City of Lancaster, Texas
Annual Budget

For Fiscal Year

October 1, 2010 to September 30, 2011

As Presented to Mayor and City Council

Lancaster

MISSION

Lancaster City Government is Financially Sustainable and Provides Efficient, Customer-Friendly Services. Our citizens have Trust and Confidence in City Government and Leaders.

VISION 2025

Lancaster is a Proud Vibrant City. We Celebrate Our Diversity and History, Preserve Our Natural Beauty and are the Economic Hub of 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, and Attractive Corridors and Neighborhoods. Our citizens enjoy convenient living.

FIVE YEAR GOALS 2015	STRATEGIES	
1 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 has eliminated its debt. The tax base has been expanded which has allowed the community to move forward toward a more competitive tax rate.	1	Amend the city financial policies to increase minimum reserve fund balance from 10% to 15% by 2015 in increments of 1% annually and establish maximum reserve fund requirement of 20%.
	2	Update and assess projects and funding for capital improvement plan to be presented and adopted annually during the budget process (track progress, funding plan).
2 Quality Development The City has high quality construction in its housing and commercial buildings and public facilities. The city employs sustainable building practices, encourages conservation, and the use of alternative energy sources. The city has a diverse housing stock from townhomes to estate lots and includes some mixed use development. Walkable neighborhoods include new schools and hike and bike trails within the city. A diversity of commercial businesses include corporate business parks, distribution facilities which make use of the expanded airport, rail, and highway system. Retail areas have grown because of the growth in industrial, commercial and residential development. Residents want to stay in the community through all stages of life.	3	Prioritize and complete entrance beautification infrastructure (e.g. signage, lighting and irrigation) and landscaping for Pleasant Run Road, Dallas Avenue and Houston School Road by FY 2013-14.
	4	Update current development code (LDC) and adopt International Existing Building Code by July 2011.
	5	Continue to follow state statutes for implementing the three-year annexation plan for the E.T.J. to begin no later than October 2011.
3 Healthy, Safe & Vibrant Neighborhoods Lancaster is a safe place where neighbors know each other. The community celebrates together at citywide events and keeps neighborhoods strong through block parties, crime watch, and through regular interaction with city departments. Effective code enforcement maintains our residential neighborhoods, and all residents have ready access to parks near where they live.	6	Complete Dallas Avenue and Wintergreen sidewalks (TxDOT Step Grant) from Dallas Avenue to Rutgers by June 2011. Evaluate funding after bid opening and complete project by June 2011.
	7	Develop a phased plan for constructing sidewalks on Wintergreen beyond existing (TxDOT Step Grant) project and integrate it into the 2012 CIP.
	8	Conduct one neighborhood rally by district with City Manager and Police with emphasis on neighbor interaction (FUN!) starting in September 2010, 1 every 2 months. (Keep town hall meetings for issues/concerns)
4 Professional & Committed 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 residents and businesses and are respectful and appreciative to their customers. The City's executive staff are engaged with the residents and attend community events, uphold strong customer service, and use technology to aid them in working smarter.	9	Develop a high performing organization handbook which emphasizes personal responsibility and employees' accountability for their actions on a continuous basis, by January 2011.
	10	Assess and evaluate the City Attorney and all legal services provided to the City of Lancaster by February 2011.
	11	Develop and implement a city-wide mandatory customer service training seminar to emphasize positive and friendly relations by January 2011.
5 Sound Infrastructure The City has well-maintained streets with few potholes. All of the City's infrastructure and assets have well-planned preventative maintenance programs that utilize the most up to date technology. The infrastructure, including streets, water and sewer lines, for the Inland port are extended and development-ready.	12	Continue implementation of the Airport Master Plan.
	13	Assess the contract of the current management of the Golf Course by January 2011, and review and adopt the golf course five-year improvement plan by January 2011.
	14	Consider and execute an interlocal agreement with the City of Dallas to fund infrastructure improvements in the International Inland Port of Dallas (IIPOD) by May 2011.
	15	Develop a systematic basis to repair & replace distressed streets on an annual basis based on data derived from the pavement management program (funding plan) by January 2011.
6 Civic Engagement Lancaster residents know each other and are engaged in their neighborhoods and community. 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 citywide celebrations.	16	YAC—Develop a plan to work with the school district to identify a Youth Commission program by January 2011.
	17	Cable/Web Streaming—Research cost and equipment needed for web streaming for consideration during FY 2010-11 budget process.
	18	Positive Media Attention—Direct staff to write and release positive press releases and publish on the city's website beginning July 2010.

Lancaster

City of Lancaster
Principal City Officials

City Council

Marcus E. Knight	*Mayor*	*Term Expires May 2012*
Walter Weaver	*Council Member, District 1*	*Term Expires May 2013*
Todd Love	*Council Member, District 2*	*Term Expires May 2011*
Marco Mejia	*Council Member, District 3*	*Term Expires May 2013*
James Daniels	*Mayor Pro Tem, District 4*	*Term Expires May 2011*
Clyde Hairston	*Council Member, District 5*	*Term Expires May 2013*
Nina Morris	*Dep. Mayor Pro Tem, District 6*	*Term Expires May 2011*

City Executive Staff

Rickey Childers	City Manager
Opal Mauldin-Robertson	Assistant City Manager
Dolle Downe	City Secretary
Ed Brady	Director of Economic Development
Judy Tedesco	Interim Director of Finance
Dick Knopf	Fire Chief
Dori Lee	Director of Human Resources
Sean Johnson	Director of Parks & Recreation
Rona Stringfellow-Govan	Director of Development Services
Keith Humphrey	Police Chief
Clovia English	Director of Public Works
Cami Loucks	Library Director

City of Lancaster

Our Mission

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LANCASTER CITY GOVERNMENT

Is *FINANCIALLY SUSTAINABLE* (1)

and provides

EFFICIENT, CUSTOMER-FRIENDLY SERVICES. (2)

Our citizens have

TRUST AND CONFIDENCE IN

CITY GOVERNMENT AND LEADERS. (3)

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City of Lancaster

2010-2011 Annual Budget

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Lancaster

Lancaster

City of Lancaster
OFFICE OF THE CITY MANAGER

211 N. Henry St. * Lancaster, TX 75146 * 972.218.1302 * 972.218.1398 FAX
www.lancaster-tx.com

October 1, 2010

The Honorable Marcus E. Knight, Mayor and
Members of the City Council
211 N. Henry St.
Lancaster, TX. 75146

Dear Mayor Knight and Councilmembers:

It is with pleasure that I present to you the Fiscal Year 2010-2011 City of Lancaster Annual Operating Budget. The proposed budget has been developed with the continued goal of providing quality services with the resources available to the city at this time.

This budget presents in financial terms the overall plan to accomplish the City's program of services and priorities during the fiscal year by incorporating the following objectives:

- Maintaining core services in a time of economic uncertainty
- Addressing City Council goals while being conservative with our resources
- Positioning the City to effectively address growth
- Incremental implementation of the budget based on economic growth

The total proposed budget for all funds for Fiscal Year 2010-2011 is $51,898,546 with total authorized staff of 272 (FTE) employees.

BUDGET HIGHLIGHTS

General Fund Revenues

The City's total tax base decreased by almost 4.5%, or approximately $69 million. Based on the Certified Tax Roll received from the Dallas Central Appraisal District, the City's tax base decreased to just under $1.5 billion. The decrease in the tax base from $1.7 billion in 2008 to $1.5 billion in 2010, along with the increase in debt service payments, has necessitated an increase in the tax rate from $0.7775 per $100 assessed valuation, to the new rate of $0.8675 per $100 of assessed valuation.

The proposed revenue in the General Fund is $20.1 million compared to the estimated $20.9 million in the prior fiscal year. This represents a decrease of approximately $900,000, or 3%. The vast majority of the decrease is attributed to a one-time revenue transfer for a street project. Although fines, forfeitures, and fees are expected to decline in the upcoming budget year, we anticipate an expected increase in sales tax and property taxes.

General Fund Expenditures

General Fund expenditures are proposed at $20.1 million or a 1% increase from FY 2010-2011 budget. However, the expenditures are substantially decreased from the 2009-2010 end of year

expenditure estimates of $23.6 million. This budget reflects the savings from unfilled vacancies, lay-offs, and cuts in costs associated with all departments. Included are increased allotments for fuel, electricity, health insurance, and civil service step increases.

Other Budget Highlights

The main focus of this budget is maintaining quality services during this time of national economic difficulty. National economic conditions have led to an increased cost of governmental services, while also limiting available resources. While all departments have seen an increase in the cost of fuel, electricity, and health insurance, the majority of these departments have prepared budgets that are less than the previous year.

Water and Wastewater Fund

Fiscal year 2010-2011 water and sewer revenues are expected to increase by approximately $500,000 or almost 6% from year end estimates for fiscal year 2009-2010. This increase is due to the fee adjustment recommended by our Utility Rate Consultant that was necessary to offset increased costs in utility operations.

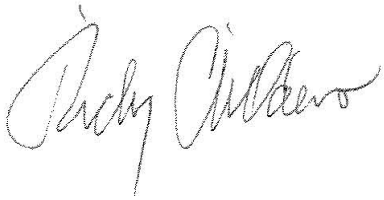
Expenses for fiscal year 2010-2011 are budgeted at $11.8 million or $300,000 more than the budgeted fiscal year 2009-2010. Increases include additional costs passed down from the Trinity River Authority and the City of Dallas Water Utilities.

Summary

The Executive Overview section that follows provides additional details regarding other items included in the adopted budget.

The City of Lancaster continues to strive towards becoming an organization of excellence. That excellence is founded on the dedication, skills and talents of the City Council and staff. I would like to take this opportunity to thank the City Council and staff for the endless hours and hard work in compiling this budget. These efforts will result in a sound financial plan and program of work that will align the City with both its financial capabilities and positive opportunities.

Respectfully submitted,



Rickey C. Childers
City Manager

EXECUTIVE OVERVIEW

This Executive Overview has been prepared as a general overview to the FY 2010-2011 Budget for the City of Lancaster. It provides a brief review of the fiscal plans of the City Council and Administration.

Annually the City Council meets at a Council retreat. With the assistance of a facilitator, the City Council reviews the progress of current projects and develops goals for the upcoming budget year. These goals are used to provide guidance during the budget process. The City Manager shares Council goals with directors and managers to ensure that they are incorporated in the work plan for each department. Goals form the framework of the budget, and provide direction every fiscal year for each department.

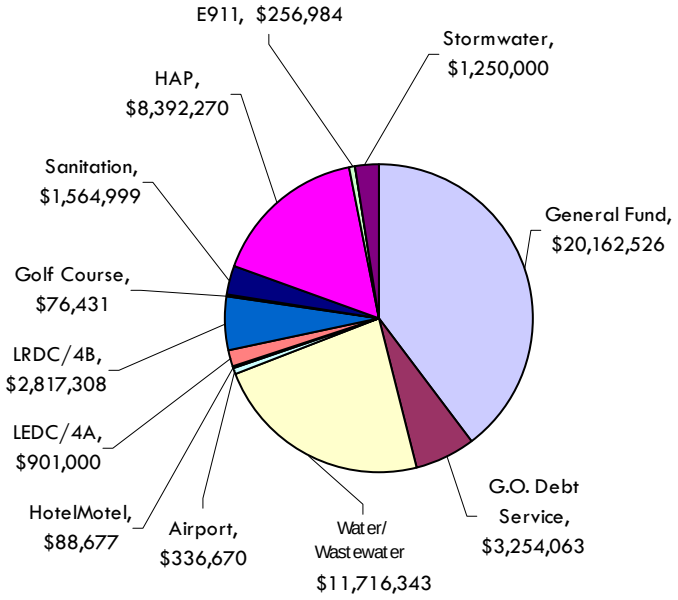
Department managers submit project proposals to help achieve Council goals. The progress of the goals is reviewed by the City Manager, and shared with City Council and residents.

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: Council goals incorporated in the 2010-2011 budget are as follows:

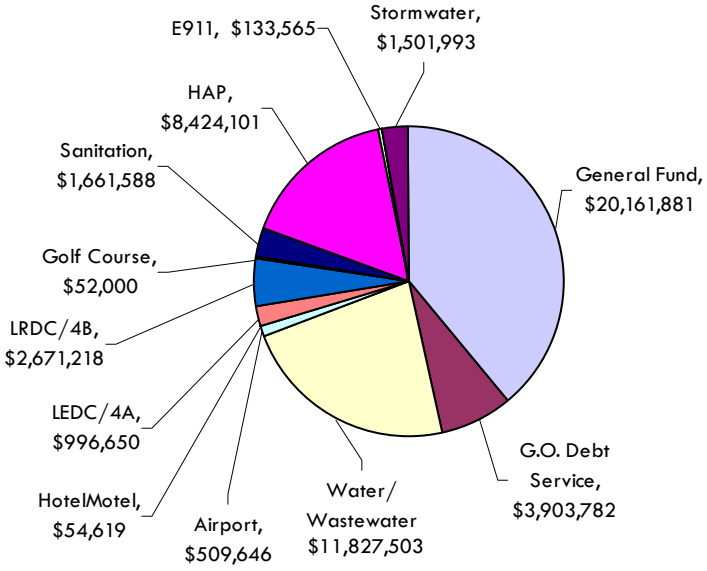
1. Financially Sound City Government
2. Quality Development
3. Healthy, Safe, and Vibrant Neighborhoods
4. Professional and Committed Workforce
5. Sound Infrastructure
6. Civic Engagement

The Council goals have been expanded to reflect more detail and provide easy distribution throughout the community. The details related to these goals are discussed in more detail in this executive overview. We will continue to review these goals annually to ensure planned progress is consistent with Council vision.

SUMMARY OF REVENUES BY FUND



SUMMARY OF EXPENDITURES BY FUND



GENERAL FUND

The General Fund provides basic City services that are supported through tax revenues and user fees. The General Fund accounts for approximately 40% of total revenues of the City. Based on historical information and economic trends, the FY2010-2011 adopted budget for the General Fund reflects a conservative revenue projection of $20.1 million. Total budgeted General Fund revenue decreased by approximately 4% compared to 2009-2010 expected revenues of $20.9 million. A discussion of each of the primary sources of revenue in the General Fund is included in the following pages.

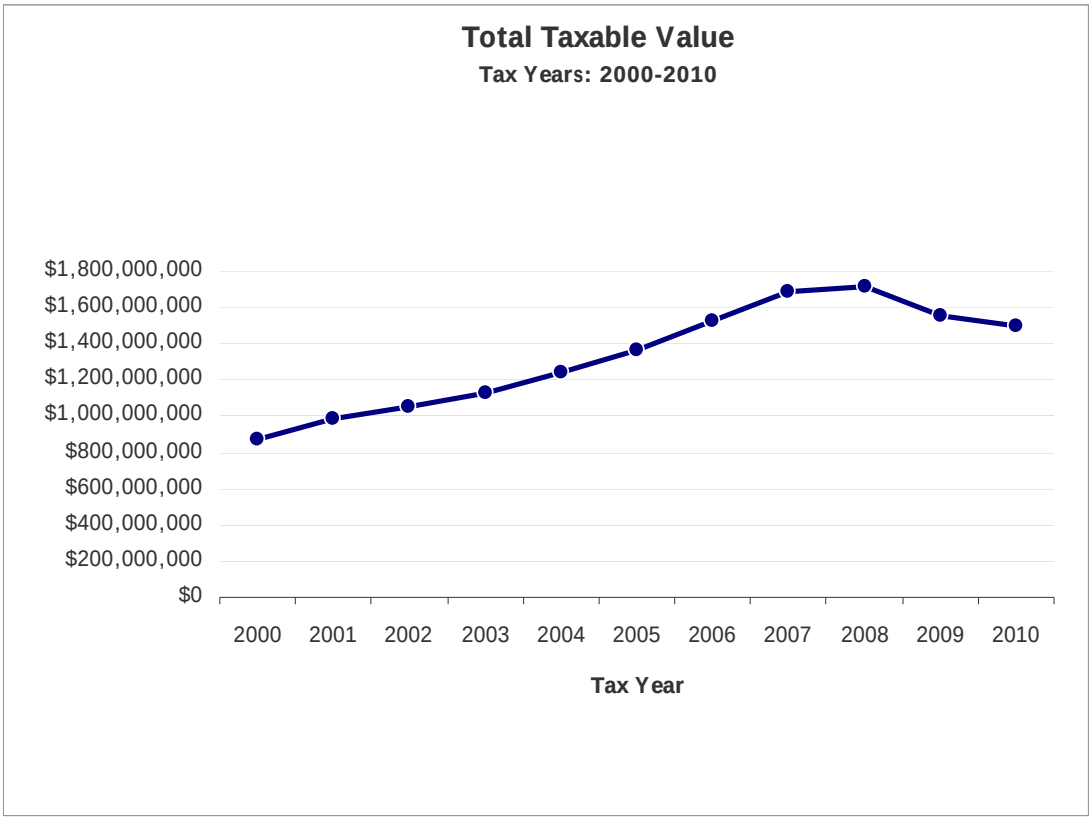
PROPERTY TAX

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 is budgeted 2% higher than the previous year estimates. Current property tax revenue for 2010-2011 is budgeted at $9.8 million. Over the past ten years, Lancaster's property tax base has increased from $830 million in 1999 to the current base of $1.5 billion. 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
- Library Facilities
- Neighborhood Services
- Public Streets Maintenance
- Animal Control Services
- Emergency Management Services

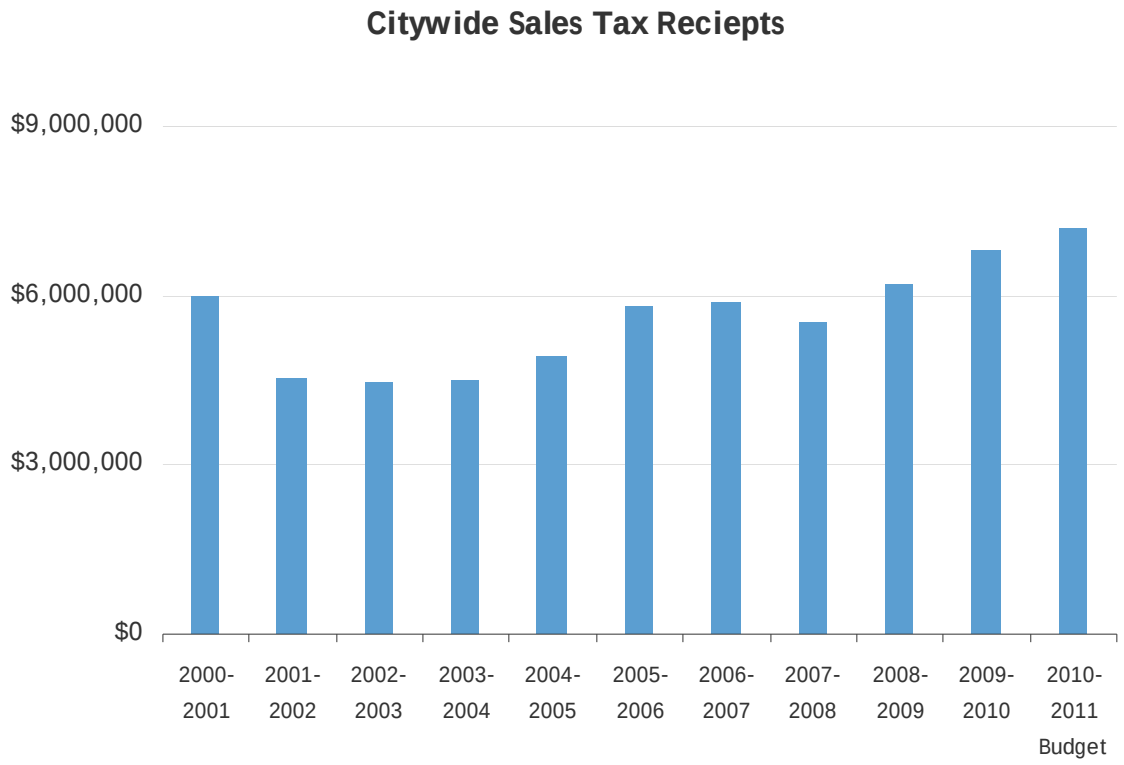


SALES TAX

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. The Economic Development Fund receives 0.25% of the tax and the Recreation Development Fund receives 0.50% of the tax. The State retains 6.25% of the tax.

General Fund Sales tax is budgeted at $4.5 million which accounts for 22% 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.

Sales Tax Breakdown by Fiscal Year



Franchise Fees

Franchise Fees are charged for the continued use of the public right-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 a conservative $1.89 million. This is roughly equal to the expected receipts from the previous year.

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
* LEDC Fund
* Golf
* Housing
* Stormwater

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 8% of the General Fund budgeted revenue. The budget for transfers is $1,591,916.

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 3% of General Fund revenue. Fines and Fees are budgeted at $682,000.

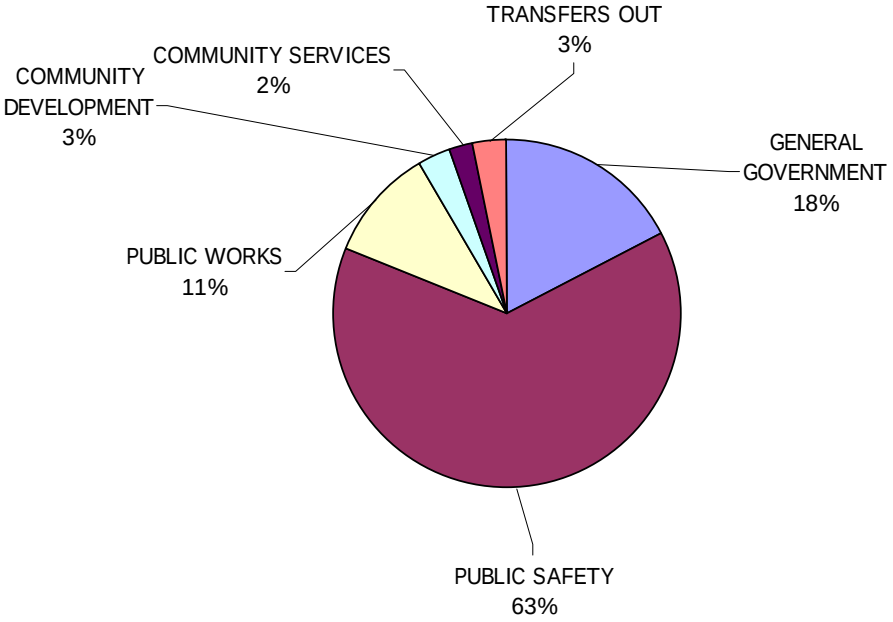
Charges for Service, Interest, and Other Revenue

Other revenue consists of various sources including ambulance service, interest earnings, refunds and recoveries of expenditures. The 2010-2011 budget for other revenue is $908,000.

GENERAL FUND EXPENDITURES

The Adopted General Fund Budget for 2010-2011 is $20,162,526. This is an increase of 1% from the 2009-2010 adopted budget. The following narrative section describes the changes in detail.

GENERAL FUND EXPENDITURES BY DEPARTMENT



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, Emergency Management, and Municipal Court. 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 63% of the General Fund budget. The total Public Safety budget decreased by approximately 4% over the prior year budget, from $13.2 million around $12.83 million. All the Public Safety departments continue to be active in promoting the safety of the community.

General Government

The general government function accounts for approximately 11% of General Fund expenditures. The General Government function includes the following departments:

- City Council
- City Manager's Office
- Legal
- City Secretary
- Finance
- Purchasing
- Human Resources
- 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 of $3.5 million is an increase of approximately $400,000, primarily due to unemployment insurances and the full-year costs of the recently integrated IT department.

Other Divisions

Other departments include Development Services, Planning, Public Works, Non-Departmental and Transfers Out. These divisions make up approximately 19% of General Fund Expenditures.

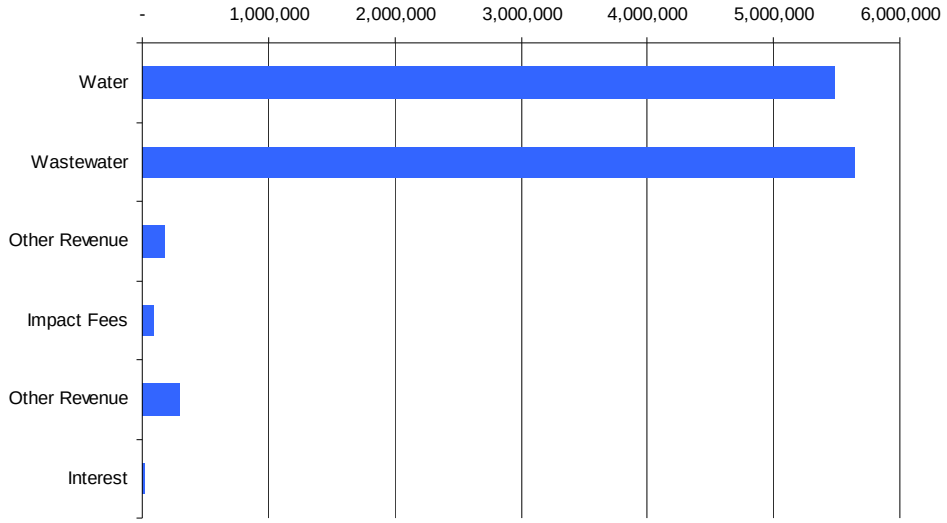
Fund Balance

The General Fund is estimated to end the 2010-2011 fiscal year with an estimated fund balance of $1.2 million. This represents around 6% of operating expenditures, which is approximately the same ending balance from the previous year, and a decrease from the approximately $3.9 million fund balance ending 2008-2009.

WATER AND WASTEWATER (SEWER) FUND

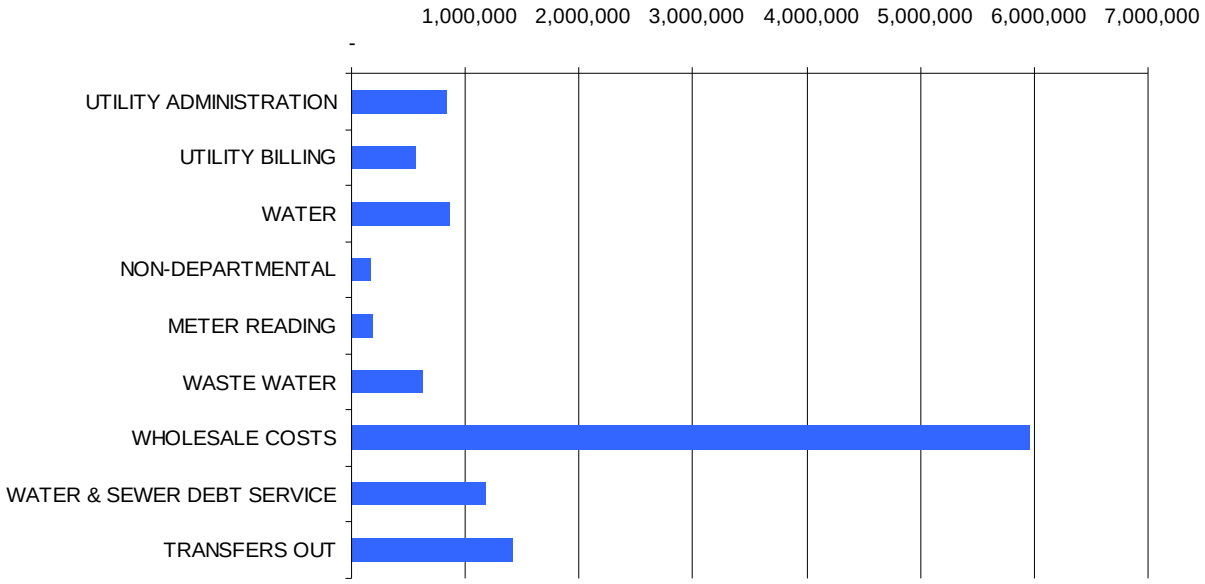
The municipal water system serves 11,000 consumers with an average consumption of 3,700,000 gallons annually. There are approximately 8,900 connections to the City's Sewer System. The Water and Wastewater Fund accounts for approximately 23% of the City's total revenues and 22% of the City's total expenditures. Water and Wastewater revenues and expenditures vary from year to year.

WATER AND WASTEWATER REVENUE



Water and Wastewater expenditures are projected to remain the same from the previous budget. Increases in wholesale costs from the Trinity River Authority and the City Dallas Water Utilities will be offset with savings from reducing administrative and operational costs, and passing some of the costs to the end user. Budgeted Expenditures are $11.8 million compared to the prior year of $11.5 million.

WATER AND WASTEWATER EXPENDITURES



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.

	W&S Total Supported	Stormwater Total Supported	Airport Total Supported	4A / LEDC Total Supported	4B /LRDC Total Supported	Tax Total
Contract Revenue and Improvement Bonds, Series 1995	104,775	-	-	-	-	-
Contract Revenue Refunding Bonds, Series 1997	225,500	-	-	-	-	-
General Obligation Refunding Bonds, Series 2002	16,417	-	3,418	-	909,299	97,870
Certificates of Obligation, Series 2003	-	-	-	-	-	239,350
G.O. Refunding & Improvement Bonds, Series 2007	754,600	-	13,000	-	-	1,115,284
Certificates of Obligation, Series 2007	311,706	49,013	-	227,750	-	424,741
G.O. Improvement Bonds, Series 2010	-	-	-	-	-	1,127,926
Certificates of Obligation, Series 2010	-	-	-	-	-	593,205
Total Debt Service 2010-2011 Budget	**1,412,998**	**49,013**	**16,418**	**227,750**	**909,299**	**3,598,377**

CITYWIDE
FINANCIAL POLICY

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 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 for all financial resources excluding those required to be accounted for in another fund, include basic governmental services such as police, fire, and streets.

(b) Special Revenue Fund
Accounts that are for specific revenues 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) Internal Service Fund
An account used for goods and/or services provided by one internal department to another. This system will allow the City to recognize full cost for fleet and technological replacement and maintenance.

(f) Enterprise Fund
This account includes the City's "business like" activities including all utility funds.

II. General

The City will follow a five-year review and optional rotation of outside (independent) auditor. The audit must demonstrate that they have the breadth and depth of staff 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 insure 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).

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 shall be used only for emergencies or when balances can be reduced if levels exceed guideline minimums and as long as they are spent for non-recurring items.

The City will maintain an unallocated fund balance to be used for unanticipated emergencies of an amount equal to a minimum of ten (10) percent of the general operating budget, a target of 15% (fifteen percent) of the general operating budget and a maximum of 25% (twenty-five percent) of the operating budget. These funds 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:

Fund	Minimum	Target	Maximum
Water/Wastewater Fund	13.00%	18.00%	25.00%
Airport Fund	13.00%	18.00%	25.00%
Golf Fund	13.00%	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

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.

CITY OF LANCASTER
COMMUNITY INFORMATION

HISTORICAL OVERVIEW

The first settlement made in the Lancaster community was in September 1844 by Roderick Rawlins. Mr. Rawlins and other members of his party had secured "headrights" from the Republic of Texas. A few years later, M. M. Miller, Sr., a son-in-law of Roderick Rawlins, established a trading post settlement about one mile north of Lancaster at Pleasant Run. It became a main trading center for south Dallas County.

In 1847, Mr. A Bledsoe arrived in the community and later purchased a tract of land where the present town of Lancaster is located. In the spring of 1852 Bledsoe laid out and surveyed the townsite of Lancaster, Texas. The site was plotted and planned after Lancaster, Kentucky, where Mr. A Bledsoe was born in 1801. Lancaster was first incorporated in 1853. This was the beginning of the present town of Lancaster which eventually absorbed Pleasant Run and other nearby settlements. A later incorporation was voted in 1882, to meet with changes in State laws.

LOCATION

Located in the Southwest portion of Dallas County, the City of Lancaster is approximately 15 minutes south of Dallas and is well situated to access the Dallas/Ft. Worth Metroplex, one of the largest and most diverse in the nation. Lancaster has excellent freeway access, with Interstates 20, 35 and 45 adjacent to or in the community. The City's 30 square miles is bordered by IH-35E to the west, Ellis County to the South, Dallas (Interstate IH20) to the north and Hutchins (Interstate IH45) to the east. Lancaster is in close proximity to DART light rail service to downtown Dallas and other locations. Dallas Love Fields and Dallas/Ft. Worth International Airport are within a short driving distance.

The campuses of Cedar Valley College and Mountain View College of the Dallas County Community College District, the University of North Texas at Dallas, Dallas Baptist University and Northwood University are conveniently located to the area. The Lancaster Independent School District serves the public educational needs of the community at the elementary and secondary levels.

Through the years, Lancaster has been able to retain its own distinct identity while still being a valuable part of the Dallas-Fort Worth metroplex area. In 1988 Lancaster became a member of the Best Southwest Partnership, an organization including the Cities and Chambers of Commerce of Lancaster, Cedar Hill, DeSoto and Duncanville. The four Cities are all in close proximity to each other and they have cooperated 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.

ECONOMY AND QUALITY OF LIFE

Lancaster is much more than just another "Metroplex" bedroom community. Lancaster traces its economic roots to those of an agrarian market center. Later with the coming of the railroad Lancaster began to emerge as a significant regional transportation hub. Today, with its own Municipal Airport, freight rail service and other ground transportation related industries,

Lancaster continues to grow and diversify its economic base. The light manufacturing, distribution and retail sectors all continue to grow along with the explosion in residential development.

Housing Costs -The average new housing costs in Lancaster range from the $120,000-$140,000's and up. The residential housing in the community consists of: single family 73%, multi-family 23% and other 4%. The median household income is $43,000 and we are a majority/minority community with over 50% African American households.

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. The health care industry remains on a steady course of growth. 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 170-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 Ballpark was designed by the same architect who designed the Texas Rangers' Ballpark in Arlington.

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, five (5) neighborhood parks (Meadow Creek, Dewberry, Rocky Crest, Verona, Stanford, and Kids Square), converted in-line hockey rink at Jaycee Park and new park signage.

Lancaster Community Park is also home the 11,500 square foot "Life" Senior Center. The Center features a dining hall with a capacity of 150 diners, a 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 sq. 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, a fishing pier, campsites which include facilities for overnight camping, an outdoor classroom, a large pavilion for picnics, a butterfly garden and outdoor education programs.

Cultural Opportunities - Lancaster has the charming Historic Town Square. In addition, a cultural advantage is the 15-minute drive to downtown Dallas for the Symphony and other artistic and historic endeavors that Dallas affords residents and newcomers to Texas.

Lancaster Convention and Visitor's Center (scheduled to open December 2009) - Named by the Texas Legislature as an official State of Texas Auxiliary Museum. The museum is the only officially designated museum in Southern Dallas County.

La**ncaster Municipal Airport -** The Airport recently completed major construction that was part of a $1.5 million Capital Improvement Project jointly funded by the Aviation Division of TxDOT and local City-LEDC resources. The Airport's AWOS weather station became operational in late 2003. This is a great convenience to pilots and weather-watchers world-wide. The Airport is currently in the design phase of a 1500 foot runway expansion project in partnership with TxDOT Aviation.

Colleges and Universities in the Area - 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 business to utilize.

The University of North Texas-Dallas Campus (254 acres on Lancaster's northern doorstep) is in the process of master planning its campus layout. The first facility opened on January 16, 2007 in time for Spring 2007 enrollment.

Public Schools - The Lancaster Independent School District (LISD) educates over 4,700 students annually. The LISD operates on a $32 million annual budget to provide numerous fundamental and extra-curricular educational opportunities for Lancaster children.

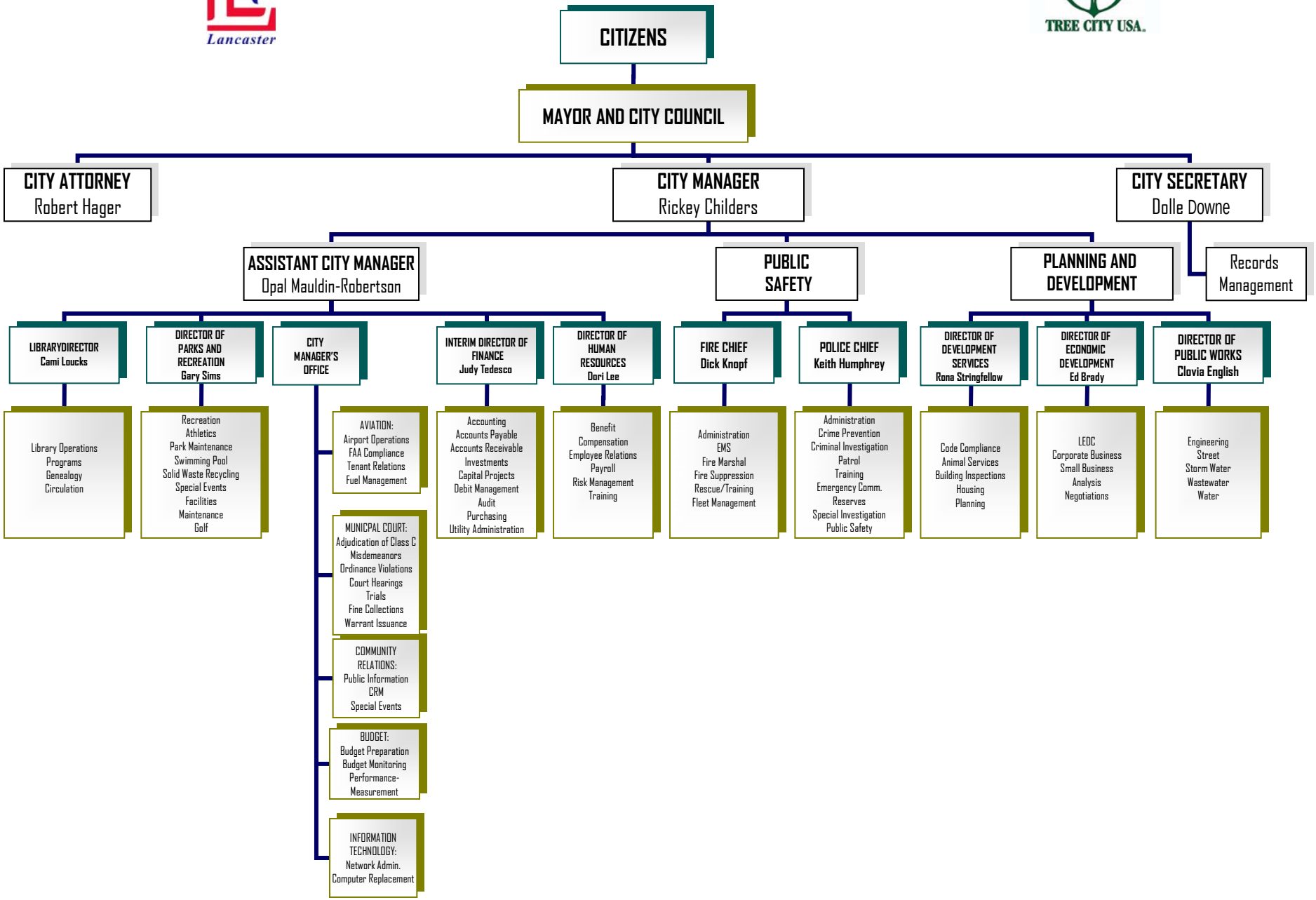
Public Library - The Lancaster Veterans Memorial Library is a 23,000 square foot facility, equipped with over 30 public Internet workstations, wireless access, and is defined as having one of the best genealogy collections in the region.

Industrial / Warehouse Opportunities – The City of Lancaster has over 2000 acres of available Industrial/Warehouse space for development within the International Inland Port of Dallas (IIPOD). The City's position within I-20 to the north, I-35 on the west, I-45 on the east, and future Loop9 to the south, a municipal airport and rail lines, makes our city "prime property" for the logistics industry.

PERSONNEL AND SALARY INFORMATION

Lancaster

City of Lancaster Organizational Chart - October 1, 2010



		2009-2010 Adopted	**2010-2011** Adopted
City Secretary	City Secretary	1.00	1.00
	Asst. City Secretary	1.00	1.00
Total		2.00	2.00

City Manager's Office	City Manager	1.00	1.00
	Asst. City Manager	1.00	1.00
	CM Executive Asst.	1.00	1.00
	Budget Analyst	0.75	0.75
	Comm. Relations Coordinator	0.50	0.00
	Comm. Rel. Assistant	1.00	0.50
Total		5.25	4.25

Municipal Court	Court Administrator	1.00	1.00
	Court Clerk	3.00	2.00
	PT Clerk	0.50	0.50
Total		4.50	3.50

Info. Tech	IT Manager	0.00	0.75
	Computer Systems Admin.	1.00	2.00
	PT IT Technician	0.00	0.50
Total		1.00	3.25

Development Services	Director of Dev. Serv.	0.50	0.50
	Development Coordinator	1.00	0.00
	Office Manager	0.50	0.50
Total		2.00	1.00

Building Inspections	Building Official	1.00	1.00
	Asst. Building Official	1.00	1.00
	Building Inspector	2.00	1.00
	Permit Technician	1.00	1.00
Total		5.00	4.00

Planning	Senior Planner	0.50	1.00
	Planning Assistant	1.00	0.00
Total		1.50	1.00

Code Enforcement	Code Compliance Officer	4.00	4.00
Total		4.00	4.00

Animal Services	Animal Services Officer	2.00	2.00
	PT Animal Services Officer	0.50	0.50
Total		2.50	2.50

Finance	Director of Finance	1.00	1.00
	Asst. Finance Director	1.00	1.00
	Chief Accountant	1.00	1.00
	Accounts Payable Spec.	1.00	1.00
	Accountant	1.00	0.00
Total		5.00	4.00

Purchasing	Purchasing Agent	1.00	1.00
Total		1.00	1.00

Fire	Fire Chief	1.00	1.00
	Asst. Fire Chief	1.00	1.00
	Office Manager	1.00	1.00
	Battalion Chief	3.00	3.00
	Fire Captain	9.00	10.00
	Fire Engineer	21.00	22.00
	Fire Fighter	23.00	19.00
Total		59.00	57.00

		2009-2010 Adopted	2010-2011 Adopted
Fire-Emerg. Mgmt.	Fire Captain	1.00	0.00
	Fire Engineer	1.00	0.00
Total		2.00	0.00
Fire Marshal	Fire Marshal	1.00	0.25
	Admin. Secretary	1.00	1.00
Total		2.00	1.25
Fleet Services	Fleet Superintendent	1.00	1.00
	Fleet Mechanic	3.00	3.00
Total		4.00	4.00
Human Resources	Director of Human Resources	1.00	1.00
	HR Supervisor	1.00	1.00
Total		2.00	2.00
Building Services	BS Manager	1.00	1.00
	BS Maint. Worker	2.00	1.00
Total		3.00	2.00
Parks	Parks Ops. Manager	1.00	1.00
	Foreman II	1.00	0.00
	Forman I	3.00	2.00
	Maint. Worker II P&R	9.00	4.00
Total		14.00	7.00
Police	Police Chief	1.00	1.00
	Asst. Police Chiefs	2.00	2.00
	Police Lieutenants	6.00	6.00
	Police Sergeants	7.00	7.00
	Police Officers	43.00	36.00
	Records Supervisor	1.00	1.00
	Police Technician	1.00	1.00
	P/E Technician	1.00	1.00
	CID Technician	1.00	1.00
	Office Manager	1.00	1.00
	PT Hourly	0.50	0.50
Total		64.50	57.50
Police-Victim's Asst.	PT Clerical	0.50	0.50
Total		0.50	0.50
Police-COPS Grant	Police Officer	3.00	3.00
Total		3.00	3.00
Emergency Comm.	Dispatch Supervisor	0.00	0.00
	Lead Dispatcher	0.00	1.00
	911E Dispatcher	2.00	9.00
	PT 911E Dispatcher	0.00	1.25
Total		2.00	11.25
Streets	Foreman II	1.00	1.00
	Heavy Equip. Oper II	1.00	1.00
	Heavy Equip. Oper.	1.00	1.00
	Signs and Signals Tech.	1.00	1.00
	Maintenance Worker I	3.00	2.00
Total		7.00	6.00
General Fund Total		196.75	182.00

		2009-2010	**2010-2011**
		Adopted	Adopted
PW Admin.	Director of Public Works	1.00	1.00
	City Engineer	1.00	1.00
	Office Manager	1.00	1.00
	Civil Engineer	1.00	0.00
	Project Manager	1.00	2.00
	GIS Coordinator	1.00	1.00
	IT Manager	0.00	0.25
	Budget Analyst	0.25	0.25
	Construction Inspectors	2.00	2.00
Total		8.25	8.50
Water	Superintendent W/WW	1.00	1.00
	Maintenance Worker II	1.00	1.00
	Water Systems Operator	1.00	1.00
	Crewleader	1.00	1.00
	Admin. Secretary	0.00	1.00
Total		4.00	5.00
Wastewater	Foreman III	1.00	1.00
	Maintenance Worker II	4.00	4.00
	Crewleader	4.00	4.00
	Heavy Equip. Oper.	1.00	1.00
Total		10.00	10.00
Utility Billing	UB Manager	1.00	1.00
	Sr. UB Clerk	1.00	1.00
	UB Clerk	2.00	2.00
	Community Relations Asst.	0.00	0.25
	Accounting Generalist	1.00	1.00
Total		5.00	5.25
Meter Reading	Meter Technicians	2.00	2.00
Total		2.00	2.00
Water/Wastewater Fund Total		29.25	30.75

		2009-2010	**2010-2011**
		Adopted	Adopted
Airport Ops.	Airport Manager	1.00	1.00
	Airport Ops. Supervisor	1.00	1.00
	PT Airport Support	3.00	1.50
Total		5.00	3.50
Airport Fund Total		5.00	3.50
Econ. Development	Director of Economic Dev.	1.00	1.00
	Comm. Relations Coordinator	0.25	0.00
	Comm. Relations Asst.	0.00	0.25
	Executive Secretary	1.00	1.00
Total		2.25	2.25
4A LEDC Fund Total		2.25	2.25

		2009-2010 Adopted	**2010-2011** Adopted
P&R Admin.	Director of P&R	1.00	1.00
	Administrative Sec.	1.00	1.00
	Informal Education Coordinator	1.00	1.00
Total		3.00	3.00
Senior Center	Recreation Leader	1.00	1.00
	PT Van Driver	0.75	0.75
Total		1.75	1.75
Recreation	Asst. Director of P&R	1.00	0.00
	Recreation Supervisor	4.00	2.00
	Sr. Citizen Supervisor	1.00	1.00
	Recreation Superintendent	1.00	1.00
	Recreation Leader	1.00	0.00
	Aquatics Coordinator	1.00	1.00
	PT Sr. Lifeguard	2.00	2.00
	PT Yearly Lifeguard	5.50	5.00
	PT Summer Lifeguard	2.00	1.25
	PT Day Camp Leader	0.50	0.00
	PT Clerical	7.00	4.00
Total		26.00	17.25
Library	Library Director	1.00	1.00
	Asst. Library Director	1.00	1.00
	PT Library Clerk	6.50	6.50
Total		8.50	8.50
4B LRDC Fund Total		39.25	30.50

		2009-2010 Adopted	**2010-2011** Adopted
Sanitation	Solid Waste Coordinator	1.00	0.00
Total		1.00	0.00
Sanitation Fund Total		1.00	0.00
HAP Housing Admin.	Director of Dev. Serv.	0.50	0.50
	Office Manager	0.50	0.50
	Housing Manager	1.00	1.00
	Housing Inspector Spvr.	1.00	1.00
	Housing Cons. Spvr.	1.00	1.00
	Admin. Secretary	2.00	2.00
	Housing Counselor I	3.00	3.00
	Housing Inspector	2.00	2.00
	PT Housing	0.50	0.50
Total		11.50	11.50
HAP Housing Fund Total		11.50	11.50
E911 Ops.	Dispatch Supervisor	1.00	0.00
	Dispatchers	7.00	0.00
	PT Dispatchers	1.50	0.00
Total		9.50	0.00
E911 Fund Total		9.50	0.00
Stormwater	Superintendent	1.00	1.00
	Comm. Relations Coord.	0.25	0.00
	Foreman II	1.00	1.00
	Maint. Worker I	5.00	4.00
	Light Equip. Oper.	3.00	3.00
	Heavy Equip. Oper. II	1.00	1.00
	Heavy Equip. Oper.	2.00	2.00
Total		13.25	12.00
Stormwater Fund Total		13.25	12.00
Citywide Total		307.75	272.50

City of Lancaster

2010/2011 Proposed General Government Pay Plan

Effective 10/01/2010

Annual

PAY GRADE	STEP 1	STEP 2	STEP 3	STEP 4	STEP 5	STEP 6	STEP 7	STEP 8	STEP 9
	Minimum		*1st Quartile*		*Midpoint*		*3rd Quartile*		*Maximum*
51	$23,442	$24,625	$25,809	$26,990	$28,176	$29,357	$30,541	$31,724	$32,908
52	$24,794	$26,062	$27,329	$28,598	$29,867	$31,133	$32,400	$33,669	$34,938
53	$26,225	$27,583	$28,943	$30,301	$31,662	$33,022	$34,380	$35,739	$37,099
54	$27,739	$29,197	$30,653	$32,109	$33,567	$35,023	$36,481	$37,937	$39,393
55	$29,357	$30,917	$32,477	$34,037	$35,599	$37,159	$38,719	$40,279	$41,841
56	$31,029	$32,702	$34,374	$36,046	$37,719	$39,391	$41,061	$42,734	$44,406
57	$32,839	$34,630	$36,421	$38,214	$40,005	$41,796	$43,586	$45,377	$47,170
58	$34,726	$37,014	$38,559	$40,477	$42,395	$44,310	$46,228	$48,146	$50,061
59	$36,745	$38,798	$40,851	$42,904	$44,955	$47,010	$49,063	$51,116	$53,169
60	$38,871	$41,070	$43,268	$45,467	$47,665	$49,864	$52,062	$54,261	$56,460
11	$34,773	$36,708	$38,644	$40,579	$42,513	$44,450	$46,384	$48,318	$50,255
12	$38,239	$40,394	$42,546	$44,701	$46,856	$49,011	$51,166	$53,319	$55,474
13	$42,330	$44,743	$47,154	$49,566	$51,979	$54,392	$56,803	$59,216	$61,628
14	$47,197	$49,918	$52,641	$55,361	$58,084	$60,805	$63,525	$66,248	$68,969
15	$52,953	$56,041	$59,132	$62,221	$65,312	$68,401	$71,490	$74,578	$77,669
16	$59,821	$63,348	$66,878	$70,408	$73,936	$77,465	$80,993	$84,523	$88,053
17	$68,035	$72,095	$76,153	$80,123	$84,273	$88,333	$92,394	$96,452	$100,514
18	$77,881	$82,580	$87,279	$91,978	$96,674	$101,373	$106,072	$110,768	$115,467
19	$88,752	$93,927	$99,097	$104,272	$109,445	$114,618	$119,791	$124,964	$130,137

Bi-weekly

PAY GRADE	STEP 1	STEP 2	STEP 3	STEP 4	STEP 5	STEP 6	STEP 7	STEP 8	STEP 9
	Minimum		*1st Quartile*		*Midpoint*		*3rd Quartile*		*Maximum*
51	$901.615	$947.115	$992.654	$1,038.077	$1,083.692	$1,129.115	$1,174.654	$1,220.154	$1,265.692
52	$953.615	$1,002.385	$1,051.115	$1,099.923	$1,148.731	$1,197.423	$1,246.154	$1,294.962	$1,343.769
53	$1,008.654	$1,060.885	$1,113.192	$1,165.423	$1,217.769	$1,270.077	$1,322.308	$1,374.577	$1,426.885
54	$1,066.885	$1,122.962	$1,178.962	$1,234.962	$1,291.038	$1,347.038	$1,403.115	$1,459.115	$1,515.115
55	$1,129.115	$1,189.115	$1,249.115	$1,309.115	$1,369.192	$1,429.192	$1,489.192	$1,549.192	$1,609.269
56	$1,193.423	$1,257.769	$1,322.077	$1,386.385	$1,450.731	$1,515.038	$1,579.269	$1,643.615	$1,707.923
57	$1,263.038	$1,331.923	$1,400.808	$1,469.769	$1,538.654	$1,607.538	$1,676.385	$1,745.269	$1,814.231
58	$1,335.615	$1,423.615	$1,483.038	$1,556.808	$1,630.577	$1,704.231	$1,778.000	$1,851.769	$1,925.423
59	$1,413.269	$1,492.231	$1,571.192	$1,650.154	$1,729.038	$1,808.077	$1,887.038	$1,966.000	$2,044.962
60	$1,495.038	$1,579.615	$1,664.154	$1,748.731	$1,833.269	$1,917.846	$2,002.385	$2,086.962	$2,171.538
11	$1,337.423	$1,411.846	$1,486.308	$1,560.731	$1,635.115	$1,709.615	$1,784.000	$1,858.385	$1,932.885
12	$1,470.731	$1,553.615	$1,636.385	$1,719.269	$1,802.154	$1,885.038	$1,967.923	$2,050.731	$2,133.615
13	$1,628.077	$1,720.885	$1,813.615	$1,906.385	$1,999.192	$2,092.000	$2,184.731	$2,277.538	$2,370.308
14	$1,815.269	$1,919.923	$2,024.654	$2,129.269	$2,234.000	$2,338.654	$2,443.269	$2,548.000	$2,652.654
15	$2,036.654	$2,155.423	$2,274.308	$2,393.115	$2,512.000	$2,630.808	$2,749.615	$2,868.385	$2,987.269
16	$2,300.808	$2,436.462	$2,572.231	$2,708.000	$2,843.692	$2,979.423	$3,115.115	$3,250.885	$3,386.654
17	$2,616.731	$2,772.885	$2,928.962	$3,081.654	$3,241.269	$3,397.423	$3,553.615	$3,709.692	$3,865.923
18	$2,995.423	$3,176.154	$3,356.885	$3,537.615	$3,718.231	$3,898.962	$4,079.692	$4,260.308	$4,441.038
19	$3,413.538	$3,612.577	$3,811.423	$4,010.462	$4,209.423	$4,408.385	$4,607.346	$4,806.308	$5,005.269

Hourly

PAY GRADE	STEP 1	STEP 2	STEP 3	STEP 4	STEP 5	STEP 6	STEP 7	STEP 8	STEP 9
	Minimum		*1st Quartile*		*Midpoint*		*3rd Quartile*		*Maximum*
51	$11.27	$11.84	$12.41	$12.98	$13.55	$14.11	$14.68	$15.25	$15.82
52	$11.92	$12.53	$13.14	$13.75	$14.36	$14.97	$15.58	$16.19	$16.80
53	$12.61	$13.26	$13.91	$14.57	$15.22	$15.88	$16.53	$17.18	$17.84
54	$13.34	$14.04	$14.74	$15.44	$16.14	$16.84	$17.54	$18.24	$18.94
55	$14.11	$14.86	$15.61	$16.36	$17.11	$17.86	$18.61	$19.36	$20.12
56	$14.92	$15.72	$16.53	$17.33	$18.13	$18.94	$19.74	$20.55	$21.35
57	$15.79	$16.65	$17.51	$18.37	$19.23	$20.09	$20.95	$21.82	$22.68
58	$16.70	$17.80	$18.54	$19.46	$20.38	$21.30	$22.23	$23.15	$24.07
59	$17.67	$18.65	$19.64	$20.63	$21.61	$22.60	$23.59	$24.58	$25.56
60	$18.69	$19.75	$20.80	$21.86	$22.92	$23.97	$25.03	$26.09	$27.14
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

2010/2011 Proposed General Government Pay Plan

Effective 10/01/2010

TREE CITY USA.

Annual

PAY GRADE	Minimum	1st Quartile	Midpoint	3rd Quartile	Maximum
51	$23,442	$25,809	$28,176	$30,541	$32,908
52	$24,794	$27,329	$29,867	$32,400	$34,938
53	$26,225	$28,943	$31,662	$34,380	$37,099
54	$27,739	$30,653	$33,567	$36,481	$39,393
55	$29,357	$32,477	$35,599	$38,719	$41,841
56	$31,029	$34,374	$37,719	$41,061	$44,406
57	$32,839	$36,421	$40,005	$43,586	$47,170
58	$34,726	$38,559	$42,395	$46,228	$50,061
59	$36,745	$40,851	$44,955	$49,063	$53,169
60	$38,871	$43,268	$47,665	$52,062	$56,460
11	$34,773	$38,644	$42,513	$46,384	$50,255
12	$38,239	$42,546	$46,856	$51,166	$55,474
13	$42,330	$47,154	$51,979	$56,803	$61,628
14	$47,197	$52,641	$58,084	$63,525	$68,969
15	$52,953	$59,132	$65,312	$71,490	$77,669
16	$59,821	$66,878	$73,936	$80,993	$88,053
17	$68,035	$76,153	$84,273	$92,394	$100,514
18	$77,881	$87,279	$96,674	$106,072	$115,467
19	$88,752	$99,097	$109,445	$119,791	$130,137

Bi-weekly

PAY GRADE	Minimum	1st Quartile	Midpoint	3rd Quartile	Maximum
51	$901.615	$992.654	$1,083.692	$1,174.654	$1,265.692
52	$953.615	$1,051.115	$1,148.731	$1,246.154	$1,343.769
53	$1,008.654	$1,113.192	$1,217.769	$1,322.308	$1,426.885
54	$1,066.885	$1,178.962	$1,291.038	$1,403.115	$1,515.115
55	$1,129.115	$1,249.115	$1,369.192	$1,489.192	$1,609.269
56	$1,193.423	$1,322.077	$1,450.731	$1,579.269	$1,707.923
57	$1,263.038	$1,400.808	$1,538.654	$1,676.385	$1,814.231
58	$1,335.615	$1,483.038	$1,630.577	$1,778.000	$1,925.423
59	$1,413.269	$1,571.192	$1,729.038	$1,887.038	$2,044.962
60	$1,495.038	$1,664.154	$1,833.269	$2,002.385	$2,171.538
11	$1,337.423	$1,486.308	$1,635.115	$1,784.000	$1,932.885
12	$1,470.731	$1,636.385	$1,802.154	$1,967.923	$2,133.615
13	$1,628.077	$1,813.615	$1,999.192	$2,184.731	$2,370.308
14	$1,815.269	$2,024.654	$2,234.000	$2,443.269	$2,652.654
15	$2,036.654	$2,274.308	$2,512.000	$2,749.615	$2,987.269
16	$2,300.808	$2,572.231	$2,843.692	$3,115.115	$3,386.654
17	$2,616.731	$2,928.962	$3,241.269	$3,553.615	$3,865.923
18	$2,995.423	$3,356.885	$3,718.231	$4,079.692	$4,441.038
19	$3,413.538	$3,811.423	$4,209.423	$4,607.346	$5,005.269

Hourly

PAY GRADE	Minimum	1st Quartile	Midpoint	3rd Quartile	Maximum
51	$11.27	$12.41	$13.55	$14.68	$15.82
52	$11.92	$13.14	$14.36	$15.58	$16.80
53	$12.61	$13.91	$15.22	$16.53	$17.84
54	$13.34	$14.74	$16.14	$17.54	$18.94
55	$14.11	$15.61	$17.11	$18.61	$20.12
56	$14.92	$16.53	$18.13	$19.74	$21.35
57	$15.79	$17.51	$19.23	$20.95	$22.68
58	$16.70	$18.54	$20.38	$22.23	$24.07
59	$17.67	$19.64	$21.61	$23.59	$25.56
60	$18.69	$20.80	$22.92	$25.03	$27.14
11	Exempt	Exempt	Exempt	Exempt	Exempt
12	Exempt	Exempt	Exempt	Exempt	Exempt
13	Exempt	Exempt	Exempt	Exempt	Exempt
14	Exempt	Exempt	Exempt	Exempt	Exempt
15	Exempt	Exempt	Exempt	Exempt	Exempt
16	Exempt	Exempt	Exempt	Exempt	Exempt
17	Exempt	Exempt	Exempt	Exempt	Exempt
18	Exempt	Exempt	Exempt	Exempt	Exempt
19	Exempt	Exempt	Exempt	Exempt	Exempt

City of Lancaster

2010-2011 Proposed Salary Structure Detail

Civil Service Personnel

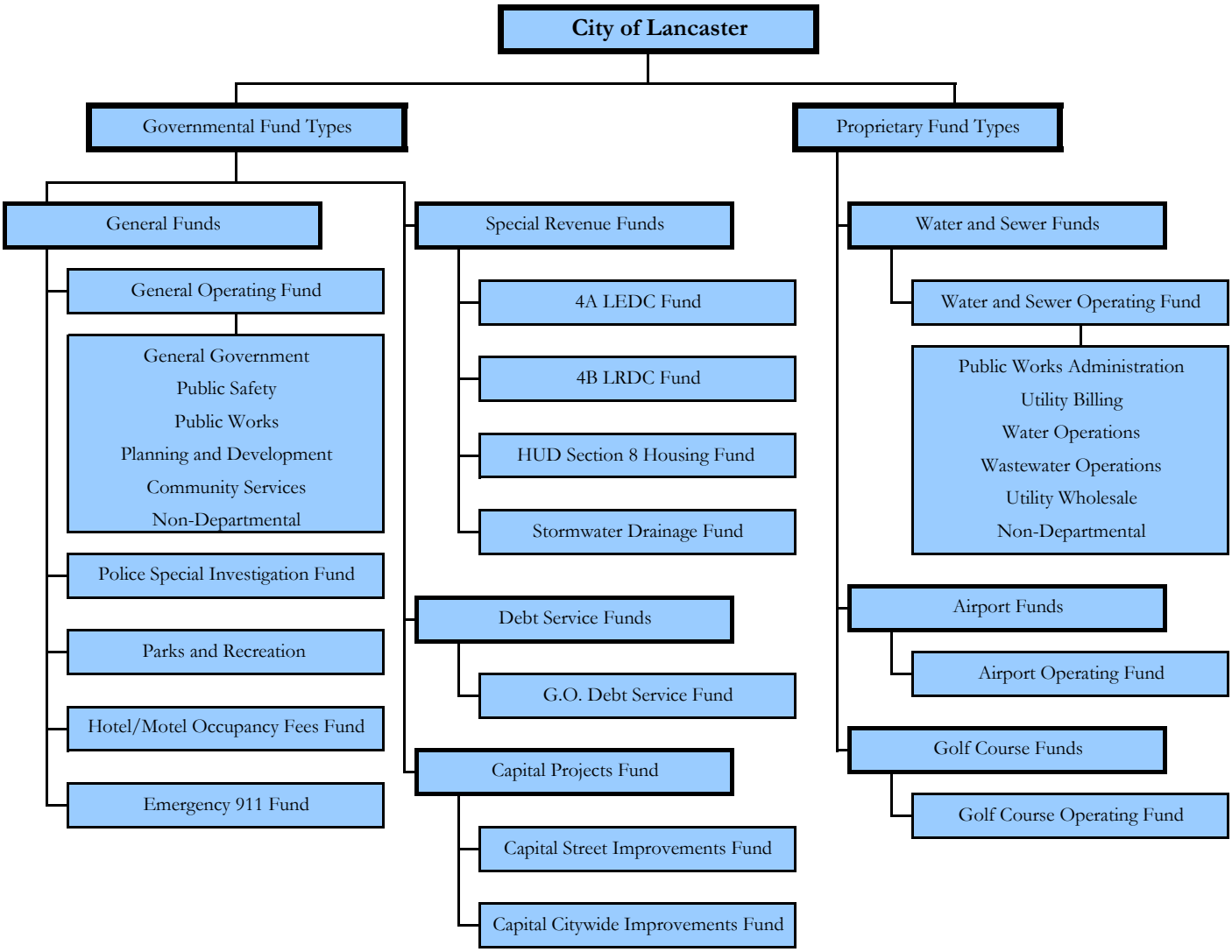
October 1, 2010

Department / Pay Grade / Code Position	ADOPTED 10/11								
		Frequency:		*Step 1*	*Step 2*	*Step 3*	*Step 4*	*Step 5*	*Step 6*	*Step 7*
Police		*hourly*		20.54	21.45	22.40	23.20	24.03	24.89	25.79
		bi-weekly		**1,643.115**	**1,715.615**	**1,791.692**	**1,855.769**	**1,922.318**	**1,991.423**	**2,063.346**
Pay Grade: P1-CS		*monthly*		3,560.08	3,717.17	3,882.00	4,020.83	4,165.00	4,314.75	4,470.58
		annually		42,721.00	44,606.00	46,584.00	48,250.00	49,980.00	51,777.00	53,647.00
3001 Police Officer*	39									
		Frequency:	*Entry*	*Step 1*	*Step 2*	*Step 3*	*Step 4*			
Police		*hourly*	28.74	29.64	30.55	31.45	32.35			
		bi-weekly	**2,299.192**	**2,371.538**	**2,443.846**	**2,516.077**	**2,588.385**			
Pay Grade: P2-CS		*monthly*	4,981.58	5,138.33	5,295.00	5,451.50	5,608.17			
		annually	59,779.00	61,660.00	63,540.00	65,418.00	67,298.00			
3101 Police Sergeant	7									
		Frequency:	*Entry*	*Step 1*	*Step 2*	*Step 3*	*Step 4*			
Police		*hourly*	34.07	35.15	36.23	37.30	38.38			
		bi-weekly	**2,725.769**	**2,811.923**	**2,898.077**	**2,984.231**	**3,070.385**			
Pay Grade: P3-CS		*monthly*	5,905.83	6,092.50	6,279.17	6,465.83	6,652.50			
		annually	70,870.00	73,110.00	75,350.00	77,590.00	79,830.00			
3201 Police Lieutenant	6									
		Frequency:	*Entry*	*Step 1*	*Step 2*	*Step 3*	*Step 4*			
Police		*hourly*	40.46	41.75	43.04	44.33	45.61			
		bi-weekly	**3,237.038**	**3,340.000**	**3,443.038**	**3,546.000**	**3,649.038**			
Pay Grade: P4-CS		*monthly*	7,013.58	7,236.67	7,459.92	7,683.00	7,906.25			
		annually	84,163.00	86,840.00	89,519.00	92,196.00	94,875.00			
3301 Assistant Chief	2									
TOTAL POLICE	***54***									
		Frequency:		*Step 1*	*Step 2*	*Step 3*	*Step 4*	*Step 5*		
Fire		*hourly*		20.13	21.03	21.96	22.75	23.57		
		* *hourly*		15.19	15.87	16.58	17.17	17.79		
Pay Grade: F1-CS		***bi-weekly***		**1,610.462**	**1,682.000**	**1,757.115**	**1,820.231**	**1,885.769**		
		monthly		3,489.33	3,644.33	3,807.08	3,943.83	4,085.83		
4001 Fire Fighter	19	*annually*		41,872.00	43,732.00	45,685.00	47,326.00	49,030.00		
		* hourly rate for 24-hour shift personnel only								
		Frequency:	*Entry*	*Step 1*	*Step 2*	*Step 3*	*Step 4*			
Fire		*hourly*	26.01	26.54	27.08	27.61	28.14			
		* *hourly*	19.63	20.03	20.44	20.84	21.24			
Pay Grade: F2-CS		***bi-weekly***	**2,080.962**	**2,123.538**	**2,166.154**	**2,208.731**	**2,251.269**			
		monthly	4,508.75	4,601.00	4,693.33	4,785.58	4,877.75			
4101 Fire Engineer	22	*annually*	54,105.00	55,212.00	56,320.00	57,427.00	58,533.00			
		* hourly rate for 24-hour shift personnel only								
		Frequency:	*Entry*	*Step 1*	*Step 2*	*Step 3*	*Step 4*			
Fire		*hourly*	29.46	30.29	31.12	31.95	32.78			
		* *hourly*	22.24	22.86	23.49	24.11	24.74			
Pay Grade: F3-CS		***bi-weekly***	**2,357.115**	**2,423.423**	**2,489.846**	**2,556.154**	**2,622.577**			
		monthly	5,107.08	5,250.75	5,394.67	5,538.33	5,682.25			
4201 Fire Captain	10	*annually*	61,285.00	63,009.00	64,736.00	66,460.00	68,187.00			
		* hourly rate for 24-hour shift personnel only								
		Frequency:	*Entry*	*Step 1*	*Step 2*	*Step 3*	*Step 4*			
Fire		*hourly*	34.24	34.84	35.45	36.05	36.66			
		* *hourly*	25.84	26.30	26.75	27.21	27.67			
Pay Grade: F4-CS		***bi-weekly***	**2,738.885**	**2,787.346**	**2,835.923**	**2,884.385**	**2,932.962**			
		monthly	5,934.25	6,039.25	6,144.50	6,249.50	6,354.75			
4301 Battalion Chief	3	*annually*	71,211.00	72,471.00	73,734.00	74,994.00	76,257.00			
		* hourly rate for 24-hour shift personnel only								
		Frequency:	*Entry*	*Step 1*	*Step 2*	*Step 3*	*Step 4*			
Fire		*hourly*	38.05	39.33	40.62	41.91	43.20			
		* *hourly*	28.71	29.69	30.66	31.63	32.60			
Pay Grade: F5-CS		***bi-weekly***	**3,043.692**	**3,146.731**	**3,249.692**	**3,352.731**	**3,455.692**			
		monthly	6,594.67	6,817.92	7,041.00	7,264.25	7,487.33			
4401 Asst. Chief	1	*annually*	79,136.00	81,815.00	84,492.00	87,171.00	89,848.00			
TOTAL FIRE	***55***	* hourly rate for 24-hour shift personnel only								
	109	**Total Public Safety - Civil Service Employees**								

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

FUND INFORMATION

FUND STRUCTURE
City of Lancaster



City of Lancaster
Fund Structure

The City's financial structure is organized on the 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 (C)*

- Streets

d.) *Planning and Development Division (D)*

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

e.) *Community Services Division*

- Library
- Parks Operations

f.) *Non-Departmental Division*

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

II. Police Special Investigation 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.

III. Hotel/Motel Occupancy Fees Fund (14)

Revenue from hotel/motel occupancy taxes provides the resources used for city promotions. Expenditures include funding the Lancaster Convention and Visitor's Center and special events throughout the city.

