

City of Lancaster, Texas Annual Budget



For Fiscal Year
October 1, 2008 to September 30, 2009

As Presented to Mayor and City Council

City of Lancaster

Principal City Officials

City Council

Marcus E. Knight.....	<i>Mayor</i>	<i>Term Expires May 2012</i>
Carol Strain-Burk	<i>Mayor Pro Tem, District 1</i>	<i>Term Expires May 2010</i>
Todd Love	<i>Council Member, District 2</i>	<i>Term Expires May 2011</i>
Susan Anderson.....	<i>Deputy Mayor Pro Tem, District 3</i>	<i>Term Expires May 2010</i>
James Daniels	<i>Council Member, District 4</i>	<i>Term Expires May 2011</i>
Sue Wyrick	<i>Council Member, District 5</i>	<i>Term Expires May 2010</i>
Nina Morris.....	<i>Council Member, District 6</i>	<i>Term Expires May 2011</i>

City Executive Staff

Rickey Childers.....	City Manager
Opal Mauldin-Robertson.....	Assistant City Manager
Dolle Shane.....	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.....	Director of Planning & Housing
Keith Humphrey	Police Chief
Jim Smith.....	Director of Public Works
Cami Loucks.....	Director of Library





CITY COUNCIL GOALS AND OBJECTIVES



FIVE YEAR GOALS

FINANCIALLY SUSTAINABLE CITY GOVERNMENT



HIGHER QUALITY DEVELOPMENT:
RESIDENTIAL AND COMMERCIAL



ENHANCED CITY INFRASTRUCTURE AND FACILITIES



CITY—AN ORGANIZATION OF EXCELLENCE



THE PREFERRED PLACE TO LIVE:
PROFESSIONALS AND FAMILIES



GREATER COMMUNITY UNITY AND PRIDE

POLICY AGENDA 2008-2009

TOP PRIORITY

- ★ CAPITAL IMPROVEMENT PLAN: PRIORITIES & FUNDING
- ★ ECONOMIC DEVELOPMENT INCENTIVES: POLICY DIRECTION
- ★ AIRPORT MASTER PLAN: UPDATE
- ★ STORM WATER MASTER PLAN & RATE EVALUATION
- ★ ENTRANCE BEAUTIFICATION PROJECTS & FUNDING
- ★ HOSPITAL STRATEGY & ACTIONS

HIGH PRIORITY

- ★ TIF/TIRZ POLICY DIRECTION & IMPLEMENTATION—ALLEN GROUP DEVELOPMENT AGREEMENT
- ★ FEE SCHEDULE STUDY: REVIEW & REVISION—(FULL COST RECOVERY & MARKET ANALYSIS)
- ★ ANNEXATION POLICY & PLAN
- ★ DOWNTOWN DEVELOPMENT PLAN & FUNDING (TIF/PID/TIRZ)
- ★ FIRE STATION 2: RENOVATION FUNDING
- ★ PARENT RESPONSIBILITY ORDINANCE

LANCASTER MISSION

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

LANCASTER VISION 2023

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.*

MAJOR PROJECTS 2008-2009

- ★ NOKOMIS ROAD BRIDGE STREAM BANK PROTECTION: EASEMENTS, BIDS (ARMY CORPS OF ENGINEERS)
 - ★ DANIELDALE ROAD REPLACEMENT (I-35 TO HOUSTON SCHOOL ROAD) DESIGN
 - ★ PUBLIC SAFETY BUILDING
 - ★ SENIOR CITIZEN CENTER
 - ★ MUNICIPAL COURT
- ★ I-20 SERVICE ROAD: CONSTRUCTION
- ★ FIRE STATION 2: RENOVATION
- ★ INTERURBAN VISITOR'S CENTER
- ★ STREETScape IMPROVEMENT: PROJECTS & FUNDING

City of Lancaster

2008-2009 Annual Budget

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City of Lancaster

Our Mission



LANCASTER CITY GOVERNMENT

Is *FINANCIALLY SUSTAINABLE* ⁽¹⁾

and provides

EFFICIENT, CUSTOMER-FRIENDLY SERVICES. ⁽²⁾

Our citizens have

TRUST AND CONFIDENCE IN

CITY GOVERNMENT AND LEADERS. ⁽³⁾





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, 2008

The Honorable Mayor Marcus E. Knight 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 2008-2009 City of Lancaster Annual Operating Budget. The proposed budget has been developed with the continuing goal of providing sustained financial stability with an additional goal of providing modest growth in services over the next several years.

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 basic service levels
- 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 2008-2009 is \$54.4 million with total authorized staff of 290 full-time employees.

BUDGET HIGHLIGHTS

General Fund Revenues

Although the City's total tax base rate increased by \$32.5 million, \$62 million of this increase was attributed to new construction. Therefore, the value of the existing property values declined by approximately \$29.5 million. Based on the Certified Tax Roll received from the Dallas County Appraisal District, the City's tax base increased to just over \$1.7 billion. With this value in mind, we have established a tax rate of \$0.7775 per \$100 of assessed valuation.

The proposed revenue in the General Fund is \$20.9 million compared to \$21.1 million in the prior year. This represents a decrease of \$136,318, or approximately 0.65%. This decrease is largely due to lagging municipal court collections, ambulance service revenues, and sales taxes. Included in the increase is a tax rate adjustment from \$.7375 to \$.7775 resulting in property tax revenues of \$820,000.

General Fund Expenditures

General Fund expenditures are proposed at \$21.6 million or a 2.5% decrease from FY 2007-2008. 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. The closing of Medical Center at Lancaster has exacerbated these problems, requiring additional fire and EMS staff. 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 Sewer Fund

Fiscal year 2008-2009 water and sewer revenues are expected to increase by approximately \$800,000 or almost 8% from year end estimates for fiscal year 2007-2008. This increase is due to the fee adjustment that was necessary to offset increased costs in utility operations.

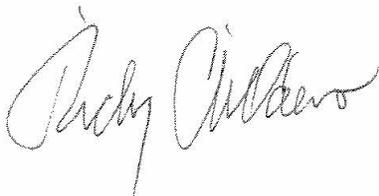
Expenses for fiscal year 2008-2009 are budgeted at \$13.7 million or \$1.1 million above estimated fiscal year 2007-2008. Increases include additional costs passed down from the Trinity River Authority and the City of Dallas Water Utilities.

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 2008-2009 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.

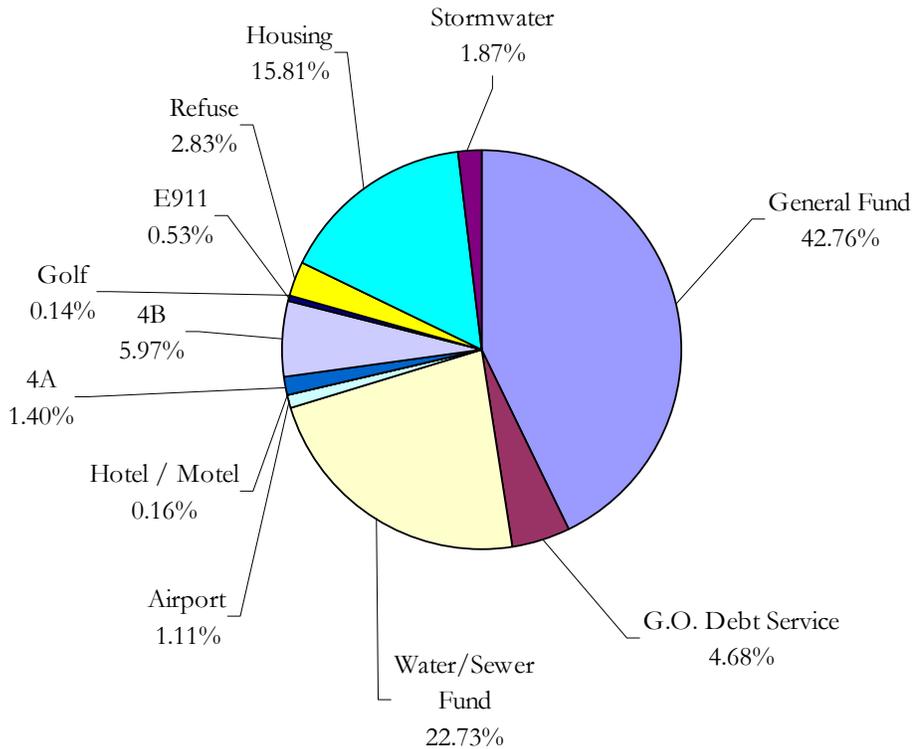
Department managers submit project proposals to help achieve Council goals. The progress of the goals is reviewed by the City Manager, and progress is updated and shared with City Council and residents.

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 2008-2009 budget are as follows:

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

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 43% of total revenues of the City. Based on historical information and economic trends, the 2008-2009 adopted budget for the General Fund reflects a conservative revenue projection of \$20.9 million. Total budgeted General Fund revenue decreased less than 1% (.65%) compared to 2007-2008 budgeted revenues of \$21.1 million. A discussion of each of the primary sources of revenue in the General Fund is included in the following pages.

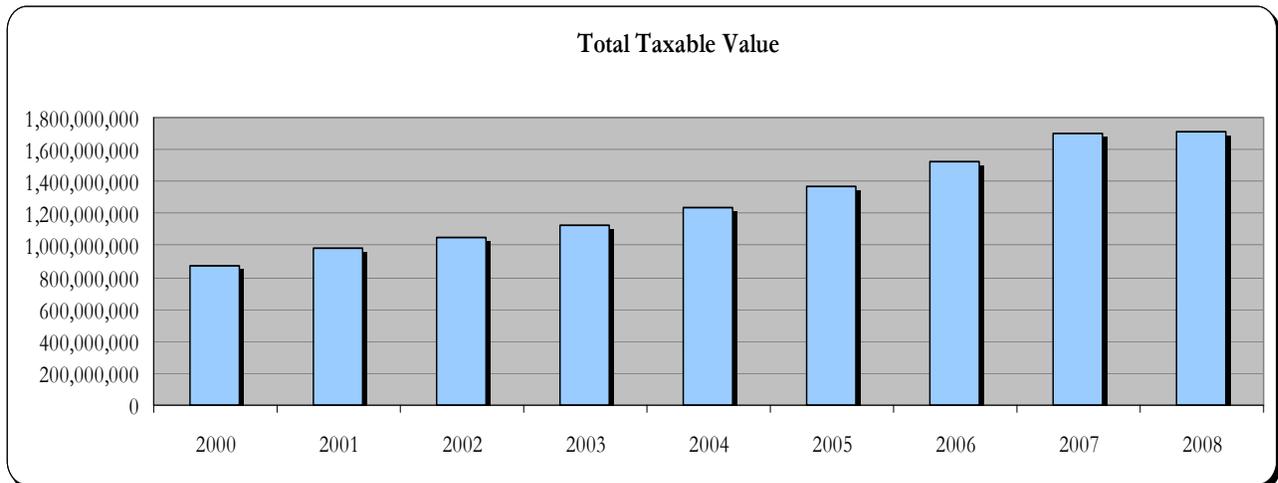
PROPERTY TAX

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 \$.7775 per \$100 of assessed valuation, is well within the tax limit.

Property tax revenue is budgeted 7.75% higher than the previous budget. Current property tax revenue for 2008-2009 is budgeted at \$11.4 million. Over the past ten years, Lancaster’s property tax base has increased from \$830 million in 1999 to the current base of \$1.7 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



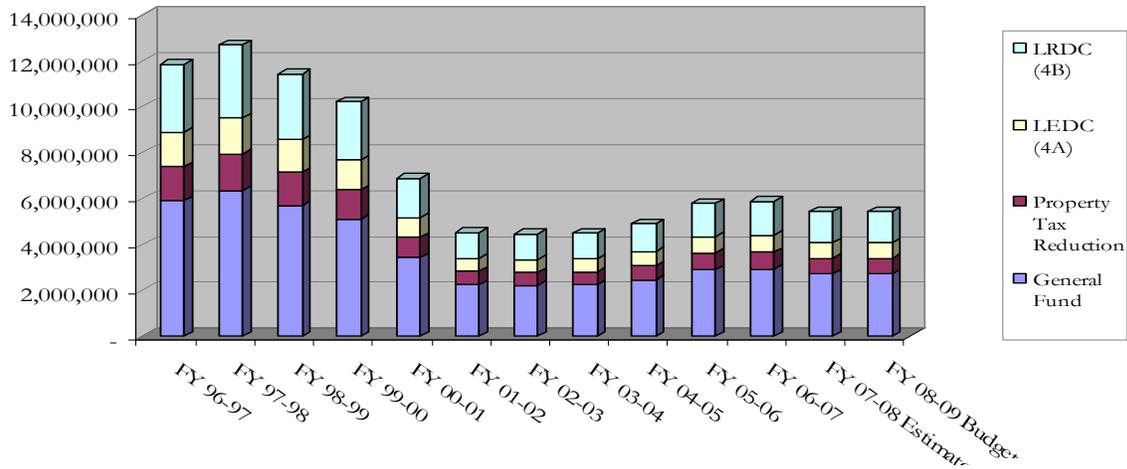
SALES TAX

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 no increase 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 Distribution



Franchise Fees

Franchise Fees are charged for the continued use of the public right-of-way. Franchise Fees account for 8.5% of General Fund revenue. The largest portion of franchise revenue is derived from electric franchise. Total Franchise Fees are projected at a conservative \$1.775 million. This is approximately a 9% decrease over the previous fiscal year budget of \$1.95 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/Sewer Fund
- * 4A 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 7.6% of the General Fund budgeted revenue. The budget for transfers

is \$1,454,834. The increase in transfers is directly related to the results of the cost allocation study and annual incremental increases.

Fines and Fees

Fines and Fees include revenue derived from various sources such as court fines, animal and street use fees, and other public safety fees including warrant, subpoena, and probation fees. Fines and fees account for almost 6% of General Fund revenue. Fines and Fees are budgeted at \$1.2 million.

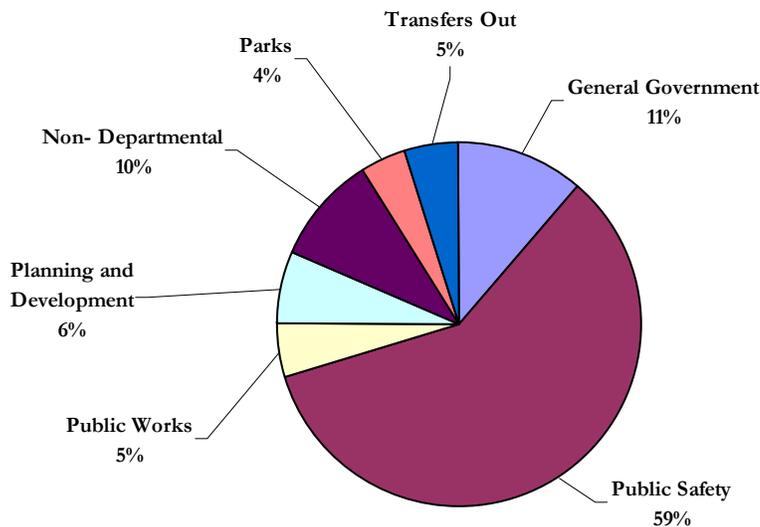
Interest and Other Revenue

Other revenue consists of various sources including ambulance service, interest earnings, refunds and recoveries of expenditures. The 2008-2009 budget for other revenue is \$366,000.

GENERAL FUND EXPENDITURES

The Adopted General Fund Budget for 2008-2009 is \$21,645,376. This is a decrease of 2.5% from the 2007-2008 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 59% of the General Fund budget. Due to the closing of the Medical Center at Lancaster, EMS units now have greater distances to travel and additional time of service, thus requiring additional staffing. Even with those additions, the total Public Safety budget decreased 3% over the prior year budget from \$13.2 million to \$12.8 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 reduce the cost of city administrative functions. The approved budget of \$2,453,015 is approximately 7% less than the prior budget of \$2,644,477.

Other Divisions

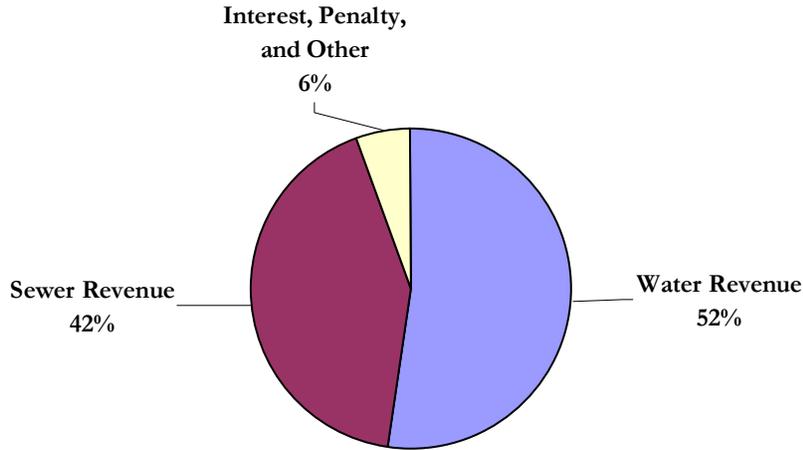
Other departments include Development Services, Planning,, Public Works, Non-Departmental and Transfers Out. These divisions make up approximately 30% of General Fund Expenditures.

Fund Balance

The General Fund is estimated to end the 2008-2009 fiscal year with an estimated fund balance of \$1.3 million. This represents 6.5% of operating expenditures. With daily operating costs at \$59,000, this represents 22 days of General Fund Operating Reserve.

WATER AND WASTEWATER (SEWER) FUND

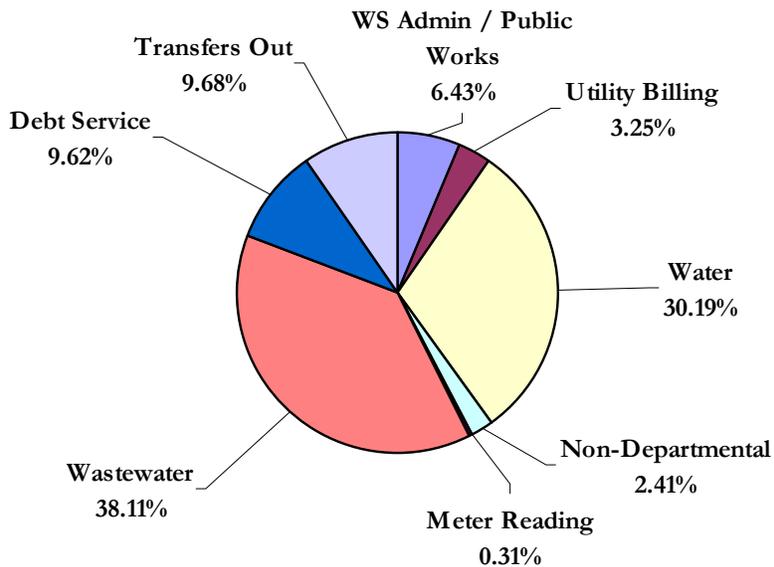
The municipal water system serves approximately 10,000 consumers with an average consumption of 3,700,000 gallons annually. There are approximately 8,900 connections to the City's Sewer System. The Water and Wastewater Fund accounts for approximately 23% of the City's total revenues and 25% of the City's total expenditures. Water and sewer revenues and expenditures vary from year to year.



WATER AND WASTEWATER REVENUE

Water and Sewer expenditures are projected to increase 9.3% from the previous budget due to an increase in wholesale costs from the Trinity River Authority and the City Dallas Water Utilities. Budgeted Expenditures are \$13.7 million compared to the prior year of \$12.5 million.

WATER AND SEWER 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&WW 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	226,493	-	-	-	-	-
General Obligation Refunding Bonds, Series 2002	16,417	-	3,418	-	906,958	97,870
Certificates of Obligation, Series 2003 G.O. Refunding & Improvement Bonds, Series 2007	-	-	-	-	-	239,325
Certificates of Obligation, Series 2007	754,600	-	13,800	-	-	974,084
Certificates of Obligation, Series 2007	317,906	51,013	-	226,550	-	422,321
Total Debt Service 2008-2009 Budget	1,315,415	51,013	17,218	226,550	906,958	1,733,600





2008-2009 BUDGET PREPARATION CALENDAR



APRIL 2008

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MAY 2008

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JUNE 2008

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JULY 2008

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AUGUST 2008

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SEPTEMBER 2008

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April

- 9 LAT Budget Kickoff Meeting and budget packets to departments
- 23 Base personnel schedule completed by Human Resources / Budget Office

May

- 22 DCAD Preliminary Tax Appraisal Role released
- 23 CIP Projects due to Budget Office
- 30 Departmental base budgets and supplemental requests (mBudget) due to budget office
- 26-30 Budget Office review

June

- 2-20 Departmental meetings with City Manager's Office
- 19-21 City Council Strategic Planning session
- 20 2008 - 2009 Performance measures/workload indicators due to Budget Office
- 27-30 TCMA Annual Conference

July

- 7 City Council Work Session: City Manager presents 5-Year CIP
- 9 Updated departmental goals due to Budget Office
- 14 5-Year CIP adopted by City Council
- 18 2007-2008 revenue and expenditure estimates finalized
- 25 DCAD Certified Tax Appraisal Role released
- 31 Special Work Session: Annual operating and capital budget presented to City Council

August

- 4 City Council Special Work Session: Budget
- 11 First Public Hearing on budgets: City and PIDs
- 25 Second Public Hearing on budget: City and PIDs

September

- 8 City Council Meeting: Adopt 2008-2009 Operating and Capital Budget

October

- 1 First day of Fiscal Year 2008-2009
- 6 Budget Books presented to City Council and Department Directors
- 7 2008-2009 Budget rolled into financial system

November - March

- Monitoring of all budgets
- 2007-2008 Audit completed

OCTOBER 2008

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NOVEMBER 2008

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DECEMBER 2008

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JANUARY 2009

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FEBRUARY 2009

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MARCH 2009

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ADDITIONAL INFORMATION

- Special notice for City Budget Hearing must be published 10-30 days prior to date of first hearing.
- Special notice for PID Budget Hearing must be published at least 15 days prior to date of first hearing.
- Written notice of PID hearing must be mailed to all district residents at least 15 days before date of first hearing

CITYWIDE FINANCIAL POLICY

City of Lancaster, Texas Financial Policy Statement

I. Purpose

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

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

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

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

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

The budgeted funds for the City of Lancaster include:

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

- (c) Debt Service Fund
Account used for the payment of general long-term debt principal and interest requirements.
- (d) Capital Projects Fund
Account used for the acquisition or construction of major capital facilities other than those financed by enterprise activities.
- (e) Internal Service Fund
An account used for goods and/or services provided by one internal department to another. This system will allow the City to recognize full cost for fleet and technological replacement and maintenance.
- (f) Enterprise Fund
This account includes the City's "business like" activities including all utility funds.

II. General

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

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

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

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

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

III. Staffing and Training

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

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

IV. Revenues

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

V. Expenditures

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

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

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

VI. Operating Budget

Current operating revenue will be sufficient to support current operating expenditures. Debt or bond financing will not be used to finance current

expenditures. Annually recurring revenue will not be less than annually recurring operating budget expenditures (operating budget minus capital outlay).

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

VII. Operating Position

Current expenditures shall be paid with current revenues. Deferrals, short-term loans, or one-time sources shall be avoided as budget balancing techniques. Reserves shall be used only for emergencies or when balances can be reduced if levels exceed guideline minimums and as long as they are spent for non-recurring items.

The City will maintain an unallocated fund balance to be used for unanticipated emergencies of an amount equal to a minimum of ten (10) percent of the general operating budget, a target of 15% (fifteen percent) of the general operating budget and a maximum of 25% (twenty-five percent) of the operating budget. These funds will be used to avoid cash-flow interruptions, generate interest income, reduce need for short-term borrowing and assist in maintaining an investment-grade bond rating. The unallocated fund balance of other funds should be maintained as follows:

<u>Fund</u>	<u>Minimum</u>	<u>Target</u>	<u>Maximum</u>
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 I-35E to the west, Ellis County to the South, Dallas (Interstate 20) to the north and Hutchins (Interstate 45) 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.

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 LISD elementary schools, three (3) additional playgrounds at City Park and Cedardale Athletic Complex, five (5) neighborhood parks (Meadow Creek, Dewberry and Rocky Crest, Verona, Stanford), converted in-line hockey rink at Jaycee Park and new park signage.

Lancaster Community Park will be 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 will offer 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 Parks and Recreation Department received a \$500,000 matching grant from the Texas Parks and Wildlife Department to purchase a 189-acre nature park site south of Country View Golf Course. This beautiful, pristine site has been developed into the 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 (currently under renovation) - 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 UNT-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.

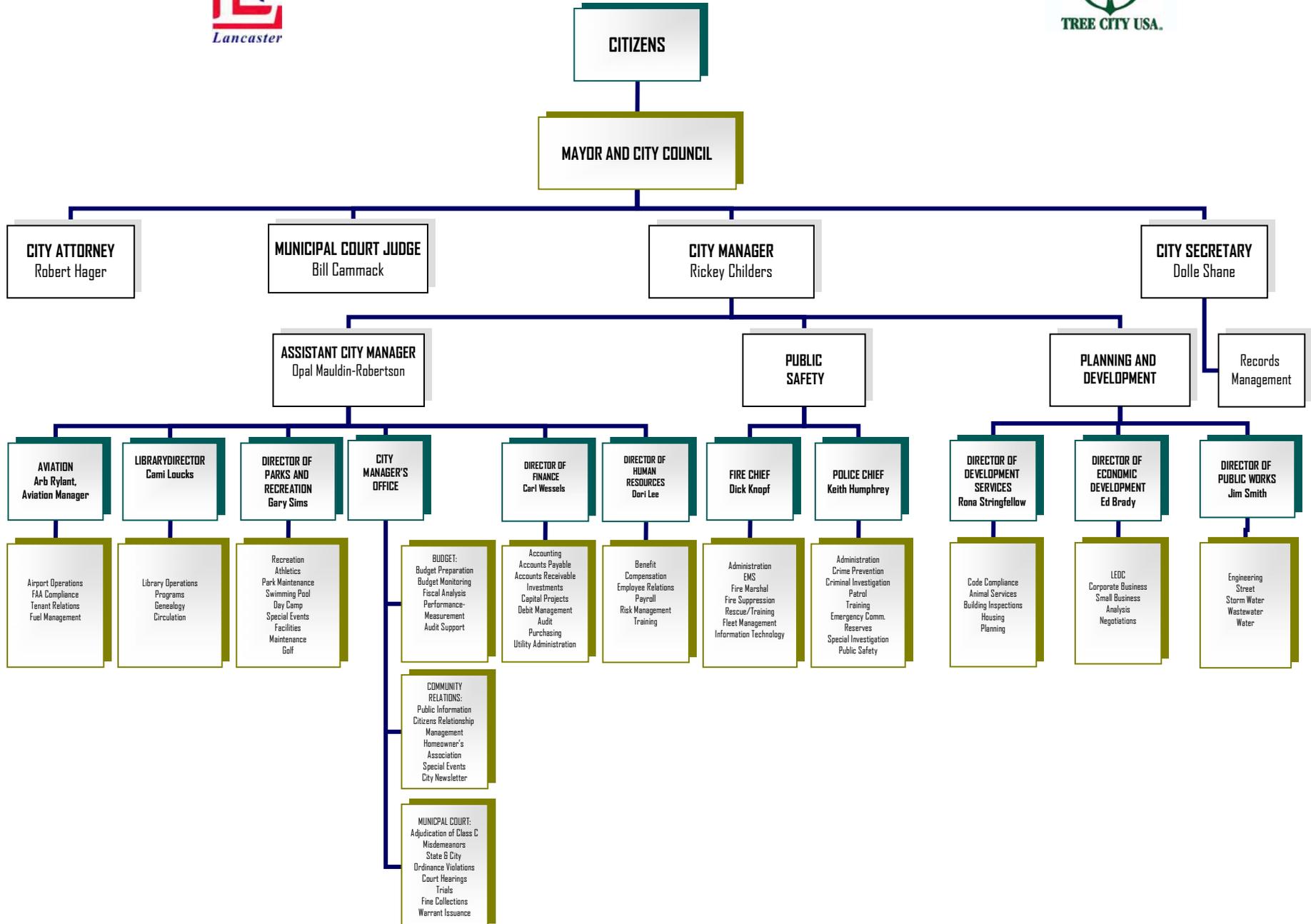
Industrial / Warehouse Opportunities – The City of Lancaster has over 2000 acres of available Industrial/Warehouse space for development within the International Inland Port of Dallas (IIPOD). The City's position within I-20 to the north, I-35 on the west, I-45 on the east, and future Loop9 to the south, 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, 2008



2008-2009 Budget Salary Schedule

City Secretary	Position	Adopted 06/07	Adopted 07/08	Proposed 08/09
	City Secretary	1	1	1
Assistant City Secretary	1	1	1	
Total	2	2	2	

City Manager's Office	Position	Adopted 06/07	Adopted 07/08	Proposed 08/09
	City Manager	1	1	1
Deputy City Manager	1	1	0	
Asst. City Manager	1	1	1	
Community Relations Coordinator	0	0	1	
Budget Analyst	0	1	1	
CM Executive Assistant	1	1	1	
Community Relations Assist.	1	1	1	
Total	5	6	6	

Municipal court	Position	Adopted 06/07	Adopted 07/08	Proposed 08/09
	Court Administrator	1	1	1
Court Clerk	3	4	4	
Total	4	5	5	

Airport	Position	Adopted 06/07	Adopted 07/08	Proposed 08/09
	Airport Manager	1	1	1
Airport Operations Supervisor	0	0	1	
Total	1	1	2	

Human Resources	Position	Adopted 06/07	Adopted 07/08	Proposed 08/09
	Director of Human Resources	1	1	1
Human Resource Coordinator	0	1	1	
Compensation & Benefits Specialist	0	0	1	
Human Resources Generalist	1	0	0	
Human Resources Assistant	0	1	1	
Total	2	3	4	

Finance	Position	Adopted 06/07	Adopted 07/08	Proposed 08/09
	Director of Finance	1	1	1
Asst. Director of Finance	1	1	1	
Purchasing Agent	1	0	0	
Chief Accountant	1	1	1	
Accountant	0	1	1	
Accounting Generalist	1	1	1	
Administrative Secretary	0	1	0	
Account Payables Specialist	1	1	1	
Total	6	7	6	

Purchasing	Position	Adopted 06/07	Adopted 07/08	Proposed 08/09
	Purchasing Agent	0	1	1
Total		0	1	1

Utility Billing	Position	Adopted 06/07	Adopted 07/08	Proposed 08/09
	Utility Billing Manager	1	1	1
Sr. Utility Billing Clerk	0	1	1	
Utility Billing Clerk	0	3	3	
Meter Technician	0	2	2	
CSR-Cashier	2	0	0	
Total		3	7	7

Building Inspections	Position	Adopted 06/07	Adopted 07/08	Proposed 08/09
	Building Official	1	1	1
Asst. Building Official	0	0	1	
Chief Inspector	1	1	0	
Plans Examiner	1	1	0	
Building Inspector	2	2	2	
Permit Technician	1	1	1	
Total		6	6	5

Planning & Development	Position	Adopted 06/07	Adopted 07/08	Proposed 08/09
	Director of Planning	0	1	0
Senior Planner	1	0	1	
Planner	1	1	1	
Planning Assistant	1	1	1	
Total		3	3	3

Code Compliance	Position	Adopted 06/07	Adopted 07/08	Proposed 08/09
	Senior Code Officer	1	1	1
Code Compliance Officer	0	0	3	
Neighborhood Services Officer	4	4	0	
Total		5	5	4

Animal Services	Position	Adopted 06/07	Adopted 07/08	Proposed 08/09
	Animal Services Officer	0	2	2
Animal Shelter Attendant	1	1	1	
Total		1	3	3

Development Services	Position	Adopted 06/07	Adopted 07/08	Proposed 08/09
	Director of Development Services	0	1	1
Director of Community Development	1	0	0	
Development Coordinator	0	0	1	
Office Manager	0	0	1	
Total		1	1	3

Housing	Position	Adopted 06/07	Adopted 07/08	Proposed 08/09
	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
Total	12	12	12	

PW - Administration Engineering	Position	Adopted 06/07	Adopted 07/08	Proposed 08/09
	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
	Administrative Secretary	2	2	1
Total	10	10	9	

Waste Water	Position	Adopted 06/07	Adopted 07/08	Proposed 08/09
	Foreman III	1	1	1
	Crew Leader	4	4	4
	Heavy Equipment Operator I	1	1	1
	Maintenance Worker II	5	5	5
Total	11	11	11	

Streets	Position	Adopted 06/07	Adopted 07/08	Proposed 08/09
	Superintendent-Streets/Drain.	1	1	0
	Foreman II	1	1	1
	Signs & Signals Technician	0	1	1
	Heavy Equipment Operator II	1	1	1
	Heavy Equipment Operator I	1	1	1
	Signs & Signals Technician	1	0	0
	Maintenance Worker I	1	3	3
Total	6	8	7	

Water	Position	Adopted 06/07	Adopted 07/08	Proposed 08/09
	Superintendent-W/WW	1	1	1
	Foreman III	1	1	1
	Crew Leader	1	1	1
	Water Systems Operator	1	1	1
	Meter Technician	2	0	0
	Maintenance Worker II	2	2	2
Total	8	6	6	

Storm Water	Position	Adopted 06/07	Adopted 07/08	Proposed 08/09
	Superintendent-Streets/Drain.	0	0	1
	Foreman II	1	1	1
	Heavy Equipment Operator II	1	1	1
	Heavy Equipment Operator I	1	2	2
	Light Equipment Operator	3	3	3
	Maintenance Worker I	4	5	5
Total	10	12	13	

Fleet Services	Position	Adopted 06/07	Adopted 07/08	Proposed 08/09
	Superintendent—Fleet	1	1	1
	Mechanic/Fleet Services	3	3	3
Total	4	4	4	

Fire	Position	Adopted 06/07	Adopted 07/08	Proposed 08/09
	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	15	17	24
	Office Manager	0	1	1
	Administrative Secretary	1	0	0
Total	51	53	60	

Emergency Management	Position	Adopted 06/07	Adopted 07/08	Proposed 08/09
	Emergency Management Operations Designee (Fire Captain)	1	1	1
	Emergency Management Technician (Fire Engineer)	0	0	1
	Office Manager	1	0	0
Total	2	1	2	

Fire Marshal	Position	Adopted 06/07	Adopted 07/08	Proposed 08/09
	Fire Marshal	1	1	1
Administrative Secretary	0	1	1	
Total	1	2	2	

Police	Position	Adopted 06/07	Adopted 07/08	Proposed 08/09
	Police Chief	1	1	1
Assistant Police Chief	2	2	2	
Lieutenant	6	6	6	
Sergeant	7	7	7	
Police Officer	43	47	43	
Records Supervisor	1	1	1	
Office Manager	1	1	1	
City Marshal	1	1	0	
CID Technician	1	1	1	
Property & Evidence Tech.	1	1	1	
Police Technicians	3	3	2	
Total	67	71	65	

Emergency Communications	Position	Adopted 06/07	Adopted 07/08	Proposed 08/09
	Dispatch Supervisor	1	1	1
Lead 911 Dispatcher	4	4	4	
911 Dispatchers	6	6	5	
Total	11	11	10	

Information Technology	Position	Adopted 06/07	Adopted 07/08	Proposed 08/09
	Public Safety Information Services Mgr.	0	1	1
Total	0	1	1	

Building Services	Position	Adopted 06/07	Adopted 07/08	Proposed 08/09
	Building & Contract Svs. Mgr	1	1	1
Building Maint. Worker I	2	2	2	
Total	3	3	3	

P&R Administration	Position	Adopted 06/07	Adopted 07/08	Proposed 08/09
	Director of Parks & Recreation	1	1	1
Naturalist	0	1	1	
Administrative Secretary	1	1	1	
Maintenance Worker II	0	1	1	
Total	2	4	4	

Recreation	Position	Adopted 06/07	Adopted 07/08	Proposed 08/09
	Recreation Superintendent	1	1	1
	Aquatic Supervisor	1	1	0
	Facility Hall/Special Events Supervisor	1	1	0
	Athletics Supervisor	1	1	0
	Recreation Supervisor	1	1	4
	Senior Center Supervisor	0	1	0
	Aquatics Coordinator	0	0	1
	Lifeguard	0	1	0
	Recreation Leader	3	3	3
Total	8	10	9	

Parks	Position	Adopted 06/07	Adopted 07/08	Proposed 08/09
	Park Operations Manager	1	1	1
	Foreman II	1	1	1
	Foreman I	3	3	3
	Horticulture Technician	1	1	1
	Maintenance Worker II	6	6	9
	Maintenance Worker I	3	3	0
	Total	15	15	15

LEDC	Position	Adopted 06/07	Adopted 07/08	Proposed 08/09
	Executive Director of Economic Development	1	1	1
	ED Analyst	1	1	0
	Executive Secretary	1	1	1
	Total	3	3	2

Library	Position	Adopted 06/07	Adopted 07/08	Proposed 08/09
	Library Director	0	0	1
	Assistant Library Director	0	0	1
	Library Associate	0	0	1
	Circulation Trainer	0	0	1
Total	0	0	4	

GRAND TOTAL 263 287 290



City of Lancaster
 2008/2009 Adopted General Government Pay Plan
 Effective 10/01/2008



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
2008-2009 Adopted Salary Structure Detail
 Civil Service Personnel
 October 1, 2008



Department	ADOPTED								
Pay Grade	08/09								
Code Position		Frequency:	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7
Police		<i>hourly</i>	20.54	21.45	22.40	23.20	24.03	24.89	25.79
Pay Grade: P1-CS		<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	43								
Police		<i>hourly</i>	28.74	29.64	30.55	31.45	32.35		
Pay Grade: P2-CS		<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								
Police		<i>hourly</i>	34.07	35.15	36.23	37.30	38.38		
Pay Grade: P3-CS		<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								
Police		<i>hourly</i>	40.46	41.75	43.04	44.33	45.61		
Pay Grade: P4-CS		<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								
TOTAL POLICE	58								
<hr/>									
Fire		<i>hourly</i>	20.13	21.03	21.96	22.75	23.57		
Pay Grade: F1-CS		<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	24								
		<i>* hourly rate for 24-hour shift personnel only</i>							
Fire		<i>hourly</i>	26.01	26.54	27.08	27.61	28.14		
Pay Grade: F2-CS		<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>							
Fire		<i>hourly</i>	29.46	30.29	31.12	31.95	32.78		
Pay Grade: F3-CS		<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>							
Fire		<i>hourly</i>	34.24	34.84	35.45	36.05	36.66		
Pay Grade: F4-CS		<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>							
Fire		<i>hourly</i>	38.05	39.33	40.62	41.91	43.20		
Pay Grade: F5-CS		<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								
TOTAL FIRE	60								
		<i>* hourly rate for 24-hour shift personnel only</i>							
	118	Total Public Safety - Civil Service Employees							

FUND INFORMATION



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 on 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
- Neighborhood Services

e.) *Community Services Division*

- Library

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. Parks & Recreation Fund (13)

The Parks & Recreation Fund accounts for all parks and recreation programs. This includes the operation of the recreation center, athletics, and parks and field maintenance. The fund revenue is provided by user fees, general fund transfers, and 4B transfers.

IV. Hotel/Motel Occupancy Fees Fund (14)

Revenue from hotel/motel occupancy taxes provides the resources used for city promotions. Expenditures include funding the Lancaster Chamber of Commerce and special events throughout the city.

V. Equipment Replacement Fund (15)

This fund was established to account for funds designated for the replacement of the city's vehicle and large equipment fleet. Resources include money from the sale of city property, and an annual pre-set transfer from all departments that have vehicles or large equipment.

VI. Emergency 911 Fund (21)

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

VII. Information Services Fund (35)

The Information Services Fund accounts for expenses required to operate and maintain the city's computer system and network. This includes contracted support services, fees, and products.

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 Fund

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 sewer system, regional airport operations, golf course, and their respective debt service funds are examples of proprietary funds.

Water and Sewer Funds

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 Sewer 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 Sewer Non-Departmental (22)
- f.) Transfers Out (80)

II. Sewer Contingency Fund (08)

The Sewer Contingency Fund was established to dedicate reserve funds in the event that additional sewer treatment fees are billed by the Trinity River Authority.

III. Water and Sewer Debt Service Fund (07)

The Water and Sewer Debt Service fund is used to accumulate resources used to retire principal and interest on debt sold to fund major capital projects. Revenue is provided by an annual transfer from the Water and Sewer Operating Fund.

IV. Water and Sewer 1998 Bond Debt Service Fund (25)

Similar to the Water and Sewer Debt Service Fund (07), this fund accounts for scheduled debt payments. This fund was established to account specifically for costs associated with the 1998 bond used to construct a pump station, storage reservoir, elevated storage tank, and waterline improvements.

Airport Funds

I. Airport Operating Fund (09)

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

II. Airport Debt Service Fund (22)

The Airport Debt Service Fund was established to account for and retire debt associated with debt incurred by airport operations.

Golf Course Funds

I. Golf Course Operating Fund (18)

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

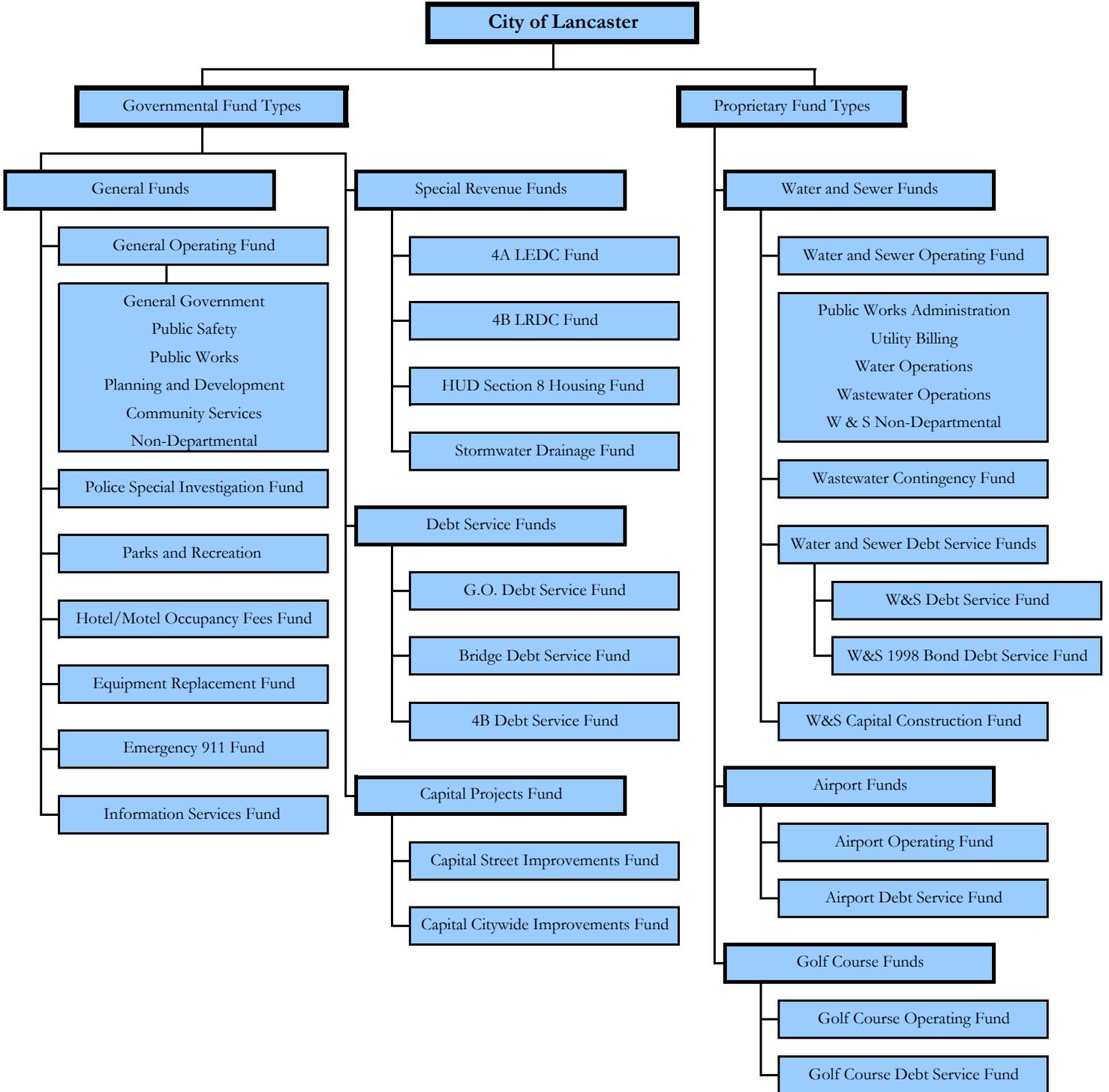
II. Golf Course Debt Service Fund (23)

The Golf Course Debt Service Fund was established to account for and retire debt associated with debt incurred by the Golf Course Operating Fund.



