

# City of Lancaster, Texas Annual Budget



**For Fiscal Year**  
*October 1, 2009 to September 30, 2010*

**As Presented to Mayor and City Council**



# LANCASTER CITY COUNCIL

## FIVE YEAR GOALS

FINANCIALLY SUSTAINABLE CITY GOVERNMENT  
ENHANCED CITY INFRASTRUCTURE AND FACILITIES  
HIGHER QUALITY DEVELOPMENT:  
RESIDENTIAL AND COMMERCIAL  
CITY-AN ORGANIZATION OF EXCELLENCE  
GREATER COMMUNITY UNITY AND PRIDE  
THE PREFERRED PLACE TO LIVE:  
PROFESSIONALS AND FAMILIES



## VISION 2024

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.

# GOALS & OBJECTIVES 2009-2010 MISSION



LANCASTER CITY GOVERNMENT IS FINANCIALLY SUSTAINABLE AND PROVIDES EFFICIENT, CUSTOMER-FRIENDLY SERVICES. OUR CITIZENS HAVE TRUST AND CONFIDENCE IN CITY GOVERNMENT AND LEADERS.

## TOP PRIORITY

CAPITAL IMPROVEMENT PLAN:  
PROJECT PRIORITIES AND FUNDING  
STORMWATER: RATE EVALUATION AND DIRECTION  
AIRPORT MASTER PLAN: COMPLETION,  
DIRECTION AND ACTIONS  
COG STUDY (INTERNATIONAL INLAND PORT)  
TOURISM DEVELOPMENT: EVALUATION,  
DIRECTION AND FUNDING  
BOUNDARY AGREEMENT: FERRIS, RED OAK

## HIGH PRIORITY

TIF/TIRZ: POLICY AND IMPLEMENTATION:  
THE ALLEN GROUP  
GOLF COURSE: CONTRACT AMENDMENT,  
DIRECTION AND FUNDING  
LEGAL SERVICES:  
EVALUATION AND DIRECTION  
ANNEXATION: DECISIONS  
ENTRANCE BEAUTIFICATION  
PROJECTS: DESIGN AND FUNDING

## MAJOR PROJECTS

NOKOMIS ROAD BRIDGE STREAM BANK PROTECTION,  
DANIELDALE ROAD REPLACEMENT  
(I-35 TO HOUSTON SCHOOL ROAD: DESIGN),  
I-20 SERVICE ROAD,  
PLEASANT RUN HIKE/BIKE TRAIL (3 MILES),  
TXDOT ROUTINE AIRPORT MAINTENANCE PROJECT,  
YOUTH COMMISSION,  
CIVIC LEADERSHIP ACADEMY,  
VISITOR CENTER,  
SIDEWALKS - DALLAS AVENUE: DESIGN



# **City of Lancaster**

## **Principal City Officials**

### **City Council**

Marcus E. Knight..... Mayor..... Term Expires May 2012  
Carol Strain-Burk ..... Mayor Pro Tem, District 1 ..... Term Expires May 2010  
Todd Love ..... Council Member, District 2 ..... Term Expires May 2011  
Susan Anderson..... Deputy Mayor Pro Tem, District 3 Term Expires May 2010  
James Daniels..... Council Member, District 4..... Term Expires May 2011  
Sue Wyrick ..... Council Member, District 5..... Term Expires May 2010  
Nina Morris ..... Council Member, 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  
Carl Wessels .....Director of Finance  
Dick Knopf.....Fire Chief  
Dori Lee .....Director of Human Resources  
Gary Sims.....Director of Parks & Recreation  
Rona Stringfellow-Govan .....Director of Planning & Housing  
Keith Humphrey.....Police Chief  
Jim Smith.....Director of Public Works  
Cami Loucks.....Library Director



# City of Lancaster

## Our Mission



LANCASTER CITY GOVERNMENT

Is *FINANCIALLY SUSTAINABLE* <sup>(1)</sup>

**and provides**

*EFFICIENT, CUSTOMER-FRIENDLY SERVICES.* <sup>(2)</sup>

**Our citizens have**

*TRUST AND CONFIDENCE IN*

*CITY GOVERNMENT AND LEADERS.* <sup>(3)</sup>





# City of Lancaster

2009-2010 Annual Budget



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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, 2009

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 2009-2010 City of Lancaster Annual Operating Budget. The proposed budget has been developed with the goal of providing sustained financial stability and continuing quality services with our limited resources.

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 2009-2010 is \$51,874,531 with total authorized staff of 303.5 (FTE) employees.

#### **BUDGET HIGHLIGHTS**

##### *General Fund Revenues*

The City's total tax base rate decreased by approximately \$158 million, with \$39 million of the total valuation attributed to new construction. Therefore, the value of the existing property declined by almost \$200 million. Based on the Certified Tax Roll received from the Dallas County Appraisal District, the City's tax base decreased to just under \$1.6 billion. Even with the dramatic decrease in our tax base valuation, we have continued the adopted tax rate of \$0.7775 per \$100 of assessed valuation.

The proposed revenue in the General Fund is \$20 million compared to \$20.9 million in the prior year. This represents a decrease of approximately \$900,000, or 3%. This decrease is largely due to lagging municipal court collections, and the decline in anticipated property taxes.

##### *General Fund Expenditures*

General Fund expenditures are proposed at \$20 million or a 1.5% decrease from FY 2008-2009. This decrease includes the savings from unfilled vacancies and cuts in costs associated with all departments. Included are increased allotments for fuel, electricity, and health insurance.

### *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. This year we saw a 9.25% decrease in the City of Lancaster's property tax valuation. 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 2009-2010 water and sewer revenues are expected to increase by approximately \$900,000 or almost 9% from year end estimates for fiscal year 2008-2009. This increase is due to the fee adjustment recommended by our utility rate consultant that was necessary to offset increased costs in utility operations.

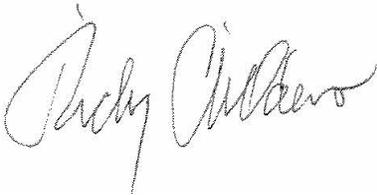
Expenses for fiscal year 2009-2010 are budgeted at \$11.5 million or \$100,000 less than the budgeted fiscal year 2008-2009. Increases include additional costs passed down from the Trinity River Authority and the City of Dallas Water Utilities.

### *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 2009-2010 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.

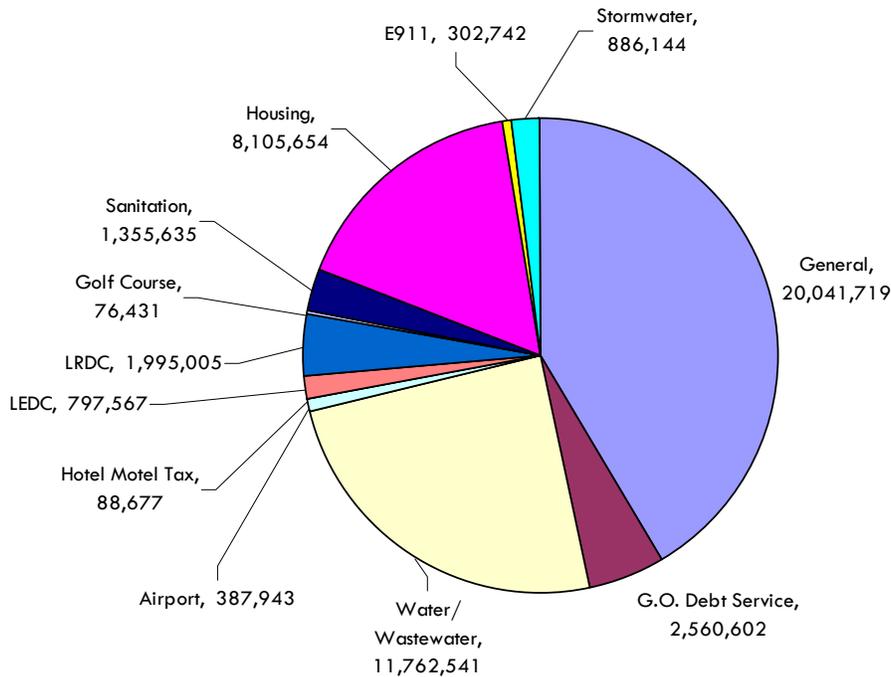
Department managers submit project proposals to help achieve Council goals. The progress of the goals is reviewed by the City Manager, and shared with City Council and residents.

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 2009-2010 budget are as follows:

1. Financially Sustainable City Government
2. Enhanced City Infrastructure and Facilities
3. Higher Quality Development: Residential and Commercial
4. City –an Organization of Excellence
5. Greater Community Unity and Pride
6. The Preferred Place to Live: Professionals and Families

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



### GENERAL FUND

The General Fund provides basic City services that are supported through tax revenues and user fees. The General Fund accounts for approximately 41% of total revenues of the City. Based on historical information and economic trends, the FY2009-2010 adopted budget for the General Fund reflects a conservative revenue projection of \$20 million. Total budgeted General Fund revenue decreased at approximately 3% compared to 2008-2009 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.

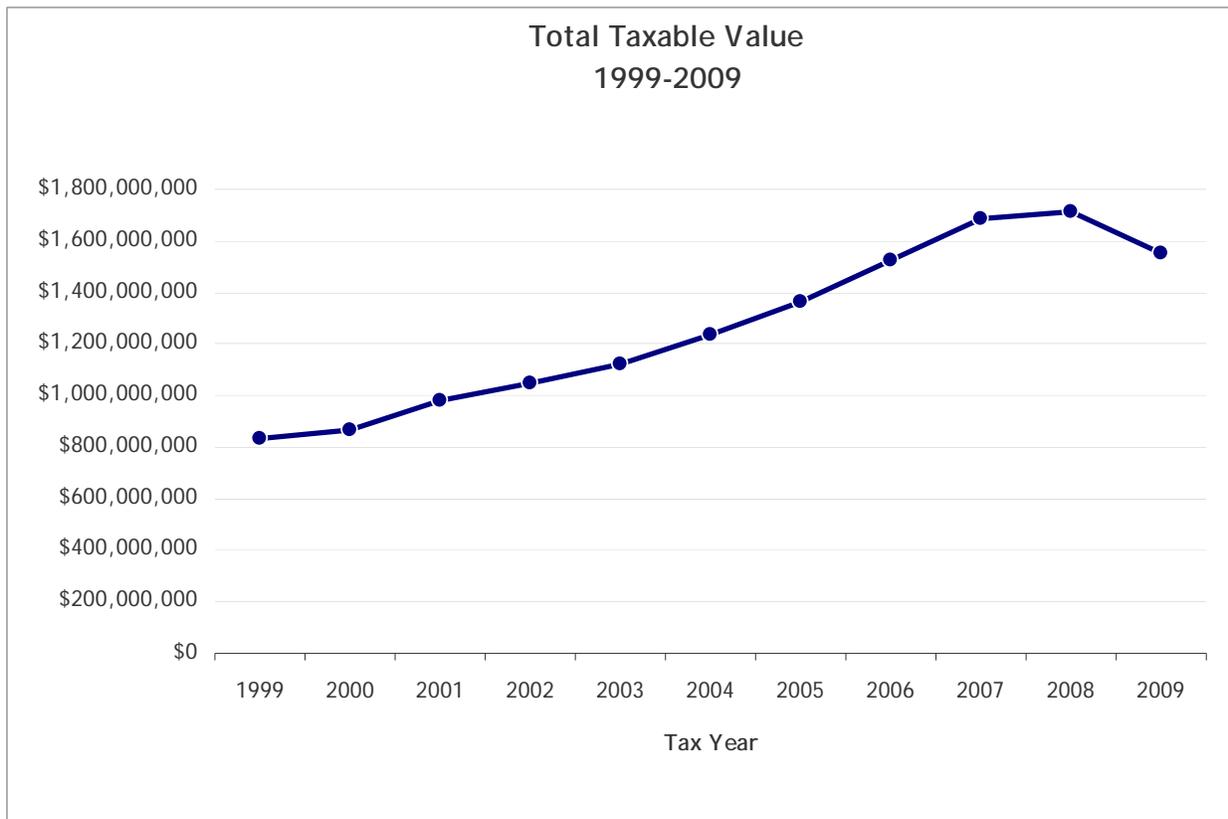
### PROPERTY TAX

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 \$0.7775 per \$100 of assessed valuation, is well within the tax limit.

Property tax revenue is budgeted 12% lower than the previous year estimates. Current property tax revenue for 2009-2010 is budgeted at \$9.6 million. Over the past ten years, Lancaster's property tax base has increased from \$830 million in 1999 to the current base of \$1.6 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



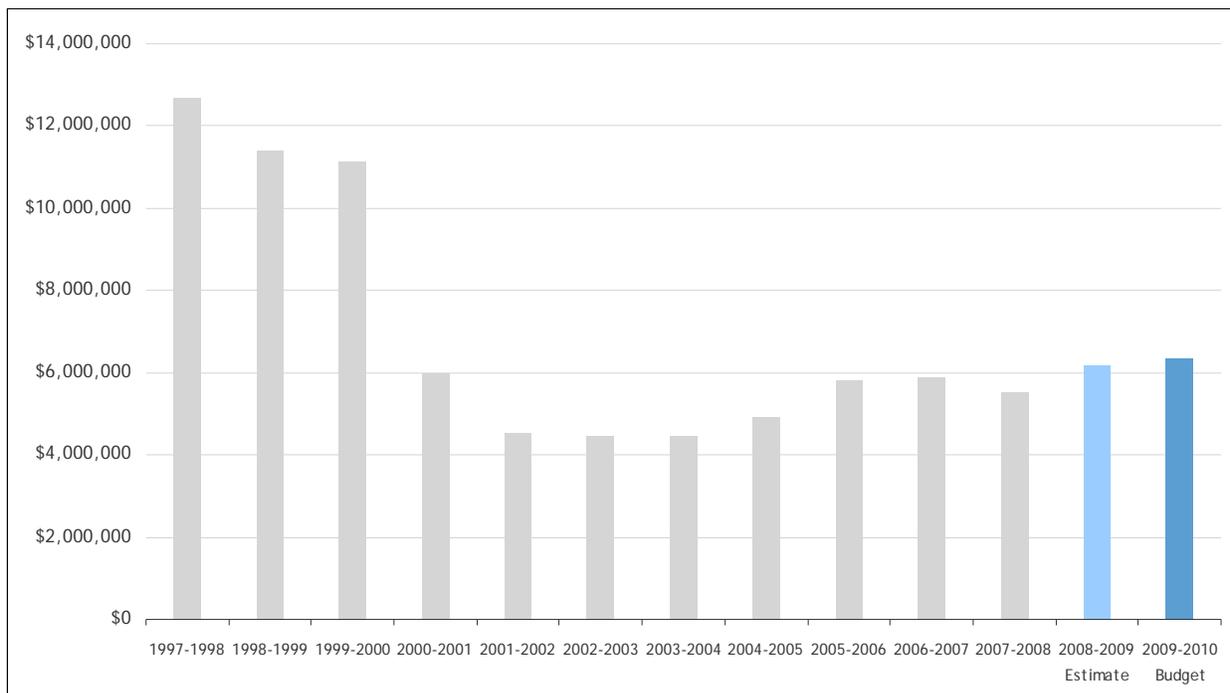
**SALES TAX**

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 \$3.5 million which accounts for 17% of General Fund revenue. This budget conservatively reflects a 3% in budgeted sales tax from the previous year. The following chart reflects the trend of actual sales tax collections. The decrease in sales tax revenue beginning in 1998 represents a redistribution of sales tax payments from a major sales tax payer due to a primary restructuring of the taxpayers organization.

**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 \$1.83 million. This is approximately a 2% increase over the previous fiscal year budget of \$1.79 million.

### **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 7.3% of the General Fund budgeted revenue. The budget for transfers is \$1,462,941.

### **Fines and Fees**

Fines and Fees 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 fees account for approximately 5% of General Fund revenue. Fines and Fees are budgeted at \$1.2 million.

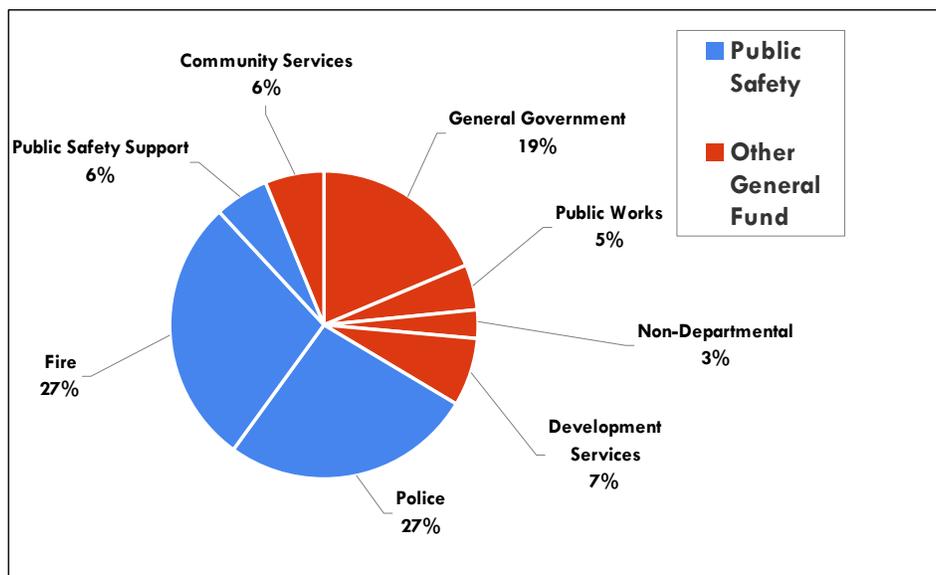
### **Interest and Other Revenue**

Other revenue consists of various sources including ambulance service, interest earnings, refunds and recoveries of expenditures. The 2009-2010 budget for other revenue is \$516,000.

## **GENERAL FUND EXPENDITURES**

The Adopted General Fund Budget for 2009-2010 is \$20,009,238. This is a decrease of 1.5% from the 2008-2009 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 60% of the General Fund budget. The total Public Safety budget increased less than 1% over the prior year budget, staying around \$12.3 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 \$2.9 million is approximately the same as the previous year's budget.

## **Other Divisions**

Other departments include Development Services, Planning, Public Works, Non-Departmental and Transfers Out. These divisions make up approximately 30% of General Fund Expenditures.

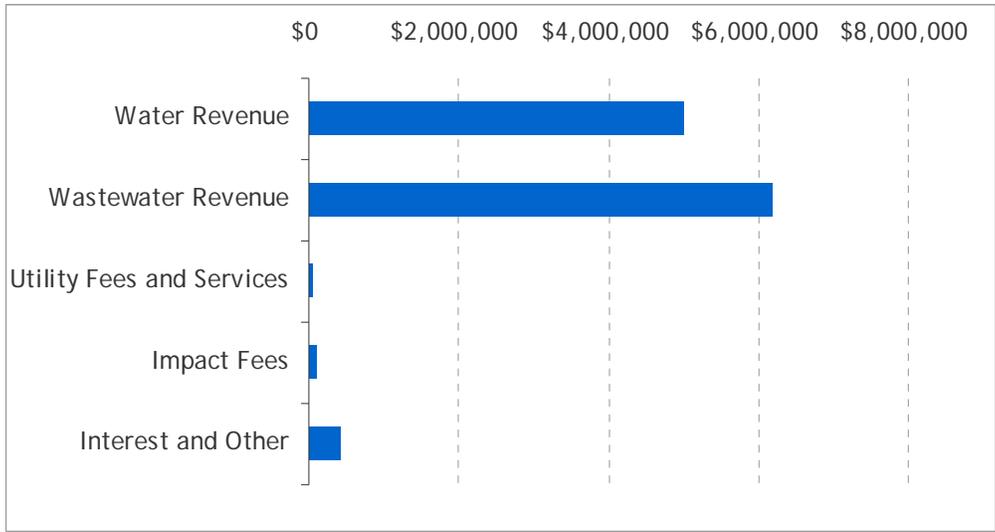
## **Fund Balance**

The General Fund is estimated to end the 2008-2009 fiscal year with an estimated fund balance of \$2.5 million. This represents around 12% of operating expenditures. This value is consistent with the City of Lancaster's policy on fund balance reserves.

## WATER AND WASTEWATER (SEWER) FUND

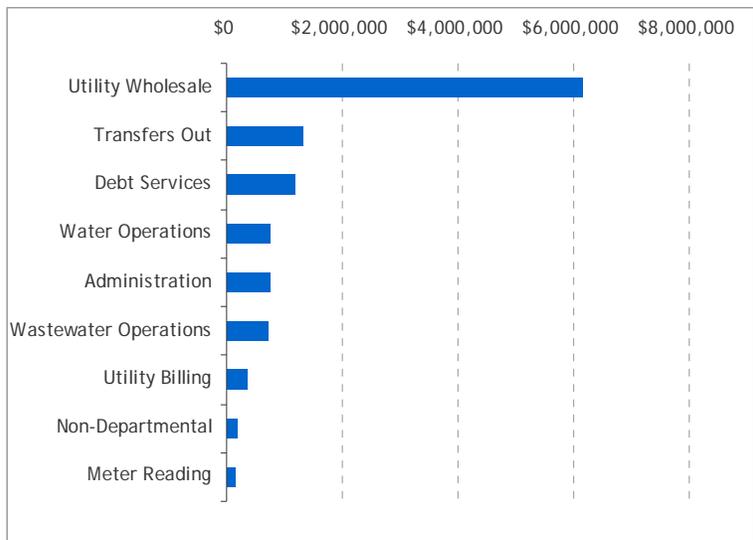
The municipal water system serves 10,943 consumers with an average consumption of 3,700,000 gallons annually. There are approximately 8,900 connections to the City's Sewer System. The Water and Wastewater Fund accounts for approximately 24% of the City's total revenues and 22% of the City's total expenditures. 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 \$11.5 million compared to the prior year of \$11.6 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 EDC Total Supported	4B LRDC Total Supported	Tax Total Supported
Contract Revenue Refunding Bonds, Series 1997	231,321					
General Obligation Refunding Bonds, Series 2002	16,417		3,418		906,350	97,870
Certificates of Obligation, Series 2003						239,688
G.O. Refunding & Improvement Bonds, Series 2007	745,000		13,400			1,073,858
Certificates of Obligation, Series 2007	309,906	50,013		227,250		452,316
New 2009 Debt (Street Bonds, 2009 C.O.s)						1,653,158
<b>Total Debt Service 2009-2010 Budget</b>	<b>1,302,644</b>	<b>50,013</b>	<b>16,818</b>	<b>227,250</b>	<b>906,350</b>	<b>3,516,890</b>



# **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**  
Accounts used for the payment of general long-term debt principal and interest requirements.

- (d) Capital Projects Fund  
Accounts 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:

<b>Fund</b>	<b>Minimum</b>	<b>Target</b>	<b>Maximum</b>
Water/Wastewater Fund	13.00%	18.00%	25.00%
Parks 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.

**Lancaster 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.



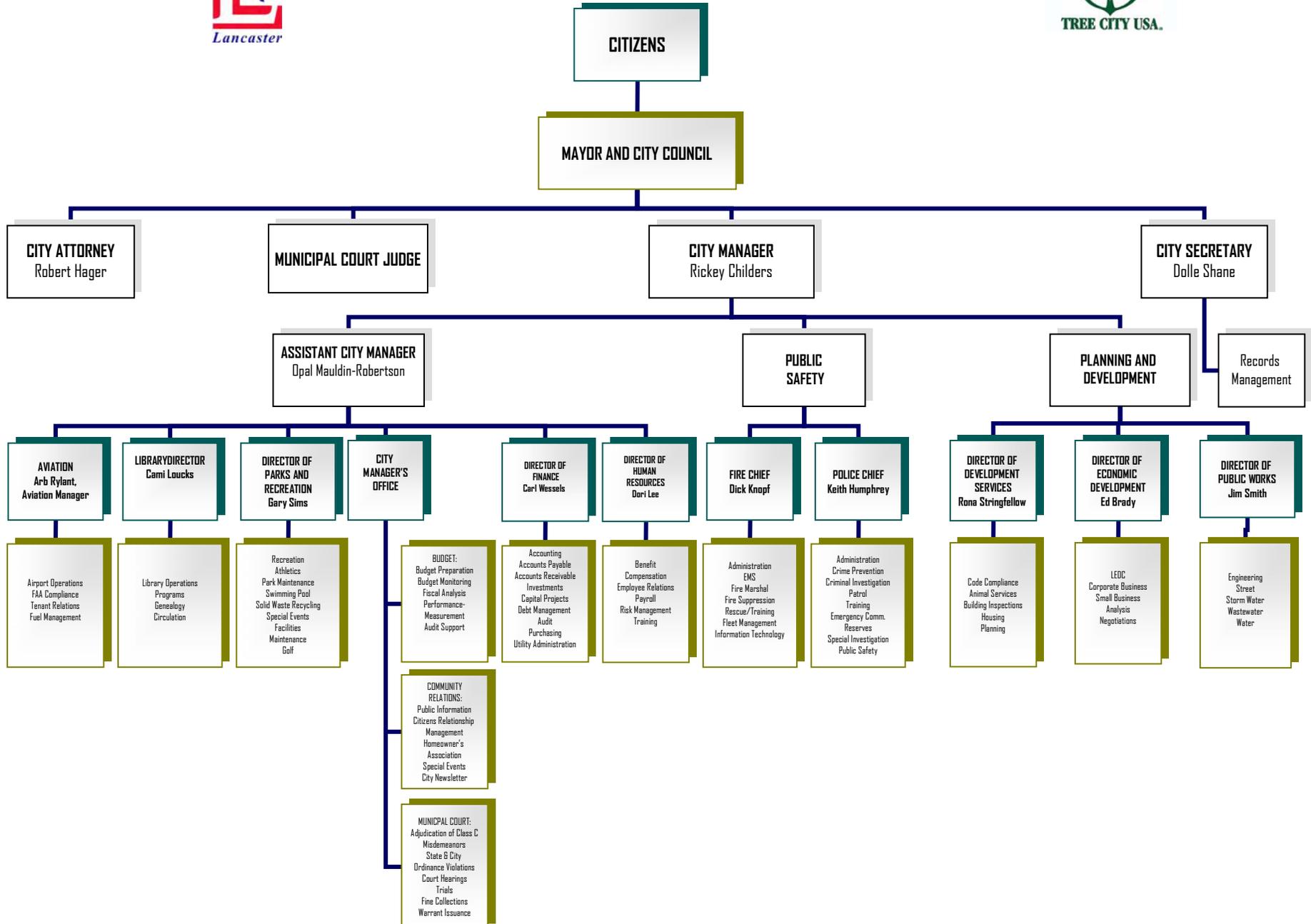


# **PERSONNEL AND SALARY INFORMATION**





# City of Lancaster Organizational Chart - October 1, 2009



City Secretary	Position	Pay Grade	Adopted 07/08	Adopted 08/09	Adopted 09/10	09/10 Vacancies	09/10 Unfunded
	City Secretary	N/A	1	1	1	0	0
Assistant City Secretary	55-N	1	1	1	0	0	
<b>Total</b>			<b>2</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>0</b>

City Manager's Office	Position	Pay Grade	Adopted 07/08	Adopted 08/09	Adopted 09/10	09/10 Vacancies	09/10 Unfunded
	City Manager	N/A	1	1	1	0	0
Deputy City Manager	N/A	1	0	0	0	0	
Asst. City Manager	N/A	1	1	1	0	0	
Community Relations Coordinator	15-E	0	1	0.5	0	0	
Budget Analyst	14-E	1	1	0.75	0	0	
CM Executive Assistant	60-N	1	1	1	0	0	
Community Relations Assist.	55-N	1	1	1	0	0	
<b>Total</b>			<b>6</b>	<b>6</b>	<b>5.25</b>	<b>0</b>	<b>0</b>

Municipal court	Position	Pay Grade	Adopted 07/08	Adopted 08/09	Adopted 09/10	09/10 Vacancies	09/10 Unfunded
	Court Administrator	14-E	1	1	1	1	0
Court Clerk	54-N	4	4	4	1	1	
<b>Total</b>			<b>5</b>	<b>5</b>	<b>5</b>	<b>2</b>	<b>1</b>

Human Resources	Position	Pay Grade	Adopted 07/08	Adopted 08/09	Adopted 09/10	09/10 Vacancies	09/10 Unfunded
	Director of Human Resources	N/A	1	1	1	0	0
Human Resources Coordinator	15-E	1	1	1	0	0	
Compensation & Benefits Specialist	59-N	0	1	1	1	1	
Human Resources Assistant	55-N	1	1	1	1	1	
<b>Total</b>			<b>3</b>	<b>4</b>	<b>4</b>	<b>2</b>	<b>2</b>

Finance	Position	Pay Grade	Adopted 07/08	Adopted 08/09	Adopted 09/10	09/10 Vacancies	09/10 Unfunded
	Director of Finance	N/A	1	1	1	0	0
Asst. Director of Finance	16-E	1	1	1	0	0	
Chief Accountant	15-E	1	1	1	0	0	
Accountant	60-N	1	1	1	0	0	
Accounting Generalist	55-N	1	1	0	0	0	
Administrative Secretary	53-N	1	1	0	0	0	
Account Payables Specialist	55-N	1	1	1	0	0	
<b>Total</b>			<b>7</b>	<b>7</b>	<b>5</b>	<b>0</b>	<b>0</b>

Library	Position	Pay Grade	Adopted 07/08	Adopted 08/09	Adopted 09/10	09/10 Vacancies	09/10 Unfunded
	Library Director	N/A	0	1	1	0	0
Assistant Library Director	13-E	0	1	1	0	0	
Library Associate (Occupied position/replaced w/ 2 part-timers)	55-N	0	1	0	0	0	
Circulation Trainer	52-N	0	1	0	0	0	
PT Library Clerk (.5 value)	01-N	0	5	7	1.5	0.5	
<b>Total</b>			<b>0</b>	<b>9</b>	<b>9</b>	<b>1.5</b>	<b>0.5</b>

Purchasing	Position	Pay Grade	Adopted 07/08	Adopted 08/09	Adopted 09/10	09/10 Vacancies	09/10 Unfunded
	Purchasing Agent	15-E	1	1	1	0	0
<b>Total</b>			<b>1</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>0</b>

Building Inspections	Position	Pay Grade	Adopted 07/08	Adopted 08/09	Adopted 09/10	09/10 Vacancies	09/10 Unfunded
	Building Official	16-E	1	1	1	0	0
	Asst. Building Official	13-E	0	1	1	0	0
	Chief Inspector	13-E	1	0	0	0	0
	Plans Examiner	60-N	1	0	0	0	0
	Building Inspector	59-N	2	2	2	0	0
	Permit Technician	56-N	1	1	1	0	0
	<b>Total</b>		<b>6</b>	<b>5</b>	<b>5</b>	<b>0</b>	<b>0</b>

Planning & Development	Position	Pay Grade	Adopted 07/08	Adopted 08/09	Adopted 09/10	09/10 Vacancies	09/10 Unfunded
	Director of Planning	N/A	1	0	0	0	0
	Senior Planner	15-E	0	1	1	1	0.5
	Planner (Occupied position not funded)	13-E	1	1	0	0	0
	Planning Assistant	56-N	1	1	1	0	0
<b>Total</b>		<b>3</b>	<b>3</b>	<b>2</b>	<b>1</b>	<b>0.5</b>	

Code Compliance	Position	Pay Grade	Adopted 07/08	Adopted 08/09	Adopted 09/10	09/10 Vacancies	09/10 Unfunded
	Senior Code Officer	59-N	1	1	1	0	0
	Code Compliance Officer	57-N	0	3	3	0	0
	Neighborhood Services Officer	57-N	4	0	0	0	0
<b>Total</b>		<b>5</b>	<b>4</b>	<b>4</b>	<b>0</b>	<b>0</b>	

Animal Services	Position	Pay Grade	Adopted 07/08	Adopted 08/09	Adopted 09/10	09/10 Vacancies	09/10 Unfunded
	Animal Services Officer	57-N	2	2	2	0	0
	Animal Shelter Attendant (Occupied position)	51-N	1	1	0	0	0
	PT Animal Shelter Attendant (value .5)	01-N	0.5	0.5	0.5	0.5	0
<b>Total</b>		<b>3.5</b>	<b>3.5</b>	<b>2.5</b>	<b>0.5</b>	<b>0</b>	

Development Services	Position	Pay Grade	Adopted 07/08	Adopted 08/09	Adopted 09/10	09/10 Vacancies	09/10 Unfunded
	Director of Development Services	N/A	1	1	0.5	0	0
	Development Coordinator	59-N	0	1	1	0	0
	Office Manager	59-N	0	1	0.5	0	0
<b>Total</b>		<b>1</b>	<b>3</b>	<b>2</b>	<b>0</b>	<b>0</b>	

Streets	Position	Pay Grade	Adopted 07/08	Adopted 08/09	Adopted 09/10	09/10 Vacancies	09/10 Unfunded
	Superintendent-Streets/Drain.	15-E	1	0	0	0	0
	Foreman II	59-N	1	1	1	0	0
	Signs & Signals Technician	57-N	1	1	1	0	0
	Heavy Equipment Operator II	57-N	1	1	1	0	0
	Heavy Equipment Operator I	54-N	1	1	1	0	0
	Maintenance Worker I	51-N	3	3	3	1	1
<b>Total</b>		<b>8</b>	<b>7</b>	<b>7</b>	<b>1</b>	<b>1</b>	

Fleet Services	Position	Pay Grade	Adopted 07/08	Adopted 08/09	Adopted 09/10	09/10 Vacancies	09/10 Unfunded
	Superintendent—Fleet	15-E	1	1	1	0	0
	Mechanic/Fleet Services	56-N	3	3	3	0	0
<b>Total</b>		<b>4</b>	<b>4</b>	<b>4</b>	<b>0</b>	<b>0</b>	

Fire	Position	Pay Grade	Adopted 07/08	Adopted 08/09	Adopted 09/10	09/10 Vacancies	09/10 Unfunded
	Fire Chief	N/A	1	1	1	0	0
	Asst. Fire Chief	F5-CS	1	1	1	0	0
	Battalion Chief	F4-CS	3	3	3	0	0
	Captain	F3-CS	9	9	9	0	0
	Fire Engineer	F2-CS	21	21	21	0	0
	Fire Fighter	F1-CS	17	24	23	0	0
	Office Manager	59-N	1	1	1	0	0
	Administrative Secretary	53-N	0	0	0	0	0
PT Clerical (value .5)	01-N	0.5	0.5	0.5	0.5	0.5	
<b>Total</b>			<b>53.5</b>	<b>60.5</b>	<b>59.5</b>	<b>0.5</b>	<b>0.5</b>

Emergency Management	Position	Pay Grade	Adopted 07/08	Adopted 08/09	Adopted 09/10	09/10 Vacancies	09/10 Unfunded
	Emergency Management Operations Designee (Fire Captain)	F4-CS	1	1	1	0	0
	Emergency Management Technician (Fire Engineer)	F2-CS	0	1	1	0	0
<b>Total</b>			<b>1</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>0</b>

Fire Marshal	Position	Pay Grade	Adopted 07/08	Adopted 08/09	Adopted 09/10	09/10 Vacancies	09/10 Unfunded
	Fire Marshal	16-E	1	1	1	0	0
	Administrative Secretary	53-N	1	1	1	0	0
<b>Total</b>			<b>2</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>0</b>

