop action oriented programs that create an interest in Lancaster by developers, commercial real estate brokers and companies looking to expand or relocate their operations</li> <li>• Initiate marketing and recruitment initiative directed at international business development</li> <li>• Implement programs targeting existing industry retention</li> <li>• Increase the existing job base by 12.5%</li> <li>• Cause the filling of or the construction of two warehouses</li> <li>• Cause the location of two chain restaurants</li> <li>• Cause the location of one new industrial business</li> </ul>				
Workload Indicators	11-12 Actual	12-13 Actual		2013-2014 Target
Request For Proposals (RFP) for development projects	30	30		
Meetings with DFW real estate brokers and developers	60	60		
Retention visits with existing industry	4	4		
Marketing initiatives with economic development allies	1	2		
International sales missions recruiting business development and investment	1	3		
Performance Measurement	11-12 Actual	12-13 Actual		2013-2014 Target
Request For Proposals (RFP) for development projects	30	30		
Meetings with DFW real estate brokers and developers	60	60		
Retention visits with existing industry	4	4		
Regional and local marketing initiatives with development allies	1	2		
Economic Development Trade Show Participation	2	3		
International sales missions recruiting business development and investment	1	3		
Budget Summary	2011-2012 Actual	2012-2013		2013-2014 Budget
		Budget	Estimate	
Personnel	171,071	148,072	156,259	154,110
Supplies	1,030	714	3,800	3,800
Maintenance	-	-	-	-
Other Services	13,291	30,245	28,323	18,707
Capital Outlay	-	-	-	-
<b>TOTAL</b>	<b>185,392</b>	<b>179,031</b>	<b>188,382</b>	<b>176,617</b>

# LEDC Type 4A Administration

		2011	2012	2013	2013	2014
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
101	SALARIES-REGULAR	\$ 123,342	\$ 108,591	\$ 95,075	\$ 115,490	\$ 118,698
103	SALARIES-OVERTIME	\$ 61	\$ 49	\$ 163	\$ -	\$ -
104	SALARIES-LONGEVITY	\$ 205	\$ 223	\$ 226	\$ 260	\$ 356
105	HEALTH INSURANCE	\$ 8,635	\$ 5,847	\$ 6,850	\$ 6,824	\$ 6,824
106	TMRS	\$ 17,986	\$ 15,568	\$ 14,261	\$ 17,151	\$ 18,100
107	FICA	\$ 9,242	\$ 8,159	\$ 7,466	\$ 8,095	\$ 8,140
109	SALARIES-WELL PAY	\$ 1,241	\$ 1,241	\$ 1,241	\$ 601	\$ 618
110	DENTAL INSURANCE	\$ 381	\$ 424	\$ 455	\$ 515	\$ 936
113	CAR ALLOWANCE	\$ 4,529	\$ 4,828	\$ 4,086	\$ 4,800	\$ 4,800
120	LIFE INSURANCE	\$ 18	\$ 142	\$ 123	\$ 128	\$ 128
130	WORKERS COMPENSATION	\$ 191	\$ 203	\$ 181	\$ 213	\$ 268
131	EAP EXPENSE	\$ 0	\$ 25	\$ 29	\$ 33	\$ 33
<b>Personnel Sub Total</b>		<b>\$ 165,831</b>	<b>\$ 145,298</b>	<b>\$ 130,155</b>	<b>\$ 154,110</b>	<b>\$ 158,901</b>
<b>Account Object Description</b>						
201	OFFICE SUPPLIES	\$ 585	\$ 407	\$ 519	\$ 2,000	\$ 1,950
204	MINOR EQUIP/FURN/FIX/TOOLS/ETC	\$ -	\$ 299	\$ -	\$ -	\$ -
210	FOOD/BEVERAGES/ETC.-MEETINGS	\$ 404	\$ -	\$ -	\$ 1,500	\$ 1,450
214	POSTAGE	\$ 40	\$ 7	\$ 7	\$ 300	\$ 300
<b>Supplies Sub Total</b>		<b>\$ 1,030</b>	<b>\$ 714</b>	<b>\$ 526</b>	<b>\$ 3,800</b>	<b>\$ 3,700</b>
<b>Account Object Description</b>						
401	COMMUNICATIONS	\$ -	\$ 1	\$ 894	\$ 508	\$ 508
402	RENTAL OF EQUIPMENT	\$ 2,703	\$ 2,432	\$ 967	\$ 2,172	\$ 818
409	TRAVEL AND EDUCATION	\$ 600	\$ 1,736	\$ 1,638	\$ 2,000	\$ 2,000
410	UTILITIES-ELECTRICITY	\$ -	\$ -	\$ 205	\$ 352	\$ 600
414	DUES AND SUBSCRIPTIONS	\$ 1,028	\$ 1,329	\$ 2,298	\$ 2,640	\$ 2,565
416	OTHER/PROFESSIONAL SERVICES	\$ 6,819	\$ 74	\$ -	\$ -	\$ -
421	PRINTING	\$ 751	\$ 360	\$ 316	\$ -	\$ 300
446	ATTORNEY FEES	\$ 116	\$ 240	\$ 8,180	\$ 10,000	\$ 5,000
462	CELLULAR TELEPHONE & PAGERS	\$ 1,175	\$ 1,567	\$ 732	\$ 1,200	\$ 1,200
464	RENTAL OF OFFICE SPACE	\$ -	\$ 22,505	\$ -	\$ 4,835	\$ 4,835
539	MISC. HEALTH BENEFIT	\$ 31	\$ 2	\$ -	\$ -	\$ -
549	HVAC MAINTENANCE CONTRACT	\$ 65	\$ -	\$ -	\$ -	\$ -
<b>Sub Total</b>		<b>\$ 13,287</b>	<b>\$ 30,246</b>	<b>\$ 15,229</b>	<b>\$ 23,707</b>	<b>\$ 17,826</b>
<b>Department Total</b>		<b>\$ 180,148</b>	<b>\$ 179,031</b>	<b>\$ 145,911</b>	<b>\$ 181,617</b>	<b>\$ 180,427</b>



## Personnel Organization Chart



### Personnel Summary

There is no personnel for this program.

### Department Narrative

This department accounts for costs associated with the incentive program of the Lancaster Economic Development Corporation - Type 4A (LEDC).

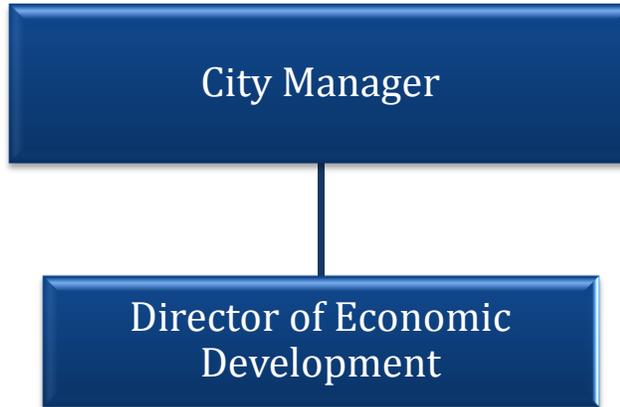
Departmental Goals				
<p><b>City Council Goals:</b></p> <ul style="list-style-type: none"> <li>• Develop action oriented programs that create an interest in Lancaster by developers, commercial real estate brokers and companies looking to expand or relocate their operations</li> <li>• Initiate marketing and recruitment initiative directed at international business development</li> <li>• Implement programs forgetting existing industry retention</li> <li>• Increase the existing job base by 12.5%</li> <li>• Cause the filling of or the construction of two warehouses</li> <li>• Cause the location of two chain restaurants</li> <li>• Cause the location of one new industrial business</li> </ul>				
Workload Indicators	11-12 Actual	12-13 Actual		2013-2014 Target
Utilize funds for incentivizing new projects during fiscal year Utilize funds for incentive commitments on existing projects				
Performance Measurement	11-12 Actual	12-13 Actual		2013-2014 Target
Utilize funds for incentivizing new projects during fiscal year Utilize funds for incentive commitments on existing projects				
Budget Summary	2011-2012 Actual	2012-2013		2013-2014 Budget
		Budget	Estimate	
Personnel	-	-	-	-
Supplies	-	-	-	-
Maintenance	-	-	-	-
Other Services	-	-	-	-
Incentives	68,333	338,730	170,000	407,822
<b>TOTAL</b>	<b>68,333</b>	<b>338,730</b>	<b>170,000</b>	<b>407,822</b>

# LEDC Type 4A - Incentives

	2011	2012	2013	2013	2014
Description	Actual	Actual	YTD Actual	Budget	Proposed
957 INCENTIVES-INFRASTRUCTURE	\$ 68,333	\$ 328,730	\$ -	\$ -	\$ -
958 ENANAE-CMOP	\$ -	\$ 10,000	\$ 10,000	\$ 10,000	\$ -
977 INCENTIVE PROGRAMS	\$ -	\$ -	\$ -	\$ 394,322	\$ 200,000
<b>Sub Total</b>	<b>\$ 68,333</b>	<b>\$ 338,730</b>	<b>\$ 10,000</b>	<b>\$ 404,322</b>	<b>\$ 200,000</b>
<b>Department Total</b>	<b>\$ 68,333</b>	<b>\$ 338,730</b>	<b>\$ 10,000</b>	<b>\$ 404,322</b>	<b>\$ 200,000</b>



## Personnel Organization Chart



## Personnel Summary

There is no personnel for this program.

## Department Narrative

This department accounts for costs associated with the marketing associated with the Lancaster Economic Development Department - Type 4A (LEDC) programs.

Departmental Goals				
<b>City Council Goals:</b>				
<ul style="list-style-type: none"> <li>Recruit quality commercial, industrial and retail jobs</li> <li>Target marketing program to commercial, industrial and retail brokerage community</li> </ul>				
Workload Indicators	11-12 Actual	12-13 Actual		13-14 Target
Request For Proposals (RFP) for development projects	42	38		30
Meetings with DFW real estate brokers and developers	74	72		60
Retention visits with existing industry	4	4		4
Marketing initiatives with economic development allies	1	1		2
International sales missions recruiting business development and investment	1	1		2
Performance Measurement	11-12 Actual	12-13 Actual		12-13 Target
Request For Proposals (RFP) for development projects	42	33		30
Meetings with DFW real estate brokers and developers	74	72		60
Retention visits with existing industry	4	4		4
Regional - local marketing initiatives with development allies	1	1		2
Economic Development Trade Show Participation	4	3		3
International sales missions recruiting business development and investment	1	1		2
Budget Summary	2011-2012 Actual	2012-2013		2013-2014 Budget
		Budget	Estimate	
Personnel	-	-	-	-
Supplies	-	-	-	-
Maintenance	-	-	-	-
Services	-	-	2,100	2,100
Marketing	8,282	5,829	33,000	21,000
<b>TOTAL</b>	<b>8,282</b>	<b>5,829</b>	<b>35,100</b>	<b>23,100</b>

# LEDC Type 4B - Marketing

		2011	2012	2013	2013	2014
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
	421 PRINTING	\$ -	\$ -	\$ -	\$ 2,100	\$ 2,100
	902 BUSINESS DEVELOPMENT	\$ 6,761	\$ 4,240	\$ 5,833	\$ 9,000	\$ 9,000
	903 AD PRODUCTION OR PRINTING	\$ -	\$ 1,195	\$ -	\$ -	\$ -
	909 PROMOTIONAL ITEMS	\$ 122	\$ -	\$ -	\$ 1,500	\$ 1,500
	911 EVENT SPONSORSHIPS	\$ 1,400	\$ 1,415	\$ -	\$ 6,000	\$ 6,000
	942 TRADE SHOWS	\$ -	\$ -	\$ 530	\$ 3,000	\$ 3,000
<b>Sub Total</b>		<b>\$ 8,282</b>	<b>\$ 6,850</b>	<b>\$ 6,363</b>	<b>\$ 21,600</b>	<b>\$ 21,600</b>
<b>Department Total</b>		<b>\$ 8,282</b>	<b>\$ 6,850</b>	<b>\$ 6,363</b>	<b>\$ 21,600</b>	<b>\$ 21,600</b>

**4B LRDC  
FUND**

## SALES TAX 4B-CULTURAL/RECREATIONAL

REVENUES		2011	2012	2013		2014
Department No	Revenue Source	Actual	Actual	Year to Date	Budget	Proposed
	0 SALES TAXES	1,877,225	2,270,736	1,823,093	1,800,000	1,800,000
	56 RECREATION	483,891	592,108	442,237	572,000	587,000
	54 LIFE CENTER	13,832	(7,848)	37,034	43,623	15,137
	7 LIBRARY	100,348	124,491	55,949	12,085	36,350
	0 OTHER	283	(4)	10,213	-	-
	0 TRANSFERS IN	600,000	450,000	270,000	270,000	200,000
	0 INTEREST	-	932	1,313	1,000	1,000
	<b>Total</b>	<b>\$ 3,075,579</b>	<b>\$ 3,430,415</b>	<b>\$ 2,639,838</b>	<b>\$ 2,698,708</b>	<b>\$ 2,639,487</b>

EXPENDITURES		2011	2012	2013		2014
Department No		Actual	Actual	Year to Date	Budget	Proposed
	2 REC ADMINISTRATION	195,522	213,424	180,240	225,097	227,806
	7 LIBRARY	574,064	511,610	384,700	534,948	541,427
	13 PARKS AND RECREATION	884	237	271	-	-
	16 NON-DEPARTMENTAL	-	25	44,771	25,385	25,385
	50 4B DEBT SERVICE	909,564	673,420	290,400	730,400	736,450
	54 SENIOR LIFE CENTER	97,106	99,277	141,482	191,360	167,266
	56 RECREATION CENTER	794,030	812,474	637,734	866,884	1,118,439
	56 DAY CAMP	12,749	41,106	36,600	42,186	34,983
	57 COMMUNITY PARK	15,394	15,598	-	15,000	18,500
	80 TRANSFERS OUT	13,000	13,000	13,000	13,000	13,000
	<b>Total</b>	<b>\$ 2,612,373</b>	<b>\$ 2,380,171</b>	<b>\$ 1,729,198</b>	<b>\$ 2,644,259</b>	<b>\$ 2,883,255</b>

BALANCES		2011	2012	2013		2014
		Actual	Actual	Year to Date	Budget	Proposed
	Net Gain (Loss)	463,206	1,009,138	910,640	54,449	(243,768)



## Personnel Organization Chart



## Personnel Summary

Position	Adopted '11-12	Adopted '12-13	Adopted '13-14
Director of Parks, Recreation & Library Services	1	1	1
Administrative Secretary	1	1	1
<b>Total</b>	<b>2</b>	<b>2</b>	<b>2</b>

## Department Narrative

The Parks and Recreation Administration program is responsible for all operations included in the Parks, Recreation and Library Services departments.

Departmental Goals				
<b>City Council Goals</b>				
<ul style="list-style-type: none"> <li>• Monitor, coordinate, and operate all assigned departments, including Parks, Recreation, Building Services, and Country View Golf Course Management Contract</li> <li>• Develop Grant Opportunities for Funding Leisure Programs, Activities and Facilities</li> <li>• Develop Strategies to reduce energy consumption and expenses for all municipal facilities</li> <li>• Develop a 5 Year Master Plan for Country View Golf Course</li> <li>• Maintain Recreation Center for City events such as meetings, conferences, and other municipal usage</li> <li>• Develop RFP and secure Management opportunity for the operations at Bear Creek Nature Park</li> <li>• Monitor and seek out ways to improve safety for citizens and employees in the municipal parks and recreation center Recertification of Lancaster as a Tree City USA City</li> <li>• Seek out cost effective methods of beautifying the City of Lancaster</li> </ul>				
Workload Indicators	11-12 Actual	12-13 Actual		2013-2014 Target
Funded projects completed by Fiscal Year End Tree City USA Designation Recreation Revenues Total Parks and Recreation Employees/Building Services Total City Buildings	100% Retained \$48,300 61/3 16	100% Retained \$527,000 56/1 20		
Performance Measurement	11-12 Actual	12-13 Actual		2013-2014 Target
Funded Projects completed by FY end Tree City USA Designation % of Recreation Revenue Goal Obtained	100% 100% 100%	100% 100% 100%		
Budget Summary	2011-2012 Actual	2012-2013		2013-2014 Budget
		Budget	Estimate	
Personnel	494,467	481,988	540,162	554,853
Supplies	23,389	22,972	20,640	25,550
Maintenance	46,793	35,583	31,000	33,400
Services	229,380	263,198	199,248	275,766
Capital Outlay	-	-	-	-
<b>TOTAL</b>	<b>794,030</b>	<b>803,741</b>	<b>791,050</b>	<b>889,569</b>

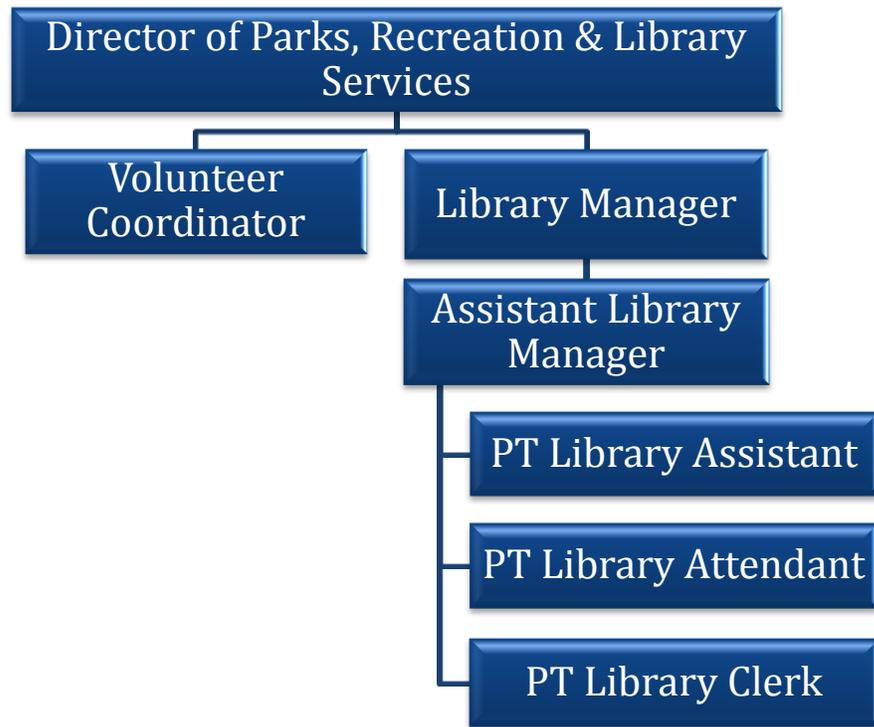
# Parks, Recreation Library Services Administration

		2011	2012	2013	2013	2014
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
	101 SALARIES-REGULAR	\$ 120,348	\$ 126,821	\$ 111,581	\$ 135,162	\$ 138,187
	103 SALARIES-OVERTIME	\$ 515	\$ 783	\$ 995	\$ 600	\$ 600
	104 SALARIES-LONGEVITY	\$ 299	\$ 415	\$ 423	\$ 504	\$ 600
	105 GROUP HEALTH INSURANCE	\$ 12,729	\$ 11,829	\$ 11,634	\$ 13,200	\$ 13,648
	106 TMRS	\$ 17,890	\$ 18,648	\$ 16,751	\$ 20,069	\$ 21,072
	107 FICA	\$ 9,643	\$ 10,293	\$ 9,018	\$ 9,992	\$ 10,008
	109 SALARIES-WELL PAY	\$ 244	\$ 1,166	\$ 1,304	\$ 698	\$ 718
	110 DENTAL INSURANCE	\$ 776	\$ 864	\$ 731	\$ 1,030	\$ 936
	113 SALARIES-CAR ALLOWANCE	\$ 4,614	\$ 4,828	\$ 4,086	\$ 4,800	\$ 4,800
	114 SALARIES - ASSIGNMENT PAY	\$ -	\$ 554	\$ -	\$ -	\$ -
	120 GROUP LIFE INSURANCE	\$ 96	\$ 178	\$ 151	\$ 306	\$ 306
	130 WORKERS COMPENSATION	\$ 192	\$ 242	\$ 213	\$ 1,868	\$ 323
	131 EAP EXPENSE	\$ 1	\$ 50	\$ 46	\$ 78	\$ 78
<b>Personnel Sub Total</b>		<b>\$ 167,346</b>	<b>\$ 176,672</b>	<b>\$ 156,932</b>	<b>\$ 188,307</b>	<b>\$ 191,276</b>
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
	201 MISC OFFICE SUPPLIES	\$ 9,372	\$ 10,871	\$ 4,618	\$ 9,000	\$ 9,000
	210 FOOD/BEVERAGES/ETC-MEETINGS	\$ 251	\$ (679)	\$ 800	\$ 980	\$ 980
	214 POSTAGE	\$ 57	\$ 95	\$ 59	\$ 500	\$ 500
<b>Supplies Sub Total</b>		<b>\$ 9,680</b>	<b>\$ 10,286</b>	<b>\$ 5,777</b>	<b>\$ 10,480</b>	<b>\$ 10,480</b>
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
	402 RENTAL OF EQUIPMENT	\$ 7,241	\$ 9,738	\$ 6,040	\$ 9,000	\$ 8,200
	409 TRAVEL AND EDUCATION	\$ 1,974	\$ 3,601	\$ 4,264	\$ 6,000	\$ 6,000
	414 DUES & SUBSCRIPTIONS	\$ -	\$ 673	\$ 250	\$ 510	\$ 550
	421 PRINTING	\$ 21	\$ 611	\$ 775	\$ 500	\$ 1,000
	462 CELLULAR TELEPHONE & PAGERS	\$ 224	\$ 600	\$ 1,272	\$ 1,800	\$ 1,800
	482 CREDIT CARD PROCESSING FEES	\$ 8,212	\$ 11,175	\$ 4,930	\$ 8,500	\$ 8,500
	539 MISC HEALTH BENEFIT	\$ 825	\$ 70	\$ -	\$ -	\$ -
<b>Services Sub Total</b>		<b>\$ 18,497</b>	<b>\$ 26,466</b>	<b>\$ 17,531</b>	<b>\$ 26,310</b>	<b>\$ 26,050</b>
<b>Department Total</b>		<b>\$ 195,522</b>	<b>\$ 213,424</b>	<b>\$ 180,240</b>	<b>\$ 225,097</b>	<b>\$ 227,806</b>



# Veterans Memorial Library

## Personnel Organization Chart



## Personnel Summary

Position	Adopted '11-12	Adopted '12-13	Adopted '13-14
<b>Library Director</b>	1	0	0
<b>Library Manager</b>	0	1	1
<b>Assistant Library Manager</b>	1	1	1
<b>Volunteer Coordinator</b>	0	1	1
<b>PT Library Assistant (.75)</b>	0.75	0.75	0.75
<b>PT Library Attendant (.50)</b>	4.5	4	4.5
<b>PT Library Clerk (.25)</b>	0.75	0.75	0.25
<b>Total</b>	8	8.5	8.5

## Department Narrative

Lancaster Veterans Memorial Library selects, acquires, organizes and provides access to information and ideas for the citizens of the City of Lancaster. The Library strives to meet the informational and recreational needs for library service to the greatest number of users and seeks to provide the highest quality information services and access to additional materials and funding by participating in cooperative arrangements and networking with other city and state institutions.