IV. Emergency 911 Fund (21)

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

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.

I. 4A/LEDC Fund

The 4A Fund provides the support and resources for the operation of the Lancaster Economic Development Corporation (LEDC). Revenues are provided by .25 percent sales tax, and support the promotion and development of new and expanded business enterprises in the city.

II. 4B/LRDC Fund

The 4B Fund provides the support and resources for the operation of the Lancaster Recreational Development Corporation (LRDC). Revenues are provided by .5 percent sales tax, and support the promotion of recreational opportunities such as recreation center, parks, and their associated maintenance.

III. HUD Section 8 Housing Fund (20)

This fund is used to account for the HUD Housing assistance program administered by the City of Lancaster.

IV. 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.

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.

I. 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 valorum taxes on a yearly basis.

II. Bridge Debt Service Fund (24)

This fund was established to account for and track costs associated with debt issued for the construction of a bridge to promote future residential development.

Capital Improvement Funds

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

I. Capital - Streets Improvements Fund (40)

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.

II. Capital – 4B Fund (41)

This fund accounts for 4B capital facilities and projects.

III. Capital – Citywide 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.

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 funds are examples of proprietary funds.

Water and Wastewater Fund

These funds account for water and sewer services provided to the residents of the city. All activities necessary to provide such services are accounted for as a proprietary fund.

I. Water and Wastewater Operating Fund (05)

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 Out (80)

Airport Fund

I. Airport Operating Fund (09)

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

Golf Course Fund

I. Golf Course Operating Fund (18)

The Golf Course Operating Fund accounts for all revenues and expenditures associated with the Lancaster Municipal Golf Course.

Lancaster

Citywide Operating Fund Balances

TOTAL REVENUES	2008	2009	2010		2011
Fund	Actual	Actual	Budget	Estimate	Budget
General Fund	21,114,716	20,977,477	20,029,797	20,982,981	20,162,526
G.O. Debt Service	2,608,416	3,392,644	2,541,520	2,541,531	3,254,063
WaterWastewater	10,207,467	11,783,208	11,859,879	11,222,285	11,716,343
Airport	294,726	302,983	388,361	1,647,209	336,670
HotelMotel	197,785	115,251	88,677	88,677	88,677
LEDC/4A	695,038	778,804	797,756	851,500	901,000
LRDC/4B	1,945,055	2,006,358	2,015,827	2,748,824	2,817,308
Golf Course	70,064	80,974	76,431	76,431	76,431
Sanitation	1,988,397	1,511,867	1,445,771	1,865,188	1,564,999
HAP	8,417,589	8,241,019	8,111,411	8,804,292	8,392,270
E911	227,103	517,257	302,742	269,200	256,984
DHAP	875,315	215,647	-	-	-
Stormwater	887,067	924,929	886,144	1,050,000	1,250,000
Total	49,528,738	50,848,418	48,544,316	52,148,118	50,817,271

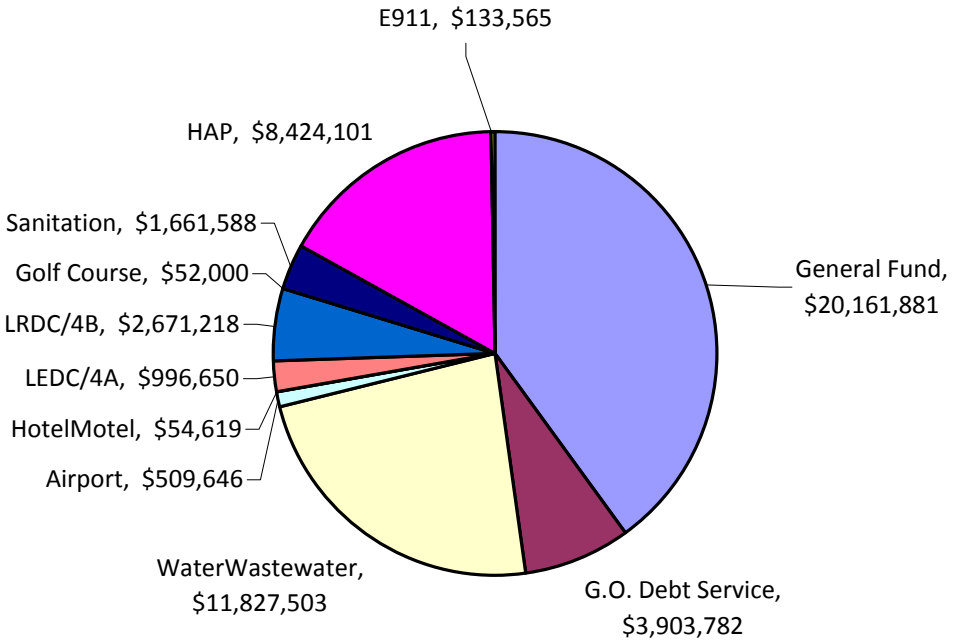
TOTAL EXPENDITURES	2008	2009	2010		2011
Fund	Actual	Actual	Budget	Estimate	Budget
General Fund	23,540,256	19,745,935	19,985,556	23,671,348	20,161,881
G.O. Debt Service	3,236,168	3,101,865	3,516,890	2,052,200	3,903,782
WaterWastewater	10,562,905	11,768,541	11,546,988	15,219,655	11,827,503
Airport	500,462	832,078	681,842	639,885	509,646
HotelMotel	39,700	47,800	92,930	86,721	54,619
LEDC/4A	979,935	1,828,528	1,532,936	600,292	996,650
LRDC/4B	2,289,472	2,827,931	2,889,616	2,826,151	2,671,218
Golf Course	110,730	138,276	52,000	118,200	52,000
Sanitation	2,026,236	1,293,727	1,418,354	1,802,657	1,661,588
HAP	8,552,214	8,285,804	8,159,997	8,759,934	8,424,101
E911	111,510	1,015,407	654,724	709,197	133,565
DHAP	535,906	272,631	-	145,335	-
Stormwater	2,109,148	918,629	1,074,801	970,231	1,501,993
Total	54,594,640	52,077,152	51,606,634	57,601,806	51,898,546

BALANCES	2008	2009	2010		2011
	Actual	Actual	Budget	Estimate	Budget
Net Gain (Loss)	(5,065,903)	(1,228,733)	(3,062,318)	(5,453,688)	(1,081,275)
Beginning Balance	24,144,690	19,036,939	17,798,985	17,798,985	12,345,297
Ending Balance	19,078,788	17,808,206	14,736,667	12,345,297	11,264,022
Ending Balance as % of Expenditures	34.95%	34.20%	28.56%	21.43%	21.70%

City of Lancaster

Citywide Combined Expenditures

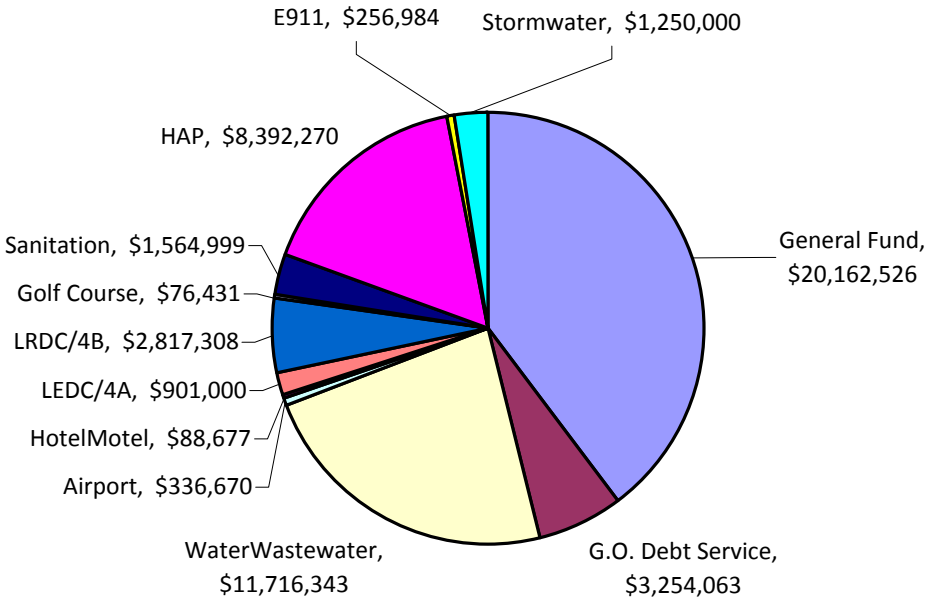
Fund	2010-2011 Budgeted Expenditures
General Fund	$ 20,161,881
G.O. Debt Service	$ 3,903,782
WaterWastewater	$ 11,827,503
Airport	$ 509,646
HotelMotel	$ 54,619
LEDC/4A	$ 996,650
LRDC/4B	$ 2,671,218
Golf Course	$ 52,000
Sanitation	$ 1,661,588
HAP	$ 8,424,101
E911	$ 133,565
Stormwater	$ 1,501,993
Total	**$ 51,898,546**



City of Lancaster

Citywide Combined Revenues

Fund	2010-2011 Budgeted Revenues
General Fund	$ 20,162,526
G.O. Debt Service	$ 3,254,063
WaterWastewater	$ 11,716,343
Airport	$ 336,670
HotelMotel	$ 88,677
LEDC/4A	$ 901,000
LRDC/4B	$ 2,817,308
Golf Course	$ 76,431
Sanitation	$ 1,564,999
HAP	$ 8,392,270
E911	$ 256,984
Stormwater	$ 1,250,000
Total	**$ 50,817,271**



Lancaster

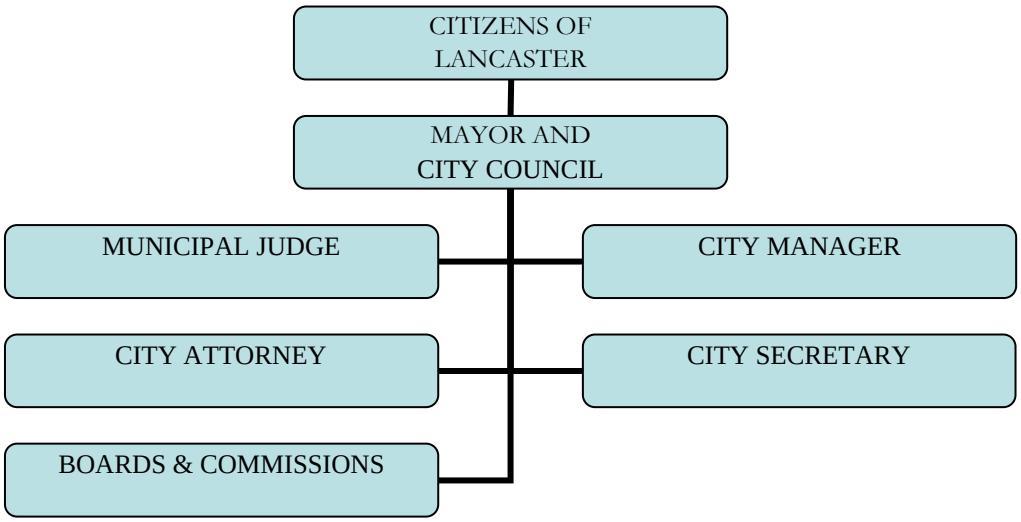
General Fund (01)

REVENUES		2008	2009	2010		2011
Department No	Revenue Source	Actual	Actual	Budget	Estimate	Budget
	PROPERTY TAX	10,335,809	10,904,885	9,613,690	9,665,000	9,788,992
	SALES TAX	3,463,122	3,881,711	3,931,336	4,250,000	4,500,000
	FRANCHISE TAX	2,158,339	1,822,233	1,823,263	1,905,628	1,890,628
	OTHER TAXES	41,853	34,080	39,835	39,835	39,835
	LICENSES AND PERMITS	860,293	651,514	520,914	617,966	548,882
	INTERGOVERNMENTAL	63,226	168,715	213,333	267,683	212,000
	CHARGES FOR SERVICES	670,554	655,234	723,146	595,763	628,592
	FINES AND FORFEITURES	1,139,800	855,979	904,457	716,865	682,058
	INTEREST	56,088	15,629	12,818	12,818	6,000
	MISCELLANEOUS	137,941	525,993	499,584	364,002	273,623
	OPERATING TRANSFERS IN	1,454,834	1,461,504	1,747,421	2,547,421	1,591,916
	LEASE PROCEEDS	732,858	-	-	-	-
	Total	21,114,716	20,977,477	20,029,797	20,982,981	20,162,526

EXPENDITURES		2008	2009	2010		2011
Department No	Description	Actual	Actual	Budget	Estimate	Budget
1	CITY COUNCIL	131,604	23,739	62,050	75,336	86,890
2	ADMINISTRATION	699,162	763,999	621,550	627,207	584,956
5	LEGAL-GENERAL	271,235	238,846	251,991	251,991	175,000
6	BUILDING & ADMINISTRATIVE SVCS	1,075,819	1,007,885	1,036,549	1,064,649	1,000,036
7	LIBRARY	731,451	-	-	-	-
8	MUNICIPAL COURT	465,390	512,763	391,880	376,526	362,754
9	INSPECTION/CODE/FIRE PREV SVCS	474,610	351,702	393,405	332,259	332,313
10	FLEET SERVICES	259,109	257,322	-	38,566	257,024
12	STREETS	1,418,799	823,692	978,537	2,132,872	883,786
13	PARKS AND RECREATION	(7,428)	662,550	758,849	739,534	463,157
14	POLICE	5,891,202	5,498,708	6,199,426	6,205,541	5,678,277
15	FIRE	5,834,052	5,405,257	5,687,426	6,049,835	5,432,060
16	NON-DEPARTMENTAL	1,070,871	576,346	693,778	698,335	1,040,215
17	PLANNING & DEVELOPMENT	618,464	257,985	182,084	167,763	92,156
18	CITY SECRETARY	189,501	170,494	175,270	177,494	182,583
19	FINANCE	790,159	688,410	579,189	775,402	604,699
24	ANIMAL CONTROL	49	117,628	144,908	153,215	152,185
29	PURCHASING	103,684	96,575	98,858	115,522	109,427
31	HUMAN RESOURCES/PERSONNEL	538,351	390,591	322,536	345,150	357,854
32	CIVIL SERVICE	29,088	7,031	6,050	6,050	6,050
34	EMERGENCY COMMUNICATIONS	768,633	700,681	299,790	342,936	745,909
35	CODE ENFORCEMENT	540,550	372,451	361,273	337,375	373,809
36	DEVELOPMENT SERVICES	184,312	304,401	221,175	166,194	161,036
37	INFORMATION TECHNOLOGY	199,996	356,201	357,435	429,374	392,481
38	FIRE MARSHALL	191,039	159,024	161,547	162,222	87,224
57	PARKS DEPARTMENT	945,455	-	-	-	-
80	TRANSFERS OUT	125,036	-	-	1,900,000	600,000
	Total	23,540,256	19,745,935	19,985,556	23,671,348	20,161,881

BALANCES	2008	2009	2010		2011
	Actual	Actual	Budget	Estimate	Budget
Net Gain (Loss)	(2,425,539)	1,231,542	44,241	(2,688,367)	645
Beginning Balance	5,201,463	2,677,652	3,908,328	3,908,328	1,219,961
Ending Balance	2,775,924	3,909,194	3,952,569	1,219,961	1,220,606
Ending Balance as % of Expenditures	11.79%	19.80%	19.78%	5.15%	6.05%

Lancaster



Department Summary

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:

· Adoption of the annual tax rate, water and sewer rates, annual operating budget, and regulatory ordinances;

· Approval of contracts and agreements;

· 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 appoints the Municipal Judge, City Attorney and City Secretary. The Council also 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

- ***Council Goal 1: Financially Sustainable City Government***

- ***Council Goal 2: Quality Development***

- ***Council Goal 3: Healthy, Safe, and Vibrant Neighborhoods***

- ***Council Goal 4: Professional and Committed Workforce***

- ***Council Goal 5: Sound Infrastructure***

- ***Council Goal 6: Civic Engagement***

Budget Summary	2008-2009 Actual	2009-2010 Budget	2009-2010 Estimate	2010-2011 Budget
Personnel				
Supplies	2,071	4,905	3,370	2,800
Maintenance				
Services	21,668	57,145	71,966	84,090
Capital Outlay				
TOTAL	**23,739**	**62,050**	**75,336**	**86,890**

GENERAL FUND

City Council

For Fund #:	1
For Department #:	1
Program#:	0

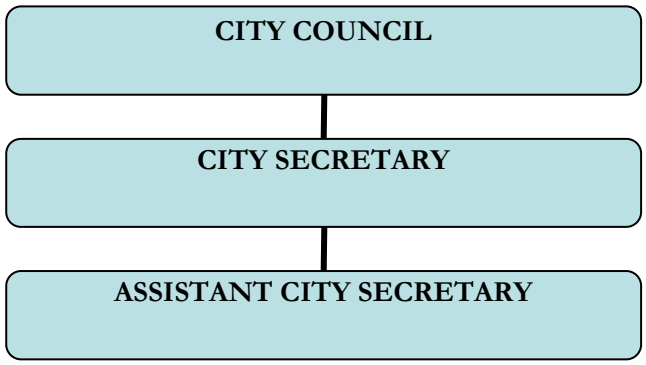
		2008-2009 Actual	2009-2010 Budget	2009-2010 Estimate	2010-2011 Budget
01-0201-01-00	SUPPLIES	725	1,575	1,450	1,400
01-0202-01-00	UNIFORMS AND CLOTHING	-	295	470	250
01-0204-01-00	MINOR EQUIP/FURN/FIX/TOOLS/ETC	418	150	100	100
01-0210-01-00	FOOD/BEV-MEETINGS/FUNCTIONS	920	1,200	1,100	800
01-0214-01-00	POSTAGE/SHIPPING/DELIVERY	9	1,685	250	250
01-0231-01-00	SOFTWARE	-	-	-	-
	Supplies Total	2,071	4,905	3,370	2,800

01-0402-01-00	RENTAL OF EQUIPMENT	1,924	2,400	5,000	7,500
01-0407-01-00	SPECIAL SERVICES	450	6,250	27,180	11,000
01-0408-01-00	ADVERTISING	-	-	-	-
01-0409-01-00	TRAVEL & EDUCATION	1,212	-	-	-
01-0414-01-00	DUES & SUBSCRIPTIONS	(1,622)	4,990	4,200	4,800
01-0416-01-00	OTHER/PROFESSIONAL SERVICES	4,336	4,175	2,700	2,200
01-0419-01-00	AWARDS	-	100	186	150
01-0421-01-00	PRINTING	973	5,030	2,250	500
01-0424-01-00	ELECTION EXPENSE	(987)	10,400	11,100	39,800
01-0462-01-00	CELLULAR TELEPHONE & PAGERS	(26)	2,300	3,350	4,140
01-0526-01-00	TRAVEL & EDUC: CC-MAYOR	3,048	3,500	2,950	2,000
01-0527-01-00	TRAVEL & EDUC: CC-DISTRICT 1	2,092	3,000	2,350	2,000
01-0528-01-00	TRAVEL & EDUC: CC-DISTRICT 2	2,462	3,000	2,000	2,000
01-0529-01-00	TRAVEL & EDUC: CC-DISTRICT 3	2,484	3,000	2,350	2,000
01-0530-01-00	TRAVEL & EDUC: CC-DISTRICT 4	729	3,000	2,000	2,000
01-0531-01-00	TRAVEL & EDUC: CC-DISTRICT 5	1,781	3,000	2,350	2,000
01-0532-01-00	TRAVEL & EDUC: CC-DISTRICT 6	2,813	3,000	2,000	2,000
01-0533-01-00	COUNCIL DISCRETIONARY FUNDS	-	-	-	-
01-0534-01-00	OUTREACH PROGRAM	-	-	-	-
01-0535-01-00	HEALTH DEPARTMENT	-	-	-	-
	Services Total	21,668	57,145	71,966	84,090

	2008-2009 Actual	2009-2010 Budget	2009-2010 Estimate	2010-2011 Budget
Departmental Total	23,739	62,050	75,336	86,890

Lancaster

City Secretary



Personnel Summary

Position	Adopted 08-09	Adopted 09-10	Adopted 10-11
City Secretary	1	1	1
Assistant City Secretary	1	1	1
Total	**2**	**2**	**2**

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 coordinates board and commission appointments, provides administrative assistance to the Mayor and Council and prepares the annual budget for both the Office of the City Secretary and City Council.

Departmental Goals

City Secretary Office Goals:

- 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
- Codification of non-development ordinances for Code of Ordinances (Volume I)
- Conduct General Municipal Election to be held in May 2011
- Develop and implement local permit application process for alcohol beverage permits in compliance with state laws and local ordinances
- Adopt a City Electronic Records Management Policy
- Scan and index Ordinances and Resolutions as adopted
- Serve as a document and information resource for Council, citizens and staff

Workload Indicators	08-09 Actual	09-10 Actual	10-11 Goal
City Council Meetings	48	43	45
Population	36,000	36,200	36,200
Registered Voters	18,350	19,974	20,225
Ordinances Adopted	45	28	35
Resolutions Approved	115	126	130
Ordinances Codified	52	0	50
Proclamations Prepared	10	11	12
Open Records Requests Processed	175	203	220
Elections Held	0	1	1
Quantity of Records Eligible for Destruction (lbs.)	9,641 lbs.	4,252	N/A
Agenda Packet Pages Produced	5,890	5,980	6,050
Legal Notices Published	24	18	20

Performance Measurement	08-09 Actual	09-10 Actual	10-11 Goal
Agenda Packets Prepared by Thursday Before Council Meeting	100%	100%	100%
Open Records Requests processed in accordance with state law	100%	100%	100%
Non-development Ordinances codified	100%	0%	100%
Citywide destruction of eligible records	100%	100%	N/A
"Local" Alcohol Beverage Permits issued	N/A	N/A	100%
Ordinances and Resolutions indexed/scanned as adopted	100%	100%	100%
Council minutes prepared; ordinances and resolutions enrolled	100%	100%	100%
Adoption of Electronic Records Management Policy	N/A	50%	100%

Budget Summary	2008-2009	2009-2010		2010-2011
	Actual	Budget	Estimate	Budget
Personnel	160,782	164,295	166,857	168,799
Supplies	1,929	1,985	1,750	1,625
Maintenance	-	-	-	-
Services	7,783	8,990	8,887	12,159
Capital Outlay	-	-	-	-
TOTAL	**170,494**	**175,270**	**177,494**	**182,583**

GENERAL FUND

City Secretary

For Fund #:	1
For Department #:	18
Program#:	0

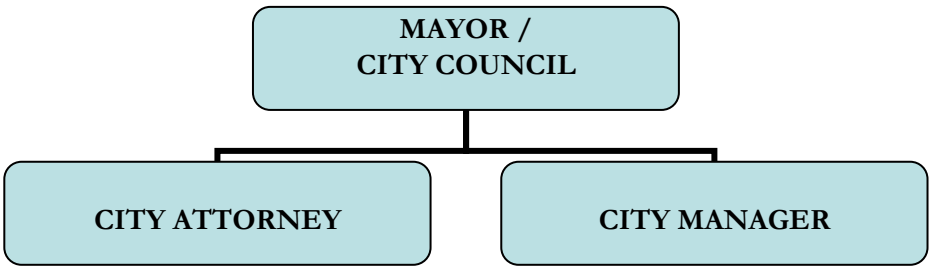
		2008-2009 Actual	2009-2010 Budget	2009-2010 Estimate	2010-2011 Budget
01-0101-18-00	SALARIES-REGULAR	120,696	122,870	122,870	122,870
01-0102-18-00	SALARIES-PART TIME	-	-	-	500
01-0103-18-00	SALARIES-OVERTIME	-	500	500	500
01-0104-18-00	SALARIES-LONGEVITY	387	396	396	492
01-0105-18-00	GROUP HEALTH INSURANCE	8,284	8,678	9,172	10,970
01-0106-18-00	TMRS	14,860	16,681	16,681	18,187
01-0107-18-00	FICA	9,414	9,370	9,660	9,415
01-0109-18-00	SALARIES-WELL PAY	1,019	-	1,019	-
01-0110-18-00	DENTAL INSURANCE	636	634	634	806
01-0111-18-00	CITY MANAGER BENEFITS	-	-	-	-
01-0113-18-00	SALARIES-CAR ALLOWANCE	4,816	4,800	5,022	4,800
01-0114-18-00	SALARIES-ASSIGNMENT PAY	-	-	-	-
01-0120-18-00	GROUP LIFE INSURANCE	21	51	51	68
01-0130-18-00	WORKERS COMPENSATION	650	315	852	191
	Personnel Total	160,782	164,295	166,857	168,799

01-0201-18-00	SUPPLIES	1,624	1,400	1,400	1,275
01-0214-18-00	POSTAGE/SHIPPING/DELIVERY	306	550	350	350
01-0219-18-00	DATA PROCESSING SUPPLIES	-	-	-	-
01-0231-18-00	SOFTWARE	-	-	-	-
	Supplies Total	1,929	1,985	1,750	1,625

01-0401-18-00	TELEPHONE & COMMUNICATIONS	-	-	-	-
01-0402-18-00	RENTAL OF EQUIPMENT	2,149	2,800	5,000	7,500
01-0407-18-00	SPECIAL SERVICES	350	1,500	1,036	1,200
01-0408-18-00	ADVERTISING	94	450	300	175
01-0409-18-00	TRAVEL & EDUCATION	1,347	3,340	1,990	2,600
01-0414-18-00	DUES & SUBSCRIPTIONS	285	350	345	375
01-0416-18-00	OTHER/PROFESSIONAL SERVICES	-	-	-	-
01-0421-18-00	PRINTING	110	50	41	25
01-0452-18-00	FILING FEES	560	500	175	200
01-0539-18-00	MISC. HEALTH BENEFIT	-	-	-	84
01-0559-18-00	CONTRACT/TEMPORARY LABOR	2,888	-	-	-
	Services Total	7,783	8,990	8,887	12,159

	2008-2009 Actual	2009-2010 Budget	2009-2010 Estimate	2010-2011 Budget
Departmental Total	170,494	175,270	177,494	182,583

Lancaster



Department Summary

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 and 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.

Departmental Goals

City Council Goals:

- Take action to legally recover lost revenue from motels within the City
- Assist with all contracts entered into by the City for services
- Serve as legal representation to ensure that City funds are protected against preventable claims and lawsuits
- Serve as an advisor with regards to new purchasing and personnel policies
- Provide legal guidance on ETJ/Annexation Plans
- Advise City Council, City administration, and directors on legal issues concerning new ordinances and resolutions
- Provide orientation and training on basic legal issues for newly elected/appointed officials
- Work with City Council, administration, and public safety departments to ensure that racial profiling does not exist in the City of Lancaster
- Provide annual overview of new legislation and their potential effects to avoid future problems

Workload Indicators	08-09 Actual	09-10 Estimate	10-11 Estimate
N/A			

Performance Measurement	08-09 Actual	09-10 Estimate	10-11 Estimate
N/A			

Budget Summary	2008-2009 Actual	2009-2010 Budget	2009-2010 Estimate	2010-2011 Budget
Personnel	-	-	-	-
Supplies	-	-	-	-
Maintenance	-	-	-	-
Services	238,846	251,991	251,991	175,000
Capital Outlay	-	-	-	-
TOTAL	**238,846**	**251,991**	**251,991**	**175,000**

GENERAL FUND

Legal

For Fund #:	**1**
For Department #:	**5**
Program#:	**0**

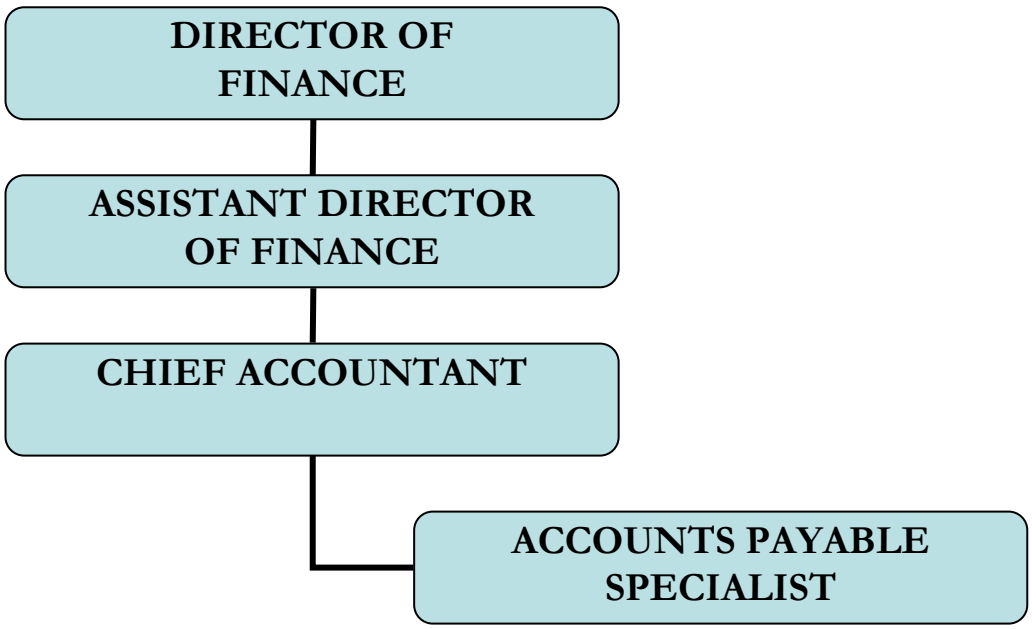
		2008-2009 Actual	2009-2010 Budget	2009-2010 Estimate	2010-2011 Budget
01-0416-05-00	OTHER/PROFESSIONAL SERVICES	-	-	-	-
01-0446-05-00	CITY ATTORNEY FEES	238,846	251,991	251,991	175,000
01-0460-05-00	SETTLEMENT	-	-	-	-
	Services Total	238,846	251,991	251,991	175,000

	2008-2009 Actual	2009-2010 Budget	2009-2010 Estimate	2010-2011 Budget
Departmental Total	238,846	251,991	251,991	175,000

Lancaster

Programs / Activities:
Financial Administration, Accounting,
Fixed Assets, Audit and Budget Support

General Government Division
General Fund



Personnel Summary

Position	Adopted 08-09	Adopted 09-10	Adopted 10-11
Director of Finance	1	1	1
Asst. Director of Finance	1	1	1
Chief Accountant	1	1	1
Accountant	1	1	0
Accounting Generalist	1	0	0
Accounts Payable Specialist	1	1	1
Total	**6**	**5**	**4**

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

City Council Goals:

- Provide financial information to all users in the form, frequency, and the timeliness needed for management decisions
- Coordinate the preparation of the Comprehensive Annual Financial Report (CAFR) with the external auditors
- Coordinate with the City Manager's Office in the preparation of the Annual Operating Budget and Five-Year Forecasts
- Develop and implement city-wide accounting and purchasing procedures and policies
- Implement on-line bill paying system
- 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
- Safeguard the City's fixed assets through periodic inventories and reports

Workload Indicators	08-09 Actual	09-10 Actual	10-11 Target
Checking Accounts	8	8	8
Journal Entries Made	4,910	5,100	5,100
Bank Statements Reconciled	96	96	96
Monthly Operations Reports	12	12	12
Accounts Payable Checks Processed	6,883	5,100	5,100
Void Checks	500	400	400

Performance Measurement	08-09 Actual	09-10 Actual	10-11 Target
Bank Reconcilliations Finished by Month End	100%	100%	100%
Monthly Closeouts within 10 Days of Month End	12	12	12
Vendors Paid within 30 Days	99%	99%	99%
Checks Available for Review every Monday	100%	100%	100%
Audit presentation to Council (Months after year end)	10	7	7

Budget Summary	2008-2009 Actual	2009-2010 Budget	2009-2010 Estimate	2010-2011 Budget
Personnel	443,250	403,455	400,351	359,986
Supplies	8,821	14,391	15,210	8,941
Maintenance	-	500	500	500
Services	236,338	160,843	359,341	235,272
Capital Outlay	-	-	-	-
TOTAL	**688,409**	**579,189**	**775,402**	**604,699**

GENERAL FUND

Finance

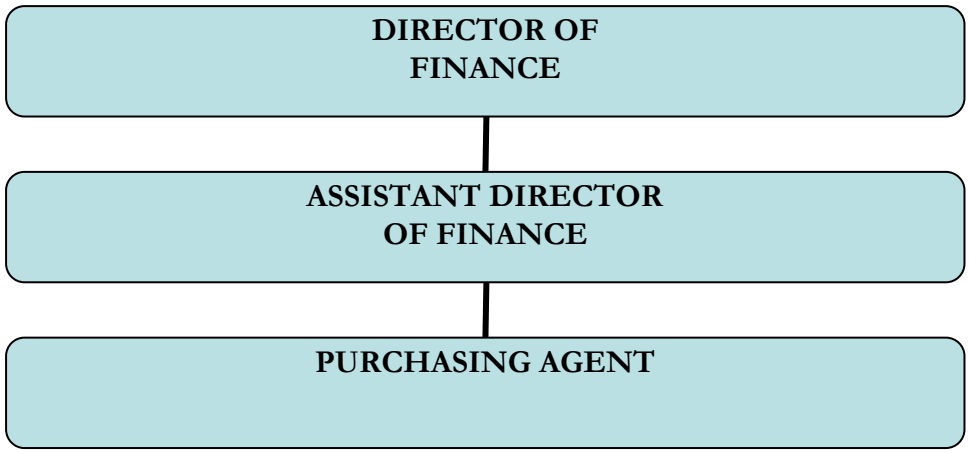
For Fund #:	1
For Department #:	19
Program#:	0

		2008-2009 Actual	2009-2010 Budget	2009-2010 Estimate	2010-2011 Budget
01-0101-19-00	SALARIES-REGULAR	337,829	300,827	302,073	261,956
01-0102-19-00	SALARIES-PART TIME	-	-	-	-
01-0103-19-00	SALARIES-OVERTIME	537	-	287	-
01-0104-19-00	SALARIES-LONGEVITY	560	656	656	608
01-0105-19-00	GROUP HEALTH INSURANCE	30,459	33,609	27,589	35,145
01-0106-19-00	TMRS	40,664	39,902	40,386	37,798
01-0107-19-00	FICA	24,939	21,558	21,558	18,409
01-0109-19-00	SALARIES-WELL PAY	1,260	-	899	-
01-0110-19-00	DENTAL INSURANCE	1,381	1,265	1,265	806
01-0113-19-00	SALARIES-CAR ALLOWANCE	4,816	4,800	4,800	4,800
01-0120-19-00	GROUP LIFE INSURANCE	17	85	85	68
01-0130-19-00	WORKERS COMPENSATION	788	753	753	396
	Personnel Total	443,250	403,455	400,351	359,986
01-0201-19-00	SUPPLIES	5,112	4,259	4,259	4,259
01-0204-19-00	MINOR EQUIP/FURN/FIX/TOOLS/ETC	1,067	-	700	800
01-0210-19-00	FOOD/BEV-MEETINGS/FUNCTIONS	-	-	119	-
01-0211-19-00	OTHER OPERATIONAL SUPPLIES	-	-	-	-
01-0214-19-00	POSTAGE/SHIPPING/DELIVERY	2,557	3,532	3,532	3,532
01-0219-19-00	DATA PROCESSING SUPPLIES	-	-	-	-
01-0231-19-00	SOFTWARE	85	6,600	6,600	350
	Supplies Total	8,821	14,391	15,210	8,941
01-0342-19-00	MAINT-DATA PROC EQUIPMENT	-	500	500	500
	Maintenance Total	-	500	500	500
01-0401-19-00	TELEPHONE & COMMUNICATIONS	346	-	350	-
01-0402-19-00	RENTAL OF EQUIPMENT	5,930	2,388	2,388	2,388
01-0407-19-00	SPECIAL SERVICES	298	-	298	-
01-0408-19-00	ADVERTISING	-	-	-	-
01-0409-19-00	TRAVEL & EDUCATION	3,254	4,130	6,500	10,500
01-0414-19-00	DUES & SUBSCRIPTIONS	2,246	1,725	1,725	980
01-0416-19-00	OTHER/PROFESSIONAL SERVICES	-	-	4,780	4,780
01-0417-19-00	IRS Penalties	-	-	-	-
01-0420-19-00	INTERNAL TRAINING	-	-	-	-
01-0421-19-00	PRINTING	1,265	600	1,800	1,700
01-0425-19-00	WORKERS COMPENSATION	-	-	-	-
01-0437-19-00	CONTRACT AUDIT SERVICES	102,478	40,000	205,000	65,000
01-0440-19-00	CONSULTANT AND ADVISORY FEES	-	-	-	-
01-0442-19-00	COMPUTER PROFESSIONAL SERVIC	19,789	17,000	29,000	38,200
01-0444-19-00	TAX APPRAISAL	62,024	64,000	64,000	59,000
01-0462-19-00	CELLULAR TELEPHONE & PAGERS	-	-	-	40
01-0476-19-00	Acct Analysis Fees-JPM	18,511	6,000	18,500	27,600
01-0493-19-00	MOVING EXPENSE	-	-	-	-
01-0537-19-00	DALLAS COUNTY TAX COLL SVCS	20,197	25,000	25,000	25,000
01-0539-19-00	MISC. HEALTH BENEFIT	-	-	-	84
01-0546-19-00	REFUNDS	-	-	-	-
01-0559-19-00	CONTRACT/TEMPORARY LABOR	-	-	-	-
	Services Total	236,338	160,843	359,341	235,272

	2008-2009 Actual	2009-2010 Budget	2009-2010 Estimate	2010-2011 Budget
Departmental Total	688,410	579,189	775,402	604,699

Lancaster

Purchasing



Personnel Summary

Position	Adopted 08-09	Adopted 09-10	Adopted 10-11
Purchasing Agent	1	1	1
Total	**1**	**1**	**1**

Department Narrative

The Purchasing Division is responsible for handling all purchasing activities of the Finance Department. This division was separated from the Finance Administration Division beginning the 2007-2008 Fiscal Year in an attempt to better track operations and costs associated with purchasing.

Departmental Goals

City Council Goals:
(Financially Sustainable City Government)

- Provide assistance to departments within the City for securing materials / services in the most efficient and economical way that adheres to all related Texas purchasing statutes and the internal purchasing policy
- Complete training and implementation of new purchasing software/requisition system.
- Complete update of vendor database

Workload Indicators	08-09 Actual	09-10 Actual	10-11 Target
Bids Processed	50	69	75
Quotes	40	47	50
Construction	2	7	4
Professional Services	2	1	1
Annual Contracts	20	14	15
Requisitions Processed	1,239	1,431	1,500
Procurement Card Transactions	4,250	4,210	4,500
Purchase Orders Processed	1,385	1,387	1,400

Performance Measurement	08-09 Actual	09-10 Actual	10-11 Target
Vendor Inquries Resolved Within 48 Hours	100%	100%	100%
Electronic Vendor Self Update	N/A	100%	N/A
Electronic Procurement System Operational	N/A	100%	N/A

Budget Summary	2008-2009 Actual	2009-2010 Budget	2009-2010 Estimate	2010-2011 Budget
Personnel	80,419	80,769	80,769	82,637
Supplies	3,018	3,700	4,700	1,520
Maintenance	-	-	-	-
Services	13,138	14,389	30,053	25,270
Capital Outlay	-	-	-	-
TOTAL	96,575	98,858	115,522	109,427

GENERAL FUND

Purchasing

For Fund #:	1
For Department #:	29
Program#:	0

		2008-2009 Actual	2009-2010 Budget	2009-2010 Estimate	2010-2011 Budget
01-0101-29-00	SALARIES-REGULAR	62,731	62,221	62,221	62,221
01-0103-29-00	SALARIES-OVERTIME	-	-	-	-
01-0104-29-00	SALARIES-LONGEVITY	255	248	248	296
01-0105-29-00	GROUP HEALTH INSURANCE	4,589	4,942	4,942	6,029
01-0106-29-00	TMRS	7,434	8,200	8,200	8,905
01-0107-29-00	FICA	4,690	4,669	4,669	4,673
01-0109-29-00	SALARIES-WELL PAY	239	-	-	-
01-0110-29-00	DENTAL INSURANCE	318	317	317	403
01-0120-29-00	GROUP LIFE INSURANCE	17	17	17	17
01-0130-29-00	WORKERS COMPENSATION	146	155	155	93
	Personnel Total	80,419	80,769	80,769	82,637
01-0201-29-00	SUPPLIES	2,220	1,000	1,000	1,000
01-0204-29-00	MINOR EQUIP/FURN/FIX/TOOLS/ETC	-	-	1,000	-
01-0210-29-00	FOOD/BEV-MEETINGS/FUNCTIONS	9	-	-	20
01-0214-29-00	POSTAGE/SHIPPING/DELIVERY	604	500	500	500
01-0218-29-00	FUEL & OIL	-	-	-	-
01-0219-29-00	DATA PROCESSING SUPPLIES	-	-	-	-
01-0231-29-00	SOFTWARE	184	2,200	2,200	-
	Supplies Total	3,018	3,700	4,700	1,520
01-0401-29-00	TELEPHONE & COMMUNICATIONS	286	-	334	-
01-0402-29-00	RENTAL OF EQUIPMENT	1,592	2,388	2,388	2,388
01-0407-29-00	SPECIAL SERVICES	-	4,000	10,162	4,000
01-0408-29-00	ADVERTISING	1,942	700	700	700
01-0409-29-00	TRAVEL & EDUCATION	2,190	2,581	2,581	3,431
01-0414-29-00	DUES & SUBSCRIPTIONS	561	620	620	620
01-0415-29-00	TRANS TO VEHICLE REPL FUND	-	-	-	-
01-0421-29-00	PRINTING	1,284	700	700	700
01-0425-29-00	WORKERS COMPENSATION	-	-	-	-
01-0434-29-00	SPECIAL EVENTS	135	400	400	400
01-0442-29-00	COMPUTER PROFESSIONAL SERVIC	5,148	3,000	12,168	13,010
01-0464-29-00	RENTAL OF OFFICE SPACE	-	-	-	-
01-0539-29-00	MISC. HEALTH BENEFIT	-	-	-	21
01-0559-29-00	CONTRACT/TEMPORARY LABOR	-	-	-	-
	Services Total	13,138	14,389	30,053	25,270

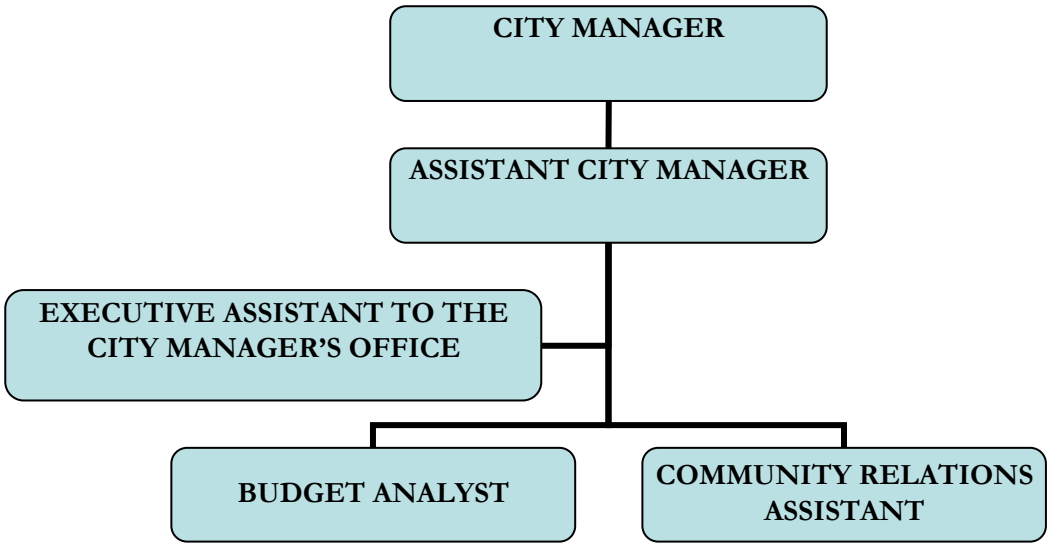
	2008-2009 Actual	2009-2010 Budget	2009-2010 Estimate	2010-2011 Budget
Departmental Total	96,575	98,858	115,522	109,427

Lancaster

City Manager's Office

Programs / Activities:
City Management, Community Relations
Public Information, Budget

General Government Division
General Fund



Personnel Summary

Position	Adopted 08-09	Adopted 09-10	Adopted 10-11
City Manager	1	1	1
Asst. City Manager	1	1	1
Community Relations Coordinator	1	0.5	0
Budget Analyst	1	0.75	0.75
CM Executive Assistant	1	1	1
Community Relations Assist.	1	1	0.5
Total	**6**	**5.25**	**4.25**

Department Narrative

The City of Lancaster has a Council/Manager form of government where the City Council sets policy and the City Manager is charged with carrying out the policies and programs approved by the City Council and providing administrative leadership. The City Manager is responsible for the City's daily operations, hiring department heads, supervising City personnel, directing and coordinating all municipal programs, enforcing all municipal laws and ordinances, and recommending an annual budget. The city manager's office is also directly responsible for community relations and the all budget responsibilities.

Departmental Goals

City Council Goals:

- Direct and coordinate the successful implementation of High Performance Organization (HPO) activities and objectives
- Increase accountability and efficiency of departments through regular budget and performance measurement analysis
- 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
- Use the WebQA system to improve communication between city staff and residents thus placing Lancaster on the cutting edge of e-government technology
- Coordinate community relations activities including special events
- Address the funding and implementation of capital improvement projects deemed beneficial to the City
- Support historical preservation, beautification, and conservation initiatives through leadership and community outreach
- 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
- Coordinate the establishment of homeowner associations and public improvement districts

Workload Indicators	08-09 Actual	09-10 Estimate	10-11 Goal
Population	36,000	36,000	36,000
City Council Meetings	45	45	45
Executive Team Meetings	50	50	50
General Fund Expenditures	$19,745,935	$23,671,348	$20,161,881
Total Municipal Budgeted Expenditures	$52,077,152	$57,601,806	$51,898,546
City Sponsored Special Events	15	14	14
Citizen Relationship Management Requests	2,200	2,200	2,200

Performance Measurement	08-09 Actual	09-10 Estimate	10-11 Goal
Proposed budget presented to City Council before August	Completed	Completed	Completed
Weekly updates presented on-time	100%	100%	100%
Responses to policy questions within 24 hours	100%	100%	100%
General Fund budget per capita	$548.50	$657.54	$560.05
CMO as percentage of General Fund Expenditures	2.92%	3.10%	3.10%
Operations and Maintenance Tax Rate (per $100 assessed value)	$0.64410	$0.61410	$0.65020
Total Tax Rate	$0.77750	$0.77750	$0.86750

Budget Summary	2008-2009	2009-2010		2010-2011
	Actual	Budget	Estimate	Budget
Personnel	667,849	568,711	553,616	530,087
Supplies	10,604	13,860	13,400	13,465
Maintenance	1,071	-	-	-
Services	52,876	38,979	60,191	41,404
Capital Outlay	-	-	-	-
TOTAL	**732,400**	**621,550**	**627,207**	**584,956**

GENERAL FUND

CMO

For Fund #:	1
For Department #:	2
Program#:	0

		2008-2009 Actual	2009-2010 Budget	2009-2010 Estimate	2010-2011 Budget
01-0101-02-00	SALARIES-REGULAR	496,184	432,746	393,000	391,041
01-0102-02-00	SALARIES-PART TIME	-	-	-	-
01-0103-02-00	SALARIES-OVERTIME	2,107	-	3,500	-
01-0104-02-00	SALARIES-LONGEVITY	952	1,036	807	990
01-0105-02-00	GROUP HEALTH INSURANCE	34,916	31,594	27,291	37,978
01-0106-02-00	TMRS	74,737	58,536	72,000	57,618
01-0107-02-00	FICA	41,206	26,646	38,000	23,476
01-0109-02-00	SALARIES-WELL PAY	182	-	1,431	1,500
01-0110-02-00	DENTAL INSURANCE	1,582	1,344	877	1,209
01-0113-02-00	SALARIES-CAR ALLOWANCE	14,716	15,600	15,600	15,600
01-0114-02-00	SALARIES-ASSIGNMENT PAY	-	-	-	-
01-0120-02-00	GROUP LIFE INSURANCE	62	106	106	72
01-0130-02-00	WORKERS COMPENSATION	1,205	1,103	1,004	603
	Personnel Total	667,849	568,711	553,616	530,087
01-0201-02-00	SUPPLIES	2,878	2,000	3,000	2,000
01-0202-02-00	UNIFORMS AND CLOTHING	58	-	-	-
01-0204-02-00	MINOR EQUIP/FURN/FIX/TOOLS/ETC	150	-	-	-
01-0210-02-00	FOOD/BEV-MEETINGS/FUNCTIONS	1,465	900	900	700
01-0211-02-00	OTHER OPERATIONAL SUPPLIES	-	-	-	-
01-0214-02-00	POSTAGE/SHIPPING/DELIVERY	5,760	8,710	9,500	10,765
01-0218-02-00	FUEL & OIL	110	-	-	-
01-0231-02-00	SOFTWARE	184	2,250	-	-
	Supplies Total	10,604	13,860	13,400	13,465
01-0302-02-00	MAINT-MOTOR VEHICLES	1,071	-	-	-
	Maintenance Total	1,071	-	-	-
01-0401-02-00	TELEPHONE & COMMUNICATIONS	-	-	-	-
01-0402-02-00	RENTAL OF EQUIPMENT	2,656	3,646	4,600	2,703
01-0407-02-00	SPECIAL SERVICES	1,715	1,715	1,715	1,715
01-0408-02-00	ADVERTISING	365	500	500	500
01-0409-02-00	TRAVEL & EDUCATION	23,560	15,245	15,245	10,000
01-0414-02-00	DUES & SUBSCRIPTIONS	2,479	4,225	4,225	3,475
01-0415-02-00	TRANS TO VEHICLE REPL FUND	-	-	-	-
01-0416-02-00	OTHER/PROFESSIONAL SERVICES	416	-	-	-
01-0419-02-00	AWARDS	-	-	-	-
01-0420-02-00	INTERNAL TRAINING	-	-	-	-
01-0421-02-00	PRINTING	21,550	13,648	17,000	17,922
01-0442-02-00	COMPUTER PROFESSIONAL SERVICES	-	-	4,808	5,000
01-0456-02-00	NEWSLETTER	-	-	-	-
01-0462-02-00	CELLULAR TELEPHONE & PAGERS	-	-	-	-
01-0539-02-00	MISC. HEALTH BENEFIT	-	-	-	89
01-0559-02-00	CONTRACT/TEMPORARY LABOR	134	-	12,098	-
	Services Total	52,876	38,979	60,191	41,404

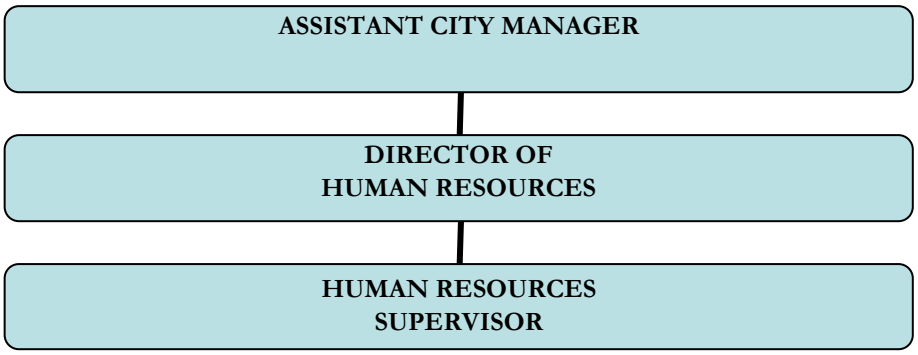
	2008-2009 Actual	2009-2010 Budget	2009-2010 Estimate	2010-2011 Budget
Departmental Total	732,400	621,550	627,207	584,956

Lancaster

Human Resources

Programs / Activities:
Personnel, Risk Management
Payroll, Benefit Administration

General Government Division
General Fund



Personnel Summary

Position	Adopted 08-09	Adopted 09-10	Adopted 10-11
Director of Human Resources	1	1	1
Human Resource Supervisor	1	1	1
Compensation & Benefits Specialist	1	0	0
Human Resources Assistant	1	0	0
TOTAL	**4**	**2**	**2**

Department Narrative

The Human Resource Department of the City of Lancaster strives to provide superior service delivery to internal and external customers with the assistance of staff, the employee website, and the implementation of HPO management concepts. The department provides fundamental services and programs in an effort to attract, maintain, and motivate a qualified work force. The department is also responsible for all aspects of payroll, and all safety related issues concerning the city and its employees.

Departmental Goals

City Council Goals:

- Recruit, attract and select the best employees for Lancaster
- Empower managers and employees throughout the city organization
- Have a market-based compensation system
- Develop performance-based evaluation systems
- Management and Supervisory Skills (6 Month) Development
- Job Description Updates

Workload Indicators	08-09 Actual	09-10 Actual	10-11 Goal
Total Full-time City of Lancaster Employees	272	274	265
Applications Received and Processed	2783	3424	4000
Liability and Property Claims	29	56	50
Pre-Hire Drug Screens and Background Checks	45	63	30
In-House Training Programs	11	11	11
Benefit Programs Managed	17	17	17
Workers Compensation Claims	40	56	50

Performance Measurement	08-09 Actual	09-10 Actual	10-11 Goal
Turnover in Agency (Calendar year)	12%	16%	7%
Accurate Payroll Checks	100%	99.95%	100%
Evaluations Completed On-Time	90%	90%	95%
Job Postings within 24 Hours	100%	98%	100%
Claims Proceessed within 7 Days	100%	100%	100%

Budget Summary	2008-2009 Actual	2009-2010 Budget	2009-2010 Estimate	2010-2011 Budget
Personnel	240,424	196,346	201,166	205,553
Supplies	7,671	7,400	7,400	7,400
Maintenance	-	650	650	-
Other Services	142,495	118,140	135,934	144,901
Capital Outlay	-	-	-	-
TOTAL	390,591	322,536	345,150	357,854

GENERAL FUND

Human Resources

For Fund #:	1
For Department #:	31
Program#:	0

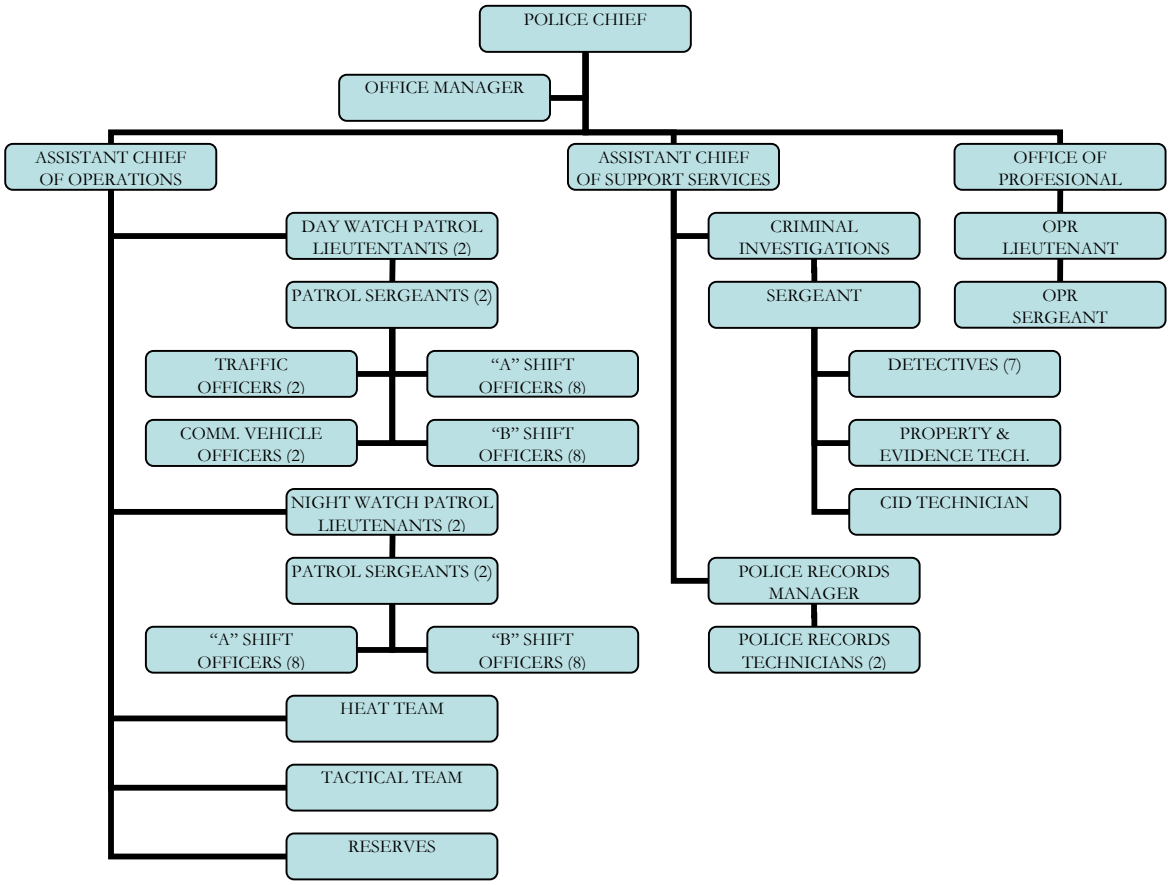
		2008-2009 Actual	2009-2010 Budget	2009-2010 Estimate	2010-2011 Budget
01-0101-31-00	SALARIES-REGULAR	184,140	149,405	149,405	154,326
01-0102-31-00	SALARIES-PART TIME	-	-	3,000	-
01-0103-31-00	SALARIES-OVERTIME	-	-	1,000	-
01-0104-31-00	SALARIES-LONGEVITY	376	376	376	472
01-0105-31-00	GROUP HEALTH INSURANCE	13,518	9,884	9,884	12,058
01-0106-31-00	TMRS	22,132	20,136	20,136	22,559
01-0107-31-00	FICA	13,695	11,017	11,017	11,069
01-0109-31-00	SALARIES-WELL PAY	-	-	-	-
01-0110-31-00	DENTAL INSURANCE	496	314	314	-
01-0112-31-00	SALARIES-OUT OF CLASS	-	-	-	-
01-0113-31-00	SALARIES-CAR ALLOWANCE	4,816	4,800	4,800	4,800
01-0114-31-00	SALARIES-ASSIGNMENT PAY	-	-	-	-
01-0120-31-00	GROUP LIFE INSURANCE	46	34	34	34
01-0130-31-00	WORKERS COMPENSATION	1,205	380	1,200	235
	Personnel Total	240,424	196,346	201,166	205,553
01-0201-31-00	SUPPLIES	5,310	6,000	6,000	6,000
01-0202-31-00	UNIFORMS AND CLOTHING	-	-	-	-
01-0204-31-00	MINOR EQUIP/FURN/FIX/TOOLS/ETC	150	-	-	-
01-0210-31-00	FOOD/BEV-MEETINGS/FUNCTIONS	742	350	350	350
01-0211-31-00	OTHER OPERATIONAL SUPPLIES	-	-	-	-
01-0214-31-00	POSTAGE/SHIPPING/DELIVERY	806	500	500	500
01-0215-31-00	TRAINING SUPPLIES	663	550	550	550
01-0231-31-00	SOFTWARE	-	-	-	-
	Supplies Total	7,671	7,400	7,400	7,400
01-0313-31-00	MAINT-FURN & FIXTURES	-	150	150	-
01-0318-31-00	MAINT-OFFICE EQUIPMENT	-	500	500	-
01-0342-31-00	MAINT-DATA PROC EQUIPMENT	-	-	-	-
	Maintenance Total	-	650	650	-
01-0401-31-00	TELEPHONE & COMMUNICATIONS	-	-	-	-
01-0402-31-00	RENTAL OF EQUIPMENT	2,415	2,700	2,700	2,700
01-0407-31-00	SPECIAL SERVICES	-	-	-	-
01-0408-31-00	ADVERTISING	5,410	6,500	3,000	6,500
01-0409-31-00	TRAVEL & EDUCATION	2,422	3,550	1,000	3,550
01-0410-31-00	UTILITIES - ELECTRICITY	-	-	-	-
01-0414-31-00	DUES & SUBSCRIPTIONS	1,355	845	845	845
01-0416-31-00	OTHER/PROFESSIONAL SERVICES	23,569	17,620	17,620	17,620
01-0418-31-00	MEDICAL EXPENSE	2,500	3,500	3,500	3,500
01-0419-31-00	AWARDS	581	500	500	500
01-0420-31-00	INTERNAL TRAINING	5,900	7,875	5,000	7,875
01-0421-31-00	PRINTING	984	2,550	2,550	2,550
01-0425-31-00	WORKERS COMPENSATION	-	-	-	-
01-0434-31-00	SPECIAL EVENTS	-	-	-	-
01-0440-31-00	CONSULTANT AND ADVISORY FEES	12,732	15,000	15,000	15,000
01-0442-31-00	COMPUTER PROFESSIONAL SERVICES	40,175	57,500	47,500	57,500
01-0462-31-00	CELLULAR TELEPHONE & PAGERS	85	-	-	-
01-0464-31-00	RENTAL OF OFFICE SPACE	26,719	-	26,719	26,719
01-0539-31-00	MISC. HEALTH BENEFIT	-	-	-	42
01-0559-31-00	CONTRACT/TEMPORARY LABOR	17,650	-	10,000	-
	Services Total	142,495	118,140	135,934	144,901

	2008-2009 Actual	2009-2010 Budget	2009-2010 Estimate	2010-2011 Budget
Departmental Total	390,591	322,536	345,150	357,854

Lancaster

Programs / Activities:
Patrol, Criminal Investigations, Traffic,
Property and Evidence, Community Outreach

Public Safety Division
General Fund



Personnel Summary

Position	Adopted 08-09	Adopted 09-10	Adopted 10-11
Police Chief	1	1	1
Assistant Police Chief	2	2	2
Lieutenant	6	6	6
Sergeant	7	7	7
Police Officer	43	46	36
Police Officer (Grant)	0	0	3
Records Supervisor	1	1	1
Office Manager	1	1	1
City Marshal	0	0	0
CID Technician	1	1	1
Property & Evidence Tech.	1	1	1
Police Technicians	2	1	1
Part-Time	0.5	0.5	0.5
Total	**65.5**	**67.5**	**60.5**

Departmental Goals

City Council Goals:
(Greater Community Unity and Pride; The Preferred Place to Live: Families and Professionals)

- Increase the Department's partnership with citizens, neighborhoods, schools, and other community groups
- Increase awareness of crime prevention measures by creating crime watch groups for businesses
- Foster citizen interaction and education by hosting Public Safety Academy Programs
- Encourage citizen participation through programs such as Citizens On Patrol
- Enhance departmental efficiency by reducing officer downtime and developing user friendly reports
- Enhance law enforcement accountability through strengthening beat reporting, increasing traffic safety enforcement, enhancing the Reserve Police Officer Program, and streamlining the Internal Affairs Investigation system
- Investigate cooperative agreements with other law enforcement agencies on items such as training, intelligence sharing, and grant opportunities

Workload Indicators	08-09 Actual	09-10 Actual	10-11 Target
City Population / Square City Miles	36,000 / 30	36,225/30	36,225/30
Sworn Officers	56	54	54
Calls for Service	29,167	31,000	31,000
Citations / Violations	6254/9427	5154/7894	5154/7894
Arrests	2,284	2,850	2,850
Accidents Reported	630	650	650
Part I Crimes	2,119	2,050	2,050
Public Safety Academies	1	1	1
Attendance at National Night Out Events	0	10	7

Performance Measurement	08-09 Actual	09-10 Actual	10-11 Target
Homeowner's Association Meeting Attendance	5	5	5
New Community Watch Groups Created		10	10
New Business Crime Watch Areas Created	1	2	2
Crime Victim Liaison Program	Completed	N/A	N/A
Partnership with UNT-Dallas Criminal Justice Program	Ongoing	Ongoing	Ongoing
Average Offense Report Completion Time	45 Minutes	45 Minutes	45 Minutes
Average Arrest Report Completion Time	60 Minutes	60 Minutes	60 Minutes
Average Accident Report Completion Time	50 Minutes	50 Minutes	50 Minutes
Average Emergency Response Time	4.51 Minutes	4.51 Minutes	4.51 Minutes
Average Non-Emergency Response Time	9.5 Minutes		
Part I Crimes per 1000 Population	58	58	58
Sworn Officers per 1000 Population / per Square City Mile	1.5/ 1.8	1.5/ 1.8	1.5/ 1.8

Budget Summary	2008-2009 Actual	2009-2010 Budget	2009-2010 Estimate	2010-2011 Budget
Personnel	4,830,350	5,421,782	5,145,693	5,039,641
Supplies	223,264	198,322	311,673	176,000
Maintenance	68,140	191,420	136,420	89,420
Services	376,954	387,902	473,601	373,216
Capital Outlay	-	-	138,154	-
TOTAL	**5,498,708**	**6,199,426**	**6,205,541**	**5,678,277**

Total Police Operations

Fund Number	Department Number	Program Number	Department Description	2008-2009 Actual	2009-2010 Budget	2009-2010 Estimate	2010-2011 Budget
01	14	00	Police	5,493,396	6,199,426	5,950,502	5,475,473
01	14	10	Victims Assistance Grant	183	-	32,994	25,594
01	14	11	COPS Grant	-	-	-	177,210
01	14	12	DOJ Grant - Cameras	-	-	136,454	-
01	14	13	2009 JAG Grant	-	-	81,091	-
01	14	14	Walmart Grant	-	-	-	-
01	14	15	HEAT - Youth Program	-	-	2,000	-
01	14	16	LEOSE	-	-	2,500	-
			Total Police Operations	5,493,579	6,199,426	6,205,541	5,678,277