Police	Position	Pay Grade	Adopted 07/08	Adopted 08/09	Adopted 09/10	09/10 Vacancies	09/10 Unfunded
	Police Chief	N/A	1	1	1	0	0
	Assistant Police Chief	P4-CS	2	2	2	0	0
	Lieutenant	P3-CS	6	6	6	0	0
	Sergeant	P2-CS	7	7	7	0	0
	Police Officer	P1-CS	47	43	46	4	0
	Records Supervisor	12-E	1	1	1	0	0
	Office Manager	59-N	1	1	1	0	0
	City Marshal	59-N	1	0	0	0	0
	CID Technician	57-N	1	1	1	0	0
	Property & Evidence Tech.	57-N	1	1	1	0	0
	Police Technicians	54-N	3	2	2	1	1
	PT Hourly-Police (value .5)	01-N	0	0	0.5	0	0
	PT Clerical (value .5)	01-N	0.5	0.5	0.5	0.5	0.5
<b>Total</b>			<b>71.5</b>	<b>65.5</b>	<b>69</b>	<b>5.5</b>	<b>1.5</b>

Emergency Communications	Position	Pay Grade	Adopted 07/08	Adopted 08/09	Adopted 09/10	09/10 Vacancies	09/10 Unfunded
	Dispatch Supervisor	14-E	1	1	0	0	0
	Lead 911 Dispatcher	57-N	4	4	1	0	0
	911 Dispatchers	56-N	6	5	1	0	0
	PT Dispatcher (value .5)	01-N	1.5	1.5	0	0	0
<b>Total</b>			<b>12.5</b>	<b>11.5</b>	<b>2</b>	<b>0</b>	<b>0</b>

Building Services	Position	Pay Grade	Adopted 07/08	Adopted 08/09	Adopted 09/10	09/10 Vacancies	09/10 Unfunded
	Building & Contract Svs. Mgr	14-E	1	1	1	0	0
	Building Maint. Worker I	54-N	2	2	2	0	0
<b>Total</b>			<b>3</b>	<b>3</b>	<b>3</b>	<b>0</b>	<b>0</b>

Parks	Position	Pay Grade	Adopted 07/08	Adopted 08/09	Adopted 09/10	09/10 Vacancies	09/10 Unfunded
	Park Operations Manager	15-E	1	1	1	0	0
	Foreman II	59-N	1	1	1	0	0
	Foreman I	57-N	3	3	3	0	0
	Horticulture Technician	53-N	1	1	1	1	1
	Maintenance Worker II	52-N	6	9	9	2	0
	Maintenance Worker I	51-N	3	0	0	0	0
<b>Total</b>			<b>15</b>	<b>15</b>	<b>15</b>	<b>3</b>	<b>1</b>
<b>GENERAL FUND TOTAL</b>			<b>213</b>	<b>223</b>	<b>210.25</b>	<b>17</b>	<b>8</b>

Utility Billing	Position	Pay Grade	Adopted 07/08	Adopted 08/09	Adopted 09/10	09/10 Vacancies	09/10 Unfunded
	Utility Billing Manager	15-E	1	1	1	0	0
	Accounting Generalist	55-N	0	0	1	0	0
	Sr. Utility Billing Clerk	55-N	1	1	1	0	0
	Utility Billing Clerk	54-N	3	3	3	2	1
	Meter Technician	53-N	2	0	0	0	0
<b>Total</b>			<b>7</b>	<b>5</b>	<b>6</b>	<b>2</b>	<b>1</b>

Meter Readers	Position	Pay Grade	Adopted 07/08	Adopted 08/09	Adopted 09/10	09/10 Vacancies	09/10 Unfunded
	Meter Technician	53-N	0	2	2	0	0
	<b>Total</b>		<b>0</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>0</b>

PW - Administration Engineering	Position	Pay Grade	Adopted 07/08	Adopted 08/09	Adopted 09/10	09/10 Vacancies	09/10 Unfunded
	Director of Public Works	N/A	1	1	1	0	0
	City Engineer	16-E	1	1	1	0	0
	GIS Coordinator	15-E	1	1	1	0	0
	Budget Analyst	14-E	0	0	0.25	0	0
	Project Manager	14-E	1	1	1	0	0
	Civil Engineer	14-E	1	1	1	0	0
	Construction Inspector	59-N	2	2	2	0	0
	Office Manager	59-N	1	1	1	0	0
	Administrative Secretary	53-N	2	1	1	1	1
<b>Total</b>			<b>10</b>	<b>9</b>	<b>9.25</b>	<b>1</b>	<b>1</b>

Waste Water	Position	Pay Grade	Adopted 07/08	Adopted 08/09	Adopted 09/10	09/10 Vacancies	09/10 Unfunded
	Foreman III	60-N	1	1	1	0	0
	Crew Leader	57-N	4	4	4	1	0
	Heavy Equipment Operator I	54-N	1	1	1	0	0
	Maintenance Worker II	52-N	5	5	5	2	1
<b>Total</b>			<b>11</b>	<b>11</b>	<b>11</b>	<b>3</b>	<b>1</b>

Water	Position	Pay Grade	Adopted 07/08	Adopted 08/09	Adopted 09/10	09/10 Vacancies	09/10 Unfunded
	Superintendent-W/WW	16-E	1	1	1	0	0
	Foreman III	60-N	1	1	1	1	1
	Crew Leader	57-N	1	1	1	0	0
	Water Systems Operator	57-N	1	1	1	0	0
	Maintenance Worker II	52-N	2	2	2	1	1
<b>Total</b>			<b>6</b>	<b>6</b>	<b>6</b>	<b>2</b>	<b>2</b>
<b>WATER FUND TOTAL</b>			<b>34</b>	<b>33</b>	<b>34.25</b>	<b>8</b>	<b>5</b>

P&R Administration	Position	Pay Grade	Adopted 07/08	Adopted 08/09	Adopted 09/10	09/10 Vacancies	09/10 Unfunded
	Director of Parks & Recreation	N/A	1	1	1	0	0
	Naturalist	12-E	1	1	1	0	0
	Administrative Secretary	53-N	1	1	1	0	0
	Maintenance Worker II	52-N	1	1	1	1	1
<b>Total</b>		<b>4</b>	<b>4</b>	<b>4</b>	<b>1</b>	<b>1</b>	

Recreation	Position	Pay Grade	Adopted 07/08	Adopted 08/09	Adopted 09/10	09/10 Vacancies	09/10 Unfunded
	Recreation Superintendent	15-E	1	1	1	0	0
	Aquatic Supervisor	12-E	1	0	0	0	0
	Facility Hall/Special Events Supervisor	12-E	1	0	0	0	0
	Athletics Supervisor	12-E	1	0	0	0	0
	Recreation Supervisor	12-E	1	4	4	0	0
	Senior Center Supervisor	12-E	0	1	1	0	0
	Aquatics Coordinator	51-N	0	1	1	0	0
	Lifeguard	51-N	1	0	0	0	0
	Recreation Leader	51-N	3	3	2	1	1
	PT Pool Manager (value .25)	01-N	1.5	1.5	1.5	1.5	1.5
	PT Senior Lifeguard (value .50)	01-N	2	2	2	0	0
	PT Summer Lifeguard (value .25)	01-N	4.75	4.75	2	0	0
	PT Year-round Lifeguards (value .5)	01-N	0	0	5.5	0	0
	PT Day Camp Coordinators (value .25)	01-N	2	2	2	2	2
	PT Day Camp Leaders (value .25)	01-N	0.5	0.5	0.5	0.5	0
	PT Hourly Clerical (value .5)	01-N	9	9	9	4	2
	PT Fitness Attendant (value .5)	01-N	0.5	0.5	0.5	0.5	0.5
<b>Total</b>		<b>29.25</b>	<b>30.25</b>	<b>32</b>	<b>9.5</b>	<b>7</b>	

Senior Life Center	Position	Pay Grade	Adopted 07/08	Adopted 08/09	Adopted 09/10	09/10 Vacancies	09/10 Unfunded
	Recreation Leader	51-N	0	0	1	0	0
	PT Senior Van Driver (value .5)	01-N	0	0	1	0	0
<b>Total</b>		<b>0</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>0</b>	

<b>RECREATION FUND</b>		<b>33.25</b>	<b>34.25</b>	<b>38</b>	<b>10.5</b>	<b>8</b>
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Housing	Position	Pay Grade	Adopted 07/08	Adopted 08/09	Adopted 09/10	09/10 Vacancies	09/10 Unfunded
	Director of Development Services	N/A	0	0	0.5	0	0
	Housing Manager	15-E	0	1	1	0	0
	Housing Director	15-E	1	0	0	0	0
	Housing Counselor Sup.	12-E	1	1	1	0	0
	Housing Inspector Sup.	12-E	1	1	1	0	0
	Operations Manager	12-E	1	0	0	0	0
	Office Manager	59-N	0	1	0.5	0	0
	Housing Inspector	57-N	2	2	2	0	0
	Housing Counselor I	55-N	4	4	4	1	1
	Intake Specialist	53-N	0	0	0	0	0
	Administrative Secretary	53-N	2	3	3	1	1
	PT Clerical (value .5)	01-N	0.5	0.5	0.5	0	0
<b>Total</b>		<b>12.5</b>	<b>13.5</b>	<b>13.5</b>	<b>2</b>	<b>2</b>	

Information Technology	Position	Pay Grade	Adopted 07/08	Adopted 08/09	Adopted 09/10	09/10 Vacancies	09/10 Unfunded
	Public Safety Information Services Manager	15-E	1	1	1	0	0
	PT Hourly IT (value .5)	01-N	0.5	0.5	0.5	0.5	0
<b>Total</b>		<b>1.5</b>	<b>1.5</b>	<b>1.5</b>	<b>0.5</b>	<b>0</b>	

E-911	Position	Pay Grade	Adopted 07/08	Adopted 08/09	Adopted 09/10	09/10 Vacancies	09/10 Unfunded
	Dispatch Supervisor	14-E	0	0	1	0	0
	Lead 911 Dispatcher	57-N	0	0	3	0	0
	911 Dispatchers	56-N	0	0	4	0	0
	PT Dispatcher (value .5)	01-N	0	0	1.5	0	0
<b>Total</b>			<b>0</b>	<b>0</b>	<b>9.5</b>	<b>0</b>	<b>0</b>

Recycling	Position	Pay Grade	Adopted 07/08	Adopted 08/09	Adopted 09/10	09/10 Vacancies	09/10 Unfunded
	Solid Waste Coordinator	12-E	0	0	1	0	0
	<b>Total</b>			<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>

LEDC	Position	Pay Grade	Adopted 07/08	Adopted 08/09	Adopted 09/10	09/10 Vacancies	09/10 Unfunded
	Executive Director of Economic Deve	N/A	1	1	1	0	0
	ED Analyst	13-E	1	0	0	0	0
	Community Relations Coordinator	15-E	0	0	0.25	0	0
	Executive Secretary	59-N	1	1	1	0	0
<b>Total</b>			<b>3</b>	<b>2</b>	<b>2.25</b>	<b>0</b>	<b>0</b>

Airport	Position	Pay Grade	Adopted 07/08	Adopted 08/09	Adopted 09/10	09/10 Vacancies	09/10 Unfunded
	Airport Manager	16-E	1	1	1	0	0
	Airport Operations Supervisor	57-N	0	1	1	0	0
	PT Airport Labor (value .5)	01-N	2	2	3	0	0
	<b>Total</b>			<b>3</b>	<b>4</b>	<b>5</b>	<b>0</b>

Storm Water	Position	Pay Grade	Adopted 07/08	Adopted 08/09	Adopted 09/10	09/10 Vacancies	09/10 Unfunded
	Superintendent-Streets/Drain.	15-E	0	1	1	0	0
	Community Relations Coordinator	15-E	0	0	0.25	0	0
	Foreman II	59-N	1	1	1	0	0
	Heavy Equipment Operator II	57-N	1	1	1	1	0
	Heavy Equipment Operator I	54-N	2	2	2	0	0
	Light Equipment Operator	53-N	3	3	3	1	0
	Maintenance Worker I	51-N	5	5	5	0	0
<b>Total</b>			<b>12</b>	<b>13</b>	<b>13.25</b>	<b>2</b>	<b>0</b>

<b>GRAND TOTAL</b>	<b>312.25</b>	<b>324.25</b>	<b>328.50</b>	<b>40.00</b>	<b>23.00</b>
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**Annual**

PAY GRADE	Minimum	1st Quartile	Midpoint	3rd Quartile	Maximum
	51	\$23,442	\$25,809	\$28,176	\$30,541
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
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
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**  
2009/2010 Proposed General Government Pay Plan  
Effective 10/01/2009



**Annual**

PAY GRADE	STEP 1	STEP 2	STEP 3	STEP 4	STEP 5	STEP 6	STEP 7	STEP 8	STEP 9
	<i>Minimum</i>		<i>1st Quartile</i>		<i>Midpoint</i>		<i>3rd Quartile</i>		<i>Maximum</i>
51	\$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
	<i>Minimum</i>		<i>1st Quartile</i>		<i>Midpoint</i>		<i>3rd Quartile</i>		<i>Maximum</i>
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
	<i>Minimum</i>		<i>1st Quartile</i>		<i>Midpoint</i>		<i>3rd Quartile</i>		<i>Maximum</i>
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	\$17.60	\$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  
**2009-2010 Proposed Salary Structure Detail**  
 Civil Service Personnel  
 October 1, 2009



Department	PROPOSED									
Pay Grade	09/10									
Code Position		Frequency:	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	
<b>Police</b>		<i>hourly</i>	20.54	21.45	22.40	23.20	24.03	24.89	25.79	
<b>Pay Grade: P1-CS</b>		<i>bi-weekly</i>	1,643.115	1,715.615	1,791.692	1,855.769	1,922.318	1,991.423	2,063.346	
		<i>monthly</i>	3,560.08	3,717.17	3,882.00	4,020.83	4,165.00	4,314.75	4,470.58	
		<i>annually</i>	42,721.00	44,606.00	46,584.00	48,250.00	49,980.00	51,777.00	53,647.00	
3001 Police Officer*	46									
<b>Police</b>		<i>hourly</i>	28.74	29.64	30.55	31.45	32.35			
<b>Pay Grade: P2-CS</b>		<i>bi-weekly</i>	2,299.192	2,371.538	2,443.846	2,516.077	2,588.385			
		<i>monthly</i>	4,981.58	5,138.33	5,295.00	5,451.50	5,608.17			
		<i>annually</i>	59,779.00	61,660.00	63,540.00	65,418.00	67,298.00			
3101 Police Sergeant	7									
<b>Police</b>		<i>hourly</i>	34.07	35.15	36.23	37.30	38.38			
<b>Pay Grade: P3-CS</b>		<i>bi-weekly</i>	2,725.769	2,811.923	2,898.077	2,984.231	3,070.385			
		<i>monthly</i>	5,905.83	6,092.50	6,279.17	6,465.83	6,652.50			
		<i>annually</i>	70,870.00	73,110.00	75,350.00	77,590.00	79,830.00			
3201 Police Lieutenant	6									
<b>Police</b>		<i>hourly</i>	40.46	41.75	43.04	44.33	45.61			
<b>Pay Grade: P4-CS</b>		<i>bi-weekly</i>	3,237.038	3,340.000	3,443.038	3,546.000	3,649.038			
		<i>monthly</i>	7,013.58	7,236.67	7,459.92	7,683.00	7,906.25			
		<i>annually</i>	84,163.00	86,840.00	89,519.00	92,196.00	94,875.00			
3301 Assistant Chief	2									
<b>TOTAL POLICE</b>	<b>61</b>									
<b>Fire</b>		<i>hourly</i>	20.13	21.03	21.96	22.75	23.57			
<b>Pay Grade: F1-CS</b>		<i>bi-weekly</i>	1,610.462	1,682.000	1,757.115	1,820.231	1,885.769			
		<i>monthly</i>	3,489.33	3,644.33	3,807.08	3,943.83	4,085.83			
		<i>annually</i>	41,872.00	43,732.00	45,685.00	47,326.00	49,030.00			
4001 Fire Fighter	23									
		<i>* hourly rate for 24-hour shift personnel only</i>								
<b>Fire</b>		<i>hourly</i>	26.01	26.54	27.08	27.61	28.14			
<b>Pay Grade: F2-CS</b>		<i>bi-weekly</i>	2,080.962	2,123.538	2,166.154	2,208.731	2,251.269			
		<i>monthly</i>	4,508.75	4,601.00	4,693.33	4,785.58	4,877.75			
		<i>annually</i>	54,105.00	55,212.00	56,320.00	57,427.00	58,533.00			
4101 Fire Engineer	22									
		<i>* hourly rate for 24-hour shift personnel only</i>								
<b>Fire</b>		<i>hourly</i>	29.46	30.29	31.12	31.95	32.78			
<b>Pay Grade: F3-CS</b>		<i>bi-weekly</i>	2,357.115	2,423.423	2,489.846	2,556.154	2,622.577			
		<i>monthly</i>	5,107.08	5,250.75	5,394.67	5,538.33	5,682.25			
		<i>annually</i>	61,285.00	63,009.00	64,736.00	66,460.00	68,187.00			
4201 Fire Captain	10									
		<i>* hourly rate for 24-hour shift personnel only</i>								
<b>Fire</b>		<i>hourly</i>	34.24	34.84	35.45	36.05	36.66			
<b>Pay Grade: F4-CS</b>		<i>bi-weekly</i>	2,738.885	2,787.346	2,835.923	2,884.385	2,932.962			
		<i>monthly</i>	5,934.25	6,039.25	6,144.50	6,249.50	6,354.75			
		<i>annually</i>	71,211.00	72,471.00	73,734.00	74,994.00	76,257.00			
4301 Battalion Chief	3									
		<i>* hourly rate for 24-hour shift personnel only</i>								
<b>Fire</b>		<i>hourly</i>	38.05	39.33	40.62	41.91	43.20			
<b>Pay Grade: F5-CS</b>		<i>bi-weekly</i>	3,043.692	3,146.731	3,249.692	3,352.731	3,455.692			
		<i>monthly</i>	6,594.67	6,817.92	7,041.00	7,264.25	7,487.33			
		<i>annually</i>	79,136.00	81,815.00	84,492.00	87,171.00	89,848.00			
4401 Asst. Chief	1									
<b>TOTAL FIRE</b>	<b>59</b>									
		<i>* hourly rate for 24-hour shift personnel only</i>								
	120	<b>Total Public Safety - Civil Service Employees</b>								

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

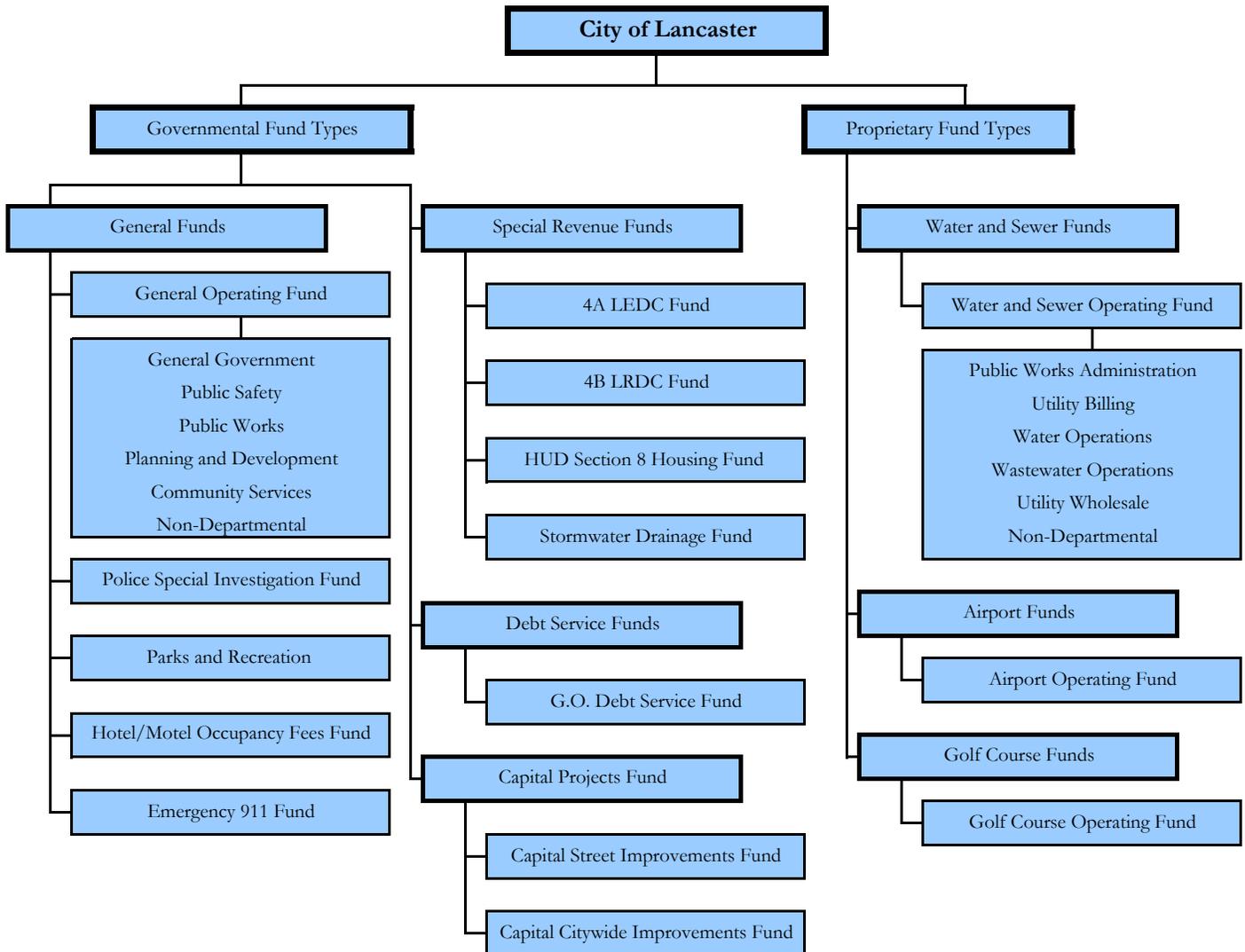


# FUND INFORMATION



# 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 valorem 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**

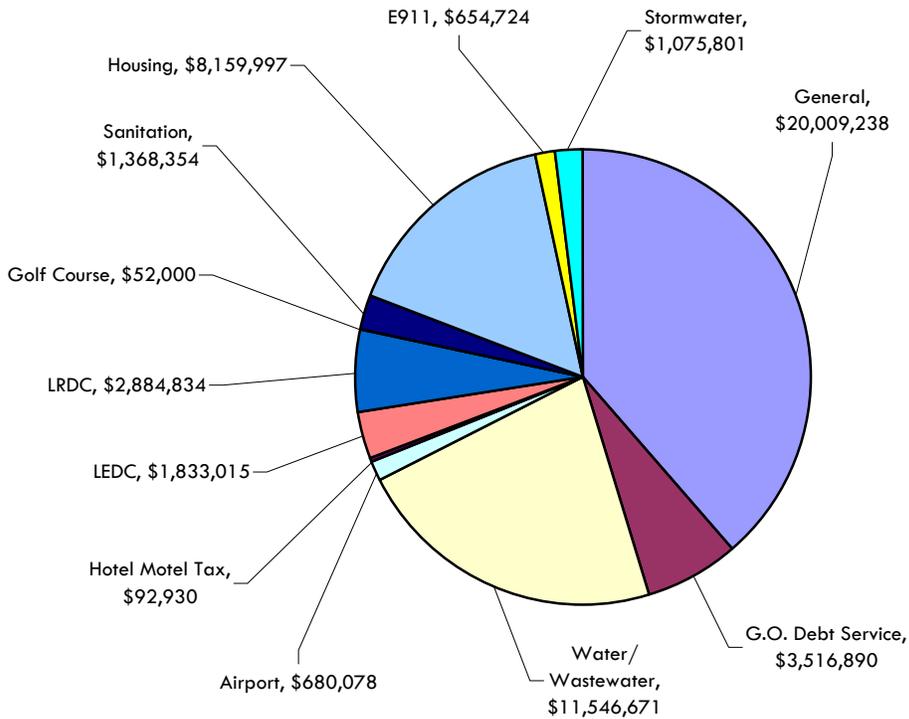
### **I. Golf Course Operating Fund (18)**

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

# City of Lancaster

## Citywide Combined Expenditures

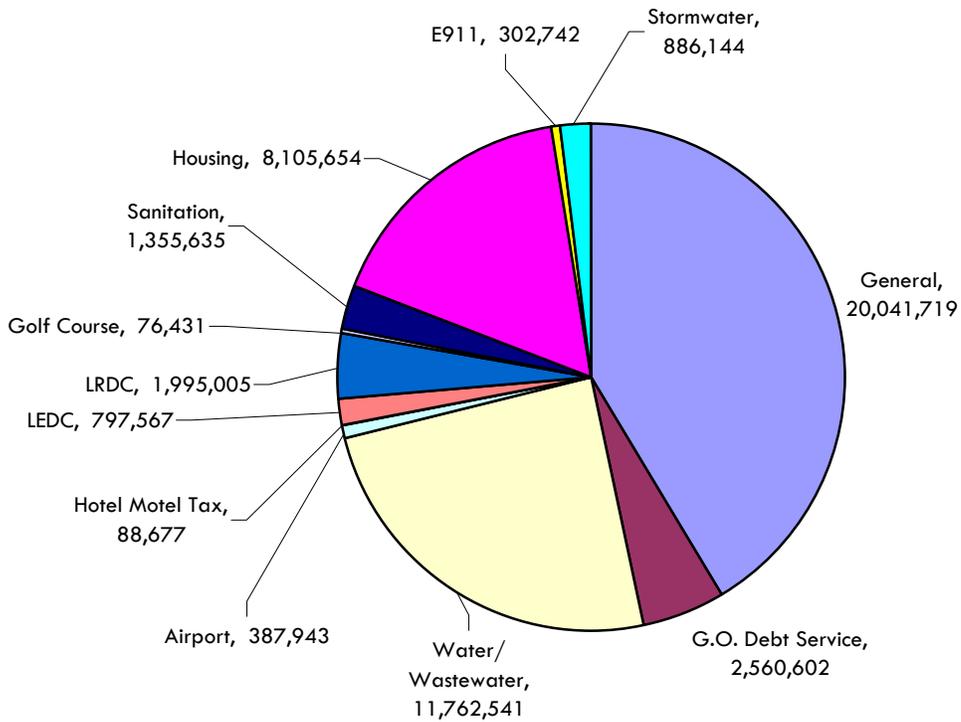
<b>Fund</b>	<b>2009-2010 Budget Expenditures</b>
General	\$20,009,238
G.O. Debt Service	\$3,516,890
Water/Wastewater	\$11,546,671
Airport	\$680,078
Hotel Motel Tax	\$92,930
LEDC/4A	1,833,015
LRDC/4B	2,884,834
Golf Course	\$52,000
Sanitation	\$1,368,354
Housing	\$8,159,997
E911	\$654,724
Stormwater	\$1,075,801
<b>Total</b>	<b>\$51,874,531</b>



# City of Lancaster

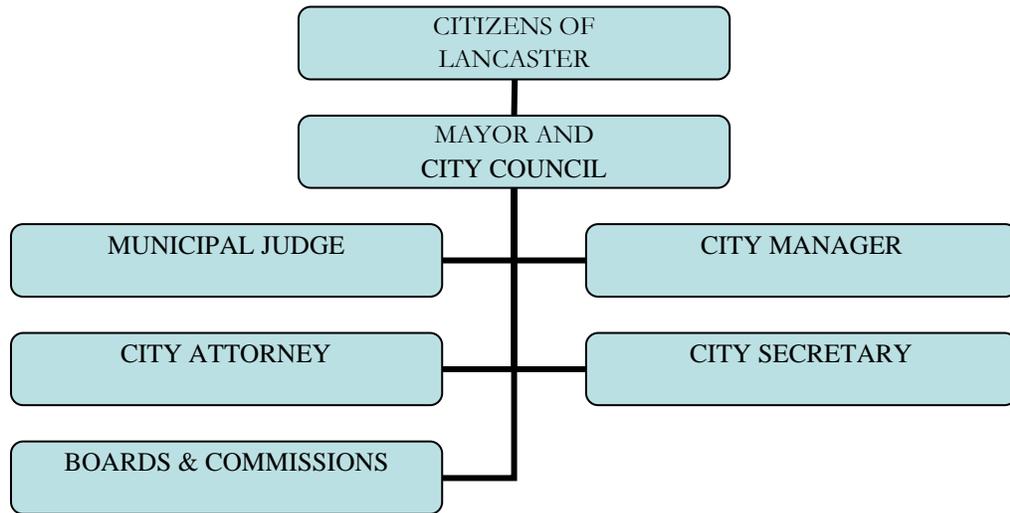
## Citywide Combined Revenues

<b>Fund</b>	<b>2009-2010 Budget Revenues</b>
General	20,041,719
G.O. Debt Service	2,560,602
Water/Wastewater	11,762,541
Airport	387,943
Hotel Motel Tax	88,677
LEDC/4A	797,567
LRDC/4B	1,995,005
Golf Course	76,431
Sanitation	1,355,635
Housing	8,105,654
E911	302,742
Stormwater	886,144
<b>Total</b>	<b>48,360,660</b>



**General Operating Fund (01)**  
**FUND SUMMARY**

	2007-2008	2008-2009		2009-2010
	Actual	Budget	Estimate	Proposed
<u>Revenue:</u>				
Property Taxes	10,335,809	11,406,609	10,904,953	9,613,690
Sales Taxes	3,504,975	3,529,308	3,854,667	3,971,172
Charges for Services	455,049	464,265	575,452	575,452
Fines and Fees	1,238,047	1,199,588	978,791	1,042,268
Franchise Fees	2,191,274	1,795,982	1,830,782	1,830,782
Licenses and Permits	860,293	743,558	520,913	520,913
Interest and Other	1,062,370	366,070	516,288	516,288
Transfers In	1,454,834	1,454,416	1,462,921	1,462,921
Police Officer Grant	-	-	-	213,333
Sanitation Administration Revenue	-	-	-	250,000
Extra	535,954	-	-	-
<b>Total Revenue</b>	<b>21,638,605</b>	<b>20,959,796</b>	<b>20,689,667</b>	<b>20,041,719</b>
<u>Expenditures</u>				
City Council	74,385	62,785	50,478	62,050
City Secretary	189,501	170,702	175,636	175,270
Administration	699,162	633,135	707,853	621,400
Legal	271,235	253,000	225,000	251,991
Municipal Court	465,390	401,049	465,085	391,880
Human Resources	538,351	429,916	392,584	322,536
Finance	790,159	566,258	664,703	579,189
Purchasing	103,684	111,561	101,361	98,858
Information Technology	200,411	249,619	252,753	357,439
<b>General Government Total</b>	<b>3,332,279</b>	<b>2,878,025</b>	<b>3,035,451</b>	<b>2,860,613</b>
Building Inspections	474,603	374,751	365,702	393,405
Code Compliance / Neighborhood Serv.	540,550	339,991	369,565	361,273
Development Services	184,312	267,209	306,039	221,125
Planning	618,464	296,679	278,991	182,084
Animal Services	49	105,798	126,824	144,908
<b>Development Services Total</b>	<b>1,817,977</b>	<b>1,384,428</b>	<b>1,447,122</b>	<b>1,302,795</b>
Streets	1,418,795	990,451	925,014	980,728
<b>Public Works Total</b>	<b>1,418,795</b>	<b>990,451</b>	<b>925,014</b>	<b>980,728</b>
Library	720,618	-	-	-
Parks	938,027	724,132	658,110	773,849
<b>Community Services Total</b>	<b>1,658,645</b>	<b>724,132</b>	<b>658,110</b>	<b>773,849</b>
Police	5,891,202	5,797,195	5,532,420	6,199,426
Emergency Communications	768,633	762,752	821,452	299,790
Fire	5,860,429	5,599,187	5,531,236	5,691,787
Fire Marshal	217,416	159,713	163,285	161,547
Civil Service	29,088	10,100	10,400	6,050
<b>Public Safety Total</b>	<b>12,766,768</b>	<b>12,328,947</b>	<b>12,058,793</b>	<b>12,358,600</b>
Building Services	1,075,819	1,186,645	1,086,902	1,036,549
Non-Departmental	673,691	587,695	646,990	696,104
Fleet Services	259,109	236,303	257,922	-
Westwood Wall	-	-	120,000	-
<b>Non-Departmental Total</b>	<b>2,008,619</b>	<b>2,010,643</b>	<b>2,111,814</b>	<b>1,732,653</b>
<b>Total Expenditures</b>	<b>23,003,084</b>	<b>20,316,626</b>	<b>20,236,305</b>	<b>20,009,238</b>
<b>Net Gain (Loss)</b>	<b>(1,364,479)</b>	<b>643,170</b>	<b>453,362</b>	<b>32,481</b>
<b>Beginning Balance</b>	<b>3,449,986</b>	<b>1,719,821</b>	<b>2,085,507</b>	<b>2,538,869</b>
<b>Ending Balance</b>	<b>2,085,507</b>	<b>2,362,991</b>	<b>2,538,869</b>	<b>2,571,350</b>
<b>Fund Balance as % of Revenues</b>	<b>9.64%</b>	<b>11.27%</b>	<b>12.27%</b>	<b>12.83%</b>



### 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 wastewater 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, Associate 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**

- Have revenues to support services and service levels
- New developments contributing to the city's financial sustainability
- Expand local economy: new business, business expansion, and new job opportunities
- Develop a more diverse tax base
- Develop strong financial policies and system controls

**Council Goal 2: Enhanced City Infrastructure and Services**

- Improve quality of city streets
- Effective drainage system and stormwater management
- Improve water and sewer services citywide
- Upgrade city facilities and appearance
- Complete major capital projects on time and within budget

**Council Goal 3: Higher Quality Development: Residential and Commercial**

- Commercial development: I-20 corridor
- L.E.E.D. incorporation in development and building standards
- Redevelopment: I-35 corridor
- Economic expansion of the airport
- Revitalization of downtown square and radiating corridors

**Council Goal 4: City - an Organization of Excellence**

- Develop and instill core values for the city organization
- Recruit, attract, and select best employees for Lancaster
- Empower managers and employees throughout the city organization
- Have market based compensation program
- Have city services delivered in a high quality, customer friendly, and effective manner

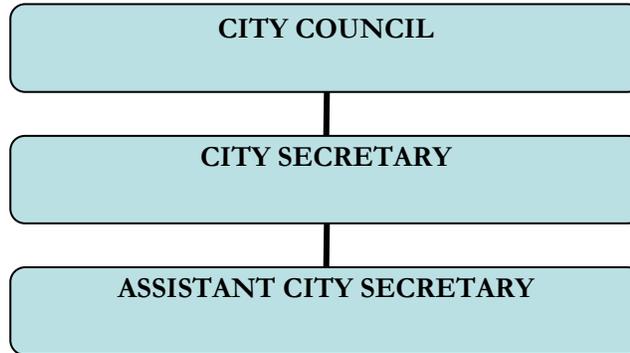
**Council Goal 5: Greater Community Unity and Pride**

- All are welcome, we celebrate cultural diversity
- Greater citizen understanding of city and community
- Citizens assuming civic responsibility, accountability, and contributing to a better Lancaster
- City government: trusted by our citizens
- Taking pride in our youth

**Council Goal 6: The Preferred Place to Live: Professionals and Families**

- Quality leisure and recreation choices - things to do in your spare time
- Safe community - low crime, timely response to an emergency
- More attractive and cleaner city
- Convenient living: access to all things within Lancaster
- Availability of alternative transportation modes