Departmental Goals				
<b>City Council Goals:</b>				
<ul style="list-style-type: none"> <li>• Keep abreast of new technological developments to enhance customer service</li> <li>• Maximize use of library resources</li> <li>• Expand and strengthen the library's print and non-print resources</li> <li>• Provide on-line access to subscription databases, indexes, and full-text magazine and newspaper articles not otherwise available to internet users</li> <li>• Select, acquire, and organize access to the most current information and ideas in the most effective setting for Lancaster citizens and local library users</li> <li>• Offer library sponsored events to support literacy and lifelong learning for all ages</li> <li>• Implement opportunities of cultural and educational programming, such as weekly preschool story times, ethnic appreciation special events, reading incentives, and special interest events such as genealogy, art, and finance</li> <li>• Provide outreach programs and in-house training for job seekers, foreign language learners, seniors, and those citizens seeking technology skills</li> </ul>				
Workload Indicators	11-12 Actual	12-13 Actual		2013-2014 Target
Hours Open	2,534	2,500		2,500
Hours Staffed	3,069	3,000		3,000
Volunteer Hours	736	1,000		1,300
Patron Visits	72,405	90,000		95,000
New Youth Cards	997	1,000		1,000
New Adult Cards	1,480	1,500		1,500
New Nonresident Cards	84	100		100
Adult Books Circulation	27,673	29,000		30,000
Juvenile Books Circulation	26,893	28,000		29,000
Videos Circulation	15,841	16,000		15,000
Total Circulation	73,605	80,000		85,000
PC Reservation Usage	36,011	50,000		80,000
Reference Usage	48,463	75,000		80,000
Performance Measurement	11-12 Actual	12-13 Actual		2013-2014 Target
Host Best Southwest Book Fair	Completed	Completed		Completed
Replace worn Information Technology Items	20%	50%		100%
Budgeted Expenditures Spent	90%	80%		99%
Implement BTOP Public Computer Center Grant	N/A	Completed		Completed
Implement E-Rate Grant	N/A	Completed		Completed
Implement Praxair Grant	N/A	Completed		Completed
Budget Summary	2011-2012 Actual	2012-2013		2013-2014 Budget
		Budget	Estimate	
Personnel	273,293	312,761	259,535	314,719
Supplies	87,972	14,600	11,623	73,800
Maintenance	16,240	41,400	48,375	47,400
Other Services	71,813	78,892	82,965	75,212
Capital Outlay	15,000	112,000	48,591	8,628
<b>TOTAL</b>	<b>464,318</b>	<b>559,653</b>	<b>451,089</b>	<b>519,759</b>

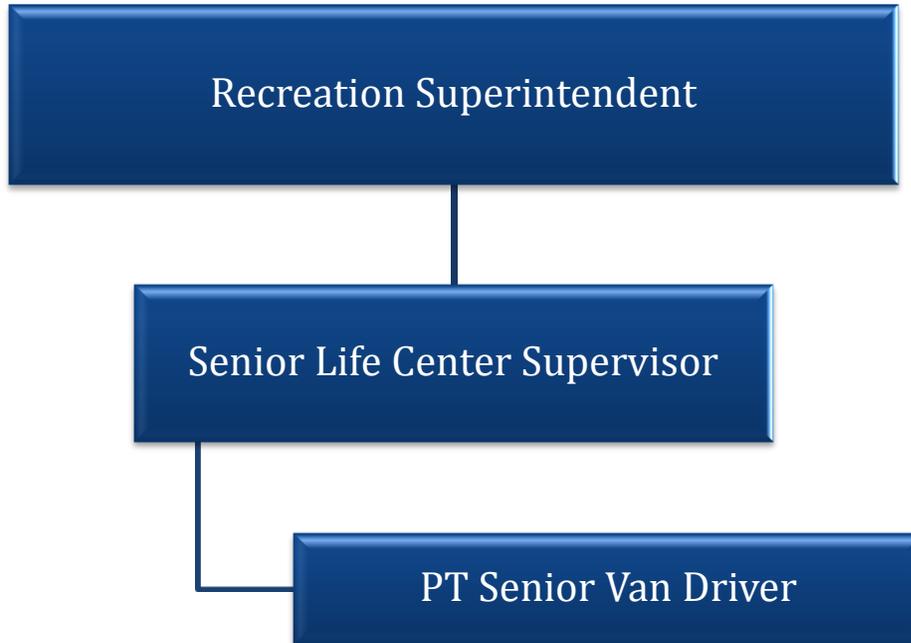
# Lancaster Veterans Memorial Library

		2011	2012	2013	2013	2014
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
101	SALARIES-REGULAR	\$ 130,900	\$ 112,219	\$ 94,493	\$ 138,229	\$ 142,470
102	SALARIES-PART TIME	\$ 87,157	\$ 100,448	\$ 80,368	\$ 106,860	\$ 113,773
103	SALARIES-OVERTIME	\$ 72	\$ 76	\$ 63	\$ 100	\$ 100
104	SALARIES-LONGEVITY	\$ 850	\$ 701	\$ 376	\$ 432	\$ 528
105	GROUP HEALTH INSURANCE	\$ 12,078	\$ 8,082	\$ 12,859	\$ 18,595	\$ 23,008
106	TMRS	\$ 22,790	\$ 17,936	\$ 14,250	\$ 22,372	\$ 23,625
107	FICA	\$ 16,621	\$ 16,272	\$ 12,882	\$ 18,719	\$ 19,214
109	SALARIES-WELL PAY	\$ -	\$ 654	\$ -	\$ 680	\$ 716
110	DENTAL INSURANCE	\$ 776	\$ 739	\$ 427	\$ 1,459	\$ 936
113	SALARIES-CAR ALLOWANCE	\$ 4,614	\$ 3,314	\$ -	\$ -	\$ -
118	CELL PHONE ALLOWANCE	\$ -	\$ 120	\$ 406	\$ 480	\$ 480
120	GROUP LIFE INSURANCE	\$ 82	\$ 151	\$ 63	\$ 893	\$ 944
130	WORKERS COMPENSATION	\$ 1,433	\$ 462	\$ 413	\$ 427	\$ 546
131	EAP EXPENSE	\$ 6	\$ 319	\$ 278	\$ 249	\$ 248
<b>Personnel Sub Total</b>		<b>\$ 277,378</b>	<b>\$ 261,492</b>	<b>\$ 216,877</b>	<b>\$ 309,495</b>	<b>\$ 326,588</b>
Account Object	Description					
201	MISC OFFICE SUPPLIES	\$ 8,570	\$ 9,269	\$ 6,411	\$ 7,000	\$ 7,001
204	MINOR EQUIP/FURN/FIX/TOOLS/ETC	\$ 88,312	\$ 54,114	\$ 20,173	\$ 22,800	\$ 2,300
205	JANITORIAL & CLEANING SUPPLIES	\$ -	\$ -	\$ -	\$ 200	\$ 200
207	BOOKS, SUBSCRIPTIONS, ETC.	\$ 49,056	\$ 56,846	\$ 51,322	\$ 60,100	\$ 62,100
210	FOOD/BEVERAGES/ETC-MEETINGS	\$ -	\$ -	\$ 118	\$ 200	\$ 200
214	POSTAGE	\$ 264	\$ 305	\$ 166	\$ 500	\$ 1,000
219	COMPUTER SUPPLIES	\$ 145	\$ 2,148	\$ 1,139	\$ 4,000	\$ 4,006
231	SOFTWARE	\$ 349	\$ 8,270	\$ 2,549	\$ 4,000	\$ 6,000
<b>Supplies Sub Total</b>		<b>\$ 146,696</b>	<b>\$ 130,951</b>	<b>\$ 81,877</b>	<b>\$ 98,800</b>	<b>\$ 82,807</b>
Account Object	Description					
301	MAINT-BLDG & STRUCTURES	\$ 3,968	\$ 4,122	\$ 4,108	\$ 5,000	\$ 6,000
313	MAINT-FURN & FIXTURES	\$ -	\$ 71	\$ -	\$ 2,000	\$ 4,000
318	MAINT-OFFICE EQUIPMENT	\$ -	\$ 65	\$ 5,353	\$ 7,000	\$ 7,665
342	MAINT. DATA PROCESSING EQUIP	\$ 41,648	\$ 1,145	\$ 19,895	\$ 20,000	\$ 15,000
346	MAINT-HEATING & COOLING SYSTEM	\$ 2,803	\$ -	\$ -	\$ -	\$ -
<b>Maintenance Sub Total</b>		<b>\$ 48,418</b>	<b>\$ 5,402</b>	<b>\$ 29,356</b>	<b>\$ 34,000</b>	<b>\$ 32,665</b>
Account Object	Description					
401	TELEPHONE & COMMUNICATIONS	\$ 10,857	\$ 27,996	\$ 8,061	\$ 13,000	\$ 13,000
402	RENTAL OF EQUIPMENT	\$ 3,859	\$ 4,321	\$ 2,791	\$ 4,200	\$ 4,200
407	SPECIAL SERVICES	\$ 2,408	\$ 2,215	\$ 1,713	\$ 3,425	\$ 2,950
408	ADVERTISING	\$ -	\$ -	\$ 500	\$ 500	\$ 400
409	TRAVEL AND EDUCATION	\$ 2,193	\$ 1,920	\$ 1,057	\$ 2,000	\$ 2,100
410	UTILITIES-ELECTRICITY	\$ 42,547	\$ 42,322	\$ 22,089	\$ 28,335	\$ 30,000
414	DUES & SUBSCRIPTIONS	\$ 934	\$ 370	\$ 125	\$ 800	\$ 790
416	OTHER/PROFESSIONAL SERVICES	\$ 9,291	\$ 19,694	\$ 4,101	\$ 4,800	\$ 4,800
421	PRINTING	\$ -	\$ 1,047	\$ 114	\$ 2,000	\$ 5,500
434	SPECIAL EVENTS	\$ -	\$ 293	\$ 300	\$ 1,000	\$ 1,000
446	ATTORNEY FEES	\$ -	\$ -	\$ -	\$ 500	\$ -
465	PERIODICALS & PUBLICATIONS	\$ 2,585	\$ 2,585	\$ -	\$ -	\$ -
482	CREDIT CARD PROCESSING FEES	\$ 282	\$ 394	\$ 348	\$ -	\$ 1,200
498	UTILITIES-GAS	\$ 4,673	\$ 2,120	\$ 1,031	\$ 3,200	\$ 4,160
539	MISC HEALTH BENEFIT	\$ 209	\$ 16	\$ -	\$ 60	\$ 60
543	JANITORIAL CONTRACT	\$ 7,417	\$ -	\$ 6,745	\$ 12,660	\$ 12,660
544	PEST CONTROL SERVICES	\$ 665	\$ 1,031	\$ 779	\$ 1,260	\$ 696
548	FIRE SYSTEM INSPECTION CONTRAC	\$ -	\$ -	\$ 1,944	\$ 2,253	\$ 3,163
549	HVAC MAINTENANCE CONTRACT	\$ 1,350	\$ -	\$ 4,893	\$ 12,660	\$ 12,287
<b>Sub Total</b>		<b>\$ 89,270</b>	<b>\$ 106,324</b>	<b>\$ 56,590</b>	<b>\$ 92,653</b>	<b>\$ 98,966</b>
612	CAPITAL-BOOKS FROM DONATIONS	\$ -	\$ -	\$ -	\$ -	\$ 400
618	CAPITAL-COMPUTER EQUIPMENT	\$ 12,302	\$ 7,440	\$ -	\$ -	\$ 1
<b>Sub Total</b>		<b>\$ 12,302</b>	<b>\$ 7,440</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 401</b>
<b>Department Total</b>		<b>\$ 574,064</b>	<b>\$ 511,610</b>	<b>\$ 384,700</b>	<b>\$ 534,948</b>	<b>\$ 541,427</b>



# Senior Life Center

## Personnel Organization Chart



## Personnel Summary

Position	Adopted '11-12	Adopted '12-13	Adopted '13-14
Senior Life Center Supervisor	1	1	1
PT Senior Van Driver	0.75	0.75	0.75
<b>Total</b>	<b>1.75</b>	<b>1.75</b>	<b>1.75</b>

## Department Narrative

The Senior Life Center is a full service facility serving adults ages 50 and older, in addition to being a rental facility for corporate meetings, weddings, and banquets.



Departmental Goals				
<b>City Council Goal</b>				
<ul style="list-style-type: none"> <li>• Provide a meal program for seniors that enables them to receive at least one nutritious meal daily</li> <li>• Provide transportation to enable seniors to participate more regularly in programming and special events</li> <li>• Continually increase the number and type of recreational programs offered</li> <li>• Increase the participation of seniors in the community</li> </ul>				
Workload Indicators	11-12 Actual	12-13 Actual		2013-2014 Target
Annual Memberships Purchased	325	321		400
Special Events	5	7		6
Outings	15	20		24
Senior Program Participation	670	545		600
Recreation Programs Offered	10	15		20
Meals Served	8835	7660		7,660
% Budget Revenues Collected	96%	117%		100%
Performance Measurement	11-12 Actual	12-13 Actual		2013-2014 Target
Congregate Meal Program	6%	8%		8%
Recreational Programming	75%	70%		70%
Special Events	3%	4%		4%
Transportation	16%	18%		18%
Budget Summary	2011-2012 Actual	2012-2013		2013-2014 Budget
		Budget	Estimate	
Personnel	45,647	55,001	36,246	57,086
Supplies	14,360	15,190	3,295	12,480
Maintenance	12,686	7,300	21,139	4,900
Services	69,477	34,856	25,377	34,964
Capital Outlay	-	-	-	-
<b>TOTAL</b>	<b>142,170</b>	<b>112,347</b>	<b>86,057</b>	<b>109,430</b>

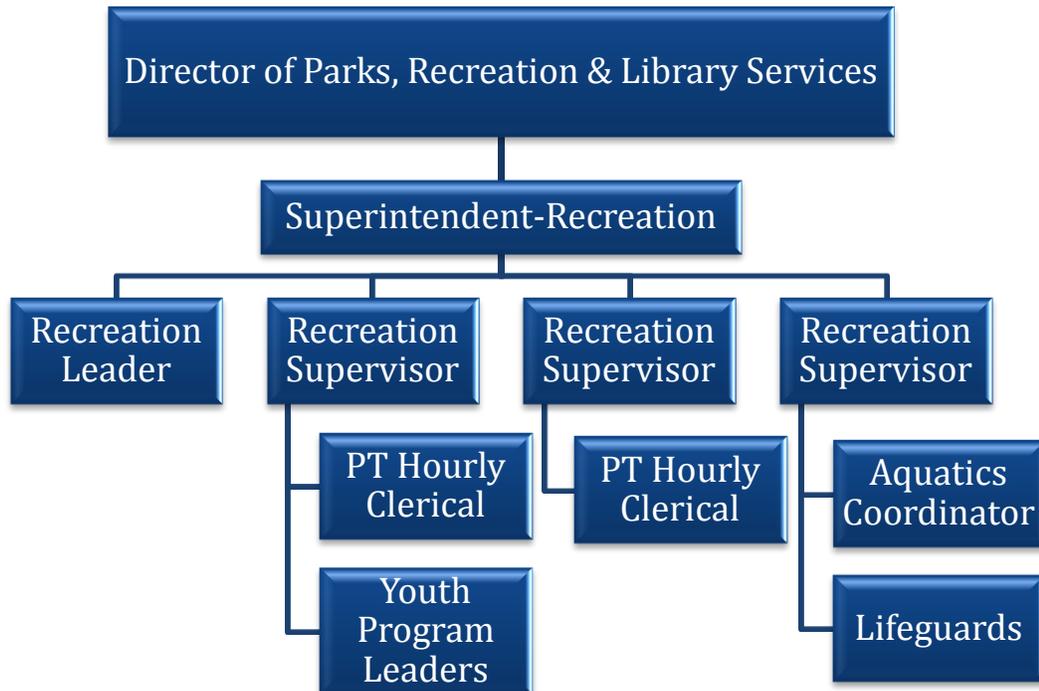
# Lancaster Senior Life Center

Account Object	Description	2011	2012	2013	2013	2014
		Actual	Actual	YTD Actual	Budget	Proposed
101	SALARIES-REGULAR	\$ 17,784	\$ 30,622	\$ 32,815	\$ 41,394	\$ 41,606
102	SALARIES-PART TIME	\$ 11,270	\$ 16,825	\$ 13,620	\$ 15,600	\$ 16,068
103	SALARIES-OVERTIME	\$ 694	\$ 829	\$ 113	\$ 500	\$ 500
104	SALARIES-LONGEVITY	\$ 1	\$ 4	\$ 30	\$ 36	\$ 84
105	GROUP LIFE INSURANCE	\$ 7,301	\$ 5,870	\$ 5,428	\$ 6,824	\$ 6,824
106	TMRS	\$ 3,510	\$ 6,302	\$ 6,657	\$ 8,170	\$ 8,437
107	FICA	\$ 2,276	\$ 3,706	\$ 3,575	\$ 4,453	\$ 4,485
109	SALARIES-WELL PAY	\$ -	\$ -	\$ -	\$ 207	\$ 213
110	DENTAL INSURANCE	\$ 203	\$ 432	\$ 366	\$ 515	\$ 468
118	CELL PHONE ALLOWANCE	\$ -	\$ 171	\$ 409	\$ 480	\$ 480
120	GROUP LIFE INSURANCE	\$ 35	\$ 24	\$ -	\$ 204	\$ 204
130	WORKERS COMPENSATION	\$ 414	\$ 988	\$ 935	\$ 970	\$ 1,190
131	EAP EXPENSE	\$ 1	\$ 53	\$ 46	\$ 72	\$ 72
<b>Personnel Sub Total</b>		<b>\$ 43,489</b>	<b>\$ 65,826</b>	<b>\$ 63,993</b>	<b>\$ 79,425</b>	<b>\$ 80,631</b>
Account Object	Description					
201	SUPPLIES	\$ -	\$ -	\$ -	\$ -	\$ -
202	CLOTHING-UNIFORMS	\$ -	\$ -	\$ -	\$ -	\$ 225
203	MOTOR VEHICLE SUPPLIES	\$ -	\$ -	\$ 126	\$ -	\$ -
204	MINOR EQUIP/FURN/FIX/TOOLS/ETC	\$ 113	\$ 1,312	\$ 73	\$ 2,000	\$ 2,000
205	JANITORIAL & CLEANING SUPPLIES	\$ -	\$ -	\$ -	\$ 300	\$ 300
206	CHEMICALS	\$ -	\$ -	\$ -	\$ -	\$ -
208	PROGRAM SUPPLIES	\$ 4,284	\$ 4,236	\$ 4,243	\$ 3,500	\$ 3,500
210	FOOD/BEVERAGES/ETC-MEETINGS	\$ 228	\$ 899	\$ 2,275	\$ 2,000	\$ 2,000
214	POSTAGE	\$ -	\$ 52	\$ -	\$ 100	\$ 100
216	MEDICAL SUPPLIES	\$ -	\$ 159	\$ -	\$ 500	\$ 250
217	CONCESSIONS	\$ 840	\$ -	\$ -	\$ -	\$ -
218	FUEL & OIL	\$ 10	\$ -	\$ 1,945	\$ 500	\$ 500
234	LUNCH PROGRAM OTHER SUPPLIES	\$ 1,014	\$ 1,797	\$ 37,752	\$ 58,185	\$ 3,000
<b>Supplies Sub Total</b>		<b>\$ 6,489</b>	<b>\$ 8,455</b>	<b>\$ 46,413</b>	<b>\$ 67,085</b>	<b>\$ 11,875</b>
Account Object	Description					
301	MAINT-BLDG & STRUCTURES	\$ 2,282	\$ 791	\$ 1,431	\$ 2,000	\$ 2,000
302	MAINT-MOTOR VEHICLES	\$ 18,563	\$ 4,595	\$ 1,664	\$ -	\$ 1,000
346	MAINT-HEATING & COOLING SYSTEM	\$ 294	\$ -	\$ -	\$ -	\$ -
351	MAINTENANCE (ALL)	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Maintenance Sub Total</b>		<b>\$ 21,139</b>	<b>\$ 5,386</b>	<b>\$ 3,095</b>	<b>\$ 2,000</b>	<b>\$ 3,000</b>
Account Object	Description					
401	TELEPHONE & COMMUNICATIONS	\$ -	\$ 862	\$ 1,350	\$ 1,500	\$ 1,500
402	RENTAL OF EQUIPMENT	\$ 5,345	\$ 8,311	\$ 3,243	\$ 6,000	\$ 4,092
408	ADVERTISING	\$ 736	\$ 823	\$ -	\$ 1,200	\$ 1,240
414	DUES & SUBSCRIPTIONS	\$ 350	\$ 170	\$ 350	\$ 250	\$ 125
416	OTHER/PROFESSIONAL SERVICES	\$ 9,884	\$ 4,869	\$ 5,799	\$ 9,000	\$ 9,000
421	PRINTING	\$ -	\$ 296	\$ 711	\$ 200	\$ 900
434	SPECIAL EVENTS	\$ -	\$ -	\$ -	\$ -	\$ -
460	SETTLEMENT	\$ -	\$ -	\$ -	\$ -	\$ -
543	JANITORIAL CONTRACT	\$ 6,097	\$ -	\$ 4,275	\$ 10,500	\$ 10,500
544	PEST CONTROL SERVICES	\$ -	\$ 91	\$ 535	\$ 700	\$ 546
548	FIRE SYSTEM INSPECTION CONTRAC	\$ -	\$ -	\$ 1,399	\$ 2,000	\$ 2,000
549	HVAC MAINTENANCE CONTRACT	\$ 1,762	\$ 2,643	\$ 2,593	\$ 4,000	\$ 3,857
559	CONTRACT/TEMPORARY LABOR	\$ 1,814	\$ 1,546	\$ 5,381	\$ 7,500	\$ 8,000
<b>Other Sub Total</b>		<b>\$ 25,988</b>	<b>\$ 19,610</b>	<b>\$ 27,981</b>	<b>\$ 42,850</b>	<b>\$ 71,760</b>
<b>Department Total</b>		<b>\$ 97,106</b>	<b>\$ 99,277</b>	<b>\$ 141,482</b>	<b>\$ 191,360</b>	<b>\$ 167,266</b>



# Recreation Center

## Personnel Organization Chart



### Personnel Summary

Position	Adopted '11-12	Adopted '12-13	Adopted '13-14
Superintendent - Recreation	1	1	1
Recreation Supervisor	2	2	3
Informal Education Coordinator	1	1	0
Aquatics Coordinator	1	1	1
Recreation Leader	1	1	1
PT Senior Lifeguard (.50)	2	2	2
PT Summer Lifeguard (.25)	1.25	1.25	1.25
PT Year-Round Lifeguard (.50)	5	5	5
PT Hourly Clerical (.50)	4	4	4
<b>Total</b>	<b>18.25</b>	<b>18.25</b>	<b>18.25</b>

### Department Narrative

The Recreation Department is responsible for planning, organizing, and conducting a wide variety of recreation activities for the community. It assesses, collects, and accounts for fees created from these recreational activities. Additional responsibilities include the planning and management of the recreation center. The department strives to enrich the community and the lives of the Lancaster citizens and visitors through high quality leisure, recreational, and cultural activities in well managed facilities.



Departmental Goals				
<b>City Council Goal</b>				
<ul style="list-style-type: none"> <li>• Increase number and type of recreational program offerings</li> <li>• Increase number of Recreation Center annual memberships</li> <li>• Increase number of Fitness Atrium memberships</li> <li>• Increase participation in athletic programming</li> <li>• Plan, promote, coordinate, produce and implement the BSW Juneteenth Celebration, July 4th Celebration and annual Christmas in Old Town Lancaster</li> </ul>				
Workload Indicators	11-12 Actual	12-13 Actual		2013-2014 Target
Outdoor Facility Rentals	141	137		150
Indoor Facility Rentals	836	969		1,000
Recreation ID Cards Purchased	N/A	3,420		4,000
Fitness memberships Purchased	88	207		250
Open Swim Admissions	4011	5493		6,000
Special Events	7	10		10
Adult Program Participants	131	612		700
Athletic Program Participants	350	600		650
Aquatic Program Participants	560	1455		1,500
Youth program Participants	1,038	1415		1,600
Recreation programs Offered	31	42		65
% of Budget Revenues Collected	102%	109%		100%
Performance Measurement	11-12 Actual	12-13 Actual		2013-2014 Target
Recreation programming	60%	50%		50%
Fitness Center	1%	1%		1%
Aquatics	15	24		24%
Athletics	5%	8%		8%
Special Events	5%	6%		6%
Facility Reservation	14%	11%		11%
Budget Summary	2011-2012	2012-2013		2013-2014
	Actual	Budget	Estimate	Budget
Personnel	616,956	562,184	459,353	555,045
Supplies	21,460	21,100	20,993	20,700
Maintenance	34,391	33,500	39,444	31,000
Services	131,290	104,284	113,162	200,988
Other	-	-	-	-
<b>TOTAL</b>	<b>804,097</b>	<b>721,068</b>	<b>632,952</b>	<b>807,733</b>