GENERAL FUND

Police

For Fund #:	1
For Department #:	14
Program#:	0

		2008-2009 Actual	2009-2010 Budget	2009-2010 Estimate	2010-2011 Budget
01-0101-14-00	SALARIES-REGULAR	3,288,604	3,695,223	3,450,000	3,218,767
01-0102-14-00	SALARIES-PART TIME	8,619	10,681	10,681	21,362
01-0103-14-00	SALARIES-OVERTIME	238,545	185,000	250,000	185,000
01-0104-14-00	SALARIES-LONGEVITY	22,108	23,264	23,030	22,368
01-0105-14-00	GROUP HEALTH INSURANCE	375,971	496,188	430,000	533,920
01-0106-14-00	TMRS	421,093	522,305	485,000	494,711
01-0107-14-00	FICA	291,585	285,406	285,406	245,911
01-0109-14-00	SALARIES-WELL PAY	24,617	-	30,001	-
01-0110-14-00	DENTAL INSURANCE	10,935	16,196	10,102	10,478
01-0112-14-00	SALARIES-OUT OF CLASS	-	-	-	-
01-0114-14-00	SALARIES-ASSIGNMENT PAY	41,042	60,320	38,180	31,200
01-0115-14-00	CERTIFICATION PAY	33,351	35,485	34,373	34,282
01-0116-14-00	SALARIES-EDUCATION PAY	-	-	-	-
01-0117-14-00	SALARIES-SECOND LANGUAGE	-	-	-	-
01-0120-14-00	GROUP LIFE INSURANCE	911	1,105	690	986
01-0130-14-00	WORKERS COMPENSATION	72,805	90,609	72,500	44,388
	Personnel Total	4,830,185	5,421,782	5,119,963	4,843,373
01-0201-14-00	SUPPLIES	8,294	7,000	7,000	7,000
01-0202-14-00	UNIFORMS AND CLOTHING	32,759	30,082	30,082	7,500
01-0203-14-00	MOTOR VEHICLE SUPPLIES	11,833	-	9,000	-
01-0204-14-00	MINOR EQUIP/FURN/FIX/TOOLS/ETC	15,512	3,450	3,450	3,450
01-0205-14-00	JANITORIAL & CLEANING SUPPLIES	-	150	150	150
01-0208-14-00	EDUCATION & REC SUPPLIES	187	500	500	500
01-0210-14-00	FOOD/BEV-MEETINGS/FUNCTIONS	1,672	850	850	850
01-0211-14-00	OTHER OPERATIONAL SUPPLIES	18,817	9,040	9,040	2,000
01-0212-14-00	AMMUNITION	5,939	15,000	13,000	7,500
01-0214-14-00	POSTAGE/SHIPPING/DELIVERY	2,718	3,000	3,000	3,000
01-0215-14-00	TRAINING SUPPLIES	12,709	8,250	8,250	8,250
01-0218-14-00	FUEL & OIL	100,420	114,000	135,000	125,000
01-0219-14-00	DATA PROCESSING SUPPLIES	9,327	4,000	4,000	4,000
01-0220-14-00	INVESTIGATION SUPPLIES	2,463	3,000	3,000	3,000
	Supplies Total	222,651	198,322	226,322	172,200
01-0301-14-00	MAINT-BLDG & STRUCTURES	3,561	-	2,000	-
01-0302-14-00	MAINT-MOTOR VEHICLES	59,018	187,000	130,000	85,000
01-0303-14-00	MAINT-EQUIP & MACHINERY	10	920	920	920
01-0314-14-00	MAINT-RADIO EQUIPMENT	602	2,500	2,500	2,500
01-0318-14-00	MAINT-OFFICE EQUIPMENT	-	-	-	-
01-0342-14-00	MAINT-DATA PROC EQUIPMENT	433	1,000	1,000	1,000
01-0363-14-00	MAINT-LOCKS & KEYS	-	-	-	-
	Maintenance Total	63,623	191,420	136,420	89,420
01-0401-14-00	TELEPHONE & COMMUNICATIONS	3,378	-	6,000	-
01-0402-14-00	RENTAL OF EQUIPMENT	8,357	9,000	9,000	9,000
01-0407-14-00	SPECIAL SERVICES	53,889	68,000	68,000	68,000
01-0409-14-00	TRAVEL & EDUCATION	30,848	26,100	26,100	22,000
01-0414-14-00	DUES & SUBSCRIPTIONS	8,492	6,590	6,590	6,590
01-0415-14-00	TRANS TO VEHICLE REPL FUND	-	-	-	-
01-0416-14-00	OTHER/PROFESSIONAL SERVICES	19,382	11,030	16,000	8,000
01-0419-14-00	AWARDS	886	1,000	1,000	1,000
01-0421-14-00	PRINTING	1,911	2,500	2,500	2,500
01-0434-14-00	SPECIAL EVENTS	365	1,000	1,000	1,000
01-0435-14-00	LABORATORY CHARGES	12,624	20,000	19,000	5,000
01-0442-14-00	COMPUTER PROFESSIONAL SERVICES	2,000	-	-	-
01-0446-14-00	CITY ATTORNEY FEES	1,565	-	52,000	-
01-0462-14-00	CELLULAR TELEPHONE & PAGERS	1,801	-	225	3,480
01-0476-14-00	Acct Analysis Fees-JPM	6,216	-	6,000	-
01-0493-14-00	MOVING EXPENSE	2,857	-	-	-
01-0539-14-00	MISC. HEALTH BENEFIT	-	-	-	1,228
01-0557-14-00	CITY JAIL CONTRACT	214,733	242,682	242,682	242,682
01-0559-14-00	CONTRACT/TEMPORARY LABOR	7,632	-	10,000	-
01-0560-14-00	DO NOT USE: SEE 01-0557-14-00	-	-	-	-
	Supplies Total	376,937	387,902	466,097	370,480
01-0618-14-00	CAPITAL-COMPUTER EQUIPMENT	-	-	1,700	-
	Capital Total	-	-	1,700	-

	2008-2009 Actual	2009-2010 Budget	2009-2010 Estimate	2010-2011 Budget
Departmental Total	5,493,396	6,199,426	5,950,502	5,475,473

GENERAL FUND

Victim's Assistance Grant

For Fund #:	1
For Department #:	14
Program#:	10

		2008-2009 Actual	2009-2010 Budget	2009-2010 Estimate	2010-2011 Budget
01-0101-14-10	SALARIES-REGULAR	-	-	-	-
01-0102-14-10	SALARIES-PART TIME	150	-	22,880	17,680
01-0103-14-10	SALARIES-OVERTIME	-	-	-	-
01-0104-14-10	SALARIES-LONGEVITY	-	-	-	-
01-0105-14-10	GROUP HEALTH INSURANCE	-	-	-	-
01-0106-14-10	TMRS	-	-	-	-
01-0107-14-10	FICA	11	-	1,989	1,352
01-0130-14-10	WORKERS COMPENSATION	4	-	861	26
	Personnel Total	165	-	25,730	19,058
01-0201-14-10	SUPPLIES	-	-	1,800	1,800
01-0204-14-10	MINOR EQUIP/FURN/FIX/TOOLS/ETC	-	-	1,100	-
01-0210-14-10	FOOD/BEV-MEETINGS/FUNCTIONS	-	-	60	-
01-0211-14-10	OTHER OPERATIONAL SUPPLIES	-	-	-	2,000
01-0214-14-10	POSTAGE/SHIPPING/DELIVERY	-	-	600	-
01-0215-14-10	TRAINING SUPPLIES	-	-	200	-
	Supplies Total	-	-	3,760	3,800
01-0409-14-10	TRAVEL & EDUCATION	18	-	3,504	1,944
01-0416-14-10	OTHER/PROFESSIONAL SERVICES	-	-	-	792
01-0421-14-10	PRINTING	-	-	-	-
01-0462-14-10	CELLULAR TELEPHONE & PAGERS	-	-	-	-
	Services Total	18	-	3,504	2,736

	2008-2009 Actual	2009-2010 Budget	2009-2010 Estimate	2010-2011 Budget
Departmental Total	183	-	32,994	25,594

GENERAL FUND

COPS Grant

For Fund #:	1
For Department #:	14
Program#:	11

		2008-2009 Actual	2009-2010 Budget	2009-2010 Estimate	2010-2011 Budget
01-0101-14-11	SALARIES-REGULAR	-	-	-	128,163
01-0102-14-11	SALARIES-PART TIME	-	-	-	-
01-0103-14-11	SALARIES-OVERTIME	-	-	-	-
01-0104-14-11	SALARIES-LONGEVITY	-	-	-	-
01-0105-14-11	GROUP HEALTH INSURANCE	-	-	-	18,087
01-0106-14-11	TMRS	-	-	-	18,117
01-0107-14-11	FICA	-	-	-	9,804
01-0109-14-11	SALARIES-WELL PAY	-	-	-	-
01-0110-14-11	DENTAL INSURANCE	-	-	-	1,209
01-0112-14-11	SALARIES-OUT OF CLASS	-	-	-	-
01-0114-14-11	SALARIES-ASSIGNMENT PAY	-	-	-	-
01-0115-14-11	CERTIFICATION PAY	-	-	-	-
01-0116-14-11	SALARIES-EDUCATION PAY	-	-	-	-
01-0117-14-11	SALARIES-SECOND LANGUAGE	-	-	-	-
01-0120-14-11	GROUP LIFE INSURANCE	-	-	-	51
01-0130-14-11	WORKERS COMPENSATION	-	-	-	1,779
	Personnel Total	-	-	-	177,210

01-0214-14-11	POSTAGE/SHIPPING/DELIVERY	-	-	-	-
	Supplies Total	-	-	-	-

01-0409-14-11	TRAVEL & EDUCATION	-	-	-	-
	Services Total	-	-	-	-

	2008-2009 Actual	2009-2010 Budget	2009-2010 Estimate	2010-2011 Budget
Departmental Total	-	-	-	177,210

GENERAL FUND

DOJ Grant

For Fund #:	1
For Department #:	14
Program#:	12

		2008-2009 Actual	2009-2010 Budget	2009-2010 Estimate	2010-2011 Budget
01-0201-14-12	SUPPLIES	-	-	-	-
	Supplies Total	-	-	-	-

01-0609-14-12	CAPITAL-MACHINERY & EQUIPMENT	-	-	136,454	-
	Capital Total	-	-	136,454	-

	2008-2009 Actual	2009-2010 Budget	2009-2010 Estimate	2010-2011 Budget
Departmental Total	-	-	136,454	-

GENERAL FUND

JAG Grant

For Fund #:	**1**
For Department #:	**14**
Program#:	**13**

		2008-2009 Actual	2009-2010 Budget	2009-2010 Estimate	2010-2011 Budget
01-0204-14-13	MINOR EQUIP/FURN/FIX/TOOLS/ETC	-	-	81,091	-
	Supplies Total	-	-	81,091	-

	2008-2009 Actual	2009-2010 Budget	2009-2010 Estimate	2010-2011 Budget
Departmental Total	-	-	81,091	-

GENERAL FUND

Heat-Youth Program

For Fund #:	1
For Department #:	14
Program#:	15

		2008-2009 Actual	2009-2010 Budget	2009-2010 Estimate	2010-2011 Budget
01-0201-14-15	SUPPLIES	-	-	500	-
	Supplies Total	-	-	500	-
01-0301-14-15	MAINT-BLDG & STRUCTURES	-	-	-	-
	Maintenance Total	-	-	-	-
01-0407-14-15	SPECIAL SERVICES	-	-	1,500	-
01-0421-14-15	PRINTING	-	-	-	-
	Services Total	-	-	1,500	-

	2008-2009 Actual	2009-2010 Budget	2009-2010 Estimate	2010-2011 Budget
Departmental Total	-	-	2,000	-

GENERAL FUND

LEOSE

For Fund #:	1
For Department #:	14
Program#:	16

		2008-2009 Actual	2009-2010 Budget	2009-2010 Estimate	2010-2011 Budget
01-0201-14-16	SUPPLIES	-	-	-	-
	Supplies Total	-	-	-	-
01-0301-14-16	MAINT-BLDG & STRUCTURES	-	-	-	-
	Maintenance Total	-	-	-	-
01-0407-14-16	SPECIAL SERVICES	-	-	-	-
01-0409-14-16	TRAVEL & EDUCATION	-	-	2,500	-
	Services Total	-	-	2,500	-

	2008-2009 Actual	2009-2010 Budget	2009-2010 Estimate	2010-2011 Budget
Departmental Total	-	-	2,500	-

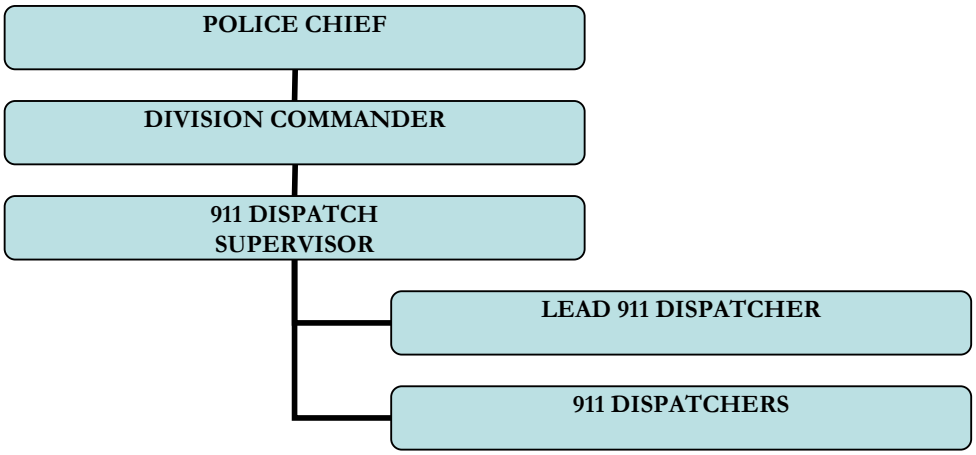
Lancaster

Lancaster

Emergency Communications

Programs / Activities:
E911 Calls, Law Enforcement Direction
Fire and EMS Resources

Public Safety Division
General Fund



Personnel Summary

Position	Adopted 08-09	Adopted 09-10	Adopted 10-11
Dispatch Supervisor	1	0	0
Lead 911 Dispatcher	4	1	1
911 Dispatchers	5	1	9
Part Time Dispatchers	1.5	0	1.25
Total	**11.5**	**2**	**11.25**

Department Narrative

The Emergency Communications Department is responsible for answering 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, and public works emergency calls such as water leaks and street hazards.

Departmental Goals

City Council Goals:

- Aim to provide the most effective and efficient communications program possible
- Satisfy emergency and routine communications and informational needs for the City's Public Safety Departments
- Increase departmental efficiency through the recruitment, selection, and training of qualified communication personnel
- Establish and maintain a positive relationship with other departments, citizens, and public safety agencies
- Maintain effective staffing by sustaining an operational vacancy rate at or below 15%
- Promote employee development through education and succession planning

Workload Indicators	08-09 Actual	09-10 Actual	10-11 Target
Wireless 911 Calls	13,500	14,000	14,000
Total 911 Calls	33,768	35,450	35,450
Non-Emergency Calls	155,025	163,000	163,000
Total Police Calls For Service (CFS)	31,250	33,000	33,000
Police Priority 1 or 2 Calls For Service	1,795	1,900	1,900
Total Fire Calls For Service	6,905	7,250	7,250
Fire Mutual Aid Responses	129	140	140

Performance Measurement	08-09 Actual	09-10 Actual	10-11 Target
911 Calls Answered within 6 Seconds	78%	78%	78%
911 Calls Answered within 10 Seconds	88%	88%	88%
Abandoned 911 Calls	1683	1683	1683
Average Time to Dispatch Police Priority 1 or 2 CFS	41 SEC	41 SEC	41 SEC
Average Time to Dispatch Fire/EMS CFS	32 SEC	32 SEC	32 SEC

Budget Summary	2008-2009 Actual	2009-2010 Budget	2009-2010 Estimate	2010-2011 Budget
Personnel	623,043	170,205	193,090	632,479
Supplies	5,527	3,880	3,880	3,880
Maintenance	17,816	77,278	100,000	77,728
Services	25,184	34,896	30,966	31,822
Capital Outlay	29,112	13,081	15,000	-
TOTAL	**700,682**	**299,340**	**342,936**	**745,909**

GENERAL FUND

Emergency Communications

For Fund #:	1
For Department #:	34
Program#:	0

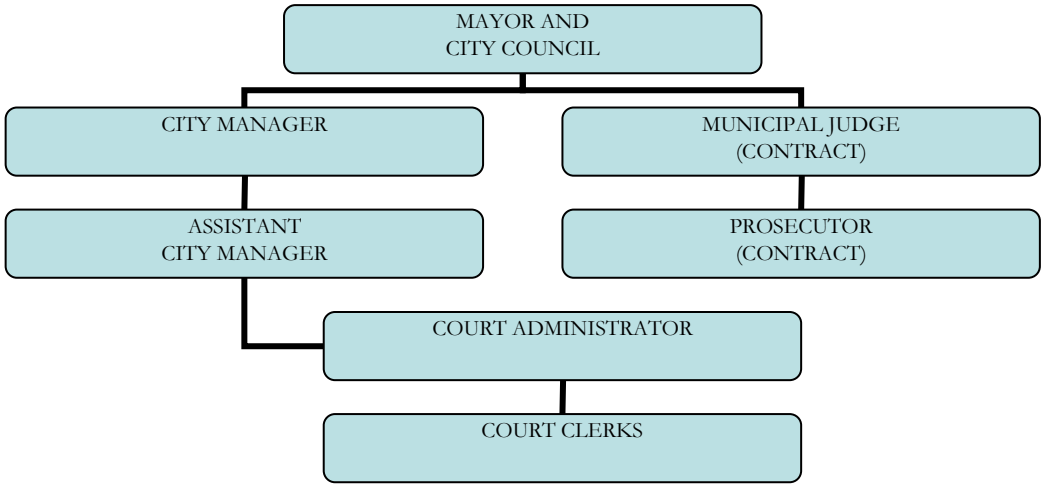
		2008-2009 Actual	2009-2010 Budget	2009-2010 Estimate	2010-2011 Budget
01-0101-34-00	SALARIES-REGULAR	331,851	122,058	101,669	348,052
01-0102-34-00	SALARIES-PART TIME	27,361	-	2,000	38,793
01-0103-34-00	SALARIES-OVERTIME	109,742	10,000	35,633	70,000
01-0104-34-00	SALARIES-LONGEVITY	1,202	100	100	1,324
01-0105-34-00	GROUP HEALTH INSURANCE	62,468	9,884	21,094	78,837
01-0106-34-00	TMRS	51,907	17,214	20,634	59,279
01-0107-34-00	FICA	34,015	10,110	10,110	32,912
01-0109-34-00	SALARIES-WELL PAY	629	-	1,011	-
01-0110-34-00	DENTAL INSURANCE	1,828	394	394	2,418
01-0120-34-00	GROUP LIFE INSURANCE	154	51	51	187
01-0130-34-00	WORKERS COMPENSATION	1,887	394	394	677
	Personnel Total	623,043	170,205	193,090	632,479
01-0201-34-00	SUPPLIES	756	1,480	1,480	1,480
01-0204-34-00	MINOR EQUIP/FURN/FIX/TOOLS/ETC	2,635	500	500	500
01-0234-34-00	PRINTING SUPPLIES	2,135	1,900	1,900	1,900
	Supplies Total	5,527	3,880	3,880	3,880
01-0303-34-00	MAINT-EQUIP & MACHINERY	13,334	74,728	97,000	74,728
01-0314-34-00	MAINT-RADIO EQUIPMENT	4,482	3,000	3,000	3,000
	Maintenance Total	17,816	77,728	100,000	77,728
01-0401-34-00	TELEPHONE & COMMUNICATIONS	21,264	19,000	25,000	19,000
01-0409-34-00	TRAVEL & EDUCATION	2,201	10,930	1,000	4,000
01-0414-34-00	DUES & SUBSCRIPTIONS	442	1,666	1,666	1,666
01-0416-34-00	OTHER/PROFESSIONAL SERVICES	854	3,300	3,300	6,900
01-0442-34-00	COMPUTER PROFESSIONAL SERVICE	-	-	-	-
01-0462-34-00	CELLULAR TELEPHONE & PAGERS	423	-	-	-
	Services Total	25,184	34,896	30,966	31,822
01-0602-34-00	CAPITAL-BLDG & STRUCTURE	29,112	-	-	-
01-0620-34-00	CAPITAL-LG SYSTEM SOFTWARE	-	13,081	15,000	-
	Capital Total	29,112	13,081	15,000	-

	2008-2009 Actual	2009-2010 Budget	2009-2010 Estimate	2010-2011 Budget
Departmental Total	700,681	299,790	342,936	745,909

Lancaster

Programs / Activities:
Court Administration, City Marshal, Warrants,
Court Judge, Prosecutor, Collections

Public Safety Division
General Fund



Personnel Summary

Position	Adopted 08-09	Adopted 09-10	Adopted 10-11
Court Administrator	1	1	1
Court Clerk	4	3	2
PT Clerk	0	0.5	0.5
Total	**5**	**4.5**	**3.5**

Department Narrative

The Lancaster Municipal Court, under laws of the State of Texas and the Code of Ordinances, provides service to all persons who have been issued citations, warnings, and warrants and/or needing information. The Court processes all court cases to include: citations, City Code violations, jury summons, court dockets, issues warrants, etc. It also provides assistance in all cases filed through the court system to include the City Judge, City Attorney, Lancaster Police Officers, Lancaster Independent School District (LISD) Police Officers, Code Compliance, attorneys of clients, and/or persons needing general information or information in reference to court, citations, warrants, payment plans, community services, and posting of bonds and appeals.

The Lancaster Court System 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

City Council Goals

- Process issuance of warrants and minimize quantities in each batch in a timely manner
- New City Marshal hire 1 new Marshal and a part-time Bailiff
- Hire a Juvenile Case Manager
- Continuing education and completion of current level certification for clerks / all clerks cross train
- Update processes/complaints or offense information for legislative update
- Scanning warrants to a secure PDF (document Imaging)
- Hire a Associate Judge
- Assist dispatch by pulling old warrants and entering them into Regional system

Workload Indicators	08-09 Actual	09-10 Estimate	10-11 Goal
Cases Filed	11,000	10,204	14,000
Bond Forfeitures	782	800	900
Trials	9,746	8,005	10,000
Jury Trials	20	10	10
Warrants Issued	10,500	7,303	11,000
Warrants Cleared	7,500	5,150	8,500
Full-Time Employees	5	3	3
Part-Time Employee	N/A	1	2
City Marshal	N/A	1	2

Performance Measurement	08-09 Actual	09-10 Estimate	10-11 Goal
Warrants Issued within 2 Days of Non-Compliance	100%	100%	100%
Cases Entered within 2 Days of Filing	100%	100%	100%
Average Age of Warrant	50 Days	40 Days	30 Days
Cases Disposed	55%	60%	70%
Cases Appealed	1%	0%	0%
Relocation to New Building	Aug. 2009	Completed	Completed
Continuing Education Certificates Received	98 hours	98 hours	98 hours

Budget Summary	2008-2009 Actual	2009-2010 Budget	2009-2010 Estimate	2010-2011 Budget
Personnel	218,188	212,804	183,307	204,068
Supplies	23,601	11,200	7,918	8,400
Maintenance	17,013	500	5,435	4,500
Services	221,961	167,376	179,866	145,786
Capital Outlay	-	-	-	-
TOTAL	**480,763**	**391,880**	**376,526**	**362,754**

GENERAL FUND

Municipal Court

For Fund #:	1
For Department #:	8
Program#:	0

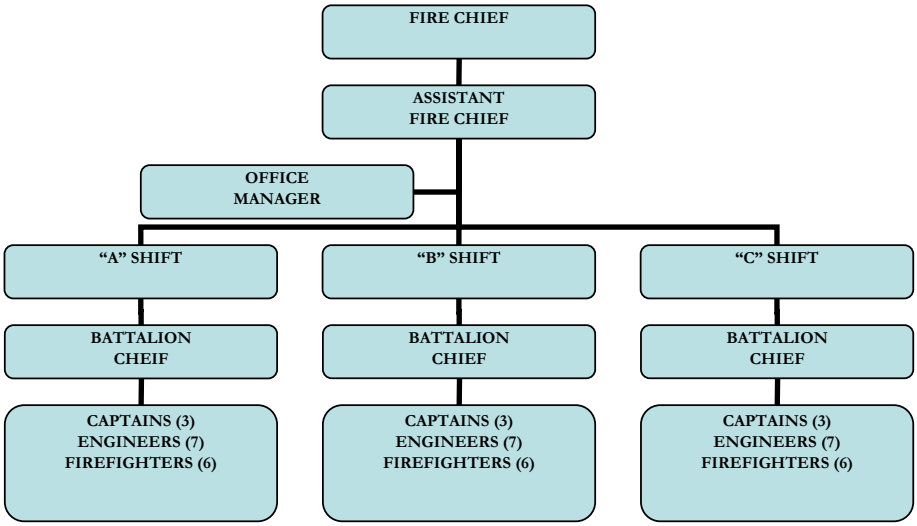
		2008-2009 Actual	2009-2010 Budget	2009-2010 Estimate	2010-2011 Budget
01-0101-08-00	SALARIES-REGULAR	146,222	147,318	95,000	109,959
01-0102-08-00	SALARIES-PART TIME	-	-	16,000	13,874
01-0103-08-00	SALARIES-OVERTIME	8,346	-	5,800	-
01-0104-08-00	SALARIES-LONGEVITY	908	1,236	1,236	692
01-0105-08-00	GROUP HEALTH INSURANCE	27,356	33,067	21,000	30,919
01-0106-08-00	TMRS	18,695	19,350	14,000	18,391
01-0107-08-00	FICA	11,305	10,452	8,865	10,107
01-0109-08-00	SALARIES-WELL PAY	477	-	938	-
01-0110-08-00	DENTAL INSURANCE	699	948	495	403
01-0114-08-00	SALARIES-ASSIGNMENT PAY	3,715	-	19,540	19,458
01-0120-08-00	GROUP LIFE INSURANCE	46	68	68	51
01-0130-08-00	WORKERS COMPENSATION	420	365	365	214
	Personnel Total	218,188	212,804	183,307	204,068
01-0201-08-00	SUPPLIES	4,007	3,000	1,500	3,000
01-0202-08-00	UNIFORMS AND CLOTHING	-	-	-	-
01-0204-08-00	MINOR EQUIP/FURN/FIX/TOOLS/ETC	8,381	6,000	2,000	1,000
01-0210-08-00	FOOD/BEV-MEETINGS/FUNCTIONS	-	-	18	-
01-0214-08-00	POSTAGE/SHIPPING/DELIVERY	1,952	2,200	4,400	4,400
01-0231-08-00	SOFTWARE	9,260	-	-	-
	Supplies Total	23,601	11,200	7,918	8,400
01-0301-08-00	MAINT-BLDG & STRUCTURES	180	-	-	-
01-0313-08-00	MAINT-FURN & FIXTURES	14,552	-	-	-
01-0318-08-00	MAINT-OFFICE EQUIPMENT	-	-	935	-
01-0342-08-00	MAINT-DATA PROC EQUIPMENT	2,281	500	-	-
01-0370-08-00	Maint-Software	-	-	4,500	4,500
	Maintenance Total	17,013	500	5,435	4,500
01-0401-08-00	TELEPHONE & COMMUNICATIONS	-	-	-	-
01-0402-08-00	RENTAL OF EQUIPMENT	1,066	1,240	1,240	3,300
01-0407-08-00	SPECIAL SERVICES	-	-	-	-
01-0409-08-00	TRAVEL & EDUCATION	5,184	4,173	3,500	2,250
01-0414-08-00	DUES & SUBSCRIPTIONS	200	555	1,200	1,200
01-0415-08-00	TRANS TO VEHICLE REPL FUND	-	-	-	-
01-0416-08-00	OTHER/PROFESSIONAL SERVICES	47,338	10,000	2,000	2,000
01-0418-08-00	MEDICAL EXPENSE	-	-	-	-
01-0421-08-00	PRINTING	6,443	5,000	5,000	5,000
01-0443-08-00	COURT BAILIFF SERVICES	7,188	-	2,845	-
01-0446-08-00	CITY ATTORNEY FEES	56,040	-	-	-
01-0454-08-00	WARRANT FEES/CONSTABLES OFFIC	-	-	-	-
01-0462-08-00	CELLULAR TELEPHONE & PAGERS	98	-	350	-
01-0482-08-00	CREDIT CARD PROCESSING FEES	-	-	36,000	20,000
01-0539-08-00	MISC. HEALTH BENEFIT	-	-	-	73
01-0540-08-00	COURT-PROSECUTOR SERVICES	16,318	39,163	39,163	39,163
01-0541-08-00	COURT-JUDGE SERVICES	59,524	89,445	75,000	59,000
01-0554-08-00	BILLING/COLLECTION SERVICE FEE	-	-	-	-
01-0557-08-00	CITY JAIL CONTRACT	12,800	12,800	12,800	12,800
01-0559-08-00	CONTRACT/TEMPORARY LABOR	9,762	5,000	768	1,000
	Services Total	221,961	167,376	179,866	145,786

	2008-2009 Actual	2009-2010 Budget	2009-2010 Estimate	2010-2011 Budget
Departmental Total	480,764	391,880	376,526	362,754

Lancaster

Programs / Activities:
Administration, Training, Prevention, Suppression, Emergency Medical Services

Public Safety Division
General Fund



Personnel Summary

Position	Adopted 08-09	Adopted 09-10	Adopted 10-11
Fire Chief	1	1	1
Asst. Fire Chief	1	1	1
Battalion Chief	3	3	3
Captain	9	9	10
Fire Engineer	21	21	22
Fire Fighter	23	23	19
Office Manager	1	1	1
Part-Time Clerical	0.5	0	0
Emergency Mgmt. Captain	1	1	0
Emergency Mgmt. Engineer	1	1	0
Total	**61.5**	**61**	**57**

Department Narrative

The Fire Department Administration plans, organizes, and directs all functions of the Lancaster Fire Department. Activities include internal and external communications, coordination of emergency services, interaction with outside agencies, and direct supervision to Shift Commanders. The Lancaster Fire Department provides Advanced Life Support emergency medical services through its paramedic personnel. Emergency transportation to medical facilities is provided via Mobile Intensive Care Unit ambulances.

Departmental Goals

City Council Goals:

- Continue our assessment of the hazards and capabilities of the Emergency Management Team while creating and maintaining a credible Emergency Operations Plan
- Strive for excellence in customer service by improving all services, both emergency and non-emergency.
- Maintain the Lancaster Fire Department as an organization that is responsive to its employees.
- Continue to provide advanced care to patients suffering from strokes, heart attacks, trauma, or other medical problems.
- Maintain response times with increasing call volume and population growth.
- Improve response capabilities for large scale disasters such as floods, tornados, terrorism;
- Maintain service level of one Mobile Intensive Care Unit (MICU) at each fire station.
- Encourage fire station personnel to visit their neighborhoods during the year.
- Maintain the Fire Department comprehensive wellness-fitness program.
- Identify future station needs and locations

Workload Indicators	08-09 Actual	09-10 Actual	10-11 Target
City Population / Square City Miles / Uniformed Personnel	36,000 / 30 / 60		
Calls for Service-Fire	2,037	2,057	2,057
Calls for Service-Medical Emergencies	5,435	5,900	5,900
Calls for Service-Non-Emergency Customer Service	1,210	1,220	1,220
Number of Responses / Average per day	9330 / 25.49	10000 / 27.40	10000 / 27.40

Performance Measurement	08-09 Actual	09-10 Actual	10-11 Target
Percent of property saved	95%	96%	96%
Hire and train additional paramedics	6	4%	4%
Increase apparatus staffing	7%	7%	7%
Maintain current response times with increased call volume	5.16 minutes	4.40 minutes	4.40 minutes
Percentage of 4 firefighters on scene in 5 minutes	4%	10%	10%
Percentage of 14 firefighters on scene in 9 minutes	61%	65%	65%
Improvement in ambulance billing revenue via reporting			
Public Safety Building construction completed	100%	100%	100%
Fire Officers trained in NIMS 300 and 400	100%	100%	100%
Expansion of the availability of computerized building plans	100%	100%	100%
Increase of the number of building inspections for planning	100%	100%	100%
Reduction of dependency on mutual aid assistance	0%	0%	0%

Budget Summary	2008-2009 Actual	2009-2010 Budget	2009-2010 Estimate	2010-2011 Budget
Personnel	4,937,179	5,060,629	5,255,082	4,914,209
Supplies	240,265	261,145	270,027	242,940
Maintenance	74,517	186,656	220,000	91,656
Services	146,637	169,496	213,021	183,255
Capital Outlay	6,660	9,500	91,705	-
TOTAL	**5,405,257**	**5,687,426**	**6,049,835**	**5,432,060**

Total Fire Operations

Fund Number	Department Number	Program Number	Department Description	2008-2009 Actual	2009-2010 Budget	2009-2010 Estimate	2010-2011 Budget
01	15	00	Fire	5,274,915	5,459,308	5,819,265	5,366,860
01	15	04	Emergency Management	130,342	228,118	230,570	65,200
			Total Fire Operations	5,405,257	5,687,426	6,049,835	5,432,060

GENERAL FUND

Fire

For Fund #:	1
For Department #:	15
Program#:	0

		2008-2009 Actual	2009-2010 Year to Date	2009-2010 Budget	2009-2010 Estimate	2010-2011 Budget
01-0101-15-00	SALARIES-REGULAR	3,385,422	3,439,638	3,335,073	3,400,000	3,297,595
01-0102-15-00	SALARIES-PART TIME	-	-	6,963	-	6,963
01-0103-15-00	SALARIES-OVERTIME	30,226	76,621	75,000	100,000	75,000
01-0104-15-00	SALARIES-LONGEVITY	30,254	32,146	30,268	32,023	29,408
01-0105-15-00	GROUP HEALTH INSURANCE	439,870	452,892	503,575	505,000	565,369
01-0106-15-00	TMRS	411,028	488,487	464,184	490,000	499,680
01-0107-15-00	FICA	263,589	271,953	257,040	275,817	252,367
01-0108-15-00	SALARIES-PARAMEDIC	87,176	95,462	86,171	96,993	84,666
01-0109-15-00	SALARIES-WELL PAY	12,479	14,630	-	14,630	-
01-0110-15-00	DENTAL INSURANCE	11,896	12,005	14,857	12,208	12,896
01-0112-15-00	SALARIES-OUT OF CLASS	21,501	15,604	10,000	17,500	10,000
01-0113-15-00	SALARIES-CAR ALLOWANCE	3,518	4,814	4,800	4,800	4,800
01-0114-15-00	SALARIES-ASSIGNMENT PAY	-	-	-	-	-
01-0115-15-00	CERTIFICATION PAY	34,234	36,789	36,723	37,861	36,104
01-0120-15-00	GROUP LIFE INSURANCE	886	637	1,020	1,020	1,003
01-0125-15-00	SALARIES-FLSA OVERTIME	30,106	22,353	-	26,000	-
01-0130-15-00	WORKERS COMPENSATION	71,725	70,333	69,037	68,210	38,358
01-0149-15-00	TLFFRA Annuity Payment	1,950	650	-	650	-
	Personnel Total	4,835,861	5,035,013	4,894,711	5,082,712	4,914,209
01-0201-15-00	SUPPLIES	7,065	4,923	3,000	4,500	3,000
01-0202-15-00	UNIFORMS AND CLOTHING	48,258	63,169	63,205	65,000	45,000
01-0203-15-00	MOTOR VEHICLE SUPPLIES	-	-	-	1,687	-
01-0204-15-00	MINOR EQUIP/FURN/FIX/TOOLS/ETC	46,055	60,942	62,790	62,790	62,790
01-0208-15-00	EDUCATION & REC SUPPLIES	279	859	3,500	3,500	3,500
01-0210-15-00	FOOD/BEV-MEETINGS/FUNCTIONS	-	109	-	-	-
01-0211-15-00	OTHER OPERATIONAL SUPPLIES	4,804	11,036	3,700	7,600	3,700
01-0214-15-00	POSTAGE/SHIPPING/DELIVERY	1,798	1,102	1,750	1,750	1,750
01-0215-15-00	TRAINING SUPPLIES	-	-	-	-	-
01-0216-15-00	MEDICAL SUPPLIES	87,933	84,507	70,000	70,000	70,000
01-0218-15-00	FUEL & OIL	42,153	49,373	50,600	50,600	50,600
	Supplies Total	238,344	276,020	258,545	267,427	240,340
01-0301-15-00	MAINT-BLDG & STRUCTURES	11,731	31,451	3,000	35,000	3,000
01-0302-15-00	MAINT-MOTOR VEHICLES	44,770	166,754	150,000	165,000	55,000
01-0303-15-00	MAINT-EQUIP & MACHINERY	1,094	332	6,000	2,000	6,000
01-0307-15-00	MAINT-INSTRUMENTS & APPARATUS	10,574	13,913	14,656	12,000	14,656
01-0314-15-00	MAINT-RADIO EQUIPMENT	1,886	1,548	2,000	2,000	2,000
	Maintenance Total	70,054	213,999	175,656	216,000	80,656
01-0401-15-00	TELEPHONE & COMMUNICATIONS	1,463	629	-	1,400	-
01-0402-15-00	RENTAL OF EQUIPMENT	6,992	6,868	5,215	5,215	5,215
01-0407-15-00	SPECIAL SERVICES	5,802	5,265	2,000	3,600	2,000
01-0409-15-00	TRAVEL & EDUCATION	21,865	20,194	29,775	20,000	29,775
01-0414-15-00	DUES & SUBSCRIPTIONS	1,917	1,248	3,200	1,200	3,200
01-0416-15-00	OTHER/PROFESSIONAL SERVICES	-	5,138	-	4,500	-
01-0418-15-00	MEDICAL EXPENSE	-	-	1,000	1,000	1,000
01-0420-15-00	INTERNAL TRAINING	764	-	2,000	2,000	2,000
01-0421-15-00	PRINTING	1,030	890	1,200	1,000	1,200
01-0425-15-00	WORKERS COMPENSATION	-	-	-	-	-
01-0426-15-00	VOLUNTEER FIREMENS PENSION	-	975	2,000	2,000	2,000
01-0434-15-00	SPECIAL EVENTS	1,776	2,150	1,000	2,000	1,000
01-0436-15-00	IMPROVEMENTS BY CONTRACTORS	2,995	-	-	-	-
01-0446-15-00	CITY ATTORNEY FEES	1,836	372	-	400	-
01-0451-15-00	RADIO TIE-IN TO PARKLAND	-	14,280	14,280	14,280	14,280
01-0453-15-00	E M S TRAINING	27,203	29,469	30,000	30,000	30,000
01-0455-15-00	CERTIFICATION FEES	11,463	4,450	5,000	3,000	5,000
01-0462-15-00	CELLULAR TELEPHONE & PAGERS	9,589	8,779	6,000	6,500	520
01-0476-15-00	Acct Analysis Fees-JPM	-	2,117	-	-	-
01-0539-15-00	MISC. HEALTH BENEFIT	-	-	-	-	1,239
01-0542-15-00	COMMUNICATIONS FOR DATA SVCS	-	-	-	-	-
01-0554-15-00	BILLING/COLLECTION SERVICE FEE	9,416	42,222	-	45,000	15,000
01-0558-15-00	EMPLOYEE PHYSICAL ASSESSMENT	17,030	11,580	18,226	18,226	18,226
01-0559-15-00	CONTRACT/TEMPORARY LABOR	-	-	-	-	-
	Services Total	123,997	156,708	120,896	161,421	131,655
01-0602-15-00	CAPITAL-BLDG & STRUCTURE	6,660	-	-	-	-
01-0609-15-00	CAPITAL-MACHINERY & EQUIPMENT	-	6,704	9,500	6,705	-
01-0610-15-00	CAPITAL-MOTOR VEHICLES	-	85,000	-	85,000	-
	Capital Total	6,660	91,704	9,500	91,705	-

	2008-2009 Actual	2009-2010 Year to Date	2009-2010 Budget	2009-2010 Estimate	2010-2011 Budget
Departmental Total	5,274,915	5,773,443	5,459,308	5,819,265	5,366,860

GENERAL FUND

Fire-Emergency Management

For Fund #:	1
For Department #:	15
Program#:	4

		2008-2009 Actual	2009-2010 Budget	2009-2010 Estimate	2010-2011 Budget
01-0101-15-04	SALARIES-REGULAR	74,313	123,269	127,000	-
01-0102-15-04	SALARIES-PART TIME	-	-	-	-
01-0103-15-04	SALARIES-OVERTIME	496	-	-	-
01-0104-15-04	SALARIES-LONGEVITY	554	1,164	1,164	-
01-0105-15-04	GROUP HEALTH INSURANCE	50	8,678	9,144	-
01-0106-15-04	TMRS	14,447	16,678	17,500	-
01-0107-15-04	FICA	5,864	9,465	9,465	-
01-0108-15-04	SALARIES-PARAMEDIC	3,614	3,606	3,606	-
01-0109-15-04	SALARIES-WELL PAY	-	-	225	-
01-0110-15-04	DENTAL INSURANCE	336	474	474	-
01-0115-15-04	CERTIFICATION PAY	1,206	-	1,208	-
01-0120-15-04	GROUP LIFE INSURANCE	26	34	34	-
01-0125-15-04	SALARIES-FLSA OVERTIME	(1,202)	-	-	-
01-0130-15-04	WORKERS COMPENSATION	1,613	2,550	2,550	-
	Personnel Total	101,319	165,918	172,370	-
01-0201-15-04	SUPPLIES	665	500	500	500
01-0202-15-04	UNIFORMS AND CLOTHING	-	-	-	-
01-0203-15-04	MOTOR VEHICLE SUPPLIES	-	-	-	-
01-0204-15-04	MINOR EQUIP/FURN/FIX/TOOLS/ETC	137	100	100	100
01-0218-15-04	FUEL & OIL	1,118	2,000	2,000	2,000
01-0219-15-04	DATA PROCESSING SUPPLIES	-	-	-	-
	Supplies Total	1,920	2,600	2,600	2,600
01-0302-15-04	MAINT-MOTOR VEHICLES	103	-	-	-
01-0321-15-04	MAINT-HYDRANTS	-	-	-	-
01-0341-15-04	MAINT-EARLY WARNING SIRENS	4,360	11,000	4,000	11,000
01-0342-15-04	MAINT-DATA PROC EQUIPMENT	-	-	-	-
	Maintenance Total	4,463	11,000	4,000	11,000
01-0407-15-04	SPECIAL SERVICES	18,640	37,600	37,600	37,600
01-0409-15-04	TRAVEL & EDUCATION	-	-	-	-
01-0414-15-04	DUES & SUBSCRIPTIONS	-	-	-	-
01-0416-15-04	OTHER/PROFESSIONAL SERVICES	4,000	11,000	11,000	11,000
01-0418-15-04	MEDICAL EXPENSE	-	-	-	-
01-0420-15-04	INTERNAL TRAINING	-	-	-	-
01-0421-15-04	PRINTING	-	-	-	-
01-0481-15-04	GROUND LEASE FOR RADIO TOWER	-	-	3,000	3,000
	Services Total	22,640	48,600	51,600	51,600

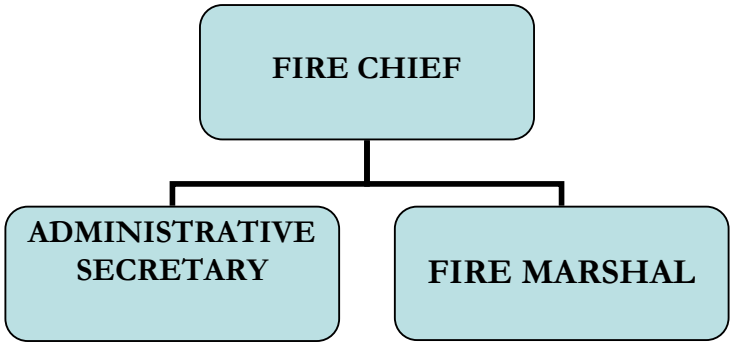
	2008-2009 Actual	2009-2010 Budget	2009-2010 Estimate	2010-2011 Budget
Departmental Total	130,342	228,118	230,570	65,200

Lancaster

Fire Marshal

Programs / Activities:
Fire Prevention, Fire Investigation, Inspections, Education

Public Safety Division
General Fund



Personnel Summary

Position	Adopted 08-09	Adopted 09-10	Adopted 10-11
Fire Marshal	1	1	0.25
Administrative Secretary	1	1	1
Total	**2**	**2**	**1.25**

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 and development services division, the fire marshal organizes fire related education, code enforcement, life safety inspections, fire inspection, and emergency preparedness efforts.

Departmental Goals

City Council Goals:

- Continue our assessment of the hazards and capabilities of the Emergency Management Team while creating and maintaining a credible Emergency Operations Plan;
- Review and issue permits for dangerous processes such as hazardous materials, fireworks, and new fuel tanks;
- Investigate all fires within the city not only to determine the cause of the fire, but also if a certain product is a fire hazard;
- Educate youths and adults through fire prevention classes using printed material and the educational mobile fire house;

Workload Indicators	08-09 Actual	09-10 Actual	10-11 Target
Review building plans and fire protection system plans	225	175	175
Conduct fire safety demonstrations/presentations	150	180	180
Conduct arson fire investigations/prosecutions	45	48	48
Conduct fire inspections and provide a fire-safe environment	475	485	485

Performance Measurement	08-09 Actual	09-10 Actual	10-11 Target
Increase in fire safety presentations	20%	20%	20%
Increase in arson fire prosecution rate and fire investigation	20%	15%	15%

Budget Summary	2008-2009 Actual	2009-2010 Budget	2009-2010 Estimate	2010-2011 Budget
Personnel	152,535	152,170	153,170	77,826
Supplies	4,218	3,100	3,300	3,100
Maintenance	402	3,000	3,000	3,000
Other Services	1,869	3,277	2,752	3,298
Capital Outlay	-	-	-	-
TOTAL	159,024	161,547	162,222	87,224

GENERAL FUND

Fire Marshal

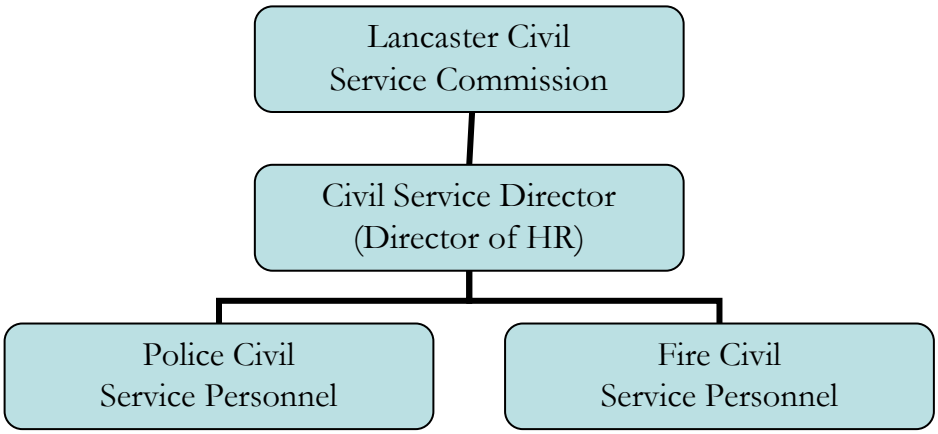
For Fund #:	1
For Department #:	38
Program#:	0

		2008-2009 Actual	2009-2010 Budget	2009-2010 Estimate	2010-2011 Budget
01-0101-38-00	SALARIES-REGULAR	117,613	116,732	116,732	55,987
01-0103-38-00	SALARIES-OVERTIME	-	-	-	-
01-0104-38-00	SALARIES-LONGEVITY	1,622	1,608	1,608	822
01-0105-38-00	GROUP HEALTH INSURANCE	4,643	4,942	4,942	6,029
01-0106-38-00	TMRS	14,295	15,669	15,669	8,093
01-0107-38-00	FICA	9,303	9,155	9,155	4,381
01-0109-38-00	SALARIES-WELL PAY	935	-	1,000	-
01-0110-38-00	DENTAL INSURANCE	318	317	317	403
01-0115-38-00	CERTIFICATION PAY	1,956	1,950	1,950	1,801
01-0120-38-00	GROUP LIFE INSURANCE	33	34	34	21
01-0130-38-00	WORKERS COMPENSATION	1,817	1,763	1,763	289
	Personnel Total	152,535	152,170	153,170	77,826
01-0201-38-00	SUPPLIES	-	100	100	100
01-0202-38-00	UNIFORMS AND CLOTHING	343	-	-	-
01-0203-38-00	MOTOR VEHICLE SUPPLIES	-	-	-	-
01-0204-38-00	MINOR EQUIP/FURN/FIX/TOOLS/	385	500	700	500
01-0208-38-00	EDUCATION & REC SUPPLIES	1,996	500	500	500
01-0214-38-00	POSTAGE/SHIPPING/DELIVERY	20	-	-	-
01-0215-38-00	TRAINING SUPPLIES	-	-	-	-
01-0218-38-00	FUEL & OIL	1,474	2,000	2,000	2,000
01-0232-38-00	FILM	-	-	-	-
	Supplies Total	4,218	3,100	3,300	3,100
01-0302-38-00	MAINT-MOTOR VEHICLES	402	3,000	3,000	3,000
01-0303-38-00	MAINT-EQUIP & MACHINERY	-	-	-	-
01-0341-38-00	MAINT-EARLY WARNING SIRENS	-	-	-	-
	Maintenance Total	402	3,000	3,000	3,000
01-0409-38-00	TRAVEL & EDUCATION	392	1,500	1,500	1,500
01-0414-38-00	DUES & SUBSCRIPTIONS	1,098	1,252	1,252	1,252
01-0416-38-00	OTHER/PROFESSIONAL SERVIC	380	525	-	525
01-0421-38-00	PRINTING	-	-	-	-
01-0425-38-00	WORKERS COMPENSATION	-	-	-	-
01-0462-38-00	CELLULAR TELEPHONE & PAGE	-	-	-	-
01-0539-38-00	MISC. HEALTH BENEFIT	-	-	-	21
	Services Total	1,869	3,277	2,752	3,298
01-0610-38-00	CAPITAL-MOTOR VEHICLES	-	-	-	-
01-0617-38-00	CAPITAL-OFFICE EQUIPMENT	-	-	-	-
	Capital Total	-	-	-	-

	2008-2009 Actual	2009-2010 Budget	2009-2010 Estimate	2010-2011 Budget
Departmental Total	159,024	161,547	162,222	87,224

Lancaster

Civil Service



Personnel Summary

Position	Adopted 08-09	Adopted 09-10	Adopted 10-11
Civil Service Director (Contract)*	0	0	0
Total	**0**	**0**	**0**

* Beginning October 2008, the Director of Human Resources will hold the responsibility of Civil Service Director

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 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.

Note: This department was created October 1, 1996 to track Civil Service costs.

Departmental Goals

City Council Goals:

- 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;
- Schedule testing for all civil service new hires, vacant positions, or promotions;
- Work with the Human Resources department to recruit and hire qualified employees;
- Provide an avenue for Lancaster Civil Servants employed by the City of Lancaster to communicate areas for concern to the Lancaster Civil Service Commission;
- Increase communication with the Civil Servants of the City of Lancaster through more open dialog;
- Handle hearings and appeals of possible violations of the Civil Service Code that are brought to the Commission by Civil Servants;
- 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.

Workload Indicators	08-09 Actual	09-10 Estimate	10-11 Estimate
Total Police Civil Service Personnel	58	61	52
Total Fire Civil Service Personnel	60	59	55
Civil Service Applications for Employment	423	424	500
Civil Service Applications for Promotion	10	30	15

Performance Measurement	08-09 Actual	09-10 Estimate	10-11 Estimate
Number of Service Appeals	4	3	3
Number of Hearings	5	3	2
Number of Commission Meetings	1	1	1

Budget Summary	2007-2008 Actual	2008-2009 Budget	2008-2009 Estimate	2009-2010 Budget
Personnel	-	-	-	-
Supplies	6,559	4,500	4,500	4,500
Maintenance	-	-	-	-
Other Services	472	1,550	1,550	1,550
Capital Outlay	-	-	-	-
TOTAL	**7,031**	**6,050**	**6,050**	**6,050**

GENERAL FUND

Civil Service

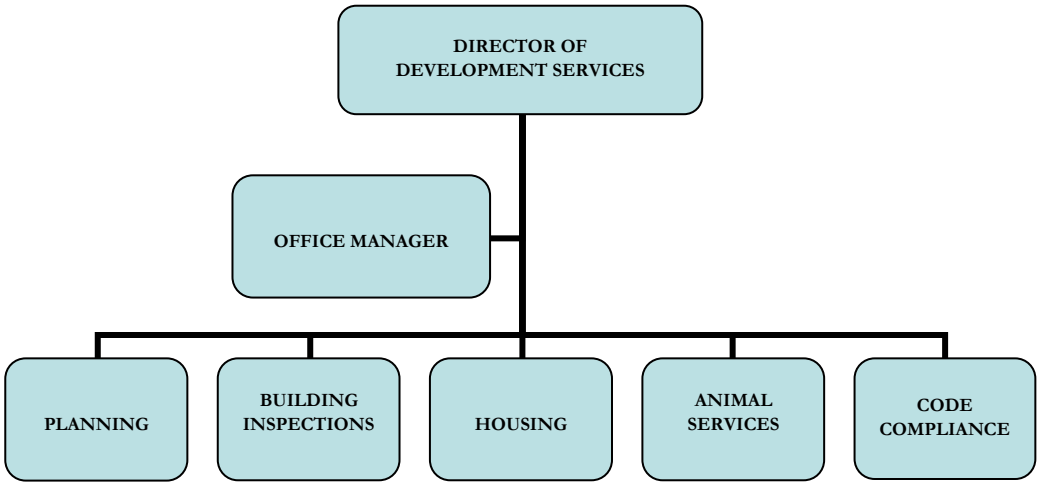
For Fund #:	1
For Department #:	32
Program#:	0

		2008-2009 Actual	2009-2010 Budget	2009-2010 Estimate	2010-2011 Budget
	Personnel Total	-	-	-	-
01-0204-32-00	MINOR EQUIP/FURN/FIX/TOOLS/ETC	-	-	-	-
01-0210-32-00	FOOD/BEV-MEETINGS/FUNCTIONS	205	-	-	-
01-0211-32-00	OTHER OPERATIONAL SUPPLIES	-	-	-	-
01-0214-32-00	POSTAGE/SHIPPING/DELIVERY	-	200	200	200
01-0215-32-00	TRAINING SUPPLIES	4,600	-	-	-
01-0219-32-00	DATA PROCESSING SUPPLIES	-	-	-	-
01-0230-32-00	CIVIL SERVICE SUPPLIES	1,754	4,300	4,300	4,300
01-0231-32-00	SOFTWARE	-	-	-	-
	Supplies Total	6,559	4,500	4,500	4,500
	Maintenance Total	-	-	-	-
01-0401-32-00	TELEPHONE & COMMUNICATIONS	-	-	-	-
01-0402-32-00	RENTAL OF EQUIPMENT	-	-	-	-
01-0407-32-00	SPECIAL SERVICES	-	-	-	-
01-0408-32-00	ADVERTISING	472	700	700	700
01-0409-32-00	TRAVEL & EDUCATION	-	700	700	700
01-0414-32-00	DUES & SUBSCRIPTIONS	-	150	150	150
	Services Total	472	1,550	1,550	1,550
	Capital Total	-	-	-	-

	2008-2009 Actual	2009-2010 Budget	2009-2010 Estimate	2010-2011 Budget
Departmental Total	7,031	6,050	6,050	6,050

Lancaster

Development Services Admin.



Personnel Summary

Position	Adopted 08-09	Adopted 09-10	Adopted 10-11
Director of Development Services	1	0.5	0.5
Development Coordinator	1	1	0
Office Manager	1	0.5	0.5
Total	**3**	**2**	**1**

Department Narrative

The Development Services Administration program is used to account for administrative and overhead costs incurred by the Code Compliance, Animal Services, and Building Inspections Departments. Personnel costs include the Director of Development Services, who maintains the responsibility of administering the day to day responsibilities of the Development Services Departments, a Development Coordinator, who assists the director with development related issues, and an office manager.

Departmental Goals

City Council Goals:

- Provide quality management and service response from citizen requests
- Improve organization and operations within Development Services Department.
- Create a positive and friendly atmosphere for citizens interacting with the City of Lancaster
- Serve the employees and citizens of Lancaster through: friendly and courteous interaction; knowledgeable staff, convenient hours; and responsive customer service
- Manage the supply of resources and ensure all equipment is maintained in good working order so that the departments can complete their work in a timely manner
- Ensure operational procedures are current, relevant and promote efficiency

Workload Indicators	08-09 Actual	09-10 Estimate	10-11 Estimate
Full-Time Development Services Employees	18	16	16
Total Planning and Development Division Budget	$1.4 Million	$1.3 Million	$1.3 Million

Performance Measurement	08-09 Actual	09-10 Estimate	10-11 Estimate
Planning and Development Division Expenditures Spent	98%	99%	99%

Budget Summary	2008-2009 Actual	2009-2010 Budget	2009-2010 Estimate	2010-2011 Budget
Personnel	230,966	150,950	115,022	109,852
Supplies	4,900	4,250	3,550	4,150
Maintenance	-	-	-	-
Services	68,534	65,975	47,622	47,034
Capital Outlay	-	-	-	-
TOTAL	**304,400**	**221,175**	**166,194**	**161,036**

Total Development Services Administration

Fund Number	Department Number	Program Number	Description	2008-2009 Actual	2009-2010 Budget	2009-2010 Estimate	2010-2011 Budget
01	36	00	DS Admin. (Primary)	259,570	150,950	119,040	109,872
01	36	01	DS Admin. (Regions)	6,386	39,099	20,624	23,999
01	36	02	DS Admin. (Main St.)	38,445	31,126	26,530	27,165
			General Fund Operating	304,401	221,175	166,194	161,036

GENERAL FUND

Development Services (Primary)

For Fund #:	1
For Department #:	36
Program#:	0

		2008-2009 Actual	2009-2010 Budget	2009-2010 Estimate	2010-2011 Budget
01-0101-36-00	SALARIES-REGULAR	169,580	109,565	80,540	68,714
01-0103-36-00	SALARIES-OVERTIME	187	-	-	-
01-0104-36-00	SALARIES-LONGEVITY	599	378	463	370
01-0105-36-00	GROUP HEALTH INSURANCE	20,473	15,532	10,880	20,606
01-0106-36-00	TMRS	20,498	14,634	11,268	10,104
01-0107-36-00	FICA	12,486	7,738	6,029	4,733
01-0109-36-00	SALARIES-WELL PAY	1,429	-	628	-
01-0110-36-00	DENTAL INSURANCE	445	393	104	403
01-0113-36-00	SALARIES-CAR ALLOWANCE	4,658	2,400	4,800	4,800
01-0120-36-00	GROUP LIFE INSURANCE	53	33	33	16
01-0130-36-00	WORKERS COMPENSATION	559	277	277	106
	Personnel Total	230,966	150,950	115,022	109,852

01-0201-36-00	SUPPLIES	281	-	-	-
	Supplies Total	281	-	-	-

01-0402-36-00	RENTAL OF EQUIPMENT	186	-	-	-
01-0408-36-00	ADVERTISING	-	-	-	-
01-0409-36-00	TRAVEL & EDUCATION	(357)	-	18	-
01-0410-36-00	UTILITIES - ELECTRICITY	-	-	3,225	-
01-0414-36-00	DUES & SUBSCRIPTIONS	1,107	-	-	-
01-0416-36-00	OTHER/PROFESSIONAL SERVICE	125	-	775	-
01-0462-36-00	CELLULAR TELEPHONE & PAGER	-	-	-	-
01-0464-36-00	RENTAL OF OFFICE SPACE	26,719	-	-	-
01-0539-36-00	MISC. HEALTH BENEFIT	-	-	-	20
01-0559-36-00	CONTRACT/TEMPORARY LABOR	543	-	-	-
	Services Total	28,323	-	4,018	20

	2008-2009 Actual	2009-2010 Budget	2009-2010 Estimate	2010-2011 Budget
Departmental Total	259,570	150,950	119,040	109,872

GENERAL FUND

Development Services (Regions)

For Fund #:	1
For Department #:	36
Program#:	1

		2008-2009 Actual	2009-2010 Budget	2009-2010 Estimate	2010-2011 Budget
01-0201-36-01	SUPPLIES	1,018	1,000	900	1,000
01-0202-36-01	UNIFORMS AND CLOTHING	-	-	-	-
01-0204-36-01	MINOR EQUIP/FURN/FIX/TOOL	-	-	-	-
01-0210-36-01	FOOD/BEV-MEETINGS/FUNCTI	-	-	-	-
01-0211-36-01	OTHER OPERATIONAL SUPPLI	-	-	-	-
01-0214-36-01	POSTAGE/SHIPPING/DELIVERY	-	100	100	-
01-0215-36-01	TRAINING SUPPLIES	-	-	-	-
01-0216-36-01	MEDICAL SUPPLIES	-	25	25	25
	Supplies Total	1,018	1,125	1,025	1,025

01-0402-36-01	RENTAL OF EQUIPMENT	2,229	2,800	2,800	2,800
01-0408-36-01	ADVERTISING	-	-	-	-
01-0409-36-01	TRAVEL & EDUCATION	2,714	2,975	3,100	2,975
01-0410-36-01	UTILITIES - ELECTRICITY	-	-	-	3,500
01-0414-36-01	DUES & SUBSCRIPTIONS	395	849	849	849
01-0416-36-01	OTHER/PROFESSIONAL SERV	-	-	-	-
01-0420-36-01	INTERNAL TRAINING	-	-	-	-
01-0421-36-01	PRINTING	30	100	100	100
01-0462-36-01	CELLULAR TELEPHONE & PAG	-	-	-	-
01-0464-36-01	RENTAL OF OFFICE SPACE	-	31,250	12,750	12,750
01-0535-36-01	HEALTH DEPARTMENT	-	-	-	-
01-0559-36-01	CONTRACT/TEMPORARY LABO	-	-	-	-
	Services Total	5,368	37,974	19,599	22,974

	2008-2009 Actual	2009-2010 Budget	2009-2010 Estimate	2010-2011 Budget
Departmental Total	6,386	39,099	20,624	23,999

GENERAL FUND

Development Services (700 E. Main)

For Fund #:	1
For Department #:	36
Program#:	2

		2008-2009 Actual	2009-2010 Budget	2009-2010 Estimate	2010-2011 Budget
01-0201-36-02	SUPPLIES	3,601	3,000	2,500	3,000
01-0214-36-02	POSTAGE/SHIPPING/DELIVERY	-	100	-	100
01-0215-36-02	TRAINING SUPPLIES	-	-	-	-
01-0216-36-02	MEDICAL SUPPLIES	-	25	25	25
	Supplies Total	3,601	3,125	2,525	3,125

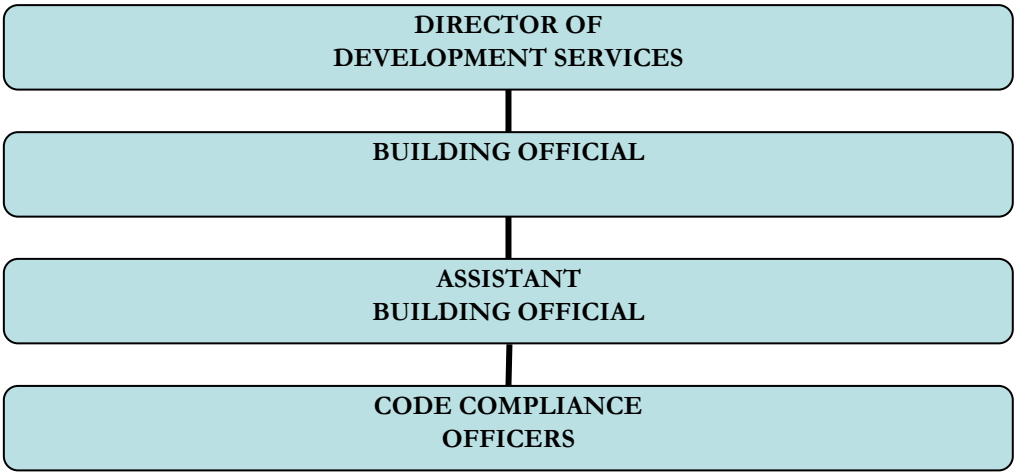
01-0402-36-02	RENTAL OF EQUIPMENT	1,303	1,435	2,940	2,940
01-0409-36-02	TRAVEL & EDUCATION	-	-	-	-
01-0421-36-02	PRINTING	26	100	65	100
01-0462-36-02	CELLULAR TELEPHONE & PAGERS	-	-	-	-
01-0535-36-02	HEALTH DEPARTMENT	23,426	26,466	21,000	21,000
01-0536-36-02	HEALTH DEPT-FOOD PERMITS	10,088	-	-	-
01-0559-36-02	CONTRACT/TEMPORARY LABOR	-	-	-	-
	Services Total	34,843	28,001	24,005	24,040

	2008-2009 Actual	2009-2010 Budget	2009-2010 Estimate	2010-2011 Budget
Departmental Total	38,445	31,126	26,530	27,165

Lancaster

Lancaster

Code Compliance



Personnel Summary

Position	Adopted 08-09	Adopted 09-10	Adopted 10-11
Senior Code Officer	1	1	0
Code Compliance Officer	3	3	4
Total	**4**	**4**	**2**

Department Narrative

Code Compliance was separated in FY 07-08 into a separate Division in an effort to concentrate on the enforcement of property codes contained within the adopted Property Maintenance Code (IPMC). THE IPMC outlines minimum standards on existing structures and properties in both residential and commercial properties within the City. Code Compliance enforces of these standards which assist in eliminating the City of unhealthy and unsanitary living and working conditions and by their efforts they help maintain property values in the City.

The primary duties of Code Compliance is the notification and resolution of violations regarding weeds and grass; trash and junk; bulk trash; overhanging limbs on streets and alleys and sidewalks; removal of stagnate pools, inoperable/junk vehicles, illegal sign placement and illegal parking on unapproved surfaces. Code violations are recorded daily basis by driving the neighborhoods and major thoroughfares of the City. Code Compliance is an active partner of the Police Department to ensure safe neighborhoods in the City.