Budget Summary	2007-2008	2008-2009		2009-2010
	Actual	Budget	Estimate	Budget
Personnel	-	-	-	-
Supplies	6,736	5,630	2,482	4,905
Maintenance	-	-	-	-
Other Services	67,650	57,155	47,996	57,145
Capital Outlay	-	-	-	-
<b>TOTAL</b>	<b>74,385</b>	<b>62,785</b>	<b>50,478</b>	<b>62,050</b>



Personnel Summary			
Position	Adopted 07-08	Adopted 08-09	Adopted 09-10
City Secretary	1	1	1
Assistant City Secretary	1	1	1
<b>Total</b>	<b>2</b>	<b>2</b>	<b>2</b>

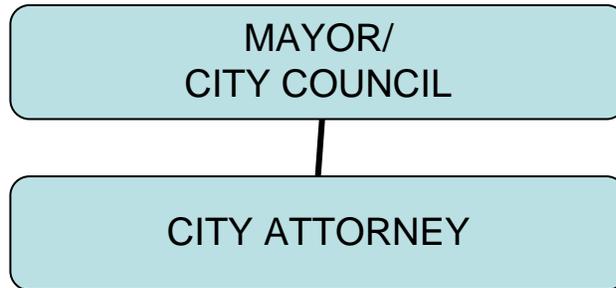
  

Department Narrative
<p>The Office of the City Secretary maintains custody and filing for all proceedings of the City Council including Council legislation, minutes, contracts/agreements and other written and recorded documents pertaining to the operation of city government. The City Secretary prepares 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.</p>

# City Secretary



Departmental Goals				
<p><b>City Council Goals 4 &amp; 5</b>                      ( City - an Organization of Excellence; Greater Community Unity and Pride)</p> <ul style="list-style-type: none"> <li>• Prepare Lancaster City Council meeting agendas and maintain an accurate account of such proceedings including Council minutes and enrollment of ordinances and resolutions as approved by the City Council</li> <li>• Prepare annual codification of City ordinances</li> <li>• Conduct General Municipal Election to be held in May 2010</li> <li>• Conduct annual destruction of eligible City records</li> <li>• Serve as a document and information resource for Council, citizens and staff</li> <li>• Prepare and adopt a City Electronic Records Management Policy</li> <li>• Scan and index Ordinances and Resolutions 1985 - 1999</li> </ul>				
Workload Indicators	07-08 Actual	08-09 Estimate	09-10 Estimate	
City Council Meetings	49	48	45	
Population	35,048	36,000	36,000	
Registered Voters	18,198	18,350	18,225	
Ordinances Adopted	50	45	50	
Resolutions Approved	119	115	120	
Ordinances Codified	46	52	50	
Proclamations Prepared	11	10	12	
Open Records Requests Processed	162	175	175	
Elections Held	2	0	1	
Quantity of Records Eligible for Destruction (lbs.)	6,781 lbs.	9,641 lbs.	5,200 lbs.	
Agenda Packet Pages Produced	5,010	5,890	5,100	
Legal Notices Published	28	24	22	
Performance Measurement	07-08 Actual	08-09 Estimate	09-10 Target	
Performance Measure:				
Agenda Packets Prepared by Thursday Before Council Meeting	100%	100%	100%	
Open Records Requests Processed in accordance with state law	100%	100%	100%	
Applicable ordinances codified	95%	100%	100%	
Citywide destruction of eligible records	100%	100%	100%	
FY 2007 & 2008 Ordinances & Resolutions scanned	N/A	100%	100%	
Backfile ordinances and resolutions from FY2000 forward	N/A	100%	100%	
Council minutes prepared; ordinances and resolutions enrolled	N/A	N/A	100%	
Adoption of Electronic Records Management Policy	N/A	N/A	Completed	
Scan and index back file ordinances and resolutions 1985-1999	N/A	N/A	100%	
Specialized staff training class on records management	N/A	Completed		
Budget Summary	2007-2008 Actual	2008-2009		2009-2010
		Budget	Estimate	Budget
Personnel	164,291	156,252	160,991	164,295
Supplies	3,358	2,655	1,900	1,985
Maintenance	-	-	-	-
Services	21,851	11,795	12,745	8,990
Capital Outlay	-	-	-	-
<b>TOTAL</b>	<b>189,501</b>	<b>170,702</b>	<b>175,636</b>	<b>175,270</b>

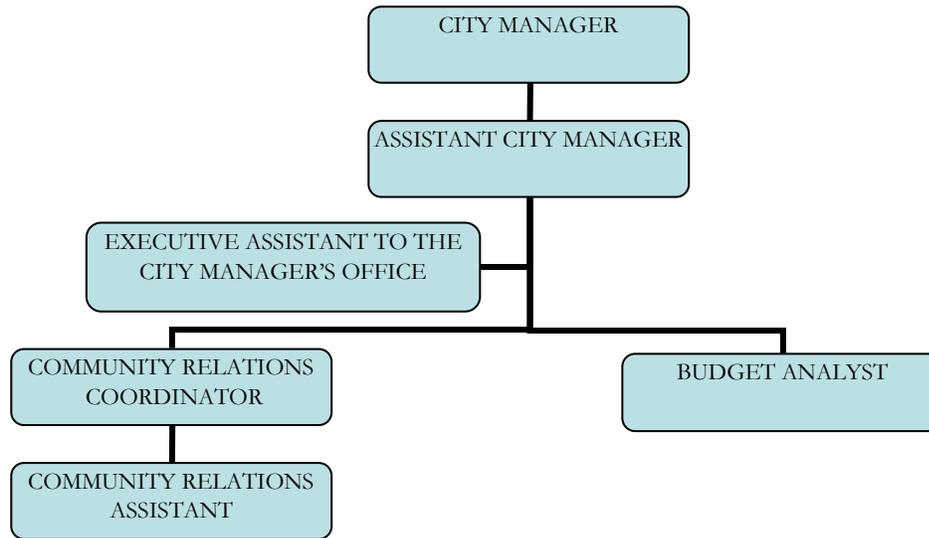


#### Department Summary

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, 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, agreements, ordinances, resolutions, by-laws for Council, appointed corporations, and other legal documents.

Departmental Goals				
<p><b>City Council Goal 1</b> (Financially Sustainable City Government)</p> <ul style="list-style-type: none"> <li>• Take action to legally recover lost revenue from motels within the City</li> <li>• Assist with all contracts entered into by the City for services</li> <li>• Serve as legal representation to ensure that City funds are protected against preventable claims and lawsuits</li> <li>• Serve as an advisor with regards to new purchasing and personnel policies</li> </ul> <p><b>City Council Goals 3 &amp; 4</b> (Higher Quality Development: Residential and Commercial; City - an Organization of Excellence)</p> <ul style="list-style-type: none"> <li>• Provide legal guidance on ETJ/Annexation Plans</li> <li>• Advise City Council, City administration, and directors on legal issues concerning new ordinances and resolutions</li> <li>• Provide orientation and training on basic legal issues for newly elected/appointed officials</li> <li>• Work with City Council, administration, and public safety departments to ensure that racial profiling does not exist in the City of Lancaster</li> <li>• Provide annual overview of new legislation and their potential effects to avoid future problems</li> </ul>				
Workload Indicators	07-08 Actual	08-09 Estimate	09-10 Estimate	
N/A				
Performance Measurement	07-08 Actual	08-09 Estimate	09-10 Target	
N/A				
Budget Summary	2007-2008 Actual	2008-2009 Budget Estimate		2009-2010 Budget
Personnel	-	-	-	-
Supplies	-	-	-	-
Maintenance	-	-	-	-
Other Services	271,235	253,000	225,000	251,991
Capital Outlay	-	-	-	-
<b>TOTAL</b>	271,235	253,000	225,000	251,991

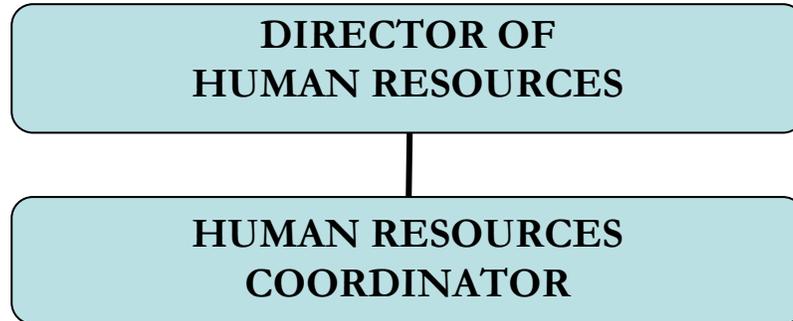


Personnel Summary				
Position	Adopted 07-08	Adopted 08-09	Adopted 09-10	
City Manager	1	1	1	
Deputy City Manager	1	0	0	
Asst. City Manager	1	1	1	
Community Relations Coordinator	0	1	0.5	
Budget Analyst	1	1	0.75	
CM Executive Assistant	1	1	1	
Community Relations Assist.	1	1	1	
<b>Total</b>	<b>6</b>	<b>6</b>	<b>5.25</b>	

Department Narrative
<p>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, public information, and all budget responsibilities.</p>

Departmental Goals					
<p><b>City Council Goals 5 &amp; 6</b>                      (Greater Community Unity and Pride; The Preferred Place to Live: Families and Professionals)</p> <ul style="list-style-type: none"> <li>• Prepare, submit, and manage the annual operating budget of the city</li> <li>• Direct and coordinate the successful implementation of High Performance Organization (HPO) activities and objectives</li> <li>• Increase accountability and efficiency of departments through regular budget and performance measurement analysis</li> <li>• Implement a new strategic planning, budgeting, and performance measuring procedure that answers the needs and priorities of the citizens, the city council, and the administration</li> <li>• Use the CRM program to improve communication between city staff and residents thus placing Lancaster on the cutting edge of e-government technology</li> <li>• Coordinate community relations activities including special events and homeowners associations.</li> <li>• Address the funding and implementation of capital improvement projects deemed beneficial to the City</li> <li>• Support historical preservation, beautification, and conservation initiatives through leadership and community outreach</li> <li>• Represent the City of Lancaster to federal and state legislative agencies, the Chamber of Commerce, school district, Economic Development Corporation, and business leaders throughout the community</li> </ul>					
Workload Indicators		07-08 Actual	08-09 Estimate	09-10 Estimate	
Population		35,048	36,000	36,000	
City Council Meetings		45	45	45	
Executive Team Meetings		52	50	50	
General Fund Budget Expenditures		\$22,672,194	\$21,645,376	\$20,009,238	
Total Municipal Budgeted Expenditures		\$56,690,227	\$54,361,204	\$51,874,531	
Total Municipal Debt Service Payments		\$4,773,021	\$4,323,410	\$6,019,965	
Monthly Budget Reports		12	12	12	
City Sponsored Special Events		13	15	14	
Citizen Relationship Management Requests		2,140	2,200	2,200	
Performance Measurement		07-08 Actual	08-09 Estimate	09-10 Target	
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		\$646.89	\$601.26	\$555.81	
Debt service as percentage of Citywide Expenditures		8.40%	7.95%	11.00%	
CMO as percentage of General Fund Expenditures		3.20%	2.92%	3.10%	
Operations and Maintenance Tax Rate (per \$100 assessed value)		\$0.6091	\$0.64410	\$0.61410	
Budgeted Revenues Collected		98%	95%	99%	
Budgeted Expenditures Spent		92%	93%	99%	
Budget Summary		2007-2008 Actual	2008-2009 Budget Estimate		2009-2010 Budget
Personnel		629,504	574,500	660,165	568,711
Supplies		9,171	13,500	12,097	13,860
Maintenance		-	-	504	-
Other Services		60,487	45,135	35,087	38,829
Capital Outlay		-	-	-	-
<b>TOTAL</b>		<b>699,162</b>	<b>633,135</b>	<b>707,853</b>	<b>621,400</b>



Personnel Summary				
Position	Adopted 07-08	Adopted 08-09	Adopted 09-10	
Director of Human Resources	1	1	1	
Human Resource Coordinator	1	1	1	
Compensation & Benefits Specialist	0	1	0	
Human Resources Generalist	0	0	0	
Human Resources Assistant	1	1	0	
<b>TOTAL</b>	<b>3</b>	<b>4</b>	<b>2</b>	

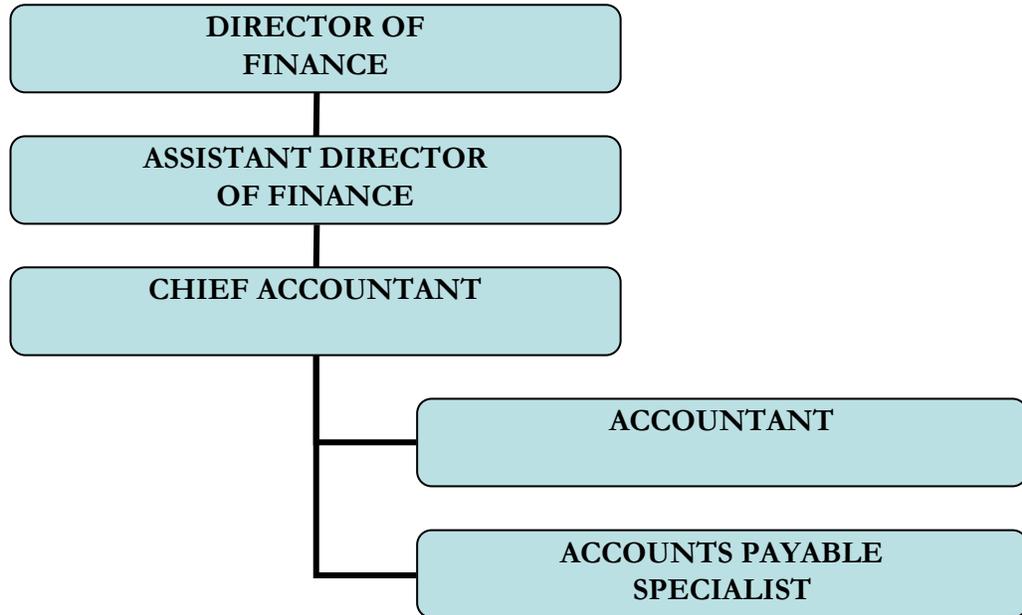
  

Department Narrative
<p>The Human Resource Department of the City of Lancaster strives to provide superior service delivery to internal and external customers with the assistance of staff, the employee website, and the implementation of HPO management concepts. The department provides fundamental services 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.</p>

# Human Resources



Departmental Goals				
<p><b>City Council Goal 4</b> (City - an Organization of Excellence)</p> <ul style="list-style-type: none"> <li>• Recruit, attract and select the best employees for Lancaster</li> <li>• Empower managers and employees throughout the city organization</li> <li>• Have a market-based compensation system</li> <li>• Develop performance-based evaluation systems</li> <li>• Management and Supervisory Skills (6 Month) Development</li> <li>• Job Description Updates</li> </ul>				
Workload Indicators	07-08 Actual	08-09 Estimate		09-10 Estimate
Total Full-time City of Lancaster Employees	287	272		265
Applications Received and Processed	4088	2783		2000
Liability and Property Claims	41	29		30
Pre-Hire Drug Screens and Background Checks	185	45		20
In-House Training Programs	11	11		11
Benefit Programs Managed	17	17		17
Workers Compensation Claims	67	40		40
Performance Measurement	07-08 Actual	08-09 Estimate		09-10 Target
Turnover in Agency (Calendar year)	16%	12%		7%
Accurate Payroll Checks	99.53%	100%		100%
Evaluations Completed On-Time	86%	90%		95%
Job Postings within 24 Hours	100%	100%		100%
Claims Processed within 7 Days	100%	100%		100%
Budget Summary	2007-2008 Actual	2008-2009 Budget Estimate		2009-2010 Budget
Personnel	274,526	291,491	240,763	196,346
Supplies	11,068	12,000	9,600	7,400
Maintenance	-	500	500	650
Other Services	246,847	125,925	141,721	118,140
Capital Outlay	5,911	-	-	-
<b>TOTAL</b>	<b>538,351</b>	<b>429,916</b>	<b>392,584</b>	<b>322,536</b>



Personnel Summary				
Position	Adopted 07-08	Adopted 08-09	Adopted 09-10	
Director of Finance	1	1	1	
Asst. Director of Finance	1	1	1	
Purchasing Agent	0	0	0	
Chief Accountant	1	1	1	
Accountant	1	1	1	
Accounting Generalist	1	1	0	
Administrative Secretary	1	0	0	
Accounts Payable Specialist	1	1	1	
<b>Total</b>	<b>7</b>	<b>6</b>	<b>5</b>	

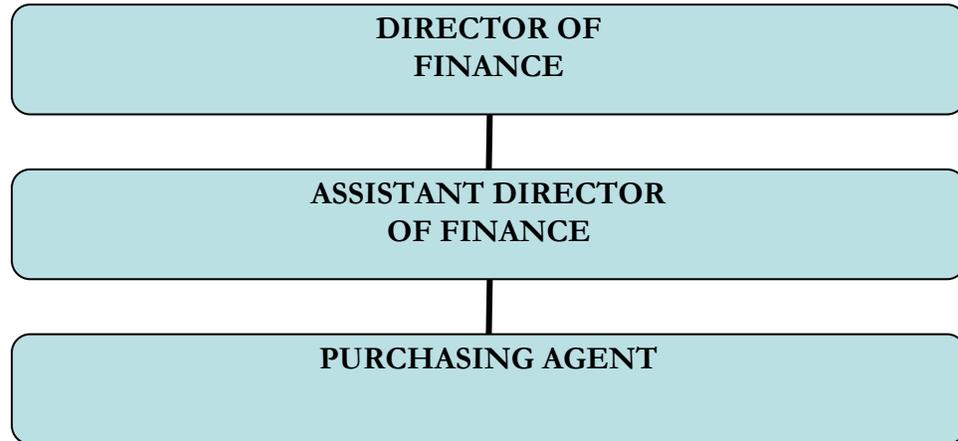
  

Department Narrative
<p>The Finance Department monitors revenues and expenses; maintains the financial records of the City as mandated by State statutes, the City charter and ordinances, and generally accepted accounting principles; manages financial resources to efficiently and effectively pay City 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.</p>

Finance



Departmental Goals				
<p><b>City Council Goals 1</b> (Financially Sustainable City Government)</p> <ul style="list-style-type: none"> <li>• Provide financial information to all users in the form, frequency, and the timeliness needed for management decisions</li> <li>• Coordinate the preparation of the Comprehensive Annual Financial Report (CAFR) with the external auditors</li> <li>• Coordinate with the City Manager's Office in the preparation of the Annual Operating Budget and Five-Year Forecasts</li> <li>• Develop and implement city-wide accounting and purchasing procedures and policies</li> <li>• Implement on-line bill paying system</li> <li>• Provide assistance to City departments for securing materials/services in the most efficient and economical way adhering to all related Texas purchasing statutes and internal purchasing policies</li> <li>• Safeguard the City's fixed assets through periodic inventories and reports</li> </ul>				
Workload Indicators	07-08 Actual	08-09 Estimate	09-10 Estimate	
Checking Accounts	12	8	8	
Journal Entries Made	9,929	4,910	5,100	
Bank Statements Reconciled	144	96	96	
Monthly Operations Reports	1	12	12	
Accounts Payable Checks Processed	10,301	6,883	5,100	
Void Checks	709	500	400	
Performance Measurement	07-08 Actual	08-09 Estimate	09-10 Target	
Bank Reconciliations Finished by Month End	58%	100%	100%	
Monthly Closeouts within 10 Days of Month End	1	12	12	
Vendors Paid within 30 Days	85%	99%	99%	
Checks Available for Review every Monday	50	52	52	
Audit presentation to Council (Months after year end)	15	10	7	
Budget Summary	2007-2008 Actual	2008-2009 Budget Estimate		2009-2010 Budget
Personnel	458,987	409,683	445,703	403,455
Supplies	13,814	6,400	8,800	14,391
Maintenance	373	500	-	500
Other Services	316,986	149,675	210,200	160,843
Capital Outlay	-	-	-	-
<b>TOTAL</b>	<b>790,159</b>	<b>566,258</b>	<b>664,703</b>	<b>579,189</b>



Personnel Summary				
Position	Adopted 07-08	Adopted 08-09	Adopted 09-10	
Purchasing Agent	1	1	1	
<b>Total</b>	<b>1</b>	<b>1</b>	<b>1</b>	

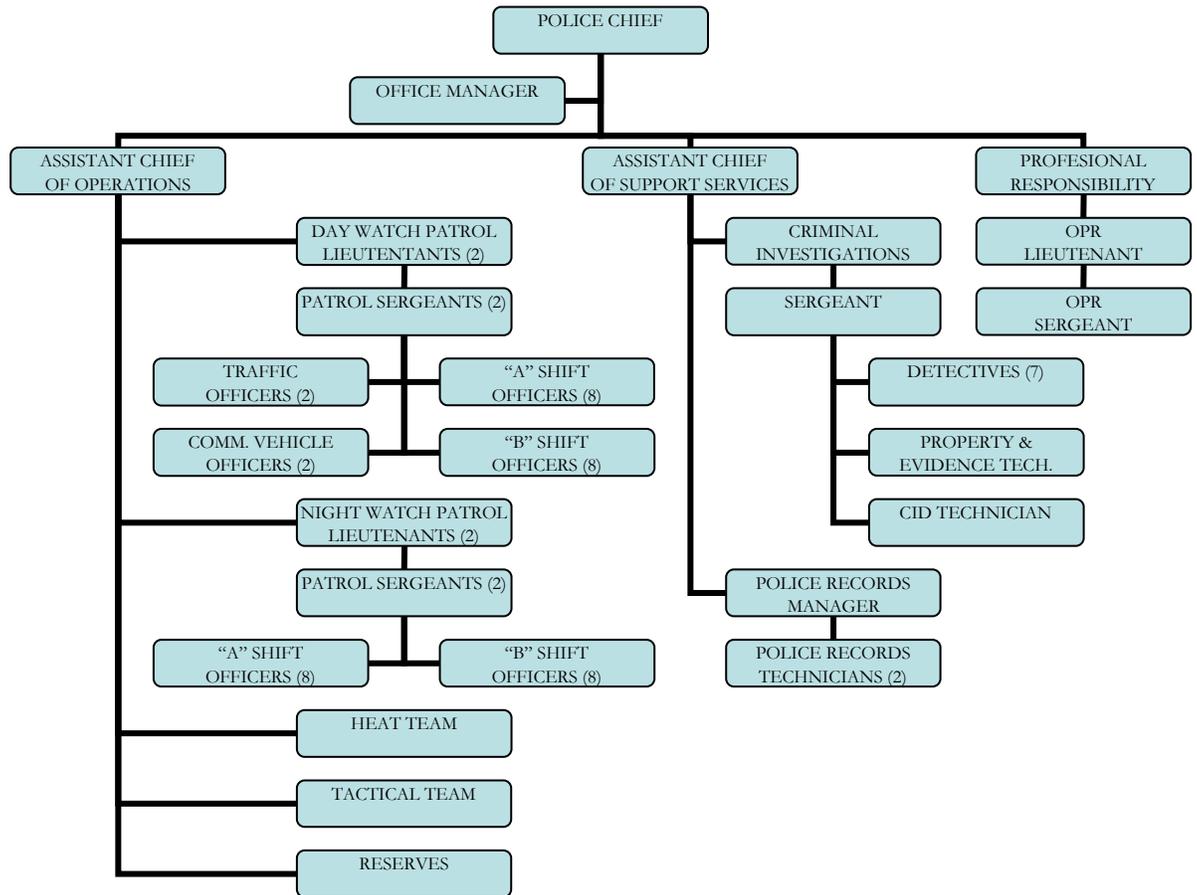
  

Department Narrative
<p>The Purchasing Division is responsible for handling all purchasing activities of the City. This division was separated from the Finance Administration Division beginning the 2007-2008 Fiscal Year in an attempt to better track operations and costs associated with purchasing.</p>

Departmental Goals					
<p><b>City Council Goals 1</b> (Financially Sustainable City Government)</p> <ul style="list-style-type: none"> <li>• 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</li> <li>• Complete training and implementation of new purchasing software/requisition system.</li> <li>• Complete update of vendor database</li> </ul>					
Workload Indicators		07-08 Actual	08-09 Estimate	09-10 Estimate	
Bids Processed		41	50	75	
Quotes		42	40	50	
Construction		9	2	4	
Professional Services		4	2	1	
Annual Contracts		13	20	20	
Requisitions Processed		803	2,000	2,000	
Procurement Card Transactions		5,012	5,000	5,000	
Procurement Card Dollars Spent		\$750,291	\$750,000	\$750,000	
Purchase Orders Processed		803	2,000	2,000	
Purchase Order Dollars Spent		\$1,689,622	\$1,700,000	\$1,700,000	
Performance Measurement		07-08 Actual	08-09 Estimate	09-10 Target	
Vender Database Updated		Completed	N/A	N/A	
Vendor Inquiries Resolved Within 48 Hours		100%	100%	100%	
Electronic Vendor Self Update		N/A	N/A	100%	
Budget Summary		2007-2008 Actual	2008-2009 Budget Estimate		2009-2010 Budget
Personnel		80,053	84,426	80,439	80,769
Supplies		3,634	4,204	2,789	3,700
Maintenance		-	-	-	-
Other Services		19,997	22,931	18,133	14,389
Capital Outlay		-	-	-	-
<b>TOTAL</b>		103,684	111,561	101,361	98,858

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

**Public Safety Division**  
**General Fund**



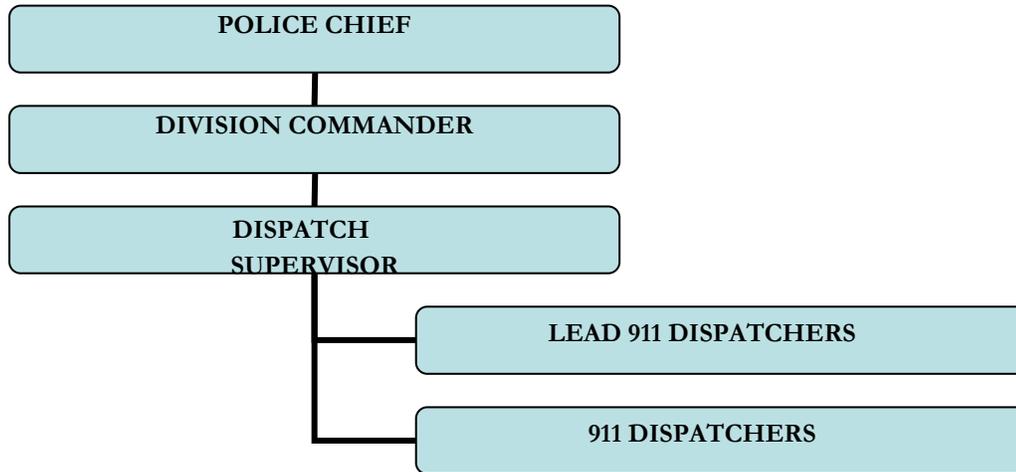
Personnel Summary			
Position	Adopted 07-08	Adopted 08-09	Adopted 09-10
Police Chief	1	1	1
Assistant Police Chief	2	2	2
Lieutenant	6	6	6
Sergeant	7	7	7
Police Officer	47	43	42
Records Supervisor	1	1	1
Office Manager	1	1	1
City Marshal	1	0	0
CID Technician	1	1	1
Property & Evidence Tech.	1	1	1
Police Technicians	3	2	1
Part-Time	0.5	0.5	0.5
<b>Total</b>	<b>71.5</b>	<b>65.5</b>	<b>63.5</b>

Departmental Goals				
<p><b>City Council Goals 5 &amp; 6</b> (Greater Community Unity and Pride; The Preferred Place to Live: Families and Professionals)</p> <ul style="list-style-type: none"> <li>• Increase the Department's partnership with citizens, neighborhoods, schools, and other community groups</li> <li>• Increase awareness of crime prevention measures by creating crime watch groups for businesses</li> <li>• Foster citizen interaction and education by hosting Public Safety Academy Programs</li> <li>• Encourage citizen participation through programs such as Citizens On Patrol</li> <li>• Enhance departmental efficiency by reducing officer downtime and developing user friendly reports</li> <li>• 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</li> <li>• Investigate cooperative agreements with other law enforcement agencies on items such as training, intelligence sharing, and grant opportunities</li> </ul>				
Workload Indicators	07-08 Actual	08-09 Estimate	09-10 Estimate	
City Population / Square City Miles	35,800 / 29.2	36,000 / 30	36,225/30	
Sworn Officers	56	56	54	
Calls for Service	31,520	29,167	31,000	
Citations / Violations	5,428 / 8,761	6254/9427	5154/7894	
Arrests	2,716	2,284	2,850	
Accidents Reported	919	630	650	
Part I Crimes	2,350	2,119	2,050	
Public Safety Academies	0	1	1	
Attendance at National Night Out Events	0	0	10	
Performance Measurement	07-08 Actual	08-09 Estimate	09-10 Target	
Homeowner's Association Meeting Attendance	10	5	5	
New Community Watch Groups Created			10	
New Business Crime Watch Areas Created	1	1	2	
Crime Victim Liaison Program	N/A	Completed	N/A	
Partnership with UNT-Dallas Criminal Justice Program	N/A	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	10.4 Minutes	9.5 Minutes	9.5 Minutes	
Part I Crimes per 1000 Population	64	58	58	
Sworn Officers per 1000 Population / per Square City Mile	1.6 / 1.92	1.5 / 1.8	1.5 / 1.8	
Budget Summary	2007-2008 Actual	2008-2009 Budget Estimate		2009-2010 Budget
Personnel	4,842,112	5,013,816	4,848,521	5,421,782
Supplies	325,929	331,419	251,924	198,322
Maintenance	74,888	74,500	63,075	191,420
Other Services	393,207	377,460	368,900	387,902
Capital Outlay	255,066	-	-	-
<b>TOTAL</b>	<b>5,891,202</b>	<b>5,797,195</b>	<b>5,532,420</b>	<b>6,199,426</b>

# Emergency Communications

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

Public Safety Division  
 General Fund



Personnel Summary				
	Adopted	Adopted	Adopted	
Position	07-08	08-09	09-10	
Dispatch Supervisor	1	1	0	
Lead 911 Dispatcher	4	4	1	
911 Dispatchers	6	5	1	
Part Time Dispatchers	1.5	1.5	0	
<b>Total</b>	<b>12.5</b>	<b>11.5</b>	<b>2</b>	

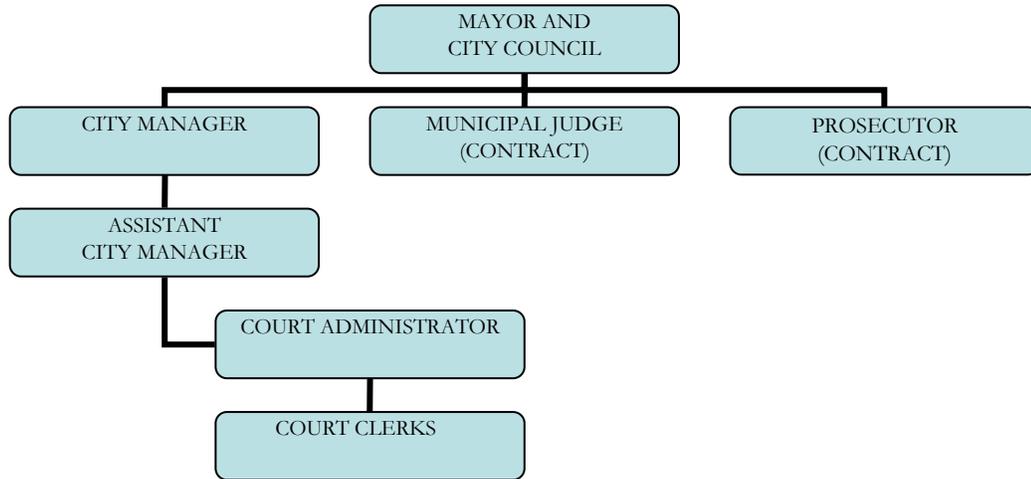
Department Narrative
<p>The Emergency Communications Department is responsible for answering and directing law enforcement, fire and EMS personnel to emergency calls from the citizens. Additionally, Emergency Communications provides assistance to police officers and fire fighters on the scenes of emergency 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.</p>



Departmental Goals					
<p><b>City Council Goals 2 &amp; 4</b> (Enhanced City Infrastructure and Services; City - an Organization of Excellence)</p> <ul style="list-style-type: none"> <li>• Aim to provide the most effective and efficient communications program possible</li> <li>• Satisfy emergency and routine communications and informational needs for the City's Public Safety Departments</li> <li>• Increase departmental efficiency through the recruitment, selection, and training of qualified communication personnel</li> <li>• Establish and maintain a positive relationship with other departments, citizens, and public safety agencies</li> <li>• Maintain effective staffing by sustaining an operational vacancy rate at or below 15%</li> <li>• Promote employee development through education and succession planning</li> </ul>					
Workload Indicators		07-08 Actual	08-09 Estimate	09-10 Estimate	
Wireless 911 Calls		17,455	13,500	14,000	
Total 911 Calls		24,936	33,768	35,450	
Non-Emergency Calls		136,290	155,025	163,000	
Total Police Calls For Service (CFS)		36,000	31,250	33,000	
Police Priority 1 or 2 Calls For Service		1,795	1,795	1,900	
Total Fire Calls For Service		5,192	6,905	7,250	
Fire Mutual Aid Responses		69	129	140	
Performance Measurement		07-08 Actual	08-09 Estimate	09-10 Target	
911 Calls Answered within 6 Seconds		75%	78%	78%	
911 Calls Answered within 10 Seconds		85%	88%	88%	
Abandoned 911 Calls		1870	1683	1683	
Average Time to Dispatch Police Priority 1 or 2 CFS		45 SEC	41 SEC	41 SEC	
Average Time to Dispatch Fire/EMS CFS		35 SEC	32 SEC	32 SEC	
Budget Summary		2007-2008 Actual	2008-2009		2009-2010
			Budget	Estimate	Budget
Personnel		664,567	618,244	661,565	170,205
Supplies		4,279	6,495	5,435	3,880
Maintenance		67,116	90,809	90,809	90,809
Other Services		32,613	47,204	34,531	34,896
Capital Outlay		57	-	29,112	-
<b>TOTAL</b>		768,633	762,752	821,452	299,790

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

**Public Safety Division**  
**General Fund**



Personnel Summary				
Position	Adopted 07-08	Adopted 08-09	Adopted 09-10	
Court Administrator	1	1	1	
Court Clerk	4	4	3	
<b>Total</b>	<b>5</b>	<b>5</b>	<b>4</b>	