FUND STRUCTURE

City of Lancaster

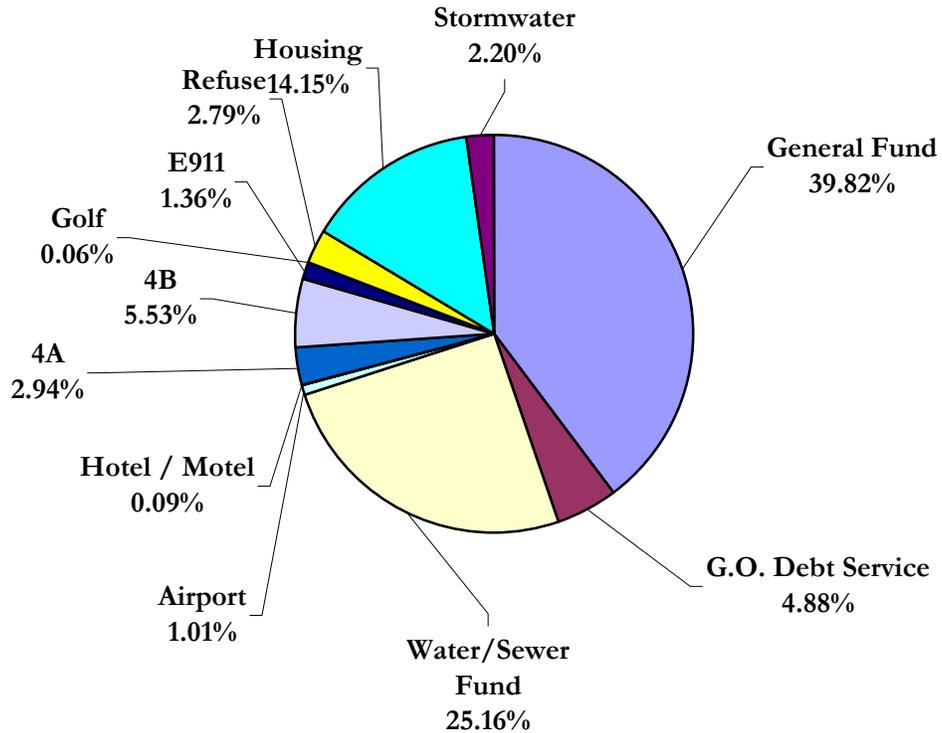




**CITY OF LANCASTER
COMBINED EXPENDITURE BY FUND TYPE
FY 2008-2009**



General Fund	\$	21,645,376
G.O. Debt Service	\$	2,654,244
Water/Sewer Fund	\$	13,677,753
Airport	\$	549,041
Police Special	\$	-
Hotel / Motel	\$	51,500
4A	\$	1,600,189
4B	\$	3,004,597
E911	\$	740,900
Golf	\$	30,000
Refuse	\$	1,516,000
Housing	\$	7,693,519
Stormwater	\$	1,198,085
	\$	<u>54,361,204</u>

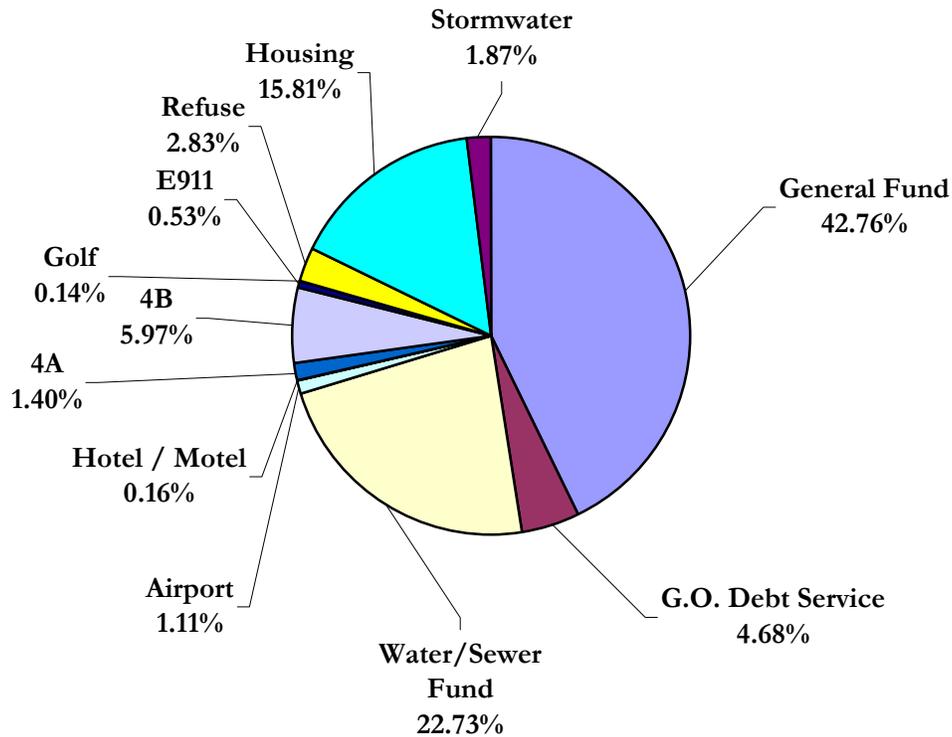




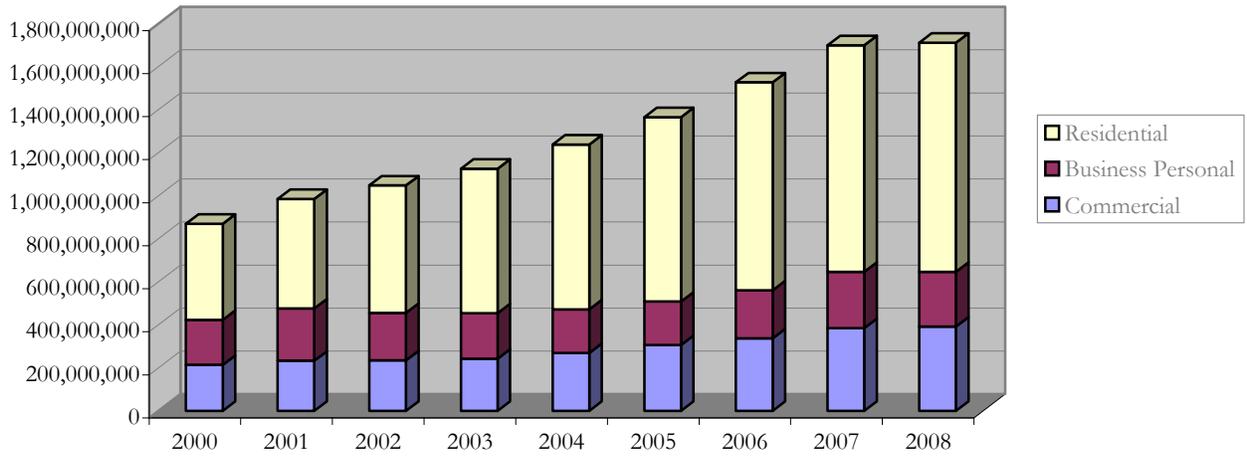
**CITY OF LANCASTER
COMBINED REVENUE BY FUND TYPE
FY 2008-2009**



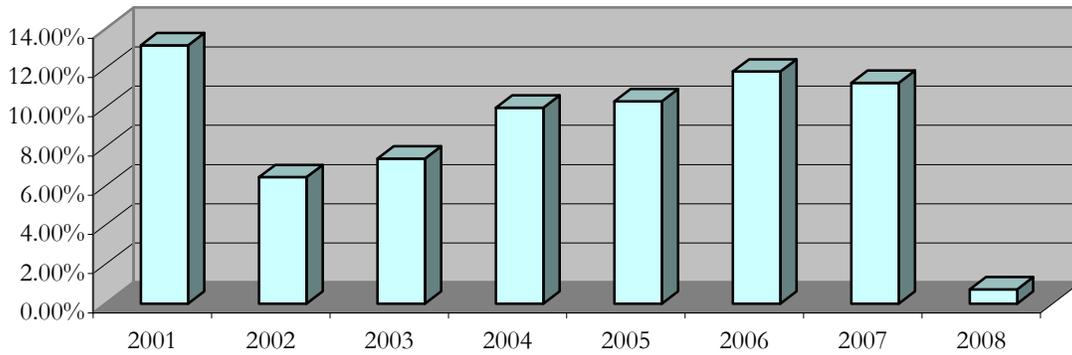
General Fund	\$	20,940,241
G.O. Debt Service	\$	2,291,769
Water/Sewer Fund	\$	11,131,100
Airport	\$	546,000
Police Special	\$	-
Hotel / Motel	\$	80,000
4A	\$	685,000
4B	\$	2,925,000
E911	\$	262,000
Golf	\$	69,000
Refuse	\$	1,387,000
Housing	\$	7,744,346
Stormwater	\$	915,000
	\$	<u>48,976,456</u>



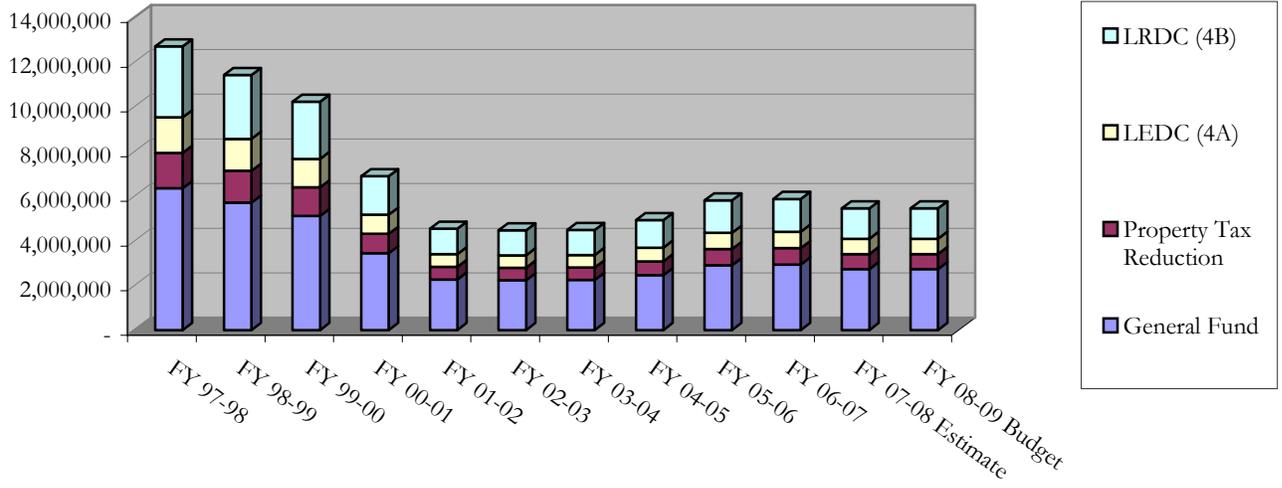
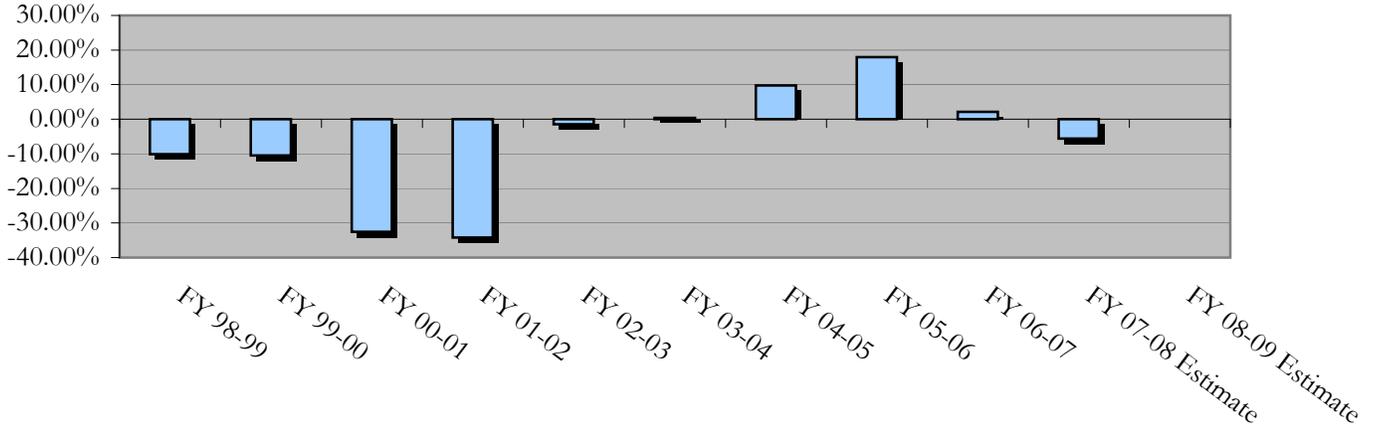
Total Certified Property Value Breakdown



Property Value % Increase Over Previous Year



Sales Tax % Change fom Previous Year





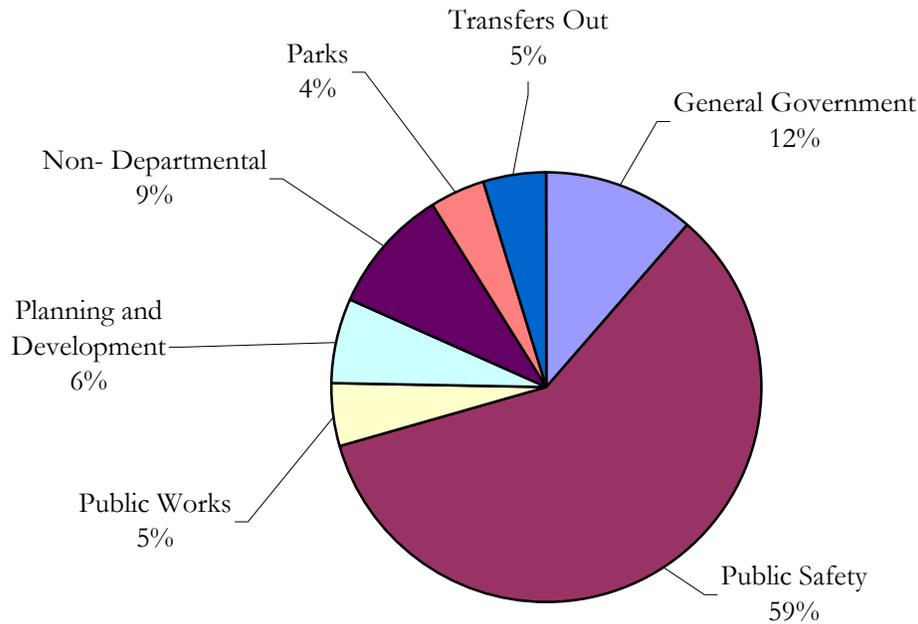
General Operating Fund FUND SUMMARY



	ACTUAL 06-07	BUDGETED 07-08	ESTIMATE 07-08	PROPOSED 08-09
<i>Estimated Balance 10/1</i>	5,607,457	3,485,000	3,485,000	1,719,826
Revenue:				
Property Taxes	10,201,969	10,586,599	10,515,275	11,406,609
Sales Taxes	3,715,833	3,862,750	3,529,308	3,529,308
Charges for Services	480,133	416,500	464,264	464,264
Fines and Fees	1,573,301	1,680,450	1,275,834	1,199,587
Franchise Payments	1,835,737	1,757,000	1,745,982	1,775,982
Licenses and Permits	827,500	721,600	743,586	743,586
Interest and Other Income	287,308	256,139	466,071	366,071
Transfers In	895,186	1,595,522	1,454,834	1,454,834
Extra	17,905	-	542,829	-
Total Revenue	19,834,872	20,876,559	20,737,983	20,940,241
<i>Total Amount Available</i>	25,442,329	24,361,559	24,222,983	22,660,067
CITY COUNCIL	74,328	76,135	58,800	62,785
CITY MANAGER'S OFFICE	764,748	747,372	667,700	633,135
LEGAL	214,852	200,000	308,000	253,000
BUILDING SERVICES	886,030	1,135,284	1,099,300	1,186,645
MUNICIPAL COURT	463,231	439,889	473,200	401,049
BUILDING INSPECTIONS	419,327	449,486	473,500	374,751
FIRE-FLEET SERVICES	230,382	254,850	257,100	236,303
STREETS	1,104,220	1,669,045	1,372,900	990,442
POLICE	5,780,414	6,373,754	5,581,400	5,797,195
FIRE	5,293,536	5,169,641	5,338,500	5,299,747
FIRE-EMERGENCY MGMT,	-	146,193	365,800	299,433
NON-DEPARTMENTAL	682,644	594,053	596,100	587,695
PLANNING & DEVELOPMENT	483,496	546,579	606,100	296,679
CITY SECRETARY	165,270	182,451	174,500	170,702
FINANCE	838,889	611,618	766,000	566,258
FINANCE-PURCHASING	-	102,480	100,800	111,561
HUMAN RESOURCES	321,825	479,421	519,700	429,916
CIVIL SERVICE	27,919	31,500	31,100	10,100
EMERGENCY COMM.	761,172	829,010	756,400	762,752
CODE COMPLIANCE	482,916	507,091	531,600	339,991
ANIMAL SERVICES	-	-	-	105,798
DS SUPPORT SERVICES	141,598	200,114	131,000	267,209
FIRE-FIRE MARSHAL	115,051	173,778	189,400	159,713
PARKS	920,384	1,010,825	917,300	924,132
PARKS PRISON LABOR	-	15,000	9,000	-
IT ADMINISTRATION	-	245,000	277,957	249,619
TRANSFER FOR 4B DEFICIT	1,782,408	-	900,000	1,000,000
Total Disbursements	21,954,640	22,190,569	22,503,157	21,516,610
Estimated Balance	3,487,689	2,170,990	1,719,826	1,143,457

**GENERAL FUND
SUMMARY OF EXPENDITURES**

	ACTUAL 06-07	BUDGETED 07-08	ESTIMATE 07-08	PROPOSED 08-09
General Government	2,379,912	2,644,477	2,873,457	2,476,976
Public Safety	12,441,323	13,163,765	12,735,800	12,729,989
Public Works	1,104,220	1,669,045	1,372,900	990,442
Planning and Development	1,527,337	1,703,270	1,742,200	1,384,428
Non- Departmental	1,799,056	1,984,187	1,952,500	2,010,643
Parks	920,384	1,025,825	926,300	924,132
Transfers Out	1,782,408	-	900,000	1,000,000
Total	21,954,640	22,190,569	22,503,157	21,516,610





GENERAL FUND REVENUE

		06-07	07-08		08-09
		Received	Budget	o Estimate	Budget
01-5002-00-00	CURRENT TAXES	9,000,994	10,136,599	10,117,373	11,008,707
01-5004-00-00	PENALTY & INTEREST	171,043	150,000	189,250	189,250
01-5005-00-00	DELINQUENT TAXES	324,063	300,000	208,652	208,652
01-5006-00-00	OTHER-TAX FEES	705,870			-
	Property Taxes	10,201,969	10,586,599	10,515,275	11,406,609
01-5101-00-00	CITY SALES TAX	2,934,046	3,059,000	2,790,911	2,790,911
01-5102-00-00	MIXED DRINK TAX	15,501	14,000	15,261	15,261
01-5103-00-00	BINGO TAX	32,774	25,000	25,408	25,408
01-5104-00-00	CITY SALES TAX-PTR(.25)	733,512	764,750	697,728	697,728
	Sales Taxes	3,715,833	3,862,750	3,529,308	3,529,308
01-5210-00-00	AMBULANCE SERVICE	465,234	400,000	458,344	458,344
01-5211-00-00	FIRE & EMS SERVICE TO COUNTY	10,042	15,000	740	740
01-5214-00-00	ANIMAL SHOTS-MED-OTHER SVCS	4,375	1,500	4,687	4,687
01-5218-00-00	PLANNING SERVICES	482		494	494
	Charges for Service	480,133	416,500	464,264	464,264
01-5302-00-00	COURT FINES-POLICE	606,937	931,200	618,482	599,420
01-5303-00-00	ZONE/PLAT APP FEES, SUP-PD	152,593	150,000	40,590	40,590
01-5304-00-00	RE-INSPECTION FEES	5,145	2,000	3,751	3,751
01-5306-00-00	COPY/RESEARCH FEES	15,981	13,000	10,304	10,304
01-5308-00-00	SERVICE FEE	-	35,000	26,779	26,779
01-5310-00-00	MISC FINES-NON COURT	10,059	9,000	8,443	8,443
01-5313-00-00	ANIMAL BOARDING FEE	-		750	750
01-5314-00-00	ANIMAL ADOPTION FEES	2,025	1,500	4,413	4,413
01-5315-00-00	ANIMAL IMPOUNDING FEES	8,167	6,000	8,175	8,175
01-5316-00-00	DEFENSIVE DRIVING FEE (COURT)	21,025	25,000	15,545	15,545
01-5317-00-00	COURT-PROBATION FEES	113,961	115,000	92,707	73,645
01-5318-00-00	FIRE PROTECTION SYSTEMS FEES	34,288	30,000	20,948	20,948
01-5319-00-00	ASPHALT PAVING FEES	1,750	1,000	1,150	1,150
01-5320-00-00	CERTIFICATE OF OCCUPANCY FEES	8,700	8,000	8,000	8,000
01-5321-00-00	CONTRACTORS FEES (INSPECTION)	46,165	43,000	61,759	42,697
01-5322-00-00	COURT FINES-NUISANCE & OTHER	75,321	60,000	48,436	48,436
01-5324-00-00	COURT BLDG SECURITY FUND REV.	134,789		-	-
01-5325-00-00	CORRECTIONAL MGMT & CRIM JUST	-	-	-	-
01-5327-00-00	COURT TECHNOLOGY FUND REV.	59,422		243	243
01-5328-00-00	JUVENILE COMMUNITY SERV FUND	200	750	-	-
01-5329-00-00	STATE TRAFFIC FEES	4,870	5,000	3,640	3,640
01-5330-00-00	WARRANT FEES	257,538	245,000	285,730	266,669
01-5331-00-00	OMNI FEES	10,555		12,501	12,501
01-5332-00-00	JUDICIAL SALARY-CITY	3,813		3,489	3,489
	Fines and Fees	1,573,301	1,680,450	1,275,834	1,199,587
01-5334-00-00	FRANCHISE: SPRINT LAND LEASE	18,000		18,450	18,450
01-5335-00-00	FRANCHISE-ELECTRICITY	1,140,150	1,200,000	1,158,569	1,138,569
01-5336-00-00	FRANCHISE-GAS	215,224	200,000	195,202	220,202
01-5337-00-00	HB 1777/ROW - TELEPHONE	258,954	225,000	210,379	210,379

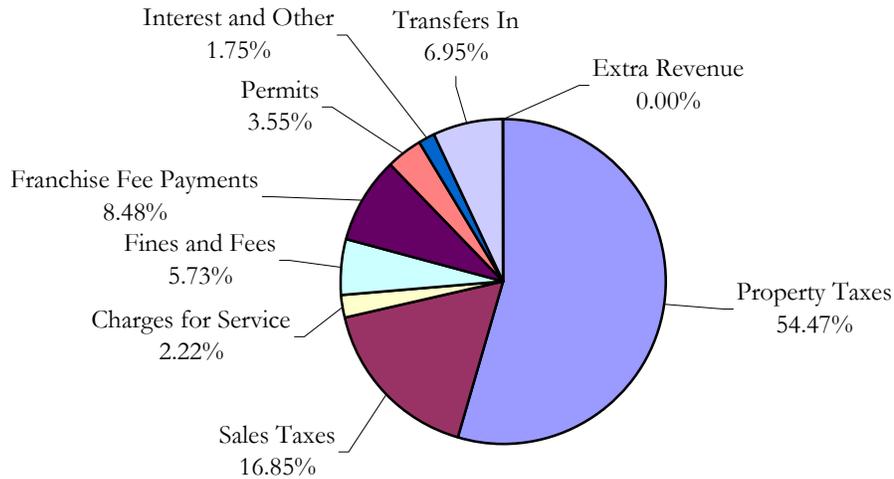
		06-07	07-08		08-09
		Received	Budget	Estimate	Budget
01-5338-00-00	FRANCH-TRINITY/BFI WASTE-CITY	3		-	-
01-5339-00-00	FRANCHISE-CABLE	184,906	115,000	147,977	172,977
01-5346-00-00	FRANCHISE-WASTE MGMT/CONTAINER	-		3,878	3,878
01-5347-00-00	FRANCHISE-MISC COMPANIES	-		191	191
01-5348-00-00	FRANCHISE-CONSOLIDATED/CONTAIN	212		-	-
01-5349-00-00	FRANCHISE-BFI/CONTAINERS	1,143		211	211
01-5351-00-00	FRANCHISE-CONTAINERS MISC	921		-	-
01-5352-00-00	TPF-TIME PAY FEE-NO RESTRICT	11,068	13,000	8,969	8,969
01-5353-00-00	FRANCHISE-RECYCLING	1,261		1,356	1,356
01-5354-00-00	MOTOR CARRIER WEIGHT VIOLATION	3,895	4,000	800	800
	Franchise Fee Payments	1,835,737	1,757,000	1,745,982	1,775,982
01-5401-00-00	BUILDING PERMITS/PLAN REVIEW	633,065	620,000	507,963	507,963
01-5402-00-00	ELECTRICAL PERMITS	13,890	6,000	11,281	11,281
01-5404-00-00	PLUMBING PERMITS	6,054	7,000	7,458	7,458
01-5405-00-00	HEATING & AIR COND PERMITS	5,613	3,000	5,674	5,674
01-5406-00-00	FENCE PERMITS	11,327	7,000	8,844	8,844
01-5411-00-00	SIGN PERMITS	19,743	10,000	4,625	4,625
01-5412-00-00	FIRE & BURGLAR ALARM PERMITS	42,019	25,000	146,791	146,791
01-5413-00-00	HAND BILL/SOLICITOR PERMITS	264	7,000	343	343
01-5417-00-00	LIQUID WASTE HAULERS PERMIT	375	600	1,657	1,657
01-5418-00-00	REVENUE-FOOD PERMITS	17,400	33,000	32,000	32,000
01-5419-00-00	EXCAVATION PERMIT FEE	2,100		1,750	1,750
01-5420-00-00	VENDING MACHINE PERMITS	700	1,500	1,225	1,225
01-5422-00-00	TREE REMOVAL PERMIT FEE	700		225	225
01-5424-00-00	MOWING/DEMOLITION	74,249	1,500	-	-
01-5425-00-00	KIOSK SIGN REVENUE	-		13,750	13,750
	Permits	827,500	721,600	743,586	743,586
01-5603-00-00	REFUNDS AND RECOVERIES	1,334	10,000	1,342	1,342
01-5604-00-00	SALE OF PROPERTY AND EQUIPMENT	3,666		216	216
01-5605-00-00	REIMBURSEMENTS-INSURANCE	61,669	74,539	22,950	22,950
01-5606-00-00	REIMBURSEMENTS	13,510		-	-
01-5609-00-00	REIMB-SPECIAL EVENTS	1,809		-	-
01-5610-00-00	OTHER INCOME	109,958	95,000	214,438	114,438
01-5611-00-00	LANCASTER BANNER DONATION FUND			150	150
01-5614-00-00	CASH OVER/UNDER	(27)		470	470
01-5623-00-00	RETURNED CHECK FEES	286		275	275
01-5624-00-00	CONTRIBUTIONS	352		58	58
01-5626-00-00	DONATIONS-POLICE DEPT.			5	5
01-5627-00-00	RESTITUTIONS-COURT ORDERED	257		-	-
01-5635-00-00	INSURANCE REFUNDS	1,050		81,404	81,404
01-5638-00-00	RECYCLING	1,215	1,000	35	35
01-5639-00-00	VENDING MACHINES COMMISSIONS		600	662	662
01-5650-00-00	NTA ADMIN FEES	70		90	90
01-5660-00-00	PAVEMENT ASSESSMENT-MECH LIEN	11		-	-
01-5667-00-00	MISC REVENUE	23,994		6,044	6,044
01-5669-00-00	SPECIAL EVENTS REVENUE	706		-	-
01-5682-00-00	TOWING %	9,330		12,932	12,932
01-5701-00-00	INTEREST ON INVESTMENTS	26,369	75,000	125,000	125,000
01-5703-00-00	INTEREST ON TEXPOOL FUNDS	31,748		-	-
	Interest and Other	287,308	256,139	466,071	366,071
01-5805-00-00	TRANS FR W & S OPER FUND	794,510	1,460,424	1,324,236	1,324,236
01-5816-00-00	TRANSFER FROM 4A - LEDC	10,560	15,000	15,000	15,000
01-5817-00-00	TRANS FR 4-B	-	15,000	10,500	10,500

		06-07	07-08		08-09
		Received	Budget	Estimate	Budget
01-5818-00-00	TRANS FR GOLF OPER FUND	-	3,418	3,418	3,418
01-5819-00-00	TRANS FR HUD	61,452	62,000	62,000	62,000
01-5853-00-00	TRANS FROM STORMWATER	28,664	39,680	39,680	39,680
	Transfers In	895,186	1,595,522	1,454,834	1,454,834
				-	-
01-5904-00-00	PROCEEDS FROM CAPITAL LEASE			472,728	-
01-5930-00-00	GRANT INCOME	17,902		63,226	-
01-5341-00-21	FRANCHISE-WASTE-DALLAS RECYCL	3		-	-
01-5425-02-02	Kiosk Sign Revenue			6,875	-
	Extra Revenue	17,905	-	542,829	-
	TOTAL GENERAL FUND	19,834,872	20,876,564	20,737,983	20,940,241



GENERAL FUND SUMMARY OF REVENUE

	06-07	07-08		08-09
	Received	Budget	Estimate	Budget
Property Taxes	10,201,969	10,586,599	10,515,275	11,406,609
Sales Taxes	3,715,833	3,862,750	3,529,308	3,529,308
Charges for Service	480,133	416,500	464,264	464,264
Fines and Fees	1,573,301	1,680,454	1,275,834	1,199,587
Franchise Fee Payments	1,835,737	1,757,000	1,745,982	1,775,982
Permits	827,500	721,600	743,586	743,586
Interest and Other	287,308	256,139	466,071	366,071
Transfers In	895,186	1,595,522	1,454,834	1,454,834
Extra Revenue	17,905	-	542,829	-
TOTAL REVENUE	19,834,872	20,876,564	20,737,983	20,940,241



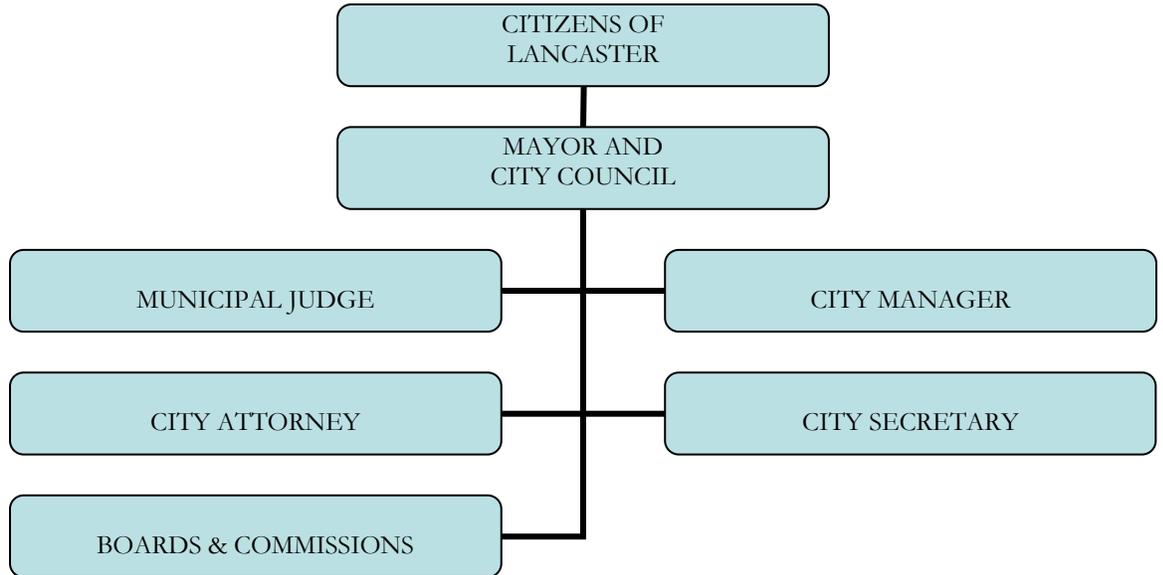


GENERAL OPERATING FUND



Summary of Expenditures by Division and Department

	ACTUAL 06-07	BUDGETED 07-08	ESTIMATE 07-08	BUDGETED 08-09
City Council	74,328	76,135	58,800	62,785
City Manager's Office	764,748	747,372	667,700	633,135
Legal	214,852	200,000	308,000	253,000
IT	-	245,000	277,957	249,619
Finance	838,889	611,618	766,000	566,258
Purchasing	-	102,480	100,800	111,561
Human Resources	321,825	479,421	519,700	429,916
City Secretary	165,270	182,451	174,500	170,702
General Government	2,379,912	2,644,477	2,873,457	2,476,976
Fire	5,293,536	5,169,641	5,338,500	5,299,747
Fire Marshal	115,051	173,778	189,400	159,713
Emer. Mgmt..	-	146,193	365,800	299,433
Police	5,780,414	6,373,754	5,581,400	5,797,195
Municipal Court	463,231	439,889	473,200	401,049
Emer. Comm.	761,172	829,010	756,400	762,752
Civil Service	27,919	31,500	31,100	10,100
Public Safety	12,441,323	13,163,765	12,735,800	12,729,989
Streets	1,104,220	1,669,045	1,372,900	990,442
Public Works	1,104,220	1,669,045	1,372,900	990,442
Planning	483,496	546,579	606,100	296,679
Development Services Support	141,598	200,114	131,000	267,209
Code Compliance	482,916	507,091	531,600	339,991
Building Inspections	419,327	449,486	473,500	374,751
Animal Services	-	-	-	105,798
Planning and Development	1,527,337	1,703,270	1,742,200	1,384,428
Fleet Services	230,382	254,850	257,100	236,303
Non- Departmental	682,644	594,053	596,100	587,695
Building Services	886,030	1,135,284	1,099,300	1,186,645
Non- Departmental	1,799,056	1,984,187	1,952,500	2,010,643
Prison Labor	-	15,000	9,000	-
Parks Operations	920,384	1,010,825	917,300	924,132
Parks	920,384	1,025,825	926,300	924,132
Transfers Out	1,782,408	-	900,000	1,000,000
Total	21,954,640	22,190,569	22,503,157	21,516,610



City Council



Department Summary

The City of Lancaster operates under a home rule City charter. Regular City Council meetings are held on the second and fourth Monday of each month, with other meetings called as needed under the guidelines of the Texas Open Meetings Act.

The City Council is made up of six single-member districts and a Mayor elected at-large. All members serve three-year staggered terms.

The scope of the City Council's policy-making duties include:

- Adoption of the annual tax rate, water and sewer rates, annual operating budget, and regulatory ordinances;
- Approval of contracts and agreements;
- Review and approval of the Council's rules of procedure.

As provided by the City Charter, the City Council appoints a professional City Manager who is responsible for carrying out the policies set by Council, and for the effective administration of all departments. The City Manager is also charged with the enforcement of all laws and ordinances of the City.

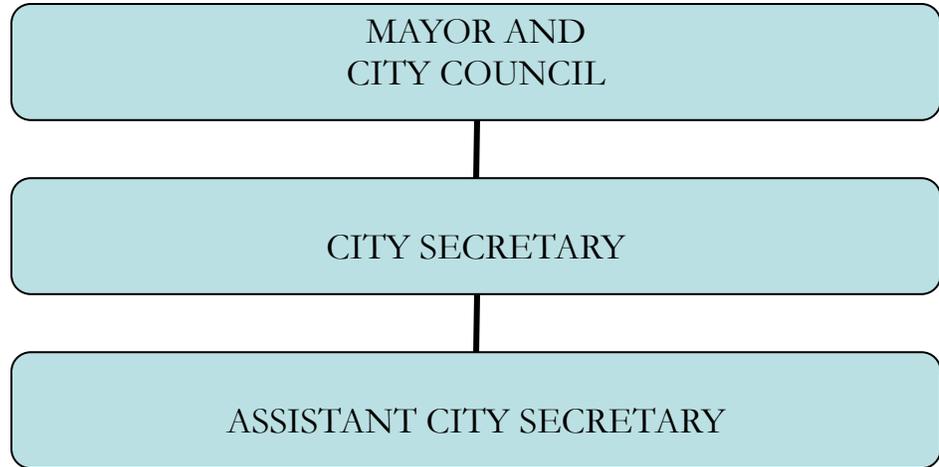
The City Council also appoints the Municipal Judge, Associate Judge, City Attorney and City Secretary. The Council also makes appointments to a number of standing boards, commissions, committees and ad hoc committees as it deems necessary or as State law mandates. Members of such boards, commissions 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**
 - * Revenues to support services and service levels
 - * New developments contributing to the City’s financial sustainability
 - * Expand local economy: new businesses, business expansion, and new job opportunities
 - * Develop new revenue sources
 - * Develop a more diverse tax base
 - * Develop strong financial policies and system controls
- **Council Goal 2: Higher Quality Development: Residential and Commercial**
 - * Commercial development: I-20 corridor
 - * L.E.E.D. concepts incorporation in development and building standards
 - * Commercial development: I-20 corridor
 - * Economic Expansion of the Lancaster Airport
 - * Revitalization of downtown square and radiating corridors (Dallas Avenue)
- **Council Goal 3: Enhanced City Infrastructure and Services**
 - * Improve quality of city streets
 - * Effective drainage system and storm-water management
 - * Improve water and sewer services citywide
 - * Upgrade City facilities and appearance
 - * Complete major capital projects on time and within budget
 - * Improve quality of city equipment
- **Council Goal 4: City - an Organization of Excellence**
 - * Develop and instill core values for the city organization
 - * Recruit, attract, and select right employees for Lancaster
 - * Empower managers and employees throughout the city organization
 - * Have market-based compensation system
 - * Have city services delivered in a customer-friendly, effective manner
 - * Develop performance-based evaluation systems
- **Council Goal 5: 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
- **Council Goal 6: Greater Community Unity and Pride**
 - * All races welcome, celebrating cultural diversity
 - * Greater citizen understanding of city and community
 - * Citizens assuming civic responsibility contributing to a better Lancaster
 - * Positive city image and reputation
 - * City government: trusted by our citizens
 - * Taking pride in our youth

Budget Summary	06-07	07-08		08-09
	Actual	Budget	Estimate	Budget
Personnel				
Supplies	\$ 5,340	\$ 5,450	\$ 6,400	\$ 5,630
Maintenance				
Other Services	\$ 68,988	\$ 70,685	\$ 52,400	\$ 57,155
Capital Outlay				
TOTAL	\$ 74,328	\$ 76,135	\$ 58,800	\$ 62,785

Budget Details	06-07 Actual	07-08 Budget	07-08 Estimate	08-09 Budget
0201 OFFICE SUPPLIES	\$2,520	\$2,000	\$1,800	\$1,750
0202 UNIFORMS	\$0	\$0	\$0	\$330
0204 MINOR EQUIP/FURN/FIX/TOOLS	\$0	\$150	\$300	\$150
0210 FOOD/BEV-MEETINGS/FUNCTIONS	\$2,100	\$1,300	\$3,700	\$1,450
0214 POSTAGE/SHIPPING/DELIVERY	\$720	\$2,000	\$600	\$1,950
SUPPLIES SUBTOTAL	\$5,340	\$5,450	\$6,400	\$5,630
0402 RENTAL OF EQUIPMENT	\$2,520	\$2,340	\$2,900	\$2,400
0407 SPECIAL SERVICES	\$5,328	\$9,500	\$17,700	\$6,500
0409 TRAVEL & EDUCATION	\$912	\$0	\$100	\$0
0414 DUES & SUBSCRIPTIONS	\$6,360	\$6,670	\$3,300	\$5,165
0416 OTHER/PROFESSIONAL SERVICES	\$2,460	\$2,500	\$3,400	\$3,300
0419 AWARDS	\$0	\$300	\$300	\$150
0421 PRINTING	\$4,284	\$9,650	\$4,700	\$4,730
0424 ELECTION EXPENSE	\$24,012	\$18,225	\$8,400	\$11,110
0434 SPECIAL EVENTS	\$3,432	\$0	\$0	\$0
0462 CELLULAR TELEPHONE & PAGERS	\$3,300	\$0	\$0	\$2,300
0526 TRAVEL & EDUC: CC-MAYOR	\$5,328	\$3,500	\$2,400	\$3,500
0527 TRAVEL & EDUC: CC-DISTRICT 1	\$2,424	\$3,000	\$2,500	\$3,000
0528 TRAVEL & EDUC: CC-DISTRICT 2	\$1,416	\$3,000	\$1,100	\$3,000
0529 TRAVEL & EDUC: CC-DISTRICT 3	\$492	\$3,000	\$900	\$3,000
0530 TRAVEL & EDUC: CC-DISTRICT 4	\$2,328	\$3,000	\$600	\$3,000
0531 TRAVEL & EDUC: CC-DISTRICT 5	\$2,688	\$3,000	\$1,300	\$3,000
0532 TRAVEL & EDUC: CC-DISTRICT 6	\$1,704	\$3,000	\$2,800	\$3,000
OTHER SERVICE SUBTOTAL	\$68,988	\$70,685	\$52,400	\$57,155
TOTAL CITY COUNCIL	\$74,328	\$76,135	\$58,800	\$62,785



City Secretary

Personnel Summary			
Position	Adopted 06-07	Adopted 07-08	Adopted 08-09
City Secretary	1	1	1
Assistant City Secretary	1	1	1
Total	2	2	2

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>

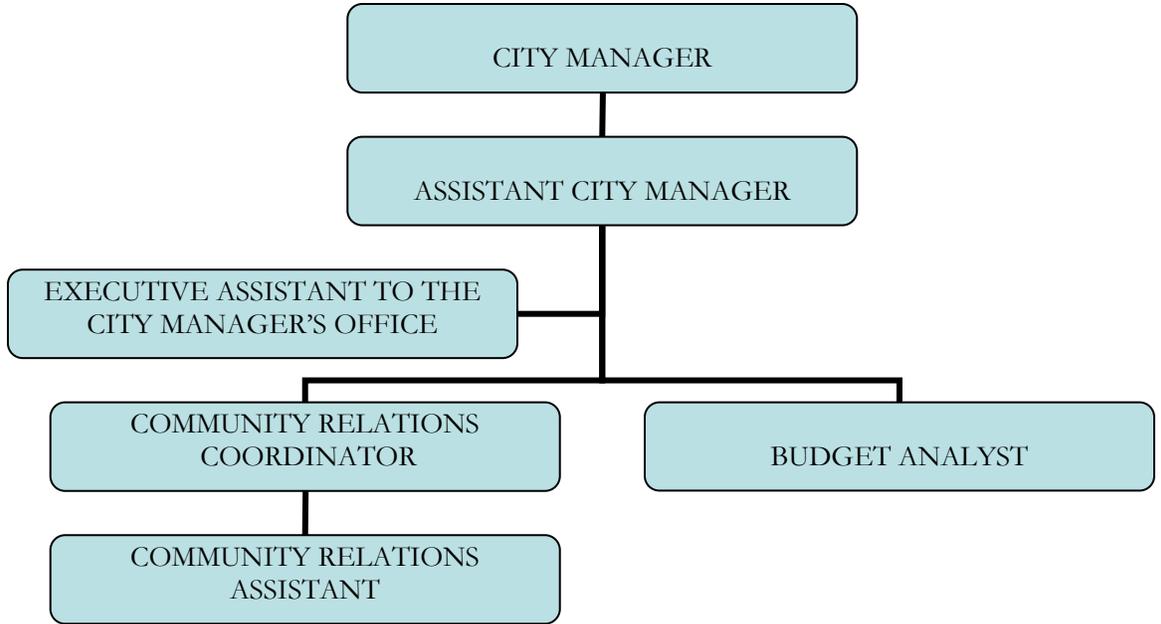


Departmental Goals					
<p>City Council Goals 4 & 6 (City - an Organization of Excellence; Greater Community Unity and Pride)</p> <ul style="list-style-type: none"> • Prepare Lancaster City Council meeting agendas and keep an account of such proceedings including enrolling all ordinances and resolutions as approved by the City Council • Prepare annual codification of City ordinances • Initiate document imaging and indexing system • Conduct annual destruction of eligible city records • Serve as a document and information resource for Council, citizens, and staff 					
Workload Indicators		07-08 Estimate	08-09 Estimate		
City Council Meetings		49	45		
Population		35,048	36,000		
Registered Voters		18,198	18,350		
Ordinances Adopted		50	52		
Resolutions Approved		119	120		
Ordinances Codified		46	52		
Proclamations Prepared		11	10		
Open Records Requests Processed		162	195		
Elections Held		2	0		
Quantity of Records Eligible for Destruction (lbs.)		6,781 lbs.	4,800 lbs.		
Agenda Packet Pages Produced		5,010	5,050		
Legal Notices Published		28	28		
Performance Measurement		07-08 Estimate	08-09 Target		
Department Objective: Timely and Efficient Department Operations					
Performance Measure: Agenda Packets Prepared by Thursday Before Council Meeting		100%	100%		
Performance Measure: Open Records Requests Processed in accordance with state law		100%	100%		
Performance Measure: Applicable ordinances codified		95%	100%		
Performance Measure: Citywide destruction of eligible records		100%	100%		
Performance Measure: FY 2007 & 2008 Ordinances & Resolutions scanned		N/A	100%		
Department Objective: Conduct Municipal Elections					
Performance Measure: November 6, 2007 for District 6 unexpired term & Bond Prop.		Completed	N/A		
Performance Measure: May 2008 General Municipal Election		Completed	N/A		
Department Objective: Improve Citywide Recordkeeping					
Performance Measure: Backfile ordinances and resolutions from FY2000 forward scanned and indexed		N/A	100%		
Performance Measure: Date forward ordinances and resolutions for FY2008-2009 scanned and indexed		N/A	100%		
Performance Measure: Specialized staff training class on records management		N/A	Completed		
Budget Summary		06-07 Actual	07-08 Budget	07-08 Estimate	08-09 Budget
Personnel		\$ 153,348	\$ 151,331	\$ 160,800	\$ 156,252
Supplies		\$ 2,232	\$ 2,950	\$ 3,400	\$ 2,655
Maintenance		\$ -	\$ -	\$ -	\$ -
Other Services		\$ 8,820	\$ 28,170	\$ 10,300	\$ 11,795
Capital Outlay			\$ -	\$ -	\$ -
TOTAL		\$ 164,400	\$ 182,451	\$ 174,500	\$ 170,702

Budget Details	06-07 Actual	07-08 Budget	07-08 Estimate	08-09 Budget
0101 SALARIES-REGULAR	\$113,520	\$113,349	\$121,900	\$115,432
0102 SALARIES-PART TIME	\$648	\$791	\$0	\$791
0103 SALARIES-OVERTIME	\$744	\$500	\$400	\$500
0104 SALARIES-LONGEVITY	\$192	\$284	\$300	\$380
0105 GROUP HEALTH INSURANCE	\$8,148	\$6,930	\$6,900	\$8,129
0106 TMRS	\$14,052	\$14,147	\$15,200	\$15,491
0107 FICA	\$9,000	\$8,675	\$9,600	\$9,531
0109 SALARIES-WELL PAY	\$984	\$700	\$700	\$0
0110 DENTAL INSURANCE	\$708	\$634	\$600	\$634
0113 SALARIES-CAR ALLOWANCE	\$4,812	\$4,800	\$4,700	\$4,800
0120 GROUP LIFE INSURANCE	\$36	\$68	\$0	\$68
0130 WORKERS COMPENSATION	\$504	\$453	\$500	\$496
PERSONNEL SERVICES SUBTOTAL	\$153,348	\$151,331	\$160,800	\$156,252
0201 OFFICE SUPPLIES	\$1,404	\$2,200	\$2,800	\$1,705
0214 POSTAGE/SHIPPING/DELIVERY	\$828	\$750	\$600	\$950
SUPPLIES SUBTOTAL	\$2,232	\$2,950	\$3,400	\$2,655
0402 RENTAL OF EQUIPMENT	\$2,328	\$2,340	\$2,900	\$2,400
0407 SPECIAL SERVICES	\$0	\$20,000	\$0	\$5,040
0408 ADVERTISING	\$2,256	\$850	\$2,900	\$550
0409 TRAVEL & EDUCATION	\$3,096	\$3,980	\$3,100	\$2,850
0414 DUES & SUBSCRIPTIONS	\$372	\$430	\$300	\$395
0416 OTHER/PROFESSIONAL SERVICES	\$60	\$0	\$0	\$0
0421 PRINTING	\$12	\$70	\$100	\$60
0452 FILING FEES	\$276	\$500	\$1,000	\$500
0462 CELLULAR TELEPHONE & PAGERS	\$420	\$0	\$0	\$0
OTHER SERVICES SUBTOTAL	\$8,820	\$28,170	\$10,300	\$11,795
TOTAL CITY SECRETARY	\$164,400	\$182,451	\$174,500	\$170,702



Office of the City Manager

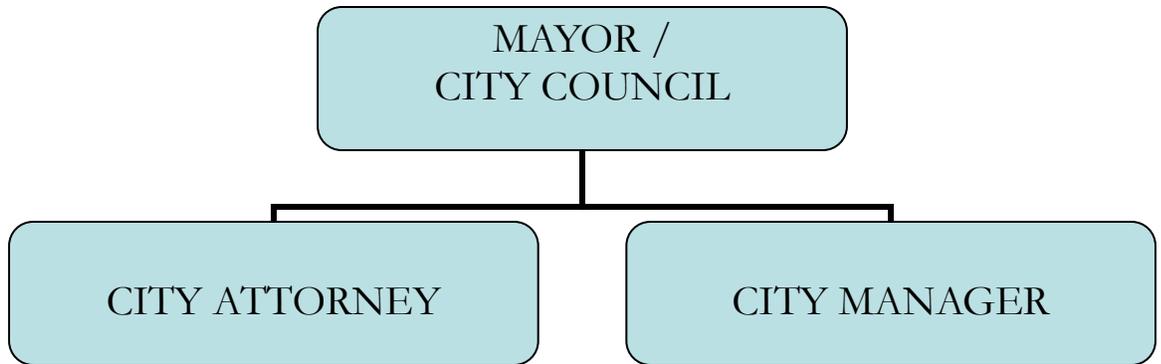


Personnel Summary				
Position	Adopted 06-07	Adopted 07-08	Adopted 08-09	
City Manager	1	1	1	
Deputy City Manager	1	1	0	
Asst. City Manager	1	1	1	
Community Relations Coordinator	0	0	1	
Budget Analyst	0	1	1	
CM Executive Assistant	1	1	1	
Community Relations Assist.	1	1	1	
Total	5	6	6	

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 and all budget responsibilities.</p>

Departmental Goals					
<p>City Council Goals (Greater Community Unity and Pride; The Preferred Place to Live: Families and Professionals)</p> <ul style="list-style-type: none"> • Direct and coordinate the successful implementation of High Performance Organization (HPO) activities and objectives • Increase accountability and efficiency of departments through regular budget and performance measurement analysis • Implement a new strategic planning, budgeting, and performance measuring procedure that answers the needs and priorities of the citizens, the city council, and the administration • Use the CRM program to improve communication between city staff and residents thus placing Lancaster on the cutting edge of e-government technology • Coordinate community relations activities including special events and homeowners associations. • Address the funding and implementation of capital improvement projects deemed beneficial to the City • Support historical preservation, beautification, and conservation initiatives through leadership and community outreach • Represent the City of Lancaster to federal and state legislative agencies, the Chamber of Commerce, school district, Economic Development Corporation, and business leaders throughout the community 					
Workload Indicators		07-08 Estimate	08-09 Estimate		
Population		35,048	36,000		
City Council Meetings		45	45		
Executive Team Meetings		52	52		
General Fund Budget Expenditures		\$22,672,194	\$21,645,376		
Total Municipal Budgeted Expenditures		\$56,690,227	\$54,361,204		
Total Municipal Debt Service Payments		\$4,773,021	\$4,323,410		
Monthly Budget Reports		12	12		
City Sponsored Special Events		13	15		
Citizen Relationship Management Requests		2,140	2,200		
Performance Measurement		07-08 Estimate	08-09 Target		
Department Objective: Effective performance of City Council policy					
Performance Measure: Proposed budget presented to City Council before August		Completed	Completed		
Performance Measure: Weekly updates presented on-time		100%	100%		
Performance Measure: Responses to policy questions within 24 hours		100%	100%		
Department Objective: Efficient municipal operations					
Performance Measure: General Fund budget per capita		\$646.89	\$601.26		
Performance Measure: Debt service as percentage of Citywide Expenditures		8.40%	7.95%		
Performance Measure: CMO as percentage of General Fund Expenditures		3.20%	2.92%		
Performance Measure: Operations and Maintenance Tax Rate		\$0.6091	\$0.06441		
Performance Measure: Budgeted Revenues Collected		98%	99%		
Performance Measure: Budgeted Expenditures Spent		92%	99%		
Budget Summary		06-07 Actual	07-08 Budget	07-08 Estimate	08-09 Budget
Personnel		\$ 632,016	\$ 697,102	\$ 602,700	\$ 574,500
Supplies		\$ 14,244	\$ 13,625	\$ 10,000	\$ 13,500
Maintenance		\$ -	\$ -	\$ -	\$ -
Other Services		\$ 118,488	\$ 36,645	\$ 55,000	\$ 45,135
Capital Outlay		\$ -	\$ -	\$ -	\$ -
TOTAL		\$ 764,748	\$ 747,372	\$ 667,700	\$ 633,135

Budget Details	06-07 Actual	07-08 Budget	07-08 Estimate	08-09 Budget
0101 SALARIES-REGULAR	\$423,084	\$521,534	\$443,700	\$441,112
0102 SALARIES-PART TIME	\$48,324	\$18,560	\$1,300	\$0
0103 SALARIES-OVERTIME	\$2,292	\$0	\$1,500	\$0
0104 SALARIES-LONGEVITY	\$600	\$680	\$600	\$880
0105 GROUP HEALTH INSURANCE	\$34,680	\$28,571	\$26,400	\$31,463
0106 TMRS	\$61,008	\$64,335	\$70,800	\$54,363
0107 FICA	\$38,460	\$34,109	\$38,500	\$28,076
0109 SALARIES-WELL PAY	\$3,636	\$4,034	\$0	\$0
0110 DENTAL INSURANCE	\$1,080	\$870	\$1,300	\$1,153
0113 SALARIES-CAR ALLOWANCE	\$16,524	\$20,400	\$16,700	\$15,600
0120 GROUP LIFE INSURANCE	\$432	\$1,843	\$0	\$115
0130 WORKERS COMPENSATION	\$1,896	\$2,166	\$1,900	\$1,738
PERSONNEL SERVICES SUBTOTAL	\$632,016	\$697,102	\$602,700	\$574,500
0201 OFFICE SUPPLIES	\$3,744	\$4,000	\$4,800	\$3,000
0202 CLOTHING AND UNIFORMS	\$228	\$225	\$300	\$0
0204 MINOR EQUIP/FURN/FIX/TOOLS	\$1,392	\$0	\$0	\$0
0210 FOOD/BEV-MEETINGS/FUNCTIONS	\$1,284	\$1,000	\$1,500	\$900
0214 POSTAGE/SHIPPING/DELIVERY	\$7,596	\$8,400	\$2,200	\$9,600
0219 COMPUTER SUPPLIES	\$0	\$0	\$100	\$0
SUPPLIES SUBTOTAL	\$14,244	\$13,625	\$10,000	\$13,500
0402 RENTAL OF EQUIPMENT	\$2,520	\$2,350	\$3,400	\$3,305
0407 SPECIAL SERVICES	\$1,704	\$0	\$1,800	\$0
0408 ADVERTISING	\$0	\$250	\$200	\$1,000
0409 TRAVEL & EDUCATION	\$16,560	\$11,725	\$12,400	\$21,865
0414 DUES & SUBSCRIPTIONS	\$13,944	\$4,820	\$5,300	\$4,855
0416 OTHER/PROFESSIONAL SERVICES	\$44,340	\$0	\$400	\$0
0421 PRINTING	\$20,556	\$17,500	\$20,400	\$14,110
0434 SPECIAL EVENTS	\$0	\$0	\$200	\$0
0442 COMPUTER PROFESSIONAL SERVICES	\$0	\$0	\$500	\$0
0462 CELLULAR TELEPHONE & PAGERS	\$3,096	\$0	\$0	\$0
0493 MOVING EXPENSE	\$4,056	\$0	\$800	\$0
0559 CONTRACT/TEMPORARY LABOR	\$11,712	\$0	\$6,700	\$0
ADDITIONAL OTHER SERVICE SUBTOTAL	\$118,488	\$36,645	\$55,000	\$45,135
TOTAL CITY MANAGER'S OFFICE	\$764,748	\$747,372	\$667,700	\$633,135



Department Summary

The City contracts its legal services with the law firm of Nichols, Jackson, Dillard, Hager, and Smith, L.L.P. The City is able to utilize the firm's specialists in the fields of Election Law, Charter Revision, Annexation and Trial Preparation and Litigation.