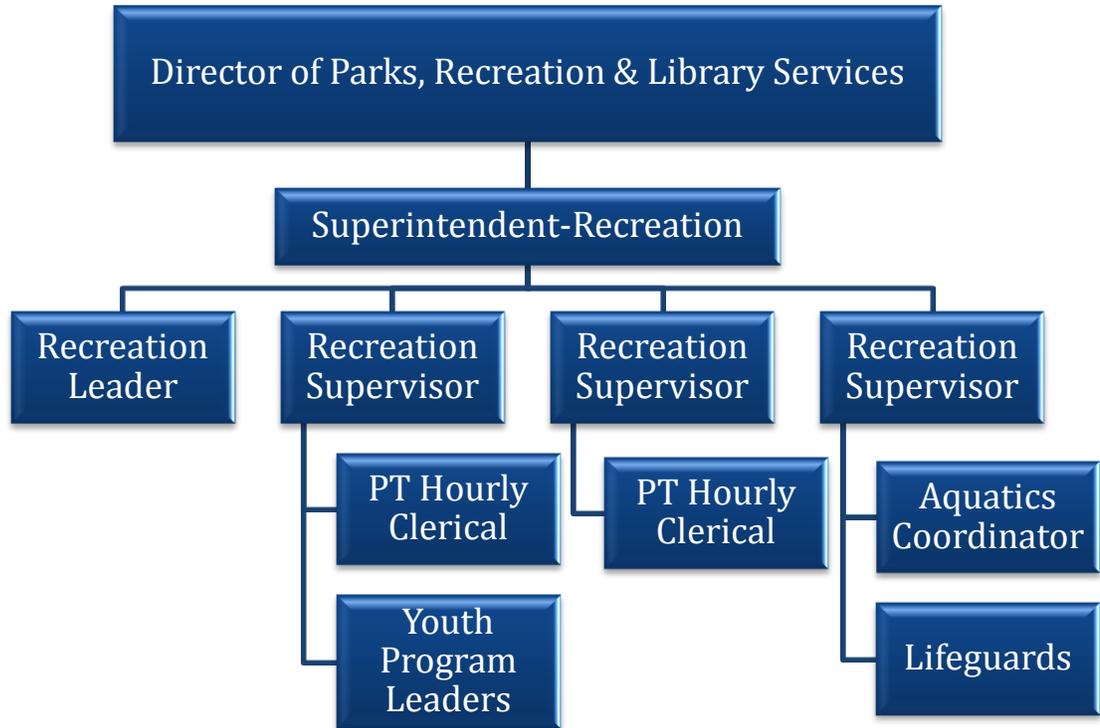
# Lancaster Recreation Center

		2011	2012	2013	2013	2014
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
101	SALARIES-REGULAR	\$ 209,980	\$ 223,697	\$ 177,932	\$ 235,774	\$ 236,666
102	SALARIES-PART TIME	\$ 166,040	\$ 157,019	\$ 118,166	\$ 197,023	\$ 200,801
103	SALARIES-OVERTIME	\$ 1,762	\$ 1,568	\$ 864	\$ 1,000	\$ 1,000
104	SALARIES-LONGEVITY	\$ 478	\$ 237	\$ 341	\$ 460	\$ 548
105	GROUP HEALTH INSURANCE	\$ 49,189	\$ 33,266	\$ 33,273	\$ 42,492	\$ 45,625
106	TMRS	\$ 31,970	\$ 31,396	\$ 26,963	\$ 33,951	\$ 35,024
107	FICA	\$ 28,555	\$ 29,390	\$ 22,996	\$ 32,976	\$ 33,286
109	SALARIES-WELL PAY	\$ 466	\$ 294	\$ 588	\$ 1,161	\$ 1,196
110	DENTAL INSURANCE	\$ 1,111	\$ 2,222	\$ 1,649	\$ 2,575	\$ 2,340
114	SALARIES - ASSIGNMENT PAY	\$ -	\$ 1,256	\$ 5,293	\$ -	\$ -
118	CELL PHONE ALLOWANCE	\$ -	\$ 814	\$ 1,226	\$ 1,440	\$ 1,440
120	GROUP LIFE INSURANCE	\$ 159	\$ 206	\$ 132	\$ 844	\$ 844
130	WORKERS COMPENSATION	\$ 4,747	\$ 5,685	\$ 4,599	\$ 4,654	\$ 4,972
131	EAP EXPENSE	\$ 12	\$ 528	\$ 515	\$ 503	\$ 503
<b>Personnel Sub Total</b>		<b>\$ 494,467</b>	<b>\$ 487,579</b>	<b>\$ 394,538</b>	<b>\$ 554,853</b>	<b>\$ 564,245</b>
Account Object	Description					
201	MISC OFFICE SUPPLIES	\$ 86	\$ -	\$ 44	\$ -	\$ -
202	CLOTHING-UNIFORMS	\$ 1,622	\$ 453	\$ 1,118	\$ 1,120	\$ 1,620
204	MINOR EQUIP/FURN/FIX/TOOLS/ETC	\$ 740	\$ 280	\$ 257	\$ 300	\$ 300
205	JANITORIAL & CLEANING SUPPLIES	\$ 460	\$ 445	\$ 355	\$ 500	\$ 500
206	CHEMICALS	\$ 3,565	\$ 4,431	\$ 4,649	\$ 8,000	\$ 8,000
208	RECREATIONAL SUPPLIES	\$ 7,548	\$ 7,204	\$ 7,329	\$ 7,328	\$ 5,000
210	FOOD/BEVERAGES/ETC-MEETINGS	\$ 147	\$ 450	\$ 134	\$ 150	\$ 150
214	POSTAGE	\$ -	\$ 97	\$ 16	\$ -	\$ -
216	MEDICAL SUPPLIES	\$ 139	\$ -	\$ 156	\$ 100	\$ 100
<b>Supplies Sub Total</b>		<b>\$ 23,389</b>	<b>\$ 22,972</b>	<b>\$ 22,215</b>	<b>\$ 27,498</b>	<b>\$ 26,170</b>
Account Object	Description					
301	MAINT-BLDG & STRUCTURES	\$ 21,563	\$ 29,034	\$ 20,038	\$ 17,672	\$ 17,672
302	MAINT-MOTOR VEHICLES	\$ 3,371	\$ 100	\$ 92	\$ 5,000	\$ 5,000
342	MAINT. DATA PROCESSING EQUIP	\$ -	\$ -	\$ -	\$ -	\$ -
345	MAINT-ATH FIELDS/POOL FACILITY	\$ 7,812	\$ 6,923	\$ 3,775	\$ 6,000	\$ 6,000
<b>Maintenance Sub Total</b>		<b>\$ 46,793</b>	<b>\$ 36,252</b>	<b>\$ 21,988</b>	<b>\$ 31,072</b>	<b>\$ 43,072</b>
Account Object	Description					
401	TELEPHONE & COMMUNICATIONS	\$ 1,384	\$ 744	\$ 750	\$ -	\$ -
402	RENTAL OF EQUIPMENT	\$ 9,395	\$ 4,365	\$ 3,586	\$ 6,000	\$ 6,092
408	ADVERTISING	\$ 3,000	\$ 2,290	\$ 1,431	\$ 5,383	\$ 7,000
409	TRAVEL AND EDUCATION	\$ 1,527	\$ 1,987	\$ 4,192	\$ 6,000	\$ 6,000
410	UTILITIES-ELECTRICITY	\$ -	\$ -	\$ 12,091	\$ -	\$ 148,200
414	DUES & SUBSCRIPTIONS	\$ 534	\$ 813	\$ 1,014	\$ 1,500	\$ 1,500
416	OTHER/PROFESSIONAL SERVICES	\$ 12,636	\$ 28,830	\$ 12,847	\$ 18,099	\$ 18,099
421	PRINTING	\$ 649	\$ 951	\$ 1,822	\$ 1,200	\$ 1,200
434	SPECIAL EVENTS	\$ 48,024	\$ 50,513	\$ 43,137	\$ 44,000	\$ 49,000
442	COMPUTER PROFESSIONAL SERVICES	\$ 8,595	\$ 8,754	\$ 8,737	\$ 8,000	\$ 8,000
445	PEST CONTROL SERVICES	\$ -	\$ -	\$ -	\$ 1,140	\$ -
462	CELLULAR TELEPHONE & PAGERS	\$ 2,679	\$ 1,924	\$ 894	\$ 720	\$ 720
479	ACTIVITY/ATH SPECIAL EVENTS	\$ 37,744	\$ 30,542	\$ 23,022	\$ 36,997	\$ 38,000
498	UTILITIES-GAS	\$ -	\$ -	\$ -	\$ -	\$ 39,668
543	JANITORIAL CONTRACT	\$ 53,837	\$ 62,575	\$ 25,598	\$ 53,844	\$ 60,421
544	PEST CONTROL SERVICES	\$ -	\$ 188	\$ 1,131	\$ 1,140	\$ 1,548
546	REFUNDS	\$ -	\$ 6,026	\$ 3,568	\$ -	\$ -
548	FIRE SYSTEM INSPECTION CONTRAC	\$ -	\$ -	\$ 2,359	\$ 3,963	\$ 5,276
549	HVAC MAINTENANCE CONTRACT	\$ -	\$ -	\$ 11,007	\$ 11,160	\$ 22,228
559	CONTRACT/TEMPORARY LABOR	\$ 49,376	\$ 65,168	\$ 41,805	\$ 54,315	\$ 72,000
<b>Other Sub Total</b>		<b>\$ 229,380</b>	<b>\$ 265,671</b>	<b>\$ 198,992</b>	<b>\$ 253,461</b>	<b>\$ 484,952</b>
<b>Department Total</b>		<b>\$ 794,030</b>	<b>\$ 812,474</b>	<b>\$ 637,734</b>	<b>\$ 866,884</b>	<b>\$ 1,118,439</b>



# Youth Programs

## Personnel Organization Chart



## Personnel Summary

Position	Adopted '11-12	Adopted '12-13	Adopted '13-14
PT Youth Program Leaders (.50)	2	2	2
<b>Total</b>	<b>2</b>	<b>2</b>	<b>2</b>

## Department Narrative

The Recreation Department's Youth Day Camp fund is a full cost recovery program that provides after school enrichment and summer day camp programs for school age youth. Revenues for this fund are generated through participant registration which covers the cost of staff, supplies, transportation, field trips and nutritional snacks. This program is in alignment with the Recreation Department's mission to enrich the community and the lives of the Lancaster citizens and visitors through high quality leisure, recreational and cultural activities in well managed facilities.



Departmental Goals				
<b>City Council Goal</b>				
<ul style="list-style-type: none"> <li>• Increase number and type of recreational program offerings</li> <li>• Increase number of Recreation Center annual memberships</li> <li>• Increase number of Fitness Atrium memberships</li> <li>• Increase participation in athletic programming</li> <li>• Plan, promote, coordinate, produce and implement the BSW Juneteenth Celebration, July 4th Celebration and annual Christmas in Old Town Lancaster</li> </ul>				
Workload Indicators	11-12 Actual	11-13 Actual		2013-2014 Target
Outdoor Facility Rentals	141	137		150
Indoor Facility Rentals	836	969		1,000
Recreation ID Cards Purchased	N/A	3,420		4,000
Fitness memberships Purchased	88	207		250
Open Swim Admissions	4011	5493		6,000
Special Events	7	10		10
Adult Program Participants	131	612		700
Athletic Program Participants	350	600		650
Aquatic Program Participants	560	1455		1,500
Youth program Participants	1,038	1415		1,600
Recreation programs Offered	31	42		65
% of Budget Revenues Collected	102%	109%		100%
Performance Measurement	11-12 Actual	12-13 Actual		2013-2014 Target
Recreation programming	60%	50%		50%
Fitness Center	1%	1%		1%
Aquatics	15	24		24%
Athletics	5%	8%		8%
Special Events	5%	6%		6%
Facility Reservation	14%	11%		11%
Budget Summary	2011-2012	2012-2013		2013-2014
	Actual	Budget	Estimate	Budget
Personnel	616,956	562,184	459,353	555,045
Supplies	21,460	21,100	20,993	20,700
Maintenance	34,391	33,500	39,444	31,000
Services	131,290	104,284	113,162	200,988
Other	-	-	-	-
<b>TOTAL</b>	<b>804,097</b>	<b>721,068</b>	<b>632,952</b>	<b>807,733</b>

# Youth Programs

		2011	2012	2013	2013	2014
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
	5333 FEES-DAY CAMP	\$ 16,708	\$ 81,883	\$ 46,164	\$ 45,000	\$ 60,000
<b>Department Revenues Total</b>		<b>\$ 16,708</b>	<b>\$ 81,883</b>	<b>\$ 46,164</b>	<b>\$ 45,000</b>	<b>\$ 60,000</b>

		2011	2012	2013	2013	2014
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
	102 SALARIES-PART TIME	\$ 7,820	\$ 29,627	\$ 28,644	\$ 33,280	\$ 25,710
	103 SALARIES-OVERTIME	\$ -	\$ 264	\$ -	\$ -	\$ -
	107 FICA	\$ 598	\$ 2,267	\$ 2,191	\$ 2,548	\$ 1,965
	130 WORKERS COMPENSATION	\$ 109	\$ 463	\$ 487	\$ 556	\$ 519
	131 EAP EXPENSE	\$ 1	\$ 82	\$ 93	\$ 52	\$ 39
<b>Personnel Sub Total</b>		<b>\$ 8,529</b>	<b>\$ 32,704</b>	<b>\$ 31,415</b>	<b>\$ 36,436</b>	<b>\$ 28,233</b>

Account Object	Description	2011	2012	2013	2013	2014
	201 SUPPLIES	\$ 9	\$ -	\$ 31	\$ -	\$ -
	208 RECREATIONAL SUPPLIES	\$ 854	\$ 4,401	\$ 1,220	\$ 750	\$ 750
	210 FOOD/BEVERAGES/ETC-MEETINGS	\$ 11	\$ -	\$ 62	\$ 100	\$ 100
<b>Supplies Sub Total</b>		<b>\$ 874</b>	<b>\$ 4,401</b>	<b>\$ 1,312</b>	<b>\$ 850</b>	<b>\$ 850</b>

Account Object	Description	2011	2012	2013	2013	2014
	408 ADVERTISING	\$ -	\$ -	\$ 30	\$ 900	\$ 900
	416 OTHER/PROFESSIONAL SERVICES	\$ 446	\$ -	\$ 977	\$ -	\$ -
	434 SPECIAL EVENTS	\$ 2,900	\$ 4,002	\$ 2,866	\$ 4,000	\$ 5,000
<b>Other Sub Total</b>		<b>\$ 3,346</b>	<b>\$ 4,002</b>	<b>\$ 3,873</b>	<b>\$ 4,900</b>	<b>\$ 5,900</b>
<b>Department Expenses Total</b>		<b>\$ 12,749</b>	<b>\$ 41,106</b>	<b>\$ 36,600</b>	<b>\$ 42,186</b>	<b>\$ 34,983</b>

<b>Net Gain (Loss)</b>		<b>\$ 29,457</b>	<b>\$ 40,777</b>	<b>\$ 9,564</b>	<b>\$ 2,814</b>	<b>\$ 25,017</b>
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# **STORMWATER FUND**

## STORM WATER DRAINAGE

REVENUES		2011	2012	2013		2014
Department No	Revenue Source	Actual	Actual	Year to Date	Budget	Proposed
	0 Drainage Fee	1,256,646	1,201,744	1,091,466	1,260,000	1,300,000
	0 Other Revenue	421	525	586	-	-
	4 Grant Income	723,851	35,852	-	-	-
	Total	\$ 1,980,918	\$ 1,238,121	\$ 1,092,052	\$ 1,260,000	\$ 1,300,000

EXPENDITURES		2011	2012	2013		2014
Department No		Actual	Actual	Year to Date	Budget	Proposed
	2 ADMINISTRATION	73,678	102	2,696	-	-
	4 STORMWATER OPERATIONS	1,599,866	782,655	830,142	1,022,806	1,093,874
	22 NON-DEPARTMENTAL	-	5	8,088	4,569	10,200
	50 STORM WATER DEBT SERVICE	49,013	48,138	44,261	47,013	50,913
	80 TRANSFERS OUT	42,000	42,000	42,000	42,000	42,000
	Total	\$ 1,764,557	\$ 872,899	\$ 927,187	\$ 1,116,388	\$ 1,196,987

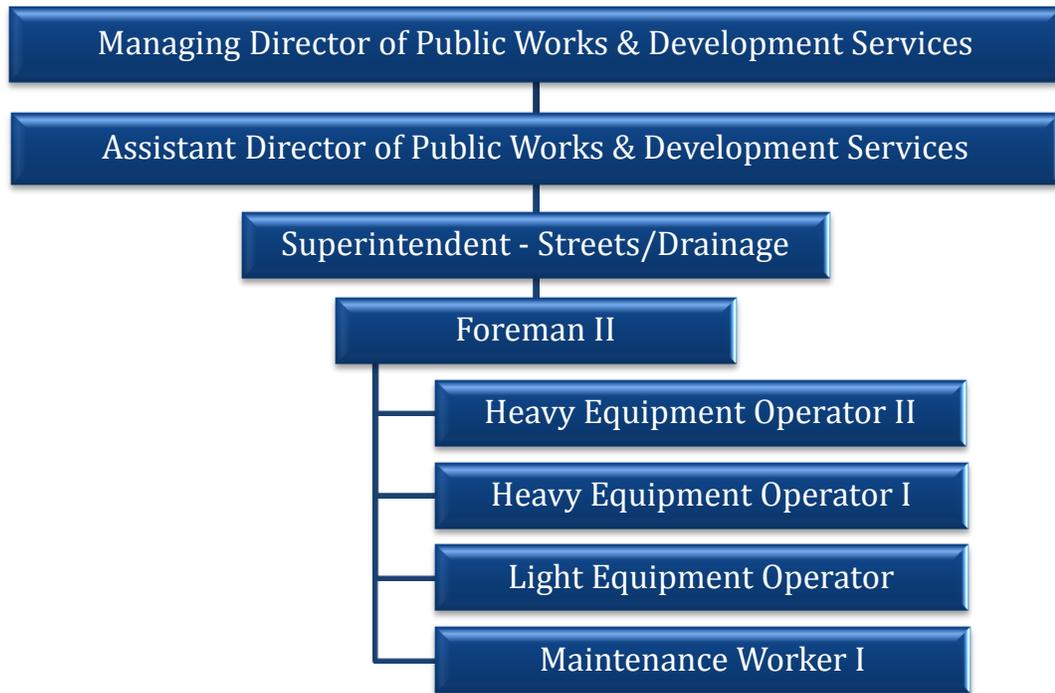
BALANCES		2011	2012	2013		2014
		Actual	Actual	Year to Date	Budget	Proposed
	Net Gain (Loss)	216,360	365,222	164,865	143,612	103,013



TREE CITY USA

# Stormwater

## Personnel Organization Chart



## Personnel Summary

Position	Adopted '11-12	Adopted '12-13	Adopted '13-14
Managing Director	0	0.33	0.33
Assistant Director	0	0.33	0.33
Superintendent - Streets/Drainage	0	1	1
GIS Coordinator	0	0.25	0.25
Foreman III	1	1	0
Foreman II	0	0	1
Heavy Equip. Operator II	1	1	1
Heavy Equip. Operator I	2	2	2
Light Equip. Operator	3	3	3
Maintenance Worker I	4	4	4
<b>Total</b>	<b>11</b>	<b>12.91</b>	<b>12.91</b>

## Department Narrative

The Stormwater Division strives to deliver support to the City of Lancaster through the maintenance and upgrade of the stormwater drainage systems. The stormwater division also seeks to ensure all drainage systems from roadside ditches, alleys, stormwater drainage inlets and main lines under roadway pavement, drainage easements and natural creeks flow unimpeded from the source to the Ten Mile Creek Basin and then finally to the Trinity River.



Departmental Goals				
<b>City Council Goals</b>				
<ul style="list-style-type: none"> <li>Identify drainage problem areas for more efficient maintenance</li> <li>Monitor the condition of drainage systems, schedule maintenance, and perform routine clearing of debris blockages to ensure appropriate flow of rainwater</li> <li>Identify and correct erosion of embankments</li> <li>Ensure contaminants are contained, and assist the Engineering Division in the compliance with State and Federal mandated storm-water pollution prevention requirements</li> <li>Estimate workload demand based on ground saturation level and expected rainfall</li> <li>Provide residents and commercial operators with cleaner, more aesthetically appealing urban waterways</li> </ul>				
Workload Indicators	11-12 Actual	12-13 Actual		2013-2014 Target
Full Time Employees	11	11		
Creeks Within City Boundaries (Linear Feet)	267,423	267,423		
Bridges and Adjacent 50 Foot Easements	62	62		
Utility Crossing Support Structures Maintained	59	59		
Open Channel Drainage Easements Maintained (Linear Feet)	491,552	491,552		
Roadside Ditches Maintained (Linear Feet)	917,342	917,342		
Stormwater Flumes Maintained	200	200		
Catch Basins Maintained	4	4		
Headwalls Maintained	40	40		
Stormwater Mains, Laterals, and Inlets Maintained	600	600		
Debris Removal (Storm and Flood Recovery) - (Cubic)	1,500	2,000		
Performance Measurement	11-12 Actual	12-13 Actual		2013-2014 Target
Phone calls and CRM Requests Responded to within 24	100%	100%		
Weekly Review of All Structures and Easements for	95%	95%		
Random Operator Evaluations Passed	100%	100%		
Employees Sufficiently Trained for Specific Job Duties	100%	100%		
Budget Summary	2011-2012	2012-2013		2013-2014
	Actual	Estimate	Budget	Budget
Personnel	469,430	412,379	494,627	712,315
Supplies	22,017	18,780	27,600	21,575
Maintenance	15,263	27,685	53,937	44,600
Other Services	236,376	338,337	289,350	244,316
Capital Outlay	877,211	-	-	-
<b>TOTAL</b>	<b>1,620,297</b>	<b>797,181</b>	<b>865,514</b>	<b>1,022,806</b>

# Stormwater

		2011	2012	2013	2013	2014
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
101	SALARIES-REGULAR	\$ 301,796	\$ 268,361	\$ 333,907	\$ 468,227	\$ 458,941
103	SALARIES-OVERTIME	\$ 7,353	\$ 9,521	\$ 4,052	\$ 10,000	\$ 10,000
104	SALARIES-LONGEVITY	\$ 1,958	\$ 2,560	\$ 3,234	\$ 4,376	\$ 4,640
105	HEALTH INSURANCE	\$ 57,109	\$ 54,778	\$ 64,920	\$ 98,853	\$ 121,262
106	TMRS	\$ 44,208	\$ 38,937	\$ 48,604	\$ 68,724	\$ 69,286
107	FICA	\$ 23,669	\$ 21,327	\$ 25,481	\$ 35,649	\$ 34,505
109	SALARIES-WELL PAY	\$ 668	\$ 726	\$ 793	\$ 2,330	\$ 2,349
110	DENTAL INSURANCE	\$ 2,891	\$ 2,766	\$ 3,101	\$ 5,665	\$ 5,616
113	SALARIES-CAR ALLOWANCE	\$ -	\$ -	\$ 1,360	\$ 1,600	\$ 1,600
120	LIFE INSURANCE	\$ 143	\$ 376	\$ 426	\$ 1,420	\$ 1,420
130	WORKERS COMPENSATION	\$ 9,002	\$ 12,815	\$ 11,990	\$ 15,108	\$ 18,988
131	EAP EXPENSE	\$ 4	\$ 212	\$ 245	\$ 363	\$ 363
<b>Personnel Sub Total</b>		<b>\$ 448,801</b>	<b>\$ 412,379</b>	<b>\$ 498,114</b>	<b>\$ 712,315</b>	<b>\$ 728,970</b>
<b>Supplies</b>						
Account Object	Description	2011 Actual	2012 Actual	2013 YTD Actual	2013 Budget	2014 Proposed
201	OFFICE SUPPLIES	\$ 1,108	\$ 532	\$ 330	\$ 1,000	\$ 1,500
202	UNIFORMS AND CLOTHING	\$ 1,473	\$ 1,130	\$ 1,248	\$ 1,900	\$ 2,300
204	MINOR EQUIP/FURN/FIX/TOOLS/ETC	\$ 1,752	\$ 1,421	\$ 1,343	\$ 2,475	\$ 3,000
206	CHEMICALS	\$ 39	\$ 239	\$ -	\$ 300	\$ 300
210	FOOD/BEV-MEETINGS/FUNCTIONS	\$ 219	\$ 72	\$ -	\$ 200	\$ 200
214	POSTAGE/SHIPPING/DELIVERY	\$ 5	\$ -	\$ -	\$ 100	\$ 100
216	MEDICAL SUPPLIES	\$ -	\$ -	\$ -	\$ 100	\$ 100
218	FUEL AND OIL	\$ 17,420	\$ 15,386	\$ 15,541	\$ 21,000	\$ 21,000
<b>Supplies Sub Total</b>		<b>\$ 22,017</b>	<b>\$ 18,780</b>	<b>\$ 18,462</b>	<b>\$ 27,075</b>	<b>\$ 28,500</b>
<b>Maintenance</b>						
Account Object	Description	2011 Actual	2012 Actual	2013 YTD Actual	2013 Budget	2014 Proposed
301	MAINT-BLDGS & STRUCTURES	\$ 39	\$ -	\$ -	\$ -	\$ -
302	MAINT-MOTOR VEHICLES	\$ 2,610	\$ 1,313	\$ 225	\$ 3,000	\$ 3,000
303	MAINT-EQUIP & MACHINERY	\$ 5,724	\$ 3,755	\$ 13,457	\$ 18,000	\$ 8,000
305	MAINT-DRAINAGE, BRIDGES, ETC	\$ 6,387	\$ 22,617	\$ 5,917	\$ 17,000	\$ 20,000
307	MAINT-INSTRUMENTS & APPARATUS	\$ 498	\$ -	\$ -	\$ 500	\$ 500
318	MAINT-OFFICE EQUIPMENT	\$ 5	\$ -	\$ -	\$ 100	\$ -
<b>Maintenance Sub Total</b>		<b>\$ 15,263</b>	<b>\$ 27,685</b>	<b>\$ 19,600</b>	<b>\$ 38,600</b>	<b>\$ 31,500</b>
<b>Services</b>						
Account Object	Description	2011 Actual	2012 Actual	2013 YTD Actual	2013 Budget	2014 Proposed
401	TELEPHONE AND COMMUNICATIONS	\$ 28	\$ -	\$ -	\$ -	\$ -
402	RENTAL OF EQUIPMENT	\$ 1,084	\$ 1,154	\$ 820	\$ 1,628	\$ 2,032
409	TRAVEL & EDUCATION	\$ 110	\$ 198	\$ 884	\$ 1,250	\$ 3,524
410	UTILITIES-ELECTRICITY	\$ -	\$ -	\$ 1,000	\$ 1,000	\$ 3,900
413	SANITARY LANDFILL	\$ 22	\$ -	\$ -	\$ 5,000	\$ 5,000
414	MEMBERSHIP DUES & SUBSCRIPTION	\$ -	\$ -	\$ -	\$ -	\$ 10,488
416	OTHER/PROFESSIONAL SERVICES	\$ 138,638	\$ 101,102	\$ 23,299	\$ 25,500	\$ 25,000
421	PRINTING	\$ -	\$ -	\$ 221	\$ 500	\$ 500
446	CITY ATTORNEY FEES	\$ -	\$ 1,840	\$ -	\$ -	\$ -
462	CELLULAR TELEPHONE & PAGERS	\$ 2,618	\$ 2,452	\$ 3,220	\$ 3,600	\$ 4,320
539	MISC. HEALTH BENEFIT	\$ 209	\$ 17	\$ -	\$ -	\$ -
549	HVAC SERVICES CONTRACT	\$ -	\$ -	\$ -	\$ -	\$ 141
565	CONTRACT MOWING SERVICE	\$ 82,944	\$ 211,566	\$ 197,706	\$ 206,338	\$ 250,000
<b>Services Sub Total</b>		<b>\$ 225,652</b>	<b>\$ 318,329</b>	<b>\$ 227,150</b>	<b>\$ 244,816</b>	<b>\$ 304,904</b>
<b>Other</b>						
Account Object	Description	2011 Actual	2012 Actual	2013 YTD Actual	2013 Budget	2014 Proposed
511	PROPERTY TAXES PAID	\$ 10,725	\$ 5,482	\$ -	\$ -	\$ -
601	LAND	\$ 877,409	\$ -	\$ -	\$ -	\$ -
605	IMPROVEMENTS OTHER THAN BUILDINGS	\$ -	\$ -	\$ 66,816	\$ -	\$ -
<b>Other Sub Total</b>		<b>\$ 888,134</b>	<b>\$ 5,482</b>	<b>\$ 66,816</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Department Total</b>		<b>\$ 1,599,866</b>	<b>\$ 782,655</b>	<b>\$ 830,142</b>	<b>\$ 1,022,806</b>	<b>\$ 1,093,874</b>

**E911  
FUND**

## E-911 FUND

REVENUES		2011	2012	2013		2014
Department No	Revenue Source	Actual	Actual	Year to Date	Budget	Proposed
	E911 INCOME	313,746	271,274	216,987	215,000	215,000
	INTEREST	48	306	377	984	984
	Total	\$ 313,794	\$ 271,580	\$ 217,364	\$ 215,984	\$ 215,984

EXPENDITURES		2011	2012	2013		2014
Department No		Actual	Actual	Year to Date	Budget	Proposed
14	Police	-	1,775	-	-	-
15	Fire	-	1,775	-	-	-
47	9-1-1-E	103,758	113,008	46,932	455,243	126,681
	Total	\$ 103,758	\$ 116,558	\$ 46,932	\$ 455,243	\$ 126,681

BALANCES		2011	2012	2013		2014
		Actual	Actual	Year to Date	Budget	Proposed
	Net Gain (Loss)	210,036	155,022	170,432	(239,259)	89,303



# E-911

## Personnel Organization Chart



## Personnel Summary

There is no personnel for this program.

## Department Narrative

The E-911 department accounts for costs associated with the use of Emergency 911 funds. These include maintenance and capital purchases of emergency communication systems, equipment and personnel.