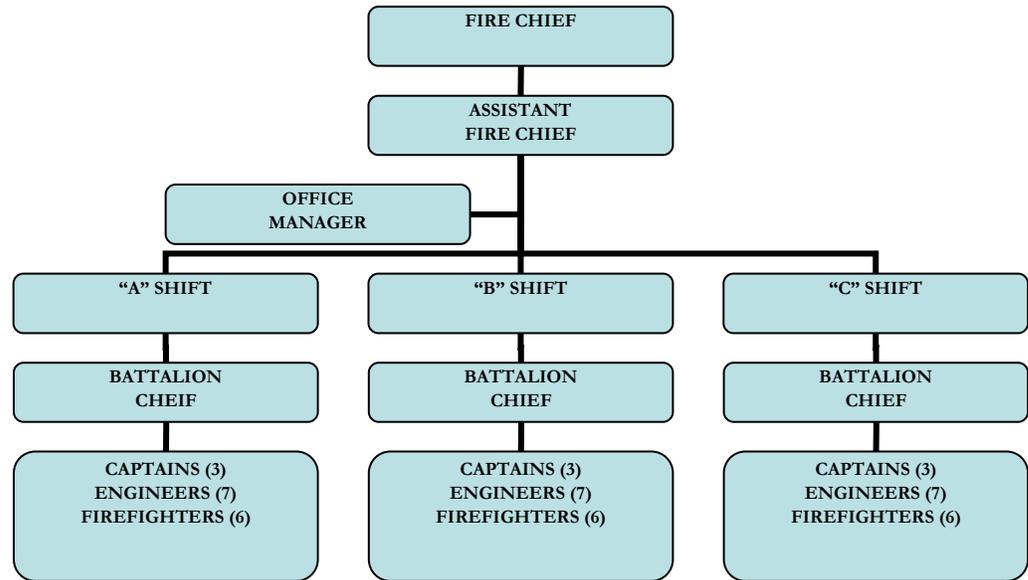
  

Department Narrative	
<p>The Lancaster Municipal Court of Record, under laws of the State of Texas and the Code of Ordinances, provides service to all persons who have been issued citations, warnings, and warrants and/or needing information. The Court processes all court cases to include: citations, 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.</p> <p>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.</p>	

# Municipal Court



Departmental Goals				
<p><b>City Council Goals 1</b> (Financially Sustainable City Government)</p> <ul style="list-style-type: none"> <li>• Process issuance of warrants and minimize quantities in each batch in a timely manner</li> <li>• Implement on-line payment process</li> <li>• Continuing education and completion of current level certification for clerks</li> <li>• Update processes/complaints or offense information for legislative update</li> <li>• Streamline process by updating computer software, to become a paperless operation</li> <li>• Cross train new employees</li> <li>• Assist dispatch by renewing old warrants and entering them into Regional system</li> </ul>				
Workload Indicators	07-08 Actual	08-09 Estimate	09-10 Estimate	
Cases Filed	14,330	11,000	11,000	
Bond Forfeitures	630	782	782	
Trials	9,650	9,746	9,746	
Jury Trials	13	20	20	
Warrants Issued	10,420	10,500	10,500	
Warrants Cleared	7,000	7,500	7,500	
Full-Time Employees	5	5	4	
Performance Measurement	07-08 Actual	08-09 Estimate	09-10 Target	
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	73 Days	50 Days	50 Days	
Cases Disposed	55%	55%	55%	
Cases Appealed	5%	1%	1%	
Relocation to New Building	N/A	Aug. 2009	Completed	
Continuing Education Certificates Received	88 hours	98 hours	98 hours	
Budget Summary	2007-2008 Actual	2008-2009 Budget Estimate		2009-2010 Budget
Personnel	247,036	240,211	216,196	212,804
Supplies	24,488	18,000	8,800	11,200
Maintenance	2,281	2,400	2,580	500
Other Services	191,585	140,438	237,509	167,376
Capital Outlay	-	-	-	-
<b>TOTAL</b>	<b>465,390</b>	<b>401,049</b>	<b>465,085</b>	<b>391,880</b>



**Personnel Summary**

Position	Adopted 07-08	Adopted 08-09	Adopted 09-10
Fire Chief	1	1	1
Asst. Fire Chief	1	1	1
Battalion Chief	3	3	3
Captain	9	9	9
Fire Engineer	21	21	21
Fire Fighter	17	24	24
Office Manager	1	1	1
Part-Time Clerical	0.5	0.5	0
Emergency Mgmt. Designee	1	1	1
Emergency Mgmt. Technician	0	1	1
<b>Total</b>	<b>54.5</b>	<b>62.5</b>	<b>62</b>

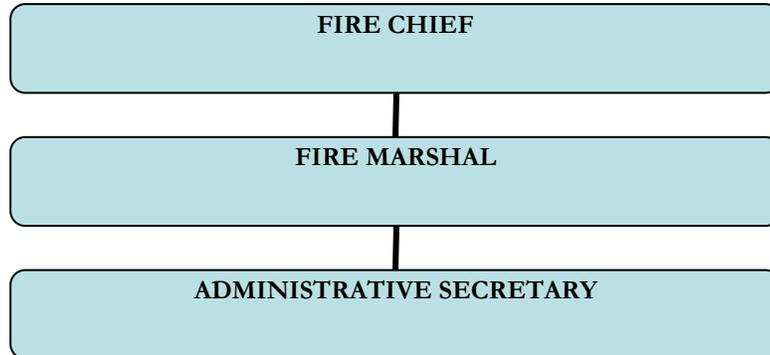
**Department Narrative**

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



Departmental Goals				
<p><b>City Council Goals 5 &amp; 6</b> (Greater Community Unity and Pride; Becoming the Preferred Place to Live: Families and Professionals)</p> <ul style="list-style-type: none"> <li>• Continue our assessment of the hazards and capabilities of the Emergency Management Team while creating and maintaining a credible Emergency Operations Plan</li> <li>• Strive for excellence in customer service by improving all services, both emergency and non-emergency.</li> <li>• Maintain the Lancaster Fire Department as an organization that is responsive to its employees.</li> <li>• Continue to provide advanced care to patients suffering from strokes, heart attacks, trauma, or other medical problems.</li> <li>• Maintain response times with increasing call volume and population growth.</li> <li>• Improve response capabilities for large scale disasters such as floods, tornados, terrorism;</li> <li>• Maintain service level of one Mobile Intensive Care Unit (MICU) at each fire station.</li> <li>• Encourage fire station personnel to visit their neighborhoods during the year.</li> <li>• Maintain the Fire Department comprehensive wellness-fitness program.</li> <li>• Identify future station needs and locations</li> </ul>				
Workload Indicators	07-08 Actual	08-09 Estimate	09-10 Estimate	
City Population / Square City Miles / Uniformed Personnel	35,048 / 29.2 / 53	36,000 / 30 / 60	36,225 / 30 / 60	
Calls for Service-Fire	1,927	2,037	2,057	
Calls for Service-Medical Emergencies	5,194	5,435	5,900	
Calls for Service-Non-Emergency Customer Service	1,258	1,210	1,220	
Number of Responses / Average per day	8,800 / 25	9330 / 25.49	10000 / 27.40	
Performance Measurement	07-08 Actual	08-09 Estimate	09-10 Target	
Percent of property saved	85%	95%	96%	
Hire and train additional paramedics	4	6	4%	
Increase apparatus staffing	7%	7%	7%	
Maintain current response times with increased call volume	4.40 minutes	5.16 minutes	4.40 minutes	
Percentage of 4 firefighters on scene in 5 minutes	10%	4%	10%	
Percentage of 14 firefighters on scene in 9 minutes	60%	61%	65%	
Public Safety Building construction completed	75%	100%	100%	
Fire Officers trained in NIMS 300 and 400	100%	100%	100%	
Expansion of the availability of computerized building plans	300%	100%	100%	
Increase of the number of building inspections for planning	300%	100%	100%	
Reduction of dependency on mutual aid assistance	10%	0%	0%	
Budget Summary	2007-2008 Actual	2008-2009 Budget Estimate		2009-2010 Budget
Personnel	5,047,658	5,054,205	5,064,066	5,064,990
Supplies	273,816	260,743	242,050	261,145
Maintenance	118,347	83,156	61,000	186,656
Other Services	183,603	201,076	164,120	169,496
Capital Outlay	237,004	-	-	9,500
<b>TOTAL</b>	<b>5,860,429</b>	<b>5,599,180</b>	<b>5,531,236</b>	<b>5,691,787</b>

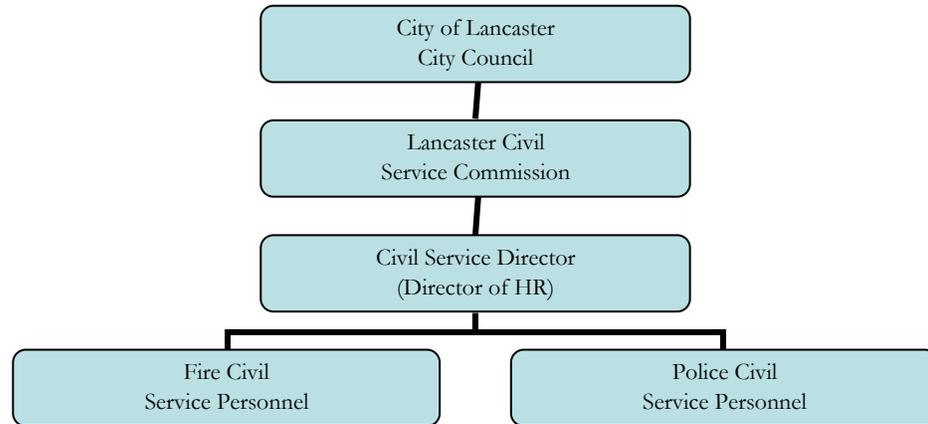


Personnel Summary				
Position	Adopted 07-08	Adopted 08-09	Adopted 09-10	
Fire Marshal	1	1	1	
Administrative Secretary	1	1	1	
<b>Total</b>	<b>2</b>	<b>2</b>	<b>2</b>	
Department Narrative				
<p>The Fire Marshal is responsible for the coordination of fire prevention activities in the city of Lancaster. Working closely with other personnel in the fire and development services division, the fire marshal organizes fire related education, code compliance, life safety inspections, fire inspection, and emergency preparedness efforts.</p>				

# Fire Marshal



Departmental Goals					
<p><b>City Council Goal 5</b> (Greater Community Unity and Pride)</p> <ul style="list-style-type: none"> <li>• Continue assessment of the hazards and capabilities of the Emergency Management Team while creating and maintaining a credible Emergency Operations Plan;</li> <li>• Review and issue permits for dangerous processes such as hazardous materials, fireworks, and new fuel tanks;</li> <li>• 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;</li> <li>• Educate youths and adults through fire prevention classes using printed material and the educational mobile fire house;</li> </ul>					
Workload Indicators		07-08 Actual	08-09 Estimate	09-10 Estimate	
Review building plans and fire protection system plans		400	225	175	
Conduct fire safety demonstrations/presentations		130	150	180	
Conduct arson fire investigations/prosecutions		45	45	48	
Conduct fire inspections and provide a fire-safe environment		450	475	485	
Performance Measurement		07-08 Actual	08-09 Estimate	09-10 Target	
Increase in fire safety presentations		20%	20%	20%	
Increase in arson fire prosecution rate and fire investigation		20%	20%	15%	
Budget Summary		2007-2008 Actual	2008-2009		2009-2010 Budget
			Budget	Estimate	
Personnel		153,993	145,861	152,560	152,170
Supplies		5,802	8,100	6,025	3,100
Maintenance		703	1,000	500	3,000
Other Services		3,869	4,752	4,200	3,277
Capital Outlay		53,049	-	-	-
<b>TOTAL</b>		217,416	159,713	163,285	161,547



Personnel Summary				
Position	Adopted 07-08	Adopted 08-09	Adopted 09-10	
Civil Service Director (Contract)*	1	0	0	
<b>Total</b>	<b>1</b>	<b>0</b>	<b>0</b>	

\* 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.

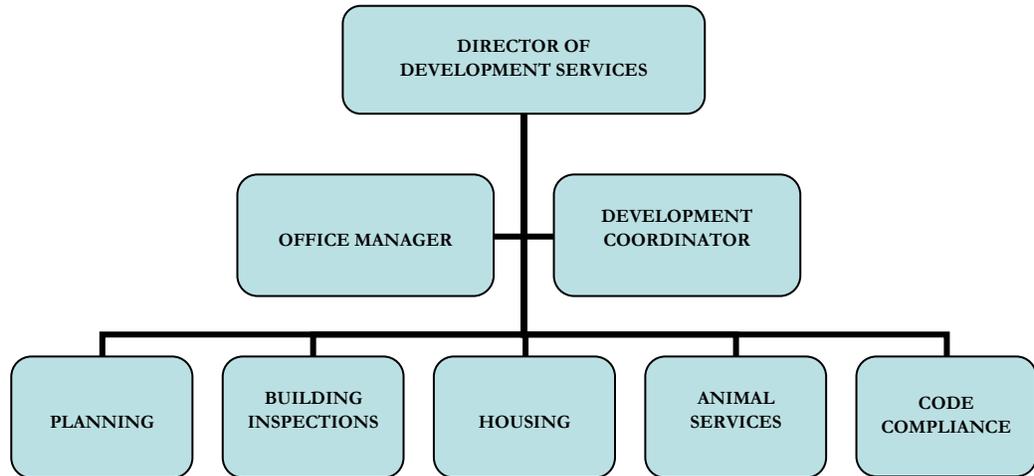
Note: This department was created October 1, 1996 to track Civil Service costs.

Civil Service



Departmental Goals				
<p><b>City Council Goals 4 &amp; 5</b> (City- An Organization of Excellence; Greater Community Unity and Pride)</p> <ul style="list-style-type: none"> <li>• Work with all Civil Servants and the respective Chiefs to build mutual respect and understanding within each department in an attempt to retain quality employees;</li> <li>• Schedule testing for all civil service new hires, vacant positions, or promotions;</li> <li>• Work with the Human Resources department to recruit and hire qualified employees;</li> <li>• Provide an avenue for Lancaster Civil Servants employed by the City of Lancaster to communicate areas for concern to the Lancaster Civil Service Commission;</li> <li>• Increase communication with the Civil Servants of the City of Lancaster through more open dialog;</li> <li>• Handle hearings and appeals of possible violations of the Civil Service Code that are brought to the Commission by Civil Servants;</li> <li>• Maintain a process whereby Lancaster Civil Servants can feel comfortable in trying to work out possible problems and concerns before violation of the Civil Service Code are affected.</li> </ul>				
Workload Indicators	07-08 Actual	08-09 Estimate	09-10 Estimate	
Total Police Civil Service Personnel	62	58	61	
Total Fire Civil Service Personnel	52	60	59	
Civil Service Applications for Employment	375	423	500	
Civil Service Applications for Promotion	25	10	15	
Performance Measurement	07-08 Actual	08-09 Estimate	09-10 Target	
Number of Service Appeals	3	4	3	
Number of Hearings	4	5	2	
Number of Commission Meetings	2	1	1	
Budget Summary	2007-2008 Actual	2008-2009 Budget Estimate		2009-2010 Budget
Personnel	-	-	-	-
Supplies	6,834	9,100	8,550	4,500
Maintenance	-	-	-	-
Other Services	22,255	1,000	1,850	1,550
Capital Outlay	-	-	-	-
<b>TOTAL</b>	<b>29,088</b>	<b>10,100</b>	<b>10,400</b>	<b>6,050</b>

# Development Services Admin.

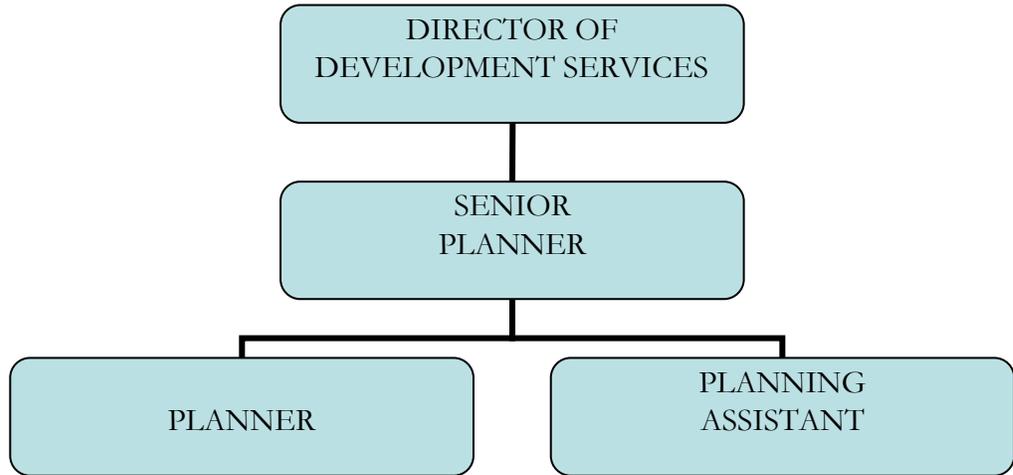


Personnel Summary				
Position	Adopted 07-08	Adopted 08-09	Adopted 09-10	
Director of Development Services	1	1	0.5	
Development Coordinator	0	1	1	
Office Manager	0	1	0.5	
<b>Total</b>	<b>1</b>	<b>3</b>	<b>2</b>	

Department Narrative
<p>The Development Services Administration program is used to account for administrative and overhead costs incurred by the Planning, 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.</p>

Departmental Goals					
<p><b>City Council Goals 3 &amp; 5</b>                      (Higher Quality Development: Residential and Commercial; Greater Community Unity and Pride)</p> <ul style="list-style-type: none"> <li>• Provide quality management and service response from citizen requests</li> <li>• Improve organization and operations within Development Services Department.</li> <li>• Create a positive and friendly atmosphere for citizens interacting with the City of Lancaster</li> <li>• Serve the employees and citizens of Lancaster through: friendly and courteous interaction; knowledgeable staff, convenient hours; and responsive customer service</li> <li>• 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</li> <li>• Ensure operational procedures are current, relevant and promote efficiency</li> </ul>					
Workload Indicators		07-08 Actual	08-09 Estimate	09-10 Estimate	
Full-Time Development Services Employees		18	18	16	
Total Planning and Development Division Budget		\$1.7 Million	\$1.4 Million	\$1.3 Million	
Performance Measurement		07-08 Actual	08-09 Estimate	09-10 Target	
Implementation of MyGov to track performance		Completed	N/A	N/A	
Planning and Development Division Expenditures Spent		98%	99%	99%	
Budget Summary		2007-2008 Actual	2008-2009		2009-2010
			Budget	Estimate	Budget
Personnel		62,928	194,499	235,545	150,900
Supplies		9,416	6,200	3,231	4,250
Maintenance		-	-	-	-
Other Services		111,968	66,510	67,263	65,975
Capital Outlay		-	-	-	-
<b>TOTAL</b>		<b>184,312</b>	<b>267,209</b>	<b>306,039</b>	<b>221,125</b>

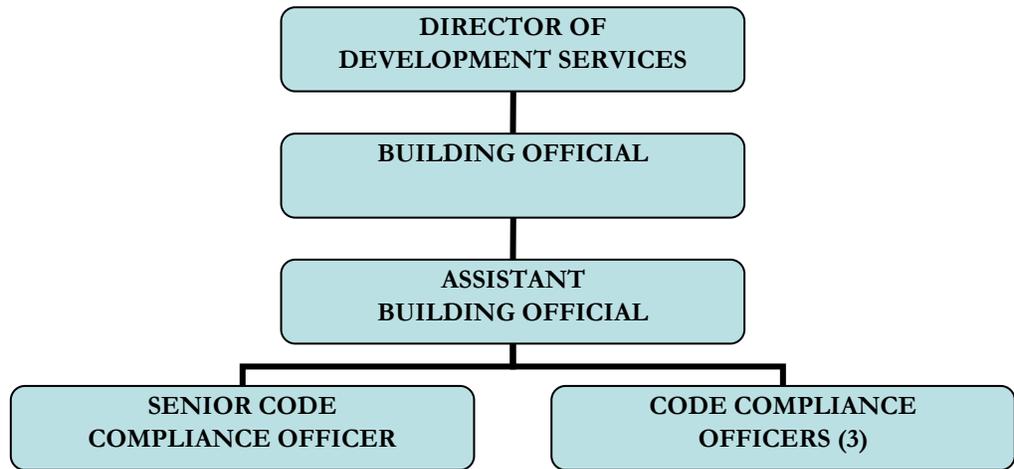


Personnel Summary				
Position	Adopted 07-08	Adopted 08-09	Adopted 09-10	
Director of Planning	1	0	0	
Senior Planner	0	1	0.5	
Planner	1	1	0	
Planning Assistant	1	1	1	
<b>Total</b>	<b>3</b>	<b>3</b>	<b>1.5</b>	

Department Narrative	
<p>The Planning Department 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.</p>	

Departmental Goals				
<p><b>City Council Goals 3 &amp; 6</b>                      (Higher Quality Development: Residential and Commercial; The Preferred Place to Live: Professionals and Families)</p> <ul style="list-style-type: none"> <li>• Promote high quality commercial and residential growth through quality planning procedures and processes</li> <li>• Minimize conflict between developments</li> <li>• Provide clear technical assistance and professional advice to City Council, City Management, and Lancaster residents</li> <li>• Update codes, regulations, and ordinances for consistency to City Council objectives</li> <li>• Forecast service needs and improve efficiency of available resources</li> </ul>				
Workload Indicators	07-08 Actual	08-09 Estimate	09-10 Estimate	
Full Time Employees	3	3	1	
Lancaster Development Code Review Sessions	2	8	8	
Downtown Development Plan	Phase 1 complete	100% Complete	100% Complete	
New Historic Preservation Guidelines	0% Complete	100% Complete	100% Complete	
Historic Downtown Beautification Project	50% Complete	50% Complete	50% Complete	
Floating Zones (Design Review)	0%	100%	N/A	
Total Plats Received and Reviewed	22	25	22	
Total Zoning Requests Received and Processed	32	12	19	
Total Site Plans Received and Reviewed	0	25	19	
Zoning Board of Adjustment Cases	3	4	2	
Historic Committee Landmark Cases	5	6	7	
Performance Measurement	07-08 Actual	08-09 Estimate	09-10 Target	
Process Certifications of Occupancies within 3 Days	80%	85%	85%	
Comment on Civil Plans with Planning Elements within 3 Days	80%	85%	85%	
Comment on Building Plans with Planning Elements within 3 Days	80%	85%	85%	
Process Administrative Permits within 3 Days	80%	85%	85%	
Complete Site Plan and Plat Applications within 30 days	80%	90%	90%	
Zoning Applications Completed with 45 days	75%	80%	85%	
Annexation Requests Complying with Procedural Requirements	100%	100%	100%	
Citizen Planning Inquiries Resolved Within 24 Hours	80%	85%	85%	
Continuing Education Units Received	60 Units	40 Units	40 Units	
Budget Summary	2007-2008 Actual	2008-2009 Budget Estimate		2009-2010 Budget
Personnel	258,101	170,792	157,642	96,524
Supplies	8,244	6,200	2,164	2,700
Maintenance	-	-	-	-
Other Services	352,093	119,687	119,185	82,860
Capital Outlay	-	-	-	-
<b>TOTAL</b>	<b>618,438</b>	<b>296,679</b>	<b>278,991</b>	<b>182,084</b>



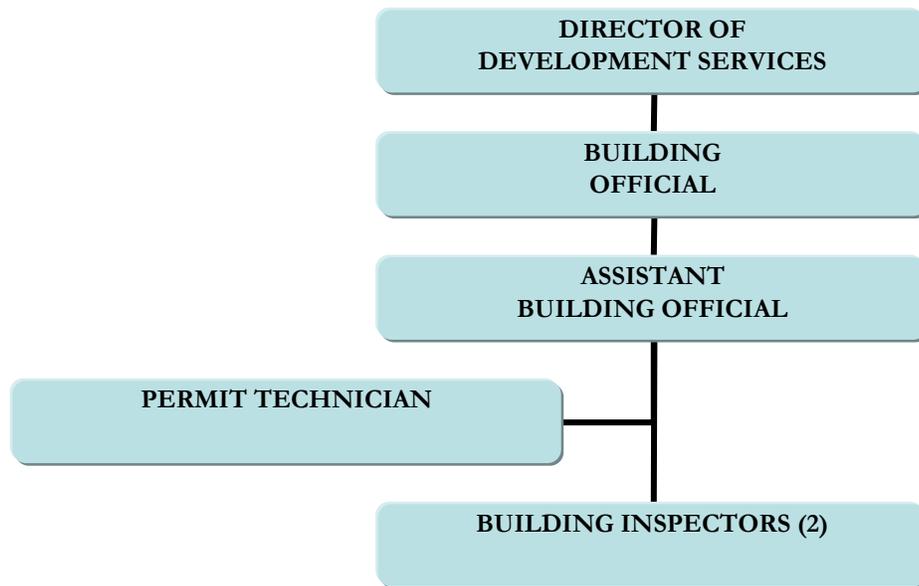
Personnel Summary				
Position	Adopted 07-08	Adopted 08-09	Adopted 09-10	
Senior Code Officer	1	1	1	
Code Compliance Officer	0	3	3	
Neighborhood Services	4	0	0	
<b>Total</b>	<b>5</b>	<b>4</b>	<b>4</b>	

Department Narrative
<p>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 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.</p> <p>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 on a 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.</p>

# Code Compliance

Departmental Goals				
<p><b>City Council Goal 5</b> (Greater Community Unity and Pride)</p> <ul style="list-style-type: none"> <li>• Train staff to be more compassionate and compliance friendly</li> <li>• Evaluate and modify all ordinances concerning Code compliance to be consistent</li> <li>• Create program to make residents and/or business owners more aware of local regulations and educate them to achieve compliance</li> <li>• Provide weekend coverage of City ordinance violations</li> <li>• Continuous education of Homeowner Association's to become better equipped to handle violations</li> <li>• Enforce all in a consistent and professional manner</li> <li>• Review and evaluate current bulk trash ordinance to develop a more consistent way to address violations</li> </ul>				
Workload Indicators	07-08 Actual	08-09 Actual	09-10 Estimate	
Full Time Employees	5	4	4	
Weed and Grass Violations	1,500	5,536	6,000	
Bulk Trash Violations	1,800	1,189	1,200	
Junk/Inoperable Vehicles	60	392	400	
Overhanging Limbs	750	652	700	
Parking Violations	40	1,066	1,200	
Sign Violations	1,200	2,138	2,200	
Trash/Junk Violations	450	1,985	2,000	
Fence Violations	350	639	650	
Performance Measurement	07-08 Actual	08-09 Actual	09-10 Target	
Code violations addressed within 48 hours of report	100%	82%	85%	
Emergency complaints addressed immediately upon receipt	N/A	87%	90%	
Management complaint addressed within one work day	N/A	90%	95%	
Budget Summary	2007-2008 Actual	2008-2009		2009-2010 Budget
		Budget	Estimate	
Personnel	362,209	238,512	221,977	210,648
Supplies	41,477	12,715	16,004	17,946
Maintenance	6,827	7,000	5,000	5,000
Other Services	130,037	81,764	126,584	127,679
Capital Outlay	-	0	-	-
<b>TOTAL</b>	<b>540,550</b>	<b>339,991</b>	<b>369,565</b>	<b>361,273</b>



Personnel Summary				
Position	Adopted 07-08	Adopted 08-09	Adopted 09-10	
Building Official	1	1	1	
Asst. Building Official	0	1	1	
Chief Inspector	1	0	0	
Plans Examiner	1	0	0	
Building Inspector	2	2	2	
Permit Technician	1	1	1	
<b>Total</b>	<b>6</b>	<b>5</b>	<b>5</b>	

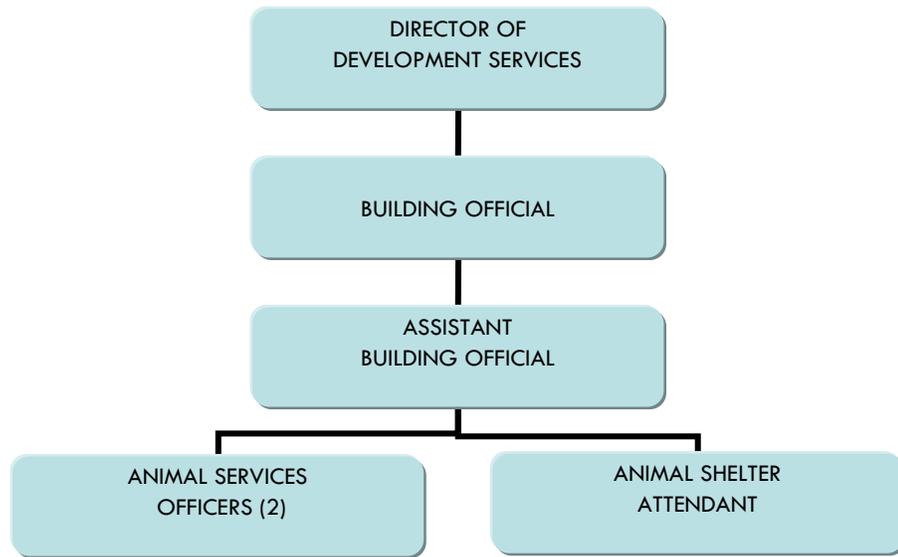
  

Department Narrative
<p>Building Inspections Division is established for the purpose of providing standards to safeguard life, health, safety, property and the public welfare by regulating and controlling the design, construction, quality of materials, occupancy, use, location and maintenance of all buildings and structures constructed within the City of Lancaster.</p> <p>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.</p>

# Building Inspections



Departmental Goals				
<p><b>City Council Goal 2 &amp; 3</b>                      (Enhanced City Infrastructure and Facilities;High Quality Development: Residential and Commercial)</p> <ul style="list-style-type: none"> <li>• Create a public awareness program to inform citizens on permit requirements</li> <li>• Make garage sale permits available online</li> <li>• Enforce all ordinances consistently</li> <li>• Continued education of internal staff</li> <li>• Continue abandoned homes/building demolition program</li> <li>• Continue to enhance apartment inspection program</li> <li>• Enforce obsolete and abandoned signage</li> <li>• Create and implement a public swimming pool inspection program</li> </ul>				
Workload Indicators	07-08 Actual	08-09 Estimate	09-10 Estimate	
Full Time Employees	6	5	5	
Single Family Permits Issued	350	87	100	
Electrical Permits Issued	N/A	148	150	
Plumbing Permits Issued	N/A	252	250	
Fence Permits Issued	N/A	138	150	
Mechanical Permits Issued	N/A	61	700	
Contractor Registrations	N/A	420	450	
Plans Reviewed	N/A	700	700	
Inspections Made	N/A	9,000	9,000	
Performance Measurement	07-08 Actual	08-09 Estimate	09-10 Target	
Requested inspections performed within 8 hours	100%	100%	100%	
Complaints addressed within 8 hours	N/A	92%	95%	
Same day telephone call return from residents and contractors	N/A	90%	95%	
Budget Summary	2007-2008 Actual	2008-2009		2009-2010
		Budget	Estimate	Budget
Personnel	378,986	298,222	299,529	317,000
Supplies	10,447	10,367	6,300	9,030
Maintenance	3,427	2,500	2,500	2,500
Other Services	81,750	63,662	57,373	64,875
Capital Outlay	-	-	-	-
<b>TOTAL</b>	<b>474,610</b>	<b>374,751</b>	<b>365,702</b>	<b>393,405</b>



Personnel Summary				
Position	Adopted 07-08	Adopted 08-09	Adopted 09-10	
Animal Services Officer	2	2	2	
Animal Shelter Attendant	1	1	0	
Part-Time Attendant	0.5	0.5	0.5	
<b>Total</b>	<b>3.5</b>	<b>3.5</b>	<b>2.5</b>	

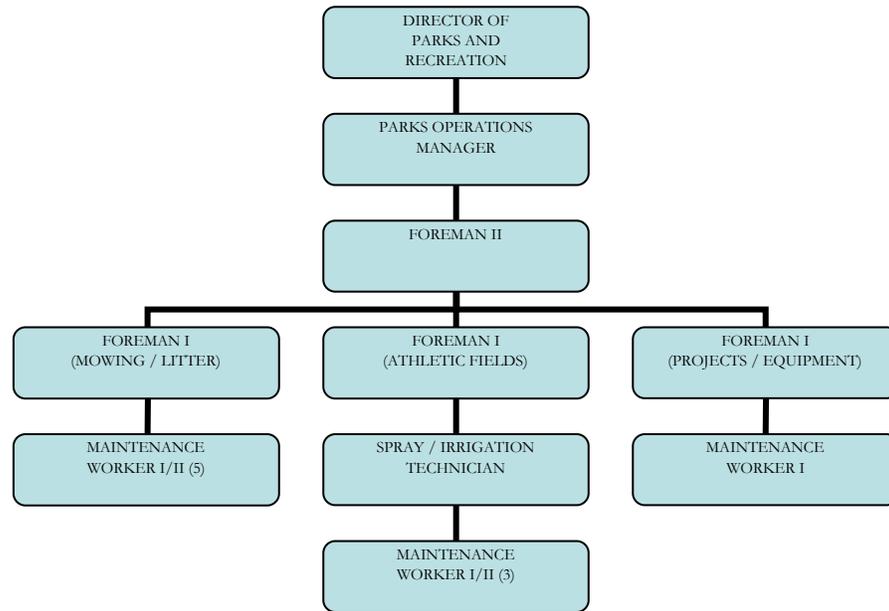
  

Department Narrative
<p>Animal Services was separated in FY 07-08 into a separate Division in an effort to place a concentration of staff on the increasing stray animal population. Animal Control Officers (ACO) capture vicious animals, stray animals, wild animals posing a threat to citizens of Lancaster. 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 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.</p>

# Animal Services



Departmental Goals					
<p><b>City Council Goal 2, 5</b>                      (Enhanced City Infrastructure and Facilities, Greater Community Unity and Pride)</p> <ul style="list-style-type: none"> <li>• Create active education programs for the community on basic animal care and responsibility</li> <li>• Update all City ordinances related to Animal Services to be in conformance with new State laws</li> <li>• Respond to service calls in a timely manner</li> <li>• Attend Homeowner's Association meetings to inform residents of local ordinances related to Animal Services</li> <li>• Create programs to promote pet adoptions</li> <li>• Increase fund raising programs for Shelter</li> <li>• Expand the shelter floor area to accommodate more animals and increase adoption rate</li> <li>• Educate community on the importance of spaying, neutering and vaccinations</li> <li>• Obtain all state required certifications (euthanasia, dart gun, etc.)</li> </ul>					
Workload Indicators		07-08 Actual	08-09 Estimate	09-10 Estimate	
Full Time Employees			3	2	
Part Time Employees			0.5	.5	
Adoptions			350	250	
Redemptions			200	100	
Euthanizations		N/A	700	650	
Deceased Animal Pickup			200	100	
Micro Chip Inserted			80	80	
Animal Bite Investigations			10	10	
Cruelty Cases			4	4	
Performance Measurement		07-08 Actual	08-09 Estimate	09-10 Target	
Animal Services requests answered within 8 hours		N/A	75%	80%	
Increase monthly adoptions			75%	80%	
Budget Summary		2007-2008 Actual	2008-2009		2009-2010 Budget
			Budget	Estimate	
Personnel		-	81,980	110,921	120,871
Supplies		49	11,778	9,015	12,121
Maintenance		-	5,000	544	5,000
Other Services		-	7,040	6,344	6,916
Capital Outlay		-	0	-	-
<b>TOTAL</b>		<b>\$49</b>	<b>\$105,798</b>	<b>\$126,824</b>	<b>\$144,908</b>



Personnel Summary				
Position	Adopted 07-08	Adopted 08-09	Adopted 09-10	
Park Operations Manager	1	1	1	
Foreman II	1	1	1	
Foreman I	3	3	3	
Horticulture Technician	1	1	0	
Maintenance Worker II	6	9	9	
Maintenance Worker I	3	0	0	
<b>Total</b>	<b>15</b>	<b>15</b>	<b>14</b>	

Department Narrative	
<p>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.</p>	