The firm also provides general counsel to the Mayor and City Council, City Manager, City Secretary and City Departments; advises on matters of litigation that are not litigated by the City's insurance-appointed counsel; reviews and prepares policy manuals, contracts and agreements, ordinances, resolutions, by-laws for Council, appointed corporations, and other legal documents.



Legal



Departmental Goals					
<p>City Council Goal 1 (Financially Sustainable City Government)</p> <ul style="list-style-type: none"> • Take action to legally recover lost revenue from motels within the City • Assist with all contracts entered into by the City for services • Serve as legal representation to ensure that City funds are protected against preventable claims and lawsuits • Serve as an advisor with regards to new purchasing and personnel policies <p>City Council Goals 2 & 4 (Higher Quality Development: Residential and Commercial; City - an Organization of Excellence)</p> <ul style="list-style-type: none"> • Provide legal guidance on ETJ/Annexation Plans • Advise City Council, City administration, and directors on legal issues concerning new ordinances and resolutions • Provide orientation and training on basic legal issues for newly elected/appointed officials • Work with City Council, administration, and public safety departments to ensure that racial profiling does not exist in the City of Lancaster • Provide annual overview of new legislation and their potential effects to avoid future problems 					
Workload Indicators		07-08 Estimate	08-09 Estimate		
Not Applicable		-	-		
Performance Measurement		07-08 Estimate	08-09 Target		
Not Applicable		-	-		
Budget Summary		06-07 Actual	07-08 Budget	07-08 Estimate	08-09 Budget
Personnel		\$0	\$0	\$0	\$0
Supplies		\$0	\$0	\$0	\$0
Maintenance		\$0	\$0	\$0	\$0
Other Services		\$214,852	\$200,000	\$308,000	\$253,000
Capital Outlay		\$0	\$0	\$0	\$0
TOTAL		\$ 214,852	\$ 200,000	\$ 308,000	\$ 253,000

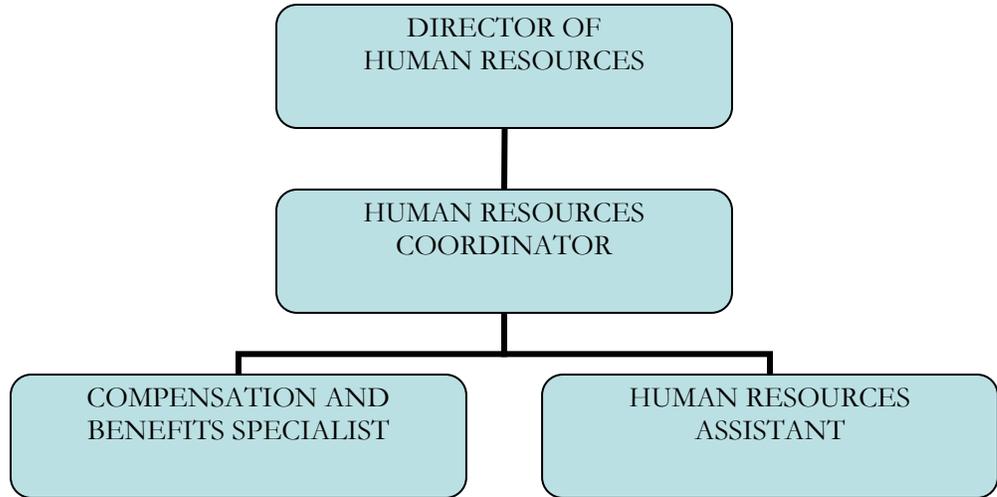
Budget Details	06-07 Actual	07-08 Budget	07-08 Estimate	08-09 Budget
0100-0199 PERSONNEL SERVICES SUBTOTAL	\$0	\$0	\$0	\$0
0200-0299 SUPPLIES SUBTOTAL	\$0	\$0	\$0	\$0
0300-0399 MAINTENANCE SUBTOTAL	\$0	\$0	\$0	\$0
0446 CITY ATTORNEY FEES	\$214,852	\$190,000	\$308,000	\$253,000
0460 SETTLEMENT	\$0	\$10,000	\$0	\$0
0400-0599 OTHER SERVICES SUBTOTAL	\$214,852	\$200,000	\$308,000	\$253,000
0600-0699 CAPITAL OUTLAY SUBTOTAL	\$0	\$0	\$0	\$0
TOTAL LEGAL	\$214,852	\$200,000	\$308,000	\$253,000

Programs/Activities:
 Personnel, Risk Management,
 Payroll and Benefits

General Government Division (A)
 General Operating Fund (01)



Human Resources



Personnel Summary				
Position	Adopted 06-07	Adopted 07-08	Adopted 08-09	
Director of Human Resources	1	1	1	
Human Resource Coordinator	0	1	1	
Compensation & Benefits Specialist	0	0	1	
Human Resources Generalist	1	0	0	
Human Resources Assistant	2	2	3	

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>

Departmental Goals					
<p>City Council Goal 4 (City - an Organization of Excellence)</p> <ul style="list-style-type: none"> • Continue in-house training programs using HR staff to keep employees trained in personnel related technologies • Implement a new turnover reporting process through HRIS system • Implement a customer service training program through assistance and guidance of the North Central Texas Council of Governments (NCTCOG) • Train and educate management and employees on the High Performing Organization process • Develop implementation of a market compensation plan and performance based evaluation system • Implement a talent-management data base which tracks training, education, and experience of all city employees 					
Workload Indicators		07-08 Estimate	08-09 Estimate		
Total Full-time City of Lancaster Employees		287	290		
Applications Received and Processed		4088	4200		
Liability and Property Claims		41	43		
Pre-Hire Drug Screens and Background Checks		185	185		
In-House Training Programs		11	11		
Benefit Programs Managed		17	17		
Workers Compensation Claims		67	64		
Performance Measurement		07-08 Estimate	08-09 Target		
Department Objective: Monitor and Analyze Turnover Performance Measure: Turnover in Agency		14%	12%		
Department Objective: Ensure Payroll Accuracy Performance Measure: Accurate Payroll Checks		99.53%	99%		
Department Objective: Ensure Timely Performance Evaluations Performance Measure: Evaluations Completed On-time		86%	90%		
Department Objective: Ensure Timely Recruitment Process Performance Measure: Same Day Job Postings		100%	100%		
Department Objective: Ensure Timely Risk Management Procedures Performance Measure: Claims Processed Within 7 Days		100%	100%		
Budget Summary		06-07 Actual	07-08 Budget	07-08 Estimate	08-09 Budget
Personnel		\$193,284	\$254,816	\$267,800	\$291,491
Supplies		\$9,792	\$11,525	\$10,200	\$12,000
Maintenance		\$0	\$0	\$0	\$500
Other Services		\$117,972	\$211,080	\$235,600	\$125,925
Capital Outlay		\$0	\$2,000	\$6,100	\$0
TOTAL		\$321,048	\$479,421	\$519,700	\$429,916

Human Resources

General Government Division
General Operating Fund

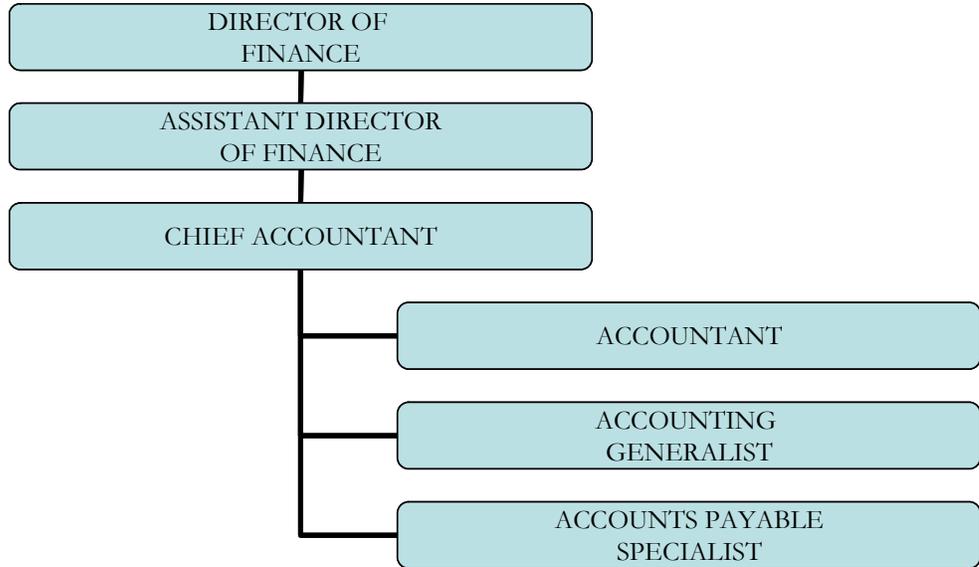
Budget Details	06-07 Actual	07-08 Budget	07-08 Estimate	08-09 Budget
0101 SALARIES-REGULAR	\$135,624	\$191,117	\$203,700	\$212,109
0102 SALARIES-PART TIME	\$10,308	\$0	\$0	\$0
0103 SALARIES-OVERTIME	\$2,340	\$0	\$700	\$0
0104 SALARIES-LONGEVITY	\$276	\$372	\$600	\$560
0105 GROUP HEALTH INSURANCE	\$11,088	\$19,874	\$15,100	\$27,161
0106 TMRS	\$16,716	\$23,255	\$24,900	\$28,061
0107 FICA	\$10,884	\$14,094	\$15,100	\$17,148
0109 SALARIES-WELL PAY	\$0	\$0	\$500	\$0
0110 DENTAL INSURANCE	\$300	\$481	\$600	\$668
0113 SALARIES-CAR ALLOWANCE	\$4,812	\$4,800	\$4,700	\$4,800
0120 GROUP LIFE INSURANCE	\$36	\$77	\$0	\$85
0130 WORKERS COMPENSATION	\$900	\$746	\$1,900	\$899
PERSONNEL SERVICES SUBTOTAL	\$193,284	\$254,816	\$267,800	\$291,491
0201 OFFICE SUPPLIES	\$6,552	\$6,500	\$6,100	\$9,500
0202 CLOTHING AND UNIFORMS	\$348	\$225	\$400	\$0
0210 FOOD/BEV-MEETINGS/FUNCTIONS	\$324	\$1,000	\$2,500	\$500
0214 POSTAGE/SHIPPING/DELIVERY	\$888	\$1,300	\$800	\$500
0215 TRAINING SUPPLIES	\$1,680	\$2,500	\$400	\$1,500
SUPPLIES SUBTOTAL	\$9,792	\$11,525	\$10,200	\$12,000
0318 MAINT-OFFICE EQUIPMENT	\$0	\$0	\$0	\$500
MAINTENANCE SUBTOTAL	\$0	\$0	\$0	\$500
0402 RENTAL OF EQUIPMENT	\$3,372	\$3,000	\$1,900	\$3,000
0408 ADVERTISING	\$7,764	\$8,000	\$2,900	\$6,500
0409 TRAVEL & EDUCATION	\$4,008	\$3,705	\$5,300	\$2,435
0414 DUES & SUBSCRIPTIONS	\$2,196	\$1,515	\$1,700	\$1,230
0416 OTHER/PROFESSIONAL SERVICES	\$8,976	\$39,760	\$30,900	\$18,660
0418 MEDICAL EXPENSE	\$1,620	\$1,700	\$2,100	\$2,500
0419 AWARDS	\$252	\$5,600	\$900	\$500
0420 INTERNAL TRAINING	\$0	\$15,800	\$27,300	\$5,900
0421 PRINTING	\$4,164	\$5,500	\$6,400	\$1,950
0440 CONSULTANT AND ADVISORY FEES	\$21,192	\$90,000	\$83,000	\$15,000
0442 COMPUTER PROFESSIONAL SVCS	\$61,848	\$36,500	\$46,500	\$37,000
0462 CELLULAR TELEPHONE & PAGERS	\$1,236	\$0	\$0	\$0
0464 RENTAL OF OFFICE SPACE	\$0	\$0	\$26,700	\$31,250
0559 CONTRACT/TEMPORARY LABOR	\$1,344	\$0	\$0	\$0
ADDITIONAL OTHER SERVICE SUBTOTAL	\$117,972	\$211,080	\$235,600	\$125,925
0608 CAPITAL-FURNITURE & FIXTURES	\$0	\$2,000	\$6,100	\$0
CAPITAL OUTLAY SUBTOTAL	\$0	\$2,000	\$6,100	\$0
TOTAL HUMAN RESOURCES	\$321,048	\$479,421	\$519,700	\$429,916

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

General Government Division (A)
 General Operating Fund (01)



Finance Administration



Personnel Summary

Position	Adopted 06-07	Adopted 07-08	Adopted 08-09
Director of Finance	1	1	1
Asst. Director of Finance	1	1	1
Purchasing Agent	1	0	0
Chief Accountant	1	1	1
Accountant	0	1	1
Accounting Generalist	1	1	1
Administrative Secretary	0	1	0
Account Payables Specialist	1	1	1
Total	6	7	6

Department Narrative

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

Departmental Goals

City Council Goals 1

(Financially Sustainable City Government)

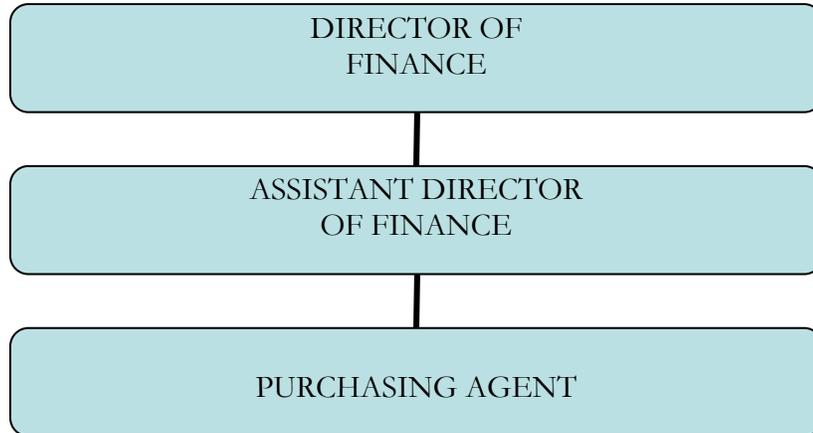
- Provide financial information to all users in the form, frequency, and the timeliness needed for management decisions
- Coordinate the preparation of the Comprehensive Annual Financial Report (CAFR) with the external auditors
- Coordinate with the City Manager’s Office in the preparation of the Annual Operating Budget and Five-Year Forecasts
- Develop and implement city-wide accounting and purchasing procedures and policies
- Implement on-line bill paying system
- Provide assistance to City departments for securing materials/services in the most efficient and economical way adhering to all related Texas purchasing statutes and internal purchasing policies
- Safeguard the City’s fixed assets through periodic inventories and reports

Workload Indicators	07-08 Estimate	08-09 Estimate
Checking Accounts	12	4
Journal Entries Made	9,929	10,000
Bank Statements Reconciled	144	48
Monthly Operations Reports	1	12
Cash Management Worksheets	No	Yes
Accounts Payable Checks Processed	10,301	11,000

Performance Measurement	07-08 Estimate	08-09 Target
Department Objective: Maintain Efficient and Timely Daily Activities		
Performance Measure: Bank check reconciliations completed by month end	58%	100%
Performance Measure: Monthly closeouts within 10 working days of month end	1	12
Performance Measure: Vendors paid within 30 days	85%	99%
Performance Measure: Checks available for review every Monday	50	52
Department Objective: Long Term Financial Stability		
Performance Measure: Audit presented to City Council	October	May
Performance Measure: Account Procedures Manual completed	0% Complete	100% Complete

Budget Summary	06-07 Actual	07-08 Budget	07-08 Estimate	08-09 Budget
Personnel	\$ 414,888	\$ 417,865	\$ 448,000	\$ 409,683
Supplies	\$ 15,972	\$ 12,555	\$ 13,800	\$ 6,400
Maintenance	\$ 3,684	\$ 3,000	\$ 400	\$ 500
Other Services	\$ 402,588	\$ 178,198	\$ 303,800	\$ 149,675
Capital Outlay	\$ -	\$ -	\$ -	\$ -
TOTAL	\$ 837,132	\$ 611,618	\$ 766,000	\$ 566,258

Budget Details	06-07 Actual	07-08 Budget	07-08 Estimate	08-09 Budget
0101 SALARIES-REGULAR	\$309,372	\$309,613	\$343,800	\$309,241
0102 SALARIES-PART TIME	\$0	\$0	\$1,300	\$781
0103 SALARIES-OVERTIME	\$8,520	\$5,000	\$1,100	\$0
0104 SALARIES-LONGEVITY	\$696	\$788	\$200	\$496
0105 GROUP HEALTH INSURANCE	\$26,964	\$32,828	\$29,300	\$31,405
0106 TMRS	\$36,612	\$36,785	\$39,000	\$37,462
0107 FICA	\$24,060	\$22,840	\$26,200	\$22,592
0109 SALARIES-WELL PAY	\$2,148	\$2,200	\$500	\$0
0110 DENTAL INSURANCE	\$1,476	\$1,679	\$1,100	\$1,462
0113 SALARIES-CAR ALLOWANCE	\$3,600	\$4,800	\$4,100	\$4,800
0120 GROUP LIFE INSURANCE	\$60	\$130	\$0	\$136
0130 WORKERS COMPENSATION	\$1,380	\$1,202	\$1,400	\$1,308
PERSONNEL SERVICES SUBTOTAL	\$414,888	\$417,865	\$448,000	\$409,683
0201 OFFICE SUPPLIES	\$6,564	\$6,462	\$9,400	\$3,500
0202 UNIFORMS & CLOTHING	\$0	\$113	\$200	\$0
0204 MINOR EQUIP/FURN/FIX/TOOLS	\$4,332	\$0	\$1,100	\$0
0210 FOOD/BEV-MEETINGS/FUNCTIONS	\$432	\$150	\$400	\$0
0214 POSTAGE/SHIPPING/DELIVERY	\$4,644	\$5,830	\$2,700	\$2,900
SUPPLIES SUBTOTAL	\$15,972	\$12,555	\$13,800	\$6,400
0318 MAINT-OFFICE EQUIPMENT	\$396	\$500	\$200	\$500
0342 MAINT-COMPUTER EQUIPMENT	\$3,288	\$2,500	\$200	\$0
MAINTENANCE SUBTOTAL	\$3,684	\$3,000	\$400	\$500
0402 RENTAL OF EQUIPMENT	\$5,556	\$2,880	\$2,800	\$2,880
0407 SPECIAL SERVICES	\$36,144	\$10,000	\$11,100	\$0
0408 ADVERTISING	\$456	\$2,200	\$0	\$0
0409 TRAVEL & EDUCATION	\$5,148	\$4,585	\$8,700	\$5,000
0414 DUES & SUBSCRIPTIONS	\$2,436	\$1,120	\$1,900	\$1,625
0416 OTHER/PROFESSIONAL SERVICES	\$1,056	\$0	\$0	\$0
0417 IRS PENALTIES	\$0	\$0	\$61,600	\$0
0421 PRINTING	\$6,120	\$6,240	\$1,700	\$800
0437 CONTRACT AUDIT SERVICES	\$129,744	\$53,000	\$130,900	\$40,000
0442 COMPUTER PROFESSIONAL SVCS	\$61,020	\$25,000	\$42,600	\$13,000
0444 TAX APPRAISAL	\$90,636	\$48,173	\$15,700	\$61,370
0462 CELLULAR TELEPHONE & PAGERS	\$1,344	\$0	\$0	\$0
0537 DALLAS COUNTY TAX COLL SVCS	\$20,148	\$25,000	\$20,300	\$25,000
0559 CONTRACT/TEMPORARY LABOR	\$42,780	\$0	\$6,500	\$0
OTHER SERVICE SUBTOTAL	\$402,588	\$178,198	\$303,800	\$149,675
TOTAL FINANCE	\$837,132	\$611,618	\$766,000	\$566,258



Purchasing

Personnel Summary			
Position	Adopted 06-07	Adopted 07-08	Adopted 08-09
Purchasing Agent	0	1	1
Total	0	1	1
Department Narrative			
<p>The Purchasing Division is responsible for coordinating 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>City Council Goals 1 (Financially Sustainable City Government)</p> <ul style="list-style-type: none"> • Provide assistance to departments within the City for securing materials / services in the most efficient and economical way that adheres to all related Texas purchasing statutes and the internal purchasing policy • Complete training and implementation of new purchasing software/requisition system. • Complete update of vendor database 					
Workload Indicators		07-08 Estimate	08-09 Estimate		
Bids Processed		41	50		
Requisitions Processed		803	2,000		
Procurement Card Transactions		5,012	5,000		
Procurement Card Dollars Spent		\$750,291	\$750,000		
Quotes (Formal) Processed		42	40		
Purchase Orders Processed		803	2,000		
Purchase Order Dollars Spent		\$1,689,622	\$1,700,000		
Construction Contracts Processed		9	2		
Professional Service Contracts Processed		4	2		
Other Annual Contracts Processed		13	20		
Performance Measurement		07-08 Estimate	08-09 Target		
Department Objective: Maintain Efficient Departmental Operations Performance Measure: Vendor Database Updated Performance Measure: Vendor inquiries resolved within 48 hours		Completed 100%	N/A 100%		
Budget Summary		06-07 Actual	07-08 Budget	07-08 Estimate	08-09 Budget
Personnel		\$ -	\$ 78,815	\$ 78,200	\$ 84,426
Supplies		\$ -	\$ 2,665	\$ 3,500	\$ 4,204
Maintenance		\$ -	\$ -	\$ -	\$ -
Other Services		\$ -	\$ 21,000	\$ 19,100	\$ 22,931
Capital Outlay		\$ -	\$ -	\$ -	\$ -
TOTAL		\$ -	\$ 102,480	\$ 100,800	\$ 111,561

Purchasing

General Government Division
General Operating Fund

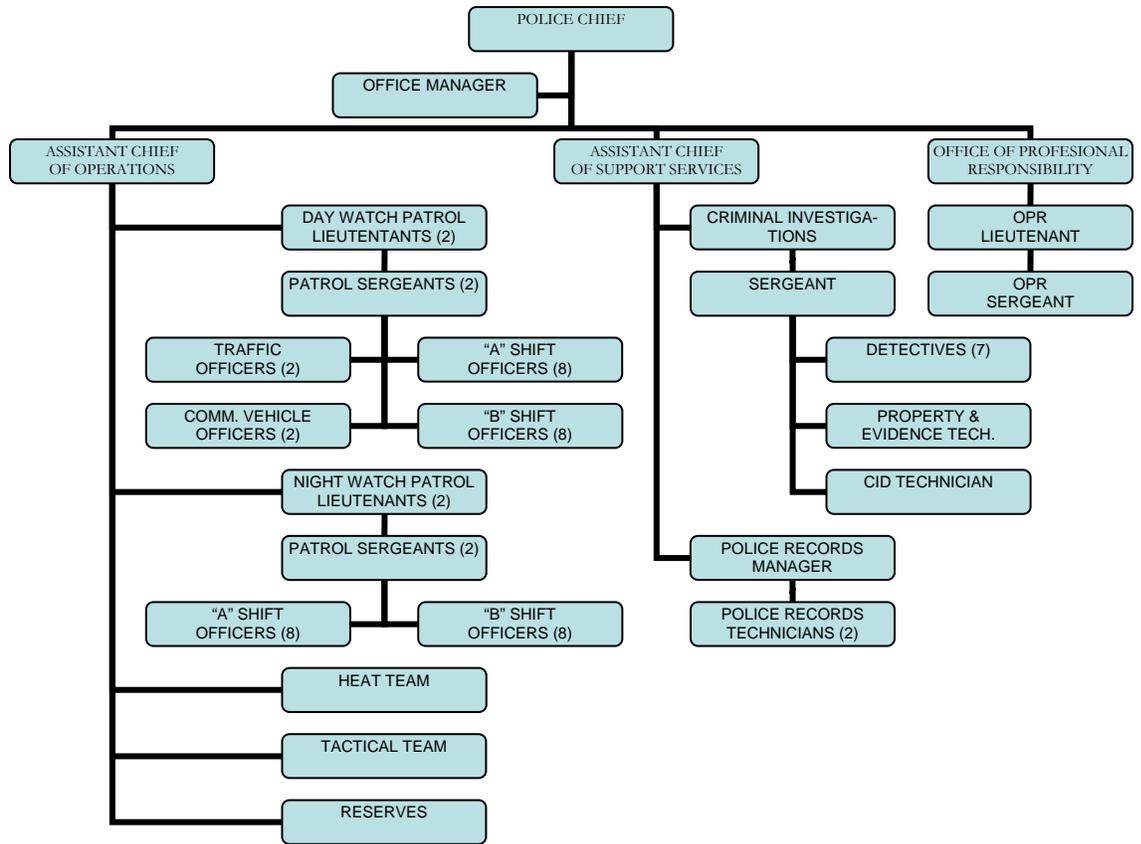
Budget Details	06-07 Actual	07-08 Budget	07-08 Estimate	08-09 Budget
0101 SALARIES - REGULAR	\$0	\$62,222	\$61,200	\$62,221
0104 SALARIES-LONGEVITY	\$0	\$152	\$100	\$236
0105 GROUP HEALTH INSURANCE	\$0	\$3,789	\$3,800	\$8,745
0106 TMRS	\$0	\$7,401	\$7,300	\$7,415
0107 FICA	\$0	\$4,680	\$4,600	\$4,775
0109 SALARIES - WELL PAY	\$0	\$0	\$700	\$0
0110 DENTAL INSURANCE	\$0	\$317	\$300	\$653
0120 GROUP LIFE INSURANCE	\$0	\$17	\$0	\$34
0130 WORKERS COMPENSATION	\$0	\$237	\$200	\$347
PERSONNEL SERVICES SUBTOTAL	\$0	\$78,815	\$78,200	\$84,426
0201 OFFICE SUPPLIES	\$0	\$1,390	\$2,900	\$2,539
0204 MINOR EQUIP/FURN/TOOLS	\$0	\$0	\$0	\$765
0210 FOOD/BEV-MEETINGS/FUNCTIONS	\$0	\$675	\$200	\$300
0214 POSTAGE/SHIPPING/DELIVERY	\$0	\$600	\$500	\$600
SUPPLIES SUBTOTAL	\$0	\$2,665	\$3,500	\$4,204
0402 RENTAL OF EQUIPMENT	\$0	\$2,800	\$2,800	\$2,800
0407 SPECIAL SERVICES	\$0	\$4,000	\$0	\$4,000
0408 ADVERTISING	\$0	\$2,400	\$1,100	\$2,400
0409 TRAVEL AND EDUCATION	\$0	\$4,326	\$2,100	\$5,011
0414 DUES & SUBSCRIPTIONS	\$0	\$3,864	\$4,100	\$620
0421 PRINTING	\$0	\$1,760	\$2,400	\$2,600
0434 SPECIAL EVENTS	\$0	\$1,850	\$800	\$500
0442 COMPUTER PROFESSIONAL SERVICES	\$0	\$0	\$5,800	\$5,000
OTHER SERVICES SUBTOTAL	\$0	\$21,000	\$19,100	\$22,931
TOTAL PURCHASING	\$0	\$102,480	\$100,800	\$111,561

Programs/Activities:

Patrol Bureau, Criminal Investigation Bureau,
Field Training, Special Response Team, Property and Evidence,
Reserve Police Officer Program, Explorer Program,
Traffic Enforcement

Public Safety Division (B)

General Operating Fund (01)



Police



Personnel Summary			
Position	Adopted 06-07	Adopted 07-08	Adopted 08-09
Police Chief	1	1	1
Assistant Police Chief	2	2	2
Lieutenant	6	6	6
Sergeant	7	7	7
Police Officer	43	47	43
Records Supervisor	1	1	1
Office Manager	1	1	1
City Marshal	1	1	0
CID Technician	1	1	1
Property & Evidence Tech.	1	1	1
Police Technicians	3	3	2
Total	67	71	65

Departmental Goals

City Council Goals 5 & 6

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

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

Workload Indicators		07-08 Estimate	08-09 Estimate		
City Population / Square City Miles		35,800 / 29.2	36,000 / 30		
Sworn Officers		56	56		
Calls for Service		31,520	30,500		
Citations / Violations		5,428 / 8,761	6,500 / 10,000		
Arrests		2,716	2,800		
Accidents Reported		919	810		
Part I Crimes		2,350	2,100		
Public Safety Academies / Citizen on Patrol Training Sessions		0/0	2 / 1		
Performance Measurement		07-08 Estimate	08-09 Target		
Department Objective: Improve Departmental Partnerships					
Performance Measure: Attendance at Crime Watch and Homeowner's Association Meetings		10	20		
Performance Measure: New Business Crime Watch Areas Created		1	3		
Performance Measure: Customer Service Survey Analysis		0	2		
Department Objective: Increase Police Accountability and Service to Community					
Performance Measure: Crime Victim Liaison Program		N/A	In Progress		
Performance Measure: Partnership with UNT-Dallas Criminal Justice Program		N/A	Ongoing		
Performance Measure: Opening of SW Police Store Front		N/A	Completed		
Performance Measure: IA Pro Internal Affairs Software Implementation		Completed	N/A		
Department Objective: Increase Department Operational Efficiency					
Performance Measure: Average Offense Report Completion Time		45 Minutes	40 Minutes		
Performance Measure: Average Arrest Report Completion Time		60 Minutes	55 Minutes		
Performance Measure: Average Accident Report Completion Time		50 Minutes	45 Minutes		
Performance Measure: Average Emergency Response Time		4.51 Minutes	4.51 Minutes		
Performance Measure: Average Non-Emergency Response Time		10.4 Minutes	9.5 Minutes		
Performance Measure: Part I Crimes per 1000 Population		64	57		
Performance Measure: Sworn Officers per 1000 Population / per Square City Mile		1.6 / 1.92	1.6/ 1.92		
Budget Summary		06-07 Actual	07-08 Budget	07-08 Estimate	08-09 Budget
Personnel		\$ 5,022,780	\$ 5,524,403	\$ 4,794,000	\$ 5,013,816
Supplies		\$ 299,124	\$ 307,837	\$ 298,700	\$ 331,419
Maintenance		\$ 62,400	\$ 64,400	\$ 65,600	\$ 74,500
Other Services		\$ 352,464	\$ 309,148	\$ 385,700	\$ 377,460
Capital Outlay		\$ 18,216	\$ 167,966	\$ 37,400	\$ -
TOTAL		\$ 5,754,984	\$ 6,373,754	\$ 5,581,400	\$ 5,797,195

Budget Details	06-07 Actual	07-08 Budget	07-08 Estimate	08-09 Budget
0101 SALARIES-REGULAR	\$3,286,356	\$3,784,794	\$3,282,700	\$3,476,189
0102 SALARIES-PART TIME	\$34,200	\$31,257	\$3,000	\$5,000
0103 SALARIES-OVERTIME	\$308,004	\$200,000	\$225,300	\$185,000
0104 SALARIES-LONGEVITY	\$19,704	\$21,848	\$20,600	\$22,436
0105 GROUP HEALTH INSURANCE	\$402,216	\$395,715	\$338,700	\$369,224
0106 TMRS	\$433,560	\$495,250	\$428,800	\$417,777
0107 FICA	\$273,420	\$295,006	\$264,900	\$277,524
0109 SALARIES-WELL PAY	\$28,740	\$24,255	\$22,900	\$0
0110 DENTAL INSURANCE	\$14,928	\$14,155	\$11,100	\$13,286
0112 SALARIES-OUT OF CLASS/FTO PAY	\$0	\$6,000	\$300	\$0
0114 SALARIES-ASSIGNMENT PAY	\$41,112	\$70,000	\$44,500	\$70,880
0115 CERTIFICATION PAY	\$28,476	\$37,280	\$28,800	\$34,880
0120 GROUP LIFE INSURANCE	\$1,116	\$1,225	\$900	\$1,141
0130 WORKERS COMPENSATION	\$150,948	\$147,618	\$121,500	\$140,479
PERSONNEL SERVICES SUBTOTAL	\$5,022,780	\$5,524,403	\$4,794,000	\$5,013,816
0201 OFFICE SUPPLIES	\$10,356	\$7,959	\$7,700	\$8,124
0202 CLOTHING AND UNIFORMS	\$78,276	\$59,075	\$51,900	\$35,000
0203 MOTOR VEHICLE SUPPLIES	\$22,332	\$15,000	\$10,400	\$0
0204 MINOR EQUIP/FURN/FIX/TOOLS	\$18,024	\$22,495	\$18,400	\$14,200
0205 JANITORIAL & CLEANING SUPPLIES	\$0	\$250	\$0	\$0
0208 EDUCATION & REC SUPPLIES	\$0	\$0	\$0	\$750
0210 FOOD/BEV - MEETINGS/FUNCTIONS	\$0	\$0	\$1,800	\$1,500
0211 OTHER OPERATIONAL SUPPLIES	\$6,780	\$9,308	\$2,300	\$30,345
0212 AMMUNITION	\$10,452	\$12,550	\$15,300	\$15,000
0214 POSTAGE/SHIPPING/DELIVERY	\$4,512	\$3,000	\$4,500	\$4,500
0215 TRAINING SUPPLIES	\$1,176	\$2,000	\$1,400	\$12,000
0218 FUEL & OIL	\$138,612	\$162,000	\$180,500	\$203,000
0219 COMPUTER SUPPLIES	\$5,556	\$5,000	\$2,000	\$4,000
0220 INVESTIGATION SUPPLIES	\$3,048	\$3,200	\$2,500	\$3,000
0231 PC SOFTWARE	\$0	\$6,000	\$0	\$0
SUPPLIES SUBTOTAL	\$299,124	\$307,837	\$298,700	\$331,419
0302 MAINT-MOTOR VEHICLES	\$57,576	\$60,000	\$59,700	\$72,000
0303 MAINT-EQUIP & MACHINERY	\$4,824	\$4,400	\$4,200	\$0
0314 MAINT-RADIO EQUIPMENT	\$0	\$0	\$1,700	\$2,500
MAINTENANCE SUBTOTAL	\$62,400	\$64,400	\$65,600	\$74,500
0402 RENTAL OF EQUIPMENT	\$12,492	\$12,500	\$12,500	\$9,000
0407 SPECIAL SERVICES	\$0	\$0	\$53,300	\$78,603
0408 ADVERTISING	\$0	\$0	\$4,300	\$0
0409 TRAVEL & EDUCATION	\$33,852	\$36,225	\$35,600	\$25,000
0414 DUES & SUBSCRIPTIONS	\$6,048	\$8,307	\$6,600	\$5,575
0416 OTHER/PROFESSIONAL SERVICES	\$21,516	\$20,625	\$29,500	\$25,782
0419 AWARDS	\$816	\$0	\$700	\$1,500
0421 PRINTING	\$2,880	\$3,500	\$4,000	\$4,000
0434 SPECIAL EVENTS	\$0	\$0	\$200	\$2,000
0435 LABORATORY CHARGES	\$31,572	\$15,000	\$20,900	\$20,000
0440 CONSULTANT AND ADVISORY FEES	\$0	\$0	\$18,000	\$0
0462 CELLULAR TELEPHONE & PAGERS	\$14,556	\$0	\$3,000	\$0
0557 CITY JAIL CONTRACT	\$228,072	\$212,991	\$197,100	\$206,000
0559 CONTRACT/TEMPORARY LABOR	\$660	\$0	\$0	\$0
ADDITIONAL OTHER SERVICE SUBTOTAL	\$352,464	\$309,148	\$385,700	\$377,460
0610 CAPITAL-MOTOR VEHICLES	\$0	\$23,436	\$0	\$0
0615 CAPITAL-COMMUNICATION EQUIP	\$18,216	\$53,730	\$8,600	\$0
0618 CAPITAL-COMPUTER EQUIPMENT	\$0	\$90,800	\$28,800	\$0
CAPITAL OUTLAY SUBTOTAL	\$18,216	\$167,966	\$37,400	\$0
TOTAL POLICE OPERATIONS	\$5,754,984	\$6,373,754	\$5,581,400	\$5,797,195

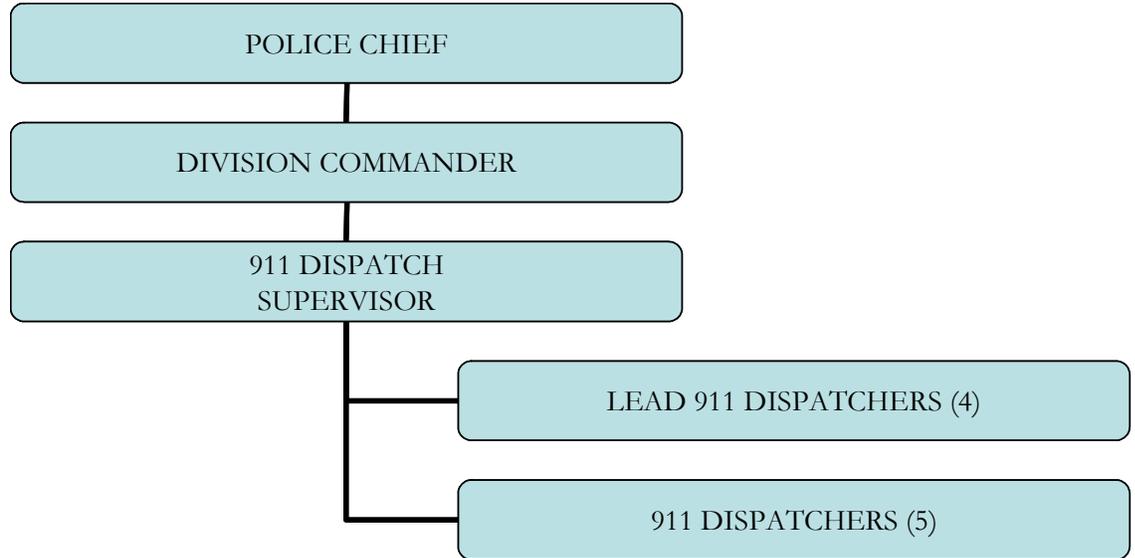


Emergency Communications



Programs/Activities:
E-911 Calls, Law Enforcement Direction,
Fire and EMS Resources,

Public Safety Division (B)
General Operating Fund (01)

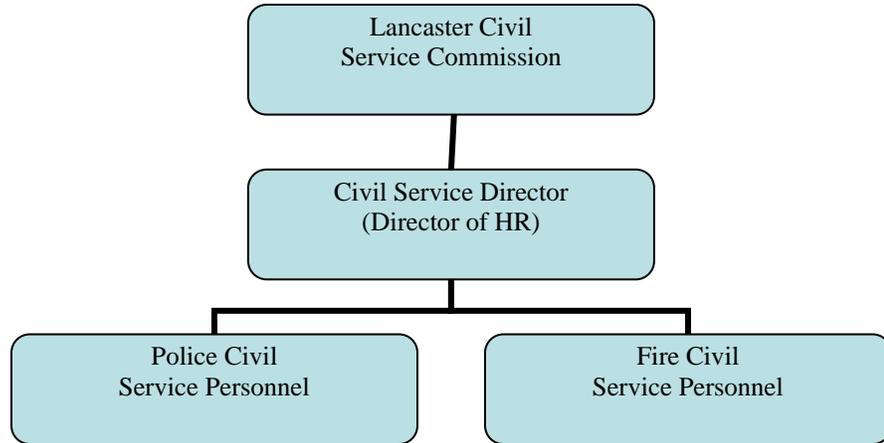


Personnel Summary				
Position	Adopted 06-07	Adopted 07-08	Adopted 08-09	
Dispatch Supervisor	1	1	1	
Lead 911 Dispatcher	4	4	4	
911 Dispatchers	6	6	5	
Total	11	11	10	

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>City Council Goals 3 & 4 (Enhanced City Infrastructure and Services; City - an Organization of Excellence)</p> <ul style="list-style-type: none"> • Aim to provide the most effective and efficient communications program possible • Satisfy emergency and routine communications and informational needs for the City's Public Safety Departments • Increase departmental efficiency through the recruitment, selection, and training of qualified communication personnel • Establish and maintain a positive relationship with other departments, citizens, and public safety agencies • Maintain effective staffing by sustaining an operational vacancy rate at or below 15% • Promote employee development through education and succession planning 					
Workload Indicators		07-08 Estimate	08-09 Estimate		
Total Full Time Employees		14	10		
Wireless 911 Calls		17,455	23,040		
Total 911 Calls		24,936	37,680		
Non-Emergency Calls		136,290	143,104		
Total Police Calls For Service (CFS)		36,000	32,000		
Police Priority 1 or 2 Calls For Service		1,795	1,352		
Total Fire Calls For Service		5,192	5,472		
Fire Mutual Aid Responses		69	84		
Performance Measurement		07-08 Estimate	08-09 Target		
Department Objective: Timely Response to Emergency Situations					
Performance Measure: 911 Calls Answered within 6 Seconds		75%	78%		
Performance Measure: 911 Calls Answered within 10 Seconds		85%	88%		
Performance Measure: Abandoned 911 Calls		1870	1683		
Performance Measure: Average Time to Dispatch Police Priority 1 or 2 CFS		45 SEC	41 SEC		
Performance Measure: Average Time to Dispatch Fire/EMS CFS		35 SEC	32 SEC		
Budget Summary		06-07 Actual	07-08 Budget	07-08 Estimate	08-09 Budget
Personnel		\$ 649,596	\$ 675,970	\$ 653,400	\$ 618,244
Supplies		\$ 4,044	\$ 9,077	\$ 4,200	\$ 6,495
Maintenance		\$ 76,176	\$ 88,469	\$ 68,700	\$ 90,809
Other Services		\$ 31,248	\$ 49,494	\$ 30,000	\$ 47,204
Capital Outlay		\$ -	\$ 6,000	\$ 100	\$ -
TOTAL		\$ 761,064	\$ 829,010	\$ 756,400	\$ 762,752

Budget Details	06-07 Actual	07-08 Budget	07-08 Estimate	08-09 Budget
0101 SALARIES-REGULAR	\$379,944	\$425,922	\$364,900	\$373,214
0102 SALARIES-PART TIME	\$7,500	\$14,135	\$25,500	\$14,000
0103 SALARIES-OVERTIME	\$95,412	\$70,000	\$104,500	\$70,000
0104 SALARIES-LONGEVITY	\$2,100	\$1,628	\$2,200	\$1,936
0105 GROUP HEALTH INSURANCE	\$63,600	\$64,424	\$56,900	\$68,004
0106 TMRS	\$55,932	\$57,208	\$55,900	\$51,801
0107 FICA	\$35,592	\$38,153	\$36,100	\$35,208
0110 DENTAL INSURANCE	\$2,616	\$2,282	\$2,100	\$2,047
0112 SALARIES-OUT OF CLASS	\$2,304	\$0	\$1,100	\$0
0120 GROUP LIFE INSURANCE	\$180	\$221	\$100	\$204
0130 WORKERS COMPENSATION	\$4,416	\$1,997	\$4,100	\$1,830
PERSONNEL SERVICES SUBTOTAL	\$649,596	\$675,970	\$653,400	\$618,244
0201 OFFICE SUPPLIES	\$1,416	\$1,947	\$2,700	\$2,160
0202 CLOTHING AND UNIFORMS	\$168	\$2,625	\$400	\$0
0204 MINOR EQUIP/FURN/FIX/TOOLS	\$2,124	\$4,105	\$700	\$2,185
0215 TRAINING SUPPLIES	\$336	\$400	\$400	\$0
0234 PRINTING SUPPLIES	\$0	\$0	\$0	\$2,150
SUPPLIES SUBTOTAL	\$4,044	\$9,077	\$4,200	\$6,495
0303 MAINT-EQUIP & MACHINERY	\$75,288	\$84,369	\$67,200	\$87,809
0314 MAINT-RADIO EQUIPMENT	\$0	\$4,100	\$900	\$3,000
0318 MAINT-OFFICE EQUIPMENT	\$0	\$0	\$0	\$0
0342 MAINT-COMPUTER EQUIPMENT	\$888	\$0	\$600	\$0
MAINTENANCE SUBTOTAL	\$76,176	\$88,469	\$68,700	\$90,809
0401 TELEPHONE & COMMUNICATIONS	\$26,568	\$24,470	\$18,100	\$26,438
0409 TRAVEL & EDUCATION	\$2,400	\$18,714	\$4,800	\$15,530
0414 DUES & SUBSCRIPTIONS	\$192	\$1,210	\$600	\$1,666
0416 OTHER/PROFESSIONAL SERVICES	\$1,884	\$5,100	\$5,900	\$3,570
0462 CELLULAR TELEPHONE & PAGERS	\$204	\$0	\$600	\$0
OTHER SERVICES SUBTOTAL	\$31,248	\$49,494	\$30,000	\$47,204
0618 CAPITAL-COMPUTER EQUIPMENT	\$0	\$6,000	\$100	\$0
CAPITAL OUTLAY SUBTOTAL	\$0	\$6,000	\$100	\$0
TOTAL EMERGENCY COMMUNICATIONS	\$761,064	\$829,010	\$756,400	\$762,752