Departmental Goals

City Council Goal

- Train staff to be more compassionate and compliance friendly
- Evaluate and modify all ordinances concerning Code compliance to be consistent
- Create program to make residents and/or business owners more aware of local regulations and educate them to achieve compliance
- Provide weekend coverage of City ordinance violations
- Continuous education of Homeowner Association's to become better equipped to handle violations
- Enforce all in a consistent and professional manner
- Review and evaluate current bulk trash ordinance to develop a more consistent way to address violations

Workload Indicators	08-09 Actual	09-10 Actual	10-11 Goal
Full Time Employees	4		
Weed and Grass Violations	5,536	6,000	6,000
Bulk Trash Violations	1,189	1,200	1,200
Junk/Inoperable Vehicles	392	400	400
Overhanging Limbs	652	700	700
Parking Violations	1,066	1,200	1,200
Sign Violations	2,138	2,200	2,200
Trash/Junk Violations	1,985	2,000	2,000
Fence Violations	639	650	650

Performance Measurement	08-09 Actual	09-10 Actual	10-11 Goal
Code violations addressed within 48 hours of report	82%	85%	85%
Emergency complaints addressed immediately upon receipt	87%	90%	90%
Management complaint addressed within one work day	90%	95%	95%

Budget Summary	2008-2009 Actual	2009-2010 Budget	2009-2010 Estimate	2010-2011 Budget
Personnel	221,853	210,648	193,568	226,179
Supplies	18,104	17,946	15,790	17,690
Maintenance	4,745	5,000	5,000	5,000
Services	127,749	127,679	123,017	124,940
Capital Outlay	-	-	-	-
TOTAL	**372,451**	**361,273**	**337,375**	**373,809**

GENERAL FUND

Code Enforcement

For Fund #:	1
For Department #:	35
Program#:	0

		2008-2009 Actual	2009-2010 Budget	2009-2010 Estimate	2010-2011 Budget
01-0101-35-00	SALARIES-REGULAR	156,808	141,573	130,000	147,957
01-0102-35-00	SALARIES-PART TIME	-	9,437	9,437	-
01-0103-35-00	SALARIES-OVERTIME	372	-	-	10,437
01-0104-35-00	SALARIES-LONGEVITY	173	308	308	380
01-0105-35-00	GROUP HEALTH INSURANCE	27,618	27,419	20,000	32,674
01-0106-35-00	TMRS	18,409	18,126	17,500	20,967
01-0107-35-00	FICA	11,315	10,073	9,500	10,627
01-0108-35-00	SALARIES-PARAMEDIC	-	-	-	-
01-0109-35-00	SALARIES-WELL PAY	253	-	140	-
01-0110-35-00	DENTAL INSURANCE	1,164	1,108	1,108	1,209
01-0115-35-00	CERTIFICATION PAY	-	-	-	-
01-0120-35-00	GROUP LIFE INSURANCE	32	68	68	85
01-0130-35-00	WORKERS COMPENSATION	5,710	2,536	5,507	1,843
	Personnel Total	221,853	210,648	193,568	226,179
01-0201-35-00	SUPPLIES	-	-	-	-
01-0202-35-00	UNIFORMS AND CLOTHING	114	456	700	200
01-0203-35-00	MOTOR VEHICLE SUPPLIES	113	-	-	-
01-0204-35-00	MINOR EQUIP/FURN/FIX/TOOLS/ETC	1,956	790	790	790
01-0205-35-00	JANITORIAL & CLEANING SUPPLIES	119	-	-	-
01-0214-35-00	POSTAGE/SHIPPING/DELIVERY	8,891	9,400	7,000	9,400
01-0218-35-00	FUEL & OIL	6,715	7,300	7,300	7,300
01-0224-35-00	ANIMAL CARE SUPPLIES	195	-	-	-
	Supplies Total	18,104	17,946	15,790	17,690
01-0302-35-00	MAINT-MOTOR VEHICLES	4,745	5,000	5,000	5,000
	Maintenance Total	4,745	5,000	5,000	5,000
01-0409-35-00	TRAVEL & EDUCATION	628	2,100	110	1,100
01-0414-35-00	DUES & SUBSCRIPTIONS	5,330	5,200	5,000	5,200
01-0416-35-00	OTHER/PROFESSIONAL SERVICES	-	-	-	-
01-0418-35-00	MEDICAL EXPENSE	-	-	-	-
01-0421-35-00	PRINTING	1,694	5,000	4,000	4,000
01-0423-35-00	CONTRACT MOWING	93,207	93,300	93,300	93,300
01-0434-35-00	SPECIAL EVENTS	3,445	-	-	-
01-0435-35-00	LABORATORY CHARGES	-	-	-	-
01-0442-35-00	COMPUTER PROFESSIONAL SERVIC	-	-	-	-
01-0452-35-00	FILING FEES	22,976	20,395	20,395	20,395
01-0455-35-00	CERTIFICATION FEES	469	1,684	212	882
01-0462-35-00	CELLULAR TELEPHONE & PAGERS	-	-	-	-
01-0539-35-00	MISC. HEALTH BENEFIT	-	-	-	63
01-0559-35-00	CONTRACT/TEMPORARY LABOR	-	-	-	-
	Services Total	127,749	127,679	123,017	124,940

	2008-2009 Actual	2009-2010 Budget	2009-2010 Estimate	2010-2011 Budget
Departmental Total	372,451	361,273	337,375	373,809

Lancaster

Planning

DIRECTOR OF DEVELOPMENT SERVICES

SENIOR PLANNER

Personnel Summary

Position	Adopted 08-09	Adopted 09-10	Adopted 10-11
Senior Planner	1	0.5	1
Planner	1	0	0
Planning Assistant	1	1	0
Total	**3**	**1.5**	**1**

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 development does occur 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

City Council Goals:

- Promote high quality commercial and residential growth through quality planning procedures and processes
- Minimize conflict between developments
- Provide clear technical assistance and professional advice to City Council, City Management, and Lancaster residents
- Update codes, regulations, and ordinances for consistency to City Council objectives
- Forecast service needs and improve efficiency of available resources

Workload Indicators	08-09 Actual	09-10 Actual	10-11 Goal
Full Time Employees	3	2	2
Lancaster Development Code Review Sessions	8	8	8
Downtown Development Plan	100% Complete	100% Complete	100% Complete
New Historic Preservation Guidelines	100% Complete	100% Complete	100% Complete
Historic Downtown Beautification Project	50% Complete	50% Complete	50% Complete
Floating Zones (Design Review)	100%	N/A	N/A
Total Plats Received and Reviewed	25	22	22
Total Zoning Requests Received and Processed	12	19	19
Total Site Plans Received and Reviewed	25	19	19
Zoning Board of Adjustment Cases	4	2	2
Historic Committee Landmark Cases	6	7	7

Performance Measurement	08-09 Actual	09-10 Actual	10-11 Goal
Process Certifications of Occupancies within 3 Days	85%	85%	85%
Comment on Civil Plans with Planning Elements within 3 Days	85%	85%	85%
Comment on Building Plans with Planning Elements within 3 Days	85%	85%	85%
Process Administrative Permits within 3 Days	85%	85%	85%
Complete Site Plan and Plat Applications within 30 days	90%	90%	90%
Zoning Applications Completed with 45 days	80%	85%	85%
Annexation Requests Complying with Procedural Requirements	100%	100%	100%
Citizen Planning Inquiries Resolved Within 24 Hours	85%	85%	85%
Continuing Education Units Received	40 Units	40 Units	40 Units

Budget Summary	2008-2009 Actual	2009-2010 Budget	2009-2010 Estimate	2010-2011 Budget
Personnel	157,558	96,524	82,203	73,575
Supplies	2,518	2,700	2,700	2,700
Maintenance	-	-	-	-
Services	97,908	82,860	82,860	15,881
Capital Outlay	-	-	-	-
TOTAL	**257,984**	**182,084**	**167,763**	**92,156**

GENERAL FUND

Planning

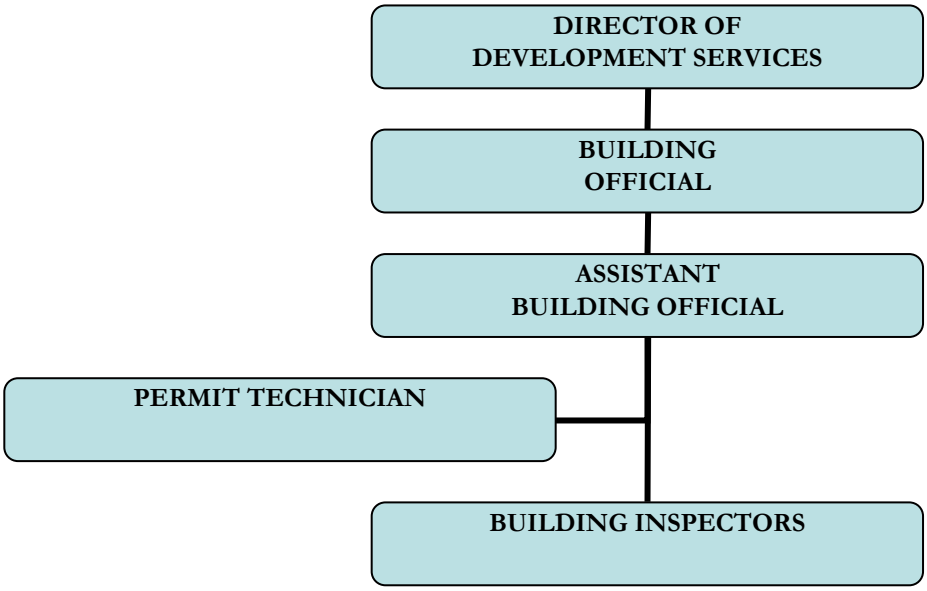
For Fund #:	1
For Department #:	17
Program#:	0

		2008-2009 Actual	2009-2010 Budget	2009-2010 Estimate	2010-2011 Budget
01-0101-17-00	SALARIES-REGULAR	116,361	67,030	53,000	56,041
01-0102-17-00	SALARIES-PART TIME	-	-	-	-
01-0103-17-00	SALARIES-OVERTIME	285	1,000	1,558	-
01-0104-17-00	SALARIES-LONGEVITY	126	140	140	12
01-0105-17-00	GROUP HEALTH INSURANCE	17,747	14,461	16,000	4,941
01-0106-17-00	TMRS	13,653	8,749	7,500	7,923
01-0107-17-00	FICA	8,387	4,639	3,500	4,155
01-0109-17-00	SALARIES-WELL PAY	-	-	-	-
01-0110-17-00	DENTAL INSURANCE	562	315	315	403
01-0113-17-00	SALARIES-CAR ALLOWANCE	158	-	-	-
01-0114-17-00	SALARIES-ASSIGNMENT PAY	-	-	-	-
01-0120-17-00	GROUP LIFE INSURANCE	11	25	25	17
01-0130-17-00	WORKERS COMPENSATION	269	165	165	83
	Personnel Total	157,558	96,524	82,203	73,575
01-0201-17-00	SUPPLIES	515	-	-	-
01-0204-17-00	MINOR EQUIP/FURN/FIX/TOOLS/ETC	64	500	500	500
01-0210-17-00	FOOD/BEV-MEETINGS/FUNCTIONS	141	200	200	200
01-0211-17-00	OTHER OPERATIONAL SUPPLIES	-	-	-	-
01-0214-17-00	POSTAGE/SHIPPING/DELIVERY	1,797	2,000	2,000	2,000
01-0218-17-00	FUEL & OIL	-	-	-	-
	Supplies Total	2,518	2,700	2,700	2,700
01-0302-17-00	MAINT-MOTOR VEHICLES	-	-	-	-
	Maintenance Total	-	-	-	-
01-0408-17-00	ADVERTISING	157	300	300	300
01-0409-17-00	TRAVEL & EDUCATION	6,518	2,600	2,600	2,600
01-0414-17-00	DUES & SUBSCRIPTIONS	(93)	2,960	2,960	2,960
01-0415-17-00	TRANS TO VEHICLE REPL FUND	-	-	-	-
01-0416-17-00	OTHER/PROFESSIONAL SERVICES	86,838	75,000	75,000	8,000
01-0421-17-00	PRINTING	3,859	2,000	2,000	2,000
01-0442-17-00	COMPUTER PROFESSIONAL SERVICES	629	-	-	-
01-0539-17-00	MISC. HEALTH BENEFIT	-	-	-	21
01-0559-17-00	CONTRACT/TEMPORARY LABOR	-	-	-	-
	Services Total	97,908	82,860	82,860	15,881

	2008-2009 Actual	2009-2010 Budget	2009-2010 Estimate	2010-2011 Budget
Departmental Total	257,985	182,084	167,763	92,156

Lancaster

Building Inspections



Personnel Summary

Position	Adopted 08-09	Adopted 09-10	Adopted 10-11
Building Official	1	1	1
Asst. Building Official	1	1	1
Chief Inspector	0	0	0
Plans Examiner	0	0	0
Building Inspector	2	2	1
Permit Technician	1	1	1
Total	**5**	**5**	**4**

Department Narrative

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 also works closely with the Planning, Public Works, and the Fire Marshal's office to enhance the City's overall ability to better serve the citizens of Lancaster Additionally, Building Inspections maintains an active demolition program designed to mitigate the spread of blight through the elimination of substandard vacant structures.

Departmental Goals

City Council Goal:

- Create a public awareness program to inform citizens on permit requirements
- Make garage sale permits available online
- Enforce all ordinances consistently
- Continued education of internal staff
- Continue abandoned homes/building demolition program
- Continue to enhance apartment inspection program
- Enforce obsolete and abandoned signage
- Create and implement a public swimming pool inspection program

Workload Indicators	08-09 Actual	09-10 Actual	10-11 Goal
Full Time Employees	5	5	4
Single Family Permits Issued	87	100	100
Electrical Permits Issued	148	150	150
Plumbing Permits Issued	252	250	250
Fence Permits Issued	138	150	150
Mechanical Permits Issued	61	700	700
Contractor Registrations	420	450	450
Plans Reviewed	700	700	700
Inspections Made	9,000	9,000	9,000

Performance Measurement	08-09 Actual	09-10 Actual	10-11 Goal
Requested inspections performed within 8 hours	100%	100%	100%
Complaints addressed within 8 hours	92%	95%	95%
Same day telephone call return from residents and contractors	90%	95%	95%

Budget Summary	2008-2009 Actual	2009-2010 Budget	2009-2010 Estimate	2010-2011 Budget
Personnel	299,354	317,000	249,019	257,529
Supplies	4,958	9,030	10,740	8,130
Maintenance	2,089	2,500	2,500	2,500
Services	45,302	64,875	70,000	64,154
Capital Outlay	-	-	-	-
TOTAL	**351,703**	**393,405**	**332,259**	**332,313**

GENERAL FUND

Building Inpections

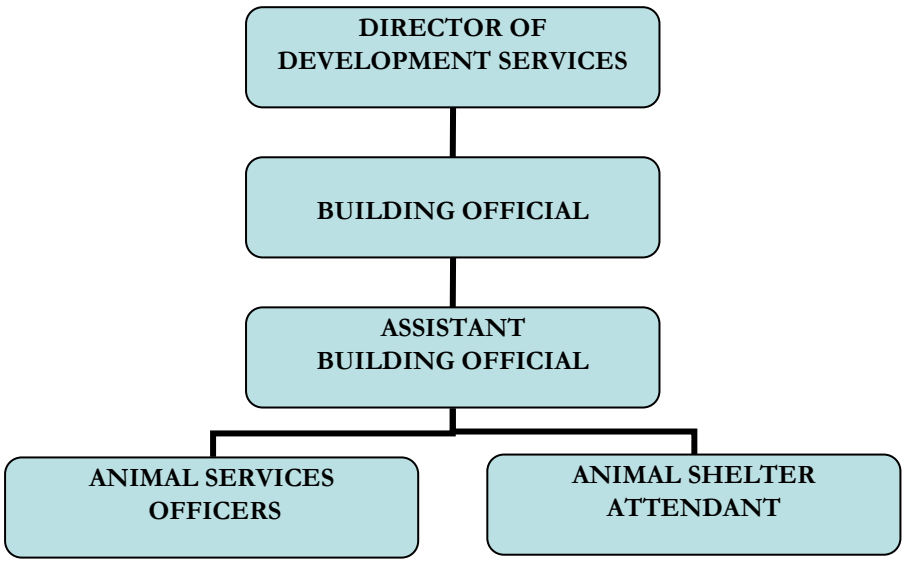
For Fund #:	1
For Department #:	9
Program#:	0

		2008-2009 Actual	2009-2010 Budget	2009-2010 Estimate	2010-2011 Budget
01-0101-09-00	SALARIES-REGULAR	223,292	234,215	187,000	190,375
01-0102-09-00	SALARIES-PART TIME	-	-	-	-
01-0103-09-00	SALARIES-OVERTIME	68	-	75	-
01-0104-09-00	SALARIES-LONGEVITY	717	932	954	756
01-0105-09-00	GROUP HEALTH INSURANCE	26,424	31,155	18,000	23,028
01-0106-09-00	TMRS	26,439	30,630	24,000	27,016
01-0107-09-00	FICA	16,827	17,488	15,461	14,488
01-0109-09-00	SALARIES-WELL PAY	1,256	-	768	-
01-0110-09-00	DENTAL INSURANCE	1,186	1,185	1,076	1,209
01-0114-09-00	SALARIES-ASSIGNMENT PAY	705	-	-	-
01-0120-09-00	GROUP LIFE INSURANCE	34	85	85	68
01-0130-09-00	WORKERS COMPENSATION	2,405	1,310	1,600	589
01-0175-09-00	CDBG REIMBURSEMENT	-	-	-	-
	Personnel Total	299,354	317,000	249,019	257,529
01-0201-09-00	SUPPLIES	203	-	1,200	-
01-0202-09-00	UNIFORMS AND CLOTHING	-	400	700	200
01-0204-09-00	MINOR EQUIP/FURN/FIX/TOOLS/ETC	288	930	300	930
01-0210-09-00	FOOD/BEV-MEETINGS/FUNCTIONS	81	-	40	-
01-0211-09-00	OTHER OPERATIONAL SUPPLIES	-	-	-	-
01-0214-09-00	POSTAGE/SHIPPING/DELIVERY	140	200	500	500
01-0215-09-00	TRAINING SUPPLIES	998	2,500	3,000	1,500
01-0218-09-00	FUEL & OIL	3,248	5,000	5,000	5,000
	Supplies Total	4,958	9,030	10,740	8,130
01-0302-09-00	MAINT-MOTOR VEHICLES	2,089	2,500	2,500	2,500
	Maintenance Total	2,089	2,500	2,500	2,500
01-0408-09-00	ADVERTISING	-	-	-	-
01-0409-09-00	TRAVEL & EDUCATION	1,458	2,893	1,600	2,893
01-0414-09-00	DUES & SUBSCRIPTIONS	4,444	5,055	4,800	4,800
01-0415-09-00	TRANS TO VEHICLE REPL FUND	-	-	-	-
01-0416-09-00	OTHER/PROFESSIONAL SERVICES	5,201	2,550	-	-
01-0421-09-00	PRINTING	377	2,500	500	2,000
01-0429-09-00	DEMOLITION EXPENSE	32,628	50,000	45,000	50,000
01-0452-09-00	FILING FEES	480	1,000	500	500
01-0455-09-00	CERTIFICATION FEES	714	877	600	877
01-0482-09-00	CREDIT CARD PROCESSING FEES	-	-	17,000	3,000
01-0539-09-00	MISC. HEALTH BENEFIT	-	-	-	84
	Services Total	45,302	64,875	70,000	64,154

	2008-2009 Actual	2009-2010 Budget	2009-2010 Estimate	2010-2011 Budget
Departmental Total	351,702	393,405	332,259	332,313

Lancaster

Animal Services



Personnel Summary

Position	Adopted 08-09	Adopted 09-10	Adopted 10-11
Animal Services Officer	2	2	2
Animal Shelter Attendant	1	0	0
Part-Time Attendant	0.5	0.5	0.5
Total	**3.5**	**2.5**	**2.5**

Department Narrative

Animal Services was separated in FY 07-08 into a separate Division in an effort to place a concentration of staff on the increasing stray animal population. Animal Control Officers (ACO) capture vicious animals, stray animals, wild animals posing a threat to citizens of Lancaster. ACO's patrol daily looking for animals and when captured, place them in the animal shelter. The animal shelter's main purpose is to house the animals brought in order to feed, water and care for the animals until they can be adopted, redeemed or if all efforts fail euthanized. Efforts have been increased to promote the adoption of the animals and to place them in protected caring homes by the shelter staff. Animal Shelter staff conducts shot and adoption clinics bi-annually that assist in controlling the growing population of stray animals in the City.

Departmental Goals

City Council Goal

- Create active education programs for the community on basic animal care and responsibility
- Update all City ordinances related to Animal Services to be in conformance with new State laws
- Respond to service calls in a timely manner
- Attend Homeowner's Association meetings to inform residents of local ordinances related to Animal Services
- Create programs to promote pet adoptions
- Increase fund raising programs for Shelter
- Expand the shelter floor area to accommodate more animals and increase adoption rate
- Educate community on the importance of spaying, neutering and vaccinations
- Obtain all state required certifications (euthanasia, dart gun, etc.)

Workload Indicators	08-09 Actual	09-10 Actual	10-11 Goal
Full Time Employees	3	2	2
Part Time Employees	0.5	1	1
Adoptions	350	250	250
Redemptions	200	100	100
Euthanizations	700	650	650
Deceased Animal Pickup	200	100	100
Micro Chip Inserted	80	80	80
Animal Bite Investigations	10	10	10
Cruelty Cases	4	4	4

Performance Measurement	08-09 Actual	09-10 Actual	10-11 Goal
Animal Services requests answered within 8 hours	75%	80%	80%
Increase monthly adoptions	75%	80%	80%

Budget Summary	2008-2009 Actual	2009-2010 Budget	2009-2010 Estimate	2010-2011 Budget
Personnel	105,914	120,871	126,824	128,096
Supplies	5,509	12,121	14,175	12,121
Maintenance	1,150	5,000	5,000	5,000
Other Services	5,055	6,916	7,216	6,968
Capital Outlay	-	-	-	-
TOTAL	**117,628**	**144,908**	**153,215**	**152,185**

GENERAL FUND

Animal Services

For Fund #:	1
For Department #:	24
Program#:	0

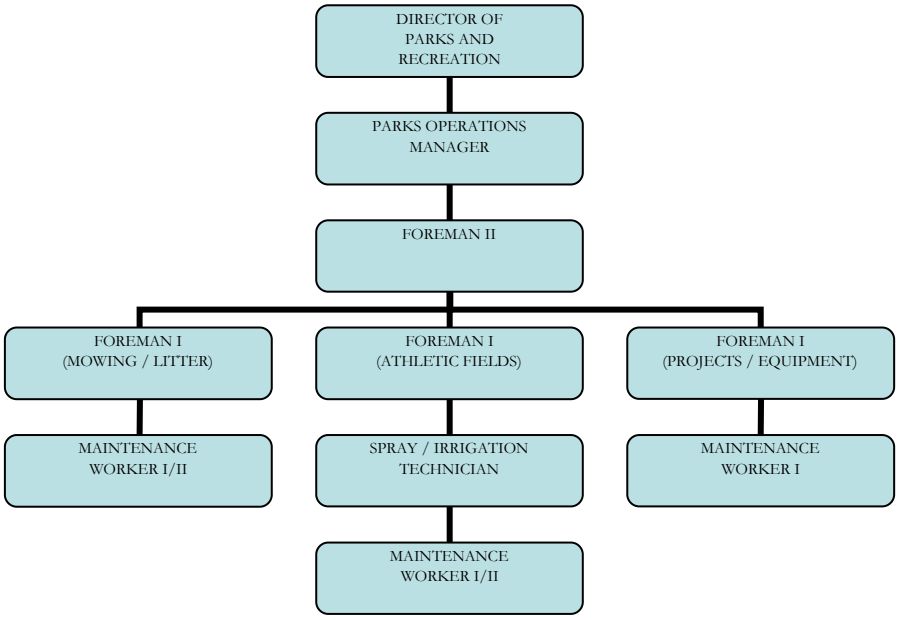
		2008-2009 Actual	2009-2010 Budget	2009-2010 Estimate	2010-2011 Budget
01-0101-24-00	SALARIES-REGULAR	71,731	71,053	79,047	74,635
01-0102-24-00	SALARIES-PART TIME	-	11,721	11,721	10,400
01-0103-24-00	SALARIES-OVERTIME	194	-	1,300	-
01-0104-24-00	SALARIES-LONGEVITY	377	464	500	432
01-0105-24-00	GROUP HEALTH INSURANCE	19,188	20,729	17,665	24,890
01-0106-24-00	TMRS	8,497	9,316	10,076	10,611
01-0107-24-00	FICA	4,535	5,562	5,784	5,565
01-0108-24-00	SALARIES-PARAMEDIC	-	-	-	-
01-0109-24-00	SALARIES-WELL PAY	-	-	-	-
01-0110-24-00	DENTAL INSURANCE	538	474	143	403
01-0112-24-00	SALARIES-OUT OF CLASS	-	-	-	-
01-0115-24-00	CERTIFICATION PAY	-	-	-	-
01-0120-24-00	GROUP LIFE INSURANCE	30	34	34	34
01-0130-24-00	WORKERS COMPENSATION	824	1,518	554	1,126
	Personnel Total	105,914	120,871	126,824	128,096
01-0201-24-00	SUPPLIES	-	-	-	-
01-0202-24-00	UNIFORMS AND CLOTHING	73	680	400	680
01-0203-24-00	MOTOR VEHICLE SUPPLIES	-	-	-	-
01-0204-24-00	MINOR EQUIP/FURN/FIX/TOOLS/ETC	1,717	5,266	4,500	5,266
01-0205-24-00	JANITORIAL & CLEANING SUPPLIES	268	600	600	600
01-0206-24-00	CHEMICALS	1,083	1,200	1,200	1,200
01-0211-24-00	OTHER OPERATIONAL SUPPLIES	-	325	325	325
01-0214-24-00	POSTAGE/SHIPPING/DELIVERY	0	100	-	100
01-0216-24-00	MEDICAL SUPPLIES	91	150	150	150
01-0218-24-00	FUEL & OIL	2,288	1,800	5,000	1,800
01-0223-24-00	ANIMAL FOOD	32	800	800	800
01-0224-24-00	ANIMAL CARE SUPPLIES	(43)	1,200	1,200	1,200
01-0231-24-00	SOFTWARE	-	-	-	-
	Supplies Total	5,509	12,121	14,175	12,121
01-0302-24-00	MAINT-MOTOR VEHICLES	1,150	5,000	5,000	5,000
	Maintenance Total	1,150	5,000	5,000	5,000
01-0409-24-00	TRAVEL & EDUCATION	405	1,360	1,360	1,360
01-0414-24-00	DUES & SUBSCRIPTIONS	4,500	4,500	4,500	4,500
01-0415-24-00	TRANS TO VEHICLE REPL FUND	-	-	-	-
01-0416-24-00	OTHER/PROFESSIONAL SERVICES	150	300	300	300
01-0421-24-00	PRINTING	-	400	700	400
01-0435-24-00	LABORATORY CHARGES	-	250	250	250
01-0452-24-00	FILING FEES	-	-	-	-
01-0455-24-00	CERTIFICATION FEES	-	106	106	106
01-0539-24-00	MISC. HEALTH BENEFIT	-	-	-	52
	Services Total	5,055	6,916	7,216	6,968

	2008-2009 Actual	2009-2010 Budget	2009-2010 Estimate	2010-2011 Budget
Departmental Total	117,628	144,908	153,215	152,185

Lancaster

Programs / Activities:
Parks, Playgrounds, Athletics,
Field Maintenance

Community Services Division
General Fund



Personnel Summary

Position	Adopted 08-09	Adopted 09-10	Adopted 10-11
Park Operations Manager	1	1	1
Foreman II	1	1	0
Foreman I	3	3	2
Horticulture Technician	1	0	0
Maintenance Worker II	9	9	4
Maintenance Worker I	0	0	0
Total	**15**	**14**	**7**

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 right of ways. 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, and grant writing and grant administration.

Departmental Goals

City Council Goals:

- Assist, coordinate and update Park, Recreation and Open Space five (5) year Master Plan
- Assist, coordinate and update Hike and Bike Trail System Master Plan
- Assist in preparation of the Golf Course CIP
- Supervise the implementation of the Dallas County "Pleasant Run Trail Grant"
- Coordinate and assist in the design and funding for Houston School Road Streetscape
- Assist with implementation of the Westwood Screening wall
- Coordinate and assist with the development of a staff proposal for implementation of recreation tourism
- Assist with the review and update of Park Operations Job Descriptions
- Assist with the development, review and recommend modifications between the City and LISD regarding the interlocal agreement
- Assist with the development and recommendation of the entrance beautification design and funding strategy for City Council's funding and approval

Workload Indicators	08-09 Actual	09-10 Estimate	10-11 Estimate
Number of Current Parks/Parks in Progress	16/5	16/5	16/5
School Facilities Maintained in Summer	8	6	6
Acreage of Parks	607	665	665
Full-Time Employees	15	12	12
Rights of Way/Median Acreage	220	220	220
Special Events Requiring Park Staffing	14	11	11
Trail Miles Maintained	0.68	3.01	3.01
Municpal Sites Maintained	14	16	16
Outdoor Restrooms Maintained	8	8	8

Performance Measurement	08-09 Actual	09-10 Estimate	10-11 Estimate
Parks Acreage per Full-Time Employee	47	56	56
ROW/Median Acreage per Full-Time Employee	17	19	19
Funded Projects Completed By Fiscal Year End	100%	100%	100%
Parks As Percentage of Total Municipal Budget	1.80%		
Rights of Way Inspections Daily	100%	100%	100%
Monthly Meetings with Contractors	100%	100%	100%
Athletic Fields Prepared Satisfactory or Better	100%	100%	100%
Playgrounds Inspected At Least Twice Per Year	100%	100%	100%
Monthly Safety Meetings	12	12	12
Continuing Education for Parks Staff	36 classes	6 classes	6 classes

Budget Summary	2008-2009 Actual	2009-2010 Budget	2009-2010 Estimate	2010-2011 Budget
Personnel	538,843	634,285	576,551	354,029
Supplies	44,559	45,264	55,114	36,500
Maintenance	43,615	46,000	52,052	41,000
Services	24,283	33,300	33,117	31,628
Capital Outlay	11,250	-	22,700	-
TOTAL	**662,550**	**758,849**	**739,534**	**463,157**

Total Parks

Fund Number	Department Number	Program Number	Department Description	2008-2009 Actual	2009-2010 Budget	2009-2010 Estimate	2010-2011 Budget
01	13	00	Parks	654,661	758,849	729,534	457,157
01	13	04	Parks-Banner Donation	2,299	-	4,000	-
01	13	55	Parks-Prison Labor	5,590	-	6,000	6,000
			Total Parks	662,550	758,849	739,534	463,157

GENERAL FUND

Parks

For Fund #:	1
For Department #:	13
Program#:	0

		2008-2009 Actual	2009-2010 Budget	2009-2010 Estimate	2010-2011 Budget
01-0101-13-00	SALARIES-REGULAR	384,357	433,108	392,957	235,541
01-0102-13-00	SALARIES-PART TIME	-	-	-	-
01-0103-13-00	SALARIES-OVERTIME	4,493	4,500	4,500	4,500
01-0104-13-00	SALARIES-LONGEVITY	2,083	2,576	2,197	1,300
01-0105-13-00	GROUP HEALTH INSURANCE	61,515	84,201	80,396	54,320
01-0106-13-00	TMRS	45,739	57,336	52,181	34,114
01-0107-13-00	FICA	28,542	32,203	29,550	17,246
01-0109-13-00	SALARIES-WELL PAY	-	-	-	-
01-0110-13-00	DENTAL INSURANCE	3,137	3,958	3,682	2,015
01-0114-13-00	SALARIES-ASSIGNMENT PAY	-	-	1,644	-
01-0120-13-00	GROUP LIFE INSURANCE	138	255	255	136
01-0130-13-00	WORKERS COMPENSATION	8,838	16,148	9,189	4,857
	Personnel Total	538,843	634,285	576,551	354,029
01-0201-13-00	SUPPLIES	1,951	1,500	2,000	1,500
01-0202-13-00	UNIFORMS AND CLOTHING	2,045	1,664	1,934	2,000
01-0203-13-00	MOTOR VEHICLE SUPPLIES	355	-	-	-
01-0204-13-00	MINOR EQUIP/FURN/FIX/TOOLS/ETC	3,747	3,600	5,000	5,000
01-0206-13-00	CHEMICALS	2,513	10,000	8,000	5,000
01-0208-13-00	EDUCATION & REC SUPPLIES	-	-	-	-
01-0209-13-00	BOTANICAL & AGR SUPPLIES	6,340	3,500	3,500	2,000
01-0210-13-00	FOOD/BEV-MEETINGS/FUNCTIONS	-	-	-	-
01-0211-13-00	OTHER OPERATIONAL SUPPLIES	32	-	3,500	-
01-0214-13-00	POSTAGE/SHIPPING/DELIVERY	25	-	-	-
01-0216-13-00	MEDICAL SUPPLIES	131	-	-	-
01-0217-13-00	SWIMMING POOL CONCESSIONS	-	-	-	-
01-0218-13-00	FUEL & OIL	19,530	25,000	21,180	15,000
	Supplies Total	36,669	45,264	45,114	30,500
01-0301-13-00	MAINT-BLDG & STRUCTURES	3,283	4,500	4,500	4,500
01-0302-13-00	MAINT-MOTOR VEHICLES	3,940	6,500	15,000	6,500
01-0303-13-00	MAINT-EQUIP & MACHINERY	19,585	20,000	15,000	15,000
01-0313-13-00	MAINT-FURN & FIXTURES	-	-	-	-
01-0314-13-00	MAINT-RADIO EQUIPMENT	-	-	-	-
01-0315-13-00	MAINT-PARK EQUIPMENT/FIXTURES	13,533	15,000	17,000	15,000
01-0322-13-00	IRRIGATION	941	-	-	-
01-0342-13-00	MAINT-DATA PROC EQUIPMENT	-	-	-	-
01-0345-13-00	MAINT-ATHLETIC FACILITY	2,331	-	552	-
01-0363-13-00	MAINT-LOCKS & KEYS	-	-	-	-
	Maintenance Total	43,615	46,000	52,052	41,000
01-0401-13-00	TELEPHONE & COMMUNICATIONS	-	-	-	-
01-0402-13-00	RENTAL OF EQUIPMENT	5,284	5,500	8,000	6,828
01-0409-13-00	TRAVEL & EDUCATION	1,511	2,000	2,178	2,000
01-0410-13-00	UTILITIES - ELECTRICITY	16,907	25,000	22,000	22,000
01-0414-13-00	DUES & SUBSCRIPTIONS	505	800	500	800
01-0415-13-00	TRANS TO VEHICLE REPL FUND	-	-	-	-
01-0416-13-00	OTHER/PROFESSIONAL SERVICES	77	-	439	-
	Services Total	24,283	33,300	33,117	31,628
01-0601-13-00	CAPITAL-LAND	-	-	22,700	-
01-0602-13-00	CAPITAL-BLDG & STRUCTURE	-	-	-	-
01-0607-13-00	CAPITAL-PARK SYSTEM	11,250	-	-	-
	Capital Total	11,250	-	22,700	-

	2008-2009 Actual	2009-2010 Budget	2009-2010 Estimate	2010-2011 Budget
Departmental Total	654,661	758,849	729,534	457,157

GENERAL FUND

Parks-Banner Donation

For Fund #:	1
For Department #:	13
Program#:	4

		2008-2009 Actual	2009-2010 Budget	2009-2010 Estimate	2010-2011 Budget
01-0211-13-04	OTHER OPERATIONAL SUPPLIES	2,299	-	4,000	-
	Supplies Total	2,299	-	4,000	-

	2008-2009 Actual	2009-2010 Budget	2009-2010 Estimate	Proposed
Departmental Total	2,299	-	4,000	-

GENERAL FUND

Parks-Prison Labor

For Fund #:	1
For Department #:	13
Program#:	55

		2008-2009 Actual	2009-2010 Budget	2009-2010 Estimate	2010-2011 Budget
01-0211-13-55	OTHER OPERATIONAL SUPPLIES	5,590	-	6,000	6,000
	Supplies Total	5,590	-	6,000	6,000

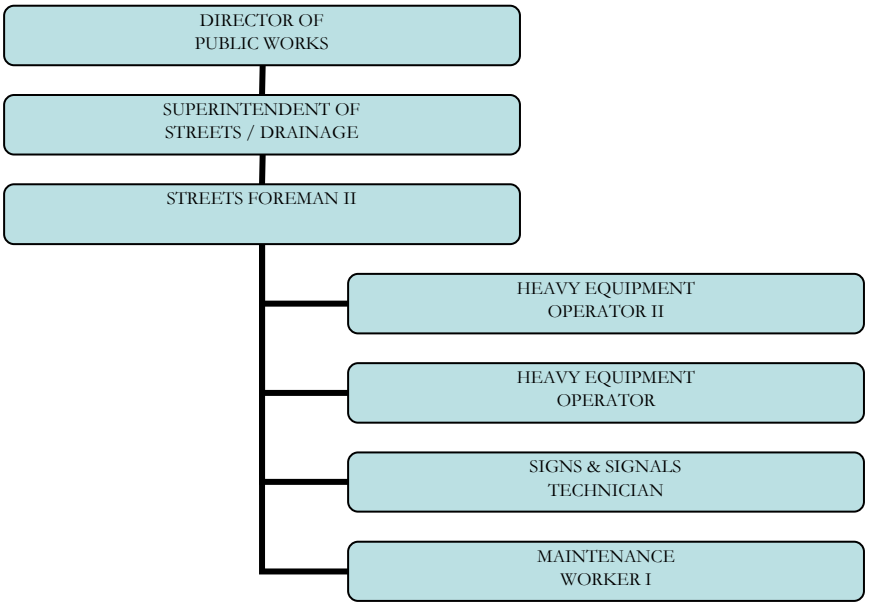
	2008-2009 Actual	2009-2010 Budget	2009-2010 Estimate	Proposed
Departmental Total	5,590	-	6,000	6,000

Lancaster

Lancaster

Programs / Activities:
Street and Alley Pavement Maintenance,
Signs and Signals,

Public Works Division
General Fund



Personnel Summary

Position	Adopted 08-09	Adopted 09-10	Adopted 10-11
Superintendent-Streets/Drain.	0	0	0
Foreman II	1	1	1
Signs & Signals Technician	1	1	1
Heavy Equipment Operator II	1	1	1
Heavy Equipment Operator I	1	1	1
Signs & Signals Technician	0	0	0
Maintenance Worker I	3	3	2
Total	**7**	**7**	**6**

Department Narrative

The Streets Division, Streets Section strives to make all roadways, alleys and sidewalks Safe through judicious use of limited resources and the scheduling of work based upon safety considerations and the impact to our citizens and public users.
The Streets Section endeavors to excel in the maintenance, both preventative and reactive, of all paved surfaces in the City of Lancaster. These include all 310 miles of asphalt, concrete and gravel roadways, alleys and sidewalks within the boundaries of the City of Lancaster public rights of way.

The Streets Section is accomplishing its mission, strategic plan, goals and objectives by using limited resources in a manner that encompasses; training of employees, the use of new technologies, priority scheduling of repairs, judicious

Departmental Goals

City Council Goals

- Increase the maintenance of all paved surfaces through the identification of problem areas
- Formulate programs to enhance and extend the life cycle of all Lancaster streets
- Increase emergency preparedness and recovery abilities
- Respond to emergency situations in both pavement failures, sign repairs and traffic and school signal outages
- Continue training section employees in proper repair and maintenance of pavement surfaces,
- Reduce severe safety issues by preventative identification, scheduling, and repair of municipal roadways

Workload Indicators	08-09 Actual	09-10 Actual	10-11 Goal
Full Time Employees	7	6	5
Current Miles of Streets and Alleys	262	262	262
Square Feet of Sidewalks Repaired	6,125	2,200	2,200
Square Feet of New Sidewalks Installed (Thoroughfares)	24,800	176,049	74,583
Square Yards of Concrete Streets and Alleys Repaired	6,325	-	150,000
Tonnage of Asphalt Used on Street Repairs	4,100	1,119	6,500
Current Miles of Street and Alley Evaluations	48	191	191

Performance Measurement	08-09 Actual	09-10 Actual	10-11 Goal
Phone calls and CRM Requests Responded to within 24 Hours	100%	100%	100%
Snow and Ice Plan Implementation Date	November	November	November
Emergency Pavement and Pothole Repair within 24 Hours	80%	95%	95%
Procure Replacement Parts within 5 Days	85%	90%	90%
Weekly Street and Alley Evaluations	92%	92%	92%
Traffic Signal Response within 30 Minutes	95%	95%	95%
Traffic Signal Permanent Repair within 3 Days	95%	98%	98%
Sign Hazards Eliminated within 30 Minutes	95%	95%	95%
Sign Re-Order within 2 Days	95%	95%	95%

Budget Summary	2008-2009 Actual	2009-2010 Budget	2009-2010 Estimate	2010-2011 Budget
Personnel	267,730	273,146	273,091	277,248
Supplies	25,884	29,381	24,200	29,381
Maintenance	148,586	295,050	1,286,025	202,050
Other Services	381,493	330,960	371,960	375,107
Capital Outlay	-	50,000	177,596	-
TOTAL	**823,693**	**978,537**	**2,132,872**	**883,786**

GENERAL FUND

Streets

For Fund #:	1
For Department #:	12
Program#:	0

		2008-2009 Actual	2009-2010 Budget	2009-2010 Estimate	2010-2011 Budget
01-0101-12-00	SALARIES-REGULAR	183,976	187,203	181,733	181,203
01-0102-12-00	SALARIES-PART TIME	-	-	-	-
01-0103-12-00	SALARIES-OVERTIME	4,161	6,000	6,000	6,000
01-0104-12-00	SALARIES-LONGEVITY	547	812	812	1,100
01-0105-12-00	GROUP HEALTH INSURANCE	32,532	27,904	36,578	40,448
01-0106-12-00	TMRS	22,076	24,491	23,988	26,617
01-0107-12-00	FICA	13,501	13,846	13,007	13,684
01-0109-12-00	SALARIES-WELL PAY	-	-	494	-
01-0110-12-00	DENTAL INSURANCE	1,219	1,265	1,265	1,612
01-0112-12-00	SALARIES-OUT OF CLASS	-	-	-	-
01-0114-12-00	SALARIES-ASSIGNMENT PAY	-	-	-	-
01-0120-12-00	GROUP LIFE INSURANCE	57	119	119	119
01-0130-12-00	WORKERS COMPENSATION	9,661	11,506	9,095	6,465
	Personnel Total	267,730	273,146	273,091	277,248
01-0201-12-00	SUPPLIES	456	350	350	350
01-0202-12-00	UNIFORMS AND CLOTHING	981	1,000	800	1,000
01-0203-12-00	MOTOR VEHICLE SUPPLIES	356	2,500	1,000	2,500
01-0204-12-00	MINOR EQUIP/FURN/FIX/TOOLS/ETC	1,888	1,700	1,500	1,700
01-0206-12-00	CHEMICALS	943	1,500	500	1,500
01-0214-12-00	POSTAGE/SHIPPING/DELIVERY	15	50	25	50
01-0216-12-00	MEDICAL SUPPLIES	139	50	25	50
01-0218-12-00	FUEL & OIL	21,106	22,231	20,000	22,231
01-0231-12-00	SOFTWARE	-	-	-	-
	Supplies Total	25,884	29,381	24,200	29,381
01-0301-12-00	MAINT-BLDG & STRUCTURES	438	1,000	900	1,000
01-0302-12-00	MAINT-MOTOR VEHICLES	7,000	6,000	6,000	6,000
01-0303-12-00	MAINT-EQUIP & MACHINERY	8,192	12,000	12,000	12,000
01-0304-12-00	MAINT-STREETS	107,759	193,000	150,000	100,000
01-0305-12-00	MAINT-SIDEWALKS & ALLEYS	1,234	8,000	5,000	8,000
01-0307-12-00	MAINT-INSTRUMENTS & APPARATUS	2,321	300	250	300
01-0314-12-00	MAINT-RADIO EQUIPMENT	-	-	-	-
01-0318-12-00	MAINT-OFFICE EQUIPMENT	-	250	200	250
01-0319-12-00	MAINT-TRAFFIC SIGN SYSTEM	16,879	67,000	50,000	40,000
01-0320-12-00	MAINT-STREET MARKINGS	4,762	7,500	7,000	34,500
01-0351-12-00	MAINT-MISC	-	-	-	-
	Maintenance Total	148,586	295,050	231,350	202,050
01-0402-12-00	RENTAL OF EQUIPMENT	1,178	960	960	960
01-0409-12-00	TRAVEL & EDUCATION	-	-	-	-
01-0410-12-00	UTILITIES - ELECTRICITY	370,216	326,000	370,000	370,000
01-0413-12-00	SANITARY LANDFILL	300	4,000	1,000	4,000
01-0416-12-00	OTHER/PROFESSIONAL SERVICES	9,782	-	-	-
01-0539-12-00	MISC. HEALTH BENEFIT	-	-	-	147
01-0559-12-00	CONTRACT/TEMPORARY LABOR	-	-	-	-
	Services Total	381,493	330,960	371,960	375,107
01-0605-12-00	IMPROVEMENTS OTHER THAN BLDGS	-	-	133,062	-
01-0609-12-00	CAPITAL-MACHINERY & EQUIPMENT	-	50,000	44,534	-
	Capital Total	-	50,000	177,596	-

	2008-2009 Actual	2009-2010 Budget	2009-2010 Estimate	2010-2011 Budget
Departmental Total	823,692	978,537	1,078,197	883,786

GENERAL FUND

Red Oak Bridge

For Fund #:	1
For Department #:	12
Program#:	1

		2008-2009 Actual	2009-2010 Budget	2009-2010 Estimate	2010-2011 Budget
01-0304-12-01	MAINT-STREETS	-	-	1,054,675	-
	Maintenance Total	-	-	1,054,675	-

	2008-2009 Actual	2009-2010 Budget	2009-2010 Estimate	2010-2011 Budget
Departmental Total	-	-	1,054,675	-

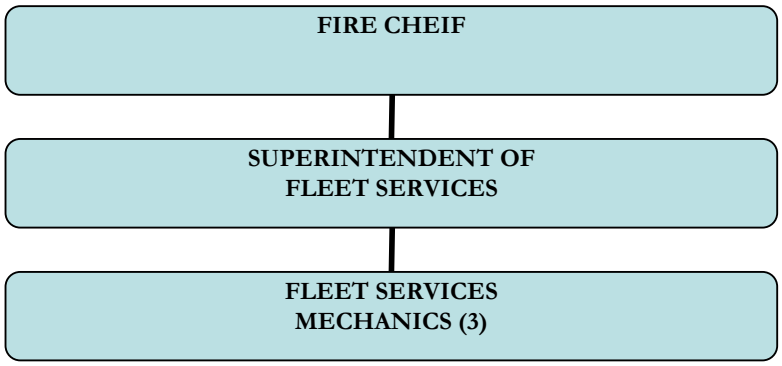
Lancaster

Lancaster

Fleet Services

Programs / Activities:
Preventative Maintenance, Repairs,
Fuel Management,

Public Safety Division
General Fund



Personnel Summary

Position	Adopted 08-09	Adopted 09-10	Adopted 10-11
Superintendent - Fleet Services	1	1	1
Mechanic/Fleet Services	3	3	3
Total	**4**	**4**	**4**

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 tax dollars by managing the maintenance of this significant city resource. The department goal is the reduction of equipment downtime and interruptions of services. Other duties of the department include welding and fabrication, fuel management, and vehicle records.

Departmental Goals

City Council Goals:

- Provide a comprehensive program of preventive maintenance;
- Provide non-routine and emergency repairs;
- Increase service level for vehicles through preventative maintenance routines
- Extend the life of our fleet and reduce down time;
- Continue training and education for our mechanics;
- Help increase job knowledge, productivity, and reduce repair costs;
- Provide drivers with professional and quality repair in a timely manner.
- Ensure safe, reliable vehicles and equipment through feedback from daily inspection form
- Reduce departmental vehicle downtime through communication and coordination
- Help reduce fuel consumption through education and service

Workload Indicators	08-09 Actual	09-10 Actual	10-11 Target
Total Fleet Services Employees	4	4	4
Non-Emergency Vehicles	13	13	13
Light Trucks	52	52	52
Heavy Trucks	14	14	14
Small Equipment	50	50	50
Light Equipment	34	33	33
Heavy Equipment	15	16	16
Trailers	16	19	19
Emergency Vehicles	52	51	51
Fueling Station (Gas & Diesel)	1	1	1
Fueling Station (Propane)	1	1	1
Annual Fleet Work Orders	2,300	2,300	2,300
Gallons of Unleaded Fuel Consumed	105,000	92,000	92,000
Gallons of Diesel Fuel Consumed	40,000	41,000	41,000
Gallons of Propane Consumed	2,000	2,000	2,000

Performance Measurement	08-09 Actual	09-10 Actual	10-11 Target
Percentage of maintenance classified preventative	30%	30%	30%
Average downtime of vehicle repaired	2 days	2 days	2 days
Work orders processed within 24 hours	75%	75%	75%

Budget Summary	2008-2009 Actual	2009-2010 Budget	2009-2010 Estimate	2010-2011 Budget
Personnel	243,178	242,699	228,271	239,450
Supplies	7,486	8,050	11,195	8,050
Maintenance	4,994	7,100	7,200	7,100
Other Services	1,664	2,340	1,900	2,424
Capital Outlay	-	-	-	-
TOTAL	**257,322**	**260,189**	**248,566**	**257,024**

GENERAL FUND

Fleet Maintenance

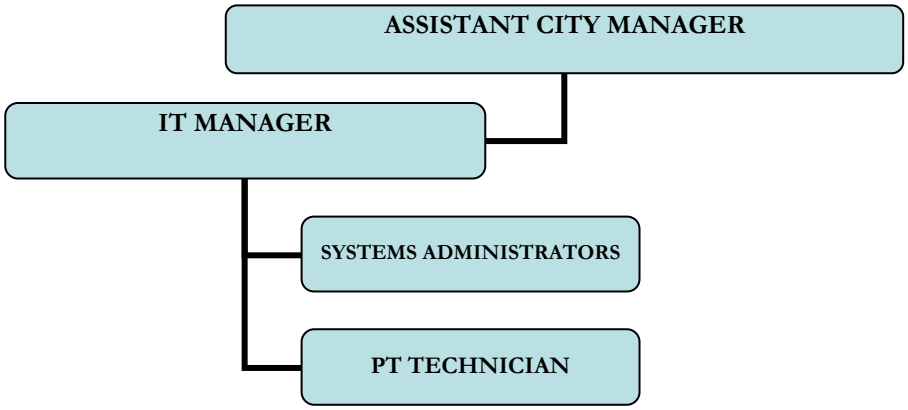
For Fund #:	1
For Department #:	10
Program#:	0

		2008-2009 Actual	2009-2010 Budget	2009-2010 Estimate	2010-2011 Budget
01-0101-10-00	SALARIES-REGULAR	177,030	173,702	164,888	167,015
01-0104-10-00	SALARIES-LONGEVITY	2,399	2,580	1,548	1,672
01-0105-10-00	GROUP HEALTH INSURANCE	21,514	24,676	19,864	31,234
01-0106-10-00	TMRS	21,235	22,963	21,922	23,844
01-0107-10-00	FICA	13,360	12,976	12,788	12,340
01-0109-10-00	SALARIES-WELL PAY	2,004	-	1,530	-
01-0110-10-00	DENTAL INSURANCE	576	788	1,003	403
01-0112-10-00	SALARIES-OUT OF CLASS	-	-	-	-
01-0120-10-00	GROUP LIFE INSURANCE	50	68	25	68
01-0130-10-00	WORKERS COMPENSATION	5,011	4,946	4,703	2,874
	Personnel Total	243,178	242,699	228,271	239,450
01-0201-10-00	SUPPLIES	943	525	4,200	525
01-0202-10-00	UNIFORMS AND CLOTHING	2,486	1,500	1,500	1,500
01-0203-10-00	MOTOR VEHICLE SUPPLIES	-	600	1,000	600
01-0204-10-00	MINOR EQUIP/FURN/FIX/TOOLS/ETC	1,198	2,250	1,200	2,250
01-0206-10-00	CHEMICALS	946	650	650	650
01-0214-10-00	POSTAGE/SHIPPING/DELIVERY	-	50	170	50
01-0216-10-00	MEDICAL SUPPLIES	-	75	75	75
01-0218-10-00	FUEL & OIL	1,912	2,400	2,400	2,400
01-0219-10-00	DATA PROCESSING SUPPLIES	-	-	-	-
01-0231-10-00	SOFTWARE	-	-	-	-
	Supplies Total	7,486	8,050	11,195	8,050
01-0301-10-00	MAINT-BLDG & STRUCTURES	1,555	2,000	1,500	2,000
01-0302-10-00	MAINT-MOTOR VEHICLES	363	2,500	2,000	2,500
01-0303-10-00	MAINT-EQUIP & MACHINERY	2,900	2,100	3,500	2,100
01-0342-10-00	MAINT-DATA PROC EQUIPMENT	175	500	200	500
01-0351-10-00	MAINT-MISC	-	-	-	-
	Maintenance Total	4,994	7,100	7,200	7,100
01-0401-10-00	TELEPHONE & COMMUNICATIONS	-	-	-	-
01-0402-10-00	RENTAL OF EQUIPMENT	-	-	-	-
01-0407-10-00	SPECIAL SERVICES	470	400	400	400
01-0409-10-00	TRAVEL & EDUCATION	354	440	-	440
01-0414-10-00	DUES & SUBSCRIPTIONS	-	-	-	-
01-0415-10-00	TRANS TO VEHICLE REPL FUND	-	-	-	-
01-0416-10-00	OTHER/PROFESSIONAL SERVICES	840	1,500	1,500	1,500
01-0539-10-00	MISC. HEALTH BENEFIT	-	-	-	84
01-0559-10-00	CONTRACT/TEMPORARY LABOR	-	-	-	-
	Services Total	1,664	2,340	1,900	2,424

	2008-2009 Actual	2009-2010 Budget	2009-2010 Estimate	2010-2011 Budget
Departmental Total	257,322	260,189	248,566	257,024

Lancaster

Information Services



Personnel Summary

Position	Adopted 08-09	Adopted 09-10	Adopted 10-11
IT Manager	0	0	0.75
Systems Administrator	1	1	2
PT Technician	0	0	0.5
Total	**1**	**2.5**	**3.25**

Department Narrative

The Information Service activity is a newly created program developed to maintain the technological infrastructure needed to operate municipal departments. The IT Manager manages the computer infrastructure of the entire city, providing systems support, troubleshooting, and hardware and software purchases.

Departmental Goals

City Council Goal

- Administer IT contract with school district
- Maintain the city computer infrastructure ensuring the reliability and security of electronic resources.
- Support the technology needed to conduct the administrative functions of the city
- Enhance municipal operations by providing the technological resources necessary for insuring technically competent employees
- Manage and maintain the life cycle of software to ensure performance and quality in municipal computer systems
- Purchase citywide capital computer equipment

Workload Indicators	08-09 Actual	09-10 Actual	10-11 Target
Information Technology Staff	n/a	3	3.5
City Employees being Supported	n/a	294	274
City Desktop/Laptops Supported	n/a	216	216
City Servers Supported	n/a	34	34
Public Library Computer Replacement	n/a	20	66 (Possible Grant)
City Server Replacement	n/a	1	5
CRM - Helpdesk Requests	n/a	446	446
City PC Replacements	n/a	0	53
Replace T1 Internet Circuit with higher speed Opteman Circuit	n/a	100%	n/a

Performance Measurement	08-09 Actual	09-10 Actual	10-11 Target
Supported End User per IT Personel	n/a	98	78
Supported Computer System per IT Personel	n/a	72	62
Average CRM - Help desk call per day	n/a	1.9	1.9
Technical Training Class per Staff Member	n/a	n/a	1
Percentage of Computers Replaced City Wide	n/a	0%	24%
Max # of hours passed before responding to helpdesk request	n/a	n/a	6

Budget Summary	2008-2009 Actual	2009-2010 Budget	2009-2010 Estimate	2010-2011 Budget
Personnel	72,508	90,063	177,973	251,937
Supplies	163	-	124,057	47,609
Maintenance	529		24,382	37,922
Other Services	269,093	267,372	102,962	50,863
Capital Outlay	13,908	-	-	4,150
Other	-	-	-	-
TOTAL	**356,201**	**357,435**	**429,374**	**392,481**

GENERAL FUND

Information Technology

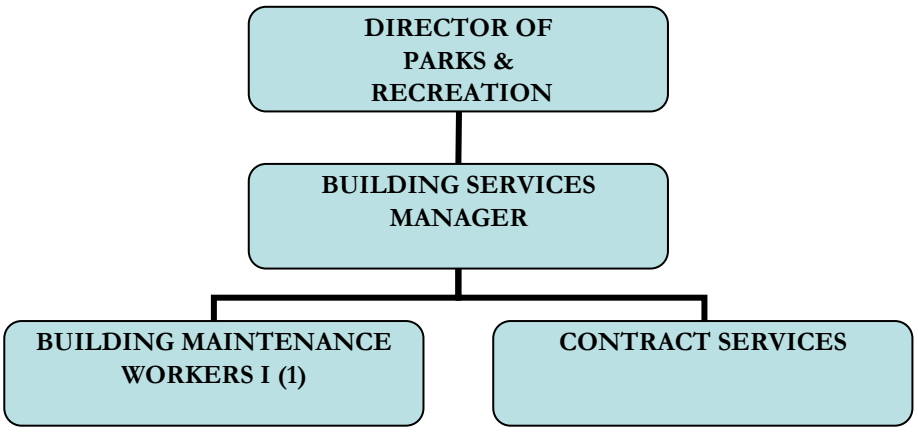
For Fund #:	1
For Department #:	37
Program#:	0

		2008-2009 Actual	2009-2010 Year to Date	2009-2010 Budget	2009-2010 Estimate	2010-2011 Budget
01-0101-37-00	SALARIES-REGULAR	56,464	125,527	56,041	111,446	168,372
01-0102-37-00	SALARIES-PART TIME	-	5,656	14,000	14,000	14,560
01-0103-37-00	SALARIES-OVERTIME	-	473	-	-	-
01-0104-37-00	SALARIES-LONGEVITY	159	254	204	204	303
01-0105-37-00	GROUP HEALTH INSURANCE	4,583	11,625	4,942	15,409	30,919
01-0106-37-00	TMRS	6,669	16,692	9,154	14,763	23,842
01-0107-37-00	FICA	4,168	9,749	5,208	8,083	13,212
01-0109-37-00	SALARIES-WELL PAY	-	216	-	-	-
01-0110-37-00	DENTAL INSURANCE	318	642	317	317	403
01-0120-37-00	GROUP LIFE INSURANCE	17	30	25	25	55
01-0130-37-00	WORKERS COMPENSATION	131	311	172	172	271
	Personnel Total	72,508	171,174	90,063	164,419	251,937
01-0201-37-00	SUPPLIES	130	1,559	-	3,100	3,795
01-0204-37-00	MINOR EQUIP/FURN/FIX/TOOLS/ETC	-	50	-	-	-
01-0210-37-00	FOOD/BEV-MEETINGS/FUNCTIONS	33	43	-	43	-
01-0211-37-00	OTHER OPERATIONAL SUPPLIES	-	4,604	-	5,000	-
01-0214-37-00	POSTAGE/SHIPPING/DELIVERY	-	35	-	-	-
01-0231-37-00	SOFTWARE	-	14,217	-	14,950	14,950
01-0240-37-00	Circuit Connectivity	-	15,764	-	20,775	14,648
01-0241-37-00	IT Hardware-Non Computer	-	25,745	-	24,506	5,100
01-0242-37-00	Computers/Servers	-	55,995	-	53,404	-
01-0243-37-00	Network Equipment	-	2,279	-	2,279	9,116
	Supplies Total	163	120,291	-	124,057	47,609
01-0342-37-00	MAINT-DATA PROC EQUIPMENT	529	581	-	135	1,765
01-0351-37-00	MAINT-MISC	-	-	-	-	-
01-0370-37-00	Maint-Software	-	16,637	-	17,562	25,857
01-0371-37-00	Maint-Hardware	-	6,684	-	1,348	3,050
01-0372-37-00	Maint-Network Equipment	-	-	-	5,337	7,250
01-0373-37-00	Maint-Telephone & Comm	-	-	-	-	-
	Maintenance Total	529	23,901	-	24,382	37,922
01-0401-37-00	TELEPHONE & COMMUNICATIONS	346	5,571	-	2,024	-
01-0402-37-00	RENTAL OF EQUIPMENT	-	-	-	-	-
01-0407-37-00	SPECIAL SERVICES	-	43	-	-	-
01-0408-37-00	ADVERTISING	-	-	-	-	-
01-0409-37-00	TRAVEL & EDUCATION	2,634	120	-	-	2,600
01-0414-37-00	DUES & SUBSCRIPTIONS	-	75	-	75	195
01-0416-37-00	OTHER/PROFESSIONAL SERVICES	27,864	52,863	-	52,863	-
01-0421-37-00	PRINTING	-	48	-	-	-
01-0442-37-00	COMPUTER PROFESSIONAL SERVICES	238,228	45,568	267,372	48,000	48,000
01-0462-37-00	CELLULAR TELEPHONE & PAGERS	-	-	-	-	-
01-0539-37-00	MISC. HEALTH BENEFIT	21	33	-	-	68
	Services Total	269,093	104,320	267,372	102,962	50,863
01-0602-37-00	CAPITAL-BLDG & STRUCTURE	13,908	359	-	-	4,150
	Capital Total	13,908	359	-	-	4,150

	2008-2009 Actual	2009-2010 Year to Date	2009-2010 Budget	2009-2010 Estimate	2010-2011 Budget
Departmental Total	356,201	420,046	357,435	415,820	392,481

Lancaster

Building Services



Personnel Summary

Position	Adopted 08-09	Adopted 09-10	Adopted 10-11
Building & Contract Svs. Mgr	1	1	1
Building Maint. Worker I	2	2	1
Total	**3**	**3**	**2**

Department Narrative

The Building Services Department is responsible for the repair and maintenance of all city buildings and facilities. The department also contracts with individual contractors when major repairs cannot be performed internally. Added services, such as new telephone lines or electrical meters are also handled by Building Services. Maintenance contracts such as air conditioning and janitorial services are managed and supervised by the department.

Departmental Goals

City Council Goals

- Reduce maintenance costs of heating and air conditioning equipment systems by performing routine maintenance of filters, motors, coils, etc. through a yearly HVAC contract
- Secure the lowest cost and the most reliable and dependable contractors, when maintenance of city facilities requires out-sourcing expertise
- Monitor and review all charges for materials and labor cost to ensure compliance with contracts
- Evaluate all annual contracts to ensure most efficient use of city funds and resources
- Develop a preventive maintenance schedule for all municipal buildings to include inspection of ceilings, lighting, plumbing, electrical, structural, and exteriors.
- Provide prompt response to request for repairs and maintenance issues
- Maintain safe, clean facilities for our citizens and employees
- Plan, develop and implement a scheduled replacement program for replacement of equipment and fixtures

Workload Indicators	08-09 Actual	09-10 Actual	10-11 Goal
Number of Buildings	17	20	20
Number of Full-Time Employees	3	3	3
CRM (Citizen Relationship Management) Requests Per Year	425	430	430
Square Footage of Buildings (Maintenance)	181,526	210,126	210,126
Square Footage of Buildings (Janitorial Services)	167,735	146,840	146,840

Performance Measurement	08-09 Actual	09-10 Actual	10-11 Goal
Electrical Accounts Audited and Evaluated	80%	85%	85%
Documented Minor Service Repairs	80%	85%	85%
Funded Capital Projects Completed by Year End	100%	100%	100%
Sq. Ft of Building Maintenance per Full-Time Employee	60,509	48,947	48,947
Routine Service Requests Completed within 48 Hours	85%	85%	85%
Daily Inspection of Janitorial Maintenance	90%	90%	90%
Monthly Meetings with Contract Service Providers	80%	85%	85%
HUB Vendors Included in Consideration for All Projects	100%	100%	100%

Budget Summary	2008-2009 Actual	2009-2010 Budget	2009-2010 Estimate	2010-2011 Budget
Personnel	165,309	168,011	163,736	125,139
Supplies	4,132	3,750	4,417	4,250
Maintenance	100,152	43,549	68,000	50,549
Services	738,292	821,239	686,367	820,098
Capital Outlay	-	-	-	-
TOTAL	**1,007,885**	**1,036,549**	**922,520**	**1,000,036**

GENERAL FUND

Building Services

For Fund #:	1
For Department #:	6
Program#:	0

		2008-2009 Actual	2009-2010 Budget	2009-2010 Estimate	2010-2011 Budget
01-0101-06-00	SALARIES-REGULAR	121,563	120,653	117,542	88,544
01-0102-06-00	SALARIES-PART TIME	-	-	-	-
01-0103-06-00	SALARIES-OVERTIME	1,692	2,000	1,821	2,000
01-0104-06-00	SALARIES-LONGEVITY	686	768	764	612
01-0105-06-00	GROUP HEALTH INSURANCE	13,589	14,826	15,015	12,058
01-0106-06-00	TMRS	14,505	16,077	15,677	12,885
01-0107-06-00	FICA	9,083	9,083	8,805	6,706
01-0109-06-00	SALARIES-WELL PAY	-	-	-	-
01-0110-06-00	DENTAL INSURANCE	954	951	955	806
01-0114-06-00	SALARIES-ASSIGNMENT PAY	-	-	-	-
01-0120-06-00	GROUP LIFE INSURANCE	50	68	36	51
01-0130-06-00	WORKERS COMPENSATION	3,187	3,585	3,121	1,477
	Personnel Total	165,309	168,011	163,736	125,139
01-0201-06-00	SUPPLIES	28	-	60	-
01-0202-06-00	UNIFORMS AND CLOTHING	120	-	500	500
01-0203-06-00	MOTOR VEHICLE SUPPLIES	295	-	207	-
01-0204-06-00	MINOR EQUIP/FURN/FIX/TOOLS/ETC	823	500	500	500
01-0205-06-00	JANITORIAL & CLEANING SUPPLIES	323	250	150	250
01-0218-06-00	FUEL & OIL	2,542	3,000	3,000	3,000
	Supplies Total	4,132	3,750	4,417	4,250
01-0301-06-00	MAINT-BLDG & STRUCTURES	62,089	38,549	58,000	38,549
01-0302-06-00	MAINT-MOTOR VEHICLES	1,946	1,000	1,500	2,000
01-0346-06-00	MAINT-HEATING & COOLING SYSTEM	33,358	-	6,000	6,000
01-0350-06-00	MAINT-MISC INFRASTRUCTURE	-	-	-	-
01-0351-06-00	MAINT-MISC	-	-	-	-
01-0363-06-00	MAINT-LOCKS & KEYS	2,759	4,000	2,500	4,000
	Maintenance Total	100,152	43,549	68,000	50,549
01-0401-06-00	TELEPHONE & COMMUNICATIONS	112,130	127,960	120,000	127,960
01-0402-06-00	RENTAL OF EQUIPMENT	-	405	405	405
01-0407-06-00	SPECIAL SERVICES	-	-	-	-
01-0409-06-00	TRAVEL & EDUCATION	964	1,000	450	1,000
01-0410-06-00	UTILITIES - ELECTRICITY	407,818	578,597	395,816	405,419
01-0414-06-00	DUES & SUBSCRIPTIONS	454	368	400	450
01-0415-06-00	TRANS TO VEHICLE REPL FUND	-	-	-	-
01-0416-06-00	OTHER/PROFESSIONAL SERVICES	170,076	47,459	120,774	219,351
01-0498-06-00	UTILITIES - GAS	46,850	65,450	48,522	65,450
01-0539-06-00	MISC. HEALTH BENEFIT	-	-	-	63
01-0543-06-00	JANITORIAL CONTRACT	-	-	-	-
01-0544-06-00	PEST CONTROL SERVICES	-	-	-	-
01-0559-06-00	CONTRACT/TEMPORARY LABOR	-	-	-	-
	Services Total	738,292	821,239	686,367	820,098

	2008-2009 Actual	2009-2010 Budget	2009-2010 Estimate	2010-2011 Budget
Departmental Total	1,007,885	1,036,549	922,520	1,000,036

Lancaster

Non-Departmental

Department Narrative

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

Budget Summary	2008-2009 Actual	2009-2010 Budget	2009-2010 Estimate	2010-2011 Budget
Personnel	1,160	-	-	-
Supplies	3,605	-		-
Maintenance	-	-	16,000	-
Other Services	571,582	693,778	682,335	1,040,215
Capital Outlay	-	-	-	-
Total	**576,347**	**693,778**	**698,335**	**1,040,215**

GENERAL FUND

Non-Departmental

For Fund #:	1
For Department #:	16
Program#:	0

		2008-2009 Actual	2009-2010 Budget	2009-2010 Estimate	2010-2011 Budget
01-0101-16-00	SALARIES-REGULAR	-	-	-	-
01-0105-16-00	GROUP HEALTH INSURANCE	-	-	-	-
01-0122-16-00	COBRA HEALTH INSUR W/IRS CRED	1,160	-	-	-
01-0199-16-00	PAYROLL ADJUSTMENT	-	-	-	-
	Personnel Total	1,160	-	-	-
01-0201-16-00	SUPPLIES	65	-	-	-
01-0204-16-00	MINOR EQUIP/FURN/FIX/TOOLS/ETC	(110)	-	-	-
01-0207-16-00	SIGNS	-	-	-	-
01-0210-16-00	FOOD/BEV-MEETINGS/FUNCTIONS	(59)	-	-	-
01-0211-16-00	OTHER OPERATIONAL SUPPLIES	-	-	-	-
01-0214-16-00	POSTAGE/SHIPPING/DELIVERY	24	-	-	-
01-0215-16-00	TRAINING SUPPLIES	-	-	-	-
01-0216-16-00	MEDICAL SUPPLIES	3,684	-	-	-
	Supplies Total	3,605	-	-	-
01-0301-16-00	MAINT-BLDG & STRUCTURES	-	-	16,000	-
	Maintenance Total	-	-	16,000	-
01-0401-16-00	TELEPHONE & COMMUNICATIONS	49,297	30,000	33,000	33,000
01-0403-16-00	INSURANCE	300,684	291,968	349,620	380,000
01-0406-16-00	UNEMPLOYMENT INSURANCE	43,839	45,000	120,000	400,000
01-0409-16-00	TRAVEL & EDUCATION	1,105	-	-	-
01-0414-16-00	DUES & SUBSCRIPTIONS	47,064	63,017	63,017	63,017
01-0416-16-00	OTHER/PROFESSIONAL SERVICES	24,997	23,940	13,000	13,000
01-0434-16-00	SPECIAL EVENTS	31,013	20,789	24,000	24,000
01-0462-16-00	CELLULAR TELEPHONE & PAGERS	50,412	48,173	48,173	48,173
01-0463-16-00	ADMIN FEES-FLEX SPENDING PLAN	5,725	5,825	5,825	5,825
01-0470-16-00	BAD DEBT EXPENSE	314	-	-	-
01-0471-16-00	INSURANCE CLAIMS/DAMAGE REPAIR	-	-	-	-
01-0481-16-00	GROUND LEASE FOR RADIO TOWER	2,400	-	-	-
01-0497-16-00	TUITION REIMBURSEMENT	10,497	10,700	10,700	10,700
01-0507-16-00	LEASE PAYMENTS	-	46,036	-	-
01-0508-16-00	PRINCPL - EQUIP LEASE PURCHASE	-	27,036	-	-
01-0509-16-00	INT EXP - EQUIP LEASE PURCHASE	-	13,235	-	-
01-0510-16-00	PROP TAX PD-EQUIP LEASE PURCH	-	5,559	-	-
01-0535-16-00	HEALTH DEPARTMENT	-	12,500	12,500	12,500
01-0536-16-00	HEALTH DEPT-FOOD PERMITS	-	-	-	-
01-0539-16-00	MISC. HEALTH BENEFIT	4,235	50,000	2,500	50,000
01-0559-16-00	CONTRACT/TEMPORARY LABOR	-	-	-	-
	Services Total	571,582	693,778	682,335	1,040,215

	2008-2009 Actual	2009-2010 Budget	2009-2010 Estimate	2010-2011 Budget
Departmental Total	576,346	693,778	698,335	1,040,215

Water and Sewer Fund (05)

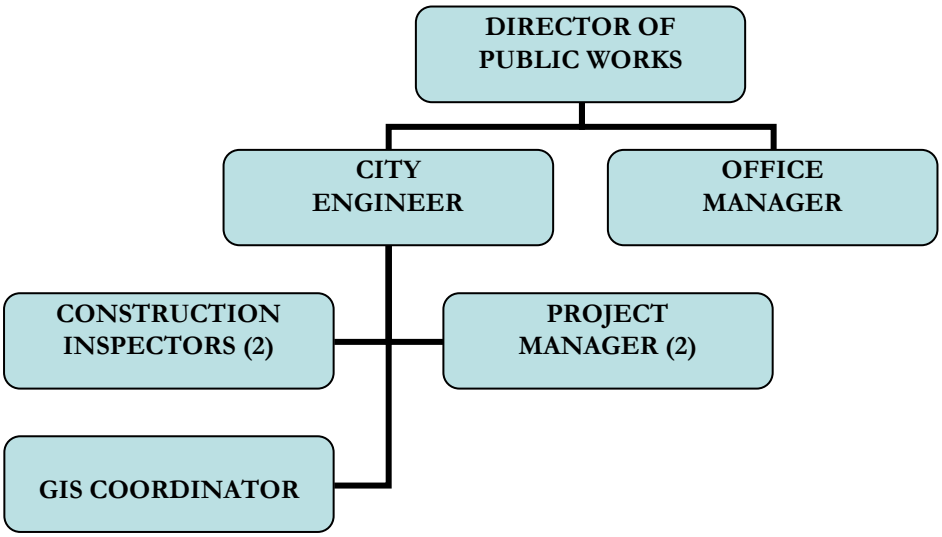
REVENUES		2008	2009	2010		2011
Department No	Revenue Source	Actual	Actual	Budget	Estimate	Budget
	Water	4,439,212	4,921,300	5,055,893	5,095,000	5,487,000
	Wastewater	4,780,047	5,737,835	6,219,643	5,595,000	5,645,000
	Other Revenue	220,862	147,827	173,985	118,894	173,985
	Impact Fees	348,780	116,736	93,463	93,463	93,463
	Other Revenue	276,356	829,692	297,413	309,928	297,413
	Interest	142,211	29,819	19,482	10,000	19,482
	Transfers In	-	-	-	-	-
	Total	10,207,467	11,783,208	11,859,879	11,222,285	11,716,343

EXPENDITURES		2008	2009	2010		2011
Department No	Description	Actual	Actual	Budget	Estimate	Budget
2	UTILITY ADMINISTRATION	869,907	749,807	788,134	740,022	836,415
20	UTILITY BILLING	641,679	405,513	343,269	455,705	567,999
21	WATER	656,420	559,041	759,099	841,442	863,217
22	NON-DEPARTMENTAL	1,582,448	1,697,228	175,200	155,450	175,200
27	METER READING	1,034	197,395	157,162	186,149	184,994
30	WASTE WATER	918,063	499,897	663,550	516,313	635,104
42	WHOLESALE COSTS	5,130,838	5,390,833	6,156,000	6,156,000	5,960,000
50	WATER & SEWER DEBT SERVICE	679,412	474,507	1,180,338	1,180,338	1,180,338
80	TRANSFERS OUT	1,324,236	1,324,236	1,324,236	2,374,236	1,424,236
		11,804,038	11,298,457	11,546,988	12,605,655	11,827,503

PROJECTS AND OTHER ADJUSTMENTS	2008	2009	2010		2011
	Actual	Actual	Budget	Estimate	Budget
Eastside Sewerline	-	-	-	505,000	
6th Street Sewerline				142,000	
Emergency Generators					
Redbud Sewerline				67,000	
Ames Station		1,800,432		1,400,000	
Lancaster-Hutchins Sewerline					
Martin-Berry Waterline					
Jefferson Pump Chlorination Booster				500,000	
Depreciation	(1,241,133)	(1,330,348)			
Total	(1,241,133)	470,084	-	2,614,000	-

BALANCES	2008	2009	2010		2011
	Actual	Actual	Budget	Estimate	Budget
Net Gain (Loss)	(355,437)	14,667	312,891	(3,997,370)	(111,160)
Beginning Balance	10,425,570	10,070,133	10,084,800	10,084,800	6,087,430
Ending Balance	10,070,133	10,084,800	10,397,691	6,087,430	5,976,270
Ending Balance as % of Expenditures	95.33%	85.69%	90.05%	40.00%	50.53%

Lancaster



Personnel Summary

Position	Adopted 08-09	Adopted 09-10	Adopted 10-11
Director of Public Works	1	1	1
City Engineer	1	1	1
GIS Coordinator	1	1	1
Project Manager	1	1	2
Civil Engineer	1	1	0
IT Manager	0	0	0.25
Budget Analyst	0	0.25	0.25
Construction Inspector	2	2	2
Office Manager	1	1	1
Administrative Secretary	1	0	0
Total	**9**	**8.25**	**8.5**

Department Narrative

The Public Works Administration Department's primary purpose is to provide leadership and manage the administrative functions for several divisions including Water & Wastewater, Engineering, Street, and Storm water Drainage. The Department ensures a quality engineered infrastructure and safe environment for our customers by providing technical review and monitor for conformance to city design standards, construction inspections, and information services for engineering issues in a professional and responsive manner. Also the design and construction of major infrastructure projects in accordance with the CIP.