# Parks Operations



**Departmental Goals**

**City Council Goal 2**

(Enhance City Infrastructure and Facilities)

- 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

**City Council Goal 3**

(Higher Quality Development: Residential & Commercial)

- Assist with implementation of the Westwood Screening wall
- Coordinate and assist with the development of a staff proposal for implementation of recreation tourism

**City Council Goal 4**

(City- an Organization of Excellence)

- 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

**City Council Goal 6**

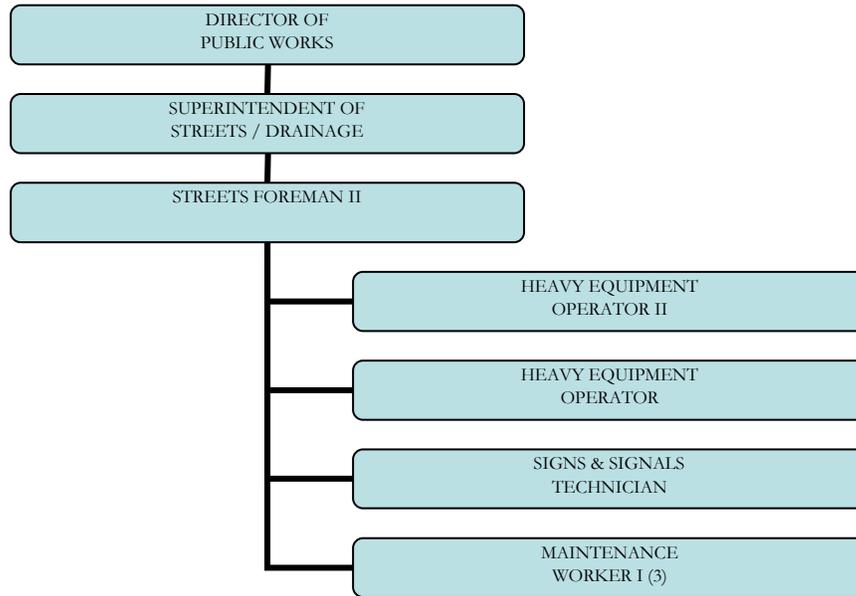
(The Preferred Place to Live: Professionals and Families)

- Assist with the development and recommendation of the entrance beautification design and funding strategy for City Council's funding and approval

<b>Workload Indicators</b>	<b>07-08 Actual</b>	<b>08-09 Estimate</b>	<b>09-10 Estimate</b>	
Number of Current Parks/Parks in Progress	16/5	16/5	16/5	
School Facilities Maintained in Summer	8	8	6	
Acreage of Parks	607	607	665	
Full-Time Employees	13	15	14	
Rights of Way/Median Acreage	220	220	220	
Special Events Requiring Park Staffing	14	14	11	
Trail Miles Maintained	0	0.68	3.01	
Municipal Sites Maintained	15	14	16	
Outdoor Restrooms Maintained	7	8	8	
<b>Performance Measurement</b>	<b>07-08 Actual</b>	<b>08-09 Estimate</b>	<b>09-10 Target</b>	
Parks Acreage per Full-Time Employee	47	47	56	
ROW/Median Acreage per Full-Time Employee	17	17	19	
Funded Projects Completed By Fiscal Year End	100%	100%	100%	
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	36 classes	6 classes	
<b>Budget Summary</b>	<b>2007-2008 Actual</b>	<b>2008-2009</b>		<b>2009-2010 Budget</b>
		<b>Budget</b>	<b>Estimate</b>	
Personnel	(7,660)	524,077	532,842	634,285
Supplies	9,451	59,755	34,308	45,264
Maintenance	86	65,700	42,102	46,000
Other Services	10	74,600	37,559	33,300
Capital Outlay	-	-	7,500	-
Other	936,140	-	-	-
<b>TOTAL</b>	<b>938,027</b>	<b>724,132</b>	<b>654,311</b>	<b>758,849</b>

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

Public Works Division  
 General Fund



Personnel Summary				
Position	Adopted 07-08	Adopted 08-09	Adopted 09-10	
Superintendent-Streets/Drain.	1	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	
<b>Total</b>	<b>8</b>	<b>7</b>	<b>6</b>	

Department Narrative
<p>The Streets Division 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.</p> <p>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 262 miles of asphalt, concrete and gravel roadways, alleys and sidewalks within the boundaries of the City of Lancaster public rights of way.</p> <p>The Streets Section is accomplishing its mission, strategic plan, goals and objectives by using limited resources in a manner that encompasses training of employees, and the use of new technologies.</p>

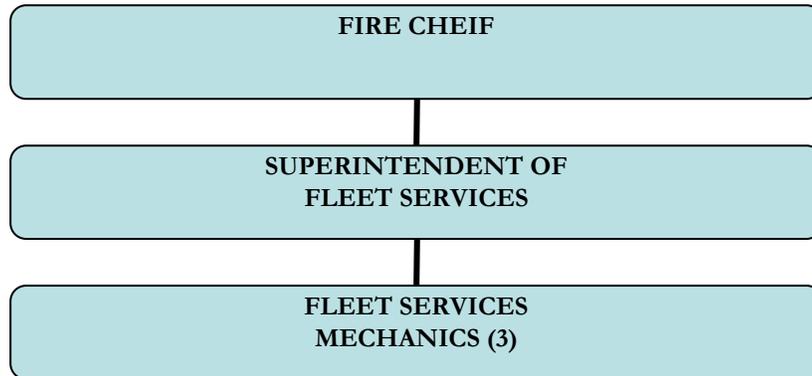
# Street Maintenance



Departmental Goals				
<p><b>City Council Goals 2</b> (Enhanced City Infrastructure and Facilities)</p> <ul style="list-style-type: none"> <li>• Increase the maintenance of all paved surfaces through the identification of problem areas</li> <li>• Formulate programs to enhance and extend the life cycle of all Lancaster streets</li> <li>• Increase emergency preparedness and recovery abilities</li> <li>• Respond to emergency situations in both pavement failures, sign repairs, and traffic and school signal outages</li> <li>• Continue training section employees in proper repair and maintenance of pavement surfaces</li> <li>• Reduce severe safety issues by preventative identification, scheduling, and repair of municipal roadways</li> </ul>				
Workload Indicators	07-08 Actual	08-09 Estimate	09-10 Estimate	
Full Time Employees	8	7	6	
Current Miles of Streets and Alleys	262	262	262	
Square Feet of Sidewalks Repaired	5,927	6,125	2,200	
Square Feet of New Sidewalks Installed (Thoroughfares)	43,488	24,800	233,673	
Square Yards of Concrete Streets and Alleys Repaired	5,400	6,325	800	
Tonnage of Asphalt Used on Street Repairs	2,298	4,100	2,700	
Current Miles of Street and Alley Evaluations	48	48	191	
Performance Measurement	07-08 Actual	08-09 Estimate	09-10 Target	
Phone calls and CRM Requests Responded to within 24 Hours	100%	100%	100%	
Snow and Ice Plan Implementation Date	N/A	November	November	
Emergency Pavement and Pothole Repair within 24 Hours	80%	80%	95%	
Procure Replacement Parts within 5 Days	85%	85%	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%	95%	98%	
Sign Hazards Eliminated within 30 Minutes	95%	95%	95%	
Sign Re-Order within 2 Days	95%	95%	95%	
Budget Summary	2007-2008 Actual	2008-2009 Budget Estimate		2009-2010 Budget
Personnel	340,960	245,892	266,914	275,337
Supplies	44,051	44,200	35,200	29,381
Maintenance	181,509	261,550	243,400	295,050
Other Services	500,332	438,800	379,500	330,960
Capital Outlay	351,947	0	-	50,000
<b>TOTAL</b>	<b>1,418,799</b>	<b>990,442</b>	<b>925,014</b>	<b>980,728</b>

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

Non-Departmental Division  
 General Fund



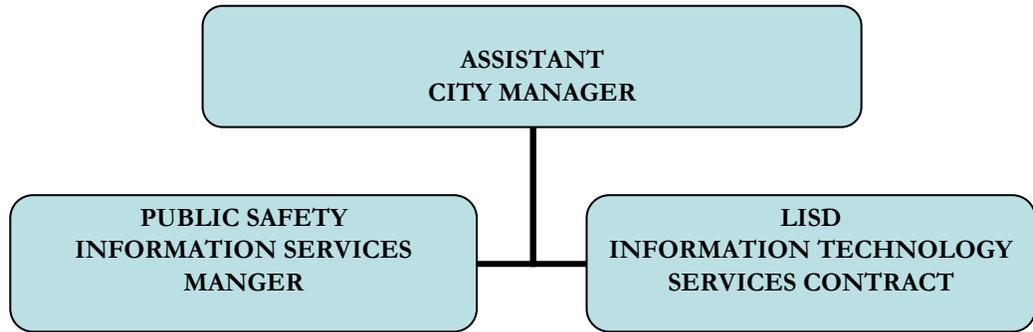
Personnel Summary				
Position	Adopted 07-08	Adopted 08-09	Adopted 09-10	
Superintendent - Fleet	1	1	1	
Mechanic/Fleet Services	3	3	3	
<b>Total</b>	<b>4</b>	<b>4</b>	<b>4</b>	
Department Narrative				
<p>Fleet Services is a team of professionals dedicated to enhancing service by providing city departments 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.</p>				

# Fleet Services



Departmental Goals				
<p><b>City Council Goal 2</b> (Enhanced City Infrastructure and Facilities)</p> <ul style="list-style-type: none"> <li>• Provide a comprehensive program of preventive maintenance;</li> <li>• Provide non-routine and emergency repairs;</li> <li>• Increase service level for vehicles through preventative maintenance routines</li> <li>• Extend the life of our fleet and reduce down time;</li> <li>• Continue training and education for our mechanics;</li> <li>• Help increase job knowledge, productivity, and reduce repair costs;</li> <li>• Provide drivers with professional and quality repair in a timely manner.</li> <li>• Ensure safe, reliable vehicles and equipment through feedback from daily inspection form</li> <li>• Reduce departmental vehicle downtime through communication and coordination</li> <li>• Help reduce fuel consumption through education and service</li> </ul>				
Workload Indicators	07-08 Actual	08-09 Estimate	09-10 Estimate	
Total Fleet Services Employees	4	4	4	
Non-Emergency Vehicles	10	13	13	
Light Trucks	51	52	52	
Heavy Trucks	14	14	14	
Small Equipment	50	50	50	
Light Equipment	34	34	33	
Heavy Equipment	14	15	16	
Trailers	15	16	19	
Emergency Vehicles	50	52	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	100,000	105,000	92,000	
Gallons of Diesel Fuel Consumed	40,000	40,000	41,000	
Gallons of Propane Consumed	2,000	2,000	2,000	
Performance Measurement	07-08 Actual	08-09 Estimate	09-10 Target	
Percentage of maintenance classified preventative	30%	30%	30%	
Average downtime of vehicle repaired	2.5 days	2 days	2 days	
Work orders processed within 24 hours	75%	75%	75%	
Budget Summary	2007-2008 Actual	2008-2009 Budget Estimate		2009-2010 Budget
Personnel	238,644	216,873	241,482	242,699
Supplies	12,635	9,590	8,300	8,050
Maintenance	6,654	7,100	5,600	7,100
Other Services	7,830	9,840	8,140	9,440
Capital Outlay	-	-	-	-
Internal Service Reimbursement	-	-	-	(267,289)
<b>TOTAL</b>	<b>259,109</b>	<b>236,303</b>	<b>257,922</b>	<b>-</b>

# Information Services



Personnel Summary				
Position	Adopted 07-08	Adopted 08-09	Adopted 09-10	
Public Safety Information	1	1	1	
Library Tech	0	0	0.5	
<b>Total</b>	<b>1</b>	<b>1</b>	<b>1.5</b>	

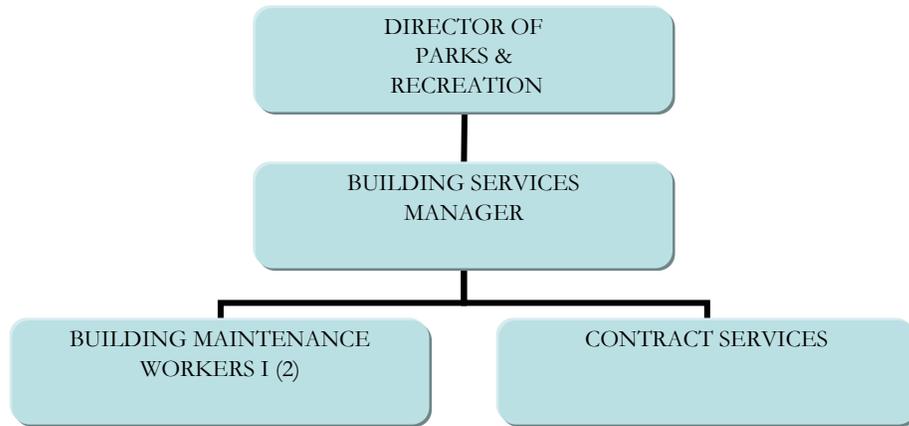
Department Narrative
<p>The Information Service activity is a newly created program developed to maintain the technological infrastructure needed to operate municipal departments. The city currently maintains a contractual agreement with the Lancaster Independent School District for the oversight of the municipality's network and associated costs. Oversight of this fund is provided by the Assistant City Manager with the help of the Public Safety Information Services Officer. This department is also responsible for all capital computer purchases.</p>



Departmental Goals				
<p><b>City Council Goal 2</b> (Enhanced City Infrastructure and Facilities)</p> <ul style="list-style-type: none"> <li>• Administer IT contract with school district</li> <li>• Maintain the city computer infrastructure ensuring the reliability and security of electronic resources.</li> <li>• Support the technology needed to conduct the administrative functions of the city</li> <li>• Enhance municipal operations by providing the technological resources necessary for insuring technically competent employees</li> <li>• Manage and maintain the life cycle of software to ensure performance and quality in municipal computer systems</li> <li>• Purchase citywide capital computer equipment</li> <li>• Develop five year plan to improve customer support and department development</li> </ul>				
Workload Indicators	07-08 Actual	08-09 Estimate	09-10 Estimate	
N/A				
Performance Measurement	07-08 Actual	08-09 Estimate	09-10 Target	
N/A				
Budget Summary	2007-2008 Actual	2008-2009 Budget Estimate		2009-2010 Budget
Personnel	-	72,247	72,593	90,067
Supplies	32	5	-	-
Maintenance	-	1	-	-
Other Services	-	177,366	180,160	267,372
Capital Outlay	-	-	-	-
Other	200,379	-	-	-
<b>TOTAL</b>	<b>200,411</b>	<b>249,619</b>	<b>252,753</b>	<b>357,439</b>

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

Non-Departmental Division  
 General Fund



Personnel Summary				
Position	Adopted 07-08	Adopted 08-09	Adopted 09-10	
Building & Contract Svs. Mgr	1	1	1	
Building Maint. Worker I	2	2	2	
<b>Total</b>	<b>3</b>	<b>3</b>	<b>3</b>	
Department Narrative				
<p>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.</p>				

# Building Services



Departmental Goals				
<p><b>City Council Goals 1</b> (Financially Sustainable City Government)</p> <ul style="list-style-type: none"> <li>• Reduce maintenance costs of heating and air conditioning equipment systems by performing routine maintenance of filters, motors, coils, etc. through a yearly HVAC contract</li> <li>• Secure the lowest cost and the most reliable and dependable contractors, when maintenance of city facilities requires out-sourcing expertise</li> <li>• Monitor and review all charges for materials and labor cost to ensure compliance with contracts</li> <li>• Evaluate all annual contracts to ensure most efficient use of city funds and resources</li> </ul> <p><b>City Council Goals 2</b> (Enhanced City Infrastructure and Facilities )</p> <ul style="list-style-type: none"> <li>• Develop a preventive maintenance schedule for all municipal buildings to include inspection of ceilings, lighting, plumbing, electrical, structural, and exteriors.</li> <li>• Provide prompt response to request for repairs and maintenance issues</li> <li>• Maintain safe, clean facilities for our citizens and employees</li> <li>• Plan, develop and implement a scheduled replacement program for replacement of equipment and fixtures</li> </ul>				
Workload Indicators	07-08 Actual	08-09 Estimate	09-10 Estimate	
Number of Buildings	15	17	20	
Number of Full-Time Employees	3	3	3	
CRM (Citizen Relationship Management) Requests Per Year	373	425	430	
Square Footage of Buildings (Maintenance)	123,526	181,526	210,126	
Square Footage of Buildings (Janitorial Services)	109,735	167,735	146,840	
Performance Measurement	07-08 Actual	08-09 Estimate	09-10 Target	
Electrical Accounts Audited and Evaluated	60%	80%	85%	
Documented Minor Service Repairs	50%	80%	85%	
Funded Capital Projects Completed by Year End	100%	100%	100%	
Sq. Ft of Building Maintenance per Full-Time Employee	41,175	60,509	70,042	
Routine Service Requests Completed within 48 Hours	85%	85%	85%	
Daily Inspection of Janitorial Maintenance	80%	90%	90%	
Monthly Meetings with Contract Service Providers	75%	80%	85%	
HUB Vendors Included in Consideration for All Projects	100%	100%	100%	
Budget Summary	2007-2008 Actual	2008-2009 Budget Estimate		2009-2010 Budget
Personnel	162,665	168,333	165,466	168,011
Supplies	7,077	1,500	3,595	3,750
Maintenance	132,822	86,700	115,600	43,549
Other Services	773,255	930,112	802,241	821,239
Capital Outlay	-	-	-	-
<b>TOTAL</b>	<b>1,075,819</b>	<b>1,186,645</b>	<b>1,086,902</b>	<b>1,036,549</b>

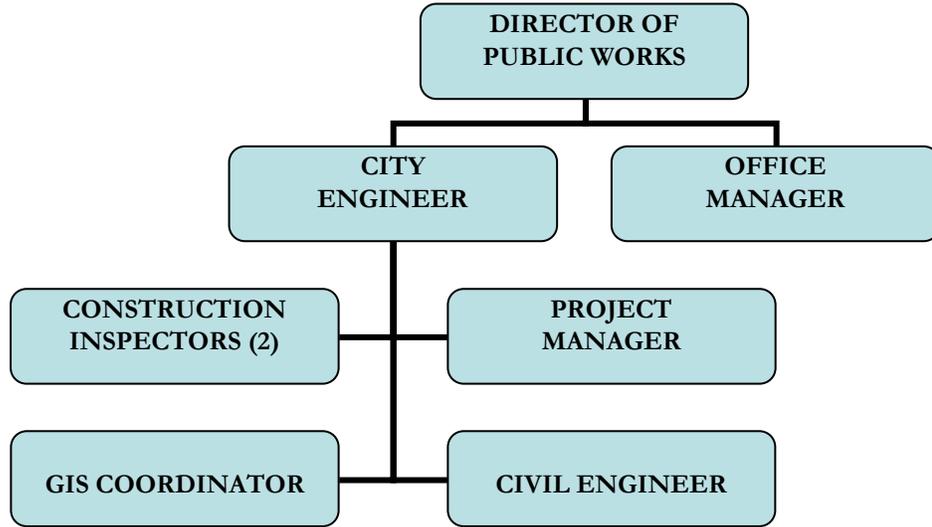
**Department Narrative**

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 events and other similar items.

Budget Summary	2007-2008	2008-2009	2008-2009	2009-2010
	Actual	Budget	Estimate	Budget
Personnel	710	0	0	0
Supplies	2,588	0	0	0
Maintenance	0	0	0	0
Other Services	670,393	587,695	646,990	696,104
Capital Outlay	0	0	0	0
<b>Total</b>	<b>673,691</b>	<b>587,695</b>	<b>646,990</b>	<b>696,104</b>

**Water/Wastewater Fund (05)**  
**FUND SUMMARY**

	2007-2008	2008-2009		2009-2010
	Actual	Budget	Estimate	Proposed
<u>Revenue:</u>				
Water Revenue	4,433,800	4,708,500	4,642,391	5,000,000
Wastewater Revenue	4,888,054	5,814,670	5,613,518	6,200,000
Utility Fees and Services	69,659	75,000	56,452	56,452
Impact Fees	348,780	-	93,463	93,463
Interest and Other	491,380	550,930	412,626	412,626
<b>Total Revenue</b>	<b>10,231,673</b>	<b>11,149,100</b>	<b>10,818,450</b>	<b>11,762,541</b>
<u>Expenditures</u>				
Administration	852,088	866,454	774,418	753,617
Utility Billing	622,303	380,009	358,819	343,269
Meter Reading	1,034	202,360	213,487	157,162
Water Operations	761,536	1,011,944	636,912	759,099
Wastewater Operations	928,483	832,123	637,846	697,750
Utility Wholesale	5,130,838	5,372,000	5,700,000	6,156,000
Debt Services	636,645	1,315,415	1,315,415	1,180,338
Non-Departmental	349,981	326,000	126,520	175,200
Transfers Out	1,324,236	1,324,236	1,324,236	1,324,236
Payment of Principal	700,000	-	-	-
<b>Total Expenditures</b>	<b>11,307,145</b>	<b>11,630,541</b>	<b>11,087,653</b>	<b>11,546,671</b>
<b>Net Gain (Loss)</b>	<b>(1,075,471)</b>	<b>(481,441)</b>	<b>(269,202)</b>	<b>215,870</b>
<b>Beginning Balance</b>		<b>(3,320,658)</b>	<b>(1,075,471)</b>	<b>(1,344,674)</b>
<b>Ending Balance</b>	<b>(1,075,471)</b>	<b>(3,802,099)</b>	<b>(1,344,674)</b>	<b>(1,128,803)</b>
<b>Fund Balance as % of Revenues</b>	<b>-10.51%</b>	<b>-34.10%</b>	<b>-12.43%</b>	<b>-9.60%</b>

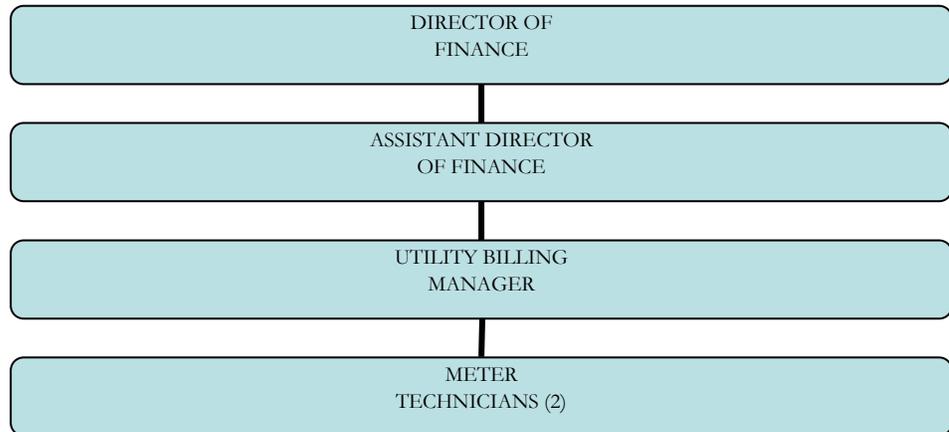


Personnel Summary				
Position	Adopted 07-08	Adopted 08-09	Adopted 09-10	
Director of Public Works	1	1	1	
City Engineer	1	1	1	
GIS Coordinator	1	1	1	
Project Manager	1	1	1	
Civil Engineer	1	1	1	
Construction Inspector	2	2	2	
Office Manager	1	1	1	
Budget Analyst	0	0	0.25	
Administrative Secretary	2	1	0	
<b>Total</b>	<b>10</b>	<b>9</b>	<b>8.25</b>	

Department Narrative
<p>The Public Works Administration Department's primary purpose is to provide leadership and manage the administrative functions for several divisions including Water &amp; 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 monitoring for conformance to city design standards, construction inspections, and information services for engineering issues in a professional and responsive manner. The department is also responsible for the design and construction of major infrastructure projects in accordance with the CIP.</p>

Departmental Goals					
<p><b>City Council Goals 2 &amp; 3</b> (Enhanced City Infrastructure and Facilities; Higher Quality Development: Residential and Commercial)</p> <ul style="list-style-type: none"> <li>• Enhance the local economy by improving city infrastructure through the design and construction of CIP designated projects</li> <li>• Provide a streamlined development review process with emphasis on protecting the City's interests and long term users</li> <li>• Provide technical support and access to data through GIS for citizens, other departments, and the development community</li> <li>• Oversee the master planning of the storm water program, thoroughfares, wastewater and water distribution systems</li> <li>• Serve as the City's regulatory authority to assure conformance to City Ordinance for the design and construction of private development projects through plan review, plan approval, construction inspection and final project acceptance</li> <li>• Serve as the City's Rights of Way and Flood Plain manager</li> <li>• Review master plans annually and make recommendations to update when needed</li> </ul>					
Workload Indicators		07-08 Actual	08-09 Estimate	09-10 Estimate	
Construction Plans Reviewed		47	50	35	
Development Review Committee Meetings		43	45	45	
Utility Coordination Committee Meetings		2	2	2	
Right of Way Permits Issued		189	200	350	
GIS Data Inputs from Residential and Commercial Plats		75	75	75	
Residential Developments Constructed and Accepted		1	5	1	
Commercial Developments Constructed and Accepted		11	10	12	
Performance Measurement		07-08 Actual	08-09 Estimate	09-10 Target	
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%	85%	95%	
Long Term GIS Projects Completed		75%	75%	85%	
Customer Infrastructure Requests Completed in 48 Hours		90%	90%	90%	
Budget Summary		2007-2008 Actual	2008-2009 Budget      Estimate		2009-2010 Budget
Personnel		763,082	795,514	716,068	693,350
Supplies		15,684	11,300	6,550	6,550
Maintenance		1,602	4,600	2,600	2,092
Other Services		71,720	55,040	49,200	51,625
Capital Outlay		-	-	-	-
<b>TOTAL</b>		<b>852,088</b>	<b>866,454</b>	<b>774,418</b>	<b>753,617</b>



Personnel Summary				
Position	Adopted 07-08	Adopted 08-09	Adopted 09-10	
Meter Technician*	0	2	2	
<b>Total</b>	<b>0</b>	<b>2</b>	<b>2</b>	

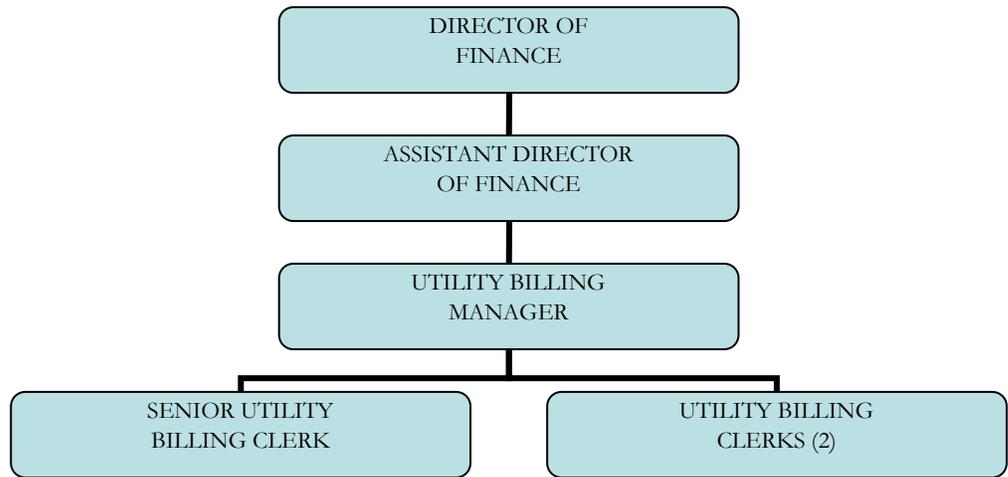
\* In 2007-2008, the Meter Technicians were accounted for in the Utility Billing Department

Department Narrative
<p>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.</p>

# Meter Reading



Departmental Goals					
<p><b>City Council Goals 1</b> (Financially Sustainable City Government)</p> <ul style="list-style-type: none"> <li>• Maximize sources of revenue through continuous monitoring and review of consumption and customer accounts</li> <li>• Create a positive and friendly impression of the City of Lancaster for newcomers, visitors, and residents with friendly customer service</li> <li>• Process all activities in the most economical and efficient manner</li> </ul>					
Workload Indicators		07-08 Actual	08-09 Estimate	09-10 Estimate	
Water Customers		10,687	10,882	11,000	
Wastewater Customers		10,287	10,402	10,400	
Cut-off of Services		1,330	1,000	400	
Meter Changes		100	50	50	
Performance Measurement		07-08 Actual	08-09 Estimate	09-10 Target	
Satisfactory Monthly Meter Maintenance		100%	100%	100%	
Accurate Meter Readings		100%	100%	100%	
Budget Summary		2007-2008 Actual	2008-2009		2009-2010 Budget
			Budget	Estimate	
Personnel		-	63,800	85,169	90,062
Supplies		-	15,200	10,000	9,750
Maintenance		1,034	26,800	22,200	46,800
Other Services		-	96,550	96,118	10,550
Capital Outlay					
<b>TOTAL</b>		1,034	202,350	213,487	157,162



Personnel Summary				
Position	Adopted 07-08	Adopted 08-09	Adopted 09-10	
Utility Billing Manager	1	1	1	
Sr. Utility Billing Clerk	1	1	1	
Utility Billing Clerk	3	3	2	
Meter Technician	2	0	0	
Accounting Generalist	0	0	1	
<b>Total</b>	<b>7</b>	<b>5</b>	<b>5</b>	

Department Narrative
<p>The Utility Billing Department is a central operation that performs the following tasks: Generates and processes all billing for water, wastewater, 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 wastewater impact fees, water and wastewater tap fees, water meter installation fees, and deposits for water accounts; collection of payment plans for water and wastewater impact and tap fees.</p>

# Utility Billing



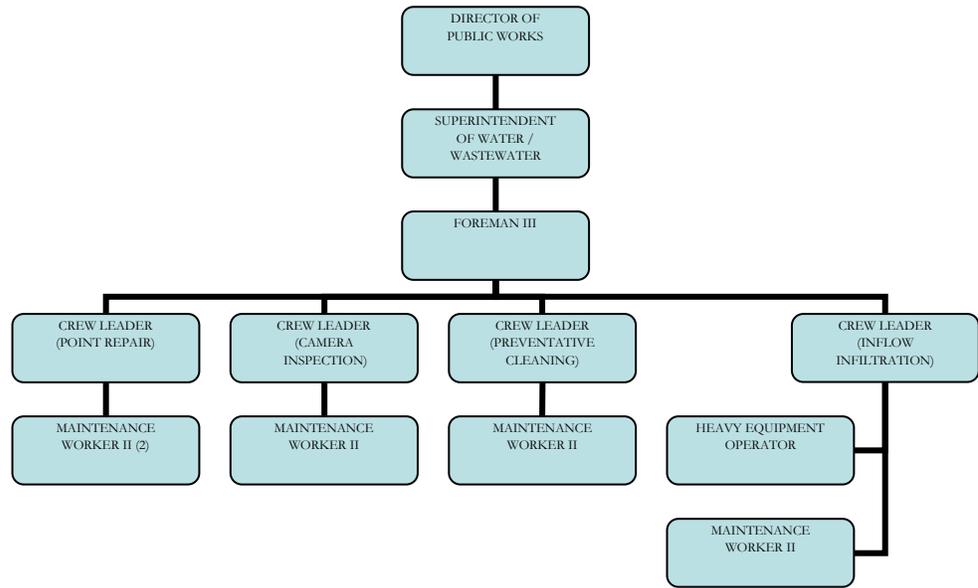
Departmental Goals				
<p><b>City Council Goals 1</b> (Financially Sustainable City Government)</p> <ul style="list-style-type: none"> <li>• Maximize sources of revenue through continuous monitoring and review of consumption and customer accounts</li> <li>• Create a positive and friendly impression of the City of Lancaster for newcomers, visitors, and residents with friendly customer service</li> <li>• Process all activities in the most economical and efficient manner</li> <li>• Serve the City of Lancaster's utility customers through courteous service, knowledgeable staff, and convenient hours</li> <li>• Respond to customer inquiries in a timely manner, and maintain the timely and accurate posting of payments to accounts</li> <li>• Notify management and Council of potential problem areas and opportunities for improvement in all areas concerning the City of Lancaster Utilities' financial health</li> </ul>				
Workload Indicators	07-08 Actual	08-09 Estimate	09-10 Estimate	
Water Customers	10,687	10,882	11,000	
Wastewater Customers	10,287	10,402	10,400	
Bills Processed Monthly	11,287	12,017	12,000	
Service Orders Processed	600	500	400	
Bill Adjustments	100	70	50	
Cut-off of Services	1,330	1,000	400	
Returned Checks Processed (Year)	600	500	75	
Payments Processed (per Month)	1,100	900	11,200	
Performance Measurement	07-08 Actual	08-09 Estimate	09-10 Target	
Utility Billing Expenditures out of Total Fund Allocation	4.70%	3.25%	4%	
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	97%	98%	98%	
Accurate Posting of Payments	95%	98%	99%	
Budget Summary	2007-2008 Actual	2008-2009 Budget Estimate		2009-2010 Budget
Personnel	316,897	273,064	204,331	229,186
Supplies	36,231	5,060	10,500	4,180
Maintenance	12,773	-	1,700	176
Other Services	239,354	101,885	142,288	109,727
Capital Outlay	17,054	-	-	-
<b>TOTAL</b>	<b>622,309</b>	<b>380,009</b>	<b>358,819</b>	<b>343,269</b>

# Wastewater Operations



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

**Public Works Division**  
**Water/Wastewater Fund**



### Personnel Summary

Position	Adopted 07-08	Adopted 08-09	Adopted 09-10
Foreman III	1	1	1
Crew Leader	4	4	4
Heavy Equipment Operator I	1	1	1
Maintenance Worker II	5	5	4
<b>Total</b>	<b>11</b>	<b>11</b>	<b>10</b>