Personnel Summary			
Position	Adopted 06-07	Adopted 07-08	Adopted 08-09
Civil Service Director (Contract)	1	1	0
Total	1	1	0

Department Narrative
<p>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.</p> <p>Note: This department was created October 1, 1996 to track Civil Service costs.</p>



Civil Service



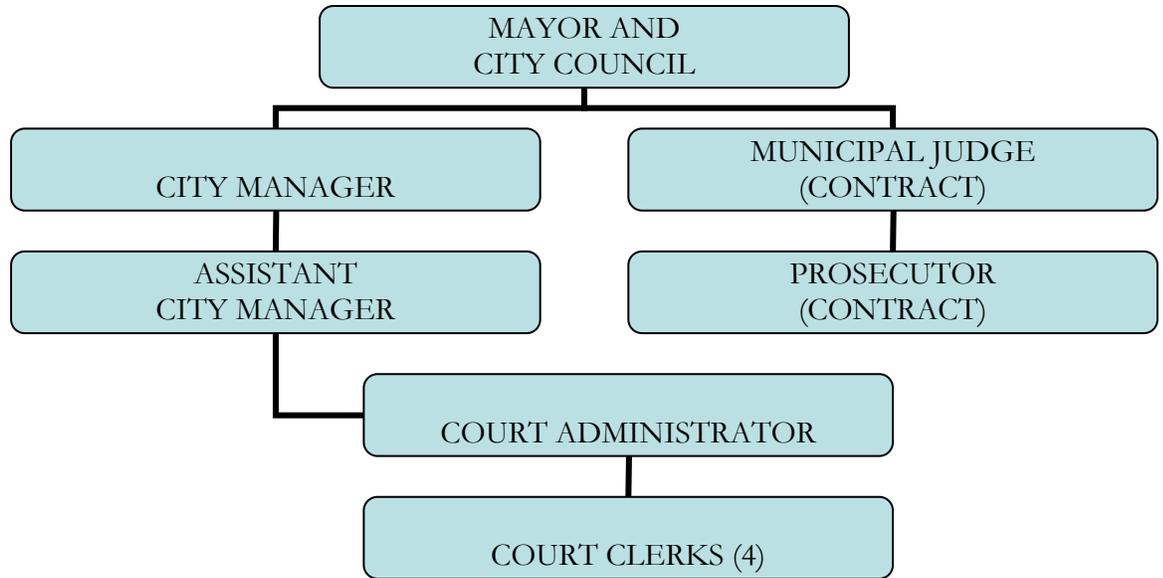
Departmental Goals					
<p>City Council Goal 4 & 6 (City- An Organization of Excellence; Greater Community Unity and Pride)</p> <ul style="list-style-type: none"> • Work with all Civil Servants and the respective Chiefs to build mutual respect and understanding within each department in an attempt to retain quality employees; • Schedule testing for all civil service new hires, vacant positions, or promotions; • Work with the Human Resources department to recruit and hire qualified employees; • Provide an avenue for Lancaster Civil Servants employed by the City of Lancaster to communicate areas for concern to the Lancaster Civil Service Commission; • Increase communication with the Civil Servants of the City of Lancaster through more open dialog; • Handle hearings and appeals of possible violations of the Civil Service Code that are brought to the Commission by Civil Servants; • Maintain a process whereby Lancaster Civil Servants can feel comfortable in trying to work out possible problems and concerns before violation of the Civil Service Code are affected. 					
Workload Indicators		07-08 Estimate	08-09 Estimate		
Total Police Civil Service Personnel		62	58		
Total Fire Civil Service Personnel		52	60		
Civil Service Applications for Employment		375	325		
Civil Service Applications for Promotion		25	25		
Meetings with Civil Service Personnel		300	300		
Meetings with Public Safety Management		100	100		
Meetings with Human Resource Director		35	N/A		
Performance Measurement		07-08 Estimate	08-09 Target		
Department Objective: Efficient Departmental Operations					
Performance Measure: Number of Service Appeals		3	4		
Performance Measure: Number of Hearings		4	5		
Budget Summary		06-07 Actual	07-08 Budget	07-08 Estimate	08-09 Budget
Personnel		\$ -	\$ -	\$ -	\$ -
Supplies		\$ 6,636	\$ 9,100	\$ 8,550	\$ 9,100
Maintenance		\$ -	\$ -	\$ -	\$ -
Other Services		\$ 21,264	\$ 22,400	\$ 22,550	\$ 1,000
Capital Outlay		\$ -	\$ -	\$ -	\$ -
TOTAL		\$ 27,900	\$ 31,500	\$ 31,100	\$ 10,100

Budget Details	06-07 Actual	07-08 Budget	07-08 Estimate	08-09 Budget
0214 POSTAGE/SHIPPING/DELIVERY	\$12	\$100	\$50	\$100
0219 COMPUTER SUPPLIES	\$0	\$0	\$0	\$0
0230 CIVIL SERVICE SUPPLIES	\$6,624	\$9,000	\$8,500	\$9,000
SUPPLIES SUBTOTAL	\$6,636	\$9,100	\$8,550	\$9,100
0401 TELEPHONE & COMMUNICATIONS	\$0	\$0	\$0	\$0
0407 SPECIAL SERVICES	\$0	\$0	\$0	\$0
0408 ADVERTISING	\$1,080	\$1,000	\$1,700	\$1,000
0409 TRAVEL & EDUCATION	\$0	\$400	\$0	\$0
0414 DUES & SUBSCRIPTIONS	\$84	\$200	\$150	\$0
0416 OTHER/PROFESSIONAL SERVICES	\$0	\$0	\$0	\$0
0421 PRINTING	\$0	\$100	\$0	\$0
0446 CITY ATTORNEY FEES	\$0	\$0	\$0	\$0
0472 CIVIL SERVICE DIRECTOR	\$20,100	\$20,700	\$20,700	\$0
OTHER SERVICES SUBTOTAL	\$21,264	\$22,400	\$22,550	\$1,000
TOTAL CIVIL SERVICE	\$27,900	\$31,500	\$31,100	\$10,100

Municipal Court

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

Public Safety Division (B)
 General Operating Fund (01)



Personnel Summary			
Position	Adopted 06-07	Adopted 07-08	Adopted 08-09
Court Administrator	1	1	1
Court Clerk	3	4	4
Total	4	5	5

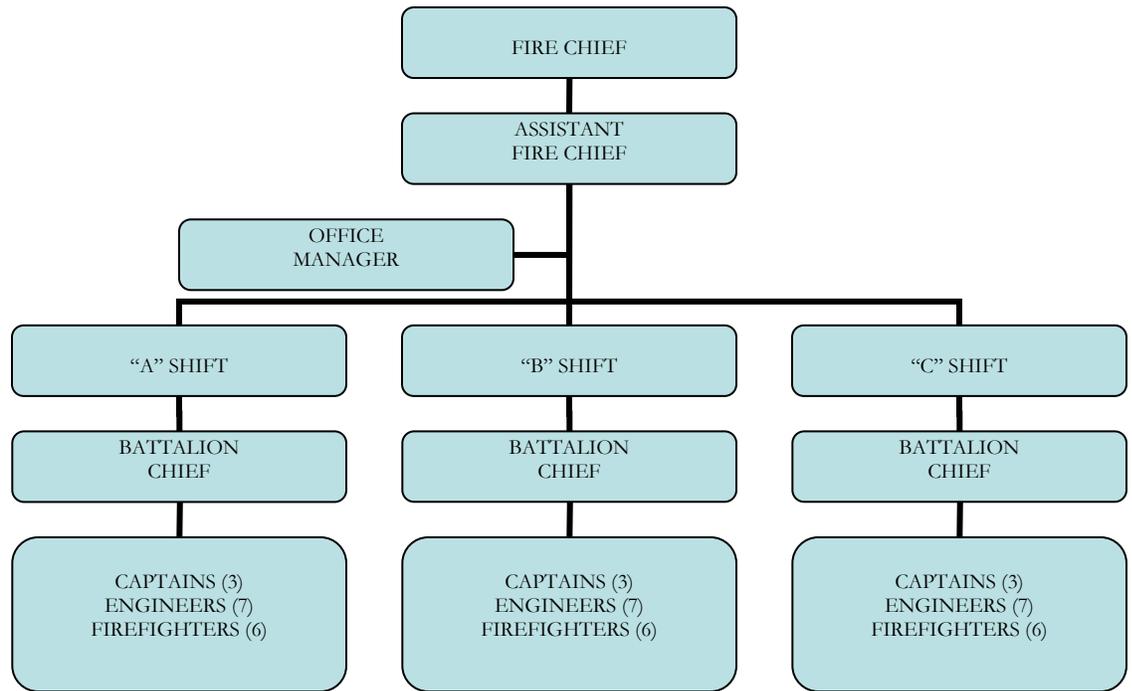
Department Narrative
<p>The Lancaster Municipal Court of Records, under laws of the State of Texas and the Code of Ordinances, provides service to all persons who have been issued citations, warnings, and warrants and/or needing information. The Court processes all court cases to include: citations,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

Departmental Goals					
<p>City Council Goals 1 (Financially Sustainable City Government)</p> <ul style="list-style-type: none"> • Process issuance of warrants and minimize quantities in each batch in a timely manner • Implement on-line payment process • Relocation and furnishing of court to old library building • Continuing education and completion of current level certification for clerks • Update processes/complaints or offense information for legislative update • Streamline process by updating computer software, therefore reducing paper usage • Cross train new employees • Assist dispatch by pulling old warrants and entering them into Regional system 					
Workload Indicators		07-08 Estimate	08-09 Estimate		
Cases Filed		14,330	11,000		
Bond Forfeitures		630	782		
Trials		9,650	9,746		
Jury Trials		13	20		
Warrants Issued		10,420	10,500		
Warrants Cleared		7,000	7,500		
Full-Time Employees		5	5		
Performance Measurement		07-08 Estimate	08-09 Target		
Department Objective: Ensure Timely Reporting					
Performance Measure: Warrants Issued within 2 Days of Non-Compliance		100%	100%		
Performance Measure: Cases Entered within 2 Days of Filing		100%	100%		
Department Objective: Improve Court Efficiency					
Performance Measure: Average Age of Warrant		73 Days	50 Days		
Performance Measure: Cases Disposed		55%	55%		
Performance Measure: Cases Appealed		5%	1%		
Department Objective: Improve Departmental Operations					
Performance Measure: Relocation to New Building		N/A	July 2008		
Performance Measure: Continuing Education Certificates Received		88 hours	98 hours		
Budget Summary		06-07 Actual	07-08 Budget	07-08 Estimate	08-09 Budget
Personnel		\$ 218,796	\$ 248,297	\$ 247,200	\$ 240,211
Supplies		\$ 16,416	\$ 19,200	\$ 25,100	\$ 18,000
Maintenance		\$ 1,248	\$ 2,400	\$ 2,400	\$ 2,400
Other Services		\$ 226,620	\$ 169,992	\$ 198,500	\$ 140,438
Capital Outlay		\$ -	\$ -	\$ -	\$ -
TOTAL		\$ 463,080	\$ 439,889	\$ 473,200	\$ 401,049

Budget Details	06-07 Actual	07-08 Budget	07-08 Estimate	08-09 Budget
0101 SALARIES-REGULAR	\$151,092	\$175,057	\$176,500	\$168,257
0103 SALARIES-OVERTIME	\$2,748	\$4,500	\$0	\$0
0104 SALARIES-LONGEVITY	\$780	\$888	\$1,100	\$1,128
0105 GROUP HEALTH INSURANCE	\$31,764	\$30,559	\$29,900	\$35,662
0106 TMRS	\$18,216	\$20,876	\$21,400	\$20,929
0107 FICA	\$11,160	\$12,597	\$13,200	\$12,615
0109 SALARIES-WELL PAY	\$1,272	\$2,200	\$1,400	\$0
0110 DENTAL INSURANCE	\$1,044	\$865	\$1,100	\$865
0114 SALARIES-ASSIGNMENT PAY	\$0	\$0	\$1,800	\$0
0120 GROUP LIFE INSURANCE	\$60	\$85	\$100	\$85
0130 WORKERS COMPENSATION	\$660	\$670	\$700	\$670
PERSONNEL SERVICES SUBTOTAL	\$218,796	\$248,297	\$247,200	\$240,211
0201 OFFICE SUPPLIES	\$3,456	\$5,000	\$3,300	\$5,000
0202 CLOTHING AND UNIFORMS	\$180	\$200	\$200	\$0
0204 MINOR EQUIP/FURN/FIX/TOOLS	\$3,984	\$6,500	\$17,400	\$6,500
0214 POSTAGE/SHIPPING/DELIVERY	\$8,796	\$7,500	\$4,200	\$6,500
SUPPLIES SUBTOTAL	\$16,416	\$19,200	\$25,100	\$18,000
0342 MAINT-COMPUTER EQUIPMENT	\$1,248	\$2,400	\$2,400	\$2,400
MAINTENANCE SUBTOTAL	\$1,248	\$2,400	\$2,400	\$2,400
0402 RENTAL OF EQUIPMENT	\$1,548	\$2,000	\$1,500	\$2,342
0409 TRAVEL & EDUCATION	\$5,076	\$7,422	\$3,900	\$5,713
0414 DUES & SUBSCRIPTIONS	\$684	\$1,445	\$400	\$1,246
0416 OTHER/PROFESSIONAL SERVICES	\$20,916	\$11,200	\$25,300	\$10,000
0421 PRINTING	\$6,492	\$13,000	\$5,500	\$6,000
0442 COMPUTER PROFESSIONAL SVCS	\$4,236	\$4,250	\$8,900	\$4,250
0462 CELLULAR TELEPHONE & PAGERS	\$336	\$0	\$0	\$0
0464 RENTAL OF OFFICE SPACE	\$47,220	\$19,788	\$38,100	\$0
0540 COURT-PROSECUTOR SERVICES	\$38,004	\$39,163	\$41,100	\$39,163
0541 COURT-JUDGE SERVICES	\$57,780	\$59,524	\$62,500	\$59,524
0554 BILLING/COLLECTION SERVICE FEE	\$6,408	\$0	\$0	\$0
0557 CITY JAIL CONTRACT	\$12,156	\$12,200	\$10,600	\$12,200
0559 CONTRACT/TEMPORARY LABOR	\$25,764	\$0	\$700	\$0
OTHER SERVICE SUBTOTAL	\$226,620	\$169,992	\$198,500	\$140,438
TOTAL MUNICIPAL COURT	\$463,080	\$439,889	\$473,200	\$401,049

Programs/Activities:
 Administration, Training, Fire Prevention, Fire Suppression, Emergency Medical Services, Fire Vehicle Equipment Maintenance,

Public Safety Division (B)
General Operating Fund (01)



Fire Operations



Personnel Summary			
Position	Adopted 06-07	Adopted 07-08	Adopted 08-09
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	15	17	24
Office Manager	0	1	1
Administrative Secretary	1	0	0
Total	51	53	60

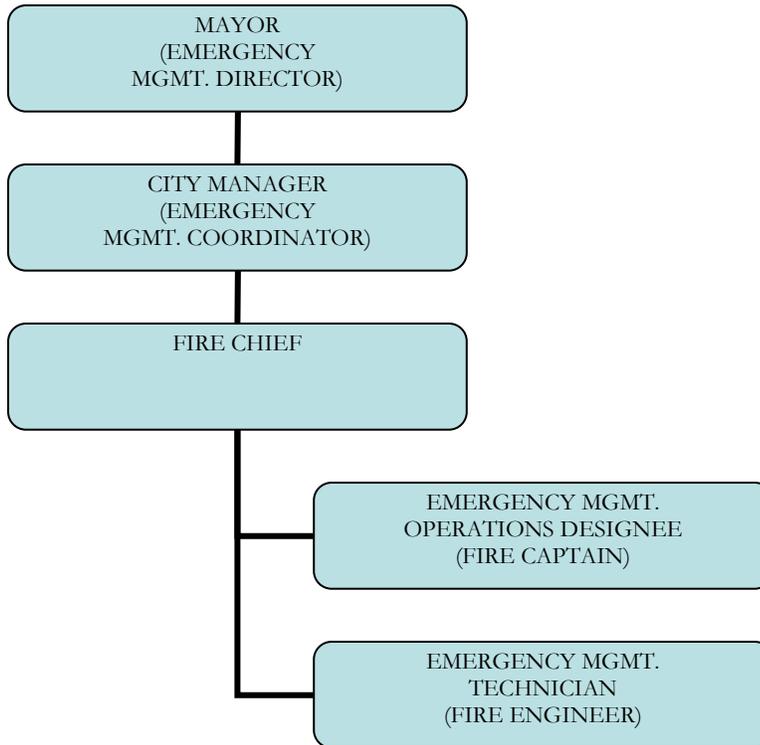
Department Narrative
<p>The Fire Department Administration plans, organizes, and directs all functions of the Lancaster Fire Department. Activities include internal and external communications, coordination of emergency services, interaction with outside agencies, and direct supervision to Shift Commanders. 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.</p>

Departmental Goals					
<p>City Council Goals 5 & 6 (Greater Community Unity and Pride; Becoming the Preferred Place to Live: Families and Professionals)</p> <ul style="list-style-type: none"> • Continue our assessment of the hazards and capabilities of the Emergency Management Team while creating and maintaining a credible Emergency Operations Plan • Strive for excellence in customer service by improving all services, both emergency and non-emergency. • Maintain the Lancaster Fire Department as an organization that is responsive to its employees. • Continue to provide advanced care to patients suffering from strokes, heart attacks, trauma, or other medical problems. • Maintain response times with increasing call volume and population growth. • Improve response capabilities for large scale disasters such as floods, tornados, terrorism; • Maintain service level of one Mobile Intensive Care Unit (MICU) at each fire station. • Encourage fire station personnel to visit their neighborhoods during the year. • Maintain the Fire Department comprehensive wellness-fitness program. • Identify future station needs and locations 					
Workload Indicators		07-08 Estimate	08-09 Estimate		
City Population / Square City Miles / Uniformed Personnel		35,048 / 29.2 / 53	36,000 / 30 / 60		
Calls for Service-Fire		1,927	2,000		
Calls for Service-Medical Emergencies		5,194	5,200		
Calls for Service-Non-Emergency Customer Service		1,258	1,250		
Number of Responses / Average per day		8,800 / 25	8,800 / 25		
Performance Measurement		07-08 Estimate	08-09 Target		
Department Objective:	Protect Lives and Property				
Performance Measure:	Percent of property saved	85%	85%		
Performance Measure:	Hire and train additional paramedics	4	7		
Performance Measure:	Increase apparatus staffing	7%	7%		
Department Objective:	Increase Department Operational Efficiency				
Performance Measure:	Maintain current response times with increased call volume	4.40 minutes	4.40 minutes		
Performance Measure:	Percentage of 4 firefighters on scene in 5 minutes	10%	10%		
Performance Measure:	Percentage of 14 firefighters on scene in 9 minutes	60%	60%		
Performance Measure:	Improvement in ambulance billing revenue via reporting	10%	10%		
Performance Measure:	Public Safety Building construction completed	75%	100%		
Performance Measure:	Fire Officers trained in NIMS 300 and 400	100%	100%		
Performance Measure:	Expansion of the availability of computerized building plans	300%	300%		
Performance Measure:	Increase of the number of building inspections for planning	300%	300%		
Performance Measure:	Reduction of dependency on mutual aid assistance	10%	10%		
Budget Summary		06-07 Actual	07-08 Budget	07-08 Estimate	08-09 Budget
Personnel		\$ 4,537,176	\$ 4,671,508	\$ 4,625,600	\$ 4,805,472
Supplies		\$ 198,852	\$ 212,989	\$ 256,800	\$ 257,043
Maintenance		\$ 115,728	\$ 104,234	\$ 94,200	\$ 70,156
Other Services		\$ 217,152	\$ 150,698	\$ 146,300	\$ 167,076
Capital Outlay		\$ 17,400	\$ 30,212	\$ 215,600	\$ -
TOTAL		\$ 5,086,308	\$ 5,169,641	\$ 5,338,500	\$ 5,299,747

Budget Details	06-07 Actual	07-08 Budget	07-08 Estimate	08-09 Budget
0101 SALARIES-REGULAR	\$2,827,824	\$3,129,324	\$2,958,600	\$3,326,228
0102 SALARIES-PART TIME	\$156	\$5,000	\$0	\$19,443
0103 SALARIES-OVERTIME	\$309,120	\$200,400	\$267,900	\$70,000
0104 SALARIES-LONGEVITY	\$31,608	\$30,112	\$26,900	\$26,240
0105 GROUP HEALTH INSURANCE	\$347,472	\$325,280	\$331,600	\$410,660
0106 TMRS	\$399,948	\$400,476	\$415,100	\$444,488
0107 FICA	\$252,012	\$237,042	\$257,200	\$266,496
0108 SALARIES-PARAMEDIC	\$71,700	\$68,345	\$75,800	\$72,342
0109 SALARIES-WELL PAY	\$12,636	\$14,760	\$9,900	\$0
0110 DENTAL INSURANCE	\$11,544	\$9,914	\$9,500	\$12,706
0112 SALARIES-OUT OF CLASS	\$9,372	\$10,120	\$13,600	\$10,000
0113 SALARIES-CAR ALLOWANCE	\$4,812	\$4,800	\$4,100	\$4,800
0115 CERTIFICATION PAY	\$29,484	\$30,000	\$28,600	\$27,683
0120 GROUP LIFE INSURANCE	\$924	\$1,640	\$700	\$986
0125 SALARIES-FLSA OVERTIME	\$126,552	\$101,200	\$119,900	\$0
0130 WORKERS COMPENSATION	\$102,012	\$103,095	\$106,200	\$113,400
PERSONNEL SERVICES SUBTOTAL	\$4,537,176	\$4,671,508	\$4,625,600	\$4,805,472
0201 OFFICE SUPPLIES	\$8,088	\$6,750	\$5,800	\$5,500
0202 CLOTHING AND UNIFORMS	\$38,112	\$34,890	\$41,500	\$58,303
0204 MINOR EQUIP/FURN/FIX/TOOLS	\$28,716	\$57,820	\$49,100	\$64,190
0208 EDUCATION & REC SUPPLIES	\$4,200	\$8,500	\$3,100	\$3,000
0211 OTHER OPERATIONAL SUPPLIES	\$8,952	\$6,779	\$5,800	\$3,700
0214 POSTAGE/SHIPPING/DELIVERY	\$2,400	\$1,750	\$1,600	\$1,750
0215 TRAINING SUPPLIES	\$2,316	\$2,500	\$1,200	\$0
0216 MEDICAL SUPPLIES	\$61,584	\$50,000	\$85,400	\$70,000
0218 FUEL & OIL	\$44,484	\$44,000	\$63,300	\$50,600
SUPPLIES SUBTOTAL	\$198,852	\$212,989	\$256,800	\$257,043
0301 MAINT-BLDG & STRUCTURES	\$11,688	\$9,500	\$15,900	\$7,500
0302 MAINT-MOTOR VEHICLES	\$68,964	\$68,000	\$60,800	\$40,000
0303 MAINT-EQUIP & MACHINERY	\$12,408	\$11,184	\$3,100	\$6,000
0307 MAINT-INSTUMENTS & APPARATUS	\$18,864	\$13,267	\$12,100	\$14,656
0314 MAINT-RADIO EQUIPMENT	\$2,892	\$2,283	\$2,300	\$2,000
0318 MAINT-OFFICE EQUIPMENT	\$912	\$0	\$0	\$0
MAINTENANCE SUBTOTAL	\$115,728	\$104,234	\$94,200	\$70,156
0401 TELEPHONE & COMMUNICATIONS	\$420	\$0	\$0	\$0
0402 RENTAL OF EQUIPMENT	\$7,464	\$8,540	\$5,600	\$6,000
0407 SPECIAL SERVICES	\$28,620	\$1,250	\$11,900	\$2,000
0409 TRAVEL & EDUCATION	\$38,028	\$27,700	\$31,800	\$29,775
0414 DUES & SUBSCRIPTIONS	\$2,784	\$2,870	\$4,100	\$3,200
0416 PROFESSIONAL SERVICES	\$1,956	\$0	\$0	\$0
0418 MEDICAL EXPENSE	\$0	\$1,000	\$0	\$1,000
0420 INTERNAL TRAINING	\$6,144	\$4,000	\$3,500	\$4,000
0421 PRINTING	\$2,568	\$2,300	\$2,800	\$2,000
0426 VOLUNTEER FIREMENS PENSION	\$0	\$2,000	\$0	\$2,000
0434 SPECIAL EVENTS	\$0	\$0	\$2,500	\$500
0443 PROFESSIONAL SERVICES	\$0	\$0	\$0	\$0
0451 RADIO TIE-IN TO PARKLAND	\$12,720	\$12,900	\$13,000	\$14,280
0453 E M S TRAINING	\$28,272	\$26,886	\$28,400	\$27,695
0455 CERTIFICATION FEES	\$6,672	\$3,426	\$5,800	\$5,000
0462 CELLULAR TELEPHONE & PAGERS	\$10,140	\$0	\$12,600	\$6,000
0554 AMBULANCE BILLING SERVICE FEE	\$56,268	\$44,600	\$10,900	\$44,600
0558 EMPLOYEE PHYSICAL ASSESSMENT	\$15,096	\$13,226	\$13,400	\$19,026
ADDITIONAL OTHER SERVICE SUBTOTAL	\$217,152	\$150,698	\$146,300	\$167,076
0609 CAPITAL-MACHINERY & EQUIPMENT	\$17,400	\$0	\$0	\$0
0610 CAPITAL-MOTOR VEHICLES	\$0	\$30,212	\$215,600	\$0
CAPITAL OUTLAY SUBTOTAL	\$17,400	\$30,212	\$215,600	\$0
TOTAL FIRE	\$5,086,308	\$5,169,641	\$5,338,500	\$5,299,747



Emergency Management



Personnel Summary				
Position	Adopted 06-07	Adopted 07-08	Adopted 08-09	
Emergency Management Designee	1	1	1	
Emergency Management Technician	0	0	1	
Office Manager	1	0	0	
Total	2	1	2	

Department Narrative
<p>The Emergency Management activity is a top public safety priority for the City of Lancaster. The goal of the department is to protect the lives and property of citizens before disaster strikes through planning, training, and mitigation. The prompt and effective coordination of the city's response and recovery efforts provide an effective partnership with state, local and federal agencies.</p>

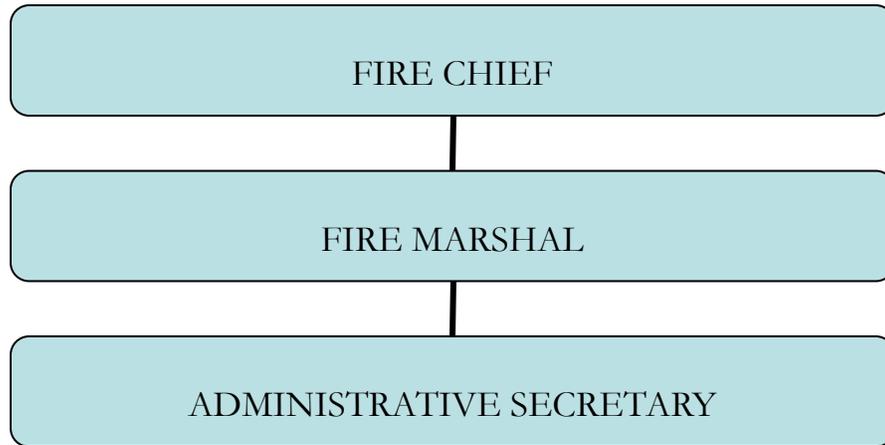


Departmental Goals					
<p>City Council Goal 4 (City - an Organization of Excellence)</p> <ul style="list-style-type: none"> • Continue our assessment of the hazards and capabilities of the Emergency Management Team while creating and maintaining a credible Emergency Operations Plan • Maintain the Code Red system; • Provide an organization that will enable the prompt and effective acquisition, distribution, and use of personnel and equipment in the event of an emergency; • Work to identify and analyze the technological, natural, and man-made hazards that could threaten the City; • Develop and maintain a capability to disseminate, in a timely manner, official emergency public information for all hazards that threaten the city; • Assess local Emergency Operations Plans and capabilities through a program of regularly scheduled tests and exercise; • Involve all appropriate departments of the City in hazards planning and in the development of emergency operational capabilities; • Attend training sessions, conferences, and educational programs related to emergency operations in an effort to protect our citizens, staff, and property; • Coordinate with other Best Southwest cities in regional emergency preparedness activities 					
Workload Indicators		07-08 Estimate	08-09 Estimate		
City Emergency Operation drills		1	1		
Regional Emergency Operation drills		1	1		
Performance Measurement		07-08 Estimate	08-09 Target		
Department Objective: Maintain Emergency Readiness					
Performance Measure: City Emergency Plan in compliance with State/Federal law		100%	100%		
Performance Measure: Personnel trained in National Incident Management System		100%	100%		
Budget Summary		06-07 Actual	07-08 Budget	07-08 Estimate	08-09 Budget
Personnel		\$ 192,660	\$ 101,393	\$ 339,800	\$ 248,733
Supplies		\$ 2,784	\$ 3,500	\$ 2,300	\$ 3,700
Maintenance		\$ -	\$ 9,000	\$ 9,400	\$ 13,000
Other Services		\$ 4,212	\$ 32,300	\$ 14,300	\$ 34,000
Capital Outlay		\$ -	\$ -	\$ -	\$ -
TOTAL		\$ 199,656	\$ 146,193	\$ 365,800	\$ 299,433

Budget Details	06-07 Actual	07-08 Budget	07-08 Estimate	08-09 Budget
0101 SALARIES-REGULAR	\$121,896	\$75,500	\$236,500	\$189,400
0103 SALARIES-OVERTIME	\$18,732	\$0	\$17,200	\$0
0104 SALARIES-LONGEVITY	\$564	\$1,124	\$1,400	\$2,600
0105 GROUP HEALTH INSURANCE	\$17,616	\$3,789	\$20,300	\$8,974
0106 TMRS	\$16,860	\$9,255	\$31,100	\$23,651
0107 FICA	\$10,404	\$5,875	\$19,300	\$15,139
0108 SALARIES-PARAMEDIC	\$1,536	\$2,101	\$2,300	\$2,101
0109 SALARIES-WELL PAY	\$492	\$0	\$0	\$0
0110 DENTAL INSURANCE	\$540	\$317	\$600	\$674
0115 CERTIFICATION PAY	\$156	\$1,203	\$500	\$0
0120 GROUP LIFE INSURANCE	\$24	\$62	\$0	\$68
0125 SALARIES-FLSA OVERTIME	\$0	\$0	\$4,100	\$0
0130 WORKERS COMPENSATION	\$3,840	\$2,167	\$6,500	\$6,126
PERSONNEL SERVICES SUBTOTAL	\$192,660	\$101,393	\$339,800	\$248,733
0201 OFFICE SUPPLIES	\$1,188	\$1,200	\$300	\$1,200
0204 MINOR EQUIP/FURN/FIX/TOOLS	\$432	\$500	\$100	\$500
0218 FUEL & OIL	\$1,164	\$1,800	\$1,900	\$2,000
SUPPLIES SUBTOTAL	\$2,784	\$3,500	\$2,300	\$3,700
0303 MAINT-EQUIP & MACHINERY	\$0	\$0	\$100	\$4,000
0341 MAINT-EARLY WARNING SIRENS	\$0	\$9,000	\$9,300	\$9,000
MAINTENANCE SUBTOTAL	\$0	\$9,000	\$9,400	\$13,000
0407 SPECIAL SERVICES	\$0	\$30,000	\$8,900	\$30,000
0409 TRAVEL & EDUCATION	\$2,640	\$2,075	\$1,100	\$0
0414 DUES & SUBSCRIPTIONS	\$1,572	\$225	\$200	\$0
0416 OTHER/PROFESSIONAL SERVICES	\$0	\$0	\$4,100	\$4,000
OTHER SERVICES SUBTOTAL	\$4,212	\$32,300	\$14,300	\$34,000
TOTAL EMERGENCY MANAGEMENT	\$199,656	\$146,193	\$365,800	\$299,433

Programs/Activities:
 Fire Prevention, Fire Inspections, Investigations,
 Preventative Education

Public Safety Division (B)
 General Operating Fund (01)



Fire Marshal

Personnel Summary			
Position	Adopted 06-07	Adopted 07-08	Adopted 08-09
Fire Marshal	1	1	1
Administrative Secretary	0	1	1
Total	1	2	2

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>



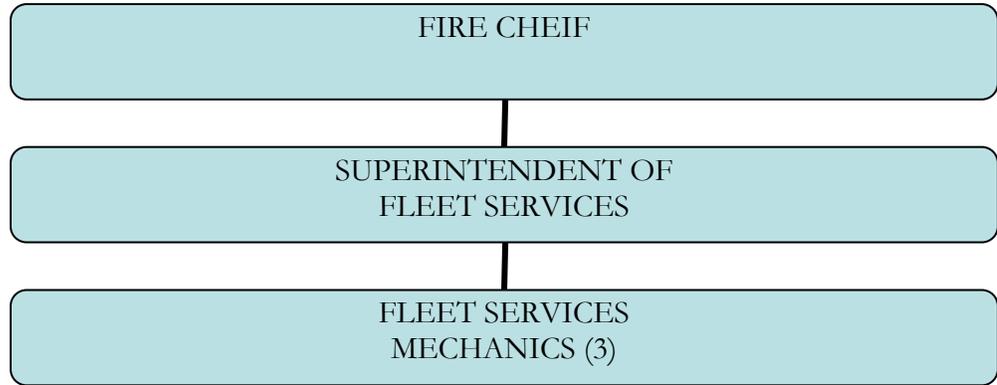
Departmental Goals					
<p>City Council Goal 6 (Greater Community Unity and Pride)</p> <ul style="list-style-type: none"> • Continue our assessment of the hazards and capabilities of the Emergency Management Team while creating and maintaining a credible Emergency Operations Plan; • Review and issue permits for dangerous processes such as hazardous materials, fireworks, and new fuel tanks; • Investigate all fires within the city not only to determine the cause of the fire, but also if a certain product is a fire hazard; • Educate youths and adults through fire prevention classes using printed material and the educational mobile fire house; 					
Workload Indicators		07-08 Estimate	08-09 Estimate		
Review building plans and fire protection system plans		400	225		
Conduct fire safety demonstrations/presentations		130	150		
Conduct arson fire investigations/prosecutions		45	45		
Conduct fire inspections and provide a fire-safe environment		450	475		
Performance Measurement		07-08 Estimate	08-09 Target		
Department Objective: Efficient Departmental Operations					
Performance Measure: Increase in fire safety presentations		20%	20%		
Performance Measure: Increase in arson fire prosecution rate		20%	20%		
Budget Summary		06-07 Actual	07-08 Budget	07-08 Estimate	08-09 Budget
Personnel		\$ 104,016	\$ 150,375	\$ 151,800	\$ 145,861
Supplies		\$ 7,824	\$ 10,775	\$ 5,900	\$ 8,100
Maintenance		\$ 192	\$ 1,100	\$ 700	\$ 1,000
Other Services		\$ 2,904	\$ 4,752	\$ 4,000	\$ 4,752
Capital Outlay		\$ -	\$ 6,776	\$ 27,000	\$ -
TOTAL		\$ 114,936	\$ 173,778	\$ 189,400	\$ 159,713

Budget Details	06-07 Actual	07-08 Budget	07-08 Estimate	08-09 Budget
0101 SALARIES-REGULAR	\$77,220	\$116,732	\$114,800	\$111,432
0103 SALARIES-OVERTIME	\$0	\$0	\$2,000	\$0
0104 SALARIES-LONGEVITY	\$984	\$1,416	\$1,400	\$1,512
0105 GROUP HEALTH INSURANCE	\$4,248	\$3,789	\$3,800	\$4,487
0106 TMRS	\$9,444	\$14,232	\$14,300	\$14,261
0107 FICA	\$6,180	\$9,176	\$9,300	\$9,137
0109 SALARIES-WELL PAY	\$864	\$0	\$1,100	\$0
0110 DENTAL INSURANCE	\$348	\$317	\$300	\$317
0115 CERTIFICATION PAY	\$1,800	\$1,801	\$1,900	\$1,801
0120 GROUP LIFE INSURANCE	\$12	\$34	\$0	\$34
0130 WORKERS COMPENSATION	\$2,916	\$2,878	\$2,900	\$2,880
PERSONNEL SERVICES SUBTOTAL	\$104,016	\$150,375	\$151,800	\$145,861
0201 OFFICE SUPPLIES	\$564	\$725	\$600	\$400
0202 CLOTHING AND UNIFORMS	\$132	\$350	\$400	\$0
0204 MINOR EQUIP/FURN/FIX/TOOLS	\$540	\$2,000	\$200	\$2,000
0208 EDUCATION & REC SUPPLIES	\$5,328	\$5,000	\$2,900	\$3,000
0218 FUEL & OIL	\$1,260	\$2,700	\$1,800	\$2,700
SUPPLIES SUBTOTAL	\$7,824	\$10,775	\$5,900	\$8,100
0302 MAINT-MOTOR VEHICLES	\$192	\$1,100	\$700	\$1,000
MAINTENANCE SUBTOTAL	\$192	\$1,100	\$700	\$1,000
0409 TRAVEL & EDUCATION	\$660	\$1,500	\$0	\$1,500
0414 DUES & SUBSCRIPTIONS	\$1,692	\$1,252	\$1,300	\$1,252
0416 OTHER/PROFESSIONAL SERVICES	\$216	\$2,000	\$2,700	\$2,000
0462 CELLULAR TELEPHONE & PAGERS	\$336	\$0	\$0	\$0
OTHER SERVICES SUBTOTAL	\$2,904	\$4,752	\$4,000	\$4,752
0610 CAPITAL-MOTOR VEHICLE	\$0	\$6,776	\$27,000	\$0
CAPITAL OUTLAY SUBTOTAL	\$0	\$6,776	\$27,000	\$0
TOTAL FIRE MARSHAL	\$114,936	\$173,778	\$189,400	\$159,713

Programs/Activities:
 Preventive Maintenance, Vehicle and Equipment Repair,
 Welding and Fabrication, Fuel Management,
 Safety Equipment Installations, Bid Specifications

Non-Departmental Division (F)

General Operating Fund (01)



Fleet Services



Personnel Summary			
Position	Adopted 06-07	Adopted 07-08	Adopted 08-09
Superintendent - Fleet Services	1	1	1
Mechanic/Fleet Services	3	3	3
Total	4	4	4

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>

Departmental Goals					
<p>City Council Goal 3 (Enhanced City Infrastructure and Facilities)</p> <ul style="list-style-type: none"> • Provide a comprehensive program of preventive maintenance; • Provide non-routine and emergency repairs; • Increase service level for vehicles through preventative maintenance routines • Extend the life of our fleet and reduce down time; • Continue training and education for our mechanics; • Help increase job knowledge, productivity, and reduce repair costs; • Provide drivers with professional and quality repair in a timely manner. • Ensure safe, reliable vehicles and equipment through feedback from daily inspection form • Reduce departmental vehicle downtime through communication and coordination • Help reduce fuel consumption through education and service 					
Workload Indicators		07-08 Estimate	08-09 Estimate		
Total Fleet Services Employees		4	4		
Non-Emergency Vehicles		10	13		
Light Trucks		51	52		
Heavy Trucks		14	14		
Small Equipment		50	50		
Light Equipment		34	34		
Heavy Equipment		14	15		
Trailers		15	16		
Emergency Vehicles		50	52		
Fueling Station (Gas & Diesel)		1	1		
Fueling Station (Propane)		1	1		
Annual Fleet Work Orders		2,300	2,300		
Gallons of Unleaded Fuel Consumed		100,000	105,000		
Gallons of Diesel Fuel Consumed		40,000	40,000		
Gallons of Propane Consumed		2,000	2,000		
Performance Measurement		07-08 Estimate	08-09 Target		
Department Objective: Efficient Departmental Operations					
Performance Measure: Percentage of maintenance classified preventative		30%	30%		
Performance Measure: Average downtime of vehicle repaired		2.5 days	2 days		
Performance Measure: Work orders processed within 24 hours		75%	75%		
Budget Summary		06-07 Actual	07-08 Budget	07-08 Estimate	08-09 Budget
Personnel		\$ 213,912	\$ 236,830	\$ 236,300	\$ 216,873
Supplies		\$ 6,900	\$ 8,020	\$ 12,000	\$ 9,590
Maintenance		\$ 4,380	\$ 7,100	\$ 7,500	\$ 7,100
Other Services		\$ 5,076	\$ 2,900	\$ 1,300	\$ 2,740
Capital Outlay		\$ -	\$ -	\$ -	\$ -
TOTAL		\$ 230,268	\$ 254,850	\$ 257,100	\$ 236,303

Fleet Services

Non-Departmental Division
General Operating Fund

Budget Details	06-07 Actual	07-08 Budget	07-08 Estimate	08-09 Budget
0101 SALARIES-REGULAR	\$159,672	\$173,702	\$170,700	\$151,702
0104 SALARIES-LONGEVITY	\$2,328	\$2,196	\$2,600	\$2,388
0105 GROUP HEALTH INSURANCE	\$18,144	\$16,976	\$20,200	\$19,955
0106 TMRS	\$19,080	\$20,869	\$20,700	\$20,919
0107 FICA	\$12,288	\$13,221	\$13,000	\$13,235
0109 SALARIES-WELL PAY	\$1,356	\$1,200	\$1,600	\$0
0110 DENTAL INSURANCE	\$984	\$788	\$700	\$788
0120 GROUP LIFE INSURANCE	\$60	\$68	\$0	\$68
0130 WORKERS COMPENSATION	\$0	\$7,810	\$6,800	\$7,818
PERSONNEL SERVICES SUBTOTAL	\$213,912	\$236,830	\$236,300	\$216,873
0201 OFFICE SUPPLIES	\$228	\$525	\$300	\$525
0202 CLOTHING AND UNIFORMS	\$1,344	\$1,500	\$1,600	\$3,040
0203 MOTOR VEHICLE SUPPLIES	\$0	\$600	\$0	\$600
0204 MINOR EQUIP/FURN/FIX/TOOLS	\$1,956	\$2,250	\$6,100	\$2,250
0206 CHEMICALS	\$648	\$630	\$700	\$650
0214 POSTAGE/SHIPPING/DELIVERY	\$0	\$40	\$0	\$50
0216 MEDICAL SUPPLIES	\$0	\$75	\$0	\$75
0218 FUEL & OIL	\$2,724	\$2,400	\$2,700	\$2,400
SUPPLIES SUBTOTAL	\$6,900	\$8,020	\$12,000	\$9,590
0301 MAINT-BLDG & STRUCTURES	\$2,676	\$2,000	\$2,000	\$2,000
0302 MAINT-MOTOR VEHICLES	\$648	\$2,500	\$600	\$2,500
0303 MAINT-EQUIP & MACHINERY	\$1,056	\$2,100	\$3,600	\$2,100
0342 MAINT-COMPUTER EQUIPMENT	\$0	\$500	\$200	\$500
MAINTENANCE SUBTOTAL	\$4,380	\$7,100	\$7,500	\$7,100
0407 SPECIAL SERVICES	\$732	\$800	\$200	\$800
0409 TRAVEL & EDUCATION	\$24	\$300	\$400	\$440
0416 OTHER/PROFESSIONAL SERVICES	\$3,276	\$1,500	\$700	\$1,500
0421 PRINTING	\$0	\$300	\$0	\$0
0462 CELLULAR TELEPHONE & PAGERS	\$1,044	\$0	\$0	\$0
OTHER SERVICES SUBTOTAL	\$5,076	\$2,900	\$1,300	\$2,740
TOTAL FLEET SERVICES	\$230,268	\$254,850	\$257,100	\$236,303

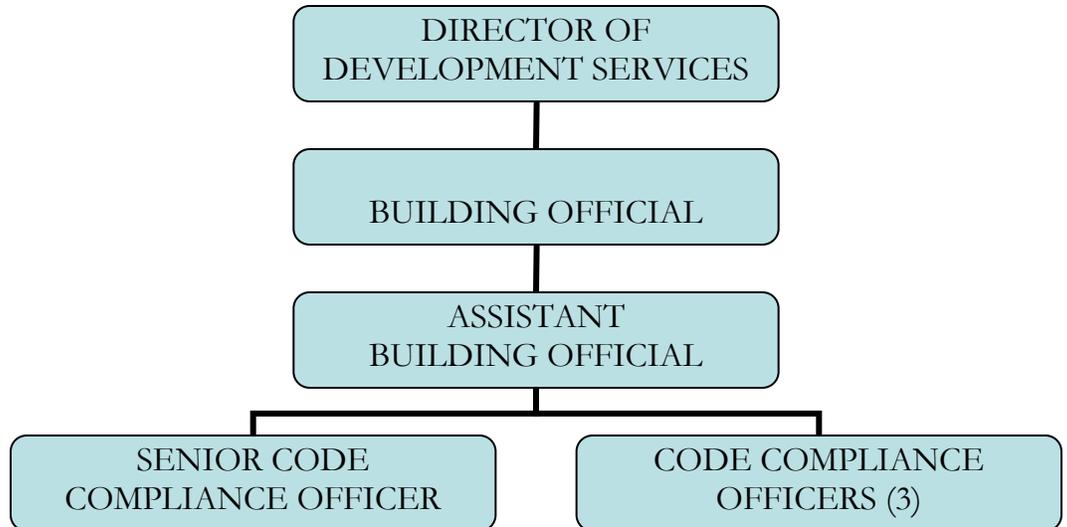
Programs/Activities:
 Animal Care, Animal Capture, Adoption,
 Public Education, Citizen Protection,
 Code Compliance,

Planning and Development Division (D)

General Operating Fund (01)



Code Compliance



Personnel Summary			
Position	Adopted 06-07	Adopted 07-08	Adopted 08-09
Senior Code Officer	1	1	1
Code Compliance Officer	0	0	3
Neighborhood Services Officer	4	4	0
Total	5	5	4

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 efforts 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 daily 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>



Departmental Goals					
<p>City Council Goal 6 (Greater Community Unity and Pride)</p> <ul style="list-style-type: none"> • Evaluate and modify all ordinances concerning Code compliance to be consistent • Create program to make residents and/or business owners more aware of local regulations and educate them to achieve compliance • Develop an apartment registration/inspection program to increase revenue • Provide weekend coverage of City ordinance violations • Continuous education of Homeowner Association's to become better equipped to handle violations • Enforce all in a consistent and professional manner • Review and evaluate current bulk trash ordinance to develop a more consistent way to address violations 					
Workload Indicators		07-08 Estimate	08-09 Estimate		
Full Time Employees		5	4		
Weed and Grass Violations		1,500	3,600		
Bulk Trash Violations		1,800	1,500		
Junk/Inoperable Vehicles		60	425		
Overhanging Limbs		750	500		
Parking Violations		40	900		
Sign Violations		1,200	3,350		
Trash/Junk Violations		450	2,300		
Fence Violations		350	500		
Performance Measurement		07-08 Estimate	08-09 Target		
Department Objective: Timely and Efficient Operations					
Performance Measure: Code violations addressed within 48 hours of report		100%	80%		
Performance Measure: Emergency complaints addressed immediately upon receipt		N/A	85%		
Performance Measure: Management complaint addressed within one work day		N/A	90%		
Budget Summary		06-07 Actual	07-08 Budget	07-08 Estimate	08-09 Budget
Personnel		\$ 299,088	\$ 390,640	\$ 361,100	\$ 238,512
Supplies		\$ 29,268	\$ 32,838	\$ 40,500	\$ 12,715
Maintenance		\$ 23,880	\$ 8,700	\$ 5,500	\$ 7,000
Other Services		\$ 130,500	\$ 73,710	\$ 124,500	\$ 81,764
Capital Outlay		\$ -	\$ -	\$ -	\$ -
TOTAL		\$ 482,736	\$ 505,888	\$ 531,600	\$ 339,991