Departmental Goals

City Council Goals

- Enhance the local economy by improving city infrastructure through the design and construction of CIP designated projects
- Provide a streamlined development review process with emphasis on protecting the City's interests and long term users
- Provide technical support and access to data through GIS for citizens, other departments, and the development community
- Oversee the master planning of the storm water program, thoroughfares, wastewater and water distribution systems
- 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
- Serve as the City's Rights of Way and Flood Plain manager
- Review master plans annually and make recommendations to update when needed

Workload Indicators	08-09 Actual	09-10 Actual	10-11 Goal
Construction Plans Reviewed	50	35	35
Development Review Committee Meetings	45	45	45
Utility Coordination Committee Meetings	2	2	2
Right of Way Permits Issued	200	350	350
GIS Data Inputs from Residential and Commercial Plats	75	75	75
Residential Developments Constructed and Accepted	5	1	1
Commercial Developments Constructed and Accepted	10	12	12

Performance Measurement	08-09 Actual	09-10 Actual	10-11 Goal
Consulting and Contractor Pay Estimates within 1 Week	100%	100%	100%
Expenditure Reports Reviewed Monthly	100%	100%	100%
Revenue Reports Reviewed Monthly	100%	100%	100%
Weekly Staff Meetings	50	50	50
Construction Plans Completed within 7 Days	100%	100%	100%
Short Term GIS Projects Completed	85%	95%	95%
Long Term GIS Projects Completed	75%	85%	85%
Customer Infrastructure Requests Completed in 48 Hours	90%	90%	90%

Budget Summary	2008-2009 Actual	2009-2010 Budget	2009-2010 Estimate	2010-2011 Budget
Personnel	701,710	693,667	663,723	741,269
Supplies	6,258	6,550	6,550	6,550
Maintenance	1,460	36,292	11,792	36,292
Services	40,380	51,625	57,957	52,304
Capital Outlay	-	-	-	-
TOTAL	**749,808**	**788,134**	**740,022**	**836,415**

WATER AND SEWER FUND

Public Works Administration

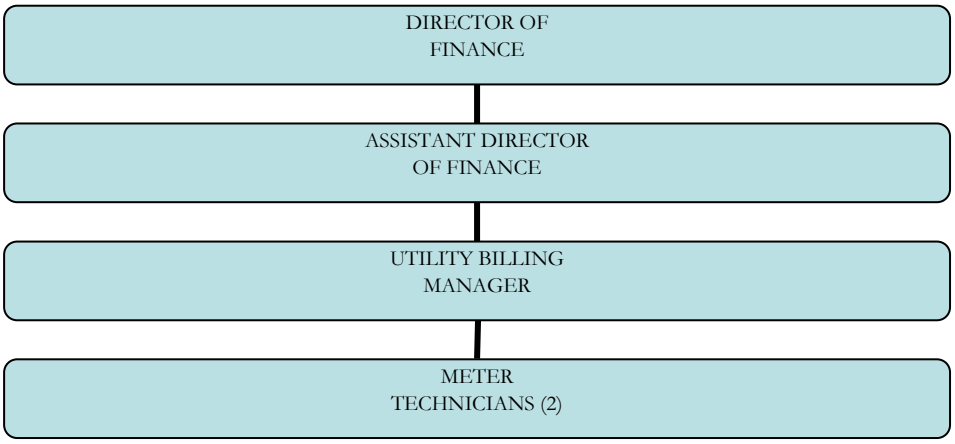
For Fund #:	5
For Department #:	2
Program#:	0

		2008-2009 Actual	2009-2010 Budget	2009-2010 Estimate	2010-2011 Budget
05-0101-02-00	SALARIES-REGULAR	531,661	518,063	500,000	530,779
05-0102-02-00	SALARIES-PART TIME	-	-	-	-
05-0103-02-00	SALARIES-OVERTIME	1,410	1,000	1,000	1,000
05-0104-02-00	SALARIES-LONGEVITY	2,060	2,348	2,295	2,345
05-0105-02-00	GROUP HEALTH INSURANCE	46,290	57,741	45,000	83,443
05-0106-02-00	TMRS	63,419	68,475	60,000	76,244
05-0107-02-00	FICA	38,846	37,758	37,758	39,115
05-0109-02-00	SALARIES-WELL PAY	448	-	-	-
05-0110-02-00	DENTAL INSURANCE	1,371	1,739	1,739	2,418
05-0113-02-00	SALARIES-CAR ALLOWANCE	4,816	4,800	4,800	4,800
05-0114-02-00	SALARIES-ASSIGNMENT PAY	-	-	-	-
05-0120-02-00	GROUP LIFE INSURANCE	95	140	140	161
05-0130-02-00	WORKERS COMPENSATION	11,294	1,603	10,991	964
	Personnel Total	701,710	693,667	663,723	741,269
05-0201-02-00	SUPPLIES	2,184	1,900	1,900	1,900
05-0202-02-00	UNIFORMS AND CLOTHING	65	150	150	150
05-0203-02-00	MOTOR VEHICLE SUPPLIES	-	-	-	-
05-0204-02-00	MINOR EQUIP/FURN/FIX/TOOLS/ECT	240	300	300	300
05-0210-02-00	FOOD/BEV-MEETINGS/FUNCTIONS	-	100	100	100
05-0214-02-00	POSTAGE/SHIPPING/DELIVERY	323	300	300	300
05-0218-02-00	FUEL & OIL	3,446	3,800	3,800	3,800
	Supplies Total	6,258	6,550	6,550	6,550
05-0301-02-00	MAINT-BLDG & STRUCTURES	-	492	492	492
05-0302-02-00	MAINT-MOTOR VEHICLES	1,460	1,200	1,200	1,200
05-0318-02-00	MAINT-OFFICE EQUIPMENT	-	400	400	400
05-0342-02-00	MAINT-DATA PROCESSING EQUIP	-	34,200	9,700	34,200
	Maintenance Total	1,460	36,292	11,792	36,292
05-0401-02-00	TELEPHONE & COMMUNICATIONS	326	640	640	640
05-0402-02-00	RENTAL OF EQUIPMENT	3,140	2,957	2,957	2,957
05-0408-02-00	ADVERTISING	-	-	-	-
05-0409-02-00	TRAVEL & EDUCATION	1,090	2,160	2,160	2,160
05-0410-02-00	UTILITIES - ELECTRICITY	-	1,246	3,500	1,246
05-0414-02-00	DUES & SUBSCRIPTIONS	1,247	1,350	1,350	1,350
05-0416-02-00	OTHER/PROFESSIONAL SERVICES	-	922	5,000	922
05-0420-02-00	INTERNAL TRAINING	-	200	200	200
05-0421-02-00	PRINTING	952	900	900	900
05-0425-02-00	WORKERS COMPENSATION	-	-	-	-
05-0427-02-00	ENGINEERING	4,250	10,000	10,000	10,000
05-0462-02-00	CELLULAR TELEPHONE & PAGERS	-	-	-	480
05-0464-02-00	RENTAL OFFICE SPACE	29,375	31,250	31,250	31,250
05-0539-02-00	MISC. HEALTH BENEFIT	-	-	-	199
05-0559-02-00	CONTRACT/TEMPORARY LABOR	-	-	-	-
	Services Total	40,380	51,625	57,957	52,304

	2008-2009 Actual	2009-2010 Budget	2009-2010 Estimate	2010-2011 Budget
Departmental Total	749,807	788,134	740,022	836,415

Lancaster

Meter Reading



Personnel Summary

Position	Adopted 08-09	Adopted 09-10	Adopted 10-11
Meter Technician*	2	2	2
Total	**2**	**2**	**2**

* In 2007-2008, the Meter Technicians were accounted for in the Utility Billing Department

Department Narrative

The Meter Reading activity has been separated out of Utility Billing to more accurately track costs associated with the reading, maintenance, and replacement of utility meters. The Meter Reading Function includes costs associated with the City's Meter Reading Technicians, but also includes costs associated with contract meter reading services.

Departmental Goals

City Council Goals:

- Maximize sources of revenue through continuous monitoring and review of consumption and customer accounts
- Create a positive and friendly impression of the City of Lancaster for newcomers, visitors, and residents with friendly customer service
- Process all activities in the most economical and efficient manner
- Serve the City of Lancaster's utility customers through courteous service, knowledgeable staff, and convenient hours
- Respond to customer inquiries in a timely manner, and maintain the timely and accurate posting of payments to accounts
- Notify management and Council of potential problem areas and opportunities for improvement in all areas concerning the City of Lancaster Utilities' financial health

Workload Indicators	08-09 Actual	09-10 Actual	10-11 Target
Water Customers	10,882	11,000	11,000
Wastewater Customers	10,402	10,400	10,400
Cut-off of Services	1,000	400	400
Meter Changes	50	0	0

Performance Measurement	08-09 Actual	09-10 Actual	10-11 Target
Satisfactory Monthly Meter Maintenance	100%	100%	100%
Accurate Meter Readings	100%	100%	100%

Budget Summary	2008-2009 Actual	2009-2010 Budget	2009-2010 Estimate	2010-2011 Budget
Personnel	92,262	90,062	115,123	95,431
Supplies	9,877	9,750	10,176	9,750
Maintenance	16,273	46,800	50,300	48,800
Other Services	77,983	10,550	10,550	11,013
Capital Outlay	-	-	-	20,000
TOTAL	**196,395**	**157,162**	**186,149**	**184,994**

WATER AND SEWER FUND

Meter Reading

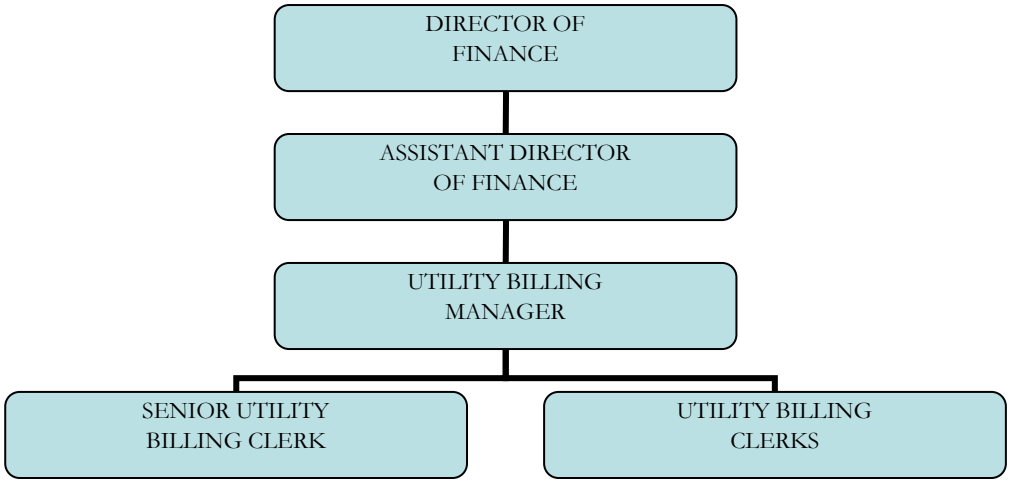
For Fund #:	5
For Department #:	27
Program#:	0

		2008-2009 Actual	2009-2010 Budget	2009-2010 Estimate	2010-2011 Budget
05-0101-27-00	SALARIES-REGULAR	46,017	53,808	57,805	53,808
05-0102-27-00	SALARIES-PART TIME	-	-	-	-
05-0103-27-00	SALARIES-OVERTIME	21,542	10,000	22,125	10,000
05-0104-27-00	SALARIES-LONGEVITY	191	320	320	416
05-0105-27-00	GROUP HEALTH INSURANCE	10,404	13,078	13,078	16,332
05-0106-27-00	TMRS	7,987	7,050	11,938	9,078
05-0107-27-00	FICA	4,885	3,687	6,942	4,422
05-0109-27-00	SALARIES-WELL PAY	-	-	-	-
05-0110-27-00	DENTAL INSURANCE	383	474	474	403
05-0114-27-00	SALARIES-ASSIGNMENT PAY	-	-	-	-
05-0120-27-00	GROUP LIFE INSURANCE	13	34	34	51
05-0130-27-00	WORKERS COMPENSATION	1,840	1,611	2,407	921
	Personnel Total	93,262	90,062	115,123	95,431
05-0201-27-00	SUPPLIES	-	-	78	-
05-0202-27-00	UNIFORMS AND CLOTHING	751	450	700	450
05-0203-27-00	MOTOR VEHICLE SUPPLIES	-	-	98	-
05-0204-27-00	MINOR EQUIP/FURN/FIX/TOOLS/ECT	1,560	1,300	1,300	1,300
05-0218-27-00	FUEL & OIL	7,566	8,000	8,000	8,000
05-0219-27-00	DATA PROCESSING SUPPLIES	-	-	-	-
05-0231-27-00	SOFTWARE	-	-	-	-
	Supplies Total	9,877	9,750	10,176	9,750
05-0302-27-00	MAINT-MOTOR VEHICLES	1,141	3,000	6,500	3,000
05-0303-27-00	MAINT-EQUIP & MACHINERY	-	-	-	-
05-0309-27-00	MAINT-METERS & SETTINGS	15,132	16,600	16,600	16,600
05-0314-27-00	MAINT-RADIO EQUIPMENT	-	-	-	-
05-0318-27-00	MAINT-OFFICE EQUIPMENT	-	-	-	-
05-0342-27-00	MAINT-DATA PROCESSING EQUIP	-	1,200	1,200	3,200
05-0351-27-00	MAINT-MISC	-	26,000	26,000	26,000
	Maintenance Total	16,273	46,800	50,300	48,800
05-0409-27-00	TRAVEL & EDUCATION	118	550	550	950
05-0414-27-00	DUES & SUBSCRIPTIONS	-	-	-	-
05-0415-27-00	TRANSFER TO VEHICLE REPL FUND	-	-	-	-
05-0416-27-00	OTHER/PROFESSIONAL SERVICES	76,174	10,000	10,000	10,000
05-0539-27-00	MISC. HEALTH BENEFIT	-	-	-	63
05-0559-27-00	CONTRACT/TEMPORARY LABOR	1,692	-	-	-
	Services Total	77,983	10,550	10,550	11,013
05-0618-27-00	CAPITAL-COMPUTER EQUIPMENT	-	-	-	20,000
05-0624-27-00	CAPITAL-HAND HELD METERS	-	-	-	-
05-0699-27-00	CAPITAL EXP MOVED TO ASSET	-	-	-	-
	Capital Total	-	-	-	20,000

	2008-2009 Actual	2009-2010 Budget	2009-2010 Estimate	2010-2011 Budget
Departmental Total	197,395	157,162	186,149	184,994

Lancaster

Utility Billing



Personnel Summary

Position	Adopted 08-09	Adopted 09-10	Adopted 10-11
Utility Billing Manager	1	1	1
Sr. Utility Billing Clerk	1	1	1
Utility Billing Clerk	3	2	2
Accounting Generalist	0	1	1
Comm. Relations Asst.	0	0	0.25
Total	**5**	**5**	**5.25**

Department Narrative

The Utility Billing Department is a central operation that performs the following tasks: Generates and processes all billing for water, sewer, and refuse accounts; adjusts accounts as needed prior to each billing; applies penalties to all past due accounts for each billing; prepares and mails cut-off notices for each cycle; loads and downloads meter reading information for each billing cycle; applies meter reading data to each account before each billing cycle; performs meter reading edits to ensure accuracy; posts daily utility payments to the appropriate customer accounts; makes daily utility water deposits as well as other city deposits to bank; collects and processes water and sewer impact fees, water and sewer tap fees, water meter installation fees, and deposits for water accounts; collection of payment plans for water and sewer impact and tap fees.

Departmental Goals

City Council Goals:
(Financially Sustainable City Government)

- Maximize sources of revenue through continuous monitoring and review of consumption and customer accounts
- Create a positive and friendly impression of the City of Lancaster for newcomers, visitors, and residents with friendly customer service
- Process all activities in the most economical and efficient manner
- Serve the City of Lancaster's utility customers through courteous service, knowledgeable staff, and convenient hours
- Respond to customer inquiries in a timely manner, and maintain the timely and accurate posting of payments to accounts
- Notify management and Council of potential problem areas and opportunities for improvement in all areas concerning the City of Lancaster Utilities' financial health

Workload Indicators	08-09 Actual	09-10 Actual	10-11 Target
Water Customers	10,882	11,000	11,000
Wastewater Customers	10,402	10,400	10,400
Bills Processed Monthly	12,017	12,000	12,000
Service Orders Processed	500	400	400
Bill Adjustments	70	50	50
Cut-off of Services	1,000	400	400
Returned Checks Processed (Year)	500	75	75
Payments Processed (per Month)	900	1,200	1,200

Performance Measurement	08-09 Actual	09-10 Actual	10-11 Target
Billing counter staffed with at least 2 employees at all times	100%	100%	100%
Phone calls resolved within 24 hours	100%	100%	100%
Accurate Account Billings	98%	98%	98%
Accurate Posting of Payments	98%	99%	99%

Budget Summary	2008-2009 Actual	2009-2010 Budget	2009-2010 Estimate	2010-2011 Budget
Personnel	209,864	229,186	242,372	289,172
Supplies	10,071	4,180	8,128	5,970
Maintenance	3,679	176	626	-
Services	181,900	109,727	204,579	272,857
Capital Outlay	-	-	-	-
TOTAL	**405,514**	**343,269**	**455,705**	**567,999**

WATER AND SEWER FUND

Utility Billing

For Fund #:	5
For Department #:	20
Program#:	0

		2008-2009 Actual	2009-2010 Budget	2009-2010 Estimate	2010-2011 Budget
05-0101-20-00	SALARIES-REGULAR	142,628	167,145	158,686	196,594
05-0102-20-00	SALARIES-PART TIME	1,067	-	10,000	-
05-0103-20-00	SALARIES-OVERTIME	13,362	-	12,000	10,000
05-0104-20-00	SALARIES-LONGEVITY	442	668	668	807
05-0105-20-00	GROUP HEALTH INSURANCE	19,413	24,710	24,173	36,174
05-0106-20-00	TMRS	18,399	21,857	22,141	27,902
05-0107-20-00	FICA	11,889	12,725	12,725	14,879
05-0109-20-00	SALARIES-WELL PAY	551	-	407	-
05-0110-20-00	DENTAL INSURANCE	1,260	1,585	1,076	2,418
05-0120-20-00	GROUP LIFE INSURANCE	23	85	85	106
05-0130-20-00	WORKERS COMPENSATION	829	411	411	292
	Personnel Total	209,864	229,186	242,372	289,172
05-0201-20-00	SUPPLIES	3,359	3,500	3,500	3,500
05-0202-20-00	UNIFORMS AND CLOTHING	278	200	200	200
05-0203-20-00	MOTOR VEHICLE SUPPLIES	-	-	-	-
05-0204-20-00	MINOR EQUIP/FURN/FIX/TOOLS/ECT	4,024	-	2,228	-
05-0210-20-00	FOOD/BEV-MEETINGS/FUNCTIONS	-	-	-	-
05-0211-20-00	OTHER OPERATIONAL SUPPLIES	-	-	-	-
05-0214-20-00	POSTAGE/SHIPPING/DELIVERY	2,410	480	2,200	2,270
	Supplies Total	10,071	4,180	8,128	5,970
05-0301-20-00	MAINT-BLDG & STRUCTURES	-	176	176	-
05-0302-20-00	MAINT-MOTOR VEHICLES	154	-	-	-
05-0318-20-00	MAINT-OFFICE EQUIPMENT	3,525	-	450	-
05-0342-20-00	MAINT-DATA PROCESSING EQUIP	-	-	-	-
05-0351-20-00	MAINT-MISC	-	-	-	-
	Maintenance Total	3,679	176	626	-
05-0401-20-00	TELEPHONE & COMMUNICATIONS	-	1,600	1,600	-
05-0402-20-00	RENTAL OF EQUIPMENT	3,083	2,388	2,388	2,388
05-0407-20-00	SPECIAL SERVICES	4,183	4,880	4,880	4,940
05-0409-20-00	TRAVEL & EDUCATION	175	340	600	870
05-0410-20-00	UTILITIES - ELECTRICITY	-	408	-	-
05-0414-20-00	DUES & SUBSCRIPTIONS	-	-	-	150
05-0416-20-00	OTHER/PROFESSIONAL SERVICES	103,009	85,786	85,786	94,800
05-0421-20-00	PRINTING	178	1,825	1,825	1,825
05-0428-20-00	CREDIT CARD FEES	55,405	-	-	61,953
05-0442-20-00	COMPUTER PROFESSIONAL SERVICES	15,767	12,500	12,500	10,800
05-0462-20-00	CELLULAR TELEPHONE & PAGERS	-	-	-	-
05-0482-20-00	CREDIT CARD PROCESSING FEES	-	-	95,000	95,000
05-0539-20-00	MISC. HEALTH BENEFIT	-	-	-	131
05-0559-20-00	CONTRACT/TEMPORARY LABOR	-	-	-	-
	Services Total	181,900	109,727	204,579	272,857

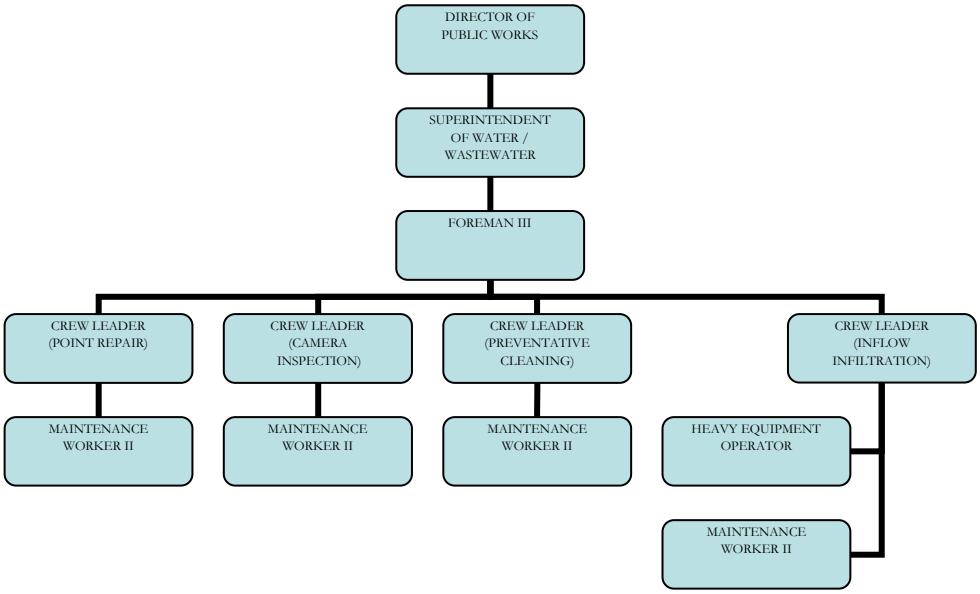
	2008-2009 Actual	2009-2010 Budget	2009-2010 Estimate	2010-2011 Budget
Departmental Total	405,513	343,269	455,705	567,999

Lancaster

Wastewater Operations

Programs / Activities:
Sewage Collection, Treatment, Pre-treatment Inspections, Maintenance and Repair, Installation

Public Works Division
Water/Wastewater Fund



Personnel Summary

Position	Adopted 08-09	Adopted 09-10	Adopted 10-11
Foreman III	1	1	1
Crew Leader	4	4	4
Heavy Equipment Operator I	1	1	1
Maintenance Worker II	5	4	4
Total	**11**	**10**	**10**

Department Narrative

The Wastewater Department is responsible for providing uninterrupted, cost-effective wastewater collection services for all residential and commercial customers of Lancaster and the operation and maintenance of the city's lift stations. Combinations of water and wastewater employees are used to maintain four lift stations, repair and replacement of sanitary sewer mains, manholes, and services.

To fulfill the requirements of the Clean Water Act, all cities must have 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 Department 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 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

City Council Goals

- Work to minimize inflow/infiltration and to continue inflow and infiltration studies, testing, and identification
- Provide the best possible information to engineers, contractors, and builders requesting wastewater information
- Work with other City departments to insure that all parties are making proper repairs and installations to the sewer system
- Replace and repair aging mains in the sanitary sewer system (including sewer lift station upgrades)
- Maintain the physical integrity of utility infrastructure to maximize City investment
- Continue TCEQ Sanitary Sewer Overflow Outreach Initiative
- Attend HOA and community meetings to educate citizens on the proper care of sewer lines

Workload Indicators	08-09 Actual	09-10 Actual	10-11 Actual
Full-Time Wastewater Employees	11	10	10
Total Municipal Sewer Line	700,000 feet	700,000 feet	700,000 feet
Sewer Line Replacement	5,000 feet	5,000 feet	5,000 feet
Sewer Line Cleaned	560,000 feet	560,000 feet	560,000 feet
Grease Trap Inspections Monthly	50	50	50
Weekly Safety Meetings	52	52	52

Performance Measurement	08-09 Actual	09-10 Actual	10-11 Actual
Sewer Backups Resolved within 30 Minutes	100%	100%	100%
Phone Inquiries Responded to within 24 Hours	90%	90%	90%
Sewer System Cleaned Annually (700,000 Total Feet)	80%	80%	80%
Main Stoppages Re-Telivised within 24 Hours	91%	91%	91%
Grease Traps Inspected on Monthy Basis	100%	100%	100%
Weekly Safety Meetings Completed	100%	100%	100%

Budget Summary	2008-2009 Actual	2009-2010 Budget	2009-2010 Estimate	2010-2011 Budget
Personnel	452,880	496,712	384,255	468,035
Supplies	14,427	34,400	18,549	34,400
Maintenance	18,398	108,750	87,042	108,750
Services	14,193	13,688	17,300	13,919
Capital Outlay	-	10,000	9,167	10,000
TOTAL	**499,898**	**663,550**	**516,313**	**635,104**

WATER AND SEWER FUND

Sewer Operations

For Fund #:	5
For Department #:	30
Program#:	0

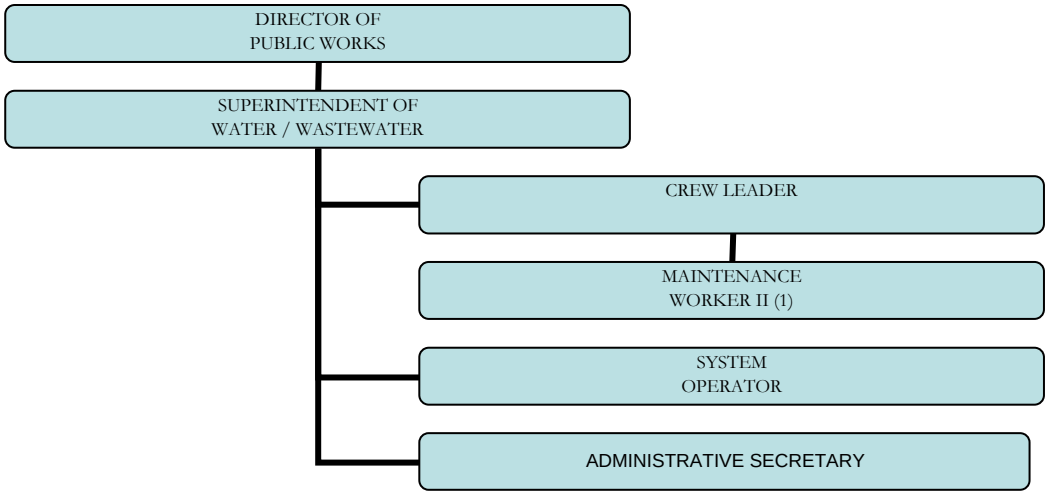
		2008-2009 Actual	2009-2010 Budget	2009-2010 Estimate	2010-2011 Budget
05-0101-30-00	SALARIES-REGULAR	290,552	332,661	245,000	301,132
05-0102-30-00	SALARIES-PART TIME	-	-	-	-
05-0103-30-00	SALARIES-OVERTIME	35,931	7,500	26,000	7,500
05-0104-30-00	SALARIES-LONGEVITY	800	1,288	1,288	1,192
05-0105-30-00	GROUP HEALTH INSURANCE	49,752	72,858	48,000	81,680
05-0106-30-00	TMRS	38,658	43,700	34,000	44,013
05-0107-30-00	FICA	24,571	24,632	19,000	22,470
05-0109-30-00	SALARIES-WELL PAY	316	-	-	-
05-0110-30-00	DENTAL INSURANCE	2,327	3,167	2,630	3,224
05-0112-30-00	SALARIES-OUT OF CLASS	-	-	-	-
05-0114-30-00	SALARIES-ASSIGNMENT PAY	-	-	-	-
05-0115-30-00	CERTIFICATION PAY	1,303	1,550	1,550	1,550
05-0120-30-00	GROUP LIFE INSURANCE	122	187	187	187
05-0130-30-00	WORKERS COMPENSATION	8,550	9,169	6,600	5,087
	Personnel Total	452,880	496,712	384,255	468,035
05-0201-30-00	SUPPLIES	111	800	800	800
05-0202-30-00	UNIFORMS AND CLOTHING	1,249	3,000	2,200	3,000
05-0203-30-00	MOTOR VEHICLE SUPPLIES	-	-	349	-
05-0204-30-00	MINOR EQUIP/FURN/FIX/TOOLS/ECT	1,238	5,400	3,000	5,400
05-0206-30-00	CHEMICALS	170	-	-	-
05-0216-30-00	MEDICAL SUPPLIES	-	200	200	200
05-0218-30-00	FUEL & OIL	11,654	25,000	12,000	25,000
05-0231-30-00	SOFTWARE	-	-	-	-
	Supplies Total	14,427	34,400	18,549	34,400
05-0302-30-00	MAINT-MOTOR VEHICLES	1,055	16,500	12,000	16,500
05-0303-30-00	MAINT-EQUIP & MACHINERY	7,485	10,000	10,000	10,000
05-0304-30-00	MAINTENANCE-STREETS	-	30,000	10,000	30,000
05-0306-30-00	MAINT-WATER MAINS	146	-	-	-
05-0308-30-00	MAINT-SANITARY SEWER MAIN	9,118	50,000	50,000	50,000
05-0312-30-00	MAINT-LIFT STATION	594	2,250	5,042	2,250
	Maintenance Total	18,398	108,750	87,042	108,750
05-0409-30-00	TRAVEL & EDUCATION	2,856	3,440	3,440	3,440
05-0410-30-00	UTILITIES - ELECTRICITY	11,336	8,000	11,500	8,000
05-0412-30-00	SEWAGE TREATMENT	-	-	-	-
05-0413-30-00	SANITARY LAND FILL	-	2,000	2,000	2,000
05-0414-30-00	DUES & SUBSCRIPTIONS	-	248	360	248
05-0539-30-00	MISC. HEALTH BENEFIT	-	-	-	231
05-0559-30-00	CONTRACT/TEMPORARY LABOR	-	-	-	-
	Services Total	14,193	13,688	17,300	13,919
05-0609-30-00	CAPITAL-MACHINERY & EQUIPMENT	-	10,000	9,167	10,000
	Capital Total	-	10,000	9,167	10,000

	2008-2009 Actual	2009-2010 Budget	2009-2010 Estimate	2010-2011 Budget
Departmental Total	499,897	663,550	516,313	635,104

Lancaster

Programs / Activities:
Water Production and Distribution, Water Quality, Inspections, Maintenance and Repair

Public Works Division
Water/Wastewater Fund



Personnel Summary

Position	Adopted 08-09	Adopted 09-10	Adopted 10-11
Superintendent-W/WW	1	1	1
Foreman III	1	0	0
Crew Leader	1	1	1
Water Systems Operator	1	1	1
Meter Technician	0	0	0
Maintenance Worker II	2	1	1
Adminstrative Secretary	0	0	1
Total	**6**	**4**	**5**

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.

Departmental Goals

City Council Goals

- Maintain the physical integrity of utility infrastructure to maximize City investment
- Provide safe water in adequate supply to meet citizens needs, in addition to water conservation materials and practices
- Maintain responsiveness to new development needs and potential system expansion
- Comply with rules and regulations as required by the TCEQ and the Clean Water Act
- Expand employees knowledge through training, seminars, and certification programs
- Provide the best possible information to engineers, contractors, builders, and other governmental agencies
- Reduce unaccounted for water through meter replacement, leak detection, and water line replacement
- Protect the public safety and health through plan review, backflow cross connection inspections, and testing
- Maintain, repair, and replace aging fire hydrants and valves to ensure optimum fire flows

Workload Indicators	08-09 Actual	09-10 Actual	10-11 Goal
Full -Time Water Employees	6.5	4	4
Water Main Replacement	3,000 feet	3,000 feet	3,000 feet
Commercial Meter Changes	35	35	35
Weekly Safety Meetings	52	52	52
Valves Operated	500	1500	1500
Weekly Safety Classes	52	52	52
Commercial Backflow Notifications	N/A	391	391
Water Main Break Replacement	N/A	10	10
Loss Time Accidents	0	0	0

Performance Measurement	08-09 Actual	09-10 Actual	10-11 Goal
Phone Inquires Responded to within 24 Hours	90%	90%	90%
Damaged Fire Hydrants Repaired within 48 Hours	75%	75%	75%
Reduction in Unaccounted Water Loss	5%	5%	5%
Backflow Inventory Logged	100%	100%	100%
Weekly Safety Classes Held	100%	100%	100%
Leak Detection Survey	0%	25%	25%

Budget Summary	2008-2009 Actual	2009-2010 Budget	2009-2010 Estimate	2010-2011 Budget
Personnel	155,202	248,251	247,844	299,272
Supplies	26,694	32,510	28,710	63,610
Maintenance	108,554	206,100	215,300	206,100
Services	268,592	272,238	328,588	294,235
Capital Outlay	-	-	21,000	-
TOTAL	**559,042**	**759,099**	**841,442**	**863,217**

WATER AND SEWER FUND

Water Operations

For Fund #:	5
For Department #:	21
Program#:	0

		2008-2009 Actual	2009-2010 Budget	2009-2010 Estimate	2010-2011 Budget
05-0101-21-00	SALARIES-REGULAR	109,573	168,880	165,000	195,105
05-0102-21-00	SALARIES-PART TIME	-	12,730	-	12,730
05-0103-21-00	SALARIES-OVERTIME	3,798	8,000	13,000	8,000
05-0104-21-00	SALARIES-LONGEVITY	491	716	850	908
05-0105-21-00	GROUP HEALTH INSURANCE	13,625	14,826	24,000	30,145
05-0106-21-00	TMRS	13,655	22,346	24,000	29,782
05-0107-21-00	FICA	8,649	13,122	13,600	16,117
05-0109-21-00	SALARIES-WELL PAY	-	-	-	-
05-0110-21-00	DENTAL INSURANCE	570	711	1,100	1,612
05-0112-21-00	SALARIES-OUT OF CLASS	-	-	-	-
05-0113-21-00	SALARIES-CAR ALLOWANCE	-	-	-	-
05-0114-21-00	SALARIES-ASSIGNMENT PAY	378	-	-	-
05-0115-21-00	CERTIFICATION PAY	1,753	1,950	2,209	1,950
05-0120-21-00	GROUP LIFE INSURANCE	41	85	85	119
05-0130-21-00	WORKERS COMPENSATION	2,670	4,885	4,000	2,804
	Personnel Total	155,202	248,251	247,844	299,272
05-0201-21-00	SUPPLIES	1,129	1,000	1,000	1,000
05-0202-21-00	UNIFORMS AND CLOTHING	1,510	1,700	1,700	1,700
05-0203-21-00	MOTOR VEHICLE SUPPLIES	-	-	-	-
05-0204-21-00	MINOR EQUIP/FURN/FIX/TOOLS/ECT	8,887	7,850	7,850	7,850
05-0206-21-00	CHEMICALS	2,315	1,900	1,900	33,000
05-0214-21-00	POSTAGE/SHIPPING/DELIVERY	18	3,260	3,260	3,260
05-0216-21-00	MEDICAL SUPPLIES	-	-	-	-
05-0218-21-00	FUEL & OIL	12,620	16,800	13,000	16,800
	Supplies Total	26,694	32,510	28,710	63,610
05-0301-21-00	MAINT-BLDG & STRUCTURES	3,345	2,400	9,500	2,400
05-0302-21-00	MAINT-MOTOR VEHICLES	5,049	21,000	21,000	21,000
05-0303-21-00	MAINT-EQUIP & MACHINERY	7,453	-	2,100	-
05-0304-21-00	MAINTENANCE-STREETS	22,458	30,000	30,000	30,000
05-0306-21-00	MAINT-WATER MAINS	28,705	27,000	27,000	27,000
05-0309-21-00	MAINT-METERS & SETTINGS	2,562	2,500	2,500	2,500
05-0310-21-00	MAINT-STORAGE & DISTRBTN PUMPS	38,443	120,000	120,000	120,000
05-0314-21-00	MAINT-RADIO EQUIPMENT	-	1,200	1,200	1,200
05-0321-21-00	MAINT-HYDRANTS	540	2,000	2,000	2,000
	Maintenance Total	108,554	206,100	215,300	206,100
05-0401-21-00	TELEPHONE & COMMUNICATIONS	-	2,560	2,560	2,560
05-0409-21-00	TRAVEL & EDUCATION	677	3,300	3,300	3,300
05-0410-21-00	UTILITIES - ELECTRICITY	140,463	175,000	175,000	175,000
05-0411-21-00	WATER PURCHASES	-	-	-	-
05-0414-21-00	DUES & SUBSCRIPTIONS	5,362	6,150	26,500	28,000
05-0415-21-00	TRANSFER TO VEHICLE REPL FUND	-	-	-	-
05-0416-21-00	OTHER/PROFESSIONAL SERVICES	77,554	4,928	4,928	4,928
05-0429-21-00	DEMOLITION EXPENSE	-	70,000	70,000	70,000
05-0438-21-00	TESTING	4,218	10,000	10,000	10,000
05-0446-21-00	ATTORNEY FEES	-	-	11,000	-
05-0498-21-00	UTILITIES - GAS	-	300	300	300
05-0539-21-00	MISC. HEALTH BENEFIT	-	-	-	147
05-0559-21-00	CONTRACT/TEMPORARY LABOR	40,318	-	25,000	-
	Services Total	268,592	272,238	328,588	294,235
05-0604-21-00	CAPITAL-WATER MAINS	-	-	21,000	-
05-0618-21-00	CAPITAL-COMPUTER EQUIPMENT	-	-	-	-
	Capital Total	-	-	21,000	-

		2008-2009 Actual	2009-2010 Budget	2009-2010 Estimate	2010-2011 Budget
	Departmental Total	559,041	759,099	841,442	863,217

Lancaster

Utility Wholesale

Department Narrative

The Utility Wholesale department accounts for costs associated with the purchase of water and sewer treatment from Dallas Water Utilities and the Trinity River Authority.

Budget Summary	2008-2009 Actual	2009-2010 Budget	2009-2010 Estimate	2010-2011 Budget
Personnel	-	-	-	-
Supplies	-	-	-	-
Maintenance	-	-	-	-
Services	5,390,833	6,156,000	6,156,000	5,960,000
Capital Outlay	-	-	-	-
Total	**5,390,833**	**6,156,000**	**6,156,000**	**5,960,000**

WATER AND SEWER FUND

Wholesale Costs

For Fund #:	5
For Department #:	42
Program#:	0

		2008-2009 Actual	2009-2010 Budget	2009-2010 Estimate	Proposed
05-0411-42-00	WATER PURCHASES	2,038,845	2,160,000	2,160,000	2,160,000
05-0412-42-00	SEWAGE TREATMENT	3,351,989	3,996,000	3,996,000	3,800,000
	Services Total	5,390,833	6,156,000	6,156,000	5,960,000

	2008-2009 Actual	2009-2010 Budget	2009-2010 Estimate	Proposed
Departmental Total	5,390,833	6,156,000	6,156,000	5,960,000

Hotel/Motel Tax Fund (14)

REVENUES		2008	2009	2010		2011
Department No	Revenue Source	Actual	Actual	Budget	Estimate	Budget
	HOTEL/MOTEL TAX	92,482	112,890	88,402	88,402	88,402
	MISCELLANEOUS	308	1,994	-	-	-
	TRANSFERS IN	104,029	-	-	-	-
	INTEREST	965	367	275	275	275
	Total	197,785	115,251	88,677	88,677	88,677

EXPENDITURES		2008	2009	2010		2011
Department No	Description	Actual	Actual	Budget	Estimate	Budget
34	HISTORIC PRESERVATION	2,200	7,800	-	-	-
46	HOTEL/MOTEL	37,500	40,000	92,930	40,000	40,000
48	MAIN STREET	-	-	-	-	-
52	Visitor Center	-	-	-	46,721	14,619
80	TRANSFERS OUT	-	-	-	-	-
		39,700	47,800	92,930	86,721	54,619

BALANCES	2008	2009	2010		2011
	Actual	Actual	Budget	Estimate	Budget
Net Gain (Loss)	158,085	67,451	(4,253)	1,956	34,058
Beginning Balance	-	158,085	225,535	225,535	227,491
Ending Balance	158,085	225,536	221,282	227,491	261,549
Ending Balance as % of Expenditures	398.20%	471.83%	238.12%	262.33%	478.86%

Lancaster

Lancaster Chamber

Department Narrative

This department accounts for costs associated with the operations of the Lancaster Chamber of Commerce. Costs associated with the Lancaster Visitor's Center have been moved into another department.

Budget Summary	2008-2009 Actual	2009-2010 Budget	2009-2010 Estimate	2010-2011 Budget
Personnel	-	-	-	-
Supplies	-	1,000	-	-
Maintenance	-	1,400	-	-
Services	-	90,530	40,000	40,000
Capital Outlay	-	-	-	-
Total	**-**	**92,930**	**40,000**	**40,000**

HOTEL TAX FUND

Lancaster Chamber

For Fund #:	14
For Department #:	46
Program#:	0

		2008-2009 Actual	2009-2010 Budget	2009-2010 Estimate	2010-2011 Budget
14-0201-46-00	SUPPLIES	-	-	-	-
14-0204-46-00	MINOR EQUIP/FURN/FIX/TOOLS/ETC	-	-	-	-
14-0211-46-00	OTHER OPERATIONAL SUPPLIES	-	1,000	-	-
14-0214-46-00	POSTAGE/SHIPPING/DELIVERY	-	-	-	-
	Supplies Total	-	1,000	-	-
14-0301-46-00	MAINT-BLDGS& sTRUCTURES	-	1,400	-	-
	Maintenance Total	-	1,400	-	-
14-0401-46-00	TELEPHONE & COMMUNICATIONS	-	1,800	-	-
14-0407-46-00	SPECIAL SERVICES	-	-	-	-
14-0408-46-00	ADVERTISING	-	-	-	-
14-0410-46-00	UTILITIES-ELECTRICITY	-	18,000	-	-
14-0416-46-00	OTHER/PROFESSIONAL SERVICES	-	7,630	-	-
14-0434-46-00	SPECIAL EVENTS	-	19,500	-	-
14-0446-46-00	CITY ATTORNEY FEES	-	-	-	-
14-0450-46-00	ADMINISTRATIVE FEES	-	-	-	-
14-0464-46-00	RENTAL OF OFFICE SPACE	-	-	-	-
14-0468-46-00	LANCASTER CHAMBER OF COMMERCE	-	40,000	40,000	40,000
14-0498-46-00	UTILITIES - GAS	-	3,600	-	-
	Services Total	-	90,530	40,000	40,000

	2008-2009 Actual	2009-2010 Budget	2009-2010 Estimate	2010-2011 Budget
Departmental Total	-	92,930	40,000	40,000

Lancaster Visitor's Center

Department Narrative

This department accounts for costs associated with the operations of the newly opened Lancaster Visitor's Center.

Budget Summary	2008-2009 Actual	2009-2010 Budget	2009-2010 Estimate	2010-2011 Budget
Personnel	-	-	-	-
Supplies	-	-	23,527	1,000
Maintenance	-	-	12,860	-
Services	-	-	10,334	13,619
Capital Outlay	-	-	-	-
Total	**-**	**-**	**46,721**	**14,619**

HOTEL TAX FUND

Visitor's Center

For Fund #:	**14**
For Department #:	**52**
Program#:	**0**

		2008-2009 Actual	2009-2010 Budget	2009-2010 Estimate	2010-2011 Budget
14-0201-52-00	SUPPLIES	-	-	1,042	-
14-0204-52-00	MINOR EQUIP/FURN/FIX/TOOLS/ETC	-	-	22,485	-
14-0214-52-00	POSTAGE/SHIPPING/DELIVERY	-	-	-	-
	Supplies Total	-	-	23,527	-
14-0301-52-00	MAINT-BLDGS& sTRUCTURES	-	-	12,860	1,000
14-0303-52-00	MAINT-EQUIP & MACHINERY	-	-	-	-
14-0363-52-00	MAINT-LOCKS & KEYS	-	-	-	-
	Maintenance Total	-	-	12,860	1,000
14-0401-52-00	TELEPHONE & COMMUNICATIONS	-	-	-	-
14-0403-52-00	INSURANCE	-	-	-	-
14-0408-52-00	ADVERTISING	-	-	-	-
14-0410-52-00	UTILITIES-ELECTRICITY	-	-	4,436	8,880
14-0411-52-00	ALARM SERVICE	-	-	1,159	516
14-0416-52-00	OTHER/PROFESSIONAL SERVICES	-	-	2,158	1,043
14-0434-52-00	SPECIAL EVENTS	-	-	650	-
14-0460-52-00	SETTLEMENT	-	-	1,931	-
14-0498-52-00	UTILITIES - GAS	-	-	-	-
14-0543-52-00	JANITORIAL SERVICE	-	-	-	3,180
14-0559-52-00	CONTRACT LABOR	-	-	-	-
	Services Total	-	-	10,334	13,619

	2008-2009 Actual	2009-2010 Budget	2009-2010 Estimate	2010-2011 Budget
Departmental Total	-	-	46,721	14,619

4A LEDC Fund (16)

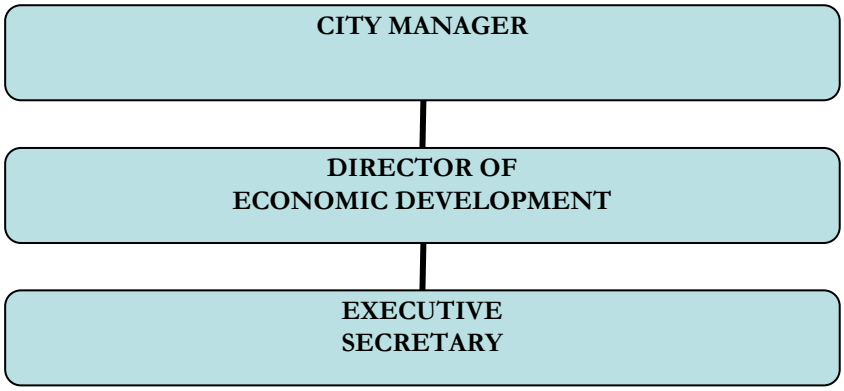
REVENUES		2008	2009	2010		2011
Department No	Revenue Source	Actual	Actual	Budget	Estimate	Budget
	SALES TAXES	692,625	776,342	796,756	850,000	900,000
	INTEREST	2,413	2,462	1,000	1,500	1,000
	BOND PROCEEDS	-	-	-	-	-
	Total	695,038	778,804	797,756	851,500	901,000

EXPENDITURES		2008	2009	2010		2011
Department No	Description	Actual	Actual	Budget	Estimate	Budget
2	ECON DEV ADMINISTRATION	250,440	213,903	243,252	229,208	248,800
50	4A DEBT SERVICE	227,104	226,650	227,250	227,250	227,750
55	PUBLIC RELATIONS	-	-	-	-	-
60	MARKETING AND ADVERTISING	26,462	7,975	44,100	25,500	40,100
63	INCENTIVE PROGRAMS	460,929	1,365,000	968,334	68,334	430,000
80	TRANSFERS OUT	15,000	15,000	50,000	50,000	50,000
		979,935	1,828,528	1,532,936	600,292	996,650

BALANCES	2008	2009	2010		2011
	Actual	Actual	Budget	Estimate	Budget
Net Gain (Loss)	(284,897)	(1,049,723)	(735,180)	251,208	(95,650)
Beginning Balance	3,424,303	3,139,408	2,089,683	2,089,683	2,340,891
Ending Balance	3,139,406	2,089,685	1,354,503	2,340,891	2,245,241
Ending Balance as % of Expenditures	320.37%	114.28%	88.36%	389.96%	225.28%

Lancaster

Economic Development Admin.



Personnel Summary

Position	Adopted 08-09	Adopted 09-10	Adopted 10-11
Director of Economic Development	1	1	1
Community Relations Asst.	0	0.25	0.25
Executive Secretary	1	1	1
Total	**2**	**2.25**	**2.25**

Department Narrative

The Department of Economic Development is Lancaster's lead organization for the coordination of economic development including the recruitment of new business ventures, the expansion of existing industry and the evaluation of requests for assistance and incentive arrangements from business ventures seeking to expand, establish, or relocate operations to Lancaster. The department administers the "4A" 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 "4A" projects and incentives is overseen by an eight-person board of directors which includes five voting members and three ex-officio members. These individuals review applications for 4A incentives and recommend projects for funding to the City Council for approval..

Departmental Goals

City Council Goals:

- 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
- Initiate marketing and recruitment initiative directed at international business development
- Implement programs targeting existing industry retention
- Monitor the recapture performance requirements associated with incentives granted
- Assist in the development and implementation of a "seamless" City process associated with development projects in Lancaster
- Create collateral materials necessary to showcase all development opportunities in Lancaster

Workload Indicators	08-09 Actual	09-10 Actual	10-11 Goal
Request For Proposals (RFP) for development projects	15	10	30
Meetings with DFW real estate brokers and developers	30	30	60
Retention visits with existing industry	5	5	4
Marketing initiatives with economic development allies	3	3	1
Design and production of department collatorial materials	1	2	0
Missions to Asia promoting Logistics Hub	0	1	1

Performance Measurement	08-09 Actual	09-10 Actual	10-11 Goal
Meetings with DFW real estate brokers and developers	30	30	60
Retention visits with existing industry	5	5	4
Regional / Local marketing initiatives with development allies	2	3	1
Design and production of department collatorial materials	1	2	0
Economic Development Tradeshow Participation	0	1	2

Budget Summary	2008-2009 Actual	2009-2010 Budget	2009-2010 Estimate	2010-2011 Budget
Personnel	197,031	213,177	202,733	218,878
Supplies	3,336	3,800	3,800	3,800
Maintenance	51	152	152	152
Other Services	13,485	26,123	22,523	25,970
Capital Outlay	-	-	-	-
TOTAL	213,903	243,252	229,208	248,800

LEDC 4A Fund

ED Administration

For Fund #:	16
For Department #:	2
Program#:	0

		2008-2009 Actual	2009-2010 Budget	2009-2010 Estimate	2010-2011 Budget
16-0101-02-00	SALARIES-REGULAR	149,403	160,161	149,717	156,481
16-0103-02-00	SALARIES-OVERTIME	9	-	-	-
16-0104-02-00	SALARIES-LONGEVITY	168	308	308	359
16-0105-02-00	GROUP HEALTH INSURANCE	11,855	14,200	14,200	22,361
16-0106-02-00	TMRS	18,248	21,528	21,528	22,848
16-0107-02-00	FICA	10,930	11,262	11,262	10,946
16-0109-02-00	SALARIES-WELL PAY	827	-	-	-
16-0110-02-00	DENTAL INSURANCE	400	474	474	806
16-0113-02-00	SALARIES-CAR ALLOWANCE	4,816	4,800	4,800	4,800
16-0120-02-00	GROUP LIFE INSURANCE	17	38	38	38
16-0121-02-00	INCENTIVE/OTHER PAY, ETC.	-	-	-	-
16-0130-02-00	WORKERS COMPENSATION	359	406	406	239
	Personnel Total	197,031	213,177	202,733	218,878
16-0201-02-00	SUPPLIES	1,967	2,000	1,500	2,000
16-0204-02-00	MINOR EQUIP/FURN/FIX/TOOLS/ETC	-	-	1,100	-
16-0210-02-00	FOOD/BEVERAGES/ETC.-MEETINGS	1,259	1,500	900	1,500
16-0214-02-00	POSTAGE	110	300	300	300
16-0219-02-00	DATA PROC SUPPLIES	-	-	-	-
16-0231-02-00	SOFTWARE	-	-	-	-
	Supplies Total	3,336	3,800	3,800	3,800
16-0301-02-00	MAINT-BLDG & STRUCTURES	51	152	152	152
	Maintenance Total	51	152	152	152
16-0401-02-00	COMMUNICATIONS	(398)	960	960	960
16-0402-02-00	RENTAL OF EQUIPMENT	1,438	3,200	4,300	4,500
16-0403-02-00	INSURANCE	-	-	-	-
16-0409-02-00	TRAVEL AND EDUCATION	2,630	3,500	1,800	2,000
16-0410-02-00	UTILITIES-ELECTRICITY	-	352	352	352
16-0414-02-00	DUES AND SUBSCRIPTIONS	2,381	2,925	2,925	2,925
16-0416-02-00	OTHER/PROFESSIONAL SERVICES	6,797	551	551	551
16-0421-02-00	PRINTING	45	-	-	-
16-0425-02-00	WORKERS COMP	-	-	-	-
16-0437-02-00	AUDIT SERVICES	-	-	-	-
16-0440-02-00	CONSULTANT AND ADVISORY FEES	-	-	-	-
16-0446-02-00	ATTORNEY FEES	120	5,000	5,000	5,000
16-0450-02-00	ADMINISTRATIVE FEES	-	-	-	-
16-0462-02-00	CELLULAR TELEPHONE & PAGERS	430	1,800	1,800	1,800
16-0464-02-00	RENTAL OF OFFICE SPACE	-	4,835	4,835	4,835
16-0480-02-00	GEN FUND EXPENSE ALLOCATION	-	-	-	-
16-0539-02-00	MISC. HEALTH BENEFIT	42	-	-	47
16-0559-02-00	CONTRACT/TEMPORARY LABOR	-	3,000	-	3,000
	Services Total	13,485	26,123	22,523	25,970

	2008-2009 Actual	2009-2010 Budget	2009-2010 Estimate	2010-2011 Budget
Departmental Total	213,903	243,252	229,208	248,800

Lancaster

Econ. Dev. Marketing

Department Narrative
This department accounts for costs associated with the marketing associated with the Lancaster Economic Development Corporation.

Budget Summary	2008-2009 Actual	2009-2010 Budget	2009-2010 Estimate	2010-2011 Budget
Personnel	-	-	-	-
Supplies	-	-	-	-
Maintenance	-	-	-	-
Services	1,518	2,100	1,500	2,100
Other	6,457	42,000	24,000	38,000
Total	**7,975**	**44,100**	**25,500**	**40,100**

LEDC 4A Fund

ED Marketing

For Fund #:	16
For Department #:	60
Program#:	0

		2008-2009 Actual	2009-2010 Budget	2009-2010 Estimate	2010-2011 Budget
16-0421-60-00	PRINTING	1,518	2,100	1,500	2,100
	Services Total	1,518	2,100	1,500	2,100

16-0901-60-00	TEXAS MARKETING TEAM CONF	-	-	-	-
16-0902-60-00	BUSINESS DEVELOPMENT	4,365	19,000	9,000	17,000
16-0903-60-00	AD PRODUCTION OR PRINTING	-	-	-	-
16-0904-60-00	LOCAL ADVERTISING	-	-	-	-
16-0905-60-00	PROJECT ANNOUNCEMENT SIGNS	-	-	-	-
16-0906-60-00	QUARTERLY NEWSLETTERS/POSTAGE	-	-	-	-
16-0907-60-00	AERIAL PHOTO REPRINTS	-	-	-	-
16-0908-60-00	DIRECT MAIL-POSTCARDS	-	3,000	2,000	3,000
16-0909-60-00	PROMOTIONAL ITEMS	173	2,000	1,500	2,000
16-0910-60-00	WEB PAGE MAINTENANCE	-	-	-	-
16-0911-60-00	EVENT SPONSORSHIPS	1,452	12,000	9,500	12,000
16-0912-60-00	OUTDOOR BILLBOARD	-	-	-	-
16-0913-60-00	PUBLIC RELATIONS/EXPENSES	-	-	-	-
16-0914-60-00	CONTINGENCY	-	-	-	-
16-0939-60-00	COLLATERAL/GRAPHICS PACKAGE	-	-	-	-
16-0940-60-00	PHONE CARD MAILER	-	-	-	-
16-0942-60-00	TRADE SHOWS	468	6,000	2,000	4,000
	ED Marketing Total	6,457	42,000	24,000	38,000

	2008-2009 Actual	2009-2010 Budget	2009-2010 Estimate	2010-2011 Budget
Departmental Total	7,975	44,100	25,500	40,100

Department Narrative

This department accounts for costs associated with the incentive program of the Lancaster Economic Development Corporation.

Budget Summary	2008-2009 Actual	2009-2010 Budget	2009-2010 Estimate	2010-2011 Budget
Personnel	-	-	-	-
Supplies	-	-	-	-
Maintenance	-	-	-	-
Services	-	-	-	-
Other	1,365,000	968,334	68,334	430,000
Total	**1,365,000**	**968,334**	**68,334**	**430,000**

LEDC 4A Fund

Incentives

For Fund #:	**16**
For Department #:	**63**
Program#:	**0**

		2008-2009 Actual	2009-2010 Budget	2009-2010 Estimate	2010-2011 Budget
16-0957-63-00	INCENTIVES-INFRASTRUCTURE	1,365,000	968,334	68,334	430,000
	ED Incentives Total	1,365,000	968,334	68,334	430,000

	2008-2009 Actual	2009-2010 Budget	2009-2010 Estimate	2010-2011 Budget
Departmental Total	1,365,000	968,334	68,334	430,000

4B LRDC (17)

REVENUES		2008	2009	2010		2011
Department No	Revenue Source	Actual	Actual	Budget	Estimate	Budget
0	SALES TAXES	1,385,249	1,552,684	1,593,513	1,700,000	1,800,000
56	RECREATION	536,988	387,546	402,965	402,965	402,965
54	LIFE CENTER	-	13,499	17,349	11,343	8,343
7	LIBRARY	-	49,424	-	34,496	4,000
0	OTHER	13,426	1,592	-	-	-
0	TRANSFERS IN	-	-	-	600,000	600,000
0	INTEREST	9,392	1,612	2,000	20	2,000
	Total	1,945,055	2,006,358	2,015,827	2,748,824	2,817,308

EXPENDITURES		2008	2009	2010		2011
Department No	Description	Actual	Actual	Budget	Estimate	Budget
2	REC ADMINISTRATION	214,162	288,850	262,821	225,871	201,358
4	DAY CAMP	13,690	-	-	-	-
7	LIBRARY	-	503,602	557,335	545,549	571,553
13	PARKS AND RECREATION	-	-	-	-	-
16	NON-DEPARTMENTAL	11,514	-	-	-	-
50	4B DEBT SERVICE	906,643	906,958	906,350	906,350	909,299
54	SENIOR LIFE CENTER	-	155,079	152,019	154,496	142,535
56	RECREATION CENTER	1,132,963	929,445	989,091	919,256	818,473
57	COMMUNITY PARK	-	33,499	15,000	61,629	15,000
80	TRANSFERS OUT	10,500	10,500	7,000	13,000	13,000
		2,289,472	2,827,931	2,889,616	2,826,151	2,671,218

BALANCES	2008	2009	2010		2011
	Actual	Actual	Budget	Estimate	Budget
Net Gain (Loss)	(344,417)	(821,574)	(873,789)	(77,327)	146,090
Beginning Balance	1,272,474	928,059	106,481	106,481	29,154
Ending Balance	928,057	106,485	(767,308)	29,154	175,244
Ending Balance as % of Expenditures	40.54%	3.77%	-26.55%	1.03%	6.56%

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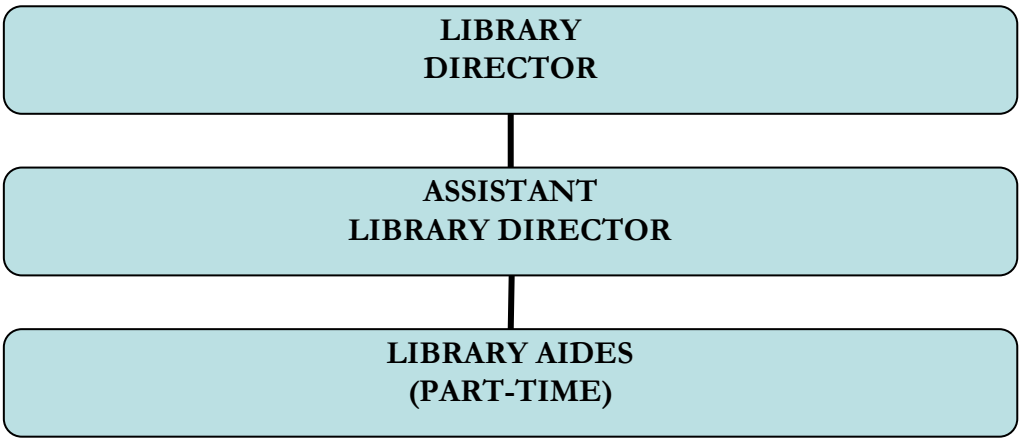
Lancaster

Programs / Activities:
Library Administration, Circulation, Genealogy, Special Programs

Community Services Division
LRDC 4B Fund



Personnel Summary

Position	Adopted 08-09	Adopted 09-10	Adopted 10-11
Library Director	1	1	1
Assistant Library Director	1	1	1
Library Associate	1	0	0
Circulation Trainer	1	0	0
Part Time Aides (FTE)	6	6.5	6.5
Total	**10**	**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 of 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.