### Department Narrative

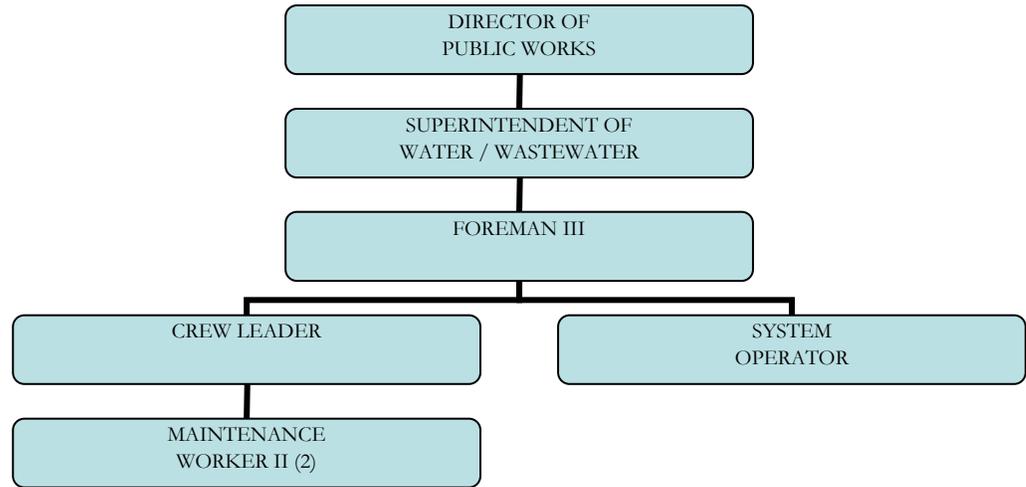
The Wastewater Department is responsible for providing uninterrupted, cost-effective wastewater collection services for all residential and commercial customers of Lancaster and the operation and maintenance of the city's lift stations. Combinations of water and wastewater employees are used to maintain 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				
<p><b>City Council Goals 1 &amp; 2</b> (Financially Sustainable City Government; Enhanced City Infrastructure and Facilities)</p> <ul style="list-style-type: none"> <li>• Work to minimize inflow/infiltration and to continue inflow and infiltration studies, testing, and identification</li> <li>• Provide the best possible information to engineers, contractors, and builders requesting wastewater information</li> <li>• Work with other City departments to ensure that all parties are making proper repairs and installations to the sewer system</li> <li>• Replace and repair aging mains in the sanitary sewer system (including sewer lift station upgrades)</li> <li>• Maintain the physical integrity of utility infrastructure to maximize City investment</li> <li>• Continue TCEQ Sanitary Sewer Overflow Outreach Initiative</li> <li>• Attend HOA and community meetings to educate citizens on the proper care of sewer lines</li> </ul>				
Workload Indicators	07-08 Actual	08-09 Estimate		09-10 Estimate
Full-Time Wastewater Employees	11	11		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	07-08 Actual	08-09 Estimate		09-10 Target
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-TelEvised within 24 Hours	91%	91%		91%
Grease Traps Inspected on Monthly Basis	100%	100%		100%
Weekly Safety Meetings Completed	100%	100%		100%
Budget Summary	2007-2008 Actual	2008-2009		2009-2010
		Budget	Estimate	Budget
Personnel	441,131	521,612	455,796	496,712
Supplies	37,141	41,700	23,000	68,600
Maintenance	165,158	109,500	101,700	108,750
Other Services	12,399	69,306	57,350	13,688
Capital Outlay	272,654	90,000	-	10,000
<b>TOTAL</b>	<b>928,483</b>	<b>832,118</b>	<b>637,846</b>	<b>697,750</b>

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

Public Works Division  
 Water/Wastewater Fund



Personnel Summary				
Position	Adopted 07-08	Adopted 08-09	Adopted 09-10	
Superintendent-W/WW	1	1	1	
Foreman III	1	1	0	
Crew Leader	1	1	1	
Water Systems Operator	1	1	1	
Meter Technician	0	0	0	
Maintenance Worker II	2	2	1	
<b>Total</b>	<b>6</b>	<b>6</b>	<b>4</b>	

Department Narrative
<p>The Water Division 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 division 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 division 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 ensure proper size of water mains; proper number of fire hydrants; and proper numbers and locations for services and design.</p>

# Water Operations



Departmental Goals				
<p><b>City Council Goals 1 &amp; 2</b> (Financially Sustainable City Government; Enhanced City Infrastructure and Services)</p> <ul style="list-style-type: none"> <li>• Maintain the physical integrity of utility infrastructure to maximize City investment</li> <li>• Provide safe water in adequate supply to meet citizens needs, in addition to water conservation materials and practices</li> <li>• Maintain responsiveness to new development needs and potential system expansion</li> <li>• Comply with rules and regulations as required by the TCEQ and the Clean Water Act</li> <li>• Expand employees knowledge through training, seminars, and certification programs</li> <li>• Provide the best possible information to engineers, contractors, builders, and other governmental agencies</li> <li>• Reduce unaccounted for water through meter replacement, leak detection, and water line replacement</li> <li>• Protect the public safety and health through plan review, backflow cross connection inspections, and testing</li> <li>• Maintain, repair, and replace aging fire hydrants and valves to ensure optimum fire flows</li> </ul>				
Workload Indicators	07-08 Actual	08-09 Estimate	09-10 Estimate	
Full -Time Water Employees	6.5	6.5	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	500	1500	
Weekly Safety Classes	52	52	52	
Commercial Backflow Notifications	N/A	N/A	391	
Water Main Break Replacement	N/A	N/A	10	
Loss Time Accidents	0	0	0	
Performance Measurement	07-08 Actual	08-09 Estimate	09-10 Target	
Phone Inquiries Responded to within 24 Hours	90%	90%	90%	
Damaged Fire Hydrants Repaired within 48 Hours	70%	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%	0%	25%	
Budget Summary	2007-2008 Actual	2008-2009 Budget Estimate		2009-2010 Budget
Personnel	171,620	389,609	154,485	248,251
Supplies	53,714	62,210	30,006	32,510
Maintenance	128,482	266,900	230,800	206,100
Other Services	293,453	266,225	221,621	272,238
Capital Outlay	114,266	27,000	-	-
<b>TOTAL</b>	<b>761,536</b>	<b>1,011,944</b>	<b>636,912</b>	<b>759,099</b>



## Hotel / Motel Tax Fund (14)

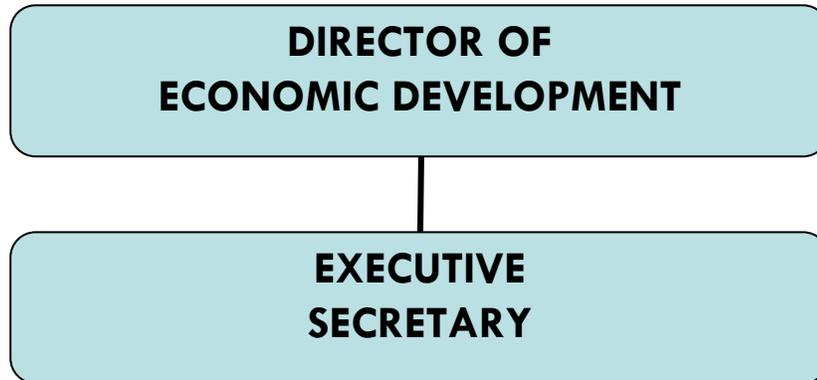
### FUND SUMMARY

	2007-2008 Actual	2008-2009 Budget	2008-2009 Estimate	2009-2010 Proposed
<u>Revenue:</u>				
Hotel/Motel Taxes	92,790	88,402	97,885	95,000
Interest and Other	965	275	229	-
<b>Total Revenue</b>	<b>93,756</b>	<b>88,677</b>	<b>98,114</b>	<b>95,000</b>
<u>Expenditures</u>				
Hotel/Motel Expenses	43,250	92,930	50,500	92,930
<b>Total Expenditures</b>	<b>43,250</b>	<b>92,930</b>	<b>50,500</b>	<b>92,930</b>
<b>Net Gain (Loss)</b>	<b>50,506</b>	<b>(4,253)</b>	<b>47,614</b>	<b>2,070</b>
<b>Beginning Balance</b>		<b>134,000</b>	<b>50,506</b>	<b>98,120</b>
<b>Ending Balance</b>	<b>50,506</b>	<b>129,747</b>	<b>98,120</b>	<b>100,190</b>
<b>Fund Balance as % of Revenues</b>	<b>53.87%</b>	<b>146.31%</b>	<b>100.01%</b>	<b>105.46%</b>



**LEDC Fund (16)  
FUND SUMMARY**

	<b>2007-2008 Actual</b>	<b>2008-2009 Budget</b>	<b>Estimate</b>	<b>2009-2010 Proposed</b>
<b>Revenue:</b>				
Sales Taxes	692,625	675,000	796,756	796,756
Interest and Other	2,413	10,000	811	811
<b>Total Revenue</b>	<b>695,038</b>	<b>685,000</b>	<b>797,567</b>	<b>797,567</b>
<b>Expenditures</b>				
Administration	328,230	316,332	211,642	243,331
Marketing	26,453	43,000	17,300	44,100
Incentives	460,929	998,334	900,000	968,334
Debt Services	177,104	226,550	226,550	227,250
Transfers Out	15,000	15,000	15,000	50,000
Airport Land Payment	-	-	-	300,000
<b>Total Expenditures</b>	<b>1,007,717</b>	<b>1,599,216</b>	<b>1,370,492</b>	<b>1,833,015</b>
<b>Net Gain (Loss)</b>	<b>(312,679)</b>	<b>(914,216)</b>	<b>(572,924)</b>	<b>(1,035,448)</b>
<b>Beginning Balance</b>	<b>3,424,303</b>	<b>3,129,270</b>	<b>3,111,624</b>	<b>2,538,700</b>
<b>Ending Balance</b>	<b>3,111,624</b>	<b>2,215,054</b>	<b>2,538,700</b>	<b>1,503,252</b>
<b>Fund Balance as % of Revenues</b>	<b>447.69%</b>	<b>323.37%</b>	<b>318.31%</b>	<b>188.48%</b>



Personnel Summary				
Position	Adopted 07-08	Adopted 08-09	Adopted 09-10	
Director of Economic Development	1	1	1	
ED Analyst	1	0	0	
Community Relations Coordinator	0	0	0.25	
Executive Secretary	1	1	1	
<b>Total</b>	<b>3</b>	<b>2</b>	<b>2.25</b>	

Department Narrative
<p>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 Type A Economic Development sales tax as its primary source of funding. The Department's services are a community resource and are provided at no charge.</p> <p>Review and evaluation of Type A 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 Type A incentives and recommend projects for funding to the City Council for approval.</p>

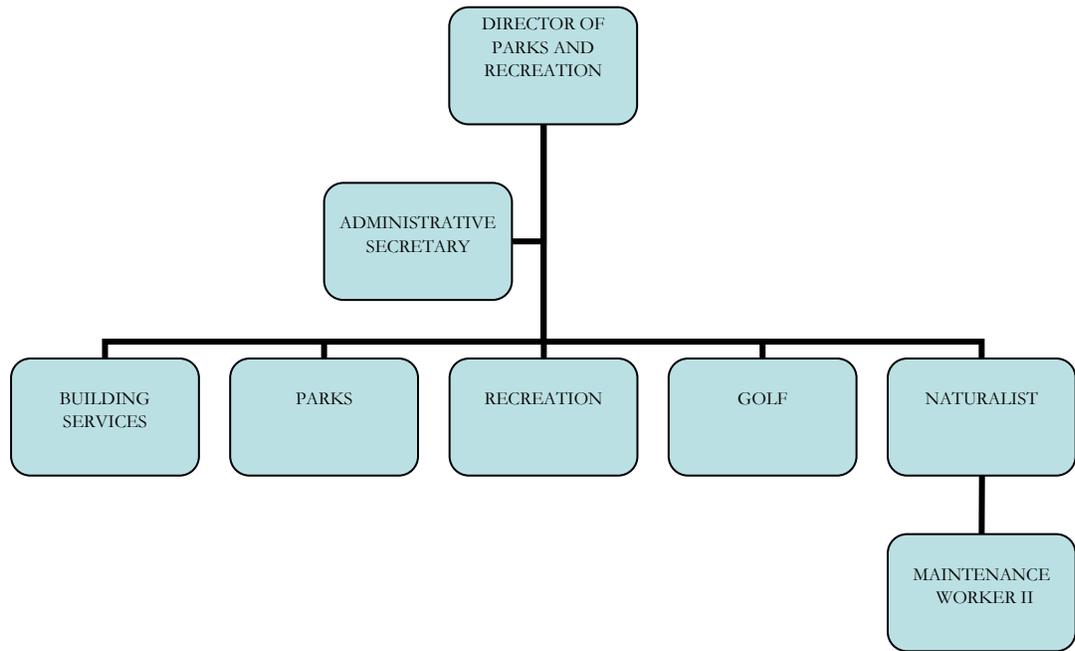
<b>Departmental Goals</b>				
<p><b>City Council Goals 3 &amp; 6</b> (Higher Quality Development: Residential and Commercial; The Preferred Place to Live: Professionals and Families)</p> <ul style="list-style-type: none"> <li>• Develop action oriented programs that create an interest in Lancaster by developers, commercial real estate brokers and companies looking to expand or relocate their operations</li> <li>• Initiate marketing and recruitment initiative directed at Asia to promote utilization of Dallas Logistics Hub</li> <li>• Implement programs targeting existing industry retention</li> <li>• Monitor the recapture performance requirements associated with incentives granted</li> <li>• Assist in the development and implementation of a "seamless" City process associated with development projects in Lancaster</li> <li>• Create collateral materials necessary to showcase all development opportunities in Lancaster</li> </ul>				
<b>Workload Indicators</b>	<b>07-08 Actual</b>	<b>08-09 Estimate</b>	<b>09-10 Estimate</b>	
Request For Proposals (RFP) for development projects	12	15	10	
Meetings with DFW real estate brokers and developers	42	30	30	
Retention visits with existing industry	5	5	5	
Marketing initiatives with economic development allies	2	3	3	
Design and production of department collateral materials	1	1	2	
Missions to Asia promoting Logistics Hub	0	0	1	
Meetings with walk-in inquiries about development projects	6	5	5	
Inquiries (development projects or community information)	75	75	30	
Local organization's meetings attended	8	15	15	
<b>Performance Measurement</b>	<b>07-08 Actual</b>	<b>08-09 Estimate</b>	<b>09-10 Target</b>	
Meetings with DFW real estate brokers and developers	42	30	30	
Retention visits with existing industry	5	5	5	
Regional / Local marketing initiatives with development allies	2	2	3	
Design and production of department collateral materials	1	1	2	
Economic Development Tradeshow Participation	0	0	1	
<b>Budget Summary</b>	<b>2007-2008 Actual</b>	<b>2008-2009</b>		<b>2009-2010 Budget</b>
		<b>Budget</b>	<b>Estimate</b>	
Personnel	194,229	255,948	197,152	213,256
Supplies	7,321	9,500	6,000	3,800
Maintenance	3,569	1,500	-	152
Other Services	123,111	49,375	8,490	26,123
Capital Outlay	-	-	-	-
<b>TOTAL</b>	<b>328,230</b>	<b>316,323</b>	<b>211,642</b>	<b>243,331</b>



## LRDC Fund (17) FUND SUMMARY

	2007-2008 Actual	2008-2009 Budget	2008-2009 Estimate	2009-2010 Proposed
<b>Revenue:</b>				
Sales Taxes	1,391,024	1,350,000	1,593,513	1,593,513
Recreation	528,094	525,260	404,760	404,760
Library	-	-	(5,069)	(5,069)
Interest and Other	9,359	75,000	1,801	1,801
<b>Total Revenue</b>	<b>1,928,478</b>	<b>1,950,260</b>	<b>1,995,005</b>	<b>1,995,005</b>
<b>Expenditures</b>				
Administration	214,162	250,000	296,012	262,821
Recreation	1,124,069	1,000,001	967,187	989,091
Debt Services	441,643	906,958	906,958	906,350
Non-Departmental	11,514	11,100	11,100	-
Library	5,408	-	613,887	561,553
Transfers Out	10,500	10,500	10,500	13,000
Senior Center	-	167,051	159,902	152,019
Payment of Principal	455,000			
<b>Total Expenditures</b>	<b>2,262,296</b>	<b>2,345,610</b>	<b>2,965,546</b>	<b>2,884,834</b>
<b>Net Gain (Loss)</b>	<b>(333,818)</b>	<b>(395,350)</b>	<b>(970,541)</b>	<b>(889,829)</b>
<b>Beginning Balance</b>	<b>3,023,951</b>	<b>43,327</b>	<b>2,690,133</b>	<b>1,719,592</b>
<b>Ending Balance</b>	<b>2,690,133</b>	<b>(352,023)</b>	<b>1,719,592</b>	<b>829,763</b>
<b>Fund Balance as % of Revenues</b>	<b>139.50%</b>	<b>-18.05%</b>	<b>86.19%</b>	<b>41.59%</b>

# Recreation Administration



Personnel Summary				
Position	Adopted 06-07	Adopted 07-08	Adopted 08-09	
Director of Parks & Recreation	1	1	1	
Naturalist	0	1	1	
Administrative Secretary	1	1	1	
Maintenance Worker II	0	1	0	
<b>Total</b>	<b>2</b>	<b>4</b>	<b>3</b>	

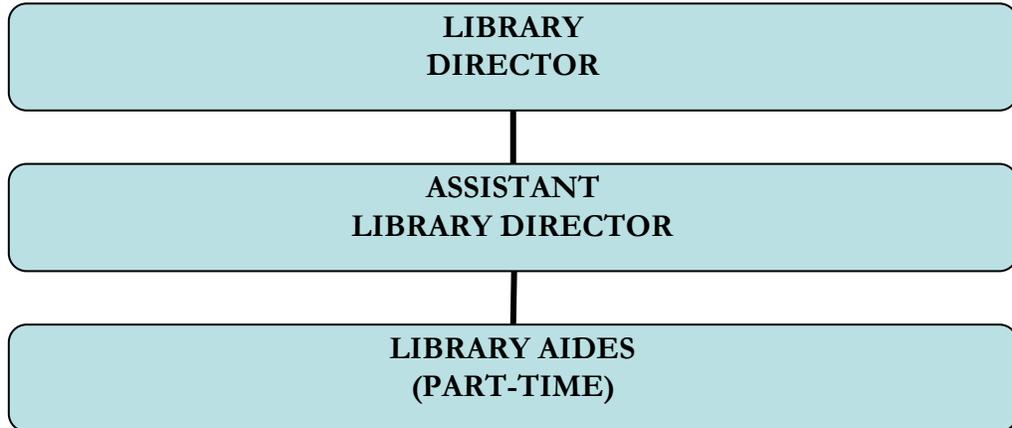
  

Department Narrative
<p>The Parks and Recreation Administration program is responsible for all operations included in the Recreation Development Corporation (LRDC) Fund in addition to the general fund activity of Building Services and Parks Operations.</p>

<b>Departmental Goals</b>				
<p><b>City Council Goal 1</b> (Financially Sustainable City Government)</p> <ul style="list-style-type: none"> <li>• Monitor, coordinate, and operate all assigned departments, including Parks, Recreation, Building Services, and Country View Golf Course Management Contract</li> <li>• Develop Grant Opportunities for Funding Leisure Programs, Activities and Facilities</li> </ul> <p><b>City Council Goal 2</b> ( Enhanced City Infrastructure and Facilities)</p> <ul style="list-style-type: none"> <li>• Develop Strategies to reduce energy consumption and expenses for all municipal facilities</li> <li>• Develop a 5 Year Master Plan for Country View Golf Course</li> <li>• Maintain Recreation center for City events such as meetings, conferences, and other municipal usage</li> </ul> <p><b>City Council Goal 4</b> ( City - an Organization of Excellence)</p> <ul style="list-style-type: none"> <li>• Continue to monitor the operations at Bear Creek Nature Park</li> <li>• Monitor and seek out ways to improve safety for citizens and employees in the municipal parks and recreation center</li> </ul> <p><b>City Council Goal 5</b> (Greater Community Unity &amp; Pride)</p> <ul style="list-style-type: none"> <li>• Recertification of Lancaster as a Tree City USA City</li> <li>• Seek out cost effective methods of beautifying the City of Lancaster</li> <li>• Plan, develop and implement a Keep Lancaster Beautiful Program</li> </ul>				
<b>Workload Indicators</b>	<b>07-08 Actual</b>	<b>08-09 Estimate</b>	<b>09-10 Estimate</b>	
Recreation Revenues	\$505,000	\$405,000	\$405,000	
Total Parks and Recreation Employees / Building Services	59/3	61/3	56/3	
Total City Buildings	13	16	20	
<b>Performance Measurement</b>	<b>07-08 Actual</b>	<b>08-09 Estimate</b>	<b>09-10 Target</b>	
Funded projects completed by Fiscal Year end Tree City USA Designation	100% Retained	100% Retained	100% Retained	
<b>Budget Summary</b>	<b>2007-2008 Actual</b>	<b>2008-2009 Budget      Estimate</b>		<b>2009-2010 Budget</b>
Personnel	(320)	238,000	273,528	233,354
Supplies	-	12,000	12,000	11,700
Maintenance	-	-	-	-
Other Services	28	-	10,484	17,767
Capital Outlay	-	-	-	-
Other	214,454	-	-	-
<b>TOTAL</b>	<b>214,162</b>	<b>250,000</b>	<b>296,012</b>	<b>262,821</b>

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

Community Services Division  
 LRDC Fund



Personnel Summary				
Position	Adopted 07-08	Adopted 08-09	Adopted 09-10	
Library Director	0	1	1	
Assistant Library Director	0	1	1	
Library Associate	0	1	0	
Circulation Trainer	0	1	0	
Part Time Aides (FTE)	0	6	5.5	
<b>Total</b>	<b>0</b>	<b>10</b>	<b>7.5</b>	

Department Narrative
<p>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.</p>

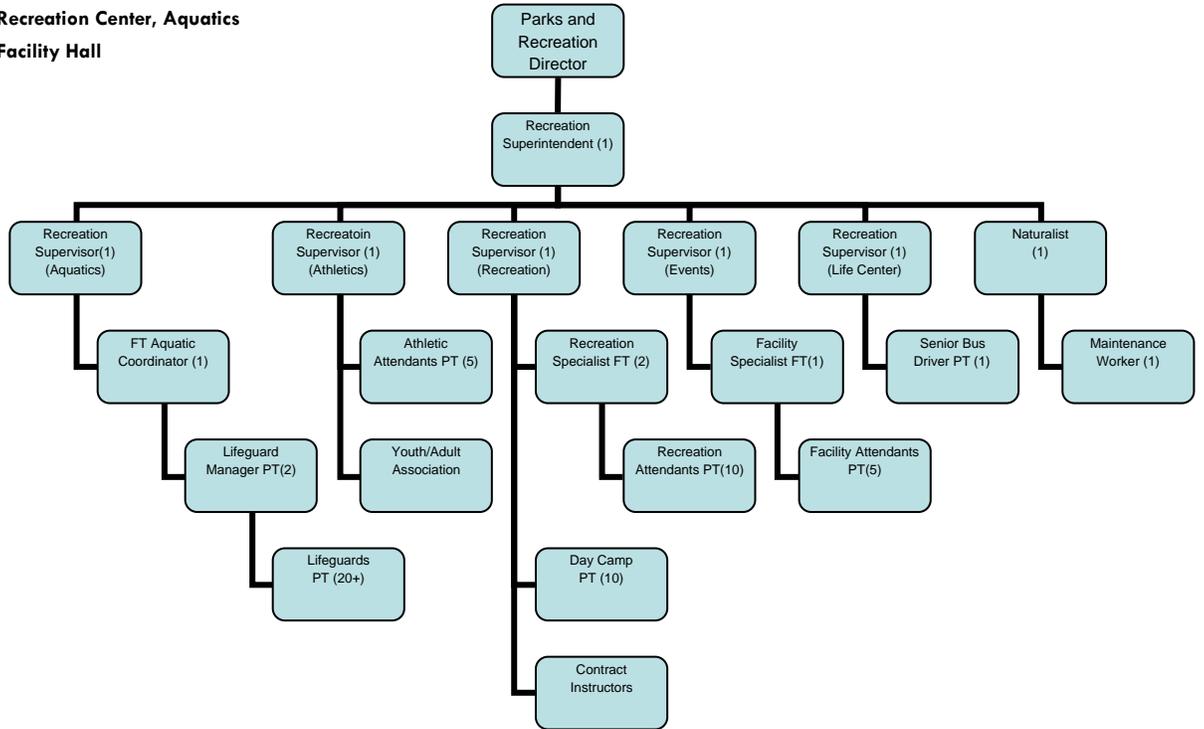
Library



Departmental Goals				
<p><b>City Council Goal 2 &amp; 4</b> (Enhanced City Infrastructure and Facilities; City - An Organization of Excellence)</p> <ul style="list-style-type: none"> <li>• Keep abreast of new technological developments to enhance customer service</li> <li>• Maximize use of library resources</li> <li>• Expand and strengthen the library's print and non-print resources</li> <li>• Provide on-line access to subscription databases, indexes, and full-text magazine and newspaper articles not otherwise available to internet users</li> <li>• Select, acquire, and organize access to the most current information and ideas in the most effective setting for Lancaster citizens and local library users</li> </ul> <p><b>City Council Goal 5</b> (Greater Community Unity and Pride)</p> <ul style="list-style-type: none"> <li>• Offer library sponsored events to support literacy and lifelong learning for all ages</li> <li>• Implement opportunities of cultural and educational programming, such as weekly preschool story times, ethnic appreciation special events, reading incentives, and special interest events such as genealogy, art, and finance</li> </ul>				
Workload Indicators	07-08 Actual	08-09 Estimate	09-10 Estimate	
Hours Open	2,493	2,500	2,500	
Hours Staffed	3,081	3,000	3,000	
Volunteer Hours	1,421	1,500	1,500	
Patron Visits	99,178	100,000	100,000	
New Youth Cards	1,349	1,500	1,500	
New Adult Cards	1,859	2,000	2,000	
New Nonresident Cards	83	100	100	
Adult Books Circulation	25,507	26,000	26,000	
Juvenile Books Circulation	26,451	27,000	27,000	
Videos Circulation	15,521	16,000	16,000	
Total Circulation	73,120	75,000	75,000	
PC Reservation Usage	49,079	50,000	50,000	
Reference Usage	142,879	150,000	150,000	
Performance Measurement	07-08 Actual	08-09 Estimate	09-10 Target	
Host Best Southwest Bookfair	N/A	Completed	Completed	
Replace worn Information Technology Items	N/A	Completed	Completed	
Budgeted Expenditures Spent	N/A	90%	99%	
Budget Summary	2007-2008 Actual	2008-2009		2009-2010 Budget
		Budget	Estimate	
Personnel	2,095	354,120	313,501	308,177
Supplies	4,708	20,700	18,000	14,600
Maintenance	6,096	28,500	26,000	29,900
Other Services	707,590	124,443	113,689	97,458
Capital Outlay	146	152,000	142,697	111,418
<b>TOTAL</b>	<b>720,635</b>	<b>679,763</b>	<b>613,887</b>	<b>561,553</b>

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

**Community Services Division**  
**LRDC Fund**



**Personnel Summary**

<b>Position</b>	<b>Adopted 07-08</b>	<b>Adopted 08-09</b>	<b>Adopted 09-10</b>
Recreation Superintendent	1	1	1
Aquatic Supervisor	1	0	0
Facility Hall/Special Events	1	0	0
Athletics Supervisor	1	0	0
Recreation Supervisor	1	4	4
Senior Center Supervisor	1	0	0
Aquatics Coordinator	0	1	1
Lifeguard	1	0	0
Recreation Leader	3	3	2
Part-Time Recreation	20.5	20.5	23
<b>Total</b>	<b>30.5</b>	<b>29.5</b>	<b>31</b>

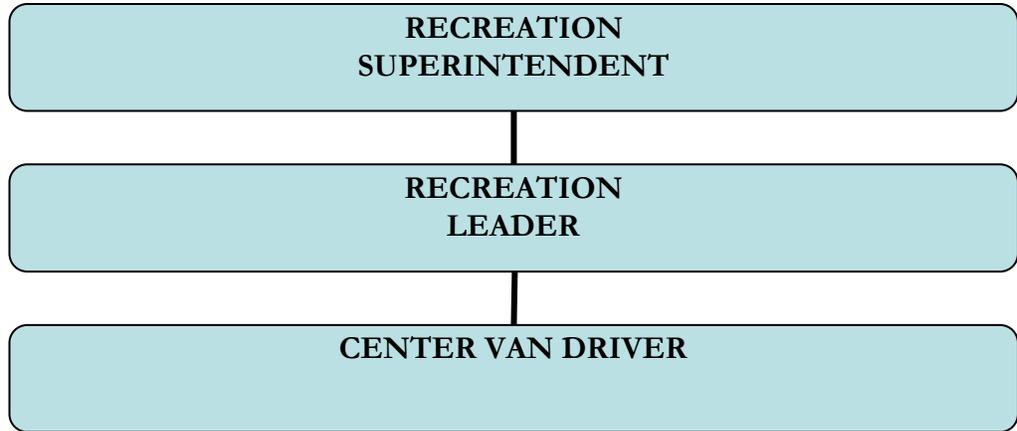
**Department Narrative**

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

**Recreation**



Departmental Goals				
<p><b>City Council Goals 2 &amp; 4</b> (Enhanced City Infrastructure and Facilities; City - an Organization of Excellence)</p> <ul style="list-style-type: none"> <li>• Staff and operate the Life Center (senior center) beginning December 2008</li> <li>• Survey all Rental Patrons to determine rental satisfaction and areas needing improvements</li> <li>• Increase participation at the Life Center from 40 to 60 participants per day</li> <li>• Increase participation in youth baseball and basketball by 25%.</li> </ul> <p><b>City Council Goals 5</b> (Greater Community Unity &amp; Pride)</p> <ul style="list-style-type: none"> <li>• Plan, promote, coordinate, produce and implement the special events of the city of Lancaster</li> </ul>				
Workload Indicators	07-08 Actual	08-09 Estimate	09-10 Estimate	
Recreation Facilities	1	2	2	
Banquet Hall Rentals	1,202	1,250	600	
Participants in Athletic Leagues	1,109	1,200	350	
Participants in Swimming Lessons	222	250	350	
Participants in Summer Day Camp	70 per week	110 per week	20 / week	
Annual Memberships Purchased	1,171	1,200	3,540	
Special Events Coordinated	9	8	7	
Special Events Participation	12,467	5,200	5,200	
Performance Measurement	07-08 Actual	08-09 Estimate	09-10 Target	
Budgeted Revenues Collected	128%	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%	100%	50%	
Complaints Resolved Within 24 Hours	100%	100%	100%	
Monthly Safety Meetings	9	12	12	
Increase in Recreation League Participation	25%	25%	0%	
Budget Summary	2007-2008 Actual	2008-2009 Budget Estimate		2009-2010 Budget
Personnel	(8,368)	725,688	682,229	742,143
Supplies	-	25,460	22,108	20,560
Maintenance	-	31,000	21,200	33,500
Other Services	-	217,853	241,650	192,888
Other	1,132,437	-	-	-
<b>TOTAL</b>	<b>1,124,069</b>	<b>1,000,001</b>	<b>967,187</b>	<b>989,091</b>



Personnel Summary			
Position	Adopted 07-08	Adopted 08-09	Adopted 09-10
Center Van Driver	0	1	1
Recreation Leader	0	1	1
<b>Total</b>	<b>0</b>	<b>2</b>	<b>2</b>

Department Narrative
<p>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.</p>

# Senior Life Center



Departmental Goals				
<p><b>City Council Goal 1</b> (Financially Sustainable City Government)</p> <ul style="list-style-type: none"> <li>Review and recommend policy and fee structure to maintain projected revenues and service levels</li> <li>Recommend additional revenue sources</li> </ul> <p><b>City Council Goal 2</b> (Enhance City Infrastructure and Facilities)</p> <ul style="list-style-type: none"> <li>Provide recommendations for the Life Center (senior center) 5 year plan</li> </ul> <p><b>City Council Goal 6</b> (The Preferred Place to Live: Professionals and Families)</p> <ul style="list-style-type: none"> <li>Provide programming strategies, funding and grant opportunities for the Life Center (senior center)</li> </ul>				
Workload Indicators	07-08 Actual	08-09 Estimate	09-10 Estimate	
Number of participants served lunch	0	8,715	12,450	
Participants in Classes	0	300	400	
Number of Day Trips	0	9	12	
Annual Memberships	0	275	325	
Performance Measurement	07-08 Actual	08-09 Estimate	09-10 Target	
Budgeted Revenues Collected	0	\$ 40,000	\$ 50,000	
Recreation Center Injuries (Serious in Nature)	0	100%	100%	
Complaints Resolved Within 24 Hours	0	100%	100%	
Budget Summary	2007-2008 Actual	2008-2009		2009-2010
		Budget	Estimate	Budget
Personnel	-	40,082	38,149	53,627
Supplies	-	95,205	97,271	26,085
Maintenance	-	6,500	1,500	7,300
Other Services	-	25,264	15,802	65,007
Capital Outlay	-	-	7,180	-
<b>TOTAL</b>	<b>-</b>	<b>167,051</b>	<b>159,902</b>	<b>152,019</b>



## Stormwater Fund (53) FUND SUMMARY

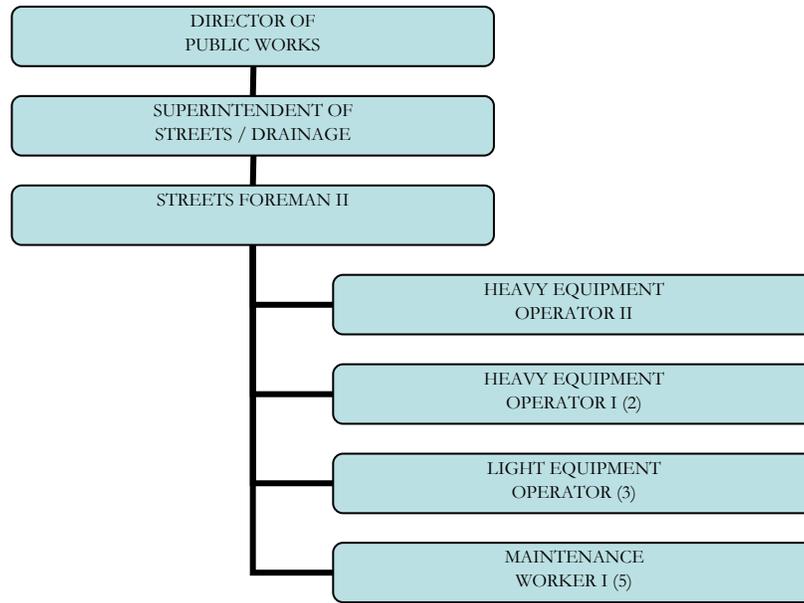
	2007-2008 Actual	2008-2009 Budget      Estimate		2009-2010 Proposed
<u>Revenue:</u>				
Drainage Fee	830,872	915,000	895,134	895,134
Interest and Other	(3,324)	-	(8,991)	(8,991)
<b>Total Revenue</b>	<b>827,548</b>	<b>915,000</b>	<b>886,144</b>	<b>886,144</b>
<u>Expenditures</u>				
Operations	987,545	1,128,538	876,902	983,788
Non-Departmental	68,611	4,800	4,800	-
Debt Services	47,951	51,013	51,013	50,013
Transfers Out	39,680	39,680	39,680	42,000
<b>Total Expenditures</b>	<b>1,143,787</b>	<b>1,224,031</b>	<b>972,395</b>	<b>1,075,801</b>
<b>Net Gain (Loss)</b>	<b>(316,239)</b>	<b>(309,031)</b>	<b>(86,251)</b>	<b>(189,657)</b>
<b>Beginning Balance</b>				
	1,460,306	453,430	1,144,067	1,057,815
<b>Ending Balance</b>	<b>1,144,067</b>	<b>144,399</b>	<b>1,057,815</b>	<b>868,158</b>
<b>Fund Balance as % of Revenues</b>	<b>138.25%</b>	<b>15.78%</b>	<b>119.37%</b>	<b>97.97%</b>

# Stormwater Operations



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

**Public Works Division**  
**Stormwater Fund**



Personnel Summary				
Position	Adopted 07-08	Adopted 08-09	Adopted 09-10	
Superintendent-Streets/Drain.	0	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	5	
Community Relations Coordinator	0	0	0.25	
<b>Total</b>	<b>12</b>	<b>13</b>	<b>13.25</b>	