# E-911

		2011	2012	2013	2013	2014
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
201	OFFICE SUPPLIES	\$ -	\$ -	\$ -	\$ 4,800	\$ -
204	MINOR EQUIP/FURN/FIX/TOOLS/ETC	\$ 591	\$ -	\$ -	\$ 2,925	\$ 500
<b>Supplies Sub Total</b>		<b>\$ 591</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 7,725</b>	<b>\$ 500</b>
<b>Account Object Description</b>						
303	MAINT EQUIP & MACHINERY	\$ -	\$ 29,798	\$ 29,359	\$ 29,359	\$ 30,536
323	MAINT-911 EQUIPMENT	\$ 3,807	\$ -	\$ -	\$ -	\$ -
<b>Maintenance Sub Total</b>		<b>\$ 3,807</b>	<b>\$ 29,798</b>	<b>\$ 29,359</b>	<b>\$ 29,359</b>	<b>\$ 30,536</b>
<b>Account Object Description</b>						
409	TRAVEL AND EDUCATION	\$ -	\$ 167	\$ -	\$ -	\$ -
414	DUES & SUBSCRIPTIONS	\$ -	\$ 195	\$ 195	\$ 1,666	\$ -
416	OTHER/PROFESSIONAL SERVICES	\$ -	\$ -	\$ -	\$ 1,473	\$ 2,025
450	ADMINISTRATIVE FEES	\$ 1,081	\$ 1,128	\$ 1,081	\$ 1,100	\$ 1,100
451	COST RECOVERY, WIRELESS 9-1-1	\$ 4,252	\$ 4,568	\$ 3,578	\$ 4,800	\$ 8,400
461	E911 SERVICE PAYMENT AT&T	\$ 83,227	\$ 84,352	\$ 12,719	\$ 84,120	\$ 84,120
<b>Services Sub Total</b>		<b>\$ 88,560</b>	<b>\$ 90,409</b>	<b>\$ 17,574</b>	<b>\$ 93,159</b>	<b>\$ 95,645</b>
<b>Account Object Description</b>						
615	CAPITAL-COMMON EQUIPMENT	\$ -	\$ -	\$ -	\$ 325,000	\$ -
620	CAPITAL - SOFTWARE	\$ 10,800	\$ (7,200)	\$ -	\$ -	\$ -
<b>Capital Sub Total</b>		<b>\$ 10,800</b>	<b>\$ (7,200)</b>	<b>\$ -</b>	<b>\$ 325,000</b>	<b>\$ -</b>
<b>Department Total</b>		<b>\$ 103,758</b>	<b>\$ 113,008</b>	<b>\$ 46,932</b>	<b>\$ 455,243</b>	<b>\$ 126,681</b>

# **HAP HOUSING FUND**

## LANCASTER HOUSING AGENCY-HUD

REVENUES		2011	2012	2013		2014
Department No	Revenue Source	Actual	Actual	Year to Date	Budget	Proposed
0	ADMINISTRATIVE REVENUE	826,402	754,783	174,676	604,710	70,000
25	ADMINISTRATIVE REVENUE	33,300	-	-	-	-
71	HAP PAYMENT REVENUE	7,982,481	7,653,394	1,186,469	7,986,000	-
Total		\$ 8,842,183	\$ 8,408,176	\$ 1,361,145	\$ 8,590,710	\$ 70,000

EXPENDITURES		2011	2012	2013		2014
Department No		Actual	Actual	Year to Date	Budget	Proposed
25	HOUSING ADMINISTRATION	727,194	761,885	99,809	513,026	18,600
71	HOUSING ASSISTANCE PAYMENTS	7,905,136	7,731,123	1,943,929	7,500,000	-
80	TRANSFERS OUT	62,000	62,000	62,000	62,000	15,624
Total		\$ 8,694,330	\$ 8,555,008	\$ 2,105,737	\$ 8,075,026	\$ 34,224

BALANCES		2011	2012	2013		2014
		Actual	Actual	Year to Date	Budget	Proposed
Net Gain (Loss)		147,853	(146,832)	(744,592)	515,684	35,776

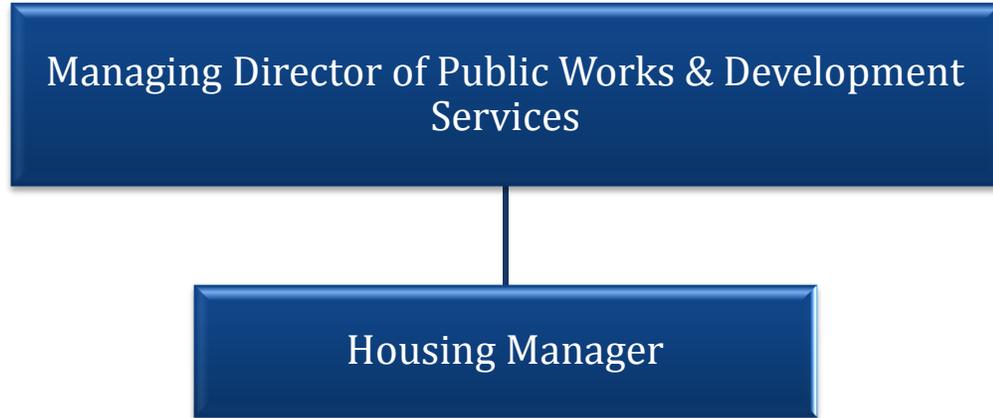
# **DHAP FUND**

# Housing Assistance Payments

	2011	2012	2013	2013	2014
Account Object Description	Actual	Actual	YTD Actual	Budget	Proposed
428 H.U.D. HOUSING ASSISTANCE	\$ 7,905,136	\$ 7,731,123	\$ 1,943,929	\$ 7,500,000	\$ -
Services Sub Total	\$ 7,905,136	\$ 7,731,123	\$ 1,943,929	\$ 7,500,000	\$ -
Department Total	\$ 7,905,136	\$ 7,731,123	\$ 1,943,929	\$ 7,500,000	\$ -



## Personnel Organization Chart



## Personnel Summary

Position	Adopted '11-12	Adopted '12-13	Adopted '13-14
Housing Manager	1	1	0
<b>Total</b>	<b>1</b>	<b>1</b>	<b>0</b>

## Department Narrative

The Lancaster Housing Agency operated the federally funded Section 8 Housing Choice Voucher Program (HCVP) administered by the Housing Division of the Department of Development Services. This fiscal year will mark the final close out of the Lancaster Housing Program and the 2013/2014 Housing budget represents only necessary expenditures to complete this process.

# Lancaster Housing Agency - HUD

		2011	2012	2013	2013	2014
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
101	SALARIES-REGULAR	\$ 354,473	\$ 407,312	\$ (7,260)	\$ 152,855	\$ -
102	SALARIES-PART TIME	\$ 2,013	\$ -	\$ -	\$ -	\$ -
103	SALARIES-OVERTIME	\$ 3,270	\$ 7,010	\$ 804	\$ -	\$ -
104	SALARIES-LONGEVITY	\$ 1,684	\$ 2,614	\$ 671	\$ 2,024	\$ -
105	GROUP HEALTH INSURANCE	\$ 51,978	\$ 54,211	\$ 14,911	\$ 58,272	\$ -
106	TMRS	\$ 51,345	\$ 47,050	\$ 10,551	\$ 22,189	\$ -
107	FICA	\$ 26,503	\$ 24,598	\$ 5,538	\$ 10,838	\$ -
109	SALARIES-WELL PAY	\$ 975	\$ 1,660	\$ 1,202	\$ 751	\$ -
110	DENTAL INSURANCE	\$ 1,963	\$ 1,951	\$ 402	\$ 2,575	\$ -
114	SALARIES-ASSIGNMENT PAY	\$ 886	\$ -	\$ -	\$ -	\$ 2,100
118	CELL PHONE ALLOWANCE	\$ -	\$ 717	\$ 537	\$ 1,440	\$ -
120	GROUP LIFE INSURANCE	\$ 134	\$ 424	\$ 93	\$ 390	\$ -
130	WORKERS COMPENSATION	\$ 2,044	\$ 1,516	\$ 249	\$ 275	\$ -
131	EAP EXPENSE	\$ 3	\$ 174	\$ 41	\$ 100	\$ -
<b>Personnel Sub Total</b>		<b>\$ 497,272</b>	<b>\$ 549,237</b>	<b>\$ 27,738</b>	<b>\$ 251,709</b>	<b>\$ 2,100</b>
Account Object	Description					
201	OFFICE SUPPLIES	\$ 7,401	\$ 4,364	\$ 804	\$ 6,000	\$ -
202	UNIFORMS	\$ 220	\$ 336	\$ -	\$ 500	\$ -
204	MINOR EQUIP/FURN/FIX/TOOLS/ETC	\$ 1,437	\$ 82	\$ -	\$ 4,200	\$ -
210	MISC SUPPLIES	\$ 610	\$ 156	\$ -	\$ 1,000	\$ -
214	POSTAGE/SHIPPING/DELIVERY	\$ 7,858	\$ 5,902	\$ 1,928	\$ 7,500	\$ -
215	TRAINING SUPPLIES	\$ -	\$ -	\$ -	\$ -	\$ -
218	FUEL/OIL	\$ 1,836	\$ 1,784	\$ 80	\$ 3,000	\$ -
<b>Supplies Sub Total</b>		<b>\$ 19,361</b>	<b>\$ 12,624</b>	<b>\$ 2,813</b>	<b>\$ 22,200</b>	<b>\$ -</b>
Account Object	Description					
301	MAINT-BUILDING & STRUCTURE	\$ 240	\$ -	\$ -	\$ -	\$ -
302	MAINT-MOTOR VEHICLES	\$ 63	\$ 237	\$ -	\$ 900	\$ -
318	MAINT-OFFICE EQUIPMENT	\$ -	\$ 294	\$ -	\$ 500	\$ -
346	MAINT-HEATING & COOLING SYSTEM	\$ 44	\$ -	\$ -	\$ -	\$ -
<b>Maintenance Sub Total</b>		<b>\$ 346</b>	<b>\$ 531</b>	<b>\$ -</b>	<b>\$ 1,400</b>	<b>\$ -</b>
Account Object	Description					
401	TELEPHONE & COMMUNICATIONS	\$ 413	\$ 561	\$ 6,255	\$ 3,554	\$ -
402	RENTAL OF EQUIPMENT	\$ 5,744	\$ 7,469	\$ 1,208	\$ 9,000	\$ -
406	UNEMPLOYMENT INSURANCE	\$ -	\$ -	\$ 4,358	\$ -	\$ -
407	SPECIAL SERVICES	\$ 115	\$ 11	\$ 523	\$ 2,400	\$ -
408	ADVERTISING	\$ 36	\$ -	\$ -	\$ 350	\$ -
409	TRAVEL & EDUCATION	\$ 18,504	\$ 8,365	\$ 1,041	\$ 17,800	\$ -
410	UTILITIES - ELECTRICITY	\$ 11,201	\$ 14,494	\$ -	\$ 29,000	\$ -
414	DUES & SUBSCRIPTIONS	\$ 13,072	\$ 4,559	\$ -	\$ 3,700	\$ -
415	MILEAGE REIMBURSEMENT	\$ 94	\$ -	\$ -	\$ 1,200	\$ -
416	OTHER/PROFESSIONAL SERVICES	\$ 11,183	\$ 5,963	\$ -	\$ 7,000	\$ 16,500
421	PRINTING	\$ 4,973	\$ 2,342	\$ 398	\$ 3,000	\$ -
428	H.U.D. HOUSING ASSISTANCE	\$ 5,241	\$ 2,391	\$ 336	\$ -	\$ -
437	CONTRACT AUDIT SERVICES	\$ 15,000	\$ 18,000	\$ 31,500	\$ 12,500	\$ -
442	COMPUTER PROFESSIONAL SVCS	\$ -	\$ 11,175	\$ -	\$ 12,000	\$ -
445	PEST CONTROL SERVICES	\$ -	\$ 646	\$ -	\$ 900	\$ -
446	CITY ATTORNEY FEES	\$ 12,068	\$ 8,447	\$ -	\$ 500	\$ -
462	CELLULAR TELEPHONE & PAGERS	\$ 1,986	\$ 2,825	\$ 1,058	\$ 1,932	\$ -
464	RENTAL OF OFFICE SPACE	\$ 66,325	\$ 98,995	\$ 10,404	\$ 102,000	\$ -
476	ACCT ANALYSIS JPM CHASE	\$ 5,100	\$ 5,342	\$ 3,095	\$ 6,000	\$ -
539	MISC HEALTH BENEFIT	\$ 177	\$ 16	\$ -	\$ -	\$ -
543	JANITORIAL CONTRACT	\$ 1,920	\$ 3,552	\$ 960	\$ 3,456	\$ -
544	PEST CONTROL SERVICES	\$ -	\$ 91	\$ -	\$ 900	\$ -
549	HVAC MAINTENANCE CONTRACT	\$ 262	\$ 523	\$ -	\$ 525	\$ -
559	CONTRACT LABOR	\$ 34,222	\$ 3,725	\$ 8,122	\$ 20,000	\$ -
<b>Services Sub Total</b>		<b>\$ 207,634</b>	<b>\$ 199,493</b>	<b>\$ 69,258</b>	<b>\$ 237,717</b>	<b>\$ 16,500</b>
Account Object	Description					
618	CAPITAL-DATA PROC EQUIPMENT	\$ 2,580	\$ -	\$ -	\$ -	\$ -
<b>Capital Sub Total</b>		<b>\$ 2,580</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Department Sub Total</b>		<b>\$ 727,194</b>	<b>\$ 761,885</b>	<b>\$ 99,809</b>	<b>\$ 513,026</b>	<b>\$ 18,600</b>

# **OTHER FUNDS**

# **AIRPORT FUND**

## AIRPORT FUND

REVENUES		2011	2012	2013		2014
Department No	Revenue Source	Actual	Actual	Year to Date	Budget	Proposed
	Airport Operations	228,227	237,682	193,420	230,000	223,000
	Net Fuel Sale	30,871	42,902	79,990	150,000	94,000
	Other Revenue	42,445	59,027	61,428	53,750	53,750
	Transfers In	2,100,343	300,000	-	-	-
	Grant Revenue	50,089	-	42,624	50,000	50,000
	Total	\$ 2,451,975	\$ 639,611	\$ 377,462	\$ 483,750	\$ 420,750

EXPENDITURES		2011	2012	2013		2014
Departments No		Actual	Actual	Year to Date	Budget	Proposed
	0 Non-Departmental	304	395	539	-	-
	40 AIRPORT	452,486	484,641	281,843	376,359	402,874
	50 DEBT SERVICE	13,472	10,271	7,958	37,448	36,998
	Total	\$ 466,262	\$ 495,306	\$ 290,340	\$ 413,807	\$ 439,873

BALANCES		2011	2012	2013		2014
		Actual	Actual	Year to Date	Budget	Proposed
	Net Gain (Loss)	1,985,714	144,305	87,122	69,943	(19,123)



### Personnel Organization Chart



### Personnel Summary

Position	Adopted '11-12	Adopted '12-13	Adopted '13-14
Airport Manager	1	1	1
Operations Supervisor	1	1	1
Airport Operations Agent	0	0	1
Part-Time Operators	1.5	1.5	1
<b>Total</b>	<b>3.5</b>	<b>3.5</b>	<b>4</b>

### Department Narrative

Lancaster Regional Airport provides operational service to South Dallas County. Classified by the Federal Aviation Administration as a reliever airport, the airport provides 6,500 feet of asphalt runway capable of accommodating single engine aircraft as well as the large corporate jets in any weather. There are approximately 150 aircraft based at the airport. The airport provides Fixed Based Operator (FBO) services such as aircraft fueling, towing, parking and pilot supplies.



Departmental Goals				
<b>City Council Goals:</b>				
<ul style="list-style-type: none"> <li>• Position Lancaster Regional Airport as a reputable fixed base operator</li> <li>• Provide enhanced staff training on operations and customer service</li> <li>• Self-service fuel facility and continue upgrades to airport fuel farm</li> <li>• Expand/improve/reconstruct north and south parking lots, and terminal access road</li> </ul>				
Workload Indicators	11-12 Actual	12-13 Actual		13-14 Target
Airport Acreage	544	568		568
Runway Dimensions (in feet)	6,500 x 100	6,500 x 100		6,500 x 100
Taxiway Dimensions (in feet)	6,500 x 50	6,500 x 50		6,500 x 50
Underground Fuel Storage Tanks (10,000 Gallon)	3	3		3
Full-Time Employees	2	2		2
Part-Time Employees	3	3		3
Aircraft Based from Lancaster Airport	180	190		190
Major Aviation Related Businesses	5	5		6
Aviation Museums	2	2		2
Number of Hangars (99 city owned)	176	176		177
Annual Operations (Take-offs and Landings)	58,000	58,000		58,000
Fuel Sales	100,000	125,000		130,000
Performance Measurement	11-12 Actual	12-13 Actual		13-14 Target
Increase in Gallons of Fuel Sold	5%	5%		5%
Increase in Annual Take-offs and Landings	5%	5%		5%
Budgeted Revenues Collected	100%	100%		100%
Budget Summary	2011-2012	2012-2013		2013-2014
	Actual	Estimate	Budget	Budget
Personnel	212,708	211,099	187,586	191,228
Supplies	19,980	18,667	17,650	18,940
Maintenance	5,476	24,994	52,500	53,000
Other Services	214,251	97,290	102,700	113,191
Capital Outlay	-	-	-	-
<b>TOTAL</b>	<b>452,416</b>	<b>352,050</b>	<b>360,436</b>	<b>376,359</b>

# Lancaster Regional Airport

	2011	2012	2013	2013	2014
Account Object	Actual	Actual	YTD Actual	Budget	Proposed
101 SALARIES-REGULAR	\$ 112,533	\$ 110,898	\$ 92,916	\$ 112,304	\$ 137,759
102 SALARIES-PART TIME	\$ 54,602	\$ 51,609	\$ 42,867	\$ 34,134	\$ 23,438
103 SALARIES-OVERTIME	\$ 2,294	\$ 1,870	\$ 662	\$ 1,000	\$ 1,000
104 SALARIES-LONGEVITY	\$ (2,287)	\$ 1,657	\$ 313	\$ 316	\$ 568
105 HEALTH INSURANCE	\$ 14,680	\$ 12,543	\$ 11,342	\$ 13,200	\$ 21,236
106 TMRS	\$ 15,746	\$ 15,659	\$ 13,281	\$ 16,163	\$ 20,361
107 FICA	\$ 12,976	\$ 12,660	\$ 10,530	\$ 11,345	\$ 12,506
109 SALARIES-WELL PAY	\$ -	\$ 894	\$ 894	\$ 556	\$ 694
110 DENTAL INSURANCE	\$ 1,006	\$ 864	\$ 731	\$ 1,030	\$ 1,404
120 LIFE INSURANCE	\$ 29	\$ 161	\$ 136	\$ 459	\$ 510
130 WORKERS COMPENSATION	\$ 1,126	\$ 2,161	\$ 1,787	\$ 604	\$ 567
131 EAP EXPENSE	\$ 2	\$ 123	\$ 92	\$ 117	\$ 130
<b>Personnel Sub Total</b>	<b>\$ 212,708</b>	<b>\$ 211,099</b>	<b>\$ 175,552</b>	<b>\$ 191,228</b>	<b>\$ 220,173</b>
<b>Supplies</b>					
Account Object	Actual	Actual	YTD Actual	Budget	Proposed
201 OFFICE SUPPLIES	\$ 1,402	\$ 1,566	\$ 469	\$ 1,500	\$ 1,500
202 UNIFORMS AND CLOTHING	\$ 704	\$ -	\$ 133	\$ 250	\$ 250
204 MINOR EQUIP/FURN/FIX/TOOLS/ETC	\$ 3,508	\$ 3,163	\$ 1,320	\$ 3,732	\$ 3,000
210 FOOD/BEV-MEETINGS/FUNCTIONS	\$ 80	\$ -	\$ 45	\$ 45	\$ 100
211 OTHER OPERATIONAL SUPPLIES	\$ 2,166	\$ 2,071	\$ 1,787	\$ 2,500	\$ 2,500
214 POSTAGE/SHIPPING/DELIVERY	\$ 504	\$ 501	\$ 302	\$ 800	\$ 400
218 FUEL	\$ 2,470	\$ 4,859	\$ 2,734	\$ 2,800	\$ 2,750
221 AVIATION RESALE ITEMS	\$ 8,779	\$ 6,507	\$ 5,106	\$ 10,380	\$ 6,000
231 SOFTWARE	\$ 436	\$ -	\$ -	\$ -	\$ -
242 COMPUTERS/SERVERS	\$ -	\$ -	\$ -	\$ (2,190)	\$ -
<b>Supplies Sub Total</b>	<b>\$ 20,050</b>	<b>\$ 18,667</b>	<b>\$ 11,896</b>	<b>\$ 19,817</b>	<b>\$ 16,500</b>
<b>Maintenance</b>					
Account Object	Actual	Actual	YTD Actual	Budget	Proposed
301 MAINT-BLDG & STRUCTURES	\$ 75	\$ 24,410	\$ 26,176	\$ 50,000	\$ 53,077
302 MAINT-MOTOR VEHICLES	\$ 4,848	\$ 1,085	\$ 2,173	\$ 2,000	\$ 1,500
303 MAINT-EQUIP & MACHINERY	\$ 500	\$ 7,392	\$ 1,817	\$ 1,817	\$ 2,600
304 MAINT-STREETS	\$ 54	\$ -	\$ -	\$ -	\$ -
<b>Maintenance Sub Total</b>	<b>\$ 5,476</b>	<b>\$ 32,887</b>	<b>\$ 30,166</b>	<b>\$ 53,817</b>	<b>\$ 57,177</b>
<b>Other</b>					
Account Object	Actual	Actual	YTD Actual	Budget	Proposed
401 TELEPHONE & COMMUNICATIONS	\$ 195	\$ 3	\$ 4,467	\$ 2,538	\$ 2,538
402 RENTAL OF EQUIPMENT	\$ 24,907	\$ 22,255	\$ 13,597	\$ 24,710	\$ 21,846
407 SPECIAL SERVICES	\$ 10,059	\$ 2,849	\$ 2,396	\$ 4,610	\$ -
408 ADVERTISING	\$ 759	\$ 670	\$ 419	\$ 919	\$ 919
409 TRAVEL & EDUCATION	\$ 826	\$ 2,947	\$ 626	\$ 2,650	\$ 3,400
410 UTILITIES - ELECTRICITY	\$ 31,682	\$ 35,398	\$ 21,533	\$ 32,000	\$ 35,000
414 DUES & SUBSCRIPTIONS	\$ 350	\$ 787	\$ 843	\$ 843	\$ 868
416 OTHER/PROFESSIONAL SERVICES	\$ 254	\$ 746	\$ -	\$ 116	\$ 116
421 PRINTING	\$ 614	\$ 8	\$ 24	\$ 150	\$ 240
423 CONTRACT MOWING	\$ 22,341	\$ 17,870	\$ 9,750	\$ 20,000	\$ 20,000
434 SPECIAL EVENTS	\$ 1,741	\$ 510	\$ -	\$ 600	\$ 2,000
436 IMPROVEMENTS BY CONTRACTORS	\$ 63,952	\$ -	\$ -	\$ -	\$ -
437 AUDIT SERVICES	\$ -	\$ -	\$ -	\$ 3,000	\$ 3,000
442 COMPUTER PROFESSIONAL SERV	\$ -	\$ 88	\$ -	\$ -	\$ -
446 CITY ATTORNEY FEES	\$ 1,600	\$ 2,470	\$ 360	\$ 1,000	\$ 1,000
462 CELLULAR TELEPHONE & PAGERS	\$ 626	\$ 1,300	\$ 946	\$ 1,236	\$ 1,236
473 DEPRECIATION EXPENSE	\$ 40,419	\$ 28,127	\$ -	\$ -	\$ -
482 CREDIT CARD PROCESSING FEES	\$ 6,383	\$ 10,465	\$ 4,028	\$ 9,000	\$ 9,000
539 MISC. HEALTH BENEFIT	\$ 104	\$ 9	\$ -	\$ -	\$ -
543 JANITORIAL CONTRACT	\$ 7,440	\$ 7,646	\$ 4,960	\$ 7,440	\$ 7,440
544 PEST CONTROL SERVICES	\$ -	\$ 70	\$ 280	\$ 684	\$ 420
<b>Other Sub Total</b>	<b>\$ 214,251</b>	<b>\$ 134,218</b>	<b>\$ 64,229</b>	<b>\$ 111,497</b>	<b>\$ 109,024</b>
<b>Capital</b>					
Account Object	Actual	Actual	YTD Actual	Budget	Proposed
602 CAPITAL-BLDGS & STRUCTURES	\$ -	\$ 57,657	\$ -	\$ -	\$ -
<b>Capital Sub Total</b>	<b>\$ -</b>	<b>\$ 57,657</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Other</b>					
Account Object	Actual	Actual	YTD Actual	Budget	Proposed
605 IMPROVEMENTS OTHER THAN BLDGS	\$ -	\$ 30,113	\$ -	\$ -	\$ -
<b>Capital Sub Total</b>	<b>\$ -</b>	<b>\$ 87,770</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Department Total</b>	<b>\$ 452,486</b>	<b>\$ 484,641</b>	<b>\$ 281,843</b>	<b>\$ 376,359</b>	<b>\$ 402,874</b>

# **GOLD COURSE FUND**

## GOLF COURSE FUND

REVENUES		2011	2012	2013		2014
Department No	Revenue Source	Actual	Actual	Year to Date	Budget	Proposed
	GOLF COURSE REVENUE	84,744	95,065	77,873	84,404	132,260
	Total	\$ 84,744	\$ 95,065	\$ 77,873	\$ 84,404	\$ 132,260

EXPENDITURES		2011	2012	2013		2014
Department No		Actual	Actual	Year to Date	Budget	Proposed
39	GOLF COURSE	84,362	139,621	24,938	75,224	71,429
50	DEBT SERVICE	-	-	56,000	56,000	56,000
80	TRANSFERS OUT	7,000	7,000	7,000	7,000	7,000
	Total	\$ 91,362	\$ 146,621	\$ 87,938	\$ 138,224	\$ 134,429

BALANCES		2011	2012	2013		2014
		Actual	Actual	Year to Date	Budget	Proposed
	Net Gain (Loss)	(6,618)	(51,556)	(10,065)	(53,820)	(2,169)



# Country View Golf Course



## Personnel Organization Chart



## Personnel Summary

There is no personnel for this program.

## Department Narrative

The David Royer Golf Shop, Inc. management company is responsible for the daily operations of Country View Golf Course including: turf grass, management of the golf course and clubhouse, grounds, the computer-controlled irrigation system and pump station, equipment maintenance, landscape maintenance, and tournament preparation.