Library

Departmental Goals

City Council Goals:

- Keep abreast of new technological developments to enhance customer service
- Maximize use of library resources
- Expand and strengthen the library's print and non-print resources
- Provide on-line access to subscription databases, indexes, and full-text magazine and newspaper articles not otherwise available to internet users
- Select, acquire, and organize access to the most current information and ideas in the most effective setting for Lancaster citizens and local library users
- Offer library sponsored events to support literacy and lifelong learning for all ages
- 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
- Provide outreach programs and in-house training for job seekers, foreign language learners, seniors, and those citizens seeking technology skills

Workload Indicators	08-09 Actual	09-10 Actual	10-11Goal
Hours Open	2,500	2,534	2,500
Hours Staffed	3,000	3,069	3,000
Volunteer Hours	1,500	736	1,000
Patron Visits	100,000	72,405	90,000
New Youth Cards	1,500	997	1,000
New Adult Cards	2,000	1,480	1,500
New Nonresident Cards	100	84	100
Adult Books Circulation	26,000	27,673	29,000
Juvenile Books Circulation	27,000	26,893	28,000
Videos Circulation	16,000	15,841	16,000
Total Circulation	75,000	73,605	80,000
PC Reservation Usage	50,000	36,011	50,000
Reference Usage	150,000	48,463	75,000

Performance Measurement	08-09 Actual	09-10 Actual	10-11Goal
Host Best Southwest Bookfair	Completed	Completed	Completed
Replace worn Information Technology Items	Completed	20%	100%
Budgeted Expenditures Spent	90%	90%	99%
Implement BTOP Public Computer Center Grant	N/A	N/A	Completed
Implement E-Rate Grant	N/A	N/A	Completed
Implement Praxair Grant	N/A	N/A	Completed

Budget Summary	2008-2009 Actual	2009-2010 Budget	2009-2010 Estimate	2010-2011 Budget
Personnel	310,874	308,177	288,661	312,761
Supplies	92,578	14,600	14,600	14,600
Maintenance	34,234	29,900	44,000	41,400
Other Services	61,580	93,240	75,674	78,892
Capital Outlay	-	111,418	111,418	112,000
TOTAL	**499,266**	**557,335**	**534,353**	**559,653**

LRDC Recreation Fund

Library

For Fund #:	17
For Department #:	7
Program#:	0

		2008-2009 Actual	2009-2010 Budget	2009-2010 Estimate	2010-2011 Budget
17-0101-07-00	SALARIES-REGULAR	166,230	135,207	130,000	132,153
17-0102-07-00	SALARIES-PART TIME	79,966	119,975	103,000	122,294
17-0103-07-00	SALARIES-OVERTIME	55	-	-	-
17-0104-07-00	SALARIES-LONGEVITY	924	680	680	776
17-0105-07-00	GROUP HEALTH INSURANCE	13,133	9,039	9,039	12,058
17-0106-07-00	TMRS	23,999	18,325	23,000	19,536
17-0107-07-00	FICA	18,416	19,009	17,000	19,924
17-0109-07-00	SALARIES-WELL PAY	-	-	-	-
17-0110-07-00	DENTAL INSURANCE	723	474	474	806
17-0113-07-00	SALARIES-CAR ALLOWANCE	5,058	4,800	4,800	4,800
17-0114-07-00	SALARIES - ASSIGNMENT PAY	-	-	-	-
17-0120-07-00	GROUP LIFE INSURANCE	67	34	34	34
17-0130-07-00	WORKERS COMPENSATION	2,302	634	634	380
	Personnel Total	310,874	308,177	288,661	312,761
17-0201-07-00	SUPPLIES	8,040	7,300	7,300	7,300
17-0204-07-00	MINOR EQUIP/FURN/FIX/TOOLS/ETC	2,863	1,800	1,800	1,800
17-0207-07-00	BOOKS, SUBSCRIPTIONS, ETC.	71,857	-	-	-
17-0210-07-00	FOOD/BEVERAGES/ETC-MEETINGS	-	-	-	-
17-0211-07-00	OTHER OPERATIONAL SUPPLIES	211	-	-	-
17-0214-07-00	POSTAGE	1,736	1,500	1,500	1,500
17-0219-07-00	COMPUTER SUPPLIES	7,872	4,000	4,000	4,000
17-0231-07-00	SOFTWARE	-	-	-	-
	Supplies Total	92,578	14,600	14,600	14,600
17-0301-07-00	MAINT-BLDG & STRUCTURES	2,924	8,400	11,000	8,400
17-0342-07-00	MAINT. DATA PROCESSING EQUIP	31,310	21,500	33,000	33,000
	Maintenance Total	34,234	29,900	44,000	41,400
17-0401-07-00	TELEPHONE & COMMUNICATIONS	2,415	4,800	2,500	4,800
17-0402-07-00	RENTAL OF EQUIPMENT	2,670	4,200	4,200	4,200
17-0407-07-00	SPECIAL SERVICES	2,947	2,950	2,950	2,950
17-0408-07-00	ADVERTISING	-	500	500	500
17-0409-07-00	TRAVEL AND EDUCATION	1,626	-	2,000	2,000
17-0410-07-00	UTILITIES-ELECTRICITY	42,050	59,000	42,000	42,000
17-0414-07-00	DUES & SUBSCRIPTIONS	692	782	782	782
17-0416-07-00	OTHER/PROFESSIONAL SERVICES	119	10,008	10,008	10,008
17-0421-07-00	PRINTING	770	5,000	3,000	5,000
17-0434-07-00	SPECIAL EVENTS	2,200	1,000	1,000	1,000
17-0441-07-00	PLANNING CONSULTANT FEES	-	-	-	-
17-0442-07-00	COMPUTER PROFESSIONAL SERVICES	4,530	-	1,604	-
17-0446-07-00	ATTORNEY FEES	-	500	500	500
17-0462-07-00	CELLULAR TELEPHONE & PAGERS	-	-	-	480
17-0482-07-00	CREDIT CARD PROCESSING FEES	-	-	-	-
17-0498-07-00	UTILITIES-GAS	1,484	4,500	4,500	4,500
17-0539-07-00	MISC HEALTH BENEFIT	77	-	130	172
17-0543-07-00	JANITORIAL CONTRACT	-	-	-	-
	Services Total	61,580	93,240	75,674	78,892
17-0611-07-00	CAPITAL-BOOKS	-	70,000	70,000	70,000
17-0612-07-00	CAPITAL-BOOKS FROM DONATIONS	-	-	-	-
17-0618-07-00	CAPITAL-COMPUTER EQUIPMENT	-	41,418	41,418	42,000
	Capital Total	-	111,418	111,418	112,000

	2008-2009 Actual	2009-2010 Budget	2009-2010 Estimate	2010-2011 Budget
Departmental Total	499,265	557,335	534,353	559,653

LRDC Recreation Fund

Library - Lone Star Grant

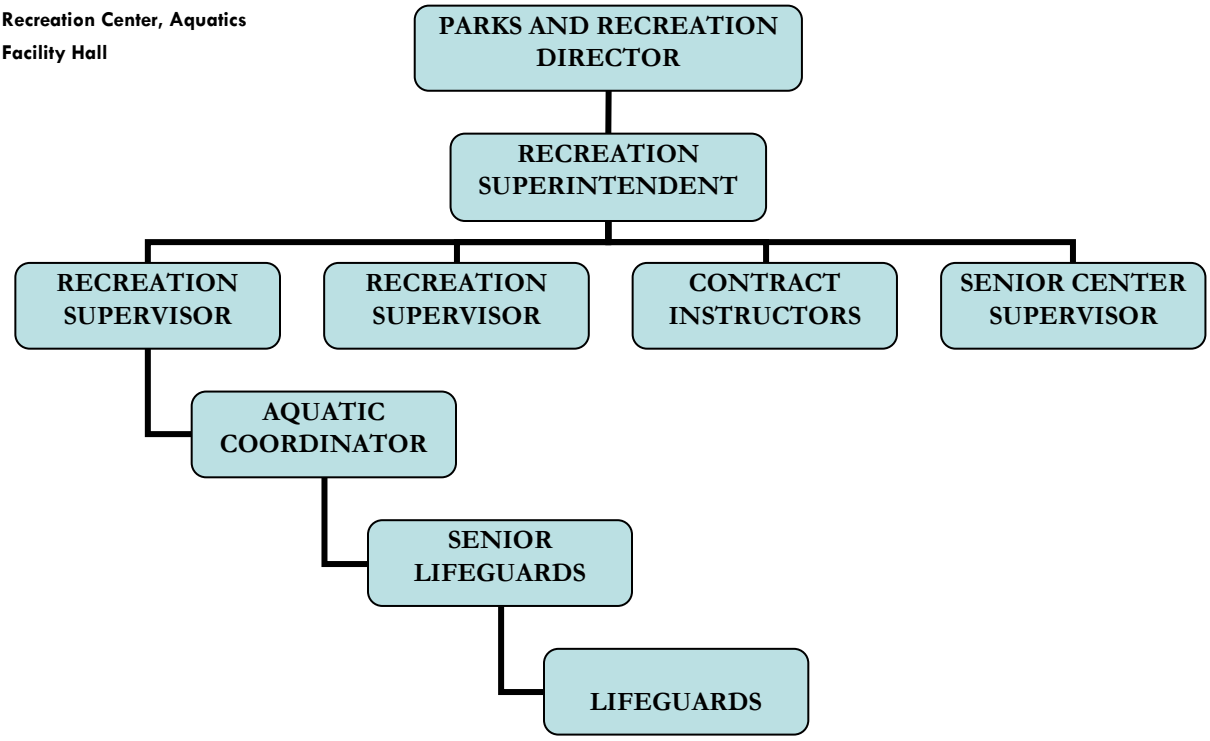
For Fund #:	17
For Department #:	7
Program#:	8

		2008-2009 Actual	2009-2010 Budget	2009-2010 Estimate	2010-2011 Budget
17-0201-07-08	SUPPLIES	2,685	-	1,071	11,900
17-0204-07-08	MINOR EQUIP/FURN/FIX/TOOLS/ETC	1,652	-	2,200	-
17-0207-07-08	BOOKS, SUBSCRIPTIONS, ETC.	-	-	-	-
17-0219-07-08	COMPUTER SUPPLIES	-	-	2,825	-
17-0231-07-08	SOFTWARE	-	-	-	-
	Supplies Total	4,337	-	6,096	11,900
17-0416-07-08	OTHER/PROFESSIONAL SERVICES	-	-	-	-
17-0442-07-08	COMPUTER PROFESSIONAL SERVICE	-	-	-	-
	Services Total	-	-	-	-
17-0618-07-08	CAPITAL-COMPUTER EQUIPMENT	-	-	5,100	-
	Capital Total	-	-	5,100	-

	2008-2009 Actual	2009-2010 Budget	2009-2010 Estimate	2010-2011 Budget
Departmental Total	4,337	-	11,196	11,900

Programs / Activities:
Recreation Activities, Day Camp, Recreation Center, Aquatics Facility Hall

Community Services Division
LRDC Fund



Personnel Summary

Position	Adopted 08-09	Adopted 09-10	Adopted 10-11
Recreation Superintendent	1	1	1
Recreation Supervisor	4	4	2
Senior Center Supervisor	1	1	1
Aquatics Coordinator	1	1	1
Part Time Senior Lifeguards	0	0	2
Part - Time Lifeguards	0	0	6.25
Recreation Leader	1	1	0
Part-Time Recreation	18	17	4
Total	**26**	**25**	**17.25**

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

City Council Goal

- Staff and operate the Life Center (senior center) beginning December 2008
- Survey all Rental Patrons to determine rental satisfaction and areas needing improvements
- Increase participation at the Life Center from 40 to 60 participants per day
- Increase participation in youth baseball and basketball by 25%.
- Plan, promote, coordinate, produce and implement the BSW Juneteenth Celebration and annual Christmas in Old Town Lancaster.

Workload Indicators	08-09 Actual	09-10 Actual	10-11 Goal
Recreation Facilities	2	2	2
Banquet Hall Rentals	1,250	600	600
Participants in Athletic Leagues	1,200	350	350
Participants in Swimming Lessons	250	350	350
Participants in Summer Day Camp	110 per week	20 / week	20 / week
Annual Memberships Purchased	1,200	3,540	3,540
Special Events Coordinated	8	7	7
Special Events Participation	5,200	5,200	5,200

Performance Measurement	08-09 Actual	09-10 Actual	10-11 Goal
Budgeted Revenues Collected	100%	100%	100%
Funded Projects Completed By Fiscal Year End	100%	100%	100%
Recreation Center Injuries (Serious in Nature)	0	0	0
Daily Recreation Center Equipment Inspection	100%	100%	100%
Front Desk Staffing	100%	50%	50%
Complaints Resolved Within 24 Hours	100%	100%	100%
Monthly Safety Meetings	12	12	12
Increase in Recreation League Participation	25%	0%	0%

Budget Summary	2008-2009 Actual	2009-2010 Budget	2009-2010 Estimate	2010-2011 Budget
Personnel	662,298	742,143	647,342	562,184
Supplies	22,098	20,560	22,556	21,100
Maintenance	22,983	33,500	33,802	33,500
Services	217,345	192,888	215,556	201,689
Other	-	-	-	-
TOTAL	**924,724**	**989,091**	**919,256**	**818,473**

LRDC Recreation

Recreation

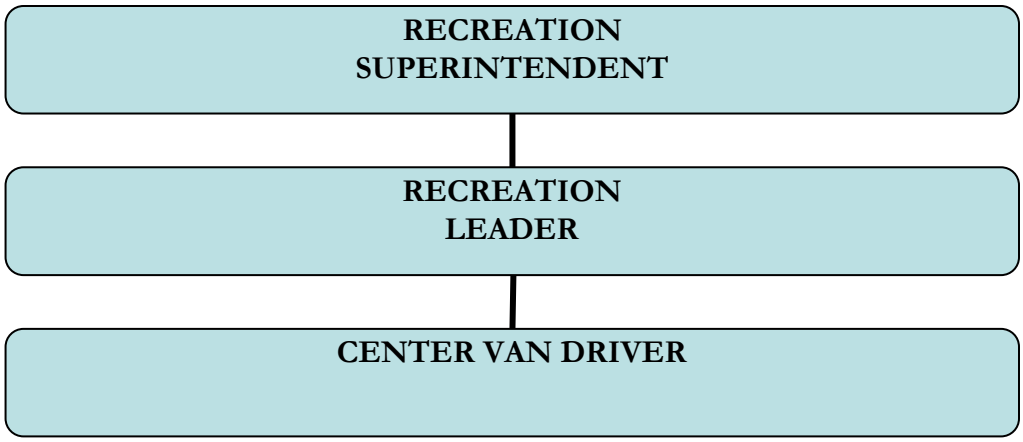
For Fund #:	17
For Department #:	56
Program#:	0

		2008-2009 Actual	2009-2010 Budget	2009-2010 Estimate	2010-2011 Budget
17-0101-56-00	SALARIES-REGULAR	249,121	323,097	215,000	221,016
17-0102-56-00	SALARIES-PART TIME	267,800	260,141	292,000	215,755
17-0103-56-00	SALARIES-OVERTIME	573	1,000	1,000	1,000
17-0104-56-00	SALARIES-LONGEVITY	528	896	896	648
17-0105-56-00	GROUP HEALTH INSURANCE	51,804	58,032	45,693	53,290
17-0106-56-00	TMRS	39,024	45,885	37,226	31,609
17-0107-56-00	FICA	38,474	43,517	34,273	32,444
17-0109-56-00	SALARIES-WELL PAY	1,375	-	-	-
17-0110-56-00	DENTAL INSURANCE	2,295	2,059	2,059	2,418
17-0113-56-00	SALARIES-CAR ALLOWANCE	-	-	-	-
17-0114-56-00	SALARIES - ASSIGNMENT PAY	-	-	9,507	-
17-0119-56-00	SECURITY AT REC CNTR EVENTS	-	-	-	-
17-0120-56-00	GROUP LIFE INSURANCE	121	181	181	139
17-0130-56-00	WORKERS COMPENSATION	11,182	7,335	9,507	3,865
	Personnel Total	662,298	742,143	647,342	562,184
17-0201-56-00	SUPPLIES	507	-	63	-
17-0202-56-00	CLOTHING-UNIFORMS	1,651	500	731	800
17-0204-56-00	MINOR EQUIP/FURN/FIX/TOOLS/ETC	658	300	1,841	300
17-0205-56-00	JANITORIAL & CLEANING SUPPLIES	892	900	979	900
17-0206-56-00	CHEMICALS	8,208	8,260	8,260	8,260
17-0208-56-00	RECREATIONAL SUPPLIES	2,869	3,500	3,500	3,500
17-0210-56-00	FOOD/BEVERAGES/ETC-MEETINGS	91	-	20	240
17-0214-56-00	POSTAGE	-	-	62	-
17-0216-56-00	MEDICAL SUPPLIES	-	100	100	100
17-0217-56-00	CONCESSIONS	1,951	1,000	1,000	1,000
17-0218-56-00	FUEL & OIL	4,903	6,000	6,000	6,000
17-0231-56-00	SOFTWARE	368	-	-	-
	Supplies Total	22,098	20,560	22,556	21,100
17-0301-56-00	MAINT-BLDG & STRUCTURES	15,359	20,000	20,000	20,000
17-0302-56-00	MAINT-MOTOR VEHICLES	2,499	7,500	7,500	7,500
17-0345-56-00	MAINT-ATH FIELDS/POOL FACILITY	5,125	6,000	6,000	6,000
17-0346-56-00	Maint-Heating & Cooling System	-	-	302	-
	Maintenance Total	22,983	33,500	33,802	33,500
17-0401-56-00	TELEPHONE & COMMUNICATIONS	877	1,440	1,440	1,440
17-0402-56-00	RENTAL OF EQUIPMENT	4,092	3,800	3,800	3,800
17-0408-56-00	ADVERTISING	2,980	3,000	3,000	3,000
17-0409-56-00	TRAVEL AND EDUCATION	9,210	925	4,497	925
17-0410-56-00	UTILITIES-ELECTRICITY	-	-	206	-
17-0414-56-00	DUES & SUBSCRIPTIONS	269	784	1,499	784
17-0416-56-00	OTHER/PROFESSIONAL SERVICES	28,435	13,775	27,489	13,775
17-0421-56-00	PRINTING	163	1,000	1,000	1,000
17-0434-56-00	SPECIAL EVENTS	35,785	35,600	35,600	35,600
17-0442-56-00	COMPUTER PROFESSIONAL SERVICES	144	500	500	8,000
17-0462-56-00	CELLULAR TELEPHONE & PAGERS	1,905	-	2,861	960
17-0479-56-00	ACTIVITY/ATH SPECIAL EVENTS	20,321	35,000	35,000	35,000
17-0498-56-00	UTILITIES-GAS	-	-	1,600	-
17-0539-56-00	MISC HEALTH BENEFIT	-	-	-	341
17-0543-56-00	JANITORIAL CONTRACT	83,580	77,064	77,064	77,064
17-0559-56-00	CONTRACT/TEMPORARY LABOR	29,586	20,000	20,000	20,000
	Services Total	217,345	192,888	215,556	201,689

	2008-2009 Actual	2009-2010 Budget	2009-2010 Estimate	2010-2011 Budget
Departmental Total	924,724	989,091	919,256	818,473

Lancaster

Life Center



Personnel Summary

Position	Adopted 08-09	Adopted 09-10	Adopted 10-11
Center Van Driver	1	1	1
Recreation Leader	0.75	0.75	0.75
Total	**1.75**	**1.75**	**1.75**

Department Narrative

The Senior Life Center opened at the end of FY2008-2009, finalizing a project that was voter approved during the 2005 Bond Election. The Life Center is a full service facility serving adults aged 50 and older, in addition to being a rental facility for corporate meetings, weddings, and banquets.

Departmental Goals

City Council Goal

- Review and recommend policy and fee structure to maintain projected revenues and service levels
- Recommend additional revenue sources
- Provide recommendations for the Life Center (senior center) 5 year plan
- Provide programming strategies, funding and grant opportunities for the Life Center (senior center)

Workload Indicators	08-09 Actual	09-10 Actual	10-11 Actual
Number of participants served lunch	8,715	12,450	12,450
Participants in Classes	300	400	400
Number of Day Trips	9	12	12
Annual Memberships	275	325	325

Performance Measurement	08-09 Actual	09-10 Actual	10-11 Actual
Budgeted Revenues Collected	$ 40,000	$ 50,000	$ 50,000
Recreation Center Injuries (Serious in Nature)	100%	100%	100%
Complaints Resolved Within 24 Hours	100%	100%	100%

Budget Summary	2008-2009 Actual	2009-2010 Budget	2009-2010 Estimate	2010-2011 Budget
Personnel	35,626	53,627	44,879	55,001
Supplies	97,213	26,085	17,686	15,190
Maintenance	1,476	7,300	15,376	7,300
Services	15,724	65,007	76,555	65,044
Capital Outlay	5,040	-	-	-
TOTAL	**155,079**	**152,019**	**154,496**	**142,535**

LRDC Recreation

Life Center

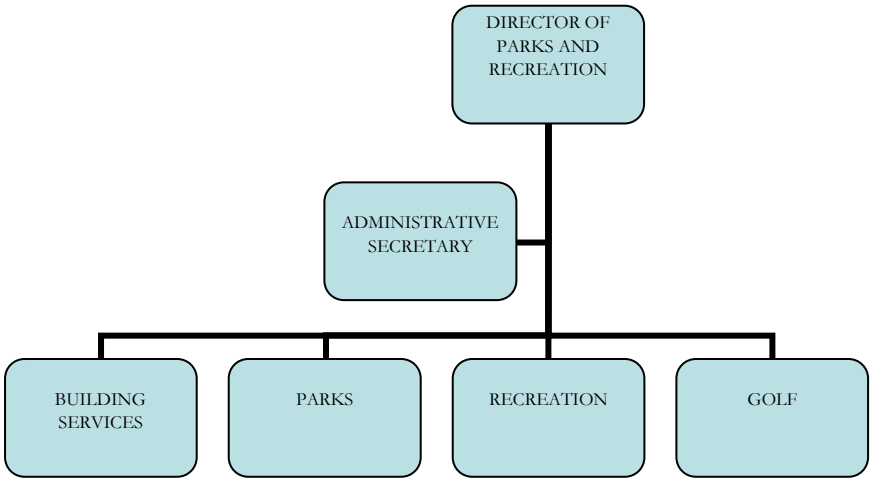
For Fund #:	17
For Department #:	54
Program#:	0

		2008-2009 Actual	2009-2010 Budget	2009-2010 Estimate	2010-2011 Budget
17-0101-54-00	SALARIES-REGULAR	20,141	25,809	17,578	25,809
17-0102-54-00	SALARIES-PART TIME	6,675	15,600	13,839	15,600
17-0103-54-00	SALARIES-OVERTIME	-	-	-	-
17-0104-54-00	SALARIES-LONGEVITY	-	44	44	88
17-0105-54-00	GROUP HEALTH INSURANCE	3,631	4,942	5,171	6,029
17-0106-54-00	TMRS	2,382	3,367	4,617	3,661
17-0107-54-00	FICA	2,051	3,171	2,696	3,175
17-0109-54-00	SALARIES-WELL PAY	-	-	-	-
17-0110-54-00	DENTAL INSURANCE	255	317	317	403
17-0120-54-00	GROUP LIFE INSURANCE	17	17	17	17
17-0130-54-00	WORKERS COMPENSATION	475	360	600	219
	Personnel Total	35,626	53,627	44,879	55,001
17-0201-54-00	SUPPLIES	-	-	324	-
17-0202-54-00	CLOTHING-UNIFORMS	168	-	62	-
17-0204-54-00	MINOR EQUIP/FURN/FIX/TOOLS/ETC	83,383	9,895	4,300	4,000
17-0205-54-00	JANITORIAL & CLEANING SUPPLIES	-	300	100	300
17-0208-54-00	RECREATIONAL SUPPLIES	6,980	8,000	8,000	3,500
17-0210-54-00	FOOD/BEVERAGES/ETC-MEETINGS	1,227	750	750	750
17-0214-54-00	POSTAGE	-	200	50	200
17-0216-54-00	MEDICAL SUPPLIES	1,972	1,440	300	1,440
17-0217-54-00	CONCESSIONS	1,026	2,000	2,000	1,500
17-0218-54-00	FUEL & OIL	237	500	500	500
17-0234-54-00	LUNCH PROGRAM OTHER SUPPLIES	2,221	3,000	1,300	3,000
	Supplies Total	97,213	26,085	17,686	15,190
17-0301-54-00	MAINT-BLDG & STRUCTURES	576	4,800	2,500	4,800
17-0302-54-00	MAINT-MOTOR VEHICLES	900	2,500	6,500	2,500
17-0346-54-00	Maint-Heating & Cooling System	-	-	6,376	-
	Maintenance Total	1,476	7,300	15,376	7,300
17-0401-54-00	TELEPHONE & COMMUNICATIONS	-	1,920	-	1,920
17-0402-54-00	RENTAL OF EQUIPMENT	5,902	6,000	8,500	6,000
17-0408-54-00	ADVERTISING	1,243	1,625	600	1,625
17-0409-54-00	TRAVEL AND EDUCATION	13	-	-	-
17-0410-54-00	UTILITIES-ELECTRICITY	-	30,188	-	30,188
17-0416-54-00	OTHER/PROFESSIONAL SERVICES	1,631	14,974	14,974	14,974
17-0419-54-00	AWARDS	-	-	-	-
17-0421-54-00	PRINTING	163	300	300	300
17-0434-54-00	SPECIAL EVENTS	-	-	181	-
17-0442-54-00	COMPUTER PROFESSIONAL SERVICES	-	-	-	-
17-0450-54-00	ADMINISTRATIVE FEES	-	-	-	-
17-0460-54-00	SETTLEMENT	-	-	32,000	-
17-0559-54-00	CONTRACT/TEMPORARY LABOR	6,772	10,000	20,000	10,000
	Services Total	15,724	65,007	76,555	65,044
17-0609-54-00	CAPITAL-MACH & EQUIP	5,040	-	-	-
17-0610-54-00	MOTOR VEHICLES	-	-	-	-
	Capital Total	5,040	-	-	-

	2008-2009 Actual	2009-2010 Budget	2009-2010 Estimate	2010-2011 Budget
Departmental Total	155,079	152,019	154,496	142,535

Lancaster

Recreation Administration



Personnel Summary

Position	Adopted 08-09	Adopted 09-10	Adopted 10-11
Director of P&R	1	1	1
Informal Education Coordinator	1	1	1
Administrative Secretary	1	1	1
Total	**3**	**3**	**3**

Department Narrative

The Parks and Recreation Administration program is responsible for all operations included in the Parks and Recreation Fund in addition to the general fund activity of Building Services. This program has taken additional responsibilities for the new year, as Naturalist and Maintenance Worker positions were created to maintain and operate the Bear Creek Nature Park.

Departmental Goals

City Council Goals

- Monitor, coordinate, and operate all assigned departments, including Parks, Recreation, Building Services, and Country View Golf Course Management Contract
- Develop Grant Opportunities for Funding Leisure Programs, Activities and Facilities
- Develop Strategies to reduce energy consumption and expenses for all municipal facilities
- Develop a 5 Year Master Plan for Country View Golf Course
- Maintain Recreation center for City events such as meetings, conferences, and other municipal usage
- Continue to monitor the operations at Bear Creek Nature Park
- 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
- Seek out cost effective methods of beautifying the City of Lancaster
- Plan, develop and implement a Keep Lancaster Beautiful Program

Workload Indicators	08-09 Actual	09-10 Actual	10-11 Goal
Recreation Revenues	$405,000	$405,000	$405,000
Total Parks and Recreation Employees / Building Services	61/3	61/3	56/3
Total City Buildings	16	16	20

Performance Measurement	08-09 Actual	09-10 Estimate	10-11 Target
Funded projects completed by Fiscal Year end	100%	100%	100%
Tree City USA Designation	Retained	Retained	Retained

Budget Summary	2008-2009 Actual	2009-2010 Budget	2009-2010 Estimate	2010-2011 Budget
Personnel	266,384	233,354	193,917	169,166
Supplies	9,041	11,700	10,900	12,180
Maintenance	-	-	-	-
Services	13,424	17,767	21,054	20,012
Capital Outlay	-	-	-	-
TOTAL	**288,849**	**262,821**	**225,871**	**201,358**

LRDC Recreation

Parks & Rec. Administration

For Fund #:	17
For Department #:	2
Program#:	0

		2008-2009 Actual	2009-2010 Budget	2009-2010 Estimate	2010-2011 Budget
17-0101-02-00	SALARIES-REGULAR	195,085	172,570	145,000	122,163
17-0103-02-00	SALARIES-OVERTIME	179	-	-	-
17-0104-02-00	SALARIES-LONGEVITY	559	632	632	312
17-0105-02-00	GROUP HEALTH INSURANCE	22,503	14,826	15,572	12,058
17-0106-02-00	TMRS	23,725	23,187	14,053	17,990
17-0107-02-00	FICA	15,069	12,886	8,247	9,621
17-0109-02-00	SALARIES-WELL PAY	1,160	-	1,160	-
17-0110-02-00	DENTAL INSURANCE	1,466	951	951	806
17-0113-02-00	SALARIES-CAR ALLOWANCE	4,816	4,800	4,800	4,800
17-0120-02-00	GROUP LIFE INSURANCE	74	51	51	34
17-0130-02-00	WORKERS COMPENSATION	1,748	3,451	3,451	1,382
	Personnel Total	266,384	233,354	193,917	169,166
17-0201-02-00	SUPPLIES	7,482	10,000	9,000	10,000
17-0210-02-00	FOOD/BEVERAGES/ETC-MEETINGS	48	-	200	480
17-0211-02-00	OTHER OPERATIONAL SUPPLIES	-	-	-	-
17-0214-02-00	POSTAGE	1,511	1,700	1,700	1,700
17-0218-02-00	FUEL & OIL	-	-	-	-
	Supplies Total	9,041	11,700	10,900	12,180
17-0351-02-00	MAINTENANCE (ALL)	-	-	-	-
	Maintenance Total	-	-	-	-
17-0401-02-00	TELEPHONE & COMMUNICATIONS	-	-	35	100
17-0402-02-00	RENTAL OF EQUIPMENT	7,082	5,717	8,952	10,000
17-0409-02-00	TRAVEL AND EDUCATION	2,899	-	4,690	2,900
17-0414-02-00	DUES & SUBSCRIPTIONS	210	-	150	510
17-0416-02-00	OTHER/PROFESSIONAL SERVICES	(1,684)	-	1,500	-
17-0421-02-00	PRINTING	(213)	-	-	500
17-0437-02-00	CONTRACT AUDIT	-	-	-	-
17-0446-02-00	ATTORNEY FEES	-	-	-	-
17-0450-02-00	ADMINISTRATIVE FEES	-	-	-	-
17-0462-02-00	CELLULAR TELEPHONE & PAGERS	3,919	11,000	-	960
17-0482-02-00	CREDIT CARD PROCESSING FEES	-	-	4,677	5,000
17-0539-02-00	MISC HEALTH BENEFIT	1,211	1,050	1,050	42
	Services Total	13,424	17,767	21,054	20,012

	2008-2009 Actual	2009-2010 Budget	2009-2010 Estimate	2010-2011 Budget
Departmental Total	288,850	262,821	225,871	201,358

Lancaster

Stormwater (53)

REVENUES		2008	2009	2010		2011
Department No	Revenue Source	Actual	Actual	Budget	Estimate	Budget
0	Drainage Fee	880,902	923,124	895,134	1,050,000	1,250,000
0	Other Revenue	6,166	1,805	(8,990)	-	-
	Total	887,067	924,929	886,144	1,050,000	1,250,000

EXPENDITURES		2008	2009	2010		2011
Department No	Description	Actual	Actual	Budget	Estimate	Budget
2	ADMINISTRATION	-	-	-	-	-
4	STORMWATER OPERATIONS	997,033	798,426	982,788	878,218	930,993
22	NON-DEPARTMENTAL	68,611	29,485	-	-	478,987
50	STORM WATER DEBT SERVICE	47,951	51,038	50,013	50,013	50,013
80	TRANSFERS OUT	995,553	39,680	42,000	42,000	42,000
		2,109,148	918,629	1,074,801	970,231	1,501,993

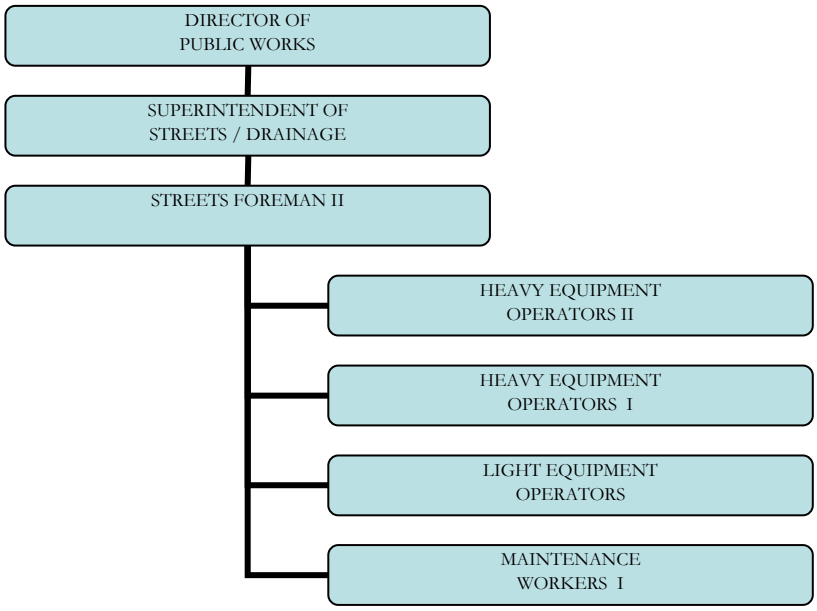
BALANCES	2008	2009	2010		2011
	Actual	Actual	Budget	Estimate	Budget
Net Gain (Loss)	(1,222,080)	6,300	(188,657)	79,769	(251,993)
Beginning Balance	1,460,306	238,223	244,525	244,525	324,294
Ending Balance	238,226	244,523	55,868	324,294	72,301
Ending Balance as % of Expenditures	11.29%	26.62%	5.20%	33.42%	4.81%

Lancaster

Stormwater Operations

Programs / Activities:
Drainange Improvements and Erosion Control,
Inlet Maintenance, Rights of Way Cleanup,

Public Works Division
Stormwater Fund



Personnel Summary

Position	Adopted 08-09	Adopted 09-10	Adopted 10-11
Superintendent-Streets/Drain.	1	1	1
Foreman II	1	1	1
Heavy Equipment Operator II	1	1	1
Heavy Equipment Operator I	2	2	2
Light Equipment Operator	3	3	3
Maintenance Worker I	5	5	4
Total	**13**	**13**	**12**

Department Narrative

The Stormwater Division, Stormwater Section strives to deliver outstanding support to the City of Lancaster through the application of personnel, equipment, limited resources and funds to maintain and upgrade the stormwater drainage systems within the boundaries of the City of Lancaster. Insure 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.

The Stormwater Division, Stormwater Section is accomplishing its mission, strategic plan, goals and objectives by using limited resources in a manner that encompasses; training of employees, the use of new technologies, priority scheduling of repairs, judicious use of equipment and material, planning and programming projects too large for city staff for contract repair. Ensure the communication between the division staff and citizens is accurate, easily understandable and presented in a timely manner.

Departmental Goals

City Council Goals

- Identify drainage problem areas for more efficient maintenance
- Monitor the condition of drainage systems, schedule maintenance, and perform routine clearing of debris blockages to ensure appropriate flow of rainwater
- Identify and correct erosion of embankments
- Ensure contaminates are contained, and assist the Engineering Division in the compliance with State and Federal mandated storm-water pollution prevention requirements
- Estimate workload demand based on ground saturation level and expected rainfall
- Provide residents and commercial operators with cleaner, more aesthetically appealing urban waterways

Workload Indicators	08-09 Actual	09-10 Actual	10-11Goal
Full Time Employees	12	12	11
Creeks Within City Boundaries (Linear Feet)	155,925	267,423	267,423
Bridges and Adjacent 50 Foot Easements	62	62	62
Utility Crossing Support Structures Maintained	59	59	59
Open Channel Drainage Easements Maintained (Linear Feet)	491,552	491,552	491,552
Roadside Ditches Maintained (Linear Feet)	917,342	917,342	917,342
Stormwater Flumes Maintained	200	200	200
Catch Basins Maintained	4	4	4
Headwalls Maintained	36	38	40
Stormwater Mains, Laterals, and Inlets Maintained	42	600	600
Debris Removal (Storm and Flood Recovery) - (Cubic Yards)	2,500	1,500	1,500

Performance Measurement	08-09 Actual	09-10 Actual	10-11Goal
Phone calls and CRM Requests Responded to within 24 Hours	100%	100%	100%
Weekly Review of All Structures and Easements for Blockages	95%	95%	95%
Debris Removal Per Full-Time Employee (Cubic Yard)	208.3	136	136
Random Operator Evaluations Passed	100%	100%	100%
Employees Sufficiently Trained for Specific Job Duties	100%	100%	100%

Budget Summary	2008-2009 Actual	2009-2010 Budget	2009-2010 Estimate	2010-2011 Budget
Personnel	472,478	579,466	483,508	561,543
Supplies	22,666	32,600	32,298	28,100
Maintenance	28,141	70,937	67,777	53,937
Other Services	275,142	299,785	294,635	287,413
Capital Outlay	-	-	-	-
TOTAL	**798,427**	**982,788**	**878,218**	**930,993**

STORM WATER DRAINAGE

Stormwater Operations

For Fund #:	53
For Department #:	4
Program#:	0

		2008-2009 Actual	2009-2010 Budget	2009-2010 Estimate	2010-2011 Budget
53-0101-04-00	SALARIES-REGULAR	320,794	396,239	330,000	370,998
53-0103-04-00	SALARIES-OVERTIME	11,043	-	11,718	10,000
53-0104-04-00	SALARIES-LONGEVITY	1,759	1,840	1,840	1,724
53-0105-04-00	GROUP HEALTH INSURANCE	51,747	73,725	50,531	82,710
53-0106-04-00	TMRS	39,232	51,852	41,804	52,684
53-0107-04-00	FICA	24,944	28,952	24,327	26,933
53-0109-04-00	SALARIES-WELL PAY	-	-	1,396	-
53-0110-04-00	DENTAL INSURANCE	2,861	3,323	3,323	4,030
53-0120-04-00	GROUP LIFE INSURANCE	175	225	225	221
53-0130-04-00	WORKERS COMPENSATION	19,924	23,310	18,344	12,243
	Personnel Total	472,478	579,466	483,508	561,543
53-0201-04-00	SUPPLIES	3,847	2,000	2,048	2,000
53-0202-04-00	UNIFORMS AND CLOTHING	1,470	2,000	1,500	1,000
53-0204-04-00	MINOR EQUIP/FURN/FIX/TOOLS/ETC	3,865	2,000	2,500	1,500
53-0206-04-00	CHEMICALS	427	1,000	800	1,000
53-0210-04-00	FOOD/BEV-MEETINGS/FUNCTIONS	186	200	150	200
53-0214-04-00	POSTAGE/SHIPPING/DELIVERY	13	200	150	200
53-0216-04-00	MEDICAL SUPPLIES	-	200	150	200
53-0218-04-00	FUEL AND OIL	12,858	25,000	25,000	22,000
	Supplies Total	22,666	32,600	32,298	28,100
53-0301-04-00	MAINT-BLDGS & STRUCTURES	-	187	527	187
53-0302-04-00	MAINT-MOTOR VEHICLES	2,045	9,500	9,500	5,000
53-0303-04-00	MAINT-EQUIP & MACHINERY	13,919	12,500	12,000	11,000
53-0305-04-00	MAINT-DRAINAGE, BRIDGES, ETC	11,749	48,000	45,000	37,000
53-0307-04-00	MAINT-INSTRUMENTS & APPARATUS	428	500	500	500
53-0318-04-00	MAINT-OFFICE EQUIPMENT	-	250	250	250
	Maintenance Total	28,141	70,937	67,777	53,937
53-0401-04-00	TELEPHONE AND COMMUNICATIONS	-	1,160	1,000	1,160
53-0402-04-00	RENTAL OF EQUIPMENT	838	1,700	1,500	1,700
53-0407-04-00	SPECIAL SERVICES-PHASE II MGMT	-	-	-	-
53-0408-04-00	ADVERTISING	-	-	110	-
53-0409-04-00	TRAVEL & EDUCATION	78	1,000	100	1,000
53-0410-04-00	UTILITIES-ELECTRICITY	-	1,942	1,942	1,942
53-0413-04-00	SANITARY LANDFILL	1,965	7,000	3,000	7,000
53-0416-04-00	OTHER/PROFESSIONAL SERVICES	45,778	80,645	80,645	68,000
53-0539-04-00	MISC. HEALTH BENEFIT	218	-	-	273
53-0559-04-00	CONTRACT/TEMPORARY LABOR	-	-	-	-
53-0565-04-00	CONTRACT MOWING SERVICE	226,266	206,338	206,338	206,338
	Services Total	275,142	299,785	294,635	287,413

	2008-2009 Actual	2009-2010 Budget	2009-2010 Estimate	2010-2011 Budget
Departmental Total	798,426	982,788	878,218	930,993

Lancaster

E911 (21)

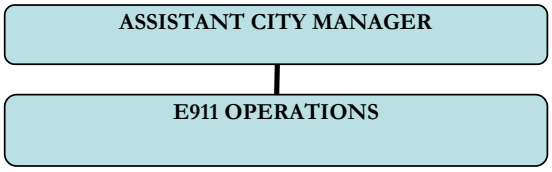
REVENUES		2008	2009	2010			2011
Department No	Revenue Source	Actual	Actual	Year to Date	Budget	Estimate	Budget
0	Other Revenue	(1)	3	-	-	-	-
0	E911 INCOME	220,412	250,181	283,316	301,758	268,000	256,000
0	INTEREST	6,692	1,086	188	984	1,200	984
0	TRANSFERS IN	-	-	-	-	-	-
0	LEASE REVENUE	-	265,987	-	-	-	-
	Total	227,103	517,257	283,504	302,742	269,200	256,984

EXPENDITURES		2008	2009	2010			2011
Department No	Description	Actual	Actual	Year to Date	Budget	Estimate	Budget
47	9-1-1-E	49,508	1,015,407	684,350	654,724	709,197	133,565
50	DEBT SERVICE	62,002	-	-	-	-	-
80	TRANSFERS OUT	-	-	-	-	-	-
		111,510	1,015,407	684,350	654,724	709,197	133,565

BALANCES	2008	2009	2010			2011
	Actual	Actual	Year to Date	Budget	Estimate	Budget
Net Gain (Loss)	115,593	(498,151)	(400,846)	(351,982)	(439,997)	123,419
Beginning Balance	747,375	862,969	364,815	364,815	364,815	(75,182)
Ending Balance	862,968	364,818	(36,031)	12,833	(75,182)	48,237
Ending Balance as % of Expenditures	773.89%	35.93%	-5.27%	1.96%	-10.60%	36.12%

Lancaster

E911 Operations



Personnel Summary

Position	Adopted 08-09	Adopted 09-10	Adopted 10-11
Dispatch Supervisor	0	1	0
Lead 911 Dispatcher	0	3	0
911 Dispatchers	0	4	0
PT Dispatcher (value .5)	0	1.5	0
Total	**0**	**9.5**	**0**

Department Narrative

The E911 department accounts for costs associated with the use of Emergency 911 funds. These include maintenance and capital purchases of emergency communication systems.

Budget Summary	2008-2009 Actual	2009-2010 Budget	2009-2010 Estimate	2010-2011 Budget
Personnel	20,687	494,659	439,802	-
Supplies	-	-	-	-
Maintenance	18,101	2,500	2,500	2,500
Other Services	102,012	157,565	125,400	131,065
Capital Outlay	874,608	-	141,495	-
Total	1,015,408	654,724	709,197	133,565

E-911 FUND

E911 Operations

For Fund #:	21
For Department #:	47
Program#:	0

		2008-2009 Actual	2009-2010 Budget	2009-2010 Estimate	2010-2011 Budget
21-0101-47-00	SALARIES-REGULAR	13,397	277,779	233,000	-
21-0102-47-00	SALARIES-PART TIME	358	38,793	38,793	-
21-0103-47-00	SALARIES-OVERTIME	3,685	60,000	60,000	-
21-0104-47-00	SALARIES-LONGEVITY	34	1,180	1,180	-
21-0105-47-00	GROUP HEALTH INSURANCE	(254)	55,078	45,000	-
21-0106-47-00	TMRS	2,024	36,335	36,335	-
21-0107-47-00	FICA	1,312	22,523	22,523	-
21-0108-47-00	SALARIES-PARAMEDIC	-	-	-	-
21-0109-47-00	SALARIES-WELL PAY	-	-	-	-
21-0110-47-00	DENTAL INSURANC	85	2,056	2,056	-
21-0120-47-00	GROUP LIFE INSURANCE	6	136	136	-
21-0125-47-00	SALARIES-FLSA OVERTIME	-	-	-	-
21-0130-47-00	WORKERS COMPENSATION	41	779	779	-
		20,687	494,659	439,802	-

21-0301-47-00	MAINT-BLDG & STRUCTURES	-	-	-	-
21-0314-47-00	MAINT-RADIO EQUIPMENT	1,158	2,500	2,500	2,500
21-0323-47-00	MAINT-911 EQUIPMENT	16,943	-	-	-
	Maintenance Total	18,101	2,500	2,500	2,500

21-0419-47-00	AWARDS	-	500	-	-
21-0450-47-00	ADMINISTRATIVE FEES	-	5,665	-	5,665
21-0451-47-00	COST RECOVERY, WIRELESS 9-1-1	3,102	8,400	8,400	8,400
21-0461-47-00	E911 SERVICE PAYMENT AT&T	36,829	44,000	117,000	117,000
21-0474-47-00	MOTOROLA PAYMENT	62,002	99,000	-	-
21-0546-47-00	REFUNDS	78	-	-	-
	Services Total	102,012	157,565	125,400	131,065

21-0615-47-00	CAPITAL-COMMUN EQUIPMENT	-	-	26,495	-
21-0618-47-00	CAPITAL-COMPUTER EQUIPMENT	364,939	-	-	-
21-0620-47-00	CAPITAL - SOFTWARE	509,669	-	115,000	-
	Capital Total	874,608	-	141,495	-

	2008-2009 Actual	2009-2010 Budget	2009-2010 Estimate	2010-2011 Budget
Departmental Total	1,015,407	654,724	709,197	133,565

HAP Housing (20)

REVENUES		2008	2009	2010			2011
Department No	Revenue Source	Actual	Actual	Year to Date	Budget	Estimate	Budget
0	ADMINISTRATIVE REVENUE	818,460	992,143	871,533	892,270	892,747	892,270
71	HAP PAYMENT REVENUE	7,599,129	7,248,876	7,943,098	7,219,141	7,911,545	7,500,000
	Total	8,417,589	8,241,019	8,814,631	8,111,411	8,804,292	8,392,270

EXPENDITURES		2008	2009	2010			2011
Department No	Description	Actual	Actual	Year to Date	Budget	Estimate	Budget
25	HOUSING ADMINISTRATION	1,370,645	766,301	800,932	897,997	802,934	862,101
71	HOUSING ASSISTANCE PAYMENTS	7,126,957	7,458,536	7,721,244	7,200,000	7,750,000	7,500,000
80	TRANSFERS OUT	54,611	60,967	62,000	62,000	62,000	62,000
		8,552,214	8,285,804	8,584,176	8,159,997	8,614,934	8,424,101

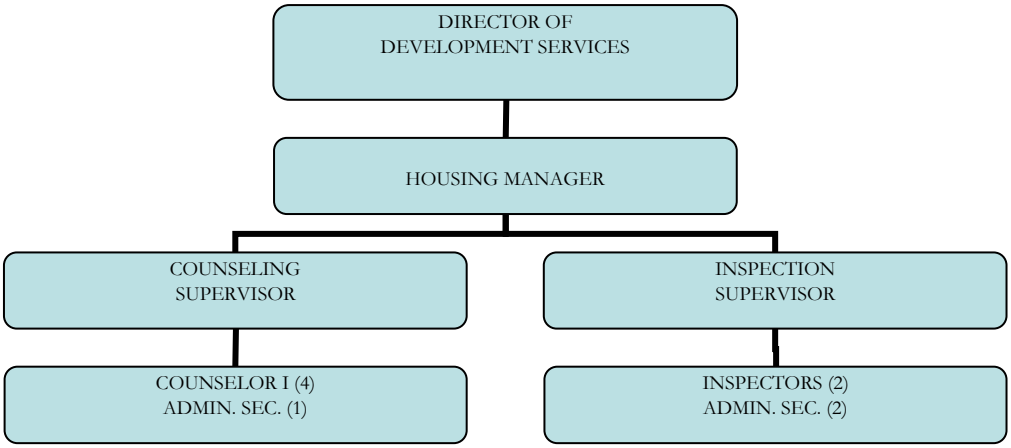
PROJECTS AND OTHER ADJUSTMENTS	2008	2009	2010			2011
	Actual	Actual	Year to Date	Budget	Estimate	Budget
DHAP Overpayment Refund	-	-	-	-	88,000	-
DHAP Reconcilliation	-		-	-	57,000	-
	-	-	-	-	-	-
Total		-	-	-	145,000	-

BALANCES	2008	2009	2010			2011
	Actual	Actual	Year to Date	Budget	Estimate	Budget
Net Gain (Loss)	(134,625)	(44,784)	230,455	(48,586)	44,358	(31,831)
Beginning Balance	770,244	646,437	593,305	593,305	593,305	637,663
Ending Balance	635,619	601,653	823,760	544,719	637,663	605,832
Ending Balance as % of Expenditures	7.43%	7.26%	9.60%	6.68%	7.28%	7.19%

Lancaster

Programs / Activities:
Housing Administration

Housing Division
Housing Fund



Personnel Summary

Position	Adopted 08-09	Adopted 09-10	Adopted 10-11
Dir. of Dev. Services	0	0.5	0.5
Office Manager	0	0.5	0.5
Housing Manager	0	1	1
Housing Director	1	0	0
Housing Counselor Sup.	1	1	1
Housing Inspector Sup.	1	1	1
Operations Manager	1	0	0
Housing Inspector	2	2	2
Housing Counselor I	4	3	3
Administrative Secretary	2	2	2
PT Housing	0	0.5	0.5
Total	**12**	**11.5**	**11.5**

Department Narrative

The Lancaster Housing Agency operates the federally funded Section 8 Housing Choice Voucher Program (HCVP) and is administered by the Housing Division of the Department of Development Services. Enacted as a part of the Housing and Community Development Act of 1974, the HCVP came to the City through the Department of Housing and Urban Development (HUD), which re-codified the U. S. Housing Act of 1937. The Lancaster Housing Agency is committed to providing adequate affordable housing in a suitable living environment to low and moderate income individuals and families without discrimination. A current staff of twelve (12) serves the needs of over 1000+ families, including rent and utility payments to landlords in Dallas County areas including the program's home city of Lancaster. The Agency receives over $7.4 million annually to provide rental subsidy payments to landlords, mortgage subsidy payments under the Homeownership component, utility reimbursement payments to certain eligible families and program administrative costs, including staff salaries and benefits.

Departmental Goals

City Council Goals

- Successfully administer the Disaster Housing Assistance Program by providing case management to FEMA disaster victims to promote self sufficiency
- Maintain HUD Section Eight Management Assessment Program (SEMAP) certification as Housing Choice Voucher Program (HCVP) High Performer
- Continue current partnerships with Dallas County Home Loan Counseling and Habitat for Humanity
- Maximize number of low income households served through Housing Choice Voucher program funding
- Participate in housing coalitions including the North Texas Housing Finance Corporation and the Texas Association of Local Housing Finance Corporations
- Investigate affordable options for senior housing and other available grant funds to promote homeownership. to promote efficiency and enhance operations within the Housing Department
- Implement direct deposit program for landlords participating in the Section 8 Housing Choice Voucher Program
- Develop and implement housing rehabilitation/replacement program overlay for Eastside Acres

Workload Indicators	08-09 Actual	09-10 Actual	10-11 Goal
Total Full-time City of Lancaster Housing Employees	12	12	12
Housing Choice Voucher Program Unit Months Leased	13,386	13,386	13,386
Housing Assistance Payments Provided	$7.5 million	$7.5 million	$7.5 million
Disaster Housing Assistance Program Unit Months Leased	300	300	300

Performance Measurement	08-09 Actual	09-10 Actual	10-11 Goal
100% SEMAP Score	100%	100%	100%
HCV High Performer Certification	Yes	Yes	Yes
95% or Better PIC Score	98.00%	98.00%	98.00%
Assigned Families	60	60	60
Annual Plan Presented to HUD	On Time	On Time	On Time
Fraud Dollars Recovered by Attorney General & Staff	$1.3 million	$1.3 million	$1.3 million

Budget Summary	2008-2009 Actual	2009-2010 Budget	2009-2010 Estimate	2010-2011 Budget
Personnel	531,947	618,416	510,932	648,111
Supplies	34,450	29,200	27,300	29,200
Maintenance	5,799	16,626	9,826	9,000
Services	194,106	173,755	184,390	175,790
Capital Outlay	-	60,000	70,486	-
Other	-	-	-	-
TOTAL	**766,302**	**897,997**	**802,934**	**862,101**

LANCASTER HOUSING AGENCY-HUD

HAP Administration

For Fund #:	20
For Department #:	25
Program#:	0

		2008-2009 Actual	2009-2010 Budget	2009-2010 Estimate	2010-2011 Budget
20-0101-25-00	SALARIES-REGULAR	370,761	451,845	370,000	440,984
20-0102-25-00	SALARIES-PART TIME	5,159	11,763	12,000	11,763
20-0103-25-00	SALARIES-OVERTIME	5,846	-	2,500	-
20-0104-25-00	SALARIES-LONGEVITY	1,522	2,286	2,000	3,146
20-0105-25-00	GROUP HEALTH INSURANCE	45,012	54,106	39,000	78,053
20-0106-25-00	TMRS	46,813	60,093	48,000	64,301
20-0107-25-00	FICA	29,791	34,528	28,000	33,792
20-0109-25-00	SALARIES-WELL PAY	972	-	300	-
20-0110-25-00	DENTAL INSURANCE	1,723	2,446	2,446	2,015
20-0113-25-00	CAR ALLOWANCE	-	-	-	9,600
20-0114-25-00	Salaries-Assignment Pay	21,932	-	5,100	3,582
20-0120-25-00	GROUP LIFE INSURANCE	140	186	186	186
20-0130-25-00	WORKERS COMPENSATION	2,277	1,163	1,400	689
	Personnel Total	531,947	618,416	510,932	648,111
20-0201-25-00	SUPPLIES	7,849	8,500	8,500	8,500
20-0202-25-00	UNIFORMS	155	500	-	500
20-0204-25-00	MINOR EQUIP/FURN/FIX/TOOLS/ETC	6,829	4,200	2,200	4,200
20-0210-25-00	MISC SUPPLIES	704	1,000	1,000	1,000
20-0214-25-00	POSTAGE/SHIPPING/DELIVERY	12,110	8,000	12,000	12,000
20-0218-25-00	FUEL/OIL	3,562	7,000	3,600	3,000
20-0231-25-00	Software	3,240	-	-	-
	Supplies Total	34,450	29,200	27,300	29,200
20-0301-25-00	MAINT-BUILDING & STRUCTURE	-	6,226	6,226	6,500
20-0302-25-00	MAINT-MOTOR VEHICLES	718	900	2,000	900
20-0318-25-00	MAINT-OFFICE EQUIPMENT	1,146	1,600	1,600	1,600
20-0342-25-00	MAINT-DATA PROCESSING SUPPLIES	3,935	7,900	-	-
	Maintenance Total	5,799	16,626	9,826	9,000
20-0401-25-00	TELEPHONE & COMMUNICATIONS	1,833	4,800	1,800	1,800
20-0402-25-00	RENTAL OF EQUIPMENT	9,998	6,000	9,000	9,000
20-0407-25-00	SPECIAL SERVICES	837	2,400	2,400	2,400
20-0408-25-00	ADVERTISING	1,295	350	350	350
20-0409-25-00	TRAVEL & EDUCATION	9,980	7,650	20,000	15,000
20-0410-25-00	UTILITIES - ELECTRICITY	-	9,267	15,000	12,000
20-0414-25-00	DUES & SUBSCRIPTIONS	3,066	3,230	13,000	12,000
20-0415-25-00	MILEAGE REIMBURSEMENT	614	1,200	600	1,200
20-0416-25-00	OTHER/PROFESSIONAL SERVICES	17,478	5,609	7,000	7,000
20-0421-25-00	PRINTING	3,973	1,125	2,000	3,000
20-0428-25-00	HOUSING ASSISTANCE PAYMENTS	1,066	-	-	-
20-0434-25-00	SPECIAL PROJECTS	-	-	-	-
20-0437-25-00	CONTRACT AUDIT SERVICES	76,000	15,000	15,000	15,000
20-0442-25-00	COMPUTER PROFESSIONAL SVCS	4,336	-	-	-
20-0446-25-00	City Attorney Fees	6,615	-	-	-
20-0450-25-00	ADMINISTRATIVE FEES	-	65,100	-	-
20-0460-25-00	SETTLEMENT	-	-	-	-
20-0462-25-00	CELLULAR TELEPHONE & PAGERS	973	1,440	1,440	1,400
20-0464-25-00	RENTAL OF OFFICE SPACE	33,469	32,184	60,000	60,000
20-0473-25-00	DEPRECIATION EXPENSE	-	-	-	-
20-0476-25-00	Acct Analysis JPM Chase	11,105	14,400	14,400	14,400
20-0480-25-00	YEAR-END SETTLEMENT	-	-	-	-
20-0497-25-00	TUITION REIMBURSEMENT	-	1,000	1,000	1,000
20-0498-25-00	UTILITIES - OTHER	-	-	-	-
20-0543-25-00	JANITORIAL CONTRACT	-	-	-	-
20-0559-25-00	CONTRACT LABOR	11,243	3,000	20,000	20,000
	ServicesTotal	194,106	173,755	184,390	175,790
20-0610-25-00	CAPITAL-MOTOR VEHICLES	-	60,000	70,486	-
20-0618-25-00	CAPITAL-DATA PROC EQUIPMENT	-	-	-	-
	Capital Total	-	60,000	70,486	-

	2008-2009 Actual	2009-2010 Budget	2009-2010 Estimate	2010-2011 Budget
Departmental Total	766,301	897,997	802,934	862,101

Lancaster

Housing Assistance Payments

Department Narrative
This department accounts for costs associated with the payments of HUD Housing Assistance.

Budget Summary	2008-2009 Actual	2009-2010 Budget	2009-2010 Estimate	2010-2011 Budget
Personnel	-	-	-	-
Supplies	-	-	-	-
Maintenance	-	-	-	-
Services	7,458,536	7,200,000	7,750,000	7,500,000
Capital Outlay	-	-	-	-
Total	**7,458,536**	**7,200,000**	**7,750,000**	**7,500,000**

LANCASTER HOUSING AGENCY-HUD

HAP Housing Assistant

For Fund #:	20
For Department #:	71
Program#:	0

		2008-2009 Actual	2009-2010 Budget	2009-2010 Estimate	2010-2011 Budget
20-0428-71-00	HOUSING ASSISTANCE PAYMENTS	7,458,536	7,200,000	7,750,000	7,500,000
	Services Total	7,458,536	7,200,000	7,750,000	7,500,000

	2008-2009 Actual	2009-2010 Budget	2009-2010 Estimate	2010-2011 Budget
Departmental Total	7,458,536	7,200,000	7,750,000	7,500,000

DHAP (30)

REVENUES		2008	2009	2010		2011
Department No	Revenue Source	Actual	Actual	Budget	Estimate	Budget
0	Administrative Revenue	419,380	54,047	-	-	-
71	HAP Payment Revenue	455,935	161,600	-	-	-
	Total	875,315	215,647	-	-	-

EXPENDITURES		2008	2009	2010		2011
Department No	Description	Actual	Actual	Budget	Estimate	Budget
25	DHAP ADMINISTRATION	115,264	119,646	-	88,206	-
71	DHAP HOUSING ASSISTANCE PMTS	413,253	146,785	-	57,129	-
80	TRANSFERS OUT	7,389	6,200	-	-	-
		535,906	272,631	-	145,335	-

BALANCES	2008	2009	2010		2011
	Actual	Actual	Budget	Estimate	Budget
Net Gain (Loss)	339,409	(56,984)	-	(145,335)	-
Beginning Balance	-	339,409	282,425	282,425	137,090
Ending Balance	339,409	282,425	282,425	137,090	137,090
Ending Balance as % of Expenditures	63.33%	103.59%	0.00%	0.00%	0.00%

Lancaster

Airport Fund (09)

REVENUES		2008	2009	2010			2011
Department No	Revenue Source	Actual	Actual	Year to Date	Budget	Estimate	Budget
	Airport Operations	177,251	210,699	219,775	210,049	274,000	266,161
	Net Fuel Sale	56,962	10,050	47,750	100,921	23,813	23,813
	Other Revenue	41,100	51,529	54,700	46,696	49,396	46,696
	Interest	132	11	-	-	-	-
	Transfers In	-	-	-	-	1,300,000	-
	Grant Revenue	19,281	30,695	-	30,695	-	-
	Total	294,726	302,983	322,224	388,361	1,647,209	336,670

EXPENDITURES		2008	2009	2010			2011
Department No	Description	Actual	Actual	Year to Date	Budget	Estimate	Budget
40	AIRPORT	487,262	602,273	339,206	400,135	331,132	394,955
50	DEBT SERVICE	13,201	30,720	27,401	16,818	43,864	36,146
80	TRANSFERS OUT	-	-	-	-	-	-
		500,462	632,993	366,607	416,953	374,996	431,101

ADDITIONAL BUDGET EXPENSES	2008	2009	2010			2011
	Actual	Actual	Year to Date	Budget	Estimate	Budget
MURPHY PRINCIPLE	-	11,585	-	14,889	14,889	16,045
PYE PRINCIPAL	-	187,500	-	250,000	250,000	62,500
DEBT SERVICE PRINCIPAL						
Total	-	199,085	-	264,889	264,889	78,545

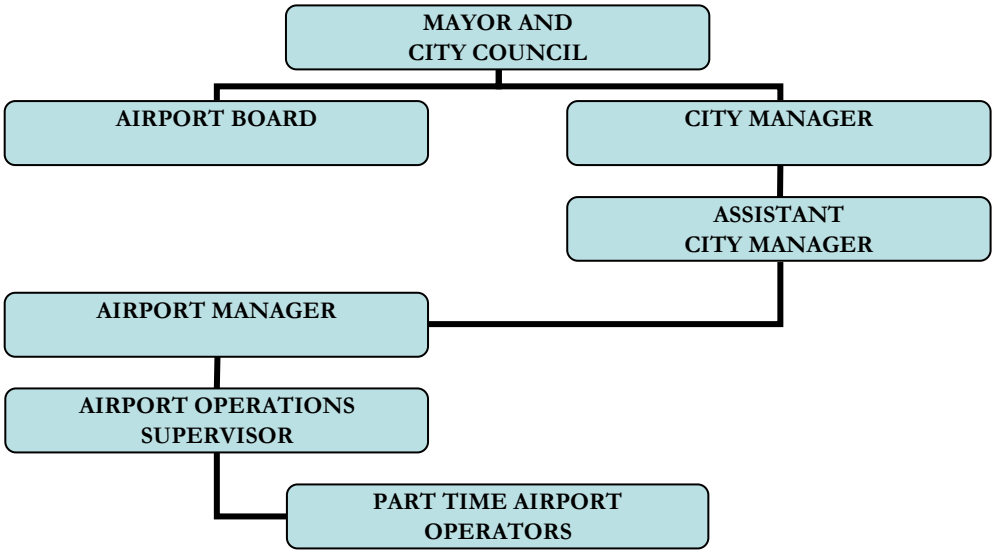
BALANCES	2008	2009	2010			2011
	Actual	Actual	Year to Date	Budget	Estimate	Budget
Net Gain (Loss)	(205,737)	(529,095)	(44,382)	(293,481)	1,007,324	(172,976)
Beginning Balance	(77,988)	(283,725)	(812,820)	(812,820)	(812,820)	194,504
Ending Balance	(283,725)	(812,820)	(857,202)	(1,106,301)	194,504	21,528
Ending Balance as % of Expenditures	-56.69%	-97.69%	-233.82%	-162.25%	30.40%	4.22%

Lancaster

Airport Operations

Programs / Activities:
Maintenance and Operations,
Fuel Sales, Grant Administration,

Airport Division
Airport Fund



Personnel Summary

Position	Adopted 08-09	Adopted 09-10	Adopted 10-11
Airport Manager	1	1	1
Operations Spvsr.	1	1	1
Part-Time Operators	3	3	1.5
Total	**5**	**5**	**3.5**

Department Narrative

Located on approximately 306 acres in the southeast region of the city, Lancaster Municipal Airport provides operational service to south Dallas County. Classified by the Federal Aviation Administration as a reliever airport, the airport provides 5,000 of asphalt runway capable of accommodating single engine aircraft as well as the largest corporate jet. There are approximately 150 aircraft home based at the airport.

Departmental Goals

City Council Goals:

- Prepare for 2010 extension and overlay of Runway 13-31 project
- Position Lancaster Airport as a reputable fixed base operator
- Provide enhanced staff training on operations and customer service
- Pursue self-service fuel facility designation, and continue upgrades to airport fuel farm
- Expedite Airport Master Plan update
- Expand/improve/reconstruct north and south parking lots, and terminal access road
- Expedite Airport Master Plan update

Workload Indicators	08-09 Actual	09-10 Actual	10-11 Target
Airport Acreage	338.4	544	544
Runway Dimensions	6,500 x 100 ft	6,500 x 100 ft	6,500 x 100 ft
Taxiway Dimensions	6,500ft x 50ft	6,500ft x 50ft	6,500ft x 50ft
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	150	170	170
Major Aviation Related Businesses	5	5	5
Aviation Museums	2	2	2
Number of Hangars	175 (99 City Owned)	176 (99 City Owned)	176 (99 City Owned)
Annual Operations (Take-offs and Landings)	45,000	58,000	58,000
Fuel Sales	135,000 Gallons	100,000	100,000

Performance Measurement	08-09 Actual	09-10 Actual	10-11 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	2008-2009 Actual	2009-2010 Budget	2009-2010 Estimate	2010-2011 Budget
Personnel	189,513	181,885	214,669	183,883
Supplies	14,900	6,300	14,950	14,900
Maintenance	122,107	108,500	110,500	63,500
Other Services	275,753	103,450	(8,987)	132,672
Capital Outlay	-	-	-	-
TOTAL	**602,273**	**400,135**	**331,132**	**394,955**

AIRPORT FUND

Airport Operations

For Fund #:	9
For Department #:	40
Program#:	0

		2008-2009 Actual	2009-2010 Budget	2009-2010 Estimate	2010-2011 Budget
09-0101-40-00	SALARIES-REGULAR	100,550	99,717	90,000	109,839
09-0102-40-00	SALARIES-PART TIME	53,694	45,512	78,974	34,134
09-0103-40-00	SALARIES-OVERTIME	219	-	-	-
09-0104-40-00	SALARIES-LONGEVITY	(1,678)	256	256	296
09-0105-40-00	GROUP HEALTH INSURANCE	4,859	4,942	10,411	12,058
09-0106-40-00	TMRS	17,457	18,950	19,688	15,568
09-0107-40-00	FICA	11,847	11,128	12,803	11,035
09-0109-40-00	SALARIES-WELL PAY	-	-	-	-
09-0110-40-00	DENTAL INSURANCE	636	317	317	403
09-0120-40-00	GROUP LIFE INSURANCE	21	66	66	58
09-0130-40-00	WORKERS COMPENSATION	1,907	997	2,154	492
	Personnel Total	189,513	181,885	214,669	183,883
09-0201-40-00	SUPPLIES	1,611	1,500	1,500	1,500
09-0202-40-00	UNIFORMS AND CLOTHING	571	300	300	700
09-0204-40-00	MINOR EQUIP/FURN/FIX/TOOLS/ETC	1,743	1,650	1,650	1,650
09-0210-40-00	FOOD/BEV-MEETINGS/FUNCTIONS	12	250	400	250
09-0211-40-00	OTHER OPERATIONAL SUPPLIES	1,202	1,000	1,000	1,000
09-0214-40-00	POSTAGE/SHIPPING/DELIVERY	645	700	700	500
09-0218-40-00	FUEL	832	900	900	800
09-0221-40-00	AVIATION RESALE ITEMS	8,283	-	8,500	8,500
	Supplies Total	14,900	6,300	14,950	14,900
09-0301-40-00	MAINT-BLDG & STRUCTURES	120,278	105,000	105,000	60,000
09-0302-40-00	MAINT-MOTOR VEHICLES	1,709	1,000	3,000	1,000
09-0303-40-00	MAINT-EQUIP & MACHINERY	120	500	500	500
09-0304-40-00	MAINT-STREETS	-	2,000	2,000	2,000
	Maintenance Total	122,107	108,500	110,500	63,500
09-0401-40-00	TELEPHONE & COMMUNICATIONS	-	800	800	500
09-0402-40-00	RENTAL OF EQUIPMENT	27,393	27,000	27,000	27,000
09-0403-40-00	INSURANCE	-	-	-	-
09-0407-40-00	SPECIAL SERVICES	14,796	10,450	10,450	32,450
09-0408-40-00	ADVERTISING	1,900	2,000	2,000	2,000
09-0409-40-00	TRAVEL & EDUCATION	8,168	8,000	8,000	6,450
09-0410-40-00	UTILITIES - ELECTRICITY	34,900	30,000	30,000	32,000
09-0414-40-00	DUES & SUBSCRIPTIONS	556	950	950	950
09-0416-40-00	OTHER/PROFESSIONAL SERVICES	5,669	2,200	6,000	2,200
09-0417-40-00	AIRPORT MASTER PLAN	129,417	-	(129,417)	-
09-0421-40-00	PRINTING	10	300	300	300
09-0423-40-00	CONTRACT MOWING	19,087	18,000	18,000	20,000
09-0425-40-00	WORKERS COMPENSATION	-	-	-	-
09-0431-40-00	SURVEY	-	-	-	-
09-0434-40-00	Special Events	-	450	450	450
09-0436-40-00	IMPROVEMENTS BY CONTRACTORS	-	-	-	-
09-0438-40-00	TESTING	-	-	-	-
09-0446-40-00	CITY ATTORNEY FEES	10,800	3,000	16,000	8,000
09-0462-40-00	CELLULAR TELEPHONE & PAGERS	-	300	300	300
09-0473-40-00	DEPRECIATION EXPENSE	22,930	-	-	-
09-0539-40-00	MISC. HEALTH BENEFIT	125	-	180	72
09-0559-40-00	CONTRACT/TEMPORARY LABOR	-	-	-	-
	Services Total	275,753	103,450	(8,987)	132,672

	2008-2009 Actual	2009-2010 Budget	2009-2010 Estimate	2010-2011 Budget
Departmental Total	602,273	400,135	331,132	394,955

Lancaster

Golf Course Fund (18)

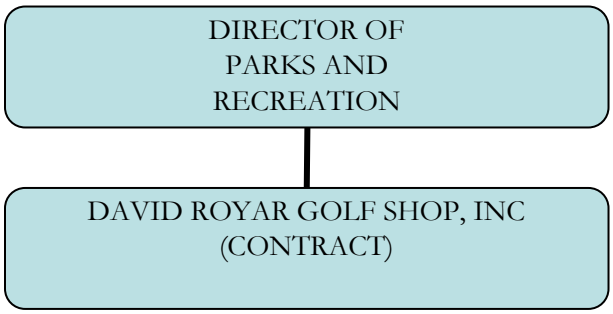
REVENUES		2008	2009	2010		2011
Department No	Revenue Source	Actual	Actual	Budget	Estimate	Budget
	GOLF COURSE REVENUE	70,064	80,974	76,431	76,431	76,431
	Total	70,064	80,974	76,431	76,431	76,431

EXPENDITURES		2008	2009	2010		2011
Department No	Description	Actual	Actual	Budget	Estimate	Budget
39	GOLF COURSE	30,077	135,276	45,000	111,200	45,000
44	NON-DEPARTMENTAL EXPENSES	77,234	-	-	-	-
80	TRANSFERS OUT	3,418	3,000	7,000	7,000	7,000
		110,730	138,276	52,000	118,200	52,000

BALANCES	2008	2009	2010		2011
	Actual	Actual	Budget	Estimate	Budget
Net Gain (Loss)	(40,666)	(57,302)	24,431	(41,769)	24,431
Beginning Balance	89,579	94,517	37,215	37,215	(4,554)
Ending Balance	48,913	37,215	61,646	(4,554)	19,877
Ending Balance as % of Expenditures	44.17%	26.91%	118.55%	-3.85%	38.23%

Lancaster

Golf Course



Department Narrative

The David Royer Golf Shop, Inc. management company is responsible for the daily operations of the golf club and 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.