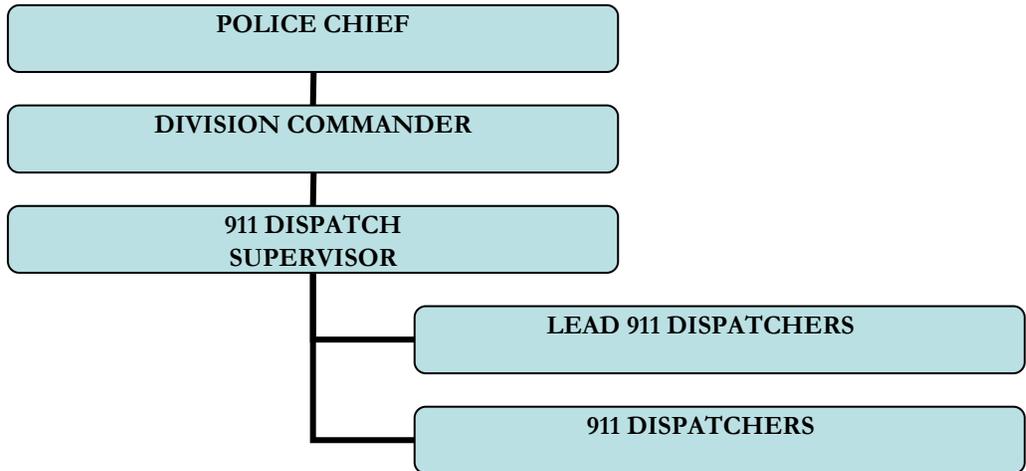
Department Narrative
<p>The Stormwater Division strives to deliver outstanding support to the City of Lancaster through the application of personnel, equipment, limited resources and funds to maintain and upgrade the stormwater drainage systems within the boundaries of the City of Lancaster. Ensure all drainage systems from roadside ditches, alleys, stormwater drainage inlets and main lines under roadway pavement, drainage easements and natural creeks flow unimpeded from the source to the Ten Mile Creek Basin and then finally to the Trinity River.</p> <p>The Stormwater Division 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.</p>

Departmental Goals				
<p><b>City Council Goals 2 &amp; 3</b>                      (Enhanced City Infrastructure and Facilities; Higher Quality Development: Residential and Commercial)</p> <ul style="list-style-type: none"> <li>Identify drainage problem areas for more efficient maintenance</li> <li>Monitor the condition of drainage systems, schedule maintenance, and perform routine clearing of debris blockages to ensure appropriate flow of rainwater</li> <li>Identify and correct erosion of embankments</li> <li>Ensure contaminants are contained, and assist the Engineering Division in the compliance with State and Federal mandated storm-water pollution prevention requirements</li> <li>Estimate workload demand based on ground saturation level and expected rainfall</li> <li>Provide residents and commercial operators with cleaner, more aesthetically appealing urban waterways</li> </ul>				
Workload Indicators	07-08 Actual	08-09 Estimate	09-10 Estimate	
Full Time Employees	12	13	13	
Creeks Within City Boundaries (Linear Feet)	155,925	155,925	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	36	38	
Stormwater Mains, Laterals, and Inlets Maintained	42	42	600	
Debris Removal (Storm and Flood Recovery) - (Cubic Yards)	2,456	2,500	1,500	
Performance Measurement	07-08 Actual	08-09 Estimate	09-10 Target	
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)	204.07	208.3	115	
Linear Feet of Maintenance Per Full-Time Employee	130,401	130,401	139,693	
Random Operator Evaluations Passed	100%	100%	100%	
Employees Sufficiently Trained for Specific Job Duties	100%	100%	100%	
Budget Summary	2007-2008 Actual	2008-2009		2009-2010
		Budget	Estimate	Budget
Personnel	436,591	617,628	474,674	579,466
Supplies	40,680	46,940	42,690	32,600
Maintenance	53,280	79,750	51,250	70,937
Other Services	300,339	384,220	308,288	300,785
Capital Outlay	156,655	-	-	-
<b>TOTAL</b>	<b>987,545</b>	<b>1,128,538</b>	<b>876,902</b>	<b>983,788</b>



## E911 Fund (21) FUND SUMMARY

	2007-2008 Actual	2008-2009 Budget	2008-2009 Estimate	2009-2010 Proposed
<u>Revenue:</u>				
E911 Income	220,412	250,000	301,758	301,758
Interest and Other	6,692	12,000	984	984
<b>Total Revenue</b>	<b>227,104</b>	<b>262,000</b>	<b>302,742</b>	<b>302,742</b>
<u>Expenditures</u>				
E911 Operations	49,508	740,900	686,454	654,724
Debt Services	62,002	-	-	-
Transfers Out	-	-	-	-
<b>Total Expenditures</b>	<b>111,510</b>	<b>740,900</b>	<b>686,454</b>	<b>654,724</b>
<b>Net Gain (Loss)</b>	<b>115,594</b>	<b>(478,900)</b>	<b>(383,712)</b>	<b>(351,982)</b>
<b>Beginning Balance</b>	<b>750,749</b>	<b>958,000</b>	<b>866,343</b>	<b>482,631</b>
<b>Ending Balance</b>	<b>866,343</b>	<b>479,100</b>	<b>482,631</b>	<b>130,648</b>
<b>Fund Balance as % of Revenues</b>	<b>381.47%</b>	<b>182.86%</b>	<b>159.42%</b>	<b>43.16%</b>



Personnel Summary				
Position	Adopted 07-08	Adopted 08-09	Adopted 09-10	
Dispatch Supervisor	0	0	1	
Lead 911 Dispatcher	0	0	3	
911 Dispatchers	0	0	4	
PT Dispatcher (value .5)	0	0	1.5	
<b>Total</b>	<b>0</b>	<b>0</b>	<b>9.5</b>	

Department Narrative
<p>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.</p>

# E911 Operations

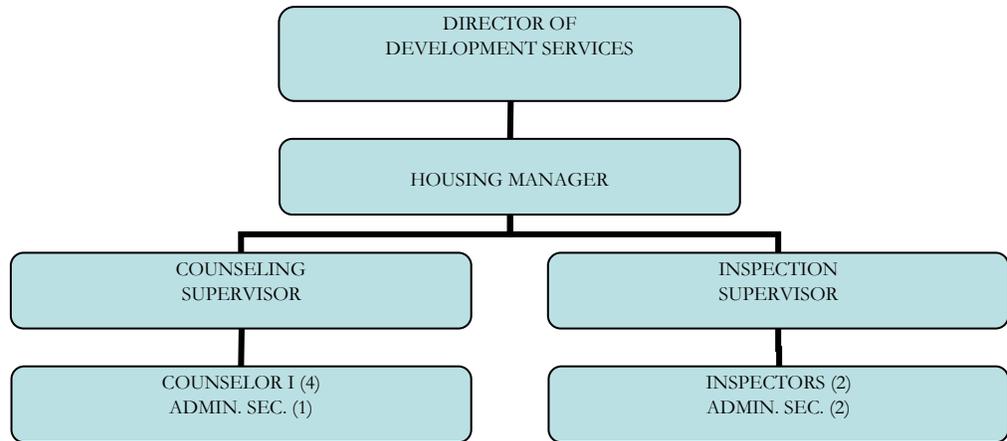


Departmental Goals				
<p><b>City Council Goals 2 &amp; 4</b> (Enhanced City Infrastructure and Services; City - an Organization of Excellence)</p> <ul style="list-style-type: none"> <li>• Aim to provide the most effective and efficient communications program possible</li> <li>• Satisfy emergency and routine communications and informational needs for the City's Public Safety Departments</li> <li>• Increase departmental efficiency through the recruitment, selection, and training of qualified communication personnel</li> <li>• Establish and maintain a positive relationship with other departments, citizens, and public safety agencies</li> <li>• Maintain effective staffing by sustaining an operational vacancy rate at or below 15%</li> <li>• Promote employee development through education and succession planning</li> </ul>				
Workload Indicators	07-08 Actual	08-09 Estimate	09-10 Estimate	
Wireless 911 Calls	17,455	13,500	14,000	
Total 911 Calls	24,936	33,768	35,450	
Non-Emergency Calls	136,290	155,025	163,000	
Total Police Calls For Service (CFS)	36,000	31,250	33,000	
Police Priority 1 or 2 Calls For Service	1,795	1,795	1,900	
Total Fire Calls For Service	5,192	6,905	7,250	
Fire Mutual Aid Responses	69	129	140	
Performance Measurement	07-08 Actual	08-09 Estimate	09-10 Target	
911 Calls Answered within 6 Seconds	75%	78%	78%	
911 Calls Answered within 10 Seconds	85%	88%	88%	
Abandoned 911 Calls	1870	1683	1683	
Average Time to Dispatch Police Priority 1 or 2 CFS	45 SEC	41 SEC	41 SEC	
Average Time to Dispatch Fire/EMS CFS	35 SEC	32 SEC	32 SEC	
Budget Summary	2007-2008 Actual	2008-2009 Budget      Estimate		2009-2010 Budget
Personnel	-	-	-	494,659
Supplies	-	7,134	-	-
Maintenance	-	2,500	-	2,500
Other Services	49,508	76,066	112,502	157,565
Capital Outlay	-	655,200	573,952	-
<b>TOTAL</b>	49,508	740,900	686,454	654,724



## HAP - Housing Assistance Program Fund (20) FUND SUMMARY

	2007-2008 Actual	2008-2009 Budget	2008-2009 Estimate	2009-2010 Proposed
<u>Revenue:</u>				
HAP Payment Revenue	7,599,129	7,700,000	7,219,140	7,219,140
HAP Admin.	820,200	810,001	886,513	886,513
<b>Total Revenue</b>	<b>8,419,329</b>	<b>8,510,001</b>	<b>8,105,654</b>	<b>8,105,654</b>
<u>Expenditures</u>				
Housing Administration	1,383,479	733,341	750,858	897,997
Housing Assistance	7,126,957	6,176,140	7,448,290	7,200,000
Transfers Out	54,611	62,000	60,967	62,000
<b>Total Expenditures</b>	<b>8,565,048</b>	<b>6,971,481</b>	<b>8,260,115</b>	<b>8,159,997</b>
<b>Net Gain (Loss)</b>	<b>(145,719)</b>	<b>1,538,520</b>	<b>(154,461)</b>	<b>(54,343)</b>
<b>Beginning Balance</b>	<b>770,244</b>	<b>-</b>	<b>624,525</b>	<b>470,064</b>
<b>Ending Balance</b>	<b>624,525</b>	<b>1,538,520</b>	<b>470,064</b>	<b>415,721</b>
<b>Fund Balance as % of Revenues</b>	<b>7.42%</b>	<b>18.08%</b>	<b>5.80%</b>	<b>5.13%</b>



### Personnel Summary

Position	Adopted 07-08	Adopted 08-09	Adopted 09-10
Housing Manager	0	0	1
Housing Director	1	1	0
Housing Counselor Sup.	1	1	1
Housing Inspector Sup.	1	1	1
Operations Manager	1	1	0
Housing Inspector	2	2	2
Housing Counselor I	3	4	4
Intake Specialist	1	0	0
Administrative Secretary	0	2	3
Receptionist	1	0	0
Housing Clerk	1	0	0
<b>Total</b>	<b>12</b>	<b>12</b>	<b>12</b>

### 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.

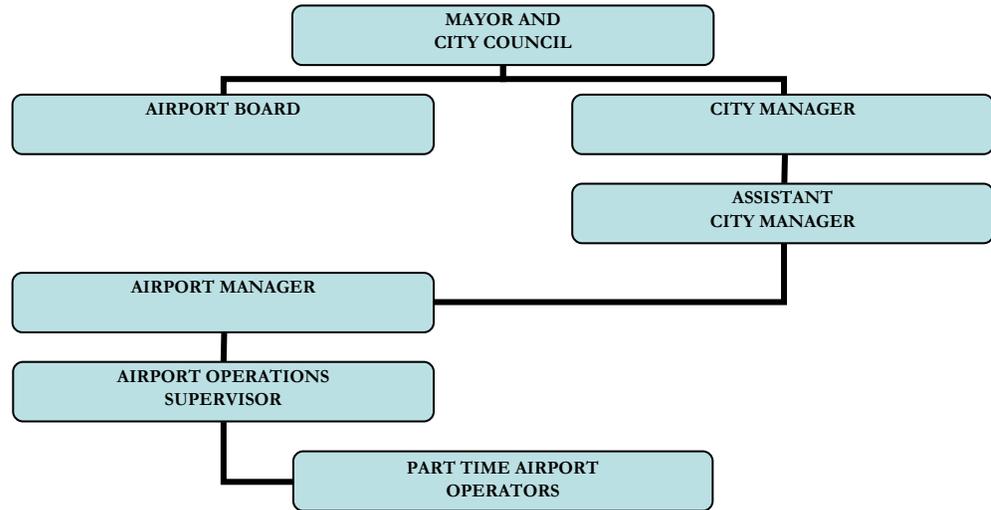
Departmental Goals				
<p><b>City Council Goals 2 &amp; 4</b> (Enhanced City Infrastructure and Facilities; City - An Organization of Excellence)</p> <ul style="list-style-type: none"> <li>• Successfully administer the Disaster Housing Assistance Program by providing case management to FEMA disaster victims to promote self sufficiency</li> <li>• Maintain HUD Section Eight Management Assessment Program (SEMAP) certification as Housing Choice Voucher Program (HCVP) High Performer</li> <li>• Continue current partnerships with Dallas County Home Loan Counseling and Habitat for Humanity</li> <li>• Maximize number of low income households served through Housing Choice Voucher program funding</li> <li>• Participate in housing coalitions including the North Texas Housing Finance Corporation and the Texas Association of Local Housing Finance Corporations</li> <li>• Investigate affordable options for senior housing and other available grant funds to promote homeownership to promote efficiency and enhance operations within the Housing Department</li> <li>• Implement direct deposit program for landlords participating in the Section 8 Housing Choice Voucher Program</li> <li>• Develop and implement housing rehabilitation/replacement program overlay for Eastside Acres</li> </ul>				
Workload Indicators	07-08 Actual	08-09 Estimate	09-10 Estimate	
Total Full-time City of Lancaster Housing Employees	12	12	12	
Housing Choice Voucher Program Unit Months Leased	13,174	13,386	13,386	
Housing Assistance Payments Provided	\$7.4 million	\$7.5 million	\$7.5 million	
Disaster Housing Assistance Program Unit Months Leased	662	300	Discontinued	
Disaster Housing Assistance Program (DHAP) Payments	\$413,000	\$187,200	Discontinued	
Performance Measurement	07-08 Actual	08-09 Estimate	09-10 Target	
100% SEMAP Score	100%	100%	100%	
HCV High Performer Certification	Yes	Yes	Yes	
95% or Better PIC Score	98.70%	98.00%	98.00%	
Assigned Families	80	60	60	
Annual Plan Presented to HUD	On Time	On Time	On Time	
Fraud Dollars Recovered by Attorney General & Staff	\$30,000	\$1.3 million	\$35,000	
Housing Reorganization / Reclassification	Completed	N/A	N/A	
Budget Summary	2007-2008 Actual	2008-2009 Budget Estimate		2009-2010 Budget
Personnel	578,038	586,370	534,987	618,416
Supplies	43,831	22,100	30,876	29,200
Maintenance	3,054	7,110	4,135	16,626
Other Services	736,037	117,761	180,860	173,755
Capital Outlay	-	-	-	60,000
Other	22,520	-	-	-
<b>TOTAL</b>	<b>1,383,479</b>	<b>733,341</b>	<b>750,858</b>	<b>897,997</b>



## Airport Fund (09) FUND SUMMARY

	2007-2008 Actual	2008-2009 Budget	2008-2009 Estimate	2009-2010 Proposed
<u>Revenue:</u>				
Airport Operations	311,753	379,500	357,236	357,236
Interest and Other	132	5	13	13
Grant Proceeds	19,281	50,000	30,695	30,695
<b>Total Revenue</b>	<b>331,166</b>	<b>429,505</b>	<b>387,943</b>	<b>387,943</b>
<u>Expenditures</u>				
Airport Operations	464,331	531,240	420,430	400,135
Debt Services	9,268	17,218	17,218	16,818
Transfers Out	-	-	-	-
Pye Payment	-	-	187,500	263,125
Payment of Principal	8,000	-	-	-
<b>Total Expenditures</b>	<b>481,599</b>	<b>548,458</b>	<b>625,148</b>	<b>680,078</b>
<b>Net Gain (Loss)</b>	<b>(150,433)</b>	<b>(118,953)</b>	<b>(237,204)</b>	<b>(292,135)</b>
<b>Beginning Balance</b>	<b>219,354</b>	<b>(40,018)</b>	<b>68,921</b>	<b>(168,283)</b>
<b>Ending Balance</b>	<b>68,921</b>	<b>(158,971)</b>	<b>(168,283)</b>	<b>(460,418)</b>
<b>Fund Balance as % of Revenues</b>	<b>20.81%</b>	<b>-37.01%</b>	<b>-43.38%</b>	<b>-118.68%</b>

# Airport Operations



Personnel Summary				
Position	Adopted 07-08	Adopted 08-09	Adopted 09-10	
Airport Manager	1	1	1	
Operations Spvsr.	0	1	1	
Part-Time Operators	2	2	2	
<b>Total</b>	<b>3</b>	<b>4</b>	<b>4</b>	

Department Narrative
<p>Located on 300+ 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 feet 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.</p>



Departmental Goals				
<p><b>City Council Goal 2</b> (Enhanced City Infrastructure and Facilities)</p> <ul style="list-style-type: none"> <li>• Prepare for 2010 extension and overlay of Runway 13-31 project</li> <li>• Position Lancaster Airport as a reputable fixed base operator</li> <li>• Provide enhanced staff training on operations and customer service</li> <li>• Pursue self-service fuel facility designation, and continue upgrades to airport fuel farm</li> <li>• Expedite Airport Master Plan update</li> <li>• Expand/improve/reconstruct north and south parking lots, and terminal access road</li> <li>• Expedite Airport Master Plan update</li> </ul>				
Workload Indicators	07-08 Actual	08-09 Estimate	09-10 Estimate	
Airport Acreage	306	338.4	544	
Runway Dimensions	5,000ft x 100ft	6,500 x 100 ft	6,500 x 100 ft	
Taxiway Dimensions	5,000ft x 50ft	6,500ft x 50ft	6,500ft x 50ft	
Underground Fuel Storage Tanks (10,000 Gallon)	3	3	3	
Full-Time Employees	1	2	2	
Part-Time Employees	4	3	3	
Aircraft Based from Lancaster Airport	220	150	170	
Major Aviation Related Businesses	5	5	5	
Aviation Museums	2	2	2	
Number of Hangars	175 (99 City Owned)	175 (99 City Owned)	176 (99 City Owned)	
Annual Operations (Take-offs and Landings)	65,100	45,000	58,000	
Fuel Sales	135,000 Gallons	135,000 Gallons	100,000	
Performance Measurement	07-08 Actual	08-09 Estimate	09-10 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	2007-2008 Actual	2008-2009 Budget Estimate		2009-2010 Budget
Personnel	172,351	268,940	186,852	181,885
Supplies	15,965	12,600	15,500	6,300
Maintenance	149,580	130,000	109,800	108,500
Other Services	126,435	119,700	108,278	103,450
Capital Outlay	-	-	-	-
<b>TOTAL</b>	<b>464,331</b>	<b>531,240</b>	<b>420,430</b>	<b>400,135</b>



## Golf Course Fund (18)

### FUND SUMMARY

	2007-2008 Actual	2008-2009 Budget	2008-2009 Estimate	2009-2010 Proposed
<u>Revenue:</u>				
Golf Course Operations	69,219	69,000	80,895	75,000
Interest and Other	846	164	-	-
<b>Total Revenue</b>	<b>70,065</b>	<b>69,164</b>	<b>80,895</b>	<b>75,000</b>
<u>Expenditures</u>				
Golf Course	30,077	45,000	56,133	45,000
Non-Departmental	77,234	-		
Transfers Out	3,418	7,000	3,000	7,000
<b>Total Expenditures</b>	<b>110,730</b>	<b>52,000</b>	<b>59,133</b>	<b>52,000</b>
<b>Net Gain (Loss)</b>	<b>(40,665)</b>	<b>17,164</b>	<b>21,762</b>	<b>23,000</b>
<b>Beginning Balance</b>	<b>89,579</b>	<b>123,000</b>	<b>48,914</b>	<b>70,676</b>
<b>Ending Balance</b>	<b>48,914</b>	<b>140,164</b>	<b>70,676</b>	<b>93,676</b>
<b>Fund Balance as % of Revenues</b>	<b>69.81%</b>	<b>202.65%</b>	<b>87.37%</b>	<b>124.90%</b>



## Sanitation Fund (19) FUND SUMMARY

	2007-2008 Actual	2008-2009 Budget	2008-2009 Estimate	2009-2010 Proposed
<u>Revenue:</u>				
Sanitation Revenue	1,897,300	1,387,000	1,430,715	1,250,000
Grant Income	-	-	-	108,354
Interest and Other	(1,224)	-	(2,496)	-
<b>Total Revenue</b>	<b>1,896,077</b>	<b>1,387,000</b>	<b>1,428,219</b>	<b>1,358,354</b>
<u>Expenditures</u>				
Sanitation Admin.	-	-	-	108,354
Refuse	2,006,639	-	1,200,000	1,200,000
Non-Departmental	19,597	-	60,000	60,000
<b>Total Expenditures</b>	<b>2,026,236</b>	<b>-</b>	<b>1,260,000</b>	<b>1,368,354</b>
<b>Net Gain (Loss)</b>	<b>(130,159)</b>	<b>1,387,000</b>	<b>168,219</b>	<b>(10,000)</b>
<b>Beginning Balance</b>	<b>(92,320)</b>	<b>(313,000)</b>	<b>(222,479)</b>	<b>(54,259)</b>
<b>Ending Balance</b>	<b>(222,479)</b>	<b>1,074,000</b>	<b>(54,259)</b>	<b>(64,259)</b>
<b>Fund Balance as % of Revenues</b>	<b>-11.73%</b>	<b>77.43%</b>	<b>-3.80%</b>	<b>-4.73%</b>



## Capital Projects Accounts

Issue	Type	Name	2002-2003	2003-2004	2004-2005	2005-2006	2006-2007	2007-2008	2008-2009	Future	Total
2003 Tax CIP	Expense	31 BEAR CREEK NATURE PARK	33	62,447	189,478	373,402	95,017	-	-	-	720,377
		31 DOWNTOWN BEAUTIFICATION PROJ.	-	-	-	11,773	-	-	4,060	-	15,833
		31 MOBILE IN-CAR COMPUTERS	-	122,951	56,683	35,000	10,483	-	-	-	225,117
		31 STREET IMPACT STUDY FEE	8,840	195	28,294	6,000	-	-	-	-	43,329
		32 CDPD REPLACEMENT (DATARADIO)	-	188,237	21,131	22,196	6,332	-	-	-	237,895
		32 COMM PARK PHASE 1-SIDEWALK	2,600	16,899	-	-	-	-	-	-	19,499
		32 HOU SCHOOL & DANIELDALE INTER.	-	-	-	20,213	-	-	-	-	20,213
		32 VISITOR'S CENTER PROJECT	-	-	-	11,438	96,069	76,198	1,365,963	-	1,549,668
		33 C PARK PH1B-FOOTBALL PARKING	35,757	282,912	60,890	(60,890)	-	-	-	-	318,669
		33 HOUSTON SCHOOL ROAD	143,472	224,159	238,803	-	737,498	101,992	32,029	-	1,477,954
		33 LOOKING GLASS APPLICATION	-	16,750	-	-	-	-	-	-	16,750
		34 BELTLINE-ILLUMINATION&IRRIGATE	-	-	213,113	93,319	399	200	-	-	307,031
		34 C PARK PH1B-ADDL PARKING	3,220	124,622	-	-	-	-	-	-	127,842
		34 CITY HALL IMPROVEMENTS	1,720	86,921	11,429	14,753	-	18,734	-	-	133,557
		34 COMPUTER RELOCATION-DISPATCH	-	-	45,836	-	-	-	-	-	45,836
		35 BRIDGE UPGRADE	-	5,000	-	-	-	13,487	7,602	-	26,089
		35 ELECTRONIC MESSAGE CENTER/SIGN	-	114,645	-	-	-	-	-	-	114,645
		36 CDBG STREET IMPROV PROJECT	-	-	-	11,131	-	-	-	-	11,131
		36 CITY PARK POOL	-	-	-	77,686	-	-	-	-	77,686
		37 UNDESIGN RES STREET REPAIR	-	992,221	-	-	-	-	-	-	992,221
		41 ANIMAL SHELTER REMODEL	-	-	165,030	-	-	-	-	-	165,030
		41 PATROL CAR REPLACEMENT	-	351,764	2,247	-	-	-	-	-	354,011
		41 WINTERGREEN PHASE I	-	8,774	19,700	-	58,196	78,372	-	-	165,041
		42 COMMERCIAL VEHICLE ENFORCEMENT	-	-	42,635	-	-	-	-	-	42,635
		42 COMMUNITY DEVELOPMENT REMODEL	-	-	(115,030)	-	-	-	-	-	(115,030)
43 PARKS MASTER PLAN	-	-	96,496	34,378	-	-	-	-	130,874		
51 BEAR CREEK NATURE PARK-05CIP	-	-	158,479	-	-	-	-	23,500	181,979		
<b>Expense Total</b>			<b>195,643</b>	<b>2,598,498</b>	<b>1,235,212</b>	<b>650,396</b>	<b>1,003,994</b>	<b>288,983</b>	<b>1,433,154</b>		<b>7,405,881</b>
Revenue				(3,183,584)						(1,186,108)	(3,183,584)
Reimbursements, Interests, Other										(2,347,441)	(2,347,441)
<b>Revenue Total</b>				<b>(3,183,584)</b>						<b>(3,533,549)</b>	<b>(6,717,133)</b>
<b>2003 Tax Total</b>			<b>195,643</b>	<b>(585,086)</b>	<b>1,235,212</b>	<b>650,396</b>	<b>1,003,994</b>	<b>288,983</b>	<b>1,433,154</b>	<b>(3,533,549)</b>	<b>688,748</b>
2005 Tax CIP	Expense	190 FINANCE SYSTEM UPGRADE	-	-	-	-	14,791	-	-	-	14,791
		33 BRIDGE REPAIRS & EROSION CONT	-	34,400	172,732	540,975	-	-	-	-	748,107
		37 UNDESIGN RES STREET REPAIR	-	-	-	-	601,121	1,271,799	-	-	1,872,920
		41 COMBINATION PUMPER REPLACEMENT	-	-	374,850	2,180	-	-	-	-	377,030
		41 TECHNOLOGY-CITY WIDE	-	-	87,737	83,873	9,867	-	-	-	181,477
		41 TECHNOLOGY-HUMAN RESOURCES	-	-	23,681	6,098	2,500	-	-	-	32,279
		415 EXHAUST SYSTEMS-FIRE STATIONS	-	-	-	72,875	-	-	-	-	72,875
		42 COMMAND VEHICLE	-	-	79,557	524	-	-	-	-	80,081

Issue	Type	Name	2002-2003	2003-2004	2004-2005	2005-2006	2006-2007	2007-2008	2008-2009	Future	Total
		5 INSPECTION VEHICLES	-	-	-	103,913	-	-	-	-	103,913
		51 WINTERGREEN-PHASE 4	-	-	106,159	1,181,124	1,859,492	-	-	-	3,146,775
		52 PARKS EQUIPMENT	-	-	114,022	427	-	-	-	-	114,449
		52 PATROL CAR REPLACEMENT	-	-	-	354,718	-	-	-	-	354,718
		52 POLICE INTERCEPTOR	-	-	-	25,085	-	-	-	-	25,085
		52 STREET DEPT EQUIPMENT	-	-	-	45,440	-	-	-	-	45,440
		53 MEADOWCREEK PARK	-	-	2,760	212,659	-	-	-	-	215,419
		571 COMMUNITY PARK	-	-	-	-	353,461	1,020,305	113,963	-	1,487,729
		800 MUN COURT-OLD LIBRARY	-	-	-	-	91,264	605,734	662,457	-	1,359,455
		900 AIRPORT RUNWAY EXTENSION	-	-	-	-	30,216	92,530	718	-	123,463
		205 NOKOMIS ROAD BRIDGE	-	-	-	-	-	400,000	-	-	400,000
		503 SIDEWALKS - ST16-10	-	-	-	-	188,025	11,062	71,208	-	270,295
		<b>Expense Total</b>	-	<b>34,400</b>	<b>961,498</b>	<b>2,629,891</b>	<b>3,150,737</b>	<b>3,401,430</b>	<b>848,345</b>	-	<b>11,026,302</b>
	Revenue	2007 Tax C.O.s	-	-	-	-	(7,600,000)	-	-	-	(7,600,000)
		<b>Revenue Total</b>	-	-	-	-	<b>(7,600,000)</b>	-	-	-	<b>(7,600,000)</b>
		<b>2005 Tax Total</b>	-	<b>34,400</b>	<b>961,498</b>	<b>2,629,891</b>	<b>(4,449,263)</b>	<b>3,401,430</b>	<b>848,345</b>	-	<b>3,426,302</b>
2007 Bond Election	Expense	520 NEW PUBLIC SAFETY BLDG	-	-	27,899	13,911	1,694,738	6,564,358	5,310,398	-	13,611,303
		530 SENIOR CENTER	-	-	3,100	138,944	205,611	2,133,208	507,548	-	2,988,411
		550 FIRE STATION #2	-	-	-	12,759	125,793	324,014	1,141,293	-	1,603,859
		551 FIRE STATION #2 TEMP LOCATION	-	-	-	-	-	14,146	7,083	-	21,229
		<b>Expense Total</b>	-	-	<b>30,999</b>	<b>165,614</b>	<b>2,026,141</b>	<b>9,035,726</b>	<b>6,966,322</b>	-	<b>18,224,802</b>
	Revenue	2007 Tax G.O.s	-	-	-	-	(16,800,000)	-	-	-	(16,800,000)
		2009 C.O.s	-	-	-	-	-	-	-	(3,800,000)	(3,800,000)
		<b>Revenue Total</b>	-	-	-	-	<b>(16,800,000)</b>	-	-	<b>(3,800,000)</b>	<b>(20,600,000)</b>
		<b>2007 Bond Election Total</b>	-	-	<b>30,999</b>	<b>165,614</b>	<b>(14,773,859)</b>	<b>9,035,726</b>	<b>6,966,322</b>	<b>(3,800,000)</b>	<b>(2,375,198)</b>
2007 Street Bonds	Expense	500 IH-20 ACCESS/FRONTAGE ROAD	83,019	-	-	1,782,803	52,346	95,862	-	-	2,014,030
		501 LONGHORN DRIVE IMPROVEMENT	7,500	13,330	-	-	-	400,000	-	-	420,830
		202 S.T.E.P. SIDEWALK PROGRAM	-	-	-	-	-	-	47,775	-	47,775
		204 HOUSTON SCHOOL ROAD	-	-	-	-	-	-	682,955	-	682,955
		205 NOKOMIS ROAD BRIDGE	-	-	-	-	-	-	41,181	-	41,181
		<b>Expense Total</b>	<b>90,519</b>	<b>13,330</b>	<b>-</b>	<b>1,782,803</b>	<b>52,346</b>	<b>495,862</b>	<b>771,911</b>	-	<b>3,206,771</b>
	Revenue	2009 G.O.s	-	-	-	-	-	-	-	(21,745,000)	(21,745,000)
		<b>Revenue Total</b>	-	-	-	-	-	-	-	<b>(21,745,000)</b>	<b>(21,745,000)</b>
		<b>2007 Street Bonds Total</b>	<b>90,519</b>	<b>13,330</b>	<b>-</b>	<b>1,782,803</b>	<b>52,346</b>	<b>495,862</b>	<b>771,911</b>	<b>(21,745,000)</b>	<b>(18,538,229)</b>
Stormwater	Expense	51 STORMWATER EQUIPMENT	-	-	-	135,699	-	-	-	-	135,699
		560 STORMWATER MASTERPLAN	-	-	-	445,281	345,117	29,776	-	-	820,174
		<b>Expense Total</b>	-	-	-	<b>580,980</b>	<b>345,117</b>	<b>29,776</b>	-	-	<b>955,873</b>
	Revenue	2007 Stormwater C.O.s	-	-	-	-	(650,000)	-	-	-	(650,000)
		<b>Revenue Total</b>	-	-	-	-	<b>(650,000)</b>	-	-	-	<b>(650,000)</b>
		<b>Stormwater Total</b>	-	-	-	<b>580,980</b>	<b>(304,883)</b>	<b>29,776</b>	-	-	<b>305,873</b>
Water/ Wastewater	Expense	41 WATER VULNERABILITY STUDY	-	34,200	3,800	-	-	-	-	-	38,000
		42 SH342 PROJECT-UTILITY LINES	-	-	41,735	289,734	1,850	-	-	-	333,319
		502 NEW WATER LINES W8-5	-	-	-	97,775	-	-	-	-	97,775
		51 W/WW EQUIPMENT	-	-	115,030	522,403	25,493	-	-	-	662,926

Issue	Type	Name	2002-2003	2003-2004	2004-2005	2005-2006	2006-2007	2007-2008	2008-2009	Future	Total
		52 DEMOLITION OF 3RD STREET WELL	-	-	21,600	-	-	-	-	-	21,600
		540 AUTOMATIC METER READING W1-5	-	-	2,257	20,422	170,490	-	-	-	193,169
		541 WATER LINE REPLACEMENTS W3-5	-	-	-	-	528,449	-	-	-	528,449
		570 WW MASTERPLAN WW1-5	-	-	-	79,000	41,174	-	-	-	120,174
		570 WW WASTEWATER MASTERPLAN	-	-	-	-	-	104,798	-	-	104,798
		571 WW MASTERPLAN WW2-5	-	-	-	-	24,776	-	-	-	24,776
		<b>Expense Total</b>	<b>-</b>	<b>34,200</b>	<b>184,422</b>	<b>1,009,334</b>	<b>792,231</b>	<b>104,798</b>	<b>-</b>	<b>-</b>	<b>2,124,985</b>
	Revenue	2007 W/WW C.O.s					(880,000)				(880,000)
		2007 W/WW G.O.s					(2,230,000)				(2,230,000)
		<b>Revenue Total</b>					<b>(3,110,000)</b>				<b>(3,110,000)</b>
		<b>Water/Wastewater Total</b>	<b>-</b>	<b>34,200</b>	<b>184,422</b>	<b>1,009,334</b>	<b>(2,317,769)</b>	<b>104,798</b>	<b>-</b>	<b>-</b>	<b>(985,015)</b>
Other	Expense	217 PENN PROPERTY SETTLEMENT	-	-	-	-	-	65,370	-	-	65,370
		NON DEPARTMENTAL	-	-	-	(8,200)	-	-	-	-	(8,200)
		DEBT SERVICE	48,000	-	-	-	-	-	-	-	48,000
		TRANSFERS	-	-	288,891	-	(802,275)	-	-	-	(513,384)
		<b>Expense Total</b>	<b>48,000</b>	<b>-</b>	<b>288,891</b>	<b>(8,200)</b>	<b>(802,275)</b>	<b>65,370</b>	<b>-</b>	<b>-</b>	<b>(408,214)</b>
		<b>Other Total</b>	<b>48,000</b>	<b>-</b>	<b>288,891</b>	<b>(8,200)</b>	<b>(802,275)</b>	<b>65,370</b>	<b>-</b>	<b>-</b>	<b>(408,214)</b>



**G.O. Debt Service Fund (02)**  
**FUND SUMMARY**

	2007-2008 Actual	Budget	2008-2009 YTD (Ending July)	Estimate	2009-2010 Proposed
<b>Revenue:</b>					
Property Taxes	2,150,822	2,281,769	2,214,489	2,214,489	2,558,015
Interest and Other	16,767	10,000	2,156	2,587	2,587
Transfers In	-	-	-	-	-
<b>Total Revenue</b>	<b>2,167,589</b>	<b>2,291,769</b>	<b>2,216,644</b>	<b>2,217,075</b>	<b>2,560,602</b>
<b>Expenditures</b>					
Debt Services	1,874,460	2,654,244	1,171,181	1,858,433	3,516,890
New Debt	-	-	-	-	-
<b>Total Expenditures</b>	<b>1,874,460</b>	<b>2,654,244</b>	<b>1,171,181</b>	<b>1,858,433</b>	<b>3,516,890</b>
<b>Net Gain (Loss)</b>	<b>293,129</b>	<b>(362,475)</b>	<b>1,045,463</b>	<b>358,642</b>	<b>(956,288)</b>
<b>Beginning Balance</b>	<b>923,684</b>	<b>880,000</b>	<b>1,216,813</b>	<b>1,216,813</b>	<b>1,575,455</b>
<b>Ending Balance</b>	<b>1,216,813</b>	<b>517,525</b>	<b>2,262,276</b>	<b>1,575,455</b>	<b>619,167</b>
<b>Fund Balance as % of Revenues</b>	<b>56.14%</b>	<b>22.58%</b>	<b>102.06%</b>	<b>71.06%</b>	<b>24.18%</b>

## TOTAL DEBT SERVICES \*, ALL SERIES

FYE	Principal	Interest	Total	W&S Total	4A LEDC Total	4B LRDC Total	Airport Total	Stormwater Total	Tax Total
9/30/2010	2,030,000	2,336,806	4,366,806	1,302,644	227,250	906,350	16,818	50,013	1,863,732
9/30/2011	2,175,000	2,247,684	4,422,684	1,308,223	227,750	909,299	16,418	49,013	1,911,982
9/30/2012	2,095,000	2,156,775	4,251,775	1,082,723	228,050	906,140	16,018	48,013	1,970,832
9/30/2013	2,255,000	2,064,311	4,319,311	1,086,423	228,150	916,645	15,618	47,013	2,025,463
9/30/2014	2,410,000	1,964,530	4,374,530	1,085,748	228,050	920,310	15,168	50,913	2,074,342
9/30/2015	2,445,000	1,860,140	4,305,140	938,448	227,750	917,398	19,543	49,713	2,152,289
9/30/2016	2,720,000	1,748,105	4,468,105	1,039,723	227,250	917,685	18,793	48,513	2,216,142
9/30/2017	2,890,000	1,625,715	4,515,715	1,017,720	226,550	916,179	11,644	47,313	2,296,310
9/30/2018	3,075,000	1,498,724	4,573,724	1,015,594	230,550	918,031	11,702	46,113	2,351,734
9/30/2019	2,475,000	1,381,656	3,856,656	219,901	229,250	927,706	11,323	49,813	2,418,663
9/30/2020	2,625,000	1,271,504	3,896,504	220,456	227,647	925,139	11,345	48,391	2,463,526
9/30/2021	2,780,000	1,152,178	3,932,178	220,111	225,738	925,170	11,337	46,947	2,502,874
9/30/2022	2,930,000	1,023,875	3,953,875	219,856	228,406	928,325	11,309	50,375	2,515,605
9/30/2023	3,075,000	888,763	3,963,763	225,848	230,544	925,188	11,676	48,675	2,521,833
9/30/2024	2,950,000	753,200	3,703,200	224,151	227,363	925,363	11,595	46,975	2,267,754
9/30/2025	1,765,000	647,113	2,412,113	167,281	228,734	-	-	50,141	1,965,956
9/30/2026	1,845,000	564,965	2,409,965	165,609	229,547	-	-	48,172	1,966,637
9/30/2027	1,930,000	478,140	2,408,140	168,609	229,922	-	-	51,094	1,958,515
9/30/2028	1,565,000	394,625	1,959,625	-	-	-	-	-	1,959,625
9/30/2029	1,645,000	314,375	1,959,375	-	-	-	-	-	1,959,375
9/30/2030	1,730,000	230,000	1,960,000	-	-	-	-	-	1,960,000
9/30/2031	1,820,000	141,250	1,961,250	-	-	-	-	-	1,961,250
9/30/2032	1,915,000	47,875	1,962,875	-	-	-	-	-	1,962,875
TOTAL	56,480,000	32,502,725	88,982,725	14,399,692	4,562,054	15,598,256	241,792	976,132	53,204,798

\* This schedule of total debt services does not include anticipated 2009 G.O.s and C.O.s that have yet to be issued.