Departmental Goals				
<b>City Council Goals</b>				
<ul style="list-style-type: none"> <li>• Improve overall appearance of the golf course</li> <li>• Make improvements to the course and cart paths</li> <li>• Make improvements to the clubhouse interior</li> <li>• Maintain course on a level greater than or equal to surrounding municipal courses</li> <li>• Increase awareness of the course through effective marketing</li> <li>• Make the golf course a pleasurable experience for the entire family</li> <li>• Initiate first swing golf program for youth and beginner golfers</li> </ul>				
Budget Summary	2011-2012	2012-2013		2013-2014
	Actual	Budget	Estimate	Budget
Maintenance	140,968	75,224	75,224	90,377
Capital Outlay	(1,348)			
<b>TOTAL</b>	<b>139,621</b>	<b>75,224</b>	<b>75,224</b>	<b>90,377</b>

# Country View Golf Course

	2011	2012	2013	2013	2014
Description	Actual	Actual	YTD Actual	Budget	Proposed
MAINT-BLDG & STRUCTURES	\$ 9,615	\$ 8,586	\$ 3,657	\$ 13,700	\$ 13,700
MAINT-CART PATH & GROUNDS	\$ -	\$ 22,154	\$ 396	\$ 23,000	\$ 15,000
<b>Maintenance Sub Total</b>	<b>\$ 9,615</b>	<b>\$ 30,740</b>	<b>\$ 4,053</b>	<b>\$ 36,700</b>	<b>\$ 28,700</b>
<b>Description</b>					
TELEPHONE & COMMUNICATIONS	\$ (610)	\$ 2,029	\$ 695	\$ -	\$ 4,080
UTILITIES - ELECTRICITY	\$ (1,073)	\$ 6,064	\$ 3,773	\$ 30,000	\$ 30,000
UTILITIES - WATER	\$ (3,217)	\$ -	\$ -	\$ -	\$ -
OTHER/PROFESSIONAL SERVICES	\$ (1,211)	\$ (1,610)	\$ 15,450	\$ 4,738	\$ 2,000
CITY ATTORNEY FEES	\$ -	\$ 640	\$ -	\$ -	\$ -
DEPRECIATION EXPENSE	\$ 78,960	\$ 101,099	\$ -	\$ -	\$ -
JANITORIAL CONTRACT	\$ 550	\$ 1,925	\$ 550	\$ 3,300	\$ 4,008
PEST CONTROL SERVICES	\$ -	\$ 81	\$ 418	\$ 486	\$ 486
HVAC CONTRACT MAINTENANCE	\$ -	\$ -	\$ -	\$ -	\$ 2,155
<b>Maintenance Sub Total</b>	<b>\$ 73,399</b>	<b>\$ 110,228</b>	<b>\$ 20,886</b>	<b>\$ 38,524</b>	<b>\$ 42,729</b>
<b>Description</b>					
CAPITAL-BUILDING & STRUCTURE	\$ 1,348	\$ (1,348)	\$ -	\$ -	\$ -
<b>Department Total</b>	<b>\$ 84,362</b>	<b>\$ 139,621</b>	<b>\$ 24,938</b>	<b>\$ 75,224</b>	<b>\$ 71,429</b>

# **SANITATION FUND**

**SANITATION FUND**  
**TRASH & RECYCLING SERVICE FUND**

<b>REVENUES</b>		<b>2011</b>	<b>2012</b>	<b>2013</b>		<b>2014</b>
<b>Department No</b>	<b>Revenue Source</b>	<b>Actual</b>	<b>Actual</b>	<b>Year to Date</b>	<b>Budget</b>	<b>Proposed</b>
	Garbage Collection	2,103,188	2,095,035	1,755,755	1,736,158	1,732,011
	Other	2,576	853	643	3,841	546
	Interest	135	29	-	-	-
	<b>Total</b>	<b>\$ 2,105,899</b>	<b>2,095,917</b>	<b>\$ 1,756,398</b>	<b>\$ 1,739,999</b>	<b>\$ 1,732,557</b>

<b>EXPENDITURES</b>		<b>2011</b>	<b>2012</b>	<b>2013</b>		<b>2014</b>
<b>Department No</b>		<b>Actual</b>	<b>Actual</b>	<b>Year to Date</b>	<b>Budget</b>	<b>Proposed</b>
	0 FRANCHISE-WASTE HAULERS	-	-	(74,400)	(70,000)	-
	2 ADMINISTRATION	39,454	41,396	5,335	29,275	20,000
	11 REFUSE SERVICE	2,013,083	1,945,940	1,379,331	1,310,000	1,486,200
	12 STREET MAINTENANCE	195,229	216,170	91,507	200,000	200,000
	15 FIRE	-	-	-	-	-
	43 NON-DEPARTMENTAL	108,296	324,739	355	70,000	70,000
	80 TRANSFERS OUT	-	-	150,000	-	-
	<b>Total</b>	<b>\$ 2,356,063</b>	<b>\$ 2,528,245</b>	<b>\$ 1,552,128</b>	<b>\$ 1,539,275</b>	<b>1,776,200</b>

<b>BALANCES</b>		<b>2011</b>	<b>2012</b>	<b>2013</b>		<b>2014</b>
		<b>Actual</b>	<b>Actual</b>	<b>Year to Date</b>	<b>Budget</b>	<b>Proposed</b>
	Net Gain (Loss)	(250,164)	(432,329)	204,270	200,724	(43,643)



## Personnel Organization Chart

City Manager

## Personnel Summary

There is no personnel for this program.

## Department Narrative

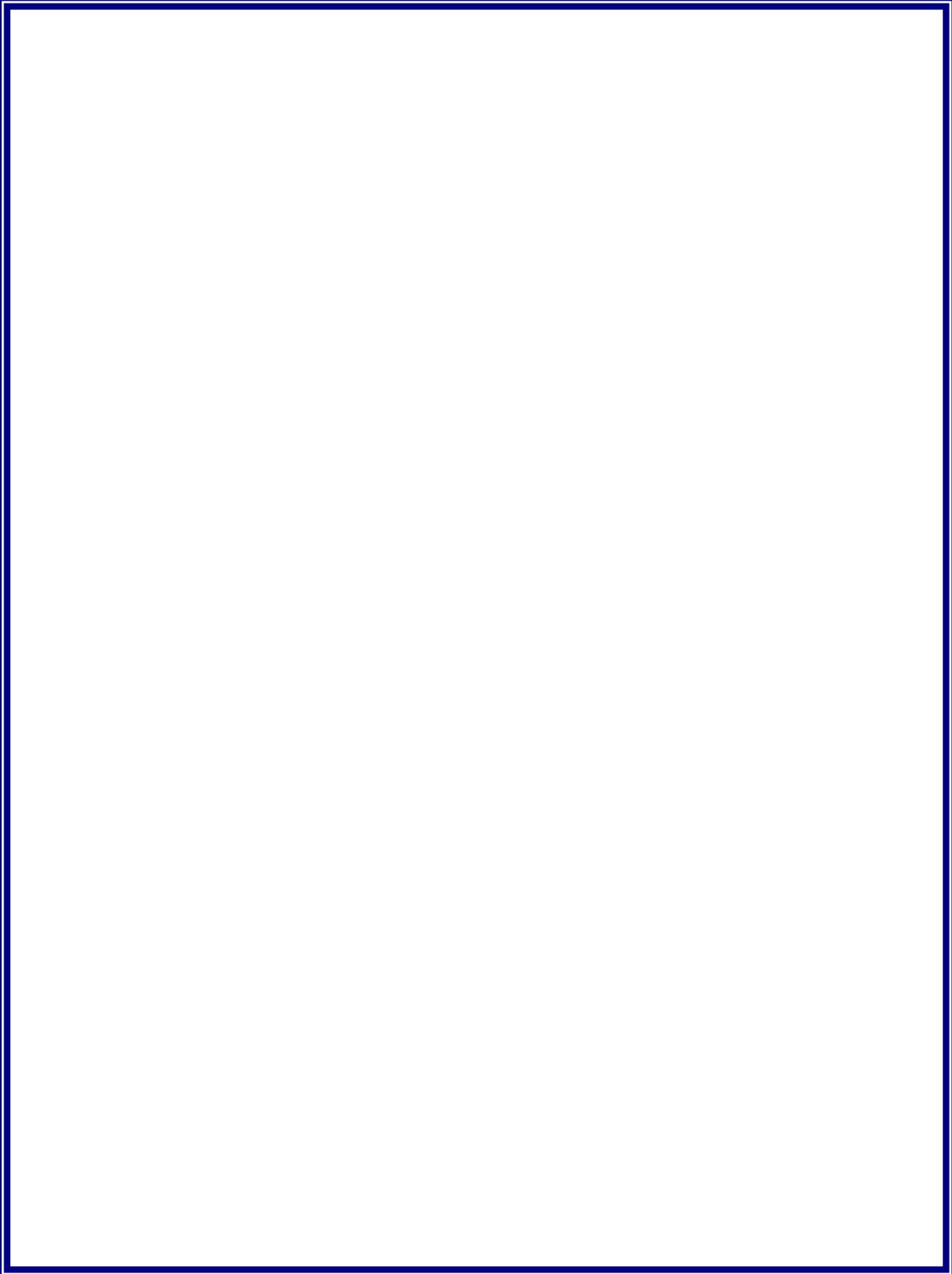
This department is responsible for the administration of the Sanitation Fund. Expenditures consist of costs associated with refuse collection, recycling and trash-off special events.

Sanitation



# Sanitation

		2011	2012	2013	2013	2014
Account Object	Description	Actual	Actual	YTD Actual	Budget	Proposed
101	SALARIES-REGULAR	\$ 977	\$ -	\$ -	\$ -	\$ -
105	GROUP HEALTH INSURANCE	\$ 161	\$ -	\$ -	\$ -	\$ -
106	TMRS	\$ 129	\$ -	\$ -	\$ -	\$ -
107	FICA	\$ 75	\$ -	\$ -	\$ -	\$ -
110	DENTAL INSURANCE	\$ (11)	\$ -	\$ -	\$ -	\$ -
130	WORKERS COMPENSATION	\$ 1	\$ -	\$ -	\$ -	\$ -
<b>Personnel Sub Total</b>		<b>\$ 1,332</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
Account Object	Description					
218	FUEL & OIL	\$ 121	\$ -	\$ -	\$ -	\$ -
231	SOFTWARE	\$ 121	\$ 844	\$ -	\$ -	\$ -
Account Object	Description					
402	RENTAL OF EQUIPMENT	\$ 4,720	\$ 7,127	\$ 310	\$ 9,275	\$ -
409	TRAVEL & EDUCATION	\$ 73	\$ -	\$ -	\$ -	\$ -
414	DUES & SUBSCRIPTIONS	\$ 225	\$ -	\$ (75)	\$ -	\$ -
416	OTHER/PROFESSIONAL SERVICES	\$ 20,000	\$ -	\$ -	\$ -	\$ -
434	SPECIAL EVENTS	\$ 12,963	\$ 33,425	\$ 5,100	\$ 20,000	\$ 20,000
462	CELLULAR TELEPHONE & PAGERS	\$ 20	\$ -	\$ -	\$ -	\$ -
<b>Services Sub Total</b>		<b>\$ 38,001</b>	<b>\$ 40,552</b>	<b>\$ 5,335</b>	<b>\$ 29,275</b>	<b>\$ 20,000</b>
<b>Department Total</b>		<b>\$ 39,454</b>	<b>\$ 41,396</b>	<b>\$ 5,335</b>	<b>\$ 29,275</b>	<b>\$ 20,000</b>



# **DEBT SERVICE FUND**

## DEBT SERVICE FUND

REVENUES		2011	2012	2013		2014
Department No	Revenue Source	Actual	Actual	Year to Date	Budget	Proposed
	Property Taxes	3,364,709	4,003,083	3,847,856	3,889,048	3,893,227
	Interest	1,477	2,010	405	2,550	2,550
	Transfers In	889,116	238,652	284,150	284,150	284,050
	Bond Proceeds	-	13,067,588	-	-	-
	Total	\$ 4,255,302	\$ 17,311,333	\$ 4,132,411	\$ 4,175,748	\$ 4,179,827

EXPENDITURES		2011	2012	2013		2014
Department No		Actual	Actual	Year to Date	Budget	Proposed
	50 Debt Service	5,145,540	17,717,010	4,518,405	3,948,547	4,075,064
	Total	\$ 5,145,540	\$ 17,717,010	\$ 4,518,405	\$ 3,948,547	\$ 4,075,064

BALANCES		2011	2012	2013		2014
		Actual	Actual	Year to Date	Budget	Proposed
	Net Gain (Loss)	(890,237)	(405,676)	(385,994)	227,201	104,763

**City of Lancaster, Texas**  
**Notes to Basic Financial Statements**  
**September 30, 2012**

**Note 6: Long-term Liabilities**

The following is a summary of changes in long-term liabilities:

	Balance September 30, 2011	Additions	Retirements	Balance September 30, 2012	Due Within One-Year
<b>Governmental Activities</b>					
General obligation bonds	\$ 51,616,531	\$ 11,650,000	\$ (12,156,531)	\$ 51,110,000	\$ 1,320,000
Certificates of obligation	24,965,000	-	(2,650,000)	22,315,000	735,000
Notes payable	-	5,690,060	-	5,690,060	411,832
Premiums on bond debt	261,427	1,417,588	(139,565)	1,539,450	-
Deferred loss on refunding	(712,149)	(590,522)	101,089	(1,201,582)	-
Compensated absences	2,571,753	-	(205,019)	2,366,734	860,896
OPEB liability	47,091	47,355	-	94,446	-
Capital leases	268,975	366,345	(178,029)	457,291	121,073
<b>Total governmental activities</b>	<b>\$ 79,018,628</b>	<b>\$ 18,580,826</b>	<b>\$ (15,228,055)</b>	<b>\$ 82,371,399</b>	<b>\$ 3,448,801</b>
<b>Business-type Activities</b>					
General obligation bonds	\$ 5,113,471	\$ 590,000	\$ (1,003,471)	\$ 4,700,000	\$ 670,000
Notes payable	72,552	-	(15,921)	56,631	18,633
Certificates of obligation	2,360,000	7,585,000	(520,000)	9,425,000	510,000
Premiums on bond debt	184,264	50,908	(30,095)	205,077	-
Deferred loss on refunding	(67,053)	(75,893)	14,676	(128,270)	-
Revenue bonds	370,000	-	(370,000)	-	-
Compensated absences	50,822	-	(394)	50,428	-
<b>Total business-type activities</b>	<b>\$ 8,084,056</b>	<b>\$ 8,150,015</b>	<b>\$ (1,925,205)</b>	<b>\$ 14,308,866</b>	<b>\$ 1,198,633</b>
<b>Discretely Presented</b>					
Component units					
Notes payable to primary government	\$ 11,775,000	\$ -	\$ (650,000)	11,125,000	\$ 685,000
<b>Total discretely presented component units</b>	<b>\$ 11,775,000</b>	<b>\$ -</b>	<b>\$ (650,000)</b>	<b>\$ 11,125,000</b>	<b>\$ 685,000</b>

General long-term debt consists of capital leases, liabilities for accrued vacation leave, general obligation bonds and certificates of obligation, which are direct obligations, issued on the full faith and credit of the City. Principal and interest payments on the general obligation bonds and certificates of obligation are secured by ad valorem taxes levied on all taxable property within the City and surplus revenues of the Water and Sewer Fund and Airport Fund. A portion of the general obligation bonds has been issued on behalf of the Water and Sewer Fund. Although these bonds are secured by the full faith and credit of the City and have no specific claim against Water and Sewer Fund assets, debt service requirements are provided by the Water and Sewer Fund. Accordingly, this debt is reflected as an obligation of the Water and Sewer Fund.

**City of Lancaster, Texas**  
**Notes to Basic Financial Statements**  
**September 30, 2012**

General obligation bonds, revenue bonds, certificates of obligation, notes payable and capital leases outstanding at September 30, 2012, consist of the following:

	<u>Governmental Activities</u>	<u>Water and Sewer</u>	<u>Airport</u>	<u>Total Primary Government</u>
<b><u>General Obligation Bonds</u></b>				
\$24,300,000, 2007 General Obligation Refunding Bonds, due in annual installments through February 15, 2032, 4.00% – 5.00%	\$ 16,950,000	\$ 4,060,000	\$ 50,000	\$ 21,060,000
\$22,995,000, 2010 General Obligation Build America Bonds, due in annual installments through February 15, 2032, 1.82% – 6.53%	22,510,000	-	-	22,510,000
\$12,240,000, 2012 General Obligation Refunding Bonds, due in annual installments through February 15, 2024, 2.00% – 5.00%	<u>11,650,000</u>	<u>520,000</u>	<u>70,000</u>	<u>12,240,000</u>
	<u>\$ 51,110,000</u>	<u>\$ 4,580,000</u>	<u>\$ 120,000</u>	<u>\$ 55,810,000</u>
<b><u>Certificates of Obligation</u></b>				
\$3,210,000, 2003 Certificate of Obligation Bonds, due in annual installments through February 15, 2023, 3.25% – 4.50%	\$ 155,000	\$ -	\$ -	\$ 155,000
\$14,565,000, 2007 Certificate of Obligation Bonds, due in annual installments through February 15, 2032, 4.00% – 4.375%	10,410,000	2,140,000	-	12,550,000
\$12,000,000, 2010 Certificate of Obligation Build America Bonds, due in annual installments through February 15, 2032, 1.82% – 6.53%	11,750,000	-	-	11,750,000
\$7,585,000, 2011 Certificate of Obligation Bonds, due in annual installments through August 15, 2031, 2.00% – 3.50%	<u>-</u>	<u>7,285,000</u>	<u>-</u>	<u>7,285,000</u>
	<u>\$ 22,315,000</u>	<u>\$ 9,425,000</u>	<u>\$ -</u>	<u>\$ 31,740,000</u>

**City of Lancaster, Texas**  
**Notes to Basic Financial Statements**  
**September 30, 2012**

<u>Note Payable</u>	<u>Governmental Activities</u>	<u>Water and Sewer</u>	<u>Airport</u>	<u>Total Primary Government</u>	<u>Discretely Presented Component Units</u>
\$11,530,000 note payable, due in annual installments through February 15, 2024; 3.00% – 4.50%	\$ -	\$ -	\$ -	\$ -	\$ 8,590,000
\$3,035,000 note payable, due in annual installments through February 15, 2027; 4.00% – 4.375%	-	-	-	-	2,535,000
\$116,441 note payable, due in monthly installments through July 1, 2015; 7.5%	-	-	56,631	56,631	-
\$5,690,000 note payable, due in annual installments through July 1, 2022; 7.00%	<u>5,690,060</u>	<u>-</u>	<u>-</u>	<u>5,690,060</u>	<u>-</u>
	<u>\$ 5,690,060</u>	<u>\$ -</u>	<u>\$ 56,631</u>	<u>\$ 5,746,691</u>	<u>\$ 11,125,000</u>
 <b><u>Capital Leases</u></b>					
\$500,000 Lease Purchase Agreement due in annual installments through January 1, 2012; 4.38%	\$ 19,231	\$ -	\$ -	\$ 19,231	\$ -
\$265,987 Lease Purchase Agreement due in annual installments through September 30, 2015; 5.00%	136,168	-	-	136,168	-
\$366,345 Lease Purchase Agreement due in monthly installments through November 4, 2016; 2.15%	<u>301,892</u>	<u>-</u>	<u>-</u>	<u>301,892</u>	<u>-</u>
	<u>\$ 457,291</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 457,291</u>	<u>\$ -</u>

Capital leases represent the remaining principal amounts payable under lease purchase agreements for the acquisition of equipment through the General and Water and Sewer Funds.

As of September 30, 2012, property and equipment under capital leases is carried at \$1,386,705, with \$459,059 in accumulated depreciation.

**City of Lancaster, Texas**  
**Notes to Basic Financial Statements**  
**September 30, 2012**

The annual requirements to amortize the long-term debt as of September 30, 2012, are as follows:

<b>General Obligation Bonds</b>						
<b>Fiscal Year</b>	<b>Governmental Activities</b>			<b>Business-type Activities</b>		
	<b>Principal</b>	<b>Interest</b>	<b>Total</b>	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
2013	\$ 1,320,000	\$ 1,764,953	\$ 3,084,953	\$ 670,000	\$ 206,200	\$ 876,200
2014	1,475,000	1,741,279	3,216,279	695,000	177,675	872,675
2015	1,545,000	1,713,604	3,258,604	730,000	144,750	874,750
2016	1,665,000	1,682,043	3,347,043	775,000	108,475	883,475
2017	1,795,000	1,637,619	3,432,619	770,000	70,025	840,025
2018 – 2022	12,610,000	10,127,329	22,737,329	970,000	61,075	1,031,075
2023 – 2027	11,010,000	7,106,432	18,116,432	90,000	3,600	93,600
2028 – 2032	10,545,000	4,452,455	14,997,455	-	-	-
2033 – 2037	5,345,000	2,141,999	7,486,999	-	-	-
2038 – 2040	3,800,000	378,950	4,178,950	-	-	-
<b>Total</b>	<b>\$ 51,110,000</b>	<b>\$ 32,746,663</b>	<b>\$ 83,856,663</b>	<b>\$ 4,700,000</b>	<b>\$ 771,800</b>	<b>\$ 5,471,800</b>

<b>Certificates of Obligation</b>						
<b>Fiscal Year</b>	<b>Governmental Activities</b>			<b>Business-type Activities</b>		
	<b>Principal</b>	<b>Interest</b>	<b>Total</b>	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
2013	\$ 735,000	\$ 1,219,485	\$ 1,954,485	\$ 510,000	\$ 283,763	\$ 793,763
2014	620,000	1,111,810	1,731,810	525,000	265,963	790,963
2015	695,000	1,087,187	1,782,187	395,000	253,463	648,463
2016	715,000	1,059,630	1,774,630	405,000	243,463	648,463
2017	740,000	1,030,099	1,770,099	420,000	233,163	653,163
2018 – 2022	4,155,000	4,629,361	8,784,361	2,315,000	998,941	3,313,941
2023 – 2027	5,095,000	3,533,326	8,628,326	2,835,000	612,125	3,447,125
2028 – 2032	4,770,000	2,241,840	7,011,840	2,020,000	174,606	2,194,606
2033 – 2037	2,805,000	1,121,348	3,926,348	-	-	-
2038 – 2040	1,985,000	197,962	2,182,962	-	-	-
<b>Total</b>	<b>\$ 22,315,000</b>	<b>\$ 17,232,048</b>	<b>\$ 39,547,048</b>	<b>\$ 9,425,000</b>	<b>\$ 3,065,487</b>	<b>\$ 12,490,487</b>

<b>Note Payable</b>						
<b>Fiscal Year</b>	<b>Governmental Activities</b>			<b>Business-type Activities</b>		
	<b>Principal</b>	<b>Interest</b>	<b>Total</b>	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
2013	\$ 411,832	\$ 398,304	\$ 810,136	\$ 18,633	\$ 2,514	\$ 21,147
2014	440,661	369,476	810,137	20,951	1,297	22,248
2015	471,507	338,630	810,137	17,047	97	17,144
2016	504,512	305,624	810,136	-	-	-
2017	539,828	270,308	810,136	-	-	-
2018 – 2022	3,321,720	728,963	4,050,683	-	-	-
<b>Total</b>	<b>\$ 5,690,060</b>	<b>\$ 2,411,305</b>	<b>\$ 8,101,365</b>	<b>\$ 56,631</b>	<b>\$ 3,908</b>	<b>\$ 60,539</b>

**City of Lancaster, Texas**  
**Notes to Basic Financial Statements**  
**September 30, 2012**

<b>Note Payable</b>			
<b>Fiscal Year</b>	<b>Component Unit</b>		
	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
2013	\$ 685,000	\$ 459,795	\$ 1,144,795
2014	715,000	433,360	1,148,360
2015	740,000	405,147	1,145,147
2016	770,000	374,935	1,144,935
2017	800,000	342,729	1,142,729
2018 – 2022	4,615,000	1,150,962	5,765,962
2023 – 2027	2,800,000	196,659	2,996,659
<b>Total</b>	<b>\$ 11,125,000</b>	<b>\$ 3,363,587</b>	<b>\$ 14,488,587</b>

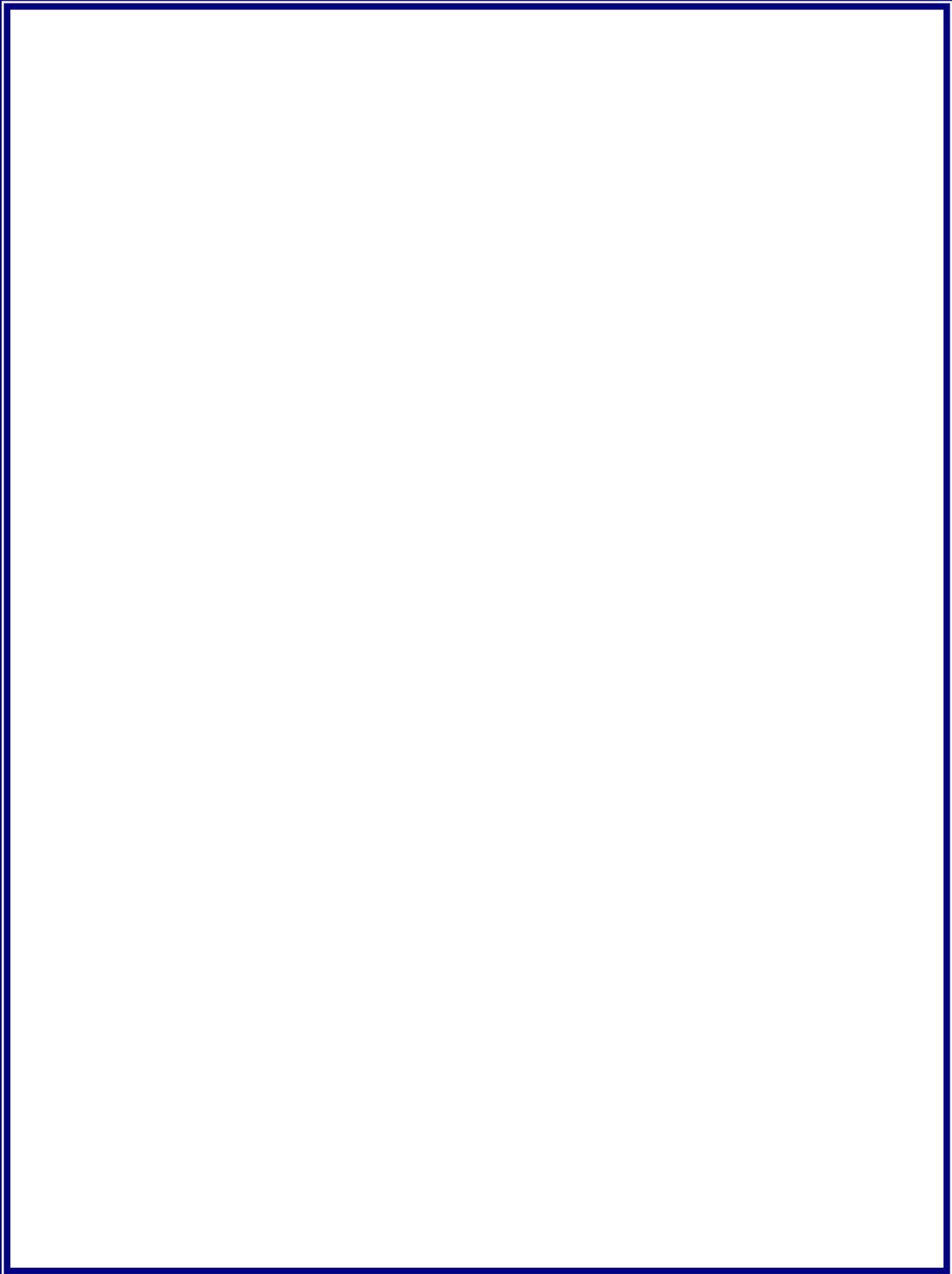
<b>Capital Leases</b>			
<b>Fiscal Year</b>	<b>Governmental Activities</b>		
	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
2013	\$ 121,073	\$ 6,085	\$ 127,158
2014	121,255	4,344	125,599
2015	108,142	2,568	110,710
2016	106,821	757	107,578
<b>Total</b>	<b>\$ 457,291</b>	<b>\$ 13,754</b>	<b>\$ 471,045</b>

**Note 7: Retirement Plan**

***Plan Description***

The City provides pension benefits for all of its full-time employees through a nontraditional, joint contributory, hybrid defined benefit plan in the state-wide Texas Municipal Retirement System (TMRS), an agent multiple-employer public employee retirement system. The plan provisions that have been adopted by the City are within options available in the governing state statutes of TMRS.