Department Goals

City Council Goal

- Improve overall appearance of the golf course;
- Make improvements to the course and it's bridges;
- Renovate the clubhouse;
- Maintain course on a level greater than or equal to surrounding municipal courses;
- Increase awareness of the course through effective marketing;
- Make the golf course a pleasurable experience for the entire family.

Budget Summary	08-09 Actual	09-10 Budget	09-10 Estimate	10-11 Budget
Personnel	-	-	-	-
Supplies	-	-	-	-
Maintenance	39,083	40,000	109,000	41,700
Other Services	96,193	5,000	2,200	3,300
Capital Outlay	-	-	-	-
TOTAL	**135,276**	**45,000**	**111,200**	**45,000**

Golf Course

Golf Course Operations

For Fund #:	18
For Department #:	39
Program#:	0

		2008-2009 Actual	2009-2010 Budget	2009-2010 Estimate	2010-2011 Budget
18-0101-39-00	SALARIES-REGULAR	-	-	-	-
	Personnel Total	-	-	-	-
18-0201-39-00	SUPPLIES	-	-	-	-
18-0202-39-00	UNIFORMS AND CLOTHING	-	-	-	-
	Supplies Total	-	-	-	-
18-0301-39-00	MAINT-BLDG & STRUCTURES	28,948	15,000	15,000	13,700
18-0302-39-00	MAINT-MOTOR VEHICLES	-	-	-	-
18-0303-39-00	MAINT-EQUIP & MACHINERY	51	-	81,000	-
18-0322-39-00	MAINT-IRRIGATION	10,083	13,000	3,000	5,000
18-0343-39-00	MAINT-CART PATH & GROUNDS	-	12,000	10,000	23,000
18-0346-39-00	MAINT-HEATING & COOLING SYSTEM	-	-	-	-
	Maintenance Total	39,083	40,000	109,000	41,700
18-0401-39-00	TELEPHONE & COMMUNICATIONS	(9)	-	-	-
18-0402-39-00	RENTAL OF EQUIPMENT	-	-	-	-
18-0403-39-00	INSURANCE	-	-	-	-
18-0407-39-00	SPECIAL SERVICES	-	-	-	-
18-0409-39-00	TRAVEL & EDUCATION	-	-	-	-
18-0410-39-00	UTILITIES - ELECTRICITY	7,127	-	-	-
18-0414-39-00	DUES & SUBSCRIPTIONS	-	-	-	-
18-0416-39-00	OTHER/PROFESSIONAL SERVICES	11,121	5,000	2,200	3,300
18-0436-39-00	IMPROVEMENTS BY CONTRACTORS	-	-	-	-
18-0446-39-00	CITY ATTORNEY FEES	720	-	-	-
18-0462-39-00	CELLULAR TELEPHONE & PAGERS	-	-	-	-
18-0473-39-00	DEPRECIATION EXPENSE	77,234	-	-	-
18-0559-39-00	CONTRACT/TEMPORARY LABOR	-	-	-	-
	Services Total	96,193	5,000	2,200	3,300

	2008-2009 Actual	2009-2010 Budget	2009-2010 Estimate	2010-2011 Budget
Departmental Total	135,276	45,000	111,200	45,000

Sanitation Fund (19)

REVENUES		2008	2009	2010		2011
Department No	Revenue Source	Actual	Actual	Budget	Estimate	Budget
	Sanitation Revenue	1,987,299	1,511,231	1,441,930	1,861,347	1,561,158
	Other	1,097	603	3,841	3,841	3,841
	Interest	-	32	-	-	-
	Total	1,988,397	1,511,867	1,445,771	1,865,188	1,564,999

EXPENDITURES		2008	2009	2010		2011
Department No	Description	Actual	Actual	Budget	Estimate	Budget
2	ADMINISTRATION	-	6,200	108,354	112,657	51,588
11	REFUSE SERVICE	2,026,236	1,229,759	1,250,000	1,630,000	1,250,000
12	STREET MAINTENANCE	-	-	-	-	300,000
15	FIRE	-	-	-	-	-
43	NON-DEPARTMENTAL	-	57,769	60,000	60,000	60,000
80	TRANSFERS OUT	-	-	-	-	-
	Total	2,026,236	1,293,727	1,418,354	1,802,657	1,661,588

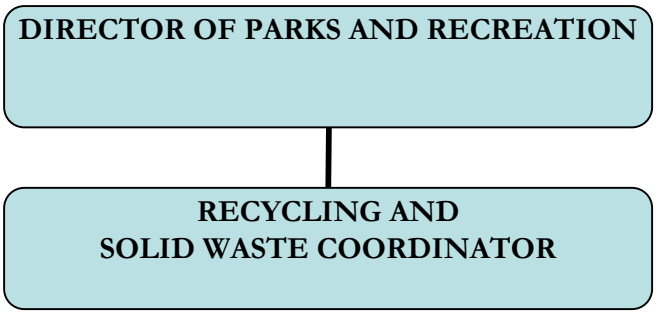
BALANCES	2008	2009	2010		2011
	Actual	Actual	Budget	Estimate	Budget
Net Gain (Loss)	(37,839)	218,140	27,417	62,531	(96,589)
Beginning Balance	(92,320)	(130,160)	87,980	87,980	150,511
Ending Balance	(130,159)	87,980	115,397	150,511	53,922
Ending Balance as % of Expenditures	-6.42%	6.80%	8.14%	8.35%	3.25%

Lancaster

Sanitation Administration

Programs / Activities:
Sanitation Administration,
Recycling Coordination,

Development Services Division
Sanitation Fund



Personnel Summary

Position	Adopted 08-09	Adopted 09-10	Adopted 10-11
Recycling and Solid Waste Coordinator	0	1	0
Total	**0**	**1**	**0**

Department Narrative

This new department was created to house the administration of the Sanitation Fund. Personnel formerly included the Recycling and Solid Waste Coordinator. Expenditures primarily consist of Special Events costs for Recycling events.

Budget Summary	08-09 Actual	09-10 Budget	09-10 Estimate	10-11 Budget
Personnel	3,778	56,766	56,766	-
Supplies	-	200	5,718	200
Maintenance	-	-	10,000	-
Other Services	2,422	51,388	40,173	51,388
Capital Outlay	-	-	-	-
TOTAL	**6,200**	**108,354**	**112,657**	**51,588**

Sanitation

Sanitation Administration

For Fund #:	19
For Department #:	2
Program#:	0

		2008-2009 Actual	2009-2010 Budget	2009-2010 Estimate	2010-2011 Budget
19-0101-02-00	SALARIES-REGULAR	2,111	42,546	42,546	-
19-0102-02-00	SALARIES-PART TIME	-	-	-	-
19-0103-02-00	SALARIES-OVERTIME	-	-	-	-
19-0104-02-00	SALARIES-LONGEVITY	971	36	36	-
19-0105-02-00	GROUP HEALTH INSURANCE	266	4,942	4,942	-
19-0106-02-00	TMRS	250	5,546	5,546	-
19-0107-02-00	FICA	158	3,257	3,257	-
19-0109-02-00	SALARIES-WELL PAY	-	-	-	-
19-0110-02-00	DENTAL INSURANCE	17	317	317	-
19-0120-02-00	GROUP LIFE INSURANCE	1	17	17	-
19-0130-02-00	WORKERS COMPENSATION	5	105	105	-
	Personnel Total	3,778	56,766	56,766	-
19-0201-02-00	OFFICE SUPPLIES	-	200	200	200
19-0202-02-00	UNIFORMS AND CLOTHING	-	-	-	-
19-0203-02-00	MOTOR VEHICLE SUPPLIES	-	-	-	-
19-0204-02-00	MINOR EQUIP/FURN/FIX/TOOLS/ETC	-	-	2,500	-
19-0208-02-00	EDUCATION & REC SUPPLIES	-	-	-	-
19-0210-02-00	FOOD-BEV-MEETINGS/FUNCTIONS	-	-	18	-
19-0218-02-00	FUEL & OIL	-	-	3,000	-
	Supplies Total	-	200	5,718	200
19-0301-02-00	MAINT-BLDG & STRUCTURES	-	-	-	-
19-0302-02-00	MAINT-MOTOR VEHICLES	-	-	10,000	-
	Maintenance Total	-	-	10,000	-
19-0409-02-00	TRAVEL & EDUCATION	-	3,100	26	100
19-0414-02-00	DUES & SUBSCRIPTIONS	-	75	625	75
19-0415-02-00	TRANS TO VEHICLE REPL FUND	-	-	-	-
19-0416-02-00	OTHER/PROFESSIONAL SERVICES	-	-	-	-
19-0419-02-00	AWARDS	-	-	-	-
19-0420-02-00	INTERNAL TRAINING	-	-	-	-
19-0421-02-00	PRINTING	-	333	350	333
19-0425-02-00	WORKERS COMPENSATION	-	-	-	-
19-0434-02-00	SPECIAL EVENTS	2,390	47,880	39,000	50,880
19-0462-02-00	CELLULAR TELEPHONE & PAGERS	32	-	172	-
19-0559-02-00	CONTRACT/TEMPORARY LABOR	-	-	-	-
	Services Total	2,422	51,388	40,173	51,388

	2008-2009 Actual	2009-2010 Budget	2009-2010 Estimate	2010-2011 Budget
Departmental Total	6,200	108,354	112,657	51,588

Capital Projects Fund (43)

REVENUES	2003	2004	2005	2006	2007	2008	2009	2010	2011	TOTAL
	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Year to Date	Year to Date	ALL YEARS
0 Capital Project Revenue	2,513	26,206	170,109	47,500	25,233,181	2,075,946	978,202	12,469,061	127,859	41,130,577
Total	**2,513**	**26,206**	**170,109**	**47,500**	**25,233,181**	**2,075,946**	**978,202**	**12,469,061**	**127,859**	**41,130,577**

EXPENDITURES		2003	2004	2005	2006	2007	2008	2009	2010	2011	TOTAL
Department No	Program Description	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Year to Date	ALL YEARS
2	0 BOND ISSUE COSTS	-	-	-	-	-	-	-	160,179	-	160,179
2	31 DOWNTOWN BEAUTIFICATION PR	-	-	-	11,773	-	-	4,060	807,300	215,323	1,038,456
2	32 VISITOR'S CENTER PROJECT	-	-	-	11,438	96,069	76,198	1,357,640	272,434	-	1,813,779
2	33 BRIDGE REPAIRS & EROSION CON	-	34,400	172,732	540,975	-	-	-	-	-	748,107
2	34 CITY HALL IMPROVEMENTS	1,720	86,921	11,429	14,753	-	18,734	-	-	-	133,557
2	41 ANIMAL SHELTER REMODEL	-	-	165,030	-	-	-	-	-	-	165,030
2	42 COMMUNITY DEVELOPMENT REM	-	-	(115,030)	-	-	-	-	-	-	(115,030)
4	51 STORMWATER EQUIPMENT	-	-	-	135,699	-	-	-	-	-	135,699
8	800 MUN COURT-OLD LIBRARY	-	-	-	-	91,264	605,734	662,457	-	-	1,359,455
9	5 INSPECTION VEHICLES	-	-	-	103,913	-	-	-	-	-	103,913
12	31 STREET IMPACT STUDY FEE	8,840	195	28,294	6,000	-	-	0	-	-	43,329
12	32 HOU SCHOOL & DANIELDALE INTE	-	-	-	20,213	-	-	-	-	-	20,213
12	33 HOUSTON SCHOOL ROAD	143,472	224,159	238,803	-	737,498	101,992	32,029	-	-	1,477,954
12	34 BELTLINE-ILLUMINATION&IRRIGAT	-	-	213,113	93,319	399	200	-	-	-	307,031
12	35 BRIDGE UPGRADE	-	5,000	-	-	-	13,487	7,602	-	-	26,089
12	36 CDBG STREET IMPROV PROJECT	-	-	-	11,131	-	-	-	-	-	11,131
12	37 UNDESIGN RES STREET REPAIR	-	992,221	-	-	601,121	354,047	-	224,996	451,760	2,624,145
12	41 WINTERGREEN PHASE I	-	8,774	19,700	-	58,196	78,372	-	-	-	165,041
12	51 WINTERGREEN-PHASE 4	-	-	106,159	1,181,124	1,859,492	-	-	-	-	3,146,775
12	52 STREET DEPT EQUIPMENT	-	-	-	45,440	-	-	-	-	-	45,440
12	205 NOKOMIS ROAD BRIDGE	-	-	-	-	-	400,000	-	-	-	400,000
12	217 PENN PROPERTY SETTLEMENT	-	-	-	-	-	65,370	-	-	-	65,370
12	500 IH-20 ACCESS/FRONTAGE ROAD	83,019	-	-	1,782,803	52,346	1,013,614	-	(2,931,782)	-	0
12	501 LONGHORN DRIVE IMPROVEMENT	7,500	13,330	-	-	-	400,000	-	-	-	420,830
12	503 SIDEWALKS - ST16-10	-	-	-	-	188,025	11,062	71,208	-	-	270,295
14	31 MOBILE IN-CAR COMPUTERS	-	122,951	56,683	35,000	10,483	-	-	-	-	225,117
14	32 CDPD REPLACEMENT (DATARADI	-	188,237	21,131	22,196	6,332	-	-	-	-	237,895
14	33 LOOKING GLASS APPLICATION	-	16,750	-	-	-	-	-	-	-	16,750
14	34 COMPUTER RELOCATION-DISPAT	-	-	45,836	-	-	-	-	-	-	45,836
14	41 POLICE CAR REPLACEMENT	-	351,764	2,247	-	-	-	-	225,117	-	579,128
14	42 COMMERCIAL VEHICLE ENFORCE	-	-	42,635	-	-	-	-	-	-	42,635
14	52 PATROL CAR REPLACEMENT	-	-	-	354,718	-	-	-	-	-	354,718
14	520 NEW PUBLIC SAFETY BLDG	-	-	27,899	13,911	1,694,738	5,693,082	5,246,894	93,045	-	12,769,569
15	41 COMBINATION PUMPER REPLACE	-	-	374,850	2,180	-	-	-	-	-	377,030
15	42 COMMAND VEHICLE	-	-	79,557	524	-	-	-	-	-	80,081
15	52 POLICE INTERCEPTOR	-	-	-	25,085	-	-	-	-	-	25,085
15	415 EXHAUST SYSTEMS-FIRE STATION	-	-	-	72,875	-	-	-	-	-	72,875
15	550 FIRE STATION #2	-	-	-	12,759	125,793	324,014	1,141,293	-	-	1,603,859
15	551 FIRE STATION #2 TEMP LOCATION	-	-	-	-	-	14,146	7,083	-	-	21,229
16	0 NON DEPARTMENTAL	-	-	-	(8,200)	-	-	-	192,507	-	184,307
16	41 TECHNOLOGY-CITY WIDE	-	-	87,737	83,873	9,867	-	-	-	-	181,477
19	190 FINANCE SYSTEM UPGRADE	-	-	-	-	14,791	-	-	-	-	14,791
21	41 WATER VULNERABILITY STUDY	-	34,200	3,800	-	-	-	-	-	-	38,000
21	42 SH342 PROJECT-UTILITY LINES	-	-	41,735	289,734	1,850	-	-	-	-	333,319
21	51 W/WW EQUIPMENT	-	-	115,030	522,403	25,493	-	-	-	-	662,926
21	52 DEMOLITION OF 3RD STREET WEL	-	-	21,600	-	-	-	-	-	-	21,600
21	502 NEW WATER LINES W8-5	-	-	-	97,775	-	-	-	-	-	97,775
21	540 AUTOMATIC METER READING W1-	-	-	2,257	20,422	170,490	-	-	-	-	193,169
21	541 WATER LINE REPLACEMENTS W3-	-	-	-	-	528,449	-	-	-	-	528,449
30	570 WW MASTERPLAN WW1-5	-	-	-	79,000	41,174	-	-	-	-	120,174
30	571 WW MASTERPLAN WW2-5	-	-	-	-	24,776	-	-	-	-	24,776
31	41 TECHNOLOGY-HUMAN RESOURCE	-	-	23,681	6,098	2,500	-	-	-	-	32,279
53	560 STORMWATER MASTERPLAN	-	-	-	445,281	345,117	29,776	-	-	-	820,174
57	31 BEAR CREEK NATURE PARK	33	62,447	189,478	373,402	95,017	-	-	-	-	720,377
57	32 COMM PARK PHASE 1-SIDEWALK	2,600	16,899	-	-	-	-	-	-	-	19,499
57	33 C PARK PH1B-FOOTBALL PARKING	35,757	282,912	60,890	(60,890)	-	-	-	-	-	318,669
57	34 C PARK PH1B-ADDL PARKING	3,220	124,622	-	-	-	-	-	-	-	127,842
57	35 ELECTRONIC MESSAGE CENTER/S	-	114,645	-	-	-	-	-	-	-	114,645
57	36 CITY PARK POOL	-	-	-	77,686	-	-	-	-	-	77,686
57	43 PARKS MASTER PLAN	-	-	96,496	34,378	-	-	-	-	-	130,874
57	51 BEAR CREEK NATURE PARK-05CIP	-	-	158,479	-	-	-	23,500	-	-	181,979
57	52 PARKS EQUIPMENT	-	-	114,022	427	-	-	-	-	-	114,449
57	53 MEADOWCREEK PARK	-	-	2,760	212,659	-	-	-	-	-	215,419
57	216 PLEASANT RUN HIKE & BIKE TRAIL	-	-	-	-	-	-	-	3,001	-	3,001
57	530 SENIOR CENTER	-	-	3,100	138,944	205,611	2,133,208	513,033	-	-	2,993,896
57	570 WW WASTEWATER MASTERPLAN	-	-	-	-	-	104,798	-	-	-	104,798
57	571 COMMUNITY PARK	-	-	-	-	353,461	1,020,305	113,963	133,726	-	1,621,456
90	900 AIRPORT RUNWAY EXTENSION	-	-	-	-	30,216	92,530	718	1,627,619	-	1,751,082
90	901 AIRPORT KITCHEN REMODEL	-	-	-	-	-	-	-	73,414	2,492	75,906
90	902 AIRPORT MASTER PLAN	-	-	-	-	-	-	-	399,311	-	399,311
50	0 Debt Service	48,000	-	-	-	-	-	-	-	-	48,000
81	0 Transfer Out	-	-	288,891	-	(802,275)	-	-	-	-	(513,384)
	YEARLY TOTALS	**334,163**	**2,680,428**	**2,701,022**	**6,810,817**	**6,568,291**	**12,550,669**	**9,181,480**	**1,280,867**	**669,575**	**42,777,313**

	2003	2004	2005	2006	2007	2008	2009	2010	2011	TOTAL
	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Year to Date	Year to Date	ALL YEARS
Post of Debt to Fund Balance	-	(3,210,000)	-	-	-	-	-	-	-	(3,210,000)
Close Fund 47 into 43	-	-	-	-	-	-	-	64,830	-	64,830
	-	-	-	-	-	-	-	-	-	-
Total		(3,210,000)			-		-	64,830	-	(3,145,170)

BALANCES	2003	2004	2005	2006	2007	2008	2009	2010	2011	TOTAL
	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Year to Date	Year to Date	ALL YEARS
Net Gain (Loss)	(331,649)	555,778	(2,530,912)	(6,763,317)	18,664,889	(10,474,723)	(8,203,279)	11,123,364	(541,716)	1,498,434
Beginning Balance	-	(331,649)	224,128	(2,306,784)	(9,070,102)	9,594,787	(879,936)	(9,083,215)	2,040,149	-
Ending Balance	(331,649)	224,129	(2,306,784)	(9,070,101)	9,594,787	(879,936)	(9,083,215)	2,040,149	1,498,433	1,498,434

Lancaster

2007 Street Bond Fund (44)

REVENUES		2009	2010	2011	TOTAL
		Actual	Year to Date	Year to Date	ALL YEARS
0	Capital Project Revenue	-	23,014,227	-	23,014,227
Total		-	23,014,227	-	23,014,227

EXPENDITURES		2009	2010	2011	TOTAL
Department No	Program Description	Actual	Actual	Year to Date	ALL YEARS
2	200 BOND ISSUANCE EXPENSES	-	283,602	-	283,602
12	201 N LONGHORN DR & WEST ROAD	-	2,523,027	-	2,523,027
12	202 S.T.E.P. SIDEWALK PROGRAM	47,775	58,766	-	106,541
12	203 I-20 FRONTAGE ROAD PROJECT	-	2,931,782	-	2,931,782
12	204 HOUSTON SCHOOL ROAD	682,955	2,747,596	246,053	3,676,605
12	205 NOKOMIS ROAD BRIDGE	41,181	-	-	41,181
12	206 RED OAK ROAD BRIDGE	-	-	-	-
12	207 DANIELDALE ROAD RECONSTRU	-	-	62,961	62,961
12	208 DANIELDALE ROAD EXTENSION	-	-	-	-
12	209 HOUSTON SCHOOL RD STREETS	-	-	-	-
12	210 WINTERGREEN ROAD PHASE 1	-	-	-	-
12	211 STREET REHAB (UNDESIGNATED	-	-	102,058	102,058
12	212 PLEASANT RUN REHAB	-	-	-	-
12	213 PLEASANT RUN STREETSCAPE	-	-	-	-
12	214 DALLAS AVE STREETSCAPE	-	-	-	-
12	215 BELT LINE ROAD STREETSCAPE	-	-	-	-
	YEARLY TOTALS	**771,911**	**8,544,773**	**411,072**	**9,727,756**

BALANCES	2009	2010	2011	TOTAL
	Actual	Year to Date	Year to Date	ALL YEARS
Net Gain (Loss)	(771,911)	14,469,454	(411,072)	13,286,471
Beginning Balance	-	(771,911)	13,697,543	-
Ending Balance	(771,911)	13,697,543	13,286,470	13,286,471

Lancaster

Street Impact Capital Projects Fund (40)

REVENUES	2009	2010	2011	TOTAL
	Actual	Year to Date	Year to Date	ALL YEARS
0 Capital Project Revenue	80,278	69,077	6,596	1,838,476
Total	**80,278**	**69,077**	**6,596**	**1,838,476**

EXPENDITURES			2009	2010	2011	TOTAL
Department No		Program Description	Actual	Actual	Year to Date	ALL YEARS
4	0	PUBLIC WORKS ADMINISTRATION	-	-	-	649,744
4	16	STREET IMPACT FEE STUDY	-	-	-	72,160
12	2	RECONSTRUCTION/RESURFACING	-	-	-	594,255
12	3	DRAINAGE	-	-	-	128,700
12	4	SIDEWALKS	-	-	-	229,320
12	5	WINTERGREEN ROAD	-	-	-	233,200
12	6	HOUSTON SCHOOL WIDENING	-	-	-	25,914
12	7	HIGHLAND/PERCY-OPEN CHANNEL	-	-	-	57,786
12	8	ELKINS/INTERURBAN-OPEN CHANNEL	-	-	-	90,835
12	9	BLUEGROVE @ DONLEE-CLOSED SYS	-	-	-	48,264
12	10	BASKIN/HENRY-CLOSED SYSTEM	-	-	-	47,441
12	11	CORNELL/GREEN RD-CULVERT PIPE	-	-	-	1,506
12	12	PLEASANT RUN/MARSALIS-CH RIPRA	-	-	-	480
12	20	MASTER THROUGHFARE PLAN	-	-	-	13,934
12	21	ACCESS CORRIDOR PLAN	-	-	-	14,250
		YEARLY TOTALS	**-**	**-**	**-**	**2,207,789**

BALANCES	2009	2010	2011	TOTAL
	Actual	Year to Date	Year to Date	ALL YEARS
Net Gain (Loss)	80,278	69,077	6,596	(369,312)
Beginning Balance	1,354,395	1,434,674	1,503,751	1,879,659
Ending Balance	1,434,673	1,503,751	1,510,347	1,510,347

* This fund began with a $1,879,659 transfer in the fiscal year 1998. Thus, this figure represents the beginning balance for the fund.

Lancaster

G.O. Debt Service Fund (02)

REVENUES		2008	2009	2010		2011
Department No	Revenue Source	Actual	Actual	Budget	Estimate	Budget
	Property Taxes	2,150,822	2,255,817	2,538,934	2,538,934	3,251,477
	Interest	10,265	2,931	2,550	2,550	2,550
	Transfers In	430,827	1,133,508	-	-	-
	Other Revenue	16,502	388	36	47	36
	Bond Proceeds	-	-	-	-	-
	Total	2,608,416	3,392,644	2,541,520	2,541,531	3,254,063

EXPENDITURES		2008	2009	2010		2011
Department No	Description	Actual	Actual	Budget	Estimate	Budget
50	DEBT SERVICE	3,236,168	3,101,865	3,516,890	2,052,200	3,903,782
80	TRANSFERS OUT	-	-	-	-	-
	Total	3,236,168	3,101,865	3,516,890	2,052,200	3,903,782

BALANCES	2008	2009	2010		2011
	Actual	Actual	Budget	Estimate	Budget
Net Gain (Loss)	(627,752)	290,778	(975,370)	489,331	(649,719)
Beginning Balance	923,684	295,932	586,712	586,712	1,076,043
Ending Balance	295,932	586,710	(388,658)	1,076,043	426,324
Ending Balance as % of Expenditures	9.14%	18.91%	-11.05%	52.43%	10.92%

Lancaster

CITYWIDE DEBT SCHEDULE

FYE	Principal	Interest	BAB Subsidy	Total	W&S Total Supported	Stormwater Total Supported	Airport Total Supported	4A / LEDC Total Supported	4B /LRDC Total Supported	Tax Total
9/30/2011	2,250,000	4,890,618	(926,763)	6,213,854	1,412,998	49,013	16,418	227,750	909,299	3,598,377
9/30/2012	2,900,000	4,184,838	(710,555)	6,374,283	1,188,178	48,013	16,018	228,050	906,140	3,987,885
9/30/2013	3,075,000	4,080,001	(705,050)	6,449,951	1,192,246	47,013	15,618	228,150	916,645	4,050,280
9/30/2014	3,250,000	3,957,389	(697,615)	6,509,775	1,191,621	50,913	15,168	228,050	920,310	4,103,714
9/30/2015	3,315,000	3,819,741	(688,585)	6,446,155	1,044,048	49,713	19,543	227,750	917,398	4,187,704
9/30/2016	3,515,000	3,669,450	(678,254)	6,506,196	1,039,723	48,513	18,793	227,250	917,685	4,254,233
9/30/2017	3,705,000	3,510,268	(666,545)	6,548,723	1,017,720	47,313	11,644	226,550	916,179	4,329,318
9/30/2018	3,925,000	3,338,063	(653,335)	6,609,728	1,015,594	46,113	11,702	230,550	918,031	4,387,738
9/30/2019	3,355,000	3,174,948	(638,828)	5,891,119	219,901	49,813	11,323	229,250	927,706	4,453,126
9/30/2020	3,535,000	3,022,937	(623,546)	5,934,391	220,456	48,391	11,345	227,647	925,139	4,501,413
9/30/2021	3,715,000	2,858,703	(607,012)	5,966,691	220,111	46,947	11,337	225,738	925,170	4,537,388
9/30/2022	3,900,000	2,682,859	(589,145)	5,993,713	219,856	50,375	11,309	228,406	928,325	4,555,443
9/30/2023	4,075,000	2,497,456	(570,275)	6,002,182	225,848	48,675	11,676	230,544	925,188	4,560,252
9/30/2024	3,990,000	2,305,384	(550,380)	5,745,004	224,151	46,975	11,595	227,363	925,363	4,309,557
9/30/2025	2,840,000	2,135,713	(529,436)	4,446,276	167,281	50,141	-	228,734	-	4,000,120
9/30/2026	2,970,000	1,983,594	(506,213)	4,447,381	165,609	48,172	-	229,547	-	4,004,053
9/30/2027	3,110,000	1,820,730	(480,677)	4,450,053	168,609	51,094	-	229,922	-	4,000,427
9/30/2028	2,795,000	1,662,088	(454,018)	4,003,070	-	-	-	-	-	4,003,070
9/30/2029	2,930,000	1,507,791	(426,176)	4,011,615	-	-	-	-	-	4,011,615
9/30/2030	3,055,000	1,346,555	(397,154)	4,004,401	-	-	-	-	-	4,004,401
9/30/2031	3,195,000	1,177,579	(366,710)	4,005,869	-	-	-	-	-	4,005,869
9/30/2032	3,340,000	1,000,282	(334,723)	4,005,559	-	-	-	-	-	4,005,559
9/30/2033	1,495,000	860,880	(301,308)	2,054,572	-	-	-	-	-	2,054,572
9/30/2034	1,560,000	761,165	(266,408)	2,054,757	-	-	-	-	-	2,054,757
9/30/2035	1,625,000	657,207	(230,022)	2,052,184	-	-	-	-	-	2,052,184
9/30/2036	1,700,000	548,678	(192,037)	2,056,641	-	-	-	-	-	2,056,641
9/30/2037	1,770,000	435,417	(152,396)	2,053,021	-	-	-	-	-	2,053,021
9/30/2038	1,850,000	317,260	(111,041)	2,056,220	-	-	-	-	-	2,056,220
9/30/2039	1,925,000	194,045	(67,916)	2,051,129	-	-	-	-	-	2,051,129
9/30/2040	2,010,000	65,607	(22,962)	2,052,644	-	-	-	-	-	2,052,644
TOTAL	**86,675,000**	**64,467,242**	**(14,145,086)**	**136,997,158**	**10,933,951**	**827,181**	**193,488**	**3,881,250**	**12,878,576**	**108,282,711**

Contract Revenue and Refunding Bonds, Series 1995

FYE	Principal	Interest	Total	W&S Total Supported	Tax Total Supported
9/30/2011	80,000	24,775	104,775	104,775	-
9/30/2012	85,000	20,455	105,455	105,455	-
9/30/2013	90,000	15,823	105,823	105,823	-
9/30/2014	95,000	10,873	105,873	105,873	-
9/30/2015	100,000	5,600	105,600	105,600	-
TOTAL	**450,000**	**77,525**	**527,525**	**527,526**	**-**

Contract Revenue and Refunding Bonds, Series 1997

FYE	Principal	Interest	Total	W&S Total Supported	Tax Total Supported
9/30/2011	220,000	5,500	225,500	225,500	-
TOTAL	**220,000**	**5,500**	**225,500**	**225,500**	**-**

General Obligation Refunding Bonds, Series 2002

FYE	Principal	Interest	Total	W&S Total Supported	Airport Total Supported	4B /LRDC Total Supported	Tax Total Supported
9/30/2011	515,000	512,004	1,027,004	16,417	3,418	909,299	97,870
9/30/2012	530,000	493,845	1,023,845	16,417	3,418	906,140	97,870
9/30/2013	560,000	474,350	1,034,350	16,417	3,418	916,645	97,870
9/30/2014	585,000	453,015	1,038,015	16,417	3,418	920,310	97,870
9/30/2015	605,000	430,103	1,035,103	16,417	3,418	917,398	97,870
9/30/2016	750,000	402,930	1,152,930	16,417	3,418	917,685	215,410
9/30/2017	930,000	368,258	1,298,258	56,089	11,644	916,179	314,346
9/30/2018	975,000	328,241	1,303,241	56,113	11,702	918,031	317,395
9/30/2019	1,020,000	285,338	1,305,338	54,295	11,323	927,706	312,013
9/30/2020	1,065,000	239,456	1,304,456	54,625	11,345	925,139	313,347
9/30/2021	1,110,000	190,230	1,300,230	54,333	11,337	925,170	309,389
9/30/2022	1,165,000	138,488	1,303,488	54,418	11,309	928,325	309,436
9/30/2023	1,225,000	84,713	1,309,713	56,148	11,676	925,188	316,701
9/30/2024	1,270,000	28,575	1,298,575	55,507	11,595	925,363	306,110
TOTAL	**12,305,000**	**4,429,544**	**16,734,544**	**540,028**	**112,438**	**12,878,576**	**3,203,501**

Certificate of Obligations, Series 2003

FYE	Principal	Interest	Total	Tax Total Supported
9/30/2011	140,000	99,350	239,350	239,350
9/30/2012	150,000	93,188	243,188	243,188
9/30/2013	155,000	86,706	241,706	241,706
9/30/2014	160,000	80,373	240,373	240,373
9/30/2015	170,000	73,933	243,933	243,933
9/30/2016	175,000	67,033	242,033	242,033
9/30/2017	180,000	59,753	239,753	239,753
9/30/2018	190,000	51,983	241,983	241,983
9/30/2019	200,000	43,643	243,643	243,643
9/30/2020	205,000	34,834	239,834	239,834
9/30/2021	215,000	25,538	240,538	240,538
9/30/2022	225,000	15,638	240,638	240,638
9/30/2023	235,000	5,288	240,288	240,288
TOTAL	**2,400,000**	**737,255**	**3,137,255**	**3,137,255**

General Obligation Refunding and Improvement Bonds, Series 2007

FYE	Principal	Interest	Total	W&S Total Supported	Airport Total Supported	Tax Total Supported
9/30/2011	845,000	1,037,884	1,882,884	754,600	13,000	1,115,284
9/30/2012	885,000	1,003,284	1,888,284	753,200	12,600	1,122,484
9/30/2013	970,000	966,184	1,936,184	755,900	12,200	1,168,084
9/30/2014	1,050,000	920,534	1,970,534	754,625	11,750	1,204,159
9/30/2015	1,135,000	865,909	2,000,909	754,125	16,125	1,230,659
9/30/2016	1,245,000	806,409	2,051,409	854,500	15,375	1,181,534
9/30/2017	1,210,000	745,034	1,955,034	792,125	-	1,162,909
9/30/2018	1,325,000	681,659	2,006,659	794,375	-	1,212,284
9/30/2019	650,000	635,534	1,285,534	-	-	1,285,534
9/30/2020	725,000	607,581	1,332,581	-	-	1,332,581
9/30/2021	800,000	576,128	1,376,128	-	-	1,376,128
9/30/2022	850,000	541,565	1,391,565	-	-	1,391,565
9/30/2023	885,000	504,696	1,389,696	-	-	1,389,696
9/30/2024	925,000	462,765	1,387,765	-	-	1,387,765
9/30/2025	975,000	415,265	1,390,265	-	-	1,390,265
9/30/2026	1,025,000	365,265	1,390,265	-	-	1,390,265
9/30/2027	1,075,000	312,765	1,387,765	-	-	1,387,765
9/30/2028	1,130,000	259,900	1,389,900	-	-	1,389,900
9/30/2029	1,185,000	206,655	1,391,655	-	-	1,391,655
9/30/2030	1,240,000	150,880	1,390,880	-	-	1,390,880
9/30/2031	1,300,000	92,460	1,392,460	-	-	1,392,460
9/30/2032	1,360,000	31,280	1,391,280	-	-	1,391,280
TOTAL	**22,790,000**	**12,189,633**	**34,979,633**	**6,213,450**	**81,050**	**28,685,133**

Certificates of Obligation, Series 2007

FYE	Principal	Interest	Total	W&S Total Supported	Stormwater Total Supported	4A / LEDC Total Supported	Tax Total Supported
9/30/2011	450,000	563,210	1,013,210	311,706	49,013	227,750	424,741
9/30/2012	515,000	543,910	1,058,910	313,106	48,013	228,050	469,741
9/30/2013	555,000	522,510	1,077,510	314,106	47,013	228,150	488,241
9/30/2014	600,000	499,410	1,099,410	314,706	50,913	228,050	505,741
9/30/2015	530,000	476,810	1,006,810	167,906	49,713	227,750	561,441
9/30/2016	550,000	455,210	1,005,210	168,806	48,513	227,250	560,641
9/30/2017	570,000	432,810	1,002,810	169,506	47,313	226,550	559,441
9/30/2018	595,000	409,510	1,004,510	165,106	46,113	230,550	562,741
9/30/2019	620,000	385,210	1,005,210	165,606	49,813	229,250	560,541
9/30/2020	645,000	359,507	1,004,507	165,831	48,391	227,647	562,638
9/30/2021	665,000	332,488	997,488	165,778	46,947	225,738	559,026
9/30/2022	700,000	303,898	1,003,898	165,438	50,375	228,406	559,679
9/30/2023	735,000	273,404	1,008,404	169,700	48,675	230,544	559,485
9/30/2024	765,000	241,529	1,006,529	168,644	46,975	227,363	563,548
9/30/2025	800,000	207,773	1,007,773	167,281	50,141	228,734	561,616
9/30/2026	835,000	172,007	1,007,007	165,609	48,172	229,547	563,679
9/30/2027	875,000	134,601	1,009,601	168,609	51,094	229,922	559,976
9/30/2028	455,000	104,995	559,995	-	-	-	559,995
9/30/2029	480,000	83,490	563,490	-	-	-	563,490
9/30/2030	500,000	60,950	560,950	-	-	-	560,950
9/30/2031	525,000	37,375	562,375	-	-	-	562,375
9/30/2032	550,000	12,650	562,650	-	-	-	562,650
TOTAL	**13,515,000**	**6,613,255**	**20,128,255**	**3,427,447**	**827,181**	**3,881,250**	**11,992,377**

General Obligation, Series 2010

FYE	Principal	Interest	BAB Subsidy	Total	Tax Total Supported
09/30/2011	-	1,735,271	(607,345)	1,127,926	1,127,926
09/30/2012	485,000	1,330,413	(465,645)	1,349,768	1,349,768
09/30/2013	490,000	1,320,053	(462,019)	1,348,035	1,348,035
09/30/2014	500,000	1,306,079	(457,128)	1,348,952	1,348,952
09/30/2015	510,000	1,289,104	(451,186)	1,347,918	1,347,918
09/30/2016	525,000	1,269,643	(444,375)	1,350,268	1,350,268
09/30/2017	535,000	1,247,619	(436,667)	1,345,953	1,345,953
09/30/2018	555,000	1,222,756	(427,965)	1,349,791	1,349,791
09/30/2019	570,000	1,195,409	(418,393)	1,347,016	1,347,016
09/30/2020	590,000	1,166,630	(408,321)	1,348,309	1,348,309
09/30/2021	610,000	1,136,106	(397,637)	1,348,469	1,348,469
09/30/2022	630,000	1,103,636	(386,273)	1,347,363	1,347,363
09/30/2023	655,000	1,069,021	(374,157)	1,349,864	1,349,864
09/30/2024	675,000	1,032,199	(361,270)	1,345,930	1,345,930
09/30/2025	700,000	993,099	(347,585)	1,345,514	1,345,514
09/30/2026	730,000	949,473	(332,316)	1,347,157	1,347,157
09/30/2027	760,000	901,584	(315,554)	1,346,030	1,346,030
09/30/2028	795,000	851,607	(298,062)	1,348,544	1,348,544
09/30/2029	830,000	799,379	(279,783)	1,349,596	1,349,596
09/30/2030	865,000	744,902	(260,716)	1,349,186	1,349,186
09/30/2031	900,000	687,725	(240,704)	1,347,021	1,347,021
09/30/2032	940,000	627,667	(219,683)	1,347,984	1,347,984
09/30/2033	980,000	564,998	(197,749)	1,347,249	1,347,249
09/30/2034	1,025,000	499,555	(174,844)	1,349,711	1,349,711
09/30/2035	1,065,000	431,338	(150,968)	1,345,369	1,345,369
09/30/2036	1,115,000	360,182	(126,064)	1,349,119	1,349,119
09/30/2037	1,160,000	285,926	(100,074)	1,345,852	1,345,852
09/30/2038	1,215,000	208,406	(72,942)	1,350,464	1,350,464
09/30/2039	1,265,000	127,459	(44,611)	1,347,848	1,347,848
09/30/2040	1,320,000	43,085	(15,080)	1,348,005	1,348,005
TOTAL	**22,995,000**	**26,500,324**	**(9,275,113)**	**40,220,212**	**40,220,212**

Certificates of Obligation, Series 2010

FYE	Principal	Interest	BAB Subsidy	Total	Tax Total Supported
09/30/2011	-	912,624	(319,418)	593,205	593,205
09/30/2012	250,000	699,744	(244,910)	704,834	704,834
09/30/2013	255,000	694,375	(243,031)	706,344	706,344
09/30/2014	260,000	687,106	(240,487)	706,619	706,619
09/30/2015	265,000	678,283	(237,399)	705,884	705,884
09/30/2016	270,000	668,226	(233,879)	704,347	704,347
09/30/2017	280,000	656,795	(229,878)	706,917	706,917
09/30/2018	285,000	643,914	(225,370)	703,544	703,544
09/30/2019	295,000	629,815	(220,435)	704,380	704,380
09/30/2020	305,000	614,929	(215,225)	704,704	704,704
09/30/2021	315,000	598,214	(209,375)	703,839	703,839
09/30/2022	330,000	579,635	(202,872)	706,763	706,763
09/30/2023	340,000	560,335	(196,117)	704,218	704,218
09/30/2024	355,000	540,316	(189,111)	706,205	706,205
09/30/2025	365,000	519,576	(181,852)	702,725	702,725
09/30/2026	380,000	496,849	(173,897)	702,952	702,952
09/30/2027	400,000	471,780	(165,123)	706,657	706,657
09/30/2028	415,000	445,586	(155,955)	704,631	704,631
09/30/2029	435,000	418,267	(146,393)	706,873	706,873
09/30/2030	450,000	389,823	(136,438)	703,385	703,385
09/30/2031	470,000	360,019	(126,007)	704,012	704,012
09/30/2032	490,000	328,685	(115,040)	703,645	703,645
09/30/2033	515,000	295,882	(103,559)	707,323	707,323
09/30/2034	535,000	261,610	(91,564)	705,046	705,046
09/30/2035	560,000	225,869	(79,054)	706,815	706,815
09/30/2036	585,000	188,496	(65,974)	707,522	707,522
09/30/2037	610,000	149,491	(52,322)	707,169	707,169
09/30/2038	635,000	108,854	(38,099)	705,755	705,755
09/30/2039	660,000	66,586	(23,305)	703,281	703,281
09/30/2040	690,000	22,522	(7,883)	704,639	704,639
TOTAL	**12,000,000**	**13,914,206**	**(4,869,972)**	**21,044,234**	**21,044,234**

Lancaster

ORDINANCE NO. 2010-09-13

AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF LANCASTER, TEXAS, APPROVING AND ADOPTING A BUDGET FOR THE FISCAL YEAR BEGINNING OCTOBER 1, 2010 AND ENDING SEPTEMBER 30, 2011; 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 2010-2011; 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, 2010 and ending September 30, 2011, 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, 2010 and ending September 30, 2011.

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, 2010, and ending September 30, 2011, 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:

Fund	2010-2011 Budget Expenditures
General	$20,161,881
G.O. Debt Service	$3,903,782
Water/Wastewater	$11,827,503
Airport	$509,646
Hotel Motel Tax	$54,619
LEDC (Type A)	$996,650
LRDC (Type B)	$2,671,218
Golf Course	$52,000
Sanitation	$1,661,588
Housing	$8,424,101
E911	$133,565
Stormwater	$1,501,993
Total	**$51,898,546**

SECTION 3. That 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 13th day of September 2010.

APPROVED:

MARCUS E. KNIGHT, MAYOR

ATTEST:

DOLLE K. DOWNE, CITY SECRETARY

APPROVED AS TO FORM:

ROBERT E. HAGER, CITY ATTORNEY

ORDINANCE NO. 2010-09-14

AN ORDINANCE OF THE CITY OF LANCASTER, TEXAS, LEVYING AD VALOREM TAXES FOR FISCAL YEAR 2010-2011 AT $0.8675 PER ONE HUNDRED DOLLARS ASSESSED VALUATION OF ALL TAXABLE PROPERTY WITHIN THE CORPORATE LIMITS TO PROVIDE REVENUES FOR CURRENT 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 2010-2011 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: **$0.6502 for the purpose of defraying the current expenses, and $0.2173 for interest and sinking fund requirements of the** municipal government of the City.

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

SECTION 3. THAT THE TAX REVENUE WILL INCREASE FROM PROPERTIES ON THE TAX ROLL IN THE PRECEDING TAX YEAR BY 5.15% (PERECENTAGE BY WHICH TAX RATE WILL BE HIGHER THAN THE EFFECTIVE TAX RATE CALCULATED UNDER CHAPTER 26, TAX CODE.)

SECTION 4. All ad valorem taxes shall become due and payable on October 1, 2010, and all ad valorem taxes for fiscal year 2010-2011 shall become delinquent after January 31, 2011. If any person fails to pay the ad valorem taxes on or before the 31st day of January 2011, 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 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, 2010 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 13th day of September 2010.

APPROVED:

Marcus E. Knight, Mayor

ATTEST:

Dolle K. Downe, City Secretary

APPROVED AS TO FORM:

Robert E. Hager, City Attorney

ORDINANCE NO. 2010-09-19

AN ORDINANCE OF THE CITY OF LANCASTER, TEXAS, ESTABLISHING CIVIL SERVICE CLASSIFICATION WITHIN THE POLICE AND FIRE DEPARTMENTS; PRESCRIBING THE NUMBER OF POSITIONS IN EACH CLASSIFICATION; AND PROVIDING FOR AN EFFECTIVE DATE.

WHEREAS, pursuant to Chapter 143 of the Texas Local Government Code, the City Council shall establish certain classifications and shall prescribe the number of positions in each of these classifications by ordinance; and

WHEREAS, the City Council has reviewed and approved a budget for the City for fiscal year beginning October 1, 2010 and ending September 30, 2011; and

WHEREAS, such budget contains a program of planned expenditures and for authorized positions within the police and fire departments, including programmed changes to the operations and human resources of those departments;

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

SECTION 1. That City Council hereby establishes the classifications and the number of authorized positions within each classification, which shall read as follows:

	FIRE
	Authorized
Classification	No./Positions
Assistant Chief	1
Battalion Chief	3
Fire Captains	10
Fire Engineer	22
Fire Fighter	19
Total	55

	POLICE
	Authorized
Classification	No./Positions
Assistant Chief	2
Police Lieutenant	6
Police Sergeant	7
Police Officer*	39
Total	54

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

SECTION 2. This ordinance shall take effect on October 1, 2010.

DULY PASSED and approved by the City Council of the City of Lancaster, Texas, on this the 13th day of September 2010.

APPROVED:

Marcus E. Knight, Mayor

ATTEST:

Dolle K. Downe, City Secretary

APPROVED AS TO FORM:

Robert E. Hager, City Attorney

City of Lancaster

Definitions of Expenditure Accounts

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 valorum 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

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.

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

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.

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 in 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 cash or by check.

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).

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.

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

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.

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, and 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.

GAAP: Generally Accepted Accounting Principles.

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 protections, 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 mayor 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.

HRC (Human Relations Commission): Established to plan city-wide special events that promotes community relations. A fund (HRC) was created to account for resources and promotions.

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.

Information Services Fund: Created to support a computer system analyst and computer related purchases for the city. This is an internal fund.

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 and the Information (Computer Related) Services Fund are examples 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 used in the normal

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

Materials and Supplies: operating supplies departmental activity. Expendable materials and 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. Funding is received from .25% sales tax.

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.

LRDC Construction Fund: This fund will account for resources designated for the construction of a new Library, City Park Facility, and Activity Center.

LRDC Debt Service Fund: A fund created to accumulate funds to be used for the retirement of principal and interest on bonds to be issued in the 99-00 fiscal year.

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 who 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.

Proprietarv 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. The 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: The portions or open meetings held to present evidence and provide information on both sides of an issue.

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 Reguisition: 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. With Thi

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 allows or 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,

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.

Wastewater Contingency Fund: A budgetary reserve set aside for TRA wastewater treatment costs during the fiscal year.

Water and Sewer 98 Bond Construction Fund: A fund created to account for financial resources used for the specific projects of a pump station, storage reservoir, elevated storage tank, and waterline improvements.

Working Capital: The amount of current assets which exceeds current liabilities.

Water and Sewer 98 Bond Debt Service Fund: A fund created to accumulate resources for and payment of bonds issued in 1998. Revenue sources are proceeds from water and sewer customer user charges, and are transferred from the Water and Sewer Operating Fund where they are collected.

Water and Sewer Construction Fund: A fund created to account for financial resources used for the construction of water and sewer improvements.

Water and Sewer Debt Service Fund: A fund created to accumulate resources for and payment of bonds

issued. Revenue sources are proceeds from water and sewer customer user charges, and are transferred from the Water and Sewer Operating Fund where they are collected.

Water and Sewer Operating Fund: A fund established to account for operations of the water and sewer system. It is operated in a manner similar to private business enterprises where the intent is cost recovery.

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.

City of Lancaster, Texas
Investment Policy

Introduction

The purpose of this document is to set forth specific investment policy and strategy guidelines for the City of Lancaster, Lancaster Housing Agency, 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. Except where legally required to be segregated (e.g. Lancaster Housing Agency), 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.

<u>Authorization Resolution</u>

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.

VI. 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.

VII. 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, mis-representation 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.

VIII. 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.

IX. 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.

<u>Competitive Bidding Requirement</u>

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.

<u>Delivery versus Payment</u>

All security transactions, including collateral for repurchase agreements, entered into by the City, shall be conducted on a delivery versus payment (DVP) basis.

X. 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 wit the State Securities Commission

Every broker/dealer and bank with whom the City transacts business 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.

XI. 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. Unless matched to a specific requirement, the Investment Officer may not invest any portion of the portfolio for a period greater than ten (10) years.

XII. 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 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.

XIII. Performance Evaluation and Reporting

The Investment Officer shall submit monthly to the City Manager and quarterly reports 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.

XIV. 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.

XV. 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.

Adopted August 24, 2009 Resolution 2009-08-79

For additional information, please contact:

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Judy Tedesco, Interim *Director of Finance*
972-218-1323 jtedesco@lancaster-tx.com

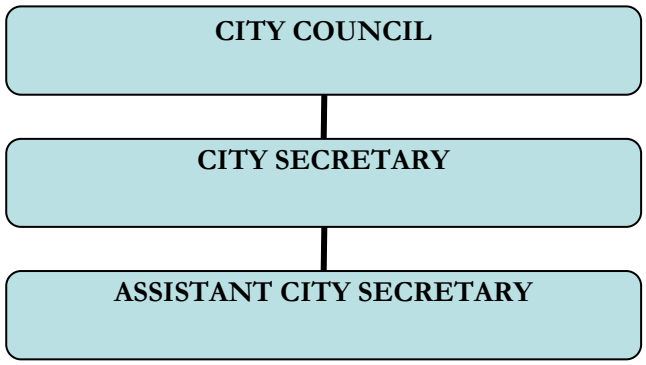
Diane Canida, *Utility Billing Manager*
972-218-1324 dcanida@lancaster-tx.com

Dawn Berry, *Purchasing Agent*
972-218-1329 dberry@lancaster-tx.com

Lancaster

Lancaster

City Secretary

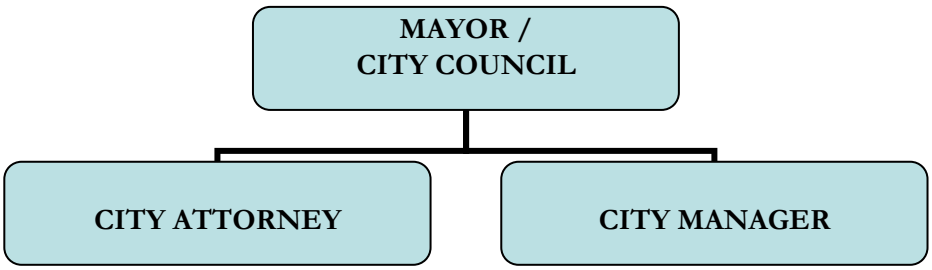


Personnel Summary

Position	Adopted 08-09	Adopted 09-10	Adopted 10-11
City Secretary	1	1	1
Assistant City Secretary	1	1	1
Total	**2**	**2**	**2**

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 coordinates board and commission appointments, provides administrative assistance to the Mayor and Council and prepares the annual budget for both the Office of the City Secretary and City Council.



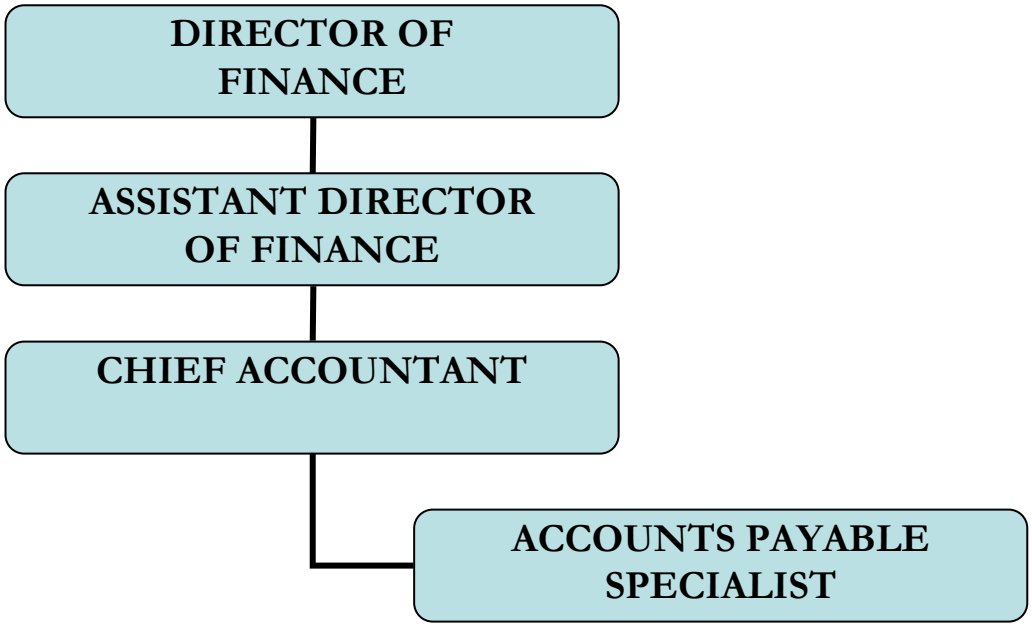
Department Summary

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 and 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.

Programs / Activities:
Financial Administration, Accounting,
Fixed Assets, Audit and Budget Support

General Government Division
General Fund



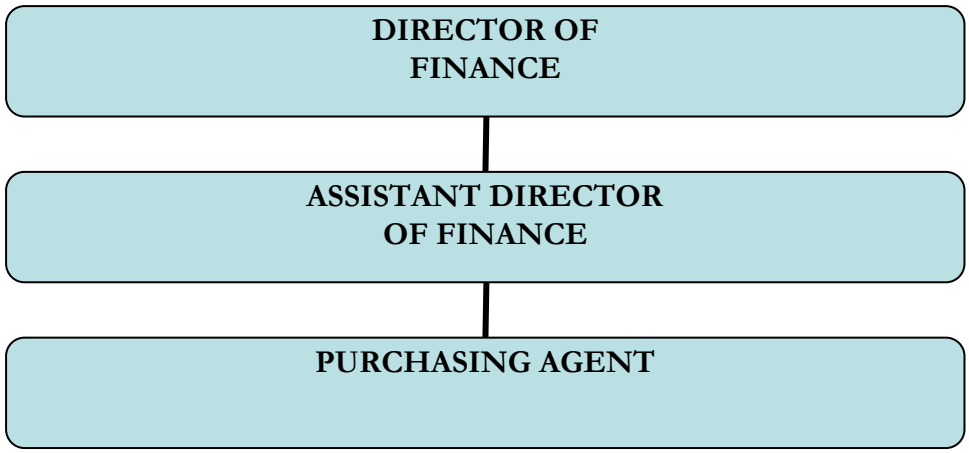
Personnel Summary

Position	Adopted 08-09	Adopted 09-10	Adopted 10-11
Director of Finance	1	1	1
Asst. Director of Finance	1	1	1
Chief Accountant	1	1	1
Accountant	1	1	0
Accounting Generalist	1	0	0
Accounts Payable Specialist	1	1	1
Total	**6**	**5**	**4**

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.

Purchasing



Personnel Summary

Position	Adopted 08-09	Adopted 09-10	Adopted 10-11
Purchasing Agent	1	1	1
Total	**1**	**1**	**1**

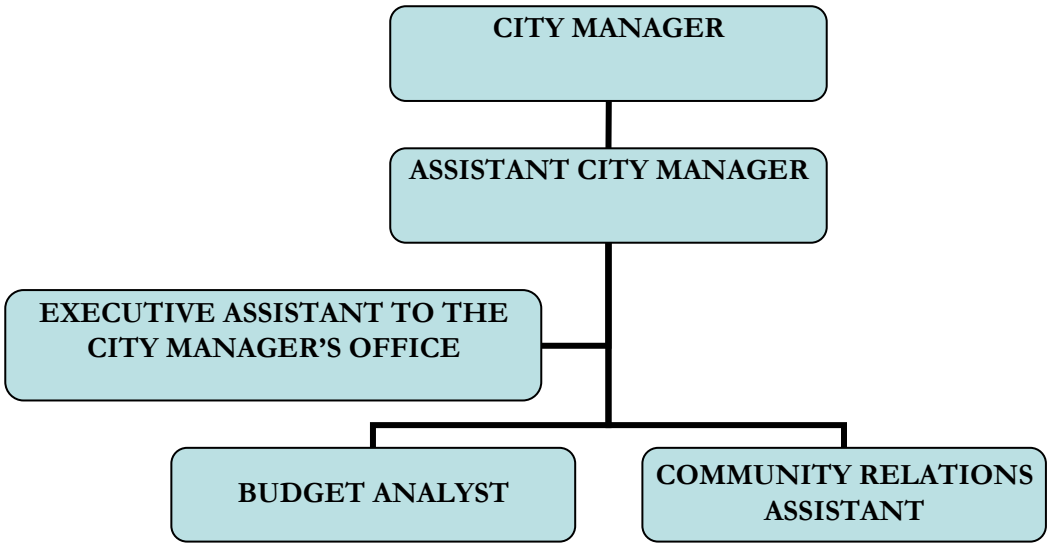
Department Narrative

The Purchasing Division is responsible for handling all purchasing activities of the Finance Department. This division was separated from the Finance Administration Division beginning the 2007-2008 Fiscal Year in an attempt to better track operations and costs associated with purchasing.

City Manager's Office

Programs / Activities:
City Management, Community Relations
Public Information, Budget

General Government Division
General Fund



Personnel Summary

Position	Adopted 08-09	Adopted 09-10	Adopted 10-11
City Manager	1	1	1
Asst. City Manager	1	1	1
Community Relations Coordinator	1	0.5	0
Budget Analyst	1	0.75	0.75
CM Executive Assistant	1	1	1
Community Relations Assist.	1	1	0.5
Total	**6**	**5.25**	**4.25**

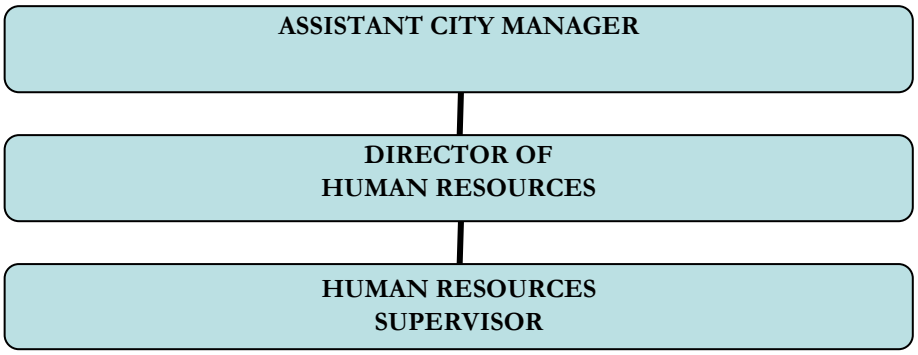
Department Narrative

The City of Lancaster has a Council/Manager form of government where the City Council sets policy and the City Manager is charged with carrying out the policies and programs approved by the City Council and providing administrative leadership. The City Manager is responsible for the City's daily operations, hiring department heads, supervising City personnel, directing and coordinating all municipal programs, enforcing all municipal laws and ordinances, and recommending an annual budget. The city manager's office is also directly responsible for community relations and the all budget responsibilities.

Human Resources

Programs / Activities:
Personnel, Risk Management
Payroll, Benefit Administration

General Government Division
General Fund



Personnel Summary

Position	Adopted 08-09	Adopted 09-10	Adopted 10-11
Director of Human Resources	1	1	1
Human Resource Supervisor	1	1	1
Compensation & Benefits Specialist	1	0	0
Human Resources Assistant	1	0	0
TOTAL	**4**	**2**	**2**

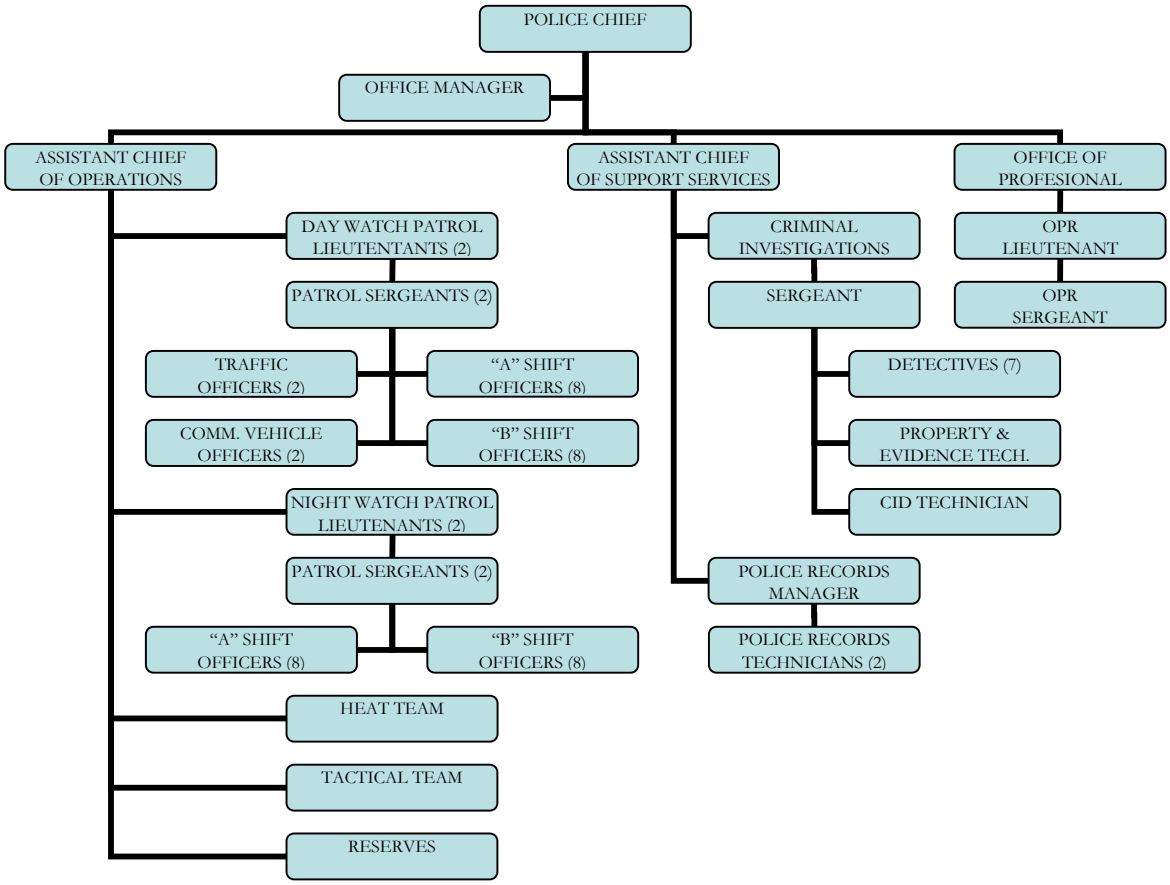
Department Narrative

The Human Resource Department of the City of Lancaster strives to provide superior service delivery to internal and external customers with the assistance of staff, the employee website, and the implementation of HPO management concepts. The department provides fundamental services and programs in an effort to attract, maintain, and motivate a qualified work force. The department is also responsible for all aspects of payroll, and all safety related issues concerning the city and its employees.

Police

Programs / Activities:
Patrol, Criminal Investigations, Traffic,
Property and Evidence, Community Outreach

Public Safety Division
General Fund



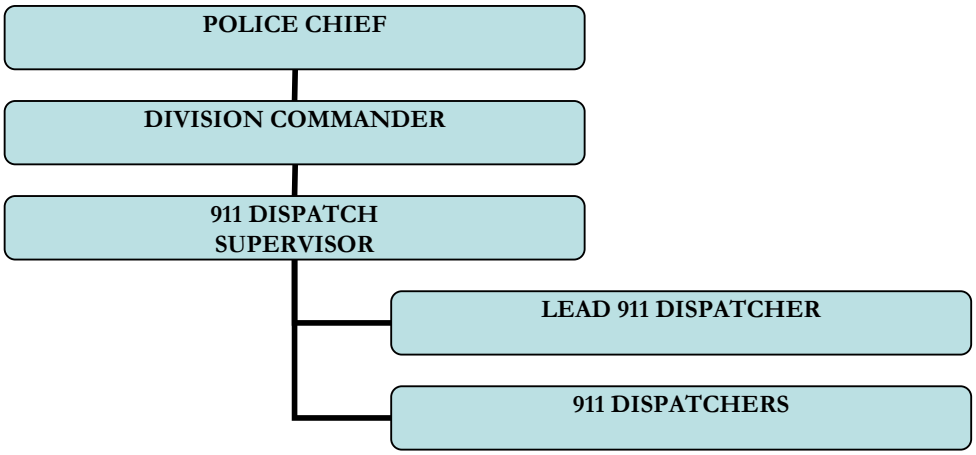
Personnel Summary

Position	Adopted 08-09	Adopted 09-10	Adopted 10-11
Police Chief	1	1	1
Assistant Police Chief	2	2	2
Lieutenant	6	6	6
Sergeant	7	7	7
Police Officer	43	46	36
Police Officer (Grant)	0	0	3
Records Supervisor	1	1	1
Office Manager	1	1	1
City Marshal	0	0	0
CID Technician	1	1	1
Property & Evidence Tech.	1	1	1
Police Technicians	2	1	1
Part-Time	0.5	0.5	0.5
Total	**65.5**	**67.5**	**60.5**

Emergency Communications

Programs / Activities:
E911 Calls, Law Enforcement Direction
Fire and EMS Resources

Public Safety Division
General Fund



Personnel Summary

Position	Adopted 08-09	Adopted 09-10	Adopted 10-11
Dispatch Supervisor	1	0	0
Lead 911 Dispatcher	4	1	1
911 Dispatchers	5	1	9
Part Time Dispatchers	1.5	0	1.25
Total	**11.5**	**2**	**11.25**

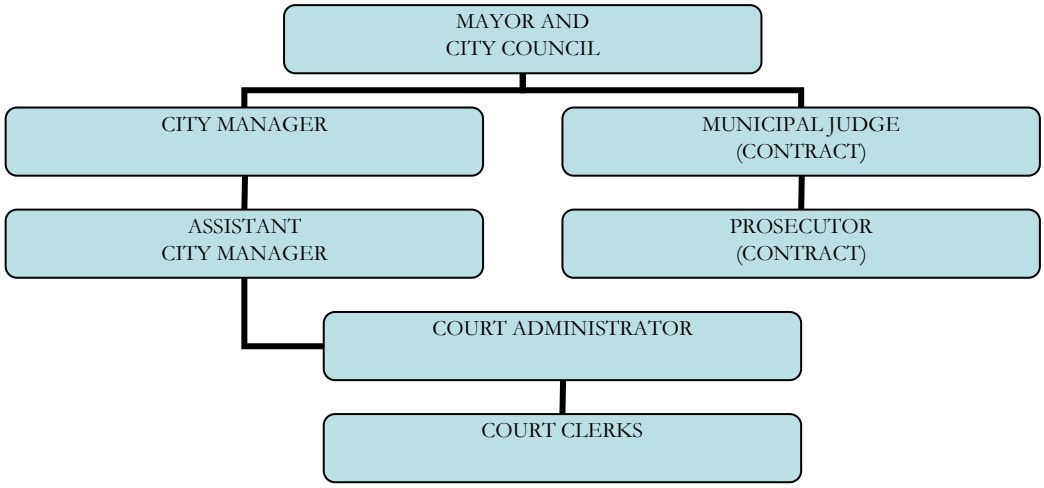
Department Narrative

The Emergency Communications Department is responsible for answering 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, and public works emergency calls such as water leaks and street hazards.