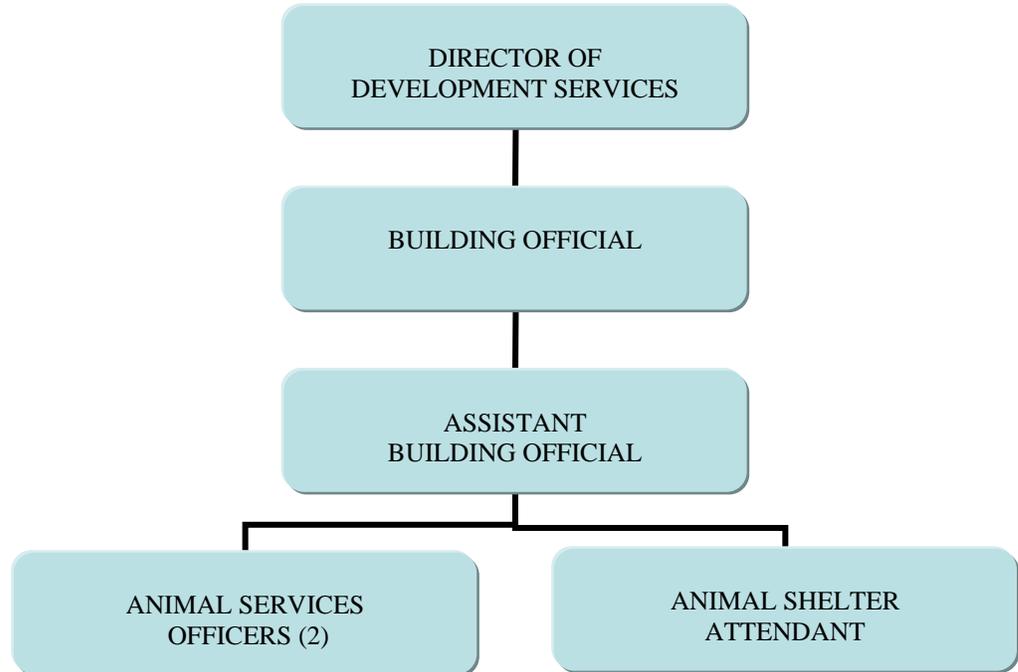
Budget Details	06-07 Actual	07-08 Budget	07-08 Estimate	08-09 Budget
0101 SALARIES-REGULAR	\$191,400	\$273,822	\$170,000	\$154,235
0102 SALARIES-PART TIME	\$12,396	\$10,000	\$78,700	\$19,837
0103 SALARIES-OVERTIME	\$8,712	\$6,500	\$7,600	\$0
0104 SALARIES-LONGEVITY	\$672	\$788	\$400	\$192
0105 GROUP HEALTH INSURANCE	\$39,072	\$29,862	\$41,200	\$21,922
0106 TMRS	\$23,448	\$34,866	\$29,700	\$21,317
0107 FICA	\$15,288	\$23,000	\$18,400	\$14,482
0109 SALARIES-WELL PAY	\$408	\$600	\$200	\$0
0110 DENTAL INSURANCE	\$1,440	\$2,022	\$1,500	\$1,822
0120 GROUP LIFE INSURANCE	\$60	\$136	\$100	\$136
0130 WORKERS COMPENSATION	\$6,192	\$9,044	\$13,300	\$4,569
PERSONNEL SERVICES SUBTOTAL	\$299,088	\$390,640	\$361,100	\$238,512
0201 OFFICE SUPPLIES	\$0	\$0	\$200	\$0
0202 CLOTHING AND UNIFORMS	\$1,380	\$2,150	\$2,800	\$1,425
0203 MOTOR VEHICLE SUPPLIES	\$0	\$0	\$400	\$0
0204 MINOR EQUIP/FURN/FIX/TOOLS	\$8,052	\$6,000	\$9,900	\$790
0205 JANITORIAL & CLEANING SUPPLIES	\$876	\$1,000	\$1,400	\$0
0206 CHEMICALS	\$2,604	\$1,500	\$1,300	\$0
0214 POSTAGE/SHIPPING/DELIVERY	\$3,396	\$4,500	\$7,000	\$4,500
0216 MEDICAL SUPPLIES	\$180	\$250	\$0	\$0
0218 FUEL & OIL	\$10,632	\$14,438	\$15,000	\$6,000
0223 ANIMAL FOOD	\$1,164	\$1,500	\$1,500	\$0
0224 ANIMAL CARE SUPPLIES	\$984	\$1,500	\$1,000	\$0
SUPPLIES SUBTOTAL	\$29,268	\$32,838	\$40,500	\$12,715
0301 MAINT-BLDG & STRUCTURES	\$17,112	\$3,000	\$0	\$0
0302 MAINT-MOTOR VEHICLES	\$6,768	\$5,700	\$5,500	\$7,000
0303 MAINT-EQUIP & MACHINERY	\$0	\$0	\$0	\$0
MAINTENANCE SUBTOTAL	\$23,880	\$8,700	\$5,500	\$7,000
0409 TRAVEL & EDUCATION	\$1,692	\$5,130	\$2,500	\$2,100
0414 DUES & SUBSCRIPTIONS	\$4,044	\$5,780	\$3,900	\$3,980
0416 OTHER/PROFESSIONAL SERVICES	\$4,392	\$0	\$0	\$0
0421 PRINTING	\$5,244	\$4,000	\$6,300	\$5,000
0423 CONTRACT MOWING	\$110,364	\$50,000	\$97,300	\$60,000
0433 ANIMAL DISPOSAL FEES	\$168	\$1,300	\$0	\$0
0434 SPECIAL EVENTS	\$348	\$5,000	\$6,700	\$5,000
0435 LABORATORY CHARGES	\$264	\$500	\$100	\$0
0452 FILING FEES	\$0	\$2,000	\$7,700	\$4,000
0455 CERTIFICATION FEES	\$0	\$0	\$0	\$1,684
0462 CELLULAR TELEPHONE & PAGERS	\$3,984	\$0	\$0	\$0
OTHER SERVICES SUBTOTAL	\$130,500	\$73,710	\$124,500	\$81,764
TOTAL CODE COMPLIANCE	\$482,736	\$505,888	\$531,600	\$339,991

Animal Services

Programs/Activities:
 Animal Care, Animal Capture, Adoption,
 Public Education, Citizen Protection,

Planning and Development Division (D)

General Operating Fund (01)



Personnel Summary			
Position	Adopted 06-07	Adopted 07-08	Adopted 08-09
Animal Services Officer	0	2	2
Animal Shelter Attendant	1	1	1.5
Total	1	3	3.5

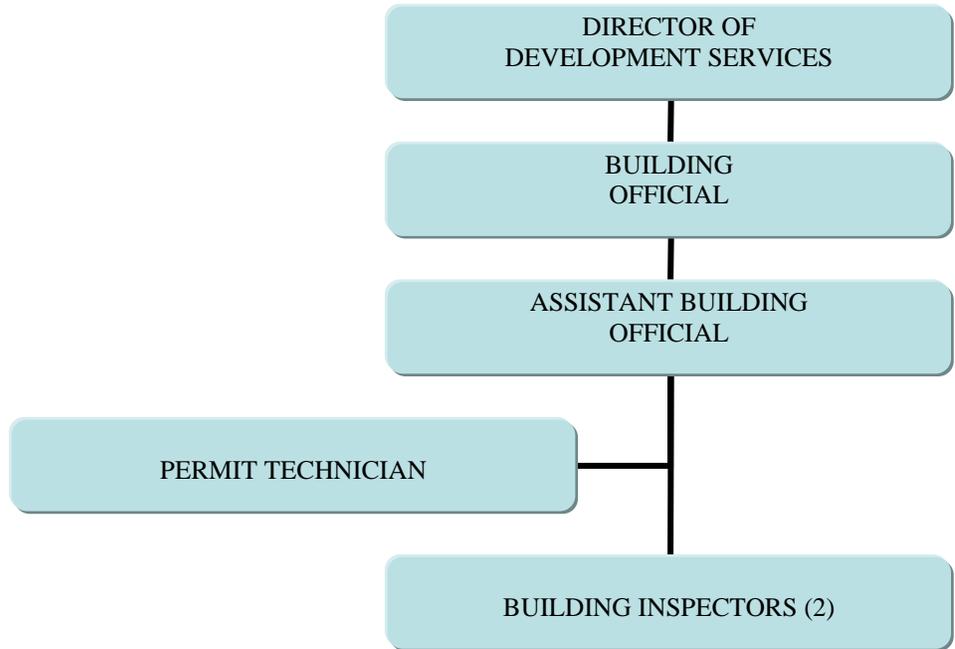
Department Narrative
<p>Animal Services was separated in FY 07-08 into a separate Division in an effort to place a concentration of staff on the increasing stray animal population. Animal Services Officers (ASO) capture vicious animals, stray animals, wild animals posing a threat to citizens of Lancaster.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

Departmental Goals					
<p>City Council Goal 3 (Enhanced City Infrastructure and Facilities)</p> <ul style="list-style-type: none"> • Create active education programs for the community on basic animal care and responsibility • Update all City ordinances related to Animal Services to be in conformance with new State laws • Respond to service calls in a timely manner • Attend Homeowner's Association meetings to inform residents of local ordinances related to Animal Services • Create programs to promote pet adoptions • Increase fund raising programs for Shelter • Expand the shelter floor area to accommodate more animals and increase adoption rate • Educate community on the importance of spaying, neutering and vaccinations 					
Workload Indicators		07-08 Estimate		08-09 Estimate	
Full Time Employees				3	
Part Time Employees				1	
Adoptions				350	
Redemptions				200	
Euthanizations		N/A		700	
Deceased Animal Pickup				200	
Micro Chip Inserted				80	
Animal Bite Investigations				10	
Cruelty Cases				4	
Performance Measurement		07-08 Estimate		08-09 Target	
Department Objective: Timely, Efficient and Humane Operations					
Performance Measure: Animal Services requests answered within 8 hours				75%	
Performance Measure: Increase monthly adoptions		N/A		75%	
Budget Summary		06-07 Actual	07-08 Budget	07-08 Estimate	08-09 Budget
Personnel		\$0	\$0	\$0	\$81,980
Supplies		\$0	\$0	\$0	\$11,778
Maintenance		\$0	\$0	\$0	\$5,000
Other Services		\$0	\$0	\$0	\$7,040
Capital Outlay		\$0	\$0	\$0	\$0
TOTAL		\$0	\$0	\$0	\$105,798

Budget Details	06-07 Actual	07-08 Budget	07-08 Estimate	08-09 Budget
0101 SALARIES-REGULAR	\$0	\$0	\$0	\$61,053
0102 SALARIES-PART TIME	\$0	\$0	\$0	\$0
0103 SALARIES-OVERTIME	\$0	\$0	\$0	\$0
0104 SALARIES-LONGEVITY	\$0	\$0	\$0	\$368
0105 GROUP HEALTH INSURANCE	\$0	\$0	\$0	\$4,487
0106 TMRS	\$0	\$0	\$0	\$8,485
0107 FICA	\$0	\$0	\$0	\$5,372
0109 SALARIES-WELL PAY	\$0	\$0	\$0	\$0
0110 DENTAL INSURANCE	\$0	\$0	\$0	\$317
0120 GROUP LIFE INSURANCE	\$0	\$0	\$0	\$34
0130 WORKERS COMPENSATION	\$0	\$0	\$0	\$1,864
PERSONNEL SERVICES SUBTOTAL	\$0	\$0	\$0	\$81,980
0201 OFFICE SUPPLIES	\$0	\$0	\$0	\$0
0202 CLOTHING AND UNIFORMS	\$0	\$0	\$0	\$680
0203 MOTOR VEHICLE SUPPLIES	\$0	\$0	\$0	\$0
0204 MINOR EQUIP/FURN/FIX/TOOLS	\$0	\$0	\$0	\$1,498
0205 JANITORIAL & CLEANING SUPPLIES	\$0	\$0	\$0	\$1,000
0206 CHEMICALS	\$0	\$0	\$0	\$1,500
0214 POSTAGE/SHIPPING/DELIVERY	\$0	\$0	\$0	\$500
0216 MEDICAL SUPPLIES	\$0	\$0	\$0	\$250
0218 FUEL & OIL	\$0	\$0	\$0	\$4,500
0223 ANIMAL FOOD	\$0	\$0	\$0	\$1,100
0224 ANIMAL CARE SUPPLIES	\$0	\$0	\$0	\$750
SUPPLIES SUBTOTAL	\$0	\$0	\$0	\$11,778
0302 MAINT-MOTOR VEHICLES	\$0	\$0	\$0	\$5,000
MAINTENANCE SUBTOTAL	\$0	\$0	\$0	\$5,000
0409 TRAVEL & EDUCATION	\$0	\$0	\$0	\$1,360
0414 DUES & SUBSCRIPTIONS	\$0	\$0	\$0	\$3,480
0416 OTHER/PROFESSIONAL SERVICES	\$0	\$0	\$0	\$1,344
0421 PRINTING	\$0	\$0	\$0	\$250
0435 LABORATORY CHARGES	\$0	\$0	\$0	\$500
0455 CERTIFICATION FEES	\$0	\$0	\$0	\$106
OTHER SERVICES SUBTOTAL	\$0	\$0	\$0	\$7,040
TOTAL ANIMAL SERVICES	\$0	\$0	\$0	\$105,798



Building Inspections

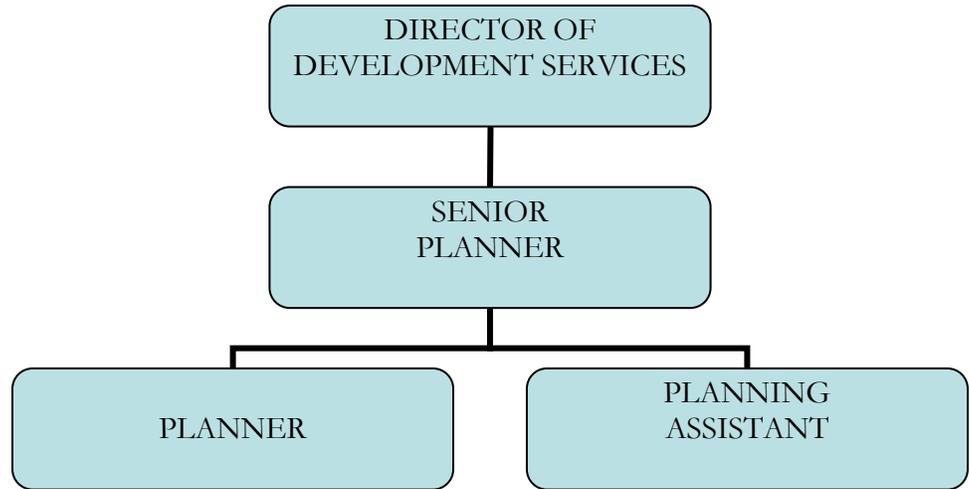


Personnel Summary			
Position	Adopted 06-07	Adopted 07-08	Adopted 08-09
Building Official	1	1	1
Asst. Building Official	0	0	1
Chief Inspector	1	1	0
Plans Examiner	1	1	0
Building Inspector	2	2	2
Permit Technician	1	1	1
Total	6	6	5

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. 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>

Departmental Goals					
<p>City Council Goal 2 & 3 (High Quality Development: Residential and Commercial; Enhanced City Infrastructure and Facilities)</p> <ul style="list-style-type: none"> • Create a public awareness program to inform citizens on permit requirements • Streamline permit process to expedite issuance • Enforce all ordinances consistently • Continued education of internal staff • Streamline plan review process • Continue abandoned homes/building demolition program • Create and implement apartment certificate of occupancy inspection program • Enforce obsolete and abandoned signage 					
Workload Indicators		07-08 Estimate		08-09 Estimate	
Full Time Employees		6		5	
Single Family Permits Issued		350		140	
Electrical Permits Issued		N/A		80	
Plumbing Permits Issued		N/A		60	
Fence Permits Issued		N/A		75	
Mechanical Permits Issued		N/A		30	
Contractor Registrations		N/A		850	
Plans Reviewed		N/A		550	
Inspections Made		N/A		9,500	
Performance Measurement		07-08 Estimate		08-09 Target	
Department Objective: Accurate and Efficient Services					
Performance Measure: Requested inspections performed within 8 hours		100%		100%	
Performance Measure: Complaints addressed within 8 hours		N/A		90%	
Performance Measure: Telephone calls from residents and contractors returned within 8 hours		N/A		87%	
Budget Summary		06-07 Actual	07-08 Budget	07-08 Estimate	08-09 Budget
Personnel		\$ 345,432	\$ 368,226	\$ 377,600	\$ 298,222
Supplies		\$ 6,456	\$ 11,500	\$ 10,500	\$ 10,367
Maintenance		\$ 1,152	\$ 2,500	\$ 3,400	\$ 2,500
Other Services		\$ 66,144	\$ 67,260	\$ 82,000	\$ 63,662
Capital Outlay		\$ -	\$ -	\$ -	\$ -
TOTAL		\$ 419,184	\$ 449,486	\$ 473,500	\$ 374,751

Budget Details	06-07 Actual	07-08 Budget	07-08 Estimate	08-09 Budget
0101 SALARIES-REGULAR	\$255,180	\$279,682	\$274,900	\$219,682
0102 SALARIES-PART TIME	\$432	\$0	\$0	\$0
0103 SALARIES-OVERTIME	\$132	\$1,500	\$0	\$1,500
0104 SALARIES-LONGEVITY	\$348	\$504	\$500	\$784
0105 GROUP HEALTH INSURANCE	\$30,648	\$28,024	\$27,700	\$27,034
0106 TMRS	\$29,928	\$33,241	\$32,900	\$27,921
0107 FICA	\$19,248	\$20,944	\$21,000	\$17,668
0109 SALARIES-WELL PAY	\$444	\$500	\$0	\$0
0110 DENTAL INSURANCE	\$1,836	\$1,422	\$1,600	\$1,222
0114 ASSIGNMENT PAY	\$0	\$0	\$2,900	\$0
0120 GROUP LIFE INSURANCE	\$60	\$102	\$0	\$102
0130 WORKERS COMPENSATION	\$7,176	\$2,307	\$16,100	\$2,309
PERSONNEL SERVICES SUBTOTAL	\$345,432	\$368,226	\$377,600	\$298,222
0202 CLOTHING AND UNIFORMS	\$828	\$1,600	\$1,100	\$867
0204 MINOR EQUIP/FURN/FIX/TOOLS	\$1,356	\$2,000	\$3,800	\$600
0210 FOOD/BEV-MEETINGS/FUNCTIONS	\$72	\$200	\$0	\$200
0214 POSTAGE/SHIPPING/DELIVERY	\$0	\$200	\$0	\$200
0215 TRAINING SUPPLIES	\$0	\$1,500	\$0	\$1,500
0218 FUEL & OIL	\$4,200	\$6,000	\$5,100	\$7,000
SUPPLIES SUBTOTAL	\$6,456	\$11,500	\$10,500	\$10,367
0302 MAINT-MOTOR VEHICLES	\$1,152	\$2,500	\$2,800	\$2,500
MAINTENANCE SUBTOTAL	\$1,152	\$2,500	\$3,400	\$2,500
0407 SPECIAL SERVICES	\$1,752	\$0	\$0	\$0
0409 TRAVEL & EDUCATION	\$2,784	\$5,230	\$2,100	\$2,893
0414 DUES & SUBSCRIPTIONS	\$2,340	\$7,030	\$3,800	\$4,035
0416 OTHER/PROFESSIONAL SERVICES	\$1,956	\$500	\$1,900	\$2,550
0421 PRINTING	\$1,380	\$3,500	\$1,100	\$2,500
0423 CONTRACT MOWING	\$0	\$0	\$0	\$0
0429 DEMOLITION EXPENSE	\$52,584	\$50,000	\$74,900	\$50,000
0452 FILING FEES	\$0	\$1,000	\$0	\$1,000
0455 CERTIFICATION FEES	\$0	\$0	\$0	\$684
0462 CELLULAR TELEPHONE & PAGERS	\$3,348	\$0	\$0	\$0
OTHER SERVICE SUBTOTAL	\$66,144	\$67,260	\$82,000	\$63,662
TOTAL BUILDING INSPECTIONS	\$419,184	\$449,486	\$473,500	\$374,751



Personnel Summary			
Position	Adopted 06-07	Adopted 07-08	Adopted 08-09
Director of Planning	0	1	0
Senior Planner	1	0	1
Planner	1	1	1
Planning Assistant	1	1	1
Total	3	3	3

Department Narrative

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. The current staff of three (3) 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.



Planning

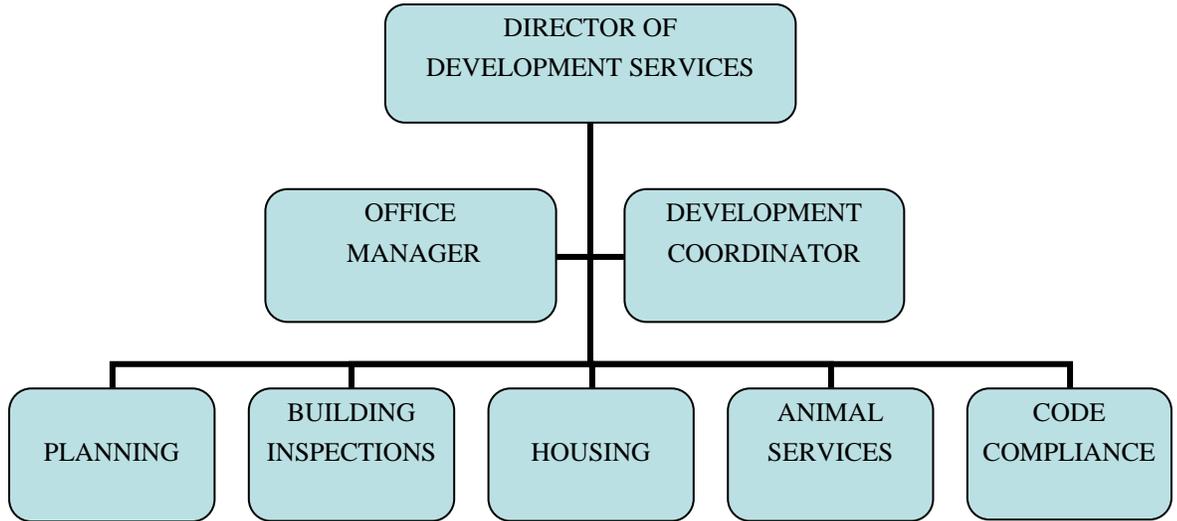


Departmental Goals					
<p>City Council Goals 2 & 5 (Higher Quality Development: Residential and Commercial; Becoming the Preferred Place to Live: Professionals and Families)</p> <ul style="list-style-type: none"> Promote high quality commercial and residential growth through quality planning procedures and processes Minimize conflict between developments Provide clear technical assistance and professional advice to City Council, City Management, and Lancaster residents Update codes, regulations, and ordinances for consistency to City Council objectives Forecast service needs and improve efficiency of available resources 					
Workload Indicators		07-08 Estimate	08-09 Estimate		
Full Time Employees		3	3		
Lancaster Development Code Review Sessions		2	8		
Downtown Development Plan		Phase 1 complete	100% Complete		
New Historic Preservation Guidelines		0% Complete	100% Complete		
Historic Downtown Beautification Project		50% Complete	50% Complete		
Floating Zones (Design Review)		0%	100%		
Total Plats Received and Reviewed		22	25		
Total Zoning Requests Received and Processed		32	12		
Total Site Plans Received and Reviewed		0	25		
Zoning Board of Adjustment Cases		3	4		
Historic Committee Landmark Cases		5	6		
Performance Measurement		07-08 Estimate	08-09 Target		
Department Objective: Ensure Timely Response to Citizen Requests					
Performance Measure: Process Certifications of Occupancies within 3 Days		80%	85%		
Performance Measure: Comment on Civil Plans with Planning Elements within 3 Days		80%	85%		
Performance Measure: Comment on Building Plans with Planning Elements within 3 Days		80%	85%		
Performance Measure: Process Administrative Permits within 3 Days		80%	85%		
Performance Measure: Complete Site Plan and Plat Applications within 30 days		80%	90%		
Performance Measure: Zoning Applications Completed with 45 days		75%	80%		
Performance Measure: Annexation Requests Complying with Procedural Requirements		100%	100%		
Department Objective: Provide Outstanding Customer Service					
Citizen Planning Inquiries Resolved Within 24 Hours		80%	85%		
Department Objective: Improve Department Operations and Efficiency					
Continuing Education Units Received		60 Units	40 Units		
Budget Summary		06-07 Actual	07-08 Budget	07-08 Estimate	08-09 Budget
Personnel		\$ 183,972	\$ 214,214	\$ 249,700	\$ 170,792
Supplies		\$ 2,112	\$ 6,200	\$ 7,800	\$ 6,200
Maintenance		\$ -	\$ -	\$ -	\$ -
Other Services		\$ 297,276	\$ 326,165	\$ 348,600	\$ 119,687
Capital Outlay		\$ -	\$ -	\$ -	\$ -
TOTAL		\$ 483,360	\$ 546,579	\$ 606,100	\$ 296,679

Budget Details	06-07 Actual	07-08 Budget	07-08 Estimate	08-09 Budget
0101 SALARIES-REGULAR	\$137,988	\$165,353	\$187,500	\$125,904
0102 SALARIES-PART TIME	\$528	\$4,027	\$1,300	\$0
0103 SALARIES-OVERTIME	\$1,308	\$1,000	\$500	\$1,000
0104 SALARIES-LONGEVITY	\$228	\$376	\$200	\$128
0105 GROUP HEALTH INSURANCE	\$14,616	\$13,403	\$16,100	\$13,461
0106 TMRS	\$16,428	\$17,531	\$22,900	\$17,471
0107 FICA	\$10,128	\$10,627	\$14,300	\$11,194
0109 SALARIES-WELL PAY	\$492	\$300	\$500	\$0
0110 DENTAL INSURANCE	\$1,008	\$951	\$900	\$991
0113 SALARIES-CAR ALLOWANCE	\$612	\$0	\$4,700	\$0
0120 GROUP LIFE INSURANCE	\$36	\$85	\$0	\$85
0130 WORKERS COMPENSATION	\$600	\$561	\$800	\$558
PERSONNEL SERVICES SUBTOTAL	\$183,972	\$214,214	\$249,700	\$170,792
0204 MINOR EQUIP/FURN/FIX/TOOLS	\$324	\$2,000	\$6,300	\$2,000
0210 FOOD/BEV-MEETINGS/FUNCTIONS	\$336	\$700	\$0	\$700
0214 POSTAGE/SHIPPING/DELIVERY	\$1,452	\$3,500	\$1,500	\$3,500
SUPPLIES SUBTOTAL	\$2,112	\$6,200	\$7,800	\$6,200
0402 RENTAL OF EQUIPMENT	\$228	\$0	\$100	\$2,400
0408 ADVERTISING	\$1,560	\$2,000	\$800	\$2,000
0409 TRAVEL & EDUCATION	\$10,428	\$6,562	\$9,700	\$7,140
0414 DUES & SUBSCRIPTIONS	\$8,832	\$3,386	\$5,200	\$1,347
0416 OTHER/PROFESSIONAL SERVICES	\$274,440	\$312,417	\$330,800	\$105,000
0421 PRINTING	\$1,440	\$1,800	\$2,000	\$1,800
0462 CELLULAR TELEPHONE & PAGERS	\$348	\$0	\$0	\$0
OTHER SERVICES SUBTOTAL	\$297,276	\$326,165	\$348,600	\$119,687
TOTAL PLANNING	\$483,360	\$546,579	\$606,100	\$296,679



Development Services Administration



Personnel Summary				
Position	Adopted 06-07	Adopted 07-08	Adopted 08-09	
Director of Development Services	0	1	1	
Director of Community Development	1	0	0	
Development Coordinator	0	0	1	
Office Manager	0	0	1	
Total	1	1	3	

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



Departmental Goals					
<p>City Council Goals 2 & 6 (Higher Quality Development: Residential and Commercial; Greater Community Unity and Pride)</p> <ul style="list-style-type: none"> • Provide quality management and service response from citizen requests • Improve organization and operations within Development Services Department. • Create a positive and friendly atmosphere for citizens interacting with the City of Lancaster • Serve the employees and citizens of Lancaster through: friendly and courteous interaction; knowledgeable staff, convenient hours; and responsive customer service • Manage the supply of resources and ensure all equipment is maintained in good working order so that the departments can complete their work in a timely manner • Ensure operational procedures are current, relevant and promote efficiency 					
Workload Indicators		07-08 Estimate	08-09 Estimate		
Full-Time Development Services Employees		18	18		
Total Planning and Development Division Budget		\$1.7 Million	\$1.4 Million		
Performance Measurement		07-08 Estimate	08-09 Target		
Department Objective: Maintain Division Accountability		Completed 98%	N/A 99%		
Performance Measure: Implementation of MyGov to track performance					
Performance Measure: Planning and Development Division Expenditures Spent					
Budget Summary		06-07 Actual	07-08 Budget	07-08 Estimate	08-09 Budget
Personnel		\$ 124,176	\$ 125,678	\$ 59,700	\$ 194,499
Supplies		\$ 7,080	\$ 16,750	\$ 9,600	\$ 6,200
Maintenance		\$ 1,812	\$ 19,000	\$ -	\$ -
Other Services		\$ 8,376	\$ 38,686	\$ 87,700	\$ 66,510
Capital Outlay		\$ -	\$ -	\$ -	\$ -
TOTAL		\$ 141,444	\$ 200,114	\$ 157,000	\$ 267,209

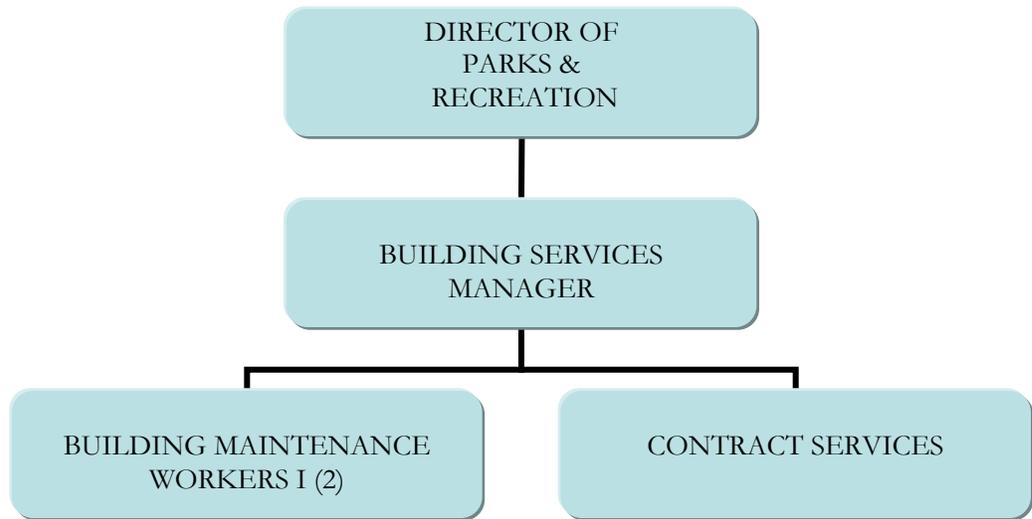
Budget Details	06-07 Actual	07-08 Budget	07-08 Estimate	08-09 Budget
0101 SALARIES-REGULAR	\$89,544	\$91,977	\$43,900	\$147,173
0103 SALARIES-OVERTIME	\$0	\$0	\$700	\$0
0104 SALARIES-LONGEVITY	\$72	\$124	\$200	\$548
0105 GROUP HEALTH INSURANCE	\$11,280	\$9,727	\$4,800	\$7,143
0106 TMRS	\$11,028	\$11,497	\$5,300	\$20,755
0107 FICA	\$6,888	\$7,091	\$3,200	\$13,207
0110 DENTAL INSURANCE	\$144	\$77	\$100	\$157
0113 AUTO ALLOWANCE	\$4,812	\$4,800	\$400	\$4,800
0120 GROUP LIFE INSURANCE	\$12	\$17	\$0	\$51
0130 WORKERS COMPENSATION	\$396	\$368	\$1,100	\$665
PERSONNEL SERVICES SUBTOTAL	\$124,176	\$125,678	\$59,700	\$194,499
0201 OFFICE SUPPLIES	\$6,264	\$15,000	\$7,700	\$6,000
0202 UNIFORMS/CLOTHING	\$84	\$400	\$700	\$0
0204 MINOR EQUIP/FURN/FIX/TOOLS	\$120	\$500	\$200	\$0
0210 FOOD/BEV-MEETINGS/FUNCTIONS	\$420	\$500	\$200	\$0
0214 POSTAGE/SHIPPING/DELIVERY	\$24	\$150	\$0	\$200
0216 MEDICAL SUPPLIES	\$168	\$200	\$800	\$0
SUPPLIES SUBTOTAL	\$7,080	\$16,750	\$9,600	\$6,200
0301 MAINT-BLDG & STRUCTURES	\$1,812	\$19,000	\$0	\$0
MAINTENANCE SUBTOTAL	\$1,812	\$19,000	\$0	\$0
0402 RENTAL OF EQUIPMENT	\$6,468	\$5,000	\$3,800	\$4,095
0409 TRAVEL & EDUCATION	\$1,272	\$340	\$700	\$3,700
0414 DUES & SUBSCRIPTIONS	\$132	\$5,580	\$2,900	\$699
0420 INTERNAL TRAINING	\$0	\$800	\$0	\$0
0421 PRINTING	\$288	\$500	\$400	\$300
0462 CELLULAR TELEPHONE & PAGERS	\$216	\$0	\$0	\$0
0464 RENTAL OF OFFICE SPACE	\$0	\$0	\$26,000	\$31,250
0535 HEALTH DEPARTMENT	\$0	\$26,466	\$30,300	\$26,466
0559 CONTRACT/TEMPORARY LABOR	\$0	\$0	\$23,600	\$0
OTHER SERVICE SUBTOTAL	\$8,376	\$38,686	\$87,700	\$66,510
TOTAL DEVELOPMENT SERVICES	\$141,444	\$200,114	\$157,000	\$267,209

Programs/Activities:
**Building Maintenance, Contract Custodial
 Services, Utilities, Administrative Services
 Management**

**Non-Departmental Division (F)
 General Operating Fund 01**



Building Services



Personnel Summary				
	Adopted	Adopted	Adopted	
Position	06-07	07-08	08-09	
Building and Contract Services Manager	1	1	1	
Building Maintenance Worker I	2	2	2	
Total	3	3	3	

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>	

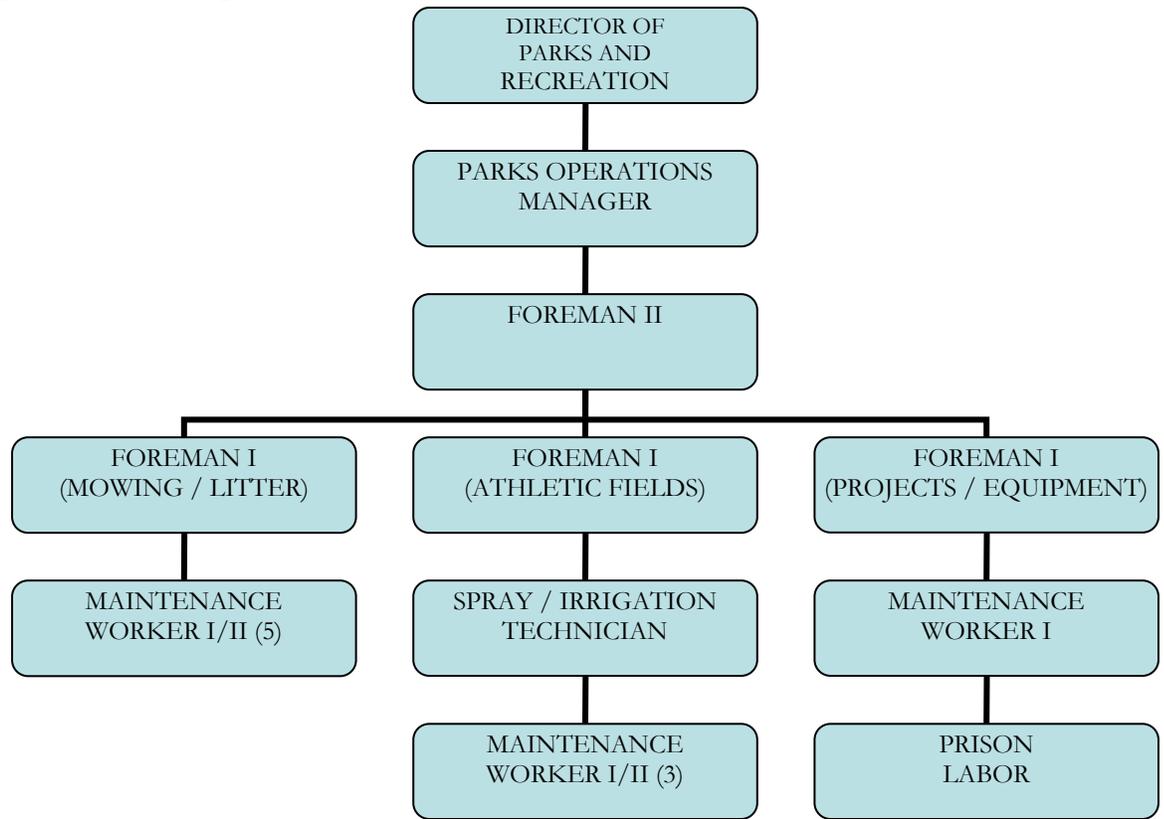


Departmental Goals					
<p>City Council Goals 1 (Financially Sustainable City Government)</p> <ul style="list-style-type: none"> • Reduce maintenance costs of heating and air conditioning equipment systems by performing routine maintenance of filters, motors, coils, etc. through a yearly HVAC contract • Secure the lowest cost and the most reliable and dependable contractors, when maintenance of city facilities requires out-sourcing expertise • Monitor and review all charges for materials and labor cost to ensure compliance with contracts • Evaluate all annual contracts to ensure most efficient use of city funds and resources <p>City Council Goals 3 (Enhanced City Infrastructure and Facilities)</p> <ul style="list-style-type: none"> • Develop a preventive maintenance schedule for all municipal buildings to include inspection of ceilings, lighting, plumbing, electrical, structural, and exteriors. • Provide prompt response to request for repairs and maintenance issues • Maintain safe, clean facilities for our citizens and employees • Plan, develop and implement a scheduled replacement program for replacement of equipment and fixtures 					
Workload Indicators		07-08 Estimate	08-09 Estimate		
Number of Buildings		15	17		
Number of Full-Time Employees		3	3		
CRM (Citizen Relationship Management) Requests Per Year		373	425		
Square Footage of Buildings for Maintenance		123,526	181,526		
Square Footage of Buildings for Janitorial Services		109,735	167,735		
Performance Measurement		07-08 Estimate	08-09 Target		
Department Objective: Ensure Efficient Operations of Municipal Buildings					
Performance Measure: Electrical Accounts Audited and Evaluated		60%	80%		
Performance Measure: Documented Minor Service Repairs		50%	80%		
Performance Measure: Funded Capital Projects Completed by Year End		100%	100%		
Performance Measure: Sq. Ft of Building Maintenance per Full-Time Employee		41,175	60,509		
Department Objective: Ensure Timely Service Response					
Performance Measure: Routine Service Requests Completed within 48 Hours		85%	85%		
Performance Measure: Daily Inspection of Janitorial Maintenance		80%	90%		
Department Objective: Monitor Contract Services					
Performance Measure: Monthly Meetings with Contract Service Providers		75%	80%		
Performance Measure: HUB Vendors Included in Consideration for All Projects		100%	100%		
Budget Summary		06-07 Actual	07-08 Budget	07-08 Estimate	08-09 Budget
Personnel		\$147,468	\$165,540	\$157,200	\$168,333
Supplies		\$4,032	\$6,400	\$6,800	\$1,500
Maintenance		\$80,676	\$149,200	\$139,900	\$86,700
Other Services		\$653,736	\$814,144	\$795,400	\$930,112
Capital Outlay		\$0	\$0	\$0	\$0
TOTAL		\$885,912	\$1,135,284	\$1,099,300	\$1,186,645

Budget Detail	06-07 Actual	07-08 Budget	07-08 Estimate	08-09 Budget
0101 SALARIES-REGULAR	\$107,424	\$121,653	\$115,600	\$121,653
0103 SALARIES-OVERTIME	\$1,032	\$1,000	\$2,500	\$2,000
0104 SALARIES-LONGEVITY	\$384	\$480	\$500	\$624
0105 GROUP HEALTH INSURANCE	\$11,688	\$11,367	\$10,000	\$13,461
0106 TMRS	\$12,720	\$14,490	\$14,100	\$14,527
0107 FICA	\$8,028	\$9,381	\$8,700	\$9,393
0109 SALARIES-WELL PAY	\$0	\$500	\$200	\$0
0110 DENTAL INSURANCE	\$972	\$951	\$900	\$951
0120 GROUP LIFE INSURANCE	\$48	\$68	\$0	\$68
0130 WORKERS COMPENSATION	\$5,172	\$5,650	\$4,700	\$5,656
PERSONNEL SERVICES SUBTOTAL	\$147,468	\$165,540	\$157,200	\$168,333
0202 CLOTHING AND UNIFORMS	\$480	\$500	\$500	\$0
0204 MINOR EQUIP/FURN/FIX/TOOLS	\$1,044	\$1,700	\$1,700	\$1,000
0205 JANITORIAL & CLEANING SUPPLIES	\$120	\$500	\$600	\$500
0216 MEDICAL SUPPLIES	\$0	\$100	\$0	\$0
0218 FUEL & OIL	\$2,388	\$3,600	\$4,000	\$0
SUPPLIES SUBTOTAL	\$4,032	\$6,400	\$6,800	\$1,500
0301 MAINT-BLDG & STRUCTURES	\$34,392	\$89,000	\$77,900	\$40,000
0302 MAINT-MOTOR VEHICLES	\$792	\$1,000	\$1,000	\$0
0303 MAINT-EQUIP & MACHINERY	(\$120)	\$0	\$0	\$0
0346 MAINT-HEATING & COOLING SYSTEM	\$42,672	\$56,700	\$55,600	\$42,700
0363 MAINT-LOCKS & KEYS	\$2,940	\$2,500	\$5,400	\$4,000
MAINTENANCE SUBTOTAL	\$80,676	\$149,200	\$139,900	\$86,700
0401 TELEPHONE & COMMUNICATIONS	\$98,112	\$135,000	\$125,800	\$130,000
0402 RENTAL OF EQUIPMENT	\$0	\$1,000	\$1,100	\$1,000
0407 SPECIAL SERVICES	\$1,104	\$0	\$200	\$0
0409 TRAVEL & EDUCATION	\$7,032	\$4,750	\$2,300	\$3,475
0410 UTILITIES - ELECTRICITY	\$356,700	\$440,000	\$438,000	\$560,893
0414 DUES & SUBSCRIPTIONS	\$24	\$518	\$500	\$368
0416 OTHER/PROFESSIONAL SERVICES	\$126,372	\$162,376	\$164,600	\$147,776
0421 PRINTING	\$0	\$500	\$0	\$0
0462 CELLULAR TELEPHONE & PAGERS	\$1,992	\$0	\$0	\$0
0498 UTILITIES - GAS	\$61,632	\$70,000	\$62,200	\$86,600
0559 CONTRACT/TEMPORARY LABOR	\$768	\$0	\$700	\$0
OTHER SERVICE SUBTOTAL	\$653,736	\$814,144	\$795,400	\$930,112
TOTAL BUILDING SERVICES	\$885,912	\$1,135,284	\$1,099,300	\$1,186,645

Programs/Activities:
 Park, Playground, and Ball field Maintenance,
 Athletics, Senior Citizens, Recreation,
 Special Events, Mowing, Beautification,

Community Services Division (E)
 Parks and Recreation Fund (13)



Personnel Summary

Position	Adopted 06-07	Adopted 07-08	Adopted 08-09
Park Operations Manager	1	1	1
Foreman II	1	1	1
Foreman I	3	3	3
Horticulture Technician	1	1	1
Maintenance Worker II	6	6	9
Maintenance Worker I	3	3	0
Total	15	15	15

Department Narrative

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



Parks



Departmental Goals					
<p>City Council Goals 1 (Financially Sustainable City Government)</p> <ul style="list-style-type: none"> • Complete all funded projects within fiscal year utilizing HUB Vendors whenever possible • Complete General Park Maintenance Standards of Care to ensure efficient use of city resources <p>City Council Goals 2 & 3 (Higher Quality Development: Residential & Commercial, Enhanced City Infrastructure and Facilities)</p> <ul style="list-style-type: none"> • Inspect all contract mowing/maintenance to ensure guidelines are met • Complete all required Tree Ordinance Reviews, and maintain Rights of Way on municipal thoroughfares • Prepare athletic facilities as needed based on Athletics Standards of Care/Operation per seasonal scheduling <p>City Council Goals 6 (Greater Community Unity & Pride)</p> <ul style="list-style-type: none"> • Provide logistical support for and actively market all City sponsored special events and activities 					
Workload Indicators		07-08 Estimate	08-09 Estimate		
Number of Current Parks/Parks in Progress		16/5	16/5		
School Facilities Maintained in Summer		8	8		
Acreage of Parks		607	607		
Full-Time Employees		13	15		
Rights of Way/Median Acreage		220	220		
Special Events Requiring Park Staffing		14	14		
Performance Measurement		07-08 Estimate	08-09 Target		
Department Objective: Ensure Efficient Use of Municipal Resources					
Performance Measure: Parks Acreage per Full-Time Employee		47	40		
Performance Measure: ROW/Median Acreage per Full-Time Employee		17	15		
Performance Measure: Funded Projects Completed By Fiscal Year End		100%	100%		
Performance Measure: Parks As Percentage of Total Municipal Budget		1.80%	1.80%		
Department Objective: Maintain Acreage According to Approved Guidelines					
Performance Measure: Rights of Way Inspections Daily		100%	100%		
Performance Measure: Monthly Meetings with Contractors		100%	100%		
Performance Measure: Athletic Fields Prepared Satisfactory or Better		100%	100%		
Performance Measure: Playgrounds Inspected At Least Twice Per Year		100%	100%		
Department Objective: Improve Departmental Operations through Safety and Education					
Performance Measure: Monthly Safety Meetings		12	12		
Performance Measure: Continuing Education for Parks Staff		36 classes	12 classes		
Budget Summary		06-07 Actual	07-08 Budget	07-08 Estimate	08-09 Budget
Personnel		\$ 611,868	\$ 696,407	\$ 641,700	\$ 524,077
Supplies		\$ 70,740	\$ 77,788	\$ 73,800	\$ 59,755
Maintenance		\$ 99,648	\$ 77,700	\$ 78,000	\$ 65,700
Other Services		\$ 112,536	\$ 92,430	\$ 74,600	\$ 74,600
Capital Outlay		\$ 9,264	\$ 66,500	\$ 49,200	\$ 200,000
TOTAL		\$ 904,056	\$ 1,010,825	\$ 917,300	\$ 924,132