TMRS issues a publicly available comprehensive financial report that includes financial statements and required supplementary information (RSI) for TMRS; the report also provides detailed explanations of the contributions, benefits and actuarial methods and assumptions used by the system. This report may be obtained by writing to Texas Municipal Retirement System (TMRS), P.O. Box 149153, Austin, Texas, 78714-9153 or by calling 800-924-8677; in addition, the report is available on TMRS' website at [www.TMRS.com](http://www.TMRS.com).



# APPENDIX

# **RESOLUTIONS & ORDINANCES**

**ORDINANCE NO. 2013-09-29**

**AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF LANCASTER, TEXAS, APPROVING AND ADOPTING A BUDGET FOR THE FISCAL YEAR BEGINNING OCTOBER 1, 2013 AND ENDING SEPTEMBER 30, 2014; PROVIDING THAT EXPENDITURES FOR SAID FISCAL YEAR SHALL BE IN ACCORDANCE WITH SAID BUDGET; PROVIDING FOR THE REPEAL OF ALL ORDINANCES IN CONFLICT; PROVIDING A SEVERABILITY CLAUSE; AND PROVIDING AN EFFECTIVE DATE.**

**WHEREAS**, the City Manager of the City of Lancaster has submitted to the City Council a proposed budget of the revenues and expenditures for conducting the affairs of the City and providing a complete financial plan for fiscal year 2013-2014; and

**WHEREAS**, the City Council has received the City Manager's proposed budget, a copy of which proposed budget has been filed with the City Secretary of the City of Lancaster;

**NOW, THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF LANCASTER, TEXAS:**

**SECTION 1.** That the Budget of the revenues and expenditures necessary for conducting the affairs of the City of Lancaster and providing a financial plan for the ensuing fiscal year beginning October 1, 2013 and ending September 30, 2014, as submitted by the City Manager, be and the same is hereby adopted as the Budget of the City of Lancaster for the fiscal year beginning October 1, 2013 and ending September 30, 2014.

**SECTION 2.** That the appropriation for the fiscal year including the budgets of the Lancaster Economic Development Corporation (Type A) and Lancaster Recreational Development Corporation (Type B), which are hereby approved beginning October 1, 2013, and ending September 30, 2014, for the various funds and purposes of the City of Lancaster, which is attached hereto and incorporated herein as Exhibit A and is summarized as follows:

<b>Fund</b>	<b>2013-2014 Budget Expenditures</b>
General Fund	\$19,784,942
G.O. Debt Service	\$4,075,064
WaterWastewater	\$12,844,342
Airport	\$439,873
HotelMotel	\$48,758
LEDC/4A	\$912,962
LRDC/4B	\$2,883,255
Golf Course	\$134,429
Sanitation	\$1,776,200
HAP	\$34,224
E911	\$126,681
Stormwater	\$1,196,987
<b>Total</b>	<b>\$ 44,257,717</b>

**SECTION 3.** Those expenditures during the fiscal year shall be made in accordance with the budget approved by this ordinance and made part hereof for all purposes unless otherwise authorized by a duly enacted ordinance of the City.

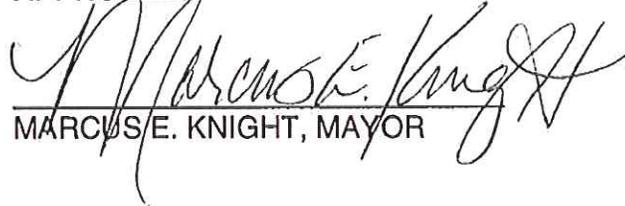
**SECTION 4.** That all notices and public hearings required by law have been duly completed.

**SECTION 5.** That all provisions of the ordinances of the City of Lancaster in conflict with the provisions of this ordinance be and the same are hereby repealed, and all other provisions of the ordinances of the City of Lancaster not in conflict with the provisions of this ordinance shall remain in full force and effect.

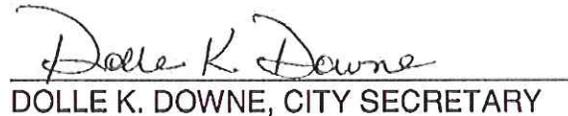
**SECTION 6.** That should any sentence, paragraph, subdivision, clause, phase or section of this ordinance be adjudged or held to be unconstitutional, illegal, or invalid, the same shall not affect the validity of this ordinance as a whole, or any part or provision thereof other than the part so decided to be invalid, illegal or unconstitutional.

**DULY PASSED** and approved by the City Council of the City of Lancaster, Texas, on this the 9<sup>th</sup> day of September 2013.

**APPROVED:**

  
MARCUS E. KNIGHT, MAYOR

**ATTEST:**

  
DOLLE K. DOWNE, CITY SECRETARY

**APPROVED AS TO FORM:**

  
ROBERT E. HAGER, CITY ATTORNEY

**ORDINANCE NO. 2013-09-28**

**AN ORDINANCE OF THE CITY OF LANCASTER, TEXAS LEVYING AD VALOREM TAXES FOR FISCAL YEAR 2013/2014 AT \$0.8675 PER ONE HUNDRED DOLLARS ASSESSED VALUATION OF ALL TAXABLE PROPERTY WITHIN THE CORPORATE LIMITS TO PROVIDE REVENUES FOR CURRENT MAINTENANCE AND OPERATIONAL EXPENSES AND INTEREST AND SINKING FUND REQUIREMENTS; PROVIDING DUE AND DELINQUENT DATES; PENALTIES AND INTEREST; PROVIDING A HOMESTEAD EXEMPTION AND DISABILITY EXEMPTION; AND PROVIDING AN EFFECTIVE DATE.**

**NOW, THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF LANCASTER, TEXAS THAT:**

**SECTION 1.** There be and is hereby levied for the fiscal year 2013/2014 on all taxable property, real, personal and mixed, situated within the corporate limits of the City of Lancaster, Texas, and not exempt by the Constitution of the State and valid State laws, a tax of eighty-six and seventy-five one thousandths cents (\$0.8675) on each one hundred dollars (\$100.00) assessed value of taxable property, and shall be apportioned and distributed as follows: \$0.6012 for the purpose of paying maintenance and operation, and, defraying the expenses of current operations, and \$0.2663 for interest and sinking fund requirements of the municipal government of the City.

**SECTION 2. THAT THIS TAX RATE WILL RAISE LESS TAXES FOR MAINTENANCE AND OPERATIONS AND INTEREST AND SINKING FUND REQUIREMENTS THAN LAST YEAR'S TAX RATE.**

**SECTION 3. THAT THE TAX REVENUE WILL DECREASE FROM PROPERTIES ON THE TAX ROLL IN THE PRECEDING TAX YEAR BY 0.76% (PERCENTAGE BY WHICH TAX RATE WILL BE LOWER THAN EFFECTIVE TAX RATE CALCULATED UNDER CHAPTER 26, TAX CODE.)**

**SECTION 4.** All ad valorem taxes shall become due and payable on October 1, 2013, and all ad valorem taxes for fiscal year 2013/2014 shall become delinquent after January 31, 2014. If any person fails to pay the ad valorem taxes on or before the 31st day of January 2014, the penalties and interest as set forth under Section 33.01 of the Texas State Property Tax Code shall apply.

**SECTION 5.** Taxes are payable to the Dallas County Tax Assessor-Collector, Records Building, Dallas, Texas, by contract dated November 12, 2001. The City shall have available all the rights and remedies provided by law for the enforcement of the collection of taxes levied under this ordinance.

**SECTION 6.** The tax rolls as presented to the City Council, together with any supplement thereto, be and the same are hereby approved.

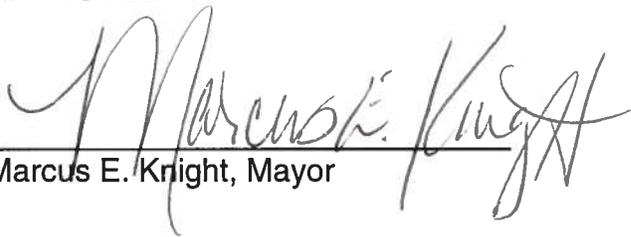
**SECTION 7.** All delinquent taxes shall accrue interest at the rate of one percent (1%) per month, in addition to the penalties provided for herein. All taxes that remain delinquent on July 1st of the year in which they become delinquent shall incur an additional penalty to defray costs of collection, of an amount not to exceed 20% of the amount of taxes, penalty and interest due.

**SECTION 8.** In accordance with the Texas State Property Tax Code, and effective with the passage of the ordinance, there is hereby provided an exemption of \$30,000 on homestead property for those head-of-household persons who have attained the age of 65 years prior to January 1, 2014 and an exemption of \$30,000 on disability designations.

**SECTION 9.** This Ordinance shall become effective upon its adoption as the law in such cases provides.

**DULY PASSED** by the City Council of the City of Lancaster, Texas, on this the 9<sup>th</sup> day of September 2013.

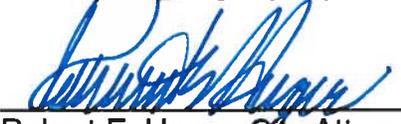
**APPROVED:**

  
\_\_\_\_\_  
Marcus E. Knight, Mayor

**ATTEST:**

  
\_\_\_\_\_  
Dolle K. Downe, City Secretary

**APPROVED AS TO FORM:**

  
\_\_\_\_\_  
Robert E. Hager, City Attorney

# **DEFINITIONS OF EXPENDITURE ACCOUNTS**

# City of Lancaster

## Definitions of Expenditure Accounts

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### 0100-0199 PERSONNEL SERVICES

**0101 Salaries - Regular**

Salaries and wages paid to employees filling council approved, permanent, full time positions

**0102 Salaries - Part Time**

Salaries and wages paid to part-time, seasonal, and hourly personnel

**0103 Salaries - Overtime**

Overtime wages paid which exceed a non-exempt employee's base compensation

**0104 Salaries - Longevity**

Length of service pay for permanent, full time employees.

**0105 Group Health Insurance**

City's participation in group hospitalization insurance plan

**0106 TMRS**

City's participation in retirement program for full-time employees

**0107 FICA**

City's portion of mandatory contribution of Federal Social Security at the total rate of 7.65% of yearly earnings

**0108 Salaries - Paramedic**

Additional pay for certified paramedics

**0109 Salaries - Well Pay**

Incentive pay for employees using less than a determined allotment of sick leave

**0110 Dental Insurance**

City's participation in dental insurance plan

**0111 City Manager Benefits**

Specified amount provided for city manager per contract

**0112 Salaries - Out of Class Pay**

Wages for employees temporarily assigned to work in higher position

**0113 Car Allowance**

Fixed monthly reimbursement to approved employees for use of personal vehicle on a regular basis for city business

**0114 Salaries - Assignment Pay**

Wages attributed to the performance of certain job functions as determined by the city

**0115 Certification Pay**

Incentive wages provided for employee held certifications

**0120 Group Life Insurance**

City participation in group life insurance plan

**0130 Workers Compensation**

Determined amount paid for workers compensation premiums

**0200-0299 SUPPLIES**

**0201 Office Supplies**

Supplies necessary for general office use (paper, pens, markers, staplers, etc...)

**0202 Uniforms and Clothing**

Apparel to be worn in the course of a job function. Includes uniforms, badges, footwear, protective clothing, etc...

**0203 Motor Vehicle Supplies**

Supplies and parts for the operation of motor vehicles including tires, batteries, filters, etc... Does not include fuel

**0204 Minor Tools and Small Equipment**

Small tools and small office equipment under \$500 that does not require capitalization

**0205 Janitorial and Cleaning Supplies**

Includes soaps, wax, mops, brooms, paper towels, etc...

**0206 Chemicals**

Chemicals used in department job functions

**0207 Signs**

Small signs that are subject to rapid depreciation such as plastic in-house signs

**0208 Educational and Rec. Supplies**

Supplies used for public recreational and educational activities. Does not include in-service training supplies

**0209 Botanical and Agricultural Supplies**

Bulbs, fertilizers, plants, seeds, etc. used for parks and public grounds

**0210 Food/Bev. - Meetings/Functions**

Food and beverage costs necessary to conduct city business such as luncheons, receptions, and special meetings

**0211 Other Operational Supplies**

Additional expendable supplies needed for the operation of city functions

**0212 Ammunition**

Ammunition used by public safety personnel

**0213 Prisoner Support**

Supplies used in the support of prisoners such as food, linens, etc....

**0214 Postage and Delivery**

Costs associated with the mailing and shipping of items

**0215 Training Supplies**

Books, publications, films, testing supplies, used for in-service training

**0216 Medical Supplies**

Supplies used in the treatment of patients such as medicines, bandages, etc... Included first aid products

**0217 Swimming Pool Concession**

Supplies purchased for resale in swimming pool concessions

**0218 Fuel and Oil**

Fuel and oil for city vehicles

**0219 Data Processing Supplies**

Costs associated with computer operations such as printer ink, disks, small programs, and other small supplies

**0220 Investigation Supplies**

Finger print kits, arson sniffer kits, film, and other items used for criminal investigation

**0222 Course Supplies**

Golf course supplies for maintenance

**0223 Animal Food**

Food for animals held at the animal shelter

**0224 Animal Care Supplies**

Medicines, disinfectants, gloves, etc... for animals at shelter

**0225 Landscaping**

Golf course purchase of trees, shrubs, for landscaping

**0226 Seed**

Seed for parks, landscaping, and golf greens

**0228 Emergency Management Supplies**

Supplies directly associated with the Emergency Management activity

**0230 Civil Service Supplies**

Supplies directly associated with the Civil Service activity

## 0300-0399 MAINTENANCE

### **0301 Building and Structures**

Costs associated with the maintenance of city buildings and structures

### **0302 Motor Vehicles**

Costs necessary for the maintenance of city vehicles

### **0303 Equipment and Machinery**

Repair and maintenance for heavy equipment

### **0304 Streets**

Repair and maintenance for city streets

### **0305 Sidewalks, Drainage, Bridges**

Repair and maintenance for sidewalks, curbs, guttering , bridges, etc...

### **0306 Water Mains**

Repair and maintenance of water mains

### **0307 Instruments and Apparatus**

Repair and maintenance of instruments and apparatus

### **0308 Sanitary Sewer Mains**

Repair and maintenance of existing sanitary sewer lines, manhole facilities, service connections

### **0309 Meters and Settings**

Repair and maintenance of existing water metering devices

### **0310 Storage and Distribution Pumps**

Repair and maintenance of existing underground, ground, and overhead water storage facilities

### **0311 Wells**

Repair and maintenance of existing water wells

### **0312 Lift Stations**

Repair of existing lift stations

### **0313 Furniture and Fixtures**

Costs to maintain office furniture and fixtures

### **0314 Radio Equipment**

Repair costs to radio equipment used for communications in various departments

### **0315 Park Equipment and Fixtures**

Maintenance costs associated with city owned playgrounds, facilities, and public grounds

### **0316 Filtration Plants**

Repair and replacement of swimming pool filtration system

**0318 Office Equipment**

Contracts and other costs related to the maintenance of office equipment (does not include computer equipment)

**0319 Traffic Sign System**

Repair and maintenance of existing signs and signals in the city

**0320 Street Markings**

Costs to maintain street markings throughout the city

**0321 Hydrants**

Costs to paint, maintain, and replace hydrants throughout the city

**0322 Irrigation**

Maintenance costs on sprinkler systems

**0340 Refuse containers**

Cost of maintenance to commercial refuse containers

**0341 Early Warning Sirens**

Maintenance of city's civil defense sirens

**0342 Computer Maintenance**

Maintenance and repair for city computers and network

**0343 Cart and Path Repair**

Repairs to golf course cart paths

**0344 Library Book Repairs**

Repair and maintenance of library book collection

**0345 Athletic Field / Pool Facilities**

Maintenance to athletic competition fields and swimming pool facilities

**0346 Heating and Cooling Systems**

Maintenance and repair of all climate control devices installed in city facilities

**0350 Other Infrastructure Maintenance**

Includes infrastructure repair and maintenance not relating to other specified categories

**0351 Miscellaneous Maintenance**

Includes non-infrastructure repair and maintenance not relating to specific categories

**0363 Maintenance of Locks and Keys**

Maintenance and repair of locks to city facilities to include re-keying

## 0400 - 0599 OTHER SERVICES

### **0401 Telephone and Communications**

Costs related to telephone system and other communications services

### **0402 Rental of Equipment**

Costs for lease or rental of machinery or equipment. Includes office machines

### **0403 Casualty Insurance**

Premiums on insurance for property and equipment, liability insurance, and surety bonds

### **0404 Court Costs**

Jury and witness fees for municipal court; court costs for cases in the special investigation fund

### **0405 District Attorney Fees**

District Attorney fees for cases files for special investigation fund, or other funds as needed

### **0406 Unemployment Insurance**

All costs for unemployment insurance

### **0407 Special Services**

Costs for miscellaneous services to the city, does not include professional services

### **0408 Advertising**

Cost for promotion of city and for publication of legal advertising, public notices, and recruiting expenses

### **0409 Travel and Education**

All costs associated with attending out of house functions. Includes meetings, seminars, etc... and associated costs

### **0410 Utilities - Electricity**

Cost of electricity for city buildings and property

### **0411 Water Purchases**

Payments to Dallas Water Utilities for purchase of water

### **0412 Sewage Treatment**

Payments to Trinity River Authority for operations, maintenance, and debt service of sewage treatment facilities

### **0413 Sanitary Landfill**

Payments for landfill for city brush collections made by the street department

### **0414 Dues and Subscriptions**

Costs for memberships in professional organizations and subscriptions

### **0415 Mileage Reimbursement**

Reimbursement for accountable mileage reimbursement for approved travel

**0416 Other/Professional Services**

Fees paid for professional services not included in another services account

**0417 Purchase of Property**

All expenses related to the purchase of property for city use

**0418 Medical Expense**

Costs for physical examinations, medical treatment, and hospital expenses not covered by insurance

**0419 Awards**

Annual employee awards banquet, council gifts and awards, proclamations, resolutions, etc...

**0420 Internal Training**

Professional costs for internal training programs provided for employees and held within the city

**0421 Printing**

Costs for printing reports, forms, documents, binding, etc...

**0423 Contract Mowing**

Costs of contract mowing

**0424 Election Expense**

Expenses related to the holding of city elections

**0425 Workers Compensation**

To include expenditure for insurance relating to job related injuries

**0426 Volunteer Firemen's Pension**

Cost of volunteer firemen's pension plan

**0427 Engineering**

Engineering costs for construction

**0428 Housing Assistance**

HUD housing assistance payments through grant programs

**0429 Demolition Expense**

Includes all expenses for approved demolition to condemned buildings

**0430 Other Cities (Special Investigation)**

Payments made to other cities from special investigation fund

**0431 Survey**

Surveying expenses for construction

**0432 Architect**

Professional architectural design of city buildings

**0433 Animal Disposal Fees**

Includes fees for disposing of animals

**0434 Special Events**

Special events planned for public

**0435 Laboratory Charges**

Includes the cost of performing the required chemical analysis of the city's drinking water supply

**0436 Improvements by Contractors**

Cost of miscellaneous improvements by contractors

**0437 Contract Audit Services**

Professional service for outside, independent audit services

**0438 Testing**

Costs for testing for various jobs or required by federal or state laws and mandates

**0439 Easement Acquisition**

All costs involved with easement acquisition

**0440 Consultant and Advisory Fees**

Includes the cost of special studies, surveys, consulting fees, etc...

**0441 Planning Consultant Fees**

Accounts for the cost of outside planning services

**0442 Computer Professional Services**

Costs for professional computer programming, consulting fees, costs associated with maintain city network

**0443 Municipal Court Professional Services**

Costs for retaining municipal court judge, prosecutor, etc...

**0444 Tax Appraisal Services**

Costs associated with appraising the ad valorem tax

**0445 Pest Control Services**

Cost of pest control for city facilities

**0446 City Attorney Fees**

Used to account for payments made to contract city attorney

**0447 Co-Pay Impact Fees - Water**

Account used to pay escrow for waived water impact fees

**0448 Co-Pay Impact Fees - Wastewater**

Account used to pay escrow for waived wastewater impact fees

**0449 Future Grants Anticipated**

Amount approved by City Council for matching costs for future grants that are not requested but may become available

**0450 Administrative Fees**

Includes service charges, costs for checks for city bank accounts, etc...

**0451 Radio Tie-In to Parkland**

Cost for paramedic radio tie-in to Parkland Hospital

**0452 Filing Fees**

All legal filing fees

**0453 EMS Training**

Costs associated with the training of emergency medical service personnel

**0455 Certification Fees**

Fees required for certifications for specified personnel

**0456 Newsletter**

Costs of publishing city newsletter

**0458 Fireworks Show**

Fireworks purchased for annual fireworks display

**0460 Settlements**

Accounts for settlement agreements

**0461 Emergency 911 System Lease**

Cost of leasing 911 Emergency system for police, fire, and ambulance services

**0464 Rental of Office Space**

Cost for office space rental

**0465 Periodical and Publications**

Includes newspapers, magazines, etc... purchased for public use

**0468 Lancaster Chamber of Commerce**

Payments allocated to support the Chamber of Commerce

**0469 Storage**

Cost of record and furniture storage

**0470 Bad Debt Expense**

Costs of uncollectible returned checks and other bad debt such as unpaid water, sewer, and refuse bills

**0471 Co-Insurance**

Costs for damages not covered by insurance or deductible charges

**0472 Civil Service Director**

Professional services for appointed civil service director

**0474 Note Payments - Lease/Purchase**

Payments for council approved equipment purchased specifically for note payment

**0475 DARE Program Expenses**

Expenses for the Police Department DARE program

**0477 Recreation (Classes) Expenses**

Costs involved in conducting recreation classes offered by the city, including instructors, supplies

**0478 Recreation (Athletic) Expenses**

Costs associated with conducting athletic events

**0479 Recreation (Special Events) Expenses**

Costs involved in conducting special events

**0480 Year-End Settlement**

Year end settlement for HUD funds after audit

**0482 Other Agencies**

Includes payments due to other agencies for special investigation, etc...

**0483 Bond Issuance Costs**

Costs to the city for the issuance of bonds

**0484 Depreciation Expense - Buildings**

Annual depreciation on buildings and structures

**0485 Depreciation Expense - Equipment**

Annual depreciation expense on city equipment

**0486 Depreciation Expense - Park Equipment**

Annual depreciation expense on park equipment

**0490 Year End Fixed Asset Transfer**

Annual adjustment to record transfer of fixed assets from one fund to another

**0491 Maps**

Includes cost for having city maps printed

**0492 Employee Market Adjustments**

Budgeted amount to make adjustments as needed to salaries

**0493 Moving Expenses**

Costs associated with moving

**0495 TRA Contract Bonds**

Trinity River Authority Bonds

**0496 Loss on Refunding**

City's loss on refunding bonds (i.e. expenses)

**0497 Tuition Reimbursement**

Expense to reimburse employees for approved college tuition

**0498 Utilities - Gas**

Cost of gas for city facilities

**0499 Depreciation Expense - Park Improvements**

Annual depreciation expense for improvements made to parks

**0500 Revenue Bonds - Principal Retirement**

**0501 Revenue Bonds - Interest Expense**

**0502 Tax Bonds - Principal Retirement**

**0503 Tax Bonds - Interest Expense**

**0504 Reserve Fund Additions**

**0505 Agent Fees**

**0506 Combined Tax/Revenue Bonds - Principal Retirement**

**0507 Combined Tax/Revenue Bonds - Interest Expense**

**0508 Equipment Lease/Purchase - Principal Retirement**

**0509 Equipment Lease/Purchase- Interest Expense**

**0522 Contribution to Refunding**

**0526 Travel and Education - City Council: Mayor**

Approved amount for mayor's travel and education

**0527 Travel and Education - City Council: District 1**

Approved amount for District 1 Councilperson's travel and education

**0528 Travel and Education - City Council: District 2**

Approved amount for District 2 Councilperson's travel and education

**0529 Travel and Education - City Council: District 3**

Approved amount for District 3 Councilperson's travel and education

**0530 Travel and Education - City Council: District 4**

Approved amount for District 4 Councilperson's travel and education

**0531 Travel and Education - City Council: District 5**

Approved amount for District 5 Councilperson's travel and education

**0532 Travel and Education - City Council: District 6**

Approved amount for District 6 Councilperson's travel and education

**0533 City Council Discretionary Funds**

Budgeted amount approved by council to be used at their discretion throughout the year

**0534 Outreach Program**

Funds allocated by City Council to fund Lancaster Outreach Center

**0535 Health Department**

Funds allocated to pay Health Department for their program in the city

**0537 Dallas County Tax Collection Services**

Contracted amount to pay for tax collection services

**0538 Upgrade City Lighting**

Funds to upgrade needed lighting in various neighborhoods within the city

**0540 Municipal Court - Prosecutor Services**

Contract amount for city prosecutor services

**0541 Municipal Court - Judge**

Contract amount for judge in city court

**0542 Communications for Data Service**

Funds for contracted data links to other agencies

**0543 Janitorial Contract**

Janitorial services provided to city buildings and facilities

**0545 Professional Staff Development Training**

Professional services for staff development

**0554 Ambulance Billing and Collection Services**

Cost to fund outside agency to bill and collect ambulance service fees

**0556 Project Manager**

Project manager fees paid to manage various approved projects and programs

**0557 City Jail Contract**

Funds for contacting of city jail services

**0558 Employee Physical Assessment**

Funds used for the physical assessment of employees

**0559 Contract or Temporary Labor**

Costs for temporary employees contracted from agencies

**0560 Jail/Judicial Services: Prisoners**

Cost for Judicial Services for prisoners under city jail contract

## 0600 - 0699 CAPITAL OUTLAY

### **0601 Land**

Cost of Land Purchased

### **0602 Buildings and Structures**

Costs related to the purchase and improvement of city buildings, including additions, new systems, etc...