Municipal Court

Programs / Activities:
Court Administration, City Marshal, Warrants,
Court Judge, Prosecutor, Collections

Public Safety Division
General Fund



Personnel Summary

Position	Adopted 08-09	Adopted 09-10	Adopted 10-11
Court Administrator	1	1	1
Court Clerk	4	3	2
PT Clerk	0	0.5	0.5
Total	**5**	**4.5**	**3.5**

Department Narrative

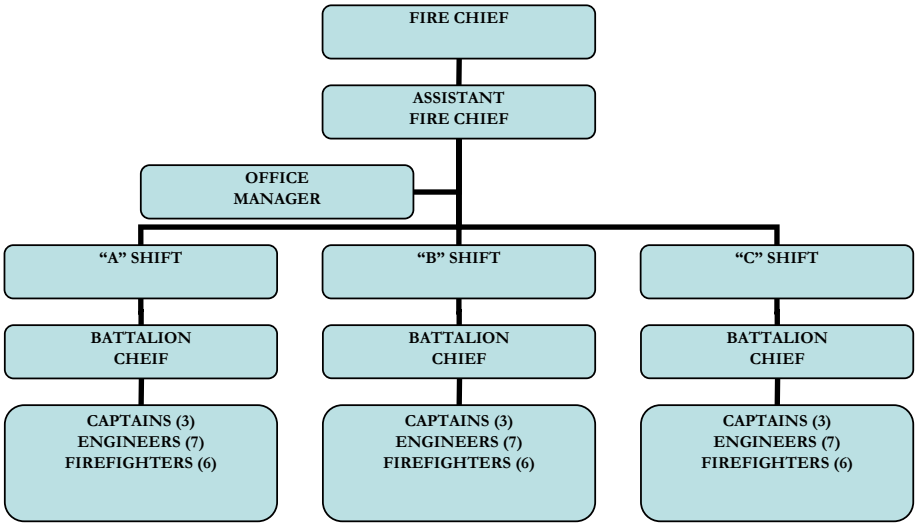
The Lancaster Municipal Court, under laws of the State of Texas and the Code of Ordinances, provides service to all persons who have been issued citations, warnings, and warrants and/or needing information. The Court processes all court cases to include: citations, City Code violations, jury summons, court dockets, issues warrants, etc. It also provides assistance in all cases filed through the court system to include the City Judge, City Attorney, Lancaster Police Officers, Lancaster Independent School District (LISD) Police Officers, Code Compliance, attorneys of clients, and/or persons needing general information or information in reference to court, citations, warrants, payment plans, community services, and posting of bonds and appeals.

The Lancaster Court System 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.

Fire

Programs / Activities:
Administration, Training, Prevention, Suppression, Emergency Medical Services

Public Safety Division
General Fund



Personnel Summary

Position	Adopted 08-09	Adopted 09-10	Adopted 10-11
Fire Chief	1	1	1
Asst. Fire Chief	1	1	1
Battalion Chief	3	3	3
Captain	9	9	10
Fire Engineer	21	21	22
Fire Fighter	23	23	19
Office Manager	1	1	1
Part-Time Clerical	0.5	0	0
Emergency Mgmt. Captain	1	1	0
Emergency Mgmt. Engineer	1	1	0
Total	**61.5**	**61**	**57**

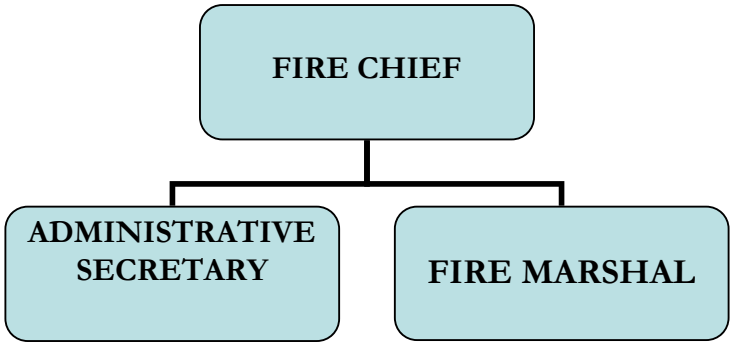
Department Narrative

The Fire Department Administration plans, organizes, and directs all functions of the Lancaster Fire Department. Activities include internal and external communications, coordination of emergency services, interaction with outside agencies, and direct supervision to Shift Commanders. The Lancaster Fire Department provides Advanced Life Support emergency medical services through its paramedic personnel. Emergency transportation to medical facilities is provided via Mobile Intensive Care Unit ambulances.

Fire Marshal

Programs / Activities:
Fire Prevention, Fire Investigation, Inspections, Education

Public Safety Division
General Fund



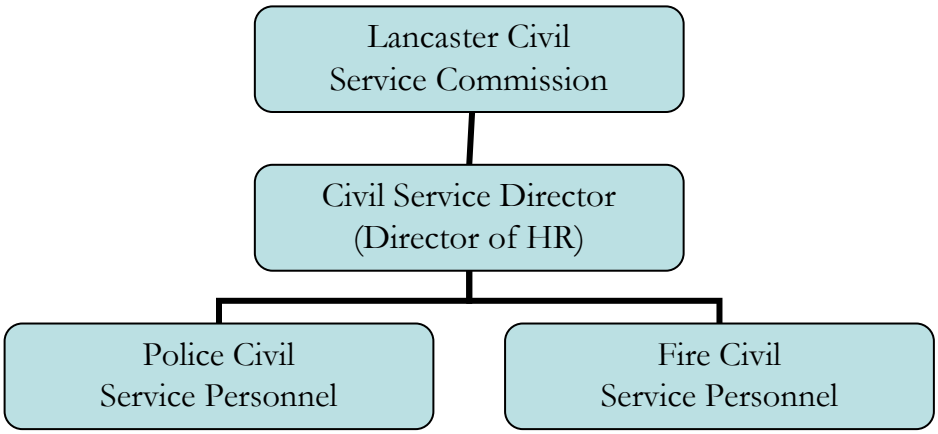
Personnel Summary

Position	Adopted 08-09	Adopted 09-10	Adopted 10-11
Fire Marshal	1	1	0.25
Administrative Secretary	1	1	1
Total	**2**	**2**	**1.25**

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 and development services division, the fire marshal organizes fire related education, code enforcement, life safety inspections, fire inspection, and emergency preparedness efforts.

Civil Service



Personnel Summary

Position	Adopted 08-09	Adopted 09-10	Adopted 10-11
Civil Service Director (Contract)*	0	0	0
Total	**0**	**0**	**0**

* Beginning October 2008, the Director of Human Resources will hold the responsibility of Civil Service Director

Department Narrative

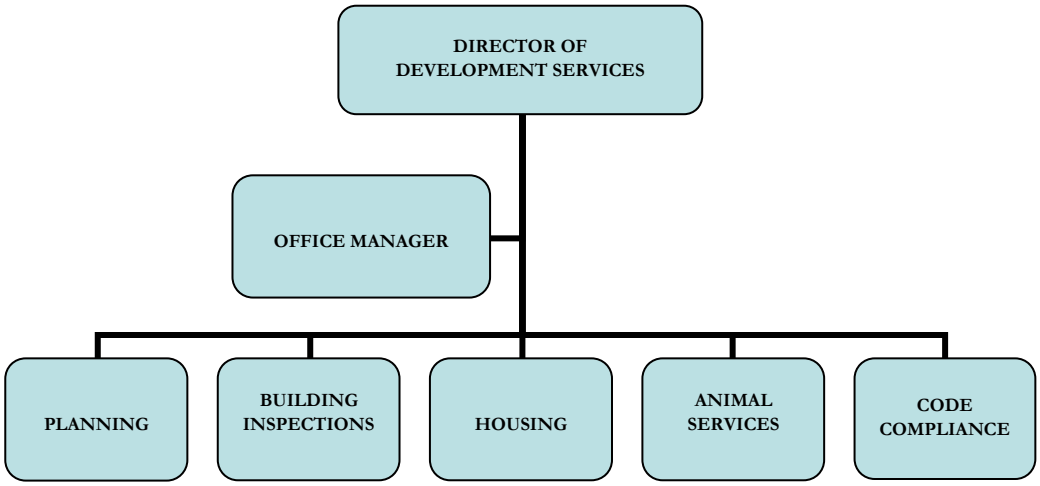
The Lancaster Civil Service Commission was formed to set policy for the Lancaster Police and Fire Fighters within the Civil Service Rules and Regulations, City of Lancaster, and the Civil Service Code of the Texas Local Government Code. It aids in the regulation of Civil Service Rules and Regulations; 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.

Note: This department was created October 1, 1996 to track Civil Service costs.

Development Services Admin.

Programs / Activities:
Administration

Development Services Division
General Fund



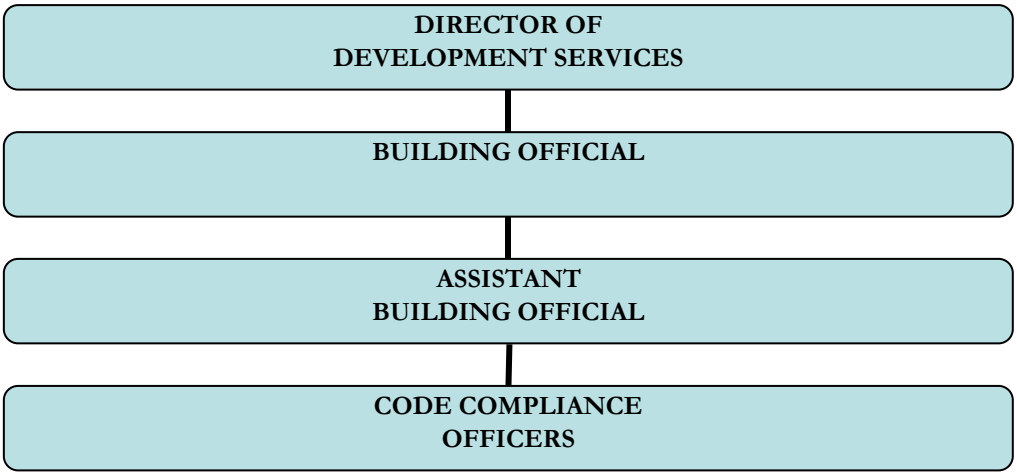
Personnel Summary

Position	Adopted 08-09	Adopted 09-10	Adopted 10-11
Director of Development Services	1	0.5	0.5
Development Coordinator	1	1	0
Office Manager	1	0.5	0.5
Total	**3**	**2**	**1**

Department Narrative

The Development Services Administration program is used to account for administrative and overhead costs incurred by the Code Compliance, Animal Services, and Building Inspections Departments. Personnel costs include the Director of Development Services, who maintains the responsibility of administering the day to day responsibilities of the Development Services Departments, a Development Coordinator, who assists the director with development related issues, and an office manager.

Code Compliance



Personnel Summary

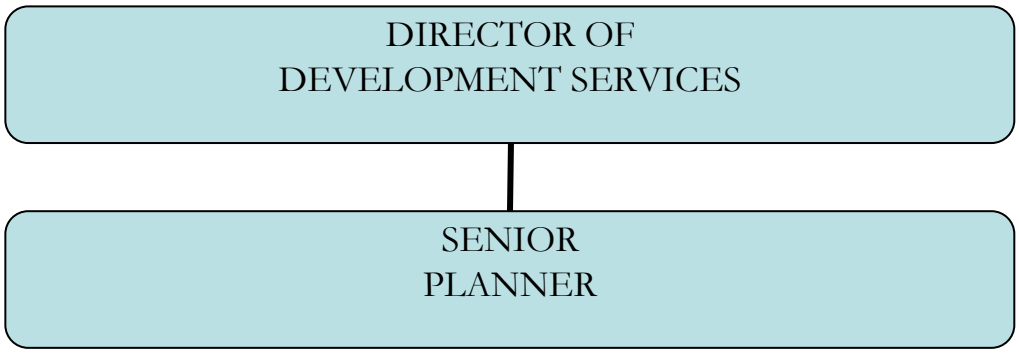
Position	Adopted 08-09	Adopted 09-10	Adopted 10-11
Senior Code Officer	1	1	0
Code Compliance Officer	3	3	4
Total	**4**	**4**	**2**

Department Narrative

Code Compliance was separated in FY 07-08 into a separate Division in an effort to concentrate on the enforcement of property codes contained within the adopted Property Maintenance Code (IPMC). THE IPMC outlines minimum standards on existing structures and properties in both residential and commercial properties within the City. Code Compliance enforces of these standards which assist in eliminating the City of unhealthy and unsanitary living and working conditions and by their efforts they help maintain property values in the City.

The primary duties of Code Compliance is the notification and resolution of violations regarding weeds and grass; trash and junk; bulk trash; overhanging limbs on streets and alleys and sidewalks; removal of stagnate pools, inoperable/junk vehicles, illegal sign placement and illegal parking on unapproved surfaces. Code violations are recorded daily basis by driving the neighborhoods and major thoroughfares of the City. Code Compliance is an active partner of the Police Department to ensure safe neighborhoods in the City.

Planning



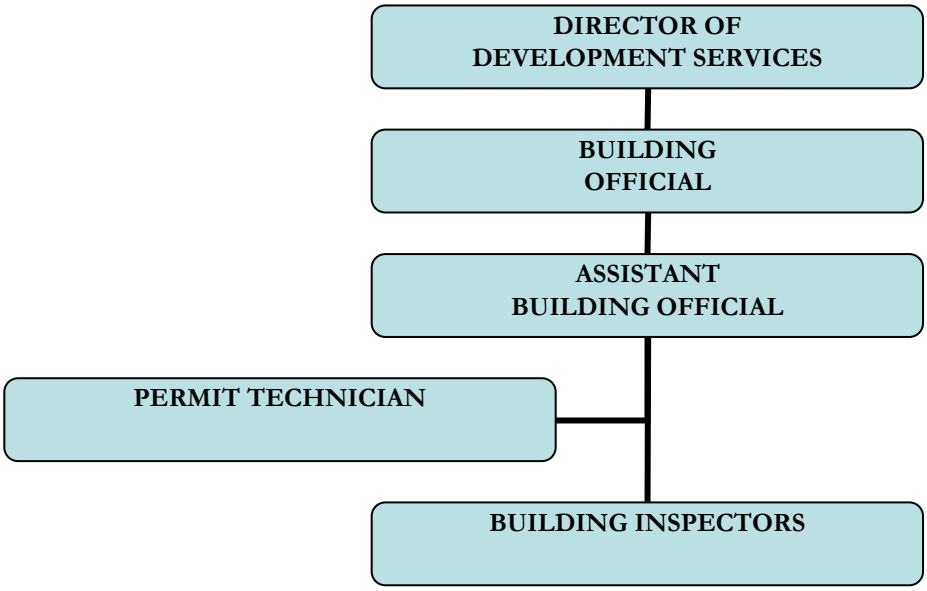
Personnel Summary

Position	Adopted 08-09	Adopted 09-10	Adopted 10-11
Senior Planner	1	0.5	1
Planner	1	0	0
Planning Assistant	1	1	0
Total	**3**	**1.5**	**1**

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 development does occur 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.

Building Inspections



Personnel Summary

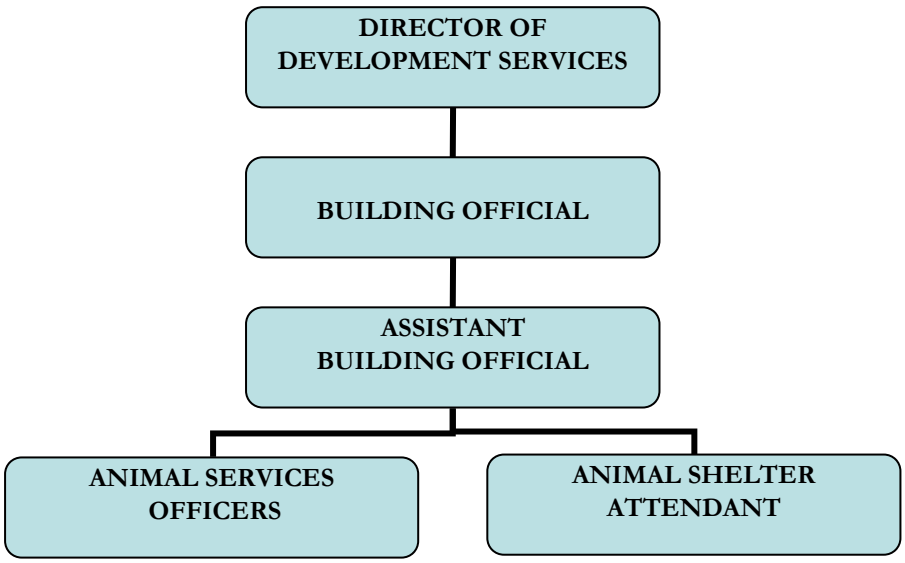
Position	Adopted 08-09	Adopted 09-10	Adopted 10-11
Building Official	1	1	1
Asst. Building Official	1	1	1
Chief Inspector	0	0	0
Plans Examiner	0	0	0
Building Inspector	2	2	1
Permit Technician	1	1	1
Total	**5**	**5**	**4**

Department Narrative

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 also works closely with the Planning, Public Works, and the Fire Marshal's office to enhance the City's overall ability to better serve the citizens of Lancaster Additionally, Building Inspections maintains an active demolition program designed to mitigate the spread of blight through the elimination of substandard vacant structures.

Animal Services



Personnel Summary

Position	Adopted 08-09	Adopted 09-10	Adopted 10-11
Animal Services Officer	2	2	2
Animal Shelter Attendant	1	0	0
Part-Time Attendant	0.5	0.5	0.5
Total	**3.5**	**2.5**	**2.5**

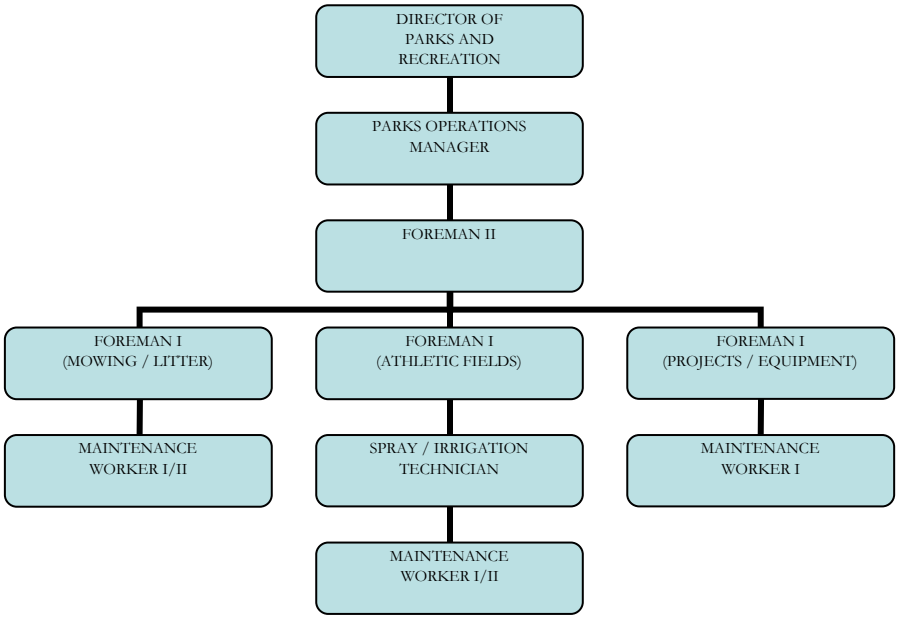
Department Narrative

Animal Services was separated in FY 07-08 into a separate Division in an effort to place a concentration of staff on the increasing stray animal population. Animal Control Officers (ACO) capture vicious animals, stray animals, wild animals posing a threat to citizens of Lancaster. ACO's patrol daily looking for animals and when captured, place them in the animal shelter. The animal shelter's main purpose is to house the animals brought in order to feed, water and care for the animals until they can be adopted, redeemed or if all efforts fail euthanized. Efforts have been increased to promote the adoption of the animals and to place them in protected caring homes by the shelter staff. Animal Shelter staff conducts shot and adoption clinics bi-annually that assist in controlling the growing population of stray animals in the City.

Parks Operations

Programs / Activities:
Parks, Playgrounds, Athletics,
Field Maintenance

Community Services Division
General Fund



Personnel Summary

Position	Adopted 08-09	Adopted 09-10	Adopted 10-11
Park Operations Manager	1	1	1
Foreman II	1	1	0
Foreman I	3	3	2
Horticulture Technician	1	0	0
Maintenance Worker II	9	9	4
Maintenance Worker I	0	0	0
Total	**15**	**14**	**7**

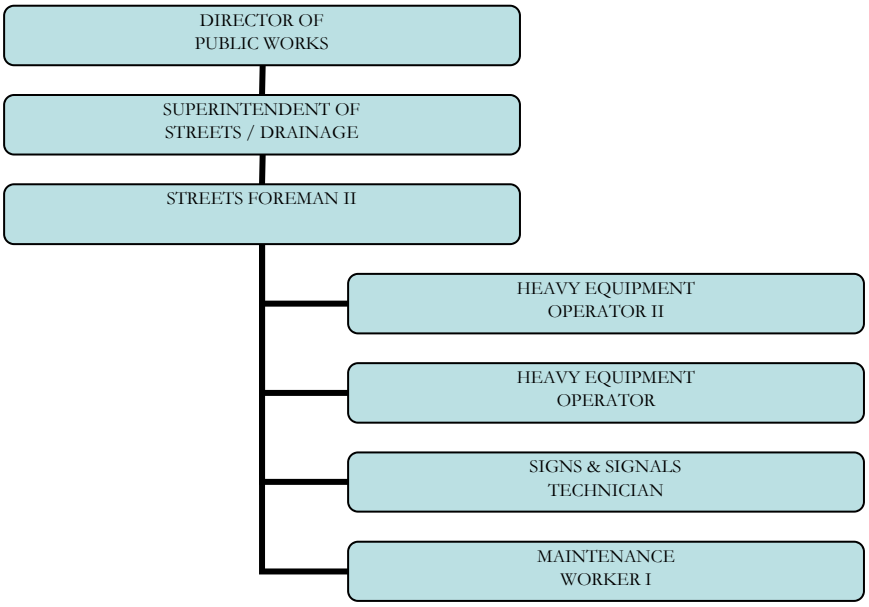
Department Narrative

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 right of ways. 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, and grant writing and grant administration.

Street Maintenance

Programs / Activities:
Street and Alley Pavement Maintenance,
Signs and Signals,

Public Works Division
General Fund



Personnel Summary

Position	Adopted 08-09	Adopted 09-10	Adopted 10-11
Superintendent-Streets/Drain.	0	0	0
Foreman II	1	1	1
Signs & Signals Technician	1	1	1
Heavy Equipment Operator II	1	1	1
Heavy Equipment Operator I	1	1	1
Signs & Signals Technician	0	0	0
Maintenance Worker I	3	3	2
Total	**7**	**7**	**6**

Department Narrative

The Streets Division, Streets Section strives to make all roadways, alleys and sidewalks Safe through judicious use of limited resources and the scheduling of work based upon safety considerations and the impact to our citizens and public users.

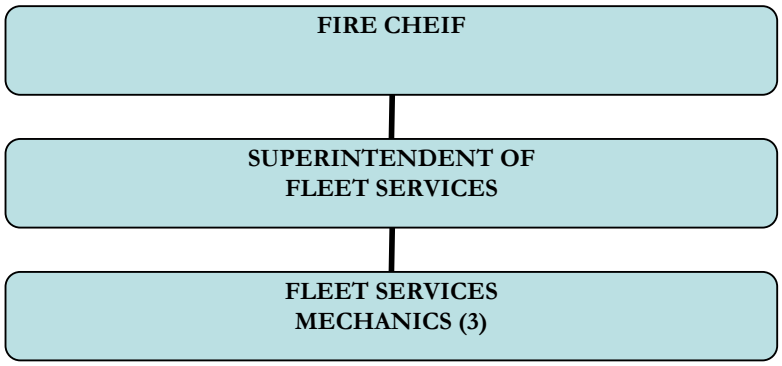
The Streets Section endeavors to excel in the maintenance, both preventative and reactive, of all paved surfaces in the City of Lancaster. These include all 310 miles of asphalt, concrete and gravel roadways, alleys and sidewalks within the boundaries of the City of Lancaster public rights of way.

The Streets Section is accomplishing its mission, strategic plan, goals and objectives by using limited resources in a manner that encompasses; training of employees, the use of new technologies, priority scheduling of repairs, judicious

Fleet Services

Programs / Activities:
Preventative Maintenance, Repairs,
Fuel Management,

Public Safety Division
General Fund



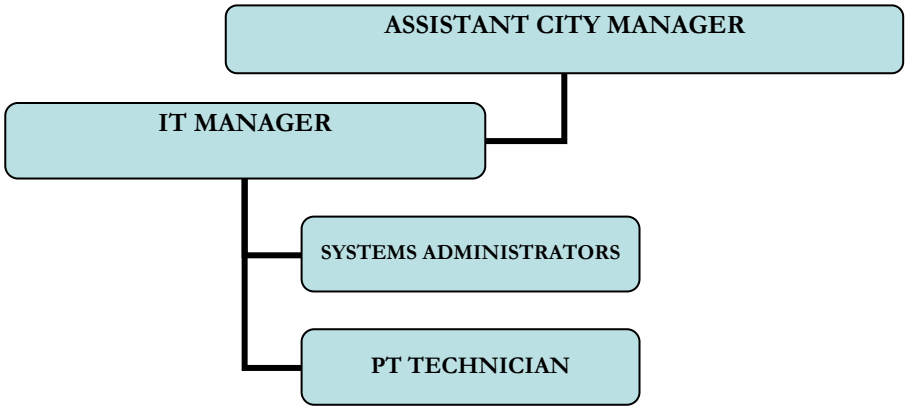
Personnel Summary

Position	Adopted 08-09	Adopted 09-10	Adopted 10-11
Superintendent - Fleet Services	1	1	1
Mechanic/Fleet Services	3	3	3
Total	**4**	**4**	**4**

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 tax dollars by managing the maintenance of this significant city resource. The department goal is the reduction of equipment downtime and interruptions of services. Other duties of the department include welding and fabrication, fuel management, and vehicle records.

Information Services



Personnel Summary

Position	Adopted 08-09	Adopted 09-10	Adopted 10-11
IT Manager	0	0	0.75
Systems Administrator	1	1	2
PT Technician	0	0	0.5
Total	**1**	**2.5**	**3.25**

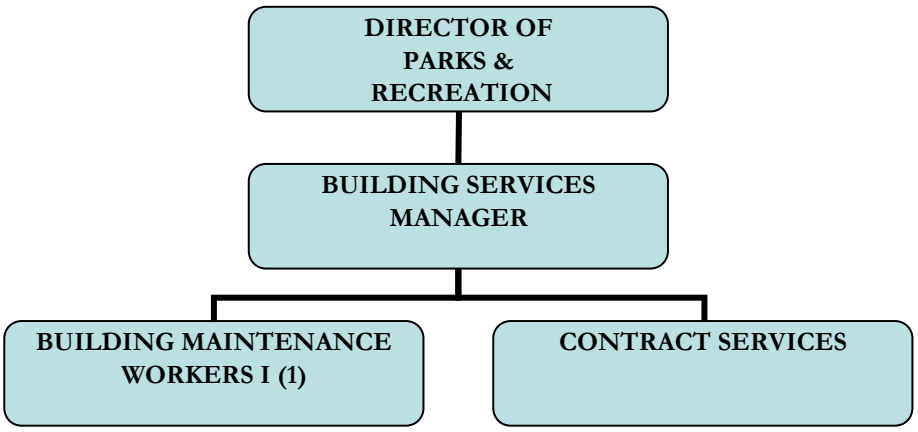
Department Narrative

The Information Service activity is a newly created program developed to maintain the technological infrastructure needed to operate municipal departments. The IT Manager manages the computer infrastructure of the entire city, providing systems support, troubleshooting, and hardware and software purchases.

Building Services

Programs / Activities:
Building Maintenance, Custodial Contract Services,
Building Utilites,

General Government Division
General Fund



Personnel Summary

Position	Adopted 08-09	Adopted 09-10	Adopted 10-11
Building & Contract Svs. Mgr	1	1	1
Building Maint. Worker I	2	2	1
Total	**3**	**3**	**2**

Department Narrative

The Building Services Department is responsible for the repair and maintenance of all city buildings and facilities. The department also contracts with individual contractors when major repairs cannot be performed internally. Added services, such as new telephone lines or electrical meters are also handled by Building Services. Maintenance contracts such as air conditioning and janitorial services are managed and supervised by the department.

Non-Departmental

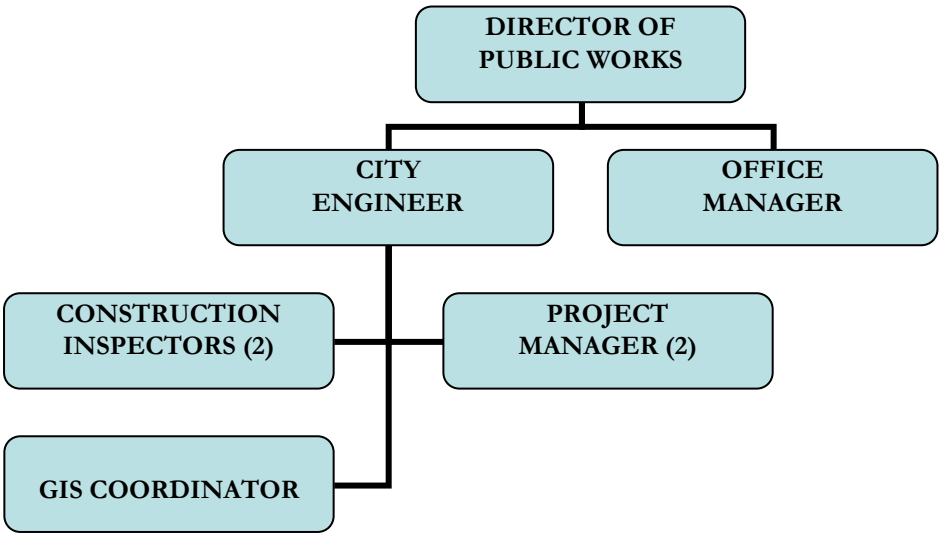
Department Narrative

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

Budget Summary	2008-2009 Actual	2009-2010 Budget	2009-2010 Estimate	2010-2011 Budget
Personnel	1,160	-	-	-
Supplies	3,605	-		-
Maintenance	-	-	16,000	-
Other Services	571,582	693,778	682,335	1,040,215
Capital Outlay	-	-	-	-
Total	**576,347**	**693,778**	**698,335**	**1,040,215**

Programs / Activities:
Administration

Public Works Division
Water/Wastewater Fund



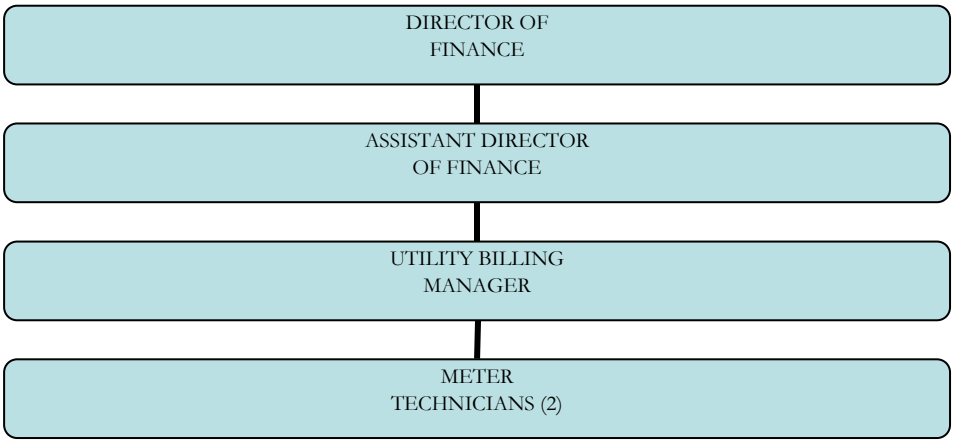
Personnel Summary

Position	Adopted 08-09	Adopted 09-10	Adopted 10-11
Director of Public Works	1	1	1
City Engineer	1	1	1
GIS Coordinator	1	1	1
Project Manager	1	1	2
Civil Engineer	1	1	0
IT Manager	0	0	0.25
Budget Analyst	0	0.25	0.25
Construction Inspector	2	2	2
Office Manager	1	1	1
Administrative Secretary	1	0	0
Total	**9**	**8.25**	**8.5**

Department Narrative

The Public Works Administration Department's primary purpose is to provide leadership and manage the administrative functions for several divisions including Water & Wastewater, Engineering, Street, and Storm water Drainage. The Department ensures a quality engineered infrastructure and safe environment for our customers by providing technical review and monitor for conformance to city design standards, construction inspections, and information services for engineering issues in a professional and responsive manner. Also the design and construction of major infrastructure projects in accordance with the CIP.

Meter Reading



Personnel Summary

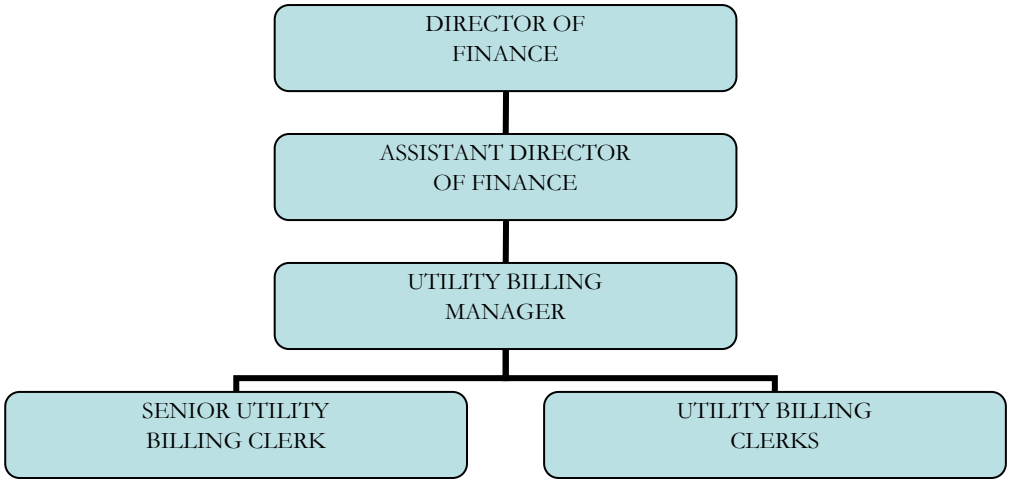
Position	Adopted 08-09	Adopted 09-10	Adopted 10-11
Meter Technician*	2	2	2
Total	**2**	**2**	**2**

* In 2007-2008, the Meter Technicians were accounted for in the Utility Billing Department

Department Narrative

The Meter Reading activity has been separated out of Utility Billing to more accurately track costs associated with the reading, maintenance, and replacement of utility meters. The Meter Reading Function includes costs associated with the City's Meter Reading Technicians, but also includes costs associated with contract meter reading services.

Utility Billing



Personnel Summary

Position	Adopted 08-09	Adopted 09-10	Adopted 10-11
Utility Billing Manager	1	1	1
Sr. Utility Billing Clerk	1	1	1
Utility Billing Clerk	3	2	2
Accounting Generalist	0	1	1
Comm. Relations Asst.	0	0	0.25
Total	**5**	**5**	**5.25**

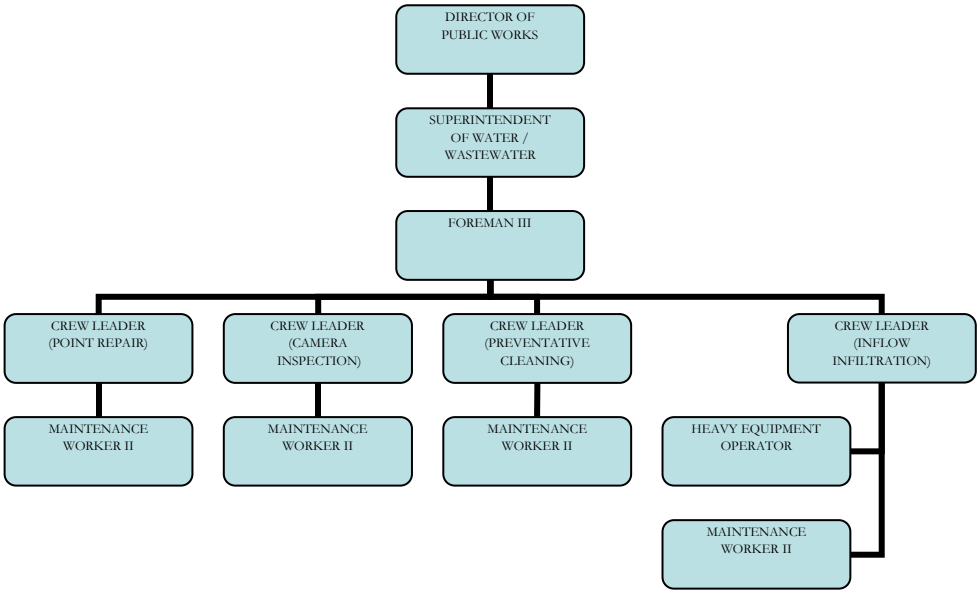
Department Narrative

The Utility Billing Department is a central operation that performs the following tasks: Generates and processes all billing for water, sewer, and refuse accounts; adjusts accounts as needed prior to each billing; applies penalties to all past due accounts for each billing; prepares and mails cut-off notices for each cycle; loads and downloads meter reading information for each billing cycle; applies meter reading data to each account before each billing cycle; performs meter reading edits to ensure accuracy; posts daily utility payments to the appropriate customer accounts; makes daily utility water deposits as well as other city deposits to bank; collects and processes water and sewer impact fees, water and sewer tap fees, water meter installation fees, and deposits for water accounts; collection of payment plans for water and sewer impact and tap fees.

Wastewater Operations

Programs / Activities:
Sewage Collection, Treatment, Pre-treatment Inspections, Maintenance and Repair, Installation

Public Works Division
Water/Wastewater Fund



Personnel Summary

Position	Adopted 08-09	Adopted 09-10	Adopted 10-11
Foreman III	1	1	1
Crew Leader	4	4	4
Heavy Equipment Operator I	1	1	1
Maintenance Worker II	5	4	4
Total	**11**	**10**	**10**

Department Narrative

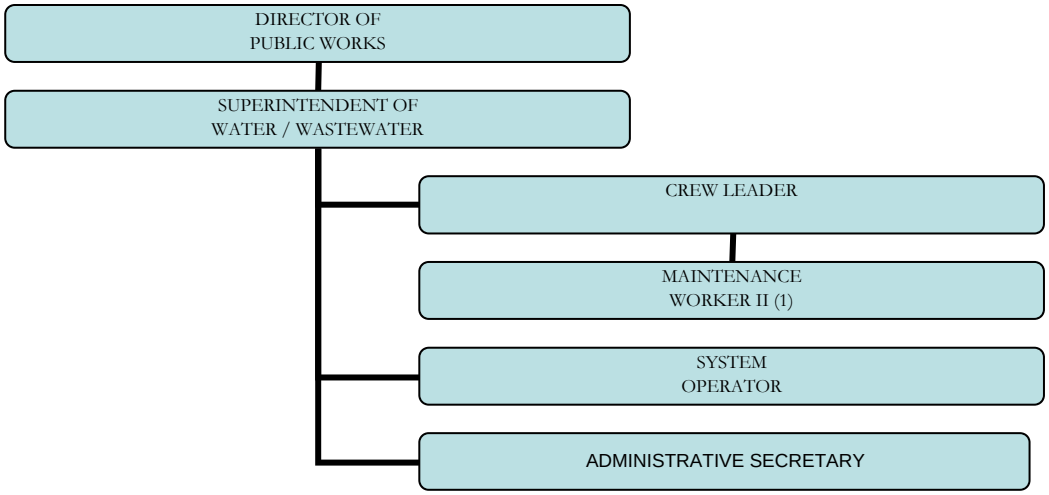
The Wastewater Department is responsible for providing uninterrupted, cost-effective wastewater collection services for all residential and commercial customers of Lancaster and the operation and maintenance of the city's lift stations. Combinations of water and wastewater employees are used to maintain four lift stations, repair and replacement of sanitary sewer mains, manholes, and services.

To fulfill the requirements of the Clean Water Act, all cities must have 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 Department 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 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.

Water Operations

Programs / Activities:
Water Production and Distribution, Water Quality, Inspections, Maintenance and Repair

Public Works Division
Water/Wastewater Fund



Personnel Summary

Position	Adopted 08-09	Adopted 09-10	Adopted 10-11
Superintendent-W/WW	1	1	1
Foreman III	1	0	0
Crew Leader	1	1	1
Water Systems Operator	1	1	1
Meter Technician	0	0	0
Maintenance Worker II	2	1	1
Adminstrative Secretary	0	0	1
Total	**6**	**4**	**5**

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.

Utility Wholesale

Department Narrative

The Utility Wholesale department accounts for costs associated with the purchase of water and sewer treatment from Dallas Water Utilities and the Trinity River Authority.

Budget Summary	2008-2009 Actual	2009-2010 Budget	2009-2010 Estimate	2010-2011 Budget
Personnel	-	-	-	-
Supplies	-	-	-	-
Maintenance	-	-	-	-
Services	5,390,833	6,156,000	6,156,000	5,960,000
Capital Outlay	-	-	-	-
Total	**5,390,833**	**6,156,000**	**6,156,000**	**5,960,000**

Lancaster Chamber

Department Narrative

This department accounts for costs associated with the operations of the Lancaster Chamber of Commerce. Costs associated with the Lancaster Visitor's Center have been moved into another department.

Budget Summary	2008-2009	2009-2010		2010-2011
	Actual	Budget	Estimate	Budget
Personnel	-	-	-	-
Supplies	-	1,000	-	-
Maintenance	-	1,400	-	-
Services	-	90,530	40,000	40,000
Capital Outlay	-	-	-	-
Total	**-**	**92,930**	**40,000**	**40,000**

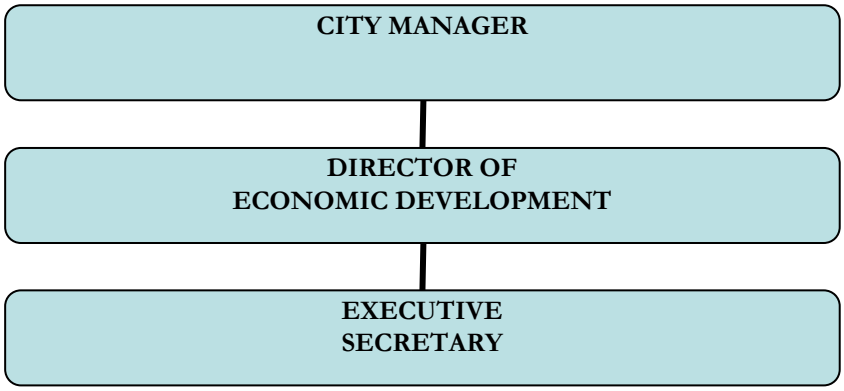
Lancaster Visitor's Center

Department Narrative

This department accounts for costs associated with the operations of the newly opened Lancaster Visitor's Center.

Budget Summary	2008-2009 Actual	2009-2010 Budget	2009-2010 Estimate	2010-2011 Budget
Personnel	-	-	-	-
Supplies	-	-	23,527	1,000
Maintenance	-	-	12,860	-
Services	-	-	10,334	13,619
Capital Outlay	-	-	-	-
Total	**-**	**-**	**46,721**	**14,619**

Economic Development Admin.



Personnel Summary

Position	Adopted 08-09	Adopted 09-10	Adopted 10-11
Director of Economic Development	1	1	1
Community Relations Asst.	0	0.25	0.25
Executive Secretary	1	1	1
Total	**2**	**2.25**	**2.25**

Department Narrative

The Department of Economic Development is Lancaster's lead organization for the coordination of economic development including the recruitment of new business ventures, the expansion of existing industry and the evaluation of requests for assistance and incentive arrangements from business ventures seeking to expand, establish, or relocate operations to Lancaster. The department administers the "4A" 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 "4A" projects and incentives is overseen by an eight-person board of directors which includes five voting members and three ex-officio members. These individuals review applications for 4A incentives and recommend projects for funding to the City Council for approval..

Department Narrative

This department accounts for costs associated with the marketing associated with the Lancaster Economic Development Corporation.

Budget Summary	2008-2009 Actual	2009-2010 Budget	2009-2010 Estimate	2010-2011 Budget
Personnel	-	-	-	-
Supplies	-	-	-	-
Maintenance	-	-	-	-
Services	1,518	2,100	1,500	2,100
Other	6,457	42,000	24,000	38,000
Total	**7,975**	**44,100**	**25,500**	**40,100**

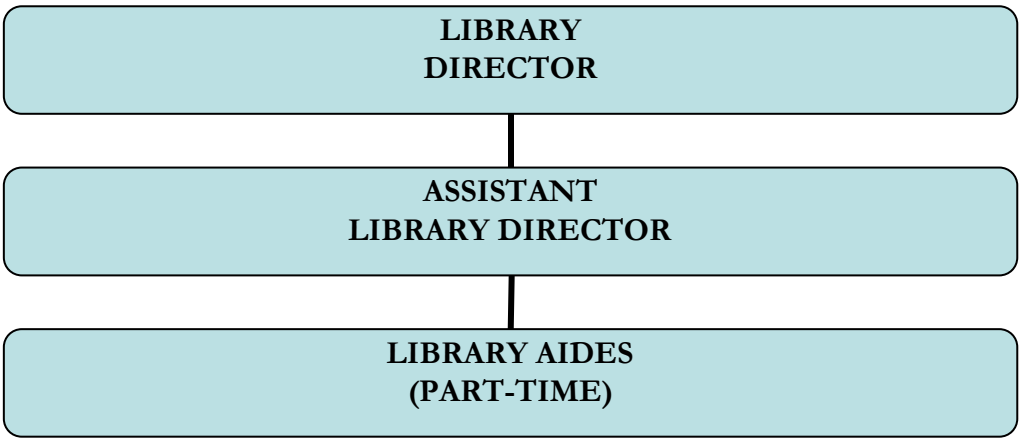
Department Narrative

This department accounts for costs associated with the incentive program of the Lancaster Economic Development Corporation.

Budget Summary	2008-2009 Actual	2009-2010 Budget	2009-2010 Estimate	2010-2011 Budget
Personnel	-	-	-	-
Supplies	-	-	-	-
Maintenance	-	-	-	-
Services	-	-	-	-
Other	1,365,000	968,334	68,334	430,000
Total	**1,365,000**	**968,334**	**68,334**	**430,000**

Programs / Activities:
Library Administration, Circulation, Genealogy, Special Programs

Community Services Division
LRDC 4B Fund



Personnel Summary

Position	Adopted 08-09	Adopted 09-10	Adopted 10-11
Library Director	1	1	1
Assistant Library Director	1	1	1
Library Associate	1	0	0
Circulation Trainer	1	0	0
Part Time Aides (FTE)	6	6.5	6.5
Total	**10**	**8.5**	**8.5**

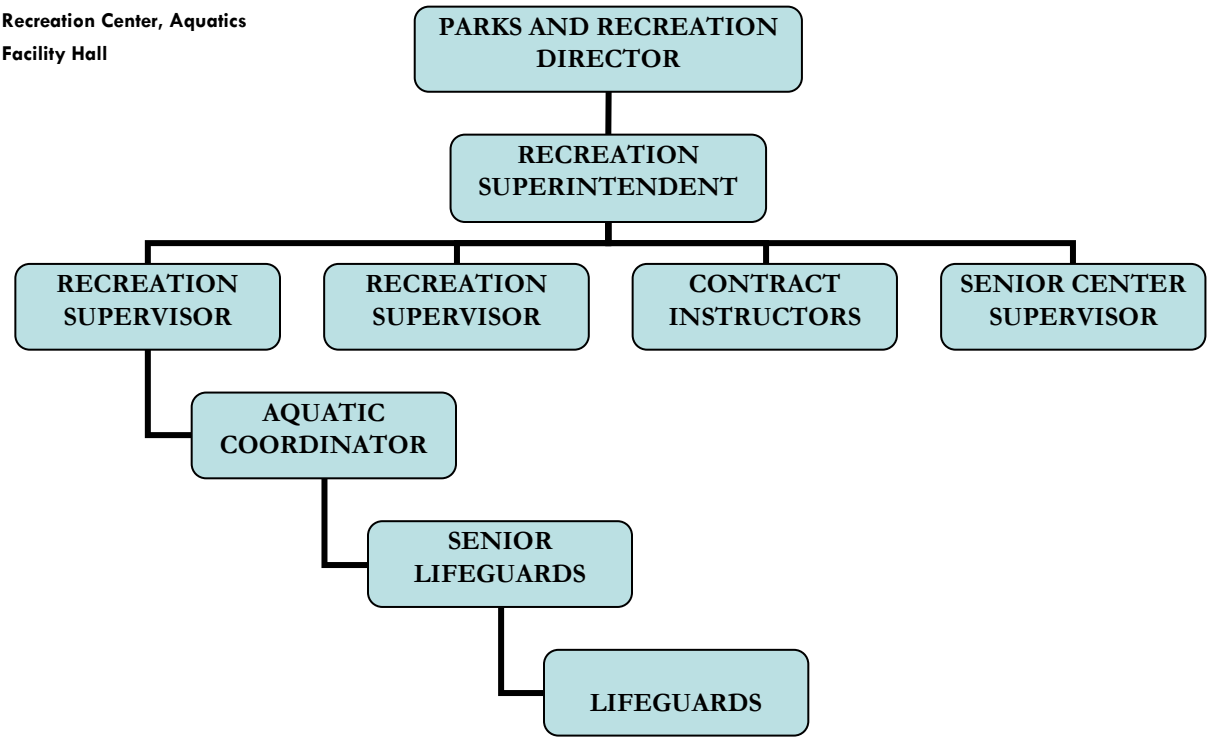
Department Narrative

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 of 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.

Recreation

Programs / Activities:
Recreation Activities, Day Camp, Recreation Center, Aquatics Facility Hall

Community Services Division
LRDC Fund



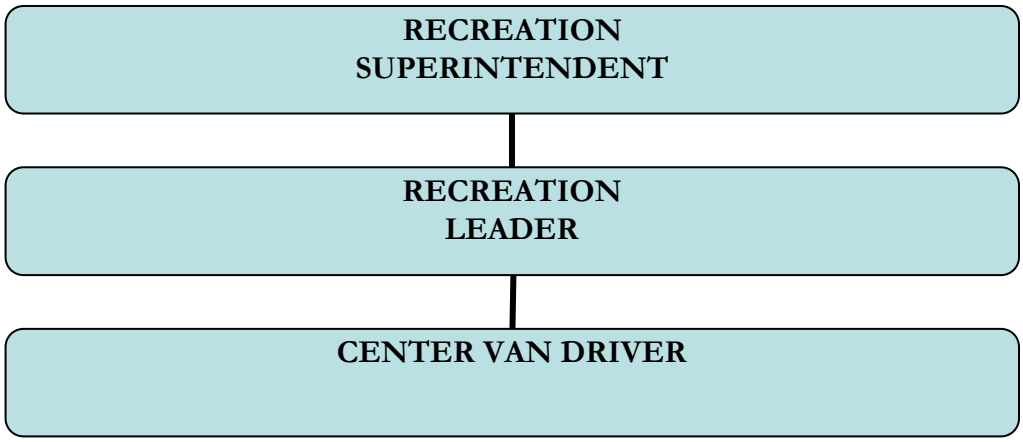
Personnel Summary

Position	Adopted 08-09	Adopted 09-10	Adopted 10-11
Recreation Superintendent	1	1	1
Recreation Supervisor	4	4	2
Senior Center Supervisor	1	1	1
Aquatics Coordinator	1	1	1
Part Time Senior Lifeguards	0	0	2
Part - Time Lifeguards	0	0	6.25
Recreation Leader	1	1	0
Part-Time Recreation	18	17	4
Total	**26**	**25**	**17.25**

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.

Life Center



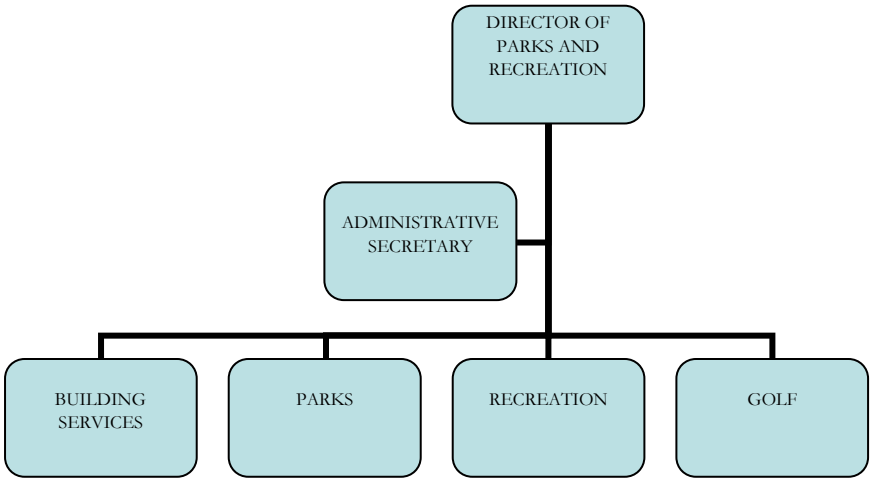
Personnel Summary

Position	Adopted 08-09	Adopted 09-10	Adopted 10-11
Center Van Driver	1	1	1
Recreation Leader	0.75	0.75	0.75
Total	**1.75**	**1.75**	**1.75**

Department Narrative

The Senior Life Center opened at the end of FY2008-2009, finalizing a project that was voter approved during the 2005 Bond Election. The Life Center is a full service facility serving adults aged 50 and older, in addition to being a rental facility for corporate meetings, weddings, and banquets.

Recreation Administration



Personnel Summary

Position	Adopted 08-09	Adopted 09-10	Adopted 10-11
Director of P&R	1	1	1
Informal Education Coordinator	1	1	1
Administrative Secretary	1	1	1
Total	**3**	**3**	**3**

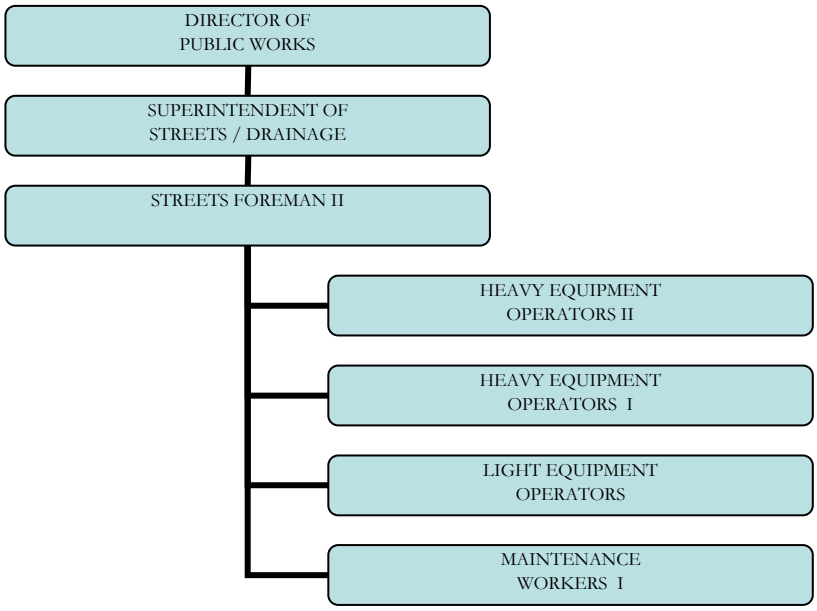
Department Narrative

The Parks and Recreation Administration program is responsible for all operations included in the Parks and Recreation Fund in addition to the general fund activity of Building Services. This program has taken additional responsibilities for the new year, as Naturalist and Maintenance Worker positions were created to maintain and operate the Bear Creek Nature Park.

Stormwater Operations

Programs / Activities:
Drainange Improvements and Erosion Control,
Inlet Maintenance, Rights of Way Cleanup,

Public Works Division
Stormwater Fund



Personnel Summary

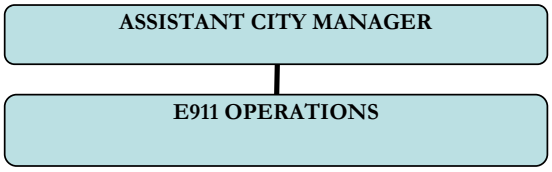
Position	Adopted 08-09	Adopted 09-10	Adopted 10-11
Superintendent-Streets/Drain.	1	1	1
Foreman II	1	1	1
Heavy Equipment Operator II	1	1	1
Heavy Equipment Operator I	2	2	2
Light Equipment Operator	3	3	3
Maintenance Worker I	5	5	4
Total	**13**	**13**	**12**

Department Narrative

The Stormwater Division, Stormwater Section strives to deliver outstanding support to the City of Lancaster through the application of personnel, equipment, limited resources and funds to maintain and upgrade the stormwater drainage systems within the boundaries of the City of Lancaster. Insure 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.

The Stormwater Division, Stormwater Section is accomplishing its mission, strategic plan, goals and objectives by using limited resources in a manner that encompasses; training of employees, the use of new technologies, priority scheduling of repairs, judicious use of equipment and material, planning and programming projects too large for city staff for contract repair. Ensure the communication between the division staff and citizens is accurate, easily understandable and presented in a timely manner.

E911 Operations



Personnel Summary

Position	Adopted 08-09	Adopted 09-10	Adopted 10-11
Dispatch Supervisor	0	1	0
Lead 911 Dispatcher	0	3	0
911 Dispatchers	0	4	0
PT Dispatcher (value .5)	0	1.5	0
Total	**0**	**9.5**	**0**

Department Narrative

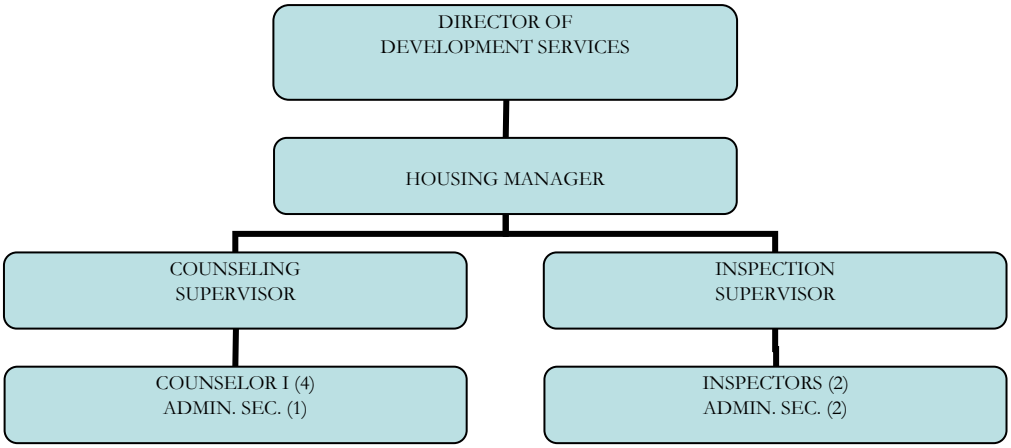
The E911 department accounts for costs associated with the use of Emergency 911 funds. These include maintenance and capital purchases of emergency communication systems.

Budget Summary	2008-2009 Actual	2009-2010 Budget	2009-2010 Estimate	2010-2011 Budget
Personnel	20,687	494,659	439,802	-
Supplies	-	-	-	-
Maintenance	18,101	2,500	2,500	2,500
Other Services	102,012	157,565	125,400	131,065
Capital Outlay	874,608	-	141,495	-
Total	1,015,408	654,724	709,197	133,565

HAP Housing Admin.

Programs / Activities:
Housing Administration

Housing Division
Housing Fund



Personnel Summary

Position	Adopted 08-09	Adopted 09-10	Adopted 10-11
Dir. of Dev. Services	0	0.5	0.5
Office Manager	0	0.5	0.5
Housing Manager	0	1	1
Housing Director	1	0	0
Housing Counselor Sup.	1	1	1
Housing Inspector Sup.	1	1	1
Operations Manager	1	0	0
Housing Inspector	2	2	2
Housing Counselor I	4	3	3
Administrative Secretary	2	2	2
PT Housing	0	0.5	0.5
Total	**12**	**11.5**	**11.5**

Department Narrative

The Lancaster Housing Agency operates the federally funded Section 8 Housing Choice Voucher Program (HCVP) and is administered by the Housing Division of the Department of Development Services. Enacted as a part of the Housing and Community Development Act of 1974, the HCVP came to the City through the Department of Housing and Urban Development (HUD), which re-codified the U. S. Housing Act of 1937. The Lancaster Housing Agency is committed to providing adequate affordable housing in a suitable living environment to low and moderate income individuals and families without discrimination. A current staff of twelve (12) serves the needs of over 1000+ families, including rent and utility payments to landlords in Dallas County areas including the program's home city of Lancaster. The Agency receives over $7.4 million annually to provide rental subsidy payments to landlords, mortgage subsidy payments under the Homeownership component, utility reimbursement payments to certain eligible families and program administrative costs, including staff salaries and benefits.

Housing Assistance Payments

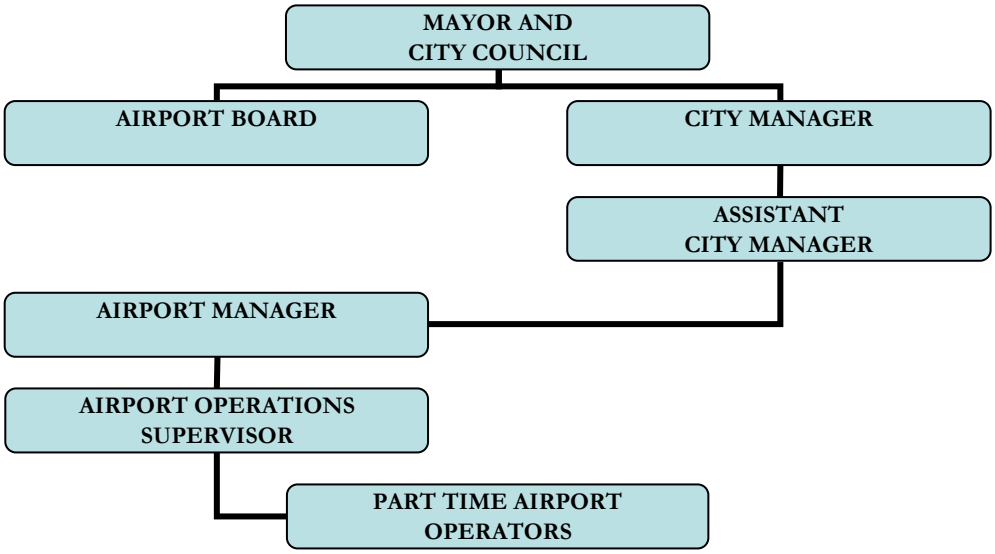
Department Narrative
This department accounts for costs associated with the payments of HUD Housing Assistance.

Budget Summary	2008-2009 Actual	2009-2010 Budget	2009-2010 Estimate	2010-2011 Budget
Personnel	-	-	-	-
Supplies	-	-	-	-
Maintenance	-	-	-	-
Services	7,458,536	7,200,000	7,750,000	7,500,000
Capital Outlay	-	-	-	-
Total	**7,458,536**	**7,200,000**	**7,750,000**	**7,500,000**

Airport Operations

Programs / Activities:
Maintenance and Operations,
Fuel Sales, Grant Administration,

Airport Division
Airport Fund



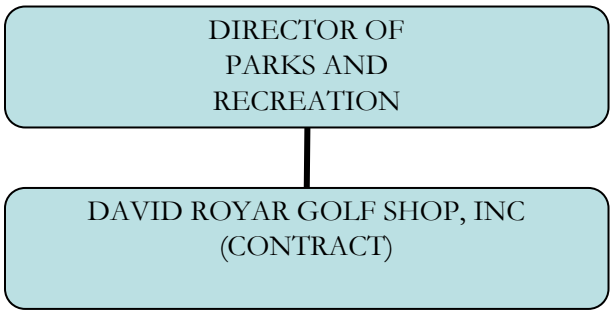
Personnel Summary

Position	Adopted 08-09	Adopted 09-10	Adopted 10-11
Airport Manager	1	1	1
Operations Spvsr.	1	1	1
Part-Time Operators	3	3	1.5
Total	**5**	**5**	**3.5**

Department Narrative

Located on approximately 306 acres in the southeast region of the city, Lancaster Municipal Airport provides operational service to south Dallas County. Classified by the Federal Aviation Administration as a reliever airport, the airport provides 5,000 of asphalt runway capable of accommodating single engine aircraft as well as the largest corporate jet. There are approximately 150 aircraft home based at the airport.

Golf Course



Department Narrative

The David Royer Golf Shop, Inc. management company is responsible for the daily operations of the golf club and 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.

Department Goals

City Council Goal

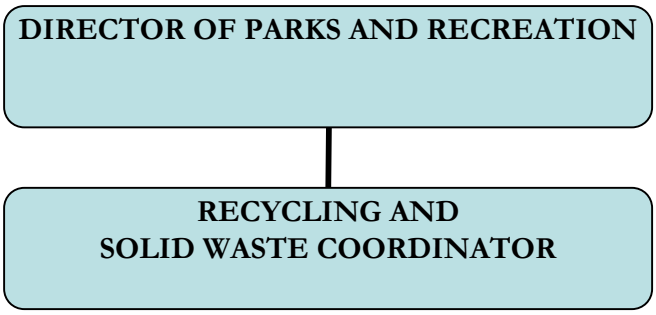
- Improve overall appearance of the golf course;
- Make improvements to the course and it's bridges;
- Renovate the clubhouse;
- Maintain course on a level greater than or equal to surrounding municipal courses;
- Increase awareness of the course through effective marketing;
- Make the golf course a pleasurable experience for the entire family.

Budget Summary	08-09 Actual	09-10 Budget	09-10 Estimate	10-11 Budget
Personnel	-	-	-	-
Supplies	-	-	-	-
Maintenance	39,083	40,000	109,000	41,700
Other Services	96,193	5,000	2,200	3,300
Capital Outlay	-	-	-	-
TOTAL	**135,276**	**45,000**	**111,200**	**45,000**

Sanitation Administration

Programs / Activities:
Sanitation Administration,
Recycling Coordination,

Development Services Division
Sanitation Fund



Personnel Summary

Position	Adopted 08-09	Adopted 09-10	Adopted 10-11
Recycling and Solid Waste Coordinator	0	1	0
Total	**0**	**1**	**0**

Department Narrative

This new department was created to house the administration of the Sanitation Fund. Personnel formerly included the Recycling and Solid Waste Coordinator. Expenditures primarily consist of Special Events costs for Recycling events.

Budget Summary	08-09 Actual	09-10 Budget	09-10 Estimate	10-11 Budget
Personnel	3,778	56,766	56,766	-
Supplies	-	200	5,718	200
Maintenance	-	-	10,000	-
Other Services	2,422	51,388	40,173	51,388
Capital Outlay	-	-	-	-
TOTAL	**6,200**	**108,354**	**112,657**	**51,588**