## Contract Revenue Refunding Bonds, Series 1997

FYE	Principal	Interest	Total	W&S Total Supported	Tax Total Supported
9/30/2010	215,000	16,321	231,321	231,321	-
9/30/2011	220,000	5,500	225,500	225,500	-
TOTAL	\$ 820,000	\$ 84,050	\$ 904,050	\$ 904,050	-

## General Obligation Refunding Bonds, Series 2002

FYE	Principal	Interest	Total	W&S Total Supported	Airport Total Supported	4B	Tax Total Supported
						LRDC Total Supported	
9/30/2010	495,000	529,055	1,024,055	16,417	3,418	906,350	97,870
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
<b>TOTAL</b>	<b>\$ 13,745,000</b>	<b>\$ 6,062,339</b>	<b>\$ 19,807,339</b>	<b>\$ 589,278</b>	<b>\$ 122,692</b>	<b>\$ 15,598,256</b>	<b>\$ 3,497,112</b>

## Certificate of Obligations, Series 2003

FYE	Principal	Interest	Total	Tax Total Supported
9/30/2010	135,000	104,688	239,688	239,688
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
<b>TOTAL</b>	<b>\$ 2,790,000</b>	<b>\$ 1,065,055</b>	<b>\$ 3,855,055</b>	<b>\$ 3,855,055</b>

## General Obligation Refunding and Improvement Bonds, Series 2007

FYE	Principal	Interest	Total	W&S Total Supported	Airport Total Supported	Tax Total Supported
9/30/2010	760,000	1,072,258	1,832,258	745,000	13,400	1,073,858
9/30/2011	860,000	1,035,808	1,895,808	754,600	13,000	1,128,208
9/30/2012	910,000	995,983	1,905,983	753,200	12,600	1,140,183
9/30/2013	990,000	953,233	1,943,233	755,900	12,200	1,175,133
9/30/2014	1,075,000	906,770	1,981,770	754,625	11,750	1,215,395
9/30/2015	1,155,000	856,595	2,011,595	754,125	16,125	1,241,345
9/30/2016	1,265,000	802,145	2,067,145	854,500	15,375	1,197,270
9/30/2017	1,225,000	746,120	1,971,120	792,125	-	1,178,995
9/30/2018	1,335,000	691,190	2,026,190	794,375	-	1,231,815
9/30/2019	650,000	650,010	1,300,010	-	-	1,300,010
9/30/2020	725,000	620,791	1,345,791	-	-	1,345,791
9/30/2021	800,000	587,785	1,387,785	-	-	1,387,785
9/30/2022	850,000	551,060	1,401,060	-	-	1,401,060
9/30/2023	890,000	511,910	1,401,910	-	-	1,401,910
9/30/2024	930,000	470,960	1,400,960	-	-	1,400,960
9/30/2025	975,000	428,098	1,403,098	-	-	1,403,098
9/30/2026	1,020,000	382,700	1,402,700	-	-	1,402,700
9/30/2027	1,065,000	334,745	1,399,745	-	-	1,399,745
9/30/2028	1,120,000	282,250	1,402,250	-	-	1,402,250
9/30/2029	1,175,000	224,875	1,399,875	-	-	1,399,875
9/30/2030	1,240,000	164,500	1,404,500	-	-	1,404,500
9/30/2031	1,300,000	101,000	1,401,000	-	-	1,401,000
9/30/2032	1,370,000	34,250	1,404,250	-	-	1,404,250
<b>TOTAL</b>	<b>\$ 24,445,000</b>	<b>\$ 16,141,717</b>	<b>\$ 40,586,717</b>	<b>\$ 8,108,725</b>	<b>\$ 119,100</b>	<b>\$ 32,358,892</b>

## Certificates of Obligation, Series 2007

<b>FYE</b>	<b>Principal</b>	<b>Interest</b>	<b>Total</b>	<b>W&amp;S Total Supported</b>	<b>Stormwater Total Supported</b>	<b>4A EDC Total Supported</b>	<b>Tax Total Supported</b>
9/30/2010	425,000	614,485	1,039,485	309,906	50,013	227,250	452,316
9/30/2011	440,000	595,023	1,035,023	311,706	49,013	227,750	446,554
9/30/2012	505,000	573,760	1,078,760	313,106	48,013	228,050	489,591
9/30/2013	550,000	550,023	1,100,023	314,106	47,013	228,150	510,754
9/30/2014	590,000	524,373	1,114,373	314,706	50,913	228,050	520,704
9/30/2015	515,000	499,510	1,014,510	167,906	49,713	227,750	569,141
9/30/2016	530,000	475,998	1,005,998	168,806	48,513	227,250	561,429
9/30/2017	555,000	451,585	1,006,585	169,506	47,313	226,550	563,216
9/30/2018	575,000	427,310	1,002,310	165,106	46,113	230,550	560,541
9/30/2019	605,000	402,666	1,007,666	165,606	49,813	229,250	562,997
9/30/2020	630,000	376,423	1,006,423	165,831	48,391	227,647	564,554
9/30/2021	655,000	348,625	1,003,625	165,778	46,947	225,738	565,162
9/30/2022	690,000	318,690	1,008,690	165,438	50,375	228,406	564,471
9/30/2023	725,000	286,853	1,011,853	169,700	48,675	230,544	562,934
9/30/2024	750,000	253,665	1,003,665	168,644	46,975	227,363	560,684
9/30/2025	790,000	219,015	1,009,015	167,281	50,141	228,734	562,859
9/30/2026	825,000	182,265	1,007,265	165,609	48,172	229,547	563,937
9/30/2027	865,000	143,395	1,008,395	168,609	51,094	229,922	558,770
9/30/2028	445,000	112,375	557,375	-	-	-	557,375
9/30/2029	470,000	89,500	559,500	-	-	-	559,500
9/30/2030	490,000	65,500	555,500	-	-	-	555,500
9/30/2031	520,000	40,250	560,250	-	-	-	560,250
9/30/2032	545,000	13,625	558,625	-	-	-	558,625
<b>TOTAL</b>	<b>\$ 14,265,000</b>	<b>\$ 9,140,020</b>	<b>\$ 23,405,020</b>	<b>\$ 4,373,093</b>	<b>\$ 976,132</b>	<b>\$ 4,562,054</b>	<b>\$ 13,592,678</b>

**ORDINANCE NO. 2009-08-24**

**AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF LANCASTER, TEXAS, APPROVING AND ADOPTING A BUDGET FOR THE FISCAL YEAR BEGINNING OCTOBER 1, 2009 AND ENDING SEPTEMBER 30, 2010; 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 FY 2009-2010; 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, 2009, and ending September 30, 2010, 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, 2009, and ending September 30, 2010.

**SECTION 2.** That the appropriation for the fiscal year beginning October 1, 2009, and ending September 30, 2010, for the various funds and purposes of the City of Lancaster which is attached hereto and incorporated herein as Exhibit A and is summarized as follows:

<b>Fund</b>	<b>2009-2010 Budget Expenditures</b>
General	\$20,009,238
G.O. Debt Service	\$3,516,890
Water/Wastewater	\$11,546,671
Airport	\$680,078
Hotel Motel Tax	\$92,930
LEDC	\$1,833,015
LRDC	\$2,884,834
Golf Course	\$52,000
Sanitation	\$1,368,354
Housing	\$8,159,997
E911	\$654,724
Stormwater	\$1,075,801
<b>Total</b>	<b>\$51,874,532</b>

**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.

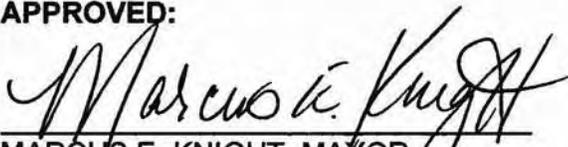
**SECTION 4.** That all notices and public hearings required by law have been duly completed.

**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.

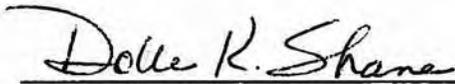
**SECTION 6.** That should any sentence, paragraph, subdivision, clause, phase or section of this ordinance be adjudged or held to be unconstitutional, illegal, or invalid, the same shall not affect the validity of this ordinance as a whole, or any part or provision thereof other than the part so decided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

**DULY PASSED** and approved by the City Council of the City of Lancaster, Texas, on this the 24th day of August 2009.

**APPROVED:**

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

**ATTEST:**

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

**APPROVED AS TO FORM:**

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

**ORDINANCE NO. 2009-08-25**

**AN ORDINANCE OF THE CITY OF LANCASTER, TEXAS LEVYING AD VALOREM TAXES FOR FISCAL YEAR 2009/2010 AT \$0.7775 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 2009/2010 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 seventy-seven and seventy-five one thousandths cents (\$0.7775) on each one hundred dollars (\$100.00) assessed value of taxable property, and shall be apportioned and distributed as follows: **\$0.614100 for the purpose of paying maintenance and operation, and, defraying the expenses of current operations, and \$0.163400 for interest and sinking fund requirements of the** municipal government of the City.

**SECTION 2. THAT THIS TAX RATE WILL NOT 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 DECREASE FROM PROPERTIES ON THE TAX ROLL IN THE PRECEDING TAX YEAR BY 9.7% (PERCENTAGE BY WHICH TAX RATE WILL BE LOWER THAN EFFECTIVE TAX RATE CALCULATED UNDER CHAPTER 26, TAX CODE.)**

**SECTION 4.** All ad valorem taxes shall become due and payable on October 1, 2009, and all ad valorem taxes for fiscal year 2009/2010 shall become delinquent after January 31, 2010. If any person fails to pay the ad valorem taxes on or before the 31st day of January 2010, the penalties and interest as set forth under Section 33.01 of the Texas State Property Tax Code shall apply.

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

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

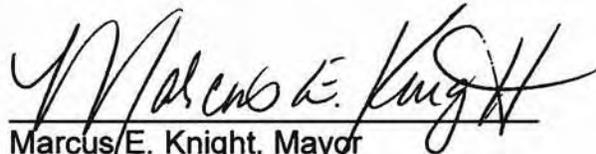
**SECTION 7.** All delinquent taxes shall accrue interest at the rate of one percent (1%) per month, in addition to the penalties provided for herein. All taxes that remain delinquent on July 1st of the year in which they become delinquent shall incur an additional penalty to defray costs of collection,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

**SECTION 8.** In accordance with the Texas State Property Tax Code, and effective with the passage of the ordinance, there is hereby provided an exemption of \$30,000 on homestead property for those head-of-household persons who have attained the age of 65 years prior to January 1, 2009 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 24<sup>th</sup> day of August 2009.

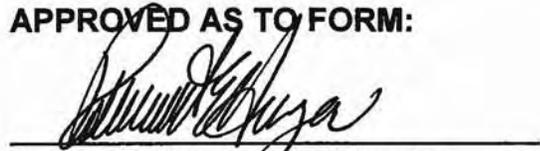
**APPROVED:**

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

**ATTEST:**

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

**APPROVED AS TO FORM:**

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

**ORDINANCE NO. 2009-08-22**

**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 classification 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, 2009 and ending September 30, 2010; 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:

<u>Classification</u>	<b>FIRE</b> Authorized <u>No./Positions</u>
Assistant Chief	1
Battalion Chief	3
Fire Captains	10
Fire Engineer	22
Fire Fighter	23
<hr/>	<hr/>
Total	59

<u>Classification</u>	<b>POLICE</b> Authorized <u>No./Positions</u>
Assistant Chief	2
Police Lieutenant	6
Police Sergeant	7
Police Officer*	46
<hr/>	<hr/>
Total	61

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

**SECTION 2.** This ordinance shall take effect on October 1, 2009.

**DULY PASSED** and approved by the City Council of the City of Lancaster, Texas, on this the 24<sup>th</sup> day of August 2009.

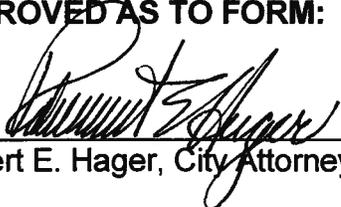
**APPROVED:**

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

**ATTEST:**

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

**APPROVED AS TO FORM:**

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



# City of Lancaster



## Definitions of Expenditure Accounts

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### 0100-0199 PERSONNEL SERVICES

**0101 Salaries - Regular**

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

**0102 Salaries - Part Time**

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

**0103 Salaries - Overtime**

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

**0104 Salaries - Longevity**

Length of service pay for permanent, full time employees.

**0105 Group Health Insurance**

City's participation in group hospitalization insurance plan.

**0106 TMRS**

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

**0107 FICA**

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

**0108 Salaries - Paramedic**

Additional pay for certified paramedics

**0109 Salaries - Well Pay**

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

**0110 Dental Insurance**

City's participation in dental insurance plan

**0111 City Manager Benefits**

Specified amount provided for city manager per contract

**0112 Salaries - Out of Class Pay**

Wages for employees temporarily assigned to work in higher position

**0113 Car Allowance**

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

**0114 Salaries - Assignment Pay**

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

**0115 Certification Pay**

Incentive wages provided for employee held certifications

**0120 Group Life Insurance**

City participation in group life insurance plan

**0130 Workers Compensation**

Determined amount paid for workers compensation premiums

**0200-0299 SUPPLIES**

**0201 Office Supplies**

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

**0202 Uniforms and Clothing**

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

**0203 Motor Vehicle Supplies**

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

**0204 Minor Tools and Small Equipment**

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

**0205 Janitorial and Cleaning Supplies**

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

**0206 Chemicals**

Chemicals used in department job functions

**0207 Signs**

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

**0208 Educational and Rec. Supplies**

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

**0209 Botanical and Agricultural Supplies**

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

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

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

**0211 Other Operational Supplies**

Additional expendable supplies needed for the operation of city functions

**0212 Ammunition**

Ammunition used by public safety personnel

**0213 Prisoner Support**

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

**0214 Postage and Delivery**

Costs associated with the mailing and shipping of items

**0215 Training Supplies**

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

**0216 Medical Supplies**

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

**0217 Swimming Pool Concession**

Supplies purchased for resale in swimming pool concessions

**0218 Fuel and Oil**

Fuel and oil for city vehicles

**0219 Data Processing Supplies**

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

**0220 Investigation Supplies**

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

**0222 Course Supplies**

Golf course supplies for maintenance

**0223 Animal Food**

Food for animals held at the animal shelter

**0224 Animal Care Supplies**

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

**0225 Landscaping**

Golf course purchase of trees, shrubs, for landscaping

**0226 Seed**

Seed for parks, landscaping, and golf greens

**0228 Emergency Management Supplies**

Supplies directly associated with the Emergency Management activity

**0230 Civil Service Supplies**

Supplies directly associated with the Civil Service activity

**0300-0399 MAINTENANCE**

**0301 Building and Structures**

Costs associated with the maintenance of city buildings and structures

**0302 Motor Vehicles**

Costs necessary for the maintenance of city vehicles

**0303 Equipment and Machinery**

Repair and maintenance for heavy equipment

**0304 Streets**

Repair and maintenance for city streets

**0305 Sidewalks, Drainage, Bridges**

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

**0306 Water Mains**

Repair and maintenance of water mains

**0307 Instruments and Apparatus**

Repair and maintenance of instruments and apparatus

**0308 Sanitary Sewer Mains**

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

**0309 Meters and Settings**

Repair and maintenance of existing water metering devices

**0310 Storage and Distribution Pumps**

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

**0311 Wells**

Repair and maintenance of existing water wells

**0312 Lift Stations**

Repair of existing lift stations

**0313 Furniture and Fixtures**

Costs to maintain office furniture and fixtures

**0314 Radio Equipment**

Repair costs to radio equipment used for communications in various departments

**0315 Park Equipment and Fixtures**

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

**0316 Filtration Plants**

Repair and replacement of swimming pool filtration system

**0318 Office Equipment**

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

**0319 Traffic Sign System**

Repair and maintenance of existing signs and signals in the city

**0320 Street Markings**

Costs to maintain street markings throughout the city

**0321 Hydrants**

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

**0322 Irrigation**

Maintenance costs on sprinkler systems

**0340 Refuse containers**

Cost of maintenance to commercial refuse containers

**0341 Early Warning Sirens**

Maintenance of city's civil defense sirens

**0342 Computer Maintenance**

Maintenance and repair for city computers and network

**0343 Cart and Path Repair**

Repairs to golf course cart paths

**0344 Library Book Repairs**

Repair and maintenance of library book collection

**0345 Athletic Field / Pool Facilities**

Maintenance to athletic competition fields and swimming pool facilities

**0346 Heating and Cooling Systems**

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

**0350 Other Infrastructure Maintenance**

Includes infrastructure repair and maintenance not relating to other specified categories

**0351 Miscellaneous Maintenance**

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

**0363 Maintenance of Locks and Keys**

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

**0400 - 0599 OTHER SERVICES**

**0401 Telephone and Communications**

Costs related to telephone system and other communications services

**0402 Rental of Equipment**

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

**0403 Casualty Insurance**

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

**0404 Court Costs**

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

**0405 District Attorney Fees**

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

**0406 Unemployment Insurance**

All costs for unemployment insurance

**0407 Special Services**

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

**0408 Advertising**

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

**0409 Travel and Education**

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

**0410 Utilities - Electricity**

Cost of electricity for city buildings and property

**0411 Water Purchases**

Payments to Dallas Water Utilities for purchase of water

**0412 Sewage Treatment**

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

**0413 Sanitary Landfill**

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

**0414 Dues and Subscriptions**

Costs for memberships in professional organizations and subscriptions

**0415 Mileage Reimbursement**

Reimbursement for accountable mileage reimbursement for approved travel.

**0416 Other/Professional Services**

Fees paid for professional services not included in another services account

**0417 Purchase of Property**

All expenses related to the purchase of property for city use

**0418 Medical Expense**

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

**0419 Awards**

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

**0420 Internal Training**

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

**0421 Printing**

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

**0423 Contract Mowing**

Costs of contract mowing

**0424 Election Expense**

Expenses related to the holding of city elections

**0425 Workers Compensation**

To include expenditure for insurance relating to job related injuries

**0426 Volunteer Firemen's Pension**

Cost of volunteer firemen's pension plan

**0427 Engineering**

Engineering costs for construction

**0428 Housing Assistance**

HUD housing assistance payments through grant programs

**0429 Demolition Expense**

Includes all expenses for approved demolition to condemned buildings

**0430 Other Cities (Special Investigation)**

Payments made to other cities from special investigation fund

**0431 Survey**

Surveying expenses for construction

**0432 Architect**

Professional architectural design of city buildings

**0433 Animal Disposal Fees**

Includes fees for disposing of animals

**0434 Special Events**

Special events planned for public

**0435 Laboratory Charges**

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

**0436 Improvements by Contractors**

Cost of miscellaneous improvements by contractors

**0437 Contract Audit Services**

Professional service for outside, independent audit services

**0438 Testing**

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

**0439 Easement Acquisition**

All costs involved with easement acquisition

**0440 Consultant and Advisory Fees**

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

**0441 Planning Consultant Fees**

Accounts for the cost of outside planning services

**0442 Computer Professional Services**

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

**0443 Municipal Court Professional Services**

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

**0444 Tax Appraisal Services**

Costs associated with appraising the ad valorem tax

**0445 Pest Control Services**

Cost of pest control for city facilities

**0446 City Attorney Fees**

Used to account for payments made to contract city attorney

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

Account used to pay escrow for waived water impact fees

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

Account used to pay escrow for waived wastewater impact fees

**0449 Future Grants Anticipated**

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

**0450 Administrative Fees**

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

**0451 Radio Tie-In to Parkland**

Cost for paramedic radio tie-in to Parkland Hospital

**0452 Filing Fees**

All legal filing fees

**0453 EMS Training**

Costs associated with the training of emergency medical service personnel

**0455 Certification Fees**

Fees required for certifications for specified personnel

**0456 Newsletter**

Costs of publishing city newsletter

**0458 Fireworks Show**

Fireworks purchased for annual fireworks display

**0460 Settlements**

Accounts for settlement agreements

**0461 Emergency 911 System Lease**

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

**0464 Rental of Office Space**

Cost for office space rental

**0465 Periodical and Publications**

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

**0468 Lancaster Chamber of Commerce**

Payments allocated to support the Chamber of Commerce

**0469 Storage**

Cost of record and furniture storage

**0470 Bad Debt Expense**

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

**0471 Co-Insurance**

Costs for damages not covered by insurance or deductible charges

**0472 Civil Service Director**

Professional services for appointed civil service director

**0474 Note Payments - Lease/Purchase**

Payments for council approved equipment purchased specifically for note payment

**0475 DARE Program Expenses**

Expenses for the Police Department DARE program

**0477 Recreation (Classes) Expenses**

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

**0478 Recreation (Athletic) Expenses**

Costs associated with conducting athletic events

**0479 Recreation (Special Events) Expenses**

Costs involved in conducting special events

- 0480 Year-End Settlement**  
Year end settlement for HUD funds after audit
- 0482 Other Agencies**  
Includes payments due to other agencies for special investigation, etc...
- 0483 Bond Issuance Costs**  
Costs to the city for the issuance of bonds
- 0484 Depreciation Expense - Buildings**  
Annual depreciation on buildings and structures
- 0485 Depreciation Expense - Equipment**  
Annual depreciation expense on city equipment
- 0486 Depreciation Expense - Park Equipment**  
Annual depreciation expense on park equipment
- 0490 Year End Fixed Asset Transfer**  
Annual adjustment to record transfer of fixed assets from one fund to another
- 0491 Maps**  
Includes cost for having city maps printed
- 0492 Employee Market Adjustments**  
Budgeted amount to make adjustments as needed to salaries
- 0493 Moving Expenses**  
Costs associated with moving
- 0495 TRA Contract Bonds**  
Trinity River Authority Bonds
- 0496 Loss on Refunding**  
City's loss on refunding bonds (i.e. expenses)
- 0497 Tuition Reimbursement**  
Expense to reimburse employees for approved college tuition
- 0498 Utilities - Gas**  
Cost of gas for city facilities
- 0499 Depreciation Expense - Park Improvements**  
Annual depreciation expense for improvements made to parks
- 0500 Revenue Bonds - Principal Retirement**
- 0501 Revenue Bonds - Interest Expense**
- 0502 Tax Bonds - Principal Retirement**
- 0503 Tax Bonds - Interest Expense**
- 0504 Reserve Fund Additions**
- 0505 Agent Fees**
- 0506 Combined Tax/Revenue Bonds - Principal Retirement**

- 0507 Combined Tax/Revenue Bonds - Interest Expense**
- 0508 Equipment Lease/Purchase - Principal Retirement**
- 0509 Equipment Lease/Purchase- Interest Expense**
- 0522 Contribution to Refunding**
- 0526 Travel and Education - City Council: Mayor**  
Approved amount for mayor's travel and education
- 0527 Travel and Education - City Council: District 1**  
Approved amount for District 1 Councilperson's travel and education
- 0528 Travel and Education - City Council: District 2**  
Approved amount for District 2 Councilperson's travel and education
- 0529 Travel and Education - City Council: District 3**  
Approved amount for District 3 Councilperson's travel and education
- 0530 Travel and Education - City Council: District 4**  
Approved amount for District 4 Councilperson's travel and education
- 0531 Travel and Education - City Council: District 5**  
Approved amount for District 5 Councilperson's travel and education
- 0532 Travel and Education - City Council: District 6**  
Approved amount for District 6 Councilperson's travel and education
- 0533 City Council Discretionary Funds**  
Budgeted amount approved by council to be used at their discretion throughout the year
- 0534 Outreach Program**  
Funds allocated by City Council to fund Lancaster Outreach Center
- 0535 Health Department**  
Funds allocated to pay Health Department for their program in the city
- 0537 Dallas County Tax Collection Services**  
Contracted amount to pay for tax collection services
- 0538 Upgrade City Lighting**  
Funds to upgrade needed lighting in various neighborhoods within the city
- 0540 Municipal Court - Prosecutor Services**  
Contract amount for city prosecutor services
- 0541 Municipal Court - Judge**  
Contract amount for judge in city court
- 0542 Communications for Data Service**  
Funds for contracted data links to other agencies
- 0543 Janitorial Contract**  
Janitorial services provided to city buildings and facilities

**0545 Professional Staff Development Training**

Professional services for staff development

**0554 Ambulance Billing and Collection Services**

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

**0556 Project Manager**

Project manager fees paid to manage various approved projects and programs

**0557 City Jail Contract**

Funds for contacting of city jail services

**0558 Employee Physical Assessment**

Funds used for the physical assessment of employees

**0559 Contract or Temporary Labor**

Costs for temporary employees contracted from agencies

**0560 Jail/Judicial Services: Prisoners**

Cost for Judicial Services for prisoners under city jail contract

**0600 - 0699 CAPITAL OUTLAY**

**0601 Land**

Cost of Land Purchased

**0602 Buildings and Structures**

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

**0603 Sanitary Sewer System**

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

**0604 Water Mains**

New or additions to the city water distribution system

**0606 Streets and Drainage**

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

**0607 Park System**

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

**0608 Furniture and Fixtures**

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

**0609 Machinery and Equipment**

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

**0610 Motor Vehicles**

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

**0611 Books**

Library books purchased

**0612 Meters and Settings**

New meters and settings to water system

**0613 Fire Hydrants**

New fire hydrants purchased

**0614 Service Connections**

Connections for new water service

**0615 Radio Equipment**

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

**0616 Refuse Containers**

New refuse containers used

**0617 Office Equipment**

Capitalized office equipment

**0618 Data Processing / Computer Equipment**

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

**0619 Traffic Control Devices**

Purchase of additional traffic signs , signals, and poles

**0620 Software**

Purchase of major capital computer software

**0621 Signs**

Purchase of miscellaneous signs

**0622 Vehicle**

Capitalized transferable accessories

**0623 Films / Audio Visual**

Films and audio visual items purchased by library

**0624 Hand Held Meters**

Purchase of new equipment for hand held meter reading

**0625 Police Equipment**

Capitalized miscellaneous equipment for police use

**0626 Sewer Connections**

New service connection for sewer

**0627 Surplus - Auction Property**

Adjustment for equipment retired from service and available for auction

**0628 Emergency Preparedness Equipment**

Capital purchase for Emergency Management activity

**0629 Fire Equipment**

Capitalized miscellaneous equipment for fire department use

**0630 Safety Equipment - Water/Wastewater**

Equipment purchased for water/wastewater employees

**0633 Testing Equipment**

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

## 0700-0799 TRANSFERS OUT

- 0701 Transfer to General Operating Fund
- 0702 Transfer to General Obligation Debt Service Fund
- 0705 Transfer to Water and Sewer Operating Fund
- 0707 Transfer to Water and Sewer Debt Service Fund
- 0708 Transfer to Wastewater Contingency Fund
- 0709 Transfer to Airport Operating Fund
- 0711 Transfer to Police Special Investigation Fund
- 0713 Transfer to Parks and Recreation Fund
- 0714 Transfer to Hotel/Motel Occupancy Fee Fund
- 0715 Transfer to Equipment Replacement Fund
- 0716 Transfer to 4A LEDC Fund
- 0717 Transfer to 4B LRDC Fund
- 0718 Transfer to Golf Course Operating Fund
- 0720 Transfer to HUD Housing Fund
- 0721 Transfer to Emergency 911 Fund
- 0722 Transfer to Airport Debt Service Fund
- 0723 Transfer to Golf Debt Service Fund
- 0724 Transfer to Bridge Debt Service Fund
- 0725 Transfer to Water and Sewer 1998 Bond Debt Service Fund
- 0726 Transfer to 4B LRDC Debt Service Fund
- 0731 Transfer to Human Relations Commission Fund
- 0732 Transfer to Grant/Code Enforcement Fund
- 0733 Transfer to Block Grant/Police Fund
- 0735 Transfer to Information Services Fund
- 0738 Transfer to PTR Excess Property Tax Reduction Fund
- 0739 Transfer to Street Reserve Fund
- 0740 Transfer to Streets Capital Improvement Fund
- 0741 Transfer to 4B Capital Improvements Fund

**0743 Transfer to Citywide Capital Improvements Fund**

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

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

**0753 Transfer to Stormwater Drainage Fund**



# City of Lancaster

## Budget Glossary



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 is repaid immediately, or advance refundings, where the proceeds of the new debt are placed into an escrow account and used to repay the bondholders of the old debt according to the payback terms.

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

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

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

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

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

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

Disbursement: Payments for goods and services in 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 may 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 to which it applies. The difference between an ordinance and a resolution is that the latter requires less legal formality and has a lower legal status. Revenue raising measures, such as the imposition of taxes, special assessments and service charges, universally require ordinances. Ordinances and other legislation are not passed until the plans for and costs of endorsements are known.

Part-Time: Part-time employees work less than 30 hours per week and are not entitled to full-time employee benefits.

Per Capita Costs: The cost of service per person. Per capita costs are based on the population.

Performance Indicators: Financial ratios and non-financial information that identifies efforts, and gauges efficiencies and accomplishments of governments in providing services.

Performance Measures: Specific quantitative measures of work performed within an activity or program (e.g., total miles of street cleaned). Also, a specific quantitative measure of results obtained through a program or activity (e.g., reduced incidence of vandalism due to new street lighting program).

Prompt Payment Act: Adopted in July, 1985 by the State, the Act requires the city to pay for goods and services within 30 days of receipt of invoice or the goods or services, whichever comes later. If this is not satisfied, the city may be charged interest on the unpaid balance at the rate of 1% per month.

Property Taxes: Used to describe all revenues received in a period from current taxes, delinquent taxes, penalties and interest on delinquent taxes. Property taxes are levied on both real and personal property according to the property's valuation and tax rate.

Proprietary Fund Types: Sometimes referred to as income determination or commercial-type funds, the classification used to account for a government's ongoing organizations and activities that are similar to those often found in the private sector (i.e., enterprise and internal service funds). All assets, liabilities, equities, revenues, expenses and transfers relating to the government's business and quasi-business activities are accounted for through proprietary funds. 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 Requisition: The initial purchase request document that, if approved, is the basis for the preparation of the official purchase order.

Personnel Services: The costs associated compensating employees for their labor. includes salaries and fringe benefits. 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.

### Authorization Resolution

A Trading Resolution shall be established authorizing the Investment Officer to engage in investment transactions on behalf of the City. The persons authorized by the Resolution to transact business for the City must also be authorized to approve wire transfers used in the process of investing.

## **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.

#### Competitive Bidding Requirement

All securities, including certificates of deposit, will be purchased or sold after three (3) offers/bids are taken to verify that the City is receiving fair market value/price for the investment.

#### Delivery versus Payment

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

**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 with 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:**

Carl Wessels, *Director of Finance*  
972-218-1321 [cwessels@lancaster-tx.com](mailto:cwessels@lancaster-tx.com)

Diane Canida, *Utility Billing Manager*  
972-218-1324 [dcanida@lancaster-tx.com](mailto:dcanida@lancaster-tx.com)

Dawn Berry, *Purchasing Agent*  
972.218.1329 [dberry@lancaster-tx.com](mailto:dberry@lancaster-tx.com)