### **0603 Sanitary Sewer System**

New or additions to sewer lines, manhole facilities, etc...

### **0604 Water Mains**

New or additions to the city water distribution system

### **0606 Streets and Drainage**

Cost of construction of streets , including curb, gutter, paving and bridges

### **0607 Park System**

Capital playground equipment, swimming pools, tennis courts, etc...

### **0608 Furniture and Fixtures**

Desks, tables, chairs, book cases, credenzas, etc...

### **0609 Machinery and Equipment**

Pumps, rodding machines, lifts, car racks, mowers, fire equipment, major tools, etc...

### **0610 Motor Vehicles**

Automobiles, trucks, tractors, trailers, etc...

### **0611 Books**

Library books purchased

### **0612 Meters and Settings**

New meters and settings to water system

### **0613 Fire Hydrants**

New fire hydrants purchased

### **0614 Service Connections**

Connections for new water service

### **0615 Radio Equipment**

Purchase of mobile radio units, radar equipment, etc...

### **0616 Refuse Containers**

New refuse containers used

### **0617 Office Equipment**

Capitalized office equipment

**0618 Data Processing / Computer Equipment**

Purchase of computers, printers, modems, etc...

**0619 Traffic Control Devices**

Purchase of additional traffic signs , signals, and poles

**0620 Software**

Purchase of major capital computer software

**0621 Signs**

Purchase of miscellaneous signs

**0622 Vehicle**

Capitalized transferable accessories

**0623 Films / Audio Visual**

Films and audio visual items purchased by library

**0624 Hand Held Meters**

Purchase of new equipment for hand held meter reading

**0625 Police Equipment**

Capitalized miscellaneous equipment for police use

**0626 Sewer Connections**

New service connection for sewer

**0627 Surplus - Auction Property**

Adjustment for equipment retired from service and available for auction

**0628 Emergency Preparedness Equipment**

Capital purchase for Emergency Management activity

**0629 Fire Equipment**

Capitalized miscellaneous equipment for fire department use

**0630 Safety Equipment - Water/Wastewater**

Equipment purchased for water/wastewater employees

**0633 Testing Equipment**

Capitalized testing equipment such as vehicle and large equipment function testing items

**0700-0799 TRANSFERS OUT**

**0701 Transfer to General Operating Fund**

**0702 Transfer to General Obligation Debt Service Fund**

**0705 Transfer to Water and Sewer Operating Fund**

**0707 Transfer to Water and Sewer Debt Service Fund**

**0708 Transfer to Wastewater Contingency Fund**

**0709 Transfer to Airport Operating Fund**

**0711 Transfer to Police Special Investigation Fund**

**0713 Transfer to Parks and Recreation Fund**

**0714 Transfer to Hotel/Motel Occupancy Fee Fund**

**0715 Transfer to Equipment Replacement Fund**

**0716 Transfer to 4A LEDC Fund**

**0717 Transfer to 4B LRDC Fund**

**0718 Transfer to Golf Course Operating Fund**

**0720 Transfer to HUD Housing Fund**

**0721 Transfer to Emergency 911 Fund**

**0722 Transfer to Airport Debt Service Fund**

**0723 Transfer to Golf Debt Service Fund**

**0724 Transfer to Bridge Debt Service Fund**

**0725 Transfer to Water and Sewer 1998 Bond Debt Service Fund**

**0726 Transfer to 4B LRDC Debt Service Fund**

**0731 Transfer to Human Relations Commission Fund**

**0732 Transfer to Grant/Code Enforcement Fund**

**0733 Transfer to Block Grant/Police Fund**

**0735 Transfer to Information Services Fund**

**0738 Transfer to PTR Excess Property Tax Reduction Fund**

**0739 Transfer to Street Reserve Fund**

**0740 Transfer to Streets Capital Improvement Fund**

**0741 Transfer to 4B Capital Improvements Fund**

**0743 Transfer to Citywide Capital Improvements Fund**

**0745 Transfer to Water and Sewer Construction Fund**

**0746 Transfer to 98 Bond Water and Sewer Construction Fund**

**0753 Transfer to Stormwater Drainage Fund**

# **BUDGET GLOSSARY**

# City of Lancaster

## Budget Glossary

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**Account Number (or Code):** A ten or eleven digit number and individual account title assigned for accounting purposes.

**Accounting System:** The total set of records and procedures that are used to record, classify, and report information on an entity's financial status and operations.

**Accrual Basis of Accounting:** The method of accounting under which revenues are recorded when they are earned (regardless of when cash is received) and expenditures are recorded when goods and services are received (regardless if disbursements are actually made at that time).

**Activity:** A specific and distinguishable service performed by a department in order to accomplish a function for which it is responsible.

**Activity and Athletic Fund:** A fund created to account for financial resources to be used for community services. These include recreation classes, aquatics, and athletics.

**ADA:** Americans with Disabilities Act.

**Adjusted Budget:** Denotes adjustments to line item accounts within a fund/department. These are usually made throughout the year as needed to help managers and the control of expenditures within their budget.

**Ad Valorem Tax:** A tax computed from the assessed valuation of land and betterments within a taxing jurisdiction and subject to taxation on January 1.

**Ad Valorem Tax Ordinance:** The official enactment by the legislative body establishing the legal tax rate percentage applied to all taxable property.

**Adopted Budget:** Denotes City Council approved revenue and expenditure estimates for fiscal year indicated.

**Airport Operating Fund:** A fund established to account for the construction and operation of the airport. It is operated in a manner similar to private business enterprise where the intent is cost recovery.

**Airport Debt Service Fund:** Established to accumulate the resources for retirement of debt. Sources are transferred from the Airport Operating Fund.

**Amended Budget:** Denotes midyear revenue and expenditure estimate revisions from the adopted or adjusted budget of the fiscal year indicated.

**Appropriation:** An authorization granted by a legislative body to make expenditures and to incur obligations for specific purposes. An appropriation is usually limited in amount and is limited to a one year period.

**Arbitrage:** The simultaneous purchase and sale of the same or an equivalent security in order to profit from price discrepancies. In government finance, the most common occurrence of arbitrage involves the investment of the proceeds from the sale of tax-exempt securities in a taxable money market instrument that yields a higher rate, resulting in interest revenue in excess of interest costs.

**Assessed Valuation:** A valuation set upon real estate or other property by the Dallas Central Appraisal District as a basis for levying taxes.

**Assets:** Resources owned or held by the City which have a monetary value.

**Annual Financial Report:** A financial report applicable to a single fiscal year.

**Audit:** A systematic examination of resource utilization concluding in a written report (CAFR). It is a test of management's internal accounting controls and is intended to:

- ascertain whether financial statements fairly present financial position and results of operations;
- test whether transactions have been legally performed;
- identify areas for possible improvements in accounting practices and procedures;
- ascertain whether transactions have been recorded accurately and consistently, and;
- ascertain the stewardship of officials responsible for governmental resources.

**Automated Clearing House:** ACH is an electronic network for financial transactions in the United States. It is the primary EFT system used.

**Balance Sheet:** A statement purporting to present the financial position of an entity by disclosing the value of its assets, liabilities, and equities as of a specified date.

**Balanced Budget:** A budget adopted by the legislative body and authorized by ordinance where the proposed expenditures are equal to or less than the proposed revenues.

**Basis of Accounting:** A term used to refer to when revenues, expenditures, expenses, and transfers, and the related assets and liabilities, are recognized in the accounts and reported in the financial statements. Specifically, it relates to the timing of the measurements made, regardless of the nature of the measurement, on either the cash or the accrual method.

**Benefits:** Payments to which employees may be entitled including vacation leave, sick leave, pension benefits, death benefits, and benefits due on termination of employment.

**Bond:** A written promise to pay a sum of money on a specific date(s) at a specified interest rate. The interest payments and the repayment of the principal are detailed in a bond ordinance.

**Bond Covenant:** A legally enforceable promise made by an issuer of bonds to the bondholder, normally contained in the bond resolution or indenture (e.g. pledged revenue).

**Bond Indenture:** A formal agreement, also called a deed or trust, between an issuer of bonds and the bondholder.

**Bond Ordinance or Resolution:** An ordinance or resolution authorizing a bond issue.

**Bonded Debt:** That portion of indebtedness represented by outstanding bonds.

**Bridge Debt Service Fund:** A general obligation debt service fund established to accumulate funds for retirement of certificates of obligation used for the construction of a bridge to promote future residential development. Proceeds are transferred from the General Obligation Debt Service Fund.

**Budget:** A financial plan of operations embodying an estimate of proposed means of financing it, for the period of one year. The "proposed budget" designates the financial plan initially developed by departments and presented by the City Manager to the Council for approval. The "adopted budget" is the plan as modified and finally approved by that body. The approved budget is authorized by ordinance and thus specifies the legal spending limits for the fiscal year.

**Budget Calendar:** The schedule of key dates or milestones that a government follows in the preparation and adoption of the budget.

**Budget Document:** The instrument used by the budget-making authority as the annual revenue expenditure plan for all funds.

**Budget Message:** The opening section of the budget which provides the City Council and the public with a general summary of the most important aspects of the budget, changes from previous fiscal years, and the views and recommendations of the City Manager.

**Budget Ordinance:** The official enactment, by the City Council to legally authorize City Staff to obligate and expend resources.

**Budgetary Control:** The control or management of the organization in accordance with an approved budget for the purpose of keeping expenditures within the limitation of available appropriations and revenues.

**CAFR:** Comprehensive Annual Financial Report.

**Capital Assets:** Assets of significant value with a useful life of several years. Capital assets are also called fixed assets.

**Capital Improvement Program:** A plan for capital expenditures to be incurred each year over a fixed period of years to meet capital needs arising from the long-term work program or other capital needs. It sets forth each project or other contemplated expenditure in which the government is to have a part and specifies the resources estimated to be available to finance the projected expenditures.

**Capital Outlay:** Expenditures which result in the acquisition of or addition to fixed assets.

**Cash Basis:** The method of accounting under which revenues are recorded or recognized when received in cash, and expenditures are recorded or recognized when paid.

**Certificate of Achievement for Excellence in Financial Reporting Program:** A voluntary program administered by the GFOA to encourage governments to publish efficiently organized and easily readable financial reports and to provide technical assistance and peer recognition to the finance/budget officers preparing them.

**Certificates of Obligation:** Tax supported bonds that are similar to general obligation bonds and can be issued after meeting strict publication requirements and with final approval by the City Council.

**Chart of Accounts:** A complete listing of all individual account titles and account numbers used by a governmental entity in its accounting system.

**CIP:** Construction In Process.

**City Charter:** The document of a home rule city similar to a constitution, which establishes the

city's government structure and provides for the distribution of powers and duties among the various branches of government.

**City Council:** The Mayor and six Council members collectively acting as the legislative and policy-making body of the city.

**City Sales Tax:** Revenue of a sales tax at the rate of 1% of total sales tax collected by the state.

City Sales Tax - PTR (Property Tax Reduction): Revenue of a sales tax at the rate of .25% to be used as a property tax reduction.

**Combined Summary Statement:** A summary of two or more funds that include a total of the funds presented.

**Comprehensive Annual Financial Report (CAFR):** The official annual report of a government that includes the general purpose financial statements (GPFS) and other financial information that provides more detail of the aggregated totals included in the GPFS. The CAFR also includes an extensive introductory section and detailed statistical section that covers ten years of trend data for a variety of indicators.

**Contractual Services:** The costs related to services performed for the city by individuals, business, or utilities.

**Contributed Capital:** The permanent fund capital of a proprietary fund. Contributed capital forms one of two classifications of equity found on the balance sheet of a proprietary fund. Contributed capital is created when a residual equity transfer is received by a proprietary fund, when a general fixed asset is transferred to a proprietary fund or when a grant is received that is externally restricted to capital acquisition or construction. Contributions restricted to capital acquisition and construction and fixed assets received from developers and customers, as well as amounts of tap fees in excess of related costs, also would be reported in this category.

**Current Taxes:** Taxes levied and due within one year.

**Debt Limit:** The maximum amount of outstanding gross or net debt legally permitted.

**Debt Refunding:** A common transaction in the government environment where debt is issued, usually at lower interest rates or more favorable terms, and the proceeds are used to "refund" outstanding debt. There are current refundings, where the old debt is repaid immediately, or advance refundings, where the proceeds of the new debt are placed into an escrow account and used to repay the bondholders of the old debt according to the payback terms.

**Debt Service Funds:** Funds established to account for the accumulation of resources for, and the payment of long-term debt principal and interest.

**Deferred Compensation Plan:** Plans that offer employees the opportunity to defer receipt of a portion of their salary and the related liability for federal income taxes.

**Deficit:** The excess of an entity's liabilities over its assets, or the excess of expenditures or expenses over revenues during a single accounting period.

**Delinquent Taxes:** Taxes that remain unpaid on or after the date on which a penalty for non-payment is attached, i.e., tax statements are mailed out in October and become delinquent if unpaid by January 31.

**Department:** A major administrative organizational unit of the City which indicates overall management responsibility for one or more activities.

**Depreciation:** (1) Expiration in the service life of capital assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy or obsolescence. (2) That portion of the cost of a capital asset which is charged as an expense during a particular period.

**Disbursement:** Payments for goods and services in the form of cash, check or electronic funds transfer.

**Distinguished Budget Presentation Program:** A voluntary program administered by the Government Finance Officers Association to

encourage governments to publish efficiently organized and easily readable budget documents and to provide peer recognition and technical assistance to the fiscal officers preparing them.

**Division:** A major administrative organizational unit of the city which indicates overall management responsibility for one or more departments.

**Effective Tax Rate:** A comparison of the previous year's tax rate with a rate for the current year that will impose the same amount of taxes overall whether the values go up or down. Calculating an effective rate does not require the taxing unit to distinguish between maintenance and operation (General Operating Fund) and debt expense (G. O. Debt Service Fund).

**Electronic Funds Transfer (EFT):** EFT is a system of transferring electronically money from one bank account directly to another without any paper money changing hands.

**Emergency 9-1-1 Fund:** A fund established to account for financial resources to be used for emergency communications for Public Safety.

**EMS:** Emergency Medical Services.

**EMT:** Emergency Medical Technician.

**Encumbrance:** Obligation in the form of purchase orders, contracts of salary commitments which are chargeable to an appropriation and for which a part of the appropriation is reserved. When paid, the encumbrance is liquidated.

**Enterprise Fund:** A fund established to account for operations that are financed and operated in a manner similar to private business enterprises where the intent of the governing body is that the costs of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges.

**EPA:** Environmental Protection Agency.

**Equipment Replacement Fund:** Established to account for funds designated for the replacement of the city's fleet.

**Expenditures:** A decrease in the net financial resources of the City due to the acquisition of goods and service.

**FAA:** Federal Aviation Administration.

**FICA:** Federal Insurance Contributions Act. (Income deductions for Social Security.) The two parts of this include: OASDI-Old Age, Survivors, Disability Insurance; and Medicare-Health Insurance.

**Financial Advisor:** In the context of bond issuances, a consultant who advises the issuer on any of a variety of matters relating to the issuance. The financial advisor is sometimes referred to as a fiscal consultant.

**Financial Policies:** Financial policies are used to enable the city to achieve a sound financial position. They are in writing and are updated as needed.

**Financial Resources:** Cash and other assets that, in the normal course of operation, will become cash.

**Fiscal Year:** A twelve month period to which the Annual Budget applies. The City of Lancaster has established October 1 to September 30 as its fiscal year.

**Fixed Assets:** Long-lived tangible assets obtained or controlled as a result of past transactions, events or circumstances. Fixed assets include building, equipment, improvements other than buildings and land.

**Fleet:** Includes all city vehicles and off-road equipment.

**FLSA:** Fair Labor Standards Act.

**Formal Bid:** The formal bidding process is evidenced by strict controls and monitoring. Thresholds that determine whether a purchase or award of a contract requires formal bidding procedures are usually determined by state statute or local ordinance. The award of a contract or approval of a purchase that had to go through the formal bidding process usually requires direct approval of the entity's governing body.

**Franchise Fees:** A fee paid by public service utilities for use of public property in providing their services to the citizens of the community.

**Fund:** An accounting entity with a self-balancing set of accounts that recording cash and other financial resources, together with all related liabilities and residual equities or balances, and changes therein, which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations. See Table of Contents where these are listed (with explanations) elsewhere in this document.

**Fund Accounting:** A governmental accounting system which is organized and operated on a fund basis.

**Fund Balance:** The excess of a fund's current assets over its current liabilities; sometimes called working capital in enterprise funds. A negative fund balance is often referred to as a deficit.

**Fund Type:** Categories into which all funds are classified in governmental accounting. These are: general, special revenue, debt service, capital projects, enterprise, internal service, trust and agency.

**Funding:** Provides budgetary resources to cover the total cost of a program or project at the time it is undertaken.

**FY:** Fiscal Year.

**GASB:** Governmental Accounting Standards Board.

**General Ledger:** A record containing the accounts needed to reflect the financial position and the results of operations of a government. In double entry bookkeeping, the debits and credits in a general ledger are equal.

**General Long Term Debt:** Long-term debt expected to be repaid from governmental funds.

**Generally Accepted Accounting Principles (GAAP):** Uniform minimum standards and guidelines for financial accounting and reporting. They govern the form and content of the financial statements of an entity. GAAP provide a standard by which to

measure financial presentations. The primary authoritative body on the application of GAAP to state and local governments is the Governmental Accounting Standards Board.

**General Operating Fund:** The fund used to account for all financial resources except those required to be accounted for in another fund. This fund includes police, fire protection, public works, parks and recreation, administrations, etc. Revenues include taxes, licenses and permits, etc.

**General Obligation Debt Service Fund:** The fund used to account for monies owed on interest and principal to holders of the city's general obligation bonds. The debt is supported by revenue provided from real property which is assessed through the taxation power of the local governmental unit.

**GIS:** Geographic Information System.

**Goals:** Broad, general statements of each department's desired social or organizational outcomes. These usually do not change from year to year. (See Objectives)

**G.O. Debt:** General Obligation Debt.

**Golf Course Operating Fund:** A fund established to account for the construction and operation of the Golf Course. It will operate in a manner similar to private business enterprises where the intent is cost recovery.

**Golf Course Debt Service Fund:** The fund used to account for monies owed on interest and principal to holders of bonds for the Golf Course debt. The debt is supported by revenue provided through a transfer from the General Obligation Debt Service Fund utilizing revenue provided from real property which is assessed through the taxation power of the local governmental unit.

**Governmental Accounting Standards Board (GASB):** The authoritative accounting and financial reporting standard-setting body for governmental entities.

**Governmental Fund Types:** Funds used to account for the acquisition, use and balances of expendable financial resources and the related current liabilities - except those accounted for in

proprietary funds and fiduciary funds. In essence, these funds are accounting segregations of financial resources. Expendable assets are assigned to a particular governmental fund type according to the purpose for which they may or must be used. Current liabilities are assigned to the fund type from which they are to be paid. The difference between the assets and the liabilities of government fund types is referred to as fund balance. The measurement focus in these fund types is on the determination of financial position and changes in financial position (sources, uses and balances of financial resources), rather than on net income determination. The statement of revenues, expenditures and changes in fund balance is the primary governmental fund type operating statement. It may be supported or supplemented by more detailed schedules of revenues, expenditures and other changes in fund balance. Under current GAAP, there are four governmental fund types: general, special revenue, debt service, and capital projects.

**Grant:** A contribution of assets (usually cash) by one governmental entity (or other organization) to another to support a particular function. Grants may be classified as either categorical or block depending upon the amount of discretion allowed the grantee. A Grant-Funded Program is a program requiring any amount of State and/or Federal funds.

**Hotel/Motel Occupancy Fees Fund:** A fund established to account for financial resources to be used for city promotions. A tax is levied upon the occupancy of any room or space furnished by any hotel. Revenue from this tax is used by the city for promotional functions, including the Chamber of Commerce, and special promotional events.

**HUD Section 8 Housing (Housing and Urban Development):** Program to provide housing assistance. It was enacted a part of the Housing and Community Development Act of 1974, which recodified the U.S. Housing Act of 1937. Lancaster's program started in 1974.

**Informal Bid:** The informal bidding process typically includes solicitation of informal bids from prospective vendors. The governing board is usually not involved in the approval process and

the parameters the bidders must work within are less stringent.

**Infrastructure:** The underlying permanent foundation or basic framework.

**Interest Earnings:** The earnings from available funds invested during the year in U.S. Treasury Bonds, Government Agencies, and Certificates of Deposits.

**Intergovernmental Revenues:** Revenues from other governments in the form of grants, entitlements, shared revenues or payments in lieu of taxes.

**Internal Control:** A plan of organization for purchasing accounting, and other financial activities which, among others things, provides that:

- the duties of employees are subdivided so that no single employee handles a financial action from beginning to end;
- proper authorizations from specific responsible officials are obtained before key steps in the processing of a transaction are completed
- records and procedures are arranged appropriately to facilitate effective control.

**Internal Service Fund:** A fund used to account for the financing of goods or services provided by one city department or cost center to other departments, on a cost-reimbursement basis. The Equipment (Fleet) Replacement Fund is an example of internal service funds.

**Interfund Transfer:** Amounts transferred from one fund to another. This is sometimes referred to as indirect costs or overhead, and are made to recognize and account for the fact that one fund incurs untraceable costs directly associated with another fund. The transfer ensures that each fund pays its fair share of the costs to operate that fund. Transfers can be classified as residual equity transfers or operating transfers. A transfer is the preferred method to cover these costs and those associated with operating these funds.

**Investment:** Securities, bonds, and real property (land or buildings) purchased and held for the

production of income in the form of interest, dividends, rentals, or lease payments. The term does not include fixed assets.

**Invoice:** A bill provided by a vendor or contractor for goods or services rendered.

**Materials and Supplies:** Expendable materials and operating supplies necessary to conduct departmental activity.

**LEDC (Lancaster Economic Development Corporation):** A board created in August 1995. This board administers funds and projects for economic development in accordance with the 4-A Development Corporation Act of 1979, Article 5190.6.

**4A-LEDC Fund:** A fund used to account for administration, debt service and incentive programs for the LEDC.

**LRDC (Lancaster Recreation Development Corporation):** A board created in October 1995. This board administers funds and projects for developing and diversifying the recreational, educational, and cultural aspects of the city in accordance with the 4-B Development Corporation Act, Article 5190.6. Funding is received from .50% sales tax.

**4B-LRDC (Lancaster Recreation Development Corporation) Fund:** A fund used to account for administration, library, debt services, senior life center, recreation center and community park programs of the LRDC.

**Levy:** (1) Verb - to impose taxes, special assessments, or service charges for the support of government activities. (2) Noun - The total amount of taxes, special assessments, or service charges imposed by a government.

**Liabilities:** Debt or other legal obligations arising out of transactions in the past which must be liquidated, renewed, or refunded at some future date. This term does not include encumbrances.

**Line Items:** See Account Numbers (Codes).

**LISD:** Lancaster Independent School District.

**Long Term Debt:** Debt with a maturity of more than one year after the date of issuance. An average repayment schedule is 20 years.

**Maturities:** The dates on which the principal or stated values of investments or debt obligations mature and may be reclaimed.

**Modified Accrual Basis:** The accrual basis of accounting adapted to the governmental fund type spending measurement focus. Revenues are recognized when they become both "measurable" and "available to finance expenditures of the current period." Expenditures are recognized when the related fund liability is incurred except for (1) inventories of materials and supplies which may be considered expenditures either when purchased or when used; (2) prepaid insurance and similar items that may be considered expenditures either when paid for or when consumed. All governmental funds, expendable trust funds and agency funds are accounted for using the modified accrual basis of accounting.

**Multi-Year Financial Plan:** A financial overview with five years of projections for all operating funds is presented to city council in conjunction with budget workshops.

**Municipal:** Of or pertaining to a city or its government.

**NCTCOG:** North Central Texas Council of Governments.

**Net Bonded Debt:** Gross bonded debt less any cash or other assets, available and earmarked for its retirement and less all self-supporting debt (e.g., revenue bonds).

**Note:** A certificate pledging payment, issued by a government or bank.

**Object Code:** Expenditure classification according to the types of items purchased or services obtained; for example, personnel services, supplies, etc.

**Maintenance:** All materials or contract expenditures covering repair and upkeep of city buildings, machinery and equipment, computer systems, and land.

**Objectives:** Specific statements of desired ends which can be measured. Objectives are targets used to obtain department goals.

**Official Statement:** A document prepared by local information on the proposed bond sale. The official statement includes information about the creditworthiness of the issuing government, as well as the amount and purpose of the bond issue and the planned means of the debt service repayment.

**Operating Budget:** The portion of the budget that pertains to daily operations that provide the basic government services. The use of annual operating budgets is required by State Law.

**Ordinance:** A formal legislative enactment by the governing board of a municipality. If it is not in conflict with any higher form of law, such as a state statute or constitutional provision, it has the full force and effect of law within the boundaries of the municipality to which it applies. The difference between an ordinance and a resolution is that the latter requires less legal formality and has a lower legal status. Revenue raising measures, such as the imposition of taxes, special assessments and service charges, universally require ordinances. Ordinances and other legislation are not passed until the plans for and costs of endorsements are known.

**Part-Time:** Part-time employees work less than 30 hours per week and are not entitled to full-time employee benefits.

**Per Capita Costs:** The cost of service per person. Per capita costs are based on the population.

**Performance Indicators:** Financial ratios and non-financial information that identifies efforts, and gauges efficiencies and accomplishments of governments in providing services.

**Performance Measures:** Specific quantitative measures of work performed within an activity or program (e.g., total miles of street cleaned). Also, a specific quantitative measure of results obtained through a program or activity (e.g., reduced incidence of vandalism due to new street lighting program).

**Prompt Payment Act:** Adopted in July, 1985 by the State, the Act requires the city to pay for goods and services within 30 days of receipt of invoice or the goods or services, whichever comes later. If this is not satisfied, the city may be charged interest on the unpaid balance at the rate of 1% per month.

**Property Taxes:** Used to describe all revenues received in a period from current taxes, delinquent taxes, penalties and interest on delinquent taxes. Property taxes are levied on both real and personal property according to the property's valuation and tax rate.

**Proprietary Fund Types:** Sometimes referred to as income determination or commercial-type funds, the classification used to account for a government's ongoing organizations and activities that are similar to those often found in the private sector (i.e., enterprise and internal service funds). All assets, liabilities, equities, revenues, expenses and transfers relating to the government's business and quasi-business activities are accounted for through proprietary funds. GAAP uses are generally those applicable to similar businesses in the private sector and the measurement focus is on determination of net income, financial position and changes in financial position. However, where the GASB has issued pronouncements applicable to those entities and activities, they should be guided by these pronouncements.