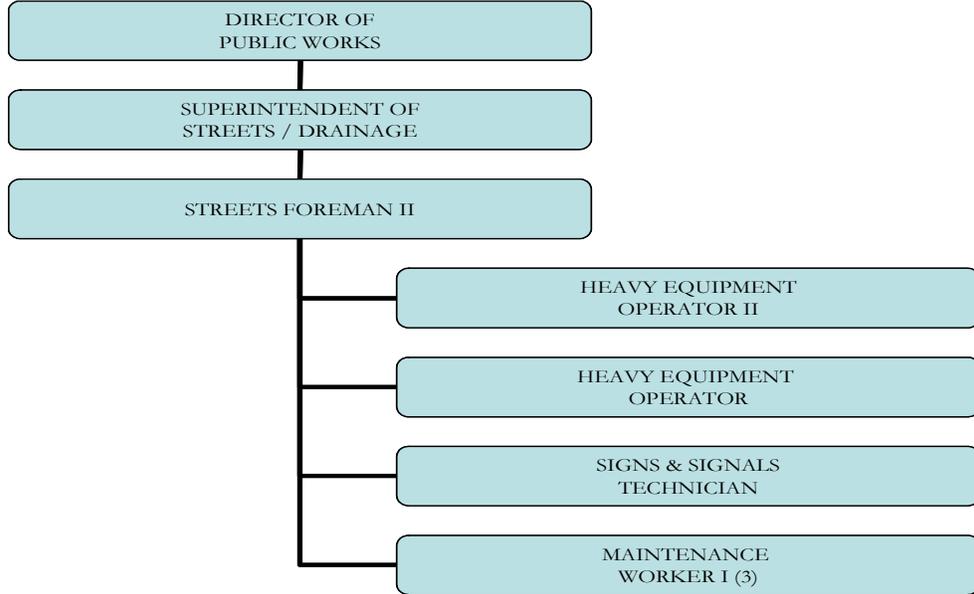
Budget Details	06-07 Actual	07-08 Budget	07-08 Estimate	08-09 Budget
0101 SALARIES-REGULAR	\$420,024	\$470,217	\$450,000	\$314,170
0103 SALARIES-OVERTIME	\$15,768	\$15,000	\$11,300	\$7,500
0104 SALARIES-LONGEVITY	\$1,368	\$1,800	\$1,600	\$1,936
0105 GROUP HEALTH INSURANCE	\$67,224	\$76,673	\$66,200	\$79,883
0106 TMRS	\$51,072	\$60,724	\$55,000	\$56,560
0107 FICA	\$32,604	\$37,820	\$34,500	\$35,359
0109 SALARIES-WELL PAY	\$840	\$1,200	\$500	\$0
0110 DENTAL INSURANCE	\$3,552	\$4,045	\$3,600	\$3,915
0114 SALARIES-ASSIGNMENT PAY	\$0	\$0	\$1,900	\$0
0120 GROUP LIFE INSURANCE	\$228	\$772	\$200	\$272
0130 WORKERS COMPENSATION	\$19,188	\$28,156	\$16,900	\$24,482
PERSONNEL SERVICES SUBTOTAL	\$611,868	\$696,407	\$641,700	\$524,077
0201 OFFICE SUPPLIES	\$0	\$0	\$1,700	\$900
0202 CLOTHING AND UNIFORMS	\$6,312	\$4,068	\$4,800	\$1,000
0204 MINOR EQUIP/FURN/FIX/TOOLS	\$5,988	\$6,720	\$5,800	\$4,605
0206 CHEMICALS	\$23,964	\$25,500	\$20,400	\$15,000
0209 BOTANICAL & AGR SUPPLIES	\$6,852	\$6,500	\$6,400	\$3,250
0211 OTHER OPERATIONAL SUPPLIES	\$72	\$0	\$2,300	\$0
0214 POSTAGE/SHIPPING/DELIVERY	\$12	\$0		\$0
0218 FUEL & OIL	\$27,540	\$35,000	\$32,400	\$35,000
SUPPLIES SUBTOTAL	\$70,740	\$77,788	\$73,800	\$59,755
0301 MAINT-BLDG & STRUCTURES	\$9,984	\$6,500	\$6,600	\$3,000
0302 MAINT-MOTOR VEHICLES	\$15,288	\$13,000	\$12,600	\$9,500
0303 MAINT-EQUIP & MACHINERY	\$18,204	\$11,700	\$18,000	\$11,700
0315 MAINT-PARKS	\$56,172	\$46,500	\$40,000	\$41,500
0345 MAINT-ATH FIELDS/POOL FACILITY	\$0	\$0	\$800	\$0
MAINTENANCE SUBTOTAL	\$99,648	\$77,700	\$78,000	\$65,700
0401 TELEPHONE & COMMUNICATIONS	\$0	\$0		\$0
0402 RENTAL OF EQUIPMENT	\$8,184	\$8,300	\$9,300	\$1,600
0409 TRAVEL & EDUCATION	\$3,708	\$3,600	\$3,600	\$0
0410 UTILITIES - ELECTRICITY	\$59,916	\$68,000	\$47,000	\$68,000
0414 DUES & SUBSCRIPTIONS	\$1,944	\$3,030	\$3,400	\$0
0416 OTHER/PROFESSIONAL SERVICES	\$3,048	\$4,500	\$2,100	\$0
0462 CELLULAR TELEPHONE & PAGERS	\$6,732	\$0	\$200	\$0
0559 CONTRACT/TEMPORARY LABOR	\$29,004	\$5,000	\$9,000	\$5,000
OTHER SERVICES SUBTOTAL	\$112,536	\$92,430	\$74,600	\$74,600
0607 CAPITAL-PARK SYSTEM	\$9,264	\$32,000	\$15,400	\$200,000
0610 CAPITAL-MOTOR VEHICLES	\$0	\$34,500	\$33,800	\$0
CAPITAL OUTLAY SUBTOTAL	\$9,264	\$66,500	\$49,200	\$200,000
TOTAL PARKS	\$904,056	\$1,010,825	\$917,300	\$924,132

Programs/Activities:
 Street and Alley Pavement Maintenance,
 Traffic Signal School Flasher Sign Maintenance,
 Traffic Counts, Airport Apron Maintenance,
 Pot Hole Repair

Public Works Division (C)
 General Operating Fund (01)



Street Maintenance



Personnel Summary				
Position	Adopted 06-07	Adopted 07-08	Adopted 08-09	
Superintendent-Streets/Drain.	1	1	0	
Foreman II	1	1	1	
Signs & Signals Technician	0	1	1	
Heavy Equipment Operator II	1	1	1	
Heavy Equipment Operator I	1	1	1	
Signs & Signals Technician	1	0	0	
Maintenance Worker I	1	3	3	
Total	6	8	7	

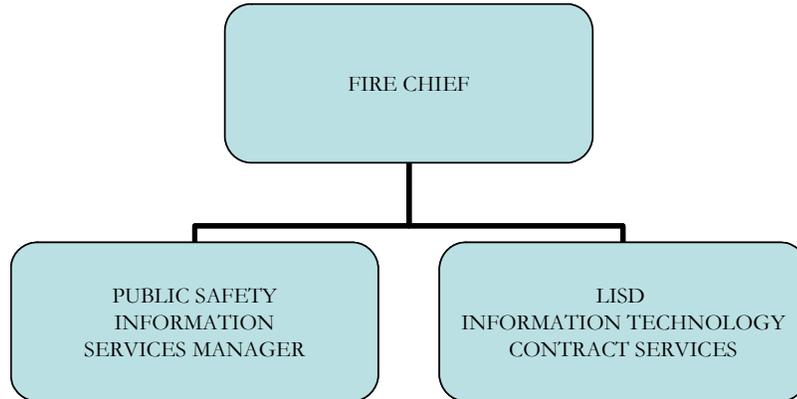
Department Narrative
<p>The Streets Division strives to make all roadways, alleys and sidewalks Safe through judicious use of limited resources and the scheduling of work based upon safety considerations and the impact to our citizens and public users.</p> <p>The Streets Section endeavors to excel in the maintenance, both preventative and reactive, of all paved surfaces in the City of Lancaster. These include all 310 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, 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>City Council Goals 3 (Enhanced City Infrastructure and Facilities)</p> <ul style="list-style-type: none"> • Increase the maintenance of all paved surfaces through the identification of problem areas • Formulate programs to enhance and extend the life cycle of all Lancaster streets • Increase emergency preparedness and recovery abilities • Respond to emergency situations in both pavement failures, sign repairs and traffic and school signal outages • Continue training section employees in proper repair and maintenance of pavement surfaces, • Reduce severe safety issues by preventative identification, scheduling, and repair of municipal roadways 					
Workload Indicators		07-08 Estimate	08-09 Estimate		
Full Time Employees		8	7		
Current Miles of Streets and Alleys		300	310		
Square Feet of Sidewalks Repaired		5,927	6,125		
Square Feet of New Sidewalks Installed (Thoroughfares)		43,488	24,800		
Square Yards of Concrete Streets and Alleys Repaired		5,400	6,325		
Tonnage of Asphalt Used on Street Repairs		2,298	4,100		
Street and Alley Evaluations		48	48		
Performance Measurement		07-08 Estimate	08-09 Target		
Department Objective: Responsiveness to Citizens					
Performance Measure: Phone calls and CRM Requests Responded to within 24 Hours		100%	100%		
Department Objective: Efficient and Timely Department Operations					
Performance Measure: Snow and Ice Plan Implementation Date		N/A	November		
Performance Measure: Emergency Pavement and Pothole Repair within 24 Hours		80%	80%		
Performance Measure: Procure Replacement Parts within 5 Days		85%	85%		
Performance Measure: Weekly Street and Alley Evaluations		92%	92%		
Department Objective: Effective Traffic Signal Maintenance					
Performance Measure: Traffic Signal Response within 30 Minutes		95%	95%		
Performance Measure: Traffic Signal Permanent Repair within 3 Days		95%	95%		
Department Objective: Effective Traffic Sign Maintenance					
Performance Measure: Sign Hazards Eliminated within 30 Minutes		95%	95%		
Performance Measure: Sign Re-Order within 2 Days		95%	95%		
Budget Summary		06-07 Actual	07-08 Budget	07-08 Estimate	08-09 Budget
Personnel		\$ 359,076	\$ 406,550	\$ 344,200	\$ 245,892
Supplies		\$ 36,900	\$ 43,270	\$ 41,400	\$ 44,200
Maintenance		\$ 256,860	\$ 329,650	\$ 181,200	\$ 261,550
Other Services		\$ 417,912	\$ 547,575	\$ 448,600	\$ 438,800
Capital Outlay		\$ 12,012	\$ 342,000	\$ 357,500	\$ -
TOTAL		\$ 1,082,760	\$ 1,669,045	\$ 1,372,900	\$ 990,442

Budget Details	06-07 Actual	07-08 Budget	07-08 Estimate	08-09 Budget
0101 SALARIES-REGULAR	\$234,672	\$279,097	\$231,500	\$140,345
0103 SALARIES-OVERTIME	\$15,192	\$18,000	\$7,200	\$4,000
0104 SALARIES-LONGEVITY	\$1,512	\$1,624	\$1,400	\$752
0105 GROUP HEALTH INSURANCE	\$29,904	\$28,410	\$31,900	\$31,585
0106 TMRS	\$29,472	\$33,923	\$28,900	\$27,663
0107 FICA	\$18,636	\$18,888	\$17,700	\$17,323
0109 SALARIES-WELL PAY	\$696	\$700	\$800	\$0
0110 DENTAL INSURANCE	\$1,284	\$1,448	\$1,100	\$1,502
0114 SALARIES-ASSIGNMENT PAY	\$156	\$0	\$3,100	\$0
0120 GROUP LIFE INSURANCE	\$120	\$233	\$100	\$153
0130 WORKERS COMPENSATION	\$27,432	\$24,227	\$20,500	\$22,569
PERSONNEL SERVICES SUBTOTAL	\$359,076	\$406,550	\$344,200	\$245,892
0201 OFFICE SUPPLIES	\$0	\$2,400	\$1,500	\$500
0202 CLOTHING AND UNIFORMS	\$1,560	\$3,500	\$3,300	\$3,500
0203 MOTOR VEHICLE SUPPLIES	\$864	\$2,500	\$0	\$2,500
0204 MINOR EQUIP/FURN/FIX/TOOLS	\$3,996	\$6,370	\$6,200	\$4,000
0206 CHEMICALS	\$6,528	\$3,100	\$3,200	\$3,000
0210 FOOD/BEV-MEETINGS/FUNCTIONS	\$0	\$0	\$700	\$0
0214 POSTAGE/SHIPPING/DELIVERY	\$168	\$200	\$100	\$200
0216 MEDICAL SUPPLIES	\$1,080	\$1,200	\$200	\$500
0218 FUEL & OIL	\$21,708	\$23,000	\$26,200	\$30,000
0231 PC SOFTWARE	\$996	\$1,000	\$0	\$0
SUPPLIES SUBTOTAL	\$36,900	\$43,270	\$41,400	\$44,200
0301 MAINT-BLDG & STRUCTURES	\$4,872	\$4,000	\$2,900	\$2,000
0302 MAINT-MOTOR VEHICLES	\$9,336	\$7,400	\$6,100	\$6,000
0303 MAINT-EQUIP & MACHINERY	\$26,496	\$25,000	\$8,000	\$12,000
0304 MAINT-STREETS	\$143,040	\$186,000	\$101,400	\$193,000
0305 MAINT-SIDEWLKS,DRAINAGE,BRIDGES	\$12,588	\$22,000	\$17,600	\$10,000
0307 MAINT-INSTRUMENTS & APPARATUS	\$228	\$1,000	\$0	\$300
0318 MAINT-OFFICE EQUIPMENT	\$0	\$250	\$0	\$250
0319 MAINT-TRAFFIC SIGN SYSTEM	\$45,540	\$64,000	\$32,800	\$30,000
0320 MAINT-STREET MARKINGS	\$14,760	\$20,000	\$12,400	\$8,000
MAINTENANCE SUBTOTAL	\$256,860	\$329,650	\$181,200	\$261,550
0402 RENTAL OF EQUIPMENT	\$4,428	\$5,000	\$1,300	\$2,000
0409 TRAVEL & EDUCATION	\$1,620	\$2,075	\$200	\$800
0410 UTILITIES - ELECTRICITY	\$385,368	\$384,000	\$354,600	\$430,000
0413 SANITARY LANDFILL	\$0	\$15,000	\$0	\$6,000
0416 OTHER/PROFESSIONAL SERVICES	\$588	\$127,500	\$90,600	\$0
0421 PRINTING	\$12	\$0	\$0	\$0
0462 CELLULAR TELEPHONE & PAGERS	\$3,300	\$0	\$0	\$0
0559 CONTRACT/TEMPORARY LABOR	\$22,596	\$14,000	\$1,900	\$0
OTHER SERVICE SUBTOTAL	\$417,912	\$547,575	\$448,600	\$438,800
0602 CAPITAL-BLDGS & STRUCTURES	\$12,012	\$0	\$300	\$0
0606 STREETS AND DRAINAGE	\$0	\$262,000	\$279,000	\$0
0610 CAPITAL-MOTOR VEHICLES	\$0	\$80,000	\$78,200	\$0
CAPITAL OUTLAY SUBTOTAL	\$12,012	\$342,000	\$357,500	\$0
TOTAL STREETS MAINTENANCE	\$1,082,760	\$1,669,045	\$1,372,900	\$990,442



Information Services



Personnel Summary			
Position	Adopted 06-07	Adopted 07-08	Adopted 08-09
Public Safety Information Services Officer	0	1	1
Total	0	1	1

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 Fire Chief with the help of the Public Safety Information Services Officer. This department is also responsible for all capital computer purchases.</p>



Departmental Goals				
<p>City Council Goal 4 (Enhanced City Infrastructure and Facilities)</p> <ul style="list-style-type: none"> • Administer IT contract with school district • Maintain the city computer infrastructure ensuring the reliability and security of electronic resources. • Support the technology needed to conduct the administrative functions of the city • Enhance municipal operations by providing the technological resources necessary for insuring technically competent employees • Manage and maintain the life cycle of software to ensure performance and quality in municipal computer systems • Purchase citywide capital computer equipment 				
Workload Indicators			08-09 Estimate	
N/A			-	
Performance Measurement			08-09 Target	
N/A			-	
Budget Summary	06-07 Actual	07-08 Budget	07-08 Estimate	08-09 Budget
Personnel	\$0	\$71,727	\$70,957	\$72,247
Supplies	\$0	\$0	\$0	\$0
Maintenance	\$0	\$0	\$0	\$0
Other Services	\$0	\$173,273	\$207,000	\$177,372
Capital Outlay	\$0	\$0	\$0	\$0
TOTAL	\$0	\$245,000	\$277,957	\$249,619

Budget Details	06-07 Actual	07-08 Budget	07-08 Estimate	08-09 Budget
0101 SALARIES-REGULAR	\$0	\$56,100	\$56,100	\$56,041
0104 SALARIES-LONGEVITY	\$0	\$504	\$100	\$156
0105 GROUP HEALTH INSURANCE	\$0	\$4,258	\$3,700	\$4,487
0106 TMRS	\$0	\$6,403	\$6,400	\$6,676
0107 FICA	\$0	\$3,398	\$4,150	\$4,299
0109 SALARIES-WELL PAY	\$0	\$500	\$0	\$0
0110 DENTAL INSURANCE	\$0	\$357	\$303	\$357
0120 GROUP LIFE INSURANCE	\$0	\$0	\$0	\$17
0130 WORKERS COMPENSATION	\$0	\$207	\$204	\$214
0100-0199 PERSONNEL SERVICES SUBTOTAL	\$0	\$71,727	\$70,957	\$72,247
0200-0299 SUPPLIES SUBTOTAL	\$0	\$0	\$0	\$0
0300-0399 MAINTENANCE SUBTOTAL	\$0	\$0	\$0	\$0
0442 COMPUTER PROFESSIONAL SVCS	\$0	\$173,273	\$207,000	\$177,372
0400-0599 OTHER SERVICES SUBTOTAL	\$0	\$173,273	\$207,000	\$177,372
0600-0699 CAPITAL OUTLAY SUBTOTAL	\$0	\$0	\$0	\$0
TOTAL INFORMATION SERVICES	\$0	\$245,000	\$277,957	\$249,619

Non-Departmental Division (F)

General Operating Fund 01



Non-Departmental



Department Narrative				
<p>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.</p>				
Budget Details	06-07 Actual	07-08 Budget	07-08 Estimate	08-09 Budget
0201 OFFICE SUPPLIES	\$2,076	\$2,000	\$500	\$0
0210 FOOD/BEV-MEETINGS/FUNCTIONS	\$2,604	\$3,684	\$2,000	\$0
0214 POSTAGE/SHIPPING/DELIVERY	\$96	\$0	\$100	\$0
SUPPLIES SUBTOTAL	\$4,776	\$5,684	\$2,600	\$0
0401 TELEPHONE & COMMUNICATIONS	\$15,672	\$70,920	\$0	\$0
0402 RENTAL OF EQUIPMENT	\$0	\$0	\$600	\$0
0403 CASUALTY INSURANCE	\$57,024	\$257,000	\$274,200	\$246,968
0406 UNEMPLOYMENT INSURANCE	\$20,544	\$30,000	\$44,600	\$0
0407 SPECIAL SERVICES	\$384	\$0	\$0	\$0
0414 DUES & SUBSCRIPTIONS	\$43,452	\$58,897	\$46,500	\$96,917
0416 OTHER/PROFESSIONAL SERVICES	\$28,500	\$60,000	\$29,800	\$30,000
0421 PRINTING	\$600	\$0	\$0	\$0
0434 SPECIAL EVENTS	\$25,536	\$27,500	\$21,400	\$32,750
0442 COMPUTER PROFESSIONAL SVCS	\$193,200	\$0	\$4,300	\$0
0450 BANK ADMINISTRATIVE FEES	\$3,192	\$0	\$300	\$0
0462 CELLULAR TELEPHONE & PAGERS	\$0	\$77,752	\$52,600	\$81,060
0464 RENTAL OF OFFICE SPACE	\$0	\$0	\$0	\$0
0468 REFUSE SERVICES	\$0	\$0	\$14,100	\$50,000
0497 TUITION REIMBURSEMENT	\$6,168	\$6,000	\$7,800	\$0
0508 PRINCIPAL-LEASE PURCHASE	\$0	\$0	\$61,500	\$0
0509 INTEREST-LEASE PURCHASE	\$0	\$0	\$31,400	\$0
0535 HEALTH DEPARTMENT	\$8,064	\$0	\$0	\$0
0539 MISC. HEALTH BENEFIT	\$3,912	\$0	\$4,400	\$50,000
0561 BSW CHAMBER ANNUAL DUES	\$15,000	\$0	\$0	\$0
OTHER SERVICE SUBTOTAL	\$421,248	\$588,069	\$593,500	\$587,695
TOTAL NON-DEPARTMENTAL	\$426,024	\$593,753	\$596,100	\$587,695



Water/Sewer Fund FUND SUMMARY



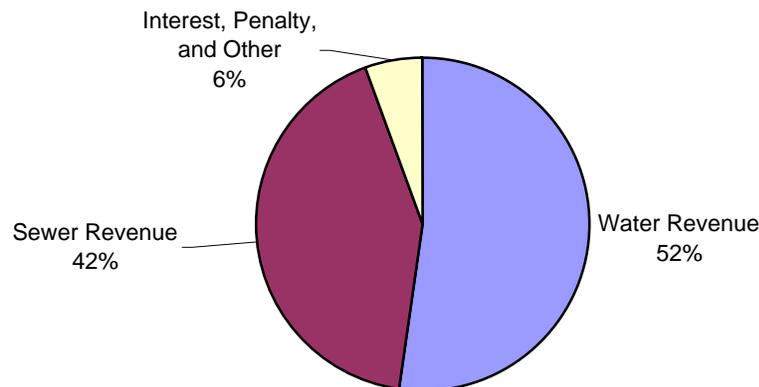
	ACTUAL 06-07	BUDGETED 07-08	ESTIMATE 07-08	PROPOSED 08-09
<i>Estimated Balance 10/1</i>	<i>(230,472)</i>	<i>(1,946,115)</i>	<i>(1,946,115)</i>	<i>(3,320,658)</i>
<u>Revenue:</u>				
Water Revenue	5,462,918	4,300,000	5,500,000	5,800,000
Sewer Revenue	4,160,514	4,000,000	4,200,000	4,700,000
Interest, Penalty, and Other	996,794	653,700	631,100	631,100
Total Revenue	10,620,227	8,953,700	10,331,100	11,131,100
<i>Total Amount Available</i>	<i>10,389,755</i>	<i>7,007,585</i>	<i>8,384,985</i>	<i>7,810,442</i>
WS Admin / Public Works	696,057	900,982	842,200	866,454
Utility Billing	566,874	686,795	623,000	443,809
Water	2,832,106	3,425,839	2,801,600	4,127,433
Non-Departmental	2,459,813	124,660	500,000	326,000
Meter Reading	-	-	-	138,550
Wastewater	4,898,217	4,500,851	4,239,400	5,211,323
Debt Service	88,293	1,375,207	1,375,207	1,315,415
Transfers Out	794,510	1,499,236	1,324,236	1,324,236
Total Disbursements	12,335,870	12,513,570	11,705,643	13,753,220
Estimated Balance	<i>(1,946,115)</i>	<i>(5,505,985)</i>	<i>(3,320,658)</i>	<i>(5,942,778)</i>



WATER/WASTEWATER FUND REVENUE

		06-07	07-08		08-09
		Received	Budget	Estimate	Budgeted
05-5201-00-00	OPERATION REVENUES-WATER (W)	5,462,918	4,300,000	5,500,000	5,800,000
	Water Revenue	5,462,918	4,300,000	5,500,000	5,800,000
05-5202-00-00	OPERATION REVENUES-SEWER (S)	4,160,514	4,000,000	4,200,000	4,700,000
	Sewer Revenue	4,160,514	4,000,000	4,200,000	4,700,000
05-5203-00-00	WATER SALES	163,549	2,500	2,500	2,500
05-5204-00-00	OVER 65 DISCOUNT - WATER	-	-	(6,000)	(6,000)
05-5205-00-00	OVER 65 DISCOUNT - SEWER	-	-	(3,000)	(3,000)
05-5290-00-00	REFUND FROM TRA - WASTEWATER	-	-	11,670	11,670
05-5308-00-00	SERVICE FEE	500	-	-	-
05-5321-00-00	CONTRACTORS FEES (INSPECTIONS)	20,108	100,000	23,000	23,000
05-5360-00-00	TESTING BACKFLOW CRS/CONN FEE		700	9,000	9,000
05-5365-00-00	ENGINEERING FEES	27,974	40,000	28,000	28,000
05-5501-00-00	RE-CONNECT FEES	12,010	5,000	15,000	15,000
05-5511-00-00	SEWER SERVICE (S)		7,500	-	-
05-5603-00-00	REFUNDS AND RECOVERIES	(48)	-	-	-
05-5610-00-00	OTHER INCOME	32,681	5,000	36,000	36,000
05-5613-00-00	DISCOUNT	(6,838)		130	130
05-5614-00-00	CASH OVER/UNDER (W)	43,726		-	-
05-5623-00-00	RETURNED CHECK FEES	9,777	10,000	13,000	13,000
05-5633-00-00	PENALTY-WATER/WASTEWATER	317,885	300,000	300,000	300,000
05-5635-00-00	INSURANCE REFUNDS	14		-	-
05-5638-00-00	RECYCLING	7,491	3,000	1,800	1,800
05-5701-00-00	INTEREST	367,965	180,000	200,000	200,000
	Interest, Penalty, and Other	996,794	653,700	631,100	631,100
	TOTAL	10,620,227	8,953,700	10,331,100	11,131,100

2008 -2009 Budgeted Revenues



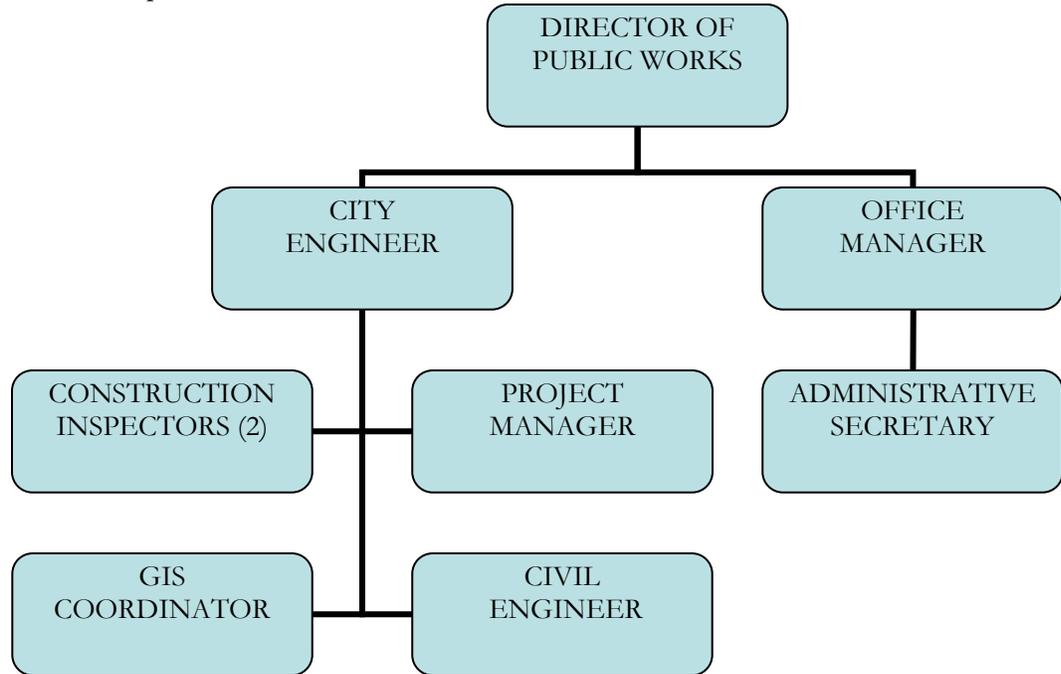


Public Works Admin./Engineering



Programs/Activities:
 Oversight of Water/Sewer Divisions, Street & Drainage
 Divisions, Public Infrastructure Street Capital
 Improvement Projects, Engineering Services,
 Construction Inspection

Public Works Division (C)
 Water and Sewer Operating Fund (05)



Personnel Summary			
Position	Adopted 06-07	Adopted 07-08	Adopted 08-09
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
Administrative Secretary	2	2	1
Total	10	10	9

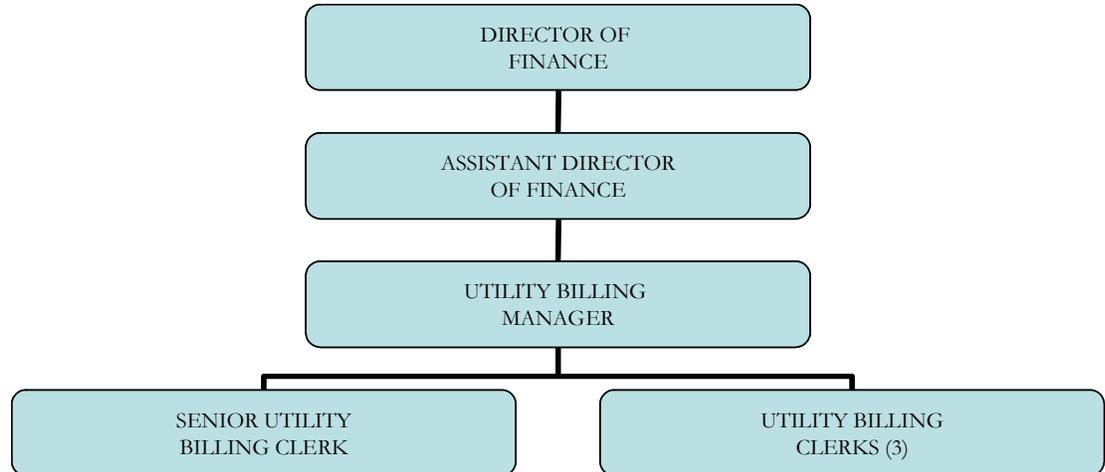
Department Narrative
<p>The Public Works Administration Department's primary purpose is to provide leadership and manage the administrative functions for several divisions including Water & Wastewater, Engineering, Street, and Storm water Drainage. The Department ensures a quality engineered infrastructure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

Departmental Goals					
<p>City Council Goals 2 & 3 (Higher Quality Development: Residential and Commercial; Enhanced City Infrastructure and Facilities)</p> <ul style="list-style-type: none"> • Enhance the local economy by improving city infrastructure through the design and construction of CIP designated projects • Provide a streamlined development review process with emphasis on protecting the City's interests and long term users • Provide technical support and access to data through GIS for citizens, other departments, and the development community • Oversee the master planning of the storm water program, thoroughfares, wastewater and water distribution systems • Serve as the City's regulatory authority to assure conformance to City Ordinance for the design and construction of private development projects through plan review, plan approval, construction inspection and final project acceptance • Serve as the City's Rights of Way and Flood Plain manager • Review master plans annually and make recommendations to update when needed 					
Workload Indicators		07-08 Estimate	08-09 Estimate		
Construction Plans Reviewed		47	50		
Development Review Committee Meetings		43	45		
Utility Coordination Committee Meetings		2	2		
Right of Way Permits Issued		189	200		
GIS Data Inputs from Residential and Commercial Plats		75	75		
Residential Developments Constructed and Accepted		1	5		
Commercial Developments Constructed and Accepted		11	10		
Utility Fund Budgeted Revenue		\$12,513,570	\$13,677,753		
Performance Measurement		07-08 Estimate	08-09 Target		
Department Objective: Maintain Efficient Departmental Operations					
Performance Measure: Consulting and Contractor Pay Estimates within 1 Week		100%	100%		
Performance Measure: Expenditure Reports Reviewed Monthly		100%	100%		
Performance Measure: Revenue Reports Reviewed Monthly		100%	100%		
Performance Measure: Weekly Staff Meetings		50	50		
Department Objective: Ensure Quality Building Development					
Performance Measure: Construction Plans Completed within 7 Days		100%	100%		
Performance Measure: Short Term GIS Projects Completed		85%	85%		
Performance Measure: Long Term GIS Projects Completed		75%	75%		
Performance Measure: Customer Infrastructure Requests Completed in 48 Hours		90%	90%		
Budget Summary		06-07 Actual	07-08 Budget	07-08 Estimate	08-09 Budget
Personnel		\$ 670,560	\$ 771,792	\$ 758,200	\$ 795,514
Supplies		\$ 13,368	\$ 15,150	\$ 15,100	\$ 11,300
Maintenance		\$ 924	\$ 5,000	\$ 1,500	\$ 4,600
Other Services		\$ 10,116	\$ 109,040	\$ 67,400	\$ 55,040
Capital Outlay		\$ -	\$ -	\$ -	\$ -
TOTAL		\$ 694,968	\$ 900,982	\$ 842,200	\$ 866,454

Budget Details	06-07 Actual	07-08 Budget	07-08 Estimate	08-09 Budget
0101 SALARIES - REGULAR	\$477,372	\$569,638	\$557,100	\$581,531
0102 SALARIES - PART TIME	\$1,512	\$15,000	\$1,600	\$15,000
0103 SALARIES - OVERTIME	\$8,292	\$1,500	\$6,300	\$1,000
0104 SALARIES - LONGEVITY	\$1,860	\$1,796	\$1,700	\$2,256
0105 GROUP HEALTH INSURANCE	\$60,480	\$61,550	\$54,800	\$71,440
0106 TMRS	\$57,852	\$70,160	\$67,800	\$71,702
0107 FICA	\$35,928	\$42,165	\$41,500	\$43,100
0109 SALARIES - WELL PAY	\$1,440	\$550	\$2,600	\$0
0110 DENTAL INSURANCE	\$2,064	\$1,653	\$1,900	\$1,653
0113 SALARIES - CAR ALLOWANCE	\$4,812	\$4,800	\$4,700	\$4,800
0120 GROUP LIFE INSURANCE	\$120	\$204	\$100	\$208
0130 WORKERS COMPENSATION	\$18,828	\$2,776	\$18,100	\$2,824
PERSONNEL SERVICES SUBTOTAL	\$670,560	\$771,792	\$758,200	\$795,514
0201 OFFICE SUPPLIES	\$5,112	\$6,000	\$2,600	\$3,000
0202 CLOTHING AND UNIFORMS	\$0	\$495	\$600	\$300
0204 MINOR EQUIP / FURN / FIXT / TOOLS	\$3,060	\$3,500	\$6,200	\$500
0210 FOOD/BEV-MEETINGS/FUNCTIONS	\$324	\$600	\$400	\$200
0214 POSTAGE / SHIPPING & DELIVERY	\$360	\$400	\$300	\$400
0216 MEDICAL SUPPLIES	\$168	\$155	\$0	\$0
0218 FUEL & OIL	\$4,344	\$4,000	\$5,000	\$6,900
SUPPLIES SUBTOTAL	\$13,368	\$15,150	\$15,100	\$11,300
0301 MAINT - BLDGS & STRUCTURES	\$276	\$3,500	\$0	\$3,000
0302 MAINT - MOTOR VEHICLES	\$648	\$1,000	\$1,100	\$1,200
0318 MAINT - OFFICE EQUIPMENT	\$0	\$500	\$400	\$400
MAINTENANCE SUBTOTAL	\$924	\$5,000	\$1,500	\$4,600
0402 RENTAL OF EQUIPMENT	\$1,884	\$4,000	\$2,600	\$3,200
0409 TRAVEL & EDUCATION	\$1,836	\$3,840	\$3,900	\$3,840
0414 DUES & SUBSCRIPTIONS	\$1,512	\$1,350	\$1,700	\$1,350
0416 PROFESSIONAL SERVICES	\$264	\$200	\$0	\$0
0420 INTERNAL TRAINING	\$300	\$500	\$0	\$400
0421 PRINTING	\$384	\$500	\$1,400	\$1,000
0427 ENGINEERING	\$0	\$40,000	\$16,400	\$14,000
0462 CELLULAR PHONES & PAGERS	\$1,344	\$2,400	\$14,700	\$0
0464 RENTAL OF OFFICE SPACE	\$0	\$41,250	\$26,700	\$31,250
0559 CONTRACT & TEMPORARY LABOR	\$2,592	\$15,000	\$0	\$0
ADDITIONAL OTHER SERVICES SUBTOTAL	\$10,116	\$109,040	\$67,400	\$55,040
TOTAL PUBLIC WORKS ADMINISTRATION	\$694,968	\$900,982	\$842,200	\$866,454

Programs/Activities:
 Water/Sewer/Refuse Revenue Collection, Customer
 Account Maintenance, Miscellaneous Collections,

General Government Division (A)
 Water and Sewer Operating Fund (05)



Personnel Summary				
Position	Adopted 06-07	Adopted 07-08	Adopted 08-09	
Utility Billing Manager	1	1	1	
Sr. Utility Billing Clerk	0	1	1	
Utility Billing Clerk	0	3	3	
Meter Technician	0	2	0	
CSR-Cashier	2	0	0	
Total	3	7	5	

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



Utility Billing



Departmental Goals					
<p>City Council Goals 1 (Financially Sustainable City Government)</p> <ul style="list-style-type: none"> • Maximize sources of revenue through continuous monitoring and review of consumption and customer accounts • Create a positive and friendly impression of the City of Lancaster for newcomers, visitors, and residents with friendly customer service • Process all activities in the most economical and efficient manner • Serve the City of Lancaster's utility customers through courteous service, knowledgeable staff, and convenient hours • Respond to customer inquiries in a timely manner, and maintain the timely and accurate posting of payments to accounts • Notify management and Council of potential problem areas and opportunities for improvement in all areas concerning the City of Lancaster Utilities' financial health 					
Workload Indicators		07-08 Estimate	08-09 Estimate		
Water Customers		10,687	10,882		
Wastewater Customers		10,287	10,402		
Bills Processed Monthly		11,287	12,017		
Service Orders Processed		600	500		
Bill Adjustments		100	70		
Cut-off of Services		1,330	1,000		
Returned Checks Processed		600	500		
Payments Processed Monthly		1,100	11,500		
Performance Measurement		07-08 Estimate	08-09 Target		
Department Objectiv Ensure Departmental Efficiency					
Performance Measur Utility Billing Expenditures out of Total Fund Allocation		4.70%	3.25%		
Department Objectiv Ensure Courteous and Effective Service					
Performance Measur Billing counter staffed with at least 2 employees at all times		100%	100%		
Performance Measur Phone calls resolved within 24 hours		100%	100%		
Department Objectiv Timely and Accurate Financial Reporting					
Performance Measur Accurate Account Billings		97%	98%		
Performance Measur Accurate Posting of Payments		95%	98%		
Budget Summary		06-07 Actual	07-08 Budget	07-08 Estimate	08-09 Budget
Personnel		\$ 187,116	\$ 417,682	\$ 312,100	\$ 336,864
Supplies		\$ 25,392	\$ 18,840	\$ 35,300	\$ 5,060
Maintenance		\$ 15,264	\$ 15,700	\$ 12,600	\$ -
Other Services		\$ 336,828	\$ 218,575	\$ 245,500	\$ 101,885
Capital Outlay		\$ 20,196	\$ 16,000	\$ 17,500	\$ -
TOTAL		\$ 584,796	\$ 686,797	\$ 623,000	\$ 443,809

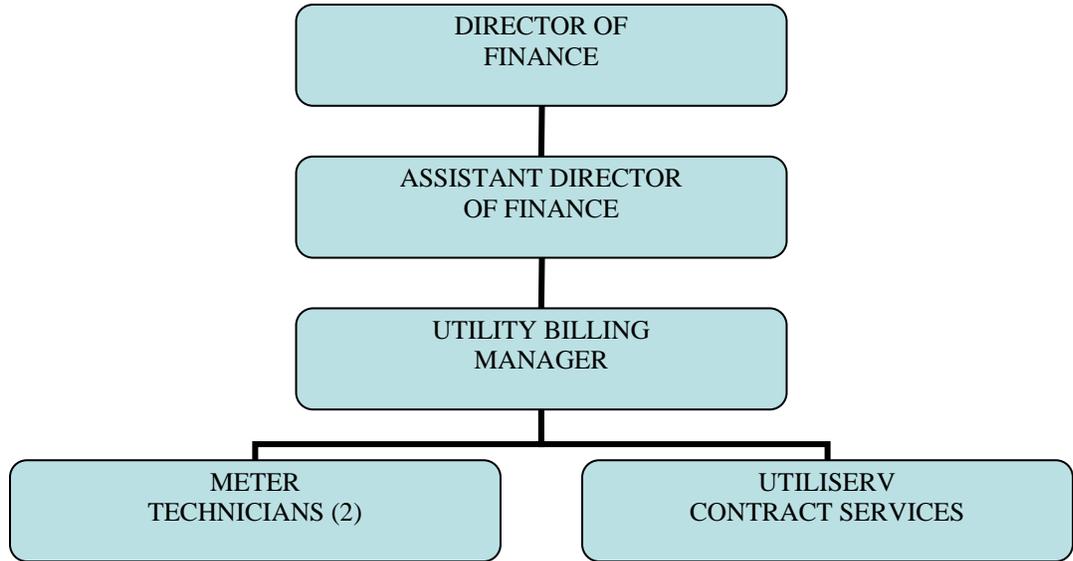
Budget Details	06-07 Actual	07-08 Budget	07-08 Estimate	08-09 Budget
0101 SALARIES-REGULAR	\$126,168	\$283,805	\$199,300	\$241,335
0102 SALARIES-PART TIME	\$1,656	\$0	\$0	\$0
0103 SALARIES-OVERTIME	\$11,796	\$22,000	\$35,400	\$0
0104 SALARIES-LONGEVITY	\$384	\$436	\$300	\$588
0105 GROUP HEALTH INSURANCE	\$17,292	\$50,841	\$25,400	\$43,278
0106 TMRS	\$16,464	\$33,383	\$27,800	\$28,741
0107 FICA	\$10,548	\$20,810	\$17,600	\$17,654
0109 SALARIES-WELL PAY	\$756	\$550	\$300	\$0
0110 DENTAL INSURANCE	\$996	\$2,175	\$1,900	\$1,779
0120 GROUP LIFE INSURANCE	\$36	\$175	\$0	\$136
0130 WORKERS COMPENSATION	\$1,020	\$3,507	\$4,100	\$3,353
PERSONNEL SERVICES SUBTOTAL	\$187,116	\$417,682	\$312,100	\$336,864
0201 OFFICE SUPPLIES	\$5,880	\$7,000	\$7,500	\$4,000
0202 UNIFORMS & CLOTHING	\$0	\$1,718	\$2,000	\$120
0204 MINOR EQUIP/FURN/FIX/TOOLS	\$828	\$8,522	\$14,000	\$0
0211 OTHER OPERATIONAL SUPPLIES	\$252	\$0	\$0	\$0
0214 POSTAGE/SHIPPING/DELIVERY	\$18,276	\$600	\$1,800	\$940
0218 FUEL & OIL	\$0	\$1,000	\$10,000	\$0
0219 COMPUTER SUPPLIES	\$156	\$0	\$0	\$0
0231 PC SOFTWARE	\$0	\$0	\$0	\$0
SUPPLIES SUBTOTAL	\$25,392	\$18,840	\$35,300	\$5,060
0302 MAINT-MOTOR VEHICLES	\$0	\$1,000	\$3,000	\$0
0318 MAINT-OFFICE EQUIPMENT	\$732	\$4,200	\$2,500	\$0
0342 MAINT-COMPUTER EQUIPMENT	\$14,532	\$10,500	\$7,100	\$0
MAINTENANCE SUBTOTAL	\$15,264	\$15,700	\$12,600	\$0
0402 RENTAL OF EQUIPMENT	\$4,608	\$6,000	\$4,000	\$2,880
0407 SPECIAL SERVICES	\$0	\$4,300	\$0	\$4,520
0409 TRAVEL & EDUCATION	\$0	\$4,125	\$900	\$510
0414 DUES & SUBSCRIPTIONS	\$108	\$150	\$100	\$150
0416 OTHER/PROFESSIONAL SERVICES	\$100,440	\$168,000	\$118,900	\$78,000
0421 PRINTING	\$5,424	\$5,000	\$2,100	\$3,325
0436 IMPROVEMENTS BY CONTRACTORS	\$0	\$15,000	\$1,900	\$0
0442 COMPUTER PROFESSIONAL SVCS	\$65,856	\$12,000	\$11,900	\$12,500
0462 CELLULAR TELEPHONE & PAGERS	\$768	\$1,500	\$0	\$0
0559 CONTRACT/TEMPORARY LABOR	\$159,624	\$2,500	\$105,700	\$0
ADDITIONAL OTHER SERVICE SUBTOTAL	\$336,828	\$218,575	\$245,500	\$101,885
0608 CAPITAL-FURNITURE & FIXTURES	\$0	\$16,000	\$17,500	\$0
0618 CAPITAL-COMPUTER EQUIPMENT	\$20,196	\$0	\$0	\$0
CAPITAL OUTLAY SUBTOTAL	\$20,196	\$16,000	\$17,500	\$0
TOTAL UTILITY BILLING	\$584,796	\$686,797	\$623,000	\$443,809

Programs/Activities:
 Water/Sewer/Refuse Revenue Collection, Customer
 Account Maintenance, Miscellaneous Collections, Daily
 Mail Processing, Meter Reading Data Preparation and
 Processing, Customer Service Utility Administration

General Government Division (A)
 Water and Sewer Operating Fund (05)



Utility Meter Reading



Personnel Summary				
	Adopted	Adopted	Adopted	
Position	06-07	07-08	08-09	
Meter Technician	0	0	2	
Total	0	0	2	

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>	



Departmental Goals					
<p>City Council Goals 1 (Financially Sustainable City Government)</p> <ul style="list-style-type: none"> • Maximize sources of revenue through continuous monitoring and review of consumption and customer accounts • Create a positive and friendly impression of the City of Lancaster for newcomers, visitors, and residents with friendly customer service • Process all activities in the most economical and efficient manner • Serve the City of Lancaster's utility customers through courteous service, knowledgeable staff, and convenient hours • Respond to customer inquiries in a timely manner, and maintain the timely and accurate posting of payments to accounts • Notify management and Council of potential problem areas and opportunities for improvement in all areas concerning the City of Lancaster Utilities' financial health 					
Workload Indicators		07-08 Estimate	08-09 Estimate		
Water Customers		10,687	10,882		
Wastewater Customers		10,287	10,402		
Cut-off of Services		1,330	1,000		
Meter Changes		100	50		
Performance Measurement		07-08 Estimate	08-09 Target		
Department Objective: Ensure Departmental Efficiency					
Performance Measure: Satisfactory Monthly Meter Maintenance		100%	100%		
Performance Measure: Accurate Meter Readings		100%	100%		
Budget Summary		06-07 Actual	07-08 Budget	07-08 Estimate	08-09 Budget
Personnel		\$ -	\$ -	\$ -	\$ -
Supplies		\$ -	\$ -	\$ -	\$ 15,200
Maintenance		\$ -	\$ -	\$ -	\$ 26,800
Other Services		\$ -	\$ -	\$ -	\$ 96,550
Capital Outlay		\$ -	\$ -	\$ -	\$ -
TOTAL		\$ -	\$ -	\$ -	\$ 138,550

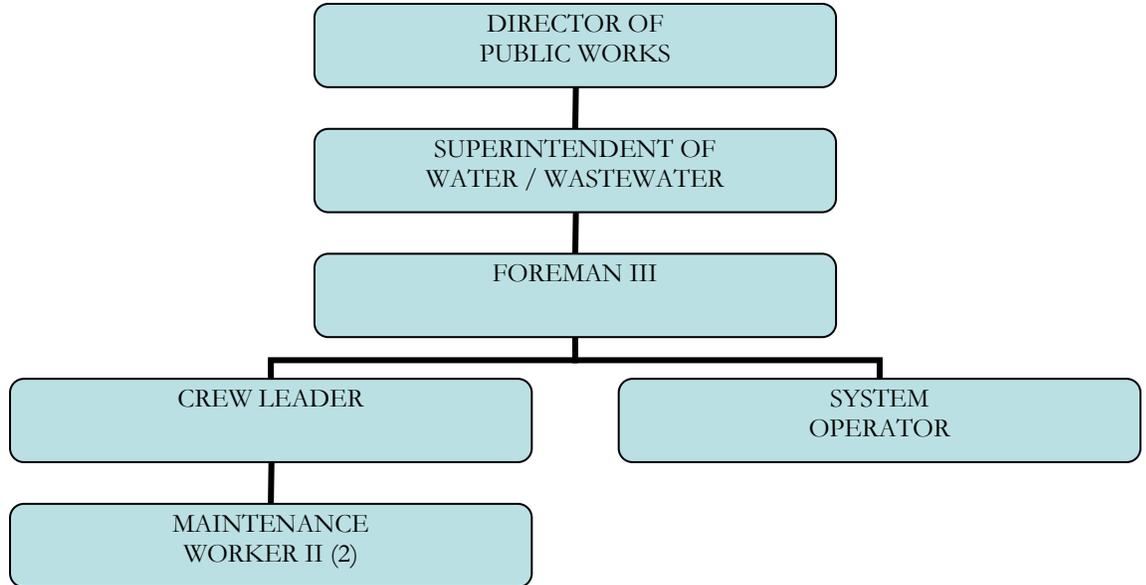
Meter Reading

General Government Division
Water and Sewer Fund

Budget Details	06-07 Actual	07-08 Budget	07-08 Estimate	08-09 Budget
0202 UNIFORMS & CLOTHING	\$0	\$0	\$0	\$500
0204 MINOR EQUIP/FURN/FIX/TOOLS	\$0	\$0	\$0	\$1,700
0218 FUEL & OIL	\$0	\$0	\$0	\$13,000
SUPPLIES SUBTOTAL	\$0	\$0	\$0	\$15,200
0302 MAINT-MOTOR VEHICLES	\$0	\$0	\$0	\$3,000
0309 MAINTENANCE-METERS & SETTINGS	\$0	\$0	\$0	\$20,600
0342 MAINT-COMPUTER EQUIPMENT	\$0	\$0	\$0	\$3,200
MAINTENANCE SUBTOTAL	\$0	\$0	\$0	\$26,800
0409 TRAVEL & EDUCATION	\$0	\$0	\$0	\$550
0416 OTHER/PROFESSIONAL SERVICES	\$0	\$0	\$0	\$96,000
0421 PRINTING	\$0	\$0	\$0	\$0
OTHER SERVICES SUBTOTAL	\$0	\$0	\$0	\$96,550
TOTAL METER READING	\$0	\$0	\$0	\$138,550