**Public Hearing:** A formal meeting wherein the officials of the governing body hear the public's views and concerns about an action or proposal..

**Purchase Order:** A document issued to authorize a vendor or vendors to deliver specified merchandise or render a specified service for a stated estimated price. Outstanding purchase orders are called encumbrances.

**Purchase Requisition:** The initial purchase request document that, if approved, is the basis for the preparation of the official purchase order.

**Personnel Services:** The costs associated compensating employees for their labor (includes salaries and fringe benefits).

**Rating Agencies:** Independent rating services that evaluate the creditworthiness of government entities in the process of issuing bonded debt.

**Refunding Bonds:** Bonds issued to retire bonds already outstanding. The refunding bonds may be used to provide the resources for redeeming outstanding bonds, or the refunding bonds may be exchanged with the holders of the outstanding bonds,

**Reimbursement:** Repayment to a specific fund for expenditures incurred or services performed by that fund to or for the benefit of another fund.

**Replacement Cost:** The cost of an asset which can render similar service, but which need not be of the same structural form as the property to be replaced.

**Request for Proposals/Quotations (RFP/RFQ):** Formal requests that government entities use in procuring professional services and purchasing major items of equipment or awarding construction contracts. The requests specify the government's requirements for the services requested and the parameters the bidders must consider in submitting their bids for the contract.

**Reserve:** An account used to indicate that a portion of a fund balance is restricted for specific purpose.

**Resolution:** A special or temporary order of a legislative body. An order of a legislative body requiring less legal formality than an ordinance or statute. (See Ordinance)

**Retained Earnings:** An equity account reflecting the accumulated earnings of an enterprise or internal service fund.

**Revenue:** Funds that the government receives as income. It includes such items as tax payments, fees from specific services, receipts from other governments, fines, forfeitures, grants, interest income, etc.

**Revenue Bonds:** Bonds whose principal and interest are payable exclusively from a revenue source pledged as the payment source before issuance.

**Revenue Estimate:** A formal estimate of how much revenue will be earned from a specific revenue source for some future period (typically a future fiscal year).

**Risk Management:** An organized attempt to protect a government's assets against accidental loss in the most economic method.

**Rollback Tax Rate:** This is made up of two separate components. The maintenance and operation portion of the rollback tax rate is the tax rate that is needed to raise eight percent more operating funds than the unit levied in the preceding year. The debt rate portion is the tax rate that is needed to pay the debt payments in the coming year. This part of the calculation does not depend on the prior year debt taxes at all - it simply considers what the unit will actually need for the coming year.

**ROW:** Rights-of-Way.

**Single Audit:** An audit performed in conjunction with the Single Audit Act of 1984 and Office of Management and Budget (OMB) Circular A-128, Audits of State and Local Governments. The Single Audit Act requires governments to have one audit performed to meet the needs of all federal grantor agencies.

**Special Assessment:** A compulsory levy made against certain properties to defray part or all of the cost of a specific improvement or service deemed to primarily benefit those properties.

**Special Investigation Fund:** A fund established to account for financial resources to be used by the Police Department for special investigations.

**Special Revenue Fund:** A fund used to account for the proceeds of specific revenue sources (other than special assessments, expendable trusts or for major capital projects) that are legally restricted to expenditures for specified purposes,

**Stormwater Fund:** A fund created to account for financial resources used for the operations, administration, and debt services for storm water drainage.

**Street Improvements Capital Fund:** A fund used to account for financial resources designated for street and drainage improvements and to assemble costs related to these improvements.

**Supplemental Request:** A request to budget an activity at a level above current service levels in order to achieve increased or additional objectives.

**Tax Base:** The total value of all real and personal property in the city as of January 1st of each year, as certified by the Appraisal Review Board. The tax base represents net value after all exemptions.

**Tax Levy:** The resultant product when the tax rate per one hundred dollars is multiplied by the tax base.

**Tax Rate:** A percentage applied to all taxable property to raise general revenue. It is derived by dividing the total tax levy by the taxable net property valuation.

**TMRS:** Texas Municipal Retirement System.

**TNRCC:** Texas Natural Resources Conservation Commission.

**TRA:** Trinity River Authority.

**Trial Balance:** A list of the balances of the accounts of a general ledger by debit and credit amounts.

**TXDOT:** Texas Department of Transportation.

**User Charge:** Charges or fees levied to recipients of a particular service (e.g., water, wastewater, waste collection).

**W & S:** Water and Sewer.

**Water and Sewer Fund:** A fund created to account for financial resources used for the operations and specific projects of a pump station, storage reservoir, elevated storage tank, waterline improvements, and debt service. It is operated in a manner similar to private business enterprises where the intent is cost recovery.

**Working Capital:** The amount of current assets which exceeds current liabilities.

**Yield:** The rate earned on an investment based on the price paid for the investment, the interest earned during the period held, and the selling price or redemption value of the investment.

# **INVESTMENT POLICY**

**RESOLUTION NO. 2013-09-71**

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF LANCASTER, TEXAS, ADOPTING THE CITY OF LANCASTER INVESTMENT POLICY; PROVIDING THAT ALL FUNDS OF THE CITY BE MANAGED AND INVESTED FOR SAFETY, LIQUIDITY, DIVERSIFICATION AND YIELD AND THAT INVESTMENTS BE CHOSEN IN A MANNER WHICH PROMOTES DIVERSITY BY MARKET SECTOR, CREDIT AND MATURITY; PROVIDING THAT THIS POLICY SERVES TO SATISFY THE REQUIREMENTS OF CHAPTER 2256 "PUBLIC FUNDS INVESTMENT ACT"; AND PROVIDING AN EFFECTIVE DATE.**

**WHEREAS**, Chapter 2256 of the Government Code, commonly known as the "Public Funds Investment Act" requires the city to adopt an investment policy by rule, order, ordinance, or resolution; and

**WHEREAS**, the "Public Funds Investment Act" requires the treasurer; the chief financial officer, if not the treasurer, and the investment officer of the city to attend investment training; and

**WHEREAS**, the treasurer; the chief financial officer, if not the treasurer; and the investment officer of the city have attended an investment training course as required by the "Public Funds Investment Act"; and

**WHEREAS**, the attached investment policy and incorporated strategy comply with the "Public Funds Investment Act", as amended, and authorize the investment of city funds in safe and prudent investments;

**NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF LANCASTER, TEXAS THAT:**

**SECTION 1.** The City of Lancaster has complied with the requirements of the "Public Funds Investment Act", and the Investment Policy, as amended, attached hereto and incorporated herein by reference as Exhibit "A," is hereby adopted as the investment policy of the City effective September 09, 2013.

**SECTION 2.** This resolution shall take effect immediately from and after its passage, as the law and charter in such cases provide.

**DULY PASSED** and approved by the City Council of the City of Lancaster, Texas, on this the 9<sup>th</sup> day of September, 2013.

**ATTEST:**

  
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DOLLE K. DOWNE, CITY SECRETARY

**APPROVED:**

  
\_\_\_\_\_  
MARCUS E. KNIGHT, MAYOR

**APPROVED AS TO FORM:**

  
\_\_\_\_\_  
ROBERT E. HAGER, CITY ATTORNEY

# **City of Lancaster, Texas Investment Policy**

For consideration by the City Council on September 9, 2013

## **Introduction**

The purpose of this document is to set forth specific investment policy and strategy guidelines for the City of Lancaster, Texas, the Lancaster Economic Development Corporation, and the Lancaster Recreation Development Corporation (City) in order to achieve the objectives in order of priority; safety, public trust, liquidity, diversification, and yield for all investment activity. This policy ensures compliance with Chapter 2256, Public Funds Investment Act of the Government Code to define, adopt and annually review the investment policy of the City.

### **I. Policy Statement**

It is the policy of the City of Lancaster that the administration of its funds and the investment of those funds shall be handled as its highest public trust. Investments shall be made in a manner which will provide the maximum security of principal invested through limitations and diversification while meeting the daily cash flow needs of the City and conforming to all applicable state statutes governing the investment of public funds.

The receipt of a market rate of return will be secondary to the requirements for safety and liquidity. It is the intent of the City to be in complete compliance with local law and the Texas Public Funds Investment Act ("The Act"). The earnings from investment will be used in a manner that best serves the interest of the City.

### **II. Scope**

This investment policy applies to all the financial assets and funds of the City. The City commingles its funds into one pooled investment fund for investment purposes for efficiency and maximum investment opportunity. These funds shall be defined in the City's Annual Financial Report and any new funds created by the City unless specifically exempted by the City Council and this policy.

### **III. Objective and Strategy**

The City shall manage and invest with five primary objectives, listed in order of priority: safety, public trust, liquidity, diversification and yield. Investments are to be chosen in a manner which promotes diversity by market sector, credit and maturity. The choice of high-grade government investments and high-grade money market instruments is designed to assure the marketability of those investments should liquidity needs arise. To match anticipated cash flow requirements the maximum weighted average maturity of the overall portfolio may not exceed six months.

**a) Safety**

Safety of principal is the foremost objective of the City. Investments of the City shall be undertaken in a manner that seeks to insure the preservation of capital in the overall portfolio.

**b) Public Trust**

All parties of the City's investment process shall seek to act responsibly as custodians of the public trust. Investment advisors and officials shall avoid any transaction that might impair public confidence in the City's ability to govern effectively and maintain a sound, sustainable city government.

**c) Liquidity**

The City's investment portfolio will be based on a cash flow analysis of needs and will remain sufficiently liquid to enable it to meet all operating and debt/bond requirements which might be reasonably anticipated.

**d) Diversification**

Diversification of the portfolio will include diversification by maturity and market sector and will include the use of a number of broker/dealers for diversification and market coverage. Competitive bidding will be used on each sale and purchase.

**e) Yield**

The City's investment portfolio shall be designed with the objective of attaining a market rate of return, taking into account the City's risk constraints and the cash flow needs of the portfolio. "Market rate of return" may be defined as the average yield of the current six month U.S. Treasury Bill.

Effective cash management is recognized as essential to good fiscal management. Cash management is defined as the process of managing monies in order to ensure maximum cash availability. The City shall maintain a comprehensive cash management program which includes collection of accounts receivable, prudent investment of its available cash, disbursement of payments in accordance with invoice terms and the management of banking services.

#### **IV. Legal Limitations, Responsibilities and Authority**

Direct specific investment parameters for the investment of public funds in Texas are found in the Public Funds Investment Act, Chapter 2256, Texas Government Code, (the "Act"). The Public Funds Collateral Act, Chapter 2257, Texas Government Code, specifies collateral requirements for all public funds deposits. All investments will be made in accordance with these statutes.

#### **V. Delegation of Investment Authority**

The Chief Financial Officer, acting on behalf of the City is designated as the Investment Officer of the City and is responsible for investment management decisions and activities. The Director of Finance is designated as the Chief Financial Officer for the City of Lancaster. The Chief Financial Officer is also responsible for considering the quality and capability of staff, investment advisors, and consultants involved in the investment management and procedures. All participants in the investment process shall seek to act as a prudent person as custodian of the public trust.

The Investment Officer shall develop and maintain written administrative procedures for the operation of the investment program which are consistent with this policy. The Procedures will include reference to safekeeping, require and include the "Bond Market Master Repurchase Agreements" (as applicable), wire transfer agreements, banking services contracts, and other investment related activities.

The Investment Officer shall be responsible for all transactions undertaken and shall establish a system of controls to regulate the activities of subordinate officials and staff. The Investment Officer shall designate a staff person as a liaison/deputy in the event circumstances require timely action and the Investment Officer is unavailable.

No officer or designee may engage in an investment transaction except as provided under the terms of this policy.

Authorization Resolution

A Trading Resolution shall be established authorizing the Investment Officer to engage in investment transactions on behalf of the City. The persons authorized by the Resolution to transact business for the City must also be authorized to approve wire transfers used in the process of investing.

**Prudence**

The standard prudence to be used in the investment function shall be the “prudent person” standard and shall be applied in the context of managing the overall portfolio. This standard states:

“Investments shall be made with judgment and care, under circumstances then prevailing, which persons of prudence, discretion, and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the expected income to be derived.”

Limitation of Personal Liability

The Investment Officer and those delegated investment authority under this Policy, when acting in accordance with the written procedures and this Policy and in accord with the Prudent Person Rule, shall be relieved of personal liability in the management of the portfolio provided that deviations from expectations for a specific security’s credit risk or market price change or portfolio shifts are reported in a timely manner and the appropriate action is taken to control adverse market effects.

**VI. Internal Controls**

The Investment Officer shall establish a system of written internal controls which will be reviewed annually with the independent auditor of the City. The controls shall be designed to prevent loss of public funds due to fraud, employee error, misrepresentation by third parties, unanticipated market changes, or imprudent actions by employees of the City.

Cash Flow Forecasting

Cash Flow forecasting is designed to protect and sustain cash flow requirements of the City. Supplemental to the financial and budgetary systems, the Investment Officer will maintain a cash flow forecasting process designed to monitor and forecast cash positions for investment purposes.

**VII. Ethics and Conflicts of Interest**

City employees involved in the investment process shall refrain from personal business activity that could conflict with proper execution of the investment program, or which could impair the ability to make impartial investment decisions. City staff shall properly disclose to the City Manager and City Secretary any material financial interest in a financial institution that conducts business with the City.

An investment officer or City Council member of the City who has a personal business relationship with an organization seeking to sell an investment to the City shall file a disclosure statement disclosing that personal business interest. An investment officer who is related within the second degree by affinity or consanguinity to an individual seeking to sell an investment to the City shall file a state with the Texas Ethics commission and the City Council disclosing that relationship.

**VIII. Authorized Investments**

Acceptable investments under this policy shall be limited to the instruments listed below and as further described by the Public Funds Investment Act.

- A. Obligations of the United States Government, its agencies and instrumentalities and government sponsoring enterprises, not to exceed two years to stated maturity, excluding collateralized mortgage obligations (CMOs);
- B. Fully insured or collateralized certificates of deposit from a bank doing business in the State of Texas and under the terms of a written depository agreement with the bank, not to exceed one year to stated maturity;

- C. Repurchase agreement and reverse repurchase agreements as defined by the Act, not to exceed 180 days to stated maturity, provided an executed Bond Market Master Repurchase Agreement is on file with the City and the counterparty bank or primary dealer. Flex repurchase agreements used specifically for capital projects may extend beyond two years but only to match the expenditure plan of the projects;
- D. No-load, SEC registered money market funds, each approved specifically before use by the City;
- E. Constant dollar Texas Local Government Investment Pools as defined by the Public Funds Investment Act; and

If additional types of securities are approved for investment by public funds by state statute, they will not be eligible for investment by the City until this policy has been amended and the amended version is approved by the City Council.

Competitive Bidding Requirement

All securities, including certificates of deposit, will be purchased or sold after three (3) offers/bids are taken to verify that the City is receiving fair market value/price for the investment.

Delivery versus Payment

All security transactions, including collateral for repurchase agreements, entered into by the City, shall be conducted on a delivery versus payment (DVP) basis.

**IX. Authorized Financial Dealer and Institutions**

All investments made by the City will be made through either the City's banking services bank or a primary dealer. The Investment Officer will review the list of authorized broker/dealers annually. A list of at least three broker/dealers will be maintained in order to assure competitive bidding.

Securities broker/dealers must meet certain criteria as determined by the Investment officer. The following criteria must be met by those firms on the list:

- Provision of an audited financial statement each year

- Proof of certification by the National Association of Securities Dealers (NASD) and provision of CRM number
- Proof of current registration with the State Securities Commission

Every broker/dealer and bank the City transacts business with will be provided a copy of this Investment Policy to assure that they are familiar with the goals and objectives of the investment program. A representative of the firm will be required to return a signed certification stating that the Policy has been received and reviewed and that controls are in place to assure that only authorized securities are sold to the City.

**X. Diversification and Maturity Limitations**

It is the policy of the City to diversify its investment portfolio. Invested funds shall be diversified to minimize risk or loss resulting from over-concentration of assets in a specific maturity, specific issuer, or specific class of securities. Diversification strategies shall be established and periodically reviewed. At a minimum, diversification standards by security type and issuer shall be:

Security Type	Max % of Portfolio
U.S. Treasury obligations	100%
U.S. Government agencies and instrumentalities	not to exceed 50%
Fully insured or collateralized CDs	not to exceed 30%
Repurchase agreements	100%
Money Market funds	100%
For Bond funds	80%
Local Government Investment Pools	
Liquidity Pools	100%
Maximum percent ownership of pool	not to exceed 20%
For bond funds	not authorized

The Investment Officer shall be required to diversify maturities. The Investment Officer, to the extent possible, will attempt to match investment with anticipated cash flow requirements. Matching maturities with cash flow dates will reduce the need to sell securities prior to maturity, thus reducing market risk. Unless matched to a specific requirement, the Investment officer may not invest more than 20% of the portfolio for a period greater than five (5) years. The Investment Officer may not invest any portion of the portfolio for a period greater than ten (10) years.

## **XI. Safekeeping and Collateralization**

The laws of the State and prudent treasury management require that all purchased securities be bought on a delivery versus payment basis and be held in safekeeping by either the City, an independent third party financial institution, or the City's designated banking services depository.

All safekeeping arrangements shall be designated by the Investment Officer and an agreement of the terms executed in writing. The third party custodian shall be required to issue safekeeping receipts to the City listing each specific security, rate, description, maturity, cusip number, and other pertinent information. Each safekeeping receipt will be clearly marked that the security is held for the City or pledged to the City.

All securities pledged to the City for certificates of deposit or demand deposits shall be held by an independent third party bank doing business in Texas. The safekeeping bank may not be within the same holding company as the bank from which the securities are pledged.

### Collateralization

Collateralization is required on the time and demand deposits over the FDIC insurance coverage of \$100,000, and repurchase agreements.

In order to anticipate market changes and provide a level of additional security for all funds, the collateralization level required will be 102% of the market value of the principal and accrued interest. Collateral will be held by an independent third party safekeeping agent.

## **XII. Performance Evaluation and Reporting**

The Investment Officer shall submit quarterly reports to the City Manager and to the City Council containing sufficient information to permit an informed outside reader to evaluate the performance of the investment program and consistent with statutory requirements. All reports shall be in compliance with the Act. Market prices for market evaluations will be obtained from an independent source.

## **XIII. Depositories**

The City will designate one banking institution through a competitive process as its central banking services provider at least every three years. This institution will be used for normal banking services including

disbursements, collections, and safekeeping of securities. Other banking institutions from which the City may purchase certificates of deposit will also be designated as a depository after they provide their latest audited financial statements to the City.

**XIV. Investment Policy Adoption by City Council**

The City's Investment Policy shall be adopted annually by the City Council. The policy and strategies shall be reviewed on an annual basis prior to adoption. A written resolution approving the review and changes to the policy will be passed and recorded by the City Council.

**APPROVED:**

  
MARCUS E. KNIGHT, MAYOR

**ATTEST:**

  
DOLLE K. DOWNE, CITY SECRETARY

**APPROVED AS TO FORM:**

  
ROBERT E. HAGER, CITY ATTORNEY

# **CITY FACILITY INFORMATION**

# City of Lancaster

## Facilities

P. O. Box 940 Lancaster, Texas 75146

Web Site: [www.lancaster-tx.com](http://www.lancaster-tx.com)

Request City Services: [www.lancaster-tx.com](http://www.lancaster-tx.com)

### **Municipal Center • 211 North Henry Street • Lancaster, TX 75146**

Department	Office	Fax
Administration/City Manager	972-218-1300	972-275-0917
Community Relations	972-218-1301	972-275-0921
City Secretary	972-218-1311	972-275-0923
Building Services	972-218-3707	
Finance	972-218-1322	972-275-0913
Utility Administration	972-218-1328	972-275-3695
Purchasing	972-218-1329	972-218-3621
Economic Development	972-218-1314	972-218-3684

### **Community Development Service Center • 700 East Main Street • Lancaster, TX 75146**

Department	Office	Fax
Animal Services	972-218-1200	972-227-7220
Code Compliance	972-218-1200	972-227-7220
Building Inspections	972-218-1200	972-227-7220
Streets/Stormwater	972-218-1200	972-227-7220
Parks	972-218-2306	972-218-3655
Engineering	972-218-1200	972-227-7220

### **Public Safety Building • 1650 North Dallas Avenue • Lancaster, TX 75134**

Department	Office	Fax
Police	972-218-2700	972-218-8074
Fire Station #1	972-218-2600	972-218-9835
Information Technology	972-218-2740	972-218-3606

### **Fire Station #2 • 3132 North Houston School Road • Lancaster, TX 75134**

Department	Office	Fax
Station #2	972-218-2644	972-224-7377

### **Fire Station #3 • 1960 West Beltline Road • Lancaster, TX 75134**

Department	Office	Fax
Station #3	972-218-2660	972-218-1729

### **Municipal Court • 220 West Main • Lancaster, TX 75146**

Department	Office	Fax
Municipal Court	972-218-1334	972-223-4076

### **Recreation • 1700 Veterans Memorial Parkway • Lancaster, TX 75146**

Department	Office	Fax
Recreation	972-218-3700	972-218-3648
Parks and Recreation Administration	972-218-3706	972-218-3648

### **Senior Life Center • 240 Veterans Memorial Parkway • Lancaster, TX 75146**

Department	Office	Fax
Senior Life Center	972-218-3780	972-218-3694

### **Veterans Memorial Library • 1600 Veterans Memorial Parkway • Lancaster, TX 75146**

Department	Office	Fax
Library	972-227-1080	972-227-5560

**Vehicle Maintenance • 521 East Third Street • Lancaster, TX 75146**

<b>Department</b>	<b>Office</b>	<b>Fax</b>
Vehicle Maintenance	972-275-1461	972-218-5639

**James R. Williams Pump Station • 1999 North Jefferson • Lancaster, TX 75146**

<b>Department</b>	<b>Office</b>	<b>Fax</b>
Public Works Administration	972-218-1752	972-227-8168
Water/Waste Water	972-218-2324	972-218-3644

**Lancaster Visitors Center and State Auxiliary Museum  
• 103 North Dallas Avenue • Lancaster, TX 75146**

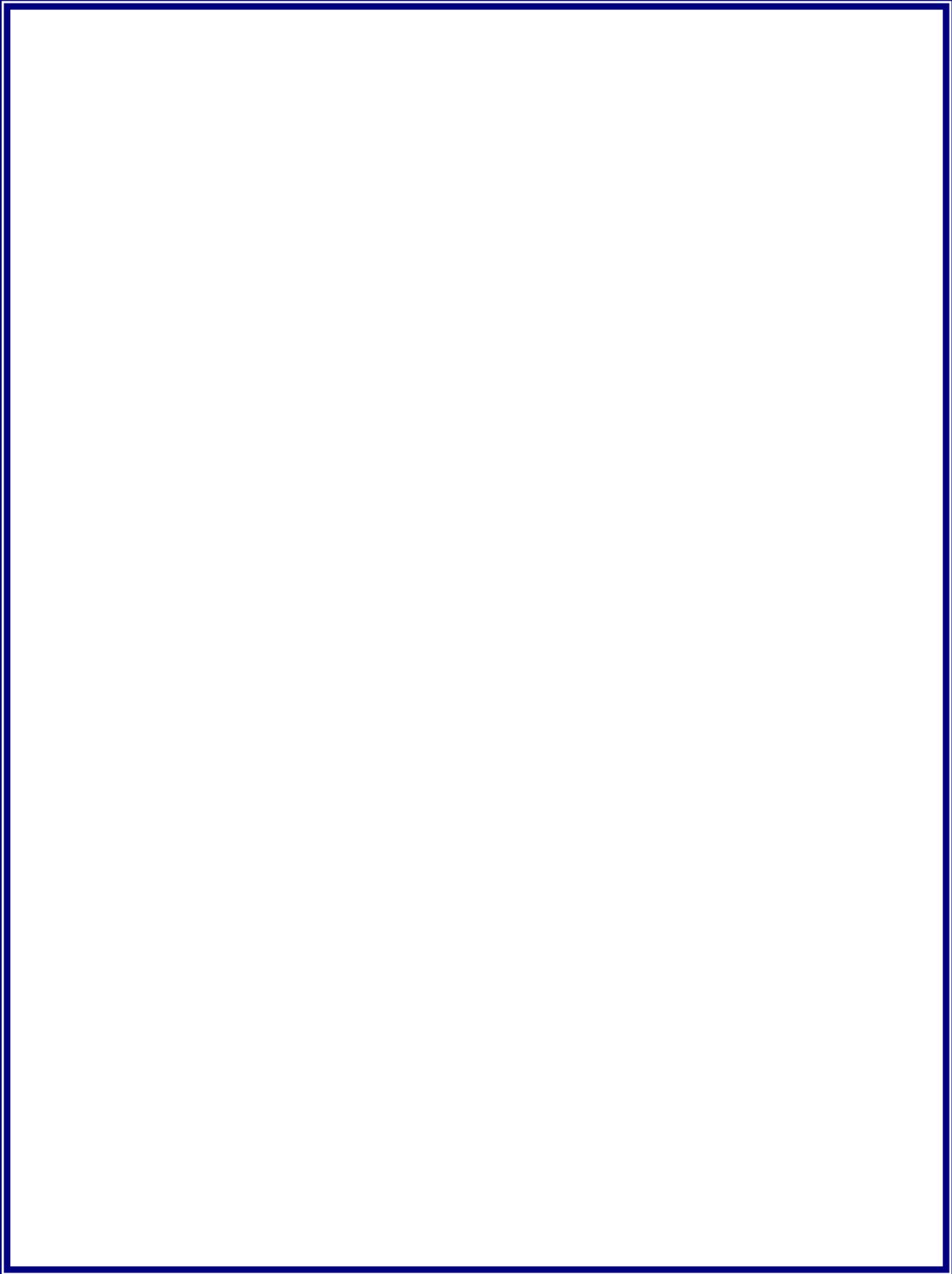
<b>Department</b>	<b>Office</b>	<b>Fax</b>
Auxiliary Museum	972-227-2579	972-227-9555
Chamber of Commerce	972-227-2579	972-227-9555

**Country View Golf Course • 240 West Beltline Road • Lancaster, TX 75146**

<b>Department</b>	<b>Office</b>	<b>Fax</b>
Golf Course	972-227-0995	972-227-7858

**Lancaster Regional Airport • 730 Ferris Road • Lancaster, TX 75146**

<b>Department</b>	<b>Office</b>	<b>Fax</b>
Airport	972-227-5721	972-275-0918



**For additional information, please contact:**

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972-218-1304 [orobertson@lancaster-tx.com](mailto:orobertson@lancaster-tx.com)**

**Aretha Adams, Assistant City Manager  
972-218-1306 [aadams@lancaster-tx.com](mailto:aadams@lancaster-tx.com)**