Programs/Activities:
 Water Production and Distribution, Water Quality,
 Inspections, Cross Connection Control,
 Customer Service, Installation, Maintenance, Repairs

Public Works Division (C)
 Water and Sewer Operating Fund (05)



Personnel Summary				
Position	Adopted 06-07	Adopted 07-08	Adopted 08-09	
Superintendent-W/WW	1	1	1	
Foreman III	1	1	1	
Crew Leader	1	1	1	
Water Systems Operator	1	1	1	
Meter Technician	2	0	0	
Maintenance Worker II	2	2	2	
Total	8	6	6	

Department Narrative

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



Water

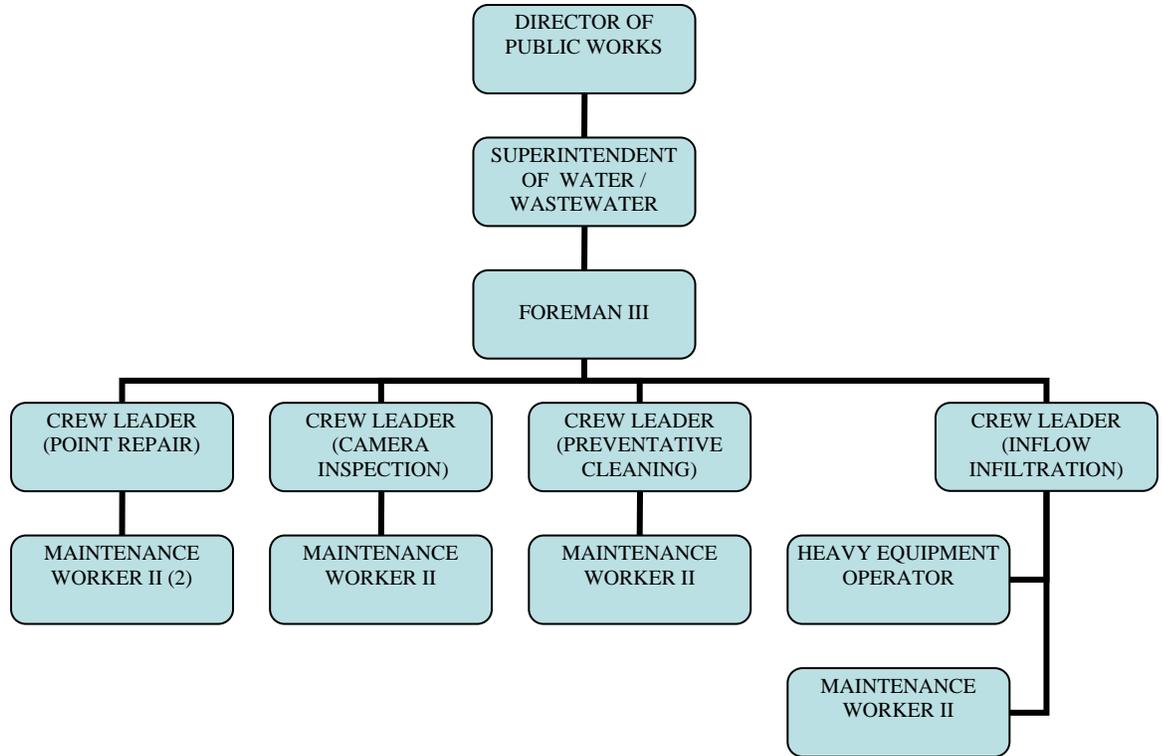


Departmental Goals					
<p>City Council Goals 1 & 3 (Financially Sound, Stable City Government; Enhanced City Infrastructure and Services)</p> <ul style="list-style-type: none"> • Maintain the physical integrity of utility infrastructure to maximize City investment • Provide safe water in adequate supply to meet citizens needs, in addition to water conservation materials and practices • Maintain responsiveness to new development needs and potential system expansion • Comply with rules and regulations as required by the TCEQ and the Clean Water Act • Expand employees knowledge through training, seminars, and certification programs • Provide the best possible information to engineers, contractors, builders, and other governmental agencies • Reduce unaccounted for water through meter replacement, leak detection, and water line replacement • Protect the public safety and health through plan review, backflow cross connection inspections, and testing • Maintain, repair, and replace aging fire hydrants and valves to ensure optimum fire flows 					
Workload Indicators		07-08 Estimate	08-09 Estimate		
Full -Time Water Employees		6.5	6.5		
Water Main Replacement		3,000 feet	3,000 feet		
Commercial Meter Changes		35	35		
Weekly Safety Meetings		52	52		
Valves Operated		500	500		
Weekly Safety Classes		52	52		
Performance Measurement		07-08 Estimate	08-09 Target		
Department Objective: Customer Responsiveness Performance Measure: Phone Inquires Responded to within 24 Hours		90%	90%		
Department Objective: Efficient Operations Performance Measure: Damaged Fire Hydrants Repaired within 48 Hours		70%	75%		
Performance Measure: Reduction in Unaccounted Water Loss		5%	5%		
Performance Measure: Backflow Inventory Logged		100%	100%		
Department Objective: Safety of Citizens and Employees Performance Measure: Weekly Safety Classes Held		100%	100%		
Budget Summary		06-07 Actual	07-08 Budget	07-08 Estimate	08-09 Budget
Personnel		\$ 351,756	\$ 396,974	\$ 188,100	\$ 389,609
Supplies		\$ 55,392	\$ 68,100	\$ 49,900	\$ 62,210
Maintenance		\$ 107,628	\$ 160,100	\$ 129,100	\$ 266,900
Other Services		\$ 2,317,140	\$ 2,403,889	\$ 2,017,400	\$ 2,511,714
Capital Outlay		\$ -	\$ 396,776	\$ 417,100	\$ 897,000
TOTAL		\$ 2,831,916	\$ 3,425,839	\$ 2,801,600	\$ 4,127,433

Budget Details	06-07 Actual	07-08 Budget	07-08 Estimate	08-09 Budget
0101 SALARIES-REGULAR	\$230,220	\$261,514	\$118,100	\$256,141
0102 SALARIES-PART TIME	\$0	\$12,730	\$14,600	\$12,730
0103 SALARIES-OVERTIME	\$23,628	\$25,000	\$8,600	\$25,000
0104 SALARIES-LONGEVITY	\$408	\$580	\$400	\$488
0105 GROUP HEALTH INSURANCE	\$33,168	\$24,883	\$13,600	\$28,992
0106 TMRS	\$29,748	\$31,097	\$15,300	\$30,870
0107 FICA	\$19,176	\$20,864	\$9,700	\$19,597
0109 SALARIES-WELL PAY	\$1,212	\$1,500	\$300	\$0
0110 DENTAL INSURANCE	\$1,476	\$865	\$600	\$865
0114 SALARIES-ASSIGNMENT PAY	\$0	\$1,708	\$0	\$0
0115 CERTIFICATION PAY	\$0	\$4,300	\$2,100	\$3,250
0120 GROUP LIFE INSURANCE	\$84	\$119	\$0	\$119
0130 WORKERS COMPENSATION	\$12,636	\$11,814	\$4,800	\$11,557
PERSONNEL SERVICES SUBTOTAL	\$351,756	\$396,974	\$188,100	\$389,609
0201 OFFICE SUPPLIES	\$1,212	\$1,000	\$2,200	\$1,000
0202 CLOTHING AND UNIFORMS	\$3,960	\$4,000	\$3,100	\$4,000
0204 MINOR EQUIP/FURN/FIX/TOOLS	\$20,568	\$21,500	\$17,100	\$18,850
0206 CHEMICALS	\$2,484	\$3,500	\$3,500	\$2,400
0214 POSTAGE/SHIPPING/DELIVERY	\$2,424	\$5,600	\$300	\$3,760
0216 MEDICAL SUPPLIES	\$0	\$500	\$0	\$200
0218 FUEL & OIL	\$24,744	\$32,000	\$23,700	\$32,000
SUPPLIES SUBTOTAL	\$55,392	\$68,100	\$49,900	\$62,210
0301 MAINT-BLDG & STRUCTURES	\$5,220	\$3,000	\$3,200	\$3,000
0302 MAINT-MOTOR VEHICLES	\$7,380	\$8,500	\$6,700	\$11,500
0303 MAINT-EQUIP & MACHINERY	\$7,896	\$6,900	\$6,400	\$0
0304 MAINT.-STREETS-UTILITY CUTS	\$0	\$40,000	\$34,800	\$40,000
0306 MAINT-WATER MAINS	\$46,872	\$50,000	\$45,400	\$30,000
0307 MAINT-INSTRUMENTS & APPARATUS	\$10,116	\$2,400	\$1,000	\$0
0309 MAINT-METERS & SETTINGS	-\$5,004	\$7,800	\$5,500	\$5,000
0310 MAINT-STORAGE & DISTRBTN PUMPS	\$22,068	\$33,000	\$26,100	\$170,000
0311 MAINT-WELLS	\$1,656	\$0	\$0	\$0
0314 MAINT-RADIO EQUIPMENT	\$0	\$0	\$0	\$2,400
0321 MAINT-HYDRANTS	\$11,424	\$8,500	\$0	\$5,000
MAINTENANCE SUBTOTAL	\$107,628	\$160,100	\$129,100	\$266,900
0402 RENTAL OF EQUIPMENT	\$240	\$1,000	\$200	\$1,000
0408 ADVERTISING	\$132	\$0	\$0	\$0
0409 TRAVEL & EDUCATION	\$6,684	\$6,600	\$4,700	\$6,700
0410 UTILITIES - ELECTRICITY	\$161,304	\$200,000	\$181,700	\$220,000
0411 WATER PURCHASES	\$2,006,868	\$2,084,000	\$1,821,400	\$2,172,000
0414 DUES & SUBSCRIPTIONS	\$5,688	\$8,500	\$5,500	\$8,225
0416 OTHER/PROFESSIONAL SERVICES	\$18,432	\$20,000	\$2,800	\$0
0427 ENGINEERING	\$0	\$0	\$0	\$20,000
0438 TESTING	\$11,436	\$10,000	\$0	\$10,000
0462 CELLULAR TELEPHONE & PAGERS	\$8,184	\$0	\$0	\$0
0495 TRA CONTRACT BONDS	\$98,172	\$73,489	\$0	\$73,489
0498 UTILITIES - GAS	\$0	\$300	\$0	\$300
0559 CONTRACT/TEMPORARY LABOR	\$0	\$0	\$1,100	\$0
OTHER SERVICES SUBTOTAL	\$2,317,140	\$2,403,889	\$2,017,400	\$2,511,714
0604 CAPITAL-WATER MAINS	\$0	\$300,000	\$300,000	\$870,000
0609 CAPITAL-MACHINERY & EQUIPMENT	\$0	\$90,000	\$76,900	\$0
0610 CAPITAL-MOTOR VEHICLES	\$0	\$6,776	\$28,000	\$0
0630 CAPITAL-WATER/WW SAFETY EQUIP	\$0	\$0	\$0	\$7,000
0633 CAPITAL-TESTING EQUIPMENT	\$0	\$0	\$0	\$20,000
0636 CAPITAL-CAPITAL SOFTWARE	\$0	\$0	\$12,200	\$0
CAPITAL OUTLAY SUBTOTAL	\$0	\$396,776	\$417,100	\$897,000
TOTAL WATER	\$2,831,916	\$3,425,839	\$2,801,600	\$4,127,433

Programs/Activities:
Sewage Collection, Treatment, Pretreatment,
Inspection, Customer Service, Installation,
Maintenance, Repairs

Public Works Division (C)
Water and Sewer Operating Fund (05)



Personnel Summary			
Position	Adopted 06-07	Adopted 07-08	Adopted 08-09
Foreman III	1	1	1
Crew Leader	4	4	4
Heavy Equipment Operator I	1	1	1
Maintenance Worker II	5	5	5
Total	11	11	11

Department Narrative
<p>The Wastewater Division 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.</p> <p>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 Division 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.</p>

Departmental Goals					
City Council Goals 1 & 3					
(Financially Sound, Stable City Government; Enhanced City Infrastructure and Facilities)					
<ul style="list-style-type: none"> • Work to minimize inflow/infiltration and to continue inflow and infiltration studies, testing, and identification • Provide the best possible information to engineers, contractors, and builders requesting wastewater information • Work with other City departments to insure that all parties are making proper repairs and installations to the sewer system • Replace and repair aging mains in the sanitary sewer system (including sewer lift station upgrades) • Maintain the physical integrity of utility infrastructure to maximize City investment • Continue TCEQ Sanitary Sewer Overflow Outreach Initiative • Attend HOA and community meetings to educate citizens on the proper care of sewer lines 					
Workload Indicators		07-08 Estimate	08-09 Estimate		
Full-Time Wastewater Employees		11	11		
Total Municipal Sewer Line		700,000 feet	700,000 feet		
Sewer Line Replacement		5,000 feet	5,000 feet		
Sewer Line Cleaned		560,000 feet	560,000 feet		
Grease Trap Inspections Monthly		50	50		
Weekly Safety Meetings		52	52		
Performance Measurement		07-08 Estimate	08-09 Target		
Department Objective: Customer Responsiveness					
Performance Measure: Sewer Backups Resolved within 30 Minutes		100%	100%		
Performance Measure: Phone Inquiries Responded to within 24 Hours		90%	90%		
Department Objective: Efficient Operations					
Performance Measure: Sewer System Cleaned Annually (700,000 Total Feet)		80%	80%		
Performance Measure: Main Stoppages Re-Telvised within 24 Hours		91%	91%		
Performance Measure: Grease Traps Inspected on Monthly Basis		100%	100%		
Department Objective: Safety of Citizens and Employees					
Performance Measure: Weekly Safety Meetings Completed		100%	100%		
Budget Summary		06-07 Actual	07-08 Budget	07-08 Estimate	08-09 Budget
Personnel		\$ 380,088	\$ 517,971	\$ 436,200	\$ 521,612
Supplies		\$ 33,816	\$ 30,435	\$ 36,000	\$ 41,700
Maintenance		\$ 159,840	\$ 209,500	\$ 180,300	\$ 109,500
Other Services		\$ 4,324,308	\$ 3,422,945	\$ 3,307,400	\$ 3,418,511
Capital Outlay		\$ 77,796	\$ 320,000	\$ 279,500	\$ 1,120,000
TOTAL		\$ 4,975,848	\$ 4,500,851	\$ 4,239,400	\$ 5,211,323

Budget Details	06-07 Actual	07-08 Budget	07-08 Estimate	08-09 Budget
0101 SALARIES-REGULAR	\$240,996	\$369,021	\$273,500	\$361,258
0103 SALARIES-OVERTIME	\$27,444	\$7,500	\$42,100	\$7,500
0104 SALARIES-LONGEVITY	\$204	\$500	\$500	\$768
0105 GROUP HEALTH INSURANCE	\$44,232	\$40,039	\$41,500	\$60,401
0106 TMRS	\$31,440	\$43,845	\$37,600	\$43,121
0107 FICA	\$19,932	\$27,890	\$23,600	\$27,391
0109 SALARIES-WELL PAY	\$432	\$3,455	\$800	\$0
0110 DENTAL INSURANCE	\$2,340	\$2,613	\$2,300	\$3,644
0115 CERTIFICATION PAY	\$0	\$4,300	\$900	\$950
0120 GROUP LIFE INSURANCE	\$84	\$204	\$100	\$204
0130 WORKERS COMPENSATION	\$12,984	\$18,604	\$13,300	\$16,375
PERSONNEL SERVICES SUBTOTAL	\$380,088	\$517,971	\$436,200	\$521,612
0201 OFFICE SUPPLIES	\$516	\$800	\$800	\$500
0202 CLOTHING AND UNIFORMS	\$4,380	\$4,000	\$3,900	\$4,000
0204 MINOR EQUIP/FURN/FIX/TOOLS	\$9,180	\$6,635	\$7,200	\$6,000
0206 CHEMICALS	\$408	\$2,000	\$2,000	\$1,000
0214 POSTAGE/SHIPPING/DELIVERY	\$156	\$0	\$0	\$0
0216 MEDICAL SUPPLIES	\$0	\$0	\$0	\$200
0218 FUEL & OIL	\$19,176	\$17,000	\$22,100	\$30,000
SUPPLIES SUBTOTAL	\$33,816	\$30,435	\$36,000	\$41,700
0302 MAINT-MOTOR VEHICLES	\$1,296	\$5,000	\$1,200	\$5,000
0303 MAINT-EQUIP & MACHINERY	\$16,500	\$10,000	\$16,800	\$10,000
0304 MAINT.-STREETS-UTILITY CUTS	\$0	\$40,000	\$26,700	\$40,000
0308 MAINT-SANITARY SEWER SYS	\$133,404	\$150,000	\$124,300	\$50,000
0312 MAINT-LIFT STATION	\$8,640	\$4,500	\$11,300	\$4,500
MAINTENANCE SUBTOTAL	\$159,840	\$209,500	\$180,300	\$109,500
0402 RENTAL OF EQUIPMENT	\$324	\$1,000	\$0	\$1,000
0408 ADVERTISING	\$396	\$1,000	\$500	\$0
0409 TRAVEL & EDUCATION	\$5,160	\$11,740	\$3,100	\$9,556
0410 UTILITIES - ELECTRICITY	\$22,332	\$10,000	\$7,600	\$8,000
0412 SEWAGE TREATMENT	\$4,112,556	\$3,200,000	\$3,168,600	\$3,200,000
0413 SANITARY LANDFILL	\$1,548	\$10,000	\$200	\$10,000
0414 DUES & SUBSCRIPTIONS	\$216	\$0	\$0	\$750
0416 OTHER/PROFESSIONAL SERVICES	\$27,984	\$0	\$0	\$0
0427 ENGINEERING	\$0	\$40,000	\$0	\$40,000
0462 CELLULAR TELEPHONE & PAGERS	\$4,596	\$0	\$0	\$0
0495 TRA CONTRACT BONDS	\$149,196	\$149,205	\$127,400	\$149,205
OTHER SERVICE SUBTOTAL	\$4,324,308	\$3,422,945	\$3,307,400	\$3,418,511
0603 CAPITAL-SANITARY SEWER SYSTEM	\$0	\$300,000	\$258,400	\$1,030,000
0609 CAPITAL-MACHINERY & EQUIPMENT	\$77,796	\$0	\$1,000	\$90,000
0610 CAPITAL-MOTOR VEHICLES	\$0	\$20,000	\$20,100	\$0
CAPITAL OUTLAY SUBTOTAL	\$77,796	\$320,000	\$279,500	\$1,120,000
TOTAL WASTEWATER OPERATIONS	\$4,975,848	\$4,500,851	\$4,239,400	\$5,211,323



HOTEL/MOTEL TAX FUND SUMMARY



	ACTUAL 06-07	BUDGETED 07-08	ESTIMATE 07-08	PROPOSED 08-09
<i>Estimated Balance 10/1</i>	116,334	104,000	104,000	134,000
<u>Revenue:</u>				
Hotel Motel Taxes	98,549	43,000	80,000	80,000
Total Revenue	98,549	43,000	80,000	80,000
<i>Total Amount Available</i>	214,883	147,000	184,000	214,000
Hotel Motel Expenditures	86,215	50,000	50,000	51,500
Total Disbursements	86,215	50,000	50,000	51,500
Estimated Balance	128,668	97,000	134,000	162,500



4A Fund FUND SUMMARY



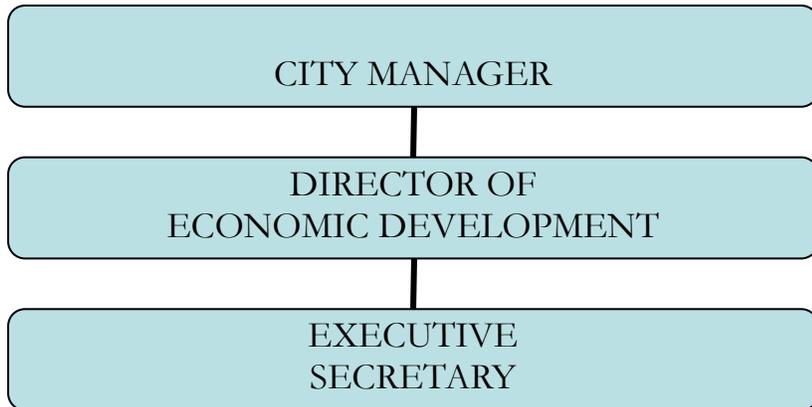
	BUDGETED 07-08	ESTIMATE 07-08	PROPOSED 08-09
<i>Estimated Balance 10/1</i>	3,424,103	3,424,103	3,129,270
<u>Revenue:</u>			
Sales Taxes	764,750	675,000	675,000
Interest and Other Income	40,000	10,000	10,000
Total Revenue	804,750	685,000	685,000
<i>Total Amount Available</i>	4,228,853	4,109,103	3,814,270
Admin.	309,650	246,900	316,323
Marketing	73,025	30,000	43,000
Debt	227,004	227,004	226,550
Incentives	1,745,000	460,929	998,334
Transfer to General Fund	15,000	15,000	15,000
Total Disbursements	2,369,679	979,833	1,599,207
Estimated Balance	1,859,174	3,129,270	2,215,063

Programs/Activities:
 Business Retention, Expansion and
 Recruitment, Project Administration,
 Community Marketing

General Government Division (A)
 4A Lancaster Economic Development Fund (16)



Economic Development



Personnel Summary				
Position	Adopted 06-07	Adopted 07-08	Adopted 08-09	
Director of Economic Development	1	1	1	
ED Analyst	1	1	0	
Executive Secretary	1	1	1	
Total	3	3	2	

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 “4A” Economic Development sales tax as its primary source of funding. The Department's services are a community resource and are provided at no charge.</p> <p>Review and evaluation of “4A” projects and incentives is overseen by an eight-person board of directors which includes five voting members and three ex-officio members. These individuals review applications for 4A incentives and recommend projects for funding to the City Council.</p>	



Departmental Goals					
<p>City Council Goal 2 & 5 (Higher Quality Development: Residential and Commercial; The Preferred Place to Live: Professionals and Families)</p> <ul style="list-style-type: none"> • Develop action oriented programs that create an interest in Lancaster by developers, commercial real estate brokers and companies looking to expand or relocate their operations • Initiate marketing and recruitment initiative directed at Asia to promote utilization of Dallas Logistics Hub • Implement programs targeting existing industry retention • Monitor the recapture performance requirements associated with incentives granted • Assist in the development and implementation of a "seamless" City process associated with development projects in Lancaster • Create collateral materials necessary to showcase all development opportunities in Lancaster 					
Workload Indicators		07-08 Estimate	08-09 Estimate		
Responses to Request For Proposals (RFP) for development projects		12	15		
Meetings with DFW real estate brokers and developers		42	30		
Retention visits with existing industry		5	5		
Regional and local marketing initiatives with economic development allies		2	3		
Design and production of department collatorial materials		1	1		
Missions to Asia promoting Logistics Hub		1	2		
Meetings with walk-in inquiries about development projects		6	5		
Phone inquiries about development projects and community information		75	75		
Attend local business, education and civic organization's meetings		8	15		
Performance Measurement		07-08 Estimate	08-09 Target		
Department Objective: Promote Lancaster Economic Development					
Performance Measure: Meetings with DFW real estate brokers and developers		42	30		
Performance Measure: Retention visits with existing industry		5	5		
Performance Measure: Regional and local marketing initiatives with development allies		2	2		
Performance Measure: Design and production of department collatorial materials		1	1		
Budget Summary		06-07 Actual	07-08 Budget	07-08 Estimate	08-09 Budget
Personnel		\$94,752	\$221,983	\$190,000	\$255,948
Supplies		\$12,132	\$11,000	\$7,200	\$9,500
Maintenance		\$3,180	\$3,000	\$3,300	\$1,500
Other Services		\$117,024	\$73,667	\$46,400	\$49,375
Capital Outlay		\$0	\$0	\$0	\$0
TOTAL		\$227,088	\$309,650	\$246,900	\$316,323

Budget Details	06-07 Actual	07-08 Budget	07-08 Estimate	08-09 Budget
0101 SALARIES-REGULAR	\$69,564	\$170,728	\$145,800	\$195,516
0103 SALARIES-OVERTIME	\$36	\$0	\$0	\$0
0104 SALARIES-LONGEVITY	\$96	\$64	\$100	\$160
0105 GROUP HEALTH INSURANCE	\$8,244	\$9,614	\$9,300	\$16,117
0106 TMRS	\$8,424	\$21,027	\$17,800	\$23,816
0107 FICA	\$5,280	\$13,138	\$11,300	\$13,975
0109 SALARIES-WELL PAY	\$312	\$1,500	\$0	\$0
0110 DENTAL INSURANCE	\$264	\$394	\$400	\$751
0113 SALARIES-CAR ALLOWANCE	\$2,208	\$4,800	\$4,700	\$4,800
0120 GROUP LIFE INSURANCE	\$24	\$51	\$0	\$51
0130 WORKERS COMPENSATION	\$300	\$667	\$600	\$762
PERSONNEL SERVICES SUBTOTAL	\$94,752	\$221,983	\$190,000	\$255,948
0201 OFFICE SUPPLIES	\$8,688	\$4,500	\$4,500	\$4,000
0210 FOOD/BEVERAGE-MEETINGS/FUNCTIONS	\$996	\$3,000	\$2,100	\$3,500
0214 POSTAGE/SHIPPING/DELIVERY	\$2,448	\$3,500	\$300	\$2,000
0231 PC SOFTWARE	\$0	\$0	\$300	\$0
SUPPLIES SUBTOTAL	\$12,132	\$11,000	\$7,200	\$9,500
0301 MAINT-BLDG & STRUCTURES	\$3,180	\$3,000	\$3,300	\$1,500
MAINTENANCE SUBTOTAL	\$3,180	\$3,000	\$3,300	\$1,500
0401 TELEPHONE & COMMUNICATIONS	\$3,084	\$4,100	\$3,700	\$4,100
0402 RENTAL OF EQUIPMENT	\$3,636	\$3,200	\$500	\$2,000
0409 TRAVEL & EDUCATION	\$6,384	\$7,015	\$5,000	\$3,500
0410 UTILITIES - ELECTRICITY	\$2,916	\$3,500	\$4,400	\$4,000
0414 DUES & SUBSCRIPTIONS	\$2,172	\$3,940	\$2,300	\$2,975
0416 OTHER/PROFESSIONAL SERVICES	\$0	\$0	\$0	\$0
0440 CONSULTANT AND ADVISORY FEES	\$80,604	\$30,000	\$14,900	\$15,000
0446 ATTORNEY FEES	\$2,736	\$5,000	\$400	\$5,000
0462 CELLULAR TELEPHONE & PAGERS	\$204	\$1,512	\$1,400	\$1,800
0464 RENTAL OF OFFICE SPACE	\$15,000	\$12,500	\$13,500	\$8,000
0559 CONTRACT LABOR	\$288	\$2,900	\$300	\$3,000
OTHER SERVICES SUBTOTAL	\$117,024	\$73,667	\$46,400	\$49,375
TOTAL ECONOMIC DEVELOPMENT ADMIN.	\$227,088	\$309,650	\$246,900	\$316,323



**POLICE SPECIAL FUND
FUND SUMMARY**



	ACTUAL 06-07	BUDGETED 07-08	ESTIMATE 07-08	PROPOSED 08-09
<i>Estimated Balance 10/1</i>	<i>18,313</i>	<i>20,000</i>	<i>20,000</i>	<i>57,000</i>
<u>Revenue:</u>				
Police Special Revenue	1,912	-	40,000	-
Total Revenue	1,912	-	40,000	-
Total Amount Available	20,225	20,000	60,000	57,000
Special Police Expenditures	225	-	3,000	-
Total Disbursements	225	-	3,000	-
Estimated Balance	20,000	20,000	57,000	57,000



4B / RECREATION FUND FUND SUMMARY



	ACTUAL 06-07	BUDGETED 07-08	ESTIMATE 07-08	PROPOSED 08-09
<i>Estimated Balance 10/1</i>	<i>(1,334,831)</i>	<i>194,000</i>	<i>194,000</i>	<i>43,327</i>
Revenue:				
4B Sales Taxes	1,467,023	1,529,500	1,350,000	1,350,000
4B Interest/Other	153,785	70,000	70,000	70,000
Recreation Revenue	521,829	505,000	505,000	525,260
Transfer from General Fund	1,782,408	-	900,000	1,000,000
Total Revenue	3,925,045	2,104,500	2,825,000	2,945,260
<i>Total Amount Available</i>	<i>2,590,214</i>	<i>2,298,500</i>	<i>3,019,000</i>	<i>2,988,587</i>
4B Debt	427,075	906,373	906,373	906,958
P/R Admin.	198,108	251,893	206,500	250,000
Recreation	1,125,091	1,262,117	1,138,900	1,000,001
Senior Center	-	-	-	167,051
Library	645,940	685,500	723,900	679,763
Total Disbursements	2,396,214	3,105,883	2,975,673	3,003,773
Estimated Balance	194,000	(807,383)	43,327	(15,186)



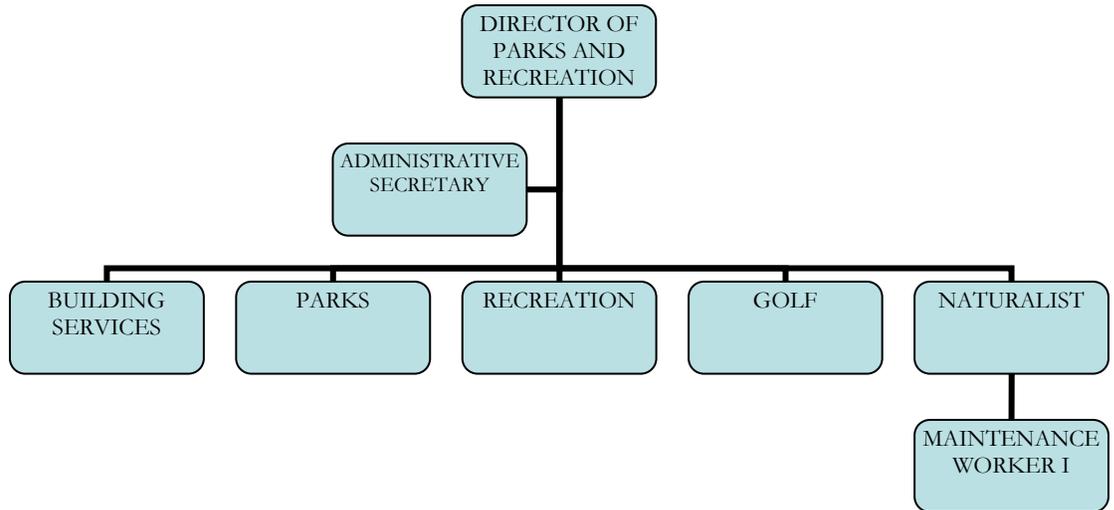
Parks & Recreation Administration



Programs/Activities:
 Park, Playground, and Ball field Maintenance,
 Athletics, Senior Citizens, Recreation, Aquatics,
 Special Events, Mowing Beautification, Recreation Board, Assist
 Park Board and 4B Recreational Development Board

Community Services Division

Recreation Fund



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	1	
Total	2	4	4	

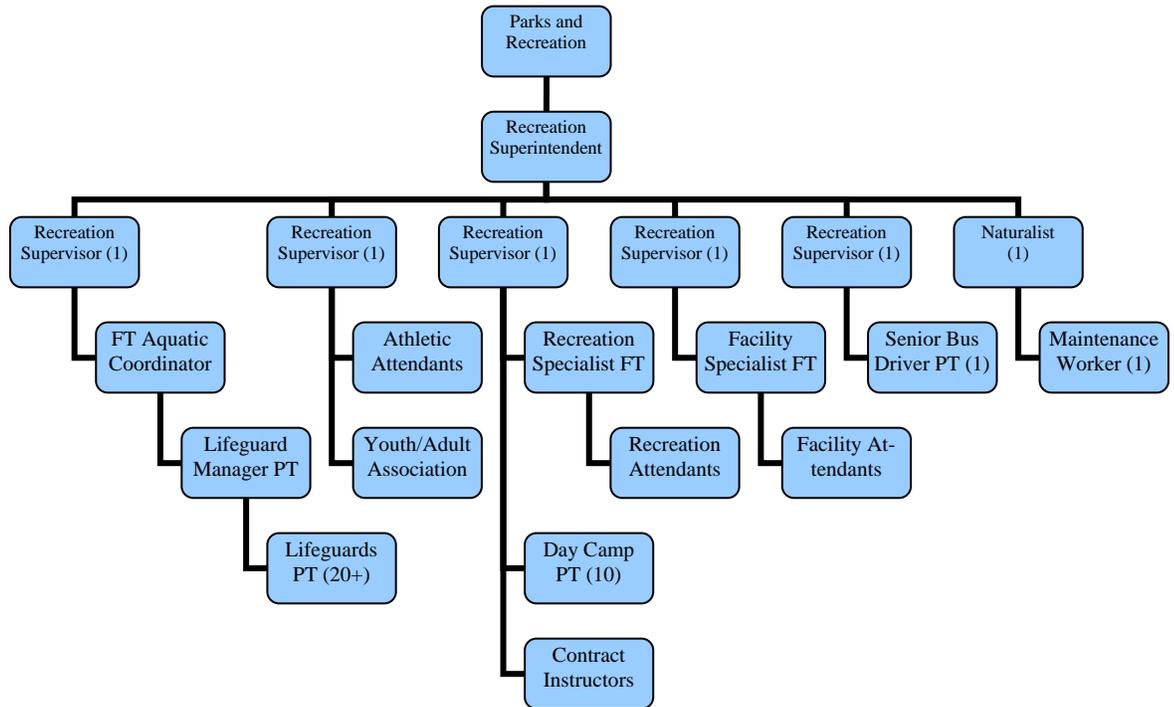
Department Narrative	
<p>The Parks and Recreation Administration program is responsible for all operations included in the Parks and Recreation Fund in addition to the general fund activity of Building Services. This program has taken additional responsibilities for the new year, as a Naturalist and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

Departmental Goals					
<p>City Council Goal 1 (Financially Sustainable City Government)</p> <ul style="list-style-type: none"> • Monitor, coordinate, and operate all assigned departments, including Parks, Recreation, Building Services, and Country View Golf Course Management Contract • Develop Grant Opportunities for Funding Leisure Programs, Activities and Facilities <p>City Council Goal 3 (Enhanced City Infrastructure and Facilities)</p> <ul style="list-style-type: none"> • Develop Strategies to reduce energy consumption and expenses for all municipal facilities • Develop a 5 Year Master Plan for Country View Golf Course • Maintain Recreation center for City events such as meetings, conferences, and other municipal usage <p>City Council Goal 4 (City - an Organization of Excellence)</p> <ul style="list-style-type: none"> • Continue to monitor the operations at Bear Creek Nature Park • Monitor and seek out ways to improve safety for citizens and employees in the municipal parks and recreation center <p>City Council Goal 6 (Greater Community Unity & Pride)</p> <ul style="list-style-type: none"> • Recertification of Lancaster as a Tree City USA City • Seek out cost effective methods of beautifying the City of Lancaster • Plan, develop and implement a Keep Lancaster Beautiful Program 					
Workload Indicators		07-08 Estimate		08-09 Estimate	
Total Parks and Recreation Budgeted Revenues (excluding Transfers In)		\$505,000		\$524,000	
Total Parks and Recreation Employees / Building Services		59/3		61/3	
Total City Buildings		13		16	
Performance Measurement		07-08 Estimate		08-09 Target	
Department Objective: Improve Parks and Recreation Operations					
Performance Measure: Funded Projects Completed by Fiscal Year-End		100%		100%	
Performance Measure: Senior Center Building		95%		100%	
Performance Measure: Tree City USA Designation		Retained		Retained	
Budget Summary		06-07 Actual	07-08 Budget	07-08 Estimate	08-09 Budget
Personnel		\$ 167,604	\$ 219,103	\$ 181,800	\$ 238,000
Supplies		\$ 15,780	\$ 16,150	\$ 17,900	\$ 12,000
Maintenance		\$ -	\$ -	\$ -	\$ -
Other Services		\$ 13,248	\$ 16,640	\$ 6,800	\$ -
Capital Outlay		\$ -	\$ -	\$ -	\$ -
TOTAL		\$ 196,632	\$ 251,893	\$ 206,500	\$ 250,000

Budget Details	06-07 Actual	07-08 Budget	07-08 Estimate	08-09 Budget
0101 SALARIES-REGULAR	\$126,024	\$164,740	\$137,300	\$167,114
0104 SALARIES-LONGEVITY	\$288	\$380	\$400	\$476
0105 GROUP HEALTH INSURANCE	\$8,496	\$12,380	\$9,200	\$17,936
0106 TMRS	\$15,480	\$20,123	\$17,000	\$24,615
0107 FICA	\$9,924	\$10,197	\$10,600	\$15,122
0109 SALARIES-WELL PAY	\$1,416	\$1,500	\$1,200	\$0
0110 DENTAL INSURANCE	\$696	\$842	\$700	\$1,347
0113 SALARIES - CAR ALLOWANCE	\$4,812	\$4,800	\$4,700	\$4,800
0120 GROUP LIFE INSURANCE	\$36	\$45	\$0	\$68
0130 WORKERS COMPENSATION	\$432	\$4,096	\$700	\$6,522
PERSONNEL SERVICES SUBTOTAL	\$167,604	\$219,103	\$181,800	\$238,000
0201 OFFICE SUPPLIES	\$9,720	\$10,000	\$10,200	\$10,000
0202 UNIFORMS AND CLOTHING	\$108	\$150	\$0	\$0
0204 MINOR EQUIP/FURN/FIX/TOOLS	\$456	\$500	\$800	\$0
0210 FOOD & BEV - MEETINGS/FUNCTIONS	\$2,664	\$1,500	\$1,500	\$0
0214 POSTAGE/SHIPPING/DELIVERY	\$2,832	\$4,000	\$5,400	\$2,000
SUPPLIES SUBTOTAL	\$15,780	\$16,150	\$17,900	\$12,000
0402 RENTAL OF EQUIPMENT	\$1,440	\$5,000	\$1,900	\$0
0409 TRAVEL & EDUCATION	\$2,196	\$2,645	\$1,600	\$0
0414 DUES & SUBSCRIPTIONS	\$252	\$195	\$500	\$0
0416 OTHER/PROFESSIONAL SERVICES	\$4,152	\$200	\$100	\$0
0421 PRINTING	\$5,208	\$8,600	\$2,700	\$0
OTHER SERVICES SUBTOTAL	\$13,248	\$16,640	\$6,800	\$0
TOTAL PARK AND REC. ADMINISTRATION	\$196,632	\$251,893	\$206,500	\$250,000

Programs/Activities:
 Recreation Activities, Recreation Center, Special Events
 Facility Hall Coordination, Aquatics, Summer Camp,
 Senior Center

Community Services Division (E)
 Recreation Fund



Recreation



Personnel Summary

Position	Adopted 06-07	Adopted 07-08	Adopted 08-09
Recreation Superintendent	1	1	1
Aquatic Supervisor	1	1	0
Facility Hall/Special Events Supervisor	1	1	0
Athletics Supervisor	1	1	0
Recreation Supervisor	1	1	4
Senior Center Supervisor	0	1	0
Aquatics Coordinator	0	0	1
Lifeguard	0	1	0
Recreation Leader	3	3	3
Total	8	10	9

Department Narrative

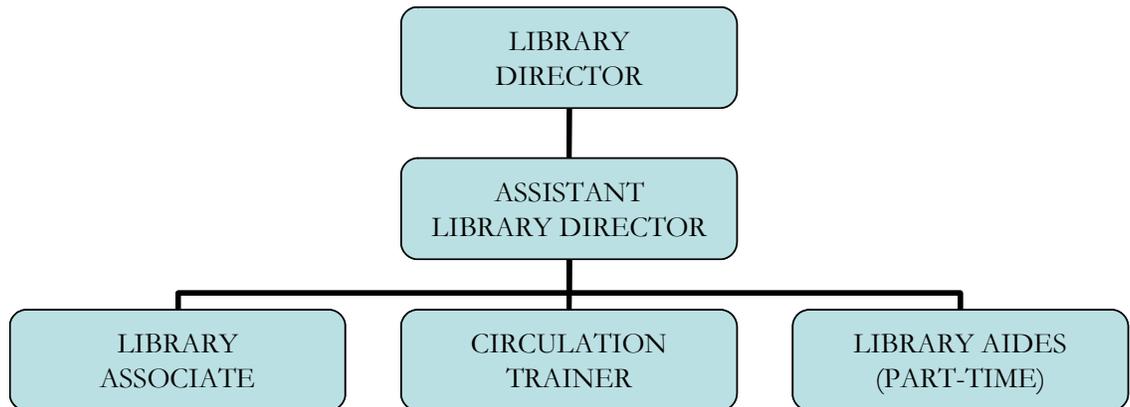
The Recreation Department is responsible for planning, organizing, and conducting a wide variety of recreation activities for the community. It assesses, collects, and accounts for fees created from these recreational activities. Additional responsibilities include the planning and management of the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

Departmental Goals					
<p>City Council Goals 3 & 4 (Enhanced City Infrastructure and Facilities; City - an Organization of Excellence)</p> <ul style="list-style-type: none"> • Staff and operate the Life Center (senior center) beginning December 2008 • Survey all Rental Patrons to determine rental satisfaction and areas needing improvements • Increase participation at the Life Center from 40 to 60 participants per day • Increase participation in youth baseball and basketball by 25%. <p>City Council Goals 6 (Greater Community Unity & Pride)</p> <ul style="list-style-type: none"> • Plan, promote, coordinate, produce and implement the BSW Juneteenth Celebration and annual Christmas in Old Town Lancaster. 					
Workload Indicators		07-08 Estimate	08-09 Estimate		
Recreation Facilities		1	2		
Banquet Hall Rentals		1,202	1,250		
Participants in Athletic Leagues		1,109	1,200		
Participants in Swimming Lessons		222	250		
Participants in Summer Day Camp		70 per week	110 per week		
Annual Memberships Purchased		1,171	1,200		
Special Events Coordinated		9	8		
Special Events Participation		12,467	5,200		
Performance Measurement		07-08 Estimate	08-09 Target		
Department Objective: Ensure Efficient Use of Municipal Resources					
Performance Measure: Budgeted Revenues Collected		128%	100%		
Performance Measure: Funded Projects Completed By Fiscal Year End		100%	100%		
Department Objective: Maintain High Standard of Safety and Satisfaction					
Performance Measure: Recreation Center Injuries (Serious in Nature)		0	0		
Performance Measure: Daily Recreation Center Equipment Inspection		100%	100%		
Performance Measure: Front Desk Staffing		100%	100%		
Performance Measure: Complaints Resolved Within 24 Hours		100%	100%		
Department Objective: Improve Departmental Operations					
Performance Measure: Monthly Safety Meetings		9	12		
Performance Measure: Increase in Recreation League Participation		25%	25%		
Budget Summary		06-07 Actual	07-08 Budget	07-08 Estimate	08-09 Budget
Personnel		\$612,924	\$766,430	\$655,900	\$725,688
Supplies		\$32,784	\$36,560	\$42,400	\$25,460
Maintenance		\$78,756	\$53,000	\$59,800	\$31,000
Other Services		\$257,304	\$332,627	\$327,100	\$217,853
Capital Outlay		\$129,156	\$70,000	\$53,700	\$0
TOTAL		\$1,110,924	\$1,258,617	\$1,138,900	\$1,000,001

Budget Details	06-07 Actual	07-08 Budget	07-08 Estimate	08-09 Budget
0101 SALARIES-REGULAR	\$217,620	\$295,927	\$244,700	\$321,812
0102 SALARIES-PART TIME	\$262,572	\$301,563	\$274,900	\$206,252
0103 SALARIES-OVERTIME	\$528	\$3,000	\$2,300	\$1,000
0104 SALARIES-LONGEVITY	\$216	\$486	\$400	\$696
0105 GROUP HEALTH INSURANCE	\$41,988	\$50,012	\$36,600	\$60,054
0106 TMRS	\$32,760	\$38,398	\$35,900	\$46,079
0107 FICA	\$35,772	\$55,926	\$39,100	\$65,535
0109 SALARIES-WELL PAY	\$996	\$1,500	\$1,400	\$0
0110 DENTAL INSURANCE	\$1,680	\$2,137	\$2,000	\$2,376
0120 GROUP LIFE INSURANCE	\$72	\$161	\$100	\$195
0130 WORKERS COMPENSATION	\$18,720	\$17,320	\$18,500	\$21,689
PERSONNEL SERVICES SUBTOTAL	\$612,924	\$766,430	\$655,900	\$725,688
0202 CLOTHING AND UNIFORMS	\$3,948	\$4,100	\$4,300	\$3,000
0204 MINOR EQUIP/FURN/FIX/TOOLS	\$9,252	\$10,300	\$12,000	\$5,300
0205 JANITORIAL & CLEANING SUPPLIES	\$564	\$1,400	\$2,500	\$900
0206 CHEMICALS	\$9,108	\$8,260	\$6,700	\$8,260
0208 EDUCATION & REC SUPPLIES	\$7,404	\$7,500	\$7,300	\$6,000
0210 FOOD/BEV-MEETINGS/FUNCTIONS	\$24	\$0		\$0
0217 CONCESSIONS	\$0	\$2,000	\$2,100	\$2,000
0218 FUEL & OIL	\$2,484	\$3,000	\$7,500	\$0
SUPPLIES SUBTOTAL	\$32,784	\$36,560	\$42,400	\$25,460
0301 MAINT-BLDG & STRUCTURES	\$63,360	\$40,000	\$44,400	\$25,000
0302 MAINT.- VEHICLES	\$0	\$0	\$1,400	\$0
0318 MAINT-OFFICE EQUIPMENT	\$2,928	\$1,000	\$200	\$0
0345 MAINT-ATH FIELDS/POOL FACILITY	\$12,468	\$12,000	\$13,800	\$6,000
MAINTENANCE SUBTOTAL	\$78,756	\$53,000	\$59,800	\$31,000
0401 TELEPHONE & COMMUNICATIONS	\$1,800	\$1,000		\$0
0402 RENTAL OF EQUIPMENT	\$2,964	\$3,000	\$5,800	\$0
0408 ADVERTISING	\$9,456	\$8,550	\$6,100	\$4,550
0409 TRAVEL & EDUCATION	\$5,976	\$8,390	\$5,800	\$0
0414 DUES & SUBSCRIPTIONS	\$756	\$1,648	\$1,100	\$0
0416 OTHER/PROFESSIONAL SERVICES	\$31,116	\$46,425	\$43,300	\$36,075
0421 PRINTING	\$14,712	\$19,100	\$16,100	\$0
0434 SPECIAL EVENTS	\$18,324	\$88,000	\$92,000	\$50,000
0442 COMPUTER PROFESSIONAL SVCS	\$4,020	\$5,000	\$5,100	\$5,000
0462 CELLULAR TELEPHONE & PAGERS	\$4,896	\$0		\$0
0479 ATHLETICS	\$46,920	\$49,450	\$53,200	\$40,000
0543 JANITORIAL CONTRACT	\$83,184	\$77,064	\$59,700	\$57,228
0546 REFUNDS	\$5,904	\$0	\$0	\$0
0559 CONTRACT/TEMPORARY LABOR	\$27,276	\$25,000	\$38,900	\$25,000
OTHER SERVICE SUBTOTAL	\$257,304	\$332,627	\$327,100	\$217,853
0609 CAPITAL-MACHINERY & EQUIPMENT	\$129,156	\$70,000	\$53,700	\$0
CAPITAL OUTLAY SUBTOTAL	\$129,156	\$70,000	\$53,700	\$0
TOTAL RECREATION	\$1,110,924	\$1,258,617	\$1,138,900	\$1,000,001

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

Community Services Division
 Recreation Fund



Personnel Summary				
Position	Adopted 06-07	Adopted 07-08	Adopted 08-09	
Library Director	0	0	1	
Assistant Library Director	0	0	1	
Library Associate	0	0	1	
Circulation Trainer	0	0	1	
Total	0	0	4	

Department Narrative

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



Library



Departmental Goals					
<p>City Council Goal 3 & 4 (Enhanced City Infrastructure and Facilities; City - An Organization of Excellence)</p> <ul style="list-style-type: none"> • Keep abreast of new technological developments to enhance customer service • Maximize use of library resources • Expand and strengthen the library's print and non-print resources • Provide on-line access to subscription databases, indexes, and full-text magazine and newspaper articles not otherwise available to internet users • Select, acquire, and organize access to the most current information and ideas in the most effective setting for Lancaster citizens and local library users <p>City Council Goal 6 (Greater Community Unity and Pride)</p> <ul style="list-style-type: none"> • Offer library sponsored events to support literacy and lifelong learning for all ages • Implement opportunities of cultural and educational programming, such as weekly preschool story times, ethnic appreciation special events, reading incentives, and special interest events such as genealogy, art, and finance 					
Workload Indicators		07-08 Estimate	08-09 Estimate		
Hours Open		2,493	2,500		
Hours Staffed		3,081	3,000		
Volunteer Hours		1,421	1,500		
Patron Visits		99,178	100,000		
New Youth Cards		1,349	1,500		
New Adult Cards		1,859	2,000		
New Nonresident Cards		83	100		
Adult Books Circulation		25,507	26,000		
Juvenile Books Circulation		26,451	27,000		
Videos Circulation		15,521	16,000		
Total Circulation		73,120	75,000		
PC Reservation Usage		49,079	50,000		
Reference Usage		142,879	150,000		
Performance Measurement		07-08 Estimate	08-09 Target		
Department Objective: Quality Community Services					
Performance Measure: Host Best Southwest Bookfair		N/A	Completed		
Performance Measure: Replace worn Information Technology Items		N/A	Completed		
Performance Measure: Budgetd Expenditures Spent		N/A	99%		
Budget Summary		06-07 Actual	07-08 Budget	07-08 Estimate	08-09 Budget
Personnel		\$ -	\$ -	\$ -	\$ 354,120
Supplies		\$ -	\$ -	\$ 3,000	\$ 20,700
Maintenance		\$ 2,400	\$ 4,000	\$ 6,700	\$ 28,500
Other Services		\$ 643,540	\$ 621,500	\$ 714,000	\$ 124,443
Capital Outlay		\$ -	\$ 60,000	\$ 200	\$ 152,000
TOTAL		\$ 645,940	\$ 685,500	\$ 723,900	\$ 679,763

Budget Details	06-07 Actual	07-08 Budget	07-08 Estimate	08-09 Budget
0101 SALARIES-REGULAR	\$0	\$0	\$0	\$182,120
0102 SALARIES-PART TIME	\$0	\$0	\$0	\$97,917
0105 GROUP HEALTH INSURANCE	\$0	\$0	\$0	\$21,290
0106 TMRS	\$0	\$0	\$0	\$23,257
0107 FICA	\$0	\$0	\$0	\$22,516
0110 DENTAL INSURANCE	\$0	\$0	\$0	\$1,500
0113 CAR ALLOWANCE	\$0	\$0	\$0	\$4,800
0130 WORKERS COMPENSATION	\$0	\$0	\$0	\$720
PERSONNEL SERVICES SUBTOTAL	\$0	\$0	\$0	\$354,120
0201 OFFICE SUPPLIES	\$0	\$0	\$0	\$10,500
0204 MINOR EQUIP/FURN/FIX/TOOLS	\$0	\$0	\$1,000	\$3,500
0211 OTHER OPERATIONAL SUPPLIES	\$0	\$0	\$2,000	\$0
0214 POSTAGE/SHIPPING/DELIVERY	\$0	\$0	\$0	\$2,700
0219 COMPUTER SUPPLIES	\$0	\$0	\$0	\$4,000
SUPPLIES SUBTOTAL	\$0	\$0	\$3,000	\$20,700
0301 MAINT-BLDG & STRUCTURES	\$2,400	\$4,000	\$6,700	\$4,500
0342 MAINT-COMPUTER EQUIPMENT	\$0	\$0	\$0	\$24,000
MAINTENANCE SUBTOTAL	\$2,400	\$4,000	\$6,700	\$28,500
0401 TELEPHONE & COMMUNICATIONS	\$0	\$0	\$0	\$9,000
0402 RENTAL OF EQUIPMENT	\$0	\$0	\$0	\$2,500
0407 SPECIAL SERVICES	\$0	\$0	\$2,700	\$4,000
0408 ADVERTISING	\$0	\$0	\$0	\$1,500
0409 TRAVEL & EDUCATION	\$0	\$0	\$100	\$5,525
0410 UTILITIES - ELECTRICITY	\$0	\$61,000	\$24,100	\$61,000
0414 DUES & SUBSCRIPTIONS	\$0	\$0	\$0	\$1,218
0416 OTHER/PROFESSIONAL SERVICES	\$643,540	\$556,000	\$646,800	\$1,500
0421 PRINTING	\$0	\$0	\$0	\$1,200
0434 SPECIAL EVENTS	\$0	\$0	\$0	\$6,000
0441 PLANNING CONSULTANT FEES	\$0	\$0	\$0	\$500
0442 COMPUTER PROFESSIONAL SVCS	\$0	\$0	\$31,800	\$26,000
0465 PERIODICALS & PUBLICATIONS	\$0	\$0	\$0	\$0
0498 UTILITIES - GAS	\$0	\$4,500	\$8,500	\$4,500
OTHER SERVICES SUBTOTAL	\$643,540	\$621,500	\$714,000	\$124,443
0611 CAPITAL-BOOKS	\$0	\$60,000	\$200	\$70,000
0618 CAPITAL-COMPUTER EQUIPMENT	\$0	\$0	\$0	\$72,000
0623 CAPITAL-FILMS/AUDIO/VISUAL	\$0	\$0	\$0	\$10,000
CAPITAL OUTLAY SUBTOTAL	\$0	\$60,000	\$200	\$152,000
TOTAL LIBRARY	\$645,940	\$685,500	\$723,900	\$679,763



Stormwater Fund FUND SUMMARY



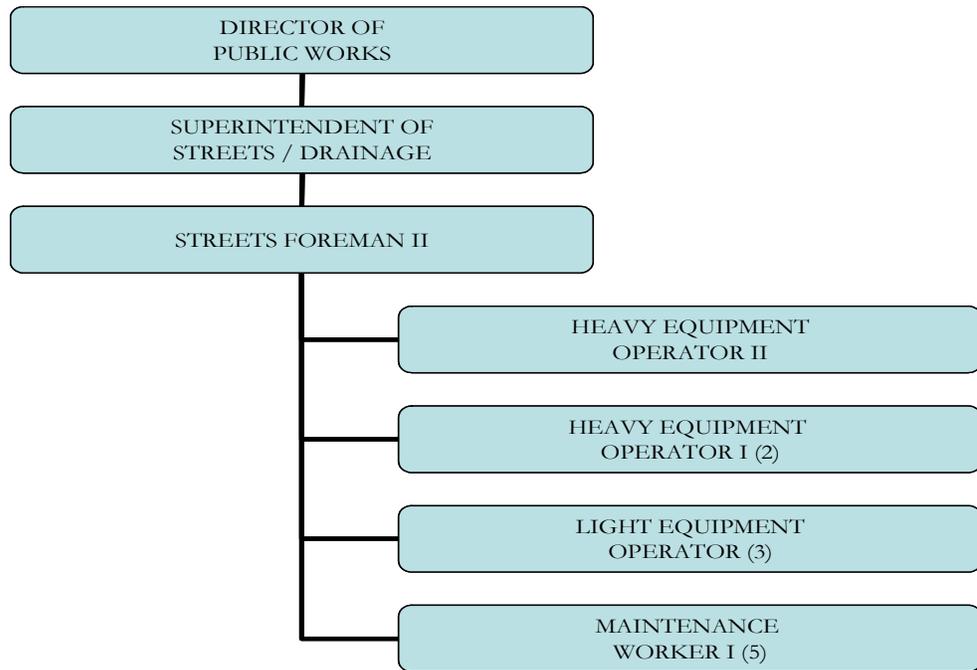
	ACTUAL 06-07	BUDGETED 07-08	ESTIMATE 07-08	PROPOSED 08-09
<i>Estimated Balance 10/1</i>	663,896	598,236	598,236	453,430
Revenue:				
Stormwater Fees	790,514	972,471	900,000	900,000
Interest	33,199	-	15,000	15,000
Total Revenue	823,713	972,471	915,000	915,000
<i>Total Amount Available</i>	1,487,609	1,570,707	1,513,236	1,368,430
STORMWATER	725,387	1,261,771	967,400	1,128,538
NON-DEPARTMENTAL	135,322	4,800	4,800	4,800
DEBT SERVICE	-	47,926	47,926	51,013
TRANSFERS OUT	28,664	39,680	39,680	39,680
Total Disbursements	889,373	1,354,177	1,059,806	1,224,031
Estimated Balance	598,236	216,530	453,430	144,399

Programs/Activities:
 Drainage Channel Improvements & Erosion Control,
 Drainage Inlet Maintenance, ROW Clean up, Mowing,
 Spraying, Tree Trimming, MS4 Permit Implementation

Public Works Division (C)
 Storm Water Drainage Operating Fund (53)



Storm Water Drainage



Personnel Summary				
Position	Adopted 06-07	Adopted 07-08	Adopted 08-09	
Superintendent-Streets/Drain.	0	0	1	
Foreman II	1	1	1	
Heavy Equipment Operator II	1	1	1	
Heavy Equipment Operator I	1	2	2	
Light Equipment Operator	3	3	3	
Maintenance Worker I	4	5	5	
Total	10	12	13	

Department Narrative	
<p>The Stormwater Division, Stormwater Section strives to deliver outstanding support to the City of Lancaster through the application of personnel, equipment, limited resources and funds to maintain and upgrade the Stormwater drainage systems within the boundaries of the City of Lancaster. Insure all drainage systems from roadside ditches, alleys, Stormwater drainage inlets and main lines under roadway pavement, drainage easements and natural creeks flow unimpeded from the source to the Ten Mile Creek Basin and then finally to the Trinity River.</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>City Council Goals 2 & 3 (Higher Quality Development: Residential and Commercial; Enhanced City Infrastructure and Facilities)</p> <ul style="list-style-type: none"> Identify drainage problem areas for more efficient maintenance Monitor the condition of drainage systems, schedule maintenance, and perform routine clearing of debris blockages to ensure appropriate flow of rainwater Identify and correct erosion of embankments Ensure contaminants are contained, and assist the Engineering Division in the compliance with State and Federal mandated storm-water pollution prevention requirements Estimate workload demand based on ground saturation level and expected rainfall Provide residents and commercial operators with cleaner, more aesthetically appealing urban waterways 					
Workload Indicators		07-08 Estimate	08-09 Estimate		
Full Time Employees		12	12		
Creeks Within City Boundaries (Linear Feet)		155,925	155,925		
Bridges and Adjacent 50 Foot Easements		62	62		
Utility (Water and Sewer) Crossing Support Structures Maintained		59	59		
Open Channel Drainage Easements Maintained (Linear Feet)		491,552	491,552		
Roadside Ditches Maintained (Linear Feet)		917,342	917,342		
Stormwater Flumes Maintained		200	200		
Catch Basins Maintained		4	4		
Headwalls Maintained		36	36		
Stormwater Mains, Laterals, and Inlets Maintained		42	42		
Debris Removal (Storm and Flood Recovery) - (Cubic Yards)		2,456	2,500		
Performance Measurement		07-08 Estimate	08-09 Target		
Department Objective: Responsiveness to Citizens Performance Measure: Phone calls and CRM Requests Responded to within 24 Hours		100%	100%		
Department Objective: Efficient and Timely Department Operations Performance Measure: Weekly Review of All Structures and Easements for Blockages		95%	95%		
Performance Measure: Debris Removal Per Full-Time Employee (Cubic Yard)		204.07	208.3		
Performance Measure: Linear Feet of Maintenance Per Full-Time Employee		130,401	130,401		
Department Objective: Ensure Citizen and Employee Safety Performance Measure: Random Operator Evaluations Passed		100%	100%		
Performance Measure: Employees Sufficiently Trained for Specific Job Duties		100%	100%		
Budget Summary		06-07 Actual	07-08 Budget	07-08 Estimate	08-09 Budget
Personnel		\$ 364,464	\$ 521,341	\$ 437,000	\$ 617,628
Supplies		\$ 33,156	\$ 40,750	\$ 37,200	\$ 46,940
Maintenance		\$ 65,640	\$ 58,900	\$ 50,000	\$ 79,750
Other Services		\$ 263,400	\$ 350,780	\$ 282,600	\$ 384,220
Capital Outlay		\$ -	\$ 290,000	\$ 160,600	\$ -
TOTAL		\$ 726,660	\$ 1,261,771	\$ 967,400	\$ 1,128,538

Budget Details	06-07 Actual	07-08 Budget	07-08 Estimate	08-09 Budget
0101 SALARIES-REGULAR	\$216,816	\$339,266	\$282,600	\$408,397
0103 SALARIES-OVERTIME	\$27,876	\$33,600	\$18,900	\$0
0104 SALARIES-LONGEVITY	\$1,896	\$972	\$2,100	\$1,600
0105 GROUP HEALTH INSURANCE	\$44,532	\$54,480	\$46,400	\$78,536
0106 TMRS	\$28,800	\$39,497	\$36,000	\$52,481
0107 FICA	\$18,036	\$22,273	\$22,300	\$32,896
0110 DENTAL INSURANCE	\$2,148	\$2,292	\$2,000	\$3,063
0120 GROUP LIFE INSURANCE	\$120	\$280	\$100	\$238
0130 WORKERS COMPENSATION	\$24,240	\$28,681	\$26,600	\$40,417
PERSONNEL SERVICES SUBTOTAL	\$364,464	\$521,341	\$437,000	\$617,628
0201 OFFICE SUPPLIES	\$480	\$2,700	\$2,600	\$3,000
0202 CLOTHING AND UNIFORMS	\$8,364	\$4,450	\$6,100	\$4,500
0204 MINOR EQUIP/FURN/FIX/TOOLS	\$6,348	\$5,500	\$3,200	\$3,000
0206 CHEMICALS	\$1,980	\$1,500	\$1,600	\$1,500
0210 FOOD/BEV.-MEETINGS/FUNCTIONS	\$0	\$0	\$0	\$300
0214 POSTAGE/SHIPPING/DELIVERY	\$0	\$0	\$0	\$300
0216 MEDICAL SUPPLIES	\$360	\$300	\$200	\$150
0218 FUEL & OIL	\$15,624	\$26,300	\$23,500	\$34,190
SUPPLIES SUBTOTAL	\$33,156	\$40,750	\$37,200	\$46,940
0302 MAINT-MOTOR VEHICLES	\$4,488	\$7,900	\$2,900	\$6,000
0303 MAINT-EQUIP & MACHINERY	\$23,424	\$20,000	\$20,300	\$15,000
0305 MAINT-DRAINAGE & BRIDGES	\$37,728	\$30,000	\$26,700	\$58,000
0307 MAINT-INSTRUMENTS & APPARATUS	\$0	\$0	\$100	\$500
0318 MAINT.- OFFICE EQUIPMENT	\$0	\$1,000	\$0	\$250
MAINTENANCE SUBTOTAL	\$65,640	\$58,900	\$50,000	\$79,750
0401 TELEPHONE & COMMUNICATIONS	\$0	\$1,500	\$0	\$200
0402 RENTAL OF EQUIPMENT	\$0	\$6,000	\$2,400	\$7,700
0407 SPECIAL SERVICES-PHASE II MGMT	\$0	\$10,000	\$2,400	\$0
0409 TRAVEL & EDUCATION	\$2,676	\$6,010	\$300	\$2,000
0413 SANITARY LANDFILL	\$0	\$10,000	\$6,600	\$10,000
0416 OTHER/PROFESSIONAL SERVICES	\$88,416	\$101,270	\$117,400	\$130,000
0462 CELLULAR TELEPHONE & PAGERS	\$5,040	\$0	\$0	\$0
0559 CONTRACT OR TEMPORARY LABOR	\$0	\$10,000	\$6,700	\$5,000
0565 CONTRACT MOWING	\$167,268	\$206,000	\$146,800	\$229,320
ADDITIONAL OTHER SERVICES SUBTOTAL	\$263,400	\$350,780	\$282,600	\$384,220
0610 CAPITAL OUTLAY - MOTOR VEHICLES	\$0	\$290,000	\$160,600	\$0
CAPITAL OUTLAY SUBTOTAL	\$0	\$290,000	\$160,600	\$0
TOTAL STORMWATER	\$726,660	\$1,261,771	\$967,400	\$1,128,538



E911 Fund FUND SUMMARY



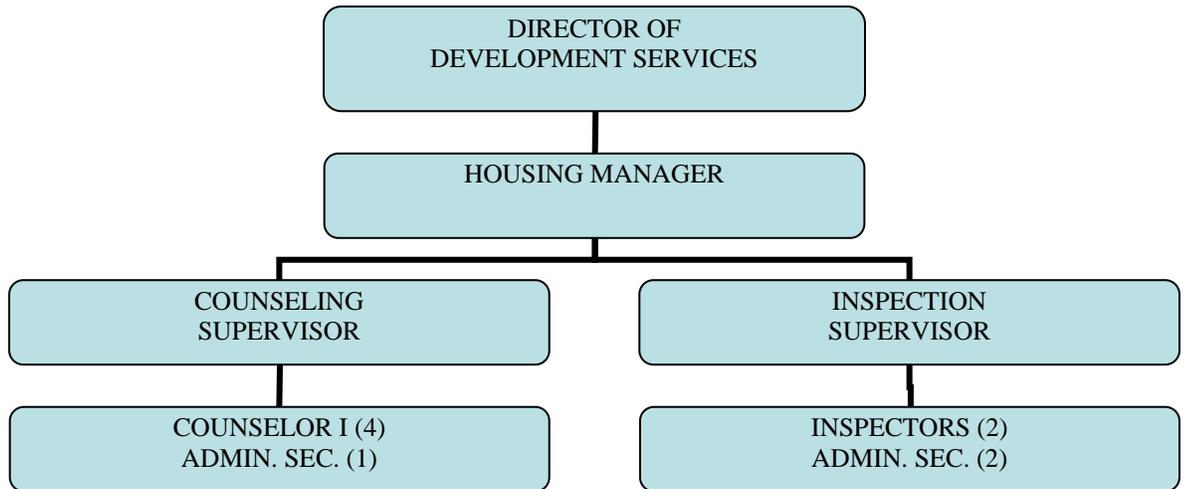
	ACTUAL 06-07	BUDGETED 07-08	ESTIMATE 07-08	PROPOSED 08-09
<i>Estimated Balance 10/1</i>	482,666	746,000	746,000	958,000
<u>Revenue:</u>				
E911 Fees	279,907	200,000	250,000	250,000
Interest and Other	26,781	12,000	12,000	12,000
Total Revenue	306,688	212,000	262,000	262,000
<i>Total Amount Available</i>	789,354	958,000	1,008,000	1,220,000
E911	43,354	50,000	50,000	740,900
Total Disbursements	43,354	50,000	50,000	740,900
Estimated Balance	746,000	908,000	958,000	479,100



HOUSING FUND FUND SUMMARY



	ACTUAL 06-07	BUDGETED 07-08	ESTIMATE 07-08	PROPOSED 08-09
<i>Estimated Balance 10/1</i>	<i>726,346</i>	<i>760,021</i>	<i>760,021</i>	<i>33,521</i>
<u>Revenue:</u>				
Housing Revenue	8,341,263	7,975,000	8,500,000	7,744,346
Total Revenue	8,341,263	7,975,000	8,500,000	7,744,346
Total Amount Available	9,067,609	8,735,021	9,260,021	7,777,867
Housing Expenditures	8,350,255	7,635,625	9,226,500	7,690,129
Total Disbursements	8,350,255	7,635,625	9,226,500	7,690,129
Estimated Balance	717,353	1,099,396	33,521	87,738



Personnel Summary

Position	Adopted 06-07	Adopted 07-08	Adopted 08-09
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
Total	12	12	12

Department Narrative

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



Housing



Departmental Goals					
<p>City Council Goals 3 & 4 (Enhanced City Infrastructure and Facilities; City - An Organization of Excellence)</p> <ul style="list-style-type: none"> • Successfully administer the Disaster Housing Assistance Program by providing case management to FEMA disaster victims to promote self sufficiency • Maintain HUD Section Eight Management Assessment Program (SEMAP) certification as Housing Choice Voucher Program (HCVP) High Performer • Continue current partnerships with Dallas County Home Loan Counseling and Habitat for Humanity • Maximize number of low income households served through Housing Choice Voucher program funding • Participate in housing coalitions including the North Texas Housing Finance Corporation and the Texas Association of Local Housing Finance Corporations • Investigate affordable options for senior housing and other available grant funds to promote homeownership. to promote efficiency and enhance operations within the Housing Department • Develop partnership with Texas Veterans Association to facilitate development of housing for veterans • Implement direct deposit program for landlords participating in the Section 8 Housing Choice Voucher Program • Develop and implement housing rehabilitation/replacement program overlay for Eastside Acres 					
Workload Indicators		07-08 Estimate	08-09 Estimate		
Total Full-time City of Lancaster Housing Employees		12	12		
Housing Choice Voucher Program Unit Months Leased		13,174	13,386		
Housing Assistance Payments Provided		\$7.4 million	\$7.5 million		
Disaster Housing Assistance Program Unit Months Leased		662	300		
Disaster Housing Assistance Program (DHAP) Participants / Payments		\$413,000	\$187,200		
Performance Measurement		07-08 Estimate	08-09 Target		
Department Objective: HUD High Performer SEMAP Rating Performance Measure: 100% SEMAP Score		100%	100%		
Performance Measure: HCV High Performer Certification		Yes	Yes		
Department Objective: HUD Public Information Center (PIC) Score Rating Performance Measure: 95% or Better PIC Score		98.70%	98.00%		
Department Objective: Case Management to DHAP Families Performance Measure: Assigned Families		80	60		
Department Objective: Ensure Timely HUD Reporting Performance Measure: Annual Plan Presented to HUD		On Time	On Time		
Department Objective: Successful Fraud Recovery Performance Measure: Fraud Dollars Recovered by Attorney General & Staff		\$30,000	\$1.3 million		
Department Objective: Enhance Departmental Operations Performance Measure: Housing Reorganization / Reclassification		Completed	N/A		
Budget Summary		06-07 Actual	07-08 Budget	07-08 Estimate	08-09 Budget
Personnel		\$ 613,512	\$ 659,745	\$ 669,000	\$ 656,324
Supplies		\$ 27,468	\$ 19,000	\$ 50,300	\$ 31,000
Maintenance		\$ 5,700	\$ 2,000	\$ 3,800	\$ 7,900
Other Services		\$ 7,598,952	\$ 6,890,355	\$ 8,503,400	\$ 6,994,905
Capital Outlay		\$ 252	\$ -	\$ -	\$ -
TOTAL		\$ 8,245,884	\$ 7,571,100	\$ 9,226,500	\$ 7,690,129

Housing

Communtiy Services Division
Housing and Development Fund

Budget Details	06-07 Actual	07-08 Budget	07-08 Estimate	08-09 Budget
0101 SALARIES-REGULAR	\$454,380	\$473,510	\$486,100	\$462,033
0102 SALARIES-PART TIME	\$0	\$28,500	\$11,400	\$28,500
0103 SALARIES-OVERTIME	\$2,388	\$0	\$6,400	\$0
0104 SALARIES-LONGEVITY	\$2,580	\$2,584	\$2,600	\$2,180
0105 GROUP HEALTH INSURANCE	\$54,132	\$48,856	\$48,600	\$61,739
0106 TMRS	\$54,252	\$57,052	\$60,300	\$55,715
0107 FICA	\$34,080	\$37,530	\$37,800	\$36,620
0109 SALARIES-WELL PAY	\$1,500	\$2,486	\$800	\$0
0110 DENTAL INSURANCE	\$3,084	\$2,287	\$2,600	\$2,644
0113 SALARIES-CAR ALLOWANCE	\$4,392	\$4,800	\$1,400	\$4,800
0120 GROUP LIFE INSURANCE	\$252	\$204	\$200	\$204
0130 WORKERS COMPENSATION	\$2,472	\$1,936	\$10,800	\$1,889
PERSONNEL SERVICES SUBTOTAL	\$613,512	\$659,745	\$669,000	\$656,324
0201 OFFICE SUPPLIES	\$11,556	\$7,000	\$13,200	\$8,000
0202 CLOTHING & UNIFORMS	\$828	\$1,000	\$1,400	\$500
0204 MINOR EQUIP/FURN/FIX/TOOLS	\$504	\$0	\$15,100	\$2,000
0210 FOOD/BEV-MEETINGS/FUNCTIONS	\$84	\$500	\$3,400	\$5,000
0214 POSTAGE/SHIPPING/DELIVERY	\$8,604	\$7,500	\$10,700	\$7,500
0218 FUEL & OIL	\$5,892	\$3,000	\$6,500	\$8,000
SUPPLIES SUBTOTAL	\$27,468	\$19,000	\$50,300	\$31,000
0301 MAINT-BLDG & STRUCTURES	\$1,596	\$2,000	\$0	\$2,400
0302 MAINT-MOTOR VEHICLES	\$3,552	\$0	\$1,000	\$900
0318 MAINT-OFFICE EQUIPMENT	\$552	\$0	\$2,800	\$1,600
0342 MAINT-COMPUTER EQUIPMENT	\$0	\$0	\$0	\$3,000
MAINTENANCE SUBTOTAL	\$5,700	\$2,000	\$3,800	\$7,900
0401 TELEPHONE & COMMUNICATIONS	\$3,804	\$1,500	\$2,400	\$1,900
0402 RENTAL OF EQUIPMENT	\$4,776	\$5,780	\$6,600	\$6,800
0403 CASUALTY INSURANCE	\$1,740	\$1,000	\$100	\$0
0407 SPECIAL SERVICES	\$0	\$0	\$500	\$3,500
0408 ADVERTISING	\$0	\$250	\$0	\$250
0409 TRAVEL & EDUCATION	\$17,676	\$6,460	\$14,900	\$14,675
0410 UTILITIES - ELECTRICITY	\$5,868	\$10,000	\$400	\$0
0414 DUES & SUBSCRIPTIONS	\$2,400	\$1,773	\$5,100	\$2,525
0415 MILEAGE REIMBURSEMENT	\$432	\$0	\$0	\$1,000
0416 OTHER/PROFESSIONAL SERVICES	\$22,860	\$9,000	\$18,600	\$2,000
0421 PRINTING	\$1,728	\$2,000	\$3,300	\$2,525
0428 HUD HOUSING ASSISTANCE	\$6,737,304	\$6,699,492	\$7,747,000	\$6,862,380
0442 COMPUTER PROFESSIONAL SVCS	\$6,060	\$0	\$0	\$0
0450 ADMINISTRATIVE FEES	\$748,056	\$63,000	\$674,600	\$65,100
0462 CELLULAR TELEPHONE & PAGERS	\$2,844	\$2,700	\$600	\$0
0464 RENTAL OF OFFICE SPACE	\$41,700	\$72,000	\$29,300	\$31,250
0497 TUITION REIMBURSEMENT	\$0	\$0	\$0	\$1,000
0498 UTILITIES - OTHER	\$204	\$10,000	\$0	\$0
0543 JANITORIAL CONTRACT	\$1,500	\$5,400	\$0	\$0
OTHER SERVICES SUBTOTAL	\$7,598,952	\$6,890,355	\$8,503,400	\$6,994,905
0610 CAPITAL-MOTOR VEHICLES	\$252	\$0	\$0	\$0
CAPITAL OUTLAY SUBTOTAL	\$252	\$0	\$0	\$0
TOTAL HOUSING	\$8,245,884	\$7,571,100	\$9,226,500	\$7,690,129



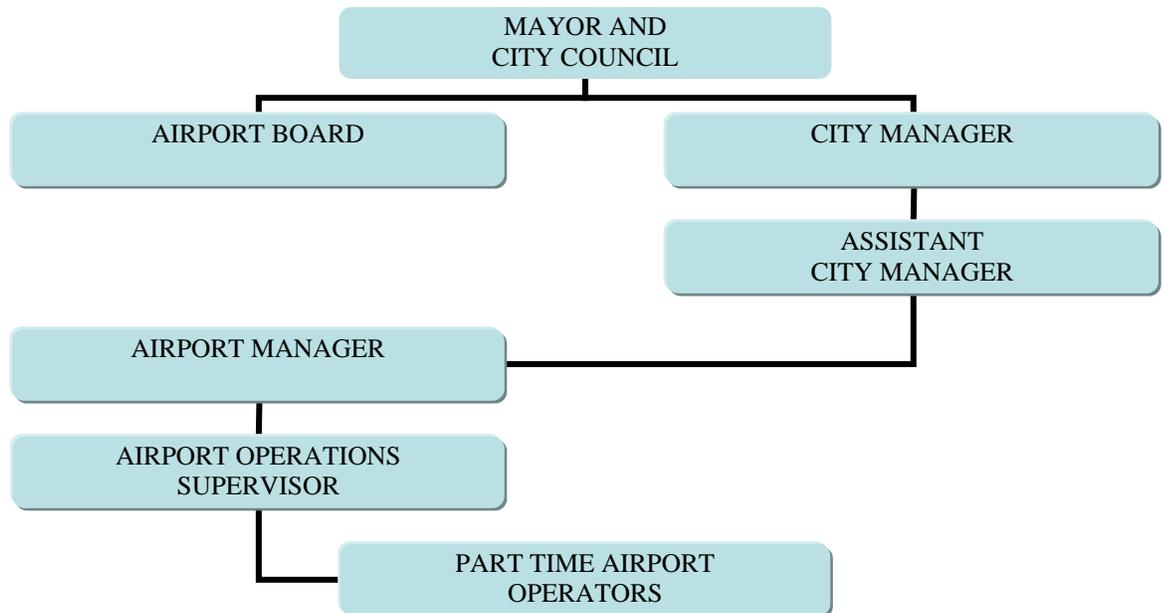
Airport Fund FUND SUMMARY



	ACTUAL 06-07	BUDGETED 07-08	ESTIMATE 07-08	PROPOSED 08-09
<i>Estimated Balance 10/1</i>	<i>105,091</i>	<i>(10,000)</i>	<i>(10,000)</i>	<i>(40,018)</i>
<u>Revenue:</u>				
Airport Revenue	349,641	395,000	447,350	429,500
Total Revenue	349,641	395,000	447,350	429,500
<i>Total Amount Available</i>	<i>454,732</i>	<i>385,000</i>	<i>437,350</i>	<i>389,482</i>
Airport Operations	452,997	427,193	463,100	531,240
Airport Debt Services	11,735	14,268	14,268	17,218
Transfer to General Fund	-	-	-	-
Total Disbursements	464,732	441,461	477,368	548,458
Estimated Balance	(10,000)	(56,461)	(40,018)	(158,976)



Airport Operations



Personnel Summary			
Position	Adopted 06-07	Adopted 07-08	Adopted 08-09
Airport Manager	1	1	1
Operations Supervisor.	0	0	1
Part-time	0	3	3
Total	1	4	5

Department Narrative
<p>Located on approximately 340 acres in the southeast region of the city, Lancaster Municipal Airport (LNC) provides operational service to south Dallas County. Classified by the Federal Aviation Administration as a reliever airport, the airport provides 5,000 of asphalt runway capable of accommodating single engine aircraft as well as the largest corporate jet. There are approximately 150 aircraft home based at the airport.</p>



Departmental Goals					
<p>City Council Goal 3 (Enhanced City Infrastructure and Facilities)</p> <ul style="list-style-type: none"> • Prepare for 2009 extension and overlay of Runway 13-31 project • Position Lancaster Airport as a reputable fixed base operator • Provide enhanced staff training on operations and customer service • Pursue self-service fuel facility designation, and continue upgrades to airport fuel farm • Develop a comprehensive foreign object debris (FOD) program • Expand/improve/reconstruct north and south parking lots, and terminal access road • Expedite Airport Master Plan update • Develop Airport Emergency Plan 					
Workload Indicators		07-08 Estimate	08-09 Estimate		
Airport Acreage		306	338.4		
Runway Dimensions		5,000ft x 100ft	6,500 x 100 ft		
Taxiway Dimensions		5,000ft x 50ft	6,500ft x 50ft		
Underground Fuel Storage Tanks (10,000 Gallon)		3	3		
Full-Time Employees		1	2		
Part-Time Employees		4	3		
Aircraft Based from Lancaster Airport		220	150		
Major Aviation Related Businesses		5	5		
Aviation Museums		2	2		
Number of Hangars		175 (99 City Owned)	175 (99 City Owned)		
Annual Operations (Take-offs and Landings)		65,100	45,000		
Fuel Sales		135,000 Gallons	135,000 Gallons		
Performance Measurement		07-08 Estimate	08-09 Target		
Department Objective: Increase Fuel Sales					
Performance Measure: Increase in Gallons of Fuel Sold		5%	5%		
Department Objective: Increase Operations					
Performance Measure: Increase in Annual Take-offs and Landings		5%	5%		
Department Objective: Maintain Efficient Operations					
Performance Measure: Budgeted Revenues Collected		100%	100%		
Budget Summary		06-07 Actual	07-08 Budget	07-08 Estimate	08-09 Budget
Personnel		\$115,176	\$178,143	\$170,900	\$268,940
Supplies		\$21,348	\$4,200	\$16,000	\$12,600
Maintenance		\$73,608	\$156,720	\$153,200	\$130,000
Other Services		\$139,632	\$113,130	\$123,000	\$119,700
Capital Outlay		\$2,256	\$0	\$0	\$0
TOTAL		\$352,020	\$452,193	\$463,100	\$531,240

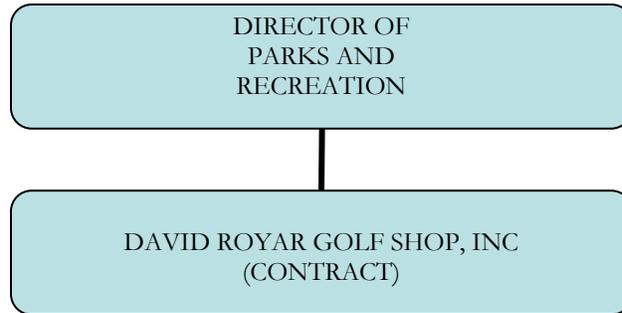
Budget Details	06-07 Actual	07-08 Budget	07-08 Estimate	08-09 Budget
0101 SALARIES-REGULAR	\$45,120	\$66,878	\$65,700	\$99,717
0102 SALARIES-PART TIME	\$50,748	\$77,602	\$75,700	\$116,512
0103 SALARIES-OVERTIME	\$2,724	\$0	\$400	\$0
0104 SALARIES-LONGEVITY	\$0	\$90	\$100	\$160
0105 GROUP HEALTH INSURANCE	\$0	\$0	\$1,800	\$4,487
0106 TMRS	\$5,280	\$17,154	\$9,800	\$25,707
0107 FICA	\$7,536	\$11,058	\$10,900	\$16,552
0109 SALARIES-WELL PAY	\$0	\$32	\$0	\$0
0110 DENTAL INSURANCE	\$216	\$317	\$500	\$474
0120 GROUP LIFE INSURANCE	\$0	\$66	\$0	\$83
0130 WORKERS COMPENSATION	\$3,552	\$4,946	\$6,000	\$5,248
PERSONNEL SERVICES SUBTOTAL	\$115,176	\$178,143	\$170,900	\$268,940
0201 OFFICE SUPPLIES	\$3,456	\$800	\$1,600	\$1,500
0202 UNIFORMS AND CLOTHING	\$0	\$0	\$700	\$300
0204 MINOR EQUIP/FURN/FIX/TOOLS	\$14,244	\$1,500	\$1,600	\$1,650
0210 FOOD/BEV-MEETINGS/FUNCTIONS	\$276	\$600	\$400	\$350
0211 OTHER OPERATIONAL SUPPLIES	\$36	\$500	\$800	\$1,000
0214 POSTAGE/SHIPPING/DELIVERY	\$984	\$800	\$600	\$800
0218 FUEL & OIL	\$2,352	\$0	\$1,300	\$1,000
0221 AVIATION RESALE	\$0	\$0	\$9,000	\$6,000
SUPPLIES SUBTOTAL	\$21,348	\$4,200	\$16,000	\$12,600
0301 MAINT-BLDG & STRUCTURES	\$56,232	\$150,000	\$127,500	\$125,000
0302 MAINT-MOTOR VEHICLES	\$372	\$1,500	\$1,600	\$1,500
0303 MAINT-EQUIP & MACHINERY	\$17,004	\$300	\$13,500	\$500
0304 MAINT-STREETS	\$0	\$3,000	\$3,100	\$3,000
0346 MAINT-HVAC	\$0	\$1,920	\$7,500	\$0
MAINTENANCE SUBTOTAL	\$73,608	\$156,720	\$153,200	\$130,000
0401 TELEPHONE & COMMUNICATIONS	\$19,680	\$1,800	\$500	\$1,800
0402 RENTAL OF EQUIPMENT	\$9,468	\$27,500	\$31,300	\$29,000
0403 CASUALTY INSURANCE	\$0	\$4,000	\$0	\$0
0407 SPECIAL SERVICES	\$11,400	\$11,000	\$14,700	\$14,000
0408 ADVERTISING	\$6,192	\$2,500	\$1,400	\$2,500
0409 TRAVEL & EDUCATION	\$4,584	\$6,110	\$5,800	\$8,850
0410 UTILITIES - ELECTRICITY	\$55,236	\$36,000	\$38,000	\$36,000
0414 DUES & SUBSCRIPTIONS	\$696	\$900	\$800	\$950
0416 OTHER/PROFESSIONAL SERVICES	\$0	\$0	\$9,100	\$2,200
0421 PRINTING	\$192	\$300	\$300	\$300
0423 CONTRACT MOWING	\$19,572	\$22,000	\$18,300	\$23,000
0446 CITY ATTORNEY FEES	\$0	\$0	\$2,700	\$0
0462 CELLULAR TELEPHONE & PAGERS	\$804	\$1,020	\$100	\$1,100
0559 CONTRACT/TEMPORARY LABOR	\$11,808	\$0	\$0	\$0
OTHER SERVICE SUBTOTAL	\$139,632	\$113,130	\$123,000	\$119,700
0608 CAPITAL-FURNITURE & FIXTURES	\$2,256	\$0	\$0	\$0
CAPITAL OUTLAY SUBTOTAL	\$2,256	\$0	\$0	\$0
TOTAL AIRPORT OPERATIONS	\$352,020	\$452,193	\$463,100	\$531,240



Golf Fund FUND SUMMARY



	ACTUAL 06-07	BUDGETED 07-08	ESTIMATE 07-08	PROPOSED 08-09
<i>Estimated Balance 10/1</i>	68,627	90,000	90,000	123,000
<u>Revenue:</u>				
Golf Revenue	56,305	70,000	66,000	66,000
Interest and Other	7,170	3,500	3,000	3,000
Total Revenue	63,475	73,500	69,000	69,000
<i>Total Amount Available</i>	132,102	163,500	159,000	192,000
<u>Expenditures:</u>				
Golf Expenditures	42,102	36,300	56,600	30,000
Transfer to General Fund	-	3,418	3,418	3,000
Total Disbursements	42,102	36,300	56,600	30,000
Estimated Balance	90,000	127,200	102,400	162,000



Department Narrative

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

Department Goals

City Council Goal 5

(Becoming the Preferred Place to Live: Professionals and Families)

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

Budget Summary	06-07 Actual	07-08 Budget	07-08 Estimate	08-09 Budget
Personnel	\$0	\$0	\$0	\$0
Supplies	\$0	\$0	\$0	\$0
Maintenance	\$25,152	\$30,000	\$17,600	\$30,000
Other Services	\$16,920	\$6,300	\$6,600	\$0
Capital Outlay	\$0	\$0	\$32,400	\$0
TOTAL	\$42,072	\$36,300	\$56,600	\$30,000



Golf Course



Budget Details	06-07 Actual	07-08 Budget	07-08 Estimate	08-09 Budget
0301 MAINT-BLDG & STRUCTURES	\$8,076	\$10,000	\$9,000	\$10,000
0322 MAINT-IRRIGATION	\$17,076	\$10,000	\$300	\$10,000
0343 MAINT-CART PATH & GROUNDS	\$0	\$10,000	\$8,300	\$10,000
MAINTENANCE SUBTOTAL	\$25,152	\$30,000	\$17,600	\$30,000
0401 TELEPHONE & COMMUNICATIONS	\$984	\$0	\$0	\$0
0410 UTILITIES - ELECTRICITY	\$11,532	\$6,300	\$6,600	\$0
0416 OTHER/PROFESSIONAL SERVICES	\$4,404	\$0	\$0	\$0
OTHER SERVICES SUBTOTAL	\$16,920	\$6,300	\$6,600	\$0
0607 CAPITAL-PARK SYSTEM	\$0	\$0	\$32,400	\$0
CAPITAL OUTLAY SUBTOTAL	\$0	\$0	\$32,400	\$0
TOTAL GOLF	\$42,072	\$36,300	\$56,600	\$30,000





**SANITATION FUND
FUND SUMMARY**



	BUDGETED 07-08	ESTIMATE 07-08	PROPOSED 08-09
<i>Estimated Balance 10/1</i>	<i>(109,000)</i>	<i>(109,000)</i>	<i>(313,000)</i>
<u>Revenue:</u>			
Refuse Revenue	-	1,200,000	1,387,000
Total Revenue	-	1,200,000	1,387,000
Total Amount Available	(109,000)	1,091,000	1,074,000
Refuse Expenditures	-	1,404,000	1,516,000
Total Disbursements	-	1,404,000	1,516,000
Estimated Balance	(109,000)	(313,000)	(442,000)



G.O. Debt Service Fund FUND SUMMARY



	ACTUAL 06-07	BUDGETED 07-08	ESTIMATE 07-08	PROPOSED 08-09
<i>Estimated Balance 10/1</i>	599,935	534,000	872,243	880,000
Revenue:				
G.O. Debt Taxes	1,060,800	2,207,187	2,200,000	2,281,769
Interest and Other	11,749	10,000	10,000	10,000
Transfer In	-	153,319	-	-
Total Revenue	1,072,549	2,370,506	2,210,000	2,291,769
<i>Total Amount Available</i>	1,672,484	2,904,506	3,082,243	3,171,769
Debt Service	800,241	2,176,699	2,202,243	2,654,244
Total Disbursements	800,241	2,176,699	2,202,243	2,654,244
Estimated Balance	872,243	727,807	880,000	517,525

DEBT SCHEDULES

TOTAL DEBT, ALL SERIES

FYE	Principal	Interest	Total	W&S Total	4A LEDC Total	4B LRDC Total	Airport Total	Stormwater Total	Tax Total
9/30/2008	1,480,000	3,293,020	4,773,020	1,375,207	227,004	906,373	14,268	47,926	2,202,243
9/30/2009	1,855,000	2,417,398	4,272,398	1,315,415	226,550	906,958	17,218	51,013	1,755,244
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



Contract Revenue Refunding Bonds, Series 1997

FYE	Principal	Interest	Total	W&S Total Supported	Tax Total Supported
9/30/2009	200,000	26,493	226,493	226,493	-
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	Airport	4B LRDC	Tax
				Total Supported	Total Supported	Total Supported	Total Supported
9/30/2009	480,000	544,663	1,024,663	16,417	3,418	906,958	97,870
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
TOTAL	\$ 13,745,000	\$ 6,062,339	\$ 19,807,339	\$ 589,278	\$ 122,692	\$ 15,598,256	\$ 3,497,112



Certificate of Obligations, Series 2003

FYE	Principal	Interest	Total	Tax Total Supported
9/30/2009	130,000	109,325	239,325	239,325
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
TOTAL	\$ 2,790,000	\$ 1,065,055	\$ 3,855,055	\$ 3,855,055



General Obligation Refunding and Improvement Bonds, Series 2007

FYE	Principal	Interest	Total	W&S Total Supported	Airport Total Supported	Tax Total Supported
9/30/2009	645,000	1,103,870	1,748,870	754,600	13,800	980,470
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
TOTAL	\$ 24,445,000	\$ 16,141,717	\$ 40,586,717	\$ 8,108,725	\$ 119,100	\$ 32,358,892



Certificates of Obligation, Series 2007

FYE	Principal	Interest	Total	W&S Total Supported	Stormwater Total Supported	4A EDC Total Supported	Tax Total Supported
9/30/2009	400,000	633,048	1,033,048	317,906	51,013	226,550	488,591
9/30/2010	425,000	614,485	1,039,485	309,906	50,013	227,250	502,329
9/30/2011	440,000	595,023	1,035,023	311,706	49,013	227,750	495,566
9/30/2012	505,000	573,760	1,078,760	313,106	48,013	228,050	537,604
9/30/2013	550,000	550,023	1,100,023	314,106	47,013	228,150	557,766
9/30/2014	590,000	524,373	1,114,373	314,706	50,913	228,050	571,616
9/30/2015	515,000	499,510	1,014,510	167,906	49,713	227,750	618,854
9/30/2016	530,000	475,998	1,005,998	168,806	48,513	227,250	609,941
9/30/2017	555,000	451,585	1,006,585	169,506	47,313	226,550	610,529
9/30/2018	575,000	427,310	1,002,310	165,106	46,113	230,550	606,654
9/30/2019	605,000	402,666	1,007,666	165,606	49,813	229,250	612,810
9/30/2020	630,000	376,423	1,006,423	165,831	48,391	227,647	612,944
9/30/2021	655,000	348,625	1,003,625	165,778	46,947	225,738	612,109
9/30/2022	690,000	318,690	1,008,690	165,438	50,375	228,406	614,846
9/30/2023	725,000	286,853	1,011,853	169,700	48,675	230,544	611,609
9/30/2024	750,000	253,665	1,003,665	168,644	46,975	227,363	607,659
9/30/2025	790,000	219,015	1,009,015	167,281	50,141	228,734	612,999
9/30/2026	825,000	182,265	1,007,265	165,609	48,172	229,547	612,109
9/30/2027	865,000	143,395	1,008,395	168,609	51,094	229,922	609,864
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
TOTAL	\$ 14,265,000	\$ 9,140,020	\$ 23,405,020	\$ 4,373,093	\$ 976,132	\$ 4,562,054	\$ 14,469,872



City of Lancaster

Facilities

P.O. Box 940 • Lancaster, Texas 75146

972-218-1300

Web Site: www.lancaster-tx.com

Request City Services: www.city-crm.com/lancaster/

Municipal Center: 211 N. Henry • Lancaster, TX 75146

Administration / City Manager: 972-218-1300 (fax 972-218-1399)

Community Relations: 972-218-1301

City Secretary: 972-218-1310 (fax 972-218-1399)

Finance Department: 972-218-1321 (fax 972-218-3613)

Utility Administration: 972-218-1328 (fax 972-218-3613)

Purchasing: 972-218-1329 (fax 972-218-3621)

Community Development Service Center: 700 E. Main St. • Lancaster, TX 75146

Development Services Administration, Streets, Stormwater, Animal Services,

Building Inspections, Permits, Code Compliance

972-218-1200 (fax 972-227-7220)

Public Safety Facility: 1501 N. Dallas Ave. • Lancaster, TX 75146

Police Department: 972-218-2700 (fax 972-218-8074)

Fire Department: 972-218-2600 (fax 972-218-9835)

Additional Public Safety Facilities

Fire Station #1: 1501 N. Dallas Ave • 972-218-2600

Fire Station #2: 3132 N. Houston School Rd. • 972-218-2644

Fire Station #3: 1960 W. Beltline Rd. • 972-218-2660

Municipal Court 220 W. Main St • Lancaster, TX 75146

972-218-1334 (fax: 972-223-4076)

Parks and Recreation

Recreation Center: 1700 Veteran Memorial Parkway • Lancaster, TX 75146

Parks Department: 972-218-1240 (fax 972-227-7220)

Recreation Department: 972-218-3701 (fax 972-218-3795)

Building Services: 972-218-3709

J.R. Williams Pump Station: 1999 N. Jefferson • Lancaster, TX 75146

972-218-2324 (fax 972-218-2325)

Other Recreational Facilities

Cedardale Softball Complex: 1801 Cedardale Road, 972-218-3701

Creative Playground: 1990 W. Beltline Rd, 972-218-3701

Bear Creek Nature Park, 1000 Bear Creek Rd., 972-218-3730

Veterans Memorial Library: 1600 Veterans Memorial Parkway • Lancaster, TX 75146

972-227-1080 (fax 972-218-3679)

Vehicle Maintenance Center: 521 E. Third St • Lancaster, TX 75146

972-275-1461 (fax 972-275-1462)

Country View Golf Course: 240 W. Beltline Rd. • Lancaster, TX 75146

972-227-0995 (fax 972-227-7858)

Municipal Airport: 730 Ferris Rd • Lancaster, TX 75146

972-227-5721 (fax 972-218-2787)

**4A Economic Development / LEDC: 211 N. Henry St./ P. O. Box 940
Lancaster, TX 75146**

972-218-1315 (fax 972-218-1399)

Region's Bank Building 1425 N. Dallas Ave • Lancaster, TX. 75146

HUD Office 972-275-1750 (fax 972-275-1850)

Human Resources 972-275-1790 (fax 972-275-1890)

Planning and Zoning 972-275-1721 (fax 972-275-1821)

Public Works 972-275-1700 (fax 972-275-1800)

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